

Office of Management and Finance

Affirmative Action Strategy

2008-2013

**Kenneth L. Rust
Chief Administrative Officer**

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Introduction

The Office of Management and Finance (OMF) has a long-standing and continuing commitment to providing equal employment opportunities. OMF believes this is the right way to conduct business. OMF will continue to be a leader in acknowledging, respecting, and valuing the diversity of our current and future employees, our internal and external customers, and other stakeholders. OMF's Affirmative Action Strategy is written in support of the City's Affirmative Action Plan and all applicable rules.

The Office of Management and Finance (OMF), directed by the Chief Administrative Officer, provides internal support services that help ensure City bureaus fulfill their missions. As of the beginning of fiscal year 2007-08, OMF consists of:

- Five bureaus providing Citywide services (Financial Services, Human Resources, Purchases, Revenue, and Technology Services).
- Two Citywide projects: the Public Safety System Revitalization Project (PSSRP) and the Enterprise Business Systems (EBS) project.
- The Chief Administrative Officer's (CAO) Office which provides support to the CAO and carries out projects assigned to the CAO by the Mayor and City Council.
- The Business Operations division which provides a full range of financial, budgetary, HR, strategic planning and communication services to all OMF bureaus and divisions, as well as the citywide services of CityFleet, Risk Management, Printing & Distribution, and Facilities.

OMF's responsibilities coupled with other competing priorities will present challenges to the implementation of some of the strategies OMF strives to achieve. However, those challenges will also allow OMF to apply creative approaches and collaboration fully throughout the organization and the City.

OMF is committed to the ideals of affirmative action. Core values of OMF reflect dedication to ensuring equal employment opportunities:

- Respect & Integrity - OMF values and practices personal and organizational integrity, fiscal and operational accountability, and protecting the public trust. We practice inclusiveness, respecting diversity at all times.
- Stewardship - OMF values sound management practices in the responsibilities entrusted to the organization by City Council, City bureaus, and the public.
- Knowledgeable, Dedicated Workforce - OMF considers its employees its greatest asset. OMF strives to maintain a safe and supportive workplace based on principles of accountability and service.

Building and maintaining a professional workforce and workplace is a primary strategic direction for OMF. OMF will continue efforts to recruit and develop an expert workforce and foster a workplace based on basic values of accountability, stewardship, inclusion and service by:

- Continuing to foster diversity and inclusion in all aspects of our work internally and Citywide;
- Continued implementation of a comprehensive Citywide workforce training and development plan targeting workforce diversity and employee improvement;
- Developing and implementing workforce retention and management succession plans;

- Engaging all OMF employees in discussions of the organization's mission, vision, values, and strategic goals; and
- Continuing to develop a workplace distinguished by a sense of safety and responsiveness to the needs of our workforce.

In the spirit of OMF's continuous improvement philosophy, OMF will continue to promote understanding and fulfillment of equal opportunity in all facets of business through a proactive and evolving program of affirmative action, equal employment opportunity, and diversity development education and awareness.

Assessment of Current Affirmative Action Strategies

The major focus of the OMF 2005-2008 Affirmative Action Strategy was on outreach and training. Since this strategy was adopted, OMF has accomplished many of its goals.

OMF has actively participated in the annual Citywide Job Fair since its start in 2006. In 2007, OMF had tables representing all the bureaus and divisions within OMF and had many staff from across the organization representing OMF at the fair.

As a result of Bureau Innovation Project #5: Citywide Employee Development Program, the Bureau of Human Resources rolled out cultural competency training programs for both managers and employees. Many OMF managers, supervisors, and employees have begun the series and will continue to go through it, as their schedules allow.

Data analysis shows that OMF, in keeping with national trends, will have a significant number of employees that will be retirement eligible within the next 5 years. This retirement wave requires preparation and succession planning now to ensure that OMF can meet its future staffing needs and maintain a diverse workforce. As well, OMF may face institutional memory loss, as many of the potential retirees are in leadership roles in the organization, so many procedures, such as hiring practices, should be documented now.

In 2007, the Business Operations Division launched a pilot succession planning project to tackle these challenges. A work team was formed to collect data and plan strategies with managers in the Business Operations work areas. One of the pilot activities included a job shadow day, in through a partnership with the Hatfield School of Government, where students from summer intern programs shadowed OMF staff for a day. These types of activities align well with the strategies within this plan. In the future, succession planning will be expanded to include the rest of the OMF bureaus.

In 2006, the OMF Diversity Committee and Affirmative Action/Equal Employment Opportunity (AA/EEO) Committee were merged, with the AA/EEO representatives now serving as a subcommittee to the Diversity Committee. This has led to better communications and more streamlined processes between the two efforts. Prior to the merger, there were many similarities in the work being done by the two groups, so this merger has helped OMF to focus and be more strategic in its diversity work.

The OMF Diversity Committee, first formed in 2003, completed its first Diversity Program in 2005, following an OMF-wide organizational assessment in 2004. The assessment focused on

employee perceptions of the workplace, with questions that asked about both their experiences across OMF and within their division/bureau. In the spring of 2007, the committee created a shorter version of the original assessment by choosing key questions from the 2004 assessment. Over 50% of all OMF employees responded to the 2007 assessment.

Data from the assessment has been reported to managers and diversity representatives for their respective bureau or division through meetings with the staff that performed the data analysis. In the near future, the data analysis will be used by the Diversity Committee to guide its update of the OMF Diversity Program.

OMF's Diversity Committee also has sponsored citywide events for many cultural celebrations including Asian Pacific Heritage, Women's History, Disability Awareness, Human Rights Day, African American History, Hispanic Heritage, and Native American Heritage months. As well, OMF sponsored a lunchtime panel of speakers on Arab-Americans in Portland. For these events, OMF has often partnered with other bureaus and fostered cross-bureau collaboration by co-sponsoring these events together.

In summary, the accomplishments stemming from the 2005-08 OMF Affirmative Action Strategy have laid the groundwork for more significant and measurable advances with the OMF 2008-2013 Affirmative Action Strategy.

Office of Management & Finance Citywide Activities

OMF has citywide responsibilities related to affirmative action in addition to the internal organizational development activities outlined in the Affirmative Action Strategies Baseline Report. These citywide responsibilities are carried out primarily in the Bureau of Human Resources. However, the Bureaus of Purchases and Technology Services also undertake initiatives which are important to equal opportunity and diversification of the City's workforce. OMF bureaus provide citywide stewardship in this arena under the leadership of the Chief Administrative Officer.

Bureau of Human Resources

The Bureau of Human Resources is the OMF citywide steward of affirmative action activity. Several actions the bureau will complete in relation to citywide affirmative action and equal opportunity are identified in the [Human Resources Strategic Plan](#), [the Citywide Affirmative Action Strategy](#), and the [Citywide Diversity Development Strategic Initiative](#). These citywide actions include:

- Implement citywide measures and ensure bureau implementation of the Citywide Affirmative Action Strategy; and
- Implement citywide measures and ensure bureau implementation of Citywide Diversity Development Strategic Initiative.

Additionally, through the following projects from the OMF work plan and the Mayor's Bureau Innovation Project, Human Resources will take the citywide lead on the following activities:

- Design and implement citywide employee development programs within the Bureau of Human Resources in collaboration with all City bureaus to:

- Expand City diversity outreach, cultural awareness and recruitment efforts;
 - Increase internship opportunities;
 - Provide training for managers and supervisors; and
 - Require annual performance evaluations for bureau directors with measurements to meet City diversity goals.
- Continue the following programs, as per the OMF work plan:
 - Outreach Recruitment
 - Public Safety Diversity Outreach Program
 - Summer Youth Employment Program

Bureau of Purchases

Purchases has several ongoing programs which support and enforce diversification citywide. The following programs and policies speak to equal opportunity in contracting and contractor activities ([available online](#)):

- Fair Contracting & Employment Strategy
- Good Faith Efforts
- Professional Services Marketing and Outreach: *Policy to Increase Minority/Women/Emerging Small Business (M/W/ESB) Utilization in Professional/Technical/Expert (PTE) Contracting (Ordinance 177244)*
- Sheltered Market Program
- Workforce Training & Hiring Program
- Vendor Requirements (including reporting) for the above

Under the umbrella of the Mayor's Bureau Innovation Project #13: Review of Contracting Procedures, Purchases will continue to ensure that M/W/ESB goals are met through the following activities:

- Require bureaus to utilize diverse selection committees;
- Ensure understanding of and compliance with the state law effective March 2005 and Council's new procurement code;
- Explore alternative means of awarding contracts to increase the number awarded to M/W/ESB firms;
- Examine Sheltered Market Program skill-building programs;
- Investigate the possibilities to expand Workforce Training & Hiring data collection;
- Conduct a critical review of the City's PTE Strategy, adopted in July 2003, to determine opportunities to increase M/W/ESB participation; and
- Develop materials to market M/W/ESB firms to project managers.

The following two programs were approved and funded by City Council for FY 2007-2008 to create tangible results, and are currently being developed:

Supplier Diversity Program: A formal Supplier Diversity Program is being created for the purchase of goods and non-professional services to expand the City's efforts to increase the number of goods and services contract awards to certified M/W/ESB firms. It is also designed to look for meaningful opportunities for larger firms to create strategic partnerships with smaller certified M/W/ESB firms to diversify their supply chain.

Professional Services Support Program: The Professional Services Support Program is being designed to expand the outreach notification process to certified M/W/ESB professional services firms, and expand the business development skills for these firms through technical assistance classes and trainings.

Revenue Bureau

The Revenue Bureau, with its responsibility for collection of business licenses, Multnomah County Income Tax and enforcement of various regulatory programs continues to make efforts to support and enforce diversification citywide. The following programs and outreach efforts speak to equal opportunity in the city's economic development:

- Disconnected Youth Tax Credit – A pilot program in 2005 and 2006 tax years to provide tax credits to business that hire disadvantaged youth. The program is now being evaluated and expected to re-start in tax year 2008.
- Elders in Action Review – Utilization of secret shoppers to ensure that all customers receive good customer service from the Bureau.
- Information provided about bureau services in multiple languages.
- Increased outreach to new and small businesses to provide information about various city services, technical assistance and support mechanisms.

Bureau of Technology Services

Technology Services plays the critical citywide role of managing online, software and hardware systems for the City of Portland, ensuring that user accessibility is maintained, accommodation is made to ensure all employees have the tools of technology to do their jobs, and maintaining systems for electronic tracking and monitoring of human resources information for the City. Upcoming initiatives where Technology Services plays a key role to support Affirmative Action goals include:

- Implementation of an Enterprise Business System to replace the City's current outdated financial and resource management system (including human resources);
- Implementation of the SAP online recruitment module and employment application tools;
- Continuing to expand accessibility of online systems; and
- Reorganization and customer service improvements to continue supporting all City Bureaus in the delivery of their services to the public.

Placement Objectives

The Bureau of Human Resources (BHR) prepares quarterly reports of the City of Portland's affirmative action (AA) data. Reports are sent out via email to AA representatives in the bureaus. The reports contain comparison data for all job groups in a bureau. The job groups come from EEO classifications and, within each job group, there may be several different job classes. Data used for this Plan is from the fourth quarter of fiscal year 2006-07.

The reports contain a wide array of data about the current workforce – including what percentage of women and minority are currently in each job group. BHR receives data for use in these reports that identifies the availability in the community for each job group. The availability figure comes from an analysis of many factors including education level, training, etc., that determines how many women or minorities are available for that job area. The AA reports then

compare the current (or “incumbency”) vs. the availability data and state whether a placement goal is needed and a numerical placement goal.

Placement Objectives were set for every EEO Job Group within OMF where employment was less than availability by at least one whole person as of Fiscal Year 2006-07, Fourth Quarter. It is important to note that this data is updated every quarter and is always in a constant state of change, due to new hires, retirements of current employees, or employees leaving a position. The EEO job groups listed below may change over time due to these factors, so it is important that the EEO data is reviewed every quarter as placement goals in this report are not static.

In alignment with OMF’s Affirmative Action Strategies, OMF adheres to the goal of increasing employment within EEO Job Groups identified as currently underutilizing available populations. As well, OMF will make every possible effort to encourage employment of veterans and make reasonable accommodations for employees with reported disabilities.

OMF has set the goal to increase the employment of qualified MINORITIES AND FEMALES in the following EEO Job Groups:

*EEO Job Group: 20GA Officials/Admin – General Administrative
Bureau(s): Combined data across OMF for this group*

*EEO Job Group: 21FL Professionals – Financial¹
Bureau(s): Combined data across OMF for this group*

*EEO Job Group: 21GA Professionals – General Administrative²
Bureau(s): Combined data across OMF for this group*

*EEO Job Group: 22EL Technicians – Electronics
Bureaus(s): Technology Services*

OMF has set the goal to increase the employment of qualified MINORITIES in the following EEO Job Groups:

*EEO Job Group: 25CI Admin Support – Code Inspections
Bureau(s): Revenue Bureau*

OMF has set the goal to increase the employment of qualified FEMALES in the following EEO Job Groups:

*EEO Job Group: 20IT Officials/Admin – Information Technology
Bureau(s): Technology Services*

*EEO Job Group: 21AC Professionals – Accounting
Bureau(s): Financial Services*

¹ Statistically significant – see Appendix on page 20 for more explanation.

² Statistically significant – see Appendix on page 20 for more explanation.

*EEO Job Group: 21HR Professionals – Human Resources
Bureau(s): Human Resources*

*EEO Job Groups: 21IT Professionals – Information Technology
Bureau(s): Technology Services*

*EEO Job Group: 21PM Professionals – Program Management³
Bureau(s): Combined data across OMF for this group*

*EEO Job Group: 21RM Professionals – Risk Management
Bureau(s): Business Operations – Risk Management*

*EEO Job Group: 22EO Technicians – Office Equipment Operation
Bureau(s): Business Operations – Printing & Distribution*

*EEO Job Group: 24GA Paraprofessionals – General Admin
Bureaus(s): Combined data across OMF for this group*

*EEO Job Group: 24IT Paraprofessionals – Information Technology
Bureau(s): Technology Services*

*EEO Job Group: 26BT Skilled Craft – Building Trades
Bureaus(s): Business Operations - Facilities*

*EEO Job Group: 27SP Service/Maintenance – Store and Purchases
Bureau(s): Business Operations – CityFleet*

³ Statistically significant – see Appendix on page 20 for more explanation.

Summary of Strategies

Area of Focus	Planned Actions	Dates
Workforce Planning	Succession planning for retirement and leadership transition.	Ongoing
	Utilize latest EEO reporting data when hiring.	Ongoing
Recruitment – Outreach	Develop OMF outreach recruiters to participate in job fairs, community events, and outreach to schools.	Ongoing
	Expand OMF recruitment efforts to include notification and participation in community organizations.	Draft recommendations in 2008-09. Implement in 2009-10.
Recruitment - Hiring	Increase community involvement on application screenings and interview panels.	Ongoing
	Increase female and minority involvement on application screening and interview panels for positions currently underutilized and for pay grade 7 and above.	Ongoing
	Assess current practices for assembling interview panels in OMF bureaus and divisions.	Draft recommendations in 2008-09. Implement in 2009-10.
	Develop a checklist for hiring managers that utilizes strategies in this report, including outreach for positions and interviewing panel guidelines.	Draft recommendations in 2008-09. Implement in 2009-10.
Training	Monitor and evaluate training for City managers and supervisors.	Ongoing
Career Development Opportunities / Employee Retention	Create guidelines for a mentoring program open to all OMF employees.	Draft recommendations in 2009-10. Implement in 2010-11.
	Consider uses of new hire packets, exit interviews, and updating performance evaluations form as retention tactics.	Draft recommendations in 2011-12. Implement in 2012-13.
Internships / Job Shadowing	Provide job shadowing opportunities to minority/female youth.	Ongoing
	Work with OMF Business Operations to establish guidelines for recruiting and mentoring interns.	Ongoing
OMF Affirmative Action Policy	Ensure the OMF Affirmative Action Policy Statement is available to all OMF employees and that this plan is followed	Ongoing

Fiscal Years 2008-2013
Internal Affirmative Action Strategies Baseline Report

Office of Management and Finance

(Activities apply to all Management & Finance bureaus and divisions)

Andrew Scott, OMF Business Operations
503-823-6845

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Start/End Date(s)
Workforce Planning	Succession planning for retirement and leadership transition.	1. Complete pilot project in Business Operations. 2. Evaluate pilot and implement successful items in other bureaus in OMF.	Increase and retain diversity as part of planning for future retirements throughout OMF.	Jane Braaten, CAO's Office	1. Project already started, due to complete in FY 2007-08. 2. TBD, based on Business Operations pilot.
	Utilize latest EEO reporting data when hiring.	1. Review reports on a regular basis. 2. Report information to all managers and supervisors, especially those planning a hire. 3. Track reports to see any changes.	Ensure that progress towards AA goals is tracked.	OMF Diversity Development (DD) Team	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Start/End Date(s)
	Develop OMF outreach recruiters to participate in job fairs, community events and outreach to schools	<ol style="list-style-type: none"> 1. Create OMF-wide list of employee volunteers to participate in outreach events 2. OMF outreach recruiter participation in at least four events each fiscal year 	Combine resources across OMF to ensure better outreach results, raise visibility for OMF, and build community relationships.	OMF DD Team in coordination with Managers, Supervisors, and BHR, with support from DEEP	<ol style="list-style-type: none"> 1. 2008-09 2. Ongoing
Recruitment – Outreach	Expand OMF recruitment efforts to include notification and participation in community organizations	<ol style="list-style-type: none"> 1. Create recommendations and strategy for OMF to pool resources and utilize appropriate media that targets populations of female, minorities, veterans, and people with disabilities. 2. Require all OMF bureaus to follow recommendations. 3. Track and record organizations notified for all recruitments. 	Increase diversity of candidate pools and subsequently new hires.	<ol style="list-style-type: none"> 1. OMF DD Team, with support from DEEP 2. OMF CAO 3. OMF DD Team and OMF supervisors & managers 	<ol style="list-style-type: none"> 1. 2008-09 2. 2009-10 3. 2009-10 and beyond.

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Start/End Date(s)
<p align="center">Recruitment - Hiring</p>	<p>Increase community involvement on application screenings and interview panels</p>	<ol style="list-style-type: none"> 1. Develop list of known community organizations and contact names. 2. Participate in professional organizations and conferences and other networking opportunities with groups that serve minorities, females, veterans and/or persons with disabilities. 3. List made available to CAO, OMF Leadership Team, Managers and Supervisors in coordination with HR Coordinators 	<p>Improve utilization of minority employees in hiring process, potentially increasing utilization through new hires</p>	<p>OMF DD Team in collaboration with BHR, Citywide EEO/AA Committee, Citywide DDCC, and DEEP</p>	<p>Ongoing</p>

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Start/End Date(s)
Recruitment - Hiring	Increase female and minority involvement on application screening and interview panels for positions currently underutilized and for pay grade 7 and above.	<ol style="list-style-type: none"> 1. Include a minority or female community member or OMF employee when feasible on all screening and interview panels for positions currently underutilized 2. Establish database of OMF minority/female evaluators and interviewers 3. Utilize DEEP affinity groups as resource for panels 	Improve utilization of minority OMF representatives in hiring process, potentially increasing utilization through new hires	<ol style="list-style-type: none"> 1. OMF hiring managers 2. OMF DD Team with support from DEEP 3. OMF hiring managers 	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Start/End Date(s)
Recruitment - Hiring	Assess current practices for assembling interview panels in OMF bureaus and divisions.	<ol style="list-style-type: none"> 1. Research what guidelines or policies bureaus or divisions have currently. 2. Make recommendation for best practices for all OMF bureaus to use. 	Create standard guidelines and process for creation of interview panels.	OMF DD Team, with support from DEEP	<ol style="list-style-type: none"> 1. 2008-09 2. Implement in 2009-10.
	Develop a checklist for hiring managers that utilizes strategies in this report, including outreach for positions and interviewing panel guidelines.	<ol style="list-style-type: none"> 1. Complete checklist. 2. Use checklist on recruitments. 	Increase community and OMF involvement through all stages of recruitment	<ol style="list-style-type: none"> 1. OMF DD Team, with support from DEEP 2. OMF Managers 	<ol style="list-style-type: none"> 1. 2008-09 2. 2009-10 and beyond.

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Start/End Date(s)
Training	Monitor and evaluate training for City managers and supervisors.	<ol style="list-style-type: none"> 1. Ensure all OMF managers complete cultural competency training series. 2. Enroll new managers in training. 3. Evaluate and analyze additional needs for training. 	Provide City managers and supervisors with the knowledge and tools to increase diversity in recruitment and hiring.	<ol style="list-style-type: none"> 1. Diversity/AA representatives, with support from DEEP, and Bureau Directors & Commissioners 2. Diversity/AA representatives, with support from DEEP, and Bureau Directors & Commissioners 3. Diversity/AA Committee, with support from DEEP 	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. End of FY 08-09

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Start/End Date(s)
Career Development Opportunities / Employee Retention	Create guidelines for a mentoring program open to all OMF employees.	<ol style="list-style-type: none"> 1. Create guidelines. 2. Receive approval and support from OMF leadership. 3. Conduct outreach to identify mentors and participants. 	Retain employees by identifying and creating opportunities for growth within organization.	OMF DD Team, with support from DEEP	<ol style="list-style-type: none"> 1. 2009-10 2. 2010-11 3. 2011-12
	Consider uses of new hire packets, exit interviews, and updating performance evaluations form as retention tactics.	<ol style="list-style-type: none"> 1. Analyze current practices in OMF and Citywide. 2. Update or create materials. 3. Distribute and implement. 	Use multiple methods to retain employees, provide career planning guidance, and analyze why employees leave the organization.	OMF DD Team, with support from DEEP	<ol style="list-style-type: none"> 1. 2011-12 2. 2011-12 3. 2012-13

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Start/End Date(s)
Internships / Job Shadowing	Provide job shadowing opportunities to minority/female youth.	<ol style="list-style-type: none"> 1. Establish relationships with local high schools and colleges. 2. Utilize Summer Youth Employment Program (SYEP) positions throughout OMF. 	Increase exposure of OMF to female and minority high school, college, and graduate students.	OMF DD Team, in coordination with OMF Leadership Team and with support from DEEP	Ongoing
	Work with OMF Business Operations to provide resources and guidance for recruiting and mentoring interns.	Provide information, templates, checklists, and resources to managers seeking to create internships.	Increase opportunities at a variety of levels for students interested in public service.	Business Operations in coordination with the OMF DD Team and with support from DEEP	Ongoing

Area of Focus	Planned Actions	Benchmark Activities	Intended Purpose	Person(s) Responsible	Projected Start/End Date(s)
OMF Affirmative Action Policy and Plan	Ensure the OMF Affirmative Action Policy Statement is available to all OMF employees and that this plan is followed.	<ol style="list-style-type: none"> 1. Post OMF Affirmative Action Policy Statement on the OMF website on PortlandOnline and include statement in the OMF New Employee Checklist packet. 2. Regular monitoring of this plan. 3. Regular monitoring of Affirmative Action/EEO data. 	Educate employees of the OMF policy and potential decrease incidents that violate that policy.	<ol style="list-style-type: none"> 1. OMF EEO/AA Representatives in coordination with HR Coordinators and Timekeepers 2. OMF DD Team 3. OMF DD Team 	<ol style="list-style-type: none"> 1. Ongoing 2. The beginning of every fiscal year. 3. Quarterly when reports come out from BHR.

Appendix

According to the reporting data from the Bureau of Human Resources, three of the EEO job groups with placement objectives show data determined to be statistically valid at fourth quarter of fiscal year 2006-07.

For Females

- **21FL Professionals – Financial:** This includes the following job classes: Debt Manager, Principal Financial Analyst, Principal Debt Analyst, Senior Economist, Treasury Operations Manager, Senior Financial Analyst, Senior Debt Analyst, Liens Bill & Collections Supervisor, Financial Analyst, and Treasury Analyst.
 - **GOAL:** This group currently covers 30 positions. For this area to reach full utilization for women, the goal would be 8 persons, based on current availability for these job classes.

- **21PM Professionals – Program Management:** This includes the following job classes: Contractor Development Supervisor, Program Manager, CDD Program Coordinator, Program Coordinator, License & Tax Supervisor, Program Specialist, and Assistant Program Specialist.
 - **GOAL:** This group currently covers 15 positions. For this area to reach full utilization for women, the goal would be 3 persons, based on current availability for these job classes.

For Minorities

- **21GA Professionals – General Administrative:** This includes the following job classes: Policy Analyst, Principal Management Analyst, Senior Management Analyst, Management Analyst, Management Assistant, and Administrative Supervisor I & II.
 - **GOAL:** This group currently covers 17 positions. For this area to reach full utilization for minorities, the goal would be 3 persons, based on current availability for these job classes.