

Ohio Development Services Agency

2015-2017 Affirmative Action Plan

December 2014



John R. Kasich, Governor

**Development
Services Agency**

David Goodman, Director

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Section 1- Agency Overview

Executive Summary & Agency Mission

The Ohio Development Services Agency (“Development”) is committed to creating jobs and building strong communities, while ensuring accountability and transparency of taxpayer money and exceptional customer service.

Role & Overview

Development was established in September 2012 to provide oversight and coordination of economic development in Ohio. JobsOhio is the private, nonprofit organization designed to drive job creation and new capital investment in Ohio through business attraction, retention and expansion efforts in conjunction with regional partners around the state. Development works with JobsOhio to evaluate return on investment of publicly-funded incentives.

Development provides support to entrepreneurs, small businesses and minority-owned business in Ohio; supports communities in growing their economies, with special attention to the needs of Ohio’s Appalachian region; supports tourism industries through TourismOhio, by promoting Ohio as a destination for visitors or people looking for quality of life and a place to establish a business. In total, Development manages a \$1.3 billion budget.

Agency Priorities

- Grow jobs through support of JobsOhio, Ohio Third Frontier, TourismOhio and Ohio businesses and communities.
- Reduce bureaucracy through ongoing evaluation of processes and reporting for greater accountability.
- Review all paper processes to convert as many as possible to digital.
- Increase customer service to businesses and communities by improving access to economic DSA programs through outreach and clarity about our programs.
- Increase customer service to the citizens of Ohio through transparency in processing, awarding and monitoring public incentives.

Agency Objectives

- Support JobsOhio in its efforts to recruit, retain and encourage expansion of Ohio-based businesses for job creation and capital investment in the state through return on investment evaluation to get the greatest value for publicly-funded incentives.
- Continuously evaluate and improve our processes to remove unnecessary steps and reduce paperwork while increasing accountability for taxpayer resources by holding beneficiaries accountable for their commitments.
- Foster and support entrepreneurship with technical assistance and access to capital through our regional network of Small Business Development Centers, Minority Business Assistance Centers, procurement and export assistance centers and manufacturing and business innovation assistance.

- Identify minority-owned and women-owned businesses and assist them with certification, technical assistance and access to capital or bonding capacity so all Ohioans have opportunities to share in our state's growing economic strength. Continue to help the state meet or exceed the 15% Minority Business Enterprise requirement mandated by law.
- Assist Ohio communities in building infrastructure as a foundation for economic development.
- Provide home heating assistance and energy efficiency programs to income-eligible Ohioans.
- Assist innovative technology companies to grow in Ohio; including access to capital, collaboration and advanced manufacturing partners. Promote Ohio as a desirable destination for companies from startup through maturity.
- Aggressively promote Ohio's authentic travel experiences through TourismOhio, to position Ohio as a premiere travel destination, which drives economic prosperity in tourism-related industries and provides a high quality of life to the people of the state.

Division Objectives

Business Services Division

The Business Services Division administers public incentives to companies which have committed to create jobs and make capital investments in Ohio. The Office of Strategic Business Investments oversees the three main incentive types that the agency provides to large employers: tax credits, loans and grants. The Office of Technology Investments is the home of Ohio Third Frontier, which provides funding for technology innovation companies at every stage of their development and encourages a robust innovation economy in Ohio. The Office of Business Assistance supports a network of Small Business Development Centers, Procurement Assistance Centers and provides businesses with export assistance. This division has a Quality Assurance Team which drives annual reporting, oversight and compliance monitoring for business incentives.

Community Services Division

The Community Services Division provides support to local communities and low-income Ohioans. The Office of Community Development administers federal and state funds to build infrastructure which can encourage economic development, particularly in low- and moderate-income communities and underserved areas. The Office of Community Assistance provides federal funding to Community Action Agencies across Ohio to directly assist low-income Ohioans and provides home heating assistance to lower income Ohioans. The Office of Community Assistance recently has assumed responsibility for providing energy efficiency programs and site development/redevelopment and improvement of infrastructure for future businesses.

Minority Business Development Division

This Minority Business Development Division identifies minority-owned businesses in Ohio and helps them become certified, provides technical support, access to capital and bonding so they can grow their capacity. This Division, in concert with the Department of Administrative Services, works to match certified minority businesses and state agencies, boards and commissions toward the goal of giving minority business enterprises access to state contracts as outlined in Ohio law.

Operations

The Operations Division of DSA includes all support services for the three program divisions including executive leadership, budget and financial management, loan administration, legal, information technology, facilities management, auditing, human resources, policy & communications and the state research office. TourismOhio promotes Ohio's travel experiences to position it as a premiere travel destination which drives economic prosperity in tourism-related industries.

Section 2 – EEO Responsibilities and Flow Chart

Within Development, Director Goodman leads the agency on equal employment opportunity efforts through both his posted Anti-Discrimination Policy and his selection of hires into the agency, especially at the senior leadership level. The flow chart for EEO responsibility and each individual's contact information is as follows:

David Goodman
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77 S. High Street, 27th Floor
Columbus, OH 43216
(614) 466-0322
Lauren.Hunter@development.ohio.gov

Section 3 – EEO Officer Responsibilities

Lauren Hunter is the current EEO Officer for the Agency. Due to the smaller size of the agency, her duties are blended between labor, EEO, training and other human resources duties, as follows:

50% Confers & advises management concerning bargaining contracts, disciplinary problems & possible resolutions & current & proposed labor activities & positions for Ohio Development Services Agency (i.e., ODSA): researches issues & gathers facts & documents; researches & prepares layoff rationale; represents agency during contract negotiations; identifies current & potential labor problems & recommends resolution; acts as liaison with Office of Collective Bargaining (i.e., OCB); monitors agency's work rules, policies & procedures for conformance with existing union contracts; Coordinates & monitors agency-wide labor relations: serves as Director's designee in hearing & deciding Step III grievances; makes decisions on arbitrability of pending cases; attends mediation & presents relevant case materials before mediator; prepares cases for arbitration; represents &/or assists OCB in advocating cases presented in arbitration; provides technical assistance to HR Director, management personnel in labor relations, collective bargaining & managing employee performance & behavior issues; works with supervisors in preparing performance improvement plans; prepares & oversees retention of required labor relations reports, correspondence & personnel records, performs confidential assignments as required; maintains appropriate relations with union stewards & union leadership; assists in preparation of cases before Personnel Board of Review or other administrative review boards; prepares & maintains required reports & correspondence (e.g., physician verification) & administrative reports (e.g., grievance, disciplinary, seniority) & records.

25% Performs ongoing evaluation of employee relations: monitors employee relations to comply with applicable federal, state, local laws & regulations; identifies current & potential labor problems & recommends resolution; resolves workplace disputes; oversees personnel policies & procedures; resolves complex & sensitive matters regarding both bargaining unit & exempt employees; works with HCM Analyst & Employee Development Manager to review performance evaluation results in coordination with ePerformance tracking system & advises management as needed; works with supervisors in preparing performance improvement plans; identifies & communicates performance improvement opportunities to supervisors/employees.

15% Performs other duties as assigned: Acts for HR Director in their absence; assists in other areas of Human Resources Office (e.g., Employment, Benefits/Payroll, Compensation, Special Projects, Training, OAKS); disputes unemployment claims; updates personnel policies as needed; prepares essential employee communications & contact list; researches personnel related issues & presents findings pertaining to legislative rules, Ohio Revised Code, Ohio Administrative Code & state & federal employment/labor laws.

5% Serves as agency EEO Officer: Ensures equal employment opportunity, fairness & consistency in treatment of employees; investigates EEO complaints & works to resolve discrimination complaints through liaison with Human Resources Director, legal counsel & enforcement agencies (e.g., Ohio Civil Rights Commission); prepares official responses to external agency EEO complaints (EEOC/OCRC); conducts on-site reviews & recommends corrective action to ensure governmental regulations are observed; maintains EEO postings; prepares reports & recommendations based on investigation findings; recommends EEO training for employees & management personnel to keep

abreast on new trends & legislation; advises employees with discrimination concerns; develops policies & procedures to assure compliance in recruiting, hiring & promotional opportunities; handles ADA accommodation requests.

5% Assesses training needs of agency; creates & delivers a variety of training regarding management & personnel issues (e.g., managing employee behavior, violence prevention in workplace, labor relations, team handbook) for management & non-management staff; receives training on initial & on-going basis in areas of personnel, labor relations/collective bargaining & human resources development to keep current of changes in policies, procedures & laws, & their impact on assigned area; serves on committees as needed.

Demonstrates commitment to customer service performance standards in alignment with agency's promise to deliver service, support, & solutions to customers.

Unclassified per ORC 122.011

Administrative Staff per HB 356 (10/96)

Section 4 – EEO Policies

Due to the importance of EEO in the agency and ensuring that this is a fair and pleasant place to work, the first three policies in the Development Team Handbook are as follows:

- 1.1 Equal Employment Opportunity
- 1.2 No Discrimination, No Harassment
- 1.3 Americans with Disabilities Act

1.1 Equal Employment Opportunity

Development is committed to building a high quality, diverse staff through equal employment opportunity practices. Development shall operate all human resource management policies and practices for applicants and employees without regard to race, sex, color, national origin, religion, age, veteran's status, military status, political affiliation, sexual orientation, genetics or disability in accordance with State and Federal laws. Discrimination against any individual based upon protected status is prohibited. (For the purpose of this policy, "disability" is defined in accordance with the Americans with Disabilities Act and "genetics" in accordance with Title II of the Genetic Information Non-Discrimination Act.)

Affirmative Action Plan

Development also implements an Affirmative Action Plan (AAP) to ensure that all forms of discrimination are removed from the employment process. The AAP is available for review online or in Human Resources.

Authority & Reference

Civil Rights Act of 1964, Title VII
ADA
GINA (Genetic Information Non-Discrimination Act)
ORC Chapter 4112
Executive Order 2011-05K

1.2 No Discrimination, No Harassment

Development is committed to creating and maintaining a work environment free from discrimination and harassment of applicants, customers and employees based on any protected status.

"Discrimination" is defined as any policy, practice or action that treats an individual differently based on a protected status for purposes of hiring, promotion, discipline, work assignments, compensation, termination or other terms or conditions of employment.

“Harassment” is defined as any unwelcome or unwanted verbal or non-verbal conduct based on the individual’s protected status that denigrates or shows hostility or aversion toward an individual, and that has the purpose or effect of creating an intimidating, hostile or offensive employment environment; or has the purpose or effect of unreasonably interfering with an individual's employment performance.

Harassment includes “sexual harassment,” which includes any unwelcome or unwanted sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when any one of the following criteria is met:

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

Complaint Procedures

All employees of Development are responsible for maintaining a workplace free of harassment and discrimination. Any person may file a harassment or discrimination complaint regarding incidents experienced personally or observed in the workplace. Do not assume that Development is aware of a problem. It is the responsibility of all employees to bring forward complaints so that Development can help resolve them.

Any employee or applicant who believes that he or she has been subject to harassment should advise the individual that the action is not welcome and must stop. The aggrieved individual may then report such incident(s) to a supervisor, the EEO Officer or Human Resources.

Any supervisor who receives a report of discrimination or harassment must immediately report such complaint to the EEO Officer. Confidentiality shall be maintained to the extent consistent with adequate investigation, appropriate corrective action and legal requirements. Development shall conduct a thorough investigation of the complaint as promptly as possible. The results of the investigation and recommendation for any corrective action, as appropriate, will be provided to the Director of Human Resources, who shall make a final determination.

Discrimination and harassment will not be tolerated. Such conduct is subject to discipline, up to and including termination. Supervisors are advised that they may be subject to personal liability for acts of discrimination and harassment and may be responsible to provide their own legal defense.

Retaliation against an individual who reports a good faith complaint or who participates in the investigation of a complaint is prohibited.

Authority & Reference
ORC Chapter 4112
OAC 123:1-49-02
Civil Rights Act of 1964, Title VII

1.3 Americans with Disabilities Act

Development is committed to complying with applicable provisions of the Americans with Disabilities Act (ADA). Development shall not discriminate against any qualified employee or applicant with regard to any terms or conditions of employment because of such individual's disability or perceived disability so long as the employee can perform the essential functions of the job. Development shall provide reasonable accommodations to a qualified individual with a disability who has made Development aware of the disability, provided that such accommodation does not constitute an undue hardship on Development. For the purpose of this policy, "disability" is defined in accordance with the ADA.

Complaints of harassment or discrimination on the basis of disability shall be handled pursuant to the No Harassment, No Discrimination Policy.

Requesting an Accommodation

An employee with a disability who believes he or she needs a reasonable accommodation to perform the essential functions of their job should contact Human Resources. Promptly after Human Resources receives an accommodation request, the employee, the employee's supervisor and a member of Human Resources will meet to discuss and identify the precise limitations resulting from the disability and the potential accommodation(s) that Development might make to help overcome those limitations.

Additional information may be requested from the employee's physician or other sources and additional discussions may be needed to make a determination on the accommodation request.

The Director of Human Resources will determine the feasibility of the requested accommodation(s) considering various factors as permitted by the ADA. Human Resources will inform the employee of its decision on the accommodation request. The ADA does not require Development to make the best possible accommodation, the employee's preferred accommodation, to reallocate essential job functions or to provide personal use items (e.g., eyeglasses, hearing aids, etc.).

Prior to establishing a reasonable accommodation that may adversely affect rights established under a union contract, Development will discuss the matter with a union representative.

Authority & Reference
Americans with Disabilities Act
ORC Chapter 4112

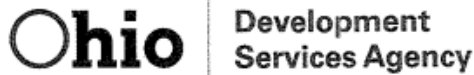
Additionally, in an effort to ensure that all employees are aware of these policies, they are reviewed in New Hire Orientation, along with the “Know Your Rights” brochure. Further, on the agency’s intranet, the agency has an EEO page that has a brief description of EEO, contact information, the Director’s EEO Statement, a link to DAS EOD and the agency’s EEO Strategic Plan from 2011:


The screenshot shows a web browser window displaying the Ohio Development Services Agency Intranet. The page title is "Development Services Agency | Equal Employment Opportunity (EEO)". The navigation menu includes "Quick Links", "Administrative", "Safety/Security", "Reference Materials", and "ODSA Divisions". The main content area is divided into several sections:

- EEO Information and complaint procedure:** States that the agency shall treat all employees with respect and civility and ensure a workplace free of discrimination or harassment. It also mentions Executive Order 2011-05K and lists protected classes: Race, Color, Religion, Gender, National origin, Military status (past, present or future), Disability, Age (40 years of age or older), Genetic information, and Sexual orientation.
- Terms or conditions of employment:** Includes hiring, layoff, termination, transfer, promotion, demotion, rate of compensation, and eligibility for in-service training programs.
- Additional discrimination prohibition:** States that the agency shall not discriminate on the basis of the above criteria in the admission or access to services in its programs or activities.
- Harassment and discrimination:** States that harassment and discrimination are not condoned within Development and will be handled expeditiously.
- Americans With Disabilities Act: Reasonable Accommodations:** States that due to a serious health condition, if you need a reasonable accommodation to perform the essential functions of your job, please contact the EEO Officer for assistance.
- Contact Information:** Lauren Hunter, EEO Officer, (614) 466-0322, Lauren.Hunter@development.ohio.gov.
- Links:** Director's EEO Statement (PDF), DAS Equal Employment Opportunity Division, Know Your Rights brochure (PDF), and Equal Employment Opportunity Strategic Plan (2011) (PDF).

The footer of the page includes a "Home" button and the text: "The State of Ohio is an Equal Opportunity Employer and Provider of ADA Services."

The Director's Anti-Discrimination Statement is posted both on the intranet website as well as on all floors of the agency:



Date: March 18, 2013
To: All ODSA Employees
From: David Goodman 
Director, Ohio Development Services Agency
RE: Anti-Discrimination Policy

The Ohio Development Services Agency shall treat all employees with respect and civility and ensure that they enjoy a workplace free of discrimination or harassment.

Pursuant to Executive Order 2011-05K, the Ohio Development Services Agency prohibits discriminatory employment practices and ensures that all employees and candidates for employment have equal employment opportunities. No employee or candidate for State service shall be discriminated against on the basis of race, color, religion, gender, national origin (ancestry), military status (past, present or future), disability, age (40 years of age or older), genetic information or sexual orientation in making any employment-related decisions. Employment-related decisions include hiring, layoff, termination, transfer, promotion, demotion, rate of compensation and eligibility for in-service training programs.

Additionally, The Ohio Development Services Agency shall not discriminate on the basis of the above criteria in the admission or access to services in its programs or activities.

Persons who believe that this agency has discriminated against them may file a discrimination complaint. We shall make every effort to achieve Equal Employment Opportunity. Any willful or deliberate violation of this policy by any employee of this agency will be cause for disciplinary action.

If you would like more information please contact:

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www.development.ohio.gov

The State of Ohio is an Equal Opportunity Employer and Provider of ADA Services

Section 5 – Agency Workforce Composition Report

	American Indian/ Alaskan Native	Asian/Pacific Islander	Black or African American	Hispanic	White	Grand Total
CLERICAL		1	34		27	62
	0.00%	1.61%	54.84%	0.00%	43.55%	
OFF/ADM	1	5	20	1	65	92
	1.09%	5.43%	21.74%	1.09%	70.65%	
PARA		3	6	1	26	36
	0.00%	8.33%	16.67%	2.78%	72.22%	
PROF	2	7	36	6	137	188
	1.06%	3.72%	19.15%	3.19%	72.87%	
TECH					10	10
	0.00%	0.00%	0.00%	0.00%	100.00%	
Grand Total	3	16	96	8	265	388
	0.77%	4.12%	24.74%	2.06%	68.30%	

Please note that Development does not employ any Protective Service Workers, Skilled Craft or Service/Maintenance employees.

For the federal classification coding system, the Paraprofessional and Clerical were combined together into Administrative Support. The combined categories are reflected as follows:

	American Indian/ Alaskan Native	Asian/Pacific Islander	Black or African American	Hispanic	White	Grand Total
CLERICAL		1	34		27	62
PARA		3	6	1	26	36
Administrative Support	0	4	40	1	53	98
	0.00%	4.08%	40.82%	1.02%	54.08%	

	Female					Female Total
	American Indian/ Alaskan Native	Asian/ Pacific Islander	Black or African American	Hispanic	White	
CLERICAL		1	28		22	51
	0.00%	1.61%	45.16%	0.00%	35.48%	82.26%
OFF/ADM	1	3	10		27	41
	1.09%	3.26%	10.87%	0.00%	29.35%	44.57%
PARA		2	3		14	19
	0.00%	5.56%	8.33%	0.00%	38.89%	52.78%
PROF		5	27	5	70	107
	0.00%	2.66%	14.36%	2.66%	37.23%	56.91%
TECH					1	1
	0.00%	0.00%	0.00%	0.00%	10.00%	10.00%
Grand Total	1	11	68	5	134	219
	0.26%	2.84%	17.53%	1.29%	34.54%	56.44%

	Male					Male Total
	American Indian/ Alaskan Native	Asian/ Pacific Islander	Black or African American	Hispanic	White	
CLERICAL			6		5	11
	0.00%	0.00%	9.68%	0.00%	8.06%	17.74%
OFF/ADM		2	10	1	38	51
	0.00%	2.17%	10.87%	1.09%	41.30%	55.43%
PARA		1	3	1	12	17
	0.00%	2.78%	8.33%	2.78%	33.33%	47.22%
PROF	2	2	9	1	67	81
	1.06%	1.06%	4.79%	0.53%	35.64%	43.09%
TECH					9	9
	0.00%	0.00%	0.00%	0.00%	90.00%	90.00%
Grand Total	2	5	28	3	131	169
	0.52%	1.29%	7.22%	0.77%	33.76%	43.56%

For the federal classification coding system, the Paraprofessional and Clerical were combined together into Administrative Support. The combined categories are reflected as follows with the male and female breakouts:

Female	American Indian/Alaskan Native	Asian/Pacific Islander	Black or African American	Hispanic	White	Female Total
CLERICAL		1	28		22	51
PARA		2	3		14	19
Administrative Support	0	3	31	34	36	70
	0.00%	3.06%	31.63%	34.69%	36.73%	71.43%

Male	American Indian/Alaskan Native	Asian/Pacific Islander	Black or African American	Hispanic	White	Male Total
CLERICAL			6		5	11
PARA		1	3	1	12	17
Administrative Support	0	1	9	1	17	28
	0.00%	1.02%	9.18%	1.02%	17.35%	28.57%

Section 6 – Utilization Analysis

Development, as a whole, successfully has reached out to source and hire diverse candidates from senior leadership all the way through the agency. In the Officials/Administrators category, the central Ohio region would anticipate fewer than 14% minorities in this category.

Development proudly reflects more than double the expected level of minorities in this category at 29.35%. Similarly, the largest group of employees in the agency are categorized as Professionals. For the central Ohio region, one would expect only 19% minorities in these roles, whereas Development employs 27.13% minorities in these roles. The Administrative Support category is expected to have less than 18% minority, whereas Development employs almost three times that rate at 45.92%. For women in leadership and professional roles, the agency performs similarly well: Officials/Administrators is expected to have 41.3% and Development employs 45.57%; and Professionals are expected at a rate of 54.4% and Development employs 56.91%.

In order to achieve these great numbers in these categories, the agency has deployed three main initiatives:

1. For Officials/Administrators and Professional categories, Development uses LinkedIn for networking, sourcing candidates and doing job postings in targeted groups. For typical higher level postings, the agency requests for key contributors (Division Chiefs, Deputy Chiefs/leaders in the office) to work their connections to source candidates. Additionally, between several members of Human Resources, a typical job posting is listed in at least 20 different job-specific and diversity groups.
2. For Professionals, Development has a robust college internship program that draws a good number of female and/or minority candidates. Over the past year, the agency has hired 10 college interns into intermittent or permanent positions.
3. For Administrative Support, Development has a strong pipeline of candidates coming through our use of temporary workers through an EDGE supplier. Each year, more than 70 temporary workers are used in the agency from Diversity Search Group, the agency's temporary worker contractor. When the agency has vacancies in the Administrative Support category, the agency is able to draw from this group of tried and tested temporary workers to make strong hires into the permanent workforce, with an overwhelming majority of which are female and minority.

The one area where the agency has an issue is in the Technician category, which reflects a mostly white and male population. According to the federal definition of Technicians, it includes a number of female-majority professions, such as dental hygienists, which are not used at Development. Within the agency, the job classifications that fall into this category are lower-level computer workers, photographers and electronic design specialists, which do not have the same demographics as listed in the broader Technician category. Specifically, women still comprise less than a quarter of information technology professionals, only eight percent of information technology engineers and no more than five percent of information technology management. Cisco Learning Inst., Gender Initiative, at <http://gender.ciscolearning.org>. In

particular, minority women make up not more than two percent of information technology professionals in the United States. The Congressional Commission on the Advancement of Women and Minorities in Science, Engineering and Technology Development, Land of Plenty: Diversity as America's Competitive Edge in Science, Engineering and Technology, at 46 (National Science Foundation, 2000), at http://www.nsf.gov/od/cawmset/report/cawmset_report.pdf. For the majority of the employees in the classifications in the Technician category, they are bound by the collective bargaining agreement and IT Optimization. IT Optimization is the statewide process of working to reduce headcount in the IT area for better efficiency through attrition and reorganization. Through IT Optimization, agencies are required to post IT positions for internal state employee consideration only, which limits the qualified applicant pool and its diversity. The agency is working to broaden its applicant pool through a more robust college internship program, which could provide greater diversity numbers. The recently-hired college intern for IT is a diverse employee, but who was not reflected in the agency's demographics due to the time period selected for analysis.

Development's utilization analysis and proposed approaches to remedy any deficiencies are as follows:

Women

Job Category	% Women Available (Census)	% Women Incumbency (%)percent	Opportunity for Improvement	Identified Improvement Goal
Officials/Administrators	41.30%	44.57%	No	Will maintain improvement goals.
Professionals	54.40%	56.91%	No	Will maintain improvement goals.
Technicians	52.70%	10.00%	Yes	IT Optimization has resulted in a limited qualified applicant pool for this category. The agency is working on creating a diverse intern stream who could meet the qualifications by graduation for these positions.
Protective Service Workers	21.14%	n/a	No	Will maintain improvement goals.
Administrative Support	62.70%	71.43%	No	Will maintain improvement goals.
Skilled Craft	6.80%	n/a	No	Will maintain improvement goals.
Service and Maintenance	43.10%	n/a	No	Will maintain improvement goals.

Minorities Combined

Job Category	% Minorities Available (Census)	% Minorities at agency	Opportunity for Improvement	Identified Improvement Goal
Officials/Administrators	13.68%	29.35%	No	Will maintain improvement goals.
Professionals	19.20%	27.13%	No	Will maintain improvement goals.
Technicians	18.35%	0.00%	Yes	IT Optimization has resulted in a limited qualified applicant pool for this category. The agency is working on creating a diverse intern stream who could meet the qualifications by graduation for these positions.
Protective Service Workers	18.74%	n/a	No	Will maintain improvement goals.
Administrative Support	17.76%	45.92%	No	Will maintain improvement goals.
Skilled Craft	15.24%	n/a	No	Will maintain improvement goals.
Service and Maintenance	26.71%	n/a	No	Will maintain improvement goals.

Black/African American

Job Category	% Black Available (Census)	% Black Incumbency (%)percent	Opportunity for Improvement	Identified Improvement Goal
Officials/Administrators	8.70%	21.74%	No	Will maintain improvement goals.
Professionals	8.40%	19.15%	No	Will maintain improvement goals.
Technicians	10.80%	0.00%	Yes	IT Optimization has resulted in a limited qualified applicant pool for this category. The agency is working on creating a diverse intern stream who could meet the qualifications by graduation for these positions.
Protective Service Workers	16.26%	n/a	No	Will maintain improvement goals.
Administrative Support	13.90%	40.82%	No	Will maintain improvement goals.
Skilled Craft	7.80%	n/a	No	Will maintain improvement goals.
Service and Maintenance	18.70%	n/a	No	Will maintain improvement goals.

Hispanic

Job Category	% Hispanic Available (Census)	% Hispanic Incumbency (%)percent	Opportunity for Improvement	Identified Improvement Goal
Officials/Administrators	1.63%	1.09%	Yes	Utilize job posting boards in the Diversity Recruitment Resource Guide and continue using targeted LinkedIn groups for postings. Engage leadership in using their LinkedIn profiles for specific position advertisement.
Professionals	2.44%	3.19%	No	Will maintain improvement goals.
Technicians	1.32%	0.00%	Yes	IT Optimization has resulted in a limited qualified applicant pool for this category. The agency is working on creating a diverse intern stream who could meet the qualifications by graduation for these positions.
Protective Service Workers	1.32%	n/a	No	Will maintain improvement goals.
Administrative Support	1.93%	1.02%	Yes	Utilize job posting boards in the Diversity Recruitment Resource Guide and increase outreach efforts to Latino student groups for internships.
Skilled Craft	6.15%	n/a	No	Will maintain improvement goals.
Service and Maintenance	5.43%	n/a	No	Will maintain improvement goals.

Asian/Pacific Islander

Job Category	% Asian/PI Available (Census)	% Asian/PI Incumbency (%)percent	Opportunity for Improvement	Identified Improvement Goal
Officials/Administrators	3.15%	5.43%	No	Will maintain improvement goals.
Professionals	8.16%	3.72%	Yes	Utilize job posting boards in the Diversity Recruitment Resource Guide and continue using targeted LinkedIn groups for postings.
Technicians	6.13%	0.00%	Yes	IT Optimization has resulted in a limited qualified applicant pool for this category. The agency is working on creating a diverse intern stream who could meet the qualifications by graduation for these positions.
Protective Service Workers	1.03%	n/a	No	Will maintain improvement goals.
Administrative Support	1.83%	4.08%	No	Will maintain improvement goals.
Skilled Craft	1.09%	n/a	No	Will maintain improvement goals.
Service and Maintenance	2.48%	n/a	No	Will maintain improvement goals.

Native American/Alaskan Native

Job Category	% AI/AN Available (Census)	% AI/AN Incumbency (%)percent	Opportunity for Improvement	Identified Improvement Goal
Officials/Administrators	0.20%	1.09%	No	Will maintain improvement goals.
Professionals	0.20%	1.06%	No	Will maintain improvement goals.
Technicians	0.10%	0.00%	Yes	IT Optimization has resulted in a limited qualified applicant pool for this category. The agency is working on creating a diverse intern stream who could meet the qualifications by graduation for these positions.
Protective Service Workers	0.13%	n/a	No	Will maintain improvement goals.
Administrative Support	0.10%	0.00%	Yes	Utilize job posting boards in the Diversity Recruitment Resource Guide and continue using targeted LinkedIn groups for postings.
Skilled Craft	0.20%	n/a	No	Will maintain improvement goals.
Service and Maintenance	0.10%	n/a	No	Will maintain improvement goals.