



Seattle

Department of Human Resources

Susan L. Coskey, Director

Entry-level Job Inventory Report

An inventory of current entry-level City jobs per Council Resolution 31712

Project Owners:

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September 27, 2017

EXECUTIVE SUMMARY

This report meets Council Resolution 31712 to develop an inventory of entry-level budgeted positions, including green jobs, that require one (1) year or less of relevant work experience across the City of Seattle (City) workforce.¹ This is a critical first step in determining a Career Pathways strategy that ensures the City's investments align with employment opportunities at the City and in the greater Seattle Area. The purpose of this report is to identify budgeted positions that could serve as entry points to regular City employment, including green jobs, to begin the process of analyzing how training and occupational demand align. Further data and analysis is needed to explore the potential for specific internship, apprenticeship, temporary, and green pathways to regular City employment.

The following premises motivated this report:

- The City is committed to creating an inclusive workplace that centers on a diverse and fully engaged workforce to serve the people and communities of Seattle as outlined in the Workforce Equity Strategic Plan.²
- The City must deepen its understanding of its workforce investments and training resources to develop a consistent strategy that increases pathways into high-demand occupations in Seattle, with the City as an employer.
- The Employment Pathways Interdepartmental Team (EP IDT), through understanding pathways to employment at the City, will make recommendations to remove institutional and structural barriers to regular employment at the City, especially for people of color and other marginalized or under-represented groups.

The EP IDT is led by the **Seattle Office of Economic Development (OED)**, representing the City's investments in our local businesses and workforce, and the **Seattle Department of Human Resources (SDHR)**, representing the City as an employer of more than 12,000 skilled workers. Together these departments hope to model equitable and strategic employment pathways that meet the needs of City departments, while also supporting the development of marketable skills for **all** members of our community. The EP IDT has defined an entry-level job as **a regular job that does not require a post-secondary degree and requires less than one (1) year of experience**. Internship data is provided in the appendices as internships are not classified as regular positions.

Key findings:

- 6% of the City's allocated positions (n=11,847) are entry-level budgeted positions (n=709).
- 0.5% of the City's allocated positions (n=11,847) are entry-level vacancies (n=102).
- 17% of entry-level pockets are green (n=143).
- 16% of allocated entry-level green pockets are vacant (n=23).
- People of color are represented at higher levels in entry-level classifications compared to the City.
- People of color are represented at slightly higher levels in green entry-level classifications compared to entry-level classifications.
- Men are represented at higher rates in both green entry-level budgeted positions and in entry-level budgeted positions, as well as the overall City workforce.

¹ http://www.seattle.gov/Documents/Departments/Council/Members/OBrien/OSE-Paris-Agreement-RES_v8.pdf

² <http://murray.seattle.gov/wp-content/uploads/2016/07/Workforce-Equity-Strategic-Plan-July-2016.pdf>; p. 4

- Two (2) of the entry-level classifications (n=709) are active entry-level apprenticeships (n=3).
- In-demand Laborer and Customer Service Representative City titles align with regional in-demand jobs.

Recommended Next Steps:

- Identify and map the City's training investments.
- Analyze alignment of training resources toward occupational demand in the City, and the return-on-investment of this alignment.
- Analyze upward mobility of incumbent entry-level workers, *particularly in green pathways*, to create opportunity for entry-level positions.
- Determine which classifications are under-filled or under-utilized.
- Look at jobs that could be classified as entry-level but do not meet the IDT definition of entry-level.
- Explore how temporary positions can lead to regular entry-level budgeted positions.
- Conduct analysis to understand how entry-level occupational skills match occupational skill requirements at the next occupational level along a career pathway (e.g. Admin to Accounting 2 to Accounting 3, etc.).

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WORKFORCE TERMS AND DEFINITIONS

<i>Term</i>	<i>Definition</i>
<i>Employment Pathway</i> ³	A consistent citywide approach to City internships, apprenticeships, youth employment, and job training that reduces barriers to regular employment at the City of Seattle and creates pathways to regular employment for successful internship, apprenticeship, youth employment, and job training candidates.
<i>Entry-level Job</i>	Regular jobs that do not require a post-secondary degree and require less than 1 year of experience.
<i>Green Job</i>	Defined by the EP IDT as jobs that produce goods or provide services that benefit the environment (Department of Labor, Bureau of Labor Statistics); these jobs will typically fall into the following categories (which align with Washington’s green jobs analysis): increase resource conservation and energy efficiency, produce renewable energy, prevent and reduce environmental pollution, provide mitigation or cleanup of environmental pollution, and demonstrate sustainable design and planning.
<i>Job Title</i>	Classification
<i>Pocket</i>	Allocated position
<i>Posting</i>	Identified staffing need that is funded and actively recruited
<i>Workforce Training Program</i> ⁴	Educational program designed to assist individuals in exploring key City occupations and/or in gaining the skills to be successful entrants into the City’s workforce. Participants attain knowledge and skills which are relevant to the City’s workforce needs. Individuals elect to participate in the program and their participation is voluntary.
<i>Work-based Learning</i>	<p>Apprenticeship- combination of on-the-job training and related classroom instruction in which workers learn the practical and theoretical aspects of a highly skilled occupation. Apprenticeship programs are sponsored by joint employer and labor groups and are registered with the State.⁵</p> <p>Internship- practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and</p>

³ <http://murray.seattle.gov/wp-content/uploads/2016/07/Workforce-Equity-Strategic-Plan-July-2016.pdf>

⁴ City of Seattle Internship Project: Summary of Impact, Policy Recommendations, and Next Steps Report, September 2012

⁵ City of Seattle Internship Project: Summary of Impact, Policy Recommendations, and Next Steps Report, September 2012

	give employers the opportunity to guide and evaluate talent. Within the City, interns are classified as High School Intern, Co-Operative Intern, Municipal Intern, Student Accountant, or Student Engineer. ⁶
<i>Workforce Equity</i> ⁷	When the workforce is inclusive of people of color and other marginalized or under-represented groups at a rate representative of the greater Seattle area at all levels of City employment, where institutional and structural barriers impacting employee attraction, selection, participation, and retention have been eliminated, enabling opportunity for employment success and career growth.

EMPLOYMENT PATHWAYS INTERDEPARTMENTAL TEAM (EP IDT) BACKGROUND INFORMATION

The EP IDT began convening in March 2017 with support from City Council and the authority of the Mayor. The EP IDT considers all City workforce entry and employment pathway efforts, and how they might strategically align towards a consistent citywide approach to City internships, apprenticeships, youth employment, temporary employment, access, and job training. Recommendations from the EP IDT are targets towards reducing barriers to regular employment at the City, especially for people of color and other marginalized or under-represented groups. The EP IDT has finalized and prioritized five deliverables, created a timeline, and developed internal definitions for the scope of its work based on Council Resolution 31712.

Workforce Equity Strategic Plan

The EP IDT is one of many projects meant to accomplish the goals of the Workforce Equity Strategic Plan and work towards achieving the City’s definition of workforce equity, *when the workforce is inclusive of people of color and other marginalized or under-represented groups at a rate of representative of the greater Seattle area at all levels of City employment; where institutional and structural barriers impacting employee attraction, selection, participation, and retention have been eliminated, enabling opportunity for employment success and career growth.*⁸

The need to include more people of color and other marginalized or under-represented groups was highlighted in 2015 when the Mayor and City Council commissioned the Seattle Department of Human Resources (SDHR) to conduct a City of Seattle Workforce Pay Equity and Utilization Study, which was completed by DCI Consulting. The central conclusion of the report indicated that the City met legal standards for demographic representations in the workforce but still had opportunities to remove barriers to full participation in the workforce for women and people of color (DCI, 2015).⁹ The Workforce Equity Strategic Plan is a unifying effort to act on these findings and Employment Pathways is one strategy that can promote the full participation of women and people of color.

⁶ City of Seattle Internship Project: Summary of Impact, Policy Recommendations, and Next Steps Report, September 2012

⁷ <http://murray.seattle.gov/wp-content/uploads/2016/07/Workforce-Equity-Strategic-Plan-July-2016.pdf>

⁸ <http://murray.seattle.gov/wp-content/uploads/2016/07/Workforce-Equity-Strategic-Plan-July-2016.pdf>

⁹ DCI as cited in p. 18 of <http://murray.seattle.gov/wp-content/uploads/2016/07/Workforce-Equity-Strategic-Plan-July-2016.pdf>

METHODOLOGY

Initial Data Pull

- Data was initially gathered July 2017 and gathered again in September 2017.
- Classification and Compensation (Class Comp) used the entry-level jobs definition created by the EP IDT and gathered data that included job classifications, job titles, required experience, wage information, and union representation.
- Information Management (IM) used the job classifications and titles to identify departments with entry-level jobs, number of jobs, filled positions, vacant positions, and green jobs; race and gender demographics were included in the data pull.
- IM also compared City job codes with Standard Occupational Classifications (SOC) and Census Occupation codes that were available from 2010 and used a manual process to crosswalk Census codes to the 2010 SOC, and the SOC to more defined SOC green jobs.

Data Verification Process

- Certain entry-level classifications did not appear in the initial data pull because certain titles had no class specification.
- Some jobs that do not have class specifications are included based on departmental knowledge and recommendation.
- Human Resources leaders were asked to review and submit data regarding entry-level jobs in their department.
- Information that was submitted was re-verified through Class Comp.
- SDHR also removed certain classifications that required a post-secondary degree requirement.
- IM then used the final list to gather the information listed above.

City Data

- City data was pulled in September 2017.
- City data encompasses entry-level data.
- City data does not include temp positions because they are not classified as regular positions.

Pockets

- This report used position job titles which are budgeted pockets.
- This report does not look at how departments use or fill budgeted pockets.
- An employee may be placed in the pocket but can and may be hired to work in a different classification title if the budgeted pocket can fund the position.

ENTRY-LEVEL SUMMARY OF FINDINGS¹⁰

Entry-level Classifications

- 53 available entry-level job titles exist within the City’s job classification system.
- 6% of all City pockets (n=11,847) are entry-level pockets (n=709).
 - 86% of all entry-level pockets are filled (n=607)
 - 14% of allocated entry-level pockets are vacant (n=102)¹¹
- 0.5% of the City’s overall classifications are entry-level vacancies.
- 15 different City departments and offices have entry-level pockets.

Racial Demographics

- People of color are represented at a greater level in entry-level classifications than across the City.
- Racial demographics should be compared to mid-to-high wage classifications to obtain an accurate comparison.

Racial breakdown of incumbent entry-level job holders compared to City job holders:

<i>Race</i>	<i>Entry-level</i>	<i>Citywide</i>
American Indian/Alaska Native	3%	2%
Asian	16%	15%
Black or African American	20%	11%
Hispanic or Latino	7%	5%
Nat Hawaiian/Oth Pac Islander	4%	2%
Not Specified	1%	1%
Two or More Races	4%	3%
White	45%	61%

Gender Demographics

- Gender diversity exists at similar levels in entry-level classifications compared to citywide.
- A gender disparity remains; men are represented at higher rates in entry-level and all City jobs.

Gender breakdown of incumbent entry-level jobs:

<i>Gender</i>	<i>Entry-level</i>	<i>Citywide</i>
F	41%	37%
M	59%	63%

¹⁰ Final data was gathered in September 2017

¹¹ Departments will factor in whether a vacant position is filled

GREEN ENTRY-LEVEL SUMMARY OF FINDINGS¹²

Green Entry-level Classifications

- Eight (8) job titles are green.
- 17% of entry-level pockets (n=143) are green.
- 16% of allocated entry-level green pockets are vacant (n=23).
- Seven (7) different departments have green classifications.

Racial Demographics

- People of color are represented in green entry-level classifications at slightly higher levels than in entry-level jobs.

Racial breakdown of incumbent green entry-level job holders compared to entry-level job holders:

<i>Race</i>	<i>Green Entry-level</i>	<i>Entry-level</i>
American Indian/Alaska Native	8%	3%
Asian	15%	16%
Black or African American	23%	20%
Hispanic or Latino	8%	7%
Nat Hawaiian/Oth Pac Islander	8%	4%
Not Specified	2%	1%
Two or More Races	3%	4%
White	34%	45%

Gender Demographics

- A gender disparity remains; men are represented at much higher rates in entry-level jobs compared to green entry-level jobs.

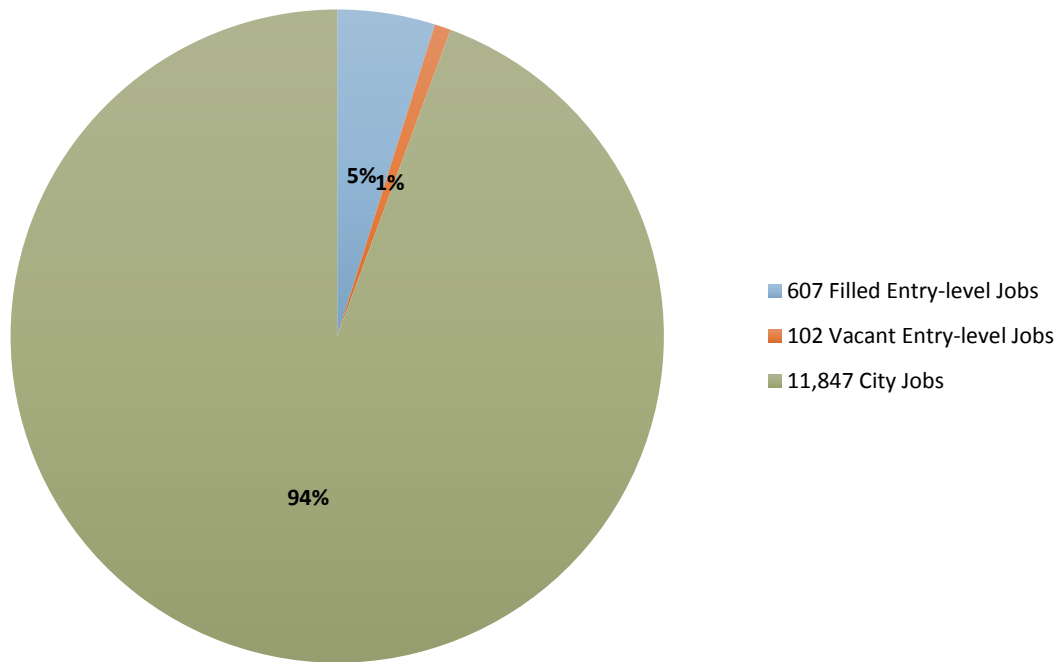
Gender breakdown of incumbent green entry-level jobs:

<i>Gender</i>	<i>Green Entry-level</i>	<i>Entry-level</i>
F	13%	41%
M	87%	59%

¹² Final data was gathered in September 2017

ENTRY-LEVEL DATA

Figure 1: Filled and Vacant Entry-level Positions Compared to All City Positions



Key Points:

- There are 709 entry-level pockets which account for 6% of all City pockets (n=11,847).
 - 86% of all entry-level pockets are filled (n=607).
 - 14% of allocated entry-level pockets are vacant (n=102).
 - 20% of entry-level pockets are green (n=143).
 - 16% of entry-level green pockets are vacant (n=23).
- **Allocated vacant entry-level pockets (n=102) account for 0.5% of the City's allocated positions (n=11,847).**
 - Departments will factor in whether a vacant position is filled.

Figure 2: Entry-level Position Job Titles

*Accounting Technician I	Laborer
Administrative Specialist I	*Lead Page - Library
Administrative Support Assistant	*Library Technician I - Library
Administrative Personnel Dispatcher	*Library Technician II - Library
Animal Control Officer I	Lifeguard
Automotive Mechanic Apprentice	<i>Line Worker Pre-Apprentice</i>
Bridge Maintenance Mechanic Helper	<i>Meter Electrician Apprentice</i>
Camp Service Aide	Meter Reader
Cashier	*Page - Library
<i>Cable Splicer Apprentice</i>	Park Ranger
Court Cashier	Parking Attendant
Court Clerk	Parking Enforcer Officer
Customer Service Representative	Parks Maintenance Aide
*Custodian - Library	*Permit Technician (E)
Delivery Worker	Plumber Apprentice
Dining Room Attendant	Police Communications Dispatcher I
<i>Electrician-Constructor Apprentice</i>	*Police Data Technician Trainee
Engineering Aide	Recreation Attendant
Equipment Servicer	Remittance Process Technician
Evidence Warehouse	Scale Attendant
*Firefighter -80 Hours	Security Officer
Firefighter Recruit	Store Clerk
Golf Course Groundskeeper I	Tennis Instructor
Hydro Maintenance Worker I-General	Title Records Technician
*Janitor - Library	Utility Laborer
Janitor Finance and Administrative Services/City Light	Water Laboratory Technician
Janitor Seattle Center/Parks/Seattle Public Utilities	

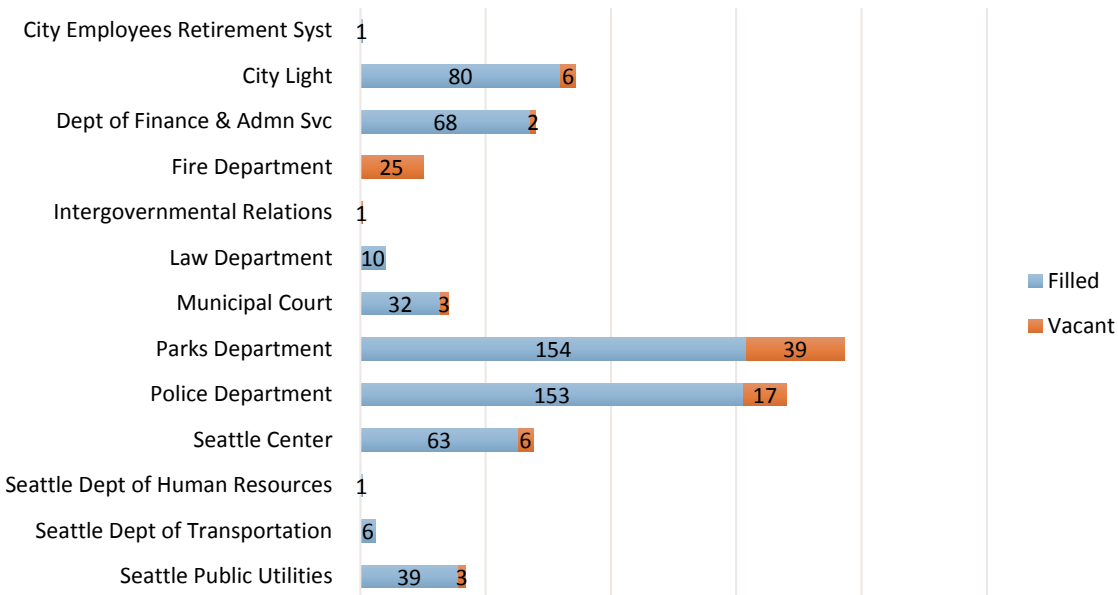
* Job titles for which no budgeted entry-level pocket currently exists | *Italics = Job titles for which no budgeted entry-level pocket currently exists; employees may be assigned this level work in higher level pockets* | **BOLD = Employs high number of entry-level job holders**

Key points:

- There are 39 unique, *available* entry-level job titles.
 - Total number of entry-level job titles is 53; 14 titles are currently unavailable and are noted with * above.
- 58% of entry-level job holders are employed in the six (6) job titles listed in **bold** above.
- The titles with the highest number of allocated positions:
 - Parking Enforcement Office (n=106)
 - Laborer (n=89)
 - The City’s collective bargaining agreements include language that preferences current temporary workers for employment in regular positions.
 - Police Communications Dispatcher (n=60)
 - Recreation Attendant (n=52)
 - Customer Service Representative (n=51)
 - Meter Reader (n=45)

- The City's move to automated meter reading will decrease the number of Meter Readers the City will employ to meet future business needs.
- Two (2) job titles correspond with active entry-level apprenticeships:
 - Auto Mechanic Apprentice (n=2)
 - There is high demand within community employers; the City is less competitive as positions work the night shift.
 - Plumber Apprentice (n=1).
 - The City has not hired a Plumber Apprentice since 2015.
- The following apprenticeship corresponds with the entry-level definition but are currently unavailable:
 - Firefighter- 80 Hours
- The following apprenticeship job titles are not associated with a budgeted entry-level pocket and are used by underfilling journey-level budgeted pockets. Employees filling non-entry level pockets are not captured in this report.
 - Meter Electrician Apprentice
 - Electrician-Constructor Apprentice
 - Cable Splicer Apprentice
 - Line worker Pre-Apprentice
- The remaining 47% of entry-level jobs are spread across 47 titles with minimal openings; some of these job titles are exclusive to the Municipal Court and City Attorney's Office.

Figure 3: Filled and Vacant Entry-level Positions by Department



Key points:

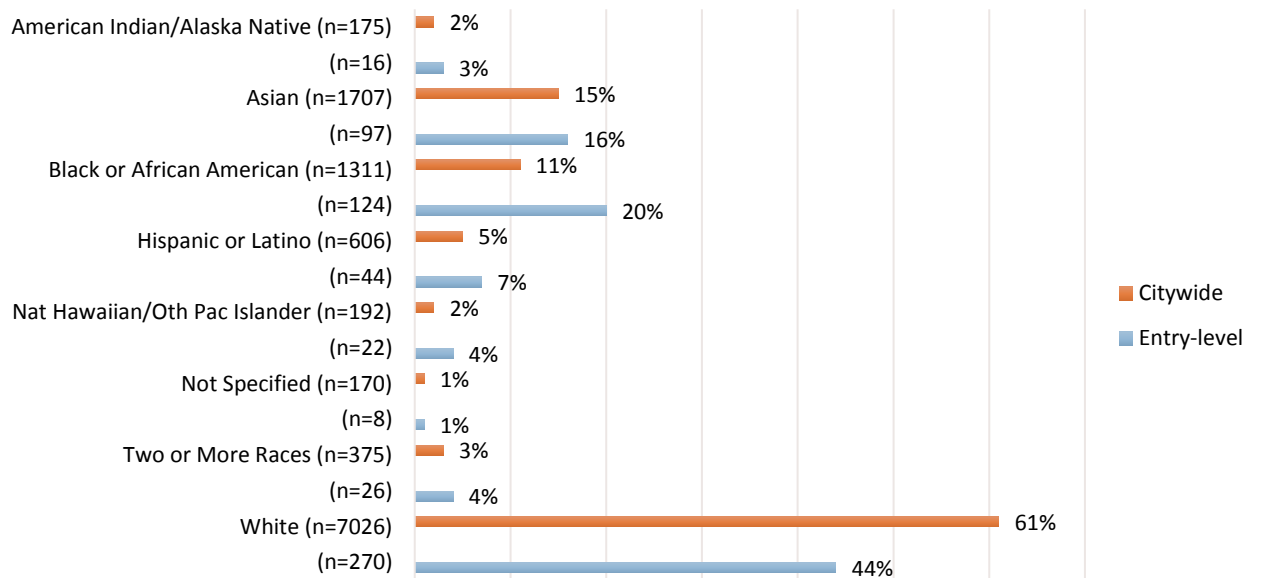
- Entry-level jobs span 15 different City departments and offices.
 - Seattle Public Library (SPL) and Department of Construction and Inspections (SDCI) do not appear above because their entry-level positions are currently unavailable.
 - Department of Parks and Recreation (DPR) holds 27% of the allocated entry-level positions (n=193).
 - Seattle Police Department (SPD) holds 24% of allocated entry-level positions (n=170).
 - Seattle Fire Department (SFD) has a 100% vacancy rate (n=25).
 - DPR has the second highest number of vacancies; 20% of their entry-level jobs are vacant (n=39).

The following departments and offices do not have any entry-level jobs:

Seattle Animal Shelter	Office of Economic Development	Seattle Information Technology
Seattle Municipal Archives	Department of Education and Early Learning	Office Labor Standards
Office of Arts and Culture	Seattle Office of Emergency Management	Department of Neighborhoods
Auditor	Office of Film and Music	Office of Planning and Community Development
Budget Office	Office of Hearing Examiner	Office of Police Accountability
Office of the City Clerk	Office of Housing	Seattle Channel
Seattle Office for Civil Rights	Human Services Department	Special Events Office
Customer Service Bureau	Office of Immigrant and Refugee Affairs	Office of Sustainability and Environment
		Office of Waterfront

ENTRY-LEVEL RACE DATA

Figure 4- Racial Demographics of Entry-level City Employees versus All City Employees



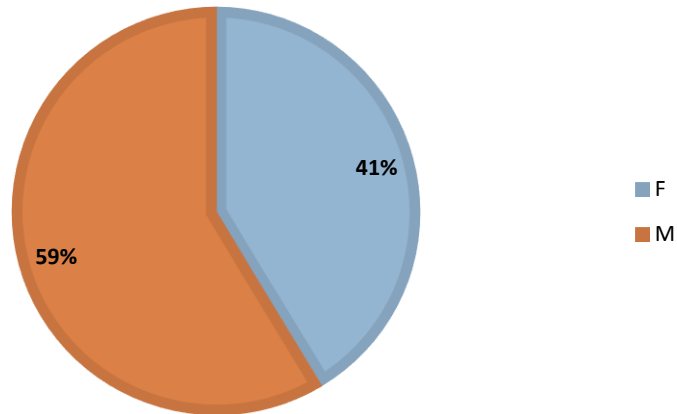
Key points:

- People of color are represented at a greater level in entry-level jobs than across all City jobs.
- **Racial demographics should be compared specifically to mid-to-high wage jobs to increase the accuracy of the comparison.**
- Additional racial data by department and job title can be found in the appendices.

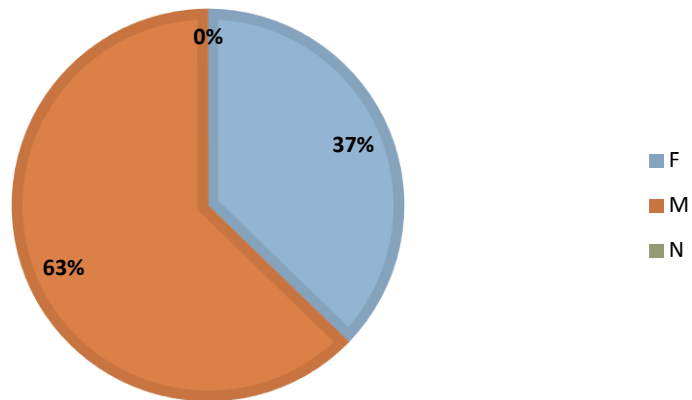
ENTRY-LEVEL GENDER DATA

Figure 5- Gender Breakdown across Entry-level City Employees and Citywide Employees

ENTRY-LEVEL CITY EMPLOYEES



CITY EMPLOYEES



Key points:

- Gender diversity exists at similar levels in entry-level jobs compared to Citywide.
- Large gender disparity exists as men are represented at higher levels across entry-level and City jobs.
- Additional gender information by department and job title can be found in the appendices.

GREEN ENTRY-LEVEL DATA

Figure 6- Percentage of Entry-level Green Jobs Across Departments and Job Titles

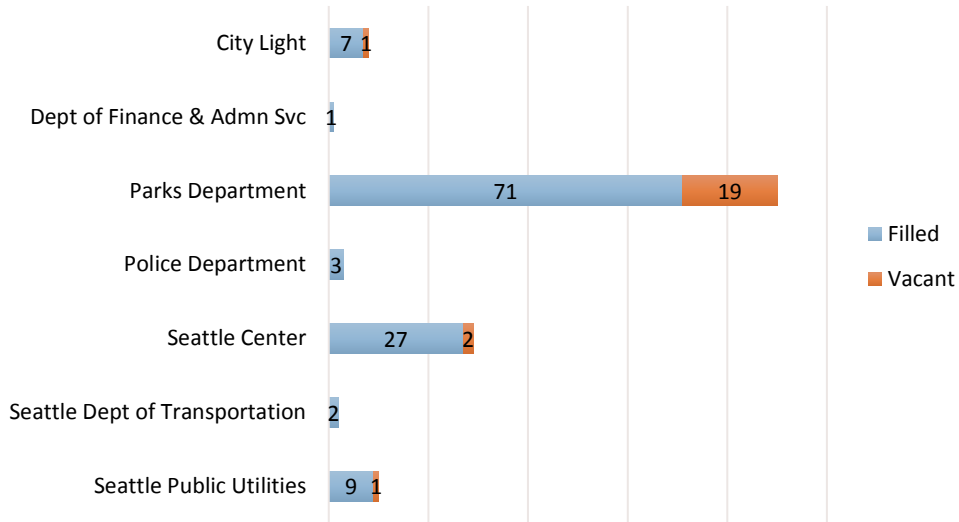
Administrative Personnel Dispatcher	Laborer
Bridge Maintenance Mechanic Helper	Store Clerk
Evidence Warehouse	Plumber Apprentice
Hydro Maintenance Worker I-General	Utility Laborer

BOLD = Employs high number of entry-level job holders

Key Points:

- There are eight (8) green entry-level job titles.
- 88% of green job titles correspond with skilled trades.
- There is a need to examine green career pathways for incumbent workers to advance.
- 62% of entry-level job holders are employed as laborers.
- The title with the highest number of allocated positions:
 - Laborer (n=89)
 - The City's collective bargaining agreements include language that preferences current temporary workers for employment in regular positions.
- One (1) job title corresponds with active entry-level apprenticeships:
 - Plumber Apprentice (n=1)
 - The City has not hired a Plumber Apprentice since 2015.

Figure 7: Filled and Vacant Green Entry-level Positions by Department



Key Points:

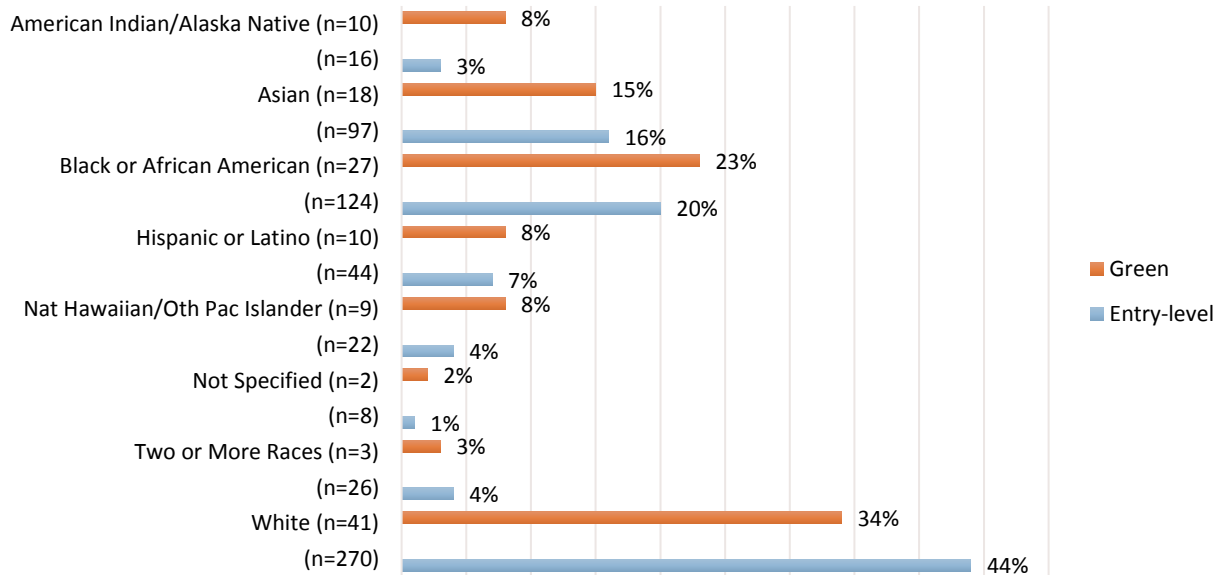
- Green jobs span seven (7) different departments.
 - DPR holds 63% of green entry-level pockets (n=90).
 - CEN holds the second highest number of green entry-level pockets at 20% (n=29).

The following departments and offices do not have any green entry-level jobs:

Seattle Animal Shelter	Department of Education and Early Learning	Office Labor Standards
Seattle Municipal Archives	Seattle Office of Emergency Management	Department of Neighborhoods
Office of Arts and Culture	Office of Film and Music	Office of Planning and Community Development
Auditor	Seattle Fire Department	Office of Police Accountability
Budget Office	Office of Hearing Examiner	Seattle Public Library
Office of the City Clerk	Office of Housing	Retirement Office
Seattle Office for Civil Rights	Seattle Department of Human Resources	Seattle Channel
Department of Construction and Inspections	Human Services Department	Special Events Office
Seattle Municipal Court	Office of Immigrant and Refugee Affairs	Office of Sustainability and Environment
Customer Service Bureau	Seattle Information Technology	Office of Waterfront
Office of Economic Development	Office of Intergovernmental Relations	

GREEN ENTRY-LEVEL RACE DATA

Figure 8- Racial Demographics of Green Entry-level City Employees versus Entry-level Employees



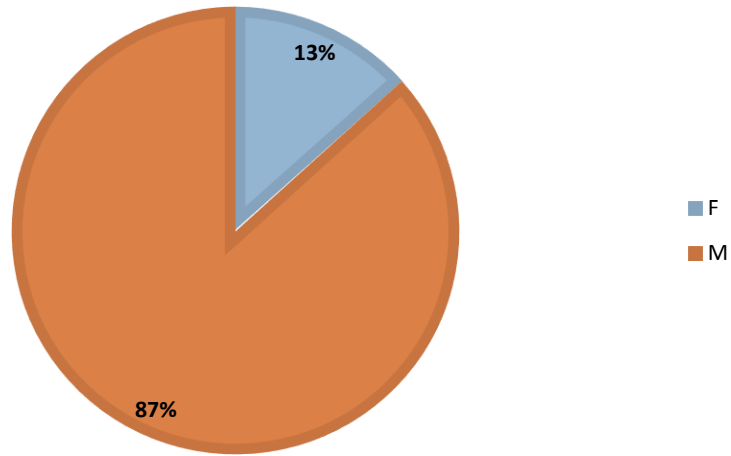
Key Points:

- People of color are represented in green entry-level classifications at slightly higher percentages than in entry-level jobs.
- Black or African American employees have the second highest representation in entry-level green jobs.
- **Racial demographics should be compared specifically to green mid-to-high wage jobs to increase the accuracy of the comparison.**

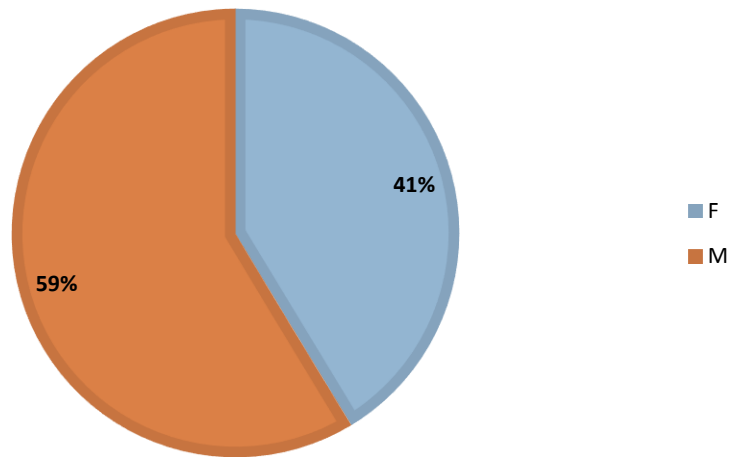
GREEN ENTRY-LEVEL GENDER DATA

Figure 9- Gender Demographics across Green Entry-level City Employees

GREEN ENTRY-LEVEL EMPLOYEES



ENTRY-LEVEL CITY EMPLOYEES



Key Point:

- Females are under-represented in entry-level green jobs.

APPENDICES

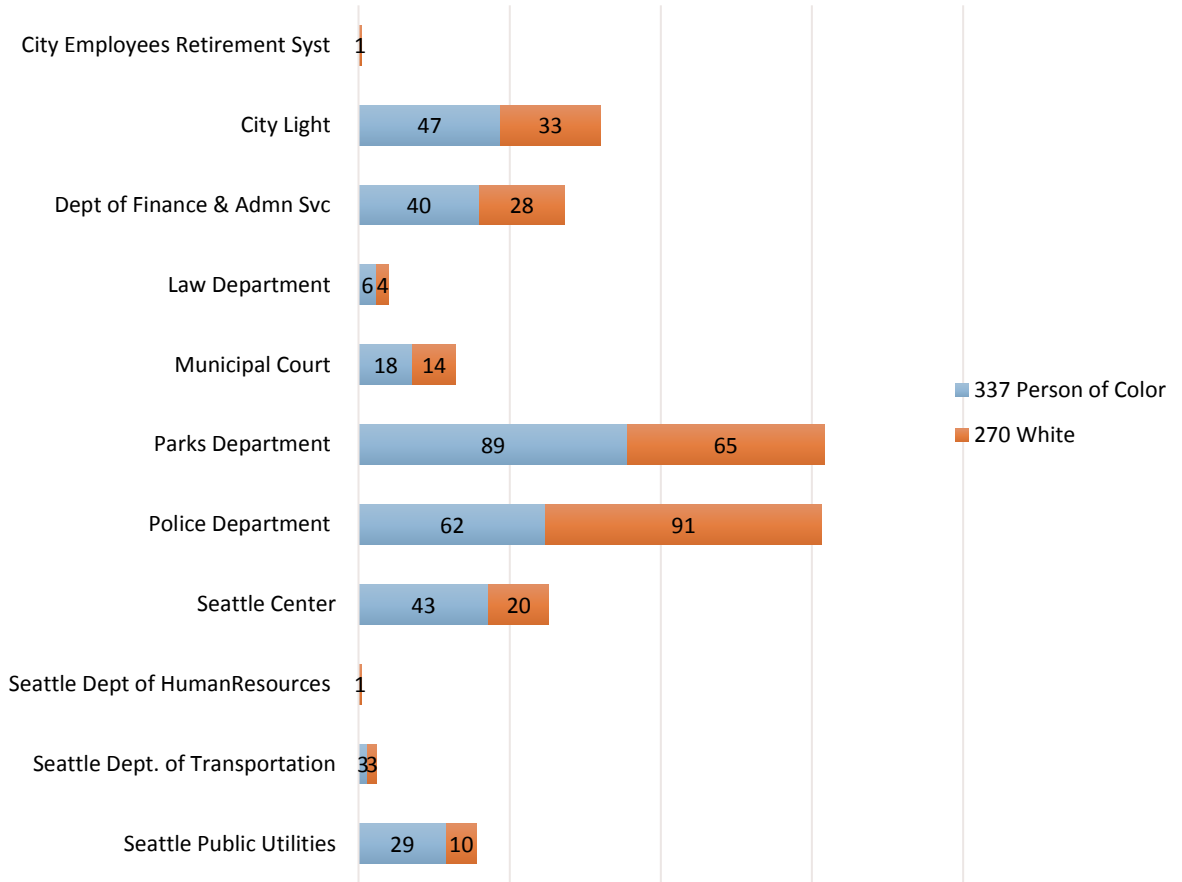
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APPENDIX A:

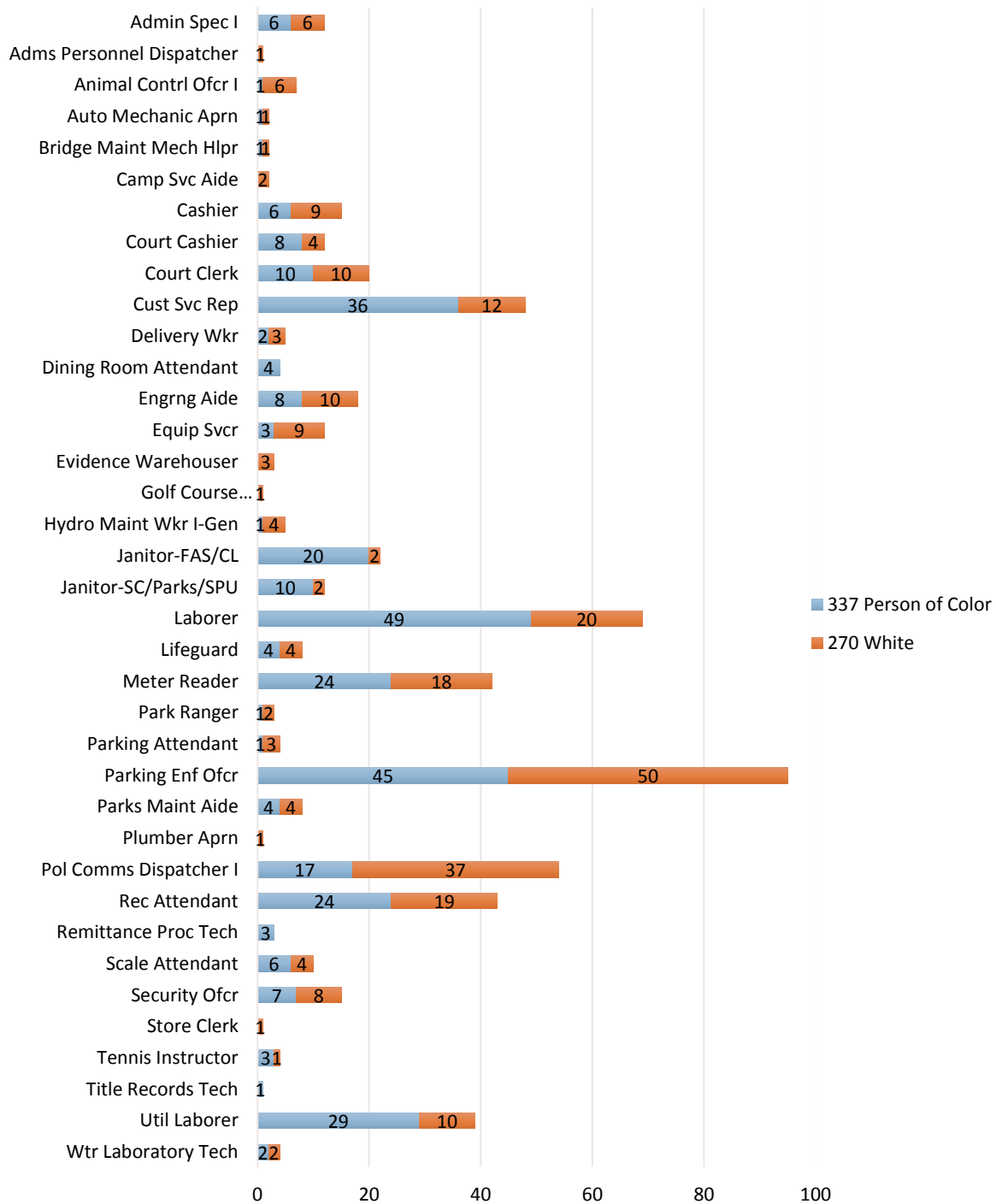
Employment Pathways Interdepartmental Team Members; September 2017

Name	Department
Susan Coskey	SDHR Director Sponsor
Rebecca Lovell	Interim OED Director Sponsor
Felecia Caldwell	SDHR Project Sponsor
Nancy Yamamoto	OED Project Sponsor
Matt Houghton	OED IDT Co-lead
Debbie White	SDHR IDT Co-lead
Stefani Thornton	SDHR IDT Admin
Sandra Wong	SDHR Program Support
Ryan Biava	Mayor's Office / Office of Policy and Innovation, Key Stakeholder
Jennifer Alsawadi	HSD
Cara Atchison	SPR
Hayden Bass	SPL
Jeanie Boawn	OSE
Rachel Bowe	FAS
Clarence Dancer	DEEL
Glenn Davis	OIRA
Jennifer Dawson-Miller	ITD (IT)
Adrian Diaz	SPD
Jai Elliott	SCL
Cynthia Flowers	SPU
Sasha Gourevitch	OED
Pam Inch	SDHR
Patricia Lee	LEG
Andrew Lu	FAS
Dat Nguyen	SPU
Deena Pierott	SDHR
Kristen Simpson	SDOT
Sascha Sprinkle	CEN
Desiree Tabares	PARKS
Mary Wideman-Williams	CEN

APPENDIX B: Race of Entry-level Employees by Department

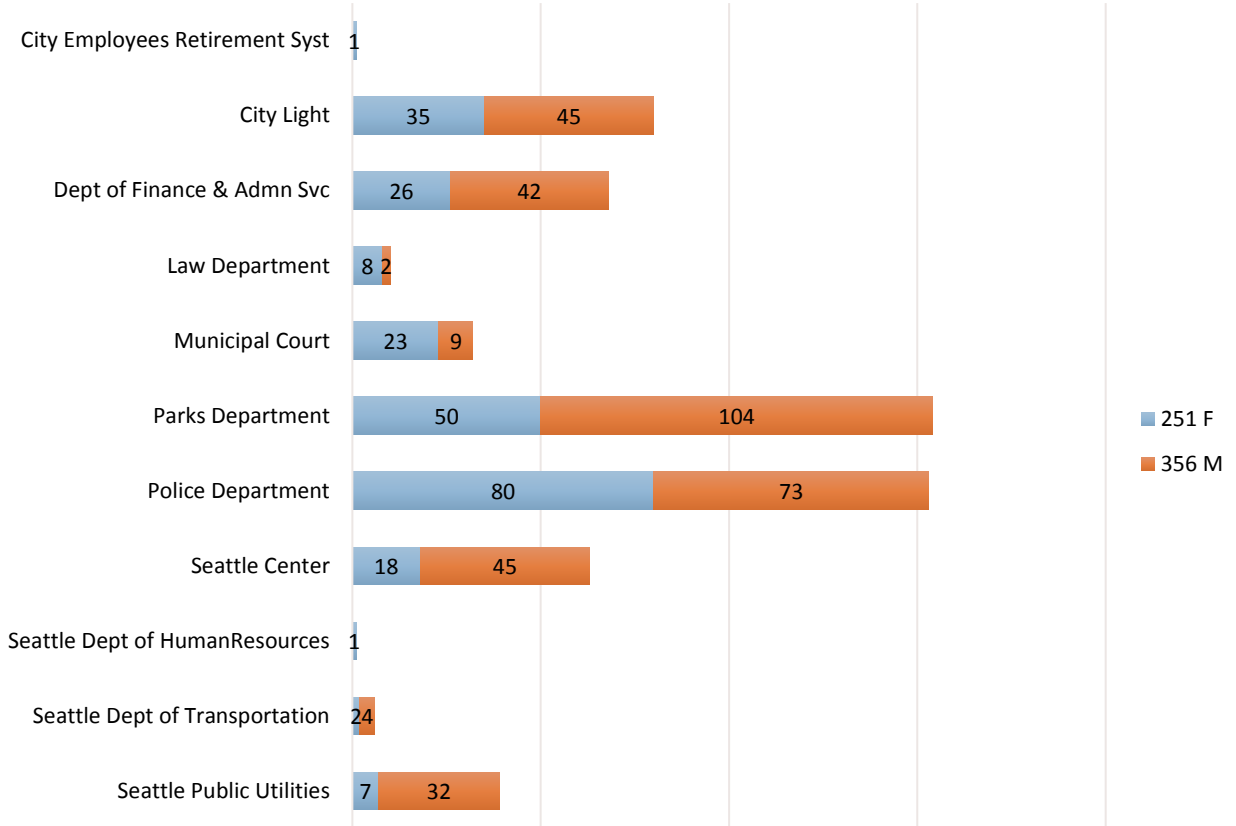


APPENDIX C: Race of Entry-level Employees by Job Title*



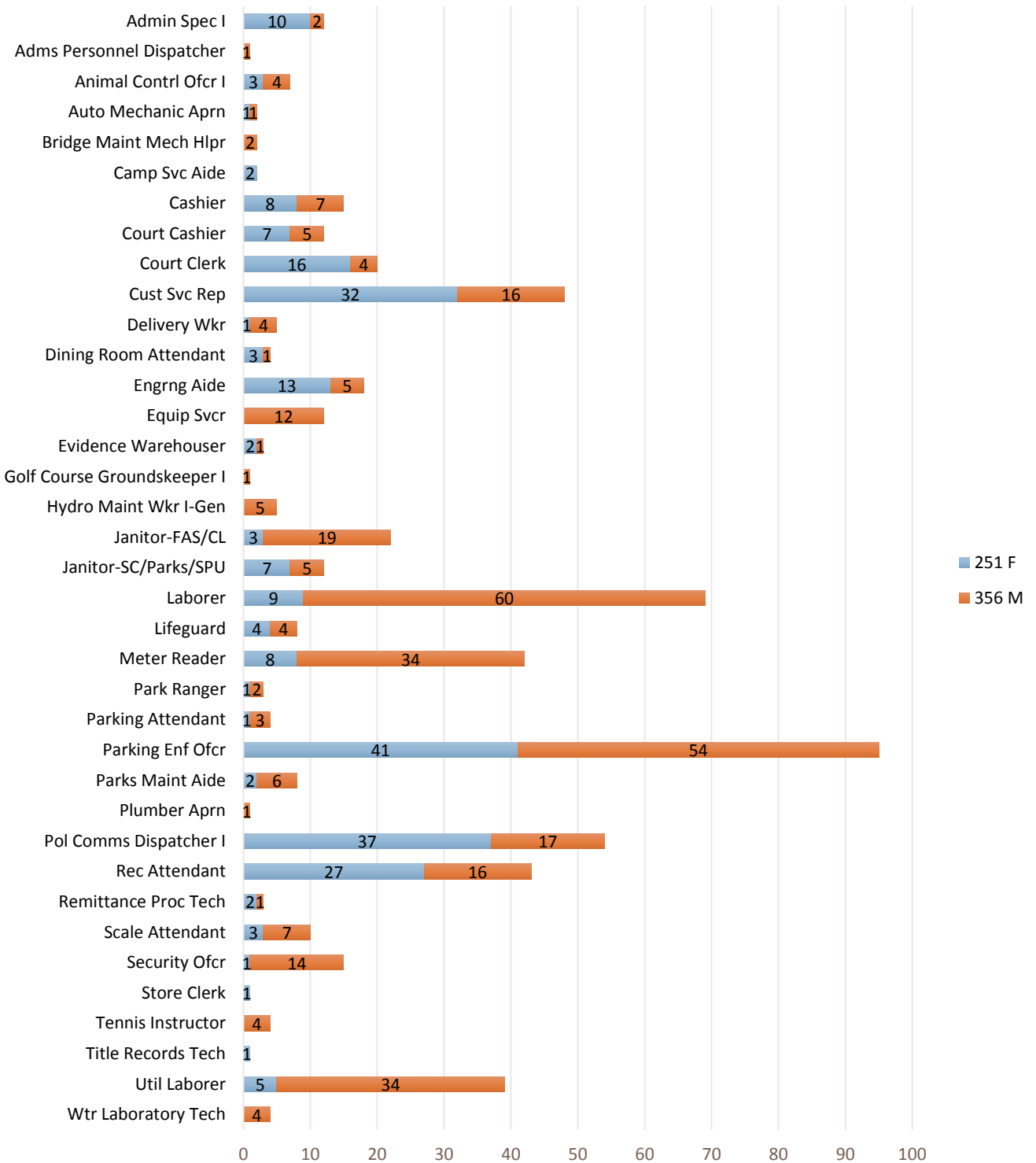
*please see p. 10 for full job titles

**APPENDIX D:
Gender Breakdown across Entry-level City Employees by Department**



APPENDIX E:

Gender Breakdown across Entry-level City Employees by Job Title*

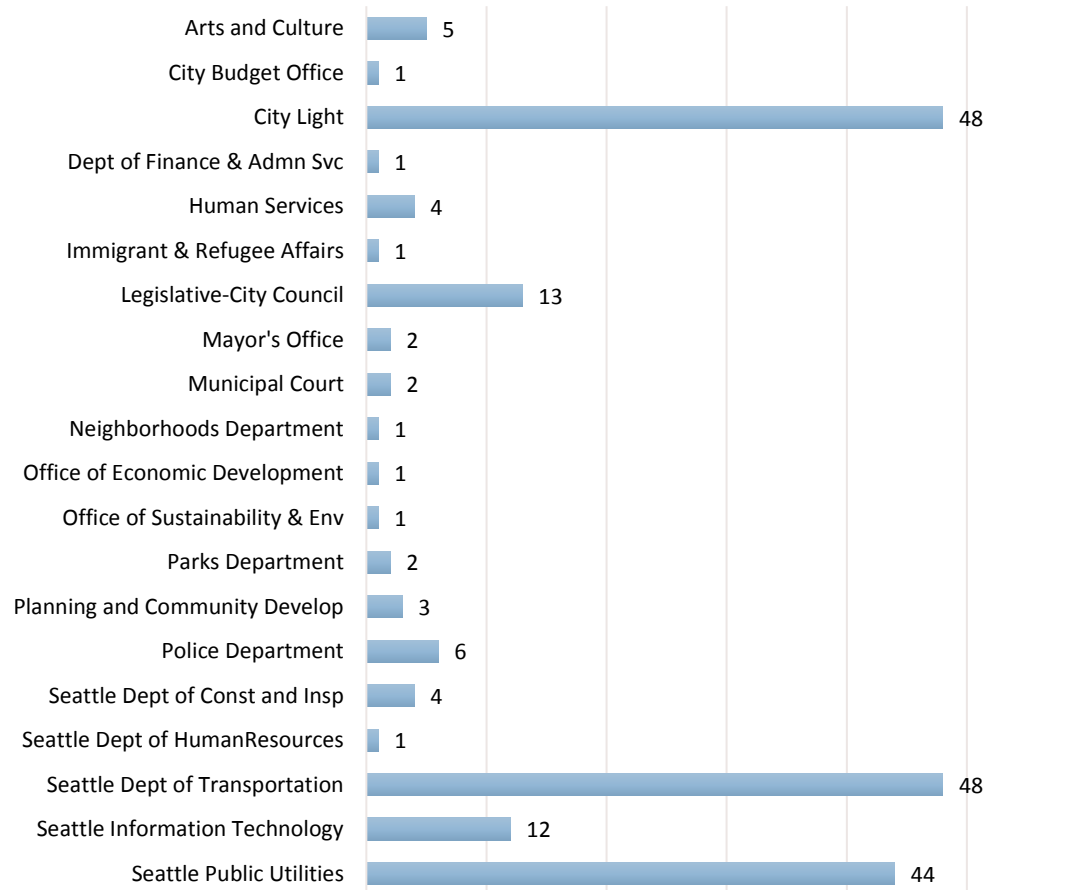


*please see p. 10 for full job titles

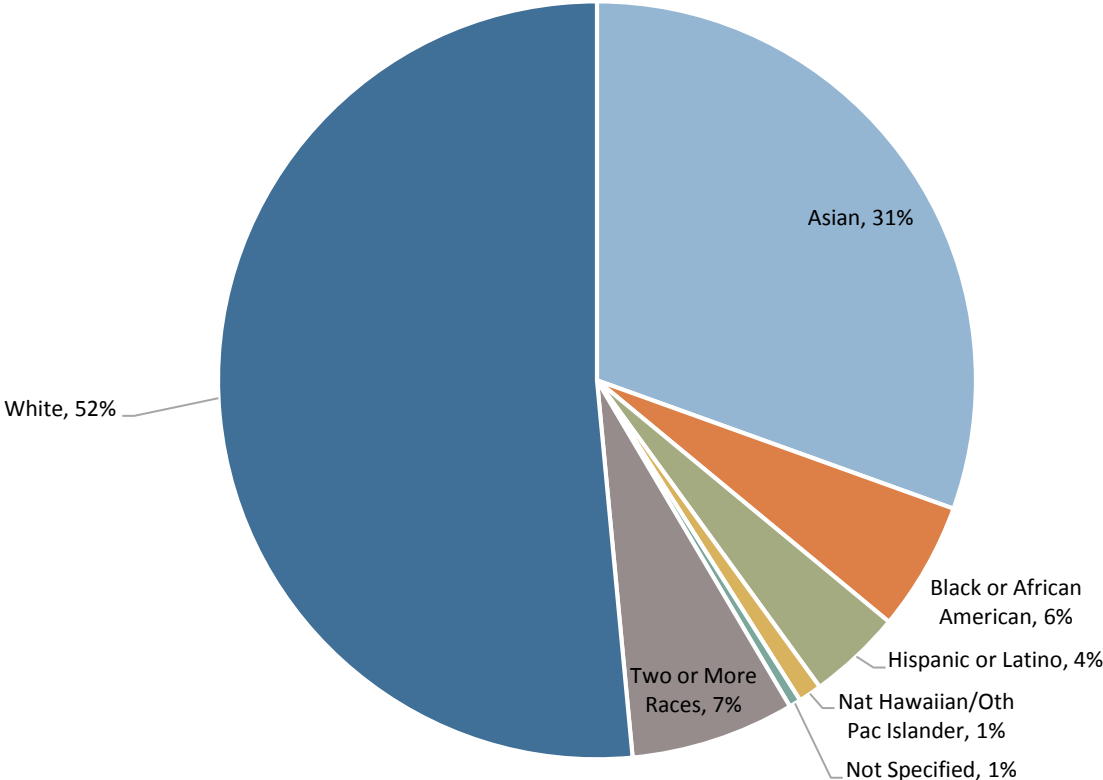
**APPENDIX F:
Internship Type; Q1 and Q2 2017**

Internship Type	%	#
Cooperative Intern	38%	75
Cooperative Intern-Work Study	5%	10
High School Intern	1%	2
Muni Government Intern	23%	46
Muni Government Intern-Work Study	1%	1
Painter Apprentice-Intern	1%	1
Student Accountant Intern	4%	7
Student Engineering Intern	29%	58
Grand Total	100.00%	200

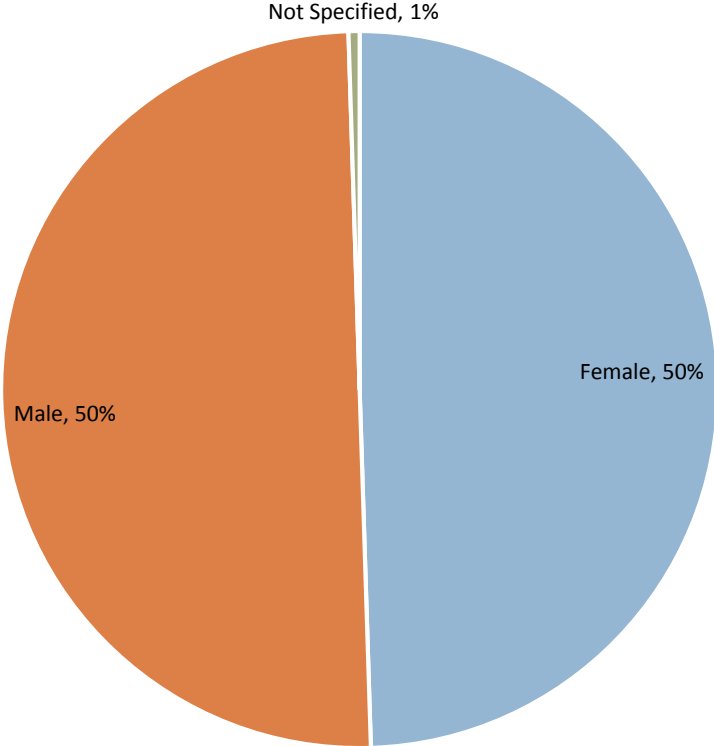
APPENDIX G: Internship by Department; Q1 and Q2 2017



**APPENDIX H:
Internship by Race; Q1 and Q2 2017**



**APPENDIX I:
Internship by Gender; Q1 and Q2 2017**



**APPENDIX J:
City of Seattle Occupational Demand in past 90 days for Laborers and Customer
Relations**

Top Detailed O*Net Occupations

