

City of Longview

Workforce Diversity
Plan

December 9, 2010



Table of Contents

Executive Summary.....	3
Introduction	5
Background	6
Methodology.....	9
Findings	10
Employee Demographics	10
EEO Job Categories	12
Applicant Pool.....	13
Objectives & Strategies.....	15
Policy & Commitment	15
Recruitment	15
Hiring.....	16
Employee Development, Job Promotions & Retention	17
Employee Diversity Training	18
Accountability	18
Signs of Success.....	19
Appendix	20
Table 1 – Employee County of Residence.....	20
Table 2 – Gregg County Labor Force v. City of Longview Employees by Job Category.....	21
Table 3 – Comparison of Actual City of Longview Staffing v. Ideal Staffing	22
Table 4 – Applicant & New Hire Data by Screening Points.....	23
EEO-4 Description of Job Categories.....	24
EEO-4 Job Category 1 – Officials & Administrators.....	26
EEO-4 Job Category 2 – Professionals.....	27
EEO-4 Job Category 3 – Technicians	29
EEO-4 Job Category 4 – Protective Services	32
EEO-4 Job Category 6 – Administrative Support.....	38
EEO-4 Job Category 7 – Skilled Craft Workers	41
EEO-4 Job Category 8 – Service Maintenance	45
Sources.....	47

Executive Summary

As a leading public service organization in this community, the City of Longview recognizes the importance of developing a diverse workforce that reflects the community's demographics as much as possible. This allows the City to better understand and respond to citizens' requests and concerns. The City of Longview is committed to establishing a workplace where each employee is valued and encouraged to maximize their potential.

The City of Longview Workforce Diversity Plan is a guiding document that is intended to:

- Facilitate the hiring, development and promotion of qualified employees, including under-represented minorities
- Promote and develop an inclusive, respectful work environment

As a method of evaluation for this plan, the City of Longview employee demographics were compared to the overall Gregg County labor force. While, the City's age demographics indicate a good representation of employees over age 40, this comparison suggests that there may be opportunities to increase the diversity in both the racial minority and female categories (Figure 1).

**Figure 1: Gregg County Labor Force v. City of Longview Employees
09/30/2010**

	Total Racial Minority	Female	Age 40+
Gregg County Labor Force	27.4%	46.9%	50.5%
City of Longview Employees	19.1%	30.7%	59.0%

Sources: 2000 U.S. Census and 9/30/2010 City of Longview Employee Roster for full-time & part-time employees

Looking at the same data broken out by U.S. Equal Employment Opportunity (EEO) job categories, the opportunities to increase racial diversity exist primarily in professional, technical and protective services jobs. In addition, the information reflects a potential to increase gender diversity in professional and technician positions (See page 11, Figure 8).

To address these opportunities, the Workforce Diversity Plan includes specific objectives in the areas of policy and commitment, recruitment, hiring, employee development, training and accountability as noted below. Specific strategies are outlined later in this report.

Policy & Commitment

- Research best practices and develop procedures and practices related to the City's Workforce Diversity Plan.
- Communicate the City's diversity commitment to stakeholders.

Recruitment

- Research best practices for locating and recruiting qualified candidates for the City's diverse jobs and career paths and establish a recruitment plan.
- Discover and connect with qualified applicants in the minority community in an effort to widen and diversify the applicant pool.

Hiring

- Hire based on job-related ability, as measured by uniform and consistently applied qualification and selection standards.

Employee Development, Job Promotions & Retention

- Promote employees based on job-related ability, as measured by uniform and consistently applied qualification and selection standards.
- Continue to provide employees with opportunities to develop their knowledge, skills and abilities with a goal of promoting into positions with more responsibility.
- Improve retention by helping employees remain engaged in their work.

Employee Diversity Training

- Promote understanding and equip employees to create a work environment that is respectful, inclusive and diverse.

Accountability

- Establish a method of accountability for managing a diverse, inclusive, and respectful environment.

Rather than a fixed document, this plan is expected to be fluid and adaptable to changing conditions. In an effort to remain accountable and transparent, City staff intends to provide the Executive Team and City Council with an annual progress report to include accomplishments and related statistical analysis.

The City of Longview understands that workforce diversity is impacted by many factors and cannot solely be measured numerically. As outlined later in this report, other signs of success include a broader, diverse applicant pool of qualified candidates, ensuring that job interviewers are professionally trained, increasing participation in employment development programs, and providing quality training programs. No single policy, strategy, or plan will be sufficient. Rather, the principle of diversity will be best accomplished over time through incremental changes and on-going emphasis.

Introduction

When the term “diversity” is used in this document, it is not intended to be synonymous with the term “minority,” as used when referring to federally protected groups. Diversity includes all of the ways in which people differ, including innate characteristics (i.e. age, race, gender, physical abilities) and acquired characteristics (i.e. education, religion, socioeconomic status, experiences). This plan is not intended to promote or demote any group or characteristic over another but rather to help the organization examine how differences within the workforce can be beneficial. Through a continued commitment from City leadership, training, focused attention on processes, removing barriers, and creating a respectful workplace, diversity management should become the normal way of doing business.

Merriam-Webster’s dictionary defines diversity as:

1. The condition of having or being composed of differing elements: variety; especially the inclusion of different types of people (as people of different races or cultures) in a group or organization
2. An instance of being composed of differing elements or qualities: an instance of being diverse

So, what is “diversity management?” According to the U.S. Department of Veterans’ Affairs, Office of Diversity and Inclusion, this expression refers to a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximize their contributions to an organization's strategic goals and objectives. This process links strongly to the objectives of the City of Longview Business Plan:

- Market City strengths through a strong public relations operation – Improve the image of the organization – Continuous campaign promoting the City of Longview – Transparent communication
- Develop a process to attract and sustain the number and type of workers needed for the future
- Educate employees in elements of customer service
- Improve and enhance organizational culture – Promote an empowering environment – Grow leaders through coaching and mentoring – Promote ongoing training to ensure professional growth – Open internal communication

Workforce diversity stretches far beyond equal employment opportunities for all job applicants. It also entails providing an inclusive work environment where individuals are valued and respected for their unique differences, experiences, skills and knowledge. When employees feel appreciated, morale improves and they become more engaged in their work, thereby increasing performance and service levels. Another by-product of a diverse workforce is a broadened perspective which can bring increased creativity, enhanced innovation, and improved problem-solving.

The City of Longview remains committed to the lawful and fair treatment of all job applicants, employees, and citizens. The City shall continually examine recruitment and hiring policies, related work processes, training programs, promotional practices and methods for employee development to increase diversity of qualified job candidates, remove any hidden barriers, enhance employee knowledge, skills and abilities, and support continuous learning.

Background

In January 2010, several City of Longview employees began working with the Applicant Diversity Team, a sub-committee of the Race Relations Committee. The collective mission was to review the current City of Longview demographics, examine the recruitment and hiring process, and discuss ideas to increase the ethnic diversity in the City's applicant pools and the City's hiring decisions.

The City provided the Applicant Diversity Team with detailed quarterly statistics for applicants in 2009-2010, hiring statistics dating back three (3) years and employee ethnicity/race demographics. This employee and new hire data was compared to the available Longview Civilian Labor Force according to the 2000 U.S. Census.

The comparison showed that the overall minority ethnicity rate for the available workforce in Longview is 30%, while the City of Longview employees' minority ethnicity rate is 19%. The City began and ended the FY 09-10 fiscal year with the same overall ethnicity rate. The rate however increased from 10% to 11% in the supervisory category. At the Administrative Team level, the minority ethnicity rate began and ended at 10%. The City's employee demographics indicate there may be opportunities to increase racial diversity within the organization.

The City's hiring statistics for the last three (3) years show movement from hiring 34% ethnic minorities in 2007-2008, to 25% in 2008-2009, then back up to 33% in 2009-2010 (Figure 2, 3 and 4). Recalling that the available workforce for racial minorities in Longview is 30%, one can see that the City of Longview dropped below that indicator in 2008-2009 but was above the indicator the other two years. In 2007 and 2008, the East Texas area experienced a sharp increase in oil/gas-related hiring. The City lost several skilled and unskilled workers to this industry, many of whom were ethnic minorities, and the departments had a difficult time filling those positions. This may have also been a contributing factor to the City's drop in minority hiring in 2008-2009.

Figure 2: FY 2007-2008 New Hire Data

Race/Ethnicity	Total Hired	Longview Workforce Ratio	Hired
White	89	69.67%	65.93%
Black	37	19.97%	27.41%
Hispanic/Latino	7	8.54%	5.19%
Two or More Races	1	0.80%	0.74%
American Indian	0	0.26%	0.00%
Asian	0	0.67%	0.00%
Hawaiian/Pacific Islander	1	0.08%	0.74%
Totals	135	100.00%	100.00%

Total Minority Workforce Ratio v. Hired	30.33%	34.07%
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Pink shading indicates hiring level is below workforce ratio

Data is for full-time & part-time jobs filled

Data does not include certified police positions. Police do not use NEOGOV hiring software.

Figure 3: FY 2008-2009 New Hire Data

Race/Ethnicity	Total Hired	Longview Workforce Ratio	Hired
White	65	69.67%	74.71%
Black	15	19.97%	17.24%
Hispanic/Latino	4	8.54%	4.60%
Two or More Races	1	0.80%	1.15%
American Indian	2	0.26%	2.30%
Asian	0	0.67%	0.00%
Hawaiian/Pacific Islander	0	0.08%	0.00%
Totals	87	100.00%	100.00%

Total Minority Workforce Ratio v. Hired	30.33%	25.29%
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Pink shading indicates hiring level is below workforce ratio

Data is for full-time & part-time jobs filled

Data does not include certified police positions. Police do not use NEOGOV hiring software.

Figure 4 contains additional statistics because the City implemented a new applicant and hiring software, NEOGOV, which tracks candidates through the entire application process. An expanded version with hard data is located in the Appendix, Table 4.

**Figure 4: Applicant & Hiring Statistics
2009/2010**

ALL FILLED POSITIONS						
Race/Ethnicity	Longview Available Workforce	1 - Min Qual.	2 - Top Candidate	3 - Skills Testing	4 - Interview	5 - Hired
		% passing	% passing	% passing	% passing	% passing
White	69.67%	60.72%	67.98%	66.07%	63.73%	67.06%
Black African American	19.97%	30.39%	21.00%	22.52%	26.47%	22.35%
Hispanic/Latino	8.54%	5.13%	6.82%	7.21%	6.86%	7.06%
Two or More Races	0.80%	1.85%	2.36%	2.40%	2.94%	3.53%
American Indian	0.26%	0.93%	0.79%	0.90%	0.00%	0.00%
Asian	0.67%	0.71%	0.79%	0.90%	0.00%	0.00%
Hawaiian/Pac Islander	0.08%	0.27%	0.26%	0.00%	0.00%	0.00%

Total Non-White	30.33%	39.28%	32.02%	33.93%	36.27%	32.94%
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Note: Data is for full-time & part-time jobs filled

Does not included certified police positions. Police do not utilize NEOGOV hiring software.

Each quarter, the Applicant Diversity Team examined applicant statistics at the primary decision-making points in the hiring process. Due to a partial hiring freeze in 2009-2010 and a hiring process that can take several weeks, it is difficult to glean much useful information from quarterly reports. Instead, the applicant information was combined into an annual report to see the larger picture (Figure 4). When comparing the success/passing rates of each step in the process with the race data of the Available Workforce in Longview (yellow shading), one can see that additional attention should be focused on the Hispanic/Latino applicant pool (pink shading).

In 2009-2010, the City received 4,132 applications with approximately 41% coming from ethnic minorities (Figure 5). Overall, this indicates the City's recruiting efforts are reaching the minority communities, although opportunities still exist to increase Hispanic/Latino recruitment.

Figure 5: Applications Received FY 2009/2010

Race/Ethnicity	Total Apps	% of Apps	Longview Available Workforce
White	2449	59.27%	69.67%
Black	1307	31.63%	19.97%
Hispanic/Latino	229	5.54%	8.54%
Two or More Races	82	1.98%	0.80%
American Indian	30	0.73%	0.26%
Asian	27	0.65%	0.67%
Hawaiian/Pac Islander	8	0.19%	0.08%
Totals	4132	100.00%	100%

% Minority Applications	% Minority Workforce
40.73%	30.33%

*Note: Data is for full-time & part-time jobs filled with 99% self-reporting race and gender
Data does not include certified police positions. Police do not use NEOGOV hiring software.*

In July 2010, the City of Longview decided to develop a citywide diversity plan. They created a short-term team of City employees from a cross-section of departments, jobs, race, gender, and ages. Using the applicant statistical reports compiled by the Applicant Diversity Team, the employee team reviewed and discussed the process in detail and made recommendations to improve the diversity of qualified applicant pools and make the process even more consistent. Many of the team's ideas are incorporated into the Objectives & Strategies section of this report.

City staff also met with the HPO Education and Training Team to discuss ideas for employee diversity training. Topics included subject matter, training methods, length of classes, trainers, and minimum requirements. This discussion will continue as additional employee classes are created.

Programs and materials from several cities and counties were used in the development of this plan. Other primary sources are the U.S. Equal Employment Opportunity Commission, the Society for Human Resource Management and various books on diversity management (Appendix).

Methodology

The data sources used to develop this plan include:

- City of Longview HR/Payroll Information System
- City of Longview NEOGOV Insight – Automated Hiring Software
- 2000 EEO Supplementary Report: “Detailed Occupation of the Civilian Labor Force by Sex, Race and Hispanic Origin” issued by the U.S. Census Bureau for Gregg County
- 2000 EEO Supplementary Report: “Employment by Older Age Groups” issued by the U.S. Census Bureau for Gregg County

Special Note:

For the purpose of this report, the terms “ethnic” or “racial minority” shall be defined as any racial or ethnic group(s) not classified as White.

Although the Applicant Diversity Team used Longview U.S. Census data to determine the available labor force, the City of Longview chose to expand the data to include U.S. Census information for Gregg County. The primary reason is that the majority (64%) of employees lives inside Gregg County (Appendix, Table 1). Another contributing factor is that the City’s applicant pool comes from a wide area around Longview and the state, especially for professional positions.

To arrange the Census data in a way that is more relevant to public sector work, the City used a U.S. Census report (noted above) that sorts the Gregg County information into EEO job categories used in local government. Like all municipalities, the City is required to file a biannual EEO-4 Report to the federal government using these same categories. To maintain consistency, the City will review and report data in this EEO format. When 2010 census data becomes available by county, the City will update the tables to reflect the new statistics.

Workforce Utilization Analysis (Figure 8): Examines the City of Longview’s composition of racial minorities and females in each of the seven (7) EEO job categories and compares it to the available Gregg County labor force. This analysis addresses the question, “Does the composition of the City workforce reflect at least 80% of the available workforce in Gregg County?” This 80% rule of thumb is a standard benchmark for determining areas where significant opportunities exist to increase diversity and will be used to prioritize and focus efforts. The Equal Employment Opportunity Commission (EEOC) and other agencies have adopted this rule of thumb when measuring selection rates for federally protected groups.

Findings

Employee Demographics

At the end of fiscal year 2009-2010, the City of Longview had 810 full-time and part-time employees. The U.S. Census Bureau indicates that in the year 2000, the available Gregg County Civilian Labor Force totaled 52,710 individuals. A basic comparison of the race and gender demographics of the City of Longview with the available workforce in Gregg County indicates there are opportunities to increase both the racial minority and female representation at the City of Longview (Figure 6). Age demographics indicate the average age for City of Longview employees is 43 years with 59% of employees over age 40 and 51% of the Gregg County labor force over 40 years of age.

Figure 6: Gregg County Labor Force v. City of Longview Employees

	Race							Gender		Age
	White	Hispanic	Black	Asian	Amer Indian	2+ Races	Total Racial Minority	M	F	40+
Gregg County Labor Force	72.7%	7.5%	17.9%	0.7%	0.4%	0.9%	27.4%	53.1%	46.9%	50.5%
City of Longview Employees	80.9%	2.8%	15.1%	0.1%	0.5%	0.6%	19.1%	69.3%	30.7%	59.0%

Sources: 2000 U.S. Census and 9/30/2010 City of Longview Roster for full-time & part-time employees

The next stage in the analysis is to determine where and in what types of jobs these opportunities exist. The U.S. Census information for the Gregg County Labor Force was compiled in an EEO-4 report to separate jobs into seven (7) specific categories. The results are noted in Figure 7. The category definitions and the specific City of Longview jobs assigned to each group are located in the Appendix.

Figure 7: Gregg County Civilian Labor Force by EEO Job Category

	Race							Gender	
	White	Hispanic	Black	Asian	Amer Indian	Other & 2+ Races	Total Minority	M	F
Gregg County Labor Force									
Total	72.7%	7.5%	17.9%	0.7%	0.4%	0.9%	27.4%	53.1%	46.9%
Officials/Administrators	86.7%	2.8%	8.9%	0.7%	0.1%	0.7%	13.2%	61.3%	38.6%
Professionals	83.6%	3.6%	10.5%	1.0%	0.6%	1.1%	16.8%	41.2%	58.9%
Technicians	73.9%	0.3%	20.1%	2.1%	1.7%	1.7%	25.9%	39.0%	60.7%
Protective Services	82.8%	3.0%	12.7%	0.0%	0.0%	1.5%	17.2%	88.8%	11.2%
Administrative Support	77.7%	3.8%	17.3%	0.4%	0.3%	0.5%	22.3%	31.9%	68.2%
Skilled Craft Workers	72.0%	11.4%	15.2%	0.0%	0.4%	1.1%	28.1%	93.6%	6.4%
Service Maintenance	58.6%	13.1%	26.2%	0.6%	0.4%	1.1%	41.4%	58.0%	42.0%

Source: 2000 U.S. Census.

Note: Para-professionals category eliminated from 2000 U.S. Census.

City of Longview employee demographics were sorted by EEO-4 job category and compared to the available workforce in Gregg County (Figure 8). This is a Workforce Utilization Analysis of racial minorities and women in the each of the seven (7) EEO job categories. It addresses the question, “Does the composition of our City workforce reflect at least 80% of what is available in the relevant labor market?” As mentioned earlier, this is a basic indicator when analyzing workforce diversity.

Figure 8: City of Longview Employees v. Available Gregg County Workforce by EEO Job Category

Officials/Administrators	Total EEs	Total Minority Race	% Minority Race	Total Female	% Female
COL Employees	58	7	12.1%	18	31.0%
Gregg Co Workforce	6695	882	13.2%	2584	38.6%
80% Rule of Thumb		91.4%		80.4%	

Professionals	Total EEs	Total Minority Race	% Minority Race	Total Female	% Female
COL Employees	84	5	6.0%	21	25.0%
Gregg Co Workforce	7970	1316	16.8%	4692	58.9%
80% Rule of Thumb		35.4%		42.4%	

Technicians	Total EEs	Total Minority Race	% Minority Race	Total Female	% Female
COL Employees	117	13	11.1%	46	39.3%
Gregg Co Workforce	1415	370	25.9%	859	60.7%
80% Rule of Thumb		42.9%		64.8%	

Protective Services	Total EEs	Total Minority Race	% Minority Race	Total Female	% Female
COL Employees	254	28	11.0%	26	10.2%
Gregg Co Workforce	670	115	17.2%	75	11.2%
80% Rule of Thumb		64.0%		91.4%	

Administrative Support	Total EEs	Total Minority Race	% Minority Race	Total Female	% Female
COL Employees	112	29	25.9%	102	91.1%
Gregg Co Workforce	13055	2915	22.3%	8899	68.2%
80% Rule of Thumb		116.1%		133.6%	

Skilled Craft Workers	Total EEs	Total Minority Race	% Minority Race	Total Female	% Female
COL Employees	126	40	31.7%	14	11.1%
Gregg Co Workforce	5815	1630	28.1%	374	6.4%
80% Rule of Thumb		113.0%		173.4%	

Service Maintenance	Total EEs	Total Minority Race	% Minority Race	Total Female	% Female
COL Employees	59	33	55.9%	22	37.3%
Gregg Co Workforce	16585	6870	41.4%	6969	42.0%
80% Rule of Thumb		135.0%		88.8%	

Note: Yellow shading indicates special opportunities to increase diversity

The 80% rule of thumb was calculated by dividing the percentage of racial minorities and females employed by the City of Longview by the percentage of racial minorities and females in the Gregg County labor market. If the result is less than 80% then there is a potential to increase diversity in that particular area.

As noted in Figure 8, there are opportunities to increase racial diversity in the job categories of professionals, technicians and protective services. Females appear to be underrepresented in the professionals and technicians categories. See Appendix, Table 2 and 3 for related hard data.

EEO Job Categories

The next logical question is, “What kinds of jobs fall into these categories and are there indicators that reflect opportunities in some jobs more than others?” Below is a summary of the EEO-4 categories in question along with a short analysis of City of Longview jobs that seem to be under-represented in racial minorities and females. The analysis was based on the September 30, 2010, employee roster for full-time and part-time positions.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

City of Longview Analysis: There were 83 City employees in this job category with over 50% in fire lieutenant, fire captain and fire battalion chief positions. The other individuals were spread out over several different functions, such as the Police Department, Library, Engineering, Legal and Finance. There were 42 fire positions in this category with 0% racial minority and 0% female representation. Approximately 75% of the 83 positions were ones in which employees promoted up after gaining additional education, licenses and skills through internal or external programs and personal initiative.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

City of Longview Analysis: The City had 117 employees in this category with 30% assigned to Public Safety Communications and 20% Police Sergeants. The others were spread throughout the organization. The 35 Public Safety Communications positions have a racial minority ratio of 20% and a concentration of females. There were 23 Police Sergeants with a 0% racial minority ratio and 5% female representation. Other areas with underrepresentation in minority races consist of IT related jobs including Geographic Information Systems, instrument technicians and wastewater inspectors and technicians. Approximately 70% of these positions were gained by employees taking advantage of internal or external programs and on-the-job training to grow into positions with greater responsibility.

Protective Service Workers: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

City of Longview Analysis: There were 254 employees in this category with the bulk in police officer, fire recruit, firefighter and fire driver positions. In the Police Officer classification, there were a total of 135 individuals with 16.3% racial minorities and 14.8% females. In the firefighter/fire driver classification, there were 108 individuals with 2.8% racial minorities and 2.8% females. The largest opportunity to increase diversity is in the fire recruit, firefighter and fire driver positions. More than 80% of the employees in this category were hired from external applicant pools while the others promoted from within the organization.

Applicant Pool

Since the City of Longview automated the applicant process in November 2009, the organization now has valuable applicant data that can be used to analyze demographics at each decision-making point in the hiring process.

In 2009-2010, with 99% of applicants self-reporting their race and gender, the City received 4,132 applications with 40.7% coming from racial minorities (Figure 9). In the same year, the City hired 33% racial minorities compared to 27.4% in the available Gregg County workforce. When examining the detailed applicant statistics, the Hispanic/Latino category represented 5.5% of the 40.7% minority applicant pool, which is lower than the 7.5% available labor force ratio. This indicates a need to refocus efforts to try and recruit a larger pool of Hispanic/Latinos.

Figure 9: Application & Hiring Statistics FY 2009/2010

Race	Total Apps	% of Apps	% Hired	Gregg County Labor Force
White	2449	59.3%	67.1%	72.7%
Black	1307	31.6%	22.4%	17.9%
Hispanic/Latino	229	5.5%	7.1%	7.5%
Two or More Races	82	2.0%	3.5%	0.9%
American Indian	30	0.7%	0.0%	0.4%
Asian	27	0.7%	0.0%	0.6%
Hawaiian/Pac Islander	8	0.2%	0.0%	0.1%
Totals	4132	100.0%	100.0%	100.0%

% Minority Applications	% Minority Hired	% Minority Workforce
40.7%	33.0%	27.4%

*Note: Data is for full-time & part-time jobs filled with 99% self-reporting race and gender
Data does not include certified police positions. Police do not use NEOGOV hiring software.*

Further study is needed to determine if the City is attracting diverse, qualified candidates for vacant positions in the EEO categories in which there is underutilization. Since many of these jobs are filled from within the organization, the City intends to analyze data related to promotions and programs such as tuition reimbursement and Supervisors' Network. The City will also need to determine the job categories of the positions for which most of the minority candidates are applying. The results may indicate a need to recruit in more specialized ways for professionals, technicians and protective services jobs or expand employee development programs.

Objectives & Strategies

Based on the report findings and the organization's commitment to developing and maintaining a diverse inclusive workforce, the City of Longview established the following objectives and strategies which link to the City business plan. It should be noted that the department or team listed within the parentheses are tasked with the implementation of the strategy.

Policy & Commitment

Objective 1: Research best practices and develop procedures and practices related to the City's Workforce Diversity Plan.

Strategies

- Develop a City Manager Diversity Advisory Team comprised of a diverse mix of employees to work with the city manager on diversity-related programs and concerns, and monitor progress. (HR & CMO)
- Review current EEO policy and update, if needed. (CMO Diversity Advisory Team & Executive Team)
- Communicate to stakeholders how diversity and inclusiveness are linked to the City's current business plan, vision, values and leadership philosophy. (CMO Diversity Advisory Team)
- Continue to sponsor or participate in community events, festivals and celebrations such as the Multicultural Festival, Race Relations Committee, World Cafés, Cinco de Mayo, and United Way.

Objective 2: Communicate the City's diversity commitment to stakeholders.

- Develop a business case for a diverse workforce and communicate the City's pledge to diversity to employees and the community. (HR & CMO Diversity Advisory Team)
- Ensure that City marketing methods and materials feature a diverse mix of individuals. (HR & CMO)
- Provide an annual report to the City Council on the progress made on the Workforce Diversity Plan and related accomplishments. (HR & CMO Diversity Advisory Team)
- Continue to work with the Race Relations Committee through the Applicant Diversity Team providing relevant quarterly statistics and feedback. (HR & CMO)

Recruitment

The City has a wide variety of jobs and departments. Specific tactics and strategies to achieve diversity may differ from department to department to meet the requirements of related jobs; however, the overall objectives will remain the same.

Objective 1: Research best practices for locating and recruiting qualified candidates for the City's diverse jobs and career paths and establish a recruitment plan.

Strategies

- Create a diverse, cross-functional HPO Recruitment/Hiring Team to help represent the City at recruiting events, research best practices, and assist in updating recruiting and hiring procedures. (HR & Executive Team)

- Develop long-term relationships with local and regional schools, universities, colleges and the Texas Workforce Commission. (HR & Recruitment/Hiring Team)
- Maintain a list of recruitment sources for all job levels and categories. (HR & Recruitment/Hiring Team)

Objective 2: Discover and connect with qualified applicants in the minority community in an effort to widen and diversify the applicant pool.

Strategies

- Place regular ads in local minority publications to advertise the City's employment site and specific job openings. (HR)
- Evaluate recruitment possibilities through other local media, such as radio and television. (HR & Recruitment/Hiring Team)
- Examine the possibility of HR assuming full responsibility for job advertisements. (HR)
- Continually update the list of job recruitment sources, including local minority recruitment sites and related professional organizations. (HR)
- Attend workforce and college job fairs to include those with a strong minority presence and use minority recruiters when possible. (HR & Recruitment/Hiring Team)
- Participate in local school programs and community organizations. Encourage careers in public service and build a "talent pipeline." (HR & Recruitment/Hiring Team)
- Become involved in organizations and groups that allow sharing of information about job opportunities and career paths. (HR & Recruitment/Hiring Team)
- Work with the Applicant Diversity Team to assist with recruitment presentations, job fairs and developing relationships with local schools and universities to encourage students to finish school and help market careers in public service. (HR & Recruitment/Hiring Team)

Hiring

Objective: Hire based on job-related ability, as measured by uniform and consistently applied qualification and selection standards.

Strategies

- Encourage the use of diverse interview panels. (HR, CMO & Executive Team)
- Require all who conduct employment interviews to be formally trained in proper interviewing techniques and related employment law issues. (HR, CMO & Executive Team)
- Provide methods to measure and validate hiring decisions. (HR)
- Provide formal training on related employment law and interviewing techniques. (HR)
- Review education, certification and experience requirements of positions with each department and adjust, if needed. (HR, Executive Team & Managers)
- Monitor and review the City's job application and hiring process along with related documents regularly. (HR & Recruitment/Hiring Team)
- Analyze application and hiring statistics to identify trends and potential areas for increased diversity. (HR & Recruitment/Hiring Team)
- Expand the use of tools within NEOGOV hiring software. (HR)

Employee Development, Job Promotions & Retention

Objective 1: Promote employees based on job-related ability, as measured by uniform and consistently applied qualification and selection standards.

Strategies

- Communicate promotional opportunities and related job requirements to eligible employees and provide an opportunity to apply. (Directors & Managers)
- Reexamine the internal application process and update the internal job application. (Recruitment/Hiring Team)
- Encourage the use of diverse interview panels using trained interviewers. (HR, CMO & Executive Team)
- Provide a method of measuring and justifying promotional decisions. (HR)

Objective 2: Continue to provide employees with opportunities to develop their knowledge, skills and abilities with a goal of promoting into positions with more responsibility.

Strategies

- Continue to market the City's tuition reimbursement program to all employees. (HR)
- Review the components of Supervisors' Network and reevaluate the selection method for participants. (HR & Executive Team)
- Identify knowledge gaps with current supervisors and managers to assist in developing training classes. (HR & HPO Education Team)
- Through site visits, provide job coaching to lower-wage workers to help them identify the skills and education needed to advance into higher-level positions and to help them make an action plan. (HR & Recruitment Team)
- Encourage low-wage workers to participate in the Circles of East Texas pilot program to learn about self-sufficiency skills. (Managers & Partners in Prevention)
- Assist supervisors and managers in creating employee development plans. (HR)

Objective 3: Improve retention by helping employees remain engaged in their work.

Strategies

- Review and update the Exit Questionnaire. (HR)
- Evaluate employee retention rates and reasons employees separate from employment. Address concerns that arise from this analysis. (HR & Executive Team)
- Maintain an attractive benefits package and market-driven compensation plan. (HR & CMO)
- Provide supervisors and managers with resources to build an enjoyable workplace for all employees. (HR)
- Reexamine and update New Employee Orientation to provide relevant information about the organization, benefits, policies, and work culture. (HR)
- Educate and equip supervisors and managers on how to orient new employees into the workplace and monitor progress. (HR)

Employee Diversity Training

The City's values of accountability, teamwork, integrity and professionalism represent the inherent traits the City looks for in employees. Ideals cannot be forced on employees, nor can it be expected that occasional classes will create immediate change. However, there is value in an intentional effort to incorporate diversity training into all segments of the organization.

Objective: Promote understanding and equip employees to create a work environment that is respectful, inclusive, and diverse.

Strategies

- Provide regular and consistent diversity-related training for employees on varied topics with a focus on encouraging and welcoming diverse employees into the workplace, attitude barriers, generational issues, protected classes, etc. (HR & HPO Education Team)
- Require that full-time and part-time employees attend a diversity-related class a minimum of once every three years. (Executive Team)
- Ensure that new employees are introduced to the City's commitment to equal employment, non-discrimination and prevention of harassment. (HR)
- Create measurable learning objectives and ensure that all training activities relate back to these objectives. (HR & HPO Education Team)
- Develop a strategic partnership with internal and external trainers. (HR)
- Explore the possibility of offering a "Spanish in the Workplace" course. (HPO Education Team)

Accountability

Objective: Establish a method of accountability for managing a diverse, inclusive, and respectful environment.

Strategies

- Explore the expansion of the current performance evaluation tool by providing examples of behavior for each rating level in the categories of teamwork, ethical practices, coaching and leadership. (HR & CMO Diversity Advisory Team)
- Provide directors with an annual demographics report for all divisions within their authority and discuss areas of opportunity. (HR)
- Provide the City Council with an annual demographic report and update on diversity strategies. (HR & CMO Diversity Advisory Team)
- Conduct surveys on employee morale. (HR)
- Conduct training evaluations. (HR)

Signs of Success

Signs of a successful workforce diversity plan include:

- The applicant pool of qualified, minority candidates is broader.
- The community demographic make-up is reflected in the workforce.
- There is a commitment to diversity in professional and management-level positions.
- Financial resources are dedicated to recruitment and employee development activities.
- Employees from different backgrounds, generations and cultures are cooperating and sincerely talking to one another.
- The work environment is friendly and welcoming to employees and citizens.
- There is accountability for employees who support or fail to support the City's commitment to diversity.
- Complaints related to harassment, discrimination and retaliation diminish.
- The City's public image is improved.
- The focus on diversity moves from being an initiative to a normal way of doing business and is incorporated into every facet of the organization.
- The City continues to provide excellent employee benefits and a compensation plan that reflects the market to attract and retain qualified, diverse candidates.

Appendix

Table 1

Employee County of Residence		
County	# of EEs	% of EEs
Bossier Parish, LA	2	0.2%
Camp	2	0.2%
Cass	3	0.4%
Cherokee	2	0.2%
Dallas	1	0.1%
Franklin	1	0.1%
Gregg	522	64.1%
Harrison	94	11.5%
Henderson	2	0.2%
Hopkins	3	0.4%
Hunt	2	0.2%
Kaufman	1	0.1%
Lamar	1	0.1%
Marion	1	0.1%
Morris	6	0.7%
Nacogdoches	2	0.2%
Panola	5	0.6%
Rockwall	1	0.1%
Rusk	18	2.2%
Smith	33	4.1%
Tarrant	1	0.1%
Titus	1	0.1%
Upshur	100	12.3%
Van Zandt	4	0.5%
Wood	6	0.7%
Total	814	100.0%

Source: May 2010 City of Longview Employee Roster

Table 2

Gregg County Labor Force v. City of Longview Employees by EEO Job Category

(City of Longview Raw Data, Percentages & Comparison using 80% Rule of Thumb)

Gregg County Labor Force v. City of Longview	Race									Gender		
	White	Hispanic	Black	Asian	Amer Indian	2+ Races	Total Minority	80% Rule of Thumb	Total EEs	Male	80% Rule of Thumb	Female
Officials/ Administrators	86.70%	2.80%	8.90%	0.70%	0.10%	0.70%	13.20%	91.43%	99.90%	61.30%	80.40%	38.60%
Longview	87.93%	0.00%	10.34%	0.00%	1.72%	0.00%	12.07%		100.00%	68.97%		31.03%
	51		6		1		7		58	40		18
Professionals	83.60%	3.60%	10.50%	1.00%	0.60%	1.10%	16.80%	35.43%	100.40%	41.20%	42.44%	58.90%
Longview	94.05%	0.00%	4.76%	1.19%	0.00%	0.00%	5.95%		100.00%	75.00%		25.00%
	79		4	1			5		84	63		21
Technicians	73.90%	0.30%	20.10%	2.10%	1.70%	1.70%	25.90%	42.90%	99.80%	39.00%	64.77%	60.70%
Longview	88.89%	0.85%	8.55%	0.00%	0.00%	1.71%	11.11%		100.00%	60.68%		39.32%
	104	1	10			2	13		117	71		46
Protective Services	82.80%	3.00%	12.70%	0.00%	0.00%	1.50%	17.20%	64.09%	100.00%	88.80%	91.39%	11.20%
Longview	88.98%	3.54%	6.30%	0.00%	0.39%	0.79%	11.02%		100.00%	89.76%		10.24%
	226	9	16		1	2	28		254	228		26
Administrative Support	77.70%	3.80%	17.30%	0.40%	0.30%	0.50%	22.30%	116.11%	100.00%	31.90%	133.54%	68.20%
Longview	74.11%	2.68%	22.32%	0.00%	0.89%	0.00%	25.89%		100.00%	8.93%		91.07%
	83	3	25		1		29		112	10		102
Skilled Craft Workers	72.00%	11.40%	15.20%	0.00%	0.40%	1.10%	28.10%	112.98%	100.10%	93.60%	173.61%	6.40%
Longview	68.25%	5.56%	25.40%	0.00%	0.79%	0.00%	31.75%		100.00%	88.89%		11.11%
	86	7	32		1		40		126	112		14
Service Maintenance	58.60%	13.10%	26.20%	0.60%	0.40%	1.10%	41.40%	135.10%	100.00%	58.00%	88.78%	42.00%
Longview	44.07%	5.08%	49.15%	0.00%	0.00%	1.69%	55.93%		100.00%	62.71%		37.29%
	26	3	29			1	33		59	37		22

Source: September 30, 2010 City of Longview Employee Roster

Note: Totals may not add up to 100% due to rounding factor

Table 3

Comparison of Actual City of Longview Staffing v. Ideal Staffing Based on Gregg County Labor Force

Note: Gray areas reflect Gregg County Labor Force data and white areas reflect City of Longview data

Gregg County Labor Force	Race							Gender		
	White	Hispanic	Black	Asian	Amer Indian	2+ Races	Total Minority	Total	M	F
Officials/Administrators	86.7%	2.8%	8.9%	0.7%	0.1%	0.7%	13.2%	100.0%	61.3%	38.6%
Actual #	51		6		1		7	58	40	18
Ideal #	50	1.6	5.2	0.4	0.1	0.4	7.7	58	36	22
Under (Over) Utilized	(0.7)	1.6	(0.8)	0.4	(0.9)	0.4	0.7		(4.4)	4.4
Professionals	83.6%	3.6%	10.5%	1.0%	0.6%	1.1%	16.8%	100.0%	41.2%	58.9%
Actual #	79		4	1			5	84	63	21
Ideal #	70	3	9	1	1	1	14.1	84	35	49
Under (Over) Utilized	(8.8)	3.0	4.8	(0.2)	0.5	0.9	9.1		(28.4)	28.5
Technicians	73.9%	0.3%	20.1%	2.1%	1.7%	1.7%	25.9%	100.0%	39.0%	60.7%
Actual #	104	1	10			2	13	117	71	46
Ideal #	86	0	24	2	2	2	30.3	117	46	71
Under (Over) Utilized	(17.5)	(0.6)	13.5	2.5	2.0	(0.0)	17.3		(25.4)	25.0
Protective Services	82.8%	3.0%	12.7%	0.0%	0.0%	1.5%	17.2%	100.0%	88.8%	11.2%
Actual #	226	9	16		1	2	28	254	228	26
Ideal #	210	8	32	0	0	4	43.7	254	226	28
Under (Over) Utilized	(15.7)	(1.4)	16.3	0.0	(1.0)	1.8	15.7		(2.4)	2.4
Administrative Support	77.7%	3.8%	17.3%	0.4%	0.3%	0.5%	22.3%	100.0%	31.9%	68.2%
Actual #	83	3	25		1		29	112	10	102
Ideal #	87	4	19	0	0	1	25.0	112	36	76
Under (Over) Utilized	4.0	1.3	(5.6)	0.4	(0.7)	0.6	(4.0)		25.7	(25.6)
Skilled Craft Workers	72.0%	11.4%	15.2%	0.0%	0.4%	1.1%	28.1%	100.1%	93.6%	6.4%
Actual #	86	7	32		1		40	126	112	14
Ideal #	91	14	19	0	1	1	35.4	126	118	8
Under (Over) Utilized	4.7	7.4	(12.8)	0.0	(0.5)	1.4	(4.6)		5.9	(5.9)
Service Maintenance	58.6%	13.1%	26.2%	0.6%	0.4%	1.1%	41.4%	100.0%	58.0%	42.0%
Actual #	26	3	29			1	33	59	37	22
Ideal #	35	8	15	0	0	1	24.4	59	34	25
Under (Over) Utilized	8.6	4.7	(13.5)	0.4	0.2	(0.4)	(8.6)		(2.8)	2.8

Sources: 2000 U.S. Census and 9/30/2010 City of Longview Roster for full-time & part-time employees

Table 4

Applicant & New Hire Data by Screening Points

FY 2009/2010														
Race	No Min Qual	Not a Top App	Skill Test	Int'view	Refs	Back grd Check	Hired	Total Apps	Lgv Work Force Ratio	SP1	SP2	SP3	SP4	Hired SP7
	SP1	SP2	SP3	SP4	SP5	SP6	SP7			% pass				
White	1336	854	39	155	2	6	57	2449	69.7%	60.7%	67.98%	66.1%	63.7%	67.1%
Black	750	477	5	48	4	4	19	1307	20.0%	30.4%	21.00%	22.5%	26.5%	22.4%
Hispanic/Latino	135	68	2	17	0	1	6	229	8.5%	5.1%	6.82%	7.2%	6.9%	7.1%
2+ Races	48	25	1	5	0	0	3	82	0.8%	1.95%	2.36%	2.4%	2.9%	3.5%
Amer Indian	13	14	0	3	0	0	0	30	0.3%	0.9%	0.79%	0.9%	0.0%	0.0%
Asian	14	10	0	3	0	0	0	27	0.7%	0.7%	0.79%	0.9%	0.0%	0.0%
Haw/Pac Islander	3	4	1	0	0	0	0	8	0.08%	0.3%	0.26%	0.0%	0.0%	0.0%
Totals	2299	1452	48	231	6	11	85	4132	100%	100%	100%	100%	100%	100%

Total % Min Apps	Total % Min Work force
40.7%	30.3%

Total % Min Hired
33.0%

Note: Data is for full-time & part-time jobs filled

Data does not include certified police positions. Police do not use NEOGOV hiring software.

EEO-4: Description of Job Categories

Officials and Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and- housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

Protective Service Workers: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

Paraprofessionals: This category was removed from the 2000 U.S. Census, so positions were reassigned to other categories.

Administrative Support (Including Clerical and Sales): Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typist, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

Skilled Craft Workers: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

Service-Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

**EEO-4 Job Category 1
Officials & Administrators**

Job Code	Job Title	Race	Gender	Type
1020	Activity Complex Manager	White	F	F
1002	Assistant City Manager	White	M	F
1022	Assistant Director of Community Services	White	F	F
1040	Assistant Director of Public Works	White	M	F
		Amer		
1052	Assistant Fire Chief	Indian	M	F
1052	Assistant Fire Chief	White	M	F
1053	Assistant Police Chief	White	M	F
1053	Assistant Police Chief	White	M	F
1077	Building Inspector-Principal	White	M	F
1078	Building Inspector-Senior	Black	M	F
1078	Building Inspector-Senior	White	M	F
1078	Building Inspector-Senior	White	M	F
1021	Building Official	White	M	F
1001	City Manager	White	M	F
1003	City Secretary	White	F	F
1023	Collection & Distribution Manager	White	M	F
1025	Community Relations Manager	White	M	F
1050	Customer Service Manager	Black	M	F
1016	Director of Community Services	White	F	F
1013	Director of Development Services	White	M	F
1010	Director of Financial Services	White	F	F
	Director of Human Resources & Risk			
1012	Management	White	F	F
1015	Director of Public Works	White	M	F
1071	Engineering Inspector	White	M	F
1071	Engineering Inspector	White	M	F
1074	Engineering Inspector-Lead	White	M	F
1072	Environmental Compliance Inspector	White	M	F
1072	Environmental Compliance Inspector	White	M	F
1027	Environmental Health Manager	White	M	F
1028	Finance Manager	White	F	F
1011	Fire Chief	White	M	F
1073	Fire Inspector/Plans Examiner	White	M	F
1054	Fire Marshal	White	M	F
1056	Fire Prevention Officer-Senior	White	M	F
1056	Fire Prevention Officer-Senior	White	M	F
1056	Fire Prevention Officer-Senior	White	M	F
1033	GIS Manager	White	M	F
1061	Health Inspector Senior	Black	F	F
1061	Health Inspector Senior	Black	F	F
1030	Housing & Community Development Manager	Black	F	F
1076	Housing Programs Inspector	White	M	F

1031	Information Technology Manager	White	F	F
1057	Judge	White	M	F
1047	Management Assistant	White	F	F
1026	Municipal Court Administrator	White	F	F
1035	Operations Maintenance & Recreation Manager	White	M	F
1036	Partners In Prevention Manager	White	F	F
1014	Police Chief	White	M	F
1037	Public Safety Communications Manager	White	F	F
1038	Public Works Manager	White	M	F
1045	Recreation Programs Manager	White	M	F
1041	Risk Manager	White	F	F
1043	SCADA Administrator	White	M	F
1042	Solid Waste & Fleet Services Manager	White	M	F
1046	Transportation Planning Manager	White	F	F
1048	Utility Billing Manager	Black	F	F
1051	Utility Plant Manager	White	M	F
1051	Utility Plant Manager	White	M	F

**EEO-4 Job Category 2
Professionals**

Job Code	Job Title	Race	Gender	Type
2002	Accountant	White	F	F
2002	Accountant	White	F	F
2002	Accountant	White	F	F
2003	Accountant Supervisor	White	F	F
2035	Administrative Analyst/Crime Analyst	White	F	F
2004	Assistant City Attorney	White	M	F
2004	Assistant City Attorney	White	M	F
2008	City Attorney	White	M	F
2009	City Engineer	White	M	F
2010	City Planner	White	M	F
2017	Claims Specialist	White	F	F
2027	Community Development Administrator	White	F	F
2021	Community Development Specialist	White	F	F
2029	Community Relations Coordinator	White	F	F
2041	Community Services Coordinator	Black	M	F
2073	Development Coordinator	White	F	F
2001	Environmental Health Supervisor	White	M	F
2030	Event Coordinator	White	F	F
2013	Fire Battalion Chief	White	M	F
2013	Fire Battalion Chief	White	M	F
2013	Fire Battalion Chief	White	M	F
2013	Fire Battalion Chief	White	M	F
2013	Fire Battalion Chief	White	M	F
2013	Fire Battalion Chief	White	M	F

2022	Library Supervisor	White	F	F
2022	Library Supervisor	White	F	F
2006	Network Administrator	White	F	F
2025	Planner	White	F	F
2034	Police Lieutenant	Black	M	F
2034	Police Lieutenant	White	M	F
2034	Police Lieutenant	White	M	F
2034	Police Lieutenant	White	M	F
2034	Police Lieutenant	White	M	F
2034	Police Lieutenant	White	M	F
2020	Project Manager	White	M	F
2020	Project Manager	White	M	F
2039	Purchasing Agent	White	M	F
2026	Recreation Center Supervisor	Black	M	F
2026	Recreation Center Supervisor	White	M	F
2018	Senior Planner	Asian	F	F
2031	Sports Tourism Coordinator	White	M	F
2024	Telecommunications Training Coordinator	White	M	F

**EEO-4 Job Category 3
Technicians**

Job Code	Job Title	Race	Gender	Type
3008	Athletic Program Supervisor	White	M	F
3036	Code Compliance Inspector-Senior	Black	F	F
3036	Code Compliance Inspector-Senior	White	F	F
3036	Code Compliance Inspector-Senior	White	M	F
3010	Collection & Distribution Supervisor	Black	M	F
3010	Collection & Distribution Supervisor	White	M	F
3030	Communications Administrator	White	M	F
3062	Compliance Inspector Lead	White	M	F
3033	Engineering Technician	White	F	F
3033	Engineering Technician	White	F	F
3037	Environmental Technician	White	M	F
3039	GIS Analyst	White	M	F
3038	GIS Data Specialist	White	M	F
3041	GIS Technician	White	F	F
3041	GIS Technician	White	M	F
3041	GIS Technician	White	M	F
3028	Industrial Pretreatment Supervisor	White	M	F
3059	Industrial Pretreatment Inspector (WWTP)	White	M	F
3059	Industrial Pretreatment Inspector (WWTP)	White	M	F
3042	Information Technology Specialist	White	M	F
3042	Information Technology Specialist	White	M	F
3042	Information Technology Specialist	White	M	F

**EEO-4 Job Category 3
Technicians**

Job Code	Job Title	Race	Gender	Type
		Two+		
5004	Pool Maintenance Technician	Races	M	F
3027	Public Works Supervisor (Drainage)	Black	M	F
3016	Public Works Supervisor (Streets)	White	M	F
3021	Public Works Supervisor (Waste Water Col 80)	White	M	F
3032	Purchasing Specialist	White	F	F
3011	Recycling Coordinator	White	M	F
3052	Safety Specialist	White	M	F
3015	Solid Waste Supervisor	White	M	F
3053	Systems & Technology Specialist	White	M	F
3054	Systems & Technology Technician	White	M	F
3064	Telecommunications Operator	Black	F	F
		Two+		
3064	Telecommunications Operator	Races	F	F
3064	Telecommunications Operator	White	F	F
3064	Telecommunications Operator	White	F	F
3064	Telecommunications Operator	White	F	F
3064	Telecommunications Operator	White	F	F
3064	Telecommunications Operator	White	F	F
3064	Telecommunications Operator	White	F	F
3064	Telecommunications Operator	White	F	F
3064	Telecommunications Operator	White	F	F
3064	Telecommunications Operator	White	F	F
3064	Telecommunications Operator	White	F	F
3064	Telecommunications Operator	White	M	F
3064	Telecommunications Operator	White	M	F
3066	Telecommunications Operator-Lead	Black	F	F
3066	Telecommunications Operator-Lead	White	F	F
3066	Telecommunications Operator-Lead	White	F	F
3066	Telecommunications Operator-Lead	White	F	F
3065	Telecommunications Operator-Senior	Black	F	F
3065	Telecommunications Operator-Senior	Black	F	F
3065	Telecommunications Operator-Senior	Black	M	F
3065	Telecommunications Operator-Senior	Hispanic	F	F
3065	Telecommunications Operator-Senior	White	F	F
3065	Telecommunications Operator-Senior	White	F	F
3065	Telecommunications Operator-Senior	White	F	F
3065	Telecommunications Operator-Senior	White	F	F
3065	Telecommunications Operator-Senior	White	F	F
3065	Telecommunications Operator-Senior	White	F	F
3065	Telecommunications Operator-Senior	White	F	F
3065	Telecommunications Operator-Senior	White	F	F
3065	Telecommunications Operator-Senior	White	F	F
3065	Telecommunications Operator-Senior	White	F	F
3065	Telecommunications Operator-Senior	White	F	F

**EEO-4 Job Category 6
Administrative Support**

Job Code	Job Title	Race	Gender	Type
6039	Administrative Assistant	White	F	F
6039	Administrative Assistant	White	F	F
6039	Administrative Assistant	White	F	F
6039	Administrative Assistant	White	F	F
6039	Administrative Assistant	White	F	F
6039	Administrative Assistant	White	F	F
6039	Administrative Assistant	White	F	F
6039	Administrative Assistant	White	F	F
6039	Administrative Assistant	White	F	F
6039	Administrative Assistant	White	F	F
6039	Administrative Assistant	White	F	F
6039	Administrative Assistant	White	F	F
6004	Billing Specialist	White	F	F
6004	Billing Specialist	White	F	F
6040	Billing Specialist-Senior	White	F	F
5019	Cataloging Assistant	White	F	F
5016	Circulation Assistant	Black	F	P
5016	Circulation Assistant	Black	F	F
5016	Circulation Assistant	Black	F	P
5016	Circulation Assistant	White	F	F
5016	Circulation Assistant	White	M	P
5016	Circulation Assistant	White	M	P
6041	Contract Coordinator	White	F	F
5037	Crisis Response Team Specialist	White	F	F
6003	Customer Service Representative	Black	F	F
6003	Customer Service Representative	White	F	F
6003	Customer Service Representative	White	F	F
6003	Customer Service Representative	White	F	F
6003	Customer Service Representative	White	F	F
6002	Customer Service Specialist	Black	F	F
6028	Distribution Clerk	Black	F	F
5039	Employee Benefits Specialist	White	F	F
6007	Executive Assistant	White	F	F
5050	Fire Education Specialist	White	F	F
6008	Fiscal Services Specialist	White	F	F
5028	Fleet Service Writer	White	M	F
5043	Grant Analyst	White	F	F
5047	Housing Case Worker	Black	F	F
5047	Housing Case Worker	Hispanic	F	F
5048	Housing Case Worker-Senior	Hispanic	F	F

**EEO-4 Job Category 6
Administrative Support**

Job Code	Job Title	Race	Gender	Type
5049	Housing Services Specialist	Black	F	F
6023	Legal Specialist	White	F	F
5017	Library Aide	Black	F	P
5017	Library Aide	White	F	P
5017	Library Aide	White	F	P
5017	Library Aide	White	F	P
5017	Library Aide	White	M	P
5015	Library Assistant	Black	F	F
5015	Library Assistant	White	F	F
5015	Library Assistant	White	F	P
5015	Library Assistant	White	F	F
5015	Library Assistant	White	F	P
5015	Library Assistant	White	F	F
5015	Library Assistant	White	F	P
5015	Library Assistant	White	F	F
5015	Library Assistant	White	F	P
5021	Library Assistant-Senior	White	M	F
6010	Municipal Court Clerk	White	F	F
6010	Municipal Court Clerk	White	F	F
6010	Municipal Court Clerk	White	F	F
6010	Municipal Court Clerk	White	F	F
6011	Municipal Court Clerk-Senior	White	F	F
6011	Municipal Court Clerk-Senior	White	F	F
		Amer		
6037	Office Assistant	Indian	F	F
6037	Office Assistant	Black	F	F
6037	Office Assistant	Black	F	F
6037	Office Assistant	Black	F	P
6037	Office Assistant	Black	F	F
6037	Office Assistant	White	F	F
6037	Office Assistant	White	F	F
6037	Office Assistant	White	F	F
6037	Office Assistant	White	F	F
6037	Office Assistant	White	F	F
6037	Office Assistant	White	F	F
6037	Office Assistant	White	F	P
6037	Office Assistant	White	F	F
6037	Office Assistant	White	F	P
6036	Office Manager (Non-Exempt)	White	F	F
6035	Officer Manager (Exempt)	White	F	F
6035	Officer Manager (Exempt)	White	F	F
6035	Officer Manager (Exempt)	White	M	F
5029	Parks Technician	White	M	F
6015	Payroll Specialist	White	F	F
6020	Permit Clerk	Black	F	F

**EEO-4 Job Category 6
Administrative Support**

Job Code	Job Title	Race	Gender	Type
6020	Permit Clerk	White	F	F
6020	Permit Clerk	White	F	F
6027	Police Operations Assistant	Black	F	F
6027	Police Operations Assistant	White	F	F
6027	Police Operations Assistant	White	F	F
6027	Police Operations Assistant	White	M	F
6017	Police Records Specialist	Black	F	F
6017	Police Records Specialist	White	F	F
5032	Police Records Supervisor	White	F	F
5020	Processing Assistant	White	F	P
5038	Program & Outreach Coordinator	Black	F	F
6009	Property & Evidence Specialist	White	F	F
6009	Property & Evidence Specialist	White	F	F
6025	Receptionist	Black	F	P
6025	Receptionist	White	F	P
6018	Records Specialist-Senior	Black	F	F
6018	Records Specialist-Senior	White	F	F
6018	Records Specialist-Senior	White	F	F
5010	Recreation Center Coordinator	White	F	F
5022	Recreation Program Coordinator	Black	M	F
6005	Utility Billing Specialist	White	M	F
5030	Utility Billing Supervisor	Black	F	F
6026	Warrant Clerk	Black	F	F

**EEO-4 Job Category 7
Skilled Craft Workers**

Job Code	Job Title	Race	Gender	Type
7030	Activity Complex Crew Leader	Black	M	F
7049	Concrete Finisher	Hispanic	M	F
7049	Concrete Finisher	Hispanic	M	F
7013	Crew Leader (Drainage)	Black	M	F
7013	Crew Leader (Drainage)	White	M	F
7013	Crew Leader (Drainage)	White	M	F
7014	Crew Leader (Parks)	Black	M	F
7014	Crew Leader (Parks)	White	F	F
7014	Crew Leader (Parks)	White	M	F
7014	Crew Leader (Parks)	White	M	F
7014	Crew Leader (Parks)	White	M	F
7014	Crew Leader (Parks)	White	M	F
7012	Crew Leader (Streets)	Black	M	F
7012	Crew Leader (Streets)	White	M	F

**EEO-4 Job Category 7
Skilled Craft Workers**

Job Code	Job Title	Race	Gender	Type
7012	Crew Leader (Streets)	White	M	F
7016	Crew Leader (Waste Water Coll 80)	White	M	F
7015	Crew Leader (Water Dist 73)	Black	M	F
7015	Crew Leader (Water Dist 73)	Black	M	F
7015	Crew Leader (Water Dist 73)	Hispanic	M	F
7015	Crew Leader (Water Dist 73)	White	M	F
7015	Crew Leader (Water Dist 73)	White	M	F
7015	Crew Leader (Water Dist 73)	White	M	F
7019	Equipment Operator (Drainage)	Hispanic	M	F
7020	Equipment Operator (Parks)	Black	M	F
7017	Equipment Operator (Sanitation)	Black	F	F
7017	Equipment Operator (Sanitation)	Black	M	F
7017	Equipment Operator (Sanitation)	White	M	F
7017	Equipment Operator (Sanitation)	White	M	F
7018	Equipment Operator (Streets)	Black	M	F
7021	Equipment Operator (Water Dist 73)	White	M	F
7021	Equipment Operator (Water Dist 73)	White	M	F
7021	Equipment Operator (Water Dist 73)	White	M	F
7022	Equipment Operator (Waste Water Coll 80)	White	M	F
7025	Equipment Operator-Senior (Drainage)	Black	M	F
7025	Equipment Operator-Senior (Drainage)	Black	M	F
7025	Equipment Operator-Senior (Drainage)	White	M	F
7024	Equipment Operator-Senior (Streets)	White	M	F
7024	Equipment Operator-Senior (Streets)	White	M	F
7024	Equipment Operator-Senior (Streets)	White	M	F
7024	Equipment Operator-Senior (Streets)	White	M	F
7024	Equipment Operator-Senior (Streets)	White	M	F
7028	Equipment Operator-Senior (WW Coll 80)	White	M	F
7028	Equipment Operator-Senior (WW Coll 80)	White	M	F
7028	Equipment Operator-Senior (WW Coll 80)	White	M	F
7027	Equipment Operator-Senior (Water Dist 73)	Black	M	F
7027	Equipment Operator-Senior (Water Dist 73)	Black	M	F
7027	Equipment Operator-Senior (Water Dist 73)	White	M	F
7027	Equipment Operator-Senior (Water Dist 73)	White	M	F
7003	Equipment Repair Technician	White	M	F
7002	Fleet Shop Crew Leader	White	M	F
7002	Fleet Shop Crew Leader	White	M	F
7009	Fleet Technician	Black	M	F
7009	Fleet Technician	White	M	F

**EEO-4 Job Category 7
Skilled Craft Workers**

Job Code	Job Title	Race	Gender	Type
7009	Fleet Technician	White	M	F
7009	Fleet Technician	White	M	F
7009	Fleet Technician	White	M	F
7009	Fleet Technician	White	M	F
7010	Fleet Technician-Senior	White	M	F
7041	Maintenance Worker-Senior (Drainage)	Black	M	F
7041	Maintenance Worker-Senior (Drainage)	White	M	F
7042	Maintenance Worker-Senior (Parks)	Black	F	F
7042	Maintenance Worker-Senior (Parks)	Black	M	F
7042	Maintenance Worker-Senior (Parks)	Black	M	F
7042	Maintenance Worker-Senior (Parks)	Black	M	F
7042	Maintenance Worker-Senior (Parks)	Black	M	F
7042	Maintenance Worker-Senior (Parks)	Black	M	F
7042	Maintenance Worker-Senior (Parks)	Black	M	F
7042	Maintenance Worker-Senior (Parks)	Hispanic	M	F
7042	Maintenance Worker-Senior (Parks)	White	F	F
7042	Maintenance Worker-Senior (Parks)	White	F	F
7042	Maintenance Worker-Senior (Parks)	White	M	F
7042	Maintenance Worker-Senior (Parks)	White	M	F
7042	Maintenance Worker-Senior (Parks)	White	M	F
7042	Maintenance Worker-Senior (Parks)	White	M	F
7040	Maintenance Worker-Senior (Streets)	White	M	F
7039	Maintenance Worker-Senior (Traffic)	Hispanic	M	F
7039	Maintenance Worker-Senior (Traffic)	White	M	F
7044	Maintenance Worker-Senior (WW Coll 80)	White	M	F
7044	Maintenance Worker-Senior (WW Coll 80)	White	M	F
7043	Maintenance Worker-Senior (Water Dist 73)	Black	M	F
7043	Maintenance Worker-Senior (Water Dist 73)	Black	M	F
7043	Maintenance Worker-Senior (Water Dist 73)	Black	M	P
7045	Meter Reader	Black	F	F
7045	Meter Reader	White	M	F
7045	Meter Reader	White	M	F
7045	Meter Reader	White	M	F
7045	Meter Reader	White	M	F
7004	Plant Maintenance Mechanic (Purification)	Hispanic	M	F
7004	Plant Maintenance Mechanic (Purification)	White	M	F
7004	Plant Maintenance Mechanic (Purification)	White	M	F
7004	Plant Maintenance Mechanic (Purification)	White	M	F
7004	Plant Maintenance Mechanic (Purification)	White	M	F
7004	Plant Maintenance Mechanic (Purification)	White	M	F
7004	Plant Maintenance Mechanic (Purification)	White	M	F
7004	Plant Maintenance Mechanic (Purification)	White	M	F
7005	Plant Maintenance Mechanic (WWTP)	White	F	P

**EEO-4 Job Category 7
Skilled Craft Workers**

Job Code	Job Title	Race	Gender	Type
7005	Plant Maintenance Mechanic (WWTP)	White	M	F
7005	Plant Maintenance Mechanic (WWTP)	White	M	F
7005	Plant Maintenance Mechanic (WWTP)	White	M	F
7007	Plant Maintenance Mechanic-Senior (WWTP)	White	M	F
7047	Signs & Marking Technician	White	M	F
7029	Solid Waste Crew Leader	Black	F	F
7029	Solid Waste Crew Leader	Black	M	F
7029	Solid Waste Crew Leader	White	F	F
7032	Utility Plant Operator (Waste Water)	White	M	F
7031	Utility Plant Operator (Water)	White	F	F
7031	Utility Plant Operator (Water)	White	F	F
7031	Utility Plant Operator (Water)	White	M	F
7031	Utility Plant Operator (Water)	White	M	F
7031	Utility Plant Operator (Water)	White	M	F
7031	Utility Plant Operator (Water)	White	M	F
7031	Utility Plant Operator (Water)	White	M	F
7031	Utility Plant Operator (Water)	White	M	F
7031	Utility Plant Operator (Water)	White	M	F
7031	Utility Plant Operator (Water)	White	M	F
7031	Utility Plant Operator (Water)	White	M	F
7036	Utility Plant Operator-Lead (Waste Water)	White	M	F
7036	Utility Plant Operator-Lead (Waste Water)	White	M	F
7035	Utility Plant Operator-Lead (Water)	White	F	F
7035	Utility Plant Operator-Lead (Water)	White	M	F
7035	Utility Plant Operator-Lead (Water)	White	M	F
		Amer		
7034	Utility Plant Operator-Senior (Waste Water)	Indian	F	F
7034	Utility Plant Operator-Senior (Waste Water)	Black	M	F
7034	Utility Plant Operator-Senior (Waste Water)	Black	M	F
7034	Utility Plant Operator-Senior (Waste Water)	White	M	F
7034	Utility Plant Operator-Senior (Waste Water)	White	M	F
7033	Utility Plant Operator-Senior (Water)	Black	M	F
7033	Utility Plant Operator-Senior (Water)	White	M	F
7033	Utility Plant Operator-Senior (Water)	White	M	F
7001	Water Service Representative	Black	M	F
7001	Water Service Representative	White	F	F
7001	Water Service Representative	White	M	F

**EEO-4 Job Category 8
Service Maintenance**

Job Code	Job Title	Race	Gender	Type
5003	Assistant Pool Manager	White	F	P
5040	Chemical Applicator	White	M	F
8013	Custodial/Maintenance Worker	Black	M	F
8013	Custodial/Maintenance Worker	Black	M	F
8013	Custodial/Maintenance Worker	White	F	F
8014	Custodial/Service Worker	Black	F	P
8014	Custodial/Service Worker	White	F	P
8008	Event Monitor	Black	F	F
8008	Event Monitor	Black	M	F
8008	Event Monitor	White	M	F
8008	Event Monitor	White	M	F
8012	Maintenance Supply Worker	White	M	F
8003	Maintenance Worker (Drainage)	White	M	F
8004	Maintenance Worker (Parks)	Hispanic	M	F
8002	Maintenance Worker (Streets)	Black	M	F
8002	Maintenance Worker (Streets)	Hispanic	M	F
8002	Maintenance Worker (Streets)	White	M	F
8006	Maintenance Worker (Waste Water Coll 80)	Black	M	F
8006	Maintenance Worker (Waste Water Coll 80)	Black	M	F
8006	Maintenance Worker (Waste Water Coll 80)	Black	M	F
		Two+		
8006	Maintenance Worker (Waste Water Coll 80)	Races	M	F
8006	Maintenance Worker (Waste Water Coll 80)	White	M	F
8006	Maintenance Worker (Waste Water Coll 80)	White	M	F
8005	Maintenance Worker (Water Dist 73)	Black	M	F
8005	Maintenance Worker (Water Dist 73)	Black	M	F
8005	Maintenance Worker (Water Dist 73)	Black	M	F
8005	Maintenance Worker (Water Dist 73)	Hispanic	M	F
5005	Recreation Assistant	Black	F	P
5005	Recreation Assistant	Black	F	P
5005	Recreation Assistant	Black	F	P
5005	Recreation Assistant	Black	F	P
5005	Recreation Assistant	Black	F	P
5005	Recreation Assistant	Black	M	P
5005	Recreation Assistant	Black	M	P
5005	Recreation Assistant	White	F	P
5005	Recreation Assistant	White	F	P
5005	Recreation Assistant	White	F	P
5005	Recreation Assistant	White	M	P
5006	Recreation Assistant-Senior	Black	F	F
5006	Recreation Assistant-Senior	Black	F	F
5006	Recreation Assistant-Senior	White	F	F

**EEO-4 Job Category 8
Service Maintenance**

Job Code	Job Title	Race	Gender	Type
5006	Recreation Assistant-Senior	White	M	F
5006	Recreation Assistant-Senior	White	M	P
8020	Solid Waste Operator	Black	F	F
8020	Solid Waste Operator	Black	F	F
8020	Solid Waste Operator	Black	M	F
8020	Solid Waste Operator	Black	M	F
8020	Solid Waste Operator	Black	M	F
8020	Solid Waste Operator	Black	M	F
8020	Solid Waste Operator	Black	M	F
8020	Solid Waste Operator	Black	M	F
8020	Solid Waste Operator	Black	M	F
8020	Solid Waste Operator	White	F	F
8020	Solid Waste Operator	White	F	F
8020	Solid Waste Operator	White	F	F
8020	Solid Waste Operator	White	F	F
8020	Solid Waste Operator	White	M	F
8020	Solid Waste Operator	White	M	F
8020	Solid Waste Operator	White	M	F
8020	Solid Waste Operator	White	M	F

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