

**Study Session Worksheet**

**Presentation Date:** 12/2/14    **Approx Start Time:** 3:30PM    **Approx Length:** 30 Min.

**Presentation Title:** Affirmative Action Hiring Goals

**Department:** County Administration

**Presenters:** Emmett Wheatfall, Diversity, Equity, and Inclusion Director and JJ Peters, Recruitment Manager

**Other Invitees:** Nancy Drury, DES Director and James Callahan, HR Analyst

**WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?**

Staff is requesting approval of new Affirmative Action hiring goals as developed and recommended by the Affirmative Action Committee (AAC)

**EXECUTIVE SUMMARY:**

Clackamas County is a voluntary participant in the development of a written Affirmative Action Plan (AAP). The AAP reaffirms the County's commitment to the principles of Equal Employment Opportunity (EEO) for women and minorities; works to increase effectiveness by setting forth, if necessary, new goals to be undertaken by the County regarding employment opportunities; and provides for implementation, self-accountability, and monitoring through an effective affirmative action program.

The County's Affirmative Action Committee meets semi-annually to evaluate the current year AAP. The AAC is comprised of County employees from various departments including directors, supervisors and or their designated employee representative(s).

The primary responsibility of the AAC is to review availability and utilization census data by EEO job category and recommend countywide hiring goals by EEO category. If underrepresentation is found, the County will make a "good faith" effort to develop and implement procedures designed to increase the number of underrepresented women and minorities in applicant pools. The AAC recommends hiring goals to remedy underrepresentation in categories where underrepresentation is identified.

**FINANCIAL IMPLICATIONS (current year and ongoing):**

Affirmative Action activities are included in the ongoing Diversity, Equity, and Inclusion budget.

**LEGAL/POLICY REQUIREMENTS:**

The County voluntarily complies with the tenets of Affirmative Action. Affirmative Action principles and practices are derived from Executive Orders and relative EEO law.

**PUBLIC/GOVERNMENTAL PARTICIPATION:**

N/A

**OPTIONS:**

1. Approve recommended Affirmative Action hiring goals
2. Direct staff to revise Affirmative Action hiring goals after approval

**RECOMMENDATION:**

Staff respectfully requests that the Board approve new hiring goals recommended by the County's Affirmative Action Committee.

EEO CATEGORY	RECOMMENDED HIRING GOALS DEC-2014	
	Female	Minority
EEO 2: Professional	No Underrepresentation	10
EEO 3: Technicians	No Underrepresentation	3
EEO 4: Protective Services	13	7
EEO 7: Skilled Craft	No Underrepresentation	3
EEO 8: Service/Maintenance	No Underrepresentation	5

The AAC sets reasonable hiring goals in consideration of the expected recruitment opportunities for the job category.

The AAC recognizes that a BCC adopted hiring goal in a job category triggers an opportunity to refer additional candidates from eligibility registers under the County's Personnel Ordinance. Hiring goals are generally reserved for EEO categories where there is underrepresentation. The County's Affirmative Action Officer, Emmett Wheatfall, oversees the County's Affirmative Action program and monitors adherence with the plan's goals and objectives.

**ATTACHMENTS:**

Affirmative Action Reports

SUBMITTED BY: 

County Administrator Approval \_\_\_\_\_

For information on this issue or copies of attachments, please contact Emmett Wheatfall  
503.655.8291.

## AFFIRMATIVE ACTION PROGRESS UPDATE 2014

### Areas of Progress:

- The County's workforce continued positive gains in minority representation. In 2013 the minority representation was 10.31% (employing 183 minorities). In 2014 the minority representation increased to 10.40% (employing 184 minorities).
- Eight (8) departments had an increase in the number of minorities employed within the department as compared to twelve (12) departments who showed an increase the prior year.
- Minority representation increased in the following EEO categories: EEO 4 (Protective Services) and EEO 8 (Service/Maintenance). It decreased in the following categories: EEO1 (Officials/Administrators); EEO2 (Professionals); EEO5 (Paraprofessional); EEO6 (Office/Clerical); and EEO7 (Skilled Craft).
- Female representation increased in EEO2 (Professionals). It decreased in the following categories: EEO3 (Technicians); EEO4 (Protective Services); EEO5 (Paraprofessional); and EEO6 (Office/Clerical).
- Overall minority representation increased by 0.09%. The County is making progress in bringing its minority workforce percentage closer to the minority population of Clackamas County (10.40% of workforce vs. 15.5% minorities in the raw population of the county from the 2010 Census). Note: raw population % does not take into account the percentage of minorities or women among those having requisite skills in the reasonable recruitment areas.

### Areas of Challenge:

- 2014 is the second year 2010 Census data has been available and the demographic changes have dramatically changed the availability of minorities by an average of roughly 4.5% for each job category as compared to the data from the 2000 Census.
- A comparison of availability to workforce figures shows the county is still significantly underrepresented in females in EEO 4 (Protective Services). There was a net decrease of three (3) female employees in the workforce from 2013 to 2014. Underrepresentation of Females in EEO 4 (Protective Services) is at -3.43 in 2013. This category will continue to require a hiring goal.
- There are five EEO categories (EEO 2 Professionals, EEO3 Technicians, EEO 4 Protective Services, EEO7 Skilled Craft, and EEO 8 Service/Maintenance) where the underutilization of minorities is significant enough to require a hiring goal. Underutilization of minorities, based on new 2010 Census data, is: -2.50 for EEO 2; -2.32 for EEO 3; -3.23 for EEO 4; -2.75 for EEO 7; and -4.07 for EEO8. EEO categories 2, 3, 4, 7, and 8 will continue to require a hiring goal.

### EEO-4 JOB CATEGORIES

EEO 1:	EEO 2:	EEO 3:	EEO 4:	EEO 5:	EEO 6:	EEO 7:	EEO 8:	EEO 9:
Officials/ Admin	Professionals	Technicians	Protective Service	Para- professionals	Office/ Clerical	Skilled Craft	Service/ Maintenance	Elected Officials

## **AFFIRMATIVE ACTION - COMMON TERMS**

**Affirmative Action** consists of positive nondiscriminatory measures to ensure fair treatment in the work force for qualified applicants and employees who may face employment barriers because of factors such as their race, gender, disability or veterans status.

An **Affirmative Action Plan** is a written document that outlines specific and results-oriented actions to which the agency commits itself in order to achieve equal employment opportunity.

**Availability** means the percentage of minorities or women among persons in the relevant labor area and/or internal feeder pools (promotable employees) having the requisite qualifications to perform the positions included in the EEO job group.

**Goals** are attainment targets and are used to measure the effectiveness of Affirmative Action efforts to eradicate and prevent discrimination. Goals are realistically established based on the availability of qualified applicants in the job market or within the workforce of the agency. Goals should not be used or interpreted to mean a minimum nor a maximum number of a group which must be employed. Goals are set to assist the agency to move toward parity with availability.

The term **Good Faith Effort** refers to an employer's efforts to make all aspects of its Affirmative Action Plan work which include (1) outreach and recruitment measures to broaden candidate pools from which selection decisions are made to include minorities and women and (2) systematic efforts to assure that selections thereafter are made without regard to race, sex or other prohibited factors.

The term **Labor Area** refers to a geographic area used in calculating availability. The area may vary from local to nationwide.

**Utilization Analysis** is a comparison of the number of minorities and women in the employer's work force and the jobs that they occupy, to the availability of minorities and women in the employer's labor area and/or those promotable employees in the employers' work force.

**Underrepresentation/Underutilization** is defined as having fewer women or minorities in the employer's work force than could reasonably be expected based on their availability in the labor area.

The **Two Standard Deviation Rule** is a statistical technique that translates the probability of a difference in selection rates into the metric of standard deviations. The standard deviation shows how much variation or dispersion from the average exists. It is an estimator test based on large samples that approximates the precise probability value of a difference in rates. If the difference between actual utilization and the availability percentages results in two points from the mean, then the difference may be significant and a hiring goal should be set.

**Parity** would result in the percentage participation of the protected classes in the organization being identical to the equivalent percentage in the external labor area (availability).

**Underutilization** results when the protected class is utilized in the workforce at a lower percentage than what is available in the labor area. **Goals** are required when the underutilization is flagged as a significant deviation from exact parity using an approved test method (e.g. The two standard deviation test declares underutilization when the number of females or minorities in the job group is two standard deviations or more below the expected number (parity)).

## CLACKAMAS COUNTY WORKFORCE

Date of Data	Total Employees	Male	Female	White	Black	Hispanic	Asian	Am. Indian	Total Minorities
5/26/1989	1103	553 50.14%	550 49.86%	1066 96.65%	2 0.18%	11 1.00%	18 1.63%	6 0.54%	37 3.35%
6/15/1990	1168	597 51.11%	571 48.89%	1128 96.58%	2 0.17%	13 1.11%	18 1.54%	7 0.60%	40 3.42%
7/3/1991	1288	648 50.31%	640 49.69%	1245 96.66%	5 0.39%	15 1.16%	16 1.24%	7 0.54%	43 3.34%
5/1/1993	1383	685 49.53%	698 50.47%	1334 96.46%	9 0.65%	17 1.23%	16 1.16%	7 0.51%	49 3.54%
5/1/1994	1471	749 50.92%	722 49.08%	1418 96.40%	10 0.68%	20 1.36%	15 1.02%	8 0.54%	53 3.60%
7/28/1995	1533	780 50.88%	753 49.12%	1473 96.09%	12 0.78%	23 1.50%	16 1.04%	9 0.59%	60 3.91%
8/9/1996	1579	794 50.28%	785 49.72%	1513 95.82%	16 1.01%	28 1.77%	14 0.89%	8 0.51%	66 4.18%
9/16/1997	1562	776 49.68%	786 50.32%	1500 96.03%	16 1.02%	24 1.54%	14 0.90%	8 0.51%	62 3.97%
11/21/1998	1690	836 49.47%	854 50.53%	1617 95.68%	17 1.01%	32 1.89%	16 0.95%	8 0.47%	73 4.32%
8/4/1999	1726	844 48.90%	882 51.10%	1651 95.65%	15 0.87%	35 2.03%	18 1.04%	7 0.41%	75 4.35%
1/5/2001	1836	889 48.42%	947 51.58%	1747 95.15%	17 0.93%	38 2.07%	24 1.31%	10 0.54%	89 4.85%
1/23/2002	1875	896 47.79%	979 52.21%	1768 94.29%	23 1.23%	40 2.13%	29 1.55%	15 0.80%	107 5.71%
1/27/2003	1781	842 47.28%	939 52.72%	1673 93.94%	19 1.07%	44 2.47%	31 1.74%	14 0.79%	108 6.06%
3/24/2004	1668	793 47.54%	875 52.46%	1566 93.88%	16 0.96%	45 2.70%	24 1.44%	17 1.02%	102 6.12%
3/25/2005	1718	808 47.03%	910 52.97%	1607 93.54%	18 1.05%	49 2.85%	28 1.63%	16 0.93%	111 6.46%
3/9/2006	1739	822 47.27%	917 52.73%	1619 93.10%	21 1.21%	53 3.05%	29 1.67%	17 0.98%	120 6.90%
2/13/2007	1778	850 47.81%	928 52.19%	1644 92.46%	24 1.35%	61 3.43%	33 1.86%	16 0.90%	134 7.54%
2/8/2008	1821	881 48.38%	940 51.62%	1670 91.71%	29 1.59%	68 3.73%	40 2.20%	14 0.77%	151 8.29%
2/3/2009	1836	904 49.24%	932 50.76%	1674 91.18%	30 1.63%	75 4.08%	41 2.23%	16 0.87%	162 8.82%
2/3/2010	1768	887 50.17%	881 49.83%	1607 90.89%	32 1.81%	77 4.36%	41 2.32%	11 0.62%	161 9.11%
2/3/2011	1774	888 50.06%	886 49.94%	1606 90.53%	32 1.80%	85 4.79%	37 2.09%	14 0.79%	168 9.47%
1/11/2012	1782	887 49.78%	895 50.22%	1607 90.18%	31 1.74%	88 4.94%	40 2.24%	16 0.90%	175 9.82%
7/1/2013	1804	875 48.50%	929 51.50%	1618 89.69%	28 1.55%	103 5.71%	38 2.11%	17 0.94%	186 10.31%
8/6/2014	1770	865 48.87%	905 51.13%	1586 89.60%	27 1.53%	97 5.48%	37 2.09%	23 1.30%	184 10.40%

Female and Minority Employees by Department

DEPARTMENT	TOTAL EMPLOYEES 8/6/2014	FEMALES 8/6/2014	MINORITIES 8/6/2014
1 County Admin/BCC/County Counsel	30	17 56.67%	3 10.00%
2 County Assessor	54	36 66.67%	5 9.26%
3 Public and Government Affairs (w/Cable Administration)	13	7 53.85%	2 15.38%
4 Employee Services	33	26 78.79%	1 3.03%
5 County Clerk (w/Records Mgt.)	18	14 77.78%	1 5.56%
6 County Treasurer	5	4 80.00%	0 0.00%
7 Department of Finance (w/County Courier, Facilities Mgt., Fleet Services, Mail Operations, Purchasing)	72	34 47.22%	8 11.11%
8 Water Environment Services	94	28 29.79%	8 8.51%
9 Technology Services (w/Comp Serv, Electronic Serv, GIS/AEB, Network Support, PS Support, User Support, Admin, Document Mgmt)	47	8 17.02%	8 17.02%
10 District Attorney (w/Family Sup., Victim Asst., DA)	74	48 64.86%	5 6.76%
11 Juvenile	49	31 63.27%	8 16.33%
12 Family Court Service	13	10 76.92%	0 0.00%
13 C-Com (Central Dispatch) & Emergency Management (w/Medical Examiner)	52	35 67.31%	3 5.77%
14 Community Corrections (Correction-Res. Serv, Field Services)	88	46 52.27%	11 12.50%
15 Sheriff (Local option levy 062030924 and other divisions 1601-1620)	398	102 25.63%	28 7.04%
16 Dept. of Transportation & Development (Building Services, Office of Sustainability, Corner Land Perserv., County Dog Services, Cty. Dog Services - Field, Count, Surveyor, Development Agency, Engineering, Strategic Planning, Land Use and Zoning, Code Compliance, Road Admin, Road Maintenance)	215	68 31.63%	11 5.12%
17 Dept. of Health, Housing & Human Services (CD Adm; CD Housing; CH-Admin & Bus Services; Corrn Solubons-Weath; Comm Solutions; H38 Admin, Children, Youth, and Families; SSA)	423	332 78.49%	75 17.73%
18 Business and Community Services (B&E Development, BCS Admin, County Forester, County Library, NCPRD-Admin, NCPRD-Aquatic Ctr & Rec Prg, NCPRD Milwaukee Ctr, NCPRD-Parks & Facilities Serv, Parks, Library Network, Property Management.)	69	39 56.52%	5 7.25%
19 Law Library	3	3 100.00%	0 0.00%
20 Tourism	10	7 70.00%	1 10.00%
21 Justice Court	10	10 100.00%	1 10.00%
<b>Totals</b>	<b>1770</b>	<b>905</b> 51.13%	<b>184</b> 10.40%

**2014 COUNTY DEPARTMENT UTILIZATION OF MINORITIES**

DEPARTMENT	TOTAL EMPLOYEES	MINORITIES	Percentage of Dept.	Percentage of Dept.	Percentage Difference
	8/6/2014	8/6/2014	8/6/2014	7/1/2013	
Dept. of Health, Housing & Human Services	423	75	17.73%	17.95%	-0.2%
Technology Services	47	8	17.02%	16.67%	+0.4%
Juvenile	49	8	16.33%	12.24%	+4.1%
Public and Government Affairs	13	2	15.38%	6.67%	+8.7%
Community Corrections	88	11	12.50%	16.67%	-4.2%
Department of Finance	72	8	11.11%	12.68%	-1.6%
County Admin/BCC/County Counsel	30	3	10.00%	7.41%	+2.6%
Justice Court	10	1	10.00%	10.00%	0.0%
Tourism	10	1	10.00%	12.50%	-2.5%
County Assessor	54	5	9.26%	5.45%	+3.8%
Water Environment Services	94	8	8.51%	8.82%	-0.3%
Business and Community Services	69	5	7.25%	8.57%	-1.3%
Sheriff	398	28	7.04%	6.02%	+1.0%
District Attorney	74	5	6.76%	8.11%	-1.4%
C-Com & Emergency Management	52	3	5.77%	3.92%	+1.8%
County Clerk	18	1	5.56%	10.00%	-4.4%
Dept. of Transportation & Development	215	11	5.12%	4.42%	+0.7%
Employee Services	33	1	3.03%	5.56%	-2.5%

**DEPARTMENTS WITH NO MINORITIES IN THEIR WORKFORCE**

County Treasurer	5	0		0.00%	0.00%
Family Court Service	13	0		0.00%	0.00%
Law Library	3	0		0.00%	0.00%

## Affirmative Action Underrepresentation Report

EEO CATEGORY	AVAILABILITY		COUNTY WORKFORCE			UNDERREPRESENTATION		STD DEVIATION		RECOMMENDED HIRING GOALS	
	<u>2010 Census</u>		<u>Aug-14</u>			<u>(Two Std Deviation)</u>		Female	Minority	Female	Minority
	Female	Minority	Employees	Female	Minority	Female	Minority	Female	Minority	Female	Minority
EEO 1: Officials/Admin	36.85%	17.44%	51	20 39.22%	6 11.76%			0.28	-1.07		
EEO 2: Professionals	62.03%	13.71%	554	351 63.36%	56 10.11%		Y	0.90	-2.50		10 E
EEO 3: Technicians	35.88%	14.91%	178	61 34.27%	15 8.43%		Y	-0.27	-2.32		3 E
EEO 4: Protective Service	25.33%	13.97%	367	65 17.71%	30 8.17%	Y	Y	-3.43	-3.23	13 E	7 E
EEO 5: Paraprofessionals	78.14%	15.71%	217	190 87.56%	34 15.67%			3.28	0.15		
EEO 6: Office/Clerical	85.17%	14.73%	211	193 91.47%	29 13.74%			2.83	-0.32		
EEO 7: Skilled Craft	5.47%	16.90%	107	4 3.74%	8 7.48%		Y	-0.20	-2.75		3 E
EEO 8: Service/Maint	17.83%	32.17%	74	16 21.62%	6 8.11%		Y	0.42	-4.07		5 E
<b>COUNTY TOTALS*</b>			1770	905 51.13%	184 10.40%						

\* County totals reflect total workplace figures for both plan years.  
Elected officials are included in County totals only and are not part of EEO categories 1-8.

E = Existing Hiring Goal for 2013-2014



**CURRENT STATUS OF AAP IN THE COUNTY**

EEO CATEGORY	COUNTY WORKFORCE						HIRING GOALS		NET INCREASE IN WORKFORCE		
	Jul-13			Aug-14			Set October 2013		Jul-13 to Aug-14		
	Employees	Female	Minority	Employees	Female	Minority	Female	Minority	Total	Female	Minority
EEO 1: Officials/Admin	52	20 38.46%	7 13.46%	51	20 39.22%	6 11.76%			-1	0 0.75%	-1 -1.70%
EEO 2: Professionals	549	345 62.84%	58 10.56%	554	351 63.36%	56 10.11%		12	5	6 0.52%	-2 -0.46%
EEO 3: Technicians	185	64 34.59%	15 8.11%	178	61 34.27%	15 8.43%		2	-7	-3 -0.32%	0 0.32%
EEO 4: Protective Service	366	68 18.58%	24 6.56%	367	65 17.71%	30 8.17%	5	4	1	-3 -0.87%	6 1.62%
EEO 5: Paraprofessionals	230	202 87.83%	38 16.52%	217	190 87.56%	34 15.67%			-13	-12 -0.27%	-4 -0.85%
EEO 6: Office/Clerical	224	205 91.52%	30 13.39%	211	193 91.47%	29 13.74%			-13	-12 -0.05%	-1 0.35%
EEO 7: Skilled Craft	115	4 3.48%	9 7.83%	107	4 3.74%	8 7.48%		2	-8	0 0.26%	-1 -0.35%
EEO 8: Service/Maint	72	16 22.22%	5 6.94%	74	16 21.62%	6 8.11%		2	2	0 -0.60%	1 1.16%
<b>COUNTY TOTALS*</b>	1804	929 51.50%	186 10.31%	1770	905 51.13%	184 10.40%			-34	-24 -0.37%	-2 0.09%

\* County totals reflect total workplace figures for both plan years.  
 Elected officials are included in County totals only and are not part of EEO categories 1-8.

## Setting Hiring Goals

Job Groups with Standard Deviation from Parity Greater than -2.00	Standard Deviation from Parity Greater than -2.00	Number of additional minority or female employees that would bring us to Parity (Parity = 0%)	% Availability	Potential number of hires in 2014/2015	2013/2014 Hiring Goals	New "Goal" through best guess math (availability x potential hiring opportunities)	Clackamas County AAC goal - realistic and attainable
EEO 2 - Professional	-2.50 (Minorities)	19	13.71%	75	12	10	10
EEO 3 - Technicians	-2.32 (Minorities)	12	14.91%	20	2	3	3
EEO 4 - Protective Services	-3.43 (Females)	28	25.33%	52	5	13	13
EEO 4 - Protective Services	-3.23 (Minorities)	22	13.97%	52	4	7	7
EEO 7 - Skilled Craft	-2.75 (Minorities)	10	16.90%	10	2	2	3
EEO 8 - Service/Maint	-4.07 (Minorities)	18	32.17%	15	2	5	5