

# EEOP Utilization Report



Fri Apr 22 14:47:14 EDT 2016

## Step 1: Introductory Information

**Grant Title:** Ohio's AWA/SORNA Information Sharing and Records Management  
**Grant Number:** 2013-AW-BX-0010

**Grantee Name:** Ohio Attorney General  
**Award Amount:** \$400,000.00

**Grantee Type:** State Government Agency

**Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**Contact Person:** Jamie Duskocil  
**Telephone #:** 614-466-6963

**Contact Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**DOJ Grant Manager:** Marlon Daley  
**DOJ Telephone #:** 202-514-5231

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**Grant Title:** FY 2014 DNA Capacity Enhancement and Backlog Reduction Program: Ohio Attorney General - Bureau of Criminal Identification and Investigation  
**Grant Number:** 2014-DN-BX-0062

**Grantee Name:** Ohio Attorney General  
**Award Amount:** \$924,406.00

**Grantee Type:** State Government Agency

**Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**Contact Person:** Jamie Duskocil  
**Telephone #:** 614-466-6963

**Contact Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**DOJ Grant Manager:** Alissa Genovese  
**DOJ Telephone #:** 202-514-9554

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**Grant Title:** FY 2015 DNA Capacity Enhancement and Backlog Reduction Program: Ohio Attorney General - Bureau of Criminal Identification and Investigation  
**Grant Number:** 2015-DN-BX-0050

**Grantee Name:** Ohio Attorney General  
**Award Amount:** \$823,470.00

**Grantee Type:** State Government Agency

**Address:** 30 East Broad Street, 15th Floor

Columbus, Ohio  
43215

**Contact Person:** Jamie Duskocil **Telephone #:** 614-466-6963  
**Contact Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215  
**DOJ Grant Manager:** Alissa Genovese **DOJ Telephone #:** 202-514-9554

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**Grant Title:** Office of Community Oriented Policing Services (COPS) Anti-Methamphetamine Program (CAMP) **Grant Number:** 2015-AM-WX-0006  
**Grantee Name:** Ohio Attorney General **Award Amount:** \$1,285,725.00  
**Grantee Type:** State Government Agency  
**Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215  
**Contact Person:** Jamie Duskocil **Telephone #:** 614-466-6963  
**Contact Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215  
**DOJ Grant Manager:** Nicole McCrae **DOJ Telephone #:** 202-353-9766

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**Grant Title:** FY 2015 Paul Coverdell **Grant Number:** 2015-PC-NFS-7801  
**Grantee Name:** Ohio Attorney General **Award Amount:** \$105,976.00  
**Grantee Type:** State Government Agency  
**Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215  
**Contact Person:** Jamie Duskocil **Telephone #:** 614-466-6963  
**Contact Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215  
**State Granting Agency:** Ohio Department of Public Safety **Grant Number:** 2015-PC-NFS-7801  
**Contact Name:** Linda Mielcarek  
**Contact Address:** 1970 West Broad Street  
Columbus, Ohio  
43223

**Telephone #:** 614-644-7733

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**Grant Title:** FY 2015 Byrne JAG\_Meth Training and Mapping **Grant Number:** 2015-JG-A02-6251

**Grantee Name:** Ohio Attorney General **Award Amount:** \$17,333.00

**Grantee Type:** State Government Agency

**Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**Contact Person:** Jamie Dorskocil **Telephone #:** 614-466-6963

**Contact Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**State Granting Agency:** Ohio Department of Public Safety **Grant Number:** 2015-JG-A02-6251

**Contact Name:** Linda Mielcarek

**Contact Address:** 1970 West Broad Street  
Columbus, Ohio  
43223

**Telephone #:** 614-644-7733

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**Grant Title:** FY 2013 Project Safe Neighborhoods **Grant Number:** 2013-PS-PSN-427

**Grantee Name:** Ohio Attorney General **Award Amount:** \$20,040.00

**Grantee Type:** State Government Agency

**Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**Contact Person:** Jamie Dorskocil **Telephone #:** 614-466-6963

**Contact Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**State Granting Agency:** Ohio Department of Public Safety **Grant Number:** 2013-PS-PSN-427

**Contact Name:** Linda Mielcarek

**Contact Address:** 1970 West Broad Street  
Columbus, Ohio  
43223

**Telephone #:** 614-644-7733

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**Grant Title:** FY 2014 Vision 21: Improving the Statewide Grants Management System to Increase its Efficiency and Resourcement **Grant Number:** 2014-XV-BX-K025

**Grantee Name:** Ohio Attorney General **Award Amount:** \$97,200.00

**Grantee Type:** State Government Agency

**Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**Contact Person:** Michael Sheline **Telephone #:** 614-644-8392

**Contact Address:** 30 East Broad Street, 23rd Floor  
Columbus, Ohio  
43215

**DOJ Grant Manager:** Joel Hall **DOJ Telephone #:** 202-307-3940

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**Grant Title:** OVC FY 13 VOCA Victim Assistance Formula **Grant Number:** 2013-VA-GX-0027

**Grantee Name:** Ohio Attorney General **Award Amount:** \$14,953,157.00

**Grantee Type:** State Government Agency

**Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**Contact Person:** Michael Sheline **Telephone #:** 614-644-8392

**Contact Address:** 30 East Broad Street, 23rd Floor  
Columbus, Ohio  
43215

**DOJ Grant Manager:** Joel Hall **DOJ Telephone #:** 202-307-3940

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**Grant Title:** OVC FY 14 VOCA Victim Assistance Formula **Grant Number:** 2014-VA-GX-0041

**Grantee Name:** Ohio Attorney General **Award Amount:** \$15,993,857.00

**Grantee Type:** State Government Agency

**Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**Contact Person:** Michael Sheline **Telephone #:** 614-644-8392

**Contact Address:** 30 East Broad Street, 23rd Floor  
Columbus, Ohio

43215

**DOJ Grant Manager:** Joel Hall

**DOJ Telephone #:** 202-307-3940

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**Grant Title:** OVC FY 15 VOCA Victim Assistance Formula

**Grant Number:** 2015-VA-GX-0059

**Grantee Name:** Ohio Attorney General

**Award Amount:** \$69,888,068.00

**Grantee Type:** State Government Agency

**Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**Contact Person:** Michael Sheline

**Telephone #:** 614-644-8392

**Contact Address:** 30 East Broad Street, 23rd Floor  
Columbus, Ohio  
43215

**DOJ Grant Manager:** Joel Hall

**DOJ Telephone #:** 202-307-3940

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**Grant Title:** OVC FY 13 VOCA Victim Compensation Formula

**Grant Number:** 2013-VC-GX-0030

**Grantee Name:** Ohio Attorney General

**Award Amount:** \$3,870,000.00

**Grantee Type:** State Government Agency

**Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**Contact Person:** Michael Sheline

**Telephone #:** 614-644-8392

**Contact Address:** 30 East Broad Street, 23rd Floor  
Columbus, Ohio  
43215

**DOJ Grant Manager:** Joel Hall

**DOJ Telephone #:** 202-307-3940

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**Grant Title:** OVC FY 14 VOCA Victim Compensation Formula

**Grant Number:** 2014-VC-GX-0042

**Grantee Name:** Ohio Attorney General

**Award Amount:** \$3,154,000.00

**Grantee Type:** State Government Agency

**Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**Contact Person:** Michael Sheline

**Telephone #:** 614-644-8392

**Contact Address:** 30 East Broad Street, 23rd Floor  
Columbus, Ohio  
43215

**DOJ Grant Manager:** Joel Hall

**DOJ Telephone #:** 202-307-3940

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**Grant Title:** FY 15 Victim Assistance  
Discretionary Grant Training  
Program for VOCA Victim  
Assistance Grantees

**Grant Number:** 2015-VF-GX-0056

**Grantee Name:** Ohio Attorney General

**Award Amount:** \$855,613.00

**Grantee Type:** State Government Agency

**Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**Contact Person:** Michael Sheline

**Telephone #:** 614-644-8392

**Contact Address:** 30 East Broad Street, 23rd Floor  
Columbus, Ohio  
43215

**DOJ Grant Manager:** Joel Hall

**DOJ Telephone #:** 202-307-3940

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**Grant Title:** OVC FY 15 VOCA Victim  
Compensation Formula

**Grant Number:** 2015-VC-GX-0047

**Grantee Name:** Ohio Attorney General

**Award Amount:** \$4,857,000.00

**Grantee Type:** State Government Agency

**Address:** 30 East Broad Street, 15th Floor  
Columbus, Ohio  
43215

**Contact Person:** Michael Sheline

**Telephone #:** 614-644-8392

**Contact Address:** 30 East Broad Street, 23rd Floor  
Columbus, Ohio  
43215

**DOJ Grant Manager:** Joel Hall

**DOJ Telephone #:** 202-307-3940

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### **Policy Statement:**

The Ohio Attorney General's Office (AGO) fully complies with all applicable federal, state, and local laws, rules, and regulations in the area of non-discrimination in employment, and strictly prohibits discrimination and harassment against employees and applicants on the basis of race, color, religion, sex (including sexual harassment), national origin, disability, age, military status, or veteran status.

Please see the attached hard copy documents, which includes:

\*AGO's Equal Employment Opportunity / Anti-Discrimination and Harassment Policy and Complaint Procedures (A);

\*AGO's Diversity and Inclusion Plan (B) and Sub-Recruitment Plan (C);

\*AGO's Diversity and Inclusion Plan Measurement Tool (D); and

\*AGO's Working Titles/Classifications for EEO-4 and EEOP (E).

## **Step 4b: Narrative Underutilization Analysis**

The Ohio Attorney General's Office (AGO) has only three (3) instances of significant underutilization, with the highest rate of significant underutilization being that of White males in Administrative Support positions (-11%). As compared to its previous report, which found six (6) instances of significant underutilization, the AGO continues to make marked, significant strides in improving its diversity among all categories.

Over the last five (5) years, the AGO has endeavored to increase its diversity in the recruitment and hiring of African-Americans and Latinos in Sworn Officer positions, and no longer experiences significant underutilization in these categories. The AGO will continue its efforts in the years to come while implementing its revised and robust Diversity and Inclusion Plan. (See attached hard copy documents.)

As part of its Diversity and Inclusion Plan, the AGO has developed a strong Diversity Committee along with several employee engagement networks, including its African-American, Professional Women, and Diverse employee network groups. The AGO believes that these groups are a key component of recruiting, engaging, and retaining minority employees.

Additionally, the AGO will use its Diversity and Inclusion Plan to recruit, engage, and retain individuals in the White female professional category, and has developed a targeted recruitment plan to improve its results in the Asian population (specifically relating to its results in the Professional Male category), and to build upon its improvements in the Hispanic/Latino and African-American populations across all job categories. (Please see the attached hard copy documents.).

## **Step 5 & 6: Objectives and Steps**

### **1. Continued Implementation of Updated Diversity & Inclusion Plan**

- a. See attached hard copy of Diversity and Inclusion Plan for additional details.

### **2. Continued Implementation of Targeted Diversity Plan for Sworn Officer Positions**

- a. See attached hard copy of Diversity and Inclusion Plan for additional details.

### **3. Develop/Implement Targeted Diversity Plan to Increase Asian Representation Across All Job Categories**

- a. See attached hard copy of Diversity and Inclusion Plan for additional details.

### **4. Encourage White females to apply for vacancies in the Professionals category**

- a. AGO Human Resources will emphasize promotional opportunities for White females who are eligible to apply for promotions or lateral transfers into positions within the Professionals category.

## **Step 7a: Internal Dissemination**

The finalized EEO Utilization Report will be posted on the AGO's internal (for AGO employees) and external (for general public) webpages. The Report will be used to highlight the AGO's successes in improving diversity over the last five years, as well as encouraging potential candidates to consider the AGO and its diverse and engaging workplace environment.

## **Step 7b: External Dissemination**

The finalized EEO Utilization Report will be posted on the AGO's internal (for AGO employees) and external (for general public) webpages. The Report will be used to highlight the AGO's successes in improving diversity over the last five years, as well as encouraging potential candidates to consider the AGO and its diverse and engaging workplace environment.

**Utilization Analysis Chart  
Relevant Labor Market: Ohio**

Job Categories	Male							Female								
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
<b>Officials/Administrators</b>																
Workforce #/%	39/51%	0/0%	2/3%	0/0%	0/0%	0/0%	0/0%	0/0%	33/43%	0/0%	2/3%	0/0%	1/1%	0/0%	0/0%	0/0%
CLS #/%	335,300/55%	5,605/1%	16,475/3%	460/0%	7,800/1%	40/0%	1,855/0%	625/0%	213,120/35%	4,205/1%	21,535/4%	350/0%	3,915/1%	50/0%	1,660/0%	495/0%
Utilization #/%	-4%	-1%	-0%	-0%	-1%	-0%	-0%	-0%	8%	-1%	-1%	-0%	1%	-0%	-0%	-0%
<b>Professionals</b>																
Workforce #/%	423/43%	3/0%	26/3%	0/0%	11/1%	1/0%	3/0%	0/0%	445/45%	8/1%	51/5%	1/0%	11/1%	0/0%	11/1%	0/0%
CLS #/%	349,540/37%	6,910/1%	24,270/3%	430/0%	22,115/2%	40/0%	2,425/0%	1,230/0%	467,095/50%	8,240/1%	40,970/4%	685/0%	14,130/1%	15/0%	4,065/0%	1,385/0%
Utilization #/%	6%	-0%	0%	-0%	-1%	0%	0%	-0%	-5%	-0%	1%	0%	-0%	-0%	1%	-0%
<b>Technicians</b>																
Workforce #/%	37/37%	0/0%	6/6%	0/0%	0/0%	0/0%	1/1%	0/0%	49/49%	1/1%	4/4%	0/0%	1/1%	0/0%	1/1%	0/0%
CLS #/%	55,950/34%	1,105/1%	4,380/3%	80/0%	2,535/2%	0/0%	660/0%	85/0%	85,615/52%	1,510/1%	10,875/7%	190/0%	2,220/1%	0/0%	620/0%	175/0%
Utilization #/%	3%	-1%	3%	-0%	-2%	0%	1%	-0%	-3%	0%	-3%	-0%	-0%	0%	1%	-0%
<b>Protective Services: Sworn</b>																
Workforce #/%	101/77%	2/2%	8/6%	0/0%	0/0%	0/0%	1/1%	0/0%	18/14%	0/0%	2/2%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	63,810/70%	1,375/2%	9,680/11%	165/0%	250/0%	0/0%	690/1%	215/0%	11,245/12%	335/0%	3,400/4%	65/0%	75/0%	45/0%	125/0%	95/0%
Utilization #/%	7%	0%	-5%	-0%	-0%	0%	0%	-0%	1%	-0%	-2%	-0%	-0%	-0%	-0%	-0%
<b>Protective Services: Non-sworn</b>																
Workforce #/%	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%
Civilian Labor Force #/%	3,650/40%	95/1%	155/2%	0/0%	0/0%	0/0%	90/1%	20/0%	4,310/48%	60/1%	480/5%	10/0%	25/0%	0/0%	150/2%	0/0%
Utilization #/%	60%	-1%	-2%	0%	0%	0%	-1%	-0%	-48%	-1%	-5%	-0%	-0%	0%	-2%	0%
<b>Administrative Support</b>																
Workforce #/%	53/15%	2/1%	14/4%	0/0%	0/0%	0/0%	1/0%	0/0%	208/59%	6/2%	57/16%	0/0%	3/1%	0/0%	9/3%	0/0%

Job Categories	Male										Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	
	#/%	#/%	#/%	#/%	#/%	#/%	#/%	#/%	#/%	#/%	#/%	#/%	#/%	#/%	#/%	#/%	
CLS #/%	414,360/30%	8,875/1%	41,510/3%	490/0%	5,700/0%	50/0%	3,930/0%	1,080/0%	779,225/56%	16,765/1%	97,055/7%	1,180/0%	8,280/1%	125/0%	7,055/1%	2,285/0%	
Utilization #/%	-15%	-0%	1%	-0%	-0%	-0%	0%	-0%	3%	0%	9%	-0%	0%	-0%	2%	-0%	
<b>Skilled Craft</b>																	
Workforce #/%	12/100%	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%	
CLS #/%	385,660/85%	11,530/3%	22,720/5%	790/0%	1,625/0%	75/0%	3,030/1%	665/0%	23,500/5%	765/0%	3,170/1%	25/0%	460/0%	0/0%	135/0%	60/0%	
Utilization #/%	15%	-3%	-5%	-0%	-0%	-0%	-1%	-0%	-5%	-0%	-1%	-0%	-0%	0%	-0%	-0%	
<b>Service/Maintenance</b>																	
Workforce #/%	2/25%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	6/75%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	
CLS #/%	729,380/46%	39,085/2%	104,895/7%	1,510/0%	10,625/1%	170/0%	7,035/0%	2,050/0%	545,985/34%	22,235/1%	100,170/6%	1,400/0%	11,830/1%	80/0%	5,905/0%	1,915/0%	
Utilization #/%	-21%	-2%	-7%	-0%	-1%	-0%	-0%	-0%	41%	-1%	-6%	-0%	-1%	-0%	-0%	-0%	

### Significant Underutilization Chart

Job Categories	Male						Female									
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Professionals					✓				✓							
Administrative Support	✓															

I understand the regulatory obligation under 28 C.F.R. § 42.301-.308 to collect and maintain extensive employment data by race, national origin, and sex, even though our organization may not use all of this data in completing the EEOP Utilization Report.

I have reviewed the foregoing EEOP Utilization Report and certify the accuracy of the reported workforce data and our organization's employment policies.

Certified As Final By: Kathleen C. Madden

Director of Human Resources

04-22-2016

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[signature]

[title]

[date]



➤ **EQUAL EMPLOYMENT OPPORTUNITY/ANTI-DISCRIMINATION AND HARASSMENT POLICY AND COMPLAINT PROCEDURES**

**Effective Date: February 27, 2015**

**I. PURPOSE**

The Attorney General's Office (AGO) is committed to providing a non-discriminatory employment environment for its employees and applicants. **The AGO will not tolerate any discriminatory or offensive conduct.**

The AGO fully complies with all applicable federal, state, and local laws, rules, and regulations in the area of non-discrimination in employment, and strictly prohibits discrimination and harassment against employees and applicants on the basis of race, color, religion, sex (including sexual harassment), national origin, disability, age, military status, or veteran status.

**II. SCOPE**

This policy is applicable to all persons employed by the AGO. It is also applicable to applicants for employment with the AGO. Conduct found to violate this policy does not necessarily establish a violation of state or federal anti-discrimination laws.

**III. DEFINITIONS**

- A. **Disability:** A person who has a physical or mental impairment that substantially limits one or more major life activities, has a record of such impairment, and/or is regarded as having such impairment. A qualified individual with a disability is one who, with or without a reasonable accommodation, can perform the essential functions of the position that the individual desires or holds.
- B. **Disparate Treatment:** Treating employees differently regarding the terms and conditions of employment, including hiring, firing, transfer, and/or receipt of benefits based upon membership in a protected class.
- C. **Hostile Environment:** Any unwelcome verbal or non-verbal conduct relating to an individual's or a group's race, color, religion, sex, sexual orientation, gender identity, national origin, age, or disability which creates an intimidating, hostile, or offensive working environment; including but not limited to: racial or ethnic slurs, demeaning pictures, offensive cartoons, etc.



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★ OHIO ATTORNEY GENERAL ★

- D. **Quid Pro Quo:** Typically defined as “something for something,” it can occur either explicitly or implicitly when submission to the conduct is made as a term or condition of employment or submission or rejection of the conduct is the basis of employment decisions and/or retaliation.
- E. **Sexual Harassment:** Behavior or comment(s) of a sexual nature which is unwelcome, personally offensive, or interferes with work performance. Sexual harassment can take the form of verbal or physical conduct. For the purposes of this policy, sexual harassment includes, but is not limited to, sexual advances or harassment which adversely affects an employee’s terms or conditions of employment, either directly or indirectly. Such conduct has the purpose or effect of interfering with an individual’s work performance or creating an intimidating, hostile, or offensive work environment.

## IV. PROVISIONS

- A. **Employment Discrimination:** The AGO provides equal employment opportunity and non-discrimination in the areas of hiring, promotion, demotion, transfer, recruitment, discipline, layoff, termination, rate of compensation, and training opportunities.
- B. **Sexual and Other Harassment:** The AGO strictly prohibits harassment of its employees and applicants. Conduct constitutes harassment when any of the following occur:
  - 1. Submission to such conduct is made, either explicitly or implicitly, a term or condition of an individual’s employment (“quid pro quo”);
  - 2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions and/or retaliation; or

Harassment does not include behavior or occasional compliments of a socially acceptable nature, or that which the reasonable person would not find offensive.

## V. COMPLAINT PROCEDURES

- A. **Filing of Complaints**
  - 1. Any employee who believes that he or she is a victim of discrimination or harassment should advise the alleged offender that the action is not welcome and must stop. If this is not feasible, the employee should follow the complaint procedures set forth below.
  - 2. Should an employee prefer to meet privately with a staff member in Human Resources section, the employee may do so during office hours but should first obtain supervisory approval for leaving his/her assigned work area. The employee need not disclose the purpose of the meeting with HR to a supervisor.



3. Any employee who feels that he or she has been subjected to discrimination or harassment should report the matter immediately to any one of these individuals:
  - a. The employee's immediate supervisor,
  - b. The employee's section chief,
  - c. The Director of Human Resources,
  - d. The Chief Operating Officer,
  - e. Sending an email to [ceo@ohioattorneygeneral.gov](mailto:ceo@ohioattorneygeneral.gov), or
  - e. Calling \*6716144668911 to confidentially report allegations by voicemail.
4. All complaints must be formally reported, preferably within thirty (30) days after the offending conduct occurs so that every attempt can be made to resolve the matter promptly.
5. Any supervisor, whether the employee's director supervisor or not, who receives a complaint must notify the Director of Human Resources within five (5) business days of receiving the complaint.
6. The Director of Human Resources shall review all complaints received. Complaints must be thorough and provide sufficient information in order to have the complaint thoroughly reviewed. Complaints may be rejected, in whole or in part, for the following reasons:
  - a. The complaint was not filed in a timely manner,
  - b. The complaint has supplied insufficient information to conduct a thorough investigation or the complainant does not respond to requests for additional detailed information within ten (10) business days,
  - c. The complaint alleges duplicative information that has been decided or is pending in another forum,
  - d. The complainant fails to pursue prosecution of the complaint or fails to fully cooperate with the investigation, or
  - e. The complainant requests to withdraw the complaint at any point in the investigatory process.
7. Complaints may be informally and/or confidentially resolved or mediated by the Director of Human Resources, or an individual appointed by the Director of Human Resources, at any point in the complaint process, including prior to the formal investigation of a complaint.

#### B. Investigation and Findings of Complaints

1. Should the complaint not be withdrawn or resolved, the complaint will be investigated in a prompt manner. The Director of Human Resources or designee (either internal or external) will review the facts under which the alleged discrimination occurred;
2. The investigator may request affidavits and documents as necessary in furtherance of investigating the complaint;
3. The investigator or Director of Human Resources will notify the complainant and any respondent(s) of the disposition of the complaint.



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4. Information obtained will be shared only to the extent necessary with others, such as with supervisors, relevant employees, the Director of Human Resources, the Chief Operating Officer, the alleged offender, or as requested pursuant to a valid public records request.

## C. Appealing Findings of Complaints

1. Within thirty (30) calendar days from receipt of the notice of the disposition of the complaint, the complainant and any respondent(s) may notify the Director of Human Resources of a request to appeal the findings. If no request to appeal is made within thirty (30) days, the matter will be closed.
2. The Director of Human Resources will review the request for an appeal and will cause the matter to be reviewed by an internal or external independent investigator. Upon review of the appeal, the Chief Operating Officer may determine whether any portion of the original investigation should be accepted or overturned. The appealing party will be notified in writing of the final disposition of the charges in a timely manner.

## D. Formal Charges

A complaining party may file formal charges with the Ohio Civil Rights Commission or the Federal Equal Employment Opportunity Commission within the applicable timeframes established by law.

### **OFFICES of the OHIO CIVIL RIGHTS COMMISSION (OCRC) - State**

Contact within six (6) months of the alleged incident(s).

Akron Regional Office Cincinnati Regional Office  
Akron Government Center  
161 S. High Street, Suite 205  
Akron Ohio 44308-1615  
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# MIKE DEWINE

★ OHIO ATTORNEY GENERAL ★

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## **OFFICES of the EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC)- Federal**

Contact within 300 days of the alleged incident(s).

Cleveland Field Office  
Anthony J. Celebrezze Federal Building  
1240 E. 9<sup>th</sup> Street, Suite 3001  
Cleveland, Ohio 44199  
(216) 522-2001  
1-800-669-6820 (TTY)

Cincinnati Area Office  
John W. Peck Federal Office Building  
550 Main Street, 10<sup>th</sup> floor  
Cincinnati, Ohio 45202  
(513) 684-2851  
1-800-669-6820 (TTY)



## **VI. REQUESTING AN ACCOMODATION**

- A. An employee who wishes to request an accommodation on the basis of a disability must contact the Director of Human Resources.
- B. The employee may be required to produce sufficient medical documentation to support the request for an accommodation.
- C. Requests for accommodations will be reviewed and decided upon the medical necessity of the accommodation to perform the daily functions of the employee's position, the potential of undue hardship on the AGO to allow the accommodation, and the health and safety of others.

## **VII. TRAINING AND STRATEGIC PLAN**

- A. EEO related training and materials will occur during the employee's initial orientation session, and as often as determined necessary by AGO senior administration. Dissemination of materials will also be included on AGnet and/or office postings and bulletin boards.
- B. Every two years, an EEO Strategic Plan will be developed which is intended to review the current status of the AGO, and to identify any areas for improvements with respect to the AGO's EEO and diversity programs.
- C. The AGO will continually monitor and review accessibility and accommodations for all offices and facilities and will coordinate the development of plans for compliance with relevant provisions of the Americans with Disabilities Act.

## **VIII. PENALTIES**

Violation of this policy by any employee, including but not limited to failing to cooperate, providing false information or filing a false complaint, omitting information, interfering with an investigation, or retaliation may lead to disciplinary action, up to and including termination. Retaliation includes attempting to intimidate, coerce, or threaten any employee for complaining about discrimination or participating in an investigation under this policy. Throughout the entire investigatory process, complainants and witnesses are free from reprisal, retaliation, or interference.

## **IX. CONTACTS**

The Director of Human Resources is available for consultation or questions regarding the provisions of this policy.

This policy supersedes any previously issued directive or policy and will remain effective until cancelled or superseded.

## Our D&I Commitment

As a large public sector employer that serves every citizen of Ohio, the Ohio Attorney General's Office (AGO) has a deep commitment to the principles of Diversity and Inclusion (D&I), internally and externally. This commitment has been established through our rich history of hiring diversity when others would not, and engaging our diversity to best serve Ohio.

*D&I is a key to our success as an employer and a public service provider.*

At the AGO, D&I continues to be a key to our success as an employer and a public service provider. We believe a work force that reflects the diversity of our state and is fully included in the work-environment will better serve our mission to protect Ohio's families.

Diversity includes every characteristic that makes an individual uniquely different. We believe that this uniqueness gives each of our 1700 employees the ability to better perform and bring diverse perspective to their job. We seek out diversity to make us stronger as the AGO Team.

Incorporation of our diversity at all levels of the AGO is what we mean by inclusion. Inclusion fosters innovation, productivity, and engagement of our employees. We strive to create work-environments where difference is a value and recognized for the ability to enhance job performance and service. Our commitment to inclusion also extends to the services we provide to all of Ohio's families.

## Our D&I Strategic Plan: An Overview

### Plan Development

Through an integrated working group process we involved employees at all levels of the organization to create the AGO Diversity & Inclusion Strategic Plan (Plan). The major overarching goal of this plan is to provide awareness about and enhancement of our current D&I efforts.

*All employees have the responsibility to implement and determine the success of the Plan.*

The Plan includes areas of focus strategically selected to complement each other and foster a full D&I culture across the AGO. The Plan highlights agency D&I values and goals. It is designed to remain flexible, yet provide measurable objectives and defined goals. Review of the Plan will take place frequently. Changes are encouraged when appropriate to the development of new goals and objectives.

In development of this Plan, all AGO professions, sections, and management levels were consulted, considered, and evaluated. It is our goal that this Plan puts forth easily understandable objectives and goals. All employees have the responsibility to implement and determine the success of the Plan.

## Plan's Focus

The goal of the Plan is to enhance and engage our diversity so that we may fulfill our mission as the AGO Team. As an agency with nearly 1700 employees, we know our diversity is our strength. We believe it is important to promote diversity by providing resources, opportunities for education, and the ability for our employees to connect across the office.

Three key areas have been chosen for immediate focus. Each area targets a key philosophy to find, create, include, or engage diversity. The long-term objective is to infuse a full D&I culture into AGO.

The three areas of focus are Retention, Engagement, & Recruitment.

**Retention:** Retention of diversity is a priority. As an organization we provide opportunities for career and personal development of diverse employees, value effective communication across the agency, have well-trained management on D&I topics, and promote a supportive and culturally competent work-environment. Our Plan identifies how each of these concepts is essential to the strategic approach of retaining our diverse employees.

**Engagement:** At the AGO we are committed to the engagement of diverse employees in the AGO Team and to our mission. We create inclusive work-environments that foster the opportunity to learn about and utilize unique talents of our diverse staff. Our diverse employees also facilitate connection to the diverse communities we serve. This contribution is valuable to fulfillment of our mission.

**Recruitment:** The AGO is committed to strategically seeking out those who will bring an individual uniqueness to meet our mission. This means that we not only understand the diverse needs of our office, but develop innovative and multi-dimensional methods to attract diverse individuals to our mission. Our Plan has defined strategies that enhance our current recruitment process to strengthen our diversity to better service Ohio's families.

### KEY FOCUS AREAS

#### Retention

We provide career growth and advancement opportunity to enhance the job skills of our diverse employees to retain their talent within the office.

#### Engagement

We include our diverse employees in our mission, connect them with each other and the community, and value their contributions.

#### Recruitment

We are aware of our diversity and strategically attract qualified individuals whose diversity will assist in fulfillment of our mission.

## 1. Retention

### Commitment to D&I Retention

Retention of our diversity is a priority of the AGO. It gives us the time and ability to train, develop, utilize, and eventually engage a diverse work-force. Retention allows our diverse staff to create an inclusive work-environment, have higher job satisfaction, and promote a D&I culture across the office. Understanding the needs of our diverse work-force and providing opportunity for growth are critical to retaining our diversity.

*We have an exciting opportunity to review and enhance our retention efforts and strategically design new resources to meet the needs of our diverse employees.*

Well-qualified employees leave organizations for a variety of reasons, including a lack of clear communication of organizational goals, little opportunity for employee growth, or management style is incompatible with a D&I culture. As a public sector employer, the AGO has historically understood these reasons and has implemented a variety of programs and communication strategy to retain employees.

Under this plan, we have an exciting opportunity to review and enhance our retention efforts and strategically design new resources to be flexible to the needs of our diverse employees. To improve retention of diverse employees, our goal is to understand the needs of our diverse employees, provide them strategic resources, and communicate their value to the overall mission of the office. Retention is the foundation for employee engagement.

### D&I Retention Values

To retain a diverse employee population, the AGO strives to provide robust career and personal development; clearly communicate office goals, expectations, and job connection to the mission; and perform robust D&I training.

**1A: Professional Development:** Providing robust professional development and a clear understanding of advancement opportunities improves job satisfaction and performance. Using a strategic approach, we strive to develop programming that fits the needs of different professionals and career stages found at the AGO. This includes mentoring, career advising, and training opportunities for employees. We want to give diverse employees what they need to not only do their job, but do it exceptionally well.

#### RETENTION VALUES

##### Professional Development

We provide resources for professional development and advancement opportunity within the OAG.

##### Clear Communication

We clearly communicate the connection and value each "job" has to our mission, goals, and objectives.

##### D&I Training

We ensure all employees are trained on OAG D&I Initiatives and develop an appreciation for the diversity found in our office.

**1B: Clear Communication:** When employees are told how their job links to our mission and why it is vital to our success, they have higher job performance and personal satisfaction. By providing clear communication of major office goals, in all directions, employees have a greater understanding of how they “fit” and why they are “valued”. We also strive for employees to have accessible communication avenues to management and administration, especially regarding career development and advancement within the AGO.

**1C: D&I Training:** It is difficult to retain a diverse employee who does not feel accepted and comfortable at work. D&I training is necessary to ensure all AGO employees are aware of D&I Initiatives and act in a culturally competent manner. This is essential to the creation of inclusive work-environment where we appreciate and learn from and utilize our differences to fulfill our mission. We also know that management is an integral piece to the success of this Plan and specialized D&I Management Training is essential to providing tools for their success.

## D&I Retention Goals

### 1A: Professional Development

#### Goal 1A1: Professional Goals

Retain diverse employees through a dynamic training program to ensure professional goals are met at each stage of an AGO career.

#### Measureable Strategy

- Create and maintain an Ohio Public Service 101 training book for all employees.
- Review and evaluate current AGO professional development opportunities for participation by diverse employees.
- Develop and maintain a mentoring program for diverse employees.
- Encourage and recognize participation in external diversity professional organizations.
- Encourage management and diverse employees to share professional development goals and strategy for accomplishing those goals.

#### Goal 1A2: Advancement

Assist in development of advancement strategy and communicate career growth opportunities to diverse employees.

#### Measureable Strategy

- Define and promote “advancement” at the AGO.
- Develop and make aware career coaching resources within HR to assist employees with advancement opportunities at the AGO.
- Communicate and encourage internal employment and career growth opportunities to diverse employees.
- Work with external professional organizations to seek recognition opportunities for diverse employees.

**Goal 1A3: Tracking & Strategy**  
Collect data on diverse employees' reasons for departing and staying to utilize data to strategically implement the retention plan.

**Measureable Strategy**

- Track and evaluate the exit interview process and determine if a process can be implemented to produce data for strategic planning.

- Track and evaluate job satisfaction of diverse employees to determine trends in retention and create a strategic and holistic approach to concerns.
- Track and evaluate AGO diversity by profession and section to determine trends in retention and create a strategic and holistic approach to concerns.
- Develop an employee working group for retention strategy.

**1B: Clear Communication**

**Goal 1B1: Job Connection**  
Engage in clear communication to connect the job of diverse employees to the AGO goals, policies, and mission.

**Measureable Strategy**

- Develop education materials on how each career path and section is connected to the overall mission.
- Encourage management to communicate information that will impact an employee's connection to our mission, in a timely manner.

**Goal 1B2: Communication**  
Provide opportunities for diverse employees to communicate to management and administration.

**Measureable Strategy**

- Encourage clear and fluid communication to management and administration.
- Provide resources and training for management on communicating with diverse employees.

**Goal 1B3: Cross-Section Communication**  
Encourage communication across sections to promote retention of diverse employees.

**Measureable Strategy**

- Create more opportunity for management to network and exchange ideas about D&I retention efforts across sections.
- Encourage management to provide communication about Retention and Engagement recommendations to promote cross section connection.

## 1C: D&I Training

### Goal 1C1: Culturally Competent Management

Provide D&I Management Training to enhance and promote cultural competence throughout the office.

#### Measureable Strategy

- Develop and implement D&I Management Training.
- Develop and implement an HR Policy Management Update series.

### Goal 1C2: Culturally Competent Employees

Provide D&I Employee Training to enhance and promote cultural competence throughout the office.

#### Measureable Strategy

- Develop and implement D&I Employee Training.

### Goal 1C3: Develop "Best-Practices"

Develop Best Practices on D&I in Government to be a resource used internally and externally.

#### Measureable Strategy

- Establish a working group to develop and implement strategy to develop content for Best Practice and publishing deadlines.

## 2. Engagement

### Commitment to D&I in Engagement

Engagement at the AGO means active encouragement to participation in an inclusive work-environment. We want to provide opportunity for diverse employees to connect to each other, share ideas and innovations within their sections and with administration, connect to our mission, and are recognized for contributions to the office. Engagement is important at an individual job level, in sections, through administration, and with the community at large.

*Engagement produces employees who are happier, more productive, and connected to the office mission.*

Engagement produces employees who are happier, more productive, and connected to our mission. It creates personal job satisfaction and high performance. It also creates employee-recruiters who can share our message that we value diversity and are a great place to work for diverse talent.

Engagement also includes an external component. To best protect Ohio's families, it is important to allow our diverse staff to engage with Ohio's diverse families and businesses to enhance services and supports offered by the AGO. This engagement benefits the community, but also enhances diverse employees' participation in the mission. Fully engaged employees also serve as organic recruiters for the office.

### D&I Engagement Values

To engage a diverse employee population the AGO strives to promote a team-oriented work-environment where all members of the team are valued; promote an inclusive work-environment and provide resources to connect diverse employees to the mission and each other; and utilize the diversity of our employees to engage diverse communities across Ohio.

**2A: Inclusive Work Environment:** The AGO is a large organization with a variety of people, professions, and sections. From day one of employment we want all AGO employees to be engaged and included in our mission. This is especially true for employees who bring diversity of experience, perspective, and ability to the AGO. Maintaining an inclusive work-environment through the office is important to creating successful and productive employees, who feel valued.

**2B: Connection to Mission and Each Other:** To implement a full D&I culture it is essential to have diverse employees connect to each other and actively participate in our mission. This helps the office better

#### ENGAGEMENT VALUES

##### Inclusiveness

We promote a team-oriented work-environment where all members of the AGO team are valued.

##### Connection

We promote an inclusive work-environment and provide resources to connect diverse employees to the mission and each other.

##### Community

We utilize the diversity of our office to engage diverse communities across Ohio.

serve and protect Ohio's families, including our AGO families. By creating opportunity to share ideas, actively learn about each other's differences, and promoting a healthy work-life balance, we create connection points intertwining diversity, the individual employee, and our office. Creating this connection also provides opportunity for more effective communication between and among our staff. All employees are better able to appreciate and understand what others bring to the team, allowing work to be performed more efficiently.

**2C: Connection to the Diversity of Ohio:** The ability to use the AGO's diversity to identify needs, connect to communities, recruit talent, and deliver AGO resources is valuable to meeting our mission. Allowing diverse employees to engage in these efforts not only connects them to our mission, but demonstrates the AGO's commitment to diversity and its value to the office. With our D&I efforts, the AGO strives to be a state-wide leader in government D&I initiatives and become a partner to other agencies who also seek a full D&I culture.

## D&I Engagement Goals

### 2A: Inclusive Work-Environment

#### Goal 2A1: Creating an Inclusive Work-Environment

Create opportunities to fully engage staff to promote an inclusive work-environment.

#### Measureable Outcomes

- Promote and encourage participation in the AGO teams created under this Plan and within sections.
- Regularly communicate the value of AGO team participation and encourage involvement by diverse employees.
- Encourage employees to personally engage with each other and use technology to share internal and external accomplishments, expertise, and information.
- Provide meaningful opportunities to engage employees in regional offices and enhance their connection to the AGO team.

#### Goal 2A2: The "AGO Team"

Engage the office sections to promote an inclusive and team oriented work-environment.

#### Measureable Outcomes

- Create a welcoming work-environment, especially for diverse employees, from day one of employment.
- Educate staff on their section's role within the AGO Team and encourage interaction with other members of the section to build relationships and promote inclusion.
- Encourage diverse employees to join section teams, when appropriate, and determine if barriers for engagement exist and cause lack of participation.
- Recognize employees who are part of the section team to further promote engagement by diverse employees.

**Goal 2A3: Recognition of Diversity**  
Recognize the value diverse employees bring in accomplishing the AGO mission.

**Measureable Outcomes**

- Develop a recognition/designation of AGO Diversity & Inclusion Champion for employees who show a high level of participation, contribution, and dedication to the diversity mission of the AGO.
- Encourage management to personally recognize employees for accomplishments in diversity.

- Encourage personal recognition of employees by co-workers for accomplishments in diversity.
- Recognize employees' external volunteer service that promotes the mission and contributes to the diversity of the office.
- Enhance the recognition of regional employees who contribute to the diversity of the AGO.

**2B. Connection to the Mission and Each Other**

**Goal 2B1: Encourage Connection**  
Support the diversity of the office, provide educational opportunities for employees to learn about diversity, and understand the needs of diverse employees.

**Measureable Outcomes**

- Enhance the AGO Diversity Committee and programming to provide more diversity resources and educational opportunities office-wide.
- Enhance the AGO Employee Resource Groups and programming to provide more resources and educational opportunities office-wide.
- Management promotes diversity resources and educational opportunities across the office and engages employees to actively participate.
- Create opportunities for diverse staff to engage with each other through enrichment and networking opportunities across the office.

**Goal 2B2: Remove Barriers**  
Remove barriers for engagement and to promote a work-environment that values a healthy work-life balance.

**Measureable Outcomes**

- Provide continual education on leave policy and encourage employees to use leave time when appropriate and available.
- Enhance the health and wellness program, and provide education about resources available through state employee programs.
- Provide education to AGO families on public resources the AGO makes available in fulfillment of the mission to protect Ohio's families.

## 2C: Connection to the Diversity of Ohio

### Goal 2C1: External Connection

Fully engage diverse employees in the determination and delivery of outreach and educational efforts in diverse communities.

#### Measureable Outcomes

- Develop a pool of employees who are capable, trained, and willing to assist in education and outreach efforts in diverse communities.
- Determine the needs of each section or unit to be assisted by an “education and outreach diversity team.”

### Goal 2C2: Recruitment Teams

Encourage diverse employees to participate in the AGO recruitment efforts.

#### Measureable Outcomes

- Encourage staff to be fully aware of and participate in the Recruitment portion of this Plan, including “recruitment teams.”

### Goal 2C3: AGO as a State-Wide Leader

Become a statewide leader in government D&I initiatives and serves as a resource for others.

#### Measureable Outcomes

- Publish and promote the AGO D&I plan and results, when available.
- Encourage management and employees to publish articles, attend and present at conferences and trainings, and become experts in government D&I.
- Provide a forum for D&I discussion and best practices for government agencies.

### 3. Recruitment

#### Commitment to D&I in Recruitment

Diversity is good. Strategic diversity is better. In our recruitment efforts, it is important to understand current diversity within the office and where diversity needs improvement.

Diversity for diversity's sake provides an atmosphere where people may look different, but may not contribute strategically to the overall mission of the office. The purpose of creating a diverse work-environment is to provide the expertise necessary to serve the diversity of Ohio.

*Diversity is good.  
Strategic diversity is  
better.*

The AGO is made up of a variety of professions, in various sections and units, across the state. Each requires its own unique level of diversity in order to accomplish our mission. This means we recruit well-qualified individuals to perform unique and diverse job tasks within our office.

A strategic recruitment and marketing plan is essential to attracting qualified diversity of talent. But, because the needs of the office change, maintaining a flexible yet strategic recruitment process is key to longevity and success. Diversity recruitment priorities must be established and reexamined frequently to ensure accountability to the plan and the needs of the AGO. Future development of section specific recruitment plans may be necessary.

Once diverse candidates engage the AGO, the process to communicate with Human Resources, apply for employment, and seek follow-up information must be easy to navigate and provide sufficient results. This is important because we do not view the hiring process as just one candidate looking at one job, but instead as a relationship building opportunity to find the best fit within the AGO to retain the candidate for a career.

#### D&I Recruitment Values

To develop a diverse employee population the AGO strives to reflect the population that it serves and maintain awareness of its internal diversity needs; utilize an on-going, multi-dimensional, and strategic recruitment plan; and attract diverse talent through strategic marketing.

**3A: Reflection and Awareness of Diversity:** To best protect Ohio's families, the AGO values diverse employees who can connect to and understand the needs of diverse communities. In our recruitment efforts, it is a priority to strive to maintain an employee population that reflects the population of Ohio. An awareness of our current employee population and the diversity needs are essential to finding qualified

##### RECRUITMENT VALUES

###### Reflection & Awareness

We reflect the diverse population of Ohio and remain aware of our internal diversity needs.

###### Strategic

We utilize a strategic yet flexible approach to recruit and identify diverse talent.

###### Targeted

We attract diverse talent through targeted marketing that tells our D&I employment story.

individuals who add to the diversity of the AGO. We strive to maintain a balanced diversity within each section of the office to create a team-oriented inclusive work-environment.

**3B: Multi-Dimensional Strategic Approach:** To recruit diversity we must implement a proactive strategic approach to identify diverse talent. In the simplest terms—we go where we find diversity. This means we must remain flexible in method and constantly evaluate results. Utilization of a multi-dimensional strategy includes relationship building and development of partnerships, internal recruitment teams and employee engagement, utilization of technology, and participation in pipeline initiatives.

**3C: Attraction through Targeted Communication:** We strive to clearly share our D&I employment story and commitment to D&I with potential candidates. No matter the medium of communication, our story must remain consistent, yet flexible to the audience we are recruiting. This flexibility allows us to highlight parts of our story that will best connect with and engage diverse candidates. And because our story is our employees, we strive to engage and utilize their diversity in telling our story.

## D&I Recruitment Goals

### 3A: Reflection & Awareness

#### Goal 3A1: Reflection & Awareness

Maintain an awareness of internal diversity and needs to ensure strategic recruitment efforts are utilized.

#### Measureable Strategy

- Review and utilize AGO data sources to maintain an awareness of internal diversity.
- Continually monitor office diversity to inform the needs of strategic recruitment efforts.

#### Goal 3A2: Awareness in Sections

Enhance diversity within all professions, sections, and units represented in the office.

#### Measureable Strategy

- Review and utilize AGO data by profession, section, and unit to enhance diversity within each.

- Continually monitor profession, section, and unit diversity to inform the needs of strategic recruitment efforts.

#### Goal 3A3: Tracking & Flexibility

Remain flexible, evaluate, and focus on the needs of the office to create a diverse workforce.

#### Measureable Strategy

- Create a data tool to assist in strategic recruitment efforts.
- Provide opportunities to fully engage management to define and evaluate the needs of diversity throughout the AGO.
- Perform data analysis and comparison to other governmental agencies' D&I recruitment efforts.

## 3B: Multi-Dimensional Strategic Approach

### Goal 3B1: Recruitment Teams

Establish and maintain employee recruitment teams who have the professional ability and skill to assist in fulfillment of this plan.

#### Measureable Strategy

- Create policy and procedure for implementation of diversity recruitment teams.
- Develop and implement D&I training for AGO recruitment and hiring teams.

### Goal 3B2: Pipelines

Support internal, professional, community, and industry "pipeline" programs to develop future generations of employable candidates.

#### Measureable Strategy

- Identify, evaluate, and determine value of internal and external pipeline initiatives in which the AGO is currently engaged.
- Determine need for additional external affiliations or creation of internal pipeline initiatives.
- Promote AGO participation in and creation of pipeline initiatives.

### Goal 3B3: Efficiency in Recruitment

Perform strategic, flexible, and cost-efficient recruitment.

#### Measureable Strategy

- Identify outside partnerships and funding opportunities for recruitment efforts.
- Strategically use internal resources and technology for more efficient recruitment efforts.
- Track all external recruitment efforts and determine future value to recruitment efforts.

### Goal 3B4: Relationship Building

Build strategic relationships to assist in identification of diverse candidates.

#### Measureable Strategy

- Establish, maintain, and track partnerships with individuals, programs, institutions, and associations to assist in identification of diverse candidates and pipeline programs.
- Engage diverse employees to strategically build relationships with external individuals, programs, institutions, and associations to assist in identification of diverse candidates and pipeline programs.
- Develop and maintain relationships with other governmental agencies to learn about and leverage D&I recruitment initiatives.

### 3C: Attraction through Targeted Communication

#### **Goal 3C1: “Our D&I Employment Story”**

Promote the AGO mission and commitment to diversity through clear communication of “our employment story.”

#### **Measureable Strategy**

- Develop a branded “our D&I employment story” that can be strategically tailored to connect to each diverse community.
- Include “our D&I employment story” in job postings and job marketing materials.

#### **Goal 3C2: Multi-Media Communication**

Enhance multi-media communication methods to better attract and engage diverse candidates.

#### **Measureable Strategy**

- Identify and create specific material for recruitment of diverse candidates.
- Identify best methods to communicate with diverse communities and develop products.

- Enhance visibility of D&I Initiatives on marketing materials and the external website.
- Develop translation teams and identify materials requiring translation in order to connect with diverse communities.

#### **Goal 3C3: Employees as Recruiters**

Ensure that AGO employees can share “our D&I employment story” when engaging diverse communities.

#### **Measureable Strategy**

- Provide trainings and education to employees who engage diverse communities so each can better tell our story and connect to the audience.
- Develop coordinated strategy between recruitment efforts and sections that conduct education and outreach efforts in diverse communities to better share our story.

## Employee Recognition

This plan was created through the recommendations created by the D&I Strategic Plan Working Groups, in which the following AGO employees participated:

Adam Bessler	Henrique Geigel	Marjorie Welsheimer
Adreanne Stephenson	Jamie Childers	Melanie Cornelius
Alena Nazvantseva	Jason Stuckey	Mischa Hitchcock
Andrew Littlefield	Jennifer Adair	Molly Rafeld
Angie Crandall	Jennifer Mildren	Nicole Martin
Ashley Barbone	Julie Brigner	Patrice Fatig
Brittany Steele	Kate Hanson	Rachel Huston
Brittany Thompson	Katherine Mosca	Renata Staff
Carolyn Gutowski	Katherine Mullin	Savalas Kidd
Carolyn Lowery	Katherine Rider	Scott Blake
Cheryl Bartram	Kelly Battles	Sharnee Jennings
Cheryl Hawkinson	Kem Dicken	Shavkat Nasirov
Chris Skinner	LeeAnn Cornyn	Sophia Hussain
Demetra Crenshaw	Lisa Critser	Susan Sharkey
DiMaris Medina	Lisa Reid	Venica Miller
Erin Butcher	Lori Anthony	Zachary Schaengold
Gary Wilgus	Mallory Marn	

Date Created: 4/1/2016 Date Last Modified: 4/24/2016 12:18 PM Last Modified By: Jennifer A. Adair, Manager of Diversity & Inclusion Initiatives  
Plan Period: 4/1/2016- 6/30/2016 Review Date: 6/30/2016 (16Q2)

**Sub-Recruitment Plan A for Individuals Defined as Asian by Equal Employment Opportunity Commission**  
**Diversity & Inclusion Recruitment Strategy**

The AGO is committed to strategically seeking out those who will bring an individual uniqueness to meet our mission. One core value of the AGO under the D&I Recruitment Plan is to have an awareness of our own diversity and diversity needs so that we may reflect the populations of Ohio that we serve. We have determined that a more strategic approach to recruitment efforts is needed to increase the percentage of employees at the AGO defined by the Equal Employment Opportunity Commission as Asian.

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame
<p><b>Value 3A: Reflection and Awareness of Diversity:</b> To best protect Ohio's families, the AGO values diverse employees who can connect to and understand the needs of diverse communities. In our recruitment efforts, it is a priority to strive to maintain an employee population that reflects the population of Ohio. An awareness of our current employee population and the diversity needs are essential to finding qualified individuals who add to the diversity of the AGO. We strive to maintain a balanced diversity within each section of the office to create a team-oriented inclusive work-environment</p>	<p><b>Goal 3A1: Reflection &amp; Awareness:</b> Maintain an awareness of internal diversity and needs to ensure strategic recruitment efforts are utilized.</p>	<p><b>a.</b> Review and utilize AGO data sources to maintain an awareness of internal diversity, in order to compare to Ohio's diverse workforce.</p> <p><b>b.</b> Continually monitor office diversity to inform the needs of strategic recruitment efforts.</p>	<p><b>a(i).</b> Review AGO data on individuals identified as Asian.</p>	Quarterly.
			<p><b>a(ii).</b> Monitor differential for internal diversity population compared to external measurements of diversity in the State of Ohio's workforce for individuals identified as Asian.</p>	Quarterly.
			<p><b>a(iii).</b> Consult with the AGO External D&amp;I Recruitment Advisory Board, when applicable.</p>	Bi-Annual Meetings
			<p><b>b(i).</b> Create recruitment strategy based on findings to direct recruitment efforts to improve on disparities for individuals identified as Asian.</p> <p><b>b(ii).</b> Create and send reports, as necessary and requested, including findings and strategic recommendations to improve recruitment efforts for individuals identified as Asian.</p>	As necessary.
<p><b>Goal 3A2: Awareness in Units:</b> Enhance diversity within all professions, sections, and units represented in the office.</p>	<p><b>Goal 3A3: Tracking &amp; Flexibility:</b> Remain flexible, evaluate, and focus on the needs of the office to create a diverse workforce.</p>	<p><b>a.</b> Review and utilize AGO data by profession, section, and unit to enhance diversity.</p> <p><b>b.</b> Continually monitor each OPOTA profession and unit to inform the needs of strategic recruitment efforts.</p>	<p><b>a(i).</b> Review AGO diversity data by profession and compare to external diversity measurements for individuals identified as Asian within each profession in the State of Ohio's workforce.</p>	Quarterly.
			<p><b>a(ii).</b> Review AGO diversity data by unit and compare to external diversity measurements for type of work or specialty of workforce in the State of Ohio, for individuals identified as Asian.</p>	Quarterly.
			<p><b>b(i).</b> Create or modify recruitment strategy based on findings to enhance recruitment efforts to decrease disparity, if they exist.</p>	As necessary.
			<p><b>b(ii).</b> Create and send reports, as necessary and requested, including findings and strategic recommendations to enhance recruitment efforts.</p>	As necessary.
<p><b>Goal 3A3: Tracking &amp; Flexibility:</b> Remain flexible, evaluate, and focus on the needs of the office to create a diverse workforce.</p>		<p><b>a.</b> Develop a method to track diverse candidates, as allowable under law.</p>	<p><b>a.</b> Utilize any candidate tracking system, as created by HR.</p>	As necessary.

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame
<b>Value 3B: Multi-Dimensional Strategic Approach:</b> To recruit diversity we must implement a proactive strategic approach to identify diverse talent. In the simplest terms—we go where we find diversity. This means we must remain flexible in method and constantly evaluate results. Utilization of a multi-dimensional strategy includes relationship building and development of partnerships, internal recruitment teams and employee engagement, utilization of technology, and participation in pipeline initiatives.	<b>Goal 3B1: Recruitment Teams:</b> Establish and maintain employee recruitment teams who have the professional ability and skill to assist in fulfillment of this plan.	<b>a.</b> Participation by employees who can connect to those identified as Asian in AGO Recruitment Teams, when established.  <b>b.</b> Participate in D&I Training for Recruitment Teams, when established.	<b>a.</b> Strategically engage employees in recruitment teams who can connect with candidates identified as Asian and develop incentives for participation (Assists Engagement).	On-going.
			<b>b.</b> Train recruitment teams and hiring teams on AGO D&I Recruitment & Hiring practices, with a focus on connecting to individuals identified as Asian.	Prior to first assignment, then yearly.
<b>Goal 3B2: Pipelines:</b> Support internal, professional, community, and industry "pipeline" programs to develop future generations of employable diverse candidates.	<b>Goal 3B3: Efficiency in Recruitment:</b> Perform strategic, flexible, and cost-efficient recruitment.	<b>a.</b> Identify, evaluate, and determine value of internal and external pipeline initiatives that currently engage individuals identified as Asian.  <b>b.</b> Determine need for additional external affiliations to pipelines or creation of internal pipeline initiatives to better engage individuals identified as Asian.  <b>c.</b> Promote AGO participation in and creation of pipeline initiatives designed to better engage individuals identified as Asian.	<b>a.</b> Strategically evaluate current AGO Pipelines to determine alignment and value to this sub- recruitment plan and the need for D&I improvement or support strategies.	Quarterly.
			<b>b(i).</b> Evaluate need for new Pipeline opportunities. Develop strategy as needed.	By 16Q3, then Yearly.
			<b>b(ii).</b> Examine creation of the AGO Pipeline Programs for individuals identified as Asian.	By 16Q3, then Yearly.
			<b>b(iii).</b> Engage External D&I Recruitment Advisory Board on the topic of the AGO Pipeline specific to individuals identified as Asian.	At each meeting.
			<b>c.</b> Create and implement a promotion strategy to highlight Pipelines under this sub-plan, internally and externally, including success stories.	Ongoing.
			<b>a.</b> Identify and seek outside funding and partnership to carry out this plan.	On-going.
			<b>b.</b> Create and implement cost efficient strategy that involves use of existing resources, technology, and people to implement this plan.	On-going.
			<b>c.</b> Track and evaluate all recruitment efforts presented by this plan and report quarterly to administration, management, and others as requested.	Quarterly.
			<b>a(i).</b> Identify, establish, and maintain relationships with individuals, programs, institutions, and associations that can assist in identification of Asian candidates for current hiring needs.	On-going.
			<b>a(ii).</b> Identify, establish, and maintain relationships with individuals, programs, institutions, and associations that can assist in enhancement of Pipelines that better engage individuals identified as Asian.	On-going.
<b>Goal 3B4: Relationship Building:</b> Build strategic relationships to assist in identification of diverse candidates.	<b>Goal 3B4: Relationship Building:</b> Build strategic relationships to assist in identification of diverse candidates.	<b>a.</b> Establish, maintain, and track partnerships with individuals, programs, institutions, and associations to assist in identification of diverse candidates and pipeline	<b>a(i).</b> Identify, establish, and maintain relationships with individuals, programs, institutions, and associations that can assist in identification of Asian candidates for current hiring needs.	On-going.
			<b>a(ii).</b> Identify, establish, and maintain relationships with individuals, programs, institutions, and associations that can assist in enhancement of Pipelines that better engage individuals identified as Asian.	On-going.

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame
<p><b>Value 3C: Attraction through Targeted Communication:</b> We strive to clearly share our employment story and commitment to D&amp;I with potential candidates. No matter the medium of communication, our story remains consistent, yet flexible to the audience we are recruiting. This flexibility allows us to highlight parts of our story that will best connect and engage diverse candidates. And because our story is our employees, we strive to engage and utilize their diversity in telling our story.</p>	<p><b>Goal 3C1: Our D&amp;I Employment Story:</b> Promote the AGO mission and its commitment to diversity through clear communication of "our D&amp;I employment story".</p>	<p>programs.</p> <p><b>b.</b> Engage diverse employees to strategically build relationships with external individuals, programs, institutions, and associations to assist in identification of Asian candidates and pipeline programs that engage Asian communities.</p> <p><b>c.</b> Develop and maintain relationships with other governmental and law enforcement agencies to learn about and leverage D&amp;I recruitment initiatives.</p>	<p><b>a(III).</b> Engage External D&amp;I Recruitment Advisory Board on the topic of Relationship Building within Asian communities.</p> <p><b>b(I).</b> Identify existing relationships held by our employees ("connected employees") with individuals, programs, institutions, and associations to assist in recruitment efforts defined in this sub-plan. (Assists Retention).</p> <p><b>b(II).</b> Provide our connected employees with resources to help develop, define, and utilize the strategic relationship. (Assists Engagement).</p>	<p>At meetings.</p> <p>On-going.</p> <p>As necessary.</p>
		<p><b>a.</b> Develop a branded "our D&amp;I employment story" targeted to individuals identified as Asian.</p> <p><b>b.</b> Include "our D&amp;I employment story" in job marketing materials to better connect to and engage Asian communities.</p>	<p><b>a.</b> Develop and clearly communicate "our D&amp;I employment story," so it best engages individuals identified as Asian. (Assists Retention Effort).</p> <p><b>b.</b> Create marketing materials that explains "our D&amp;I employment story" and strategically connects to Asian communities.</p>	<p>On-going.</p> <p>On-going.</p>
		<p><b>Goal 3C2: Multi-Media Communication:</b> Enhance multi-media communication methods to better attract and engage diverse candidates.</p>	<p><b>a.</b> Identify and create specific media strategy for recruitment of Asian candidates.</p> <p><b>a.</b> Use data and market research to identify need for strategic marketing materials and types of communications method to target Asian communities (radio, print, internet/social media, and job sites).</p>	<p>On-going.</p>
<p><b>Goal 3C3: Employees as Recruiters:</b> Ensure that AGO employees can share "our D&amp;I employment story" when engaging diverse communities.</p>	<p><b>a.</b> Provide training and education to employees who engage Asian communities so each can better tell our story and connect to the community.</p> <p><b>b.</b> Develop coordinated strategy with AGO education and outreach sections when working with Asian communities to better share our employment story.</p>	<p><b>a.</b> Ensure recruitment, interview, and outreach teams are fully education about the office and can connect our story to the Asian communities. (Assists Retention)</p> <p><b>b.</b> Develop coordinated recruitment and education &amp; outreach strategy when working with Asian communities.</p>	<p>On-going.</p> <p>On-going.</p>	

**Ohio Attorney General's Office  
Diversity & Inclusion Plan: Measurement Tool**

Date Created: 11/2/2015 Date Last Modified: 4/5/2016 10:34 AM Last Modified By: Jennifer A. Adair, Manager of Diversity & Inclusion Initiatives  
 Planning Period: 1/1/2016 - 3/31/2016 Review Period: 3/31/2016

**Retention**

Retention of diversity is a priority. As an organization we provide opportunities for career and personal development of diverse employees, value effective communication across the agency, have well-trained management on D&I topics, and promote a supportive and culturally competent work-environment. Our Plan identifies how each of these concepts is essential to the strategic approach of retaining our diverse employees. Under this plan we work to retain a diverse employee population by providing robust career and personal development' clearly communicating office goals, expectations, and job connection to the mission; and performing robust D&I training.

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
<p><b>Value 1A: Professional Development:</b>                      Providing robust professional development and a clear understanding of advancement opportunities improves job satisfaction and performance.                      Using a strategic approach, we strive to develop</p>	<p><b>Goal 1A1:</b>                      Professional Goals: Retain diverse employees through a dynamic training programming to ensure professional goals are met at each stage of an AGO career.</p>	<p>a. Create and maintain an Ohio Public Service 101 training book for all employees.</p>	<p>a(i). Create an AGO Government Employee 101 Handbook that can be utilized for orientation and as a reference guide.                      a(ii). Develop a Government 101 Working Group to select topics, write content, and edit training/handbook. Include topics specific to being an AGO employee and Ohio Government worker. (Assists Engagement)</p>	<p>Within 90 days of creation of working group, then ongoing.                      Within 30 days of plan implementation, then ongoing.</p>	<p>Assistance from Administration, HR, Management, Employees.                      Assistance from HR.</p>
		<p>b. Review and evaluate current AGO professional development opportunities for</p>	<p>b(i). Examine current professional development opportunities and applicability to diverse employees.</p>	<p>Within 30 days of plan implementation, then ongoing.</p>	<p>Assistance from HR.</p>

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ATTACHMENT D

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
programming that fits the needs of different professionals and career stages found at the AGO. This includes mentoring, career advising, and training opportunities for employees. We want to give diverse employees what they need to not only do their job, but do it exceptionally well.		participation by diverse employees.	<b>b(ii).</b> Assist in the tracking and monitoring of professional development participation of diverse employees. Develop strategy for enhancement, if needed.	Beginning 30 days of plan implementation, then for a period of 90 days.	Assistance from HR.
			<b>b(iii).</b> Assist in creation of new opportunities for professional development for diverse employees, as needed.	As needed.	Assistance from HR.
			<b>c(i).</b> Create a voluntary D&I Mentoring Program for employees to connect to other employees throughout the office for professional and personal needs. (Assists Recruitment)	Within 90 days of creation of working group.	Assistance from Administration, HR, Management.
		<b>c.</b> Develop and maintain a mentoring program for diverse employees.	<b>c(ii).</b> Create a D&I Mentoring Working group to develop objectives and mission; help to create training; assist in evaluation; and develop strategy to enhance the program. (Assists Engagement)  <b>c(iii).</b> Develop training for D&I Mentoring Program, required for all participants.	Within 30 days of plan implementation, then ongoing.  Within 90 days of creation of working group	Assistance from Administration, HR, Management, Employees.  Assistance from Administration, HR, Management.

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D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
		<p><b>d.</b> Encourage and recognize participation by diverse employees in external professional organizations.</p>	<p><b>d(i).</b> Encourage and track participation in professional organizations that further professional growth, enhance the AGO mission, and/or train diverse employees in leadership.</p>	<p>Ongoing.</p>	<p>Assistance from Administration, HR, Management, Employees.</p>
			<p><b>d(ii).</b> Ask employees to voluntarily report membership and leadership positions in external professional organizations. (Assists Recruitment)</p>	<p>Within 45 days of plan implementation, then yearly.</p>	<p>Assistance from Administration, Management, Employees.</p>
			<p><b>d(iii).</b> Develop employee recognition and “advancement”/value opportunities based on accomplishments and contributions made to professional organizations.</p>	<p>Within 180 days of plan implementation, then ongoing.</p>	<p>Assistance from Administration, HR, Management.</p>
		<p><b>e.</b> Encourage management and diverse employee to share with each other professional development goals and strategy for accomplishing those goals.</p>	<p><b>e(i).</b> Enhance internal performance review process to address and include evaluation of D&amp;I behaviors.</p>	<p>On-going.</p>	<p>Assistance from Administration, HR.</p>
			<p><b>e(ii).</b> Encourage and create increased opportunities for management to provide feedback and training recommendations to diverse employees.</p>	<p>On-going.</p>	<p>Assistance from Administration, HR, Management.</p>

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
	<p><b>Goal 1A2:</b>  <b>Advancement:</b>            Assist in development of advancement strategy and communicate career growth opportunities to diverse employees.</p>	<p><b>a.</b> Define and promote "advancement" at the AGO.</p>	<p><b>a(i).</b> Define "advancement" as a general concept. The definition must include more than just financial recognition of valuable contribution to the AGO as advancement. (Assists Engagement)</p> <p><b>a(ii).</b> Promote the "advancement" of diverse employees by section, career path, and value added to the AGO mission.</p>	<p>Within 30 days of plan implementation.</p> <p>On-going.</p>	<p>Assistance from Administration, HR, Management.</p>
		<p><b>b.</b> Develop and make aware career coaching resources within HR to assist employees with advancement opportunities at the AGO.</p>	<p><b>b(i).</b> Make employees aware of voluntary career coaching opportunities in HR to plan career advancement, connect to management and administration, and seek advice about training and growth.</p>	<p>Within 60 days of plan implementation, then ongoing.</p>	<p>Assistance from Administration, HR, Management, Employees</p>
		<p><b>c.</b> Communicate and encourage internal employment and career growth opportunities to diverse employees.</p>	<p><b>b(ii).</b> Develop and maintain a strategy to encourage diverse employees to participate and engage in career coaching opportunities.</p> <p><b>c.</b> Regularly communicate job postings and qualifications for those positions to current employees and encourage internal application. (Assists Recruitment and Engagement)</p>	<p>Within 60 days of plan implementation, then ongoing.</p> <p>On-going.</p>	<p>Assistance from Administration, HR, Management.</p> <p>Assistance from HR, Management.</p>

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates	
	<p><b>Goal 1A3: Tracking &amp; Strategy:</b> Collect data on diverse employee's reasons for departing and staying to utilize data to strategically implement the retention plan.</p>	<p><b>a.</b> Track and evaluate the exit interview process and determine if a process can be implemented to produce data for strategic planning.</p>	<p><b>d.</b> Work with external professional organizations to seek recognition opportunities for diverse employees</p>	<p><b>d.</b> Work with professional organizations to nominate AG diverse employees for awards and professional recognition, when applicable.</p>	<p>On-going.</p>	<p>Assistance from Management, Employees.</p>
<p><b>a(i).</b> Examine current exit interview tool; determine strategy for how exit interview data can be better utilized.</p>			<p><b>a(ii).</b> Develop strategy, create, and implement a data driven exit interview process that provides usable data for this strategic plan. Determining what data may be retained under applicable law and records retention.</p>	<p>Within 180 days of plan implementation.</p>	<p>Within 180 days of review of current process, then ongoing.</p>	<p>Assistance from HR.</p>
<p><b>b.</b> Track and evaluate job satisfaction of diverse employees to determine trends in retention and create a strategic and holistic approach to concerns.</p>			<p><b>b(i).</b> Develop measurement tool to measure job satisfaction, retention issues, and concerns of employees anonymously. Tool must include demographic information. (Assists Recruitment)</p>	<p>At least yearly.</p>	<p>Within 180 days of review of current process, then ongoing.</p>	<p>Assistance from Administration, HR, Management, Records Management, ITS.</p>
			<p><b>b(ii).</b> Administer measurement tool to all employees to determine irregularity in trends by demographics; use data to enhance retention tools.</p>	<p>At least yearly.</p>	<p>Assistance from Administration, HR, Management, Records Management, ITS.</p>	

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
<b>Value 1B: Clear Communication:</b> When employees are told how their job links to our mission and why it is vital to our success, they have higher job performance and personal	<b>Goal 1B1: Job Connection:</b> Engage in clear communication to connect the job of diverse employees to the AGO goals, policies, and mission.	<b>a.</b> Develop education materials on how each career path and section is connected to the overall mission.	<b>c(i).</b> Monitor diversity and measurement data to identify trends or concerns of diverse employees by profession and section. Report results to administration and management. (Assists Recruitment)	At least yearly.	Assistance from Administration, HR, Management.
			<b>c(ii).</b> Develop specialized retention strategies for sections on how to address concerns to better retain diverse employees. (Assists Engagement)	As necessary.	
		<b>d.</b> Develop an employee working group for retention strategy.	<b>d.</b> Reconvene Diversity Plan Retention Team to review plan progress and provide further recommendations. (Assists Engagement)	At least biannually.	Assistance from Management, Employees.
			<b>a(i).</b> Develop a communication strategy to education employees as to how each section and job are connected to the AGO mission. (Assists Engagement)	Within 30 days of plan implementation, then ongoing.	Assistance from Administration, Communications, HR, Management.
			<b>a(ii).</b> Provide regular communication about section and job connection to the mission throughout the year, using different methods, as defined by the strategy.	On-going.	Assistance from Administration, Communications, HR, Management.

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
<p>satisfaction. By providing clear communication of major office goals, in all directions, employees have a greater understanding on how they “fit” and why they are “valued”. We also strive for employees to have accessible communication avenues to management and administration, especially regarding career development and advancement within the AGO.</p>	<p><b>Goal 1B2:</b> <b>Communication:</b> Provide opportunities for diverse employees to communicate to management and administration.</p>	<p><b>b.</b> Encourage management to communicate information that will impact an employee’s connection to our mission, in a timely manner.</p>	<p><b>b(i).</b> Encourage chiefs to communicate information from administration about AGO successes, goals, special projects, or Initiatives, when appropriate, to connect employees to the mission.</p>	<p>On-going.</p>	<p>Assistance from Administration, Management.</p>
			<p><b>b(ii).</b> Examine “change-management” communication strategy with HR, ITS, administration, and sections; evaluate and identify enhancements; proactively communicate change.</p>	<p>Within 180 days of plan implementation, then ongoing.</p>	<p>Assistance from Administration, HR, Management, Records Management, ITS.</p>
<p>satisfaction. By providing clear communication of major office goals, in all directions, employees have a greater understanding on how they “fit” and why they are “valued”. We also strive for employees to have accessible communication avenues to management and administration, especially regarding career development and advancement within the AGO.</p>	<p><b>Goal 1B2:</b> <b>Communication:</b> Provide opportunities for diverse employees to communicate to management and administration.</p>	<p><b>a.</b> Encourage clear and fluid communication to management and administration.</p>	<p><b>a(i).</b> Provide education on current communication processes to communication with management and administration, including the EEO policy.</p>	<p>Within 60 days of plan implementation, then ongoing.</p>	<p>Assistance from Administration, HR, Management.</p>
			<p><b>a(ii).</b> Identify if additional strategy is necessary to strengthen and encourage communication from employees to management and administration.</p>	<p>Within 30 days of development of strategy, then ongoing.</p>	<p>Assistance from Administration, HR, Management, Employees.</p>
<p>satisfaction. By providing clear communication of major office goals, in all directions, employees have a greater understanding on how they “fit” and why they are “valued”. We also strive for employees to have accessible communication avenues to management and administration, especially regarding career development and advancement within the AGO.</p>	<p><b>Goal 1B2:</b> <b>Communication:</b> Provide opportunities for diverse employees to communicate to management and administration.</p>	<p><b>b.</b> Provide resources and training for management on communicating with</p>	<p><b>b(i).</b> Identify need for management training or resources on D&amp;I communication techniques.</p>	<p>Within 60 days of plan implementation, then ongoing.</p>	<p>Assistance from Administration, HR, Management.</p>

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
<b>Value 1C: D&amp;I Training:</b> It is difficult to retain a diverse employee who does not feel	<b>Goal 1B3: Cross-Section Communication:</b> Encourage communication across sections to promote retention of diverse employees.	diverse employees	<b>b(i).</b> Provide frequent training and resources to management on D&I communication techniques.	Within 30 days of identification of need, then ongoing.	Assistance from Administration, HR, Management.
		<b>a.</b> Create more opportunity for management to network and exchange ideas about D&I retention efforts across sections.	<b>a.</b> Provide formal and informal opportunities for management to engage each other on D&I to focus on sharing ideas, strategy, and methods to better improve retention and engagement in each section. (Assists Engagement)	On-going.	Assistance from Administration, Management.
		<b>b.</b> Encourage management to provide clear communication about Retention and Engagement recommendations to promote cross section connection.	<b>a.</b> Encourage and provide tools to management to clearly communicate the strategies of this plan and how employees may become involved in Retention and Engagement efforts.	On-going.	Assistance from Administration, HR, Management.
<b>Goal 1C1: Culturally Competent Management:</b> Provide D&I Management Training to enhance	<b>a.</b> Develop and implement D&I Management Training.	<b>a(i).</b> Develop and maintain AGO D&I Management Training curriculum through internal assessment of management needs and external trends in D&I.	Within 60 days of plan implementation, then ongoing.	Assistance from Administration, HR, Management.	

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<p>accepted and comfortable at work. D&amp;I training is necessary to ensure all AGO employees are aware of D&amp;I Initiatives and act in a culturally competent manner. This is essential to the creation of inclusive work-environment where we appreciated and learn from and utilize our differences to fulfill our mission. We also know that management is an integral piece to the success of this Plan and specialized D&amp;I Management Training is essential to providing tools for</p>	<p>and promote cultural competence throughout the office.</p>	<p>b. Develop and implement an HR Policy Management Update series.</p>	<p>a(ii). Develop training policy, including number of hours and mandatory topics, participation requirements, and recognition opportunities. (Assists Engagement)</p>	<p>Within 30 days of plan implementation.</p>	<p>Assistance from Administration, HR, Management.</p>
			<p>a(iii). Train all managers on D&amp;I through formal and informal methods, as directed by the curriculum.</p>	<p>Within 30 days of becoming a manager or part of management development training, then yearly.</p>	<p>Assistance from Administration, HR, Management.</p>
			<p>b(i). Develop a series of HR Policy updates, as needed, so management is trained to ensure consistent application of policy across the office and provide clear communication to employees.</p>	<p>Within 90 days of plan implementation.</p>	<p>Assistance from Administration, HR, Management.</p>
<p>the success of this Plan and specialized D&amp;I Management Training is essential to providing tools for</p>	<p>Goal 1C2: Culturally Competent Employees: Provide D&amp;I Employee Training to enhance and</p>	<p>a. Develop and implement D&amp;I Employee Training.</p>	<p>a(i). Develop and maintain AGO D&amp;I Employee Training curriculum through internal assessment of management needs and external trends in D&amp;I.</p>	<p>Within 60 days of plan implementation, then ongoing.</p>	<p>Assistance from Administration, HR, Management, Employees.</p>
			<p>b(ii). Provide updates to managers on HR Policy through formal and informal methods, as directed by the series.</p>	<p>At least yearly.</p>	<p>Assistance from Administration, HR, Management.</p>

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D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
their success.	promote cultural competence throughout the office.		a(ii). Develop training policy, including number of hours and mandatory topics, participation requirements, and recognition opportunities. (Assists Engagement)	Within 30 days of plan implementation.	Assistance from Administration, HR, Management, Employees.
			a(iii). Train all employees on D&I through formal and informal methods, as directed by the curriculum.	Within 30 days of hire, then yearly.	Assistance from Administration, HR, Management, Employees.
	<b>Goal 1C3: Develop "Best-Practices":</b> Develop Best Practices on D&I in Government to be a resource used internally and externally.	<b>a.</b> Establish a working group to develop and implement strategy to develop content for Best Practice and publishing deadlines.	<b>a(i).</b> Establish a Best Practice Committee to develop strategy and content recommendations for a publication.	Within 1 year of plan implementation.	Assistance from Administration, HR, Management, Employees.
			<b>a(ii).</b> Publish Best Practice Guide for D&I in Government.	To be Determined.	Assistance from Administration, HR, Management, Employees.

## Engagement

At the AGO we are committed to the engagement of diverse employees in the AGO Team and to our mission. We create inclusive work-environments that foster the opportunity to learn about and utilize unique talents of our diverse staff. Our diverse employees also facilitate connect to the diverse communities we serve. This contribution is valuable to fulfillment of our mission. Under this plan we work to engage a

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diverse employee population by promoting team-oriented work-environments where all members are valued; promoting an inclusive work-environment allowing diverse employees to connect to each other and the AGO mission; and by utilizing the diversity of our office to engage diverse communities across Ohio.

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
<p><b>Value 2A: Inclusive Work Environment:</b> The AGO is a large organization with a variety of people, professions, and sections. From day one of employment we want all AGO employees to be engaged and included in our mission. This is especially true for employees who bring diversity of experience, perspective, and ability to the AGO. Maintaining an inclusive work-environment through the office is important to creating successful and</p>	<p><b>Goal 2A1: Creating an Inclusive Work-Environment:</b> Create opportunities to fully engage staff to promote an inclusive work-environment.</p>	<p><b>a.</b> Promote and encourage participation in the AGO teams created under this Plan and within sections.</p>	<p><b>a(i).</b> Encourage diverse employees to participate in the “teams” created by this Plan. (Assists Recruitment and Retention) <b>a(ii).</b> Promote and encourage participation in cross-section team opportunities for employees to engage each other. <b>a(iii).</b> Reconvene Diversity Plan Engagement Team to review plan progress and provide further recommendations.</p>	<p>On-going.  On-going.  At least biannually.</p>	<p>Assistance from Administration, Management, Employees.  Assistance from Administration, Management.  Assistance from Administration, HR, Communications, Management.  Assistance from Administration, HR, Management, ITS, Employees.</p>
		<p><b>b.</b> Regularly communicate the value of AGO team participation and encourage involvement by diverse employees.</p>	<p><b>b.</b> Regularly communicate the value each AGO team has to the office and mission. Recognize direct ties to the mission and how the teams’ diversity assisted in accomplishing its goal.</p>	<p>On-going.</p>	
		<p><b>c.</b> Encourage employees to personally engage with each other and use technology to share internal and external accomplishments, expertise, and</p>	<p><b>c(i).</b> Encourage staff to share their diversity by utilizing available resources (SharePoint). Staff should highlight expertise, professional organizations, personal accomplishments, or fun information to help engage others.</p>	<p>On-going.</p>	

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productive employees, who feel valued.		information.	<p><b>c(ii).</b> Enhance recognition of employees who come together to become a team outside of the AGO, such as in sports, charity, or special projects. Recognize direct ties to the mission and how the teams' diversity assisted in accomplishing its goal.</p>	On-going.	Assistance from Administration, HR, Management, Employees.
			<p><b>d(i).</b> Develop and implement strategy to better engage regional offices in the mission of the AGO and connect employees to the main office in Columbus for more meaningful engagement.</p>	Within 90 days of plan implementation, then on-going.	Assistance from Administration, Management, Employees.
			<p><b>d(ii).</b> Develop Regional D&amp;I Engagement Teams to develop and implement strategy specific to each regional office.</p>	Within 30 days of plan implementation, then on-going.	Assistance from Administration, Management, Employees.
			<p><b>d(iii).</b> Utilize technology and enhance communication to regional offices for engagement, based on need.</p>	On-going.	Assistance from Administration, Management, ITS, Employees.
	<p><b>Goal 2A2: The "AGO Team":</b> Engage the office sections to promote an inclusive and team</p>	<p><b>a.</b> Create a welcoming work-environment, especially for diverse employees, from day one of employment.</p>	<p><b>a(i).</b> Create a Welcome Committee for new employees with representatives from each section, HR, and Administration. (Assists Retention)</p>	Within 60 days of implementation.	Assistance from Administration, Management, HR, Employees.

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	oriented work-environment.		<p><b>a(ii).</b> Develop, implement, and evaluate an AGO Welcome Committee program, strategy, or initiative. (Assists Retention)</p>	<p>Within 90 days of committee creation, then on-going.</p>	<p>Assistance from Administration, Management, HR, Employees.</p>	
			<p><b>b.</b> Educate staff on their section's role within the AGO Team and encourage interaction with other members of the section to build relationships and promote inclusion.</p>	<p><b>b(i).</b> Develop and implement education on the role each section contributes as part of the AGO Team. (Assists Retention)</p>	<p>Within 30 days of plan implementation, then ongoing.</p>	<p>Assistance from Administration, Management, HR.</p>
			<p><b>c.</b> Encourage diverse employees to join section teams, when appropriate, and determine if barriers for engagement exist and cause lack of participation.</p>	<p><b>b(ii).</b> Encourage communication and interaction of teams/units within a section to strengthen the section as a team.</p>	<p>On-going.</p>	<p>Assistance from Administration, Management.</p>
			<p><b>d.</b> Recognize employees who are part of the section team to further promote engagement by diverse employees.</p>	<p><b>c(i).</b> Encourage management to develop and consider diversity when forming or encouraging employees to join teams within the section or office.</p>	<p>On-going.</p>	<p>Assistance from Management.</p>
			<p><b>c(ii).</b> Assist section management to identify and correct barriers and develop strategy to encourage more engagement by employees.</p>	<p>Within 90 days of plan implementation, then ongoing.</p>	<p>Assistance from Management.</p>	
			<p><b>d.</b> Enhance recognition of employees who are part of section or office teams and share how the teams' diversity led to contribution to the mission.</p>	<p>On-going.</p>	<p>Assistance from Administration, Management.</p>	

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<p><b>Recognition of Diversity:</b> Recognize the value diverse employees bring in accomplishing the AGO mission.</p>		<p><b>a.</b> Develop a recognition/ designation of AGO Diversity &amp; Inclusion Champion for employees who show a high level of participation, contribution, and dedication to the diversity mission of the AGO.</p>	<p><b>a(i).</b> Develop a D&amp;I Champion Award and/or D&amp;I Champion Designation.</p>	<p>Within 60 days of creation of working group.</p>	<p>Assistance from Administration, HR.</p>
		<p><b>b.</b> Encourage management to personally recognize employees for accomplishments in diversity.</p>	<p><b>a(ii).</b> Create a D&amp;I Champion Working Group to establish criteria, find award winners/designees, and evaluate process.</p>	<p>Within 180 days of plan implementation.</p>	<p>Assistance from Administration, HR, Management, Employees.</p>
		<p><b>c.</b> Encourage personal recognition of employees by co-workers for accomplishments in diversity.</p>	<p><b>b.</b> Enhance recognition through personal outreach by administration and section management of employees for personal and professional accomplishments that impact the diversity of the AGO.</p>	<p>On-going.</p>	<p>Assistance from Administration, Management, HR, Employees.</p>
		<p><b>d.</b> Recognize employees' external volunteer service that promotes the mission and contributes to the diversity of the office.</p>	<p><b>c.</b> Enhance and educate employees about the "thank you" board developed by internal communications. Encourage opportunities for employee to employee recognition.</p>	<p>On-going.</p>	<p>Assistance from Administration, Management, HR, Employees.</p>

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
<b>Value 2B: Connection to Mission and Each Other:</b> To implement a full D&I culture it is essential to have diverse employees connect to each other and actively participate in our mission. This helps the office	<b>Goal 2B1: Encourage Connection:</b> Support the diversity of the office, provide educational opportunities for employees to learn about diversity, and understand the needs of diverse employees.	<b>a.</b> Enhance the AGO Diversity Committee and programming to provide more diversity resources and educational opportunities office-wide.	<b>e(i).</b> Enhance opportunities to recognize employees in regional offices who contribute to the diversity of the AGO.	On-going.	Assistance from Administration, Management, Employees.
			<b>e(ii).</b> Utilize the Regional D&I Engagement Teams to develop and implement strategy specific to each regional office.	Within 60 days of creation of team, then ongoing.	Assistance from Administration, Management, Employees.
			<b>a(i).</b> Review and enhance the Diversity Committee membership, structure, programming, and role in implementation and monitoring of this plan.	On-going	Assistance from Administration, Management.
			<b>a(ii).</b> Establish programming/education to address barriers of engagement for diverse employees.	Within 160 days of plan implementation.	
			<b>a(iii).</b> Develop a Diversity Committee communication and marketing strategy to promote ENGs, events, and this plan.	Within 30 days of plan implementation.	Assistance from Communications.

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<p>better serve and protect Ohio's families, including our AGO families. By creating opportunity to share ideas, actively learn about each other's differences, and promoting a healthy work-life balance, we create connection points intertwining diversity, the individual employee, and our office. Creating this connection also provides opportunity for more effective communication</p>		<p>b. Enhance the AGO Employee Resource Groups and programming to provide more resources and educational opportunities office-wide.</p>	<p>b(i). Evaluate current Employee Resource Groups (ENGs) and ensure each is an added value to AGO D&amp;I and the needs of employees.  b(ii). Develop ENG strategic plans for programming, education, and outreach.  b(iii). Consider creation and enhanced criteria for other ENGs based on the needs of employees.  b(ivi). Promote ENGs on the External Webpage, Internal SharePoint, and during orientation.</p>	<p>Within 30 days of plan implementation.  Within 90 days of plan implementation.  On-going.</p>	<p>Assistance from Administration, Management, HR, ITS, Communications.  Assistance from Administration, HR, Management, Employees.</p>
		<p>c. Management promotes diversity resources and educational opportunities across the office and engages employees to actively participate.</p>	<p>c. Encourage participation in D&amp;I Initiatives, the Diversity Committee, ENGs, Professional Resource Groups; Enrichment Groups, and other working groups/ committees created under this plan. Allow participation during the working day, as appropriate to the employees schedule and job responsibilities.</p>	<p>On-going.</p>	<p>Assistance from Administration, HR, Management, Employees.</p>

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<p>between and among our staff. All employees are better able to appreciate and understand and each other brings to the team, allowing work to be performed more efficiently.</p>		<p>d. Create opportunities for diverse staff to engage with each other through enrichment and networking opportunities across the office.</p>	<p>d(i). Evaluate the need for and create (if applicable) "Professional Resource Groups" that will allow individual professions to engage each other, across the office, to share information and create an inclusive work environment.</p> <p>d(ii) If Professional Resource Groups are created, consider development of resources for career/ professional track using courses offered through AGO University and DAS to show suggested sequences and skill development.. (Assists Retention)</p> <p>d(iii). Evaluate the need for and create (if applicable) "Employee Enrichment Groups" that will allow individuals to engage each other, across the office, around various interests and skills that are related to job performance and team building.</p>	<p>Determine need within 30 days of plan implementation, then on-going.</p> <p>Within 60 days of creation of groups, then ongoing.</p> <p>Determine need within 30 days of plan implementation, then on-going.</p>	<p>Assistance from Administration, Management, Employees.</p> <p>Assistance from Administration, HR, Management.</p> <p>Assistance from Administration, Management, Employees</p>

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<b>Value 2C: Connection to the Diversity of Ohio:</b> The ability to use the AGO's diversity to identify needs,	<b>Goal 2B2: Remove Barriers:</b> Remove barriers for engagement and to promote a work-environment that values a healthy work-life balance.	<p><b>a.</b> Provide continual education on leave policy and encourage employees to use leave time when appropriate and available.</p> <p><b>b.</b> Enhance the health and wellness program, and provide education about resources available through state employee programs.</p> <p><b>c.</b> Provide education to AGO families on public resources the AGO makes available in fulfillment of the mission to protect Ohio's families.</p>	<p><b>a.</b> Create ongoing educate opportunities for employees to be reminded about AGO policy on time usage and encourage employees to use time appropriately and when necessary..</p>	On-going	Assistance from HR, Management.
			<p><b>b(i).</b> Develop a wellness/health employee working group to evaluate current programming, and create new programs and incentives.</p>	Within 60 days of plan implementation.	Assistance from Administration, HR, Management, Employees.
			<p><b>b(ii).</b> Provide education about employee wellness resources and promote it on SharePoint.</p> <p><b>c.</b> Educate employees about AGO resources provided to the public through communication strategy and engagement opportunities. (Assists Recruitment)</p>	On-going.	Assistance from Administration, HR, Management, Employees.
<p><b>a.</b> Develop a pool of employees who are capable, trained, and willing to assist in education and outreach efforts in diverse communities.</p>	<p><b>a(i).</b> Create and determine membership to the D&amp;I Education and Outreach Group that can assist in the office's education and outreach efforts, when necessary. (Assists Recruitment)</p>	Quarterly, more if needed.	Assistance from Administration, HR, Management, Employees.		
<b>Value 2C: Connection to the Diversity of Ohio:</b> The ability to use the AGO's diversity to identify needs,	<b>Goal 2C1: External Connection:</b> Fully engage diverse employees in the determination and delivery of outreach and			Within 90 days of plan implementation.	Assistance from Administration, HR, Management, Employees.

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connect to communities, recruit talent, and deliver AGO resources is a valuable to meeting our mission. Allowing diverse employees to engage in these efforts not only connects them to our mission, but demonstrates the AGO's commitment to diversity and its value to the office. With our D&I efforts, the AGO strives to be a state-wide leader in government D&I initiatives and become a partner to other agencies who also seek a full D&I culture.	educational efforts in diverse communities.		a(i). Train the D&I Education and Outreach Group on AGO education and outreach efforts, sections they will be assisting, "our employment story", and D&I initiatives.  b. Work with management to determine the needs of sections that conduct outreach and education for assistance in diverse community and how best the D&I Education and Outreach Group can help fulfill that need.	Within 30 days of creation of group.  On-going.	Assistance from Management, Employees.
	<b>Goal 2C2: Recruitment Teams:</b> Encourage diverse employees to participate in the AGO recruitment efforts.	a. Encourage staff to be fully aware of and participate in the Recruitment portion of this Plan, including "recruitment teams". (Assists Recruitment efforts).	a. Encourage active participation by diverse employees in the recruitment portion of this plan.	On-going.	Assistance from Administration, HR, Management, Employees.
	<b>Goal 2C3: AGO as a State-Wide Leader:</b> Become a statewide leader in governmental D&I initiatives and serves as a resource for others.	a. Publish and promote the AGO D&I plan and results, when available.  b. Encourage management and employees to publish articles, attend and present at conferences and	a. Promote the AGO D&I Plan externally and publish results, when available.  b(i). Provide information about and encourage administration and management to attend meetings, conferences, trainings, and on D&I related topics.	On-going.  As available, but at least quarterly.	Assistance from Administration, ITS, Communications.  Assistance from Administration, Management.

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		trainings, and become experts in government D&I.	<p><b>b(ii).</b> Provide information about and encourage employees to attend meetings, conferences, trainings, and on D&amp;I related topics, as related to job duties, profession, or an AGO workgroup/committee.</p> <p><b>b(iii).</b> Provide information about and encourage administration, human resources, management, and employees to write D&amp;I related articles or content for publications, journals, or professional newsletters.</p>	<p>As available, but at least quarterly.</p> <p>On-going.</p>	<p>Assistance from Administration, Management, Employees.</p> <p>Assistance from Administration, Management, HR, Employees.</p>
		c. Provide a forum for D&I discussion and best-practices for government agencies.	<p><b>c(i).</b> Host Government D&amp;I Roundtable for D&amp;I and EEO coordinators to discuss D&amp;I Initiatives and trends in Ohio Government.</p> <p><b>c(ii).</b> Utilize Roundtable to assist in development of D&amp;I Best-Practices in Government.</p>	<p>Within 180 days, then quarterly.</p> <p>To be determined.</p>	<p>Assistance from Administration.</p>

## Recruitment

The AGO is committed to strategically seeking out those who will bring an individual uniqueness to meet our mission. This means that we not only understand the diverse needs of our office, but develop innovative and multi-dimensional methods to attract diverse individuals to our mission. Our Plan has defined strategies that enhance our current recruitment process to strengthen our diversity to better service Ohio's families. Under this plan we work to develop a diverse employee population by reflecting the population and maintaining awareness of our diversity needs; utilizing an on-going, multi-dimensional, and strategic recruitment plan; and attracting diverse talent through strategic marketing.

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<b>Value 3A: Reflection and Awareness of Diversity:</b> To best protect Ohio's families, the AGO values diverse employees who can connect to and understand the needs of diverse communities. In our recruitment efforts, it is a priority to strive to maintain an employee population that reflects the population of Ohio. An awareness of our current	<b>Goal 3A1: Reflection &amp; Awareness:</b> Maintain an awareness of internal diversity and needs to ensure strategic recruitment efforts are utilized.	<b>a.</b> Review and utilize AGO data sources to maintain an awareness of internal diversity, in order to compare to Ohio's diverse workforce.	<b>a(i).</b> Review AGO data on diversity statistics as allowable under law.	Quarterly.	Assistance from HR.
			<b>a(ii).</b> Monitor differential for internal diversity population compared to external measurements of diversity in the State of Ohio's workforce.	Quarterly.	
			<b>a(iii).</b> Develop and engage an external D&I Recruitment Advisory Board.	Within 60 days of implementation of plan; meetings biannually.	Assistance from Administration, HR, Management.
		<b>b.</b> Continually monitor office diversity to inform the needs of strategic recruitment efforts.	<b>b(i).</b> Create recruitment strategy based on findings to direct recruitment efforts to improve on disparities.	As necessary.	
			<b>b(ii).</b> Create and send reports, as necessary and requested, including findings and strategic recommendations.	As necessary.	

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<p>employee population and the diversity needs are essential to finding qualified individuals who add to the diversity of the AGO. We strive to maintain a balanced diversity within each section of the office to create a team-oriented inclusive work-environment</p>	<p><b>Goal 3A2: Awareness in Sections:</b> Enhance diversity within all professions, sections, and units represented in the office.</p>	<p>a. Review and utilize AGO data by profession, section, and unit to enhance diversity.</p>	<p>a(i). Review AGO diversity data by profession and compare to external diversity measurements for each profession in the State of Ohio's workforce.</p> <p>a(ii). Review AGO diversity data by section and unit within section, when applicable, and compare to external diversity measurements for type of work or specialty of workforce in the State of Ohio.</p>	<p>Quarterly.</p>	<p>Assistance from HR.</p>
		<p>b. Continually monitor each AGO profession, section, and unit to inform the needs of strategic recruitment efforts.</p>	<p>b(i). Create recruitment strategy based on findings to enhance recruitment efforts to decrease disparity, if they exist.</p> <p>b(ii). Create and send reports, as necessary and requested, including findings and strategic recommendations to enhance recruitment efforts.</p>	<p>As necessary.</p> <p>As necessary.</p>	

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	<p><b>Goal 3A3: Tracking &amp; Flexibility:</b> Remain flexible, evaluate, and focus on the needs of the office to create a diverse workforce.</p>	<p>a. Utilize data and create a tool to assist in strategic recruitment efforts.</p>	<p>a(i). Determine what data can be maintained on candidates, under applicable law and records retention time periods. Include candidate job interest and desired positions, if appropriate.</p> <p>a(ii). Define appropriate data sources, including use of HR vacancy logs, to determine the most posted positions and highest needs of the agency.</p> <p>a(iii). Review data sources to determine professions where diversity candidate pools should be created and maintained.</p>	<p>Within 30 days of implementation of plan.</p> <p>Within 60 days of implementation of the plan.</p> <p>Quarterly, after completion of (aii).</p>	<p>Assistance from HR, Records Management.</p> <p>Assistance from HR.</p>

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
			<p>a(IV).(1) Determine the necessity for a candidate management tool to maintain data for reasonable time periods, under applicable records retention policy. (2) If tool is a necessity, determine scope and needs, and create. (3) If the tool is created, develop candidate communication strategy. (4) If the tool is not created, determine if another solution or strategy can meet the goal of enhanced communication with diverse candidates during and after the recruitment process.</p>	<p>(1) Within 60 days of plan implementation. (2) To be determined. (3) To be determined. (4) To be determined.</p>	<p>Assistance from HR, ITS, and Records Management.</p>
		<p>b. Provide opportunities to fully engage management to define and evaluate the needs of diversity throughout the AGO.</p>	<p>b(i). Convene regular meetings with Administration, HR, D&amp;I, and Management to discuss positions and preferred qualifications and characteristics of individuals management believes would add to their diversity.</p>	<p>Quarterly.</p>	<p>Assistance from Administration, HR, Management</p>
			<p>b(ii). Maintain regular communication between D&amp;I and management about proposed candidates once they are identified.</p>	<p>Ongoing and as necessary to section's recruitment strategy.</p>	<p>Assistance from Management.</p>

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
<b>Value 3B: Multi-Dimensional Strategic Approach:</b> To recruit diversity we must implement a proactive strategic approach to identify diverse talent. In the simplest terms—we go where we find diversity. This means we must remain flexible in method and constantly evaluate results. Utilization of a multi-dimensional strategy includes relationship building and development of	<b>Goal 3B1: Recruitment Teams:</b> Establish and maintain employee recruitment teams who have the professional ability and skill to assist in fulfillment of this plan.	<b>a.</b> Create policy and procedure for implementation of diversity recruitment teams.  <b>b.</b> Develop and implement D&I training for AGO recruitment and hiring teams.	<b>a(i).</b> Determine structure, management, reporting, procedure, and policy for implementation of AGO recruitment teams.	Within 60 days of plan implementation.	Assistance from HR.
			<b>a(ii).</b> Select recruitment team membership and develop incentives for participation (Assists Engagement).	Within 30 days of team policy and procedure development.	Assistance from Administration, HR, Management, Employees.
			<b>b(i).</b> Determine and develop training required for recruitment team on AGO D&I Recruitment & Hiring practices.	Within 90 days of plan implementation.	Assistance from Administration, HR.
			<b>b(ii).</b> Train recruitment team and hiring team on AGO D&I Recruitment & Hiring practices.	Prior to first assignment, then yearly.	Assistance from Administration, HR, Management.
<b>Goal 3B2: Pipelines:</b> Support internal, professional, community, and industry "pipeline"		<b>a.</b> Identify, evaluate, and determine value of internal and external pipeline initiatives in which	<b>a(i).</b> Define AGO Pipeline and determine existing programs, activities, or practices that fall within the definition.	Within 60 days of plan implementation.	Assistance from HR & Administration.

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partnerships, internal recruitment teams and employee engagement, utilization of technology, and participation in pipeline initiatives.	programs to develop future generations of employable diverse candidates.	the AGO is currently engaged.	<b>a(ii).</b> Develop comprehensive evaluation and tracking tool for AGO Pipelines.	Within 60 days of plan implementation.	
			<b>a(iii).</b> Strategically evaluate current AGO Pipelines to determine alignment and value to this diversity plan and the need for D&I improvement or support strategies.	Within 90 days of plan implementation, then yearly.	
			<b>b(i).</b> Evaluate need for new AGO Pipeline opportunities. Develop strategy as needed.	Within 120 days of plan implementation, then yearly.	Assistance from HR, Administration, Management, Law Enforcement & Lab, ITS.
			<b>b(ii).</b> Examine creation of the AGO S.T.E.M. Pipeline Programs.	Within 120 days of plan implementation, then yearly.	Assistance from HR, Administration, Management, Law Enforcement Lab, ITS.
			<b>b(iii).</b> Examine creation of the AGO Law Enforcement Pipeline Programs.	Within 120 days of plan implementation, then yearly.	Assistance from HR, Administration, Management, Law Enforcement.
			<b>b(iv).</b> Engage External D&I Recruitment Advisory Board on the topic of the AGO Pipeline.	At each meeting.	
<b>c.</b> Promote AGO participation in and creation of pipeline initiatives.	<b>c.</b> Create and implement a promotion strategy to highlight AGO Pipelines internally and externally, include success stories.	Within 120 days of plan implementation, then on-going.	Assistant from Communications.		

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	<p><b>Goal 3B3: Efficiency in Recruitment:</b> Perform strategic, flexible, and cost-efficient recruitment.</p>	<p><b>a.</b> Identify outside partnerships and funding opportunities for recruitment efforts. <b>b.</b> Strategically use internal resources and technology for more efficient recruitment efforts. <b>c.</b> Track all external recruitment efforts and determine future value.</p>	<p><b>a.</b> Identify and seek outside funding and partnership to carry out this plan. <b>b.</b> Create and implement cost efficient strategy that involves use of existing resources, technology, and people to implement this plan. <b>c.</b> Track and evaluate all recruitment efforts presented by this plan and report quarterly to administration, management, and others as requested.</p>	<p>On-going.  On-going.  Quarterly.</p>	
	<p><b>Goal 3B4: Relationship Building:</b> Build strategic relationships to assist in identification of diverse candidates.</p>	<p><b>a.</b> Establish, maintain, and track partnerships with individuals, programs, institutions, and associations to assist in identification of diverse candidates and pipeline programs.</p>	<p><b>a(i).</b> Identify, establish, and maintain relationships with individuals, programs, institutions, and associations that can assist in identification of diverse candidates for current hiring needs. <b>a(ii).</b> Identify, establish, and maintain relationships with individuals, programs, institutions, and associations that can assist in enhancement of AGO Pipelines.</p>	<p>Identify within 30 days of plan implementation, then on-going.  Identify within 30 days of plan implementation, then on-going.</p>	<p>Assistance from Administration, Management.  Assistance from Administration, Management.</p>

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
		<p><b>b.</b> Engage diverse employees to strategically build relationships with external individuals, programs, institutions, and associations to assist in identification of diverse candidates and pipeline programs</p>	<p><b>a(iii).</b> Engage External D&amp;I Recruitment Advisory Board on the topic of the Relationship Building.</p>	<p>At meetings.</p>	
		<p><b>b.</b> Engage diverse employees to strategically build relationships with external individuals, programs, institutions, and associations to assist in identification of diverse candidates and pipeline programs</p>	<p><b>b(i).</b> Identify existing relationships held by our employees ('connected employees') with individuals, programs, institutions, and associations to assist in recruitment efforts. (Assists Retention).</p>	<p>Identify within 45 days of plan implementation, then on-going.</p>	<p>Assistance from Management, Employees.</p>
		<p><b>b.</b> Engage diverse employees to strategically build relationships with external individuals, programs, institutions, and associations to assist in identification of diverse candidates and pipeline programs</p>	<p><b>b(ii).</b> Provide our connected employees with resources to help develop, define, and utilize the strategic relationship. (Assists Engagement).</p>	<p>As necessary.</p>	<p>Assistance from Management, Employees.</p>
		<p><b>c.</b> Develop and maintain relationships with other governmental agencies to learn about and leverage D&amp;I recruitment initiatives.</p>	<p><b>c(i).</b> Identify, establish, and maintain relationships with other Ohio governmental agencies and their D&amp;I professionals to assist in our D&amp;I recruitment strategy.</p>	<p>Identify within 30 days of plan implementation, then on-going.</p>	<p>Assistance from Administration, Management.</p>
		<p><b>c.</b> Develop and maintain relationships with other governmental agencies to learn about and leverage D&amp;I recruitment initiatives.</p>	<p><b>c(ii).</b> Engage External D&amp;I Recruitment Advisory Board on the topic of the Governmental Relationship Building.</p>	<p>At meetings.</p>	

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
<p><b>Value 3C: Attraction through Targeted Communication:</b>            We strive to clearly share our employment story and commitment to D&amp;I with potential candidates. No matter the medium of communication, our story remains consistent, yet flexible to the audience we are recruiting. This flexibility allows us to highlight parts of our story that will best connect and engage diverse candidates. And because our story is our employees, we strive to engage and utilize their diversity in telling our story.</p>	<p><b>Goal 3C1: Our D&amp;I Employment Story:</b>            Promote the AGO mission and commitment to diversity through clear communication of "our D&amp;I employment story".</p>	<p>a. Develop a branded "our D&amp;I employment story" that can be strategically tailored to connect to each diverse community.</p>	<p>a(i). Develop and clearly communicate "our D&amp;I employment story," including a rebranding of a "government employment story". (Assists Retention Effort).</p>	<p>Within 120 days of plan implementation, then ongoing.</p>	<p>Assistance from Administration, Management, Communications, HR.</p>
			<p>a(ii). Develop "our D&amp;I employment story" for diverse communities that provide the best connection between our story and mission, to messages that will resonate in the community. (Assists Retention).</p>	<p>Within 180 days of plan implementation, then ongoing.</p>	<p>Assistance from Communications, HR.</p>
			<p>b(i). Utilize job postings as marketing tools by adding "our D&amp;I employment story" to the standard text.</p>	<p>Within 120 days of plan implementation, then ongoing.</p>	<p>Assistance from HR.</p>
			<p>b(ii). Create marketing material that explains "our D&amp;I employment story".</p>	<p>Within 120 days of plan implementation, then ongoing.</p>	<p>Assistance from Communications, HR.</p>
<p><b>Goal 3C2: Multi-Media Communication:</b>            Enhance multi-</p>		<p>a. Identify and create specific material for recruitment of</p>	<p>a(i). Identify need for marketing materials for specific recruitment audiences, and develop.</p>	<p>Within 90 days of plan implementation, then ongoing.</p>	<p>Assistance from Communications, HR.</p>
			<p>b(ii). Utilize job postings as a diversity marketing tool by adding our diversity commitment statement to the standard text.</p>	<p>Within 30 days of plan implementation, then ongoing.</p>	<p>Assistance from HR.</p>

OHIO ATTORNEY GENERAL'S OFFICE

DIVERSITY & INCLUSION PLAN: TRACKING TOOL

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D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
	media communication methods to better attract and engage diverse candidates.	diverse candidates.	<p><b>a(i).</b> Research and identify ways to engage candidates with hands-on activities or other tools when at recruitment events.</p> <p><b>a(iii).</b> Determine need and create miniature signs/boards for section, profession, and position recruitment that can be taken to recruitment events.</p> <p><b>b.</b> Use data and market research to identify need for strategic marketing materials and types of communications method to target diverse communities (radio, print, internet/social media, job sites).</p> <p><b>c.</b> Enhance visibility of D&amp;I Initiatives on marketing materials and the external website</p>	<p>Within 120 days of plan implementation, then ongoing.</p> <p>Within 90 days of plan implementation, then ongoing.</p> <p>Within 90 days of plan implementation, then ongoing.</p> <p>Within 30 days of plan implementation, then ongoing.</p> <p>Within 30 days of plan implementation, then ongoing.</p>	<p>Assistance from Communications, HR.</p> <p>Assistance from Communications, Management, HR.</p> <p>Assistance from Communications, Library.</p> <p>Assistance from Communications, HR, Management, ITS, Employees.</p> <p>Assistance from Communications, Management, ITS.</p>

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
	<b>Goal 3C3: Employees as Recruiters:</b> Ensure that AGO employees can share "our D&I employment story" when engaging	<b>d.</b> Develop translation teams and identify materials requiring translation in order to connect with diverse communities.	<b>d(i).</b> Identify AGO materials (career and outreach) that require translation, and the targeted audience for each publication. (Assists Engagement)	Within 60 days of plan implementation, then ongoing.	Assistance from Communications, Management.
			<b>d(ii).</b> Develop formal policy and procedure for membership on the AGO Translation Team.	Within 60 days of plan implementation.	Assistance from Administration, Management, Employees.
		<b>a.</b> Provide trainings and education to employees who engage diverse communities so each can better telling our story and	<b>a(i).</b> Ensure recruitment, interview, and outreach teams are fully education about the office and can connect our story to the target audience. (Assists Retention)	Within 60 days of plan implementation, then ongoing.	Assistance from Administration, HR, Management, Employees.

D&I Value	Goal	Strategy	Specific Tasks Tied To Strategy	Measurement/ Time-Frame	Notes/ Updates
	diverse communities.	connect to the audience.	<p>a(ij). Ensure employees are educated about “our employment story” and the philosophy that every employee is an AGO recruiter. (Assists Retention and Engagement)</p> <p>b(ij). Develop coordinated strategy &amp; tracking of outreach, education, and recruitment efforts to determine when and where efforts can merge or enhance each other.</p> <p>b(i). Determine if creation of an Internal Outreach, Education, and Recruitment Calendar would be assistance to a coordinated effort.</p>	<p>Within 60 days of plan implementation, then ongoing.</p> <p>Develop strategy within 60 days of plan implementation, implement within 30 of strategy, then ongoing.</p> <p>Determination within 60 days of plan implementation, implement within 30 of strategy, then ongoing.</p>	<p>Assistance from Administration, HR, Management, Employees.</p> <p>Assistance from Administration, HR, Management.</p> <p>Assistance from Administration, HR, Management, ITS.</p>



**MIKE DEWINE**

★ OHIO ATTORNEY GENERAL ★

## EEO Working Titles/Classifications for EE0-4 and EEOP

<p><b>Officials and Managers</b></p>	<p>Assistant Section Chief, Assistant Superintendent of BCI&amp;I, Attorney General, Chief Counsel, Chief Data Officer, Chief Financial Officer, Chief Information Officer, Chief Information Security Officer, Chief Operating Officer, Communications Director, Deputy Attorney General for Law Enforcement, Deputy Chief Counsel, Deputy Chief Information Officer, Deputy Chief Information Officer-Director of Development, Deputy CIO for Development &amp; Infrastructure, Deputy CIO for Strategy &amp; Communications, Deputy Director of Policy and Public Affairs, Deputy General Counsel, Director of Constituent Services &amp; Outreach, Director of Consumer Advocacy, Director of Consumer Education and Outreach, Director of Criminal Justice Initiatives, Director of General Services, Director of Human Resources, Director of Internal Audit, Director of Internal Collections, Director of Library Services, Director of Outreach, Director of Outside Counsel, Director of Policy and Legislation, Director of Publications, Director of Safe Neighborhoods Initiative, Director of Special Counsel and Third Party, Executive Director of OOCIC, Executive Director of OPOTA, First Assistant Attorney General, General Counsel, General Counsel for Law Enforcement Operations, Laboratory Director, Managing Attorney, Outreach Director, Section Chief, Senior Advisor &amp; Director of Policy and Public Affairs, Senior Advisor and Director of Major Litigation, State Solicitor, Superintendent of BCI</p>
<p><b>Professionals</b></p>	<p>Accounting Supervisor, Accounts Representative Supervisor, AFIS Support Staff Supervisor, AGO Spokesperson, Antitrust Information Specialist, Antitrust Investigator, Applications Developer, Assistant Attorney General, Director of Advanced Training (OPOTA), Assistant Executive Director of Advanced Training (OPOTA), Assistant Finance Director of Grants, Assistant Lab Director, Assistant Special Agent in Charge, Assistant Special Agent in Charge (Medicaid), Associate Assistant Attorney General, Associate Internal Auditor, Auto Title Rescission Fund Administrator, Bankruptcy Supervisor, Business Support Coordinator, Certification Officer, Change Management Manager, Charitable Activities Major Case Investigator, Charitable Information Specialist, Charitable Funds Auditor, Charitable Activities Compliance Inspector, Charitable Activities Major Case Investigator, Charitable Law Bingo Compliance Administrator, Charitable Law Registration Compliance Administrator, Chief Accountant, Chief Deputy Solicitor, Chief Legal Counsel, CIMS Architect, Client Services Manager, Commission Investigator, Communications/Publications Specialist, Community Outreach Specialist, Compliance Examiner, Compliance Coordinator, Computer Forensic Specialist, Consumer Advocate, Consumer Educator, Consumer Protection Chief Investigator,</p>

Consumer Protection Investigator, Contract Administrator, Court of Claims Investigator, Court of Claims Investigator, Crime Victims Claims Investigator (Economic Loss Specialist), Crime Victims Claims Lead Investigator, Crime Victims Claims Specialist, Crime Lab Director, Crime Victims Claims Chief Investigator, Criminal Intelligence Analyst, Criminal Intelligence Supervisor, Criminal Justice Initiatives Coordinator, Data Architect, Deputy Director of Outside Counsel, Deputy Communications Director, Deputy Counsel/Principal Assistant, Deputy Director, Deputy Director, Deputy Director of Accounting, Deputy Director of Advanced Training, Deputy Director of Criminal Intelligence Unit, Deputy Director of Education & Policy, Deputy Director of In House Collections, Deputy Director of Investigations, Deputy Director of Professional Standards, Deputy Director of Quality Assurance, Deputy Director of Special Counsel & Third Party Vendors, Deputy Director of Support and Outreach, Deputy Solicitor, Director of Administration at BCI, Director of Support Staff and Technical Liaison, Director of Bankruptcy and Legal Support, Director of Children's Initiatives, Director of Development, Director of Drug Abuse Outreach Initiatives, Director of Economic Crimes Unit, Director of Elder Justice Unit, Director of Identification, Director of Investigative Services Division, Director of Non-Legal Operations, Director of Professional Standards, Director of Research, Development & Training, Director of Systems and Infrastructure, Drug Use Education and Policy Manager, Elder Services Coordinator, Electronic Records Analyst, Enterprise Fleet Coordinator, Environmental Background Investigator, Equipment Coordinator, External Collections Support Coordinator, Facilities Manager - Leased Facilities, Facilities Manager- AG owned, Facility Services Superintendent, Field Specialist, Finance Grants Manager, Finance Officer, Finance Specialist Manager, Financial Analyst, Financial Specialist, Fiscal Specialist, Fixed Asset Manager, Fleet Manager, Forensic Accountant, Forensic Economist, Forensic Scientist, Fugitive Safe Surrender Coordinator, Grant Evaluator, Grant Evaluator/Fiscal Auditor, Grant Specialist, Grants Financial Coordinator, Graphic Designer, HR Analyst, HR Senior Analyst, Identification Supervisor, Information Coordinator/Liaison, Intake Supervisor, Internal Auditor, Internal Collections Supervisor, Internal Communications Administrator, Investigative Coordinator, IT Internal Auditor, IT Project Analyst, IT Project Manager, IT Security Analyst, ITS Communications Coordinator, ITS Support Technician Supervisor, Junior Graphic Designer, Lab Supervisor, Laboratory Manager/CODIS Technical, Law Enforcement Liaison, Law Clerk/Graduate, Law Enforcement Training Officer, Legal Technology Specialist, Legal Support Manager, Legal Writing Coach, Legislative Liaison, Litigation Coordinator & Public Inspection Officer, Litigation Support Nurse, Litigation Support Specialist, Local Debt Supervisor, Manager of Diversity and Inclusion, Manager of HR Administration, Manager of HR Development & Services, Medicaid Fraud Analyst, Medicaid Special Agent Supervisor, Medicaid Special Agent, Medicaid Special Agent-in-Charge, Missing Person Unit Outreach & Education Coordinator, Nurse Analyst, Office Manager, Office Services Specialist, OHLEG Help Desk Supervisor, OHLEG Quality Assurance Specialist, OIC Supervisor, Operations Coordinator, Operations Supervisor, OPOTC Testing Coordinator, Organized Crime Intelligence Analyst, Outreach Specialist & Regional Director, Paralegal/Legal Assistant, Peace

	<p>Officer Training Compliance Officer, Principal Assistant Attorney General, Principal Investigator, Principal Research Librarian, Problem Resolution Officer, Project Director, Project &amp; Portfolio Management Manager, Prosecution Case Analyst, Public Information Officer, Purchasing Manager, Project Director, Quality Assurance Manager, Quality Assurance Specialist, Regional Director for Central Ohio, Regional Director for North Central Ohio, Regional Director for Northwest Ohio, Regional Director for Southeast Ohio, Regional Director for Southwest Ohio, Regional Director for Western Ohio, Registration Supervisor, Senior Editor, Senior Records Manager, Senior Assistant Attorney General, Senior Charitable Funds Auditor, Senior Law Enforcement Liaison, Senior Policy Advisor, Senior Research Librarian, Senior Security Analyst, Senior Supervising Attorney/Water Unit, Si Karas Fellow, Software Developer, Special Projects Writer, Special Projects Writer, Supervising Attorney, Supervising Attorney, Support Staff Coordinator, Systems Manager, Storage Administrator, Task Force Equipment Specialist, Unit Coordinator, Unit Supervisor, Victim Services Coordinator, Victim Services Development Director, Visual Communications Director</p>
<b>Technicians</b>	<p>AFIS Operator, Computer Operator, Crime Lab Quality Assurance Administrator, Data Coordinator, Data Entry Operator, Data Processor, Database Administrator, DNA Technical Leader, Fingerprint Examiner, Forensic Laboratory Technician, Forensic Audio/Video Analyst, Information Technology Specialist, Infrastructure Specialist, IT Change Management Specialist, OHLEG Support Specialist, Network Administrator, Network Manager, Polygraph Examiner, Senior Fingerprint Examiner, SharePoint Developer, Systems Administrator, Unified Communications Administrator</p>
<b>Protective Services: Sworn</b>	<p>BCI Assistant Special Agent in Charge, BCI Evidence Security Officer, BCI Investigator, BCI Special Agent in Charge, BCI Special Agent Supervisor</p>
<b>Protective Services: Non-Sworn</b>	<p>Director of Security/Field Specialist, Facility Security Manager</p>
<b>Administrative Support</b>	<p>Account Clerk, Accounts Payable Coordinator, Accounts Payable Specialist, Accounts Receivable Coordinator, Administrative Aide, Administrative Assistant, Administrative Professional, Administrative Secretary, Business Analyst, Charitable Law Intake Officer, Claims Account Representative, Clerk, Constituent Liaison, Constituent Liaison Officer, Constituent Liaison Supervisor, Consumer Complaint Specialist, Executive Assistant, Executive Secretary, Field Specialist, Finance Assistant/Billing Coordinator, Fixed Asset Coordinator, Help Center Shift Supervisor, HR Associate, Investigative Unit Assistant, Labor Relations Legal Support Specialist, Law Clerk, Legal Research Assistant, Legal Secretary, Medicaid Fraud Intake Officer, Office Service Printing Leader, Office Service Specialist Leader, Office Services Specialist, OHLEG Special Projects Coordinator, Project</p>

	Assistant, Project Coordinator, Public Affairs, Assistant, Public Inquiries Assistant, Public Inquiries Assistant Lead, Public Information Unit Supervisor, Purchasing Coordinator, Receptionist, Records Management Assistant, Records Management Officer, Research Librarian, Scheduler, Telephone Operator, Temporary Employee, Victim Services Assistant, Workers Compensation Specialist
<b>Skilled Craft</b>	Auto Mechanic, Maintenance Repair Worker
<b>Service Maintenance</b>	Custodial Worker