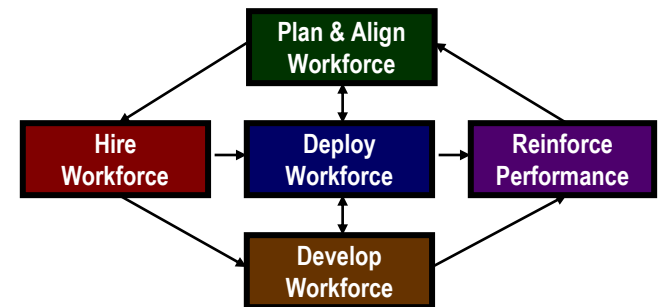# State of Washington
Office of Administrative Hearings

Human Resource Management Report

October 15, 2007

[Note: This is the standard format provided by DOP as of 8/21/07. Agencies may customize or supplement this format to meet unique needs, as long as the minimum information shown in this format is included.]

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Ultimate Outcomes**
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	**Employees are committed to the work they do & the goals of the organization** / **Productive, successful employees are retained** / **State has workforce depth & breadth needed for present and future success**
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

2

Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Plan & Align Workforce

Workforce Management Expectations

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a

high performing workforce.

Percent supervisors with current performance expectations for workforce management = 100%*

*Based on 23 of 23 reported number of supervisors

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Management Profile

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

WMS Employees Headcount = 0

Percent of agency workforce that is WMS = 0%

Managers* Headcount = 13

Percent of agency workforce that is Managers* = 10%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Analysis:

- As of 8/17/07, the HR Manager position was established as EMS, reflecting 0 for WMS positions.

- A miscoding of mangers included in EMS was not addressed on the previous report.

- This report reflects the correct number of managers in EMS for the agency.

Management	13
Consultant	0
Policy	0
Not Assigned	0

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 84%*

*Based on 108 of 128 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- There has been a slight increase in the amount of position/competency descriptions updated since the last reporting period.

- The Agency's goal is to ensure the remaining position/competency descriptions are updated.

Action Steps:

- Supervisors have been contacted and the remaining position descriptions will be updated by the next reporting period.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill Funded Vacancies

Average Number of Days to fill*:   40.1

Number of vacancies filled: 10

*Equals # of days from hiring requisition to job offer acceptance

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Candidate Quality

	Percent	Number
Candidates interviewed who had competencies needed for the job	0	0
Hiring managers who indicated they could hire best candidate	0	0

Analysis:

- Due to budget constraints and vacancy management, data has not changed.
- No mechanism was in place to track candidate's quality.

- **Action Steps:**
- Implement E-Recruiting to start measuring candidate's quality.
- HR provide hiring managers information to track candidate's quality.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Types of Appointments

Other 0%
New Hires 14%
Promotions 19%
Transfers 0%
Exempt 67%
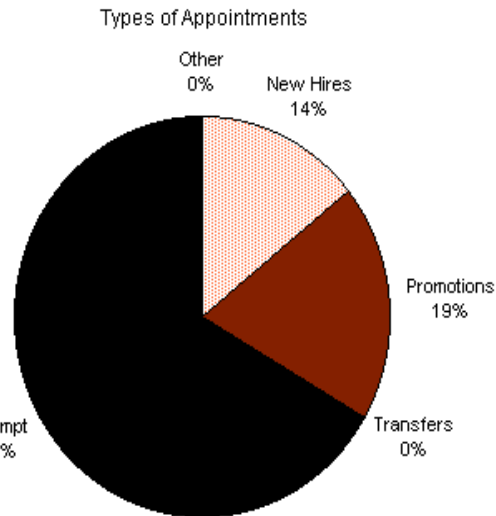
Total number of appointments = 21
Time period = July 1, 2006 through June 30, 2007
Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Separation During Review Period

Probationary separations - Voluntary	0
Probationary separations - Involuntary	1
Total Probationary Separations	*1*
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
Total Trial Service Separations	*0*
Total Separations During Review Period	**1**

Time period = July 1, 2006 through June 30, 2007

Analysis:

- Due to budget constraints and vacancy management, there are no significant changes to this data.

Data as of June 30, 2007
Source: Business Warehouse

Deploy Workforce

Current Performance Expectations

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

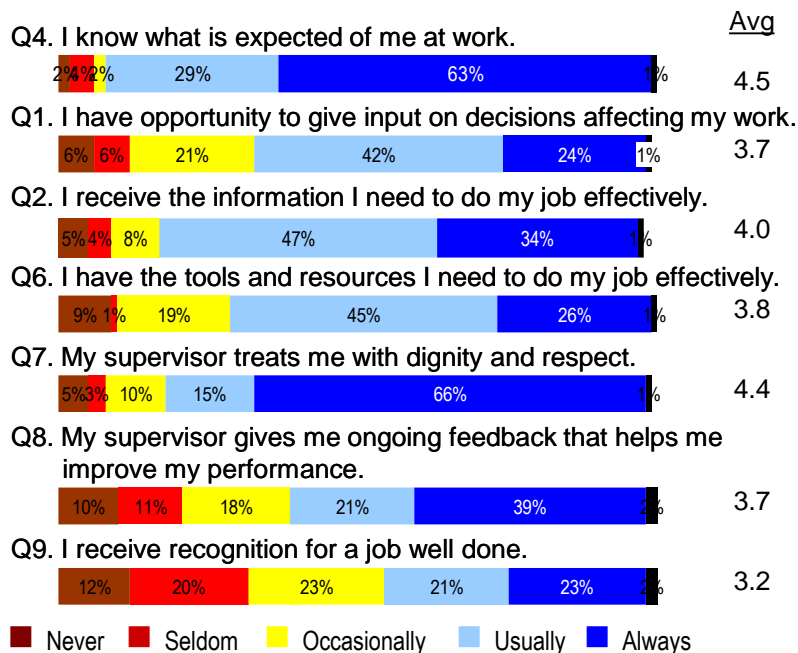Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Percent employees with current performance expectations = 92%*

*Based on 118 of 128 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- OAH had a decrease in the amount of current performance expectations since the last reporting period.

- This is due in part to a policy change to have all reviews conducted during the month of November.

- OAH had a turnover in employees due to retirement, promotions and transfers out of the agency.

- Performance reviews that were due to be conducted were not done on the employees who left the agency.

Action Steps:

- Advise each supervisor of the new policy.

Data as of July 1, 2007
Source: HRMS Tracking

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Employee Survey "Productive Workplace" Ratings

<u>Avg</u>

Q4. I know what is expected of me at work.
2% 4% 2% | 29% | 63% | 1% — 4.5

Q1. I have opportunity to give input on decisions affecting my work.
6% | 6% | 21% | 42% | 24% | 1% — 3.7

Q2. I receive the information I need to do my job effectively.
5% 4% | 8% | 47% | 34% | 1% — 4.0

Q6. I have the tools and resources I need to do my job effectively.
9% 1% | 19% | 45% | 26% | 1% — 3.8

Q7. My supervisor treats me with dignity and respect.
5% 3% | 10% | 15% | 66% | 1% — 4.4

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.
10% | 11% | 18% | 21% | 39% | 2% — 3.7

Q9. I receive recognition for a job well done.
12% | 20% | 23% | 21% | 23% | 2% — 3.2

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for Productive Workplace Ratings: 3.9

Analysis:

- The ratings reflect that OAH is consistent in providing a productive workplace for its employees.
- OAH exceeds the statewide overall average.

Action Steps:

- Continue providing a productive workplace for employees.

Data as of April 2007
Source: Employee Climate Survey

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Overtime Usage

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Average Overtime (per capita)

Legend: AvgOT hrs-Agency — AvgOT Hrs - Statewide
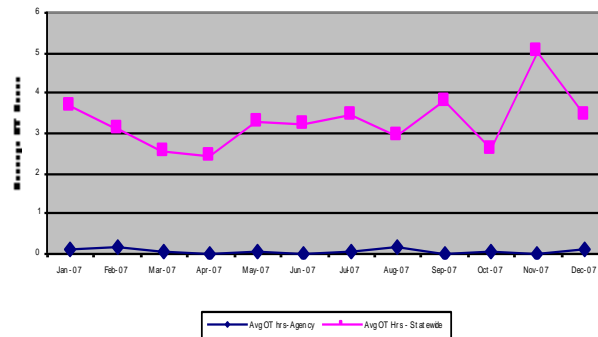
Overall agency avg overtime usage – per capita, per month: .09**

*Statewide overtime values do not include DNR
**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages divided by number of months

% Employees Receiving Overtime

Legend: Pct Agency EE's w/ OT — Pct EE's w/ OT - Statewide
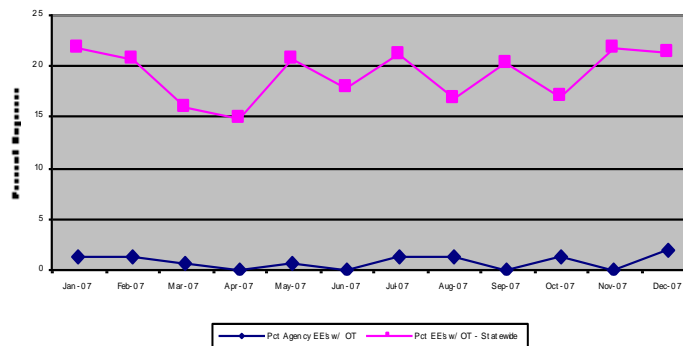
Overall agency avg employees receiving overtime per month: 1.2%**

*Statewide overtime values do not include DNR
**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages divided by number of months

Overtime Cost – Agency

Month	$
05/2007	$178
03/2007	$273
02/2007	$914
01/2007	$336
12/2006	$445
10/2006	$189
08/2006	$1,208
07/2006	$119
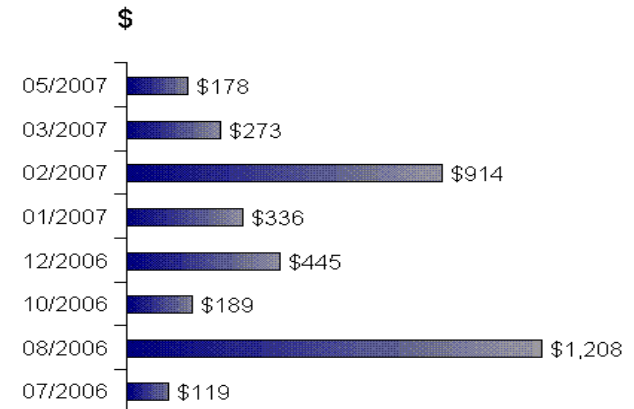
Analysis:

- OT usage for OAH has been moderate as projected on the charts.
- The number of employees using OT has been kept to a minimum.
- An increase in OT is noted during 02/2007 due to illness and vacations during 08/2006.

Action Steps:

- Continue to monitor OT usage and watch for trends during the vacation period.

Data as of June 2007
Source: Business Warehouse

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

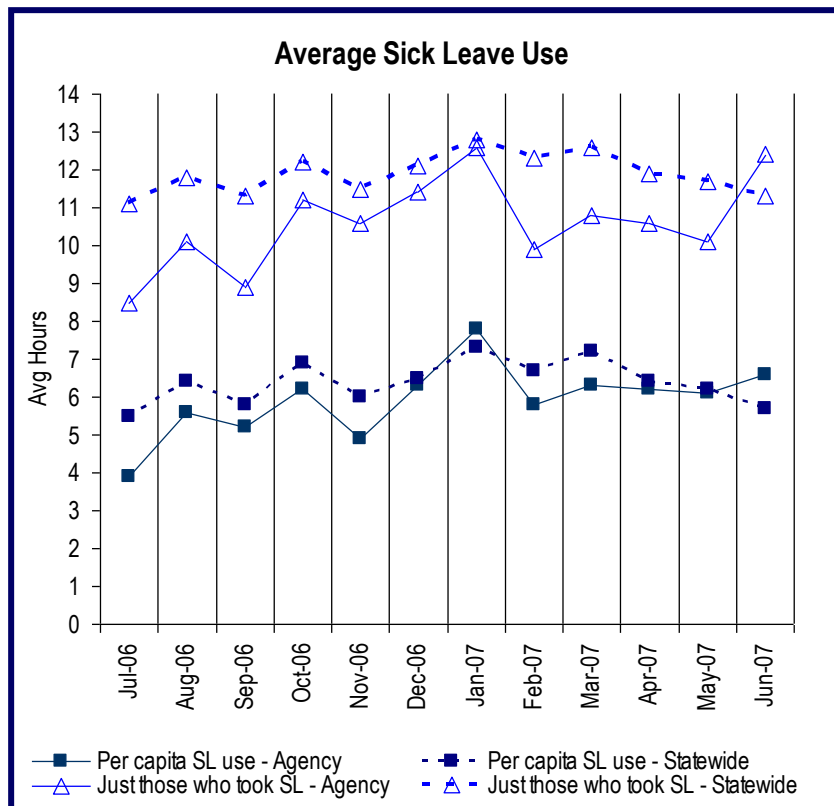Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Average Sick Leave Use

Legend:
- Per capita SL use - Agency
- Per capita SL use - Statewide
- Just those who took SL - Agency
- Just those who took SL - Statewide

Analysis:

- Sick leave usage increased for the months of Aug 06, Oct 06, Dec 06, Jan and Jun 07 due to staff on shared leave and FMLA.
- The data reflects sick leave usage is below the statewide average, except for the months of Jan and Jun 07.

Action Steps:

- Continue to monitor sick leave usage and identify trends.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
5.9 Hrs	78.0%	6.4 Hrs	82.5%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
10.6 Hrs	**106.8**%	11.9 Hrs	148.4%

Sick Leave time period = July 2006 through June 2007

* Statewide data does not include DOL, DOR, L&I, and LCB
Source: Business Warehouse

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Non-Disciplinary Grievances (non-represented employees)

Total Non-Disciplinary Grievances = 0

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Data as of June 30, 2007
Source: n/a

Deploy Workforce

Non-Disciplinary Appeals (non-represented employees)

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Total outcomes = 0

Time Period = n/a

Source: Dept of Personnel

Total outcomes = 0

Time Period = July 1, 2006 through June 30, 2007

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety: Administrative Hearings, Office of

Analysis:

• The agency has done fairly well in managing workers safety claims with the exception of total OAH injuries resulting in L&I claims for the fiscal quarters of 2004Q4 & 2006Q1.

• The same applies to total OAH injuries resulting in only medical treatment which far exceeds the HRMR agencies' rate for fiscal quarters 2006Q1 & 2006Q4.

•Injuries resulting in lost time and medical treatment exceed the HRMR agencies' rate for fiscal quarters 2004Q4 & 2005Q3

• 37% of claims are due to overexertion.

Action Plan:

• Review employee workload.

• Review staffing levels and distribution of workload.

• Explore training needs.

• Monitor trends.

Allowed *Annual Claims Rate**^:
Agency vs. All HR Management Report (HRMR) agencies

*Annual claims rate is # claims / 100 FTE

1 FTE = 2000 hours

^Due to natural lag in claim filing, rates are expected to increase significantly over time

Agency - Total injuries resulting in L&I claim
HRMR - Total injuries resulting in L&I claim
Agency - Total injuries resulting in only medical treatment
HRMR - Total injuries resulting in only medical treatment
Agency - Injuries resulting in lost time and medical treatment
HRMR - Injuries resulting in lost time and medical treatment

State Fiscal Quarter
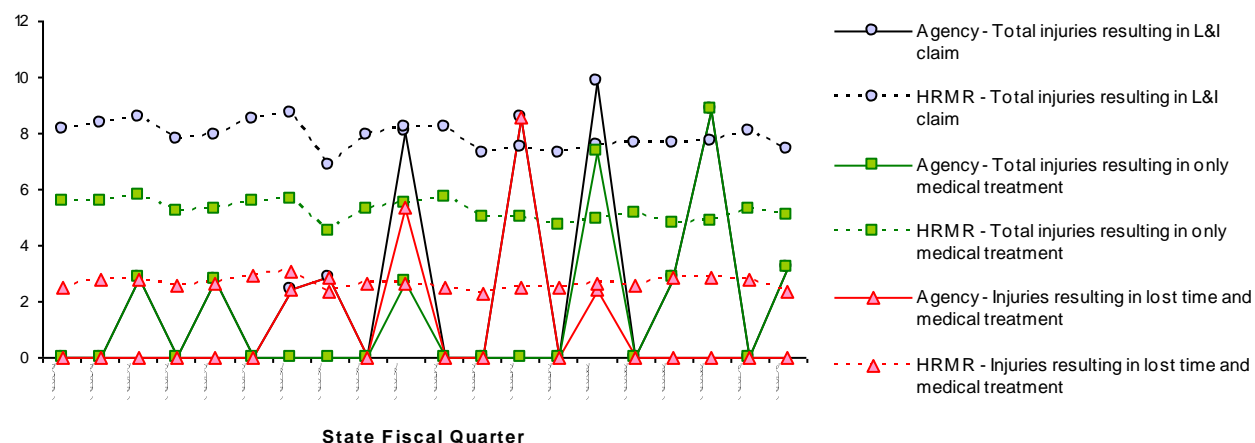
Injuries by *Occupational Injury and Illness Classification* (OIICS) event:
For fiscal period 2002Q3 through 2007Q2

(categories under 3% or not adequately coded are grouped into 'misc.')
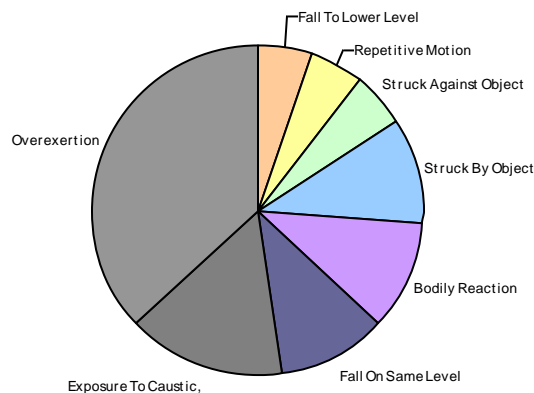
Oiics Code	Oiics Description	Percent	Number
21	Bodily Reaction	11%	2
34	Exposure To Caustic,	16%	3
13	Fall On Same Level	11%	2
11	Fall To Lower Level	5%	1
22	Overexertion	37%	7
23	Repetitive Motion	5%	1
01	Struck Against Object	5%	1
02	Struck By Object	11%	2

Reinforce Performance

Current Performance Evaluations

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Percent employees with current performance evaluations = 9%*

*Based on 12 of 128 reported employee count
 Applies to employees in permanent positions, both WMS & GS

Analysis:

- The data is reflective for GS employees. As of 8/17/07, OAH has no WMS employees.

- Implementation of the PDP was phased in over time. It is anticipated that this number will increase dramatically with the Agency's new policy change to conduct all annual reviews during the month of November, which will make it easier for the supervisors to track.

Action Steps:

- Ensure each supervisor is aware of the new policy .

- Advise supervisors of the importance to conduct annual reviews.

Develop Workforce

Individual Development Plans

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

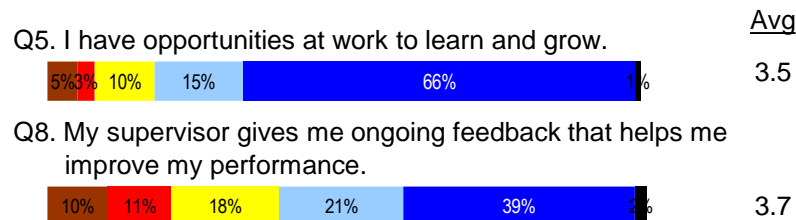Competency gap analysis (TBD)

Percent employees with current individual development plans = 40%

Total # of employees with current IDPs* = 51

Total # of employees* = 128

*Applies to employees in permanent positions, both WMS & GS

Employee Survey "Learning & Development" Ratings

Avg

Q5. I have opportunities at work to learn and grow.

| 5% | 3% | 10% | 15% | 66% | 1% |

3.5

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 10% | 11% | 18% | 21% | 39% | 2% |

3.7

Overall average score for Learning & Development Ratings: 3.6

Analysis:

- A slight decline is reported this reporting period for employees with current IDPs.

- This is due to not performing evaluations on departing staff and the policy change that will have all reviews conducted during the month of November.

- The Learning & Development ratings reflect that OAH is consistent in providing opportunities and feedback to its employees.

Action Steps:

- Continue to encourage a continuous learning and development environment for employees.

Reinforce Performance

Employee Survey "Performance & Accountability" Ratings

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
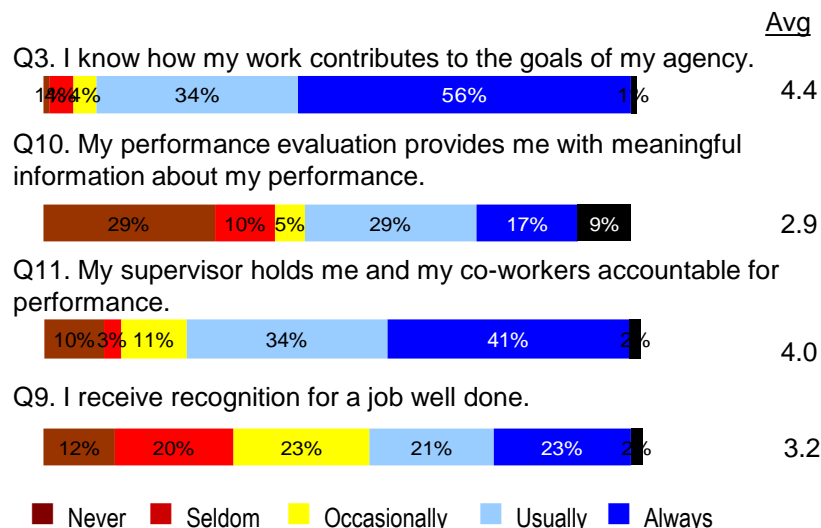
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Avg

Q3. I know how my work contributes to the goals of my agency.

| 1% | 4% | 4% | 34% | 56% | 1% | 4.4 |

Q10. My performance evaluation provides me with meaningful information about my performance.

| 29% | 10% | 5% | 29% | 17% | 9% | 2.9 |

Q11. My supervisor holds me and my co-workers accountable for performance.

| 10% | 3% | 11% | 34% | 41% | 2% | 4.0 |

Q9. I receive recognition for a job well done.

| 12% | 20% | 23% | 21% | 23% | 2% | 3.2 |

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for "Performance & Accountability" ratings: 3.7

Analysis:

- OAH met and exceeded the overall statewide rating for Q3, Q11, Q9.

- Although Q10 is not as high as the statewide average, it provides an opportunity for improvement.

- **Action Steps:**

- Encourage supervisors to provide employees with a meaningful and informative PDP.

- HR review the 2007 employee data and share with EMT to identify opportunities for improvement if needed.

Data as of April 2006
Source: Employee Climate Survey

Reinforce Performance

Disciplinary Grievances and Appeals

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

**Disciplinary Appeals
(Non-Represented Employees
filed with Personnel Resources Board)**
Time Period = July 1, 2006 through June 30, 2007

0 Dismissal

0 Demotion

0 Suspension

0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

Disposition (Outcomes) of Disciplinary Appeals*

Time period = July 1, 2006 through June 30, 2007

n/a

*Outcomes issues by Personnel Resources Board

Data as of June 30, 2007
Source: n/a

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

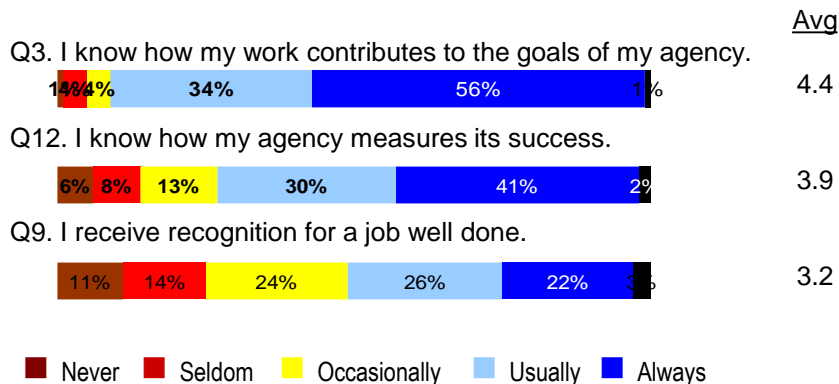**Employee survey ratings on "commitment" questions**

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Avg

Q3. I know how my work contributes to the goals of my agency.

| 1%|4%|4% | 34% | 56% | 1% |

4.4

Q12. I know how my agency measures its success.

| 6% | 8% | 13% | 30% | 41% | 2% |

3.9

Q9. I receive recognition for a job well done.

| 11% | 14% | 24% | 26% | 22% | 3% |

3.2

■ Never   ■ Seldom   ☐ Occasionally   ☐ Usually   ■ Always

Overall average score for Employee Commitment ratings: 3.9

Analysis:

- The ratings are a positive reflection of employee commitment to OAH.

- The ratings combined exceed the overall state average for employee commitment.

Action Steps:

- Supervisors continue to recognize employees for the work they do and their contributions to the agency.

Data as of April 2006
Source: Employee Climate Survey

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

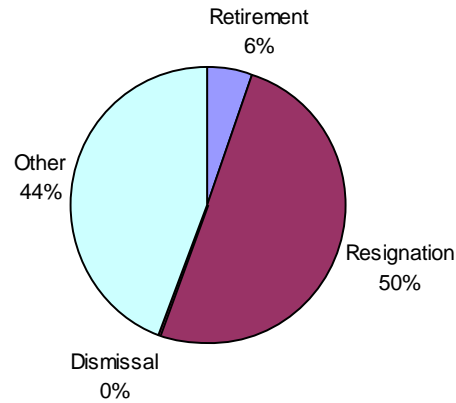Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Total % Turnover (leaving state)

Retirement 6%

Other 44%

Dismissal 0%

Resignation 50%

Note: Movement to another agency is currently not available in HRMS/BW*

Total Turnover Actions: 12
Total % Turnover: 33%

Analysis:

- The majority of turnover is due to employees leaving state service for employment in the private sector and education.

- Employees also left OAH for promotional opportunities with other state agencies.*

- Being a small agency does not provide many promotional opportunities due to retention of staff in higher level positions.

Action Steps:

- Monitor reasons for turnover.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions
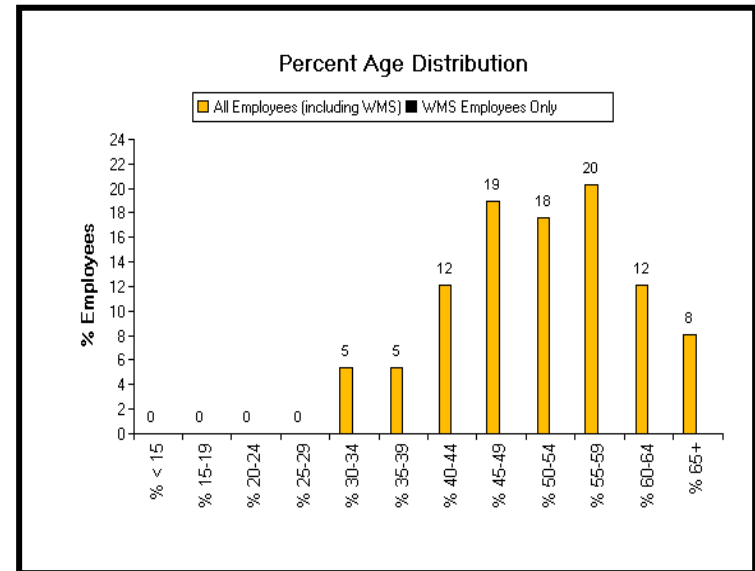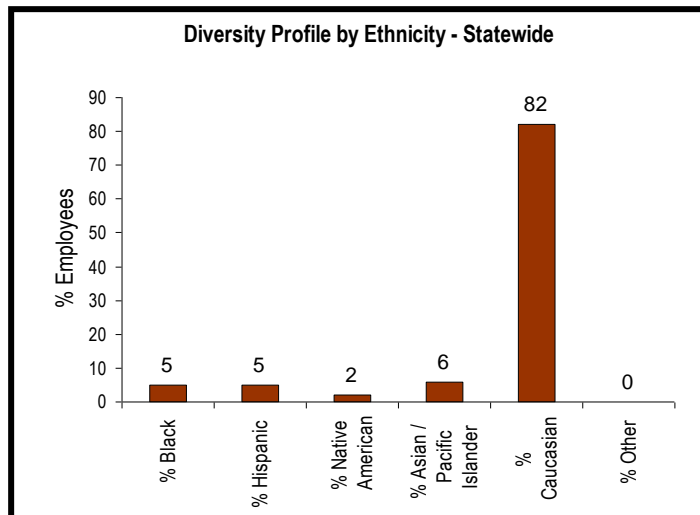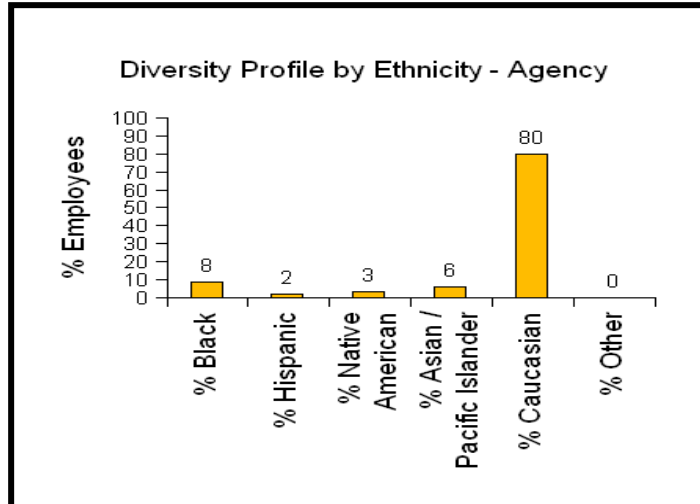
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile

	Agency	State
Female	63%	53%
Disabled	14%	5%
Vietnam Vet	7%	7%
Disabled Vet	2%	2%
People of color	20%	18%
Persons over 40	78%	75%

Diversity Profile by Ethnicity - Agency

% Employees: % Black 8, % Hispanic 2, % Native American 3, % Asian / Pacific Islander 6, % Caucasian 80, % Other 0

Diversity Profile by Ethnicity - Statewide

% Employees: % Black 5, % Hispanic 5, % Native American 2, % Asian / Pacific Islander 6, % Caucasian 82, % Other 0

Percent Age Distribution

Legend: All Employees (including WMS), WMS Employees Only

% Employees: % < 15: 0, % 15-19: 0, % 20-24: 0, % 25-29: 0, % 30-34: 5, % 35-39: 5, % 40-44: 12, % 45-49: 19, % 50-54: 18, % 55-59: 20, % 60-64: 12, % 65+: 8

Analysis:

- OAH exceeds statewide average for diversity protected groups except for Vietnam Vet and Disabled Vet, which averages the same.

- OAH is committed to diversity by reaching out to DOP and community resources during its recruitment efforts.

Action Steps:

- Continue to use DOP and various community resources to meet affirmative action goals for the agency.

Data as of September 14, 2007
Source: Business Warehouse