

Step 4b: Narrative of Interpretation

THE COUNTY'S WORKFORCE AND STATISTICS

The County's 2021 Equal Employment Opportunity Plan (EEO) Utilization Analysis estimates areas of possible underutilization comparing relevant job markets to the Department of Justice's (DOJ) estimates of the availability of workers.¹ For each EEO job category, the County provides its estimates by ethnicity and gender.

In 2021, the County again used a weighted average of the following geographic regions as its relevant workforce pool: Alameda County, Contra Costa County, San Francisco County, San Mateo County, Santa Clara County, Santa Cruz County, the State of California, 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 2019 and 2020 for County employment positions in each EEO job category. 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 2021 EEO Utilization Analysis also compares its data against the geographic region of the Santa Clara County Labor Market only, which was the labor market the County used in its 2017 EEO Utilization Analysis.

The County's workforce for the 2021 EEO Utilization Report is 18,026 employees. 2,575 of these employees did not specify their race or national origin. The County's "Reportable Workforce" for purposes of this Report is thus 15,541 employees. The 2,575 workers who did not identify their race or national origin account for 14% of the County's workforce, which the County believes impacts the statistical significance of the results of this report. (*See also* Footnote 1.)

The statistical significance of the results of this report is also impacted by the fact that, unlike the DOJ estimates, the County's demographic data does not include a classification for "other." Thus, the County's workforce cannot be accurately compared 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 the Santa Clara County Labor Market does not account for the 14% of the County's reportable workforce that declined to state their race or national origin.

PROCESS FOR REPORTING

In preparation for this report, the County audited of its personnel and classification data. The County also reviewed the 2021 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 compare the available sex, race, and national origin data to the DOJ estimates of availability of workers. Those utilization charts indicate the following:

Officials/Administrators:

- **Weighted Average:** When compared to the Weighted Average Labor Market, White males (-23%) 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 (-21%) and Hispanic or Latino males (-2%) are noted as 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, 64% 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 14% of the County's reportable workforce that declined to state their race or national origin.

Professionals:

- **Weighted Average:** When compared to the Weighted Average Labor Market, White males (-21%), Asian males (-6%), Native Hawaiian or Other Pacific Islander males (-0.1%), and White females (-5%) were noted as underutilized.
- **Santa Clara County-Only Average:** A cross-check against the Santa Clara County Labor Market notes that White males (-19%), Asian males (-12%), Native Hawaiian or Other Pacific Islander males (-0.1%), and White females (-2%) are 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, 64% 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 14% of the County's reportable workforce that declined to state their race or national origin.

Technicians:

- **Weighted Average:** When compared to the Weighted Average Labor Market, White males (-19%) and White females (-10%) 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 (-6%) are noted as 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, 64% 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 14% of the County's reportable workforce that declined to state their race or national origin.

Protective Services (Sworn Officials):

- **Weighted Average:** When compared to the Weighted Average Labor Market, White males (-17%), Black or African American males (-4%), 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 (-18%) and Black or African American males (-2%) are noted as underutilized. This labor market also identifies Asian males (-4%) as underutilized. Unlike the Weighted Average comparison for Protective Services (Sworn Officials), however, this labor market does not identify Black or African American 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, 64% 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 14% of the County's reportable workforce that declined to state their race or national origin.

Protectives Services (Non-Sworn):

- **Weighted Average:** When compared to the Weighted Average Labor Market, White females (-21%) were noted as underutilized.

- **Santa Clara County-Only Average:** When compared to the Santa Clara County Labor Market, White females (-24%), and Asian females (-7%) 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. Additionally, any comparison of the County's workforce to the DOJ estimates of availability of workers does not account for the 14% of the County's reportable workforce that declined to state their race or national origin.

Administrative Support:

- **Weighted Average:** When compared to the Weighted Average Labor Market, White males (-14%), Hispanic or Latino males (-3%), Black or African American males (-.4%), Asian males (-4%), and White females (-12%) 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 (-12%) are noted as underutilized. This labor market, however, does not identify 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, 64% 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 14% of the County's reportable workforce that declined to state their race or national origin.

Skilled Craft:

- **Weighted Average:** When compared to the Weighted Average Labor Market, no race and gender combination was noted as underutilized.
- **Santa Clara County-Only Average:** A cross-check against the Santa Clara County Labor market notes that Hispanic or Latino males (-6%) are 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, 64% 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 14% of the County's reportable workforce that declined to state their race or national origin.

Service/Maintenance:

- **Weighted Average:** When compared to the Weighted Average Labor Market, White males (-3%), Hispanic or Latino males (-7%) 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 (-7%) and White females (-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, 64% 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 14% of the County's reportable workforce that 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 possible underutilization. An updated report will be prepared and submitted to DOJ in 2023.

Step 5: Objectives and Steps:

1. Our objective is to provide equal employment opportunity for White males when our organization recruits for vacancies that become available in Officials/Administrators, Professionals, Technicians, Protective Services Sworn, Administrative Support, and Service/Maintenance job categories.
 - a. The County will continue to enforce its policy against discrimination, harassment, and retaliation.
 - b. The County 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. The County's Employee Services Agency, Human Resources Department (HR) will review and consider the EEO Utilization Report as part of the County's outreach efforts relating to vacancies in the applicable category.
2. Our objective is to provide equal employment opportunity for Hispanic or Latino males when our organization recruits for vacancies that become available in Officials/Administrators, Administrative Support, Skilled Craft, and Service/Maintenance job categories.
 - a. The County will continue to enforce its policy against discrimination, harassment, and retaliation.

- b. The County 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. The County's Employee Services Agency, Human Resources Department (HR) will review and consider the EEO Utilization Report as part of the County's outreach efforts relating to vacancies in the applicable category.
 3. Our objective is to provide equal employment opportunity for Black males when our organization recruits for vacancies that become available in Protective Services Sworn and Administrative Support job categories.
 - a. The County will continue to enforce its policy against discrimination, harassment, and retaliation.
 - b. The County 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. The County's Employee Services Agency, Human Resources Department (HR) will review and consider the EEO Utilization Report as part of the County's outreach efforts relating to vacancies in the applicable category.
 4. Our objective is to provide equal employment opportunity for Asian males when our organization recruits for vacancies that become available in Officials/Administrators, Professionals, Technicians, Protective Services Sworn, and Administrative Support job categories.
 - a. The County will continue to enforce its policy against discrimination, harassment, and retaliation.
 - b. The County 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. The County's Employee Services Agency, Human Resources Department (HR) will review and consider the EEO Utilization Report as part of the County's outreach efforts relating to vacancies in the applicable category.
 5. Our objective is to provide equal employment opportunity for Native Hawaiian/Pacific Islander males when our organization recruits for vacancies that become available in the Professionals job category.
 - a. The County will continue to enforce its policy against discrimination, harassment, and retaliation.

- b. The County 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. The County's Employee Services Agency, Human Resources Department (HR) will review and consider the EEO Utilization Report as part of the County's outreach efforts relating to vacancies in the applicable category.
6. Our objective is to provide equal employment opportunity for White females when our organization recruits for vacancies that become available in Professionals, Technicians, Protective Services Non-Sworn, Administrative Support, and Service/Maintenance job categories.
 - a. The County will continue to enforce its policy against discrimination, harassment, and retaliation.
 - b. The County 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. The County's Employee Services Agency, Human Resources Department (HR) will review and consider the EEO Utilization Report as part of the County's outreach efforts relating to vacancies in the applicable category.
7. Our objective is to provide equal employment opportunity for Black or African American females when our organization recruits for vacancies that become available in the Protective Services: Sworn job category.
 - a. The County will continue to enforce its policy against discrimination, harassment, and retaliation.
 - b. The County will post announcements of open recruitments in the above-mentioned job categories on its website to ensure accessibility to all prospective applicants, including Black or African American females.
 - c. The County's Employee Services Agency, Human Resources Department (HR) will review and consider the EEO Utilization Report as part of the County's outreach efforts relating to vacancies in the applicable category.
8. Our objective is to provide equal employment opportunity for Asian females when our organization recruits for vacancies that become available in the Protective Services Non-Sworn job categories.
 - a. The County will continue to enforce its policy against discrimination, harassment, and retaliation.

- b. The County 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. The County's Employee Services Agency, Human Resources Department (HR) will review and consider the EEO Utilization Report as part of the County's outreach efforts relating to vacancies in the applicable category.
- 9. The County 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.
 - a. To help build a more robust, diverse, equitable, and inclusive hiring practice the County has hired a consultant to review certain of the County's employment examinations to enhance the candidate/applicant experience, improve cycle-time for hiring, streamline processes, increase the quality of the candidate pools/eligibility lists, and assess validity of examinations.
- 10. The County is committed to providing equal employment opportunity to all persons.
 - a. The County 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 will continue to post Federal and State required non-discrimination posters throughout the County in locations frequented by employees and applicants.
 - c. The County is continuing to provide 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 is continuing to provide 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 includes information about protection from retaliation and from discrimination based upon Federal, State, and County protected classifications.

11. The County will take proactive steps to improve and/or maintain participation of underutilized group members in each job category. The County 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 two 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 will continue to enforce 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 exams online and in person.
 - h. The County will continue to conduct oral examinations with a diverse panel of evaluators.
 - i. The County will continue to offer audio- and video-based technology options (Microsoft Teams, Zoom, etc.) for out-of-the-area candidates for oral examination and hiring interviews.

Step 6: Internal Dissemination:

1. The Equal Opportunity Division 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 and consider the EEO Utilization Report as part of the County's outreach efforts relating to vacancies in the applicable category.
3. The Equal Opportunity Division will post a copy of the EEO Utilization Report on the County intranet and the Equal Opportunity Division website.

Step 7: External Dissemination:

1. The Equal Opportunity Division will post a copy of the EEO Utilization Report on the Equal Opportunity Division website.

Exhibit 1: The Weighted Average Labor Market

The Weighted Average Labor Market is a hybrid of DOJ Alameda County, Contra Costa County, San Francisco County, San Mateo County, Santa Clara County, Santa Cruz County, State of California, and United States Labor Market data.² Data on applicants for employment in 2019 and 2020 were reviewed to determine the EEO job grouping and location of each applicant. Based on that applicant data, the labor markets for each EEO job grouping were assigned a weight to reflect the geographic origin of applicants for those positions, and the combination of the weights produced the Weighted Average Labor Market Data.

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

Officials/Administrators – Black or African American Males	Alameda	Contra Costa	San Francisco	San Mateo	Santa Clara	Santa Cruz	Rest of California	US
Percentage of applicants for this EEO job grouping come from this geographic region:	9.79%	2.88%	1.28%	2.86%	59.29%	2.51%	11.23%	10.17%
Multiplied by								
Percentage of Available Labor Market in this region and EEO job grouping who are Black or African American Males:	3.8%	1.9%	2.2%	1.0%	1.2%	0.9%	2.1%	3.2%
Equals								
Weighted Average (multiplication of Available Labor Market by percentage of applicants)	0.37%	0.05%	0.03%	0.03%	0.71%	0.02%	0.24%	0.33%
Weighted Average Labor Market	$0.37\%+0.05\%+0.03\%+0.03\%+0.71\%+0.02\%+0.24\%+0.33\% = 1.8\%$							

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, 1.8% of the Weighted Labor Market is comprised of Black or African American males.

The applicant data for 2019-20 applicants by EEO Job Category and geographic region is as follows:

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.

	Alameda	Contra Cost	San Francisco	San Mateo	Santa Clara	Santa Cruz	Rest of Cali	US
Officials & Administrators	414	122	54	121	2508	106	475	430
% Representation	9.79%	2.88%	1.28%	2.86%	59.29%	2.51%	11.23%	10.17%
Professionals	3843	724	524	1067	24483	926	4137	2350
% Representation	10.10%	1.90%	1.38%	2.80%	64.34%	2.43%	10.87%	6.18%
Technicians	3216	844	971	1178	17103	746	2745	577
% Representation	11.75%	3.08%	3.55%	4.30%	62.47%	2.72%	10.03%	2.11%
Protective Service Workers - Sworn	46	10	3	12	152	14	118	40
% Representation	11.65%	2.53%	0.76%	3.04%	38.48%	3.54%	29.87%	10.13%
Protective Service Workers - Nonswor	4	1	0	0	9	0	6	2
% Representation	18.18%	4.55%	0.00%	0.00%	40.91%	0.00%	27.27%	9.09%
Administrative Support	135	16	7	22	3125	26	147	21
% Representation	3.86%	0.46%	0.20%	0.63%	89.31%	0.74%	4.20%	0.60%
Skilled Craft Workers	39	6	3	14	550	16	87	8
% Representation	5.39%	0.83%	0.41%	1.94%	76.07%	2.21%	12.03%	1.11%
Service/Maintenance	316	42	30	94	4721	71	601	100
% Representation	5.29%	0.70%	0.50%	1.57%	79.01%	1.19%	10.06%	1.67%
Total Applicants	8013	1765	1592	2508	52651	1905	8316	3528
	9.98%	2.20%	1.98%	3.12%	65.59%	2.37%	10.36%	4.4%

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																
Employee #	197	60	25	0	190	3	18		264	181	45	1	300	9	35	
Employee %	14.83%	4.52%	1.88%	0.00%	14.31%	0.23%	1.36%	0.00%	19.88%	13.63%	3.39%	0.08%	22.59%	0.68%	2.64%	0.00%
CLS #																
CLS %	37.38%	6.80%	1.77%	0.11%	13.74%	0.14%	0.70%	0.40%	21.97%	4.85%	1.97%	0.14%	8.86%	0.18%	0.57%	0.42%
Utilization	-22.54%	-2.28%	0.11%	-0.11%	0.57%	0.08%	0.65%	-0.40%	-2.09%	8.78%	1.42%	-0.06%	13.73%	0.50%	2.06%	-0.42%
Professionals																
Employee #	422	247	85	8	710	2	47		975	688	189	9	1872	22	114	
Employee %	7.83%	4.58%	1.58%	0.15%	13.17%	0.04%	0.87%	0.00%	18.09%	12.76%	3.51%	0.17%	34.73%	0.41%	2.12%	0.00%
CLS #																
CLS %	28.47%	3.90%	1.61%	0.08%	19.64%	0.14%	0.72%	0.50%	23.41%	4.74%	1.93%	0.10%	13.77%	0.09%	0.58%	0.31%
Utilization	-20.64%	0.68%	-0.04%	0.07%	-6.47%	-0.10%	0.16%	-0.50%	-5.32%	8.02%	1.58%	0.06%	20.97%	0.31%	1.53%	-0.31%
Technicians																
Employee #	87	93	47	5	247	7	10		115	171	91	3	442	10	35	
Employee %	6.38%	6.82%	3.45%	0.37%	18.12%	0.51%	0.73%	0.00%	8.44%	12.55%	6.68%	0.22%	32.43%	0.73%	2.57%	0.00%
CLS #																
CLS %	24.91%	6.53%	1.96%	0.19%	18.84%	0.30%	1.15%	0.37%	18.09%	6.80%	1.74%	0.15%	17.28%	0.13%	1.05%	0.51%
Utilization	-18.53%	0.29%	1.48%	0.18%	-0.72%	0.21%	-0.42%	-0.37%	-9.66%	5.75%	4.94%	0.07%	15.15%	0.61%	1.52%	-0.51%
Protective Services: Sworn-Officials																
Employee #	449	498	96	6	208	21	65		148	292	28	2	46	1	41	
Employee %	23.62%	26.20%	5.05%	0.32%	10.94%	1.10%	3.42%	0.00%	7.79%	15.36%	1.47%	0.11%	2.42%	0.05%	2.16%	0.00%
CLS #																
CLS %	40.87%	16.44%	9.24%	0.52%	9.88%	1.05%	1.27%	0.63%	9.04%	4.40%	2.86%	0.09%	2.91%	0.14%	0.45%	0.21%
Utilization	-17.25%	9.76%	-4.19%	-0.21%	1.07%	0.06%	2.15%	-0.63%	-1.25%	10.96%	-1.38%	0.02%	-0.49%	-0.09%	1.71%	-0.21%
Protective Services: Non-Sworn																
Employee #	18	33	7	1	8	1	4		3	6	2	0	1	0	1	
Employee %	21.18%	38.82%	8.24%	1.18%	9.41%	1.18%	4.71%	0.00%	3.53%	7.06%	2.35%	0.00%	1.18%	0.00%	1.18%	0.00%
CLS #																
CLS %	25.32%	13.24%	4.97%	0.38%	9.03%	0.13%	0.97%	0.68%	24.91%	10.06%	3.65%	0.04%	4.40%	1.57%	0.39%	0.25%
Utilization	-4.15%	25.59%	3.26%	0.80%	0.38%	1.04%	3.74%	-0.68%	-21.38%	-3.00%	-1.30%	-0.04%	-3.22%	-1.57%	0.78%	-0.25%
Administrative Support																
Employee #	146	282	47	4	237	5	39		526	1627	139	20	783	39	143	
Employee %	3.62%	6.99%	1.16%	0.10%	5.87%	0.12%	0.97%	0.00%	13.03%	40.30%	3.44%	0.50%	19.40%	0.97%	3.54%	0.00%
CLS #																
CLS %	18.05%	9.51%	1.57%	0.12%	10.35%	0.18%	0.52%	0.39%	25.24%	16.63%	2.17%	0.25%	13.26%	0.30%	0.85%	0.60%
Utilization	-14.43%	-2.52%	-0.41%	-0.02%	-4.48%	-0.05%	0.45%	-0.39%	-12.21%	23.67%	1.27%	0.24%	6.14%	0.67%	2.69%	-0.60%
Skilled Craft																
Employee #	109	93	7	3	32	2	12		5	9	6	0	9	0	0	
Employee %	37.98%	32.40%	2.44%	1.05%	11.15%	0.70%	4.18%	0.00%	1.74%	3.14%	2.09%	0.00%	3.14%	0.00%	0.00%	0.00%
CLS #																
CLS %	34.46%	36.99%	2.14%	0.43%	12.69%	0.42%	0.86%	0.59%	3.54%	2.79%	0.33%	0.02%	4.46%	0.11%	0.13%	0.05%
Utilization	3.52%	-4.59%	0.29%	0.62%	-1.54%	0.28%	3.32%	-0.59%	-1.80%	0.35%	1.76%	-0.02%	-1.33%	-0.11%	-0.13%	-0.05%
Service/Maintenance																
Employee #	117	262	52	1	112	8	31		59	221	31	2	149	4	11	
Employee %	11.04%	24.72%	4.91%	0.09%	10.57%	0.75%	2.92%	0.00%	5.57%	20.85%	2.92%	0.19%	14.06%	0.38%	1.04%	0.00%
CLS #																
CLS %	13.87%	31.72%	2.13%	0.12%	10.58%	0.30%	0.49%	0.45%	9.70%	17.19%	1.83%	0.19%	10.29%	0.32%	0.43%	0.38%
Utilization	-2.84%	-7.00%	2.77%	-0.03%	-0.01%	0.46%	2.44%	-0.45%	-4.14%	3.66%	1.10%	0.00%	3.77%	0.05%	0.60%	-0.38%