

## City of Alexandria, Virginia

## MEMORANDUM

DATE: MARCH 19, 2004

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: PHILIP SUNDERLAND, CITY MANAGER

SUBJECT: FY 2003 CITY APPLICANT TRACKING REPORT

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**ISSUE:** City Council consideration of the FY 2003 Applicant Tracking Report (Attachment 1).

**RECOMMENDATION:** That City Council receive the report and thank the members of the Commission on Persons with Disabilities, the Commission for Women, the Human Rights Commission, and the Commission on Aging for the assistance they have provided in the preparation of the reports. The Commissions' comments are included as Attachments 2 through 5.

**DISCUSSION:** The City's Human Rights Code, Section 12-4-15(a)(7), specifies that City Council is provided with an annual report describing the City's performance in employment policies and practices as they relate to discrimination because of race, color, sex, religion, ancestry, national origin, marital status, age or disability. The City's annual Workforce Utilization Analysis, annual Applicant Tracking Report and the accompanying comments from the Commissions have fulfilled this requirement in the past. The Workforce Utilization Analysis typically consists of a statistical analysis of the City's workforce by EEO job group and by protected class, as well as a description of the affirmative action initiatives carried out by the City during the current fiscal year and proposed for the next fiscal year. No Utilization Analysis is provided this year for the reasons discussed below. The Applicant Tracking Report provides an analysis of the City's job applicant tracking data, including statistics on the number of applicants who were certified, interviewed and selected for City employment or promotion during the fiscal year.

Community Labor Statistics based on the 2000 Census data only became available to localities at the end of 2003, and thus were not available in time for use in conducting the FY 2003 Workforce Utilization Analysis since the information is not in our database. Since the 1990 census data is so out of date, we plan to add these new Community Labor Statistics to our database this spring in preparation for the FY 2004 Utilization Analysis report. The updated information will allow the City to make an accurate comparison of its workforce with the available workforce in the Washington, D.C. Metropolitan Area, and to redesign our recruitment efforts to better attract representatives of any underutilized group in any job group.

To ensure our ability to attract and employ a diverse workforce, the City tracks changes in the composition of our workforce, makes efforts to broaden the diversity of the pool of applicants reached for City job vacancies, and promotes staff development to facilitate upward mobility opportunities for current City employees. Although a workforce utilization analysis report was not prepared for FY 2003, efforts in these areas of recruitment, retention, promotion and training have continued throughout the fiscal year. The City has a work environment that reflects the value the City places on diversity. City employees participate in the City's diversity training program, which is offered several times each year, so that new employees can complete it soon after they are hired.

The annual Workforce Utilization Analysis and the Applicant Tracking Report are each important tools that enable managers to assess the City's progress in accomplishing its affirmative action objectives. The Workforce Utilization Analysis enables managers to determine areas in which the City's workforce is not representative of the qualified labor market in the Washington metropolitan area. It is important, therefore, to ensure that, beginning on July 1, 2004, data are captured to match the new categories and classifications of the community labor statistics. The statistics in the Applicant Tracking Report enable managers to monitor the selection rates for specific protected classes, to identify whether any barriers to equal opportunity are apparent, and, where appropriate and possible, to take the necessary steps to remove such barriers.

Since implementation of its Affirmative Action Program in the mid-1970s, the representation of protected classes in the City's workforce has increased as a result of broad recruitment among the qualified available labor force in the Washington metropolitan area. Highlights of the activities conducted in the past fiscal year, which enhanced the diversity of the City's workforce, are described below.

#### Initiatives Undertaken in FY 2003

In order to reach a diverse pool of candidates for each job vacancy, the Department of Personnel Services continued to disseminate information about job vacancies to civic, community and religious organizations, many of which are advocacy organizations for women, minorities, persons with disabilities, veterans and older workers, and to internet services, the print media, and colleges with large populations of minority students.

During FY 2003, the City's Affirmative Action Officer and staff from the Department of Personnel Services attended a number of job fairs targeted to the recruitment of specific protected classes, and conducted outreach and networking efforts in order to expand the pool of qualified applicants for City job vacancies. City staff, including our Multi-Cultural Services Coordinator, participated in job fairs sponsored by the NAACP, El Pregonero (a Hispanic newspaper), Congressman Albert Wynn (Maryland), the Congressional Black Caucus, and local churches. The Affirmative Action Officer maintained a database of colleges and universities that have been identified and defined as historically serving Blacks or Hispanics, and used the information to notify schools of employment opportunities in the City.

In FY 2003, Police personnel staff and patrol officers from the Field Operations Bureau attended seven job fairs targeted to minorities and women. The Police Department advertised position vacancies on the Eastern Regional Recruiters and LawEnforcementJobs.com web sites, which target public safety recruitment over a wide geographical area. During FY 2003, the department hired 20 new officers, three of whom are female and eight are minority. Further, the Police Department promoted one female to Lieutenant and one female to Sergeant. There were 34 transfers within the department, of which 16, or 47% were minority and/or female officers. Police Department personnel compete for these transfers, which often signify positive career development.

The Sheriff 's Office staff attended job fairs with other City staff, in addition to those attended at military bases and regional colleges. These outreach efforts continue to attract a diverse group of highly qualified candidates for the City's public safety jobs. Further, Sheriff's Office staff advertised position vacancies on the LawEnforcementJobs.com website and continued their outreach efforts to local church and community groups.

City outreach efforts specifically targeted to older workers resulted in the hiring during FY 2003 of 29 applicants age 40-44, 26 applicants age 45-49, 21 applicants age 50-54, three applicants age 55-59, four applicants age 60-64, and two applicants age 65 and over. Additionally, 19 employees, who are age 40 and over, were selected as a result of internal promotions. More specifically, in FY 2003, there were six applicants age 40-44 selected, seven applicants in the 45-49 category, five applicants in the 50-54 age category, and one applicant in the 65 and over pool.

Recruitment efforts in FY 2003 with advocacy organizations for persons with disabilities resulted with the promotion of three persons with disabilities. The City's Department of Personnel Services partnered with the Department of Human Services, particularly its *JobLink* Division, and collaborated on initiatives to increase the hiring of persons with disabilities. *JobLink*, through its Disability Resources Coordinator, actively sought out persons with disabilities for employment in the City government. The *JobLink* program continues to assist in coaching and preparing persons with a disability to pursue private and public employment.

Recognizing that the City has a relatively low turnover rate and a moderate growth in its workforce, staff continue to develop programs tailored to increase opportunities for upward mobility of City employees. Employee participation in the City's Educational Tuition Assistance Program, approved by City Council in FY 1997, continues to attract employees. The program's objective is to encourage City employees to gain skills and improve opportunities for upward mobility by assisting them with educational expenses related to the attainment of a degree that is relevant to the career paths available in the City government. In FY 2003, 310 City employees received tuition assistance, compared to 356 employees in FY 2002.

In FY 2003 the Personnel Services Department completed its work with department heads to increase employee advancement opportunities and developed a career ladder program for

employees. Also, several City departments are cross-training employees to enable them to gain job skills to prepare for lateral and promotional opportunities within the department or in similar jobs in other City agencies. In FY 2003 Personnel Services staff reviewed and updated the City's in-service training offerings to provide programs that enhance skills and address the technological demands of today. The City continued to provide employees with training on workforce diversity and Americans with Disabilities Act (ADA) issues. During FY 2003, the Department of Human Services continued its Eligibility Intern Program, which is for clerical staff who wants to advance to the level of Eligibility Worker.

In February 2001, the City Manager established the Leadership Institute of the City of Alexandria (LICA), in which employees participate in a 36-week, on-line learning program. The first group of 20 employees completed the program and graduated on June 24, 2002. The second group of employees graduated in June 2003. The LICA program provides employees with senior level City employee mentors, exposes them to the latest writings on management theory and practice and provides them with the opportunity to meet and discuss issues in person or on-line via a secure internet website.

### Statistical Analysis

The FY 2003 Applicant Tracking Report provides data on the selection rates for males, females, Whites, African-Americans, Hispanics, Asians, persons with disabilities, older workers, and Vietnam-era veterans, at each stage of the City's hiring process: certification, interview, and selection. The report shows that the City continues to make progress in making our work force more diverse and reflective of the available workforce in the metropolitan area.

On the last payroll date of the fiscal year, June 24, 2003, the City had 2,176 regular full-time positions filled. The Applicant Tracking statistics show that the City received 6,569 employment applications with relevant affirmative action data in FY 2003 for 231 advertised, full-time vacant positions, compared to 10,247 applications in FY 2002 for 271 advertised, full-time vacant positions. This report captures the data provided by the applicants who completed at least one part of the voluntary affirmative action data form in FY 2003. Of the 6,569 applicants for open positions in FY 2003, 4,554 were certified as meeting the minimum requirements for the jobs advertised. The City interviewed 992 of these applicants. The City filled 231 jobs (by either hiring an outside applicant or promoting a current employee).

It is important to note that the applicant tracking statistics rely on data provided in the voluntary affirmative action form. While the data on certification and interview rates relates to those who filled out this form, the 231 individuals who were selected for the jobs advertised are made up of a combination of those who filled out the form and those who did not. Staff is working on ways to ensure that more applicants complete this form in the future.

Highlights of the Applicant Tracking Report for FY 2003, are summarized below.

**Females:** The Applicant Tracking Report shows that: (i) females represented 39.5% of the individuals who applied for City positions and submitted affirmative action data; (ii) of these female applicants, 62% were certified; (iii) of the certified female applicants, 26% were chosen to be interviewed; and (iv) of the female interviewees 27% were selected for the position and hired.

**African Americans:** The Applicant Tracking Report shows that: (i) African Americans represented 32% of the individuals who applied for City positions and submitted affirmative action data; (ii) of these African-American applicants, 64% were certified; (iii) of the certified African American applicants, 26% were chosen to be interviewed; and (iv) of the African Americans who were interviewed, 27% were selected and hired.

**Hispanics:** The Applicant Tracking Report shows that: (i) Hispanics represented 5.1% of the individuals who applied for City positions and submitted affirmative action data; (ii) of these Hispanic applicants 74% were certified; (iii) of the certified Hispanic applicants, 25% were chosen to be interviewed; and (iv) of the Hispanics who interviewed, 36% were selected and hired.

**Asians:** The Applicant Tracking Report shows that: (i) Asians represented 4.1% of the individuals who applied for City positions and submitted affirmative action data; (ii) of these Asian applicants, 70% were certified; (iii) of the certified Asian applicants, 14% were chosen to be interviewed; and (iv) of the Asian interviewees, 28% were selected and hired.

**Native Americans:** Because Native Americans represent such a small percentage of the applicant pool, any statistics are insignificant.

**Persons with Disabilities, Older Workers and Vietnam-era Veterans:** The Census Bureau does not provide complete census availability data on qualified workers with disabilities, older workers (age 40 and up), or Vietnam-era veterans. We use the data produced by the applicant tracking system to analyze the comparative representation of these groups at the certification, interview and hiring stages of the employment process. It should be noted that job applicants are asked to provide this data voluntarily, so the information below covers only those who chose to self-identify.

**Persons with Disabilities:** There were 107 self-identified applicants with disabilities in FY 2003. Persons with disabilities were certified at a higher rate than the overall applicant pool in six of the nine job groups containing positions for which such persons applied. Of these disabled applicants, 61% were certified; of these certified applicants, 22% were interviewed; and of those interviewed, 23% were selected and hired.

The City encourages persons with disabilities to complete the voluntary self-identification form. However, the ability to accurately identify the number of individuals with disabilities applying for City jobs is limited by the extent to which applicants choose to disclose their disability on this form. Therefore, with respect to persons with disabilities, the numbers reflected in this report, while representing the best information available, may or may not accurately reflect all of

the persons with disabilities who applied or were hired for jobs.

The Affirmative Action Officer and the Department of Personnel Services staff will continue to work with local advocacy organizations for persons with disabilities to promote City jobs. We also will continue our commitment to increase awareness between hiring officials and ADA Coordinators of the need to ensure that any barriers to City employment are eliminated and that the City is seen as an accessible employer by this segment of the employment pool.

**Older Workers:** In FY 2003, there were 1,063 applicants who self-identified in this category, compared to 1,339 in FY 2002. Of these applicants, 747 were certified, while 1,061 were certified in FY 2002. The certification (70%), interview (35%), and selection (33%) rates for older workers in FY 2003 was higher than for the overall pool of applicants.

**Vietnam-era Veterans:** There were 54 applicants from this category, of which 35 (65%) were certified and 10 were interviewed. Three of the candidates were selected for positions with the City in FY 2002. The number of candidates that self-identify in this category has continued to decrease each fiscal year as the number of Vietnam Veterans in the job market declines, and these potential applicants grow older.

### **Promotional Data**

In FY 2003 of the 231 positions that were filled, 45 (19.4%) were filled through the promotional process by internal candidates.

Over one-half (58%) of the applicants for promotional opportunities were female. Of those females who were certified and interviewed, 24% were selected to fill positions through the promotional process. This rate is a slightly lower overall selection rate for all promotional applicants.

African Americans represented 43% of the individuals who applied for promotional opportunities. Of those applications who were certified and interviewed, 30% were selected for promotion. African Americans represented 46% of all the employees selected for promotion, a figure that is higher than the 35% rate for white employees promoted in FY 2003.

Hispanic applicants in the promotional process were 7% of those who applied, slightly lower than the rate in FY 2002 (9%). Of those applicants who were certified and interviewed, 38% were selected for promotion, which is higher than the overall selection rate of 29%.

Four Asian employees, who applied for internal promotional opportunities, supplied affirmative action information. Of these four applicants, three (75%) were certified, three (100%) were interviewed and one was selected.

Four self-identified applicants with disabilities applied for promotional opportunities, but

none were selected for promotion.

Thirty-eight percent of the employees applying for promotional opportunities were over the age of 40. Of those who were certified and interviewed, 29% were selected for promotion, a rate comparable to the overall selection rate of 29% for internal applicants.

Staff worked with the Human Rights Commission, the Commission on Persons with Disabilities, the Commission for Women, and the Commission on Aging to review and prepare the Applicant Tracking Report. Each Commission offered its assistance by participating in an Affirmative Action Subcommittee composed of representatives of the four commissions, staff from the City Manager's Office and the Department of Personnel Services.

The Commissions expressed support for the City's efforts to promote jobs more broadly in a recruitment market that is increasingly competitive.

The following points were raised by the Commissions in Attachments 2 through 5:

**Comments of the Human Rights Commission** (Attachment 2)

**Monitor certification, interview, and selection rates of protected classes:** Although the Commission was pleased that the certification rate for Hispanics slightly exceeded the overall selection rate, the Commission was concerned that the number of Hispanics applying for City jobs is still relatively low. The Commission recommended that the City find ways to attract more Hispanics to the applicant pool and the City's workforce. The Commission also noted that the selection rate for six of the seven protected classes exceeded the overall selection rate, but that the interview rate for Asians continues to be a problem. The Commission urged the City to continue to monitor this trend. Staff will continue to monitor these areas and determine if employment barriers exist.

**Monitor submission rate of the Affirmative Action Data form:** The Commission once again expressed concern that the number of Affirmative Action Data forms received, which submission of is voluntary, decreased. The Commission acknowledged submission of the information is voluntary, but requested that staff identify and implement ways to address this in FY 2004. Staff will examine ways to encourage applicants to complete the affirmative action data forms when submitting applications.

**Monitor grievance trends:** The Commission was pleased that the number of grievances filed by City employees decreased in FY 2003, but noticed an increase in the percentage of grievances filed due to policy issues. Staff will monitor this trend and identify any policy issues which may generate grievances.

**Comments of the Commission on Persons with Disabilities** (Attachment 3)

The Commission recognized the City's efforts to hire, promote and improve outreach to persons with disabilities through the following:

**The City continues to sponsor or cosponsor an array of activities targeted toward employing persons with disabilities:**

In FY 2003, Alexandria became one of 11 national finalists for the National Organization on Disability's "Access America 2003" award.

*JobLink's* grant for "Paths to Employment" was approved and earmarks funds for services for job seekers with disabilities.

City Personnel staff and OAAS staff began development of a program titled "How to get a job with the City" to expose persons with disabilities to the employment process.

The annual Proclamation issued by the Mayor and City Council during Disability Employment Awareness Month.

The annual Student Mentoring Day sponsored by the City's Personnel Department that exposes students with disabilities to the work activities of City government.

The annual ADA training with Departmental ADA Coordinators highlights the employment of persons with disabilities.

The Summer Youth Employment Program that provides actual employment and hands on work opportunities for students with disabilities.

The Employer Awards Program which recognizes exemplary employers in the City who employ and assist persons with disabilities.

**Utilization information on people with disabilities will not be available for at least a decade and the City needs to determine where people with disabilities now work:** The Commission noted that the lack of information on people with disabilities continues to be of major concern. The Commission urges the City to start to develop alternatives for measuring utilization for FY 2004. The Affirmative Action Officer and City Personnel staff will meet with the Commission to begin development of a new survey tool and ways to encourage self-identification to improve the accuracy of our data.

**Progress continues in hiring people with disabilities, but promotion trends are difficult to assess:** The Commission noted that for the first time in five years there appeared to be no promotions of people with disabilities, however, recognized that the lack of information on persons with disabilities within the workforce make it difficult to determine whether the promotional information is accurate in comparison to other organizations. The Commission believes this anomaly can be corrected with a new survey tool. Staff will address this concern by the development of a new survey tool.

## **The Commission for Women** (Attachment 4)

**Overall Assessment:** The Commission echoed its concern regarding systemic changes that should be made to the collection and reporting of applicant and employment data, and that the Commission looks forward to participating in the restructuring of the Workforce Utilization Analysis and Applicant Tracking Report at the time the new employment census information is available. Again, the Commission noted that testing for statistical significance of any increases or decreases in percentages, if possible, should be completed and included in the report. Although statistical significance cannot be included in this report, staff will solicit the Commission's assistance in determining the inclusion of such testing in future reports. The Affirmative Action Officer and Personnel Services staff will work closely with this Commission, and others, on restructuring the Workforce Utilization Analysis and Applicant Tracking Reports.

**Applications and Certification:** The Commission expressed concern that while there has been an increase in the certification rate for women there has not been increases in the selection rate. The Commission noted that the reports on certification can be misleading, since they only tell how many applicants had minimum qualifications, but does not identify those applicants that would be "willing" to work in a particular work category. The Commission renewed its interest in seeing some context for review of the applicant tracking data. The City uses minimum qualifications identified by a job's classification to certify that an individual has the knowledge, skills, and abilities to perform a particular job.

**Outreach:** The Commission recommends that the City take a more long term view and work within the Alexandria school system to introduce girls and other members of protected classes to non-traditional career paths. Further, the Commission wants the City to consider taking a closer, more holistic view of applicants to understand if it can hire candidates who may have valuable skills to offer the City but who may require some training for the job for which they are applying. The Commission renewed its suggestion that the City participate in a "best practices" exercise, in which the hiring practices of other municipalities and corporations are reviewed. In FY 2003, the Affirmative Action Officer began discussions with various city governments and corporations regarding successful hiring practices and will continue this activity in search of meaningful information that will assist the City in its recruiting efforts.

**Public Safety:** The Commission expressed interest in learning more about the hiring process in public safety positions and suggested that the Police, Fire, and Sheriff's Office engage the Office on Women and the Commission in their recruitment efforts. This request will be forwarded to the respective agencies, as well as to the Affirmative Action Officer and Personnel Services, who also are involved in the City's recruiting efforts.

**Recruitment:** The Commission expressed interest in knowing where Personnel Services advertises and wondered if the Office on Women and the Commission would serve as good resources in helping identify additional areas for targeting women. The Affirmative Action Officer has compiled a list of print media and internet services the City currently uses for recruiting purposes and will forward this information to the Commission. The Affirmative

Action Officer has had discussions with the Office on Women regarding viable recruiting tools and will include the Commission in future discussions.

The Commission renewed its recommendation that a comparison be made of salaries by sub group, in addition to the current comparison of salary grade bands. This comparison has been created and addresses the Commission's concerns as well as a requirement for EEOC survey reporting. The information will be forwarded to the Commission for review.

**Commission on Aging** (Attachment 5)

**Overall Assessment:** The Commission noted that older workers continue to make gains in the hiring process. Specifically, the Commission noted that the certification, interview, and selection rate for older workers is higher than the overall rates in each criteria. However, the Commission also observed a decline in the age distribution of the full-time and part-time workforce. Considering that America's workforce is aging, the Commission recommends the City consider ways to better utilize the wealth of experience and knowledge available from older workers. Further, the Commission hopes the City finds ways to entice older workers to remain in city employment.

Personnel Services has developed a career ladder program that will assist all City employees in the evaluation of their career goals. The City recognizes, moreover, the value in the knowledge and experience of our older workers and will remain committed to providing opportunities that will allow this knowledge and experience to be utilized for the betterment of the City government.

I want to thank the Human Rights Commission, the Commission on Persons with Disabilities, the Commission for Women, and the Commission on Aging for their review of, and for their comments and suggestions on these reports. Their assistance is extremely helpful to the City in our effort to find ways to increase workforce diversity.

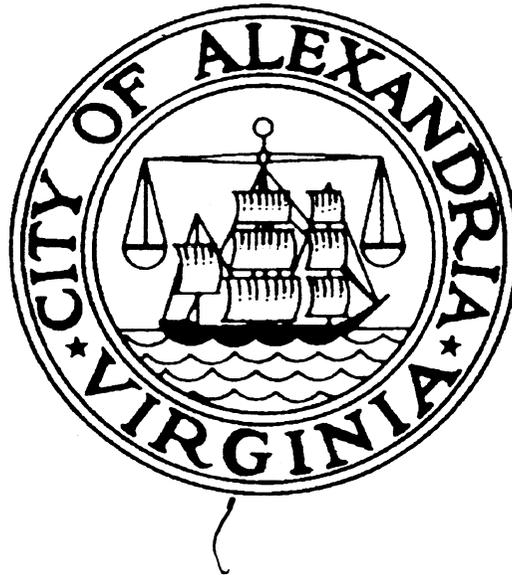
**ATTACHMENTS:**

- Attachment 1. FY 2003 Applicant Tracking Report
- Attachment 2. Letter from the Human Rights Commission
- Attachment 3. Letter from the Commission on Persons with Disabilities
- Attachment 4. Letter from the Commission for Women
- Attachment 5. Letter from the Commission on Aging

**STAFF:**

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# City of Alexandria Applicant Tracking Report Fiscal Year 2003



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# FY 2002 Applicant Tracking Report

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## **INTRODUCTION**

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The **Applicant Tracking Report** supplements the City's Workforce Utilization Analysis by providing another means of tracking the City's progress toward attaining an increasingly diverse workforce. The information contained in this report details the comparative certification, interview, and selection rates for males, females, Whites, African Americans, Hispanics, Asians, persons with disabilities, older workers (over age 40), and Vietnam-era veterans.

**Purpose of the Report.** This report reviews the outcomes of the employment process to ensure no barriers exist which may impede equal employment opportunity. The process of capturing applicant data serves to identify disparities which may signify barriers to employment. Such disparities do not, themselves, establish the presence of discrimination because other factors may account for these differences. However, whenever disparities do exist, it is the City's policy to investigate the reasons and take corrective action if warranted. For example, staff may modify the City's recruitment strategies, or tailor its advertising and outreach methods, to reach individuals from under-represented groups and ensure they have ample opportunity to learn about jobs available within the City government. The City's goal is to recruit highly qualified candidates who will effectively serve the citizens of Alexandria and to utilize the talents of the diverse population within its recruiting area (i.e. the Washington, D.C. metropolitan area). This report provides the City with a method of measuring its progress achieving that goal.

**Methodology.** Staff compiles the applicant tracking report from the voluntary affirmative action data forms that are provided to every City job applicant. Because completion of the affirmative action data form is voluntary, this report tracks the applicants who completed and submitted this form. In FY 2003, the City received a total of 6,569 applications for full-time positions. At least one part of the voluntary affirmative action data was provided with each application. The data for this report are compiled from the applicant tracking software program in place for FY2003, and they reflect all job requisitions filled during FY 2003. The City filled 231 full-time regular positions during FY2003, a decrease compared to the 271 full-time regular positions filled during FY2002.

**Summary of Applicant Tracking Tables.** Tables IV through VI-B show the comparative selection rates at each stage of the selection process: certification, interview and hiring. The first three columns of each table show the overall numbers of individuals who were certified, interviewed, or selected as a raw number and as a percent. The subsequent columns show the individual selection

rates for males, females, Whites, African Americans, Hispanics, Asians, persons with disabilities, older workers and Vietnam veterans. The term "older worker" refers to persons over the age of 40, as defined by the Federal Age Discrimination in Employment Act. Included is a breakdown of the certification, interview, and selection rates for persons over the age of 40 by age bands (40-44, 45-49, 50-54, 55-59, 60-64, and 65 and older). Additionally, **Tables VII through IX-B** detail the selections which were made via the City's **internal promotional process**.

## **PHASE I: APPLIED AND CERTIFIED**

**Overview of Application Process.** The City's hiring process begins when the hiring official completes a personnel requisition package and submits it to the Department of Personnel Services. Once the necessary budgetary and personnel approvals are obtained, the position is advertised. Most positions are advertised as internal promotional opportunities for seven calendar days. This policy reflects the City's strong commitment to upward mobility for City employees. If the position is not filled via the promotional process, the position is advertised through external recruitment sources for fourteen calendar days. The figures contained in this analysis represent an aggregation of all the applicants and hires for FY 2003 positions — including both internal or promotional and external candidates.

**Announcing City Job Vacancies.** Acquiring and retaining highly qualified employees is the central purpose of the City's selection process. With that purpose in mind, the City conducts a selection process that provides an equal opportunity to all applicants, and has taken specific steps to make the application process clear and equitable. When job vacancies are not filled promotionally, they are advertised in the Metropolitan Washington recruitment area, through local and regional newspapers, radio announcements, job fairs, internet job sites, and notices to more than 350 colleges and community organizations. Every job notice contains a detailed description of duties for the position, the minimum qualifications (education and experience), and any preferred qualifications. The notice also lists the salary range and describes experience which may substitute for the desired education credentials.

**Processing Applications and "Certification."** Applications are submitted to the Department of Personnel Services, along with the voluntary affirmative action data forms. The affirmative action data forms are separated from the original applications and logged into the applicant tracking system for statistical purposes only. The information on each applicant's affirmative action data form is kept

confidential and is not released to the hiring officials. The application is reviewed by a Personnel Analyst to determine whether the applicant meets the minimum eligibility requirements (i.e., whether the applicant is “certified”).

It is important to note that "minimum eligibility requirements" are the minimum experience and education necessary to be considered for a position. In today's competitive job market, many applicants have experience and credentials that exceed the minimums. Therefore, the Department of Personnel Services may "certify" a large pool of applicants, but the skills and abilities of these candidates may vary widely. When the applications are received by the hiring official, only those applicants who are most qualified are selected for an interview. Departments may use the listed preferred requirements when selecting individuals for interview appointments.

#### **ANALYSIS OF CERTIFICATION RATES BY PROTECTED CLASS**

*In FY 2003 the City processed 6,569 applications with relevant affirmative action data to prepare this report; 4,554 (69%) were certified, and 231 full-time positions were filled. By comparison, in FY 2002 the City processed 10,680 applications with relevant affirmative action data; 6,234 (58%) were certified, and 271 full-time positions were filled. During FY 2000 the City received 7,824 applications with relevant affirmative action data; 3,393 (43%) were certified, and 217 full-time positions were filled. The certification rate for applications has steadily increased over the last three fiscal years, which indicates the City each year attracts candidates better qualified than those the previous year.*

The table on the next page provides a glance at the trends for the last four fiscal years. Information for this table was compiled from previously published reports.

**Comparison of Applications Received and Certified  
FY2000 to FY2003**

	<b>FY2000</b>	<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>
<b># Applicants providing voluntary information</b>	7,824	10,680	6,246	6,569
<b># Certified and % of total above</b>	3,393 43%	6,234 58%	4,548 73%	4,554 69%
<b># Full time Regular positions Filled</b>	217	423	271	231

**Females:** In FY 2003, the certification rate for males (76%) was greater than the rate for females (62%). Additionally, the certification rate for females was slightly lower than the overall pool of applicants (73%).

Female applicants exceeded male applications in the following: Professional -Other (1004 female/523 male), Para-Professional (375 female/141 male), and Administrative Support (435 female/94 male). Overall, during FY 2003 females applied for City positions at lower rates than males (2596 female/3013 male). There continues to be a challenge in attracting females for jobs in the most non-traditional job groups. For example, 12 females (vs. 95 males) applied for Skilled Craft positions, and only 14 females (vs. 213 males) applied for Service-Maintenance positions.

**Female Applications by Fiscal Year**

	<b>FY2000</b>	<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>
<b># Applied (with Female stated)</b>	4,467	5,265	2,961	2,596
<b># Certified</b>	1,901	2,915	2,099	1,598
<b>% Rate Certified</b>	43%	55%	71%	62%

	FY2000	FY2001	FY2002	FY2003
% of All Applications with Voluntary Information Supplied	57% of 7,824	49% of 10,680	47% of 6,246	39.5% of 6,569

**African Americans:** The certification rate (64%) for African Americans was slightly lower than the overall certification rate for all applicants (69%). However, the certification rate for African Americans was higher than, or comparable to, the overall certification rate in five of the twelve job groups: Technical-Senior, Public Safety, Administrative Support, Skilled Craft, and Service/Maintenance. The number of African American applicants in FY 2003 was 2,116, a slight decrease compared to FY 2002. The following table illustrates the history of African American applications received:

#### African American Applications by Fiscal Year

	FY2000	FY2001	FY2002	FY2003
# Applied (with Race stated)	2,777	4,214	2,336	2,116
# Certified	1,218	2,453	1,665	1,352
% Rate Certified	35.4%	58%	71%	64%
% of All Applications with Voluntary Information Supplied	40.2% of 7,824	35.4% of 10,680	39.4% of 6,246	20.5% of 6,569

**Hispanics:** The certification rate for Hispanics was 69%, which is comparable to than the overall certification rate of 69%. Applications from Hispanics increased from 321 in FY 2002 to 337 in FY2003. Hispanics continue to apply in very small numbers for City positions — 5.1% of all applicants in FY 2003 were Hispanic.

### Hispanic Applications by Fiscal Year

	FY2000	FY2001	FY2002	FY2003
# Applied (with Race stated)	379	569	321	337
# Certified	156	339	237	237
% Rate Certified	41%	60%	74%	74%
% of All Applications with Voluntary Information Supplied	4.8% of 7,824	5.3% of 10,680	5.1% of 6,246	5.1% of 6,569

**Asians:** Asians were certified at 65%, significantly lower than the overall pool rate of 69%. The overall number of applicants decreased in FY 2003. In FY 2003 there were 272 applicants, a decrease from the 302 Asian applicants in FY 2002. The percentage of Asian applicants who provided voluntary affirmative action information, compared to all applications with supplied information, slightly decreased from 4.8% in FY 2002 to 4.1% in FY 2003.

### Asian Applications by Fiscal Year

	FY2000	FY2001	FY2002	FY2003
# Applied (with Race stated)	289	399	302	272
# Certified	118	238	243	178
% Rate Certified	41%	60%	80%	65%
% of All Applications with Voluntary Information Supplied	3.6% of 7,824	3.7% of 10,680	4.8% of 6,246	3.9% of 6,569

**Persons with Disabilities:** The certification rate for persons with disabilities (61%) was lower than the overall certification rate for all applicants (69%). A total of 107 self-identified persons with disabilities submitted applications in FY 2003, and 65 of those applicants were certified as meeting minimum requirements.

### Applicants with Disabilities by Fiscal Year

	FY2000	FY2001	FY2002	FY2003
# Applied (with Disability stated yes)	103	198	103	107
# Certified	46	115	79	65
% Rate Certified	44%	58%	77%	61%
% of All Applications with Voluntary Information Supplied	1.3% of 7,824	1.8% of 10,680	1.2% of 6,246	1.0% of 6,569

**Older Workers:** In FY 2003 the certification rate for older workers (70%) was slightly higher than the overall certification rate of 69%; however, the total number of applicants for this group decreased to 1,063 in FY 2003, down from the 1,339 in FY 2002. The area of significant increase in applicants was the Professional-Other group with 342 applicants in FY 2003.

### Applicants Over Age 40 by Fiscal Year

	FY2000	FY2001	FY2002	FY2003
# Applied (with age >40 provided)	1,402	2,164	1,339	1,063
# Certified	710	1,324	1,061	747
% Rate Certified	50%	61%	79%	70%
% of All Applications with Voluntary Information Supplied	17.9% of 7,824	20.2% of 10,680	21.4% of 6,246	16.1% of 6,569

**Vietnam Veterans:** The certification rate for Vietnam veterans was 65% in FY 2003, compared to 90% in FY 2002. The overall number of applicants who self-identified for this group was 54, a decrease from the 61 who applied during FY 2002. Because the qualifying dates for Vietnam-era veteran's status are between August 5, 1964 and May 7, 1975, many of these same individuals are already included in the over-forty protected class charts above.

## **PHASE II: CERTIFIED AND INTERVIEWED**

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**Overview.** As indicated in Table IV, of the 6,569 individuals who applied<sup>1</sup> for positions with the City in FY 2003, 4,554 (69%) were certified as meeting the minimum qualifications for the position for which they applied. **Tables V through V-B** show the numbers of individuals who were certified and interviewed for City positions in FY 2003, as well as the interview rate (percentage of the number interviewed divided by the number certified). Of the 4,554 individuals who were certified, 922 were interviewed, for an overall interview rate of 20%, which represents competitive interest pools for City jobs.

## **ANALYSIS OF INTERVIEW RATES BY PROTECTED CLASS**

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**Females:** In FY 2003 there were 1,598 females certified, and 417 were interviewed, for an interview rate of 26%. The overall interview rate for females was higher than the overall rate of 19% for males. The interview rate for females was higher than the rate for males in four job groups: Technical-Other, Public Safety, Administrative Support, and Skilled Craft. Recruitment of females in the Public Safety job group continues to be a challenge, and the City's Fire, Sheriff and Police Departments continue to work aggressively on such recruitments.

### **Female Applicants Interviewed by Fiscal Year**

	<b>FY2000</b>	<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>
# Certified (with "female" stated)	1,901	2,915	2,099	1,598
# Interviewed	459	857	529	417
% Rate Interviewed	24%	29%	25%	26%
% of All Interviewed Applicants with Voluntary Information Supplied	51.1% of 898	46.9% of 1,826	53.3% of 991	45.2% of 922

**African Americans:** Of the 1,352 African Americans who were certified for City positions in FY 2003, 346 or 26% were selected for an interview. This interview rate was higher than the overall rate for all applicants (20%) and exceeds the 80% adverse impact test rate of 23%. The interview rates of African Americans were higher than or comparable to the overall interview rates in seven job groups: Professional-Other, Technical-Senior, Technical-Other, Public Safety, Para-Professional, Administrative Support, Skilled Craft and Service-Maintenance.

**African Americans Interviewed by Fiscal Year**

	FY2000	FY2001	FY2002	FY2003
# Certified (African American stated)	1,218	2,453	1,665	1,665
# Interviewed	329	779	406	346
% Rate Interviewed	27%	32%	22%	26%
% of All Interviewed Applicants with Voluntary Information Supplied	36.6% of 898	42.6% of 1,826	41% of 991	37.5% of 922

**Hispanics:** In FY 2003, 234 Hispanics were certified for City jobs, a slight decrease compared to 237 certified in FY 2002. The interview selection rate for Hispanic applicants was 25% compared to 20% for the overall interview rate. This interview rate exceeds the 80% adverse impact test rate of 23%. The interview rate for Hispanic applicants was higher than or comparable to the overall interview rate in six job groups: Professional-Other, Technical-Other, Public Safety, Administrative Support, Skilled Craft, and Service-Maintenance. The chart that follows demonstrates the performance of Hispanic applicants from FY 2000 to FY 2003.

**Hispanic Applicants Interviewed by Fiscal Year**

	FY2000	FY2001	FY2002	FY2003
# Certified (with Hispanic stated)	156	339	237	234
# Interviewed	60	147	67	58
% Rate Interviewed	38%	43%	28%	25%

	FY2000	FY2001	FY2002	FY2003
% of All Interviewed Applicants with Voluntary Information Supplied	6.6% of 898	8% of 1,826	6.8% of 1991	6.3% of 922

**Asians:** Of the 178 Asian individuals who were certified, 25 were selected for an interview, for an interview rate of 14%, lower than the interview rate for all applicants of 20%. The interview rates for Asian applicants were higher than the overall group in two job categories: Technical-Senior and Public Safety.

#### Asian Applicants Interviewed by Fiscal Year

	FY2000	FY2001	FY2002	FY2003
# Certified (with Asian stated)	118	238	243	178
# Interviewed	34	73	43	25
% Rate Interviewed	29%	31%	18%	14%
% of All Interviewed Applicants with Voluntary Information Supplied	3.7% of 898	3.9% of 1,826	4.3% of 991	2.7% of 922

**Persons with Disabilities:** In FY 2003, of 65 persons with disabilities who were certified for City positions, 14 were selected for interview, an interview rate of 22%. This is slightly higher than the 20% interview selection rate for all applicants. The interview rates for persons with disabilities were higher than or comparable to the overall interview rates in four job groups: Official-Administrative, Technical-Senior, Technical/Other, Public Safety and Skilled Craft.

#### Applicants with Disabilities Interviewed by Fiscal Year

	FY2000	FY2001	FY2002	FY2003
# Certified (with Disability stated yes)	46	115	79	65
# Interviewed	15	36	18	14
% Rate Interviewed	33%	31%	23%	22%

	FY2000	FY2001	FY2002	FY2003
% of All Interviewed Applicants with Voluntary Information Supplied	1.6% of 898	1.9% of 1,826	1.8% of 991	1.5% of 922

**Older Workers:** Of the 747 applicants over the age of 40 who were certified for City positions, 259 were selected for an interview, for an interview rate of 35%— higher than the overall interview rate of 20%. The level of job experience this age group presents on applications makes them more likely to meet or exceed the preferred requirements, and, therefore, they are more likely to be interviewed. This group met or interviewed at a higher rate than the overall pool of applicants in nine job groups. In Table V-B, the interview rate for individuals over 40, broken down by age bands demonstrates the same trend. More specifically, the interview rate of those ages 50-54 was 33%; in the 55-59 age group the interview rate was 33%; in the 60-64 age group the interview rate was 56%, and the interview rate for those age 65 and over was 42%. All of these groups interviewed at a significantly higher rate than the rate for all applicants.

#### Applicants Over Age 40 Interviewed by Fiscal Year

	FY2000	FY2001	FY2002	FY2003
# Certified (with age >40 stated)	710	1,324	1,061	747
# Interviewed	244	511	332	259
% Rate Interviewed	34%	39%	31%	35%
% of All Interviewed Applicants with Voluntary Information Supplied	27.1% of 898	38.5% of 1,826	33.5% of 991	28% of 922

**Vietnam Veterans:** Of the 35 self-identified Vietnam veterans who were certified, 10, or 29% ,were interviewed, an interview rate higher than the overall interview rate of 20% for all applicants.

### PHASE III: INTERVIEWED AND SELECTED

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**Overview.** As a requirement of the recruitment process, every hiring official must complete a form indicating whether the position they are filling is in a job group in which females or minorities are

underutilized. Additionally, to ensure the use of diverse panels, the hiring official must indicate the name, race, and gender of each individual who will participate on the interview panel. This form is submitted to the Affirmative Action Officer for approval. To the greatest extent possible, City officials are expected to ensure that all interview panels are diverse and, particularly, that they include members of underutilized groups.

In FY 2003, of the 922 individuals who were interviewed, 231 were selected for hire, for an overall selection rate of 25%, which is slightly lower than FY 2002, when 991 individuals were interviewed and 271 individuals were hired for an overall selection rate of 27%. The number of vacancies decreased during FY 2003, but the City was able to continue its trend of adding more diversity to the work place. Fiscal Year 2003 mirrored other fiscal years since 1999, with the exception of FY 2001, which was a peak year for filled jobs.

#### **ANALYSIS OF SELECTION RATES BY PROTECTED CLASS**

**Females:** Of the 231 jobs advertised, females filled 111 in FY 2002. The overall selection rate for females was 27%, which compares to the overall selection rate of all selected at 25%. Females represented 35% of all certified applicants, and 48% of all applicants selected for City positions in FY 2003, while males represented 49% of the total certified applicant pool and 51% of those selected.

Recruitment of females for the Public Safety job group continues to be a challenge. Of an overall pool of 201 female certified applicants for this category, only 17 females were interviewed, and 9 selected. The selection rate for females (53%) was lower than that for males (66%), requiring this area to continue to receive individualized attention in the recruitment plans prepared by the Fire, Sheriff and Police Departments. It is important to note that only those who succeed in the exhaustive selection process steps and background investigations of these departments get an interview with the respective Chiefs or Sheriff.

### Female Applicants Selected by Fiscal Year

	FY2000	FY2001	FY2002	FY2003
<b># Interviewed (with female stated)</b>	459	857	529	417
<b># Selected</b>	127	219	142	111
<b>% Rate Selected</b>	28%	26%	27%	27%
<b>% of All Selected Applicants with Voluntary Information Supplied</b>	59% of 217	52% of 423	52% of 271	48% of 231

**African Americans:** The selection rate for African American applicants was 94 (40%) of 231 positions filled; this selection rate far exceeds the overall selection rate for all candidates of 25%. The selection rate for African Americans was 26% in FY 2002, compared to 24% in FY 2001, and 26% in FY 2000. During FY 2003, African Americans were selected at a rate higher than the overall selection rate in four categories: Professional-Other, Public Safety, Para-Professional, Administrative Support, and Skilled Craft. The adverse impact test rate for selection is 18%, so African Americans as a group exceeded that test rate in eight of nine filled job categories.

### African American Applicants Selected by Fiscal Year

	FY2000	FY2001	FY2002	FY2003
<b># Interviewed (with African American stated)</b>	329	779	406	346
<b># Selected</b>	85	187	104	94
<b>% Rate Selected</b>	26%	24%	26%	27%
<b>% of All Selected Applicants with Voluntary Information Supplied</b>	39% of 217	44% of 423	38% of 271	40% of 231

**Hispanics:** Hispanics were selected at a rate of 36%, well above the rate for all applicants of 25%. This group has made steady gains for the three fiscal years of 2000 through 2003, with FY 2003

being a peak year for Hispanic selection (36). Hispanics were selected at rates comparable to, or higher than, the overall selection rates for all applicants in six job groups; Professional-Other, Public Safety, Para-Professional, Administrative Support, Skilled Craft, and Service-Maintenance.

**Hispanic Applicants Selected by Fiscal Year**

	<b>FY2000</b>	<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>
<b># Interviewed (with Hispanic stated)</b>	60	147	67	58
<b># Selected</b>	18	35	24	21
<b>% Rate Selected</b>	30%	24%	36%	36%
<b>% of All Selected Applicants with Voluntary Information Supplied</b>	13% of 217	8% of 423	9% of 271	9% of 231

**Asians:** The selection rate for Asians was 28% in FY 2003. Although there was an increase in applicants from this group, the small numbers of Asians who applied make it difficult to provide meaningful statistical comparisons. Of the 231 positions filled in FY 2003, 7, or 3% of the individuals selected were Asian. These percentages have been roughly consistent since FY 2000.

**Asian Applicants Selected by Fiscal Year**

	<b>FY2000</b>	<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>
<b># Interviewed (with Asian stated)</b>	34	73	43	25
<b># Selected</b>	6	11	9	7
<b>% Rate Selected</b>	18%	15%	21%	28%
<b>% of All Selected Applications with Voluntary Information Supplied</b>	2.7% of 217	2.6% of 423	3% of 271	3% of 231

**Persons with Disabilities:** The selection rate for persons with disabilities in FY 2003 was 21%. In FY 2003, 14 self identified persons with disabilities were interviewed for positions in three of the

twelve job groups. All three individuals selected were hired from outside the City workforce. One's ability accurately to depict the number of individuals with disabilities applying for City jobs depends on the applicants' voluntary disclosure of their disabilities on the Affirmative Action Data Form. Because this information may be viewed as more personal in nature than one's race/ethnicity and gender, individuals may be hesitant to identify a disability on this form. Therefore, with respect to disabilities, the numbers reflected in this report — while representing the best information available — may not accurately capture all of the hires of persons with disabilities, or those who could qualify under this protected class if they chose to self identify.

The City's Department of Personnel Services partnered with the Department of Human Services ("DHS"), particularly its JobLink Division, and collaborated on initiatives to increase the hiring of persons with disabilities. JobLink, through its Disability Resources Coordinator, continued to actively seek out persons with disabilities for employment in the city government. During FY 2003, the City paid the entire cost to provide assistive technology to any employee who requested, to include temporary, contract employees. JobLink's Youth Program, with approximately 15% of its participants who self-identify as having a disability, provides training and employment. Last summer, a major effort called "The Pilot Project" was undertaken as a consortium among the Alexandria City Public Schools, the state's Department of Rehabilitative Services, Didlake ( a private rehabilitation company), and DHS to provide students with severe disabilities with job coaches and personal attendants, if required. Participants were placed in various City Departments, such as Fleet Services, Office of Management and Budget, Historic Alexandria, and the Recreation Department. Additionally, DHS and the Department of Personnel Services participated in programs such as Situational Assessments and Unpaid Work Experiences to assist persons with disabilities in obtaining employment. JobLink has an Employment Resource Center which is staffed by a full-time Assistive Technology Specialist. The center serves Alexandria residents with disabilities looking for employment, as well as, new or incumbent City employees who need reasonable accommodations and/or assistive technology. JobLink is recognized by the U.S. Department of Labor as a "Best Practices" One-Stop Employment Center for its expansive services to persons with disabilities.

The Affirmative Action Office will continue its initiative to seek and encourage applicants with disabilities and college students with disabilities for City positions. Additionally, as noted in the Utilization Analysis, the City's Department of Personnel Services will continue to promote awareness and understanding of the challenges faced by persons with disabilities in the City's

workforce through the departmental ADA coordinators. Through these and other initiatives, City officials will continue to strive to make the City's workforce inclusive of persons with disabilities, and to City's workplace attractive to persons with disabilities.

#### Applicants with Disabilities Selected by Fiscal Year

	FY2000	FY2001	FY2002	FY2003
<b># Interviewed (with Disability stated yes)</b>	15	36	18	14
<b># Selected</b>	3	10	6	3
<b>% Rate Selected</b>	20%	28%	33%	21%
<b>% of All Selected Applicants with Voluntary Information Supplied</b>	1.3% of 217	2.3% of 423	2.2% of 271	1.3% of 231

**Older Workers:** The FY 2003 selection rate for older workers was 33%; 85 of 259 interviewed applicants were selected for City positions. This selection rate is higher than the overall selection rate of 25% for all hires in FY 2003. Typically, for the past four fiscal years, roughly one-third of all filled jobs in the City were filled by applicants over the age of 40. Additionally, in FY 2003 there were 21 applicant selections in the 50-54 age category, 3 applicant selections in the 55-59 age group, 4 applicant selections from the 60-64 age bracket and 2 applicant selections from the age 65 and over pool.

#### Applicants Over Age 40 Selected by Fiscal Year

	FY2000	FY2001	FY2002	FY2003
<b># Interviewed (with age &gt;40 stated)</b>	244	511	332	259
<b># Selected</b>	63	138	104	85
<b>% Rate Selected</b>	25%	27%	31%	33%

	FY2000	FY2001	FY2002	FY2003
<b>% of All Selected Applicants with Voluntary Information Supplied</b>	29% of 217	33% of 423	38% of 271	36.8% of 231

**Vietnam Veterans:** The selection rate for self-identified Vietnam veterans was 30%. Three out of ten applicants interviewed were selected. These individuals are included in the greater than age 40 chart above, assuming they also supplied the voluntary age data.

## **SUMMARY OF PROMOTIONAL DATA**

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**Commitment to Upward Mobility** The City has a strong commitment to upward mobility for its employees. In keeping with this commitment, the City conducts an internal recruiting process for most positions prior to advertising and recruiting persons from outside the City government. Typically, the City advertises a vacant position internally for seven days and then conducts an interview process among those City employees who are certified. If the position is not filled via this promotional process, then external recruitment begins.

**Overview of Promotional Tables** The following section summarizes the outcomes of the promotional hires made in FY 2003. Tables VII, VII-A, and VII-B; Tables VIII, VIII-A, and VIII-B; and Tables IX, IX-A, and IX-B break down the promotional data by the number applied/certified, certified/interviewed, and interviewed/selected, respectively, according to gender, race, ethnicity, disability status, age 40 and older, Vietnam Veteran-status, and by five-year age bands. Of the 231 positions that were filled in FY 2003, 45 (19.4%) were filled by internal candidates through the promotional process. One cannot assume, however, that employees applied for all 231 filled positions. Table IV-C shows that 240 City employees applied for vacancies and 205 (85%) of their applications were certified. Of those certified, 155 (75%) were interviewed (Table VII-A), and subsequently 45 (29%) of those interviewed were selected (Table VII-B). The following general trends are evident in the promotional applicant tracking data, according to protected class:

**Females:** Over half (58%) of the applicants for promotional opportunities were female, and 82% of these female applicants were certified -- slightly lower than the certification rate for males. Of the 124 females who were certified for internal opportunities, 72% (90) were interviewed. Of the

females interviewed, 24% (22) were selected, a selection rate which was slightly lower than the group as a whole. Male internal candidates were selected at a 35% rate. Females were selected for 49% of the 45 jobs that were filled internally. (See Tables VII, VII-A, and VII-B.)

**African Americans:** Of the 104 African Americans who applied for promotional positions, 88% (91) were certified — a certification rate slightly higher than the overall certification rate for all internal applicants. Of the African Americans who were certified, 77% (70) were interviewed, a rate slightly higher than the overall interview rate of 76%; well above the adverse impact test rate. Of the 70 African Americans who were interviewed, 30% (21) were selected for the job, as compared to the overall selection rate of 29%. African Americans represented 46% of the current City employees hired via the promotional process, higher than the percentage of Whites hired (35%). (See Tables VII, VII-A, and VII-B.)

**Hispanics:** Approximately 7% of the City employees who applied for promotional opportunities were Hispanic, and 89% (17) of the Hispanics who applied were certified. Of the 17 Hispanic employees who were certified, 76% (13) were selected for an interview. Of those Hispanic individuals interviewed, five were hired, for a selection rate of 38%. This selection rate is higher than the overall selection rate of 29%. Of the 45 City employees who were selected internally, 11% (5) of these individuals were Hispanic. (See Tables VII, VII-A, and VII-B.)

**Asian:** The number of Asian employees who applied for vacancies through the internal promotional process (4) was too small to make meaningful comparisons. The tracking figures show that of the eight Asian employees who applied for promotion, seven of these individuals were certified, six were interviewed and three employees were selected. (See Tables VII, VII-A, and VII-B.)

**Persons with Disabilities:** According to the applicant tracking data shown in Tables VIII, VIII-A, and VIII-B, 4 self-identified persons with disabilities applied for promotional opportunities in FY 2001, and 4 individuals were certified. Of those certified, 75% (3) were interviewed. Of those interviewed, none were selected for internal promotions.

**Older Workers (over age 40):** According to the applicant tracking data displayed in Tables VIII, VIII-A, and VIII-B, of the City employees applying for promotional opportunities, 38% were workers over the age of 40. Specifically, 87% (92) of all the applicants over the age of 40 who applied were certified. Of the 66 older workers interviewed, 29% (19) were selected, a selection rate

comparable to the overall promotional selection rate of 29%. Therefore, of the 45 City employees who were selected for internal promotional opportunities, 42% of these individuals were over the age of 40. Broken down further, for example, 6 of 7 applicants age 55 to 59 applied and were certified, and 4 were interviewed. All total, the City promoted 6 employees who are age 50 and over. (See Tables IX, IX-A, and IX-B for a more detailed look at the promotional tracking by age band.)

**Vietnam-era Veterans:** In FY 2003, one City employee who is a Vietnam Veterans applied for promotional opportunities. This Vietnam Veteran was certified, interviewed, and selected.

### CONCLUSION - APPLICANT TRACKING

The following chart highlights applicant tracking data, in aggregate, alongside overall figures about the City's workforce in general.

Chart A

Composition of City Workforce, Applicants, and New Hires in FY 2002 and FY 2003

CLASS	% of FY 2003 CITY WORKFORCE*	% of ALL FY 2003 APPLICANTS	% of THOSE HIRED - FY2002	% of THOSE HIRED - FY 2003
Female	43.8%	47.4%	51.7%	52.3%
African American	34.8%	37.3%	44.2%	38.3%
Hispanic	6.6%	5.1%	8.3%	8.8%
Asians	2.9%	4.8%	2.6%	3.3%
Older Workers (over 40)	59.1%	21.4%	34.8%	38.3%
Persons with Disabilities	13.2**	1.6%	2.4%	2.2%

\* These numbers include all employees combined as of June 16, 2003

\*\* Estimated workforce representation information was taken from the voluntary survey of employees completed in 1999, during which 13.2% claimed one or more qualifying disabilities.

The City remains firmly committed to recruiting more qualified females, minorities, and persons with disabilities into its workforce, particularly in job groups in which females or minorities are underutilized. While employee turnover is fairly low – typically 8-12% of the City's full-time

workforce turns over each year – the City expects its outreach efforts to improve the diversity of the workforce. As the City’s workforce becomes more diverse, one would expect that upward mobility efforts will impact concomitantly the diversity at all levels of employment.

Staff will continue to monitor the City’s workforce composition as well as the applicant flow data to ensure that no barriers exist to hinder the development of an inclusive and representative workforce. The City will review demographics as new census data become available, and will continue its recruitment outreach efforts to ensure that highly qualified applicants who are representative of the diversity of the recruitment area are attracted to employment opportunities within the workforce of the City of Alexandria.

**TABLE IV**

Applicant Tracking

**Table IV, Certification Rates  
Applied and Certified  
Gender/Race/Ethnicity**

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2003

EEO Job Group	Overall			Male			Female			White			Black			Hispanic			Asian			Am Indian		
	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%												
21 OFFICIAL-ADMIN	340	227	67	167	121	72	135	78	58	126	93	74	85	41	48	13	9	69	14	9	64	2	1	50
22 PROFESSIONAL																								
ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	1808	1032	57	523	332	63	1004	541	54	546	341	62	513	241	47	96	55	57	104	66	63	7	4	57
23 TECHNICAL																								
SENIOR	353	220	62	238	149	63	58	40	69	105	68	65	78	45	58	15	10	67	59	40	68	0	0	0
OTHER	902	615	68	438	294	67	355	249	70	306	239	78	317	194	61	45	31	69	24	18	75	5	3	60
24 PUBLIC SAFETY	1572	1506	96	1104	1050	95	208	201	97	551	532	97	441	424	96	89	80	90	29	28	97	5	4	80
25 PARA-PROFESSIONAL	610	407	67	141	94	67	375	246	66	169	123	73	203	121	60	23	19	83	18	4	22	3	3	100
26 ADMINISTRATIVE SUPPORT	618	314	51	94	42	45	435	227	52	87	43	49	263	145	55	34	14	41	22	12	55	3	2	67
27 SKILLED CRAFT	113	58	51	95	47	49	12	7	58	10	6	60	62	31	50	8	5	63	1	1	100	0	0	0
28 SERVICE - MAINTENANCE	253	175	69	213	146	69	14	9	64	10	7	70	154	110	71	14	11	79	1	0	0	1	0	0
<b>Totals</b>	<b>6569</b>	<b>4554</b>	<b>69</b>	<b>3013</b>	<b>2275</b>	<b>76</b>	<b>2596</b>	<b>1598</b>	<b>62</b>	<b>1910</b>	<b>1452</b>	<b>76</b>	<b>2116</b>	<b>1352</b>	<b>64</b>	<b>337</b>	<b>234</b>	<b>69</b>	<b>272</b>	<b>178</b>	<b>65</b>	<b>26</b>	<b>17</b>	<b>65</b>

Percentages are: certified(Cert) as a percentage of applied(Appl).

Example: Looking at Females in the OFFICIAL -ADMIN Job Group: 135 Females applied for Official Admin jobs. 78 are certified. Dividing the amount certified by the amount applied (78/135) and multiplying by 100 yields a percentage of 57.78, rounded to 58%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

**TABLE V**

Applicant Tracking

**Table V, Interview Rates  
Certified and Interviewed  
Gender/Race/Ethnicity**

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2003

EEO Job Group	Overall			Male			Female			White			Black			Hispanic			Asian			Am Indian		
	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%												
21 OFFICIAL-ADMIN	227	58	26	121	38	31	78	13	17	93	31	33	41	7	17	9	1	11	9	1	11	1		100
22 PROFESSIONAL ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	1032	238	23	332	85	26	541	133	25	341	92	27	241	65	27	55	14	25	66	8	12	4	1	25
23 TECHNICAL SENIOR	220	48	22	149	39	26	40	6	15	68	21	31	45	10	22	10	0	0	40	9	23	0	0	0
OTHER	615	133	22	294	60	20	249	66	27	239	59	25	194	47	24	31	14	45	18	3	17	3	0	0
24 PUBLIC SAFETY	1506	77	5	1050	56	5	201	17	8.5	532	28	5.3	424	29	6.8	80	7	8.8	28	2	7.1	4	0	0
25 PARA-PROFESSIONAL	407	144	35	94	40	43	246	86	35	123	52	42	121	49	40	19	5	26	4	1	25	3	1	33
26 ADMINISTRATIVE SUPPORT	314	103	33	42	9	21	227	87	38	43	21	49	145	60	41	14	6	43	12	1	8.3	2	0	0
27 SKILLED CRAFT	58	36	62	47	29	62	7	5	71	6	4	67	31	19	61	5	4	80	1	0	0	0	0	0
28 SERVICE - MAINTENANCE	175	85	49	146	75	51	9	4	44	7	4	57	110	60	55	11	7	64	0	0	0	0	0	0
<b>Totals</b>	<b>4554</b>	<b>922</b>	<b>20</b>	<b>2275</b>	<b>431</b>	<b>19</b>	<b>1598</b>	<b>417</b>	<b>26</b>	<b>1452</b>	<b>312</b>	<b>21</b>	<b>1352</b>	<b>346</b>	<b>26</b>	<b>234</b>	<b>58</b>	<b>25</b>	<b>178</b>	<b>25</b>	<b>14</b>	<b>17</b>	<b>3</b>	<b>18</b>

Percentages are: interviewed(Int) as a percentage of certified(Cert).

Example: Looking at Females in the OFFICIAL -ADMIN Job Group:78 Females Certified for Official Admin jobs. 13 were interviewed. Dividing the amount interviewed by the amount certified (13/78) and multiplying by 100 yields a percentage of 16.67, rounded to 17%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

**TABLE VI**

Applicant Tracking

Table VI, Selection Rates  
Interviewed and Selected  
Gender/Race/Ethnicity

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2003

EEO Job Group	Overall			Male			Female			White			Black			Hispanic			Asian			Am Indian		
	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%									
21 OFFICIAL-ADMIN	58	11	19	38	6	16	13	5	38	31	11	35	7	0	0	1	0	0	1	0	0	1	0	0
22 PROFESSIONAL																								
ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	238	53	22	85	20	24	133	33	25	92	28	30	65	17	26	14	5	36	8	2	25	1	1	100
23 TECHNICAL																								
SENIOR	48	11	23	39	9	23	6	2	33	21	7	33	10	2	20	0	0	0	9	2	22	0	0	0
OTHER	133	41	31	60	20	33	66	21	32	59	24	41	47	12	26	14	4	29	3	1	33	0	0	0
24 PUBLIC SAFETY	77	46	60	56	37	66	17	9	53	28	22	79	29	19	66	7	4	57	2	1	50	0	0	0
25 PARA-PROFESSIONAL	144	18	13	40	5	13	86	13	15	52	6	12	49	11	22	5	1	20	1	0	0	1	0	0
26 ADMINISTRATIVE SUPPORT	103	28	27	9	2	22	87	26	30	21	7	33	60	17	28	6	3	50	1	1	100	0	0	0
27 SKILLED CRAFT	36	10	28	29	8	28	5	2	40	4	1	25	19	7	37	4	2	50	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	85	13	15	75	13	17	4	0	0	4	2	50	60	9	15	7	2	29	0	0	0	0	0	0
<b>Totals</b>	<b>922</b>	<b>231</b>	<b>25</b>	<b>431</b>	<b>120</b>	<b>28</b>	<b>417</b>	<b>111</b>	<b>27</b>	<b>312</b>	<b>108</b>	<b>35</b>	<b>346</b>	<b>94</b>	<b>27</b>	<b>58</b>	<b>21</b>	<b>36</b>	<b>25</b>	<b>7</b>	<b>28</b>	<b>3</b>	<b>1</b>	<b>33</b>

Percentages are: selected (Sel) as a percentage of interviewed (Int).

Example: Looking at Males in the OFFICIAL -ADMIN Job Group: 13 Females interviewed for Official Admin jobs. 5 were selected. Dividing the amount selected by the amount interviewed (5/13) and multiplying by 100 yields a percent of 38.46, rounded to 38%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

**TABLE IV-A**

## Table IV-A, Certification Rates Applied and Certified

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2003

### Persons With Disabilities, Older Workers, Vietnam Veterans

EEO Job Group	Overall			Disabled			40 and Older			Vietnam Veteran		
	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%
21 OFFICIAL-ADMIN	340	227	67	13	7	54	122	86	70	9	6	67
22 PROFESSIONAL ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	1808	1032	57	35	21	60	342	228	67	15	10	67
23 TECHNICAL SENIOR	353	220	62	9	3	33	86	59	69	6	4	67
OTHER	902	615	68	16	13	81	130	84	65	10	7	70
24 PUBLIC SAFETY	1572	1506	96	11	10	91	112	111	99	4	4	100
25 PARA-PROFESSIONAL	610	407	67	12	4	33	86	58	67	5	2	40
26 ADMINISTRATIVE SUPPORT	618	314	51	6	3	50	105	67	64	2	1	50
27 SKILLED CRAFT	113	58	51	1	1	100	29	14	48	2	0	0
28 SERVICE - MAINTENANCE	253	175	69	4	3	75	51	40	78	1	1	100
<b>Totals</b>	<b>6569</b>	<b>4554</b>	<b>69</b>	<b>107</b>	<b>65</b>	<b>61</b>	<b>1063</b>	<b>747</b>	<b>70</b>	<b>54</b>	<b>35</b>	<b>65</b>

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Percentages are: certified(Cert) as a percentage of applied(Appl).

Example: Looking at disabled in the OFFICIAL -ADMIN Job Group: 13 disabled persons applied for Official Admin jobs. 7 was certified. Dividing the amount certified by the amount applied (7/13) and multiplying by 100 yields a percent of 53.84, rounded to 54%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

**TABLE V-A**

### Table V-A, Interview Rates Certified and Interviewed

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2003

### Persons With Disabilities, Older Workers, Vietnam Veterans

EEO Job Group	Overall			Disabled			40 and Older			Vietnam Veteran		
	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%
21 OFFICIAL-ADMIN	227	58	26	7	3	43	86	30	35	6	2	33
22 PROFESSIONAL												
ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	1032	238	23	21	2	10	228	75	33	10	1	10
23 TECHNICAL												
SENIOR	220	48	22	3	1	33	59	16	27	4	1	25
OTHER	615	133	22	13	5	38	84	37	44	7	5	71
24 PUBLIC SAFETY	1506	77	5	10	1	10	111	11	10	4	0	0
25 PARA-PROFESSIONAL	407	144	35	4	1	25	58	29	50	2	0	0
26 ADMINISTRATIVE SUPPORT	314	103	33	3	0	0	67	31	46	1	0	0
27 SKILLED CRAFT	58	36	62	1	1	100	14	9	64	0	0	0
28 SERVICE - MAINTENANCE	175	85	49	3	0	0	40	21	53	1	1	100
<b>Totals</b>	<b>4554</b>	<b>922</b>	<b>20</b>	<b>65</b>	<b>14</b>	<b>22</b>	<b>747</b>	<b>259</b>	<b>35</b>	<b>35</b>	<b>10</b>	<b>29</b>

Percentages are: interviewed(Int) as a percentage of certified(Cert).

Example: Looking at 40 and Older in the OFFICIAL -ADMIN Job Group: 86 people 40 years or older certified for Official Admin jobs. 30 were interviewed. Dividing the amount interviewed by the amount certified (30/86) and multiplying by 100 yields a percentage of 34.88, rounded to 35%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

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**TABLE VI-A**

Applicant Tracking

Table VI-A, Selection Rates  
Interviewed and Selected

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2002

Persons With Disabilities, Older Workers, Vietnam Veterans

EEO Job Group	Overall			Disabled			40 and Older			Vietnam Veteran		
	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%
21 OFFICIAL-ADMIN	58	11	19	3	1	33	30	9	30	2	1	50
22 PROFESSIONAL ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	238	53	22	2	0	0	75	27	36	1	1	100
23 TECHNICAL SENIOR	48	11	23	1	0	0	16	6	38	1	0	0
OTHER	133	41	31	5	1	20	37	15	41	5	1	20
24 PUBLIC SAFETY	77	46	60	1	1	100	11	7	64	0	0	0
25 PARA-PROFESSIONAL	144	18	13	1	0	0	29	8	28	0	0	0
26 ADMINISTRATIVE SUPPORT	103	28	27	0	0	0	31	7	23	0	0	0
27 SKILLED CRAFT	36	10	28	1	0	0	9	2	22	0	0	0
28 SERVICE - MAINTENANCE	85	13	15	0	0	0	21	4	19	1	0	0
<b>Totals</b>	<b>922</b>	<b>231</b>	<b>25</b>	<b>14</b>	<b>3</b>	<b>21</b>	<b>259</b>	<b>85</b>	<b>33</b>	<b>10</b>	<b>3</b>	<b>30</b>

32

Percentages are: Selected(Sel) as a percentage of Interviewed(Int).

Example: Looking at 40 and Older in the OFFICIAL -ADMIN Job Group: 30 people 40 years and older interviewed for Official Admin jobs. 9 were selected. Dividing the amount selected by the amount interviewed (9/30) and multiplying by 100 yields 30%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

**TABLE IV-B**

Applicant Tracking

**Table IV-B, Certification Rates  
Applied and Certified  
Age Bands**

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2003

EEO Job Group	Overall			40 - 44			45 - 49			50 - 54			55 - 59			60 - 64			65 and Older		
	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%
21 OFFICIAL-ADMIN	340	227	67	34	22	65	35	25	71	28	23	82	14	10	71	8	4	50	3	2	67
22 PROFESSIONAL																					
ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	1808	1032	57	137	89	65	86	60	70	67	38	57	33	25	76	14	13	93	5	3	60
23 TECHNICAL																					
SENIOR	353	220	62	37	26	70	21	13	62	17	11	65	9	8	89	0	0	0	2	1	50
OTHER	902	615	68	47	34	72	37	24	65	28	17	61	7	4	57	6	2	33	5	3	60
24 PUBLIC SAFETY	1572	1506	96	75	74	99	24	24	100	10	10	100	1	1	100	1	1	100	1	1	100
25 PARA-PROFESSIONAL	610	407	67	37	24	65	23	14	61	15	10	67	7	7	100	2	2	100	2	1	50
26 ADMINISTRATIVE SUPPORT	618	314	51	38	20	53	37	25	68	19	13	68	7	6	86	3	2	67	1	1	100
27 SKILLED CRAFT	113	58	51	10	5	50	12	7	58	2	0	0	4	2	50	1	0	0	0	0	0
28 SERVICE - MAINTENANCE	253	175	69	18	16	89	19	13	68	5	4	80	8	6	75	1	1	100	0	0	0
<b>Totals</b>	<b>6569</b>	<b>4554</b>	<b>69</b>	<b>433</b>	<b>310</b>	<b>72</b>	<b>294</b>	<b>205</b>	<b>70</b>	<b>191</b>	<b>126</b>	<b>66</b>	<b>90</b>	<b>69</b>	<b>77</b>	<b>36</b>	<b>25</b>	<b>69</b>	<b>19</b>	<b>12</b>	<b>63</b>

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Percentages are: certified(Cert) as a percentage of applied(Appl).

Example: Looking at 40 - 44 in the OFFICIAL -ADMIN Job Group:34 individuals between the ages of 40 and 44, applied for Official Admin jobs. 22 are certified. Dividing the amount certified by the amount applied (22/34) and multiplying by 100 yields a percentage of 64.71, rounded to 65%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

**TABLE V-B**

Applicant Tracking

**Table V-B, Interview Rates  
Certified and Interviewed  
Age Bands**

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2003

EEO Job Group	Overall			40 - 44			45 - 49			50 - 54			55 - 59			60 - 64			65 and Older		
	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%
21 OFFICIAL-ADMIN	227	58	26	22	7	32	25	6	24	23	9	39	10	5	50	4	2	50	2	1	50
22 PROFESSIONAL																					
ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	1032	238	23	89	25	28	60	20	33	38	15	39	25	7	28	13	7	54	3	1	33
23 TECHNICAL																					
SENIOR	220	48	22	26	9	35	13	2	15	11	4	36	8	1	13	0	0	0	1	0	0
OTHER	615	133	22	34	13	38	24	12	50	17	8	47	4	2	50	2	1	50	3	1	33
24 PUBLIC SAFETY	1506	77	5	74	8	11	24	2	8	10	1	10	1	0	0	1	0	0	1	0	0
25 PARA-PROFESSIONAL	407	144	35	24	13	54	14	9	64	10	3	30	7	2	29	2	1	50	1	1	100
26 ADMINISTRATIVE SUPPORT	314	103	33	20	10	50	25	13	52	13	4	31	6	1	17	2	2	100	1	1	100
27 SKILLED CRAFT	58	36	62	5	3	60	7	4	57	0	0	0	2	2	100	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	175	85	49	16	9	56	13	5	38	4	3	75	6	3	50	1	1	100	0	0	0
<b>Totals</b>	<b>4554</b>	<b>922</b>	<b>20</b>	<b>310</b>	<b>97</b>	<b>31</b>	<b>205</b>	<b>73</b>	<b>36</b>	<b>126</b>	<b>47</b>	<b>37</b>	<b>69</b>	<b>23</b>	<b>33</b>	<b>25</b>	<b>14</b>	<b>56</b>	<b>12</b>	<b>5</b>	<b>42</b>

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Percentages are: Interviewed (Int) as a percentage of certified (Cert).

Example: Looking at 40 - 44 in the OFFICIAL -ADMIN Job Group: 22 individuals between the ages of 40 and 44, Certified for Official Admin jobs. 7 were interviewed. Dividing the amount interviewed by the amount certified (7/22) and multiplying by 100 yields a percentage of 31.82, rounded to 32%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

**TABLE VI-B**

Applicant Tracking

Table VI-B, Selection Rates  
Interviewed and Selected  
Age Bands

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2003

EEO Job Group	Overall			40 - 44			45 - 49			50 - 54			55 - 59			60 - 64			65 and Older		
	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%
21 OFFICIAL-ADMIN	58	11	19	7	1	14	6	3	50	9	4	44	5	1	20	2	0	0	1	0	0
22 PROFESSIONAL ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	238	53	22	25	8	32	20	7	35	15	9	60	7	0	0	7	3	43	1	0	0
23 TECHNICAL SENIOR	48	11	23	9	4	44	2	0	0	4	1	25	1	1	100	0	0	0	0	0	0
OTHER	133	41	31	13	6	46	12	5	42	8	2	25	2	0	0	1	1	100	1	1	100
24 PUBLIC SAFETY	77	46	60	8	4	50	2	2	100	1	1	100	0	0	0	0	0	0	0	0	0
25 PARA-PROFESSIONAL	144	18	13	13	2	15	9	3	33	3	1	33	2	1	50	1	0	0	1	1	100
26 ADMINISTRATIVE SUPPORT	103	28	27	10	3	30	13	2	15	4	2	50	1	0	0	2	0	0	1	0	0
27 SKILLED CRAFT	36	10	28	3	1	33	4	1	25	0	0	0	2	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	85	13	15	9	0	0	5	3	60	3	1	33	3	0	0	1	0	0	0	0	0
<b>Totals</b>	<b>922</b>	<b>231</b>	<b>25</b>	<b>97</b>	<b>29</b>	<b>30</b>	<b>73</b>	<b>26</b>	<b>36</b>	<b>47</b>	<b>21</b>	<b>45</b>	<b>23</b>	<b>3</b>	<b>13</b>	<b>14</b>	<b>4</b>	<b>29</b>	<b>5</b>	<b>2</b>	<b>40</b>

Percentages are: Selected (Sel) as a percentage of Interviewed (Int).

Example: Looking at 40 - 44 in the OFFICIAL -ADMIN Job Group: 7 individuals between the ages of 40 and 44, interviewed for Official Admin jobs. 1 were selected. Dividing the amount selected by the amount interviewed (1/7) and multiplying by 100 yields a percentage of 14.29, rounded to 14%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

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**TABLE IV-C**

Applicant Tracking

**Table IV-C, Promotional Certification Rates  
Applied and Certified  
Gender/Race/Ethnicity**

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2003

EEO Job Group	All Promotional			Male			Female			White			Black			Hispanic			Asian			Am Indian		
	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%
21 OFFICIAL-ADMIN	11	11	100	7	7	100	4	4	100	7	7	100	1	1	100	1	1	100	0	0	0	0	0	0
22 PROFESSIONAL ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
OTHER	76	65	86	27	24	89	49	41	84	33	26	79	23	20	87	4	4	100	2	2	100	0	0	0
23 TECHNICAL SENIOR	8	8	100	7	7	100	1	1	100	4	4	100	2	2	100	1	1	100	1	1	100	0	0	0
OTHER	37	35	95	14	13	93	23	22	96	16	14	88	17	17	100	3	3	100	0	0	0	0	0	0
24 PUBLIC SAFETY	3	3	100	1	1	100	2	2	100	0	0	0	2	2	100	0	0	0	1	1	100	0	0	0
25 PARA-PROFESSIONAL	21	13	62	6	5	83	15	8	53	7	5	71	10	7	70	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	57	44	77	5	3	60	52	41	79	9	7	78	35	29	83	4	2	50	0	0	0	0	0	0
27 SKILLED CRAFT	18	17	94	15	14	93	3	3	100	3	3	100	9	8	89	3	3	100	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	9	9	100	7	7	100	2	2	100	0	0	0	5	5	100	3	3	100	0	0	0	0	0	0
<b>Totals</b>	<b>240</b>	<b>205</b>	<b>85</b>	<b>89</b>	<b>81</b>	<b>91</b>	<b>151</b>	<b>124</b>	<b>82</b>	<b>79</b>	<b>66</b>	<b>84</b>	<b>104</b>	<b>91</b>	<b>88</b>	<b>19</b>	<b>17</b>	<b>89</b>	<b>4</b>	<b>4</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>

Percentages are: certified(Cert) as a percentage of applied(Appl).

Example: Looking at Males in the OFFICIAL -ADMIN Job Group: 7 Males applied for Official Admin jobs. 7 were certified. Dividing the amount certified by the amount applied (7/7) and multiplying by 100 yields a percentage of 100%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

**TABLE V-C**

Applicant Tracking

**Table V-C, Promotional Interview Rates  
Certified and Interviewed  
Gender/Race/Ethnicity**

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2003

EEO Job Group	All Promotional			Male			Female			White			Black			Hispanic			Asian			Am Indian		
	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%
21 OFFICIAL-ADMIN	11	10	91	7	7	100	4	3	75	7	6	86	1	1	100	1	1	100	0	0	0	0	0	0
22 PROFESSIONAL ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	65	55	85	24	23	96	41	32	78	26	22	85	20	17	85	4	4	100	2	2	100	0	0	0
23 TECHNICAL SENIOR	8	3	38	7	3	43	1	0	0	4	2	50	2	0	0	1	0	0	1	1	100	0	0	0
42 OTHER	35	30	86	13	12	92	22	18	82	14	12	86	17	15	88	3	3	100	0	0	0	0	0	0
24 PUBLIC SAFETY	3	0	0	1	0	0	2	0	0	0	0	0	2	0	0	0	0	0	1	0	0	0	0	0
25 PARA-PROFESSIONAL	13	9	69	5	3	60	8	6	75	5	3	60	7	5	71	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	44	32	73	3	3	100	41	29	71	7	5	71	29	24	83	2	1	50	0	0	0	0	0	0
27 SKILLED CRAFT	17	11	65	14	9	64	3	2	67	3	2	67	8	4	50	3	3	100	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	9	5	56	7	5	71	2	0	0	0	0	0	5	4	80	3	1	33	0	0	0	0	0	0
<b>Totals</b>	<b>205</b>	<b>155</b>	<b>76</b>	<b>81</b>	<b>65</b>	<b>80</b>	<b>124</b>	<b>90</b>	<b>73</b>	<b>66</b>	<b>52</b>	<b>79</b>	<b>91</b>	<b>70</b>	<b>77</b>	<b>17</b>	<b>13</b>	<b>76</b>	<b>4</b>	<b>3</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>

Percentages are: Interviewed (Int) as a percentage of certified(Cert).

Example: Looking at Males in the OFFICIAL -ADMIN Job Group: 7 Males Certified for Official Admin jobs. 7 were interviewed. Dividing the amount interviewed by the amount certified (7/7) and multiplying by 100 yields 100%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

**TABLE VI-C**

Applicant Tracking

**Table VI-C, Promotional Selection Rates  
Interviewed and Selected  
Gender/Race/Ethnicity**

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2003

EEO Job Group	All Promotional			Male			Female			White			Black			Hispanic			Asian			Am Indian		
	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%
21 OFFICIAL-ADMIN	10	3	30	7	1	14	3	2	67	6	3	50	1	0	0	1	0	0	0	0	0	0	0	0
22 PROFESSIONAL ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	55	13	24	23	7	30	32	6	19	22	8	36	17	5	29	4	0	0	2	0	0	0	0	0
23 TECHNICAL SENIOR	3	3	100	3	3	100	0	0	0	2	2	100	0	0	0	0	0	0	1	1	100	0	0	0
OTHER	30	6	20	12	3	25	18	3	17	12	2	17	15	3	20	3	1	33	0	0	0	0	0	0
24 PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 PARA-PROFESSIONAL	9	4	44	3	1	33	6	3	50	3	1	33	5	3	60	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	32	8	25	3	1	33	29	7	24	5	1	20	24	6	25	1	1	100	0	0	0	0	0	0
27 SKILLED CRAFT	11	5	45	9	4	44	2	1	50	2	1	50	4	2	50	3	2	67	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	5	3	60	5	3	60	0	0	0	0	0	0	4	2	50	1	1	100	0	0	0	0	0	0
<b>Totals</b>	<b>155</b>	<b>45</b>	<b>29</b>	<b>65</b>	<b>23</b>	<b>35</b>	<b>90</b>	<b>22</b>	<b>24</b>	<b>52</b>	<b>18</b>	<b>35</b>	<b>70</b>	<b>21</b>	<b>30</b>	<b>13</b>	<b>5</b>	<b>38</b>	<b>3</b>	<b>1</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>0</b>

Percentages are: selected (Sel) as a percentage of interviewed (Int).

Example: Looking at Males in the OFFICIAL -ADMIN Job Group: 7 Males interviewed for Official Admin. 1 were selected. Dividing the amount selected by the amount interviewed (1/7) and multiplying by 100 yields a percentage of 14.29, rounded to 14%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

**TABLE IV-D**

Applicant Tracking

**Table IV-D, Promotional Certification Rates  
Applied and Certified**

City of Alexandria, Virginia  
Full-time Employees

Requisitions that closed in FY 2003

**Persons With Disabilities, Older Workers, Vietnam Veterans**

EEO Job Group	Overall			Disabled			40 and Older			Vietnam Veteran		
	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%
21 OFFICIAL-ADMIN	11	11	100	0	0	0	8	8	100	1	1	100
22 PROFESSIONAL ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	76	65	86	1	1	100	32	27	84	0	0	0
23 TECHNICAL SENIOR	8	8	100	0	0	0	2	2	100	0	0	0
OTHER	37	35	95	1	1	100	15	13	87	0	0	0
24 PUBLIC SAFETY	3	3	100	0	0	0	0	0	0	0	0	0
25 PARA-PROFESSIONAL	21	13	62	0	0	0	7	4	57	0	0	0
26 ADMINISTRATIVE SUPPORT	57	44	77	0	0	0	18	16	89	0	0	0
27 SKILLED CRAFT	18	17	94	1	1	100	6	6	100	0	0	0
28 SERVICE - MAINTENANCE	9	9	100	1	1	100	4	4	100	0	0	0
<b>Totals</b>	<b>240</b>	<b>205</b>	<b>85</b>	<b>4</b>	<b>4</b>	<b>100</b>	<b>92</b>	<b>80</b>	<b>87</b>	<b>1</b>	<b>1</b>	<b>100</b>

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Percentages are: Selected(Sel) as a percentage of Interviewed(Int).

Example: Looking at People 40 and Older in the OFFICIAL -ADMIN Job Group: 8 people 40 and Older applied for Official Admin jobs. 8 was certified. Dividing the amount certified by the amount applied (8/8) and multiplying by 100 yields 100%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

**TABLE V-D**

Applicant Tracking

Table V-D, Promotional Interview Rates  
Certified and Interviewed

City of Alexandria, Virginia  
Full-time Employees

Requisitions that closed in FY 2003

Persons With Disabilities, Older Workers, Vietnam Veterans

EEO Job Group	Overall			Disabled			40 and Older			Vietnam Veteran		
	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%
21 OFFICIAL-ADMIN	11	10	91	0	0	0	8	8	100	1	1	100
22 PROFESSIONAL												
ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	65	55	85	1	1	100	27	23	85	0	0	0
23 TECHNICAL												
SENIOR	8	3	38	0	0	0	2	1	50	0	0	0
OTHER	35	30	86	1	1	100	13	12	92	0	0	0
24 PUBLIC SAFETY	3	0	0	0	0	0	0	0	0	0	0	0
25 PARA-PROFESSIONAL	13	9	69	0	0	0	4	4	100	0	0	0
26 ADMINISTRATIVE SUPPORT	44	32	73	0	0	0	16	11	69	0	0	0
27 SKILLED CRAFT	17	11	65	1	1	100	6	4	67	0	0	0
28 SERVICE - MAINTENANCE	9	5	56	1	0	0	4	3	75	0	0	0
<b>Totals</b>	<b>205</b>	<b>155</b>	<b>76</b>	<b>4</b>	<b>3</b>	<b>75</b>	<b>80</b>	<b>66</b>	<b>83</b>	<b>1</b>	<b>1</b>	<b>100</b>

Percentages are: Interviewed as a percentage of certified(Cert).

Example: Looking at People 40 and older in the OFFICIAL -ADMIN Job Group: 8 people 40 and Older were certified for Official Admin jobs. 8 were interviewed. Dividing the amount interviewed by the amount certified (8/8) and multiplying by 100 yields 100%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

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**TABLE VI-D**

Applicant Tracking

**Table VI-D, Promotional Selection Rates  
Interviewed and Selected  
Persons With Disabilities, Older Workers, Vietnam Veterans**

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2003

EEO Job Group	Overall			Disabled			40 and Older			Vietnam Veteran		
	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%
21 OFFICIAL-ADMIN	10	3	30	0	0	0	8	3	38	1	1	100
22 PROFESSIONAL												
ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	55	13	24	1	0	0	23	6	26	0	0	0
23 TECHNICAL												
SENIOR	3	3	100	0	0	0	1	1	100	0	0	0
OTHER	30	6	20	1	0	0	12	3	25	0	0	0
24 PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0
25 PARA-PROFESSIONAL	9	4	44	0	0	0	4	2	50	0	0	0
26 ADMINISTRATIVE SUPPORT	32	8	25	0	0	0	11	2	18	0	0	0
27 SKILLED CRAFT	11	5	45	1	0	0	4	1	25	0	0	0
28 SERVICE - MAINTENANCE	5	3	60	0	0	0	3	1	33	0	0	0
<b>Totals</b>	<b>155</b>	<b>45</b>	<b>29</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>66</b>	<b>19</b>	<b>29</b>	<b>1</b>	<b>1</b>	<b>100</b>

Percentages are: certified(Cert) as a percentage of applied(Appl).

Example: Looking at People 40 and Older in the OFFICIAL -ADMIN Job Group: 8 people in the 40 and Older group were interviewed for Official Admin jobs. 3 were selected. Dividing the amount selected by the amount interviewed (3/8) and multiplying by 100 yields a percentage of 37.5, rounded to 38%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

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**TABLE IV-E**

Applicant Tracking

**Table IV-E, Promotional Certification Rates  
Applied and Certified  
Age Bands**

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2003

EEO Job Group	All Promotional			40 - 44			45 - 49			50 - 54			55 - 59			60 - 64			65 and Older		
	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%	Appl	Cert	%
21 OFFICIAL-ADMIN	11	11	100	0	0	0	3	3	100	2	2	100	1	1	100	2	2	100	0	0	0
22 PROFESSIONAL																					
ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	76	65	86	11	8	73	6	6	100	8	7	88	3	3	100	2	2	100	2	1	50
23 TECHNICAL																					
SENIOR	8	8	100	1	1	100	1	1	100	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	37	35	95	7	7	100	3	3	100	3	2	67	2	1	50	0	0	0	0	0	0
24 PUBLIC SAFETY	3	3	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 PARA-PROFESSIONAL	21	13	62	1	0	0	4	2	50	0	0	0	0	0	0	1	1	100	1	1	100
26 ADMINISTRATIVE SUPPORT	57	44	77	5	4	80	8	7	88	3	3	100	1	1	100	1	1	100	0	0	0
27 SKILLED CRAFT	18	17	94	2	2	100	4	4	100	0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	9	9	100	3	3	100	1	1	100	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>240</b>	<b>205</b>	<b>85</b>	<b>30</b>	<b>25</b>	<b>83</b>	<b>30</b>	<b>27</b>	<b>90</b>	<b>16</b>	<b>14</b>	<b>88</b>	<b>7</b>	<b>6</b>	<b>86</b>	<b>6</b>	<b>6</b>	<b>100</b>	<b>3</b>	<b>2</b>	<b>67</b>

Percentages are: certified(Cert) as a percentage of applied(Appl).

Example: Looking at 45 - 49 in the OFFICIAL -ADMIN Job Group: 3 individuals between the ages of 45 and 49, applied for Official Admin jobs. 3 were certified. Dividing the amount certified by the amount applied (3/3) and multiplying by 100 yields 100%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

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**TABLE V-E**

Applicant Tracking

**Table V-E, Promotional Interview Rates  
Certified and Interviewed  
Age Bands**

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY2003

EEO Job Group	All Promotional			40 - 44			45 - 49			50 - 54			55 - 59			60 - 64			65 and Older		
	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%
21 OFFICIAL-ADMIN	11	10	91	0	0	0	3	3	100	2	2	100	1	1	100	2	2	100	0	0	0
22 PROFESSIONAL ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	65	55	85	8	6	75	6	6	100	7	6	86	3	2	67	2	2	100	1	1	100
23 TECHNICAL SENIOR	8	3	38	1	1	100	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	35	30	86	7	6	86	3	3	100	2	2	100	1	1	100	0	0	0	0	0	0
24 PUBLIC SAFETY	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 PARA-PROFESSIONAL	13	9	69	0	0	0	2	2	100	0	0	0	0	0	0	1	1	100	1	1	100
26 ADMINISTRATIVE SUPPORT	44	32	73	4	3	75	7	6	86	3	1	33	1	0	0	1	1	100	0	0	0
27 SKILLED CRAFT	17	11	65	2	1	50	4	3	75	0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	9	5	56	3	2	67	1	1	100	0	0	0	0	0	0	0	0	0	0	0	0
	205	155	76	25	19	76	27	24	89	14	11	79	6	4	67	6	6	100	2	2	100

Percentages are: Interviewed (Int) as a percentage of certified (Cert).

Example: Looking at 45 - 49 in the OFFICIAL -ADMIN Job Group: 3 individuals between the ages of 45 and 49, Certified for Official Admin jobs. 3 was interviewed. Dividing the amount interviewed by the amount certified (3/3) and multiplying by 100 yields 100%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

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Applicant Tracking

**Table VI-E, Promotional Selection Rates  
Interviewed and Selected  
Age Bands**

City of Alexandria, Virginia  
Full-time Employees  
Requisitions that closed in FY 2003

EEO Job Group	All Promotional			40 - 44			45 - 49			50 - 54			55 - 59			60 - 64			65 and Older			
	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%	
21 OFFICIAL-ADMIN	10	3	30	0	0	0	3	2	67	2	1	50	1	0	0	2	0	0	0	0	0	0
22 PROFESSIONAL ATTORNEYS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	55	13	24	6	2	33	6	1	17	6	3	50	2	0	0	2	0	0	1	0	0	0
23 TECHNICAL SENIOR	3	3	100	1	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OTHER	30	6	20	6	2	33	3	0	0	2	1	50	1	0	0	0	0	0	0	0	0	0
24 PUBLIC SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 PARA-PROFESSIONAL	9	4	44	0	0	0	2	1	50	0	0	0	0	0	0	1	0	0	1	1	100	0
26 ADMINISTRATIVE SUPPORT	32	8	25	3	1	33	6	1	17	1	0	0	0	0	0	1	0	0	0	0	0	0
27 SKILLED CRAFT	11	5	45	1	0	0	3	1	33	0	0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	5	3	60	2	0	0	1	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>155</b>	<b>45</b>	<b>29</b>	<b>19</b>	<b>6</b>	<b>32</b>	<b>24</b>	<b>7</b>	<b>29</b>	<b>11</b>	<b>5</b>	<b>45</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>50</b>	<b>0</b>

Percentages are: Selected (Sel) as a percentage of Interviewed (Int).

Example: Looking at 45 - 49 in the OFFICIAL -ADMIN Job Group 3 individual between the ages of 45 and 49, interviewed for an Official Admin job. 2 was selected. Dividing the amount selected by the amount interviewed (2/3) and multiplying by 100 yields a percentage of 66.67, rounded to 67%.

Totals presented reflect only those applicants who supplied voluntary EEO information.

Sums for gender and/or race may not equal the total because gender and/or race is unknown for some applicants.

55



## HUMAN RIGHTS COMMISSION

421 King Street, Suite 400

Alexandria, Virginia 22314

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Phone (703) 838-6390

Fax (703) 838-4976

February 2, 2004

Ms. Michele Evans, Assistant City Manager  
Mr. Henry Howard, Director, Personnel Services Department  
City of Alexandria  
City Hall – 301 King Street  
Alexandria, Virginia 22314

Dear Michele and Henry:

Thank you for requesting the Human Rights Commission's (HRC) comments about the City of Alexandria's FY 2003 Applicant Tracking Report (AT).

We were impressed by the thoroughness of the report and the thoughtful narrative and analysis. The City should be commended for its programs and efforts to hire, train, and promote employees who reflect the diversity of our City and our region. We were pleased that the City continued to undertake initiatives such as "The Pilot Project" last summer whereby students with severe disabilities were provided with job coaches and personal attendants, if required, to help decrease employment barriers.

As you prepare the final report for the Mayor and City Council, we would like to make several comments and recommendations about AT to further strengthen the City's recruitment efforts, and also to flag areas that warrant continued monitoring.

**Monitor certification, interview, and selection rates of protected classes.** We were pleased that the *certification* rate for Hispanics (70%) slightly exceeded the overall certification rate of 69%, especially since five of the seven protected classes showed a certification rate lower than the overall certification rate. However, it is still apparent that Hispanics continue to apply in very small numbers for City positions. Only 5.1% of all applicants in FY 2003 were Hispanic. Also, only 6.6% of the FY 2003 City workforce was Hispanic. Even with a significant increase in Alexandria's Hispanic population, the Hispanic applicant rate and employee population are very low. The City must continue to find ways to attract Hispanics to the applicant pool and City's workforce.

With respect to the *interview* rate, we noted that the rate for six of the seven protected classes exceeded the overall rate of 26%. However, the interview rate for Asian

applicants continues to be a problem. It is the only protected class where the rate was lower than the overall applicant rate. The HRC expressed concern last year when the FY 2002 statistics showed the Asian interview rate to be lower than all other protected classes. We urge the City to continue to monitor this trend. We are pleased, however, that the Asian *selection* rate, along with five of the seven protected classes, exceeded the overall selection rate.

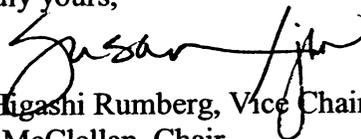
**Monitor submission rate of Applicant Tracking and Affirmative Action Data**

**Forms.** For at least the last two fiscal years, the HRC has expressed concern about the decreasing percentage of applicants who submit the voluntary Affirmative Action Data Forms. This year, the AT report gives only the number of applicants who provided the voluntary data, rather than giving both the total number of applicants as well as the number who submitted the form. Because the data are critical to obtain a true picture of the composition of the workforce applicant pool, the HRC recommends that the AT report show the total number of applicants, as well as the total number who submitted the forms. The submission percentage can then be calculated. The submission rate had shown a steady decline in the last several years, and we would like to continue to track that rate. In addition, it would be useful for the AT report to include the total number of applicants for each protected class, along with the number from each class who submitted the form. This would help the City identify whether the submission rates vary significantly among protected classes. We urge staff to continue identifying and implementing ways that might increase overall voluntary submission of these forms.

**Monitor grievance trends.** We were pleased that the number of grievances decreased from 23 in FY 2002 to 18 in FY 2003. However, 27% of the FY 2003 grievances were due to policy issues, an increase over FY 2002. We ask that the City monitor this trend and address any policy issues that seem to generate grievances.

We applaud the staff for its hard work and commitment to ensuring a diverse workforce in the City of Alexandria.

Very truly yours,



Susan Higashi Rumberg, Vice Chair  
for Jim McClellan, Chair  
Alexandria Human Rights Commission

cc: Chet Avery, Chair, Commission on Persons with Disabilities  
and Commissioner, Human Rights Commission  
Joe Delfico, Commission on Persons with Disabilities  
Donald Fowler, Chair, Commission on Aging  
Laura Mandala, Chair, Commission on Women  
Steve Mason, Affirmative Action Officer  
Jean Niebauer, Director, Alexandria Office of Human Rights  
Kathleen Schramm, Deputy Director, Personnel Services Department



# Acpd



## Alexandria Commission on Persons with Disabilities

Voice 838-0710

Administration Unit No. 1  
2525 Mt. Vernon Avenue  
Alexandria, Virginia 22301

TDD 836-1493

January 21, 2004

Michele Evans, Assistant City Manager  
City Hall  
301 King Street  
Alexandria, Virginia 22314

Dear Ms. Evans:

This letter transmits comments and recommendations of the Alexandria Commission on Persons with Disabilities (ACPD) regarding the FY 2003 Utilization Analysis Report (UA) and Application Tracking System Report (AT). These reports provide information on the employment of protected populations under the City's Equal Employment Opportunity-Affirmative Action Plan (EEO-AAP).

We would like to thank you for the opportunity to review the City's reports. The Commission commends you and your staff for their responsiveness and openness during this review period

**The City continues to sponsor or co-sponsor an array of activities targeted toward employing persons with disabilities.**

Alexandria has had a notable reputation for its sensitivity to the needs of people with disabilities. This was exemplified in FY 2003 when it became one of eleven national finalists for the National Organization on Disability's "Access America 2003" award, an outstanding achievement. Regarding employment, the City continued its efforts to improve their outreach efforts to persons with disabilities. A few examples of the City's efforts are listed below.

- ◆ JobLink has moved to its new location and exemplary efforts by DHS, GSA, and T&ES have ensured physical and programmatic access for people with disabilities.
- ◆ JobLink's grant "Paths to Employment" was approved and earmarks funds for services for job seekers with disabilities.
- ◆ City Personnel and OAAS staff are developing a program "How to get a job with the City" to expose persons with disabilities to the employment process.
- ◆ The annual Proclamation issued by the Mayor and City Council in October during Disability Employment Awareness Month.
- ◆ The annual Student Mentoring Day sponsored by the City's Personnel Department that exposes students with disabilities to the work activities of City government.

- ◆ The annual ADA training with Departmental ADA Coordinators that highlights the employment of persons with disabilities.
- ◆ The Summer Youth Employment Program that provides actual employment and hands on work opportunities for students with disabilities.
- ◆ The Employer Awards Program, recognizing exemplary employers in the City who employ and assist persons with disabilities was once again a success.

Unfortunately, in a short report such as this there are too many of these examples to cover in detail so we have highlighted only a few. Regarding the City's UA and AT Reports, the Commission has listed its observations below along with some possible courses of action for your consideration.

**Utilization information on people with disabilities will not be available for at least a decade.**

The lack of information on people with disabilities in the Utilization Analysis Report has been a topic of concern for this Commission for at least the past 5 years. We noted this concern in our official 2002 correspondences to the City and the City's response has been to wait for the results of the 2000 Census. We also noted that there was a possibility that the relevant data for people with disabilities would not be available in the Census 2000 data. We now understand that this is the case. Consequently, the Commission urges the City to immediately start to develop alternatives for measuring utilization for 2004.

**The City needs to first determine where people with disabilities now work.**

A vital component of any plan designed to measure worker utilization is knowledge of the status quo. The City has little information on which City jobs are currently occupied by persons with disabilities. A key action required to deal with this is to develop a new survey instrument to determine the status of persons with disabilities now in the City workforce. In 1999 the City developed and administered such a survey. For a variety of reasons explained in our 2002 letter, it needs to be redesigned and re-implemented.

We recognize the difficulties in accomplishing this task, not the least of which are privacy concerns, but this action needs to be undertaken in FY 2004. The Commission would be glad to work with the City on the design of this survey. Since Census data are not available the City should develop another basis for comparison. As we have suggested in the past, Federal Government information collected by the EEOC may be useful with some caveats.

**Progress Continues in hiring people with disabilities but promotion trends are difficult to assess.**

For the first times in the past 5 years there have been were no promotions of people with disabilities. However, there have been only between 2 and 3 promotions annually in this 5 year period and considering such small numbers little can be said about trends. Without any information on the number of people with disabilities in the City workforce it is difficult to determine whether promotions continue to be proportional to the size of the workforce as in other organizations. We believe that this lack of data can be remedied with the survey mentioned above.

The Application Tracking Report indicates that 3 people with disabilities were hired in FY 2003. As a percentage of those certified, job seekers with disabilities fared slightly worse than the protected groups as a whole. However, as shown below, people with disabilities fared better than the protected groups as a whole in 4 out of the last 6 years, considering promotions and hires together.

**Percent of People Certified That Were Hired and Promoted**

<b>Year</b>	<b>People with Disabilities</b>	<b>All Protected Groups</b>
1998	1.8%	6.5%
1999	12.5%	8.1%
2000	6.5%	6.4%
2001	8.7%	6.7%
2002	7.6%	6.0%
2003	4.6%	5.1%

This trend is encouraging and we commend the City for its efforts.

We would like to thank you again for the opportunity to comment on your reports. If you have any questions please direct them to Commissioner Joseph Delfico at 703-683-4638 or by email to [j.delfico@verizon.net](mailto:j.delfico@verizon.net).

Sincerely,

Chet Avery, Chair  
 Alexandria Commission on Persons with Disabilities

- cc: William D. Euille, Mayor
- Members of City Council
- Philip Sunderland, City Manager
- Steve Mason, Affirmative Action Officer
- Henry Howard, Director, Personnel Services
- Jean Niebauer, Director, Human Rights
- Debra Collins, Director, DHS
- Jack Powers, DHS
- MaryAnn Griffin, OAAS
- Debbie Ludington, OAAS
- Carol Stewart, OAAS
- Members, ACPD

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**ALEXANDRIA COMMISSION FOR WOMEN**  
*ALEXANDRIA, VA*

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**TO:** STEVE MASON  
**FROM:** LAURA MANDALA, ALEXANDRIA COMMISSION FOR WOMEN  
**SUBJECT:** RESPONSE TO WORKFORCE UTILIZATION AND APPLICANT TRACKING REPORTS  
**DATE:** 2/24/2004

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The following are comments on the City's Workforce Utilization and Applicant Tracking reports for the FY 2003. We thank the City Manager and City staff for requesting the Commission's input and for providing us with the continued opportunity to work with the City of Alexandria in improving its outreach to and employment of historically underrepresented groups.

We are also pleased that the reports have incorporated some of our suggested changes from the past. The data in the report are becoming increasingly easier to evaluate.

We would find it helpful to have a work session both before and after the release of the reports to City Council. Since we take a significant interest in these data and spend considerable time doing our own analysis, we have an interest in understanding how the City responds to our recommendations.

**Overall Assessment**

It is already well documented that the reports are being based on 1990 Census data, making it difficult to make meaningful conclusions about the City's workforce utilization and its efforts to attract qualified candidates in protected classes.

As we have noted in previous years, we believe systemic changes are needed in the City's reporting structure. We have been assured by Steve Mason, Human Resources Officer that we will have input into helping the City to reform that structure. We look forward to working with the City at that time to help develop a more straightforward and more easily interpretable reporting format.

One change we advocated for this year but have not seen is the statistical significance testing of any increases and decreases in percentages. Historically, increases and decreases and reported without any reference to their statistical significance, can lead to inaccurate interpretations and even misuse of the data. As we have suggested in earlier memos we believe that a caveat should be included in the beginning of each report stating that the data have not been tested for statistical significance.

## **Applicant Tracking Report**

### ***Applications and Certification***

While there has been increase in the certification rate for women there are not increases in the selection rate. The reports on certification can be misleading, since they only tell us how many had the minimum qualifications. The City describes the increase in certification as positive, since they view it as a sign they are attracting more qualified candidates. Our observation, however, is that this trend in certification needs to be viewed in light of the types of jobs that are advertised each year. Clearly if in 2003 there were more clerical jobs advertised, where large numbers of applicants would meet the minimum qualifications, we would expect certification to increase that year. Conversely, if the City is advertising a disproportionate number of highly technical jobs, where fewer people meet the qualifications, we would expect lower certification rates.

As in our 2003 memo, we will restate our interest in seeing some context for review of the applicant tracking data. Currently, the City uses Census data to determine how many individuals are available in each employment category. While we understand and appreciate that this is a voluntary measure undertaken by the City, we note that the number of "available" workers includes only those who are presently trained for each employment category. It does not take into account individuals who are "willing" to work in each employment category or who are willing to be trained for each employment category.

### ***Outreach***

The City mentions its outreach efforts aimed at attracting more women and other individuals in protected classes.

*"There continues to be a challenge in attracting females for jobs in the most non traditional job groups." p4 Applicant Tracking Report, 2003*

Based on our experience and based on academic research, we know that career paths are influenced at early ages. We suggest that the City take a more long term view and work within the Alexandria school system to introduce girls and other members of protected classes to non traditional career paths.

In addition, (and has we mentioned in our 2003 memo), the City may want to consider taking a closer, more holistic view of applicants to understand if it can hire candidates who may have valuable skills to offer the City but who may require some training for the job for which they are applying. This approach may enable the City of find very talented employees who can be trained to serve in non-traditional and higher paying positions. (This may help improve the numbers of women in public safety occupations, which continues to remain low.)

Again, as we suggested in previous years, we suggest that the City consider participating in a “best practices” exercise, in which it reviews the practices of other municipalities and even corporations that are successful in attracting talented individuals from underrepresented groups.

### ***Public Safety***

We are interested in learning more about the process of hiring women in public safety positions. According to the Applicant Tracking report, page 12

*“The selection rate for females (53%) was lower than that for males (66%), requiring this area to continue to receive individualized attention in the recruitment plans prepared by the Fire, Sheriff, Police Departments. It is important to note that only those who succeed in the exhaustive selection process steps and background investigations of these departments get an interview with the respective Chiefs or Sheriff.”*

First, the Fire, Sheriff, and Police Departments may want to consider engaging the Office on Women or Commission for Women in their recruitment efforts. As stated above, they may also want to begin recruitment much earlier in the school system, educating youth about the opportunities and requirements for a career in public safety.

We would also like some clarification on the “exhaustive selection process” that is weeding out many certified candidates.

### **Utilization Analysis**

The Utilization report states that the *“Department of Personnel Services...advertises the position, targeting areas where the underutilized group is more likely to be reached.”*<sup>1</sup>

We are curious to know where the Department is advertising and wonder if the Office on Women or Commission for Women would serve as good resources in helping to identify additional areas for targeting women.

It is worth repeating that we feel the City should extend its outreach efforts to the Alexandria schools. Educating youth about career opportunities at an early age can help overcome some of the “institutional barriers” the City cites as reasons for underutilization of some protected classes.

As stated in last year’s memo, we continue to recommend a comparison of salaries by sub group, in addition to the current comparison of salary grade bands. We suggest as a first step the comparison of women to other sub groups in the following categories: annual incomes less than \$50,000; annual incomes greater than \$50,000. The current table for displaying salary information makes it extremely difficult to make conclusions about salary differentials. In addition, the use of means and medians would also enhance everyone’s ability to evaluate the salary data.

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<sup>1</sup> Page 3, Workforce Utilization Analysis

In addition to showing the number of men and women in management positions, we would like to know which departments are being managed by those men and women (e.g. administration, finance, engineering, etc.)

We are also interested in reviewing the salary levels of men and women who have similar responsibilities/job titles. We also would like to review the starting salaries of new recruits (men and women) compared with current employees who hold similar positions.

As we mentioned last year describing increases in the employment of women as “gains” is misleading. We do not consider that additional women in traditional women’s jobs (librarians, administrative assistants) are “gains.”<sup>2</sup> And in our meeting with staff, an increase in the number of women in administrative positions is not necessarily a “gain,” since these have historically been lower paying positions.

We applaud the City’s efforts to increase usage of the tuition reimbursement program. We are happy to see that comparable numbers of women and men are taking advantage of this important employment benefit.

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<sup>2</sup> Page 12, Workforce Utilization Analysis, 2003.



Office: 703-838-0920

*City of Alexandria, Virginia*  
*Commission on Aging*

Office of Aging and Adult  
Services  
Department of Human Services  
Division of Community Programs  
2525 Mount Vernon Avenue  
Alexandria, Virginia 22301-1159



Fax: 703-838-0886

February 10, 2004

Ms. Michele Evans, Assistant City Manager  
Mr. Henry Howard, Director of Personnel Services  
City of Alexandria  
City Hall  
301 King Street  
Alexandria, VA 22314

Dear Ms. Evans and Mr. Howard,

We wish to thank you for your effort in providing the information necessary for our review and comment on the City of Alexandria's Annual Workforce Utilization Analysis and Applicant Tracking Report.

We also wish to point out that although the City defines Older Workers as those aged 40 and older, we believe age 55+ as defined by the Older American's Act, to be more applicable to our concerns and more relevant to our constituency. We appreciate therefore, the Applicant Tracking Report for providing information in five years age bands.

In general, our review of the 2003 report was rewarding. The Older Worker continues to make gains. In FY 2003 the certification rate for older workers (70%) was slightly higher than the overall certification rate of 69%. Of the 747 applicants over the age of 40 who were certified for City positions, 259 were selected for an interview, for an interview rate of 35% - higher than the overall interview rate of 20%. *The level of job experience this age group presents on applications makes them more likely to meet or exceed the preferred requirements, and therefore, they are more likely to be interviewed.* Table V-B, demonstrates this observation even more clearly. Specifically, the interview rate of those ages 50-54 was 33%; in the 55-59 age group the interview rates was 33%; in the 60-64 age group the interview rate was 56% and the interview rate for those age 65 and over was 42%. All of these groups interviewed at a significantly higher rate than the rate for all applicants.

For those 40+ the selection rate of 33% is higher than the overall selection rate of 25% for all hires in FY 2003. **However, for those 55+, the selection rate drops to 21%**

Among employees applying for promotional opportunities, 38% were workers over the age of 40. Specifically, 87% of all the applicants over the age of 40 who applied were certified.

Promotional Certification Rates

Applied & Certified	Certified & Interviewed	Interviewed and Selected
Overall: 85%	Overall: 76%	Overall : 29%
40 – 54 : 86%	40 - 54 : 81%	40 – 54: 33%
55+ : 87%	55+ : 75%	55+ : 8%

As noted in the report, *The level of job experience this age group presents on applications makes them more likely to meet or exceed the preferred requirements, and therefore, they are more likely to be interviewed.* The Washington Metropolitan area has the highest educated workforce any where in the United States; a higher percentage of older workers than any where in the United States, and according to the Fairfax County report on the Older Worker, indications are that older workers in this area choose to continue working beyond the average retirement age because they want to remain useful and need extra money in order to continue living here.

Knowing these facts, it is worth noting the observable decline in the age distribution of our full-time workforce at the age of 50. Seventy-Four percent of Alexandria’s workforce is under the age of 50. Sixty-Six percent of the city’s part-time workforce is below the age of 50. With the aging of America’s workforce, we recommend that the city consider ways to utilize the wealth of experience and knowledge available from our older workers and create ways to entice older workers to continue their employment in our city and to add their resources to the health of our community.

Sincerely,

Don Fowler, Chair  
Commission on Aging