

Equal Employment Opportunity
Affirmative Action
Workforce Development Plan
2019



County of Gloucester
New Jersey
Est. 1686



Chad M. Bruner, County Administrator

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I. GLOUCESTER COUNTY OFFICIALS AND ADMINISTRATION

Board of Chosen Freeholders

Robert M. Damminger	Freeholder Director
Frank J. DiMarco	Deputy Freeholder Director
Lyman Barnes	Freeholder
Daniel Christy	Freeholder
Jim Jefferson	Freeholder
James J. Lavender, Ed. D	Freeholder
Heather Simmons	Freeholder

County of Gloucester Administration

Chad M. Bruner	Administrator
Tamarisk L. Jones	Deputy County Administrator
Thomas G. Campo	County Counsel

Equal Employment Opportunity Officer (Acting)

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II. EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

The County of Gloucester is committed to providing every County employee with a workplace free from discriminatory harassment, including sexual harassment and/or a hostile work environment. The County of Gloucester has a no-tolerance policy towards all forms of unlawful employment discrimination based upon race, creed, color, national origin, ancestry, nationality, marital or domestic partnership or civil union status, sex, gender identity or expression, disability, liability for military service, affectional or sexual orientation, atypical cellular or blood trait, or genetic information (including the refusal to submit to genetic testing).

Section I: It shall be the policy of the County of Gloucester to establish, administer and enforce practices in accordance with the law, which will achieve a working environment where discrimination shall be strictly prohibited.

Section II: The EEO Plan shall proscribe conduct in areas of recruitment and all personnel actions including, but not limited to hiring, promotion, demotion, discipline, termination, and any other term or condition of employment. Other areas of applicability include business transactions by employees, the conduct of all employees, and the administration of general policies of the County of Gloucester.

Section III: This policy, the EEO Plan and subsequent procedures related thereto, shall apply to all County officers, agents, and employees. Non-compliance with this policy, the EEO Plan and any of its subsequent procedures by any County official or employee will result in disciplinary action ranging in severity from a verbal warning to termination.

Section IV: The letter and spirit of the Equal Employment Opportunity policy shall also apply to all individuals, corporations, entities, or businesses, acting as vendors or contractors with the County of Gloucester.

Section V: Complaint Procedure. Complainant must strictly comply with the EEO Complaint Procedure as outlined in the EEO policy of the County of Gloucester.

It is the policy of the Gloucester County Board of Freeholders (The "Freeholders") to be fair and equitable in all its relations with its employees and applicants for employment without regard to age, race, creed, color, handicap/disability, marital status, sex/gender, national origin, ancestry, sexual orientation, arrest/conviction record, military service/veteran status, genetic information, religion, use or nonuse of lawful products off the employer's premises during nonworking hours or other protected status.

The Freeholders continue to be committed to the concept of equal employment opportunity as a necessary element of basic merit system principles that all persons shall be afforded equal access to positions in the public service limited only by their ability to do the job. Equal opportunity can best be affected through definitive programmed affirmative action. If progress towards achieving equal employment opportunity is to be made, every County citizen and employee must realize that policies to remove inequalities cannot be merely passive. Positive steps must be taken to remove conditions that could result in unlawful employment discrimination.

The major emphasis of this affirmative action plan is to continue to remove artificial employment practices that could operate disadvantageously for an identifiable protected group of persons and to apply good faith efforts to seek out, employ, train and promote under-represented protected group members within and into the County's workforce. The Freeholders believe that an effective affirmative action program not only benefits those who could have been denied equal employment opportunity, but also will benefit Gloucester County.

The Freeholders, through adoption of this affirmative action plan, commits the County and all its operating departments to a results-oriented personnel program aimed at achieving equal employment opportunity in all occupational levels of the County service.

III. POLICY

(a) Introduction to the Equal Employment Opportunity and Workforce Development Plan

A major factor contributing to an efficient and effective County government is the proper and thoughtful utilization of human resources. One of the crucial areas of human resource management is the selection process. In the County of Gloucester, the Board of Chosen Freeholders have long embraced equal employment practices and are committed to a governmental workforce representative of all groups within our society.

If a workforce is not representative, then corrective measures by the Department of Human Resources may be necessary. Once concerns are identified and corrective actions defined, interim goals will need to be established. Well defined, evaluative tools must also be established to monitor progress. The best way to accomplish these objectives is through the preparation and implementation of an Equal Employment Opportunity and Workforce Development Plan (from this point forward will be referred to as "EEO").

The County of Gloucester understands that the essential elements of an effective EEO Program must have a commitment from management. The Freeholders and top level County management are committed to EEO and have determined that departmental adherence to the plan will be an element of performance evaluation. With the County management team working together, our EEO Program can lead to a representative County workforce. A representative County workforce will ultimately enhance the operational efficiency and effectiveness of County government.

The Freeholders and County Administrators have the ultimate responsibility for ensuring that equal employment opportunity and affirmative action receive the high level of priority that is due this activity.

Emmett E. Primas, Jr. has been designated the Acting Equal Employment Opportunity (EEO) Coordinator/Affirmative Action Officer of the County and has the full support of the board in carrying out these duties.

The County Administrator is responsible for coordinating the administrative and management functions of county government, acts as the chief administrative officer of the county, and ensures the observance and enforcement of all county ordinances and policies by all county officials and department heads.

Each department head is responsible for the day-to-day management of their department.

Gloucester County employs over 1,300 employees in regular and casual positions. Regular full-time and part-time employees are regularly scheduled to work each week. Casual or limited term employees are scheduled to work on an intermittent basis for special projects or to replace regular employees who are absent from work. Approximately 86% of regular employees are represented by labor unions.

Unions that represent County employees are:

- The Association of Assistant Prosecutors of Gloucester County
- The Communications Workers of America, AFL-CIO, Local # 1085
- The Gloucester County Superior Officers Association, Inc., Fraternal Order of Police Lodge #165
- County of Gloucester Corrections Sergeants Association, Fraternal Order of Police Lodge #199
- PBA Local # 122
- Gloucester County Sheriff Officer's Association, PBA Local # 122
- Teamsters Local # 331, Internal Brotherhood of Teamsters

Gloucester County's philosophy and policy on equal employment opportunity and affirmative action is set out in its Administrative Code:

To implement this policy, the following activities are carried out:

- Keeping management up-to-date concerning new developments in the EEO field.
- Providing technical assistance in response to questions and concerns of employees and supervisors and, as needed, acting as liaison with appropriate agencies.
- Coordinating investigations and making recommendations concerning any allegations of discrimination both internally and in connection with enforcement agencies.
- Conducting periodic audits and holding regular discussions with supervisors and managers to ensure that county policy is being implemented.
- Encouraging involvement with minority and women's organizations and community action groups.

- Ongoing research and development of applicant sources to facilitate the recruitment of diverse candidates.
- Assisting in the identification of problem areas through the review of policies, recruitment procedures, screening methods, promotional systems, and conducting periodic utilization studies.
- Reporting to the Gloucester County Board of Chosen Freeholders on EEO efforts as requested.

The provisions of the Equal Employment Opportunity plan shall apply countywide to all departments and divisions of the County, as well as businesses and vendors of the County of Gloucester.

The County affirms and extends its strict policy of nondiscrimination on the basis of the characteristics defined in Title VII and the New Jersey Law Against Discrimination in the provision of all goods, services and employment afforded to the public by institutions within its jurisdiction control.

The County strictly prohibits discriminatory practices by officers, agents or employees of the County, against the general public, vendors, and contractors. The County strictly prohibits discriminatory practices by the general public, vendors, or contractors as against officers, agents or employees of the County.

(b) Dissemination: Equal Employment Opportunity and Affirmative Action

Gloucester County has established various channels of communication to ensure that employees and the community are aware of the company's positive posture relative to equal employment opportunity and affirmative action.

Internal Dissemination

The EEO policy is stated as part of Gloucester County's Administrative Code and is covered in the Equal Employment Opportunity division of the Human Resources Chapter.

A. Department Heads and first line supervisors will be periodically informed by:

- Written communication from the County Administrator and EEO Officer.
- Discussion of processes and strategies to encourage the diversity of the applicant pool during each recruitment.
- Discussion of the program at Department Head meetings keying in on individual responsibilities and review progress when appropriate.

- Orientation sessions for new Department Heads and supervisory personnel to explain intent of policy and individual responsibility for effective implementation of the plan, including the requirements of State and Federal regulations concerning affirmative action, equal employment opportunity and non-discrimination in service delivery.

B. All Department Heads and supervisory personnel will be informed that their performance on affirmative action goals and will be reviewed along with other criteria in evaluation for overall performance, including promotions and merit increases. Inadequate cooperation or obstruction of the program will be considered a serious matter. Such continuing conduct may be grounds for disciplinary action.

C. All employees will be informed of the County's policy on Equal Employment Opportunity and the affirmative action program through such means as:

- Presentation and discussion of the program for all new hires during initial orientation and at training programs dealing with County employment practices such as performance evaluation workshops, supervisory skills training and cross-cultural awareness seminars.
- Such sessions will serve to: communicate to employees the seriousness of the County's commitment; to explain program goals; and clarify any misunderstandings by employees who may fear loss of employment or opportunities. Employees will be informed of their responsibility to adhere strictly to non-discriminatory practices in relation to other employees, recipients of services and the public.

D. Meet with minority and female employees for suggestions about the program.

E. Equal employment opportunity and the affirmative action policy will be included in the County employee handbook, reports, manuals, union contracts, policy manual and posted on County job postings and website.

F. Elements of the Equal Employment Opportunity Workforce Development program that will enable employees to know of and avail themselves of the benefits of the program will be communicated to them and be available online for review by any employee.

External Dissemination

A. All recruitment advertisements and the county website will carry the notice "Equal Opportunity Employer".

B. State job service and appropriate recruiting sources will be informed in writing that we are an Equal Employment Opportunity Employer.

C. The Equal Employment Opportunity (EEO) Officer will disseminate employment information, seek and counsel prospects, provide information on the affirmative action program and in general ensure that every possible contact is made which can be judged to assist the affirmative action effort.

D. The County shall not enter into any contract in the knowledge or belief that the contractor will discriminate on prohibited grounds in employment.

E. The Equal Employment Workforce Development Plan is available online for review by any member of the public.

(c) Legal Basis for Equal Employment Opportunity and Affirmative Action

Title VII of the Civil Rights Act of 1964, as amended by the 1991 Civil Rights Act –

The title prohibits all forms of employment discrimination based on race, color, religion, sex or national origin. This prohibition covers both public and private sector employers, employment agencies, labor unions, and joint-management apprenticeship committees. It also makes it unlawful to discriminate against an individual because he/she files a Title VII complaint. Title VII is administered by an independent agency, the Equal Opportunity Commission (EEOC).

The Equal Pay Act of 1963 – Added as an amendment to the Fair Labor Standards Act for the specific purpose of eliminating pay differentials based on sex. It makes into law the formula “equal pay for equal work.” The Equal Employment Opportunity Commission enforces the Act.

Executive Order 11246 (as amended by Executive Order 11375) Contract Compliance – This order, issued by the President in 1965, requires Affirmative Action Programs by Federal contractors and subcontractors and requires that firms with contracts over \$50,000 and 50 or more employees develop and implement written programs, which are monitored by the Office of Federal Contract Compliance Program, Department of Labor.

The Age Discrimination in Employment Act of 1967 (as amended in 1978) - Prohibits employers of 20 or more persons from discrimination against persons 40 and over in any area of employment because of age. The Federal Equal Employment Opportunity Commission (EEOC) enforces the Act.

Title VI of the Civil Rights Act of 1964 – This was enacted as part of the landmark Civil Rights Act of 1964. It prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance.

Rehabilitation Act of 1973 (sections 503 and 504) – This act, commonly referred to as “The Handicapped Civil Rights Law,” is to the disabled what the Civil Rights Act of 1964 is to minorities and women. The Act is an extension of affirmative action and nondiscrimination to disabled persons. The Act has the following sections relating to the employment of individuals with disabilities and their rights to participate in and receive without discrimination, the benefits of any program or activity receiving federal financial assistance.

Section 503 – requires government contractors and subcontractors to take affirmative action to employ and advance in employment qualified handicapped individuals. An employer must make reasonable accommodations for the disabilities of applicants or employees, unless the employer can demonstrate that such accommodations would impose an undue hardship on the operation of the employer’s business.

Section 504 – provides that qualified handicapped individuals shall not, on the basis of handicap, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. The requirements to make “reasonable accommodations,” as outlined in Section 503, also apply. These regulations apply to recipients of Federal assistance from the Department of Health and Human Services.

Americans with Disabilities Act (ADA) 1990 and 2009. Title I, Employment – “Prohibits discrimination against qualified individuals with disabilities.” The ADA defines an “individual with a disability” as a person who has a physical or mental impairment that substantially limits one or more major life activities, a record of such an impairment, or is regarded as having such an impairment. Amended January 1, 2009, it also includes any impairment that might substantially limit a major life activity, even if treated and under control. The ADA prohibits discrimination in all employment practices, including job application procedures, hiring, firing, advancement, compensation, training, and other terms and conditions, and privileges of employment. It applies to recruitment, advertising, tenure, layoff, leave, fringe benefits, and all other employment-related activities.

The Vietnam Era Veterans Readjustment Act of 1974 – Requires affirmative action in employment and promotions in employment of disabled and Vietnam Era Veterans.

New Jersey Law Against Discrimination (LAD) – Makes it unlawful to subject people to differential treatment based on race, creed, color, national origin, nationality, ancestry, age, sex (including pregnancy), familial status, marital status, domestic partnership or civil union status, affectional or sexual orientation, gender identity or expression, atypical hereditary cellular or blood trait, genetic information, liability for military service, and mental or physical disability, perceived disability, and AIDS and HIV status.

Genetic Information Nondiscrimination Act of 2008 – Prohibits the use of genetic information in employment decision making.

Diane B. Allen Equal Pay Act (2008) – Amend the New Jersey Law Against Discrimination (“LAD”) by making it unlawful for an employer to pay any employee who is a member of a protected class less than the rate of compensation paid to other employees who are not members of that protected class for substantially similar work when viewed as a composite of skill, effort, and responsibility.

(d) Definitions: Equal Employment Opportunity and Affirmative Action

Adverse Impact: Refers to a total employment process in which hiring, promotion, or other decisions including training, transfers, separations, disciplinary actions, etc., result in a significantly higher percentage of a protected group in the candidate population being rejected.

Affirmative Action: An organized effort by an employer in which it first analyzes its work force against the relevant labor market to determine whether any protected groups are underrepresented in any segment of the work forces as the result of the organization's own historical discriminatory conduct, and then modifies its recruitment, hiring, training and/or promotion policies to remedy the underrepresentation.

Affirmative Action Plan: A set of specific and result-oriented procedures to achieve equal employment opportunity.

Availability Analysis: The assessment of the availability of minorities and women in each job group based on consideration of the following two factors as defined by the Office of Federal Contract Compliance Programs:

- The percentage of minorities or women with requisite skills in the reasonable recruiting area. Reasonable recruiting area is defined as a geographical area from which the contractor usually seeks or reasonably could seek employees to fill positions;
- The percentage of minorities or women among those promotable, transferable and trainable within the contractor's organization. Trainable refers to those employees within the contractor's organization that could, with appropriate training which the contractor reasonably could provide, become promotable or transferable during the plan year.

Bona Fide Occupational Qualification (BFOQ): Title VII of the Civil Rights Act, provides that "it shall not be an unlawful employment practice for an employer to hire and employ employees ... on the basis of religion, sex or national origin where religion, sex or national origin is a bona fide occupational qualification reasonably necessary to the normal operation of that particular business or enterprise..." The BFOQ exception should be narrowly construed and in most employment situations, the sole inquiry should be whether the individual can perform the job and whether those functions that cannot be performed are essential to the job.

Career Ladder: The jobs which require related and increasingly more responsible duties through which employees in the lower jobs advance by experience and in-service training to higher-level jobs.

Complainant: An employee or applicant for employment who feels that he or she has been discriminated against and who formally files a complaint.

Conciliation: The process through which an employer and a complainant attempt to develop a mutually satisfactory, no fault based written agreement to resolve a complaint.

Disability: To be a disability covered by the ADA, an impairment must substantially limit one or more major life activities. An individual must be unable to perform, or be significantly limited in the ability to perform, an activity compared to an average person in the general population.

Discrimination or Discriminatory Action: Any act or acts which adversely affect the employment opportunities of an individual, employee, applicant, or a former employee seeking reinstatement, where any such act is based upon the employee's or applicant's race, gender, sexual orientation, color, religion, national origin, political opinion, marital status, age, physical or mental handicap, physical appearance, genetic information, or membership or non-membership in a labor organization or other non-merit factors.

Diversity: Any collective mixture characterized by similarities and differences. It can refer to systems, people, organizations, etc. As a consequence, diversity can be defined as or limited to, any dimensions such as workforce diversity.

Equal Employment Opportunity: The provision of an environment in which the right of all persons to work and to advance on the basis of merit, ability and potential is manifested.

Equal Employment Opportunity Commission (EEOC): The Federal Commission on Equal Employment Opportunity. This Commission has the power to bring suits, subpoena witnesses, issue guidelines that have the force of law, render decisions, provide technical assistance to employers, provide legal assistance to complainants, etc.

Equal Employment Opportunity Officer: The individual who is generally responsible for monitoring the compliance of all units of the employer's organization with the Affirmative Action Plan. The EEO Officer also manages and insures the integrity of the EEO Complaint process.

EEO-4 Reports: Required by the Federal government on an annual basis, by which certain employers provide statistics on the number of employees by gender, race, and protected ethnic classification in specific job categories.

Goals and Timetables: Realistic time frames and numerical projections an employer makes specifying the representation that minorities and females are likely to achieve in positions in which they have been underutilized. Goals and timetables are not quotas.

Good-Faith Effort: An employer's broad and active efforts to ensure that all aspects of its Affirmative Action Plan work together as a whole.

Individual with a Disability: A person who has a physical or mental impairment which substantially limits one or more of the individual's major life activities; has a record of such impairment; or is regarded as having such an impairment.

Labor Force: Those persons who are employed or unemployed but available and seeking

employment who have the necessary skills, experience and/or education to perform a given job, and who reside in the geographical area from which the employer may reasonably be expected to recruit.

Minorities: All persons not having origins in any of the original peoples of Europe, North Africa, or the Middle East. There is a perceived negative and/or demeaning connotation associated with the term(s) “minority” and “minorities” among some of the group members the terms are intended to identify. When agreement is reached and terms that are more acceptable are identified to replace “minority (ies),” they will be used.

Occupational Parity: When the proportion of employees in all occupational levels is equivalent to their respective availability in the external labor market.

Persons of Color: Another term or preference to identify all persons not having origins in any of the original peoples of Europe, North Africa, or the Middle East. There is a perceived negative and/or demeaning connotation associated with the term(s) “minority” and “minorities,” among some of the individuals the terms are intended to identify. As agreement is reached regarding a term or terms that are more acceptable, they will be used to replace “minority (ies).”

Protected Class: Legally identified groups that are specifically protected by statutes/laws against employment discrimination.

Qualified Individual with a Disability: A person with a disability who satisfies the requisite skills, experience, education and other job-related requirements of the position such an individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.

Race/Ethnic Categories: The following are definitions of the race/ethnic categories used in this plan. The U.S. Census Bureau states that “Hispanic” is not a race. “Black” is also not a race. Consequently many individuals who may be considered “Hispanic” or “Black” by the majority population may not identify themselves as such on questionnaires, surveys and other documents from which racial designation data is typically obtained. “African-American” and “Latino” are acceptable terms for many of the individuals those terms are intended to identify and/or to categorize as Blacks or Hispanics, respectively. However, to be consistent with the terminology used by the federal government, in the Census and for EEO-4 reporting purposes, the terms “Black,” and “Hispanic” will be used predominately throughout this document.

1. White (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
2. Black (not of Hispanic origin): All persons having origins in any of the racial groups of Africa. “African-American” is the preferred identification term of some of this group’s members.

3. Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race. "Latino" is the preferred identification term of some of this group's members.

4. Asian: A person having origins in any of the original peoples of the Far East, Southeast Asia or the Indian subcontinent including, for example, Cambodia, India, China, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam.

5. 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.

6. Native Hawaiian or Other Pacific Islander: A person having origins in any of the original peoples of Hawaii, Guam, Samoa or other Pacific Islands.

7. Two or more races (Not Hispanic or Latino): All persons who identify with more than one of the above races.

Relevant Labor Market: That portion of the labor force within the recruitment area possessing the requisite skills.

Underutilization: Having fewer minorities or women in a job category than would be expected by their availability. This term should be interpreted to mean underutilization of available minorities and women in the relevant labor market who are qualified, based on valid job related criteria.

Utilization Analysis: An analysis conducted by an employer to determine whether or not minorities and women are employed in each major job classification at a rate consistent with the availability of valid qualified minorities and women in the relevant labor market for the position covered by each job category.

Workforce: Those persons currently employed by the employer who perform a variety of jobs requiring a variety of skills, experience, or education.

(e) The Civil Service System

Gloucester County currently operates under the rules of the state's Civil Service System that provides the opportunity to compete for current and future job vacancies through an open competitive application process. The Civil Service Commission, Division of Selection Services assists state and local government agencies in the recruitment and selection of eligible candidates. The division announces both open competitive and promotional job opportunities, determines eligibility, develops and administers examinations and/or ranks applicants based on qualifications. The division generates eligible lists of candidates by titles for certification by appointing authorities in the state, county and municipal governments. Applicants must meet the minimum qualification required by Civil Service specifications for available positions.

Titles that fall under Civil Service rules and regulations fall into two categories: competitive and noncompetitive. A Classified (career service) job title in the competitive category is subject to the competitive examination procedures of N.J.A.C. 4A:4-2, except as provided in N.J.A.C. 4A:3-3.2A. The New Jersey Department of Personnel certification procedures govern the course of recruiting for classified vacancies. Interested eligible candidates from lateral and promotional lists generated within the County are considered first.

Pursuant to Civil Service regulations, for positions in the competitive category, the County is allowed only to regularly appoint to that position a candidate who is among the top three interested eligible candidates on an appropriate state generated list. These rules change when veterans are on the list to give a qualified veteran top priority. The candidates have attained those spots as a result of their performance on a test; the County has no input into the eligibility or ranking criteria. The race, gender, ethnicity, and other such demographic information is not provided for anyone so listed. As a result, it is impossible for the County to ascertain whether the list of eligible candidates for any position is, or is not, diverse in any way.

IV. UTILIZATION ANALYSIS

(a) Job Titles

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 operation, or provide specialized consultation on a regional, district or area basis. This includes: department heads, deputies, directors, superintendents, and fire marshals.

Professionals: Occupations that require specialized and theoretical knowledge that is usually acquired through college training or through work experience and other training which provides comparable knowledge. This includes: employment specialists, social workers, librarians, registered nurses, budget officers, program nutritionists, lawyers, assistant administrative analysts, program analysts, accountants, engineers, 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. This includes: data processing technicians, public safety telecommunicate, emergency medical technicians, technician MIS, and kindred workers.

Protective Service Workers: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. This includes: sheriff officers, county correction officers, park rangers, and kindred workers.

Paraprofessionals: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status. This includes: assistant managers and chief clerks, human service specialists, legal secretaries, library assistants, and kindred workers.

Office/Clerical (Administrative Support): 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. This includes: administrative clerks, clerks, confidential assistants, keyboarding clerks, senior clerks, social services technicians, 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 processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. This includes: boiler operators, bridge repairers, clerk drivers, heavy equipment operators, mechanics, truck drivers, and kindred workers.

Service/Maintenance: Occupations in which workers perform duties which result in our 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, This includes: animal attendants, building maintenance workers, golf rangers, maintenance workers, park attendants, traffic maintenance workers, and kindred workers.

(b) Job Title Table

EEO CATEGORY	JOB TITLES	JOB TITLES
Job Group Name	ASSISTANT COUNTY FIRE MARSHAL	ASSISTANT COUNTY ROADS SUPER.
Officials and Administrators	ASST ADMIN SUPER OF IM	ASST. DIR. OF PUBLIC SAFETY
1	CHAIRPERSON BOARD OF ELECTIONS	CLERK TO THE BOARD OF FREEHOLD
	COMMISSIONER BOARD OF ELECTION	COUNTY ADMINISTRATOR
	COUNTY ASSESSOR	COUNTY CLERK
	COUNTY COUNSEL	COUNTY DEPARTMENT HEAD
	COUNTY MEDICAL EXAMINER	COUNTY PROSECUTOR
	COUNTY SUPINDT BLDGS. & GRDS.	COUNTY TREASURER
	DEPUTY COUNTY ADMINISTRATOR	DEPUTY COUNTY CLERK
	DEPUTY MEDICAL EXAMINER	DIRECTOR ANIMAL SHELTER
	DIRECTOR CONSUMER AFFAIRS	DIRECTOR COMMUNICATIONS CTR
	DIRECTOR DATA MANAGEMENT	DIRECTOR DEPT. OF PUBLIC WORKS
	DIRECTOR ECONOMIC DEV.	DIRECTOR HUMAN SERVICES
	DIRECTOR LAND PRESERVATION	DIRECTOR LIBRARY
	DIRECTOR OF NURSING	DIRECTOR PARKS AND RECREATION
	DIRECTOR SOCIAL SERVICES	DIRECTOR VETERANS AFFAIRS
	DIRECTOR OF WDB	EMERGENCY MANAGEMENT COORD.
	FIRE MARSHAL	FREEHOLDER
	JUDGE	MANAGER GOLF FACILITIES
	MEMBER CONSTRUCTION BOARD	MENTAL HEALTH ADMIN.
	PURCHASING AGENT	RISK MANAGER
	SHERIFF	SUPERINTENDENT OF ELECTIONS
	UNDERSHERIFF	

Professionals	
2	
<p>ACCOUNTANT ADMIN. SUPER OF INCOME MAINT ADVOCATE VICTIM-WITNESS PROG. ASSISTANT COUNTY COUNSEL ASSISTANT DIRECTOR FIRE SERV. ASST DIR. OFFICE/HANDICAPPED ASST TO THE CHIEF EMS - CLIN. ASST. ADMINISTRATIVE ANALYST BUDGET OFFICER CHIEF EMERGENCY MEDICAL TECH. CHILD ABUSE PREVENTION COORD. COORD. SPEC. CHILD HEALTH SER. DEPUTY CHIEF CO. INVEST.</p>	<p>ACCOUNTING ASSISTANT ADMIN. SUPER. OF SOCIAL WORK ASSISTANT ASSESSOR ASSISTANT COUNTY ENGINEER ASSISTANT PROSECUTOR ASST TO THE CHIEF EMS – ADMIN. ASST TO THE CHIEF EMS - OPER. ASST. VETERANS SERVICE OFFICER CAPTAIN, COUNTY INVESTIGATORS CHIEF OF STAFF COORD. COMM. HEALTH SERVICES DATA PROCESSING PROGRAMMER DEPUTY DIRECTOR WELFARE</p>
<p>DEPUTY EMERGENCY MGMT. COORD. DEPUTY TAX ASSESSOR DIRECTOR OF FIRE SERVICES EMPLOYMENT SPECIALIST ENVIRON. HLTH. COORD. GOLF SUPERINTENDENT HEAD NURSE HEALTH OFFICER INVESTIGATOR MEDICAL EXAMINER LIBRARIAN 3 MAINTENANCE SUPER. GROUNDS MORGUE ATTENDANT NUTRITION PROGRAM COORD. PRIN. REG. ENVIRON. HLTH. SPEC. PH. PRINCIPAL PLANNER PROGRAM NUTRITIONIST SEN. PROG. DEV. SPEC. COM. SER. SENIOR PRACTICAL NURSE SERGEANT COUNTY INVESTIGATOR SOCIAL WORKER AGING SOCIAL WORKER SUPERVISOR SR. ENVIRO HLTH. SPEC. HAZ. SUB. SR. PRGM. DEV. SPEC. COM. SER. SR. REG. ENVIRON HLTH. SPEC. PH. SUPERVISING ENGINEER WIC LACTATION CONSULTANT</p>	<p>DEPUTY SURROGATE DIRECTOR OF ELECTIONS DIRECTOR OF PUBLIC SAFETY ENGINEER FISCAL OFFICER GRADUATE NURSE PUBLIC HEALTH HEALTH EDUCATOR INVESTIGATOR MEDICAL EXAM PT LIBRARIAN LT. COUNTY INVESTIGATORS MENTAL HEALTH WORKER NETWORK ADMINISTRATOR I PHYSICIAN PRINCIPAL ACCOUNTANT PROGRAM ANALYST PUBLIC HEALTH NURSE SENIOR EMERGENCY MEDICAL TECH. SENIOR PROGRAM ANALYST SOCIAL WORKER SOCIAL WORKER HEALTH SR. DATA PROCESSING PROG. SR. INVEST. CTY. MED. EX. OFCE. SR. PUBLIC HLTH NURSE SUPER. EMPLOY. SPEC. VICTIM WITNESS COORDINATOR</p>

Technicians		
3		
	ANIMAL CONTROL OFFICER COMMUNICATIONS TECHNICIAN ELECTRONIC SYSTEMS TECH 2 EMERGENCY MEDICAL TECH I - PT INVESTIGATOR CONSUMER PROTECT. PUBLIC SAFETY TELECOM.-TRAINEE SENIOR COMMUNICATIONS TECH. SR. PUBLIC SAFETY TELECOM SUPERVISING PUBLIC SAFETY TRAFFIC SIGNAL TECH. 1	ANIMAL HEALTH TECHNICIAN DATA PROCESSING TECHNICIAN EMERGENCY MEDICAL TECH I EMERGENCY MEDICAL TECH II PROSECUTOR AGENT PUBLIC SAFETY TELECOM. SENIOR SYSTEMS ANALYST SUPERVISING EMER. MED. TECH. TECHNICIAN MIS
Protective Services		
4		
	CHIEF PUBLIC SAFETY TELECOMM. COUNTY CORRECTION OFFICER	COUNTY CORRECTION LT. COUNTY CORRECTION SGT.
	COUNTY PARK RANGER INVESTIGATOR PROSECUTOR OPERATIONS & TRAINING OFFICER SHERIFF'S OFFICER SHERIFF'S OFFICER LIEUTENANT SUPER. COUNTY PARK RANGER	HAZARDOUS MATERIALS TECH. 1 INVESTIGATOR SHERIFFS SENIOR COUNTY PARK RANGER SHERIFF'S OFFICER CAPTAIN SHERIFF'S OFFICER SGT. WARDEN
Paraprofessional		
5		
	ASSISTANT ASSESSOR TRAINEE ASSISTANT HEALTH EDUCATOR ASST. MGR. ANIMAL CONTROL FACIL. ASST. NUTRITION PROGRAM COORD. ASST. CO. SUPER. OF WTS. & MEAS. CHIEF CLERK 40 CONFIDENTIAL AIDE CSP COORDINATOR DATA PROCESSING COORD. EXECUTIVE ASSISTANT HEALTH AIDE HUMAN SERVICE SPECIALIST 1 HUMAN SERVICE SPECIALIST 3 HUMAN SERVICES SPECIALIST 4 INVESTIGATOR SOCIAL WORKER LIBRARY ASSISTANT PARALEGAL SPECIALIST PRIN. ASSIST. ASSESSOR	ASSISTANT DEPUTY TAX ASSESSOR ASST. GOLF SUPERINTENDENT ASST. MANAGER GOLF FACILITIES ASST. SUPERVISOR PARKS CHIEF CLERK CHIEF PROBATE CLERK COORDINATOR OF MAINT. SERVICES CSP SPECIALIST DEPUTY FIRE MARSHAL/INSTRUCTOR FOUR H PROGRAM ASSISTANT HUMAN SERVICE SPEC. 2 BI-LIN HUMAN SERVICE SPECIALIST 2 HUMAN SERVICES SPEC. 3 BI-LING INVESTIGATOR BOARD OF ELECTION LEGAL SECRETARY LIBRARY ASSISTANT PT PAYROLL SUPERVISOR PRINCIPAL DRAFTING TECH.

	PRINCIPAL ENGINEERING AIDE RECORDS MANAGER ROAD REPAIRER 3 SECRETARY BOARD/COMMISSIONS SENIOR ROAD INSPECTOR SR. COMM. SERVICE AIDE TYP SUPERINTENDENT WTS. & MEASURES SUPERVISING LIBRARY ASSISTANT WEIGHTS & MEASURERS APPRENTICE	PRINCIPAL LIBRARY ASSISTANT RECREATION SUPERVISOR SAFETY INSPECTOR SENIOR ASSISTANT ASSESSOR SITE MGR. NUTRI. PRG. ELDERLY PT SR. SOCIAL WORKER JUV. REHAB. SUPERVISING HEAVY EQUIP. OPERAT. SUPERVISOR TRAFFIC MAINT
Administrative Support		
6		
	ACCOUNT CLERK ADMINISTRATIVE CLERK ASST. SUPER. OMNIBUS OPERATOR CLERK 1	ADMINISTRATIVE ASSISTANT 3 ANALYST TRAINEE CHIEF WARRANT OFFICER CLERK 1 BILINGUAL
	CLERK 1 PT CLERK 3 CLERL 2 BI LINGUAL COMMUNICATIONS OFFICER CONF. ASST. TO DIR. OF LAND PRES. CONF. ASST. TO THE DIR. HLTH. & S.S. CONFIDENTIAL ASSIST CONFIDENTIAL SEC. TO CO. COUNSEL EMPLOYMENT TEST MONITOR HUMAN SERVICES AIDE KEYBOARDING CLERK 2 LIBRARY PAGE PRIN. DATA ENTRY MACH. OPER PRINCIPAL CLERK DEPUTY RE. PRINCIPAL PURCHASING ASSISTANT RECORDS SUPPORT TECHNICIAN 4 SEASONAL EMPLOYEE SENIOR ACCOUNT CLERK SENIOR CLERK TYPIST SENIOR COURT CLERK SENIOR LIBRARY ASSISTANT SENIOR PROBATE CLERK SOCIAL SERVICE ASSISTANT SR. DATA ENTRY MACHINE OPER. SUPER. ANIMAL CONTROL OFFICER SUPERVISING CLERK TYPIST WIC PEER COUNSELOR	CLERK 2 CLERK 4 COMM. RELATIONS SPEC., LAW ENF. COMMUNITY SERVICE AIDE CONF. ASST. TO DIR., SEN. SERV. CONFIDENTIAL AIDE TO FREEHOLDER CONFIDENTIAL ASSISTANT/R&B COORD. OF SAFETY PROGRAMS EXECUTION CLERK INTERN PT KEYBOARDING CLERK 3 MAIL CLERK PRINCIPAL ACCOUNT CLERK PRINCIPAL PAYROLL CLERK RECEIPT TELE. OPERATOR RECREATION PROGRAM COORD. SECRETARIAL ASSISTANT SENIOR CLERK SENIOR CLERK TYPIST BI-LIN SENIOR EXECUTION CLERK SENIOR PLANNING AIDE SENIOR TELEPHONE OPERATOR SOCIAL SERVICES TECHNICIAN SUP. INDEX CLERK TYPING SUPERVISING ANIMAL ATTENDANT SUPERVISOR OF DATA ENTRY

Skilled Craft Workers		
7		
	ASST. BUILDING SUPERINTENDENT BRIDGE REPAIRER CLERK DRIVER P15 GEN. SUPERVISOR MOSQUITO HEAVY EQUIPMENT OPERATOR MECHANIC OMNIBUS OPERATOR SENIOR CARPENTER SENIOR ELECTRICIAN TRUCK DRIVER	BOILER OPERATOR CARPENTER CLERK DRIVER PT GENERAL SUPERVISOR ROADS HVY. EQIP. OPER. MOSQ. EXTERM. MECHANIC DIESEL OMNIBUS OPERATOR PT SENIOR DRAFTING TECHNICIAN SENIOR PLUMBER
Service/Maintenance		
8		
	ANIMAL ATTENDANT BLDG. MAINT. WORKER/GRDSKP BUILDING MAINTENANCE WORK P15 CEMETERY CARETAKER GOLF RANGER MAINTENANCE SUPERVISOR MAINTENANCE WORKER 2 GROUNDS MECHANIC HELPER SENIOR ANIMAL ATTENDANT SENIOR CEMETERY CARETAKER SENIOR MECHANIC SUPERVISING OMNIBUS OPERATOR	ASST ANIMAL CTRL. OFFICER BUILD. MAINT. WKR./MESSENGER BUILDING MAINTENANCE WORKER GEN. SUPER. OF GARAGE SERVICES LABORER 1 MAINTENANCE WORKER 1 GROUNDS MAINTENANCE WORKER 3 GROUNDS PARK ATTENDANT SENIOR BUILDING MAINT. WORKER SENIOR MAINTENANCE REPAIRER STOREKEEPER TRAFFIC MAINTENANCE WORKER

Skilled Craft Workers: Occupations in which 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. This includes: boiler operators, bridge repairers, clerk drivers, heavy equipment operators, mechanics, truck drivers, and kindred workers.

Service/Maintenance: Occupations in which workers perform duties which result in our 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, This includes: animal attendants, building maintenance workers, golf rangers, maintenance workers, park attendants, traffic maintenance workers, and kindred workers.

(b) Job Title Table

EEO CATEGORY	JOB TITLES	JOB TITLES
Job Group Name	ASSISTANT COUNTY FIRE MARSHAL	ASSISTANT COUNTY ROADS SUPER.
Officials and Administrators	ASST ADMIN SUPER OF IM	ASST. DIR. OF PUBLIC SAFETY
1	CHAIRPERSON BOARD OF ELECTIONS	CLERK TO THE BOARD OF FREEHOLD
	COMMISSIONER BOARD OF ELECTION	COUNTY ADMINISTRATOR
	COUNTY ASSESSOR	COUNTY CLERK
	COUNTY COUNSEL	COUNTY DEPARTMENT HEAD
	COUNTY MEDICAL EXAMINER	COUNTY PROSECUTOR
	COUNTY SUPINDT BLDGS. & GRDS.	COUNTY TREASURER
	DEPUTY COUNTY ADMINISTRATOR	DEPUTY COUNTY CLERK
	DEPUTY MEDICAL EXAMINER	DIRECTOR ANIMAL SHELTER
	DIRECTOR CONSUMER AFFAIRS	DIRECTOR COMMUNICATIONS CTR
	DIRECTOR DATA MANAGEMENT	DIRECTOR DEPT. OF PUBLIC WORKS
	DIRECTOR ECONOMIC DEV.	DIRECTOR HUMAN SERVICES
	DIRECTOR LAND PRESERVATION	DIRECTOR LIBRARY
	DIRECTOR OF NURSING	DIRECTOR PARKS AND RECREATION
	DIRECTOR SOCIAL SERVICES	DIRECTOR VETERANS AFFAIRS
	DIRECTOR OF WDB	EMERGENCY MANAGEMENT COORD.
	FIRE MARSHAL	FREEHOLDER
	JUDGE	MANAGER GOLF FACILITIES
	MEMBER CONSTRUCTION BOARD	MENTAL HEALTH ADMIN.
	PURCHASING AGENT	RISK MANAGER
	SHERIFF	SUPERINTENDENT OF ELECTIONS
	UNDERSHERIFF	
Professionals		
2		
	ACCOUNTANT	ACCOUNTING ASSISTANT
	ADMIN. SUPER OF INCOME MAINT	ADMIN. SUPER. OF SOCIAL WORK
	ADVOCATE VICTIM-WITNESS PROG.	ASSISTANT ASSESSOR
	ASSISTANT COUNTY COUNSEL	ASSISTANT COUNTY ENGINEER
	ASSISTANT DIRECTOR FIRE SERV.	ASSISTANT PROSECUTOR
	ASST DIR. OFFICE/HANDICAPPED	ASST TO THE CHIEF EMS – ADMIN.
	ASST TO THE CHIEF EMS - CLIN.	ASST TO THE CHIEF EMS - OPER.
	ASST. ADMINISTRATIVE ANALYST	ASST. VETERANS SERVICE OFFICER
	BUDGET OFFICER	CAPTAIN, COUNTY INVESTIGATORS
	CHIEF EMERGENCY MEDICAL TECH.	CHIEF OF STAFF
	CHILD ABUSE PREVENTION COORD.	COORD. COMM. HEALTH SERVICES
	COORD. SPEC. CHILD HEALTH SER.	DATA PROCESSING PROGRAMMER
	DEPUTY CHIEF CO. INVEST.	DEPUTY DIRECTOR WELFARE

	DEPUTY EMERGENCY MGMT. COORD. DEPUTY TAX ASSESSOR DIRECTOR OF FIRE SERVICES EMPLOYMENT SPECIALIST ENVIRON. HLTH. COORD. GOLF SUPERINTENDENT HEAD NURSE HEALTH OFFICER INVESTIGATOR MEDICAL EXAMINER LIBRARIAN 3 MAINTENANCE SUPER. GROUNDS MORGUE ATTENDANT NUTRITION PROGRAM COORD. PRIN. REG. ENVIRON. HLTH. SPEC. PH. PRINCIPAL PLANNER PROGRAM NUTRITIONIST SEN. PROG. DEV. SPEC. COM. SER. SENIOR PRACTICAL NURSE SERGEANT COUNTY INVESTIGATOR SOCIAL WORKER AGING SOCIAL WORKER SUPERVISOR SR. ENVIRO HLTH. SPEC. HAZ. SUB. SR. PRGM. DEV. SPEC. COM. SER. SR. REG. ENVIRON HLTH. SPEC. PH. SUPERVISING ENGINEER WIC LACTATION CONSULTANT	DEPUTY SURROGATE DIRECTOR OF ELECTIONS DIRECTOR OF PUBLIC SAFETY ENGINEER FISCAL OFFICER GRADUATE NURSE PUBLIC HEALTH HEALTH EDUCATOR INVESTIGATOR MEDICAL EXAM PT LIBRARIAN LT. COUNTY INVESTIGATORS MENTAL HEALTH WORKER NETWORK ADMINISTRATOR I PHYSICIAN PRINCIPAL ACCOUNTANT PROGRAM ANALYST PUBLIC HEALTH NURSE SENIOR EMERGENCY MEDICAL TECH. SENIOR PROGRAM ANALYST SOCIAL WORKER SOCIAL WORKER HEALTH SR. DATA PROCESSING PROG. SR. INVEST. CTY. MED. EX. OFCE. SR. PUBLIC HLTH NURSE SUPER. EMPLOY. SPEC. VICTIM WITNESS COORDINATOR
Technicians		
3		
	ANIMAL CONTROL OFFICER COMMUNICATIONS TECHNICIAN ELECTRONIC SYSTEMS TECH 2 EMERGENCY MEDICAL TECH I - PT INVESTIGATOR CONSUMER PROTECT. PUBLIC SAFETY TELECOM.-TRAINEE SENIOR COMMUNICATIONS TECH. SR. PUBLIC SAFETY TELECOM SUPERVISING PUBLIC SAFETY TRAFFIC SIGNAL TECH. 1	ANIMAL HEALTH TECHNICIAN DATA PROCESSING TECHNICIAN EMERGENCY MEDICAL TECH I EMERGENCY MEDICAL TECH II PROSECUTOR AGENT PUBLIC SAFETY TELECOM. SENIOR SYSTEMS ANALYST SUPERVISING EMER. MED. TECH. TECHNICIAN MIS
Protective Services		
4		
	CHIEF PUBLIC SAFETY TELECOMM. COUNTY CORRECTION OFFICER	COUNTY CORRECTION LT. COUNTY CORRECTION SGT.

	COUNTY PARK RANGER INVESTIGATOR PROSECUTOR OPERATIONS & TRAINING OFFICER SHERIFF'S OFFICER SHERIFF'S OFFICER LIEUTENANT SUPER. COUNTY PARK RANGER	HAZARDOUS MATERIALS TECH. 1 INVESTIGATOR SHERIFFS SENIOR COUNTY PARK RANGER SHERIFF'S OFFICER CAPTAIN SHERIFF'S OFFICER SGT. WARDEN
Paraprofessional		
5		
	ASSISTANT ASSESSOR TRAINEE ASSISTANT HEALTH EDUCATOR ASST. MGR. ANIMAL CONTROL FACIL. ASST. NUTRITION PROGRAM COORD. ASST. CO. SUPER. OF WTS. & MEAS. CHIEF CLERK 40 CONFIDENTIAL AIDE CSP COORDINATOR DATA PROCESSING COORD. EXECUTIVE ASSISTANT HEALTH AIDE HUMAN SERVICE SPECIALIST 1 HUMAN SERVICE SPECIALIST 3 HUMAN SERVICES SPECIALIST 4 INVESTIGATOR SOCIAL WORKER LIBRARY ASSISTANT PARALEGAL SPECIALIST PRIN. ASSIST. ASSESSOR PRINCIPAL ENGINEERING AIDE RECORDS MANAGER ROAD REPAIRER 3 SECRETARY BOARD/COMMISSIONS SENIOR ROAD INSPECTOR SR. COMM. SERVICE AIDE TYP SUPERINTENDENT WTS. & MEASURES SUPERVISING LIBRARY ASSISTANT WEIGHTS & MEASURERS APPRENTICE	ASSISTANT DEPUTY TAX ASSESSOR ASST. GOLF SUPERINTENDENT ASST. MANAGER GOLF FACILITIES ASST. SUPERVISOR PARKS CHIEF CLERK CHIEF PROBATE CLERK COORDINATOR OF MAINT. SERVICES CSP SPECIALIST DEPUTY FIRE MARSHAL/INSTRUCTOR FOUR H PROGRAM ASSISTANT HUMAN SERVICE SPEC. 2 BI-LIN HUMAN SERVICE SPECIALIST 2 HUMAN SERVICES SPEC. 3 BI-LING INVESTIGATOR BOARD OF ELECTION LEGAL SECRETARY LIBRARY ASSISTANT PT PAYROLL SUPERVISOR PRINCIPAL DRAFTING TECH. PRINCIPAL LIBRARY ASSISTANT RECREATION SUPERVISOR SAFETY INSPECTOR SENIOR ASSISTANT ASSESSOR SITE MGR. NUTRI. PRG. ELDERLY PT SR. SOCIAL WORKER JUV. REHAB. SUPERVISING HEAVY EQUIP. OPERAT. SUPERVISOR TRAFFIC MAINT
Administrative Support		
6		
	ACCOUNT CLERK ADMINISTRATIVE CLERK ASST. SUPER. OMNIBUS OPERATOR CLERK 1	ADMINISTRATIVE ASSISTANT 3 ANALYST TRAINEE CHIEF WARRANT OFFICER CLERK 1 BILINGUAL

	<p>CLERK 1 PT CLERK 3 CLERL 2 BI LINGUAL COMMUNICATIONS OFFICER CONF. ASST. TO DIR. OF LAND PRES. CONF. ASST. TO THE DIR. HLTH. & S.S. CONFIDENTIAL ASSIST CONFIDENTIAL SEC. TO CO. COUNSEL EMPLOYMENT TEST MONITOR HUMAN SERVICES AIDE KEYBOARDING CLERK 2 LIBRARY PAGE PRIN. DATA ENTRY MACH. OPER PRINCIPAL CLERK DEPUTY RE. PRINCIPAL PURCHASING ASSISTANT RECORDS SUPPORT TECHNICIAN 4 SEASONAL EMPLOYEE SENIOR ACCOUNT CLERK SENIOR CLERK TYPIST SENIOR COURT CLERK SENIOR LIBRARY ASSISTANT SENIOR PROBATE CLERK SOCIAL SERVICE ASSISTANT SR. DATA ENTRY MACHINE OPER. SUPER. ANIMAL CONTROL OFFICER SUPERVISING CLERK TYPIST WIC PEER COUNSELOR</p>	<p>CLERK 2 CLERK 4 COMM. RELATIONS SPEC., LAW ENF. COMMUNITY SERVICE AIDE CONF. ASST. TO DIR., SEN. SERV. CONFIDENTIAL AIDE TO FREEHOLDER CONFIDENTIAL ASSISTANT/R&B COORD. OF SAFETY PROGRAMS EXECUTION CLERK INTERN PT KEYBOARDING CLERK 3 MAIL CLERK PRINCIPAL ACCOUNT CLERK PRINCIPAL PAYROLL CLERK RECEIPT TELE. OPERATOR RECREATION PROGRAM COORD. SECRETARIAL ASSISTANT SENIOR CLERK SENIOR CLERK TYPIST BI-LIN SENIOR EXECUTION CLERK SENIOR PLANNING AIDE SENIOR TELEPHONE OPERATOR SOCIAL SERVICES TECHNICIAN SUP. INDEX CLERK TYPING SUPERVISING ANIMAL ATTENDANT SUPERVISOR OF DATA ENTRY</p>
Skilled Craft Workers		
7		
	<p>ASST. BUILDING SUPERINTENDENT BRIDGE REPAIRER CLERK DRIVER P15 GEN. SUPERVISOR MOSQUITO HEAVY EQUIPMENT OPERATOR MECHANIC OMNIBUS OPERATOR SENIOR CARPENTER SENIOR ELECTRICIAN TRUCK DRIVER</p>	<p>BOILER OPERATOR CARPENTER CLERK DRIVER PT GENERAL SUPERVISOR ROADS HVY. EQIP. OPER. MOSQ. EXTERM. MECHANIC DIESEL OMNIBUS OPERATOR PT SENIOR DRAFTING TECHNICIAN SENIOR PLUMBER</p>

Service/Maintenance		
8	ANIMAL ATTENDANT	ASST ANIMAL CTRL. OFFICER
	BLDG. MAINT. WORKER/GRDSKP	BUILD. MAINT. WKR./MESSENGER
	BUILDING MAINTENANCE WORK P15	BUILDING MAINTENANCE WORKER
	CEMETERY CARETAKER	GEN. SUPER. OF GARAGE SERVICES
	GOLF RANGER	LABORER 1
	MAINTENANCE SUPERVISOR	MAINTENANCE WORKER 1 GROUNDS
	MAINTENANCE WORKER 2 GROUNDS	MAINTENANCE WORKER 3 GROUNDS
	MECHANIC HELPER	PARK ATTENDANT
	SENIOR ANIMAL ATTENDANT	SENIOR BUILDING MAINT. WORKER
	SENIOR CEMETERY CARETAKER	SENIOR MAINTENANCE REPAIRER
	SENIOR MECHANIC	STOREKEEPER
	SUPERVISING OMNIBUS OPERATOR	TRAFFIC MAINTENANCE WORKER

(c) EEO Workforce Analysis

Department Name	Female						Male							
	White	Black/AA	Hisp/Lat	Nat. Haw	Asian	Nat. Am.	2 or more	White	Black/AA	Hisp/Lat	Nat. Haw	Asian	Nat. Am.	2 or more
Animal Shelter														
Officials & Admin								1						
Professionals								3						
Technicians	3													
Protective Services														
Paraprofessionals								1						
Administrative Support	5							1						
Skilled Craft														
Service Maintenance	5							4						
Board of Chosen Freeholders														
Administration Support	6													
Officials/Administrators	1							5	1					
Paraprofessional	1													
Board of Elections														
Administration Support	7	1						3						
Officials/Administrators	1							3						
Paraprofessionals								2						
Professionals								2						
Board of Taxation														
Administration Support	1													
Buildings and Grounds														
Administration Support	2							1						
Officials/Administrators								1						
Paraprofessionals								1						
Service Maintenance	12	3	1					29	4	1				
Skilled Craft Workers								6						
Construction Board of Appeals														
Officials/Administrators	1							10						
Consumer Affairs														
Officials/Administrators								1						
Paraprofessionals	1							2						
Technicians	1													
Correctional Services														
Administration Support	5							2						
Paraprofessionals	1													
Professionals	4													
Protective Service Workers	4	2						26	8	2		1		

Department Name	Female						Male							
	White	Black/AA	Hisp/Lat	Nat. Haw	Asian	Nat. Am.	2 or more	White	Black/AA	Hisp/Lat	Nat. Haw	Asian	Nat. Am.	2 or more
County Administrator														
Administration Support	4	1	1					4	1					
Officials/Administrators	2				1			4						
Paraprofessionals	2							1						
Professionals	1													
County Assessor														
Administration Support	2													
Officials/Administrators	1													
Paraprofessionals	2							10						
Professionals	3							3						
County Clerk														
Administration Support	17	2	2					5						
Officials/Administrators	1							1						
Paraprofessionals	1													
Professionals								2						
County Counsel & Legal Services														
Administration Support	2	1												
Officials/Administrators								2						
Paraprofessionals	5													
Professionals	1							1	1					
Disability Services														
Administration Support	2													
Officials/Administrators	1													
Paraprofessionals								1						
Professionals	3													
Economic Development														
Administration Support	2	1						2						
Officials/Administrators	1							1						
Professionals	5	2	1					2	1	1				
Emergency Response														
Administration Support	2							1						
Officials/Administrators								6						
Paraprofessionals	1							5						
Professionals								4						
Protective Service Workers	1							2						
Technicians	38	3						89	8		1			

Department Name	Female							Male						
	White	Black/AA	Hisp/Lat	Nat. Haw	Asian	Nat. Am.	2 or more	White	Black/AA	Hisp/Lat	Nat. Haw	Asian	Nat. Am.	2 or more
Officials/Administrators	1							1						
Paraprofessionals														
Technicians								1						
Library														
Administration Support	14	2						4						
Officials/Administrators								1						
Paraprofessionals	14							1						
Professionals	13							1						
Service Maintenance								1						
Medical Examiner														
Administration Support	2							3						
Officials/Administrators								3						
Professionals	3	1						9		2				
Motor Pool														
Service Maintenance								7						
Skilled Craft Workers								1						
Office of Data Management														
Administration Support	1	2						2						
Officials/Administrators								1						
Professionals								3						
Technicians								4	1					
Office on Aging														
Administration Support	6	1												
Paraprofessionals		2												
Professionals	5				1			2						
Skilled Craft Workers	1							12	1					
Technicians	1							1						
Parks and Recreation														
Administration Support	2							1						
Officials/Administrators								1						
Paraprofessionals	1							1						
Professionals								1						
Protective Service Workers	3							3		1				
Service Maintenance	2		1					4	1					
Planning Board														
Administration Support	5							1						
Paraprofessionals								1						

Department Name	Female						Male							
	White	Black/AA	Hisp/Lat	Nat. Haw	Asian	Nat. Am.	2 or more	White	Black/AA	Hisp/Lat	Nat. Haw	Asian	Nat. Am.	2 or more
Veterans Affairs														
Administration Support	2	1						1				1		
Officials/Administrators	1													
Professionals														
	525	60	20	0	3	1	1	650	61	16	1	3	0	0

	39.20%	4.47%	1.49%	0.00%	0.22%	0.07%	0.07%	48.44%	4.55%	1.19%	0.07%	0.22%	0.00%	0.00%
Department Name	White	Black/AA	Hisp/Lat	Nat. Haw	Asian	Nat. Am.	2 or more	White	Black/AA	Hisp/Lat	Nat. Haw	Asian	Nat. Am.	2 or more
Officials & Administrators	13	0	0	0	1	0	0	52	2	0	0	1	0	0
Professionals	95	13	4	0	1	0	1	67	9	5	0	1	0	0
Technicians	98	4	3	0	0	0	0	203	14	4	1	0	0	0
Protective Services	25	2	0	0	0	0	0	122	16	6	0	1	0	0
Paraprofessionals	91	15	2	0	1	0	0	53	7	0	0	0	0	0
Administrative Support	174	23	9	0	0	1	0	45	1	0	0	0	0	0
Skilled Craft	11	0	0	0	0	0	0	52	5	0	0	0	0	0
Service Maintenance	20	3	2	0	0	0	0	55	7	1	0	0	0	0
	527	60	20	0	3	1	1	649	61	16	1	3	0	0

(d) Staffing Patterns

GLOUCESTER COUNTY
Staffing Patterns and Utilization Analysis
 May, 2019

Job Categories	Total	Black/African American				Hispanic/Latino				Asian						
		Count	Percent	%Labor Force	*Diff	Over or Under Utilized	Count	Percent	%Labor Force	*Diff	Over or Under Utilized	Count	Percent	%Labor Force	*Diff	Over or Under Utilized
Officials & Admin	69	2	2.90%	9.40%	6	-4	0	0.00%	3.00%	2	-2	2	2.90%	2.10%	1	1
Professionals	196	22	11.22%	8.30%	16	6	9	4.62%	2.20%	4	5	2	1.03%	4.40%	9	-7
Technicians	327	18	5.50%	10.80%	35	-17	7	2.15%	3.20%	10	-3	0	0.00%	5.00%	16	-16
Protective Services	172	18	10.47%	13.30%	23	-5	6	3.49%	3.30%	6	0	1	0.58%	0.07%	0	1
Paraprofessionals	169	22	13.02%	3.70%	6	16	2	1.18%	3.20%	5	-3	1	0.59%	2.70%	5	-4
Administrative Support	254	24	9.45%	7.60%	19	5	9	3.54%	3.70%	9	0	0	0.00%	1.60%	4	-4
Skilled Craft	68	5	7.35%	3.20%	2	3	0	0.00%	0.30%	0	0	0	0.00%	0.80%	1	-1
Service Maintenance	88	10	11.36%	10.00%	9	1	3	3.41%	6.80%	6	-3	0	0.00%	2.10%	2	-2

Job Categories	Total	2 or more				Women					
		Count	Percent	%Labor Force	*Diff	Over or Under Utilized	Count	Percent	%Labor Force	*Diff	Over or Under Utilized
Officials & Admin	69	0	0.00%	0.90%	1	-1	14	20.29%	38.90%	27	-13
Professionals	196	1	0.51%	0.70%	1	0	114	58.46%	60.70%	119	-5
Technicians	327	0	0.00%	2.70%	9	-9	105	32.21%	55.90%	183	-78
Protective Services	172	0	0.00%	1.20%	2	-2	27	15.70%	16.70%	29	-2
Paraprofessionals	169	0	0.00%	0.90%	2	-2	109	64.50%	62.70%	106	3
Administrative Support	254	0	0.00%	1.20%	3	-3	207	81.50%	64.00%	163	44
Skilled Craft	68	0	0.00%	0.00%	0	0	11	16.18%	4.10%	3	8
Service Maintenance	88	0	0.00%	0.90%	1	-1	25	28.41%	42.30%	37	-12

* Diff = Difference between number of GC Workforce in that category and number represented in the Labor Workforce Pool in that category
 Over or Under = Over or Under reflects the number of additional employees that are needed to meet the Labor Workforce Pool percentage

(e) Comparing Incumbency to Availability



Gloucester County Utilization Analysis: May 2019

Comparing Incumbency to Availability and Establishing Placement Goals

Job Group	Female Incumbency %	Female Availability %	80% Rule	Establish Goal? Yes/No	If Yes, Goal for Females *Staffing Patterns Worksheet	Minority Incumbency %	Minority Availability %	80% Rule	Establish Goal? Yes/No	If Yes, Goal for Minorities *Staffing Patterns Worksheet
Officials and Admins.	20%	39%	51%	YES	*Staffing Patterns Worksheet	6%	14%	43%	YES	*Staffing Patterns Worksheet
Professionals	58%	61%	95%	NO		17%	15%	113%	NO	
Technicians	32%	56%	57%	YES	*Staffing Patterns Worksheet	8%	21%	38%	YES	*Staffing Patterns Worksheet
Protective Services	16%	17%	94%	NO		15%	18%	83%	NO	
Paraprofessionals	65%	63%	103%	NO		15%	11%	136%	NO	
Admin. Support	82%	64%	128%	NO		13%	18%	72%	YES	*Staffing Patterns Worksheet
Skilled Craft	16%	4%	400%	NO		7%	40%	175%	NO	
Service/Maintenance	28%	42%	67%	YES	*Staffing Patterns Worksheet	15%	20%	75%	YES	*Staffing Patterns Worksheet

* See the Staffing Patterns and Analysis Worksheet

V. SYSTEMS IMPLEMENTATION

(a) Implementation Responsibilities

County Administrator and the EEO Officer:

The County Administrator, with the assistance of the HR Supervisor/EEO Officer, has the responsibility for designing and ensuring the effective implementation of the Workforce Development Program (WDP) for Gloucester County. These responsibilities include, but are not limited to, the following:

- Developing Equal Employment Opportunity (EEO) policy statements, affirmative action programs and internal and external communication procedures
- Assist in the identification of WDP/EEO problem areas
- Assist in arriving at effective solutions to WDP/EEO problems
- Designing and implementing an internal audit and reporting system that:
 - a. Measures the effectiveness of Gloucester County's program
 - b. Determines the degree to which WDP goals and objectives are met
 - c. Identifies any need for remedial action
- Keep Gloucester County's Management Team informed of equal opportunity progress and reporting potential problem areas through periodic reports
- Review Gloucester County's WDP for qualified minorities and women with all managers and supervisors to ensure that the policy is understood and is followed in all personnel activities
- Audit the contents of Workforce Development Plan communications to ensure compliance information is communicated and up-to-date; and
- Serve as liaison between Gloucester County and enforcement agency.

Managers and Supervisors:

It is the responsibility of all managerial and supervisory staff to support the pertinent department and division content of the WDP for Gloucester County. These responsibilities include, but are not limited to:

- Assist in the identification of problem areas, formulating solutions, and establishing department and division goals and objectives when necessary;

- Review the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, and termination actions occur; and
- Review the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her duties and responsibilities.

(b) Internal Audit and Reporting System

The Administrator or Designee and the EEO Officer have responsibility for developing and preparing the formal documents of the WDP and for the effective implementation of the WDP; however, responsibility is likewise vested with each Department and Division Director. The audit and reporting system for Gloucester County is designed to:

- Measure the effectiveness of the EEO/WDP program;
- Document personnel activities;
- Identify problem areas where remedial action is needed; and
- Determine the degree to which Gloucester County's WDP goals and objectives have been met.

The following activities are reviewed to ensure nondiscrimination and equal employment opportunity for all individuals without regard to their race, color, sex, sexual orientation, gender identity, religion, or national origin:

- Recruitment, advertising, and job application procedures;
- Hiring, promotion, upgrading, layoff, recall from layoff;
- Rates of pay and any other forms of compensation including fringe benefits;
- Job assignments, job classifications, job descriptions, and seniority lists;
- Sick leave, leaves or absence, or any other leaves;
- Training, attendance at professional meetings and conferences; and
- Any other term, condition, or privilege of employment.

The following documents will be maintained as a component Gloucester County's internal audit process:

- An applicant flow log showing the name, race, sex, date of application, job title, interview status and the action taken for all individuals applying for job opportunities;
- Summary data of external job offers and hires, promotions, resignations, terminations, and layoffs by job group and by sex and minority group identification;
- Summary data of applicant flow by identifying, at least, total applicants, total minority applicants, and total female applicants for each position;
- Maintenance of employment applications (not to exceed one year); and

- Records pertaining to Gloucester County's compensation system.

Gloucester County's audit system will include periodic reporting of our efforts to achieve our EEO/WDP responsibilities. Should any issues arise, the Administrator or Designee/Acting EEO Officer will discuss these issues with the appropriate management staff. The Administrator or Designee/Acting EEO Officer will periodically report the status of the Gloucester County's WDP goals and objectives to the County Freeholder Board and recommend remedial actions for the effective implementation of the WDP.

(c) Action Oriented Programs

Gloucester County has instituted action programs to eliminate identified problem areas and to help achieve specific affirmative action goals. These programs include:

1. Conducting periodic analyses of job descriptions to ensure they accurately reflect job functions;
2. Reviewing job descriptions by department and job title using job performance criteria;
3. Making job descriptions available to recruiting sources and available to all members of management involved in the recruiting, screening, selection and promotion processes;
4. Evaluating the total selection process to ensure freedom from bias through:
 - a. Reviewing job applications and other pre-employment forms to ensure information requested is job-related;
 - b. Evaluating selection methods that may have a disparate impact to ensure that they are job-related and consistent with business necessity;
 - c. Training personnel and management staff on proper interview techniques; and
 - d. Training in EEO for management and supervisory staff;
5. Using techniques to improve recruitment and increase the flow of minority and female applicants. Gloucester County presently undertakes the following actions:
 - a. Include the phrase "Equal Opportunity/Affirmative Action Employer" in all printed employment advertisements;
 - b. Place help wanted advertisement, when appropriate, in local minority news media and women's interest media;
 - c. Disseminate information on job opportunities to organizations representing minorities, women and employment development agencies when job opportunities occur;
 - d. Encourage all employees to refer qualified applicants;
 - e. Request employment agencies to refer qualified minorities and women
6. Performing self-audits of our compensation practices;

7. Ensuring that all employees are given equal opportunity for promotion. This is achieved by:
 - a. Posting promotional opportunities;
 - b. Offering HR support to assist employees in identifying promotional opportunities, training and educational programs to enhance promotions and opportunities for job rotation or transfer; and
 - c. Evaluating job requirements for promotion.

8. The County of Gloucester operates the only countywide Emergency Medical Service and Emergency Response Center (GCEMS) in the state. These staff positions traditionally are overwhelmingly populated by white males. In 2015, the U.S. Department of Labor published the national ethnicity statistics for EMTs with white males comprising 78.2% of the labor force. In our analysis, we have them in the “technicians” category and have implemented a number of recruitment activities including the following to address this situation:

- a. A quarterly “Open Application Day”. Flyers are distributed to individuals already holding an EMT or Paramedic certification, posted in area Emergency Departments, distributed on Facebook, posted on the County of Gloucester website and emailed to the Southern New Jersey County EMS Coordinators. The “Open Application Day” allows any certified EMT to complete an employment application and take a written EMS knowledge test. If the applicant successfully passes the written test, they proceed to two National Registry of Emergency Medical Technicians (NREMT) “hands on” skill assessments. Upon successful completion of the written and skills assessments, applicants receive a verbal interview with the EMS Chief and an Administrative representative. Based upon the interview results, applicants are then recommended to the County Administrator for employment consideration.
- b. GCEMS initiated its first EMT training course in September of 2018 and should conclude September 2019. Approximately 160 applications were received for the available 18 student openings. As this is the initial program, GCEMS is considered on probationary status. Assuming GCEMS receives approval from New Jersey Office of Emergency Medical Services at the conclusion of the initial class, additional classes will be scheduled for September 2019 and April 2020. The current class of 18 students are 9 male, 9 female; 15 white and 3 non-white.
- c. GCEMS does participate in long-term recruitment activities to recruit non-certified individuals to consider EMS as a career by enrolling in an initial EMT training program. Such activities include participation in Middle and High School Career Days. Additionally we are planning to host information sessions with Rowan College at Gloucester County as well as with the Workforce Development Board.
- d. GCEMS hosts numerous FREE continuing education events for all prehospital providers (not limited to GCEMS employees). These well-regarded educational events are purposely provided at no cost to the attendee and each is utilized as a recruitment opportunity. Flyers for the next “Open Application Day” are distributed.

ATTACHMENT A

TITLE VI NONDISCRIMINATION POLICY STATEMENT



Title VI Nondiscrimination Policy Statement

It is the policy of the County of Gloucester to abide by Title VI of the Civil Rights Act of 1964, The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, Executive Order 12898 for Environmental Justice, Executive Order 13166 for Limited English Proficiency, 42 U.S.C. 4601, 23 U.S.C. Section 324, Sections 503 and 504 of the Rehabilitation Act of 1973, The Americans with Disabilities Act of 1990, the Age Discrimination Act of 1975, The Civil Rights Restoration Act of 1987, Executive Order 11246 for Equal Employment Opportunity, the Vietnam Era Veterans Readjustment Assistance Act of 1972, N.J.S.A. 52:32-31.1 et. seq., New Jersey Law Against Discrimination N.J.S.A. 10:5-1 et. seq. and implementing regulations at N.J.A.C. 17:27 et. seq., and other related nondiscrimination laws, statutes, Executive Orders or policies, which require that:

No person shall, on the grounds of race, creed, color, national origin, age, ancestry, nationality, marital/domestic partnership/civil union status, gender, disability, religion, affectional or sexual orientation, gender identity or expression, family status, atypical cellular or blood trait, genetic information, military service, veteran's status, income level or ability to read, write or speak English, be excluded from participation in, be denied the benefits of, or otherwise subjected to discrimination in any program or activity receiving Federal financial assistance.

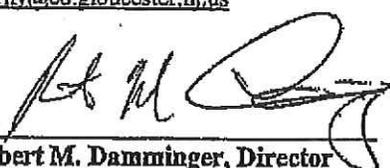
Any person who believes that, because of his or her race, creed, color, national origin, age, ancestry, nationality, marital/domestic partnership/civil union status, gender, disability, religion, affectional or sexual orientation, gender identity or expression, family status, atypical cellular or blood trait, genetic information, military service, veteran's status, income level or ability to read, write or speak English, he or she has been excluded from participation in any program or activity being administered by the County of Gloucester, or who believes that he or she has been denied any benefits provided by such program or activity, or believes he or she has been unfairly treated in connection with such program or activity, should contact the following office(s) within 180 days from the date of occurrence of any violation of this policy at:

COUNTY OF GLOUCESTER

Office of Equal Employment Opportunity
Anthony Wilcox, EEO Officer (acting)
(856) 384-6903
awilcox@co.gloucester.nj.us

Division of Human & Disability Services
Lisa Cerny, Director, ADA Coordinator
(856) 384-6842
lcerny@co.gloucester.nj.us

Date: Nov 7, 2018


Robert M. Damming, Director

ATTACHMENT B

**HUMAN RESOURCE MANUAL – CHAPTER 1, SECTION 6
EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION**

County of Gloucester
Human Resources Manual

CHAPTER:	1 - FUNDAMENTALS	ADOPTED: 3/7/06
SECTION:	6 - EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION	REVISED: 4/6/16

Equal Employment Opportunity regardless of race, creed, color, national origin, ancestry, age, marital status, civil union status, domestic partnership status, affectional or sexual orientation, genetic information, pregnancy, sex, gender identity or expression, disability or atypical hereditary cellular or blood trait of any individual, service in the Armed Forces of the United States, nationality, and the refusal to submit to genetic testing or make available the results of a genetic test to an employer, is the law of this State. As embodied in Title VII of the Civil Rights Act of 1964 as amended in 1972, the Civil Rights Action of 1991, Executive Order No. 61, N.J.S.A. 11A:7-1 et seq., and the Americans with Disabilities Act of 1990, the Board of Chosen Freeholders declares that the policy and mandate of the County of Gloucester is to insure equal employment opportunity for all employees and applicants. This policy and mandate includes, but is not limited to, recruitment, selection, hiring, training, promotion, transfer, facility accessibility, reasonable accommodation (see HR 1.6 Exhibit B), layoff, return from layoff, compensation and fringe benefits. Equal Employment Opportunity also includes policies, procedures, and programs for recruitment, employment, training, promotion and retention of employees.

Affirmative Action means positive action undertaken with conviction and effort to overcome the present effects of past practices, policies or barriers to equal employment opportunity and to achieve the full and fair participation of women, minorities and any other protected groups found to be under-utilized in the County's workforce or affected by County policies, procedures or practices having an adverse impact. To effectuate this policy, we have authorized the development and results-oriented implementation programs which conform with all the relevant Federal and State non-discrimination and affirmative action regulations and their amendments which pertain to the legal basis for affirmative action and equal opportunity.

Employment practices will be reviewed routinely to ensure that the protected classes are receiving fair and equal consideration for job opportunities. Affirmative Action shall be taken to encourage members of protected groups to apply for positions within the County of Gloucester.

All personnel actions such as compensation, benefits, transfers, layoffs, training, education, training assistance, facility accessibility, reasonable accommodation (see HR 1.6 Exhibit B), and social and recreational programs will be administered without regard to race, national origin or ancestry, color, sex, affectional or sexual orientation, gender

County of Gloucester
Human Resources Manual

identity or expression, marital status, religion, age, disability, political affiliations, arrest record or other non-job related criteria.

All County employees have a responsibility to maintain high standards of honesty, integrity, and impartiality in the performance of the County's official business. Employee conduct in violation of these standards will not be tolerated. Sexual harassment, as well as harassment based on other protected classes, is a form of employee conduct that is prohibited.

This Equal Employment Opportunity/Affirmative Action Policy Statement will be available to all employees. All County employees must comply with this policy and those of this County. All managers, supervisors, Department Heads, and the Equal Opportunity/Affirmative Action Officer will be held responsible for the implementation and management of the Affirmative Action Program. This will be accomplished by incorporating workforce planning/equal employment opportunity efforts and results into the annual objectives and education of every supervisor and manager. Good faith efforts will be made to meet employment and policy goals as adopted.

As a public/government employer, the County of Gloucester must comply with the New Jersey Civil Service Commission Laws. This body of rules and regulations operates as the statutory basis for public employment. The County of Gloucester will further its Affirmative Action Plan in conjunction with, and not in conflict with, the Civil Services Laws.

This policy statement will be made available to employees via posting along with general equal employment opportunity/affirmative action information on bulletin boards in conspicuous locations throughout the County.

The County of Gloucester complies with all state and federal rules and regulations and does not discriminate on the basis of race, religion, color, national or ethnic origin, sexual orientation, age, marital status or disability in admission to, access to, or operations of its programs, services, or activities. In addition, Gloucester County encourages the participation of people with disabilities in its programs and activities and offers special services to all County residents 60 years of age and older. Inquiries regarding compliance may be directed to the Division of Disability Services at (856) 384-6842/New Jersey Relay Service 711 or the EEO office at (856) 384-6903.

ATTACHMENT C

ADA NON-DISCRIMINATION NOTICE/GRIEVANCE PROCEDURES

NOTICE UNDER THE AMERICANS WITH DISABILITIES ACT

In accordance with the requirements of title II of the Americans with Disabilities Act of 1990 ("ADA"), the County of Gloucester will not discriminate against qualified individuals on the basis of disability in its services, programs, or activities.

Employment: The County does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under title I of the Americans with Disabilities Act (ADA).

Effective Communication: The County will, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities to allow equal participation in County programs, services, and activities. Such aids may include qualified sign language interpreters, documents in Braille, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.

Modifications to Policies and Procedures: The County will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all County programs, services, and activities. Examples may include relocation of a specific program, service or activity to a more accessible location; or, welcoming individuals with service animals into County facilities, where pets are prohibited.

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a County program, service, or activity, should contact the County's ADA Coordinator, through the Division of Human and Disability Services at (856) 384-6842/ New Jersey Relay Service 711, as soon as possible but no later than 48 hours before the scheduled event.

The ADA does not require the County of Gloucester to take any action that would fundamentally alter the nature of its programs or services, or impose an undue financial or administrative burden. Complaints that a County program, service, or activity is not accessible to persons with disabilities should be directed to the ADA Coordinator.

The County will not place a surcharge on a particular individual with a disability or any group of individuals with disabilities to cover the cost of providing auxiliary aids/services or reasonable modifications of policy, such as retrieving items from locations that are open to the public but are not accessible to persons who use wheelchairs.

ADA GRIEVANCE PROCEDURE

This Grievance Procedure is established to meet the requirements of the Americans with Disabilities Act. It may be used by anyone who wishes to file a complaint alleging discrimination on the basis of disability in the provision of services, activities, programs, or benefits by the County of Gloucester. The County's Personnel Policy governs employment-related complaints of disability discrimination.

The complaint should be in writing and contain specifics regarding the alleged discrimination. Complainant must state his/her name, address, phone number and the date and description of the discriminatory action(s). Alternative means of filing complaints, such as personal interviews or a tape recording of the complaint will be made available to persons with disabilities upon request. The complaint should be submitted by the grievant and/or his/her designee as soon as possible but no later than 60 calendar days after the alleged violation to:

Ms. Lisa Cerny, ADA Coordinator
Director, Division of Human & Disability Services
115 Budd Blvd.
West Deptford, New Jersey 08096

Within 15 calendar days after receipt of the complaint, the ADA Coordinator, or designee, will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days of the meeting, the ADA Coordinator will respond in writing, in a format accessible to the complainant, such as large print, Braille, or audio tape, where appropriate. The response will explain the position of the County of Gloucester and offer options for substantive resolution of the complaint.

If the response by the ADA Coordinator does not satisfactorily resolve the issue, the complainant and/or his/her designee may appeal the decision within 15 calendar days after receipt of the response to the County's Director of Human Resources.

Within 15 calendar days after receipt of the appeal, the Director of Human Resources, or designee, will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting, the Director of Human Resources will respond in writing, in a format accessible to the complainant, where appropriate, with a final resolution of the complaint.

All written complaints received by the ADA Coordinator, appeals to the Director of Human Resources, and responses from these two offices will be retained by the County of Gloucester for at least three years.

ATTACHMENT D

U.S. CENSUS DATA FOR GLOUCESTER COUNTY

Officials/Administra	Total, both sexes	19,900	315	280	16,735	1,875	10	415	0	115	35	40	0	0	0	75
Officials/Administra	Male	12,155	220	215	10,360	870	10	290	0	85	15	30	0	0	0	60
Officials/Administra	Female	7,745	95	65	6,375	1,005	0	125	0	30	20	10	0	0	0	10
Professionals	Total, both sexes	29,045	420	225	24,310	2,425	55	1,290	0	30	80	60	40	0	0	110
Professionals	Male	11,405	175	105	9,540	885	10	610	0	15	25	10	10	0	0	15
Professionals	Female	17,640	250	115	14,775	1,540	45	680	0	15	55	50	30	0	0	90
Professionals	Female	60.7	0.9	0.4	50.9	5.3	0.2	2.3	0.0	0.1	0.2	0.2	0.1	0.0	0.0	0.3
Technicians	Total, both sexes	100.0	3.0	0.2	78.0	10.8	0.0	5.0	0.0	0.0	0.1	1.5	1.2	0.0	0.0	0.2
Technicians	Male	44.0	2.1	0.0	35.8	4.4	0.0	1.3	0.0	0.0	0.0	0.3	0.0	0.0	0.0	0.2
Technicians	Female	55.9	0.9	0.2	42.2	6.4	0.0	3.8	0.0	0.0	0.1	1.2	1.2	0.0	0.0	0.0
Protective service: I	Total, both sexes	100.0	2.2	1.5	79.9	14.4	0.0	0.7	0.0	0.4	0.9	0.0	0.0	0.0	0.0	0.0
Protective service: I	Male	88.5	2.2	1.5	70.9	12.3	0.0	0.7	0.0	0.0	0.9	0.0	0.0	0.0	0.0	0.0
Protective service: I	Female	11.5	0.0	0.0	9.0	2.1	0.0	0.0	0.0	0.4	0.0	0.0	0.0	0.0	0.0	0.0
Protective service: I	Total, both sexes	100.0	0.0	0.0	96.3	3.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Protective service: I	Male	39.5	0.0	0.0	35.8	3.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Protective service: I	Female	60.5	0.0	0.0	60.5	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Administrative supp	Total, both sexes	100.0	2.0	1.8	85.4	7.6	0.0	1.6	0.0	0.7	0.3	0.2	0.0	0.0	0.0	0.4
Administrative supp	Male	36.0	0.7	0.4	30.7	2.8	0.0	0.6	0.0	0.2	0.2	0.2	0.0	0.0	0.0	0.1
Administrative supp	Female	64.0	1.3	1.3	54.7	4.8	0.0	0.9	0.0	0.4	0.1	0.0	0.0	0.0	0.0	0.3
Skilled craft	Total, both sexes	100.0	1.4	1.6	91.7	3.2	0.3	0.8	0.0	0.3	0.5	0.1	0.0	0.0	0.0	0.2
Skilled craft	Male	95.9	1.4	1.2	88.2	3.0	0.3	0.7	0.0	0.3	0.5	0.1	0.0	0.0	0.0	0.2
Skilled craft	Female	4.1	0.0	0.3	3.5	0.2	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Service/Maintenanc	Total, both sexes	100.0	2.5	4.3	79.8	10.0	0.1	2.1	0.0	0.5	0.3	0.1	0.1	0.0	0.0	0.2
Service/Maintenanc	Male	57.7	1.6	2.9	45.8	5.6	0.1	1.1	0.0	0.3	0.1	0.0	0.1	0.0	0.0	0.0
Service/Maintenanc	Female	42.3	0.9	1.4	34.0	4.4	0.0	1.0	0.0	0.2	0.2	0.0	0.0	0.0	0.0	0.2
Unemployed, no wc	Total, both sexes	100.0	0.0	1.5	71.6	21.8	0.0	4.4	0.0	0.0	0.0	0.0	1.1	0.0	0.0	0.0
Unemployed, no wc	Male	54.5	0.0	0.3	38.5	14.2	0.0	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Unemployed, no wc	Female	45.5	0.0	0.7	33.1	7.6	0.0	2.5	0.0	0.0	0.0	0.0	1.1	0.0	0.0	0.0