

Multnomah County, Oregon

1st ANNUAL DIVERSITY & INCLUSION REPORT



Office of Diversity and Equity

KEY EMPLOYEE DEMOGRAPHIC FINDINGS (SNAP-SHOT)

July 1, 2008 – December 31, 2008

(Most current information available for county-wide review)

Prepared for: Lorenzo Poe, Director, Office of Diversity

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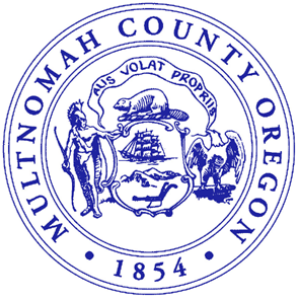
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October 1, 2009

It is a pleasure to present the first ever Multnomah County Annual Diversity and Inclusion Report.

Diversity. Both the word and its meaning have become integral to the social and business landscape of America, redefining work force development, employee expectations and corporate practices. Studies suggest that diversity can enhance quality of care, quality of life in the workplace, community relations and public confidence in government services.

Diversity in Multnomah County is about embracing differences and creating possibilities that allow us to improve our programs and services. Diversity gives us a depth and breadth of resources we otherwise would not enjoy. It helps us better understand our clients, our potential employee pool, and the communities we serve.

In re-establishing the Office of Diversity and Equity, I am reaffirming and strengthening our commitment to advancing an organizational culture and climate that fully welcomes diversity and inclusiveness for all members of the community. The most important part of this commitment is ensuring that everyone, no matter their race, gender, sexual orientation, sexual preference, gender identification, source of income, age, religious affiliation or nationality, feels that they can contribute to their fullest.

As a county, we are committed to diversity and inclusive practices – in our employment and human resources practices, our purchasing decisions, our programs and services, and outreach into our diverse communities. We are committed to setting an example, actively providing full opportunities for all and embracing a personal ethic of social responsibility and service within all communities.

The work of the Office of Diversity and Equity is a shared effort, the responsibility of everyone – all employees, supervisors, managers and directors in this organization – to assure that we are providing culturally-appropriate and competent services, programs and interventions that meet the needs of our diverse communities.

Sincerely,

Ted Wheeler
Multnomah County Chair

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“As a county, we are committed to diversity and inclusive practices – in our employment & human resources practices, our purchasing decisions, our program & services, and outreach into our diverse communities; we are committed to setting and example, actively providing full opportunities for all in order to reach our full potential; embracing a personal ethic of social responsibility and service within communities that are racially/culturally/ethnically/sexually/linguistically different.”

-Multnomah County Chair Ted Wheeler

To the Reader:

Purpose:

The Office of Diversity and Equity was re-established in 2009 by Multnomah County Chair Ted Wheeler to promote inclusiveness, champion diversity, equity and affirmative action compliance as a model of best practices that produces results.

The Office of Diversity and Equity serves to promote a productive work environment representative of the citizens we serve, to promote and advocate for inclusive practices, and to eliminate discriminatory practices that create barriers to equal employment opportunities.

Desired Outcome: The County will be an “Employer of Choice” because of our ability to create a positive work environment that is culturally competent and will attract, develop, motivate, reward, recognize, and retain highly skilled and talented individuals who represent all dimensions of diversity. Thus, the county will meet or exceed the expectations of our customers, employees and Elected Board as a multicultural organization.

- Executive Summary –

This first annual diversity and inclusion report describes the first year work of the Office of Diversity and Equity with a particular focus on Affirmative Action data and analysis.

Space for the office was created on the 4th floor of the Multnomah Building, a limited duration ODE Coordinator, and a temporary part time Data Analyst were hired to join the AA/EEO Officer under the direction of the County Diversity Director. Web pages on the county intranet and public website were posted early in the year. The foundation for ongoing coordination and collaboration was laid with meetings with Department Directors, and developed throughout the year with meetings with the Directors, Central HR managers, MWESB program staff, Talent Development, the Health Equity Initiative, and others throughout the county.

Employee involvement has been at the core of implementing the county's diversity strategies; In February of 2009 the Office of Diversity and Equity established and continues to staff the Chair's Diversity Advisory Council, a group that advises the Chair and the ODE on issues that have implications for diversity and equity in the county. The ODE has worked closely with Employee Network Group leadership to coordinate and support the work of the county's four Employee Network Groups – Employees of Color (EOC); Managers of Color (MOC); Pride, Respect, and Integrity for Sexual Minorities (PRISM); and Vital Aging Network (VAN).

Multnomah County's focus on equal employment opportunity and affirmative action since 1975 (34 years) has resulted in a more diverse workforce. During the period covered in this report (July 1, 2008 – December 31, 2008) the county employed 4,710 regular full-time/part-time employees, of whom 38% were males, 61.3% females, 78.6% white, and 21.4% minorities. Minority participation in the county's workforce was above their percentages in the civilian labor force by (+2.8%); but below population by (-4.6%). American Indian/Alaska Natives have the lowest level of representation in the workforce, with only 23 of 82 work units including this group. Underutilization continues to exist in the 27 EEO-job groups utilized by the county to measure EEO progress.

The rest of the report describes these activities and findings in greater detail.



History

The Equal Employment Opportunity/Affirmative Action Office for Multnomah County came into existence in 1975, reflecting the continuing national and local concerns regarding fair employment practices, eliminating all forms of inequality, and addressing barriers caused by discrimination. This was done on July 31, 1975, Board Resolution 11, signed by Donald E. Clark, Chairman. Throughout its program history, the county has had four affirmative action officers – Verna Plummer, Leon Johnson, John Miller, and Robert Phillips.

Multnomah County Chair Gladys McCoy, (1986 – 1993), made diversity an operational priority of her administration; contracting with Nesby & Associates, Inc. (1991), to assess the organizations culture and to design cross-cultural awareness training. Additionally, a County-wide Diversity Committee was established (1993) to coordinate and promote diversity throughout the organization; and departmental committees were established to advise their department's on diversity concerns. Under Gladys's leadership Managers of Color and Glee became the first affinity groups organized to address specific diversity issues of the group. Upon her passing from office, both Hank Miggins (Interim Chair) and Beverly Stein (Elected Chair) maintained the programs of diversity as a county value. Sara Martin, Training Coordinator, assumed major responsibility in coordinating the county's diversity training efforts.

In June of 2002, Multnomah County Chair Diane Linn launched a Diversity Initiative to promote diversity, prevent and eliminate discriminatory barriers, and to implement strategies that ensure equity of access and opportunity for all who seek services, employment, and contractual/business relationships with Multnomah County government. An Office of Diversity, Equity and Affirmative Action was established to coordinate the county's diversity strategies and efforts. Key drivers behind the effort were Cecila Johnson (then Director of the Department of Business and Community Services); Iris DeGruy-Bell (Senior Policy Consultant); and April Lewis (Director of the Office of Diversity).

On June 5, 2008, Multnomah County Chair Ted Wheeler issued a memorandum regarding Countywide Employee Survey that went out in January, 2008 with a 34.4% employee response rate; noting that several hundred survey respondents indicated they had witnessed or experience harassing or discriminatory behaviors which meant that much work was needed in this area. Thus, the Diversity Office was re-established to address this and other diversity issues of the organization.



The Office

The Office of Diversity and Equity provides dedicated leadership for county diversity. The office will set, measure, and accomplish the Chair's diversity goals and will ensure that his Equity initiatives and other county-wide plans are articulated and implemented.

The purpose of the re-structured Diversity and Equity Office is to promote inclusiveness, champion multi-dimensional diversity strategies and best practices to strengthen diversity results and outcomes. The Office will accomplish this by identifying issues and eliminating barriers, strengthening internal partnerships, improving program quality and consistency, enhancing stakeholders' voluntary compliance, and improving various administrative processes.

Affirmative Action/EEO

The foundation of our work is the development of the county's affirmative action plan; assuring compliance with changing and developing laws and regulations creating protected classes or issues (ADA, sexual orientation, harassment, retaliation, and gender identity, as examples); guiding the organization on compliance (EEO-4 Reporting, grants documentation, compliance strategies, etc.); and monitoring performance for progress and continuing challenges. The most recent affirmative action plan is located on the MINT at the Office of Diversity and Equity website under reports.

Each department and office of the county is directed to develop compliance strategies that will bring them into compliance with the intention of Multnomah County's adopted Affirmative Action Plan 2007-2009, Resolution No. 07-072. The following organizations are in compliance with this mandate:

- a. Department of County Management
- b. Department of Community Justice
- c. Department of Health
- d. Department of Human Services
- e. Multnomah County Library
- f. Department of Community Services
- g. Sheriff's Office
- h. District Attorney's Office

Employee Network Groups

Employee involvement is at the core to implementing the county's diversity strategies. The ODE currently oversees and supports the work of four Employee Network Groups.

1. **Employees of Color (EOC)** is open to all Multnomah County employees; however, the group's primary focus is 'employees of color' with the desire to have a peaceable and equitable working environment. EOC works at educating employees about various cultures as well as resolving conflict within the organization as it relates to diversity. This creates an empathetic atmosphere which allows employees to better serve the diverse consumers of services.

EOC Chair: Mary Jo Thomas

mary.j.thomas@co.multnomah.or.us

2. **Managers of Color (MOC)** is an affinity group which works to improve the work environment, to support managers of color, and to enhance cultural diversity in Multnomah County. The group's purpose is to facilitate, assist, support, and actively participate in and maintain cultural diversity and cultural competence in Multnomah County. This is done by providing input and making recommendations to the Multnomah County Chair, Board of County Commissioners, County management, and staff regarding employment, policy, budget, and service issues affecting people of culturally diverse backgrounds.

Co-Chairs: Truls Neal truls.neal@co.multnomah.or.us

Carolyn L Edgett carolyn.l.edgett@co.multnomah.or.us

3. **Pride, Respect, and Integrity for Sexual Minorities (PRISM)** is an open and inclusive organization that represents LGBTQ employees and their allies: PRISM is a Multnomah County Employee Network Group consisting of dynamic individuals from

many different backgrounds and disciplines who encourage Lesbian, Gay, Bisexual, Transgender, Queer and Questioning (LGBTQQ) employees and their allies to share in their diversity. Participation with PRISM is open to all and PRISM welcomes everyone to get involved.

Chair: Rodney Gibbs rodney.b.gibbs@co.multnomah.or.us
PRISM web page

4. **Vital Aging Network** is open to all Multnomah County employees (current and retired), who are interested in joining a network of employees to focus on (1) issues affecting older employees/retirees in the County workplace, (2) work opportunities at the County, and (3) multigenerational workplace issues.

Contact: Carol Ford carol.m.ford@co.multnomah.or.us

Diversity Advisory Council

The Chair's Diversity Advisory Council was convened for the first time February 10, 2009. The Council advises the Chair and the Office of Diversity and Equity on County policies that have implications for diversity and equity in the County organization and in our community. Lorenzo Poe and Chair Wheeler serve as co-chairs, with membership representing a cross section of County constituents.

From the Diversity Advisory Team (DAC) Charter: *DAC will provide guidance, consultation, and advice to the Multnomah County Chair and the Office of Diversity and Equity (ODE) to ensure that the policies and practices of*

Multnomah County are consistent with the Chair's goals of creating and sustaining a diverse organization based on the principles of inclusion, equity, and cultural competence. DAC will also advise the Chair on ensuring civic engagement and demonstrating regional leadership in creating a more equitable community.

ACCOMPLISHMENTS 2008-2009
BASED ON FIRST YEAR OBJECTIVES

1. Re-Creation of the Office of Diversity and Equity (ODE):
 - Established team and in process of hiring staff to manage data needs of the office and organization.
 - The Office's MINT-site has been updated with current information regarding staffing and operational information.
 - First year objectives have been established for operational results.
2. Create and Support County-wide Diversity Advisory Council to Advise County Chair and ODE:
 - County-wide Diversity Council established with operational ground rules and general work plan for meeting and working on issues.
 - Group created first strategies for addressing layoffs, performance and employment.
3. Manage Operations of Employee Network Groups:
 - Established operational procedure to guide, establish, and coordinate employee network groups.
 - Established allocation and monitor budgets for employee network groups.
 - Established accountability and reporting requirements for group accountability.
 - Assigned liaisons from the office to the employee network groups.
4. Affirmative Action Program
 - Operationally moved function into Diversity Office
 - Provide data and reporting to departments, organization, and grantees as needed.
 - Provide consultation to the organization on EEO/AA related issues, including assignments of occupational and EEO Job Group codes.

5. Multi-Jurisdiction Diversity Conference

- Delivered a Multi-Jurisdiction Diversity Conference in 2008, involving multiple jurisdictions, with up to 900 participants, and evaluations up to 90% on effectiveness.
- New participants included METRO, Clark County, and Portland Development Commission.
- Conference provided over 27 workshops covering a variety of diversity subjects.
- An Executive Session was presented on “How to Use an Equity Lens in Policy and Decision Making,” with roughly 65 leaders in attendance.

6. ADA Grievance Procedures/Policy

- Administrative Procedures for handling grievances under the ADA have been re-written as an update and to bring the procedure into current audit requirements.
- Assisted in reviewing and writing additions to Risk Management’s Administrative Rules regarding Animals on Multnomah County Premises.

7. Departmental Diversity Progress

- All Departments and Offices have completed compliance strategies, as required by Multnomah County’s Affirmative Action Plan.
- Departments have prepared “Recruitment and Hiring Practices Reports,” round one and two identifying areas of focus and performance.

8. Diversity Office Partnerships

- The Diversity Office has establish relationships with the City of Portland, Clackamas County, and Clark County’s diversity offices to identify best practices, identifying common challenges and expanding understanding around various diversity components.

9. Grant Compliance

- Assisted the DA's Office, the Sheriff's Office, and the Department of Community Justice with an U.S. Department of Justice Grant
- Assisted Health Department in responding to audit from the State of Oregon, regarding ADA grievance procedures.

10. Contracting

- Created Affirmative Action Compliance Plan model for contractors.

KEY EMPLOYEE DEMOGRAPHIC FINDINGS (SNAP-SHOT)
July 1, 2008 – December 31, 2008
(Most current information available for county-wide review)

County Workforce

During the covered reporting period, 4,710 regular full-time/part-time employees worked for the county.

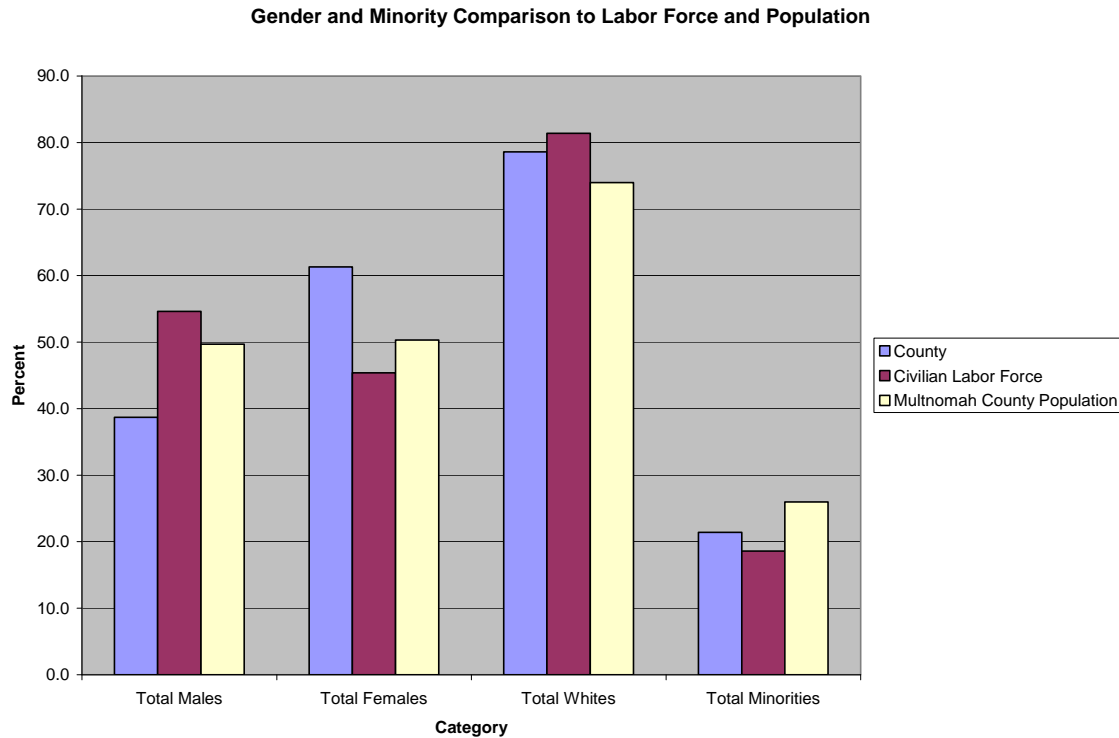
County workforce breakdown:

	County (4710)	Civilian Labor Force*	Multnomah County Population^
Total Males	1823 (38.7%)	54.6%	49.7%
Total Females	2887 (61.3%)	45.4%	50.3%
Total Whites	3702 (78.6%)	81.4%	74.0%
Total Minorities	1008 (21.4%)	18.6%	26.0%

* Civilian Labor Force is the labor pool for county employees. From State of Oregon 2002 estimates (PMSA, Oregon portion).

^ Population is the population of the county's service area. From U.S. Census Bureau QuickFacts, 2007 estimates (Multnomah County).

- The county's percentage of female employees was higher than both the civilian labor force and the county's general population.
- The county's percentage of male employees was lower the percentages in the civilian labor force.
- The county's minority workforce was above the percentage in the civilian labor force by 2.8%, but below the population by 4.6%.
- Conversely, the percentages for whites are below the civilian labor force by 2.8 but above the population by 4.6%.



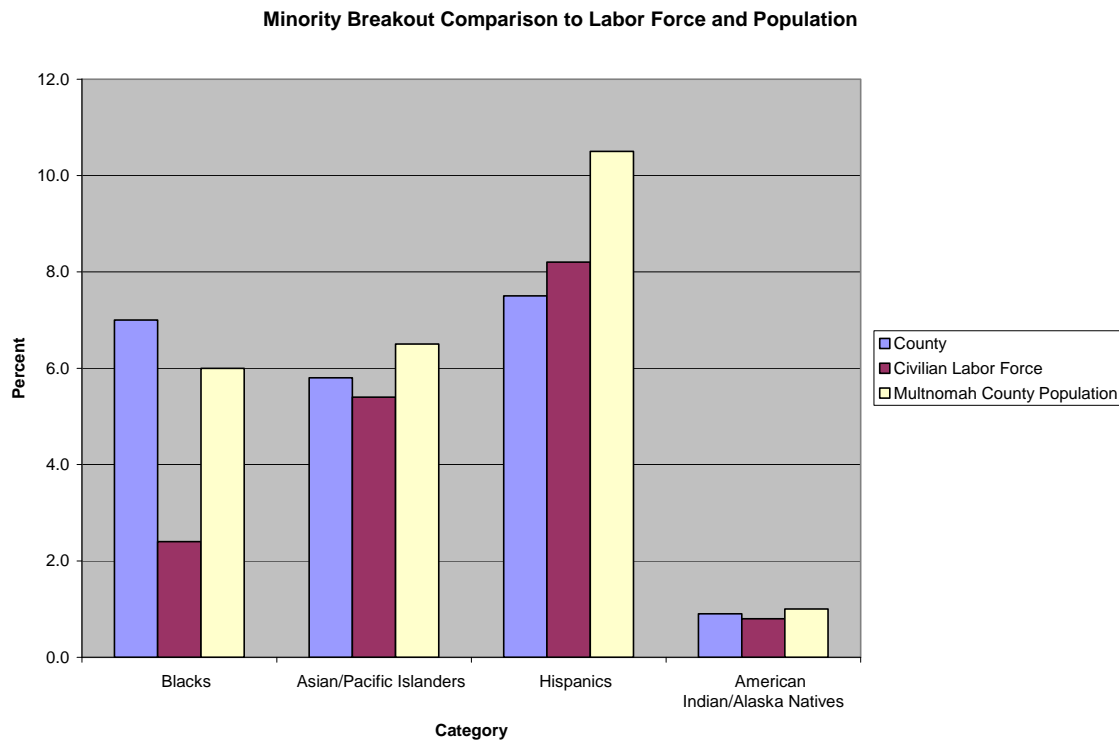
Specific racial comparisons:

	County (4710)	Civilian Labor Force*	Multnomah County Population^
Total Whites	3702 (78.6%)	81.4%	74.0%
Total Minorities	1008 (21.4%)	18.6%	26.0%
Blacks	330 (7.0%)	2.4%	6.0%
Asian/Pacific Islanders	271 (5.8%)	5.4%	6.5%
Hispanics	353 (7.5%)	8.2%	10.5%
American Indian/Alaska Natives	42 (0.9%)	0.8%	1.0%
Two or more races	unknown	1.8%	2.0%
Other	12 (0.3%)		

* Civilian Labor Force is the labor pool for county employees. From State of Oregon 2002 estimates (PMSA, Oregon portion)

^ Population is the population of the county's service area. From State of Oregon 2002 estimates (Multnomah County)

- Note that U.S. Census race breakouts for labor force and population are White only-not Hispanic, Black only-not Hispanic, American Indian only-not Hispanic, Asian only-not Hispanic, Pacific Islander only-not Hispanic, Two or more races-not Hispanic, and Hispanic.
- Affirmative action has contributed to positive change in making the county's workforce more diverse and representative of labor market availability. This change, as revealed by workforce data from July 1, 2008 – December 31, 2008 is incremental. These annual incremental change does result in significant changes over time when departments focus on the long-range goal of labor market parity and creatively and consistently implement their compliance strategies year after year.
- Employees falling into the "two or more" races category is unknown since the county has not collected this information.



- Blacks have higher representation in the county workforce than in both the Civilian Labor Force and the County Population.
- Asian/Pacific Islanders have higher representation in the county workforce than in the Civilian Labor Force but lower than in the County Population.
- Hispanics have lower representation in the county workforce than in both the Civilian Labor Force and the County Population.
- American Indian/Alaska Natives have higher representation in the county workforce than in the Civilian Labor Force, but lower representation than in the County Population.

Staffed Units

Multnomah County had a total of 82 staffed units, of which 55 were staffed with 10 or more employees.

Number of units that include females and minorities:

	82 total units	55 units with 10+ employees
Total Females	81 (98.8%)	55 (100%)
Total Minorities	68 (82.9%)	54 (98.2%)
Blacks	55 (67.1%)	48 (87.3%)
Asian/Pacific Islanders	57 (69.5%)	49 (89.1%)
Hispanics	50 (61.0%)	47 (85.5%)
American Indian/Alaska Natives	23 (28.1%)	21 (38.2%)
Other	9 (11.0%)	9 (16.4%)

- One unit of 82 had no female employees, and 13 units had no minority employees.
- American Indian/Alaska Natives had the lowest level of representation, with only 23 of 82 units including American Indian/Alaska Natives employees.

Utilization and Hiring Goal %s

Underutilization among the 27 EEO-job group categories utilized by Multnomah County, using the 80% Rule, existed in job group categories as follows:

Protected Group	# of Categories with Underutilization
Total Females	7*
Total Minorities	2
Blacks	6
Asian/Pacific Islanders	8
Hispanics	3
American Indian/Alaska Natives	26*

- The only job group in which American Indian/Alaska Natives are not underutilized is Senior-Level Maintenance.

* Statistically significant underutilization

Protected Group	Job Groups with Statistically Significant Underutilization	Hiring Goal %
Females	Entry Level Official	27%
American Indian/Alaska Natives	Mid Level Management	4%
American Indian/Alaska Natives	Senior Level Professionals	4%
American Indian/Alaska Natives	Mid Level Professionals	4%
American Indian/Alaska Natives	Entry Level Technician	4%
American Indian/Alaska Natives	Mid Level Management	3%
American Indian/Alaska Natives	Mid Level Support	4%
American Indian/Alaska Natives	Mid Level Clerical	5%

Note: Hiring goal percents are the rates of hire we would like to reach for the indicated protected groups in the indicated job group categories. The goal percents are based on 2000 U.S. Census data (labor force availability.)

- Females are statistically significantly underutilized in the Entry-Level Official category.
- American Indian/Alaska Natives are statistically significantly underutilized in seven job categories.

Hires

A total of 241 new hires and rehires took place during the covered period.

Breakdown of new hires and rehires:

	County (241)	Labor Force Availability *
Total Males	77 (31.9%)	54.6%
Total Females	164 (68.1%)	45.4%
Total Whites	180 (74.7%)	81.4%
Total Minorities	61 (25.3%)	18.6%
Blacks	22 (9.1%)	2.4%
Asian/Pacific Islanders	14 (5.8%)	5.4%
Hispanics	19 (7.9%)	8.2%
American Indian/Alaska Natives	2 (0.8%)	0.8%
Other	4 (1.7%)	1.8%

* State of Oregon 2002 estimates. (Civilian Labor Force from PMSA, Oregon portion)

- The County's percentage of hiring was above labor force availability for both females and total minorities, representing positive recruitment efforts to diversify the workforce.
- Hiring of Hispanics is slightly lower than civilian labor force availability.

Terminations

A total of 152 employees terminated their employment with Multnomah County during the covered period.

Breakdown of terminations:

Terminations (152)	
Total Males	48 (31.6%)
Total Females	104 (68.4%)
Total Whites	111 (73.0%)
Total Minorities	41 (27.0%)
Blacks	11 (7.2%)
Asian/Pacific Islanders	12 (7.9%)
Hispanics	14 (9.2%)
American Indian/Alaska Natives	4 (2.6%)
Other	0

- These percentages have been fairly consistent over the various reporting periods and over time may erode minority gains, since the termination percentage is above the workforce representation from the various groups.

Breakdown of terminations by reason. Voluntary and Involuntary reasons sorted from highest to lowest by Total:

Reason	Total	Total Female	Total Minorities	Black	Asian	Hispanic	Indian	Other
Total	152	104	41	11	12	14	4	0
Total Voluntary	121	83	28	8	8	9	3	0
% Voluntary	79.6%	79.8%	68.3%	72.7%	66.7%	64.3%	75.0%	0.0%
V-Other Employment	38	23	13	5	2	5	1	0
V-Retirement (reg. or disab)	38	22	2	1	1	0	0	0
V-Other Voluntary Resignation	25	20	8	2	2	2	2	0
V-School	12	10	4	0	2	2	0	0
V-Personal Health	3	3	1	0	1	0	0	0
V-Permanent Disability	2	2	0	0	0	0	0	0
V-Family Demands-Staying Home	2	2	0	0	0	0	0	0
V-Death	1	1	0	0	0	0	0	0
Total Involuntary	27	18	12	3	4	4	1	0
% Involuntary	17.8%	17.3%	29.3%	27.3%	33.3%	28.6%	25.0%	0.0%
I-Prob Dis/Dischg/Invol Resig	15	13	8	1	4	2	1	0
I-Layoff/Position Eliminated	5	2	3	2	0	1	0	0
I-End Temp/On-Call/Limitd Dur	3	1	0	0	0	0	0	0
I-Failed Background Check	2	1	0	0	0	0	0	0
I-Performance Exp. Not Met	1	1	1	0	0	1	0	0
I-Other Invol. Termination	1	0	0	0	0	0	0	0
Other								
28 Look in File - further info.	3	2	1	0	0	1	0	0
30 Probationary - Layoff	1	1	0	0	0	0	0	0

- The common reasons for total voluntary terminations were Other Employment and Retirement; and Other Voluntary Resignation.
- The most common reason for total involuntary terminations was Problem Discipline/Discharge/Involuntary Resignation.
- The most common reasons for Total Female voluntary terminations were Other Employment and Retirement.
- The most common reason for Total Female involuntary terminations was Problem Discipline/Discharge/Involuntary Resignation.

- The most common reasons for Total Minority voluntary terminations were Other Employment and Other Voluntary Resignation.
- The most common reason for Total Minority involuntary terminations was Problem Discipline/Discharge/Involuntary Resignation.
- Asian/Pacific Islanders were the minority group with the highest number of Problem Discipline/Discharge/Involuntary Resignation involuntary terminations.

Net Effect of Hires and Terminations

Net gains or losses from hires and terminations during covered period:

	Hires (241)	Terms (152)	Net gain or loss
Total Males	77 (31.9%)	48 (31.6%)	+29
Total Females	164 (68.1%)	104 (68.4%)	+60
Total Whites	180 (74.7%)	111 (73.0%)	+69
Total Minorities	61 (25.3%)	41 (27.0%)	+20
Blacks	22 (9.1%)	11 (7.24%)	+11
Asian/Pacific Islanders	14 (5.8%)	12 (7.89%)	+2
Hispanics	19 (7.9%)	14 (9.21%)	+5
American Indian/Alaska Natives	2 (0.8%)	4 (2.63%)	-2
Other	4 (1.7%)	0	+4

- The highest gains were among Whites and Total Females (white females included in both counts).
- American Indian/Alaska Natives showed a net loss of 2 employees over the covered period.

Promotions

There were 61 promotional opportunities during the covered period.

Breakdown of promotions:

Promotions (61)	
Total Males	22 (36.1%)
Total Females	39 (63.9%)
Total Whites	46 (75.4%)
Total Minorities	15 (24.6%)
Blacks	4 (6.6%)
Asian/Pacific Islanders	4 (6.6%)
Hispanics	6 (9.8%)
American Indian/Alaska Natives	1 (1.6%)
Other	0

- The highest percentage of promotions was among Whites and Total Females (white females included in both counts).
- Among minority groups, Hispanics had the highest percentage of promotions, with Native Americans/Alaska Natives having the lowest.

KEY DEPARTMENTAL FINDINGS
Based on FY 2007-2008 Data
(Most current full year data available for department review)

Principle Accountabilities

Each department and office of the county is directed to develop compliance strategies that will bring them into compliance with the intention of Multnomah County's adopted Affirmative Action Plan 2007-2009, Resolution No. 07-072. The following organizations are in compliance with this mandate:

- i. Department of County Management
- j. Department of Community Justice
- k. Department of Health
- l. Department of Human Services
- m. Multnomah County Library
- n. Department of Community Services
- o. Sheriff's Office
- p. District Attorney's Office

Department Overview

Representation Summary[†]

	DCM	DCJ	Health	DHS	Library	DCS	DA	SO	Civilian Labor Force*	Multnomah County Population [^]
Total employees during covered period*	530	541	889	626	553	213	220	780		
Total Males	267 (50.4%)	190 (35.1%)	181 (20.4%)	155 (24.8%)	149 (26.9%)	143 (67.1%)	75 (34.1%)	544 (69.7%)	54.6%	49.7%
Total Females	263 (49.6%)	351 (64.9%)	708 (79.6%)	471 (75.2%)	404 (73.1%)	70 (32.9%)	145 (65.9%)	236 (30.3%)	45.4%	50.3%
Total Whites	440 (83.0%)	385 (71.2%)	596 (67.0%)	491 (78.4%)	485 (87.7%)	176 (82.6%)	187 (85.0%)	669 (85.8%)	81.4%	74.0%
Total Minorities	90 (17.0%)	156 (28.8%)	293 (33.0%)	135 (21.6%)	68 (12.3%)	37 (17.4%)	33 (15.0%)	111 (14.2%)	18.6%	26.0%
Blacks	26 (4.9%)	75 (13.8%)	65 (7.31%)	54 (8.6%)	9 (1.6%)	7 (3.3%)	12 (5.4%)	54 (6.9%)	2.4%	6.0%
Asian/Pacific Islanders	39 (7.4%)	31 (5.7%)	73 (8.21%)	36 (5.8%)	27 (4.9%)	11 (5.2%)	14 (6.4%)	25 (3.2%)	5.4%	6.5%
Hispanics	19 (3.6%)	37 (6.8%)	144 (16.2%)	39 (6.2%)	27 (4.9%)	13 (6.1%)	6 (2.7%)	31 (4.0%)	8.2%	10.5%
American Indian/Native Alaskans	5 (0.9%)	9 (1.7%)	7 (0.79%)	6 (1.0%)	5 (0.9%)	5 (2.4%)	0	1 (0.1%)	0.8%	1.0%
Other	1 (0.2%)	4 (0.7%)	4 (0.45%)	0	0	1 (0.5%)	1 (0.4%)	0		

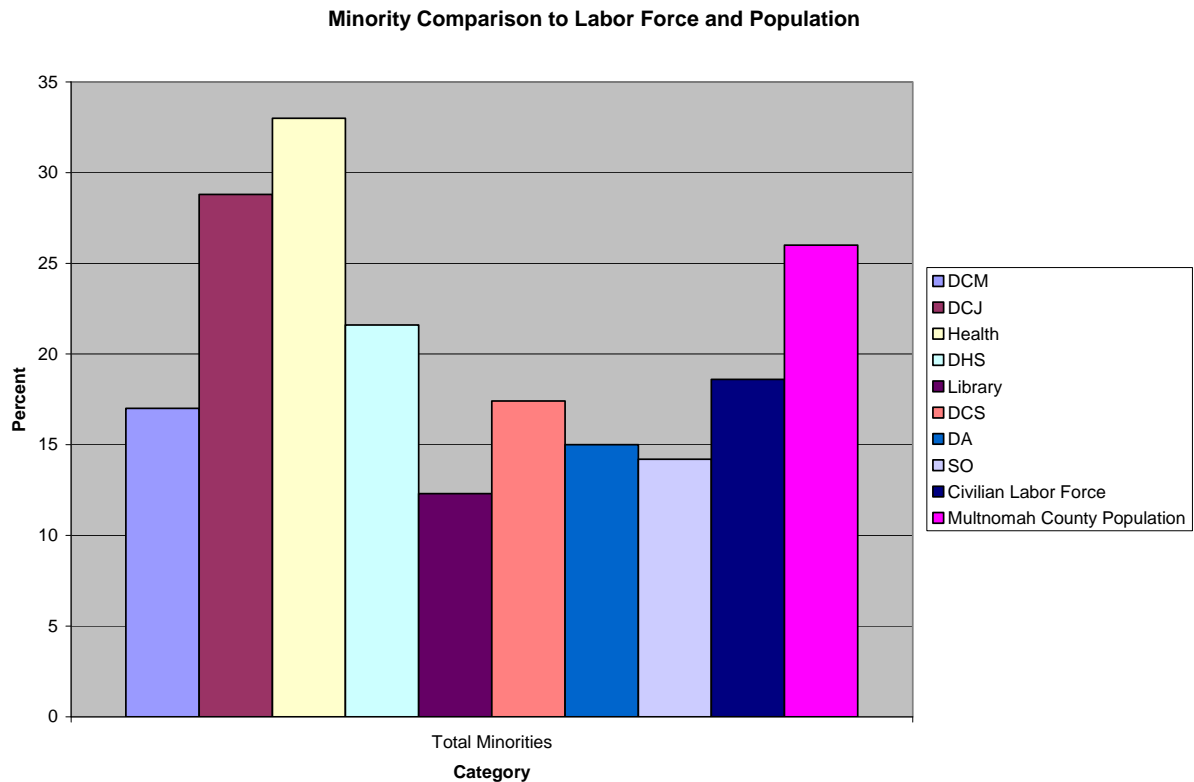
* Civilian Labor Force is the labor pool for county employees. From State of Oregon 2002 estimates (PMSA, Oregon portion)

[^] Population is the population of the county's service area. From State of Oregon 2002 estimates (Multnomah County)

[†]Note that department totals include employees who transferred or were promoted from one department to another during the covered period.



- Six departments have Total Female representation above the Civilian Labor Force.
- The two departments with female representation below the labor force are DCS and MCSO.
- Five departments have representation above the County Population.
- The three departments with female representation below the population are DCM, DCS, and MCSO.



- Three departments have minority representation at or above the Civilian Labor Force and Multnomah County Population.
- The five departments with lower representation are DCM, Library, DCS, DA, and MCSO.

Female and Minority Representation Department Summary

- DCJ, Health, and DHS have female and minority representation at or above the Civilian Labor Force and County Population.
- DA and Library minority representation is less than both the labor force and the population.
- DCM female representation is less than the population, and minority representation is less than both labor force and population.
- DCS and MCSO female and minority representation are below both the labor force and the population.

Highest Representation

	Highest #	Highest %
Total Males	SO (544)	SO (69.7%), DCS (67.1%)
Total Females	Health (708)	Health (79.6%), DHS (75.2%)
Total Whites	SO (669)	Library (87.7%), SO (85.8%)
Total Minorities	Health (293)	Health (33.0%), SCJ (28.8%)
Blacks	DCJ (75)	DCJ (13.8%)
Asian/Pacific Islanders	Health (73)	Health (8.2%)
Hispanics	Health (144)	Health (16.2%)
American Indian/Alaska Natives	DCJ (9)	DCS (2.4%)
Other	DCJ (4)	DCJ (0.7%)

Lowest Representation

	Lowest #	Lowest %
Total Males	DA (75)	Health (20.4%)
Total Females	DCS (70)	SO (30.3%), DCS (32.9%)
Total Whites	DCS (176)	Health (67.0%)
Total Minorities	DA (33)	Library (12.3%), SO (14.2%), DA (15.0%)
Blacks	DCS (7)	Library (1.6%), DCS (3.3%)
Asian/Pacific Islanders	DCS (11)	SO (3.2%)
Hispanics	DA (6)	DA (2.7%)
American Indian/Alaska Natives	DA (0)	DA (0), SO (0.1%)
Other	DHS, Library, SO (0)	DHS, Library, SO (0)

Utilization Department Summary

Number of EEO Job Groups within each department with underutilization of females and minorities.

	DCM	DCJ	Health	DHS	Library	DCS	DA	MCSO
# EEO Job Groups in Department	21	16	20	15	12	19	14	18
Total Females	9	3	3	2	1	10*	3	8*
Total Minorities	2	5	3	4	6	8	7	11
Blacks	10	5	6	6	8	12	7	11
Asian/Pacific Islanders	12	11	7	7	8	11	8	12
Hispanics	12	9	6	6	8	12	12	13
American Indian/Alaska Natives	18*	12*	20*	14*	11*	15	0	18*

***Statistically significant underutilization**

- Statistically significant underutilization exists for females in two departments: DCS and MCSO
- Statistically significant underutilization exists for minorities, specifically, American Indian/Alaska Natives, in six departments: DCM, DCJ, Health, DHS, Library, and MCSO.

Department of County Management

Workforce

During the covered reporting period, 530 regular full-time/part-time employees worked in this department.

	Department (530)	Civilian Labor Force*	Multnomah County Population^
Total Males	267 (50.4%)	54.6%	49.7%
Total Females	263 (49.6%)	45.4%	50.3%
Total Whites	440 (83.0%)	81.4%	74.0%
Total Minorities	90 (17.0%)	18.6%	26.0%
Blacks	26 (4.9%)	2.4%	6.0%
Asian/Pacific Islanders	39 (7.4%)	5.4%	6.5%
Hispanics	19 (3.6%)	8.2%	10.5%
American Indian/Alaska Natives	5 (0.9%)	0.8%	1.0%
Other	1 (0.2%)		

* Civilian Labor Force is the labor pool for county employees. From State of Oregon 2002 estimates (PMSA, Oregon portion)

^ Population is the population of the county's service area. From State of Oregon 2002 estimates (Multnomah County)

- Note that U.S. Census race breakouts for labor force and population are White only-not Hispanic, Black only-not Hispanic, American Indian only-not Hispanic, Asian only-not Hispanic, Pacific Islander only-not Hispanic, Two or more races-not Hispanic, and Hispanic.
- The percentage of minority employees in this department is slightly below the civilian labor force (17.0% vs. 18.6%), due mainly to the low percentage of Hispanics in comparison to the labor force (3.6% vs. 8.2%).

Staffed Units

The department had a total of 9 staffed units. All 9 were staffed with 10 or more employees.

Number of units that include females and minorities:

	9 total units	9 units with 10+ employees
Total Females	9 (100%)	9 (100%)
Total Minorities	9 (100%)	9 (100%)
Blacks	9 (100%)	9 (100%)
Asian/Pacific Islanders	8 (88.9%)	8 (88.9%)
Hispanics	7 (77.8%)	7 (77.8%)
American Indian/Alaska Natives	3 (33.3%)	3 (33.3%)
Other	1 (11.1%)	1 (11.1%)

- Females and minorities were represented in all staffed units.
- American Indian/Alaska Natives had the lowest representation, found in only 3 of the 9 units.

Utilization and Hiring Goal %s

Underutilization within the 21 job group categories included in this department, using the 80% Rule, existed in job group categories as follows:

Protected Group	# Groups with Underutilization
Total Females	9
Total Minorities	2
Blacks	10
Asian/Pacific Islanders	12
Hispanics	12
American Indian/Alaska Natives	18*

- Non-statistically significant underutilization occurred for Asian/Pacific Islanders and Hispanics in nearly half of the job group categories.
- Non-statistically significant underutilization occurred for American Indian/Alaska Natives in nearly all job group categories (18 of 21).

* Statistically significant underutilization

Protected Group	Job Groups with Statistically Significant Underutilization	Hiring Goal %
American Indian/Alaska Natives	Senior Level Professionals	4%
American Indian/Alaska Natives	Mid Level Professionals	4%

Note: Hiring goal percents are the rates of hire we would like to reach for the indicated protected groups in the indicated job group categories. The goal percents are based on 2000 U.S. Census data (labor force availability.)

- A hiring goal of 4% for Mid- and Senior-Level Professionals is indicated for American Indian/Alaska Natives.

Hires and Terminations

Hires

A total of 44 new hires and rehires took place during the covered period.

Terminations

A total of 39 employees terminated their employment in this department during the covered period.

Net Effect of Hires and Terminations (exclusive of promotions and transfers to/from department)

Net gains or losses from hires and terminations during covered period:

	Hires (44)	Terms (39)	Net gain or loss
Total Males	22 (50%)	18 (46.1%)	+4
Total Females	22 (50%)	21 (53.9%)	+1
Total Whites	38 (86.4%)	32 (82.0%)	+6
Total Minorities	6 (13.6%)	7 (18.0%)	-1
Blacks	1 (2.3%)	3 (7.7%)	-2
Asian/Pacific Islanders	1 (2.3%)	3 (7.7%)	-2
Hispanics	3 (6.8%)	1 (2.6%)	+2
American Indian/Alaska Natives	0	0	0
Other	1 (2.3%)	0	+1

- Total females had a net gain of 1 employee, while Total Minorities had a net loss of one employee.
- Among Minorities, net losses occurred for Blacks and Asian/Pacific Islanders.

Breakdown of terminations by reason. Voluntary and Involuntary reasons sorted from highest to lowest by Total:

Reason	Total	Total Female	Total Minorities	Black	Asian	Hispanic	Indian	Other
Total	39	21	7	3	3	1	0	0
Total Voluntary	35	18	6	1	2	1	0	0
% Voluntary	89.7%	85.7%	85.7%	33.3%	66.7%	100.0%	0.0%	0.0%
V-Other Employment	15	6	3	0	2	1	0	0
V-Retirement (reg. or disab)	11	7	1	1	0	0	0	0
V-Other Voluntary Resignation	7	4	2	0	0	0	0	0
V-Death	1	0	0	0	0	0	0	0
V-School	1	1	0	0	0	0	0	0
Total Involuntary	4	3	2	2	0	0	0	0
% Involuntary	10.3%	14.3%	28.6%	66.7%	0.0%	0.0%	0.0%	0.0%
I-Prob Dis/Dischg/Invol Resig	3	2	1	1	0	0	0	0
I-Other Invol. Termination	1	1	1	1	0	0	0	0

- The most common reasons for Total Female voluntary terminations were Retirement and Other Employment.
- The most common reason for Total Female involuntary terminations was Problem Discipline/Discharge/Involuntary Resignation.
- The most common reason for Total Minority terminations was Other Employment.

Promotions

There were 10 promotional opportunities during the covered period.

Breakdown of promotions:

Promotions (10)	
Total Males	4 (40.0%)
Total Females	6 (60.0%)
Total Whites	7 (70.0%)
Total Minorities	3 (30.0%)
Blacks	2 (20.0%)
Asian/Pacific Islanders	0
Hispanics	1 (10.0%)
American Indian/Alaska Natives	0
Other	0

- There were no promotions among Asian/Pacific Islanders or American Indian/Alaska Natives.

Department Strategies

Key strategies for the department include – targeting recruitments to correct underutilization; analyzing applicant flow data; and a quality improvement project of establishing a diversity committee for the department. The department has also provided key support for the City/County Diversity Conference. Note: Diversity is not consistent across all divisions.

Department of Community Justice

Workforce

During the covered reporting period, 541 regular full-time/part-time employees worked in this department.

	Department (541)	Civilian Labor Force*	Multnomah County Population^
Total Males	190 (35.1%)	54.6%	49.7%
Total Females	351 (64.9%)	45.4%	50.3%
Total Whites	385 (71.2%)	81.4%	74.0%
Total Minorities	156 (28.8%)	18.6%	26.0%
Blacks	75 (13.8%)	2.4%	6.0%
Asian/Pacific Islanders	31 (5.7%)	5.4%	6.5%
Hispanics	37 (6.8%)	8.2%	10.5%
American Indian/Alaska Natives	9 (1.7%)	0.8%	1.0%
Other	4 (0.7%)		

* Civilian Labor Force is the labor pool for county employees. From State of Oregon 2002 estimates (PMSA, Oregon portion)

^ Population is the population of the county's service area. From State of Oregon 2002 estimates (Multnomah County)

- Note that U.S. Census race breakouts for labor force and population are White only-not Hispanic, Black only-not Hispanic, American Indian only-not Hispanic, Asian only-not Hispanic, Pacific Islander only-not Hispanic, Two or more races-not Hispanic, and Hispanic.
- The department percentages of Total Females and Total Minorities were higher than the civilian labor force.
- Among minorities, the percentage of Blacks in the department is much higher than in the civilian labor force.

Staffed Units

The department had a total of 17 staffed units, of which 9 were staffed with 10 or more employees.

Number of units that include females and minorities:

	17 total units	9 units with 10+ employees
Total Females	16 (94.1%)	9 (100%)
Total Minorities	12 (70.6%)	8 (88.9%)
Blacks	10 (58.9%)	8 (88.9%)
Asian/Pacific Islanders	8 (47.1%)	7 (77.8%)
Hispanics	7 (41.2%)	7 (77.8%)
American Indian/Alaska Natives	6 (35.3%)	5 (55.6%)
Other	3 (17.7%)	2 (22.2%)

- Not all units are staffed with Females or Minorities.
- Minorities are included in 100% of the 9 units with 10 or more employees.

Utilization and Hiring Goal %s

Underutilization within the 16 job group categories included in this department, using the 80% Rule, existed in job group categories as follows:

Protected Group	# Groups with Underutilization
Total Females	3
Total Minorities	5
Blacks	5
Asian/Pacific Islanders	11
Hispanics	9
American Indian/Alaska Natives	12*

- Non-statistically significant underutilization occurred for three-quarters of job groups (12 of 16) for American Indian/Alaska Natives.

* Statistically significant underutilization

Protected Group	Job Groups with Statistically Significant Underutilization	Hiring Goal %
American Indian/Alaska Natives	Senior Level Professionals	4%

Note: Hiring goal percents are the rates of hire we would like to reach for the indicated protected groups in the indicated job group categories. The goal percents are based on 2000 U.S. Census data (labor force availability.)

- A hiring goal of 4% for Senior-Level Professionals is indicated for American Indian/Alaska Natives.

Hires and Terminations

Hires

A total of 31 new hires and rehires took place during the covered period.

Terminations

A total of 24 employees terminated their employment in this department during the covered period.

Net Effect of Hires and Terminations (exclusive of promotions and transfers to/from department)

Net gains or losses from hires and terminations during covered period:

	Hires (31)	Terms (24)	Net gain or loss
Total Males	4 (12.9%)	9 (37.5%)	-5
Total Females	27 (87.1%)	15 (62.5%)	+12
Total Whites	23 (74.2%)	18 (75.0%)	+5
Total Minorities	8 (25.8%)	6 (25.0%)	+2
Blacks	3 (9.7%)	3 (12.5%)	0
Asian/Pacific Islanders	1 (3.2%)	2 (8.3%)	-1
Hispanics	4 (12.9%)	0	+4
American Indian/Alaska Natives	0	1 (4.2%)	-1
Other	0	0	0

- Total Females had a net gain of 12 employees over the covered period.

- Total Minorities had a net gain of 2 employees over the covered period.
- Asian/Pacific Islanders and American Indian/Alaska Natives each had a net loss of 1 employee.

Breakdown of terminations by reason. Voluntary and Involuntary reasons sorted from highest to lowest by Total:

Reason	Total	Total Female	Total Minorities	Black	Asian	Hispanic	Indian	Other
Total	24	15	6	3	2	0	1	0
Total Voluntary	18	10	5	2	2	0	1	0
% Voluntary	75.0%	66.7%	83.3%	66.7%	100.0%	0.0%	100.0%	0.0%
V-Retirement (reg. or disab)	7	5	1	0	1	0	0	0
V-Other Voluntary Resignation	5	3	1	1	0	0	0	0
V-Other Employment	4	2	2	0	1	0	1	0
V-Family Demands-Staying Home	1	0	1	1	0	0	0	0
V-School	1	0	0	0	0	0	0	0
Total Involuntary	6	5	1	1	0	0	0	0
% Involuntary	25.0%	33.3%	16.7%	33.3%	0.0%	0.0%	0.0%	0.0%
I-Prob Dis/Dischg/Invol Resig	4	4	1	1	0	0	0	0
I-End Temp/On-Call/Limitd Dur	1	0	0	0	0	0	0	0
I-Policy Violation	1	1	0	0	0	0	0	0

- The most common reason for Total Female voluntary terminations was Retirement.
- The most common reason for Total Female involuntary terminations was Problem Discipline/Discharge/Involuntary Resignation.
- The most common reason for Total Minority voluntary terminations was Other Employment.

Promotions

There were 14 promotional opportunities during the covered period.

Breakdown of promotions:

Promotions (14)	
Total Males	5 (37.7%)
Total Females	9 (64.3%)
Total Whites	9 (64.3%)
Total Minorities	5 (35.7%)
Blacks	2 (14.3%)
Asian/Pacific Islanders	1 (7.1%)
Hispanics	2 (14.3%)
American Indian/Alaska Natives	0
Other	0

- There were 2 promotions for each of Blacks and Hispanics.
- There were no promotions for American Indian/Alaska Natives.

Department Strategies

The department has submitted Affirmative Action Compliance Strategies for FY 2007-2009 in compliance with Board Directive Resolution No. 07-072, approved July 9, 2007. A communication from Steve Liday, Interim Department Director, was sent out to employees on June 12, 2007, communicating the department's commitment to affirmative action and equal employment opportunity.

Key areas of focus for the organization under its compliance strategies are succession planning, cultural competency training, recruitment and outreach to targeted populations. Quality improvements will focus on cultural celebrations guidance and policies. Diversity is represented at all levels of the organization.

Health Department

Workforce

During the covered reporting period, 889 regular full-time/part-time employees worked in this department.

	Department (889)	Civilian Labor Force*	Multnomah County Population^
Total Males	181 (20.4%)	54.6%	49.7%
Total Females	708 (79.6%)	45.4%	50.3%
Total Whites	596 (67.0%)	81.4%	74.0%
Total Minorities	293 (33.0%)	18.6%	26.0%
Blacks	65 (7.3%)	2.4%	6.0%
Asian/Pacific Islanders	73 (8.2%)	5.4%	6.5%
Hispanics	144 (16.2%)	8.2%	10.5%
American Indian/Alaska Natives	7 (0.79%)	0.8%	1.0%
Other	4 (0.45%)		

* Civilian Labor Force is the labor pool for county employees. From State of Oregon 2002 estimates (PMSA, Oregon portion)

^ Population is the population of the county's service area. From State of Oregon 2002 estimates (Multnomah County)

- Note that U.S. Census race breakouts for labor force and population are White only-not Hispanic, Black only-not Hispanic, American Indian only-not Hispanic, Asian only-not Hispanic, Pacific Islander only-not Hispanic, Two or more races-not Hispanic, and Hispanic.
- The department's percentage of Total Females was much higher than the civilian labor force (79.6% vs. 45.4%).
- The department's percentage of Total Minorities was also higher than the civilian labor force (33.0% vs. 18.6%).
- Among minority groups, the percentage of Hispanics was double the percentage of the labor force (16.2% vs. 8.2%).

Staffed Units

The department had a total of 8 staffed units, of which 7 were staffed with 10 or more employees.

Number of units that include females and minorities:

	8 total units	7 units with 10+ employees
Total Females	8 (100%)	7 (100%)
Total Minorities	8 (100%)	7 (100%)
Blacks	7 (87.5%)	6 (85.7%)
Asian/Pacific Islanders	6 (75.0%)	6 (85.7%)
Hispanics	6 (75.0%)	6 (85.7%)
American Indian/Alaska Natives	2 (25.0%)	2 (28.6%)
Other	3 (37.5%)	3 (42.9%)

- Females and Minorities were represented in all staff units.
- American Indian/Alaska Natives had the lowest rate of representation, included in only 2 units.

Utilization and Hiring Goal %s

Underutilization within the 20 job group categories included in this department, using the 80% Rule, existed in job group categories as follows:

Protected Group	# Groups with Underutilization
Total Females	3
Total Minorities	3
Blacks	6
Asian/Pacific Islanders	7
Hispanics	6
American Indian/Alaska Natives	20*

- American Indian/Alaska Natives were underutilized in all job categories for this department, although only one job group had statistically significant underutilization.

* Statistically significant underutilization

Protected Group	Job Groups with Statistically Significant Underutilization	Hiring Goal %
American Indian/Alaska Natives	Senior Level Health Professionals	4%

Note: Hiring goal percents are the rates of hire we would like to reach for the indicated protected groups in the indicated job group categories. The goal percents are based on 2000 U.S. Census data (labor force availability.)

- A hiring goal of 4% for Senior-Level Health Professionals is indicated for American Indian/Alaska Natives.

Hires and Terminations

Hires

A total of 128 new hires and rehires took place during the covered period.

Terminations

A total of 125 employees terminated their employment in this department during the covered period.

Net Effect of Hires and Terminations (exclusive of promotions and transfers to/from department)

Net gains or losses from hires and terminations during covered period:

	Hires (128)	Terms (125)	Net gain or loss
Total Males	23 (18.0%)	26 (21.8%)	-3
Total Females	105 (82.0%)	99 (79.2%)	+6
Total Whites	86 (67.2%)	95 (76.0%)	-9
Total Minorities	42 (32.8%)	30 (24.0%)	+12
Blacks	8 (6.3%)	8 (6.4%)	0
Asian/Pacific Islanders	11 (8.6%)	5 (4.0%)	+6
Hispanics	19 (14.8%)	14 (11.2%)	+5
American Indian/Alaska Natives	2 (1.6%)	3 (2.4%)	-1
Other	2 (1.6%)	0	+2

- Total Females had a net gain of 4 employees during the covered period.
- Total Minorities had a net gain of 12 employees during the covered period.
- Blacks had no net gain or loss.

Breakdown of terminations by reason. Voluntary and Involuntary reasons sorted from highest to lowest by Total:

Reason	Total	Total Female	Total Minorities	Black	Asian	Hispanic	Indian	Other
Total	125	99	30	8	5	14	3	0
Total Voluntary	69	55	20	5	1	12	2	0
% Voluntary	55.2%	55.6%	66.7%	62.5%	20.0%	85.7%	66.7%	0.0%
V-Other Employment	30	23	6	3	0	3	0	0
V-Other Voluntary Resignation	20	15	7	1	0	5	1	0
V-Retirement (reg. or disab)	8	7	3	1	1	1	0	0
V-Personal Health	3	3	1	0	0	0	1	0
V-School	3	3	0	0	0	0	0	0
V-Job Abandonment	2	1	1	0	0	1	0	0
V-Family Demands-Staying Home	1	1	1	0	0	1	0	0
V-Issues with Manager	1	1	1	0	0	1	0	0
V-Death								
V-Working Hours	1	1	0	0	0	0	0	0
Total Involuntary	54	42	10	3	4	2	1	0
% Involuntary	43.2%	42.4%	33.3%	37.5%	80.0%	14.3%	33.3%	0.0%
I-Layoff/Position Eliminated	38	31	6	1	3	2	0	0
I-Prob Dis/Dischg/Invol Resig	12	9	3	1	1	0	1	0
I-Policy Violation	2	1	0	0	0	0	0	0
I-Attendance Unacceptable	1	1	0	0	0	0	0	0
I-Performance Exp. Not Met	1	0	1	1	0	0	0	0
Other								
28 Look in File - further info.	2	2	0	0	0	0	0	0
30 Probationary - Layoff								

- The most common reasons for Total Female voluntary terminations were Other Employment and Other Voluntary Resignation.
- The most common reasons for Total Female involuntary terminations were Layoff/Position Eliminated and Problem Discipline/Discharge/Involuntary Resignation.

- The most common reasons for Total Minority voluntary terminations were Other Voluntary Resignation and Other Employment.
- The most common reason for Total Minority involuntary terminations was Layoff/Position Eliminated.

Promotions

There were 17 promotional opportunities during the covered period.

Breakdown of promotions:

Promotions (17)	
Total Males	7 (41.2%)
Total Females	10 (58.8%)
Total Whites	9 (52.9%)
Total Minorities	8 (47.1%)
Blacks	4 (23.5%)
Asian/Pacific Islanders	1 (5.9%)
Hispanics	3 (17.6%)
American Indian/Alaska Natives	0
Other	0

- Nearly half (47%) of promotions went to Minorities.

Department Strategies

The Health Department became the first department to submit compliance strategies in compliance with the directive of board Resolution No. 07-072., approved on May 29, 2007.

In its compliance strategies the department has committed itself to close the retention gap through the implementation of an existing survey; job development through targeted recruitment; and creating management accountability measures. Most diverse department and very close to mirroring client population.

Department of Human Services

Workforce

During the covered reporting period, 626 regular full-time/part-time employees worked in this department.

	Department (626)	Civilian Labor Force*	Multnomah County Population^
Total Males	155 (24.8%)	54.6%	49.7%
Total Females	471 (75.2%)	45.4%	50.3%
Total Whites	491 (78.4%)	81.4%	74.0%
Total Minorities	135 (21.6%)	18.6%	26.0%
Blacks	54 (8.6%)	2.4%	6.0%
Asian/Pacific Islanders	36 (5.8%)	5.4%	6.5%
Hispanics	39 (6.2%)	8.2%	10.5%
American Indian/Alaska Natives	6 (1.0%)	0.8%	1.0%
Other	0		

* Civilian Labor Force is the labor pool for county employees. From State of Oregon 2002 estimates (PMSA, Oregon portion)

^ Population is the population of the county's service area. From State of Oregon 2002 estimates (Multnomah County)

- Note that U.S. Census race breakouts for labor force and population are White only-not Hispanic, Black only-not Hispanic, American Indian only-not Hispanic, Asian only-not Hispanic, Pacific Islander only-not Hispanic, Two or more races-not Hispanic, and Hispanic.
- The department's percentage of Total Females was much higher than the civilian labor force (75.2% vs. 45.4%).
- The department's percentage of Total Minorities was also higher than the civilian labor force (21.6% vs. 18.6%).
- Among minority groups, the percentage of Hispanics was less than that of the labor force (6.2% vs. 8.2%).

Staffed Units

The department had a total of 9 staffed units, of which 7 were staffed with 10 or more employees.

Number of units that include females and minorities:

	9 total units	7 units with 10+ employees
Total Females	9 (100%)	7 (100%)
Total Minorities	9 (100%)	7 (100%)
Blacks	8 (88.9%)	6 (85.7%)
Asian/Pacific Islanders	7 (77.8%)	6 (85.7%)
Hispanics	7 (77.8%)	7 (100%)
American Indian/Alaska Natives	3 (33.3%)	3 (42.9%)
Other	0	0

- All staffed units include Females and Minorities.
- American Indian/Alaska Natives are included in the fewest units (3).

Utilization and Hiring Goal %s

Underutilization within the 15 job group categories included in this department, using the 80% Rule, existed in job group categories as follows:

Protected Group	# Groups with Underutilization
Total Females	2
Total Minorities	4
Blacks	6
Asian/Pacific Islanders	7
Hispanics	6
American Indian/Alaska Natives	14*

- American Indian/Alaska Natives are underutilized in 14 of 15 job groups, although significantly significant underutilization existed in only two job groups.

* Statistically significant underutilization

Protected Group	Job Groups with Statistically Significant Underutilization	Hiring Goal %
American Indian/Alaska Natives	Senior Level Professionals	4%
American Indian/Alaska Natives	Mid Level Professionals	4%

Note: Hiring goal percents are the rates of hire we would like to reach for the indicated protected groups in the indicated job group categories. The goal percents are based on 2000 U.S. Census data (labor force availability.)

- A hiring goal of 4% for Mid- and Senior-Level Professionals is indicated for American Indian/Alaska Natives.

Hires and Terminations

Hires

A total of 102 new hires and rehires took place during the covered period.

Terminations

A total of 67 employees terminated their employment in this department during the covered period.

Net Effect of Hires and Terminations (exclusive of promotions and transfers to/from department)

Net gains or losses from hires and terminations during covered period:

	Hires (102)	Terms (67)	Net gain or loss
Total Males	18 (17.6%)	14 (20.9%)	+4
Total Females	84 (82.4%)	53 (79.1%)	+31
Total Whites	75 (73.5%)	50 (74.6%)	+25
Total Minorities	27 (26.5%)	17 (25.4%)	+10
Blacks	14 (13.7%)	10 (14.9%)	+4
Asian/Pacific Islanders	4 (3.9%)	4 (6.0%)	0
Hispanics	7 (6.9%)	3 (4.5%)	+4
American Indian/Alaska Natives	2 (2.0%)	0	+2
Other	0	0	0

- Total Females had a net gain of 31 employees during the covered period.
- Total Minorities had a net gain of 10 employees during the covered period.
- Among minorities, Asian/Pacific Islanders had no net gain or loss.

Breakdown of terminations by reason. Voluntary and Involuntary reasons sorted from highest to lowest by Total:

Reason	Total	Total Female	Total Minorities	Black	Asian	Hispanic	Indian	Other
Total	67	53	17	10	4	3	0	0
Total Voluntary	32	24	7	1	3	3	0	0
% Voluntary	47.8%	45.3%	41.2%	10.0%	75.0%	100.0%	0.0%	0.0%
V-Other Employment	12	10	2	0	1	1	0	0
V-Retirement (reg. or disab)	10	7	1	0	1	0	0	0
V-Other Voluntary Resignation	8	6	3	1	0	2	0	0
V-Family Demands-Staying Home	1	0	0	0	0	0	0	0
V-Personal Health	1	1	1	0	1	0	0	0
Total Involuntary	34	28	10	1	1	0	0	0
% Involuntary	50.7%	52.8%	58.8%	10.0%	25.0%	0.0%	0.0%	0.0%
I-Layoff/Position Eliminated	25	20	8	0	0	0	0	0
I-End Temp/On-Call/Limited Dur	5	4	1	0	1	0	0	0
I-Prob Dis/Dischg/Invol Resig	4	4	1	1	0	0	0	0
Other								
28 Look in File - further info.	1	1	0	0	0	0	0	0

- The most common reasons for Total Female voluntary terminations were Other Employment, Retirement, and Other Voluntary Resignation.
- The most common reason for Total Female involuntary terminations was Layoff/Position Eliminated.

Promotions

There were 32 promotional opportunities during the covered period.

Breakdown of promotions:

Promotions (32)	
Total Males	6 (18.7%)
Total Females	26 (81.3%)
Total Whites	25 (78.1%)
Total Minorities	7 (21.9%)
Blacks	2 (6.3%)
Asian/Pacific Islanders	4 (12.5%)
Hispanics	1 (3.1%)
American Indian/Alaska Natives	0
Other	0

- The majority of promotions went to Females (81.3%).
- Among minorities, Asian/Pacific Islanders had the most promotions.

Department Strategies

The Department of Human Services, through Joanne Fuller, submitted compliance strategies on August 15, 2007, as directed by Board Resolution No. 07-072, these strategies were approved for compliance.

Strategies for the department include – retention by monitoring disparities, coaching, and mentorship; monitoring turnover reports; targeting recruitments; and establishing accountability tools. Management team represents a high level of diversity.

Library

Workforce

During the covered reporting period, 553 regular full-time/part-time employees worked in this department.

	Department (553)	Civilian Labor Force*	Multnomah County Population^
Total Males	149 (26.9%)	54.6%	49.7%
Total Females	404 (73.1%)	45.4%	50.3%
Total Whites	485 (87.7%)	81.4%	74.0%
Total Minorities	68 (12.3%)	18.6%	26.0%
Blacks	9 (1.6%)	2.4%	6.0%
Asian/Pacific Islanders	27 (4.9%)	5.4%	6.5%
Hispanics	27 (4.9%)	8.2%	10.5%
American Indian/Alaska Natives	5 (0.9%)	0.8%	1.0%
Other	0		

* Civilian Labor Force is the labor pool for county employees. From State of Oregon 2002 estimates (PMSA, Oregon portion)

^ Population is the population of the county's service area. From State of Oregon 2002 estimates (Multnomah County)

- Note that U.S. Census race breakouts for labor force and population are White only-not Hispanic, Black only-not Hispanic, American Indian only-not Hispanic, Asian only-not Hispanic, Pacific Islander only-not Hispanic, Two or more races-not Hispanic, and Hispanic.
- The department's percentage of Total Females was much higher than the civilian labor force (73.1% vs. 45.4%).
- The department's percentage of Total Minorities was lower than the civilian labor force (12.3% vs. 18.6%).
- The department's percentage of all minority groups except American Indian/Alaska Native is lower than the civilian labor force.

Staffed Units

The department had a total of 5 staffed units, all of which were staffed with 10 or more employees.

Number of units that include females and minorities:

	5 total units	5 units with 10+ employees
Total Females	5 (100%)	5 (100%)
Total Minorities	5 (100%)	5 (100%)
Blacks	4 (80.0%)	4 (80.0%)
Asian/Pacific Islanders	5 (100%)	5 (100%)
Hispanics	4 (80.0%)	4 (80.0%)
American Indian/Alaska Natives	3 (60.0%)	3 (60.0%)
Other	0	0

- All units are staffed with Females and Minorities.

Utilization and Hiring Goal %s

Underutilization within the 12 job group categories included in this department, using the 80% Rule, existed in job group categories as follows:

Protected Group	# Groups with Underutilization
Total Females	1
Total Minorities	6
Blacks	8
Asian/Pacific Islanders	8
Hispanics	8
American Indian/Alaska Natives	11*

- Only one job group showed underutilization of Females.
- Half of all job groups (6 of 12) showed underutilization of Minorities.
- Nearly all (11 of 12) job groups showed underutilization of American Indian/Alaska Natives.

* Statistically significant underutilization

Protected Group	Job Groups with Statistically Significant Underutilization	Hiring Goal %
American Indian/Alaska Natives	Mid Level Professionals	4%
American Indian/Alaska Natives	Mid Level Support	4%

Note: Hiring goal percents are the rates of hire we would like to reach for the indicated protected groups in the indicated job group categories. The goal percents are based on 2000 U.S. Census data (labor force availability.)

- A hiring goal of 4% for Mid-Level Support and Mid-Level Professionals is indicated for American Indian/Alaska Natives.

Hires and Terminations

Hires

A total of 53 new hires and rehires took place during the covered period.

Terminations

A total of 31 employees terminated their employment in this department during the covered period.

Net Effect of Hires and Terminations (exclusive of promotions and transfers to/from department)

Net gains or losses from hires and terminations during covered period:

	Hires (53)	Terms (31)	Net gain or loss
Total Males	13 (24.5%)	8 (25.8%)	+5
Total Females	40 (75.5%)	23 (74.2%)	+17
Total Whites	34 (64.1%)	26 (83.9%)	+12
Total Minorities	19 (35.9%)	5 (16.1%)	+14
Blacks	4 (7.6%)	1 (3.2%)	+3
Asian/Pacific Islanders	8 (15.1%)	2 (6.5%)	+6
Hispanics	5 (9.4%)	1 (3.2%)	+4
American Indian/Alaska Natives	1 (1.9%)	0	+1
Other	1 (1.9%)	1 (3.2%)	0

- Total Females had a net gain of 17 employees over the covered period.
- Total Minorities had a net gain of 14 employees over the covered period.
- Among minorities, Asian/Pacific Islanders had the highest net gain of 6 employees.

Breakdown of terminations by reason. Voluntary and Involuntary reasons sorted from highest to lowest by Total:

Reason	Total	Total Female	Total Minorities	Black	Asian	Hispanic	Indian	Other
Total	31	23	5	1	2	1	0	1
Total Voluntary	13	11	4	1	2	1	0	0
% Voluntary	41.9%	47.8%	80.0%	100.0%	100.0%	100.0%	0.0%	0.0%
V-Retirement (reg. or disab)	10	8	0	0	0	0	0	0
V-Other Employment	8	6	4	1	2	1	0	0
V-Other Voluntary Resignation	3	3	0	0	0	0	0	0
V-Death	1	1	0	0	0	0	0	0
V-School	1	1	0	0	0	0	0	0
Total Involuntary	6	3	1	0	0	0	0	1
% Involuntary	19.4%	13.0%	20.0%	0.0%	0.0%	0.0%	0.0%	100.0%
I-Prob Dis/Dischg/Invol Resig	6	3	1	0	0	0	0	1
Other								
30 Probationary - Layoff	1	0	0	0	0	0	0	0

- The most common reasons for Total Female voluntary terminations were Retirement and Other Employment.
- The most common reasons for Total Female involuntary terminations were Problem Discipline/Discharge/Involuntary Resignation.
- The only reason for Total Minorities voluntary terminations was Other Employment.

Promotions

There were 19 promotional opportunities during the covered period.

Breakdown of promotions:

Promotions (19)	
Total Males	5 (26.3%)
Total Females	14 (73.7%)
Total Whites	12 (63.2%)
Total Minorities	7 (36.8%)
Blacks	0
Asian/Pacific Islanders	4 (21.1%)
Hispanics	3 (15.8%)
American Indian/Alaska Natives	0
Other	0

- Most promotions (73.7%) went to Females.
- No Blacks or American Indian/Alaska Natives were promoted.

Department Strategies

The Library has submitted compliance strategies as directed by Board Resolution No. 07-072, and was approved on June 15, 2007. Molly Raphael, Director, has communicated to employees the Library's commitment to affirmative action and equal employment opportunity practices.

Strategies the Library has identified for improvements – closing the retention gap through surveys and problem identification; support systems for minorities; creating bi-lingual and bicultural positions to meet client services needs; create career opportunity for Minority Youth; and establish accountability tools to measure progress. Beginning to increase diversity of its workforce; with better diversity represented in management than in represented employees.

Department of Community Service

Workforce

During the covered reporting period, 213 regular full-time/part-time employees worked in this department.

	Department (213)	Civilian Labor Force*	Multnomah County Population^
Total Males	143 (67.1%)	54.6%	49.7%
Total Females	70 (32.9%)	45.4%	50.3%
Total Whites	176 (82.6%)	81.4%	74.0%
Total Minorities	37 (17.4%)	18.6%	26.0%
Blacks	7 (3.3%)	2.4%	6.0%
Asian/Pacific Islanders	11 (5.2%)	5.4%	6.5%
Hispanics	13 (6.1%)	8.2%	10.5%
American Indian/Alaska Natives	5 (2.4%)	0.8%	1.0%
Other	1 (0.5%)		

* Civilian Labor Force is the labor pool for county employees. From State of Oregon 2002 estimates (PMSA, Oregon portion)

^ Population is the population of the county's service area. From State of Oregon 2002 estimates (Multnomah County)

- Note that U.S. Census race breakouts for labor force and population are White only-not Hispanic, Black only-not Hispanic, American Indian only-not Hispanic, Asian only-not Hispanic, Pacific Islander only-not Hispanic, Two or more races-not Hispanic, and Hispanic.
- The department's percentage of Total Females is lower than the civilian labor force (32.9% vs. 45.4%).
- The percentage of Total Minorities is slightly lower than the labor force (17.4% vs. 18.6%).

Staffed Units

The department had a total of 8 staffed units, of which 4 were staffed with 10 or more employees.

Number of units that include females and minorities:

	8 total units	4 units with 10+ employees
Total Females	7 (87.5%)	4 (100%)
Total Minorities	5 (62.5%)	4 (100%)
Blacks	3 (37.5%)	2 (50.0%)
Asian/Pacific Islanders	4 (50.0%)	4 (100%)
Hispanics	4 (50.0%)	3 (75.0%)
American Indian/Alaska Natives	2 (25.0%)	2 (50.0%)
Other	1 (12.5%)	1 (25.0%)

- Females are not included in all staffed units, but are included in all units with 10 or more employees.
- Minorities are included in only 5 of 8 staffed units, but are included in all 4 units with 10 or more employees.

Utilization and Hiring Goal %s

Underutilization within the 19 job group categories included in this department, using the 80% Rule, existed in job group categories as follows:

Protected Group	# Groups with Underutilization
Total Females	10*
Total Minorities	8
Blacks	12
Asian/Pacific Islanders	11
Hispanics	12
American Indian/Alaska Natives	15

- Females are underutilized in 10 of 19 job group categories.
- American Indian/Alaska Natives are underutilized in 15 of 19 job categories, although no underutilization is statistically significant.

* Statistically significant underutilization

Protected Group	Job Groups with Statistically Significant Underutilization	Hiring Goal %
Females	Senior Level Health Professionals	44%
Females	Mid Level Professionals	56%

Note: Hiring goal percents are the rates of hire we would like to reach for the indicated protected groups in the indicated job group categories. The goal percents are based on 2000 U.S. Census data (labor force availability.)

- A hiring goal of 44% for Senior-Level Health Professionals, and a goal of 56% for Mid-Level Professionals are indicated for Females.

Hires

A total of 26 new hires and rehires took place during the covered period.

Terminations

A total of 22 employees terminated their employment in this department during the covered period.

Net Effect of Hires and Terminations (exclusive of promotions and transfers to/from department)

Net gains or losses from hires and terminations during covered period:

	Hires (26)	Terms (22)	Net gain or loss
Total Males	13 (50.0%)	12 (54.6%)	+1
Total Females	13 (50.0%)	10 (45.4%)	+3
Total Whites	18 (69.2%)	20 (90.9%)	-2
Total Minorities	8 (30.8%)	2 (9.1%)	+6
Blacks	0	0	0
Asian/Pacific Islanders	3 (11.5%)	1 (4.6%)	+2
Hispanics	3 (11.5%)	0	+3
American Indian/Alaska Natives	1 (3.8%)	1 (4.6%)	0
Other	1 (3.8%)	0	+1

- Total Females had a net gain of 3 employees during the covered period.

- Total Minorities had a net gain of 6 employees during the covered period.

Breakdown of terminations by reason. Voluntary and Involuntary reasons sorted from highest to lowest by Total:

Reasons	Total	Total Female	Total Minorities	Black	Asian	Hispanic	Indian	Other
Total	22	10	2	0	1	0	1	0
Total Voluntary	8	3	1	0	0	0	0	0
% Voluntary	36.4%	30.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%
V-Retirement (reg. or disab)	6	1	0	0	0	0	0	0
V-Other Employment	4	2	0	0	0	0	0	0
V-Family Demands-Staying Home	1	0	0	0	0	0	0	0
V-Issues with Peers	1	0	1	0	0	0	0	0
V-Personal Health	1	0	0	0	0	0	0	0
V-Other Voluntary Resignation	1	1	0	0	0	0	0	0
Total Involuntary	8	5	1	0	1	0	0	0
% Involuntary	36.4%	50.0%	50.0%	0.0%	100.0%	0.0%	0.0%	0.0%
I-Prob Dis/Dischg/Invol Resig	3	2	1	0	1	0	0	0
I-End Temp/On-Call/Limitd Dur	2	1	0	0	0	0	0	0
I-Layoff/Position Eliminated	1	1	0	0	0	0	0	0
I-Other Invol. Termination	1	0	0	0	0	0	0	0
I-Policy Violation	1	1	0	0	0	0	0	0

- The most common reason for Total Female involuntary terminations is Problem Discipline/Discharge/Involuntary Resignation.

Promotions

There were 17 promotional opportunities during the covered period.

Breakdown of promotions:

Promotions (17)	
Total Males	13 (76.5%)
Total Females	4 (23.5%)
Total Whites	15 (88.2%)
Total Minorities	2 (11.8%)
Blacks	0
Asian/Pacific Islanders	2 (11.8%)
Hispanics	0
American Indian/Alaska Natives	0
Other	0

- A quarter (23.5%) of promotions went to Females.
- No promotions occurred for Blacks or American Indian/Alaska Natives.

Department Strategies

Diversity is not consistent across all divisions of the department; occupations have been historically male dominated due to the technical nature of the jobs.

District Attorney's Office

Workforce

During the covered reporting period, 220 regular full-time/part-time employees worked in this office.

	Office (220)	Civilian Labor Force*	Multnomah County Population^
Total Males	75 (34.1%)	54.6%	49.7%
Total Females	145 (65.9%)	45.4%	50.3%
Total Whites	187 (85.0%)	81.4%	74.0%
Total Minorities	33 (15.0%)	18.6%	26.0%
Blacks	12 (5.4%)	2.4%	6.0%
Asian/Pacific Islanders	14 (6.4%)	5.4%	6.5%
Hispanics	6 (2.7%)	8.2%	10.5%
American Indian/Alaska Natives	0	0.8%	1.0%
Other	1 (0.4%)		

* Civilian Labor Force is the labor pool for county employees. From State of Oregon 2002 estimates (PMSA, Oregon portion)

^ Population is the population of the county's service area. From State of Oregon 2002 estimates (Multnomah County)

- Note that U.S. Census race breakouts for labor force and population are White only-not Hispanic, Black only-not Hispanic, American Indian only-not Hispanic, Asian only-not Hispanic, Pacific Islander only-not Hispanic, Two or more races-not Hispanic, and Hispanic.
- The office's percentage of Total Females was higher than the civilian labor force (65.9% vs. 45.4%).
- The office's percentage of Total Minorities was lower than the labor force (15.0% vs (18.6%).
- Among minority groups, Blacks and Asian/Pacific Islanders percentages are higher than the labor force, while the Hispanic percentage is lower.
- The office had no American Indian/Alaska Native employees.

Staffed Units

The department had a total of 6 staffed units, of which 4 were staffed with 10 or more employees.

Number of units that include females and minorities:

	6 total units	4 units with 10+ employees
Total Females	6 (100%)	4 (100%)
Total Minorities	5 (83.3%)	4 (100%)
Blacks	4 (66.7%)	4 (100%)
Asian/Pacific Islanders	5 (83.3%)	4 (100%)
Hispanics	3 (50.0%)	3 (75.0%)
American Indian/Alaska Natives	0	0
Other	1 (16.7%)	1 (25.0%)

- Females were included in all staffed units.
- Minorities were not included in all units, but were included in all units with 10 or more employees.
- Among minorities, Blacks and Asian/Pacific Islanders were included in all units staffed with 10 or more employees.

Utilization and Hiring Goal %s

Underutilization within the 14 job group categories included in this office, using the 80% Rule, existed in job group categories as follows:

Protected Group	# Groups with Underutilization
Total Females	3
Total Minorities	7
Blacks	7
Asian/Pacific Islanders	8
Hispanics	12
American Indian/Alaska Natives	NA – all by default

- Hispanics are the most underutilized protected group, after American Indian/Alaska Natives (with zero employees).

Statistically significant underutilization

No statistically significant underutilization existed in this office during the covered period. Numbers for American Indian/Alaska Natives are too small to rise to a statistically significant level.

Hires and Terminations

Hires

A total of 31 new hires and rehires took place during the covered period.

Terminations

A total of 22 employees terminated their employment in this office during the covered period.

Net Effect of Hires and Terminations (exclusive of promotions and transfers to/from office)

Net gains or losses from hires and terminations during covered period:

	Hires (31)	Terms (22)	Net gain or loss
Total Males	15 (48.4%)	10 (45.4%)	+5
Total Females	16 (51.6%)	12 (54.6%)	+4
Total Whites	25 (80.6%)	19 (86.4%)	+6
Total Minorities	6 (19.4%)	3 (13.6%)	+3
Blacks	1 (3.2%)	0	+1
Asian/Pacific Islanders	3 (9.7%)	2 (9.1%)	+1
Hispanics	1 (3.2%)	1 (4.6%)	0
American Indian/Alaska Natives	0	0	0
Other	1 (3.2%)	0	+1

- Total Females had a net gain of 4 employees during the covered period.
- Total Minorities had a net gain of 3 employees during the covered period.

Breakdown of terminations by reason. Voluntary and Involuntary reasons sorted from highest to lowest by Total:

Reason	Total	Total Female	Total Minorities	Black	Asian	Hispanic	Indian	Other
Total	22	12	3	0	2	1	NA	0
Total Voluntary	21	11	2	0	1	1	NA	0
% Voluntary	95.5%	183.3%	100.0%	0.0%	100.0%	100.0%	NA	0.0%
V-Other Employment	16	6	2	0	1	1	NA	0
V-School	2	2	0	0	0	0	NA	0
V-Retirement (reg. or disab)	1	1	0	0	0	0	NA	0
V-Family Demands-Staying Home	1	1	0	0	0	0	NA	0
V-Other Voluntary Resignation	1	1	0	0	0	0	NA	0
Total Involuntary	1	1	1	0	1	0	NA	0
% Involuntary	4.5%	16.7%	50.0%	0.0%	100.0%	0.0%	NA	0.0%
I-Prob Dis/Dischg/Invol Resig	1	1	1	0	1	0	NA	0

- The most common reason for Total Female and Total Minorities voluntary terminations was Other Employment.

Promotions

There were 7 promotional opportunities during the covered period.

Breakdown of promotions:

Promotions (7)	
Total Males	3 (42.9%)
Total Females	4 (57.1%)
Total Whites	7 (100%)
Total Minorities	0
Blacks	0
Asian/Pacific Islanders	0
Hispanics	0
American Indian/Alaska Natives	NA
Other	0

- All promotions went to Whites during the covered period.
- Of the 7 promotions, 3 went to White Males, and 4 to White Females.

Sheriff's Office (MCSO)

Workforce

During the covered reporting period, 780 regular full-time/part-time employees worked in this office.

	Office (780)	Civilian Labor Force*	Multnomah County Population^
Total Males	544 (69.7%)	54.6%	49.7%
Total Females	236 (30.3%)	45.4%	50.3%
Total Whites	669 (85.8%)	81.4%	74.0%
Total Minorities	111 (14.2%)	18.6%	26.0%
Blacks	54 (6.9%)	2.4%	6.0%
Asian/Pacific Islanders	25 (3.2%)	5.4%	6.5%
Hispanics	31 (4.0%)	8.2%	10.5%
American Indian/Alaska Natives	1 (0.1%)	0.8%	1.0%
Other	0		

* Civilian Labor Force is the labor pool for county employees. From State of Oregon 2002 estimates (PMSA, Oregon portion)

^ Population is the population of the county's service area. From State of Oregon 2002 estimates (Multnomah County)

- Note that U.S. Census race breakouts for labor force and population are White only-not Hispanic, Black only-not Hispanic, American Indian only-not Hispanic, Asian only-not Hispanic, Pacific Islander only-not Hispanic, Two or more races-not Hispanic, and Hispanic.
- The office's percentage of Total Females is lower than the civilian labor force (30.3% vs. 45.4%).
- The office's percentage of Total Minorities is lower than the labor force (14.2% vs. 18.6%).
- Among minorities, only the percentage of Blacks is higher than the labor force.

Staffed Units

The office had a total of 5 staffed units, of which 4 were staffed with 10 or more employees.

Number of units that include females and minorities:

	5 total units	4 units with 10+ employees
Total Females	5 (100%)	4 (100%)
Total Minorities	4 (80.0%)	4 (100%)
Blacks	4 (80.0%)	4 (100%)
Asian/Pacific Islanders	3 (60.0%)	3 (75.0%)
Hispanics	4 (80.0%)	4 (100%)
American Indian/Alaska Natives	1 (20.0%)	1 (25.0%)
Other	0	0

- Females were included in all staffed units.
- Minorities were not included in all staffed units, but are included in all units with 10 or more employees.
- Blacks and Hispanics were included in all units with 10 or more employees.

Utilization and Hiring Goal %s

Underutilization within the 18 job group categories included in this office, using the 80% Rule, existed in job group categories as follows:

Protected Group	# Groups with Underutilization
Total Females	8*
Total Minorities	11
Blacks	11
Asian/Pacific Islanders	12
Hispanics	13
American Indian/Alaska Natives	18*

- Females were underutilized in 8 job groups, of which 3 showed statistically significant underutilization.
- Minorities showed underutilization in 11 of 18 job groups.
- American Indian/Alaska Natives were underutilized in all job group categories, although the underutilization was statistically significant in only one job group.

* Statistically significant underutilization

Protected Group	Job Groups with Statistically Significant Underutilization	Hiring Goal %
Females	Entry Level Official	27%
Females	Senior/Mid Level Support	63%
Females	Mid Level Support	66%
American Indian/Alaska Natives	Entry Level Official	3%

Note: Hiring goal percents are the rates of hire we would like to reach for the indicated protected groups in the indicated job group categories. The goal percents are based on 2000 U.S. Census data (labor force availability.)

- A hiring goal of 27% for Entry-Level Officials, 63% for Senior/Mid-Level Support, and 66% for Mid-Level Support are indicated for Females.
- A hiring goal of 3% for Entry-Level Officials is indicated for American Indian/Alaska Natives.

Hires and Terminations

Hires

A total of 43 new hires and rehires took place during the covered period.

Terminations

A total of 34 employees terminated their employment in this office during the covered period.

Net Effect of Hires and Terminations (exclusive of promotions and transfers to/from office)

Net gains or losses from hires and terminations during covered period:

	Hires (43)	Terms (34)	Net gain or loss
Total Males	30 (69.8%)	22 (64.7%)	+8
Total Females	13 (30.2%)	12 (35.3%)	+1
Total Whites	30 (69.8%)	28 (82.4%)	+2
Total Minorities	13 (30.2%)	6 (17.6%)	+7
Blacks	6 (14.0%)	4 (11.8%)	+2
Asian/Pacific Islanders	6 (14.0%)	1 (2.9%)	+5
Hispanics	1 (2.3%)	1 (2.9%)	0
American Indian/Alaska Natives	0	0	0
Other	0	0	0

- Total Females had a net gain of 1 employee during the covered period.
- Total minorities had a net gain of 7 employees during the covered period.
- Among minority groups, Asian/Pacific Islanders showed the most gain, at +5.

Breakdown of terminations by reason. Voluntary and Involuntary reasons sorted from highest to lowest by Total:

Reason	Total	Total Female	Total Minorities	Black	Asian	Hispanic	Indian	Other
Total	34	12	6	4	1	1	0	0
Total Voluntary	33	12	5	3	1	1	0	0
% Voluntary	97.1%	100.0%	83.3%	75.0%	100.0%	100.0%	0.0%	0.0%
V-Other Employment	16	5	2	1	0	1	0	0
V-Retirement (reg. or disab)	11	4	2	2	0	0	0	0
V-Other Voluntary Resignation	5	2	1	0	1	0	0	0
V-Family Demands-Staying Home	1	1	0	0	0	0	0	0
Total Involuntary	1	0	1	1	0	0	0	0
% Involuntary	2.9%	0.0%	16.7%	25.0%	0.0%	0.0%	0.0%	0.0%
I-Policy violation	1	0	1	1	0	0	0	0

- The most common reasons for Total Female and Total Minority voluntary terminations were Other Employment and Retirement.
- Only one involuntary termination occurred during the covered period, involving a Black Male.

Promotions

There were 8 promotional opportunities during the covered period.

Promotions (8)	
Total Males	5 (62.5%)
Total Females	3 (37.5%)
Total Whites	7 (87.5%)
Total Minorities	1 (12.5%)
Blacks	0
Asian/Pacific Islanders	0
Hispanics	1 (12.5%)
American Indian/Alaska Natives	0
Other	0

- Most promotions went to Whites (7 of 8).
- The only minority group with a promotion was Hispanics.

Office Strategies

Major findings: Hiring is improving, and promotional opportunities may need closer review to evaluate equal employment opportunity practices.

Appendices

Business Case, Legal Case, and Moral Case for Diversity Efforts

Definitions

Guiding Reports

The Business Case:

Diversity will allow the organization to:

- Recruit talent from a growing diverse pool of candidates in the labor market.
- Improve client services based on gaining cultural knowledge.
- Turn diversity knowledge into usable skills for managing diversity
- Gain taxpayer confidence around organizational inclusiveness and equal opportunity.
- Gain employee confidence on matters of equal opportunity and non-discrimination.
- Improve the organizations ability to reach diverse communities.
- Maximize the creativity and productivity of the entire workforce.

The Legal Case:

Diversity will allow the organization to:

- Enhance its affirmative action compliance.
- Remedy practices to prevent discrimination.
- Enhance its commitment to equal employment opportunity.
- Model practices that break down barriers to equity and inclusiveness.
- Eliminate discrimination and harassment for a hostile-free work environment.

The Moral Case:

Diversity will allow the organization to:

- Demonstrate that diversity is the right thing to do.
- Engage diverse populations into the operations of the County.
- Build a culture the values differences.
- Model managing diversity behaviors.

- Examine stereotypes and cultural assumptions.

Under Multnomah County Personnel Rules – Chapter 1 General Provision § 1-10-040 DEFINITIONS – Affirmative Action means: Identifying existing or potential discriminatory conditions and making specific goal oriented corrective action to eliminate and prevent unlawful discrimination.

Discrimination means: Unequal or different treatment of an individual in any personnel action on the basis of race, color, sex, age, religion, national origin, political affiliation, marital status, sexual orientation, gender identity, source of income, familial status, or physical or mental disability or other protected status in accordance with applicable laws.

Employer of choice refers to a place where people want to work in a most serious way. An organization becomes an employer of choice because: it is progressive; it tackles challenges and overcomes obstacles; it offers opportunities for career growth and development opportunities for all employees; and employees feel respected and safe.

Definitions

- Diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximize their contributions to an organization's strategic goals and objectives.
- Workforce diversity includes all the ways in which people are similar and different from one another, i.e. – background, education, language, personality, sexual orientation, and work roles.
- Diversity values involve maintaining an environment characterized by inclusiveness or individual differences and being responsive to the diverse needs of employees as a critical success factor.
- Cultural competence is a set of values, behaviors, attitudes, and practices within a system, organization, program or among individuals which enables them to work effectively cross culturally.

Guiding Reports

Portland Future Focus – Environmental Scan – August 15, 1990,

Identified major trends shaping Portland's future. One trend is that the minority population will represent a growing share of the population (with 55% of the minority population in the metropolitan area residing in Portland), impacting essential services such as - education, health care, employment opportunities, housing and public safety.

Nesby & Associates, Inc., “Cross-Cultural Human Relations” Report

– **1991.** The consultant found the vast majority of staff is committed to their work and to the clientele they serve, but hold closer loyalties to their Divisions or Department than to the County. The personalities of the directors of each area are felt to strongly influence the atmosphere of that division or department. Managers of color in particular are extremely critical of the opportunities for and treatment of people of color within Multnomah County. Significant concerns exist throughout the workforce with the recruitment, hiring and training mechanisms operating in the county. Many employees perceive favoritism and nepotism to play a significant and unfair role in who gets hired and promoted. The report found that the proactive cross-cultural supervision which does occur is at the initiation of individual committed managers, rather than due to county-wide support systems and practices.

Dr. Garfield de Bardelaben's Cultural Climate Report – July 2004.

The consultant identified a need to improve the relationship Managers of Color and the county's Executive Committee to begin a dialogue around diversity issues. Additionally, concerns was expressed about positions being filled without an appropriate recruitment and unbiased hiring process. Finally, issues of employee mistreatment and retention issues dominated concerns raised in this report.

Dr. Robert Hayles Report – Next Steps – December 1, 2004.

The consultant found that the overall diversity picture is very good for women and people of color (60% and 20% respectively). Anecdotal reports of poor cooperation and communication modeled by and among executives. The workplace environment and hiring practices appeared to be the major area of issue for employees of color, where improvements are desired.

Oregon Regional Disparity Study, Ethnic and Gender Discrimination in Portland: 1844-1980 – Mason Tillman Associates, Ltd. Documents the history of the settlements of Oregon offering detailed and incontrovertible evidence that social and economic discrimination against ethnic minorities and women was the explicit code of behavior and legislative action. Thus, justifying affirmative action policies and programs as a corrective remedy.