

IntegrAssure

OFFICE OF THE INDEPENDENT CONSENT DECREE MONITOR FOR THE CITY OF AURORA

Report on the Hiring Process of Aurora Police and Fire Rescue: The Past and a Proposed Future

Report Issued: November 14, 2022

Table of Contents

I.	INTRODUCTION	3
II.	METHODOLOGY AND GUIDING PRINCIPLES.....	4
A.	METHODOLOGY	4
B.	GUIDING PRINCIPLES.....	7
1.	<i>Advancing Diversity in Public Safety</i>	<i>7</i>
2.	<i>The “Whole Person” Approach</i>	<i>9</i>
3.	<i>The Charter</i>	<i>9</i>
4.	<i>The Consent Decree Mandate</i>	<i>10</i>
5.	<i>Increased Role of APD and AFR in Collaboration with CSC City HR.....</i>	<i>10</i>
III.	FINDINGS AND PRIMARY RECOMMENDATIONS	13
A.	FINDINGS AND RECOMMENDATIONS 1: LACK OF CONSISTENCY AND DETAIL	13
1.	<i>Findings.....</i>	<i>13</i>
2.	<i>Recommendations.....</i>	<i>13</i>
B.	FINDINGS AND RECOMMENDATIONS 2: APPLICANT ENGAGEMENT AND MENTORSHIP.....	14
1.	<i>Findings.....</i>	<i>14</i>
2.	<i>Recommendations.....</i>	<i>14</i>
C.	FINDINGS AND RECOMMENDATIONS 3: SYSTEMATIC COORDINATION AND COLLABORATION.....	15
1.	<i>Findings.....</i>	<i>15</i>
2.	<i>Recommendations.....</i>	<i>16</i>
D.	FINDINGS AND RECOMMENDATIONS 4: DATA COLLECTION AND ANALYSIS.....	17
1.	<i>Findings.....</i>	<i>17</i>
2.	<i>Recommendations.....</i>	<i>17</i>
IV.	HISTORICAL OVERVIEW OF THE HIRING PROCESSES: 2007-2021.....	18
A.	THE 2009 RECRUITMENT, SELECTION, PROMOTION, AND RETENTION TASK FORCE	19
1.	<i>Task Force’s Findings – 2007 Hiring Process (AFR)</i>	<i>19</i>
2.	<i>Task Force’s Findings – 2007 Hiring Process (APD).....</i>	<i>20</i>
3.	<i>Task Force Findings and Recommendations: AFR and APD.....</i>	<i>21</i>
B.	THE 2010 DEPARTMENT OF JUSTICE INVESTIGATION.....	21
C.	HIRING PROCESS CHANGES: POST-TASK FORCE AND DOJ INVESTIGATIONS	22
D.	CITY OF AURORA’S INTERNAL HIRING PROCESS ANALYSIS: 2020-2022.....	23
E.	THE 2021 CONSENT DECREE.....	24
V.	CURRENT ENTRY-LEVEL HIRING PROCESSES.....	24
A.	AURORA POLICE DEPARTMENT AND AURORA FIRE RESCUE.....	25
B.	HIRING DATA AND OBSERVATIONS	28
1.	<i>Data Examined</i>	<i>28</i>
2.	<i>Limitations.....</i>	<i>29</i>
3.	<i>Trends.....</i>	<i>29</i>
C.	AURORA FIRE RESCUE	30
D.	AURORA POLICE DEPARTMENT	33
1.	<i>Current Hiring Trends</i>	<i>36</i>
VI.	PROPOSED ENTRY-LEVEL HIRING PROCESSES	38
A.	RECRUITMENT, APPLICATION & SCREENING	39
B.	TESTING, BACKGROUNDS & INTERVIEW	41
C.	CONDITIONAL OFFER	44

VII.	IMPLEMENTATION OF RECOMMENDATIONS.....	44
A.	RECOMMENDATIONS NOT REQUIRING CSC RULES AND REGULATIONS CHANGES.....	44
B.	RECOMMENDATIONS REQUIRING CSC RULES AND REGULATIONS CHANGES	45
VIII.	CONCLUSION	45
IX.	APPENDICES	46
A.	APPENDIX A: DRAFT – 2009 TASK FORCE’S FINDINGS AND RECOMMENDATIONS FOR APD AND AFR	
B.	APPENDIX B: FINAL – 2009 TASK FORCE’S FINDINGS AND RECOMMENDATIONS FOR APD AND AFR	
C.	APPENDIX C: CURRENT IMPLEMENTATION STATUS OF 2009 TASK FORCE’S RECOMMENDATIONS FOR APD	
D.	APPENDIX D: CURRENT IMPLEMENTATION STATUS OF 2009 TASK FORCE’S RECOMMENDATIONS FOR AFR	
E.	APPENDIX E: DR. WAYNE CASCIO’S 2010 ASSESSMENT OF APD AND AFR HIRING DATA	
F.	APPENDIX F: CIVIL SERVICE COMMISSION’S MEMO FROM MAY 7, 2013	
G.	APPENDIX G: HIRING DATA FOR APD (2019, 2021, AND 2022)	
H.	APPENDIX H: HIRING DATA FOR AFR (2018, 2020, AND 2022)	
I.	APPENDIX I: RECOMMENDED CHANGES TO THE CIVIL SERVICE COMMISSION’S RULES AND REGULATIONS	
J.	APPENDIX J: ENTRY LEVEL HIRING PROCESS	

I. INTRODUCTION

This report is an outgrowth of the Consent Decree entered into by the City of Aurora and the Attorney General of the State of Colorado mandating numerous reforms in the public safety system of the City of Aurora. This report focuses specifically on the hiring process of entry-level police officers and firefighters and is the first of a multi-phased review and recommendations process that focuses more broadly on recruiting, hiring and promotion of qualified and diverse candidates in the Aurora Police Department (APD) and Aurora Fire Rescue (AFR), and the disciplinary system that addresses in-service misconduct. Subsequent reports and findings will focus on recruitment, promotion, and discipline.

The hiring of entry-level police officers and firefighters is addressed in Section VII A and C of the Decree. The aim of a reformed process pursuant to the Consent Decree and the recommendations presented in this report is to provide APD and AFR with more active roles in the hiring process thus resulting in the most qualified candidates reflective of the population which those candidates will serve.

The report consists of six sections:

- The first section summarizes the methodology and approach taken for this report
- The second section provides an overview of the overall findings based upon research and discussions with Aurora stakeholders. The primary recommendations stemming from those findings are provided in detail.
- The third section provides an overview of the developmental history of the City's hiring processes from 2007 through 2022.
- The fourth section provides an overview of the current AFR and APD hiring processes, including a statistical analysis of several years of hiring data. The limitations of the data are expressly noted.
- The fifth section provides an overview of the proposed hiring processes for APD and AFR.
- The sixth section summarizes key recommendations that are essential to the successful implementation of the mandates of the Consent Decree, including a summary of which recommendations necessitate amendments to the "Civil Service Rules and Regulations."

In formulating the proposed entry-level hiring process as presented, we have taken into account the feedback from our extensive listening sessions and workshops with relevant stakeholders including Aurora Civil Service Commission (CSC), APD, AFR, the City of Aurora Human Resources Department (HR) the City of Aurora's City Attorney's Office, and the City Manager's Office. We have synthesized that stakeholder feedback in the context of the following considerations:

1. The mandate of the Consent Decree that both APD and AFR have the final say in hiring qualified and diverse candidates.
2. A comparison and analysis of the Charter provisions pertaining to the Civil Service Commission in each of its separate functions (hiring, promotion and discipline) relative to APD and AFR. While the Charter outlines the very limited mandatory minimum role of CSC with regard to the hiring

process, we have also considered the factors that led to the adoption of the current hiring process where CSC plays a far more active and significant role than envisioned by the Charter. Specifically, we considered the 2009 Task Force and the DOJ investigations and the value that the City Council-selected CSC Commissioners bring as representatives of the community to ensure fairness and to promote the goal of hiring the most qualified, diverse workforce possible.

3. The relative core competencies of APD and AFR, the CSC and City HR in order to make hiring in both agencies as effective, efficient, and transparent as possible. To the extent possible, we have removed as many administrative tasks as possible from CSC that will allow the CSC to continue performing both its charter-mandated role of providing for the examination and certification of all applicants as well as the additional functions recommended herein, while transferring non-mandated administrative tasks to HR, the agency that already performs these tasks for the rest of the City, who will oversee the administrative functions of the hiring process. These changes will also best allow the CSC to handle appeals, essentially providing oversight of the entire hiring process, ensuring that all aspects are appropriately administered in a fair and impartial manner. HR will be charged with collecting, tracking, and analyzing aggregate data and sharing results of these analyses with APD, AFR, CSC, and the public to provide transparency, to identify any disparate impacts among protected classes that may need to be investigated and potentially addressed, and to continuously improve the hiring process generally.
4. Providing checks and balances within the process so as to best ensure that APD and AFR are hiring the best qualified and most diverse candidates possible.
5. Providing input from the community in the selection process through the inclusion of no more than two City Council-appointed CSC commissioners and one CSC-selected Citizen Assessor who would be drawn from the community and appropriately trained in the interview process.

While this report provides recommendations in structuring the overall hiring process, there are still areas, including minimum qualifications and the application of preference points and specifics in expanding hiring requirements with a “whole person” concept that necessitate further discussions to ensure best practice in the hiring of the most qualified and diverse candidates possible.

II. METHODOLOGY AND GUIDING PRINCIPLES

A. METHODOLOGY

The recommendations outlined in this report are based upon our extensive listening sessions and workshops with relevant stakeholders including Aurora Civil Service Commission (CSC), APD, AFR, the City of Aurora Human Resources Department (HR) the City of Aurora’s City Attorney’s Office, and the City Manager’s Office and our examination of the history of hiring for APD and AFR in Aurora, as well as our application of what we believe to be best practices as applied to the Aurora milieu.

This process included extensive discussions in the beginning of the process, to ensure that direct stakeholders (APD, AFR, CSC, and HR) accurately understood the current hiring process as well as the historic timeline of previous efforts of reform. It became clear that there was a significant lack of understanding and there existed fundamental questions about the current hiring process from APD, AFR, and HR. As such, it was necessary to develop an accurate understanding of the current hiring

process before beginning an informed discussion on what potential changes could be implemented to improve them. These discussions involved multiple sessions with the Civil Service Commission staff to accurately capture the hiring process and then multiple, lengthy sessions with the stakeholders so they could accurately understand the current process.

During these conversations, it was discovered that the Civil Service Commission had made several changes to the APD and AFR hiring processes within the last year, including the re-implementation of an oral interview process, as well as providing access to the online NEOGOV database that not all relevant members of APD and AFR were aware that they had.

While the preliminary discussions to create an accurate understanding of the current hiring processes were lengthy, they were absolutely necessary to addressing misconceptions held by participating individuals, as well as identifying pain points that members of the group wanted to address through modifications to the hiring process. These sessions had an unanticipated by-product of improving communications and developing meaningful relationships between different agencies, which will, it is expected, bear fruit in other aspects of city management¹.

Overall, there were six all-in² meetings with the direct stakeholders, varying in length from 3 hours to all day sessions. The following stakeholders and representatives were consistently engaged in this process:

- HR: Ryan Lantz (Director of Human Resources), Ron Hess (Human Resources Public Safety Coordinator)
- APD: Division Chief Mark Hildebrand, Sgt. Paul Poole
- AFR: Interim Chief Allen Robnett, Sherri Jo Stowell (Community Engagement Administrator)
- CSC: Chair Harold Johnson, Executive Director Matt Cain

Additionally, Lt. DePasse formerly from background investigations in APD, Lt. Rathbun from the APD Academy, various recruiters from APD, and various staff members from the Civil Service Commission were engaged throughout this process. Lastly, multiple sessions were conducted with individual agencies to prepare for the all-in meetings. During these discussions with individual stakeholders, efforts were made to understand their priorities and goals in reimagining the hiring process. These discussions were the foundation in identifying the overall objective of the project, which the group defined as ensuring both that the City hires a group of diverse and qualified individuals and that APD and AFR are given meaningful roles in the hiring process.

¹ The universal feedback from the all-in meetings were that none of the stakeholders expected that the process would be as collaborative and productive as it turned out to be. Many stakeholders shared with us that they enjoyed getting to know relevant stakeholders in the other agencies and that it was a great foundation for working together going forward.

² “All-in meetings” mean meetings where all relevant representatives from APD, AFR, HR, CSC, and the City Attorney’s Office participated.

The group collectively identified that the overall objective of this project was to ensure that the City hires a group of diverse and qualified individuals, with meaningful input from APD and AFR throughout the entire process and the final say with respect to candidate selection resting primarily with those agencies. This needed to be paired with coordination and assistance from the Human Resources department. These overall objectives were then used as a foundation to drive discussions on how the current hiring process should be changed to meet this goal.

All-in meetings concurrently discussed the current hiring processes and how they should be modified to meet the overall objective. When discussing potential changes, intentional efforts were made to seek and solicit input from each of the stakeholders on their thoughts regarding whether any specific recommendation was either feasible or not feasible, and the rationale for the determination. To aid in these discussions, the group was provided with relevant recommendations from the 2009 Task Force (see below) in an effort to determine current applicability and the value of those recommendations at this point. Subsequent discussions focused on building a consensus for each of the recommended changes.

Overall, the consensus across all stakeholders was that APD and AFR should play a far more active role in the hiring process than they currently do. It was felt that the Civil Service Commission should play a pivotal role in the hiring process by providing necessary checks and balances throughout. Finally, it was felt that there is an important role for HR to play in providing its expertise in order to ensure consistency in hiring practices across City agencies, as well as deeply examining the hiring process and outcome statistics to assess whether or not there are adverse impacts that need to be investigated and potentially addressed.

While data was sought and analyzed during this process from the Civil Service Commission, it was clear that the current system lacks functionality to make conclusive findings. Besides the dearth of historical data, the data has not been maintained in a way to allow for rigorous examination, and many hours were spent by IntegrAssure staff reconfiguring the data in a way in which it could be utilized. Indeed, despite past inquiries in 2009 and 2010 by the City's own task force and the US Department of Justice (see more below), there appeared to be little data available to determine key questions, including whether the current hiring process results in adverse impacts to applicants, why applicants fail to complete the hiring process, and why applicants fail to complete their training academies. Therefore, the changes recommended below are based more on best practices and the thoughts from the group on how to achieve the overall objectives rather than any data that was presented during these discussions. Nonetheless, the provided data was helpful in identifying existing data needs and areas where future data collection would be most beneficial.

The following materials were reviewed to formulate and guide discussions with the group:

- City of Aurora Charter
- 2009 Task Force's findings and recommendations for APD and AFR³

³ There were two reports that were found during this process. One appears to be in draft form, which addressed both APD and AFR's hiring processes. That is attached as Appendix A. A second report only addressed AFR's recruitment and hiring processes and that report was titled "final." That report is attached as Appendix B. However, it is unclear based on

- Current implementation status of 2009 Task Force’s Recommendations for APD And AFR⁴
- Dr. Wayne Cascio’s 2010 Assessment of APD and AFR Hiring Data⁵
- Civil Service Commission’s Memo from May 7, 2013⁶
- Hiring data for AFR (2018, 2020, and 2022) and hiring data (2019, 2021, and 2022) for APD⁷
- City Council’s efforts to examine the hiring process in 2020 and 2021
- Research on how civil service commissions function throughout Colorado
- Research on national standards regarding minimum qualifications
- Research on holistic, “whole person” hiring processes
- Research on applicant ranking methodologies

B. GUIDING PRINCIPLES

A number of fundamental principles informed the team’s approach to providing recommendations for the new Police Department and Fire Rescue hiring processes to meet the overall objective. This subsection provides a summary of those principles.

The project recognizes the declining number of qualified candidates applying for and making it through the hiring process. In particular, there is an exceedingly low number of qualified diverse candidates. As such, unless the goals and recommendations outlined in this section, and in upcoming reports on recruitment practices, are committed to by the City, the logistical changes made to the hiring process will have limited impact in transforming the hiring process to hire qualified and diverse candidates.

1. ADVANCING DIVERSITY IN PUBLIC SAFETY

In determining the right guiding principles for transforming the APD and AFR hiring process, the project evaluated the recommendations of the United States Department of Justice (DOJ) and Equal

the recollection of the relevant stakeholders whether or not either of the reports were published and what, if anything, was done with the recommendations.

⁴ APD’s current status is attached as Appendix C. AFR’s current status is attached as Appendix D.

⁵ Dr. Cascio’s Report is attached as Appendix E.

⁶ This memo was prepared by the Civil Service Commission’s Administrator to summarize the changes made by CSC following the initiation of the investigation by DOJ through the conclusions of DOJ’s investigation on April 24, 2013. This memo was presented to the City Council’s Public Safety Committee and to the Civil Service Commission in May of 2013. This memo is attached as Appendix F.

⁷ The analysis for APD is attached as Appendix G. There were multiple hiring cycles in 2021. Each hiring cycle was analyzed and then aggregated for 2021 as well. The analysis for AFR is attached as Appendix H.

Employment Opportunity Commission (EEOC) in the “Advancing Diversity in Law Enforcement” report, published in October 2016. The report and its findings are applicable to hiring the fire service as well. The report identified several notable barriers within the screening and hiring phases of the recruitment and hiring processes for law enforcement. Such barriers included an overreliance on screening examinations that were not tailored to the department’s specific needs, and the reliance on automatic disqualifiers in the screening process that disproportionately impacted individuals from minority and underrepresented communities.

In addition, the project assessed the impact of the DOJ/EEOC recommendations for advancing diversity in law enforcement to the changes in policies and practices made within the Federal Bureau of Investigation (FBI). The FBI successfully improved the diversity of its applicant pool through changes in the written exam, drug use qualifiers, and through the establishment of a “Whole Person” holistic view of each applicant. The agency also significantly expanded diversity recruitment efforts to improve the representation of U.S. communities.

Based upon the recommendations of the DOJ and EEOC, and their successful implementation at the FBI, the improvement of diversity, without any sacrifice to the quality of the overall workforce within the Aurora Police and Fire Departments, was made a primary goal. First among the recommendations to improve the hiring of diverse candidates is the establishment of a formal diversity recruitment and hiring program that will ensure adequate focus on the identification, recruitment and hiring of qualified diverse candidates. Although there is no single one-size fits all solution for increasing the number of minority, female, and LGBTQ+ candidates in both AFR and APD, there are several steps that must be undertaken to begin to meet the challenge, including:

- The proposed hiring process must be results-oriented and establish firm diversity, recruiting, and hiring goals that include race, ethnicity, and gender, including LGBTQ+ representation, and that also reflect the target populations of City of Aurora communities;
- The City of Aurora Human Resource Department must conduct an independent detailed barrier analysis or detailed review of each step of the process (including the equity impacts of AFR’s and APD’s minimum qualifications and the Ergometrics and Frontline tests) and report its findings. To the extent that barriers are identified, a re-examination of the relevancy of such barriers to job performance should be undertaken. These findings should be used to examine recruitment and/or hiring strategies and processes on an annual basis in order to sustain a culture of continuous improvement striving to have a quality workforce truly reflective of the population of Aurora. This examination should be transparent to the public and include reporting of the current demographics of the departments, an analysis of the equity of hiring practices, and the extent that identified barriers may hamper not just hiring, but also the recruitment of minorities, women and underrepresented groups;
- The City of Aurora Human Resource Department should establish policy guidelines for CSC, AFR and APD, that reflect the City’s diversity strategy and commitment. This policy must include the methods by which the Departments and CSC will consistently measure and report on their progress towards diversity goals; and

- The City of Aurora must increase staffing and provide adequate resources for diversity recruiting, hiring and the ongoing assessments undertaken by the Human Resource Department.

2. THE “WHOLE PERSON” APPROACH

Second, the project based its overall approach on the principle of the holistic, “whole person” review method, which takes into account all of an applicant’s information and life circumstances before an eligibility decision is made. This model eliminates the traditional method of considering applicants one qualification at a time and then rejecting said applicant if that singular qualification is not met. Instead, with a few exceptions, automatic disqualifiers are eliminated, and hiring officials review each applicant on a case-by-case basis, considering all elements of an applicant’s background, making a final decision on the applicant’s eligibility based upon the totality of all available information. The “Whole Person” concept also takes into consideration the notion that what may be an issue for one applicant may not be an issue for another applicant and circumstances are reviewed to determine the impact on “the person.” This method of review heavily emphasizes adaptability. Several departments that have implemented such screening methods have also implemented candidate ranking methods that reflect the nuances of the holistic process, thereby avoiding the cut-and-dry ranking methods that reduce candidates to a reflection only of a test score. Among these ranking methodologies are three that appear to be most often used with the holistic “whole person” approach: merit-based eligibility lists, neutral eligibility lists, and discretionary selection of candidates. The project is currently exploring these methods and their impact.

In the meantime, it is recommended that the City consider adopting the “whole person” review model. Such an adoption would require a reevaluation of current policies regarding the automatic disqualification of applicants due to marijuana usage, misdemeanor crimes, and automotive infractions. Additionally, it would require a reevaluation of those items identified during background investigations that currently result in disqualifications, but that in practice do not indicate a concerning pattern of behavior and do not negatively impact the essential skills and strengths an applicant brings to the department. Lastly, it would require further discussions on the appropriate categories and weight of preference points and the impact they should have to increase qualified and diverse applicants joining APD and AFR.

3. THE CHARTER

The City of Aurora’s Charter created the Civil Service Commission and imbued it with its authority, duties, and power. Section 3-17 (3) of the Charter delineates CSC’s duties and powers relative to hiring in one sentence, which states: “The Civil Service Commission shall be responsible for examination and certification of all applicants to positions in the Civil Service.” It is unclear exactly how, from a statutory point of view, the CSC came to “own” the entire hiring process. It appears, though, that nothing suggested in this document is contrary to the provisions of the Charter, and

indeed the recommendations offered in this report appear to be more in line with its intent and fully comport with the Charter.⁸

4. THE CONSENT DECREE MANDATE

There are two mandates the City must comply with in transforming its hiring process.

Section VII A (Recruitment, Hiring, and Promotion- Objectives) of the Consent Decree reads as follows:

The City will transform recruiting and hiring processes to create a more diverse and qualified workforce and establish Aurora Police and Aurora Fire Rescue's commitments to a culture of continuous improvements and becoming better police and fire departments.

Section VII C 1 (Hiring of Entry-Level Police Officers and Firefighters) of the Consent Decree reads as follows:

Before the effective date of this Consent Decree, the Civil Service Commission handled the entire process of hiring entry-level police officers and firefighters. This process led to new civil service employees and the departments meeting each other for the first time after the new employee is appointed and assigned to the training academy. To implement this Consent Decree and the policies and goals it requires, **this process will be reworked so that Aurora Police and Aurora Fire Rescue, with coordination and assistance from the Aurora Human Resources Department, will assume a much more active role in the hiring of candidates from the eligibility lists prepared by the Commission and have the final say on which candidates are hired.** The new procedures will require a change and recodification of the current Rules and Regulations of the Civil Service Commission. The City Manager, with assistance from Human Resources as needed, will work with the Civil Service Commission to bring about those changes by the Civil Service Commission Rules and Regulation Modification Deadline. The Consent Decree Monitor will review these modified procedures solely to ensure they meet the objectives of this section and are not inconsistent with other goals of the Decree using the process set out in Section II.A. [Emphasis Added]

5. INCREASED ROLE OF APD AND AFR IN COLLABORATION WITH CSC CITY HR

The proposed hiring process was designed to further increase the role of APD and AFR in the hiring process and ensure that they have the final say in hiring as required by the Consent Decree and to make certain that both HR and CSC utilize their strengths to make APD and AFR hiring more effective,

⁸ It should be noted that there is much more of a proscriptive approach to the Commission's role relative to both promotions and discipline as opposed to succinct approach laid out for hiring.

efficient and transparent.⁹ The recommendations recognize that APD and AFR have the greatest stake in the hiring of the members of their respective departments and that both CSC and HR have significant roles to play in that process.

We have attempted to relieve the CSC of as many administrative tasks by transferring these tasks to City HR. Our recommendations provide for HR to play a role as an impartial (and non-voting) observer collaborating with APD, AFR and CSC on continuous process improvement. This shared responsibility of APD, AFR, and CSC in the process is meant to foster collaborative and productive relationships and discussions. In performing these administrative tasks, HR will be collecting, tracking, and analyzing data throughout the process and sharing results of its analyses with APD, AFR, and CSC to continuously improve the hiring process. This level of transparency is not available in the current process, or historically, but is much needed so any discussion on increasing qualified and diverse candidates is not based on anecdotes but rather on actual data.

We have also recommended that a traditional procurement process be utilized for the selection of vendors who are involved in the process, removing questions of the reasons underlying the utilization of such vendors or their termination. The procurement process will also provide the appropriate level of scrutiny relative to the continued validity of the methodologies being utilized by the relevant vendors.

Moreover, the proposed process is designed to provide proper checks and balances throughout the process. CSC brings valuable insight into the hiring process and through their appointment by the City Council, are themselves citizen representatives in the process. The proposed hiring process also strengthens CSC's role as the appellate body to provide a candidate with a second look to ensure the impartiality and fairness of the process by the Commission, a role no other entity in the City can play. Thus, APD and AFR will be held accountable by CSC for the decisions they make in the process.

As noted, the Commissioners have been selected by the City Council and given the responsibility to represent and reflect the community in the hiring process. While the Consent Decree recognizes that the role of the Commission was outsized and the Commission itself took steps to address the issue, completely removing the Commission from the hiring process at this stage would risk falling back to the position in which the City found itself in 2009.

During 2009 and 2010 the City's hiring processes were examined by both a Task Force led by city management, with representatives from APD and AFR, and by the US Department of Justice (DOJ)¹⁰. Both of the examinations came about due to concerns black firefighters voiced about the disparate impact the hiring process was having on black applicants. Notably, the hiring process at that time

⁹ Even before the Independent Monitor was selected certain changes were undertaken to provide APD and AFR with more input in the hiring process.

¹⁰ While the results of the Task Force are available and appear in appendices to this report, no formal findings of DOJ were published, and it is unclear the extent to which any formal agreements to changes in the hiring process were made with DOJ.

was wholly within the control of the respective departments, and the concerns that were raised by these firefighters eventually led the City to change the APD and AFR hiring process, resulting in the current process. This history cannot be dismissed or discounted. As such, the newly recommended hiring process must ensure that there are proper checks and balances and sufficient safeguards to create a more diverse and qualified workforce for both APD and AFR.

Therefore, the recommended hiring process has the community, through up to two members of the Commission, participating at three critical junctures: pre-oral interview file review, oral interview, and the final selection. As for the oral interview stage, given its critical role in identifying the candidates that can best serve the community, we are proposing including a Citizen Assessor, to increase diversity in thought and perspective from the community. While the Consent Decree states that the agencies must have a final say in the selection of their employees, it also states that the objective of transforming the hiring process is to create a more diverse and qualified workforce. Additional community input in the oral interview process will increase the likelihood that community members can combat any existing implicit bias or pre-conceived notions the agencies may have to ensure that APD and AFR are selecting qualified and diverse workforce.

Lastly, throughout the hiring process, HR will design a selection criterion to select the most appropriate and qualified panelists/participants and provide appropriate trainings and scoring guidelines to ensure impartiality and consistency in all of the processes in evaluating applicants. This is a step that must be taken throughout the hiring process in selecting and training representatives from APD, AFR, and CSC as well. HR, in exercising its expertise in this fashion, will embed objectivity and consistency throughout the hiring process.

Simply put, the checks and balances that we have proposed provide vital direct community input into the hiring process while meeting the Consent Decree mandates of significantly increasing the input of APD and AFR in the process and giving those agencies the final decision on who will be hired.

III. FINDINGS AND PRIMARY RECOMMENDATIONS

The extensive discussions and research detailed above yielded four foundational findings, which are offered in addition to the specific recommendations regarding alterations to the current hiring systems.

A. FINDINGS AND RECOMMENDATIONS 1: LACK OF CONSISTENCY AND DETAIL

1. FINDINGS

Current job postings possessed inaccurate information and inconsistencies in emphasis and tone, depending on where the job posting is located.¹¹ For example, the job posting curated by the CSC differed in tone and content than the job postings located on the APD's website. In addition, the respective departments appeared unaware of all of the different places in which the job announcements were posted.

Most importantly, there was lack of clarity on who was responsible for ensuring that the messaging and content across all of the job postings were consistent and accurate. While it is clear that the CSC currently works with respective departments on crafting the content of the job postings, there was lack of accountability when it came to inaccuracies in the job postings.

Lastly, there is also a lack of detailed information provided to the applicants regarding what they can expect during the hiring process. While the job posting and the Civil Service Commission offer a cursory overview of the requirements, there is not sufficient information to provide an applicant, who may possess limited knowledge of the law enforcement application process, with a suitable understanding of what the process looks like and how to properly prepare. This increases the likelihood of discouragement and disengagement during the lengthy process, which requires a substantial amount of input and cooperation from an applicant to run efficiently and smoothly.

2. RECOMMENDATIONS

APD and AFR must designate a specific unit within its department to coordinate with HR to oversee the content of the job postings and monitor all job postings to ensure their accuracy and consistency. HR must be the primary party responsible for providing the contents of the job postings to the CSC, which will then be disseminated to external websites to advertise the postings. This practice is consistent with all other job postings for positions in the City. APD and AFR must work with the CSC to ensure that the minimum qualifications information on the job postings is accurate as defined by CSC. APD and AFR must work with HR to ensure that the messaging is consistent with other City-

¹¹ During an all-in discussion on May 23, it was discovered that the current posting for APD on nationtestingnetwork.com stated that the applicant must be a citizen. However, this was inconsistent with the minimum qualifications per the Civil Service Commission.

positions. APD and AFR should be the responsible parties to identify and correct any inaccurate information in any of the job postings to ensure that accurate and uniform information is being advertised to attract applicants. The job postings must include additional resources where the applicant can find detailed information about the hiring process and the necessary documents to adequately prepare. This information must provide guidance on each stage of the hiring process, inform the applicant of their right to appeal and when they can exercise that right, as well as resources that will offer them with assistance in preparing for any of the necessary exams in the process.

B. FINDINGS AND RECOMMENDATIONS 2: APPLICANT ENGAGEMENT AND MENTORSHIP

1. FINDINGS

While recruitment efforts are conducted solely by APD and AFR, the hiring process is overseen by the Civil Service Commission. There currently does not seem to be a systematic way for APD and AFR to be informed as to which individuals applied to their respective departments, nor information regarding individual applicants' progress. The CSC also does not view engaging with the applicant as an appropriate role for the Commission. Therefore, there is no singular entity that is tasked with being engaged with the applicants throughout the hiring process, providing the necessary investment and mentorship to increase an applicant's success.

All of the associated parties recognized that this lack of engagement was a critical factor that may undermine an applicant's success. The desire by APD and AFR to be fully engaged and informed of an applicant's progress throughout the hiring process was abundantly clear during all-in meetings and with individual departments. However, APD and AFR shared that they are not systematically informed when an applicant applies, nor provided updates of the applicants' progress through the hiring process. As such, the ability of the departments to adequately engage and encourage an applicant is limited.

The ability to know when an applicant applies and to stay engaged with the applicant is pivotal to increasing the number of applicants who make it through various stages of the hiring process for Aurora. As demonstrated by the analysis of the three years of hiring data for APD (2018, 2020, and 2022) and two years of hiring data (2019 and 2021) from APD (see below), the vast majority of the recruits depart the hiring process during the early screening process. Approximately half of the applicants depart the hiring process by failing to take or schedule the exam.

2. RECOMMENDATIONS

APD and AFR must systematically be informed of when an applicant applies to their respective departments and be provided contact information in a usable fashion to promptly engage with that applicant. Beyond initial contact with the applicant, the respective departments must continuously mentor applicants throughout the entire hiring process. The mentorship will include checking in on the applicant so the applicant is aware that the department is invested in the applicant's success, being a resource to the applicant if the applicant has any questions, and lending support as the

applicant progresses through each stage of the hiring process by providing appropriate previews, information, and guidance regarding upcoming steps. AFR previously provided training sessions on what to expect during the Candidate Physical Abilities Test (CPAT) and how to physically train to meet the expectations. Applicants for both APD and AFR can benefit from this level of support and guidance going forward.

During the all-in meetings, the need for this kind of mentorship was stressed by all parties as a critical element in ensuring that the applicant feels engaged throughout the process. Applicants who come from law enforcement families may already possess this level of support, as well as a familiarity with the overall process. However, first-generation applicants currently have no way to close this knowledge gap. APD and AFR expressed, from their experience, that minority applicants and other applicants who are not coming from law enforcement families especially need this level of mentorship and guidance to successfully make it through the hiring process.

Therefore, APD and AFR should immediately utilize their access to the current hiring system to gain a list of pending applicants. Department representatives should use this list to connect and engage with prospective applicants/recruits. The City has made recent efforts to focus and invest in improving recruitment efforts. It will be a tremendous loss to the City if such connections between applicants and recruiting mentors are not made immediately and sustained through the hiring process. Such connections will assist in ensuring that current applicants stay engaged in the process and help to improve the number of applicants who successfully complete the hiring process. As current APD and AFR recruiters cannot adequately contact all applicants due to the limited number of available recruiters, APD and AFR should have discussions regarding how best to implement mentoring programs within their departments. In addition to the efforts of the individual departments, the Civil Service Commission should regularly assess contact with candidates to ensure outreach is maintained to ensure oversight and accountability.

The monitor team understands that the departments have been granted access to NEOGOV after the Consent Decree, but also understand that APD did not receive a tutorial session on how to operate their access and successfully navigate the NEOGOV system to gain the necessary applicant information until the beginning of July 2022. There doesn't seem to be a sense of urgency to fully exercise this information, but all of the parties should prioritize making the information in NEOGOV user-friendly so APD and AFR can begin utilizing this information to provide mentorship to all applicants going forward.

C. FINDINGS AND RECOMMENDATIONS 3: SYSTEMATIC COORDINATION AND COLLABORATION

1. FINDINGS

The biggest take-away from the all-parties meetings was that there is a lack of systematic coordination between APD, AFR, and the CSC. In addition, HR currently plays no role in the entry-level hiring process. While it was evident that there are discussions between the CSC and the respective departments from time to time, and at an increased frequency following the entry of the Consent Decree, this engagement does not appear to be systematic. The majority of the first all-in

meetings were focused on providing APD, AFR, and HR with an accurate, working knowledge of the current hiring process. In the early stages of this review and recommendation process, APD and AFR lacked a fundamental understanding of the current processes, and the all-in meetings provided an opportunity for the CSC to accurately educate the stakeholders about the current process. For example, during these conversations, it was revealed that APD and AFR have limited knowledge regarding the content and the substance of the Ergometrics video-based examinations. This lack of information and trust in the hiring process significantly limits the departments' abilities to sufficiently guide an applicant through the hiring process.

2. RECOMMENDATIONS

While the CSC has made significant changes in the hiring process in recent months, allowing for greater participation by AFR and APD (for which both APD and AFR expressed their gratitude and appreciation), it was clear from the all-in meetings that APD and AFR believe their role should be far more active.

A process that provides for appropriate active participation by CSC, AFR, APD and HR must be devised, playing to the recognized needs and strengths of each entity. Given that APD and AFR will be the agencies who will be training, supervising and employing each recruit for the next 20 years on average, each should be the lead agency in defining the qualifications of candidates that they are seeking and selecting the candidates who will work in their departments. HR should be utilized to assure all that the process is administrated in as fair, efficient, effective and transparent way as possible. And the CSC should not only fulfill its mandate under the Charter but should participate and provide its best advice to APD and AFR in the selection process as representatives of the community and to HR as it undertakes its administrative role. Moreover, CSC must serve as the independent arbiter of complaints of candidates relative to the administrative and selection processes.

HR should continue to ensure that there are appropriate standards, training, and process to create an enduring consistent and equitable hiring process. This should include developing standards for evaluating each of the tests throughout the hiring process, including the file review based on the Whole Person concept, and oral boards. Specifically, HR should organize a comprehensive assessment of the Ergometrics video-based examinations by a CSC, APD and AFR team, evaluating the tests in relation to the current needs of the respective departments. The team should review the tests to determine where improvements are required, what changes to the tests may be appropriate, and whether the needs of the departments necessitate other designs and forms of testing.

In order to effect the changes outlined above, certain Rules and Regulations of the CSC must be changed. For a complete list of proposed changes, please see Section VI and the included charts, as well as Appendix I.

D. FINDINGS AND RECOMMENDATIONS 4: DATA COLLECTION AND ANALYSIS

1. FINDINGS

As discussed below, no singular entity oversees the entire hiring process from recruitment to hiring to administration of training at the respective APD and AFR Academies. Recruitment is overseen solely by APD and AFR and, until recently, neither agency had insight into the hiring process, which was overseen entirely by the CSC. Conversely, once final offers are issued, the CSC has no insight into which individuals actually complete the Academy and are officially employed by APD and AFR, as that process is completely overseen by the respective departments.

The siloed nature of this information results in fragmented and incomplete data, whereas more robust data could provide insights into what actually happens during the recruitment and hiring process. The recruitment process will be discussed in a later report, but initial conversations revealed that APD and AFR do not systematically track the contacts they make during recruitment efforts. This lack of information gathering, coupled with lack of insight into who actually applies, results in a lack of any objective insight into the success, or lack of success, of APD and AFR's recruitment efforts. The CSC, on the other hand, does apparently track data from the initial submission of applications through the issuance of final offers.¹² However, as discussed below, there are limitations on the data's accuracy and the ability to provide meaningful data on any adverse impact on minority applicants. Moreover, vendors engaged throughout the process, such as the JSA vendor and the examination vendor, track and report their data without any uniform structure, making it challenging to piece together an end-to-end analysis. Lastly, AFR and APD do not systematically track which recruits leave during the Academy and the reasons for departure, resulting in a lack any insight into barriers and pain points to rectify to ensure applicants successfully complete the Academy.

Significantly, CSC only had retained only three years of the hiring data, which included aggregate data as well. While it was CSC's understanding that that was all that they were permitted to retain per City's rules, it appears that entry-level applications have a retention period of five years going back plus the current hiring cycle, and that aggregate data may be retained indefinitely.

2. RECOMMENDATIONS

APD and AFR should be responsible for tracking the number of applicants applying after the hosting of recruitment events. This information will be used to assess the impact of current recruiting techniques and develop new recruiting strategies. This is especially valuable as the City increases its recruitment efforts, so recruitment strategies are based on robust, accurate data analysis rather than anecdotal evidence.

¹² It is unclear why the data from every prior year cannot be easily accessed by the CSC.

Most importantly, data collection processes should address the data insufficiencies and inaccuracies discussed above to ensure there is accurate data that can be used to conduct adverse impact analyses going forward. A formal process should be implemented by which Human Resources regularly conducts barrier analyses and/or disparate impact analyses for each step of the hiring processes and creates a thorough report on the findings. In order to do so, the City's record retention schedule, specifically HR's retention schedule, should be amended to remove any ambiguity relative to aggregate demographic data pertaining to recruitment and hiring. Human Resources will be responsible for using said assessments to evaluate the impact of the overall process and the newly established minimum qualifications on applicants. This level of internal examination is necessary to ensure continuous improvement of the process.

IV. HISTORICAL OVERVIEW OF THE HIRING PROCESSES: 2007-2021

In order to provide background and context for this report, this section provides an overview of the history, status, and recommendations of the relevant processes for the Aurora Police Department (APD) and Aurora Fire Rescue (AFR).

During 2009 and 2010 the City's hiring processes were examined by both a Task Force, led by city management with representatives from APD and AFR, and by the US Department of Justice (DOJ)¹³. These concurrent investigations resulted in outcomes that were at odds with each other. While the Task Force came up best-practice recommendations for both APD and AFR, it appears that its utility was significantly limited due to changes that took place by the City during the DOJ investigations, which took precedence over the Task Force's recommendations. Most noteworthy, the oral boards which the Task Force found were critical to identifying qualified applicants which were, by anecdotal accounts of various participants in this process, discontinued as a result of the DOJ investigation.

The City Council re-examined its hiring processes in 2020, specifically to evaluate adverse impact on minority applicants. This examination led to research on how Civil Service Commissions function in other cities, specifically their level of input and role in the hiring process, to inform efforts to increase diversity in APD and AFR. This examination by City Council was truncated because of the Attorney General's investigation and an awaited outcome in terms of findings and mandated reforms under the Consent Decree.

Nonetheless, the examinations provide some valuable information relevant to achieving the mandates of the Consent Decree and the purpose of this process.

¹³ While the results of the Task Force are available and appear in appendices to this report, no formal findings of DOJ were published, and it is unclear the extent to which any formal agreements to changes in the hiring process were made with DOJ.

A. THE 2009 RECRUITMENT, SELECTION, PROMOTION, AND RETENTION TASK FORCE

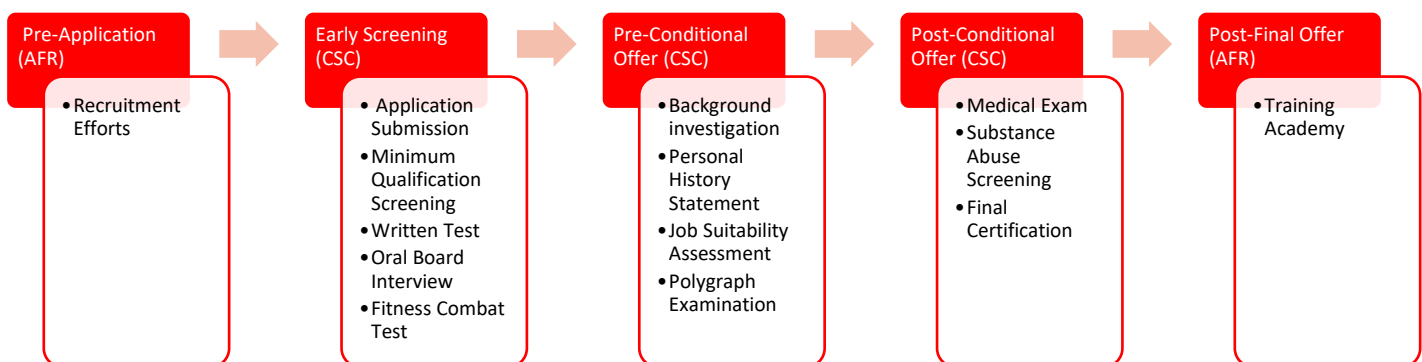
In May of 2009, then City Manager Ron Miller established the “Recruitment, Selection, Promotion and Retention Task Force” (Task Force) with the purpose of analyzing how AFR and APD’s policies, as well as those of the Civil Service Commission, impacted applicants and employees of the respective departments who fell within certain “protected classes.” The scope of the Task Force’s review extended to the recruitment, selection, promotion, and retention policies for the respective departments.

The Task Force was established following a meeting between city officials and several concerned Black firefighters, who believed that the “written test” administered by the Commission negatively impacted the hiring prospects of Black candidates. The membership of the Task Force included representatives from AFR, APD and was co-chaired by city management. The scope of the investigation was ultimately expanded to include additional elements of the hiring process. With regard to the entry-level examination processes, the Task Force primarily reviewed and provided recommendations on the following elements: the submission of the initial application, oral board interviews, fitness tests, and background checks.

The Task Force drafted two reports, one for AFR and one for APD and AFR, in which an overview of the hiring processes was provided as well as recommendations on how to improve them.¹⁴

1. TASK FORCE’S FINDINGS – 2007 HIRING PROCESS (AFR)

The Task Force found that in 2007, the hiring processes for AFR consisted of four phases prior to an offer of employment:



Phase 1 officially began with an applicant submitting an online entry-level application. The online application software automatically screened the incoming applications to determine if the applicants met the minimum qualifications required by the position. All individuals who were determined to

¹⁴ Recruitment, Selection, Promotion, and Retention Task Force’s full draft report is attached as Appendix A. The Task Force’s Report on AFR is attached as Appendix B.

meet the minimum qualifications were invited to take a “written exam” administered by the Civil Service Commission. The results of the test established a ranking of the prospective candidates, with a score of 100 being the highest. Individuals who passed the written exam were then invited to attend oral board interviews. The interview panels consisted of one non-voting Civil Service Commissioner, one citizen, and two representatives from Aurora Fire Rescue. All applicants who passed the oral board interview were provided an overall ranking composed of the following three factors: written exam score (30%), oral board score (70%), and supplemental preference points. High ranking applicants were then invited to undergo the “Fitness Combat Test,” designed to test the applicants’ abilities to respond to intense physical challenges unique to the fire profession. All applicants who successfully completed the fitness test proceeded to Phase 2 of the hiring process.

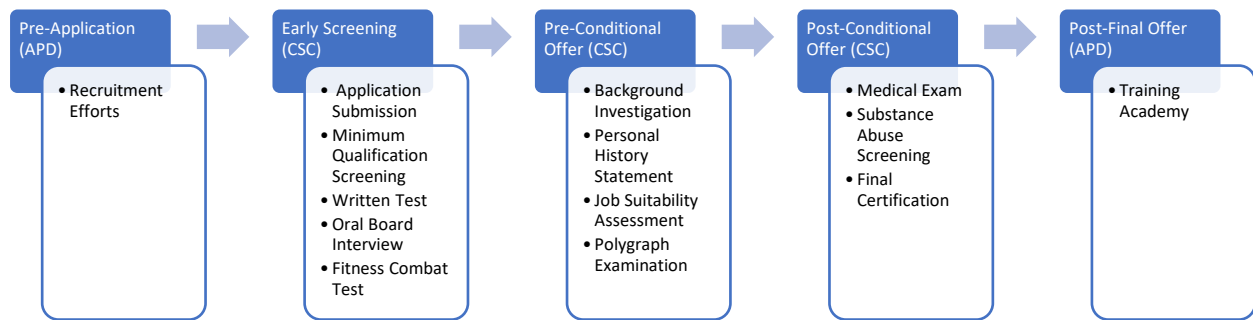
Phase 2 consisted of more thorough examination of the applicants’ suitability. Background checks were performed by a team of five part-time investigators supervised by the Fire Investigation Bureau Head. Of those five background investigators, three were line firefighters and the other two were fire investigators. Applicants were required to submit a Personal History Statement, detailing their driving, employment, and financial histories. Applicants would undergo a Job Suitability Assessment conducted by outside psychologists specializing in Public Safety selection. Finally, an outside company would administer a polygraph examination. All individuals passing these four steps would have their applicant file presented to the Commission along with a recommendation for hire from the Chief of the Fire Department.

During Phase 3, the Commission would grant conditional job offers to applicants who successfully completed the previous stages. Applicants with conditional job offers would then undergo a Medical Exam and Substance Abuse screening. Individuals passing those tests would be listed on a Final Certification List, certified by the Commission, containing the number of recruits necessary to fill the upcoming Fire Academy, plus two alternates. Applicants were then given formal Job Offer letters from Human Resources in order on the list.

The hiring process, at this point, was essentially complete. In Phase 4, applicants underwent a twelve-week-long Fire Academy, followed by a year in the Field Training Probation Period during which their employment was held at the discretion of the Chief of the Department. Following the probationary period, individuals would become full-fledged members of the Aurora Fire Department.

2. TASK FORCE’S FINDINGS – 2007 HIRING PROCESS (APD)

In 2007, the hiring process for APD was similar to the 2007 process for AFR. The only meaningful differences were that, following the submission of an initial application, participants were invited to take the physical fitness examination rather than the written test. Applicants who successfully passed were then invited to take the written exam, administered by the Civil Service Commission. Applicants who passed the written exam then underwent the oral board interview process. All applicants who passed the oral board interview were provided an overall ranking composed of the following three factors: written exam score (60%), oral board score (40%), and supplemental preference points.



3. TASK FORCE FINDINGS AND RECOMMENDATIONS: AFR AND APD

The Task Force issued a number of recommendations to the Aurora Fire Department regarding its entry-level selection process. First, it suggested that an appeals process be implemented by which factual errors in initial applications could be reviewed, so as not to eliminate qualified applicants who made simple mistakes when filling out the application. Second, the Task Force noted that, following the initiation of their review and DOJ's investigations, the Civil Service Commission eliminated the use of the "oral board" process. The Task Force recommended that such a process be considered in the future and, if reinstated, the Task Force also recommended that the ranking system utilize the results of "oral board" interviews to properly assess the strength of qualified candidates' backgrounds. Finally, regarding the physical fitness test, the Task Force recommended that the Department create and post online videos with information regarding the physical fitness standards, as well as host several physical fitness practice sessions for applicants to properly prepare individuals for the examinations.

For the Aurora Police Department, the Task Force recommended making several alterations to the physical fitness examination, including the addition of technology and standards to ensure objectivity and consistency in test administration. Second, the Task Force recommended that the reinstatement of oral board process be considered. Third, the Task Force noted a lack of staff necessary to properly and efficiently conduct background investigations and proposed a system by which a sufficient number of investigators could be temporarily pulled from the line of duty to assist primary investigators in fulfilling the Department's investigatory needs.

B. THE 2010 DEPARTMENT OF JUSTICE INVESTIGATION

In 2009, the United States Department of Justice (DOJ) initiated an investigation into the City of Aurora's organizational structure and hiring practices, with a specific focus on APD and AFR. DOJ's investigation of the employment practices of the City's Police and Fire Departments was conducted with a goal of discovering whether or not APD and AFR engaged in a pattern or practice of discrimination which negatively impacted Black and/or Hispanic applicants, pursuant to Section 707 of Title VII of the Civil Rights Act of 1964, as amended.

As part of this investigation, the DOJ extensively reviewed the organization and structure of the City's Police and Fire Departments, the Entry Level hiring processes for the Departments, the applicant flow and hiring data for the entry level positions, and the Equal Employment plans and policies of the Department. Upon review of the then-standing written tests administered by the Civil Service Commission, the Department of Justice found that the written tests did not conform to national standards and determined that alterations to the tests were necessary for both departments¹⁵.

Furthermore, in response to the Department of Justice's investigation, Counsel for the City of Aurora hired an expert, Dr. Wayne Cascio, to examine the available annual hiring data for entry-level police officers and firefighters to screen for evidence of adverse impact. Dr. Cascio provided his report, entitled "Analysis and Recommendations Regarding City of Aurora, CO Entry Level Police and Fire Department Staffing Decisions," to the City on March 18, 2010. Dr. Cascio's review concluded with two recommendations: 1) that the City examine each component of the hiring process to ensure that items asked of candidates were job-related; and 2) that during investigations of candidates the results be calibrated to ensure their ratings reflected a common interpretation of similar information.¹⁶

Dr. Cascio examined the aggregate and annual hiring data for entry-level police officers and firefighters at all levels of the hiring process to screen for evidence of adverse impact. Dr. Cascio applied well-established adverse impact analyses to aggregated data for the Police Department from 2002 to 2009, and aggregated data for the Fire Department for 2003, 2005, and 2007. For the Police Department, evidence of disparate impact was discovered within the background investigations component with regard to Hispanic applicants. For the Fire Department, the only evidence of disparate impact was found to be with regard to background investigations for African-American applicants. Dr. Cascio noted, however, that low sample sizes may have contributed to these findings, as only five African-American applicants made it to the background investigation phase of the hiring process, with none successfully passing. With such small numbers, the addition of just one or two passing applicants would have changed the conclusion.

C. HIRING PROCESS CHANGES: POST-TASK FORCE AND DOJ INVESTIGATIONS

Following the publication of the findings of the 2009 Task Force and the 2010 DOJ investigation, the Civil Service Commission adopted several new changes to more closely align with the recommendations.¹⁷ Among the actions taken, first, the Civil Service Commission significantly altered the written exams, switching in 2010 to video-based examinations provided by Ergometrics for AFR, and, with regard to the APD test, worked with Ergometrics to develop a version of their national, video-based law enforcement examination (the Frontline National Test for Law

¹⁵ While no formal findings were issued by DOJ, this recollection was shared by the Civil Service Administrator.

¹⁶ Dr. Cascio's full report is attached as Appendix C.

²⁰ APD and AFR's efforts in implementing the Task Force's recommendations are attached as Appendix D (APD) and Appendix E (AFR).

Enforcement) that specifically incorporated Aurora-specific police protocols that were in place at that time.

In alignment with the 2009 Task Force recommendations, the Commission eliminated the automatic disqualification of Fire-entry-level applicants due to the prior commission of driving violations. Furthermore, an appeals process was created by which applicants could supplement an answer on their application as it related to their ability to meet minimum requirements, thereby allowing applicants to remedy mistakes.

Regarding the physical fitness tests, the Commission worked to develop a new fitness test for Police applicants that was more appropriate and equitable. Additionally, the administration of the fitness test was moved from the beginning of the process to the end, allowing candidates more time to prepare for that test. For AFR, the Commission adopted the Candidate Physical Ability Test (CPAT), a nationally validated and utilized Fire fitness test. Following the implementation of the CPAT requirements, the practice of providing physical fitness preparation/training events for applicants was discontinued.

With regard to the background investigations, the Civil Service Commission assumed the primary duties of performing the entry-level background checks for both Police and Fire applicants¹⁸. Retired police officers and firefighters were contracted as background investigators and were trained on how to adequately conduct investigations¹⁹.

D. CITY OF AURORA'S INTERNAL HIRING PROCESS ANALYSIS: 2020-2022

In 2020, the City of Aurora City Council's Public Safety Committee and Civil Service Commission conducted its own review of the hiring process and a review of the hiring practices of several cities to determine how diversity could be achieved in the Departments. During this analysis, the City presented a summary of the entry-level hiring process for APD between 2018 and 2020. The analysis showed that while Whites/Caucasians were passing Ergometrics at a rate of 34.7%, Blacks/African Americans were passing it at 26.9% and Hispanic/Latino applicants were passing it at 28.6%. It also showed that 42.4% of White/Caucasian applicants passed the Job Suitability Test while Black/African American applicants passed it at 34.4% and Hispanic/Latino applicants passed it at 37.5%. Additionally, Brower Psychological Services (BPS), the third-party vendor responsible for conducting the Job Suitability Assessments (JSA) for Police applicants, was asked to present their analysis on adverse impact on minority applicants based on the outcomes of BPS's suitability evaluations. The purpose of the evaluation was to analyze whether or not BPS' practices resulted in the presence of racially and/or ethnically driven adverse impact against police applicants. BPS reported that there

¹⁸ We were informed by CSC Commissioner Barb Cleland during October 11, 2022 CSC meeting that the City Council voted and supported this change by approving the budget for background investigators for CSC.

¹⁹ However, this is no longer the case for Aurora Fire Rescue, as background investigations are now conducted by an outside agency.

was no statistically significant relationship between race/ethnicity and the pass/fail rate of the applicants.

E. THE 2021 CONSENT DECREE

Most recently, following the death of Elijah McClain, an investigation team appointed by Colorado's Attorney General conducted a thorough analysis of the practices and procedures utilized by Aurora Police Department and Aurora Fire Rescue in a variety of different areas, including recruitment, hiring, promotion and discipline. The final report, "Investigation of the Aurora Police Department and Aurora Fire Rescue," was published on September 15, 2021, and documented a number of issues in policies and practices of both the Police and Fire Departments. Based on the findings of this investigation, the Colorado Attorney General and the City of Aurora entered into negotiations regarding how the issues identified in the report would be suitably addressed.

On November 22, 2021, the City of Aurora entered into a Consent Decree with the Attorney General, which mandated changes to a significant number of policies and practices for APD, AFR, and the Civil Service Commission. One such mandate involved alterations to the hiring process by which entry-level police officers and firefighters are selected. Through the Consent Decree, the City agreed that the current practice of the Civil Service Commission being responsible for "the entire process of hiring entry-level police officers and firefighters" was inappropriate and that the entry-level hiring processes needed to be reworked so that "Aurora Police and Aurora Fire Rescue, with coordination and assistance from the Aurora Human Resources Department, [would] assume a much more active role in the hiring of candidates..."²⁰

Following the City of Aurora's entering into the Consent Decree, and before the engagement of the Independent Monitor, the Civil Service Commission initiated several changes to the hiring process moving toward compliance with the Consent Decree. In December of 2021, the oral board interview process was reinstated for both Aurora Police and Fire Rescue candidates, with interviews being conducted for entry-level applicants joining the 2022 Academies. With respect to the re-introduced interviews, representatives from the departments were granted permission to sit-in on the candidate interview panels in a purely advisory non-voting role and lend advice to the Commission during the conditional offer review stage of the process.

V. CURRENT ENTRY-LEVEL HIRING PROCESSES

The current entry-level hiring process has evolved slightly since 2010, with the most significant change occurring in 2021, as described above, with the reinstitution of the oral boards. A full description of current practices follows:

²⁰ "Hiring of Entry-Level Police Officers and Firefighters." Stipulated Consent Decree & Judgment, *State of Colorado, ex rel. Philip J. Weiser, Attorney General v. City of Aurora, Colorado* (Dist. Ct. Arapahoe Cnty., Colo.)

A. AURORA POLICE DEPARTMENT AND AURORA FIRE RESCUE

As was historically the case, the current Civil Service hiring processes begins with recruitment efforts targeting potential applicants, as authorized and overseen by the respective departments. Department recruiters refer individuals interested in applying to an entry-level position to the NEOGOV website (governmentjobs.com). Recruits then fill out online contact information cards so that they can be notified when a new entry-level hiring period begins. When a hiring period begins, the Civil Service Commission posts a job announcement to the NEOGOV website containing a job description and narratives prepared by department representatives. The application receiving period for each hiring period is set by the Civil Service Commission in coordination with the respective departments, taking into consideration the departments' hiring needs. Applicants interested in applying for the position initiate the hiring process by submitting an online application through the NEOGOV database.

The Civil Service Commission sets the minimum qualifications for the entry-level positions. Minimum qualifications can be changed upon requests from APD, AFR, or unilaterally by CSC. All incoming applications are automatically screened by the online system to determine if the applicants meet the minimum job qualifications²¹. Individuals who meet these requirements are then required to take the Ergometrics²² video-based examinations. Police applicants take the Frontline and Integrity exams, and Fire applicants take the FireTEAM and Integrity exams. These video-based examinations consist of several components testing applicants' abilities to respond to job-specific situations, write accurate and comprehensive reports, and to read comprehensively. Applicants who successfully pass the Ergometrics exams by achieving the minimum passing score set by the Commission are placed on a Prospective Employment List (PEL). Applicants are ranked in scoring bands according to their weighted scores on the exams, plus any preference points granted for possession of certain features (veteran status, second language fluency, participation in the Aurora Explorer Program, and, for APD applicants, existing POST certification. All individuals in each scoring band are designated as holding an identical rank. Individuals within the scoring band are then randomly selected and assigned "priority numbers." Applicants on the PEL are then invited by priority number to submit a Personal History Statement, to be considered at later evaluative steps in the hiring process.

All applicants on the PEL are referred to the next round of testing for the completion of suitability evaluations, overseen and administered by an external, third-party organization. Until May 2022, the suitability evaluations for Police applicants were administered by Brower Psychological Services (BPS). BPS examinations consisted of two stages: a Job Suitability Assessment (JSA) administered before the issuance of conditional job offers by the Civil Service Commission, and a

²¹ There are currently only three application items which can be appealed: the applicant's age, the applicant's education level, and the applicant's possession of a valid driver's license.

²² Applicants are encouraged to take the exam through the National Testing Network regardless of whether or not the Civil Service Commission has received an application. Potential applicants select "Aurora Civil Service" as an agency to send their scores to, and scores are valid for one year.

medical/psychological examination, conducted after the issuance of conditional job offers. The first stage, the Job Suitability Assessment, was made up of several components. First, applicants were required to take two exams, geared towards the measurement of non-medical personality characteristics: the Cattell's 16 Personality Factors Test (16PF) and the California Psychological Inventory 434 Personality Test (CPI-434). After taking these tests, a clinician with BPS reviewed the applicant's results and application package in preparation for an interview. During the interview, the clinician interviewed the applicants using a standardized protocol to acquire more relevant information regarding the applicant's suitability for hire. Following the conclusion of the interviews, three to five evaluators gathered in a group format to review each applicant's data to determine a suitability rating. In conducting the applicant review, the team preserved neutrality and applicant anonymity by refraining from identifying applicants by name. Instead, applicants were identified by reference to neutral "Personal History Indicators," as revealed by the applicant's "Personal History Statements." Once a suitability rating ("suitable," "marginally suitable," or "not suitable") was decided upon, that rating was submitted to the Civil Service Commission.

In addition to the Job Suitability Assessments, at this stage of the process, background investigators conduct a background check of the potential applicants. The Civil Service Commission oversees the background investigation process for Police applicants and is responsible for hiring the background investigators. An outside organization is responsible for overseeing the background investigations for Fire applicants. In addition, Police applicants must also undergo a polygraph examination. The results of those examinations are provided to the Civil Service Commission along with the results of the Job Suitability Assessment.

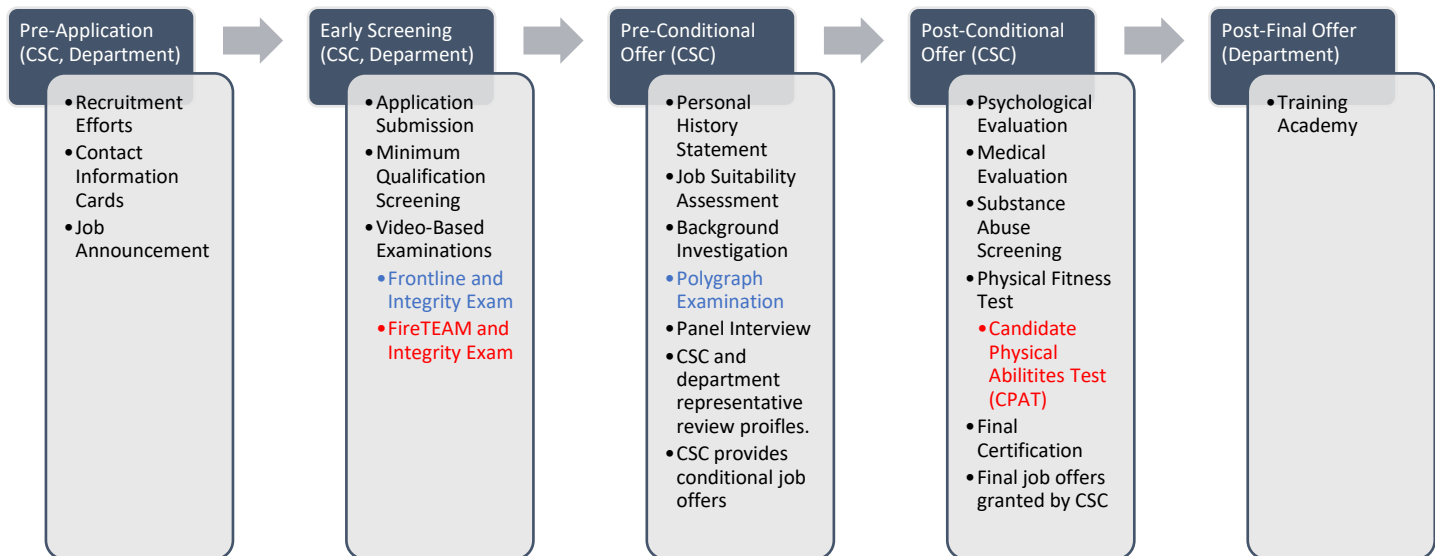
The Civil Service Commissioners review and evaluate the applicants on the basis of the provided evaluations. As noted, following changes to the hiring process in the fourth quarter of 2021, a representative from the respective department assists the Commission in an advisory role relative to the review but does not have any voting rights. At this stage, Commissioners vote to either disqualify the applicant or move the applicant forward to an oral board interview. The interview is conducted by two representatives from the respective department, the Commissioners, and a citizen assessor²³. At this stage, Commissioners and the representatives vote to either disqualify the

²³ A citizen assessor is used on one assessment panel in entry-level interviews as well as one panel of a promotional assessment center. Their inclusion in these processes is guided by the following areas in the Civil Service Commission Rules and Regulations: Section III, Rule 14 and 15 for entry-level, and Section VIII, Rule 46 for promotional assessment center. These rules also outline that the Citizen Assessor is selected by the Civil Service Commission. Commission staff maintains a database of citizen assessors that passed the screening process of the Civil Service Commission. Every few years, Commission staff sends out solicitations to various Aurora community groups, including APD volunteers through the Citizen Police Academy alumni association, asking if anyone wishes to become a citizen assessor. The Commission reviews letters of interest and any attached resume and has followed this initial screening with an open house style invitation to these interested citizens. Typically, prior supervisory experience is preferred, along with experience in interview settings and applicant and employee evaluations. After this screening and orientation process, and if there remains mutual interest between the potential citizen assessor and the Commission to become a citizen assessor, the citizen is included in the database of contacts. Any first-time citizen assessors are invited to attend the assessment center training performed by the consultant for promotional processes and then "shadow" the experienced citizen assessor in their first assessment center. The new citizen assessor goes through a day with the panel seeing and evaluating the performances of the candidates, however their scores are not counted in their first experience. If a citizen assessor

applicant or grant the applicant a conditional job offer. Applicants who receive conditional job offers are then required to undergo a thorough Post-Offer Psychological Examination and Medical Evaluation. At this stage, detailed questions regarding the applicant's medical history and emotional intelligence are asked by a contracted physician. Additionally, applicants must further complete a Substance Abuse screening and Physical Fitness test. To meet the physical fitness requirements, Fire applicants must complete the national Candidate Physical Abilities Test (CPAT), consisting of eight physically challenging fire-specific tasks, within one year from the date of the Fire Academy.²⁴ Police applicants must complete the Police Department's internal physical fitness test.

The results of these evaluations are again provided to the Commission, which then presents final job offer letters to the applicants who have successfully passed their evaluations. Applicants are chosen to fill the available positions in the upcoming Academies based on their applicant rank order on the PEL. Any remaining suitable applicants are eligible for placement in the next available Academy. Once in the Academies, the rank order of graduation is determined by the individual's performance in the Academy itself. This concludes the Civil Service hiring process, and applicants are officially employed by their respective departments. All new recruits then enter a probationary period, where their employment is held at the discretion of their department heads.

Police-specific information is in blue. Fire-specific information is in red



appears to be grasping the evaluation process and contributing the citizen assessor perspective to the group evaluation process, then they are invited back to a future process as a scoring citizen assessor. These assessors then rotate through as various entry-level Police and Fire interviews are held as well as promotional assessment centers.

²⁴ All applicants are now required to obtain a CPAT certification prior to the start date of the Fire Academy.

B. HIRING DATA AND OBSERVATIONS

1. DATA EXAMINED

Three years of hiring data for AFR (2018, 2020, and 2022) and two years of hiring data (2019 and 2021) from APD, provided by the Civil Service Commission, were analyzed to determine if any noteworthy observations could be made or trends assessed²⁵. Looking at APD and AFR's current personnel data and City of Aurora's demographic data, APD and AFR need to hire qualified and diverse candidates to better reflect the community they serve.

City of Aurora - 2021 Census Demographic Data

White	Black	Hispanic	Asian	Hawaiian/ Pac. Islander	American Indian	2 or More Races	Male	Female
44.2%	16.7%	28.3%	6.8%	0.3%	0.9%	7.5%	49.7%	50.3%

Aurora Police Department - **Sworn** Personnel Demographics (1Q 2022)

White	Black	Hispanic	Asian	Hawaiian/ Pac. Islander	American Indian	2 or More Races	Male	Female
76.0%	4.2%	12.4%	2.8%	0.2%	0.6%	3.7%	77.3%	22.7%

Aurora Police Department - **Non-Sworn** Personnel Demographics (1Q 2022)

White	Black	Hispanic	Asian	Hawaiian/ Pac. Islander	American Indian	2 or More Races	Male	Female
69.7%	6.2%	12.4%	5.5%	0.7%	0.0%	5.5%	21.4%	78.6%

Aurora Fire Rescue - **Uniformed** Personnel Demographics (1Q 2022)

White	Black	Hispanic	Asian	Hawaiian/ Pac. Islander	American Indian	2 or More Races	Male	Female
76.1%	4.2%	9.7%	2.1%	0.9%	0.5%	6.5%	93.0%	7.0%

²⁵ This data was the extent of historic data maintained by the CSC. The data and the analysis are attached as Appendix G and H.

2. LIMITATIONS²⁶

When attempting to initially code the data it was discovered that some applicants had multiple races assigned to them depending on which point of the process was being observed. In light of this, it was not possible to assign a single race to some applicants, necessitating the creation of a new “Multiple Indicated” race category. Given the small pool of minority applicants, a more accurate categorization of individuals could have had a significant impact on the results of the conducted analyses.

Since the pools for identified minority candidates were significantly smaller than those for white applicants, even a slight reduction in the number of minority candidates at any stage of the process can create a seemingly large effect. This is reflected in the data comparison between AFR’s hiring periods in 2020 and 2022. According to the data, there was a 78.6% reduction in Black applicants between 2020 and 2022, while there was only a 51.3% reduction for white applicants. However, the 78.6% reduction for Black applicants stems from a reduction from fifty-six applicants in 2020 to twelve in 2022, a decrease of forty-four applicants. The 51.3% reduction for white applicants stemmed from a reduction from five-hundred and twenty-two applicants in 2020 to two hundred and fifty-four in 2022, a decrease of two hundred and sixty-eight applicants. The threshold for large percentage drops is smaller for groups with smaller applicant pools.

3. TRENDS

Despite these limitations, some trends concerning which stages of the process result in the most disqualifications emerged. Across AFR’s hiring periods, the early screening process disqualifications (stemming from individuals not meeting minimum qualifications, failing to take or pass the written examinations, and other withdrawals at this early stage) account for the vast majority of applicant disqualifications. In 2018, between 75% and 85% of all applicants in each demographic category were disqualified at this stage. This is also true for 2020.

Similar to the Fire Rescue statistics, across almost all of the hiring periods, the early screening process results in the vast majority of applicant disqualifications for APD. For all demographic categories for the second hiring period in 2019, and the first through fifth hiring periods in 2021, the early screening period accounts for the disqualification of approximately two-thirds of the initial applicants. However, in the 2021-6²⁷ hiring period, passing rates for the early screening process improve

²⁶ The determination of adverse impact was not within the scope of this assignment.

²⁷ The hiring cycles for the Aurora Police Department are represented as a four-digit number, followed by a dash, and then another number. The first number in the sequence represents the year in which the hiring cycle took place, with the digit after the dash representing the cycle number. For example, “2019-2” represents the second hiring cycle of 2019.

dramatically. All categories have passing rates greater than 85%, with the majority having rates greater than 90%²⁸.

Since the vast majority of applicants are eliminated from the hiring process during the early screening period, a closer look at the dynamics of these disqualifications is warranted. Across both departments, the failure of applicants to either schedule or take the Ergometrics written examinations accounts for approximately half of the applicant eliminations during the early screening period. Of the 900 Fire applicants eliminated during the early screening period in 2018, 49.2% were disqualified for failing to schedule/take the exam. For AFR's 2020 hiring cycle, 56.7% of the original 469 applicants were disqualified for failing to take the exam. Similar patterns are noted for the Police Department. The following represents the total percentage of individuals eliminated for failure to schedule or take the written exam during the screening periods of five Police Department hiring cycles: 2019-2 (58.4%), 2021-1 (67.4%), 2021-3 (67.2%), 2021-4 (60.6%), and 2021-5 (55.2%).

The remainder of the early screening eliminations are widely distributed between a multitude of additional reasons for applicant withdrawal and disqualification. Such reasons include the expiration of a prior Prospective Employment List (PEL), an applicant being barred from applying, applicants voluntarily withdrawing from the process, and applicants failing to achieve a passing score on the written examinations. Additionally, there are fifteen reasons for disqualifying applicants due to their failing to conform to the minimum qualifications: prior commission of a felony, failure to achieve POST certification, prior commission of a misdemeanor or petty offense, prior commission of DUI, prior history of reckless driving, prior driving suspensions, prior commission of driving violations, failure to possess a valid driver's license, prior sale of drugs, prior use of drugs, prior use of marijuana, prior inhalation of toxic vapors, failure to meet the minimum age requirement, lack of United States citizenship, and failure to meet the education requirement. For Fire applicants, the use of marijuana is the primary reason for disqualification. For Police applicants, the prior use of marijuana and the prior commission of driving violations are the primary reasons for disqualification.

At the very least, the above data demonstrates the urgent necessity of improving applicant engagement during the early screening process.

C. AURORA FIRE RESCUE

Statistical analyses were performed on the available AFR hiring data from 2018, 2020, and 2022 to glean information regarding the success rates of applicants at various stages of the hiring process. With regard to the early selection process (minimum qualification screening, written examinations,

²⁸ This can be potentially attributed to more frequent and flexible hiring cycles that were implemented in 2021 to address significant challenges APD and AFR were facing regarding staffing. In 2021, the application period was open year-round and the Academy was offered on a more frequent basis, allowing applicants to have more timely access to immediate next steps. However, given lack of analysis conducted prior to and during these changes including any solicitation from applicants who fell out in earlier cycles as compared to more recent cycles, it is impossible to identify the determinative factors.

and early withdrawal) the results of the analyses consistently showed that Black applicants possessed the lowest passing rates of all the demographic categories. Furthermore, when analyzing the passing rates of qualified applicants who successfully completed the early screening period, Hispanic/Latino applicants consistently had the lowest passing rates.²⁹

Aurora Fire Rescue Hiring Data Demographics, 2018															
Ethnicity	Gender	Total Candidates	Total Voluntary Exits		Total Early Disqualifications		Total In-Process Withdrawals		Total In-Process Disqualifications		Total Background Check Disqualifications		Total Other Disqualifications		No Outcome Indicated
			Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	
American Indian/Alaska Native	Male	6	3	50.0%	1	16.7%	2	33.3%	0	0.0%	0	0.0%	0	0.0%	0
	Female	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0
Totals - American Indian/Alaska Native		7	3	42.9%	2	28.6%	2	28.6%	0	0.0%	0	0.0%	0	0.0%	0
Asian	Male	20	6	30.0%	6	30.0%	1	5.0%	3	15.0%	2	10.0%	0	0.0%	2
	Female	3	1	33.3%	2	66.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0
Totals - Asian		23	7	30.4%	8	34.8%	1	4.3%	3	13.0%	2	8.7%	0	0.0%	2
Black or African American	Male	70	33	47.1%	29	41.4%	3	4.3%	3	4.3%	1	1.4%	0	0.0%	1
	Female	3	2	28.6%	2	28.6%	1	14.3%	0	0.0%	1	14.3%	0	0.0%	1
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1
Totals - Black or African American		78	35	44.9%	31	39.7%	4	5.1%	3	3.8%	2	2.6%	0	0.0%	3
Hispanic or Latino	Male	171	71	41.5%	56	32.7%	6	3.5%	23	13.5%	9	5.3%	1	0.6%	5
	Female	16	9	56.3%	5	31.3%	0	0.0%	1	6.3%	1	6.3%	0	0.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	2	2	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Totals - Hispanic or Latino		189	82	43.4%	61	32.3%	6	3.2%	24	12.7%	10	5.3%	1	0.5%	5
Native Hawaiian or Other Pacific Islander	Male	7	4	57.1%	2	28.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0
Totals - Native Hawaiian or Other Pacific Islander		7	4	57.1%	2	28.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1
White or Caucasian	Male	694	270	38.9%	242	34.9%	35	5.0%	82	11.8%	27	3.9%	5	0.7%	33
	Female	84	30	35.7%	25	29.8%	7	8.3%	11	13.1%	2	2.4%	0	0.0%	9
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	2	1	50.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	0
Totals - White or Caucasian		780	301	38.6%	267	34.2%	43	5.5%	93	11.9%	29	3.7%	5	0.6%	42
Multiple Indicated	Male	111	31	27.9%	32	28.8%	2	1.8%	19	17.1%	15	13.5%	1	0.9%	11
	Female	12	4	33.3%	5	41.7%	2	16.7%	1	8.3%	0	0.0%	0	0.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0
Totals - Multiple Indicated		123	35	28.5%	37	30.1%	4	3.3%	20	16.3%	15	12.2%	1	0.8%	11
Other Not Listed Above	Male	3	2	66.7%	1	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0
Totals - Other Not Listed Above		3	2	66.7%	1	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Undisclosed	Male	19	6	31.6%	5	26.3%	2	10.5%	2	10.5%	1	5.3%	0	0.0%	3
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	14	4	28.6%	7	50.0%	0	0.0%	1	7.1%	2	14.3%	0	0.0%	0
Totals - Undisclosed		33	10	30.3%	12	36.4%	2	6.1%	3	9.1%	3	9.1%	0	0.0%	3
Totals by Indicated Gender		1101	426	38.7%	374	34.0%	51	4.6%	132	12.0%	55	5.0%	7	0.6%	56
		123	46	37.4%	40	32.5%	10	8.1%	13	10.6%	4	3.3%	0	0.0%	10
		0	0	***	0	***	0	***	0	***	0	***	0	***	0
		19	7	36.8%	7	36.8%	1	5.3%	1	5.3%	2	10.5%	0	0.0%	1
Grand Totals		1243	479	38.5%	421	33.9%	62	5.0%	146	11.7%	61	4.9%	7	0.6%	67

²⁹ In 2018, qualified Hispanic/Latino applicants had a final passing rate (the percentage of “qualified” individuals, defined as those who successfully passed the early screening process, who received a final job offer) of 10.9%, which fell significantly below the group with the highest final passing rate: the Black/African-American category with a 25% passing rate. In 2020, the Hispanic/Latino applicant category had a passing rate of 60%, as compared to the Black/African-American category with the highest passing rate of 93.8%. When the data is aggregated for the 2018, 2020, and 2022 hiring periods, “qualified” Hispanic/Latino applicants have the lowest final passing rate of 46.3%, as compared to Asian applicants with the highest passing rate of 65.5%. While the numbers look significantly different, the hiring cycle is still ongoing.

Aurora Fire Rescue Hiring Data Demographics, 2022																
Ethnicity	Gender	Total Candidates		Total Voluntary Exits		Total Early Disqualifications		Total In-Process Withdrawals		Total In-Process Disqualifications		Total Background Check Disqualifications		Total Other Disqualifications		No Outcome Indicated
American Indian/Alaska Native	Male	3	0	0.0%	0	0.0%	0	0.0%	3	100.0%	0	0.0%	0	0.0%	0	0
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	0
Totals - American Indian/Alaska Native		3	0	0.0%	0	0.0%	0	0.0%	3	100.0%	0	0.0%	0	0.0%	0	0
Asian	Male	11	0	0.0%	0	0.0%	2	18.2%	8	72.7%	1	9.1%	0	0.0%	0	0
	Female	3	0	0.0%	0	0.0%	0	0.0%	3	100.0%	0	0.0%	0	0.0%	0	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	0
Totals - Asian		14	0	0.0%	0	0.0%	2	14.3%	11	78.6%	1	7.1%	0	0.0%	0	0
Black or African American	Male	40	1	2.5%	7	17.5%	0	0.0%	29	72.5%	2	5.0%	0	0.0%	1	2.5%
	Female	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Black or African American		41	1	2.4%	7	17.1%	0	0.0%	30	73.2%	2	4.9%	0	0.0%	1	2.4%
Hispanic or Latino	Male	118	7	5.9%	12	10.2%	5	4.2%	76	64.4%	9	7.6%	2	1.7%	1	0.8%
	Female	8	0	0.0%	1	12.5%	2	25.0%	4	50.0%	1	12.5%	0	0.0%	0	0.0%
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Hispanic or Latino		126	7	5.6%	13	10.3%	7	5.6%	80	63.5%	10	7.9%	2	1.6%	1	0.8%
Native Hawaiian or Other Pacific Islander	Male	3	0	0.0%	0	0.0%	0	0.0%	3	100.0%	0	0.0%	0	0.0%	0	0.0%
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Native Hawaiian or Other Pacific Islander		3	0	0.0%	0	0.0%	0	0.0%	3	100.0%	0	0.0%	0	0.0%	0	0.0%
White or Caucasian	Male	378	14	3.7%	52	13.8%	36	9.5%	233	61.6%	12	3.2%	2	0.5%	4	1.1%
	Female	44	2	4.5%	4	9.1%	8	18.2%	22	50.0%	2	4.5%	0	0.0%	1	2.3%
	Non-Binary	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%
	Undisclosed	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Totals - White or Caucasian		424	16	3.8%	56	13.2%	44	10.4%	257	60.6%	14	3.3%	2	0.5%	5	1.2%
Multiple Indicated	Male	68	3	4.4%	6	8.8%	10	14.7%	42	61.8%	2	2.9%	0	0.0%	1	1.5%
	Female	13	3	23.1%	3	23.1%	0	0.0%	6	46.2%	0	0.0%	0	0.0%	1	7.7%
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Multiple Indicated		81	6	7.4%	9	11.1%	10	12.3%	48	59.3%	2	2.5%	0	0.0%	1	1.2%
Other Not Listed Above	Male	5	0	0.0%	1	20.0%	0	0.0%	3	60.0%	0	0.0%	0	0.0%	1	20.0%
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Other Not Listed Above		5	0	0.0%	1	20.0%	0	0.0%	3	60.0%	0	0.0%	0	0.0%	1	20.0%
Undisclosed	Male	6	1	16.7%	1	16.7%	0	0.0%	4	66.7%	0	0.0%	0	0.0%	0	0.0%
	Female	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	3	0	0.0%	0	0.0%	3	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Totals - Undisclosed		10	1	10.0%	1	10.0%	3	30.0%	5	50.0%	0	0.0%	0	0.0%	0	0.0%
Totals by Indicated Gender	Male	632	26	4.1%	79	12.5%	53	8.4%	401	63.4%	26	4.1%	4	0.6%	7	1.1%
	Female	70	5	7.1%	8	11.4%	10	14.3%	37	52.9%	3	4.3%	0	0.0%	1	1.4%
	Non-Binary	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%
	Undisclosed	4	0	0.0%	0	0.0%	3	75.0%	1	25.0%	0	0.0%	0	0.0%	0	0.0%
Grand Totals		707	31	4.4%	87	12.3%	66	9.3%	440	62.2%	29	4.1%	4	0.6%	8	1.1%

D. AURORA POLICE DEPARTMENT

Similar statistical analyses were performed on the available APD hiring data for the second hiring period in 2019, and five hiring periods from 2021. Analyzing the data for all six of the hiring periods individually, as well as in the aggregate, with regard to the early screening process (minimum qualification screening, written examinations, and early withdrawal), the analyses demonstrated that, overall, Black/African American applicants were the least likely to pass the screening process, and therefore possessed the lowest passing rates of all the demographic categories.³⁰ In addition, when analyzing the passing rates of qualified applicants who successfully completed the early screening process, Black/African American applicants again consistently possessed the lowest passing rates.³¹

The data seems to indicate that Hispanic/Latino applicants also have relatively low passing rates during the early screening and overall hiring processes, but these findings are not consistent.³² Additionally, American Indian/Alaskan Native applicants, as well as Native Hawaiian/Pacific Islander applicants, consistently have low passing rates, but as there are rarely more than one or two applicants per cycle, this data is not particularly revealing. Finally, in approximately half of the hiring periods, Asian applicants have higher passing rates than white applicants. In the other half, passing rates of Asian applicants are lower than the passing rates for white applicants. In the aggregate, this shows Asian applicant passing rates as being similar to those for white applicants.³³

Also, it is frequently the case that zero applicants from certain demographic groups will receive final job offers. This is particularly true for Black/African American applicants, Asian applicants, American

³⁰ For the 2019-2 hiring period, Asian applicants had the highest early screening process passing rate (36.8%) and Black/African American applicants had the lowest (23.6%). For 2021-3, white applicants held the highest passing rate (12.3%) and Black/African American applicants the lowest (11.0%). For 2021-5, white applicants held the highest passing rate (8.4%) and Black/African American applicants held the lowest (5.0%). When the hiring data for all six hiring periods was aggregated, white applicants held the highest early screening process passing rate (28.5%) and Black/African Americans again held the lowest (18.8%).

³¹ For the 2021-1 hiring period, “qualified” white applicants had the highest final passing rate (10.1%), with Black/African applicants having the lowest (6.7%). For 2021-3, Black/African American applicants again had the lowest selection rate (6.7%) and Hispanic/Latino applicants the highest (16.3%). Furthermore, for the 2019-2 and 2021-4 hiring periods, no Black/African American applicants were selected to receive a final offer of employment. In the aggregate, qualified white applicants had the highest final passing rate (18%), and Black/African American applicants the lowest (5.9%).

³² For 2021-1, Hispanic/Latino applicants had the lowest early screening process passing rate (15.6%), as compared to white applicants (22.5%). For 2021-5, qualified Hispanic/Latino applicants had the lowest final passing rate (5.0%), with white applicants holding the highest (22.5%).

³³ For the 2021-1, 2021-3, and 2021-6 hiring cycles, Asian applicants’ early screening process passing rates were lower than those of white applicants. For the 2019-2, 2021-4, and 2021-5 hiring cycles, Asian applicants had higher early screening process passing rates than white applicants. For the 2019-2, 2021-1, 2021-5, and 2021-6 hiring cycles, qualified Asian applicants’ final passing rates were lower than those of white applicants. For the 2021-3 and 2021-4 hiring cycles, qualified Asian applicants’ final passing rates were greater than those of white applicants.

Indian/Alaskan Native applicants, and Native Hawaiian/Pacific Islander applicants. These findings are less telling for the latter two categories as there are only a few, if any, applicants per hiring cycle that identify as such. However, for the former two categories, such findings should be examined further. This is especially true when considering that there are circumstances in which approximately forty individuals per category have submitted initial applications, and all have been disqualified by the end of the process.

Aurora Police Department Hiring Data Demographics, 2021																			
Ethnicity	Gender	Total Candidates	Total Voluntary Exits	% Total Voluntary Exits	Total Early Disqualifications	% Total Early Disqualifications	Total In-Process Withdrawals	% Total In-Process Withdrawals	Total In-Process Disqualifications	% Total In-Process Disqualifications	Total Background Check & Disqualifications	% Total Background Check Disqualifications	Total Other Disqualifications	% Total Other Disqualifications	Total Declined	% Total Declined	Total Received Offer	% Total Received Offer	No Outcome Indicated
American Indian/Alaska Native	Male	19	10	52.6%	5	26.3%	0	0.0%	4	21.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Female	3	2	66.7%	0	0.0%	0	0.0%	1	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Non-Binary	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
Totals - American Indian/Alaska Native		23	12	52.2%	6	26.1%	0	0.0%	5	21.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Asian	Male	85	42	49.4%	22	25.9%	3	3.5%	12	14.1%	3	3.5%	0	0.0%	0	0.0%	3	3.5%	0
	Female	7	4	57.1%	2	28.6%	0	0.0%	1	14.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Totals - Asian		93	47	50.5%	24	25.8%	3	3.2%	13	14.0%	3	3.2%	0	0.0%	0	0.0%	3	3.2%	0
Black or African American	Male	319	179	56.1%	78	24.5%	3	0.9%	39	12.2%	12	3.8%	2	0.6%	1	0.3%	4	1.3%	1
	Female	73	42	57.5%	21	28.8%	0	0.0%	9	12.3%	0	0.0%	0	0.0%	0	0.0%	1	1.4%	0
	Non-Binary	3	0	0.0%	3	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Undisclosed	3	1	33.3%	2	66.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Totals - Black or African American		398	222	55.8%	104	26.1%	3	0.8%	48	12.1%	12	3.0%	2	0.5%	1	0.3%	5	1.3%	1
Hispanic or Latino	Male	523	294	56.2%	121	23.1%	9	1.7%	59	11.3%	19	3.6%	2	0.4%	1	0.2%	16	3.1%	2
	Female	168	102	60.7%	31	18.5%	4	2.4%	24	14.3%	6	3.6%	0	0.0%	0	0.0%	1	0.6%	0
	Non-Binary	2	0	0.0%	2	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Undisclosed	4	3	75.0%	0	0.0%	0	0.0%	1	25.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Totals - Hispanic or Latino		697	399	57.2%	154	22.1%	13	1.9%	84	12.1%	25	3.6%	2	0.3%	1	0.1%	17	2.4%	2
Native Hawaiian or Other Pacific Islander	Male	21	12	57.1%	6	28.6%	0	0.0%	2	9.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
Totals - Native Hawaiian or Other Pacific Islander		21	12	57.1%	6	28.6%	0	0.0%	2	9.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1
White or Caucasian	Male	1192	645	54.1%	228	19.1%	46	3.9%	164	13.8%	57	4.8%	0	0.0%	5	0.4%	43	3.6%	4
	Female	245	131	53.5%	46	18.8%	9	3.7%	38	15.5%	12	4.9%	0	0.0%	2	0.8%	6	2.4%	1
	Non-Binary	2	1	50.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Undisclosed	2	1	50.0%	0	0.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Totals - White or Caucasian		1441	778	54.0%	275	19.1%	55	3.8%	203	14.1%	69	4.8%	0	0.0%	7	0.5%	49	3.4%	5
Multiple Indicated	Male	203	101	49.8%	47	23.2%	2	1.0%	33	16.3%	9	4.4%	1	0.5%	1	0.5%	9	4.4%	0
	Female	60	32	53.3%	11	18.3%	1	1.7%	12	20.0%	2	3.3%	0	0.0%	0	0.0%	2	3.3%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Totals - Multiple Indicated		264	134	50.8%	58	22.0%	3	1.1%	45	17.0%	11	4.2%	1	0.4%	1	0.4%	11	4.2%	0
Other Not Listed Above	Male	30	18	60.0%	8	26.7%	0	0.0%	0	0.0%	3	10.0%	0	0.0%	0	0.0%	1	3.3%	0
	Female	3	1	33.3%	2	66.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Non-Binary	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Undisclosed	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Totals - Other Not Listed Above		35	21	60.0%	10	28.6%	0	0.0%	0	0.0%	3	8.6%	0	0.0%	0	0.0%	1	2.9%	0
Undisclosed	Male	15	8	53.3%	6	40.0%	0	0.0%	1	6.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Female	5	3	60.0%	2	40.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	8	4	50.0%	2	25.0%	1	12.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	12.5%	0
Totals - Undisclosed		28	15	53.6%	10	35.7%	1	3.6%	1	3.6%	0	0.0%	0	0.0%	0	0.0%	1	3.6%	0
Totals by Indicated Gender	Male	2407	1309	54.4%	521	21.6%	63	2.6%	314	13.0%	103	4.3%	5	0.2%	8	0.3%	76	3.2%	8
	Female	564	317	56.2%	115	20.4%	14	2.5%	85	15.1%	20	3.5%	0	0.0%	2	0.4%	10	1.8%	1
	Non-Binary	9	2	22.2%	7	77.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Undisclosed	20	12	60.0%	4	20.0%	1	5.0%	2	10.0%	0	0.0%	0	0.0%	0	0.0%	1	5.0%	0
Grand Totals		3000	1640	54.7%	647	21.6%	78	2.6%	401	13.4%	123	4.1%	5	0.2%	10	0.3%	87	2.9%	9

Aurora Police Department Hiring Data Demographics, 2019																			
Ethnicity	Gender	Total Candidates	Total Voluntary Exits		Total Early Disqualifications		Total In-Process Withdrawals		Total In-Process Disqualifications		Total Background Check Disqualifications		Total Other Disqualifications		Total Declined	% Total Declined	Total Received Offer	% Total Received Offer	No Outcome Indicated
			Total Voluntary Exits	% Total Voluntary Exits	Total Early Disqualifications	% Total Early Disqualifications	Total In-Process Withdrawals	% Total In-Process Withdrawals	Total In-Process Disqualifications	% Total In-Process Disqualifications	Total Background Check Disqualifications	% Total Background Check Disqualifications	Total Other Disqualifications	% Total Other Disqualifications					
American Indian/Alaska Native	Male	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
Totals - American Indian/Alaska Native		0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
Asian	Male	17	8	47.1%	2	11.8%	3	17.6%	3	17.6%	1	5.9%	0	0.0%	0	0.0%	0	0.0%	0
	Female	2	1	50.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
Totals - Asian		19	9	47.4%	3	15.8%	3	15.8%	3	15.8%	1	5.3%	0	0.0%	0	0.0%	0	0.0%	0
Black or African American	Male	46	22	47.8%	14	30.4%	3	6.5%	5	10.9%	2	4.3%	0	0.0%	0	0.0%	0	0.0%	0
	Female	9	6	66.7%	0	0.0%	1	11.1%	1	11.1%	1	11.1%	0	0.0%	0	0.0%	0	0.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
Totals - Black or African American		55	28	50.9%	14	25.5%	4	7.3%	6	10.9%	3	5.5%	0	0.0%	0	0.0%	0	0.0%	0
Hispanic or Latino	Male	158	79	50.0%	29	18.4%	13	8.2%	20	12.7%	9	5.7%	0	0.0%	1	0.6%	7	4.4%	0
	Female	26	13	50.0%	4	15.4%	0	0.0%	8	30.8%	0	0.0%	0	0.0%	0	0.0%	1	3.8%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	4	2	50.0%	2	50.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Totals - Hispanic or Latino		188	94	50.0%	35	18.6%	13	6.9%	28	14.9%	9	4.8%	0	0.0%	1	0.5%	8	4.3%	0
Native Hawaiian or Other Pacific Islander	Male	3	0	0.0%	2	66.7%	0	0.0%	1	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
Totals - Native Hawaiian or Other Pacific Islander		3	0	0.0%	2	66.7%	0	0.0%	1	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
White or Caucasian	Male	449	208	46.3%	90	20.0%	33	7.3%	59	13.1%	39	8.7%	1	0.2%	1	0.2%	18	4.0%	0
	Female	117	59	50.4%	23	19.7%	8	6.8%	16	13.7%	7	6.0%	0	0.0%	0	0.0%	4	3.4%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	5	4	80.0%	1	20.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Totals - White or Caucasian		571	271	47.5%	114	20.0%	41	7.2%	75	13.1%	46	8.1%	1	0.2%	1	0.2%	22	3.9%	0
Multiple Indicated	Male	42	19	45.2%	9	21.4%	2	4.8%	3	7.1%	8	19.0%	0	0.0%	0	0.0%	1	2.4%	0
	Female	15	2	13.3%	2	13.3%	1	6.7%	3	20.0%	4	26.7%	0	0.0%	0	0.0%	3	20.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
Totals - Multiple Indicated		57	21	36.8%	11	19.3%	3	5.3%	6	10.5%	12	21.1%	0	0.0%	0	0.0%	4	7.0%	0
Other Not Listed Above	Male	4	2	50.0%	0	0.0%	0	0.0%	2	50.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Female	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
Totals - Other Not Listed Above		5	3	60.0%	0	0.0%	0	0.0%	2	40.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Undisclosed	Male	2	1	50.0%	0	0.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
Totals - Undisclosed		2	1	50.0%	0	0.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Totals by Indicated Gender	Male	721	339	47.0%	146	20.2%	54	7.5%	94	13.0%	59	8.2%	1	0.1%	2	0.3%	26	3.6%	0
	Female	170	82	48.2%	30	17.6%	10	5.9%	28	16.5%	12	7.1%	0	0.0%	0	0.0%	8	4.7%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	9	6	66.7%	3	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Grand Totals		900	427	47.4%	179	19.9%	64	7.1%	122	13.6%	71	7.9%	1	0.1%	2	0.2%	34	3.8%	0

1. CURRENT HIRING TRENDS

Aurora Police Department Hiring Data Demographics, 2022																		
Ethnicity	Gender	Total Candidates	Total Voluntary Exit		Total Early Process Disqualifications		Total Early Withdrawal		Total In-Process Disqualifications		Total Background Check Disqualifications		Total Declined		Total Received Offer		No Outcome Indicated	
			Total Voluntary Exit	% Total Voluntary Exit	Total Early Process Disqualifications	% Total Early Process Disqualifications	Total Early Withdrawal	% Total In-Process Withdrawals	Total In-Process Disqualifications	% Total In-Process Disqualifications	Total Background Check Disqualifications	% Total Background Check Disqualifications	Total Declined	% Total Declined	Total Received Offer	% Total Received Offer		
American Indian/Alaska Native	Male	4	1	25.0%	1	25.0%	1	25.0%	1	25.0%	0	0.0%	0	0.0%	0	0.0%	0	
	Female	5	0	0.0%	1	20.0%	0	0.0%	2	40.0%	1	20.0%	0	0.0%	1	20.0%	0	
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Undisclosed	2	0	0.0%	0	0.0%	0	0.0%	2	100.0%	0	0.0%	0	0.0%	0	0.0%	0	
Totals - American Indian/Alaska Native		11	1	9.1%	2	18.2%	1	9.1%	5	45.5%	1	9.1%	0	0.0%	1	9.1%	0	
Asian	Male	18	0	0.0%	3	16.7%	2	11.1%	9	50.0%	3	16.7%	0	0.0%	1	5.6%	0	
	Female	2	0	0.0%	2	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	
Totals - Asian		20	0	0.0%	5	25.0%	2	10.0%	9	45.0%	3	15.0%	0	0.0%	1	5.0%	0	
Black or African American	Male	133	18	13.5%	34	25.6%	24	18.0%	49	36.8%	6	4.5%	0	0.0%	2	1.5%	0	
	Female	32	3	9.4%	4	12.5%	5	15.6%	14	43.8%	5	15.6%	0	0.0%	1	3.1%	0	
	Non-Binary	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	
	Undisclosed	2	1	50.0%	0	0.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	0	
Totals - Black or African American		168	22	13.1%	38	22.6%	29	17.3%	65	38.7%	11	6.5%	0	0.0%	3	1.8%	0	
Hispanic or Latino	Male	191	20	10.5%	60	31.4%	23	12.0%	65	34.0%	15	7.9%	1	0.5%	7	3.7%	0	
	Female	57	3	5.3%	16	28.1%	10	17.5%	22	38.6%	4	7.0%	0	0.0%	2	3.5%	0	
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Undisclosed	4	1	25.0%	1	25.0%	0	0.0%	2	50.0%	0	0.0%	0	0.0%	0	0.0%	0	
Totals - Hispanic or Latino		252	24	9.5%	77	30.6%	33	13.1%	89	35.3%	19	7.5%	1	0.4%	9	3.6%	0	
Native Hawaiian or Other Pacific Islander	Male	9	1	11.1%	3	33.3%	1	11.1%	4	44.4%	0	0.0%	0	0.0%	0	0.0%	0	
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Non-Binary	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	
Totals - Native Hawaiian or Other Pacific Islander		10	1	10.0%	3	30.0%	1	10.0%	5	50.0%	0	0.0%	0	0.0%	0	0.0%	0	
White or Caucasian	Male	370	33	8.9%	79	21.4%	49	13.2%	163	44.1%	35	9.5%	2	0.5%	8	2.2%	1	
	Female	74	9	12.2%	15	20.3%	11	14.9%	33	44.6%	4	5.4%	0	0.0%	2	2.7%	0	
	Non-Binary	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	
Totals - White or Caucasian		445	42	9.4%	95	21.3%	60	13.5%	196	44.0%	39	8.8%	2	0.4%	10	2.2%	1	
Multiple Indicated	Male	84	14	16.7%	16	19.0%	10	11.9%	33	39.3%	9	10.7%	0	0.0%	2	2.4%	0	
	Female	15	2	13.3%	3	20.0%	4	26.7%	6	40.0%	0	0.0%	0	0.0%	0	0.0%	0	
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	
Totals - Multiple Indicated		99	16	16.2%	19	19.2%	14	14.1%	39	39.4%	9	9.1%	0	0.0%	2	2.0%	0	
Other Not Listed Above	Male	5	0	0.0%	2	40.0%	0	0.0%	3	60.0%	0	0.0%	0	0.0%	0	0.0%	0	
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	
Totals - Other Not Listed Above		5	0	0.0%	2	40.0%	0	0.0%	3	60.0%	0	0.0%	0	0.0%	0	0.0%	0	
Undisclosed	Male	5	2	40.0%	1	20.0%	1	20.0%	1	20.0%	0	0.0%	0	0.0%	0	0.0%	0	
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Undisclosed	3	1	33.3%	1	33.3%	1	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
Totals - Undisclosed		8	3	37.5%	2	25.0%	2	25.0%	1	12.5%	0	0.0%	0	0.0%	0	0.0%	0	
Totals by Indicated Gender		Male	819	89	10.9%	199	24.3%	111	13.6%	328	40.0%	68	8.3%	3	0.4%	20	2.4%	1
		Female	185	17	9.2%	41	22.2%	30	16.2%	77	41.6%	14	7.6%	0	0.0%	6	3.2%	0
		Non-Binary	3	0	0.0%	1	33.3%	0	0.0%	2	66.7%	0	0.0%	0	0.0%	0	0.0%	0
		Undisclosed	11	3	27.3%	2	18.2%	1	9.1%	5	45.5%	0	0.0%	0	0.0%	0	0.0%	0
Grand Totals		1018	109	10.7%	243	23.9%	142	13.9%	412	40.5%	82	8.1%	3	0.3%	26	2.6%	1	

For APD's 2022-3 hiring cycle, only 93 applicants were listed on the Prospective Employment List (PEL), having successfully completed the early screening process. Of those 93 applicants, only seven were hired. For the 2022-4 hiring cycle, only 48 applicants were listed on the PEL due to successful completion of the early screening process. However, all 48 have been disqualified, voluntarily withdrew, or deferred their testing to a later testing period.

Aurora Police Department Hiring Data Demographics, 2022-5													
Ethnicity	Gender	Total Candidates	Total Voluntary Exit		Total Early Process Disqualifications		Total Early Withdrawal		Total In-Process Disqualifications		Total Background Check Disqualifications		No Outcome Indicated/ Undear
			Total Voluntary Exit	% Total Voluntary Exit	Total Early Process Disqualifications	% Total Early Process Disqualifications	Total Early Withdrawal	% Total Early Process Withdrawals	Total In-Process Disqualifications	% Total In-Process Disqualifications	Total Background Check Disqualifications	% Total Background Check Disqualifications	
American Indian/Alaska Native	Male	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0
	Female	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0
Totals - American Indian/Alaska Native		2	0	0.0%	1	50.0%	0	0.0%	1	50.0%	0	0.0%	0
Asian	Male	5	0	0.0%	0	0.0%	0	0.0%	3	60.0%	2	40.0%	0
	Female	0	0	***	0	***	0	***	0	***	0	***	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0
Totals - Asian		5	0	0.0%	0	0.0%	0	0.0%	3	60.0%	2	40.0%	0
Black or African American	Male	49	3	6.1%	13	26.5%	1	2.0%	31	63.3%	1	2.0%	0
	Female	11	0	0.0%	2	18.2%	0	0.0%	8	72.7%	1	9.1%	0
	Non-Binary	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0
Totals - Black or African American		61	3	4.9%	15	24.6%	1	1.6%	40	65.6%	2	3.3%	0
Hispanic or Latino	Male	67	5	7.5%	22	32.8%	2	3.0%	33	49.3%	2	3.0%	2
	Female	25	0	0.0%	10	40.0%	2	8.0%	9	36.0%	2	8.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0
Totals - Hispanic or Latino		93	5	5.4%	32	34.4%	4	4.3%	43	46.2%	4	4.3%	2
Native Hawaiian or Other Pacific Islander	Male	4	0	0.0%	1	25.0%	1	25.0%	2	50.0%	0	0.0%	0
	Female	0	0	***	0	***	0	***	0	***	0	***	0
	Non-Binary	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0
Totals - Native Hawaiian or Other Pacific Islander		5	0	0.0%	1	20.0%	1	20.0%	3	60.0%	0	0.0%	0
White or Caucasian	Male	146	1	0.7%	33	22.6%	13	8.9%	85	58.2%	11	7.5%	2
	Female	22	2	9.1%	3	13.6%	3	13.6%	10	45.5%	2	9.1%	2
	Non-Binary	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0
Totals - White or Caucasian		169	3	1.8%	37	21.9%	16	9.5%	95	56.2%	13	7.7%	4
Multiple Indicated	Male	29	1	3.4%	8	27.6%	2	6.9%	12	41.4%	5	17.2%	1
	Female	4	0	0.0%	0	0.0%	0	0.0%	4	100.0%	0	0.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0
Totals - Multiple Indicated		33	1	3.0%	8	24.2%	2	6.1%	16	48.5%	5	15.2%	1
Other Not Listed Above	Male	2	0	0.0%	0	0.0%	0	0.0%	2	100.0%	0	0.0%	0
	Female	0	0	***	0	***	0	***	0	***	0	***	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0
Totals - Other Not Listed Above		2	0	0.0%	0	0.0%	0	0.0%	2	100.0%	0	0.0%	0
Undisclosed	Male	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0
	Female	0	0	***	0	***	0	***	0	***	0	***	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0
Totals - Undisclosed		1	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0
Totals by Indicated Gender	Male	304	10	3.3%	79	26.0%	19	6.3%	168	55.3%	21	6.9%	5
	Female	63	2	3.2%	15	23.8%	5	7.9%	32	50.8%	5	7.9%	4
	Non-Binary	3	0	0.0%	1	33.3%	0	0.0%	2	66.7%	0	0.0%	0
	Undisclosed	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0
Grand Totals		371	12	3.2%	95	25.6%	24	6.5%	203	54.7%	26	7.0%	9

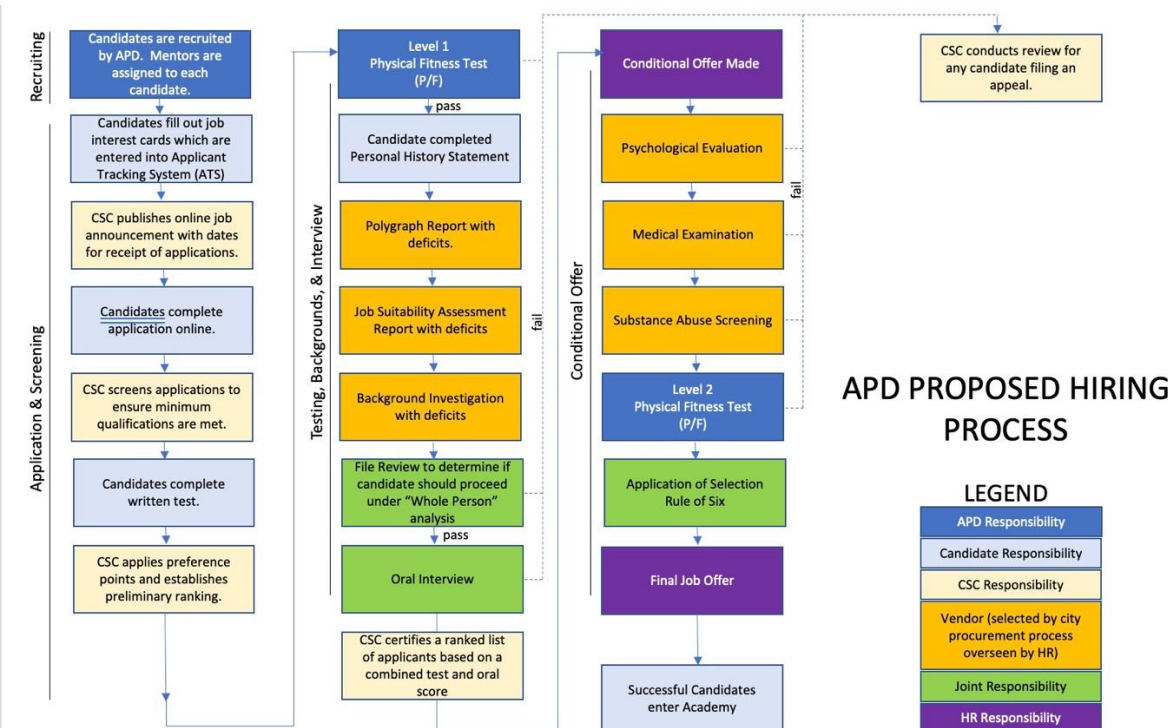
For 2022-5 hiring cycle, there were 372 applications received and 153 left the hiring process due to failure to schedule the written exam. Additional 41 failed to submit necessary documents. Out of 112 applicants who passed the exam, only 4 were hired and 4 deferred to the February 2023 class as of November 1, 2022.

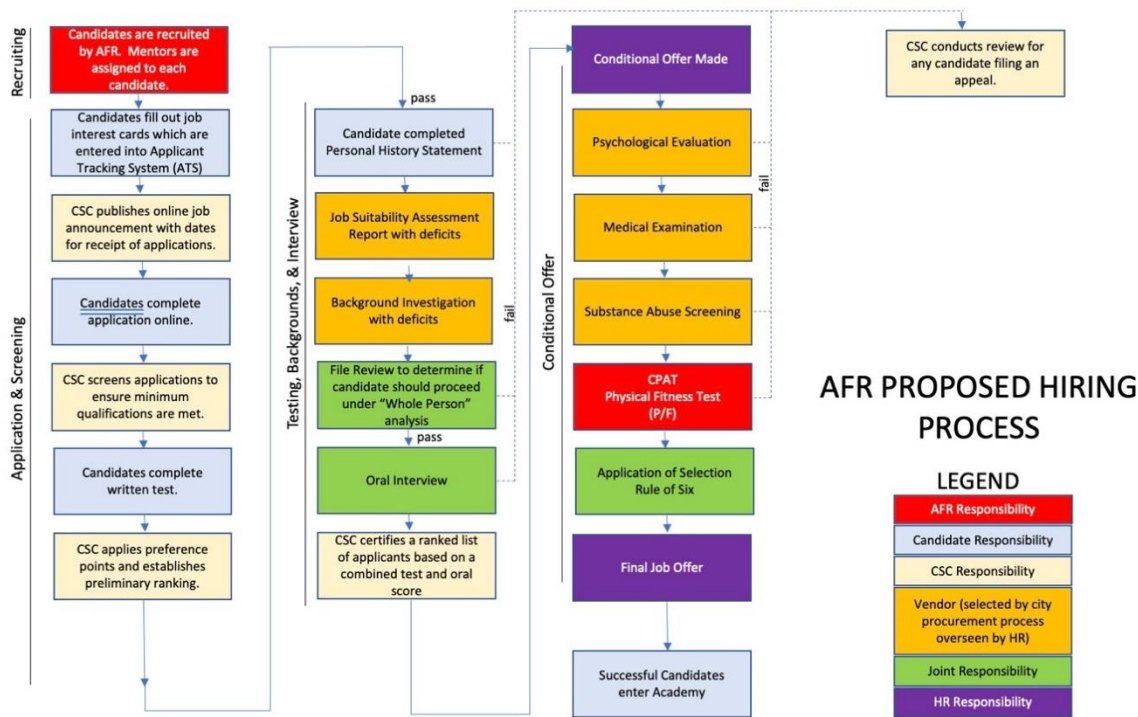
Although only preliminary data is available for the current AFR hiring cycle, it also demonstrates a concerning pattern of applicant drop-out. Of the 32 applicants in Band A who completed the early screening and submitted their Personal History Statement (PHS), only 14 scheduled their Job Suitability Assessment (JSA). Of the top 50 candidates in Band B, only ten applicants responded and scheduled their JSA. The current hiring cycles are defined by high levels of applicant withdrawal and disqualification, resulting in low numbers of applicants who successfully complete all stages of the hiring process and are issued final offers of employment.

This most recent hiring cycle demonstrates the need for immediate changes to take place while longer-term solutions, such as changes to Civil Service Commission Rules and Regulations are pending.

VI. PROPOSED ENTRY-LEVEL HIRING PROCESSES

The proposed hiring process for both APD and AFR is as follows. The recommended hiring process is broken down into four different phases: pre-application, early screening, pre-conditional offer, and post-conditional offer. As the processes are highly similar, the descriptions for both departments have been combined. Differences between the processes are specifically noted. Flowcharts detailing the proposed processes follow and are reproduced in full page format at Appendix J:





A. RECRUITMENT, APPLICATION & SCREENING

The recruitment process will be authorized and overseen by the respective departments. Recruiters from each department will engage with potential recruits, referring those who are interested in applying to an entry-level position in the department to the Workday website, maintained by the Human Resources Department. Recruits will fill out contact information cards so that they can be notified when a new entry-level hiring period begins³⁴. Candidate information will be organized and maintained within the online Applicant Tracking System (ATS), to which recruiters will have full access, allowing for candidate profiles to be quickly referenced and potential candidates contacted. The individual departments will assign a mentor to each new recruit and entry-level qualified applicant. The leadership of each agency will ensure that the mentors reach out to all applicants who are present in the ATS, and that all applicants who filled out contact information cards are contacted about the rolling application periods. Rolling application periods will allow applicants the ability to join the list at any time by taking the test and completing the appropriate steps in the hiring process³⁵. The mentors assigned to each recruit will, assisted by technology which automates the

³⁴ If the City continues with its current process of having an open application period throughout the year, this step will not be necessary, as the applicant will simply be invited to submit an application.

³⁵ This will enable the City to have a standing list wherein an applicant can start the application process at any point and be considered as part of the final selection process as part of Rule of Six if the applicant passes through all of the appropriate steps. The individual applicant's certification will expire at a set frequency, but a qualified applicant may join and complete the hiring process at any given time.

communication process, maintain regular contact with the applicant throughout the entirety of the hiring process, providing information and assistance to applicants to improve their success rate through each phase. Such assistance will include the provision of clear and timely communications regarding where the applicant stands in every stage of the hiring process; applicant expectations; and reminders, notifications, and guides on what recruits can expect from each step of the process. Moreover, mentors will be available to answer questions from candidates. This proposed step is designed to combat the extremely high number of applicants leaving the hiring process due to their failing to schedule the exam. This modification ensures that APD and AFR are informed from the very beginning of the hiring process of who their applicants are and are engaged throughout the process, a pivotal step in ensuring that APD and AFR play a more active role in the hiring process.

Human Resources will be responsible for consistently examining the minimum qualifications and disqualifiers to determine if any have a disparate impact on minority candidates. In order to conduct this analysis, HR will need robust data set and historical data set to establish a baseline. All necessary records retention schedules should be clarified to ensure that the historical aggregate data is not lost and the City can retain a robust data set going forward to conduct these analyses. The respective departments will draft narratives and a job description to be included in the job announcement. The job announcement will also include information on the physical fitness requirements. Human Resources will review the job announcement to ensure consistency in guidelines, formatting, categories of information, and advertisement across multiple platforms³⁶. HR and the departments will then work together to create preliminary simple personal history questions to be added to the basic application. These supplemental questions constitute Part I of the applicants' Personal History Statements. These steps are envisioned to ensure APD and AFR have a far more active role in describing the ideal candidate and expertise from HR to ensure consistency in messaging for the City of Aurora as a whole, as well as on all APD and AFR job postings regardless of posting location.

After the expression of interest through the Workday site, applicants will initiate the hiring process by completing and submitting an online application, which will be received by HR via the Applicant Tracking System (ATS). The CSC will utilize the online system to automatically screen the applications to ensure that applicants are meeting the pre-set minimum qualifications. Individuals who do not meet the minimum qualifications will be disqualified. At this point, applicants who have been disqualified due to factual errors in their applications may appeal their disqualification to the CSC, which will manually review the applicant's case to determine if the disqualification was warranted. If it was not, the applicant will be allowed to proceed. The applicants who meet the minimum qualifications to take the written exams will be invited to do so through the ATS.

Applicants will then take the written examinations for their respective departments. As noted above the CSC will collaborate with the departments and HR to choose the written examination, the testing vendor, and the minimum "cut off score" for the examination period. This will ensure that the tests

³⁶ During the discussions, we discovered that there were inconsistencies and inaccuracies in the current job postings, depending on where the posting was located. Based on the discussions, the root cause for this appears to be based on the lack of a designated entity with the responsibility of ensuring consistency and accuracy in the job postings.

are consistent with the current values and objectives of each of the departments and that the departments are playing a far more active role in determining how to assess and identify qualified applicants. Standard procurement processes will apply to selection of vendors.

Human Resources will be responsible for consistently examining the minimum qualifications and disqualifiers to determine if any have a disparate impact on minority candidates and report to the respective agencies and CSC. As previously noted, minimum qualifications have not yet been reviewed and discussed among the stakeholders and, depending on those discussions, may need to be revised.

Preference points, as mandated by state law and as discretionarily established by the Civil Service Commission, will be applied at this stage of the process so as to provide as many applicants as possible with the opportunity to be viewed through the “Whole Person” approach. The establishment of categories of discretionary preference points should be reviewed annually by the Civil Service Commission with input from APD, AFR and HR, in order to determine whether any categories should be added or removed. As previously noted, the categories and level of preference points, have not yet been reviewed and discussed among the stakeholders and, depending on those discussions, may need to be revised.

B. TESTING, BACKGROUNDS & INTERVIEW

All applicants who successfully score above the “cut off score,” as calculated from the test score and the addition of preference points, will proceed with the hiring process with an invitation to submit the second part of the Personal History Statement, the first part having been generated by the supplemental questions attached to the initial application. HR will determine the written guidelines and standards for the content and submission of the Statement. Physical fitness guidelines will be sent to the applicant along with the Personal History Statement in order to provide applicants with a formal notification of the goals that must be met later in the hiring process by the respective departments. This change will utilize the expertise of HR to maintain consistent evaluative criteria throughout the process, as well as to further the goals of improving diversity and equity.

Applicants will then undergo a job suitability assessment (JSA), conducted by a third-party vendor. This vendor will go through a Request for Proposal (RFP) process with the City and be selected according to the procurement guidelines of the City. The selection committee for this vendor will include two representatives from APD, 2 representatives from AFR and 1 CSC commissioner to provide their input and insight to aid the City in the selection of this vendor. Multiple vendors may be utilized to conduct the evaluations, if feasible.³⁷

Human Resources will oversee the administration of background investigations and in collaboration with the departments, will determine the criteria and the standards for the investigations. HR will

³⁷ While we understand that there is a very limited pool of qualified vendors, we encourage the City to constantly evaluate the available options as this will provide the City with a broader understanding of how a vendor’s practices may have a disparate impact in the hiring process.

provide standardized training to the investigators, and will oversee the integration of current background staff supporting the Civil Service Commission. This change will ensure consistency in background investigations across the City, eliminating disparate outcomes resulting from methodological variations. The City should consider including review of an applicant's social media posts to identify applicants who exhibit explicit bias.

At this stage in the entry-level hiring process for the Aurora Police Department, a polygraph examination will also be conducted by a third-party vendor, which will go through the same procurement process as the JSA vendor, as discussed above. The results of the JSA, background investigation, and the polygraph examination (for APD) would be compiled and provided to Human Resources. Using a written matrix of evaluative criteria, which Human Resources will develop with input from the respective departments, three members of the respective departments and up to two commissioners from CSC will conduct a file review to determine which candidates should be disqualified based on the results of the JSA, polygraph (only for APD candidates), and background investigations. The evaluative criteria will be based on requisite needs for the role, written in a short and easily understandable manner, based on listed criteria that point to desired characteristics the department is seeking. Each member will have a vote and applicants who, by a majority vote are passed, will move on to the next stage of the hiring process, while those who do not will be disqualified. Applicants who are disqualified at this stage may appeal the disqualification to the Civil Service Commission, who will review the decision to ensure its fairness and correctness. This change will provide APD and AFR with a far more active role and decision-making power in assessing the applicants at this stage compared to the current process where they only play an advisory role, and not the decision-making role. In addition, the expertise from HR will be utilized to provide the process with appropriate safeguards to ensure fairness. Most importantly, CSC acting as the appellate body, will guard against allegations of bias or other unfairness in the process. Human Resources will be responsible for consistently examining the disqualified candidates and the outcomes of the file review to determine if any have a disparate impact on minority candidates. This analysis should include tracking voting records of each agency and the demographic data of the representatives from the respective agencies who made that decision.

Applicants who successfully pass this stage will be invited to attend a panel interview. The interview will be conducted by three representatives from the respective department, up to two CSC Commissioners, and one Citizen Assessor. Each panelist will have one vote. In addition to these panelists, a non-voting HR representative will attend the interviews and partake in a manner determined collectively. The non-voting HR representative will have the ability to break a tie by casting a vote if and when there is a tie. The panelists will have all received standardized training on how to evaluate the interview by HR, and will have received structured interview questions developed by HR, in collaboration with the departments and CSC, in advance of the panel interview. The questions should be well-defined by HR and be based on the requisite needs for the role, written in a short and easily understandable manner, and based on listed criteria that point to desired characteristics the department is seeking. These desired characteristics should be consistent and grounded on each agency's mission statement as well as the ideal characteristics sought during recruitment efforts. The questions should be asked consistently in the same manner. Any follow-up questions should be done after the base interview questions have been asked and responded to.

There should be some foundational principles guiding the formulation of the questions. First, there should be a specific purpose for each question. Second, there should be a list of specific key requirements that can be checked off by an assessor based on the response from the candidate. This will become the foundation for the assessor's post-interview discussion. Third, the process should be designed to ensure that the questions being asked provide a better understanding of the character of the candidate and do not relate to something that the candidate can be trained to do. Relatedly, the questions should not be long, complex, and/or multi-leveled. Lastly, additional questions should be limited to clarification of a question previously asked or questions to clarify details of facts observed in the background investigation.

The assessment developed by HR will incorporate an evaluation of the applicants' ability to interact with a diverse community and be based on the listed criteria of desired characteristics. At the conclusion of the interview, the applicant's responses will be collected and stored within their profile. This change will utilize HR's expertise to guide and train the panelists to properly ensure fairness in the process of the panel interview. The panelists from the respective departments, CSC Commissioners, and the Citizen Assessor will score the panel interviews based on the scoring criteria, developed by Human Resources, and provide them to Human Resources.

Human Resources will be responsible for obtaining and tracking panelists and their scores and the demographic data of the panelist and the candidate they interviewed. Human Resources will be responsible for consistently examining the panel interview scores to determine if any have a disparate impact on minority candidates. The HR representative will also be responsible for evaluating whether the representatives followed the training and guidelines in conducting interviews and, where there are potential concerns and issues, discussing with the leadership of the pertinent agency and/or the Commission to identify better qualified representatives to conduct the interviews. This analysis should include tracking scoring records of each agency and the demographic data of the representatives from the respective agencies who made that evaluation. The results of these analyses will be shared with the respective agencies and CSC for improved transparency.

Human Resources will utilize the scores from the panel interview and rank applicants according to their scores. CSC will then certify the list of applicants who have passed the written test, all of the background steps and who have not been disqualified. The list will be ranked by the applicants' combined scores from the panel interview and preference points.

Conditional offers will be issued for the number of available seats in the Academy plus a predetermined number to account for post-conditional offer slippage. Candidates will be ranked and will be notified by HR. Any candidate who did not receive a conditional offer can appeal to CSC. As stated above, any Commissioner who participated in any of the decision-making process for that candidate must not participate in the appellate process.

C. CONDITIONAL OFFER

Applicants who receive a conditional offer will be required to undergo a psychological evaluation conducted by one or more third-party vendors, hired by utilizing similar procurement process as discussed above for all the other vendors in the hiring process. Applicants will also complete a medical evaluation conducted by one or more outside physicians. As part of the medical evaluation, applicants must undergo a substance abuse screening. The results of the medical evaluation will be provided to HR by the conducting physician(s). Additionally, applicants must perform a physical fitness test. The type of tests and the passing scores will be determined by the respective departments, with input from the CSC.

Following the conclusion of the preceding evaluations, HR will compile the results into a final applicant file which will be presented to the respective department for final review. There will be three representatives from the department and up to two CSC Commissioners who will review the file. For each seat available in the Academy the panel will vote on which of the top six candidates should be selected for that seat. Those not selected for that seat will retain their ranking and be considered for the next available seat using the same methodology. The process will continue until each seat in the academy is filled. Selection of each candidate out of the top six will be done using evaluative criteria, established jointly by HR and the individual department. A majority vote of the panel will select a candidate for each seat among the six as described. These changes will allow for each department to have a final say on who joins their ranks employing a whole person approach to the selection process and strengthen the appellate authority of CSC.

HR will notify the candidates selected by the respective department for receipt of final offers of employment. Candidates who are not selected will have a right to appeal the decision to the CSC. As noted above, any Commissioner who participated in any part of that candidate's process may not participate in the appellate process. Applicants receiving a final offer of employment will then be offered placements in the upcoming departmental Academy. APD and AFR will track the applicant's progress through the respective Academy process and analyze the reasons for disengagement to continuously improve its process. This data collection is pivotal to provide the City with critical insight on the end-to-end hiring process. The results of these analyses will be shared with HR, the City, and CSC for improved transparency.

VII. IMPLEMENTATION OF RECOMMENDATIONS

A. RECOMMENDATIONS NOT REQUIRING CSC RULES AND REGULATIONS CHANGES

In order to accommodate the series of proposed changes to the current Civil Service hiring processes, alterations will need to be made to the Civil Service Commission's Rules and Regulations. However, while those decisions by the Civil Service Commission are pending, there are multiple immediate next steps that can be taken to improve the outcomes of the current hiring process.

First, the City should conduct an assessment of the impact and relevance of the minimum qualifications and preference points set for designated roles within AFR and APD. This discussion has

already begun with all of the relevant stakeholders, and a list of preliminary suggested changes to the minimum qualifications and preference points have been developed. This topic should continue to be thoroughly explored and should be the next area of focus as the work on recruitment begins.

Second, the City should determine the extent of the “Whole Person” concept that will be used when screening applicants for minimum qualifications and automatic disqualifiers. This commitment to a holistic review process will enable the design and implementation of relevant matrices to aid and ensure fairness throughout the proposed hiring processes.

Third, a formal process should be implemented by which Human Resources regularly conducts barrier analyses and/or disparate impact analyses for each step of the hiring process and creates an annual report on the findings. Further, Human Resources should be responsible for using these assessments to evaluate the impact of the overall process and the newly established minimum qualifications on applicants. This level of internal examination is necessary to ensure continuous improvement of the process.

B. RECOMMENDATIONS REQUIRING CSC RULES AND REGULATIONS CHANGES

There are a number of proposed changes to the Civil Service hiring processes that necessitate alterations to the Civil Service Commissions adopted Rules and Regulations.

The Rules and Regulations must be changed to comport with the recommendations presented above. This will require new regulations setting roles and responsibilities for the relevant entities in setting hiring periods and job postings, determining applicant minimum qualifications, selecting examinations and third-party vendors, setting hiring standards, maintaining and staffing candidate interview panels, assisting in candidate profile review, making determinations regarding final job offer provision, and more. For a complete list of proposed changes, please see Appendix I.

Lastly, the hiring processes must be changed to include a more robust appeals process for disqualified candidates. As proposed, there will be several opportunities throughout the process for disqualified/unselected candidates to appeal their disqualification decisions to the Civil Service Commission for review.

VIII. CONCLUSION

IntegrAssure appreciates all of the stakeholders’ willingness to engage and collaborate on designing a new hiring process that will allow far more active role and the final say in hiring for APD and AFR with proper oversight from CSC and assistance from HR. While there are many changes that can be implemented immediately, the adoption of changes to CSC’s Rules and Regulations will facilitate the full implementation of the newly envisioned process to allow APD and AFR to provide meaningful input on their new hires to better reflect the diverse community they serve.

APPENDIX A

RECRUITMENT, SELECTION, PROMOTION AND RETENTION TASKFORCE
PRELIMINARY REPORT OF FINDINGS AND RECOMMENDATIONS
EXECUTIVE SUMMARY

PURPOSE

This preliminary report presents the findings and recommendations of the “Recruitment, Selection, Promotion and Retention Taskforce” (Taskforce) established by Ron Miller, City Manager in May 2009. The Taskforce’s purpose was to evaluate the recruitment, selection, promotion and retention processes and strategies surrounding “protected classes” within the Aurora Police Department (APD) and the Aurora Fire Department (AFD) and to forward such recommendations to the Civil Service Commission and to the City Manager.

For the purposes of this report, the Taskforce used the City’s “Personnel Policies and Procedures Manual” in definition of “protected classes,” which states: “The City of Aurora is an equal opportunity employer. No applicant for employment or employee shall be discriminated against because of race, religion, color, sex, sexual orientation, age, disability, or national origin.”

BACKGROUND

The Taskforce was established as a result of a meeting between several Aurora African-American Firefighters and Ron Miller, City Manager, Chief Garcia, and Tom Nicholas, Deputy City Manager in May 2009. The discussion initially centered on issues related to the “written test,” administered by the Commission. This test is a major step in the selection process to fill a Fire academy. Commission staff has indicated that African-American candidates, as a whole, finished in the middle range on the written test. A prospective candidate for an academy is ranked by their score on the test, which then determines whether they proceed to an “oral board interview.” Typically, African-American candidates, whose scores finished in the middle to mid-upper range, do not advance to the “oral board” interviews.

The discussion with the City Manager, however, evolved to include processes for recruitment, testing and selection, promotion and retention that might affect not only African-American candidates but all candidates. It was agreed that addressing diversity extended beyond the “written test.” The Taskforce would include representatives from both the Fire and Police departments. The Taskforce, as reflected below, consisted of representatives from both Fire and Police departments.

1. Aurora Fire Department: Captain Allen Robnett, Lieutenant Ben Cadiz, Engineer Thomas Walker, Technician Joe Hill
2. Aurora Police Department: Sergeant Paul Poole, Detective Shannon Lucy-Youngquist, Officer Carolyn Renaud, and Agent Steven Crowe.
3. Co-Chairs: Tom Nicholas, Deputy City Manager and Janice Napper, Assistant City Manager

Department of Justice:

Nearly two months after the formation of the Taskforce, the DOJ sent a letter to the City that indicated that “Loretta King, Acting Assistant Attorney General, has authorized a full investigation of the City’s employment practices with respect to its Police and Fire departments to determine whether the City is engaged in a pattern or practice of discrimination against blacks and/or Hispanics with respect to employment in the police officer and firefighter positions, in violation of Title VII.” Both the Commission and the Taskforce were made aware of this investigation and pending interviews by the DOJ. The Taskforce and the Commission met with the City Attorney’s Office and the outside legal firm of Brownstein Hyatt Farber and Schreck, LLP, as represented by attorneys David Powell and Martha Bauer.

Initially, both the Commission and the Taskforce were requested to stand-down and to allow the DOJ to conduct an internal interview and investigation of city documents related to the claim. After many discussions with the City's outside legal firm and DOJ, the Taskforce was allowed to proceed with its evaluation of various aspects of recruitment, testing, promotion and retention but not evaluate or make recommendations regarding the "written test" itself or the processes.

The Taskforce struggled as the DOJ investigation continued to widen its scope from "written test" to "background investigations."

Civil Service Commission:

The Civil Service Commission, to its credit, has struggled the most to work its way through an evaluation of its processes from "applications" through establishing their "Prospective Employee List," which serves as the list of eligible candidates for both the Fire and Police academies. The Commission is continuing to take steps to implement procedures that will be acceptable to the DOJ. The Commission has taken the following steps:

1. "Written Test:" The Commission has adopted the Ergometrics test for the Fall Fire Academy. Firefighters were invited to test Ergometrics before the Commission adoption. It was felt that the test was superior to the old written test and provide far more information.
2. "Oral Board." The Commission has suspended the need for an "oral board" based on the recommendations of an outside expert provided by the City Attorney's Office.

The Commission has and will continue to work through the many issues that the DOJ will bring forward. The Taskforce and the Commission share the same result, which is to properly recruit, test, and establish a "Prospective Employee List" that reflects the diversity of the community.

Summary:

The Taskforce's preliminary "findings and recommendations" span well beyond the DOJ scope of investigation. There are recommendations affecting the "physical fitness test," "promotions," and "retention." The continuation of the DOJ investigation and the Commission's efforts to advance new procedures will, hopefully, provide for the changes in the Commission's and the Fire and Police departments to properly address diversity.

In concert with the DOJ's focus and the Commission's changes, the findings and recommendations contained in this Taskforce report cover other areas of importance. Some of the recommendations have already been employed, specifically within the Fire and Police "Fitness tests."

As it stands, this report primarily reflects an evaluation and review of candidate processes and retention that are outside the Commission's area of responsibility.

FIRE DEPARTMENT PRELIMINARY REPORT

The following “findings and recommendations” address four major areas described as follows:

1. **Recruitment Processes:** The processes and strategies used by the Fire Department to recruit individuals to apply as potential candidates with a focus on increasing the number of qualified female applicants of all backgrounds and male applicants from different ethnic backgrounds.
2. **Entry-Level Selection Processes:** The Taskforce initially looked at both “the written test and oral board process;” however, the DOJ investigation has led the Civil Service Commission to undertake significant changes to both processes. The Taskforce did review and provide recommendations regarding the “Physical Agility Combat Test” process.
3. **Promotion Processes:** The Fire Chief has the authority to appoint Battalion Chiefs and the Deputy Chief positions. The Commission is responsible for the testing and establishing a Prospective Employee List (PEL) for ranks of entry-level firefighter 4th grade through Captain.
4. **Retention:** Retention of firefighters, notwithstanding their rank, is an important component of maintaining a highly skilled sworn workforce and in building leadership from within the Fire Department.

FIRE RECRUITMENT

Historically, the Fire Department has assigned recruitment to the department’s Public Information Officer (PIO) as one of many other duties, and with a modest budget of \$7,000 plus towards recruitment efforts. When an application period was announced, the PIO would attend job fairs as time permitted to recruit potential candidates. During some application periods, though not consistently, advertisements were placed with local media outlets as a passive recruitment effort to inform a limited population that the Fire Department was recruiting to fill an academy; however, this effort did little to teach or to inform people about a firefighter career opportunity. As a result, the numbers of protected class candidates of diversity were insufficient to reflect the diversity of the City of Aurora community.

In January 2008, the Fire Chief, with funding support of \$30,000, established a recruitment team to initiate an aggressive recruitment of individuals of diversity, meaning potential female and male candidates of ethnicity. Attachment A: “Aurora Fire Department 2008 Recruitment Report” details the results as prepared by the Fire Department.

The 2008 recruitment efforts revealed that college and military job fairs are more productive. Additionally, emphasis on candidate test preparation classes helped individuals understand what they needed to focus on. The following chart shows that there were increases in the diversity areas between the Candidates Tested in 2007 and the 2008 number of candidates (who have not been tested) who have completed their applications.

Ethnicity	2007 Candidates Tested	2008 Applicants	2008 over 2007
Caucasian	406	651	245
African American	30	63	33
Hispanic	60	126	66
Native Hawaiian/Pacific Islander	11	11	0
American Indian/Alaskan Native	11	9	-2
Other/Two or more races		53	53

Unknown	10	18	8
Total	528	931	403
Female	45	55	10
Male	486	868	382
Other (the candidates failed to answer)		8	8
Total	531	931	400

Findings

1. **Recruitment Support:** Though the recruitment effort was very impressive, it is only sustainable for short periods of time during a limited application period (the time the online application opens until it closes). The bulk of the recruitment work was performed by line Firefighters working a 56 hour work week, then recruiting on their off-duty hours, which created problems of not being able to recover from their normal workload.

Though the Fire Department produces high quality brochures and an informative web site, many applicants do not have a complete understanding of what a career in the fire service entails, or what will be expected of a new Member i.e. number and type of responses, post academy training etc. In evaluating other agencies (Los Angeles and Dallas) we find that a year round recruitment and education/preparation program is an efficient way to produce high quality diverse Prospective Employment Lists (PEL) on an ongoing basis.

Recommendations:

- a. Assign one full-time employee with a budget capable of implementing a year-round recruitment program to insure an adequate number of candidates are ready for an application period.
 - b. The recruitment program should include candidate preparation classes for written tests, personal interviewing, and physical agility testing.
 - c. An application period and testing procedure should be considered one complete process, so that every application period establishes a new prospective employment list. This is not to suggest how often an application process is to be administered, only that each process ends in a new PEL.
2. **Communications:** In retrospect, the communication between the Fire recruitment effort and the Civil Service Commission should have had some milestones that would have established realistic outcomes for the 2008 recruitment effort. There have been, however, significant improvements in communication with Commission staff.

Recommendation: The Taskforce understands that the Civil Service Commission does not participate in recruiting; however, the Commission policies have a direct and significant effect on recruiting. Before a recruitment effort is undertaken, the Fire Department and Commission and staff will concur on the recruitment strategy outcomes and expectations associated with the testing processes.

FIRE ENTRY LEVEL SELECTION PROCESS

The following represents the 2007 selection process used by the Commission's "Flow Chart for Fire Entry Level Selection Process," which consists of: Application, Written Exam, Oral Board, Rank, and Fitness Combat Test. Findings and recommendations are identified for each step within the process.

Phase One:

Step 1. **APPLICATION** process is online, and the computer automatically screens if applicant meets minimum qualifications.

Findings:

The automatic screening does not consider simple factual errors that can eliminate quality candidates. Actual examples are a candidate that indicated he did not speak English, and another who simply incorrectly added the months that his license was reinstated.

Recommendation:

The Taskforce would recommend that an appeals process be in place to review factual errors so a candidate who merely checked the wrong box is not eliminated.

Step 2. Qualified applicants are invited to the **WRITTEN EXAM**. Applicants given choice of date and time. Applicants pay \$15 to take the current written exam.

Findings:

The frequency to fill a Fire academy is not, presently, as large as needed for the Police Department, which may have two academies a year. Consequently, an established PEL for the Fire Department academies can last several years before the Commission retires an old list to establish a new PEL. Such is the case that effectively suspended the 2008 recruitment process conducted by the Fire Department.

However, the Commission is using the Ergometrics “written test” on the 2008 applicants for the 2010 Fall academy. When the new PEL is established, the results of the 2008 recruiting efforts can be evaluated.

The previous test established a ranking of candidates from a score of 100 and descending. The Taskforce evaluated the previous “written test” for the Fire Department and felt that the high cut score gave a false impression, suggesting that the candidate with the highest written score is best suited to be a firefighter. All industry experts contacted by this task force contradict this assumption. C.W.H., I/O Solutions, and the Los Angeles Fire and Police Departments all advocate a written and oral combined score to determine the best candidate.

Civil Service Commission and DOJ:

The Commission is taking a proactive position in moving forward with a “written test” that is deemed acceptable to the DOJ. The implication of such a test for the future will hopefully eliminate the problems of the previous testing process. The Fire Chief has participated, along with other Fire Department personnel in testing the Ergometrics test. There is a positive reception to the way the Ergometrics test identifies quality candidates.

Recommendation:

The Taskforce welcomes the Commission’s efforts to find a written testing tool that will produce the desired results of providing qualified candidates within the protected classes. Presently, the Taskforce recommends that the Commission continues to evaluate industry testing systems that will satisfy the requirements that may be handed down by the DOJ.

Step 3. Applicants passing the “written exam” are invited to **ORAL BOARD** interviews. Also given choice of date and time.

Findings:

The current “oral board” process consists of one commissioner (non-voting), one citizen, and two Fire representatives. The value of an “oral board” is the direct interview with a candidate, asking questions that are intended to evaluate the candidate’s communication skills, evaluation of skills that apply to a particular event, and a general sense of the individual. Given the Fire Department is a paramedic department and the requirement of every new firefighter, if they are not a paramedic, is to become one within four years of their employment, the ability of the candidate to communicate and to have the desire to become a paramedic is critical.

Since the Taskforce was established and the DOJ investigation, the Commission’s use of an “oral board” process has eliminated this step. The rationale is that an “oral board” process introduces subjectivity in the candidate evaluation process. The Commission, representatives of the Legal Department, and the Fire Chief visited Ergometrics June 11, 2010 to evaluate both the “written test” process and prospects of establishing an “oral board” process designed by Ergometrics to meet DOJ requirements.

Recommendations:

The Taskforce believes that some “oral board” or “interview” process remain a future possibility and that the Commission will continue to be open in the future to an industry acceptable process.

- Step 4. All passing applicants are **RANKED** according to written exam score (30%), oral board score (70%), and preference points

Findings:

The Taskforce has some concerns pertaining to the proposed Commission entry level process. An example is a protected class candidate who has completed a portion of the AFD Explorer program, has an Associate Degree in Fire Science, is a nationally registered paramedic, and has a history of community involvement. This individual is then considered equal with a candidate who is out of work and looking for employment. The candidate who has dedicated substantial effort is not rewarded while the other candidate has demonstrated no commitment to the profession.

It has come to the attention of the Task Force that the Civil Service Commission is considering an entry-level test that is all-inclusive, eliminating the need to conduct an oral interview. The Task Force has not had the opportunity to evaluate such a test, and can offer no opinion.

Recommendation:

The Taskforce recommends that in order to have a complete and thorough process, the strength of the candidate’s background should be revealed through, perhaps, the “oral board” process, or through what is being considered as the “interview” process. Through some established process, the following questions could be included towards identifying a qualifying candidate.

1. “What qualifies you to be an Aurora Firefighter?” This question would allow the candidate to list their qualifications and educational efforts.
2. “Describe your knowledge of the City of Aurora?” This question determines whether the candidate has taken the appropriate time to learn about Aurora.
3. “What would you like us to know about you?” This question provides the candidate to present additional information about who they are.

- Step 5. Top ranking applicants are invited to the **FITNESS COMBAT TEST** conducted by Training staff and overseen by the Commission.

Findings

The Physical Agility Combat Test is used for both entry-level and lateral positions. While the test continues to demonstrate the ability to predict success in the academy, certain environmental and equipment conditions have a significant effect on a candidate's success or failure. The Physical Agility Combat test is very challenging and contains events that are not familiar to the general public. Candidates may have the physical strength to achieve a passing time, if given a few simple techniques and an opportunity to practice the components of the test. The following improvements could provide candidates the opportunity to really understand and prepare for this test.

- a. Conduct a series of department sanctioned orientation/practice sessions prior to the official Commission test. Invitations will be e-mailed to applicants using the Neo-Gov system. Out of town candidates can choose, at their own expense, to attend in person or view detailed video clips on the internet which include practice techniques that can be used, if the specific test equipment is not available.
- b. The Aurora Fire Department will produce and publish videos demonstrating the nature of the Physical Agility Combat Test, to include strength exercises to prepare the candidates.

Combat Test Events and Recommendations:

Individuals must complete a total of five events consecutively, in the order below. Competitors must wear a properly fitted helmet, coat, fire department work gloves (not suppression gloves), and a breathing apparatus (not including the face piece) during the entire challenge. The challenge is timed from the start of the first event to the end of the fifth event. Competitors must complete the five events within 6 minutes and 30 seconds.

Event 1. Stair Climb with High Rise Pack

The first event is the Stair Climb that consists of a 40 pound hose pack to be carried up six flights of stairs. This activity replicates a five story building where water is needed at the top. The firefighter must carry the hose up the stairs to the 5th floor, and then drops the hose-pack.

Recommendation: The 40 lb hose must be dry and weighed before each event.

Event 2. Hose Hoist

The candidate descends to the fourth floor to begin the second event. Using a 5/8-inch utility rope the candidate stands at the balcony railing, leaning over at the waist (45 degrees) using an overhand grip (may use underhand) and alternating hands begins to pull a 50-pound hose roll (two sections of 2½-inch hose) the distance from the ground to the fourth floor. Once the end of the rope is reached, the donut must be grasped with one hand, then the other, and raised to shoulder height to clear the railing. The hose roll is then dropped to the balcony floor, and the firefighter begins to descend the stairs for the next event.

Recommendation: The hose and rope must be dry and weighed before each event.

Event 3. Forcible Entry

The candidate descends four floors and walks to the forcible entry simulator (Kaiser Force Machine™) a distance of 20 feet. The candidate stands in a straddle position with slight knee flexion on two rails and, using a tow hand grip on a 9-pound plastic sledgehammer, swings the hammer from an overhead position downward striking a 165-pound steel beam positioned between the legs and below foot level. The candidate must strike the beam and move it a distance of 5 feet (approximately 20 to 30 blows).

Recommendations:

- a. The platform must be wiped down after each competitor.
- b. The sled must be on a level surface during the entire event.
- c. The platform must be cleaned each morning before the test begins.

Event 4. Hose Advance

Following the forcible entry event, the candidate walks a distance of 140 feet to a hose line positioned on the ground. The candidate stoops down to lift the nozzle attached to a 1¾-inch charged (filled with water) hose line, pivots under the hose, and places the line over the shoulder. The candidate grasps the nozzle and, leaning forward, advances the hose line a distance of 75 feet. The resistance is approximately 140 pounds (mid-point) and increases as the hose line is extended. Upon completion, the hose line nozzle is placed on the ground and the firefighter proceeds to the next event.

Recommendations:

- a. Hose must be set up the same (the same number of folds and length of folds) for each competitor.
- b. Hose surface must be dry and cleaned before each competitor.

Event 5. Victim Rescue

The candidate walks a distance of 30 feet to a supine mannequin. Approaching from the head end of the mannequin weighing 175 pounds, the firefighter squats and grasps the victim's shoulders, lifting the upper torso and pushing the mannequin to a seated position. The candidate then wraps his arms around the chest of the victim, lifts and stands from the squat position, then proceeds to walk backward dragging the victim a distance of 100 feet. The candidate then squats and lowers the victim to the ground reversing the start sequence to complete the event and test.

Recommendations: The following recommendations have been implemented.

- a. Mannequin must be clean, dry and weighed before each event.
- b. Mannequin must be placed in the same starting position spot for each competitor to grab.

Phase Two: Phase Two consists of Background Checks, Personal History Statement, Job Suitability Assessment, and the Polygraph Examination.

Findings:

- A. The Department has five part time investigators overseen by the Fire Investigation Bureau Head. Three of those investigators are line, 56 hour per week firefighters, and the other two, including the Fire Investigation Bureau Head, are 40 hour per week fire investigators. Ideally, the two 40 hr employees are used only if the other investigators are overwhelmed. The bulk of the background investigations are conducted by the three line Firefighters on their off-duty time, and are paid a per-file fee. The investigations are done at their homes on their home computers. However, this arrangement does not give the investigators the ability to conduct site visits or give them the research tools their police counterparts use. Due to the "part time" nature, a 40 hour investigation frequently takes a month or more, causing the delay in identifying unsuitable candidates, and in turn, delaying the start of the investigation of the next candidate.

Recommendation:

The Bureau Head, after evaluating the background needs of a hiring period, should pull the

necessary number of investigators off line, to a temporary 40 hr per-week assignment, to work as full time investigators. This would give the investigators the tools and resources necessary to increase the efficiency and allowing the Bureau Head to directly supervise the investigators.

- B. **Personal History Statement** requiring detail about applicant's driving, employment and financial history, relatives, etc. This is handled as part of the submission process. *This area was not reviewed by the Taskforce.*
- C. **Job Suitability Assessment** (JSA) conducted by an outside Psychologist specializing in Public Safety selection. *This area was not reviewed by the Taskforce.*
- D. **Polygraph** examination conducted by outside company specializing in Public Safety selection. *This area was not reviewed by the Taskforce.*
- E. If applicant passes all of the above steps, the file is presented to the Commission with a recommendation from the Chief. *This area was not reviewed by the Taskforce.*

Phase Three:

- Step 1. Commission approves applicant to receive a **Conditional Job Offer** of employment.
- Step 2. The candidate must pass a **Medical Exam** and **Substance Abuse** screening to make the final certification list.
- Step 3. Final **Certification List** is created containing the number of Recruits needed in the Academy, plus two alternates.
- Step 4. Applicants given formal **Job Offer** letter from Human Resources.

Phase Four:

The final stage in successfully becoming a firefighter is passing through the Fire Academy and the Field Training Probation Period. The Academy lasts 12 weeks for entry-level basics and a year in the Field Training Probation Period. The Taskforce did not review of this Phase. It is the policy and practice of the Fire Training Academy to always self-evaluate a review of this phase.

PROMOTION

Background

The current process for Fire Department's promotional selection consists of four phases, submission of a letter of interest and an official college transcript to Commission, written exam, assessment center and employment records evaluation. The following chart reflects the composition of the Fire Department by rank.

AURORA FIRE DEPARTMENT CIVIL SERVICE STAFFING February 16, 2010
--

CIVIL SERVICE	FILLED POSITIONS:	305		VACANCIES: 2
	FEMALE	22	7.21%	
	MALE	283	92.79%	

<i>Ethnicity</i>	<i>Sex</i>	<i>Number</i>	<i>%</i>
African American	Male	10	3.28%
Asian	Female	1	0.33%
Asian	Male	5	1.64%
Caucasian	Female	20	6.56%
Caucasian	Male	240	78.69%
Hawaiian/Pacific Islander	Male	3	0.98%
Hispanic	Male	17	5.57%
Native American	Female	1	0.33%
Native American	Male	3	0.98%
Two or more races	Male	5	1.64%

TOTAL MINORITIES/PROTECTED-CLASS	65	21.31%
---	-----------	---------------

MINORITIES/PROTECTED-CLASS BY RANK:

<i>Rank</i>	<i>Ethnicity</i>	<i>Sex</i>	<i>Number</i>	<i>%</i>	<i>% by Rank</i>
Battalion Chief	African American	Male	1	9.09%	18.18%
Battalion Chief	Native American	Female	1	9.09%	
Captain	African American	Male	1	5.00%	
Captain	Caucasian	Female	3	15.00%	25.00%
Captain	Hispanic	Male	1	5.00%	
Lieutenant	African American	Male	2	3.70%	
Lieutenant	Asian	Male	3	5.56%	9.26%
Lieutenant	Caucasian	Female	5	9.26%	
Lieutenant	Hawaiian/Pacific Islander	Male	1	1.85%	
Lieutenant	Hispanic	Male	1	1.85%	22.22%
Engineer	African American	Male	2	3.45%	
Engineer	Caucasian	Female	4	6.90%	
Engineer	Hispanic	Male	2	3.45%	15.52%
Engineer	Native American	Male	1	1.72%	
Rescue					
Technician	African American	Male	1	1.47%	1.47%
Rescue					
Technician	Asian	Male	1	1.47%	
Rescue					2.94%
Technician	Caucasian	Female	2	2.94%	

Rescue Technician	Hawaiian/Pacific Islander	Male	2	2.94%	
Rescue Technician	Hispanic	Male	6	8.82%	
Rescue Technician	Two or more races	Male	3	4.41%	22.06%
Arson Technician	Two or more races	Male	1	%	%
Fire Fighter	African American	Male	3	3.37%	
Fire Fighter	Asian	Female	1	1.12%	
Fire Fighter	Asian	Male	1	1.12%	
Fire Fighter	Caucasian	Female	6	6.74%	
Fire Fighter	Hispanic	Male	7	7.87%	
Fire Fighter	Native American	Male	2	2.25%	
Fire Fighter	Two or more races	Male	1	1.12%	23.60%

The Commission is required by City Charter to conduct testing for all promotional ranks in the Fire and Police departments. The department Chief shall notify the Commission of his/her intent to create, abolish or modify a current promotional rank, as soon as possible, but no later than four months prior to the recommended effective date.

Letter of Interest, and Official College Transcript: Candidates who wish to participate in promotional testing shall submit a letter of intent to the Commission by the deadline date that is published in the Notice of Examination. An official college or university transcript(s) must be in possession of the Commission prior to the commencement of testing, and other documents, as determined by the Commission, may be required for each promotional examination. The Commission has sole responsibility to determine if a candidate letter of intent and applicable documents are received by the Commission.

Written Examination: Written examinations shall be conducted by the Commission in accordance with the Commission Rules and Regulations sec 62.

Assessment Centers: An assessment center panel for promotional testing shall consist of three (3) to five (5) members, optimally: one (1) Aurora citizen selected by the Commission, and two (2) Firefighters, from another jurisdiction and ranked at or above the position level being tested, selected by the assessment center consultant. Evaluators should come from the immediate geographical area as determined by the Commission, and meet the qualifications of the Commission. The test consultant, with the approval of the Commission, shall determine the number of assessment center panels, for each promotional process. Ratings shall be averaged to determine the final assessment center score for each candidate. Assessment Center scheduled start times for candidates shall be established in advance. Assessment Centers will not be cancelled or delayed because of the lack of selected evaluators provided that the minimum number is present. Individuals arriving for the examination after the starting time may not be eligible to participate in the examination, at the discretion of the Commission. Whenever practical, feedback will be provided to all candidates participating in the assessment center under the guidelines in paragraph 63 b. of the Civil Service Rules and regulations.

Findings:

The Commission has used a variety of consultants, each have a different method of selecting assessors, which have different levels of experience. These results may cause a candidate's score to change

dramatically from year to year. Candidates have reported receiving low scores while receiving very positive feedback at the conclusion.

Recommendation:

The Commission Rules might specify a minimum level of assessor training in the assessment center specific to training. At the conclusion of the training the assessors must demonstrate proficiency and a lack of bias.

RETENTION

Background:

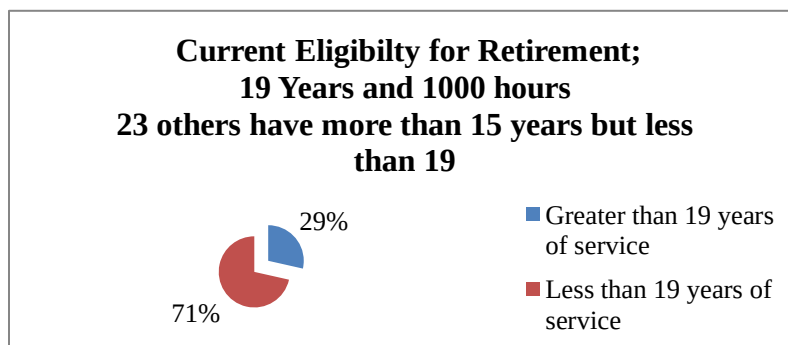
Over the past 5 years there were 35 resignations from the Fire Department. Of the 35 resignations, twelve candidates did not complete the fire academy or the probationary period of one year. Three of the resignations were rehired, and five fell into the category of death or medical disability. The end result is that a total of 15 resignations in the past five years translating to a 4% attrition rate. This was due to moves out of state or seeking employment elsewhere.

Findings:

In light of the financial situation across the country with the down economy and high unemployment, there does not seem to be a glaring problem of retention for the Fire Department. The length of employment of the majority of employees is approximately 20-25 years. The highest amount of new hires in the department occurred in 1978 and 1982. The majority of these new hires are still employed. The average age of the Fire Department is 42.2 years and the average years of service of 15. The following chart illustrates the average age and the years of service for the various ranks.

RANK	Age	Years
FIRE CHIEF	53	32
DEPUTY CHIEF	54.8	31
BATTALION CHIEF	52.6	27
CAPTAIN	45.2	20
LIEUTENANT	44.4	16
ENGINEER	46.7	18
RESCUE TECHNICIAN(paramedic)	38.7	10
ARSON TECHNICIAN	35	7
FIREFIGHTER 1	43.9	17
FIREFIGHTER 2	31.7	3
FIREFIGHTER 3	31.8	1
FIREFIGHTER 4	28.8	Less than 1

The common belief is that a poor economy has delayed a number of retirements. The analysis shows the increasing years of service from Captain through Deputy Chief is causing a “bubble” that is unsustainable.



Recommendation:

The Fire Department strategy should anticipate the need for a greater number of new hires, and that consideration should also be given to the number of executive and command staff that will be retiring; therefore, a need to concentrate on career development.

In addition to concentrating on career development, the Fire Department should consider its efforts with the following recommendations.

1. **Fitness:** Department developed fitness programs should be instituted since the longevity factor for employment is so important. These programs could be developed by the health and safety officer, peer fitness advisers or individual company officers. The evaluation consists of one or more of the following:
 - a. A graded exercise test (sub-maximal treadmill)
 - b. Pulmonary function testing
 - c. Complete blood count
 - d. Flexibility measures that includes body composition analysis
 - e. Muscular fitness Assessment that includes nutritional guidance
 - f. Health risk appraisal

Any evaluations are strictly confidential and all information collected during the evaluation is given to the member in a final report. No information is kept by the Department without prior written consent of the member.

2. **Written Tests:** For the positions of Engineer, Fire Investigator lieutenant or captain, the process should be retained to establish the base knowledge of the position.
3. **Mentor Group:** The Fire Department has a limited mentoring program for new officers. The development of a peer support group of all ranks in the department could spur on candidates within the department to advance their careers.

POLICE DEPARTMENT REPORT

The findings of the Taskforce are expressed as follows for the Aurora Police Department's recruitment, testing and selection, and retention processes for police officers.

1. Recruitment Processes: The processes and strategies used by the Police Department to recruit individuals to apply, with a focus on increasing the number of qualified female applicants of all ethnic backgrounds and male applicants from different ethnic backgrounds.
2. Entry-Level Selection Processes: With the omission of "written test" because of the DOJ investigation, the Taskforce looked at the "oral board" process and the "Fitness Test" process.
3. Promotion Processes: The Police Chief has the authority to appoint the Division Chiefs and Deputy Police Chief positions. The Commission is responsible for the testing and establishing a Prospective Employee List (PEL) for ranks entry-level Police Officer through Captain.
4. Retention: Retention of police officers, notwithstanding their rank, is an important component of maintaining a highly skilled sworn workforce and in building leadership from within the Police Department.

RECRUITMENT PROCESS

Background Information:

The Aurora Police Department's diversity representation is expressed in the chart below. It is clear that the distribution of diversity within the organization does not reflect the community's ethnicity.

Category	#	% of Sworn	Community
White	544	85.7%	63.4%
African-American	26	4.1%	15.3%
Hispanic	43	6.8%	25.1%
Asian	7	1.1%	5.0%
Hawaiian/Pacific Islander	1	0.2%	2.0%
American Indian	7	1.1%	0.1%
Two or More Races	7	1.1%	5.0%
Total	635		
Male	574	90.4%	49.6%
Female	61	9.6%	50.4%
Total	635		

In addition, the growth of the Police Department sworn staffing has risen from 390 sworn in 1990 to 635 in 2010, representing a 62.8% increase. There were 500 sworn positions in 1997, representing a 27% increase.

The Aurora Police Department has two full time recruiters and four full time background investigators. In 2009 Civil Service received 3,387 applications for the position of Police Officer. From these applications two basic Police Officer academy classes were set and one lateral class. Currently, the Civil Service Commission is completing a Police testing process and should have an active list for the first academy in

2010.

The Aurora Police Department, unlike the Aurora Fire Department, has a dedicated Recruitment Unit with specific Operational Procedures and Recruiting Plan. The Unit's Mission Statement reads: "The Aurora Police Department's Recruiting Unit strives to recruit and assist in the selection of applicants/candidates locally and nationally to become officers with the Department and to become stewards of the Department's established character and professionalism."

The Recruiting Unit Goals/Objectives are set forth by the department. Among the most important goals/objectives are:

1. Focus more strategically on the diversity of the Police personnel via continued practical application of ethnic/gender specific endeavors; and diversity specific education of APD personnel and community stakeholders on departmental efforts to reach diversity goals.
2. Develop and maintain an ancillary recruiting team.
3. Develop and maintain community collaboration/involvement with the recruiting process.
4. Complete and maintain an interactive recruiting web site with progressive links.
5. Assist in the development and maintenance of website based "On-line" police applications, candidate tracking, and inquiry processes with the Civil Service Commission staff and APD personnel.
6. Maintain specific focus on recruiting events effectiveness via consistent evaluation via enhanced supervisory oversight and evaluation.
7. Continue to build on the Recruiting Unit staff's presentation skills, knowledge and professionalism via increased training.
8. Increase focus on long term development recruiting in the community (youth program).

Recruiter Unit Responsibilities:

1. Teaching prep classes to applicants
2. Recruiting perspective applicants locally as well as nationally, while attempting to improve employee diversity via recruiting "protected classes"
3. Mentor applicants through the testing
4. Help complete background investigations
5. Recruiters are contacting outside sources to raise funds for recruiting needs
6. Community Relations Officer, tasked with keeping Aurora's brand viable

Diversity Strategies:

The Recruiting Unit continues to update photographs and displays depicting the desire of the department to hire diverse candidates during recruiting and community presentation events, and has developed an APD Recruitment Web-site. Advertisizing will continue in magazines and periodicals catering to specific racial, ethnic and gender groups. Even the diversity of the Recruiting Unit personnel will be the focus of the department as it relates to all public events. Finally, the department will diligently encourage and educate all potential applicants/candidates and the community at large of the department's zeal to create a police department that is as diverse as the community it serves.

Preparatory Course Systems

The development of applicant/candidate preparatory courses becomes immensely critical throughout the hiring process. Providing semi-annual comprehensive educational courses for applicants/candidates enhances their opportunity to experience increased performance in the process. 90% of the preparatory classes focus on a written exam and oral board preparation. The additional course "So You Want to Be a Cop" provides insight and blunt awareness of law enforcement careers and provide the applicant/candidate

with the opportunity at the onset to make an informed and sober decision about becoming a law enforcement officer.

Findings

In the beginning of 2009 the recruiting budget was set at \$60,000.00 to meet the needs of the Police Department. In the first quarter of 2009 the budget was cut to \$30,000.00. With this budget cut, recruiters were unable to recruit in any local media outlets. Recruiters had to scale down any type of recruiting event that cost money to attend. The recruiters were unable to attend many of events that were rich in diversity. Recruiters had to work with outside sources to fund their recruiting efforts. The background unit did not have a budget; therefore, the background unit used money out of the recruiting unit's budget to address many of their needs.

If there is inclement weather during the testing process, the Police Department does not have another location indoors to perform the physical test.

Recommendations:

1. Both full time recruiters should focus on recruiting applicants and should focus on recruiting protected classes to meet the needs of the department. Recruiters should not do background investigations.
2. Requires the recruiters working with the applicants at all stages of the testing process, it appears to be a conflict of interest with respect to background checking. Recruiters should continue to recruit and mentor applicants in the process. Recruiters should also continue to teach the prep classes based on the successfulness of the classes.
3. The recruiting unit should have a separate budget from that of the Background unit.
4. Background unit should add four to six investigators to be able to properly complete the large number of applicant backgrounds. This is 2 less than recommended by the MATRIX study, which evaluated the organizational of the APD.

POLICE ENTRY-LEVEL AND LATERAL SELECTION PROCESS

The following representation of the current selection process is taken from the Commission's "Flow Chart for Police Entry-Level Selection Process." Findings and recommendations are identified for each step within the process.

Phase One: This phase consists of a number of processes that will culminate in Prospective Employment List (PEL), the ranked order list from which the Civil Service Commission draws to fill a specific sized Academy. This process starts six months prior to an academy start date.

Step 1. **APPLICATION** submitted online. Computer automatically screens if applicant meets minimum qualification.

Findings: What are the findings?

Recommendations:

Step 2. Qualified applicants invited to **FITNESS TEST** screening conducted by Academy staff, and overseen by the Commission.

Findings:

The Fitness Test is designed to assess two fitness components: a) Dynamic Strength: the ability of the muscles to generate force to perform repeated tasks over an extended period of time; and b)

Cardiovascular Endurance: the ability of the heart and vascular system to transport and utilize oxygen for sustained activity involving stamina. This test is based on the Cooper Institute for Aerobics Research.

The Fitness Test is a pass/fail testing that is comprised of three separate exercises: 1 ½ mile run to be completed in 15 minutes and 16 seconds; 21 push-ups in a minute, and 29 sit-ups in a minute. In 2009 a large number of applicants failed to meet the physical requirement set by the Police department. It appeared that female applicants were having problems completing the push-up section of the test. Also if there is inclement weather there no alternative site set-up to perform the running part of the physical test outdoors.

Recommendation:

- a. The Commission has purchased a number of “Perfect Counter” that tracks reps and time, ensures full muscle engagement, audible rep feedback, and at a uniform height of 5 inches for pushups.
- b. Arrange with another organization for an alternative site to complete the running exercise, which might include a local fitness center. However, runs should be done at the same location/facility every time. Most people can complete the 1.5 mile run faster on an indoor track.

Step 3. Remaining applicants invited to **WRITTEN EXAM**. Applicants given choice of date and time.

Findings:

This test establishes a ranking of candidates based on their scores with a passing score of 70%. This exam has a weighted value of 60% of the total combined score with the Oral Board.

Civil Service Commission and DOJ:

The Commission is taking a proactive position in moving forward with a “written test” that is deemed acceptable to the DOJ. The implication of such a test for the future will hopefully eliminate the problems of the previous testing process. The Fire Chief has participated, along with other Fire Department personnel in testing the Ergometrics test. There is a positive reception to the way the Ergometrics test identifies quality candidates.

Recommendation:

The Police Department will be testing the Ergometrics for the January 2010 Training Academy candidates. The Taskforce recommends that the Commission continues to evaluate industry testing systems that will satisfy the requirements that may be handed down by the DOJ.

Step 4. All candidates passing written exam invited to **Oral Board** interviews, which is administered by the Commission.

Findings:

The candidate is given a choice of date and time. This test consists of 4 to 6 questions. Orals have a weighted value of 40%.

Recommendation:

The Commission has suspended the Fall Fire Academy “oral board” process. The Police Department remains committed to the position that a industry acceptable “oral board” process be considered by the Commission.

Step 5. **Prospective Employment List (PEL):** Candidates that make it through the Phase One processes qualify to be on the Prospective Employment List. This process will be driven by the Commission's newly established "written test" with or without an "oral board" process.

Phase Two: Once an academy is requested by the Police Department, the Civil Service Commission invites a certain number of candidates in rank order to complete the following.

Step 1. **Background Process:** Background checks are conducted by the Police Department investigators on the top ranking candidates who made it through Phase One.

Findings:

The current Police Department procedure to conduct background investigations has some major shortcomings that limits its efficiency. Based on the large number of applicants received in the previous testing process, recruiters had to assist in background investigations and continued to do so. Based on the current staffing of the background investigation unit, the only way to accomplish completing the background investigations is to incorporate recruiters. To get one applicant through all parts of the testing process is very challenging. The ratio is 9 to 1; therefore the background unit has to complete nine background investigations to get one qualified person. Background investigators are unable to keep up with the backgrounds based on the time that they are given to complete each investigation and the large number of applicants that need background investigations done. Recruiters have been tasked with teaching prep classes for the applicants. The recruiters are currently teaching three classes to applicants to improve testing scores, so each recruiter in some way interacts with the applicants in all parts of the testing process.

In 2008 the Police Department had an outside source come into the Department and evaluate the department in their needs. This matrix showed that the background unit should have 8 to 12 investigators to investigate and properly complete backgrounds, based on comparable Departments throughout the nation.

Recommendation:

After evaluating the background needs of a hiring period, the Bureau Head can pull the necessary number of investigators off line, to a temporary 40 hours per-week assignment, to work as full time investigators, thus increasing the efficiency of the investigation and allowing the Bureau Head to directly supervise the investigators on a day to day basis.

Step 2. **Job Suitability Assessment:** While the background checks are being done, a Job Suitability Assessment is conducted by an outside Psychologist specializing in Public Safety selection. *This area was not reviewed by the Taskforce.*

Step 3. **Polygraph Examination:** In addition to the Job Suitability Assessment, candidates go through a polygraph examination. *This area was not reviewed by the Taskforce.*

Step 4. If applicant passes these steps, their file is presented to the Commission with recommendation from the Chief. *This area was not reviewed by the Taskforce.*

Phase Three:

Step 1. Commission approves applicant to receive a **Conditional Job Offer** of employment.

Findings:

Recommendations:

Step 2. Must pass a **Medical Exam** and **Substance Abuse** screening to make the final certification list.

Findings:

Recommendations:

Step 3. Final **Certification List** created containing the number of Recruits needed in the Academy, plus two alternates.

Step 4. Applicants given formal **Job Offer** letter from Human Resources.

Phase Four:

The final stage in successfully becoming a police officer is passing through the Police Academy and the Field Training Probation Period. The Academy lasts 12 weeks for entry-level basics and a year in the Field Training Probation Period. The Taskforce was did not charged with a review of this Phase. It is the policy and practice of the Police Training Academy to always self-evaluate a review of this phase.

RETENTION

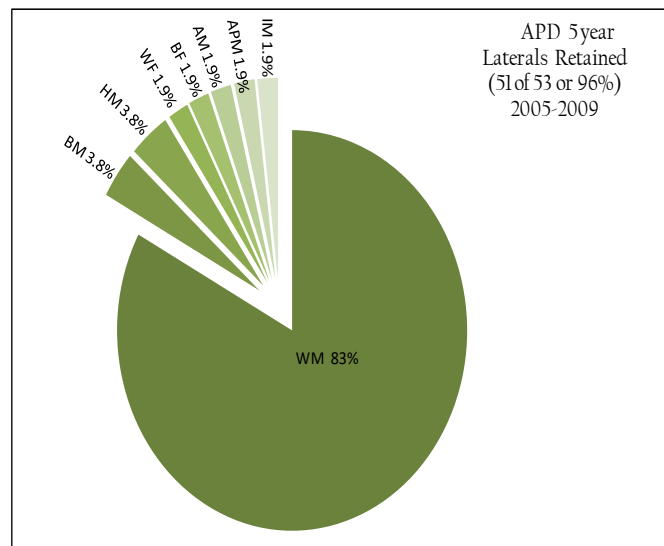
Background Information: To provide an accurate picture of the number of personnel *retained* as commissioned police officers (including the ethnic background and gender of those officers), it is important to examine the number of personnel *hired* to become commissioned police officers. All figures in this section of the report cover the years 2005 through 2009.

Findings:

Between the years of 2005 and 2009 the APD hired 53 Lateral Recruits, who are those who meet specified qualifications regarding previous law enforcement experience and attended a shorter Training Academy and had a shorter Field Training program that the Basic hires. The ethnic and gender statistics are as follows.

<i>Lateral hires 2005-2009</i>	#	% of L hires
White Male	44	83.0%
Black Male	2	3.8%
Hispanic Male	2	3.8%
White Female	1	1.9%
Black Female	1	1.9%
Asian Male	1	1.9%
Asian Pacific Male	1	1.9%
Indian Male	1	1.9%
Hispanic Female	0	0.0
Asian Female	0	0.0

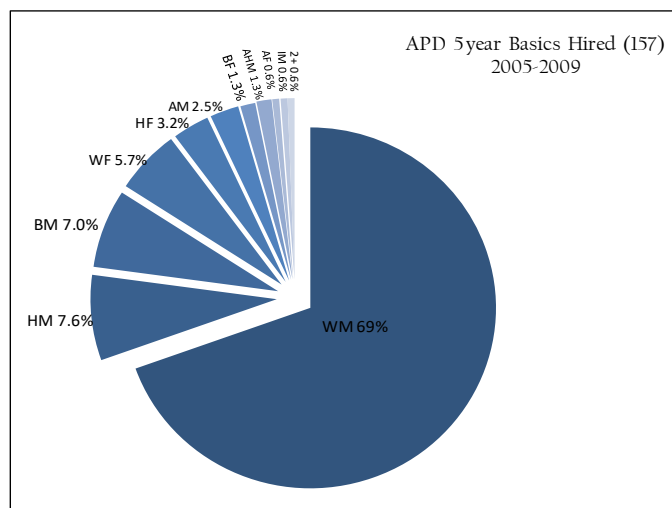
*One White Male did not graduate from the Academy and one White Male resigned during or shortly after the Field Training Program.



Asian Pacific Female	0	0.0
Indian Female	0	0.0
Laterals hired (by gender & race)	53	100%

During the same time period, the Department hired 157 Basic Recruits. These officers generally have fairly limited or no Law Enforcement experience, and attend a longer Training Academy and Field Training Program than the Lateral Officers.

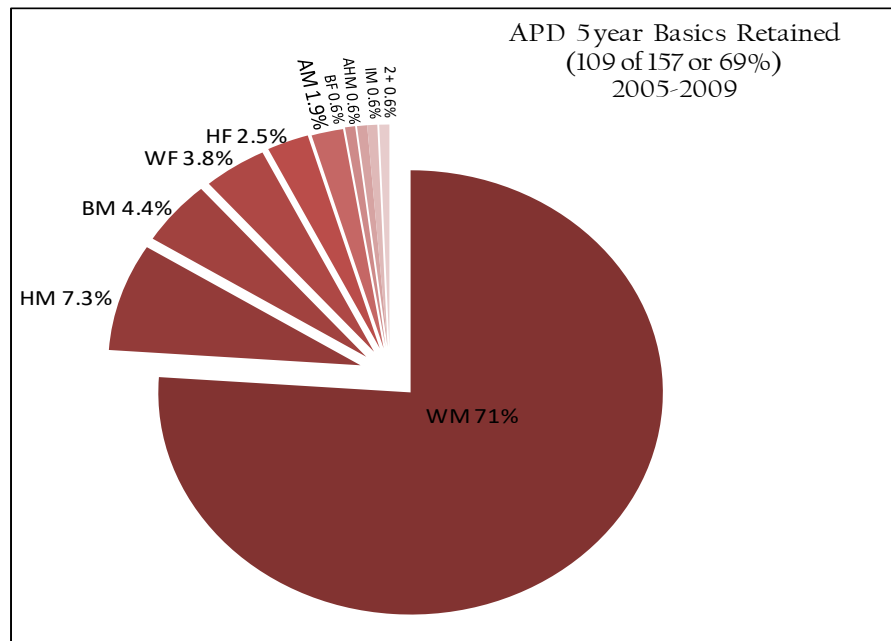
Basic hires 2005-2009	#	% of B hires
White Male	109	69.4%
Hispanic Male	12	7.6%
Black Male	11	7.0%
White Female	9	5.7%
Hispanic Female	5	3.2%
Asian Male	4	2.5%
Black Female	2	1.3%
Asian Hispanic Male	2	1.3%
Asian Female	1	0.6%
Indian Male	1	0.6%
Multi-Racial (2+)	1	0.6%
Asian Hispanic Female	0	0.0%
Indian Female	0	0.0%
Basics hired (by gender & race)	157	100%



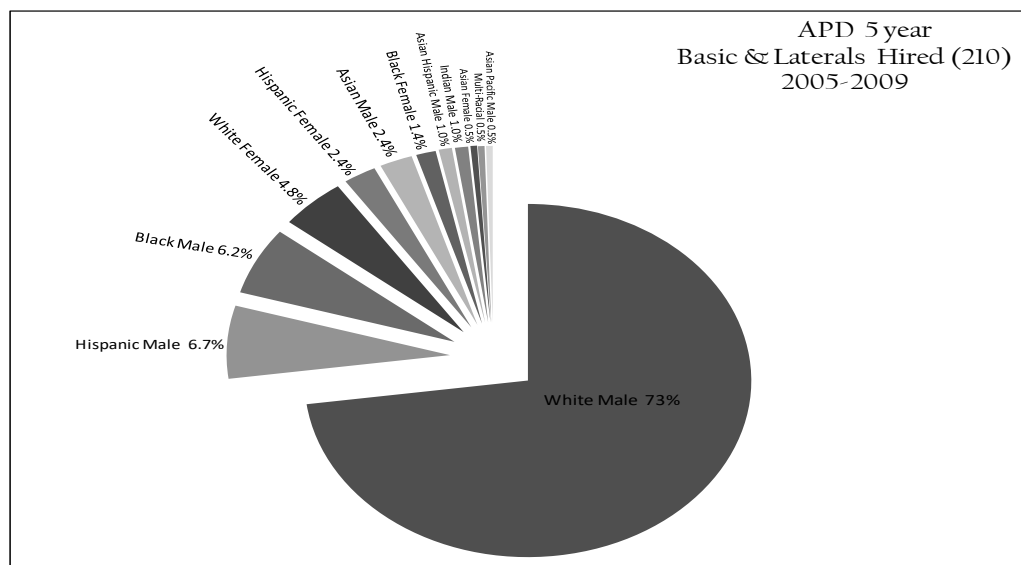
Of these 157 Basic Recruits, 18 did not complete the Training Academy:

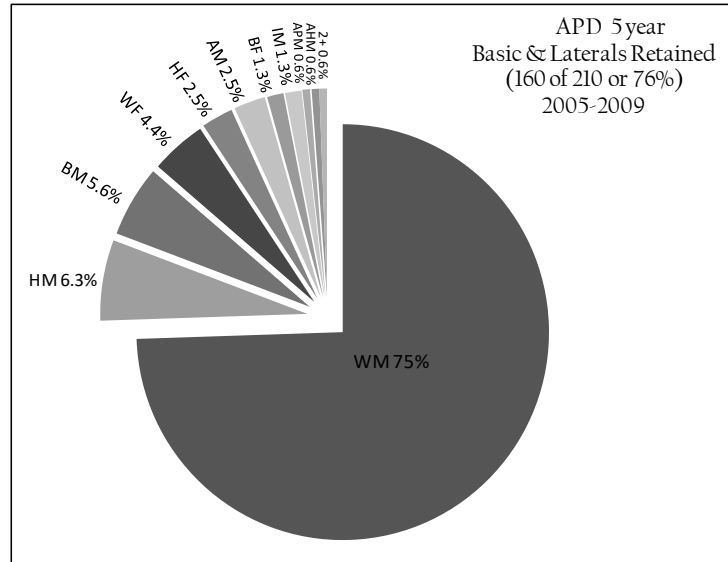
Did not graduate Academy	#	% of B hires
White Male	12	7.6%
Hispanic Male	1	0.6%
Black Male	0	0.0%
White Female	2	1.3%
Hispanic Female	1	0.6%
Asian Male	1	0.6%
Black Female	0	0
Asian Hispanic Male	0	0
Asian Female	1	0.6%
Indian Male	0	0
Multi-Racial (2+)	0	0.0%
Asian Hispanic Female	0	0.0%
Indian Female	0	0.0%
did not retain	18	11.3%

Of the 139 Recruits who entered the Field Training Program
30 resigned while in the program:



The following charts depict the total number of Recruit Officers hired and the total number retained post Field Training.



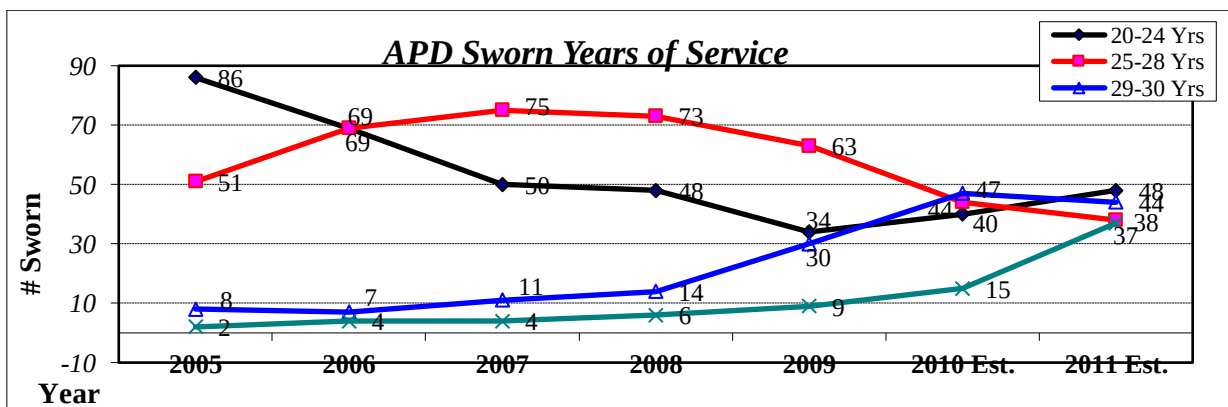


Police Administrative Services prepared a list of Police Department terminations for the years 2005 through 2009. The data base does not include ethnicity. A number of the officers who resigned went to the Denver Police Department. Even more left to work for overseas security companies.

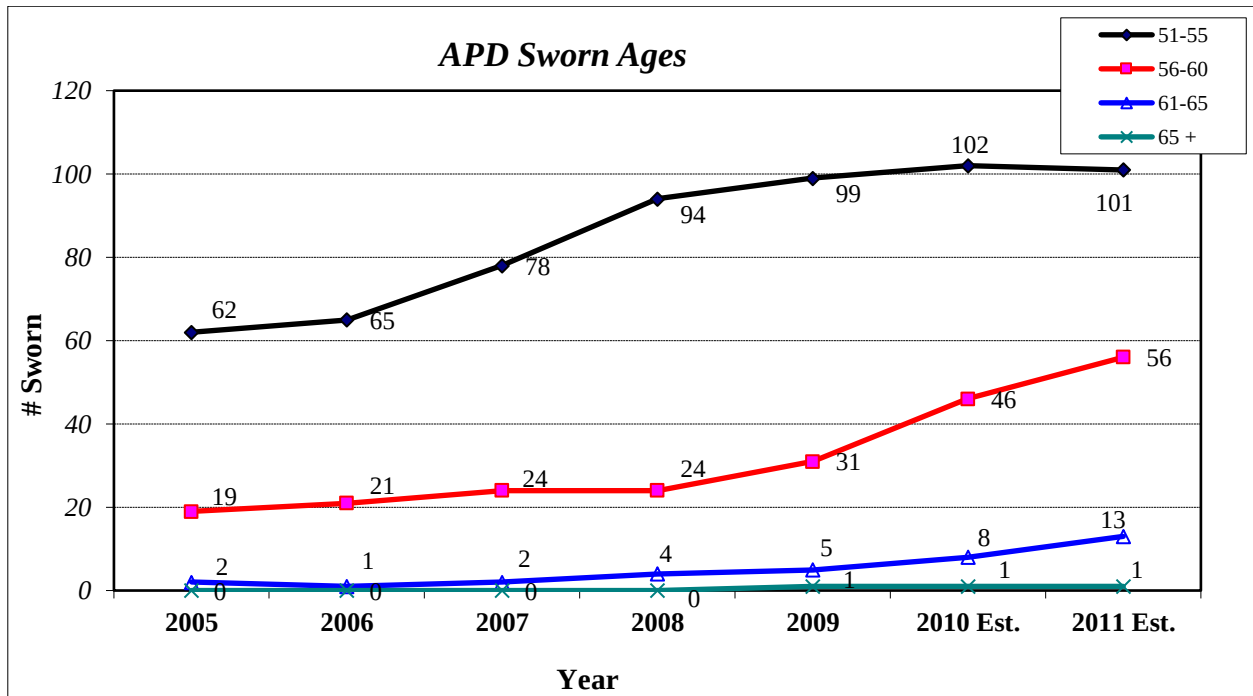
(These numbers do not include Recruit Officers who did not complete the Training Academy or those who resigned during the Field Training Program.)

Term Reason:	Death	3	All Males	
Term Reason:	Disability	12	7 Males	5 Females
Term Reason:	Resigned	51	47 Males	4 Females
Term Reason:	Retired	47	42 Males	5 Females
Term Reason:	Termination	2	All Males	
Term Reason:	Transfer	3	All Males	

The Aurora Police Department is experiencing a lower rate of attrition than normal, possibly due to the state of the economy. Police Administrative Services expect to see a fairly dramatic rise in the number of resignations when the economy improves. Below are tables that reflect age groupings of sworn members as well as the number of years of service. The following table represents projected years of service through 2011. The chart covers only officers with 20 + years of service.

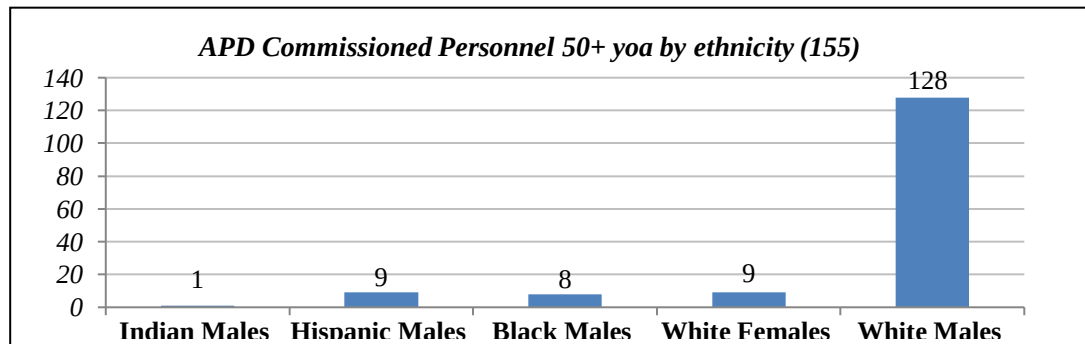


The following table reflects the ages of sworn members through 2011. Only officers 51 years of age and older are included.



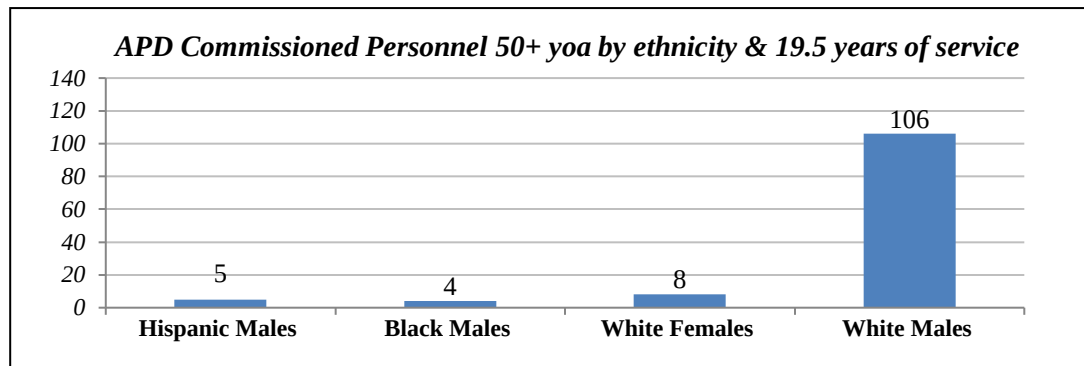
The following is the ethnicity breakdown of Aurora Commissioned personnel who are 50+ years of age from the last quarter of 2009:

IM = 1 HM = 9 BM = 8 WF = 9 WM = 128



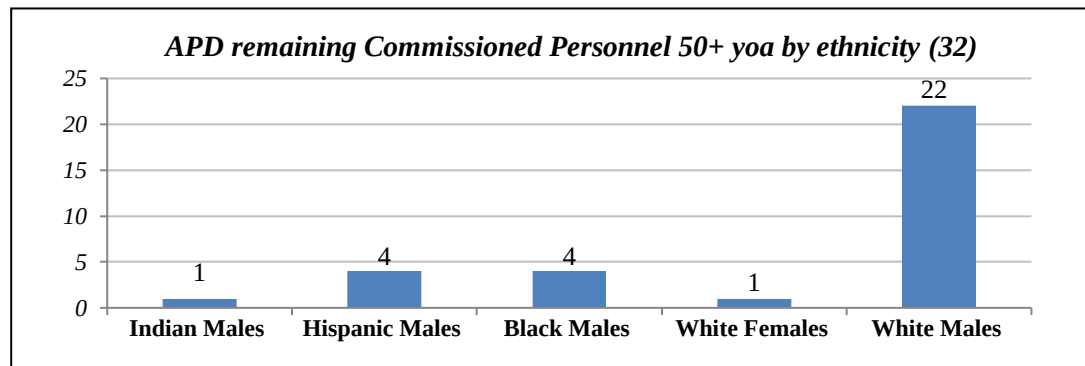
To be considered eligible for retirement from the City, Commissioned personnel must have at least 19.5 years of service and be at least 50 years old. Of the 155 personnel 50+ years of age, 123 also have 19.5 years of service or more. (4th quarter of 2009)

HM = 5 BM = 4 WF = 8 WM = 106



The remaining 50+ years of age Commissioned personnel are as follows (4th quarter of 2009):

IM = 1 HM = 4 BM = 4 WF = 1 WM = 22



Retention efforts should be strongly aimed at those officers less than 51 years of age. Those over 51 years are still high value employees but historically, most officers above 51 years of age will retire by the time they are 60. It is reasonable to expect that as the economy improves over the next few years we will see a large number of senior personnel retire.

Recommendations:

Potential recruits to the Aurora Police Department have expressed a variety of motives for applying with the APD. Basic recruits are often looking to get a foot in the door with any Law Enforcement. Others may be looking for an organization that has more growth and promotion potential than the smaller departments where they are currently employed. As Basic recruits age and mature, their reasons for staying at the APD may change as job satisfaction, as well as pay and benefits become more important.

Lateral applicants are often motivated by family concerns. They want better schools and a “better environment” for their children. They can be attracted by enhanced job growth and promotional opportunities, shorter job commutes and affordable housing, better pay and /or retirement benefits or better benefits in general than those offered by their current employer. In today’s economy, they may also be looking for a jurisdiction that offers better job security.

As mentioned earlier in this section, a number of officers who resigned went to other Police Departments, particularly the Denver Police Department. Reasons mentioned for moving from APD to DPD included

greater opportunity for significantly more off duty work and pay, as well as a Defined Benefit Retirement Program.

Overseas security companies have also drawn on a number of APD officers. Financial benefit seems to be a strong motive for a number of officers to go with security companies. It remains to be seen if this trend will continue as a number of the officers who left the Aurora Police Department to work for a year for these security companies have not been hired back by the APD when their security contract was up.

If the Police Department wants to retain personnel in both good and bad economic times, it is important to be competitive with local agencies in pay and benefits. The overview should include health insurance benefits and off duty work opportunities.

Opportunities for special assignments and promotions must be viewed as being accessible to all employees. The “good ol’ boy” system is perceived as being alive and well by a portion of commissioned personnel in general, and by its very nature, affects women and minorities in particular. Regardless of the validity of such perceptions, a concerted effort needs to be made to fight them. Mentoring and peer support programs can be helpful in constructing a level playing field for all employees.

Financial incentives for retention can include expanded opportunities for off duty employment, well advertised Health Savings Accounts, and a reevaluation of our retirement plan versus a defined benefits plan.

City sponsored child care outside of normal business hours would make it much easier for parents to promote as promotion often requires a return to swing shift or graveyard hours. Telecommuting options should be considered for non-uniform officers who do not have to be physically in the office to do their work.

PROMOTION

The following shows the “Rank Representation by Ethnicity / Gender” from the fourth quarter of 2009.

~ Aurora Police Department Civil Service Personnel ~ 2009 Fourth Quarter Affirmative Action Report Rank Representation by Ethnicity / Gender

	Chief of Police		Deputy Chief		Division Chiefs		Commanders		Captains		Lieutenants		Sergeants		Agents		Officers (1)		Totals	
WM	1	100.0%	1	100.0%	2	100.0%	3	75.0%	2	66.7%	25	80.6%	61	80.3%	77	81.1%	322	76.3%	494	77.8%
BM		-		-		-		-		-	1	3.2%	6	7.9%	2	2.1%	12	2.8%	21	3.3%
HM		-		-		-	1	25.0%		-	4	12.9%	4	5.3%	2	2.1%	28	6.6%	39	6.1%
AM		-		-		-		-		-		-		-	-	-	7	1.7%	7	1.1%
H/PM		-		-		-		-		-		-	1	1.3%		-		-	1	0.2%
AIM		-		-		-		-		-		-		-	1	1.1%	5	1.2%	6	0.9%
2+M		-		-		-		-		-		-		-	1	1.1%	5	1.2%	6	0.9%
WF		-		-		-		-	1	33.3%	1	3.2%	3	3.9%	10	10.5%	35	8.3%	50	7.9%
BF		-		-		-		-		-		-		-	1	1.1%	4	0.9%	5	0.8%
HF		-		-		-		-		-		-	1	1.3%	1	1.1%	2	0.5%	4	0.6%
AF		-		-		-		-		-		-		-		-		-	-	-
H/PF		-		-		-		-		-		-		-		-		-	-	-
AIF		-		-		-		-		-		-		-		-	1	0.2%	1	0.2%
2+F		-		-		-		-		-		-		-		-	1	0.2%	1	0.2%
TOTALS	1	100.0%	1	100.0%	2	100.0%	4	100.0%	3	100.0%	31	100.0%	76	100.0%	95	100.0%	422	100.0%	635	100.0%

Background

The current process for Police Promotional Selection consists of three phases with specific outcomes to establish an active promotional list for Agent, Sergeant, and Lieutenant. Promotion to Captain does not have a written test.

Phase one: Submit a letter of interest and an official transcript to Civil Service.

Phase two: Written exam

Phase three: Records Evaluation and Assessment Center

Officers are given three months to study for the test. They are asked to study two different books, APD directives, Colorado Revised Statutes and the contract for the APA. The following shows the percentages of minorities and females promoted between 2006 and 2009.

Protected Class promoted

	Protected class only	Females included
Commanders Rank	25.00%	0
Captains Rank	33.00%	66.00%
Lieutenants Rank	6.66%	13.33%
Sergeants Rank	20.68 %	34.48%
Agents rank	18.51%	29.62%

Changes in Promotion Process 2006 – 2009

There have been several important changes to the Police promotional process in the past four years.

Two years ago we started making both audio and visual recording of all assessment centers. The reason for this was twofold: to prevent disagreements among involved parties as to the details and fairness of the assessments and to afford candidates an opportunity to later review their performance as a training tool.

The Chief of Police can pick one assessor, with approval from the Civil Service Commission, for each exercise in an assessment center. The Aurora Police Association is afforded the same opportunity.

Recommendations

Two complaints are often heard about the Police Department's promotional process. The first criticism is that the tests have little to do with the job requirements of the position. The second is that the process does not account for skills that are hard to test for and does not allow experienced administrators input as to those candidates who would most likely be successful based on those skills and abilities that are not tested.

Recommendations to help alleviate these problems are as follows:

- Give additional credit to applicants for the rank of Sergeant for those who have served as detectives in the Agent rank.
- Make a change to the City Charter to allow "1 in 3." This would allow the Chief of Police to promote from the top 3 applicants on the list rather than promoting strictly the next person on the list according to final ranking.
- Banding scores and allowing the Chief of Police to promote any person in that band regardless of final ranking by the testing process.

EXHIBT A



Aurora Fire Department 2008 RECRUITMENT REPORT



Index

Recruitment Report	4
Conclusion	7
Exhibits:	
A Recruitment Personnel Flow Chart	9
B Source Report	10
C Candidate Prep Written Test	11
D Candidate Prep Oral Interview	13
E Candidate Prep Combat Test	15
F Ethnicity, Lateral	24
G Gender, Entry Level	25
H Ethnicity, Entry Level	25
I Current AFD Ethnicity and Gender	26
J Applicants for Testing	27

AURORA FIRE DEPARTMENT 2008 RECRUITMENT REPORT

**Compiled by
Deputy Chief of Special Services
Mark S. Ricard**

In 2008 the Aurora City Council established goals and objectives one which was to;

- Support effective efforts to integrate/orient an increasingly diverse community.

The objective of this goal was to;

- Strengthen and build effective partnerships with ethnic communities and communities of color.
- Continue expanding city communications into diverse communities.
- Enhance communications with diverse populations and celebrate/appreciate diversity.
- Program activities for a multicultural audience.
- Expand various resources for Aurora's diverse population.

To help the Aurora Fire Department meet the goal and objectives, the City Council enhanced the recruiting budget (\$7,400) with a onetime supplement of \$30,000. To meet the goal of the Council and to also meet the goals and expectations of the Chief of the Aurora Fire Department, which is to actively pursue partnerships with the Communities of Faith, the Key Community Response Team (KCRT) and other community leaders as well as the Community College of Aurora, the Aurora Fire Department established a recruitment team of nine individuals. This team was overseen by the Deputy Chief of Special Services and chaired by a Battalion Chief for most of the year and then replaced with the Public Information Officer.

Exhibit A – Recruiter Organization Chart.

In January, the Deputy Chief of Special Services sent a request, to all members of the department, asking for all interested parties to attend a “brainstorming” meeting. The goal of this meeting was to glean ideas from members of the department, in best practices as they relate to recruiting. Eighteen members of the department attended and from those eighteen, nine were picked to form the “Recruiting Team”. The respective ranks varied from Firefighter to Battalion Chief and six of the nine are from the protected or minority classes.

During that meeting ideas for a formal recruiting process were discussed, as well as workable venues to attend, advertising mediums, website development, video productions and the purchase of branded items (give away items with the AFD logo).

In February, a Battalion Chief (a member of the recruitment team) was reassigned to HQ for a two week period, to organize and coordinate the “recruitment plan”.

The goal of this plan is to;

“Implement effective recruitment practices that will continuously improve the diversity of the Aurora Fire Department, to achieve a workforce more reflective of the community we serve”.

Also during the month all team members were assigned research projects. These projects included researching appropriate venues, such as job fairs, seminars and community events that would expose the recruiter's to a diverse and qualified group of potential candidates.

Website design and layout were two other project assignments. Several hundred “staff hours” were devoted to this project and a close relationship was established with our website designer (the Public Information Officer) and the Public Information office for the city. All guidelines and criteria, for establishing a website, were followed by the Aurora Fire Department. The website can be accessed at fire.auroragov.org.

Media advertising is another assigned project and included print media, radio and movie theatre. Recruiting ads appeared in several newspapers, on several radio stations and included a Spanish speaking station.

Flyers and brochures were created and put in many community centers, fitness centers, community colleges, military bases and other places around the metro area.

Exhibit B – Applicant Flow by Source, Entry Level

One of the most important assignments, given at this time, was the establishment of the “Candidate Preparation Program.” This program is designed to educate applicants on the entire application process and the specific requirements of becoming an Aurora Firefighter. Items discussed were preparation for the written, the oral interview and the physical agility test. All of this information can be accessed on fire.auroragov.org.

Exhibit C – Candidate Preparation for Written Test
Exhibit D – Candidate Preparation for Oral Interview
Exhibit E – Candidate Preparation for Combat Test

Although the Aurora Fire Department recruiters will attempt to update information on this site concerning the Combat Test it is the responsibility of the potential Fire Candidate to remain educated on possible changes to testing protocol that may be initiated by the Aurora Civil Service Commission.

In March, many of the previously identified venues were attended by members of the recruitment team. These included meetings with Aurora Police recruiter’s and the establishment of a co-recruitment team at some of the job fairs at Red Rocks Community College, career fairs at Fort Carson Army base and Buckley Air Base. Costs for participation were shared among APD and AFD.

Also during this month, meetings were held with the Civil Service Commission and the decision to do away with the paper application form was made. An on-line application was developed. April started the open “on-line” application process for both entry level and lateral entry applicants.

The Aurora Fire Department team gave a PowerPoint presentation to KCRT and the new “Recruitment Video” was shown for the first time. Those in attendance included the Deputy City Manager over Fire and Police, the Communities of Faith, Key Community Response Team leaders from Aurora Public Schools, Cherry Creek Schools, NAACP, Justice, Health Services and others.

The month of May saw recruiters attending job fairs including more at military bases and Community Colleges.

Meetings continued with CCA and plans were finalized for conducting “Candidate Preparation” seminars.

June, four candidate preparations classes (Written test preparation only) were conducted, at CCA’s Lowry, by members of the recruitment team.

Brochures, flyers and posters were distributed throughout the state’s Community Colleges that had EMS and Fire Science programs.

July continued participation in job fairs. Two more candidate preparation classes were conducted at CCA. These classes were a compilation of written, oral board and physical agility preparation.

This month was also the last month of accepting on-line applications.

Exhibit F – Ethnicity, Lateral
Exhibit G – Gender, Entry Level
Exhibit H – Ethnicity, Entry Level
Exhibit I – Current AFD Ethnicity and Gender

August also had the recruitment team conducting two more in depth candidate preparation classes, and they participated in a job fair at the **Fire Rescue International** in Denver.

A recruitment team workshop/luncheon was conducted at Heritage Eagle Bend and items discussed included accomplishments, identifying issues, best practices and review of the Civil Service procedures for applications and a review of the recruitment team goals.

September through December saw much of the same as it relates to participation in job fairs, finishing any items left undone in any project and purchasing a stockpile of recruitment flyers, brochures and posters. Another outcome of our partnership with Aurora Police recruiter’s was the purchase of giveaway items that are crucial to a potential candidate remembering the name of the Aurora Fire Department. We purchased recruitment coins, extra recruitment DVD’s, ink pens and carabineers. All with the name of the department and the website address.

January 2009, the recruitment team is scheduled to go to each fire station, on all three shifts, and deliver recruitment literature, DVD’s, coins (for each employee).

Conclusion

As early as 1987, the Aurora Fire Department has asked for a full time recruiter position. Until now, there has never been a comprehensive plan to seek and educate qualified applicants. There was never a plan to teach applicants the art of test taking for a Civil Service position, nor an avenue for showing them the knowledge, skills and abilities needed to become an Aurora firefighter. Because of the funding, for recruiting in 2008, we now have those programs in place and have been able to accumulate

enough operating supplies, advertising and other items, to extend our efforts for two to five years, without extra funding.

Approximately \$10,000 was spent on recruiter expenses. This would include off duty time spent on projects and time spent at fairs and seminars. Easily five times that amount could have been justified for time spent on recruiting endeavors by the Deputy Chief of Special Services, the Administrative Chief, the Battalion Chief assigned to recruiting and the Public Information Officer. It should also be noted that members of the recruiting team spent numerous hours preparing projects, developing advertising flyers, brochures, working with Civil Service on application problems and other issues, non-gratis in order to keep expenses down.

Advertising expenses totaled approximately \$6,000 and include a series of movie theatre ads at the Aurora 16, Brighton Pavilion's, Pavilion's 15 and Westminster Promenade 24.

These totaled 67 screens and ran from 2-4 weeks. The total of this advertising medium alone was over \$4,800.

Brochures, flyers and posters accounted for another \$2,000. By investing in these items and intentionally keeping the copy somewhat generic, we are able to use these items for an extended period of time.

While participating in job fairs and seminars, around the state, it was determined that the recruiter's could use a microphone/amplifier speaker system, a continuous play DVD, poster stands and DVD's. This total was around \$1500.

Another \$2,000 was spent on general operating expenses which included business cards, cell phone expenses, entry fees to various venues, printing costs, luncheons and a voice over for the recruitment video.

After partnering with the Aurora Police recruiter's, it was suggested by them to purchase "give away items" that can be given to potential candidates at recruiting venues. The Aurora Fire Department has developed, designed and purchased recruitment coins, ink pens and carabiners, to be given at these events. This expense accounted for \$9,000.

After analyzing the data we obtained through the NeoGov applications, it was determined that approximately 62% of all applicants accessed the Aurora Fire Department application acceptance announcement, via a website. 41% used the Aurora City website, 15% used the Fire Department website (which was only active for a short period of time during the recruiting period) and a general website search 6% of the time. It was also decided that because of the overwhelming use of the website, any future money allocated to advertising, the majority should be spent in website development or updates.

Exhibits

Exhibit A

Aurora Fire Department Recruitment Personnel Flow Chart With Ethnicity

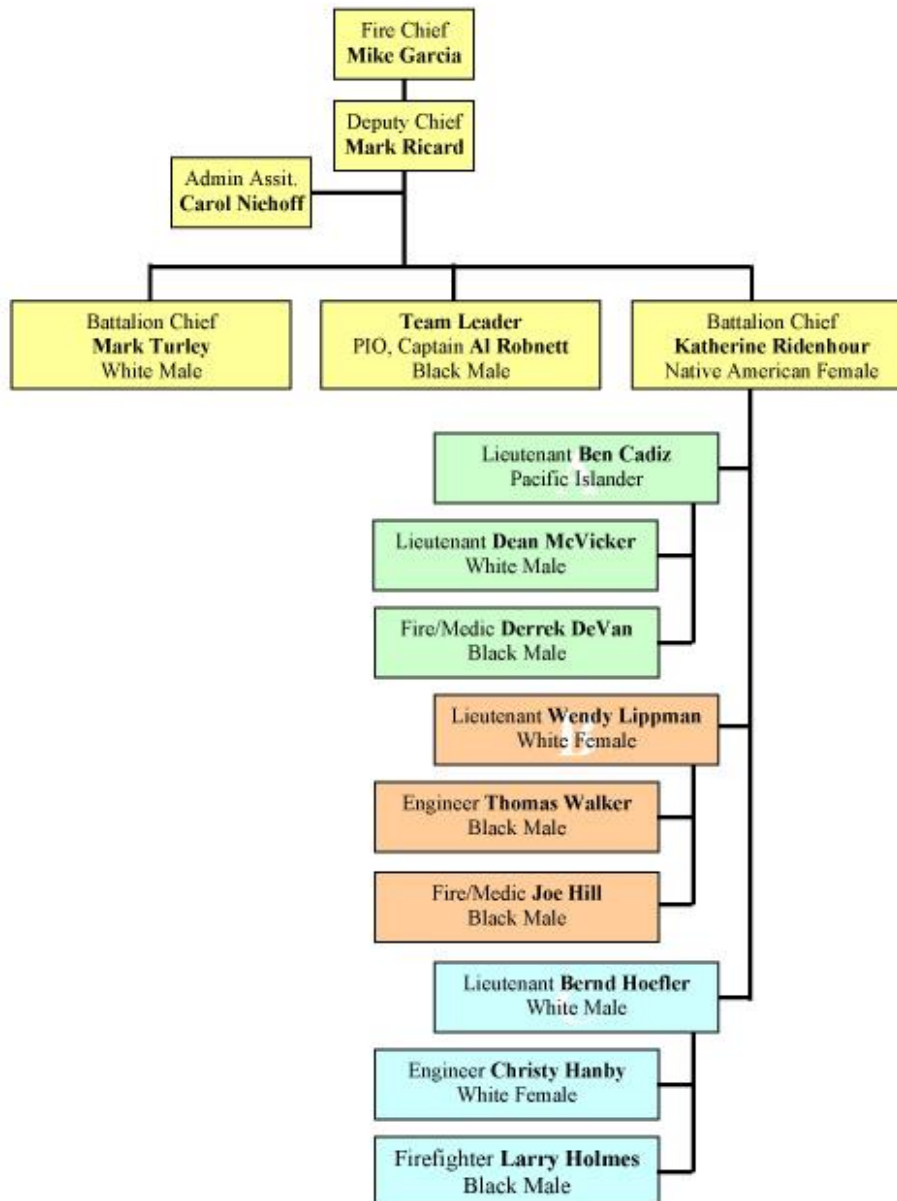


Exhibit B

Step	Group	Start	Passed	Failed	Pass Rate
MQ Auto Screening- Job Specific-ENT FF	Aurora Recruiter	25	22	3	88.00%
	Aurora City website	320	261	59	81.56%
	Aurora Fire or Police website	148	121	27	81.76%
	Family or Friend-Aurora Police or Firefighter	169	139	30	82.25%
	Family or Friend-non public safety	67	59	8	88.06%
	College Job Fair	16	11	5	68.75%
	Industry Job Fair	8	7	1	87.50%
	Movie Theater Advertisement	4	3	1	75.00%
	Aurora Television Channel	5	2	3	40.00%
	Aurora Job Line	12	10	2	83.33%
	Special Community Presentation	1	1	0	100.00%
	Civil Service Commission	18	15	3	83.33%
	General Website Job Search	107	84	23	78.50%
	Denver/Aurora Newspaper	12	11	1	91.67%
	Fire or Police Trade Magazine	19	11	8	57.89%
	Unknown	0	0	0	N/A
	Total:	931	757	174	81.31%

Exhibit C
**Candidate Preparation
for the
Written Test**

Suggestions and Tips

The suggestions and tips presented here to help candidates better prepare for the Entry Level Written Examination. The information may help candidates to understand the nature of the written examination and maximize their own performance on this portion of the application testing process.

The Entry Level Written Examination is designed to evaluate the readiness of each candidate to assume the duties of an entry level firefighter. The Fire Department will use the written test to evaluate each candidate's potential in a variety of different areas, each of which is a critical element needed for success as a firefighter.

I.O Solutions, the company that supplies the test materials, offers a study guide that may be purchased on their website at www.IFPRA.com. It contains additional materials to what is provided here. It does not guarantee better results on the written test, but it may help.

I.O. Solutions offers two packets, a Standard Edition study Guide (\$5.95) and an Enhanced Edition (\$14.95) Both are identical, except that the Enhanced edition includes a practice written test, which may be helpful. You may purchase a written version or a downloadable version. The website also offers the ARCO Firefighters Study Guide, which also may be helpful. The Aurora Fire Department does not endorse either product.

NOTE: Lateral Entry Level candidates do not have to undergo the written testing process.

The Written Examination consists of two parts:

Part I is designed to measure your cognitive or aptitude and knowledge skills. Basic questions such as mathematics, reading comprehension, problem-solving ability, deductive and inductive reasoning will be evaluated.

Part II is designed to evaluate your suitability to the job in terms of your personality attributes. It measures job-related personal characteristics that have been demonstrated to be indicators of success for the firefighter position.

The written examination is not necessarily intended to be one you study for. Part I is based on a high school education. However, you can prepare by reading articles or books on practical subjects and taking practice tests. You can also review and practice mathematical computations and applications such as addition, subtraction, multiplication, division and fractions.

You cannot study for Part II. The best thing to do on this part of the test is to answer the questions honestly. Any attempts to "fake" the right answers may work to your disadvantage. Also, do not attempt to answer the questions the way you think a Firefighter would. Again, the best advice we can give you is to answer these questions honestly. Part II will evaluate your stress tolerance, team orientation, motivation and attitude.

You will have a total maximum time of 2½ hours to complete the examination.

On the Day of the Examination:

Make sure you get a good night's sleep before the examination and eat a good meal before you arrive. Wear comfortable clothing, as you may be sitting for up to 2½ hours.

Business casual is acceptable.

Arrive at least 10 minutes early to check in.

Bring photo identification. It must be a government-issued, photo identification such as a driver's license or passport. No one will be allowed to take the examination without proper identification.

Listen carefully to all instructions given by the test proctor. If needed, ask for clarification in order to understand all the instructions.

The written examination may be administered on a computer or using an actual test booklet. No computer skills are necessary. Both computer tests and booklet tests are identical. Candidates are not allowed to bring in any supplies; everything to take the examination will be furnished.

Cell phones, pagers and other communication devices are not permitted during testing. If candidates bring a backpack, handbag or other personal items, those can be placed under the work station but are considered off limits during the test. In other words, do not give the appearance of trying to cheat!

Don't forget to bring a positive outlook and confident attitude!

While Taking the Examination:

Read all instructions for the examination fully. Make sure you understand how to properly utilize the computer or fill out the answer sheet.

Take your time and be calm - there should be plenty of time to complete the examination.

Don't get stuck on any one question—if you don't know an answer then leave the question and come back to it later. When you do come back to that question, then at least guess—there is no penalty for guessing and your guess may be correct. Do not leave any question unanswered.

Please read each question carefully. Do not go too quickly. Be sure you understand the meaning of each question. Carefully look over each answer.

Watch out for words that may be misleading such as "always", "never" and "all". Again, carefully read the material and reread it if necessary.

Try to answer the question before you read the answers. Then pick the answer that closest matches your initial response.

If you have extra time after completing the test, review your answers, particularly those that you were unsure of the answer.

You will be notified of your test results within three business days.

Good luck!

Exhibit D

**Candidate Preparation
for the
Oral Interview**

Oral Interview Suggestions and Tips

Preparing for the Oral Interview:

Participating in the Aurora Firefighter/Paramedic hiring process is challenging and demanding. The interview ideas and tips provided are to assist candidates with being better prepared and more confident.

Do you know what the job of a firefighter/paramedic is? Find out as much as possible about the position of Entry Level or Lateral Entry position to better prepare for the interview and the career.

Candidates are encouraged to read the Firefighter and Rescue Technician (EMT-Paramedic) job descriptions in order to understand and know the Department's requirements.

The Aurora Fire Department is dedicated to exceptional customer service. It is important candidates understand the career demands of an Aurora Firefighter. Candidates not only become firefighters, but also will attend the Emergency Medical Technician Paramedic (EMT-P) School and become a fully functioning paramedic. Paramedic School is part of an Aurora firefighter's training and is paid for by the department.

Your oral interview will last approximately 20-25 minutes. The interview board members will be comprised of two fire department personnel, one citizen and one Civil Service proctor. You can expect 5-6 questions. Use your time wisely. If you complete your interview in 10 minutes, you probably did not answer the questions fully. Likewise, if time stops and you are only on the third question, you will not receive full points for each question.

Most people are nervous in interviews – this is natural. However, by properly preparing and practicing interviewing skills, you can improve your confidence and presentation. There are many ways to improve your interviewing and speaking skills. Some of the ways you may consider practicing are:

Video and audio tape yourself practicing questions and review both for ways to improve

Setting up mock interviews with friends and family

Make lists of interview questions that may be asked

List all your qualities, attributes and traits that will make you a good firefighter/paramedic and be comfortable in talking about yourself

Make a list of all your accomplishments and how those apply to the fire service

Take college classes on public speaking, join public speaking clubs, and seek out opportunities to hone your speaking skills

Practice, Practice, Practice! Take every opportunity to focus on making this interview your best!

On the Day of the Interview:

Know where you are going! Preplan your route.

Dress professionally, not business casual.

Arrive 10 minutes early. **DO NOT BE LATE!** Your appointment time will allow you plenty of time to get checked in.

After you have been checked in, you will be given the list of your interview questions and time to review them. You may make notes on a separate sheet of paper if you like. Our goal is to set you up for success. Think positive thoughts, feel good about yourself and abilities and plan to put your best forward and shine!

During Your Interview:

If appropriate, shake the interview board members hands upon entering the room and repeat their names using appropriate title.

Take a seat after being directed to do so.

Make yourself comfortable but don't slouch – use good posture. There will a pitcher of water and glasses in the room. If you need a drink, now is the time to get one.

Don't forget to smile. Be yourself and focus on your message.

Lean forward and listen carefully to the board member asking the questions.

Place your question sheet on the table.

Listen for instructions on how to proceed. Your time starts when you begin to answer the first question.

Take a few seconds to organize your thoughts before you start your responses.

When answering questions, make good eye contact with all the board members – don't just stare at one person.

If the question has two parts, make sure you answer both parts of the question.

If during your answer you get confused or lose your train of thought, stop and refer back to the question in front of you. (No help or advice will be given by the board)

Pause between thought processes, avoid using “and ums”, “ahs”, “and stuff like that”. These can be distracting to the board. Pauses may seem like an eternity to you while you are gathering your thoughts, but typically do not seem out of place to the board members.

Use your time wisely. Answer the question as succinctly as possible; do not ramble.

Minimize stories and if you use examples, use ones that illustrate your point and apply to the question.

A closing statement may be acceptable, however, be brief, do not ramble. Thank the board members for their time and consideration.

Remain seated until one of the board members gives exit instructions.

You must leave all written materials on the table.

Exhibit E

Candidate Preparation Information for the Combat Test City of Aurora Civil Service Commission Physical Performance Assessment

The Combat Test is designed to measure the necessary strength and fitness levels required to be a successful Aurora Firefighter. Similar to all aspects of the testing process, the Combat Test is an important element to determine a potential candidate's ability to participate in suppression and emergency operations.

Below is a detailed description of the Civil Service administered Combat Test along with “tips” for each event that potentially may be helpful for some applicants. However, it is imperative that each candidate understands the key to **your** success is **your** current and future fitness level. There is ample fire service and/or fitness industry research which concludes that preparing for a fire service physical fitness test **should begin a minimum of 12 weeks prior to the test date**.

Candidates who attend the Recruit Academy must possess a high fitness level prior to and at the beginning of the Academy in order to complete the drills and fitness training required. Passing the Civil Service Combat Test does not guarantee that the candidate possesses the fitness level required to complete the Recruit Academy or to perform emergency and routine operations associated with firefighting and emergency medical services. The fitness programs and training scenarios presented in the Recruit Academy will improve your fitness level regardless of your current ability, but you must possess the strength, endurance, stamina and aerobic fitness levels prior to and at the start of the Recruit Academy to ensure you can be successful throughout training as well as your career.

Below is a sampling of websites to assist your fitness training that some individuals have found helpful. The Aurora Fire Department does not endorse or support any of these programs or any products they may offer, but provides these links as additional information on how to proceed with a comprehensive fitness program that may assist you in preparing for the Combat Test.

www.Crossfit.com

www.firejock.com

www.dragondoor.com/dv044.html

<http://firefightersworkout.com/>

<http://www.strengthcats.com/firepower.htm>

Successful firefighters commit to a lifelong habit of maintaining a comprehensive fitness level and living a healthy lifestyle. The job of a firefighter requires a higher than average physical fitness level. In order to become the best firefighter and team member you can be, you need to be dedicated to getting into and staying in great shape for your entire career.

Please check back for the Combat Test Video which will be posted here in the near future.

Combat Test Information and Tips

Introduction

The following information is designed to familiarize a potential Aurora Fire Department candidate with the components required for the mandatory passing of the Aurora Civil Service facilitated Combat Test based upon the of the Aurora Fire Department/ARA Human Factors physical agility test. The Combat Test is designed to test the potential Aurora Fire Department candidate's ability to successfully perform fire suppression and other emergency related activities and is proctored by the Aurora Civil Service Commission.

During the actual Combat Test, the candidate will wear a "bunker coat", an SCBA (self contained breathing apparatus) pack (not on air), a helmet, and a pair of firefighting gloves provided by Civil Service. The firefighting related clothing will be similar to the currently issued Personal Protective Equipment worn by members of the Department. Candidates are encouraged to wear comfortable clothing appropriate for arduous physical activity and current weather conditions. Clothing items such as T-shirts, sweat shirts, sweat pants, shorts and sturdy athletic shoes are recommended.

On the day of your actual Combat Test, pay close attention to the instruction provided to you by the Civil Service representative and/or an Aurora Fire Department employee designated by the Commission. The Civil Service Commission has the authority to make all final decisions on rules and procedures concerning their proctored Combat Test. Once the Combat Test is initiated, no questions will be answered by the proctors and/or the facilitators. Be sure to ask any questions before the test begins.

On the day of the actual Combat Test (refer to the Civil Service Commission Applicant Information Package), there are two additional tests that must be passed. These tests are in addition to the Combat Test, and must be successfully passed in order for the candidate to continue in the Civil Service testing process. These two additional tests are the *Mask Event* and the *Aerial Ladder Climb*. The Mask Event and Aerial Ladder Climb will not be practiced at the practice sessions but will be described to the potential candidate on the day of the test in the same manner as the description of the Combat Test.

Description of Events with Tips

Below is the Civil Service Commission Physical Performance Test Information Package which describes the test events.

Tips are included for each event ([noted in blue](#)) which some candidates may find helpful. These tips are not guaranteed to increase the ability of a potential candidate to pass the Combat Test; however, may be useful when preparing for the test. Likewise, although practice and improvement of technique may assist a potential candidate in performing the Combat Test, it will not substitute for lack of appropriate core, upper and lower body strength, agility, and general excellent anaerobic and aerobic fitness required to successfully pass the Combat Test.

The common trait among candidates who successfully pass the Combat Test is the apparent evidence that the candidate has been engaged over a significant period of time in

a multi-faceted physical fitness program that has increased and/or maintained the candidate's strength, flexibility, agility, speed and anaerobic and aerobic fitness to an excellent or high fitness level.

Note: The below information is the recent description supplied by the Aurora Civil Service Commission concerning the expectations for a potential Fire applicant/candidate to pass the Aurora Civil Service Commission proctored Combat Test. The TIPS are provided from the Fire Department and are in [blue](#).

**AURORA CIVIL SERVICE COMMISSION
FIRE FIGHTER PHYSICAL PERFORMANCE TEST
APPLICANT INFORMATION PACKAGE**

General:

The Aurora Fire Department and the Civil Service Commission welcome qualified applicants to test for the Firefighter position.

Fire fighting is an exciting and rewarding career. It is also one of the most physically demanding occupations in America. Unlike other manual labor jobs that are designed around the capabilities of the work-force, firefighters must respond to the demands of the situation and work in many and varied environments which can be hot, smoky and extremely hazardous.

Firefighters wear heavy equipment that severely limits performance and also carry heavy loads, including litters that weigh well over 200 pounds. Much of what firefighters do in emergency situations requires both muscular and aerobic fitness. This means that physical fitness is a very important component of job performance.

Being in top physical condition is a prerequisite for employment as a firefighter; is the best possible protection against on-the-job injuries; and is the key to staying on the job. Said another way, while it is important to have a high level of fitness to compete for a job in the Department, it is even more important to maintain fitness once on the job. A commitment to life-long fitness is an essential part of being a firefighter.

This handout provides an overview of the Physical Performance Test to better help you prepare for a challenging career in the fire service with the city of Aurora. The Physical Performance Test was designed to provide the Aurora Civil Service Commission and the Fire Department a list of prospective employees who exhibit the highest probability of success as a firefighter.

Considerable research was conducted to accurately measure the necessary levels of fitness to safely perform the duties of firefighters. High levels of anaerobic and aerobic fitness and muscular strength and endurance have been consistently identified as the most important determinate of job performance. So, increasing your anaerobic and aerobic fitness and muscular strength is an excellent method of improving performance on the test. Although, it will be difficult to practice exactly the test events, achieving a high level of conditioning by training with weights and cardiovascular conditioning will increase your likelihood of passing the test.

Note of Caution:

The Aurora Fire Department and Civil Service Commission do not assume any responsibility for any medical consequences that may arise from participating in the applicant selection process to include the physical performance test.

Prior to the test, we strongly urge you to check with your personal physician to determine your current health status and/or the status of any existing medical condition, which may prevent you from successfully completing all test events in allotted time.

While performing the physical performance test events, if you experience shortness of breath, dizziness, nausea, vomiting or chest pain, you should STOP all activity immediately and seek medical advice before continuing.

The Physical Performance Test (Combat Test):

The Test was designed after an exhaustive job task analysis and accurately reflects the physical demands of a number of fire suppression activities. The test was specifically designed to test necessary fire fighting physical capacities. The test standard was established as a minimum standard for probability of success during the fire academy.

It is not possible to provide applicants with an opportunity to use the equipment at the testing site prior to the administration of the actual test. However, a description of the test events is provided below to allow you to familiarize yourself with them.

Test Conditions:

The test is a timed event and is graded pass/fail. A maximum of six minutes and 30 seconds is allowed to complete all five events of the test. Time starts when the grader announces "GO" for the stair climb and stops when the Grader announces "STOP" at the end of the victim rescue, or whenever the time exceeds maximum allowable time. Applicant will be fitted with helmet, bunker coat, leather gloves and department-issue breathing apparatus without face piece while performing the test. No other equipment, devices, straps, etc. may be used.

An applicant should pace himself/herself as he/she moves from event to event. Applicants may rest at any time during performance of the test, but the clock will continue to run. Only one opportunity is allowed to complete the test.

Combat Test Information**Test Station # 1 - Stair Climb:**

Applicant will pick up a current department-issue high-rise hose bundle, weighing approximately 30 to 40 pounds, place it on his/her shoulder and carry it to the top floor of the drill tower

stairway. Applicant will deposit the hose load on the floor where indicated. Handrails may be used to assist applicant on the way up and taking more than one step at a time is allowed. This completes the Stair Climb event.

Note: Applicants should pace themselves up the stair climb. Individuals who attempt to complete this event too quickly frequently place themselves in extreme oxygen debt, find it difficult to recover, and thus reduce their performance on the events that follow.

TIPS:

- Pace yourself during the stair climb; going out too fast can rob you of energy needed later in the combat test.
- Help yourself up and down the stairs using the hand rail.
- Skipping stairs on the way up is allowed but remember to pace yourself and do not skip any stairs on the way down.
- Walk at a slow to moderate pace to the next event allows the candidate to recuperate - **no running allowed.**

The candidate **cannot**:

- Place the hose pack over or on the SCBA bottle.
- Carry the hose pack in any other manner except on the shoulder (either shoulder).
- Skip stairs on the descent. Watch Video

Test Station # 2 - Hose Hoist:

Applicant will walk down to the 4th floor, touching each step, to Test Station #2. Using a hand over hand pulling motion, applicant will hoist the donut roll (approximately 30-40 lbs.) with the aid of a rope to the 4th floor of the drill tower. The donut roll must be pulled **over the top handrail** and dropped on the floor. Applicant must keep at least one foot on the drill tower stairway floor at all times. The **Hose Hoist** event is complete when the donut roll is dropped on the floor.

TIPS:

- Use the largest muscles available for each event as using small or smaller muscles can fatigue them and make it difficult later in the combat test.
- Try to complete the hose roll hoist in a short time period as holding the rope with your hands fatigues your forearms which you will need in the next event.
- The candidate can go as fast or slow descending the stairs but this is a great opportunity to slow your pace, take deep breaths and try to regain your strength for the next event.
- *Remember:* The right pace is essential in allowing yourself the maximum time to rest yet giving you enough time for each event.
- *Be sure to hit every step in your descent!*
- Walk at a slow to moderate pace to the next event allows the candidate to recuperate - **no running allowed.**

The candidate **cannot**:

- Pull the rope across the railing during the hose pack hoist; it must be lifted with each pull.
- Use a raised foot against the railing to assist with hoisting the hose pack

Cannot skip stairs on the descent. [Watch Video](#)

Test Station # 3 - Forcible Entry:

Applicant will walk down stairs touching each step and proceed to Test Station #3. Using a 9-lb shot hammer, applicant will drive the metal beam of the Keiser Force Machine a distance of five feet. Applicant should strike the end of the beam, contacting the surface of the beam as squarely as possible for maximum force transfer. Applicant should pay attention to the position of the beam in relation to the arch of the foot; they should be on the same plane. Getting "ahead" of you will result in the point of impact at the handle of the Force Machine as opposed to the head of the mallet. **The Forcible Entry** event is complete when the leading edge of the beam passes the end of the sled.

TIPS:

- Technique and being comfortable swinging a shot hammer will help tremendously.
- Using large swings with the shot hammer will cost you in time and energy.
- Shorten the swings and strike the hammer head with a precise perpendicular hit on the bar.
- Try keeping your heels close to the same plane or in front of the bar as this helps in striking the bar with a more precise and perpendicular hit.
- For candidates with weaker or fatigued forearms, try a rocking motion with your hips, using your arms only to hold the hammer and your rocking motion to swing the hammer head. (This is a weaker swing but can save some forearm strength for later events).
- [Walk](#) at a slow to moderate pace to the next event allows the candidate to recuperate - **no running allowed.**

The candidate **cannot**:

- “Hook” the sledge hammer over the bar and drag the bar. [Watch Video](#)

Test Station # 4 - Hose Advance:

Applicant will walk the required distance of 140 feet to Test Station # 4. He/She will grasp the end of a charged 1-3/4 inch hose and drag it 75 feet to the finish line. The **Hose Advance** event is complete when the applicant’s feet cross finish line and drops the hose where indicated.

TIPS:

- Most people find it helpful to run or walk fast at the start of the hose pull to increase their momentum later in the event.
- For people with weaker or fatigued forearms, try placing the hose over the chosen shoulder and place the nozzle under the opposite arm to reduce the use of the forearms and allow them to recuperate.
- Some may find it helpful to place the nozzle at their knee level in order to pull against the hose more efficiently.

- Do not stop during the hose pull - try to complete the event in one continuous motion thus taking advantage of your momentum at the end.
- Walk at a slow to moderate pace to the next event allows the candidate to recuperate - **no running allowed.**

The candidate **cannot**:

- Walk backward; the candidate must move in a forward motion while pulling the charged hose line.

[Watch Video](#)

Test Station # 5 - Victim Rescue:

Applicant will walk 40 feet to Test Station #5 and grasp the supine victim (approximately 175-pound mannequin) and drag it 100 feet. Applicant should place his/her chest as close as possible against the back of the mannequin and lift with his/her whole body. The **Victim Rescue** event is complete when the feet of the mannequin cross the finish line.

TIPS:

- At this time, your body is fatigued and a “can do it” attitude goes a long way in this event.
- Technique and being comfortable picking up the dummy will help tremendously.
- For people with shorter arms, using the strap provided will assist in lifting the mannequin to your chest. (Using the strap is a preference but can cost you time while you wrap your hands around it.)
- Try to lift the mannequin so as little of the mannequin is dragging on the ground. (Dragging the mannequin on the ground increases friction thereby costing time and increased effort.)
- Try to complete the event with one fluid motion.
- If you have to stop or lose grip of the dummy, “collect yourself”, grip and lift the dummy, walk backwards until the feet of the dummy cross the finish line.
- You can stop and rest as much as you like or as time allows but **the clock will still run.**

The candidate **cannot**:

- Walk forward, you must walk backwards.
- The dummy cannot be carried in any other way than the above mentioned position.
- Run during this event.
- Drag the mannequin by the strap, its clothing or any part of its body. [Watch Video](#)

[Watch full test Video](#)

**Successfully completing all five events completes
*The Physical Performance Test.***

Additional Testing Requirements:

Applicants must also be able to perform critical job functions of working while wearing a protective mask during periods of limited visibility and working on tall ladders, therefore the following events will be performed by applicants who **PASS** the physical performance test. Applicant will wear helmet, bunker coat, and leather gloves during the events in addition to any equipment specific to the event.

Mask Event:

Applicant wears an air mask with face shield blacked out (taped). Applicant will be assisted in donning the air mask w/face shield. Applicant will be led through one floor of the drill tower. Applicant **PASSES** if he/she completes the task without removing the mask; and **FAILS** if he/she removes mask in any manner.

Aerial Ladder Climb:

Applicant wears a ladder belt. A safety rope will be attached to the belt and run over the tip of the ladder in such a manner to allow a Firefighter on the ground to stop the applicant in case of a fall. Applicant will be instructed on proper ladder climbing procedures; hands and feet on every rung. Applicant will climb an aerial ladder extended to 80 feet and at 75 degrees elevation. Upon reaching and touching the top rung of the ladder, applicant will stop; look down and identify an object (tool, axe, etc.) on the ground; and return to the base of the ladder. Applicant **PASSES** if he/she successfully completes the event; **FAILS** if he/she cannot climb to the top of the ladder, does not touch the top rung, cannot look down, or needs assistance to get off the ladder. This completes the additional testing requirements.

Additional Information:

Dressing rooms and lockers are not available in the test area. It is recommended that watches and other valuables not be brought to the test.

Some Training Tips to Prepare for the Test:

One of the best activities to help applicant's train for the physical performance test includes climbing stairs while carrying heavy weights in a backpack or similar configuration. Other simple tests such as push-ups and sit-ups can be very helpful in predicting performance on the Physical Performance Test. As a minimum, applicants should be capable of performing at least 25 push-ups and 45 sit-ups. To increase your performance on this measure of muscular endurance, test yourself to failure (until you can't do any more repetitions). Take this number and divide it by two. Add one to this number and perform three sets of the number of repetitions every other day. Test yourself each week to measure your improvement. In addition, the following also will assist applicants in preparing for the test:

1.5 Mile Run Self-Test

A good way to determine if you have an adequate level of cardiovascular fitness is to test yourself on the 1.5 mile run. The table below is used to rate your performance on the 1.5-mile run.

Categories for Aerobic Fitness

- Superior = less than 10 minutes
- Excellent = between 10 and 11 minutes
- Good = between 11 and 12 minutes
- Fair = between 12 and 13 minutes
- Poor = between 13 and 14 minutes
- Very Poor = 14 minutes or more

Conclusion of Aurora Civil Service Combat Test Description.

Successful passing of the Aurora Civil Service Commission proctored Combat Test is for Fire applicant testing purposes only and DOES NOT insure successful completion of the subsequent arduous physical demands and high fitness levels required during an Aurora Fire Department Recruit Academy.

Exhibit F

NEOGOV Insight - Applicant Flow by Ethnicity

Page 1 of 2



[My HR](#) | [My Links](#) | [Help & Support](#) | [Logout](#)

Class	Post	Admin	Benefits	Reports	CandidateTrack	Tests	Requisitions	List
-----------------------	----------------------	-----------------------	--------------------------	-------------------------	--------------------------------	-----------------------	------------------------------	----------------------

Welcome, **Heather Dearman**

Applicant Flow by Ethnicity

Exam Title **Firefigther-Lateral**
Exam Number **00003**

Department **Civil Service Commission**
Division
Vacancies

[Applicant Flow by Gender](#) [Applicant Flow by Ethnicity](#) Show Applications: [All \(Active & Archived\)](#)

Step	Group	Start	Passed	Failed	Pass Rate
2. Application Reviewed	Caucasian	83	48	35	57.83%
	African American	2	0	2	0.00%
	Hispanic	8	2	6	25.00%
	Native Hawaiian/Pacific Islander	0	0	0	N/A
	American Indian/Alaskan Native	2	1	1	50.00%
	Other/Two or more races	5	3	2	60.00%
	Unknown	1	0	1	0.00%
	Total:	101	54	47	53.47%

Failed Reason
Lateral Not Qualified

Group	Failed
Caucasian	16
African American	1
Hispanic	4
Native Hawaiian/Pacific Islander	0
American Indian/Alaskan Native	1
Other/Two or more races	0
Unknown	1
Total:	23

Failed Reason
Withdrawn from process

Group	Failed
Caucasian	1
African American	0
Hispanic	0
Native Hawaiian/Pacific Islander	0
American Indian/Alaskan Native	0
Other/Two or more races	0
Unknown	0
Total:	1

Failed Reason
DQ Drug Use

Group	Failed
Caucasian	1
African American	0
Hispanic	0
Native Hawaiian/Pacific Islander	0
American Indian/Alaskan Native	0
Other/Two or more races	0
Unknown	0
Total:	1

Failed Reason
Lateral not invited

Group	Failed
Caucasian	17
African American	1
Hispanic	2
Native Hawaiian/Pacific Islander	0
American Indian/Alaskan Native	0
Other/Two or more races	2
Unknown	0
Total:	22

https://secure.neogov.com/employers/app_tracking/appflow.cfm?EPID=70847&ESID=195... 1/6/2009

Exhibit G

MQ Auto Screening-Job Specific-ENT FF	Group	Start	Passed	Failed	Pass Rate
	Male	868	707	161	81.45%
	Female	55	43	12	78.18%
	Unknown	8	7	1	87.50%
	Total:	931	757	174	81.31%

Exhibit H

MQ Auto Screening- Job Specific-ENT FF	Group	Start	Passed	Failed	Pass Rate
	Caucasian	651	543	108	83.41%
	African American	63	40	23	63.49%
	Hispanic	126	103	23	81.75%
	Native Hawaiian/Pacific Islander	11	7	4	63.64%
	American Indian/Alaskan Native	9	9	0	100.00%
	Other/Two or more races	53	41	12	77.36%
	Unknown	18	14	4	77.78%
	Total:	931	757	174	81.31%

Exhibit I

**AURORA FIRE DEPARTMENT
CIVIL SERVICE STAFFING
February 18, 2009**

CIVIL SERVICE TOTAL:	305
FEMALE	21 6.89%
MALE	284 93.11%

<i>Ethnicity</i>	<i>EEO Codes</i>	<i>Sex</i>	<i>Number</i>	<i>%</i>
African American	2	Male	10	3.28%
Asian	4	Female	1	0.33%
Asian	4	Male	6	1.97%
Caucasian	1	Female	19	6.23%
Caucasian	1	Male	240	78.69%
Hawaiian/Pacific Islander	5	Male	3	0.98%
Hispanic	3	Male	17	5.57%
Native American	6	Female	1	0.33%
Native American	6	Male	3	0.98%
Two or more races	7	Male	5	1.64%

TOTAL MINORITIES/PROTECTED-CLASS 65 21.31%

MINORITIES/PROTECTED-CLASS BY RANK:

<i>Rank</i>	<i>EEO Codes</i>	<i>Total Rank #</i>	<i>Ethnicity</i>	<i>Sex</i>	<i>Number</i>	<i>%</i>	<i>% by Rank</i>
Battalion Chief	2	11	African American	Male	1	9.09%	
Battalion Chief	6	11	Native American	Female	1	9.09%	18.18%
Captain	2	20	African American	Male	1	5.00%	
Captain	1	20	Caucasian	Female	3	15.00%	
Captain	3	20	Hispanic	Male	1	5.00%	25.00%
Lieutenant	2	52	African American	Male	2	3.85%	
Lieutenant	4	52	Asian	Male	3	5.77%	
Lieutenant	1	52	Caucasian	Female	5	9.62%	
Lieutenant	5	52	Hawaiian/Pacific Islander	Male	1	1.92%	
Lieutenant	3	52	Hispanic	Male	2	3.85%	25.00%
Engineer	2	58	African American	Male	2	3.45%	
Engineer	4	58	Caucasian	Female	4	6.90%	
Engineer	3	58	Hispanic	Male	2	3.45%	
Engineer	6	58	Native American	Male	1	1.72%	15.52%
Rescue Technician	2	54	African American	Male	1	1.85%	
Rescue Technician	4	54	Asian	Male	1	1.85%	
Rescue Technician	1	54	Caucasian	Female	2	3.70%	
Rescue Technician	5	54	Hawaiian/Pacific Islander	Male	1	1.85%	
Rescue Technician	3	54	Hispanic	Male	3	5.56%	
Rescue Technician	7	54	Two or more races	Male	2	3.70%	20.37%
Arson Technician	7	1	Two or more races	Male	1	100.00%	100.00%
Fire Fighter	2	105	African American	Male	3	2.86%	
Fire Fighter	4	105	Asian	Female	1	0.95%	
Fire Fighter	4	105	Asian	Male	2	1.90%	
Fire Fighter	1	105	Caucasian	Female	5	4.76%	
Fire Fighter	5	105	Hawaiian/Pacific Islander	Male	1	0.95%	
Fire Fighter	3	105	Hispanic	Male	9	8.57%	
Fire Fighter	6	105	Native American	Male	2	1.90%	
Fire Fighter	7	105	Two or more races	Male	2	1.90%	26.67%

Exhibit J

Entry level Applications July 31st 2008

Candidates have yet to be tested

Ethnicity	Start
Caucasian	651
African American	63
Hispanic	126
Native Hawaiian/Pacific Islander	11
American Indian/Alaskan Native	9
Other/Two or more races	53
Unknown	18
Total:	931
Male	868
Female	55
Other	8
Total:	931

Entry level Applications November 2nd 2007

Candidates were tested November 9th 2007

Ethnicity	Total
Caucasian	406
African American	30
Hispanic	60
American Indian/Alaskan	11
Asian/ Pacific Islander	11
Other	10
Grand Total	528
SEX	Total
Female	45
Male	486
Grand Total	531

APPENDIX B

RECRUITMENT, SELECTION, PROMOTION AND RETENTION TASKFORCE
PRELIMINARY REPORT OF FINDINGS AND RECOMMENDATIONS
EXECUTIVE SUMMARY

PURPOSE

This preliminary report presents the findings and recommendations of the “Recruitment, Selection, Promotion and Retention Taskforce” (Taskforce) established by Ron Miller, City Manager in May 2009. The Taskforce’s purpose was to evaluate the recruitment, selection, promotion and retention processes and strategies surrounding “protected classes” within the Aurora Police Department (APD) and the Aurora Fire Department (AFD) and to forward such recommendations to the Civil Service Commission and to the City Manager.

For the purposes of this report, the Taskforce used the City’s “Personnel Policies and Procedures Manual” in definition of “protected classes,” which states: “The City of Aurora is an equal opportunity employer. No applicant for employment or employee shall be discriminated against because of race, religion, color, sex, sexual orientation, age, disability, or national origin.”

This preliminary report has been presented to the Police Chief and the Fire Chief for their review and discussion. The Taskforce now submits this preliminary report to the Civil Service Commission (Commission) for review and discussion.

BACKGROUND

The Taskforce was established as a result of a meeting between several Aurora African-American Firefighters and Ron Miller, City Manager, Chief Garcia, and Tom Nicholas, Deputy City Manager in May 2009. The discussion initially centered on issues related to the “written test” administered by the Commission. This test is a major step in the selection process to fill a Fire academy. Commission staff has indicated that African-American candidates, as a whole, finished in the middle range on the written test. A prospective candidate for an academy is ranked by their score on the test, which then determines whether they proceed to an “oral board interview.” Typically, African-American candidates, whose scores finished in the middle to mid-upper range, do not advance to the “oral board” interviews.

The discussion with the City Manager, however, evolved to include processes for recruitment, testing and selection, promotion and retention that might affect not only African-American candidates but all candidates. It was agreed that addressing diversity extended beyond the “written test.” The Taskforce would include representatives from both the Fire and Police departments. The Taskforce, as reflected below, consisted of representatives from both Fire and Police departments.

1. Aurora Fire Department: Captain Allen Robnett, Lieutenant Ben Cadiz, Engineer Thomas Walker, Fire-Medic Joe Hill
2. Aurora Police Department: Sergeant Paul Poole, Detective Shannon Lucy-Youngquist, Officer Carolyn Renaud, and Agent Steven Crowe.

3. Co-Chairs: Tom Nicholas, Deputy City Manager and Janice Napper, Assistant City Manager

Since the establishment of the Taskforce and the submittal of this report, there has been the Department of Justice investigation that stalled the Taskforce and the Civil Service Commission for a period of time. The Taskforce resumed its purpose and worked through various stages of candidate processing towards admittance to either a Fire or Police academy.

Department of Justice:

Nearly two months after the formation of the Taskforce, the Department of Justice (DOJ) sent a letter to the City that indicated that “Loretta King, Acting Assistant Attorney General, has authorized a full investigation of the City’s employment practices with respect to its Police and Fire departments to determine whether the City is engaged in a pattern or practice of discrimination against blacks and/or Hispanics with respect to employment in the police officer and firefighter positions, in violation of Title VII.” Both the Commission and the Taskforce were made aware of this investigation and pending interviews by the DOJ. The Taskforce and the Commission met with the City Attorney’s Office and the outside legal firm of Brownstein Hyatt Farber and Schreck, LLP, as represented by attorneys David Powell and Martha Bauer.

Initially, both the Commission and the Taskforce were requested to stand-down and to allow the DOJ to conduct an internal interview and investigation of city documents related to the claim. After many discussions with the City’s outside legal firm and DOJ, the decision was that Taskforce could proceed with its evaluation of various aspects of recruitment, testing, promotion and retention but that it could not evaluate or make recommendations regarding the “written test” itself or the processes.

The Taskforce struggled as the DOJ investigation continued to widen its scope from “written test” to “background investigations.”

Civil Service Commission:

The Civil Service Commission, to its credit, has struggled the most to work its way through an evaluation of its processes from “applications” through establishing their “Prospective Employee List,” which serves as the list of eligible candidates for both the Fire and Police academies. It is obvious that the Commission is under the weight of the DOJ investigation and continues to take steps to implement procedures that will be acceptable to the DOJ. As of the submittal of this report, the Commission has taken the following steps:

1. “Written Test:” The Commission has adopted the Ergometrics test for the Fall Fire Academy. Firefighters were invited to test Ergometrics before the Commission adoption. It was felt that the test was superior to the old written test and provide far more information.
2. “Oral Board.” The Commission has suspended the need for an “oral board” based on the recommendations of an outside expert provided by the City Attorney’s Office.

3. "APD Chief Captain's Points:" The Commission reversed its previous rule making to allow the APD Chief to have a weighted value in the "captain" selection process. The reversal was reported as a conflict of the current City Charter.
4. "Background Investigations:" The Commission is undertaking a discussion of whether it will administer "background investigations" or allow the APD and AFD to continue their processes with some modifications.

The Commission has and will continue to work through the many issues that the DOJ will bring forward. The Taskforce and the Commission share the same result and that is to properly recruit, test, and establish a "Prospective Employee List" that reflects the diversity of the community.

Summary:

The Taskforce's preliminary "findings and recommendations" span well beyond the DOJ scope of investigation. There are recommendations affecting the "physical fitness test," "promotions," and "retention." The continuation of the DOJ investigation and the Commission's efforts to advance new procedures will, hopefully, provide for the changes in the Commission's and the Fire and Police departments to properly address diversity.

In concert with the DOJ's focus and the Commission's changes, the findings and recommendations contained in this Taskforce report cover other areas of importance. Some of the recommendations have already been employed, specifically within the Fire and Police "fitness tests."

As it stands, this report is more for the internal processes outside the Commission's area of responsibility. It is important that the respective Fire and Police departments review the findings and recommendations with a view towards continuing the advancement of diversity with their respective organizations.

FIRE DEPARTMENT PRELIMINARY REPORT

The following “findings and recommendations” address four major areas described, as follows:

1. Recruitment Processes: The processes and strategies used by the Fire Department to recruit individuals to apply as potential candidates with a focus on increasing the number of qualified female applicants of all backgrounds and male applicants from different ethnic backgrounds.
2. Entry-Level Selection Processes: The Taskforce initially looked at both “the written test and oral board process;” however, the DOJ investigation has lead the Civil Service Commission to undertake significant changes to both processes. The Taskforce did review and provide recommendations regarding the “Physical Agility Combat Test” process.
3. Promotion Processes: The Fire Chief has the authority to appoint Battalion Chiefs and the Deputy Chief positions. The Commission is responsible for testing and establishing a Prospective Employee List (PEL) for ranks of entry-level firefighter 4th grade through Captain.
4. Retention: Retention of firefighters, notwithstanding their rank, is an important component of maintaining a highly skilled sworn workforce and in building leadership from within the Fire Department.

FIRE RECRUITMENT

Historically, the Fire Department has assigned recruitment to the department’s Public Information Officer (PIO) as one of many other duties, and with a modest budget of \$7,000 plus towards recruitment efforts. When an application period was announced, the PIO would attend job fairs as time permitted to recruit potential candidates. During some application periods, though not consistently, advertisements were placed with local media outlets as a passive recruitment effort to inform a limited population that the Fire Department was recruiting to fill an academy; however, this effort did little to teach or to inform people about a firefighter career opportunity. As a result, the numbers of protected class candidates of diversity were insufficient to reflect the diversity of the City of Aurora community.

In January 2008, the Fire Chief, with funding support of \$30,000, established a recruitment team to initiate an aggressive recruitment of individuals of diversity, meaning potential female and male candidates of ethnicity. Attachment A: “Aurora Fire Department 2008 Recruitment Report” details the results as prepared by the Fire Department.

The 2008 recruitment efforts revealed that college and military job fairs are more productive. Additionally, emphasis on candidate test preparation classes helped individuals understand what they needed to focus on. The following chart shows that there were increases in the diversity areas between the Candidates Tested in 2007 and the 2008 number of candidates (who have not been tested) who have completed their applications.

Ethnicity	2007 Candidates Tested	2008 Applicants	2008 over 2007
Caucasian	406	651	245
African American	30	63	33
Hispanic	60	126	66
Native Hawaiian/Pacific Islander	11	11	0
American Indian/Alaskan Native	11	9	-2
Other/Two or more races		53	53
Unknown	10	18	8
Total	528	931	403
Female	45	55	10
Male	486	868	382
Other (the candidates failed to answer)		8	8
Total	531	931	400

Findings

1. **Recruitment Support:** Though the recruitment effort was very impressive, it is only sustainable for short periods of time during a limited application period (the time the online application opens until it closes). The bulk of the recruitment work was performed by line Firefighters working a 56 hour work week, then recruiting on their off-duty hours, which created problems of not being able to recover from their normal workload.

Though the Fire Department produces high quality brochures and an informative web site, many applicants do not have a complete understanding of what a career in the fire service entails or what will be expected of a new Member, i.e., number and type of responses, post academy training, etc. In evaluating other agencies (Los Angeles and Dallas) we find that a year-round recruitment and education/preparation program is the only efficient way to produce high quality diverse PELs on an ongoing basis.

Recommendations:

- a. Assign one full-time employee with a budget capable of implementing a year-round recruitment program to insure an adequate number of candidates are ready for an application period.
- b. The recruitment program should include candidate preparation classes for written tests, personal interviewing, and physical agility testing.

- c. An application period and testing procedure should be considered one complete process, so that every application period establishes a new prospective employment list. This is not to suggest how often an application process is to be administered, only that each process ends in a new PEL.
2. **Communications:** In retrospect, the communication between the Fire recruitment effort and the Civil Service Commission should have had some benchmarks that would have established realistic outcomes for the 2008 recruitment effort. There have been, however, significant improvements in communication with Commission staff.

Recommendation: The Taskforce understands that the Civil Service Commission does not participate in recruiting; however, the Commission policies have a direct and significant effect on recruiting. Before a recruitment effort is undertaken, the Fire Department, Commission and staff will concur on the recruitment strategy outcomes and expectations associated with the testing processes.

FIRE ENTRY LEVEL SELECTION PROCESS

The following represents the 2007 selection process used by the Commission's "Flow Chart for Fire Entry Level Selection Process," which consists of: Application, Written Exam, Oral Board, Rank, and Fitness Combat Test. Findings and recommendations are identified for each step within the process.

Phase One:

Step 1. **APPLICATION** process is online, and the computer automatically screens if applicant meets minimum qualifications.

Findings:

The automatic screening does not consider simple factual errors that can eliminate quality candidates. Actual examples are a candidate that indicated he did not speak English, and another who simply incorrectly added the months that his license was reinstated.

Recommendation:

The Taskforce would recommend that an appeals process be in place to review factual errors so a candidate who merely checked the wrong box is not eliminated.

Step 2. Qualified applicants are invited to **WRITTEN EXAM**. Applicants given choice of date and time. Applicants pay \$15 to take the current written exam.

Findings:

The frequency to fill a Fire academy is not, presently, as large as needed the Police Department, which may have two academies a year. Consequently, an established PEL for the Fire Department academies can last several years before the Commission retires

an old list to establish a new PEL. Such is the case that effectively suspended the 2008 recruitment process conducted by the Fire Department.

However, the Commission is using the Ergometrics “written test” on the 2008 applicants for the 2010 Fall academy. When the new PEL is established, the results of the 2008 recruiting efforts can be evaluated.

The previous test established a ranking of candidates from a score of 100 and descending. The Taskforce evaluated the previous “written test” for the Fire Department and felt that the high cut score gave a false impression, suggesting that the candidate with the highest written score is best suited to be a firefighter. All industry experts contacted by this task- force contradict this assumption. C.W.H., I/O Solutions, and the Los Angeles Fire and Police Departments all advocate a written and oral combined score to determine the best candidate.

Civil Service Commission and DOJ:

The Commission is taking a proactive position in moving forward with a “written test” that is deemed acceptable to the DOJ. The implication of such a test for the future will hopefully eliminate the problems of the previous testing process. The Fire Chief has participated, along with other Fire Department personnel in evaluating the Ergometrics test. There is a positive perception to the way the Ergometrics test identifies quality candidates.

Recommendation:

The Taskforce welcomes the Commission’s efforts to find a written testing tool that will produce the desired results of providing qualified candidates within the protected classes. Presently, the Taskforce recommends that the Commission continues to evaluate industry testing systems that will satisfy the requirements that may be handed down by the DOJ.

Step 3. Applicants passing the “written exam” are invited to **ORAL BOARD** interviews. Also given choice of date and time.

Findings:

The current “oral board” process consists of one commissioner (non-voting), one citizen, and two Fire representatives. The value of an “oral board” is the direct interview with a candidate, asking questions that are intended to evaluate the candidate’s communication skills, evaluation of skills that apply to a particular skill set, and a general sense of the individual. Given that the Fire Department is a paramedic department and the requirement of every new firefighter, if they are not a paramedic, is to become one within four years of their employment, the ability of the candidate to communicate and to have the desire to become a paramedic is critical.

Since the Taskforce was initiated, a great deal of activity has surrounded the Commission’s use of “oral boards” as part of the establishment of the PEL. The

Commission, representatives of the Legal Department, and the Fire Chief visited Ergometrics June 11, 2010 to evaluate both the “written test” process and prospects of establishing an “oral board” process designed by Ergometrics to meet DOJ requirements. The Commission has, subsequent to this visit, suspended the “oral board” process for the Fall Fire Academy candidates.

Recommendations:

The Taskforce believes that some “oral board” or “interview” process remain a future possibility and that the Commission will continue to be open in the future to an industry- acceptable process.

Step 4. All passing applicants **RANKED** according to written exam score (30%), oral board score (70%), and preference points.

Findings:

The Taskforce has some concerns pertaining to the proposed Commission entry level process. An example is a protected class candidate who has completed a portion of the AFD Explorer program, has an Associate Degree in Fire Science, is a nationally registered paramedic, and has a history of community involvement. This individual is then considered equal with a candidate who is out of work and looking for employment. The candidate who has dedicated substantial effort is not rewarded while the other candidate has demonstrated no commitment to the profession.

It has come to the attention of the Taskforce that the Civil Service Commission is considering an entry-level test that is all-inclusive, eliminating the need to conduct an oral interview. The Task Force has not had the opportunity to evaluate such a test, and can offer no opinion.

Recommendation:

The Taskforce recommends that in order to have a complete and thorough process, the strength of the candidate’s background should be revealed through, perhaps, the “oral board” process, or through what is being considered as the “interview” process. Through some established process, the following questions could be included towards identifying a qualifying candidate.

1. “What qualifies you to be an Aurora Firefighter?” This question would allow the candidate to list their qualities and educational efforts.
2. “Describe your knowledge of the City of Aurora?” This question determines whether the candidate has taken the appropriate time to learn about Aurora.
3. “What would you like us to know about you?” This question provides the candidate to present additional information about who they are.

Step 5. Top ranking applicants are invited to **FITNESS COMBAT TEST** conducted by Training staff and overseen by the Commission.

Findings

The Physical Agility Combat Test is used for both entry-level and lateral positions. While the test continues to demonstrate the ability to predict success in the academy, certain environmental and equipment conditions have a significant affect on a candidate's success or failure. The Physical Agility Combat test is very challenging and contains events that are not familiar to the general public. Candidates may have the physical strength to achieve a passing time if given a few simple techniques and an opportunity to practice the components of the test. The following improvements could provide candidates the opportunity to really understand and prepare for this test:

- a. Conduct a series of department-sanctioned orientation/practice sessions prior to the official Commission test. Invitations will be e-mailed to applicants using the Neo-Gov system. Out-of-town candidates can choose, at their own expense, to attend in person or view detailed video clips on the internet which include practice techniques that can be used if the specific test equipment is not available.
- b. The Aurora Fire Department will produce and publish videos demonstrating the nature of the Physical Agility Combat Test, to include strength exercises to prepare the candidates.

Combat Test Events and Recommendations:

Individuals must complete a total of five events consecutively, in the order below. Competitors must wear a properly fitted helmet, coat, fire department work gloves (not suppression gloves), and a breathing apparatus (not including the face piece) during the entire challenge. The challenge is timed from the start of the first event to the end of the fifth event. Competitors must complete the five events within 6 minutes and 30 seconds.

Event 1. Stair Climb with High Rise Pack

The first event is the Stair Climb, which consists of a 40-pound hose pack to be carried up the stairs from ground level to the fifth floor. This activity replicates a five story building where water is needed at the top. The firefighter must carry the hose up the stairs to the fifth floor, and then drops the hose-pack.

Recommendation: The 40 lb hose must be dry and weighed before each event.

Event 2. Hose Hoist

The candidate descends to the fourth floor to begin the second event. Using a 5/8-inch utility rope, the candidate stands at the balcony railing, leaning over at the waist (45 degrees), using an overhand grip (may use underhand) and alternating hands begins to pull a 50-pound hose roll (two sections of 2½-inch hose) the distance from the ground to the fourth floor. Once the end of the rope is reached, the hose roll must be grasped with one hand, then the other, and raised to shoulder height to clear the railing. The hose roll

is then dropped to the balcony floor, and the firefighter begins to descend the stairs for the next event.

Recommendation: The hose and rope must be dry and weighed before each event.

Event 3. Forcible Entry

The candidate descends four floors and walks to the forcible entry simulator (Kaiser Force Machine™), a distance of 20 feet. The candidate stands in a straddle position with slight knee flexion on two rails and, using a tow hand grip on a 9-pound plastic sledgehammer, swings the hammer from an overhead position downward striking a 165-pound steel beam positioned between the legs and below foot level. The candidate must strike the beam and move it a distance of 5 feet (approximately 20 to 30 blows).

Recommendations:

- a. The platform must be wiped down after each competitor.
- b. The sled must be on a level surface during the entire event.
- c. The platform must be cleaned prior to each day of testing.

Event 4. Hose Advance

Following the forcible entry event, the candidate walks a distance of 140 feet to a hose line positioned on the ground. The candidate stoops down to lift the nozzle attached to a 1¾-inch charged (filled with water) hose line, pivots under the hose, and places the line over the shoulder. The candidate grasps the nozzle and, leaning forward, advances the hose line a distance of 75 feet. The resistance is approximately 140 pounds (mid-point) and increases as the hose line is extended. Upon completion, the hose line nozzle is placed on the ground and the firefighter proceeds to the next event

Recommendations:

- a. Hose must be set up the same (the same number of folds and length of folds) for each competitor.
- b. Hose surface must be dry and cleaned before each competitor.

Event 5. Victim Rescue

The candidate walks a distance of 30 feet to a supine mannequin. Approaching from the head end of the mannequin weighing 175 pounds, the firefighter squats and grasps the victim's shoulders, lifting the upper torso and pushing the mannequin to a seated position. The candidate then wraps his arms around the chest of the victim, lifts and stands from the squat position, then proceeds to walk backward dragging the victim a distance of 100 feet. The candidate then squats and lowers the victim to the ground to complete the event and test.

Recommendations:

- a. Mannequin must be clean, dry and weighed before each event.

- b. Mannequin must be placed in the same starting position spot for each competitor to grab.

Phase Two: Phase Two consists of Background Checks, Personal History Statement, Job Suitability Assessment, and the Polygraph Examination.

Findings:

- A. The Department has five part-time investigators overseen by the Fire Investigation Bureau Head. Three of those investigators are line, 56-hour per week firefighters, and the other two, including the Fire Investigation Bureau Head, are 40-hour per week fire investigators. Ideally, the two 40 hour employees are used only if the other investigators are overwhelmed. The bulk of the background investigations are conducted by the three line Firefighters on their off-duty time, and are paid a per-file fee. The investigations are done at their homes on their home computers. However, this arrangement does not give the investigators the ability to conduct site visits or give them the research tools their police counterparts use. Due to the “part-time” nature, a 40 hour investigation frequently takes a month or more, causing the delay in identifying unsuitable candidates, and in turn, delaying the start of the investigation of the next candidate.

Recommendation:

The Bureau Head, after evaluating the background needs of a hiring period, should pull the necessary number of investigators off line to a temporary 40 hr per-week assignment, to work as full-time investigators. This would give the investigators the tools and resources necessary to increase efficiency and allow the Bureau Head to directly supervise the investigators.

- B. **Personal History Statement** requiring detail about applicant's driving, employment and financial history, relatives, etc. This is handled as part of the submission process. *This area was not reviewed by the Taskforce.*
- C. **Job Suitability Assessment** (JSA) conducted by an outside Psychologist specializing in Public Safety selection. *This area was not reviewed by the Taskforce.*
- D. **Polygraph** examination conducted by outside company specializing in Public Safety selection. *This area was not reviewed by the Taskforce.*
- E. If applicant passes all of the above steps, the file is presented to the Commission with a recommendation from the Chief. *This area was not reviewed by the Taskforce.*

Phase Three:

Step 1. Commission approves applicant to receive a **Conditional Job Offer** of employment

Step 2. The candidate must pass a **Medical Exam** and **Substance Abuse** screening to make the final certification list

Step 3. Final **Certification List** is created containing the number of Recruits needed in the Academy, plus two alternates

Step 4. Applicants given formal **Job Offer** letter from Human Resources

Phase Four:

The final stage in successfully becoming a firefighter is passing through the Fire Academy and the Field Training Probation Period. The Academy lasts 12 weeks for and a year in the Field Training Probation Period. The Taskforce did not review this Phase. It is the policy and practice of the Fire Training Academy to always self-evaluate a review of this phase.

PROMOTION

Background

The current process for the Fire Department's promotional selection consists of four phases: submission of a letter of interest and an official college transcript to Civil Service, written exam, assessment center and employment records evaluation. The following chart reflects the composition of the Fire Department by rank.

AURORA FIRE DEPARTMENT CIVIL SERVICE STAFFING February 16, 2010			
CIVIL SERVICE	FILLED POSITIONS:	305	VACANCIES: 2
	FEMALE	22	7.21%
	MALE	283	92.79%
<i>Ethnicity</i>	<i>Sex</i>	<i>Number</i>	<i>%</i>
African American	Male	10	3.28%
Asian	Female	1	0.33%
Asian	Male	5	1.64%
Caucasian	Female	20	6.56%
Caucasian	Male	240	78.69%
Hawaiian/Pacific Islander	Male	3	0.98%
Hispanic	Male	17	5.57%
Native American	Female	1	0.33%
Native American	Male	3	0.98%
Two or more races	Male	5	1.64%

TOTAL MINORITIES/PROTECTED-CLASS**65****21.31%****MINORITIES/PROTECTED-CLASS BY RANK:**

Rank	Ethnicity	Sex	Number	%	% by Rank
Battalion Chief	African American	Male	1	9.09%	
Battalion Chief	Native American	Female	1	9.09%	18.18%
Captain	African American	Male	1	5.00%	
Captain	Caucasian	Female	3	15.00%	
Captain	Hispanic	Male	1	5.00%	25.00%
Lieutenant	African American	Male	2	3.70%	
Lieutenant	Asian	Male	3	5.56%	
Lieutenant	Caucasian	Female	5	9.26%	
Lieutenant	Hawaiian/Pacific Islander	Male	1	1.85%	
Lieutenant	Hispanic	Male	1	1.85%	22.22%
Engineer	African American	Male	2	3.45%	
Engineer	Caucasian	Female	4	6.90%	
Engineer	Hispanic	Male	2	3.45%	
Engineer	Native American	Male	1	1.72%	15.52%
Rescue Technician	African American	Male	1	1.47%	
Rescue Technician	Asian	Male	1	1.47%	
Rescue Technician	Caucasian	Female	2	2.94%	
Rescue Technician	Hawaiian/Pacific Islander	Male	2	2.94%	
Rescue Technician	Hispanic	Male	6	8.82%	
Rescue Technician	Two or more races	Male	3	4.41%	22.06%
Arson Technician	Two or more races	Male	1	100.00%	100.00%
Fire Fighter	African American	Male	3	3.37%	
Fire Fighter	Asian	Female	1	1.12%	
Fire Fighter	Asian	Male	1	1.12%	
Fire Fighter	Caucasian	Female	6	6.74%	
Fire Fighter	Hispanic	Male	7	7.87%	
Fire Fighter	Native American	Male	2	2.25%	
Fire Fighter	Two or more races	Male	1	1.12%	23.60%

The Commission is required by City Charter to conduct testing for all promotional ranks in the Fire and Police Departments. The department Chief shall notify the Commission of his/her

intent to create, abolish or modify a current promotional rank, as soon as possible, but no later than 4 months prior to the recommended effective date.

Letter of Interest, and Official College Transcript: Candidates who wish to participate in promotional testing shall submit a letter of intent to the Commission by the deadline date that is published in the Notice of Examination. An official college or university transcript(s) must be in possession of the Commission prior to the commencement of testing, and other documents, as determined by the Commission, may be required for each promotional examination. The Commission has sole responsibility to determine if a candidate letter of intent and applicable documents are received by the Commission.

Written Examination: Written examinations shall be conducted by the Commission in accordance with the Civil Service Rules and regulations sec 62.

Assessment Centers: An assessment center panel for promotional testing shall consist of three (3) to five (5) members, optimally: one (1) Aurora citizen selected by the Commission, and two (2) Firefighters from another jurisdiction and ranked at or above the position level being tested, selected by the assessment center consultant. Evaluators should come from the immediate geographical area as determined by the Commission, and meet the qualifications of the Commission. The test consultant, with the approval of the Commission, shall determine the number of assessment center panels for each promotional process. Ratings shall be averaged to determine the final assessment center score for each candidate. Assessment Center scheduled start times for candidates shall be established in advance. Assessment Centers will not be cancelled or delayed because of the lack of selected evaluators provided that the minimum number is present. Individuals arriving for the examination after the starting time may not be eligible to participate in the examination, at the discretion of the Commission. Whenever practical, feedback will be provided to all candidates participating in the assessment center under the guidelines in paragraph 63 b. of the Civil Service Rules and regulations.

Findings:

Civil Service has used a variety of consultants, each having a different method of selecting assessors who have different levels of experience. These results may cause a candidate's score to change dramatically from year to year. Candidates have reported receiving low scores while receiving very positive feedback at the conclusion.

Recommendation:

The Commission Rules should specify a minimum level of assessor training in the assessment center specific to. At the conclusion of the training the assessors must demonstrate proficiency and a lack of bias.

RETENTION

Background:

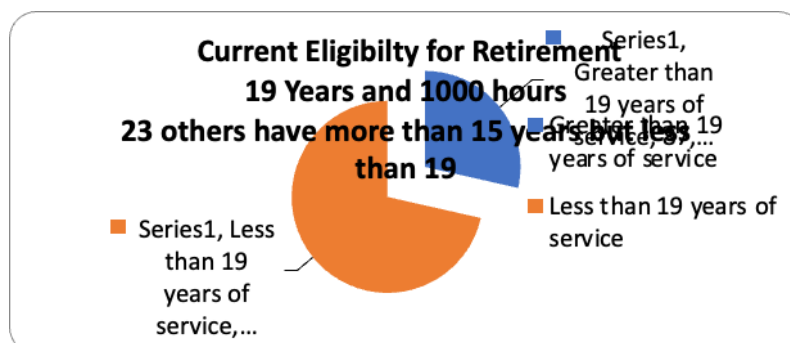
Over the past 5 years there were 35 resignations from the Fire Department. Of the 35 resignations, twelve candidates did not complete the fire academy or the probationary period of one year. Three of the resignations were rehired, and five fell into the category of death or medical disability. The end result is that a total of 15 resignations in the past five years translating to a 4% attrition rate. This was due to moves out of state or seeking employment elsewhere.

Findings:

In light of the down economy across the country and high unemployment, there does not seem to be a glaring problem of retention for the Fire Department. The length of employment of the majority of employees is approximately 20-25 years. The highest amount of new hires in the department occurred in 1978 and 1982. The majority of these new hires are still employed. The average age of the Fire personal is 42.2 years and the average years of service is 15. The following chart illustrates the average age and the years of service for the various ranks.

RANK	Age	Years
FIRE CHIEF	53	32
DEPUTY CHIEF	54.8	31
BATTALION CHIEF	52.6	27
CAPTAIN	45.2	20
LIEUTENANT	44.4	16
ENGINEER	46.7	18
RESCUE TECHNICIAN(paramedic)	38.7	10
ARSON TECHNICIAN	35	7
FIREFIGHTER 1	43.9	17
FIREFIGHTER 2	31.7	3
FIREFIGHTER 3	31.8	1
FIREFIGHTER 4	28.8	Less than 1

The common belief is that a poor economy has delayed a number of retirements. The analysis shows the increasing years of service from Captain through Deputy Chief is causing a “bubble” that is unsustainable.



Recommendation:

The Fire Department strategy should anticipate the need for a greater number of new hires, and consideration should also be given to the number of executive and command staff that will be retiring; Therefore, there is a need to concentrate on career development.

In addition to concentrating on career development, the Fire Department should consider its efforts with the following recommendations.

1. **Fitness:** Department-developed fitness programs should be instituted since the longevity factor for employment is so important. These programs could be developed by the Health and Safety Officer, peer fitness advisers or individual company officers. The evaluation consists of one or more of the following:
 - a. A graded exercise test (sub-maximal treadmill)
 - b. Pulmonary function testing
 - c. Complete blood count
 - d. Flexibility measures that includes body composition analysis
 - e. Muscular fitness assessment that includes nutritional guidance
 - f. Health risk appraisal

Any evaluations are strictly confidential and all information collected during the evaluation is given to the member in a final report. No information is kept by the Department without prior written consent of the member.

2. **Written Tests:** For the positions of Engineer, Fire Investigator Lieutenant, and Captain, the process should be retained to establish the base knowledge of the position.
3. **Mentor Group:** The Fire Department has a limited mentoring program for new officers. The development of a peer support group of all ranks in the department could spur on candidates within the department to advance their careers.

Wages and Benefits: In order to recruit and retain top candidates, the Fire Department must be competitive with all metro area departments. The Fire Department had 40,298 thousand responses in 2009, which is the third highest in Colorado, behind Denver and Colorado Springs. The next closest department had more than 20,000 fewer responses. Yet AFD ranks seventh in the state in pay. AFD is one of two departments with a "Money Purchase" retirement plan, and of the two, the AFD contribution is significantly less than the other. Other departments have an FPPA defined-benefit retirement program, which is considered by employee groups to be a superior plan. The Fire Department recommendation is that the City strongly consider policies and options that will retain and bring in quality firefighters.

APPENDIX C

2009 Task Force Report - Aurora Police Department: Recommendations and Status Updates

RECRUITMENT

Recommendation

Status

a.) Both full time recruiters should focus on recruiting applicants and should focus on recruiting protected classes to meet the needs of the department.

The process of having full time recruiters focus on specifically protected category candidates was taking place from 2000 - early 2009. Once recruiters were required to conduct backgrounds as well, the focus significantly diminished. The requirement to have recruiters also be background investigators was opposed to strenuously but to no avail.

b.) Recruiters should not do background investigations.

Recruiters have been engaged in only recruiting since 2012. Having them conducting backgrounds as well was certainly a mistake made by Chief's Office at the time.

c.) Requires the recruiters working with the applicants at all stages of the testing process, it appears to be a conflict of interest with respect to background checking. Recruiters should continue to recruit and mentor applicants in the process. Recruiters should also continue to teach the prep classes based on the successfulness of the classes.

This process has improved in the last 8 years. With the use of NeoGov and the recruiters' internal tracking system, applicants can be part of a pathway to follow up attempts. The process can be improved/streamlined however to ensure that more applicants are tracked. The recruiters are presently working on those improvements with CSC and within the APD work group.

d.) The recruiting unit should have a separate budget from that of the Background unit.

The budget has been separated since a re-organization of the department in 2015.

e.) Background unit should add four to six investigators to be able to properly complete the large number of applicant backgrounds. This is 2 less than recommended by the MATRIX study, which evaluated the organizational role of the APD.

Presently, APD only uses in-house background investigators for lateral applicants. CSC uses outside contractors for basic applicant backgrounds. It is recommended that the entire background process be under 1 "roof."

ENTRY-LEVEL HIRING

Fitness Test

Recommendation	Status
a.) The Commission has purchased a number of "Perfect Counter" that tracks rep and time, ensures full muscle engagement, audible rep feedback, and at a uniform height of 5 inches for pushups.	These counters are no longer being used. There have been changes to the physical fitness requirements and process for meeting those requirements. Other methods have been introduced over the years to bring equity to the fitness test process. There are "pre-training" opportunities offered to all applicants with emphasis on those individual who have been found to have difficulties in the past. APD's "So You Want To Be A Cop" presentation series is offered to candidates and applicants alike, offering insight into not only ways to improve one's success in the fitness portion of testing; but in providing "in-depth" instruction into many phases of training, police operations, salaries, benefits, work hours, support services, etc. This presentation is offered ot large groups (up 200) in sizable city venues; as well as more intimate settings in the community (churches, school classrooms, civic organizations, recreation centers, etc.)
b.) Arrange with another organization for an alternative site to complete the running exercise, which might include a local fitness center. However, runs should be done at the same location/facility every time. Most people can complete the 1.5 mile run faster on an indoor track.	That is presently in effect.

Written Exam

Recommendation	Status
a.) The Police Department will be testing the Ergometrics for the January 2010 Training Academy candidates. The Taskforce recommends that the Commission continues to evaluate industry testing systems that will satisfy the requirements that may be handed down by the DOJ.	The evaluation of the Ergometrics process has consistently been under review by both APD and CSC. However, adjustments and changes are made via negotiations between CSC & Ergometrics. As CSC is the one contracting with Ergometrics, APD can only recommend adjustments if required.

Oral Board Interview

Recommendation

a.) The Commission has suspended the Fall Fire Academy "oral board" process. The Police Department remains committed to the position that an industry acceptable "oral board" process be considered by the Commission.

Status

There have only recently been instituted a process for oral interviews by APD. It is in place and being evaluated

Background Checks

Recommendation

a.) After evaluating the background needs of a hiring period, the Bureau Head can pull the necessary number of investigators off line, to a temporary 40 hours per-week assignment, to work as full-time investigators, thus increasing the efficiency of the investigation and allowing the Bureau Head to directly supervise the investigators on a day to day basis.

Status

The utilization of temporary investigators was initiated in 2008. At the time the BIU (Background Investigations Unit) created a BIU training course, opening it up to all of APD. The focus was to offer an opportunity to any officer who wanted to improve overall investigative skills. The ultimate goal was to provide adequate background investigations skills to training participants to avoid having "walking wounded" and/or "under investigation/disciplined" personnel assigned to BIU to assist with application overflow. When an overflow occurred, the previously BIU trained personnel were in a position to "hit the ground running" and were more eager to work.

PROMOTION

Findings

Two complaints are often heard about the Police Department's promotional process. The first criticism is that the tests have little to do with the job requirements of the position. The second is that the process does not account for skills that are hard to test for and does not allow experienced administrators input as to those candidates who would most likely to be successful based on those skills and abilities that are not tested. Recommendations to help alleviate these problems are as follows:

Recommendation

a.) Give additional credit to applicants for the rank of Sergeant for those who have served as detectives in the Agent rank.

b.) Make a change to the City Charter to allow "1 in 3." This would allow the Chief of Police to promote from the top 3 applicants on the list rather than promoting strictly the next person on the list according to final ranking.

c.) Banding scores and allowing the Chief of Police to promote any person in that band regardless of final ranking by the testing process.

Status

During the oral assessment portion of the promotional testing, an candidate's resume or "book" is submitted offering a review of the candidate's additional training and experience. The addition of "points" for previously being an Agent or an Officer/Investigator is a matter for CSC.

This has been proposed to CSC and pursued by a number of Chiefs since 2009. There has been occasional push back from police union(s) on this matter. It has been alleged via unions that such a process could be used to address protected category deficiencies, which could be viewed as unequal to the field of candidates who have successfully completed the testing process for promotion.

Relative to promotions, this has not taken place.

RETENTION

Findings

a.) Potential recruits to the Aurora Police Department have expressed a variety of motives for applying with the APD. Basic recruits are often looking to get a foot in the door with any Law Enforcement. Others may be looking for an organization that has more growth and promotion potential than the smaller departments where they are currently employed. As Basic recruits age and mature, their reasons for staying at the APD may change as job satisfaction, as well as pay and benefits become more important.

b.) Lateral applicants are often motivated by family concerns. They want better schools and a “better environment” for their children. They can be attracted by enhanced job growth and promotional opportunities, shorter job commutes and affordable housing, better pay and/or retirement benefits or better benefits in general than those offered by their current employer. In today’s economy, they may also be looking for a jurisdiction that offers better job security.

c.) As mentioned earlier in this section, a number of officers who resigned went to other Police Departments, particularly the Denver Police Department. Reasons mentioned for moving from APD to DPD included greater opportunity for significantly more off duty work and pay, as well as a Defined Benefit Retirement Program.

d.) Overseas security companies have also drawn on a number of APD officers. Financial benefit seems to be a strong motive for a number of officers to go with security companies. It remains to be seen if this trend will continue as a number of the officers who left the Aurora Police Department to work for a year for these security companies have not been hired back by the APD when their security contract was up.

Recommendation

a.) If the Police Department wants to retain personnel in both good and bad economic times, it is important to be competitive with local agencies in pay and benefits. The overview should include health insurance benefits and off duty work opportunities.

b.) Opportunities for special assignments and promotions must be viewed as being accessible to all employees. The "good ol' boy" system is perceived as being alive and well by a portion of commissioned personnel in general, and by its very nature, affects women and minorities in particular. Regardless of the validity of such perceptions, a concerted effort needs to be made to fight them. Mentoring and peer support programs can be helpful in constructing a level playing field for all employees.

c.) Financial incentives for retention can include expanded opportunities for off duty employment, well-advertised Health Savings Accounts, and a reevaluation of our retirement plan versus a defined benefits plan.

Status

Negotiations with Aurora City Council APA or FOP) take place regularly to prepare contracts that will compete with area law enforcement agencies. Local and national comparisons are often presented during negotiations to impact decisions by the parties involved. Off-duty work opportunities and Secondary Employment processes have significantly improved over the years to meet this recommendation. Off-duty offerings and regulations continue to evolve as recently as 2 years ago and are under continuous scrutiny to ensure optimum opportunities for officers.

Mentoring programs ebb & flow in APD. There is no "formally established" mentoring program present within the organization and there should be. Such a formal program has been proposed but with no progress made, ever. This is an APD problem and there has not been the administrative will to initiate a formal mentoring program. The person seeking an assignment or promotion must seek the assistance of a "champion" to achieve assistance. There is no established/formal interview process within the agency for special assignments. Each special assignment has its own process which is NOT evaluated for equity and professionalism.

This is presently in effect and evolving.

d.) City sponsored child care outside of normal business hours would make it much easier for parents to promote as promotion often requires a return to swing shift or graveyard hours. Telecommuting options should be considered for non-uniform officers who do not have to be physically in the office to do their work.

There is no formal COA child care program. There are adhoc support systems that have been pursued by groups of employees out of necessity but nothing formal. The APD Wellness Unit does assist officers & families individually with acute child care issues. Obviously, COVID has necessitated the need for those units which can effectively telecommunicate, to do so. Via trial and error, that process has improved immensely.

APPENDIX D

2009 Task Force Report - Recommendations and Status Updates

RECRUITMENT

Recommendation

a.) Assign one full-time employee with a budget capable of implementing a year-round recruitment program to insure an adequate number of candidates are ready for an application period.

b.) The recruitment program should include candidate preparation classes for written tests, personal interviewing, and physical agility testing.

c.) An application period and testing procedure should be considered one complete process, so that every application period establishes a new prospective employment list. This is not to suggest how often an application process is to be administered, only that each process ends in a new PEL.

d.) The Taskforce understands that the Civil Service Commission does not participate in recruiting; however, the Commission policies have a direct and significant effect on recruiting. Before a recruitment effort is undertaken, the Fire Department, Commission and staff will concur on the recruitment strategy outcomes and expectations associated with the testing processes.

Status

Fire department has designated one FTE as a recruiter. However, managing the lateral hiring process takes a considerable amount of time away from recruiting. Additionally, the budget funding for recruiting tasks is usually spent on the cost of hiring lateral employees by paying background investigators and vendors who conduct job suitability assessments and medical evaluations.

There was a preparation class in the past. We are unsure when it discontinued. At this time all that is offered to potential applicants is a test booklet for self-study.

This is the current process

We do coordinate on timing for application periods and number of employees need it. There are no conversations concerning recruiting between Aurora Fire Rescue and Civil Service Commission.

ENTRY-LEVEL HIRING

Application Submission

Recommendation

a.) The Taskforce would recommend that an appeals process be in place to review factual errors so a candidate who merely checked the wrong box is not eliminated.

Status

There are 3 questions that are allow to be appealed. Valid driver's license, Age and high school education.

Written Exam

Recommendation

a.) The Taskforce welcomes the Commission's efforts to find a written testing tool that will produce the desired results of providing qualified candidates within the protected classes. Presently, the Taskforce recommends that the Commission continues to evaluate industry testing systems that will satisfy the requirements that may be handed down by the DOJ.

Status

At the time of this writing, the Commission switched from I/O solutions to the current ergo metrics fire team test.

Oral Board Interview

Recommendation

a.) The Taskforce believes that some "oral board" or "interview" process remain a future possibility and that the Commission will continue to be open in the future to an industry-acceptable process.

Status

The Commission stated in the fourth quarter of 2021 that they are agreeable to this condition. Interviews were conducted for Entry Level applicants who joined the 2022 Academy. The process continues to need refinement and consistency in its use.

Rankings

a.) The Taskforce recommends that in order to have a complete and thorough process, the strength of the candidate's background should be revealed through, perhaps, the "oral board" process, or through what is being considered as the "interview" process. Through some established process, the following questions could be included towards identifying a qualifying candidate.

1. "What qualifies you to be an Aurora Firefighter?" This question would allow the candidate to list their qualities and educational efforts.

2. "Describe your knowledge of the City of Aurora?" This question determines whether the candidate has taken the appropriate time to learn about Aurora.

3. "What would you like us to know about you?" This question provides the candidate to present additional information about who they are.

Though the in-person interview was agreed upon in fourth quarter 2021 the structure and scoring matrix of the first session was not been provided to the fire department. The department was asked to contribute a question for the second session. The fire department provided to members to sit on the panel for both sessions.

Physical Fitness Test

OVERALL

Recommendation

a.) Conduct a series of department-sanctioned orientation/practice sessions prior to the official Commission test. Invitations will be e-mailed to applicants using the Neo-Gov system. Out-of-town candidates can choose, at their own expense, to attend in person or view detailed video clips on the internet which include practice techniques that can be used if the specific test equipment is not available.

Status

Until 2018 potential applicants were invited to a "field day" event to interact with members of AFR and to do practice sessions. This practice was discontinued and only the CPAT has been used since that time to evaluate physical fitness.

b.) The Aurora Fire Department will produce and publish videos demonstrating the nature of the Physical Agility Combat Test, to include strength exercises to prepare the candidates.

Currently the CPAT test endorsed by the International Association of firefighters is the fitness evaluation tool. However the combat test is still used during the course of the Academy.

EVENTS

1.) STAIR CLIMB WITH HIGH RISE PACK

Recommendation

Status

a.) The 40 lb hose must be dry and weighed before each event.

2.) HOSE HOIST

Recommendation

Status

a.) The hose and rope must be dry and weighed before each event.

3.) FORCIBLE ENTRY

Recommendation

Status

a.) The platform must be wiped down after each competitor.

b.) The sled must be on a level surface during the entire event.

c.) The platform must be cleaned prior to each day of testing.

4.) HOSE ADVANCE

Recommendation

Status

a.) Hose must be set up the same (the same number of folds and length of folds) for each competitor.

b.) Hose surface must be dry and cleaned before each competitor.

5.) VICTIM RESCUE

Recommendation	Status
-----------------------	---------------

a.) Mannequin must be clean, dry and weighed before each event.	
---	--

b.) Mannequin must be placed in the same starting position spot for each competitor to grab.	
--	--

Background Checks

Recommendation	Status
-----------------------	---------------

a.) The Bureau Head, after evaluating the background needs of a hiring period, should pull the necessary number of investigators off line to a temporary 40 hr per-week assignment, to work as full-time investigators. This would give the investigators the tools and resources necessary to increase efficiency and allow the Bureau Head to directly supervise the investigators.	
---	--

The background investigations are being conducted by an outside agency. No longer in house.

PROMOTION

Assessment Centers and Assessor Training

Recommendation

Status

a.) The Commission Rules should specify a minimum level of assessor training in the assessment center specific to. At the conclusion of the training the assessors must demonstrate proficiency and a lack of bias.

I find no reference in these civil service rules that pertains to training of assessors.

Please note the Assessment Centers section of the report for this issue which is in the Civil Service rule book.

"Assessment Centers: An assessment center panel for promotional testing shall consist of three (3) to five (5) members, optimally: one (1) Aurora citizen selected by the Commission, and two (2) Firefighters, from another jurisdiction and ranked at or above the position level being tested, selected by the assessment center consultant. Evaluators should come from the immediate geographical area as determined by the Commission, and meet the qualifications of the Commission. The test consultant, with the approval of the Commission, shall determine the number of assessment center panels, for each promotional process. ususRatings shall be averaged to determine the final assessment center score for each candidate. Assessment Center scheduled start times for candidates shall be established in advance. Assessment Centers will not be cancelled or delayed because of the lack of selected evaluators provided that the minimum number is present. Individuals arriving for the examination after the starting time may not be eligible to participate in the examination, at the discretion of the Commission. Whenever practical, feedback will be provided to all candidates participating in the assessment center under the guidelines in paragraph 63 b. of the Civil Service Rules and regulations. Response: This is a failed practice! We are a relatively small community. It is very difficult to find assessors in the immediate area that are unbiased and unaffected by comments and opinions relayed to them by friends and associates from many agencies about the test takers. We believe best practices would dictate that assessors come from outside of the state so that we can be assured of an unbiased evaluation of each candidate.

RETENTION

Overall

Recommendation

Status

a.) The Fire Department strategy should anticipate the need for a greater number of new hir es, and consideration should also be given to the number of executive and command staff that will be retiring ; T herefore, there is a need to concentrate on career development.

All of these recommendations are part of the current AFR manual of procedures.

Fitness

Recommendation

Status

a.) Department-developed fitness programs should be instituted since the longevity factor for employment is so important. These programs could be developed by the Health and Safety Officer, peer fitness advisers or individual company officers. The evaluation consists of one or more of the following:

- a. A graded exercise test (sub - maximal treadmill)
- b. Pulmonary function testing
- c. Complete blood count
- d. Flexibility measures that includes body composition analysis
- e. Muscular fitness assessment that includes nutritional guidance
- f. Health risk appraisal

All of these recommendations are part of the current AFR manual of procedures.

b.) Any evaluations are strictly confidential and all information collected during the evaluation is given to the member in a final report. No information is kept by the Department without prior written consent of the member.

All of these recommendations are part of the current AFR manual of procedures.

Written Tests

Recommendation

Status

a.) For the positions of Engineer, Fire Investigator Lieutenant, and Captain, the process should be retained to establish the base knowledge of the position.

Mentor Group

Recommendation

Status

a.) The Fire Department has a limited mentoring program for new officers. The development of a peer support group of all ranks in the department could spur on candidates within the department to advance their careers.

All of these recommendations are part of the current AFR manual of procedures.

Wages and Benefits

Recommendation

Status

a.) In order to recruit and retain top candidates, the Fire Department must be competitive with all metro area departments. The Fire Department had 40,298 thousand responses in 2009, which is the third highest in Colorado, behind Denver and Colorado Springs. The next closest department had more than 20,000 fewer responses. Yet AFD ranks seventh in the state in pay. AFD is one of two departments with a "Money Purchase" retirement plan, and of the two, the AFD contribution is significantly less than the other. Other departments have an FPPA defined - benefit retirement program, which is considered by employee groups to be a superior plan. The Fire Department recommendation is that the City strongly consider policies and options that will retain and bring in quality firefighters.

APPENDIX E

Analysis and Recommendations Regarding City of Aurora, CO Entry-Level Police and
Fire Department Staffing Decisions

Wayne F. Cascio, Ph.D.

March 18, 2010

Report Prepared at the Request of Counsel for the City of Aurora,
D. Powell, Esq. and Martha Bauer, Esq.

I have examined aggregate reports on police and fire department hiring prepared by the City of Aurora, CO. These reports reflect the effects of its hiring procedures at each stage of the overall staffing process. The reports present both aggregated data as well as annual data (where available). In the case of hiring procedures for entry-level police officers, data by race/ethnic group were available from 2002 through 2009 for each stage of the hiring process. In the case of hiring for entry-level firefighters in the City of Aurora, data were available only for the years 2003, 2005, and 2007.

Before discussing specific results by race/ethnic group at each stage of the hiring process, it is important to address the concept of adverse impact and ways of detecting it. Adverse impact refers to group differences in the outcome of an employment decision. Adverse-impact analyses play a central role in allegations of employment discrimination, as well as in employment-discrimination lawsuits, and they have become a standard component of the evaluation of employee-selection procedures.

The most common approach for evaluating adverse impact is the 4/5ths rule, as outlined in the *Uniform Guidelines on Employee Selection Procedures* (1978). A major limitation of the 4/5ths rule is that it does not take into consideration the potential impact of sampling error (Morris & Lobsenz, 2000). When sample size is small, the 4/5ths rule will often identify cases of adverse impact even when selection rates are equal in the population (Roth, Bobko, & Switzer, 2006). It is important to emphasize that even if one observes adverse impact in a sample, the central question is whether there is adverse impact in the population and whether a hiring authority can continue to use the selection procedure with subsequent applicants.

Statistical significance procedures are available to test whether the adverse-impact ratio is different from .80 in the population (e.g., Morris and Lobsenz, 2000). Unfortunately, the statistical power for such tests (e.g., the z-test for differences in proportions, the Fisher Exact Test, Yates's continuity-corrected chi-square test) is low, especially when samples are small (Collins & Morris, 2008). Statistical power is the likelihood of correctly rejecting a null hypothesis (e.g., that the selection rates for Group1 and Group2 are equal in the population), when that hypothesis is false and should be rejected.

It is important to note that in practice, decisions about adverse impact are not based solely on statistical evidence. Courts may consider a variety of factors to determine whether a prima facie case of employment discrimination has been made. The Uniform guidelines (1978) recommend that adverse-impact statistics be interpreted in light of the hiring organization's recruiting practices that encourage or discourage minority applicants.

In addition, when sample size is small, the Uniform Guidelines suggest that adverse-impact statistics might be supplemented with data for the same job across time. Pooling results across samples, as was done by the City of Aurora with respect to its police and fire departments, increases the precision of the statistics that guide decisions and conclusions about adverse-impact. For that reason, I place more confidence in adverse-impact analyses conducted on the aggregated results across years, rather than on such analyses conducted on small samples within any given year.

The City of Aurora's Adverse-Impact Analyses by Race/Ethnic Group

In the Police Department from 2002-2009, there were 3224 White applicants, 423 African-American applicants, and 597 Hispanic applicants. No 4/5ths rule violations were reported for the following phases of the hiring process: application standards, the physical fitness test, the written examination, the oral interview, the job-suitability assessment, or the list expired (that is, the eligibility list expired before an applicant could be hired). With respect to the background investigation, there was a 4/5ths rule violation for Hispanic applicants, relative to White applicants and African-American applicants).

With respect to the Fire Department, data were aggregated across years 2003, 2005, and 2007. I assume that these were the only years for which data were available, perhaps because no hiring was done in other years. Across these years, there were 336 White applicants, 63 African-American applicants, and 136 Hispanic applicants. It is important to note that with respect to African-American applicants, the small sample size of that group almost guarantees low statistical power, and the likelihood of incorrect conclusions about adverse impact in the population of African-American applicants.

As in the Police Department, no 4/5ths rule violations were reported for the following phases of the Fire Department's hiring process: application standards, the physical fitness test, the written examination, the oral interview, the job-suitability assessment, or the list expired (that is, the eligibility list expired before an applicant could be hired). With respect to the background investigation, there was a 4/5ths rule violation for African-American applicants, relative to White applicants and to Hispanic applicants). Closer examination reveals that zero African-American applicants passed this phase of the hiring process out of 1, 4, and 3 applicants, respectively, in years 2003, 2005, and 2007. With such small numbers in this sub-

group, the addition of just one or two passing applicants in a given year would have changed the conclusion about the existence of adverse impact.

That said, in my opinion it is important to examine closely both the process as well as the outcomes of the background-investigation process. In terms of process, it is critical to ensure that investigators receive standardized training, and that they are “calibrated” in the course of that training to treat similar information in a standardized fashion. Likewise, it is important to ensure that different raters are evaluating applicants in the same manner, regardless of race/ethnicity.

This could be done, in the context of training for example, by asking each background investigator to assess identical background information for a hypothetical candidate. The only difference across investigators is that in one file the applicant is described as White, in another as Hispanic, and in a third as African American. Examination and discussion of each investigator’s ratings across multiple files and different race/ethnic groups may help to identify differences in interpretation and the reasons for such differences. The end result is that the decisions of investigators can all be calibrated to a common standard.

Another important consideration is the type of information examined, and whether there is a job-related reason for it. For more information on this topic, as well as on background investigations in general, see the 226-page manual prepared by the California Commission on Peace Officer Selection and Training (POST). Shelley Spilberg, Ph.D., who works for that Commission, provided the following information to me:

“An overview of the POST peace officer selection standards:
http://www.post.ca.gov/Hiring/Peace_Officers/Selection_Standards.asp.

The POST Background Investigation Manual and the Personal History Questionnaire:
<http://www.post.ca.gov/selection/bim/bi-manual.asp>.

Chapter 2 of the BI Manual contains our taxonomy of evaluative dimensions, each of which includes an operational definition and “markers” for the investigator to use in collecting information and summarizing it for the hiring authority. Note that the 10 POST background-investigation dimensions are quite similar to the taxonomy developed for use by screening psychologists. The POST Psychological Dimensions are found at <http://lib.post.ca.gov/Publications/psychological-traits.pdf>. In contrast to the background dimensions, however, the psychological screening dimensions provide peace officer *job behaviors*, both positive and counterproductive. It was felt that psychologists are better qualified and capable of making *inferences* regarding these future behaviors based on the information collected during the evaluation.”

By examining the process as well as the outcomes of the background-investigation process, I believe that the City of Aurora can ensure both job-relatedness and reduce or eliminate adverse impact.

There are two final considerations, namely, that as a general matter, it is good practice for the City to examine each of the components of its hiring process, such as the oral interview component, to ensure that items asked of candidates are job-related (based on a comprehensive job analysis of the entry-level police and fire jobs), and that, as with background investigations, panel members are “calibrated” to ensure that their ratings reflect a common interpretation of similar information.

Second, it is critical to improve the recruitment process, especially for African Americans and Hispanics. Adverse impact - for example, in meeting minimum qualification standards or in passing a background investigation - can be reduced or eliminated if the pool of candidates is of high quality. Adverse impact depends on the percentage of applicants who are selected in each sub-group (that is, the selection ratio). The selection ratio, in turn, depends on the number of applicants. So the larger the pool of qualified applicants in the minority group, the higher the selection ratio and the lower the probability of adverse impact.

As for diversity-based recruiting, here are some suggestions from a recently published textbook (Cascio & Aguinis, 2011, p. 244). Perhaps the City of Aurora might find some of them to be helpful and doable.

Recruiting for Diversity

For organizations that wish to increase the diversity of their workforces, the first (and most difficult) step is to determine their needs, goals, and target populations. Once you know what you want your diversity program to accomplish, you can take steps such as the following (Dineen & Soltis, in press; Kravitz & Klineberg, 2000; Truxillo & Bauer, 1999; Thaler-Carter, 2001):

- Show that you value diversity by communicating values of fairness and inclusion (Avery & McKay, 2006).
- Make initial contacts and gather information from community-support and other external recruitment and training organizations.
- Develop one or more results-oriented programs. What actions will be taken, who will be involved, and how and when will actions be accomplished?
- Invite program representatives to tour your organization, and recognize that they will pay attention to three aspects (Avery & McKay, 2006; McKay & Avery, 2006): the number of minorities at the site, the level of jobs held by minorities, and the types of interactions observed between minority- and majority-group members.
- Select a diversity of organizational contacts and recruiters for outreach and support, including employees outside the HR department.
- Get top-management approval and support. Train managers to value diversity in the

workplace.

- Develop procedures for monitoring and follow-up; make revisions as needed to accomplish objectives.
- Think carefully about the messages your organization wishes to transmit concerning its diversity programs; do not leave interpretation to the imagination of the applicant. For example, Cropanzano, Slaughter, and Bachiochi (2005) found that preferential-treatment plans are generally unappealing to prospective minority candidates, who want to ensure that they will be perceived as having been treated fairly and not as receiving preferential treatment.

These are necessary, but not sufficient, conditions for effective diversity recruiting. A WetFeet.com study (Gere et al., 2002) found that, although as many as 44 percent of African American candidates said they eliminated a company from consideration because of a lack of gender or ethnic diversity, three other diversity-related attributes affected their decisions to apply or remain. These were the ready availability of training and career-development programs, the presence of a diverse upper management (Avery, 2003), and the presence of a diverse workforce.

References

- Cascio, W. F., & Aguinis, H. (2011). *Applied psychology in human resource management* (7th ed.). Upper Saddle River, N.J.: Pearson.
- Collins, M. W., & Morris, S. B. (2008). Testing for adverse impact when sample size is small. *Journal of Applied Psychology, 93*, 463-471.
- Morris, S. B., & Lobsenz, R. (2000). Significance tests and confidence intervals for the adverse impact ratio. *Personnel Psychology, 53*, 89-111.
- Roth, P. L., Bobko, P., & Switzer, F. S. (2006). Modeling the behavior of the 4/5ths rule for determining adverse impact: Reasons for caution. *Journal of Applied Psychology, 91*, 507-522.
- U. S. Equal Employment Opportunity Commission. (1978). Uniform guidelines on employee selection procedures. *Federal Register, 43*, 38290-38315.

APPENDIX F

Memorandum

To: Civil Service Commission

From: Matt Cain, Civil Service Commission Administrator

Date: May 7, 2013

Re: Civil Service Commission Accomplishments since July 1, 2009

The following summarizes changes made by the Civil Service Commission following the receipt of the Department of Justice investigation letter on July 1, 2009. These changes were made with the goal of addressing concerns outlined in that letter. These accomplishments have been credited as leading to an outcome where the Department of Justice closed their investigation on April 24, 2013 and took no action against the City (see attachment).

1. **Second Language Preference Points** – Adopted by the Civil Service Commission December 8, 2009 this policy awards entry-level Police and Fire applicants five additional points toward their overall ranking for hire based on their proficiency in any one of five target languages (Korean, Russian, Sign Language, Spanish, Vietnamese). Applicants proficient in any other language outside the five target languages are eligible for two additional points.
2. **Objective Fire Entry-Level testing process** – Adopted by the Civil Service Commission May 5, 2010 this objective testing process utilizes an innovative video-based examination to rank entry-level Fire applicants which replaces the traditional paper written exam and subjective interview processes. Applicant scores are banded into groups representing statistically equal treatment of applicants within a band.
3. **Correcting Application Mistakes** – Adopted by the Civil Service Commission May 25, 2010 this allows entry-level Police or Fire applicants the ability to supplement an answer on their application as it relates to their ability to meet the minimum qualifications. An applicant's ability to meet minimum qualifications is investigated during the background investigation.
4. **Updating Fire application disqualifiers** – Adopted by the Civil Service Commission June 22, 2010 this removed Fire entry-level application automatic disqualifications for certain driving violations.
5. **Lateral Hiring Process Updates** – Adopted by the Civil Service Commission September 14, 2010 this emphasized that the Chiefs of the respective departments are the sole hiring authorities in the Lateral selection process and formally added the following language from Ordinance 89-88 to the Commission rulebook, "WHEREAS, lateral entry will also assist the Police and Fire Departments in implementing their affirmative action programs."
6. **Entry-Level Background Investigations** – Adopted by the Civil Service Commission November 9, 2010 the Civil Service Commission assumed the duties of performing Police and Fire entry-level background investigations. This includes hiring retired Police Officers or Firefighters as contract background investigators trained to conduct investigations according to structured California POST requirements.
7. **Developing new Aurora-specific Police Entry-Level test** – In December, 2010 in the context of item 2 above, further enhanced the effectiveness of the test by incorporating Aurora Police protocols. This replaces the traditional paper written exam and subjective interview process.

8. **RCS Investigations** – In late 2010 through 2011, this company has been contracted to provide expert training to Commission background investigators on how to conduct investigations according to California POST.
9. **Later scheduling of Police Fitness testing** – Commencing with testing in 2011, moves the police and fire fitness testing from the beginning of the testing process to near the end of the testing process to allow applicants additional time and training to meet the fitness requirements. This is intended to improve the pass rate of applicants and especially females.
10. **Police implement Recruit mentoring program** – At the beginning of 2012, the Police Department implemented a Recruit mentoring program. Recruits pair off with seasoned Officers to orient them with best practices, the geographical area of the department, the organization, and its structure. The program lasts for 12 months, ending when the probationary period is over.
11. **Appeal of Job Suitability Assessment Results** – Adopted by the Civil Service Commission on April 10, 2012, this change to the Commission rulebook allows Police and Fire applicants the ability to appeal to the Commission for a second opinion from another Psychologist specializing in Public Safety selection. If granted, the Commission then considers both Psychologist's findings on the applicant in deciding to allow a full background investigation.
12. **New Police Fitness Test adopted** – Beginning with a moratorium on the Cooper-based fitness test adopted on April 10, 2012 and resulting in the adoption of a modified job standards test on June 12, 2012, this resulted in Police applicants no longer having to pass a fitness test consisting of sit-ups, push-ups and a 1.5 mile run and now requires Police applicants to pass an obstacle course in 60 seconds. A second attempt provision was also adopted on June 12, 2012.
13. **New Police Frontline Examination utilized** – April, 2012 marked the conclusion of an 18-month partnership with Ergometrics, Inc. to produce the content and video scenarios for the new national Frontline video-based examination of prospective Police applicants. The resulting test was locally validated with the new test administered to 875 entry-level Police applicants in April, 2012.
14. **CPAT adopted as Fire fitness standard** – Adopted by the Civil Service Commission on November 13, 2012 and effective for the first Fire Academy in 2013, this requires all applicants to obtain a CPAT certification prior to the start date of the Academy to be eligible for hire. The CPAT test is a nationally validated and utilized Fire fitness test.

Attachment: "Department of Justice closes investigation of Aurora police and fire hiring practices; takes no action against the city."

Department of Justice closes investigation of Aurora police and fire hiring processes; takes no action against the city

Aurora Mayor Steve Hogan announced today the Civil Rights Division of the United States Department of Justice has closed its almost four-year old investigation into the employment practices of the city's fire and police departments without taking any type of action against the city.

Hogan theorized that in declining to bring legal action against the city, the Justice Department was likely impressed with the many changes Aurora has already made in its hiring procedures throughout the course of the investigation, aimed at improving the fairness of the process. One of the biggest changes was the implementation of video based examinations to rank candidates, replacing traditional written examinations. This new method has been so successful in Aurora that the new police test (developed and filmed in Aurora) is now used nationwide with Aurora Police Department officers and employees serving as actors in various testing scenarios presented to applicants.

Hogan also highlighted the Aurora Civil Service Commission's adoption of policies that award second-language preference points to applicants, along with changes in background investigations and fitness testing. "I am pleased the Department of Justice did not find a basis to take action against the city based on our employment practices," said Hogan. "We have taken great strides to improve our process, but the work is not done. Rest assured that Aurora will continue to look for additional way to improve and ensure that equal opportunity is always at the forefront of the hiring process."

The Department of Justice began its investigation in 2009 as an examination of city policies and procedures concerning entry-level police and fire hiring and whether that process unfairly discriminated against Hispanic and Black applicants. Extensive interviews were conducted with city officials and fire and police command staff. The police and fire departments also voluntarily provided thousands of documents relating to all stages of the hiring process. The investigation was later expanded to include a look at whether Aurora Police Department physical fitness testing was unfairly biased against women.

If the Department of Justice had taken action against Aurora, the city might have been subject to significant fines and penalties. "The Department of Justice undertook a very important investigation," added Hogan. It's gratifying to know that our efforts to ensure equal opportunity have been recognized, and to know that we are moving in the right direction."

APPENDIX G

APD Applicant Outcomes 2019

APD Applicant Outcomes 2019		Total Candidates	Voluntary Exit				Early Process Disqualification																In-Process Withdrawal																
Ethnicity	Gender		Early Process Withdrawal	Failed to Take/ Schedule FrontLine Exam	Total Voluntary Exits	% Total Voluntary Exits	Barred from Applying	Barred from Firearm Possession	Failed FrontLine Exam	Felony	Post Misdemeanor	Misdemeanor or Petty	Driving Offense Alcohol or Drugs	Reckless Driving	Driving Suspension	Driving Violations	Valid Driver's License	Drug Sale	Drug Use	Marijuana	Toxic Vapors	Age	Non US Citizen	Education Requirement	Total Early Disqualifications	% Total Early Disqualifications	Before PHS	After PHS	Before ISA	After ISA	Before OOS	Before Interview	During Interview	After Interview	After PEL	Total In-Process Withdrawals	% Total In-Process Withdrawals		
American Indian/Alaska Native	Male	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***		
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***		
Totals - American Indian/Alaska Native		0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***		
Asian	Male	17	2	6	8	47.1%	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	2	11.8%	0	0	0	0	0	0	0	0	3	3	17.6%	
	Female	2	0	1	1	50.0%	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	50.0%	0	0	0	0	0	0	0	0	0	0	0.0%	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***		
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***		
Totals - Asian		19	2	7	9	47.4%	0	0	2	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	3	15.8%	0	0	0	0	0	0	0	0	3	3	15.8%	
Black or African American	Male	46	4	18	22	47.8%	2	0	3	1	0	1	1	0	0	3	0	0	0	1	0	0	2	0	14	30.4%	0	0	0	0	0	0	0	0	3	3	6.5%		
	Female	9	0	6	6	66.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	1	1	11.1%		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***		
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***		
Totals - Black or African American		55	4	24	28	50.9%	2	0	3	1	0	1	1	0	0	3	0	0	0	1	0	0	2	0	14	25.5%	0	0	0	0	0	0	0	0	4	4	7.3%		
Hispanic or Latino	Male	158	18	61	79	50.0%	0	0	9	2	1	1	3	2	1	7	0	0	0	3	0	0	0	0	29	18.4%	0	0	0	0	0	0	0	0	0	13	13	8.2%	
	Female	26	2	11	13	50.0%	1	0	1	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	4	15.4%	0	0	0	0	0	0	0	0	0	0	0.0%		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	4	0	2	2	50.0%	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	2	50.0%	0	0	0	0	0	0	0	0	0	0	0.0%		
Totals - Hispanic or Latino		188	20	74	94	50.0%	1	0	10	2	1	1	3	2	3	7	0	0	0	5	0	0	0	0	35	18.6%	0	0	0	0	0	0	0	0	13	13	6.9%		
Native Hawaiian or Other Pacific Islander	Male	3	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	2	66.7%	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
Totals - Native Hawaiian or Other Pacific Islander		3	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	2	66.7%	0	0	0	0	0	0	0	0	0	0	0	0.0%		
White or Caucasian	Male	449	31	177	208	46.3%	2	0	20	3	0	6	7	2	6	17	4	1	2	17	0	1	2	0	90	20.0%	0	0	0	0	0	0	0	0	0	33	33	7.3%	
	Female	117	10	49	59	50.4%	0	0	1	1	1	3	2	0	0	6	1	1	6	0	0	0	0	23	19.7%	0	0	0	0	0	0	0	0	0	8	8	6.8%		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	5	1	3	4	80.0%	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	20.0%	0	0	0	0	0	0	0	0	0	0	0.0%		
Totals - White or Caucasian		571	42	229	271	47.5%	2	0	21	4	1	9	9	3	6	23	5	2	3	23	0	1	2	0	114	20.0%	0	0	0	0	0	0	0	0	0	41	41	7.2%	
Multiple Indicated	Male	42	5	14	19	45.2%	0	0	0	0	0	0	1	0	1	5	0	0	1	1	0	0	0	9	21.4%	0	0	0	0	0	0	0	0	0	2	2	4.8%		
	Female	15	0	2	2	13.3%	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	2	13.3%	0	0	0	0	0	0	0	0	0	1	1	6.7%		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
Totals - Multiple Indicated		57	5	16	21	36.8%	0	0	0	0	0	0	2	0	1	6	0	0	1	1	0	0	0	11	19.3%	0	0	0	0	0	0	0	0	0	3	3	5.3%		
Other Not Listed Above	Male	4	0	2	2	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%		
	Female	1	0	1	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
Totals - Other Not Listed Above		5	0	3	3	60.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%		
Undisclosed	Male	2	0	1	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
Totals - Undisclosed		2	0	1	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%		
Totals by Indicated Gender		Male	721	60	279	339	47.0%	4	0	33	6	1	8	12	4	8	35	4	1	3	22	0	1	4	0	146	20.2%	0	0	0	0	0	0	0	0	0	54	54	7.5%
		Female	170	12	70	82	48.2%	1	0	3	1	1	3	3	0	1	7	1	1	1	7	0	1	0	0	30	17.6%	0	0	0	0	0	0	0	0	0	10	10	5.9%
		Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***		
		Undisclosed	9	1	5	6	66.7%	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	0	0	0	3	33.3%	0	0	0	0	0	0	0	0	0	0	***	
Grand Totals		900	73	354	427	47.4%	5	0	36	7	2	11	15	5	10	42	5	2	4	30	0	1	4	0	179	19.9%	0	0	0	0	0	0	0	0	0	64	64	7.1%	

APD Applicant Outcomes 2019				In-Process Disqualification										Background Check Disqualification			Other Disqualification				Candidate Declined			Candidate Received Offer			NOI								
Ethnicity	Gender	Total Candidates	Didn't Submit Docs	Didn't take Seminar	Didn't take Fitness Test	Fitness Test	Didn't Schedule ISA	No Show ISA	No Show OOS	ISAU	Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer	Total Declined	% Total Declined	Hired	Pending	Deferred	Total Received Offer	% Total Received Offer	No Outcome Indicated	
American Indian/Alaska Native	Male	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Female	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
Totals - American Indian/Alaska Native		0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
Asian	Male	17	1	0	0	0	0	0	0	2	0	3	17.6%	0	1	0	1	5.9%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Female	2	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
Totals - Asian		19	1	0	0	0	0	0	0	2	0	3	15.8%	0	1	0	1	5.3%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
Black or African American	Male	46	2	0	0	1	0	0	0	2	0	5	10.9%	0	2	0	2	4.3%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Female	9	0	0	0	0	0	0	0	1	0	1	11.1%	0	1	0	1	11.1%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
Totals - Black or African American		55	2	0	0	1	0	0	0	3	0	6	10.9%	0	3	0	3	5.5%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
Hispanic or Latino	Male	158	9	0	0	1	0	3	0	7	0	20	12.7%	2	6	1	9	5.7%	0	0	0	0	0.0%	0	1	1	0.6%	7	0	2	7	4.4%	0		
	Female	26	3	0	0	1	0	0	0	4	0	8	30.8%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	3.8%	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	4	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
Totals - Hispanic or Latino		188	12	0	0	2	0	3	0	11	0	28	14.9%	2	6	1	9	4.8%	0	0	0	0	0.0%	0	1	1	0.5%	8	0	2	8	4.3%	0		
Native Hawaiian or Other Pacific Islander	Male	3	0	0	0	0	0	0	0	1	0	1	33.3%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Female	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
Totals - Native Hawaiian or Other Pacific Islander		3	0	0	0	0	0	0	0	1	0	1	33.3%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
White or Caucasian	Male	449	22	0	0	2	1	4	0	30	0	59	13.1%	2	26	11	39	8.7%	0	1	0	0	1	0.2%	0	1	1	0.2%	16	0	2	18	4.0%	0	
	Female	117	7	0	0	1	0	1	0	7	0	16	13.7%	0	6	1	7	6.0%	0	0	0	0	0.0%	0	0	0	0.0%	4	0	0	4	3.4%	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	5	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
Totals - White or Caucasian		571	29	0	0	3	1	5	0	37	0	75	13.1%	2	32	12	46	8.1%	0	1	0	0	1	0.2%	0	1	1	0.2%	20	0	2	22	3.9%	0	
Multiple Indicated	Male	42	0	0	0	0	0	0	0	3	0	3	7.1%	1	6	1	8	19.0%	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	2.4%	0		
	Female	15	1	0	0	2	0	0	0	0	0	3	20.0%	2	1	1	4	26.7%	0	0	0	0	0.0%	0	0	0	0.0%	2	0	1	3	20.0%	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
Totals - Multiple Indicated		57	1	0	0	2	0	0	0	3	0	6	10.5%	3	7	2	12	21.1%	0	0	0	0	0.0%	0	0	0	0.0%	3	0	1	4	7.0%	0		
Other Not Listed Above	Male	4	1	0	0	0	0	0	0	1	0	2	50.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Female	1	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
Totals - Other Not Listed Above		5	1	0	0	0	0	0	0	1	0	2	40.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
Undisclosed	Male	2	1	0	0	0	0	0	0	0	0	1	50.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Female	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
Totals - Undisclosed		2	1	0	0	0	0	0	0	0	0	1	50.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
Totals by Indicated Gender		Male	721	36	0	0	4	1	7	0	46	0	94	13.0%	5	41	13	59	8.2%	0	1	0	0	1	0.1%	0	2	2	0.3%	24	0	2	26	3.6%	0
		Female	170	11	0	0	4	0	1	0	12	0	28	16.5%	2	8	2	12	7.1%	0	0	0	0	0	0.0%	0	0	0	0.0%	7	0	1	8	4.7%	0
		Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
		Undisclosed	9	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0															

APD Applicant Outcomes 2021-1

[illegible]

APD Applicant Outcomes 2021-1

APD Applicant Outcomes 2021-1				In-Process Disqualification		Background Check Disqualification				Other Disqualification				Candidate Declined		Candidate Received Offer			NOI								
Ethnicity	Gender	Total Candidates	JSAU	Post Offer Psych	In-Process Disqualifications		Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer	Total Declined	% Total Declined	Hired	Pending	Deferred	Total Received Offer	% Total Received Offer	No Outcome Indicated
					Total In-Process Disqualifications	% Total In-Process Disqualifications																					
American Indian/Alaska Native	Male	6	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	3	0	0	1	33.3%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - American Indian/Alaska Native		10	0	0	1	10.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Asian	Male	36	3	0	5	13.9%	0	1	0	1	2.8%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	5	1	0	1	20.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - Asian		41	4	0	6	14.6%	0	1	0	1	2.4%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Black or African American	Male	146	5	0	16	11.0%	0	0	5	5	3.4%	0	0	0	1	1	0.7%	0	0	0	0.0%	2	0	0	2	1.4%	1
	Female	32	1	1	4	12.5%	0	0	0	5	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Totals - Black or African American		179	6	1	20	11.2%	0	0	5	5	2.8%	0	0	0	1	1	0.6%	0	0	0	0.0%	2	0	0	2	1.1%	1
Hispanic or Latino	Male	216	7	0	21	9.7%	0	0	1	1	0.5%	0	0	0	0	0	0.0%	0	1	1	0.5%	4	0	0	4	1.9%	0
	Female	84	4	0	13	15.5%	0	2	1	3	3.6%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	2	0	0	1	50.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Totals - Hispanic or Latino		302	11	0	35	11.6%	0	2	2	4	1.3%	0	0	0	0	0	0.0%	0	1	1	0.3%	4	0	0	4	1.3%	0
Native Hawaiian or Other Pacific Islander	Male	11	0	0	1	9.1%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - Native Hawaiian or Other Pacific Islander		11	0	0	1	9.1%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
White or Caucasian	Male	597	22	0	80	13.4%	0	12	6	18	3.0%	0	0	0	0	0	0.0%	1	1	2	0.3%	15	0	0	15	2.5%	1
	Female	110	3	1	15	13.6%	1	2	0	3	2.7%	0	0	0	0	0	0.0%	0	1	1	0.9%	1	0	0	1	0.9%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Totals - White or Caucasian		708	25	1	95	13.4%	1	14	6	21	3.0%	0	0	0	0	0	0.0%	1	2	3	0.4%	16	0	0	16	2.3%	1
Multiple Indicated	Male	99	4	0	16	16.2%	0	0	2	2	2.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	1.0%	0
	Female	23	0	0	4	17.4%	0	0	1	1	4.3%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	4.3%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Totals - Multiple Indicated		123	4	0	20	16.3%	0	0	3	3	2.4%	0	0	0	0	0	0.0%	0	0	0	0.0%	2	0	0	2	1.6%	0
Other Not Listed Above	Male	9	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	3	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - Other Not Listed Above		12	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Undisclosed	Male	5	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	3	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Totals - Undisclosed		9	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Totals by Indicated Gender	Male	1125	41	0	139	12.4%	0	13	14	27	2.4%	0	0	0	1	1	0.1%	1	2	3	0.3%	22	0	0	22	2.0%	2
	Female	261	9	2	38	14.6%	1	4	2	7	2.7%	0	0	0	0	0	0.0%	0	1	1	0.4%	2	0	0	2	0.8%	0
	Non-Binary	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Undisclosed	8	0	0	1	12.5%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Grand Totals		1395	50	2	178	12.8%	1	17	16	34	2.4%	0	0	0	1	1	0.1%	1	3	4	0.3%	24	0	0	24	1.7%	2

Ethnicity	Gender	Total Candidates	Early Process Withdrawal				Barred from Applying				Education Requirement														Before PHS				Before Interview				After Interview				Total In-Process Withdrawals						
			Failed to Take/ Schedule FrontLine Exam	Total Early Withdrawal/ Disqualifications	% Total Early Withdrawal/ Disqualifications	Barred from Firearm Possession	Failed FrontLine Exam	Felony	Post Misdemeanor	Misdemeanor or Petty	Driving Offense Alcohol or Drugs	Reckless Driving	Driving Suspension	Driving Violations	Valid Driver's License	Drug Sale	Drug Use	Marijuana	Toxic Vapors	Age	Non US Citizen	Education Requirement	Total Early Withdrawal/ Disqualifications	% Total Early Withdrawal/ Disqualifications	Before PHS	After PHS	Before ISA	After ISA	Before OOS	Before Interview	During Interview	After Interview	After PEL	Total In-Process Withdrawals	% Total In-Process Withdrawals	Didn't Submit Docs	Didn't take Seminar	Didn't take Fitness Test	Fitness Test	Didn't Schedule ISA	No Show ISA	No Show OOS	
American Indian/Alaska Native	Male	6	0	4	4	66.7%	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	16.7%	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	1	0	0	0	
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0		
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0		
Totals - American Indian/Alaska Native		6	0	4	4	66.7%	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	16.7%	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	1	0	0	0		
Asian	Male	28	0	19	19	67.9%	0	0	2	0	0	0	0	0	1	0	0	0	1	0	0	4	14.3%	0	0	0	0	0	0	0	1	0	1	3.6%	0	0	0	0	0	0	0		
	Female	1	0	1	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0		
	Undisclosed	1	0	1	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0		
Totals - Asian		30	0	21	21	70.0%	0	0	2	0	0	0	0	0	1	0	0	0	1	0	0	4	13.3%	0	0	0	0	0	0	0	1	0	1	3.3%	0	0	0	0	0	0	0		
Black or African American	Male	110	1	66	67	60.9%	3	1	5	1	1	1	1	0	1	9	0	0	0	4	0	0	1	28	25.5%	1	0	0	0	0	0	0	0	1	0.9%	3	0	0	0	1	0	0	
	Female	22	0	15	15	68.2%	0	0	1	0	1	0	0	0	1	2	1	0	0	1	0	0	7	31.8%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0		
	Non-Binary	2	0	0	0	0.0%	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	2	100.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0		
	Undisclosed	2	0	1	1	50.0%	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	50.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0		
Totals - Black or African American		136	1	82	83	61.0%	3	1	6	1	2	2	1	0	2	13	1	0	0	5	0	0	1	38	27.9%	1	0	0	0	0	0	0	0	1	0.7%	3	0	0	0	1	0	0	
Hispanic or Latino	Male	192	5	103	108	56.3%	1	1	12	2	1	1	0	4	8	11	2	0	2	7	0	0	52	27.1%	1	1	1	0	0	1	0	0	0	4	2.1%	3	0	0	1	0	0	0	
	Female	54	1	30	31	57.4%	0	0	1	1	0	2	0	0	3	0	0	0	5	0	0	12	22.2%	0	1	0	1	0	0	0	0	0	2	3.7%	1	0	1	1	0	0	0		
	Non-Binary	2	0	0	0	0.0%	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	2	100.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0			
	Undisclosed	2	0	2	2	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0			
Totals - Hispanic or Latino		250	6	135	141	56.4%	1	1	13	3	2	3	0	4	8	14	2	0	2	13	0	0	66	26.4%	1	2	1	1	0	1	0	0	0	6	2.4%	4	0	1	2	0	0	0	
Native Hawaiian or Other Pacific Islander	Male	8	1	4	5	62.5%	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	2	25.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	1	0	0		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0			
Totals - Native Hawaiian or Other Pacific Islander		8	1	4	5	62.5%	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	2	25.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	1	0	0		
White or Caucasian	Male	380	10	190	200	52.6%	4	0	15	2	0	6	4	4	8	19	1	0	4	15	0	0	1	83	21.8%	5	5	0	0	1	5	0	0	1	17	4.5%	23	0	1	2	1	1	0
	Female	87	2	45	47	54.0%	2	0	4	0	0	1	0	0	0	7	0	0	2	0	0	16	18.4%	1	1	3	0	0	1	0	0	0	6	6.9%	8	0	1	0	0	0	0		
	Non-Binary	2	0	1	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	50.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0			
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	1	0	0	0	0	0	0			
Totals - White or Caucasian		470	12	236	248	52.8%	6	0	19	2	0	7	4	4	8	26	1	0	5	17	0	0	1	100	21.3%	6	6	3	0	1	6	0	0	1	23	4.9%	32	0	2	2	1	1	0
Multiple Indicated	Male	78	1	34	35	44.9%	1	0	6	3	2	0	1	1	2	1	0	0	0	1	0	0	18	23.1%	0	1	0	0	0	0	0	0	0	1	1.3%	5	0	0	0	2	0	0	
	Female	28	0	15	15	53.6%	0	0	3	0	0	0	0	0	1	1	1	0	0	0	0	6	21.4%	0	0	1	0	0	0	0	0	0	1	3.6%	2	0	0	2	0	0	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0			
Totals - Multiple Indicated		106	1	49	50	47.2%	1	0	9	3	2	0	1	1	3	2	1	0	0	1	0	0	24	22.6%	0	1	1	0	0	0	0	0	0	2	1.9%	7	0	0	2	2	0	0	
Other Not Listed Above	Male	11	0	6	6	54.5%	0	0	2	0	0	0	0	0	0	0	0	0	1	0	0	3	27.3%	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0			
Totals - Other Not Listed Above		11	0	6	6	54.5%	0	0	2	0	0	0	0	0	0	0	0	0	1	0	0	3	27.3%	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0		
Undisclosed	Male	9	0	5	5	55.6%	0	0	1	0	0	0	0	0	0	0	0	0	1	2	0	0	4	44.4%	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	
	Female	2	0	0	0	0.0%	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	2	100.0%	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0			
	Undisclosed	4	0	3	3	75.0%	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	25.0%	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0		
Totals - Undisclosed		15	0	8	8	53.3%	0	0	1	1	0	0	1	0	1	0	0	0	1	2	0	0	7	46.7%	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	
Totals by Indicated Gender	Male	822	18	431	449	54.6%	9	2	43	8	4	8																															

APD Applicant Outcomes 2021-3

APD Applicant Outcomes 2021-3			Total Candidates	In-Process Disqualification			Background Check Disqualification			Other Disqualification				Candidate Declined			Candidate Received Offer			No Outcome Indicated									
Ethnicity	Gender	ISAU		Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer		Total Declined	% Total Declined	Hired	Pending	Deferred	Total Received Offer	% Total Received Offer		
American Indian/Alaska Native	Male	6	0	0	1	16.7%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
Totals - American Indian/Alaska Native			6	0	0	1	16.7%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
Asian	Male	28	1	0	1	3.6%	0	0	1	1	3.6%	0	0	0	0	0	0.0%	0	0	0	0.0%	2	0	0	0	2	7.1%	0	
	Female	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
Totals - Asian			30	1	0	1	3.3%	0	0	1	1	3.3%	0	0	0	0	0.0%	0	0	0	0.0%	2	0	0	0	2	6.7%	0	
Black or African American	Male	110	5	0	9	8.2%	0	1	1	2	1.8%	1	0	0	0	1	0.9%	0	1	1	0.9%	1	0	0	0	1	0.9%	0	
	Female	22	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Non-Binary	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Undisclosed	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
Totals - Black or African American			136	5	0	9	6.6%	0	1	1	2	1.5%	1	0	0	0	1	0.7%	0	1	1	0.7%	1	0	0	0	1	0.7%	0
Hispanic or Latino	Male	192	10	0	14	7.3%	1	3	4	8	4.2%	0	0	0	0	0	0.0%	0	0	0	0.0%	5	1	0	0	6	3.1%	0	
	Female	54	3	0	6	11.1%	0	1	1	2	3.7%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	1.9%	0		
	Non-Binary	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Undisclosed	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
Totals - Hispanic or Latino			250	13	0	20	8.0%	1	4	5	10	4.0%	0	0	0	0	0.0%	0	0	0	0.0%	6	1	0	0	7	2.8%	0	
Native Hawaiian or Other Pacific Islander	Male	8	0	0	1	12.5%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
Totals - Native Hawaiian or Other Pacific Islander			8	0	0	1	12.5%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
White or Caucasian	Male	380	19	3	50	13.2%	1	6	6	13	3.4%	0	0	0	0	0	0.0%	1	2	3	0.8%	14	0	0	0	14	3.7%	0	
	Female	87	5	0	14	16.1%	1	1	1	3	3.4%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	1.1%	0		
	Non-Binary	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Undisclosed	1	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
Totals - White or Caucasian			470	24	3	65	13.8%	2	7	7	16	3.4%	0	0	0	0	0.0%	1	2	3	0.6%	15	0	0	0	15	3.2%	0	
Multiple Indicated	Male	78	5	2	14	17.9%	0	0	3	3	3.8%	0	0	1	0	1	1.3%	0	1	1	1.3%	5	0	0	0	5	6.4%	0	
	Female	28	2	0	6	21.4%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
Totals - Multiple Indicated			106	7	2	20	18.9%	0	0	3	3	2.8%	0	0	1	0	1	0.9%	0	1	1	0.9%	5	0	0	5	4.7%	0	
Other Not Listed Above	Male	11	0	0	0	0.0%	0	0	1	1	9.1%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	1	1	9.1%	0		
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
Totals - Other Not Listed Above			11	0	0	0	0.0%	0	0	1	1	9.1%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	1	1	9.1%	0		
Undisclosed	Male	9	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Female	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0		
	Undisclosed	4	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
Totals - Undisclosed			15	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
Totals by Indicated Gender	Male	822	40	5	90	10.9%	2	10	16	28	3.4%	1	0	1	0	2	0.2%	1	4	5	0.6%	27	1	1	29	3.5%	0		
	Female	194	10	0	26	13.4%	1	2	2	5	2.6%	0	0	0	0	0	0.0%	0	0	0	0.0%	2	0	0	2	1.0%	0		
	Non-Binary	6	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
	Undisclosed	10	0	0	1	10.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0		
Grand Totals			1032	50	5	117	11.3%	3	12	18	33	3.2%	1	0	1	0	2	0.2%	1	4	5	0.5%	29	1	1	31	3.0%	0	

APD Applicant Outcomes 2021-4

[illegible]

APD Applicant Outcomes 2021-4

APD Applicant Outcomes 2021-4			Total Candidates	In-Process Disqualification				Background Check Disqualification		Other Disqualification				Candidate Declined			Candidate Received Offer			No Outcome Indicated								
Ethnicity	Gender	ISAU		Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer		Total Declined	% Total Declined	Hired	Pending	Deferred	Total Received Offer	% Total Received Offer	
American Indian/Alaska Native	Male	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - American Indian/Alaska Native			2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
Asian	Male	11	1	0	2	18.2%	0	1	0	1	9.1%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	9.1%	0	
	Female	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Asian			12	1	0	2	16.7%	0	1	0	1	8.3%	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	8.3%	0	
Black or African American	Male	22	1	0	2	9.1%	0	1	1	2	9.1%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Female	9	0	0	3	33.3%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Non-Binary	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Black or African American			32	1	0	5	15.6%	0	1	1	2	6.3%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
Hispanic or Latino	Male	55	2	0	5	9.1%	0	0	2	2	3.6%	2	0	0	0	2	3.6%	0	0	0	0.0%	4	0	0	4	7.3%	0	
	Female	13	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Hispanic or Latino			68	2	0	5	7.4%	0	0	2	2	2.9%	2	0	0	0	2	2.9%	0	0	0	0.0%	4	0	0	4	5.9%	0
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Native Hawaiian or Other Pacific Islander			1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
White or Caucasian	Male	103	4	1	9	8.7%	1	6	1	8	7.8%	0	0	0	0	0	0.0%	0	0	0	0.0%	5	0	1	6	5.8%	1	
	Female	19	0	0	3	15.8%	0	1	0	1	5.3%	0	0	0	0	0	0.0%	0	1	1	5.3%	1	0	1	2	10.5%	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - White or Caucasian			122	4	1	12	9.8%	1	7	1	9	7.4%	0	0	0	0	0.0%	0	1	1	0.8%	6	0	2	8	6.6%	1	
Multiple Indicated	Male	7	0	0	1	14.3%	0	3	0	3	42.9%	0	0	0	0	0	0.0%	0	0	0	0.0%	2	0	1	3	42.9%	0	
	Female	3	0	0	1	33.3%	0	1	0	1	33.3%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	33.3%	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Multiple Indicated			10	0	0	2	20.0%	0	4	0	4	40.0%	0	0	0	0	0.0%	0	0	0	0.0%	3	0	1	4	40.0%	0	
Other Not Listed Above	Male	5	0	0	0	0.0%	0	0	1	1	20.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Other Not Listed Above			5	0	0	0	0.0%	0	0	1	1	20.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
Undisclosed	Male	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Female	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Undisclosed			1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
Grand Totals			253	8	1	26	10.3%	1	13	5	19	7.5%	2	0	0	0	2	0.8%	0	1	1	0.4%	14	0	3	17	6.7%	1
Totals by Indicated Gender	Male	206	8	1	19	9.2%	1	11	5	17	8.3%	2	0	0	0	2	1.0%	0	0	0	0.0%	12	0	2	14	6.8%	1	
	Female	46	0	0	7	15.2%	0	2	0	2	4.3%	0	0	0	0	0	0.0%	0	1	1	2.2%	2	0	1	3	6.5%	0	
	Non-Binary	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	

APD Applicant Outcomes 2021-5

APD Applicant Outcomes 2021-5						Voluntary Exit		Early Process Withdrawal/ Disqualification																In-Process Withdrawal								In-Process Disqualification																
Ethnicity	Gender	Total Candidates	Early Process Withdrawal	Failed to Take/ Schedule FrontLine Exam	Total Early Withdrawal/ Disqualifications	% Total Early Withdrawal/ Disqualifications	Barred from Applying	Barred from Firearm Possession	Failed FrontLine Exam	Felony	Post Misdemeanor	Misdemeanor or Petty	Driving Offense Alcohol or Drugs	Reckless Driving	Driving Suspension	Driving Violations	Valid Driver's License	Drug Sale	Drug Use	Marijuana	Toxic Vapors	Age	Non US Citizen	Education Requirement	Total Early Withdrawal/ Disqualifications	% Total Early Withdrawal/ Disqualifications	Before PHS	After PHS	Before ISA	After ISA	Before OOS	Before Interview	During Interview	After Interview	After PEL	Total In-Process Withdrawals	% Total In-Process Withdrawals	Didn't Submit Docs	Didn't take Seminar	Didn't take Fitness Test	Fitness Test	Didn't Schedule ISA	No Show ISA	No Show OOS				
American Indian/Alaska Native	Male	5	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	2	40.0%	0	0	0	0	0	0	0	0	0	0	0	0.0%	3	0	0	0	0	0	0	0		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0		
Totals - American Indian/Alaska Native		5	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	2	40.0%	0	0	0	0	0	0	0	0	0	0	0	0.0%	3	0	0	0	0	0	0	0	0	
Asian	Male	9	1	3	4	44.4%	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	2	22.2%	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	1	0	0	0	0	0		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0				
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0				
Totals - Asian		9	1	3	4	44.4%	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	2	22.2%	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	1	0	0	0	0	0	0	
Black or African American	Male	33	2	15	17	51.5%	0	0	1	0	0	0	1	0	1	5	0	0	0	0	0	0	0	0	8	24.2%	0	0	0	0	0	0	0	0	0	0	0	0.0%	3	0	0	0	0	0	0	0	0	
	Female	7	2	3	5	71.4%	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	14.3%	0	0	0	0	0	0	0	0	0	0	0	0.0%	1	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0			
Totals - Black or African American		40	4	18	22	55.0%	0	0	2	0	0	0	1	0	1	5	0	0	0	0	0	0	0	0	9	22.5%	0	0	0	0	0	0	0	0	0	0	0	0.0%	4	0	0	0	0	0	0	0	0	0
Hispanic or Latino	Male	44	5	17	22	50.0%	1	0	3	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	6	13.6%	0	0	0	0	0	0	0	0	0	0	0	0.0%	3	0	0	0	0	0	0	0	0	
	Female	15	0	8	8	53.3%	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	3	20.0%	0	0	0	0	0	0	0	0	0	0	0	0.0%	1	0	0	1	0	1	0	0	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0			
Totals - Hispanic or Latino		59	5	25	30	50.8%	2	0	3	0	0	1	0	0	0	2	0	0	0	1	0	0	0	0	9	15.3%	0	0	0	0	0	0	0	0	0	0	0	0.0%	4	0	0	1	0	1	0	0	0	
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0			
Totals - Native Hawaiian or Other Pacific Islander		1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	
White or Caucasian	Male	87	6	28	34	39.1%	1	0	12	0	0	0	1	0	0	4	0	1	0	1	0	0	0	0	20	23.0%	0	0	0	0	0	2	0	0	0	0	2	2.3%	6	0	0	1	0	0	0	0	0	
	Female	20	3	6	9	45.0%	0	0	2	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	4	20.0%	0	0	0	0	0	0	0	0	0	0	0.0%	3	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0			
Totals - White or Caucasian		107	9	34	43	40.2%	1	0	14	0	0	0	1	0	0	6	0	1	0	1	0	0	0	0	24	22.4%	0	0	0	0	0	2	0	0	0	0	2	1.9%	9	0	0	1	0	0	0	0	0	0
Multiple Indicated	Male	16	0	7	7	43.8%	0	0	2	0	1	0	0	0	0	3	0	0	0	2	0	0	1	0	9	56.3%	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	
	Female	5	0	3	3	60.0%	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	40.0%	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0			
Totals - Multiple Indicated		21	0	10	10	47.6%	0	0	4	0	1	0	0	0	0	3	0	0	0	2	0	0	1	0	11	52.4%	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0
Other Not Listed Above	Male	4	0	2	2	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	25.0%	0	0	0	0	0	0	0	0	0	0	0	0.0%	1	0	0	0	0	0	0	0	0	
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0			
	Non-Binary	1	0	1	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	
	Undisclosed	1	0	1	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	
Totals - Other Not Listed Above		6	0	4	4	66.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	16.7%	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0
Undisclosed	Male	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																											

APD Applicant Outcomes 2021-5

APD Applicant Outcomes 2021-5		Total Candidates	In-Process Disqualification				Background Check Disqualification				Other Disqualification				Candidate Declined		Candidate Received Offer				NOI						
Ethnicity	Gender		ISAU	Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer	Total Declined		% Total Declined	Hired	Pending	Deferred	Total Received Offer	% Total Received Offer
American Indian/Alaska Native	Male	5	0	0	3	60.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - American Indian/Alaska Native		5	0	0	3	60.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Asian	Male	9	2	0	3	33.3%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - Asian		9	2	0	3	33.3%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Black or African American	Male	33	3	0	6	18.2%	0	1	0	1	3.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	1	1	3.0%	0
	Female	7	0	0	1	14.3%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - Black or African American		40	3	0	7	17.5%	0	1	0	1	2.5%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	1	1	2.5%	0
Hispanic or Latino	Male	44	5	0	8	18.2%	0	4	1	5	11.4%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	1	0	1	2.3%	2
	Female	15	1	0	4	26.7%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - Hispanic or Latino		59	6	0	12	20.3%	0	4	1	5	8.5%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	1	0	1	1.7%	2
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	1
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - Native Hawaiian or Other Pacific Islander		1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	1
White or Caucasian	Male	87	5	0	12	13.8%	0	3	7	10	11.5%	0	0	0	0	0	0.0%	0	0	0	0.0%	2	5	0	7	8.0%	2
	Female	20	1	0	4	20.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	1	0	2	10.0%	1
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - White or Caucasian		107	6	0	16	15.0%	0	3	7	10	9.3%	0	0	0	0	0	0.0%	0	0	0	0.0%	3	6	0	9	8.4%	3
Multiple Indicated	Male	16	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	5	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - Multiple Indicated		21	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Other Not Listed Above	Male	4	0	0	0	0.0%	0	1	0	1	25.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Non-Binary	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Totals - Other Not Listed Above		6	0	0	0	0.0%	0	1	0	1	16.7%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Undisclosed	Male	1	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	1	0	1	100.0%	0
Totals - Undisclosed		3	0	0	1	33.3%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	1	0	1	33.3%	0
Totals by Indicated Gender		200	15	0	33	16.5%	0	9	8	17	8.5%	0	0	0	0	0	0.0%	0	0	0	0.0%	2	6	1	9	4.5%	5
	Male	48	2	0	9	18.8%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	1	0	2	4.2%	1
	Non-Binary	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Undisclosed	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	1	0	1	50.0%	0
Grand Totals		251	17	0	42	16.7%	0	9	8	17	6.8%	0	0	0	0	0	0.0%	0	0	0	0.0%	3	8	1	12	4.8%	6

APD Applicant Outcomes 2021-6

APD Applicant Outcomes 2021-6			Voluntary Exit				Early Process Withdrawal/ Disqualification																		In-Process Withdrawal								In-Process Disqualification																	
Ethnicity	Gender	Total Candidates	Early Process Withdrawal	Failed to Take/ Schedule FrontLine Exam	Total Early Withdrawal/ Disqualifications	% Total Early Withdrawal/ Disqualifications	Barred from Applying	Barred from Firearm Possession	Failed FrontLine Exam	Felony	Post Misdemeanor	Misdemeanor or Petty	Driving Offense Alcohol or Drugs	Reckless Driving	Driving Suspension	Driving Violations	Valid Driver's License	Drug Sale	Drug Use	Marijuana	Toxic Vapors	Age	Non US Citizen	Education Requirement	Total Early Withdrawal/ Disqualifications	% Total Early Withdrawal/ Disqualifications	Before PHS	After PHS	Before ISA	After ISA	Before OOS	Before Interview	During Interview	After Interview	After PEL	Total In-Process Withdrawals	% Total In-Process Withdrawals	Didn't submit Docs	Didn't take Seminar	Didn't take Fitness Test	Fitness Test	Didn't schedule ISA	No Show ISA	No Show OOS						
American Indian/Alaska Native	Male	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0			
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0				
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0				
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0				
	Totals - American Indian/Alaska Native	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0			
Asian	Male	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%	1	0	0	0	0	0	0	0	0	0		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0				
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0				
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0				
	Totals - Asian	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	1	0	0	0	0	0	0	0	0	0			
Black or African American	Male	8	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	3	0	0	1	0	0	0	0	0	0			
	Female	3	1	0	1	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	1	0	0	0	0	0				
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0				
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0				
	Totals - Black or African American	11	1	0	1	9.1%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	3	0	0	2	0	0	0	0	0	0			
Hispanic or Latino	Male	16	1	0	1	6.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	3	0	1	1	2	0	0	0	0	0			
	Female	2	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	1	0	0	0	0	0	0				
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0				
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0				
	Totals - Hispanic or Latino	18	1	0	1	5.6%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	3	0	2	1	2	0	0	0	0	0			
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0		
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0		
	Totals - Native Hawaiian or Other Pacific Islander	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	
White or Caucasian	Male	25	3	0	3	12.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	4	0	0	1	1	0	0	0	0	0			
	Female	9	2	0	2	22.2%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	2	0	0	0	0	0	0	0	0	0			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0		
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0		
	Totals - White or Caucasian	34	5	0	5	14.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	6	0	0	1	1	0	0	0	0	0			
Multiple Indicated	Male	3	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	1	0	0	0	0	0	0	0	0	0			
	Female	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	1	0	0	0	0	0	0	0	0	0			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0		
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0		
	Totals - Multiple Indicated	4	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	2	0	0	0	0	0	0	0	0	0			
Other Not Listed Above	Male	1	1	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0			
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0		
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0		
	Totals - Other Not Listed Above	1	1	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0
Und																																																		

APD Applicant Outcomes 2021-6

APD Applicant Outcomes 2021-6			Total Candidates	In-Process Disqualification				Background Check Disqualification				Other Disqualification				Candidate Declined				Candidate Received Offer				NOI				
Ethnicity	Gender	ISAU		Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer	Total Declined	% Total Declined	Hired	Pending		Deferred	Total Received Offer	% Total Received Offer	
American Indian/Alaska Native	Male	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - American Indian/Alaska Native			0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Asian	Male	1	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Asian			1	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Black or African American	Male	8	2	0	6	75.0%	0	1	1	2	25.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Female	3	0	0	1	33.3%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	33.3%	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Black or African American			11	2	0	7	63.6%	0	1	1	2	18.2%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	9.1%	0
Hispanic or Latino	Male	16	4	0	11	68.8%	1	1	1	3	18.8%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	6.3%	0	
	Female	2	0	0	1	50.0%	0	1	0	1	50.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Hispanic or Latino			18	4	0	12	66.7%	1	2	1	4	22.2%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	5.6%	0
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Native Hawaiian or Other Pacific Islander			0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
White or Caucasian	Male	25	7	0	13	52.0%	0	5	3	8	32.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	4.0%	0	
	Female	9	0	0	2	22.2%	0	3	2	5	55.6%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - White or Caucasian			34	7	0	15	44.1%	0	8	5	13	38.2%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	2.9%	0
Multiple Indicated	Male	3	1	0	2	66.7%	1	0	0	1	33.3%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Female	1	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Multiple Indicated			4	1	0	3	75.0%	1	0	0	1	25.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Other Not Listed Above	Male	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Other Not Listed Above			1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Undisclosed	Male	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Undisclosed			0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals by Indicated Gender			Male	54	14	0	33	61.1%	2	7	5	14	25.9%	0	0	0	0	0.0%	0	0	0	0.0%	2	0	0	2	3.7%	0
			Female	15	0	0	5	33.3%	0	4	2	6	40.0%	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	6.7%	0
			Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
			Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Grand Totals			69	14	0	38	55.1%	2	11	7	20	29.0%	0	0	0	0	0.0%	0	0	0	0.0%	3	0	0	3	4.3%	0	

APD Applicant Outcomes 2021

APD Applicant Outcomes 2021		Voluntary Exit					Early Process Disqualification																	In-Process Withdrawal															
Ethnicity	Gender	Total Candidates	Early Process Withdrawal	Failed to Take/ Schedule FrontLine Exam		% Total Voluntary Exits	Barred from Applying	Barred from Firearm Possession	Failed FrontLine Exam	Felony	Post Misdemeanor	Misdemeanor or Petty	Driving Offense Alcohol or Drugs	Reckless Driving	Driving Suspension	Driving Violations	Valid Driver's License	Drug Sale	Drug Use	Marijuana	Toxic Vapors	Age	Non US Citizen	Education Requirement	Total Early Disqualifications	% Total Early Disqualifications	Before PH5	After PH5	Before ISA	After ISA	Before OOS	Before Interview	During Interview	After Interview	After PEL	Total In-Process Withdrawals	% Total In-Process Withdrawals		
American Indian/Alaska Native	Male	19	1	9	10	52.6%	0	0	0	0	0	0	0	0	1	2	0	0	0	2	0	0	0	0	5	26.3%	0	0	0	0	0	0	0	0	0	0	0	0.0%	
	Female	3	1	1	2	66.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%		
	Non-Binary	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0.0%		
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***		
Totals - American Indian/Alaska Native		23	2	10	12	52.2%	0	0	0	0	0	0	0	0	1	3	0	0	0	2	0	0	0	0	6	26.1%	0	0	0	0	0	0	0	0	0	0	3	0.5%	
Asian	Male	85	4	38	42	49.4%	0	0	11	1	0	0	0	0	1	4	0	0	2	3	0	0	0	0	22	25.9%	2	0	0	0	0	0	0	0	1	0	3	3.5%	
	Female	7	0	4	4	57.1%	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	2	28.6%	0	0	0	0	0	0	0	0	0	0	0.0%		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	1	0	1	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0.0%		
Totals - Asian		93	4	43	47	50.5%	0	0	11	1	0	0	0	0	2	4	0	0	2	3	0	0	1	0	24	25.8%	2	0	0	0	0	0	0	0	1	0	3	3.2%	
Black or African American	Male	319	8	171	179	56.1%	5	2	15	1	2	1	3	1	6	28	4	1	1	7	0	0	0	1	78	24.5%	3	0	0	0	0	0	0	0	0	0	3	0.9%	
	Female	73	3	39	42	57.5%	0	0	5	0	1	0	0	0	2	1	9	2	0	1	0	0	0	0	21	28.8%	0	0	0	0	0	0	0	0	0	0	0	0.0%	
	Non-Binary	3	0	0	0	0.0%	0	0	0	0	0	1	0	0	1	1	0	0	0	0	0	0	0	0	3	100.0%	0	0	0	0	0	0	0	0	0	0	0	0.0%	
	Undisclosed	3	0	1	1	33.3%	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	2	66.7%	0	0	0	0	0	0	0	0	0	0	0	0.0%	
Totals - Black or African American		398	11	211	222	55.8%	5	2	20	1	3	2	3	3	8	39	7	1	1	8	0	0	0	1	104	26.1%	3	0	0	0	0	0	0	0	0	0	3	0.8%	
Hispanic or Latino	Male	523	25	269	294	56.2%	5	2	29	3	2	3	3	4	9	32	7	0	3	17	0	0	2	0	121	23.1%	2	2	4	0	0	1	0	0	0	9	1.7%		
	Female	168	5	97	102	60.7%	2	0	2	1	0	4	2	0	8	0	0	0	12	0	0	0	0	31	18.5%	0	1	2	1	0	0	0	0	0	0	4	2.4%		
	Non-Binary	2	0	0	0	0.0%	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	2	100.0%	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Undisclosed	4	0	3	3	75.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0.0%	
Totals - Hispanic or Latino		697	30	369	399	57.2%	7	2	31	4	3	7	5	4	9	40	7	0	3	30	0	0	2	0	154	22.1%	2	3	6	1	0	1	0	0	0	13	1.9%		
Native Hawaiian or Other Pacific Islander	Male	21	2	10	12	57.1%	0	0	1	0	0	0	0	0	2	0	0	0	2	0	0	0	1	6	28.6%	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
Totals - Native Hawaiian or Other Pacific Islander		21	2	10	12	57.1%	0	0	1	0	0	0	0	0	2	0	0	0	2	0	0	0	1	6	28.6%	0	0	0	0	0	0	0	0	0	0	0	0.0%		
White or Caucasian	Male	1192	70	575	645	54.1%	10	0	55	4	3	13	12	11	22	46	1	1	7	41	1	0	0	1	228	19.1%	19	5	6	0	1	8	2	3	2	46	3.9%		
	Female	245	12	119	131	53.5%	2	0	11	0	0	1	1	2	2	18	0	0	0	8	0	0	0	0	46	18.8%	1	1	4	0	0	2	0	1	0	9	3.7%		
	Non-Binary	245	0	1	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	50.0%	0	1	4	0	0	2	0	1	0	0	0	0.0%		
	Undisclosed	2	0	1	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%		
Totals - White or Caucasian		1441	82	696	778	54.0%	12	0	66	4	3	14	13	13	24	64	1	1	8	49	1	1	0	1	275	19.1%	20	6	10	0	1	10	2	4	2	55	3.8%		
Multiple Indicated	Male	203	5	96	101	49.8%	2	0	9	3	6	0	2	2	2	12	0	0	1	6	0	1	1	0	47	23.2%	0	1	1	0	0	0	0	0	0	2	1.0%		
	Female	60	2	30	32	53.3%	1	0	7	0	0	0	0	0	1	1	0	0	0	0	0	0	0	11	18.3%	0	0	1	0	0	0	0	0	0	1	1.7%			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	1	0	1	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0.0%	
Totals - Multiple Indicated		264	7	127	134	50.8%	3	0	16	3	6	0	2	2	3	13	1	0	1	6	0	1	1	0	58	22.0%	0	1	2	0	0	0	0	0	0	3	1.1%		
Other Not Listed Above	Male	30	1	17	18	60.0%	0	0	4	0	0	0	0	0	1	0	1	0	0	1	0	0	0	1	8	26.7%	0	0	0	0	0	0	0	0	0	0	0	0.0%	
	Female	3	0	1	1	33.3%	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	2	66.7%	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Non-Binary	1	0	1	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%		
	Undisclosed	1	0	1	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0.0%	
Totals - Other Not Listed Above		35	1	20	21	60.0%	0	0	4	0	0	0	0	0	1	1	1	0	0	1	0	0	0	1	10	28.6%	0	0	0	0	0	0	0	0	0	0	0	0.0%	
Undisclosed	Male	15	0	8	8	53.3%	0	0	1	0	0	0	0	0	1	0	0	0	1	2	0	0	0	1	6	40.0%	0	0	0	0	0	0	0	0	0	0	0	0.0%	
	Female	5	0	3	3	60.0%	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	2	40.0%	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	8	0	4	4	50.0%	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	2	25.0%	1	0	0	0	0	0	0	0	0	1	12.5%		
Totals - Undisclosed		28	0	15	15	53.6%	0	0	1	1	0	0	0	0	1	1	1	0	0	2	2	0	0	1	10	35.7%	1	0	0	0	0	0	0	0	0	1	3.6%		
Totals by Indicated Gender		Male	2407	116	1193	1309	54.4%	22	4	125	12	13	17	20	18	43	126	13	2	15	81	1	1	3	5	521	21.6%	26	8	11	0	1	9	2	4	2	63	2.6%	
		Female	564	23	294	317	56.2%	5	0	25	1	1	5	3	6	5	38	13	3	0	0	21	0	1	1	0	115	20.4%	1	2	7	1	0	2	0	1	0	14	2.5%
		Non-Binary	9	0	2	2	22.2%	0	0	0	0	1	1	0	0	1	2	0	0	1	1	0	0	0	0	7	77.8%	0	0	0	0	0	0	0	0	0	0	0.0%	
		Undisclosed	20	0	12	12	60.0%	0	0	0	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0	4	20.0%	1	0	0	0	0	0	0	0	0	1</		

APD Applicant Outcomes 2021		In-Process Disqualification										Background Check Disqualification		Other Disqualification				Candidate Declined		Candidate Received Offer				NOI											
Ethnicity	Gender	Total Candidates	Didn't Submit Docs	Didn't take Seminar	Didn't take Fitness Test	Fitness Test	Didn't Schedule ISA	No Show ISA	No Show OOS	ISAU	Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer	Total Declined	% Total Declined	Hired	Pending	Deferred	Total Received Offer	% Total Received Offer	No Outcome Indicated	
American Indian/Alaska Native	Male	19	3	0	0	1	0	0	0	0	0	4	21.1%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Female	3	0	0	0	1	0	0	0	0	0	1	33.3%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Non-Binary	1	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0.0%	0	0	0	***	0	0	0	0	***	0	
Totals - American Indian/Alaska Native		23	3	0	0	2	0	0	0	0	0	5	21.7%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
Asian	Male	85	2	0	1	1	0	0	1	7	0	12	14.1%	0	2	1	3	3.5%	0	0	0	0	0	0.0%	0	0	0	0.0%	3	0	0	3	3.5%	0	
	Female	7	0	0	0	0	0	0	0	1	0	1	14.3%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	1	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
Totals - Asian		93	2	0	1	1	0	0	1	8	0	13	14.0%	0	2	1	3	3.2%	0	0	0	0	0	0.0%	0	0	0	0.0%	3	0	0	3	3.2%	0	
Black or African American	Male	319	16	0	4	1	2	0	0	16	0	39	12.2%	0	4	8	12	3.8%	1	0	0	1	2	0.6%	0	1	1	0.3%	3	0	1	4	1.3%	1	
	Female	73	3	0	1	3	0	0	0	1	1	9	12.3%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	1.4%	0	
	Non-Binary	3	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Undisclosed	3	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
Totals - Black or African American		398	19	0	5	4	2	0	0	17	1	48	12.1%	0	4	8	12	3.0%	1	0	0	1	2	0.5%	0	1	1	0.3%	4	0	1	5	1.3%	1	
Hispanic or Latino	Male	523	17	1	6	2	2	2	1	28	0	59	11.3%	2	8	9	19	3.6%	2	0	0	0	2	0.4%	0	1	1	0.2%	14	2	0	16	3.1%	2	
	Female	168	4	0	6	5	0	1	0	8	0	24	14.3%	0	4	2	6	3.6%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	0.6%	0	
	Non-Binary	2	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Undisclosed	4	0	0	1	0	0	0	0	0	0	1	25.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
Totals - Hispanic or Latino		697	21	1	13	7	2	3	1	36	0	84	12.1%	2	12	11	25	3.6%	2	0	0	0	2	0.3%	0	1	1	0.1%	15	2	0	17	2.4%	2	
Native Hawaiian or Other Pacific Islander	Male	21	0	0	1	0	1	0	0	0	0	2	9.5%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	1	
	Female	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
Totals - Native Hawaiian or Other Pacific Islander		21	0	0	1	0	1	0	0	0	0	2	9.5%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	1	
White or Caucasian	Male	1192	70	0	23	4	2	4	0	57	4	164	13.8%	2	32	23	57	4.8%	0	0	0	0	0	0.0%	2	3	5	0.4%	37	5	1	43	3.6%	4	
	Female	245	18	0	9	0	0	1	0	9	1	38	15.5%	2	7	3	12	4.9%	0	0	0	0	0	0.0%	0	2	2	0.8%	4	1	1	6	2.4%	1	
	Non-Binary	2	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Undisclosed	2	1	0	0	0	0	0	0	0	0	1	50.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
Totals - White or Caucasian		1441	89	0	32	4	2	5	0	66	5	203	14.1%	4	39	26	69	4.8%	0	0	0	0	0	0.0%	2	5	7	0.5%	41	6	2	49	3.4%	5	
Multiple Indicated	Male	203	9	0	9	0	2	1	0	10	2	33	16.3%	1	3	5	9	4.4%	0	0	1	0	1	0.5%	0	1	1	0.5%	8	0	1	9	4.4%	0	
	Female	60	5	0	2	2	0	1	0	2	0	12	20.0%	0	1	1	2	3.3%	0	0	0	0	0	0.0%	0	0	0	0.0%	2	0	0	2	3.3%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	1	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
Totals - Multiple Indicated		264	14	0	11	2	2	2	0	12	2	45	17.0%	1	4	6	11	4.2%	0	0	1	0	1	0.4%	0	1	1	0.4%	10	0	1	11	4.2%	0	
Other Not Listed Above	Male	30	0	0	0	0	0	0	0	0	0	0	0.0%	0	1	2	3	10.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	1	1	3.3%	0	
	Female	3	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Non-Binary	1	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Undisclosed	1	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
Totals - Other Not Listed Above		35	0	0	0	0	0	0	0	0	0	0	0.0%	0	1	2	3	8.6%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	1	1	2.9%	0	
Undisclosed	Male	15	1	0	0	0	0	0	0	0	0	1	6.7%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Female	5	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	
	Undisclosed	8	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	1	0	1	12.5%	0	
Totals - Undisclosed		28	1	0	0	0	0	0	0	0	0	1	3.6%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	1	0	1	3.6%	0	
Totals by Indicated Gender		Male	2407	118	1	44	9	9	7	2	118	6	314	13.0%	5	50	48	103	4.3%	3	0	1	1	5	0.2%	2	6	8	0.3%	65	7	4	76	3.2%	8
Grand Totals	Female	564	30	0																															

APD Applicant Outcome Comparison Year-over-Year 2021 v 2019		Total Candidates by Year			Voluntary Exits			Early Process Disqualifications			In-Process Withdrawals			Didn't Submit Docs			In-Process Disqualifications			Failed Fitness Test			Didn't Schedule JSA						
Ethnicity	Gender	2019 Candidates	2021 Candidates	2021/2019 Raw Change	2019 % Voluntary Exits	2021 % Voluntary Exits	2021/2019 Raw Change	2019 % Early Process Disqualification	2021 % Early Process Disqualification	2021/2019 Raw Change	2019 % In-Process Withdrawal	2021 % In-Process Withdrawal	2021/2019 Raw Change	2019 % Didn't Submit Docs	2021 % Didn't Submit Docs	2021/2019 Raw Change	2019 % Didn't take Seminar	2021 % Didn't take Seminar	2021/2019 Raw Change	2019 % Didn't take Fitness Test	2021 % Didn't take Fitness Test	2021/2019 Raw Change	2019 % Failed Fitness Test	2021 % Failed Fitness Test	2021/2019 Raw Change	2019 % Didn't Schedule JSA	2021 % Didn't Schedule JSA	2021/2019 Raw Change	
American Indian/Alaska Native	Male	0	19	+19	***	52.6%	***	***	26.3%	***	***	0.0%	***	***	15.8%	***	***	0.0%	***	***	0.0%	***	***	5.3%	***	***	0.0%	***	
	Female	0	3	+3	***	66.7%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	33.3%	***	***	0.0%	***	
	Non-Binary	0	1	+1	***	0.0%	***	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	0.0%	***	
Totals - American Indian/Alaska Native		0	23	+23	***	52.2%	***	***	26.1%	***	***	0.0%	***	***	13.0%	***	***	0.0%	***	***	0.0%	***	***	8.7%	***	***	0.0%	***	
Asian	Male	17	85	+68	47.1%	49.4%	2.4%	11.8%	25.9%	14.1%	17.6%	3.5%	-14.1%	5.9%	2.4%	-3.5%	0.0%	0.0%	0.0%	0.0%	1.2%	1.2%	0.0%	1.2%	0.0%	0.0%	0.0%	0.0%	
	Female	2	7	+5	50.0%	57.1%	7.1%	50.0%	28.6%	-21.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	1	+1	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Asian		19	93	+74	47.4%	50.5%	3.2%	15.8%	25.8%	10.0%	15.8%	3.2%	-12.6%	5.3%	2.2%	-3.1%	0.0%	0.0%	0.0%	0.0%	1.1%	1.1%	0.0%	1.1%	1.1%	0.0%	0.0%	0.0%	
Black or African American	Male	46	319	+273	47.8%	56.1%	8.3%	30.4%	24.5%	-6.0%	6.5%	0.9%	-5.6%	4.3%	5.0%	0.7%	0.0%	0.0%	0.0%	0.0%	1.3%	1.3%	2.2%	0.3%	-1.9%	0.0%	0.6%	0.6%	
	Female	9	73	+64	66.7%	57.5%	-9.1%	0.0%	28.8%	28.8%	11.1%	0.0%	-11.1%	0.0%	4.1%	4.1%	0.0%	0.0%	0.0%	0.0%	1.4%	1.4%	0.0%	4.1%	4.1%	0.0%	0.0%	0.0%	
	Non-Binary	0	3	+3	***	0.0%	***	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	0	3	+3	***	33.3%	***	***	66.7%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Black or African American		55	398	+343	50.9%	55.8%	4.9%	25.5%	26.1%	0.7%	7.3%	0.8%	-6.5%	3.6%	4.8%	1.1%	0.0%	0.0%	0.0%	0.0%	1.3%	1.3%	1.8%	1.0%	-0.8%	0.0%	0.5%	0.5%	
Hispanic or Latino	Male	158	523	+365	50.0%	56.2%	6.2%	18.4%	23.1%	4.8%	8.2%	1.7%	-6.5%	5.7%	3.3%	-2.4%	0.0%	0.2%	0.2%	0.0%	1.1%	1.1%	0.6%	0.4%	-0.3%	0.0%	0.4%	0.4%	
	Female	26	168	+142	50.0%	60.7%	10.7%	15.4%	18.5%	3.1%	0.0%	2.4%	2.4%	11.5%	2.4%	-9.2%	0.0%	0.0%	0.0%	0.0%	3.6%	3.6%	3.8%	3.0%	-0.9%	0.0%	0.0%	0.0%	
	Non-Binary	0	2	+2	***	0.0%	***	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	4	4	0	50.0%	75.0%	25.0%	50.0%	0.0%	-50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals - Hispanic or Latino		188	697	+509	50.0%	57.2%	7.2%	18.6%	22.1%	3.5%	6.9%	1.9%	-5.0%	6.4%	3.0%	-3.4%	0.0%	0.1%	0.1%	0.0%	1.9%	1.9%	1.1%	1.0%	-0.1%	0.0%	0.3%	0.3%	
Native Hawaiian or Other Pacific Islander	Male	3	21	+18	0.0%	57.1%	57.1%	66.7%	28.6%	-38.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	4.8%	0.0%	0.0%	0.0%	0.0%	4.8%	4.8%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Native Hawaiian or Other Pacific Islander		3	21	+18	0.0%	57.1%	57.1%	66.7%	28.6%	-38.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	4.8%	0.0%	0.0%	0.0%	0.0%	4.8%	4.8%	
White or Caucasian	Male	449	1192	+743	46.3%	54.1%	7.8%	20.0%	19.1%	-0.9%	7.3%	3.9%	-3.5%	4.9%	5.9%	1.0%	0.0%	0.0%	0.0%	0.0%	1.9%	1.9%	0.4%	0.3%	-0.1%	0.2%	0.2%	-0.1%	
	Female	117	245	+128	50.4%	53.5%	3.0%	19.7%	18.8%	-0.9%	6.8%	3.7%	-3.2%	6.0%	7.3%	1.4%	0.0%	0.0%	0.0%	0.0%	3.7%	3.7%	0.9%	0.0%	-0.9%	0.0%	0.0%	0.0%	
	Non-Binary	0	2	+2	***	50.0%	***	***	50.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	5	2	-3	80.0%	50.0%	-30.0%	20.0%	0.0%	-20.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals - White or Caucasian		571	1441	+870	47.5%	54.0%	6.5%	20.0%	19.1%	-0.9%	7.2%	3.8%	-3.4%	5.1%	6.2%	1.1%	0.0%	0.0%	0.0%	0.0%	2.2%	2.2%	0.5%	0.3%	-0.2%	0.2%	0.1%	0.0%	
Multiple Indicated	Male	42	203	+161	45.2%	49.8%	4.5%	21.4%	23.2%	1.7%	4.8%	1.0%	-3.8%	0.0%	4.4%	4.4%	0.0%	0.0%	0.0%	0.0%	4.4%	4.4%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	
	Female	15	60	+45	13.3%	53.3%	40.0%	13.3%	18.3%	5.0%	6.7%	1.7%	-5.0%	6.7%	8.3%	1.7%	0.0%	0.0%	0.0%	0.0%	3.3%	3.3%	13.3%	3.3%	-10.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	1	+1	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Multiple Indicated		57	264	+207	36.8%	50.8%	13.9%	19.3%	22.0%	2.7%	5.3%	1.1%	-4.1%	1.8%	5.3%	3.5%	0.0%	0.0%	0.0%	0.0%	4.2%	4.2%	3.5%	0.8%	-2.8%	0.0%	0.8%	0.8%	
Other Not Listed Above	Male	4	30	+26	50.0%	60.0%	10.0%	0.0%	26.7%	26.7%	0.0%	0.0%	0.0%	25.0%	0.0%	-25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	1	3	+2	100.0%	33.3%	-66.7%	0.0%	66.7%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	1	+1	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	0	1	+1	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Other Not Listed Above		5	35	+30	60.0%	60.0%	0.0%	0.0%	28.6%	28.6%	0.0%	0.0%	0.0%	20.0%	0.0%	-20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Undisclosed	Male	2	15	+13	50.0%	53.3%	3.3%	0.0%	40.0%	40.0%	0.0%	0.0%	0.0%	50.0%	6.7%	-43.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	5	+5	***	60.0%	***	***	40.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	8	+8	***	50.0%	***	***	25.0%	***	***	12.5%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Undisclosed		2	28	+26	50.0%	53.6%	3.6%	0.0%	35.7%	35.7%	0.0%	3.6%	3.6%	50.0%	3.6%	-46.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals by Indicated Gender		Male	721	2407	+1686	47.0%	54.4%	7.4%	20.2%	21.6%	1.4%	7.5%	2.6%	-4.9%	5.0%	4.9%	-0.1%	0.0%	0.0%	0.0%	0.0%	1.8%	1.8%	0.6%	0.4%	-0.2%	0.1%	0.4%	0.2%
		Female	170	564	+394	48.2%	56.2%	8.0%	17.6%</																				

APD Applicant Outcome Comparison Year-over-Year 2021 v 2019		In-Process Disqualifications															Background Check Disqualifications												
		Total Candidates by Year			No Show JSA			No Show OOS			JSAU			Post Offer Psych			Total In-Process Disqualifications			Phase 1 Disqualifications			Phase 2 Disqualifications			Full Background (Phase 3) Disqualifications			
		2019 Candidates	2021 Candidates	2021/2019 Raw Change	2019 % No Show JSA	2021 % No Show JSA	2021/2019 Raw Change	2019 % No Show OOS	2021 % No Show OOS	2021/2019 Raw Change	2019 % JSAU	2021 % JSAU	2021/2019 Raw Change	2019 % Post Offer Psych	2021 % Post Offer Psych	2021/2019 Raw Change	2019 % In-Process Disqual	2021 % In-Process Disqual	2021/2019 Raw Change	2019 % Phase 1 Disqualification	2021 % Phase 1 Disqualification	2021/2019 Raw Change	2019 % Phase 2 Disqualification	2021 % Phase 2 Disqualification	2021/2019 Raw Change	2019 % Full Background Disqualification	2021 % Full Background Disqualification	2021/2019 Raw Change	
Ethnicity	Gender																												
American Indian/Alaska Native	Male	0	19	+19	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	21.1%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***		
	Female	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	33.3%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***		
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***		
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
Totals - American Indian/Alaska Native		0	23	+23	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	21.7%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***		
Asian	Male	17	85	+68	0.0%	0.0%	0.0%	0.0%	1.2%	1.2%	11.8%	8.2%	-3.5%	0.0%	0.0%	0.0%	17.6%	14.1%	-3.5%	0.0%	0.0%	0.0%	5.9%	2.4%	-3.5%	0.0%	1.2%	1.2%	
	Female	2	7	+5	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	14.3%	0.0%	0.0%	0.0%	0.0%	14.3%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***		
Totals - Asian		19	93	+74	0.0%	0.0%	0.0%	0.0%	1.1%	1.1%	10.5%	8.6%	-1.9%	0.0%	0.0%	0.0%	15.8%	14.0%	-1.8%	0.0%	0.0%	0.0%	5.3%	2.2%	-3.1%	0.0%	1.1%	1.1%	
Black or African American	Male	46	319	+273	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	5.0%	0.7%	0.0%	0.0%	0.0%	10.9%	12.2%	1.4%	0.0%	0.0%	0.0%	4.3%	1.3%	-3.1%	0.0%	2.5%	2.5%	
	Female	9	73	+64	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	1.4%	-9.7%	0.0%	1.4%	1.4%	11.1%	12.3%	1.2%	0.0%	0.0%	0.0%	11.1%	0.0%	-11.1%	0.0%	0.0%	0.0%	
	Non-Binary	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Black or African American		55	398	+343	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.5%	4.3%	-1.2%	0.0%	0.3%	0.3%	10.9%	12.1%	1.2%	0.0%	0.0%	0.0%	5.5%	1.0%	-4.4%	0.0%	2.0%	2.0%	
Hispanic or Latino	Male	158	523	+365	1.9%	0.4%	-1.5%	0.0%	0.2%	0.2%	4.4%	5.4%	0.9%	0.0%	0.0%	0.0%	12.7%	11.3%	-1.4%	1.3%	0.4%	-0.9%	3.8%	1.5%	-2.3%	0.6%	1.7%	1.1%	
	Female	26	168	+142	0.0%	0.6%	0.6%	0.0%	0.0%	0.0%	15.4%	4.8%	-10.6%	0.0%	0.0%	0.0%	30.8%	14.3%	-16.5%	0.0%	0.0%	0.0%	0.0%	2.4%	2.4%	0.0%	1.2%	1.2%	
	Non-Binary	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	4	4	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Totals - Hispanic or Latino		188	697	+509	1.6%	0.4%	-1.2%	0.0%	0.1%	0.1%	5.9%	5.2%	-0.7%	0.0%	0.0%	0.0%	14.9%	12.1%	-2.8%	1.1%	0.3%	-0.8%	3.2%	1.7%	-1.5%	0.5%	1.6%	1.0%	
Native Hawaiian or Other Pacific Islander	Male	3	21	+18	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	-33.3%	0.0%	0.0%	0.0%	33.3%	9.5%	-23.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Native Hawaiian or Other Pacific Islander		3	21	+18	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	-33.3%	0.0%	0.0%	0.0%	33.3%	9.5%	-23.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
White or Caucasian	Male	449	1192	+743	0.9%	0.3%	-0.6%	0.0%	0.0%	0.0%	6.7%	4.8%	-1.9%	0.0%	0.3%	0.3%	13.1%	13.8%	0.6%	0.4%	0.2%	-0.3%	5.8%	2.7%	-3.1%	2.4%	1.9%	-0.5%	
	Female	117	245	+128	0.9%	0.4%	-0.4%	0.0%	0.0%	0.0%	6.0%	3.7%	-2.3%	0.0%	0.4%	0.4%	13.7%	15.5%	1.8%	0.0%	0.8%	0.8%	5.1%	2.9%	-2.3%	0.9%	1.2%	0.4%	
	Non-Binary	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	5	2	-3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Totals - White or Caucasian		571	1441	+870	0.9%	0.3%	-0.5%	0.0%	0.0%	0.0%	6.5%	4.6%	-1.9%	0.0%	0.3%	0.3%	13.1%	14.1%	1.0%	0.4%	0.3%	-0.1%	5.6%	2.7%	-2.9%	2.1%	1.8%	-0.3%	
Multiple Indicated	Male	42	203	+161	0.0%	0.5%	0.5%	0.0%	0.0%	0.0%	7.1%	4.9%	-2.2%	0.0%	1.0%	1.0%	7.1%	16.3%	9.1%	2.4%	0.5%	-1.9%	14.3%	1.5%	-12.8%	2.4%	2.5%	0.1%	
	Female	15	60	+45	0.0%	1.7%	1.7%	0.0%	0.0%	0.0%	0.0%	3.3%	3.3%	0.0%	0.0%	0.0%	20.0%	20.0%	0.0%	13.3%	0.0%	-13.3%	6.7%	1.7%	-5.0%	6.7%	1.7%	-5.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Multiple Indicated		57	264	+207	0.0%	0.8%	0.8%	0.0%	0.0%	0.0%	5.3%	4.5%	-0.7%	0.0%	0.8%	0.8%	10.5%	17.0%	6.5%	5.3%	0.4%	-4.9%	12.3%	1.5%	-10.8%	3.5%	2.3%	-1.2%	
Other Not Listed Above	Male	4	30	+26	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	-25.0%	0.0%	0.0%	0.0%	50.0%	0.0%	-50.0%	0.0%	0.0%	0.0%	0.0%	3.3%	3.3%	0.0%	6.7%	6.7%	
	Female	1	3	+2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Other Not Listed Above		5	35	+30	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	-20.0%	0.0%	0.0%	0.0%	40.0%	0.0%	-40.0%	0.0%	0.0%	0.0%	0.0%	2.9%	2.9%	0.0%	5.7%	5.7%	
Undisclosed	Male	2	15	+13	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	6.7%	-43.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	5	+5	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	8	+8	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Undisclosed		2	28	+26	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	3.6%	-46.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals by Indicated Gender		Male	721	2407	+1686	1.0%	0.3%	-0.7%	0.0%	0.1%	0.1%	6.4%	4.9%	-1.5%	0.0%	0.2%	0.2%	13.0%	13.0%	0.0%	0.7%	0.2%	-0.5%	5.7%	2.1%	-3.6%	1.8%	2.0%	0.2%
		Female	170	564	+394	0.6%	0.5%	-0.1%	0.0%	0.0%	0.0%	7.1%	3.7%	-3.3%	0.0%	0.4%	0.4%	16.5%	15.1%	-1.4%	1.2%	0.4%	-0.8%	4.7%	2.1%	-2.6%	1.2%	1.1%	-0.1%
		Non-Binary	0	9	+9	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	***	0.0%				

APD Applicant Outcome Comparison Year-over-Year 2021 v 2019				Total Candidates by Year			Candidate Received Offer																		
							Total Declined			Candidate Hired			Pending			Candidate Deferred			Total Candidate Received Offer			No Outcome Indicated			
				Ethnicity	Gender	2019 Candidates	2021 Candidates	2021/2019 Raw Change	2019 % Declined	2021 % Declined	2021/2019 Raw Change	2019 % Candidate Hired	2021 % Candidate Hired	2021/2019 Raw Change	2019 % Pending	2021 % Pending	2021/2019 Raw Change	2019 % Candidate Deferred	2021 % Candidate Deferred	2021/2019 Raw Change	2019 % Candidate Received Offer	2021 % Candidate Received Offer	2021/2019 Raw Change	2019 % No Outcome Indicated	2021 % No Outcome Indicated
American Indian/Alaska Native	Male	0	19	+19	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Female	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	0	0	0	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - American Indian/Alaska Native				0	23	+23	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Asian	Male	17	85	+68	0.0%	0.0%	0.0%	0.0%	3.5%	3.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.5%	3.5%	0.0%	0.0%	0.0%	0.0%	
	Female	2	7	+5	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Asian				19	93	+74	0.0%	0.0%	0.0%	0.0%	3.2%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	3.2%	0.0%	0.0%	0.0%	0.0%	
Black or African American	Male	46	319	+273	0.0%	0.3%	0.3%	0.0%	0.9%	0.9%	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%	0.0%	1.3%	1.3%	0.0%	0.3%	0.3%	0.0%	0.3%	
	Female	9	73	+64	0.0%	0.0%	0.0%	0.0%	1.4%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	1.4%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	0.0%	***	***	0.0%	***	***	
	Undisclosed	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	0.0%	***	***	0.0%	***	***	
Totals - Black or African American				55	398	+343	0.0%	0.3%	0.3%	0.0%	1.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%	0.0%	1.3%	1.3%	0.0%	0.3%	0.3%	
Hispanic or Latino	Male	158	523	+365	0.6%	0.2%	-0.4%	4.4%	2.7%	-1.8%	0.0%	0.4%	0.4%	0.0%	0.0%	0.0%	4.4%	3.1%	-1.4%	0.0%	0.4%	0.4%	0.0%	0.4%	
	Female	26	168	+142	0.0%	0.0%	0.0%	3.8%	0.6%	-3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	0.6%	-3.3%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	0.0%	***	***	0.0%	***	***	
	Undisclosed	4	4	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Totals - Hispanic or Latino				188	697	+509	0.5%	0.1%	-0.4%	4.3%	2.2%	-2.1%	0.0%	0.3%	0.3%	0.0%	0.0%	0.0%	4.3%	2.4%	-1.8%	0.0%	0.3%	0.3%	
Native Hawaiian or Other Pacific Islander	Male	3	21	+18	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	4.8%	0.0%	4.8%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Native Hawaiian or Other Pacific Islander				3	21	+18	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	4.8%	0.0%	4.8%
White or Caucasian	Male	449	1192	+743	0.2%	0.4%	0.2%	3.6%	3.1%	-0.5%	0.0%	0.4%	0.4%	0.4%	0.1%	-0.4%	4.0%	3.6%	-0.4%	0.0%	0.3%	0.3%	0.0%	0.3%	
	Female	117	245	+128	0.0%	0.8%	0.8%	3.4%	1.6%	-1.8%	0.0%	0.4%	0.4%	0.0%	0.4%	0.4%	3.4%	2.4%	-1.0%	0.0%	0.4%	0.4%	0.0%	0.4%	
	Non-Binary	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	0.0%	***	***	0.0%	***	***	
	Undisclosed	5	2	-3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals - White or Caucasian				571	1441	+870	0.2%	0.5%	0.3%	3.5%	2.8%	-0.7%	0.0%	0.4%	0.4%	0.4%	0.1%	-0.2%	3.9%	3.4%	-0.5%	0.0%	0.3%	0.3%	
Multiple Indicated	Male	42	203	+161	0.0%	0.5%	0.5%	2.4%	3.9%	1.6%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	2.4%	4.4%	2.1%	0.0%	0.0%	0.0%	0.0%		
	Female	15	60	+45	0.0%	0.0%	0.0%	13.3%	3.3%	-10.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%	-6.7%	20.0%	3.3%	-16.7%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	0.0%	***	***	0.0%	***	***	
Totals - Multiple Indicated				57	264	+207	0.0%	0.4%	0.4%	5.3%	3.8%	-1.5%	0.0%	0.0%	0.0%	1.8%	0.4%	-1.4%	7.0%	4.2%	-2.9%	0.0%	0.0%	0.0%	
Other Not Listed Above	Male	4	30	+26	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.3%	3.3%	0.0%	3.3%	3.3%	0.0%	0.0%	0.0%	0.0%		
	Female	1	3	+2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	0.0%	***	***	0.0%	***	***	
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	0.0%	***	***	0.0%	***	***	
Totals - Other Not Listed Above				5	35	+30	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	2.9%	0.0%	2.9%	2.9%	0.0%	0.0%	0.0%	0.0%	
Undisclosed	Male	2	15	+13	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	0	5	+5	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	0.0%	***	***	0.0%	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	8	+8	***	0.0%	***	***	0.0%	***	***	12.5%	***	***	0.0%	***	***	12.5%	***	***	***	0.0%	***	***	
Totals - Undisclosed				2	28	+26	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%	3.6%	0.0%	0.0%	0.0%	0.0%	3.6%	3.6%	0.0%	0.0%	0.0%	
Totals by Indicated Gender				721	2407	+1686	0.3%	0.3%	0.1%	3.3%	2.7%	-0.6%	0.0%	0.3%	0.3%	0.3%	0.2%	-0.1%	3.6%	3.2%	-0.4%	0.0%	0.3%	0.3%	
	Female	170	564	+394	0.0%	0.4%	0.4%	4.1%	1.4%	-2.7%	0.0%	0.2%	0.2%	0.6%	0.2%	-0.4%	4.7%	1.8%	-2.9%	0.0%	0.2%	0.2%	0.0%	0.2%	
	Non-Binary	0	9	+9	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	0.0%	***	***	0.0%	***	***	
	Undisclosed	9	20	+11	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	5.0%	0.0%	0.0%	0.0%	0.0%	5.0%	5.0%	0.0%	0.0%	0.0%	0.0%		
Grand Totals				900	3000	+2100	0.2%	0.3%	0.1%	3.4%	2.4%	-1.0%	0.0%	0.3%	0.3%	0.3%	0.2%	-0.2%	3.8%	2.9%	-0.9%	0.0%	0.3%	0.3%	

APD Applicant Outcomes 2022-2

APD Applicant Outcomes 2022-2			Voluntary Exit					Early Process Disqualification																	In-Process Withdrawal																						
Ethnicity	Gender	Total Candidates	Early Process Withdrawal	Failed to Schedule and/or Take FrontLine Exam	Did not Meet Exam Deadline - Reapply	Total Voluntary Exit	% Total Voluntary Exit	Barred from Applying	Age	Citizenship	Driving Offense Alcohol or Drugs	Driving Reckless	Driving Suspension	Driving Violations	Drug Sale	Drug Use	Education Requirement	Failed FrontLine Exam	Felony	Marijuana	Misdemeanor or Petty	On Previous PEL	Post Misdemeanor	Toxic Vapors	Valid Driver's License	Total Early Process Disqualifications	% Total Early Process Disqualifications	After Interview	After PHS	After PHS - Military Commitments	Before Background Interview - APD Image	Before Background Interview - Family	Before Background Interview - Took Denver Offer	Before Interview	Before Interview - Other Offer	Before Interview Board	Before ISA	Before PHS	Before PHS - Other Offer	Before PHS - Took Denver Offer	NTN Scores not Valid	Total Early Withdrawal	% Total In-Process Withdrawals				
American Indian/Alaska Native	Male	1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	100.0%				
	Female	1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
	Undisclosed	1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
Totals - American Indian/Alaska Native		3	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	33.3%			
Asian	Male	3	0	0	0	0	0.0%	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	66.7%
	Female	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***		
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
Totals - Asian		3	0	0	0	0	0.0%	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	66.7%
Black or African American	Male	37	2	0	0	2	5.4%	0	0	0	0	0	1	4	0	1	0	1	0	1	0	0	0	0	0	8	21.6%	0	0	0	0	0	0	0	0	0	0	0	2	0	0	16	18	48.6%			
	Female	5	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	3	4	80.0%			
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
Totals - Black or African American		42	2	0	0	2	4.8%	0	0	0	0	0	1	4	0	1	0	1	0	1	0	0	0	0	0	8	19.0%	1	0	0	0	0	0	0	0	0	0	0	2	0	0	19	22	52.4%			
Hispanic or Latino	Male	47	0	0	0	0	0.0%	0	1	0	2	0	0	6	0	0	1	1	0	4	1	0	0	0	16	34.0%	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	19	21	44.7%		
	Female	10	1	0	0	1	10.0%	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	2	20.0%	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	5	6	60.0%			
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***					
	Undisclosed	1	0	0	0	0	0.0%	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Hispanic or Latino		58	1	0	0	1	1.7%	0	1	0	2	0	0	9	0	0	1	1	0	4	1	0	0	0	19	32.8%	2	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	24	27	46.6%	
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	
	Female	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
Totals - Native Hawaiian or Other Pacific Islander		1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
White or Caucasian	Male	80	4	0	0	4	5.0%	2	2	0	1	0	0	6	1	0	0	5	1	3	2	0	0	0	23	28.8%	0	0	0	0	0	0	0	1	1	0	1	0	0	0	26	29	36.3%				
	Female	18	1	0	0	1	5.6%	0	0	0	0	0	3	0	0	0	0	2	0	1	0	0	0	6	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	6	33.3%					
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***					
Totals - White or Caucasian		98	5	0	0	5	5.1%	2	2	0	1	0	0	9	1	0	0	7	1	4	2	0	0	29	29.6%	0	0	0	0	0	0	0	1	1	0	1	0	0	0	32	35	35.7%					
Multiple Indicated	Male	19	1	0	0	1	5.3%	0	0	0	1	0	0	1	0	0	0	1	0	1	0	0	0	4	21.1%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	6	31.6%				
	Female	6	0	0	0	0	0.0%	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	2	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4	66.7%				
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***					
Totals - Multiple Indicated		25	1	0	0	1	4.0%	1	0	0	1	0	1	1	0	0	0	1	0	1	0	0	0	6	24.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10	10	40.0%				
Other Not Listed Above	Male	2	0	0	0	0	0.0%	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	2	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***					
Totals - Other Not Listed Above		2	0	0	0	0	0.0%	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	2	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Undisclosed	Male	1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	100.0%			
	Female	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***					
	Undisclosed	1	0	0	0	0	0.0%																																								

APD Applicant Outcomes 2022-2			In-Process Disqualification								In-Process Disqualification				Background Check Disqualification				Candidate Declined				Candidate Received Offer						NOI					
Ethnicity	Gender	Total Candidates	Failed Fitness Test	Failed Post Offer Psych	Failed to Schedule Written	Failed to Submit Docs	ISAU	No Show ISA	No Show ISA + Poly	No Show Written	Total In-Process Disqualifications		Background - Phase 1	Background - Phase 2	Background - Full	Background - Full (post interview)	Past PEL BG	Investigator Disqual	Total Background Check Disqualifications		Declined Conditional Offer	Declined Conditional Offer - Took Denver Offer	Total Declined	% Total Declined		Hired	Reinstating (Previously Hired)	Signed Conditional Offer	Deferred	Pending	Total Received Offer		% Total Received Offer	No Outcome Indicated
American Indian/Alaska Native	Male	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Female	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	100.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0	
	Undisclosed	1	0	0	0	1	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0
Totals - American Indian/Alaska Native		3	0	0	0	1	0	0	0	0	1	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	33.3%	0	
Asian	Male	3	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0	
Totals - Asian		3	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Black or African American	Male	37	0	0	0	2	2	0	0	0	4	10.8%	0	0	3	0	0	0	3	8.1%	0	0	0	0	0	2	0	0	0	0	2	5.4%	0	
	Female	5	0	0	0	0	0	0	0	0	0	0.0%	0	1	0	0	0	0	1	20.0%	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals - Black or African American		42	0	0	0	2	2	0	0	0	4	9.5%	0	1	3	0	0	0	4	9.5%	0	0	0	0	0	2	0	0	0	0	2	4.8%	0	
Hispanic or Latino	Male	47	0	0	0	3	2	0	0	0	5	10.6%	0	2	2	0	0	0	4	8.5%	0	0	0	0	0	0	1	0	0	0	1	2.1%	0	
	Female	10	0	0	0	0	1	0	0	0	1	10.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
Totals - Hispanic or Latino		58	0	0	0	3	3	0	0	0	6	10.3%	0	2	2	0	0	0	4	6.9%	0	0	0	0	0	1	0	0	0	0	1	1.7%	0	
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	
	Female	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals - Native Hawaiian or Other Pacific Islander		1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	
White or Caucasian	Male	80	0	0	0	7	6	0	0	0	13	16.3%	1	3	4	0	0	0	8	10.0%	0	0	1	1	1.3%	2	0	0	0	0	2	2.5%	0	
	Female	18	1	0	0	1	2	0	0	0	4	22.2%	0	0	1	0	0	0	1	5.6%	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals - White or Caucasian		98	1	0	0	8	8	0	0	0	17	17.3%	1	3	5	0	0	0	9	9.2%	0	0	1	1	1.0%	2	0	0	0	0	2	2.0%	0	
Multiple Indicated	Male	19	0	0	0	2	4	0	0	0	6	31.6%	0	0	2	0	0	0	2	10.5%	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0
	Female	6	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals - Multiple Indicated		25	0	0	0	2	4	0	0	0	6	24.0%	0	0	2	0	0	0	2	8.0%	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0
Other Not Listed Above	Male	2	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0
	Female	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals - Other Not Listed Above		2	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0
Undisclosed	Male	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0
	Female	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
Totals - Undisclosed		2	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	
Totals by Indicated Gender		Male	191	0	0	0	14	14	0	0	28	14.7%	1	5	11	0	0	0	17	8.9%	0	0	1	1	0.5%	4	1	0	0	0	5	2.6%	0	
	Female	40	1	0	0	1	3	0	0	0	5	12.5%	0	1	1	0	0	0	2	5.0%	0	0	0	0	0	1	0	0	0	0	1	2.5%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	3	0	0	0	1	0	0	0	0	1	33.3%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0
Grand Totals		234	1	0	0	16	17	0	0	0	34	14.5%	1	6	12	0	0	0	19	8.1%	0	0	1	1	0.4%	5	1	0	0	0	6	2.6%	0	

APD Applicant Outcomes 2022-3

APD Applicant Outcomes 2022-3		Voluntary Exit						Early Process Disqualification														In-Process Withdrawal																										
Ethnicity	Gender	Total Candidates	Early Procees Withdrawal	Failed to Schedule and/or Take FrontLine Exam	Did not Meet Exam Deadline - Reapply	Total Voluntary Exit	% Total Voluntary Exit	Barred from Applying	Age	Citizenship	Driving Offense Alcohol or Drugs	Driving Reckless	Driving Suspension	Driving Violations	Drug Sale	Drug Use	Education Requirement	Failed FrontLine Exam	Felony	Marijuana	Misdemeanor or Petty	On Previous PEL	Post Misdemeanor	Toxic Vapors	Valid Driver's License	Total Early Process Disqualifications	% Total Early Process Disqualifications	After Interview	After PHS	After PHS - Military Commitments	Before Background Interview - APD Image	Before Background Interview - Family	Before Background Interview - Took Denver Offer	Before Interview	Before Interview - Other Offer	Before Interview Board	Before ISA	Before PHS	Before PHS - Other Offer	Before PHS - Took Denver Offer	NTN Scores not Valid	Total Early Withdrawal	% Total In-Process Withdrawals					
American Indian/Alaska Native	Male	1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%			
	Female	2	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
	Undisclosed	1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%			
Totals - American Indian/Alaska Native		4	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	25.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
Asian	Male	8	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	12.5%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
	Female	1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
Totals - Asian		9	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	2	22.2%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Black or African American	Male	29	0	0	0	0	0.0%	0	0	0	0	0	4	0	0	0	4	1	0	2	0	0	0	0	0	11	37.9%	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	2	6.9%			
	Female	10	0	0	0	0	0.0%	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	10.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%			
Totals - Black or African American		40	0	0	0	0	0.0%	0	0	0	0	0	5	0	0	0	4	1	0	2	0	0	0	0	0	12	30.0%	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	2	5.0%			
Hispanic or Latino	Male	49	0	0	0	0	0.0%	1	0	2	0	0	2	5	0	0	0	6	0	0	0	0	0	0	0	16	32.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
	Female	17	0	0	0	0	0.0%	1	0	0	0	1	0	1	0	0	0	0	0	0	1	0	0	0	4	23.5%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Undisclosed	1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
Totals - Hispanic or Latino		67	0	0	0	0	0.0%	2	0	2	0	1	2	6	0	0	0	6	0	1	0	0	0	0	0	20	29.9%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Native Hawaiian or Other Pacific Islander	Male	3	0	0	0	0	0.0%	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
	Female	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
Totals - Native Hawaiian or Other Pacific Islander		3	0	0	0	0	0.0%	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
White or Caucasian	Male	91	4	0	0	4	4.4%	1	2	0	0	0	1	6	0	1	0	3	0	1	0	0	1	0	0	16	17.6%	0	1	1	1	0	1	0	0	0	0	0	0	1	0	0	5	5.5%				
	Female	21	1	0	0	1	4.8%	1	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	4	19.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
Totals - White or Caucasian		112	5	0	0	5	4.5%	2	2	0	0	1	6	0	1	0	6	0	1	0	0	1	0	0	20	17.9%	0	1	1	1	0	1	0	0	0	0	0	0	1	0	0	5	4.5%					
Multiple Indicated	Male	20	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	2	0	0	0	1	0	0	3	15.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Female	3	0	0	0	0	0.0%	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
Totals - Multiple Indicated		23	0	0	0	0	0.0%	0	0	0	0	0	1	0	0	0	0	2	0	0	0	1	0	0	4	17.4%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
Other Not Listed Above	Male	1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Female	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
Totals - Other Not Listed Above		1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
Undisclosed	Male	1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0</															

APD Applicant Outcomes 2022-3

APD Applicant Outcomes 2022-3			Total Candidates	In-Process Disqualification				In-Process Disqualification		Background Check Disqualification						Candidate Declined		Candidate Received Offer					No Outcome Indicated										
Ethnicity	Gender	Failed Fitness Test		Failed Post Offer Psych	Failed to Schedule Written	Failed to Submit Docs	ISAU	No Show ISA	No Show ISA + Poly	No Show Written	Total In-Process Disqualifications	% Total In-Process Disqualifications	Background - Phase 1	Background - Phase 2	Background - Full	Background - Full (post interview)	Past PEL BG	Investigator Disqual	Total Background Check Disqualifications	% Total Background Check Disqualifications	Declined Conditional Offer	Declined Conditional Offer - Took Denver Offer		Total Declined	% Total Declined	Hired	Reinstating (Previously Hired)	Signed Conditional Offer	Deferred	Pending	Total Received Offer	% Total Received Offer	
		American Indian/Alaska Native	Male	1	0	0	0	0	0	0	1	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
	Female	2	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	1	0	1	50.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
	Undisclosed	1	0	0	0	1	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0		
Totals - American Indian/Alaska Native			4	0	0	0	1	0	0	0	1	2	50.0%	0	0	0	0	0	1	25.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
Asian	Male	8	0	0	0	1	0	0	0	4	5	62.5%	0	1	0	0	0	0	1	12.5%	0	0	0	0.0%	1	0	0	0	0	1	12.5%	0	
	Female	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
Totals - Asian			9	0	0	0	1	0	0	0	4	5	55.6%	0	1	0	0	0	1	11.1%	0	0	0	0.0%	1	0	0	0	0	1	11.1%	0	
Black or African American	Male	29	0	0	0	0	2	0	0	12	14	48.3%	0	0	1	0	1	0	2	6.9%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	10	0	0	0	3	1	0	0	2	6	60.0%	0	2	0	0	0	0	2	20.0%	0	0	0	0.0%	1	0	0	0	0	1	10.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
	Undisclosed	1	0	0	0	0	0	0	0	1	1	100.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0		
Totals - Black or African American			40	0	0	0	3	3	0	0	15	21	52.5%	0	2	1	0	0	0	4	10.0%	0	0	0	0.0%	1	0	0	0	0	1	2.5%	0
Hispanic or Latino	Male	49	0	0	0	3	4	0	0	16	23	46.9%	1	3	1	2	0	0	7	14.3%	0	0	0	0.0%	3	0	0	0	0	3	6.1%	0	
	Female	17	0	0	0	2	1	0	0	9	12	70.6%	0	1	0	0	0	0	1	5.9%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
	Undisclosed	1	0	0	0	0	0	0	0	1	1	100.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0		
Totals - Hispanic or Latino			67	0	0	0	5	5	0	0	26	36	53.7%	1	4	1	0	0	0	8	11.9%	0	0	0	0.0%	3	0	0	0	0	3	4.5%	0
Native Hawaiian or Other Pacific Islander	Male	3	0	0	0	0	0	0	0	2	2	66.7%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
Totals - Native Hawaiian or Other Pacific Islander			3	0	0	0	0	0	0	0	2	2	66.7%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
White or Caucasian	Male	91	0	0	0	13	6	0	0	34	53	58.2%	0	5	1	3	1	0	10	11.0%	1	0	1	1.1%	2	0	0	0	0	2	2.2%	0	
	Female	21	0	0	0	3	2	0	0	10	15	71.4%	1	0	0	0	0	0	1	4.8%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
Totals - White or Caucasian			112	0	0	0	16	8	0	0	44	68	60.7%	1	5	1	0	0	0	11	9.8%	1	0	1	0.9%	2	0	0	0	0	2	1.8%	0
Multiple Indicated	Male	20	0	0	0	2	3	0	0	9	14	70.0%	0	1	1	0	0	0	2	10.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	3	0	0	0	2	0	0	0	0	2	66.7%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
Totals - Multiple Indicated			23	0	0	0	4	3	0	0	9	16	69.6%	0	1	1	0	0	0	2	8.7%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
Other Not Listed Above	Male	1	0	0	0	0	0	0	0	1	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
Totals - Other Not Listed Above			1	0	0	0	0	0	0	0	1	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
Undisclosed	Male	1	0	0	0	0	0	0	0	1	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
	Undisclosed	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
Totals - Undisclosed			2	0	0	0	0	0	0	0	1	1	50.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
Totals by Indicated Gender	Male	203	0	0	0	19	15	0	0	80	114	56.2%	1	10	4	5	2	0	22	10.8%	1	0	1	0.5%	6	0	0	0	0	6	3.0%	0	
	Female	54	0	0	0	10	4	0	0	21	35	64.8%	1	3	0	0	1	0	5	9.3%	0	0	0	0.0%	1	0	0	0	0	1	1.9%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0		
	Undisclosed	4	0	0	0	1	0	0	0	2	3	75.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
Grand Totals			261	0	0	0	30	19	0	0	103	152	58.2%	2	13	4	5	3	0	27	10.3%	1	0	1	0.4%	7	0	0	0	0	7	2.7%	0

APD Applicant Outcomes 2022-4

APD Applicant Outcomes 2022-4							Early Process Disqualification																				In-Process Withdrawal																				
Ethnicity	Gender	Total Candidates	Early Process Withdrawal	Voluntary Exit				Barred from Applying	Age	Citizenship	Driving Offense Alcohol or Drugs	Driving Rectless	Driving Suspension	Driving Violations	Drug Sale	Drug Use	Education Requirement	Failed FrontLine Exam	Felony	Marijuana	Misdemeanor or Petty	On Previous PEL	Post Misdemeanor	Toxic Vapors	Valid Driver's License	Total Early Process Disqualifications	% Total Early Process Disqualifications	After Interview	After PHS	After PHS - Military Commitments	Before Background Interview - APD Image	Before Background Interview - Family	Before Background Interview - Took Denver Offer	Before Interview	Before Interview - Other Offer	Before Interview Board	Before ISA	Before PHS	Before PHS - Other Offer	Before PHS - Took Denver Offer	WTN Scores not Valid	Total Early Withdrawal	% Total In-Process Withdrawals				
				Failed to Schedule and/or Take FrontLine Exam	Did not Meet Exam Deadline - Reapply	Total Voluntary Exit	% Total Voluntary Exit																																								
American Indian/Alaska Native	Male	1	0	1	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Female	1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
Totals - American Indian/Alaska Native		2	0	1	0	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
Asian	Male	2	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
	Female	1	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
Totals - Asian		3	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	2	66.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
Black or African American	Male	18	0	13	0	13	72.2%	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	2	11.1%	0	0	0	0	0	0	0	0	0	1	1	0	0	1	0	3	16.7%			
	Female	6	0	3	0	3	50.0%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	16.7%	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	1	16.7%		
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Undisclosed	1	0	1	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%			
Totals - Black or African American		25	0	17	0	17	68.0%	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	0	3	12.0%	0	0	0	0	0	0	0	0	0	1	1	1	0	1	0	4	16.0%			
Hispanic or Latino	Male	28	0	15	0	15	53.6%	0	0	0	0	0	0	0	0	0	0	6	0	0	0	0	0	0	0	6	21.4%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
	Female	5	0	2	0	2	40.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	2	0	0	2	40.0%				
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
	Undisclosed	1	0	1	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%			
Totals - Hispanic or Latino		34	0	18	0	18	52.9%	0	0	0	0	0	0	0	0	0	0	6	0	0	0	0	0	0	0	6	17.6%	0	0	0	0	0	0	0	0	0	0	0	2	0	0	2	0	2	5.9%		
Native Hawaiian or Other Pacific Islander	Male	1	0	1	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
	Female	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***			
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
Totals - Native Hawaiian or Other Pacific Islander		1	0	1	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%		
White or Caucasian	Male	53	2	22	0	24	45.3%	1	0	0	0	0	0	0	0	0	0	6	0	0	0	0	0	0	0	7	13.2%	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	2	3.8%			
	Female	13	0	5	0	5	38.5%	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	2	15.4%	0	0	0	0	1	0	0	0	0	0	1	0	0	2	15.4%					
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***					
Totals - White or Caucasian		66	2	27	0	29	43.9%	1	0	0	0	0	0	0	0	0	0	8	0	0	0	0	0	0	0	9	13.6%	0	0	0	0	1	0	0	0	0	0	1	2	0	0	4	6.1%				
Multiple Indicated	Male	16	1	11	0	12	75.0%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	6.3%	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	6.3%			
	Female	2	0	2	0	2	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%			
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***					
Totals - Multiple Indicated		18	1	13	0	14	77.8%	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	5.6%	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	5.6%				
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
	Female	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***					
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***						
	Undisclosed	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***						
Totals - Other Not Listed Above		0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***				
Undisclosed	Male	2	0	2	0	2	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%			
	Female	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***					
	Non-Binary	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0</																	

APD Applicant Outcomes 2022-4

APD Applicant Outcomes 2022-4				In-Process Disqualification								In-Process Disqualification		Background Check Disqualification								Candidate Declined				Candidate Received Offer						NOI		
Ethnicity	Gender		Total Candidates	Failed Fitness Test	Failed Post Offer Psych	Failed to Schedule Written	Failed to Submit Docs	ISAU	No Show ISA	No Show ISA + Poly	No Show Written	Total In-Process Disqualifications	% Total In-Process Disqualifications	Background - Phase 1	Background - Phase 2	Background - Full	Background - Full (Post Interview)	Past PEL BG	Investigator Disqual	Total Background Check Disqualifications	% Total Background Check Disqualifications	Declined Conditional Offer	Declined Conditional Offer - Took Denver Offer	Total Declined	% Total Declined	Hired	Reinstating (Previously Hired)	Signed Conditional Offer	Deferred	Pending	Total Received Offer	% Total Received Offer	No Outcome Indicated	
American Indian/Alaska Native	Male	1	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	1	0	1	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
Totals - American Indian/Alaska Native			2	0	1	0	0	0	0	0	0	1	50.0%	0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
Asian	Male	2	0	0	0	1	0	0	0	0	0	1	50.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	1	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
Totals - Asian			3	0	0	0	1	0	0	0	0	1	33.3%	0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
Black or African American	Male	18	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	6	0	0	0	0	0	0	0	0	0	0	0.0%	0	1	0	0	0	0	1	16.7%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
	Undisclosed	1	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
Totals - Black or African American			25	0	0	0	0	0	0	0	0	0	0.0%	0	1	0	0	0	0	0	1	4.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
Hispanic or Latino	Male	28	0	0	0	2	1	0	1	0	4	14.3%	1	1	0	0	0	0	2	7.1%	0	0	0	0.0%	0	0	0	0	1	1	3.6%	0		
	Female	5	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	1	0	0	1	20.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
	Undisclosed	1	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
Totals - Hispanic or Latino			34	0	0	0	2	1	0	1	0	4	11.8%	1	1	1	0	0	0	3	8.8%	0	0	0	0.0%	0	0	0	0	1	1	2.9%	0	
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
Totals - Native Hawaiian or Other Pacific Islander			1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
White or Caucasian	Male	53	0	0	0	8	4	0	0	0	12	22.6%	0	3	3	0	0	0	6	11.3%	0	0	0	0.0%	0	0	1	0	1	2	3.8%	0		
	Female	13	0	0	0	3	1	0	0	0	4	30.8%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
Totals - White or Caucasian			66	0	0	0	11	5	0	0	0	16	24.2%	0	3	3	0	0	0	6	9.1%	0	0	0	0.0%	0	0	0	0	1	2	3.0%	0	
Multiple Indicated	Male	16	0	0	0	0	1	0	0	0	1	6.3%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	1	1	6.3%	0	
	Female	2	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
Totals - Multiple Indicated			18	0	0	0	0	1	0	0	0	1	5.6%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	1	1	5.6%	0	
Other Not Listed Above	Male	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	0	***	0	
	Female	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
Totals - Other Not Listed Above			0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	0	***	0
Undisclosed	Male	2	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
	Undisclosed	1	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
Totals - Undisclosed			3	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
Totals by Indicated Gender			Male	121	0	0	0	11	6	0	1	18	14.9%	1	4	3	0	0	0	8	6.6%	0	0	0	0.0%	0	0	0	1	0	3	4	3.3%	0
			Female	28	0	1	0	3	1	0	0	5	17.9%	0	1	1	0	0	0	2	7.1%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0
			Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	***	***	0	0	0	0	0	0	***	0	
			Undisclosed	3	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0
Grand Totals			152	0	1	0	14	7	0	1	0	23	15.1%	1	5	4	0	0	0	10	6.6%	0	0	0	0.0%	0	0	1	0	3	4	2.6%	0	

APD Applicant Outcomes 2022-5

[illegible]

APD Applicant Outcomes 2022-5

APD Applicant Outcomes 2022-5			Total Candidates	In-Process Disqualification				In-Process Disqualification		Background Check Disqualification				Candidate Declined		Candidate Received Offer				NOI													
Ethnicity	Gender	Failed Fitness Test		Failed Post Offer Psych	Failed to Schedule Written	Failed to Submit Docs	ISAU	No Show ISA	No Show ISA + Poly	No Show Written	Total In-Process Disqualifications	% Total In-Process Disqualifications	Background - Phase 1	Background - Phase 2	Background - Full	Background - Full (post interview)	Past FEL BG	Investigator Disqual	Total Background Check Disqualifications		% Total Background Check Disqualifications	Declined Conditional Offer	Declined Conditional Offer - Took Denver Offer	Total Declined	% Total Declined	Hired	Reinstating (Previously Hired)	Signed Conditional Offer	Deferred	Pending	Total Received Offer	% Total Received Offer	No Outcome Indicated/ Unclear
American Indian/Alaska Native	Male	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	1	0	0	0	0	1	0	0	0	1	100.0%								0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
Totals - American Indian/Alaska Native		2	0	0	0	0	1	0	0	0	1	50.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
Asian	Male	5	0	0	2	1	0	0	0	0	3	60.0%	0	0	1	1	0	0	2	40.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
Totals - Asian		5	0	0	2	1	0	0	0	0	3	60.0%	0	0	1	1	0	0	2	40.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
Black or African American	Male	49	0	0	27	4	0	0	0	0	31	63.3%	1	0	0	0	0	0	1	2.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	11	0	0	8	0	0	0	0	0	8	72.7%	0	1	0	0	0	0	1	9.1%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Non-Binary	1	0	0	1	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
Totals - Black or African American		61	0	0	36	4	0	0	0	0	40	65.6%	1	1	0	0	0	0	2	3.3%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
Hispanic or Latino	Male	67	0	0	23	8	2	0	0	0	33	49.3%	0	1	0	1	0	0	2	3.0%	1	0	1	1.5%	1	0	0	1	0	2	3.0%	0	
	Female	25	0	0	8	0	1	0	0	0	9	36.0%	0	2	0	0	0	0	2	8.0%	0	0	0	0.0%	1	0	0	1	0	2	8.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
	Undisclosed	1	0	0	1	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
Totals - Hispanic or Latino		93	0	0	32	8	3	0	0	0	43	46.2%	0	3	0	1	0	0	4	4.3%	1	0	1	1.1%	2	0	0	0	0	4	4.3%	0	
Native Hawaiian or Other Pacific Islander	Male	4	0	0	2	0	0	0	0	0	2	50.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
	Non-Binary	1	0	0	1	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
Totals - Native Hawaiian or Other Pacific Islander		5	0	0	3	0	0	0	0	0	3	60.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
White or Caucasian	Male	146	0	0	59	21	4	1	0	0	85	58.2%	2	6	1	2	0	0	11	7.5%	0	0	0	0.0%	2	0	0	0	0	2	1.4%	1	
	Female	22	0	0	7	3	0	0	0	0	10	45.5%	0	1	1	0	0	0	2	9.1%	0	0	0	0.0%	1	0	0	1	0	2	9.1%	0	
	Non-Binary	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
Totals - White or Caucasian		169	0	0	66	24	4	1	0	0	95	56.2%	2	7	2	2	0	0	13	7.7%	0	0	0	0.0%	3	0	0	0	0	4	2.4%	1	
Multiple Indicated	Male	29	0	0	9	3	0	0	0	0	12	41.4%	0	3	1	1	0	0	5	17.2%	0	0	0	0.0%	0	0	0	1	0	1	3.4%	0	
	Female	4	0	0	4	0	0	0	0	0	4	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
Totals - Multiple Indicated		33	0	0	13	3	0	0	0	0	16	48.5%	0	3	1	1	0	0	5	15.2%	0	0	0	0.0%	0	0	0	0	0	1	3.0%	0	
Other Not Listed Above	Male	2	0	0	1	1	0	0	0	0	2	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
Totals - Other Not Listed Above		2	0	0	1	1	0	0	0	0	2	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
Undisclosed	Male	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Female	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***								***	0.0%	0	0	0	***	0	0	0	0	0	0	***	0	
Totals - Undisclosed		1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
Totals by Indicated Gender	Male	304	0	0	123	38	6	1	0	0	168	55.3%	3	10	3	5	0	0	21	6.9%	1	0	1	0.3%	3	0	0	2	0	5	1.6%	1	
	Female	63	0	0	27	3	2	0	0	0	32	50.8%	0	4	1	0	0	0	5	7.9%	0	0	0	0.0%	2	0	0	2	0	4	6.3%	0	
	Non-Binary	3	0	0	2	0	0	0	0	0	2	66.7%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
	Undisclosed	1	0	0	1	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	
Grand Totals		371	0	0	153	41	8	1	0	0	203	54.7%	3	14	4	5	0	0	26	7.0%	1	0	1	0.3%	5	0	0	4	0	9	2.4%	2	

2

5

61

93

5

169

33

3

1

APD Applicant Outcomes 2022																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
-----------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

APD Applicant Outcomes 2022					In-Process Disqualification										Background Check Disqualification										Candidate Declined				Candidate Received Offer						NOI
Ethnicity	Gender	Total Candidates	Failed Fitness Test	Failed Post Offer Psych	Failed to Schedule Written	Failed to Submit Docs	ISAU	No Show JSA	No Show JSA + Poly	No Show Written	In-Process Disqualifications		Background - Phase 1	Background - Phase 2	Background - Full	Background - Full (Post Interview)	Past PEL BG	Investigator Disqual	Total Background Check Disqualifications		Declined Conditional Offer	Declined Conditional Offer - Took Denver Offer	Total Declined	% Total declined	Hired	Reinstating (Previously Hired)	Signed Conditional Offer	Deferred	Pending	Total Received Offer	% Total Received Offer	No Outcome Indicated			
											Total In-Process Disqualifications	% Total In-Process Disqualifications							Total Background Check Disqualifications	% Total Background Check Disqualifications															
American Indian/Alaska Native	Male	4	0	0	0	0	0	0	0	1	1	25.0%	0	0	0	0	0	0	1	1	20.0%	0	0	0	0.0%	1	0	0	0	0	1	20.0%	0		
	Female	5	0	1	0	0	1	0	0	0	2	40.0%	0	0	0	0	1	0	1	20.0%	0	0	0	0.0%	1	0	0	0	0	1	20.0%	0			
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0			
	Undisclosed	2	0	0	0	2	0	0	0	0	2	100.0%	0	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0		
Totals - American Indian/Alaska Native		11	0	1	0	2	1	0	0	1	5	45.5%	0	0	0	0	0	0	1	9.1%	0	0	0	0.0%	1	0	0	0	0	1	9.1%	0			
Asian	Male	18	0	0	2	3	0	0	0	4	9	50.0%	0	1	1	1	0	0	3	16.7%	0	0	0	0.0%	1	0	0	0	0	1	5.6%	0			
	Female	2	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0			
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0			
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0			
Totals - Asian		20	0	0	2	3	0	0	0	4	9	45.0%	0	1	1	1	0	0	3	15.0%	0	0	0	0.0%	1	0	0	0	0	1	5.0%	0			
Black or African American	Male	133	0	0	27	6	4	0	0	12	49	36.8%	1	0	4	0	1	0	6	4.5%	0	0	0	0.0%	2	0	0	0	0	2	1.5%	0			
	Female	32	0	0	8	3	1	0	0	2	14	43.8%	0	5	0	0	0	0	5	15.6%	0	0	0	0.0%	1	0	0	0	0	1	3.1%	0			
	Non-Binary	1	0	0	1	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0			
	Undisclosed	2	0	0	0	0	0	0	0	1	1	50.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0			
Totals - Black or African American		168	0	0	36	9	5	0	0	15	65	38.7%	1	5	4	0	0	0	11	6.5%	0	0	0	0.0%	3	0	0	0	0	3	1.8%	0			
Hispanic or Latino	Male	191	0	0	23	16	9	0	1	16	65	34.0%	2	7	3	3	0	0	15	7.9%	1	0	1	0.5%	4	1	0	0	1	7	3.7%	0			
	Female	57	0	0	8	2	3	0	0	9	22	38.6%	0	3	1	0	0	0	4	7.0%	0	0	0	0.0%	1	0	0	1	0	2	3.5%	0			
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0			
	Undisclosed	4	0	0	1	0	0	0	0	1	2	50.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0		
Totals - Hispanic or Latino		252	0	0	32	18	12	0	1	26	89	35.3%	2	10	4	0	0	0	19	7.5%	1	0	1	0.4%	5	1	0	0	1	9	3.6%	0			
Native Hawaiian or Other Pacific Islander	Male	9	0	0	2	0	0	0	0	2	4	44.4%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0		
	Female	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0		
	Non-Binary	1	0	0	1	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0		
Totals - Native Hawaiian or Other Pacific Islander		10	0	0	3	0	0	0	0	2	5	50.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0		
White or Caucasian	Male	370	0	0	59	49	20	1	0	34	163	44.1%	3	17	9	5	1	0	35	9.5%	1	1	2	0.5%	6	0	1	0	1	8	2.2%	1			
	Female	74	1	0	7	10	5	0	0	10	33	44.6%	1	1	2	0	0	0	4	5.4%	0	0	0	0.0%	1	0	0	1	0	2	2.7%	0			
	Non-Binary	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0		
Totals - White or Caucasian		445	1	0	66	59	25	1	0	44	196	44.0%	4	18	11	0	0	0	39	8.8%	1	1	2	0.4%	7	0	0	0	1	10	2.2%	1			
Multiple Indicated	Male	84	0	0	9	7	8	0	0	9	33	39.3%	0	4	4	1	0	0	9	10.7%	0	0	0	0.0%	0	0	0	0	1	1	2	2.4%	0		
	Female	15	0	0	4	2	0	0	0	0	6	40.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0		
Totals - Multiple Indicated		99	0	0	13	9	8	0	0	9	39	39.4%	0	4	4	0	0	0	9	9.1%	0	0	0	0.0%	0	0	0	0	1	2	2.0%	0			
Other Not Listed Above	Male	5	0	0	1	1	0	0	0	1	3	60.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0		
	Female	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0		
Totals - Other Not Listed Above		5	0	0	1	1	0	0	0	1	3	60.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0		
Undisclosed	Male	5	0	0	0	0	0	0	0	1	1	20.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0		
	Female	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0		
	Undisclosed	3	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0		
Totals - Undisclosed		8	0	0	0	0	0	0	0	1	1	12.5%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0		
Totals by Indicated Gender		Male	819	0	0	123	82	41	1	1	80	328	40.0%	6	29	21	10	2	0	68	8.3%	2	1	3	0.4%	13	1	1	2	3	20	2.4%	1		
		Female	185	1	1	27	17	10	0	0	21	77	41.6%	1	9	3	0	1	0	14	7.6%	0	0	0	0.0%	4	0	0	2	0	6	3.2%	0		
		Non-Binary	3	0	0	2	0	0	0	0	0	2	66.7%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
		Undisclosed	11	0	0	1	2	0	0	0	2	5	45.5%	0	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
Grand Totals		1018	1	1	153	101	51	1	1	103	412	40.5%	7	38	24	10	3	0	82	8.1%	2	1	3	0.3%	17	1	1	4	3	26	2.6%	1			

APD Applicant Outcome Comparison Year-over-Year 2022 v 2021			In-Process Disqualifications																							
Ethnicity	Gender	Total Candidates by Year/Cycle			Didn't Schedule JSA			Didn't Schedule Written			No Show JSA			No Show OOS			JSAU			Post Offer Psych			Total In-Process Disqualifications			
		2019 Candidates	2022 Candidates	2022/2019 Raw Change	2019 % Didn't Schedule JSA	2022 % Didn't Schedule JSA	2022/2019 Raw Change	2019 % Didn't Schedule Written	2022 % Didn't Schedule Written	2022/2019 Raw Change	2019 % No Show JSA	2022 % No Show JSA	2022/2019 Raw Change	2019 % No Show OOS	2022 % No Show OOS	2022/2019 Raw Change	2019 % JSAU	2022 % JSAU	2022/2019 Raw Change	2019 % Post Offer Psych	2022 % Post Offer Psych	2022/2019 Raw Change	2019 % In-Process Disqual	2022 % In-Process Disqual	2022/2019 Raw Change	
American Indian/Alaska Native	Male	0	4	+4	***	0.0%	***	***	0.0%	***	***	0.0%	***	25.0%	***	***	0.0%	***	***	0.0%	***	25.0%	***			
	Female	0	5	+5	***	0.0%	***	***	***	***	0.0%	***	0.0%	***	0.0%	***	20.0%	***	***	20.0%	***	40.0%	***			
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***			
	Undisclosed	0	2	+2	***	0.0%	***	***	***	***	***	0.0%	***	0.0%	***	0.0%	***	0.0%	***	0.0%	***	100.0%	***			
Totals - American Indian/Alaska Native		0	11	+11	***	0.0%	***	***	0.0%	***	***	0.0%	***	9.1%	***	***	9.1%	***	***	9.1%	***	45.5%	***			
Asian	Male	17	18	+1	0.0%	0.0%	0.0%	0.0%	11.1%	11.1%	0.0%	0.0%	0.0%	0.0%	22.2%	22.2%	11.8%	0.0%	-11.8%	0.0%	0.0%	0.0%	17.6%	50.0%	32.4%	
	Female	2	2	0	0.0%	0.0%	0.0%	0.0%	***	***	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
Totals - Asian		19	20	+1	0.0%	0.0%	0.0%	0.0%	10.0%	10.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	10.5%	0.0%	-10.5%	0.0%	0.0%	0.0%	15.8%	45.0%	29.2%	
Black or African American	Male	46	133	+87	0.0%	0.0%	0.0%	0.0%	20.3%	20.3%	0.0%	0.0%	0.0%	0.0%	9.0%	9.0%	4.3%	3.0%	-1.3%	0.0%	0.0%	0.0%	10.9%	36.8%	26.0%	
	Female	9	32	+23	0.0%	0.0%	0.0%	0.0%	***	***	0.0%	0.0%	0.0%	0.0%	6.3%	6.3%	11.1%	3.1%	-8.0%	0.0%	0.0%	0.0%	11.1%	43.8%	32.6%	
	Non-Binary	0	1	+1	***	0.0%	***	***	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	100.0%	***		
	Undisclosed	0	2	+2	***	0.0%	***	***	***	***	***	0.0%	***	***	50.0%	***	***	0.0%	***	***	0.0%	***	50.0%	***		
Totals - Black or African American		55	168	+113	0.0%	0.0%	0.0%	0.0%	21.4%	21.4%	0.0%	0.0%	0.0%	0.0%	8.9%	8.9%	5.5%	3.0%	-2.5%	0.0%	0.0%	0.0%	10.9%	38.7%	27.8%	
Hispanic or Latino	Male	158	191	+33	0.0%	0.0%	0.0%	0.0%	12.0%	12.0%	1.9%	0.5%	-1.4%	0.0%	8.4%	8.4%	4.4%	4.7%	0.3%	0.0%	0.0%	0.0%	12.7%	34.0%	21.4%	
	Female	26	57	+31	0.0%	0.0%	0.0%	0.0%	***	***	0.0%	0.0%	0.0%	0.0%	15.8%	15.8%	15.4%	5.3%	-10.1%	0.0%	0.0%	0.0%	30.8%	38.6%	7.8%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Undisclosed	4	4	0	0.0%	0.0%	0.0%	0.0%	***	***	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	
Totals - Hispanic or Latino		188	252	+64	0.0%	0.0%	0.0%	0.0%	12.7%	12.7%	1.6%	0.4%	-1.2%	0.0%	10.3%	10.3%	5.9%	4.8%	-1.1%	0.0%	0.0%	0.0%	14.9%	35.3%	20.4%	
Native Hawaiian or Other Pacific Islander	Male	3	9	+6	0.0%	0.0%	0.0%	0.0%	22.2%	22.2%	0.0%	0.0%	0.0%	0.0%	22.2%	22.2%	33.3%	0.0%	-33.3%	0.0%	0.0%	0.0%	33.3%	44.4%	11.1%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Non-Binary	0	1	+1	***	0.0%	***	***	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	100.0%	***		
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
Totals - Native Hawaiian or Other Pacific Islander		3	10	+7	0.0%	0.0%	0.0%	0.0%	30.0%	30.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	33.3%	0.0%	-33.3%	0.0%	0.0%	0.0%	33.3%	50.0%	16.7%	
White or Caucasian	Male	449	370	-79	0.2%	0.0%	-0.2%	0.0%	15.9%	15.9%	0.9%	0.3%	-0.6%	0.0%	9.2%	9.2%	6.7%	5.4%	-1.3%	0.0%	0.0%	0.0%	13.1%	44.1%	30.9%	
	Female	117	74	-43	0.0%	0.0%	0.0%	0.0%	***	***	0.9%	0.0%	-0.9%	0.0%	13.5%	13.5%	6.0%	6.8%	0.8%	0.0%	0.0%	0.0%	13.7%	44.6%	30.9%	
	Non-Binary	0	1	+1	***	0.0%	***	***	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***		
	Undisclosed	5	0	-5	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***		
Totals - White or Caucasian		571	445	-126	0.2%	0.0%	-0.2%	0.0%	14.8%	14.8%	0.9%	0.2%	-0.7%	0.0%	9.9%	9.9%	6.5%	5.6%	-0.9%	0.0%	0.0%	0.0%	13.1%	44.0%	30.9%	
Multiple Indicated	Male	42	84	+42	0.0%	0.0%	0.0%	0.0%	10.7%	10.7%	0.0%	0.0%	0.0%	0.0%	10.7%	10.7%	7.1%	9.5%	2.4%	0.0%	0.0%	0.0%	7.1%	39.3%	32.1%	
	Female	15	15	0	0.0%	0.0%	0.0%	0.0%	***	***	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	40.0%	20.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
Totals - Multiple Indicated		57	99	+42	0.0%	0.0%	0.0%	0.0%	13.1%	13.1%	0.0%	0.0%	0.0%	0.0%	9.1%	9.1%	5.3%	8.1%	2.8%	0.0%	0.0%	0.0%	10.5%	39.4%	28.9%	
Other Not Listed Above	Male	4	5	+1	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	25.0%	0.0%	-25.0%	0.0%	0.0%	0.0%	50.0%	60.0%	10.0%	
	Female	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
Totals - Other Not Listed Above		5	5	0	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	20.0%	0.0%	-20.0%	0.0%	0.0%	0.0%	40.0%	60.0%	20.0%	
Undisclosed	Male	2	5	+3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	20.0%	-30.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Undisclosed	0	3	+3	***	0.0%	***	***	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Undisclosed		2	8	+6	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	12.5%	-37.5%	
Totals by Indicated Gender		Male	721	819	+98	0.1%	0.0%	-0.1%	0.0%	15.0%	15.0%	1.0%	0.2%	-0.7%	0.0%	9.8%	9.8%	6.4%	5.0%	-1.4%	0.0%	0.0%	0.0%	13.0%	40.0%	27.0%
		Female	170	185	+15	0.0%	0.0%	0.0%	0.0%	***	***	0.6%	0.0%	-0.6%	0.0%	11.4%	11.4%	7.1%	5.4%	-1.7%	0.0%	0.5%	0.5%	16.5%	41.6%	25.2%
		Non-Binary	0	3	+3	***	0.0%	***	***	***	***	***	***	***	0.0%	***	***	***	0.0%	***	***	***	***	66.7%	***	
		Undisclosed	9	11	+2	0.0%	0.0%	0.0%	0.0%	***	***	0.0%	0.0%	0.0%	0.0%	18.2%	18.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	45.5%	45.5%	
Grand Totals		900	1018	+118	0.1%	0.0%	-0.1%	0.0%	15.0%	15.0%	0.9%	0.2%	-0.7%	0.0%	10.1%	10.1%	6.4%	5.0%	-1.4%	0.0%	0.1%	0.1%	13.6%	40.5%	26.9%	

APD Applicant Outcome Comparison Year-over-Year 2022 v 2021			Other Disqualifications												Candidate Declined													
Ethnicity	Gender	Total Candidates by Year/Cycle			Conditional Offer Rescinded			No Response to Conditional Offer			Failed to Respond After Deferral			Total Other Disqualifications			Declined Final Offer			Declined Conditional Offer			Total Declined			Candidate Hired		
		2019 Candidates	2022 Candidates	2022/2019 Raw Change	2019 % Conditional Offer Rescinded	2022 % Conditional Offer Rescinded	2022/2019 Raw Change	2019 % No Resp. to Cond. Offer	2022 % No Resp. to Cond. Offer	2022/2019 Raw Change	2019 % Fail to Resp. after Deferral	2022 % Fail to Resp. after Deferral	2022/2019 Raw Change	2019 % Other Disqual	2022 % Other Disqual	2022/2019 Raw Change	2019 % Declined Final Offer	2022 % Declined Final Offer	2022/2019 Raw Change	2019 % Declined Conditional Offer	2022 % Declined Conditional Offer	2022/2019 Raw Change	2019 % Declined	2022 % Declined	2022/2019 Raw Change	2019 % Candidate Hired	2022 % Candidate Hired	2022/2019 Raw Change
American Indian/Alaska Native	Male	0	4	+4	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
	Female	0	5	+5	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	20.0%	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	
Totals - American Indian/Alaska Native		0	11	+11	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	9.1%	***	
Asian	Male	17	18	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	5.6%	
	Female	2	2	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Asian		19	20	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	5.0%		
Black or African American	Male	46	133	+87	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	1.5%	
	Female	9	32	+23	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%	3.1%	
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	
	Undisclosed	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	
Totals - Black or African American		55	168	+113	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	1.8%	
Hispanic or Latino	Male	158	191	+33	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.5%	-0.1%	0.6%	0.5%	-0.1%	4.4%	2.1%	-2.3%
	Female	26	57	+31	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	1.8%	-2.1%
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	4	4	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals - Hispanic or Latino		188	252	+64	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.4%	-0.1%	0.5%	0.4%	-0.1%	4.3%	2.0%	-2.3%
Native Hawaiian or Other Pacific Islander	Male	3	9	+6	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Native Hawaiian or Other Pacific Islander		3	10	+7	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
White or Caucasian	Male	449	370	-79	0.2%	0.0%	-0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	-0.2%	0.0%	0.0%	0.0%	0.2%	0.5%	0.3%	0.2%	0.5%	0.3%	3.6%	1.6%	-1.9%
	Female	117	74	-43	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.4%	1.4%	-2.1%
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	
	Undisclosed	5	0	-5	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	0.0%	***
Totals - White or Caucasian		571	445	-126	0.2%	0.0%	-0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	-0.2%	0.0%	0.0%	0.0%	0.2%	0.4%	0.3%	0.2%	0.4%	0.3%	3.5%	1.6%	-1.9%
Multiple Indicated	Male	42	84	+42	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	-2.4%
	Female	15	15	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13.3%	0.0%	-13.3%
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Totals - Multiple Indicated		57	99	+42	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	-5.3%
Other Not Listed Above	Male	4	5	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Totals - Other Not Listed Above		5	5	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Undisclosed	Male	2	5	+3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
Totals - Undisclosed		2	8	+6	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals by Indicated Gender			Male	721	819	+98	0.1%	0.0%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.1%	0.0%	0.0%	0.0%	0.3%	0.4%	0.1%	0.3%	0.4%	0.1%	3.3%	1.6%	-1.7%
			Female	170	185	+15	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.1%	2.2%	-2.0%
			Non-Binary	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
			Undisclosed	9	11	+2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Grand Totals			900	1018	+118	0.1%	0.0%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	-0.1%	0.0%	0.0%	0.0%	0.2%	0.3%	0.1%	0.2%	0.3%	0.1%	3.4%	1.7%	-1.8%

APD Applicant Outcome Comparison Year-over-Year 2022 v 2021			Candidate Received Offer																			
Ethnicity	Gender	Total Candidates by Year/Cycle			Pending			Candidate Deferred			Reinstating (Previously Hired)			Signed Conditional Offer			Total Candidate Received Offer			No Outcome Indicated		
		2019 Candidates	2022 Candidates	2022/2019 Raw Change	2019 % Pending	2022 % Pending	2022/2019 Raw Change	2019 % Candidate Deferred	2022 % Candidate Deferred	2022/2019 Raw Change	2019 % Reinstating (Previously Hired)	2022 % Reinstating (Previously Hired)	2022/2019 Raw Change	2019 % Signed Conditional Offer	2022 % Signed Conditional Offer	2022/2019 Raw Change	2019 % Candidate Received Offer	2022 % Candidate Received Offer	2022/2019 Raw Change	2019 % No Outcome Indicated	2022 % No Outcome Indicated	2022/2019 Raw Change
American Indian/Alaska Native	Male	0	4	+4	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
	Female	0	5	+5	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	20.0%	***	***	0.0%	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
Totals - American Indian/Alaska Native		0	11	+11	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	9.1%	***	***	0.0%	***
Asian	Male	17	18	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	5.6%	0.0%	0.0%	0.0%
	Female	2	2	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Totals - Asian		19	20	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	5.0%	0.0%	0.0%	0.0%
Black or African American	Male	46	133	+87	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	1.5%	0.0%	0.0%	0.0%
	Female	9	32	+23	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%	3.1%	0.0%	0.0%	0.0%
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
	Undisclosed	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
Totals - Black or African American		55	168	+113	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	1.8%	0.0%	0.0%	0.0%
Hispanic or Latino	Male	158	191	+33	0.0%	0.5%	0.5%	0.0%	0.5%	0.5%	0.0%	0.5%	0.5%	0.0%	0.0%	0.0%	4.4%	3.7%	-0.8%	0.0%	0.0%	0.0%
	Female	26	57	+31	0.0%	0.0%	0.0%	0.0%	1.8%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	3.5%	-0.3%	0.0%	0.0%	0.0%
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	4	4	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Totals - Hispanic or Latino		188	252	+64	0.0%	0.4%	0.4%	0.0%	0.0%	0.0%	0.0%	0.4%	0.4%	0.0%	0.0%	0.0%	4.3%	3.6%	-0.7%	0.0%	0.0%	0.0%
Native Hawaiian or Other Pacific Islander	Male	3	9	+6	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Totals - Native Hawaiian or Other Pacific Islander		3	10	+7	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
White or Caucasian	Male	449	370	-79	0.0%	0.3%	0.3%	0.4%	0.0%	-0.4%	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%	4.0%	2.2%	-1.8%	0.0%	0.3%	0.3%
	Female	117	74	-43	0.0%	0.0%	0.0%	0.0%	1.4%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.4%	2.7%	-0.7%	0.0%	0.0%	0.0%
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
	Undisclosed	5	0	-5	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
Totals - White or Caucasian		571	445	-126	0.0%	0.2%	0.2%	0.4%	0.0%	-0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.9%	2.2%	-1.6%	0.0%	0.2%	0.2%
Multiple Indicated	Male	42	84	+42	0.0%	1.2%	1.2%	0.0%	1.2%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	2.4%	0.0%	0.0%	0.0%	0.0%
	Female	15	15	0	0.0%	0.0%	0.0%	6.7%	0.0%	-6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	-20.0%	0.0%	0.0%	0.0%
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Totals - Multiple Indicated		57	99	+42	0.0%	1.0%	1.0%	1.8%	0.0%	-1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.0%	2.0%	-5.0%	0.0%	0.0%	0.0%
Other Not Listed Above	Male	4	5	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Totals - Other Not Listed Above		5	5	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Undisclosed	Male	2	5	+3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
Totals - Undisclosed		2	8	+6	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Totals by Indicated Gender		721	819	+98	0.0%	0.4%	0.4%	0.3%	0.2%	0.0%	0.0%	0.1%	0.1%	0.0%	0.1%	0.1%	3.6%	2.4%	-1.2%	0.0%	0.1%	0.1%
		170	185	+15	0.0%	0.0%	0.0%	0.6%	1.1%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.7%	3.2%	-1.5%	0.0%	0.0%	0.0%
		0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
		9	11	+2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grand Totals		900	1018	+118	0.0%	0.3%	0.3%	0.3%	0.4%	0.1%	0.0%	0.1%	0.1%	0.0%	0.1%	0.1%	3.8%	2.6%	-1.2%	0.0%	0.1%	0.1%

APPENDIX H

AFR Applicant Outcomes 2018			Voluntary Exit				Early Process Disqualification																	In-Process Withdrawal													
Ethnicity	Gender	Total Candidates	Early Process Withdrawal	Failed to Take/ Schedule FireTEAM Exam	Total Voluntary Exits	% Total Voluntary Exits	Barred from Applying	Expired on List	Failed FireTEAM Exam	Felony	Post Misdemeanor	Misdemeanor or Petty	Driving Offense Alcohol or Drugs	Reckless Driving	Driving Suspension	Driving Violations	Valid Driver's License	Drug Sale	Drug Use	Marijuana	Toxic Vapors	Age	Non US Citizen	Education Requirement	Total Early Disqualifications	% Total Early Disqualifications	Before PHS	After PHS	Before JSA	After JSA	Before OOS	Before Interview	During Interview	After Interview	After PEL	Total In-Process Withdrawals	% Total In-Process Withdrawals
American Indian/Alaska Native	Male	6	0	3	3	50.0%	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	16.7%	1	0	0	0	0	1	0	0	0	2	33.3%
	Female	1	0	0	0	0.0%	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0.0%
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
Totals - American Indian/Alaska Native		7	0	3	3	42.9%	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	28.6%	1	0	0	0	0	1	0	0	0	2	28.6%
Asian	Male	20	2	4	6	30.0%	1	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	30.0%	1	0	0	0	0	0	0	0	0	1	5.0%
	Female	3	0	1	1	33.3%	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	2	66.7%	0	0	0	0	0	0	0	0	0	0	0.0%
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
Totals - Asian		23	2	5	7	30.4%	1	1	5	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	8	34.8%	1	0	0	0	0	0	0	0	0	1	4.3%
Black or African American	Male	70	0	33	33	47.1%	1	6	14	1	0	0	1	0	0	0	1	0	1	4	0	0	0	0	29	41.4%	2	0	1	0	0	0	0	0	0	3	4.3%
	Female	7	0	2	2	28.6%	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	28.6%	0	0	0	1	0	0	0	0	0	1	14.3%
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%
Totals - Black or African American		78	0	35	35	44.9%	1	7	15	1	0	0	1	0	0	0	1	0	1	4	0	0	0	0	31	39.7%	2	0	1	1	0	0	0	0	0	4	5.1%
Hispanic or Latino	Male	171	4	67	71	41.5%	2	12	29	2	0	1	4	0	0	0	0	0	0	4	0	0	2	0	56	32.7%	1	0	1	1	0	3	0	0	0	6	3.5%
	Female	16	0	9	9	56.3%	0	2	1	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	5	31.3%	0	0	0	0	0	0	0	0	0	0	0.0%
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
	Undisclosed	2	0	2	2	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%
Totals - Hispanic or Latino		189	4	78	82	43.4%	2	14	30	2	0	1	4	0	0	0	1	0	0	5	0	0	2	0	61	32.3%	1	0	1	1	0	3	0	0	0	6	3.2%
Native Hawaiian or Other Pacific Islander	Male	7	0	4	4	57.1%	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	28.6%	0	0	0	0	0	0	0	0	0	0	0.0%
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
Totals - Native Hawaiian or Other Pacific Islander		7	0	4	4	57.1%	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	28.6%	0	0	0	0	0	0	0	0	0	0	0.0%
White or Caucasian	Male	694	20	250	270	38.9%	5	102	84	2	0	2	9	0	0	0	1	0	5	25	0	4	3	0	242	34.9%	14	0	10	1	1	9	0	0	0	35	5.0%
	Female	84	2	28	30	35.7%	2	7	13	0	0	0	0	0	0	0	1	0	0	2	0	0	0	0	25	29.8%	0	0	3	1	0	3	0	0	0	7	8.3%
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
	Undisclosed	2	0	1	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	1	0	0	0	0	0	0	0	0	1	50.0%
Totals - White or Caucasian		780	22	279	301	38.6%	7	109	97	2	0	2	9	0	0	0	2	0	5	27	0	4	3	0	267	34.2%	15	0	13	2	1	12	0	0	0	43	5.5%
Multiple Indicated	Male	111	5	26	31	27.9%	0	11	17	0	0	0	2	0	0	0	0	0	1	0	0	1	0	0	32	28.8%	0	0	2	0	0	0	0	0	0	2	1.8%
	Female	12	1	3	4	33.3%	0	3	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	5	41.7%	1	0	1	0	0	0	0	0	0	2	16.7%
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
Totals - Multiple Indicated		123	6	29	35	28.5%	0	14	18	0	0	0	2	0	0	0	0	0	1	0	0	2	0	0	37	30.1%	1	0	3	0	0	0	0	0	0	4	3.3%
Other Not Listed Above	Male	3	0	2	2	66.7%	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	33.3%	0	0	0	0	0	0	0	0	0	0	0.0%
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
Totals - Other Not Listed Above		3	0	2	2	66.7%	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	33.3%	0	0	0	0	0	0	0	0	0	0	0.0%
Undisclosed	Male	19	1	5	6	31.6%	0	2	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	5	26.3%	1	0	0	0	0	1	0	0	0	2	10.5%
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
	Undisclosed	14	1	3	4	28.6%	0	2	2	0	0	0	1	0	0	0	0	0	0	2																	

AFR Applicant Outcomes 2018

AFR Applicant Outcomes 2018				In-Process Disqualification										Background Check Disqualification					Other Disqualification					Candidate Declined			Candidate Received Offer				NOI				
Ethnicity	Gender	Didn't Submit Docs	Didn't Schedule OOS	Didn't take Fitness Test	Fitness Test	Didn't Schedule ISA	No Show Medical	No Show ISA	No Show OOS	ISAU	Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Respond to Contact	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer	Total Declined	% Total Declined	Hired	Pending	Deferred	Total Received Offer	% Total Received Offer	No Outcome Indicated
American Indian/Alaska Native	Male	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - American Indian/Alaska Native		0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Asian	Male	2	0	0	0	0	0	0	0	1	0	3	15.0%	0	0	2	2	10.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	2	0	0	2	10.0%	0
	Female	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - Asian		2	0	0	0	0	0	0	0	1	0	3	13.0%	0	0	2	2	8.7%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	2	0	0	2	8.7%	0
Black or African American	Male	0	0	0	0	0	0	1	0	2	0	3	4.3%	0	1	0	1	1.4%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	1.4%	0
	Female	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	1	0	1	14.3%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	14.3%	0
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	100.0%	0
Totals - Black or African American		0	0	0	0	0	0	1	0	2	0	3	3.8%	0	2	0	2	2.6%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	3	0	0	3	3.8%	0
Hispanic or Latino	Male	7	0	0	0	7	0	1	0	8	0	23	13.5%	0	5	4	9	5.3%	0	0	0	0	0	0	0.0%	1	0	1	0.6%	4	0	1	5	2.9%	0
	Female	0	0	0	0	1	0	0	0	0	0	1	6.3%	0	0	1	1	6.3%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Totals - Hispanic or Latino		7	0	0	0	8	0	1	0	8	0	24	12.7%	0	5	5	10	5.3%	0	0	0	0	0	0	0.0%	1	0	1	0.5%	4	0	1	5	2.6%	0
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	14.3%	0
	Female	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - Native Hawaiian or Other Pacific Islander		0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	14.3%	0
White or Caucasian	Male	40	2	0	0	25	1	1	1	11	1	82	11.8%	5	13	9	27	3.9%	0	0	0	0	0	0	0.0%	3	2	5	0.7%	32	0	1	33	4.8%	0
	Female	7	0	0	0	0	0	0	0	4	0	11	13.1%	0	2	0	2	2.4%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	8	0	1	9	10.7%	0
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Totals - White or Caucasian		47	2	0	0	25	1	1	1	15	1	93	11.9%	5	15	9	29	3.7%	0	0	0	0	0	0	0.0%	3	2	5	0.6%	40	0	2	42	5.4%	0
Multiple Indicated	Male	10	0	0	0	5	0	0	0	4	0	19	17.1%	2	7	6	15	13.5%	0	0	0	0	0	0	0.0%	1	0	1	0.9%	11	0	0	11	9.9%	0
	Female	0	0	0	0	1	0	0	0	0	0	1	8.3%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - Multiple Indicated		10	0	0	0	6	0	0	0	4	0	20	16.3%	2	7	6	15	12.2%	0	0	0	0	0	0	0.0%	1	0	1	0.8%	11	0	0	11	8.9%	0
Other Not Listed Above	Male	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
Totals - Other Not Listed Above		0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Undisclosed	Male	0	0	0	0	1	0	0	0	1	0	2	10.5%	0	1	0	1	5.3%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	3	0	0	3	15.8%	0
	Female	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	0	0	0	0	1	0	1	7.1%	0	0	2	2	14.3%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0
Totals - Undisclosed		0	0	0	0	1	0	0	0	2	0	3	9.1%	0	1	2	3	9.1%	0	0	0	0	0	0	0.0%	0	0	0	0.0%	3	0	0	3	9.1%	0
Totals by Indicated Gender		59	2	0	0																														

AFR Applicant Outcomes 2022		Total Candidates	Voluntary Exit				Early Process Disqualification																		In-Process Withdrawal													
Ethnicity	Gender		Early Process Withdrawal	Failed to Take/ Schedule FireTEAM Exam	Total Voluntary Exits	% Total Voluntary Exits	Barred from Applying	Duplicate Application	Expired on List	Failed FireTEAM Exam	Felony	Post Misdemeanor	Misdemeanor or Petty	Driving Offense Alcohol or Drugs	Reckless Driving	Driving Suspension	Driving Violations	Valid Driver's License	Drug Sale	Drug Use	Marijuana	Toxic Vapors	Age	Non US Citizen	Education Requirement	Total Early Disqualifications	% Total Early Disqualifications	Before PHS	After PHS	Before JSA	After JSA	Before OOS	Before Interview	During Interview	After Interview	After PEL	Total In-Process Withdrawals	% Total In-Process Withdrawals
American Indian/Alaska Native	Male	3	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	
Totals - American Indian/Alaska Native		3	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%
Asian	Male	11	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	2	0	0	0	0	0	0	0	0	2	18.2%
	Female	3	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	
Totals - Asian		14	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	2	0	0	0	0	0	0	0	0	2	14.3%
Black or African American	Male	40	1	0	1	2.5%	1	0	2	0	0	0	0	1	0	0	0	0	0	0	3	0	0	0	0	7	17.5%	0	0	0	0	0	0	0	0	0	0	0.0%
	Female	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	
Totals - Black or African American		41	1	0	1	2.4%	1	0	2	0	0	0	0	1	0	0	0	0	0	0	3	0	0	0	0	7	17.1%	0	0	0	0	0	0	0	0	0	0	0.0%
Hispanic or Latino	Male	118	7	0	7	5.9%	3	1	1	2	0	0	0	1	0	0	0	0	0	1	2	0	0	1	0	12	10.2%	2	0	2	0	0	1	0	0	0	5	4.2%
	Female	8	0	0	0	0.0%	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	12.5%	0	0	1	0	0	0	1	0	0	2	25.0%	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	
Totals - Hispanic or Latino		126	7	0	7	5.6%	3	1	1	2	1	0	0	1	0	0	0	0	0	1	2	0	0	1	0	13	10.3%	2	0	3	0	0	1	1	0	0	7	5.6%
Native Hawaiian or Other Pacific Islander	Male	3	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%	
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	
Totals - Native Hawaiian or Other Pacific Islander		3	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%
White or Caucasian	Male	378	14	0	14	3.7%	3	0	18	4	2	0	1	4	0	0	0	0	0	4	16	0	0	0	0	52	13.8%	20	0	7	0	0	5	3	1	0	36	9.5%
	Female	44	2	0	2	4.5%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	4	9.1%	5	0	1	0	0	2	0	0	0	8	18.2%
	Non-Binary	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%	
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0.0%	
Totals - White or Caucasian		424	16	0	16	3.8%	3	0	18	4	2	0	1	4	0	0	0	0	0	4	20	0	0	0	0	56	13.2%	25	0	8	0	0	7	3	1	0	44	10.4%
Multiple Indicated	Male	68	3	0	3	4.4%	1	0	1	0	0	0	0	1	0	0	0	0	0	2	1	0	0	0	6	8.8%	3	0	2	1	0	4	0	0	0	10	14.7%	
	Female	13	3	0	3	23.1%	0	0	2	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	3	23.1%	0	0	0	0	0	0	0	0	0	0	0.0%	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***	
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0																									

AFR Applicant Outcomes 2022														In-Process Disqualification										Background Check Disqualification					Other Disqualification					Candidate Declined				Candidate Received Offer					NOI	
Ethnicity	Gender	Didn't Submit Docs	Didn't Schedule OOS	Didn't take Fitness Test	Fitness Test	Didn't Schedule JSA	No Show/ Schedule Written	No Show Medical	No Show JSA	No Show OOS	JSAU	Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Respond to Contact	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer	Total Declined	% Total Declined	Hired	Pending	Deferred	Total Received Offer	% Total Received Offer	No Outcome Indicated								
American Indian/Alaska Native	Male	1	0	0	0	0	2	0	0	0	0	0	3	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
	Female	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
Totals - American Indian/Alaska Native		1	0	0	0	0	2	0	0	0	0	0	3	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
Asian	Male	4	0	0	0	0	4	0	0	0	0	0	8	72.7%	0	1	0	1	9.1%	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
	Female	0	0	0	0	0	2	0	0	0	1	0	3	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
Totals - Asian		4	0	0	0	0	6	0	0	0	1	0	11	78.6%	0	1	0	1	7.1%	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
Black or African American	Male	6	0	0	0	1	22	0	0	0	0	0	29	72.5%	0	0	2	2	5.0%	0	0	0	0	0	0	0.0%	0	1	1	2.5%	0	0	0	0	0	0	0	0	0					
	Female	0	0	0	0	0	1	0	0	0	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0					
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
Totals - Black or African American		6	0	0	0	1	23	0	0	0	0	0	30	73.2%	0	0	2	2	4.9%	0	0	0	0	0	0	0.0%	0	1	1	2.4%	0	0	0	0	0	0	0	0	0	0				
Hispanic or Latino	Male	19	0	0	0	1	48	0	0	3	5	0	76	64.4%	1	5	3	9	7.6%	2	0	0	0	0	0	2	1.7%	0	1	1	0.8%	4	0	2	6	5.1%	0	0	0					
	Female	2	0	0	0	0	2	0	0	0	0	0	4	50.0%	0	0	1	1	12.5%	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0					
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
Totals - Hispanic or Latino		21	0	0	0	1	50	0	0	3	5	0	80	63.5%	1	5	4	10	7.9%	2	0	0	0	0	0	2	1.6%	0	1	1	0.8%	4	0	2	6	4.8%	0	0	0					
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0	1	0	0	0	0	1	3	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0					
	Female	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
Totals - Native Hawaiian or Other Pacific Islander		1	0	0	0	0	1	0	0	0	0	1	3	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0
White or Caucasian	Male	100	2	0	0	7	111	0	1	9	1	2	233	61.6%	0	5	7	12	3.2%	1	0	0	1	0	0	2	0.5%	3	1	4	1.1%	23	0	2	25	6.6%	0	0	0					
	Female	12	0	0	0	0	9	0	0	0	0	1	22	50.0%	0	0	2	2	4.5%	0	0	0	0	0	0	0.0%	0	1	1	2.3%	4	0	1	5	11.4%	0	0	0						
	Non-Binary	0	0	0	0	0	1	0	0	0	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0					
	Undisclosed	1	0	0	0	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0					
Totals - White or Caucasian		113	2	0	0	7	121	0	1	9	1	3	257	60.6%	0	5	9	14	3.3%	1	0	0	1	0	0	2	0.5%	3	2	5	1.2%	27	0	3	30	7.1%	0	0	0					
Multiple Indicated	Male	12	0	0	0	2	27	0	0	0	1	0	42	61.8%	0	2	0	2	2.9%	0	0	0	0	0	0	0.0%	1	0	1	1.5%	4	0	0	4	5.9%	0	0	0						
	Female	3	0	0	0	0	3	0	0	0	0	0	6	46.2%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	1	1	7.7%	0	0	0					
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
Totals - Multiple Indicated		15	0	0	0	2	30	0	0	0	1	0	48	59.3%	0	2	0	2	2.5%	0	0	0	0	0	0	0.0%	1	0	1	1.2%	4	0	1	5	6.2%	0	0	0						
Other Not Listed Above	Male	0	0	0	0	0	3	0	0	0	0	0	3	60.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	1	0	0	1	20.0%	0	0	0					
	Female	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
Totals - Other Not Listed Above		0	0	0	0	0	3	0	0	0	0	0	3	60.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	1	0	0	1	20.0%	0	0	0					
Undisclosed	Male	3	0	0	0	0	1	0	0	0	0	0	4	66.7%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0					
	Female	1	0	0	0	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0					
	Non-Binary	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0					
	Undisclosed	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0					
Totals - Undisclosed		4	0	0	0	0	1	0	0	0	0	0	5	50.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0
Totals by Indicated Gender	Male	146	2	0	0	11	219	0	1	12	7	3	401	63.4%	1	13	12	26	4.1%	3	0	0	1	0	0	4	0.6%	4	3	7	1.1%	32	0	4	36	5.7%	0	0	0					
	Female	18	0	0	0	0	17	0	0	0	1	1	37	52.9%	0	0	3	3	4.3%	0	0	0	0	0	0	0.0%	0	1	1	1.4%	4	0	2											

AFR Applicant Outcome Comparison Year-over-Year 2022 v 2018			Total Candidates by Year			Voluntary Exits			Early Process Disqualifications			In-Process Withdrawals			In-Process Disqualifications											
Ethnicity	Gender																									
		2018 % Candidates	2022 % Candidates	2022/2018 Raw Change	2018 % Voluntary Exits	2022 % Voluntary Exits	2022/2018 Raw Change	2018 % Early Process Disqualification	2022 % Early Process Disqualification	2022/2018 Raw Change	2018 % In-Process Withdrawal	2022 % In-Process Withdrawal	2022/2018 Raw Change	2018 % Didn't Submit Docs	2022 % Didn't Submit Docs	2022/2018 Raw Change	2018 % Didn't Schedule OOS	2022 % Didn't Schedule OOS	2022/2018 Raw Change	2018 % Didn't take Fitness Test	2022 % Didn't take Fitness Test	2022/2018 Raw Change	2018 % Failed Fitness Test	2022 % Failed Fitness Test	2022/2018 Raw Change	
American Indian/Alaska Native	Male	6	3	-3	50.0%	0.0%	-50.0%	16.7%	0.0%	-16.7%	33.3%	0.0%	-33.3%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	1	0	-1	0.0%	***	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Totals - American Indian/Alaska Native	7	3	-4	42.9%	0.0%	-42.9%	28.6%	0.0%	-28.6%	28.6%	0.0%	-28.6%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian	Male	20	11	-9	30.0%	0.0%	-30.0%	30.0%	0.0%	-30.0%	5.0%	18.2%	13.2%	10.0%	36.4%	26.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	3	3	0	33.3%	0.0%	-33.3%	66.7%	0.0%	-66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Totals - Asian	23	14	-9	30.4%	0.0%	-30.4%	34.8%	0.0%	-34.8%	4.3%	14.3%	9.9%	8.7%	28.6%	19.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Black or African American	Male	70	40	-30	47.1%	2.5%	-44.6%	41.4%	17.5%	-23.9%	4.3%	0.0%	-4.3%	0.0%	15.0%	15.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	7	1	-6	28.6%	0.0%	-28.6%	28.6%	0.0%	-28.6%	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***
	Totals - Black or African American	78	41	-37	44.9%	2.4%	-42.4%	39.7%	17.1%	-22.7%	5.1%	0.0%	-5.1%	0.0%	14.6%	14.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Hispanic or Latino	Male	171	118	-53	41.5%	5.9%	-35.6%	32.7%	10.2%	-22.6%	3.5%	4.2%	0.7%	4.1%	16.1%	12.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	16	8	-8	56.3%	0.0%	-56.3%	31.3%	12.5%	-18.8%	0.0%	25.0%	25.0%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	2	0	-2	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***
	Totals - Hispanic or Latino	189	126	-63	43.4%	5.6%	-37.8%	32.3%	10.3%	-22.0%	3.2%	5.6%	2.4%	3.7%	16.7%	13.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Native Hawaiian or Other Pacific Islander	Male	7	3	-4	57.1%	0.0%	-57.1%	28.6%	0.0%	-28.6%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Totals - Native Hawaiian or Other Pacific Islander	7	3	-4	57.1%	0.0%	-57.1%	28.6%	0.0%	-28.6%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
White or Caucasian	Male	694	378	-316	38.9%	3.7%	-35.2%	34.9%	13.8%	-21.1%	5.0%	9.5%	4.5%	5.8%	26.5%	20.7%	0.3%	0.5%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	84	44	-40	35.7%	4.5%	-31.2%	29.8%	9.1%	-20.7%	8.3%	18.2%	9.8%	8.3%	27.3%	18.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	0.0%	***	***
	Undisclosed	2	1	-1	50.0%	0.0%	-50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	-50.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Totals - White or Caucasian	780	424	-356	38.6%	3.8%	-34.8%	34.2%	13.2%	-21.0%	5.5%	10.4%	4.9%	6.0%	26.7%	20.6%	0.3%	0.5%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Multiple Indicated	Male	111	68	-43	27.9%	4.4%	-23.5%	28.8%	8.8%	-20.0%	1.8%	14.7%	12.9%	9.0%	17.6%	8.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	12	13	+1	33.3%	23.1%	-10.3%	41.7%	23.1%	-18.6%	16.7%	0.0%	-16.7%	0.0%	23.1%	23.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Totals - Multiple Indicated	123	81	-42	28.5%	7.4%	-21.0%	30.1%	11.1%	-19.0%	3.3%	12.3%	9.1%	8.1%	18.5%	10.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Not Listed Above	Male	3	5	+2	66.7%	0.0%	-66.7%	33.3%	20.0%	-13.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Totals - Other Not Listed Above	3	5	+2	66.7%	0.0%	-66.7%	33.3%	20.0%	-13.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Undisclosed	Male	19	6	-13	31.6%	16.7%	-14.9%	26.3%	16.7%	-9.6%	10.5%	0.0%	-10.5%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	100.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	14	3	-11	28.6%	0.0%	-28.6%	50.0%	0.0%	-50.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Totals - Undisclosed	33	10	-23	30.3%	10.0%	-20.3%	36.4%	10.0%	-26.4%	6.1%	30.0%	23.9%	0.0%	40.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Totals by Indicated Gender		Male	1101	632	-469	38.7%	4.1%	-34.6%	34.0%	12.5%	-21.5%	4.6%	8.4%	3.8%	5.4%	23.1%	17.7%	0.2%	0.3%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
		Female	123	70	-53	37.4%	7.1%	-30.3%	32.5%	11.4%	-21.1%	8.1%	14.3%	6.2%	5.7%	25.7%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
		Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	***	0.0%	***	***
		Undisclosed	19	4	-15	36.8%	0.0%	-36.8%	36.8%	0.0%	-36.8%	5.3%	75.0%	69.7%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
		Grand Totals	1243	707	-536	38.5%	4.4%	-34.2%	33.9%	12.3%	-21.6%	5.0%	9.3%	4.3%	5.3%	23.3%	18.0%	0.2%	0.3%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

AFR Applicant Outcome Comparison Year-over-Year 2022 v 2018			In-Process Disqualifications																							
			Total Candidates by Year			Didn't Schedule JSA			No Show/ Schedule Written			No Show Medical			No Show JSA			No Show OOS			JSAU			Post Offer Psych		
Ethnicity	Gender	2018 % Candidates	2022 % Candidates	2022/2018 Raw Change	2018 % Didn't Schedule JSA	2022 % Didn't Schedule JSA	2022/2018 Raw Change	2018 % No Show/ Schedule Written	2022 % No Show/ Schedule Written	2022/2018 Raw Change	2018 % No Show Medical	2022 % No Show Medical	2022/2018 Raw Change	2018 % No Show OOS	2022 % No Show OOS	2022/2018 Raw Change	2018 % No Show OOS	2022 % No Show OOS	2022/2018 Raw Change	2018 % JSAU	2022 % JSAU	2022/2018 Raw Change	2018 % Post Offer Psych	2022 % Post Offer Psych	2022/2018 Raw Change	
American Indian/Alaska Native	Male	6	3	-3	0.0%	0.0%	0.0%	0.0%	66.7%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - American Indian/Alaska Native		7	3	-4	0.0%	0.0%	0.0%	0.0%	66.7%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Asian	Male	20	11	-9	0.0%	0.0%	0.0%	0.0%	36.4%	36.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	-5.0%	0.0%	0.0%	0.0%
	Female	3	3	0	0.0%	0.0%	0.0%	0.0%	66.7%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Asian		23	14	-9	0.0%	0.0%	0.0%	0.0%	42.9%	42.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	7.1%	2.8%	0.0%	0.0%	0.0%
Black or African American	Male	70	40	-30	0.0%	2.5%	2.5%	0.0%	55.0%	55.0%	0.0%	0.0%	0.0%	1.4%	0.0%	-1.4%	0.0%	0.0%	0.0%	2.9%	0.0%	-2.9%	0.0%	0.0%	0.0%	
	Female	7	1	-6	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	1	0	-1	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
Totals - Black or African American		78	41	-37	0.0%	2.4%	2.4%	0.0%	56.1%	56.1%	0.0%	0.0%	0.0%	1.3%	0.0%	-1.3%	0.0%	0.0%	0.0%	2.6%	0.0%	-2.6%	0.0%	0.0%	0.0%	
Hispanic or Latino	Male	171	118	-53	4.1%	0.8%	-3.2%	0.0%	40.7%	40.7%	0.0%	0.0%	0.0%	0.6%	0.0%	-0.6%	0.0%	2.5%	2.5%	4.7%	4.2%	-0.4%	0.0%	0.0%	0.0%	
	Female	16	8	-8	6.3%	0.0%	-6.3%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	2	0	-2	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
Totals - Hispanic or Latino		189	126	-63	4.2%	0.8%	-3.4%	0.0%	39.7%	39.7%	0.0%	0.0%	0.0%	0.5%	0.0%	-0.5%	0.0%	2.4%	2.4%	4.2%	4.0%	-0.3%	0.0%	0.0%	0.0%	
Native Hawaiian or Other Pacific Islander	Male	7	3	-4	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Native Hawaiian or Other Pacific Islander		7	3	-4	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	
White or Caucasian	Male	694	378	-316	3.6%	1.9%	-1.8%	0.0%	29.4%	29.4%	0.1%	0.0%	-0.1%	0.1%	0.3%	0.1%	0.1%	2.4%	2.2%	1.6%	0.3%	-1.3%	0.1%	0.5%	0.4%	
	Female	84	44	-40	0.0%	0.0%	0.0%	0.0%	20.5%	20.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	0.0%	-4.8%	0.0%	2.3%	2.3%	
	Non-Binary	0	1	+1	***	0.0%	***	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
	Undisclosed	2	1	-1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals - White or Caucasian		780	424	-356	3.2%	1.7%	-1.6%	0.0%	28.5%	28.5%	0.1%	0.0%	-0.1%	0.1%	0.2%	0.1%	0.1%	2.1%	2.0%	1.9%	0.2%	-1.7%	0.1%	0.7%	0.6%	
Multiple Indicated	Male	111	68	-43	4.5%	2.9%	-1.6%	0.0%	39.7%	39.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%	1.5%	-2.1%	0.0%	0.0%	0.0%	
	Female	12	13	+1	8.3%	0.0%	-8.3%	0.0%	23.1%	23.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Multiple Indicated		123	81	-42	4.9%	2.5%	-2.4%	0.0%	37.0%	37.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.3%	1.2%	-2.0%	0.0%	0.0%	0.0%	
Other Not Listed Above	Male	3	5	+2	0.0%	0.0%	0.0%	0.0%	60.0%	60.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Other Not Listed Above		3	5	+2	0.0%	0.0%	0.0%	0.0%	60.0%	60.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Undisclosed	Male	19	6	-13	5.3%	0.0%	-5.3%	0.0%	16.7%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	-5.3%	0.0%	0.0%	0.0%	
	Female	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	14	3	-11	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	-7.1%	0.0%	0.0%	0.0%	
Totals - Undisclosed		33	10	-23	3.0%	0.0%	-3.0%	0.0%	10.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.1%	0.0%	-6.1%	0.0%	0.0%	0.0%	

Totals by Indicated Gender	Male	1101	632	-469	3.5%	1.7%	-1.7%	0.0%	34.7%	34.7%	0.1%	0.0%	-0.1%	0.3%	0.2%	-0.1%	0.1%	1.9%	1.8%	2.5%	1.1%	-1.3%	0.1%	0.5%	0.4%	
	Female	123	70	-53	1.6%	0.0%	-1.6%	0.0%	24.3%	24.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.3%	1.4%	-1.8%	0.0%	1.4%	1.4%	
	Non-Binary	0	1	+1	***	0.0%	***	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***
	Undisclosed	19	4	-15	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	-5.3%	0.0%	0.0%	0.0%	
Grand Totals		1243	707	-536	3.2%	1.6%	-1.7%	0.0%	33.5%	33.5%	0.1%	0.0%	-0.1%	0.2%	0.1%	-0.1%	0.1%	1.7%	1.6%	2.6%	1.1%	-1.4%	0.1%	0.6%	0.5%	

AFR Applicant Outcome Comparison Year-over-Year 2022 v 2018			Total Candidates by Year			Total In-Process Disqualifications			Background Check Disqualifications						Background Check Disqualifications						Disqualified on Previous PEL			Conditional Offer Rescinded			
Ethnicity	Gender		2018 % Candidates	2022 % Candidates	2022/2018 Raw Change	2018 % In-Process Disqual	2022 % In-Process Disqual	2022/2018 Raw Change	2018 % Phase 1 Disqualification	2022 % Phase 1 Disqualification	2022/2018 Raw Change	2018 % Phase 2 Disqualification	2022 % Phase 2 Disqualification	2022/2018 Raw Change	2018 % Full Background Disqualification	2022 % Full Background Disqualification	2022/2018 Raw Change	2018 % Background Check Disqual	2022 % Background Check Disqual	2022/2018 Raw Change	2018 % Disqual on Previous PEL	2022 % Disqual on Previous PEL	2022/2018 Raw Change	2018 % Conditional Offer Rescinded	2022 % Conditional Offer Rescinded	2022/2018 Raw Change	
American Indian/Alaska Native	Male		6	3	-3	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female		1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
	Non-Binary		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Totals - American Indian/Alaska Native		7	3	-4	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Asian	Male		20	11	-9	15.0%	72.7%	57.7%	0.0%	0.0%	0.0%	0.0%	9.1%	9.1%	10.0%	0.0%	-10.0%	10.0%	9.1%	-0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female		3	3	0	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Totals - Asian		23	14	-9	13.0%	78.6%	65.5%	0.0%	0.0%	0.0%	0.0%	7.1%	7.1%	8.7%	0.0%	-8.7%	8.7%	7.1%	-1.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Black or African American	Male		70	40	-30	4.3%	72.5%	68.2%	0.0%	0.0%	0.0%	1.4%	0.0%	-1.4%	0.0%	5.0%	5.0%	1.4%	5.0%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female		7	1	-6	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed		1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***
	Totals - Black or African American		78	41	-37	3.8%	73.2%	69.3%	0.0%	0.0%	0.0%	2.6%	0.0%	-2.6%	0.0%	4.9%	4.9%	2.6%	4.9%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Hispanic or Latino	Male		171	118	-53	13.5%	64.4%	51.0%	0.0%	0.8%	0.8%	2.9%	4.2%	1.3%	2.3%	2.5%	0.2%	5.3%	7.6%	2.4%	0.0%	1.7%	1.7%	0.0%	0.0%	0.0%	
	Female		16	8	-8	6.3%	50.0%	43.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	12.5%	6.3%	6.3%	12.5%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed		2	0	-2	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***
	Totals - Hispanic or Latino		189	126	-63	12.7%	63.5%	50.8%	0.0%	0.8%	0.8%	2.6%	4.0%	1.3%	2.6%	3.2%	0.5%	5.3%	7.9%	2.6%	0.0%	1.6%	1.6%	0.0%	0.0%	0.0%	
Native Hawaiian or Other Pacific Islander	Male		7	3	-4	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Totals - Native Hawaiian or Other Pacific Islander		7	3	-4	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
White or Caucasian	Male		694	378	-316	11.8%	61.6%	49.8%	0.7%	0.0%	-0.7%	1.9%	1.3%	-0.6%	1.3%	1.9%	0.6%	3.9%	3.2%	-0.7%	0.0%	0.3%	0.3%	0.0%	0.0%	0.0%	
	Female		84	44	-40	13.1%	50.0%	36.9%	0.0%	0.0%	0.0%	2.4%	0.0%	-2.4%	0.0%	4.5%	4.5%	2.4%	4.5%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary		0	1	+1	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	0.0%	***
	Undisclosed		2	1	-1	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Totals - White or Caucasian		780	424	-356	11.9%	60.6%	48.7%	0.6%	0.0%	-0.6%	1.9%	1.2%	-0.7%	1.2%	2.1%	1.0%	3.7%	3.3%	-0.4%	0.0%	0.2%	0.2%	0.0%	0.0%	0.0%	
Multiple Indicated	Male		111	68	-43	17.1%	61.8%	44.6%	1.8%	0.0%	-1.8%	6.3%	2.9%	-3.4%	5.4%	0.0%	-5.4%	13.5%	2.9%	-10.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female		12	13	+1	8.3%	46.2%	37.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Totals - Multiple Indicated		123	81	-42	16.3%	59.3%	43.0%	1.6%	0.0%	-1.6%	5.7%	2.5%	-3.2%	4.9%	0.0%	-4.9%	12.2%	2.5%	-9.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Other Not Listed Above	Male		3	5	+2	0.0%	60.0%	60.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Totals - Other Not Listed Above		3	5	+2	0.0%	60.0%	60.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Undisclosed	Male		19	6	-13	10.5%	66.7%	56.1%	0.0%	0.0%	0.0%	5.3%	0.0%	-5.3%	0.0%	0.0%	0.0%	5.3%	0.0%	-5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female		0	1	+1	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	0.0%	***	
	Non-Binary		0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed		14	3	-11	7.1%	0.0%	-7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	-14.3%	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Totals - Undisclosed		33	10	-23	9.1%	50.0%	40.9%	0.0%	0.0%	0.0%	3.0%	0.0%	-3.0%	6.1%	0.0%	-6.1%	9.1%	0.0%	-9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals by Indicated Gender	Male		1101	632	-469	12.0%	63.4%	51.5%	0.6%	0.2%	-0.5%	2.5%	2.1%	-0.4%	1.9%	1.9%	0.0%	5.0%	4.1%	-0.9%	0.0%	0.5%	0.5%	0.0%	0.0%	0.0%	
	Female		123	70	-53	10.6%	52.9%	42.3%	0.0%	0.0%	0.0%	2.4%	0.0%	-2.4%	0.8%	4.3%	3.5%	3.3%	4.3%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary		0	1	+1	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	0.0%	***	
	Undisclosed		19	4	-15	5.3%	25.0%	19.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.5%	0.0%	-10.5%	10.5%	0.0%	-10.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Grand Totals		1243	707	-536	11.7%	62.2%	50.5%	0.6%	0.1%	-0.4%	2.4%	1.8%	-0.6%	1.9%	2.1%	0.2%	4.9%	4.1%	-0.8%	0.0%	0.4%	0.4%	0.0%	0.0%	0.0%	

AFR Applicant Outcome Comparison Year-over-Year 2022 v 2018			Other Disqualifications												Candidate Declined											
			Total Candidates by Year			No Response to Conditional Offer			Failed to Respond to Contact			Failed to Contact After Deferral			Total Other Disqualifications			Declined Final Offer			Declined Conditional Offer			Total Declined		
Ethnicity	Gender	2018 % Candidates	2022 % Candidates	2022/2018 Raw Change	2018 % No Resp. to Cond. Offer	2022 % No Resp. to Cond. Offer	2022/2018 Raw Change	2018 % Fail to Resp. to Contact	2022 % Fail to Resp. to Contact	2022/2018 Raw Change	2018 % Fail to Resp. after Deferral	2022 % Fail to Resp. after Deferral	2022/2018 Raw Change	2018 % Other Disqual	2022 % Other Disqual	2022/2018 Raw Change	2018 % Declined Final Offer	2022 % Declined Final Offer	2022/2018 Raw Change	2018 % Declined Conditional Offer	2022 % Declined Conditional Offer	2022/2018 Raw Change	2018 % Declined	2022 % Declined	2022/2018 Raw Change	
American Indian/Alaska Native	Male	6	3	-3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - American Indian/Alaska Native		7	3	-4	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Asian	Male	20	11	-9	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	3	3	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Asian		23	14	-9	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Black or African American	Male	70	40	-30	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.5%	2.5%	0.0%	2.5%	2.5%	
	Female	7	1	-6	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
Totals - Black or African American		78	41	-37	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	2.4%	0.0%	2.4%	2.4%	
Hispanic or Latino	Male	171	118	-53	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.7%	1.7%	0.6%	0.0%	-0.6%	0.0%	0.8%	0.8%	0.6%	0.8%	0.3%	
	Female	16	8	-8	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	2	0	-2	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
Totals - Hispanic or Latino		189	126	-63	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%	1.6%	0.5%	0.0%	-0.5%	0.0%	0.8%	0.8%	0.5%	0.8%	0.3%	
Native Hawaiian or Other Pacific Islander	Male	7	3	-4	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Native Hawaiian or Other Pacific Islander		7	3	-4	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
White or Caucasian	Male	694	378	-316	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.4%	0.8%	0.4%	0.3%	0.3%	0.0%	0.7%	1.1%	0.3%	
	Female	84	44	-40	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	2.3%	0.0%	2.3%	2.3%	
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
	Undisclosed	2	1	-1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals - White or Caucasian		780	424	-356	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.4%	0.7%	0.3%	0.3%	0.5%	0.2%	0.6%	1.2%	0.5%	
Multiple Indicated	Male	111	68	-43	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	1.5%	0.6%	0.0%	0.0%	0.0%	0.9%	1.5%	0.6%	
	Female	12	13	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Multiple Indicated		123	81	-42	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	1.2%	0.4%	0.0%	0.0%	0.0%	0.8%	1.2%	0.4%	
Other Not Listed Above	Male	3	5	+2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Other Not Listed Above		3	5	+2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Undisclosed	Male	19	6	-13	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	14	3	-11	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals - Undisclosed		33	10	-23	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals by Indicated Gender		Male	1101	632	-469	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.6%	0.6%	0.5%	0.6%	0.2%	0.2%	0.5%	0.3%	0.6%	1.1%	0.5%
		Female	123	70	-53	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	1.4%	0.0%	1.4%	1.4%	
		Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
		Undisclosed	19	4	-15	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grand Totals		1243	707	-536	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.6%	0.6%	0.4%	0.6%	0.2%	0.2%	0.6%	0.4%	0.6%	1.1%	0.6%	

AFR Applicant Outcome Comparison Year-over-Year 2022 v 2018			Total Candidates by Year			Candidate Received Offer												No Outcome Indicated			
						Candidate Hired			Pending			Candidate Deferred			Total Candidate Received Offer						
			Ethnicity	Gender	2018 % Candidates	2022 % Candidates	2022/2018 Raw Change	2018 % Candidate Hired	2022 % Candidate Hired	2022/2018 Raw Change	2018 % Pending	2022 % Pending	2022/2018 Raw Change	2018 % Candidate Deferred	2022 % Candidate Deferred	2022/2018 Raw Change	2018 % Candidate Received Offer	2022 % Candidate Received Offer	2022/2018 Raw Change	2018 % No Outcome Indicated	2022 % No Outcome Indicated
American Indian/Alaska Native	Male	6	3	-3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - American Indian/Alaska Native		7	3	-4	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Asian	Male	20	11	-9	10.0%	0.0%	-10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	-10.0%	0.0%	0.0%	0.0%	0.0%	
	Female	3	3	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Asian		23	14	-9	8.7%	0.0%	-8.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.7%	0.0%	-8.7%	0.0%	0.0%	0.0%	0.0%	
Black or African American	Male	70	40	-30	1.4%	0.0%	-1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	-1.4%	0.0%	0.0%	0.0%	0.0%	
	Female	7	1	-6	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	1	0	-1	100.0%	***	***	0.0%	***	***	0.0%	***	***	100.0%	***	***	0.0%	***	***	***	
Totals - Black or African American		78	41	-37	3.8%	0.0%	-3.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	0.0%	-3.8%	0.0%	0.0%	0.0%	0.0%	
Hispanic or Latino	Male	171	118	-53	2.3%	3.4%	1.1%	0.0%	0.0%	0.0%	0.6%	1.7%	1.1%	2.9%	5.1%	2.2%	0.0%	0.0%	0.0%	0.0%	
	Female	16	8	-8	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	2	0	-2	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	
Totals - Hispanic or Latino		189	126	-63	2.1%	3.2%	1.1%	0.0%	0.0%	0.0%	0.5%	1.6%	1.1%	2.6%	4.8%	2.1%	0.0%	0.0%	0.0%	0.0%	
Native Hawaiian or Other Pacific Islander	Male	7	3	-4	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Native Hawaiian or Other Pacific Islander		7	3	-4	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	0.0%	
White or Caucasian	Male	694	378	-316	4.6%	6.1%	1.5%	0.0%	0.0%	0.0%	0.1%	0.5%	0.4%	4.8%	6.6%	1.9%	0.0%	0.0%	0.0%	0.0%	
	Female	84	44	-40	9.5%	9.1%	-0.4%	0.0%	0.0%	0.0%	1.2%	2.3%	1.1%	10.7%	11.4%	0.6%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%	0.0%	
	Undisclosed	2	1	-1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals - White or Caucasian		780	424	-356	5.1%	6.4%	1.2%	0.0%	0.0%	0.0%	0.3%	0.7%	0.5%	5.4%	7.1%	1.7%	0.0%	0.0%	0.0%	0.0%	
Multiple Indicated	Male	111	68	-43	9.9%	5.9%	-4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.9%	5.9%	-4.0%	0.0%	0.0%	0.0%	0.0%	
	Female	12	13	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	7.7%	0.0%	7.7%	7.7%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Multiple Indicated		123	81	-42	8.9%	4.9%	-4.0%	0.0%	0.0%	0.0%	0.0%	1.2%	1.2%	8.9%	6.2%	-2.8%	0.0%	0.0%	0.0%	0.0%	
Other Not Listed Above	Male	3	5	+2	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Other Not Listed Above		3	5	+2	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	
Undisclosed	Male	19	6	-13	15.8%	0.0%	-15.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	15.8%	0.0%	-15.8%	0.0%	0.0%	0.0%	0.0%	
	Female	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	14	3	-11	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals - Undisclosed		33	10	-23	9.1%	0.0%	-9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	-9.1%	0.0%	0.0%	0.0%	0.0%	
Totals by Indicated Gender		Male	1101	632	-469	4.9%	5.1%	0.2%	0.0%	0.0%	0.0%	0.2%	0.6%	0.5%	5.1%	5.7%	0.6%	0.0%	0.0%	0.0%	
		Female	123	70	-53	7.3%	5.7%	-1.6%	0.0%	0.0%	0.0%	0.8%	2.9%	2.0%	8.1%	8.6%	0.4%	0.0%	0.0%	0.0%	
		Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%	0.0%
		Undisclosed	19	4	-15	5.3%	0.0%	-5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	-5.3%	0.0%	0.0%	0.0%	
Grand Totals		1243	707	-536	5.1%	5.1%	-0.1%	0.0%	0.0%	0.0%	0.2%	0.8%	0.6%	5.4%	5.9%	0.6%	0.0%	0.0%	0.0%		

APPENDIX I

APPENDIX J
CIVIL SERVICE RULES AND REGULATIONS – PROPOSED CHANGES

Rule	Text of Rule	Reason for Revision
Section II, Rule 4	“The Commission is the sole judge of qualifications of applicants for original appointment.”	This must be altered to reflect the collaboration of the respective departments in determining minimum qualifications. This should be edited to incorporate that Human Resources will be responsible for examining minimum qualifications and disqualifiers to determine if there is disparate impact on minority candidates. The CSC must take Human Resources’ findings under advisement.
Section II, Rule 6	“Applications for original appointment shall be accepted at the Commission’s sole discretion to allow a sufficient number of applicants to participate in and complete testing to meet projected department vacancy requirements. The Commission shall establish an application deadline in order to meet projected staffing requirements.” “All applications received by the application deadline will be accepted and reviewed by the Commission...”	This should be altered to reflect the departments’ collaborative role in setting the application receiving periods. Rolling application periods should be reflected as well. This should be altered to reflect that applications will be received by Human Resources (HR), via the Applicant Tracking System (ATS).
Section II, Rule 7(g)	“At the time of application, unless otherwise noted, applicants for original appointment in the Civil Service system shall: (g) Return a completed Commission-provided Personal History Statement for use in a background investigation.”	This section should be amended to reflect that the Personal History Statement will be broken into two parts: the first comprised of supplemental questions on the initial application and the second submitted after completing and passing the written examinations. Human Resources and the respective departments will determine the written guidelines and standards for the content and submission of the Statement.

Section II, Rule 9(a)	“The following are grounds for disqualification. There will be no appeal.”	This rule should be altered to reflect the institution of an appeals process for disqualifications under this category due to factual errors in applications. This applies primarily to 9(a)(1)-(3). This rule should be altered to reflect the “whole person” review concept, if such a concept is adopted, demonstrating that an applicant’s failure to meet a requirement will not necessarily result in disqualification. Such revisions would likely pertain to 9(a)(6)-(8).
Section II, Rule 11	“An applicant disqualified for reasons under Section II Rule 7, Minimum Qualifications for Original Appointment, and Section II 9B, Grounds for Disqualification of Original Applicants, may file an appeal with the Commission. Appeals will not be considered for disqualifications under Section II, Rule 9A.”	This should be altered to reflect the institution of an appeals process for disqualifications under Section II, Rule 9(a) due to factual errors in applications.
Section III, Rule 12, Intro	“The Commission shall be responsible for determining the types of examinations to be used.” [Section not present in current Rules and Regulations]	This should be altered to reflect that the CSC shall work in collaboration with the respective departments and Human Resources to determine the type of examinations and vendors to be used. A section should be added that reflects that the CSC, the respective departments, and HR will meet annually with the vendors to assess the selected examinations. The team will review the tests to determine whether improvements are required, what changes may be appropriate, and whether needs of the departments necessitate other designs and forms of testing.
Section III, Rule 12(a)	“The Commission shall determine the relative weight and passing scores for each portion of the examination series as required.”	This should be altered to reflect that a minimum “cut-off” score shall be established by the Commission, in collaboration with the respective departments and Human Resources.
Section III, Rule 12(f)	“The Commission shall conduct a final review of the applications,	This should be altered to reflect the new applicant file review process, which

	testing results, and background information of all applicants who participate in testing prior to making a conditional offer of employment.”	occurs after completion of the JSA, polygraph (for APD), and background investigation. This should also be amended to include the modified role CSC has in creating the list of applicants who are eligible to receive conditional job offers after completion of the panel interviews.
Section III, Rule 13, Intro	“Written examinations may be administered prior to establishing the Prospective Employment List and shall be conducted in accordance with the following procedures...”	This should be altered to reflect the fact that a Prospective Employment List will no longer be created based on applicants’ test scores.
Section III, Rule 13(h)	“Written examinations may have a minimum passing score. Passing scores may be weighted in conjunction with other tests and the weights may vary between processes and between the Police and Firefighter tests.”	This should be altered to reflect that the written examinations will have a minimum “cut-off” score, determined jointly by the CSC, the respective departments, and Human Resources. Applicants will not be ranked based upon their scores.
Section III, Rule 14	Oral Examinations	Should be altered, overall, to reflect HR’s assumption of the primary oversight responsibilities regarding the panel interview process.
Section III, Rule 14, Intro	“Oral examinations/interviews may be used for original testing at the sole discretion of the Commission and, if used, shall be administered prior to establishing the Prospective Employment List.” “The number and type of questions or exercises, the number of evaluator panels, and the number and qualifications of evaluations required for each panel shall be determined at the sole discretion of the Commission.”	Should be altered to state that the oral examinations are “Panel Interviews” and that they shall be administered to all applicants who complete the JSA, background investigation, and polygraph examination. Should be altered to reflect that Human Resources, in collaboration with the respective departments and the CSC, shall determine the composition and qualifications of panelists, train the panelists, establish the voting process, provide interview questions for the panelists, and develop evaluation criteria. Human Resources shall also be responsible for examining the panel interview scores to screen for evidence of disparate impact.
Section III, Rule 14(a)	“Original Oral Board panels shall consist of three (3) members,	Should be altered to reflect that panels will be composed of three

	optimally: one (1) Aurora citizen, and two (2) Firefighters or Police Officers, preferably one individual in a supervisory capacity.”	representatives from the respective departments, up to two CSC Commissioners, and one CSC-selected Citizen Assessor. A non-voting HR representative will attend the interviews and partake in a manner determined collectively.
Section III, Rule 16	“The Commission may require all original applicants to demonstrate physical ability through a fitness test.”	Should be changed to reflect that the respective departments, in collaboration with the CSC, shall determine the types of fitness tests and qualifications.
Section III, Rule 17	“Polygraph examinations may be used for original testing at the sole discretion of the Commission.”	Should be altered to reflect that polygraph examinations will be required for all applicants to the Aurora Police Department, and that the vendor shall be chosen through a Request for Proposal (RFP) process with the City of Aurora. The selection committee for the vendor will include two representatives from APD and one CSC commissioner.
Section III, Rule 18(a)	“The Commission will be advised in writing by its representative / consultant of all substance abuse screening results, both negative and positive.”	Should be altered to reflect that the results of the Substance Abuse Screenings shall be provided to HR.
Section III, Rule 18(e)	“To retain the original position on the current Prospective Employment List, an applicant’s appeal must be resolved in the applicant’s favor no later than ten (10) business days prior to the start of an academy class.”	Remove the reference to the Prospective Employment List.
Section III, Rule 18(g)	“If the outcome of the appeal is favorable to the applicant, and the applicant’s position on the Prospective Employment List (PEL) corresponding to his/her original ranking of the PEL would have granted an appointment to a previous academy class, the applicant may be certified for the next schedule academy...”	Remove the reference to the Prospective Employment List.
Section III, Rule 19(a)	“The Commission shall select a professionally qualified person to	Should be changed to reflect the new vendor selection process. The vendor

	perform the job suitability assessment based upon the individual's education and experience in designing and performing these type of evaluations..."	will go through a Request for Proposal (RFP) process with the City and be selected according to the City's procurement guidelines. The selection committee will include two representatives from APD, two representatives from AFR, and 1 CSC commissioner.
Section III, Rule 19(d)	"Upon completion of the job suitability assessment, the examining consultant shall provide a written report to the Commission regarding the applicant's suitability..."	Should be altered to reflect that the results of the job suitability assessment shall be provided to Human Resources.
Section III, Rule 19(e)	"The Commission shall disqualify an applicant based on the recommendation rating of the examining consultant that the applicant is not suitable to perform the essential job functions of the position being examined."	Should be altered to reflect that three members of the respective departments and up to two commissioners from the CSC shall use evaluative criteria developed by HR to assess the results of the JSA, along with the results of the polygraph examination (for APD) and the background investigations, to make disqualification decisions.
Section III, Rule 19(f)	"Applicants disqualified for job suitability reasons shall be notified...There is no appeal."	Should be altered to reflect the institution of an appeals process for disqualifications. The CSC shall oversee the appeals process.
Section III, Rule 20(a)	"Medical examinations shall be conducted by a physician/psychologist of the Commission's choice..."	Should be altered to reflect the new Request for Proposal (RFP) vendor selection process.
Section III, Rule 20(b)	"...the examining physician/psychologist shall certify in writing to the Commission that the applicant is, or is not, medically qualified to perform the job based on job requirements."	Should be altered to reflect that the results of the medical examinations shall be provided to Human Resources.
Section III, Rule 21(e)	"To retain the original position on the current Prospective Employment List, an applicant's appeal must be resolved in the applicant's favor no later than ten (10) business days prior to the start of an academy class."	Remove the reference to the Prospective Employment List.

Section III, Rule 21(g)	“If the outcome of the appeal is favorable to the applicant, and the applicant’s position on the Prospective Employment List (PEL) corresponding to his/her original ranking of the PEL would have granted an appointment to a previous academy class, the applicant may be certified for the next schedule academy...”	Remove the reference to the Prospective Employment List
Section III, Rule 22	“The Commission may conduct background investigations on all applicants.”	Should be altered to reflect that HR will be responsible for conducting background investigations, and interpreting results. HR and the respective departments shall determine the criteria and standards for the investigations. HR shall provide standardized training to the investigators. HR, along with the respective departments, shall review the results of the background investigations, along with the results of the JSA, using a matrix of evaluative criteria to determine if the applicant has successfully passed. Applicants who do not pass may appeal their disqualification to the CSC.
Section III, Rule 23	“At its sole discretion, the Commission may use any other recognized methods of examination or combination of examinations.”	Should be altered to reflect that HR and the respective departments shall collaborate with the CSC in determining whether any additional or alternative examination methods are necessary and appropriate.
Section III, Rule 24	“Upon completion of all pre-job offer testing and background investigation, the Commission shall conduct a final review of the complete application file and testing results to ensure the applicant meets all minimum qualifications and has no grounds for disqualification prior to offering an applicant a conditional job offer.” [Section not present in current Rules and Regulations]	Alter to state that the CSC in collaboration with the relevant department, shall review the results of the JSA, background, and polygraph examination, and determine which applicants pass. Passing applicants will be granted a panel interview. Passing applicants will be granted a conditional job offer. Alter to include a new final-offer and candidate selection procedure. Upon

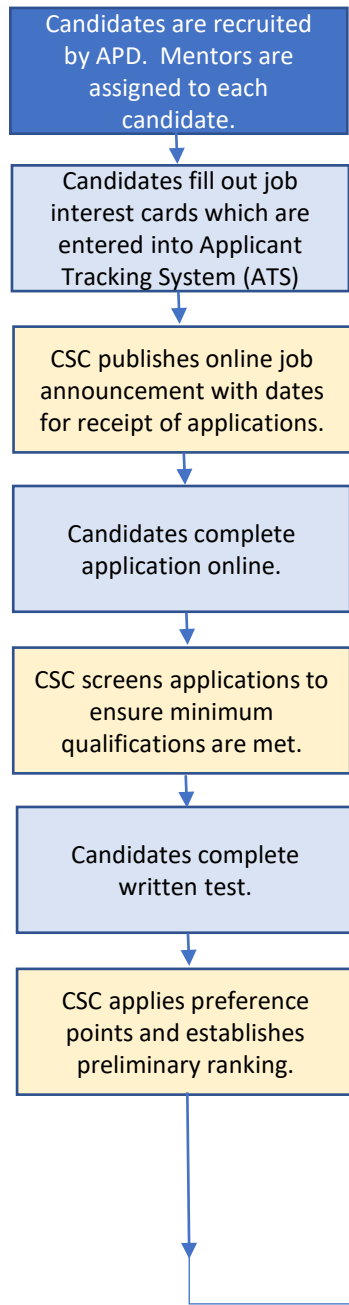
		completion of the psychological evaluation, medical evaluation, and fitness test, HR shall compile the results into a final applicant file which shall be presented to the respective department for final review. Three representatives from the department and up to two CSC Commissioners will review the file. For each seat in the Academy, the panel will vote on which of the top six candidates should be selected for that seat. Those not selected will retain their ranking and be considered for the next available seat. The process continues until each available seat is filled.
Section III, Rule 26	“Applicants for original appointment will be informed of the results of all examinations in which they participate in the manner deemed appropriate by the Commission.”	Should be altered to reflect that Human Resources shall be responsible for informing applicants as to the results of their examinations.
Section IV	Eligibility Lists for Original Appointment	This entire section needs to be edited to accommodate the elimination of the ranked Prospective Employment List, the new process for ranking candidates based upon their panel interview scores and preference points, and the new process by which the departments and the CSC select applicants to receive final offers of employment.
Section IV, Rule 28(a)	“An entry-level applicant who successfully completes initial testing as deemed appropriate by the Commission shall be given a position on a Prospective Employment List (PEL) based on his/her examination test scores, and/or any other combination of examination scores which the Commission deems necessary.”	This should be altered to state that the PEL shall not be created following the completion of initial testing, and that applicants shall not be ranked based upon their testing scores. Instead, applicants shall be ranked based upon their panel interview scores, plus the added preference points.
Section IV, Rule 28(b)	“Preference Points for the following will be added prior to posting the PEL:”	This should be altered to state that preference points will be added following applicants’ completion of the written examinations.
Section IV, Rule 29(a)(3)	“The Certified Eligibility List shall be developed by taking entry-level	Should be altered to reflect the new hiring process. For each seat in the

	applicants from the Prospective Employment List, beginning with the top-ranked applicant and continuing numerically down the list...The Certified Eligibility List shall contain a list of “approved for hire” applicants in rank order, as determined by the Commission... Applicants will be hired by the City in the order of their ranking on the Certified Eligibility List with seniority determined at time of Academy graduation.”	Academy, three representatives from the respective department and up to two CSC Commissioners shall review the final candidate files. For each available seat in the Academy, the panel will vote on which of the top six candidates (as determined by their panel interview scores, plus preference points) should be selected for the seat. Those not selected retain their ranking and are considered for the next available seat, using the same methodology. The process continues until each seat in the Academy is filled. Candidates who do not receive a final offer may appeal the decision to the CSC.
--	---	---

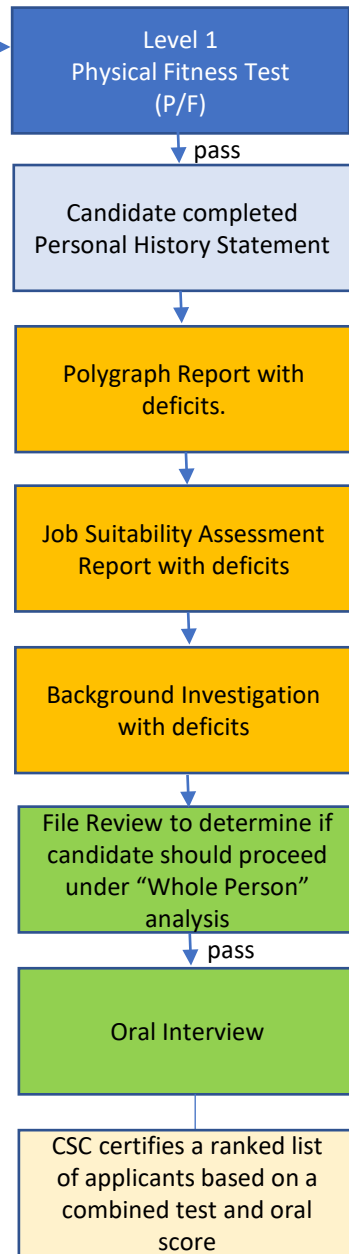
APPENDIX J

Recruiting

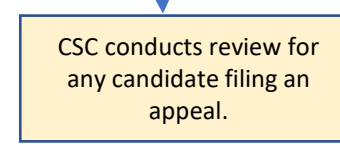
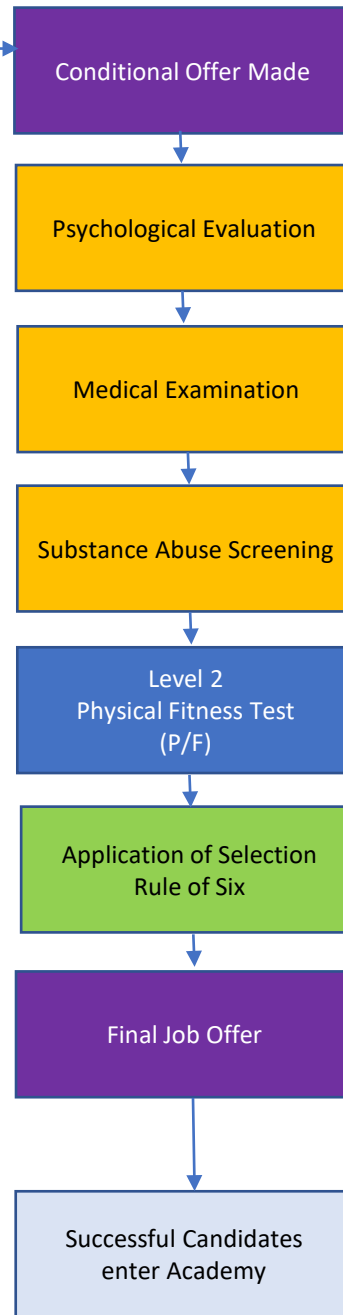
Application & Screening



Testing, Backgrounds, & Interview

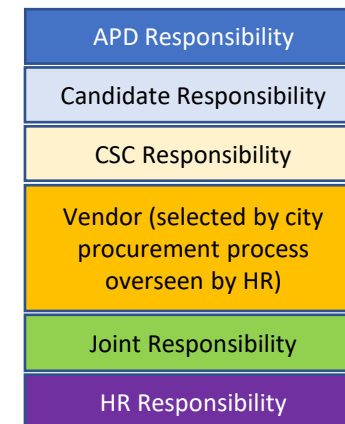


Conditional Offer



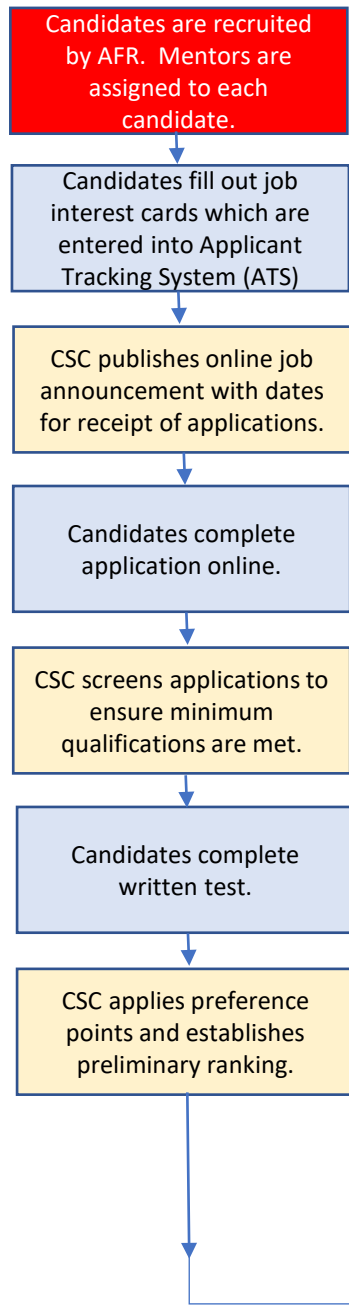
APD PROPOSED HIRING PROCESS

LEGEND

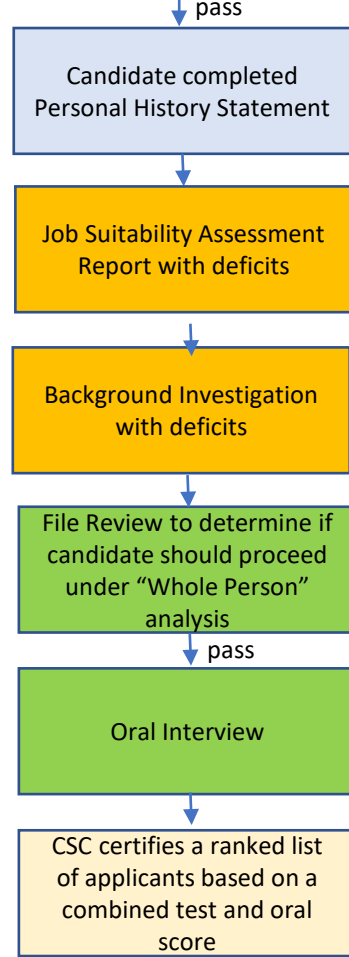


Recruiting

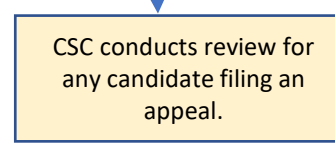
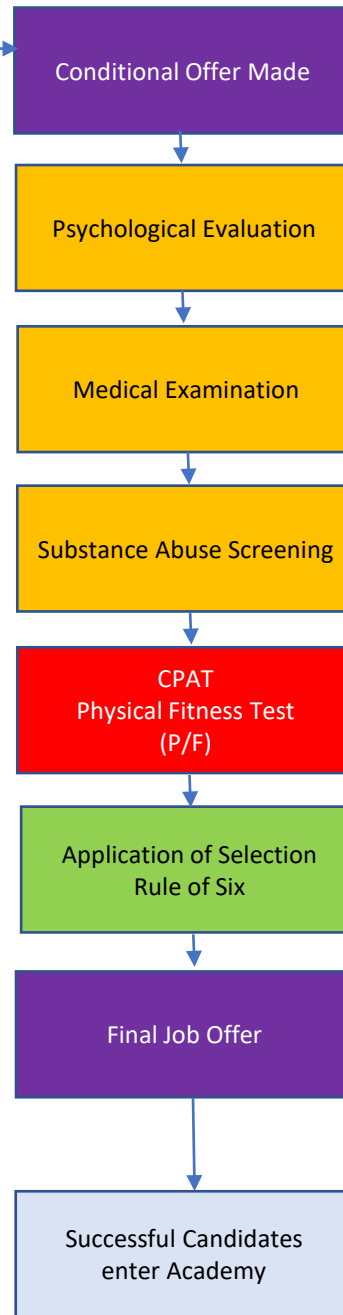
Application & Screening



Testing, Backgrounds, & Interview



Conditional Offer



AFR PROPOSED HIRING PROCESS

LEGEND

