

Availability Factor Computation

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Availability Factor Computation Form

1AC - Officials/Admin: Accounting

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	9.19	43.67	2.09	0.95	3.39	1.40	0.12	1.29			Northwest United States
		Weighted Factor	9.19	43.67	2.09	0.95	3.39	1.40	0.12	1.29			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	9.19	43.67	2.09	0.95	3.39	1.40	0.12	1.29			

Availability Factor Computation Form

1AM - Officials/Admin: Auto Maint

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	10.68	46.19	4.12	0.82	3.36	0.28	0.12	1.97			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	10.68	46.19	4.12	0.82	3.36	0.28	0.12	1.97			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	10.68	46.19	4.12	0.82	3.36	0.28	0.12	1.97			

Availability Factor Computation Form

1BI - Officials/Admin: Bldg Inspections

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	11.35	27.38	3.45	1.84	3.88	0.39	0.26	1.53			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	11.35	27.38	3.45	1.84	3.88	0.39	0.26	1.53			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	11.35	27.38	3.45	1.84	3.88	0.39	0.26	1.53			

Availability Factor Computation Form

1BT - Officials/Admin: Bldg Trades

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	7.71	12.84	1.08	0.81	4.43	0.26	0.06	1.08			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	7.71	12.84	1.08	0.81	4.43	0.26	0.06	1.08			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	7.71	12.84	1.08	0.81	4.43	0.26	0.06	1.08			

Availability Factor Computation Form

1CI - Officials/Admin: Code Inspections

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	12.05	65.52	0.43	3.20	0.28	0.00	8.00	0.14			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	12.05	65.52	0.43	3.20	0.28	0.00	8.00	0.14			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	12.05	65.52	0.43	3.20	0.28	0.00	8.00	0.14			

Availability Factor Computation Form

1CR - Officials/Admin: Community Rel

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	9.52	62.47	1.40	6.61	0.49	0.27	0.06	0.70			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	9.52	62.47	1.40	6.61	0.49	0.27	0.06	0.70			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	66.67	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	9.52	62.47	1.40	6.61	0.49	0.27	0.06	0.70			

Availability Factor Computation Form

1DR - Officials/Admin: Directors

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	95.00	Raw Statistics	15.44	26.21	4.55	4.18	5.15	0.43	0.06	1.08			United States
		Weighted Factor	14.67	24.90	4.32	3.97	4.89	0.41	0.06	1.03			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	5.00	Raw Statistics	23.08	30.77	12.82	0.00	7.69	0.00	2.56	0.00			Feeder Job Computations
		Weighted Factor	1.15	1.54	0.64	0.00	0.38	0.00	0.13	0.00			
		Availability	15.82	26.44	4.96	3.97	5.27	0.41	0.19	1.03			

Availability Factor Computation Form

1EC - Officials/Admin: Emg Comm

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	11.65	34.46	4.52	1.87	2.81	0.53	0.23	1.70			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	11.65	34.46	4.52	1.87	2.81	0.53	0.23	1.70			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	100.00	100.00	0.00	100.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	11.65	34.46	4.52	1.87	2.81	0.53	0.23	1.70			

Availability Factor Computation Form

1EN - Officials/Admin: Environmental

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	9.79	12.68	2.93	0.11	5.24	0.33	0.00	1.16			Northwest United States
		Weighted Factor	9.79	12.68	2.93	0.11	5.24	0.33	0.00	1.16			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	9.79	12.68	2.93	0.11	5.24	0.33	0.00	1.16			

Availability Factor Computation Form

1EO - Officials/Admin: Equip Op

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	12.39	33.51	3.52	4.15	3.28	0.26	0.18	1.02			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	12.39	33.51	3.52	4.15	3.28	0.26	0.18	1.02			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	12.39	33.51	3.52	4.15	3.28	0.26	0.18	1.02			

Availability Factor Computation Form

1ER - Officials/Admin: Engr Rel

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	18.18	13.73	8.33	1.38	6.22	0.49	0.10	1.63			NW Pacific Region
		Weighted Factor	18.18	13.73	8.33	1.38	6.22	0.49	0.10	1.63			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	18.18	13.73	8.33	1.38	6.22	0.49	0.10	1.63			

Availability Factor Computation Form

1ES - Officials/Admin: Exempt

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	25.02	65.90	7.00	8.13	4.29	0.68	0.00	4.92			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	25.02	65.90	7.00	8.13	4.29	0.68	0.00	4.92			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	25.02	65.90	7.00	8.13	4.29	0.68	0.00	4.92			

Availability Factor Computation Form

1FI - Officials/Admin: Fire

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	13.11	30.59	4.60	2.45	3.15	0.52	0.35	2.04			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	13.11	30.59	4.60	2.45	3.15	0.52	0.35	2.04			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	25.00	12.50	12.50	6.25	6.25	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	13.11	30.59	4.60	2.45	3.15	0.52	0.35	2.04			

Availability Factor Computation Form

1FL - Officials/Admin: Financial

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	13.92	45.29	4.44	4.16	3.38	0.02	0.01	1.88			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	13.92	45.29	4.44	4.16	3.38	0.02	0.01	1.88			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	13.92	45.29	4.44	4.16	3.38	0.02	0.01	1.88			

Availability Factor Computation Form

1GA - Officials/Admin: Gen Admin

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	10.87	41.72	4.58	1.67	2.51	0.54	0.07	1.51			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	10.87	41.72	4.58	1.67	2.51	0.54	0.07	1.51			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	18.18	81.82	18.18	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	10.87	41.72	4.58	1.67	2.51	0.54	0.07	1.51			

Availability Factor Computation Form

1GM - Officials/Admin: Gen Maint/Trades

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	13.11	30.59	4.60	2.45	3.15	0.52	0.35	2.04			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	13.11	30.59	4.60	2.45	3.15	0.52	0.35	2.04			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	13.11	30.59	4.60	2.45	3.15	0.52	0.35	2.04			

Availability Factor Computation Form

1HR - Officials/Admin: Human Resources

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	23.57	57.03	6.05	3.44	10.75	0.63	0.39	2.29			NW Pacific Region
		Weighted Factor	23.57	57.03	6.05	3.44	10.75	0.63	0.39	2.29			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	65.00	60.00	15.00	15.00	20.00	5.00	0.00	10.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	23.57	57.03	6.05	3.44	10.75	0.63	0.39	2.29			

Availability Factor Computation Form

1IT - Officials/Admin: Info Tech

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	19.22	31.28	11.27	2.02	4.01	0.34	0.10	1.51			NW Pacific Region
		Weighted Factor	19.22	31.28	11.27	2.02	4.01	0.34	0.10	1.51			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	20.51	69.23	0.00	10.26	5.13	2.56	0.00	2.56			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	19.22	31.28	11.27	2.02	4.01	0.34	0.10	1.51			

Availability Factor Computation Form

1LE - Officials/Admin: Law Enf

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	12.39	33.51	3.52	4.15	3.28	0.26	0.18	1.02			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	12.39	33.51	3.52	4.15	3.28	0.26	0.18	1.02			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	12.39	33.51	3.52	4.15	3.28	0.26	0.18	1.02			

Availability Factor Computation Form

1LL - Officials/Admin: Legal

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	19.27	35.69	4.96	3.24	8.86	0.97	0.26	0.99			NW Pacific Region
		Weighted Factor	19.27	35.69	4.96	3.24	8.86	0.97	0.26	0.99			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	19.27	35.69	4.96	3.24	8.86	0.97	0.26	0.99			

Availability Factor Computation Form

1PL - Officials/Admin: Planning

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	13.50	7.44	2.33	1.07	7.73	0.60	0.18	1.57			NW Pacific Region
		Weighted Factor	13.50	7.44	2.33	1.07	7.73	0.60	0.18	1.57			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	13.50	7.44	2.33	1.07	7.73	0.60	0.18	1.57			

Availability Factor Computation Form

1PM - Officials/Admin: Prog Mgmt

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	18.68	47.99	5.83	4.87	3.62	0.55	0.15	3.66			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	18.68	47.99	5.83	4.87	3.62	0.55	0.15	3.66			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	18.68	47.99	5.83	4.87	3.62	0.55	0.15	3.66			

Availability Factor Computation Form

1PR - Officials/Admin: Parks/Rec

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	13.41	32.93	4.75	2.49	3.10	0.58	0.35	2.13			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	13.41	32.93	4.75	2.49	3.10	0.58	0.35	2.13			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	13.41	32.93	4.75	2.49	3.10	0.58	0.35	2.13			

Availability Factor Computation Form

1RM - Officials/Admin: Risk Mgmt

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	11.67	58.07	3.66	2.95	2.08	0.04	0.03	2.92			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	11.67	58.07	3.66	2.95	2.08	0.04	0.03	2.92			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	11.67	58.07	3.66	2.95	2.08	0.04	0.03	2.92			

Availability Factor Computation Form

1SP - Officials/Admin: Store & Purch

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	9.83	53.41	3.74	0.65	3.47	0.19	0.00	1.78			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	9.83	53.41	3.74	0.65	3.47	0.19	0.00	1.78			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	9.83	53.41	3.74	0.65	3.47	0.19	0.00	1.78			

Availability Factor Computation Form

1WA - Officials/Admin: Water

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	20.22	33.93	7.95	1.35	7.58	0.40	0.26	2.69			NW Pacific Region
		Weighted Factor	20.22	33.93	7.95	1.35	7.58	0.40	0.26	2.69			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	20.22	33.93	7.95	1.35	7.58	0.40	0.26	2.69			

Availability Factor Computation Form

2AC - Professionals: Accounting

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	14.79	65.07	8.89	0.57	2.69	0.27	0.13	2.22			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	14.79	65.07	8.89	0.57	2.69	0.27	0.13	2.22			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	11.11	55.56	0.00	11.11	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	14.79	65.07	8.89	0.57	2.69	0.27	0.13	2.22			

Availability Factor Computation Form

2BO - Professionals: Botanic

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	7.58	25.76	0.00	0.00	4.55	0.00	3.03	0.00			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	7.58	25.76	0.00	0.00	4.55	0.00	3.03	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	7.58	25.76	0.00	0.00	4.55	0.00	3.03	0.00			

Availability Factor Computation Form

2CR - Professionals: Community Rel

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	15.58	53.09	5.94	1.70	6.43	0.65	0.00	0.85			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	15.58	53.09	5.94	1.70	6.43	0.65	0.00	0.85			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	15.58	53.09	5.94	1.70	6.43	0.65	0.00	0.85			

Availability Factor Computation Form

2EC - Professionals: Emg Comm

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	14.36	78.26	3.29	1.98	9.09	0.00	0.00	0.00			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	14.36	78.26	3.29	1.98	9.09	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	14.36	78.26	3.29	1.98	9.09	0.00	0.00	0.00			

Availability Factor Computation Form

2EN - Professionals: Environmental

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	8.08	27.33	0.23	0.00	4.87	0.00	2.18	0.81			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	8.08	27.33	0.23	0.00	4.87	0.00	2.18	0.81			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	12.82	51.28	2.56	2.56	7.69	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	8.08	27.33	0.23	0.00	4.87	0.00	2.18	0.81			

Availability Factor Computation Form

2ER - Professionals: Engr Rel

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	12.24	13.71	6.78	0.43	1.85	0.68	0.00	2.48			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	12.24	13.71	6.78	0.43	1.85	0.68	0.00	2.48			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	19.30	31.58	8.77	3.51	3.51	0.00	3.51	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	12.24	13.71	6.78	0.43	1.85	0.68	0.00	2.48			

Availability Factor Computation Form

2FI - Professionals: Fire

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	14.36	78.26	3.29	1.98	9.09	0.00	0.00	0.00			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	14.36	78.26	3.29	1.98	9.09	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	17.54	2.63	8.77	3.51	1.75	1.75	0.00	1.75			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	14.36	78.26	3.29	1.98	9.09	0.00	0.00	0.00			

Availability Factor Computation Form

2FL - Professionals: Financial

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
		Availability	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00			

Availability Factor Computation Form

2GA - Professionals: Gen Admin

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	13.22	60.26	7.74	0.58	3.02	0.19	0.09	1.59			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	13.22	60.26	7.74	0.58	3.02	0.19	0.09	1.59			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	13.22	60.26	7.74	0.58	3.02	0.19	0.09	1.59			

Availability Factor Computation Form

2GM - Professionals: Gen Maint/Trades

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	10.47	65.37	3.20	0.40	1.68	0.16	0.00	5.03			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	10.47	65.37	3.20	0.40	1.68	0.16	0.00	5.03			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	10.47	65.37	3.20	0.40	1.68	0.16	0.00	5.03			

Availability Factor Computation Form

2HR - Professionals: Human Resources

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	15.38	72.51	4.81	3.61	4.38	0.17	0.00	2.41			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	15.38	72.51	4.81	3.61	4.38	0.17	0.00	2.41			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	30.91	78.79	6.67	11.52	5.45	1.21	0.61	5.45			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	15.38	72.51	4.81	3.61	4.38	0.17	0.00	2.41			

Availability Factor Computation Form

2IT - Professionals: Info Tech

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	8.57	47.12	4.78	0.36	2.34	0.03	0.00	1.06			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	8.57	47.12	4.78	0.36	2.34	0.03	0.00	1.06			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	8.57	47.12	4.78	0.36	2.34	0.03	0.00	1.06			

Availability Factor Computation Form

2LE - Professionals: Law Enf

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	11.90	60.18	7.03	1.10	3.69	0.01	0.00	0.07			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	11.90	60.18	7.03	1.10	3.69	0.01	0.00	0.07			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	11.90	60.18	7.03	1.10	3.69	0.01	0.00	0.07			

Availability Factor Computation Form

2LL - Professionals: Legal

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	9.82	34.80	2.16	1.14	3.78	0.42	0.00	2.33			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	9.82	34.80	2.16	1.14	3.78	0.42	0.00	2.33			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	9.82	34.80	2.16	1.14	3.78	0.42	0.00	2.33			

Availability Factor Computation Form

2OS - Professionals: Office Support

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	14.36	78.26	3.29	1.98	9.09	0.00	0.00	0.00			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	14.36	78.26	3.29	1.98	9.09	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	24.29	88.57	7.14	10.00	1.43	0.00	1.43	4.29			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	14.36	78.26	3.29	1.98	9.09	0.00	0.00	0.00			

Availability Factor Computation Form

2PL - Professionals: Planning

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	3.51	50.88	3.51	0.00	0.00	0.00	0.00	0.00			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	3.51	50.88	3.51	0.00	0.00	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	3.51	50.88	3.51	0.00	0.00	0.00	0.00	0.00			

Availability Factor Computation Form

2PM - Professionals: Prog Mgmt

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	23.48	43.54	14.51	0.00	7.92	1.06	0.00	0.00			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	23.48	43.54	14.51	0.00	7.92	1.06	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	23.48	43.54	14.51	0.00	7.92	1.06	0.00	0.00			

Availability Factor Computation Form

2PR - Professionals: Parks/Rec

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	10.39	26.52	0.00	0.00	6.81	0.00	0.00	3.58			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	10.39	26.52	0.00	0.00	6.81	0.00	0.00	3.58			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	10.39	26.52	0.00	0.00	6.81	0.00	0.00	3.58			

Availability Factor Computation Form

2RM - Professionals: Risk Mgmt

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	5.33	71.60	1.78	0.00	2.37	0.00	0.00	1.18			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	5.33	71.60	1.78	0.00	2.37	0.00	0.00	1.18			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	5.33	71.60	1.78	0.00	2.37	0.00	0.00	1.18			

Availability Factor Computation Form

2WA - Professionals: Water

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	14.27	28.41	1.69	0.00	6.23	1.69	0.00	4.65			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	14.27	28.41	1.69	0.00	6.23	1.69	0.00	4.65			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	14.27	28.41	1.69	0.00	6.23	1.69	0.00	4.65			

Availability Factor Computation Form

3BI - Technicians: Bldg Inspections

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			

Availability Factor Computation Form

3BO - Technicians: Botanic

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			

Availability Factor Computation Form

3CI - Technicians: Code Inspections

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	23.53	41.18	11.76	5.88	5.88	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			

Availability Factor Computation Form

3EL - Technicians: Electronics

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	24.76	21.15	11.74	2.38	7.49	1.29	0.00	1.85			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	24.76	21.15	11.74	2.38	7.49	1.29	0.00	1.85			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	24.76	21.15	11.74	2.38	7.49	1.29	0.00	1.85			

Availability Factor Computation Form

3EN - Technicians: Environmental

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	18.95	58.64	6.38	1.69	1.79	1.67	0.00	7.42			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	18.95	58.64	6.38	1.69	1.79	1.67	0.00	7.42			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	18.95	58.64	6.38	1.69	1.79	1.67	0.00	7.42			

Availability Factor Computation Form

3ER - Technicians: Engr Rel

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	16.88	31.56	7.16	1.54	3.59	1.11	0.09	3.40			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	16.88	31.56	7.16	1.54	3.59	1.11	0.09	3.40			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	16.88	31.56	7.16	1.54	3.59	1.11	0.09	3.40			

Availability Factor Computation Form

3LB - Technicians: Laboratory

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	29.91	22.90	8.88	0.00	4.67	0.00	0.00	16.36			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	29.91	22.90	8.88	0.00	4.67	0.00	0.00	16.36			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	29.91	22.90	8.88	0.00	4.67	0.00	0.00	16.36			

Availability Factor Computation Form

3LE - Technicians: Law Enf

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			

Availability Factor Computation Form

3PM - Technicians: Prog Mgmt

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	18.32	31.57	4.42	0.00	8.83	0.00	0.00	5.08			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	18.32	31.57	4.42	0.00	8.83	0.00	0.00	5.08			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	18.32	31.57	4.42	0.00	8.83	0.00	0.00	5.08			

Availability Factor Computation Form

3RM - Technicians: Risk Mgmt

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	18.32	31.57	4.42	0.00	8.83	0.00	0.00	5.08			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	18.32	31.57	4.42	0.00	8.83	0.00	0.00	5.08			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	18.32	31.57	4.42	0.00	8.83	0.00	0.00	5.08			

Availability Factor Computation Form

3VI - Technicians: Video

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	6.31	4.50	4.50	0.00	1.80	0.00	0.00	0.00			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	6.31	4.50	4.50	0.00	1.80	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	6.31	4.50	4.50	0.00	1.80	0.00	0.00	0.00			

Availability Factor Computation Form

3WA - Technicians: Water

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53			

Availability Factor Computation Form

4FI-1 - Protective Service: Sworn-Fire-Entry

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	95.00	Raw Statistics	20.70	4.09	1.13	8.16	8.46	1.30	0.12	1.54			United States
		Weighted Factor	19.66	3.89	1.07	7.75	8.04	1.24	0.11	1.46			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	5.00	Raw Statistics	23.90	74.90	4.78	8.76	5.58	1.20	0.80	2.79			Feeder Job Computations
		Weighted Factor	1.20	3.74	0.24	0.44	0.28	0.06	0.04	0.14			
		Availability	20.87	7.64	1.31	8.19	8.32	1.30	0.15	1.60			

Availability Factor Computation Form

4FI-2 - Protective Service: Sworn-Fire-Mid Level

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	0.00	Raw Statistics	0.76	15.88	0.05	0.02	0.12	0.01	0.00	0.55			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	100.00	Raw Statistics	19.69	5.37	5.37	3.13	6.04	3.13	0.22	1.79			Feeder Job Computations
		Weighted Factor	19.69	5.37	5.37	3.13	6.04	3.13	0.22	1.79			
		Availability	19.69	5.37	5.37	3.13	6.04	3.13	0.22	1.79			

Availability Factor Computation Form

4FI-3 - Protective Service: Sworn-Fire-Sr Level

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	0.00	Raw Statistics	0.28	9.24	0.00	0.00	0.00	0.00	0.00	0.28			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	100.00	Raw Statistics	23.64	7.27	7.88	7.27	3.64	3.64	0.00	1.21			Feeder Job Computations
		Weighted Factor	23.64	7.27	7.88	7.27	3.64	3.64	0.00	1.21			
		Availability	23.64	7.27	7.88	7.27	3.64	3.64	0.00	1.21			

Availability Factor Computation Form

4FI-4 - Protective Service: Sworn-Fire-Executive

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	0.00	Raw Statistics	0.00	2.11	0.00	0.00	0.00	0.00	0.00	0.00			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	100.00	Raw Statistics	12.20	14.63	7.32	0.00	4.88	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	12.20	14.63	7.32	0.00	4.88	0.00	0.00	0.00			
		Availability	12.20	14.63	7.32	0.00	4.88	0.00	0.00	0.00			

Availability Factor Computation Form

4LE-1 - Protective Service: Sworn-Law Enf-Entry

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	98.00	Raw Statistics	29.24	14.84	2.00	12.35	12.46	0.65	0.21	1.57			United States
		Weighted Factor	28.66	14.54	1.96	12.10	12.21	0.64	0.21	1.54			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	2.00	Raw Statistics	28.50	69.50	5.50	9.50	6.50	1.50	1.00	4.50			Feeder Job Computations
		Weighted Factor	0.57	1.39	0.11	0.19	0.13	0.03	0.02	0.09			
		Availability	29.23	15.93	2.07	12.29	12.34	0.67	0.23	1.63			

Availability Factor Computation Form

4LE-2 - Protective Service: Sworn-Law Enf-Mid Level

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	0.00	Raw Statistics	9.94	27.58	3.82	0.00	4.74	0.00	0.00	1.38			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	100.00	Raw Statistics	17.24	14.80	6.99	4.23	3.74	0.00	0.16	2.11			Feeder Job Computations
		Weighted Factor	17.24	14.80	6.99	4.23	3.74	0.00	0.16	2.11			
		Availability	17.24	14.80	6.99	4.23	3.74	0.00	0.16	2.11			

Availability Factor Computation Form

4LE-3 - Protective Service: Sworn-Law Enf-Sr Level

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	0.00	Raw Statistics	12.82	22.22	4.27	0.00	5.98	0.00	0.00	2.56			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	100.00	Raw Statistics	11.16	15.35	3.72	3.26	2.79	0.93	0.00	0.47			Feeder Job Computations
		Weighted Factor	11.16	15.35	3.72	3.26	2.79	0.93	0.00	0.47			
		Availability	11.16	15.35	3.72	3.26	2.79	0.93	0.00	0.47			

Availability Factor Computation Form

4LE-4 - Protective Service: Sworn-Law Enf-Executive

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	0.00	Raw Statistics	12.82	22.22	4.27	0.00	5.98	0.00	0.00	2.56			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	100.00	Raw Statistics	15.38	7.69	0.00	0.00	7.69	0.00	0.00	7.69			Feeder Job Computations
		Weighted Factor	15.38	7.69	0.00	0.00	7.69	0.00	0.00	7.69			
		Availability	15.38	7.69	0.00	0.00	7.69	0.00	0.00	7.69			

Availability Factor Computation Form

5CI - Protective Service: Non-Sworn-Code Inspections

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			

Availability Factor Computation Form

5EC - Protective Service: Non-Sworn-Emg Comm

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			

Availability Factor Computation Form

5GM - Protective Service: Non-Sworn-Gen Maint/Trades

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			

Availability Factor Computation Form

5LE - Protective Service: Non-Sworn-Law Enf

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			

Availability Factor Computation Form

5PR - Protective Service: Non-Sworn-Parks/Rec

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			

Availability Factor Computation Form

5WA - Protective Service: Non-Sworn-Water

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12			

Availability Factor Computation Form

6AC - Admin Sup: Accounting

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	12.44	90.50	5.55	0.53	3.21	0.41	0.14	2.60			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	12.44	90.50	5.55	0.53	3.21	0.41	0.14	2.60			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	12.44	90.50	5.55	0.53	3.21	0.41	0.14	2.60			

Availability Factor Computation Form

6AM - Admin Sup: Auto Maint

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	16.73	75.58	5.84	2.33	7.10	0.78	0.39	0.29			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	16.73	75.58	5.84	2.33	7.10	0.78	0.39	0.29			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	16.73	75.58	5.84	2.33	7.10	0.78	0.39	0.29			

Availability Factor Computation Form

6BT - Admin Sup: Bldg Trades

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	10.40	59.57	1.65	3.55	2.84	0.95	0.00	1.42			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	10.40	59.57	1.65	3.55	2.84	0.95	0.00	1.42			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	10.40	59.57	1.65	3.55	2.84	0.95	0.00	1.42			

Availability Factor Computation Form

6CI - Admin Sup: Code Inspections

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	18.20	68.50	5.07	3.51	6.99	0.61	0.52	1.52			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	18.20	68.50	5.07	3.51	6.99	0.61	0.52	1.52			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	18.20	68.50	5.07	3.51	6.99	0.61	0.52	1.52			

Availability Factor Computation Form

6CR - Admin Sup: Community Rel

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	16.45	73.33	5.30	2.14	7.07	0.79	0.34	0.81			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	16.45	73.33	5.30	2.14	7.07	0.79	0.34	0.81			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	16.45	73.33	5.30	2.14	7.07	0.79	0.34	0.81			

Availability Factor Computation Form

6EC - Admin Sup: Emg Comm

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	15.16	63.24	2.86	1.29	6.93	0.81	0.12	3.14			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	15.16	63.24	2.86	1.29	6.93	0.81	0.12	3.14			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	15.16	63.24	2.86	1.29	6.93	0.81	0.12	3.14			

Availability Factor Computation Form

6EN - Admin Sup: Environmental

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	8.23	48.83	0.00	4.45	3.34	0.44	0.00	0.00			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	8.23	48.83	0.00	4.45	3.34	0.44	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	8.23	48.83	0.00	4.45	3.34	0.44	0.00	0.00			

Availability Factor Computation Form

6EO - Admin Sup: Equip Op

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	18.86	65.35	4.73	4.03	6.93	0.53	0.58	2.06			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	18.86	65.35	4.73	4.03	6.93	0.53	0.58	2.06			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	18.86	65.35	4.73	4.03	6.93	0.53	0.58	2.06			

Availability Factor Computation Form

6ER - Admin Sup: Engr Rel

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	11.34	78.83	2.01	3.80	2.64	0.45	0.00	2.46			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	11.34	78.83	2.01	3.80	2.64	0.45	0.00	2.46			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	11.34	78.83	2.01	3.80	2.64	0.45	0.00	2.46			

Availability Factor Computation Form

6ES - Admin Sup: Exempt

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	13.35	94.54	3.76	1.49	4.82	0.49	0.45	2.34			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	13.35	94.54	3.76	1.49	4.82	0.49	0.45	2.34			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	13.35	94.54	3.76	1.49	4.82	0.49	0.45	2.34			

Availability Factor Computation Form

6GA - Admin Sup: Gen Admin

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	13.74	87.92	3.57	1.45	5.24	0.57	0.38	2.53			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	13.74	87.92	3.57	1.45	5.24	0.57	0.38	2.53			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	13.74	87.92	3.57	1.45	5.24	0.57	0.38	2.53			

Availability Factor Computation Form

6HR - Admin Sup: Human Resources

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	5.97	89.55	0.00	0.00	2.99	0.00	0.00	2.99			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	5.97	89.55	0.00	0.00	2.99	0.00	0.00	2.99			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	5.97	89.55	0.00	0.00	2.99	0.00	0.00	2.99			

Availability Factor Computation Form

6LE - Admin Sup: Law Enf

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	16.09	63.77	3.33	1.98	6.93	0.74	0.24	2.88			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	16.09	63.77	3.33	1.98	6.93	0.74	0.24	2.88			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	16.09	63.77	3.33	1.98	6.93	0.74	0.24	2.88			

Availability Factor Computation Form

6LL - Admin Sup: Legal

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	9.55	83.44	3.50	0.32	3.03	0.32	0.00	2.39			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	9.55	83.44	3.50	0.32	3.03	0.32	0.00	2.39			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	9.55	83.44	3.50	0.32	3.03	0.32	0.00	2.39			

Availability Factor Computation Form

6OS - Admin Sup: Office Support

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	17.09	77.58	6.50	2.15	4.75	0.88	0.39	2.46			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	17.09	77.58	6.50	2.15	4.75	0.88	0.39	2.46			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	17.09	77.58	6.50	2.15	4.75	0.88	0.39	2.46			

Availability Factor Computation Form

6PM - Admin Sup: Prog Mgmt

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	16.74	75.33	5.79	2.25	7.05	0.77	0.37	0.51			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	16.74	75.33	5.79	2.25	7.05	0.77	0.37	0.51			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	16.74	75.33	5.79	2.25	7.05	0.77	0.37	0.51			

Availability Factor Computation Form

6RM - Admin Sup: Risk Mgmt

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	19.84	85.27	4.52	2.55	7.66	1.18	0.39	3.54			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	19.84	85.27	4.52	2.55	7.66	1.18	0.39	3.54			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	19.84	85.27	4.52	2.55	7.66	1.18	0.39	3.54			

Availability Factor Computation Form

6SP - Admin Sup: Store & Purch

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	22.18	48.38	6.63	3.29	8.65	0.74	0.93	1.96			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	22.18	48.38	6.63	3.29	8.65	0.74	0.93	1.96			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	22.18	48.38	6.63	3.29	8.65	0.74	0.93	1.96			

Availability Factor Computation Form

6WA - Admin Sup: Water

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	6.94	36.73	0.71	1.52	1.22	2.89	0.00	0.61			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	6.94	36.73	0.71	1.52	1.22	2.89	0.00	0.61			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	6.94	36.73	0.71	1.52	1.22	2.89	0.00	0.61			

Availability Factor Computation Form

7AM - Skilled Craft: Auto Maint

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	21.60	2.93	5.77	1.31	10.93	0.72	0.46	2.39			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	21.60	2.93	5.77	1.31	10.93	0.72	0.46	2.39			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	21.60	2.93	5.77	1.31	10.93	0.72	0.46	2.39			

Availability Factor Computation Form

7BI - Skilled Craft: Bldg Inspections

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	10.05	2.97	0.74	0.20	6.75	0.34	0.54	1.47			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	10.05	2.97	0.74	0.20	6.75	0.34	0.54	1.47			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	10.05	2.97	0.74	0.20	6.75	0.34	0.54	1.47			

Availability Factor Computation Form

7BT - Skilled Craft: Bldg Trades

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	20.29	5.53	4.84	0.72	11.38	1.66	0.04	1.66			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	20.29	5.53	4.84	0.72	11.38	1.66	0.04	1.66			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	20.29	5.53	4.84	0.72	11.38	1.66	0.04	1.66			

Availability Factor Computation Form

7EN - Skilled Craft: Environmental

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	8.01	9.75	6.68	1.32	0.00	0.00	0.00	0.00			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	8.01	9.75	6.68	1.32	0.00	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	8.01	9.75	6.68	1.32	0.00	0.00	0.00	0.00			

Availability Factor Computation Form

7EO - Skilled Craft: Equip Op

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	9.26	40.74	9.26	0.00	0.00	0.00	0.00	0.00			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	9.26	40.74	9.26	0.00	0.00	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	9.26	40.74	9.26	0.00	0.00	0.00	0.00	0.00			

Availability Factor Computation Form

7GM - Skilled Craft: Gen Maint/Trades

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	17.72	3.66	2.19	1.43	9.93	0.82	0.53	2.85			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	17.72	3.66	2.19	1.43	9.93	0.82	0.53	2.85			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	17.72	3.66	2.19	1.43	9.93	0.82	0.53	2.85			

Availability Factor Computation Form

7LE - Skilled Craft: Law Enf

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	15.79	0.00	0.00	0.00	15.79	0.00	0.00	0.00			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	15.79	0.00	0.00	0.00	15.79	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	15.79	0.00	0.00	0.00	15.79	0.00	0.00	0.00			

Availability Factor Computation Form

7PR - Skilled Craft: Parks/Rec

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	9.32	7.05	0.50	1.26	5.54	0.00	0.00	2.02			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	9.32	7.05	0.50	1.26	5.54	0.00	0.00	2.02			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	9.32	7.05	0.50	1.26	5.54	0.00	0.00	2.02			

Availability Factor Computation Form

7WA - Skilled Craft: Water

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	24.74	3.50	8.70	3.13	9.78	1.66	0.65	0.83			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	24.74	3.50	8.70	3.13	9.78	1.66	0.65	0.83			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	24.74	3.50	8.70	3.13	9.78	1.66	0.65	0.83			

Availability Factor Computation Form

8AM - Service Maint: Auto Maint

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	22.51	13.53	4.18	6.47	8.52	0.00	1.88	1.46			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	22.51	13.53	4.18	6.47	8.52	0.00	1.88	1.46			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	22.51	13.53	4.18	6.47	8.52	0.00	1.88	1.46			

Availability Factor Computation Form

8BO - Service Maint: Botanic

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	46.42	14.21	3.86	1.66	38.24	0.76	0.30	1.58			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	46.42	14.21	3.86	1.66	38.24	0.76	0.30	1.58			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	46.42	14.21	3.86	1.66	38.24	0.76	0.30	1.58			

Availability Factor Computation Form

8CR - Service Maint: Community Rel

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	23.53	17.65	0.00	23.53	0.00	0.00	0.00	0.00			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	23.53	17.65	0.00	23.53	0.00	0.00	0.00	0.00			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	23.53	17.65	0.00	23.53	0.00	0.00	0.00	0.00			

Availability Factor Computation Form

8EO - Service Maint: Equip Op

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	11.14	32.21	7.35	0.98	1.95	0.20	0.06	0.59			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	11.14	32.21	7.35	0.98	1.95	0.20	0.06	0.59			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	11.14	32.21	7.35	0.98	1.95	0.20	0.06	0.59			

Availability Factor Computation Form

8ER - Service Maint: Engr Rel

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	27.89	37.01	11.30	1.17	11.15	1.64	0.47	2.17			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	27.89	37.01	11.30	1.17	11.15	1.64	0.47	2.17			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	27.89	37.01	11.30	1.17	11.15	1.64	0.47	2.17			

Availability Factor Computation Form

8GM - Service Maint: Gen Maint/Trades

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	37.08	5.14	1.36	3.77	28.73	0.45	0.54	2.21			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	37.08	5.14	1.36	3.77	28.73	0.45	0.54	2.21			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	37.08	5.14	1.36	3.77	28.73	0.45	0.54	2.21			

Availability Factor Computation Form

8LE - Service Maint: Law Enf

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	31.09	67.23	5.88	3.36	7.56	0.00	10.08	4.20			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	31.09	67.23	5.88	3.36	7.56	0.00	10.08	4.20			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	31.09	67.23	5.88	3.36	7.56	0.00	10.08	4.20			

Availability Factor Computation Form

8PR - Service Maint: Parks/Rec

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two			Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	20.58	70.46	4.80	4.12	6.78	0.51	0.00	4.39			Portland-Vancouver-Hillsboro, OR-WA Metropolitan Statistical Area
		Weighted Factor	20.58	70.46	4.80	4.12	6.78	0.51	0.00	4.39			
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
		Availability	20.58	70.46	4.80	4.12	6.78	0.51	0.00	4.39			

Comparison of Incumbency vs. Estimated Availability

(41 C.F.R. 60-2.15)

The City of Portland has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group. Where actual representation was less than the calculated availability, the City determined whether the difference was greater than could reasonably be expected. The comparison of availability with actual representation follows:

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Incumbency vs. Estimated Availability

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Incumbency vs. Estimated Availability

1AC		Officials/Admin: Accounting							
Total Emp 2		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	50.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00
	Availability %	9.19	43.67	2.09	0.95	3.39	1.40	0.12	1.29
	Statistical Value				0.981E	0.933E	0.972E	0.998E	0.974E
	Shortfall								
1AM		Officials/Admin: Auto Maint							
Total Emp 3		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Availability %	10.68	46.19	4.12	0.82	3.36	0.28	0.12	1.97
	Statistical Value	0.713E	0.156E	0.881E	0.976E	0.903E	0.992E	0.996E	0.942E
	Shortfall		1						
1BI		Officials/Admin: Bldg Inspections							
Total Emp 4		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Availability %	11.35	27.38	3.45	1.84	3.88	0.39	0.26	1.53
	Statistical Value	0.618E	0.278E	0.869E	0.928E	0.854E	0.984E	0.990E	0.940E
	Shortfall		1						
1BT		Officials/Admin: Bldg Trades							
Total Emp 13		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	7.69	38.46	7.69	0.00	0.00	0.00	0.00	0.00
	Availability %	7.71	12.84	1.08	0.81	4.43	0.26	0.06	1.08
	Statistical Value	0.735E			0.900E	0.555E	0.967E	0.992E	0.868E
	Shortfall								
1CI		Officials/Admin: Code Inspections							
Total Emp 18		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	27.78	50.00	5.56	0.00	16.67	5.56	0.00	0.00
	Availability %	12.05	65.52	0.43	3.20	0.28	0.00	8.00	0.14
	Statistical Value		0.129E		0.557E			0.223E	0.975E
	Shortfall		2					1	

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Incumbency vs. Estimated Availability

1CR		Officials/Admin: Community Rel							
Total Emp 5	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	60.00	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	9.52	62.47	1.40	6.61	0.49	0.27	0.06	0.70
	Shortfall	0.606E	0.619E	0.932E	0.710E	0.976E	0.987E	0.997E	0.965E
1DR		Officials/Admin: Directors							
Total Emp 22	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	22.73	36.36	0.00	13.64	4.55	4.55	0.00	0.00
	Statistical Value	15.82	26.44	4.96	3.97	5.27	0.41	0.19	1.03
	Shortfall			0.327E		0.676E		0.959E	0.796E
1EC		Officials/Admin: Emg Comm							
Total Emp 3	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	11.65	34.46	4.52	1.87	2.81	0.53	0.23	1.70
	Shortfall	0.690E	0.726E	0.870E	0.945E	0.918E	0.984E	0.993E	0.950E
1EN		Officials/Admin: Environmental							
Total Emp 32	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	12.50	50.00	6.25	3.13	0.00	0.00	0.00	3.13
	Statistical Value	9.79	12.68	2.93	0.11	5.24	0.33	0.00	1.16
	Shortfall					1.330	0.325		
1EO		Officials/Admin: Equip Op							
Total Emp 2	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	12.39	33.51	3.52	4.15	3.28	0.26	0.18	1.02
	Shortfall	0.768E	0.442E	0.931E	0.919E	0.935E	0.995E	0.996E	0.980E
1ER		Officials/Admin: Engr Rel							
Total Emp 87	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	5.75	34.48	1.15	0.00	2.30	0.00	0.00	2.30
	Statistical Value	18.18	13.73	8.33	1.38	6.22	0.49	0.10	1.63
	Shortfall	3.007		2.424	1.103	1.514	0.655	0.295	

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Incumbency vs. Estimated Availability

1ES		Officials/Admin: Exempt							
Total Emp 8		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	50.00	37.50	12.50	0.00	12.50	12.50	0.00	12.50
	Availability %	25.02	65.90	7.00	8.13	4.29	0.68	0.00	4.92
	Statistical Value		0.096E		0.507E				
	Shortfall		2						
1FI		Officials/Admin: Fire							
Total Emp 11		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	18.18	0.00	9.09	0.00	9.09	0.00	0.00	0.00
	Availability %	13.11	30.59	4.60	2.45	3.15	0.52	0.35	2.04
	Statistical Value		0.036E		0.761E		0.944E	0.962E	0.797E
	Shortfall		3						
1FL		Officials/Admin: Financial							
Total Emp 72		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	30.56	51.39	18.06	6.94	4.17	0.00	0.00	1.39
	Availability %	13.92	45.29	4.44	4.16	3.38	0.02	0.01	1.88
	Statistical Value						0.120	0.085	0.307
	Shortfall								
1GA		Officials/Admin: Gen Admin							
Total Emp 186		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	27.96	69.89	10.22	8.06	5.38	1.08	0.00	3.23
	Availability %	10.87	41.72	4.58	1.67	2.51	0.54	0.07	1.51
	Statistical Value							0.361	
	Shortfall								
1GM		Officials/Admin: Gen Maint/Trades							
Total Emp 17		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	5.88	47.06	0.00	5.88	0.00	0.00	0.00	0.00
	Availability %	13.11	30.59	4.60	2.45	3.15	0.52	0.35	2.04
	Statistical Value	0.327E		0.449E		0.580E	0.915E	0.942E	0.704E
	Shortfall	1							
1HR		Officials/Admin: Human Resources							
Total Emp 9		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	33.33	55.56	0.00	22.22	0.00	0.00	11.11	0.00
	Availability %	23.57	57.03	6.05	3.44	10.75	0.63	0.39	2.29
	Statistical Value		0.591E	0.570E		0.359E	0.945E		0.812E
	Shortfall								

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Incumbency vs. Estimated Availability

1IT		Officials/Admin: Info Tech							
Total Emp 37		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	18.92	32.43	8.11	2.70	5.41	0.00	2.70	0.00
	Availability %	19.22	31.28	11.27	2.02	4.01	0.34	0.10	1.51
	Statistical Value	0.046		0.608			0.355		0.753
	Shortfall			1					
1LE		Officials/Admin: Law Enf							
Total Emp 6		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	16.67	16.67	16.67	0.00	0.00	0.00	0.00	0.00
	Availability %	12.39	33.51	3.52	4.15	3.28	0.26	0.18	1.02
	Statistical Value		0.348E		0.775E	0.819E	0.985E	0.989E	0.940E
	Shortfall		1						
1LL		Officials/Admin: Legal							
Total Emp 1		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00
	Availability %	19.27	35.69	4.96	3.24	8.86	0.97	0.26	0.99
	Statistical Value	0.807E		0.950E	0.968E	0.911E	0.990E	0.997E	0.990E
	Shortfall								
1PL		Officials/Admin: Planning							
Total Emp 2		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	50.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00
	Availability %	13.50	7.44	2.33	1.07	7.73	0.60	0.18	1.57
	Statistical Value			0.954E	0.979E		0.988E	0.996E	0.969E
	Shortfall								
1PM		Officials/Admin: Prog Mgmt							
Total Emp 117		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	28.21	61.54	3.42	11.97	7.69	0.00	0.00	5.13
	Availability %	18.68	47.99	5.83	4.87	3.62	0.55	0.15	3.66
	Statistical Value			1.113			0.804	0.419	
	Shortfall			2					
1PR		Officials/Admin: Parks/Rec							
Total Emp 16		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	31.25	43.75	12.50	12.50	6.25	0.00	0.00	0.00
	Availability %	13.41	32.93	4.75	2.49	3.10	0.58	0.35	2.13
	Statistical Value						0.911E	0.945E	0.709E
	Shortfall								

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Incumbency vs. Estimated Availability

1RM		Officials/Admin: Risk Mgmt							
Total Emp 13	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	15.38	84.62	7.69	7.69	0.00	0.00	0.00	0.00
	Statistical Value	11.67	58.07	3.66	2.95	2.08	0.04	0.03	2.92
	Shortfall					0.761E	0.995E	0.996E	0.680E
1SP		Officials/Admin: Store & Purch							
Total Emp 25	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	28.00	64.00	12.00	12.00	4.00	0.00	0.00	0.00
	Statistical Value	9.83	53.41	3.74	0.65	3.47	0.19	0.00	1.78
	Shortfall						0.954E		0.638E
1WA		Officials/Admin: Water							
Total Emp 17	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	5.88	35.29	0.00	0.00	5.88	0.00	0.00	0.00
	Statistical Value	20.22	33.93	7.95	1.35	7.58	0.40	0.26	2.69
	Shortfall	0.114E		0.245E	0.794E	0.627E	0.934E	0.957E	0.629E
2AC		Professionals: Accounting							
Total Emp 68	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	38.24	61.76	23.53	5.88	4.41	0.00	0.00	4.41
	Statistical Value	14.79	65.07	8.89	0.57	2.69	0.27	0.13	2.22
	Shortfall		0.572				0.429	0.298	
2BO		Professionals: Botanic							
Total Emp 29	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	17.24	55.17	3.45	0.00	3.45	3.45	0.00	6.90
	Statistical Value	7.58	25.76	0.00	0.00	4.55	0.00	3.03	0.00
	Shortfall					0.617E		0.410E	
2CR		Professionals: Community Rel							
Total Emp 36	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	22.22	66.67	5.56	8.33	5.56	0.00	0.00	2.78
	Statistical Value	15.58	53.09	5.94	1.70	6.43	0.65	0.00	0.85
	Shortfall			0.098		0.214	0.485		

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Incumbency vs. Estimated Availability

2EC		Professionals: Emg Comm							
Total Emp 1	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	100.00	100.00	0.00	100.00	0.00	0.00	0.00	0.00
	Statistical Value	14.36	78.26	3.29	1.98	9.09	0.00	0.00	0.00
	Shortfall			0.967E		0.909E			
2EN		Professionals: Environmental							
Total Emp 71	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	14.08	54.93	1.41	1.41	4.23	0.00	0.00	7.04
	Statistical Value	8.08	27.33	0.23	0.00	4.87	0.00	2.18	0.81
	Shortfall					0.252		1.258	
2ER		Professionals: Engr Rel							
Total Emp 212	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	21.23	29.25	16.04	1.89	1.42	0.47	0.47	0.94
	Statistical Value	12.24	13.71	6.78	0.43	1.85	0.68	0.00	2.48
	Shortfall					0.470	0.369		1.439
2FI		Professionals: Fire							
Total Emp 3	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	14.36	78.26	3.29	1.98	9.09	0.00	0.00	0.00
	Shortfall	0.628E	0.121E	0.905E	0.942E	0.751E			
2FL		Professionals: Financial							
Total Emp 3	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00
	Shortfall		0.422E						
2GA		Professionals: Gen Admin							
Total Emp 14	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	21.43	78.57	14.29	0.00	0.00	0.00	0.00	7.14
	Statistical Value	13.22	60.26	7.74	0.58	3.02	0.19	0.09	1.59
	Shortfall				0.922E	0.651E	0.974E	0.987E	

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Incumbency vs. Estimated Availability

2GM		Professionals: Gen Maint/Trades							
Total Emp 2		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	50.00	100.00	0.00	0.00	0.00	50.00	0.00	0.00
	Availability %	10.47	65.37	3.20	0.40	1.68	0.16	0.00	5.03
	Statistical Value			0.937E	0.992E	0.967E			0.902E
	Shortfall								
2HR		Professionals: Human Resources							
Total Emp 42		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	47.62	66.67	16.67	11.90	11.90	2.38	0.00	4.76
	Availability %	15.38	72.51	4.81	3.61	4.38	0.17	0.00	2.41
	Statistical Value		0.848						
	Shortfall		2						
2IT		Professionals: Info Tech							
Total Emp 219		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	29.22	38.81	17.81	5.02	4.11	0.91	0.46	0.91
	Availability %	8.57	47.12	4.78	0.36	2.34	0.03	0.00	1.06
	Statistical Value		2.463						0.212
	Shortfall		18						
2LE		Professionals: Law Enf							
Total Emp 31		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	25.81	61.29	0.00	6.45	16.13	0.00	0.00	3.23
	Availability %	11.90	60.18	7.03	1.10	3.69	0.01	0.00	0.07
	Statistical Value			1.531			0.056		
	Shortfall			2					
2LL		Professionals: Legal							
Total Emp 41		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	31.71	53.66	9.76	4.88	7.32	0.00	0.00	9.76
	Availability %	9.82	34.80	2.16	1.14	3.78	0.42	0.00	2.33
	Statistical Value						0.416		
	Shortfall								
2OS		Professionals: Office Support							
Total Emp 7		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	14.29	85.71	14.29	0.00	0.00	0.00	0.00	0.00
	Availability %	14.36	78.26	3.29	1.98	9.09	0.00	0.00	0.00
	Statistical Value	0.734E			0.869E	0.513E			
	Shortfall								

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Incumbency vs. Estimated Availability

2PL		Professionals: Planning							
Total Emp 125	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	15.20	53.60	4.00	0.00	4.80	1.60	0.00	4.80
	Statistical Value	3.51	50.88	3.51	0.00	0.00	0.00	0.00	0.00
	Shortfall								
2PM		Professionals: Prog Mgmt							
Total Emp 1	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	23.48	43.54	14.51	0.00	7.92	1.06	0.00	0.00
	Shortfall	0.765E		0.855E		0.921E	0.989E		
2PR		Professionals: Parks/Rec							
Total Emp 3	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	66.67	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	10.39	26.52	0.00	0.00	6.81	0.00	0.00	3.58
	Shortfall	0.720E				0.809E			0.896E
2RM		Professionals: Risk Mgmt							
Total Emp 1	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	5.33	71.60	1.78	0.00	2.37	0.00	0.00	1.18
	Shortfall	0.947E		0.982E		0.976E			0.988E
2WA		Professionals: Water							
Total Emp 3	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	66.67	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	14.27	28.41	1.69	0.00	6.23	1.69	0.00	4.65
	Shortfall	0.630E		0.950E		0.825E	0.950E		0.867E
3BI		Technicians: Bldg Inspections							
Total Emp 126	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	15.08	20.63	0.79	3.97	5.56	0.00	0.79	3.97
	Statistical Value	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53
	Shortfall	1.077	8.863	2.538			1.463		1.515
		4	48	6			2		4

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Incumbency vs. Estimated Availability

3BO		Technicians: Botanic							
Total Emp 11	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	18.18	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53
	Shortfall	0.101E	0.013E	0.490E	0.831E	0.831E	0.831E		0.423E
3CI		Technicians: Code Inspections							
Total Emp 10	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	20.00	10.00	10.00	10.00	0.00	0.00	0.00	0.00
	Statistical Value	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53
	Shortfall		0.004E			0.845E	0.845E		0.457E
3EL		Technicians: Electronics							
Total Emp 40	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	12.50	10.00	5.00	2.50	2.50	0.00	0.00	2.50
	Statistical Value	24.76	21.15	11.74	2.38	7.49	1.29	0.00	1.85
	Shortfall	1.796	1.727	1.324		1.199	0.723		
3EN		Technicians: Environmental							
Total Emp 50	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	10.00	48.00	2.00	2.00	6.00	0.00	0.00	0.00
	Statistical Value	18.95	58.64	6.38	1.69	1.79	1.67	0.00	7.42
	Shortfall	1.615	1.528	1.267			0.922		2.002
3ER		Technicians: Engr Rel							
Total Emp 255	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	22.35	36.08	6.27	7.06	4.71	1.57	0.78	1.96
	Statistical Value	16.88	31.56	7.16	1.54	3.59	1.11	0.09	3.40
	Shortfall			0.548					1.268
3LB		Technicians: Laboratory							
Total Emp 22	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	9.09	50.00	0.00	0.00	9.09	0.00	0.00	0.00
	Statistical Value	29.91	22.90	8.88	0.00	4.67	0.00	0.00	16.36
	Shortfall	0.042E		0.129E					0.039E

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Incumbency vs. Estimated Availability

3LE		Technicians: Law Enf							
Total Emp 18	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	33.33	61.11	16.67	0.00	0.00	5.56	0.00	11.11
	Statistical Value	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53
	Shortfall				0.738E	0.738E			
3PM		Technicians: Prog Mgmt							
Total Emp 1	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	18.32	31.57	4.42	0.00	8.83	0.00	0.00	5.08
	Shortfall	0.817E		0.956E		0.912E			0.949E
3RM		Technicians: Risk Mgmt							
Total Emp 16	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	18.75	43.75	6.25	12.50	0.00	0.00	0.00	0.00
	Statistical Value	18.32	31.57	4.42	0.00	8.83	0.00	0.00	5.08
	Shortfall					0.228E			0.434E
3VI		Technicians: Video							
Total Emp 3	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	6.31	4.50	4.50	0.00	1.80	0.00	0.00	0.00
	Shortfall	0.822E	0.871E	0.871E		0.947E			
3WA		Technicians: Water							
Total Emp 13	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	23.08	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	18.83	59.41	6.28	1.67	1.67	1.67	0.00	7.53
	Shortfall	0.066E	0.018E	0.430E	0.803E	0.803E	0.803E		0.361E
4FI-1		Protective Service: Sworn-Fire-Entry							
Total Emp 447	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	19.69	5.37	5.37	3.13	6.04	3.13	0.22	1.79
	Statistical Value	20.87	7.64	1.31	8.19	8.32	1.30	0.15	1.60
	Shortfall	0.616	1.807		3.900	1.745			

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Incumbency vs. Estimated Availability

4FI-2		Protective Service: Sworn-Fire-Mid Level							
Total Emp 168		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	23.21	8.93	7.74	7.14	3.57	3.57	0.00	1.19
	Availability %	19.69	5.37	5.37	3.13	6.04	3.13	0.22	1.79
	Statistical Value					1.343		0.609	0.586
	Shortfall					4			1
4FI-3		Protective Service: Sworn-Fire-Sr Level							
Total Emp 41		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	12.20	14.63	7.32	0.00	4.88	0.00	0.00	0.00
	Availability %	23.64	7.27	7.88	7.27	3.64	3.64	0.00	1.21
	Statistical Value	1.725		0.134	1.793		1.244		0.709
	Shortfall	4			2		1		
4FI-4		Protective Service: Sworn-Fire-Executive							
Total Emp 15		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	20.00	13.33	6.67	6.67	6.67	0.00	0.00	0.00
	Availability %	12.20	14.63	7.32	0.00	4.88	0.00	0.00	0.00
	Statistical Value		0.620E	0.699E					
	Shortfall								
4LE-1		Protective Service: Sworn-Law Enf-Entry							
Total Emp 615		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	17.24	14.80	6.99	4.23	3.74	0.00	0.16	2.11
	Availability %	29.23	15.93	2.07	12.29	12.34	0.67	0.23	1.63
	Statistical Value	6.540	0.768		6.090	6.485	2.037	0.349	
	Shortfall	73	6		49	52	4		
4LE-2		Protective Service: Sworn-Law Enf-Mid Level							
Total Emp 215		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	11.16	15.35	3.72	3.26	2.79	0.93	0.00	0.47
	Availability %	17.24	14.80	6.99	4.23	3.74	0.00	0.16	2.11
	Statistical Value	2.359		1.880	0.710	0.734		0.587	1.678
	Shortfall	13		7	2	2			3
4LE-3		Protective Service: Sworn-Law Enf-Sr Level							
Total Emp 40		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	17.50	15.00	7.50	0.00	5.00	0.00	0.00	5.00
	Availability %	11.16	15.35	3.72	3.26	2.79	0.93	0.00	0.47
	Statistical Value		0.061		1.161		0.613		
	Shortfall				1				

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Incumbency vs. Estimated Availability

4LE-4		Protective Service: Sworn-Law Enf-Executive							
Total Emp 5		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	20.00	40.00	0.00	0.00	20.00	0.00	0.00	0.00
	Availability %	15.38	7.69	0.00	0.00	7.69	0.00	0.00	7.69
	Statistical Value								0.670E
	Shortfall								
5CI		Protective Service: Non-Sworn-Code Inspections							
Total Emp 54		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	22.22	35.19	3.70	7.41	3.70	1.85	0.00	5.56
	Availability %	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12
	Statistical Value		4.177						
	Shortfall		14						
5EC		Protective Service: Non-Sworn-Emg Comm							
Total Emp 107		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	14.02	67.29	0.93	1.87	8.41	1.87	0.00	0.93
	Availability %	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12
	Statistical Value			0.962					1.658
	Shortfall			1					3
5GM		Protective Service: Non-Sworn-Gen Maint/Trades							
Total Emp 5		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	20.00	20.00	0.00	20.00	0.00	0.00	0.00	0.00
	Availability %	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12
	Statistical Value		0.068E	0.888E					0.810E
	Shortfall		2						
5LE		Protective Service: Non-Sworn-Law Enf							
Total Emp 11		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	9.09	36.36	0.00	9.09	0.00	0.00	0.00	0.00
	Availability %	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12
	Statistical Value		0.070E	0.771E					0.630E
	Shortfall		2						
5PR		Protective Service: Non-Sworn-Parks/Rec							
Total Emp 17		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	35.29	29.41	0.00	17.65	0.00	0.00	5.88	11.76
	Availability %	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12
	Statistical Value		0.011E	0.669E					
	Shortfall		5						

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Incumbency vs. Estimated Availability

5WA		Protective Service: Non-Sworn-Water							
Total Emp 10	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	30.00	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	7.39	62.68	2.34	0.94	0.00	0.00	0.00	4.12
	Shortfall	0.464E	0.075E	0.789E	0.910E				0.657E
6AC		Admin Sup: Accounting							
Total Emp 4	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	50.00	75.00	0.00	0.00	25.00	0.00	25.00	0.00
	Statistical Value	12.44	90.50	5.55	0.53	3.21	0.41	0.14	2.60
	Shortfall		0.329E	0.796E	0.979E		0.984E		0.900E
6AM		Admin Sup: Auto Maint							
Total Emp 1	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	16.73	75.58	5.84	2.33	7.10	0.78	0.39	0.29
	Shortfall	0.833E	0.244E	0.942E	0.977E	0.929E	0.992E	0.996E	0.997E
6BT		Admin Sup: Bldg Trades							
Total Emp 2	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	10.40	59.57	1.65	3.55	2.84	0.95	0.00	1.42
	Shortfall	0.803E	0.163E	0.967E	0.930E	0.944E	0.981E		0.972E
6CI		Admin Sup: Code Inspections							
Total Emp 26	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	26.92	69.23	7.69	7.69	7.69	0.00	0.00	3.85
	Statistical Value	18.20	68.50	5.07	3.51	6.99	0.61	0.52	1.52
	Shortfall						0.853E	0.873E	
6CR		Admin Sup: Community Rel							
Total Emp 11	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	18.18	54.55	9.09	0.00	9.09	0.00	0.00	0.00
	Statistical Value	16.45	73.33	5.30	2.14	7.07	0.79	0.34	0.81
	Shortfall		0.143E		0.788E		0.916E	0.963E	0.914E

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Incumbency vs. Estimated Availability

6EC		Admin Sup: Emg Comm							
Total Emp 12	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	41.67	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	15.16	63.24	2.86	1.29	6.93	0.81	0.12	3.14
	Shortfall	0.139E	0.107E	0.706E	0.856E	0.422E	0.907E	0.986E	0.682E
6EN		Admin Sup: Environmental							
Total Emp 3	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	8.23	48.83	0.00	4.45	3.34	0.44	0.00	0.00
	Shortfall	0.773E	0.134E		0.872E	0.903E	0.987E		
6EO		Admin Sup: Equip Op							
Total Emp 3	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	0.00	66.67	0.00	0.00	0.00	0.00	0.00	0.00
	Statistical Value	18.86	65.35	4.73	4.03	6.93	0.53	0.58	2.06
	Shortfall	0.534E		0.865E	0.884E	0.806E	0.984E	0.983E	0.939E
6ER		Admin Sup: Engr Rel							
Total Emp 9	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	22.22	55.56	0.00	0.00	22.22	0.00	0.00	0.00
	Statistical Value	11.34	78.83	2.01	3.80	2.64	0.45	0.00	2.46
	Shortfall		0.102E	0.833E	0.706E		0.960E		0.799E
6ES		Admin Sup: Exempt							
Total Emp 1	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	100.00	100.00	0.00	100.00	0.00	0.00	0.00	0.00
	Statistical Value	13.35	94.54	3.76	1.49	4.82	0.49	0.45	2.34
	Shortfall			0.962E		0.952E	0.995E	0.996E	0.977E
6GA		Admin Sup: Gen Admin							
Total Emp 124	Employment %	Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Availability %	32.26	88.71	7.26	12.10	4.03	0.81	0.81	7.26
	Statistical Value	13.74	87.92	3.57	1.45	5.24	0.57	0.38	2.53
	Shortfall					0.604			

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Incumbency vs. Estimated Availability

6HR		Admin Sup: Human Resources							
Total Emp 8		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	12.50	87.50	12.50	0.00	0.00	0.00	0.00	0.00
	Availability %	5.97	89.55	0.00	0.00	2.99	0.00	0.00	2.99
	Statistical Value		0.586E			0.784E			0.784E
6LE		Admin Sup: Law Enf							
Total Emp 4		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00
	Availability %	16.09	63.77	3.33	1.98	6.93	0.74	0.24	2.88
	Statistical Value	0.496E	0.459E	0.873E	0.923E	0.750E	0.971E	0.990E	0.890E
6LL		Admin Sup: Legal							
Total Emp 21		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	28.57	95.24	4.76	14.29	4.76	0.00	0.00	4.76
	Availability %	9.55	83.44	3.50	0.32	3.03	0.32	0.00	2.39
	Statistical Value						0.935E		
6OS		Admin Sup: Office Support							
Total Emp 268		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	27.24	75.00	7.09	10.07	6.34	0.75	0.75	2.24
	Availability %	17.09	77.58	6.50	2.15	4.75	0.88	0.39	2.46
	Statistical Value		1.013				0.234		0.234
6PM		Admin Sup: Prog Mgmt							
Total Emp 96		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	35.42	56.25	5.21	9.38	13.54	2.08	0.00	5.21
	Availability %	16.74	75.33	5.79	2.25	7.05	0.77	0.37	0.51
	Statistical Value		4.337	0.244				0.597	
6RM		Admin Sup: Risk Mgmt							
Total Emp 4		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	50.00	100.00	0.00	0.00	25.00	25.00	0.00	0.00
	Availability %	19.84	85.27	4.52	2.55	7.66	1.18	0.39	3.54
	Statistical Value			0.831E	0.902E			0.984E	0.866E

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Incumbency vs. Estimated Availability

6SP		Admin Sup: Store & Purch							
Total Emp 40		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	17.50	37.50	2.50	2.50	7.50	2.50	0.00	2.50
	Availability %	22.18	48.38	6.63	3.29	8.65	0.74	0.93	1.96
	Statistical Value	0.712	1.377	1.050	0.280	0.259		0.613	
	Shortfall	1	4	1					
6WA		Admin Sup: Water							
Total Emp 21		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	19.05	38.10	9.52	9.52	0.00	0.00	0.00	0.00
	Availability %	6.94	36.73	0.71	1.52	1.22	2.89	0.00	0.61
	Statistical Value					0.773E	0.540E		0.879E
	Shortfall								
7AM		Skilled Craft: Auto Maint							
Total Emp 66		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	21.21	0.00	9.09	3.03	4.55	3.03	1.52	0.00
	Availability %	21.60	2.93	5.77	1.31	10.93	0.72	0.46	2.39
	Statistical Value	0.077	1.411			1.662			1.271
	Shortfall		1			4			1
7BI		Skilled Craft: Bldg Inspections							
Total Emp 4		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00
	Availability %	10.05	2.97	0.74	0.20	6.75	0.34	0.54	1.47
	Statistical Value	0.655E		0.971E	0.992E	0.756E	0.986E	0.979E	0.942E
	Shortfall								
7BT		Skilled Craft: Bldg Trades							
Total Emp 31		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	25.81	6.45	9.68	6.45	3.23	0.00	3.23	3.23
	Availability %	20.29	5.53	4.84	0.72	11.38	1.66	0.04	1.66
	Statistical Value					1.430	0.723		
	Shortfall					2			
7EN		Skilled Craft: Environmental							
Total Emp 73		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	20.55	9.59	8.22	4.11	1.37	1.37	2.74	2.74
	Availability %	8.01	9.75	6.68	1.32	0.00	0.00	0.00	0.00
	Statistical Value		0.046						
	Shortfall								

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

Incumbency vs. Estimated Availability

7EO		Skilled Craft: Equip Op							
Total Emp 1		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00
	Availability %	9.26	40.74	9.26	0.00	0.00	0.00	0.00	0.00
	Statistical Value	0.907E		0.907E					
	Shortfall								
7GM		Skilled Craft: Gen Maint/Trades							
Total Emp 228		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	14.91	8.77	3.51	3.51	3.95	2.19	0.00	1.75
	Availability %	17.72	3.66	2.19	1.43	9.93	0.82	0.53	2.85
	Statistical Value	1.110				3.021		1.102	0.994
	Shortfall	6				13		1	2
7LE		Skilled Craft: Law Enf							
Total Emp 1		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Availability %	15.79	0.00	0.00	0.00	15.79	0.00	0.00	0.00
	Statistical Value	0.842E				0.842E			
	Shortfall								
7PR		Skilled Craft: Parks/Rec							
Total Emp 11		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	18.18	9.09	0.00	9.09	9.09	0.00	0.00	0.00
	Availability %	9.32	7.05	0.50	1.26	5.54	0.00	0.00	2.02
	Statistical Value			0.946E					0.799E
	Shortfall								
7WA		Skilled Craft: Water							
Total Emp 84		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	26.19	5.95	4.76	7.14	3.57	7.14	1.19	2.38
	Availability %	24.74	3.50	8.70	3.13	9.78	1.66	0.65	0.83
	Statistical Value			1.281		1.916			
	Shortfall			3		5			
8AM		Service Maint: Auto Maint							
Total Emp 4		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Availability %	22.51	13.53	4.18	6.47	8.52	0.00	1.88	1.46
	Statistical Value	0.361E	0.559E	0.843E	0.765E	0.700E		0.927E	0.943E
	Shortfall								

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

Incumbency vs. Estimated Availability

8BO		Service Maint: Botanic							
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two
46	Employment %	15.22	10.87	2.17	0.00	10.87	0.00	0.00	2.17
	Availability %	46.42	14.21	3.86	1.66	38.24	0.76	0.30	1.58
	Statistical Value	4.243	0.649	0.594	0.881	3.820	0.594	0.372	
	Shortfall	14	1			12			
8CR		Service Maint: Community Rel							
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two
16	Employment %	25.00	75.00	6.25	6.25	6.25	0.00	0.00	6.25
	Availability %	23.53	17.65	0.00	23.53	0.00	0.00	0.00	0.00
	Statistical Value				0.081E				
	Shortfall				2				
8EO		Service Maint: Equip Op							
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two
12	Employment %	16.67	16.67	0.00	0.00	0.00	16.67	0.00	0.00
	Availability %	11.14	32.21	7.35	0.98	1.95	0.20	0.06	0.59
	Statistical Value		0.203E	0.400E	0.889E	0.790E		0.993E	0.931E
	Shortfall		1						
8ER		Service Maint: Engr Rel							
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two
6	Employment %	0.00	16.67	0.00	0.00	0.00	0.00	0.00	0.00
	Availability %	27.89	37.01	11.30	1.17	11.15	1.64	0.47	2.17
	Statistical Value	0.141E	0.283E	0.487E	0.932E	0.492E	0.906E	0.972E	0.877E
	Shortfall	1	1						
8GM		Service Maint: Gen Maint/Trades							
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two
386	Employment %	21.50	12.18	3.89	7.51	5.96	1.30	0.52	2.33
	Availability %	37.08	5.14	1.36	3.77	28.73	0.45	0.54	2.21
	Statistical Value	6.336				9.887		0.059	
	Shortfall	60				87			
8LE		Service Maint: Law Enf							
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two
2	Employment %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Availability %	31.09	67.23	5.88	3.36	7.56	0.00	10.08	4.20
	Statistical Value	0.475E	0.107E	0.886E	0.934E	0.855E		0.809E	0.918E
	Shortfall		1						

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

Incumbency vs. Estimated Availability

8PR		Service Maint: Parks/Rec							
Total Emp 218		Min	Fem	Asi	Blk	His	Ind	Pac	Two
	Employment %	33.49	64.68	3.67	14.22	8.72	1.83	0.00	5.05
	Availability %	20.58	70.46	4.80	4.12	6.78	0.51	0.00	4.39
	Statistical Value		1.871	0.781					
	Shortfall		12	2					

Total Employment: 5802

W - Whole Person Rule

A placement goal is set when employment is less than availability by at least one whole person.

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

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Placement Goals

Placement Goals

(41 C.F.R. 60-2.16)

As required by applicable regulations, the City of Portland has established placement goals where the actual representation of women or minorities in a job group is less than would be reasonably expected based on calculated availability.

In establishing placement goals, we applied the following principles:

- When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected, given their availability percentage in that job group, the City established a percentage annual placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.
- Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.
- In all employment decisions, the City makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or other characteristic protected by law.
- Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Placement goals are not used to supersede merit selection principles, nor do these placement goals require the City to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.

As is described in more detail in the Action Oriented Program section of this AAP, where a placement goal is set, the City will develop action oriented steps to increase the recruitment and training of minorities or women, or both.

Placement Goals

Job Group & Name	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
1AM - Officials/Admin: Auto Maint		46.19								
1BI - Officials/Admin: Bldg Inspections		27.38								
1CI - Officials/Admin: Code Inspections		65.52					8.00			
1DR - Officials/Admin: Directors			4.96							
1EN - Officials/Admin: Environmental					5.24					
1ER - Officials/Admin: Engr Rel	18.18		8.33	1.38	6.22					
1ES - Officials/Admin: Exempt		65.90								
1FI - Officials/Admin: Fire		30.59								
1GM - Officials/Admin: Gen Maint/Trades	13.11									
1IT - Officials/Admin: Info Tech			11.27							
1LE - Officials/Admin: Law Enf		33.51								
1PM - Officials/Admin: Prog Mgmt			5.83							
1WA - Officials/Admin: Water	20.22		7.95							
2AC - Professionals: Accounting		65.07								
2EN - Professionals: Environmental							2.18			
2ER - Professionals: Engr Rel								2.48		
2FI - Professionals: Fire		78.26								
2HR - Professionals: Human Resources		72.51								
2IT - Professionals: Info Tech		47.12								
2LE - Professionals: Law Enf			7.03							
3BI - Technicians: Bldg Inspections	18.83	59.41	6.28			1.67		7.53		
3BO - Technicians: Botanic	18.83	59.41								
3CI - Technicians: Code Inspections		59.41								
3EL - Technicians: Electronics	24.76	21.15	11.74		7.49					
3EN - Technicians: Environmental	18.95	58.64	6.38					7.42		
3ER - Technicians: Engr Rel			7.16					3.40		
3LB - Technicians: Laboratory	29.91		8.88					16.36		
3RM - Technicians: Risk Mgmt					8.83					
3WA - Technicians: Water	18.83	59.41								
4FI-1 - Protective Service: Sworn-Fire-Entry	20.87	7.64		8.19	8.32					

Citywide Reports

2017 Annual Affirmative Action Program (AAP) Plan Reports (01/01/2016 to 12/31/2016)

Placement Goals

4FI-2 - Protective Service: Sworn-Fire-Mid Level					6.04			1.79		
4FI-3 - Protective Service: Sworn-Fire-Sr Level	23.64			7.27		3.64				
4LE-1 - Protective Service: Sworn-Law Enf-Entry	29.23	15.93		12.29	12.34	0.67				
4LE-2 - Protective Service: Sworn-Law Enf-Mid Level	17.24		6.99	4.23	3.74			2.11		
4LE-3 - Protective Service: Sworn-Law Enf-Sr Level				3.26						
5CI - Protective Service: Non-Sworn-Code Inspections		62.68								
5EC - Protective Service: Non-Sworn-Emg Comm			2.34					4.12		
5GM - Protective Service: Non-Sworn-Gen Maint/Trades		62.68								
5LE - Protective Service: Non-Sworn-Law Enf		62.68								
5PR - Protective Service: Non-Sworn-Parks/Rec		62.68								
5WA - Protective Service: Non-Sworn-Water		62.68								
6BT - Admin Sup: Bldg Trades		59.57								
6CR - Admin Sup: Community Rel		73.33								
6EC - Admin Sup: Emg Comm	15.16	63.24								
6EN - Admin Sup: Environmental		48.83								
6ER - Admin Sup: Engr Rel		78.83								
6GA - Admin Sup: Gen Admin					5.24					
6OS - Admin Sup: Office Support		77.58								
6PM - Admin Sup: Prog Mgmt		75.33								
6SP - Admin Sup: Store & Purch	22.18	48.38	6.63							
7AM - Skilled Craft: Auto Maint		2.93			10.93			2.39		
7BT - Skilled Craft: Bldg Trades					11.38					
7GM - Skilled Craft: Gen Maint/Trades	17.72				9.93		0.53	2.85		
7WA - Skilled Craft: Water			8.70		9.78					
8BO - Service Maint: Botanic	46.42	14.21			38.24					
8CR - Service Maint: Community Rel				23.53						
8EO - Service Maint: Equip Op		32.21								
8ER - Service Maint: Engr Rel	27.89	37.01								
8GM - Service Maint: Gen Maint/Trades	37.08				28.73					
8LE - Service Maint: Law Enf		67.23								
8PR - Service Maint: Parks/Rec		70.46	4.80							

Identification of Problem Areas by Organizational Unit and Job Group (41 C.F.R. 60-2.17(b))

We have conducted analyses of our total employment process, including evaluating the workforce by organizational unit and job group, personnel activity, compensation systems, and other personnel procedures to determine whether and where impediments to equal employment opportunity exist.

An analysis of each of these processes follows. Composition of the

Workforce by Organizational Unit

Of the 23 departments in this AAP, 23 or 100% include minorities, and 23 or 100% include females. Our analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

Composition of the Workforce by Job Group

Pursuant to OFCCP regulations, we have conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals. The descriptions of Factor 1 and Factor 2 by job group are summarized in the Availability Analysis. Our findings are as follows:

- Our analysis indicates that, for minorities, incumbency is less than availability by a statistically significant amount in job groups:
 - 1ER - Officials/Admin: Engr Rel
 - 3LB - Technicians: Laboratory
 - 4LE - 1: Protective Service: Sworn-Law Enf-Entry
 - 4LE-2 - Protective Service: Sworn-Law Enf-Mid Level
 - 8BO - Service Maint: Botanic
 - 8GM - Service Maint: Gen Maint/Trades
- Our analysis indicates that, for women, incumbency is less than availability by a statistically significant amount in job groups:
 - 1FI - Officials/Admin: Fire
 - 2IT - Professionals: Info Tech
 - 3BI - Technicians: Bldg Inspections
 - 3BO - Technicians: Botanic
 - 3CI - Technicians: Code Inspections
 - 3WA - Technicians: Water
 - 5CI - Protective Service: Non-Sworn-Code Inspections
 - 5PR - Protective Service: Non-Sworn-Parks/Rec
 - 6PM - Admin Sup: Prog Mgmt
- The City has established affirmative action placement goals and programs to address any areas of underutilization, and will continue to make a good faith effort to reach the placement goals established by implementing action oriented programs, which are detailed elsewhere in this AAP.

Analysis of Progress Towards Prior Year Goals

In establishing placement goals, the following principles apply:

- When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that job group, the City has established an annual percentage placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.
- Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.
- In all employment decisions, the City makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.
- Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Placement goals are not used to supersede merit selection principles, nor do these placement goals require the City to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.

A review of progress and goal attainment by job group for the period from January 01, 2016 to December 31, 2016 reveals the following:

Goal Attainment

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Goal Attainment

1AM		Officials/Admin: Auto Maint																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			46.19																
New Hire	0		0 N/A																
Promotion	1		0 0.00																
Total Opps	1		0 0.00																
Achieved? *			LIMITED																

1BI		Officials/Admin: Bldg Inspections																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			25.46																
New Hire	0		0 N/A																
Promotion	0		0 N/A																
Total Opps	0		0 N/A																
Achieved? *			NO OPPS																

1CI		Officials/Admin: Code Inspections																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			65.49					7.97											
New Hire	0		0 N/A					0 N/A											
Promotion	3		0 0.00					0 0.00											
Total Opps	3		0 0.00					0 0.00											
Achieved? *			NO					LIMITED											

Goal Attainment

1DR		Officials/Admin: Directors																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal						6.32													
New Hire	1					0	0.00												
Promotion	0					0	N/A												
Total Opps	1					0	0.00												
Achieved? *						LIMITED													

1EN		Officials/Admin: Environmental																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal										5.27									
New Hire	1									0	0.00								
Promotion	1									0	0.00								
Total Opps	2									0	0.00								
Achieved? *										LIMITED									

1ER		Officials/Admin: Engr Rel																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		18.14				8.24		1.36		6.28									
New Hire	1	0	0.00			0	0.00	0	0.00	0	0.00								
Promotion	3	0	0.00			0	0.00	0	0.00	0	0.00								
Total Opps	4	0	0.00			0	0.00	0	0.00	0	0.00								
Achieved? *		LIMITED				LIMITED		LIMITED		LIMITED									

Goal Attainment

1FI		Officials/Admin: Fire																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			12.34																
New Hire	0		0	N/A															
Promotion	1		0	0.00															
Total Opps	1		0	0.00															
Achieved? *			LIMITED																

1HR		Officials/Admin: Human Resources																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal				9.11		13.75													
New Hire	0			0	N/A	0	N/A												
Promotion	0			0	N/A	0	N/A												
Total Opps	0			0	N/A	0	N/A												
Achieved? *				NO OPPS		NO OPPS													

1IT		Officials/Admin: Info Tech																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			47.34																
New Hire	3		1	33.33															
Promotion	1		1	100.00															
Total Opps	4		2	50.00															
Achieved? *			YES																

Goal Attainment

1PM		Officials/Admin: Prog Mgmt																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal						5.87													
New Hire	13					1	7.69												
Promotion	9					0	0.00												
Total Opps	22					1	4.55												
Achieved? *						YES													

1WA		Officials/Admin: Water																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		20.44				7.85													
New Hire	4	0	0.00			0	0.00												
Promotion	0	0	N/A			0	N/A												
Total Opps	4	0	0.00			0	0.00												
Achieved? *		LIMITED				LIMITED													

2AC		Professionals: Accounting																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal				61.26															
New Hire	5			3	60.00														
Promotion	1			1	100.00														
Total Opps	6			4	66.67														
Achieved? *				YES															

Goal Attainment

2EN		Professionals: Environmental															
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two								
Prior Year Goal								1.39									
New Hire	2							0 0.00									
Promotion	3							0 0.00									
Total Opps	5							0 0.00									
Achieved? *								LIMITED									

2ER		Professionals: Engr Rel															
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two								
Prior Year Goal									2.50								
New Hire	17								0 0.00								
Promotion	6								0 0.00								
Total Opps	23								0 0.00								
Achieved? *									LIMITED								

2HR		Professionals: Human Resources															
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two								
Prior Year Goal			72.51														
New Hire	3		3 100.00														
Promotion	2		1 50.00														
Total Opps	5		4 80.00														
Achieved? *			YES														

Goal Attainment

2IT		Professionals: Info Tech																
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two									
Prior Year Goal			47.28															
New Hire	15		6 40.00															
Promotion	3		2 66.67															
Total Opps	18		8 44.44															
Achieved? *			YES															

2LE		Professionals: Law Enf																
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two									
Prior Year Goal			60.72	7.08														
New Hire	2		1 50.00	0 0.00														
Promotion	1		1 100.00	0 0.00														
Total Opps	3		2 66.67	0 0.00														
Achieved? *			YES	LIMITED														

3BI		Technicians: Bldg Inspections																
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two									
Prior Year Goal		18.83	59.41	6.28			1.67		7.53									
New Hire	19	4 21.05	4 21.05	0 0.00			0 0.00		2 10.53									
Promotion	4	0 0.00	1 25.00	0 0.00			0 0.00		0 0.00									
Total Opps	23	4 17.39	5 21.74	0 0.00			0 0.00		2 8.70									
Achieved? *		YES	NO	NO			LIMITED		YES									

Goal Attainment

3BO		Technicians: Botanic																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		18.83		59.41															
New Hire	3	0	0.00	1	33.33														
Promotion	1	0	0.00	0	0.00														
Total Opps	4	0	0.00	1	25.00														
Achieved? *		LIMITED		NO															

3CI		Technicians: Code Inspections																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal				59.41															
New Hire	6			1	16.67														
Promotion	2			1	50.00														
Total Opps	8			2	25.00														
Achieved? *				NO															

3EL		Technicians: Electronics																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		24.76		21.15		11.74				7.49									
New Hire	3	0	0.00	0	0.00	0	0.00			0	0.00								
Promotion	0	0	N/A	0	N/A	0	N/A			0	N/A								
Total Opps	3	0	0.00	0	0.00	0	0.00			0	0.00								
Achieved? *		LIMITED		LIMITED		LIMITED				LIMITED									

Goal Attainment

3EN		Technicians: Environmental																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		18.97		58.53		6.41										7.40			
New Hire	6	2	33.33	5	83.33	0	0.00									0	0.00		
Promotion	5	0	0.00	5	100.00	0	0.00									0	0.00		
Total Opps	11	2	18.18	10	90.91	0	0.00									0	0.00		
Achieved? *		YES		YES		LIMITED										LIMITED			

3ER		Technicians: Engr Rel																			
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two					
Prior Year Goal						7.14										3.41					
New Hire	19					1	5.26									1	5.26				
Promotion	9					1	11.11									0	0.00				
Total Opps	28					2	7.14									1	3.57				
Achieved? *						YES										YES					

3LB		Technicians: Laboratory																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		29.91				8.88										16.36			
New Hire	3	1	33.33			0	0.00									0	0.00		
Promotion	0	0	N/A			0	N/A									0	N/A		
Total Opps	3	1	33.33			0	0.00									0	0.00		
Achieved? *		YES			LIMITED									LIMITED					

Goal Attainment

3RM		Technicians: Risk Mgmt																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal										8.83									
New Hire	1									0	0.00								
Promotion	0									0	N/A								
Total Opps	1									0	0.00								
Achieved? *										LIMITED									

3WA		Technicians: Water																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		18.83		59.41															
New Hire	2	0	0.00	1	50.00														
Promotion	0	0	N/A	0	N/A														
Total Opps	2	0	0.00	1	50.00														
Achieved? *		LIMITED		YES															

4FI-1		Protective Service: Sworn-Fire-Entry																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		20.70						8.16		8.46									
New Hire	45	11	24.44					3	6.67	4	8.89								
Promotion	1	0	0.00					0	0.00	0	0.00								
Total Opps	46	11	23.91					3	6.52	4	8.70								
Achieved? *		YES						YES		YES									

Goal Attainment

4FI-2		Protective Service: Sworn-Fire-Mid Level																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal				14.32															
New Hire	0			0	N/A														
Promotion	29			3	10.34														
Total Opps	29			3	10.34														
Achieved? *				NO															

4LE-1		Protective Service: Sworn-Law Enf-Entry																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		29.24						12.35		12.46		0.65							
New Hire	9	1	11.11					0	0.00	0	0.00	0	0.00						
Promotion	23	10	43.48					0	0.00	3	13.04	0	0.00						
Total Opps	32	11	34.38					0	0.00	3	9.38	0	0.00						
Achieved? *		YES						NO		YES		LIMITED							

4LE-2		Protective Service: Sworn-Law Enf-Mid Level																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal				27.24						4.81						1.46			
New Hire	0			0	N/A					0	N/A					0	N/A		
Promotion	12			2	16.67					0	0.00					0	0.00		
Total Opps	12			2	16.67					0	0.00					0	0.00		
Achieved? *				NO						LIMITED						LIMITED			

Goal Attainment

4LE-3		Protective Service: Sworn-Law Enf-Sr Level																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			22.22																
New Hire	0		0 N/A																
Promotion	7		0 0.00																
Total Opps	7		0 0.00																
Achieved? *			NO																

5CI		Protective Service: Non-Sworn-Code Inspections																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			62.68																
New Hire	6		1 16.67																
Promotion	0		0 N/A																
Total Opps	6		1 16.67																
Achieved? *			NO																

5EC		Protective Service: Non-Sworn-Emg Comm																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal				2.34					4.12										
New Hire	25			1 4.00					1 4.00										
Promotion	0			0 N/A					0 N/A										
Total Opps	25			1 4.00					1 4.00										
Achieved? *				YES					YES										

Goal Attainment

5GM		Protective Service: Non-Sworn-Gen Maint/Trades																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			62.68																
New Hire	0		0 N/A																
Promotion	0		0 N/A																
Total Opps	0		0 N/A																
Achieved? *			NO OPPS																

5LE		Protective Service: Non-Sworn-Law Enf																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			62.68																
New Hire	1		0 0.00																
Promotion	1		0 0.00																
Total Opps	2		0 0.00																
Achieved? *			NO																

5PR		Protective Service: Non-Sworn-Parks/Rec																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			62.68																
New Hire	3		1 33.33																
Promotion	2		2 100.00																
Total Opps	5		3 60.00																
Achieved? *			YES																

Goal Attainment

5WA		Protective Service: Non-Sworn-Water																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			62.68																
New Hire	0		0 N/A																
Promotion	0		0 N/A																
Total Opps	0		0 N/A																
Achieved? *			NO OPPS																

6BT		Admin Sup: Bldg Trades																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			59.57																
New Hire	0		0 N/A																
Promotion	0		0 N/A																
Total Opps	0		0 N/A																
Achieved? *			NO OPPS																

6CI		Admin Sup: Code Inspections																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			67.57	4.97															
New Hire	8		7 87.50	1 12.50															
Promotion	2		1 50.00	0 0.00															
Total Opps	10		8 80.00	1 10.00															
Achieved? *			YES	YES															

Goal Attainment

6CR		Admin Sup: Community Rel																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal				73.52															
New Hire	8			7	87.50														
Promotion	0			0	N/A														
Total Opps	8			7	87.50														
Achieved? *				YES															

6EC		Admin Sup: Emg Comm																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		15.16		63.24															
New Hire	1	0	0.00	0	0.00														
Promotion	3	0	0.00	1	33.33														
Total Opps	4	0	0.00	1	25.00														
Achieved? *		LIMITED		NO															

6EN		Admin Sup: Environmental																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal				48.83															
New Hire	0			0	N/A														
Promotion	0			0	N/A														
Total Opps	0			0	N/A														
Achieved? *				NO OPPS															

Goal Attainment

6ER		Admin Sup: Engr Rel																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			78.83																
New Hire	1		1 100.00																
Promotion	0		0 N/A																
Total Opps	1		1 100.00																
Achieved? *			YES																

6GA		Admin Sup: Gen Admin																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal						5.21													
New Hire	38					5 13.16													
Promotion	8					0 0.00													
Total Opps	46					5 10.87													
Achieved? *						YES													

6OS		Admin Sup: Office Support																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			77.41																
New Hire	50		35 70.00																
Promotion	2		2 100.00																
Total Opps	52		37 71.15																
Achieved? *			NO																

Goal Attainment

6PM		Admin Sup: Prog Mgmt																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal				75.37															
New Hire	21			10	47.62														
Promotion	11			6	54.55														
Total Opps	32			16	50.00														
Achieved? *				NO															

6SP		Admin Sup: Store & Purch																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		22.52		48.40		6.57													
New Hire	3	0	0.00	0	0.00	0	0.00												
Promotion	2	1	50.00	2	100.00	0	0.00												
Total Opps	5	1	20.00	2	40.00	0	0.00												
Achieved? *		YES		YES		LIMITED													

6WA		Admin Sup: Water																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal				38.69															
New Hire	2			1	50.00														
Promotion	2			2	100.00														
Total Opps	4			3	75.00														
Achieved? *				YES															

Goal Attainment

7AM		Skilled Craft: Auto Maint																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal				2.91						10.96						2.40			
New Hire	3			0	0.00					0	0.00					0	0.00		
Promotion	1			0	0.00					0	0.00					0	0.00		
Total Opps	4			0	0.00					0	0.00					0	0.00		
Achieved? *				LIMITED						LIMITED						LIMITED			

7BT		Skilled Craft: Bldg Trades																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal										11.57									
New Hire	1									0	0.00								
Promotion	0									0	N/A								
Total Opps	1									0	0.00								
Achieved? *										LIMITED									

7GM		Skilled Craft: Gen Maint/Trades																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		18.00								10.08				0.53		2.89			
New Hire	7	2	28.57							1	14.29			0	0.00	0	0.00		
Promotion	14	0	0.00							0	0.00			0	0.00	0	0.00		
Total Opps	21	2	9.52							1	4.76			0	0.00	0	0.00		
Achieved? *		NO								NO				LIMITED		LIMITED			

Goal Attainment

7WA		Skilled Craft: Water																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal						8.54				9.14									
New Hire	3					0	0.00			0	0.00								
Promotion	3					1	33.33			0	0.00								
Total Opps	6					1	16.67			0	0.00								
Achieved? *						YES				LIMITED									

8BO		Service Maint: Botanic																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		46.03								37.67									
New Hire	4	1	25.00							0	0.00								
Promotion	1	0	0.00							0	0.00								
Total Opps	5	1	20.00							0	0.00								
Achieved? *		NO								NO									

8CR		Service Maint: Community Rel																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal								23.53											
New Hire	2							0	0.00										
Promotion	2							0	0.00										
Total Opps	4							0	0.00										
Achieved? *								LIMITED											

Goal Attainment

8EO		Service Maint: Equip Op																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal				32.21															
New Hire	0			0	N/A														
Promotion	0			0	N/A														
Total Opps	0			0	N/A														
Achieved? *				NO OPPS															

8ER		Service Maint: Engr Rel																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		27.89		37.01															
New Hire	0	0	N/A	0	N/A														
Promotion	0	0	N/A	0	N/A														
Total Opps	0	0	N/A	0	N/A														
Achieved? *		NO OPPS		NO OPPS															

8GM		Service Maint: Gen Maint/Trades																	
	Total	Min		Fem		Asi		Blk		His		Ind		Pac		Two			
Prior Year Goal		37.22								28.82						2.20			
New Hire	19	7	36.84							3	15.79					1	5.26		
Promotion	1	0	0.00							0	0.00					0	0.00		
Total Opps	20	7	35.00							3	15.00					1	5.00		
Achieved? *		YES								NO						YES			

Goal Attainment

8LE		Service Maint: Law Enf																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			67.23																
New Hire	0		0 N/A																
Promotion	0		0 N/A																
Total Opps	0		0 N/A																
Achieved? *			NO OPPS																

8PR		Service Maint: Parks/Rec																	
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two										
Prior Year Goal			70.27	4.83															
New Hire	22		13 59.09	2 9.09															
Promotion	4		2 50.00	0 0.00															
Total Opps	26		15 57.69	2 7.69															
Achieved? *			NO	YES															

Note - there was no prior year goal required for categories not listed above.

* YES = within one person of exceeding prior year goal

LIMITED = Limited Opportunities. This indicates the prior year goal percent multiplied by total opportunities to the job group was less than one person.

Personnel Activity

The City has analyzed additional personnel activities to determine whether and where impediments to equal employment opportunity exist and whether there are significant selection disparities by race/ethnicity or gender. These activities include applicant flow, hires, promotions, terminations, and other personnel actions.

Applicant Flow

During the plan year, January 01, 2016 to December 31, 2016, the City listed all non-executive positions lasting three days or more not expected to be filled from within the appropriate state employment service delivery system. The City accepted applications for open positions, and all persons interested in obtaining employment with the City were advised to apply according to the City's current policy. Applications and complete records have been kept to ensure goals of equal employment opportunity are being applied to this reflecting process.

The City believes applicant flow is not and will not be a problem area. Our analysis reveals that the percentage of minority and female applicants compares very favorably with the general availability in the respective categories. The City's success in implementing and communicating affirmative action and outreach efforts.

The following report summarizes applicant flow by job group:

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Applicant Summary

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Applicant Summary

For Period: 1/1/2016 to 12/31/2016

S - Selected, U - Unsuccessful, P - Pool

Applicant Summary

For Period: 1/1/2016 to 12/31/2016

EEO Code 1

Officials & Administrators

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
1AC	S	1	0	0	1	0	1	0	0	0	0	0		
Officials/Admin: Accounting	U	0	0	0	0	0	0	0	0	0	0	0		
	P	1	0	0	1	0	1	0	0	0	0	0		
1AM	S	1	0	0	0	0	0	0	0	0	0	0		
Officials/Admin: Auto Maint	U	9	0	0	2	0	1	1	0	0	0	0		
	P	10	0	0	2	0	1	1	0	0	0	0		
1BI	S	2	0	0	0	0	0	0	0	0	0	0		
Officials/Admin: Bldg Inspections	U	35	0	0	10	4	0	4	3	0	0	3		
	P	37	0	0	10	4	0	4	3	0	0	3		
1BT	S	1	0	0	0	1	0	0	0	0	0	0		
Officials/Admin: Bldg Trades	U	126	1	2	30	22	6	8	9	0	0	7		
	P	127	1	2	30	23	6	8	9	0	0	7		
1CI	S	7	0	0	2	1	0	0	2	0	0	0		
Officials/Admin: Code Inspections	U	12	0	0	3	2	0	1	2	0	0	0		
	P	19	0	0	5	3	0	1	4	0	0	0		
1CR	S	1	0	0	1	1	0	0	0	1	0	0		
Officials/Admin: Community Rel	U	263	1	0	74	136	11	25	24	0	0	14		
	P	264	1	0	75	137	11	25	24	1	0	14		
1DR	S	0	0	0	0	0	0	0	0	0	0	0		
Officials/Admin: Directors	U	55	1	1	14	2	2	4	6	0	0	2		
	P	55	1	1	14	2	2	4	6	0	0	2		
1EC	S	1	0	0	0	0	0	0	0	0	0	0		
Officials/Admin: Emg Comm	U	4	0	0	0	1	0	0	0	0	0	0		
	P	5	0	0	0	1	0	0	0	0	0	0		
1EN	S	6	0	0	1	5	0	0	0	0	0	1		
Officials/Admin: Environmental	U	151	1	0	29	66	8	3	10	0	1	7		
	P	157	1	0	30	71	8	3	10	0	1	8		

S - Selected, U - Unsuccessful, P - Pool

Applicant Summary

For Period: 1/1/2016 to 12/31/2016

EEO Code 1 Officials & Administrators

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
1ER	S	10	0	0	1	3	0	0	0	0	0	1		
Officials/Admin: Engr Rel	U	385	8	8	99	121	24	16	34	0	0	25		
	P	395	8	8	100	124	24	16	34	0	0	26		
1FL	S	16	0	0	5	8	1	1	2	0	1	0		
Officials/Admin: Financial	U	433	4	3	180	147	68	46	37	3	3	23		
	P	449	4	3	185	155	69	47	39	3	4	23		
1GA	S	36	1	0	10	19	0	4	4	0	0	2		
Officials/Admin: Gen Admin	U	1,592	18	6	548	734	129	136	159	8	10	106		
	P	1,628	19	6	558	753	129	140	163	8	10	108		
1GM	S	2	0	0	2	1	0	2	0	0	0	0		
Officials/Admin: Gen Maint/Trades	U	165	4	0	45	43	9	10	14	0	0	12		
	P	167	4	0	47	44	9	12	14	0	0	12		
1HR	S	1	0	0	0	0	0	0	0	0	0	0		
Officials/Admin: Human Resources	U	65	1	0	20	49	3	6	5	2	0	4		
	P	66	1	0	20	49	3	6	5	2	0	4		
1IT	S	3	0	0	0	1	0	0	0	0	0	0		
Officials/Admin: Info Tech	U	90	0	0	28	21	17	3	0	0	3	5		
	P	93	0	0	28	22	17	3	0	0	3	5		
1PL	S	2	0	0	1	1	0	0	1	0	0	0		
Officials/Admin: Planning	U	38	1	0	11	9	2	4	3	0	0	2		
	P	40	1	0	12	10	2	4	4	0	0	2		
1PM	S	27	0	0	9	20	0	1	3	0	0	5		
Officials/Admin: Prog Mgmt	U	1,064	12	5	323	510	60	92	79	5	3	84		
	P	1,091	12	5	332	530	60	93	82	5	3	89		
1PR	S	8	0	0	4	1	0	3	1	0	0	0		
Officials/Admin: Parks/Rec	U	957	18	14	241	409	37	64	54	6	1	79		
	P	965	18	14	245	410	37	67	55	6	1	79		

S - Selected, U - Unsuccessful, P - Pool

Applicant Summary

For Period: 1/1/2016 to 12/31/2016

EEO Code 1

Officials & Administrators

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
1RM	S	1	0	0	1	1	0	1	0	0	0	0		
Officials/Admin: Risk Mgmt	U	19	0	0	3	9	0	3	0	0	0	0		
	P	20	0	0	4	10	0	4	0	0	0	0		
1SP	S	9	0	0	5	7	3	1	1	0	0	0		
Officials/Admin: Store & Purch	U	72	1	0	22	32	10	3	4	0	0	5		
	P	81	1	0	27	39	13	4	5	0	0	5		
1WA	S	5	0	0	0	2	0	0	0	0	0	0		
Officials/Admin: Water	U	149	4	2	27	55	6	4	8	0	1	8		
	P	154	4	2	27	57	6	4	8	0	1	8		

S - Selected, U - Unsuccessful, P - Pool

Citywide Reports

2017 Annual Affirmative Action Program (AAP) Plan Reports (01/01/2016 to 12/31/2016)

Applicant Summary

For Period: 1/1/2016 to 12/31/2016

EEO Code 2 Professionals

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
2AC	S	7	0	0	1	4	0	1	0	0	0	0		
Professionals: Accounting	U	167	3	2	80	101	38	17	17	1	1	6		
	P	174	3	2	81	105	38	18	17	1	1	6		
2BO	S	5	0	0	0	3	0	0	0	0	0	0		
Professionals: Botanic	U	361	7	3	69	136	10	3	24	2	1	29		
	P	366	7	3	69	139	10	3	24	2	1	29		
2CR	S	9	0	0	2	8	1	1	0	0	0	0		
Professionals: Community Rel	U	696	8	6	230	387	32	57	80	6	3	52		
	P	705	8	6	232	395	33	58	80	6	3	52		
2EN	S	7	0	0	2	3	0	0	1	0	0	1		
Professionals: Environmental	U	310	10	2	57	109	25	8	13	0	0	11		
	P	317	10	2	59	112	25	8	14	0	0	12		
2ER	S	30	0	0	10	8	7	0	2	0	0	1		
Professionals: Engr Rel	U	374	6	3	115	80	63	20	9	0	0	23		
	P	404	6	3	125	88	70	20	11	0	0	24		
2FL	S	1	0	0	0	0	0	0	0	0	0	0		
Professionals: Financial	U	5	0	0	0	3	0	0	0	0	0	0		
	P	6	0	0	0	3	0	0	0	0	0	0		
2GA	S	2	0	0	1	1	1	0	0	0	0	0		
Professionals: Gen Admin	U	26	0	1	9	10	1	2	4	0	0	2		
	P	28	0	1	10	11	2	2	4	0	0	2		
2HR	S	4	0	0	0	2	0	0	0	0	0	0		
Professionals: Human Resources	U	465	6	3	131	244	24	24	44	3	2	34		
	P	469	6	3	131	246	24	24	44	3	2	34		
2IT	S	23	0	0	10	10	7	0	2	1	0	0		
Professionals: Info Tech	U	398	5	2	168	114	94	30	15	4	1	24		
	P	421	5	2	178	124	101	30	17	5	1	24		

S - Selected, U - Unsuccessful, P - Pool

Applicant Summary

For Period: 1/1/2016 to 12/31/2016

EEO Code 2

Professionals

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
2LE	S	3	0	0	2	3	0	2	0	0	0	0		
Professionals: Law Enf	U	161	4	2	49	67	20	8	11	0	0	10		
	P	164	4	2	51	70	20	10	11	0	0	10		
2LL	S	1	0	0	1	0	0	1	0	0	0	0		
Professionals: Legal	U	70	3	2	13	31	2	4	1	0	1	5		
	P	71	3	2	14	31	2	5	1	0	1	5		
2OS	S	0	0	0	0	0	0	0	0	0	0	0		
Professionals: Office Support	U	1	0	0	0	1	0	0	0	0	0	0		
	P	1	0	0	0	1	0	0	0	0	0	0		
2PL	S	14	0	0	0	10	0	0	0	0	0	0		
Professionals: Planning	U	799	25	12	180	323	55	38	47	1	1	38		
	P	813	25	12	180	333	55	38	47	1	1	38		

S - Selected, U - Unsuccessful, P - Pool

Citywide Reports

2017 Annual Affirmative Action Program (AAP) Plan Reports (01/01/2016 to 12/31/2016)

Applicant Summary

For Period: 1/1/2016 to 12/31/2016

EEO Code 3 Technicians

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
3BI	S	25	0	0	5	5	0	0	1	0	0	4		
Technicians: Bldg Inspections	U	303	2	2	47	67	3	9	15	1	0	19		
	P	328	2	2	52	72	3	9	16	1	0	23		
3BO	S	2	0	0	0	1	0	0	0	0	0	0		
Technicians: Botanic	U	99	0	0	20	34	2	0	10	1	0	7		
	P	101	0	0	20	35	2	0	10	1	0	7		
3CI	S	4	0	0	2	1	0	1	0	0	0	1		
Technicians: Code Inspections	U	159	0	0	42	38	5	10	4	0	0	23		
	P	163	0	0	44	39	5	11	4	0	0	24		
3EL	S	4	0	0	2	0	0	0	1	0	0	1		
Technicians: Electronics	U	52	0	0	12	1	1	3	4	1	0	3		
	P	56	0	0	14	1	1	3	5	1	0	4		
3EN	S	10	0	0	3	7	0	1	1	0	0	1		
Technicians: Environmental	U	157	0	0	33	72	10	2	13	0	0	8		
	P	167	0	0	36	79	10	3	14	0	0	9		
3ER	S	25	0	0	10	13	3	3	4	0	0	0		
Technicians: Engr Rel	U	695	12	8	161	175	42	40	41	3	3	32		
	P	720	12	8	171	188	45	43	45	3	3	32		
3LB	S	2	0	0	1	1	1	0	0	0	0	0		
Technicians: Laboratory	U	193	2	3	58	69	19	7	19	4	0	9		
	P	195	2	3	59	70	20	7	19	4	0	9		
3RM	S	1	0	0	0	1	0	0	0	0	0	0		
Technicians: Risk Mgmt	U	47	0	0	13	12	1	4	6	0	1	1		
	P	48	0	0	13	13	1	4	6	0	1	1		
3VI	S	0	0	0	0	0	0	0	0	0	0	0		
Technicians: Video	U	42	0	2	4	4	1	0	1	0	0	2		
	P	42	0	2	4	4	1	0	1	0	0	2		

S - Selected, U - Unsuccessful, P - Pool

Applicant Summary

For Period: 1/1/2016 to 12/31/2016

EEO Code 3

Technicians

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
3WA	S	2	0	0	1	0	0	0	0	0	0	1		
Technicians: Water	U	0	0	0	0	0	0	0	0	0	0	0		
	P	2	0	0	1	0	0	0	0	0	0	1		

EEO Code 4

Protective Service Workers

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
4FI-1	S	12	0	0	2	0	0	0	1	0	0	1		
Protective Service: Sworn-Fire-Entry	U	352	4	0	77	41	9	5	37	5	5	16		
	P	364	4	0	79	41	9	5	38	5	5	17		
4FI-2	S	12	0	0	4	3	0	0	0	1	0	3		
Protective Service: Sworn-Fire-Mid Level	U	96	1	0	20	6	2	3	3	1	2	9		
	P	108	1	0	24	9	2	3	3	2	2	12		
4FI-3	S	1	0	0	0	0	0	0	0	0	0	0		
Protective Service: Sworn-Fire-Sr Level	U	9	0	0	2	0	0	0	2	0	0	0		
	P	10	0	0	2	0	0	0	2	0	0	0		
4FI-4	S	0	0	0	0	0	0	0	0	0	0	0		
Protective Service: Sworn-Fire-Executive	U	8	0	0	1	1	0	0	0	0	1	0		
	P	8	0	0	1	1	0	0	0	0	1	0		
4LE-1	S	13	0	0	4	1	2	1	0	0	0	1		
Protective Service: Sworn-Law Enf-Entry	U	1,271	8	4	384	210	72	73	139	6	12	82		
	P	1,284	8	4	388	211	74	74	139	6	12	83		
4LE-2	S	5	0	0	0	0	0	0	0	0	0	0		
Protective Service: Sworn-Law Enf-Mid Level	U	42	0	0	9	1	3	1	2	0	2	1		
	P	47	0	0	9	1	3	1	2	0	2	1		
4LE-3	S	4	0	0	0	1	0	0	0	0	0	0		
Protective Service: Sworn-Law Enf-Sr Level	U	8	0	0	0	2	0	0	0	0	0	0		
	P	12	0	0	0	3	0	0	0	0	0	0		

S - Selected, U - Unsuccessful, P - Pool

Applicant Summary

For Period: 1/1/2016 to 12/31/2016

EEO Code 5 Paraprofessionals

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
5CI	S	5	0	0	1	1	0	1	0	0	0	0		
Protective Service: Non-Sworn-Code Inspections	U	528	6	4	173	138	12	53	52	4	3	49		
	P	533	6	4	174	139	12	54	52	4	3	49		
5EC	S	28	0	0	5	17	2	1	1	1	0	0		
Protective Service: Non-Sworn-Emg Comm	U	429	2	1	122	276	9	26	43	5	3	36		
	P	457	2	1	127	293	11	27	44	6	3	36		
5GM	S	2	0	0	0	0	0	0	0	0	0	0		
Protective Service: Non-Sworn-Gen Maint/Trades	U	44	0	0	13	9	3	3	2	0	0	5		
	P	46	0	0	13	9	3	3	2	0	0	5		
5LE	S	2	0	0	0	1	0	0	0	0	0	0		
Protective Service: Non-Sworn-Law Enf	U	33	3	1	2	12	0	0	2	0	0	0		
	P	35	3	1	2	13	0	0	2	0	0	0		
5PR	S	10	0	0	6	4	0	2	0	0	1	3		
Protective Service: Non-Sworn-Parks/Rec	U	141	2	0	38	33	7	4	14	0	1	12		
	P	151	2	0	44	37	7	6	14	0	2	15		

S - Selected, U - Unsuccessful, P - Pool

Applicant Summary

For Period: 1/1/2016 to 12/31/2016

EEO Code 6

Administrative Support

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
6AM	S	1	0	0	0	0	0	0	0	0	0	0		
Admin Sup: Auto Maint	U	2	0	0	1	1	1	0	0	0	0	0		
	P	3	0	0	1	1	1	0	0	0	0	0		
6CI	S	9	0	0	3	6	1	0	2	0	0	0		
Admin Sup: Code Inspections	U	180	0	0	57	87	9	18	16	0	3	11		
	P	189	0	0	60	93	10	18	18	0	3	11		
6CR	S	2	0	0	2	0	1	0	1	0	0	0		
Admin Sup: Community Rel	U	507	6	3	186	247	42	33	48	1	7	55		
	P	509	6	3	188	247	43	33	49	1	7	55		
6EC	S	2	0	0	0	0	0	0	0	0	0	0		
Admin Sup: Emg Comm	U	0	0	0	0	0	0	0	0	0	0	0		
	P	2	0	0	0	0	0	0	0	0	0	0		
6EN	S	0	0	0	0	0	0	0	0	0	0	0		
Admin Sup: Environmental	U	39	0	0	8	4	2	2	2	0	1	1		
	P	39	0	0	8	4	2	2	2	0	1	1		
6ER	S	2	0	0	1	2	0	1	0	0	0	0		
Admin Sup: Engr Rel	U	54	0	0	13	24	3	2	6	0	0	2		
	P	56	0	0	14	26	3	3	6	0	0	2		
6GA	S	26	0	0	11	24	2	3	3	2	0	1		
Admin Sup: Gen Admin	U	1,742	14	13	548	1,251	106	126	160	15	5	136		
	P	1,768	14	13	559	1,275	108	129	163	17	5	137		
6HR	S	2	0	0	1	2	1	0	0	0	0	0		
Admin Sup: Human Resources	U	4	0	0	3	3	1	1	1	0	0	0		
	P	6	0	0	4	5	2	1	1	0	0	0		
6LL	S	1	0	0	0	1	0	0	0	0	0	0		
Admin Sup: Legal	U	148	1	3	53	110	13	11	19	1	1	8		
	P	149	1	3	53	111	13	11	19	1	1	8		

S - Selected, U - Unsuccessful, P - Pool

Citywide Reports

2017 Annual Affirmative Action Program (AAP) Plan Reports (01/01/2016 to 12/31/2016)

Applicant Summary

For Period: 1/1/2016 to 12/31/2016

EEO Code 6

Administrative Support

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
6OS	S	38	1	0	15	31	5	4	1	1	0	4		
Admin Sup: Office Support	U	699	7	2	223	453	42	63	58	4	4	52		
	P	737	8	2	238	484	47	67	59	5	4	56		
6PM	S	30	0	0	15	15	2	5	4	1	0	3		
Admin Sup: Prog Mgmt	U	2,254	22	12	738	1,315	131	189	191	21	14	192		
	P	2,284	22	12	753	1,330	133	194	195	22	14	195		
6RM	S	1	0	0	1	1	0	0	1	0	0	0		
Admin Sup: Risk Mgmt	U	7	0	0	4	6	1	1	1	0	0	1		
	P	8	0	0	5	7	1	1	2	0	0	1		
6SP	S	5	0	0	1	4	0	0	0	0	0	1		
Admin Sup: Store & Purch	U	116	0	0	46	50	7	6	13	3	1	16		
	P	121	0	0	47	54	7	6	13	3	1	17		
6WA	S	4	1	0	2	2	1	0	0	0	0	1		
Admin Sup: Water	U	67	0	0	18	17	6	3	6	0	0	3		
	P	71	1	0	20	19	7	3	6	0	0	4		

S - Selected, U - Unsuccessful, P - Pool

Citywide Reports

2017 Annual Affirmative Action Program (AAP) Plan Reports (01/01/2016 to 12/31/2016)

Applicant Summary

For Period: 1/1/2016 to 12/31/2016

EEO Code 7 Skilled Workers

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
7AM	S	3	0	0	0	0	0	0	0	0	0	0		
Skilled Craft: Auto Maint	U	25	0	0	5	0	1	0	2	0	1	1		
	P	28	0	0	5	0	1	0	2	0	1	1		
7BI	S	1	0	0	0	1	0	0	0	0	0	0		
Skilled Craft: Bldg Inspections	U	19	0	0	2	1	0	0	0	0	0	2		
	P	20	0	0	2	2	0	0	0	0	0	2		
7BT	S	1	0	0	1	0	0	0	1	0	0	0		
Skilled Craft: Bldg Trades	U	164	1	0	48	8	4	14	16	1	2	11		
	P	165	1	0	49	8	4	14	17	1	2	11		
7EN	S	3	0	0	0	0	0	0	0	0	0	0		
Skilled Craft: Environmental	U	211	2	1	67	10	4	21	20	1	2	19		
	P	214	2	1	67	10	4	21	20	1	2	19		
7GM	S	15	0	0	2	3	0	1	1	0	0	0		
Skilled Craft: Gen Maint/Trades	U	311	5	2	87	31	12	18	23	2	3	29		
	P	326	5	2	89	34	12	19	24	2	3	29		
7PR	S	1	0	0	1	0	0	0	0	0	0	1		
Skilled Craft: Parks/Rec	U	233	3	1	50	30	4	10	15	3	0	18		
	P	234	3	1	51	30	4	10	15	3	0	19		
7WA	S	2	0	0	2	2	2	0	0	0	0	0		
Skilled Craft: Water	U	80	0	0	11	7	1	0	5	0	0	5		
	P	82	0	0	13	9	3	0	5	0	0	5		

S - Selected, U - Unsuccessful, P - Pool

Applicant Summary

For Period: 1/1/2016 to 12/31/2016

EEO Code 8 Service

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
8BO	S	1	0	0	0	0	0	0	0	0	0	0		
Service Maint: Botanic	U	14	0	0	4	1	0	1	2	1	0	0		
	P	15	0	0	4	1	0	1	2	1	0	0		
8CR	S	4	0	0	2	4	1	0	1	0	0	0		
Service Maint: Community Rel	U	274	2	0	72	150	14	14	22	0	0	22		
	P	278	2	0	74	154	15	14	23	0	0	22		
8EO	S	1	0	0	0	1	0	0	0	0	0	0		
Service Maint: Equip Op	U	2	0	0	0	1	0	0	0	0	0	0		
	P	3	0	0	0	2	0	0	0	0	0	0		
8ER	S	1	0	0	0	0	0	0	0	0	0	0		
Service Maint: Engr Rel	U	26	0	0	6	1	2	2	1	0	0	1		
	P	27	0	0	6	1	2	2	1	0	0	1		
8GM	S	23	0	0	15	9	1	6	2	0	0	6		
Service Maint: Gen Maint/Trades	U	148	2	1	43	20	2	13	14	2	1	11		
	P	171	2	1	58	29	3	19	16	2	1	17		
8PR	S	103	0	0	40	74	4	13	13	1	0	9		
Service Maint: Parks/Rec	U	1,993	19	16	657	914	68	202	188	15	7	177		
	P	2,096	19	16	697	988	72	215	201	16	7	186		

		Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
Totals	S	697	3	0	233	363	50	61	58	9	2	53		
	%		0.43	0.00	33.43	52.08	7.17	8.75	8.32	1.29	0.29	7.60		
	U	23,544	278	158	6,991	9,921	1,434	1,637	1,954	142	117	1,707		
	%		1.18	0.67	29.69	42.14	6.09	6.95	8.30	0.60	0.50	7.25		
	P	24,241	281	158	7,224	10,284	1,484	1,698	2,012	151	119	1,760		
	%		1.16	0.65	29.80	42.42	6.12	7.00	8.30	0.62	0.49	7.26		

S - Selected, U - Unsuccessful, P - Pool

Hires

The Bureau of Human Resources develops all procedures and all hiring at the City is conducted on the basis of nondiscriminatory criteria. Specifically, the following criteria and procedures have resulted in hiring decisions that are free of discrimination:

- Job descriptions have been reviewed and revised to make sure duties are accurately described, that the experience and education requirements are job related, and that all incumbents meet minimum job requirements. Job titles have and will continue to be written without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.
- Application forms have been reviewed to ensure all requested information is job related, and the forms comply with all applicable laws. In addition, all forms state the City is an Equal Opportunity/Affirmative Action Employer.
- City of Portland representatives who are involved in the selection process have been briefed on the City's obligations.
- Where applicable, tests have been reviewed and are administered and conducted in a non-discriminatory manner.
- All employees are encouraged to refer qualified applicants to the City for employment. In addition, the City has formal recruitment procedures to apprise minority and women's groups, educational institutions, and other referral sources of openings.
- Placing an applicant in a specific job in a department is the responsibility of management. Hiring decisions are based on the applicants' knowledge, skills, abilities, and any other job related criteria.

A review of external hires for the prior plan year indicates that selection decisions were made in a non-discriminatory manner. There were 490 new employees hired during the period from January 1, 2016 to December 31, 2016 including 162 minorities at 33% and 223 women at 46%.

The following report summarizes hiring activity by job group:

New Hire Summary

New Hire Summary

For Period: 1/1/2016 to 12/31/2016

	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
1BT - Officials/Admin: Bldg Trades	1	0	0	0	0	0	0	0	0		
1DR - Officials/Admin: Directors	1	0	0	0	0	0	0	0	0		
1EN - Officials/Admin: Environmental	1	0	1	0	0	0	0	0	0		
1ER - Officials/Admin: Engr Rel	1	0	1	0	0	0	0	0	0		
1ES - Officials/Admin: Exempt	5	2	1	0	0	0	1	0	1		
1FL - Officials/Admin: Financial	6	3	4	2	0	1	0	0	0		
1GA - Officials/Admin: Gen Admin	20	6	12	1	2	3	0	0	0		
1IT - Officials/Admin: Info Tech	3	0	1	0	0	0	0	0	0		
1PM - Officials/Admin: Prog Mgmt	13	3	10	1	0	1	0	0	1		
1PR - Officials/Admin: Parks/Rec	2	2	1	1	1	0	0	0	0		
1RM - Officials/Admin: Risk Mgmt	1	0	0	0	0	0	0	0	0		
1SP - Officials/Admin: Store & Purch	1	0	1	0	0	0	0	0	0		
1WA - Officials/Admin: Water	4	0	2	0	0	0	0	0	0		
2AC - Professionals: Accounting	5	1	3	1	0	0	0	0	0		
2BO - Professionals: Botanic	4	0	4	0	0	0	0	0	0		
2CR - Professionals: Community Rel	5	1	4	0	1	0	0	0	0		
2EN - Professionals: Environmental	2	0	1	0	0	0	0	0	0		
2ER - Professionals: Engr Rel	17	4	5	4	0	0	0	0	0		
2FL - Professionals: Financial	1	0	0	0	0	0	0	0	0		
2GA - Professionals: Gen Admin	2	1	1	1	0	0	0	0	0		
2HR - Professionals: Human Resources	3	0	3	0	0	0	0	0	0		
2IT - Professionals: Info Tech	15	6	6	5	0	1	0	0	0		
2LE - Professionals: Law Enf	2	0	1	0	0	0	0	0	0		
2LL - Professionals: Legal	5	2	3	0	1	1	0	0	0		
2PL - Professionals: Planning	15	2	8	0	0	0	0	0	2		
3BI - Technicians: Bldg Inspections	19	4	4	0	0	1	0	1	2		
3BO - Technicians: Botanic	3	0	1	0	0	0	0	0	0		
3CI - Technicians: Code Inspections	6	1	1	0	1	0	0	0	0		

New Hire Summary

For Period: 1/1/2016 to 12/31/2016

3EL - Technicians: Electronics	3	0	0	0	0	0	0	0	0		
3EN - Technicians: Environmental	6	2	5	0	0	2	0	0	0		
3ER - Technicians: Engr Rel	19	6	8	1	2	2	0	0	1		
3LB - Technicians: Laboratory	3	1	0	0	0	1	0	0	0		
3RM - Technicians: Risk Mgmt	1	0	1	0	0	0	0	0	0		
3WA - Technicians: Water	2	0	1	0	0	0	0	0	0		
4FI-1 - Protective Service: Sworn-Fire-Entry	45	11	2	1	3	4	0	0	3		
4LE-1 - Protective Service: Sworn-Law Enf-Entry	9	1	1	1	0	0	0	0	0		
5CI - Protective Service: Non-Sworn-Code Inspections	6	2	1	0	1	0	0	0	1		
5EC - Protective Service: Non-Sworn-Emg Comm	25	7	16	1	1	3	1	0	1		
5LE - Protective Service: Non-Sworn-Law Enf	1	0	0	0	0	0	0	0	0		
5PR - Protective Service: Non-Sworn-Parks/Rec	3	1	1	0	0	0	0	0	1		
6AC - Admin Sup: Accounting	1	1	1	0	0	0	0	1	0		
6CI - Admin Sup: Code Inspections	8	4	7	1	0	2	0	0	1		
6CR - Admin Sup: Community Rel	8	2	7	0	0	2	0	0	0		
6EC - Admin Sup: Emg Comm	1	0	0	0	0	0	0	0	0		
6ER - Admin Sup: Engr Rel	1	1	1	0	0	1	0	0	0		
6ES - Admin Sup: Exempt	2	1	1	0	1	0	0	0	0		
6GA - Admin Sup: Gen Admin	38	19	18	6	4	5	0	0	4		
6LL - Admin Sup: Legal	4	1	4	0	0	0	0	0	1		
6OS - Admin Sup: Office Support	50	25	35	5	8	7	0	1	4		
6PM - Admin Sup: Prog Mgmt	21	11	10	1	1	7	0	0	2		
6SP - Admin Sup: Store & Purch	3	0	0	0	0	0	0	0	0		
6WA - Admin Sup: Water	2	1	1	1	0	0	0	0	0		
7AM - Skilled Craft: Auto Maint	3	0	0	0	0	0	0	0	0		
7BT - Skilled Craft: Bldg Trades	1	1	1	1	0	0	0	0	0		
7EN - Skilled Craft: Environmental	2	0	0	0	0	0	0	0	0		
7GM - Skilled Craft: Gen Maint/Trades	7	2	2	0	1	1	0	0	0		
7LE - Skilled Craft: Law Enf	1	0	0	0	0	0	0	0	0		
7PR - Skilled Craft: Parks/Rec	1	0	0	0	0	0	0	0	0		
7WA - Skilled Craft: Water	3	0	0	0	0	0	0	0	0		
8BO - Service Maint: Botanic	4	1	1	0	0	0	0	0	1		
8CR - Service Maint: Community Rel	2	2	2	1	0	1	0	0	0		

New Hire Summary

For Period: 1/1/2016 to 12/31/2016

8GM - Service Maint: Gen Maint/Trades		19	7	4	1	2	3	0	0	1		
8PR - Service Maint: Parks/Rec		22	14	13	2	5	5	1	0	1		
Totals	#	490	162	223	39	35	54	3	3	28		
	%		33.06	45.51	7.96	7.14	11.02	0.61	0.61	5.71		

Promotion Practices

A review of promotion data indicates these selection decisions are being made in a non-discriminatory manner. To ensure that such decisions are being made in a non-discriminatory manner, the following equal employment opportunity practices are in place:

- The City provides every reasonable opportunity for employees to advance. In this regard, training and other developmental opportunities are offered.
- Employees are encouraged to contact their supervisor and/or the Bureau of Human Resources, at any time, should they desire information relative to another position within the City.
- Management initiated promotions are based on performance and other job related criteria without discrimination on account of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.
- Most promotional opportunities are posted, providing all interested employees with an opportunity to apply and call their special skills to the attention of the manager.
- The City's career development program enables all employees to designate career paths and positions for which they wish to be considered.

A review of promotions for the prior plan year indicates that selection decisions were made in a non-discriminatory manner. There were 488 promotional appointments during the period from January 1, 2016 to December 31, 2016 including 131 minorities at 27% and 188 women at 39%.

A summary of promotion actions for the year is included on the following page:

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Promotion Summary By Old Job

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Promotion Summary by Old Job

For Period: 1/1/2016 to 12/31/2016

	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
1CI - Officials/Admin: Code Inspections	5	2	2	0	1	1	0	0	0		
1CR - Officials/Admin: Community Rel	1	0	1	0	0	0	0	0	0		
1ER - Officials/Admin: Engr Rel	2	0	0	0	0	0	0	0	0		
1ES - Officials/Admin: Exempt	1	0	0	0	0	0	0	0	0		
1FL - Officials/Admin: Financial	8	3	4	3	0	0	0	0	0		
1GA - Officials/Admin: Gen Admin	10	2	6	1	0	0	1	0	0		
1PM - Officials/Admin: Prog Mgmt	4	1	3	0	0	1	0	0	0		
1PR - Officials/Admin: Parks/Rec	1	0	0	0	0	0	0	0	0		
1RM - Officials/Admin: Risk Mgmt	1	1	1	0	1	0	0	0	0		
1SP - Officials/Admin: Store & Purch	5	1	3	0	0	1	0	0	0		
1WA - Officials/Admin: Water	3	0	1	0	0	0	0	0	0		
2AC - Professionals: Accounting	6	2	2	0	1	1	0	0	0		
2BO - Professionals: Botanic	2	1	1	1	0	0	0	0	0		
2CR - Professionals: Community Rel	3	0	2	0	0	0	0	0	0		
2EN - Professionals: Environmental	3	1	2	0	0	1	0	0	0		
2ER - Professionals: Engr Rel	8	3	1	1	1	1	0	0	0		
2HR - Professionals: Human Resources	1	1	1	0	0	0	0	0	1		
2IT - Professionals: Info Tech	19	7	5	3	1	1	2	0	0		
2LE - Professionals: Law Enf	1	0	1	0	0	0	0	0	0		
2OS - Professionals: Office Support	1	0	0	0	0	0	0	0	0		
2PL - Professionals: Planning	14	2	11	0	0	2	0	0	0		
3BI - Technicians: Bldg Inspections	18	3	2	0	0	0	0	0	3		
3CI - Technicians: Code Inspections	1	0	1	0	0	0	0	0	0		
3EN - Technicians: Environmental	4	0	2	0	0	0	0	0	0		
3ER - Technicians: Engr Rel	18	4	8	1	2	1	0	0	0		
3WA - Technicians: Water	1	0	0	0	0	0	0	0	0		
4FI-1 - Protective Service: Sworn-Fire-Entry	29	5	3	1	2	0	2	0	0		
4FI-2 - Protective Service: Sworn-Fire-Mid Level	13	3	2	1	0	2	0	0	0		

Promotion Summary by Old Job

For Period: 1/1/2016 to 12/31/2016

4FI-3 - Protective Service: Sworn-Fire-Sr Level	11	2	1	0	0	2	0	0	0		
4FI-4 - Protective Service: Sworn-Fire-Executive	1	0	0	0	0	0	0	0	0		
4LE-1 - Protective Service: Sworn-Law Enf-Entry	12	0	2	0	0	0	0	0	0		
4LE-2 - Protective Service: Sworn-Law Enf-Mid Level	7	1	0	0	0	0	0	0	1		
4LE-3 - Protective Service: Sworn-Law Enf-Sr Level	6	0	1	0	0	0	0	0	0		
5CI - Protective Service: Non-Sworn-Code Inspections	2	0	1	0	0	0	0	0	0		
5EC - Protective Service: Non-Sworn-Emg Comm	17	4	8	0	0	0	2	0	2		
5PR - Protective Service: Non-Sworn-Parks/Rec	8	5	4	0	1	1	0	1	2		
6AM - Admin Sup: Auto Maint	1	0	0	0	0	0	0	0	0		
6CI - Admin Sup: Code Inspections	10	4	3	0	0	3	1	0	0		
6CR - Admin Sup: Community Rel	19	2	16	0	0	2	0	0	0		
6ER - Admin Sup: Engr Rel	1	0	1	0	0	0	0	0	0		
6GA - Admin Sup: Gen Admin	31	14	11	3	2	3	0	0	6		
6HR - Admin Sup: Human Resources	2	2	1	2	0	0	0	0	0		
6OS - Admin Sup: Office Support	28	4	24	1	1	0	0	0	2		
6PM - Admin Sup: Prog Mgmt	6	4	2	0	2	0	0	0	2		
6RM - Admin Sup: Risk Mgmt	1	1	1	0	0	1	0	0	0		
6SP - Admin Sup: Store & Purch	2	1	2	1	0	0	0	0	0		
6WA - Admin Sup: Water	4	1	1	1	0	0	0	0	0		
7AM - Skilled Craft: Auto Maint	1	0	0	0	0	0	0	0	0		
7BT - Skilled Craft: Bldg Trades	1	0	0	0	0	0	0	0	0		
7EN - Skilled Craft: Environmental	1	1	0	0	1	0	0	0	0		
7GM - Skilled Craft: Gen Maint/Trades	2	0	0	0	0	0	0	0	0		
7WA - Skilled Craft: Water	7	3	2	1	0	0	1	1	0		
8BO - Service Maint: Botanic	1	0	1	0	0	0	0	0	0		
8CR - Service Maint: Community Rel	2	0	2	0	0	0	0	0	0		
8GM - Service Maint: Gen Maint/Trades	61	20	10	3	8	8	0	0	1		
8PR - Service Maint: Parks/Rec	60	20	29	2	9	3	1	0	5		
Totals	#	488	131	188	26	33	35	10	2	25	
	%		26.84	38.52	5.33	6.76	7.17	2.05	0.41	5.12	

Compensation Systems

As part of its affirmative action obligations, the City has reviewed its compensation systems to determine whether those systems are being administered without regard to an individual's sex, race, ethnicity, or other characteristic protected by law. Our analysis did not identify any significant problem areas. If the City discovers significant compensation system differences between individuals who are similarly situated, it will determine whether they are the result of legitimate, nondiscriminatory factors.

Terminations

The City has evaluated its termination practices to determine whether there are disparities on the basis of sex, race or ethnicity. When terminations or reductions in force are necessary, the City makes its decisions without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.

A review of terminations for the prior plan year indicates there were 459 terminations during the period from January 1, 2016 to December 31, 2016 including 84 minorities at 18% and 210 women at 46%.

A report summarizing terminations by job group follows:

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Termination Summary

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Termination Summary

For Period: 1/1/2016 to 12/31/2016

	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two		
1AC - Officials/Admin: Accounting	1	0	1	0	0	0	0	0	0		
1AM - Officials/Admin: Auto Maint	1	0	0	0	0	0	0	0	0		
1BI - Officials/Admin: Bldg Inspections	1	0	0	0	0	0	0	0	0		
1DR - Officials/Admin: Directors	4	0	2	0	0	0	0	0	0		
1EC - Officials/Admin: Emg Comm	1	0	1	0	0	0	0	0	0		
1EN - Officials/Admin: Environmental	2	0	1	0	0	0	0	0	0		
1ER - Officials/Admin: Engr Rel	3	0	1	0	0	0	0	0	0		
1ES - Officials/Admin: Exempt	2	0	2	0	0	0	0	0	0		
1FI - Officials/Admin: Fire	8	1	0	0	0	0	0	0	1		
1FL - Officials/Admin: Financial	7	3	5	1	0	2	0	0	0		
1GA - Officials/Admin: Gen Admin	14	3	9	2	1	0	0	0	0		
1GM - Officials/Admin: Gen Maint/Trades	2	0	0	0	0	0	0	0	0		
1HR - Officials/Admin: Human Resources	1	1	0	0	1	0	0	0	0		
1IT - Officials/Admin: Info Tech	5	0	2	0	0	0	0	0	0		
1LE - Officials/Admin: Law Enf	2	0	1	0	0	0	0	0	0		
1PM - Officials/Admin: Prog Mgmt	14	2	8	0	2	0	0	0	0		
1PR - Officials/Admin: Parks/Rec	5	1	3	0	0	1	0	0	0		
1RM - Officials/Admin: Risk Mgmt	2	0	1	0	0	0	0	0	0		
1SP - Officials/Admin: Store & Purch	2	0	2	0	0	0	0	0	0		
1WA - Officials/Admin: Water	2	0	1	0	0	0	0	0	0		
2AC - Professionals: Accounting	5	2	4	1	0	1	0	0	0		
2BO - Professionals: Botanic	4	0	1	0	0	0	0	0	0		
2CR - Professionals: Community Rel	5	1	3	1	0	0	0	0	0		
2EN - Professionals: Environmental	4	0	3	0	0	0	0	0	0		
2ER - Professionals: Engr Rel	12	3	4	2	0	1	0	0	0		
2GA - Professionals: Gen Admin	1	0	1	0	0	0	0	0	0		
2HR - Professionals: Human Resources	7	3	5	1	2	0	0	0	0		
2IT - Professionals: Info Tech	6	1	1	1	0	0	0	0	0		

Termination Summary

For Period: 1/1/2016 to 12/31/2016

2LE - Professionals: Law Enf	3	1	2	1	0	0	0	0	0		
2LL - Professionals: Legal	1	0	0	0	0	0	0	0	0		
2OS - Professionals: Office Support	2	0	1	0	0	0	0	0	0		
2PL - Professionals: Planning	7	0	5	0	0	0	0	0	0		
3BI - Technicians: Bldg Inspections	11	1	4	1	0	0	0	0	0		
3BO - Technicians: Botanic	3	0	0	0	0	0	0	0	0		
3CI - Technicians: Code Inspections	4	0	1	0	0	0	0	0	0		
3EL - Technicians: Electronics	2	0	0	0	0	0	0	0	0		
3EN - Technicians: Environmental	3	0	1	0	0	0	0	0	0		
3ER - Technicians: Engr Rel	17	3	5	0	1	1	0	0	1		
3LB - Technicians: Laboratory	1	0	1	0	0	0	0	0	0		
4FI-1 - Protective Service: Sworn-Fire-Entry	9	2	2	0	1	1	0	0	0		
4FI-2 - Protective Service: Sworn-Fire-Mid Level	18	0	2	0	0	0	0	0	0		
4FI-3 - Protective Service: Sworn-Fire-Sr Level	2	0	0	0	0	0	0	0	0		
4FI-4 - Protective Service: Sworn-Fire-Executive	2	0	0	0	0	0	0	0	0		
4LE-1 - Protective Service: Sworn-Law Enf-Entry	45	7	9	2	2	3	0	0	0		
4LE-2 - Protective Service: Sworn-Law Enf-Mid Level	19	3	4	1	1	0	1	0	0		
4LE-3 - Protective Service: Sworn-Law Enf-Sr Level	6	3	0	0	1	1	1	0	0		
4LE-4 - Protective Service: Sworn-Law Enf-Executive	1	0	0	0	0	0	0	0	0		
5CI - Protective Service: Non-Sworn-Code Inspections	3	1	0	0	1	0	0	0	0		
5EC - Protective Service: Non-Sworn-Emg Comm	16	4	11	0	2	1	0	0	1		
5GM - Protective Service: Non-Sworn-Gen Maint/Trades	1	0	1	0	0	0	0	0	0		
5LE - Protective Service: Non-Sworn-Law Enf	2	0	1	0	0	0	0	0	0		
5PR - Protective Service: Non-Sworn-Parks/Rec	5	0	2	0	0	0	0	0	0		
6AC - Admin Sup: Accounting	1	0	1	0	0	0	0	0	0		
6CI - Admin Sup: Code Inspections	5	1	4	0	0	1	0	0	0		
6EC - Admin Sup: Emg Comm	1	0	0	0	0	0	0	0	0		
6ER - Admin Sup: Engr Rel	1	0	0	0	0	0	0	0	0		
6ES - Admin Sup: Exempt	1	0	0	0	0	0	0	0	0		
6GA - Admin Sup: Gen Admin	13	6	12	0	3	1	0	1	1		
6LL - Admin Sup: Legal	2	0	2	0	0	0	0	0	0		
6OS - Admin Sup: Office Support	33	12	28	2	6	0	0	1	3		
6PM - Admin Sup: Prog Mgmt	15	5	11	0	1	4	0	0	0		

Termination Summary

For Period: 1/1/2016 to 12/31/2016

6SP - Admin Sup: Store & Purch	1	0	0	0	0	0	0	0	0		
7AM - Skilled Craft: Auto Maint	4	1	0	1	0	0	0	0	0		
7BT - Skilled Craft: Bldg Trades	1	0	0	0	0	0	0	0	0		
7EN - Skilled Craft: Environmental	2	1	0	0	0	1	0	0	0		
7GM - Skilled Craft: Gen Maint/Trades	11	0	0	0	0	0	0	0	0		
7PR - Skilled Craft: Parks/Rec	3	0	1	0	0	0	0	0	0		
7WA - Skilled Craft: Water	4	1	2	0	0	0	0	0	1		
8BO - Service Maint: Botanic	2	0	1	0	0	0	0	0	0		
8GM - Service Maint: Gen Maint/Trades	15	6	3	0	2	2	0	0	2		
8PR - Service Maint: Parks/Rec	38	5	31	1	0	1	0	0	3		
Totals	#	459	84	210	18	27	22	2	2	13	
	%		18.30	45.75	3.92	5.88	4.79	0.44	0.44	2.83	

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Outreach Recruitment and Other Good Faith Efforts

The City of Portland has reviewed its employment practices to determine whether its personnel programs are designed to effectively recruit and advance in employment protected individuals. While the City believes there are no deficiencies in its current employment practices with respect to applicants and employees who are protected individuals, it engages in outreach, positive recruitment, and internal and external dissemination programs to augment its existing affirmative efforts. The City engages in or has made plans to implement the following activities:

- Written notification of City's affirmative action policy is sent to all subcontractors, including subcontracting vendors and suppliers, and requests appropriate action on their part. City of Portland makes the Equal Employment Opportunity Clause part of all covered contracts and purchase orders, and requires all qualified contractors and subcontractors to develop and maintain a written AAP.
- City of Portland advertisements or solicitations for prospective employees indicate that City of Portland is an equal opportunity employer.
- The City will inform recruiting sources of City of Portland's policy of affirmative action for protected individuals. Recruiting sources will be requested to actively recruit and refer qualified protected individuals for all positions.
- City of Portland will identify local organizations and/or community agencies known to specialize placing and/or developing training programs for protected individuals and send them notices of vacant positions. When appropriate, the City will invite community service and other outreach partners to tour the office and discuss the City, job recruitment needs, selection process, and other details related to recruitment and placement. In the event a partner is unable to schedule an on-site meeting, the City will suggest a telephone meeting so they can better identify qualified individuals for our positions.
- When the City recruits at colleges and universities, it will incorporate efforts to reach students who are covered by this AAP.
- The City includes a copy of its Equal Employment Opportunity and Affirmative Action Policy Statement in its Policy Manual. When applicable, City of Portland publicizes the policy in City publications. The policy is discussed in both new employee orientation and management training programs.
- City of Portland's policy on equal employment opportunity and affirmative action is posted on City bulletin boards. The posting includes a statement that employees and applicants are protected from coercion, intimidation, and interference or discrimination for filing a complaint or assisting in an investigation under Executive Order 11246, as amended. The City also posts a copy of the policy in electronic format in a conspicuous location on the City intranet, along with other employment forms, and otherwise ensures all off-site personnel have a copy of or the ability to view the policy.

- The City's employment application and electronic application processes include information about the City of Portland's commitment to equal employment opportunity and affirmative action.
- All other required affirmative action notices and policy statements are posted on City bulletin boards and are updated annually.
- Executives, management officials, supervisors, and other employees of the City are encouraged to assist in the effort to disseminate City of Portland's policy of affirmative action to appropriate individuals outside of the City. Meetings with executive management and supervisory personnel will be conducted at least annually to explain the City's policy of affirmative action, to make clear the Human Resources Director's support for the policy, and to impart to these personnel their responsibility in making the AAP a success.
- City of Portland will seek to include individuals covered by this AAP when employees are pictured in consumer and personnel recruitment advertising.
- The City will communicate to employees its obligation to take affirmative action to employ protected individuals and will encourage employee referral of covered applicants.
- An invitation to participate in City of Portland's policy of affirmative action is disseminated to all applicants, as well as to all employees once the City has extended a job offer, but before beginning employment duties.
- All personnel and employment records made or kept by the City are retained for the required period as mandated by OFCCP regulations.
- The City files annual EEO-1 and veteran employment reports with the appropriate agencies.

Development and Implementation of Action Oriented Programs

(41 C.F.R. 60-2.17)

All City Bureaus are required to submit to the Bureau of Human Resources (BHR) an Affirmative Action Program (AAP) Plan status on implementation of their AAP strategies on an annual basis. The Bureau Directors are to comply with EEO laws and the City's AAP policies, Bureau Directors and their AAP Representatives are responsible for gathering the information regarding the execution and implementation of the strategies and will report on benchmark activities for the plan. The City has developed and executed action oriented programs designed to correct any problem areas that may exist. These programs, which are listed below, demonstrate our good faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results.

The City has analyzed and will continue to analyze all positions and prepare written descriptions to accurately reflect position functions. Due to the use of a position description format, they are and will continue to be consistent for the same position from one organizational unit to another.

Job descriptions have been and will continue to be reviewed to determine the knowledge, skills, abilities, and other requirements necessary for the adequate performance of every job. Specifications will continue to be consistent for the same job title in all organizational units and will not contain any requirements that would result in discrimination on the basis of sex, gender, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.

Job descriptions are available to incumbents and all members of management involved in the recruiting, screening, selection, and promotion process. Job descriptions are also made available to employees, applicants, and recruiting sources as appropriate.

The City has carefully evaluated the total selection process and found it to be free from discrimination.

- We have instructed all supervisory personnel to ensure elimination of discrimination in all personnel actions in which they are involved.
- Any tests administered by the City are job related and given to all applicants for applicable positions.
- Application forms do not contain questions with potential discriminatory effects.
- The City does not and will not use any selection techniques that can be improperly used to discriminate against minority groups or women.

The City has evaluated its techniques for improving recruitment and increasing the flow of qualified minority or female applicants through the following:

- Minority and women, as well as non-minority and male, employees are actively encouraged to refer applicants to our organization.
- The City relies on the State Department of Employment as well as job fairs and recruiting programs sponsored by local community colleges and other community organizations.

- The City provides an orientation program to inform new employees of their equal employment responsibilities, promotional opportunities, City rules, ways to alleviate any problems that might arise, and any other issues related to affirmative action compliance.
- Local organizations will be contacted for referrals of potential minority and female employees.
- The City utilizes the Internet to identify targeted recruitment sites for qualified minority and female applicants.
- Furthermore, we plan to take the following additional steps to ensure adequate representation of all minorities and women:
 - Where placement goals exist as defined by the OFCCP, we will continue to contact universities and two- and four-year local colleges, vocational technical schools, high schools, local business schools, and state and community organizations which attract qualified minority and female students. We will advise these institutions of our desire to fill job openings in these classifications with minority and female employees. When possible, we will continue to participate in job fair and career day activities and we will consider relevant work experience programs.
 - We will continue to contact our normal sources of recruitment (e.g., State Employment) and advise them that under the AAP we are specifically seeking to employ minorities and/or women for job openings. During the period from January 01, 2016 to December 31, 2016, targeted recruitment activities were conducted.

The City has implemented the following programs and procedures to guarantee minority and female employees are given equal opportunities for promotion:

- On-the-job training is provided to all qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher level jobs. In addition, a tuition reimbursement benefit is also available to all qualified employees.
- The City utilizes a formal performance evaluation program for all employees. In addition, management and supervisors are trained on the basic methodology of performance evaluation.
- Neither minority nor female employees are required to possess higher qualifications than those of the lowest qualified incumbent in the job for which they apply.
- Seniority practices are not a problem since the City has no formal seniority system. Promotions are based on merit selection principles.
- We will continue to make opportunities for advancement into more stimulating positions widely known through our career development process and by encouraging minorities and women to take advantage of these opportunities.
- Special internal training programs are provided as necessary to ensure the achievement of our placement goals. The City trains all personnel involved in selection, promotion, disciplinary, and related processes to ensure the commitments in the AAP are fulfilled.

- The following programs are offered to all employees without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law:

Type of Training	Frequency
Bias Awareness for Hiring Panels (all panel members)	At time of interviews
Administering the Disciplinary Process (managers and supervisors)	At time of hire and/or promotion to management
Conflict Management and Resolution (managers and supervisors)	At time of hire and/or promotion to management
Performance Management (managers and supervisors)	At time of hire and/or promotion to management
Cultural Competency for Managers and Supervisors	At time of hire and/or promotion to management
HR Administrative Rule 2.02 Anti-harassment, discrimination and retaliation (all employees)	At time of hire and every three years thereafter
Equity 101 (all employees)	At time of hire

- We will continue to participate in targeted external training programs such as the following:
 - Technical Assistance for Community Service (TACS),
 - NWEEO/Affirmative Action Association (NWEEO/AAA), and
 - Kinetic Technology Solutions.

Internal Audit and Reporting System

41 C.F.R. 601-2.17

It is the responsibility of the City's Affirmative Action Officer to monitor employment and personnel practices to ensure compliance with applicable regulations and adherence to the City's Affirmative Action Policy, and to measure the effectiveness of City of Portland's AAP.

The City's audit and reporting system is designed and implemented to:

- Measure the effectiveness of the AAP
- Identify any need for remedial action
- Determine the degree to which the City's objectives are being attained
- Determine whether protected individuals have had the full opportunity to equal employment and to participate in all City sponsored educational, training, recreational, and social activities
- Measure the City's compliance with the AAP's specific obligations
- Document the actions taken to monitor the City's compliance with the AAP's specific obligations.

In order to measure the effectiveness of the AAP, City may take the following actions:

- Audits its voluntary self-identification process to monitor the number of individuals who choose to self-identify and evaluates whether changes could be made to City's self-identification process to encourage greater voluntary self-identification
- Monitors records of applicant flow, referrals, placements, rejected offers, training, transfers, promotions, terminations, and any layoffs or recalls to evaluate the degree to which equal employment opportunity and organizational objectives are being obtained
- Reports on the organization's progress towards equal employment opportunity, and any identified problem areas, to top management and those involved in the selection process, so that immediate and appropriate steps can be taken to resolve any issues
- Examines available utilization and benchmark data regarding protected individuals and develops action-oriented programs to address any areas of underutilization
- Reviews available data computations and analyses regarding applicants and hires
- Reviews the effectiveness of its recruitment and outreach activities
- Audits its communications with vendors and subcontractors to ensure that such communications reflect the City's commitment to equal employment opportunity and affirmative action

- Audits its communications with applicants and employees to ensure that such communications reflect the City's commitment to equal employment opportunity and affirmative action
- Audits its job listings to ensure that the postings reflect the City's commitment to equal employment opportunity and affirmative action, and that such postings are timely listed with the appropriate state employment delivery system
- Audits its personnel policies to ensure that such policies reflect the City's commitment to equal employment opportunity and affirmative action
- Audits its personnel processes to ensure that individuals have equal opportunity in employment without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law
- Audits any mental and physical qualifications to ensure that they are job-related and consistent with business necessity
- Where the affirmative action program is found to be deficient, City shall endeavor to undertake necessary action to bring the program into compliance.

Conclusion

The AAP year, January 1, 2016 through December 31, 2016, shows a continued commitment to equal employment opportunity and affirmative action, and has strong plans to ensure both corporate and employee success.

Through its Affirmative Action Officer, the City will continue to communicate its policies, both within the organization and to the community in which it works. The Human Resources Director affords the Affirmative Action Officer full authority to take action to implement the plan and to pursue solutions to problems that might impede the progress of this plan.

At the close of City of Portland's most recent plan year, an analysis of the composition of the workforce was undertaken. The workforce was analyzed by job group and by department to determine the employment of minorities and women, and to identify if placement goals are indicated when compared to the appropriate available workforce. This analysis revealed 15 areas in which the difference between incumbency vs. estimated availability was statistically significant, showing that for the overwhelming majority of the workforce, employment levels of women and minorities are representative of our recruiting population. Nonetheless, the City expects to continue its successful outreach efforts and to ensure all applicants and employees are treated fairly, based on job related criteria and without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

The City is mindful of the fact that continued achievements in the area of equal employment opportunity and affirmative action are important. As a result, we have included additional action oriented plans and programs for recruiting, communication, and reporting, to ensure that our compliance with affirmative action continues in good stead.

Finally, it should be noted the City's thorough analysis of its workforce reveals that City of Portland is in full compliance with sex discrimination guidelines and that there is no evidence of discrimination in any form against female employees. As outlined in this AAP, City of Portland is ready and willing to make affirmative action both a commitment and a continued reality.

List of Exhibits

- Exhibit A - Policy of Affirmative Action Letter
- Exhibit B - Annual Notification to Vendors

Exhibit A – Policy of Affirmative Action Letter

Policy of Affirmative Action Letter for Recruitment & Referral Sources and Union Partners

Dear Outreach and Placement Professional:

This letter is to inform you that City of Portland is committed to the principles of equal employment opportunity. As a government contractor bound by Executive Order 11246; the Vietnam Era Veterans Readjustment Assistance Act of 1974; and Section 503 of the Rehabilitation Act of 1973, all as amended, City of Portland maintains an affirmative action plan through which it makes good faith efforts to recruit, hire and advance in employment qualified individuals without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

City of Portland states as its Policy of Affirmative Action the following:

- It will be the policy of City of Portland to recruit, hire, train, and promote persons in all job titles without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law.
- All employment decisions shall be consistent with the principle of equal employment opportunity, and only job related qualifications will be required.
- All terms and conditions of employment will be administered without regard to an individual's sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

We would appreciate your assistance in City of Portland's efforts to meet our equal employment and affirmative action goals. Members of our Bureau of Human Resources will contact you when positions are available. We request that you refer to us all qualified candidates, including women, individuals of color, protected veterans, and individuals with disabilities.

Sincerely,

Employment and Outreach Manager
Affirmative Action Officer

Exhibit B – Annual Notification to Vendors

To Whom It May Concern:

This letter is to inform you City of Portland is committed to the principles of equal employment opportunity. Moreover, as a government contractor subject to by Executive Order 11246, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and Section 503 of the Rehabilitation Act of 1973, as amended, City of Portland takes its affirmative action obligations very seriously. City of Portland states as its Policy of Affirmative Action the following:

- It will be the policy of City of Portland not to discriminate on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law. This policy applies to all recruitment, hiring, training, and promotion decisions for all job titles.
- All employment decisions shall be consistent with the principle of equal employment opportunity, and only job related qualifications will be required.
- All personnel actions, such as compensation, benefits, transfers, tuition assistance, social and recreational programs, etc. will be administered without discrimination on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

As a vendor or subcontractor, you are notified you may be subject to the regulations implementing Executive Order 11246, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, - as amended, and Section 503 of the Rehabilitation Act of 1973, as amended, including: 41 CFR Section 60-300.5(a); 41 CFR Section 60-741.5(a); 41 CFR Section 60-1.4(a) and (c); 41 CFR Section 60-1.7(a); 41 CFR Part 60-2, 48 CFR Section 52.222-54(e); and 29 CFR Part 471, Appendix A to Subpart A with respect to affirmative action program and posting requirements.

As applicable, you shall abide by these requirements which require that covered entities not discriminate and take affirmative action on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, and protected veteran status.

To assure compliance with the City's AAP, the Affirmative Action Officer, has been designated to administer and monitor the Program and make reports to Senior Management.

Action Strategies

City Council Affirmative Action Policy Statements

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The City of Portland



Elected Officials Equal Employment Opportunity (EEO) /Affirmative Action Program (AAP) Strategies

EEO/AAP Plans strategies for 2018 - 2022

Issued July 2017



1120 SW Fifth Avenue, Room 404
Portland, Oregon 97204
(503) 823-3572

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**OFFICE OF MAYOR TED WHEELER
CITY OF PORTLAND**

Policy Statement

January 1, 2018

TO: All Employees the Office of Mayor Ted Wheeler

FROM: Mayor Ted Wheeler

SUBJECT: Equal Employment Opportunity and Affirmative Action Programs

The purpose of this memo is to restate our commitment to the policy and practices of equal employment opportunity and affirmative action.

It will continue to be the policy of the Office of the Mayor to provide equal employment opportunity to all qualified individuals without regard to their race, color, religion, national origin, sex, marital status, sexual orientation, source of income, or physical or mental disabilities not constituting a bona fide qualification in all personnel actions including but not limited to recruitment, evaluation, selection, promotion, compensation, training and termination.

It is our policy to promote the realization of equal employment opportunity through a positive program of affirmative action. This policy extends to all programs and services offered or provided by the Office of the Mayor.

Seraphie Allen and Andrea Valderrama have been appointed as the Affirmative Action Program Representative for the Office of Mayor Ted Wheeler. They will be trained as liaison for employees. You may also contact the Bureau of Human Resources for assistance at (503) 823-3572.

My expectation is that all employees will work in a manner in accordance with this policy. I am confident that our shared efforts will continue to contribute to our goals, vision and mission.



**OFFICE OF MAYOR TED WHEELER
CITY OF PORTLAND**

Voluntary Affirmative Action Program Plans for Elected City Officials

Introduction

As an elected official of the City of Portland, Mayor Ted Wheeler supports the principals of equal employment opportunity and affirmative action. This office is committed to maintaining city-wide policies and actions through adoption and monitoring of ordinances and rules which will ensure equality of opportunity and access to all employment and services by city government. Our staff will work with other elected officials, the Office of Management and Finance, the Office of Equity and Human Rights, and all City bureaus to maintain or revise city ordinances as necessary to prohibit job discrimination by all employers within the City of Portland. The Office of the Mayor is committed to promoting and supporting more equitable practices that to improved outcomes.

Equal Employment Opportunity

The employees in our office are at-will employees who serve at the pleasure of an elected official. While civil service procedures are not required, this office will utilize selection procedures which will recruit applicants who reflect the diversity of the Portland community and include members of ethnic groups, women, veterans and persons with disabilities who historically have been underutilized in the workforce. This office will not discriminate in terms and conditions of employment on any basis prohibited by law, ordinance, rules or regulations, as contained in the attached memorandum to all employees which will be updated and distributed annually.

Affirmative Action Program Strategies

Internal

- Continue to develop and institute changes which will make the Office of the Mayor more welcoming and inclusive for all employees and visitors.

1221 SW Fourth Avenue, Suite 340 ♦ Portland, Oregon 97204
MayorWheeler@PortlandOregon.gov

- Develop and use performance standards to evaluate bureau directors and executives on the Mayor's staff in carrying out the strategies of the Affirmative Plan.
- See training for all members of the Office on Diversity, Affirmative Action, Equity, and the differences between them.
- Ensure all employees receive training in how to effectively respond to issues of harassment and discrimination.
- Use diverse community resources through the Office of Equity and Human Rights and the Office of Neighborhood Involvement, such as minority news media, social programs, and ethnic networks to develop policy, communicate with underrepresented groups in the community, and to engage them in the political process.
- Seek volunteers from underrepresented groups for all Boards, Commissions and committees to which the Mayor recommends appointments.
- Provide intern and work study positions to expand opportunities for members of underrepresented groups. Payment for internships and work study positions will be considered whenever feasible.
- Consider funding for and staffing of City programs that promote the City's Affirmative Action goals as a core value and priority.

External

- Monitor implementation of affirmative action program compliance strategies in the bureaus and offices supervised to ensure inclusion in annual budget submissions.
- Include performance measures for EEO and affirmative action in evaluating the performance of all bureau executives and managers.
- Work with other elected officials, the Office of Management and Finance and the Office of Equity and Human Rights to propose, review, revise and/or promote ordinances which prohibit discrimination and encourage Affirmative Action by employers conducting business within the city limits.
- Attend and encourage staff to attend activities which promote diversity and inclusiveness.



Commissioner Chloe Eudaly
City of Portland

Introduction

As an elected official of the City of Portland, City Commissioner Chloe Eudaly supports the principals of equal employment opportunity and affirmative action. This office is committed to maintaining city-wide policies and actions through adoption and monitoring of ordinances and rules which will ensure equality of opportunity and access to all employment and services by city government. Our staff will work with other elected officials to maintain or revise city ordinances as necessary to prohibit job discrimination by all employers within the City of Portland.

Equal Employment Opportunity

The employees in our office are at-will employees who serve at the pleasure of an elected official. While civil service procedures are not required, this office will utilize selection procedures which will recruit applicants who reflect the diversity of the Portland community and include members of ethnic groups, women, veterans and persons with disabilities who historically have been underutilized in the workforce. This office will not discriminate in terms and conditions of employment on any basis prohibited by law, ordinance, rules or regulations. The specific prohibitions are contained in the attached memorandum to all employees which will be updated and distributed annually.

Affirmative Action Program Strategies

Internal

- Continue to develop and institute changes which will make the office more welcoming and inclusive for all employees
- Develop and use performance standards to evaluate bureau directors and executives on the Commissioner's staff in carrying out the strategies of the affirmative action program plan.
- Ensure all employees receive training in how to effectively respond to issues of harassment and discrimination.
- Use diverse community resources such as minority news media, social programs, and ethnic networks to develop policy, communicate with underrepresented groups in the community, and to engage them in the political process



- Provide intern and work study positions to expand opportunities for members of underutilized groups.

Affirmative Action Strategies continued

External

- Monitor implementation of affirmative action program compliance strategies in the bureaus and offices supervised.
- Include performance measures for EEO and affirmative action in evaluating the performance of all bureau executives and managers.
- Review, revise and/or promote ordinances which prohibit discrimination by employers conducting business within the city limits.
- Attend and encourage staff to attend activities which promote diversity and inclusiveness.





Commissioner Chloe Eudaly
City of Portland

DATE: August, 18 2017

TO: All Employees

FROM: City Commissioner Chloe Eudaly

SUBJECT: Equal Employment Opportunity and Affirmative Action Programs

The purpose of this memo is to restate our commitment to the policy and practices of equal employment opportunity and affirmative action.

It will continue to be the policy of City Commissioner Chloe Eudaly to provide equal employment opportunity to all qualified individuals without regard to their race, color, religion, national origin, sex, marital status, sexual orientation, source of income, or physical or mental disabilities not constituting a bona fide qualification in all personnel actions including but not limited to recruitment, evaluation, selection, promotion, compensation, training and termination.

It is our policy to promote the realization of equal employment opportunity through a positive program of affirmative action. This policy extends to all programs and services offered or provided by City Commissioner Chloe Eudaly

Chief of Staff Marshall Runkel has been appointed as the Affirmative Action Program Representative for our Office. He will be the trained liaison for employees. You may also contact the Bureau of Human Resources for assistance at (503) 823-3572.

My expectation is that all employees will work in a manner in accordance with this policy. I am confident that our shared efforts will continue to contribute to our goals, vision and mission.





CITY OF

PORTLAND, OREGON

Amanda Fritz, Commissioner

1221 SW Fourth Avenue, Suite 220

(503) 823-3008

amanda@portlandoregon.gov

Introduction

As an elected official, Commissioner Amanda Fritz is committed to supporting strategies that result in outcomes where the City workforce is more reflective of the City's overall demographics. She is committed to equal employment opportunities and supports the principles of affirmative action. Her belief is that when the City workforce mirrors the demographics of Portland residents, that the City is better able to provide services to all Portlanders. To that end, she will direct her assigned bureau Directors to ensure that equitable recruitment, hiring, retention, and promotion practices are used, and she will model that in her own office staffing. Commissioner Fritz values the principles of equity, diversity, and inclusion as aspirational targets to close service gaps in the communities of Portland, not just gaps in hiring, retention and promotion of City staff.

Equal Employment Opportunity

The employees in Commissioner Fritz's Office are at will employees who serve at the pleasure of an elected official. While civil service procedures are not required, this Office will utilize selection procedures which will recruit applicants who reflect the diversity of the Portland community including racial and ethnic groups, women, veterans, and persons with disabilities who historically have been underrepresented in the workforce. This Office will not discriminate in terms and conditions of employment on any basis prohibited by law, ordinance, rules, or regulations, as contained in the attached memorandum to all employees which will be updated and distributed annually.

Internal

- Continue to direct her bureaus to prioritize equitable hiring practices that result in more diverse workforces that mirror the City's population at-large.
- Promote onboarding assistance, practical support and mentoring for all new staff so that they feel welcome and valued, and so they understand and add to the City's equity and inclusion policies and practices.
- Use performance standards related to hiring, retention, and promotion when evaluating bureau directors.
- Provide direction to ensure her bureaus create and implement Racial Equity Plans, of which affirmative action is a component.
- Ensure all members of the Office receive training on Diversity, Affirmative Action, Equity, and the differences between them.
- Ensure all employees receive training in how to avoid and respond to issues of harassment and discrimination.

- Use networks accessed through the Office of Neighborhood Involvement and the Office of Equity and Human Rights, diverse community resources such as minority news media, social programs, and ethnic networks to develop policy, communicate with underrepresented groups in the community, and to engage them in the political process.
- Update the City's Boards and Commissions policies to further affirmative action goals.
- Seek volunteers from underrepresented groups for all Boards, Commissions and committees to which the Commissioner recommends appointments.

External

- Monitor implementation of affirmative action compliance strategies in the bureaus and offices supervised and include in annual Budget submission.
- Include performance measures for EEO and affirmative action in evaluating the performance of all bureau executives and managers.
- Work with other elected officials, the Office of Management and Finance and the Office of Equity and Human Rights to propose, review, revise and/or promote ordinances which prohibit discrimination and encourage Affirmative Action by employers conducting business within the city limits.
- Allocate her time working in the community to prioritize attending events organized by Portlanders who are underrepresented and underserved.



Commissioner Nick Fish
City of Portland

Affirmative Action Program Plan 2018 – 2022

Commissioner Nick Fish strongly supports the principles of Equal Employment Opportunity and Affirmative Action. This office is committed to upholding City-wide policies and actions through the adoption and monitoring of ordinances and rules which will ensure equal opportunity and access to all employment and services by City Government.

Equal Employment Opportunity:

The employees in our office are at-will, who serve at the pleasure of an elected official. It will be the continued policy of Commissioner Fish's office to provide an inclusive workplace that benefits from diversity. We uphold Equal Employment Opportunities and Affirmative Action for all qualified individuals, without regard to their race, religion, national origin, skin color, gender, sexual expression, veteran status, source of income, or physical or mental disabilities in personnel actions, including, but not limited to, recruitment, evaluation, selection, promotion, compensation, training, and termination.

Affirmative Action Strategies:

Internal:

- Continue to develop and institute changes which make our office more welcoming and inclusive for all employees and visitors.
- Ensure all members of the office receive Equity training, Affirmative Action training, and training on how to avoid and respond to issues of harassment and discrimination.
- Ensure that women, people of color, immigrants, refugees, LGBTQ, and people who identify with having disability(ies) receive equitable treatment in the workplace.
- When positions are available, recruit women, people of color, immigrants, refugees, LGBTQ, and people who identify with having disability(ies) to increase the diversity of the qualified applicant pool.
- Offer internships and other opportunities to women, people of color, immigrants, refugees, LGBTQ, and people who identify with having disability(ies).
- Retain employee diversity.
- Develop and use performance standards to evaluate bureau directors and executives on the Commissioner's staff in carrying out the strategies of the Affirmative Action plan.
- Use networks accessed through the Office of Neighborhood Involvement, the Office of Equity and Human Rights, the New Portlanders Commission, diverse community resources such as minority news media, social programs, community organizations and groups, to develop policy, communicate with underrepresented groups in the community, and to engage with them in the political process.

- Seek volunteers from underrepresented groups for all Boards, Commissions and groups to which the Commissioner recommends appointments.

External:

- Monitor the implementation of Affirmative Action compliance strategies in our bureaus and offices supervised and include in annual budget submission.
- Work with other elected officials, the Office of Management and Finance and the Office of Equity and Human Rights, to propose, review, revise, and or/promote ordinances which prohibit discrimination and encourage Affirmative Action by employers conducting business within the city limits.
- Regularly meet with the New Portlanders Commission and the Portland Commission on Disability.
- Attend and encourage staff to attend activities which promote diversity and inclusiveness.



Introduction

As an elected official of the City of Portland, Commissioner Dan Saltzman supports the principles of equal employment opportunity and affirmative action. This Office is committed to maintaining City-wide policies and actions through adoption and monitoring of ordinances and rules which will ensure equality of opportunity and access to all employment and services by City government. Our staff will work with other elected officials, the Office of Management and Finance and the Office of Equity and Human Rights to maintain or revise City ordinances as necessary to prohibit job discrimination by all employers within the City of Portland and promote more equitable practices leading to measurably improved outcomes.

Equal Employment Opportunity

The employees in our Office are at will employees who serve at the pleasure of an elected official. While civil service procedures are not required, this Office will utilize selection procedures which will recruit applicants who reflect the diversity of the Portland community including ethnic groups, women, veterans, and persons with disabilities who historically have been underutilized in the workforce. This Office will not discriminate in terms and conditions of employment on any basis prohibited by law, ordinance, rules, or regulations, as contained in the attached memorandum to all employees which will be updated and distributed annually.

Affirmative Action Strategies

Internal

- Continue to develop and institute changes which will make the Office more welcoming and inclusive for all employees and visitors.
- Ensure all members of the Office receive the Equity 101 training as required of all City employees, and encourage employees to seek other trainings on Diversity, Affirmative Action, and Equity.
- Develop and use performance standards to evaluate bureau directors and executives on the Commissioner's staff in carrying out the strategies of the Affirmative Action Plan.
- Ensure all employees receive training in how to avoid and respond to issues of harassment and discrimination.
- Use networks accessed through the Office of Neighborhood Involvement and the Office of Equity and Human Rights, diverse community resources such as minority news media, social programs, and ethnic networks to develop policy, communicate with underrepresented groups in the community, and to engage them in the political process.
- Seek volunteers from underrepresented groups for all Boards, Commissions and committees to which the Commissioner recommends appointments.
- Provide intern and work study positions to expand opportunities for members of underrepresented groups. Whenever feasible, internships and work study positions should be paid.

- Consider funding for and staffing of City programs that promote the City's Affirmative Action goals as a core service and important priority, especially for programs within Bureaus in Commissioner's portfolio.

External

- Monitor implementation of affirmative action compliance strategies in the bureaus and offices supervised and include in annual Budget submission.
- Work with other elected officials, the Office of Management and Finance and the Office of Equity and Human Rights to propose, review, revise and/or promote ordinances which prohibit discrimination and encourage Affirmative Action by employers conducting business within the city limits.
- Attend and encourage staff to attend activities which promote diversity and inclusiveness.

Action Strategies

Bureau Affirmative Action Strategies

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1010
**Bureau of Environmental
Services**

**Affirmative Action Program (AAP)
Plan Strategies**

2018-2022

**Michael Jordan
Bureau Director**

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I. INTRODUCTION

The Bureau of Environmental Services (BES) is strongly committed to the principles and ideals of both affirmative action and diversity. This BES Affirmative Action Program (AAP) Plan Strategy is being written in reliance upon the City's Affirmative Action Program (AAP) Plan, and all applicable rules therein.

BES has a number of effective strategies already in place that address and strengthen our commitment to affirmative action and cultural diversity in the workplace. We have seen our workforce change reflecting a change in our community as well as a change in BES hiring practices. We have also found that as we hire more employees of diverse cultural backgrounds, the bureau has been enriched with expanded vision, and new ideas, methodologies and communication styles. Some of the current affirmative action practices and objectives include:

1. BES has Value Statements that serve as guiding principles and reflect how we approach our work. Two of our BES Value Statements reflect our commitment to both affirmative action and diversity:

“Respect and honor the diversity and contributions of our co-workers.”

“Value and promote the equitable development and use of minority, women and emerging small businesses.”

2. Our managers adhere to the 10 Management Principles adopted by the Bureau to guide BES management decisions. Two principles that speak to diversity and affirmative action. They are:

“Affirm the Bureau’s commitment to diversity and affirmative action”

“Extend the same basic respect for everyone.”

3. The Bureau’s current strategic plan includes equity as a guiding principle and specifically addresses hiring and recruiting efforts to “attract a diverse workforce that reflects the diversity of the community we serve.” The Bureau is undergoing a process to update its strategic plan with an expected completion date of September 2017. Equity and diversity are woven throughout the plan and are key components in determining the priorities in the new plan.
4. The Bureau’s Assistant Director participates in monthly meetings with the Office of Equity and Human Relations in which leadership from all bureaus meet to discuss City-wide equity issues.
5. BES has a Committee for Workplace Excellence (CWE), which is an employee committee that monitors the character and environment of the workplace, and promotes actions for improvement. The CWE was convened to provide direction to the Bureau in providing a positive workplace environment, and overarches the

PEER Program, the Committee for Excellence and Diversity, the Management Excellence Program, and Benchmarking (Workplace Environment Survey).

6. The Bureau's Committee for Equity and Diversity (CED) recently (September 2016) completed the Bureau's Equity Plan which identifies action items for hiring, retention and promotion. In addition, the CED reviews the Affirmative Action Utilization Analysis Reports regularly to identify job categories which show low representation of women and minorities and to develop strategies to address these.
7. Additionally, the EEO Coordinator for the Bureau reports directly to the Bureau Director. This reporting alignment within the Office of the Director ensures swift and effective attention to EEO issues that may arise from employees.

II. ASSESSMENT OF CURRENT AAP Plan STRATEGIES

By examining the data from the various sources listed above, the Bureau identified areas needing improvement:

- Representation of minorities in categories of jobs showing underutilization
- Continuing education or training for managers, supervisors and general staff on affirmative action and diversity
- Organizational knowledge of efforts the bureau carries out to make services accessible to minority and disabled communities and outreach efforts to those communities
- Availability of expert and helpful assistance in recruitment of minority and disabled applicants for bureau positions

III. PLACEMENT OBJECTIVES

Since the Bureau's last AffiAAP Strategy report, BES has increased diversity in the categories of Officials/Administrators-Environmental and Technicians-Environmental.

According to the Bureau of Human Resources AAP Report for the 2016 quarter 2 reporting period, BES is underutilized:

- in the Officials/Admin category for minorities in the Environmental, Engineering & Related, and Water areas
- in the Administrative Support category for females in the Environmental and Water areas
- in the Service Maintenance category for minorities in the Engineering & Related area

- in the Professionals category for females in the Accounting area
- in the Skilled Craft category for minorities in the General Maintenance/Trades area
- in the Technicians category for:
 - Females in the in the Bidding Inspections area
 - Females and minorities in the Electronics area
 - Females and minorities in the Environmental area
 - Females in the Engineering & Related area
 - Minorities in the Laboratory area
 - Females in the Risk Management area

BES acknowledges that there is work to do in the next few years to get these numbers more in line with the percentages available in the community. BES intends to continue to increase our utilization of affirmative action strategies in order to further affect our workforce by focusing on the following areas:

- Develop a 5 year staffing plan that evaluates the future technological needs of current positions and develop training programs to fulfill these needs.
- Retain and increase employee diversity
- Ensure all employees have access to career development opportunities in the workplace
- Eliminate barriers and perceptions of bias from the workplace
- Provide outreach to women and minorities to expand the qualified applicant pool.

To fully achieve the goals in the above mentioned areas we require the assistance of the City's Bureau of Human Resources (BHR) to provide us with guidance in these areas. With their expertise and guidance, we can improve our outreach and recruitment tools.

The Bureau is developing a plan that will help hiring managers with recruitment efforts in order to create a more diverse applicant pool. With a more diverse applicant pool, hiring managers have a better chance at eliminating shortfalls within the Bureau.

We will also continue to survey all BES employees through the Committee for Workplace Excellence's annual survey of the workplace characterization. This survey will impart information to employees on the strategies the bureau has used to increase affirmative action and diversity, and will give feedback to the Committee on areas we need to concentrate our efforts.

We will continue to analyze and review the Utilization Analysis Report quarterly for all subsequent years and make procedural changes to affect needed adjustments.

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Calendar Year 2018-2022
Affirmative Action Program (AAP) Plan Strategies
Bureau of Environmental Services

Lynne Casey, BES Affirmative Action Coordinator
503 823-0593

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
<u>Recruitment</u> (Develop a diverse workforce)	Promote BES as an employer.	Produce publications highlighting BES as an employer of choice. Target schools, universities, community organizations. Participate in career fairs/outreach events.	Promote BES as employer of choice and broaden applicant base.	Lynne Casey and Sophia AbuDakar	Ongoing Review publications annually for relevance to current Bureau work.
	Utilize a wide range of resources to target recruitments for specific jobs to enhance diversity.	Expand outreach to more diverse sources. Develop a Bureau-wide recruitment plan that aims to expand outreach and eliminate shortfalls.	Eliminate shortfalls within the Bureau by creating a more diverse applicant pool.	Sophia AbuDakar	July 1, 2018

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Cont. Recruitment (Develop a diverse workforce)	Offer internships to high school and college students.	Contact and post announcements at schools, universities, community organizations and.	Promote BES as employer of choice and broaden applicant base.	Lynne Casey Partner with BHR's Employment & Outreach (EO)	Ongoing Review annually
	Work with BHR's Employment & Outreach (EO) team to more actively recruit for diversity.	Coordinate with BHR to maximize the use of best practices and innovation in recruiting outreach efforts.	To broaden applicant base by attracting candidates with varied skill sets and life experiences.	Lynne Casey Partner with EO Coordinate with BHR (HRBP, Site Teams Managers, & Sr. HRA)	Ongoing work with BHR
	Training and information for managers for hiring for diversity.	Management training in multicultural interview techniques including requiring diversity on interview panels.	Increase diversity of new hires.	Lynne Casey Partner with BHR's Training and Workforce Development Manager.	Cultural Competency Training-ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
<u>Retention:</u> (Keep diverse workforce)	Administer the bureau PEER program.	Promote PEER program to all BES employees via brochures, emails, staff newsletters, posters. Track monthly PEER contacts.	To provide all employees a safe and confidential place to express workplace concerns. PEER Program Volunteers provide referrals to resources and support structures that can help employees, including women and minorities, resolve workplace issues.	Alice Coker	Ongoing program. New volunteers recruited every two years.
	Staffing Plan.	Develop a 5 year staffing needs assessment and plan with an eye to how changing technology may effect skill requirements.	Set direction for training programs necessary to help existing staff meet changing skill requirements, and/or help enhance their ability to be viable candidates for changing positions needs.	Lynne Casey	Ongoing Review at least annually in conjunction with Bureau's 5 year planning process to keep in line with changing Bureau requirements. January 2021

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Cont. Retention: (Keep diverse workforce)	Management Excellence Program.	360 degree survey for all managers and supervisors.	Provide feedback on performance in relation to 10 Mgmt Principles.	Lynne Casey	Ongoing
	Foster an environment of workplace Excellence.	As part of the Strategic Plan, we plan to reformulate the survey sent out to all BES employees about workplace environment.	Track trends in employee satisfaction with workplace environment.	Ashley Tjaden and Dawn Uchiyama	Start date of 2018
Statistics: (Quantify and track progress)	Track new hires, internal movement; separations.	Quantify and track progress using tools such as exit interviews, etc.	Evaluate hiring practices; determine necessary changes; Determine why employees leave the bureau; track trends. Evaluate the results; determine appropriate actions.	Lynne Casey	Review quarterly and report progress annually
	Makeup of current workforce.	Affirmative Action Utilization Reports - Evaluate under-represented positions.	Determine which positions may be in need of more extensive recruitment.	Lynne Casey	Review quarterly and report progress annually

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
<u>Protected Veterans (PVs)</u>	Recruit, hire, retain and promote veterans.	Plan recruitment outreach for veterans.	Increase pool of veteran applicants. Maximize employment opportunities for eligible veterans.	Lynne Casey Partner with EO	Ongoing
<u>Individuals with Disabilities (IWDs)</u>	Recruit, hire, retain and promote individuals with disabilities.	Plan recruitment outreach for individuals with disabilities.	Increase the pool of disabled applicants. Maximize employment opportunities for eligible individuals with disabilities.	Lynne Casey Partner with EO and BHR Training and Workforce Development Manager	Ongoing

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1020 Portland Fire & Rescue (PF&R)

Affirmative Action Program (AAP) Plan Strategies 2018-2022

**Mike Myers
Fire Chief**

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Introduction

Portland Fire & Rescue's Affirmative Action Compliance Strategy is written in accordance with the City's Affirmative Action Plan and all applicable rules therein.

Workforce diversity and cultural competency are important priorities to Portland Fire & Rescue (PF&R). A diverse workforce supports the City's equity goals and helps us to better reflect and serve all of the people who live and work here.

Portland Fire & Rescue will continue to build upon the success of its Trainee program as a viable route for under-represented groups to enter and succeed in the fire service. Portland Fire & Rescue will take steps to reinvigorate outreach efforts of the PF&R Recruiter, develop a strategy to reach out to all under-represented groups and Veteran's, and to improve recruitment opportunities through community partnerships.

PF&R seeks to recruit, hire, and encourage promotional opportunities for all employees.

Diversity in Sworn Positions

Since Portland Fire & Rescue began its Firefighter Trainee program in 1993, the number of diverse employees in sworn positions within the Bureau has greatly increased. Many members who were recruited through this channel have promoted into supervisory positions throughout the organization.

When the 2013-2017 Portland Fire & Rescue Affirmative Action Program Plan Strategy was published, there were 56 members of under-represented groups that had promoted to positions above the rank of firefighter.

During the 2013-2017 AAP (07/01/2013 through 06/30/2017), 100 PF&R sworn personnel were promoted. The following SAP personnel action for promotions during the date range showed the following:

		Female								Male									
Job Group	Job Desc.	FA	FB	FH	FI	FP	FT	FW	Total Female	MA	MB	MH	MI	MP	MT	MW	Total Male	Total Minor	Total Promotions
4FI-4	Fire Battalion Chief	0	1	0	0	0	0	1	2	1	0	2	0	0	0	13	16	4	18
4FI-3	Fire Captain	0	0	0	0	0	0	3	3	2	0	2	0	0	0	12	16	4	19
1FI	Fire Chief, Deputy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1
4FI-2	Fire Inspector	1	0	0	0	0	0	3	4	0	5	2	0	0	1	10	18	9	22
4FI-3	Fire Inspector, Sr	0	0	0	0	0	0	1	1	0	0	0	0	0	0	2	2	0	3
4FI-2	Fire Lieutenant	0	0	0	0	0	0	1	1	3	0	2	2	0	0	26	33	7	34
4FI-2	Harbor Pilot	0	0	0	0	0	0	0	0	1	0	0	0	0	0	2	3	1	3
		1	1	0	0	0	0	9	11	7	5	8	2	0	1	66	89	25	100

Promotion of sworn positions during the last AAP plan:

- 11 or 11% of females
- 25 or 25% of minorities

Assessing the Previous Plan

In addition to measuring success through data supplied by Human Resources, PF&R has assessed its previous action plan items and performance measures.

Below is a summary showing final outcomes of the 2013-2017 Plan:

- **Policy Statement:** Policy statement which supports the 2017-2021 Affirmative Action Plan to be issued to all PF&R employees.
- **Avenues for Employee Complaints:** Issues successfully addressed through training on HR Administrative Rules. 100% of all new hires attend an orientation session that discusses inappropriate behaviors, expectations, and avenues to express concerns or complaints. Our entire workforce receives Administrative Rule changes that affect all city employees.
- **Diversity Hiring:** PF&R's Firefighter Trainee program continues to serve as our most effective tool in hiring a diverse workforce. The PF&R recruiter will continue to cultivate relationships with underrepresented groups in the community.
- **Communicate with Staff:** Followed planned action by inviting staff to diversity meetings and workshops that featured guest speakers from under-represented groups. The Chief will continue to visit all fire stations at least annually, and to address employees through the "Chiefs Comer" television program.
- **Partnering with Labor:** The PF&R Labor Management Committee continues to address issues affecting the workplace.
- **Equity:** PF &R will be conducting another cultural re-assessment of the organization.
- **Training:** PF&R is in the process of completing all citywide mandated HRAR 2.02 training and will participate again in 2019.

Placement Objectives

Portland Fire & Rescue has and will continue to comply with federal regulations that require equal employment opportunity and affirmative action to employ, retain and promote women and minorities. As an organization, we are committed to move forward with our efforts to better reflect the communities that we serve.

Based on the 2nd quarter reports for FY16-17 (data range from 07/01/2016 to 12/31/2016), the shortfall report indicates underutilization of the following job groups:

- 1FI Professionals – Fire 1 female
- 4FI-1 Sworn-Fire-Entry Level 4 minorities
- 4FI-2 - Sworn Fire - Mid Level 9 females
- 7 AM Skilled Craft - Auto Maintenance 1 minority

Calendar Year 2018-2022
Portland Fire & Rescue (PF&R) Affirmative Action Program (AAP) Plan Strategies

Prepared By: Ken Burns, Fire Division chief of Medical Services & Training
Telephone Number: 503-823-3885

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Firefighter Recruitment	Reinforce commitment to maintain and enhance hiring practices and outreach efforts that will increase workforce equity.	Continue recruitment through job fairs, career fairs, local community events, high school/college visits, athletic events, military base job fairs.	Increase the number of women and underrepresented groups who apply for firefighter positions.	Recruiting Officer Chief Training Officer Chief Core Management Team	Ongoing
		Continue Firefighter Trainee Program that is geared toward equity opportunities for underrepresented groups.	Increase the number of women and people of color who are provided the opportunity to be hired as a Portland firefighter.	Chief Training Officer Chief Core Management Team Partner with BHR-Employment & Outreach	Ongoing
		Outreach efforts focused on underrepresented groups in the community, by contact through local schools, job fairs, parades, and contact with local youth organizations.	Increase the number of women and underrepresented groups who apply for firefighter positions.	Recruiting Officer Chief Communications Team CORE Management Team Partner with BHR Sr. HR Analyst	Ongoing
<i>(Cont. on next page.)</i>	<i>(Cont. on next page.)</i>				

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
(Cont.) Firefighter Recruitment	<i>(Cont.)</i> Reinforce commitment to maintain and enhance hiring practices and outreach efforts that will increase workforce equity.	Develop recruitment materials to conduct outreach activities, engage, and attract diverse candidates.	Increase the number of women and people of color who apply for firefighter positions. One step in this is making sure diverse populations see themselves reflected in PF&R imagery.	Chief Communications Team	Ongoing
	Increase equity in testing process by evaluating new studying and mentor opportunities for groups that are underrepresented. Evaluate testing materials and interview questions for any barriers and remove from the process.	Improve success in testing process. Include equity and diversity lens when developing material for exam. Improve application submission process in understandable and effective.	Increased opportunities to hire underrepresented candidates. To ensure different views and experiences are represented in the testing process. To ensure candidates aren't eliminated from application process due to lack of computer knowledge/skills.	Recruiting Officer Chief Communications Team	Ongoing
	Participate in Pilot program for mentoring opportunities in after-school programs to increase relationships with youth in their Fire Management Areas to increase knowledge of safety, health, and foster interest in public service.	Review feedback from firefighters, after-school teachers/supervisors, kids, parents; assess kids' knowledge before/after	Exposure of underrepresented groups to fire personnel and the opportunity to improve safety, health, and contribute back to the community for short and long term benefits	Chief Communications Team PF&R Recruiter and partner with BHR Sr. HR Analysts	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Promotions	Reinforce commitment to maintain and enhance promotional practices that will increase workforce equity. Evaluate premium assignments for representation of employees with diverse backgrounds.	Provide coaching and mentoring to encourage women and minorities to apply for promotions. Women and minorities are represented in premium assignments.	Increase the number of women and minorities who hold officer positions. Increase opportunity for these officers to hold premium assignments.	Chief Core Management Team	Ongoing
Recruitment for “Skilled Craft- Auto Maintenance” job group	Reinforce commitment to maintain and enhance hiring practices and outreach efforts that will increase workforce equity.	Provide outreach to trade schools, and partner with other bureaus to enhance the list of people available.	Increase the number of minorities in the "Skilled Craft- Auto Maintenance” job group	Recruiting Officer Logistics Office Chief Core Management Team Partner with BHR- Employment & Outreach	Ongoing
Recruitment for “Administrative Support - Fire” job group	Reinforce commitment to increase equitable hiring practices and outreach efforts that will increase workforce equity.	Provide outreach to colleges, universities, and partner with other bureaus to enhance the list of people available.	Increase the number of people of color employed in the “Administrative Support - Fire” job group.	Chief Bureau Operations Manager— MSD Division Head Chief Core Management Team	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Retention	Evaluate whether to conduct a cultural reassessment.	Investigate cost, breadth, potential partnership, and what this assessment could help with.	Educate the workforce to ensure the work environment is inclusive of all, particularly for women and people of color at all levels of the organization.	Chief Training Officer Chief Core Management Team	Ongoing
Education/Employee Development	Create and support a Bureau Equity Committee that will allow employees to participate in the process of building a better and more equitable workplace.	The Equity Committee will strive to develop our workforce in a more equitable manner through communications.	Create a participatory environment where women, people of color, and allies work together to educate and foster an equitable work environment.	Chief Training Officer Chief PF&R's Citywide Equity Committee representative	Ongoing
	Ensure a respectful, healthy, and equitable work environment for all employees, and create a useful model that other bureaus might find beneficial in their efforts.	Provide further cultural competence training if determined necessary by the reassessment.	Educate the workforce to ensure the work environment is inclusive of all, particularly for women and people of color at all levels of the organization.	Chief Training Officer Cultural Assessment Implementation Task Force members Chief Core Mgmt. Team	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
	<p>Beyond offering participation in a Bureau Equity Committee, inviting PF&R staff to equity meetings and/or workshops featuring guest speakers from underrepresented populations.</p> <p>Create equity education programming for use in our closed-circuit training broadcast system.</p>	Invite PF&R staff to at least two meetings a year when a guest speaker or trainer is featured.	To promote the importance of workforce equity by educating staff.	Chief Training Officer CORE Management Team	Ongoing
Recruiting & Retention Opportunities	Develop a plan to make regular and influential contact with underrepresented groups.	Identify and develop strategies that will support the most effective recruiting venues.	To recruit in venues that will give Portland Fire & Rescue effective exposure to women and people of color.	PF&R Recruiting Officer	Ongoing
Protected Veterans (PVs)	Recruit, hire, retain and promote qualified protected veterans.	<p>Plan recruitment outreach for veterans.</p> <p>PF&R Recruiter to provide outreach to veterans.</p>	Increase pool of protected veteran applicants. Maximize employment opportunities for eligible protected veterans.	Chief CORE Team Recruiter Partner with Employment & Outreach (EO)	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Individuals with Disabilities (IWDs)	Recruit, hire, retain and promote qualified individuals with disabilities.	Work with BHR for recruitment outreach for individuals with disabilities.	Increase pool of disabled applicants. Maximize employment opportunities for eligible individuals with disabilities.	MSD Manager Chief Partner with EO and BHR Training and Workforce Development (TWD) Manager.	Ongoing

City of Portland

1030

Office of Government Relations

**Affirmative Action Program (AAP) Plan Strategies
2018-2022**

**Elizabeth Edwards
Interim Bureau Director**

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I. Introduction

The Office of Government Relations (OGR) provides government representation for all City bureaus and offices, the Mayor, and members of the City Council in advancing City objectives with the Congress, State Legislatures and other governments. The office also provides assistance to City Council members in achieving their outlined goals and objectives.

The Office of Government Relations is strongly committed to the principles of equal employment opportunity, affirmative action, and diversity. This OGR Affirmative Action Program (AAP) Plan Strategy is written in reliance upon the City's Affirmative Action Plan and all applicable rules therein.

II. Assessment of Current AAP Plan Strategies

The initial strategies that will be adopted in support of equal employment opportunity and affirmative action are:

- The OGR Director will review and, if necessary, revise the job duties to accurately reflect current duties and responsibilities.
- OGR will ensure that hiring interview panels are diverse.
- OGR will review existing hiring and supervision practices to determine what, if any, barriers exist to increasing the diversity of the work force, and create steps to reduce and eliminate those barriers.
- The Bureau Director will be accountable for increasing workforce diversity, improving the work environment and reducing the effects of bias based behavior in the workplace. The Bureau Director will develop and use performance standards to evaluate managers and supervisors performance in carrying out the strategies of the AAP plan.
- The Bureau Director will ensure that all managers and supervisors understand the administrative rules governing workplace cultural competency by complying with required training modules, and along with other employees, complete the equity training and refresher course provided by the City's Bureau of Human Resources.
- The Bureau Director will ensure that all employees, managers and supervisors understand the administrative rules governing workplace harassment, including sexual harassment, and how to deal with it effectively by reviewing staff complete training module HR 2.02 provided by the City.

III. Placement Objectives

AAP Strategies for Veterans and Individuals with Disabilities:

OGR will take action to ensure equal employment opportunity and affirmative action for veterans and individuals with disabilities. With the support of BHR, OGR will:

- Perform outreach to the veteran community, communities of color, people with disabilities, and underserved communities by attending events, finding opportunities to engage with specific organizations and groups, and speak to individuals in informational interviews about working in government and creating a pipeline of opportunity with the City, or within the network of government entities;
- Provide opportunities for training of employees at all levels to increase their ability to work with individuals with disabilities;
- Review policies and procedures and/or modify as necessary to promote successful employment and retention of covered veterans and individuals with disabilities.

Calendar Year 2018-2022
Office of Government Relations Affirmative Action Program (AAP) Plan Strategies

Name and position of person submitting report: Elizabeth Edwards, Interim Government Relations Director
Telephone Number: 503-823-8450

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Assess utilization of minorities/women	Review data provided by the BHR.	In partnership with BHR Employment & Outreach (EOEO) establish priorities for outreach and hiring.	Clarify goals as a bureau.	Elizabeth Edwards – Interim Government Relations Director Susan Dietz – Business Operations Manager Partner with Employment & Outreach (EO), OEHR, BHR.	Semi-Annual
Training	Review attendance records for HRAR 2.02 Training, Equity 101, and additional cultural competency trainings.	Ensure employees and managers have attended required trainings on EEO, harassment & discrimination. Research supplemental and optional trainings. Encourage participation in Regional Diversity Conference, Say Hey! Diversity Partners Initiative, and partner with EO to find out more opportunities.	Increase employee awareness of EEO/AA policies and objectives.	Business Operations Manager to conduct annual review of training reports. Partner with HR Business Partner and Training & Workforce Development Manager	Annual

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Procedures, policies and practices	Review existing hiring and supervision practices to determine what, if any, barriers exist to increasing the diversity of the work force. Create steps to reduce and eliminate those barriers.	Survey employees to determine if they perceive any barriers to equal employment.	Discover and remove any barriers to hiring or promotion.	Director, hiring manager and Business Operations Manager	Quarterly
		Review Strategic Plan & analyze steps to meet and exceed equity benchmarks. Plan at least four staff professional development opportunities annually related to diversity and equity, including training sessions, conferences, speakers, films, tours, etc. Actively engage in the annual NW Public Employees' Diversity Conference.			Annually

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Hiring	Develop contacts in the focus communities.	<p>OGR Managers and employees will attend community events where minorities, women, protected veterans and individuals with disabilities are present.</p> <p>Provide 30+ informational interviews and 5+ job shadowing opportunities annually, with a focus on developing the pipeline for underserved communities working in politics.</p> <p>Share job postings with Say Hey! Partners in Diversity list serve, and other minority communities for open positions in OGR.</p> <p>Participate in at least one job fair each year designated to reach underserved communities.</p>	Ensure that minorities, women, protected veterans and individuals with disabilities are recruited for open positions in OGR.	<p>Director and employees to be designated.</p> <p>Partner with EO, OEHR, DEEP and other affinity groups.</p>	Ongoing
Protected Veterans (PVs)	Recruit, hire, retain and promote qualified protected veterans.	<p>Plan recruitment outreach for veterans.</p> <p>Work with BHR/EO about organizations leading efforts in employing or placing veterans.</p> <p>Attend position description writing training course.</p>	<p>Increase pool of protected veteran applicants.</p> <p>Maximize employment opportunities for eligible protected veterans.</p>	<p>Director and hiring managers to be assigned.</p> <p>Partner with EO, OEHR and BHR.</p>	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Individuals with Disabilities (IWDs)	Recruit, hire, retain and promote qualified individuals with disabilities.	<p>Plan recruitment outreach for individuals with disabilities.</p> <p>Work with BHR/EO about organizations leading efforts in employing or placing individuals with disabilities.</p> <p>Attend position description writing training course.</p> <p>Participate in annual City job fair targeting individuals with disabilities.</p>	<p>Increase pool of disabled applicants.</p> <p>Maximize employment opportunities for eligible individuals with disabilities.</p>	<p>Director and hiring managers to be assigned.</p> <p>Partner with EO, OEHR and BHR Training and Workforce Development Manager</p>	Ongoing

1040
Portland Housing Bureau

Affirmative Action Program (AAP)
Plan Strategies

2018-2022

Kurt Creager
Bureau Director

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Introduction

Equal Employment Opportunity is a strongly held value for the Portland Housing Bureau. These strategies are written in support of the City's Affirmative Action Program (AAP) Plan. It has been and continues to be the policy of the Portland Housing Bureau to provide an inclusive workplace, affirmative action and equal employment opportunities for all qualified individuals without regard to race, religion, skin color, gender, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, source of income, or veteran's status in all personnel actions, including recruitment, evaluation, selection, promotion, compensation, training and termination.

The purpose of these AAP Plan Strategies is to reaffirm the commitment of the Portland Housing Bureau to equal employment opportunity and affirmative action, to identify areas of underutilization in our bureau, and to identify action plans and quality improvement projects which move our department toward being a better community partner through hiring, promoting and retaining a more diverse workforce.

This affirmative action plan incorporates strategies developed by PHB's Equity Council for the Equity roadmap. The strategies have been reviewed by the leadership team and all staff as the appropriate steps to ensure both a diverse and equitable workforce.

The PHB Equity Council (EC) provides a forum for discussion and a source for advising PHB leadership on the following:

- Implementation of the PHB Equity Roadmap
- Adapting and formalizing an Equity Lens for PHB decision making
- Implementation of the PHB bureau equity plan

Assessment of Current AAP Plan Strategies

The Portland Housing Bureau has an executive management team that is strongly committed to diversity in all aspects of the bureau's work internally and externally. In the period of 2013 to 2017, the Bureau has been successful in increasing the overall diversity of the staff. Additionally, the bureau has increased the number of people of color in higher paying positions, specifically increasing staff at grade 7 and 8.

As of the writing of this report people of color represent 54% which is an increase of 21% over the previous period and women represent 73% of all Bureau employees, which is an increase of 7%. The PHB Executive team is comprised of 50% people of color and 25% women. There are only 1.75 FTE identified Native Americans at the bureau although some of the Latino staff do identify as Native from the Americas, PHB should concentrate recruitment efforts in the Native American community. Women are not currently under-represented in any targeted categories. While the bureau is in compliance with City policy regarding affirmative action and the hiring of people of color and women, retaining and developing its diverse workforce will require thoughtful strategies.

The Director holds his managers accountable for implementing affirmative action and diversity goals consistently throughout the bureau.

Placement Objectives

The bureau and the City of Portland promote equal opportunity of employment for qualified individuals without regard to their race, color, religion, national origin, sex, marital status, sexual orientation, source of income or physical or mental disabilities not constituting a bona fide qualification. This policy applies to and must be an integral part of all aspects of the bureau's personnel policies and practices for employment, training, advancement, termination and treatment of all employees and applicants for employment with the bureau. Compliance with the EEO Policy and the AAP Plan will be part of the acceptable standards of performance for all employees.

The bureau will continue to monitor our utilization of affirmative action strategies in order to further affect our workforce in the following areas.

1. Retain employee diversity
2. Ensure that women and people of color receive equitable treatment in the workplace
3. Eliminate barriers and perceptions of bias from the workplace
4. When positions are available, to members of communities of color to increase the diversity of the qualified applicant's pool.
5. Offer internships and other opportunities to members of communities of color.

Recommendations

- Data: Collect race/ethnicity on all current employees in the format "alone or in combination with other races, with or without Hispanics". For example, an employee could identify as both White and Native American and Hispanic/Latino, versus having to select "multi-racial" or "other." This would create a slight over-count, but would be in accordance with recommendations from the Coalition of Communities of Color.
- Concentrate recruitment efforts in the Native American community.

Conclusion

The Portland Housing Bureau promotes equal opportunity of employment for qualified individuals. Compliance with the EEO policy and the AAP Plan is a standard of performance for all employees. The Portland Housing Bureau will promote these policies in all activities related to hiring, promotion, and retention of employees, and in our efforts to engage citizens in working towards our common goals for the future.

Calendar Year 2018-2022
PHB Affirmative Action Program (AAP) Plan Strategies

Bureau Name: Portland Housing Bureau

Prepared By: Leslie Goodlow/Business Operations Manager

Telephone Number: 3-4160

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Hiring and workforce development	Analysis of disaggregated data regarding racial and other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies.	Development of a disaggregated demographic report of hiring stats for each bureau job solicitation and hiring.	Analyze the data for closing any disparity gaps in hiring, pay, retention and other issues.	Business Operations Manager and BHR REP	11/30 Annually
Hiring and workforce development	Develop processes that give Communities of C access to internships and jobs at the bureau.	Targeted internships and job shadows to interns of color to increase the pipeline of future candidates.	Measure number of applicants from intern pool.	Equity & Policy Manager BEC	11/30 Annually

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Hiring and workforce development	Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be sourced from our boards, oversight committees, and partner community agencies.	COC 30% of panel and 1 community member.	Ensure hiring panels are representative and diverse.	Business Operations Manager	11/30 Annually
Hiring and workforce development	Develop a recruitment strategy for each recruitment with specific strategies for reaching COC, based on data and current employee makeup.	Documentation of a recruitment plan was developed utilizing existing data sources.	Increase applicants for PHB from COC.	Business Operations Manager PHB Management team	Ongoing/as needed for recruitments

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Hiring and workforce development	Include cultural competencies in job descriptions and qualifications.	Review all job announcements for Inclusion of specific language.	Ensure potential applicants are aware of requirements and commitment of the bureau for employees that are culturally competent.	Business Operations Manager PHB Management Team	Ongoing/as needed for recruitments
Hiring and workforce development	Train all managers in best practices for equitable and inclusive hiring strategies.	Provide training for all hiring managers. Refresher training each subsequent year.	Ensure managers are making hiring decisions that are both equitable and inclusive.	Business Operations Manager Equity and Policy manager	11/30 annually
Hiring and workforce development	Create a set of equity questions for use by hiring panels.	Each step in the hiring process includes at least one question regarding equity as it relates to the bureau or the specific position.	Ensure that applicants have a genuine understanding of equity as a part of the mission of PHB.	Equity Council Business Operations Manager	11/30 annually
Retention (keep diverse workforce)	Workplace Excellence Program: Workplace Environment Survey	Survey of all PHB employees about workplace environment, and employment satisfaction with a focus on professional development, and inclusiveness	Track trends in employee satisfaction with their workplace environment	Antoinette Pietka	January annually

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Retention (diverse workforce)	Utilize the BHR Standardized onboarding procedure for all new staff and include Equity 101 training; increase and improve access to info about training opportunities, professional development, bureau staff roles.	Survey each new employee to determine if onboarding provided appropriate information. Tracking semi-annually of employee training. Utilization of employee training plan along with annual performance evaluation.	Ensure new staff are provided with information to assist with smooth transition into new role. Ensure employees have access to training for professional development and skill building	Business Operations manager Admin Team Manager PHB management team	Within 30 days of each new hire Annually
Retention; (Keep diverse workforce)	Utilize the Exit Interview Process to obtain data regarding reasons employees leave the bureau.	Review exit interview forms with bureau director and look for trends in exiting.	To track and document reasons employees leave the bureau.	Managers/ HR/Compliance Coordinator	Prior to each termination/separation from service
Retention; (Keep diverse workforce)	Ensure promotional opportunities for women and people of color.	Utilize appropriate recruitment process to enhance opportunities, e.g., expanded transfer vs. open recruitment.	Ensure equal opportunity for existing employees to compete for promotional opportunities.	Hiring managers	On-going for each new recruitment
Retention; (Keep diverse workforce)	All staff have opportunities for formal and informal professional development in addition to regular professional development.	Utilization of training plans Evaluation of plans during annual performance evaluation.	Professional development resources are adequate, classes are advertised and 80% of staff utilize the resources.	Business Operations manager PHB management team	11/30 annually

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Cultural Competency	Support staff and management skills in cultural competency and awareness of diversity issues.	Continue to send staff & managers to the annual City/County Diversity Conference.	Training Implemented	Bureau Director	Annual
Cultural Competency	Support staff and management skills in cultural competency and awareness of diversity issues.	Participate in BHR –led EEO-AA, cultural competency, and diversity trainings.	Training Implemented	Bureau Director	As offered
Communicate EEO/AA plan to Staff	Incorporate EEO/AA policy as a semi-annual management team meeting agenda item.	Check semi-annually for any changes to the plan.	Provides opportunity for management input on where changes are needed in the plan.	Bus Operations Manager	Annually in July and January
Contracts	Ensure EEO/AA best practices language is incorporated in RFP/RFQ's and all contract documents.	Currently complying with this practice – however, check periodically for changes to language.	Ensures the bureau is following both City and Federal EEO best practices	Bus Operations Mgr.	Annually in July

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Protected Veterans (PVs)	Recruit, hire, retain and promote qualified veterans.	<p>Plan recruitment outreach to attract veterans.</p> <p>Ensure that qualified veterans are interviewed and interviews are scored properly.</p> <p>Ensure veterans can access learning and growth opportunities.</p>	Maximize employment opportunities for veterans.	<p>Hiring managers. HRBP</p> <p>Partner with Employment & Outreach (EO)</p>	On-going; each recruitment.
Individuals with Disabilities (IWDs)	Recruit, hire, retain and promote qualified individuals with disabilities.	<p>Plan outreach activities to attract persons with disabilities.</p> <p>Appropriately handle all requests for accommodation.</p>	Maximize employment opportunities for persons with disabilities	<p>Hiring Managers HRBP</p> <p>Partner with EO</p>	On-going

1090
Office of City Attorney

Affirmative Action Program (AAP) Plan Strategies

2018-2022

Tracy Reeve
City Attorney

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Introduction

The City Attorney's Office is strongly committed to the principles and ideals of affirmative action, equity and diversity. This Affirmative Action Program (AAP) Plan Strategy is written in accordance with the City's AAP Plan, and all applicable rules therein.

The City Attorney's Office is committed to equity and diversity and embodying the principles outlined in the City's affirmative action policy. It is the policy of the City Attorney's Office to provide an inclusive workplace, including affirmative action and equal employment opportunities for all qualified individuals without regard to race, religion, skin color, gender, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, source of income, or veteran's status. Our commitment to equity and diversity in the workplace is demonstrated in our recruitment, evaluation, selection, promotion, compensation, training and retention practices.

The City Attorney's Office has several effective strategies in place that address and strengthen the office's commitment to affirmative action and cultural diversity in the workplace. The office has prioritized the need for a diverse and equitable workplace and the results have included changes in the workforce that better reflect our community. As more employees of diverse cultural backgrounds are hired, the bureau has been enhanced with new ideas, approaches and communication styles.

Some of the office's current Affirmative Action practices include:

1. Developing an office Strategic Plan that prioritizes equity and diversity in hiring through outreach and promotion of job opportunities to diverse communities.
2. Emphasizing the importance of advancing equity in all of the City's programs, services, and activities by training attorneys to view legal issues through an equity lens and ensure compliance with equity-related laws and policies.
3. Adhering to the office's Racial Equity Plan which includes goals, objectives and strategies designed to "ensure staff composition reflects the community served, and opportunities for professional development and growth are distributed equitable."
4. Fostering a professional atmosphere where diversity is appreciated and valued and equity is the norm by uncovering and eliminating individual bias through training, education, discussion, honest self-appraisal, and other cultural and diversity activities.
5. Addressing the historically limited number of qualified, licensed minority applicants for legal positions in Oregon by participating in job fairs and other outreach programs designed to encourage women and minorities to pursue a career in law.
6. Active participation in volunteer activities that promote interest in the legal field to diverse students. Office staff have coached high school constitutional law teams, as well as invited Head Start students to visit the office and learn about the legal field.
7. Creation of an Honors Attorney Program designed to provide an opportunity for new lawyers to gain public law experience after law school. The Program actively seeks to recruit, hire, promote and retain a diverse class of Honors Attorneys every two years.

This provides a means to increase the racial diversity of Oregon lawyers over time as the office recruits both within and outside Oregon including at historically diverse law schools.

8. Utilize budget equity tools when considering position changes and prioritizing efforts to further equity both within the City and within the Oregon legal community.
9. Expansion of the office's outreach program when advertising job opportunities by utilizing the Oregon State Bar's minority publications and committees, including the OSB's Affirmative Action Program, Diversity Jobs list serves, Minority Lawyer's Associations, and minority focused newspapers.
10. Advertisement of internships for law clerks at law schools through their EEO recruitment offices, and the office has a strong history of hiring minority law clerks and interns. At least one of the three law clerks hired for summer positions is a minority student, usually from a recognized school's Enhancement Program or Affirmative Action Program.
11. Development of recruiting sources that target the inclusion of covered veterans and individuals with disabilities.
12. All office attorneys are members of the Oregon State Bar's Diversity Section and are encouraged to participate in other diversity and inclusion programs such as the Oregon Minority Lawyers Assoc., the Oregon Women Lawyers Assoc., Oregon Hispanic Bar Assoc., and the Oregon Asian Pacific American Bar Assoc., among others.
13. Recognition that it takes time and effort to maintain the highly skilled and diverse workforce that currently exists. Staff are encouraged to participate in activities needed to enhance their skills, enlarge their scope of competence, and find enjoyment in their work.
14. The office's Equity and Diversity Committee, formed in 2002, consists of attorney and non-attorney staff, and has representation of both women and minorities.

Assessment of Current AAP Plan Strategies

As noted above, the office has prioritized the need for a diverse and equitable workplace and the results have included changes in the office's workforce that reflect changes in the community.

In 2015, the office developed a five-year strategic plan as a roadmap to further the offices goals, including ensuring equity and diversity in the workplace.

In 2016, the office finalized its Racial Equity Plan as a roadmap to furthering City-wide and office-wide equity goals and strategies.

In addition, in 2014, the office implemented its Honors Attorney Program to provide a means to increase the racial diversity of Oregon lawyers over time.

Because the City Attorney's Office has prioritized equity over the past several years, including adding an attorney position to focus on Community Justice and Affirmative Civil Rights and creating the two Honors Attorney positions, the office intentionally protected these positions from elimination when directed to present a 5% budget cut for FY17-18.

All of these strategies have been effective in increasing the office's workforce diversity.

Placement Objectives

Based on the Second Quarter (Semi-Annual) AAP Reports 07/01/2016 – 12/31/2016, there is no current underutilization for women or minorities in any of the job groups for City Attorney's Office employees.

The bureau will continue to monitor utilization of affirmative action strategies.

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CALENDAR YEAR 2018-2022
Office of the City Attorney Affirmative Action Program (AAP) Plan Strategies

Prepared By: Kim Sneath, Law Office Administrator
Telephone Number: 503-823-3085

Area of Focus	Specific Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected End Date
<i>Recruitment</i>	Increase visibility in Oregon law schools	Participate in minority recruitment job fairs at Oregon law schools and minority law associations	Increase awareness of public law as a practice choice.	Assigned attorneys	Yearly as opportunities are scheduled by law schools and associations
<i>Recruitment</i>	Increase number of women and minority attorneys using the Honors Attorney Program	Hire two new lawyers each year for a two-year term	Increase awareness of public law as a practice choice for minority and women lawyers, and provide public sector experience and training.	Honors Atty Program leads	Ongoing
<i>Recruitment</i>	Increase visibility in the legal community	Participate in minority and women bar associations	Increase awareness of public law as a practice choice	Attorneys	Ongoing
<i>Recruitment</i>	Increase visibility in the greater-Portland community	Participate in high school and college clubs and organizations with a focus on law	Encourage youth to consider law/ government as a career choice, in a range of job classifications including attorneys and non-attorneys.	All staff	Semi-annual discussion of activities planned and underway
<i>Recruitment - Individuals with Disabilities (IWDs)</i>	Recruit, hire, retain and promote individuals with disabilities	Plan recruitment outreach for individuals with disabilities.	Maximize employment opportunities for eligible individuals with disabilities.	Partner with BHR Training and Workforce Development	Ongoing
<i>Recruitment - Protected Veterans (PVs)</i>	Recruit, hire, retain and promote veterans	Plan recruitment outreach for veterans	Increase pool of veteran applicants. Maximize employment opportunities for eligible veterans.	Partner with BHR Training and Workforce Development	Ongoing
<i>Retention</i>	Employee training and career development	Provide and fund educational opportunities for attorneys and staff	Provide job growth opportunities to help maintain employee job satisfaction.	Mgmt.	Ongoing

Area of Focus	Specific Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected End Date
<i>Training</i>	Increase awareness of AA strategies	Distribute AA plan to all staff and encourage feedback	Increase staff awareness of AA goals	All Attorneys	Discussion at quarterly staff meetings
<i>Training</i>	Increase awareness of commitment to diversity	Provide staff with focused discussion on the diversity goals and objectives office wide and City wide	Increase staff awareness of diversity goals	Tracy Reeve	Discussion at quarterly staff meetings
<i>Cultural Competency</i>	Support Staff and management in cultural competency and awareness of diversity issues	Plan and encourage participation in office-wide Cultural Celebrations	Increase cultural competency and awareness of diversity issues	Office Manager	Ongoing
<i>Cultural Competency</i>	Support Staff and management in cultural competency and awareness of diversity issues	Encourage participation in City/County Diversity Conference	Increase cultural competency and awareness of diversity issues	Tracy Reeve	Ongoing



1100
City Auditor

**AFFIRMATIVE ACTION PROGRAM
(AAP) PLAN STRATEGIES**

2018 – 2022

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Affirmative Action Program (AAP) Plan

Office of City Auditor Mary Hull Caballero

The Auditor's Office of the City of Portland, headed by an elected official, supports the principles of equal employment opportunity and affirmative action. This office is committed to policies and actions that ensure equality of opportunity and access to employment with the Auditor's Office.

Equal Employment Opportunity

The employees in our office are at-will, non-represented civil service, and union-represented employees. This office will use selection procedures to recruit applicants who reflect the diversity of the Portland community and include members of ethnic groups, women, veterans and persons with disabilities. Any departure from these procedures will be documented. This office will not discriminate in terms and conditions of employment on any basis prohibited by law, ordinance, rules or regulations. The specific prohibitions are contained in the attached memorandum to all employees, which will be updated and distributed annually.

Affirmative Action Program (AAP) Plan Overview

It is the policy of the Auditor's Office to create a workplace that generally reflects the gender, racial and ethnic profile of the labor pools from which the office recruits. The Auditor's Office will take specific actions to carry out this policy and issue annual reports that demonstrate compliance and areas where disparities exist and need remedies.

The office will continue taking steps as described below to ensure equal opportunity to compete for jobs and ensure the Auditor's Office is a welcoming, inclusive, and diverse workplace.

Ongoing Affirmative Actions and Policies

- Monitor hiring trends using Bureau of Human Resources data to understand: 1) the organizational profile; 2) job group analyses; 3) placement of incumbents in job groups; 4) availability; and 5) job placement goals for women, minorities, veterans, and people with disabilities;
- Review Equal Opportunity Employment data semi-annually to identify current disparities;
- Make a good-faith effort to remedy existing disparities by job group when employment decisions are made;
- Make contact with community and professional groups of protected classes to relay employment opportunities, including to veterans and people with disabilities;
- Ensure a female and minority interviewer participate in competitive recruitment panels;
- Ensure all application review and interview panel members review anti-bias training materials;
- Train all employees in how to effectively respond to issues of harassment and discrimination;



- Require all new staff to attend Racial Equity 101 or an equivalent course;
- Ensure management supports the role, resources, and mission of the Auditor's Office Diversity and Equity Committee;
- State that applicants must be able to work in a diverse environment and with the public in all job announcements (in addition to Citywide Equal Opportunity Employer statement);
- Use diverse community resources, such as minority news media, social programs, and ethnic networks to develop policy, communicate with underrepresented groups, and engage them in services the Auditor's Office provides;
- Provide internships and work study positions when possible to expand opportunities for members of diverse groups;
- Provide and promote opportunities for diversity and inclusiveness, either through professional development or internal events and gatherings;
- Reasonably accommodate applicants and employees with disabilities;
- Interview a qualified minority, female, and self-identified person with a disability for an at-will appointment if a competitive recruitment is not used;
- Complete racial equity plans and track annual progress, including development of an equity lens for programs or services.

Annual Reporting

- Demonstrate compliance with Affirmative Actions and Policies as stated above by reporting on:
 1. The number of individuals in protected classes employed by the Auditor's Office in managerial and non-managerial roles;
 2. Comparisons to population data for Portland and similar-sized cities in the region with comparable demographics;
 3. Trend data for these indicators over time;
 4. Any identified disparities, shortfalls, or areas identified internally or by the Bureau of Human Resources, including promotion, retention, or compensation disparities and immediate strategies to address them.

The City of Portland



1120

Portland Bureau of Transportation (PBOT)

Equal Employment Opportunity (EEO)/Affirmative
Action Program (AAP) Plan Strategies
2018-2022

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Introduction

Equity, Diversity, Inclusion, Affirmative Action (AA) and Equal Employment Opportunity (EEO) are all deeply held values in the Portland Bureau of Transportation (PBOT). PBOT's Affirmative Action Program Strategy is being written in reliance upon the City's Affirmative Action Program (AAP) Plan, and all applicable rules therein.

PBOT provides an inclusive workplace, affirmative action and equal employment opportunities for all qualified individuals without regard to race, religion, skin color, gender, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, sexual expression, source of income, or veteran's status in all personnel actions, including recruitment, evaluation, selection, promotion, compensation, training or termination.

Our leadership continually reinforces these policies.

The purpose of these Affirmative Action Strategies is to affirm the commitment of PBOT to equal employment opportunity and affirmative action, to identify areas of underutilization in our bureau, and to identify action plans and quality improvement projects which move our office toward being a model community partner through hiring, promoting and retaining a more diverse workforce.

Further, to achieve the goals of this Affirmative Action and Equal Employment Opportunity Policy, the management at PBOT shall ensure that:

- Programs and services are available to all people without discrimination;
- Each division is in compliance with EEO laws and the City's Affirmative Action Plan;
- All employment selection decisions are monitored to ensure that good faith efforts are made toward equity best practices and affirmative action goals and progress;
- Responsibility is delegated to each manager and supervisor for equal opportunity and affirmative action compliance;
- All employees are fully aware of and support PBOT's 5 Year Racial Equity Plan and commitment and responsibility to assist in implementation of this plan, emphasizing that all bureau employees must fulfill their responsibility as defined in the plan;
- Identify and eliminate any alleged harassment and/or discriminatory practices within the organization;
- Employees are informed of their rights to utilize the City's grievance procedures, free of retaliation;
- Appropriate disciplinary action is administered to those employees found engaging in discriminatory practices.

Assessment of Current AAP Strategies

As outlined in PBOT's 5 Year Racial Equity Plan, top priorities for PBOT include diversity development, cultural responsiveness, staff training, and maintaining a safe and respectful workplace for PBOT employees.

Placement Objectives

The bureau and the City of Portland promote equal opportunity of employment for qualified individuals without regard to their race, ethnicity, color, religion, national origin, sex, marital status, sexual orientation, sexual expression, gender identity, gender expression, source of income or physical, emotional or mental disabilities. This policy applies to and must be an integral part of all aspects of the bureau's personnel policies and practices for employment, training, advancement, termination and treatment of all employees and applicants for employment with the bureau. Compliance with the EEO Policy and Affirmative Action Plan will be part of the acceptable standards of performance for all employees.

The bureau will continue to monitor our utilization of affirmative action strategies in order to further affect our workforce in the following areas.

1. Retain employee diversity
2. Ensure that everyone receives equitable treatment in the workplace
3. Eliminate barriers and perceptions of bias from the workplace
4. When positions are available, assertively recruit members of communities of color to increase the diversity of the qualified applicant pool
5. Offer internships and other opportunities to members of communities of color

Based on the 2nd quarter reports for FY16-17, the under-utilization (short fall) report consists of the following identified classes: Minority, Female, Asian, Hispanic, and two or more races. The following details where PBOT has underutilization:

- 1ER – Officials/Admin – Engineering and RelatedShort Fall 5 Minorities
- 1GM – Officials/Admin – General Maintenance/Trades Short Fall 1 Minority
- 3ER – Technicians – Engineering and Related Short Fall 3 Asians
- 5CI – Protective Service – Non-Sworn – Code InspectorsShort Fall 14 Females
- 5GM – Protective Service – Non-Sworn – General MaintenanceShort Fall 2 Females
- 6ER – Administrative Support – Engineering RelatedShort Fall 2 Females
- 7GM – Skilled Craft – General Maintenance/Trades..... Short Fall 9 Hispanics
- 8GM – Service Maintenance – General Maintenance/Trades Short Fall 52 Hispanics

Strategies for Addressing Placement Objectives

The report focuses on the following areas:

- Recruitment – Outreach
- Recruitment – Retention
- Training
- Protected Veterans (PVs)
- Individuals with Disabilities (IWDs)

Calendar Year 2018-2022
PBOT Affirmative Action Program (AAP) Plan Strategies

Bureau Name: Portland Bureau of Transportation (PBOT)

Prepared By: Zan Gibbs/Equity and Inclusion Program Manager

Telephone Number: 503-823-7371

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Recruitment – Outreach	Create a template that outlines the requirements for expanded outreach for all job postings that will specifically target communities of color and women	<ol style="list-style-type: none"> 1. Develop a system in which PBOT’s job postings are automatically shared in culturally-relevant outlets 2. Require that 100% of postings include PBOT’s equity vision statement 3. Require that all PBOT public outreach events include distributing information about where to apply for jobs at the City 4. Develop strategies for outreach to the Hispanic/LatinX communities 	PBOT operationalizes equitable recruitment, hiring and retention practices, to ensure a diverse and inclusive workforce that reflects the communities served, and fosters an inclusive work environment for employees of color. Performance evaluations include evaluating racial equity and cultural responsiveness goals and core competencies	Equity and Inclusion Program Manager, Public Involvement Program Coordinator, Director of Business Services, Business Services Group, Maintenance Group Manager	<ol style="list-style-type: none"> 1. 2018 2. 2018 3. Ongoing 4. 2018

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Recruitment - Retention	Performance plans and reviews for all staff to include progress on equity goals, cultural responsiveness goals, measures equity skills and measure staff's efforts in increasing cultural responsiveness. Managers have a higher level of responsibility in these areas.	<ol style="list-style-type: none"> 1. Revise performance plan and evaluation forms, which will supersede the old forms. Determine if there are different needs for different divisions. 2. Train 100% managers on the use of the new forms 3. New performance evaluation forms are in use 	PBOT operationalizes equitable recruitment, hiring and retention practices, to ensure a diverse and inclusive workforce that reflects the communities served, and fosters an inclusive work environment for employees of color. Performance evaluations include evaluating racial equity and cultural responsiveness goals and core competencies.	Equity and Inclusion Program Manager, Maintenance Supervisors, Business Services Supervisors	<ol style="list-style-type: none"> 1. 2018 2. 2018 3. 2019 - Ongoing
Training	Create core racial diversity, equity and inclusion competencies for all staff, management, leadership, and Equity Committee	<ol style="list-style-type: none"> 1. Determine 100% of core competencies. Pilot 2 trainings for the Equity Committee 2. Create a core training curriculum for staff, management, leadership, and Equity Committee. Pilot 2 additional trainings for the Equity Committee and leadership 3. Design and pilot 2 additional trainings for 100% of leadership and the Equity Committee 	Staff understand, articulate and apply racial equity principles and practices. Management champion racial equity and incorporate a racial equity lens into all policies, programs, projects, and procedures.	Equity Committee, Equity and Inclusion Program Manager	<ol style="list-style-type: none"> 1. 2018 2. 2019 3. 2020
Training	Provide equity lunch-and-learns or equity discussion groups, open to all staff	<ol style="list-style-type: none"> 1. Hold at least 3 events. Groups that currently incorporate racial equity into their work will present their racial equity work to other groups who need assistance incorporating equity into their work Hold at least 5 events 2. Hold at least 7 events 	Staff understand, articulate and apply equity principles and practices. Management champion equity and incorporate an equity lens into all policies, programs, projects, and procedures	Equity Committee, Equity and Inclusion Program Manager	<ol style="list-style-type: none"> 1. 2018 2. 2019 3. 2020

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Training	Adopt a policy that all managers and possibly all staff must attend 2 hours of any racial diversity, equity and inclusion- related trainings or events annually	<ol style="list-style-type: none"> 1. Conduct equity presentations twice a year at group-wide management team meetings. 2. PBOT Director will meet with 100% of managers and supervisors annually to communicate and emphasize the racial diversity, equity and inclusion goals of the Bureau 	Staff understand, articulate and apply equity principles and practices. Management champion equity and incorporate an equity lens into all policies, programs, projects, and procedures	Bureau Director, Equity and Inclusion Program Manager, Equity Committee, Safety and Training Program Coordinator	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing
Protected Veterans (PVs)	Hire, retain and promote veterans	<ol style="list-style-type: none"> 1. Ensure veteran preference point policy is being implemented during all hiring processes 2. Ensure job postings include information about veteran's preference 3. Ensure once veterans are hired that they know about the Veterans Affinity Group (through DEEP) 	<p>Remove barriers to entry into the workforce for veterans</p> <p>Provide an inclusive and supportive environment for veterans once they are in the workplace</p>	PBOT Managers	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. Ongoing
Individuals with Disabilities (IWDs)	Recruit, hire, retain and promote individuals with disabilities	<ol style="list-style-type: none"> 1. Plan recruitment outreach for individuals with disabilities 2. Ensure once individuals with disabilities are hired they know about the Equity Committee, the Title II Program Coordinator, the ADA Transition Plan 	<p>Increase pool of disabled applicants.</p> <p>Maximize employment opportunities for eligible individuals with disabilities</p> <p>Provide an inclusive and supportive environment for individuals with disabilities once they are in the workplace</p>	PBOT Managers, Title II Program Coordinator, partner with the Office of Equity and Human Rights (OEHR)	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing

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CITY OF PORTLAND
1130
PORTLAND WATER BUREAU

AFFIRMATIVE ACTION
PROGRAM (AAP) PLAN STRATEGIES



Michael Stuhr, PE
Water Bureau Administrator

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INTRODUCTION

The Portland Water Bureau (PWB) Affirmative Action Program Strategies are being written in reliance upon the City's Affirmative Action Program Plan, and all the applicable rules therein.

Our Commitment

The Portland Water Bureau is committed to compliance with the Affirmative Action Policy of the City of Portland. Our goal is to provide equal employment opportunity to all qualified persons, and to recruit, hire, train, promote, and compensate persons in all jobs without regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.

The Portland Water Bureau is committed to creating an equitable and inclusive workplace. A diverse workforce reflective of the community we serve and a work environment governed by the principals of equity, opportunity, and respect for all employees are the foundation. These values have been incorporated into the bureau's Mission/Values Statement and the Racial Equity Plan and are made explicit to our employees in our Employee Handbook. They provide the framework for the development of the compliance strategies that follow.

Our efforts to diversify the workforce have met with good results, and we are committed to continuing and increasing these efforts to eliminate Affirmative Action Placement Goals. Through the development of apprenticeship and training programs, internship opportunities, partnerships with community organizations, creative recruitment strategies, and promotion from within, we have been effective in working toward the reduction of the goals. We will continue to develop new strategies that will allow us to improve our success.

Current Practices

In order to ensure a workplace that is free from harassment and discrimination, the bureau engages in the following practices:

- Recruitment efforts are made to ensure a mixed pool of candidates – in terms all of the factors included in the City's EEO policy, and to ensure that selection processes are open and fair to all candidates Where underrepresentation exists, active steps are taken to recruit candidates from the underrepresented groups.
- Written personnel policies indicate that there will be no discrimination on any of the factors included in the City's EEO policy.
- All employees and applicants have equal opportunity to be considered for available jobs for which they are qualified, regardless of regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law. The bureau makes no distinction based on a person's race, religion, color, gender, marital status, familial status, national origin, age, sexual orientation, or source of income in employment opportunities, wages, work schedule, employee benefits, or any other conditions of employment.

- The bureau will provide appropriate physical facilities appropriate for all staff. Lack of facilities will not be used to deny applicants of any gender identity employment opportunities.
- All employees, regardless of race, religion, color, gender, marital status, familial status, national origin, age, sexual orientation, or source of income, or any other characteristic protected by applicable law, have equal opportunity to participate in training programs sponsored by the bureau and the City, and the bureau will make special efforts to implement training and create other opportunities that will enhance the ability of existing employees to advance.
- The bureau makes reasonable efforts to accommodate the religious observances and practices of present and prospective employees, unless such accommodation creates undue hardship on the conduct of the bureau's activities, provision of services, financial resources, creates serious personal problems, or is in violation of the City's contract(s) with its employees.
- The Portland Water Bureau is committed to taking affirmative steps to employ and advance in employment qualified veterans, and does not discriminate against any employee or applicant for employment because of that individual's status as a veteran.
- The Portland Water Bureau is committed to taking affirmative steps to employ and advance in employment qualified disabled individuals and does not discriminate against any employee or applicant for employment because of mental or physical disability, in regard to any position for which the employee or applicant is qualified.

Current Objectives

It is the bureau's goal to continue to address areas of underutilization and promote PWB as an employer of choice among women and minorities, veterans and persons with disabilities through improved recruitment and selection strategies as well as engaging in increased outreach activities. The bureau is committed to involving all employees in these activities through their participation in job fairs, community events, school-to-work programs and other educational opportunities, and participation in the hiring process.

More specifically with regard to recruitment and selection activities, our goal is to ensure that the processes used are appropriate to and reflective of the demands of the job and do not use methodologies that unnecessarily eliminate qualified candidates. We will also work to ensure that prior to opening every recruitment, a thorough analysis is done to determine the appropriate steps to address underutilization, retention or other related issues. We look forward to refining our processes with the help of the Human Resources staff that will enhance our ability to understand and correct underutilization.

Our goals also include greater emphasis on employee development to enhance promotional opportunities for all. To improve the ability of current employees to promote, greater opportunities for skill development will be emphasized through training, upgrades and other activities. Ensuring that all employees have equal access and opportunity to developmental and promotional opportunities is a cornerstone of the bureau's affirmative action strategy.

We also strive to ensure that the work environment is one which all our employees perceive as fair, equitable, and inclusive where all have the opportunity to excel.

Methodologies

As we have demonstrated during the preceding plan years, through the use of strategies such as targeted recruitments, extensive use of apprenticeships and training programs, and training for promotional opportunities, we can impact underutilization in many categories. It is our goal to continue to utilize these tools to ensure a diverse and representative workforce. We will also focus on new strategies to ensure fair and equitable treatment of all employees to enhance retention. We continue to provide opportunities for learning and growth for all employees to increase their effectiveness in their current positions as well as to take advantage of other opportunities. Our goal is to expand our presence in the community at large, and make PWB an employer of choice for all groups within our community.

Training and skill building for managers and supervisors are critical as well. To that end we are ensuring that all PWB managers and supervisors attend training and receive certification through the City's Culturally Competent Manager Certification Program and complete the City's Managerial and Supervisory Training Program, as well as all other required city courses. Trainings that increase the ability of managers and supervisors to work effectively with all employees and to understand and reduce biases have been and will continue to be tools that PWB effectively uses for creating a more equitable workplace where all employees feel included and can excel.

The Water Bureau will continue to use problem-solving techniques to improve its outreach, recruitment, selection and retention activities. It will revise any procedures that are found to be problematic.

ASSESSMENT OF CURRENT AFFIRMATIVE ACTION STRATEGIES

During the period covered by the last program strategies, the number of staff at PWB dropped. On 12/31/2012, we had 580 regular employees; as of 12/31/2016, we had 561. The lowest number during this period was 534 on 12/31/2015; and during all of FY 14-15, the number of regular employees was 541. Most of the vacated positions were eliminated, and we did not add new ones until quite recently.

The majority of positions vacated and subsequently eliminated were through regular retirements, as there very few layoffs. As the attrition was through retirements and not layoffs, which generally have a much greater impact on females and employees of color, we generally sustained the diversity of our workforce we had achieved with our efforts during the previous plan years. In fact, on 12/31/2012, females and minorities comprised 49.92 percent of our regular staff: Females equaled 31.05% and Minorities 18.87. On 12/31/2016, jointly they comprised 51.95% of our regular staff: Minorities equaling 19.68% and Females 32.27%.

During this period, we hired 122 new staff members. Of those hired, 72% were White, 11% Black, 9% Hispanic, 7% Asian, and 0.1% American Indian. Many of these positions were in different job classifications and job categories than those eliminated during the plan period. As the new positions focused on work in water quality related areas, they tended to be in the environmental and laboratory positions.

- We have utilized AA data and placement goals prior to new recruitments to inform our outreach strategies to target underrepresented groups.
- We have analyzed data from individual recruitments for classifications in categories for which there are placement goals, to determine how candidates from each group are impacted in each step in the process. As needed, we have taken specific action to manage outcomes more effectively for applicants from underrepresented groups.
- We have continued to develop and enhance our relations with community based organizations, participated in a variety of job fairs, internship programs and other activities and events to ensure that prospective job seekers are aware of opportunities at PWB.
- We have provided training, developmental activities, and coaching for employees seeking promotions such that our internal promotion rate has been at approximately 65% for several years.
- We have continued to effectively utilize apprenticeship and training programs both to diversify the workforce and to provide greater promotional opportunities for incumbents.
- We have added lower level job classifications to allow for greater opportunity among staff for career movement.
- We have enhanced the skill level of our workforce through training opportunities such as: providing training for passing the Oregon Water Distribution Certification exam, providing on-site short school, so that a larger number of employees can participate, and sending employees to classes to improve skills.
- We have continued to expand our relationships with community-based organizations, by participating in job fairs, notifying them directly of recruitments and other activities.
- We have involved individual employees in a number of recruitment-related activities, such as: job fairs, application review and interview panels.
- We have ensured that both employees and managers are participating in city training and, with the Racial Equity Plan, added additional training for all levels of staff, which we have already begun holding.
- In developing our Racial Equity Plan, we created several new opportunities for employee development, education, and additional outreach opportunities.

PLACEMENT OBJECTIVES

Although it is difficult to compare the placement goals we had on 12/31/2012 to those we have as of 12/31/2016 as a number of job classifications were moved from one category to another, positions were eliminated and new ones added, we can say the following:

- The total number of goals went from 16 separate goals to 24. We have eliminated some goals, but there are also some new ones and goals have shifted due to the movement of

classifications from one job category to another and the addition of new jobs in certain categories, as well as population changes.

- We continue to have zero goals in the categories: Black, and Pacific Islander.
- We eliminated a goal in the American Indian category that existed on 12/31/2012, and we now have none in this category.
- Goals in the Female category were reduced from 9 to 6 separate goals.
- The number of goals in the Hispanic category remained at 5 although the job categories have changed slightly due to shifting of the job classifications within categories.
- We now have 3 goals in the Asian Category; we had none on 12/31/2012.
- The largest increases in the number of goals were in the Technician Category: from 2 to 7, and in the Skilled Craft: from 0 to 6. These groups also had large increases in staff: Technicians from 48 to 76 and Skilled Craft from 114 to 131 primarily due to the shifting of classifications within the categories.

(See below for detail of goals as of 12/31/2016.)

Job Group		Total # of Emps	Q2 16-17 (12/31/2016)							
			MIN	FEM	ASI	BLK	HIS	IND	PAC	TWO
OFFICIALS/ADMIN										5
1CR	Community Relations	0		vacant, employee promoted to another position						
1DR	Directors	1								
1EN	Environmental	3								
1ER	Engineering	19	1		1					
1FL	Financial	7								
1GA	General Administrative	26								
1PM	Program Management	13		1						
1SP	Stores & Purchases	2								
1WA	Water	12	1	1						
PROFESSIONALS										1
2AC	Accounting	6								
2CR	Community Relations	3								
2EN	Environmental	12								
2ER	Engineering	59					1			
2FL	Financial	1								
2HR	Human Resources (T&D Officer)	0	vacant, new employee hired in January 2017							
2IT	Information Technology	11								
2PL	Planning	1								
2WA	Water (Wtr Res & Urban Affrs Coord)	1								
TECHNICIANS										7
3BI	Building Inspections (Devel Sup I)	1								
3EL	Electronics	6	1							
3EN	Environmental	6	1							
3ER	Engineering	40								1
3LB	Laboratory	8	1							1
3RM	Risk Management	2								

3WA	Water	13	2	4						
PROTECTIVE SERVICE										1
5LE	Non-Sworn Law Enf. (Sec Sup)	1								
5WA	Non-Sworn Water	10		3						
ADMINISTRATIVE SUPPORT										2
6ER	Engineering Related	1								
6GA	General Administrative	14								
6OS	Office Support	60		12						
6PM	Prog. Mngmnt (Spec and Asst Spec)	6								
6SP	Stores & Purchases (Storekpr 1 & II)	3		1						
6WA	Water	15								
SKILLED CRAFT										6
7GM	Gen. Maint/Trade	46	4		1		2			1
7PR	Parks and Recreation	1								
7WA	Water	84			3		4			
SERVICE MAINTENANCE										2
8GM	Gen. Maintenance/Trade	67	4				11			
Total number of persons needed.			15	22	5	0	18	0	0	3
Total Employees		561	Total Placement Goals							24

The Portland Water Bureau is committed to making a variety of efforts to reduce the number of persons needed and to eliminate goals altogether. We will continue to employ the strategies that have been successful as well as develop new ones to enhance our efforts to reduce and eliminate placement goals. The action strategies that follow reflect our commitment to utilizing a variety of strategies in our outreach, recruitment and selection, and employee development to ensure that we achieve our goals.

Portland Water Bureau

Calendar Year 2018-2022 Affirmative Action Program (AAP) Strategies

Prepared By: Susan Bailey, Water Administrative Manager

Telephone Number: (503) 823-1956

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Outreach	Continue/expand collaboration with community based organizations, e.g., Oregon Tradeswomen Network, particularly Hispanic, Veterans and networks for persons with disabilities.	Attend job fairs. Provide information PWB and job opportunities to community organizations. Participate in events sponsored by organizations. Support employees volunteering in such organizations.	Increase the number of applicants from underrepresented groups. Increase awareness of PWB as an employer of choice. Increase awareness of opportunities within PWB, particularly apprentice and training programs.	Bailey, Stahlke, members of the Bureau Equity Committee; various staff.	On-going as opportunities arise; focus prior to recruitments
	Develop relationships with local colleges and high schools and with students.	Participate summer youth employment programs. Develop internship opportunities. Provide educational opportunities for students such as tours, job shadows, etc. Attend job fairs.	Provide prospective job applicants with an increased understanding of jobs at and work done by PWB. Provide opportunities for students and youth to work at PWB.	Bailey, Managers and supervisors, various staff	On-going, based on invitations to attend events. Each spring plan for summer internships and youth employment opportunities.

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Outreach <i>(cont.)</i>	Use advertising effectively to market employment at PWB to a broader population.	Place generic ads, jointly with BES in various newspapers such as The Scanner, Asian Reporter, and El Hispanic News to provide prospective applicants with employment information about PWB.	Enhance community awareness of PWB as an employer with a variety of jobs.	Bailey, Probasco	On-going. Review effectiveness periodically
	Utilize PWB website to provide information about apprentice programs and general employment information about working at PWB.	Keep Work@ Water section updated. Create and post video of staff discussing their work.	Enhance community awareness of PWB as an employer with a variety of jobs including apprentice programs, and with a diverse workforce.	Bailey, Bullen and Community Outreach and Information Group	On-going; Video to be completed fall of 2017
Training	Provide training to improve practices and understanding of factors that negatively impact workplace environment, hiring, retention, promotion, etc.	Complete development of and deliver training to all hiring managers on equitable hiring practices. Provide training to all staff on institutional racism bias, stereotyping and other issues.	Enhance employee understanding of equitable employment practices and increase the ability of all staff to participate effectively in hiring processes. Improve the work environment for all staff.	Bailey, Bullen, BEC and managers and supervisors	On-going. Pilot Equitable Hiring Practices training, fall 2017.

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Recruitment	Utilize placement goal information to develop specific outreach strategies for recruitments.	Inform hiring managers/supervisors of placement goals. Develop outreach strategies to target underrepresented groups.	Ensure that underrepresented groups are targeted in outreach for specific positions to expand the pool of qualified applicants.	Bailey, Probasco and hiring managers	On-going; each recruitment.
	Keep job postings bias free and appropriate for the actual job requirements.	Check posting language for biases. Check selection process for unnecessary requirements, steps or hurdles.	Ensure job postings do not favor or adversely impact any group of prospective applicants to increase the number and diversity of prospective applicants	Bailey, Probasco, Bullen hiring managers and BHR	On-going with each recruitment announcement
	Utilize media effectively to announce recruitments to the public.	Announce recruitments in which PWB is participating on our website, and Facebook and Twitter accounts. Place information on WaterVision to keep employees are up-to-date on recruitments.	Ensure widest possible outreach for recruitments to increase the diversity and number of prospective applicants.	Bailey, Probasco and Community Outreach and Information Group	On-going; each recruitment.
Selection Processes	Utilize effective, equitable selection processes.	Utilize diverse hiring panels that have received bias awareness training. Write effective interview questions reflective of the needs of the job.	Ensure that processes are fair and consistent and provide equitable opportunities for all applicants.	Bailey, Bullen, Probasco, hiring managers, HRBP, and other engaged in the interview process	On-going for each recruitment.

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Retention	Provide additional opportunities for career development and advancement.	<p>Utilize internal recruitments effectively.</p> <p>Increase the use of training plans and opportunities for cross training.</p> <p>Provide opportunities for trying out a different job through temporary assignments and training opportunities.</p> <p>Develop and implement a job shadow program, that will allow employees to learn about other jobs in which they are interested.</p>	Ensure that current employees are prepared for and have opportunities for advancement	Bailey, Bullen, BEC and managers and supervisors	On-going.
	Utilize available data to determine retention trends.	<p>Disaggregate data on separations based on gender, race, age, etc. to identify trends.</p> <p>Review data from Exit Interviews and New Employee Surveys for problem areas.</p>	Ensure fair and equitable treatment of all employees	Bailey, Probasco, Management Team	On-going; semi-annually

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Retention <i>(cont.)</i>	Address equity and other issues in the workplace that impact employees negatively.	Analyze and respond to workplace issues that are identified. Provide training as appropriate.	Create a workplace that is fair and inclusive.	BEC, Management Team	On-going
Protected Veterans (PVs)	Recruit, hire, retain and promote qualified veterans.	Plan recruitment outreach to attract veterans. Ensure that qualified veterans are interviewed and interviews are scored properly. Ensure veterans can access learning and growth opportunities.	Maximize employment opportunities for veterans.	Bailey, Probasco, HRBP & hiring managers. Partner with Employment & Outreach (EO)	On-going; each recruitment.
Individuals with Disabilities (IWDs)	Recruit, hire, retain and promote qualified individuals with disabilities.	Plan outreach activities to attract persons with disabilities. Appropriately handle all requests for accommodation.	Maximize employment opportunities for persons with disabilities	Bailey, Probasco, HRBP and hiring managers. Partner with EO	On-going

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1140
Bureau of Planning and Sustainability

**AFFIRMATIVE ACTION PROGRAM (AAP) PLAN
STRATEGIES**

2018 - 2022

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I INTRODUCTION

Bureau of Planning and Sustainability's Commitment

The Affirmative Action Program (AAP) Plan Strategy of the Bureau of Planning and Sustainability (BPS) has been prepared in accordance with the City's AAP Plan and all applicable rules therein.

Portland has experienced rapid population growth and significant changes in demographic composition over the last decade. Faced with continued growth in the region, the City of Portland has planned for and invested in neighborhoods to provide housing and transportation options to meet the needs of an increasingly diverse population, as well as parks, schools and other amenities to support a thriving community.

In recognizing this need, BPS is committed to serving all Portlanders to create and enhance our vibrant city. BPS combines the disciplines of planning and sustainability to advance Portland's diverse and distinct neighborhoods, promote a prosperous and low-carbon economy, and help ensure that people and the natural environment are healthy and integrated into the cityscape.

Through this work BPS provides a forum for community engagement and education, and is a catalyst for action. With a city full of partners, BPS develops creative and practical solutions on issues as far ranging as comprehensive, neighborhood and environmental planning, urban design, waste reduction and recycling, energy efficiency, solar energy deployment and climate action.

As employees at BPS, we recognize the imperative to understand and reflect the composition and characteristics of our community, and for our work to be responsive to our community's values, needs and aspirations.

As a key component of the BPS Strategic Plan and the Portland Plan we recognize that every person has the right to meet their needs, advance their well-being and achieve their full potential. Our planning, technical assistance and outreach efforts must be geared toward providing opportunities for residents and businesses in all parts of the city, of all ages and races and ethnicities, including people with disabilities and newcomers to Portland. Our workforce must reflect the diversity of our community in order to truly deliver services that meet the needs of an ever-growing diverse city.

BPS is committed to the City's policies for equal employment opportunity and in supporting an inclusive work environment. We continually strive to improve our abilities to serve the public and create a positive workplace environment that reflects the objectives of the City's AAP Plan for 2018-2022. This work is further complemented by the BPS Racial Equity Roadmap, which outlines strategies to advance an anti-racist, multicultural inclusive organization.

BPS's current affirmative action practices address a wide array of options available to the Bureau for improving of recruitment and hiring practices to increase the diversity of our workforce. Including, but not limited to, increasing the number of applications reviewed and interviewed for each position, reaching out to community groups and professional organizations, and schools in Portland and other geographic regions in order to recruit persons of color to the Portland area.

In this plan we will continue to explore ways to foster employee retention by providing training and career development opportunities and by cultivating an organizational culture that models inclusion and equity. We look forward to working collaboratively with other city agencies to carry out the Citywide strategy.

II ASSESSMENT OF CURRENT AAP STRATEGIES

Since the beginning of the last AAP strategy reporting period, BPS has undergone many internal changes including the evolution of the Diversity Committee into the BPS Workplace Excellence Initiative. This initiative involves all levels of the organization to advance a workplace that optimizes staff potential. At the core of this are activating our values of diversity, equity, and inclusion through management practice, community building, and ongoing skill building.

Many of the affirmative action implementation responsibilities were distributed to various positions across the Bureau, including overall coordination by the Equity Program Manager. This addressed a long-standing capacity issue that was identified by the Diversity Committee, who was previously charged with the role. In 2015, the Bureau completed its Racial Equity Roadmap – a strategic plan outlining actions for the Bureau to address not just diversity, but institutional racism and bias. These strategies have helped to bolster our success in the AAP Plan Strategy.

Some of those accomplishments include:

- Revising and deploying an updated new employee hire checklist including tactics to foster diversity in the recruitment, anti-bias in the hiring process, and support for a smooth onboarding process.
- Offering Bureau-wide trainings on Dismantling Racism and Facilitating Conversations on Race and other Difficult Issues.
- Establishing a bi-annual employee engagement survey and disaggregating results by race, gender, tenure, age, and representation.
- Using the results at Management Team to inform management skill development and team level actions.
- Completion of the Racial Equity Roadmap, and the completion of at least 4 team level action plans.
- Review of job descriptions for opportunities to be explicit about the connection of the position to advancing racial equity and inclusion of the Bureau's diversity statement.
- Launch of a new annual employee evaluation with better 360 anonymous feedback opportunities for managers, and accountability for each employee's commitment to building equity into their practice.

There are also many areas with opportunity for improvement. For this next strategy period, BPS will be focusing on the following:

- Improving internal systems for promoting and tracking training opportunities and reinforce expectations for all staff to take at least one equity/diversity/inclusion training per year.
- Offer hiring panel training to interested staff as a professional development opportunity and to increase the pool of available diverse staff to participate on panels.
- Expand relationships to increase diversity of intern applicant pools.
- Improve the Bureau's 360 evaluation form to provide feedback opportunities for managers, and accountability for each employee's commitment to building equity into their practice.

III PLACEMENT OBJECTIVES

The following Placement Objectives are based upon data from Human Resources showing underutilization per job category for women and people of color. Based on the second quarter reports for FY 2016-2017, the Bureau of Planning and Sustainability has the following underutilizations:

Professionals - Planning

Females are underutilized in the workforce in this category with an availability of 50.88% compared to 44.44% utilization. Two female employees would be required to meet placement goals.

Administrative Support - General Administrative

Females are underutilized in the workforce in this category with an availability of 88.23% compared to 40% utilization. Two female employees would be required to meet placement goals.

Currently data shows that there are no shortfalls for people of color within the Bureau. BPS's acknowledges the impact of gender bias and institutional racism in the creation of the "percentage available" number, and has determined its diversity goals to be based on projected demographic change within the City. It is BPS's ongoing goal to reflect the demographic diversity of Portland across all-levels and departments within the organization. As this increases in Portland, so too should it within BPS.

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Calendar Year 2018-2022

Bureau of Planning & Sustainability Affirmative Action Program (AAP) Plan Strategies

Desiree Williams-Rajee, Equity Program Manager, 503.823.7632

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
1. <u>Policy and Communication</u>	A) Review and get input on implementation of AA Plan 2018-2022	1. Review by Leadership Team Review by Management Team Update and finalize	Gain ownership and buy-in for the activities outlined within the AAP Plan at management team.	<ul style="list-style-type: none"> Affirmative Action Program Representative (AAP Rep) 	Start: May 2017 End: June 2017
	B) Update Bureau AA/EEO policy statement and share with staff.	1. Post AA/EEO policy and strategy online. 2. Email location to all-staff.	Ensure all staff know and understand BPS policies and commitment pertaining to EEO and Affirmative Action.	<ul style="list-style-type: none"> Bureau Director AAP Rep 	By June 2018
		3. Include link to Citywide AA information form intranet site, including EEO complaint process. Also, include information in new employee onboarding.	Ensure all staff have access to Affirmative Action and EEO information	<ul style="list-style-type: none"> AAP Rep BPS Web Team Admin Staff 	By June 2018, Ongoing
2. <u>Hiring and Recruitment - Guidelines</u>	A) Review guidelines for improving diversity in hiring, including people of color, women, veterans, and those with disabilities.	1. Review guidelines to guide recruitment and hiring processes for all recruitments.	Improve representation of people of color, women, veterans, and those with disabilities in all job classes.	<ul style="list-style-type: none"> HR Team 	Start: In progress End: August 2018
		2. Establish guidelines for recruiting and mentoring interns and include equity best practice.	Provide expectation and consistency in recruiting and mentoring interns.	<ul style="list-style-type: none"> HR Team 	Start: Aug 2017 End: Dec 2017
		3. Develop and provide bi annual training on affirmative action and hiring best practices for all managers	Reinforce shared expectations and philosophy in hiring processes.	<ul style="list-style-type: none"> AAP Rep HR Business Partner 	Winter 2017-2018
3. <u>Hiring and Recruitment- Outreach</u>	A) Expand and systematize outreach for bureau recruitment efforts to include people of color, veterans, and those with disabilities.	1. Participate in events to network with diverse professionals and utilize outreach materials.	Establish presence and relationship with professionals of color	<ul style="list-style-type: none"> Outreach staff 	Ongoing
		2. Update outreach list of organizations and schools to send to as part of recruitment process.	Ensure hiring managers have the appropriate tools for position recruitment outreach to include diverse communities.	<ul style="list-style-type: none"> AAP Rep 	Ongoing
		3. Continue to use recruiting sources which provide access and/or contacts to communities of color, covered veterans and individuals with disabilities.	Ensure outreach efforts include veterans and individuals with disabilities.	<ul style="list-style-type: none"> HR Team AAP Rep [with input from staff] 	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
4. <u>Hiring and Recruitment – Selection Process</u>	A) Ensure selection processes support inclusive hiring techniques.	1. Design job recruitments to target experience and skills relevant for working with racially and socio-economically diverse communities	Address current underutilization in job categories. Broaden the pool of candidates.	<ul style="list-style-type: none"> Hiring Manager Equity Program Manager 	Ongoing
		2. For external recruitments, do not limit the number of applications and conduct at least ten first round interviews.	Address current underutilization in job categories. Broaden the pool of candidates.	<ul style="list-style-type: none"> Hiring Manager HR Team (recordkeeping) 	Ongoing
		3. Make hiring panel training on multicultural interview techniques available to any staff member	Promote participation of staff on hiring panels as a professional development opportunity and to increase the pool of available diverse staff who can sit in on hiring panels.	<ul style="list-style-type: none"> AAP Rep HR Business Partner 	Winter 2017-2018
5. <u>Hiring & Recruitment – Monitoring</u>	A) Investigate cases where the applicant pool of people of color or women does not reflect external availability.	1. Annual audit of demographic makeup of applicants applied versus applicants interviewed.	Identify trends and patterns in hiring practices to assess if recruitment and selection practices are effectively connecting with diverse communities, including people of color, veterans, and those with disabilities.	<ul style="list-style-type: none"> AAP Rep HR Team 	Ongoing
	B) Monitor diversity of recruitments for career pathways - internships, Youth Planners, Americorps, etc.	2. Track diversity of office internships, etc. through a demographic form in the application process.	Assess effectiveness recruitment efforts for entry-level positions in attracting diverse candidates.	<ul style="list-style-type: none"> Hiring manager (collects data) HR Team (compiles data) AAP Rep (analyzes data) 	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
6. <u>Employee Development</u>	A) Professional development opportunities to all staff.	1. Identify methods to promote training opportunities.	Increase staff access to appropriate training and needed support. Strengthen skills for all employees at all levels in the organization.	<ul style="list-style-type: none"> Managers and supervisors WX Training subcommittee 	Ongoing
		2. Develop a bureau-wide training scholarship and monitor use of existing training budgets.	Address equitable bureau-wide professional development needs and efficient use of training dollars.	<ul style="list-style-type: none"> WX training subcommittee 	Ongoing
		3. Develop a technical skills assessment	Understand technical training needs and how to support.	<ul style="list-style-type: none"> WX training subcommittee BPS Tech Team 	
		4. Track training attendance through annual performance evaluations	Ensure training opportunities reach all employees.	<ul style="list-style-type: none"> Managers and supervisors 	Ongoing
	B) Update of Annual 360 Evaluation form	1. Review current form for content improvements, alignment with values and usability.	Staff have the opportunity to provide and receive peer feedback on their performance.	<ul style="list-style-type: none"> Managers and supervisors 	Winter 2018 Ongoing with evaluations
7. <u>Retention - New Employee Integration</u>	A) Improve new employee welcome and orientation process.	1. Develop a new employee welcoming process and orientation on workplace values of equity, diversity and culture of BPS.	<p>Ensure each employee feels comfortable in the office.</p> <p>Provide employees with understanding of and appreciation for diversity issues and BPS Equity values.</p> <p>Encourage relationship building across the bureau.</p>	<ul style="list-style-type: none"> Administration Supervisor (AS)/HR Team Equity Program Manager WX Committee 	Fall 2017, updated as needed.
8. <u>Retention – Management Training</u>	A) Management Training on Diversity and Cultural competency including HR 2.02.	1. Continue to provide management trainings within MT on supporting staff of color, and accountability, and managing difficult conversations.	Provide management the skills necessary to handle difficult conversations, particularly around race and oppression.	<ul style="list-style-type: none"> Managers 	Ongoing
		2. Track those who have completed HR 2.02 management training.	Ensure accountability.	<ul style="list-style-type: none"> HR Team 	Present – Ongoing
9. <u>Retention – All-Staff Training</u>	A) Ongoing staff trainings to support inclusive work environment.	1. Reinforce policy for each employee to attend at least one diversity-related training annually.	Provide employees with understanding of and appreciation for diversity issues and how to deal with those issues.	<ul style="list-style-type: none"> Leadership Team 	Ongoing
		2. Each employee takes HR 2.02 training every 2 years.	Understand policy and law regarding harassment.	<ul style="list-style-type: none"> HR Team 	Ongoing
		3. Provide training opportunities on disability.	Increase staff ability to work with individuals with disabilities.	<ul style="list-style-type: none"> ADA Coordinator 	Ongoing
		4. Track staff who have completed these trainings.	Ensure accountability.	<ul style="list-style-type: none"> Direct Supervisor Training coordinators 	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
10. <u>ADA-Reasonable Accommodations</u>	A) Ensure that facilities will reasonably accommodate applicants and employees with disabilities.	1. Continue to track reasonable accommodation requests.	Track how and when reasonable accommodation requests are completed.	<ul style="list-style-type: none"> • ADA Coordinator • HR Team 	Ongoing
11. <u>AAP Progress</u>	A) Review and report on AA statistics, hiring, promotions, terminations, and other major personnel changes quarterly.	1. Track data for AA statistics, hiring, promotions and terminations.	Management stays informed about hiring and promotion trends over time.	<ul style="list-style-type: none"> • AAP Rep • 	Ongoing
		2. Request information from HR on part-time employees.	Understand hiring trends and patterns within non-full-time/permanent employees.	<ul style="list-style-type: none"> • HR Team 	July 2018
		3. Review data annually and report to Leadership Team, Management Team, and WX.	Management stays informed about hiring and promotion trends over time.	<ul style="list-style-type: none"> • AAP Rep • HR Team 	Ongoing Annually each July
	B) Annual Reporting on retention of employees with data on people of color, veterans, and those with disabilities.	1. Report retention rate of job classes and overall bureau to leadership team with cross section by diversity categories of race and gender.	Track length of service in our bureau by race and gender.	<ul style="list-style-type: none"> • HR Team • Operations Supervisor 	Tracking ongoing starting winter 2019. Reporting Annually each July
Protected Veterans (PVs)	Recruit, hire, retain and promote qualified protected veterans.	Plan recruitment outreach for protected veterans.	<p>Increase pool of protected veteran applicants.</p> <p>Maximize employment opportunities for qualified protected veterans.</p>	<ul style="list-style-type: none"> • Partner with Employment & Outreach (EO) 	Ongoing
Individuals with Disabilities (IWDs)	Recruit, hire, retain and promote qualified individuals with disabilities.	Plan recruitment outreach for individuals with disabilities.	<p>Increase pool of disabled applicants.</p> <p>Maximize employment opportunities for eligible individuals with disabilities.</p>	<ul style="list-style-type: none"> • Partner with EO and BHR 	In progress



1150
Portland Police Bureau

Affirmative Action Program (AAP)
Plan Strategies

2018-2022

Michael W. Marshman
Chief of Police

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Introduction

The Portland Police Bureau (PPB) is strongly committed to the principles and ideals of affirmative action and diversity. The Bureau's Affirmative Action Strategies for 2018-2022 were developed as part of the ongoing commitment to equal employment opportunities to all qualified individuals seeking employment with the Police Bureau.

The Police Bureau is determined to provide a work force that not only reflects the community it serves but also promotes an environment of mutual respect, integrity, excellence, compassion, service and accountability. These deeply held values have been incorporated into the framework of the Police Bureau's Mission and Values Statement, Strategic Plan and Bureau Directives as well as the compliance strategies that follow.

The Police Bureau's Affirmative Action Strategy is being written in reliance upon the City's Affirmative Action Plan, and all applicable rules therein.

It is the policy of the Police Bureau to provide equal employment opportunity to all qualified individuals without regard to their race, color, religion, national origin, age, sex, marital status, sexual orientation, political affiliation, source of income, or physical or mental disability, in all personnel actions including recruitment, evaluation, selection, promotion, compensation, training, and discipline.

The plan for 2018-2022 will focus on strategies to address the under representation of females and minority groups through outreach recruiting, continued modifications to the Bureau's officer testing process and implementation of the bureau's strategic equity plan. The plan includes Recruitment, Selection and Promotional Strategies, Demographic Marketing, Community Based Recruitment Strategies and retention and inclusion practices.

The Portland Police Bureau intends to use the strategies contained in this year's plan not only to comply with the City of Portland's Affirmative Action Plan, but also to support the Bureau's established mission and values by improving the work environment, increasing the cultural competency of employees and expanding the bureau's workforce diversity.

This plan will be used as a conduit to communicate the Bureau's values, commitment, workplace expectations and strategies to all of its employees.

Assessment of Current Affirmative Action Program Strategies

The Police Bureau will be looking at the following areas to ensure our practices comply with our Affirmative Action Policies.

- The Police Bureau has implemented Internal Equity 101 training within the In-service and advanced academy structures. The goal of this training was to increase awareness and initiate the conversations about race. Being able to engage in these conversations supports the overall retention of officers of color.
- Review of lateral and or vertical movement of minority or female employees.
The review did not occur during this plan. However, assessing the promotional processes is embedded within the Strategic equity plan. Also, PPB is in the process of developing the overarching strategic plan. Both of these documents will guide processes for the next five years.
- The Police Bureau has changed its recruiting strategies to ensure more women and minority candidate have access to the applicant process to entry -level positions. The Bureau has revised its application process to create an ongoing access for job seekers to apply for entry-level positions; it has also increased its outreach efforts targeting communities of color and women by conducting additional workshops within diverse communities to teach and answer questions about the police Bureau jobs and the application and background processes. We have made intentional efforts to develop relationships with nationally recognized colleges and universities with highly diverse student bodies who have an emphasis in majors in criminal justice and other related disciplines conducive to law enforcement; the bureau continues to engage with local diverse community and targeted ethnic groups, high schools, Community Colleges, Trade organizations, military bases, etc. to share the goal of increasing the number of women and people of color to the workforce. These efforts have shown an increase in the number and quality of candidates applying for and successfully completing the selection process to become Community Police Officer specifically in the areas of female candidates and candidates of color.
- The Police Bureau has increased its communication to its managers, supervisors and staff regarding the Equal Employment Opportunity (EEO), Affirmative Action issues and workplace expectations. All new supervisors are required to attend BHR Rule 2.02 training and all employees are required to attend refresher training on a periodic basis.
- Situations where minorities and women are underutilized or significantly under-represented in training or career improvement programs. The Police Bureau will continue with its policy to ensure all employees receive information of all training and career improvement opportunities.

Placement Objectives

The Police Bureau acknowledges the underutilization of minorities in the categories of: law enforcement professionals, mid-level sworn law enforcement, entry level sworn law enforcement, and administrative support (law enforcement). Women are underutilized in the categories of: law enforcement officials/administrators, law enforcement professionals, senior level sworn law enforcement, non-sworn law enforcement, administrative support (law enforcement and store and purchases), and service maintenance. In addition to a focus on recruitment and promotions for underrepresented groups, the bureau will focus on the retention efforts.

Since FY 2016/17, the Police Bureau has shown marked improvement in the hiring of women and candidates of color in the sworn law enforcement ranks and non-sworn professional ranks.

Since the start of FY 2016 the police bureau has hired 55 people (does not include retire/rehire or reinstatements) and 24% of them were people of color and 15% were women. In the non-sworn professional area (Background Investigator) the bureau hired 5 people in this fiscal year. 60% were female and 60% people of color.

The Police Bureau will continue to aggressively and creatively recruit minorities and women in order to improve the diversity of the organization with the goal of having the Bureau reflect the community it serves. According to 2010 Census data, the City of Portland is roughly 28% minority. In December of 2016 the Police Bureau was roughly 15 % minority. The police bureau currently has 38 vacancies with the authority to over hire by ten. There are currently not enough vacancies for us to fill with minority candidates to reach the goal of matching the city's diversity percentage. Instead it should be the long-term goal of the Police Bureau to increase the actual percentages of women and people of color that we hire each year until we meet the goals with the realization this could take ten or more years to achieve.

In 2014 the Federal Department of Labor Office of Contract Compliance Programs (OFCCP) adopted revised regulations, which require contractors to set a benchmark hiring goal for protected veterans (PV). On 03/31/2017, OFCCP revised the annual VEVRAA hiring benchmark to **6.7%**, which equals the national percentage in the labor force. A goal of **7%** within each established job group for hiring individuals with disabilities (IWD) has been set by the Department of Labor. The city has accepted these benchmarks as citywide goals and PPB will continue to work to meet these goals internally.

It remains the Police Bureaus objective to eliminate the underutilization by an ongoing examination and review our recruitment, selection, background and promotion processes and practices. The Bureau AA strategies for 2018-2022 provide details of the Bureau specific focus areas, planned actions benchmark activities with specific purposes and dates. Also, the Bureau has developed a detailed overall Recruitment Plan with recruitment strategies for Community Policing in a report for 2016-2017.

Based on the shortfall analysis in the date for Affirmative Action plans contained in the second quarter of FY2016-2017 the specific placement goals by job groups are as follows:

2LE		Professionals - Law Enforcement	
Total Emp 20	# Employed	Total Min	Fem
	# Available	2	10
	Persons Required	2.3	12.1
		0	2

4LE-3		Protective Service-Sworn-Law Enfr-Senior Level	
Total Emp 40	# Employed	Total Min	Fem
	# Available	7	6
	Persons Required	5.1	8.9
		0	2

4LE-2		Protective Service-Sworn-Law Enfr-Mid Level	
Total Emp 215	# Employed	Total Min	Fem
	# Available	24	33
	Persons Required	21.8	58.6
		0	25

4LE-1		Protective Service-Sworn-Law Enfr-Entry	
Total Emp 615	# Employed	Total Min	Fem
	# Available	106	91
	Persons Required	179.8	91.3
		73	0

5LE		Protective Service - Non-Sworn - Law Enforcement	
Total Emp 10	# Employed	Total Min	Fem
	# Available	1	4
	Persons Required	0.7	6.3
		0	2

6OS		Administrative Support - Office Support	
Total Emp 93	# Employed	Total Min	Fem
	# Available	14	71
	Persons Required	15.9	72.0
		1	0

8GM		Service Maintenance - General Maintenance/Trades	
Total Emp 3	# Employed	Total Min	Fem
	# Available	0	2
	Persons Required	1.1	0.2
		1	0

8LE		Service Maintenance - Law Enforcement	
Total Emp		Total Min	Fem
2	# Employed	0	0
	# Available	0.6	1.3
	Persons Required	0	1

As of November 1, 2016, Portland Police Bureau's demographics are as follows:

Police Officer Classification

	A	B	H	I	P	T	W	Total Minority	Total Employees
Male	38	22	20	0	1	10	429	91	520
Female	3	2	3	0	0	3	78	11	89
Total	41	24	23	0	1	13	507	102	609
Percent (Female)	0.49%	0.33%	0.49%	0.00%	0.00%	0.49%	12.81%	1.81%	14.61%
Percent (Male)	6.24%	3.61%	3.28%	0.00%	0.16%	1.64%	70.44%	14.94%	85.39%
Percent (All)	6.73%	3.94%	3.78%	0.00%	0.16%	2.13%	83.25%	16.75%	

Police Sergeant Classification

	A	B	H	I	P	T	W	Total Minority	Total Employees
Male	1	4	3	2	0	1	93	11	104
Female	0	0	1	0	0	0	9	1	10
Total	1	4	4	2	0	1	102	12	114
Percent (Female)	0.00%	0.00%	0.88%	0.00%	0.00%	0.00%	7.89%	0.88%	8.77%
Percent (Male)	0.88%	3.51%	2.63%	1.75%	0.00%	0.88%	81.58%	9.65%	91.23%
Percent (All)	0.88%	3.51%	3.51%	1.75%	0.00%	0.88%	89.47%	10.53%	

Police Detective Classification

	A	B	H	I	P	T	W	Total Minority	Total Employees
Male	5	2	2	0	0	0	49	9	58
Female	0	1	0	0	0	0	18	1	19
Total	5	3	2	0	0	0	67	10	77
Percent (Female)	0.00%	1.30%	0.00%	0.00%	0.00%	0.00%	23.38%	1.30%	24.68%
Percent (Male)	6.49%	2.60%	2.60%	0.00%	0.00%	0.00%	63.64%	11.69%	75.32%
Percent (All)	6.49%	3.90%	2.60%	0.00%	0.00%	0.00%	87.01%	12.99%	

Police Criminalist Classification

	A	B	H	I	P	T	W	Total Minority	Total Employees
Male	2	0	0	0	0	0	8	2	10
Female	0	0	0	0	0	0	3	0	3
Total	2	0	0	0	0	0	11	2	13
Percent (Female)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	23.08%	0.00%	23.08%
Percent (Male)	15.38%	0.00%	0.00%	0.00%	0.00%	0.00%	61.54%	15.38%	76.92%
Percent (All)	15.38%	0.00%	0.00%	0.00%	0.00%	0.00%	84.62%	15.38%	

Police Lieutenant Classification

	A	B	H	I	P	T	W	Total Minority	Total Employees
Male	3	0	0	0	0	1	18	4	22
Female	0	0	1	0	0	0	4	1	5
Total	3	0	1	0	0	1	22	5	27
Percent (Female)	0.00%	0.00%	3.70%	0.00%	0.00%	0.00%	14.81%	3.70%	18.52%
Percent (Male)	11.11%	0.00%	0.00%	0.00%	0.00%	3.70%	66.67%	14.81%	81.48%
Percent (All)	11.11%	0.00%	3.70%	0.00%	0.00%	3.70%	81.48%	18.52%	

Police Captain Classification

	A	B	H	I	P	T	W	Total Minority	Total Employees
Male	0	0	2	0	0	1	10	3	13
Female	0	0	0	0	0	0	1	0	1
Total	0	0	2	0	0	1	11	3	14
Percent (Female)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	0.00%	7.14%
Percent (Male)	0.00%	0.00%	14.29%	0.00%	0.00%	7.14%	71.43%	21.43%	92.86%
Percent (All)	0.00%	0.00%	14.29%	0.00%	0.00%	7.14%	78.57%	21.43%	

Police Commander Classification

	A	B	H	I	P	T	W	Total Minority	Total Employees
Male	0	0	0	0	0	0	3	0	3
Female	0	0	0	0	0	0	2	0	2
Total	0	0	0	0	0	0	5	0	5
Percent (Female)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	40.00%	0.00%	40.00%
Percent (Male)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	60.00%	0.00%	60.00%
Percent (All)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	

Assistant Chief Classification

	A	B	H	I	P	T	W	Total Minority	Total Employees
Male	1	0	0	0	0	0	2	1	3
Female	0	0	0	0	0	0	0	0	0
Total	1	0	0	0	0	0	2	1	3
Percent (Female)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Percent (Male)	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%	100.00%
Percent (All)	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%	

Police Chief Classification

	A	B	H	I	P	T	W	Total Minority	Total Employees
Male	0	0	0	0	0	0	1	0	1
Female	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	1	0	1
Percent (Female)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Percent (Male)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
Percent (All)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	

Police Bureau All Sworn Classification

	A	B	H	I	P	T	W	Total Minority	Total Employees
Male	50	28	27	2	1	13	613	121	734
Female	3	3	5	0	0	3	115	14	129
Total	53	31	32	2	1	16	728	135	863
Percent (Female)	0.35%	0.35%	0.58%	0.00%	0.00%	0.35%	13.33%	1.62%	14.95%
Percent (Male)	5.79%	3.24%	3.13%	0.23%	0.12%	1.51%	71.03%	14.02%	85.05%
Percent (All)	6.14%	3.59%	3.71%	0.23%	0.12%	1.85%	84.36%	15.64%	

Police Bureau All Non-Sworn Classifications

	A	B	H	I	P	T	W	Total Minority	Total Employees
Male	6	0	1	1	0	2	72	10	82
Female	12	5	14	1	1	2	132	35	167
Total									249
Percent (Female)	4.82%	2.01%	5.62%	0.40%	0.40%	0.80%	53.01%	14.06%	67.07%
Percent (Male)	2.41%	0.00%	0.40%	0.40%	0.00%	0.80%	28.92%	4.02%	32.93%
Percent (All)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

Police Bureau All Classifications

	A	B	H	I	P	T	W	Total Minority	Total Employees
Male	56	28	28	3	1	15	685	131	816
Female	15	8	19	1	1	5	247	49	296
Total	71	36	47	4	2	20	932	180	1112
Percent (Female)	1.35%	0.72%	1.71%	0.09%	0.09%	0.45%	22.21%	4.41%	26.62%
Percent (Male)	5.04%	2.52%	2.52%	0.27%	0.09%	1.35%	61.60%	11.78%	73.38%
Percent (All)	6.38%	3.24%	4.23%	0.36%	0.18%	1.80%	83.81%	16.19%	

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Calendar Year 2018-2022
Affirmative Action Program (AAP) Plan Strategies

Bureau Name: Police Bureau

Prepared By: Vincent Woods, HR Manager / Elle Weatheroy, Equity and Diversity Program Manager

Telephone Number: (503) 823-0328 / (503) 823-0264

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Strategic Recruitment Plan	Develop a Recruitment Plan that will be utilized to guide overall recruitment and retention activities, track outcomes and provide update for leadership to evaluate progress.	PPB will continue to develop relationships with nationally recognized college and universities with highly diverse student bodies who belong to majors conducive to Law Enforcement. PPB is looking to move forward with efforts at Southern Mississippi University this fall. Activities will include campus workshops, participation in job fairs, interviewing of interested applicants on campus, creating and Internships possibilities.	<p>To create a strategic approach to recruitment and retention planning outside of the traditional steps involved in recruitment.</p> <p>The stated purpose is to enrich the job seeking experience for potential diverse and female Community Police Officer applicants who may not be familiar with the City of Portland and the Police Bureau.</p>	PPB Personnel Division will partner with the AC of Services and the PPB Equity & Diversity Office	Ongoing
Data Management Tracking System	Develop a system for tracking all data for the Personnel Division Recruitment and Background processes.	Input of data for all Recruitment and Background processes; create an analysis and creation of report to update senior leadership.	To ensure PPB is strategically setting and revising goal that will serve to provide updates, analysis and reports.	Personnel Services Division will partner with the Equity & Diversity Office, SSD and the AC of Services	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Recruiting Materials	Review and develop recruiting material designed to target focus groups.	Updated website; brochures, production of posters and billboards. Work with Behavioral Insight Team to study effectiveness of different messaging strategies in diverse communities.	To ensure the recruitment materials reflect PPB's values and commitment to an inclusive workforce.	Personnel Services Division with consult from the Equity & Diversity Office and Behavioral Insight Team	Ongoing
Police Precinct Open Houses	Design events and market strategies with a community focus that will attract community members to visit local precincts.	Annual or quarterly events at all precincts.	To open local precincts to communities, offering the opportunity for more awareness of the work performed by officers in the communities	Precinct Commanders	Ongoing
Hiring & Selection Process	Increasing the diversity and quality of the Police Officer applicant pool.	PPB has received approval to use an Open and Continuous application process, giving interested applicants ongoing access to the recruiting process; Personnel opened an ongoing, pre-determined interview schedule so applicants can better plan when they can become available for consideration. Updated PPB website so additional information is available, including workshops dates and Q&A's.	Increases opportunities for local and national applicants to coordinate the application process. Remove barriers in the timing of the process.	Personnel Division Staff	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Physical Agility Test	To increase the understanding of P.A.T. for Officer candidates and to increase participation.	PPB has increased the number of workshops where the testing is more visible and questions can be answered for prospective applicants.	To provide applicants an opportunity for enhanced preparation for the PAT; an emphasis is placed on potential female applicants during recruitment.	Personnel Division	Ongoing
Pre-test Workshops	PPB will continue to offer pre-test workshops that explain the application, testing, physical abilities, and background process steps to become Police Officers.	PPB increased the number and the make-up of the workshops and will work to continue the diversity.	To give applicants a clearer picture of all the required steps of the recruitment and selection process. The enhanced transparency and shared information will assist applicants to make a better-informed decision to apply or not.	Personnel Division Staff	Ongoing
Retention and Inclusion-Messaging	Develop Chief's office vision for diversity, equity and inclusion	Completion of mission and vision statements and embed them within strategic plan and all publications	Provide clear direction to all members	CHO and Equity and Diversity team	2018
Inclusion-Promotions	Require all specialty units to provide information sessions twice per year.	<p>Pilot this process with one identified specialty unit or division.</p> <p>All specialty units will complete an information session within the first year in 2018.</p> <p>Moving forward specialty units will hold the info sessions twice per year.</p> <p>Add "outreach conducted" to posting materials.</p>	<p>The information sessions encourage all members to explore other opportunities. An underlying goal is also increase access/opportunities to women and officers of color. These processes will increase opportunity for all to acquire information on how to prepare for application processes.</p> <p>This will assure that all units are conducting outreach prior to submitting/creating postings.</p>	Personnel Director or designee/ Equity and Diversity Team	2018

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Inclusion-Promotions	Create a standardized format for conducting promotional processes.	Review historical practices for all ranking and identify strengths/weaknesses Conduct gap analysis to identify what to improve Implement new promotional process and evaluate	Assure that there is consistency across all ranks' promotional processes. Increase leadership ability to promote based on performance Increase diversity throughout applicant promotional pools	AC of Services HR Director Personnel Division Equity and Diversity team	2018-2019
Retention	Explore and develop formalized mentoring program.	Identify best approach for PPB mentoring programming Develop support structure for new applicants and eligible officers eligible to promote from underrepresented groups	Minimize loss of women and applicants of color during the application process and probationary period Increase access to leadership for underrepresented groups	Personnel Director Training Captain Equity and Diversity Team	2018-2020
Training - Staff Development	Develop equity trainings and embed equity lens within all training structures.	Develop Implicit Bias Training, Rollout in In-service and advanced academy	Increase awareness and tangible direction as to how this impacts all interactions. Create climate of inclusion.	Training Captain & Equity and Diversity team member & CHO	2017-2018 Ongoing
Inclusion - Dialogues about race	Resume/Modify dialogue sessions with interested officers.	Explore past practices for successes and challenges. Modify practice to account for limited access to underrepresented groups. Update curriculum with citywide team. Train prospective officer facilitators.	Increase opportunities for officers to engage in dialogue about race and respond to national events	Equity and Diversity Team BEC OEHR	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Inclusion – Community Trainers	Embed community relationship building opportunities into advanced academy.	Contract Community trainer project consultant utilizing innovation fund grants. Conduct outreach for community volunteers. Embed opportunities for community members from underrepresented groups to engage and present to members.	Strengthen relationship building opportunities for new members. Assure that new members have access to community members at the onset of their career with PPB.	Training Captain Equity and Diversity Team Community Trainer Consultant	Ongoing
Retention/Inclusion-Bureau Equity Committee	Resume BEC.	Resume BEC Solidify Objectives Identify and Rollout two initiatives selected from the equity plan.	Increase number of involved members. Support the implementation of the racial equity plan.	BEC Equity and Diversity Team	Ongoing
Retention/Inclusion-Internal Advisory Structure	Sworn Advisory Body.	Identify members and create application process. Develop structure.	Increase member voice and participation in organizational change efforts. Assure that body is diverse and involves members for underrepresented groups.	Training Captain CHO- AC Operations Equity and Diversity Team	2019
Retention-Non-Sworn	Formalize orientation for non-sworn members.	Identify existing processes, conduct gap analysis, create new processes.	Increase retention of non-sworn members from underrepresented groups.	Personnel Division Manager	2018

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Protected Veterans (PVs)	Recruit, hire, retain and promote qualified protected veterans.	<p>Plan recruitment outreach to attract veterans.</p> <p>Ensure that qualified veterans are interviewed and interviews are scored properly.</p> <p>Ensure veterans can access learning and growth opportunities.</p>	Maximize employment opportunities for protected veterans.	HR Manager Recruitment Team	On-going; each recruitment.
Individuals with Disabilities (IWDs)	Recruit, hire, retain and promote qualified individuals with disabilities.	<p>Plan outreach activities to attract persons with disabilities.</p> <p>Appropriately handle all requests for accommodation.</p>	Maximize employment opportunities for persons with disabilities	HR Manager Recruitment Team	On-going

1160
Portland Parks & Recreation

**Affirmative Action Program (AAP) Plan
Strategies**

2018-2022

Mike Abbaté
Parks Director

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Table of Contents

Introduction	587
Assessment of Current AAP Plan Strategies	589
Portland Parks & Recreation Citywide Activities	590
Placement Objectives	592
Portland Parks & Recreation Affirmative Action Program (AAP) Plan Strategies	593

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Introduction

“The successes of the previous Portland Parks & Recreation Affirmative Action Plan, as well as the Bureau’s new Racial Equity plan, have given us the tools to develop data-driven solutions to a very human issue,” notes Portland Parks & Recreation Director Mike Abbaté. “Portland Parks & Recreation strives to reflect and serve all Portlanders in our programs, places, and our people. Moving forward, continued use of data-driven processes will promote equity in PP&R and the City, more diversity in employment, and better opportunities for advancement.”

Portland Parks & Recreation (PP&R) is committed to diversity, equity, inclusion and the policy and practices of equal employment opportunity. PP&R provides equal employment opportunities to all qualified individuals. This is without regard to their race, color, religion, national origin, sex, marital status, sexual orientation, gender identity, veteran status, source of income, physical or mental disability, or other protected status under applicable law not constituting a bona fide qualification. PP&R follows EEO standards in all personnel actions including recruitment, evaluation, selection, promotion, compensation, training and termination. We are committed to promoting equal employment opportunity through a positive and continuing program of affirmative action. This commitment also applies to all programs and services offered by PP&R. The bureau will continue to be a leader in acknowledging, respecting, and valuing the diversity of our current and future employees, our customers, and other stakeholders.

PP&R’s Affirmative Action Strategy is written in support of the City’s Affirmative Action Program (AAP) Plan and all applicable rules.

PP&R’s Mission contributes to the city’s vitality by:

- Establishing and safeguarding the parks, natural resources and urban forest that are the soul of the city, ensuring that green spaces are accessible to all;
- Developing and maintaining excellent facilities and places for public recreation, building community through play and relaxation, gathering and solitude;
- Providing and coordinating recreation services and programs that contribute to the health and wellbeing of residents of all ages and abilities.

PP&R’s strategic plan includes dedication to improving access to parks and recreation programs with an emphasis on access to parks and natural areas set out by Parks 2020 Vision, while renewing focus on providing opportunities for communities that do not enjoy easy access to both parks and recreation programs. Strategic Plan action steps include hiring staff members who reflect the communities we serve and leveraging the diversity in our seasonal workforce to attract and retain a diverse and dedicated permanent workforce. PP&R understands the value of equal opportunity and affirmative action. Organizational Values of PP&R reflect a commitment to equity and fairness:

- Quality, responsive service to our diverse customers and partners.
- Community participation in program and project planning.
- Innovation, creativity, and excellence in all we do.
- Openness, honesty, and respect in all relationships.
- A diverse and culturally competent workforce.
- Transparent, ethical, and accountable decision making.

To that end PP&R will continue to promote understanding and fulfillment of equal opportunity in all facets of business through a proactive and evolving program of affirmative action, equal employment opportunity, and diversity development education and awareness.

In 2016, PP&R completed its Racial Equity Plan provides a framework and future guidance for the implementation of the bureau's racial equity goals and aligns with the Citywide racial equity goals adopted by City Council in 2015. The six goals identified in the 5-year Racial Equity Plan are:

1. Change existing services within the bureau using racial equity best practices
2. End disparities in City government hiring and promotions
3. Strengthen outreach and public engagement for communities of color and refugee and immigrant communities
4. Increase access to culturally and linguistically responsive services for communities of color and refugee and immigrant communities
5. Provide equitable access to City services for all residents
6. Meet or exceed Citywide contracting goals for Minority Business Enterprises (MBE)

Assessment of Current AAP Plan Strategies

The primary focus of PP&R's 2013-2017 was reinforcing the gains from the 08-12 strategy as well as building a culture of equity and inclusion within PP&R.

Diversity & Equity Committee

PP&R's Diversity Equity Committee (DEC) underwent a restructure to best reflect the myriad work units within the bureau. One additional member was added to the DEC in the summer of 2016, with five total new members on the Committee.

The DEC began an internal marketing campaign to increase awareness of the committee's goals and effects. In addition to the ongoing New Employee Van Tours, DEC has sought outreach opportunities through the materials distributed to new hires and new equity discussions, dialogs, and presentations.

Equity Planning Data

The Workforce Dashboard was launched in September 2016 enabling bureau leadership to see visual realizations of the demographics data of our new hires, existing personnel, and our recruitment pools. The Dashboards provide the data to assist leadership in taking a proactive informed approach to hiring decisions.

PP&R Employee Focused Training

The 2018-22 plan has a heavy focus on employee professional development and training. A dedicated training coordinator was on boarded in the spring of 2017 to further enhance these capabilities.

- To date, 90% of bureau personnel have attended OEHR's *Equity 101* training.
- An online presentation and training program was rolled out in summer 2016 on interviewing and resume writing skills to increase competitiveness of current employees for promotional opportunities within the City of Portland over the course of the 2013
- 100% of the over 160 recruitments conducted in 2016/2017 were accompanied by bias awareness training.
- Fall 2016 saw 65 staff members complete tailored equity training.

Succession Planning

Research into the specific effect the "Boomer Retirement Wave" will have on PP&R has reinforced the need for the implementation of a succession plan. 33% of the bureau's personnel meet or are within five years of retirement eligibility by age with a cumulative 2,594 years of professional experience.

A strategy has been identified in the spring of 2017 by the Workforce Development Team to capture that knowledge and prepare the bureaus current employees to be the "best qualified, most qualified" candidates in the event of a retirement.

Portland Parks & Recreation Citywide Activities

Portland Parks & Recreation Citywide Activities

PP&R has initiated many citywide outreach, diversity and affirmative action activities and partnerships with community stakeholders of color, immigrant and refugee groups to increase access to PP&R. The following is a comprehensive list along with the names of the community partners that helped make each and every event and activity a success.

Bhutanese Community Inclusion Classes

6 week course where we provided programming information to 30 adults and 20 youth.

Bhutanese/Burmese Water Safety

Provided class to over 100 youth and community leaders regarding water safety

Budget Listening sessions

Provided listening sessions and outreach to eight racial/ethnic communities that included Bhutanese, Burmese, Vietnamese, Russian, Asian Pacific Islander, Iraqi, Somali, Latino

Portland World Cup Soccer Annual Soccer Tournament

450 youth from underserved/underrepresented refugee and immigrant communities participated in a three-month program that focused on providing information about our programs, access to facilities, and a career week that allowed youth to visit bureaus to learn about potential careers.

Participating bureaus:

- Portland Fire & Rescue
- Office of Neighborhood Involvement
- Portland Police
- Community Partners that Participated
- NAYA (Native American Youth and Family Center)
- Latino Network
- David Douglas
- Jefferson & Roosevelt High School
- AYCO (African Youth Community Organization)
- El Programa Hispano
- Bhutanese Youth Association
- IRCO (Immigrant Refugee Community Organization)
- Iraqi Society of Oregon
- Amistad

Native American Advisory Committee

The NACAC meets monthly and PP&R partners with the NACAC on several activities that include:

Park naming and ceremonies

Delta Park Pow Wow

Native American Family Day

- Participating agencies include:
- The Confederate Tribes of Grand Ronde
- The Confederate Tribe of Siletz Indians
- NARA (Native American Rehabilitation Association)
- NAYA (Native American Youth and Family Center)
- Bow and Arrow Culture Club
- The Portland Youth and Elder Council
- Title VII Indian Education Project
- Metro

New Portlander Community Garden project

Includes working with the Community Garden project to provide affordable garden plots to refugee and immigrant families

Placement Objectives

The job group analysis report indicates that PP&R has parity in 26 of the 32 job groups, compared to 23 parity groups from the outset of the 2013-2017 Affirmative Action Plan. Placement objectives are intended to provide guidance in our recruitment, hiring and promotional efforts. The following are descriptions of PP&R's shortfalls:

- 3BO – Technicians – Botanic
 - Female (2)
 - Minority (4)
- 5PR – Protective Service – Non-Sworn – Parks/Recreation
 - Female (5)
- 6PM – Administrative Support – Program Management
 - Female (5)
- 8BO – Service Maintenance – Botanic
 - Minority (13)
 - Female (1)
- 8GM – Service Maintenance – General Maintenance/Trades
 - Minority (17)
- 8PR – Service Maintenance – Parks/Recreation
 - Female (11)

Source:

Shortfall data according to Affirmative Action Program Plan Report – FY 16-17 2nd Quarter PP&R reports.

Calendar Year 2018-2022
Portland Parks & Recreation Affirmative Action Program (AAP) Plan Strategies

Prepared By: Art Hendricks, Principal Management Analyst
Phone: 503-823-5247

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Diversity and Equity Committee (DEC)	Communication to PP&R Employees.	Develop new methods of Equity outreach and communication to match media consumption demographics within PR&R.	Increase awareness and promote a culture of equity and inclusion.	DEC's Communication/Marketing sub-committee.	Winter 2018
	Racial Equity Dialogues.	Continue established dialogue between DEC, FEST, and Senior Management Team (SMT)	Maintain open communication and common understanding of equity and inclusion.	DEC, FEST, SMT	Ongoing
Equity Planning	Equity & Inclusion Plan 2017-2021.	Equity and Inclusion	Continue progress towards goals outlined in E&I Plan.	E&I Manager, WD Manager, SMT, Program Goal Managers	Update Annually to coincide with FY end
Workforce Planning	Workforce Dashboard.	Update and improve available demographics on existing Workforce Dashboard.	Track progress on diversity hiring.	Support Services Division Principal Management Analyst, WD Management Assistant	Ongoing
	Succession Planning.	Succession plan for retirement, leadership transition, and unplanned vacancies.	Develop a succession plan in alignment of bureau Equity and Strategic goals.	Workforce Development (WD) Management Assistant, WD Training Coordinator	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Recruitment Process and Planning	Outreach Database	Develop an extensive listing of outreach partners with direction from the Recruit, Hire, Retain, and Promote DEC sub-committee chair. Business system analyst will create an interactive database for hiring managers to increase the job applicant pool to include more individuals from non-dominant culture.	External outreach to increase diversity of candidates.	WD Management Assistant, DEC, Hiring Managers, Business Systems Analyst	Ongoing
	Recruitment advertising translation	Develop several language advertisements to encourage cultural awareness and multilingual abilities.	Attract and recruit multilingual candidates.	BHR Senior HR Analyst, WD Manager, E&I Manager	Ongoing
	NeoGov training and outreach	Provide NeoGov training as an outreach tool to increase the diversity of candidate pool.		WD Training Coordinator	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
(Cont.) Recruitment Process and Planning	Hiring training & resources.	Provide bias awareness training, as well as a hiring toolkit and affirmative action data with each recruitment.	Continue training for Hiring Managers/Supervisors to foster an increased level of knowledge and uniform application of and Equity Lens to hiring decisions.	E&I Manager, WD Management Assistant, and WD Training Coordinator	Ongoing
Affirmative Action Plan	SMT and Hiring Managers trained on Affirmative Action Report and tools.	<p>Provide assistance with hiring and recruitment to reach goals in underutilization categories.</p> <p>Review Reports and gauge progress on a semi-annual basis.</p> <p>Report information to all managers and supervisors, with a focus on those that are hiring.</p>	Educate leadership on Plan and tools to interpret data.	WD Training Coordinator, WD Management Assistant, and E&I Manager	Ongoing
Employee Career Development and Retention	Use of new hire orientation, exit interviews, and performance evaluations to analyze retention and develop strategic plan.	Onboarding Program.	Use of new hire orientation, exit interviews, and performance evaluations to analyze retention and develop strategic plan.	WD Training Coordinator and WD Management Assistant	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Protected Veterans (PV)	Recruit, hire, retain, and promote qualified Protected Veterans.	Plan recruitment outreach for Veterans.	Increase pool of Protected Veteran applications.	WD Manager, WD Management Assistant, Hiring Managers	Ongoing
		Develop "Why and How" information sheet.	Promulgate exactly how demographic data is used to promote better identification of veterans at PP&R.	E&I Manager, WD Management Assistant, WD Training Coordinator	Ongoing
Individuals with Disabilities (IWDs)	Recruit, hire, retain, and promote qualified IWDs.	Plan recruitment outreach for Individuals with disabilities.	Increase pool of Protected Veteran applications.	WD Manager, WD Management Assistant, Hiring Managers	Ongoing
		Develop "Why and How" information sheet.	Promulgate exactly how demographic data is used to promote better identification of veterans at PP&R.	E&I Manager, WD Management Assistant, WD Training Coordinator	Ongoing
Equity in Safety	Safety reporting by demographics.	Quarterly reporting to SMT and DEC.	Aggregate injury/mishap data to identify and implement controls.	Safety Manager, Support Services Principal Management Analyst	Ongoing



CITY OF

PORTLAND, OREGON

OFFICE OF NEIGHBORHOOD INVOLVEMENT

CHLOE EUDALY, COMMISSIONER

David Austin – Interim Bureau Director

1221 SW 4th Avenue, Room 110

Portland, Oregon 97204

Promoting a culture of civic engagement

1170 Office of Neighborhood Involvement

Affirmative Action Program (AAP) Plan Strategies

2018-2022

**David Austin
Interim Bureau Director**

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Introduction

This Office of Neighborhood Involvement (ONI) Affirmative Action Strategy Plan is being written in reliance upon the City's Affirmative Action Plan and all applicable rules therein. This Affirmative Action Strategy plan is intended to support ONI's stated mission and values by improving the bureau's work environment, increasing the cultural competency of staff and expanding workforce diversity.

ONI is committed to valuing the diversity, interests and expertise of our staff and creating an inclusive work environment for our staff as well as our community partners. In 2010 ONI updated its strategic plan and guiding principles to include a wide range of stated values focused on equity and inclusivity. For example, a category of "Inclusivity – No one gets left out" includes values of equal participation and meaningful inter-cultural relationships and honoring the diversity of ways in which our communities communicate and participate. The category of "Shared Power and Governance" includes our value to level the playing field for those that want to participate and work for equal access as well as equal opportunity and equity in our work, in ways that are culturally-diverse, culturally specific, and multicultural. The category of "Social Sustainability – people are our most important resource" includes our value of using an equity lens to make decisions and to provide more choices for people who may have fewer choices. The guiding principles are the foundation of all our work and decisions. View online at <http://www.portlandonline.com/oni/index.cfm?c=29128>.

ONI is an equal opportunity employer, committed to the ideals of affirmative action, and committed to having an active affirmative action program. As a bureau, ONI has the unique strength of enjoying a wealth of diverse community partners. These established relationships with diverse communities position the bureau favorably for recruitment activities as well as unique opportunities for diversity training and staff development. After years of staffing cuts, often causing the bureau to lose its most recent, most diverse hires, ONI remains demographically diverse. Thorough recruitment efforts have continued to maintain and support this diverse and inclusive environment. We remain committed to continuing to look for ways to increase and diversify our capacity to provide services that are reflective of, and relevant to, the changing population of our city. ONI remains committed to eliminate any underutilization of women and minorities and maintain or increase the employment percentages we have achieved.

Assessment of Current Affirmative Action Strategies

ONI's current Affirmative Action Strategies were originally developed in 2013. Since that time, ONI has undergone significant changes with changes in Commissioner-in-Charge, recent appointment of an interim Director, a pending oncoming new Director and a bureau-wide re-organization. The City was also going through many changes, with the launch of the Racial Equity Toolkit and the required adoption of bureau specific Racial Equity Plans. The bureau used this opportunity to re-evaluate efforts in affirmative action and in cultural diversity and has taken steps to strengthen our commitment in these areas including:

- ONI participated in the racial equity toolkit and developed a bureau-wide Racial Equity Plan, currently being finalized with some efforts already underway.
- ONI's Bureau Equity Committee lead the work of designing the bureau Racial Equity Plan and now has the added charge of helping implement, and hold the bureau accountable to the plan.
- ONI has emphasized affirmative action and diversity in recruitment and retention efforts. When possible, ONI has provided temporary and permanent opportunities for our existing

knowledgeable and dedicated employees to advance within the bureau. On external recruitments, job announcements have been distributed to community partners as well as local papers that reach diverse applicant pools.

- All ONI staff have attended the OEHR Equity 101 course, and managers have taken other cultural competency courses to broaden their skillsets.
- All employees are encouraged to participate in the annual Regional Diversity Conference and other cultural competency related trainings when possible. ONI has allocated funds to make such trainings available to staff without requiring program specific budgets to be impacted.

The focus of efforts in supporting affirmative action and cultural diversity has been in recruitment and retention and has laid the ground work to sustain these efforts in the 2018-2022 Affirmative Action Strategy.

Placement Objectives

ONI's employment as of June 30, 2017, was compared to the available pool of candidates based upon internal and external availability. Where availability exceeds employment, those groups have been identified as underutilized and Placement Objectives have been set. The statistics identify where the bureau could be doing a better job of attracting a more diverse applicant pool.

ONI employs staff in the following EEO Job Groups and Categories:

1DR Officials/Admin – Directors
1CI – Officials/Admin – Code Inspections
1FL Officials/Admin – Financial
1GA – Officials/Admin – General Administrative
1PM – Officials/Admin – Program Management
2CR – Professionals – Community Relations
2LE - Professionals – Law Enforcement
3CI – Technicians – Code Inspections
6CR – Administrative Support – Community Relations
6GA – Administrative Support – General Administrative
6OS Administrative Support – Office Support
6PM – Administrative Support – Program Management

Although ONI had been fully utilized in all categories, expansion of programs and staff have resulted in more job categories and positions and subsequently in some underutilization on recent reports. ONI is currently under-utilized in two job groups:

- Females are underutilized in the 3CI Technicians – Code Inspections with 20% utilization as compared to 59.41% availability. Of the 5 employees in this position, it requires one additional female to adequately address the shortfall.
- Females are underutilized in the 6PM Administrative Support – Program Management with 50% utilization compared to 75.37% availability. Of the 12 employees in this position, it requires 3 additional females to adequately address the shortfall.

ONI is currently adding 3 additional positions in the Program Management class so it will provide an opportunity to consider the underutilization in that category as the positions are filled. A vacancy is also anticipated in the Code Inspections group in the next year that may provide opportunity to address the

underutilization in that group. There are some categories with only one employee so as vacancies come available it does provide an opportunity to expand utilization in those categories.

ONI intends to continue working towards increasing and improving the ability of our staff to effectively serve Portland's diverse community needs. We will continue to boost our ability to recruit a diverse qualified applicant pool. In addition, ONI will maintain the Equity Committee in order to implement and evaluate identified diversity development plan strategies. ONI plans to maintain focus on the following strategies identified by the committee:

- Continuing to utilize recruitment processes to increase our reach into diverse communities with job announcements.
- Continuing to ensure cultural competency is a key focus in the recruitment and selection of new employees.
- Continuing to ensure that performance evaluation criteria consider cultural competency in addition to support for Affirmative Action Goals, particularly evaluating managers on how they manage and hire for diversity.
- Assessing critical ONI and neighborhood office materials to ensure they are appropriate for their audience and translated into multiple languages as appropriate when funds are available.
- Continuing to encourage training for staff related to diversity development and cultural competency.

Finally, ONI will continue to examine utilization reports and to work closely with the Citywide Equity Committee and Bureau of Human Resources Office of Outreach and Employment to respond to issues for our bureau as they come up.

Calendar Year 2018-2022

AFFIRMATIVE ACTION PROGRAM (AAP) PLAN STRATEGIES

Bureau Name: Office of Neighborhood Involvement

Submitted by: Amy Archer-Masters, Business Operations Supervisor

Phone: 503-823-2294

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Recruitment, Training, and Retention	Policy development and best practices research and implementation. Maintain value of diversity in recruitment.	Utilize standard language stating value of diversity to include in job announcements when possible. Managers ensure interview panels are diverse and trained in multicultural interview techniques.	Ensure that cultural competency and value of diversity is a key focus in recruitment and selection of employees	ONI Director, ONI Leadership team, ONI Equity Committee, supervisors and managers in coordination with HR coordinators.	Ongoing
Recruitment, Training, and Retention	Policy development and best practices research and implementation. Maintain value of diversity in retention.	Utilize performance evaluation template including criterion that goes beyond Affirmative Action Goals and incorporates a comprehensive set of cultural competency criteria. Evaluate performance based on these criteria, particularly for hiring managers.	Ensure that cultural competency and value of diversity is a key focus in evaluation of employee performance, particularly for hiring managers.	ONI Director, ONI Leadership team, ONI Equity Committee, supervisors and managers in coordination with HR coordinators.	Ongoing
Recruitment, Training, and Retention	Maintain or increase minority and female involvement on application screening and interview panels for filling positions, particularly in underutilized job groups.	Identify external and internal panelists and provide orientation and training on interviewing.	Maintain or increase utilization in Job Group categories.	ONI Director, ONI Leadership team, ONI Equity Committee, supervisors and managers in coordination with HR coordinators.	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Recruitment, Training, and Retention	Management and staff information and education on affirmative action efforts and diversity issues.	Dedicate a portion of each all staff meeting and on a quarterly basis have a dialog with supervisors and managers on current diversity and affirmative action efforts and issues.	Increase bureau-wide awareness of current utilization issues and group-based problem solving.	ONI Director, ONI Leadership team, supervisors and managers in coordination with HR coordinators, all ONI staff.	Ongoing
Recruitment, Training, and Retention	Review the Affirmative Action Utilization Report on a quarterly basis.	Continuous review and analysis of the utilization reports to track progress and identify any areas of underutilization for focused efforts on recruitments.	Ensure that affirmative action goals are a priority for management and taken into consideration in recruitment efforts	ONI Director, ONI Business Operations Supervisor, ONI Leadership team, supervisors and managers in coordination with HR coordinators, all ONI staff.	Ongoing
Recruitment, Training, and Retention	Expand the pool of qualified women and minority applicants for potentially underutilized job categories; correct report if needed.	Research and develop relationships with organizations; find publications, events and list serves with female and minority constituents; publicize jobs.	Maintain or expand number of qualified women and minorities within applicant pools for ONI jobs	ONI Director, ONI Leadership team, ONI Equity Committee, supervisors and managers in coordination with HR coordinators.	Ongoing as positions become available

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Recruitment, Training and Retention	Ensure all employees understand the administrative rules governing workplace harassment, including sexual harassment. Ensure managers are trained on how to deal effectively with workplace harassment.	Track all manager and employee training on HRAR 2.02, monitor and ensure staff are trained as required. Include a routine reminder to staff of requirements through email and staff meetings.	Ensure all managers and employees understand the rules and prevent or respond to potential occurrences of workplace harassment.	ONI Director, ONI Business Operations Supervisor, ONI Leadership team, all staff.	Ongoing
Recruitment, Training, and Retention	Expand efforts to target recruitment with protected veterans (PVs) and individuals with disabilities (IWDs)	Research and develop relationships with organizations; find publications, publicize jobs.	Ensure covered veterans and individuals with disabilities are aware of recruitment opportunities.	ONI Director, ONI Business Operations Supervisor, ONI Leadership team, ONI Equity Committee, supervisors and managers in coordination with HR coordinators.	Ongoing
Recruitment, Training and Retention	Maintain and expand efforts to support employees with disabilities.	Conduct safety and accessibility assessments of all ONI facilities. Make reasonable modifications to address any identified issues and accommodate employees with disabilities.	Ensure that applicants, customers and employees with disabilities have access to facilities and services.	ONI Director, ONI Business Operations Supervisor, ONI Safety Committee, ONI Leadership team.	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Recruitment, Training and Retention; Effective Customer Service	Expand skills of employees to effectively work with individuals with disabilities.	Provide training to ONI employees and community partners to increase skills in working with individuals with disabilities. Mandatory training in select topics (initial topic: dealing effectively with individuals with mental health issues).	Ensure that employees have the knowledge and skills to work effectively with individuals with disabilities.	ONI Director, ONI Equity Committee, ONI Safety Committee, ONI Leadership team.	Ongoing
Recruitment, Training, and Retention	Encourage training for staff related to diversity development and cultural competency.	Communicate with staff regarding priority of diversity development and cultural competency training. Forward training announcements and encourage participation.	Improve the bureau's work environment, increase the cultural competency of staff	ONI Director, ONI Leadership team, ONI Equity Committee, supervisors and managers in coordination with HR coordinators.	Ongoing
Accessibility, Recruitment	Ensure facilities and meetings/presentations accommodate individuals with disabilities.	Encourage staff to include in all event postings and notices a statement regarding how to request accommodation. Include when sending position announcements.	Ensure individuals with disabilities are aware that ONI will provide necessary accommodations and encourage their participation in events, meetings, recruitments, etc.	ONI Director, ONI Leadership team, ONI Equity Committee, supervisors and managers, ONI Bureau Advisory Committee.	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Workforce Planning	Conduct annual assessment of anticipated retirements and resignations.	Evaluate an annual retirement and resignation forecast submitted by Managers and supervisors to Bureau Director and Business Operation Supervisor.	Proactively plan recruitments; allow time for community outreach; plan for internal promotional opportunities – particularly for women and minorities.	ONI Director, ONI Leadership team, supervisors and managers in coordination with HR coordinators.	Ongoing



1190

Affirmative Action Program (AAP) Plan Strategies

2018-2022

Carmen Merlo, Director

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Introduction

The Portland Bureau of Emergency Management (PBEM) is part of the City's public safety system, working to promote readiness and resilience for Portland. We support and implement strategic planning, programs and policies to advance the City's ability to recover quickly from both everyday emergencies and citywide disasters. We work with partner bureaus, the general public, and other government and community-based agencies.

The Portland Bureau of Emergency Management's Affirmative Action Program (PPA) Plan Strategy is being written in reliance upon the City's AAP Plan, and all applicable rules therein. Equity is a core PBEM value and we are committed to an inclusive and diverse bureau, and to complying with City affirmative action policy.

Our bureau is one of the smaller City bureaus, with approximately 20 employees. In the past three years, we have undergone significant changes; a move to a new, dedicated building, a huge increase in our roster of community volunteers, and – with the Adopted 2018 City budget – the addition of dedicated new staff. All but two of our employees are non-represented and we rarely have internship or entry-level positions.

Assessment of Current AAP Strategies

The field of Emergency Management is traditionally a white, male dominated field however PBEM is 72% female and 30% people of color; our minority representation is slightly higher than the City's average of 29%, and our representation for women is significantly higher than the City's average of 43%. PBEM's Leadership Team is 84% women.

While Emergency Management is a field with a fairly specific knowledge base, the general public's awareness of disaster planning and preparedness, and our bureau in particular, has grown steadily over the years. There are also academic qualifications for Emergency Planning and Emergency Management, which has increased the number of qualified minority applicants available. Because of this, as well as our outreach strategies, minority representation in our bureau has significantly increased since our last AAP Plan.

Placement Objectives

Our bureau's placement objectives are based on the City's Affirmative Action reports, our Strategic Plan's emphasis on equity and inclusion, the City's prioritizing of racial equity, and our commitment that underrepresented populations are not overlooked in preparing, responding or recovering from disasters.

According to the most recent Affirmative Action update, PBEM has an incumbency vs. availability short fall only in our Program Specialist category, of two females.

We have implemented expanded advertising into outlets that better engage minority applicants as a standard practice for all job openings and continue to improve our outreach to minority applicants. We have minority interviewers on all panels and have representation of people with disabilities on our interview panels when possible.

We have always had a strong representation of veterans, and active, and reserve military among our staff. We have also always made various accommodations for employees with disabilities, whether that's flexible working hours, or physical accommodations like sit-stand desks. Our Outreach Representative is part of the City's

Disability Commission and we work with OEHR's disability coordinator to ensure disability and functional needs are included in our planning, mitigation, response and preparedness activities.

Our bureau recognizes that effective affirmative action and equity takes time and effort. All staff are encouraged to participate both within and outside the City to increase competence in these areas. Staff is encouraged to attend the Regional Diversity Conference, and all employees are required to attend the Undoing Racism training provided by the People's Institute for Survival and Beyond.

Calendar Year 2018-2022

Affirmative Action Program (AAP) Plan Strategies

Bureau Name: Bureau of Emergency Management

Prepared By: Daire Elliott/ Office Support Specialist II

Telephone Number: 503-823-4375

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Recruitment: <ul style="list-style-type: none"> Women Minorities 	Increase outreach to women and minority candidates.	Advertise in minority focused news outlets. Advertise on diversity oriented job boards.	Recruit and hire qualified women and people of color for PBEM positions.	Hiring Manager Partner with Employment & Outreach (EO)	Ongoing
Recruitment:	Review Job descriptions.	Removed unneeded or overly narrow jargon.	Expand opportunities for non-traditional candidates.	Hiring Manager	Ongoing
Recruitment:	Encourage multi-lingual candidates to apply for PBEM positions.	Add 'multi-lingual applicants encouraged to apply' to job advertisements.	Increase multi-lingual/bi-lingual PBEM employees.	Bus. Ops Supervisor Hiring Manager	Ongoing
Workforce Development	Encourage employees to develop equity and diversity expertise.	All Employees to attend 'Undoing Racism' or similar intensive anti-racism training.	Increase staff capacity and understanding of equity and inclusion.	All Staff	Ongoing
Workforce Development	Include AA goals in all programs.	Discuss program level activities to increase diversity in staff.	Increase staff diversity in all programs.	All Staff	Ongoing
Workforce Development	Clarify EEO and AA City policies and rules.	Staff meeting discussions PBEM policy development.	Ensure all staff are familiar and comfortable with the EEO process in the City.	Bus. Ops. Supervisor AA Coordinator	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Workforce Development	Develop performance measures that include equity goals.	Review existing performance measures and ensure that equity goals are part of them.	Ensure that equity is a part of every employee's job.	Bus. Ops. Supervisor Leadership	Ongoing
Workforce Development	Encourage staff to participate in the City Mentor Program.	Staff participating in the mentorship program as either mentors or mentees.	Provide staff with opportunities for advancement, contacts and support in career development.	Leadership	Ongoing
Outreach	Develop relationships and nurture contacts with communities of color.	Seek opportunities for PBEM to work with, or partner with communities of color.	Additional opportunities to distribute position information Increase PBEMs visibility in communities of color.	Outreach Coordinator	Ongoing
Overall	Review and track AA activities and demographics.	Evaluate every six months.	Review hiring trends and office demographics.	AA Coordinator Director	Ongoing
Protected Veterans (PVs)	Recruit, hire and promote qualified, protected veterans.	Recruitment outreach for protected veterans.	Maximize employment opportunities for qualified protected veterans.	Management Staff Outreach Coordinator Partner with EO	Ongoing
Individuals with Disabilities (IWDs)	Recruit, hire and promote qualified persons with disabilities.	Include people with disabilities on hiring panels. Targeted advertising to disability communities.	Ensure culturally sensitive interview panels. Maximize employment opportunities for people with disabilities.	Bus. Ops. Supervisor Hiring Manager	Ongoing
Individuals with Disabilities (IWDs)	PBEM representative is part of the Disability Commission.	PBEM staff attends Disability Commission meetings regularly.	PBEM has contacts within the disability community to increase outreach.	Outreach Coordinator	Ongoing

1200 Bureau of Emergency Communications

Affirmative Action Program (AAP) Plan Strategies 2018-2022



**Lisa St. Helen
Interim Bureau Director**

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Introduction

The Bureau of Emergency Communications (BOEC) is committed to promoting equal opportunities for all, and creating an inclusive environment in our workplace. Furthermore, BOEC continues to strive to ensure that fairness, equity, and inclusion exist within all BOEC. Every employee must be treated with dignity and respect. Our commitment is to encourage and support diversity among all layers within BOEC. Every manager will be held accountable for the success the Affirmative Action Program and for communicating these principles to all staff.

To emphasize our commitment to commitment to Affirmative Action, Equal Opportunity, and Diversity, BOEC will hire an AA/EEO Program Manager FY 2017-2018. This manager's focus will be on developing a program whose purpose is to attract candidates with the character, personality and aptitude to learn and thrive among the 911 professionals of BOEC. The AA/EEO Program Manager will develop long and short term outreach programs to recruit candidates that possess a genuine desire to serve our community. This will be achieved by studying and implementing successful outreach and recruitment methods, applying best practices and consistently improving the recruitment process.

In an effort to reduce barriers in our hiring processes and attract candidates that we have not been able to in the past, we will take a fresh approach to our recruitment and hiring process. We believe changing our outreach approach will have a positive impact on encouraging underrepresented populations to consider career opportunities with us in the future. We recognize that it is not merely enough to present at job/career fairs; it is imperative for BOEC to have a very distinct and targeted recruitment program, with dedicated staff to ensure our workforce reflects the diversity of our community; promoting equal employment opportunities for professional development and growth; and promoting the field of Emergency Communications in a way that is inclusive to all its employees and the community.

Placement Objectives

Because 911 emergency communications is such a specialized field, there is not a high estimated availability among minorities. Minority availability might be low; however, we are committed to expanding our efforts to reach minorities, people with disabilities, and veterans before positions become available. BOEC believes that in order to recruit and retain members from a diverse community, we must be diligent in our efforts to not only provide an overview of the required skills and acuity required for a career in 911, but educate on the necessary steps needed to be a successful applicant.

BOEC has identified some organizations with which to partner in our recruiting efforts. Following are several of the local organizations we will be begin working with to expand our recruitment efforts into the community:

- Asian Family Center
- Asian Pacific American Network of Oregon (APANO)
- Bridge13 – New Avenues for Youth
- Coalitions of Communities of Color
- Latino Network

- NAYA
- Self Enhancement Inc.
- SMYRC Sexual & Gender Minority Youth Resource Center
- Urban League of Oregon
- Verde
- YWCA of Portland

Assessment of Current Affirmative Action Strategies

BOEC recognizes that effective affirmative action outreach and equity activities take time and effort and all staff are encouraged to participate to increase competence in these areas. All our management staff have attended the required Manager's Cultural Competency series. As positions become vacant or new positions are established, BOEC will continue to:

- Continue to consult with its Human Resource Site Coordinator to ensure compliance with City Affirmative Action and Equal Opportunity policies in recruitment and hiring.
- Continue participation in culturally specific job fairs to develop relationships within diverse communities and to explain BOEC's role and the types of career opportunities available. Advertise new positions in minority newspapers.
- Work with the BHR Outreach Employment and Recruitment Resources and OEHR to secure a diverse applicant pool.
- Seek opportunities to showcase BOEC career opportunities to a diverse applicant pool.
- Retain our existing minority staff by providing a favorable environment, encouraging respect and diversity, and offering professional growth opportunities for all.

CALENDAR YEAR 2018-2022
AFFIRMATIVE ACTION PROGRAM (AAP) PLAN STRATEGIES
Bureau of Emergency Communications

Lisa St. Helen, Interim Director
(503) 823-0911

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Outreach / recruitment	Attend culturally specific Job Fairs, Neighborhood Associations, and community events.	Actively seek out opportunities. Attend as they become available. Contact made with various organizations to present.	To Establish and engage in relationships with minorities/diverse groups and applicants for any future new positions.	EEO/AA Program Manager	Immediately - ongoing
Affirmative Action, EEO, and Diversity Training will be incorporated into ongoing meetings with supervisors and managers.	Train all BOEC employees	Update staff on current AA practices; provide AA training to staff; review AA/diversity scenarios BOEC will continue to encourage supervisors and managers to attend City of Portland training in those areas as well.	Alert Supervisors/ Managers to AA practices; successfully maintain a diverse workforce.	HRC, Training Department, and CEC member	On-going
BOEC add Equity 101 training to new academy classes.	Provide training at each new academy class.	Training is included in course curriculum for new hire academy classes.	All employees will have an understanding of equity in the workplace.	HRC, Training Department, AA/EEO Manager	Yearly

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Resource and Information Sharing	Provide Bureau informational/ recruitment flyers/sheets to city internal and external/regional partners, and ONI.	Promote Emergency Communications as a service and career opportunity.	Reach a diverse community and applicant Pool.	All staff	Ongoing
Maintain a diverse workforce	Maintain and foster an environment that encourages diversity.	Invite community partners and others to visit.	Community partners will see the diversity of our current workplace and be encouraged to apply.	All staff	Ongoing
Protected Veterans (PVs)	Recruit, hire, retain and promote qualified veterans.	<p>Plan recruitment outreach to attract veterans.</p> <p>Ensure that qualified veterans are interviewed and interviews are scored properly.</p> <p>Ensure veterans can access learning and growth opportunities.</p>	Maximize employment opportunities for veterans.	<p>Hiring managers.</p> <p>HRBP</p> <p>Partner with Employment & Outreach (EO)</p>	On-going; each recruitment.
Individuals with Disabilities (IWDs)	Recruit, hire, retain and promote qualified individuals with disabilities.	<p>Plan outreach activities to attract persons with disabilities.</p> <p>Appropriately handle all requests for accommodation.</p>	Maximize employment opportunities for persons with disabilities.	<p>Hiring Managers</p> <p>HRBP</p> <p>Partner with EO</p>	On-going



1210

Bureau of Development Services

Affirmative Action Program (AAP) Plan Strategies

2018-2022

**Rebecca Esau
Interim Bureau Director**

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Introduction

The Bureau of Development Services' Affirmative Action Program (AAP) Plan Strategy is being written in reliance upon the City's AAP Plan, and all applicable rules therein. The Strategy covers the time period from January 1, 2018 through December 31, 2022.

The Bureau of Development Services is committed to creating an inclusive work environment and a diverse and culturally responsive workforce. The bureau is committed to developing an organizational culture that institutionally advances and perpetuates a diverse workforce. It is our policy to promote the achievement of equal employment opportunity through a positive and continuing program of affirmative action. The program strategies are designed to ensure the full realization of equal employment opportunity.

It will continue to be the policy of the Bureau of Development Services to provide equal employment opportunity to all qualified individuals without regard to their race, color, religion, national origin, sex, marital status, sexual orientation, source of income, physical or mental disability not constituting a bona fide qualification in all personnel actions including recruitment, evaluation, selection, promotion, compensation, training, and termination.

The Bureau Equity Committee continues to serve as a strong and vital link in identifying affirmative action objectives and practices. In October 2016, the Committee expanded to 25 seats to better reflect and serve every work section in the bureau. The committee's primary focus is to support the Management Team in the implementation of the BDS 5-year Racial Equity Plan. The Bureau completed a thorough internal equity assessment of our employees in 2015. That assessment produced a great deal of quantitative and qualitative analysis that contributes to AAP outreach and hiring goals, employee development and retention program goals while also imbuing a sense of awareness and bureau wide commitment for equity, diversity and inclusion programs. We extol these efforts and have incorporated a renewed focus on equity and inclusion into existing diversity objectives and accountability measures.

The bureau has accomplished all of the tasks outlined in the previous AAP Plan. Highlights of accomplishments include:

- Increasing the percent of minorities in our bureau from 14% to 22%.
- The bureau invested significant time and resources to complete a thorough assessment of employee awareness and opinions on racial equity using the Racial Equity Roadmap tool. Of 296 employees, 240 (81%) of employees responded to the equity survey and 60 employees participated in focus groups for feedback.
- The bureau produced a comprehensive 5-year Racial Equity Plan with objectives, actions and outcomes that can be measured over time. This allows the bureau to more accurately track and analyze our diversity, equity and inclusion initiatives impacts.
- The bureau hired an Equity and Policy Manager, a full-time Management Assistant and an Office Support Specialist II during this period to help implement the equity program and a paradigm shift from diversity to equity, diversity and inclusion.
- The "Doughnuts for Diversity" presenter's forum was enhanced into a forum for education on relevant equity topics with reflection activities. Employee panels are utilized equally with outside professional presenters. The name was changed to "Equity in Motion," and average monthly attendance has increased 230%.
- The bureau restarted the Job Shadowing program to welcome local community college students enrolled in Building Inspection Technology programs.

- The bureau reopened the doors to the Development Service Center in evenings for residential permit nights to accommodate homeowners who cannot miss work to apply for permits or learn more about how to use BDS services.
- All BDS supervisors and members of the Equity Committee completed a robust equity, diversity and inclusion training critical to implement the 5-year Racial Equity Plan goals, objectives and actions.
- A partnership with Portland State University with a shared goal of getting persons of color into urban planning professions. The bureau financially supported the PSU diversity scholarship program and hosted three student interns, one of which was hired into a full-time position.
- Gender equity training provided to all BDS employees raising awareness of sexism in the workplace to improve an inclusive work culture and the retention of a diverse workforce.

Assessment of Current Affirmative Action Program (AAP) Plan Strategies

The bureau's 2013 - AAP Plan focused on outreach, hiring practices, internal promotions and employee development. The bureau improved upon the outreach and recruitment plan process, completing tasks associated with increasing contacts with potential applicants from under-represented group members and increasing the number of employment applications received from under-represented group members. The bureau also completed the designed tasks associated with internal promotions and employee development.

During this period, revenues increased dramatically as post-recession development has progressed radically to fill the void of long stagnation. Between FY 2012-13 and FY 2016-2017, the bureau's workforce has grown from 179 to 351 due to high industry demand stemming from the stabilization and growth of Portland's economy. Such rapid growth reflects an ongoing challenge for the bureau to keep up with customer service needs and a delay in permit issuance times has persisted through that period to the current time. Many positions have been filled and more persons of color and women have joined the bureau.

The hurried pace of outreach, recruitment and hiring did present obstacles to ensuring adherence to EEO shortfall reporting and oversight processes. As a result, the updated strategies in this report provide new detailed benchmarks and activities to guarantee more success in utilizing this information to influence decisions and in achieving our AAP goals.

Our strategies have proven successful during the period from June 30, 2012 to December 31, 2016. BDS achieved all placement objectives for minorities set in 2012. Beyond that, we have increased the percentage of minorities at BDS from 14% to 22%, rising significantly towards the regional average of persons of color in the greater Portland area. For females, BDS achieved two of three placement objectives and has demonstrated an increase for percentage of women from 42% to 46%.

The bureau completed the tasks in the 2013-17 AAP. We will continue to assess the effectiveness of our outreach and training plans with feedback from the AAP reports, the 5-year Racial Equity Plan reports, employee satisfaction surveys and from the efforts of our Bureau Equity Committee. In addition, the bureau has produced a robust draft Strategic Plan. Two of the five goals in the Strategic Plan are 1.) High-Performing & Diverse Workforce and 2.) Diversity, Equity and Inclusion. Additional action

strategies in the Affirmative Action Strategies Report reflect the commitment, values, goals and actions presented in the Strategic Plan.

Placement Objectives

Placement objectives are intended to provide guidance for BDS in recruitment, hiring and promotion efforts. The statistics identify where the bureau can improve activities to attract a more diverse applicant pool and serve as a benchmark for the bureau's efforts to develop an organizational culture that institutionally develops and retains a diverse workforce.

BDS's employment as of December 31, 2016, was compared to the available pool of candidates based upon internal and external availability. Where availability exceeds employment (utilization), placement objectives are set. Placement objectives are set when job groups are underutilized by a least one whole person. (See table, page 7).

Thirteen (13) placement objectives have been set for nine (9) out of nineteen (19) EEO Job Groups. There are two statistically significant underutilizations in one of the nineteen EEO Job Groups; Technicians – Building Inspections. In that group, females and Asians have been identified as underutilized with statistical significance.

The bureau has set goals to improve its overall percentage of minorities and percentage of women and minorities in all careers. The bureau's AAP Report contains specific activities to assist in meeting these goals.

Long Term Affirmative Action Goals

The bureau's previous 2013-2017 long term Affirmative Action goals were to:

- I. Increase the overall bureau-wide percentage of minorities to 25%, which is slightly below the percentage of minorities in the City of Portland. This means retaining all existing minority staff and hiring additional people of color.
- II. Increase the overall bureau-wide percentage of people of color in the following types of jobs: inspectors, plan examiners, engineers, planners, administrative support, office support, and managers/supervisors.
- III. Increase the overall bureau-wide percentage of women in the following types of jobs: inspectors, engineers, and supervisors.

The bureau-wide percentage of employees of color is currently at 22%. On December 31, 2016, the percentage of women and of persons of color in certain job categories was as follows:

	Persons of color	Women
Inspections	(16%)	(20%)
Planners	(10%)	(62%)
Officials/Admin	(30%)	(53%)
Management	(10%)	(46%)

The EEO job categories do not reflect precisely to capture all the specific job types set out in the previous goals. As this time, the bureau will commence with recording and monitoring the number of persons of color and the women in the types of jobs listed in long term goal III; inspectors, engineers and supervisors. The Bureau is adding the office support job type to monitoring as it directly relates to historically consistent shortfalls and is areas of specific relevance to hiring persons of color. This refinement reduces our long-term goals to just two.

The bureau's 2018-2022 long term Affirmative Action goals are to:

- I. Increase the overall bureau-wide percentage of persons of color to reflect or exceed the percentage of persons of color in the City of Portland. This means retaining all existing staff of color and continue hiring additional people of color.
- II. Increase the overall bureau-wide percentage of people of color and of women in the following types of jobs: inspectors, engineers, supervisors and office support.

Specific actions that the bureau intends to take are included in the attached AAP Strategies Baseline.

BDS Placement Goals Effective beginning 1/1/17			
EEO Job Group (Total BDS Employees)/ BDS Job Classifications	Placement Objective¹	BDS Employment²	Availability³
Officials/Admin-Building Inspections (4)/ Inspection Manager All Inspector series Plan Examiner series	1 Female	0%	25%
Officials/Admin-Engineering (6)/ Development Services Coordinator Tech I, II, III Engineering Supervisor	1 Minority	0%	18%
Officials/Admin-Financial (3)/ Financial Analyst	1 Female	0%	45%
Officials/Admin-General Admin (15)/ Management Analyst Management Assistant Business Operations Manager	1 Asian	0%	11%
Officials/Admin-Program Mgt (3)/ Program Coordinator Program Specialist Program Manager	1 Female	0%	49%
Professionals – Planning (67)/ Supervising Planner City Planner series	1 Asian	1%	4%
Technicians- Code Inspections (4)/ Code Specialist series	2 Female	0%	59%
Technicians-Building Inspections (113)/ All Inspector series	3 Minority	16%	19%
	44 Female	20%	59%
	6 Asian	1%	6%
	1 Indian	0%	2%
	3 Two/more races	4%	8%
Admin Support -Office Support (28)/ Office Support (OSS) series	1 Female ⁴	71%	77%
Notes: 1. Placement Objectives are set when availability exceeds employment by at least one whole person. 2. Utilization is the percent employed in BDS as of 12/31/16. 3. Availability is the percent that is available for hire both internally and externally. The available pool of candidates is based upon internal and external availability. 4. May indicate that BDS hires non-traditional employees for Office Support positions.			

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Calendar Year 2018-2022
Bureau of Development Services (BDS) Affirmative Action Program (AAP) Plan Strategies

Dora Perry, Equity and Policy Development Manager
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Peter Maris, Equity and Policy Development Management Asst.
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Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Outreach	Develop and implement an outreach plan for each open recruitment that focuses on reaching under-represented groups.	Report on recruitment plans and how they focus on reaching under-represented groups.	Increase number of employment applications received from under-represented group members.	Cowen	2018- 2022 Ongoing
		Report EEO shortfall areas to hiring managers during outreach planning.		Massarello	
		Each outreach plan includes at least one in-person conversation, presentation or meeting with under-represented groups.		Lewis	
		Report the number of applications received from minority and female job applicants.			
		Identify and connect with professional and trades organizations that have minority and women programs or emphasis.		Cowen	2018- 2022 Ongoing
				Lewis	

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Outreach	Increase contact with potential applicants from under-represented group members.	Using the BHR-Employment & Outreach (EO) Senior Analysts and BDS administrative staff, work with existing employees to make contact with minority and female potential job applicants.	(Cont.) Increase number of employment applications received from under-represented group members.	Cowen Lewis	2018- 2022 Ongoing
		Participate in three or more job fairs likely to result in applicants for BDS careers. Use a tracking sheet to assess specificity of interest in job classifications, categories.	Broaden applicant pool for future job openings.	Cowen Lewis	2018- 2022 Ongoing
		Talk with/Engage people from second language communities to gather input on what types of recruitment outreach activities and materials would best reach second language job applicants. Develop a strategy; assess results; report on what works well/doesn't work.	Increase number of employment applications received from second language speakers.	Cowen Guillen-Chapman Lewis	2018- 2022 Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Outreach	Increase contact with potential applicants from under-represented group members.	<p>Make and maintain contact with a minimum of two high schools with relatively high percentages of students of color to present information about employment at BDS.</p> <p>Solicit best practices to inspire student interest from teachers and admin staff.</p>	Inform high school students about BDS careers.	Cowen Lewis Wolley	2018- 2022 Ongoing
		<p>Connect with people from Hispanic/Latino communities to ask their input on best ways to reach to the Hispanic/Latino community. Develop a strategy; assess results; report on what works well/doesn't work.</p>			
Outreach	Increase number of employment applications received from under-represented group members.	<p>Encourage local Building Inspection Technology community college programs, such as at Portland Community College (PCC), to actively recruit underrepresented groups.</p> <p>Host one or more Cooperative Work Experience (CWE) students at least two of the four school quarters. Involve students in DEI activities.</p> <p>Work with other community colleges as they develop program.</p>	Provide training opportunities to under-represented groups.	Cowen Lewis	2018- 2022 Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Outreach	Increase number of employment applications received from under-represented group members.	Hire college work-study students ~ about 2 Work Study students.		Wolley	2018- 2022 Ongoing
		Develop consistent relationships with community contacts and employment networks from underrepresented groups. Share BDS job information with them in a meaningful way. Develop an “inclusive employer of choice” strategy and apply it to each recruitment outreach plan.	Increase diversity in workforce. Become a well-known employer of choice in communities of color.	Cowen Lewis Perry Wolley	2018- 2022 Ongoing
		Place at least three youth employment/ interns in BDS each summer. Encourage attendance at diversity, equity, and inclusion (DEI) activities. Use ‘exit questionnaires’ for feedback and assessment for employees of color.	Provide training opportunities to under-represented groups.	Cowen Lewis	2018- 2022 Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Outreach	Increase number of employment applications received from under-represented group members.	Research possibilities of providing college scholarships to students in under-represented groups. Create and implement a timeline and work plan.	Expand pool of qualified minority and female candidates for inspector and plan examiner jobs.	Cowen Lewis	2018- 2022 Ongoing
		Engage two or more minority or female college/university students who are studying planning, engineering, architecture or related programs in BDS mentorships or internships.	Expand pool of qualified minority candidates for City Engineering jobs.	Cowen Lewis Wolley	2018- 2022 Ongoing
Hiring Practices	Ensure that hiring processes are fair and consistent.	<p>Continue to provide the City's <i>Bias Awareness Training</i> to all staff involved in any aspect of the recruitment and interview process.</p> <p>Train groups of employees monthly for eligibility on interview panels.</p> <p>Require BDS Leadership team to attend bias awareness training biannually. (every two years)</p>	Hire & promote a more diverse workforce.	Massarello Lewis	2018- 2022 Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Hiring Practices	Ensure that hiring processes are fair and consistent.	Provide quarterly one-hour information sessions to all BDS staff to explain the Bureau's recruiting/hiring policies and procedures; answer questions; request ideas and input; apply relevant ideas and input as appropriate; report the results back to the Bureau Equity Committee.	Promote a more diverse workforce.	Massarello Lewis	2018- 2022 Ongoing
		Develop and utilize interview question bank of pre-written and verified questions that are culturally competent, effective and consider racial equity.	Hire & promote a more diverse workforce	Massarello Lewis Perry – Equity Policy Manager	2018- 2022 Ongoing
		Continue to ensure that persons of color and women participate on hiring panels, and ensure they possess an amount of relevant experience to avoid tokenism. Consistently review AAP placement goals and applicant flow reports at recruitment planning sessions with hiring managers for all recruitments and annually.	Formal technique to evaluate and implement EEO strategies.	Massarello Lewis	2018- 2022 Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Hiring Practices	Ensure that hiring processes are fair and consistent.	Continually review job descriptions to ensure that racial equity and culturally responsive competencies are reflected in all positions.	Hire & promote a more diverse workforce.	Massarello Lewis	2018- 2022 Ongoing
		Regularly review accuracy of job functions and duties.			
		Regularly report and publish to the BDS Leadership Team on the hiring of persons of color and females relative to all hires.			
		Provide information on the BDS website and in job announcements describing the process for obtaining relevant State and International Code Council (ICC) certifications.		Edwards Wolley	
		Publish the qualifications (e.g. work experience and education) for BDS jobs on the BDS web site; provide examples; provide a BDS contact person to ask questions.	Ensure that potential applicants understand the varied ways to enter a career track at BDS.	Edwards Wolley	2018- 2022 Ongoing
		Thoroughly analyze recruitment/selection statistics to identify points in the process where candidate diversity narrows and determine if barriers exist in the process.	Hire & promote a more diverse workforce.	Massarello Lewis	2018- 2022 Ongoing
		Use the results in future recruitment/hiring plans.			

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Internal Promotions	Provide training for promotional and career enhancement opportunities.	<p>Clarify and distribute the BDS policy/procedure for BDS's Professional Development Plans.</p> <p>Create and implement a bureau-wide communication plan to ensure that all employees of color have access to PDP information.</p> <p>Maintain records of employees on PDPs. Annually report aggregated data to BDS Leadership Team to assess the effectiveness of the program.</p> <p>Record and report the rates of lateral and/or vertical movement of employees of color and females with reference to non-minority and male employees.</p>	Promote a more diverse workforce.	Edwards Wolley	2018- 2022 Ongoing
		Create records of aggregated data that reflect the diversity of BDS staff who take Residential Cross Training classes, as well as the diversity of staff who subsequently apply successfully for promotion to Inspector positions.	Provide training for promotional and career enhancement opportunities for employees to become fully certified as Combination Inspectors.	Edwards Wolley	2018- 2022 Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Internal Promotions	Provide training for promotional and career enhancement opportunities.	Recruit and proportionally include employees of color in a BDS Leadership Training Program.	Provide training for promotional & career enhancement opportunities for employees to become leads or supervisors or expand leadership skills.	Wolley Sievert Morris	2018- 2022 Ongoing
		<p>Train BDS Leadership Team in how to utilize performance reviews to reinforce value of diversity, equity and inclusion work competencies and training opportunities.</p> <p>Annually provide data to the Director indicating how many times managers are evaluated using this measure.</p> <p>Monitor and report section managers' authorization of Equity liaisons to the BEC and allocation of staff to achieve Racial Equity Plan objectives.</p>	Assist with retention of current & new employees of color and other protected statuses.	Maris Perry	2018- 2022 Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Employee Development	Raise awareness and educate employees regarding the value of difference and inclusion in the workplace, and the value and purpose of the equity framework.	<p>The Bureau's 5-year Racial Equity Plan objectives and actions regarding Leadership and Organizational Commitment, staff awareness and skills to address inequity, and a diverse and inclusive work environment are being successfully implemented.</p> <p>Provide, track and report on all mandatory and recommended DEI trainings, specifically for BDS Leadership Team and BEC members.</p> <p>Create space and forums for learning and sharing.</p> <p>Monitor training of section managers for Racial Equity Tool and Budget Equity Tool.</p>	Assist with retention of current & new employees of color and other protected statuses.	Maris Perry	2018- 2022 Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Protected Veterans (PVs)	Recruit & Retain Veterans.	<p>Develop consistent relationships with veteran organizations to attract job applicants. Annually report on numbers of veterans applying for each AA job group.</p> <p>Recruit internally for BDS Committee participants, to encourage veterans (as well as minorities and women) to apply.</p>	<p>Increase pool of Veteran applicants.</p> <p>Ensure that there is a “veteran voice” for BDS policies and work.</p>	Cowen Lewis	2018- 2022 Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Individuals with Disabilities (IWDs)	Recruit & Retain Persons with Disabilities	Develop consistent relationships with organizations representing the disabled community for recruitment outreach.	Increase pool of applicants with disabilities.	Cowen	2018- 2022 Ongoing
		Train BDS Leadership Team on understanding the possibilities for employing people with disabilities.	Ensure that managers know the possibilities for employing those with disabilities.	Lewis	
		Train staff on understanding how to work with co-workers who have disabilities. Train employees on employment of the disabled.	Ensure that employees know how to respond to disabled co-workers; understand the possibilities for employing those with disabilities.	Wolley	
		Provide the BDS Recruitment & Hiring Team with training on employment of the disabled, to include topics such as the role of the State's Office of Vocational Rehabilitation Services (OVRs), best practices, bureau-specific outreach strategies; and others.		Wolley	
				Wolley	

1230

**Bureau of Fire and Police
Disability and Retirement**



**Affirmative Action Program (AAP) Plan
Strategies**

2018 -2022

**Samuel Hutchison
Bureau Director**

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Introduction

The Bureau of Fire and Police Disability and Retirement's (FPDR) Affirmative Action Program (AAP) Plan Strategy is being written in reliance upon the City's AAP Plan, and all applicable rules therein.

FPDR is committed to creating a diverse and inclusive workforce. The FPDR promotes an environment for staff and stakeholders that values diversity, inclusivity, respect and cultural competence, and enriches our work.

FPDR's current affirmative action practices include:

- All FPDR staff's participation in cultural competency or other types of equity training.
- FPDR Equity Committee continues to meet monthly to discuss equity issues and what it can do to further increase awareness within FPDR. (i.e., participation in book club, staff survey, diversity videos at staff meetings, attending diversity events)
- FPDR has integrated diversity development training or activity into its performance evaluations.

Assessment of Current AAP Plan Strategies

FPDR is a small bureau of 17 employees. The FPDR has worked diligently and successfully to hire qualified candidates of diverse and protected class backgrounds. The FPDR has been successful in retaining female and minority employees. As such, there has been very little turnover or change to staff.

FPDR has evaluated its efforts in affirmative action and in cultural diversity and finds that there is no underutilization in any of the existing job groups. Since the FPDR currently meets the City goals, its strategy will be designed to remain in compliance.

FPDR will also continue work on increasing awareness and sensitivity to diversity and EEO needs to ensure that we are working towards a culture that is inclusive and embraces diversity.

Placement Objectives

The FPDR does not have any underutilized categories. We will therefore work towards the following:

- 1) Remaining in compliance with citywide EEO/AA goals.
- 2) Retaining existing staff.
- 3) Encouraging continuing training for staff related to diversity development and cultural competency.
- 4) Expanding outreach to minority communities when hiring needs arise.
- 5) Continuing to utilize a recruitment process that ensures job announcements reach a diverse applicant pool.

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Calendar Year 2018-2022
Affirmative Action Program (AAP) Plan Strategies

Bureau Name: Fire and Police Disability and Retirement

Prepared by: Kathy Kakesako

Telephone Number: (503) 823-5495

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Training and Cultural Competency	Continue to increase awareness and sensitivity to diversity and EEO needs	Continue to send staff and managers to training; encourage participation in diversity training and/or activities; diversity development training or activity integrated into annual staff performance evaluations	Increase awareness of City's diversity goals; create a supportive work environment that retains and attracts the most qualified people	Kathy Kakesako	Annually
Hiring	Expand outreach to minority communities	Implement an outreach plan for each open recruitment	Reach as broad a pool of qualified applicants as possible	Sam Hutchison	As needed
Protected Veterans (PVs)	Recruit, hire, retain and promote qualified veterans.	Plan recruitment outreach to attract veterans. Ensure that qualified veterans are interviewed and interviews are scored properly. Ensure veterans can access learning and growth opportunities.	Maximize employment opportunities for veterans.	Hiring managers. HRBP Partner with Employment & Outreach (EO)	On-going; each recruitment.

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Individuals with Disabilities (IWDs)	Recruit, hire, retain and promote qualified individuals with disabilities.	Plan outreach activities to attract persons with disabilities. Appropriately handle all requests for accommodation.	Maximize employment opportunities for persons with disabilities.	Hiring Managers HRBP Partner with EO	On-going

**OFFICE OF MANAGEMENT AND FINANCE
(OMF)**

**Affirmative Action Program (AAP) Plan Strategies
2018-2022**

**Tom Rinehart
Chief Administrative Officer**

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Table of Contents

I.	Introduction	649
II.	Assessment of Current Affirmative AAP Plan Strategies	651
	OMF-Wide Action Strategy Assessment	651
	Bureau of Human Resources (BHR).....	653
	Bureau of Internal Business Services (BIBS)	653
	Bureau of Revenue and Financial Services (BRFS)	654
	Bureau of Technology Services (BTS)	654
III.	Placement Objectives	655
	OMF Goals for Minorities and Females	655
IV.	Action Strategies	657
	OMF-Wide AAP Plan Strategies	659
	AAP Plan Strategies for OMF Bureaus	661
	Bureau of Human Resources (BHR).....	663
	Bureau of Internal Business Services (BIBS)	675
	Bureau of Revenue and Financial Services (BRFS)	677
	Bureau of Technology Services (BTS)	679

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I. Introduction

The Office of Management and Finance (OMF) has a long-standing and continued commitment to provide equal employment opportunities and believes this is the right way to conduct business. OMF will continue to be a leader in acknowledging, respecting, and valuing the diversity of our current and future employees, internal and external customers, and other stakeholders. OMF is committed to complying with the City's Affirmative Action policy. The OMF Affirmative Action Program Strategy is being written in reliance upon the City's Affirmative Action Program Plan, and all applicable rules therein.

OMF is directed by the Chief Administrative Officer and provides internal support services that help ensure City bureaus fulfill their missions. As of calendar year 2018, OMF consists of the Bureau of Human Resources (BHR), the Bureau of Internal Business Services (BIBS), the Bureau of Revenue and Financial Services (BRFS), the Bureau of Technology Services (BTS), and the Office of the Chief Administrative Officer (CAO).

- Bureau of Human Resources (BHR): BHR is responsible for management of the City's human resources systems, including administrative rules and procedures, assisting bureaus to recruit, develop, and retain a competent, diverse, and high-quality workforce, and managing employee benefits, payroll, deferred compensation, the Health Insurance Operating Fund, classification and compensation, labor relations, and workforce training.
- Bureau of Internal Business Services (BIBS): BIBS manages a range of core internal services that are critical to meeting City business needs such as facilities, fleet, printing, and risk management.
- Bureau of Revenue and Financial Services (BRFS): BRFS is responsible for revenue collection and Citywide financial services. This includes collection of the business license tax, utility license franchise fees, transient lodging tax, business property management, cable franchise management, and other revenues. BRFS also provides Citywide financial services, including accounting, financial reporting, treasury, debt management, grants management, and procurement.
- Bureau of Technology Services (BTS): BTS provides strategic planning and management of the City's communications-related and information technology equipment and systems. The bureau provides expert and cost-effective communications and information technology services to the City and regional partners, promoting interoperability.
- Office of the Chief Administrative Officer (CAO): In addition to Citywide responsibilities and managing OMF to ensure cost effective administrative and support services, the CAO is responsible for providing the Mayor and City Council with accurate and timely information and analysis on a wide array of financial and policy issues. The Business Operations division is part of this office and provides financial analysis, communications, strategic planning, project management, and administrative support to OMF bureaus, as well as financial and administrative services to Council Offices and programs.

OMF's core values reflect a dedication to the ideals of affirmative action and ensuring equal employment opportunities. *Our values are...*

- Accountability: We are committed to personal and organizational integrity.
- Collaboration: We value internal and external partnerships.
- Equity: We value diversity and provide inclusive opportunities.
- Innovation: We are committed to fostering new ideas and encouraging creativity.
- Service: We are committed to understanding and exceeding customer expectations.
- Sustainability: We are committed to stewardship of our financial, physical and environmental resources.

Each of the bureaus' current affirmative action practices, their objectives for the current plan years, and the methodologies for achieving their stated objectives can be found in Sections II, III, and IV of this document.

OMF's 2012-2017 Strategic Plan calls for the bureau to collectively "collaborate with our stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities." In the spirit of OMF's continuous improvement philosophy, OMF will continue to promote understanding and fulfillment of equal opportunity in all facets of business through a proactive and evolving program of affirmative action, equal employment opportunity, and diversity development education and awareness.

II. Assessment of Current AAP Plan Strategies

The major focus of the OMF 2005-2008, 2008-2013, and 2013-2017 Affirmative Action Program (AAP) Plan Strategies was on outreach and training. Since these strategies were adopted, OMF has accomplished many of its goals. OMF holds a dual role in workforce development. As both the Citywide human resources service provider and an organization that has its own workforce needs, OMF must continue to strategically invest in personnel and lead efforts to plan and adapt to changes in the workforce.

Approximately one-third of the City's workforce are eligible to retire over the next three years. OMF must help the City plan for and adapt to a changing workforce and a new generation of employees, including leading organization-wide efforts to ensure City bureaus recruit and retain a diverse, skilled, and knowledgeable workforce.

In the City service provider role, the Bureau of Human Resources (BHR) conducts a focused outreach program designed to attract, recruit, retain and promote people of color into City positions and careers. OMF also supports job fairs and recruitment advertising to reach diverse communities. OMF has committed to ensuring that all hiring panels include a minority panelist to evaluate candidates.

In 2015, BHR presented a concept for marketing the City as a values-based employer; this initiative is called the Employer of Choice. It communicates the City's goal to attract, develop and retain a diverse, culturally responsive, fully engaged workforce that provides excellent services. It emphasizes the City's values of public service, public trust, equitable outcomes, diversity and inclusion, and ethical conduct. One of the five pillars of the Employer of Choice initiative is a Supportive Inclusive Work Environment and this has strategies to address work-life balance, feeling safe, having a positive relationship with co-workers, and promoting cultural competency.

For its own workforce needs, OMF recognized that it will need to provide career development opportunities to prepare future leaders. In 2015, OMF launched a Path to Leadership Program open to OMF employees and to other City bureaus. The pilot program became a platform in career development and has continued by offering participants new leadership skills to allow them to advance their careers.

OMF is committed to reviewing and revising its current personnel evaluation forms and processes to communicate the importance of cultural responsiveness and assist in linking the organization's goals to employee's goals. OMF has also committed to requiring all City employees complete Equity 101 training in order to promote equity and inclusion, foster a positive organizational culture, and reduce disparities within the City and its practices of recruitment, hiring, promotion, and retention.

Office of Management & Finance Citywide AAP Plan Strategies Assessment

Under the leadership of the Chief Administrative Officer, OMF has Citywide responsibilities related to equal opportunity and affirmative action in addition to the internal organizational development activities outlined in the Affirmative Action Strategies Baseline Report. While these Citywide responsibilities are carried out primarily in the Bureau of Human Resources, the bureaus of Internal Business Services, Revenue and Financial Services, and Technology Services also undertake initiatives which are important to equal opportunity and diversification of the City's workforce.

Beginning in 2011, the OMF Equity Committee, staffed in OMF Business Operations, organized OMF-wide equity training opportunities in generational poverty, Equity 101, generational differences in the workplace, and unconscious bias. These trainings contribute to a culture of acceptance and understanding and are essential to reduce disparities in our City government's hiring and recruitment practices.

In 2014, OMF began convening the City's lead business managers for monthly business meetings. Topics have included the recruitment process, City management policies, equity performance measures, employee

onboarding, focused outreach for minority job applicants, and new tools to increase contracting opportunities for minority- and women-owned businesses.

As the Citywide procurement services provider and as an organization contracts for certain services, OMF has been committed to expanding contracting opportunities for minority- and women-owned businesses. The process for awarding construction contracts and goods and services contracts are managed by Procurement Services, and Procurement also provides guidance to bureaus on the process for awarding contracts for professional, technical and expert (PTE) services.

In 2015, Procurement Services received the Robert Phillips Regional Diversity Award at the Northwest Public Employees Diversity Conference. The award honored the Division for demonstrating a respect for, and a commitment to, diversity that goes beyond the day-to-day job performance. Procurement has also initiated new programs and re-tooled existing programs including improving the Prime Contractor Development Program; expanding the Workforce Training and Hiring Program; implementing the Minority Evaluator Program to ensure minority participation in contract award committees; restoring participation in a business mentor-protégé program; increasing monitoring of State certification compliance; and expanding direct contracting opportunities for PTE services from minority- and women-owned businesses and emerging small businesses.

OMF has engaged other City bureaus in the “We Are Better Together” outreach campaign to market the City’s contracting opportunities to organizations that encourage the use of minority-and women-owned businesses. OMF also conducts a regular lunch time speaker series event featuring diverse leaders from private business, government, non-profit, and community organizations.

OMF also contracts for services to complete large and Citywide projects or to augment areas of expertise needed in our operations. OMF is committed to requiring that all PTE contract evaluation committees include minority participation, just as it is required Citywide for construction contracts and goods and services contracts. On large construction contracts, such as for an entire City building, OMF commits to an inclusive community engagement process to inform Council decision making.

In 2015, the City also developed a Racial Equity Roadmap, with each bureau conducting an assessment and preparing a plan. OMF convened teams within each of its bureaus to conduct racial equity assessments for their organizations and developed action items to address the gaps identified in the assessment.

In 2016, BHR Employment and Outreach (EO), with assistance from the OMF Leadership team, attended the following list of job fairs to ensure better outreach results, raise visibility of OMF, and build community partnerships. To increase the diversity of candidate pools and subsequent new hires, BHR’s list of community organizations contacted to expand recruitments is now being used for all recruitments, not just OMF.

- InCight Live Resume Event
- Worksource Portland Metro SE Career Fair
- Worksource Portland Metro Apprenticeship Career Fair
- SEI Career Fair
- Veterans Stand Down Career Fair
- Portland Veterans Job Fair
- Straight Path Fresh Change Career Fair
- City of Portland Career Fair for People with Disabilities
- Jefferson High School Student Career Fair
- Say Hey
- Night for Networking (N4N)
- ThinkMujer Women’s Summit
- MLK Share the Dream
- Diversity Career Fair
- Portland Parks & Recreation Career Fair
- Reed College Career Fair

- Mt. Hood Community College Career Fair
- Mt. Hood Community College Career Fair-Maywood Campus
- Black Student Success Summit
- Univ. of Portland 26th Annual Career Fair
- Urban League Career Connections
- National Conference of Black Public Administrators Conference
- PCC Career Fair
- Straight Path Fresh Change Career Fair
- PSU All Majors Career Fair
- InCight “Tapping Fresh Talent” Career Fair
- Hiring Our Heroes Career Fair
- Women in Trades Career Fair
- Hispanic Chamber Employment & Business Fair
- Good In The Hood
- Air National Guard Employer Event
- PIVOT Community Advocate Open House
- Northwest Family Services

Bureau of Human Resources (BHR) AAP Plan Strategies Assessment

The Bureau of Human Resources (BHR) is the OMF Citywide steward of affirmative action activity. BHR’s overall affirmative action strategy is contained within the 2018-2022 Affirmative Action Program (AAP) Plan. BHR has taken specific action related to Citywide affirmative action and equal opportunity including implementing and maintaining Citywide measures to ensure achievement of the Citywide Affirmative Action Strategy.

Additionally, BHR leads the effort to design and implement Citywide employee development programs within BHR in collaboration with all City bureaus to:

- Expand City diversity outreach, cultural awareness and recruitment efforts;
- Implement and administer the Model Employer Initiative for Individuals with Disabilities (IWDs);
- Provide training for employees, managers and supervisors; and
- Conduct Outreach and Focused Outreach Recruitments.

Bureau of Internal Business Services (BIBS) AAP Plan Strategies Assessment

The Bureau of Internal Business Services (BIBS) is comprised of four internal service divisions including Facilities Services, CityFleet, Printing & Distribution, and Risk Management. BIBS understands the importance of diversification in City employment and is committed to providing equal opportunities and equal access to City programs.

BIBS’ 5-year racial equity plan adopted in 2016 identified 20 actions that will be taken to support the City’s objectives of ending disparity in City government hiring and promotions. These actions create greater opportunities for City government contracting, provide equitable services to all residents, make racial equity and inclusion an integral component of the Bureau’s identity and culture, and allow the City’s management and leadership to champion racial equity. The racial equity plan is data-driven, and includes, among other actions, recruiting and outreach efforts aimed at communities of color, staff training and cultural development programs, and hiring and contracting process improvements that will serve to eliminate racial barriers.

One example of BIBS’ commitment to a diverse workforce is the creation of the Facilities Maintenance Technician Apprentice Program. The program recruits individuals that do not have the Limited Maintenance Electrician license - historically a barrier to entry for women and minority groups that are under-represented in the trades.

The OMF ADA Title II Transition Plan adopted in 2014 identified physical barriers in OMF facilities to be removed, in compliance with City policy and all applicable laws. Facilities Services is actively working on the transition plan and publishes status updates quarterly. In addition to complying with City policy and all applicable laws relating to City contracts, Facilities Services participates in the City's Prime Contractor Development Program, which provides Minority and Women certified contractors with increased prime contracting opportunities.

Bureau of Revenue and Financial Services (BRFS) AAP Plan Strategies Assessment

The Bureau of Revenue and Financial Services (BRFS) is comprised of six divisions: Accounting, Debt Management, Grants Management, Procurement Services, Revenue, and Treasury. Under the direction of the Chief Financial Officer, who reports both to the Chief Administrative Officer and the Portland City Council, BRFS provides Citywide financial management services to City bureaus in addition to collecting City General Fund and other revenues that support a wide range of City programs and funding initiatives.

BRFS values diversity and will implement the following strategies to achieve the objectives outlined in the Affirmative Action Plan:

- Promote BRFS as an employer of choice by targeting schools, universities and community organizations about type of work and job classifications available in BRFS.
- Work with Human Resources to review existing BRFS job descriptions for cultural responsiveness.
- Raise the interest level and knowledge of diversity issues in all BRFS employees by incorporating employee development plans as part of the annual performance evaluation.
- Document racial equity and cultural responsiveness measures by including progress/goals as part of employee annual performance evaluations.
- Develop an outreach/recruitment plan for veterans and individuals with disabilities.

Bureau of Technology (BTS) AAP Plan Strategies Assessment

The Bureau of Technology Services (BTS) is committed to an inclusive environment and a diverse staff. Having established placement objectives for women in Information Technology Professionals, Officials/Administrators and Technician categories, BTS will implement the following strategies to achieve our objectives:

- Job announcements will include requirements for working with a diverse work group and the public.
- Managers will ensure that hiring interview panels are diverse, have been trained in multicultural interview techniques and are subject matter interviews in accordance with the City Council Resolution on City Hiring Panels, adopted on December 13, 2012.
- On January 6, 2016, City Council adopted Resolution No. 37180, as amended, which directs the City of Portland to implement the Charles Jordan Standard. BTS will follow this standard in all staff hiring outside of the BHR process.
- Managers will make contact with community groups that have access to underrepresented protected classes and personally convey job opening information to those groups.
- Bureau Directors will hold managers and supervisors accountable for increasing workforce diversity, improving the work environment and reducing the effects of bias based behavior in the workplace. Bureau Directors will develop and use performance standards to evaluate managers' and supervisors' performance in carrying out the strategies of the Affirmative Action Program plan.

BTS objectives and goals include addressing disparities in hiring and promotions, making equity and inclusion an integral component of our identity and culture, and strengthening our outreach and public engagement with underserved communities.

BTS will achieve its goals with direct action driven by two committees in conjunction with management. The BTS Labor Management Committee and the BTS Equity Committee will engage in a partnership with each other, management, and represented staff to undertake the actions listed in the Affirmative Action Baseline Reporting Form.

III. Placement Objectives

The Bureau of Human Resources (BHR) prepares quarterly reports of the City of Portland's affirmative action program (AAP) data. The 2nd quarter (6-month data) and 4th quarter (12-month data) reports are posted on BHR's website at <https://www.portlandoregon.gov/bhr/27806>. The 1st and 3rd quarter reports are available to bureaus upon request. The reports contain comparison data for all job groups in a bureau. The job groups come from EEO classifications and, within each job group, there may be several different job classes. The shortfall data as shown below under OMF goals for minorities and women is from the second quarter reports for fiscal year 2016-17 which are posted at <https://www.portlandoregon.gov/bhr/73392>.

The reports contain a wide array of data about the current workforce, including what percentage of women and minorities are currently in each job group. BHR receives data for use in these reports that identifies the availability in the community for each job group. The availability figure comes from an analysis of many factors including education level, training, etc., that determines how many women or minorities are available for that job area. The AAP reports then compare the current (or "incumbency") vs. the availability data and state whether a placement goal is needed and a numerical placement goal.

Placement Objectives were set for every EEO Job Group within OMF where employment was less than availability by at least one whole person. It is important to note that this data is updated every quarter and is always in a constant state of change, due to new hires, retirements of current employees, or employees leaving a position. The EEO job groups listed below may change over time due to these factors, so it is important that the EEO data is reviewed every six months as placement goals in this report are not static. In alignment with OMF's Affirmative Action Program (AAP) Strategies, OMF adheres to the goal of increasing employment within EEO Job Groups identified as currently underutilizing available populations. OMF will also make every possible effort to encourage employment of protected veterans (PVs) and individuals with disabilities (IWDs), and to make reasonable accommodations for known impairments for employees with disabilities.

OMF Goals for Minorities and Females

OMF has set the goal to increase the employment of qualified minorities and females in the following EEO Job Groups:

Bureau of Human Resources

2HR Professionals – Human Resources	2 females
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Bureau of Technology Services

1IT Officials/Administrators – Information Technology	5 females
2IT Professionals – Information Technology	30 females
3EL Technicians - Electronics	2 minorities, 1 female
1ES Officials/Administrators - Exempt	1 female

Bureau of Internal Business Services

1AM Officials/Administrators – Auto Maintenance	1 female
6BT Administrative Support – Building Trades	1 female
7AM Skilled Craft – Auto Maintenance	1 female
8EO Service Maintenance – Office Equipment Operation	1 female

Bureau of Revenue and Financial Services

1CI Officials/Administrators – Code Inspections	1 female
2AC Professionals - Accounting	4 females
6PM Administrative Support – Program Management	1 female

Chief Administrators Office*

*The data used to compile these figures were taken from a report for the second quarter of FY2016-17, at a time when Enterprise Business Solutions (EBS) was still organized under CAO. The numbers that are listed under the CAO have been moved to BTS in order to accurately reflect the most current organizational structure.

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IV. Action Strategies

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Calendar year 2018-2022
OMF-Wide Affirmative Action Program (AAP) Plan Strategies

Bureau Name: OMF-Wide

Name and position of person submitting report: Jen Clodius, Senior Management Analyst & Jonathan Lewis, Management Assistant

Telephone Number: 503-823-6965 (JC) & 503-823-5879 (JL)

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Recruitment: Outreach	<ul style="list-style-type: none"> Strengthen outreach and public engagement for communities of color, immigrant and refugee communities, disabled communities and women. 	<ul style="list-style-type: none"> Communication materials are free from racial bias and follow Federal Plain Language Guidelines. Provide interpretation/translation services for critical or applicable public materials in languages other than English. Citywide recruitments use the Focused Outreach Program. Organize and participate in the “We Are Better Together” events. 	<ul style="list-style-type: none"> Increase diversity of candidate pools and subsequently new hires. 	<ul style="list-style-type: none"> Communicators and Managers OMF Leadership Team Hiring Managers Managers and Program Staff 	<ul style="list-style-type: none"> FY 2018-19 Ongoing
Recruitment: Hiring	<ul style="list-style-type: none"> End disparities in staff hiring, development, and retention. 	<ul style="list-style-type: none"> Require onboarding training for all new employees to ensure every employee has a basic understanding of the City, its resources, and equity strategies as well as Affirmative Action plan. Require bias awareness training for interview panels. Incorporate racial equity and affirmative action goals and objectives into all employee job descriptions and recruitment postings. Interview questions should include and actively address equity and inclusion core competencies. Create more entry level jobs and apprentice jobs to increase diversity across culture, race, disability, gender and age. 	<ul style="list-style-type: none"> Build organizational capacity, implement a racial equity lens, and partner with organizations and communities to eliminate racial and ethnic inequities. 	<ul style="list-style-type: none"> Managers. OMF Leadership Team 	<ul style="list-style-type: none"> FY 2018-19 Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Training	<ul style="list-style-type: none"> Ensure that staff understands how their work is connected to the broader equity vision of the City and OMF's equity strategic plan. 	<ul style="list-style-type: none"> Provide training on equity literacy, diversity, respectful communication, and acknowledging individuals' contributions and workstyles in order to create a supportive work environment and inclusive workforce. Conduct OMF-wide employee training on topics related to diversity, equity; provide equity 101 training to all employees within 90 days of date of hire. 	<ul style="list-style-type: none"> Provide managers and supervisors with the knowledge and tools to increase diversity in recruitment and hiring. Racial equity and inclusion is an integral component of OMF's identity and culture. 	<ul style="list-style-type: none"> Managers OMF Leadership Team 	<ul style="list-style-type: none"> FY 2018-2019 Ongoing
OMF Affirmative Action Policy and Plan	<ul style="list-style-type: none"> Ensure the OMF Affirmative Action Policy Statement is available to all OMF employees and that this plan is followed. 	<ul style="list-style-type: none"> Post OMF Affirmative Action Policy statement on the OMF website on PortlandOregon.gov and include statement in the City New Employee Checklist packet. Monitor this plan. Monitor Affirmative Action/EEO data. 	<ul style="list-style-type: none"> Educate employees of the OMF policy and potentially reduce incidents that violate that policy. 	<ul style="list-style-type: none"> OMF Leadership Team Mayor and Council and AAP Rep responsible for monitoring plan 	<ul style="list-style-type: none"> Ongoing The beginning of every fiscal year. Quarterly when reports come out from BHR.
Mentoring Program	<ul style="list-style-type: none"> Actively support the mentoring program which was developed under the previous OMF AAP. 	<ul style="list-style-type: none"> Compile listing of program participants. 	<ul style="list-style-type: none"> Prepare diverse employees for promotion and retention. As a focus area of the mentoring program, managers and supervisors should encourage diverse employees to participate. 	<ul style="list-style-type: none"> Partner with HR Site Team Manager and OMF managers and supervisors 	<ul style="list-style-type: none"> Ongoing
Protected Veterans (PVs)	<ul style="list-style-type: none"> Recruit, hire, retain and promote veterans. 	<ul style="list-style-type: none"> Plan recruitment outreach for veterans. 	<ul style="list-style-type: none"> Increase pool of veteran applicants. Maximize employment opportunities for eligible veterans. 	<ul style="list-style-type: none"> Partner with EO. 	<ul style="list-style-type: none"> Ongoing
Individuals with Disabilities (IWDs)	<ul style="list-style-type: none"> Recruit, hire, retain and promote individuals with disabilities. 	<ul style="list-style-type: none"> Plan recruitment outreach for individuals with disabilities. 	<ul style="list-style-type: none"> Increase pool of disabled applicants. Maximize employment opportunities for eligible individuals with disabilities. 	<ul style="list-style-type: none"> Partner with EO and Training and Workforce Development Manager 	<ul style="list-style-type: none"> Ongoing

AAP Strategies for OMF Bureaus

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Calendar Year 2018-2022
OMF-Bureau of Human Resources (BHR) Affirmative Action Program (AAP) Plan Strategies

Bureau Name: OMF-BHR

Name and position of person submitting report: Diane Avery, Gale Baird, and Snow Buchanan

Telephone Number: 503-823-3519 (DA), 503-823-4169 (GB), and 503-823-6959 (SB)

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Focused Outreach Program	<ul style="list-style-type: none"> Administration of the Focused Outreach Program. 	<ul style="list-style-type: none"> Recruit diverse job seekers to the City. Work one-on-one with diverse candidates interested in pursuing City employment. 	<ul style="list-style-type: none"> To reach out to people who may not envision themselves as viable applicants for City employment, or because of historical conditions and/or cultural differences and/or differences in communication styles, may not know of opportunities and/or processes related to becoming a city employee, because of discrimination based on: <ul style="list-style-type: none"> ○ Race ○ Ethnicity ○ Gender ○ Language ○ Sexual orientation/expression ○ Disabilities, or ○ Protected Veterans' status 	<ul style="list-style-type: none"> BHR's Employment and Outreach (EO) Focused Outreach Recruiter (EO-FOR) 	<ul style="list-style-type: none"> Ongoing
Focused Outreach Program	<ul style="list-style-type: none"> Administration of the Focused Outreach Program. 	<ul style="list-style-type: none"> Work one-on-one with diverse candidates interested in promotional opportunities within City employment. 	<ul style="list-style-type: none"> Reach out and work with current underrepresented individuals who are seeking promotional opportunities. 	<ul style="list-style-type: none"> EO-FOR 	<ul style="list-style-type: none"> Ongoing
Focused Outreach Program	<ul style="list-style-type: none"> Administration of the Focused Outreach Program. 	<ul style="list-style-type: none"> Network with and speak to diverse community and workforce development organizations regarding City as an employer. 	<ul style="list-style-type: none"> Reach out to underrepresented individuals who may not know of employment opportunities at the City. 	<ul style="list-style-type: none"> EO-FOR Sr. HRAs 	<ul style="list-style-type: none"> Ongoing
Focused Outreach Program	<ul style="list-style-type: none"> Administration of the Focused Outreach Program. 	<ul style="list-style-type: none"> Maintain resume data bank of diverse candidates. 	<ul style="list-style-type: none"> To provide bureaus with resumes of diverse candidates for temporary, seasonal, and intern positions and to have a list serve for recruitments. 	<ul style="list-style-type: none"> EO-FOR 	<ul style="list-style-type: none"> Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Focused Outreach Program	<ul style="list-style-type: none"> Administration of the Focused Outreach Program. 	<ul style="list-style-type: none"> Provide bureaus resumes of diverse applicants for temporary and seasonal City positions. 	<ul style="list-style-type: none"> To increase diverse hiring opportunities within the City. 	<ul style="list-style-type: none"> EO-FOR 	<ul style="list-style-type: none"> Ongoing
Focused Outreach Program	<ul style="list-style-type: none"> Administration of the Focused Outreach Program. 	<ul style="list-style-type: none"> Conduct Focused Outreach City Application Training Workshops. 	<ul style="list-style-type: none"> To ensure applicants and employment counselors understand the City application process (NEOGOV). 	<ul style="list-style-type: none"> EO-FOR Sr. HRAs 	<ul style="list-style-type: none"> Ongoing
Focused Outreach Program	<ul style="list-style-type: none"> Administration of the Focused Outreach Program. 	<ul style="list-style-type: none"> Conduct Focused Outreach Informational Sessions. 	<ul style="list-style-type: none"> To provide applicants information on the recruitment process and the position. 	<ul style="list-style-type: none"> EO-FOR Sr. HRAs 	<ul style="list-style-type: none"> Ongoing
Job Fairs	<ul style="list-style-type: none"> Networking and marketing strategies regarding City job opportunities. 	<ul style="list-style-type: none"> Attend workforce, diverse, community organizations, school/universities, and trade schools career fairs. 	<ul style="list-style-type: none"> Make the public aware of the City as an employer and provide information regarding City employment opportunities. 	<ul style="list-style-type: none"> EO-FOR Sr. HRAs EO Team 	<ul style="list-style-type: none"> Ongoing
Training: HRAR 2.02- Prohibition against Workplace Harassment, Discrimination, and Retaliation.	<ul style="list-style-type: none"> Provide training programs to deliver learning and professional development opportunities. 	<ul style="list-style-type: none"> Ensure all City employees, both management and non-management, are trained in the provisions of HRAR 2.02. 	<ul style="list-style-type: none"> Provide City employees with the knowledge and tools to create a respectful and safe workplace and to identify and deal with inappropriate workplace behavior including procedures for addressing and reporting. 	<ul style="list-style-type: none"> BHR Site Teams BHR Training and Workforce Development Manager (TWDM) 	<ul style="list-style-type: none"> Ongoing
Training: Cultural Competency	<ul style="list-style-type: none"> Provide training programs to deliver learning and professional development opportunities. 	<ul style="list-style-type: none"> For Managers and Supervisors: Ensure all City managers and supervisors complete the cultural competency training series. 	<ul style="list-style-type: none"> Provide City managers and supervisors the knowledge and skills required to effectively lead and manage diverse multicultural workgroups. 	<ul style="list-style-type: none"> TWDM 	<ul style="list-style-type: none"> Ongoing
Training: Cultural Competency	<ul style="list-style-type: none"> Provide training programs to deliver learning and professional development opportunities 	<ul style="list-style-type: none"> For all City employees: Provide opportunities for City employees to participate in the employee cultural competency workshops. 	<ul style="list-style-type: none"> Assist City employees with the tools for building cultural competency and working effectively in a multicultural workplace and community. Provide City employees training opportunities for professional development, cultural competency, and awareness of cultural differences. 	<ul style="list-style-type: none"> TWDM 	<ul style="list-style-type: none"> Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Training: Manager and Supervisor core competencies	<ul style="list-style-type: none"> Provide training on recruitment, outreach, screening, selection, promotion, performance management, conflict management, disciplinary and related topics. 	<ul style="list-style-type: none"> For Managers and Supervisors: Ensure all managers and supervisors Citywide attend and complete training. 	<ul style="list-style-type: none"> Ensure managers and supervisors are aware of and compliant with City HR Administrative rules and processes for managing employee performance and ensuring compliance with the commitments of the AAP. 	<ul style="list-style-type: none"> TWDM 	<ul style="list-style-type: none"> Ongoing
Training: Affirmative Action Plan Roles & Responsibilities for City of Portland Managers and Supervisors	<ul style="list-style-type: none"> Develop and implement training for managers and supervisors for administering their AAPs. 	<ul style="list-style-type: none"> Analyze training needs; develop curriculum and produce training material; decide on classroom vs. eLearning delivery. Pilot training 	<ul style="list-style-type: none"> Provide understanding of roles and responsibilities of managers and supervisors to comply with provisions and commitments of AAPs. 	<ul style="list-style-type: none"> TWDM Program Coordinator (PC) EO-FOR EO Staff (AAP Analyst) 	<ul style="list-style-type: none"> Develop and pilot curriculum July – December 2017; offer Citywide January, 2018
Affirmative Action Program (AAP) Plans	<ul style="list-style-type: none"> Development of the City's Affirmative Action Program (AAP) Plan for 2018-2022. 	<ul style="list-style-type: none"> Bureaus develop compliance strategies and the City completes a written AAP Plan for minorities, females, protected veterans (PVs), and individuals with disabilities (IWDs). 	<ul style="list-style-type: none"> Comply with federal, state, and local regulations in recruitment and employment practices of equal opportunity, diversity, non-discrimination, and affirmative action. 	<ul style="list-style-type: none"> EO Manager/Designee Data Human Resources Technician (HRT) Consultant 	<ul style="list-style-type: none"> April 2017 to July 2017
Affirmative Action Program (AAP) Plans	<ul style="list-style-type: none"> Administer the Office of Federal Contract Compliance Programs (OFCCP) regulations for individuals with disabilities (IWDs) and protected veterans (PVs). <p><u>Note:</u></p> <ul style="list-style-type: none"> <i>The revised regulations for IWDs and PVs went into effect on March 24, 2014.</i> 	<ul style="list-style-type: none"> Perform administrative updates necessary for implementation of any new regulations and incorporate new updates into approved AAP Plan as needed. 	<ul style="list-style-type: none"> Update AAP to keep current with changes in compliance regulations. 	<ul style="list-style-type: none"> EO Manager/Designee PC HRT 	<ul style="list-style-type: none"> 01/01/ 2018 through 12/31/2022

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
AAP Plan Performance/ Progress Reports	<ul style="list-style-type: none"> Administer and monitor the AAP Plan. 	<ul style="list-style-type: none"> Bureaus assess and identify areas of its employment process and decisions based on furthering the objective of equal employment. 	<ul style="list-style-type: none"> Evaluate the effectiveness of the AAP Plan. Monitor progress/status: Meet or fall short of hiring benchmark. Track affirmative action activities. 	<ul style="list-style-type: none"> EO Manager/Designee Data Human Resources Technician (HRT) Bureau Directors Bureau AAP Reps 	<ul style="list-style-type: none"> Annually
AAP Plan Performance/ Progress Reports	<ul style="list-style-type: none"> Administer and monitor the AAP Plan 	<ul style="list-style-type: none"> Bureaus review and prepare annual AAP Plan performance monitoring reports based on their assessment of their bureau's benchmark activities every six months. 	<ul style="list-style-type: none"> Provide bureaus with tools to evaluate, develop and/or modify course of action for any problem areas and processes that may inhibit the employment and/or advancement of qualified diverse candidates. 	<ul style="list-style-type: none"> EO Manager/Designee HRT Bureau Directors Bureau AAP Reps 	<ul style="list-style-type: none"> Annually
AAP Data Reports	<ul style="list-style-type: none"> AAP data reporting. <i>(See Section 503 AAP Component for IWDs and VEVRAA AAP Component for PVs data collection and reporting requirements.)</i> 	<ul style="list-style-type: none"> Analyze and generate quarterly data reports to monitor personnel actions, e.g., new hires, promotions, transfers, demotions, applicants flow, demotions, rehires, and terminations. 	<ul style="list-style-type: none"> Provide bureaus with tools in their efforts to conduct outreach, recruitment, and hiring activities. Focus on increasing diversity, equity and inclusion in the City's workforce to reflect community experience and needs. 	<ul style="list-style-type: none"> HRT EO Sr. Administrative Specialist (SAS) 	<ul style="list-style-type: none"> Quarterly
AAP Data Reports	<ul style="list-style-type: none"> AAP data reporting. 	<ul style="list-style-type: none"> Publish semi-annual (2nd quarter), 6-month data and annual (4th quarter) 12-month data AAP Data Reports online. 		<ul style="list-style-type: none"> HRT EO Sr. Administrative Specialist (SAS) 	<ul style="list-style-type: none"> Semi-Annually

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
EEO-4 Survey Reports	<ul style="list-style-type: none"> Preparation and filing of biennial EEO-4 Survey by September 30th deadline every odd-numbered year. <p>Note: Mandatory filing to EEOC every odd-numbered year on 09/30.</p>	<ul style="list-style-type: none"> Complete and file the EEO-4 Survey Reports to EEOC. The EEO-4 applies to covered state and local governments and is filed every odd-numbered year. 	<ul style="list-style-type: none"> Comply with Equal Employment Opportunity Commission (EEOC) regulations. Collect labor force data and provide EEOC information on employment totals, employees' job category and salary by gender and race/ethnicity as of June 30, of the survey year. 	<ul style="list-style-type: none"> BHR Director/Designee EO Manager/Designee HRT Partner with EBS/SAP Support Team 	<ul style="list-style-type: none"> Biennially
Model Employer Initiative for IWDs	<ul style="list-style-type: none"> Adopt new strategies and increase activities to raise the City's level to model employer standards for IWDs. 	<ul style="list-style-type: none"> Develop strategic plan for the City to become a model employer and to improve job opportunities for IWDs. 	<ul style="list-style-type: none"> Address the significant under-employment of IWDs in the City's workforce. Promote the hiring and retention of IWD. Encourage and support employees to self-ID as IWDs. 	<ul style="list-style-type: none"> BHR OEHR Program Coordinator (PC) Bureau Directors Bureau Hiring Managers Sr. HRAs EO-FOR 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022
Section 503 AAP Component and Model Employer Initiative for IWDs	<ul style="list-style-type: none"> Responsibility for implementation. 	<ul style="list-style-type: none"> Assign a staff the responsibility for coordination and implementation of the Model Employer Initiative for IWDs and the City's AAP strategies for Section 503, whose identity appears on all internal and external communications regarding the initiative and the AAP and is supported by senior management and staff to implement the initiative and AAP. 	<ul style="list-style-type: none"> To improve the hiring and retention of IWDs to meet the new OFCCP requirement of a minimum of 7% IWDs in each job group. To provide bureau directors and their AAP Reps with copies of the AAP (<i>minus the items withheld from dissemination for confidentiality reasons</i>) and reviewing the program with them on an annual basis to ensure knowledge of their responsibilities for implementation of the program. 	<ul style="list-style-type: none"> BHR Director 	<ul style="list-style-type: none"> Upon recruitment and hiring of Program Coordinator (PC)

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Section 503 AAP Component and Model Employer Initiative for IWD	<ul style="list-style-type: none"> Develop and implement an outreach plan to increase the number of IWD applicants for employment. 	<ul style="list-style-type: none"> Encourage applicants to consider self-identification disability status. 	<ul style="list-style-type: none"> To increase applicant pool for IWD to a minimum of 7%. To monitor the effectiveness of the program on a continuing basis through the development and implementation of an internal audit and reporting system. To develop solutions for any identified problem areas. To ensure that career development of employees who are IWDs is equal to that of other employees. To serve as a liaison between the City and enforcement agencies. To serve as a liaison between the City and outreach and recruitment sources for IWDs. 	<ul style="list-style-type: none"> Program Coordinator (PC) Bureau Hiring Managers Bureau AAP Reps OEHR Sr. HRAs 	<ul style="list-style-type: none"> Increase applicant pool to 7% by the first year of AAP Plan implementation.
Section 503 AAP Component: Data Collection & Reporting Requirements for IWDs	<ul style="list-style-type: none"> Administer new compliance requirements for Section 503 changes. 	<ul style="list-style-type: none"> Track metrics for IWD utilization goals. 	<ul style="list-style-type: none"> Analyze and generate affirmative action data on a quarterly basis. 	<ul style="list-style-type: none"> PC HRT 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Section 503 AAP Component: Data Collection & Reporting Requirements for IWDs	<ul style="list-style-type: none"> Administer areas of compliance requirements for Section 503 to improve job opportunities for IWDs. <p><u>Note:</u></p> <ul style="list-style-type: none"> The revised regulations for IWDs went into effect on March 24, 2014. 	<ul style="list-style-type: none"> Track metrics for IWD utilization goals. <p><u>Note:</u></p> <ul style="list-style-type: none"> OFCCP established 7% utilization goals to each job group for qualified IWDs. 	<ul style="list-style-type: none"> Assess and identify any problem areas and processes or procedures that may be impeding the employment and/or advancement of qualified IWDs. Review the Individual with Disabilities Utilization Goals report for each job group. <p><u>Important Note:</u></p> <p>Under 41 CFR 60-741.41, the IWD Utilization Goals report is withheld from distribution or public inspection to ensure confidentiality (not subject to inspection by employees or applicants).</p>	<ul style="list-style-type: none"> PC Bureau Directors Hiring Managers Bureau AAP Reps HRT EO-FOR Sr. HRAs HRBPs 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022
Section 503 AAP Component: Data Collection & Reporting Requirements for IWDs	<ul style="list-style-type: none"> Administer areas of compliance requirements for Section 503 to improve job opportunities for IWDs. 	<ul style="list-style-type: none"> Track metrics for IWD utilization goals. 	<ul style="list-style-type: none"> Bureaus assess recruitment and outreach processes for IWDs, and develop corrective measures for any problem areas. Provide bureaus with a snapshot of the number and percentage of City employees who voluntarily self-identified disability status. 	<ul style="list-style-type: none"> PC Bureau Directors Hiring Managers Bureau AAP Reps HRT EO-FOR Sr. HRAs HRBPs 	<ul style="list-style-type: none"> Annually
Section 503 AAP Component	<ul style="list-style-type: none"> Applicant invitation to self-identify IWD status. 	<ul style="list-style-type: none"> Invite all applicants to self-identify at the pre-and post-offer stages of employment process. 	<ul style="list-style-type: none"> To comply with OFCCP 41 CFR 60-741.42(a)(1) and (2)) – Invite applicants to self-identify as an IWD pre-and post-offer using the invitation form provided by OFCCP. Ensure HRBPs and hiring managers are aware of self-ID form and procedures. 	<ul style="list-style-type: none"> PC Sr. HRAs 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Section 503 AAP Component	<ul style="list-style-type: none"> Employee invitation to self-identify IWD status. 	<ul style="list-style-type: none"> Invite all new employees to voluntarily self-identify as an IWD. Ensure current form with OFCCP prescribed language for invitation to self-identify disability status is part of onboarding packet and process. 	<ul style="list-style-type: none"> To comply with OFCCP 41 CFR 60-741.42 (b)(1) and (2)). Continue to communicate affirmative action statement and include form as part of onboarding packet for new hires. Extend invitation to all employees to voluntary self-ID using the officially approved government form, OMB Form CC-305. 	<ul style="list-style-type: none"> PC TWDM 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022
Section 503 AAP Component	<ul style="list-style-type: none"> Employee invitation to self-identify IWD status. 	<ul style="list-style-type: none"> Workforce resurvey every five years. 	<ul style="list-style-type: none"> To comply with OFCCP requirements – resurvey workforce every five years from date of implementation rules effective on 03/24/2014. 	<ul style="list-style-type: none"> PC 	<ul style="list-style-type: none"> March 2019
Section 503 AAP Component	<ul style="list-style-type: none"> Employee invitation to self-identify IWD status. 	<ul style="list-style-type: none"> Invitation for one-time resurvey within these five years. 	<ul style="list-style-type: none"> Formal reminder in the intervening years to account for any changes in workforce demographics. 	<ul style="list-style-type: none"> PC 	<ul style="list-style-type: none"> January 2018
Section 503 AAP Component	<ul style="list-style-type: none"> Monitoring progress on hiring at the OFCCP's benchmark of 7% utilization goals to each job group for qualified IWDs. 	<ul style="list-style-type: none"> Track metrics for IWDs. 	<ul style="list-style-type: none"> Provide annual citywide reports to AAP Representatives for review/analysis. <p><u>Important Note:</u> <i>Under 41 CFR 60-741.41, the IWD Utilization Goals report is withheld from distribution or public inspection to ensure confidentiality (not subject to inspection by employees or applicants).</i></p>	<ul style="list-style-type: none"> PC Data Human Resources Technician (HRT) Bureau AAP Reps 	<ul style="list-style-type: none"> Annually

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Section 503 AAP Component: Personnel Processes	<ul style="list-style-type: none"> A periodic review of personnel processes to ensure that IWDs and disabled protected veterans (PVs) are not adversely impacted. 	<ul style="list-style-type: none"> Conduct an annual review of personnel processes. 	<ul style="list-style-type: none"> To determine if there are no barriers to hiring, job assignments, promotions and retention of qualified IWDs and disabled PVs. 	<ul style="list-style-type: none"> PC EO Manager/Designee OEHR BHR Bureau AAP Reps Hiring Managers 	<ul style="list-style-type: none"> Annually
Section 503 AAP Component: Physical and Mental Qualifications	<ul style="list-style-type: none"> Providing and adhering to a schedule for reviewing all physical and mental qualification standards in the AAP. If a physical/mental qualification standard tends to screen out qualified IWDs and disabled PVs; eliminate or establish business necessity. 	<ul style="list-style-type: none"> Develop a physical/mental qualification processes. 	<ul style="list-style-type: none"> Make sure that all physical/mental qualifications are absolutely necessary to the performance of each position. 	<ul style="list-style-type: none"> PC EO Manager/Designee Hiring Managers HRBPs 	<ul style="list-style-type: none"> Initial review to be completed by June 2018, thereafter, Ongoing
Section 503 AAP Component: Reasonable Accommodation to Physical/Mental Limitations	<ul style="list-style-type: none"> Review each request for reasonable accommodation. 	<ul style="list-style-type: none"> Develop information, resources and contacts to assist in reviewing requests for reasonable accommodations to physical/mental disabilities. 	<ul style="list-style-type: none"> Provide reasonable accommodation to the known physical/mental limitations of otherwise qualified IWDs and disabled PVs. 	<ul style="list-style-type: none"> PC EO Manager/Designee 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022
Vietnam Era Veterans Readjustment Assistance Act (VEVRAA) AAP Component	<ul style="list-style-type: none"> Responsibility for implementation 	<ul style="list-style-type: none"> Assign a staff the responsibility for coordination and implementation the City's AAP strategies for VEVRAA, whose identity appears on all internal and external communications regarding the initiative and the AAP and is supported by senior management and staff to implement the initiative and AAP. 	<ul style="list-style-type: none"> To monitor the effectiveness of the program on a continuing basis. To develop solutions for any identified problem areas. To ensure that career development of employees who are PVs is equal to that of other employees. 	<ul style="list-style-type: none"> EO Manager/Designee 	<ul style="list-style-type: none"> By AAP Plan implementation

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
VEVRAA AAP Component	<ul style="list-style-type: none"> Applicant invitation to self-identify PV status. 	<ul style="list-style-type: none"> Invite all applicants to self-identify at the pre-and post-offer stages of employment process. 	<ul style="list-style-type: none"> To comply with OFCCP 41 CFR 60-300.42(a) – Invite applicants to self-identify as PV pre-and post-offer using a form that conforms to OFCCP requirements. 	<ul style="list-style-type: none"> EO Manager/Designee TWDM Sr. HRAs 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022
VEVRAA AAP Component	<ul style="list-style-type: none"> Employee invitation to self-identify PV status. 	<ul style="list-style-type: none"> Invite all new employees to voluntarily self-identify as a PV. 	<ul style="list-style-type: none"> To comply with OFCCP 41 CFR 60-300.42. Continue to communicate affirmative action statement and include self-identify form for PVs as part of onboarding packet for new hires. Extend invitation to all employees to voluntary self-ID PV status. 	<ul style="list-style-type: none"> HRBP Hiring Managers HRT 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022
VEVRAA AAP Component: Hiring Benchmark	<ul style="list-style-type: none"> Monitoring progress on hiring of qualified PVs. 	<ul style="list-style-type: none"> Track metrics for PV data analysis. <p><u>Note:</u></p> <ul style="list-style-type: none"> 2017 annual VEVRAA Hiring Benchmark is 6.7%. 	<ul style="list-style-type: none"> To meet the hiring benchmark as set by OFCCP Annually. Review Citywide annual report for Veterans Benchmark for Hiring Analysis. <p><u>Important Note:</u> Under 41 CFR 60-300.41, the Veterans Benchmarks for Hiring Analysis report is withheld from distribution or public inspection to ensure confidentiality (not subject to inspection by employees or applicants).</p>	<ul style="list-style-type: none"> EO Manager/Designee HRT Bureau AAP Reps Hiring Managers 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
VEVRAA AAP Component: Outreach and Positive Recruitment (41 CFR 60-300.44(f))	<ul style="list-style-type: none"> Outreach to PVs. 	<ul style="list-style-type: none"> List job openings advocacy groups. Briefings of Vet-Reps at community colleges. Veteran Job Fairs. 	<ul style="list-style-type: none"> To increase outreach to qualified PVs. 	<ul style="list-style-type: none"> EO Manager/Designee Sr. HRAs EO-FOR PC 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022
VEVRAA AAP Component: Data Collection & Reporting Requirements for Protected Veterans (PVs)	<ul style="list-style-type: none"> Administer areas of compliance requirements for VEVRAA to improve job opportunities for PVs 	<ul style="list-style-type: none"> Administration of procedures for data collection and analysis for PV data. 	<ul style="list-style-type: none"> Ensure information is requested and retained in compliance with regulations. 	<ul style="list-style-type: none"> EO Manager/Designee HRT HRBPs Hiring Bureau Managers 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022
VEVRAA AAP Component: Data Collection & Reporting Requirements for Protected Veterans (PVs)	<p><u>Note:</u></p> <ul style="list-style-type: none"> <i>The revised regulations for PVs went into effect on March 24, 2014.</i> 	<ul style="list-style-type: none"> Update self-identify PV status form with OFCCP prescribed categories as needed. Ensure updated self-ID form is part of onboarding packet and process. 	<ul style="list-style-type: none"> Comply and keep current with new OFCCP regulations. 	<ul style="list-style-type: none"> EO Manager/Designee HRT 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022
VEVRAA AAP Component: Data Collection & Reporting Requirements for Protected Veterans (PVs)	<ul style="list-style-type: none"> Resources for PVs. 	<ul style="list-style-type: none"> Research and update information and resources for PVs. 	<ul style="list-style-type: none"> Continue to communicate affirmative action statement and post additional resources for City employees and applicants on BHR webpage. 	<ul style="list-style-type: none"> HRT 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022
VEVRAA AAP Component: Data Collection & Reporting Requirements for Protected Veterans (PVs)	<ul style="list-style-type: none"> Employee invitation to self-identify PV status. 	<ul style="list-style-type: none"> Invite all new employees to voluntarily self-identify PV status. 	<ul style="list-style-type: none"> Continue to communicate affirmative action statement and include self-identify form for PVs as part of onboarding packet for new hires. 	<ul style="list-style-type: none"> Bureau Hiring Managers TWDM HRBPs 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
VEVRAA AAP Component: Data Collection & Reporting Requirements for Protected Veterans (PVs)	<ul style="list-style-type: none"> Employee invitation to self-identify PV status. 	<ul style="list-style-type: none"> Workforce resurvey. 	<ul style="list-style-type: none"> Monitor five-year requirement and ensure intervening communication. 	<ul style="list-style-type: none"> EO Manager/Designee HRT 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022
VEVRAA AAP Component: Data Collection & Reporting Requirements for Protected Veterans (PVs)	<ul style="list-style-type: none"> Administer areas for compliance with VEVRAA changes. 	<ul style="list-style-type: none"> Analyze PV data. <p><u>Note:</u></p> <ul style="list-style-type: none"> 2017 annual VEVRAA Hiring Benchmark is 6.7%. 	<ul style="list-style-type: none"> Perform data analyses and assess whether the City of Portland meets OFCCP annual hiring benchmark. Provide bureaus with a snapshot of the number and percentage of City employees who voluntarily self-identified as protected veterans' status. 	<ul style="list-style-type: none"> HRT 	<ul style="list-style-type: none"> 01/01/2018 through 12/31/2022
VEVRAA AAP Component: Data Collection & Reporting Requirements for Protected Veterans (PVs)	<ul style="list-style-type: none"> Administer areas for compliance with VEVRAA changes. 	<ul style="list-style-type: none"> Track metrics for PVs. 	<ul style="list-style-type: none"> Identify any problem areas and processes or procedures that may be impeding the employment and/or advancement of qualified PVs. 	<ul style="list-style-type: none"> Bureau Directors Hiring Managers Bureau AAP Reps HRT Sr. HRAs HRBPs 	<ul style="list-style-type: none"> Annually
VEVRAA AAP Component: Data Collection & Reporting Requirements for Protected Veterans (PVs)	<ul style="list-style-type: none"> Administer areas for compliance with VEVRAA changes. 	<ul style="list-style-type: none"> Track metrics for PVs. 	<ul style="list-style-type: none"> Bureaus assess recruitment, outreach for PVs, and develop corrective measures for any problem areas. 	<ul style="list-style-type: none"> Bureau Directors Hiring Managers Bureau AAP Reps HRT EO-EO-FOR PC Sr. HRAs HRBPs 	<ul style="list-style-type: none"> Ongoing

Calendar Year 2018-2022
OMF- Bureau of Technology Services (BTS) Affirmative Action Program (AAP) Strategies

Bureau Name: Bureau of Technology Services

Prepared By: Penelope Luedtke, Applications Analyst IV; Amy Tuttle, Senior Management Analyst

Telephone Number: 503-823-4001

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Workforce Planning	<ul style="list-style-type: none"> Utilize latest EEO reporting data when planning for hiring outreach. 	<ul style="list-style-type: none"> Review EEO/AA data with Bureau Leadership Team; discuss barriers to hiring targeted participants. 	<ul style="list-style-type: none"> Ensure that progress towards AA goals is tracked. 	<ul style="list-style-type: none"> BTS Equity Committee 	<ul style="list-style-type: none"> Ongoing
Workforce Planning		<ul style="list-style-type: none"> Review hiring processes and procedures for barriers to participation from target groups. 	<ul style="list-style-type: none"> Create equitable hiring practices. 	<ul style="list-style-type: none"> BTS Equity Committee; Ad hoc work group 	<ul style="list-style-type: none"> Completed review by 9/30/17
Recruitment Outreach	<ul style="list-style-type: none"> Standardize participation in outreach to under-represented groups. 	<ul style="list-style-type: none"> Encourage staff to participate in professional or affinity groups that engage with under-represented potential candidates. 	<ul style="list-style-type: none"> Provide opportunities for professional development to staff. Cultivate relationships outside work that build knowledge of and comfort with BTS culture. Create a pool of candidates familiar with and eager to apply for City of Portland jobs. 	<ul style="list-style-type: none"> BTS Equity Committee 	<ul style="list-style-type: none"> Ongoing
Recruitment Hiring	<ul style="list-style-type: none"> Standardize outreach to under-represented groups. 	<ul style="list-style-type: none"> Add outreach to professional/affinity groups to hiring checklist. 	<ul style="list-style-type: none"> Ensure under-represented groups are informed of available positions. 	<ul style="list-style-type: none"> BTS Equity Committee; Ad hoc work group will create. Managers/Supervisors will implement during hiring 	<ul style="list-style-type: none"> 9/30/17 Ongoing
Recruitment Hiring	<ul style="list-style-type: none"> Train Subject Matter Experts (SME) engaged in resume reviews in Bias Awareness. 	<ul style="list-style-type: none"> Ensure all resume reviewers and panelists for interviews have bias awareness training. 	<ul style="list-style-type: none"> SME resume reviewers are competent in eliminating institutional and personal racial bias in the resume review process. 	<ul style="list-style-type: none"> Managers/Supervisors 	<ul style="list-style-type: none"> Ongoing
Retention	<ul style="list-style-type: none"> Create a culture of equity and inclusion in BTS. 	<ul style="list-style-type: none"> Create an equity plan. 	<ul style="list-style-type: none"> Demonstrate organization's commitment to equity. 	<ul style="list-style-type: none"> BTS Equity Committee 	<ul style="list-style-type: none"> Completed 2017

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Retention		<ul style="list-style-type: none"> Report annually on the equity plan. 	<ul style="list-style-type: none"> Share improvement metrics with staff. 	<ul style="list-style-type: none"> BTS Equity Committee; Annual Report Work Group 	<ul style="list-style-type: none"> Annually
Retention		<ul style="list-style-type: none"> Create opportunities for learning about equity and inclusion. 	<ul style="list-style-type: none"> Provide opportunities for staff to broaden their understanding of equity and inclusion. Expand staff's understanding of how EEO/AA goals can improve their work environment. 	<ul style="list-style-type: none"> BTS Equity Committee; Events Work Group 	<ul style="list-style-type: none"> 1 in 2018 2 in 2019 3 or more each year for 2020 – 2022
Retention		<ul style="list-style-type: none"> Engage new employees with BTS tours of all facilities. 	<ul style="list-style-type: none"> Expose new employees to the work BTS does; illustrate career opportunities in BTS. 	<ul style="list-style-type: none"> BTS Equity Committee 	<ul style="list-style-type: none"> Quarterly
Retention		<ul style="list-style-type: none"> Provide opportunities for professional development. 	<ul style="list-style-type: none"> Encourage staff to take advantage of BHR training in resume writing, interview skills, etc. 	<ul style="list-style-type: none"> Managers and Supervisors 	<ul style="list-style-type: none"> Ongoing
Retention		<ul style="list-style-type: none"> Review on-going work via PortlandOregon.gov, newsletters, work group meeting topics of equity. 	<ul style="list-style-type: none"> Normalize the discussion about equity and inclusion. 	<ul style="list-style-type: none"> BTS Equity Committee; Web Work Group, and Annual Report Work Group 	<ul style="list-style-type: none"> Monthly; on-going

Calendar Year 2018-2022

OMF-Bureau of Internal Business Services (BIBS) Affirmative Action Program (AAP) Plan Strategies

Bureau Name: OMF-BIBS

Name and position of person submitting report: Jeff Winkler, Senior Management Analyst

Telephone Number: 503-823-5512

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
BIBS Equity & Inclusion Committee (BEIC)	Body created to execute on 5-year racial equity plan adopted in 2016.	<ul style="list-style-type: none"> Three subcommittees (administrative, workforce & contracting, communications & training) meet regularly. Full BEIC meets monthly.	Each division is required to participate in the BEIC, the body accountable for completion of racial equity plan.	BIBS Equity & Inclusion Committee	<ul style="list-style-type: none"> Ongoing
Racial Equity Plan: Workforce & Contracting	Identify hiring and contracting process improvements that will serve to eliminate race barriers.	<ul style="list-style-type: none"> Standardized equitable hiring processes and procedures for BIBS. Identify new/improve existing hiring & contracting processes & procedures to eliminate race barriers. 	Bureau actions identified to achieve the five stated City racial equity goals.	BEIC Workforce & Contracting Subcommittee	<ul style="list-style-type: none"> Ongoing
Racial Equity Plan: Communication & Training	Develop racial equity communications and training programs and tools for BIBS.	<ul style="list-style-type: none"> Quarterly newsletter contributions. Web content development. Develop methods for tracking and enforcing mandatory training. 	Bureau actions identified to achieve the five stated City racial equity goals.	BEIC Communication & Training Subcommittee	<ul style="list-style-type: none"> Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Racial Equity Plan: Administration	Develop methods to track and report progress on 5-year racial equity plan.	<ul style="list-style-type: none"> Annual survey. Annual progress report. Develop equity metrics & dashboard Annual budget.	Bureau actions identified to achieve the five stated City racial equity goals.	BEIC Administration Subcommittee	Ongoing
Workforce Diversity	FMT Apprentice Program.	Hiring first apprentice in 2017.	<ul style="list-style-type: none"> Increase diversity in the building trades. 	Facilities Services	Ongoing
Prime Contractor Development Program	Continued participation in the PCDP.	Periodic updates on upcoming prime contractor contract opportunities.	Provide Minority and Women certified contractors with increased prime contracting opportunities.	Facilities Services	Ongoing
ADA Title II Program	<ul style="list-style-type: none"> Ongoing ADA Barrier Transition Plan progress monitoring and reporting. 	Quarterly reporting.	Comply with City policy and all applicable laws.	Facilities Services	Ongoing

Calendar Year 2018-2022
OMF-Bureau of Revenue & Financial Services (BRFS) Affirmative Action Program (AAP) Plan Strategies

Bureau Name: OMF-BRFS

Name and position of person submitting report: Christine Moody

Telephone Number: 503-823-1095

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Recruitment - Outreach	<ul style="list-style-type: none"> Promote BRFS as an employer of choice. 	<ul style="list-style-type: none"> Produce publications highlighting BRFS as an employer of choice. Target schools, universities, community organizations. Review existing hiring practices to determine, what, if any barriers exist to increasing the diversity of the workforce with the intention of reducing/eliminating any identified barriers. 	<ul style="list-style-type: none"> Promote BRFS as an Employer of Choice by broadening the applicant pool to increase diversity within the bureau. 	<ul style="list-style-type: none"> Director, Division Managers and Supervisors in coordination with BHR. 	<ul style="list-style-type: none"> Ongoing
Recruitment - Outreach	<ul style="list-style-type: none"> Racial equity and cultural responsiveness knowledge, skills and practices are part of all job descriptions and or work plans. 	<ul style="list-style-type: none"> Work with BHR to review existing job descriptions for cultural responsiveness. 	<ul style="list-style-type: none"> To ensure that appropriate equity/cultural responsiveness knowledge/skills/abilities are included in description and make changes where appropriate. 	<ul style="list-style-type: none"> Division Managers and Supervisors 	<ul style="list-style-type: none"> Ongoing
Workforce Retention	<ul style="list-style-type: none"> Professional Development opportunities to build capacity and to implement racial equity goals are made available to all levels of staff. 	<ul style="list-style-type: none"> Employee development plans are prepared for all BRFS employees and reviewed annually as part of the performance evaluation process. 	<ul style="list-style-type: none"> Raise interest level and knowledge base of diverse employees in all levels of staff to encourage promotional opportunities. 	<ul style="list-style-type: none"> Division Managers and Supervisors 	<ul style="list-style-type: none"> Ongoing
Workforce Retention	<ul style="list-style-type: none"> Performance appraisals/evaluations include progress on racial equity and cultural responsiveness goals. 	<ul style="list-style-type: none"> Roll-out measures in performance evaluation plan documentation. Include specific goals in individual employee performance reviews. Completion of appropriate equity training by all Bureau employees. 	<ul style="list-style-type: none"> Documentation of racial equity and cultural responsiveness measures. 	<ul style="list-style-type: none"> Division Managers and Supervisors 	<ul style="list-style-type: none"> Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Workforce Retention	<ul style="list-style-type: none"> Integrate equity principles into Bureau processes as outlined in the Portland Plan and citywide equity goals. 	<ul style="list-style-type: none"> Coordinate with Division Managers and equity committee. Analyze Bureau/Division policies, vision, goals, and procedures. Report recommendations to Director for how the Bureau could enhance the integration of equity into its mission. Host/Participate in cultural celebrations. 	<ul style="list-style-type: none"> In recognition of value of diversity, provide practical ways of developing understanding and overcoming barriers between people. 	<ul style="list-style-type: none"> Division Managers and Supervisors and Equity Committee 	<ul style="list-style-type: none"> Ongoing
Veterans/Individuals with Disabilities (PVs & IWDs)	<ul style="list-style-type: none"> Recruit, hire, retain and promote veterans and persons with disabilities. 	<ul style="list-style-type: none"> Develop/Plan outreach and recruitment for veterans and individuals with disabilities. 	<ul style="list-style-type: none"> Increase applicant pool of veterans and disabled individuals for BRFS positions to maximize employment opportunities. 	<ul style="list-style-type: none"> Division Managers and Supervisors and Equity Committee 	<ul style="list-style-type: none"> Ongoing



**OFFICE of EQUITY
and HUMAN RIGHTS**
CITY OF PORTLAND

Realizing Equity. Enhancing the City of Portland.

Commissioner in Charge:

Ted Wheeler, Mayor

Bureau Director:

Dante J. James, Esq.



1310 Office of Equity and Human Rights (OEHR)

Affirmative Action Program (AAP) Strategy

2018 – 2022

**Dante J. James, Esq.
Bureau Director**

In compliance with Civil Rights laws, it is the policy of the City of Portland that no person shall be excluded from participation in, denied the benefits of, or be subjected to discrimination in any City program, service, or activity on the grounds of race, color, national origin, or disability. To request accommodations, translation and/or interpretation, to file complaints, or for additional information or services, please contact us at 503-823-4433, City TTY 503-823-6868, or Oregon Relay Service: 711.

421 SW 6th Avenue, Suite 500 • Portland, Oregon 97204 | portlandoregon.gov/oehr

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Introduction

The Office of Equity and Human Rights (OEHR) strongly believes in the value of Equal Employment Opportunity, as well as diversity, inclusion and equity. These strategies are written in support of the City's Affirmative Action Plan. As part of our policy, OEHR provides an inclusive workplace, affirmative action and equal employment opportunities for all qualified individuals without regard to race, religion, skin color, gender, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, sexual expression, source of income, or veteran's status in all personnel actions, including recruitment, evaluation, selection, promotion, compensation, training or termination.

Our workplace culture reinforces these policies and is seen as very positive by the diverse community organizations we work with.

The purpose of these Affirmative Action Strategies is to affirm the commitment of OEHR to equal employment opportunity and affirmative action, to identify areas of underutilization in our bureau, and to identify action plans and quality improvement projects which move our office toward being a model community partner through hiring, promoting and retaining a more diverse workforce.

As a fairly new office, established in September of 2011, OEHR is a small bureau, with just eleven employees, providing two specific areas of focus: Training and Education, and Technical Assistance to all bureaus related to removing barriers based on race and disability. All but two of the current staff are non-represented personnel.

Assessment of Current Affirmative Action Strategies

The Office of Equity and Human Rights has an executive management team and staff that is strongly committed to diversity in all aspects of the bureau's internal work within City government, as well as externally in the larger community.

When the office was created in September of 2011, it inherited staff from the former Office of Human Relations. These staff included:

- (1) Two or More Category, male
- (5) Caucasians, one male, four females
- (1) Hispanic female
- (5) African Americans, four males, one female
- (1) Asian male
- (1) Individual with a disability
- (2) Veterans

Office of Equity & Human Rights Affirmative Action Strategies

Current OEHR workforce is comprised of 78% people of color and 33% women. The executive team is comprised of 67% people of color and 33% women. There are no identified Native Americans or Latinos at the bureau. Consequently, for any future staff additions, OEHR should concentrate recruitment efforts in the Native American and Latino communities, while acknowledging that women are also currently under-represented in the Program Management category. Although the bureau is currently fully staffed, we will continually strive to be in compliance with City policy regarding affirmative action and the hiring of people of color and women, while recognizing that retaining and developing the City's diverse workforce will require thoughtful strategies.

The bureau encourages staff to offer suggestions on how to improve and increase diversity and cultural awareness in our workforce and work with community partners. The executive team reviews comments and suggestions and may include them in future plans. The Director holds all staff accountable for consistently implementing the office's Affirmative Action Plan Strategies and diversity goals throughout the bureau.

Placement Objectives

The bureau and the City of Portland promote equal opportunity of employment for qualified individuals without regard to their race, ethnicity, color, religion, national origin, sex, marital status, sexual orientation, sexual expression, source of income or physical or mental disabilities. This policy applies to and must be an integral part of all aspects of the bureau's personnel policies and practices for employment, training, advancement, termination and treatment of all employees and applicants for employment with the bureau. Compliance with the EEO Policy and Affirmative Action Plan will be part of the acceptable standards of performance for all employees.

The bureau will continue to monitor our utilization of affirmative action strategies in order to further affect our workforce in the following areas.

1. Retain employee diversity.
2. Ensure that women and people of color receive equitable treatment in the workplace.
3. Eliminate barriers and perceptions of bias from the workplace.
4. When positions are available, assertively recruit members of communities of color to increase the diversity of the qualified applicant pool.
5. Offer internships and other opportunities to members of communities of color.

Calendar Year 2018-2022
Affirmative Action Program (AAP) Strategies Baseline Form

Bureau Name: Office of Equity and Human Rights

Prepared By: Kapua Foster, Director's Executive Assistant

Telephone Number: 503-823-5582

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Retention; (Keep diverse workforce)	Provide training resources (budget) for career development and opportunities for growth.	Include career development plans as part of annual performance reviews.	Ensure staff feel valued and respected and stay engaged professionally.	Bureau Director	Ongoing
Recruitment & Outreach	Partner with BHR-Diversity, Outreach & Employment Resources (DOER) to develop and implement an OEHR outreach & recruitment plan for each recruitment.	Monitor and review demographic data related to applicant pool and candidates at each stage.	Increase number of employment applications received from under-represented group members.	Bureau Director	Ongoing
Hiring Practices	Ensure that hiring processes are fair and consistent.	Ensure that interview panels are diverse.	Hire and promote a diverse workforce.	Bureau Director	Ongoing
Create a supportive working environment that attracts qualified applicants	New employees are required to attend HRAR 2.02 training within 3 months of their employment.	Employees feel free from harassment and discrimination of any type.	Increase the awareness that inappropriate behavior has a negative effect on our ability to attract and retain new employees.	Bureau Director	As new employees are hired they will be registered for this training.
Cultural Competency	Support staff skills in cultural competency and awareness of diversity and equity issues.	Staff attendance at equity and/or cultural competency seminars or events.	Training and sharing best practices and improving internal expertise.	Bureau Director	Ongoing

Calendar Year 2018-2022
Affirmative Action Program (AAP) Strategies Baseline Form

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Cultural Competency	Support staff skills in cultural competency and awareness of diversity issues.	Participate in BHR –led EEO-AA, cultural competency, and diversity trainings.	Training Implemented	Bureau Director	Ongoing
Communicate EEO/AA plan to Staff	Incorporate EEO/AA policy as an annual staff meeting agenda item.	Check quarterly for any changes to the plan.	Provides opportunity for staff input on where changes are needed in the plan.	Bureau Director	Annually
Contracts	Ensure EEO/AA best practices language is incorporated in RFP/RFQ's and all contract documents.	Currently complying with this practice – however, check periodically for changes to language.	Ensures the bureau is following both City and Federal EEO best practices.	Bureau Director	Ongoing
Protected Veterans (PV)	Recruit, hire, retain and promote qualified protected veterans.	Plan recruitment outreach for veterans.	Increase pool of protected veteran applicants. Maximize employment opportunities for eligible protected veterans.	Bureau Director	Ongoing
Individuals with Disabilities (IWD)	Recruit, hire, retain and promote individuals with disabilities.	Plan recruitment outreach for individuals with disabilities.	Increase pool of disabled applicants. Maximize employment opportunities for eligible individuals with disabilities.	Bureau Director	Ongoing

City of Portland

1320

City Budget Office

Affirmative Action Program (AAP) Plan Strategies
2018-2022

Andrew Scott
Bureau Director

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I. Introduction

The City Budget Office (CBO) is a four-year old City bureau which was formerly part of the Office of Management and Finance (OMF). In the years since its formation and before that as part of OMF, the CBO took strategies and actions to ensure equal employment opportunity and affirmative action for minorities, women, veterans and individuals with disabilities. This affirmative action plan continues that legacy.

In 2016, CBO implemented its Racial Equity Plan. Many of the objectives of that plan help inform and enrich the goals and actions of this AAP plan.

The City Budget Office is strongly committed to the principles of equal employment opportunity, affirmative action and diversity in compliance with City Affirmative Action Policy. This CBO Affirmative Action Strategy is written in reliance upon the City's Affirmative Action Plan and all applicable rules therein.

II. Assessment of Current Affirmative Action Strategies

CBO currently assesses utilization of minorities and women, promotes employee and manager trainings on EEO, harassment, and discrimination; works to identify and remove barriers to equal employment; makes efforts to recruit minorities, women, veterans, and persons with disabilities for open positions; and conducts in-person outreach with individuals with disabilities.

Based on second quarter reports for FY 2016-17, CBO has no shortfalls in any job category. CBO will continue current AAP efforts and in some cases expand the scope of these actions. The attached Affirmative Action Program Strategies Report sets forth the specific actions that will be taken during 2018-2022. Some of the highlights from the actions include:

- Managers will continue to ensure that hiring interview panels are diverse, have been trained in multicultural interview techniques and are subject matter experts in accordance with the City Council Resolution on City Hiring Panels, adopted on December 13, 2012.
- Managers will make contact with community groups that have access to underrepresented protected classes and personally convey job opening information to those groups.
- Using information gathered from staff per the bureau's Racial Equity Plan, managers will review existing hiring and supervision practices to determine what, if any, barriers exist to increasing the diversity of the work force, and create steps to reduce and eliminate those barriers.
-
- The Bureau Director will hold managers and supervisors accountable for increasing workforce diversity, improving the work environment and reducing the effects of bias based behavior in the workplace.

- The Bureau will continue to ensure that all employees understand the administrative rules governing workplace harassment, including sexual harassment.
- Managers and supervisors will continue to be trained in how to deal effectively with workplace harassment.
- Employees will continue to be trained in how to deal effectively with workplace harassment.

III. Placement Objectives

Based on second quarter reports for FY 2016-17, CBO has no shortfalls in any job category. CBO will continue current AAP efforts and in some cases expand the scope of these actions. Please see the attached Affirmative Action Program Strategies Report for more details. Following future receipt of shortfall data from BHR, the CBO will review and develop specific plans to eliminate any underutilization of minorities and women reported. Further, CBO will continue to conduct outreach to veterans and individuals with disabilities.

Affirmative Action Strategies for Veterans and individuals with Disabilities

The CBO takes action to ensure equal employment opportunity and affirmative action for veterans and individuals with disabilities. The CBO will continue to:

- develop recruiting sources which provide access and/or contacts to covered veterans and individuals with disabilities
- provide opportunities for training of employees at all levels to increase their ability to work with individuals with disabilities
- ensure that facilities will reasonably accommodate applicants and employees with disabilities.
- review policies and procedures and/or modify as necessary to promote successful employment and retention of covered veterans and individuals with disabilities.

Calendar Year 2018-2022
City Budget Office Affirmative Action Program (AAP) Plan Strategies

Name and position of person submitting report: **Andrew Scott, Director**

Telephone Number: **503 823-6845**

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Assess utilization of minorities, women, individuals with disabilities (IWDs), and protected veterans (PVs)	Use data provided by the BHR on minorities, women, disabled individuals, and protected veterans to inform staffing decisions	In partnership with BHR Employment & Outreach (EO) establish priorities for outreach and hiring.	Ensure goals for diversity are being met.	CBO manager to be assigned. Partner with EO	September 1, 2018.
Training	Review attendance records for Rule 2.02 Training.	Ensure employees and managers have attended required trainings on EEO, harassment & discrimination.	Make employees aware and/or reaffirm EEO/AA policies. Encourage participation in Regional Diversity Conference.	Partner with HR Business Partner and Training & Workforce Development Manager.	Ongoing.
Procedures, policies and practices	Review existing hiring and supervision practices to determine what, if any, barriers exist to increasing the diversity of the work force. Create steps to reduce and eliminate those barriers.	Survey employees to determine if they perceive any barriers to equal employment.	Discover and remove any barriers to hiring or promotion.	Partner with BHR Business Partner to make EEO/AA a part of an overall organizational development strategy.	Establish survey by December 31, 2018.

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe
Hiring	Conduct additional outreach beyond that provided by BHR to underrepresented communities, women, PVs and IWDs.	CBO will identify target outreach methods, geared towards individuals from the aforementioned groups with experience and interest in public service and financial, budget and policy analysis. CBO will follow the new outreach methods during all recruitment processes.	Ensure that minorities, women, veterans and individuals with disabilities are recruited for open positions in CBO	Director and employees to be designated. Partner with EO.	Develop outreach plan by September 1, 2018. Bias training: Ongoing.
Hiring	Ensure interview panel members are objective and unbiased.	Verify that all interview panel members have received bias training.	Ensure that minorities, women, veterans and individuals with disabilities are treated equally to candidates from the majority during the interview process.	Director works with BHR Business Partner.	Ongoing.



Affirmative Action Program Plan for Protected Veterans City of Portland

January 1, 2018 – December 31, 2022



1120 SW Fifth Avenue, Room 404
Portland, Oregon 97204
503-823-3572

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Table of Contents

Preface	697
Equal Employment Opportunity and Affirmative Action	698
Statement of Policy.....	699
Definitions.....	700
Responsibility for Implementation	701
Request for Self-Identification	703
Review of Personnel Policies	704
Review of Physical and Mental Job Requirements	705
Reasonable Accommodations	706
Compensation	708
Internal Communication Procedure	708
Harassment Policy	708
Training	708
Internal Dissemination of Policy	709
Outreach, Positive Recruitment and External Dissemination of Policy	710
Data Collection Analysis	712
Veterans Data Collection Analysis	712
Hiring Benchmarks	713
Monitoring and Reporting Systems	714
List of Exhibits	716
Exhibit A - Voluntary Veteran Self-Identification Form: Pre and Post Offer Solicitation	717
Exhibit B - Annual Notification to Vendors	719

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Preface

City of Portland (also referred to as the City) is committed to the concept and practice of equal opportunity and affirmative action. In the preparation of this affirmative action program (AAP), the City has used a format consistent with the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA) of 1974, as amended by the Jobs for Veterans Act of 2002 (38 U.S.C. § 4212), and its implementing OFCCP regulations (41 C.F.R. Part 60-300). Nothing contained in this AAP or its supporting data should be construed as an admission by the City, in whole or in part, that it has contravened any federal, state, or local employment practice laws.

In developing and implementing this AAP, City of Portland has been guided by its established policy of providing equal employment opportunity. Nothing herein is intended to sanction the discriminatory treatment of any person. Thus, this AAP has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (EEOC) (29 C.F.R. Part 1608).

While the City firmly believes in dissemination of its affirmative action policies and equal employment opportunity practices and makes the non-data components of this AAP available for review to employees and applicants upon request, the AAP remains a City proprietary document. Moreover, the data on which the City has relied in preparing this AAP are confidential and sensitive, and the City believes release of the data would subject the City to commercial harm. Therefore, the following is requested:

- If this AAP or any supporting data or documentation are submitted to Office of Federal Contract Compliance Programs (OFCCP) pursuant to the Executive Order, the Rehabilitation Act, the Vietnam Era Veterans' Readjustment Assistance Act and/or any implementing regulations (as any or all have been or may be amended), those documents and the information they contain are to be considered confidential and not subject to disclosure without notifying the City of the agency's decision to disclose and providing the City with ample time to contest the disclosure. Advance notice of disclosure should be sent to the Affirmative Action Officer. The City requests this information be treated as exempt from public disclosure under the Freedom of Information Act, 5 U.S.C. § 552.
- If this AAP or any supporting data or documentation is supplied by City to another government contractor, EEOC or fair employment practices agency representatives, or any other person, it is not to be copied, reproduced, or disclosed by such persons without prior notification to the City.
- No information contained in the AAP or any supporting data or documentation is to be copied, removed from the premises, or released to other individuals without a prior notification to and permission from the City.
- Reports that require specific data, such as names of employees and salary information, are not an official part of this AAP. This information is on file at the City as Documentation and Supporting Data for AAP Reports and is available for review only as required by law.

This AAP does not constitute an express or implied contract between the City and its employees, job applicants, or other persons, nor does it change in any way the basic at will employment relationship all City employees have with the City. Nothing in this AAP creates a private right of action on behalf of any individual or group against the City.

Equal Employment Opportunity and Affirmative Action Statement of Policy 41 C.F.R. 60-300.44(a)

It is the policy of City of Portland not to discriminate or allow the harassment of employees or applicants on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law with regard to any employment practices, including recruitment, advertising, job application procedures, hiring, upgrading, training, promotion, transfer, compensation, job assignments, benefits, and/or other terms, conditions, or privileges of employment, provided the individual is qualified, with or without reasonable accommodations, to perform the essential functions of the job. This policy applies to all jobs at the City. The City will continue to ensure that individuals are employed, and that employees are treated during employment, without regard to their sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law in all employment practices as follows:

Employment decisions at the City are based on legitimate job related criteria. All personnel actions or programs that affect qualified individuals, such as employment, upgrading, demotion, transfer, recruitment, advertising, termination, rate of pay or other forms of compensation, and selection for training, are made without discrimination because of any basis protected by law. Employees may choose to voluntarily disclose their sex, race, national origin, disability and protected veteran status at any time by contacting Human Resources. Such information will be maintained in a confidential manner and will not be used against an individual when making any employment decisions. Employees and applicants with disabilities and disabled veterans are encouraged to inform Bureau of Human Resources if they need a reasonable accommodation to perform a job for which they are otherwise qualified. The City makes, and will continue to make, reasonable accommodations to the known physical or mental limitations of an otherwise qualified applicant or employee to promote the employment of qualified individuals with disabilities and disabled veterans, unless such accommodations would impose an undue hardship on the operations of the City's business.

City of Portland, and our Mayor are fully committed to principals of equal employment opportunity and affirmative action. As Human Resources Director, I support the successful implementation of the City's Affirmative Action Programs. I have appointed the Employment and Outreach Manager as the Affirmative Action Officer for the City, with responsibility for implementation of the City's affirmative action activities. The Affirmative Action Officer has the full support of top management and the staff necessary to fully implement this Program. All managers and supervisors will take an active part in the City's AAP to ensure all qualified employees and prospective employees are considered and treated in a nondiscriminatory manner with respect to all employment decisions. Furthermore, City of Portland will solicit the cooperation and support of all employees for the City's Equal Employment Opportunity and Affirmative Action Policy.

Our Affirmative Action Programs include an audit and reporting system, which, among other things, uses metrics and other information to measure the effectiveness of our Programs. The Affirmative Action Officer has been assigned responsibility for periodically reviewing progress in the compliance and implementation of the policy of affirmative action. In accordance with public law, the City's program of affirmative action for qualified individuals with disabilities and the program of affirmative action for protected veterans are available for inspection in the Bureau of Human Resources, Monday through Friday, from 9:00 a.m. to 5:00 p.m. upon request.

In addition, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in, or may have engaged in, filing a complaint, assisting or participating in an investigation, compliance review or hearing, or other activity related to the administration of Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Executive Order 11246, all as amended, and/or any other federal, state, or local law or regulation regarding Equal Employment Opportunity, opposing any act or practice made unlawful, or exercising any other right protected by such laws or regulations. City of Portland will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the contractor's legal duty to furnish information.

Anna Kanwit
Human Resources Director

Definitions

41 C.F.R. 60-300.2

“DISABLED VETERAN” is (1) A veteran of the U.S. military, ground, naval, or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or (2) A person who was discharged or released from active duty because of a service connected disability.

“QUALIFIED DISABLED VETERAN” means a disabled veteran as defined above who has the ability to perform the essential functions of the employment position at issue with or without reasonable accommodation.

“RECENTLY SEPARATED VETERAN” means any veteran during the three-year period beginning on the date of such veteran’s discharge or release from active duty in the U.S. military, ground, naval or air service.

“ARMED FORCES SERVICE MEDAL VETERAN” is any veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

“ACTIVE DUTY WARTIME OR CAMPAIGN BADGE VETERAN” means a veteran who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the Department of Defense.

“PROTECTED VETERANS” means Disabled Veterans, Recently Separated Veterans, Armed Forces Service Medal Veterans, and Active Duty Wartime or Campaign Badge Veterans.

Responsibility for Implementation

41 C.F.R. 60-300.44(i)

Anna Kanwit, Human Resources Director, has overall responsibility for implementation of the Equal Employment Opportunity Policy and the AAP. The City has assigned primary management responsibility and accountability for ensuring full compliance with the Program to the Employment and Outreach Manager who is designated as the Affirmative Action Officer. The Affirmative Action Officer has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. The Human Resources Director actively supports the program and provides assistance whenever it is needed, making managers and supervisors aware of the program and requesting their cooperation and assistance. The identity of the Affirmative Action Officer appears on internal and external communications regarding the City's Equal Employment Opportunity Policy and AAP.

With regard to the City AAP, Anna Kanwit works closely with the Affirmative Action Officer to implement the programs which are specific to the City. The Affirmative Action Officer, together with the Human Resources staff, has primary responsibility for implementing programs at the City.

The duties of the Affirmative Action Officer and designees include:

- Developing policy statements, AAPs, and internal and external modes of communication
- Overseeing regular discussions with local managers, supervisors, and employees to ensure the City's policies are being followed
- Training personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes to ensure the commitments in the City's affirmative action program are implemented
- Advising supervisors their affirmative action efforts and results are a component of their performance evaluations, and the City is obligated to prevent discrimination and harassment of employees
- Identifying, in conjunction with line management any problem areas in implementing the AAP, and developing solutions
- Identifying any barriers to employment for protected veterans, including those with known disabilities, and assisting managers in developing reasonable accommodations to ensure that individuals with disabilities benefit from equal employment opportunities
- Designing and implementing an internal audit and reporting system that will measure the effectiveness of the City's Program, indicate the need for remedial action, determine the degree to which the City's objectives have been attained, determine whether employees who are protected veterans have had the opportunity to participate in City-sponsored educational, training, recreational, and social activities, and ensure each City location is in compliance with applicable laws and regulations
- Serving as liaison between the City and enforcement agencies, and between the City and organizations of and for protected veterans

- Encouraging active involvement by City representatives in the community service programs of local organizations of and for protected veterans
- Ensuring posters and notices are properly displayed or disseminated in ways that are accessible and understandable to applicants and employees and
- Keeping management informed of the latest developments in affirmative action.

The responsibilities of managers and supervisors under this AAP include:

- Taking action to prevent the discrimination and harassment of employees
- Ensuring their departments fully comply with the spirit and letter of the affirmative action program and policies
- Reviewing the qualifications of all applicants and employees to make sure qualified individuals are treated in a nondiscriminatory manner with regard to hire, promotion, transfer, and termination
- Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her job duties and responsibilities and
- Working with the Affirmative Action Officer or Human Resources Manager and qualified veteran employees or applicants with known disabilities to determine appropriate reasonable accommodations if they are necessary for performance of the job and/or recruitment process.

Request for Self-Identification

41 C.F.R. 60-300.42

In order to notify applicants and employees of the existence of and the opportunity to participate in this affirmative action program and to provide sufficient data to allow City of Portland to measure and improve, if necessary, the effectiveness of the City's affirmative action efforts, City of Portland invites applicants and employees to complete an invitation to self- identify status as a protected veteran as follows:

- When an applicant applies or is considered for employment, the City provides the applicant with a copy of the form attached as Exhibit A, at the same time the City invites the applicant to self- identify race, ethnicity, sex, and disabled status.
- Following an offer of employment but before the individual begins his/her job duties, the City provides an additional copy of the form attached as Exhibit A.

The City keeps all self-identification information confidential and maintains it in a data analysis file rather than in individual employee personnel or medical files.

Review of Personnel Policies

41 C.F.R. 60-300.44(b)

City of Portland periodically reviews its personnel procedures to determine whether they ensure the careful, thorough, and systematic consideration of the job qualifications of employees or job applicants who are protected veterans for jobs filled either through vacancy or promotion and for educational or training opportunities. The City ensures that its personnel processes facilitate the implementation of the Affirmative Action Program.

Vacancies are advertised, and applications are accepted from any interested person. City of Portland's employment application, the Careers section of its website, and all advertisements include a link to the non-discrimination statement to further assure applicants of the City's policy of equal employment opportunity. An EEO statement will be included in other recruitment literature should the City use such documents in the future. All non-executive positions lasting three days or more not expected to fill from within will be referred to the appropriate state employment service delivery system. In addition, to ensure protected veterans are aware of our openings, the City will send vacancy announcements to the sources listed in the Outreach, Positive Recruitment, and External Dissemination of Policy section of this Affirmative Action Program.

The City ensures its personnel processes do not limit, segregate, or classify an employee or job applicant in a way that adversely affects employment opportunities or status on the basis of status as a protected veteran. The City makes sure when a protected veteran is considered for an employment opportunity, the City relies only on that portion of the individual's military record, including his or her discharge papers, relevant to the requirements of the opportunity at issue. The City periodically reviews any physical and mental job qualifications to ensure they do not tend to screen out disabled veterans for reasons that are not job related or consistent with business necessity, or do not relate to ensuring the safe performance of the essential functions of the job. The City makes any necessary modifications to ensure applicants and employees receive equal opportunity in the operation of all personnel processes, and protected veterans are not stereotyped in a manner that limits their access to jobs for which they are qualified.

The City ensures applicants and employees who are protected veterans and who meet job qualifications have equal access to its personnel process, including those implemented through information and communication technologies, and provides necessary reasonable accommodation to make sure applicants and employees who are disabled veterans receive equal opportunity in the operation of all personnel processes.

Review of Physical and Mental Job Requirements

41 C.F.R. 60-300.44(c)

City of Portland reviews physical and mental job qualification requirements as job qualification requirements are established or revised to ensure qualification requirements do not screen out qualified individuals with disabilities or qualified disabled veterans for reasons that are not job related or consistent with business necessity and the safe performance of the essential functions of the job. This review occurs at regular intervals throughout each calendar year, such as when a job may be advertised or filled through hiring or promotion, when the duties of a position are significantly revised, and when considering requests for reasonable accommodation related to the performance of the functions of the position.

City of Portland also regularly reviews its personnel processes to ensure any medical exams or inquiries are conducted in accordance with the Section 503 regulations. Information regarding the medical condition or history of an individual obtained as a result of any such inquiry or exam is collected and maintained on separate forms and in separate medical files and treated as a confidential medical record.

To the extent any physical or mental job qualification measurements are found to potentially screen out qualified individuals with disabilities or qualified disabled veterans in the selection of employees or applicants for employment or in other changes in employment status such as promotion or training, City of Portland will ensure the requirements are related to the specific job(s) for which the individual is being considered and are consistent with business necessity and the safe performance of the job.

To date, no qualification requirements have been identified that are likely to have a screening effect. All job qualification requirements have been found to be job related, consistent with business necessity, or required for the safe performance of the job.

Reasonable Accommodations

41 C.F.R. 60-300.44(d)

City of Portland has made and will continue to make reasonable accommodations, which do not impose undue hardship on its business, to the known physical and mental limitations of otherwise qualified employees and job applicants who are disabled veterans.

Included among the specific accommodations for qualified disabled veterans that may have been implemented are the following:

- Short- and long-term disability programs provide pay for eligible employees absent due to disability.
- A personal leave policy enables eligible employees to accumulate paid time off to be used for medical appointments or personal illness.
- A medical leave of absence may be available to any employee who provides medical documentation of disability, where the requested absence constitutes a reasonable accommodation.
- Adaptive equipment, such as supportive desk chairs, special computer monitors and/or keyboards, is made available when necessary to enable an employee to perform an essential job function.
- Should reasonable accommodations be necessary to facilitate access to work areas by qualified employees or applicants who are known disabled veterans, the City will take reasonable steps to provide such accommodations.
- If necessary to accommodate a veteran with a known disability, the City will remove or alter nonessential job functions, unless doing so creates an undue hardship.
- The City will provide alternative work schedules if needed due to disability where that arrangement constitutes a reasonable accommodation.
- City will accommodate employees who are veterans with known disabilities by allowing a reasonable amount of time off for physicians' visits.
- Special parking for veterans with known disabilities is available at City of Portland.
- The City's online application system makes clear to all applicants if they are unable to fully use the automated system, they may follow specified alternate procedures so they receive equal opportunity to apply for and be fully considered for all jobs.
- The City has designed its online application system and its internal information and communication technologies to increase the accessibility of those systems.

If a veteran has a disability, the City encourages the individual to disclose (i) any special methods, skills, and procedures which qualify him or her for positions which he or she might not otherwise be able to do, so that he or she can be considered for any position of that kind, and (ii) the reasonable accommodations which would enable the individual to perform the job properly and safely. Such accommodations may include special equipment, changes in the physical layout of the job, elimination of certain nonessential duties related to the job, or other reasonable accommodations.

The City informs employees and applicants of its desire to discuss reasonable accommodations in various ways, including through the Policy Statement and on the Invitation to Self-Identify. Both the Policy Statement and the Invitation to Self-Identify are provided to employees and applicants, and posted for employees to view. Individuals interested in discussing accommodations may contact the Affirmative Action Officer, the Bureau of Human Resources, and/or the individual's supervisor. Managers and supervisors are trained to ensure they know what to do if an employee or applicant makes a request for a reasonable accommodation so that such requests are processed swiftly.

Where an employee who is known to be a veteran with a disability is having significant difficulty performing their job and the City reasonably concludes the performance issues may be related to the known disability, the City may notify the employee of the performance problem and confidentially inquire whether the problem is related to the employee's disability. If the employee indicates their disability is impacting performance, the City will engage in confidential discussions with the employee regarding whether the employee requires reasonable accommodations to improve performance.

Compensation

41 C.F.R. 60-300.21(i)

In offering employment or promotions, City of Portland does not reduce the amount of compensation offered to protected veterans because of any disability income, pension, or other benefit the employee receives from another source. Similarly, the City does not reduce the amount of compensation offered to an employee or applicant because of the actual or anticipated cost of a reasonable accommodation needed, requested, or anticipated.

Internal Communication Procedure

The City has developed an internal communication procedure whereby all employees, including protected veterans, can raise any issues or claims that may arise during the course of their employment. General communications procedures encourage any and all employees, including protected veterans, to discuss such issues or claims. All matters brought to the attention of the Affirmative Action Officer will be confidentially addressed.

Harassment Policy

41 C.F.R. 60-300.44(e)

City of Portland has developed and implemented policies and procedures to ensure employees who are protected veterans are not harassed because of their veteran status.

A copy of the City's Equal Employment Opportunity and Affirmative Action Policy Statement forbidding harassment against individuals based on protected characteristics is included in this AAP.

Training

41 C.F.R. 60-300.44(j)

The City provides training to personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes to ensure the commitments in the City's AAP are implemented.

Internal Dissemination of Policy

41 C.F.R. 60-300.44(g)

The City recognizes that, however strong its outreach program, internal support from supervisory management and other employees is necessary to ensure maximum effectiveness of its AAP for protected veterans. So that these employees' awareness of the needs of protected veterans can be increased and employee participation in the program is increased, the City will utilize the following procedures to maximize the internal implementation and dissemination of its Equal Employment Opportunity and Affirmative Action Policy:

- The City includes a copy of the policy statement in its Policy Manual.
- City of Portland's policy on equal employment opportunity and affirmative action for protected veterans is posted on City bulletin boards. The posting includes a statement that employees and applicants are protected from coercion, intimidation, and interference or discrimination for filing a complaint or assisting in an investigation under the Vietnam Era Veterans Readjustment Assistance Act of 1974, as amended.
- The City posts a copy of the policy in electronic format in a conspicuous location on the City intranet, along with other employment forms, and otherwise ensures all off-site personnel have a copy of or the ability to view the policy.
- The City's electronic applicant process includes information about the City's commitment to equal employment opportunity and affirmative action.
- The City will communicate to employees its obligation to take affirmative action to employ qualified protected veterans and will encourage employee referral of covered applicants.
- City of Portland will invite employees who are protected veterans to participate in the AAP.
- Meetings with executive management and supervisory personnel will be conducted at least annually to explain the City's policy of affirmative action, to make clear the Mayor's support for the policy, and to impart to these personnel their responsibility in making the AAP a success.
- An invitation to participate in City of Portland's policy of affirmative action is disseminated to all applicants, as well as to all employees once the City has extended a job offer, but before beginning employment duties.
- When applicable, City of Portland publicizes the policy in City publications.
- The policy is discussed in both new employee orientation and management training programs.
- When applicable, City publications include articles on accomplishments of all employees, including protected veterans.

If the City has or becomes party to collective bargaining agreements, union officials will be informed the City is bound by the terms of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and is committed to take affirmative action to employ and advance in employment protected veterans, and the City will not discriminate against protected veterans. For those sites not subject to a collective bargaining agreement, no notification of union officials is necessary.

Outreach, Positive Recruitment and External Dissemination of Policy

41 C.F.R. 60-300.44(f)

City of Portland has reviewed its employment practices to determine whether its personnel programs are designed to effectively recruit and advance in employment protected veterans. While the City believes there are no deficiencies in its current employment practices with respect to applicants and employees who are protected veterans, it engages in outreach, positive recruitment, and external dissemination programs to augment its existing affirmative efforts. For example, the City sends written notification of its affirmative action policy to all subcontractors, including subcontracting vendors and suppliers, and requests appropriate action on their part. In addition, the City engages in or has made plans to implement the following activities:

- City of Portland makes the Equal Employment Opportunity Clause part of all covered contracts and purchase orders.
- The City posts all job vacancies (other than some executive and senior management positions or positions lasting three days or less) for which it considers outside applicants with the state workforce agency job bank or local employment delivery system where the opening occurs. These postings occur before or concurrently with the use of other recruitment efforts to fill the job and are provided in the manner and format specified by the relevant agency that will allow the agency to provide priority referral of protected veterans.
- City of Portland has notified the employment service delivery system in each state where it has establishments that it is a federal contractor and it desires priority referrals of protected veterans for job openings in that state. The City also provided the employment service delivery system with the name and location of all hiring locations within the state and the contact information for an employee who can answer questions about such job listings. The notice also included the names and contact information for job search organizations the City uses to assist in hiring, if any. If any of the information in this disclosure changes, the City sends an update with the next relevant job listing.
- Executives, management officials, supervisors, and other employees of the City are encouraged to assist in the effort to disseminate City of Portland's policy of affirmative action to appropriate individuals outside of the City.
- The City will inform recruiting sources of City of Portland's policy of affirmative action for protected veterans. Recruiting sources will be requested to actively recruit and refer qualified protected veterans for all positions.
- City of Portland will identify local organizations and/or community agencies known to specialize placing and/or developing training programs for protected veterans and send them notices of vacant positions. Examples of these outreach efforts include contacting the following:
 - Veterans' Employment Representative in the employment service center near the facilities covered in this AAP
 - Department of Veterans Affairs Regional office near the facilities covered in this AAP
 - Veterans' coordinators on campuses where the City normally recruits
 - Other recruitment sources that specialize in placement of protected veterans

- When appropriate, the City will invite community service and other outreach partners to tour the office and discuss the City, job recruitment needs, selection process, and other details related to recruitment and placement. In the event a partner is unable to schedule an on-site meeting, the City will suggest a telephone meeting so they can better identify qualified individuals for our positions.
- When the City recruits at colleges and universities, it will incorporate efforts to reach students who are protected veterans.
- City of Portland will seek to include protected veterans when employees are pictured in consumer and personnel recruitment advertising.
- City of Portland makes reasonable accommodations for qualified veterans with disabilities.
- City of Portland advertisements or solicitations for prospective employees indicate that the City is an equal opportunity employer.
- As described in more detail in Exhibit C, City of Portland evaluates the effectiveness of its outreach and recruitment efforts to determine if its affirmative action objectives are being met, and makes appropriate changes.

Data Collection Analysis

41 C.F.R. 60-300.44(k)

City of Portland documents computations or comparisons pertaining to applicants and hires on an annual basis and maintains the documentation for a period of three years. A copy of our data collection analysis for the period of January 01, 2016 to December 31, 2016 follows:

City of Portland

2017 Annual AAP Plan Reports

Portland, OR

Veterans Data Collection Analysis

For Period: 1/1/2016 to 12/31/2016

	Total
Number of Job Openings	890
Number of Jobs Filled	1,067
Number of Protected Veteran Applicants	2,184
Number of Applicants	24,241
Number of Protected Veteran Hires	49
Number of Hired Applicants	697

Hiring Benchmarks

41 C.F.R. 60-300.45

In establishing a hiring benchmark, the following principles apply:

- The purpose of establishing a hiring benchmark is to provide the City with a quantifiable method by which it can measure its progress toward achieving equal employment opportunity for protected veterans.
- The hiring benchmark is not a quota that must be met, nor is it a ceiling that limits or restricts the employment of protected veterans.
- In all employment decisions, the City makes selections in a nondiscriminatory manner. Hiring benchmarks do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's veteran status.
- Hiring benchmarks do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Hiring benchmarks are not used to supersede merit selection principles, nor do they require the City to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.
- A finding that the hiring benchmark has not been attained does not constitute either a finding or admission of discrimination.

City of Portland has established its benchmark in accordance with the national percentage of veterans in the civilian labor force as published on the OFCCP website at

<https://www.dol.gov/ofccp/regs/compliance/AnnualVEVRAABenchmarkEffectiveDates.htm>.

The annual VEVRAA benchmark was updated to 6.7 percent on March 31, 2017.

Monitoring and Reporting Systems

41 C.F.R. 60-300.44(h)

It is the responsibility of the City's Affirmative Action Officer to monitor employment and personnel practices to ensure compliance with applicable regulations and adherence to the City's Statement of Policy, to report specific problems to the appropriate management personnel, and to measure the effectiveness of City of Portland's AAP.

The City's audit and reporting system is designed and implemented to:

- Measure the effectiveness of the AAP
- Identify any need for remedial action
- Determine the degree to which the City's objectives are being attained
- Determine whether individuals who are known protected veterans have had the full opportunity to participate in all City sponsored educational, training, recreational and social activities
- Measure the City's compliance with the AAP's specific obligations, and
- Document the actions taken to monitor the City's compliance with the AAP's specific obligations.

In order to measure the effectiveness of the AAP, the City may take the following actions:

- Audit its voluntary self-identification process to monitor the number of protected veterans who choose to self-identify and evaluates whether changes could be made to City's self-identification process to encourage greater voluntary self-identification by protected veterans
- Establish a hiring benchmark to measure its progress towards achieving equal employment opportunity for protected veterans
- Review available data computations and analyses regarding applicants and hires
- Review the effectiveness of its recruitment and outreach activities
- Regularly assess its personnel processes to ensure that protected veterans have equal opportunity in employment
- Use a schedule to regularly assess any mental and physical qualifications to ensure that they are job-related and consistent with business necessity
- Audit its communications with vendors and subcontractors to ensure that such communications reflect the City's commitment to equal employment opportunity and affirmative action for protected veterans
- Audit its communications with applicants and employees to ensure that such communications reflect the City's commitment to equal employment opportunity and affirmative action for protected veterans
- Audit its job listings to ensure that the postings reflect the City's commitment to equal employment opportunity and affirmative action for protected veterans, and
- Audit its personnel policies to ensure that such policies reflect the City's commitment to equal employment opportunity and affirmative action for protected veterans.

Where the affirmative action program is found to be deficient, the City shall endeavor to undertake necessary action to bring the program into compliance.

All City Bureaus are required to submit to the Bureau of Human Resources (BHR) an Affirmative Action Program (AAP) Plan status on implementation of their AAP strategies on an annual basis. The Bureau Directors are to comply with EEO laws and the City's AAP policies, Bureau Directors and their AAP Representatives are responsible for gathering the information regarding the execution and implementation of the strategies and will report on benchmark activities for the plan.

List of Exhibits

- Exhibit A - Voluntary Veteran Self-Identification Form: Pre and Post Offer Solicitation
- Exhibit B - Annual Notification to Vendors

Exhibit A - Voluntary Veteran Self-Identification Form: Pre and Post Offer Solicitation

Name: _____

Date: _____

This employer is a government contractor subject to the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA), which requires government contractors to take affirmative action to employ and advance in employment.

- 1) Disabled veterans;
- 2) Recently separated veterans;
- 3) Active duty wartime or campaign badge veterans;
- 4) Armed Forces service medal veterans.

These classifications are defined as follows:

- A **“Disabled Veteran”** is one of the following:
 - A Veteran of the U.S. military, ground, naval, or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs; **or**
 - A person who was discharged or released from active duty because of a service-connected disability.
- A **“Recently Separated Veteran”** means any veteran separated during the three-year period beginning on the date of the veteran's discharge or release from active duty in the U.S. military, ground, naval or air service.
- An **“Active Duty Wartime or Campaign Badge Veteran”** (*SAP Label: Other Protected Veteran*) means a veteran who served on active duty in the U.S military, ground, naval, or air service during a war, or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the Department of Defense.

(See Vet Guide Appendix A: Wars, Campaigns, and Expeditions of the Armed Forces since WWII which Qualify for Veterans' Preference <http://www.opm.gov/policy-data-oversight/veterans-services/vet-guide/>)
- An **“Armed Forces Service Medal Veteran”** means a veteran who, while serving on active duty in the U.S. military, ground, naval, or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to [Executive Order 12985](#).

If you believe you belong to any of the categories of protected veterans listed above, please indicate by checking the appropriate box below. Your Form DD-214 may help you make this determination. As a government contractor subject to VEVRAA, we request this information in order to measure the effectiveness of the outreach and positive recruitment efforts we undertake pursuant to VEVRAA. Submission of this information is voluntary and refusal to provide it will not subject you to any adverse treatment. The information provided will be used only in ways that are consistent with VEVRAA.

- ☐ I identify as one or more of the classifications of protected veterans listed above
- ☐ I am not a protected veteran
- ☐ I decline to disclose my veteran status

If you are disabled veteran, please let us know if there any reasonable accommodations we could make that would enable you to be considered for a job opening or perform the essential functions of the position you hold. We consider requests for accommodation on a case-by-case basis.

Exhibit B - Annual Notification to Vendors

To Whom It May Concern:

This letter is to inform you City of Portland is committed to the principles of equal employment opportunity. Moreover, as a government contractor subject to by Executive Order 11246, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and Section 503 of the Rehabilitation Act of 1973, as amended, City of Portland takes its affirmative action obligations very seriously. City of Portland states as its Policy of Affirmative Action the following:

- It will be the policy of City of Portland not to discriminate on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law. This policy applies to all recruitment, hiring, training, and promotion decisions for all job titles.
- All employment decisions shall be consistent with the principle of equal employment opportunity, and only job related qualifications will be required.
- All personnel actions, such as compensation, benefits, transfers, tuition assistance, social and recreational programs, etc. will be administered without discrimination on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

As a vendor or subcontractor, you are notified you may be subject to the regulations implementing Executive Order 11246, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and Section 503 of the Rehabilitation Act of 1973, as amended, including: 41 CFR Section 60-300.5(a); 41 CFR Section 60-741.5(a); 41 CFR Section 60-1.4(a) and (c); 41 CFR Section 60-1.7(a); 41 CFR Part 60-2, 48 CFR Section 52.222-54(e); and 29 CFR Part 471, Appendix A to Subpart A with respect to affirmative action program and posting requirements.

As applicable, you shall abide by these requirements which require that covered entities not discriminate and take affirmative action on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, and protected veteran status.

To assure compliance with the City's AAP, the Affirmative Action Officer, has been designated to administer and monitor the Program and make reports to Senior Management.

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Affirmative Action Program Plan for Individuals with Disabilities (IWDs) City of Portland

January 1, 2018 – December 31, 2022



1120 SW Fifth Avenue, Room 404
Portland, Oregon 97204
503-823-3572

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Table of Contents

Preface	725
Equal Employment Opportunity and Affirmative Action	726
Definitions.....	728
Responsibility for Implementation	729
Request for Self-Identification	731
Review of Personnel Processes	732
Review of Physical and Mental Job Requirements	733
Reasonable Accommodations	734
Compensation	736
Internal Communication Procedure	736
Harassment Policy	736
Training	736
Internal Dissemination of Policy	737
Outreach, Positive Recruitment and External Dissemination of Policy	739
Data Collection Analysis	740
Individuals with Disabilities Data Collection Analysis	740
Utilization Analysis	741
Identification of Problem Areas	756
Development and Execution of Action-Oriented Programs	757
Monitoring and Reporting Systems	759
List of Exhibits	761
Exhibit A - Invitation to Self-Identify for Individuals with Disabilities	762
How do I know if I have a disability?	762

Reasonable Accommodation Notice	763
Exhibit B - Annual Notification to Vendors	764
Exhibit C - Reasonable Accommodation Policy and Procedures	765
Requests for Reasonable Accommodation	765
Confidentiality of Medical Information	766
Internal Review of Decisions Denying Reasonable Accommodations	766

Preface

City of Portland (also referred to as the City) is committed to the concept and practice of equal opportunity and affirmative action. In the preparation of this Affirmative Action Program (AAP), the City has used a format consistent with Section 503 of the Rehabilitation Act of 1973 (as amended) (29 § 793) and its implementing regulations (41 C.F.R. Part 60-741). Nothing contained in this AAP or its supporting data should be construed as an admission by the City, in whole or in part, that it has contravened any federal, state, or local employment practice laws.

In developing and implementing this AAP, City of Portland has been guided by its established policy of providing equal employment opportunity. Nothing herein is intended to sanction the discriminatory treatment of any person. Thus, this AAP has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (“EEOC”) (29 C.F.R. Part 1608).

While the City firmly believes in dissemination of its affirmative action policies and equal employment opportunity practices and makes the non-data components of this AAP available for review to employees and applicants upon request, the AAP remains a City proprietary document. Moreover, the data on which the City has relied in preparing this AAP are confidential and sensitive, and the City believes release of the data would subject the City to commercial harm. Therefore, the following is requested:

- If this AAP or any supporting data or documentation are submitted to Office of Federal Contract Compliance Programs (OFCCP) pursuant to the Executive Order, the Rehabilitation Act, The Vietnam Era Veterans’ Readjustment Assistance Act and/or any implementing regulations (as any or all have been or may be amended), those documents and the information they contain are to be considered confidential and not subject to disclosure without notifying the City of the agency’s decision to disclose and providing the City with ample time to contest the disclosure. Advance notice of disclosure should be sent to the Affirmative Action Officer. The City requests this information be treated as exempt from public disclosure under the Freedom of Information Act, 5 U.S.C. § 552.
- If this AAP or any supporting data or documentation is supplied by City to another government contractor, EEOC or fair employment practices agency representatives, or any other person, it is not to be copied, reproduced, or disclosed by such persons without prior notification to the City.
- No information contained in the AAP or any supporting data or documentation is to be copied, removed from the premises, or released to other individuals without a prior notification to and permission from the City.
- Reports that require specific data, such as names of employees and salary information, are not an official part of this AAP. This information is on file at the City as Documentation and Supporting Data for AAP Reports and is available for review only as required by law.

This AAP does not constitute an express or implied contract between the City and its employees, job applicants, or other persons, nor does it change in any way the basic at will employment relationship all City employees have with the City. Nothing in this AAP creates a private right of action on behalf of any individual or group against the City.

Equal Employment Opportunity and Affirmative Action Statement of Policy

41 C.F.R. 60-741.44(a)

It is the policy of City of Portland not to discriminate or allow the harassment of employees or applicants on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law with regard to any employment practices, including recruitment, advertising, job application procedures, hiring, upgrading, training, promotion, transfer, compensation, job assignments, benefits and/or other terms, conditions, or privileges of employment, provided the individual is qualified, with or without reasonable accommodations, to perform the essential functions of the job. This policy applies to all jobs at the City. The City will continue to take affirmative action to ensure that individuals are employed, and that employees are treated during employment, without regard to their sex, gender identity, sexual orientation, race, physical or mental disability, protected veteran status, or any other characteristic protected by law in all employment practices as follows:

Employment decisions at the City are based on legitimate job related criteria. All personnel actions or programs that affect qualified individuals, such as employment, upgrading, demotion, transfer, recruitment, advertising, termination, rate of pay or other forms of compensation, and selection for training, are made without discrimination because of any basis protected by law. Employees may choose to voluntarily disclose their sex, race, national origin, disability and protected veteran status at any time by contacting Human Resources.

Such information will be maintained in a confidential manner and will not be used against an individual when making any employment decisions. Employees and applicants with disabilities and disabled veterans are encouraged to inform Human Resources if they need a reasonable accommodation to perform a job for which they are otherwise qualified. The City makes, and will continue to make, reasonable accommodations to the known physical or mental limitations of an otherwise qualified applicant or employee to promote the employment of qualified individuals with disabilities and disabled veterans, unless such accommodations would impose an undue hardship on the operations of the City's business.

City of Portland, and our Mayor, are fully committed to principals of equal employment opportunity and affirmative action. As Human Resources Director, I support the successful implementation of the City's Affirmative Action Programs. I have appointed the Employment and Outreach Manager as the Affirmative Action Officer for the City, with responsibility for implementation of the City's affirmative action activities. The Affirmative Action Officer has the full support of top management and the staff necessary to fully implement this Program. All managers and supervisors will take an active part in the City's AAP to ensure all qualified employees and prospective employees are treated in a non-discriminatory manner with respect to all employment decisions. Furthermore, City of Portland will solicit the cooperation and support of all employees for the City's Equal Employment Opportunity and Affirmative Action Policy.

Our Affirmative Action Programs include an audit and reporting system, which, among other things, uses metrics and other information to measure the effectiveness of our Program. The Affirmative Action Officer has been assigned responsibility for periodically reviewing progress in the compliance and implementation of our policy of affirmative action. In accordance with public law, the City's program of affirmative action for qualified individuals with disabilities and the program of affirmative

action for protected veterans are available for inspection in the Bureau of Human Resources, Monday through Friday, from 9:00 a.m. to 5:00 p.m. upon request.

In addition, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in, or may have engaged in, filing a complaint, assisting or participating in an investigation, compliance review hearing, or other activity related to the administration of Section 503 of the Rehabilitation Act of 1973, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, Executive Order 11246, and/or any other federal, state or local law or regulation regarding Equal Employment Opportunity, opposing any act or practice made unlawful, or exercising any other right protected by such laws or regulations or exercising any other right protected by such laws or regulations. City of Portland will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the contractor's legal duty to furnish information.

Anna Kanwit
Human Resources Director

Definitions

41 C.F.R. 60-741.2

“DISABILITY” means, generally, (i) a physical or mental impairment that substantially limits one or more of an individual’s major life activities, (ii) a record of such impairment, or (iii) being regarded as having such impairment.

For the purposes of this Program, a disability is substantially limiting if it substantially impairs the ability of an individual to perform a major life activity as compared to most people in the general population. An impairment need not prevent, or significantly or severely restrict the individual from performing a major life activity to be considered substantially limiting.

For the purposes of this Program, major life activities include but are not limited to the operation of a major bodily function, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, sitting, reaching, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, interacting with others, and working.

“A QUALIFIED INDIVIDUAL” means an individual who satisfies the requisite skill, experience, education, and other job related requirements for the particular position he/she holds or desires and who is capable of performing the essential functions of that position, with or without reasonable accommodation for any disability.

Responsibility for Implementation

41 C.F.R. 60-741.44(i)

Anna Kanwit, Human Resources Director, has overall responsibility for implementation of the Equal Employment Opportunity Policy and the AAP. The City has assigned primary management responsibility and accountability for ensuring full compliance with the Affirmative Action Officer. The Affirmative Action Officer, has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. The Human Resources Director actively supports the program and provides assistance whenever it is needed, making managers and supervisors aware of the program and requesting their cooperation and assistance. The identity of the Affirmative Action Officer appears on internal and external communications regarding the City's Equal Employment Opportunity Policy and AAP.

With regard to the City AAP, Anna Kanwit works closely with the Affirmative Action Officer to implement the programs which are specific to the City. The Affirmative Action Officer, together with the Human Resources staff, has primary responsibility for implementing programs at the City.

The duties of the Affirmative Action Officer and designees include:

- Developing policy statements, AAPs, and internal and external modes of communication
- Overseeing regular discussions with local managers, supervisors, and employees to ensure the City's policies are being followed
- Training personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes to ensure the commitments in the City's affirmative action program are implemented
- Advising supervisors their affirmative action efforts and results are a component of their performance evaluations, and the City is obligated to prevent discrimination and harassment of employees
- Identifying, in conjunction with line management, any problem areas in implementing the AAP, and developing solutions
- Identifying any barriers to employment for individuals with known disabilities and assisting managers in developing possible reasonable accommodations to ensure that individuals with disabilities benefit from equal employment opportunities
- Designing and implementing an internal audit and reporting system that will measure the effectiveness of the City's Program, indicate the need for remedial action, determine the degree to which the City's objectives have been attained, determine whether employees with known disabilities have the opportunity to participate in City- sponsored employment, educational, training, recreational, and social activities, and ensure each location is in compliance with applicable laws and regulations
- Serving as liaison between the City and enforcement agencies, and between the City and organizations of and for persons with disabilities
- Encouraging active involvement by City representatives in the community service programs of local organizations of and for individuals with disabilities

- Ensuring posters and notices are properly displayed or disseminated in ways that are accessible and understandable to applicants and employees, and
- Keeping management informed of developments in the affirmative action area.

The responsibilities of managers and supervisors under this AAP include:

- Taking action to prevent the discrimination and harassment of employees
- Ensuring their departments fully comply with the spirit and letter of the affirmative action program and policies
- Reviewing the qualifications of all applicants and employees to make sure qualified individuals are treated in a nondiscriminatory manner with regard to hire, promotion, transfer and termination
- Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her job duties and responsibilities, and
- Working with the Affirmative Action Officer or Human Resources Manager and qualified employees or applicants with disabilities to determine appropriate reasonable accommodations if they are necessary for performance of the job and/or the recruitment process.

Request for Self-Identification

41 C.F.R. 60-741.42

In order to notify applicants and employees of the existence of and the opportunity to participate in this affirmative action program and to provide sufficient data to allow City of Portland to measure and improve, if necessary, the effectiveness of the City's affirmative action efforts, City of Portland invites applicants and employees to complete an invitation to self-identify status as a person with a disability as follows:

- When an applicant applies or is considered for employment, the City provides the applicant with a copy of the form attached as Exhibit A, at the same time the City invites the applicant to self-identify race, ethnicity, sex, and disability status.
- Following an offer of employment but before the individual begins his/her job duties, the City provides an additional copy of the form attached as Exhibit A.
- Recognizing an individual's status regarding disability may change over time and/or an employee may feel more comfortable disclosing an existing disability after being employed for a period of time, the City also sends a copy of the form attached as Exhibit A to all employees at least once every five years. In addition, the City posts a copy of the Invitation to Self-Identify and at least once during the five-year intervals between workplace surveys, sends a written reminder to employees that they may voluntarily update their disability status.

The City keeps all self-identification information confidential and maintains it in a data analysis file rather than in individual employee personnel or medical files.

Review of Personnel Processes

41 C.F.R. 60-741.44(b)

City of Portland periodically reviews its personnel procedures to determine whether they ensure the careful, thorough, and systematic consideration of the job qualifications of employees or applicants with known disabilities for jobs filled either through vacancy or promotion and for educational or training opportunities. The City ensures that its personnel processes facilitate the implementation of the affirmative action program.

Vacancies are advertised, and applications are accepted from any interested person. City of Portland's employment application, the careers section of its website, and all advertisements include a non-discrimination statement to further assure applicants of the City's policy of equal employment opportunity. An EEO statement will be included in other recruitment literature should the City use such documents in the future. All non-executive positions lasting three days or more not expected to be filled from within will be referred to the appropriate state employment service delivery system. In addition, to ensure qualified individuals with disabilities are aware of openings, the City will send vacancy announcements to selected sources listed in the Outreach, Positive Recruitment, and External Dissemination of Policy section of this Affirmative Action Program.

The disability of any otherwise qualified individual who applies for any vacancy, promotion, transfer, or training opportunity will not be a factor in employment decisions. The City periodically reviews any physical and mental job qualifications to ensure they do not tend to screen out individuals with disabilities for reasons that are not job related or consistent with business necessity, or do not relate to ensuring the safe performance of the essential functions of the job. The City makes any necessary modifications to ensure applicants and employees receive equal opportunity in the operation of our personnel processes, and that persons with disabilities are not stereotyped in a manner that limits their access to jobs for which they are qualified.

The City also ensures applicants and employees with disabilities who meet job qualifications have equal access to its personnel process, including those implemented through information and communication technologies, and provides necessary reasonable accommodation to ensure that applicants and employees with disabilities receive equal opportunity in the operation of personnel processes. Finally, the City makes sure its personnel processes do not limit, segregate, or classify an employee or job applicant in a way that adversely affects employment opportunities or status on the basis of disability.

Review of Physical and Mental Job Requirements

41 C.F.R. 60-741.44(c)

City of Portland reviews physical and mental job qualification requirements as job qualification requirements are established or revised to ensure qualification requirements do not screen out qualified individuals with disabilities or qualified disabled veterans for reasons that are not job related or consistent with business necessity and the safe performance of the essential functions of the job. This review occurs at regular intervals throughout each calendar year, such as when a job may be advertised or filled through hiring or promotion, when the duties of a position are significantly revised, and when considering requests for reasonable accommodation related to the performance of the functions of a position.

City of Portland also regularly reviews its personnel processes to ensure any medical exams or inquiries are conducted in accordance with the Section 503 regulations. Information regarding the medical condition or history of an individual obtained as a result of any such inquiry or exam is collected and maintained on separate forms and in separated medical files and treated as a confidential medical record.

To the extent any physical or mental job qualification measurements are found to potentially screen out qualified individuals with disabilities or qualified disabled veterans in the selection of employees or applicants for employment or in other changes in employment status, such as promotion or training, City of Portland will ensure the requirements are related to the specific job for which the individual is being considered and are consistent with business necessity and the safe performance of the job.

To date, no qualification requirements have been identified that are likely to have a screening effect. All job qualification requirements have been found to be job related, consistent with business necessity, or required for the safe performance of the job.

Reasonable Accommodations

41 C.F.R. 60-741.44(d)

City of Portland has made and will continue to make reasonable accommodations, which do not impose undue hardships on its business, to the known physical and mental limitations of otherwise qualified employees and job applicants.

Included among the specific accommodations for qualified individuals with disabilities that have been implemented are the following:

- Short- and long-term disability programs provide pay for eligible employees absent due to disability.
- A personal leave policy enables eligible employees to accumulate paid time off to be used for medical appointments or personal illness.
- A medical leave of absence is available to any employee who provides medical documentation of disability, where the requested absence constitutes a reasonable accommodation.
- Adaptive equipment, such as supportive desk chairs, special computer monitors and/or keyboards, is made available when necessary to enable an employee to perform an essential job function.
- Should reasonable accommodations be necessary to facilitate access to work areas by qualified employees or applicants with known disabilities, the City will take reasonable steps to provide such accommodations.
- If necessary to accommodate a disability, the City will redesign jobs to eliminate nonessential functions, unless the redesign creates an undue hardship.
- The City will arrange suitable work hours for employees returning from sick leave, leave of absence, and long-term disability where that arrangement constitutes a reasonable accommodation.
- The City will accommodate employees with disabilities by allowing a reasonable amount of time off for physicians' visits.
- Special parking for individuals with disabilities is available at City of Portland.
- The City's online application system makes clear to all applicants that if they are unable to fully use the automated system, they may follow specified alternate procedures so that they receive equal opportunity to apply for and be fully considered for all jobs.
- The City has designed its online application system and its internal information and communication technologies to increase the accessibility of those systems.

If an individual has a disability, the City encourages the individual to tell us about (i) any special methods, skills, and procedures which qualify him or her for positions which he or she might not

otherwise be able to do, so that he or she can be considered for any position of that kind, and (ii) the reasonable accommodations which would enable the individual to perform the job properly and safely. Such accommodations may include special equipment, changes in the physical layout of the job, elimination of certain nonessential duties related to the job, or other reasonable accommodations.

The City informs employees and applicants of its desire to discuss reasonable accommodations in various ways, including through our Policy Statement and on the Invitation to Self-Identify. Both the Policy Statement and the Invitation to Self-Identify are provided to employees and applicants, and posted for to employees. Individuals interested in discussing accommodations may contact the Director's designee and/or the Affirmative Action Officer, the Bureau of Human Resources, and/or the individual's supervisor. Managers and supervisors are trained to ensure that they know what to do if an employee or applicant makes a request for a reasonable accommodation so that such requests are processed swiftly.

Where an employee with a known disability is having significant difficulty performing their job and the City reasonably concludes that the performance issues may be related to the known disability, the City may notify the employee of the performance problem and confidentially inquire whether the problem is related to the employee's disability. If the employee indicates that their disability is impacting performance, the City will engage in confidential discussions with the employee regarding whether the employee requires reasonable accommodations to improve performance.

Compensation

41 C.F.R. 60-741.21(a)(9)

In offering employment or promotions, City of Portland does not reduce the amount of compensation offered to individuals with disabilities because of any disability income, pension, or other benefit the employee receives from another source. Similarly, the City does not reduce the amount of compensation offered to an employee or applicant because of the actual or anticipated cost of a reasonable accommodation needed, requested, or anticipated.

Internal Communication Procedure

The City has developed an internal communication procedure whereby all employees, including individuals with disabilities, can raise issues or claims that may arise during the course of their employment. General communications procedures encourage any and all employees, including those with disabilities, to discuss such issues or claims. All matters brought to the attention of the Affirmative Action Officer will be confidentially addressed.

Harassment

41 C.F.R. 60-741.44(e)

City of Portland has developed and implemented policies and procedures to ensure employees who are individuals with disabilities are not harassed because of their disability status.

A copy of the City's Equal Employment Opportunity and Affirmative Action Policy Statement forbidding harassment against individuals based on protected characteristics is included in this AAP.

Training

41 C.F.R. 60-741.44(j)

The City trains personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes to ensure the commitments in the City's AAP are implemented.

Internal Dissemination of Policy

41 C.F.R. 60-741.44(g)

The City recognizes that, however strong its outreach program, internal support from supervisory management and other employees is necessary to ensure maximum effectiveness of its AAP for individuals with disabilities. So that these employees' awareness of the needs of individuals with disabilities can be increased and employee participation in the program is increased, the City will utilize the following procedures to maximize the internal implementation and dissemination of its Equal Employment Opportunity and Affirmative Action Policy:

- The City includes a copy of the policy statement in its Policy Manual.
- City of Portland's policy on equal employment opportunity and affirmative action for individuals with disabilities is posted on City bulletin boards. The posting includes a statement that employees and applicants are protected from coercion, intimidation, and interference or discrimination for filing a complaint or assisting in an investigation under the Rehabilitation Act of 1973, as amended.
- The City posts a copy of the policy in electronic format in a conspicuous location on the City intranet, along with other employment forms, and otherwise ensures all of its personnel have a copy of or the ability to view the policy.
- The City's electronic applicant process includes information about the City's commitment to equal opportunity and affirmative action.
- The City will communicate to employees its obligation to take affirmative action to employ qualified individuals with disabilities and will encourage employee referral of covered applicants.
- City of Portland will invite employees who are individuals with disabilities to participate in the AAP.
- Meetings with executive management and supervisory personnel will be conducted at least annually to explain the City's policy of affirmative action, to make clear the Mayor's support for the policy, and to impart to these personnel their responsibility in making the AAP a success.
- An invitation to participate in City of Portland's policy of affirmative action is disseminated to all applicants, as well as to all employees once the City has extended a job offer, but before beginning employment duties. In addition, in recognition that an individual's disability status may change and/or that employees may feel more comfortable disclosing an existing disability after a period of time in the City, the City posts a copy of the invitation to participate in the affirmative action program and distributes the invitation to all current employees at least once every five years.
- When applicable, City of Portland publicizes the policy in City publications.
- The policy is discussed in both new employee orientation and management training programs.

- When applicable, City publications include articles on accomplishments of all employees, including individuals with disabilities.

If the City has or becomes party to collective bargaining agreements, union officials will be informed the City is bound by the terms of the Rehabilitation Act of 1973, as amended, and is committed to take affirmative action to employ and advance in employment persons with disabilities, and the City will not discriminate against individuals with physical or mental disabilities. For those sites that are not subject to a collective bargaining agreement, no notification of union officials is necessary.

Outreach, Positive Recruitment and External Dissemination of Policy

41 C.F.R. 60-741.44(f)

City of Portland has reviewed its employment practices to determine whether its personnel programs are designed to effectively recruit and advance in employment qualified individuals with disabilities. While the City believes there are no deficiencies in its current employment practices with respect to applicants and employees with disabilities, it engages in outreach, positive recruitment, and external dissemination programs to augment its existing affirmative efforts. For example, the City sends written notification of its affirmative action policy to all subcontractors, including subcontracting vendors and suppliers, and requests appropriate action on their part. In addition, the City engages in or has made plans to implement the following activities:

- Executives, management officials, supervisors, and other employees of the City are encouraged to assist in the effort to disseminate City of Portland's policy of affirmative action to appropriate individuals outside of the City.
- The City will inform recruiting sources of City of Portland's policy of affirmative action for individuals with disabilities. Recruiting sources will be requested to actively recruit and refer qualified individuals with disabilities for all positions.
- City of Portland makes the Equal Employment Opportunity Clause part of all covered contracts and purchase orders.
- City of Portland will identify local organizations and/or community agencies known to specialize placing and/or developing training programs for individuals with disabilities and send them notices of vacant positions. Examples of these outreach efforts include contacting the following:
 - State Vocational Rehabilitation Service agencies, mental health agencies, and/or developmental disabilities agencies in the states covered by this AAP
 - Employment One-Stop Career Centers in the states covered by this AAP
 - Department of Veterans Affairs offices close to the facilities covered in this AAP
 - Private recruitment sources, such as professional organizations or employment placement services that specialize in placement of individuals with disabilities
- When appropriate, the City will invite community service and other outreach partners to tour the office and discuss our City, job recruitment needs, selection process, and other details related to recruitment and placement. In the event a partner is unable to schedule an on-site meeting, the City will suggest a telephone meeting so they can better identify qualified individuals for our positions.
- When appropriate, City of Portland will include disabled individuals when employees are pictured in consumer and personnel recruitment advertising.
- City of Portland makes reasonable accommodations for qualified individuals with disabilities.
- City of Portland advertisements or solicitations for prospective employees indicate that City is an equal opportunity employer.

- As described in more detail in Exhibit D, City of Portland evaluates the effectiveness of its outreach and recruitment efforts to determine if its affirmative action objectives are being met, and makes appropriate changes.

Data Collection Analysis

41 C.F.R. 60-741.44(k)

City of Portland documents computations or comparisons pertaining to applicants and hires on an annual basis and maintains the documentation for a period of three years. A copy of our data collection analysis for the period of January 1, 2016 to December 31, 2016 follows:

City of Portland
2017 Annual AAP Plan Reports

Portland, OR

Individuals with Disabilities Data Collection Analysis

For Period: 1/1/2016 to 12/31/2016

	Total
Number of Job Openings	890
Number of Jobs Filled	1,067
Number of IWD Applicants	1,086
Number of Applicants	2,4241
Number of IWD Hires	15
Number of Hired Applicants	697

Utilization Analysis

41 C.F.R. 60-741.45

City of Portland has compared the representation of employees with known disabilities in each job group with the utilization goal identified by Office of Federal Contract Compliance Programs in effect at the start of this Affirmative Action Program year. In conducting this analysis, the following principles apply:

- The purpose of the utilization goal established by OFCCP is to provide a benchmark against which the City may measure the representation of individuals with disabilities in its workforce.
- OFCCP believes the utilization goal serves as an equal employment opportunity objective that should be attainable through the use of the affirmative action measures included in this Affirmative Action Program.
- The utilization goal is not a quota that must be met, nor is it to be considered as a ceiling that limits or restricts the employment of individuals with disabilities.
- In all employment decisions, the City makes selections in a nondiscriminatory manner. Utilization goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's disability status.
- Utilization goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- Utilization goals are not used to supersede merit selection principles, nor do these utilization goals require the City to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.
- A finding that the utilization goal has not been attained in one or more job groups does not constitute either a finding or admission of discrimination.

A copy of our utilization analysis as of January 1, 2017 follows:

Individuals with Disabilities Utilization Goals

1AC		Officials/Admin: Accounting	
Total Emp 2	Employment %	IWDs	
	Utilization Goal %	0.00	
		7.00	
1AM		Officials/Admin: Auto Maint	
Total Emp 3	Employment %	IWDs	
	Utilization Goal %	33.33	
		7.00	
1BI		Officials/Admin: Bldg Inspections	
Total Emp 4	Employment %	IWDs	
	Utilization Goal %	0.00	
		7.00	
1BT		Officials/Admin: Bldg Trades	
Total Emp 13	Employment %	IWDs	
	Utilization Goal %	7.69	
		7.00	
1CI		Officials/Admin: Code Inspections	
Total Emp 18	Employment %	IWDs	
	Utilization Goal %	0.00	
		7.00	
1CR		Officials/Admin: Community Rel	
Total Emp 5	Employment %	IWDs	
	Utilization Goal %	0.00	
		7.00	
1DR		Officials/Admin: Directors	
Total Emp 22	Employment %	IWDs	
	Utilization Goal %	4.55	
		7.00	
1EC		Officials/Admin: Emg Comm	
Total Emp 3	Employment %	IWDs	
	Utilization Goal %	0.00	
		7.00	

1EN		Officials/Admin: Environmental	
Total Emp 32	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
1EO		Officials/Admin: Equip Op	
Total Emp 2	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
1ER		Officials/Admin: Engr Rel	
Total Emp 87	Employment % Utilization Goal %	IWDs	
		3.45	
		7.00	
1ES		Officials/Admin: Exempt	
Total Emp 8	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
1FI		Officials/Admin: Fire	
Total Emp 11	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
1FL		Officials/Admin: Financial	
Total Emp 72	Employment % Utilization Goal %	IWDs	
		2.78	
		7.00	
1GA		Officials/Admin: Gen Admin	
Total Emp 186	Employment % Utilization Goal %	IWDs	
		3.23	
		7.00	
1GM		Officials/Admin: Gen Maint/Trades	
Total Emp 17	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	

1HR		Officials/Admin: Human Resources	
Total Emp 9	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
1IT		Officials/Admin: Info Tech	
Total Emp 37	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
1LE		Officials/Admin: Law Enf	
Total Emp 6	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
1LL		Officials/Admin: Legal	
Total Emp 1	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
1PL		Officials/Admin: Planning	
Total Emp 2	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
1PM		Officials/Admin: Prog Mgmt	
Total Emp 117	Employment % Utilization Goal %	IWDs	
		4.27	
		7.00	
1PR		Officials/Admin: Parks/Rec	
Total Emp 16	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
1RM		Officials/Admin: Risk Mgmt	
Total Emp 13	Employment % Utilization Goal %	IWDs	
		7.69	
		7.00	

1SP		Officials/Admin: Store & Purch	
Total Emp 25	Employment % Utilization Goal %	IWDs	
		4.00	
		7.00	
1WA		Officials/Admin: Water	
Total Emp 17	Employment % Utilization Goal %	IWDs	
		5.88	
		7.00	
2AC		Professionals: Accounting	
Total Emp 68	Employment % Utilization Goal %	IWDs	
		5.88	
		7.00	
2BO		Professionals: Botanic	
Total Emp 29	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
2CR		Professionals: Community Rel	
Total Emp 36	Employment % Utilization Goal %	IWDs	
		5.56	
		7.00	
2EC		Professionals: Emg Comm	
Total Emp 1	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
2EN		Professionals: Environmental	
Total Emp 71	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
2ER		Professionals: Engr Rel	
Total Emp 212	Employment % Utilization Goal %	IWDs	
		2.36	
		7.00	
2FI		Professionals: Fire	
Total Emp 3	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	

2FL		Professionals: Financial	
Total Emp 3	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
2GA		Professionals: Gen Admin	
Total Emp 14	Employment % Utilization Goal %	IWDs	
		7.14	
		7.00	
2GM		Professionals: Gen Maint/Trades	
Total Emp 2	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
2HR		Professionals: Human Resources	
Total Emp 42	Employment % Utilization Goal %	IWDs	
		7.14	
		7.00	
2IT		Professionals: Info Tech	
Total Emp 219	Employment % Utilization Goal %	IWDs	
		0.91	
		7.00	
2LE		Professionals: Law Enf	
Total Emp 31	Employment % Utilization Goal %	IWDs	
		6.45	
		7.00	
2LL		Professionals: Legal	
Total Emp 41	Employment % Utilization Goal %	IWDs	
		2.44	
		7.00	
2OS		Professionals: Office Support	
Total Emp 7	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	

2PL		Professionals: Planning	
Total Emp 125	Employment % Utilization Goal %	IWDs	
		2.40	
		7.00	
2PM		Professionals: Prog Mgmt	
Total Emp 1	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
2PR		Professionals: Parks/Rec	
Total Emp 3	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
2RM		Professionals: Risk Mgmt	
Total Emp 1	Employment % Utilization Goal %	IWDs	
		100.00	
		7.00	
2WA		Professionals: Water	
Total Emp 3	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
3BI		Technicians: Bldg Inspections	
Total Emp 126	Employment % Utilization Goal %	IWDs	
		3.17	
		7.00	
3BO		Technicians: Botanic	
Total Emp 11	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
3CI		Technicians: Code Inspections	
Total Emp 10	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	

3EL		Technicians: Electronics	
Total Emp 40	Employment % Utilization Goal %	IWDs	
		5.00	
		7.00	
3EN		Technicians: Environmental	
Total Emp 50	Employment % Utilization Goal %	IWDs	
		2.00	
		7.00	
3ER		Technicians: Engr Rel	
Total Emp 255	Employment % Utilization Goal %	IWDs	
		1.57	
		7.00	
3LB		Technicians: Laboratory	
Total Emp 22	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
3LE		Technicians: Law Enf	
Total Emp 18	Employment % Utilization Goal %	IWDs	
		5.56	
		7.00	
3PM		Technicians: Prog Mgmt	
Total Emp 1	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
3RM		Technicians: Risk Mgmt	
Total Emp 16	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
3VI		Technicians: Video	
Total Emp 3	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	

3WA		Technicians: Water	
Total Emp 13	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
4FI-1		Protective Service: Sworn-Fire-Entry	
Total Emp 447	Employment % Utilization Goal %	IWDs	
		0.89	
		7.00	
4FI-2		Protective Service: Sworn-Fire-Mid Level	
Total Emp 168	Employment % Utilization Goal %	IWDs	
		1.79	
		7.00	
4FI-3		Protective Service: Sworn-Fire-Sr Level	
Total Emp 41	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
4FI-4		Protective Service: Sworn-Fire-Executive	
Total Emp 15	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
4LE-1		Protective Service: Sworn-Law Enf-Entry	
Total Emp 615	Employment % Utilization Goal %	IWDs	
		1.14	
		7.00	
4LE-2		Protective Service: Sworn-Law Mid-Entry	
Total Emp 215	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
4LE-3		Protective Service: Sworn-Law Enf-Sr Level	
Total Emp 40	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
4LE-4		Protective Service: Sworn-Law Enf-Executive	
Total Emp 5	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	

5CI		Protective Service: Non-Sworn-Code Inspections	
Total Emp 54	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
5EC		Protective Service: Non-Sworn-Emg Comm	
Total Emp 107	Employment % Utilization Goal %	IWDs	
		0.93	
		7.00	
5GM		Protective Service: Non-Sworn-Gen Maint/Trades	
Total Emp 5	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
5LE		Protective Service: Non-Sworn-Law Enf	
Total Emp 11	Employment % Utilization Goal %	IWDs	
		9.09	
		7.00	
5PR		Protective Service: Non-Sworn-Parks/Rec	
Total Emp 17	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
5WA		Protective Service: Non-Sworn-Water	
Total Emp 10	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
6AC		Admin Sup: Accounting	
Total Emp 4	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
6AM		Admin Sup: Auto Maint	
Total Emp 1	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
6BT		Admin Sup: Bldg Trades	
Total Emp 2	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	

6CI		Admin Sup: Code Inspections	
Total Emp 26	Employment % Utilization Goal %	IWDs	
		3.85	
		7.00	
6CR		Admin Sup: Community Rel	
Total Emp 11	Employment % Utilization Goal %	IWDs	
		9.09	
		7.00	
6EC		Admin Sup: Emg Comm	
Total Emp 12	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
6EN		Admin Sup: Environmental	
Total Emp 3	Employment % Utilization Goal %	IWDs	
		33.33	
		7.00	
6EO		Admin Sup: Equip Op	
Total Emp 3	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
6ER		Admin Sup: Engr Rel	
Total Emp 9	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
6ES		Admin Sup: Exempt	
Total Emp 1	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
6GA		Admin Sup: Gen Admin	
Total Emp 124	Employment % Utilization Goal %	IWDs	
		3.23	
		7.00	

6HR		Admin Sup: Human Resources	
Total Emp 8	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
6LE		Admin Sup: Law Enf	
Total Emp 4	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
6LL		Admin Sup: Legal	
Total Emp 21	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
6OS		Admin Sup: Office Support	
Total Emp 268	Employment % Utilization Goal %	IWDs	
		5.22	
		7.00	
6PM		Admin Sup: Prog Mgmt	
Total Emp 96	Employment % Utilization Goal %	IWDs	
		1.04	
		7.00	
6RM		Admin Sup: Risk Mgmt	
Total Emp 4	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
6SP		Admin Sup: Store & Purch	
Total Emp 40	Employment % Utilization Goal %	IWDs	
		2.50	
		7.00	
6WA		Admin Sup: Water	
Total Emp 21	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	

7AM		Skilled Craft: Auto Maint	
Total Emp 66	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
7BI		Skilled Craft: Bldg Inspections	
Total Emp 4	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
7BT		Skilled Craft: Bldg Trades	
Total Emp 31	Employment % Utilization Goal %	IWDs	
		6.45	
		7.00	
7EN		Skilled Craft: Environmental	
Total Emp 73	Employment % Utilization Goal %	IWDs	
		2.74	
		7.00	
7EO		Skilled Craft: Equip Op	
Total Emp 1	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
7GM		Skilled Craft: Gen Maint/Trades	
Total Emp 228	Employment % Utilization Goal %	IWDs	
		3.07	
		7.00	
7LE		Skilled Craft: Law Enf	
Total Emp 1	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
7PR		Skilled Craft: Parks/Rec	
Total Emp 11	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	

7WA		Skilled Craft: Water	
Total Emp 84	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
8AM		Service Maint: Auto Maint	
Total Emp 4	Employment % Utilization Goal %	IWDs	
		25.00	
		7.00	
8BO		Service Maint: Botanic	
Total Emp 46	Employment % Utilization Goal %	IWDs	
		4.35	
		7.00	
8CR		Service Maint: Community Rel	
Total Emp 16	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
8EO		Service Maint: Equip Op	
Total Emp 12	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
8ER		Service Maint: Engr Rel	
Total Emp 6	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	
8GM		Service Maint: Gen Maint/Trades	
Total Emp 386	Employment % Utilization Goal %	IWDs	
		1.30	
		7.00	
8LE		Service Maint: Law Enf	
Total Emp 2	Employment % Utilization Goal %	IWDs	
		0.00	
		7.00	

8PR		Service Maint: Parks/Rec
Total Emp 218	Employment % Utilization Goal %	IWDs
		1.38
		7.00

Identification of Problem Areas

41 C.F.R. 60-741.45(e)

When the Utilization Analysis conducted in accordance with the regulations indicates the representation of individuals with known disabilities is less than the current goal identified by OFCCP, the City will take steps to assess whether and where impediments to equal employment opportunity exist, including the following, as appropriate:

- Sources which have provided limited qualified candidates will be reviewed, and the Affirmative Action Officer will identify actions which may increase the number of qualified applicants received.
- The Affirmative Action Officer will review positions or job groups that require specialized skill sets or physical requirements.
- Our affirmative action program audit will be reviewed.
- The Affirmative Action Officer will review our personnel processes to ensure the careful, thorough, and systematic consideration of the job qualifications of applicants and employees with known disabilities and that no barriers to equal employment opportunities exist.

Based on this analysis, we have developed and will execute the action oriented programs described in this AAP.

Development and Execution of Acton-Oriented Programs

41 C.F.R. 60-741.45(f)

To demonstrate our good faith efforts to expand employment opportunities for individuals with disabilities and to produce measurable results, the City developed and executed the following action oriented programs, as appropriate:

- The City will continue to analyze all positions and prepare written descriptions to accurately reflect position functions and to ensure any physical or mental requirements are job related and consistent with business necessity.
- Job descriptions will continue to be reviewed to determine the knowledge, skills, abilities, and other requirements necessary for the adequate performance of the job. Specifications will continue to be consistent for the same job title and will not contain any requirements that would result in discrimination on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, and/or protected veteran status, or any other characteristic protected by law.
- Job descriptions are available to incumbents and all members of management involved in the recruiting, screening, selection, and promotion process. Job descriptions are also made available to employees, applicants, and recruiting sources as appropriate.
- The City has carefully evaluated the total selection process and found it to be free from discrimination:
 - We have instructed supervisory personnel to ensure elimination of discrimination in personnel actions in which they are involved.
 - Application forms do not contain questions with potential discriminatory effects.
 - All parts of the selection process are free from stereotyping of individuals with disabilities in a manner which limits their access to jobs for which they are qualified.
 - The City does not and will not use any selection techniques that can be improperly used to discriminate against individuals with disabilities.
- The City has evaluated its techniques for improving recruitment and increasing the flow of qualified applicants with disabilities through the following:
 - All employees are actively encouraged to refer applicants to the City.
 - The City lists all required positions with the appropriate state workforce agency and state disability agency.
 - The City provides copies of policies to inform new employees of their equal employment rights and responsibilities, right to request reasonable accommodation, promotional opportunities, City rules, and ways to alleviate any problems that might arise.
 - The City identifies alternative or additional outreach and recruitment efforts to increase recruitment of individuals with disabilities.
- The City has implemented the following programs and procedures to ensure employees with disabilities are given equal opportunities for promotion:

- o On-the-job training is provided to all qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher level jobs. In addition, a tuition reimbursement benefit is available to all qualified employees.
- o The City utilizes a formal performance evaluation program for all employees.
Management and supervisors are trained on the basic methodology of performance evaluation.
- o Employees with known disabilities are not required to possess higher qualifications than those of the lowest qualified incumbent in the job for which they apply.
- o Seniority practices are not a problem since the City has no formal seniority system. Promotions are based on merit selection principles.
- o We will continue to make opportunities for advancement widely known through our internal posting process which encourages all employees, including employees with disabilities, to apply for any open position for which they are qualified with or without reasonable accommodation.

We have assessed our personnel processes, and have concluded our personnel processes continue to ensure the careful, thorough, and systematic consideration of the job qualifications of applicants and employees with known disabilities and that no barriers to employment exist.

Monitoring and Reporting Systems

41 C.F.R. 60-741.44(h)

It is the responsibility of the City's Affirmative Action Officer to monitor all employment and personnel practices to ensure compliance with applicable regulations and adherence to the City's Statement of Policy, to report specific problems to the appropriate management personnel, and to measure the effectiveness of City of Portland's AAP.

The City's audit and reporting system is designed and implemented to:

- Measure the effectiveness of the AAP
- Identify any need for remedial action
- Determine the degree to which the City's objectives are being attained
- Determine whether individuals with known disabilities have had the full opportunity to equal employment and to participate in all City sponsored educational, training, recreational and social activities, and
- Measure the City's compliance with the AAP's specific obligations.
- Document the actions taken to monitor the City's compliance with the AAP's specific obligations.

In order to measure the effectiveness of the AAP, the City may take the following actions:

- Audit its voluntary self-identification process to monitor the number of individuals with disabilities who choose to self-identify and evaluates whether changes could be made to City's self-identification process to encourage greater voluntary self-identification by individuals with disabilities
- Examine its utilization of individuals with disabilities and develops action-orientated programs to address any areas of underutilization
- Review available data computations and analyses regarding applicants and hires
- Review the effectiveness of the City's recruitment and outreach activities
- Regularly assess the City's personnel processes to ensure that individuals with disabilities have equal opportunity in employment
- Use a schedule to regularly assess any mental and physical qualifications to ensure that they are job-related and consistent with business necessity
- Audit the City's communications with vendors and subcontractors to ensure that such communications reflect the City's commitment to equal employment opportunity and affirmative action for individuals with disabilities

- Audit the City's communications with applicants and employees to ensure that such communications reflect the City's commitment to equal employment opportunity and affirmative action for individuals with disabilities
- Audit the City's job listings to ensure that the postings reflect the City's commitment to equal employment opportunity and affirmative action for individuals with disabilities
- Audit the City's personnel policies to ensure that such policies reflect the City's commitment to equal employment opportunity and affirmative action for individuals with disabilities

Where the affirmative action program is found to be deficient, the City shall endeavor to undertake necessary action to bring the program into compliance.

All City Bureaus are required to submit to the Bureau of Human Resources (BHR) an Affirmative Action Program (AAP) Plan status on implementation of their AAP strategies on an annual basis. The Bureau Directors are to comply with EEO laws and the City's AAP policies, Bureau Directors and their AAP Representatives are responsible for gathering the information regarding the execution and implementation of the strategies and will report on benchmark activities for the plan.

List of Exhibits

- Exhibit A – Invitation to Self-Identify for Individuals with Disabilities
- Exhibit B – Annual Notification to Vendors
- Exhibit C – Reasonable Accommodation Policy and Procedures

Exhibit A – Invitation to Self-Identify for Individuals with Disabilities

Voluntary Self-Identification of Disability

Form CC-305
OMB Control Number 1250-0005
Expires 1/31/2020
Page 42 of 46

Why are you being asked to complete this form?

Because we do business with the government, we must reach out to, hire, and provide equal opportunity to qualified people with disabilities.¹ To help us measure how well we are doing, we are asking you to tell us if you have a disability or if you ever had a disability. Completing this form is voluntary, but we hope that you will choose to fill it out. If you are applying for a job, any answer you give will be kept private and will not be used against you in any way.

If you already work for us, your answer will not be used against you in any way. Because a person may become disabled at any time, we are required to ask all of our employees to update their information every five years. You may voluntarily self-identify as having a disability on this form without fear of any punishment because you did not identify as having a disability earlier.

How do I know if I have a disability?

You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history or record of such an impairment or medical condition.

Disabilities include, but are not limited to:

- Blindness
- Autism
- Bipolar disorder
- Post-traumatic stress disorder (PTSD)
- Deafness
- Cerebral palsy
- Major depression
- Obsessive compulsive disorder
- Cancer
- HIV/AIDS
- Multiple sclerosis (MS)
- Impairments requiring the use of a wheelchair
- Diabetes
- Schizophrenia
- Missing limbs or partially missing limbs
- Intellectual disability (previously called mental retardation)
- Epilepsy
- Muscular dystrophy

Please check one of the boxes below:

- ☐ YES, I HAVE A DISABILITY (or previously had a disability)
- ☐ NO, I DON'T HAVE A DISABILITY
- ☐ I DON'T WISH TO ANSWER

Your Name (Please **PRINT**)

Today's Date

Reasonable Accommodation Notice
--

Federal law requires employers to provide reasonable accommodation to qualified individuals with disabilities. Please tell us if you require a reasonable accommodation to apply for a job or to perform your job. Examples of reasonable accommodation include making a change to the application process or work procedures, providing documents in an alternate format, using a sign language interpreter, or using specialized equipment.

ⁱ Section 503 of the Rehabilitation Act of 1973, as amended. For more information about this form or the equal employment obligations of Federal contractors, visit the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) website at www.dol.gov/ofccp.

PUBLIC BURDEN STATEMENT: According to the Paperwork Reduction Act of 1995 no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. This survey should take about 5 minutes to complete.

Exhibit B – Annual Notification to Vendors

To Whom It May Concern:

This letter is to inform you City of Portland is committed to the principles of equal employment opportunity. Moreover, as a government contractor subject to by Executive Order 11246, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and Section 503 of the Rehabilitation Act of 1973, as amended, City of Portland takes its affirmative action obligations very seriously. City of Portland states as its Policy of Affirmative Action the following:

- It will be the policy of City of Portland not to discriminate on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law. This policy applies to all recruitment, hiring, training, and promotion decisions for all job titles.
- All employment decisions shall be consistent with the principle of equal employment opportunity, and only job related qualifications will be required.
- All personnel actions, such as compensation, benefits, transfers, tuition assistance, social and recreational programs, etc. will be administered without discrimination on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.

As a vendor or subcontractor, you are notified you may be subject to the regulations implementing Executive Order 11246, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, and Section 503 of the Rehabilitation Act of 1973, as amended, including: 41 CFR Section 60-300.5(a); 41 CFR Section 60-741.5(a); 41 CFR Section 60-1.4(a) and (c); 41 CFR Section 60-1.7(a); 41 CFR Part 60-2, 48 CFR Section 52.222-54(e); and 29 CFR Part 471, Appendix A to Subpart A with respect to affirmative action program and posting requirements.

As applicable, you shall abide by these requirements which require that covered entities not discriminate and take affirmative action on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, and protected veteran status.

To assure compliance with the City's AAP, the Director's designee, and/or the Affirmative Action Officer, has been designated to administer and monitor the Program and make reports to Senior Management.

Exhibit C – Reasonable Accommodation Policy and Procedures

The City of Portland's policy is to fully comply with the reasonable accommodation requirements of the Americans with Disabilities Act and other applicable federal, state and local laws. City of Portland is committed to providing reasonable accommodations to qualified individuals with known disabilities to enable them to perform the essential functions of the position held or desired, to participate in the application process or to enjoy equal benefits and privileges of employment as are enjoyed by employees without disabilities. To obtain a reasonable accommodation, an applicant or employee should inform City of Portland of the existence of a disability, the disability related limitation(s) or workplace barrier(s) that need to be accommodated, and, if known, the desired reasonable accommodation.

Requests for Reasonable Accommodation

A request for reasonable accommodation may be oral or written. All requests for reasonable accommodation should be submitted to the Bureau of Human Resources or to the employee's supervisor. For recordkeeping purposes, the City requires that all employees requesting reasonable accommodations complete and return an accommodation request form to Human Resources. The processing of requests will not be delayed while an employee completes these forms.

City of Portland may request and review reasonable documentation, including medical documentation, in support of a request for reasonable accommodation. Documentation will be requested if the disability and need for accommodation is not obvious, where sufficient information regarding the disability and need for accommodation has not been provided, to confirm that a reasonable accommodation is medically appropriate, or to identify alternative accommodations that may be sufficient. Any request for medical documentation will be specific and limited to documentation of the individual's disability, its expected duration, the functional limitations for which reasonable accommodation is sought, and information about medically appropriate accommodations.

Employees should submit any requested medical documentation to Human Resources, not their supervisor. Employees are responsible for providing complete, timely and sufficient documentation, generally within one week of the City's request. If it is not practical to do so within this time period, despite the employee's diligent efforts, the employee must inform Human Resources of (1) the efforts the employee has made to date; (2) the reasons the employee has been unable to obtain the requested information; and (3) a date by which the employee expects to be able to provide the requested information. City of Portland may waive its right to obtain timely, complete and/or sufficient documentation whenever it deems it appropriate to do so and may deny a request for accommodation where employees unreasonably fail to timely provide complete and/or sufficient documentation.

Requests for accommodation will be considered on a case-by-case basis and as expeditiously as possible. The City is not required to provide an employee's requested accommodation and reserves the right to provide an alternative accommodation that is equally effective. A requested accommodation may be rejected when not required by law, such as when, for example, it would impose an undue hardship on the City, or if it would not be sufficient (or not necessary) to enable the employee to perform the essential functions of the job.

Confidentiality of Medical Information

All requests for reasonable accommodation, related documentation and any medical or disability-related information provided to the City will be treated as confidential medical records and maintained in a separate medical file by Human Resources. Individuals who have access to this information may not disclose it, except as follows:

- Managers and supervisors who need to know may be told about any necessary work restrictions and accommodation(s)
- Government officials may be given information necessary to investigate the City of Portland's compliance with applicable law
- The information may be disclosed to workers' compensation or insurance carriers in certain circumstances
- Emergency or first-aid personnel may be given access to the information when medically necessary; and
- City employees may be provided the information for record-keeping or affirmative action purposes or to evaluate the City's processing of reasonable accommodation requests.

Employees who fail to maintain the confidentiality of the medical records or information of other employees will be subject to disciplinary action, up to and including termination of employment.

Internal Review of Decisions Denying Reasonable Accommodations

Employees may request that any decision to deny a request for reasonable accommodation be informally reviewed. To request reconsideration, employees should submit a written request to Human Resources within 10 business days of the initial decision. The request should explain the reasons the employee believes the request should be granted.

Agenda No.
ORDINANCE NO.
 Title

- Adopt City of Portland, Oregon Equal Employment Opportunity Affirmative Action Plan (AAP) For Minorities & Women January 1, 2018 – December 31, 2022 (Ordinance)

INTRODUCED BY Commissioner/Auditor: Mayor Ted Wheeler	CLERK USE: DATE FILED _____
COMMISSIONER APPROVAL Mayor—Finance & Administration - Wheeler Position 1/Utilities - Fritz Position 2/Works - Fish Position 3/Affairs - Saltzman Position 4/Safety - Eudaly	<div style="text-align: center;"> Mary Hull Caballero Auditor of the City of Portland </div> By: _____ <div style="text-align: center;">Deputy</div> ACTION TAKEN:
BUREAU APPROVAL Bureau: Bureau of Human Resources Bureau Head: Anna Kanwit	
Prepared by: Ramay Lewis-Dansby Date Prepared: September 19, 2017	
Impact Statement Completed <input checked="" type="checkbox"/> Amends Budget <input type="checkbox"/>	
Portland Policy Document If "Yes" requires City Policy paragraph stated in document. Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
City Auditor Office Approval: required for Code Ordinances	
City Attorney Approval: required for contract, code, easement, franchise, comp plan, charter	
Council Meeting Date 10/04/2017	

AGENDA TIME CERTAIN <input checked="" type="checkbox"/> Start time: 10:45 am Total amount of time needed: 30 minutes (for presentation, testimony and discussion)	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 35%;">FOUR-FIFTHS AGENDA</th> <th colspan="2">COMMISSIONERS VOTED AS FOLLOWS:</th> </tr> <tr> <th></th> <th style="width: 20%;">YEAS</th> <th style="width: 20%;">NAYS</th> </tr> <tr> <td>1. Fritz</td> <td>1. Fritz</td> <td></td> </tr> <tr> <td>2. Fish</td> <td>2. Fish</td> <td></td> </tr> <tr> <td>3. Saltzman</td> <td>3. Saltzman</td> <td></td> </tr> <tr> <td>4. Eudaly</td> <td>4. Eudaly</td> <td></td> </tr> <tr> <td>Wheeler</td> <td>Wheeler</td> <td></td> </tr> </table>	FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:			YEAS	NAYS	1. Fritz	1. Fritz		2. Fish	2. Fish		3. Saltzman	3. Saltzman		4. Eudaly	4. Eudaly		Wheeler	Wheeler	
FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:																					
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3. Saltzman	3. Saltzman																					
4. Eudaly	4. Eudaly																					
Wheeler	Wheeler																					
CONSENT <input type="checkbox"/> REGULAR <input type="checkbox"/> Total amount of time needed: _____ (for presentation, testimony and discussion)																						