

NOTES

TO: Honorable Mayor and City Council Members
FROM: Ann E. Wall, City Manager
DATE: March 6, 2019
SUBJECT: Materials for Your Information

Please find attached the following materials for your information:

1. A memo from Eric Griffin, Fire/Rescue Chief, regarding request for qualifications and request for proposals related to design services for Fire/Rescue Station 7
2. A memo from Leah Futrell, Director of Human Resources, regarding the 2018 Affirmative Action Program Annual Report

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Attachments



Find yourself in good company

Memorandum

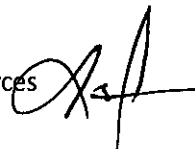
To: Ann Wall, City Manager
From: Eric Griffin, Fire/Rescue Chief
Date: March 5, 2019
Subject: Request for Qualifications and Request for Proposals

On Friday, March 1, 2019, the City posted the information and criteria related to the process of seeking interest from qualified Architectural Firms to perform professional services including preparation of architectural plans, specifications, related documents, and services for the design of Fire Station #7, which will be located on Bayswater Road. This part of the process will run for thirty days, which staff will evaluate each proposal and set planning goals for moving this project forward.

Also, the City posted the information and criteria related to the process of seeking Proposals for Analysis of Emergency Communications. The end goal of this project is to work with an independent firm to perform an in depth analysis of Fire/Rescue's emergency communications, equipment, processes, capabilities, and future needs.

These projects support and display the City's efforts towards continuous improvement. While the Fire/Rescue Department is leading these projects, both have truly been a collaborative effort by many of the City departments.

Memorandum

To: Ann E. Wall, City Manager
From: Leah B. Futrell, Director of Human Resources 
Date: February 20, 2019
Subject: **2018 Affirmative Action Program Annual Report**

The City of Greenville strives to recruit, hire, and retain a qualified and talented workforce reflective of our diverse community. The attached 2018 Affirmative Action Program Annual Report details the status of the City's efforts to be a leader in the community as an equal opportunity/affirmative action employer. This report also reflects the initiatives and activities taken by departments to further the goals of diversity and equal opportunity employment.

Without question, 2018 proved to be a tight labor market for both private- and public-sector employers. The City of Greenville was not immune to the impacts of a tight labor market. Comparing the total number of applicants for full-time positions in 2017 to 2018, the City realized only a slight increase (2%) in the total number of applicants. The number of minority and female applicants, however, increased by 5% and 11%, respectively. Such increases in an ever-tightening labor market are reflective of the City's efforts to attract minority and female applicants and continue to be an employer of choice.

Only two of the City's smaller departments – the City Attorney's Office and the City Clerk's Office – were not involved with recruitment and hiring processes during 2018. Although the City Manager's Office did not recruit for positions within its own office, two department head positions were filled in 2018. A black male was promoted to Director of Financial Services and a white male was hired as Director of Community Development.

Other City departments, particularly the Police and Fire/Rescue Departments, hired a diverse slate of qualified candidates in 2018. With regard to minority and female hires, the Police Department hired six minority males and nine females as sworn Police Officers, while the Fire/Rescue Department hired two females and 12 minority males as Fire/Rescue Officers or Fire/Rescue Trainees. This is particularly noteworthy given that the protective service workers category is the City's largest occupational category and one that has significant interaction with the Greenville community. The City continues to recognize that a diverse and inclusive workforce enables local government to better serve a diverse community.

Innovative recruitment strategies are continuing to be explored and implemented to improve the representation of women and minorities within the sworn ranks of the Police and Fire/Rescue Departments. As an example, staff from the Police and Human Resources Departments participated in a workshop that focused on diversifying and expanding the law enforcement applicant pool, identifying barriers to effective recruitment, and understanding best practice methods of recruiting men and women of the millennial generation.

Moving forward, the City seeks to build upon its success in building a diverse and inclusive workforce. We will continue to embrace the diversity that exists within our community and among our employees. Thank you for your continued commitment and support of the City's Affirmative Action Program.

Attachment

AFFIRMATIVE ACTION PROGRAM ANNUAL REPORT



CALENDAR YEAR 2018

City of Greenville
Affirmative Action Program Annual Report
January 1, 2018 – December 31, 2018

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**CITY OF GREENVILLE
2018 AFFIRMATIVE ACTION PROGRAM
ANNUAL REPORT**

I. INTRODUCTION

The following report summarizes the various actions and activities undertaken to develop a workforce that reflects the diversity of the Greenville community labor force. In accordance with federal laws and City policy, the City of Greenville does not discriminate in its hiring procedures because of the individual applicant's race, color, religion, gender, age, national origin, disability, sexual orientation, genetic information, gender identity/reassignment or expression, military or veteran status, or marital status. The City declares and reaffirms to its employees and to the public its firm commitment to the policy of fair employment practices based on qualifications and merit. The purpose of this report is to evaluate past efforts and to establish future commitments to this program.

II. UTILIZATION ANALYSIS

A. Pitt County Labor Force Information

(Population and labor force 16 years and over)

	2010	2000	%
	<u>Census</u>	<u>Census</u>	<u>Change</u>
Labor force population	91,486	69,419	+32%
Percentage of Blacks in the population	32.4%	30.9%	+5%
Percentage of Black males in the labor force	15.2%	12.5%	+22%
Percentage of Black females in the labor force	18.2%	15.7%	+16%
Percentage of females in the population	54.0%	53.6%	+.7%
Percentage of females in the labor force	49.9%	49.2%	+1%
Percentage of other minorities in the labor force	6.4%	4.4%	+45%

B. City of Greenville employment status for five years as of December 31

	2014	2015	2016	2017	2018
1. Filled full-time positions	697	683	684	672	697
2. Percentage of Blacks	31%	31%	29%	29%	30%
3. Percentage of Black males	23%	23%	23%	22%	23%
4. Percentage of Black females	8%	8%	6%	7%	7%
5. Percentage of females	20%	20%	20%	21%	23%
6. Percentage of other minorities	4%	4%	4%	4%	4%

C. 2018 Applicant Information

1. Total number of applicants*	=	5,723	
• Number of White applicants	=	2,499	(44% of total)
• Number of Black applicants	=	2,725	(48% of total)
• Number of non-Black minority applicants	=	292	(5% of total)
• Number of applicants who did not disclose race	=	207	(4% of total)
2. Number of female applicants*	=	2,236	(39% of total)

*for full-time positions

III. PROGRAM MONITORING

- A. In past years, workforce data analysis has identified efforts to increase the number of female and minority applicants in specific occupational fields such as engineering, information technology, and protective services where, historically, there has been a lack of diversity. The hiring of minorities and women in these fields continues to be challenging due to the highly competitive demand in the labor market. Additionally, occupations such as engineers, computer programmers, and firefighters have been nontraditional occupations for women. The U.S. Department of Labor defines a nontraditional occupation for women as one in which women comprise 25 percent or less of total employment. Nonetheless, the City will continue to make good faith efforts in recruiting and advertising to minorities and women to overcome barriers and increase the number of females and minorities in those specific occupational fields. Targeted recruitment efforts and an increase in the total applicant pool have been identified as a promising avenue to accomplish this goal.
- B. The following is a comparison of historical recruiting efforts. The number of applicants varies based on the number of openings and number of recruitment cycles per year.

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>5-Yr % Change</u>
Total applicants	3,652	3,970	4,330	5,588	5,723	+57%
Total black applicants	1,527	1,502	1,984	2,610	2,725	+78%
Black female applicants	974	825	1,018	1,236	1,250	+28%
Black male applicants	553	664	939	1,374	1,475	+167%
Female applicants	1,808	1,570	1,901	2,015	2,236	+24%
Total minority applicants	1,708	1,687	2,202	2,867	3,017	+77%

**subgroups may not equal total due to some applicants electing not to disclose their race and/or gender.

- C. The attached Workforce/Applicant Analysis provides workforce composition and applicant data by department. The attached charts in Appendix B provide workforce composition data graphically and the breakdown of applicants, new hires, and promotions for the past two years.
- D. Appendix A, Analysis of EEO Job Categories, details the numbers and percentages of minorities and women in the eight EEO job categories, determined by the Equal Employment Opportunity Commission. All City of Greenville job titles are placed into one of these categories.

IV. ONGOING EFFORTS

- A. The following initiatives have been carried forth from the previous program:
1. Continue recruiting activities at colleges and universities in North Carolina with a significant minority enrollment. The Police and Fire/Rescue Departments participated in several college career fairs with an internal pool of employees attending various recruiting functions.
 2. Continue to solicit the assistance of minority and female employees in the recruitment and selection process. For example, the Human Resources Department continues to provide interviewer training to diverse interview panels in all of the City's departments. The training emphasizes effective and legal interviewing techniques. After completion of the interviewer training, employees serve on various interview panels for the City's hiring and promotion processes.

3. Continually analyze recruitment materials such as vacancy announcements to ensure alignment with job descriptions and that job requirements are set at the minimum level needed for hire.
4. Continue to utilize recruitment sources targeting minorities and females.
5. Evaluate photographic images of City work sites and programs to ensure they are consistent with workforce diversity efforts.
6. Review and continue to monitor the selection process for discriminatory biases or practices, whether unintentional or intentional.
7. Continue to provide equal opportunity to all employees for training, promotion, and special assignments.
8. Continue to ensure that each advertisement of a vacant position states in clear, distinguishable type that the City of Greenville is an equal opportunity/affirmative action employer.

V. ACCOMPLISHMENTS 2018

A. An analysis of the 2018 applicant pool shows the following:

1. Compared to 2017, the City experienced a slight increase (2%) in the total number of applicants for 2018. The number of applicants increased from 5,588 in 2017 to 5,723 in 2018. Given the ever-tightening labor market, even a slight increase in the number of applicants is a positive indicator of the City's ability to attract applicants for employment.

The combined recruitments of Community Development, Police, Public Works, and Recreation and Parks Departments accounted for the majority of the applicant pool in 2018. The 78% applicant allocation is broken down as follows: 28% for the Public Works Department, 20% for the Police Department, and 15% each for the Recreation and Parks and Community Development Departments.

The Community Development Department recruited for numerous positions during the year. Some of the positions were Building Inspector, Chief Planner, Code Enforcement Officer, Development Liaison, Senior Planner/Housing Administrator, and a variety of other Planner and staff support positions. Minority applicants totaled 54% and female applicants totaled 49%, almost half of the Community Development applicant pool.

The Police Department recruited for Police Officers and for several civilian positions such as Animal Protective Services Officer, Parking Control Officer, and Telecommunicator. In 2018, 58% of the applicants were minorities and 53% were females. As in previous years, the Police Department continued to attract a diverse group of applicants for sworn and civilian positions in 2018, with increases from 2017, in both the minority and female categories.

Various recruitments for positions in the Public Works Department included, but were not limited to, Building and Grounds Superintendent, Civil Engineer, Construction Worker, Equipment Operator, Master Mechanic, Mechanic Supervisor, Recycling Coordinator, Sanitation Supervisor, and Transit Supervisor. Of the applicants who self-identified in 2018, 54% were minorities and 14% were female. Compared to 2017, the percentage of female applicants for positions within the Public Works Department nearly doubled in 2018, representing a significant increase.

The Recreation and Parks Department attracted diverse applicants for positions such as Custodial Crew Leader, Laborer, Parks Coordinator, Parks Crew Leader, Parks Program Assistant, Recreation Assistant, and Recreation Supervisor. Other City departments such as Fire/Rescue, Human Resources, Financial Services, and

Information Technology also recruited for positions during 2018 that attracted diverse applicants. As in prior years, the recruitment sources and methods for 2018 were diverse in order to attract minority and female applicants.

2. The number of black applicants continued an upward trend, increasing by 4%, from 2,610 in 2017 to 2,725 in 2018. The number of non-Black minority applicants increased by approximately 14% in 2018 compared to 2017. The number of female applicants grew from 2,015 in 2017 to 2,236 in 2018, an 11% increase. The City maintains a continuous focus on increasing diversity in the applicant pools of recruitments. For example, the Police and Fire/Rescue Departments utilize minority and female employees to serve as recruiters. Sharing their work experiences with prospective applicants, these employees engage in open and honest communication with prospective applicants regarding a career in public safety.
3. In summary, the City continued to attract a well-qualified and diverse applicant pool in 2018. Of the 5,723 applicants for full-time positions, 48% were Black, 5% were non-Black minorities, and 39% were female. These percentages are reflective of the diversity within the Pitt County labor force which consists of 32% Blacks, 6% non-Black minorities and 50% females, according to the 2010 US Census. The City will continue to expand its efforts to attract a diverse applicant pool by utilizing various recruitment options available for vacant positions.

- B. One hundred thirteen (113) full-time employees were hired in 2018, compared to 90 full-time employees in 2017. Overall, 29% of new hires in 2018 were females compared to 36% of new hires in 2017. In total, 31% of new hires in 2018 were minorities compared to 41% of new hires in 2017. A breakdown of new hires by race and gender is shown below.

	<u>White male</u>	<u>White female</u>	<u>Black male</u>	<u>Black female</u>	<u>Non-Black Minority male</u>	<u>Non-Black Minority female</u>
2018	53 (47%)	25 (22%)	20 (18%)	8 (7%)	7 (6%)	0 (0%)
2017	37 (41%)	16 (18%)	19 (21%)	16 (18%)	2 (2%)	0 (0%)

- C. Fifty-nine full time employees (approximately 8% of the full-time workforce) were promoted in 2018, compared to 53 full-time employees in 2017. Overall, 20% of promotions in 2018 were women and 29% were minorities, with the breakdown by race and gender as follows:

	<u>White male</u>	<u>White female</u>	<u>Black male</u>	<u>Black female</u>	<u>Non-Black Minority male</u>	<u>Non-Black Minority female</u>
2018	35 (59%)	7 (12%)	9 (15%)	3 (5%)	3 (5%)	2 (3%)
2017	30 (57%)	4 (8%)	14 (26%)	4 (8%)	1 (2%)	0 (0%)

- D. Retention of a diverse workforce is also a focus of this report. In 2018, the City had a total of 94 full-time employee separations (approximately 13% of the full-time workforce). Of these, 22% (21) were due to retirement and 18% (17) was due to discharge, disability, or death. Resignations made up the remainder of the separations, accounting for 60% (56). Females accounted for 30% (28) of the overall separations and 37% (35) were minorities.
- E. City departments continue to employ interns from colleges and universities in North Carolina. Internships provide students with professional work experience and exposure to employment with the City.

F. Departmental Accomplishments:

City Attorney's Office:

- The City Attorney's Office experienced no new hires, promotions, transfers, or separations.

City Clerk's Office:

- The City Clerk's Office experienced no new hires, promotions, transfers, or separations.

City Manager's Office:

In 2018, the City Manager's Office managed the recruitment and hiring process for two department head positions – Director of Financial Services and Director of Community Development. The Director of Financial Services position was filled by promoting a black male Financial Services Manager. For the Director of Community Development position, a white male was hired after an extensive recruitment and interview process, during which time the City Manager's Office contracted with a black male to serve as Interim Director of Community Development. The City Manager's Office also managed the hiring process for the new Communications Technician position, for which a white male was hired.

During 2018, the City Manager's Office also assisted the Public Works and Community Development Departments with selection processes for Assistant Public Works Director and Senior Planner/Housing Administrator, respectively.

The City Manager's Office also hired an MPA student as a summer intern. Information on the internships was sent to 10 colleges and universities in North Carolina which have MPA programs. A Native American female was hired for the internship position.

After the Economic Development and Revitalization Manager position was vacated in March 2018, a white male Senior Economic Developer was selected to fill the position on an interim basis. When that person resigned in September to take an Economic Development Director position elsewhere in North Carolina, the City Manager's Office entered into a contract with a white male to assist with economic development efforts, one of City Council's highest priorities.

The City Manager's Office employs a holistic approach to fostering and supporting a diverse workforce and community. Those efforts were manifested by the following activities in 2018:

- Ensured position vacancies were posted internally/externally through appropriate means and for periods sufficiently long enough to provide traditionally under-represented job applicants a greater opportunity to seek employment with the City.
- Reviewed vacant positions, recruitment and retention strategies, hiring practices, and on-boarding processes to determine effectiveness and opportunities for improvement. Recruitment and retention of Police and Fire/Rescue employees has been and continues to be a critical focus area.
- Addressed morale issues in the Fire-Rescue Department, including contracting with Developmental Associates to conduct a comprehensive review of the Department and implementing the recommendations.
- Continued employee performance review process and merit pay program.
- Promoted workforce diversity through the appointment of project teams to ensure leadership opportunities are available to employees in all departments. Examples in 2018 included the Personnel Advisory Review Committee, City of Greenville

United Way Campaign Committee, the Joint City/GUC Wellness Committee, and the MLK Day of Service Committee.

Promoted employee development and retention internally through the following means:

- Met with new employees during orientation sessions each month
- Continued efforts to get to know employees personally and professionally
- Breathed new life into the in-house training and development program through the hiring of a professional Training and Development Specialist
- Supported employees' work with visits to the field, including a whole day spent working with Parks Maintenance staff on November 16, 2018
- Attended Human Resources Department retreat on November 9 and Financial Services Department teambuilding exercise on December 7
- Continued to have an "open door policy" and met with employees to discuss issues of interest and/or concern
- Encouraged employees with special events such as Family Fun Day and Breakfast with the City Manager
- Provided position reclassifications when warranted, job tools/resources, appropriate workspaces (relocating employees when feasible), and guidance to strengthen work teams and improve job performance
- Selected employees from various departments to attend the Greenville-Pitt County Chamber of Commerce Leadership Institute course and the UNC School of Government's Municipal Administration Course
- Supported the City's in-house training program including the Supervisory Training and Refresher (STAR) course
- Included budgetary funds to allow for staff to attend outside professional training and conferences
- Provided budgetary funds for the employee Educational Tuition Assistance Program and the Computer Purchase Program
- Posted information on COGNET, an internal City computer network communications tool, to enable more convenient access to information about City policies, procedures, and resources
- Held four Department/Division Heads meetings during the year to discuss various issues affecting the City organization and employees
- Provided free bus passes to employees to help with transportation issues
- Continued operation of the Employee Health Clinic, which employees may utilize for illness, injury, biometric screenings, flu shots, and other services while on duty, which reduces time spent away from work and the costs to employees and the City
- Provided a variety of employee wellness programs and initiatives to educate them and encourage them to exercise and take steps to be healthy
- Continued travel and employee expense reimbursement processes in Munis as an efficient way of reimbursing employees for travel, safety shoes, and other expenses
- Implemented agreements between the City and new Fire/Rescue and Police trainees to get them to commit to staying on the job for a minimum number of years in order for the City to recoup the investment made in training them
- Attended Fire-Rescue Academy Graduation on July 18 and the Junior Fire Academy on July 10

Promoted employee recognition through the following:

- Recognized new employees, promotions, and retirements as well as good work of City departments and employees at four quarterly Department/Division Head meetings
- Held two semi-annual service award luncheons (June 20 and December 12) to recognize employees achieving milestone service anniversaries (5, 10, 15, 20, 25, 30, and 35 years of service with the City).

- Held breakfast on February 7, 2018 for Public Works employees in recognition of their work on January snow/ice storm
- Recognized various employee achievements and retiring employees at City Council meetings
- Participated in the CDBG Week Opening Ceremony on April 2
- Attended the Minority/Women Business Enterprise Mix-n-Meet event on April 4 and the Minority Enterprise Development Week luncheon on September 27
- Attended STAR graduation on April 26
- Attended Law Enforcement Memorial Service on May 11
- Participated in National Night Out events with Police on August 7
- Attended "Transitioning to Retirement" workshop on August 15 to recognize employees' service and their impending milestone event
- Attended Police Department's quarterly recognition event on August 28
- Attended Recreation and Parks All-Staff meeting on September 5
- Attended September 21 lunch for Public Works and Recreation and Parks staff to thank them for work before, during, and after Hurricane Florence
- Attended employee service and retirement recognition events
- Presented certificates to those employees with perfect attendance for the 2018 calendar year and continued funding for the Attendance Incentive Program

Other accomplishments included:

- Continued the employment program for 18-24 year-olds participating in "Youth at Work", which provides employment, training, and educational activities to eligible youth who are low-income and have one or more barriers to employment. Participants were assigned to positions throughout City departments and were provided GREAT bus passes if needed for transportation to their worksite.
- Worked with Pitt County Schools to develop local government sessions for students at J. H. Rose and D. H. Conley High Schools to provide information on City government, services, and opportunities.
- Encouraged participation in the Chamber of Commerce's Grow Local program, through which area employers work with local high school students who are interested in job shadowing and learning more about their careers.
- Continued efforts with Pitt Community College, East Carolina University, the Lucille W. Gorham Inter-generational Community Center, and others on workforce development initiatives.
- Continued coordinating with Greenville Utilities Commission on pay and benefits issues to assist in attracting, fairly compensating, and retaining a quality and diverse workforce.
- Continued offering internships to college students to give them exposure and real experience with working in a local government environment.
- Continued conducting job interviews by Skype, which is more cost-effective and efficient and allows staff to include more candidates to interview.
- Developed programming that was cablecasted on the City of Greenville's government access channel, GTV-9, which promotes diversity and fosters an inclusive community.

- Continued providing funding for Greenville Public Access Television (GPAT), which provides an inclusive opportunity for all citizens and groups to develop programming for broadcast through local cable TV channel.
- Used various methods, including social media and advertising in *The East Carolinian* and *The Daily Reflector* and on local radio stations, to recruit diverse pool of applicants for the Citizens Academy and the City's boards and commissions as well as promote City events.
- Participated in the following events which promoted diversity and inclusiveness: Community Unity Breakfast on Dr. Martin Luther King, Jr. Day on January 15 in which City was a sponsor; Human Relations Council Annual Award Ceremony and Reception on February 25; Human Relations Council Inclusive Community Breakfast on September 27; and Minority/Women Business Enterprise (MWBE) MED Week lunch on September 28.
- City Manager continued serving on the ECU MPA Advisory Board and met with MPA students when requested.
- Set up City booth at the annual ECU Merchants Fair in August and provided information on City organization, events, services, and job opportunities.
- Created recruiting posters and brochures for City departments.

Community Development:

- Promoted a black female to Lead Code Enforcement Officer, a white female to Chief Planner, and a black male to Planner II.
- Hired a black female to fill the Senior Planner position in the Housing Division and a black male as a Building Inspector. Additionally, two females were hired within the department to fill staff support positions.
- Provided internship opportunities for students, with increased recruitment efforts targeting minorities.
- Sponsored program and workshop opportunities that were advertised through a variety of mainstream and minority media outlets such as *The Daily Reflector*, Awesome Radio, and social media.
- Collaborated with Pitt Community College to provide work experience opportunities for two black female Youth@Work participants.
- The Housing Division partnered with the Purchasing Division to educate and assist with qualifying minority contractors for grant-funded rehabilitation project participation.
- The Housing Division also hosted monthly financial literacy classes for the general public at no cost.
- The Code Enforcement Division advertised job announcements locally and through the NC Association of Housing Code Officials to attract a more diverse group of applicants.

Financial Services:

- Promoted a black male to fill the department head position of Director of Financial Services.
- Three black females were hired to fill the roles of Financial Services Manager, Accounting Generalist, and Collections Officer.
- The MWBE Coordinator hosted several events to promote diversity and inclusion such as the Minority and Women-Owned Businesses Mix-N-Meet and the Minority Enterprise Development (MED) Week. The MWBE Coordinator also hosted events for the NCDOT Division of Civil Rights.

- The MWBE Coordinator hosted a small business boot camp in conjunction with the Miller School of Entrepreneurship to help MWBE businesses develop and grow.
- The MWBE Coordinator participated and provided sponsorships for a few local businesses to attend the Latino Festival. The MWBE Coordinator also spoke at community luncheons and events about public contracting opportunities with the City and business development opportunities.
- The MWBE Coordinator also worked with Junior Achievement as a mentor for aspiring student entrepreneurs.

Fire/Rescue:

- Conducted a recruitment and selection process for Fire/Rescue Officer and Trainee. A diverse slate of candidates was hired as follows: 2 white females, 8 black males, 4 Hispanic males, and 15 white males.
- Participated in the Dr. Martin Luther King, Jr. Celebration at St. John Missionary Baptist Church.
- Introduced approximately 100 participants to fire safety and other fire/rescue related topics by participating in the Intergenerational Community Center Family Day.
- Participated in National Night Out activities/festivities throughout the City. Although National Night Out was created to increase awareness about police programs in communities, National Night Out allows Fire/Rescue personnel to interact with citizens and spotlight firefighting and emergency medical services as potential career choices.
- Partnered with the Salvation Army and other Pitt County agencies to deliver toys and food items to eligible citizens through Operation Santa Claus.
- Two black female participants were provided job placement opportunities through the Youth@Work Program. The program provides eligible youth work experience and increases their knowledge of careers in firefighting and emergency medical services.
- Sponsored the fifth annual Jr. Fire Marshal Academy that included numerous minority participants and provided them and their families the opportunity to learn about fire/rescue careers as well as provided an opportunity for department members to interact with minority populations within the community.
- Continued support of employees participating in the City's Supervisory Training and Refresher (STAR) program. This program consists of multiple classes completed over the course of several months and includes training related to inclusiveness and equal employment opportunity practices.
- Sponsored staff attended the Greenville-Pitt County Chamber of Commerce Leadership Institute. This program strives to provide Greenville-Pitt County with a source of diverse leaders who are prepared and committed to serve the community.
- Raised funds for the United Way of Pitt County by hosting the annual Fire-Rescue Chili Cook-off. The United Way of Pitt County supports many diverse programs and projects throughout the city and county; more than \$2,400 was raised for this event.

Human Resources:

- Provided training on Equal Employment Opportunity and effective interviewing practices to employees who may serve on an interview panel as an assessor. In accordance with the City's personnel policies, all individuals must receive this training before serving as an assessor on an interview panel to ensure that the City's Equal Employment Opportunity practices are followed and that selection processes are free from discriminatory biases or practices, whether unintentional or intentional.
- Recognizing the need for training and development opportunities for employees, requested and filled the new position of Training and Development Specialist to facilitate learning and development for City employees, thereby increasing career growth opportunities at all levels. Re-evaluated and designed training courses and modules related to implicit bias, onboarding/engagement, and effective leadership.

- Attended "Recruiting and Hiring for Law Enforcement" workshop. The workshop introduced attendees to a variety of innovative recruiting strategies being implemented throughout the country to meet the challenges of recruiting, particularly recruiting with an emphasis on diversifying the ranks.
- Launched a candidate engagement platform in the Police Department in an effort to assist with an expedited, yet thorough, recruitment and selection process for qualified sworn personnel.
- Facilitated the ad hoc Police and Fire/Rescue compensation committees charged with recommending pay structures and other models of compensation that are internally equitable and externally competitive.
- Assisted City departments, particularly Police and Fire/Rescue, with various recruitment and selection processes.
- Partnered with the Youth@Work Program through Pitt Community College. A black female participant assigned to work in the Human Resources Department gained full-time employment as a result of participating in the program.
- Sponsored the "Greenville Youth@Work Luncheon" in August to recognize and show appreciation for the 18 youth who completed the summer work experience program. The youth worked in various City departments during the summer and gained valuable work experience.
- Participated in the career fair at Ayden-Grifton High School. The purpose of the career fair is to provide students with the opportunity to meet with local employers and receive information regarding available positions and the educational requirements that must be met in order to obtain employment.
- Hired a black female to fill the role of Human Resources Generalist.
- Partnered with STRIVE to provide opportunities to individuals who will be transitioning into the workforce.
- Participated in the STRIVE Job Fair that was held in January 2018 in honor of Dr. Martin Luther King, Jr.
- Posted all job openings--full-time, part-time, and seasonal--on the City's website and governmentjobs.com to reach a larger audience, including media sources that reach minorities and women to ensure that prospective applicants are informed of employment opportunities with the City of Greenville and have an opportunity to apply.
- Worked with departments to develop selection criteria that do not discriminate or tend to screen out women, minorities, and other protected class applicants.
- Made job descriptions available to applicants and to all involved in the screening and selection processes.
- Placed job opportunities advertisement, when appropriate, in minority news media and women's interest media.
- Posted promotional opportunities for employees before considering external candidates, when appropriate.
- Posted job vacancies for a minimum of two weeks. When appropriate, job vacancies were posted for longer periods to allow sufficient time to establish a qualified and diverse applicant pool.
- Assisted in recommending panel members for interview panels and provided technical assistance on interviewing and selection.
- Provided training on the City's performance management system. The performance management system is designed to ensure the accurate and consistent evaluation of employee performance throughout the organization and to identify specific employee development goals.
- Provided customer service training with an emphasis on respectful treatment of all customers.
- Required mandatory training for all new hires related to unlawful workplace harassment and workplace violence prevention.
- Assisted City departments with an increased number of promotional processes.

- The Director of Human Resources was invited to speak to students enrolled in East Carolina University's Master of Public Administration (MPA) Program. The MPA Program prepares students to meet the needs and challenges of public service.
- Provided reasonable accommodation to job applicants with disabilities when requested and appropriate.
- Recommended recruitment sources and strategies to departments to ensure that the widest possible range of applicants are informed of available positions and encouraged to apply.
- Assisted City Manager's Office with the recruitment process for the Director of Community Development.
- Twenty-seven supervisors and managers completed the 2018 Supervisory Training and Refresher (STAR) program. The class was diverse in terms of gender and racial makeup. The STAR program is designed to help both new and experienced City supervisors and managers develop and enhance the knowledge, skills, and abilities required for successful supervision. The Program is a blend of the City's in-house training program, CAI's management development program, ICMA's *Effective Supervisory Skill Building Training Course*, and course work through ECU's College of Business and the Pitt Community College Division of Continuing Education.
- Participated in the Greenville-Pitt County Chamber of Commerce pilot "Grow Local" program which introduced middle and high school students to future career opportunities within Greenville and Pitt County.
- Participated in the MWBE Mix-n-Meet program.

Information Technology:

- Hired a white female to fill the Senior Administrative Assistant position.
- Partnered with East Carolina University and Pitt Community College to recruit interns to work within the IT Department Support Group. Interns assist the City's help desk staff by answering phone calls, troubleshooting problems, and following up with submitted service tickets. The department's internship program prepares students for full-time positions in the Information Technology field.
- During 2018, the IT department employed one black male and three white males as interns.

Police Department:

- Diverse recruitment teams attended job/career fairs at East Carolina University, Fayetteville State University, Elizabeth City State University, Appalachian State University, UNC-Asheville, Western Carolina University, North Carolina Central University, North Carolina A&T State University, Pitt Community College, Wayne Community College, Beaufort Community College, Martin Community College, Edgecombe Community College, and Lenoir Community College. Elizabeth City State University, North Carolina Central University, North Carolina A&T State University, and Fayetteville State University are historically black universities in North Carolina with a predominantly minority enrollment.
- Hired six minority males and nine females as Police Officers.
- Hired 8 Telecommunicators, four (50%) of whom were female. Telecommunicators serve a vital role within the Police Department as they are the first point of contact for distressed callers during an emergency.
- Promoted two black males to Police Sergeant.
- Participated in the Youth@Work program as a sponsor employer by providing work experience opportunities to minority youth.
- Participated in PirateFest, Latino Festival, National Night Out, and other public community events (Freeboot Friday, Umbrella Market, local charitable 5k's, etc.).
- Participated in various programs such as Cops and Barbers, Police Athletic League (PAL), Police Community Relations Committee (PCRC), Minority and Women Business Enterprise (MWBE), North Carolina Law Enforcement Women's

Association (NCLEWA), and the National Organization of Black Law Enforcement Executives (NOBLE).

- Attended a workshop hosted by Dolan Consulting Group that focused on recruiting and hiring processes for law enforcement.
- Implemented a new tracking/hiring software called "Candidate Care". This software program is an online hiring platform, geared to improve efficiency and overall communication throughout the hiring process. The program allows candidates to receive message alerts and schedule appointments through a mobile device.
- Developed recruitment videos designed to attract minorities and women to law enforcement.
- Promoted hiring/recruiting on a local radio station with an African American target audience.

Public Works:

- Promoted three non-black minority males to the positions of Assistant Director of Public Works, Equipment Operator, and Heavy Equipment Operator.
- Partnered with the Human Resources Department to ensure that all divisions within the department completed customer service training to improve internal and external communications and customer experiences.
- Hired a white female and promoted a black male to the new Transit Supervisor positions.
- The Buildings and Grounds and Sanitation Divisions partnered with STRIVE to assist participants with gaining employment and becoming productive members of the workforce.
- Ensured advertisements for professional positions were widely advertised in diverse outlets.
- Continued to promote in-house training for employees. Training was offered on-site, as well as at other City facilities to accommodate employee work schedules and to promote an atmosphere of team building. These trainings were also held in an effort to increase employee job knowledge to prepare employees for career advancement.
- Partnered with Manpower and the Youth@Work Program for temporary labor, exposing participants to careers within Public Works. This exposure also served as a potential recruitment source for future vacancies.
- Enabled residents to complete community service hours within the department which also exposed them to jobs within the department.
- Supported employee participation in courses and workshops to assist them with maintaining certifications and professional licenses at various levels throughout the department.
- Encouraged employees to take advantage of the City's Employee Tuition Assistance Program which allows employees to receive funds upfront to pay for college tuition and related expenses.
- Participated in the MWBE Mix-n-Meet program.
- Attended MWBE contractor orientation training held at City Hall.

Recreation and Parks:

- Promoted three black males to Custodial Crew Leader, Recreation Assistant, and Laborer.
- Participated in the Youth@Work program to expose youth to careers in recreation and parks.
- Ensured diversity on interview panels when hiring for seasonal and summer positions.
- Posted job announcements on "Hire a Pirate" via East Carolina University's website.
- Recreation staff spoke to several ECU classes to share employment and volunteer opportunities.

- Placed seasonal employment opportunities in *The East Carolinian* during the spring and fall.
- Worked with North Carolina High School Association to recruit adult basketball officials to ensure diversity.
- Through the ECU Athletic Director's office, staff shared employment and volunteer opportunities with ECU student athletes.
- Worked with staff from the ECU intramurals office to recruit officials and scorekeepers for youth and adult programs.
- Worked with various staff at Pitt Community College to share employment and volunteer opportunities with students.
- Contacted former Recreation & Parks staff (e.g., retirees) about current employment opportunities.
- To promote diversity, staff contacted the area soccer booking agent and sought help recruiting officials and spreading the word about the City's adult indoor soccer league.
- Posted jobs online via greenvillenc.gov and in recreation centers.
- Offered internship opportunities in various facilities and program areas (Sports Connection, Eppes Recreation Center, South Greenville Recreation Center, Specialized Recreation, and Center for Arts and Crafts).
- Offered team building training for Recreation Division staff to better understand each other's strengths, weaknesses, and interests.

VI. PROGRAM FOR 2019

- A. As vacancies occur, the City of Greenville will strive to meet the following:
1. Make efforts to recruit a ratio of minority candidates that is representative of the makeup of the available workforce in the community.
 2. Increase the City of Greenville's total 2019 applicant pool compared to 2018 in order to provide a broader spectrum of applicants.
 3. Promote the recruitment, employment, and advancement of a diverse workforce, including gender, race, disability, religion, and sexual orientation.
 4. Continue to use the City's communication tools (e.g., website, GTV-9, Facebook, Twitter, YouTube, employee newsletter) to reinforce the City's commitment to diversity.
 5. Continue the internship recruitment program with local colleges to better serve City departments. Human Resources will continue to work with departments to post internship opportunities on the City's website, in addition to providing postings to college and university career centers.
 6. Continue focused recruitment efforts to attract, retain, and promote females and minorities within the organization. Some examples include:

City Manager's Office:

- Make efforts to recruit a ratio of women and minority candidates that is representative of the make-up of the Greenville metropolitan area.
- Create recruitment efforts to attract women and minorities to the City and departments when vacancies exist and to retain and promote women and minorities from within when applicable.
- Promote the recruitment, employment, and advancement of a diverse workforce, including gender, race, disability, religion, and sexual orientation.
- Continue participation and support of the City's MWBE program and participation in the Minority Business Roundtable.
- Continue to encourage diverse special project work team formation.
- Continue to encourage City employees to participate in the Chamber of Commerce Grow Local program, through which they can expose local high school students to their careers

- Continue to use the City's communication tools (e.g. website, GTV-9, Facebook, Twitter, YouTube, employee newsletter) to reinforce the City's commitment to diversity.
- Continue to foster employment training opportunities through Project Tool-Up and the restaurant preparatory training to provide entry-level opportunities for minority and disadvantaged residents in the Greenville community.
- Continue supporting the City Council's adoption of the National League of Cities Inclusive Communities Program by working with the Community Development Department's Human Relations Officer and the Human Relations Council.
- Recruit MPA interns from a diverse pool of applicants from universities across the state

Fire/Rescue Department:

- Continue departmental diversity outreach by seeking the assistance of minority and female officers in the recruitment and selection process.
- Continue to build upon the department's marketing plan that includes the use of the Internet, television, radio, and other media outlets targeting minorities and other non-traditional Fire/Rescue candidates.
- Continue partnership with Pitt Community College to provide non-traditional Fire/Rescue candidates opportunities to receive firefighting and EMT certifications.

Financial Services Department:

- Host, sponsor and participate in numerous events to promote diversity including: hosting the Annual MWBE Mix-n-Meet and the 2019 MED Week.
- The MWBE Coordinator will continue to host the business skills boot-camp along with continued outreach to communities and public organizations.

Human Resources Department:

- Continue to identify and implement non-traditional recruitment sources to increase the number of qualified and diverse applicants applying for City positions.
- Continue to offer the City's supervisory/management training program (STAR) for new supervisors and managers, while implementing LEAD (Leadership Enhancement and Development) for experienced managers and supervisors.
- Continue to provide training on City personnel policies including Equal Employment Opportunity and harassment to employees.
- Continue to collaborate and build upon partnerships with Pitt Community College, the Workforce Innovation and Opportunity Act (WIOA) Youth@Work program, STRIVE, and other agencies that provide employment, education experiences, and essential skills training.

Information Technology Department:

- Continue to partner with local colleges for an intern recruitment program for the City and provide work experience opportunities in the IT field to members of diverse backgrounds.

Police Department:

- Continue to attend local and regional career fairs with increased potential for minority applicants.
- Continue to advertise employment vacancies in local/regional newspapers, on local minority radio stations, social media, and other online postings to attract a more inclusive pool of applicants.
- Continue building relationships with minority based churches and community leaders.

- Advertise vacancies with military DORS (Defense Outplacement Referral System) and TBB (Transition Bulletin Radio Board) website.
- Continue to develop recruitment videos to attract minorities and women.

Public Works Department:

- Continue oversight of departmental hiring procedures to ensure a diverse representation candidate pool. Additionally, when appropriate, the department will advertise internally before considering external candidates to support employee advancement.
- Continue to work with Human Resources to advertise positions in sources that increase the visibility of positions to female and minority candidates.
- Continue to offer equal employment training opportunities by participating in the STRIVE work training program.
- Continue promoting career advancement by encouraging employees to take advantage of the City's tuition reimbursement program to complete a two-and/or four-year degree.
- Continue to provide resources for employee educational opportunities in order to gain the skills needed for advancement.
- Promote departmental employment opportunities through monthly public works industry periodicals and on GREAT bus schedules.
- Continue to participate in the MWBE Mix-n-Meet and contractor orientations.

Recreation and Parks Department:

- Continue to partner with local groups and advertising outlets to attract a diverse applicant pool such as: working with East Carolina University intramurals and Pitt Community College to recruit officials; presenting to diverse audiences at East Carolina University and other colleges about job and volunteer opportunities; hosting summer camp job fairs, partnering with the North Carolina High School Association to recruit athletic staff; using social media to advertise job opportunities; and attending the Pitt County Business Expo.
- Offer internships to attract an inclusive applicant pool through recruitment.

VII. ACTION STEPS

In order to achieve its Affirmative Action Mission Statement, the City of Greenville will take the following steps.

- A. Continue to distribute recruitment brochures and flyers as follows:
 1. To any individual expressing an interest in employment with the Greenville Police Department in a sworn capacity or with the Greenville Fire/Rescue Department.
 2. To regional educational institutions sponsoring criminal justice degree programs, fire science technology, or liberal arts program.
 3. To local minority churches and social organizations.
 4. To military bases.
- B. Continue to advertise employment vacancies in local/regional newspapers, minority publications, and radio stations identifying itself as an equal opportunity/affirmative action employer.
- C. After reviewing departmental data, it is recommended that the Greenville Police Department and the Greenville Fire/Rescue Department continue to attend job fairs prior

to or during major recruitment efforts to promote the City as a progressive employer providing equal employment opportunities for all persons.

- D. Post vacancies for all departments on the City's website, providing continuous access by employees and members of the public and ensuring the widest possible dissemination of available job listings.
- E. Post vacancies on the Chamber of Commerce website where they are accessible to local businesses, the Young Professionals group, and the Minority Business Roundtable.
- F. Enhance recruiting efforts by attending more local and regional community events where prospective minority applicants may be present.
- G. Post vacancies on websites, in publications, and other media targeting minority and female candidates.
- H. Ensure job vacancy notices provide the position's full pay range in addition to starting or expected hiring range.
- I. Periodically advertise public safety vacancies on radio stations with predominantly minority/women listening audiences.
- J. Offer training opportunities for hiring managers so that they will fully understand the City's Affirmative Action policy and are effective in carrying it out.
- K. Where feasible, explore the creation of career development and/or mentoring programs to prepare employees for promotions.
- L. Recognize employees through performance reviews, service awards, and when appropriate and available, merit increases.
- M. Continue to promote workforce diversity through the appointment of project teams to ensure opportunities are available to employees.
- N. Continue to promote workforce development by (1) offering training opportunities to employees at all levels of the organization to help advance their knowledge, skills, and abilities; (2) selecting employees from various departments to attend the Municipal Administration Course at the UNC School of Government and the Greenville-Pitt County Chamber of Commerce Leadership Institute course; (3) supporting the City of Greenville's in-house training program; (4) budgeting funds to allow for staff to attend outside professional training and conferences; and (5) continuing to offer the Employee Tuition Assistance Program and the Employee Computer Purchase Program to employees; and (6) recognizing employee successes and achievements.
- O. Continue to use various methods to recruit diverse pools of applicants for the Citizens Academy and the City's boards and commissions.
- P. Continue membership in the National Forum for Black Public Administrators and use this organization to post appropriate managerial and executive level vacancies.
- Q. Continue to identify other opportunities to promote the City's Affirmative Action Program.
- R. Continue to partner with East Carolina University and Pitt Community College to promote work study, internship, and volunteer opportunities including involvement in advisory committees.

- S. Continue to reach applicants from the community and within the City's workforce by posting vacancies in various City locations such as recreation facilities.
- T. Continue to ensure compliance with City policy with oversight of hiring and promotional processes with multiple layers of oversight.
- U. Continue to support efforts that foster workforce development, diversity, and inclusiveness by event participation.
- V. Continue to advertise, hold workshops and information sessions to inform the community of programs and services provided by the City.
- W. Continue involvement in ECU and PCC advisory committees.
- X. Continue participation in community events that foster workforce development, diversity, and inclusiveness.

VIII. BUDGET ESTIMATES

A. **Media advertisements**

1. Newspapers/publications/professional associations	\$23,000
2. Radio/TV	\$4,000
3. Job fairs	\$2,700
4. Recruitment brochures/flyers	\$4,000
5. Internet websites	<u>\$6,300</u>
Total	\$40,000

The above figures do not reflect the cost of postage or total hours spent preparing and disseminating literature and ads, nor the number of hours involved in attending job fairs.

IX. PROGRAM EVALUATION

This program will be evaluated in January, 2020 by the Human Resources Director to determine whether any issues need to be addressed or changed, with the final report submitted in February, 2020. Program strategies will be continued or revised as necessary to meet the City of Greenville's affirmative action mission statement.

City of Greenville
Workforce Analysis
As of 12/31/18

	Total	Total White		Total White Male		Total White Female		Total Black		Total Black Male		Total Black Female		Total Female		Total Non-Black Minority	
	#	#	% of total	#	% of total	#	% of total	#	% of total	#	% of total	#	% of total	#	% of total	#	% of total
City Attorney																	
Employees	3	2	67%	1	33%	1	33%	1	33%	1	33%	0	0%	1	33%	0	0%
Applicants	0	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
City Clerk																	
Employees	3	1	33%	0	0%	1	33%	1	33%	0	0%	1	33%	3	100%	1	33%
Applicants	0	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
City Manager																	
Employees	13	9	69%	4	31%	5	38%	4	31%	3	23%	1	8%	6	46%	0	0%
Applicants	0	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Community Development																	
Employees	37	21	57%	15	41%	6	16%	16	43%	6	16%	10	27%	16	43%	0	0%
Applicants	856	361	42%	217	25%	144	17%	403	47%	156	18%	247	29%	418	49%	59	7%
Financial Services																	
Employees	20	8	40%	2	10%	6	30%	12	60%	3	15%	9	45%	15	75%	0	0%
Applicants	339	132	39%	42	12%	90	27%	174	51%	32	9%	142	42%	246	73%	22	6%
Fire/Rescue																	
Employees	150	117	78%	108	72%	9	6%	29	19%	25	17%	4	3%	13	9%	4	3%
Applicants	257	143	56%	128	50%	15	6%	91	35%	70	27%	21	8%	39	15%	16	6%
Human Resources																	
Employees	10	7	70%	1	10%	6	60%	3	30%	0	0%	3	30%	9	90%	0	0%
Applicants	597	255	43%	70	12%	185	31%	280	47%	59	10%	221	37%	435	73%	30	5%
Information Technology																	
Employees	18	11	61%	5	28%	6	33%	5	28%	4	22%	1	6%	8	44%	2	11%
Applicants	64	43	67%	36	56%	7	11%	11	17%	7	11%	4	6%	12	19%	8	13%
Police																	
Employees	234	179	76%	140	60%	39	17%	40	17%	28	12%	12	5%	55	23%	15	6%
Applicants	1153	452	39%	257	22%	195	17%	613	53%	231	20%	382	33%	611	53%	58	5%
Public Works																	
Employees	157	65	41%	52	33%	13	8%	86	55%	77	49%	9	6%	22	14%	6	4%
Applicants	1609	671	42%	590	37%	81	5%	807	50%	669	42%	138	9%	230	14%	71	4%
Recreation and Parks																	
Employees	52	38	73%	29	56%	9	17%	14	27%	12	23%	2	4%	11	21%	0	0%
Applicants	848	442	52%	310	37%	132	16%	346	41%	251	30%	95	11%	245	29%	28	3%
City of Greenville (all departments)																	
Employees	697	458	66%	357	51%	101	14%	211	30%	159	23%	52	7%	159	23%	28	4%
Applicants	5723	2499	44%	1650	29%	849	15%	2725	48%	1475	26%	1250	22%	2236	39%	292	5%

Note: Application total figures may not equal sums from category totals due to some applicants not disclosing gender and/or race

Appendix A: Analysis of EEO Job Categories For Calendar Year 2018

The following eight job categories have been established by the Equal Employment Opportunity Commission (EEOC) and are used by the City of Greenville. All City of Greenville job titles are placed into one of these categories.

1. Officials and Administrators
This group is of particular importance in affirmative action planning in that these employees exercise overall responsibility for execution of broad policies or direct individual departments or special phases of the City's operations. Positions in this category include City Manager, Assistant City Manager, City Attorney, City Clerk, and department heads. Persons in this category are generally at the upper end of the pay classification system. At the end of calendar year 2018, Officials and Administrators made up approximately 2% (13) of the City's 697 full-time employees. Females held 23% (3) of this category's positions and minorities held 38% (5) of the positions.
2. Professionals
Employees in this category are required to have specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. This category includes a variety of professions, such as systems analysts, engineers, Police Captains, and Fire/Rescue Captains. Professionals comprised approximately 12% (81) of the City's full-time employees. Females held 26 (32%) of all professional positions, while minorities held 26 (32%) of the positions.
3. Technicians
Employees in this category are required to have a combination of basic scientific or technical knowledge and manual skills which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Police Sergeants, Fire/Rescue Lieutenants, and Building Inspectors are among the occupations in this category. At the end of calendar year 2018, approximately 22% (153) of the City's workforce was classified as Technicians. Minorities comprised 37 (24%) of the positions held and 24 (16%) were female.
4. Protective Service Workers
Protective service workers accounted for the largest occupational category of employees, representing approximately 34% (236) of the City's full-time workforce. Employees in this category are entrusted with public safety, security, and protection from destructive forces. Police and Fire/Rescue Officers are among the occupations in this category. At the end of 2018, females comprised 27 (11%) of the positions while minorities held 60 (25%) of the positions.
5. Paraprofessionals
Employees in this category perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Examples of paraprofessional positions include Recreation and Parks program assistants. There were 27 (4%) paraprofessionals at the end of 2018, of which 17 (63%) were female and 8 (30%) were minorities.
6. Administrative Support
This category consists of employees responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Included in this category are Staff Support Specialists, Administrative Assistants, Telecommunicators, and Communications Technicians. Administrative support employees accounted for 63 (9%) of the total workforce in 2018. Females comprised 54 (86%) of the administrative support positions while minorities comprised 20 (32%).

7. Skilled Craft Workers

Skilled craft workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Included in this occupational category are skilled Equipment Operators, Master Mechanics, and Welders. Of the 70 (10%) skilled craft workers at the end of 2018, minorities held 40 (57%) positions. There were no females employed in this category.

8. Service-Maintenance

Included in the Service-Maintenance category are positions such as Animal Protective Services Officers, Custodians, Laborers, Refuse Collectors, and Transit Drivers. These and other service-maintenance 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. There were 54 (8%) employees in this category at the end of 2018. Nine (17%) of this category were female and 42 (78%) were minorities.

EEO JOB CATEGORIES
Full-Time Employees
As of 12/31/18

Job Category	ALL EMPLOYEES			RACE/ETHNIC CATEGORIES									
				MALE					FEMALE				
	Total	Male	Female	W	B	H	API	AIAN	W	B	H	API	AIAN
Officials & Administrators	13	10	3	6	4	0	0	0	2	1	0	0	0
	2%	77%	23%	46%	31%	0%	0%	0%	15%	8%	0%	0%	0%
Professionals	81	55	26	39	14	2	0	0	16	10	0	0	0
	12%	68%	32%	48%	17%	2%	0%	0%	20%	12%	0%	0%	0%
Technicians	153	129	24	100	26	3	0	0	16	7	1	0	0
	22%	84%	16%	65%	17%	2%	0%	0%	10%	5%	1%	0%	0%
Protective Service Workers	236	209	27	158	37	10	4	0	18	7	2	0	0
	34%	89%	11%	67%	16%	4%	2%	0%	8%	3%	1%	0%	0%
Paraprofessionals	27	10	17	6	4	0	0	0	13	3	0	0	1
	4%	37%	63%	22%	15%	0%	0%	0%	48%	11%	0%	0%	4%
Administrative Support	63	9	54	9	0	0	0	0	34	18	1	1	0
	9%	14%	86%	14%	0%	0%	0%	0%	54%	28%	2%	2%	0%
Skilled Craft Workers	70	70	0	30	37	3	0	0	0	0	0	0	0
	10%	100%	0%	43%	53%	4%	0%	0%	0%	0%	0%	0%	0%
Service-Maintenance	54	45	9	9	36	0	0	0	3	6	0	0	0
	8%	83%	17%	17%	67%	0%	0%	0%	5%	11%	0%	0%	0%
TOTAL	697	537	160	357	158	18	4	0	102	52	4	1	1
	100%	77%	23%	51%	23%	3%	<1%	0%	15%	7%	<1%	<1%	<1%

Race/Ethnic Categories:

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

Black (not of Hispanic origin): All persons having origins in any of the Black racial groups of Africa.

Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Asian or Pacific Islander: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands.

American Indian or Alaskan Native: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

2018 Workforce Composition by EEO Job Category – Net Change from 2017

OFFICIALS & ADMINISTRATORS			
	<i>Dec. 2017</i>	<i>Dec. 2018</i>	<i>Net Change</i>
Male	8	10	+2
Female	4	3	-1
Non-Minority	7	8	+1
Minority	5	5	0
Black	5	5	0
Hispanic	0	0	0
Asian/PI	0	0	0
AI/AN	0	0	0
TOTALS	12	13	+1

PARAPROFESSIONALS			
	<i>Dec. 2017</i>	<i>Dec. 2018</i>	<i>Net Change</i>
Male	7	10	+3
Female	19	17	-2
Non-Minority	15	19	+4
Minority	11	8	-3
Black	9	7	-2
Hispanic	2	0	-2
Asian/PI	0	0	0
AI/AN	0	1	+1
TOTALS	26	27	+1

PROFESSIONALS			
	<i>Dec. 2017</i>	<i>Dec. 2018</i>	<i>Net Change</i>
Male	56	55	-1
Female	21	26	+5
Non-Minority	64	55	-9
Minority	13	26	+13
Black	12	24	+12
Hispanic	1	2	+1
Asian/PI	0	0	0
AI/AN	0	0	0
TOTALS	77	81	+4

ADMINISTRATIVE SUPPORT			
	<i>Dec. 2017</i>	<i>Dec. 2018</i>	<i>Net Change</i>
Male	14	9	-5
Female	45	54	+9
Non-Minority	38	43	+5
Minority	21	20	-1
Black	19	18	-1
Hispanic	0	1	+1
Asian/PI	2	1	-1
AI/AN	0	0	0
TOTALS	59	63	+4

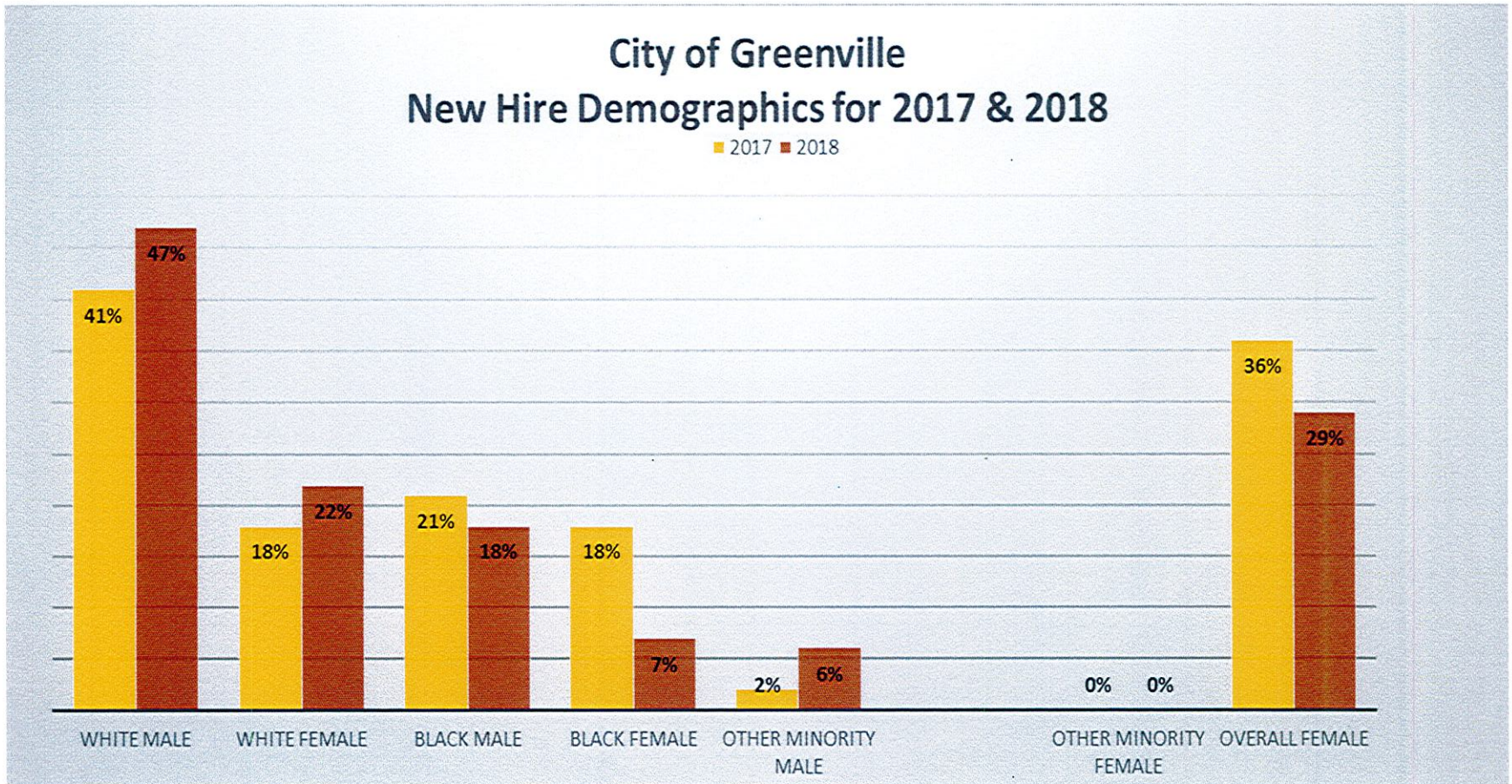
TECHNICIANS			
	<i>Dec. 2017</i>	<i>Dec. 2018</i>	<i>Net Change</i>
Male	128	129	+1
Female	26	24	-2
Non-Minority	130	116	-14
Minority	24	37	+13
Black	22	33	+11
Hispanic	2	4	+2
Asian/PI	0	0	0
AI/AN	0	0	0
TOTALS	154	153	-1

SKILLED CRAFT WORKERS			
	<i>Dec. 2017</i>	<i>Dec. 2018</i>	<i>Net Change</i>
Male	60	70	+10
Female	0	0	0
Non-Minority	29	30	+1
Minority	31	40	+9
Black	28	37	+9
Hispanic	3	3	0
Asian/PI	0	0	0
AI/AN	0	0	0
TOTALS	60	70	+10

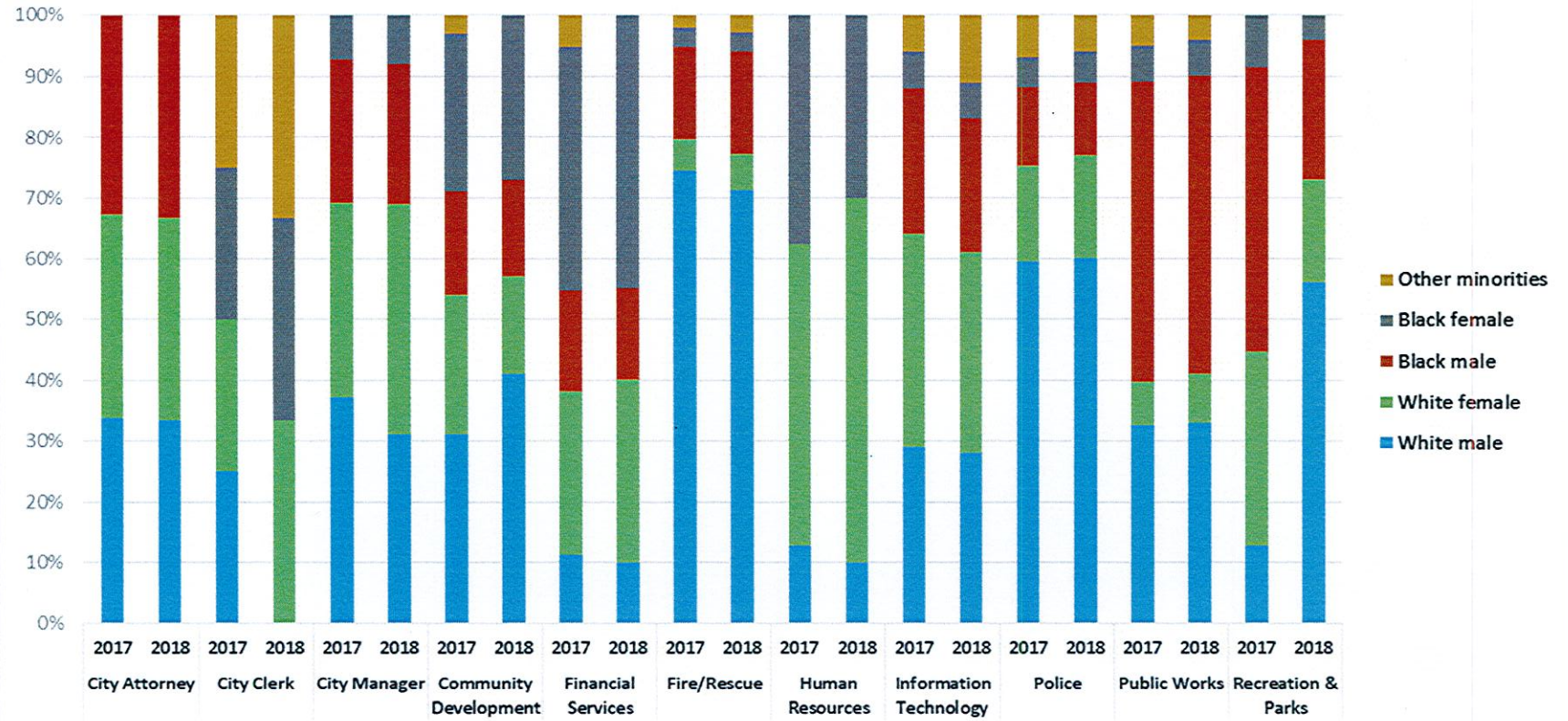
PROTECTIVE SERVICE WORKERS			
	<i>Dec. 2017</i>	<i>Dec. 2018</i>	<i>Net Change</i>
Male	193	209	+16
Female	26	27	+1
Non-Minority	149	176	+27
Minority	70	60	-10
Black	53	44	-9
Hispanic	11	12	+1
Asian/PI	4	4	0
AI/AN	2	0	-2
TOTALS	219	236	+17

SERVICE-MAINTENANCE			
	<i>Dec. 2017</i>	<i>Dec. 2018</i>	<i>Net Change</i>
Male	58	45	-13
Female	7	9	+2
Non-Minority	17	12	-5
Minority	48	42	-6
Black	46	42	-4
Hispanic	2	0	-2
Asian/PI	0	0	0
AI/AN	0	0	0
TOTALS	65	54	-11

Appendix B: Charts

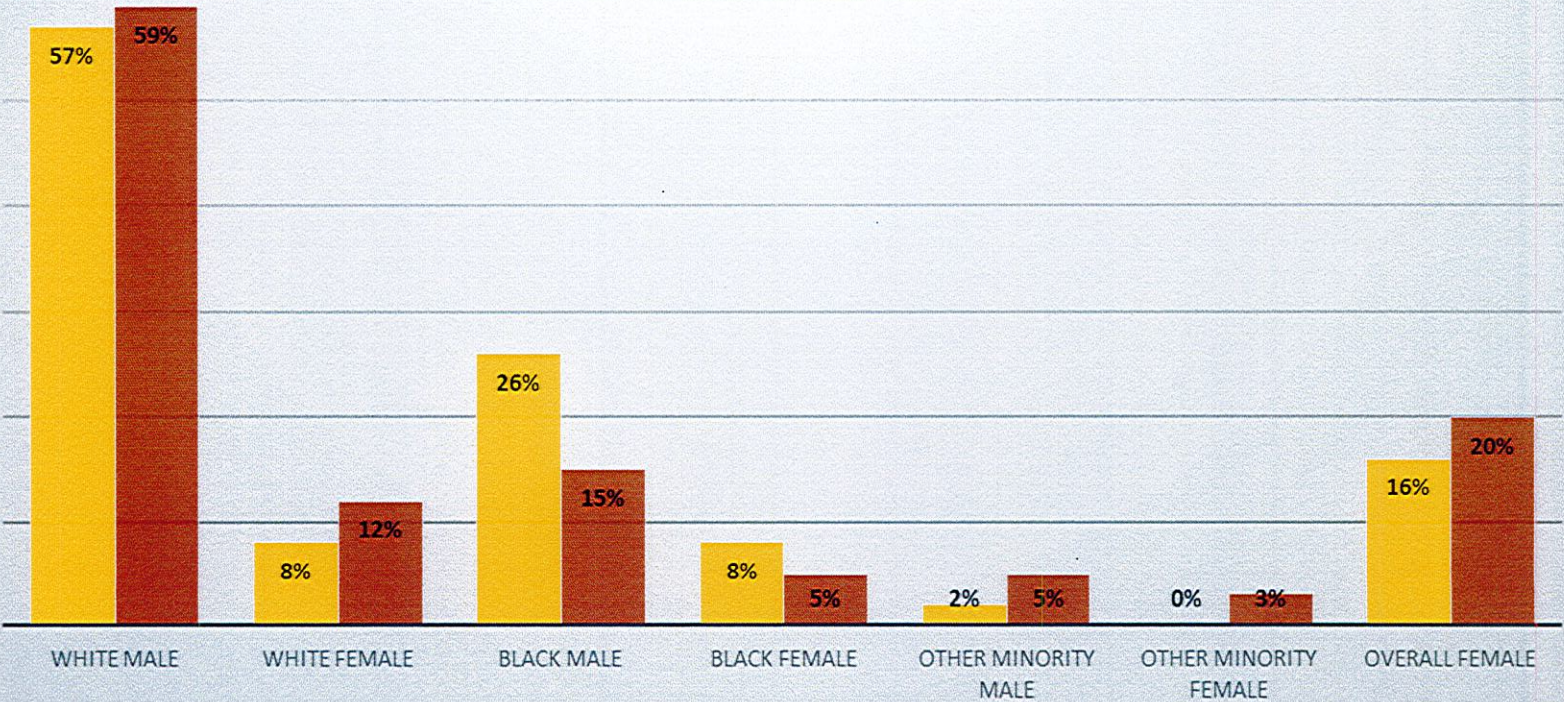


City of Greenville Departmental Workforce Analysis for 2017 & 2018



City of Greenville Employee Promotions Demographics for 2017 & 2018

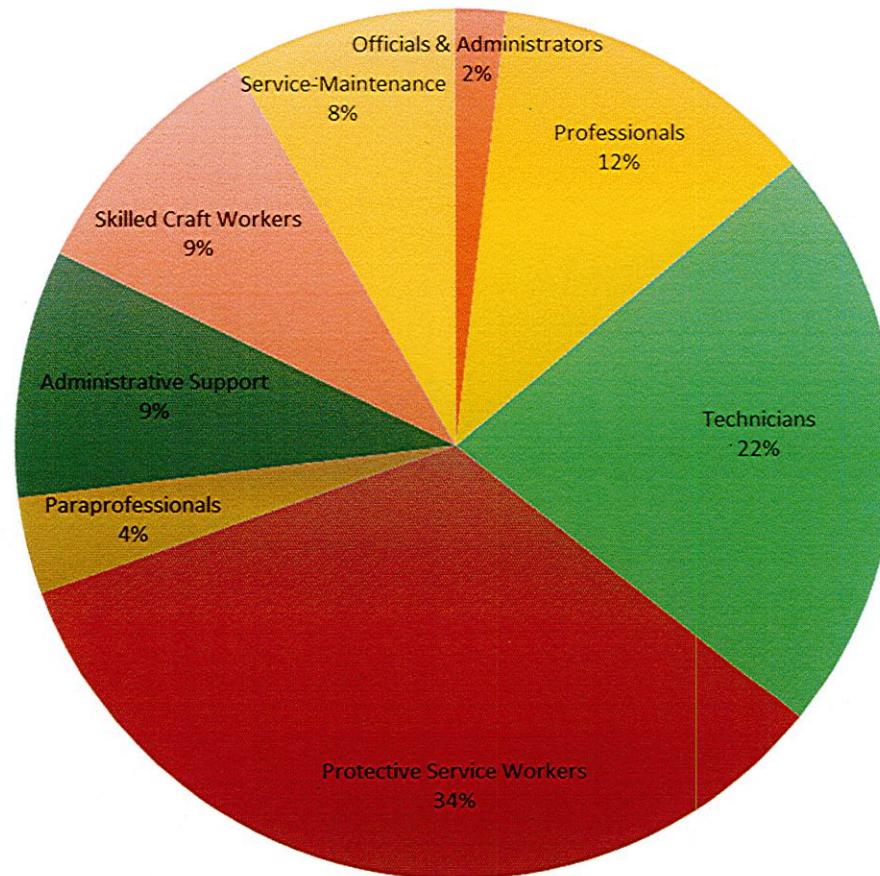
■ 2017 ■ 2018



Comparison of City of Greenville Full-Time Employees Comparison to 2010 Pitt County Labor Force Census



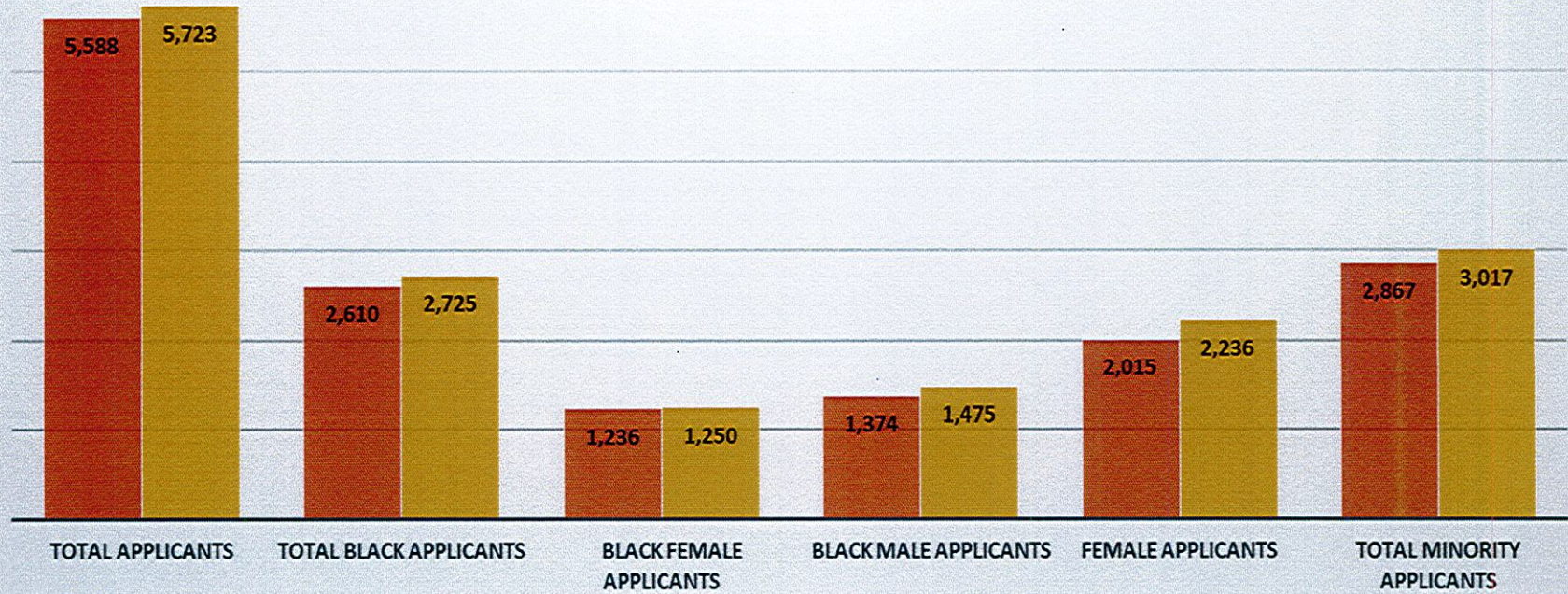
City of Greenville EEO Job Categories for 2018



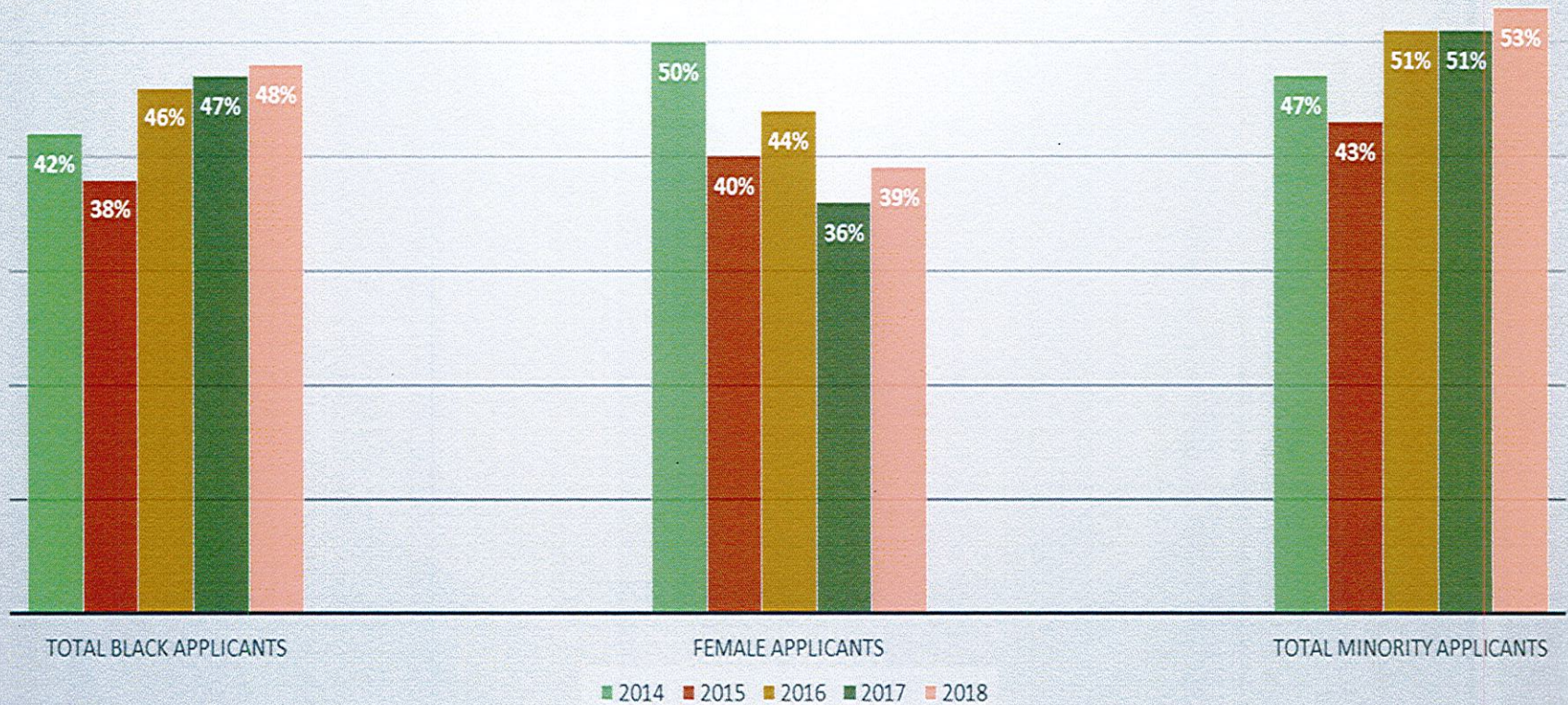
■ Officials & Administrators ■ Professionals ■ Technicians ■ Protective Service Workers
■ Paraprofessionals ■ Administrative Support ■ Skilled Craft Workers ■ Service-Maintenance

City of Greenville Applicant Demographics for 2017 & 2018

■ 2017 ■ 2018



City of Greenville Demographic Percentages of Yearly Applicant Pools for 2014 - 2018



Comparison of City of Greenville Full-Time Applicants to Pitt County Labor Force Census

■ 2018 City Full-Time Applicants ■ 2010 Pitt County Census

