

City of Alexandria, Virginia

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6-11-02

MEMORANDUM

DATE: JUNE 6, 2002

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: PHILIP SUNDERLAND, CITY MANAGER *PS*

SUBJECT: FY 2001 WORKFORCE UTILIZATION ANALYSIS AND FY 2001 APPLICANT TRACKING REPORT

ISSUE: City Council consideration of the FY 2001 Workforce Utilization Analysis and the FY 2001 Applicant Tracking Report (Attachments 1 and 2).

RECOMMENDATION: That City Council receive the reports 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 3-6.

DISCUSSION: The City's Human Rights Code, Section 12-4-15(a)(7), specifies that City Council be 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 FY 2001 Workforce Utilization Analysis, the FY 2001 Applicant Tracking Report and the accompanying comments from the Commissions fulfill this requirement. The Workforce Utilization Analysis 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 FY 2001. 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 FY 2001.

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. The City also works to create a work environment that reflects the value the City places on diversity. All City employees participate in the City's diversity training program. This program is offered several times each year so that new employees can complete it soon after their hiring.

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 our

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. 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 or address such barriers.

The City implemented its Affirmative Action Program in the mid-1970s. Since then, 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. The City's workforce has experienced growth over the years, and has become more representative of the diverse labor force in the recruitment area. There has been increased representation of African-Americans in nearly every job group (most notably in the Official/Administrator, Professional, Technical and Public Safety job groups), and of women in the Official/Administrator (senior manager) and Professional/Other job groups, and of Hispanic and Asians (exceeding availability rates in eight and five job groups, respectively). The statistical data indicating the availability of qualified minorities and females are based on the 1990 census data. Updated statistical information, based on the 2000 census, will not be provided by the Census Bureau until later this year. Future reports will reflect 2000 census data.

Highlights of the activities conducted in the past fiscal year, which contributed to the diversity of the City's workforce, are discussed in detail in the attached Workforce Utilization Analysis, and are described below.

Initiatives Undertaken in FY 2001

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, as well as to colleges with large populations of minority students.

During FY 2001, the City's Affirmative Action Officer, the Multi-cultural Coordinator and staff of the Department of Personnel Services attended several 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 participated in job fairs targeted to women, African-American, and Hispanic applicants. Further, City staff participated in the President's Commission on Persons with Disabilities job fair and the Workforce Recruitment Program for students with disabilities.

In FY 2001, staff continued the work begun in FY 2000 to increase the number of women and minorities in public safety jobs. The Fire Department's recruitment team attended several job fairs on military bases, and NAACP and Feminist Majority-sponsored job fairs. The Fire Department's firefighters' selection process was revised during FY 2000 and has provided

broader employment opportunities for those not already in the fire profession.

In FY 2001, Police personnel staff and patrol officers from the Field Operations Bureau attended 16 job fairs targeted to minorities and women. The Police Department updated its internet site and advertised position vacancies on the Eastern Regional Recruiters web site, which targets public safety recruitment over a wide geographical area. During FY 2001, the department hired 17 new officers, three of whom are female and five are minority. Further, the department promoted two officers to Sergeant, one of whom is African-American. There were 23 transfers within the department, of which eight, or 34.8%, were minority and/or female officers.

The Sheriff 's Office staff attended nine job fairs throughout the region in FY 2001 and sent representatives to area military bases and regional colleges. Further, Sheriff's Office staff extended their outreach to local churches and community groups, and advertised on the LawEnforcementJobs.com internet site, as well as the local cable television network.

City outreach efforts specifically targeted to older workers resulted in the hiring during FY 2001 of 20 applicants age 50-54, 22 applicants age 55-59, three applicants age 60-64 and three applicants age 65 and over. Additionally, the City, as a result of internal promotions, selected 19 employees who are age 50 and over, one individual being 65.

Recruitment efforts in FY 2001 with advocacy organizations for persons with disabilities resulted in the selection of seven persons with disabilities from the outside pool of applicants. Three persons with disabilities were promoted. The City's Personnel Director and the Affirmative Action Officer continue outreach efforts to enhance the City's relationship with advocacy organizations in order to expand the number of qualified persons with disabilities in the City's applicant pools. Also, the *JobLink* program continues to assist in coaching and preparing persons with disabilities to pursue private and public employment. The Affirmative Action Officer will continue to work closely with *JobLink* personnel to ensure that qualified *JobLink* applicants access the City's employment process.

In FY 2001 the Commission on Persons with Disabilities and the City held a special mentoring day in an effort to enable young persons with disabilities to visit City departments and learn about employment opportunities and careers with the City. This initiative was well received, and is continuing in FY 2002.

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 increase. During FY 2001, 156 employees received tuition assistance, compared to 68 employees in FY 2000. 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. Staff from the Department of Personnel Services continue to streamline this program and market it to City employees in an effort to increase employee participation.

In FY 2001 the Personnel Services Department worked with department heads to increase employee advancement opportunities by developing career ladders for their employees. Also, several City departments cross-train 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. During FY 2001, the Department of Human Services developed and implemented the Eligibility Intern Program, which is for clerical staff who want to advance to the level of Eligibility Worker. In February 2001, the City Manager established the Leadership Institute of the City of Alexandria (LICA). Employee participants engage in a 36 week, on-line learning program which provides participants the opportunity to learn successful leadership strategies and practices. The first group of 20 employees completed the program in May 2002. A second group of employees started the program earlier this year.

During FY 2001, the Personnel Services Department initiated a review of the training programs for City employees to determine if additional programs are needed and if the current curriculum needs to be reviewed. The Personnel Department continued to provide employees with training on Workforce Diversity and Americans with Disabilities Act (ADA) issues. Personnel Services Department staff, assisted by members of the City employee Diversity Committee (formerly Affirmative Action/EEO), continued its efforts to enhance the Workforce Diversity program with an interactive curriculum focused on the awareness of our need to utilize and leverage the different talents found among City employees.

Statistical Analysis

The FY 2001 Workforce Utilization Analysis (Attachment 1) provides a statistical comparison between the representation of minorities and females in the City work force, and the availability of qualified minorities and females in the Washington metropolitan area. The FY 2001 Applicant Tracking Report (Attachment 2) 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 City continues to make progress in its effort to make our work force more diverse and reflective of the available workforce in the metropolitan area.

The Workforce Utilization Analysis provides a snapshot of the City's work force at the end of FY 2001 and reflects data captured on the last payroll date of the fiscal year, June 22, 2001, when the City had 2,021 regular full-time positions filled, compared to 1,936 filled positions at the end of FY 2000.

The Applicant Tracking Report reports the movement of applicants in FY 2001 through the City's hiring process. It reveals that the City received 16,938 employment applications in FY 2001 for 423 advertised, full-time vacant positions, compared to 8,084 applications in FY 2000 for 217 advertised, full-time vacant positions, a 110% increase in applications. This increase is due, in substantial part, to changes in the City's application process to permit applications via the internet and the extension of the time that the City accepts job applications for advertised positions. It is important to note that the FY 2001 Applicant Tracking statistics include information provided by the 10,680 applicants (63% of all applicants) who submitted the voluntary Affirmative Action Data Form. Of those applicants, 6,234 were certified as meeting the

minimum requirements for the jobs advertised. The City filled 423 jobs, 321 by hiring an outside applicant and 102 by promoting a current employee. In FY 2000, of the 7,824 applicants who completed the voluntary Affirmative Action Data Form, 3,353 of those applications were certified. The City filled 217 full-time positions, 162 by hiring an outside applicant and 49 by promoting a current employee.

Highlights of the Workforce Utilization Analysis and the Applicant Tracking Report, as to each class group, are summarized below.¹

Females. The number of female employees in regular, full-time positions increased to 865 in FY 2001. This represents a gain of 42 positions now occupied by females, increasing to 42.8% the percentage of females in the workforce compared to 42% female at the end of FY 1999. Most of the gains made by females in FY 2001 were in job groups in which there had been some decreases or sustained under representation of females in the past, such as Technical/Senior. Of particular note is a gain of 4.7% in the Service/Maintenance job group. This job group increased from 5.8% to the current 10.5%, which is considerable for this non-traditional group. The representation of females in the Official/Administrator job group remained at 40%, the same as in FY 2000. The Public Safety job group was at full utilization in FY 2000 (17.9%) and was 17.5% in FY 2001. While females continue to make gains in most job groups, the City will continue to focus outreach efforts where under representation still exists.

Overall in FY 2001, the representation of females increased in five job groups (Official/Administrator, Professional/Other, Technical/Senior, Administrative Support, and Service/Maintenance), and remained the same in three job groups (Professional/Librarian, Professional/Public Safety, and Public Safety). Females continued to be significantly under represented in the Skilled Craft (2.7% versus 6.8% availability) and Service/Maintenance (10.5% versus 19.2% availability) groups. Regarding the Service/Maintenance group, which includes positions such as custodians, maintenance workers, laborers, and refuse collectors, the City contracts much of its custodial and maintenance to private firms, whose hiring statistics cannot be included in this report.

The Applicant Tracking Report showed that: (i) females represented 51.3% of the individuals who applied for City positions and supplied affirmative action data; (ii) of these female applicants, 55% were certified; (iii) of these certified female applicants, 29% were chosen to be interviewed; and (iv) of the female interviewees, 26% were selected for the position and hired.

African-Americans. The number of African-American employees in regular full-time positions increased to 724 in FY 2001, or 35.8% of the workforce, compared to 681 in FY 2000 and 652 in

¹It is important to note that the applicant tracking statistics rely on data provided in the voluntary affirmative action form, which only 63% of all applicants submitted in FY 2001. While the data on certification and interview rates relates to those who filled out this form, the 423 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.

FY 1999. African-Americans exceeded availability in six job groups: Professional/Other, Technical/Other, Para-Professional, Administrative Support, Skilled Craft and Service/Maintenance.

The representation of African-Americans in the Professional/Other category has increased from 25.75% (79 employees in FY 1994) to 30.2% (128 employees in FY 2001). The 30.2% utilization exceeds the census availability (27.7%) of African Americans in this job group. During FY 2001, African-American representation increased in nine job groups: Official/Administrator, Professional/Other, Technical/Senior, Technical/Other, Public Safety, Para-professional, Administrative Support, Skilled Craft and Service Maintenance. The representation of African-Americans did not decline for any job group in FY 2001. The Workforce Utilization Analysis indicates that African-Americans are still underutilized in six job groups: Official/Administrator, Professional/Attorney, Professional/Librarians, Professional/Public Safety, Public Safety and Technical/Senior.

The Applicant Tracking Report showed that: (i) African-Americans represented 40% of the individuals who applied for City positions and who provided affirmative action information; (ii) of these African-American applicants, 58% were certified; (iii) of the certified African-American applicants, 32% were chosen to be interviewed; and (iv) of the African-Americans who were interviewed, 24% were selected and hired.

Hispanics. The number of Hispanic employees in regular, full-time positions increased to 123 in FY 2001 (or 6% of the workforce) from 113 in FY 2000. In FY 2001, Hispanic representation exceeded availability in eight job groups: Professional/Other, Professional/Librarian, Technical/Senior, Technical/Other, Para-Professional, Public Safety, Administrative Support and Service/Maintenance. The representation of Hispanics in Public Safety positions continues to exceed census availability. This sustained growth in the Public Safety sector provides promotional eligibility for Hispanics in the upper ranks.

The number of Hispanic individuals in the City's workforce has become more reflective of this growing segment of the metropolitan area's population. Hispanic representation increased in five job groups in FY 2001: Official/Administrator, Professional/Other, Public Safety, Para-professional, Administrative Support and Service/Maintenance. A significant gain, 28 employees in FY 2001 compared to 21 in FY 2000, was made in the Professional/Other job group. This job group offers growth into senior management positions. Hispanics are still underutilized in four job groups: Official/Administrator, Professional/Attorney, Professional/Public Safety and Skilled Craft.

The Applicant Tracking Report showed that: (i) Hispanics represented 5.3% of the individuals who applied for City positions and who provided affirmative action information; (ii) of these Hispanic applicants 60% were certified; (iii) of the certified Hispanic applicants, 43% were chosen to be interviewed; and (iv) of the Hispanics who were interviewed, 24% were selected and hired.

Asians. The number of Asian employees in regular, full-time positions increased slightly in FY 2001 to 53 (or 2.6% of the workforce), up from 47 employees in FY 2000 and 41 employees in

FY 1999. As in FY 2000, in FY 2001 the utilization rate for Asians exceeded availability in five job groups: Professional/Attorney, Professional/Librarians, Professional/Other, Public Safety and Skilled Craft. In FY 2001, there was an increase in representation of Asian employees in the Professional/Other job group which exceeded availability percentages.

The Applicant Tracking Report shows that: (i) Asians represented 3.7% of the individuals who applied for City positions and who provided affirmative action information; (ii) of these Asian applicants, 60% were certified; (iii) of these certified Asian applicants, 31% were chosen to be interviewed; and (iv) of the Asian interviewees, 2.8% were selected and hired.

Native Americans. In FY 2001, there were 10 employees in regular full-time positions who identified themselves as Native Americans. This group's representation in the City's work force has remained at .4% for the past three fiscal years. Since Native Americans represent such a small percentage of the work force, utilization figures are not statistically significant. However, data about their representation in the work force are provided annually for informational purposes.

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. Therefore, the representation of these groups has not been analyzed using the utilization analysis approach. However, 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 198 self-identified applicants with disabilities in FY 2001. This represented a large increase in the number of self-identified persons with disabilities (103 in FY 2000). Persons with disabilities were certified at a comparable rate (58%) to the overall certification rate for all applicants. Of these disabled applicants, 58% were certified; 31% were chosen to be interviewed; and of those interviewed, 28% 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, quite likely does not 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 departmental 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 for persons with disabilities.

Older Workers. In FY 2001, there were 2,164 applicants who self-identified in this category, compared to 1,402 in FY 2000. The number of certified applicants increased to 1,324, while 710 applicants were certified in FY 2000, and 674 applicants were certified in FY 1999. The certification (61%), interview (39%), and selection (27%) rates for older workers in FY 2001 was higher than for the overall pool of applicants. Specifically, older workers were interviewed at a higher rate than the overall pool of applicants in nine job groups, while a lower percentage were interviewed in two categories, Professional Attorney and Public Safety. The selection rate of applicants exceeded that of the general pool of applicants in the Professional/Other and Technical/Other job groups. In FY 2001, there were 42 applicants selected in the 50-59 age category, three applicants selected from the 60-64 age category and three applicants were selected from the age 65 and over pool.

Vietnam-era Veterans: There were 111 applicants in this category, of which 66 were certified and 13 were selected for an interview. Five out of the 13 individuals selected for an interview were hired (38%), a rate higher than the overall selection rate. In FY 2000, only 75 applicants self-identified as Vietnam-era Veterans. The certification rate increased to 59% compared to 51% in FY 2000. 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

Of the 423 positions that were filled in FY 2001, 102 (28%) were filled through the promotional process by internal candidates.

- Over one-half (61%) of the applicants for promotional opportunities who supplied affirmative action information were female. Of these females who were certified (81%) and interviewed (70%), 29% were selected to fill positions through the promotional process. This selection rate is equal to the overall selection rate for all promotional applicants. Further, females were selected for 63% of the 102 jobs that were filled internally.
- African-Americans represented 55% of the individuals who applied for promotional opportunities and supplied affirmative action information. Of the African-Americans who were certified (79%) and interviewed (68%), 26% were selected for promotion. These employees represented 47% of all the employees selected for promotion, a figure which is slightly higher than the 43% rate for White employees promoted in FY 2000.
- Hispanic applicants in the promotional process were 8% of those who applied and who supplied affirmative action information. Of these applicants who were certified (84%) and interviewed (78%), 28% were selected for an interview. Of the 102 City employees who were selected internally, 8.8% were Hispanic.

- Twelve Asian applicants applied for internal promotional opportunities who supplied affirmative action information. Of these 12, nine (75%) were certified, seven (59%) were interviewed and one employee selected.
- Fourteen self-identified applicants with disabilities applied for promotional opportunities, and of those who were certified (92%) and interviewed (77%), three (30%) were selected for promotion.
- More than 50% of the employees applying for promotional opportunities and providing affirmative action data were over the age of 40. Of those who were certified (83%) and interviewed (77%), 26% were selected for promotion, a selection rate comparable to the overall promotion rate of 28%.
- Five (71%) of seven employees who self-identified as Vietnam-era Veterans and applied for promotional opportunities were certified. Of those certified, four applicants (80%) were interviewed, and one (25%) was selected.

The Commission for Women, the Commission on Persons with Disabilities, the Commission on Aging and the Human Rights Commission were instrumental in the review of the Workforce Utilization Analysis and the Applicant Tracking Report. The Affirmative Action Subcommittee, composed of representatives of the four commissions, and staff from the City Manager's Office, the Office of Human Rights and the Department of Personnel Services, was provided with information that included City workforce distribution by salary and grade, summary information on City grievances, terminations, EEOC complaints, and utilization by race, gender and age of the City's tuition assistance and training courses. The Commissions continue to support the City's outreach efforts to recruit qualified applicants, particularly in those areas under represented in the City workforce.

The comments of the Commissions are in Attachments 3-6. The more significant comments of each Commission are addressed below.

Response to Comments of the Commission on Aging (Attachment 3)

The Commission on Aging commended the City for improving the hiring process, which resulted in older workers moving through the system in numbers comparable to other protected classes, but remains concerned that the promotion rate of older workers is lower compared to that of other protected classes. The Commission noted that although older workers are being interviewed for promotion in similar proportions to other individuals, the selection rates for older workers, particularly age 60+, remains low (7%) compared to the 28% selection rate overall. Staff will continue to track promotions, look for possible barriers, and identify and address barriers that may be preventing older workers from being promoted.

The Commission also noted that older workers continue to be under represented in the City's work force, when compared to the estimated representation in the national work force. The City

does not look at the national work force statistics, but rather the focus is on the availability of qualified workers in the Washington metropolitan area, and qualified elderly workers are not tracked in the census data that was generated in the 1990 census. According to the 1990 census, nationally, the percentage of available workers who are age 60 or above is approximately 9%. Staff will continue to review the applications of those age 60 and older, while continuing to seek alternative ways to recruit older persons who may be interested in City employment. Staff also will continue to work closely with the Commission to identify barriers, as well as outreach and recruitment opportunities that will ensure that qualified, older workers are attracted to City employment.

Response to Comments of the Human Rights Commission (Attachment 4)

The Human Rights Commission noted the thoroughness of the analysis and commended the City for its programs and outreach efforts. Further, the Commission noted the decrease in the number of grievances during FY 2001 and the inclusion of data from the previous four fiscal years' reports the Commission had requested last year. The Commission acknowledged the removal of some administrative barriers to allow more employees access to the City's tuition assistance program and the creation of the Leadership Institute of the City of Alexandria (LICA).

The Commission recommended that the City continue its vigilance of underutilized protected classes and recognized that the percentage of Hispanic candidates certified and interviewed was the highest since FY 1998. Further, the Commission recommended the expansion of successful outreach programs and a review of the City's employee training program. The Department of Personnel Services has initiated an extensive review of City-sponsored training during FY 2001 and continues to explore various training opportunities to aid employee growth and development.

The Commission noted that only 63% of all applicants submitted Affirmative Action Data Forms, compared to the 96% submission rate in FY 2000. Recognizing the form submission is voluntary, the Commission requests that staff identify ways to increase the submission rate. To address this, Personnel Services Department staff have modified the on-line employment application procedure to prompt applicants to complete the Affirmative Action Data Form, which should result in an increase in the submission rate of the forms.

The Commission suggested that statistics regarding Equal Employment Opportunity Commission ("EEOC") complaints should be obtained from the Alexandria Office of Human Rights versus the City Attorney's Office. The Office of Human Rights is responsible for the accurate tracking and submission of statistics to the EEOC and will provide this information to Personnel Services for inclusion in future Utilization Analysis and Applicant Tracking reports. The Commission recognized the reduction in the number of grievances filed during FY 2001 and commended the staff of the Office of Human Rights for their participation in any mediation or counseling which prevented possible complaints.

Response to Comments of the Commission on Persons with Disabilities (Attachment 5)

The Alexandria Commission on Persons with Disabilities recognized staff's efforts in the

preparation of the Workforce Utilization Analysis and Applicant Tracking reports. The Commission noted that the City has made a concerted effort to hire and promote persons with disabilities, the improved outreach effort, and the City's internship program for persons with disabilities, as well as its support of the mentor and summer employment programs with students from T.C. Williams High School.

The Commission is concerned that the Utilization Analysis Report does not contain information for persons with disabilities already in the City's work force. Through FY 2001, the City has used census figures from 1990 to develop the information for the Utilization Analysis Report. With the release of the 2000 census availability data later this year, we will review our report format. Staff will continue to explore ways to provide more relevant data for this group, including a review of the alternative suggested by the Commission concerning the data captured for federal employees and published by the EEOC.

The Commission noted the improvement in the selection rate of persons with disabilities, citing the 30% rate FY 2001 compared to 28% in FY 2000. However, the Commission expressed concern that, although self-identified persons with disabilities comprise 13% of the City's work force, only 2.9% of the promotions went to persons with self-identified disabilities. The City recognizes the Commission's concerns. Staff from the Department of Personnel Services, *JobLink* and the Affirmative Action Officer will continue to work on outreach strategies to increase the representation of persons with disabilities across all levels of employment in the City. These efforts will continue to ensure persons with severe disabilities have equal access to employment and promotion in the City. Staff will continue to work with the Commission to identify and evaluate more appropriate ways to capture relevant information.

The Commission indicated that the information reported from the Affirmative Action Data Form submitted by job applicants does not identify the number of applicants submitting the forms who are not members of a protected class. As presented, the data would not enable the Commissions to conduct a longitudinal trend study. Every effort has been made to provide comparisons from previous years of the data presented within the narrative of the report. However, staff is challenged by technology restrictions in providing more detailed information in the charts presented. We are now developing a comprehensive computerized Human Resources Information System that will allow the capture of more detailed information about the City's work force. Over the next several years we expect to be able to improve the presentation of data with input from the Commissions. Also, some changes in format and data will be made once we receive and review the new census information.

With respect to the Commission's recommendation to modify the survey forms to capture data in a form similar to that of the Census and the EEOC data bases, staff will continue to make every effort to develop survey formats that provide more detailed information concerning the number of persons with disabilities in the work force and the severity of their disabilities. Staff will also follow-up on the Commission's request that the City conduct a follow-up survey to the 1999 survey of City employees to obtain information on the number of City employees with disabilities. Staff will continue to work with the Commission to ensure increased representation of persons with disabilities in the work force.

Response to Comments of the Commission for Women (Attachment 6)

The Commission for Women commended the City for the volume of data included in the reports and considered the representation of the data to be fair. However, the Commission believes that significance testing should be included throughout the report, citing instances where data are reported without reference to statistical significance. Staff will look into this and work with the Commission on using this approach in future reports.

The Commission noted the City's success in recruiting females to City employment, but expressed concern regarding the certification of female applicants. The Commission feels that the standards for certification merit review. Further, the Commission suggested the City review the application certification process, and engage in some "best practices" exercise to review the certification practices of other organizations. Staff will look into this prior to preparing its next report to Council.

The Commission suggested that the Applicant Tracking Report include information which would help determine if the number of applications, certifications, and hiring are comparable to the United States labor force. As noted earlier, the City does not look at the national work force statistics, but rather the focus is on the availability of qualified workers in the Washington metropolitan area. Further, the Commission suggested the City review the application certification process, and engage in some "best practices" exercise to review the certification practices of other organizations. Staff will look into this prior to preparing its next report to Council.

The Commission expressed concern about the low number of certified female applicants who were interviewed and selected in the Public Safety group. Currently, the Affirmative Action Officer is working with Police Department staff to review the hiring process for possible barriers which may attribute to the low number of female applicants being selected.

I appreciate the Commission's comments regarding the information provided on grievances, terminations, and EEOC complaints. The Commission noted, with concern, the number of African-American employees terminated in FY 2001 (10 of the 13 persons terminated), and requested the City conduct an analysis of the data to determine the factors involved in the terminations. We have conducted such an analysis and have shared the information with the Commissions. The majority of the terminations resulted from either unsatisfactory attendance or unsatisfactory job performance. Six of the ten persons terminated were on probation. In FY 2000, of 12 employees terminated, 10 were on probation. Those terminated included 9 African-Americans, 7 of whom were on probation. The reasons for the terminations were similar to those in FY 2001.

Regarding the Workforce Utilization Analysis, the Commission suggests a summary of findings be included with the data and recommends the data be categorized into smaller groups. The Commission was concerned about the number of women participating in the tuition assistance program. However, the data indicates that during FY 2001, 75 female employees, or 48% of all employees who received tuition assistance, participated in the program. In comparison, only 26 females participated in FY 2000, which was 38% of all participants.

I want to thank the Commission for Women, the Commission on Persons with Disabilities, the Commission on Aging, and the Human Rights Commission 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 work force diversity.

ATTACHMENTS:

Attachment 1. FY 2001 Workforce Utilization Analysis

Attachment 2. FY 2001 Applicant Tracking Report

Attachment 3. Letter from the Commission on Aging

Attachment 4. Letter from the Human Rights Commission

Attachment 5. Letter from the Commission for Persons with Disabilities

Attachment 6. Letter from the Commission for Women

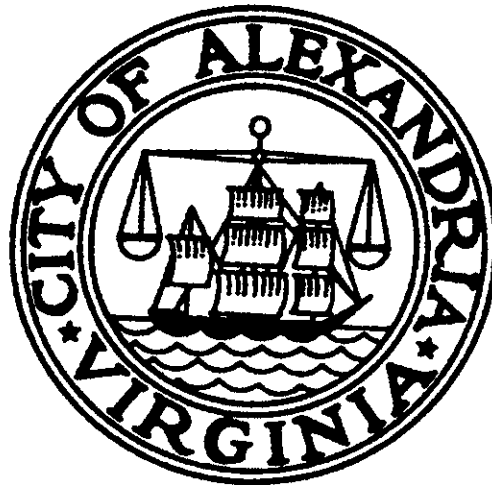
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Kathleen Schramm, Personnel Services Deputy Director

City of Alexandria
Workforce Utilization Analysis
for
Fiscal Year 2001



The City of Alexandria complies with The Americans with Disabilities Act.
If you require this report in an alternative format,
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FY 2001 Workforce Utilization Analysis

Table of Contents

Introduction	1
About this Report	3
Description of Job Groups	3
Methodology	4
Summary of Initiatives Undertaken in FY 2001	6
Workforce Summary by Protected Class Group	15
Chart A - Comparison of Workforce Representation (FY 00, FY01 and FY 01 Availability)	15
Chart B - Females in the City Workforce, 1994 - 2001	17
Chart C - African Americans in the City Workforce, 1994 - 2001	19
Chart D - Hispanics in the City Workforce, 1994 - 2001	21
Chart E - Asians in the City Workforce, 1994 - 2001	23
FY 2002 Diversity Plan	24
Diversity Committee Initiatives	25
Overview of Tables I, I-A, II, III and III-A	27
Workforce Distribution Tables	
Table I: FY 01 Comparisons of Percent of Utilization and Availability	28
Table II: FY 00 Comparisons of Percent of Utilization and Availability	31
Table III: FY 01 Workforce Distribution - All Departments by Race & Sex	34
Table III-A: FY 01 Workforce Distribution - All Departments by Age Bands	36
Appendix A - List of City Positions by EEO Job Group	38
Appendix B - Utilization Analysis by City Department	55

FY 2001 AFFIRMATIVE ACTION PROGRAM WORKFORCE UTILIZATION ANALYSIS

Introduction

The City of Alexandria has a long history of commitment to equal employment opportunity. Equal employment opportunity means nondiscrimination on employment related decisions, that is, hiring and promoting without regard to race, color, religion, age, sex, marital status, national origin, ancestry, sexual orientation, physical or mental disabilities, or any other protected class. The City is committed to reducing, and wherever possible, eliminating actual and apparent under representation of minorities and women in its workforce. The City is equally dedicated to removing procedural and attitudinal barriers to access for persons with disabilities and older persons. The City fully complies with the provisions of all applicable federal, state, and local statutes mandating equal employment opportunity and barring discrimination, including Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act, the Americans with Disabilities Act, the Rehabilitation Act of 1973, the Vietnam Era Veterans Readjustment and Assistance Act of 1974, the U.S. Department of Labor, Office of Federal Contract Compliance Programs Guidelines, the U.S. Equal Employment Opportunity Commission (EEOC) guidelines, and the City's Human Rights Code. The City's commitment is further supported by a comprehensive affirmative action program which is designed to attract and maintain a workforce that reflects the diversity of the identified labor pool in the Washington, D.C. metropolitan area.

The City's efforts over the past few years indicate it is headed in the right direction. However, the City must persevere with purposeful urgency its effort to include persons from all minority groups throughout its work force. The City regularly reviews its employment procedures and the composition of its work force to monitor the progress that has been achieved and to identify any practices that might create barriers to equal employment opportunities. The City's principal monitoring tools are the annual **Workforce Utilization Analysis** which captures the composition of the workforce and the **Applicant Tracking System Report** which summarizes recruitment initiatives and hiring practices. In this monitoring effort the City works closely with four Alexandria citizen commissions — the Human Rights Commission, the Commission on Persons with Disabilities, the Commission for Women, and the Commission on Aging — which review the City's workforce statistics and provide input for its reports.

The **Workforce Utilization Analysis** is designed to identify areas of underutilization for four protected classes: Females, African-Americans, Asians, and Hispanics. It is based on a comparison of the percentages of minorities and females employed in regular, full-time positions in the City's work force ("**utilization**") with the percentages of minorities and females with similar training and

education in the Washington, D.C. metropolitan area ("**availability**"). The availability figures for the Washington metropolitan area are based on the 1990 census data. The City will update its data base when the year 2000 census figures are made available by the United States Census Bureau. This comparison of the City's "**utilization**" of minorities and females with the metropolitan area's census "**availability**" of qualified minorities and females is made for twelve different EEO job groups. In each job group in which the City's number of incumbents or "**utilization**" is less than the census availability, an "**underutilization**" exists. In keeping with the City's Affirmative Action Plan, underutilization is noted to alert City departments to the specific job groups where targeted recruitment efforts should be made as vacancies arise.

The finding of "underutilization" is neither a finding of discrimination nor a finding of a lack of good faith efforts. Rather, "underutilization" is a technical term used by affirmative action planners who seek to apply good faith efforts to increment the percentage of minorities and women in a workforce.

The City does not have availability data by job groups for older workers and persons with disabilities, however we closely track the numbers of these self-identified individuals as they progress through the City's employment process to ensure equitable treatment. This information is captured in the **Applicant Tracking Report**, an analytical tool which is also helpful in crafting the City's outreach efforts for the coming fiscal year.

The City values the diversity of its workforce and continually tracks its workforce composition in comparison to the available labor force in the Washington D. C. metropolitan area. When minorities or females are underutilized in a particular job group, the City's Affirmative Action Plan provides for managers and supervisors to design their recruitment efforts in such a way as to attract a strong representation of the underutilized group in the applicant pool to fill vacancies as they occur. The City's Department of Personnel Services and the Affirmative Action Office also monitor areas of underutilization in the City's workforce and develop recruitment strategies, along with department managers, aimed at attracting applicants from the underutilized groups. These efforts reiterate the City's commitment to address, over time, areas of underutilization and to employ a diverse work force. Recruitment efforts are tailored in response to employee turnover, promotional opportunities, and the availability of persons with the requisite skills for the job.

The City's approach to equal employment opportunity encompasses a series of efforts. Specifically, the City has implemented a comprehensive program that identifies areas of underutilization as well as areas of opportunity for staff development and awareness-building. For example, every department submits requisitions to advertise for vacancies wherein the department identifies if it has underutilization of any of the protected classes for the vacancy it seeks to fill. Personnel processes the requisition and advertises the position, with emphasis in those areas where the underutilized group is more likely to be reached. The City's training program includes several classes to prepare

employees for upward mobility, the tuition reimbursement program has been amplified and made more accessible, and workforce diversity training is attended by new employees as part of their orientation program.

The City's commitment to equal employment opportunity is also promoted by the City Manager's support of the Affirmative Action/Equal Employment Opportunity (AA/EEO) Advisory Committee, a group made up of employees from every City department. This group's goals have been redefined to encourage employee input in the adoption and implementation of the City's AA/EEO initiatives. Further activities will include training the members of this group to identify AA/EEO issues in their departments and be a resource to facilitate addressing those issues. The City continues its commitment to diversity in its workforce through its inclusive recruitment outreach strategies, its continual tracking of the progress made in further diversifying its workforce, its investment in its current employees, and its advocacy of employee participation and awareness building.

About This Report

In accordance with federal guidelines, positions in the City's work force are combined into twelve EEO job groups based upon skill, wages, and level of responsibility. The job groups are: Official/Administrator, Professional (Attorneys, Librarians, Public Safety, and Other), Technical (Supervisory and Other), Public Safety Officers, Para-Professional, Administrative Support, Skilled Craft, and Service/Maintenance. A complete list of every position within each job group appears in Appendix A. However, the following gives a brief overview of the types of positions which can be found in each job group.

Description of Job Groups

Official/Administrator Job Group (Department Heads and Division Chiefs). This job group includes department heads and division chiefs who exercise managerial responsibility and authority over City divisions and departments.

Professional Job Group (Attorneys, Librarians, Public Safety, and Others). The Professional job group includes positions that require specialized and theoretical knowledge which is usually acquired through college training or specialized work experience. This job group has been subdivided into four smaller job groups: Attorneys, Librarians, Public Safety, and Others (for example, Professional/Other includes positions such as Accountants, Urban Planners, Engineers, Management Analysts, and Social Workers).

Technical Job Groups (Technical/Senior and Technical/Other). This job group includes

positions that require a combination of scientific or technical knowledge and training, and manual skill, which can be acquired through specialized education or through equivalent on-the-job training. This job group has been subdivided into two smaller job groups, "Senior" and "Other." The **Technical/Senior** job group includes technical positions that are either supervisory or highly specialized, such as emergency communication supervisors, inspectors, computer programmers, police and deputy sheriff sergeants, and fire lieutenants. The **Technical/Other** job group includes positions such as emergency rescue technicians, caseworkers, eligibility workers, labor supervisors, and mental health technicians.

Public Safety Job Group. This job group includes sworn officers entrusted with public safety, security, and protection, such as police officers, fire fighters, and deputy sheriffs.

Para-professional Job Group. This job group includes positions in which employees perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience than is required for professional or technical positions. For example, this job group includes parking and tag enforcement officer positions, residential counselors and library aides.

Administrative Support Job Group. This job group includes positions in which employees perform internal and external communication functions required for the effective operation of an office, such as clerk typists, administrative secretaries, account clerks, and data entry operators.

Skilled Craft Job Group. This job group includes positions that require special manual skills and a knowledge of the processes involved in specific types of work, which is acquired through on-the-job training or through apprenticeship training programs. It includes positions such as equipment operators, mechanics, and traffic signal service workers.

Service/Maintenance Job Group. This job group includes positions in which employees contribute to the upkeep and care of public property and the comfort and safety of the general public. Examples of positions included in this job group are custodians, maintenance workers, laborers, and refuse collectors.

Methodology

The affirmative action utilization analysis statistics are developed each year using the following four-step process, which is based on the guidelines established by the United States Department of Labor's Office of Federal Contract Compliance Programs.

- ▶ City positions are combined into twelve EEO job groups. The jobs within a particular job

group have similar work content, wage rates, and levels of responsibility.

- ▶ The City computes the representation of minorities and females in each of the city's job groups as of the end of each fiscal year (June 30), and compares this representation with the availability of qualified minorities and females in the labor market within the Washington, D.C. metropolitan area. The last full pay period of FY2001 ended on June 22, 2001 and the tables for this report were run the next day.
- ▶ The statistical data indicating the availability of qualified minorities and females are based on the 1990 census data provided by the Census Bureau. Future reports will reflect 2000 census data. The Census Bureau is continuing to release relevant demographic data through the end of calendar year 2002 and early 2003.
- ▶ Areas of underutilization are identified in those particular job groups where the female or minority representation in the workforce is less than the availability of qualified minorities or females in those job groups in the metropolitan area; and
- ▶ Targeted employment outreach efforts are made in recruiting for vacancies in those job groups where minorities or females are underutilized.

It is important to note that there are many qualified minorities and females who, because of institutionalized discrimination in certain occupations, are not currently employed in these occupations. Therefore, the census availability figures represent a conservative estimate of the true availability of qualified minorities and females for certain occupations.

The affirmative action data for this report were run on June 23, 2001, to incorporate the last closed FY01 payroll date of June 22, 2001. On that date, the City had 2,021 full-time, filled positions as compared to 1,936 city positions at the end of FY 00. These figures do not include state positions, elected positions, vacant positions or positions outside the City's classification system.

Summary of Initiatives Undertaken in FY 2001

The City's location within the Washington Metropolitan Area offers great advantages while posing competitive challenges for the City to retain and attract employees with the education, experience and the skills required to embrace and implement increasingly changing technological advances. Recognizing the criticality of its workforce to ensure its competitive advantage, City management focuses on workforce planning which includes developing and maintaining critical skill, the retention of institutional knowledge, and recruiting and training new talent.

The City's affirmative action efforts actively focus on the following main objectives:

- increasing the representation of minorities and women, to the extent where employment and upward mobility opportunities exist, in those jobs groups in which they are most under represented; and
- attracting and recruiting qualified persons with disabilities, and older workers (using the federal protected age status of persons age 40 and above) to the City's workforce.

Recruitment Outreach Efforts

The City continues to work on expanding its reach of qualified, diverse applicants by advertising job vacancies in mixed channels such as print media, internet and targeted mailings to agencies and organizations, many of which are advocacy organizations for women, minorities, persons with disabilities, veterans, and older workers.

In FY 2001, the Affirmative Action Officer, the Multi-cultural Coordinator and staff of the Personnel Services Department attended several job fairs individually and together, and conducted outreach and networking efforts in order to expand the pool of qualified applicants for City job vacancies. Together they worked to attract increased numbers of persons with disabilities, minorities, women, and older workers to the City's workforce. These efforts included job fairs targeted to women, African-American, and Hispanic applicants. The City also attended the President's Commission on Persons with Disabilities job fair and conducted a targeted effort by directly contacting students with disabilities to encourage them to apply for City positions during early spring 2001.

In FY 2001 the City continued to devote a great deal of time and resources to address the under utilization of females and minorities in the Public Safety and Technical Senior job groups, the job groups in which positions such as police officers and sergeants, fire fighters, and emergency medical service workers are found. Major efforts to attract older workers, minority and female applicants

were made by the Fire Department recruitment team and the Affirmative Action Officer. These efforts included attending job fairs on military bases to attract military retirees, NAACP and the Feminist Majority sponsored job fairs where minority and women applicants could be recruited. Additionally, the recruitment efforts were extended to local colleges and organizations with large minority population. Still in progress is the development of internship and outreach programs, including an apprentice program for the department. The recruitment efforts of the Fire Department will continue to be specific and designed to increase exposure of the department to women and minorities. In particular, the recruitment program will continue to focus on ongoing advertising/marketing campaigns to broadly promote vacancies, including in-person recruitment efforts by the Recruitment Officer and the Affirmative Action Officer.

In keeping with its efforts to have a department reflective of the community it serves, the City's Police Department has continued its targeted recruitment efforts. Police Personnel staff attended sixteen job fairs — the majority of which were directed to the recruitment of qualified women and minorities, particularly African Americans — during FY 2001. During this period, the department hired seventeen new officers, three of which are female and five are minority.

Furthering its goals, the department promoted two officers to Sergeant, one of whom is African-American. The promotion process for Lieutenant was announced on May 4 and an eligibility list for promotion was in process by June 30. Promotions from this list will occur in FY2002. There were 23 transfers within the department to specialized assignments during FY 2001, of which eight, or 34.8% were minority and/or female officers.

As part of its accreditation standard, the department also created and implemented a Police Officer Recruitment Plan for FY 2000 - FY 2002. The recruitment of females and African-Americans continues to be a challenge. The recruitment program is intended to assist the deployment of a number of initiatives aimed at increasing diversity in the sworn ranks. The department updated its dedicated web site designed to attract candidates for police positions in the City of Alexandria, and it continues to be featured in the Eastern Regional Recruiters web site, which is aimed at law enforcement recruitment over a wider geographic area.

Within the Department of Human Services, ten employee promotions occurred during FY01. Of the ten, six are African-American, one is Hispanic and eight are female. At least one promoted employee also self-identified as having a disability. The department participated in a Hispanic targeted job fair and continues its multi-cultural outreach efforts by publishing job advertisements in several Hispanic newspapers.

The Alexandria Fire Department participated in extensive outreach efforts to create a diverse applicant pool for its fire fighter hiring process. Sworn department representatives have actively recruited at women's fitness centers, including the YMCA and local community centers, as well as

military bases in the area. While also attending some of the major job fairs in the area with other city agencies, the Fire department has also advertised in minority newspapers, radio stations and targeted web sites, such as the Feminist majority web site and met with representatives of that group to gain assistance in reaching qualified female applicants.

The Department of Transportation and Environmental Services sought to fill a number of vacancies with females and minorities by advertising in targeted trade publications. Professional staff have provided outreach to their respective career organizations, such as the American Society of Women Engineers to locate candidates for engineer vacancies in T&ES. Full time positions are advertised on computer bulletin boards, networks and at professional conferences to attract a diverse pool of applicants. During FY 2001, the department appointed three professional level positions with women and / or minorities: two females were hired as a Recycling Coordinator and the Division Chief of Administration, and an African American male was appointed as the Division Chief, Solid Waste.

In keeping with a commitment to employ a diverse workforce, the City Manager appointed the City's first African-American Personnel Director during Fiscal Year 2001. In addition, the City Manager appointed two other executive positions during FY2001: the Director of Planning and Zoning and the Assistant City Manager/Public Information Officer were filled by female candidates. All three of these management positions were filled after an extensive nationwide search. At this writing, Personnel Services staff is supporting the City's Manager's office in recruiting well qualified candidates for the vacant City Affirmative Action Officer.

The Finance department has actively recruited applicants for jobs who are bilingual, to both increase the diversity of the staff and to better serve Spanish speaking citizens. Vacancies within the Finance department are typically advertised with language that requests bilingual skills as a preferred requirement.

The Personnel Services Department hosted the second annual Disabilities Mentoring day in the fall of 2001 to act as a recruitment tool and to foster understanding of employees with special needs in the workplace. The program was expanded this year to include students from both T.C. Williams High School and St. Coletta's School. In addition, targeted efforts were made to offer internships to college students with disabilities. These internships were created to provide a means for interns to gain relevant office/work experience with the City, to expose them to municipal careers, and to aid them in meeting minimum requirements for regular positions as they arise. By proactively recruiting college students with disabilities into this program, the City hopes to attract qualified staff with disabilities into entry level career positions with the City.

In concert with Joblink staff from the Department of Human Services, the Personnel Services Department opted to participate in Project EARN, a disability employment service sponsored by the

U.S. Department of Labor (DOL). The City of Alexandria was the first municipality in the area to participate in this new program. Staff presented this new resource for applicants with disabilities to the city department ADA representatives during the annual ADA training class for departmental representatives. We are hopeful that this referral network will provide the city with highly skilled applicants who happen to have disabilities.

Upward Mobility Programs

The City continues to encourage employees to enhance their professional skills by accessing the tuition assistance program for college level work related to the attainment of a degree or a specialized certification. The program is well institutionalized, and during July 2001, administrative barriers were removed to allow employees to apply for available funds at any time during the fiscal year. Previously, employees had access to only two application dates. During FY 2001, 156 employees received tuition assistance under this program, compared to 68 City employees in FY 2000, 50 in FY1999 and 34 in FY 1998. The following charts provide a graphic distribution by demographic group and level of education pursued.

**Tuition Assistance Distribution
By Gender, Race, Ethnic Group
FY 2001**

DATA SET	MALE	FEMALE	DISABLED	WHITE	BLACK	HISPANIC	OTHER	TOTAL
# Tuition Assistance	81	75	3	77	61	16	2	156
% Tuition Assistance	52	48	2	49	39	10	1	
% Employees*	47	53	4	51	40	6	3	

* This figure represents distribution of all eligible employees in the categories expressed as a percent based on the Utilization Analysis Report for the end of FY 2001.

**Tuition Assistance Distribution
By Age Group
FY 2001**

DATA SET	< 40	40 - 44	45 - 49	50 - 54	55+	TOTAL
# Tuition Assistance	85	26	30	3	12	156
% Tuition Assistance	54	17	19	2	8	
% Employees*	51	9	9	7	19	

* This figure represents distribution of all eligible employees in the categories expressed as a percent.

**Tuition Assistance Distribution
By Degree Pursued
FY 2001**

DEGREE	MALE	FEMALE	TOTALS
Doctoral	2	2	4
Master	17	24	41
Bachelor	41	18	59
Associate	11	20	31
Other	10	11	21
Totals*	81 52%	75 48%	156

* This figure represents distribution of all eligible employees in the categories expressed as a percent.

**Tuition Assistance Participation by Race and Sex,
Age Greater than 40 and Disability
for Fiscal Years 1998 to 2001**

	FY 1998	FY 1999	FY 2000	FY 2001
Total Number of Employees Receiving Tuition Assistance	31	50	68	156
# Minority Employees Participating and as a % of Total Participating	12 38.7%	22 44%	33 48.5%	79 50.6%
# Women Employees Participating and as a % of Total Participating	19 61.2%	24 48%	26 38.2%	75 48%
# Age 40 and up Employees Participating and as a % of Total Participating	23 74%	36 72%	36 52.9%	85 54.4
# Employees with Disabilities Participating and as a % of Total Participating	N/A	N/A	2 2.9%	3 1.9%

Note: Information on participating employees with disabilities was not captured until fiscal year 2000. Information for this table was compiled from previously published reports. The program began in Fiscal Year 1998.

Focusing on retention of critical skills and internal promotion, City department heads continue to identify areas where career ladders would open cross training To promote upward mobility opportunities, the Personnel Services Department began to work with individual department heads who expressed interest in implementing a career ladder system in their respective departments, which would allow for upward mobility within a particular job class. Career ladders now exist for Attorneys and Legal Secretaries in the City Attorney's Office, for Clerks in the Office of the Commonwealth's Attorney, Inspectors in both the Maintenance and the Construction and Inspection Divisions of the Transportation and Environmental Services Department, Buyers in the Purchasing Division of the Finance Department, and for Parking Enforcement Officers in the Police Department as well as for Police Officers, Sheriff's deputies, and Fire Fighters.

"In addition to formally structured career ladders, the City also encourages departments to tailor other creative programs to the unique needs of their employees who wish to cross-train or to acquire new skills to make them more competitive candidates for City job opportunities as they arise. One such program is the Eligibility Intern Program in the Department of Human Services, which encourages

upward mobility for clerical support staff who want to advance to Eligibility Workers. This program enables support staff to spend one day each week for three months with an eligibility unit learning the activities and programs handled by Eligibility Workers. In FY 2001, clerical staff in this program were given the opportunity to work in temporary eligibility worker positions in the agencies' Energy Assistance Program" programs. This projects allowed a clerical staff member to participate in the eligibility determination process on a short term basis with a goal of helping staff to compete for permanent eligibility positions later. As a result of this program, one clerical employee was able to gain eligibility experience working in our "Energy Assistance Program" program last summer."

Training and professional development continues to be an important component of the City's employee motivation and upward mobility effort. During February 2001, the City Manager announced the creation of the **Leadership Institute of the City of Alexandria (LICA)**. This new, on-line learning program was created to provide a supplemental learning track to the traditional training and college programs. The program contains three key modules, each lasting twelve weeks. The first group of twenty employees were competitively selected to begin the program, and by the end of FY2001, the second group of twenty was poised to begin the first module. LICA provides an opportunity for employees to learn successful leadership strategies and practices. The employee participants work with each other and with mentors on a variety of "best management practices" to enable them to assume leadership positions within the City.

During Fiscal Year 2001, the Personnel Department began a review of the internal training programs available to employees. This effort will continue through Fiscal Year 2002 to offer an opportunity for employees to improve their skills and increase their chances for promotion. Some of the current training programs include basic and advanced computer training, interpersonal training, skill development, such as the Family Medical Leave Act class for supervisors, and classes that allow an employee to prepare for promotion or retirement. Training is approved at the department level and the program is administered by Information Technology Department (computer skills classes) and Personnel Services for all others.

The following tables provide a comparison of hours of training and number of courses taken by all employees during Fiscal Year 2001.

City of Alexandria, Virginia
Comparison of Hours of Training and Courses Taken
To Distribution
By Gender and Race Groups

Fiscal Year	Data set	Total	Male	Female	White	Black	Hispanic	Other
2001	# of Training Hours	10,765	4,469	6,295	4,371	3,599	828	1,967
	% of Training Hours		42	58	41	33	8	18
	# of Trained Employees***	1,238	573	665	561	360	83	234
	% of Trained Employees		46	54	45	29	7	19
	% of Employees*		47	53	51	40	6	3

City of Alexandria, Virginia
Comparison of Hours of Training and Courses Taken
To Distribution By Age Groups

Fiscal Year	Data set	Total	< 40	40-44	45-49	50-54	55+
2001	# of Training Hours	10,765	6,085	1,235	1,211	1,220	1,013
	% of Training Hours		57	11	11	11	9
	# of Trained Employees***	1,238	737	121	129	124	127
	% of Trained Employees		60	10	10	10	10
	% of Employees*		50	9	8	7	20

* This is the distribution of all full time, part-time and temporary employees in the categories of gender, race and age expressed as a percent. City training is available to all employees, regardless of payroll status.

** This data does not include mandatory in-service Public Safety training(Police, Fire, Sheriff), Defensive Driving, or other in-house training by departments.

*** Represents the amount of courses taken by the number of trained employees listed above. (e.g. out of the 1,238 trained employees, 2,419 courses were taken. This shows that an average of (2419/1238) 1.95 courses taken per trained employee)

City of Alexandria, Virginia
Comparison of Hours of Training and Courses Taken
To Distribution
By Gender and Race Groups
Full Time Employees**

Fiscal Year	Data set	Total	Male	Female	White	Black	Hispanic	Other
2001	# of Training Hours	10,765	4,469	6,295	4,371	3,599	828	1,967
	% of Training Hours		42	58	41	33	8	18
	# of Courses***	2,419	1,056	1,363	1,071	764	178	406
	% of Courses		44	56	44	32	7	17
	% of Employees*		47	53	51	40	6	3

City of Alexandria, Virginia
Comparison of Hours of Training and Courses Taken
To Distribution By Age Groups
Full Time Employees**

Year	Fiscal Data set	Total	< 40	40-44	45-49	50-54	55+
2001	# of Training Hours	10,765	6,085	1,235	1,211	1,220	1,013
	% of Training Hours		57	11	11	11	9
	# of Courses***	2,419	1,391	265	259	267	237
	% of Courses		58	11	11	11	10
	% of Employees*		50	9	8	7	20

* This is the distribution of all full time, part-time and temporary employees in the categories of gender, race and age expressed as a percent. City training is available to all employees, regardless of payroll status.

** This data does not include mandatory in-service Public Safety training(Police, Fire, Sheriff), Defensive Driving, or other in-house training by departments.

*** Represents the amount of courses taken by the number of trained employees listed above. (e.g. out of the 1,238 trained employees, 2,419 courses were taken. This shows that an average of (2419/1238) 1.95 courses taken per trained employee)

The City's Affirmative Action Office will continue to work closely with the Personnel Services Department and other City departments to further broaden its pool of applicants in job groups where underutilization exists and will continue to work to enhance staff development to provide upward mobility for employees currently in the City's workforce.

Workforce Summary by Protected Class Group

The major findings and conclusions of the Workforce Utilization Analysis Report are summarized in the section that follows by protected class group. This analysis highlights major changes in utilization of each of these protected class groups in the last year, from FY 2000 to FY 2001. Chart A provides a summary of the FY 2000 and FY 2001 workforce statistics in relation to the labor force availability of each protected class in each of the twelve job groups. In addition to providing written highlights for females, African Americans, Hispanics, and Asians, this section also includes summary tables conveying 1994-2001 trend data for each of these respective groups.

**Chart A - Comparison of % Workforce Representation
FY 00 and FY 01**

EEO JOB GROUP	% FEMALE			% AFRICAN AMER.			% HISPANIC			% ASIAN		
	FY 00	FY01	FY01 Avail	FY00	FY01	FY01 Avail	FY00	FY01	FY01 Avail	FY00	FY01	FY 01 Avail
Official/Admin.	40.2	40.0	41.9	14.3	15.2	17.8	0.9	1.6	2.8	0.0	0.0	2.8
Profess. - Attorney	55.0	52.9	30.7	5.0	5.9	7.7	5.0	0.0	2.1	0.5	5.9	1.9
- Librarian	83.3	83.3	75.1	0.0	0.0	18.0	5.6	5.6	2.7	5.6	5.6	4.7
- Public Safety	7.5	7.5	8.7	13.2	13.2	24.5	1.9	1.9	2.4	0.0	0.0	0.4
- Other	63.3	62.5	58.9	30.2	30.2	27.7	5.7	6.6	2.9	3.0	4.2	3.3
Technical - Senior	22.4	23.6	26.4	21.4	23.6	24.1	4.6	4.5	2.9	3.1	2.5	2.6
- Other	56.4	55.6	54.6	39.3	41.5	30.5	8.6	7.8	3.8	2.9	3.0	3.5
Public Safety	17.9	17.5	17.9	28.6	28.5	32.7	5.2	5.3	2.6	1.8	1.8	0.7
Para-Professional	63.4	63.3	57.1	55.3	59.2	32.1	4.9	4.2	3.6	3.3	2.5	3.2
Admin. Support	88.6	86.4	86.5	57.2	55.4	32.9	9.0	10.3	3.9	3.0	3.3	3.6
Skilled Craft	5.5	2.7	6.8	60.3	63.0	36.2	4.1	6.8	7.2	4.1	4.1	2.9
Service/Maintenance	5.8	10.5	19.2	70.9	72.1	53.2	10.5	9.3	8.7	0.0	0.0	1.8

Females: The number of female employees in regular, full-time positions continued to demonstrate a positive historical increase from 789 in FY 1999 to 823 in FY 2000 and 865 in FY 2001, for a total one year gain of 42 positions. As of June 23, 2001, last payroll of the fiscal year, the City's full time work force was 42.8% female.

Most of the gains made by females during this fiscal year were in areas where there had been some decreases or sustained under utilization in the past, such as Technical Senior. Service Maintenance produced the greatest gain, a group which had shown relatively no growth since 1998. Females closely met or exceeded expected utilization rates in more traditional job groups such as Professional Librarian, Professional Attorney, Para Professional, Professional Other and Administrative Support. The City sustained growth in Public Safety since 1992, reaching full utilization in FY 2000 for that job group (17.9%) and held a similar 17.5% in FY2001. Similarly, in the Official/Administrator job group, which contains the City's senior management positions, the representation of females remained steady at 40%. This continued climb in senior management brings the number of females closer to the market availability of 41.9%.

Overall, females gained representation in five job groups (Official Administration, Professional Other, Technical Senior, Administrative Support, and Service Maintenance). The representation of females remained approximately the same in three job groups (Professional Librarian, Professional Public Safety, and Public Safety). Although females continue to make gains in most job groups, the City will focus its recruitment outreach efforts in the coming year in those areas where under representation still exists. Continued efforts will also be made to prevent losses in the areas where female representation has maintained steady growth.

Females continue to be significantly (greater than 4 basis points) under represented in the following job groups:

- Skilled Craft (2.7% verses 6.8% availability)
- Service / Maintenance (10.5% verses 19.2% availability) Between FY 2000 and FY 2001, this job group increased from 5.8% to the current 10.5%, a strong gain for this non-traditional group.

The underutilization of females in the workforce is addressed in the FY 2002 Diversity Plan (see page 24). To review recent trends in the female segment of the City's workforce, see the chart on the next page which details the representation of females within the workforce from 1994 to 2001.

Chart B - Females in the City Workforce, 1994-2001

EEO Job Group	1994 # % of JG	1995 # % of JG	1996 # % of JG	1997 # % of JG	1998 # % of JG	1999 # % of JG	2000 # % of JG	2001 # % of JG	2001 % Avail
Officials	39 35.8%	40 33.9%	40 36.0%	38 34.9%	43 37.7%	49 39.5%	45 40.2%	50 40%	41.9%
Professional Attorney	11 68.8%	10 58.8%	11 61.1%	11 57.9%	10 55.6%	10 55.6%	11 55.0%	9 52.9%	30.7%
Professional Librarian	13 100%	13 100%	14 93.3%	14 93.3%	12 80.0%	13 81.3%	15 83.3%	15 83.3%	75.1%
Professional Public Safety	4 8.0%	4 8.2%	3 5.8%	3 5.8%	4 7.7%	5 9.8%	4 7.5%	4 7.5%	8.7%
Professional Other	189 61.6%	208 64.4%	219 64.8%	226 65.7%	230 64.8%	221 62.1%	233 63.3%	265 62.5%	58.9%
Technical Senior	36 22.6%	38 23.2%	37 21.4%	42 22.8%	42 23.1%	36 20.0%	44 22.4%	47 23.6%	26.4%
Technical Other	119 48.6%	133 49.6%	141 51.6%	148 53.6%	159 54.8%	155 54.0%	158 56.4%	150 55.6%	54.6%
Public Safety	70 15.8%	67 15.0%	64 14.2%	66 14.9%	64 14.7%	69 16.6%	79 17.9%	79 17.5%	17.9%
Para-Professional	64 59.8%	63 54.8%	65 54.6%	67 56.3%	71 61.2%	75 63.0%	78 63.4%	76 63.3%	57.1%
Administrative Support	151 86.8%	149 87.1%	147 88.6%	142 82.6%	142 84.0%	147 84.0%	147 88.6%	159 86.4	86.5%
Skilled Craft	2 2.4%	2 2.5%	2 2.6%	2 2.7%	3 3.8%	3 4.1%	4 5.5%	2 2.7%	6.8%
Service Maintenance	3 3.3%	7 7.9%	7 7.7%	6 7.1	7 8.0%	6 6.8%	5 5.8%	9 10.5%	19.2%

Example: In 1994, 39 (or 35.8%) of the employees in the Official/Administrator job group were female.

African-Americans: The number of African-American employees in regular full-time positions increased during FY 2001 to 724, or 35.8% of the full time workforce. During FY 2000, the number was 681, another increase from the 652 of FY 1999, when African Americans represented 34% of the full time workforce. The representation of African-Americans exceeded census availability in six jobs groups: Professional/Other, Technical/Other, Para-Professional, Administrative Support, Skilled Craft and Service/Maintenance.

The representation of African-Americans in the largest Professional category -- Professional/Other -- has steadily increased from 25.7%, or 79 employees in FY 1994, to 30.2%, or 128 employees in FY 2001. With this 30.2% utilization, the representation of African Americans in this job group for the second year exceeds the census availability of qualified workers, currently 27.7%. "Professional/Other" is the job group that represents the most direct line of upward mobility to the City's top jobs.

During FY 2001, African American representation increased in nine of twelve job groups — Official/Administrator, Professional/Other, Technical Senior, Technical Other, Public Safety, Paraprofessional, Administrative Support, Skilled Craft and Service Maintenance. The representation of African Americans remained the same in three job groups — Professional/Attorney, Professional/Librarian, and Professional/Public Safety. The percentage of African Americans in the workforce did not decline for any job group in FY 2001.

Workforce statistics indicate that African Americans are underutilized in the following job groups within the City's workforce:

- Official/Administrator (City 15.2% verses an area availability of 17.8%)
- Professional / Attorney (City 5.9% verses an area availability of 7.7%)
- Professional/Librarians (City 0% verses an area availability of 18%)
- Professional/Public Safety (City 13.2% verses an area availability of 24.5%)
- Public Safety (City 28.5% verses an area availability of 32.7%)
- Technical/Senior (City 23.6% verses an area availability of 24.1%)

During FY 2001, three senior level Official / Admin positions were filled by African American applicants. This represents the largest gain since 1994 to 1995 when three jobs were also filled by African American applicants. Aggressive efforts are currently underway to attract increasing numbers of African American applicants to the City's various Public Safety positions as vacancies arise. Additionally, when vacancies occur in the Professional/ Librarians job group — one in which there is very little turnover — the AAO will offer assistance in attracting increased numbers of qualified African Americans applicants. To review recent trends in the African American segment of the City's workforce, please see the chart on the next page which details the workforce composition .

Chart C - African Americans in the City Workforce, 1994-2001

Job Group (JG)	1994	1995	1996	1997	1998	1999	2000	2001	FY 01 Avail.
	# % of JG	# % of JG	# % of JG	# % of JG	# % of JG	# % of JG	# % of JG	# % of JG	%
Officials / Admin	12 11.0%	15 13.0%	15 13.5%	14 12.8%	14 12.3%	16 12.9%	16 14%	19 15.2%	17.8%
Professional Attorney	1 6.3%	1 5.9%	1 5.6%	1 5.3%	1 5.6%	1 5.6%	1 5%	1 5.9%	7.7%
Professional Librarian	1 7.7%	1 7.7%	1 6.7%	1 6.7%	0 0%	0 0%	0 0%	0 0%	18%
Professional Public Safety	6 12.0%	6 12.2%	6 11.5%	7 13.5%	7 13.5%	7 13.7%	7 13%	7 13.2%	24.5%
Professional Other	79 25.7%	81 25.1%	86 25.4%	100 29.1%	107 30.1%	111 31.2%	111 30%	128 30.2%	27.7%
Technical Senior	29 18.2%	30 18.3%	31 17.9%	32 17.4%	35 19.2%	35 19.4%	42 22%	47 23.6%	24.1%
Technical Other	87 35.5%	90 33.6%	98 35.9%	98 35.5%	109 37.6%	108 37.6%	110 39%	112 41.5%	30.5%
Public Safety	116 26.2%	124 27.7%	124 27.6%	123 27.8%	118 27.2%	115 27.7%	126 28%	129 28.5%	32.7%
Para- professional	48 44.9%	52 45.2%	57 47.9%	58 48.7%	58 50%	65 54.6%	68 54%	71 59.2%	32.1%
Administrative Support	95 54.6%	86 50.3%	89 53.6%	91 52.9%	90 53.3%	87 49.7%	95 58%	102 55.4%	32.9%
Skilled Craft	51 62.2%	48 59.3%	46 59.7%	47 62.7%	48 60.8%	44 59.5%	44 60%	46 63%	36.2%
Service Maintenance	66 73.3%	68 76.4%	69 75.8%	62 72.9%	65 73.9%	63 71.6%	61 71%	62 72.1%	53.2%

Example: In 1994, 12 (or 11%) of the employees in the Official/Administrator job group were African American.

Hispanics: The number of Hispanic employees in regular, full-time positions increased to 123 employees in FY 2001, a net increase of 10 individuals from the 113 in FY 2000. This continues a positive trend that included 96 employees in FY 1998 and 98 employees in FY 1999. Hispanic representation in the FY 2001 work force exceeded availability in eight job groups: Professional/Other, Professional/ Librarian, Technical/Senior, Technical/Other, Para-Professional, Public Safety, Administrative Support and Service Maintenance. The representation of Hispanics in Public Safety positions has continued to exceed census availability for the past eight years: (availability remains at 2.6% while the City's utilization rate is currently 5.3%).

The number of Hispanic individuals in the City's workforce has become more reflective of this growing segment of the metropolitan area's population. Hispanic representation increased in five job groups in FY 2001 - - Official / Admin, Professional/Other, Public Safety, Administrative Support and Skilled Craft. The largest numerical increase in Hispanic employees occurred in the Professional Other category, in which seven employees were hired, increasing the representation to 28 employees. This is significant when one considers that in 1994, only 7 Hispanic employees were counted in this category.

Underutilization by percentage exists for Hispanics in the following job groups:

- Official/Administration (City 1.6% verses an area availability of 2.8%)
- Professional / Attorney (City 0 % verses an area availability of 2.1%)
- Professional/Public Safety (City 1.9% verses an area availability of 2.4%)
- Skilled Craft (City 6.8% verses an area availability of 7.2%)

City staff will continue reaching out to potential Hispanic applicants in an effort to attract qualified Hispanic individuals to apply for City vacancies, particularly for senior management positions and supervisory positions in Public Safety as they become available.

To review recent trends in the Hispanic segment of the City's workforce, please see the chart on the next page which details the representation of Hispanics within the workforce from 1994 to 2001.

Chart D - Hispanics in the City Workforce, 1994-2001

Job Group (JG)	1994	1995	1996	1997	1998	1999	2000	2001	FY01 Avail
	# % of JG	# % of JG	# % of JG	# % of JG	# % of JG	# % of JG	# % of JG	# % of JG	%
Officials / Admin	1 0.9%	1 0.9%	1 0.9%	1 0.9%	2 1.8%	1 0.8%	1 1%	2 1.6%	2.8%
Professional Attorney	1 6.3%	1 5.9%	1 5.6%	1 5.3%	1 5.6%	1 5.6%	1 5%	0 0%	2.1%
Professional Librarian	0 0%	0 0%	0 0%	0 0%	1 6.7%	1 6.3%	1 6%	1 5.6%	2.7%
Professional Public Safety	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 2%	1 1.9%	2.4%
Professional Other	7 2.3%	13 4.0%	16 4.7%	14 4.1%	11 3.1%	12 3.4%	21 6%	28 6.6%	2.9%
Technical Senior	4 2.5%	4 2.4%	4 2.3%	4 2.2%	5 2.7%	6 3.3%	9 5%	9 4.5%	2.9%
Technical Other	17 6.9%	22 8.2%	27 9.9%	24 8.7%	28 9.7%	25 8.7%	24 9%	21 7.8%	3.8%
Public Safety	21 4.8%	22 4.9%	22 4.9%	23 5.2%	22 5.1%	21 5.1%	23 5%	24 5.3%	2.6%
Para - professional	4 3.7%	5 4.3%	6 5.0%	5 4.2%	7 6.0%	8 6.7%	6 5%	5 4.2%	3.6%
Administrative Support	7 4.0%	10 5.8%	11 6.6%	12 7.0%	11 6.5%	13 7.4%	15 9%	19 10.3%	3.9%
Skilled Craft	3 3.7%	3 3.7%	3 3.9%	3 4.0%	3 3.8%	3 4.1%	3 4%	5 6.8%	7.2%
Service Maintenance	2 2.2%	2 2.2%	3 3.3%	3 3.5%	5 5.7%	7 8.0%	9 10%	8 9.3%	8.7%

Example: In 1998, 2 (or 1.8%) of the employees in the Official/Administrator job group were Hispanic.

Asians: The number of Asian employees in regular, full-time positions (2.6% of the workforce, or 53 employees) increased slightly in FY 2001 from 47 in FY 2000, 41 in FY 1999 and 43 in FY 1998. The utilization rate for Asians exceeded availability in five job groups. Those groups were: Professional / Attorney, Professional/ Librarians, Professional/Other, Public Safety and Skilled Craft.

The representation of Asians in the City's workforce remained fairly static in most job groups in FY 2001. However, an increase of Asian individuals in the Professional/Other job group brought the Asian representation to a level that exceeded availability in that job group, and a modest increase in Administrative Support brought the City closer to the 3.6% availability rate for this area.

Underutilization exists for Asians in the following job groups:

- Official / Administrator (City 0% verses an area availability of 2.8%)
- Professional / Public Safety (City 0% verses an area availability of 0.4%)
- Technical / Senior (City 2.5% verses an area availability of 2.6%)
- Technical / Other (City 3.0% verses an area availability of 3.5%)
- Para professional (City 2.5% verses an area availability of 3.2%)
- Administrative Support (City 3.3% verses an area availability of 3.6%)
- Service Maintenance (City 0% verses an area availability of 1.8%)

To review recent trends in the Asian segment of the City's workforce, please see the chart on the next page which details the representation of Asians within the workforce from 1994 to 2001.

Native Americans: In FY 2001, there were ten employees in regular full-time positions who had identified themselves as Native American. Native Americans constituted .4% of the work force. Since Native Americans represent such a small percentage of the work force, utilization figures are not statistically significant. However, data about their representation in the work force are provided annually for informational purposes. Please see Tables I-III of this report for a breakdown of Native Americans in the City's workforce.

Persons with Disabilities, Older Workers, and Vietnam-era Veterans: The Census Bureau does not provide complete census availability data on qualified workers available for persons with disabilities, older workers (age 40 and up), or Vietnam-era veterans; therefore, the representation of these groups is not analyzed using the utilization analysis approach. Instead, the City uses the data produced by its applicant tracking system to analyze the comparative representation of these groups at each stage in the selection process: certification, interview, and hiring. For more information concerning the number of individuals from these three groups who applied and who were certified, interviewed, and hired, please refer to the **Applicant Tracking System Report**.

Chart E - Asians in the City Workforce, 1994-2001

Job Group (JG)	1994	1995	1996	1997	1998	1999	2000	2001	FY01 Avail
	# % of JG	# % of JG	# % of JG	# % of JG	# % of JG	# % of JG	# % of JG	# % of JG	%
Officials / Admin	2 1.8%	1 0.9%	1 0.9%	1 0.9%	1 0.9%	0 0%	0 0%	0 0%	2.8%
Professional Attorney	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 5%	1 5.9%	1.9%
Professional Librarian	1 7.7%	1 7.7%	1 6.7%	1 6.7%	1 6.7%	1 6.3%	1 6%	1 5.6%	4.7%
Professional Public Safety	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0.4%
Professional Other	6 2.0%	6 1.9%	6 1.8%	7 2.0%	7 2.0%	12 3.4%	11 3%	18 4.2%	3.3%
Technical Senior	4 2.5%	6 3.7%	6 3.5%	6 3.3%	5 2.7%	3 1.7%	6 4%	5 2.5%	2.6%
Technical Other	14 5.7%	10 37%	8 2.9%	8 2.9%	7 2.4%	8 2.8%	8 2%	8 3.0%	3.5%
Public Safety	4 0.9%	5 1.1%	5 1.1%	7 1.6%	8 1.8%	6 1.4%	8 2%	8 1.8%	0.7%
Para - professional	0 0%	3 2.6%	4 3.4%	2 1.7%	4 3.4%	4 3.4%	4 3%	3 2.5%	3.2%
Administrative Support	7 4.0%	8 4.7%	8 4.8%	8 4.7%	7 4.1%	4 2.3%	5 3%	6 3.3%	3.6%
Skilled Craft	5 6.1%	5 6.2%	3 3.9%	3 4.0%	3 3.8%	3 4.1%	3 4%	3 4.1%	2.9%
Service Maintenance	0 0%	1 1.1	1 1.1%	0 0%	0 0%	0 0%	0 0%	0 0%	1.8%

Example: In 1998, 1 (or 0.9%) of the employees in the Official/Administrator job group were Asian.

FY 2002 Diversity Plan

During FY 2002, City staff will continue the following actions to attract a diverse workforce which reflects full utilization of the available labor force within our recruiting area. Particular efforts will be made in the following job groups, in response to the underutilization of women or minorities depicted in Table I.

Job Group	Underutilized Groups	FY 2002 Initiatives
Official/ Administrator	Females African American, Hispanics, Asians,	As vacancies occur, aggressively advertise with publications and agencies targeting women and minorities. Network with professional associations and organizations which target women and minorities.
Professional Public Safety	Females African American., Hispanics, Asians	Continue inclusive recruitment efforts and outreach strategies to attract women and minorities to entry level Public Safety jobs (the feeder group for Professional/Public Safety). Continue to develop a presence for the City in the employment market through attendance at job fairs, college career days and organizations with high representation of women and minorities. Monitor promotional selection process to ensure no barriers hinder diverse Public Safety employees from moving into management/professional positions within Fire, Police, and the Office of the Sheriff.
Technical Senior	Females African American., Asians	The Affirmative Action Officer to develop contacts with trade/technical schools and colleges. Initiate an outreach recruitment program with organizations and professional associations that represent the job titles in this category, such as Public Safety, paralegal, community advocates and the construction and automotive trades that include a high representation of minorities.
Skilled Craft	Females, Hispanics	Network with and advertise vacancies with organizations targeting women and Hispanics. Develop relationships with trade schools that have high representations of women and minorities; advertise vacancies with these organizations. Develop cross training programs to create promotional opportunities for women and minorities currently in Service Maintenance jobs which feed into the Skilled Craft positions.

Job Group	Underutilized Groups	FY 2002 Initiatives
Service/ Maintenance	Females Asians	Explore creative strategies for attracting increasing numbers of women and Asians. Research apprentice programs for possible implementation, to use as recruiting tool in attracting diverse applicants.
All Job Groups	Persons with Disabilities	Attend job fairs targeting persons with disabilities. Continue networking with organizations advocating on behalf of persons with disabilities to promote referrals of qualified applicants. Explore development of increased internship opportunities to enable persons with disabilities to gain relevant job experience and to compete effectively for vacancies as they arise. Monitor selection process to ensure that no barriers exist which may prevent the hiring of persons with disabilities.
All Job Groups	Older workers	Continue to network with organizations advocating on behalf of older workers. Attend job fairs targeting senior applicants. Monitor hiring process to ensure no barriers exist which may prevent selection of older workers.
All Job Groups	Females Minorities	Personnel and AAO to do specific outreach with colleges and universities to encourage women and minorities to apply for the City's internships and entry level professional jobs.

Diversity Committee Initiatives

During FY 2001 the Diversity Committee, formerly known as the City Employee Affirmative Action / EEO Advisory Committee met on a monthly basis to work on EEO, Affirmative Action, and workforce diversity issues of importance to City employees and management. The Committee, made up of a diverse group of employees representing each job group, advises the City Manager, and includes one representative from each City department. In this way, employees from every agency have a voice in the City's EEO policies and programs. The seven topic or work groups of the Diversity Committee are: Festival of Cultures, Training, Disability; Work/Family Balance, Publications, Affirmative Action and Employee Relations.

The **Festival of Cultures Work Group** undertook the first employee event to recognize the ethnic and racial diversity of the City's workforce in FY 1999. The FY 2001 event took place on October 13, 2000 and it again provided an informal event to celebrate the diverse cultures represented in the City's workforce. The annual Festival brings together City employees from every department to taste food and enjoy entertainment native to numerous cultures represented in the City's workforce. The next Festival of Cultures program will be scheduled in the future.

Disabilities Work Group – This group was established to develop a proposal to gather information from City employees about their perceptions of the obstacles and challenges that persons with disabilities face in the workplace and to discuss disability issues in City employment, ways to help the City attract increased numbers of job applicants with disabilities, ways to enhance the work environment for persons with disabilities, and suggestions to improve the City's Disability Sensitivity Training classes.

The **Training Work Group** examined issues related to expanding employees' knowledge EEO and sexual harassment issues. In FY01, in response to employee training surveys, the committee began a vigorous revision of training philosophies and styles. Diversity training, which formerly focused on cultural diversity, was expanded to include workplace diversity, gender-neutral policy discussion, and additional training on the ADA in the workplace. The committee also developed a program where committee members could co-train with the Department of Personnel Services staff on these subjects. This gave committee members the opportunity to personally participate and evaluate their training initiatives as well as gain skills as a Trainer.

The **Work/Family Work Group** continued in FY 01 to research services and policies that support a healthy life balance for the City's workforce. In FY01, this committee proposed the development of Daycare program, similar to Fairfax County's Child Care Center for City employees. The response has been positive, and the committee will continue to pursue the matter.

The **Publications Work Group** worked with the Assistant City Manager for Public Information as well as with the Director of Citizen Assistance to include articles from the Diversity Committee in *City News*, the newsletter for City employees. Members of this committee will continue to work with the editors of *City News* to gather newsworthy information that will focus on City-wide issues related to Affirmative Action, EEO issues, and diversity. During FY 2001, the *City News* published articles about Diversity issues and cultural events.

The **Affirmative Action Work Group** serves in an advisory capacity to the rest of the Committee. The City's Affirmative Action/EEO Officer position is currently vacant. The committee, through the City Manager's Office and the Department of Personnel Services, will stay abreast on issues that involve Workforce Utilization Analysis and Applicant Tracking. The committee expects to work directly with Personnel Services to encourage recruiting initiatives that will encourage greater diversity in the workplace.

The **Employee Relations Work Group** was formed to develop ideas for events for City employees which would build morale and celebrate our diverse workforce. In FY01, a greater emphasis was placed on interviewing employees on Employee Relations concerns. Suggestions from those early

interviews are being implemented in revised training programs for managers and employees.

Overview of Tables I, I-A, II, III, and III-A

Table I, "Comparisons of Percent of Utilization and Availability," compares the FY 2001 percentage of qualified females and minorities available in the Washington, D.C. metropolitan area ("Census Avail.") with the percentage of females and minorities employed full-time in the City work force ("City Util."). This comparison is made for each job group. An underutilization ("Underutil.") exists when the City utilization is lower than the census availability of qualified workers. The percentage of underutilization is shown for each job group having an underutilization. For those job groups having no underutilization, an asterisk appears.

Table I-A, "Full-Time Work Force Utilization Analysis: Comparisons Displayed as Percent," is a reprint of the "FY 2000 Utilization Analysis." This table is provided for informational purposes in order to show comparisons between FY 2000 and FY 2001.

Table II, "Direct Comparison of Utilization to Availability," shows the numerical, or "straight parity" underutilization that exists for each job group, by converting the percentages in Table I to raw numbers. Specifically, the availability percentage for each job group is multiplied by the total number of persons in the job group ("Total") in order to determine the expected number of minorities or females ("Expec.") in each job group. This expected number is then compared with the actual, or existing number ("Exist") of minorities or females in each job group. Where the difference ("Diff") between the existing and the expected number is a positive number, it means the City representation is higher than the census availability. If the difference is a negative number, it means the City has an underutilization in that job group.

Table III, "Full-time Work Force Distribution," shows the distribution of males and females within each racial/ethnic category, for each of the City's job groups.

Table III-A, " Age Bands/EEO Groups, Full Time Workforce Distribution," shows the distribution of the City's full time workforce by age bands.

Table I

**Direct Comparison of Utilization and
Percents to Availability - FY 2001**

Full-time Employees

As of June 23, 2001

EEO Job Group	Total	Female						Black					
		Exist	Avail%	Expec	Diff	City Utiliz.%	Under** Utiliz.%	Exist	Avail%	Expec	Diff	City Utiliz.%	Under** Utiliz.%
21 OFFICIAL-ADMIN	125	50	41.9	52	-2	40.0	5	19	17.8	22	-3	15.2	15
22 PROFESSIONAL ATTORNEYS	17	9	30.7	5	4	52.9	***	1	7.7	1	0	5.9	***
LIBRARIAN	18	15	75.1	14	1	83.3	***	0	18	3	-3	0.0	100
PUBLIC SAFETY*	53	4	8.7	5	-1	7.5	13	7	24.5	13	-6	13.2	46
OTHER	424	265	68.9	260	15	62.5	***	128	27.7	117	11	30.2	***
23 TECHNICAL SENIOR	199	47	26.4	53	-6	23.6	11	47	24.1	48	-1	23.6	2
OTHER	270	150	54.6	147	3	55.6	***	112	30.5	82	30	41.5	***
24 PUBLIC SAFETY*	452	79	17.9	81	-2	17.5	2	129	32.7	148	-19	28.5	13
25 PARA-PROFESSIONAL	120	76	57.1	69	7	63.3	***	71	32.1	39	32	59.2	***
26 ADMINISTRATIVE SUPPORT	184	159	86.5	159	0	86.4	***	102	32.9	61	41	55.4	***
27 SKILLED CRAFT	73	2	6.8	5	-3	2.7	60	46	36.2	26	20	63.0	***
28 SERVICE - MAINTENANCE	86	9	19.2	17	-8	10.5	45	62	53.2	46	16	72.1	***
	2021	865						724					

Definitions: Exist - Number of employees as of date displayed at top of report
 Avail% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avail%/100)
 Diff - Calculated for each job group: Exist - Expec

Table I

**Direct Comparison of Utilization and
Percents to Availability - FY 2001**

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

EEO Job Group	Total	Hispanic						Asian						American Indian					
		Exist	Avail%	Expec	Diff	City Utiliz.%	Under**	Exist	Avail%	Expec	Diff	City Utiliz.%	Under**	Exist	Avail%	Expec	Diff	City Utiliz.%	Under**
21 OFFICIAL-ADMIN	125	2	2.8	4	-2	1.6	43	0	2.8	4	-4	0.0	100	1	0.3	0	1	0.8	-
22 PROFESSIONAL ATTORNEYS	17	0	2.1	0	0	0.0	***	1	1.9	0	1	5.9	***	0	0.1	0	0	0.0	-
LIBRARIAN	18	1	2.7	0	1	5.6	***	1	4.7	1	0	5.6	***	0	0.1	0	0	0.0	-
PUBLIC SAFETY*	53	1	2.4	1	0	1.9	***	0	0.4	0	0	0.0	***	0	0.1	0	0	0.0	-
OTHER	424	28	2.9	12	16	6.6	***	18	3.3	14	4	4.2	***	1	0.3	1	0	0.2	-
23 TECHNICAL SENIOR	199	9	2.9	6	3	4.5	***	5	2.6	5	0	2.5	***	2	0.3	1	1	1.0	-
OTHER	270	21	3.8	10	11	7.8	***	8	3.5	9	-1	3.0	15	0	0.4	1	-1	0.0	-
24 PUBLIC SAFETY*	452	24	2.6	12	12	5.3	***	8	0.7	3	5	1.8	***	5	0.1	0	5	1.1	-
25 PARA-PROFESSIONAL	120	5	3.6	4	1	4.2	***	3	3.2	4	-1	2.5	22	1	0.2	0	1	0.8	-
26 ADMINISTRATIVE SUPPORT	184	19	3.9	7	12	10.3	***	6	3.6	7	-1	3.3	9	0	0.4	1	-1	0.0	-
27 SKILLED CRAFT	73	5	7.2	5	0	6.8	***	3	2.9	2	1	4.1	***	0	0.6	0	0	0.0	-
28 SERVICE - MAINTENANCE	86	8	8.7	7	1	9.3	***	0	1.8	2	-2	0.0	100	0	1	1	-1	0.0	-
	2021	123						53						10					

* "PROFESSIONAL/PUBLIC SAFETY" includes Police, Fire, and Sheriff Captains, Police and Sheriff
"PUBLIC SAFETY" includes Police Officers, Fire Fighters, and Deputy Sheriffs.

Example: Looking at Females in the OFFICIAL - ADMIN Job Group: Of the 119 full time city employees, 47 are female. 41.9% of the qualified candidates in the Washington D.C. Metropolitan Statistical Area are female. Applying this to the 119 city employees, it is expected that 50 of the city employees in this group would be female. Subtracting the expected value from the existing value yields -3, demonstrating that females are underutilized in this job group by 3 individuals.

** Underutilization is calculated by computing City Utilization as a percent of 1990 Census Availability and subtracting that from 100%
Example: Looking at Females in the OFFICIAL - ADMIN Job Group: 41.9% of the qualified candidates for the Official Administrator jobs in the Washington D.C. Metropolitan Statistical Area are female. 39.5% of the full-time Alexandria City employees in this job are female. Dividing the utilization percent by the availability percent (39.5/41.9) and multiplying by 100 yields a utilization percent of 94.3. Therefore the underutilization = (94.3 - 100) or 5.7, rounded up to 6% underutilization. No underutilization is indicated by "****" in the applicable data area.

Underutilization is not computed for American Indians because they comprise less than 2% of the Metropolitan Statistical Area Population.

Table II

Table II

Direct Comparison of Utilization and Percents to Availability - FY 2000

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2000

EEO Job Group	Total	Female						Black					
		Exist	Avail%	Expec	Diff	City Utiliz.%	Under** Utiliz.%	Exist	Avail%	Expec	Diff	City Utiliz.%	Under** Utiliz.%
21 OFFICIAL-ADMIN	112	45	41.9	47	-2	40.2	4	16	17.8	20	-4	14.3	20
22 PROFESSIONAL ATTORNEYS	19	11	30.7	6	5	57.9	***	1	7.7	1	0	5.3	***
LIBRARIAN	18	15	75.1	14	1	83.3	***	0	18	3	-3	0.0	100
PUBLIC SAFETY*	53	4	8.7	5	-1	7.5	13	7	24.5	13	-6	13.2	46
OTHER	374	235	58.9	220	15	62.8	***	112	27.7	104	8	29.9	***
23 TECHNICAL SENIOR	190	42	26.4	50	-8	22.1	16	41	24.1	46	-5	21.6	10
OTHER	280	158	54.6	153	5	56.4	***	110	30.5	85	25	39.3	***
24 PUBLIC SAFETY*	441	79	17.9	79	0	17.9	***	126	32.7	144	-18	28.6	13
25 PARA-PROFESSIONAL	123	78	57.1	70	8	63.4	***	68	32.1	39	29	55.3	***
26 ADMINISTRATIVE SUPPORT	166	147	86.5	144	3	88.6	***	95	32.9	55	40	57.2	***
27 SKILLED CRAFT	73	4	6.8	5	-1	5.5	19	44	36.2	26	18	60.3	***
28 SERVICE - MAINTENANCE	86	5	19.2	17	-12	5.8	70	61	53.2	46	15	70.9	***
	1935	823						681					

Definitions: Exist - Number of employees as of date displayed at top of report
 Avail% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avail%/100)
 Diff - Calculated for each job group: Exist - Expec

Table II

City of Alexandria, Virginia

Direct Comparison of Utilization and Percents to Availability - FY 2000

Full-time Employees

As of June 23, 2000

EEO Job Group	Total	Hispanic						Asian						American Indian					
		Exist	Avail%	Expec	Diff	City Utiliz.%	Under** Utiliz.%	Exist	Avail%	Expec	Diff	City Utiliz.%	Under** Utiliz.%	Exist	Avail%	Expec	Diff	City Utiliz.%	Under** Utiliz.%
21 OFFICIAL-ADMIN	112	0	2.8	3	-3	0.0	100	0	2.8	3	-3	0.0	100	1	0.3	0	1	0.9	-
22 PROFESSIONAL ATTORNEYS	19	1	2.1	0	1	5.3	***	1	1.9	0	1	5.3	***	0	0.1	0	0	0.0	-
LIBRARIAN	18	1	2.7	0	1	5.6	***	1	4.7	1	0	5.6	***	0	0.1	0	0	0.0	-
PUBLIC SAFETY*	53	1	2.4	1	0	1.9	***	0	0.4	0	0	0.0	***	0	0.1	0	0	0.0	-
OTHER	374	21	2.9	11	10	5.6	***	12	3.3	12	0	3.2	***	1	0.3	1	0	0.3	-
23 TECHNICAL SENOR	190	9	2.9	6	3	4.7	***	5	2.6	5	0	2.6	***	2	0.3	1	1	1.1	-
OTHER	280	24	3.8	11	13	8.6	***	8	3.5	10	-2	2.9	18	0	0.4	1	-1	0.0	-
24 PUBLIC SAFETY*	441	23	2.6	11	12	5.2	***	8	0.7	3	5	1.8	***	5	0.1	0	5	1.1	-
25 PARA-PROFESSIONAL	123	6	3.6	4	2	4.9	***	4	3.2	4	0	3.3	***	0	0.2	0	0	0.0	-
26 ADMINISTRATIVE SUPPORT	166	15	3.9	6	9	9.0	***	5	3.6	6	-1	3.0	16	0	0.4	1	-1	0.0	-
27 SKILLED CRAFT	73	3	7.2	5	-2	4.1	43	3	2.9	2	1	4.1	***	0	0.6	0	0	0.0	-
28 SERVICE - MAINTENANCE	86	9	8.7	7	2	10.5	***	0	1.8	2	-2	0.0	100	0	1	1	-1	0.0	-
	1935	113						47						9					

* "PROFESSIONAL/PUBLIC SAFETY" includes Police, Fire, and Sheriff Captains, Police and Sheriff
 "PUBLIC SAFETY" includes Police Officers, Fire Fighters, and Deputy Sheriffs.

Example: Looking at Females in the OFFICIAL - ADMIN Job Group: Of the 119 full time city employees, 47 are female. 41.9% of the qualified candidates in the Washington D.C. Metropolitan Statistical Area are female. Applying this to the 119 cityemployees, it is expected that 50 of the cityemployees in this group would be female. Subtracting the expected value from the existing value yields -3, demonstrating that females are underutilized in this job group by 3 individuals.

** Underutilization is calculated by computing City Utilization as a percent of 1990 Census Availability and subtracting that from 100%

Example: Looking at Females in the OFFICIAL - ADMIN Job Group: 41.9% of the qualified candidates for the Official Administrator jobs in the Washington D.C. Metropolitan Statistical Area are female. 39.5% of the full-time Alexandria City employees in this job are female. Dividing the utilization percent by the availability percent (39.5/41.9) and multiplying by 100 yields a utilization percent of 94.3. Therefore the underutilization (94.3 - 100) or 5.7, rounded up to 6% underutilization. No underutilization is indicated by "***" in the applicable data area.

Underutilization is not computed for American Indians because they comprise less than 2% of the Metropolitan Statistical Area Population.

Table III

Ta. III
Workforce Distribution
All Departments
FY2001

City of Alexandria, Virginia
 Full-time Employees
 As of June 23, 2001

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	125	50	22	60	43	13	6	1	1	0	0	1	0
	%		40	18	48	34	10	5	1	1	0	0	1	0
22 PROFESSIONAL ATTORNEYS	#	17	9	2	8	7	0	1	0	0	0	1	0	0
	%		53	12	47	41	0	6	0	0	0	6	0	0
LIBRARIAN	#	18	15	2	2	14	0	0	1	0	0	1	0	0
	%		83	11	11	78	0	0	6	0	0	6	0	0
PUBLIC SAFETY	#	53	4	8	43	2	5	2	1	0	0	0	0	0
	%		8	15	81	4	9	4	2	0	0	0	0	0
OTHER	#	424	265	175	91	158	47	81	10	18	10	8	1	0
	%		63	41	21	37	11	19	2	4	2	2	0	0
23 TECHNICAL SENIOR	#	199	47	63	106	30	34	13	6	3	4	1	2	0
	%		24	32	53	15	17	7	3	2	2	1	1	0
OTHER	#	270	150	141	66	63	40	72	9	12	5	3	0	0
	%		56	52	24	23	15	27	3	4	2	1	0	0
24 PUBLIC SAFETY	#	452	79	166	249	37	93	36	19	5	8	0	4	1
	%		17	37	55	8	21	8	4	1	2	0	1	0
25 PARA-PROFESSIONAL	#	120	76	80	13	27	27	44	2	3	1	2	1	0
	%		63	67	11	23	23	37	2	3	1	2	1	0
26 ADMINISTRATIVE SUPPORT	#	184	159	127	15	42	7	95	1	18	2	4	0	0
	%		86	69	8	23	4	52	1	10	1	2	0	0
27 SKILLED CRAFT	#	73	2	54	18	1	45	1	5	0	3	0	0	0
	%		3	74	25	1	62	1	7	0	4	0	0	0
28 SERVICE - MAINTENANCE	#	86	9	70	15	1	54	8	8	0	0	0	0	0
	%		10	81	17	1	63	9	9	0	0	0	0	0
TOTALS:	#	2021	865	910	686	425	365	359	63	60	33	20	9	1
	%		43	45	34	21	18	18	3	3	2	1	0	0

Table III-A

Tak III-A
Age Bands/EEO Groups
Full-time Workforce Distribution
All Departments FY2001

City of Alexandria, Va

Full-time Employees

As of June 23, 2001

EEO Job Group		Total:	< 20:	20 - 24:	25 - 29:	30 - 34:	35 - 39:	40 - 44:	45 - 49:	50 - 54:	55 - 59:	60 - 64:	65 - 69:	70 UP:
21 OFFICIAL-ADMIN	#	125	0	0	0	5	6	20	17	37	29	7	3	1
	%		0	0	0	4	5	16	14	30	23	6	0	1
22 PROFESSIONAL														
	ATTORNEYS	#	17	0	0	4	3	5	4	1	0	0	0	0
	%		0	0	24	18	29	24	6	0	0	0	0	0
LIBRARIAN	#	18	0	0	0	1	2	1	0	5	5	3	0	1
	%		0	0	0	6	11	6	0	28	28	17	0	6
PUBLIC SAFETY	#	53	0	0	0	0	14	11	17	9	2	0	0	0
	%		0	0	0	0	26	21	32	17	4	0	0	0
OTHER	#	424	0	11	44	57	46	76	74	59	34	16	4	3
	%		0	3	10	13	11	18	17	14	8	4	0	1
23 TECHNICAL														
	SENIOR	#	199	0	1	6	14	38	43	36	32	16	11	1
	%		0	1	3	7	19	22	18	16	8	6	0	1
OTHER	#	270	0	9	25	39	45	38	44	37	19	13	0	1
	%		0	3	9	14	17	14	16	14	7	5	0	0
24 PUBLIC SAFETY	#	452	0	12	51	126	106	74	45	29	8	1	0	0
	%		0	3	11	28	23	16	10	6	2	0	0	0
25 PARA-PROFESSIONAL	#	120	0	7	15	18	12	12	25	14	8	5	3	1
	%		0	6	13	15	10	10	21	12	7	4	0	1
26 ADMINISTRATIVE SUPPORT	#	184	0	19	27	19	15	27	28	18	14	14	3	0
	%		0	10	15	10	8	15	15	10	8	8	0	0
27 SKILLED CRAFT	#	73	0	1	0	7	11	11	19	12	7	4	1	0
	%		0	1	0	10	15	15	26	16	10	5	0	0
28 SERVICE - MAINTENANCE	#	86	0	3	3	4	15	18	12	16	6	7	0	2
	%		0	3	3	5	17	21	14	19	7	8	0	2
TOTALS	#	2021	0	63	175	293	315	335	318	268	148	81	15	10
	%		0	3	9	14	16	17	16	13	7	4	1	0

**APPENDIX A
LIST OF CITY POSITIONS
BY
EEO JOB GROUP**

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

ICIAL - ADMIN

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
DIR/DIV JOBLINK	1	ES
DIV CHF/NETWORK &	1	ES
DIV CHF/MTR EQUIP	1	ES
DIV CHF/MAINT	1	ES
DIV	1	ES
DIV CHF/HOUS PRGM	1	ES
DIV CHF/FACIL MAINT	1	GS
DIV CHF/DESIGN	1	ES
DIV CHF/CONSTR	1	ES
DIV CHF/COMUNCNS	1	ES
DIV CHF/APPLICATIONS	1	ES
DIR/OFC OF EMPL &	1	ES
DIV CHF/ADMN SVCS	6	ES
DIV CHF/PLNG	1	ES
DIR/TES	1	ES
DIR/SOC SVCS DIV	1	ES
DIR/RESEARCH & EVAL	1	ES
DIR/RECR & CULTURAL	1	ES
DIR/REAL ESTATE	1	ES
DIR/PLNG & ZONING	1	ES
DIR/PERS SVCS	1	ES
DIR/OUTPATIENT	1	GS
DIR/OFC ON YOUTH	1	ES
DIR/OFC OF HOUSING	1	ES
DIV CHF/ADMN SVCS	1	GS
FIRE MARSHAL	1	PS
UNDERSHERIFF	1	GS
SUPRV/MEDICAL	2	GS
SUPRV/CHF SOC WKR	1	ES
SUPRV/CHF ELIG	1	ES
SPECIAL ASST PARKS &	1	GS
SPEC ASST/CITY	1	ES
SHERIFF	1	ES
REGISTRAR	1	AD

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
PURCH AGENT	1	ES
POLICE CHF	1	ES
DIV CHF/PERS SVCS	4	ES
LEGISLATIVE DIR	1	ES
DIV CHF/PERS SVCS	1	GS
FIRE CHF	1	ES
FIRE BATTALION CHF	5	PS
ELECTIONS ADMNR	1	GS
DIV CHF/TREAS	1	ES
DIV CHF/TRANST	1	ES
DIV CHF/TRANSIT SVCS	1	ES
DIV CHF/SOLID WASTE	1	ES
DIV CHF/REVENUE	1	ES
DIV CHF/RECR	2	ES
DIV CHF/PROP &	1	GS
DIR/OFC OF HISTORIC	1	ES
MUSEUM DIR	4	ES
COOR/SPECIAL	1	ES
DEP DIR/REAL EST	1	ES
DIR/OFC ON WOMEN	1	ES
DEP DIR/PERS	1	ES
DEP DIR/MGMT & BUDG	1	GS
DEP DIR/LIBRARY	1	ES
DEP DIR/ITS	2	ES
DEP DIR/GENL SVCS	1	ES
DEP DIR/CODE	1	ES
DEP COMNWL ATTY	1	GS
DEP CITY CLK	1	AD
DEP CHF/POLICE	1	GS
DIR/OFC OF ECON	1	ES
COORD/TRANSP	1	GS
DEP DIR/RECR/PRGM	1	ES
CONSMR AFF. ADMNR	1	ES
COMNWL ATTY	1	GS
CLK OF THE CIRCUIT	1	AD

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
CITY MGR	1	ES
CITY CLK & CLK OF	1	AD
CITY ATTY	1	ES
CITY ARCHAEOLOGIST	1	ES
ASST TO THE CITY MGR	1	ES
ASST CITY MGR	3	ES
ASSC DIR/ADMIN SVCS	1	ES
ASSC DIR/ACUTE &	1	ES
DEP CHF/POLICE	2	ES
DIR/FINANCE	1	ES
DIR/OFC OF CODE	1	ES
DIR/OFC OF CITZ ASSTC	1	ES
DIR/OFC EARLY CHLD	1	ES
DIR/MH/MR/SA	1	ES
DIR/MH CNTR	1	ES
DIR/LIBRARY	1	ES
DIR/ITS	1	ES
DEP DIR/PLNG & ZONING	1	ES
DIR/GENL SVCS	1	ES
DEP DIR/TES ENGR	1	ES
DIR/DIV OF COMUNTY	1	ES
DEP FIRE CHIEF	2	ES
DEP DIR/TES OPRNS	1	ES
DEP DIR/TES TRANS &	1	ES
DIR/HUMAN SVCS	1	ES
DEP FIN DIR/COMPTRLR	1	ES
DIR/DIV JUV MH SVCS	1	ES
DEP REGISTRAR	1	GS
DEP SHERIFF/CHIEF	1	PS
DEP/DIR/RECR/P&NR&C	1	ES
DIR/AGENCY ON AGING	1	ES
DIR/ALEXANDRIA	1	ES
DIR/CNSULTN & ED	1	ES
DIR/COMUNTY SUPPRT	1	ES
Total:	125	

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
PROFESSIONAL/ATTORNEYS		
CIRCUIT COURT LAW	1	GS
SR CIRCUIT COURT LAW	2	GS
ASST COMNWL ATTY V	3	GS
ASST COMNWL ATTY IV	1	GS
ASST COMNWL ATTY II	1	GS
ASST CITY ATTY V	2	GS
ASST CITY ATTY IV	1	GS
ASST CITY ATTY III	3	GS
ASST CITY ATTY I	1	GS
ASST COMNWL ATTY I	2	GS
Total:	17	
PROFESSIONAL/LIBRARIANS		
LIBRARIAN I	4	GS
LIBRARIAN II	8	GS
LIBRARIAN III	4	GS
LIBRARIAN IV	1	GS
LAW LIBRARIAN	1	GS
Total:	18	
PROFESSIONAL/PUBLIC SAFETY		
POLICE LT	13	PS
DEP SHERIFF/CAPT	4	PS
DEP SHERIFF/LT	6	PS
FIRE CAPT	25	PS
POLICE CAPT	5	PS
Total:	53	
PROFESSIONAL/OTHER		
DIV CHF/ENVRMNTL	1	ES
HUMAN RIGHTS INVSCTR	2	GS
HS PRGM ADMNR	3	GS
GIS MGR	1	GS
FISCAL OFCR III	1	GS
FISCAL OFCR II	5	GS
FISCAL OFCR I	4	GS
FISCAL ANL	6	GS

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
FIRE PRCTCN ENGR	1	GS
DIR/ALTERNATV PRGMS	1	GS
EARLY CHLD DVLP TRN	1	GS
DATABASE ADMNR II	3	GS
DIR/RESIDNL PRGM	1	GS
CUSTOMER SUPPORT	1	GS
CUSTOMER SUPRT ENG	5	GS
CUSTOMER SUPRT ENG	5	GS
INFANT DVLPMNT SPECL	2	GS
DATABASE ADMNR I	2	GS
NATURALIST II	1	GS
DEP COURT ADMNR	1	GS
ELECTRICAL ENGR	1	GS
REAL ESTATE OFCR	1	GS
SUPRV INFO SYS PROJ	1	GS
STRUCTURAL ENGR	2	GS
SR CLINCL PSYCH	1	GS
SOC WKR II	20	GS
SOC WKR I	29	GS
SAFETY OFFICER	1	GS
RISK MGR	1	ES
RELOCATION ADVSR II	1	GS
RELOCATION ADVSR I	2	GS
REGIS NURSE	1	GS
RECYCLING PRGM	1	GS
MECHANICAL ENGR	1	GS
RECORDS	1	GS
INMTE CLASSIF	9	GS
RADIO SYS MGR	1	GS
PUB HLTH NURSE II	1	GS
PSYCHIATRIC NURSE	1	GS
PROBN OFCR	3	GS
POLICE RECORDS MGR	1	GS
POLICE PERS SPECL	1	GS
PERS ANL II	3	GS

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
PERS ANL I	3	GS
COORD/VICTIM-WITNESS	1	GS
MGMT ANL II	1	GS
CUSTOMER SUPPORT	1	GS
INTERNAL AUDITOR I	1	GS
RECR SPECL	1	GS
ASST VOCNL SVCS MGR	1	GS
COORD/YOUTH SVCS	1	GS
CLINCL PSYCH	2	GS
CIVIL ENGR IV	2	GS
CIVIL ENGR III	2	GS
CIVIL ENGR II	1	GS
CIVIL ENGR I	1	GS
CITY ARCHITECT	1	GS
CITY ARBORIST	1	ES
CHF OF SURVEYS	1	GS
BUYER III	2	GS
BUYER II	1	GS
COMPUTER PRGMR/ANL	2	GS
BUDG/MGMT ANL I	5	GS
COMPUTER PRGMR/ANL	7	GS
ASST CRT ADMNR	1	GS
ARCHAEOLOGIST	2	GS
ARBORIST	1	GS
ADMN OFCR II	2	GS
ADMN OFCR I	6	GS
ADMN ASST	7	GS
ADMIN ASST/MAYOR	1	GS
ACCOUNTANT II	7	GS
ACCOUNTANT I	4	GS
SUPRV/ACCP	1	GS
MGMT ANL I	3	GS
BUDG/MGMT ANL II	1	GS
COORD/COMUNTY & FAM	1	GS
CURATOR I	1	GS

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
COURT ADMNR	1	GS
COORD/VOLUNTEER	3	GS
COORD/VCNL &	1	GS
COORD/SITE PLN/ADMN	1	GS
COORD/REHAB LOAN II	1	GS
COORD/REHAB LOAN I	1	GS
COORD/PRGM	1	GS
COORD/JURY	1	GS
COORD/ITS	5	GS
COORD/HOUSING	2	GS
CLINCL PSYCHOL I	4	GS
COORD/DOMSTC	1	GS
CURATOR II	3	GS
COORD/CMNTY SVCS	1	GS
COORD/CMNTY SVCS	2	GS
COORD/CJIS	1	GS
COORD/ASST RESIDNL	3	GS
COORD/ASAP	1	GS
CONSMR & CITZ AFF	2	GS
COMPUTER SYS ANL III	1	GS
COMPUTER SYS ANL II	3	GS
COMPUTER SYS ANL I	2	GS
COMPUTER PRGMR/ANL	2	GS
COMPUTER PRGMR/ANL	1	GS
COORD/EMERG PLNG	1	GS
THERAPIST	2	GS
SUPRV/THERAPEUTIC	1	GS
SUPRV/THERAPEUTIC	1	GS
SUPRV/TREASURY	1	GS
SUPV/FIRE PERS	1	GS
TELECOMMUNICS	1	GS
THERAPEUTIC RECR	1	GS
THERAPEUTIC RECR	1	GS
THERAPIST I	26	GS
SUPRV/STRUCTURAL	1	GS

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
THERAPIST III	37	GS
URBAN PLANNER II	6	GS
TRANSIT SPECL	2	GS
URBAN DESIGNER	1	GS
URBAN PLANNER I	3	GS
URBAN PLANNER III	3	GS
WEB ARCHITECT	1	GS
YOUTH SVCS PRGM	1	GS
INTERNAL AUDITOR II	1	GS
SUPRV/ADMN ASST	3	GS
THERAPIST II	3	GS
SUPRV/CRIME ANALYST	1	GS
WATERSHED PRGM	1	GS
SUPRV/SOC WKR	6	GS
SUPRV/ADMN ASST TO	2	GS
SUPRV/ADMN OFCR I	6	GS
SUPRV/ADMN OFCR II	1	GS
SUPRV/BUSINESS &	1	GS
SUPRV/ELIG	5	GS
SUPRV/EMPL & TRN	1	GS
SUPRV/FINANCIAL	1	ES
SUPRV/FIRE MAINT	1	GS
SUPRV/LANDSCAPE	1	GS
SUPRV/RECR III	3	GS
SUPRV/POLICE PERS &	1	GS
SUPRV/PRGM ANL	2	GS
SUPRV/RECR I	11	GS
SUPRV/RECR II	14	GS
SUPRV/RECR V	3	GS
SUPRV/RECR IV	3	GS
SUPRV/REVENUE	1	GS
SUPRV/MH TEAM	10	GS
Total:	424	
TECHNICAL/SENIOR		
ASST SUPT/CONSTR &	2	GS

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
AIR POLLUTN CNTRL	1	GS
HACK INSPCTR	2	GS
SUPRV CARTOGRAPHER	1	GS
SR ELIG WKR	2	GS
REV COLLECTION	1	GS
REV COLLECTION	3	GS
SR REAL ESTATE APPR	1	GS
ASST SUPT/PKS & FACIL	1	GS
SUPRV/EMRG	7	GS
SUPRV/AUTOMTV	2	GS
SUPRV/FACIL MAINT	1	GS
SUPRV/CODE ENFCMNT	1	GS
RESEARCH HISTORIAN	1	GS
SUPRV/EXST STRUC	1	GS
LEASE MGMT ASST	1	GS
SUPRV/EQUIP MAINT	1	GS
ASST SUPT/SOLID	3	GS
NETWORK ENGINEER I	2	GS
HLTH & COMUNTY ED	1	GS
ITS SCHEDLR/OPS	1	GS
SUPRV/TECHNICAL	4	GS
SUPRV/GRAPHIC ARTIST	1	GS
LAND SURVEY ANL	1	GS
LATENT PRINT	3	GS
MEDICAL LAB TECH	1	GS
LOTUS NOTES SUPPORT	1	GS
REAL ESTATE APPRSR II	3	GS
NETWORK ENGINEER II	4	GS
NETWORK ENGINEER III	4	GS
OUTREACH/PRVNTN	5	GS
PLANS EXAMINER	1	GS
POLICE RANGE OFCR	1	GS
POLICE SGT	37	PS
POLYGRAPH EXAMINER	1	GS
LAW CLERK	3	GS

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
TES INSPCTR III	1	GS
CONSTR FIELD	3	GS
COMPUTER SYS ANL IV	1	GS
CODE ENFCMNT	6	GS
AUTOMTV SVCS ADVSR	2	GS
AUTOMTV DIAGNSCN	3	GS
ASST SUPT/TREE MAINT	1	GS
ASST SUPT/TRANSP	1	GS
CONTRACT PROCRMNT	1	GS
TRAFFIC COMPUTER	1	GS
CONTRACT TECH	1	GS
TES INSPCTR II	5	GS
SUPRV/HORT	1	GS
T&ES INSPECTOR I	4	GS
SUPRV/PERSONAL	1	GS
SYS PRGMR SPECL	1	GS
SURVEY PARTY CHF	2	GS
SUPT/TRANSP	1	GS
TRAFFIC OPRNS TECH	1	GS
SUPT/PRKS & FACIL	2	GS
SUPRV/IDENTFN	1	GS
SUPRV/INFO TECH CNTR	1	GS
SUPRV/MAIL	1	GS
SUPRV/MAINT PROJ	1	GS
VICTIM-WITNESS SPECL	2	GS
SUPRV/TAX SVCS & ENF	1	ES
VCNL SVCS SPECL	1	GS
SUPT/REFUSE DISP/ST	1	GS
SUPT/CONSTR & MAINT	2	GS
SUPT/REFUSE	1	GS
FIRE LT	21	PS
ELIG FRAUD	2	GS
DEP SHERIFF/SGT	15	PS
DEP FIRE MARSHAL/CHF	1	PS
COORD/FIRE EMERG	1	GS

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
COORD/BLDG SVCS III	1	GS
SUPRV/TRAFFIC SIGNAL	1	GS
Total:	199	

TECHNICAL/OTHER

REV COLLECTION	11	GS
MH/MR TECH II	9	GS
SUPRV/CUSTODIAN	5	GS
MEDICAL RECORDS	1	GS
COMPUTER APPLCNS	1	GS
ZONING INSPCTR	2	GS
VICTIM-WITNESS SPECL I	2	GS
TRANSIT SVCS ASST	1	GS
TRAFFIC SURVEY TECH	1	GS
TRAFF SIGNAL REPAIR	1	GS
SURVEY INSTR OPER	2	GS
SUPRV/SCHOOL CRSNG	1	GS
SUPRV/RECORDS	4	GS
SUPRV/PROPERTY &	1	GS
PURCH TECH	3	GS
SUPRV/LABOR	7	GS
PARK FACIL SPECL	1	GS
SUPRV/BUS DRVR	1	GS
SUPRV/BAT'RD WOMEN	3	GS
SUPRV/ACCT CLK	1	GS
SR PLNG TECH	1	GS
SPECIAL POLICE OFCR	8	GS
SEWER INSPCTR (TV)	1	GS
SANITATION INSPCTR	1	GS
REAL ESTATE APPRSR I	1	GS
POLICE DRIVING	1	GS
PLNG TECH	2	GS
PERS TECH	1	GS
PERS ASST	2	GS
SUPRV/PRKNG	3	GS
CASEWKR	5	GS

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
COORD/BLDG SVCS II	2	GS
COORD/BLDG SVCS I	1	GS
COMUNTY SVCS SPECL	1	GS
COMUNTY SVCS SPECL I	4	GS
COMPUTER OPER II	3	GS
IMPOUNDING OFCR	1	GS
DEP FIRE MARSHAL I	1	PS
COMPUTER OPER III	2	GS
CODE ENFCMNT	2	GS
BUYER I	1	GS
BLDG SYS TECH	7	GS
ASST IMPOUNDING	1	GS
ASST IMPOUNDING	1	GS
ASSMNT RECORDS	1	GS
ACCT CLK IV	2	GS
CODE ENFCMNT	10	GS
FOOD SVCS SPECL	1	GS
CASEWKR/INTAKE &	2	GS
GIS SPECL	2	GS
DEP FIRE MARSHAL II	3	PS
FIRE TRN ASST	1	GS
EXST STRUCT INSPCTR	1	GS
ENGR TECH	1	GS
ENGR AIDE	12	GS
EMRG RESC TECH III	4	PS
ELIG WKR I	16	GS
EMRG RESC TECH III	1	GS
DEP FIRE MARSHAL III	2	PS
ELIG WKR II	18	GS
EMPL & TRN SPECL	14	GS
EMRG COMUNICS TECH	29	GS
EMRG RESC TECH I	7	PS
EMRG RESC TECH II	32	PS
<hr/> Total:	270	

PUBLIC SAFETY

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
DEP SHERIFF I	26	PS
POLICE OFCR II	1	GS
FIRE FIGHTER II	1	GS
DEP SHERIFF III	41	PS
DEP SHERIFF IV	23	PS
DOCKMASTER	1	GS
FIRE FIGHTER I	18	PS
DEP SHERIFF II	31	PS
FIRE FIGHTER II	82	PS
INMTE	4	GS
POLICE OFCR IV	95	PS
POLICE OFCR I	49	PS
POLICE OFCR II	35	PS
POLICE OFCR III	41	PS
POLICE CPL	4	PS
Total:	452	

A-PROFESSIONAL

COORD/FLEET MAINT	1	GS
SR RESIDNL COUNSLR	8	GS
ADLT HLTH CARE ACT	2	GS
COMPANION AIDE II	4	GS
VOLUNTEER	3	GS
TAG ENFCMNT OFCR	4	GS
SUPRV/ADMN TECH	2	GS
RESIDNL DETOX	5	GS
RESIDNL COUNSLR	28	GS
PUB INFO SPECL	2	GS
PRKNG ENFCMNT OFCR	5	GS
PRKNG ENFCMNT OFCR	13	GS
PRKNG ENFCMNT OFCR I	4	GS
CRIME PREVENTION	1	GS
SUPRV/SHLTR	1	GS
PRGM AIDE II	1	GS
CASE AIDE	3	GS
COMUNIC CLK/TES	1	GS

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
HORT SPECL	1	GS
ADMN TECH	13	GS
LIBRARY ASST I	11	GS
LIBRARY ASST II	4	GS
LIBRARY ASST III	1	GS
MUSEUM AIDE II	1	GS
PLNG ASST I	1	GS
<hr/>		
Total:	120	

ADMINISTRATIVE SUPPORT

SECRETARY III	6	GS
CLK TYP II	19	GS
AUTOMTV PARTS SPECL	2	GS
CLIENT INTAKE SVCS	7	GS
CLK II	1	GS
ASST REGISTRAR III	1	GS
CLK TYP III	1	GS
DATA ENTRY OPER II	2	GS
DELIVERY CLK	1	GS
DEP COURT CLK	14	AD
SUPRV/SECRETARY III	3	GS
SECRETARY II	25	GS
ACCT CLK III	17	GS
LEGAL SECRETARY I	3	GS
ACCT CLK I	4	GS
PERS CLK II	4	GS
DEP COURT CLK	1	AD
EXEC SECY	1	GS
INFO TECH OPER II	2	GS
INFO TECH OPER III	1	GS
LEGAL SECRETARY II	4	GS
MAIL DISTRIBN/DUPLIC	2	GS
MGMT INFO CLK	1	GS
ACCT CLK II	23	GS
PERS CLK III	1	GS
POLICE SVCS CLK	1	GS

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
PROPERTY CLK	2	GS
PUB SAFETY RECORDS	16	GS
DEP COURT CLK	3	GS
RECEPTIONIST/TELE	3	GS
SECRETARY I	13	GS
Total:	184	

SKILLED CRAFT

EQUIP MAINT SPECL	1	GS
APPRENTICE MECHANIC	2	GS
CARPENTER	3	GS
EQUIP OPER II	24	GS
FACIL MAINT SPECL	1	GS
HEAVY EQUIP OPER	6	GS
LABORER III	11	GS
MASTER ELECTRICIAN	1	GS
OFFSET PRESS OPER I	2	GS
OFFSET PRESS OPER II	1	GS
TRAFF SIGNAL REPAIR	3	GS
TRAFFIC SVCS WKR II	4	GS
TRAFFIC SVCS WKR III	3	GS
TREE TRIMMER	2	GS
AUTOMTV MECH	9	GS
Total:	73	

SERVICE - MAINTENANCE

ROD AND CHAIN OPER	3	GS
AUTOMTV PARTS	1	GS
BLDG SVCS ASST	1	GS
BUS DRVR	2	GS
COOK	1	GS
CUSTODIAN	15	GS
EQUIP OPER I	15	GS
LABORER I	7	GS
LABORER II	14	GS
REFUSE COLLECTOR	19	GS
UNDEFINED	1	GS

**Job Classes by EEO Category
Positions Filled as of: June 23, 2001**

<u>Class Title:</u>	<u># of F/T Employees</u>	<u>Pay Scale</u>
UNDEFINED	1	TP
MAINT WKR	6	GS
<hr/>		
Total:	86	

Employee Grand Total: 2021

**APPENDIX B
UTILIZATION ANALYSIS
BY
CITY DEPARTMENT**

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

CIRCUIT COURT JUDGES

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	0	0	41.9	0	0	0	17.8	0	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	3	2	30.7	1	1	0	7.7	0	0	0	2.1	0	0	1	1.9	0	1	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	7	5	58.9	4	1	1	27.7	2	-1	1	2.9	0	1	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	1	0	26.4	0	0	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	1	0	54.6	1	-1	0	30.5	0	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	0	0	57.1	0	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	0	0	86.5	0	0	0	32.9	0	0	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	12	7				1				1				1				0			

Exist - Number of employees as of date displayed at top of report
 Avail% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avail%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

CIRCUIT COURT JUDGES

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
22 PROFESSIONAL														
ATTORNEYS	#	3	2	1	1	1	0	0	0	0	0	1	0	0
	%		67	33	33	33	0	0	0	0	0	33	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	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	0
OTHER	#	7	5	2	1	4	0	1	1	0	0	0	0	0
	%		71	29	14	57	0	14	14	0	0	0	0	0
23 TECHNICAL														
SENIOR	#	1	0	0	1	0	0	0	0	0	0	0	0	0
	%		0	0	100	0	0	0	0	0	0	0	0	0
OTHER	#	1	0	0	1	0	0	0	0	0	0	0	0	0
	%		0	0	100	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	0	0	0
25 PARA-PROFESSIONAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	12	7	3	4	5	0	1	1	0	0	1	0	0
	%		58	25	33	42	0	8	8	0	0	8	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

CITIZENS ASSISTANCE

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff
01 OFFICIAL-ADMIN	2	2	41.9	1	1	1	17.8	0	1	1	2.8	0	1	0	2.8	0	0	0	0.3	0	0
02 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	2	1	58.9	1	0	2	27.7	1	1	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
03 TECHNICAL SENIOR	0	0	26.4	0	0	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	0	0	54.6	0	0	0	30.5	0	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
04 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
05 PARA-PROFESSIONAL	0	0	57.1	0	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
06 ADMINISTRATIVE SUPPORT	2	2	86.5	2	0	2	32.9	1	1	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
07 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
08 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	6	5				5				1				0				0			

Exist - Number of employees as of date displayed at top of report
 Avall% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avall%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

CITIZENS ASSISTANCE

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	2	2	2	0	0	0	1	0	1	0	0	0	0
	%		100	100	0	0	0	50	0	50	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	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	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	0
OTHER	#	2	1	2	0	0	1	1	0	0	0	0	0	0
	%		50	100	0	0	50	50	0	0	0	0	0	0
23 TECHNICAL														
SENIOR	#	0	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	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	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	0	0	0
25 PARA-PROFESSIONAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	2	2	2	0	0	0	2	0	0	0	0	0	0
	%		100	100	0	0	0	100	0	0	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	6	5	6	0	0	1	4	0	1	0	0	0	0
	%		83	100	0	0	17	67	0	17	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

CITY ATTORNEY

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	1	0	41.9	0	0	0	17.8	0	0	1	2.8	0	1	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	6	4	30.7	2	2	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	3	2	58.9	2	0	2	27.7	1	1	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	1	1	26.4	0	1	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	0	0	54.6	0	0	0	30.5	0	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	1	1	57.1	1	0	1	32.1	0	1	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	2	2	86.5	2	0	2	32.9	1	1	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	14	10				5				1				0					0		

Exist - Number of employees as of date displayed at top of report
 Avail% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avail%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexan. Virginia

Full-time Employees

As of June 23, 2001

CITY ATTORNEY

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	1	0	1	0	0	0	0	1	0	0	0	0	0
	%		0	100	0	0	0	0	100	0	0	0	0	0
22 PROFESSIONAL														
ATTORNEYS	#	6	4	0	2	4	0	0	0	0	0	0	0	0
	%		67	0	33	67	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	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	0
OTHER	#	3	2	2	1	0	0	2	0	0	0	0	0	0
	%		67	67	33	0	0	67	0	0	0	0	0	0
23 TECHNICAL														
SENIOR	#	1	1	0	0	1	0	0	0	0	0	0	0	0
	%		100	0	0	100	0	0	0	0	0	0	0	0
OTHER	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	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	0	0	0
25 PARA-PROFESSIONAL	#	1	1	1	0	0	0	1	0	0	0	0	0	0
	%		100	100	0	0	0	100	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	2	2	2	0	0	0	2	0	0	0	0	0	0
	%		100	100	0	0	0	100	0	0	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	14	10	6	3	5	0	5	1	0	0	0	0	0
	%		71	43	21	36	0	36	7	0	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

CITY CLERK/CITY COUNCIL

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	2	2	41.9	1	1	0	17.8	0	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	1	1	58.9	1	0	0	27.7	0	0	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	0	0	26.4	0	0	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	0	0	54.6	0	0	0	30.5	0	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	0	0	57.1	0	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	1	1	86.5	1	0	1	32.9	0	1	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	4	4				1				0				0					0		

Exist - Number of employees as of date displayed at top of report
 Avail% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avail%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia
Full-time Employees
As of June 23, 2001

CITY CLERK/CITY COUNCIL

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	2	2	0	0	2	0	0	0	0	0	0	0	0
	%		100	0	0	100	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	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	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	0
OTHER	#	1	1	0	0	1	0	0	0	0	0	0	0	0
	%		100	0	0	100	0	0	0	0	0	0	0	0
23 TECHNICAL														
SENIOR	#	0	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	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	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	0	0	0
25 PARA-PROFESSIONAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	1	1	1	0	0	0	1	0	0	0	0	0	0
	%		100	100	0	0	0	100	0	0	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	4	4	1	0	3	0	1	0	0	0	0	0	0
	%		100	25	0	75	0	25	0	0	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

CITY MANAGER

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff
21 OFFICIAL-ADMIN	7	4	41.9	3	1	1	17.8	1	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	3	3	58.9	2	1	0	27.7	1	-1	1	2.9	0	1	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	0	0	26.4	0	0	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	0	0	54.6	0	0	0	30.5	0	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	0	0	57.1	0	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	1	1	86.5	1	0	1	32.9	0	1	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	11	8				2				1				0					0		

Exist - Number of employees as of date displayed at top of report
 Avall% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avall%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia
Full-time Employees
As of June 23, 2001

CITY MANAGER

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	7	4	1	2	4	1	0	0	0	0	0	0	0
	%		57	14	29	57	14	0	0	0	0	0	0	0
22 PROFESSIONAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0
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	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	0
OTHER	#	3	3	1	0	2	0	0	0	1	0	0	0	0
	%		100	33	0	67	0	0	0	33	0	0	0	0
23 TECHNICAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0
SENIOR	%		0	0	0	0	0	0	0	0	0	0	0	0
OTHER	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	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	0	0	0
25 PARA-PROFESSIONAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	1	1	1	0	0	0	1	0	0	0	0	0	0
	%		100	100	0	0	0	100	0	0	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	11	8	3	2	6	1	1	0	1	0	0	0	0
	%		73	27	18	55	9	9	0	9	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

CLERK OF COURT

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff
21 OFFICIAL-ADMIN	1	0	41.9	0	0	0	17.8	0	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	1	1	75.1	1	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	0	0	58.9	0	0	0	27.7	0	0	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	0	0	26.4	0	0	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	0	0	54.6	0	0	0	30.5	0	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	0	0	57.1	0	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	18	10	86.5	16	-6	3	32.9	6	-3	0	3.9	1	-1	2	3.6	1	1	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	2	2	19.2	0	2	2	53.2	1	1	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	22	13				5				0				2				0			

Exist - Number of employees as of date displayed at top of report
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 Expec - calculated for each job group: Total * (Avall%/100)
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Workforce Distribution By Departments FY 2001

City of Alexandria Virginia
Full-time Employees
As of June 23, 2001

CLERK OF COURT

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	1	0	0	1	0	0	0	0	0	0	0	0	0
	%		0	0	100	0	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	0
LIBRARIAN	#	1	1	0	0	1	0	0	0	0	0	0	0	0
	%		100	0	0	100	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	0
OTHER	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
23 TECHNICAL														
SENIOR	#	0	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	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	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	0	0	0
25 PARA-PROFESSIONAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	18	10	5	6	7	0	3	0	0	2	0	0	0
	%		56	28	33	39	0	17	0	0	11	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	2	2	2	0	0	0	2	0	0	0	0	0	0
	%		100	100	0	0	0	100	0	0	0	0	0	0
TOTALS:	#	22	13	7	7	8	0	5	0	0	2	0	0	0
	%		59	32	32	36	0	23	0	0	9	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

COMMONWEALTH ATTORNEY

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
11 OFFICIAL-ADMIN	2	1	41.9	1	0	0	17.8	0	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
12 PROFESSIONAL ATTORNEYS	8	3	30.7	2	1	1	7.7	1	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	2	1	58.9	1	0	0	27.7	1	-1	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	4	3	26.4	1	2	0	24.1	1	-1	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	3	3	54.6	2	1	0	30.5	1	-1	1	3.8	0	1	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	0	0	57.1	0	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	6	6	86.5	5	1	2	32.9	2	0	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	25	17				3				1				0				0			

Exist - Number of employees as of date displayed at top of report
 Avail% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avail%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

COMMONWEALTH ATTORNEY

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	2	1	0	1	1	0	0	0	0	0	0	0	0
	%		50	0	50	50	0	0	0	0	0	0	0	0
22 PROFESSIONAL														
ATTORNEYS	#	8	3	1	5	2	0	1	0	0	0	0	0	0
	%		38	13	63	25	0	13	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	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	0
OTHER	#	2	1	0	1	1	0	0	0	0	0	0	0	0
	%		50	0	50	50	0	0	0	0	0	0	0	0
23 TECHNICAL														
SENIOR	#	4	3	0	1	3	0	0	0	0	0	0	0	0
	%		75	0	25	75	0	0	0	0	0	0	0	0
OTHER	#	3	3	1	0	2	0	0	0	1	0	0	0	0
	%		100	33	0	67	0	0	0	33	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	0
25 PARA-PROFESSIONAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	6	6	2	0	4	0	2	0	0	0	0	0	0
	%		100	33	0	67	0	33	0	0	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	25	17	4	8	13	0	3	0	1	0	0	0	0
	%		68	16	32	52	0	12	0	4	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

FINANCE

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	5	2	41.9	2	0	1	17.8	1	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	20	7	58.9	12	-5	3	27.7	6	-3	1	2.9	1	0	3	3.3	1	2	0	0.3	0	0
23 TECHNICAL SENIOR	6	3	26.4	2	1	4	24.1	1	3	0	2.9	0	0	1	2.6	0	1	0	0.3	0	0
OTHER	17	13	54.6	9	4	11	30.5	5	6	0	3.8	1	-1	1	3.5	1	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	2	2	57.1	1	1	1	32.1	1	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	28	24	86.5	24	0	16	32.9	9	7	3	3.9	1	2	0	3.6	1	-1	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	78	51				36				4				5				0			

Exist - Number of employees as of date displayed at top of report
 Avail% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avail%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

FINANCE

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	5	2	1	3	1	0	1	0	0	0	0	0	0
	%		40	20	60	20	0	20	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	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	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	0
OTHER	#	22	9	8	8	6	2	2	1	0	2	1	0	0
	%		41	36	36	27	9	9	5	0	9	5	0	0
23 TECHNICAL														
SENIOR	#	6	3	5	1	0	2	2	0	0	0	1	0	0
	%		50	83	17	0	33	33	0	0	0	17	0	0
OTHER	#	17	13	12	2	3	1	10	0	0	1	0	0	0
	%		76	71	12	18	6	59	0	0	6	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	0
25 PARA-PROFESSIONAL	#	2	2	1	0	1	0	1	0	0	0	0	0	0
	%		100	50	0	50	0	50	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	28	24	19	3	6	1	15	0	3	0	0	0	0
	%		86	68	11	21	4	54	0	11	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	80	53	46	17	17	6	31	1	3	3	2	0	0
	%		66	58	21	21	8	39	1	4	4	3	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

FIRE

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	11	1	41.9	5	-4	2	17.8	2	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	25	1	8.7	2	-1	4	24.5	6	-2	0	2.4	1	-1	0	0.4	0	0	0	0.1	0	0
OTHER	15	4	58.9	9	-5	2	27.7	4	-2	1	2.9	0	1	2	3.3	0	2	0	0.3	0	0
23 TECHNICAL SENOR	36	5	26.4	10	-5	3	24.1	9	-6	2	2.9	1	1	1	2.6	1	0	0	0.3	0	0
OTHER	77	31	54.6	42	-11	16	30.5	23	-7	3	3.8	3	0	4	3.5	3	1	0	0.4	0	0
24 PUBLIC SAFETY	101	7	17.9	18	-11	17	32.7	33	-16	2	2.6	3	-1	0	0.7	1	-1	1	0.1	0	1
25 PARA-PROFESSIONAL	1	0	57.1	1	-1	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	2	2	86.5	2	0	2	32.9	1	1	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	2	0	6.8	0	0	0	36.2	1	-1	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	1	0	19.2	0	0	0	53.2	1	-1	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	271	51				46				8				7				1			

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 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia
Full-time Employees
As of June 23, 2001

FIRE

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	11	1	2	8	1	2	0	0	0	0	0	0	0
	%		9	18	73	9	18	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	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	0
PUBLIC SAFETY	#	25	1	4	21	0	3	1	0	0	0	0	0	0
	%		4	16	84	0	12	4	0	0	0	0	0	0
OTHER	#	15	4	5	9	1	0	2	0	1	2	0	0	0
	%		27	33	60	7	0	13	0	7	13	0	0	0
23 TECHNICAL SENIOR	#	36	5	6	25	5	3	0	2	0	1	0	0	0
	%		14	17	69	14	8	0	6	0	3	0	0	0
OTHER	#	77	31	23	33	21	8	8	2	1	3	1	0	0
	%		40	30	43	27	10	10	3	1	4	1	0	0
24 PUBLIC SAFETY	#	101	7	20	74	7	17	0	2	0	0	0	1	0
	%		7	20	73	7	17	0	2	0	0	0	1	0
25 PARA-PROFESSIONAL	#	1	0	0	1	0	0	0	0	0	0	0	0	0
	%		0	0	100	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	2	2	2	0	0	0	2	0	0	0	0	0	0
	%		100	100	0	0	0	100	0	0	0	0	0	0
27 SKILLED CRAFT	#	2	0	0	2	0	0	0	0	0	0	0	0	0
	%		0	0	100	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	1	0	0	1	0	0	0	0	0	0	0	0	0
	%		0	0	100	0	0	0	0	0	0	0	0	0
TOTALS:		#	271	61	62	174	35	33	13	6	2	6	1	1
		%		19	23	64	13	12	5	2	1	2	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

GENERAL SERVICES

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	6	0	41.9	3	-3	0	17.8	1	-1	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	3	1	58.9	2	-1	1	27.7	1	0	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	18	3	26.4	5	-2	6	24.1	4	2	0	2.9	1	-1	0	2.6	0	0	0	0.3	0	0
OTHER	7	0	54.6	4	-4	2	30.5	2	0	0	3.8	0	0	1	3.5	0	1	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	1	1	57.1	1	0	1	32.1	0	1	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	11	6	86.5	10	-4	5	32.9	4	1	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	17	1	6.8	1	0	10	36.2	6	4	0	7.2	1	-1	2	2.9	0	2	0	0.6	0	0
28 SERVICE - MAINTENANCE	5	0	19.2	1	-1	4	53.2	3	1	1	8.7	0	1	0	1.8	0	0	0	1	0	0
	68	12				29				1				3				0			

Exist - Number of employees as of date displayed at top of report

Avail% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.

Expec - calculated for each job group: Total * (Avail%/100)

Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

GENERAL SERVICES

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21	OFFICIAL-ADMIN	# 6	0	0	6	0	0	0	0	0	0	0	0	0
		%	0	0	100	0	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	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	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	0
	OTHER	# 3	1	1	2	0	0	1	0	0	0	0	0	0
		%	33	33	67	0	0	33	0	0	0	0	0	0
23	TECHNICAL													
	SENIOR	# 18	3	6	10	2	5	1	0	0	0	0	0	0
		%	17	33	56	11	28	6	0	0	0	0	0	0
	OTHER	# 7	0	3	4	0	2	0	0	1	0	0	0	0
		%	0	43	57	0	29	0	0	14	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	0
25	PARA-PROFESSIONAL	# 1	1	1	0	0	0	1	0	0	0	0	0	0
		%	100	100	0	0	0	100	0	0	0	0	0	0
26	ADMINISTRATIVE SUPPORT	# 11	6	5	4	2	1	4	0	0	0	0	0	0
		%	55	45	36	18	9	36	0	0	0	0	0	0
27	SKILLED CRAFT	# 17	1	12	4	1	10	0	0	2	0	0	0	0
		%	6	71	24	6	59	0	0	12	0	0	0	0
28	SERVICE - MAINTENANCE	# 5	0	5	0	0	4	0	1	0	0	0	0	0
		%	0	100	0	0	80	0	20	0	0	0	0	0
TOTALS:		# 68	12	33	30	5	22	7	1	0	3	0	0	0
		%	18	49	44	7	32	10	1	0	4	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

HEALTH

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	1	0	41.9	0	0	0	17.8	0	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	1	1	58.9	1	0	0	27.7	0	0	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	1	1	26.4	0	1	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	0	0	54.6	0	0	0	30.5	0	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	1	1	57.1	1	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	2	2	86.5	2	0	0	32.9	1	-1	1	3.9	0	1	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	6	5				0				1				0				0			

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 Avail% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avail%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia
Full-time Employees
As of June 23, 2001

HEALTH

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	1	0	0	1	0	0	0	0	0	0	0	0	0
	%		0	0	100	0	0	0	0	0	0	0	0	0
22 PROFESSIONAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0
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	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	0
OTHER	#	1	1	0	0	1	0	0	0	0	0	0	0	0
	%		100	0	0	100	0	0	0	0	0	0	0	0
23 TECHNICAL	#	1	1	0	0	1	0	0	0	0	0	0	0	0
SENIOR	%		100	0	0	100	0	0	0	0	0	0	0	0
OTHER	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	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	0	0	0
25 PARA-PROFESSIONAL	#	1	1	0	0	1	0	0	0	0	0	0	0	0
	%		100	0	0	100	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	2	2	1	0	1	0	0	1	0	0	0	0	0
	%		100	50	0	50	0	0	50	0	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	6	5	1	1	4	0	0	0	1	0	0	0	0
	%		83	17	17	67	0	0	0	17	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

HISTORIC ALEXANDRIA

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	6	4	41.9	3	1	1	17.8	1	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	7	5	58.9	4	1	1	27.7	2	-1	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	1	0	26.4	0	0	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	0	0	54.6	0	0	0	30.5	0	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	2	2	57.1	1	1	1	32.1	1	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	0	0	86.5	0	0	0	32.9	0	0	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	16	11				3				0				0					0		

Exist - Number of employees as of date displayed at top of report
 Avail% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avail%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

HISTORIC ALEXANDRIA

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21	OFFICIAL-ADMIN	# 6	4	1	1	4	1	0	0	0	0	0	0	0
		%	67	17	17	67	17	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	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	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	0
	OTHER	# 7	6	1	2	4	0	1	0	0	0	0	0	0
		%	71	14	29	57	0	14	0	0	0	0	0	0
23	TECHNICAL													
	SENIOR	# 1	0	0	1	0	0	0	0	0	0	0	0	0
		%	0	0	100	0	0	0	0	0	0	0	0	0
	OTHER	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	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	0	0	0
25	PARA-PROFESSIONAL	# 2	2	1	0	1	0	1	0	0	0	0	0	0
		%	100	50	0	50	0	50	0	0	0	0	0	0
26	ADMINISTRATIVE SUPPORT	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
27	SKILLED CRAFT	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
28	SERVICE - MAINTENANCE	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:		# 16	11	3	4	9	1	2	0	0	0	0	0	0
		%	69	19	26	56	6	13	0	0	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

HOUSING

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	3	2	41.9	1	1	1	17.8	1	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	6	1	58.9	4	-3	1	27.7	2	-1	1	2.9	0	1	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	0	0	26.4	0	0	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	0	0	54.6	0	0	0	30.5	0	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	0	0	57.1	0	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	3	3	86.5	3	0	2	32.9	1	1	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	12	6				4				1				0				0			

Exist - Number of employees as of date displayed at top of report
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Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia
Full-time Employees
As of June 23, 2001

HOUSING

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21	OFFICIAL-ADMIN	# 3	2	1	1	1	0	1	0	0	0	0	0	0
		%	67	33	33	33	0	33	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	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	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	0
	OTHER	# 6	1	2	3	1	1	0	1	0	0	0	0	0
		%	17	33	50	17	17	0	17	0	0	0	0	0
23	TECHNICAL													
	SENIOR	# 0	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	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	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	0	0	0
25	PARA-PROFESSIONAL	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
26	ADMINISTRATIVE SUPPORT	# 3	3	2	0	1	0	2	0	0	0	0	0	0
		%	100	67	0	33	0	67	0	0	0	0	0	0
27	SKILLED CRAFT	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
28	SERVICE - MAINTENANCE	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:		# 12	6	5	4	3	1	3	1	0	0	0	0	0
		%	50	42	33	25	8	25	8	0	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

HUMAN RIGHTS

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
01 OFFICIAL-ADMIN	0	0	41.9	0	0	0	17.8	0	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
02 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	2	0	58.9	1	-1	1	27.7	1	0	1	2.9	0	1	0	3.3	0	0	0	0.3	0	0
03 TECHNICAL SENIOR	0	0	26.4	0	0	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	0	0	54.6	0	0	0	30.5	0	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	0	0	57.1	0	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	1	1	86.5	1	0	0	32.9	0	0	1	3.9	0	1	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	3	1				1				2				0					0		

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 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia
Full-time Employees
As of June 23, 2001

HUMAN RIGHTS

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	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	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	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	0
OTHER	#	2	0	2	0	0	1	0	1	0	0	0	0	0
	%		0	100	0	0	50	0	50	0	0	0	0	0
23 TECHNICAL														
SENIOR	#	0	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	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	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	0	0	0
25 PARA-PROFESSIONAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	1	1	1	0	0	0	0	0	1	0	0	0	0
	%		100	100	0	0	0	0	100	0	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	3	1	3	0	0	1	0	1	1	0	0	0	0
	%		33	100	0	0	33	0	33	33	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

HUMAN SERVICES

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff
21 OFFICIAL-ADMIN	13	6	41.9	5	1	4	17.8	2	2	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	78	64	58.9	46	18	26	27.7	22	4	10	2.9	2	8	0	3.3	3	-3	0	0.3	0	0
23 TECHNICAL SENIOR	6	4	26.4	1	3	3	24.1	1	2	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	56	42	54.6	31	11	28	30.5	17	11	11	3.8	2	9	2	3.5	2	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	14	11	57.1	8	3	8	32.1	4	4	2	3.6	1	1	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	25	23	86.5	22	1	15	32.9	8	7	6	3.9	1	5	1	3.6	1	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	2	0	19.2	0	0	2	53.2	1	1	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	193	150				86				29				3				0			

Exist - Number of employees as of date displayed at top of report
 Avall% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avall%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

HUMAN SERVICES

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21	OFFICIAL-ADMIN	# 13	6	4	4	5	3	1	0	0	0	0	0	0
		%	46	31	31	38	23	8	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	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	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	0
	OTHER	# 78	64	36	7	35	5	21	2	8	0	0	0	0
		%	82	46	9	45	6	27	3	10	0	0	0	0
23	TECHNICAL													
	SENIOR	# 5	4	3	0	2	1	2	0	0	0	0	0	0
		%	80	60	0	40	20	40	0	0	0	0	0	0
	OTHER	# 56	42	41	4	11	6	22	4	7	0	2	0	0
		%	75	73	7	20	11	39	7	13	0	4	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	0
25	PARA-PROFESSIONAL	# 14	11	10	0	4	1	7	2	0	0	0	0	0
		%	79	71	0	29	7	50	14	0	0	0	0	0
26	ADMINISTRATIVE SUPPORT	# 25	23	22	0	3	1	14	1	5	0	1	0	0
		%	92	88	0	12	4	56	4	20	0	4	0	0
27	SKILLED CRAFT	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
28	SERVICE - MAINTENANCE	# 2	0	2	0	0	2	0	0	0	0	0	0	0
		%	0	100	0	0	100	0	0	0	0	0	0	0
TOTALS:		# 193	150	118	15	60	19	67	9	20	0	3	0	0
		%	78	61	8	31	10	35	5	10	0	2	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

INFORMATION TECHNOLOGY SERVICES

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	5	0	41.9	2	-2	0	17.8	1	-1	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	23	12	58.9	14	-2	2	27.7	6	-4	0	2.9	1	-1	4	3.3	1	3	0	0.3	0	0
23 TECHNICAL SENIOR	9	3	26.4	2	1	5	24.1	2	3	1	2.9	0	1	0	2.6	0	0	0	0.3	0	0
OTHER	4	3	54.6	2	1	1	30.5	1	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	1	1	57.1	1	0	0	32.1	0	0	1	3.6	0	1	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	3	2	86.5	3	-1	3	32.9	1	2	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	45	21				11				2				4				0			

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 Expec - calculated for each job group: Total * (Avail%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia
Full-time Employees
As of June 23, 2001

INFORMATION TECHNOLOGY SERVICES

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	5	0	0	5	0	0	0	0	0	0	0	0	0
	%		0	0	100	0	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	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	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	0
OTHER	#	23	12	6	7	10	1	1	0	0	3	1	0	0
	%		52	26	30	43	4	4	0	0	13	4	0	0
23 TECHNICAL														
SENIOR	#	9	3	6	3	0	2	3	1	0	0	0	0	0
	%		33	67	33	0	22	33	11	0	0	0	0	0
OTHER	#	4	3	1	1	2	0	1	0	0	0	0	0	0
	%		75	25	25	50	0	25	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	0
25 PARA-PROFESSIONAL	#	1	1	1	0	0	0	0	0	1	0	0	0	0
	%		100	100	0	0	0	0	0	100	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	3	2	3	0	0	1	2	0	0	0	0	0	0
	%		67	100	0	0	33	67	0	0	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	45	21	17	16	12	4	7	1	1	3	1	0	0
	%		47	38	36	27	9	16	2	2	7	2	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia
Full-time Employees
As of June 23, 2001

JUVENILE & DOMESTIC RELATIONS

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	0	0	41.9	0	0	0	17.8	0	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	6	4	58.9	4	0	2	27.7	2	0	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	0	0	26.4	0	0	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	2	1	54.6	1	0	1	30.5	1	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	0	0	57.1	0	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	1	1	86.5	1	0	1	32.9	0	1	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	9	6				4				0				0				0			

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Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia
Full-time Employees
As of June 23, 2001

JUVENILE & DOMESTIC RELATIONS

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	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	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	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	0
OTHER	#	6	4	2	1	3	1	1	0	0	0	0	0	0
	%		67	33	17	50	17	17	0	0	0	0	0	0
23 TECHNICAL														
SENIOR	#	0	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	#	2	1	1	0	1	1	0	0	0	0	0	0	0
	%		50	50	0	50	50	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	0	0	0
25 PARA-PROFESSIONAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	1	1	1	0	0	0	1	0	0	0	0	0	0
	%		100	100	0	0	0	100	0	0	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	9	6	4	1	4	2	2	0	0	0	0	0	0
	%		67	44	11	44	22	22	0	0	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

LIBRARY

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	2	1	41.9	1	0	0	17.8	0	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	17	14	75.1	13	1	0	18	3	-3	1	2.7	0	1	1	4.7	1	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	2	2	58.9	1	1	0	27.7	1	-1	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	1	0	26.4	0	0	0	24.1	0	0	0	2.9	0	0	1	2.6	0	1	0	0.3	0	0
OTHER	0	0	54.6	0	0	0	30.5	0	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	17	13	57.1	10	3	4	32.1	5	-1	0	3.6	1	-1	2	3.2	1	1	1	0.2	0	1
26 ADMINISTRATIVE SUPPORT	2	2	86.5	2	0	0	32.9	1	-1	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	2	0	19.2	0	0	2	53.2	1	1	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	43	32				6				1				4				1			

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Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia
Full-time Employees
As of June 23, 2001

LIBRARY

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	2	1	0	1	1	0	0	0	0	0	0	0	0
	%		50	0	50	50	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	0
LIBRARIAN	#	17	14	2	2	13	0	0	1	0	0	1	0	0
	%		82	12	12	76	0	0	6	0	0	6	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	0
OTHER	#	2	2	0	0	2	0	0	0	0	0	0	0	0
	%		100	0	0	100	0	0	0	0	0	0	0	0
23 TECHNICAL														
SENIOR	#	1	0	1	0	0	0	0	0	1	0	0	0	0
	%		0	100	0	0	0	0	0	100	0	0	0	0
OTHER	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	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	0	0	0
25 PARA-PROFESSIONAL	#	17	13	7	2	8	1	3	0	0	0	2	1	0
	%		76	41	12	47	6	18	0	0	0	12	6	0
26 ADMINISTRATIVE SUPPORT	#	2	2	0	0	2	0	0	0	0	0	0	0	0
	%		100	0	0	100	0	0	0	0	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	2	0	2	0	0	2	0	0	0	0	0	0	0
	%		0	100	0	0	100	0	0	0	0	0	0	0
TOTALS:	#	43	32	12	5	26	3	3	1	0	1	3	1	0
	%		74	28	12	60	7	7	2	0	2	7	2	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

MANAGEMENT AND BUDGET

EEO Job Group	Total	Female			Black			Hispanic			Asian			American Indian								
		Exist	Avail%	Expec Diff	Exist	Avail%	Expec Diff	Exist	Avail%	Expec Diff	Exist	Avail%	Expec Diff	Exist	Avail%	Expec Diff						
21 OFFICIAL-ADMIN	1	1	41.9	0	1	0	17.8	0	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0	
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0	
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0	
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0	
OTHER	7	4	58.9	4	0	3	27.7	2	1	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0	
23 TECHNICAL SENIOR	0	0	26.4	0	0	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0	
OTHER	0	0	54.6	0	0	0	30.5	0	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0	
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0	
25 PARA-PROFESSIONAL	0	0	57.1	0	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0	
26 ADMINISTRATIVE SUPPORT	0	0	86.5	0	0	0	32.9	0	0	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0	
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0	
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0	
	8	5				3				0				0					0			

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Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia
Full-time Employees
As of June 23, 2001

MANAGEMENT AND BUDGET

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21	OFFICIAL-ADMIN	# 1	1	0	0	1	0	0	0	0	0	0	0	0
		%	100	0	0	100	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	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	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	0
	OTHER	# 7	4	3	1	3	2	1	0	0	0	0	0	0
		%	57	43	14	43	29	14	0	0	0	0	0	0
23	TECHNICAL													
	SENIOR	# 0	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	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	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	0	0	0
25	PARA-PROFESSIONAL	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
26	ADMINISTRATIVE SUPPORT	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
27	SKILLED CRAFT	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
28	SERVICE - MAINTENANCE	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:		# 8	5	3	1	4	2	1	0	0	0	0	0	0
		%	63	38	13	50	25	13	0	0	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

MH/MR/SA

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	10	5	41.9	4	1	0	17.8	2	-2	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	112	80	58.9	66	14	36	27.7	31	5	9	2.9	3	6	5	3.3	4	1	0	0.3	0	0
23 TECHNICAL SENIOR	5	2	26.4	1	1	2	24.1	1	1	1	2.9	0	1	0	2.6	0	0	0	0.3	0	0
OTHER	12	8	54.6	7	1	6	30.5	4	2	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	43	24	57.1	25	-1	34	32.1	14	20	2	3.6	2	0	0	3.2	1	-1	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	22	21	86.5	19	2	15	32.9	7	8	4	3.9	1	3	2	3.6	1	1	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	1	1	19.2	0	1	0	53.2	1	-1	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	205	141				93				16				7				0			

Exist - Number of employees as of date displayed at top of report
 Avail% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avail%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria Virginia

Full-time Employees

As of June 23, 2001

MH/MR/SA

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21	OFFICIAL-ADMIN	# 10	5	0	5	5	0	0	0	0	0	0	0	0
		%	50	0	50	50	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	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	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	0
	OTHER	# 112	80	50	14	48	16	20	2	7	0	5	0	0
		%	71	45	13	43	14	18	2	6	0	4	0	0
23	TECHNICAL													
	SENIOR	# 5	2	3	1	1	2	0	0	1	0	0	0	0
		%	40	60	20	20	40	0	0	20	0	0	0	0
	OTHER	# 12	8	6	2	4	2	4	0	0	0	0	0	0
		%	67	50	17	33	17	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	0
25	PARA-PROFESSIONAL	# 43	24	36	2	5	17	17	0	2	0	0	0	0
		%	56	84	5	12	40	40	0	5	0	0	0	0
26	ADMINISTRATIVE SUPPORT	# 22	21	21	0	1	1	14	0	4	0	2	0	0
		%	95	95	0	5	5	64	0	18	0	9	0	0
27	SKILLED CRAFT	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
28	SERVICE - MAINTENANCE	# 1	1	0	0	1	0	0	0	0	0	0	0	0
		%	100	0	0	100	0	0	0	0	0	0	0	0
TOTALS:		# 205	141	116	24	65	38	55	2	14	0	7	0	0
		%	69	57	12	32	19	27	1	7	0	3	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

OFFICE ON WOMEN

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	1	1	41.9	0	1	0	17.8	0	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	5	5	58.9	3	2	0	27.7	1	-1	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	4	4	26.4	1	3	0	24.1	1	-1	2	2.9	0	2	0	2.6	0	0	0	0.3	0	0
OTHER	3	3	54.6	2	1	1	30.5	1	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	2	2	57.1	1	1	0	32.1	1	-1	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	1	1	86.5	1	0	1	32.9	0	1	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	6.7	0	0	0	1.8	0	0	0	1	0	0
	16	16				2				2				0				0			

Exist - Number of employees as of date displayed at top of report

Avail% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.

Expec - calculated for each job group: Total * (Avail%/100)

Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

OFFICE ON WOMEN

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	1	1	0	0	1	0	0	0	0	0	0	0	0
	%		100	0	0	100	0	0	0	0	0	0	0	0
22 PROFESSIONAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0
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	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	0
OTHER	#	5	5	0	0	5	0	0	0	0	0	0	0	0
	%		100	0	0	100	0	0	0	0	0	0	0	0
23 TECHNICAL	#	4	4	2	0	2	0	0	0	2	0	0	0	0
SENIOR	%		100	50	0	50	0	0	0	50	0	0	0	0
OTHER	#	3	3	1	0	2	0	1	0	0	0	0	0	0
	%		100	33	0	67	0	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	0
25 PARA-PROFESSIONAL	#	2	2	0	0	2	0	0	0	0	0	0	0	0
	%		100	0	0	100	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	1	1	1	0	0	0	1	0	0	0	0	0	0
	%		100	100	0	0	0	100	0	0	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	16	16	4	0	12	0	2	0	2	0	0	0	0
	%		100	25	0	75	0	13	0	13	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

PERSONNEL SERVICES

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	7	4	41.9	3	1	3	17.8	1	2	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	7	5	58.9	4	1	3	27.7	2	1	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	0	0	26.4	0	0	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	3	3	54.6	2	1	1	30.5	1	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	0	0	57.1	0	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	2	2	86.6	2	0	2	32.9	1	1	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	19	14				9				0				0					0		

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Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

PERSONNEL SERVICES

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21	OFFICIAL-ADMIN	# 7	4	3	1	3	2	1	0	0	0	0	0	0
		%	57	43	14	43	29	14	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	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	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	0
	OTHER	# 7	5	3	1	3	1	2	0	0	0	0	0	0
		%	71	43	14	43	14	29	0	0	0	0	0	0
23	TECHNICAL													
	SENIOR	# 0	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	# 3	3	1	0	2	0	1	0	0	0	0	0	0
		%	100	33	0	67	0	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	0
25	PARA-PROFESSIONAL	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
26	ADMINISTRATIVE SUPPORT	# 2	2	2	0	0	0	2	0	0	0	0	0	0
		%	100	100	0	0	0	100	0	0	0	0	0	0
27	SKILLED CRAFT	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
28	SERVICE - MAINTENANCE	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:		# 19	14	9	2	8	3	6	0	0	0	0	0	0
		%	74	47	11	42	16	32	0	0	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

PLANNING & ZONING

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	3	3	41.9	1	2	0	17.8	1	-1	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	15	4	58.9	9	-5	1	27.7	4	-3	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
23 TECHNICAL SENIOR	1	0	26.4	0	0	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	7	5	54.6	4	1	3	30.5	2	1	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	1	0	57.1	1	-1	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	2	2	86.5	2	0	2	32.9	1	1	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	29	14				6				0				0				0			

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 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia
Full-time Employees
As of June 23, 2001

PLANNING & ZONING

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	3	3	0	0	3	0	0	0	0	0	0	0	0
	%		100	0	0	100	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	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	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	0
OTHER	#	15	4	1	10	4	1	0	0	0	0	0	0	0
	%		27	7	67	27	7	0	0	0	0	0	0	0
23 TECHNICAL														
SENIOR	#	1	0	0	1	0	0	0	0	0	0	0	0	0
	%		0	0	100	0	0	0	0	0	0	0	0	0
OTHER	#	7	5	3	1	3	1	2	0	0	0	0	0	0
	%		71	43	14	43	14	29	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	0
25 PARA-PROFESSIONAL	#	1	0	0	1	0	0	0	0	0	0	0	0	0
	%		0	0	100	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	2	2	2	0	0	0	2	0	0	0	0	0	0
	%		100	100	0	0	0	100	0	0	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	29	14	6	13	10	2	4	0	0	0	0	0	0
	%		48	21	45	34	7	14	0	0	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

POLICE

FEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
01 OFFICIAL-ADMIN	7	2	41.9	3	-1	1	17.8	1	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
02 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	18	1	8.7	2	-1	2	24.5	4	-2	1	2.4	0	1	0	0.4	0	0	0	0.1	0	0
OTHER	14	7	58.9	8	-1	2	27.7	4	-2	0	2.9	0	0	2	3.3	0	2	0	0.3	0	0
03 TECHNICAL SENIOR	50	11	26.4	13	-2	7	24.1	12	-5	2	2.9	1	1	1	2.6	1	0	1	0.3	0	1
OTHER	41	25	54.6	22	3	20	30.5	13	7	4	3.8	2	2	0	3.5	1	-1	0	0.4	0	0
24 PUBLIC SAFETY	225	36	17.9	40	-4	45	32.7	74	-29	17	2.6	6	11	7	0.7	2	5	3	0.1	0	3
25 PARA-PROFESSIONAL	28	13	57.1	16	-3	17	32.1	9	8	0	3.6	1	-1	1	3.2	1	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	24	22	86.5	21	1	10	32.9	8	2	1	3.9	1	0	0	3.6	1	-1	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	5	1	19.2	1	0	5	53.2	3	2	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	412	118				109				25				11				4			

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 Expec - calculated for each job group: Total * (Avail%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia
Full-time Employees
As of June 23, 2001

POLICE

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	7	2	1	4	2	1	0	0	0	0	0	0	0
	%		29	14	57	29	14	0	0	0	0	0	0	0
22 PROFESSIONAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0
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	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	#	18	1	3	14	1	2	0	1	0	0	0	0	0
	%		6	17	78	6	11	0	6	0	0	0	0	0
OTHER	#	14	7	4	6	4	0	2	0	0	1	1	0	0
	%		50	29	43	29	0	14	0	0	7	7	0	0
23 TECHNICAL	#	50	11	11	30	9	5	2	2	0	1	0	1	0
SENIOR	%		22	22	60	18	10	4	4	0	2	0	2	0
OTHER	#	41	25	24	10	7	4	16	2	2	0	0	0	0
	%		61	59	24	17	10	39	5	5	0	0	0	0
24 PUBLIC SAFETY	#	225	36	72	130	23	36	9	13	4	7	0	3	0
	%		16	32	58	10	16	4	6	2	3	0	1	0
25 PARA-PROFESSIONAL	#	28	13	18	6	4	8	9	0	0	1	0	0	0
	%		46	64	21	14	29	32	0	0	4	0	0	0
26 ADMINISTRATIVE SUPPORT	#	24	22	11	1	12	1	9	0	1	0	0	0	0
	%		92	46	4	50	4	38	0	4	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	5	1	5	0	0	4	1	0	0	0	0	0	0
	%		20	100	0	0	80	20	0	0	0	0	0	0
TOTALS:	#	412	118	149	201	62	61	48	18	7	10	1	4	0
	%		29	36	49	15	15	12	4	2	2	0	1	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

REAL ESTATE ASSESSMENTS

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
11 OFFICIAL-ADMIN	2	1	41.9	1	0	0	17.8	0	0	0	2.8	0	0	0	2.8	0	0	1	0.3	0	1
12 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	0	0	58.9	0	0	0	27.7	0	0	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
13 TECHNICAL SENIOR	4	1	26.4	1	0	0	24.1	1	-1	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	2	0	54.6	1	-1	0	30.5	1	-1	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
14 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
15 PARA-PROFESSIONAL	0	0	57.1	0	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
16 ADMINISTRATIVE SUPPORT	1	1	86.5	1	0	1	32.9	0	1	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
17 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
18 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	9	3				1				0				0				1			

Exist - Number of employees as of date displayed at top of report
 Avail% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avail%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

REAL ESTATE ASSESSMENTS

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21	OFFICIAL-ADMIN	# 2	1	1	0	1	0	0	0	0	0	0	1	0
		%	50	50	0	50	0	0	0	0	0	0	50	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	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	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	0
	OTHER	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
23	TECHNICAL													
	SENIOR	# 4	1	0	3	1	0	0	0	0	0	0	0	0
		%	25	0	75	25	0	0	0	0	0	0	0	0
	OTHER	# 2	0	0	2	0	0	0	0	0	0	0	0	0
		%	0	0	100	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	0	0	0
25	PARA-PROFESSIONAL	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
26	ADMINISTRATIVE SUPPORT	# 1	1	1	0	0	0	1	0	0	0	0	0	0
		%	100	100	0	0	0	100	0	0	0	0	0	0
27	SKILLED CRAFT	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
28	SERVICE - MAINTENANCE	# 0	0	0	0	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:		# 9	3	2	5	2	0	1	0	0	0	0	1	0
		%	33	22	56	22	0	11	0	0	0	0	11	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

RECREATION & CULTURAL ACTIVITIES

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	7	3	41.9	3	0	2	17.8	1	1	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	46	24	58.9	27	-3	23	27.7	13	10	3	2.9	1	2	0	3.3	2	-2	1	0.3	0	1
23 TECHNICAL SENIOR	7	1	26.4	2	-1	5	24.1	2	3	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	9	0	54.6	5	-5	8	30.5	3	5	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	1	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	1	0	57.1	1	-1	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	5	5	86.5	4	1	4	32.9	2	2	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	9	1	6.8	1	0	8	36.2	3	5	0	7.2	1	-1	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	24	3	19.2	5	-2	15	53.2	13	2	2	8.7	2	0	0	1.8	0	0	0	1	0	0
	109	37				65				5				0				1			

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Expec - calculated for each job group: Total * (Avail%/100)

Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria Virginia

Full-time Employees

As of June 23, 2001

RECREATION & CULTURAL ACTIVITIES

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	7	3	2	2	3	2	0	0	0	0	0	0	0
	%		43	29	29	43	29	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	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	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	0
OTHER	#	46	24	27	8	11	11	12	2	1	0	0	1	0
	%		52	59	17	24	24	26	4	2	0	0	2	0
23 TECHNICAL														
SENIOR	#	7	1	5	2	0	4	1	0	0	0	0	0	0
	%		14	71	29	0	57	14	0	0	0	0	0	0
OTHER	#	9	0	8	1	0	8	0	0	0	0	0	0	0
	%		0	89	11	0	89	0	0	0	0	0	0	0
24 PUBLIC SAFETY	#	1	0	0	1	0	0	0	0	0	0	0	0	0
	%		0	0	100	0	0	0	0	0	0	0	0	0
25 PARA-PROFESSIONAL	#	1	0	0	1	0	0	0	0	0	0	0	0	0
	%		0	0	100	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	5	5	4	0	1	0	4	0	0	0	0	0	0
	%		100	80	0	20	0	80	0	0	0	0	0	0
27 SKILLED CRAFT	#	9	1	8	1	0	7	1	0	0	0	0	0	0
	%		11	89	11	0	78	11	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	24	3	17	7	0	12	3	2	0	0	0	0	0
	%		13	71	29	0	50	13	8	0	0	0	0	0
TOTALS:	#	109	37	71	23	15	44	21	4	1	0	0	1	0
	%		34	65	21	14	40	19	4	1	0	0	1	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia
Full-time Employees
As of June 23, 2001

REGISTRAR OF VOTERS

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
01 OFFICIAL-ADMIN	3	1	41.9	1	0	0	17.8	1	-1	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
02 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	0	0	58.9	0	0	0	27.7	0	0	0	2.9	0	0	0	3.3	0	0	0	0.3	0	0
03 TECHNICAL SENOR	0	0	26.4	0	0	0	24.1	0	0	0	2.9	0	0	0	2.6	0	0	0	0.3	0	0
OTHER	0	0	54.6	0	0	0	30.5	0	0	0	3.8	0	0	0	3.5	0	0	0	0.4	0	0
04 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
05 PARA-PROFESSIONAL	0	0	57.1	0	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
06 ADMINISTRATIVE SUPPORT	1	0	86.5	1	-1	0	32.9	0	0	0	3.9	0	0	0	3.6	0	0	0	0.4	0	0
07 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
08 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	4	1				0				0				0					0		

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Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

REGISTRAR OF VOTERS

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	3	1	0	2	1	0	0	0	0	0	0	0	0
	%		33	0	67	33	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	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	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	0
OTHER	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
23 TECHNICAL														
SENIOR	#	0	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	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	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	0	0	0
25 PARA-PROFESSIONAL	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	1	0	0	1	0	0	0	0	0	0	0	0	0
	%		0	0	100	0	0	0	0	0	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	4	1	0	3	1	0	0	0	0	0	0	0	0
	%		25	0	75	25	0	0	0	0	0	0	0	0

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

SHERIFF

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff	Exist	Avail%	Expec	Diff
21 OFFICIAL-ADMIN	4	1	41.9	2	-1	1	17.8	1	0	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	10	2	8.7	1	1	1	24.5	2	-1	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	17	14	58.9	10	4	13	27.7	5	8	0	2.9	0	0	0	3.3	1	-1	0	0.3	0	0
23 TECHNICAL SENIOR	16	2	26.4	4	-2	4	24.1	4	0	0	2.9	0	0	1	2.6	0	1	1	0.3	0	1
OTHER	3	3	54.6	2	1	0	30.5	1	-1	1	3.8	0	1	0	3.5	0	0	0	0.4	0	0
24 PUBLIC SAFETY	125	36	17.9	22	14	67	32.7	41	26	5	2.6	3	2	1	0.7	1	0	1	0.1	0	1
25 PARA-PROFESSIONAL	1	1	57.1	1	0	0	32.1	0	0	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	12	11	86.5	10	1	9	32.9	4	5	2	3.9	0	2	0	3.6	0	0	0	0.4	0	0
27 SKILLED CRAFT	0	0	6.8	0	0	0	36.2	0	0	0	7.2	0	0	0	2.9	0	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	0	0	19.2	0	0	0	53.2	0	0	0	8.7	0	0	0	1.8	0	0	0	1	0	0
	188	70				95				8				2				2			

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Expec - calculated for each job group: Total * (Avail%/100)

Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

SHERIFF

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	4	1	1	3	0	0	1	0	0	0	0	0	0
	%		25	25	75	0	0	25	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	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	0
PUBLIC SAFETY	#	10	2	1	8	1	0	1	0	0	0	0	0	0
	%		20	10	80	10	0	10	0	0	0	0	0	0
OTHER	#	17	14	13	0	4	3	10	0	0	0	0	0	0
	%		82	76	0	24	18	59	0	0	0	0	0	0
23 TECHNICAL														
SENIOR	#	16	2	6	10	0	2	2	0	0	1	0	1	0
	%		13	38	63	0	13	13	0	0	6	0	6	0
OTHER	#	3	3	1	0	2	0	0	0	1	0	0	0	0
	%		100	33	0	67	0	0	0	33	0	0	0	0
24 PUBLIC SAFETY	#	125	36	74	44	7	40	27	4	1	1	0	0	1
	%		29	59	35	6	32	22	3	1	1	0	0	1
25 PARA-PROFESSIONAL	#	1	1	0	0	1	0	0	0	0	0	0	0	0
	%		100	0	0	100	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	12	11	11	0	1	1	8	0	2	0	0	0	0
	%		92	92	0	8	8	67	0	17	0	0	0	0
27 SKILLED CRAFT	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%		0	0	0	0	0	0	0	0	0	0	0	0
TOTALS:	#	188	70	107	65	16	46	49	4	4	2	0	1	1
	%		37	57	35	9	24	26	2	2	1	0	1	1

Direct Comparison of Utilization to Availability By Departments FY 2001

City of Alexandria, Virginia

Full-time Employees

As of June 23, 2001

TRANS & ENVIORN SERVICES

EEO Job Group	Total	Female				Black				Hispanic				Asian				American Indian			
		Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff	Exist	Avall%	Expec	Diff
21 OFFICIAL-ADMIN	12	3	41.9	5	-2	1	17.8	2	-1	0	2.8	0	0	0	2.8	0	0	0	0.3	0	0
22 PROFESSIONAL ATTORNEYS	0	0	30.7	0	0	0	7.7	0	0	0	2.1	0	0	0	1.9	0	0	0	0.1	0	0
LIBRARIAN	0	0	75.1	0	0	0	18	0	0	0	2.7	0	0	0	4.7	0	0	0	0.1	0	0
PUBLIC SAFETY	0	0	8.7	0	0	0	24.5	0	0	0	2.4	0	0	0	0.4	0	0	0	0.1	0	0
OTHER	18	6	58.9	11	-5	2	27.7	5	-3	0	2.9	1	-1	2	3.3	1	1	0	0.3	0	0
23 TECHNICAL SENIOR	29	3	26.4	8	-5	8	24.1	7	1	1	2.9	1	0	0	2.6	1	-1	0	0.3	0	0
OTHER	23	10	54.6	13	-3	14	30.5	7	7	1	3.8	1	0	0	3.5	1	-1	0	0.4	0	0
24 PUBLIC SAFETY	0	0	17.9	0	0	0	32.7	0	0	0	2.6	0	0	0	0.7	0	0	0	0.1	0	0
25 PARA-PROFESSIONAL	4	4	57.1	2	2	4	32.1	1	3	0	3.6	0	0	0	3.2	0	0	0	0.2	0	0
26 ADMINISTRATIVE SUPPORT	6	6	86.5	5	1	3	32.9	2	1	1	3.9	0	1	1	3.6	0	1	0	0.4	0	0
27 SKILLED CRAFT	45	0	6.8	3	-3	28	36.2	16	12	5	7.2	3	2	1	2.9	1	0	0	0.6	0	0
28 SERVICE - MAINTENANCE	44	2	19.2	8	-6	32	53.2	23	9	5	8.7	4	1	0	1.8	1	-1	0	1	0	0
	181	34				92				13				4				0			

Exist - Number of employees as of date displayed at top of report
 Avall% - Availability as a percentage, taken from census data for the Washington, D.C. Metropolitan Statistical Area.
 Expec - calculated for each job group: Total * (Avall%/100)
 Diff - Calculated for each job group: Exist - Expec

Workforce Distribution By Departments FY 2001

City of Alexandria, Virginia

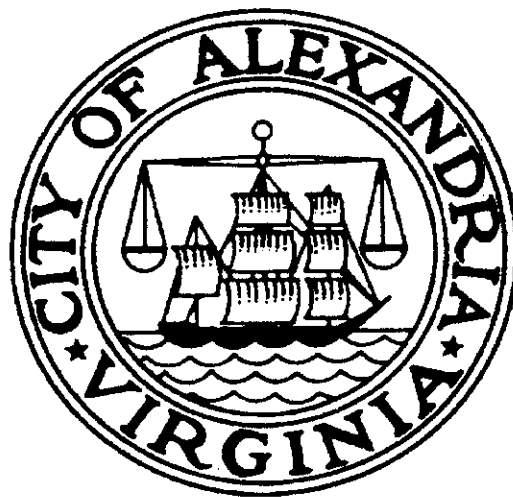
Full-time Employees

As of June 23, 2001

TRANS & ENVIORN SERVICES

EEO Job Group:		Total	Total Female:	Total Minority	White		Black		Hispanic		Asian		American Indian	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
21 OFFICIAL-ADMIN	#	12	3	1	8	3	1	0	0	0	0	0	0	0
	%		25	8	67	25	8	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	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	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	0
OTHER	#	18	6	4	9	5	1	1	0	0	2	0	0	0
	%		33	22	50	28	6	6	0	0	11	0	0	0
23 TECHNICAL														
SENIOR	#	29	3	9	17	3	8	0	1	0	0	0	0	0
	%		10	31	59	10	28	0	3	0	0	0	0	0
OTHER	#	23	10	15	5	3	7	7	1	0	0	0	0	0
	%		43	65	22	13	30	30	4	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	0
25 PARA-PROFESSIONAL	#	4	4	4	0	0	0	4	0	0	0	0	0	0
	%		100	100	0	0	0	100	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	#	6	6	5	0	1	0	3	0	1	0	1	0	0
	%		100	83	0	17	0	50	0	17	0	17	0	0
27 SKILLED CRAFT	#	45	0	34	11	0	28	0	5	0	1	0	0	0
	%		0	76	24	0	62	0	11	0	2	0	0	0
28 SERVICE - MAINTENANCE	#	44	2	37	7	0	30	2	5	0	0	0	0	0
	%		5	84	16	0	68	5	11	0	0	0	0	0
TOTALS:	#	181	34	109	67	15	76	17	12	1	3	1	0	0
	%		19	60	31	8	41	9	7	1	2	1	0	0

City of Alexandria Applicant Tracking Report Fiscal Year 2001



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FY 2001 Applicant Tracking Report

Table of Contents

Introduction	1
Methodology	1
Phase I: Applied and Certified	2
Phase II: Certified and Interviewed	10
Phase III: Interviewed and Selected	14
Summary of Promotional Data	20
Conclusion	22

Applicant Tracking Tables

Table IV: Certification Rates - Gender/Race/Ethnicity	24
Table IV-A: Certification Rates - Persons with Disabilities, Older Workers and Vietnam Veterans	26
Table IV-B: Certification Rates - By Age Bands	28
Table V: Interview Rates - Gender/Race/Ethnicity	30
Table V-A: Interview Rates - Persons with Disabilities, Older Workers and Vietnam Veterans	32
Table V-B: Interview Rates - Age Bands	34
Table VI: Selection Rates - Gender/Race/Ethnicity	36
Table VI-A: Selection Rates - Persons with Disabilities, Older Workers and Vietnam Veterans	38
Table VI-B: Selection Rates - Age Bands	40

Promotional Selection Rates

Table IV-C: Certification Rates - Gender/Race/Ethnicity	42
Table IV-D: Certification Rates - Persons w/ Disabilities, Older Workers, and Vietnam Veterans	44
Table IV-E: Certification Rates - Age Bands	46
Table V-C: Interview Rates - Gender/Race/Ethnicity	48
Table V-D: Interview Rates - Persons w/ Disabilities, Older Workers, and Vietnam Veterans	50
Table V-E: Interview Rates - Age Bands	52
Table VI-C: Selection Rates - Gender/Race/Ethnicity	54
Table VI-D: Selection Rates - Persons with Disabilities, Older Workers, and Vietnam Veterans	56
Table VI-E: Selection Rates -Age Bands	58

INTRODUCTION

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 results of 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 since 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 of 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 fully 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 in this regard.

Methodology. Staff compiles the applicant tracking report from the voluntary affirmative action data forms that are provided to every City job applicant. Since completion of the affirmative action data form is voluntary, this report tracks the applicants who completed and submitted this form. In FY 2001, the City received a total of 16,938 applications for full time positions. This report captures the data provided by the 10,680 applicants who submitted at least one component of the voluntary affirmative action data forms. The number of FY2001 applications submitted with affirmative action data forms fell to 63% from a surprising 96% of all applications received by the City in FY2000. In FY 1999 only 76% of all applicants submitted this form, while in FY 1998 85% of the total number of applicants submitted affirmative action data. The data for this report is compiled from the applicant tracking software program in place for FY2001, and it reflects all job requisitions filled during FY 2001. The City filled 423 full time regular positions during FY2001, a substantial increase over the 217 full time regular vacancies filled during FY2000.

Summary of Applicant Tracking Tables. Tables IV-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. Tables IV-B, V-B, and VI-B break down 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 IV-C through VI-E 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 2001, positions — including internal or promotional as well as external candidates. Table VI-C marks the section of this report which indicates the positions which were filled via the internal promotional process.

Announcing City Job Vacancies. Acquiring and retaining quality talent is the central purpose of the City's selection process. With that goal 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 newspapers, including regional press, radio announcements, job fairs, 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), as well as 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 voluntarily supplied affirmative action data forms. The affirmative action data forms are separated from the original application and logged into the applicant tracking system for aggregate inclusion in this report. 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" reflect the minimum experience and credentials 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 2001 the City processed 10,680 applications with the relevant affirmative action data to prepare this report; of those, 6,234 (58%) were certified, and 423 full time positions were filled. By comparison, in FY 2000 the City received 7824 applications, with relevant affirmative action data, of those 3,393 (43%) were certified, and 217 full-time positions were filled. During FY 1999 the City received 5,328 applications, with relevant affirmative action data, of those 2,815 (53%) were certified, and 227 full-time positions were filled. It is interesting to note that within two fiscal years, the City received double the number of applications (with affirmative action data) and filled almost double the vacancies.

The table provided below provides a quick glance at the trends for the four fiscal years. Information for this table was compiled from previously published reports.

**Comparison of Applications Received and Certified
FY1998 to FY2001**

	FY1998	FY1999	FY2000	FY2001
# Applicants providing voluntary information	6,843	5,328	7,824	10,680
# Certified and % of total above	3,466 51%	2,815 53%	3,393 43%	6,234 58%
# Full time Regular positions Filled	226	227	217	423

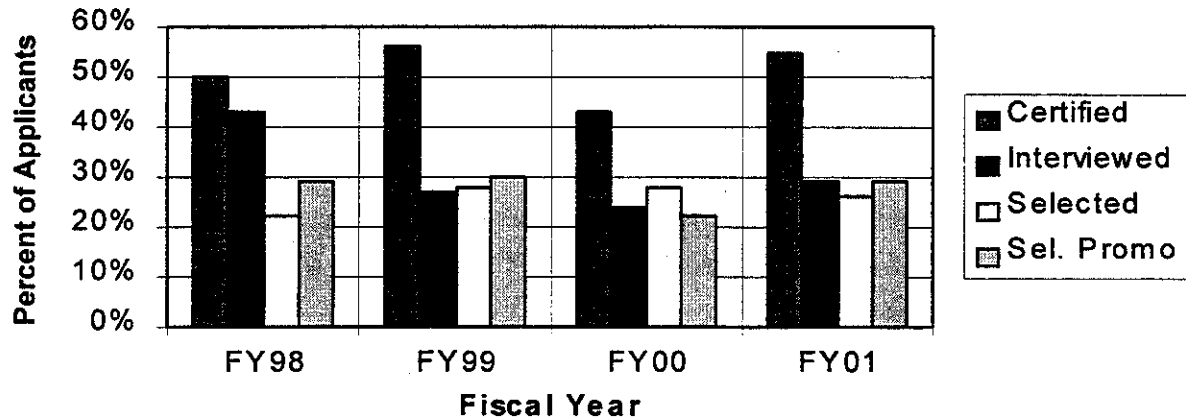
Females: In FY 2001, the certification rate for males (62%) was greater than the rate for females (55%). However, the certification rate for females was about the same as for the overall pool of applicants (58%). Sex information was not provided by 224 applicants who supplied other collected information on the voluntary form.

There was an increase in the number of female applicants for the Professional/Other (1,843 female/1,565 male), Technical/Other (801 female/700 male) and in the Para-professional group (1,199 female/772 male). While overall, females applied at higher rates than males (5,265 female/4,988 male) for City positions, males applied in much larger numbers than females in seven out of the twelve job groups — Official/Administrator, Professional/attorney, Professional/Public Safety, Technical/Senior, Public Safety, Skilled Craft, and Service/Maintenance. There continues to be a challenge in attracting females for jobs in the most non-traditional job groups. For example, 6 females (vs. 198 males) applied for Skilled Craft positions, and 26 females (vs. 225 males) applied for Service/Maintenance positions. However, females were certified at higher or comparable rates than males in the Technical/Other, Para-professional, Administrative Support, and Skilled Craft job groups.

Female Applications by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Applied (with Female stated)	2,590	2,646	4,467	5,265
# Certified	1,289	1,473	1,901	2,915
% Rate Certified	49%	56%	43%	55%
% of All Applications with Voluntary Information Supplied	38% of 6,843	49% of 5,328	57% of 7,824	49% of 10,680

Women Applicants



* Example of all females who applied in FY01, 55% were certified as meeting the requirements for the vacancy.

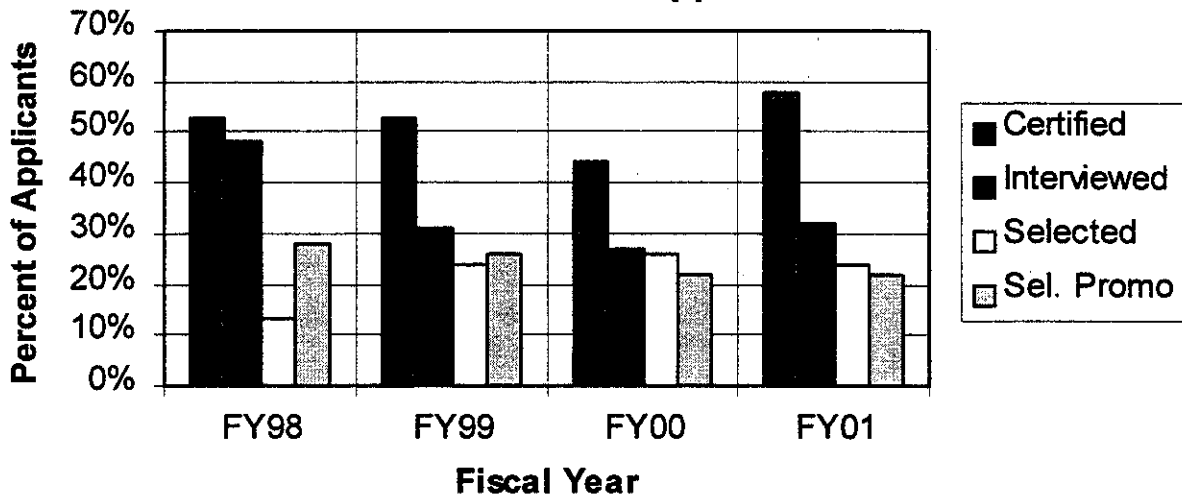
African-Americans: The certification rate (58%) for African Americans matched the overall certification rate for all applicants. Additionally, the certification rate for African Americans was higher than, or comparable to the overall certification rate in four of the twelve job groups: Professional Public Safety, Public Safety, Para-Professional and Administrative Support. The number of African American applicants in FY 2001 was 4,214, an increased of 1,437 applicants compared to FY 2000. The participation of African-Americans in the City hiring process was the best during FY 2001 as demonstrated by the positive numbers below. While the overall percentage of African-American applications in the pool was almost alike for FY1999 and FY2001, the certification rate of those who applied was 5 percentage points higher in FY2001. This allowed

more African-American applicants to be considered further in the process. The following table provides an illustrative history of African-American applications received:

African-American Applications by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Applied (with Race stated)	2,654	2,145	2,777	4,214
# Certified	1,419	1,127	1,218	2,453
% Rate Certified	53%	53%	35.4%	58%
% of All Applications with Voluntary Information Supplied	38.7% of 6,843	40.2% of 5,328	35.4% of 7,824	39.4% of 10,680

African-American Applicants



* Example of all African-Americans who applied in FY01, 58% were certified as meeting the requirements for the vacancy.

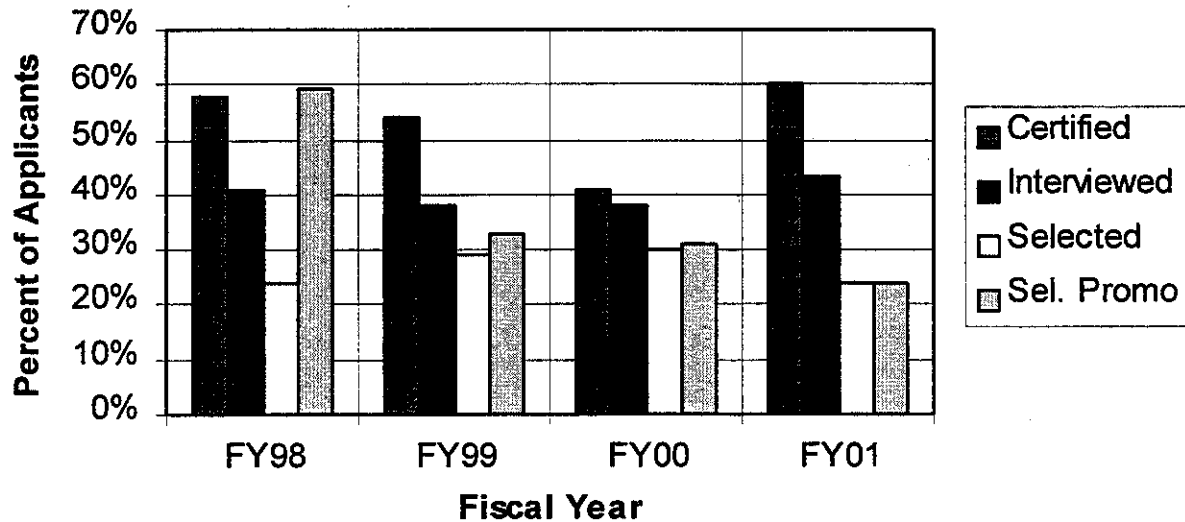
Hispanics: The certification rate for Hispanics was 60% which is slightly higher than the overall rate of 58%. Although applicants increased from 379 in FY 2000 to 569 in FY2001, Hispanics continue to apply in very small numbers for City positions — 5.3% of all applicants in FY 2001 were Hispanic. However, there was an increase of Hispanic applicants in entry level jobs that will

prepare them for upward mobility such as Professional/Other: 205 in FY 2001, 126 in FY 2000 and only 53 in FY 1999; and Technical/Other increased to 80 during FY2001 from 74 in FY 2000 compared to 47 in FY 1999.

Hispanic Applications by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Applied (with Race stated)	281	239	379	569
# Certified	164	128	156	339
% Rate Certified	58%	54%	41%	60%
% of All Applications with Voluntary Information Supplied	4.1% of 6,843	4.4% of 5,328	4.8% of 7,824	5.3% of 10,680

Hispanic Applicants



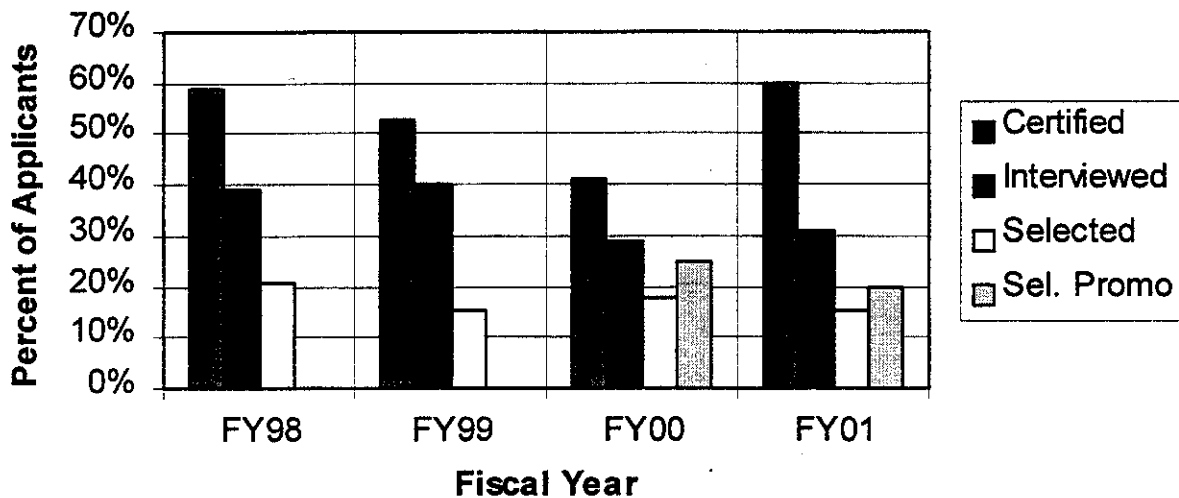
* Example of all hispanics w ho applied in FY01, 60% w ere certified as meeting the requirements for the vacancy.

Asians: Asians were certified at 60% slightly higher than the overall pool rate of 58%. However, the overall number of applicants continues to increase. In FY 2001 there were 399 applicants, In FY 2000 there were 289 Asian applicants compared to 126 in FY 1999 a positive overall increase for this group. As well, the number of Asians applying in the Professional/Other job category increased from 46 in FY 1999 to 102 in FY 2000 and finally to 206 for FY 2001. This is the job category that serves as an entry to the senior management group.

Asian Applications by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Applied (with Race stated)	128	126	289	399
# Certified	75	67	118	238
% Rate Certified	59%	53%	41%	60%
% of All Applications with Voluntary Information Supplied	1.8% of 6,843	2.3% of 5,328	3.6% of 7,824	3.7% of 10,680

Asian Applicants



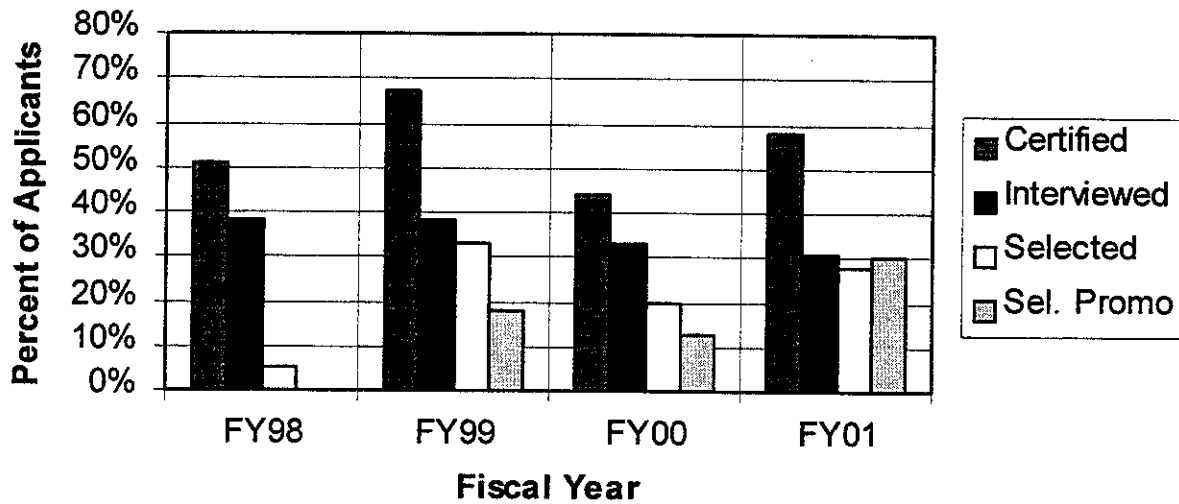
* Example of all asians who applied in FY01, 60% were certified as meeting the requirements for the vacancy.

Persons with Disabilities: The certification rate for persons with disabilities (58%) was identical to the overall certification rate for all applicants. A total of 198 self-identified persons with disabilities submitted applications in FY 2001, and 115 of those applicants were certified as meeting minimum requirements.

Applicants with Disabilities by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Applied (with Disability stated yes)	108	72	103	198
# Certified	55	48	46	115
% Rate Certified	51%	67%	44%	58%
% of All Applications with Voluntary Information Supplied	1.6% of 6,843	1.3% of 5,328	1.3% of 7,824	1.8% of 10,680

Disabled Applicants



* Example of all disabled who applied in FY01, 58% were certified as meeting the requirements for the vacancy.

Older Workers: In FY 2001, the certification rate for older workers (61%) was slightly higher than the overall certification rate of 58%. The total number of applicants for this group increased to 2,164 in FY 2001, up from the 1,402 in FY 2000. The areas of significant increases in applicants were the Professional/Other with 777 applicants in FY 2001 (500 applicants in FY 2000) and Technical/Other with 265 applicants (239 applicants in FY 2000). The number of certified applicants in this group was 1,324 in FY 2001, 710 in FY 2000 compared to 674 in FY 1999.

Applicants Over Age 40 by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Applied (with age >40 provided)	1,366	1,194	1,402	2,164
# Certified	645	674	710	1,324
% Rate Certified	47%	56%	50%	61%
% of All Applications with Voluntary Information Supplied	19.9% of 6,843	22.4% of 5,328	17.9% of 7,824	20.2% of 10,680

Vietnam Veterans: The certification rate for Vietnam veterans was 59% in FY 2001 and 51% in FY 2000. The overall number of applicants who self-identify for this group was 111, a large increase over the 75, who applied during FY 2000. This continues a trend that began in FY 1999 when 61 applicants self-identified. Since 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

Overview. As indicated in Table IV, of the 10,680 individuals who applied¹ for positions with the City in FY 2001, 6,234 (58%) 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 2001 as well as the interview rate (percentage of the number interviewed divided by the number certified). Of the 6,234 individuals who were certified,

¹ See Methodology, Page 1: For the purposes of this report, "applied" means submission of a City application with at least one component of the voluntary affirmative action form completed.

1,826 were interviewed, for an overall interview rate of 29%, which represents competitive interest pools for City jobs.

ANALYSIS OF INTERVIEW RATES BY PROTECTED CLASS

Females: In FY 2001 there were 2,915 females certified, and 857 were interviewed, for an interview rate of 29%. The interview rate for females was slightly lower than the overall rate of 31% for males, however, it matched the rate for all applicants. The interview rate for females was higher than the rate for males in five job groups: Professional Attorney, Professional Other, Technical/Senior, Skilled Craft, and Service/Maintenance. The interview rates were identical for the job group Administrative Support. 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. This fiscal year, once again, the interview rates were higher for females in the Skilled Craft and Service/Maintenance job groups, however, this number should be measured in light of the low number of females that applied and were certified for these jobs. In FY 2001, two females were interviewed for Skilled Craft positions and seven for Service/Maintenance positions.

Female Applicants Interviewed by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Certified (with “female” stated)	1,289	1,473	1,901	2,915
# Interviewed	556	394	459	857
% Rate Interviewed	43%	27%	24%	29%
% of All Interviewed Applicants with Voluntary Information Supplied	35.8% of 1,552	47.3% of 832	51.1% of 898	46.9% of 1,826

African-Americans: Of the 2,453 African Americans who were certified for City positions in FY 2001, 779 or 32% were selected for an interview. This interview rate was slightly higher than the overall rate for all applicants (29%) and far 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 eight job groups: Official/Administrator, Professional Public Safety, Professional Other, Technical/Senior and Technical Other; Administrative Support, Skilled Craft; and Service/Maintenance.

African-Americans Interviewed by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Certified (with African American stated)	1,419	1,127	1,218	2,453
# Interviewed	688	351	329	779
% Rate Interviewed	48%	31%	27%	32%
% of All Interviewed Applicants with Voluntary Information Supplied	44% of 1,552	42.1% of 832	36.6% of 898	42.6% of 1,826

Hispanics: In FY 2001, 339 Hispanics were certified for City jobs, better than double the FY 2000 pool when 156 Hispanics were certified. Subsequently, better than double the amount were also selected for interviews, allowing more Hispanic individuals to proceed further in the hiring process. The interview selection rate for Hispanic applicants rose to 43% of all those who were certified, up from 38% in FY 2000. This is the best rate of selection for interview going back to FY 1998. This interview rate was above the overall interview rate for all applicants (29%) and far 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 seven job groups: Official/Administrator; Professional/Other; Technical/Senior; Technical/Other; Public Safety, Administrative Support; and Service/Maintenance. The chart that follows demonstrates the performance of Hispanic applicants from FY 1998 to FY 2001.

Hispanic Applicants Interviewed by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Certified (with Hispanic stated)	164	128	156	339
# Interviewed	67	48	60	147
% Rate Interviewed	41%	38%	38%	43%
% of All Interviewed Applicants with Voluntary Information Supplied	4.3% of 1,552	5.7% of 832	6.6% of 898	8% of 1,826

Asians: Of the 238 Asian individuals who were certified, 73 were selected for an interview, for an interview rate of 31%, slightly higher than the interview rate for all applicants of 29%, and it far exceeds the 80% adverse impact test rate of 23%. The interview rates for Asian applicants were higher than the overall group in six job categories: Official/Administrator; Professional/Public Safety; Technical/Senior; Technical/Other; Public Safety, and Administrative Support.

Asian Applicants Interviewed by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Certified (with Asian stated)	75	67	118	238
# Interviewed	29	27	34	73
% Rate Interviewed	39%	40%	29%	31%
% of All Interviewed Applicants with Voluntary Information Supplied	1.8% of 1,552	3.2% of 832	3.7% of 898	3.9% of 1,826

Persons with Disabilities: In FY 2001, of 115 persons with disabilities who were certified for City positions, 36 were selected for interview, an interview rate of 33%. This comfortably exceeds the 29% interview selection rate for all applicants, and well exceeds the adverse impact rate test of 23%. The interview rates for persons with disabilities were higher than or comparable to the overall interview rates in six job groups: Official Administrator, Professional Public Safety, Professional Other, Technical Senior and Technical Other, Administrative Support and Skilled Craft.

Applicants with Disabilities Interviewed by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Certified (with Disability stated yes)	55	48	46	115
# Interviewed	21	18	15	36
% Rate Interviewed	38%	38%	33%	31%
% of All Interviewed Applicants with Voluntary Information Supplied	1.3% of 1,552	2.2% of 832	1.6% of 898	1.9% of 1,826

Older Workers: Of the 1,324 applicants over the age of 40 who were certified for City positions, 511 were selected for an interview, for an interview rate of 39%— 10 percentage points higher than the overall interview rate for all applicants. One explanation is the level of job experience this age group as a whole presents on an application makes them more likely to meet the preferred requirements of a stated job, and thus, they are more likely to be brought in for an interview.

This group interviewed at a higher rate than the overall pool of applicants in nine job groups, and interviewed at a lower percentage rate in only two categories, Professional Attorney and Public Safety. No individuals over 40 applied for Professional Librarian. 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 38%; in the 55-59 age group interviewing rate was 41%; in the 60-64 age group the interview rate was 48%, and the interview rate for those age 65 and over was 37%. All of these groups interviewed at a significantly higher rate than the rate for all applicants.

Applicants Over Age 40 Interviewed by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Certified (with age >40 stated)	645	673	710	1,324
# Interviewed	297	279	244	511
% Rate Interviewed	46%	41%	34%	39%
% of All Interviewed Applicants with Voluntary Information Supplied	19% of 1,552	33% of 832	27.1% of 898	38.5% of 1,826

Vietnam Veterans: Of the 66 self-identified Vietnam veterans who were certified, 13, or 20% were interviewed, an interview rate slightly lower than the overall interview rate for all applicants.

PHASE III: INTERVIEWED AND SELECTED

Overview. Before the recruitment process begins, 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 2001, of the 1,826 individuals who were interviewed, 423 were selected for hire, for an overall selection rate of 23%, which is closely in line with FY 2000, when 898 individuals were interviewed and 217 individuals were hired for an overall selection rate of 24%. The number of available vacancies during FY 2001 enabled the City to add more diversity to the work place, and this is reflected in the FY 2001 Utilization Report. FY 2001 was a peak year for filled jobs. Typically since FY 1998, the City filled just over 200 positions per year. During FY 2001, the Personnel Services Department published 302 promotional announcements alone, each reflecting at least one position. The Benefits section processed a record 40 retirements, and the usual reasons for turnover contributed to the large number of filled jobs in FY 2001. By January 2002, the Personnel Services Department has already published 128 promotional announcements for FY 2002, so it is possible that the trend will continue, thus providing more opportunities to diversify the City workforce.

ANALYSIS OF SELECTION RATES BY PROTECTED CLASS

Females: Overall the City filled just over half of the 423 filled jobs with females in FY 2001. The overall selection rate for females was 26%, which is slightly higher than the overall selection rate of all selected at 23%. Females were selected at rates higher than the overall rate in eight job groups during FY 2001: Official / Administration, Professional/Other, Technical/Senior, Public Safety, Paraprofessional, Skilled Craft and Service Maintenance. Females represented 55% of all certified applicants, and 52% of all applicants selected for City positions in FY 2001, while males represented 62% of the total certified applicant pool and 48% of those selected.

The selection rate for females was 50% and 43% in the Skilled Craft and Service/Maintenance job groups, respectively, however, it is important to point out that very few females applied for jobs in those categories. Those that did apply and get an interview did well and were selected. Special recruitment efforts will continue to attract qualified females into those job categories.

Recruitment of females to the Public Safety job group, continues to be a challenge. Of an overall pool of 153 female certified applicants for this category, only 34 females were interviewed, and 8 selected. While the selection rate for females (24%), exceeded that of males (23%), this is an area that continues 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, females participate and get selected at rates similar to their male competition. They are not always counted as “interviewed” prior to that step.

Female Applicants Selected by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Interviewed (with female stated)	556	394	459	857
# Selected	120	110	127	219
% Rate Selected	22%	28%	28%	26%
% of All Selected Applicants with Voluntary Information Supplied	53% of 226	48% of 227	59% of 217	52% of 423

African-Americans: The selection rate for African American applicants was 187 (44%) of 423 positions filled, this selection rate far exceeds the overall selection rate for all candidates of 24%. The selection rate for African Americans was 26% in FY 2000, compared to 24% in FY 99, and 13% in FY 98. This group has a demonstrated steady climb with a selection rate for African Americans higher than or comparable to the overall selection rate in each job category, with the exceptions being Librarian (0 applications), Professional Other (18%), and Technical Other (17%). The adverse impact test rate for selection is 18%, so African Americans as a whole exceeded that test rate in ten of eleven filled job categories, and Technical Other will be evaluated as an anomaly. Interestingly enough, Whites in that job group were selected at a lower rate of 16%.

African American Applicants Selected by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Interviewed (with African American stated)	688	351	329	779
# Selected	92	84	85	187
% Rate Selected	13%	24%	26%	24%
% of All Selected Applicants with Voluntary Information Supplied	40% of 226	37% of 227	39% of 217	44% of 423

Hispanics: Hispanics were selected at a rate of 24%, just over the rate for all applicants of 23%. This group has made steady gains for the three fiscal years of 1998 through 2000, inclusive. While the real number of Hispanic applicants selected in the workplace increased by 29 individuals (6 of 35 were selected / promoted internally), higher than any year since FY 1998, the actual selection rate fell during FY 2001, likely because of the size of the certified pool of applicants during FY 2001. Hispanics were selected at rates comparable to or higher than the overall selection rates for all applicants in all job groups, except for Technical Other and Paraprofessional. Only 52 applicants total for those two categories were interviewed, and 6 were selected. There were no Hispanic applications for three job groups in the professional category.

Hispanic Applicants Selected by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Interviewed (with Hispanic stated)	67	48	60	147
# Selected	16	14	18	35
% Rate Selected	24%	29%	30%	24%
% of All Selected Applicants with Voluntary Information Supplied	7% of 226	6% of 227	13% of 217	8% of 423

Asians: The selection rate for Asians was 15% in FY 2001. Although there was an increase of applicants in this group, the small numbers of Asians who applied make it difficult to provide meaningful statistical comparisons. Of the 423 positions filled in FY 2001, eleven or 2.8% of the individuals selected were Asian. These percentages have been roughly consistent since FY 1998.

Asian Applicants Selected by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Interviewed (with Asian stated)	29	27	34	73
# Selected	6	4	6	11
% Rate Selected	21%	15%	18%	15%
% of All Selected Applications with Voluntary Information Supplied	2.6% of 226	1.7% of 227	2.7% of 217	2.6% of 423

Persons with Disabilities: The selection rate for persons with disabilities in FY 2001 was 28%. In FY 2001, 36 self identified persons with disabilities were interviewed for positions in eight of the twelve job groups. Of the ten individuals selected, seven were hired from outside the City workforce and three were promotionally hired. It is important to note that our ability to accurately depict the number of individuals with disabilities applying for City jobs depends on the cooperation of applicants who choose to disclose their disability on the voluntary Affirmative Action Data Form. Since this information may be viewed as more personal in nature than one's race/ethnicity and gender, individuals may be hesitant to note their disability status on this form. Therefore, with respect to disabilities, the numbers reflected in this report — while representing the best information available — may or 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 voluntarily self identify.

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 strive to make the City's workforce welcome and inclusive of persons with disabilities.

Applicants with Disabilities Selected by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Interviewed (with Disability stated yes)	21	18	15	36
# Selected	1	6	3	10
% Rate Selected	5%	33%	20%	28%
% of All Selected Applicants with Voluntary Information Supplied	<1% of 226	2.6% of 227	1.3% of 217	2.3% of 423

Older Workers: The FY 2001 selection rate for older workers was 27%, 138 of 511 interviewed applicants were selected for City positions. This selection rate is higher than the overall selection rate of 23% for all hires in FY 2001. Typically, for the past four fiscal years noted, roughly one third of all filled jobs in the City were filled by applicants over the age of 40. Additionally, in FY 2001 there were 20 applicant selections in the 50-54 age category, of 22 applicant selections in the 55-59 age group, 3 applicant selections from the 60-64 age bracket and 3 applicant selections from the age 65 and over pool.

Applicants Over Age 40 Selected by Fiscal Year

	FY1998	FY1999	FY2000	FY2001
# Interviewed (with age >40 stated)	297	279	244	511
# Selected	75	78	63	138
% Rate Selected	25%	28%	25%	27%
% of All Selected Applicants with Voluntary Information Supplied	33% of 226	34% of 227	29% of 217	33% of 423

Vietnam Veterans: The selection rate for Vietnam veterans was 38%, of those individuals who self identified, a rate well higher than the overall selection rate. Five out of thirteen applicants interviewed were selected. These individuals are included in the greater than age 40 chart above if they also supplied the voluntary age data.

SUMMARY OF PROMOTIONAL DATA

Commitment to Upward Mobility The City has a strong commitment to upward mobility for its employees. In keeping with this commitment, the City typically conducts an internal recruiting process for most positions prior to advertising and recruiting persons from outside the City government. Typically, the City advertises vacant positions internally for seven days and then conducts an interview process among those 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 2001. Tables IV-C, D, and E; V-C, D, and E; and VI-C, D, and E break down the promotional data by the number applied/certified, certified/interviewed, and interviewed/selected according to gender, race, ethnicity, disability status, 40 and older, Vietnam Veteran-status, and by five-year age bands. Of the 423 positions that were filled in FY 2001, 102 (28%) were filled by internal candidates through the promotional process. Granted, this does not mean that employees applied for all 423 filled positions. Table IV-C shows that 624 City employees applied for vacancies and 512 (82%) of their applications were certified. Of those certified, 369 (72%) were interviewed (Table V-C), and subsequently 102 (28%) of those interviewed were selected (Table VI-C). The following text specifies the general trends evident in the promotional applicant tracking data according to protected class group:

Females: Over half (61%) of the applicants for promotional opportunities were female, and 81% of these female applicants were certified -- approximately the same certification rate as that for males. Of the 312 females who were certified for internal opportunities, 70% (217) were interviewed. Of the females interviewed, 29% (64) were selected, a selection rate which was about the same as the group as a whole. Male internal candidates were selected at a 25% rate. Females were selected for 63% of the 102 jobs that were filled internally. Please refer to Tables IV-C, V-C, and VI-C for a detailed look at this data.

African-Americans: Over half (55%) of the employees applying for promotional opportunities were African American. Of the 349 African Americans who applied for promotional positions, 79% (276) were certified — a certification rate comparable to the overall certification rate for all internal applicants. Of the African Americans who were certified, 68% (187) were interviewed, a rate 4% lower than the overall interview rate of 72%, but well above the 80% adverse impact test rate. Of the 187 African Americans who were interviewed, 26% (48) were selected for the job, as compared to the overall selection rate of 28%. African Americans represented 47% of the current City employees hired via the promotional process, approximating the percentage of Whites hired (43%). (Please see **Tables IV-C, V-C, and VI-C.**)

Hispanics: Approximately 8% of the City employees who applied for promotional opportunities were Hispanic, and 84% (41) of the Hispanics who applied were certified. Of the 28 Hispanic employees who were certified, 78% (32) were selected for an interview. Of those Hispanic individuals interviewed, nine were hired, for a selection rate of 28%. This selection rate is identical to the overall selection rate of 28%. Of the 102 City employees who were selected internally, 8.8% (9) of these individuals were Hispanic. (Please see **Tables IV-C, V-C, and VI-C.**)

Asian: The number of Asian employees who applied for vacancies through the internal promotional process (12) was too small to make meaningful comparisons. The tracking figures show that of the twelve Asian employees who applied for promotion, nine of these individuals were certified, seven were interviewed and one employee was selected. (Please see **Tables IV-C, V-C, and VI-C.**)

Persons with Disabilities: According to the applicant tracking data shown in **Tables IV-D, V-D, and VI-D**, 14 self-identified persons with disabilities applied for promotional opportunities in FY 2001, and 13 individuals were certified. Of those certified, 77% (10) were interviewed. Of those interviewed, three persons (30%) were selected for internal promotions.

Older Workers (over age 40): Just over 50% of the City employees applying for promotional opportunities were workers over the age of 40, according to the applicant tracking data displayed in **Tables IV-D, V-D, and VI-D**. Specifically, 83% (262) of all the applicants over the age of 40 who applied were certified (compared to the overall certification rate of 82%), and 77% of those certified were interviewed. Of the 202 older workers interviewed, 26% (53) were selected, a selection rate comparable to the overall promotional selection rate of 28%. Therefore, of the 102 City employees who were selected for internal promotional opportunities, 52% of these individuals were over the age of 40. Broken down further, for example, 21 of 24 applicants age 55 to 59 applied

and were certified, and 18 of the 21 certified were interviewed. Of the 18 applicants in this age band, nine were selected, for a selection rate of 50%. Taken together, the City promoted nineteen employees who are age 50 and over, nine were 50 to 54, nine were 55 to 59 and one was over 65. Please see Tables IV-E, V-E, and VI-E for a more detailed look at the promotional tracking by age band.

Vietnam-era Veterans: In FY 2001, seven City employees who are Vietnam Veterans applied for promotional opportunities, five were certified, for a certification rate of 71%. Four certified applicants were interviewed, and one Vietnam veterans was selected for the position to which he or she applied.

CONCLUSION - APPLICANT TRACKING

The following chart highlights overall 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 2000 and FY 2001

	WORKFORCE	APPLICANTS	HIRINGS FY 2000	HIRINGS FY 2001
Female	47.6%	49.3%	58.0%	51.7%
African American	39.7%	39.5%	39.0%	44.2%
Hispanic	6.3%	5.3%	8.3%	8.3%
Asians	2.9%	3.7%	2.7%	2.6%
Older Workers (over 40)	53.3%	20.3%	29.0%	34.8%
Persons with Disabilities	13.2**	1.8%	1.3%	2.4%

* These numbers include all employees combined as of June 30, 2001

** 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.

In summary, the City remains firmly committed to conducting recruitment outreach efforts to attract increasing numbers of qualified females, minorities, and persons with disabilities into its workforce, particularly in job groups in which females or minorities are underutilized. While workforce turnover is fairly low – typically 8-12% of the City’s full time workforce turns over each year – The City expects its proactive outreach efforts to positively impact the overall diversity of the organization. Additionally, as the City’s workforce becomes increasingly diverse, we expect that upward mobility efforts will impact the diversity at all levels within the organization.

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 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 2001

EEO Job Group	Overall			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	256	110	43	161	73	45	84	35	41	116	59	50	56	22	39	10	2	20	10	4	40	0	0	0
22 PROFESSIONAL ATTORNEYS	95	67	71	60	47	78	32	19	59	53	39	73	12	7	58	2	2	100	1	1	100	1	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	9	8	89	9	8	89	0	0	0	7	6	85	1	1	100	0	0	0	1	1	100	0	0	0
OTHER	3592	1733	48	1565	806	52	1843	835	45	1080	563	52	1166	511	44	205	95	46	206	117	56	13	6	46
23 TECHNICAL SENIOR	195	104	53	169	95	56	15	7	46	67	38	56	61	30	49	9	8	88	15	10	66	0	0	0
OTHER	1525	814	53	700	374	53	801	434	54	495	311	62	540	284	52	80	50	62	31	17	54	7	3	42
24 PUBLIC SAFETY	1190	917	77	974	759	78	209	153	73	465	387	83	422	333	78	68	54	79	31	22	70	5	5	100
25 PARA-PROFESSIONAL	2103	1806	86	772	666	86	1199	1037	86	383	325	84	990	861	86	75	64	85	48	39	81	7	7	100
26 ADMINISTRATIVE SUPPORT	1248	441	35	155	55	35	1050	377	35	197	80	40	673	247	36	77	37	48	50	22	44	5	0	0
27 SKILLED CRAFT	207	74	36	198	70	35	6	4	66	29	16	55	117	41	35	21	11	52	3	2	66	1	0	0
28 SERVICE - MAINTENANCE	260	160	62	225	142	63	26	14	53	9	7	77	186	116	62	22	16	72	3	3	100	1	1	100
Totals	10680	6234	58	4988	3095	62	5265	2915	55	2901	1831	63	4214	2453	58	569	339	60	399	238	60	40	22	55

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

Example: Looking at Females in the OFFICIAL -ADMIN Job Group: 84 Females applied for Official Admin jobs. 35 are certified. Dividing the amount certified by the amount applied (35/84) and multiplying by 100 yields a percentage of 41.67, rounded to 42%.

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

City of Alexandria, Virginia

Full-time Employees

Applied and Certified

Requisitions that closed in FY 2001

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	256	110	43	2	2	100	120	58	48	11	7	64
22 PROFESSIONAL ATTORNEYS	95	67	71	1	0	0	15	12	80	2	2	100
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	9	8	89	1	1	100	5	4	80	0	0	0
OTHER	3592	1733	48	63	29	46	777	439	56	49	29	59
23 TECHNICAL SENIOR	195	104	53	3	2	67	96	55	57	7	3	43
OTHER	1525	814	53	38	21	55	265	140	53	14	5	36
24 PUBLIC SAFETY	1190	917	77	9	9	100	82	64	78	6	6	100
25 PARA-PROFESSIONAL	2103	1806	86	39	31	79	369	324	88	11	10	91
26 ADMINISTRATIVE SUPPORT	1248	441	35	33	14	42	268	135	50	5	1	20
27 SKILLED CRAFT	207	74	36	2	1	50	75	29	39	2	0	0
28 SERVICE - MAINTENANCE	260	160	62	7	5	71	92	64	70	4	3	75
Totals	10680	6234	58	198	115	58	2164	1324	61	111	66	59

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

Example: Looking at disabled in the OFFICIAL -ADMIN Job Group: 2 disabled persons applied for Official Admin jobs. 2 were as certified. Dividing the amount certified by the amount applied (2/2) 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 IV-B

Applicant Tracking

Table IV-B, Certification Rates

City of Alexandria, Virginia

Full-time Employees

Requisitions that closed in FY 2001

Applied and Certified

Age Bands

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	256	110	43	34	15	44	35	18	51	24	11	46	22	12	55	3	1	33	2	1	50
22 PROFESSIONAL ATTORNEYS	95	67	71	8	6	75	2	2	100	4	3	75	1	1	100	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	9	8	89	3	3	100	1	0	0	1	1	100	0	0	0	0	0	0	0	0	0
OTHER	3592	1733	48	271	154	57	228	124	54	153	89	58	74	45	61	22	15	68	29	12	41
23 TECHNICAL SENIOR	195	104	53	34	18	53	24	15	63	12	7	58	18	12	67	3	1	33	5	2	40
OTHER	1525	814	53	97	60	62	80	39	49	60	28	47	17	9	53	7	3	43	4	1	25
24 PUBLIC SAFETY	1190	917	77	47	33	70	20	17	85	8	8	100	3	3	100	2	2	100	2	1	50
25 PARA-PROFESSIONAL	2103	1806	86	158	139	88	114	102	89	56	44	79	26	25	96	10	9	90	5	5	100
26 ADMINISTRATIVE SUPPORT	1248	441	35	81	37	46	90	44	49	48	27	56	24	14	58	15	8	53	10	5	50
27 SKILLED CRAFT	207	74	36	35	13	37	26	10	38	8	3	38	5	3	60	0	0	0	1	0	0
28 SERVICE - MAINTENANCE	260	160	62	35	25	71	21	14	67	26	16	62	6	6	100	4	3	75	0	0	0
Totals	10680	6234	58	803	503	63	641	385	60	400	237	59	196	130	66	66	42	64	58	27	47

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. 15 are certified. Dividing the amount certified by the amount applied (15/34) and multiplying by 100 yields a percentage of 44.12, rounded to 44%.

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

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

City of Alexandria, Virginia

Full-time Employees

Requisitions that closed in FY 2001

Applicant Tracking

EEO Job Group	Overall			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	110	41	37	73	30	41	35	11	31	59	30	50	22	8	36	2	1	50	4	2	50	0	0	0
22 PROFESSIONAL																								
ATTORNEYS	67	8	12	47	3	6	19	5	26	39	5	12	7	0	0	2	0	0	1	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	8	8	100	8	8	100	0	0	0	6	6	100	1	1	100	0	0	0	1	1	100	0	0	0
OTHER	1733	452	26	806	211	26	835	238	28	563	199	35	511	160	31	95	45	47	117	26	22	6	1	16
23 TECHNICAL																								
SENIOR	104	40	38	95	36	38	7	4	57	38	18	47	30	14	46	8	4	50	10	3	30	0	0	0
OTHER	814	422	52	374	226	60	434	196	45	311	212	68	284	133	46	50	35	70	17	10	58	3	3	100
24 PUBLIC SAFETY	917	238	26	759	204	27	153	34	22	387	128	33	333	76	22	54	16	29	22	12	54	5	1	20
25 PARA-PROFESSIONAL	1806	343	19	666	138	21	1037	200	19	325	68	20	861	208	24	64	17	26	39	11	28	7	1	14
26 ADMINISTRATIVE SUPPORT	441	183	41	55	23	42	377	160	42	80	41	51	247	107	43	37	17	45	22	8	36	0	0	0
27 SKILLED CRAFT	74	36	49	70	34	49	4	2	50	16	4	25	41	29	70	11	3	27	2	0	0	0	0	0
28 SERVICE - MAINTENANCE	160	55	34	142	48	34	14	7	50	7	1	14	116	43	37	16	9	56	3	0	0	1	0	0
Totals	6234	1826	29	3095	961	31	2915	857	29	1831	712	39	2453	779	32	339	147	43	238	73	31	22	6	27

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

Example: Looking at Females in the OFFICIAL -ADMIN Job Group:35 Females Certified for Official Admin jobs. 11 were interviewed. Dividing the amount interviewed by the amount certified (11/35) and multiplying by 100 yields a percentage of 31.43, rounded up to 31%.

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

City of Alexandria, Virginia

Full-time Employees

Certified and Interviewed

Requisitions that closed in FY 2001

Persons With Disabilities, Older Workers, & Vietnam

EEO Job Group	Overall			Disabled			40 and Older			Vietnam Veteran		
	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%
21 OFFICIAL-ADMIN	110	41	37	2	1	50	58	24	41	7	4	57
22 PROFESSIONAL												
ATTORNEYS	67	8	12	0	0	0	12	0	0	2	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	8	8	100	1	1	100	4	4	100	0	0	0
OTHER	1733	452	26	29	8	28	439	159	36	29	5	17
23 TECHNICAL												
SENIOR	104	40	38	2	1	50	55	22	40	3	0	0
OTHER	814	422	52	21	13	62	140	84	60	5	0	0
24 PUBLIC SAFETY	917	238	26	9	0	0	64	12	19	6	1	17
25 PARA-PROFESSIONAL	1806	343	19	31	6	19	324	93	29	10	2	20
26 ADMINISTRATIVE SUPPORT	441	183	41	14	5	36	135	73	54	1	1	100
27 SKILLED CRAFT	74	36	49	1	1	100	29	17	59	0	0	0
28 SERVICE - MAINTENANCE	160	55	34	5	0	0	64	23	36	3	0	0
Totals	6234	1826	29	115	36	31	1324	511	39	66	13	20

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

Example: Looking at 40 and Older in the OFFICIAL -ADMIN Job Group: 45 people 40 years or older certified for Official Admin jobs. 14 were interviewed. Dividing the amount interviewed by the amount certified (14/45) and multiplying by 100 yields 31.11, rounded to 31%.

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

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

City of Alexandria, Virginia

Applicant Tracking

Full-time Employees
Requisitions that closed in FY 2001

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	110	41	37	15	4	27	18	7	39	11	6	55	12	6	50	1	1	100	1	0	0
22 PROFESSIONAL ATTORNEYS	67	8	12	6	0	0	2	0	0	3	0	0	1	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	8	8	100	3	3	100	0	0	0	1	1	100	0	0	0	0	0	0	0	0	0
OTHER	1733	452	26	154	59	38	124	46	37	89	27	30	45	15	33	15	7	47	12	5	42
23 TECHNICAL SENIOR	104	40	38	18	9	50	15	5	33	7	3	43	12	4	33	1	0	0	2	1	50
OTHER	814	422	52	60	36	60	39	26	67	28	14	50	9	4	44	3	3	100	1	1	100
24 PUBLIC SAFETY	917	238	26	33	8	24	17	2	12	8	1	13	3	1	33	2	0	0	1	0	0
25 PARA-PROFESSIONAL	1806	343	19	139	34	24	102	31	30	44	14	32	25	9	36	9	3	33	5	2	40
26 ADMINISTRATIVE SUPPORT	441	183	41	37	20	54	44	24	55	27	14	52	14	9	64	8	5	63	5	1	20
27 SKILLED CRAFT	74	36	49	13	7	54	10	5	50	3	2	67	3	3	100	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	160	55	34	25	9	36	14	3	21	16	8	50	6	2	33	3	1	33	0	0	0
Totals	6234	1826	29	503	189	38	385	149	39	237	90	38	130	53	41	42	20	48	27	10	37

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

Example: Looking at 40 - 44 in the OFFICIAL -ADMIN Job Group: 15 individuals between the ages of 40 and 44, Certified for Official Admin jobs. 4 were interviewed. Dividing the amount interviewed by the amount certified (4/15) and multiplying by 100 yields a percentage of 26.67, rounded to 27%.

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 2001

EEO Job Group	Overall			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	41	15	37	30	10	33	11	5	45	30	10	33	8	2	25	1	1	100	2	2	100	0	0	0
22 PROFESSIONAL																								
ATTORNEYS	8	2	25	3	1	33	5	1	20	5	2	40	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	8	3	38	8	3	38	0	0	0	6	2	33	1	1	100	0	0	0	1	0	0	0	0	0
OTHER	452	111	25	211	43	20	238	68	28	199	67	33	160	28	17	45	12	27	26	4	15	1	0	0
23 TECHNICAL																								
SENIOR	40	12	30	36	10	28	4	2	50	18	6	33	14	5	35	4	1	25	3	0	0	0	0	0
OTHER	422	63	15	226	23	10	196	40	20	212	34	16	133	22	16	35	5	14	10	2	20	3	0	0
24 PUBLIC SAFETY	238	54	23	204	46	23	34	8	23	128	33	25	76	16	21	16	5	31	12	0	0	1	0	0
25 PARA-PROFESSIONAL	343	74	22	138	28	20	200	46	23	68	20	29	208	52	25	17	1	6	11	1	9	1	0	0
26 ADMINISTRATIVE SUPPORT	183	54	30	23	9	39	160	45	28	41	14	34	107	33	30	17	5	29	8	2	25	0	0	0
27 SKILLED CRAFT	36	17	47	34	16	47	2	1	50	4	1	25	29	15	51	3	1	33	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	55	18	33	48	15	31	7	3	42	1	1	100	43	13	30	9	4	44	0	0	0	0	0	0
Totals	1826	423	23	961	204	21	857	219	26	712	190	27	779	187	24	147	35	24	73	11	15	6	0	0

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

Example: Looking at Males in the OFFICIAL -ADMIN Job Group: 11 Females interviewed for Official Admin jobs. 5 were selected. Dividing the amount selected by the amount interviewed (5/11) and multiplying by 100 yields a percent of 45.45, rounded to 45%.

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-A

Table VI-A, Selection Rates

City of Alexandria, Virginia

Full-time Employees

Requisitions that closed in FY 2001

Interviewed and Selected

Persons With Disabilities, Older Workers, & Vietnam

EEO Job Group	Overall			Disabled			40 and Older			Vietnam Veteran		
	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%
21 OFFICIAL-ADMIN	41	15	37	1	0	0	24	9	38	4	2	50
22 PROFESSIONAL												
ATTORNEYS	8	2	25	0	0	0	0	0	0	0	0	0
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	8	3	38	1	0	0	4	0	0	0	0	0
OTHER	452	111	25	8	4	50	159	43	27	5	1	20
23 TECHNICAL												
SENIOR	40	12	30	1	1	100	22	5	23	0	0	0
OTHER	422	63	15	13	1	8	84	18	21	0	0	0
24 PUBLIC SAFETY	238	54	23	0	0	0	12	2	17	1	1	100
25 PARA-PROFESSIONAL	343	74	22	6	2	33	93	25	27	2	0	0
26 ADMINISTRATIVE SUPPORT	183	54	30	5	2	40	73	19	26	1	1	100
27 SKILLED CRAFT	36	17	47	1	0	0	17	9	53	0	0	0
28 SERVICE - MAINTENANCE	55	18	33	0	0	0	23	8	35	0	0	0
Totals	1826	423	23	36	10	28	511	138	27	13	5	38

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

Example: Looking at 40 and Older in the OFFICIAL -ADMIN Job Group: 24 people 40 years and older interviewed for Official Admin jobs. 9 were selected. Dividing the amount selected by the amount interviewed (9/24) 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.

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 2001

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	41	15	37	4	1	25	7	1	14	6	3	50	6	4	67	1	0	0	0	0	0
22 PROFESSIONAL ATTORNEYS	8	2	25	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	8	3	38	3	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
OTHER	452	111	25	59	18	31	46	11	24	27	4	15	15	6	40	7	1	14	5	3	60
23 TECHNICAL SENIOR	40	12	30	9	2	22	5	0	0	3	0	0	4	3	75	0	0	0	1	0	0
OTHER	422	63	15	36	9	25	26	6	23	14	3	21	4	0	0	3	0	0	1	0	0
24 PUBLIC SAFETY	238	54	23	8	1	13	2	0	0	1	0	0	1	1	100	0	0	0	0	0	0
25 PARA-PROFESSIONAL	343	74	22	34	8	24	31	10	32	14	3	21	9	3	33	3	1	33	2	0	0
26 ADMINISTRATIVE SUPPORT	183	54	30	20	5	25	24	6	25	14	5	36	9	3	33	5	0	0	1	0	0
27 SKILLED CRAFT	36	17	47	7	5	71	5	1	20	2	1	50	3	2	67	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	55	18	33	9	5	56	3	1	33	8	1	13	2	0	0	1	1	100	0	0	0
Totals	1826	423	23	189	54	29	149	36	24	90	20	22	53	22	42	20	3	15	10	3	30

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

Example: Looking at 40 - 44 in the OFFICIAL -ADMIN Job Group: 4 individuals between the ages of 40 and 44, interviewed for Official Admin jobs. 1 were selected. Dividing the amount selected by the amount interviewed (1/4) and multiplying by 100 yields a percentage of 25%.

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-C

Applicant Tracking

Table IV-C, Promotional Certification Rates

City of Alexandria, Virginia

Full-time Employees

Requisitions that closed in FY 2001

**Applied and Certified
Gender/Race/Ethnicity**

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	21	17	81	15	12	80	6	5	83	18	15	83	3	2	66	0	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	8	7	88	8	7	88	0	0	0	7	6	85	0	0	0	0	0	0	1	1	100	0	0	0
OTHER	269	218	81	101	83	82	168	135	80	104	92	88	138	104	75	23	19	82	4	3	75	0	0	0
23 TECHNICAL SENIOR	22	17	77	17	14	82	5	3	60	8	7	87	11	7	63	3	3	100	0	0	0	0	0	0
OTHER	96	79	82	39	34	87	57	45	78	42	38	90	49	37	75	4	3	75	1	1	100	0	0	0
24 PUBLIC SAFETY	3	3	100	2	2	100	1	1	100	0	0	0	2	2	100	1	1	100	0	0	0	0	0	0
25 PARA-PROFESSIONAL	45	42	93	10	9	90	35	33	94	5	4	80	37	36	97	2	1	50	1	1	100	0	0	0
26 ADMINISTRATIVE SUPPORT	118	97	82	10	9	90	108	88	81	28	23	82	76	63	82	9	8	88	5	3	60	0	0	0
27 SKILLED CRAFT	13	12	92	13	12	92	0	0	0	1	1	100	6	6	100	6	5	83	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	29	20	69	26	18	69	3	2	66	1	0	0	27	19	70	1	1	100	0	0	0	0	0	0
Totals	624	512	82	241	200	83	383	312	81	214	186	87	349	276	79	49	41	84	12	9	75	0	0	0

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

Example: Looking at Males in the OFFICIAL -ADMIN Job Group: 15 Males applied for Official Admin jobs. 12 were certified. Dividing the amount certified by the amount applied (12/15) and multiplying by 100 yields a percentage of 80%.

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

Table IV-D, Promotional Certification Rates

City of Alexandria, Virginia

Full-time Employees

Requisitions that closed in FY 2001

Applied and Certified

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	21	17	81	0	0	0	15	11	73	0	0	0
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	8	7	88	1	1	100	5	4	80	0	0	0
OTHER	269	218	81	5	4	80	146	125	86	6	4	67
23 TECHNICAL												
SENIOR	22	17	77	1	1	100	10	7	70	0	0	0
OTHER	96	79	82	3	3	100	43	33	77	0	0	0
24 PUBLIC SAFETY	3	3	100	0	0	0	1	1	100	0	0	0
25 PARA-PROFESSIONAL	45	42	93	0	0	0	20	20	100	1	1	100
26 ADMINISTRATIVE SUPPORT	118	97	82	4	4	100	53	45	85	0	0	0
27 SKILLED CRAFT	13	12	92	0	0	0	8	7	88	0	0	0
28 SERVICE - MAINTENANCE	29	20	69	0	0	0	13	9	69	0	0	0
Totals	624	512	82	14	13	93	314	262	83	7	5	71

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

Example: Looking at People 40 and Older in the OFFICIAL -ADMIN Job Group: 15 people 40 and Older applied for Official Admin jobs. 11 was certified. Dividing the amount certified by the amount applied (11/15) and multiplying by 100 yields a percentage of 73.33, rounded to 73%.

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-E

Applicant Tracking

Table IV-E, Promotional Certification Rates

City of Alexandria, Virginia

Full-time Employees

Requisitions that closed in FY 2001

Applied and Certified

Age Bands

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	21	17	81	1	1	100	7	6	86	3	2	67	2	1	50	2	1	50	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	8	7	88	3	3	100	1	0	0	1	1	100	0	0	0	0	0	0	0	0	0
OTHER	269	218	81	43	36	84	47	39	83	35	33	94	14	12	86	5	3	60	2	2	100
23 TECHNICAL SENIOR	22	17	77	4	3	75	4	2	50	0	0	0	2	2	100	0	0	0	0	0	0
OTHER	96	79	82	11	10	91	13	8	62	12	10	83	2	2	100	3	2	67	2	1	50
24 PUBLIC SAFETY	3	3	100	1	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 PARA-PROFESSIONAL	45	42	93	5	5	100	10	10	100	3	3	100	1	1	100	1	1	100	0	0	0
26 ADMINISTRATIVE SUPPORT	118	97	82	10	8	80	17	14	82	17	15	88	1	1	100	6	6	100	2	1	50
27 SKILLED CRAFT	13	12	92	2	2	100	4	3	75	0	0	0	2	2	100	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	29	20	69	4	4	100	1	0	0	7	4	57	0	0	0	1	1	100	0	0	0
Totals	624	512	82	84	73	87	104	82	79	78	68	87	24	21	88	18	14	78	6	4	67

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

Example: Looking at 45 - 49 in the OFFICIAL -ADMIN Job Group: 7 individuals between the ages of 45 and 49, applied for Official Admin jobs. 6 were certified. Dividing the amount certified by the amount applied (6/7) and multiplying by 100 yields a percentage of 85.75, rounded to 86%.

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

City of Alexandria, Virginia

Full-time Employees

Requisitions that closed in FY 2001

**Certified and Interviewed
Gender/Race/Ethnicity**

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	17	16	94	12	11	92	5	5	100	15	14	93	2	2	100	0	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	7	7	100	7	7	100	0	0	0	6	6	100	0	0	0	0	0	0	1	1	100	0	0	0
OTHER	218	149	68	83	61	73	135	88	65	92	62	67	104	71	68	19	14	73	3	2	66	0	0	0
23 TECHNICAL SENIOR	17	14	82	14	11	79	3	3	100	7	6	85	7	5	71	3	3	100	0	0	0	0	0	0
OTHER	79	57	72	34	24	71	45	33	73	38	31	81	37	22	59	3	3	100	1	1	100	0	0	0
24 PUBLIC SAFETY	3	3	100	2	2	100	1	1	100	0	0	0	2	2	100	1	1	100	0	0	0	0	0	0
25 PARA-PROFESSIONAL	42	25	60	9	7	78	33	18	54	4	4	100	36	20	55	1	1	100	1	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	97	74	76	9	7	78	88	67	76	23	19	82	63	45	71	8	7	87	3	3	100	0	0	0
27 SKILLED CRAFT	12	9	75	12	9	75	0	0	0	1	1	100	6	6	100	5	2	40	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	20	15	75	18	13	72	2	2	100	0	0	0	19	14	73	1	1	100	0	0	0	0	0	0
Totals	512	369	72	200	152	76	312	217	70	186	143	77	276	187	68	41	32	78	9	7	78	0	0	0

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

Example: Looking at Males in the OFFICIAL -ADMIN Job Group: 12 Males Certified for Official Admin jobs. 11 were interviewed. Dividing the amount interviewed by the amount certified (11/12) and multiplying by 100 yields a percentage of 91.67, rounded to 92%.

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

City of Alexandria, Virginia

Full-time Employees

Requisitions that closed in FY 2001

Certified and Interviewed

Persons With Disabilities, Older Workers, & Vietnam

EEO Job Group	Overall			Disabled			40 and Older			Vietnam Veteran		
	Cert	Int	%	Cert	Int	%	Cert	Int	%	Cert	Int	%
21 OFFICIAL-ADMIN	17	16	94	0	0	0	11	10	91	0	0	0
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	7	7	100	1	1	100	4	4	100	0	0	0
OTHER	218	149	68	4	3	75	125	88	70	4	3	75
23 TECHNICAL												
SENIOR	17	14	82	1	1	100	7	5	71	0	0	0
OTHER	79	57	72	3	2	67	33	30	91	0	0	0
24 PUBLIC SAFETY	3	3	100	0	0	0	1	1	100	0	0	0
25 PARA-PROFESSIONAL	42	25	60	0	0	0	20	15	75	1	1	100
26 ADMINISTRATIVE SUPPORT	97	74	76	4	3	75	45	35	78	0	0	0
27 SKILLED CRAFT	12	9	75	0	0	0	7	6	86	0	0	0
28 SERVICE - MAINTENANCE	20	15	75	0	0	0	9	8	89	0	0	0
Totals	512	369	72	13	10	77	262	202	77	5	4	80

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

Example: Looking at People 40 and older in the OFFICIAL -ADMIN Job Group: 11 people 40 and Older were certified for Official Admin jobs. 10 were interviewed. Dividing the amount interviewed by the amount certified (10/11) and multiplying by 100 yields a percentage of 90.91, rounded to 91%.

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-E

Applicant Tracking

Table V-E, Promotional Interview Rates

City of Alexandria, Virginia

Full-time Employees

Certified and Interviewed

Requisitions that closed in FY2001

Age Bands

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	17	16	94	1	1	100	6	5	83	2	2	100	1	1	100	1	1	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	7	7	100	3	3	100	0	0	0	1	1	100	0	0	0	0	0	0	0	0	0
OTHER	218	149	68	36	27	75	39	28	72	33	21	64	12	9	75	3	1	33	2	2	100
23 TECHNICAL SENIOR	17	14	82	3	1	33	2	2	100	0	0	0	2	2	100	0	0	0	0	0	0
OTHER	79	57	72	10	8	80	8	7	88	10	10	100	2	2	100	2	2	100	1	1	100
24 PUBLIC SAFETY	3	3	100	1	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 PARA-PROFESSIONAL	42	25	60	5	4	80	10	8	80	3	2	67	1	1	100	1	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	97	74	76	8	6	75	14	10	71	15	11	73	1	1	100	6	6	100	1	1	100
27 SKILLED CRAFT	12	9	75	2	1	50	3	3	100	0	0	0	2	2	100	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	20	15	75	4	3	75	0	0	0	4	4	100	0	0	0	1	1	100	0	0	0
Totals	512	369	72	73	55	75	82	63	77	68	51	75	21	18	86	14	11	79	4	4	100

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

Example: Looking at 45 - 49 in the OFFICIAL -ADMIN Job Group: 6 individuals between the ages of 45 and 49, Certified for Official Admin jobs. 5 was interviewed. Dividing the amount interviewed by the amount certified (5/6) and multiplying by 100 yields a percentage of 83.33, rounded to 83%.

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

Table VI-C, Promotional Selection Rates

City of Alexandria, Virginia

Applicant Tracking

Interviewed and Selected

Full-time Employees

Requisitions that closed in FY 2001

Gender/Race/Ethnicity

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	16	5	31	11	3	27	5	2	40	14	4	28	2	1	50	0	0	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	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	0
PUBLIC SAFETY	7	2	29	7	2	29	0	0	0	6	2	33	0	0	0	0	0	0	1	0	0	0	0	0	0
OTHER	149	39	26	61	14	23	88	25	28	62	21	33	71	13	18	14	5	35	2	0	0	0	0	0	0
23 TECHNICAL SENIOR	14	5	36	11	4	36	3	1	33	6	2	33	5	2	40	3	1	33	0	0	0	0	0	0	0
OTHER	57	13	23	24	3	13	33	10	30	31	7	22	22	6	27	3	0	0	1	0	0	0	0	0	0
24 PUBLIC SAFETY	3	3	100	2	2	100	1	1	100	0	0	0	2	2	100	1	1	100	0	0	0	0	0	0	0
25 PARA-PROFESSIONAL	25	10	40	7	1	14	18	9	50	4	2	50	20	8	40	1	0	0	0	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	74	17	23	7	2	29	67	15	22	19	6	31	45	9	20	7	1	14	3	1	33	0	0	0	0
27 SKILLED CRAFT	9	4	44	9	4	44	0	0	0	1	0	0	6	3	50	2	1	50	0	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	15	4	27	13	3	23	2	1	50	0	0	0	14	4	28	1	0	0	0	0	0	0	0	0	0
Totals	369	102	28	152	38	25	217	64	29	143	44	31	187	48	26	32	9	28	7	1	14	0	0	0	0

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

Example: Looking at Males in the OFFICIAL -ADMIN Job Group: 11 Males interviewed for Official Admin. 3 were selected. Dividing the amount selected by the amount interviewed (3/11) and multiplying by 100 yields a percentage of 27.27, rounded to 27%.

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-D

Table VI-D, Promotional Selection Rates

City of Alexandria, Virginia

Full-time Employees

Interviewed and Selected

Requisitions that closed in FY 2001

Persons With Disabilities, Older Workers, & Vietnam

EEO Job Group	Overall			Disabled			40 and Older			Vietnam Veteran		
	Int	Sel	%	Int	Sel	%	Int	Sel	%	Int	Sel	%
21 OFFICIAL-ADMIN	16	5	31	0	0	0	10	2	20	0	0	0
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	7	2	29	1	0	0	4	0	0	0	0	0
OTHER	149	39	26	3	1	33	88	24	27	3	1	33
23 TECHNICAL												
SENIOR	14	5	36	1	1	100	5	2	40	0	0	0
OTHER	57	13	23	2	0	0	30	6	20	0	0	0
24 PUBLIC SAFETY	3	3	100	0	0	0	1	1	100	0	0	0
25 PARA-PROFESSIONAL	25	10	40	0	0	0	15	5	33	1	0	0
26 ADMINISTRATIVE SUPPORT	74	17	23	3	1	33	35	8	23	0	0	0
27 SKILLED CRAFT	9	4	44	0	0	0	6	2	33	0	0	0
28 SERVICE - MAINTENANCE	15	4	27	0	0	0	8	3	38	0	0	0
Totals	369	102	28	10	3	30	202	53	26	4	1	25

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

Example: Looking at People 40 and Older in the OFFICIAL -ADMIN Job Group: 10 people in the 40 and Older group were interviewed for Official Admin jobs. 2 were selected. Dividing the amount selected by the amount interviewed (2/10) and multiplying by 100 yields a percentage of 20%.

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-E

Applicant Tracking

Table VI-E, Promotional Selection Rates

City of Alexandria, Virginia

Full-time Employees

Requisitions that closed in FY 2001

Interviewed and Selected

Age Bands

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	16	5	31	1	0	0	5	1	20	2	0	0	1	1	100	1	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
LIBRARIAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC SAFETY	7	2	29	3	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
OTHER	149	39	26	27	7	26	28	8	29	21	4	19	9	4	44	1	0	0	2	1	50
23 TECHNICAL SENIOR	14	5	36	1	0	0	2	0	0	0	0	0	2	2	100	0	0	0	0	0	0
OTHER	57	13	23	8	1	13	7	2	29	10	3	30	2	0	0	2	0	0	1	0	0
24 PUBLIC SAFETY	3	3	100	1	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 PARA-PROFESSIONAL	25	10	40	4	1	25	8	3	38	2	0	0	1	1	100	0	0	0	0	0	0
26 ADMINISTRATIVE SUPPORT	74	17	23	6	2	33	10	3	30	11	2	18	1	0	0	6	0	0	1	0	0
27 SKILLED CRAFT	9	4	44	1	0	0	3	1	33	0	0	0	2	1	50	0	0	0	0	0	0
28 SERVICE - MAINTENANCE	15	4	27	3	2	67	0	0	0	4	0	0	0	0	0	1	0	0	0	0	0
Totals	369	102	28	55	14	25	63	18	29	51	9	18	18	9	50	11	0	0	4	1	25

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

Example: Looking at 45 - 49 in the OFFICIAL -ADMIN Job Group 5 individual between the ages of 45 and 49, interviewed for an Official Admin job. 1 was selected. Dividing the amount selected by the amount interviewed (1/5) and multiplying by 20%.

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.



Office: 703-838-0920

City of Alexandria, Virginia
Commission on Aging

Alexandria Agency on Aging
 Division of Community Programs
 Department of Human Services
 2525 Mount Vernon Avenue, Unit 5
 Alexandria, Virginia 22301-1159



Fax: 703-838-0886

May 9, 2002

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 Michele and Henry,

We wish to thank you for your openness to our review and comment on the City of Alexandria's annual Workforce Utilization Analysis and Applicant Tracking Report.

We wish to point out that, although the City defines "Older Workers" as those aged 40 and older, our review pertains to those aged 60 and over. We consider this definition to be more relevant to the constituency we are charged with serving.

Our review of the 2001 document finds that older workers appear to have access to the system in similar proportions to their peers and colleagues, and the City is to be commended for this result. We do have some concern, however, about the promotion rate of older workers.

1. Applicant Tracking Report Review

a. New Applicants.

We note with satisfaction that older workers applying to work for the City of Alexandria appear to move through the process (application, certification, interview, and selection) in proportions that are similar to those of other age groups and protected classes. Six of the 30 older persons interviewed for positions for which they were qualified were hired (20%). This compares favorably with the 23% hired overall in FY 2001. And this finding is similar to that of last year's review.

b. Older Workers Seeking Promotion.

We remain concerned that older City employees seeking promotion largely fail in that effort.

Qualified older workers are being interviewed for promotion in similar proportions to their colleagues overall. However, they are not being promoted. Our review of the data suggests that, of 15 older workers interviewed for promotion, only one was successful (7%), versus a 28% selection rate overall. Unfortunately, this is not a significant improvement over last year's promotion rate of 0%.

This finding likely merits further examination, since the City's efforts in other personnel matters, as they relate to older workers, appears to be even-handed. Could it be that older applicants are at the top of their career ladder, where promotions would be more difficult? Or, from a systemic point of view, is there some barrier to promotion of older applicants that can be identified and removed?

2. Utilization Report Review

We find that older workers for the City remain somewhat under-represented in number (7%), relative to their estimated number in the US population (9%, source: 1990 Census). A continuation of the observed well-proportioned hiring of older workers by the City will likely ease that imbalance over the coming years.

We also note that older workers' access to tuition assistance and training courses offered or sponsored by the City appears to be good, and no EEOC complaints were lodged against the City by this age group in FY2001.

Again, we appreciate the opportunity to respond to the information contained in these reports, on behalf of the protected class we serve. Please contact COA Commissioner Vaira Harik (703-739-4506) with any questions or comments you may have.

With best wishes,



Donald Fowler
Chair, Alexandria Commission on Aging.

Cc: Debbie Ludington, Alex. Office for Aging and Adult Services
Chet Avery, Commission on Persons with Disabilities, and Human Rights Commission
Joe Delfico, Commission on Persons with Disabilities
Laura Mandala, Commission on Women
Lisa Webster, Commission on Women
Susan Rumberg, Human Rights Commission
Kathleen Schramm, Deputy Director, Personnel Services Department
Steve Mason, Affirmative Action Officer



HUMAN RIGHTS COMMISSION

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April 12, 2002

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 2001 Workforce Utilization Analysis (UA) and Applicant Tracking Report (AT).

We were impressed by the thoroughness of the reports 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.

In the HRC's January 4, 2001 letter to Michele Evans, the Commission made several recommendations about areas where we thought the City should continue its efforts and emphasis. We are pleased that improvements were made in the following areas:

- **Grievances.** The HRC was concerned that the number of grievances for full-time employees in FY 2000 was at a five-year high of 37. The HRC suggested monitoring this statistic carefully in FY 2001 to ensure that the City was not experiencing a pattern of increasing grievances over policy issues.

The HRC was gratified to note that the number of grievances filed in FY 01 decreased from 37 in FY 00 to eight in FY 01. We hope that the City will continue to monitor the grievance trends.

- **Presentation of report data.** Last year the HRC suggested that previous fiscal year data be presented in sections of the Workforce Utilization Analysis to allow a comparison of the current and previous fiscal years.

We are pleased that in the FY 01 reports, not only were the previous fiscal year's data presented, but that at least four years of data were presented in key sections of both the Applicant Tracking and Workforce Utilization Analysis

reports. The data are presented in concise, easy-to-read charts and graphs, which permit a more meaningful trend analysis and comparison across fiscal years.

The HRC would like to acknowledge other FY 01 successes.

- **Upward mobility programs.** In FY 01, the City removed some administrative barriers to allow more employees to access the City's tuition assistance program. Those who received tuition assistance increased from 68 in FY 00 to 156 in FY 01. We encourage the City to continue to identify and remove other barriers to result in a better-trained and more educated workforce.
- **Innovative training programs.** In FY 01, the City Manager announced the creation of the Leadership Institute of the City of Alexandria (LICA), a new on-line learning program designed to provide a supplemental learning track to traditional training and college programs. The City should continue to research, adopt, and adapt these types of programs to enable employees to learn successful leadership strategies and practices.

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

- **Continue the city's vigilance of underutilized protected classes.** We know that Personnel Services was stretched to the limits in FY 01 in recruiting, interviewing, and selecting employees for the 423 full-time regular City position vacancies, which was almost double the number of vacancies filled in FY 00. Gains and improvements in various categories were impressive. For example, the percentage (43%) of Hispanics certified and interviewed was the best rate of selection for interviews since FY 98, and far exceeded the overall interview rate of 29%. And it was also impressive that the interview and selection rate (44%) for African Americans far exceeded the overall selection rate of 23%.

However, the City must work to address instances of workforce underutilization of some protected classes in certain job groups. For example, in FY 01, Hispanics were added to the groups underutilized in the Professional Public Safety category, and Females and Asians were added to the underutilized groups in the Technical Senior category. We hope the City's Diversity Plan, an ongoing process, will address some of these underutilization issues.

- **Formalize and expand successful outreach programs, complete review of internal training sessions, and adopt and monitor creative employee learning opportunities.** We expect that the 2000 Census figures will show

dramatic increases of protected classes in Alexandria. Therefore, the City must be proactive in developing and expanding programs to ensure that its workforce utilization statistics and recruiting and hiring efforts keep pace with the expected increases.

For example, the Affirmative Action Officer, Multi-cultural Coordinator, and Personnel Services staff have conducted outreach and networking workshops for the community. The City will need to reach out even more—especially to the growing Hispanic community---and expand these outreach programs. Not only do these types of workshops represent excellent recruitment opportunities, but they also serve to promote other City services and programs.

During FY 01, Personnel Services also began a review of internal training programs available to employees. This review will be completed during FY 02. We encourage the City to develop additional opportunities for employees to improve their skills and increase their chances for promotion. Expanded internal training programs and creation of new programs such as the Leadership Institute of the City of Alexandria will help employees stay competitive in the workplace.

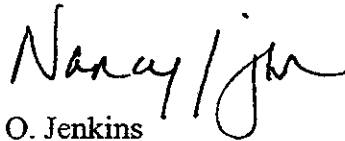
- **Monitor submission rate of Applicant Tracking and Affirmative Action Data Forms.** In FY 01, only 63% of all applicants submitted Affirmative Action Data Forms. The 63% submission rate was the lowest rate in the four-year period from FY 98 – FY 01. The FY 01 submission rate was 96%. Submission of the Form is voluntary, but it is difficult for the City to compile meaningful statistics if the number of Forms submitted is low. We urge City staff to continue to monitor the submission rate and to identify ways to increase submission of these Forms.
- **Obtain EEOC complaint statistics from the Human Rights Office.** It was brought to our attention that the EEOC complaint numbers contained in the Supplemental Information to the FY 2001 Utilization & Applicant Tracking Reports were being provided to Personnel Services by the City Attorney's office. Because the Human Rights Office is responsible for tracking the EEOC numbers and always maintains accurate, current totals, it was suggested that Personnel Services obtain these figures in the future from the Director of the Human Rights Office.
- **Continue informal mediation efforts to avoid grievances.** The Human Rights Office staff has provided informal, confidential advice and counseling to City employees about matters that might have previously led to the filing of grievance complaints. However, we hope that the relatively low

number of grievances filed in FY 01 may have been the partial result of the HRO's staff's ability to mediate issues before they resulted in formal grievances. The HRO staff should be commended and encouraged to continue to provide City employees with that service, within reasonable time and work constraints.

We appreciate the opportunity to provide feedback about these reports and input for the Docket Memo to the City Council. Please contact Human Rights Commissioner Susan Rumberg (O: 703-998-3298) if you have further questions about our comments.

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

Very truly yours,



Nancy O. Jenkins
Chair, Alexandria Human Rights Commission

cc: Chet Avery, Commission on Persons with Disabilities
and Human Rights Commission
Joe Delfico, Commission on Persons with Disabilities
Vaira Harik, Commission on Aging
Laura Mandala, Commission on Women
Lisa Webster, Commission on Women
Jean Niebauer, Alexandria Office of Human Rights
Susan Rumberg, Human Rights Commission
Kathleen Schramm, Deputy Director, Personnel Services Department
Steve Mason, Affirmative Action Officer



Acpd

Alexandria Commission on Persons with Disabilities



Barbara Gilley, Chair

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April 12, 2002

Michele Evans

Assistant City Manager-Council Relations and Administration

110 N. Royal St.

Alexandria, VA 22314

Dear Ms. Evans

This letter transmits comments and recommendations of the Alexandria Commission on Persons with Disabilities (ACPD) regarding the FY 2001 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. Kathleen Schramm provided excellent co-ordination with the Commission particularly considering that she had to fill in for the Affirmative Action Officer during the preparation of the reports. She also sponsored helpful meetings and transferred timely information to the commissions involved. These meetings helped clarify issues and provided us with a sounding board for possible recommendations designed to help improve the City's EEO-AAP reporting process.

In FY 2001 the City made a concerted effort to hire and promote people with disabilities and to improve their outreach efforts. For example, City staff should be commended for their efforts to have a vigorous management internship program for persons with disabilities. The City's was very supportive in the mentoring program and summer employment program with students from T.C. Williams High School. The Commission anticipates that many students with disabilities will benefit from the Summer Youth Employment Program and the mentoring program undertaken in 2002. These efforts help individuals obtain job experience while exposing managers and employees to the capabilities of individuals with severe disabilities. Unfortunately, in a short report such as this, there are too many of these positive examples to cover in detail so we have highlighted only a few.

Accordingly, we focus the rest of our report on areas of the UA and AT reports where we believe the City has an opportunity to improve upon its commitment to affirmative action. The following are ACPD's observations and recommendations which, in large part, have been brought to the attention of your staff.

Utilization Analysis

Issues: The Commission is still concerned that people with disabilities are not included in the Utilization Analysis Report though the City has data on women, blacks, Hispanics, Asians, and American Indians. As we said last year in our review of the FY 2000 reports the City does not collect information on people with disabilities for the Workforce Utilization Analysis report and most of the Supplementary Information. According to City personnel they are hindered because of the various difficulties obtaining descriptive, accurate and comparable data on the City's workforce and the lack of information on people with disabilities in the 1990 Census, which is used as a comparison base to determine workforce utilization. Hence, the City knows little about the utilization of this protected group and any implications regarding the City's dedication to removing procedural and attitudinal barriers to access for persons with disabilities.

Though the City expects to use information in the 2000 Census when it becomes available we are not sure that this will solve the problem regarding the lack of employment data on people with disabilities. We have reviewed the Census questions on people with disabilities and, though they have improved somewhat over the 1990 version, we suspect that the small data set and limitations on employment descriptions will make it difficult to use.

Recommendations: Regarding the lack of utilization information in the Census data, as we said last year in our review of the 2000 U.A. Report, the EEOC currently collects employment data on people with disabilities in the federal government. The most current information is detailed in EEOC's 2000 annual report. Since there is no compatible census data we again recommend that the City staff work with the Commission to examine federal government data particularly those of the EEOC. We also recommend that the city review what other local jurisdictions do in this situation. Arlington and Montgomery counties may be good places to start with. The Bureau of Labor Statistics is also collecting employment data based on recommendations from last year's President's Committee on Disability and these data may eventually be useful. Using national data from EEOC has promise. Although this data may make comparisons inexact, it would provide the City with valuable baseline data for statistical purposes. At a minimum any data would be valuable for analytical purposes given the current alternative of no data at all.

Applicant Tracking Report

Issues: It is evident that the City has put much effort into attracting people with disabilities. Applicants with disabilities for City positions almost doubled over last year and exceeded past year totals. In FY 2001, 10 people with disabilities were hired and promoted (7 were hired and 3 were promoted). This increase was also due in part to the large number of vacancies available in 2001. However, as a percentage of those hired there is little difference from year to year: 2.4% in FY 2001, 1.3% in FY 2000 and 2.6% in FY 1999.

Last year The Commission was concerned that the promotion rates for people with disabilities lagged rates for the other protected groups particularly in the interview phase of the process. This year's rates showed a marked improvement. In FY 2000 13% of people with disabilities who were interviewed were promoted compared to 22% of the protected group as a whole. This year 30% of people with disabilities who were interviewed were promoted compared to 28% of the group as a whole. The City should be commended for its efforts to improve in this area.

However, from another prospective, In FY 1998, 1999 and 2000 people with disabilities made up 0%, 3% and 2% of all promotions respectively. This year there was little change to this trend with 2.9% of the promotions going to people with disabilities. This is a concern because, in general, promotion percentages roughly equal the percentage of each protected group in an agency. For example, in FY 1999, people with disabilities in the Federal government made up 6.79% of its total workforce and accounted for 6.85% of the promotions. The City estimates that people with disabilities make up over 13% of the City's workforce but account for only 2.9% of the promotions. We realize that the estimates may not be exact and the comparisons not equivalent but find this large disparity puzzling.

Recommendations: We believe that the City should investigate the reasons why people with disabilities continue to do poorly in the promotion process relative to their population in the City workforce. To help in this review we also encourage the City to ~~issue a new survey of~~ people with disabilities to update and improve upon the survey initiated in 1999. The Commission would like to make suggestions on the design and dissemination of survey.

If you have any questions please direct them to Commissioner Joseph Delfico at 703-683-4638. We will be happy to answer any questions you may have and are looking forward to hearing how you will address our concerns.

Sincerely,

Chet Avery
Acting Chairperson

ALEXANDRIA COMMISSION FOR WOMEN
ALEXANDRIA, VA

TO: STEVE MASON
FROM: LAURA MANDALA, ALEXANDRIA COMMISSION FOR WOMEN
SUBJECT: RESPONSE TO WORKFORCE UTILIZATION AND APPLICANT TRACKING REPORTS
DATE: 5/13/2002

The following are comments on the City's Workforce Utilization and Applicant Tracking reports for the FY 2001. First, we would like to thank the City Manager and City staff for requesting the Commission's input and providing us with the continued opportunity to work with the City of Alexandria in improving its outreach to and employment of historically underrepresented groups.

Applicant Tracking Report

The Data

The City should be applauded for the volume of data that it includes in its application tracking report. In most cases, the representation of data is fair, particularly in pointing out where small sample sizes exist and have the affect of distorting percentages of increases and decreases.

We believe that significance testing, however, should be included in reporting of the data. For example, on page 15 of the report, it reads, "While the selection rate for females (24%) exceeded that of males (23%)..." We are not confident that this is a statistically significant difference.¹ In many other areas of the report differences are noted between sub groups without reference to their significance. We recommend the inclusion of significance testing be included in the findings so that readers can understand which differences are empirically valid and those that are merely directional.

Applications and Certification

¹ The sample sizes indicated in page 16 suggest that a one point difference would not be considered statistically significant.

The City is successful in attracting women to occupations and careers in City government. When it comes to certification, however, just over half of all women qualify for the positions for which they apply. (This is identical to the certification rates for the protected classes as a whole: among the 10,680 applications submitted with relevant affirmative action data, 58% were certified (i.e. meet minimum eligibility requirements.) It is not clear if 10,680 reflects the total applicant pool or just applicants who completed affirmative action forms.²

Overall, providing some context for review of the applicant tracking data would serve as an improvement. Currently, we cannot determine if the rates of applications, certification, and hiring are comparable to the U.S. labor force as a whole or comparable to other municipalities similar to Alexandria. In the absence of some larger context, we cannot determine if these applicant tracking numbers are “good” or “bad.”

Without these contexts, we cannot determine if the certification rate is high, low, or at a normal level. Intuitively, 58% seems like a low number for certification.

Given that the City is actively trying to recruit members of underrepresented groups it seems that it may be in the City’s interest to review the certification requirements for each of its positions and review the process by which applicants are deemed qualified or not qualified. The City may want to 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.

In addition, 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 require some training for the job for which they are applying. This change in the method of hiring may enable the City of find very talented employees who can be trained to serve in non traditional and higher paying positions.

Page 3 of the report does not seem to clearly offer the entire picture in the trends in applicant tracking. The following is taken directly from the report:

“In FY 2001 the City processed 10,680 applications with the relevant affirmative action data to prepare this report; of those, 6,234 (58%) were certified, and 423 full time positions were filled. By comparison, in FY 2000 the City received 7,824 applications with relevant affirmative action data, of those 3,393 (43%) were certified and 217 full time positions were filled. During FY 1999 the City received 5,328 applications, with relevant affirmative action data, of those 2,815 (53%) were certified, and 227 full time positions were filled. It is interesting to note that within two fiscal years, the City

² See pages 3 and 10 for conflicting definitions.

received double the number of applications (with affirmative action data) and filled almost double the vacancies.”³

This paragraph does not point out that the proportion of filled positions has declined since FY 1999. As a proportion of the total applications who were certified, the trend in filled positions (for who there is relevant affirmative action data) are as follows:

	1999	2000	2001
Total applications	5,328	6,234	10,680
% Certified	53%	43%	58%
% Filled positions	8.1%	6.4%	6.8%

We recommend that the applicant tracking report include these statistics on filled positions (giving percentages rather than raw numbers) for each of the protected classes that are covered in the report. We are very interested in evaluating the trends for women in filled positions vis a vis application and certification, particularly in non traditional job categories. (Note that the table titles “Women Applicants” may include the proportion who “filled positions”: but the table does not make this clear, nor is it discussed in the report.)

As acknowledged in the report, the recruitment of women to the Public Safety Job group continues to present challenges. This is of concern to the Commission for Women. Once again, we point out a trend that is not noted in the report. The following is an excerpt from the report, page 15,

“Of an overall pool of 153 female certified applicants for this category [Public Safety], only 34 females were interviewed, and 8 selected. While the selection rate for females (24%), exceeded that of males (23%) this is an areas that continues to receive individualized attention by the recruitment plans prepared by the Fire, Sheriff, and Police departments.”

The report does not point out that only 5% of the women certified for the positions in public safety were hired for positions in that category. Comparable data for male applicants so we cannot assess whether 5% is considered an average, above average, or a below average acceptance rate.

³ Note that on page 10, 6,234 is reported as 43% of the total applicants (10,680) and on page 3 it is reported as 58% of the total applicants.

(We recommend the numbering of all tables in the report and corresponding references to the tables within the text of the report.)

Grievances, Terminations, EEOC Complaints

We believe that an analysis of the trends in grievances, terminations, and EEOC complaints is necessary for the Commissions, City Council, and City departments to understand what contributes to changes in trends in these categories. Presently we are provided with only charts, absent any analysis. We suspect that the City would find valuable the factors that contribute to changes in the trends in these important variables.

The number of grievances declined to a total of 8 in FY 2001, down from 37 in FY2000 and 18 in FY 1999. We are very interested to see an analysis of changes in policies, leadership, or other factors that may have contributed to this decline. We feel it is important for the City to understand what changes and improvements have contributed to fewer grievances. At the same time, the City should ensure that employees are not perceiving any barriers to filing grievances.

We note and applaud the addition of information on Latinos in the data on Terminations. These data are not included for 2000 and would like to confirm whether or not data were collected prior to FY 2000.

The most glaring finding in the termination data is the disproportionate number of African American employees terminated both in FY 2000 and FY 2001. We feel that an analysis of these data are strongly warranted and will serve to educate both the City and the public on factors that may be disproportionately affecting the African American workforce in The City.

We are struck by the absence of EEOC complaints in both FY 2000 and FY 2001. While we are prone to interpret this finding as an indication of the fair and equitable workplace the City provides, we want to ensure this is the case through a thorough analysis of the contributing factors. Again, it is beneficial for the City to know what policies and procedures are working and which are not working to make the City of Alexandria an attractive place to work.

Our initial hypothesis is the new City Manager, bringing a background of legal training, has instituted policies and procedures that may have affected the frequency of grievance and EEOC filings. We applaud any measures that have been taken to reduce these filings yet want to ensure that employees feel they have these tools available to them when needed.

Utilization Analysis

The data provided in the utilization analysis are plentiful. This large volume of data, however, requires a summary of findings. It also requires smaller categories of data, such as combining age bands and grade levels so that larger groups can be analyzed. (For

example, it would helpful to categorize grade levels into managerial and non-managerial positions. It is nearly impossible to obtain a summary of the data by analyzing utilization at each grade level separately.)

In addition to evaluating utilization of employees aged 40 and up we think it is also valuable to examine employees aged 50 and up. In particular, we are interested in a breakdown by gender between employees aged 40 and over and those aged 50 and over.

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.

The number of women participating in the tuition assistance program is disappointing. We are recommending that the City undertake an analysis of the factors contributing to this low participation rate and make reasonable changes in work load and/or flex time and application procedures to enable women to enhance their skills and thus their value to the City.