



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

July 22, 2014

Ordinance 17847

Proposed No. 2014-0211.3

Sponsors Hague

1 AN ORDINANCE adopting the King County Equal
2 Employment Opportunity/Affirmative Action Plan 2014-
3 2016.

4 STATEMENT OF FACTS:

5 1. The Office of Federal Contract Compliance, in accordance with Title
6 41 C.F.R. 60, requires federal grant recipients to develop and implement
7 an affirmative action plan.

8 2. Washington State Initiative Measure No. 200 allows for public
9 employers to establish affirmative action plans to meet federal grant
10 requirements.

11 3. King County is a federal grant recipient and receives grants directly
12 from federal government agencies and indirectly through state and local
13 agencies.

14 4. The county executive has transmitted for approval by the county
15 council the King County Equal Opportunity/Affirmative Action Plan
16 2014-2016 Executive Departments that consists of Attachments A through
17 D to this ordinance.

18 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

19 SECTION 1. The King County Equal Opportunity/Affirmative Action Plan
20 2014-2016 for Executive Departments, which consists of Attachments A through D to
21 this ordinance, is hereby adopted.
22

Ordinance 17847 was introduced on 6/30/2014 and passed as amended by the Metropolitan King County Council on 7/21/2014, by the following vote:

Yes: 9 - Mr. Phillips, Mr. von Reichbauer, Mr. Gossett, Ms. Hague,
Ms. Lambert, Mr. Dunn, Mr. McDermott, Mr. Dembowski and Mr.
Upthegrove
No: 0
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON



Larry Phillips, Chair

ATTEST:



Anne Noris, Clerk of the Council

APPROVED this 31 day of July, 2014.



Dow Constantine, County Executive

Attachments: A. Equal Employment Opportunity / Affirmative Action Plan 2014-2016 Executive Departments

RECEIVED
2014 JUL 31 PM 4:13
KING COUNTY COUNCIL CLERK



Equal Employment Opportunity/ Affirmative Action Plan

**2014-2016
Executive
Departments**

**Department of Executive Services
Human Resources Division**

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 (Appendices B – D attached separately.)

<p>Ordinance</p> <p>Adopted by King County Council on _____</p> <p>Signed by King County Executive _____</p>

1. Executive Statement

King County serves all residents by promoting fairness and opportunity and eliminating inequities. The King County 2014 – 2016 Equal Employment Opportunity/Affirmative Action Plan (herein after referred to as the “EEO/AA Plan”) is part of a commitment by the King County Executive and Executive Departments to ensure equal employment opportunity and affirmative action in the workplace. Central to this commitment is the belief that our workforce best serves King County residents if it reflects the profile of the many communities it serves. The EEO/AA Plan presented in this document will be in effect from January 1, 2014 through December 31, 2016 with the goal of developing a workforce that embraces diversity and practices inclusion.

The EEO/AA Plan is a management tool and as such implements King County’s equal employment opportunity commitment by:

- Providing the Executive’s written EEO/AA Policy statement
- Identifying areas for improvement (also called goal areas in this Plan), including those with underrepresentation of women and people of color
- Identifying and addressing barriers to employment and retention
- Designating clear responsibilities for implementation of the EEO/AA Plan
- Presenting specific action-oriented programs to address identified areas for improvement
- Establishing time tables to implement identified areas for improvement
- Establishing regular internal monitoring and reporting requirements to measure program efforts
- Establishing clear lines of accountability to insure continued progress in meeting the goals

Executive Summary:

The document that follows contains the plan for 2014-2016 with percentage annual placement goals whenever the representation within a job group for persons of color or women was less than would reasonably be expected given their availability of basically qualified persons in the relevant labor area as reported in the 2010 census. Out of 434 potential goal areas, 91% or 396 were fully represented. Therefore, for the remaining 38 goal areas where the county’s representation of persons of color and women were underrepresented when compared with those qualified and available in the workforce, the executive departments have set forth a number of strategies to increase that representation. What is different about this plan versus its predecessors is the focus on countywide efforts. As “One King County” and in an era of shrinking resources, recruiters, hiring managers and the entire county must pool and share efforts to ensure there are sufficient qualified, diverse candidates at every stage of the hiring process. The new plan’s goal areas and proposed implementation activities begin on page 18.

The Countywide and department specific implementation activities for the 2014-2016 Plan, however, must be evaluated in the context of the County’s financial picture in 2014. In preparing for the 2015-2016 budget, the County is anticipating a loss of approximately 700-1,000 jobs. It will be difficult to make meaningful progress in achieving full representation with little or no opportunity to hire.

Following the 2014-2016 plan and strategies is a summary and overview of the prior plan, in place from 2008-2013. At that plan’s end, 87% or 284 of 325 goal-setting areas had full representation of persons of color and women. During this plan’s period, the county experienced a significant reduction in force, and for some executive departments, far fewer opportunities to hire. The prior plan’s summary begins on page 35.

In both creating the new plan and analyzing the results of the prior plan, the county involved a broad array of employees, including its Employee-Based Equal Employment Opportunity/Affirmative Action Advisory

Committee, agency Equity and Social Justice Inter-Branch Team members, and HR staff from across the government. This effort assisted in informing not just the plan goal areas and the implementation strategies, but the vision and policy statements set forth in the plan.

Comparison of Executive Department Workforce and King County Labor Market Population

For comparison, this table shows the current Executive departments workforce and King County region labor market, by gender, race, and ethnicity as measured in the 2010 census. It also shows the snapshot of the county workforce at the beginning of the prior plan taken in 2007, as compared to the workforce availability data as outlined in the 2000 census.

Group	King County Region Labor Market – 2000 Census	Executive Departments Workforce – 2007 Snapshot	Difference	King County Region Labor Market – 2010 Census	Executive Departments Workforce – 2014 Snapshot	Difference
Female	46%	38%	-8%	46%	37%	-9%
Male	54%	62%	+8%	54%	63%	+9%
White	76%	69%	-7%	72%	66%	-6%
Black	5%	14%	+9%	5%	14%	+9%
Asian	11%	12%	+1%	12%	12%	none
Native American	1%	1%	None	1%	1%	none
Hispanic	2%	4%	+2%	7%	5%	-2%
Pacific Islanders	n/a	n/a	n/a	1%	1%	none
More than 2 races	n/a	n/a	n/a	1%	1%	none

For most racial and ethnic groups within the affirmative action plan, the Executive Departments workforce in aggregate is above the percentages of employable workers by race and ethnicity found in the King County labor population. However, as noted in the section detailing specific placement goals for the 2014-2016 plan, underrepresentation does exist within certain departments for certain jobs or job groups. The percentage of Hispanics in the King County region is growing, and those in the labor market jumped from 2% in 2007 to 7% in 2010. Eleven percent of the placement goals involve increasing the representation of Hispanics within the county workforce. Twenty-nine percent involve increasing the representation of Native Americans within the county workforce, even though overall, Native Americans' representation equals the workforce availability representation. Women's underrepresentation in the county workforce as compared to the region's available workforce continues because of the low numbers of women employed in skilled crafts, service maintenance, and protective services, as detailed in the job group areas analysis.

In creating the 2008-2013 plan, the county did not measure or include Pacific Islanders or those who prefer to identify as having two or more races. These racial and ethnic identifying questions were asked as part of the 2010 census. In an effort to allow employees to self-identify their race or ethnicity in a way that they prefer, to promote a sense of community and inclusion for employees as they enter our workforce, the county is now including those categories. The category names used in this plan are those used by the federal government when reviewing affirmative action plans. The county recognizes that these category names are not necessarily the ones by which ethnic groups would identify themselves in their respective communities.

EEO/Affirmative Action Plan Vision

Government is a reflection of the people it serves. The vision for King County is that it is a diverse and dynamic community with a healthy economy and environment where all people and businesses have the opportunity to thrive. Its mission is to provide fiscally responsible, quality-driven local and regional services for healthy, safe, and vibrant communities. A key goal is to be the best run government in the nation. To meet that goal, we recognize the need to provide effective, culturally competent services to the many communities within the county. We can only do that through a diverse and culturally competent group of talented employees.

We value the diversity of our communities as a primary source of recruitment for our workforce.

The leadership of King County Executive Departments believes that diversity and equal employment opportunity are foundations of effective and productive service to our communities. Therefore, the executive branch will:

- Work to attract, hire, promote, and retain a committed, talented, and diverse workforce capable of addressing complex service challenges.
- Endeavor to create a bias-free work environment that promotes diversity, equity, equality, and productivity where our employees and residents can feel respected, included, communicate freely, and contribute fully; and
- Provide leadership, encouragement, accountability, and sufficient resources to foster innovation in meeting our commitments and to ensure the full implementation of this plan.

To assist in the fulfillment of this mission, the King County Executive Departments have established a voluntary EEO/Affirmative Action Plan with goals and timetables to address underutilization, underrepresentation and continuously strive toward inclusion, equality, equity and productivity in the workplace.

2. Affirmative Action Program Required Elements

The Executive Departments has established a voluntary written affirmative action plan to achieve equal employment opportunity ("EEO"), fair employment, and a diverse workforce.

The EEO/AA Plan describes a program designed to provide guidance to individual department management teams and employees to implement the equal employment opportunity and affirmative action policy of King County.

The King County departments and agencies covered by the plan are:

- Department of Adult and Juvenile Detention - (DAJD)
- Department of Community and Human Services - (DCHS)
- Department of Permitting and Environmental Review - (DPER)
- Department of Executive Services - (DES)
- Department of Judicial Administration - (DJA)
- Department of Natural Resources and Parks - (DNRP)
- Department of Assessments - (DOA)
- Department of Transportation - (DOT)
- Department of Public Health - (DPH)
- King County Sheriff's Office - (KCSO)
- King County Information & Technology - (KCIT)
- Department of Public Defense - (DPD)
- Department of Elections (DOE)

EEO/AA Policy Statement and Reaffirmation

It is the policy of the King County Executive Departments to express the values of diversity, equity, equality, and productivity by treating its employees with dignity and respect in accomplishing its public service mission.

The compliance with equal employment opportunity and discrimination prohibition extends to all employment terms and conditions and personnel practices including, but are not limited to recruitment, application, selection and hiring, orientation, promotion, compensation and benefits, supervision, assignments, training and development opportunities, transfer, discipline, termination, lay-off, or recall. Employees are encouraged to report any incidents where they feel discrimination may have taken place promptly to management. Management is required to respond to any reports promptly and effectively.

The King County Executive Departments further reaffirm their EEO policy and Affirmative Action commitment by:

- Complying with all commitments to equal employment opportunity and prohibiting discrimination or harassment or retaliation on the basis of race, color, religion, religious affiliation, creed, national origin, ancestry, sex, sexual orientation, gender identity or expression, age (except by minimum age and retirement provisions), marital status, the presence of any sensory, mental or physical disability, or honorably discharged veteran or military status, in all employment and personnel practices as required under federal, state and local law and policies or bargaining agreements.
- Ensuring that all employees with questions or concerns about discrimination can raise issues and complaints without fear of discrimination, harassment, intimidation, or retaliation, and can bring such questions or concerns to the attention of their immediate supervisor, department human resources managers, the Human Resources Division (HRD) (at hrcentral@kingcounty.gov or (206) 477-3290), or other appropriate parties.

- Informing employees when requested or as appropriate, of their right to file a discrimination complaint with complaint resolution agencies such as the King County Office of Civil Rights and Open Government, Washington State Human Rights Commission, US Equal Employment Opportunity Commission, or Veterans Administration.
- Making every reasonable effort to provide accommodations for applicants and employees with disabilities.
- Holding all employees accountable for complying with this policy. Any employee who commits or participates in any action which is a violation of this policy, may be subject to disciplinary action up to and including termination.

To ensure EEO policy and EEO/AA Plan accountability, the King County Executive Departments will:

- Monitor and evaluate program status and progress on a regular basis. Provide reports to the Executive, department directors, King County Council, Civil Rights Commission, and the Executive's Employee-Based EEO/AA Committee.
- Review employment and personnel practices to ensure that they are appropriately job-related and are nondiscriminatory.
- Hold all management accountable for the successful implementation of the EEO Policy and EEO/AA Plan.
- Provide a complaint process to address allegations of discrimination and/or non-compliance with the EEO Policy and provide employees with an annual reminder of said process.
- Ensure that employees are provided non-discrimination information and training, and that they are informed of their right to have access to the full text of the EEO/AA Plan. When adopted, copies of the full text of the EEO/AA Plan will be available:
 - Electronically on the Executive's web page under Jobs EEO/AA at <http://www.kingcounty.gov/jobs>
 - In an electronic form from the King County Human Resources Management Division
 - On the Diversity & Inclusion webpage at <http://kingcounty.gov/jobs/diversity>
 - In an alternative format upon request

To request the EEO/AA Plan in an alternative format, please contact the Human Resources Division Director's Office at 296-7340 or at hrcentral@kingcounty.gov. For Teletypewriter (TTY) users, please call (711).

Dissemination of EEO Policy Statement

Internal Dissemination

A successful Equal Employment Opportunity Plan requires effective communication. King County's Equal Employment Opportunity (EEO) Policy and Affirmative Action Plan (the Plan) will be disseminated to department directors, division directors, HR service delivery managers, and department human resources staff. Employees will have access to the full text of the EEO/AA Plan upon request and shall be informed of this right. A website link to the Plan and annual progress reports will be made available to employees and the public through the main King County website, the county jobs website and the Diversity and Inclusion webpage.

Additionally, the County:

- Reviews and updates the EEO/AA Plan annually
- Incorporates EEO/AA policies into personnel policies and collective bargaining agreements
- Provides discussion of EEO/AA policies in applicable department and division trainings
- Holds meetings with department leadership to inform them of the County's EEO/AA policies
- Posts its equal opportunity policy, along with employees' rights under employment laws and policies, on bulletin boards in designated county buildings.

External Dissemination

The EEO/AA Plan will be available to external organizations upon request.

Copies of the EEO/AA Plan will be provided to appropriate federal agencies upon request for regulatory compliance purposes.

The EEO/AA Plan will also be available to individuals and community organizations in electronic form upon request. HRD will ensure that King County presents itself as an equal employment opportunity employer by including statements to that effect in all job announcements and advertisements.

The EEO/AA Plan will be made accessible to the public by making electronic copies available to the King County Library System and the City of Seattle Library System.

The EEO/AA Plan and annual progress reports will also be provided to the Executive Departments labor unions in electronic form.

Plan Responsibilities

A successful EEO/AA Plan requires clarity of responsibilities. The responsibilities of the primary organizational and functional entities involved in the administration and implementation of the EEO/AA Plan are set forth below.

King County Council

- Reviews and adopts the EEO/AA Plan at least every three years, or until a successor plan is adopted.
- Reviews progress made toward compliance with the EEO/AA Plan on an annual basis.
- Allocates resources for Plan development and implementation by the Executive Departments.

King County Executive

- Develops and proposes the affirmative action plan at least every three years.
- Provides equal employment opportunity and affirmative action leadership, priorities, and policy direction to department management and advocates for resources to implement the EEO/AA Plan effectively.
- Holds department management accountable in performance measures for the successful implementation of the EEO/AA Plan.
- Recommends to the King County Council the policies, procedures, and resources to effectively comply with federal grant requirements and implement the EEO/AA Plan.
- Submits annual reports reflecting compliance progress to the King County Council.

Director, Human Resources Management Division (HRD) and HRD staff

- Advises the County Executive on the contents of the King County Affirmative Action Plan.
- Provides regular updates to the County Executive in evaluating the performance and compliance of department management with the commitments and objectives of the EEO/AA Plan.
- Directs the planning, development, and implementation of equal opportunity human resources management policies, procedures, practices, and services related to employment at King County.
- Provides educational resources including training to King County management employees in support of implementing EEO/AA Plan commitments.
- Advises on strategy and policy, and department outcomes related to implementing the commitments of the EEO/AA Plan.
- Manages services necessary to implement equal employment opportunity, affirmative action, and diversity, including education, training, and technical assistance.
- Develops and prepares reports and data for monitoring and evaluating Executive Departments performance in implementing the EEO/AA Plan.
- Facilitates the countywide policy development, dissemination, education program, and implementation of the EEO/AA Plan.

Department Directors and Department HR Managers

- Provide leadership and accountability to department management for accomplishing EEO/AA Plan objectives.
- Disseminate affirmative action plans and objectives to all management staff.
- Provide resources to accomplish objectives.
- Coordinate and ensure implementation of the following:
 - Dissemination of affirmative action objectives to employees;
 - Development and implementation of programs to achieve EEO/AA Plan efforts;
 - Communication of equal employment and affirmative action policies and procedures to management and employees, including the posting of required notices;
 - Provide subject matter training;
 - Provide accurate workforce data;
 - Report affirmative action efforts and results to the Director of the Human Resources Division on a regular basis;
 - Support the department Employee-based Equal Employment Opportunity/Affirmative Action Advisory Committee representatives.
- Ensure the evaluation and revision of policies, procedures, and practices in order to comply with the EEO/AA Plan;
- Ensure timely and appropriate response to allegations of employment discrimination filed with human rights agencies and coordinate with staff from HRD and the Prosecuting Attorney's Office for technical and legal advice and support; and
- Periodically highlight, discuss, and explain the intent of the Executive Departments policy and its goals and objectives to employees.

King County Civil Rights Commission

- The King County Civil Rights Commission (Commission) is an independent county resident body that serves to advise the County Executive and County Council on matters concerning affirmative action, disability access, and equal employment opportunity.
- The Commission reviews the EEO Policy and Affirmative Action Plan and makes recommendations regarding its adoption to the King County Executive and the County Council.
- The Commission reviews and provides comments on the affirmative action progress reports.

King County Employee-Based EEO/AA Advisory Committee

- The Employee-based Equal Employment Opportunity/Affirmative Action Advisory Committee serves to advise the Executive by reviewing and making recommendations regarding EEO and AA strategies, systems, policies and guidelines;
- Reviews the EEO/Affirmative Action Plan and updates with HRD, and makes recommendations for adoption to the Executive;
- Reviews EEO and Affirmative Action progress reports and advises the County Executive accordingly; and
- Meets with their department HR managers to discuss their department's progress in meeting EEO/AA goals on an annual basis.

Prosecuting Attorney's Office

- The Office of the Prosecuting Attorney (PAO) provides legal counsel. The PAO interprets legal rulings and makes recommendations to the Human Resources Division and County Executive Departments.
- The PAO provides legal support and advice to the Human Resources Division and Executive Departments related to employment.

King County Employees

- All County employees are responsible for contributing to a work environment that is supportive of equal employment opportunity and affirmative action. Employees participate in the implementation of this Plan, and comply with the County's anti-discrimination policies.

3. 2014-2016 Plan Area of Improvement

This plan proposes two areas of affirmative action effort. The first area includes people of color and women, the second targets people with disabilities. They are presented as proposed race and gender placement goals and proposed outreach and recruitment goals for people with disabilities.

1. Proposed 2014-16 Race and Gender Placement Goals

Affirmative action planning for people of color and women requires the Executive Departments to periodically audit and assess the present percentage of persons of color and women employed in its workforce. The detailed workforce analysis is contained in Appendix A to this Plan.

Following that assessment, a determination is made as to whether the workforce reflects or is representative of the number of qualified persons of color and women available in the labor market. Available or "workforce availability" represents a good faith effort derived from the most recent U. S. Census Bureau and other factors to determine for all the persons qualified with the requisite skills required by the Executive Departments for potential employment, what percentages are people of color and women. Availability is assessed within categories of jobs within each department. A description of a job category is reported in the report glossary.

Where the workforce representation of persons of color and women in a job group is determined to be comparable to what may have been available in the labor market, equal employment opportunity efforts are deemed to have been successful. Where the workforce representation of people of color and women in a job group is determined to be less than what may be available in specific job categories, there may be an underrepresentation of people of color or women, and a placement goal might be established. Appendix C contains a comparison of Incumbency to Availability reports for the percentage of persons of color and women in each job group.

Underrepresentation in specific job categories will be addressed with the establishment of an employment placement goal. Departments will pursue and report on good faith efforts to have persons of color and women fully represented within the department workforce.

The 2014 – 2016 Plan will have 434 potential department-wide placement areas. The seven race and gender groups (Black, Asian, Native American, Hispanic, Pacific Islander, Two or More Races and Women) will each have 62 areas of employment opportunities.

The change in goal setting areas from the previous plan (65 to 62) accounts for changes in some job classifications and the migration of Transit Operators from a separate work group into the Service Maintenance Work Group.

As the Plan begins, 91% or 396 of the potential 434 placement goals were fully represented.

At the beginning of the Plan, representation is found to be:

- For Black, 95% or 59 of the 62 goal setting areas were fully represented.
- For Asian, 88% or 55 of the 62 goal setting areas were fully represented.
- For Hispanic, 91% or 57 of the 62 goal setting areas were fully represented.
- For Native Americans, 85% or 53 of the 62 goal setting areas were fully represented.
- For Pacific Islander, 94% or 58 of the 62 goal setting areas were fully represented.
- For Two or More Races, 89% or 55 of the 62 goal setting areas were fully represented.
- For Women, 89% or 55 of the 62 goal setting areas were fully represented.

Workforce Availability Methodology

Workforce availabilities are used as benchmarks to determine if there is under-representation of people of color and women within the workforce, by department. Workforce availabilities are good faith estimates of the percentage of qualified persons of color and women available for employment by EEO job category from the total number of all qualified persons available for employment by EEO job category. The difference between the percentage available and who is employed in King County by race and by gender establishes a placement goal.

The Office of Federal Contract Compliance provides guidance in establishing race and availabilities based upon external and internal factors in updating workforce availabilities. The Executive Departments used the following information to update each department's workforce availabilities.

A. External Factor

The combined workforce data by race and gender of qualified persons with the requisite skills in the immediate area and the recruitment area using 2010 Census tables is used to establish the external factor. See definition below. The county used recruitment practices to assign weights to combine both components.

- Requisite Skills in the Immediate and Recruitment Area. This is the availability of people of color and women in the workforce having the requisite skills that the Executive departments could reasonably recruit. Data for this factor reflects the reasonable recruitment area from which each department could reasonably seek workers for all levels of job duties and for each particular job category.

B. Internal Factor

The percentage of people of color and women who are presently in the workforce. The data is obtained by profiling the workforce by EEO job category, and by vacancy reporting by prior workforce availabilities. Hiring and promotional practices are also identified to establish where employees are promotable and transferable within a particular department.

Proposed Placement Goals

The following pages contain proposed 2014 – 2016 percentages of workforce availabilities by department and job categories for persons of color and women. Where underrepresentation is found, departments will make good faith efforts to address these areas during the three-year term of this EEO/AA Plan.

Department table reference key:

- Department of Adult and Juvenile Detention – (DAJD)
- Department of Community and Human Services – (DCHS)
- Department of Permitting and Environmental Review – (DPER)
- Department of Executive Services – (DES)
- Department of Judicial Administration – (DJA)
- Department of Natural Resources and Parks – (DNRP)
- Department of Assessments - (DOA)
- Department of Transportation (DOT)
- Department of Public Health (DPH)
- King County Sheriff's Office (KCSO)

- King County Information Technology (KCIT)
- Department of Public Defense (DPD)
- Department of Elections (KCE)

The workforce availability for race and gender groups shown is by percentage.

Black

JOB GROUP	DAJD	DCHS	DPER	DES	DJA	DNRP	DOA	DOT	DPH	KCSO	KCIT	DPD	KCE
Officials& Administrators	4.24	6.91	1.75	9.63	2.41	2.93	3.43	5.93	8.54	2.10	2.04	2.64	
Professionals	20.80	6.59	5.27	6.28	5.75	3.98	3.78	6.84	5.90	5.06	3.06	4.69	7.75
Technicians			11.11	6.11		9.42		6.90	6.51	6.78	4.17		4.27
Protective Service	22.12			9.91		8.28		3.06		4.40			
Administrative Support	5.82	11.35	6.39	9.25	9.56	7.10	8.85	11.32	9.09	5.35	4.32	3.83	8.06
Skilled Crafts	1.16			8.34		5.40		6.14	9.49		.10		
Service Maintenance	7.39			20.63		9.75		24.33	16.55				

Asian

JOB GROUP	DAJD	DCHS	DPER	DES	DJA	DNRP	DOA	DOT	DPH	KCSO	KCIT	DPD	KCE
Officials& Administrators	8.42	13.36	7.55	13.88	6.18	9.59	10.56	11.21	15.68	4.45	11.56	7.22	
Professionals	13.01	13.15	10.59	14.54	18.72	12.85	11.04	13.03	13.97	11.26	19.19	8.11	10.53
Technicians			22.22	19.82		4.83		6.84	11.30	13.11	18.78		21.39
Protective Service	9.87			6.17		11.14		10.48		6.91			
Administrative Support	17.09	11.51	18	15.49	18.50	10.87	13.99	11.20	15.34	10.93	9.34	8.46	.54
Skilled Crafts	1.24			7.56		6.32		8.94	16.86		9.67		
Service Maintenance	34.90			19.16		6.52		7.89	14.87				

Hispanic

JOB GROUP	DAJD	DCHS	DPER	DES	DJA	DNRP	DOA	DOT	DPH	KCSO	KCIT	DPD	KCE
Officials& Administrators													
Professionals											2.97		
Technicians													
Protective Service				2.81									
Administrative Support							4.72						
Skilled Craft													
Service Maintenance	15.09					7.9							

Native American

JOB GROUP	DAJD	DCHS	DPER	DES	DJA	DNRP	DOA	DOT	DPH	KCSO	KCIT	DPD	KCE
Officials& Administrators	1.62	3.68	3.09	.11	.93	1.80	1.39	1.16	.61	1.34	2.24	1.02	2.15
Professionals	1.33	2.61	.80	.63	.52	.67	.98	1.04	.98	.32	.85	1.48	
Technicians						.50		2.50	1.37	1.66	.78		.48
Protective Service	1.80			4.44		2.41		2.04		1.79			
Administrative Support	2.13	2.95	.76	1.63	1.36	1.85	1.67	1.21	1.42	1.51	1.83	1.18	.62
Skilled Crafts	2.02			1.87		2.51		1.29	.77		.18		
Service Maintenance	.65			1.63		2.86		4.34	1.29				

Pacific Islander

JOB GROUP	DAJD	DCHS	DPER	DES	DJA	DNRP	DOA	DOT	DPH	KCSO	KCIT	DPD	KCE
Officials& Administrators	.09		.03	.25	.06	.14	.11	.40		.18	.08	.08	
Professionals	.27	.11	.26	.45	.05	.19	.22	.26	.10	.08	.29	.09	.07
Technicians				.18		.03			.30	.09	.48		.30
Protective Service	.51			.44		.67				.42			
Administrative Support	.44	.34	5.01	1.34	.16	.76	.47	.68	.84	.79	.78	.47	.17
Skilled Crafts	.25			.38		.42		.94	.71		.02		
Service Maintenance	.49			.86		.48		1.31	1.51				

Two or More Races

JOB GROUP	DAJD	DCHS	DPER	DES	DJA	DNRP	DOA	DOT	DPH	KCSO	KCIT	DPD	KCE
Officials& Administrators	.58	.46	.69	.55	.48	.60	.48	1.11	.61	.35	.53	.50	2.29
Professionals	.62	.86	.72	1.03	.64	.81	.74	1.19	.97	1.24	.80	.81	
Technicians				.36		.58		3.97	.67	2.43	.86		.91
Protective Service	.52			2.08		1.18				.66			
Administrative Support	2.76	1.89	.50	1.47	.34	1.42	.97	1.00	1.19	1.06	1.31	1.26	.54
Skilled Crafts	.47			1.01		1.63		.88	.71		.04		
Service Maintenance	.46			.54		1.06		1.29	2.60				

Women

JOB GROUP	DAJD	DCHS	DPER	DES	DJA	DNRP	DOA	DOT	DPH	KCSO	KCIT	DPD	KCE
Officials& Administrators	38.60	65.89	31.02	61.59	20.73	35.44	38.38	30.17	67.44	21.24	35.18	24.82	
Professionals	42.85	63.87	34.84	54.42	46.69	37.79	40.95	37.20	67.55	62.08	25.81	47.37	54.45
Technicians			77.77	47.93		41.66		41.63	60.99	51.35	35.14		35.20
Protective Service	25.81			33.66		38.18		56.77		15.73			
Administrative Support	86.93	83.79	96.29	76.46	76.19	74.23	82.20	55.23	83.55	77.33	83.98	84.83	79.53
Skilled Crafts	4.82			9.66		8.70		9.84	54.49		.43		
Service Maintenance	41.31			28.56		13.96		32.68	86				

The following table is a summary of persons of color and women in the workforce underrepresented by department and by job group. Where underrepresentation is found, departments will make good faith efforts to address these areas during the term of this Plan.

DEPARTMENT	JOB GROUP	WORKFORCE UNDERREPRESENTATION
DAJD	Officials & Administrators Professionals Technicians Protective Services Administrative Support Skilled Crafts Service Maintenance	None Native Americans – 1 None Two or More Races – 1 None None Hispanic – 2
DCHS	Officials & Administrators Professionals Administrative Support	None Two or More Races – 1 Asian – 1
DPER	Officials & Administrators Professionals Technicians Administrative Support	Female – 1 Black – 1 None None
DES	Officials & Administrators Professionals Technicians Protective Services Administrative Support Skilled Crafts Service Maintenance	None Native American – 2 None Asian – 2, Native American – 2, Hispanic – 1 None None Native American – 1. Two or More Races - 1
DJA	Officials & Administrators Professionals Administrative Support	None Black - 1 Native American - 1
DNRP	Officials & Administrators Professionals Technicians Protective Services Administrative Support Skilled Crafts Service Maintenance	Asian – 1 None None None None None Hispanic – 12
DOA	Officials & Administrators Professionals Administrative Support	None None Hispanic – 2
DOT	Officials & Administrators Professionals Technicians Protective Services Administrative Support Skilled Crafts Service Maintenance	Black – 1 None Female – 4 None Native American – 2, Pacific Islander – 1, Two or More Races – 1 Female – 31 Female – 338, Pacific Islander – 15, Two or More Races - 16

DEPARTMENT	JOB GROUP	WORKFORCE UNDERREPRESENTATION
DPH	Officials & Administrators Professionals Technicians Administrative Support Skilled Crafts Service Maintenance	None Pacific Islander – 1 Native American – 1, Pacific Islander – 1 Native American – 1, Asian - 1 Female – 2 None
KCSO	Officials & Administrators Professionals Technicians Protective Services Administrative Support	None None None None Native American – 1, Two or More Races – 2
KCIT	Officials & Administrators Professionals Technicians Administrative Support Skilled Crafts	None Hispanic – 3, Two or More Races - 1 Female – 2 None None
DPD	Officials & Administrators Professionals Administrative Support	None None Asian – 2
KCE	Professionals Technicians Administrative Support	Asian – 1 Female – 1 None

2. Proposed 2014-2016 Veterans and Persons with Disability Outreach and Recruitment

Whereas race and gender data can be requested of employees, or observed and recorded by human resource or management personnel for affirmative action and goal monitoring purposes, employee disability status data cannot be obtained in a similar manner. The Americans with Disabilities Act and OFCCP guidelines for affirmative action programs specifically protect employees with disabilities from being asked if they have a disability, and from being perceived as having a disability.

Unless disability status data is voluntarily provided by an applicant or employee with the assurance that it will be protected as confidential, departments cannot legally obtain the information, regardless of intention or affirmative action commitment.

It is acknowledged and may be evident that persons with disabilities are currently represented in the workforce in higher numbers than what is reported but by choice and legal right; such employees may choose not to disclose that information. Data collected and reported in past affirmative action plans for persons with disabilities was provided by employees to the County only for the purposes of gathering statistical data for affirmative action reporting use. Given this situation, previous hiring goals based upon disability status cannot be accurately tracked and measured.

Notwithstanding the above limitations, King County remains committed to the employment of persons with disabilities and will continue to take focused steps to enhance previous affirmative efforts. The County will also take strong defensible steps to the extent allowable by law to initiate new approaches for this workforce resource.

King County, as an initiative of this Plan, will undertake stronger outreach and recruitment activities to recruit qualified veterans and persons with disabilities. Executive departments propose to implement the following actions in their plans as goals to improve representation and reporting of veterans and persons with disabilities within the workforce:

- Strongly encourage applicants and employees to self-identify voluntarily in order that persons with disabilities and veterans obtain the benefits of accommodations and other state and federal law preferences when needed.
- As required by the Americans with Disabilities Act of 1990, all medical records related to a disability are kept separate and confidential from the personnel record of the individual and not disclosed, unless volunteered for affirmative action reporting purposes.
- Identify and address any challenges to recruitment and hiring, retention, and promotion within the workplace.
- Develop targeted training for managers and employees to recognize and respond to workplace challenges.
- Review employment practices and policies to ensure that barriers to employment when found are resolved with appropriate corrective measures.
- Where possible, put into action employment strategies such as internships and temporary or short-term employment specifically for persons with disabilities to provide knowledge, skills, and experience.
- Develop direct business relationships with employment related organizations that assist veterans and persons with disabilities who are ready to work.
- Continue to make every effort to provide reasonable accommodations for any physical and mental limitations of an applicant and employee with disabilities or who are disabled veterans.
- Continue to enforce equal employment and non-discrimination protections in the workplace.

3. 2014–2016 Department Implementation Plans

Executive departments and agencies must take action-oriented efforts to ensure equal employment opportunity, effective affirmative actions, and diversity in the workplace. To plan and perform these efforts, the county and the departments have developed an affirmative action implementation plan. Each implementation plan shall:

- Identify the activities proposed each year during the plan period to meet the department's placement goals. The plan shall discuss how the proposed activities will help the department achieve its placement goals;
- Identify the activities proposed during the plan period by year to recruit, retain, and promote women and persons of color in the work force; and
- Identify the specific activities during the plan period by year that each department will undertake to increase its hiring, retention, and promotion of persons with disabilities.

Designation of Department Responsibilities

Role	Responsibilities
Directors	Provide leadership and accountability to department management and employees for accomplishing EEO/AA Plan objectives.
Supervisors	Are responsible for promoting equal employment opportunity and making good faith efforts to achieve affirmative action goals. Are responsible for setting clear expectations that discriminatory practices are prohibited and take prompt, effective steps to eliminate such practices. Shall encourage qualified protected class individuals to prepare for and aspire to promotional opportunities.
HR Managers	Shall take affirmative action to ensure that qualified protected class individuals are encouraged to aspire for promotion, and are considered as promotional opportunities arise. Prepare and analyze strategies on outreach efforts, recruiting and selection efforts, hiring, promotions, and disciplinary issues that pertain to implementing the plan. Make efforts to retain a diverse workforce at every level in the organization. Reviews semi-annual assessment reports on the recruitment and employment processes to ensure strategies and goals are being met. Ensure that all personnel involved in the employment process shall be trained to ensure that the commitments in the departments' affirmative action efforts and implementation plan can be executed.
Other HR Personnel	Shall ensure job descriptions and other employment practices and policies will be periodically reviewed to ensure qualification requirements and essential job functions do not discriminate against qualified protected class individuals. Shall provide Countering Bias training and resources to individuals involved in any employment process.

Affirmative Action for Veterans and Persons with Disabilities

King County encourages all applicants and employees with a disability and covered veterans to self-identify voluntarily. All departments will encourage staff to attend training on disability awareness in the workplace. In addition, HR staff will utilize the Diversity Network Listserv to share employment opportunities in King County.

Internal and External Dissemination of Policy for Persons with Disabilities and Covered Veterans

Each department will develop internal communications designed to foster understanding, acceptance, and support among their division executive, management, supervisory and other personnel. Each department shall inform its employees and applicants for employment of its commitment to engage in affirmative action to increase the employment opportunities for qualified individuals with a disability and covered veterans. Each department shall also undertake appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit qualified individuals with disabilities and covered veterans.

Action Statement

It is the policy of King County to provide equal opportunity in employment to all qualified employees and applicants provided in the affirmative action program. This policy requires the development of the strategies necessary to address barriers to equal opportunity employment and to respond to known underrepresentation of women, people of color, covered veterans, and persons with disabilities in the county workforce.

The affirmative action policy covers all aspects of the employment process, including, but not limited to recruitment, selection, probation, promotion, transfer, compensation, training, and layoff or termination, to attract qualified women, people of color, persons with disabilities (PWD), and qualified covered veterans to meet agency staffing needs. King County does not discriminate against any applicant or employee on the basis of race, gender, mental or physical disability, or veteran status. King County will make efforts to provide reasonable accommodations throughout the employment process.

All personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes shall be trained on how to avoid bias and/or discrimination in all aspects of the employment process, including, but not limited to recruitment, selection, probation, promotion, transfer, compensation, training, and layoff or termination to ensure that the commitments in King County's affirmative action program are implemented.

2014-16 King County Implementation Plans

In the 2014-2016 EEO/AA Plan, the focus in the implementation plans will move from what departments can do individually to what they do as part of "One King County". As we move forward in developing, promoting and retaining a more diverse, inclusive, nimble and innovative workforce, the workforce of the future, we must eliminate the silos that separate human resource professionals by departments. The Human Resources Division (HRD) will provide services to departments on issues of diversity and inclusion. County outreach and recruitment efforts must become more creative, engaging more employees and communities of color. In collaboration with other departments, HRD will ensure each and every job opportunity including special duty, stretch assignments and job openings are announced and advertised across the county, and to the general public when appropriate. This effort is currently being piloted in DES. In addition, in collaboration with department partners, HRD will be building a comprehensive HR analytics program. A primary lens for understanding the descriptive, relational and ultimately predictive analytics will be equity and social justice.

In reviewing the 38 placement goal areas for 2014-2016, 11 out of the 38 or 29% of the goal areas are Native Americans in the following job groups: Professionals -DAJD, DCHS & DES, Protective Services – DES, Technician – DPH & DOT, Administrative Support – DES, DJA & KCSO, Service Maintenance – DAJD & DES. This provides the opportunity for the HR personnel in these departments to work collectively and strategically to recruit from this community. In looking at the Hispanic community, 4 out of the 38 or 11% of the placement goal areas involve this community, demonstrating a need to work across departments to reach out and engage them in a collaborative fashion.

In order to meet the 2014-2016 placement goal areas, county department human resources staff will use a series of best practices in hiring, retention and promotion:

- Utilize NEOGOV to analyze groups by race/gender at various steps throughout the hiring process and to evaluate if any barriers can be identified and addressed
- Use a variety of outreach programs that include traditional and innovative ideas focused on partnering with the community, schools, labor unions, and internal employees to reach their targeted placement areas
- Utilize Countering Bias training for all staff involved in the hiring process, from job announcements to hiring authorities, to identify and eliminate biases
- Conduct regular self-assessments to determine areas of improvement, successful strategies, and new opportunities to fulfill their goals
- Use social media to advertise positions online, through LinkedIn and through local colleges and community publications to connect with qualified individuals from target underrepresented groups
- Work collaboratively with the EEO/AA Advisory Committee members to develop innovative methods to increase diversity in the county workforce
- Develop and support internal Diversity/ESJ committees to provide greater employee input into hiring practices in the department and reduce discrimination complaints
- Discuss with and train supervisors and hiring authorities on the County's mission on diversity, inclusion, equity and social justice
- Incorporate equity and social justice principles into job announcements and other aspects of recruitment
- Utilize targeted recruitment within a strategic approach to establish recruitment activities for specific placement goal areas

- Utilize Lominger competences to reduce barriers in job announcements
- Evaluate job openings for potential entry level opportunities
- Utilize student internships as a recruitment tool, particularly in communities of underrepresentation in the county workforce

Human Resources Division staff will:

- Provide consultative services to all departments on matters of diversity and inclusion, as well as how to reduce barriers to employment at King County
- Facilitate access to the Countering Bias training and work to expand it to all aspects of the recruitment, hiring, retention, and promotion processes and practices
- Provide training to HR staff, managers, and hiring authorities on the EEO/AA Plan to ensure that the AA commitments are incorporated in recruitment, hiring, retention, and promotions
- Provide training to leadership and HR staff to improve awareness around equity and social justice and how it relates to hiring and the EEO/AA goals for the county
- Coordinate a recruitment event calendar and county participation in job fairs and other potentially collaborative recruitment opportunities
- Develop relationships with professional associations and community groups with membership from the underrepresented placement goal areas categories, i.e., local tribes
- Participate in the Puget Sound Diversity Employment Network
- Work with departmental HR staff to review and analyze data on employees in the higher tier salary ranges and develop strategies to increase racial and ethnic diversity
- Work with the various county apprenticeship programs to increase participation of women and people of color

Department of Adult and Juvenile Detention Implementation Plan

DAJD Placement Goals

Based on analysis data provided, DAJD is represented in 25 out of 28, or 89% of placement goal areas.

GOALS	Female		Black	Asian	Native American	Hispanic	Pacific Islander	Two or More Races
Officials and Administrators								
Professionals					1			
Protective Services								1
Administrative Support								
Skilled Crafts								
Service Maintenance					2			

Activities proposed to meet placement goals:

The Department of Adult and Juvenile Detention has three target goal areas: two Native American and one Two or More Races. This will require focused recruitment in the Native American and other ethnic communities.

- Local advertising of positions and increased electronic jobs and careers listserv in population centers with large Native American and multicultural populations as well as developing collaborative relationships with the Tribes, and community organizations
- Engage with and discuss potential barriers to county employment with:
 - United Indians of All Tribes Foundation
 - Washington State Governor's Office on Indian Affairs
 - The Urban League
 - Community organizations serving diverse clientele
- Work with other county departments seeking increased recruitment activities with the Native American and Two or More Races communities to expand opportunities to hire

How these activities will help achieve placement goals:

- DADJ will have a greater and sustained presence in the target communities, making it a desirable place to consider for career opportunities
- Feedback from these communities will allow DAJD to address any barriers to county employment

Activities proposed to recruit, retain and promote women and persons of color in the work force:

- Do an assessment of past and current hiring and promotional practices within DAJD
- Continue successful recruitment practices in diverse communities.

Activities to increase hiring, retention and promotion of persons with disabilities:

DAJD will encourage staff to attend the Disability Awareness Workshop series to insure DAJD is a welcoming and inclusive workplace for People with Disabilities and that officers and staff have the tools to engage respectfully with this community.

Department of Community and Health Services

Based on analysis data provided, DCHS is represented in 18 out of 21, or 86% of placement goal areas.

GOALS	Female	Black	Asian	Native American	Hispanic	Pacific Islander	Two or More Races
Officials and Administrators							
Professionals				1			1
Administrative Support			1				

Activities proposed to meet placement goals:

The Department of Community and Health Services has three target goal areas: Asian, Native American and Two or More Races. This will require focused recruitment in these three communities.

- Regional advertising of positions and increased electronic jobs and careers listserv in population centers with large Native American populations as well as developing collaborative relationships with the Native American, Asian and other ethnic communities
- Engage with and discuss potential barriers to county employment with:
 - United Indians of All Tribes Foundation
 - Washington State Governor's Office on Indian Affairs
 - El Centro De la Raza
- Work with other county departments seeking increased recruitment activities with the Asian, Two or More Races and Native American communities

How these activities will help achieve placement goals:

- DCHS will have a greater and sustained presence in the target communities, making it a desirable place to consider for career opportunities
- Feedback from these communities will allow DCHS to address any barriers to county employment

Activities proposed to recruit, retain and promote women and persons of color in the work force:

- Do an assessment of past and current hiring and promotional practices within DCHS
- Continue successful recruitment practices in diverse communities.

Activities to increase hiring, retention and promotion of persons with disabilities:

DCHS will encourage staff to attend the Disability Awareness Workshop series to help create a workplace culture of inclusion for people with disabilities.

Department of Permitting and Environmental Review

Based on analysis data provided, DPER is represented in 25 out of 28, or 89% of placement goal areas.

GOALS	Female	Black	Asian	Native American	Hispanic	Pacific Islander	Two or More Races
Officials and Administrators	1						
Professionals		1	4				
Technicians							
Administrative Support							

Activities proposed to meet placement goals:

The Department of Permitting and Environmental Review has three target goal areas: Female, Black and Asian. This will require focused recruitment in these three communities.

- Regional advertising of positions and increased electronic jobs and careers listserv in population centers with large Asian and Black populations as well as developing collaborative relationships with Asian and Black community organizations
- Outreach to Female professionals in leadership positions
- Engage with and discuss potential barriers to county employment with:
 - Asian and Black community organizations
 - The Urban League
- Work with other county departments seeking increased recruitment activities with the Asian and Black communities to expand opportunities to hire.

How these activities will help achieve placement goals:

- DPER will have a greater and sustained presence in these target communities, making it a desirable place to consider for career opportunities
- Feedback from these communities will allow DPER to address any barriers to county employment

Activities proposed to recruit, retain and promote women and persons of color in the work force:

- Do an assessment of past and current hiring and promotional practices within DPER
- Continue successful recruitment practices in diverse communities.

Activities to increase hiring, retention and promotion of persons with disabilities:

DPER will encourage staff to attend the Disability Awareness Workshop series to insure DPER is a welcoming and inclusive workplace for People with Disabilities.

Department of Executive Services

Based on analysis data provided, DES is represented in 43 out of 49, or 88% of placement goal areas.

GOALS	Female	Black	Asian	Native American	Hispanic	Pacific Islander	Two or More Races
Officials and Administrators							
Professionals				2			
Technicians							
Protective Services			2	2	1		
Administrative Support							
Skilled Crafts							
Service Maintenance				1			1

Activities proposed to meet placement goals:

The Department of Executive Services has six target goal areas of which three include increasing goals for Native Americans. Three of the goal areas are in the Protective Services Work Group. This will require focused recruitment in the Native American communities as well as reviewing how to reach into the Asian and Hispanic communities to recruit for Protective Services workers. DES activities will include:

- Regional advertising of positions and increased electronic jobs and careers listserv in population centers with large Native American, Asian and Hispanic populations, as well as developing collaborative relationships with the Tribes, and outreach in the Asian and Hispanic communities
- Engage with and discuss potential barriers to county employment with:
 - United Indians of All Tribes Foundation
 - Washington State Governor's Office on Indian Affairs
 - El Centro De la Raza
 - Asian Counseling and Referral Services
- Partner with other county departments seeking increased recruitment activities with the Native American, Asian and Hispanic communities

How these activities will help achieve placement goals:

- DES will have a greater and sustained presence in the target communities, making it a desirable place to consider for career opportunities
- Feedback from these communities will allow DES to address any barriers to county employment

Activities proposed to recruit, retain and promote women and persons of color in the work force:

- Prepare an assessment of past and current hiring and promotional practices within DES
- Continue successful recruitment practices in diverse communities

Activities to increase hiring, retention and promotion of persons with disabilities:

DES will continue to encourage staff to attend the Disability Awareness Workshop series.

King County's transitional duty program is committed to returning injured employees who have temporary medical restrictions back to work in short-term work assignments. By returning injured employees to work, they maintain a connection with their employer, continue to contribute in the workplace, continue to receive benefits, avoid the risk of feeling disassociated from the employer, and are less likely to become deconditioned and pain-focused.

King County's reassignment program services are provided to employees who can no longer perform the essential functions of their job due to a disability but able to work in another capacity. The KC transitional and reassignment programs are housed in the Human Resources Division in DES.

Department of Judicial Administration

Based on analysis data provided, DJA is represented in 19 out of 21, or 90% of placement goal areas.

GOALS	Female	Black	Asian	Native American	Hispanic	Pacific Islander	Two or More Races
Officials and Administrators							
Professionals		1					
Administrative Support				1			

Activities proposed to meet placement goals:

The Department of Judicial Administration has two target goal areas of which one is Native American and the other is Black. This will require focused recruitment in the Native American and Black communities.

- Regional advertising of positions and increased electronic jobs and careers listserv in population centers with large Native American and Black populations as well as developing collaborative relationships with the Tribes, and Black community organizations
- Engage with and discuss potential barriers to county employment with:
 - United Indians of All Tribes Foundation
 - Washington State Governor's Office on Indian Affairs
 - The Urban League
- Work with other county departments seeking increased recruitment activities with the Native American and Black communities to expand opportunities to hire.

How these activities will help achieve placement goals:

- DJA will have a greater and sustained presence in the target communities, making it a desirable place to consider for career opportunities
- Feedback from these communities will allow DJA to address any barriers to county employment

Activities proposed to recruit, retain and promote women and persons of color in the work force:

- Do an assessment of past and current hiring and promotional practices within DJA
- Continue successful recruitment practices in diverse communities.

Activities to increase hiring, retention and promotion of persons with disabilities:

DJA will encourage staff to attend the Disability Awareness Workshop series to insure DJA is a welcoming and inclusive workplace for People with Disabilities.

Department of Natural Resources and Parks

Based on analysis data provided, DNRP is represented in 47 out of 49, or 96% of placement goal areas.

GOALS	Female	Black	Asian	Native American	Hispanic	Pacific Islander	Two or More Races
Officials and Administrators			1				
Professionals							
Technicians							
Service Maintenance					12		

Activities proposed to meet placement goals:

The Department of Natural Resources and Parks has two target goal areas of which one is an Asian Professional and the other is Hispanic Service Maintenance workers. This will require focused recruitment in the Asian and Hispanic communities.

- Regional advertising of positions and increased electronic jobs and careers listserv in population centers with large Asian and Hispanic populations as well as developing collaborative relationships with the Asian and Hispanic communities
- Engage with and discuss potential barriers to county employment with:
 - Washington State Commission on Asian Pacific American Affairs
 - Washington State Commission on Hispanic Affairs
 - El Centro De la Raza
 - The Asian Pacific Islander Community Leadership Foundation
- Work with other county departments seeking increased recruitment activities with the Asian and Hispanic communities

How these activities will help achieve placement goals:

- DNRP will have a greater and sustained presence in the target communities, making it a desirable place to consider for career opportunities
- Feedback from these communities will allow DNRP to address any barriers to county employment

Activities proposed to recruit, retain and promote women and persons of color in the work force:

- Do an assessment of past and current hiring and promotional practices within DNRP
- Continue successful recruitment practices in diverse communities
- Utilize professional translation services for applicable job postings

Activities to increase hiring, retention and promotion of persons with disabilities:

DNRP will encourage staff to attend the Disability Awareness Workshop series in order to create a welcoming and inclusive workplace.

Department of Assessments

Based on analysis data provided, DOA is represented in 20 out of 21, or 95% of placement goal areas.

GOALS	Female	Black	Asian	Native American	Hispanic	Pacific Islander	Two or More Races
Officials and Administrators							
Professionals							
Administrative Support					2		

Activities proposed to meet placement goals:

The Department of Assessments has a target goal area of Hispanics in Administrative Support. While DOA continues to pursue diverse applicants in all diverse populations, DOA will focus on the following activities to support this goal area:

- National advertising of positions and enhance our electronic jobs and careers listserv in population centers with larger Hispanic populations, such as Los Angeles County, Yakima, San Antonio, etc.
- Coordinate additional messaging and outreach with local Hispanic media outlets
- Collaborate with:
 - El Centro de la Raza
 - Washington State Commission on Hispanic Affairs and King County based Commissioners to:
 - Review recruitment policies and outreach directories for updates
 - Foster discussion on how to better message public service as an employment opportunity to the Latino community
 - Identify existing career networks that the property based agencies can communicate open positions to
- Continue the department's translation efforts of outreach materials and videos
- Work with other county departments seeking increased recruitment activities with the Hispanic community

How these activities will help achieve placement goals:

DOA will take a multi-part approach/effort for:

- Awareness Building - Increase awareness of King County Department of Assessments and the work the department does for the community, through coordination of messaging and outreach with local and regional Hispanic media outlets, and national advertising in Hispanic population centers
- Community Discussions - Increase the involvement and input from Hispanic community leaders and organizations regarding education, outreach and employment opportunities
- Availability - Continue to translate public information documents, in addition to producing YouTube videos available on the DOA website

Activities proposed to recruit, retain and promote women and persons of color in the work force:

- Working with our Community Outreach Coordinator to share notice of public job opportunities to minority agency list serves, community groups, and organizations.
- Utilization of Career Support Services and Reassignment Services when able to place employees

Activities to increase hiring, retention and promotion of persons with disabilities:

DOA will continue department attendance in 2014 and beyond in the Disability Workshops. This is an important employee training program and helps to foster a more inclusive and supportive environment for employees with disabilities.

Department of Transportation

Based on analysis data provided, DOT is represented in 40 out of 49, or 81% of placement goal areas.

GOALS	Female	Black	Asian	Native American	Hispanic	Pacific Islander	Two or More Races
Officials and Administrators		1					
Professionals							
Technicians	4			1			
Protective Services							
Administrative Support				2		1	2
Skilled Crafts	31						
Service Maintenance	338					15	16

Activities proposed to meet placement goals:

The Department of Transportation has five target goal areas spanning gender and race. This will require focused recruitment in multiple communities.

- Regional advertising of positions and increased electronic jobs and careers listserv in population centers with large Black, Native American, Pacific Islander and Two or More Races populations as well as developing collaborative relationships with these communities
- Engage with and discuss potential barriers to county employment with:
 - Washington State Commission on Asian Pacific American Affairs
 - United Indians of All Tribes Foundation
 - The Asian Pacific Islander Community Leadership Foundation
- Engage with Female professional and trade organizations to promote opportunities within DOT
 - Partnership with Apprenticeships and Non-traditional Employment for Women via Heavy Duty Diesel Mechanic Pre-Apprenticeship
 - Partnership with area vocational trades schools via Work Co-Operative, (Heavy Duty Diesel Mechanic Interns)
- Participate in the Women in Trades event annually
- Partnership with area Unions to promote diversity in Trades
- Membership in COMTO – Conference of Minority Transportation Officials – to promote opportunities with King County
- Membership in WTS – Women in Transportation – to promote opportunities with King County
- Work with other county departments seeking increased recruitment activities with the Black, Native American, Pacific Islander and Two or More Races communities

How these activities will help achieve placement goals:

- DOT will have a greater and sustained presence in the target communities, making it a desirable place to consider for career opportunities
- Feedback from these communities will allow DOT to address any barriers to county employment, particularly for females

Activities proposed to recruit, retain and promote women and persons of color in the work force:

- Do an assessment of past and current hiring and promotional practices within DOT
- Utilize employee focus group in vehicle maintenance to address workplace barriers to minorities and females and how to overcome them
- Ongoing and expanded cultural competency training to promote a welcome work environment for all employees
- Continue successful recruitment practices in diverse communities
- Build development programs at every level of leadership
- Develop highly competitive succession management programs
- Deploy career development resources, trainings, and planning sessions

Activities to increase hiring, retention and promotion of persons with disabilities:

DOT will encourage staff to attend the Disability Awareness Workshop series, when feasible, to insure DOT is a welcoming and inclusive workplace for People living with Disabilities, and that operators and staff have the tools to engage respectfully with this community.

Continue to provide reasonable accommodation to candidates with disabilities to ensure equal access to testing, interviewing and employment.

Department of Public Health

Based on analysis data provided, DPH is represented in 36 out of 42, or 86% of placement goal areas.

GOALS	Female	Black	Asian	Native American	Hispanic	Pacific Islander	Two or More Races
Officials and Administrators							
Professionals						1	
Technicians				1		1	
Administrative Support							
Skilled Crafts	2		1				
Service Maintenance							

Activities proposed to meet placement goals:

- DPH will identify community organizations and local merchant locations where higher population concentrations of Asian, Native American and Pacific Islanders reside and will provide these locations with postings of current job opportunities within the department.
- DPH will have recruitment representatives at the Women in Trades Career Fair to provide job information to potential candidates of skilled crafts available within DPH.
- Continue using social media to reach out to professional groups and associations that have membership in our identified goal areas.
- Increase the department's participation and support of job internships for individuals in identified goal areas. Conduct targeted recruitment to inform potential candidates of our internship opportunities.

How these activities will help achieve placement goals:

All identified activities have the goal of increasing awareness of job opportunities within DPH and will identify the department and King County as an employer of choice based on our compensation packages, diversity of opportunities, and career growth potential.

Activities proposed to recruit, retain and promote women and persons of color in the work force:

- DPH will explore use of and implementation of text messaging as a vehicle to notify current workforce of job opportunities
- Conduct exit interviews to identify barriers and reasons why individuals are leaving our organization
- Conduct ESJ and cultural competency training annually for supervisors and managers
- Develop a peer mentoring program for current employees in the department that focuses on skill and career development
- Modify payroll and HR policies and procedures to reflect a friendlier and service oriented tone

Activities to increase hiring, retention and promotion of persons with disabilities:

- Conduct disability awareness training for supervisors/managers which focuses on breaking down stereotypes related to persons with disabilities
- Develop job opportunity marketing materials that feature real life stories of current employees with disabilities that are employed with DPH

King County Sheriff's Office

Based on analysis data provided, KCSO is represented in 33 out of 35, or 94% of placement goal areas.

GOALS	Female	Black	Asian	Native American	Hispanic	Pacific Islander	Two or More Races
Officials and Administrators							
Professionals							
Technicians							
Protective Services							
Administrative Support				1			2

Activities proposed to meet placement goals:

The King County Sheriff's Office has two target goal areas of which one is Native Americans and the other is Two or More Races. This will require focused recruitment in the Native American and other ethnic communities.

- Local advertising of positions and increased electronic jobs and careers listserv in population centers with large Native American and multicultural populations as well as developing collaborative relationships with the Tribes and community organizations
- Engage with and discuss potential barriers to county employment with:
 - United Indians of All Tribes Foundation
 - Washington State Governor's Office on Indian Affairs
 - The Urban League
 - Community organizations serving diverse clientele
- Work with other county departments seeking increased recruitment activities with the Native American and Two or More Races communities to expand opportunities to hire

How these activities will help achieve placement goals:

- KCSO will have a greater and sustained presence in the target communities, making it a desirable place to consider for career opportunities
- Feedback from these communities will allow KCSO to address any barriers to county employment, Civil Service Rules permitting

Activities proposed to recruit, retain and promote women and persons of color in the work force:

- Do an assessment of past and current hiring and promotional practices within KCSO
- Continue successful recruitment practices in diverse communities

Activities to increase hiring, retention and promotion of persons with disabilities:

KCSO will encourage staff to attend the Disability Awareness Workshop series to insure KCSO is a welcoming and inclusive workplace for People with Disabilities, and that officers and staff have the tools to engage respectfully with this community.

King County Information Technology

Based on analysis data provided, KCIT is represented in 32 out of 35, or 91% of placement goal areas.

GOALS	Female	Black	Asian	Native American	Hispanic	Pacific Islander	Two or More Races
Professionals					3		1
Technicians	2						

Activities proposed to meet placement goals:

King County information Technology has three target goal areas: Female, Hispanic and Two or More Races. This will require focused recruitment in these three communities.

- Regional advertising of positions and increased electronic jobs and careers listserv in population centers with large Hispanic populations, as well as developing collaborative relationships with the Hispanic and other ethnic communities
- Engage with and discuss potential barriers to county employment with:
 - United Indians of All Tribes Foundation
 - Washington State Governor's Office on Indian Affairs
 - El Centro De la Raza
- Work with other county departments seeking increased recruitment activities with the Female, Two or More Races and Hispanic communities

How these activities will help achieve placement goals:

- KCIT will have a greater and sustained presence in the target communities, making it a desirable place to consider for career opportunities
- Feedback from these communities will allow KCIT to address any barriers to county employment

Activities proposed to recruit, retain and promote women and persons of color in the work force:

- Do an assessment of past and current hiring and promotional practices within KCIT
- Continue successful recruitment practices in diverse communities

Activities to increase hiring, retention and promotion of persons with disabilities:

KCIT will encourage staff to attend the Disability Awareness Workshop series to help create a workplace culture of inclusion for people with disabilities.

King County Department of Public Defense

Based on analysis data provided, DPD is represented in 20 out of 21, or 95% of placement goal areas.

DPD is a new department, formed in July 2013 by bringing in staff from five separate public defense agencies to create a new department. Of the 417 employees, 263 did not select a racial identity, which removed them from the data used to develop the goal placement areas. Therefore the data shown below is incomplete; as more racial identity data is gathered, these placement goals will probably change significantly.

GOALS	Female	Black	Asian	Native American	Hispanic	Pacific Islander	Two or More Races
Officials and Administrators							
Professionals							
Administrative Support			2				

Activities proposed to meet placement goals:

King County Department of Public Defense has one target goal area: Asian. This will require focused recruitment in these communities.

- Regional advertising of positions and increased electronic jobs and careers listserv in population centers with large Asian populations as well as developing collaborative relationships with Asian community organizations
- Engage with and discuss potential barriers to county employment with:
 - Japanese American Citizens League
 - Asian Bar Association of Washington
 - National Association of Asian American Professionals – Seattle Chapter
 - Washington State Commission on Asian Pacific American Affairs
 - Asian Pacific Islander Coalition
 - Asian American Justice Center
 - UW Asian Law Center
 - Vietnamese American Bar Association of Washington
 - Korean American Bar Association
 - Filipino Lawyers of Washington
- Work with other county departments seeking increased recruitment activities with Asian communities to expand opportunities to hire

How these activities will help achieve placement goals:

- DPD will have a greater and sustained presence in this target community, making it a desirable place to consider for career opportunities
- Feedback from these organizations will allow DPD to address any barriers to county employment

Activities proposed to recruit, retain and promote women and persons of color in the work force:

- Do an assessment of current hiring and promotional practices within DPD
- Create successful recruitment practices in diverse communities

Activities to increase hiring, retention and promotion of persons with disabilities:

DPD will encourage staff to attend the Disability Awareness Workshop series to insure DPD is a welcoming and inclusive workplace for People with Disabilities.

King County Elections

Based on analysis data provided, KCE is represented in 19 out of 21, or 90% of placement goal areas.

GOALS	Female	Black	Asian	Native American	Hispanic	Pacific Islander	Two or More Races
Professionals			1				
Technicians	1						
Administrative Support							

Activities proposed to meet placement goals:

King County Elections has two target goal areas: Female and Asian. This will require focused recruitment in these two communities.

- Regional advertising of positions and increased electronic jobs and careers listserv in population centers with large Asian populations as well as developing collaborative relationships with Asian community organizations
- Outreach to Female professionals in technical positions
- Engage with and discuss potential barriers to county employment with:
 - Vietnamese Friendship Association
 - Chinese information & Service Center
- Work with other county departments seeking increased recruitment activities with Asian communities to expand opportunities to hire

How these activities will help achieve placement goals:

- Elections will have a greater and sustained presence in these target communities, making it a desirable place to consider for career opportunities
- Feedback from these communities will allow Elections to address any barriers to county employment

Activities proposed to recruit, retain and promote women and persons of color in the work force:

- Do an assessment of past and current hiring and promotional practices within Elections
- Continue successful recruitment practices in diverse communities

Activities to increase hiring, retention and promotion of persons with disabilities:

Elections will encourage staff to attend the Disability Awareness Workshop series to insure Elections is a welcoming and inclusive workplace for People with Disabilities.

4. Past Plan Activity

2008–2013 EEO/AA Plan Summary

To measure the overall results of the 2008 – 2013 plan and understand the description of employment progress for persons of color and women, and for persons with disabilities, an explanation of the term goal setting areas is required. Goal setting areas are a method of organizing jobs with similar work duties, responsibilities, wages or salaries, and advancement opportunities into broad categories for analysis purposes. The job groups for this plan were:

- Officials and Administrators
- Professional
- Technicians
- Protective Services
- Administrative Support
- Skilled Crafts
- Service Maintenance, and
- Transit Operations

For a detailed description of these job categories, please refer to the glossary of the Plan.

The Plan looked at the race and gender of employees in each job category of each department. It also looked at persons with disabilities where that status information was volunteered by employees. Depending upon business needs, a department may have a different set of job categories. For the 2008 –2013 EEO/AA Plan, all department goal-setting areas combined equaled 325.

A desired result of affirmative action is to make efforts to ensure equal or full employment representation in the county workforce of qualified people of color and women, and for qualified persons who identified themselves as having a disability. For a goal setting area to be considered fully represented, it must have a percentage of people of color and women equal to the percentage of qualified people of color and women who could be employed in the job group.

For persons with disabilities, full representation may be measured as an increase in the number of persons who chose to volunteer that information.

Goal Setting Attainment Overall

The 2008-2013 Plan had 325 potential goal setting areas. Goal setting areas can be described as areas of employment of persons within the affirmative action plan. For this plan, five race and gender groups (Black, Asian, Native American, Hispanic and Women) had 65 areas of employment opportunity by department job groups where identified.

At the plan's end, 87% or 284 of 325 goal-setting areas had full representation of persons of color and women. For each group at the end of the plan period the overall results were:

- For Black, 94% or 61 of the 65 goal setting areas were fully represented.
- For Asian, 97% or 63 of the 65 goal setting areas were fully represented.
- For Hispanic, 89% or 58 of the 65 goal setting areas were fully represented.
- For Native Americans, 78% or 51 of the 65 goal setting areas were fully represented.
- For Women, 78% or 51 of the 65 goal setting areas were fully represented.

of the department's implementation activities.

Hires and Promotions

AA GROUP	EMPLOYEE CHANGES	2009 YEAR END COUNT	2010 YEAR END COUNT	2011 YEAR END COUNT	2012 YEAR END COUNT	2013 YEAR END COUNT	2009 %	2010 %	2011 %	2012 %	2013 %
All Employees	New Hires	2176	384	588	542	600					
	Promotions	145	222	199	234	254					
	Total	2321	606	787	776	854					
People of Color	New Hires	669	120	186	169	206	31%	31%	32%	31%	34%
	Promotions	33	73	52	67	82	2%	39%	26%	29%	32%
	Total	702	193	238	236	288	30%	32%	30%	30%	34%
Female	New Hires	1090	175	260	250	301	50%	46%	44%	46%	50%
	Promotions	54	101	90	102	107	2%	45%	45%	44%	42%
	Total	1144	276	350	352	408	49%	46%	44%	45%	48%

Promotions by Race and Gender

By race and gender, the following results were found (Year 2009-2013):

Group	Number of Promotions	Percentage of Promotions
White	747	70.87%
Black	129	12.24%
Asian	117	11.10%
Hispanic	49	4.65%
Native Americans	12	1.14%
Total Promotions	1054	100%
Women	454	43.07%
Men	600	56.93%

Voluntarily Self-Identified Persons with Disabilities

The table below shows the total number of persons with disabilities in each job group within the county work force and the total number of persons with disabilities by department voluntarily reported by individuals for equal employment opportunity affirmative action purposes.

Job Group	Persons with Disabilities
Officials & Administrators	1
Professionals	38
Technicians	1
Protective Service	9
Administrative Support	28
Skilled Crafts	15
Service Maintenance	36
Total	128

Disability Accommodations

The Executive Departments have a commitment to assist qualified employees who become disabled to perform the essential functions of their jobs through reasonable accommodations. Through the Disability Services programs, employee assistance included consultations, referrals, and work re-assignment including transitional or light duty work. These and other services assist employees to return to work earlier while the department regains the work contribution of the returned employee. The number of employees who currently receive disability accommodations is 217.

5. Equal Employment Opportunity Complaints

It is against federal and state law, and King County policy to discriminate, harass, or retaliate in employment on the basis of an employee's race, color, age, gender, marital status, sexual orientation, religion, ancestry, national origin, veteran status, or disability. To ensure compliance, the Executive Non-discrimination and Anti-harassment Policy and Procedures provide employees and management with guidance and resources on how to address questions and concerns related to equal employment, discrimination, harassment or retaliation.

In addition, the departments and HRD take initiatives to ensure a positive employment environment. This includes EEO management and employee training on nondiscrimination and anti-harassment and diversity management. In addition HRD maintains a pool of consultants selected to provide investigation and equality assistance services.

Employees have access to immediate supervisors and other members of management should questions or workplace concerns specific to discrimination, harassment, or retaliation need to be addressed.

Should an employee so choose there are federal, state, and local enforcement agencies such as the US Equal Employment Opportunity Commission (EEOC), the Washington State Human Rights Commission (WSHRC), and the King County Office of Civil Rights and Open Government (OCROG), with which to file a complaint.

These efforts notwithstanding, in a workforce of over 13,500 employees, formal complaints with enforcement agencies may occur. In 2013, 16 complaints were filed.

Summary and Complaint Tables

- The EEOC (47%) and the King County Office of Civil Rights (34%) receive the majority of cases filed on average.
- The most frequent basis of complaint in descending order is race (27%), retaliation (24%), disability (20%), and gender (13%).
- A complaint may include more than one basis of discrimination charged. Complaints with two bases (36%) are filed nearly as often as cases with one basis (45%).
- In no case was discrimination found.

The tables below detail complaint activity coordinated through the HRD Diversity Services Management Section for 2007 to year-end 2013.

Complaint Cases Open and Closed

Status of Complaints	2007	2008	2009	2010	2011	2012	2013	Total
Open Cases	0	0	3	5	5	6	24	43
Closed Cases	19	16	29	15	15	12	16	122
Total	19	16	32	20	29	18	40	174

Complaints Filed Status

Status of Complaints	2007	2008	2009	2010	2011	2012	2013	Total	Percentage of Total
Administrative Closure	3	1	1	2	2	3	1	13	11%
Litigated	0	0	2	0	0	0	0	2	2%
Discrimination Found	0	0	0	0	0	0	0	0	0%
Dismissed	2	2	5	1	1	1	1	13	11%
No Cause Finding	9	11	18	12	12	8	13	83	68%
Settled	5	2	3	0	0	0	1	11	9%
Total	19	16	29	15	15	12	16	122	100%

Number of Complaints Filed by Enforcement Agency

Complaint Agency	2007	2008	2009	2010	2011	2012	2013	Total	Agency Percentage of Complaints
EEOC	9	6	16	10	18	9	14	82	47%
OCR	8	8	13	6	9	6	10	60	34%
WSHRC	2	1	1	0	0	0	0	4	2%
DOL	0	0	1	0	1	0	0	2	1%
Joint EEOC/WSHRC	-	1	1	4	0	3	14	23	13%
Other	0	0	0	0	1	0	2	3	2%
Total	19	16	32	20	29	18	40	174	100%

Number of Complaints by Executive Department

Department	2007	2008	2009	2010	2011	2012	2013	Total	Percentage of Total
DAJD	1	2	3	0	0	0	9	15	9%
DCHS	0	0	3	3	1	0	2	9	5%
DPER	0	0	0	0	0	0	1	1	1%
DES	2	2	5	3	8	4	7	31	18%
DJA	2	0	0	0	0	0	0	2	1%
DNRP	1	2	2	3	6	0	0	14	8%
DNRP/DOT	0	0	0	0	0	0	1	1	1%
DOA	0	0	1	0	0	0	0	1	1%
DOT	8	7	13	7	8	6	14	63	36%
DPH	4	3	1	4	3	7	3	25	14%
Elections	0	0	3	0	0	0	1	4	2%
KCIT	1	0	0	0	0	1	1	3	2%
KCSO	0	0	1	0	3	0	1	5	3%
Total	19	16	32	20	29	18	40	174	100%

With a workforce of over 13,000 employees, in a typical year, the Executive Departments receive about one complaint for every 540 employees.

Complaints by Basis

Complaints are filed based on one or more of the following. Because complaints may be filed on one or more protected statuses, the number of basis will be greater than the total number of complaints.

Basis of Complaints	2007	2008	2009	2010	2011	2012	2013	Total	Agency Percentage of Complaints
Age	3	0	7	2	8	3	1	24	8%
Ancestry	0	0	0	0	0	0	0	0	0%
Color	1	1	3	1	0	0	2	8	3%
Disability	6	5	11	5	9	7	15	58	20%
Gender	3	1	10	3	3	4	14	38	13%
Job Accommodation	0	0	0	0	0	0	2	2	1%
Marital Status	0	0	0	0	0	0	1	1	0%
National Origin	3	3	5	1	4	3	4	23	8%
Race	8	7	12	12	11	11	20	81	27%
Religion	0	0	2	0	1	0	2	5	2%
Sexual Orientation	0	0	0	0	4	0	0	4	1%
Veteran	0	0	0	0	1	0	0	1	1%
Other	1	0	0	0	0	0	4	5	2%
Retaliation	10	3	8	8	11	8	23	71	24%
Total	35	20	58	32	52	36	88	297	100%

Number of Complaint Basis per Charge Filed

Employees may file a complaint with more than one allegation of discrimination. This table describes the number of complaints filed with one to four bases per year.

Basis Per Charge	2007	2008	2009	2010	2011	2012	2013	Total	Percentage of Total
One Basis	10	12	17	9	12	6	10	76	45%
Two Basis	6	4	9	9	11	7	* 15	61	36%
Three Basis	1	0	4	2	6	2	8	23	14%
Four Basis	1	0	0	0	0	1	6	8	5%
More Than Four Basis	1	0	2	0	0	2	1	6	4%
Total	18	16	30	20	29	16	39	168	100%

6. Internal Monitoring and Reporting

The Human Resources Division will monitor and report on department affirmative action and implementation progress to measure performance and ensure compliance with the policies and action of the plan.

The internal monitoring and report system will:

- Monitor, measure, and evaluate individual department and Executive Department implementation outcomes on a quarterly basis.
- Review and provide report results to the Human Resources Director and Department Directors.
- Provide progress reports to the King County Executive and King County Council on department affirmative efforts, and provide report copies to the King County Civil Rights Commission and the Executive's Employee-based EEO/AA Advisory Committee.

Office of Federal Contract Compliance Program Gender Discrimination Compliance

King County complies with the gender discrimination guidelines as follows:

- King County's employment advertising does not express a gender preference and, if printed, does not appear in gender-segregated columns.
- King County's Personnel Guidelines and employment application forms expressly state that there will be no discrimination on the basis of gender.
- King County recruits employees of both genders for all positions.
- King County does not rely upon a state "protective" law to deny women employees the right to any job they are qualified to perform.
- King County offers employees of both genders an equal opportunity for any jobs they are qualified to perform, except when gender is a bona fide occupational qualification.
- King County does not make any distinction based upon gender with regard to employment opportunities, wages, hours or other terms and conditions of employment.
- King County does not make any distinction between married and unmarried persons of one gender that is not made between married and unmarried persons of the other gender.
- King County does not deny employment to women with young children.
- King County does not terminate employees of one gender in a particular job group when they reach a certain age, unless the same rule applies to members of the other gender.
- King County provides appropriate physical facilities to both genders.
- King County does not penalize, in conditions of employment, women who require time away from work for childbearing. When, under King County's leave policy, a woman employee would qualify for leave, then childbearing is considered a justification like any other for granting such leave, for a reasonable period of time. The conditions applicable to her leave and to her return to employment are in accordance with King County's leave policy with respect to all leaves of absence. Further, King County's maternity policy complies with the 1978 Pregnancy Amendment to Title VII of the Civil Rights Act of 1964.

- King County does not, on the basis of gender, specify any differences between men and women employees in retirement age.
- King County's wage schedules are not related to or based upon gender.
- King County does not discriminatorily restrict one gender to certain job groups.

In addition, King County will continue to take affirmative action to encourage women to apply for all positions in King County for which they are qualified. King County management has been made aware of the requirements set forth above. Further, the principles contained in these guidelines have been incorporated into the EEO policy of King County.

Office of Federal Contract Compliance Program - Support of Community Action Program Statement

King County seeks to have its EEO commitment fully understood by the community for the purpose of diversifying our applicant pools and achieving a better understanding of the communities we serve.

In an effort to achieve such awareness on the part of the community, the following steps have been and will continue to be taken:

- King County encourages members of its management to serve in local civic organizations and community development activities to gain a better understanding of local community issues.
- King County encourages its employees to participate in community programs. For example, King County sponsors internships, summer hire for the economically disadvantaged, and summer hire for youth in the workplace. It also provides for the use of paid leave for volunteer work at schools and educational institutions.
- King County participates in local activities that encourages community involvement and integrates minorities, women, and people with disabilities in that work.

Office of Federal Contract Compliance Program Religion and National Origin Discrimination Statement

King County is committed to providing and ensuring equal employment opportunity to all applicants and employees without regard to their religion or national origin, as follows:

- Internal communication of its policy with respect to nondiscrimination on the basis of religion or national origin
- Notification to recruitment sources of King County's policy regarding nondiscrimination on the basis of religion or national origin

King County accommodates the religious observances and practices of employees and prospective employees except where such accommodation would result in an undue hardship in conducting its business.

7. Plan Terminology and Guidance

In developing the EEO/AA Plan, terms and their meanings, including but not limited to, "placement goals", "underrepresentation", and "problem areas" are used as provided by EEOC and Office of Federal Contract Compliance Program for the purpose of federal funding and regulatory compliance. The use of such terms in the EEO/AA Plan should not be construed as an admission by King County in whole or in part, of any discrimination by King County in violation of federal, state, or local laws. In addition, nothing contained in the EEO/AA Plan or the supporting documents and data should be construed as an admission by King County in whole or in part that it has contravened/disregarded any federal, state, or local laws.

The EEO/AA Plan was developed in accordance with and reliance upon EEOC Guidelines on Affirmative Action and Department of Labor Office of Federal Contract Compliance Programs General Contractors, Affirmative Action Requirements Final Rules.

Any placement or hiring goals stated in the EEO/AA Plan are not intended as quotas, but are to be used as management tools to evaluate the composition of the workforce relative to the labor markets from which the Executive Departments recruit. They are also used as a means to measure affirmative efforts toward achieving equal employment opportunities. The implementation of or effect of implementing placement or hiring goals is not intended to discriminate against any qualified individual or group of individuals with respect to any employment opportunity.

8. Glossary of Terms

Affirmative Action Liaison

The liaison is department management personnel responsible for the administrative implementation and coordination of the Affirmative Action program within their respective department. They are usually personnel officers or human resources service delivery managers.

Anti-Sexual Harassment Policy Designee

The designee is responsible for providing oversight, tracking, monitoring, and guidance to department management to ensure appropriate handling of sexual harassment, inappropriate behavior of a sexual nature, and/or retaliation complaints and concerns under the Executive's Anti-Sexual Harassment Policy PER-22-3-1 (AEP).

Availability (Workforce Availability)

"Availability" is an estimate of the number of qualified people of color and/or women available for employment in a given job group. The estimate of availability is expressed as a percentage of all qualified persons available for employment in the job group.

Availability is determined to establish a benchmark against which the demographic composition of the workforce can be compared in order to determine whether barriers to equal employment opportunity may exist by job groups.

Equal Employment Opportunity

The availability of employment and advancement of all people on the basis of merit, capability, and potential, and without regard to race, color, national origin, sex, religion or age. A concept which addresses Equal Opportunity for all persons in employment which includes recruitment, application processing, hiring, job placement, compensation, promotion, transfer, termination, and shift assignment.

EEO (Equal Employment Opportunity) Job Categories

The Plan utilizes job categories as defined by the EEOC to organize County jobs.

EEO job categories, also known as job groups, are a means to separate various occupations into groups based upon job title, skill and knowledge, requirements, and level of responsibility involved. The category titles used with this plan are: Officials & Administrators, Professionals, Technicians, Protective Services, Para-Professionals, Administrative Support, Skilled Craft, and Service/Maintenance. Descriptions of each category are provided below.

Officials and Administrators

Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district, or area basis. Includes: department heads, bureau chiefs and inspectors, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, ABC Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

Professionals

Occupations that require specialized and theoretical knowledge that is usually acquired through college training or through work experience and other training, which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

Technicians

Occupations which require a combination of basic scientific or technical knowledge and manual skills, which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers, and weighers), and kindred workers.

Protective Service Workers

Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

Administrative Support (Including Clerical and Sales)

Occupations in which workers are responsible for internal and external communication, recording and retrieval of data/information, and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

Skilled Craft Workers

Occupations in which workers perform jobs that require special manual skill and thorough and comprehensive knowledge of the processes involved in the work, which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

Service/Maintenance

Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene, or safety of the general public or that contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

EEO (Equal Employment Opportunity) Coordinator

A human resources or management department position responsible for developing preliminary responses to discrimination complaints and coordinating department participation in the mediation and/or investigative processes.

Equal Opportunity

A system of practices under which individuals are not excluded from any opportunity or benefits because of their sex, disability, age, religion, race, color, national origin or ancestry.

Executive Departments

The following departments and agencies covered in this plan are:

Department of Adult and Juvenile Detention (DAJD)
Department of Community and Human Services (DCHS)
Department of Permitting and Environmental Review (DPER)
Department of Executive Services (DES)
Department of Judicial Administration (DJA)
Department of Natural Resources and Parks (DNRP)
Department of Assessments (DOA)
Department of Transportation (DOT)
Department of Public Health (DPH)
King County Sheriff's Office (KCSO)
King County Information Technology (KCIT)
Department of Public Defense (DPD)
Department of Elections (DOE)

Human Resources Division (HRD)

The Human Resources Division of the Department of Executive Services for purposes of the Plan is the county agency responsible for policy development, policy dissemination coordination, training, technical assistance, and monitoring complaints filed with enforcement agencies.

Human Rights Agencies

Government agencies authorized to investigate employee allegations of workplace discrimination. Those agencies are:

Equal Employment Opportunity Commission (EEOC)
Washington State Human Right Commission (WSHRC)
King County Office of Civil Rights and Open Government (OCROG)

Job Group

Aggregate job titles with similar work content, compensation, and opportunities for advancement. Job groups are also associated with job categories also known as EEO categories.

King County Civil Rights Commission

An independent resident body, established by ordinance, that serves to advise the County Executive and County Council on matters concerning affirmative action, disability access, and equal employment opportunity

King County Employee-Based EEO AA Advisory Committee

A committee, established by executive order, which serves to advise the Executive by making recommendations regarding EEO and AA strategies, systems, policies and guidelines.

Persons with Disabilities

For federal law purposes, disability is defined as a physical or mental impairment which substantially limits one or more major life activities; a record of such impairment; or perception by others of such impairment. For state law purposes, (a) A disability is defined as the presence of a sensory, mental, or physical impairment that: (i) Is medically cognizable or diagnosable; or (ii) Exists as a record or history; or (iii) Is perceived to exist whether or not it exists in fact. (b) A disability exists whether it is temporary or permanent, common or uncommon, mitigated or unmitigated, or whether or not it limits the ability to work generally or work at a particular job or whether or not it limits any other activity within the scope of this chapter. (c) For purposes of this definition, "impairment" includes, but is not limited to: (i) Any physiological disorder, or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory, including speech organs, cardiovascular, reproductive, digestive, genitor-urinary, hemic and lymphatic, skin, and endocrine; or (ii) Any mental, developmental, traumatic, or psychological disorder, including but not limited to cognitive limitation, organic brain syndrome, emotional or mental illness, and specific learning disabilities. (d) Only for the purposes of qualifying for reasonable accommodation in employment, an impairment must be known or shown through an interactive process to exist in fact and: (i) The impairment must have a substantially limiting effect upon the individual's ability to perform his or her job, the individual's ability to apply or be considered for a job, or the individual's access to equal benefits, privileges, or terms or conditions of employment; or (ii) The employee must have put the employer on notice of the existence of an impairment, and medical documentation must establish a reasonable likelihood that engaging in job functions without an accommodation would aggravate the impairment to the extent that it would create a substantially limiting effect. (e) For purposes of (d) of this subsection, a limitation is not substantial if it has only a trivial effect.

Prosecuting Attorney's Office

A separately elected branch of government. The Office interprets legal rulings and makes recommendations to the Human Resources Division and Executive Departments.

Placement Goals

Placement goals serve as objectives reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work. Placement goals also are used to measure progress toward achieving equal employment opportunity.

Problem Area(s)

The identified cause of job group underrepresentation found within a job group.

Promotion

The movement of an employee to a position and title having a higher maximum salary range than the position promoted previously held.

Qualified Disabled Person

A "qualified disabled person" with respect to employment, is a disabled person who can perform the essential function of a job with reasonable accommodation and who is eligible for appointment under the hiring regulations. Essential functions are defined as those tasks which are necessary or fundamental to accomplish the purpose of a job.

Retaliation

To take adverse employment action against an individual because they have exercised their rights protected under the law by complaining in good faith about discrimination, harassment, and/or retaliation, or assisted or participated in an investigation of such allegations.

Race and Ethnic Definitions

- a. *White (not of Hispanic origin)*: All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- b. *Black (not of Hispanic origin)*: All persons having origins in any of the Black racial groups of Africa.
- c. *Hispanic*: All persons of Mexican, Puerto Rican, Cuban, Central, or South American, or other Spanish culture or origin, regardless of race.
- d. *Asian or Pacific Islander*: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.
- e. *American Indian, Native American, or Alaskan Native*: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.
- f. *Native Hawaiian or Other Pacific Islander*: A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- g. *Two or More Races*: People may have chosen to provide two or more races either by checking two or more race response check boxes, by providing multiple write-in responses, or by some combination of check boxes and write-in responses.

Supervisor

An individual having the authority in the interest of the agency to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline, or remove employees, to adjust their grievances, or to effectively recommend such action, if the exercise of the authority is not merely routine or clerical in nature but requires the consistent exercise of independent judgment.

Underrepresentation (Under-utilization)

A quantitative analysis finding where there are fewer members of a protected race or gender group in a job classification than would normally be expected by their presence in the labor market.

Vietnam Era Veteran

A person who served on active duty for a period of more than 180 days, and was discharged with other than a dishonorable discharge if any part of such active duty occurred: (I) in the Republic of Vietnam between February 28, 1961, and May 7, 1975; or (II) between August 5, 1964, and May 7, 1975, anywhere in the world.

Vietnam Era Veteran

For the purpose of compliance with the equal employment opportunity requirements of the Veterans Assistance Act of 1972, is defined as "a person (1) who served on active duty for a period of more than 180 days, any part of which occurred between August 5, 1964 and May 7, 1975, and was discharged or released there from with other than a dishonorable discharge, or served less than 180 days and was discharged or released with other than a dishonorable discharge because of service related disability."

Workforce

The total of all regular authorized positions found within a department. Such positions in the classified service include only regular full-time and part-time positions, excluding those specifically exempted by the appointing authority.

Appendix A:

2008-2013 Plan Analysis

This was a time when the county experienced layoffs in several departments, including Public Health, Transportation, and Permitting and Environmental Review, due to changes in the economy, loss of funding and work, and a reduction in building permits for construction projects. This impacted the county's hiring opportunities. In 2012, 250 IT staff from seven other departments - DOT, DAJD, DCHS, DPER, DES, DPH and DNRP- migrated into KCIT and increased their staff size from 130 to 380. This also reduced staff in those departments.

During this period, the Executive Departments engaged in a number of innovative outreach activities targeting selected race and gender groups, designed to attract diverse and competitive applicants in their placement goal areas. These efforts were sometimes duplicative and not aligned with other Executive Departments engaged in similar outreach and recruitment efforts. Those activities included:

- Using a variety of outreach programs that included traditional and "out of the box" ideas focused on partnering with the community, schools, labor unions and internal employees to reach their targeted placement areas
- Training HR and managerial personnel on the department action plan to ensure that the AA commitments were implemented in hiring, retention, and promotions
- Utilization of Countering Bias training for interview panels to identify and eliminate biases
- Conducting self-assessments to determine areas of improvement, successful strategies, and new opportunities to fulfill their goals
- Advertising positions online, and through local colleges and community publications
- Developing relationships with professional associations and community groups with membership from the underrepresented placement goal areas categories, i.e., local tribes
- Posting job openings in business journals, publications and diverse job websites
- Utilizing Linked-In to connect with qualified individuals from target groups
- Partnering with military transitioning groups for recruitment opportunities
- Creation of internal Diversity/Equity and Social Justice committees to provide greater employee input into hiring practices
- Discussion of County's mission on diversity, equity and social justice with hiring supervisors
- Incorporating ESJ principles into job announcements and other aspects of recruitment
- Targeted recruitment within a strategic approach to establishing recruitment activities for specific placement goal areas
- Providing training to leadership and HR staff to improve awareness around equity and social justice and how it relates to hiring and the EEO/AA goals for the department
- Analysis of applicant pools and selection process for potential barriers

- Utilizing NEOGOV to analyze groups by race/gender at various steps throughout the hiring process
- Attending multiple job fairs in the community
- Utilizing local employment offices for outreach

When the department did meet their goal in the tables shown below, the "Actual Hiring Rate" is highlighted.

Department of Adult and Juvenile Detention

The Department of Adult and Juvenile Detention had six goals area, and met all goal areas for which the department had an opportunity to hire.

Job Group	Placement Goal Area	Labor Force Availability	Total # of Positions Filled	Total # of Positions Filled In Goal Area	Actual Hiring Rate
Professionals	Native American	2.21%	22	0	No Opp.
Protective Service Workers	Female	29.45%	101	29	28.71%
Administrative Support	Female	77.45%	23	20	86.95%
Service Maintenance	Female	43.00%	8	5	62.50%
Service Maintenance	Native American	3.34%	8	0	No Opp.
Service Maintenance	Hispanic	13.02%	8	1	12.50%

Department of Community and Health Services

The Department of Community and Human Services had two total placement areas and did not meet one goal, and did not have an opportunity to meet the other.

Job Group	Placement Goal Area	Labor Force Availability	Total # of Positions Filled	Total # of Positions Filled In Goal Area	Actual Hiring Rate
Officials and Administrators	Black	5.50%	3	0	No Opp.
Professionals	Native American	3.02%	186	5	2.68%

Implementation Activities Analysis

From 2008 to 2013, DCHS did not meet their Native American placement goal for professionals 4 out of 6 years and had no opportunities to fill positions in the Black placement goal area for officials and administrators. In 2008, they increased efforts to develop long term relationships with specific agencies while using job boards at those agencies for hiring. In 2009, DCHS continued to research recruitment

resources within the Native American communities and identified job posting websites for employers. DCHS also developed a relationship with the United Indians of all Tribes and routinely notified them of department job openings. Outreach activities included providing a resume writing seminar (April 2009) and participation on a panel discussion on job search techniques (December 2009) to support their program participants in their career development. Recruitment efforts in 2011 included DCHS-HR participation in recruiter panel discussion for the United Indians Pathway to Prosperity. They continue to email DCHS job announcements to United Indians of All Tribes.

Department of Permitting and Environmental Review

Permitting and Environmental Review had one goal area and did not meet it during the plan period.

Job Group	Placement Goal Area	Labor Force Availability	Total # of Positions Filled	Total # of Positions Filled In Goal Area	Actual Hiring Rate
Officials And Administrators	Female	37.98%	3	0	0.00

Implementation Activities Analysis

From 2008 to 2013, DPER (formerly DDES) did not meet their annual Female placement goals in the Officials and Administrators job group (with no opportunity in 2009). In 2008, DPER's outreach included reaching out to the military, minority student and professional organizations, and posting job announcements in newspapers and on websites. In 2010, DPER continued their 2008 implementation activities while also providing Equity and Social Justice Awareness training to all managers and supervisors. They also reviewed all DPER job descriptions to ensure hiring practices promoted equal opportunity and are legally defensible.

In 2012 and 2013, DPER continued with past implementation activities while introducing broader recruitment efforts to reach out to professional organizations nationwide. Overall, due to the substantial decrease in permitting and construction related activity during the plan period, the department had very few opportunities to hire overall.

Department of Executive Services

Job Group	Placement Goal Area	Labor Force Availability	Total # of Positions Filled	Total # of Positions Filled In Goal Area	Actual Hiring Rate
Officials and Administrators	Black	5.15%	29	3	10.34%
Officials and Administrators	Hispanic	4.13%	29	0	0.00
Professionals	Native American	1.56%	414	0	0.00
Protective Service Workers	Female	53.72%	54	26	48.14%
Protective Service Workers	Native American	3.86%	54	1	1.85%
Protective Service Workers	Hispanic	3.95%	54	2	3.70%
Administrative Support	Black	17.26%	200	23	11.50%
Administrative Support	Native American	2.41%	200	4	2.00%
Service Maintenance	Female	27.64%	81	29	35.80%

Implementation Activities Analysis

From 2008 to 2013, DES met annual placement goals in the Officials and Administrators job group for Blacks five out of six years (with no opportunity in 2009). DES did not meet annual placement goals for Hispanics in the Officials and Administrators job group in the four years when there was opportunity to hire for this goal area.

From 2008 to 2013, DES did not meet any placement goals for Native American Professionals. Despite posting job announcements in business journals, publications and websites, making recruiting contacts with local tribes, and scheduling quarterly outreach efforts for resume writing and interviewing, implementation activities were unsuccessful.

For the Protective Service Workers job group, DES met their Female placement goals two out of six times from 2008 to 2013 but did not meet their Native American placement goals once (with no opportunity to hire in 2009). In 2009, the security series announcements were reviewed for potential disparate impact on Female and Native American protected classes. In addition, recruitment announcements were mailed to the International Association of Women Police. These implementation activities were not successful for improving placement goals for these targeted protected classes.

Department of Judicial Administration

The Department of Judicial Administration had three placement goal areas and successfully attained two of the three goal areas.

Job Group	Placement Goal Area	Labor Force Availability	Total # of Positions Filled	Total # of Positions Filled In Goal Area	Actual Hiring Rate
Professionals	Female	53.45%	19	10	52.63%
Administrative Support	Female	82.28%	80	64	80.00%
Administrative Support	Native American	1.41%	80	2	2.50%

Implementation Activities Analysis

From 2008 to 2013, DJA successfully met two of three placement goals. In 2008, they utilized recruitment resources to target females, persons of color, veterans, and disabled persons while providing diversity training to all supervisors and conducting pre-hiring meetings, meeting all but one of their targeted placement goals. In 2009 and 2010, DJA focused the majority of their effort on meeting Native American placement goals.

From 2011 to 2013, DJA conducted similar implementation activities with great success, meeting all annual placement goals. Their success can be attributed to creating a more organized and thoughtful approach through a newly formed Diversity Committee to assist them with community outreach ideas. During this time, they also began outreach to paralegal programs at multiple community colleges; expanded pre-hiring meetings to include interview panels related to EEO goals and began discussions on bias awareness. In 2012, DJA added comments to job announcements about working with diversity and the importance of having diversity on their staff. In 2013, they began to utilize Lominger competencies and focused recruitments on competencies in an ongoing effort to remove artificial barriers.

As DJA found success with targeted recruiting and more narrowly focusing their hiring and outreach efforts that had proven successful in recruiting Females and Native Americans, similar strategies were deployed to reach veterans and people with disabilities as well.

Department of Natural Resources and Parks

The Department of Natural Resources and Parks had six placement areas and was able to obtain representation matching or exceeding the available workforce in three of those areas.

Job Group	Placement Goal Area	Labor Force Availability	Total # of Positions Filled	Total # of Positions Filled In Goal Area	Actual Hiring Rate
Officials and Administrators	Female	43.91%	6	2	33.33%
Professionals	Native American	1.59%	352	3	0.85%
Professionals	Hispanic	2.14%	352	7	1.98%
Service Maintenance	Asian	6.83%	299	22	7.35%
Service Maintenance	Native American	2.38%	299	8	2.67%
Service Maintenance	Hispanic	9.67%	299	21	7.02%

Implementation Activities Analysis

From 2008 to 2013, DNRP met 3 of 6 annual placement goal areas. From 2008 to 2013, DNRP made targeted outreach to candidates within all protected classes, including persons of color, veterans, and people with disabilities through participation in numerous job fairs and posted job announcements in a variety of group-dedicated local and statewide publications and websites.

Department of Assessments

Department of Assessments had three goals, meeting one of them during the plan period.

Job Group	Placement Goal Area	Labor Force Availability	Total # of Positions Filled	Total # of Positions Filled In Goal Area	Actual Hiring Rate
Professionals	Female	47.63%	47	18	38.29%
Professionals	Hispanic	3.25%	47	1	2.12%
Administrative Support	Hispanic	3.44%	8	1	12.50%

Implementation Activities Analysis

From 2008 to 2013 DOA met one of three annual placement goals for both their female and Hispanic placement groups with no opportunity to meet their Professional Hispanic placement goal until 2013. Throughout this time, DOA created more diverse interview panels and succeeded in implementing Anti-bias Training for panelists. They worked to improve usage of NEOGOV applicant flow data and participated in ESJ related trainings. Outreach consisted of job announcement postings through multiple organizations and websites.

Although the overall representation percentage of Females was not met at the end of the plan, annual recruitment goals were exceeded for 2008 and 2010. From 2008 to 2013, Hispanic annual placement goals were reached 3 years with the overall representation increased during the plan period.

Department of Transportation

The Department of Transportation had sixteen goal areas and was able to meet four of those goals over the life of the plan.

Job Group	Placement Goal Area	Labor Force Availability	Total # of Positions Filled	Total # of Positions Filled In Goal Area	Actual Hiring Rate
Officials and Administrators	Female	37.51%	9	3	33.33%
Officials and Administrators	Asian	6.34%	9	0	No Opp.
Professionals	Hispanic	1.93%	254	10	3.93%
Technicians	Female	30.65%	41	8	19.51%
Technicians	Asian	7.55%	41	5	12.19%
Technicians	Hispanic	2.65%	41	1	2.43%
Protective Service Workers	Female	34.11%	0	0	No Opp.
Administrative Support	Female	74.93%	131	72	54.96%
Administrative Support	Native American	1.67%	131	0	0.00
Administrative Support	Hispanic	2.69%	131	7	5.34%
Skilled Crafts	Native American	2.20%	419	8	1.90%
Skilled Crafts	Hispanic	3.01%	419	25	5.96%
Service Maintenance	Native American	2.68%	257	6	2.33%
Service Maintenance	Hispanic	6.44%	257	3	5.05%
Transit Operators	Female	49.77%	1038	233	22.44%
Transit Operators	Native American	2.18%	1038	4	0.38%

Implementation Activities Analysis

During the life of the plan, HR staff did significant outreach and collaboration with apprenticeship programs geared to bringing women into the trades. They further embarked on a cultural change initiative to ensure that the work environment would be warm, welcoming and supportive of women. Further, HR staff routinely worked closely with managers to ensure EEO/AA efforts were part of discussions related to succession planning and recruiting, and to ensure there was no disparate treatment in employment decisions including disciplinary matters.

Department of Public Health

The Department of Public Health had five goals and was able to achieve representation matching or exceeding the workforce availability in three of those areas.

Job Group	Placement Goal Area	Labor Force Availability	Total # of Positions Filled	Total # of Positions Filled In Goal Area	Actual Hiring Rate
Officials and Administrators	Asian	4.74%	9	1	11.11%
Professionals	Female	69.74%	841	666	79.19%
Professionals	Native American	2.21%	841	7	0.83%
Technicians	Black	4.70%	128	11	8.59%
Service Maintenance	Native American	2.46%	92	1	1.08%

Implementation Activities Analysis

Although DPH's implementation activities varied widely, and the department attempted multiple approaches to meeting their Native Placement goals, they have had limited sustained success.

King County Sheriff's Office

Job Group	Placement Goal Area	Labor Force Availability	Total # of Positions Filled	Total # of Positions Filled In Goal Area	Actual Hiring Rate
Officials and Administrators	Asian	7.81%	7	0	0.00
Professionals	Black	6.30%	43	2	4.65%
Protective Service Workers	Female	17.51%	390	57	14.61%
Protective Service Workers	Black	6.89%	390	14	3.58%
Protective Service Workers	Native American	2.04%	390	4	1.02%
Administrative Support	Asian	9.29%	79	10	12.65%

Implementation Activities Analysis

From 2007 to 2013, KCSO met one out of seven placement goals. In 2007, KCSO identified restrictions due to Civil Service Hiring requirements that reduced their participation in many of the hiring activities. As a result, they made several changes in their background check process to ensure applicants would only be rejected for job related criteria. Specific groups to still target for the next hiring included Black, Native American and Asian candidates. While they showed some success in reaching Black, Native American and Asian groups in their recruitment efforts, they did not reach their specific goal for these groups.

King County Information Technology

Job Group	Placement Goal Area	Labor Force Availability	Total # of Positions Filled	Total # of Positions Filled In Goal Area	Actual Hiring Rate
Officials and Administrators	Female	28.06%	4	2	50.00%
Officials and Administrators	Asian	8.13%	4	0	No Opp
Professionals	Female	41.45%	123	35	28.45%
Professionals	Native American	1.19%	123	0	0.00
Administrative Support	Female	67.45%	5	2	40.00%
Skilled Crafts	Hispanic	5.17%	13	0	0.00%

Implementation Activities Analysis

In 2008, KCIT focused their efforts on targeted recruiting through advertising and forming new alliances and partnerships. This approach did not achieve 100% placement goals, although they were able to make Female placements. No opportunity was available for Asian, Native American, and Hispanic placement goal areas.

In 2009 through 2011, KCIT's reorganization brought greater mobility within the organization, and the department leadership built internal learning and development opportunities. Further, the department continued its targeted recruitment through advertising, network building, and heavy use of social media.

KCIT also trained new and existing managers in recruiting and hiring practices, and the necessary soft skills to create a welcoming work environment.

Department of Elections

Job Group	Placement Goal Area	Labor Force Availability	Total # of Positions Filled	Total # of Positions Filled In Goal Area	Actual Hiring Rate
Administrative Support	Female	85.50%	679	449	66.12%
Administrative Support	Hispanic	2.50%	679	25	3.68%

Implementation Activities Analysis

In 2007 and 2008, Elections was part of DES. From 2007 to 2009, data was insufficient to determine whether placement goal areas were met.

From 2009 through 2012, Elections did not meet Female placement goals. In 2009, Elections conducted web searches for opportunities to post job announcements and attended job fairs and events targeting

Female, Native American and Hispanic populations. This resulted in 11 women out of 15 total employees placed. Proposed activities for 2011 included utilizing diverse interview panels in the recruitment process. Recruitment efforts in 2012 towards targeted areas were not successful. Although Native Americans have not been a placement goal area for Elections from 2007 to 2013, there have been repeated efforts to recruit and place Native Americans.