

Step 4b: Narrative of Interpretation

THE COUNTY'S WORKFORCE AND STATISTICS

The County's 2019 EEOP Utilization Analysis estimates areas of possible underutilization comparing relevant job markets to the DOJ estimates of the availability of workers.¹ For each EEOP job category, the County provides its estimates by ethnicity and gender.

In 2019, the County used a weighted average of the following geographic regions as its relevant workforce pool: Santa Clara County, Alameda County, California State, and the United States. The County receives a significant number of applicants from each of these geographic regions. (Exhibit 1.)

The County used a weighted average based on the percentage of each of the geographic regions that applied to the County in 2017 and 2018. The weighted average also accounts for the EEO job categories the applicants sought. Exhibit 1 provides further details on the Weighted Average Labor Market. The Utilization Analysis Chart: Subtraction of the Weighted Average Labor Market is provided in Exhibit 4.

The County's 2019 EEOP Utilization also compares its data against the geographic region of Santa Clara County Labor Market only, which was the labor market the County used in its 2017 EEOP Utilization Analysis.

The County's reportable workforce for the 2019 EEOP Utilization Report is 19,130 employees. 2075 of these employees did not specify their race or national origin. The County's "Reportable Workforce" for purposes of this Report is thus 17,055 employees. The 2075 workers account for 11% of the County's workforce, which the County believes impacts the statistical significance of the results of this report. (*See also* Footnote 1.) The County's Reportable Workforce contains approximately 1,600 new employees who were acquired in 2019 when the County purchased two hospitals. An approximately 9% increase in the County's workforce diminished the utility of comparisons against prior EEOP Utilization Reports.

Also impacting the statistical significance, unlike the DOJ estimates which include a classification for "other," the County's demographic data does not have this option. Thus, any comparison of the County's workforce cannot compare against the approximately 5% of the DOJ estimates that report themselves as "other."

¹ The DOJ estimates of available workers do not include individuals who have declined to specify their race, national origin, or sex. Thus, any comparison of the County's workforce to either the Weighted Average Labor Market or Santa Clara County Labor Market does not account for the 11% of the County's reportable workforce that has declined to state their race or national origin

PROCESS FOR REPORTING

In preparation for this report, the County performed an audit of its personnel and classification data. The County reviewed the 2019 significant utilization charts attached as Exhibit 2 (Weighted Average Labor Market) and Exhibit 3 (Santa Clara County Labor Market).

IDENTIFIED AREAS OF POSSIBLE UNDERUTILIZATION

The utilization charts for the County's Reportable Workforce, which compared the available sex, race, and national origin data, as compared to the DOJ estimates of availability of workers indicate the following:

Officials/Administrators:

- **Weighted Average:** When compared to the Weighted Average Labor Market, White males (-21%) and Hispanic or Latino males (-2%) were noted as underutilized.
- **Santa Clara County-Only Average:** A cross-check against the Santa Clara County Labor Market also notes that White males (-18%) and Hispanic or Latino males (-2%) are underutilized, and in addition identifies Asian males as underutilized (-4%).
- **Possible Reasons for Statistics:** High percentages of underutilization may be attributable to the demographic makeup of the County's reportable workforce. Of employees included in the County's reportable workforce, 65% designated their sex as female, whereas the relative labor market statistics reflect a nearly 50% female demographic. Additionally, any comparison of the County's workforce to the DOJ estimates of availability of workers does not account for the 11% of the County's reportable workforce that has declined to state their race or national origin.

Professionals:

- **Weighted Average:** When compared to the Weighted Average Labor Market, White males (-20%), Asian males (-6%) and White females (-6%) were noted as underutilized.
- **Santa Clara County-Only Average:** A cross-check against the Santa Clara County Labor Market notes that White males (-19%) and Asian males (-13%) are underutilized but does not find White females (-1%) to be underutilized.
- **Possible Reasons for Statistics:** High percentages of underutilization may be attributable to the demographic makeup of the County's reportable workforce. Of employees included in the County's reportable workforce, 65% designated their sex as female, whereas the relative labor market statistics reflect a nearly 50% female demographic. Additionally, any comparison of the County's workforce to the DOJ estimates of availability of workers does not account for the 11% of the County's reportable workforce that has declined to state their race or national origin.

Technicians:

- **Weighted Average:** When compared to the Weighted Average Labor Market, White males (-18%) and White females (-8%) were noted as underutilized.
- **Santa Clara County-Only Average:** A cross-check against the Santa Clara County Labor Market notes that White males (-17%) and White females (-5%) are underutilized. This labor market also identifies Asian males (-4%) as underutilized.
- **Possible Reasons for Statistics:** High percentages of underutilization may be attributable to the demographic makeup of the County's reportable workforce. Of employees included in the County's reportable workforce, 65% designated their sex as female, whereas the relative labor market statistics reflect a nearly 50% female demographic. Additionally, any comparison of the County's workforce to the DOJ estimates of availability of workers does not account for the 11% of the County's reportable workforce that has declined to state their race or national origin.

Protective Services (Sworn Officials):

- **Weighted Average:** When compared to the Weighted Average Labor Market, White males (-15%), Black or African American males (-2%), and Black or African females (-1%) were noted as underutilized.
- **Santa Clara County-Only Average:** A cross-check against the Santa Clara County Labor Market also notes that White males (-15%) and Black or African American males (-2%) are underutilized. This labor market also identifies Asian males (-4%) and Native Hawaiian or Other Pacific Islander (-1%) as underutilized. This labor market, however, does not identify Black or African females (0%) as underutilized.
- **Possible Reasons for Statistics:** High percentages of underutilization may be attributable to the demographic makeup of the County's reportable workforce. Of employees included in the County's reportable workforce, 65% designated their sex as female, whereas the relative labor market statistics reflect a nearly 50% female demographic. Additionally, any comparison of the County's workforce to the DOJ estimates of availability of workers does not account for the 11% of the County's reportable workforce that has declined to state their race or national origin.

Protectives Services (Non-Sworn): In this category only, the County did not receive any out of County applicants. The County thus only used the Santa Clara County Labor Market Data for this job category.

- **Santa Clara County-Only Average:** When compared to the Santa Clara County Labor Market, White females (-24%), Asian females (-8%), Native Hawaiian or Other Pacific Islander (-4%) were noted as underutilized.

- **Possible Reasons for Statistics:** High percentages of underutilization may be attributable to the demographic makeup of the County's reportable workforce. Of employees included in the County's reportable workforce, 65% designated their sex as female, whereas the relative labor market statistics reflect a nearly 50% female demographic. Additionally, any comparison of the County's workforce to the DOJ estimates of availability of workers does not account for the 11% of the County's reportable workforce that has declined to state their race or national origin.

Administrative Support:

- **Weighted Average:** When compared to the Weighted Average Labor Market, White males (-17%), Hispanic or Latino males (-5%), Black or African American males (-1%), Asian males (-6%), and White females (-16%) were noted as underutilized.
- **Santa Clara County-Only Average:** A cross-check against the Santa Clara County Labor market notes that White males (-14%), Hispanic or Latino males (-3%), Asian males (-5%), and White females (-11%) are underutilized while not identifying Black or African American males as underutilized (0%).
- **Possible Reasons for Statistics:** High percentages of underutilization may be attributable to the demographic makeup of the County's reportable workforce. Of employees included in the County's reportable workforce, 65% designated their sex as female, whereas the relative labor market statistics reflect a nearly 50% female demographic. Additionally, any comparison of the County's workforce to the DOJ estimates of availability of workers does not account for the 11% of the County's reportable workforce that has declined to state their race or national origin.

Skilled Craft:

- **Weighted Average:** When compared to the Weighted Average Labor Market, Hispanic or Latino males (-8%) were noted as underutilized.
- **Santa Clara County-Only Average:** A cross-check against the Santa Clara County Labor market notes that Hispanic or Latino males (-8%) are underutilized.
- **Possible Reasons for Statistics:** High percentages of underutilization may be attributable to the demographic makeup of the County's reportable workforce. Of employees included in the County's reportable workforce, 65% designated their sex as female, whereas the relative labor market statistics reflect a nearly 50% female demographic. Additionally, any comparison of the County's workforce to the DOJ estimates of availability of workers does not account for the 11% of the County's reportable workforce that has declined to state their race or national origin.

Service/Maintenance:

- **Weighted Average:** When compared to the Weighted Average Labor Market, Hispanic or Latino males (-8%) and White females (-4%) were noted as underutilized.
- **Santa Clara County-Only Average:** A cross-check against the Santa Clara County Labor market also notes that Hispanic or Latino males (-9%) and White females (-3%) as underutilized.
- **Possible Reasons for Statistics:** High percentages of underutilization may be attributable to the demographic makeup of the County's reportable workforce. Of employees included in the County's reportable workforce, 65% designated their sex as female, whereas the relative labor market statistics reflect a nearly 50% female demographic. Additionally, any comparison of the County's workforce to the DOJ estimates of availability of workers does not account for the 11% of the County's reportable workforce that has declined to state their race or national origin.

REPORT OBJECTIVES, ACTION STEPS, AND DISSEMINATION

Steps 5 and 6 below present Objectives and Action Steps to address the identified areas of underutilization. An updated report will be prepared and submitted to USDOJ in 2021.

Step 5: Objectives and Steps:

1. Our objective is to provide equal employment opportunity for White Males when our organization fills vacancies that become available in Officials/Administrators, Professionals, Technicians, Protective Services Sworn, and Administrative Support job categories.
 - a. The County of Santa Clara will continue to enforce its policy against discrimination, harassment, and retaliation.
 - b. The County of Santa Clara will post announcements of open recruitments in the above-mentioned job categories on its website to ensure accessibility to all prospective applicants, including White Males.
 - c. HR will review the EEO Utilization Report.
2. Our objective is to provide equal employment opportunity for Hispanic or Latino Males when our organization fills vacancies that become available in Officials/Administrators, Administrative Support, Skilled Craft, and Service/Maintenance job categories.
 - a. The County of Santa Clara will continue to enforce its policy against discrimination, harassment, and retaliation.
 - b. The County of Santa Clara will post announcements of open recruitments in the above-mentioned job categories on its website to ensure accessibility to all prospective applicants, including Hispanic or Latino Males.
 - c. HR will review the EEO Utilization Report.

3. Our objective is to provide equal employment opportunity for Black Males when our organization fills vacancies that become available in Protective Services Sworn and Administrative Support job categories.
 - a. The County of Santa Clara will continue to enforce its policy against discrimination, harassment, and retaliation.
 - b. The County of Santa Clara will post announcements of open recruitments in the above-mentioned job categories on its website to ensure accessibility to all prospective applicants, including Black Males.
 - c. HR will review the EEO Utilization Report.

4. Our objective is to provide equal employment opportunity for Asian Males when our organization fills vacancies that become available in Officials/Administrators, Professionals, Technicians, Protective Services Sworn, and Administrative Support job categories.
 - a. The County of Santa Clara will continue to enforce its policy against discrimination, harassment, and retaliation.
 - b. The County of Santa Clara will post announcements of open recruitments in the above-mentioned job categories on its website to ensure accessibility to all prospective applicants, including Asian Males.
 - c. HR will review the EEO Utilization Report.

5. Our objective is to provide equal employment opportunity for Native Hawaiian/Pacific Islander Males when our organization fills vacancies that become available in the Protective Services Sworn job category.
 - a. The County of Santa Clara will continue to enforce its policy against discrimination, harassment, and retaliation.
 - b. The County of Santa Clara will post announcements of open recruitments in the above-mentioned job categories on its website to ensure accessibility to all prospective applicants, including Native Hawaiian/Pacific Islander Males.
 - c. HR will review the EEO Utilization Report.

6. Our objective is to provide equal employment opportunity for White Females when our organization fills vacancies that become available in Professionals, Technicians, Protective Services Non-Sworn, Administrative Support, and Service/Maintenance job categories.

- a. The County of Santa Clara will continue to enforce its policy against discrimination, harassment, and retaliation.
 - b. The County of Santa Clara will post announcements of open recruitments in the above-mentioned job categories on its website to ensure accessibility to all prospective applicants, including White Females.
 - c. HR will review the EEO Utilization Report.
7. Our objective is to provide equal employment opportunity for Black or African American Females when our organization fills vacancies that become available in the Protective Services: Sworn job category.
 - a. The County of Santa Clara will continue to enforce its policy against discrimination, harassment, and retaliation.
 - b. The County of Santa Clara will post announcements of open recruitments in the above-mentioned job categories on its website to ensure accessibility to all prospective applicants, including Hispanic or Latino Females.
 - c. HR will review the EEO Utilization Report.
8. Our objective is to provide equal employment opportunity for Asian Females when our organization fills vacancies that become available in the Protective Services Non-Sworn job categories.
 - a. The County of Santa Clara will continue to enforce its policy against discrimination, harassment, and retaliation.
 - b. The County of Santa Clara will post announcements of open recruitments in the above-mentioned job categories on its website to ensure accessibility to all prospective applicants, including Asian Females.
 - c. HR will review the EEO Utilization Report.
9. Our objective is to provide equal employment opportunity for Native Hawaiian or other Pacific Islander Females when our organization fills vacancies that become available in the Protective Services Non-Sworn job category.
 - a. The County of Santa Clara will continue to enforce its policy against discrimination, harassment, and retaliation.
 - b. The County of Santa Clara will post announcements of open recruitments in the above-mentioned job categories on its website to ensure accessibility to all prospective applicants, including Native Hawaiian/Pacific Islander Females.
 - c. HR will review the EEO Utilization Report.

10. The County of Santa Clara will monitor recruitment and selection of applicants and ensure that no systemic barriers exist that would deny equal employment opportunity. The County may conduct applicant flow analyses, adverse impact analyses, and test validation for those job categories identified to be experiencing significant underutilization.
11. The County of Santa Clara is committed to providing equal employment opportunity to all persons.
 - a. The County of Santa Clara will continue to enforce its policy against discrimination, harassment, and retaliation; promote diversity as a key organizational value; and provide reasonable accommodations for applicants and employees with disabilities.
 - b. The County of Santa Clara will continue to post Federal and State required non-discrimination posters throughout the County in locations frequented by employees and applicants.
 - c. The County of Santa Clara expanded its mandatory Sexual Harassment Prevention training for managers, supervisors, leads, and rank-and-file employees to include training, education, and prevention of abusive conduct, as defined by California law.
 - d. The County of Santa Clara expanded its mandatory Sexual Harassment Prevention Training to non-supervisors and every employee now repeats Sexual Harassment Prevention Training every two years. The County's training also proscribes sexual harassment, which includes gender identity, sexual orientation, and gender expression.
 - e. The Sexual Harassment Prevention Training also includes information about protection from retaliation and from discrimination based upon Federal, State, and County protected classifications.
12. The County of Santa Clara will take proactive steps to improve and/or maintain participation of underutilized group members in each job category. The County of Santa Clara will also continue to use recruitment methods and tools to ensure equal employment opportunity to all persons.
 - a. The County will continue to post all job announcements (open-competitive, promotional, and transfers) on the County's website. The County will continue to accept applications through its online application system.
 - b. The County will continue to offer kiosks at three locations in County buildings for those applicants without access to a computer. Additionally, computers are

available at various public libraries, including County libraries, for public use for filing online applications with the County.

- c. The County will continue to post Federal and State non-discrimination posters throughout the County. The required posters are also available on the County website and may be downloaded.
- d. The County modified the County Ordinance Code Merit System rules to provide experience points for all veterans in entry level positions and in all open competitive recruitments.
- e. The County will continue to update job specifications to ensure all qualified applicants are encouraged to apply.
- f. The County will continue to provide accommodation of applicants and employees with disabilities.
- g. To ensure access throughout the application process, the County will continue to provide subject matter test qualifications during nights and weekends for flexibility.
- h. The County will continue to conduct oral examinations with a diverse panel of evaluators.
- i. The County will continue to offer Skype for out-of-the-area candidates for oral examination and hiring interviews.

Step 6: Internal Dissemination:

1. The Equal Opportunity Department will provide a report on the EEO Utilization Report objectives, action steps, and County non-discrimination policies and procedures to the County Executive Leadership.
2. HR will review the EEO Utilization Report
3. The Equal Opportunity Department will post a copy of the EEO Utilization Report on the County intranet and the Equal Opportunity Department website.

Step 7: External Dissemination:

1. The Equal Opportunity Department will post a copy of the EEO Utilization Report on the County intranet and the Equal Opportunity Department website.

Exhibit 1: The Weighted Average Labor Market

The Weighted Average Labor Market is a hybrid of DOJ Santa Clara County Labor Market, Alameda County Labor Market, California Labor Market and United States Labor Market data.² Data on applicants for employment in 2017 and 2018 were reviewed to determine the EEO job grouping and location of the applicant. Based on that applicant data, the labor markets for each EEO job grouping is assigned a weight to reflect the geographic origin of applicants for those positions, and the combination of the weights produces the Weighted Average Labor Market Data.

As an illustration, the following table shows the calculation to arrive at the Weighted Average Labor Market for Officials/Administrators – Black or African American:

Officials/Administrators – Black or African American Males	Santa Clara	Alameda	Other California	Other USA
Percentage of applicants for this EEO job grouping come from this geographic region:	53.8%	11.1%	18.4%	16.7%
Multiplied by:				
Percentage of Available Labor Market in this region and EEO job grouping who are Black or African American Males:	1.2%	3.8%	2.1%	3.2%
Equals:				
Weighted Average (multiplication of Available Labor Market by percentage of applicants)	0.7%	0.4%	0.4%	0.5%
Weighted Average Labor Market	0.7% + 0.4% + 0.4% + 0.5% = 2.0%			

In the above example, while 1.2% of the Santa Clara County Labor Market for Officials and Administrators is comprised of Black or African American males, 2.0% of the Weighted Labor Market is comprised of Black or African American males.

The Weighted Labor Market captures the 3.8% of the Alameda County Labor Market that is comprised of African American Males and the 11.1% of our Officials/Administrator applicants who are from Alameda County. The Weighted Labor Market also accounts for the demographics of applicants from the rest of California and the remainder of the nation.

Alameda County was chosen to be included in the Weighted Labor Market because it contributes a significant portion of the applicants to the County with 7.9% overall – no other single County

² DOJ estimates of availability are accessible through the Equal Employment Opportunity Program Reporting Tool, available at: <https://ocr-eeop.ncjrs.gov/> . An estimate for availability for the United States Labor Market was created by combining DOJ estimates for each of the 50 states and the District of Columbia.

contributes more than 1.5% of applicants. No applicants were received for the Protective Services: Non-Sworn job grouping, so no Weighted Labor Market Data could be produced for that EEO job grouping and Santa Clara County Labor Market Data alone will be used.

The applicant data for 2017-18 applicants by EEO Job Category and geographic region is as follows:

2017-18 Applicant Numbers (International Excluded)

Officials/Administrators	Number	%	Protective Services: Non-Sworn		
Santa Clara	825	53.8%	Santa Clara	0	
Alameda	171	11.1%	Alameda	0	
Rest of California	282	18.4%	Rest of California	0	
USA	256	16.7%	USA	0	
Total Applicants	1534		Total Applicants	0	
Professionals			Administrative Support		
Santa Clara	1520	58.5%	Santa Clara	4046	97.6%
Alameda	248	9.5%	Alameda	261	6.3%
Rest of California	526	20.2%	Rest of California	486	11.7%
USA	306	11.8%	USA	101	2.4%
Total Applicants	2600		Total Applicants	4147	
Technicians			Skilled Craft		
Santa Clara	874	68.7%	Santa Clara	502	73.9%
Alameda	116	9.1%	Alameda	43	6.3%
Rest of California	218	17.1%	Rest of California	123	18.1%
USA	65	5.1%	USA	11	1.6%
Total Applicants	1273		Total Applicants	679	
Protective Services: Sworn-Officials			Srvc Maint		
Santa Clara	89	44.7%	Santa Clara	962	74.5%
Alameda	20	10.1%	Alameda	72	5.6%
Rest of California	69	34.7%	Rest of California	217	16.8%
USA	21	10.6%	USA	40	3.1%
Total Applicants	199		Total Applicants	1291	

Exhibit 2: Significant Utilization Chart (Weighted Average Labor Market)

Job Category	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators	✓	✓						✓								✓
Professionals	✓				✓			✓	✓							✓
Technicians	✓							✓	✓							✓
Protective Services: Sworn	✓		✓					✓			✓					
Protective Services: Non-sworn									✓				✓	✓		
Administrative Support	✓	✓	✓		✓			✓	✓							✓
Skilled Craft		✓														
Service/Maintenance		✓						✓	✓							✓

Exhibit 3: Significant Utilization Chart (Santa Clara County Labor Market)

Job Category	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators	✓	✓			✓			✓								✓
Professionals	✓				✓			✓								✓
Technicians	✓				✓			✓	✓							✓
Protective Services: Sworn	✓		✓		✓	✓		✓								✓
Protective Services: Non-sworn									✓				✓	✓		
Administrative Support	✓	✓			✓			✓	✓							✓
Skilled Craft		✓														
Service/Maintenance		✓						✓	✓							✓

Exhibit 4: Weighted Average Labor Market Utilization Analysis Chart: Subtraction

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators																
Workforce #	228	66	26	2	189	3	16	-	277	167	41	1	260	8	33	0
Workforce %	17.32%	5.03%	1.98%	0.15%	14.42%	0.23%	1.22%	0.00%	21.05%	12.74%	3.13%	0.08%	19.68%	0.61%	2.36%	0.00%
CLS #																
CLS %	37.9%	6.9%	2.0%	0.1%	12.9%	0.1%	0.7%	0.4%	22.2%	4.9%	2.2%	0.1%	8.3%	0.2%	0.6%	0.4%
Utilization	-21%	-2%	0%	0%	2%	0%	1%	0%	-1%	8%	1%	0%	11%	0%	2%	0%
Professionals																
Workforce #	501	252	96	10	794	8	51	0	1219	741	226	11	2343	32	133	0
Workforce %	7.75%	3.93%	1.50%	0.16%	12.34%	0.12%	0.80%	0.00%	19.06%	11.56%	3.53%	0.17%	36.53%	0.48%	2.07%	0.00%
CLS #																
CLS %	28.0%	3.9%	1.8%	0.1%	18.5%	0.1%	0.7%	0.5%	24.8%	5.0%	2.2%	0.1%	13.3%	0.1%	0.6%	0.3%
Utilization	-20%	0%	0%	0%	-6%	0%	0%	0%	-6%	7%	1%	0%	23%	0%	1%	0%
Technicians																
Workforce #	94	88	41	5	260	6	14	0	129	177	85	5	453	8	35	0
Workforce %	6.79%	6.29%	2.93%	0.36%	18.57%	0.43%	1.00%	0.00%	9.21%	12.64%	6.07%	0.36%	32.36%	0.57%	2.43%	0.00%
CLS #																
CLS %	24.4%	7.0%	2.1%	0.2%	19.2%	0.3%	1.2%	0.3%	16.9%	7.2%	1.9%	0.2%	17.4%	0.1%	1.1%	0.5%
Utilization	-18%	-1%	1%	0%	-1%	0%	0%	0%	-8%	5%	4%	0%	15%	0%	1%	-1%
Protective Services: Sworn-Officials																
Workforce #	514	488	97	7	210	17	63	0	160	292	36	3	49	1	38	0
Workforce %	26.01%	24.70%	4.91%	0.35%	10.63%	0.86%	3.19%	0.00%	8.15%	14.78%	1.82%	0.15%	2.48%	0.05%	1.92%	0.00%
CLS #																
CLS %	41.92%	17.67%	9.71%	0.59%	9.91%	1.12%	1.28%	0.62%	7.46%	4.11%	2.84%	0.08%	1.96%	0.13%	0.41%	0.18%
Utilization	-16%	7%	-5%	0%	1%	0%	2%	-1%	1%	11%	-1%	0%	1%	0%	2%	0%
Protective Services: Non-Sworn																
Workforce #	38	54	10	2	20	4	5	0	6	16	2	0	1	0	2	0
Workforce %	23.75%	33.75%	6.25%	1.25%	12.50%	2.50%	3.13%	0.00%	3.75%	10.00%	1.25%	0.00%	0.63%	0.00%	1.25%	0.00%
CLS #	270	200	75	0	105	0	0	0	350	125	0	0	110	45	0	0
CLS %	21.09%	15.63%	5.86%	0.00%	8.20%	0.00%	0.00%	0.00%	27.34%	9.77%	0.00%	0.00%	8.59%	3.52%	0.00%	0.00%
Utilization	3%	18%	0%	1%	4%	3%	3%	0%	-24%	0%	1%	0%	-8%	-4%	1%	0%
Administrative Support																
Workforce #	169	294	53	5	255	5	44	0	616	1699	165	20	864	41	145	0
Workforce %	3.90%	6.71%	1.21%	0.11%	5.82%	0.11%	1.00%	0.00%	14.09%	38.72%	3.77%	0.46%	19.79%	0.96%	3.33%	0.00%
CLS #																
CLS %	20.93%	11.37%	2.01%	0.14%	11.71%	0.21%	0.62%	0.43%	30.20%	19.87%	2.94%	0.31%	15.20%	0.34%	1.03%	0.70%
Utilization	-17%	-5%	-1%	0%	-6%	0%	0%	0%	-16%	19%	1%	0%	5%	1%	2%	-1%
Skilled Craft																
Workforce #	114	86	8	2	30	1	12	0	7	7	5	0	9	0	0	0
Workforce %	40.36%	30.71%	2.86%	0.71%	10.71%	0.36%	4.29%	0.00%	2.50%	2.50%	1.79%	0.00%	3.21%	0.00%	0.00%	0.00%
CLS #																
CLS %	35.63%	38.82%	2.28%	0.45%	12.55%	0.43%	0.87%	0.60%	1.93%	2.08%	0.22%	0.01%	3.96%	0.08%	0.07%	0.02%
Utilization	5%	-8%	1%	0%	-2%	0%	3%	-1%	1%	0%	2%	0%	-1%	0%	0%	0%
Service/Maintenance																
Workforce #	125	265	58	4	126	9	26	0	70	224	38	1	170	3	11	0
Workforce %	11.24%	23.45%	5.13%	0.35%	11.15%	0.80%	2.30%	0.00%	6.19%	19.73%	3.36%	0.09%	15.04%	0.27%	0.88%	0.00%
CLS #																
CLS %	13.06%	31.54%	2.25%	0.13%	10.10%	0.27%	0.47%	0.43%	10.34%	17.90%	2.00%	0.19%	10.15%	0.32%	0.45%	0.39%
Utilization	-2%	-8%	3%	0%	1%	1%	2%	0%	-4%	2%	1%	0%	5%	0%	0%	0%