



2012

Affirmative Action Plan For Minorities, Females & Individuals with Disabilities Fiscal Year 2012



Arlington County Government
Arlington Virginia

Office of the County Manager

Human Rights & EEO

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I. Introduction A.R. 2.9 § 2

The data analysis provided in this plan is based on information obtained from several sources, including the Arlington County Department of Human Resources and the U.S. Census Bureau. The analysis is based on data available as of June 30, 2011.

In the preparation of this Affirmative Action Plan (AAP), the Office of Human Rights used as a guide the County's Equal Opportunity Policy adopted by the Arlington County Board on June 24, 1995, Arlington County's Administrative Regulation 2.9, and federal guidelines issued by the Equal Employment Opportunity Commission (EEOC) in 29 CFR, Chapter 1608. The use in this plan of such terminology as "underutilization," "deficiency," "affected class or group," and "goals" is not to be construed to indicate that minorities or women are presently underutilized or discriminated against in any way by Arlington County. These are technical terms adopted from applicable regulations used only for analytical purposes.

Arlington County is committed, as an equal opportunity employer, to offer equal opportunity employment in all aspects of employment practices. These include recruitment, hiring, selection for training, promotions transfers, selections for layoffs and terminations.

The goals adopted in this plan are only reasonable targets attainable by good faith efforts applied through its implementation. These goals are not quotas and are not intended to discriminate against an individual otherwise qualified for an employment opportunity.

All data required to be examined by applicable rules and regulations have been analyzed. Personal identifying information and confidential information about individual employees have been analyzed but not published in the AAP. This information is on file as documentation-supporting data for the affirmative action plan and is only available for inspection and review as allowed by law.

II. Workforce Analysis

The Affirmative Action Plan (AAP) covers all Arlington County Government Employees. The County Constitutional Offices are referred to only where there is a statistical need for additional diversity recruitment efforts. Arlington County is a local government committed by its mission statement to diversity, inclusiveness, and affirmative action.

Arlington County's elected officials and executive leadership are committed to the continuous practice of equal employment opportunity by the implementing actions of this affirmative action plan.

A. *Composition and Analysis of the Workforce A.R. 2.9 § 3.3*

In June 30, 2011, the workforce had 3,366 employees of which 1,676 (49.79%) were minorities. When further divided by gender, the workforce had a composition of 1,543 (45.84%) females and 1,823 (54.16%) males. All females were analyzed as a minority group.¹

The County hired 259 new employees of which 132 (50.96%) were minorities and 152 were females (58.69%). There was an increase of 26 (1.5%) in the total number of minorities in the County workforce at the end of the fiscal year.²

In developing this affirmative action plan the County performed three different data analysis: a job group analysis, an availability analysis, and a workforce utilization analysis. These analyses were done by job group.³

There are fifteen job groups in Arlington County. (See Appendix I at page 34-35) External and internal availability of candidates was considered. For purposes of availability, staff established reasonable recruitment areas from which candidates were hired. The actual workforce was compared to the estimates available from the 2010 U.S. Census Bureau report on estimated availability.⁴ The result of these analyses determines underutilization by job group, if any, and the need to establish placement goals pursuant to Administrative Regulation 2.9 §2.1(II). Underutilization was established based on U.S. Census population data of the qualified workforce and the application of a two standard deviation test.

¹ See the Workforce demographic profile at page 14. There is an increase of females and a reduction of males. According to estimates from the Society for Human Resource Management in Alexandria, females will comprise 50 % of the total US workforce by 2030.

² There were 1,650 minorities in the workforce during the previous fiscal year. In the overall workforce there was an increase of 1.14% non-minority employees. The minority increase occurred at the administrative support levels. According to the US Census by 2040 half of the available workers in the US will be minorities.

³ To conduct these analyses we relied on the accuracy of the information provided by Human Resources.

⁴ Corresponding final availability report from the Census will not be ready until 2013.

The analysis by job group shows the following:

1. *Job Group 1. Executives Officials and Senior Administrators. The need is at the deputy level and managers of divisions and bureau chiefs under the senior managers where the incumbency for Blacks and Hispanics is less than the availability by a statistically significant amount. (See table 1 at page 16)*
2. *Job Group 2. Professionals; incumbency for Hispanics is less than the availability by a statistical significant amount. (See table 1 at page 16)*
3. *Job Group 3 Librarians, incumbency for Asians, Blacks and Hispanics is less than the availability by a statistical significant amount. Openings have been limited at this level in recent years. (See table 1 at page 16)*
4. *Job Group 4 Information Technology Specialist and Technicians, incumbency for Hispanics is less than statistical significant amount.*
5. *Job Group 5 Planners, incumbency of minorities improved with the hiring and promotion of Black Planners into the job group in CPHD. Although the goal was not fully achieved it reduced the gap between the availability in the recruitment area and the employment of minority Planners by the County. (See table 1 & 3 at pages 16&18)*
6. *Job Groups 10 Skilled Trade Occupations; 11 Trades Worker/Motor Vehicle Operator; incumbency for females is less than the availability by a statistically significant amount. (See tables 1 & 3 at pages 16&18)*
7. *Job Groups 12 Firefighters incumbency for Asians, Blacks, Hispanics and females is less than the availability by a statistically significant amount. (See tables 1 & 3 at pages 16&18)*
8. *Job Group 13 Police officers incumbency for Blacks, Hispanics and females is less than the availability by a statistically significant amount. (See tables 1 & 3 at pages 16&18) There is a need for more minorities: American Indians, Asian, Black, Hispanic, and Native Hawaiian- Pacific Islanders. This is necessary in order to create a diverse pool of candidates for future promotions to supervisory positions in accordance to the policy of promotions from within.*

Arlington County has achieved a noticeable increase of minorities promoted in the Fire Department.

B. Personnel Actions

Personnel actions were analyzed to identify any impediment to equal employment opportunities. These actions included applications for employment, hiring, promotions, terminations, employment offers, compensation and disability accommodations. The analysis revealed that minorities are employed at a rate of 50.96% and females are employed at a rate of 58.69%.

The most recent Census estimate reveals that minorities represent 33.7% and females 50.2% of the County's population, based on this data when compared to the County workforce as a whole there is no evidence of exclusionary employment practices in Arlington County.

1. Applications for Employment

Arlington County posted all vacancies on the intranet and the County web site. Applications for open vacancies were accepted from a wide variety of sources. All persons interested in applying for a job with Arlington County were advised to use the County's application process. Applications and complete applicant records have been maintained to document equal employment opportunity practices. The Department of Libraries as well as the Department of Human Resources offered use of free computers to apply for jobs with the County.

During the plan year, a total of 34,290⁵ applications for jobs were received. However, HRD only used 6,993 applications to refer candidates for hire. 56.24% of the candidates referred were minorities. Out of these applications, the County filled 259 vacant positions.⁶ Using this application data, an adverse impact analysis by race and sex was performed. The results of this analysis indicate that there is a need to continue monitoring applications for Hispanics in job groups for which the County has established placement goals. There is a statistically significant difference between incumbency and availability in these job groups. Monitoring applications from Black candidates for senior level positions is also required. In the selection process, minority applicants were adversely impacted in job groups 12 (firefighters/EMT) and in job group 13 (Police Officers).

The applicant flow, as a whole, is not an area of concern for Blacks, Asians or females. Hispanic applicants continue to fall below their availability for the fifth consecutive year. It continues to be a recruitment challenge to outreach and increase the Hispanic applicant flow. There was a significant statistical difference in Hispanic applicants for the following job groups: Executives, Senior Administrators, Professionals, (within professionals, emphasis in positions of electronic data support engineers, systems engineers, and engineers in general) Firefighter and Police Officers. The outreach efforts to recruit Blacks and Hispanics must improve for these job groups.

⁵ There were only 3,787 Hispanic applicants in the total pool of 34,290 job seekers.

⁶ An additional data base of 31,266 applicants was used by HRD to recruit candidates for the Fire Dept. this data base back dated this FY and AAP year.

2. Hires

Arlington County hired 259 individuals in fiscal year 2011. These include 132 minorities (50.9%), 152 females (58.69 %) and 127 (49.1%) non-minority hires. This year there was a reduction in the hiring of minorities of 25.75% ⁷ and an increase in the hiring of females of 2.70% from the previous fiscal year. The demographics of the County Government workforce still indicate a strong presence of equal opportunity and commitment towards affirmative action.

In Arlington County, the hiring is conducted under the following non-discriminatory criteria:

- (a) Job descriptions are developed under the guidance of the Human Resources Dept. to ensure that duties are accurately described; experience and education requirements are strictly job related; HRD electronically reviews applications to ensure that applicants and all incumbents meet minimum job requirements.
- (b) Application forms have been reviewed to make sure all requested information is job related and that application forms comply with applicable laws. All forms state that Arlington County is an equal opportunity employer.
- (c) Interviews are conducted by panels.
- (d) Employment selection tests have been validated and administered in non-discriminatory manner.
- (e) Employees are encouraged to refer qualified applicants to the County. The County also participates in activities where minorities are apprised of job openings.
- (f) Final selection is a prerogative of the hiring manager.
- (g) Accessibility Accommodations are provided to applicants under the ADA.

The hiring process is designed to provide equal employment opportunity. To the extent that there is a human element administering the system, attention should be paid to the equal opportunity training and education of interview panels and hiring managers. Interview panels should be briefed in equal opportunity laws and affirmative action goals before every recruitment and selection exercise.

3. Employment Offers

During the plan year the county made 304 job offers and hired 259 individuals. Females received (182) 59.87% of the offers and minorities received (151) 49.67%. There is no indication that the county excludes minorities or females in offers for employment.⁸

⁷ There were 34 fewer minority hires this year and 4 more female hires than the previous year. Overall there were 42 (13.95%) less hires this year.

⁸ There were 122 offers made to males or 40.13% and the majority-white received 50.33% (153) employment offers; 45 (14.80%) selected candidates declined job offers.

4. Promotion Practices

County management-initiated promotions are based on performance and job related criteria. A review of promotion data indicates that these practices represent an area of substantial employment opportunity for minority and female employees. In this regard, the offering of training and other developmental opportunities are crucial for the advancement of minorities. Employees are encouraged to contact managers, supervisors and/or the Human Resources Department and the website, at any time, should they desire information relative to other positions within the County. There are several long-term certificate programs available to employees. County training classes are designed to enhance employee growth and development, increase or enhance current job skills and are focused on preparing employees for positions of greater responsibility. Data from those programs was not available for review and analysis. It will be evaluated and analyzed in the 2013 AAP to assess their impact in the promotion of minorities and females.

Minorities did not achieve the expected AAP promotional goals this year. Hispanics did not achieve the expected AAP promotional goals for four years in a row. However, this year's effort reduced that gap. The identification and removal of promotional barriers is needed in order to achieve success in promoting minorities. (See table 4 at page 19)

5. Compensation System

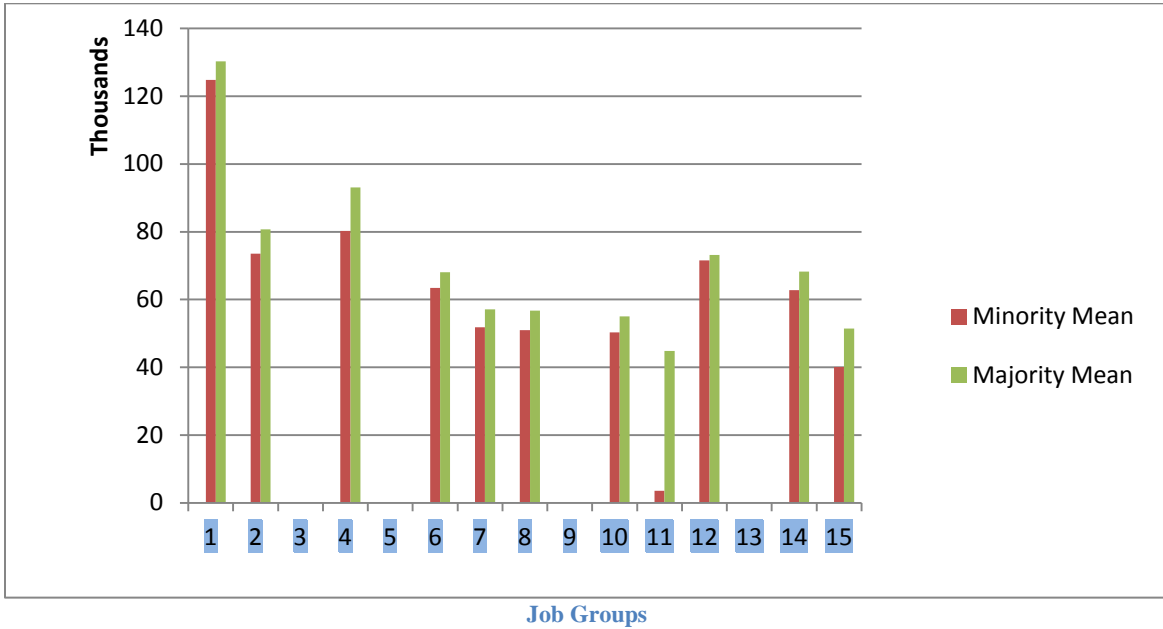
Special pay program, bands, market adjustments and County regular pay scales were examined using the data provided by HRD to determine if there is an adverse impact on minorities. Data from all pay programs revealed that in 11 of the 15 AAP job groups, the salary mean for minorities is lower than that of the non-minorities.

The analysis also revealed that in 106 of the 534 County job title/classifications in use where there is minority and non-minority incumbents, the salary mean of the minority is lower than the salary mean of the non-minority. In 205 job pay/classifications of the 534 in use there were no minority incumbents. There were 239 job title/classifications with a single incumbent. In 67% of them the single incumbent was a non-minority. Absent additional compensation data the AAP cannot further explain these compensation issues. (See table on page 9)

COMPENSATION SUMMARY CHART BY JOB GROUPS RACE /ETHNICITY

Annualized Mean Compensation

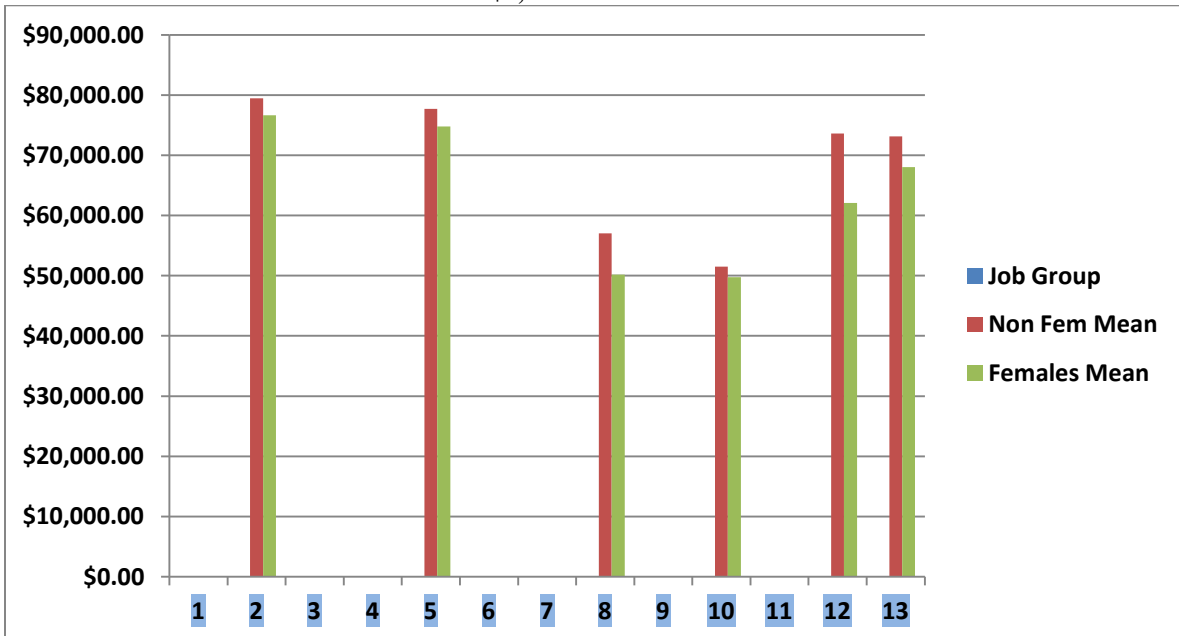
Includes Only Job Groups with Disparities for Minorities in Positions with Annualized Differentials of \$1,500.00 or More



GENDER COMPENSATION SUMMARY CHART BY JOB GROUPS

Annualized Mean Compensation

Includes Only Job Groups with Disparities for Females in Positions with Annualized Differentials of \$1,500.00 or More



C. Terminations

Resignations and retirement accounted for 90.6% of terminations in fiscal year 2011. The percent of involuntary terminations for the AAP year excluding deaths was 8.27%. This represents a decrease of .24% from the previous year.⁹

Minorities represented 91.3% of the involuntary terminations and dismissals during 2011.¹⁰

The percentage of County voluntary terminations since 2007 is as follows: 2007-90.2%, 2008-88.79%, 2009-88.06%, 2010-89.4% and 2011-90.6%.

D. Individuals with disabilities

There were 11 requests for reasonable accommodations granted to employees and applicants for employment in fiscal year 2011.¹¹ The employment application process, with its accommodation component, results in a nondiscriminatory process for employment applicants with disabilities. The County also provides reasonable accommodations for employees who need them to perform the essential function of their jobs. No applicants were denied reasonable accommodations to participate in the process. Although there were no new hires self-identified as disabled during this period, the county employment process does not show exclusionary practices for persons with disabilities. When offering employment or a promotion to persons with disabilities, Arlington County does not deduct disability income or cost of an accommodation or any other benefits received by the employee from the amount of compensation.

E. Conclusions from employment data analysis

The analysis of employment data covering fiscal year 2011 shows a commitment to equal employment opportunity. The data does not show evidence of systematic discriminatory employment practices.

The constitutional offices of the Commissioner of the Revenue, the Treasurer, and the Voter Registrar continue to maintain desirable levels of diversity in their workforce for fiscal year 2011. These offices have no recommended goals to meet during the current fiscal year. The Office of the Sheriff maintains a gender balance in its workforce. We continue to advise the Office of the County Attorney to outreach and consider for hire Asians, Blacks and Hispanics when vacancies occur in staff attorney positions. *For the rest of the County workforce the data conclusions are as follows:*

⁹ There were 3(1.08%) deaths. Causes for involuntary terminations were dismissal, separation during probation, separation during trainee period and layoffs. During 2010(the previous FY) the percentage of involuntary terminations was 8.51%.

¹⁰ Additional data was requested from Human Resources to further explain this data but it was not provided.

¹¹ Two were denied by HR on technical grounds and not on the merits of the disability.

1. The representation of females in the County's workforce exceeded its availability in the job market in 12 out of the 15 job groups.
2. The representation of Blacks in the County's workforce exceeded its availability in the job market in 10 out of the 15 job groups.
3. The County continues to achieve and make progress in its affirmative action objectives.
4. There are no Hispanic employees in the Information Technology positions job group 4.
5. The categories in which additional focus is needed are detailed on page 5 and included in Table I at page 16.

Employment goals have been established for some job groups where statistical improvement is sought. The employment of minorities and females in the County workforce, with the exception of Hispanics and positions with goals, is representative of the County's population available for recruitment. Diversity as a goal needs to be actively and consistently managed in order to succeed.

A diversity five year goals projection was developed for some positions and departments. See table 3 at page 18.

F. Employment Goals and Areas of Opportunity

Employment goals are established, (from the opportunities to hire) based on the results of the aforementioned data analysis. The goals are set on Table 1 at page 16. Employment goals are achieved by hiring the desire percentages of the affected class into the job groups with goals at every opportunity to hire.

In addition, the County needs to increase the representation of females in trade occupations, law enforcement and Firefighters/EMT. Efforts are also required to hire Hispanic technicians in the Department of Information Technology.

General Recommendations:

1. From the data analyzed, it follows that special efforts should be made to recruit, develop and retain Hispanic employees in various job groups.
2. A strategic plan is needed to identify and remove employment and promotional barriers for minorities.
3. Diversity recruitment should be a seamless integrated hiring practice at all levels of the HR function with proactive and efficient activities.
4. More effective outreach programs are needed to recruit minorities in difficult to hire areas such as police, fire, executives, senior level managers, IT and trades occupations for females.
5. Interviewing panels must be trained on equal employment opportunity issues and goals for positions being recruited.
6. Interview panels should be briefed in equal opportunity laws and affirmative action goals before every recruitment and selection exercise.
7. Interview panels should be a reflection of the diversity of the workforce and should have representation of those groups for which the County has employment related goals.
8. Hiring managers and panels should be made aware of the AAP employment goals prior to selection activities and selection records should be kept when minorities are interviewed and not hired.
9. Compensation practices by job group may require a thorough review to ensure that practices in place may not have a disparate impact on minorities.
10. Departments should report on the implementation of the strategies developed last year to address the AAP goals.
11. Departments Directors should be accountable to the County Manager for their efforts in diversifying their department's workforce.

ANALYSIS AND PLAN REPORT

III. RESPONSIBILITY FOR IMPLEMENTATION

The County Manager, has overall legal responsibility for the implementation of the Equal Employment Opportunity and Affirmative Action Plan (AAP). The County Manager has assigned primary management responsibility and accountability for ensuring full compliance with the program to the Assistant County Manager for Human Rights & EEO. The recruitment and hiring responsibility belongs to the Director of Human Resources. The Assistant County Manager has the authority to ensure the effective implementation of the Affirmative Action Plan. The County Manager actively supports the AAP and provides assistance whenever needed. Department directors and managers are accountable for its implementation.

The Assistant County Manager develops policy statements and internal and external communications to ensure an efficient and positive plan implementation. Also:

- a. Assists in the identification of problem areas and the removal of barriers.
 - b. Assists departments in devising solutions to equal employment problems, and to gain understanding of affirmative action, the EEO policy and County regulatory procedures.
 - c. Measures the effectiveness of remedial actions of the County's equal employment and Affirmative Action Programs and determine the degree to which the County's employment goals and objectives are being attained.
 - d. Ensures that managers and supervisors understand that their work performance is evaluated in part on the basis of their equal employment opportunity efforts and results, and that it is their responsibility to prevent all types of unlawful workplace discrimination or harassment.
 - e. Serves as a liaison between the County and federal enforcement agencies to assist with coordinating functions and activities with the agencies.
 - f. Serves as a liaison between the County and appropriate minorities and women's organizations, community action groups concerned with employment opportunities of minorities, women, disabled persons, and the Equal Opportunity Employment Advisory Committee of the County Human Rights Commission.
 - g. Conducts periodic audits to ensure that the County complies with the AAP, Title VII, The Rehabilitation Act, and the Americans with Disabilities Act.
2. Other executives are responsible, as well, for the success of this plan. The County department directors, managers and line supervisors are all required to cooperate with the implementation of the Plan and are expected to implement and execute its provisions ensuring that the selection process provides employment opportunities for minorities and females.

IV. ORGANIZATIONAL PROFILE

This was done to determine whether there are areas in the workforce where minorities or women are adequately represented, underrepresented or concentrated. We provide the County demographics from the US Census as a comparable snapshot of the County government workforce to review how it reflects our population.

The table below shows the race and ethnic demographics of the county government workforce as well as the number of female employees working during the fiscal year and the managers/supervisory personnel as recorded by HRD. We provide County demographics from the Census as a comparable snapshot of the County government workforces to review how it reflects the population. To complete the organizational profile the County elected to follow the workforce analysis methodology.

ARLINGTON COUNTY WORKFORCE & DEMOGRAPHIC ANALYSIS

The table reflects the most recent 2010 U.S. Census data available and county workforce representation available from PRISM provided by HRD. The latest population provided by the U.S. Census is 207,627.

Workforce Demographics FY 2010	American Indian/Alaska Native	Asian	Black	Hispanic	Female	Non-Min White
Total Workforce 3,366	1	242***	963	470	1,543	1,690
Percentages of Workforce (By Group)	.03	7.18**	28.60	13.96**	45.84*	50.32
Percentage of Population (2010 US Census)	.05	9.6	8.5	15.1	50.2	66.3
County Supervisors 690[Ⓜ]	0	24	133	41	248	492
Percentage of Supervisors by Group	0	3.48	19.27	5.94	35.95	71.30

*Although the overall female population in the County is statistically larger than in the County Government Workforce, females exceed their employment availability within the County Government workforce in 12 of the 15 AAP job groups. Female AAP goals were established for the job groups of Police, Fire, and Trade Occupations.

**These groups reveal a demographic underrepresentation in the County workforce.

*** There is a slight reduction in the number of Asians employed by the County this FY in comparison with the previous two years AAP. Due to the small number of self-identified Native Hawaiian or Pacific Islander employees (a total of 6 employees from that group) were included in this count for the purpose of the analysis.

[Ⓜ] Female supervisors are included in the race/ethnicity count.

V. JOB GROUP ANALYSIS

A.R. 2.9 § 2.1 (III.)

We have conducted a job group analysis, as a diagnostic component derived from the Workforce Analysis report, to further identify issues of incumbency and opportunities for more representation.

The job group analysis is the first step in comparing the representation of minorities and women in the County workforce covered by this AAP, against the estimate of the available qualified minorities and women who could be employed by Arlington County Government. Our goal and objective for every Job Group, whether, “underutilized” or not, is to ensure that our policies and practices, provide equal employment opportunity and when possible, achieve the populations demographic representation.

The County Administrative Regulation 2.9 establishes 15 job group categories for affirmative action purpose. The analysis identified the 15 job groups in A.R. 2.9., the job titles that comprise each job group, the percentage of minority incumbents and the percentage of female incumbents in each job group.

The analysis of underrepresentation, goals and the employment achievements as percentage gaps show reductions toward the goals and are illustrated in Tables 1-3. (Pages 16&18).

The job categories where the analysis revealed the need for additional efforts were:

- Executives, Officials and Administrators, at the level of departmental deputies, division chiefs, bureau chiefs, and first level management for minorities, in particular Black and Hispanic;
- Firefighters for minorities (American Indian, Asian, Black and Hispanic, Native Hawaiian-Pacific Islander) and females;
- Police for minorities, (American Indian, Asian, Black and Hispanic, Native Hawaiian-Pacific Islander)and females;
- Police supervisors for all minorities;
- Trades, mechanics and motor vehicle operator occupations for females;
- Planners (Black and Hispanic);
- Technicians Hispanic (information technology positions) and
- Librarians (Asian, Black and Hispanic).

Other job categories as determined by the utilization analysis and any other areas of underutilization are not statistically significant and the objectives are for maintenance of workforce balance and achievement.

VI. TABLES

Table 1 – PLACEMENT GOALS
JOB GROUPS WHERE REPRESENTATION
IS LOWER THAN AVAILABLE IN THE AREA JOB MARKET

A.R. 2.9 § 3.5

(With a Deviation of Statistical Significance)

Job Group Name	Employment Percentage % Min & Females	Employment Goals FY 2012¹²	Group for Employment Goals
Executives/Officials ¹³ & Senior Administrators	Min 17.93%	24.62%	Black Hispanic
Professionals ¹⁴	Min 40.0% Fem 58.80%	31.74% 0%	Asian Hispanic
Firefighters/EMS	Min 24.74%	27.75%	Asian, Black Hispanic &
	Fem 9.09%	10.60%	Female
Librarian	Min 27.27%	11.88%	Asian Black Hispanic
	Fem 85.45%	0%	
I Information ¹⁵ Technology	Min 46.1%	4.90%	Hispanic
Police	Min 18.27% Fem 18.9%	36.63% 20.31%	Asian, Black, Hispanic & Female
Police Supervisors ¹⁶	Min 21.17% Fem 14.29%	30.33% 10.0%	Black, Hispanic & Fem
Planners	Min 24.18% Fem 47.25%	26.03% 0%	Black & Hispanic
Trade Workers ¹⁷	Fem 2.94	20.2%	Females

¹² Employment goals are achieved by hiring the desire percentages of the affected class into the job groups with goals at every opportunity to hire. Goals are established after an analysis of the availability based on data provided by the Census.

¹³ Representation of females is 56.72% at this level. The goal at the level is for departmental Deputies, Division Chiefs, Bureau Chiefs & first level Managers.

¹⁴ The positions where there is a diversity need are primarily Engineers, Engineering Technicians and Real Estate positions.

¹⁵ There are no Hispanic employees in this job group.

¹⁶ This availability analysis is conducted as required by County Reg.2.9 and the federal guidelines. However, the Police Department supervisors are selected from candidates within the force and not from the availability in the job market (Sergeant, Lieutenant, Captain, etc.) These are goals for when promotional opportunities occur.

¹⁷ The pool of applicants for the vacancies reveals the absence of an adequate number of female applicants for candidate selections.

Table 2
FY 2011-2012
POLICE & FIRE
MINORITY WORKFORCE FIVE YEAR COMPARATIVE ANALYSIS

Department	FY-2007 Total Min	FY-2008 Total Min	FY-2009 Total Min	FY-2010 Total Min	FY -2011 Total Min.
Police Officers & Others	80	83	75	78	75*
Fire/EMS	69	82	77	78	72**

*There are eight (8) minority Sergeants and four (4) minority Lieutenants counted in this number.

**There are ten (10) minority Captains, nine (9) minority Fire Lieutenants and two (2) minority Fire Marshals counted in this number. Retirements and resignations also impacted these numbers.

The administrative classification job titles were excluded in the analysis of Police and Fire. This table illustrates the total number of minorities in departments in which AAP goals have existed in the last five (5) previous fiscal years and continue to have employment goals in 2012

**VII. DIVERSITY TARGETED 5 YEAR COUNTYWIDE GOALS BY JOB/GROUP
POSITION TITLE (2012-2016)**

Table 3

Departments	Position/Titles in Job Group	Group	Staff Level in FY-2007	Staff Level in FY-2008	Staff Level in FY-2009	Staff Level in FY-2010	Staff Level in FY2011	Staff Level as of 12/31/2011	Targeted 5 Year Goals by Job Group/Position Title
Fire Department	Firefighters/EMS Total Incumbents-211 as of 12/31/2011	Asian	4	4	4	3	3	4(1.8%)	6(3%)
		Black	37	35	38	37	34	37(17.5%)	40(19%)
		Hispanics	10	13	10	13	12	15(7.1%)	27(12.7%)
		Females	17	17	18	19	18	18(8.5%)	33(15.6%)
Human Resources	Human Resources/OD Specialist/Sr. HR Mgmt. Spec. Total Incumbents-29 as of 12/31/2011	Hispanics	1	1	1	1	1	1(3.4%)	3(10.3%)
Libraries	Librarians Total Incumbents-38 as of 12/31/2011	Asian	1	1	2	1	1	1(2.6%)	3(7.8%)
		Black	3	3	3	2	2	2(5.2%)	5(13.2%)
		Hispanic	3	3	3	3	3	3(7.8%)	6(15.8%)
Countywide: DES/DHS/DPR/DMF	Mgmt. Budget Spec Total Incumbent-23 as of 12/31/2011	Hispanic	0	0	0	0	0	1(4.3%) DES Hire	4(17.3%)
Department of Environmental Services	Engineer I-IV, Engineering Design Total Incumbent – 13 as of 12/31/2011	Asian	6	6	6	6	3	3(23%)	6(46.2%)
		Hispanic	0	0	0	1	1	1(7.7%)	3(23%)
Department of Environmental Services	Engineering Tech II-IV Total Incumbent -16 as of 12/31/2011	Asian	1	1	2	2	2	2(12.5%)	3(18.7%)
		Black	10	5	6	4	5	4(25%)	6(37%)
		Hispanic	3	2	3	3	3	2(12.5%)0	5(31.2%)
Community Planning, Housing & Development	Planners Total Incumbent-48 as of 12/31/2011	Asian	1	1	1	1	2	2(4.1%)	3(6.2%)
		Black	10	9	9	5	10	10(20.8%)	12(25%)
		Hispanic	3	3	4	3	2	2(4.1%)	6(12.5%)
Department of Environmental Services	Planners Total Incumbent-23 as of 12/31/2011	Asian	2	1	1	1	1	1(4.4%)	2(8.6%)
		Black	2	3	2	2	3	1(4.3%)	3(13.0%)
		Hispanic	1	1	1	1	1	1(4.3%)	3(13.0%)
		Females	10	9	13	13	13	10(43.4%)	14(60%)
Police Department	Police Corporal, Police Office I&II Total Incumbents-296 as of 12/31/2011	Asian	7	8	7	10	13	11(3.7%)	23(7.7%)
		Black	28	34	28	29	29	27(9.3%)	35(11.8%)
		Hispanic	27	27	27	24	23	23(7.7%)	46(16%)
		Females	56	55	52	51	58	59(19.9%)	72(24.3%)
Department of Environmental Services	Facilities Maintenance, Mechanics, Machinist, Motorized Vehicle Operator, Printer, Plumber, Sr. Trade Workers, Control Systems Technicians, Traffic Signal Field Technician, Multi- Skilled, Trades Worker, Delivery Driver, WSS Technicians, Wastewater Technicians Total incumbents-298 as of 12/31/2011	Females	9	6	6	7	7	7(2.3%)	18(6.%)

Table 4

**RACE/ETHNICITY GROUPS by PERCENTAGE COUNTY PROMOTIONAL
ACHIEVEMENT AND STATISTICAL EXPECTATIONS**

**Based on Availability of Candidates Applying or Available for Promotions
Fiscal Year 2011**

GROUP	ACHIEVEMENT	*EXPECTATION
American Indian	0	0
Asian	2.84%	7.1%
Black	25.6% **	28.6%
Hispanic	13 **	13.9%
Pacific Islanders	0	0
Non-Minority	57%	

*Expectations are established after conducting a statistical analysis of the Census demographic data and the internal workforce availability. Asians were behind in County promotions for the second consecutive year.

* 25% of all the promotions occurred Community Planning & Housing CPHD), Environmental Services (DES) Departments and Office of Emergency Services (OEM). The highest level of promotions occurred in the Fire Dept with a promotion into the rank of Captain.

** 26% of the promotions occurred in the Police, OEM and Human Services. 15% of promotions were professionals into supervisory levels.

Table 5

**Commissioner of Revenue, Treasurer & Sheriff Office
PROMOTIONAL ACHIEVEMENT AND STATISTICAL EXPECTATIONS
RACE/ETHNICITY GROUPS by PERCENTAGE**

**Based on Availability of Candidates Applying or Available for Promotions
Fiscal Year 2011**

GROUP	ACHIEVEMENT	EXPECTATION
American Indian	0	0
Asian	10%	7.1%
Black	30%	28.6%
Hispanic	15%	13.9%
Pacific Islanders	0	0
Non-Minority	45%	

VIII. AVAILABILITY ANALYSIS

A.R. 2.9(2.1) (II.)

The availability analysis under A.R. 2.9 takes into account the relevant labor markets from which applicants for County positions can be expected to apply and the current incumbency vs. the estimated availability in the market as indicated by the US Census data. The purpose of the availability analysis is to establish a benchmark against which the demographic composition of the County workforce may be compared to determine whether barriers to equal employment opportunity may exist.

An analysis of the patterns of hiring and promotions from the available employment data, for each of the 15 job groups was done. The proportion of employees who entered the county job groups directly as external hires and the proportion that entered the job groups through internal promotions were established.

The availability data was developed separately for minorities and women. Two factors for potential areas from where to recruit and select candidates were considered. For each job group the analysis examines two potential areas of availability: individuals with the requisite skills outside the County government workforce (external availability) and those within the Arlington County government who could be promoted (internal availability). In determining availability, we selected a reasonable recruitment area and County pool of promotions during the fiscal year. Human resources provided the areas where recruitment efforts were made and candidates sought.

For the purpose of determining external availability, the United States was defined as the recruitment area for those job groups with a national recruitment effort and the Washington, DC-MD-VA for those job groups with a local recruitment area.¹⁸ The source for the above statistics is the United States Department of Commerce 2000 Census and updates from the 2010 as released by the US Census Bureau.

Finally, where a job group had different job titles that carried different availability rates, we calculated a composite availability figure. We arrived at the composite availability figure by determining the proportion of the job group incumbents employed in each job title, weighting the availability for each job title by the proportion of incumbents employed in that title, and adding together the weighted availability estimates.

Our rationale for the selection of the recruitment areas and internal pools for the 15 job groups in the County was based on the recruitment data provided by Human Resources.

The County conducted a “Two Factor Analysis” of the Recruitment Pools for Every Job Group and concluded that, with the exception of Hispanics, all groups were properly represented in the applicant’s pools.

¹⁸ *Washington Metro Area includes District of Columbia; Calvert County, MD; Charles County, MD; Frederick County, MD; Montgomery County, MD; Prince George’s County, MD; Arlington County, VA; Fairfax County, VA, Fauquier County, Clarke, Warren Counties, VA; Loudoun County, VA; Prince William County, Manassas County, Manassas City, VA; Spotsylvania County, VA; Stafford County, VA; Alexandria City, VA; Fairfax City, Falls Church City, VA; Fredericksburg City, VA. In some cases pools were extended to Pennsylvania, West Virginia and New Jersey in particular for firefighter applicants.*

IX. SNAPSHOT OF DEPARTMENTS WITH GOALS, THEIR EFFORTS AND OPPORTUNITIES FOR IMPROVEMENT

Arlington County Fire Department (ACFD)

1. Efforts to Recruit Females and Minorities

The Department has a fulltime outreach and recruitment officer, and a recruitment team focus on the hiring of qualified women and minorities.

ACFD offers language premium to bilingual candidates; recruitment teams establish personal contact with candidates before initial test administration; A peer fitness trainers reach out to individual candidates prior to the physical ability test and assist them with practice sessions; study guides for the written exam and the Candidate Physical Abilities Test (CPAT) phase are distributed in advance.

2. Efforts to Promote Females and Minorities

The fire positions of Firefighter/EMS were consolidated into one job classification enhancing the opportunity for promotion of women and minorities. The design of all new fire stations provides for individual bathrooms in each dormitory. Fire offers leadership training to all newly promoted officers.

3. Efforts to Train and Develop Females and Minorities

The Department has developed a diverse professional development work group to provide input, recommendations and guidance, in the development of a strategic plan, for development and educational advancement.

The Peer Fitness Team program has been instrumental in preparing candidates for the CPAT Test and ensuring that females and minorities are represented during the CPAT orientation/practice and other phases of the hiring process.

ACFD encourages women and minorities in its ranks to seek further training through the University of Phoenix, Northern Virginia Community College, as well as other training outside the region such as the EMS Symposium and other national conferences.

4. ACFD Strategy for Recruitment and Retention in 2012

- To advertise in publications for minorities and women;
- To reach Hispanic audiences, advertise in EL-ZOL radio station and El Tiempo Latino newspaper;
- Participate in LatPro.com job fairs;
- Continue to recruit at schools with minority or women students;
- Contact minority and women's civic professional organizations for applicants;
- Participate in minority or women's job fairs;

- Educate and inform recruiters and teams of diversity and AAP goals and targeting specific recruiting events;
- Use of the Internet as an information and recruitment tool;
- Maintain the formal mentoring program;
- Establish a “Quality Leadership” program to develop leaders from the ranks.
- Ensure that interview panels are diverse
- Fire Chief requires that all interview panel be diverse
- Fire Chief will hold subordinates accountable for progress in achieving goals.

5. Outreach activities and programs in place to provide career paths for local youths interested in a career in Fire/EMS

- ACFD continues to partner with Arlington Public Schools and school career counselors to assist in the outreach and recruitment efforts. ACFD regularly attends all middle school Career Day and high school job fairs. A senior experience internship program is in place providing high school students an experimental introduction to fire and emergency medical services.

Arlington County Police Department (ACPD)

As part of the outreach and recruitment strategies to attract females and minorities ACPD initiated the followings:

- **Military Experience:** The County will be accepting military experience as eligibility in lieu of the two years of college education requirement.
- **The Explorer Program** - This program is designed for 14-20 year old high school and College students with an interest in law enforcement. Currently there are six Explorers in the program, which include one Hispanic male, one African American male, one Asian female, two non-minority females and one non-minority male. The Explorers participate in various ACPD activities receiving training in various aspects of law enforcement.
- **Internship program** - This program is designed for university students who are willing to dedicate between 20-40 hours a week to the Department's Criminal Investigation Unit. The internship allow students to acquire investigative experience and exposure to real case investigations, file review of cases (such as larceny, harassment, assault, battery, threats, etc) and submit recommendations in the course of action they believe is needed or is best for the particular case.
- Recruiters continue to partner with local Universities and Colleges providing internships for students and attending career day activities. Internship applications are now available at local Historically Black Universities. ACPD interns included 1Black male, 1 Black female, 1 Asian male and a non-minority male and female.
- **Minority Outreach Specialist** – The Police Department works closely with the County's Human Resources Minority Outreach Specialist and Human Rights in developing recruitment strategies, targeting historically black colleges, minority and diversity career fairs, and other venues for recruiting police officer applicants.
- **Minority and Female Recruitment Events and Advertisements** – In 2011 the recruiters attended multiple events such as: Metrolina, Westwood College, Bowie State University, University of Maryland, Mary Baldwin College, Bilingual Latino Career Expo, Diversity Career Fair, NOVA, Henderson Hall, Columbia Green Community College, Corporate Gray, Kings College, Asian Law Enforcement Society, LatPro, Trinity University, Diversity Job Fair, Arlington County Website, Arlington Police Website, Asian Fortune, Historical Black University and College Employment Guide.

Additional Recruiting/Advertising included, Diversity Job Fairs, the Henderson Hall, American Small Business Alliance (HBCU), Veterans Extravaganza, College of Brockport, DCJob.com andYahoo.com.

- **Language Premium Pay** -Spanish speaking officers and some civilian at ACPD receive language premium pay for the use of a second language.
- **Recruitment Staff** – A diverse staff unit of sworn and civilian police employees was assembled for outreach into the community, and to attract and recruit qualified diverse applicants. ACPD added two minority officers to the unit on a temporary basis to strengthen the efforts.
- **County High Schools** - Presentations to County schools Junior and Senior High School students included, explaining the Police Officer qualifications and the desirable and non-desirable traits in a Police applicant.
- Despite the lack of funding, the ACPD was able to reach out to local colleges, and the minority communities, including a high percentage of Mongolian and Central American students.

Retention

Once officers are hired, they are paired with a mentor. The primary goal of the Mentor Program is to help the newly hired officer make a successful transition from the Academy to the new work environment. The mentoring process assists the new officer with immediate needs and concerns, guides them through the organization, provides a model for the new officer to follow, and encourages personal growth and future development.

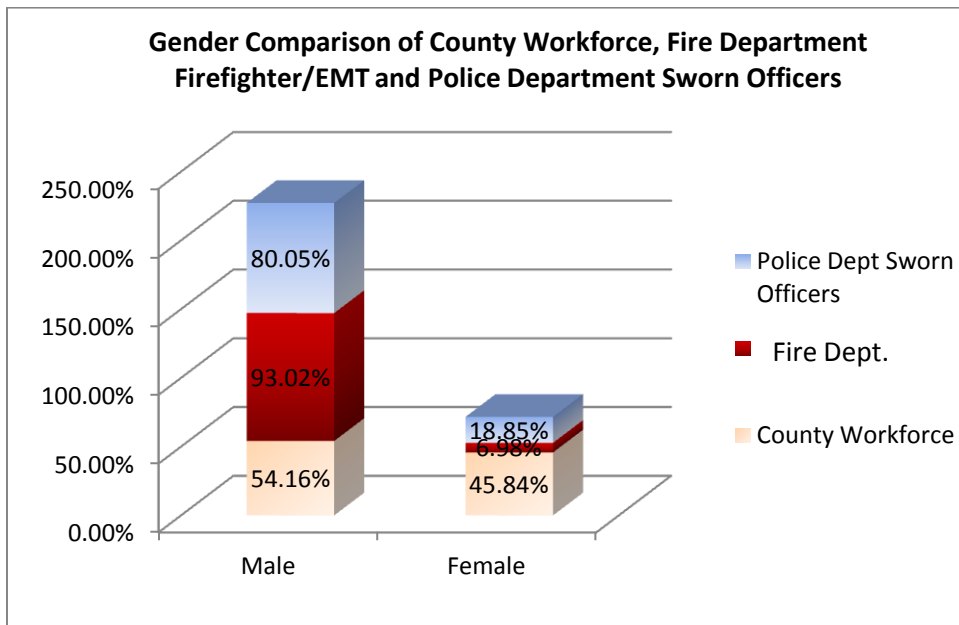
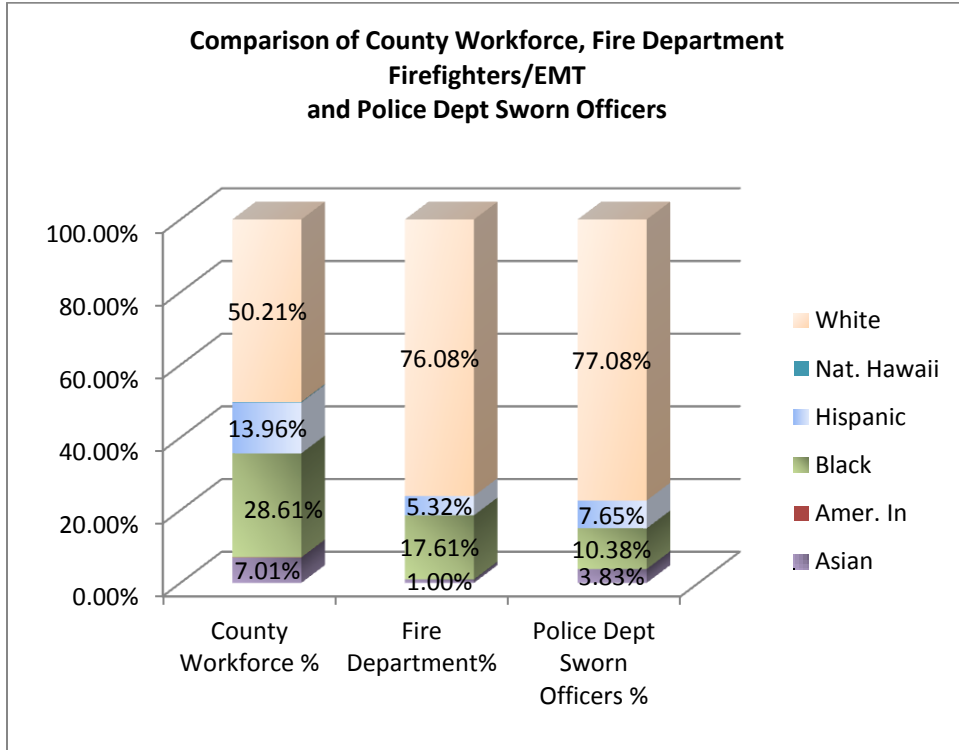
Training opportunities are available to all employees of the Police Department. Some of the classes are offered through the Northern Virginia Criminal Justice Academy including in the curriculum cases such as “Leadership for Women in Law Enforcement,” “Meeting the Challenges of Women in Law Enforcement,” “Progression of leadership: critiquing of the recently identified challenges of women in policing,” “Spanish for Law Enforcement,” and “Cultural Diversity.”

Supervisory officers occasionally have opportunity to attend specialized schools or conferences (budget permitting). These include National Association of Black Law Enforcement, National Association of Women Law Enforcement Executives, FBI National Academy, Senior Management Institute Program, and Police Executive Leadership School.

Promotional testing opportunities are open to all members of the department who meet the minimum qualifications for each rank. Most ranks (Sergeant, Lieutenant, Captain), are tested every two years utilizing an assessment center testing methodology. The rank of Corporal is tested every year. In order to reflect diversity the department seeks assessors of all groups, ethnic backgrounds and both genders to ensure the best overall job incumbent representation. The eligibility test was created based on the County rules and regulations.

The department continues to update the strategic management plan and work on a succession plan to include EEO and Affirmative Action goals in its objectives.

COUNTY WORKFORCE COMPARED TO POLICE & FIRE DEPARTMENT %



X. PROGRAM STRATEGIES FOR SPECIAL FOCUS RECRUITMENT EFFORTS
A.R. 2.9 § 2.1

Departments where there is an opportunity to hire or promote a minority or female, in any of the job groups where the incumbency is lower than the availability, are being advised to consider for hire qualified minorities and/or females for open positions to close representation gaps.

The County offers Mandatory EEO/AA and ADA awareness classes are for managers and non-manager employees. It is a one day session program for managers and a half-day for non-supervisory employees. All county employees are required to attend these classes and complete an ADA web based program.

- a. When and where there are opportunities to hire or promote minorities, Hispanics in particular, or females, in any of the job groups where the incumbency is lower than the availability, HR and the County departments should focus their recruitment efforts to close these representation gaps.
- b. During the recruitment process, Human Resources should flag the position titles where the AAP goals are established to alert and provide the hiring source an opportunity to be better informed before the selection process is completed.
- c. The composition of interview and selection panels should be monitored and metrics developed to measure AAP goals of their activities.
- d. Every Department head is accountable for the County's affirmative action plan goals. Department directors will consider their supervisors' and managers' efforts towards achieving these goals as part of their annual performance evaluation criteria.

Persons with Disabilities

The recruitment of persons with disabilities continues to present a challenge. The 2000 Census indicates that persons with disabilities represent 15.5% of Arlington's population (data from Census 2010 on this subject is not final). The County realizes that investing in programs to improve and promote the employment of persons with disabilities is in the best interest and well-being of the community, persons with disabilities and the County's vision for the future.

XI. IDENTIFICATION OF BARRIERS & PROBLEM AREAS A.R. 2.9 § 3.4

We have conducted in-depth analyses of the employment process, including the workforce by departments and job group and personnel actions, and compensation to the extent of the information available from Human Resources, to determine whether there were impediments to equal employment opportunity.

The absence of a recruitment strategy encompassing dedicated diversity recruitment outreach is a barrier that limits the County ability to reach its AAP goals.

A. Composition of the Workforce by Job Group

We have conducted an availability analysis by job group, taking into account both external and internal availability, and have compared the County workforce incumbency to the available US Census data and the most recent release of estimated availability. This was done to determine underutilization and the need, if any to establish placement goals pursuant to A.R. 2.9 §2.1 (II). In determining availability, we selected reasonable recruitment areas. In brief, our rationale for determining underutilization was based on the Census population data and estimate updates of the qualified workforce and the application of two standard deviation tests. Below are the results of the test:

- a. Our analysis indicates that, for *Blacks and Hispanics*, incumbency is less than the availability by a statistically significant amount in job group 1, Executive, Senior Administrators and Managers; at the level of departmental Deputies, Division Chiefs and Bureau Chiefs.
- b. Our analysis indicates that, for *Hispanics*, incumbency is less than the availability by a statistically significant amount in the job groups of 2-Professionals, 3-Librarians, 4- Information Technology, 12-Firefighters/Emergency Technician, 13-Police Officers.
- c. Our analysis indicates that, for *Blacks and Hispanics* incumbency is less than the availability by a statistically significant amount in job group 3-Librarians, 5-Planners, 12-Firefighters/EMT and 13-Police Officers/Supervisors.
- d. Our analysis indicates that, for *Asians*, incumbency is less than the availability by a statistically significant amount in job group 3-Librarians and 12 Firefighters/Emergency Medical Technicians.
- e. Our analysis indicates that, for *females*, incumbency is less than the availability by a statistically significant amount in job groups 10- Skilled Trade Occupations, 11-Trades Worker/Motor Vehicle Operator, 12-Firefighters/Emergency Medical Technicians, 13Police Officers/ Supervisors.

B. Addressing the Barriers

The County has established placement goals and outreach activities to address employment underutilization, and will continue to make good faith efforts to reach these goals and implement the action-oriented programs detailed in this AAP.

A survey was conducted two year ago within the Police Department to identify reasons why some officers decline to take part in the promotional processes. Officers indicated that they were not sure of the steps to participate in the promotion process and others indicated that they were either not familiar with the process or did not like the promotion process. The Police Department developed a two day class for Police Officers in which they reviewed and were afforded the opportunity to learn the details of the promotional process. There were 70 class participants. During the next cycle for promotions, 41 class participants applied for promotion.

The Department of Libraries now that the tuition reimbursement program has been reinstated should coach and encourage employees to become professional librarians. However, the lack of vacancies or turnover constitutes a limitation to the Libraries' diversity efforts.

The County must dedicate resources to the outreach function in HR in order to improve the outcomes.

Opportunities to promote Hispanics require a commitment to current County employees. The County departments should be attentive in providing Hispanic employees with opportunities to develop skills, close the gap between skills, experience, and the job requirement of higher level positions to achieve readiness for promotional opportunities as they occur. This could be achieved through special assignments and professional activities designed to develop skills or on the job experience needed for the next level. Developing career ladders and succession plans for promotions that take into account Hispanic employees will encourage retention, higher levels of productivity, employee loyalty and professional enthusiasm.

The recording and tracking of applicants requires users to maintain an accurate system. The County should be able to track applicants, candidates being interviewed, considered and selected, uniformly, by applying a consistent methodology and system.

XII. STRATEGIES TO ACHIEVE AFFIRMATIVE ACTION GOALS

The Office of Human Rights and EEO (OHR) shared with the departments of Police, Fire, Libraries and Environmental Services their respective goals and the challenges they all have in hiring employees within the groups where AAP goals exist.

The Police Department promoted a minority officer, and is actively implementing the strategies suggested by OHR.

The Fire Department is participating in a radio show to improve community outreach and is willing to try some non-traditional forums and venues as a way to improve minority outreach.

The Department of the Libraries is willing to develop a pilot program with the support of OHR, and pursue educational financial assistance as a strategic program to attract, recruit, develop and retain minorities. This plan is contingent upon funds availability and the support of the Department of Human Resources.

The Department of Environmental Services (DES) was willing to test some new recruitment strategies during 2011 however, they could not implement the strategies in 2011 but will implement them in 2012. OHR will advise and support DES in its initiatives and efforts to improve outreach to generate a more prolific and diverse pool of applicants from where to select the most qualified candidates.

Providing equal employment opportunity and equality requires an ongoing effort. To assist the departments, twelve recommendations were presented as part of a general strategy. In addition, each department is willing to execute additional strategic efforts based on their abilities and resources.

General Strategies:

- a. Departments were asked to develop an implementation plan to address the AAP goals during 2012.
- b. Implement a global recruitment strategy which may include using internet job distribution sites and social networks sites to attract candidates.
- c. Develop strategic plan to implement the Affirmative Action Plan goals for Hispanics in professional occupations.
- d. Communicate the AAP goals to persons responsible for the recruitment activity and the hiring action.
- e. In times of reduced opportunities to recruit, as the departments target the selections for qualified hires, ensure that the fairest opportunities are imparted during the process for the consideration of underrepresented qualified applicants.

- f. Continually train interview panels on equal employment opportunity issues and the AAP goals prior to recruitment.
- g. Ensure that selecting managers and panels are aware of the AAP employment goals prior to selection activities.
- h. Department heads commit and communicate the commitment throughout the department.
- i. Implement training and cross training for the development of skills in different areas and functions within the departments as a way to prepare minorities for advancement.
- j. Use programs such as cohorts, C.O.G.; Leaders Edge, etc. for developing the skills needed for the advancement of minorities.
- k. Execution of a Diversity in Leadership initiative by the Executive Leadership Team
- l. Mentoring.

XIII. COMPLIANCE WITH RELIGIOUS AND NATIONAL ORIGIN GUIDELINES

It is the policy of Arlington County to provide equal opportunities for all persons employed or seeking employment without regard to religion or national origin.

All employment practices have been reviewed and will be reviewed annually to insure that the policy to provide equal opportunities without regard to religion or national origin is being fully implemented.

Arlington County does not discriminate against employees or applicants for employment because of religion or national origin in employment, promotion, demotion, transfer, recruitment, recruitment advertising, layoff, termination, rates of pay or other compensation, selection for training, and all other personnel matters.

All employment practices will be reviewed to determine whether members of the various religions and/or ethnic groups are receiving fair consideration for job opportunities and if there are any barriers, the County is committed to their removal.

Where practical, the County will provide reasonable accommodation to the religious observances and practices of an employee or prospective employee, where the accommodation can be made without undue hardship on the conduct of business. The County will consider such factors as business necessity, financial costs and expenses and resulting human resources problems.

XIV. CONCLUSION

This Affirmative Action Plan Year demonstrates the County's commitment to equal employment opportunity and affirmative action efforts, and its plans for success in this area for both the County and the employees.

Through its Affirmative Action Officer, the County will continue to communicate its policies, both within the organization and to the community. The County Manager affords the Affirmative Action Officer full authority to take action to implement the Plan and to pursue solutions to problems that might encumber the progress of this Plan.

At the close of Arlington County Government fiscal year, an analysis of the most recent available data, as provide by the Department of Human Resources, of the composition of the workforce was undertaken. The workforce was analyzed by job group and by departments to determine the employment availability of minorities and females, and to determine if any underutilization exists when compared to the appropriate external workforce. This analysis revealed (8) AAP job groups for the County Government where employment goals were established and statistical areas where improvements can be made. Nevertheless, the analysis indicates that for the overwhelming majority of the workforce, employment levels of females and minorities are representative of our recruiting population. However, the County plans to achieve the highest level of affirmative action possible.

The County is mindful of the fact that continued achievements in the area of equal employment opportunity and affirmative action are important. As a result, it has included additional action-oriented plans and programs for recruitment, communication, and reporting, to ensure continued compliance with the County policy.

This AAP will remain in effect, with its goals and strategic programs, beyond the end of the fiscal year until a revision to the plan is made or a new plan is issued. Arlington County Government is ready and willing to make affirmative action both a commitment and a continued reality.

XV. ADVISORY RECOMMENDATIONS

Only in an advisory role, the AAP may make goal recommendations for the Sheriff's Office, the Treasurer, Courts and Judges when the analysis reveals a need to increase representation of minorities. These offices do not have AAP goals to achieve this year.

The County Attorney's Office is not under the jurisdiction of the County Manager. The placement of minorities in that office is the sole responsibility of the County Attorney. We only advise affirmative efforts to recruit and hire qualified minorities when vacancies occur in staff attorney positions.

The constitutional offices under the Commissioner of Revenue, the Sheriff, the Treasurer, the Judges and elected officials of the County Board are not the responsibility of the County Manager. Therefore, the staffing and placement of minorities and females in those offices is the sole responsibility of the constitutional and elected officers. However, we have no advice for these offices as to AAP goals this year.

XVI. APPENDIX I - (A.R. 2.9)

DEFINITIONS

AAP Job Groups

	AAP Category
1	Executives /Officials & Senior Administrators – the most senior management level in the County with responsibility for directing departments, divisions or bureaus (or similar organizational units), for county management, and/or executive level policy implementation.
2	Professionals – positions requiring Bachelor’s or higher level degree or equivalent experience with responsibility for engaging in the practice of a profession not specifically defined elsewhere. Manage diverse programs. Positions may also supervise others but do not include bureau chief or higher level positions in the field.
3	Librarians – positions normally requiring a Master’s degree in library science or equivalent experience with responsibility for professional research, reference, readers’ advisory, collection maintenance, selection, acquisition, program management and/or other related functions in a library setting. Positions may also supervise other professional librarians but do not include bureau chief or higher level positions in the field.
4	Information Technology Specialists – positions normally requiring a Bachelor’s degree or equivalent experience responsible for programming functions develop applications; coordinate systems operations, computer information systems, databases and/or networks; and/or customize utility programs and software. Positions may also supervise other information technology specialists but do not include bureau chief or higher level positions in the field.
5	Planners – positions requiring a Bachelor’s degree or equivalent experience with responsibility to coordinate, develop, document, present, administer and/or facilitate implementation of community, facility, housing, land use and/or facility planning, and/or economic development initiatives. Positions may also supervise other planners but do not include bureau chief or higher level positions in the field.
6	Social Workers and Case Managers – positions requiring a Bachelor’s or higher level degree or equivalent experience with responsibility to provide social, eligibility, psycho-social, therapeutic, probation supervision, case management and/or other related services for a wide array of clients. Positions typically conduct intake, identify eligibility, facilitate services, provide services and/or monitor and assess client progress. Positions may also supervise other social workers or case managers but do not include bureau chief or higher level positions in the field.
7	Parks & Recreation Workers – positions that program and conduct recreation activities with groups in public, private, or volunteer agencies, recreation, or nature facilities. Includes Recreation Assistants and PRCR Programmers. Positions typically organize and promote activities, such as arts and crafts, sports, games, music, dramatics, social recreation, nature awareness and conservation, camping, and/or hobbies. Monitors or manages recreational areas, such as pools and parks to provide assistance and protection to participants. Positions may supervise

	AAP Category
	instructors and assistant coaches, but do not typically supervise permanent County employees.
8	Technicians & Paraprofessionals – positions requiring technical experience, training or skill in a specialized field (normally not requiring a Bachelor’s degree) with responsibility for the application of theories and principles of a specific discipline or field of expertise and/or the provision of support to professionals in a field of expertise.
9	Administrative and Services Support – positions providing reception, clerical, account, records, purchasing, supply, inventory and other related support functions. May also perform training, coordination and supervisory functions to support staff.
10	Mechanic/Skilled Trades Occupations – positions requiring specialized training and/or certifications in the performance of specialized craft or mechanic functions. Positions also include those with responsibility for trade operations supervision.
11	Trades Workers/Motor Vehicle Operators – positions that perform laborer, maintenance and/or driving functions in a variety of trade settings. Does not include supervisory positions.
12	Firefighters/Emergency Medical Technicians – positions that control and extinguish fires and respond to emergency situations where life, property, and/or the environment are at risk. Duties may include fire suppression, fire prevention, fire investigation, emergency medical services, hazardous material response, search and rescue, and/or disaster management. Positions may also supervise other fire fighter/emergency medical technicians but do not include division chief or higher level positions in the field.
13	Police Officers – positions that maintain order, enforce laws and ordinances, and protect life and property in an assigned patrol district. Duties may include a combination of the following duties: patrols a specific area, directs traffic, issues traffic summonses, investigates crimes and accidents, responds to incidents as directed, and apprehends and arrests suspects. Positions may also supervise other police officers but do not include division chief or higher level positions in the field.
14	Correctional Officers – positions include Sheriff Office officers and deputies. Guards inmates in accordance with established regulations and procedures. May guard prisoners in transit between jail, courtroom, prison, or other point. Includes deputy sheriffs who spend the majority of their time guarding prisoners in a detention facility. Maintains law and order in the courtroom and serves legal processes. Positions may also supervise other correctional officers but do not include division chief or higher level positions in the field.
15	Other Protective Service – positions that are not members of the sworn public safety staff but perform protective services such as: patrols public buildings and parking lots; issues tickets to parking violators; guides or controls vehicular or pedestrian traffic; and/or receives emergency calls and dispatches appropriate emergency responders. Positions may also supervise others but do not include division chief or higher level positions in the field.