



Northern Arizona Intergovernmental Public Transportation Authority

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Equal Employment Opportunity

Contact: Heather Dalmolin
Administrative Director/EEO Officer
928.679.8908

Date and effective durations of EEOP: July 1, 2015 thru June 30, 2016

Policy Statement:

In accordance with NAIPTA Personnel Policies and Procedures, as approved by the Board of Directors, NAIPTA is an equal opportunity employer committed to applying the principles of state and federal anti-discrimination laws to give equal opportunity for all persons employed or seeking employment without regard to race, color, religion, sex, age, national origin or disability except in the case of a bona-fide occupational qualification. NAIPTA also maintains a work place free of harassment and intimidation.

NAIPTA shall review employment demographics bi-annually to assess the utilization level of protected groups and ensure fair consideration in all aspects of employment including recruitment, compensation, selection, training, promotion, benefits and layoff.

NAIPTA has taken steps to enlarge the pool of qualified candidates from which employment decisions are made. These steps include searching for qualified minority and women candidates and ensuring that they are considered for available positions. In addition, NAIPTA will strive to identify and remove barriers or practices that may be discriminatory in intent or effect. The goal of the Equal Employment Opportunity Plan is to eliminate artificial barriers to employment and promotion, and to achieve a work force, in each division and throughout all levels of employments, which reflects NAIPTA's external labor force. NAIPTA asks its contractors to comply with equal employment opportunity laws and guidelines in employment practices.

As Governing Body of NAIPTA, we hereby confirm that such policy exists and that the statements made above are part of that policy.

Rich Payne, Chair of NAIPTA Board of Directors
Adopted: June 18, 2015



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TABLE OF CONTENTS

SECTION I: STATEMENT OF POLICY

SECTION II: DISSEMINATION OF PROGRAM

SECTION III: DESIGNATION OF PERSONNEL RESPONSIBILITY

SECTION IV: WORKFORCE UTILIZATION AND ANALYSIS

ATTACHMENT: EXCERPT OF PERSONNEL POLICY MANUAL, SECTION 1



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Section I: EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

NAIPTA is an equal opportunity employer committed to applying the principles of state and federal anti-discrimination laws to give equal opportunity for all persons employed or seeking employment without regard to race, age, sex, national origin, religion, color, sexual orientation, gender identity and expression, military status, or disability except in the case of a bona-fide occupational qualification.

Decisions on employment are based solely upon an individual's qualifications for the position being filled. Promotion decisions are made only on an individual's qualifications as related to the requirements of the position for which the person is being considered. Personnel actions such as compensation, promotions, disciplinary actions, benefits, transfers, layoffs, return from layoffs, and training are administered without regard to race, age, sex, national origin, religion, color, sexual orientation, gender identity and expression, military status, or disability except in the case of a bona-fide occupational qualification.

NAIPTA makes reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination and access to benefits and training.

NAIPTA operates within the principles of equal employment opportunity guidelines as set forth in applicable federal, state, and local laws and regulations. NAIPTA will cooperate fully with all organizations and commissions organized to promote fair practices and equal employment opportunity.

Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor, human resources, or the Administrative Director (EEO Officer). Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

Heather Dalmolin

Heather Dalmolin, EEO Officer

Updated: June 1, 2016

Section II: DISSEMINATION OF PROGRAM

This section describes the communication and distribution process used by NAIPTA regarding its Equal Employment Opportunity (EEO) policy. NAIPTA is committed to making every reasonable effort to ensure that all current and prospective NAIPTA employees are aware of and understand NAIPTA's EEO policy and the procedures used to implement the plan. To achieve these aims, NAIPTA does the following:

1. NAIPTA's policy of non-discrimination is stated on each NAIPTA job announcement, and is included in the newspaper ad listing for job vacancies. Additionally, NAIPTA policies prohibit discrimination.
2. The EEO policy and program includes a Diversity Management Plan. The Plan is available to each new employee and is also posted on the employee websites as well as NAIPTA's recruitment page on the web. The plan identifies workforce analysis, training, and recruitment/outreach as well as responsibly parties.
3. Section 1 of NAIPTA's Personnel Policy Manual includes policies on Equal Employment Opportunity (EEO) and Unlawful Harassment, a copy of which is available to each new employee and is also posted on the employee website as well as NAIPTA's recruitment page on the web. NAIPTA prohibits workplace harassment and retaliation against persons who report alleged incidents of discrimination.
4. Each employee receives a copy of the Personnel Policy Manual, and training regarding the EEO program, as part of New Employee Orientation.
5. Appointed officials, managers, and supervisors are charged with assuring that all employees in their organizations are aware of NAIPTA's Equal Employment Opportunity Policy and Programs.
6. Along with posting of EEO policy statement and program, pertinent state and federal posters concerning equal opportunity are displayed for applicant and employee information in NAIPTA facilities and public spaces.



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7. Employees pictured in informational brochures will reflect the diversity of our employee population.
8. A copy of NAIPTA's EEO plan is available in the Administrative Director's office for employee and citizen review, along with copies of recent reports concerning the makeup of workforce analysis and availability analysis as well as annual EEO reports.
9. Elected and appointed officials are responsible for working with the Administrative Services staff to ensure the effectiveness of the EEO Program.
10. All procurements incorporate the equal employment clause in all purchase orders, leases, contracts, etc. as required by law, executive orders, and implementation rules and regulations.
11. To reach a diverse group of candidates, notice of employment opportunities is sent to various media outlets, including minority placement agencies, professional associations, and publications directed toward minorities.
12. NAIPTA periodically, but not less than annually, updates it's commitment to the plan with managers, supervisors and employees.

SECTION III: DESIGNATION OF PERSONNEL RESPONSIBILITY

Successfully creating and maintaining a diverse workforce requires the commitment and active participation of all involved parties. At NAIPTA, the diversity management effort is a top-down process, with responsibility apportioned commensurate to the authority and resources available to each person or group. The following paragraphs present a general overview of the tasks assigned to each level of accountability.

CEO and General Manager

The CEO and General Manager closely monitors the results of the annual workforce analysis and other reports and ensures that information regarding NAIPTA's diversity management program is presented to the Board of Directors in a group setting on an annual basis. The CEO and General Manager takes a leadership role in helping to identify any areas of concern and in encouraging responsible managers to undertake voluntary actions to improve workplace diversity.

The CEO and General Manager has appointed the Administrative Director as the EEO Officer and has delegated the responsibility for implementing and overseeing these policies accordingly.

Administrative Director/EEO Officer

As the appointed official most closely involved in auditing recruitment activity, the Administrative Director is responsible for ensuring that the overall process is as open, impartial, and inclusive as possible. This requires constant reexamination of the techniques used to publicize job openings and screen applicants. Every effort must be made to "cast a wide net" by sending recruitment notices to a broad range of interested parties, including groups that may traditionally have been under-utilized. In addition, Administrative Services maintains a presence at job fairs and community gatherings where there is an opportunity to inform the public about employment opportunities. To be truly inclusive, recruitment activities must transcend cultural, social, economic, and geographical barriers and reach the broadest possible audience.

As important as it is to publicize job openings and encourage applicants, it is not enough merely to remove the barriers that prevent interested persons from applying. The Administrative Director must also make certain that the skills, experience, and educational background used as qualifiers for each job are consistent with the actual type and level of work being done. It is necessary to audit jobs and reassess minimum requirements on an ongoing basis, especially in areas where responsibilities have been reassigned and/or reorganization has taken place. While properly derived minimum qualifications will guarantee that candidates for employment possess the requisite skills to do the job, ill-conceived requirements may unnecessarily limit the applicant pool. Given the dynamic nature of today's workplace, minimum qualifications should be reconsidered from time to time.

Screening instruments, such as tests and interview questions, should also be scrutinized for unintended bias. Even when there is no evidence that a test illegally discriminates against a protected group, it may be inappropriate for the job under consideration. Screening instruments are only of value when they truly select for the competencies being sought.

Aside from overseeing the recruitment and screening activities, the Administrative Director is tasked with preparing



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the workforce analysis data upon which the Diversity Management Plan depends. To accomplish this task, a wide range of information about the NAIPTA workforce is gathered throughout the year and twice annually tallied. This data provides a comprehensive look at the present workforce as well as the applicant pool. It allows interested parties to evaluate how well the diversity effort is doing, and it may provide guidance for future activities.

Managers and Others

Every manager and supervisor is committed to recruiting and retaining the best available employees, and to providing the highest level of customer service. There is abundant evidence that these goals can only be accomplished by a diverse workforce. Managers and supervisors are responsible for utilizing the information from the workforce analysis to evaluate their own progress, and to make certain that the internal procedures used to select new employees are consistent with the diversity plan. They are expected to work cooperatively with the CEO and General Manager and Administrative Services to identify and reach all known potential applicants and to ensure that employment decisions are made fairly and impartially.

Aside from hiring, promoting, and retaining a diverse group of employees, the diversity effort extends to providing NAIPTA services to a client community that includes persons from a range of cultural experiences. Providing services effectively and efficiently to this community mandates the capability of communicating in several languages, and in ways that recognize the particular frame of reference of the end user. These needs must be considered in the preparation of recruiting materials and the selection of new employees. Moreover, managers and supervisors must take into account changes in the cultural, social, or economic makeup of their client communities. Perhaps most importantly, public sector managers must recognize that managing diversity is a process, not an end. The focus of the diversity effort is not on creating a workforce that exactly mirrors the demographic makeup of the community so much as on creating an environment where everyone is welcome.

NAIPTA Employees

In the final analysis, no single person or group can create a diverse organization; nor can a set of procedures or rules guarantee an inclusive workplace. To succeed, diversity must be an integral component of the organizational culture, embraced by employees at all levels. NAIPTA employees, at all levels, are expected to treat all people encountered within the workplace with respect and consideration. This expectation is more than a management policy; it is a fundamental value, essential to NAIPTA's overall success.

NAIPTA employees have a strong record of recruiting, hiring, and rewarding a diverse workforce. The quality of work done by employees demonstrates that this is the most effective way to meet the needs of our client community. No one can predict with accuracy what challenges NAIPTA will face in the coming years, but it is certain that the best way to prepare for those challenges is by building on and expanding the employment practices that have brought success in the past. This will ensure the effectiveness and success of NAIPTA in the future. It may be truly said that our diversity is our strength.

RESPONSIBILITY FOR IMPLEMENTATION

NAIPTA has structured levels of EEO responsibility. Outlined below is a brief summary of involvement of the CEO and General Manager, Administrative Director, and other staff in EEO-AA activities.

The CEO and General Manager has overall responsibility for NAIPTA's EEO efforts and policies. S/he has delegated the responsibility for implementing these policies to the Administrative Director, managers and supervisors. Other functional groups sharing in this responsibility are NAIPTA's consultants and contractors.

The specific areas of responsibility are as follows:

1. The Administrative Director assisted by the HR Generalist, HR Specialist, Business Manager, and administrative staff, implements and reviews a reporting system to evaluate the effectiveness of the EEO effort.
2. The Administrative Director assisted by the HR Generalist, HR Specialist, Business Manager, and administrative staff, works to identify possible problem areas on an ongoing basis. When an area of concern is identified, the Administrative Director brings the matter to the attention of the CEO and General Manager, who contacts the appropriate manager or supervisor.
3. Managers and supervisors work closely with the Administrative Director to develop plans of action and correct identified problem areas.
4. Working as a team the Administrative Director, the CEO and General Manager, and a representative from NAIPTA's General Counsel review the results of the EEO program, monitoring the effectiveness of any corrective actions taken and evaluating overall progress.



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5. With guidance from legal, the Administrative Director receives, investigates, and assists managers in the resolution of internal and external discrimination complaints/charges. Within this context, "internal" refers to issues involving NAIPTA employees; "external" refers to those involving non-employees who interact with NAIPTA. The Administrative Director manages the EEOC / NHRC Charge Investigation Process and the Division of Labor – OFCCP AAP Desk and Onsite Compliance Review Process.
6. Staff members are encouraged to make themselves available to all citizens, including community action groups.
7. Managers and supervisors may assist in the identification of problem areas and the development of remedial plans wherever appropriate.
8. Managers and supervisors meet regularly with the persons designated to manage the EEO Program to be certain that NAIPTA's policies are being followed.
9. The HR Specialist ensures that the procedures used to screen applicants do not discriminate against any protected group.
10. The HR Generalist and Administrative Director advises NAIPTA regarding federal regulations requiring posting, non-segregated facilities, etc. One of the criteria considered when evaluating the work performance of managers and supervisors is their effort to ensure Equal Employment Opportunity within their area of responsibility.
11. Managers and supervisors are charged with preventing harassment and/or intimidation of employees because of race, age, sex, national origin, religion, color, sexual orientation, gender identity and expression, military status, or disability.
12. Information Technologies assists with the dissemination of information regarding NAIPTA employment opportunities and EEO policies. The NAIPTA website shall present this information as well as a statement concerning NAIPTA's commitment to encouraging diversity within its workforce.
13. Purchasing ensures that all contractors and suppliers are informed regarding NAIPTA's EEO policies.

SECTION IV: WORKFORCE ANALYSIS

The successful implementation of NAIPTA's EEO program depends upon careful, ongoing analysis of the demographic composition of the NAIPTA region workforce. Before any conclusions may be drawn concerning the representation of minorities and women in the NAIPTA workforce, responsible parties must have access to a range of current, accurate demographic data. To accomplish this, information is gathered concerning the overall makeup of the NAIPTA workforce as well as the dispersion of protected groups among various job groups and salary ranges at different job sites. This information is then compared to the availability of qualified candidates in the surrounding community to identify areas where possible under-representation may exist.

Workforce analysis is done as a two-part process. Part I of the workforce analysis looks at the total number of employees in each of the government codes by race and gender, with each job title ranked from the lowest paid in each Division (or in the appropriate organizational unit). The second section of the Workforce analysis contains a listing of each job title in each NAIPTA work site in each of the EEO government categories, by job group, ranked from the lowest paid to the highest paid. Where the data considered in Part I pertain to the NAIPTA workforce as a whole, the information presented in Part II pertains to individual functional units located throughout the NAIPTA Region. Both types of information are needed to accurately assess how protected groups participate within the NAIPTA workforce.

Agency's Workforce

Table A of Attachment A to this plan contains the workforce statistics for NAIPTA according to the categories indicated.

Community Labor Statistics

Table B of Attachment A to this plan contains the available workforce statistics for NAIPTA communities according to the categories indicated.

Utilization Chart

Table C of Attachment A to this plan contains the utilization statistics. These will be used to develop and determine goals as well as measures needed to correct any identified unmet goals from prior year.



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Narrative Utilization Analysis

A review of the data contained in the Utilization Chart (Attachment C) has resulted in the establishment of objectives to address underutilization of minorities and women in NAIPTA's workforce as compared to their availability in the community workforce as determined from census data from 2006-2010.

As of March 31, 2016, NAIPTA had a total of 108 different employees and was under-represented in 20 categories. 13 of the 20 areas of underutilization are under-represented by less than 10%. Our largest employment group is Service Workers/Maintenance which includes the bus operators. This group contains 78 employees and 3 of the 6 underutilized groups exceeding 10% underutilization. To change the observed underutilization in this group, NAIPTA will need to attract and retain 20% (18) more minority males and 10% (9) more minority females. In all other groups, change of one person in a position can greatly affect utilization.

For those categories where under-representation is greater than 10% we have performed a review to establish goals to ensure these underutilized areas are addressed in the action plan for correction. NAIPTA periodically reviews employment practices and procedures to determine if they are neutral in intent, yet discriminatory in effect. If any are problematic, NAIPTA will promptly seek ways to minimize or eliminate such impact.

The next section of the plan identifies specific objectives that support NAIPTA's commitment to make its workforce more reflective of community labor statistics, if possible.

Objectives

All minority categories are at least minimally under-represented in one or more categories. As a result, NAITPA will enhance its efforts to attract minority candidates in those specific categories and will evaluate our promotional and recruitment practices to ensure all groups receive equal opportunity to secure employment.

Steps to Achieve Objectives

As a regional transit authority, NAIPTA has access to various communities of diverse groups. The City of Flagstaff lies in close proximity to a number of Native American communities and is able to draw from educational institutes like Dine College, Northern Arizona University and Coconino Community College.

NAIPTA will work to draw recruits from these areas which serve our population. In addition, we will attempt to present our opportunities to minority organizations as well as other groups within our region, to ensure employment opportunities are available to females as well as individuals from minority communities. This effort will improve our outreach programs and hopefully improve our use of underutilized categories.

NAIPTA is committed to making its workforce reflect the relevant available community workforce to ensure equal employment opportunity regardless of race, ethnicity, national origin, or gender.

Action Steps:

- Contact educational institutions to inform students of opportunities with NAIPTA.
- Attend job fairs sponsored by community organizations and state agencies to cultivate an interest in employment with NAIPTA.
- Develop list of minority and female based organizations, including related publications. Identify contacts and advertise open positions with these groups.
- Review and update continually NAIPTA's recruitment methods, practices and policies to promote equal opportunity through recruitment efforts.
- Monitor recruitment policies and procedures to determine whether recruitment efforts are enabling NAIPTA to meet and maintain African American, Hispanic, Asian/Pacific Islander, American Indian/Alaskan Native and female objectives.
- Enhance mobility of all employees, but also assure that opportunities for advancement are equally distributed while encouraging minority and female participation.
- Continue to provide EEO training to supervisors and managers on EEO policies, documentation, interview processes and employment requirements.



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Attachment: Excerpt of Personnel Policy Manual:

1 EQUAL EMPLOYMENT OPPORTUNITY

1.1 EQUAL EMPLOYMENT OPPORTUNITY AND UNLAWFUL HARASSMENT

NAIPTA is dedicated to the principles of equal employment opportunity. We prohibit unlawful discrimination against applicants or employees on the basis of age 40 and over, race, sex, color, religion, national origin, disability, military status, genetic information, sexual orientation, gender identity and expression, or any other status protected by applicable federal, state, or local law.

ADA and Religious Accommodation

NAIPTA will make reasonable accommodation for qualified individuals with known disabilities and employees whose work requirements interfere with a religious belief unless doing so would result in an undue hardship to NAIPTA or cause a direct threat to health and safety. Employees needing accommodation are instructed to contact their supervisor or Human Resources.

EEO Harassment

NAIPTA strives to maintain a work environment free of unlawful harassment. In doing so, NAIPTA prohibits unlawful harassment because of age 40 and over, race, sex, color, religion, national origin, disability, military status, genetic information, sexual orientation, gender identity and expression or any other status protected by applicable federal, state, or local law.

Unlawful harassment includes verbal or physical conduct that has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment. Actions based on an individual's age 40 and over, race, sex, color, religion, national origin, disability, military status, genetic information, sexual orientation, gender identity and expression, or any other applicable status protected by federal, state or local law will not be tolerated. Prohibited behavior may include but is not limited to the following:

- Written form such as cartoons, e-mails, posters, drawings, or photographs.
- Verbal conduct such as epithets, derogatory comments, slurs, or jokes.
- Physical conduct such as assault, or blocking an individual's movements.

This policy applies to all employees including managers, supervisors, co-workers, and non-employees such as customers, clients, vendors, consultants, etc.

Sexual Harassment

Because sexual harassment raises issues that are to some extent unique in comparison to other types of harassment, NAIPTA believes it warrants separate emphasis.

NAIPTA strongly opposes sexual harassment and inappropriate sexual conduct. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when:

- Submission to such conduct is made explicitly or implicitly a term or condition of employment.
- Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment.
- Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

All employees are expected to conduct themselves in a professional and businesslike manner at all times. Conduct which may violate this policy includes, but is not limited to, sexually implicit or explicit communications whether in:

- Written form, such as cartoons, posters, calendars, notes, letters, e-mails.
- Verbal form, such as comments, jokes, foul or obscene language of a sexual nature, gossiping or questions about another's sex life, or repeated unwanted requests for dates.
- Physical gestures and other nonverbal behavior, such as unwelcome touching, grabbing, fondling, kissing, massaging, and brushing up against another's body.

Complaint Procedure

If you believe there has been a violation of the EEO policy or harassment based on a protected class, including sexual harassment, please use the following complaint procedure. NAIPTA expects employees to make a timely



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complaint to enable NAIPTA to investigate and correct any behavior that may be in violation of this policy.

Report the incident to the EEO Officer, Heather Dalmolin, Administrative Director who will investigate the matter and take corrective action. Your complaint will be kept as confidential as practicable. If you prefer not to go to this individual with your complaint, you should report the incident to Jeff Meilbeck, CEO-CEO-General Manager.

NAIPTA prohibits retaliation against an employee for filing a complaint under this policy or for assisting in a complaint investigation. If you perceive retaliation for making a complaint or your participation in the investigation, please follow the complaint procedure outlined above. The situation will be investigated.

If NAIPTA determines that an employee's behavior is in violation of this policy, disciplinary action will be taken, up to and including termination of employment.

1.2 DIVERSITY MANAGEMENT

"Diversity Management" refers to a broad range of activities, policies, and practices that, taken together, create a working environment where individual differences are recognized and valued. Because NAIPTA is committed to providing excellent customer service to a region that is "home to many cultures", it is the policy of NAIPTA to take every reasonable action to recruit and retain a diverse workforce.

Some of the benefits NAIPTA derives from the diversity of its workforce are:

- Different viewpoints and perspectives in decision making.
- Greater innovation and creativity.
- A broad pool of qualified employees.

At NAIPTA, we value the richness that diversity brings to our workforce—it makes our organization better and the community we serve stronger. We are proud of our efforts to maintain a workforce that represents many backgrounds, and are deeply committed to cultivating an environment where the contributions of every employee and citizen are respected.

At NAIPTA, we believe that diversity enriches our performance and services, the community in which we live and work, and the lives of our employees. As our workforce evolves to reflect the growing diversity of our communities and global marketplace, our efforts to understand, value, and incorporate differences become increasingly important.



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NAIPTA as of 03/31/2016		Male					Female				
Job Category	Total	B	W	H	A/PI	AI/AN	B	W	H	A/PI	AI/AN
Officials and Administrators	8	0	3	0	0	0	0	4	0	0	1
		0.00%	37.50%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	12.50%
Professionals	11	0	6	1	0	0	0	4	0	0	0
		0.00%	54.55%	9.09%	0.00%	0.00%	0.00%	36.36%	0.00%	0.00%	0.00%
Office/Clerical	8	0	2	0	0	0	0	5	1	0	0
		0.00%	25.00%	0.00%	0.00%	0.00%	0.00%	62.50%	12.50%	0.00%	0.00%
Skilled Craft	3	0	3	0	0	0	0	0	0	0	0
		0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Service/Maintenance	78	4	36	6	1	9	1	12	1	0	8
		5.13%	46.15%	7.69%	1.28%	11.54%	1.28%	15.38%	1.28%	0.00%	10.26%
	108										

Coconino County (2006-2010 Comm Survey)		Male					Female				
Job Category	Total	B	W	H	A/PI	AI/AN	B	W	H	A/PI	AI/AN
Officials and Administrators	749	39	389	15	12	0	20	260	0	4	10
		5.21%	51.94%	2.00%	1.60%	0.00%	2.67%	34.71%	0.00%	0.53%	1.34%
Professionals	1,162	55	499	0	14	19	105	400	0	70	0
		4.73%	42.94%	0.00%	1.20%	1.64%	9.04%	34.42%	0.00%	6.02%	0.00%
Office/Clerical	1,400	0	235	0	35	0	150	780	0	200	0
		0.00%	16.79%	0.00%	2.50%	0.00%	10.71%	55.71%	0.00%	14.29%	0.00%
Skilled Craft	80	0	65	0	15	0	0	0	0	0	0
		0.00%	81.25%	0.00%	18.75%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Service/Maintenance	1,439	310	475	10	285	0	40	125	20	174	0
		21.54%	33.01%	0.69%	19.81%	0.00%	2.78%	8.69%	1.39%	12.09%	0.00%
	4,830										

Variance - 10/01/2015 thru 03/31/2016		Male					Female				
Job Category	NAIPTA Total	B	W	H	A/PI	AI/AN	B	W	H	A/PI	AI/AN
Officials and Administrators	8	-5.21%	-14.44%	-2.00%	-1.60%	0.00%	-2.67%	15.29%	0.00%	-0.53%	11.16%
Professionals	11	-4.73%	11.60%	9.09%	-1.20%	-1.64%	-9.04%	1.94%	0.00%	-6.02%	0.00%
Office/Clerical	8	0.00%	8.21%	0.00%	-2.50%	0.00%	-10.71%	6.79%	12.50%	-14.29%	0.00%
Skilled Craft	3	0.00%	18.75%	0.00%	-18.75%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Service/Maintenance	78	-16.41%	13.14%	7.00%	-18.52%	11.54%	-1.50%	6.70%	-0.11%	-12.09%	10.26%
# of Areas Underutilized		3	1	1	5	1	4	0	1	4	0
# of Areas with Underutilization > 10%		1	1	0	2	0	1	0	0	2	0

