



King County

**2014 – 2016
Plan**

For Plan Year 2014

**Executive
Departments**

**Equal
Employment
Opportunity/
Affirmative
Action Plan
June 1, 2015
Progress Report**

Department of Executive Services
Human Resources Division
Diversity Management Services

EXECUTIVE SUMMARY

On July 21, 2014, the King County Council adopted the King County Executive's 2014–2016 Equal Employment Opportunity/Affirmative Action Plan (herein after referred to as the "Plan"). This Plan identified 434 potential goal areas within the Executive Branch. The seven race and gender groups (Black, Asian, Native American, Hispanic, Pacific Islander, Two or More Races and Women) each have 62 areas of employment opportunities. Pacific Islander and Native Hawaiian were added to the race and gender groups in 2014. 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.

The County's workforce matched or exceeded the labor force availability in 396 (91%) of the Plan's goal areas. Only 38 goal areas were underrepresented at the beginning of 2014.

During the term of the 2014 - 2016 Plan, the Executive is scheduled to provide a Progress Report to Council by June 1 of each Plan year. The purpose of the report is to provide updated information on the placement goal areas.

This Progress Report provides the following information pursuant to King County Code 3.12.180(D), Sections 1-7:

➤ *Table 1:*

- *Labor force availability rates (placement goals) for those areas identified in the three-year affirmative action plan as being underrepresented by department, job group, race and gender;*
- *Total number of positions filled in 2014;*
- *Total number of positions filled by protected class in 2014;*
- *Percentage of positions filled by protected class in 2014;*
- *2014 Placement goals achieved;*
- *2014 Placement goals not achieved;*
- *2014 Placement goals where there were not sufficient placement opportunities; and*

➤ *Table 2: Lists only those areas where the 2014 placement goals were not met.*

LEGEND

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

PLACEMENT GOAL-SETTING SUMMARY

A summary of the 38 placement goal-setting areas is as follows:

- 14 or 37% of the placement goals were achieved;
- 18 or 47% of the placement goals were not achieved; and
- 6 or 16% of the goal-setting areas did not have placement opportunities.

Recruiting and hiring for Native Americans continues to be a challenge for all departments despite the fact that Departments continue to maintain partnerships with the Native American communities to ensure appropriate outreach. Nine of the 38 placement goal areas (approximately one-quarter) are for Native Americans. Women Service Maintenance Workers, which includes Transit Operators, also continue to be a challenge for applicable departments.

The achievement of goal placement areas in 2014 was impacted by two major factors: 1) the limited hiring done by county departments and 2) reductions in FTE, which resulted in layoffs or movement of some employees who might have been laid off into other positions. At the end of the year, 69 of the 162 employees initially on the Layoff List were employees of color. By the end of the year, 63 of the 136 employees placed in other positions were people of color; 12 of the 37 employees ultimately laid off were people of color.

The Human Resources Division (HRD) continues to work with the Executive Branch departments on improvements to the hiring and recruitment processes. The HR community has adopted the goal of increasing diversity at all levels of King County and there will be collective efforts to improve the recruitment and selection processes. A cross-department team will review current practices, and recommend technological and sourcing strategies that will continue to remove barriers and significantly improve the applicant experience.

Prior to submittal of this report to Council, the County Diversity Manager shared a draft of this Report with the EEO/AA Committee and met with Committee members in May. The Civil Rights Commission now meets quarterly, and their next meeting is scheduled for June. Both groups will receive a copy of the Report along with a presentation that includes an explanation of how the report is developed and information related to interpreting results.

TABLE 1: CALENDAR YEAR 2014 PLACEMENT GOAL-SETTING STATUS

DEPT	JOB GROUP	PLACEMENT GOAL AREA	GOAL PLACEMENT (%)	2014 TOTAL # OF EMPLOYEES	PLAN START OVERALL REPRESENTATION (%)	2014 TOTAL PLACEMENTS IN JOB GROUP	2014 TOTAL PLACEMENTS IN GOAL AREA	2014 PLACEMENT RATE (%)
DAJD	Professionals	Native American	1.33%	0	0.00%	17	0	0.00%
	Protective Service	Two or more races	0.52%	2	0.30%	37	1	2.70% ¹
	Service Maintenance	Hispanic	15.09%	3	8.33%	1	0	0.00%
DCHS	Professionals	Two or more races	0.86%	1	0.46%	41	1	2.43%
	Administrative Support	Asian	11.51%	3	9.09%	4	2	50.00%

¹ Highlighted data indicates placement goal met or exceeded.

DEPT	JOB GROUP	PLACEMENT GOAL AREA	GOAL PLACEMENT (%)	2014 TOTAL # OF EMPLOYEES	PLAN START OVERALL REPRESENTATION (%)	2014 TOTAL PLACEMENTS IN JOB GROUP	2014 TOTAL PLACEMENTS IN GOAL AREA	2014 PLACEMENT RATE (%)
DPER	Officials and Administrators	Female	31.02%	0	0.00%	0	0	NO OPP ²
	Professionals	Black	5.27%	2	3.38%	13	2	15.38%
DES	Professionals	Native American	0.63%	0	0.00%	66	1	1.51%
	Protective Service	Asian	6.17%	2	3.22%	4	0	0.00%
		Native American	4.44%	1	1.61%	4	0	0.00%
		Hispanic	2.81%	1	1.61%	4	0	0.00%
	Service Maintenance	Native American	1.63%	1	1.01%	17	0	0.00%
		Two or more races	0.55%	0	0.00%	17	0	0.00%

² NO OPP indicates those instances where the total number of placements is not large enough to be statistically reasonable to expect the number of placements to reflect workforce availability.

DEPT	JOB GROUP	PLACEMENT GOAL AREA	GOAL PLACEMENT (%)	2014 TOTAL # OF EMPLOYEES	PLAN START OVERALL REPRESENTATION (%)	2014 TOTAL PLACEMENTS IN JOB GROUP	2014 TOTAL PLACEMENTS IN GOAL AREA	2014 PLACEMENT RATE (%)
DJA	Professionals	Black	5.75%	2	4.34%	7	1	14.28%
	Administrative Support	Native American	1.36%	1	0.68%	25	1	4.00%
DNRP	Officials and Administrators	Asian	9.59%	0	0.00%	0	0	NO OPP
	Service Maintenance	Hispanic	7.90%	8	3.16%	41	0	0.00%
DOA	Administrative Support	Hispanic	4.72%	0	0.00%	5	0	0.00%
DOT	Officials and Administrators	Black	5.93%	0	0.00%	0	0	NO OPP
	Technicians	Female	41.63%	3	18.75%	3	0	0.00%

DEPT	JOB GROUP	PLACEMENT GOAL AREA	GOAL PLACEMENT (%)	2014 TOTAL # OF EMPLOYEES	PLAN START OVERALL REPRESENTATION (%)	2014 TOTAL PLACEMENTS IN JOB GROUP	2014 TOTAL PLACEMENTS IN GOAL AREA	2014 PLACEMENT RATE (%)
DOT	Administrative Support	Native American	1.21%	1	0.41%	23	0	0.00%
		Pacific Islander	0.68%	1	0.41%		1	4.34%
		Two or more races	1.00%	1	0.41%		0	0.00%
	Skilled Crafts	Female	9.84%	47	5.91%	48	3	6.25%
	Service Maintenance	Female	32.68%	699	22.03%	94	14	14.89%
		Pacific Islander	1.31%	27	0.85%		6	6.38%
		Two or more races	1.29%	25	0.78%		3	3.19%
DPH	Professionals	Pacific Islander	0.10%	0	0.00%	93	1	1.07%
	Technicians	Native American	1.35%	1	0.57%	14	0	0.00%
		Pacific Islander	0.30%	0	0.00%		0	0.00%

DEPT	JOB GROUP	PLACEMENT GOAL AREA	GOAL PLACEMENT (%)	2014 TOTAL # OF EMPLOYEES	PLAN START OVERALL REPRESENTATION (%)	2014 TOTAL PLACEMENTS IN JOB GROUP	2014 TOTAL PLACEMENTS IN GOAL AREA	2014 PLACEMENT RATE (%)
	Administrative Support	Native American	1.42%	3	1.07%	32	0	0.00%
	Skilled Crafts	Female	57.78%	0	0.00%	0	0	NO OPP
		Asian	15.02%	0	0.00%		0	NO OPP
KCSO	Administrative Support	Native American	1.51%	1	0.62%	15	2	13.33%
		Two or more races	1.06%	0	0.00%		3	20.00%
KCIT	Professionals	Two or more races	0.80%	2	0.53%	45	2	4.44%
	Technicians	Female	25.38%	7	19.44%	2	0	0.00%
DPD	Administrative Support	Asian	8.46%	0	0.00%	16	0	0.00%
KCE	Professionals	Asian	10.53%	2	6.66%	7	0	0.00%
	Technicians	Female	35.20%	0	0.00%	0	0	NO OPP

TABLE 2: CALENDAR YEAR 2014 PLACEMENT GOALS NOT ACHIEVED

DEPT	JOB GROUP	PLACEMENT GOAL AREA	GOAL PLACEMENT (%)	2014 TOTAL PLACEMENTS IN JOB GROUP	2014 TOTAL PLACEMENTS IN GOAL AREA	2014 PLACEMENT RATE (%)	ADDITIONAL PLACEMENTS NEEDED TO MAKE GOAL
DAJD	Professionals	Native American	1.33%	17	0	0.00%	1
	Service Maintenance	Hispanic	15.09%	1	0	0.00%	1
DES	Professionals	Native American	4.44%	4	0	0.00%	2
	Protective Service	Asian	6.17%	4	0	0.00%	2
		Hispanic	2.81%	4	0	0.00%	2
	Service Maintenance	Native American	1.63%	17	0	0.00%	1
		Two or more races	0.55%	17	0	0.00%	1

DEPT	JOB GROUP	PLACEMENT GOAL AREA	GOAL PLACEMENT (%)	2014 TOTAL PLACEMENTS IN JOB GROUP	2014 TOTAL PLACEMENTS IN GOAL AREA	2014 PLACEMENT RATE (%)	ADDITIONAL PLACEMENTS NEEDED TO MAKE GOAL
DNRP	Service Maintenance	Hispanic	7.90%	41	0	0.00%	12
DOA	Administrative Support	Hispanic	4.72%	5	0	0.00%	2
DOT	Technicians	Female	41.63%	3	0	0.00%	1
	Administrative Support	Native American	1.21%	23	0	0.00%	2
		Two or more races	1.00%		0	0.00%	2
	Skilled Crafts	Female	9.84%	48	3	6.25%	28
	Service Maintenance	Female	32.68%	94	14	14.89%	324
DPH	Technicians	Native American	1.35%	14	0	0.00%	1
		Pacific Islander	0.30%		0	0.00%	1

DEPT	JOB GROUP	PLACEMENT GOAL AREA	GOAL PLACEMENT (%)	2014 TOTAL PLACEMENTS IN JOB GROUP	2014 TOTAL PLACEMENTS IN GOAL AREA	2014 PLACEMENT RATE (%)	ADDITIONAL PLACEMENTS NEEDED TO MAKE GOAL
	Administrative Support	Native American	1.42%	32	0	0.00%	1
KCIT	Technicians	Female	25.38%	2	0	0.00%	2
DPD	Administrative Support	Asian	8.46%	16	0	0.00%	2
KCE	Professionals	Asian	10.53%	7	0	0.00%	1

2014 IMPLEMENTATION PLAN ACTIVITIES

King County Code 3.12.180(D) requires the Progress Report to include each department's implementation activities for the year. In 2014, Executive Branch departments focused attention on areas of underrepresentation, incorporated best practices to achieve increased diversity, and developed meaningful strategies for addressing placement goal-setting areas. The 2014 implementation activities and plans for 2015 activities for each department are as follows:

DEPARTMENT OF ADULT AND JUVENILE DETENTION (DAJD)

DAJD began their EEO/AA Plan implementation with representation of 25 out of 28, or 89% of placement goal areas. DAJD has three target goal areas of which two are Native American and the other is Two or More Races. The agency did achieve one of its placement goals.

The following summarizes a variety of outreach activities the department participated in over the year. Generally, we found most of these events helpful in both recruiting a diverse population of applicants and developing an awareness of social equity in the community. Additionally, we continue to review and develop job announcements that incorporate equity and social justice principles and work to identify and eliminate potential biases and barriers. The following diversity commitment statement is now being incorporated into all DAJD announcements:

"King County DAJD is committed to upholding and promoting equal opportunity in employment. DAJD encourages people of all backgrounds, cultures and religions to apply, including veterans, people of color, immigrants, refugees, women, LGBTQ, and people with disabilities. DAJD values diversity and is committed to making appropriate accommodations as needed to support diversity as we believe that a diverse workforce is a strong workforce.

2014 IMPLEMENTATION ACTIVITIES

- Career and Employment Day, Southlake High School
- College Employment Fairs; 04/16/14, Green River Community College; 05/07/14, Pierce County Community College, package deal with Puyallup Community College; 05/14/14, Puyallup Community College; 05/22/14, Highline Community College
- Women in Trades
- Opportunity Expo at Tulalip Tribe Resort
- Juneteenth
- Veterans Career & Resource Fair

2014 ANALYSIS OF IMPLEMENTATION ACTIVITIES

- Although The Career and Employment Day was a very small event, it was important to plant the seed for young people to be aware of the opportunities that are available to them. This type of event is one that we would participate in again to foster good community relations.
- We participated in several college job fairs. Generally, we found these events to have very low attendance. We did not find these events to be very productive and would not be inclined to participate in such events again.
- Women in Trades: This is an event that we have participated in for many years. We find this event to be very useful as attendance is outstanding. The event encourages females to consider non-traditional employment options. This is an event in which we would continue to participate.
- Opportunity Expo at Tulalip Tribe Resort This is an event that we found to be very fruitful, as it is important that we reach out to the younger generation to build a future work source. This event was sponsored by the Tulalip Tribe and was well attended with over 600 high school students bussed into the events center. Although students were not old enough to gain employment, we found it fruitful for the purposes of career seed planting. We also found this event beneficial as it took place in a community with a high Native American population. We would continue to attend this event in the hopes of fostering and developing long-term relationships in the Native American community.
- Juneteenth: While this was not specifically a recruitment event, we found participation to be fruitful for the purpose of networking and fostering good community relations. This event was well attended.
- Over the years we have participated in many events targeting Veterans. We find these events fruitful as they are well attended and generally provide us with a very high quality and good caliber of candidates.

2015 PROPOSED IMPLEMENTATION ACTIVITIES

- Continued outreach to Native Americans
- Select diverse subject matter experts and interview panels for recruitments
- Attend Women in Trades Career Fair
- Advertisement of DAJD positions within schools, gyms, community center, etc. (provide pamphlets, posters, job postings etc. for distribution within buildings)
- Offer translation services to applicants in job postings

DEPARTMENT OF COMMUNITY & HUMAN SERVICES (DCHS)

Overall, the Department of Community and Human Services (DCHS) is diverse. The department is represented in 18 out of the 21, 86%, of placement goal areas. For the period 2014 to 2016, three goal areas were identified. The department's goals were to increase representation of Asians within the administrative support occupational group and increase representation of Native Americans and Two or More Races in the professional occupational group. DCHS was successful in meeting its goals to increase representation of Asians in the administrative support job group and Two or More Races in the professional job group. The department did not meet its goals for increasing representation of Native American in the professional occupational group.

2014 IMPLEMENTATION ACTIVITIES

To ensure diverse applicant pools, DCHS will continue regional advertising of positions and utilizing of electronic jobs and careers listerv that reach population centers with significant representation of Native Americans, Latinos, Black Americans and other communities of color; veterans and persons with disabilities. DCHS will extend its outreach effort to include targeting educational institutions that have significant enrollment of people of color and using social media (i.e., LinkedIn) to source candidates from varied backgrounds and communities (i.e., Native Americans, Latinos, veterans and persons with disabilities) for its positions. Additionally, DCHS will seek opportunities to create entry level jobs for which participants in the department's Youth Source programs will be competitive candidates. Participants in the department's Youth Source programs come from diverse communities.

2015 PROPOSED IMPLEMENTATION ACTIVITIES

As part of its workforce and succession planning, DCHS will continue examining its hiring and promotional practices and demographic make-up to determine areas of needed focus in recruitment. Review of DCHS demographics indicates that while the applicant pools for its positions are typically diverse, the resulting hires particularly for higher-level positions are not as diverse as desired. To foster greater diversity in hiring, DCHS will do a focused assessment of its selection processes as part of its workforce planning to identify potential barriers to the selection of qualified, diverse applicants. DCHS will evaluate its practice or relying upon subject matter expertise and/or reliance on applicant performance before interview panels as determinative factors in its hiring. DCHS will consider alternative methods for assessing candidates in the selection process that will result in highly qualified and diverse hires. Additionally, DCHS' Workforce Equity Action Team, a subcommittee of the DCHS' Equity and Social Justice Leadership team, will continue its work in providing workshops and seminars to raise management and employee awareness in hiring and retaining a diverse workforce

Regarding persons with disabilities, DCHS will continue to participate in the transitional duty program, providing temporary employment to County employees with medical restrictions. Additionally, DCHS, Developmental Disabilities Division, will work with King County Human Resources providing technical assistance in fostering the employment of individuals with developmental disabilities.

DEPARTMENT OF PERMITTING AND ENVIRONMENT REVIEW (DPER)

The Department of Permitting and Environmental Review (DPER) began EEO-AA plan implementation with representation of 25 out of 28 placement or 89% of placement goal areas goal areas. DPER has three target goal areas: Female, Black and Asian. The agency did achieve one of its placement goals.

DPER had limited ability to expand efforts on their EEO/AA activities during 2014 in large part due to the transition and limited availability of their HR Manager. The HR Manager for DPER was on a special assignment in 2014 covering both DPER and the Department of Elections as their interim HR Manager. She was at DPER only 1 day per week through May of 2014 when she retired from County service. It was not until late December 2014 that a new HR Manager for DPER was hired. DPER did provide training on Implicit Bias to the senior management team during 2014. This training will be expanded to the rest of the organization during 2016.

2014 IMPLEMENTATION ACTIVITIES

Recruitment outreach activities did include broader regional advertising to reach out to a larger candidate pool for potential job openings within DPER. These regional sources included:

- Association of Washington Cities
 - Association of Oregon Cities
 - American Planning Association
 - International City/County Management Association
 - Washington Association of Building Officials
 - International Code Council
 - Washington Municipal Clerk's Association
 - Washington State Archives
-
- In 2014 DPER began an assessment of hiring and promotional practices, but the analysis and summary will not be complete until mid-2015. The data for conducting this research is gathered manually by reviewing each recruitment separately; with limited HR capacity in 2014, the completion of this work was delayed.
 - DPER staff was provided educational material on the subject of Disability Awareness and used this information in their day-to-day consultation with customers regarding ADA compliance in construction and building.
 - DPER established an ESJ task force within the department and began mapping out strategic goals for 2015 and 2016. This work is ongoing.
 - DPER staff were informed of and encouraged to attend (as workload and schedule allowed) County sponsored ESJ events with the intent of increasing their awareness of ESJ principles and how they can apply these principles in their day-to-day activities. Efforts were made to diversify interview panels to have a broader representation of perspectives. This is an ongoing effort.

2015 PROPOSED IMPLEMENTATION ACTIVITIES

- Expand training on Implicit Bias to the rest of DPER.
- Complete an assessment of hiring and promotional practices, with analysis and a summary.
- DPER's ESJ task force will map out strategic goals for 2015 and 2016 to incorporate ESJ principles into their hiring, promotion and retention practices.
- Continue diversifying interview panels.

DEPARTMENT OF EXECUTIVE SERVICES (DES)

The Department of Executive Services began EEO-AA plan implementation with representation of 43 out of 49 placement goal areas. DES has six target goal areas of which three are Native American, one is Asian, one is Hispanic and the other is Two or More Races. The agency did achieve one of its six placement goals.

2014 IMPLEMENTATION ACTIVITIES

Trained interview panel members on implicit bias prior to serving on an interview panel	DES has made a commitment to train all interview panel members and hiring authorities on implicit bias and serving on an interview panel. Ideally, panelists view the Countering Bias video together just prior to the interview, and enter into discussions about what biases they may have going into the recruitment. DES has secured closed-captioning of countering bias video (identified when a hearing impaired panel member was unable to view the video).
Increased diversity of the subject matter experts (SME) in all phases of the recruitment process	DES reviews the make-up of SME reviewers and panelists through every step of the recruitment process: initial SME review, phone screening, first- and second-round interviews, in-basket exercises and testing, team/workgroup “meet & greets”, and reference checking. In addition to race/gender diversity, we highly encourage diversity in other areas such as communication style, tenure, and customer focus.
Increased use of Equity and Social Justice principles in the job announcements	DES has made a strong commitment in 2014 to remove artificial barriers in its recruitment process. DES evaluated screening and evaluation methods to ensure that recruiting practices do not create barriers for applicants apply. Examples such as eliminating supplemental questions and allowing equivalent experience instead of advanced degrees are discussed with the hiring manager in advance of the job announcement, so the hiring manager is reviewing candidates with a wider perspective than finding a candidate who can “hit the ground running”.
Increased job posting diversity	DES has posted King County jobs on Diversity Network and Veterans Network via Seattle Times, and

	utilized LinkedIn to connect with qualified individuals from target groups. DES has also posted on Dice.com, which reaches an above average percentage of the internet population of females.
Increased effort in raising the number of women applying for our positions in Facilities Management Division (FMD)	FMD has been a leader in the annual Women-in-Trades Fair event and continued this activity in 2014. Although it is difficult to measure whether this activity has resulted in an increased number of women in the Skilled Craft and Service Maintenance EEO group, FMD is committed to a leadership role in the fair due to the visibility both to external applicants and the internal workforce. FMD also advertised our real estate professional jobs to Commercial Real Estate Women (CREW), whose mission is to promote success of women in commercial real estate.
Increased use of Lominger competency tools in our recruitment process.	DES has utilized Lominger Competencies to provide consistent and unbiased information in job announcements. Two employees in DES are subject matter experts in Lominger and facilitating card sorts and using the context discussion and card sort resulted in shaping competency based job profiles that are performance based and measurable. These employees regularly lead and facilitate card sorts for other county agencies.
Increased ESJ Training for hiring managers, supervisors, and employees	DES has encouraged and mandated ESJ training for employees, with the goal of increasing understanding of the county's mission of diversity, inclusion, and the commitment to attracting and recruiting a workforce that reflects our community. The Human Resources Division also contributed \$50,000 to ESJ Opportunity Fund.
Encouraged use of ESJ and diversity principles in the recruitment process	In addition to including an ESJ/diversity question in candidate interviews, DES has explored using ESJ scenarios and in-basket exams to better evaluate candidate competency in diversity and inclusion principles. In a recruitment for a high-level position in FMD, a scenario was created where the candidates provided a written response addressing how they would handle a discussion with the Department Director and management team regarding lower levels of diversity in FMD management, and lower levels of females in the trades. The ESJ scenario was evaluated by SME's, and available for the hiring authority to review to assist in making the final selection. This strategy also had the benefit of showing candidates the commitment DES has to ESJ principles and inclusion.

2015 PROPOSED IMPLEMENTATION ACTIVITIES

DES will be reviewing their recruitment practices with an ESJ lens and will be providing recommendations to increase opportunity and equity for applicants by the end of the year, utilizing the best practices indicated in the Plan. DES has participated in the Women-in-Trades Fair for a number of years but historically has not been able to hire from that outreach. They want to continue attending and being visible to encourage the younger generation to go into trades. DES will be partnering with the new county Employment manager to increase diversity in our recruitment process, and will be reviewing the applicant tracking mechanism for capturing race/ethnicity information for applicants to be able to obtain accurate data on applicant pools and where candidates may fall out during various phases of the recruitment process.

DEPARTMENT OF JUDICIAL ADMINISTRATION (DJA)

The Department of Judicial Administration began EEO-AA plan implementation with representation of 19 out of 21 or 90% of its placement goal areas. DJA has two target goal areas of which one is Native American and the other is Black. The most recent monitoring report shows that DJA has met goal attainment in both of the goal areas identified.

2014 IMPLEMENTATION ACTIVITIES WITH ANALYSIS

Activities that have worked well for DJA:

- Use of NEOGOV reporting tools to analyze results at various steps in the hiring process so that identified barriers can be addressed.
- Consistent use of the Countering Bias video for all staff involved in the hiring process for every recruitment, even when involved staff have already viewed the video.
- Regular and frequent discussions about diversity, inclusion, equity and social justice with supervisors and hiring authorities.
- Using Lominger competencies in the development of the announcement and questions used in recruitment
- Continued and expanded outreach
- Use of special duty assignments to develop existing employees.

Activities that did not work:

- DJA had planned to create entry-level jobs as learning/training opportunities for applicants with limited experience. That effort has not proved feasible at this time.

Activities DJA would do again:

- DJA plans to continue with all the activities list above that are currently working

2015 PROPOSED IMPLEMENTATION ACTIVITIES

DJA will continue with the outreach activities that proved successful in 2015. DJA will explore expanding the outreach efforts and targeting the recruitment efforts for specific positions that may be coming open will be good opportunities to try different outreach strategies.

DEPARTMENT OF NATURAL RESOURCES & PARKS (DNRP)

The Department of Natural Resources and Parks (DNRP) began EEO-AA plan implementation with representation of 47 out of 49, or 96% of its placement goal areas. DNRP has two target goal areas of which one is Asian (12 positions) and the other is Hispanic. The agency did not achieve its two placement goals.

2014 IMPLEMENTATION ACTIVITIES WITH ANALYSIS

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

Parks: Outreach, communications with, and share job postings with South King County community groups. SWD uses Diversity Network to advertise positions in minority community focused websites. Also uses career centers at University of Washington and Seattle University for online advertising.

WLRD has set up a partnership with the Washington State Commission on Hispanic Affairs for job posting. We also send each job opportunity that goes for external recruitment to our networking contact at El Centro De la Raza. Also in the past year, we had a work-study student who provided translation services for Spanish speaking immigrants in support of our Hazardous Waste program. WTD was recognized in a diversity magazine for diverse outreach. We continue to place both general and professional niche advertisements. Diversity of candidate pool has increased over the last 3 years. Will continue to invest in these activities.

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

Parks will address at the division level; specific groups have yet to be determined. WLRD has set up a partnership with the Washington State Commission on Hispanic Affairs for job posting. We have also recently reached out to the Washington State Commission on Asian Pacific American Affairs. We send each job opportunity that goes for external recruitment to our networking contact at El Centro De la Raza. This is an activity to be continued. SWD and WTD have not addressed at the division level.

<ul style="list-style-type: none"> ○ The Asian Pacific Islander Community Leadership Foundation 	
<p>Work with other county departments seeking increased recruitment activities with the Asian and Hispanic communities</p>	<p>Parks works with DNRP divisions on career fair activities. These for the most part are effective for outreach and education. We have not yet had the opportunity to work with other departments. SWD has partnered with WTD in career fair activities. We also have partnered with Public Health in working with Highline School District outreach efforts.</p> <p>WLRD has partnered with its own Divisions in outreach efforts, but has not yet had the opportunity to collaborate with other Departments. WTD works with DNRP divisions, Elections, on career fair activities. These for the most part are effective for outreach and education</p>
<p>Do an assessment of past and current hiring and promotional practices within DNRP</p>	<p>Parks regularly evaluates how we can improve our recruitment efforts. We have had some successes and will continue to seek further improvements. We also work closely with our Parks ESJ team to seek their input. SWD routinely assesses the hiring and promotional practices as part of the ESJ efforts and also during our annual HR retreat. We also keep track of our metrics on a monthly basis as part of the division Tier III board.</p> <p>Each year, as part of the WLR HR work program, we evaluate areas for improvement in our recruitment efforts. While we have made efforts to incorporate new ideas and locate new sources for our outreach efforts, we still have some work to do in determining the effectiveness of our strategies.</p>
<p>Continue successful recruitment practices in diverse communities</p>	<p>Parks continues to cultivate and grow relationships in diverse communities and associated community groups. We also attend the Puget Sound Diversity Network meetings and have them share our available positions with their listserv groups.</p> <p>SWD partnered with Professional Diversity Network to post our jobs. We also:</p> <ul style="list-style-type: none"> • Helped coordinate the annual Women-in-Trades career fair in which SWD won two awards for our displays. • Attended Seattle Youth Fair, a job fair focusing on the diverse youth population of Seattle School District. • Attended Diversity Job Fair in Renton, a job fair mainly targeting minority population. • Attended Highline High School job fair, a school with very diverse student population, and provided information on environmental careers. • Attended Government Job Fair at University of Washington. <p>WLRD is working on increasing our recruitment network. This year, we partnered with the</p>

	Professional Diversity Network to post all DNRP jobs. In addition to the above suggested agencies, we have begun to reach out to other local agencies to network our opportunities. WTD's candidate pool diversity has increased. Relationships continue to be built. We would like to try to build stronger local ties with area non-profits and service organizations
Utilize professional translation services for applicable job postings	Parks has not utilized this activity, although we do have a branded King County Parks Your Big Backyard recruiting business card that includes the message in Spanish. Although WLRD does not provide translated version of individual job opportunities, we have placed an ongoing ad written in Spanish in La Raza Del Noroeste (The People of the NW). WTD has not utilized this activity
Research and focused networking with local non-profits that focus on current DNRP target goals	<p>Parks does outreach to and communicates with community groups, especially in South King County WTD Develop a SharePoint Diversity Recruitment site, a Linked-In Diversity site and researched and focused networking with local non-profits that focus on current DNRP target goals</p> <p>SWD:</p> <ul style="list-style-type: none"> • Helped hire three high school Interns with a focus on offering the opportunity to underprivileged youth. • Instituted weekly "coffee check ins" with new employees after a week or two of employment to casually see how they are doing and answer any questions/address concerns. • Established a bi-annual SWD only New Employee Onboarding Training Day. Took all new hires and had a 5 hour training with them, lunch and networking included, and had each section introduce them to who they are, what their structure is, what their focus is, and hot issues in the section. This is an attempt to break down section silos or myopathy that are present within the Division. The feedback from the first session in December 2014 was incredibly positive. Next session scheduled for June 2015
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	Parks & WTD will continue to do this to determine diversity of our candidate pool. SWD HR has not identified any barriers to hiring through the utilization of this NEOGOV feature. To date, WLRD HR has not identified any barriers to hiring through the utilization of this NEOGOV feature. However, we have recently begun to use a spreadsheet that will track applicant trends and patterns by job type and Section, with hopes that the data will give us a place to start identifying barriers. It would be helpful if NEOGOV had easier to use query systems in order to sort data into a format more similar to this spreadsheet.
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	Parks distributes our postings and our branded recruiting business card (as noted above) at all of our outreach events. The card was developed in collaboration with the Parks ESJ team. We share our postings with the DNRP Community Services Area Manager to share with his contacts, as well as UGA newsletter recipients. We annually attend the UW Diversity Fair and the WA Women in Trades Career Fair. Five DCHS Work Program Youth Source trainees completed on-site training: one Caucasian female, an African American male, one Hispanic male, one Native American male (the fifth

	<p>declined). The Caucasian female was ultimately hired for a Seasonal Parks Maintenance Worker position. We attended the DCHS/Youth Job Fair at the Goodwill, resulting in two African American male hires; a third African American male declined.</p> <p>SWD:</p> <ul style="list-style-type: none"> Continued to work in partnership with Joint Base Lewis McCord to establish an apprenticeship program for active service members preparing to transition to civilian life. An apprenticeship program would allow us to target an extremely diverse talent pool. Partnered with Highline School District Career Access program to provide students education and information on various environmental job opportunities. Arranged tour of Brightwater Water Treatment Plant. Participates in the Career and Technical Education Advisory Council; helps the school district find career-oriented speakers and provide information on internships. Partnered with World Relief, a non-profit organization working with refugee population in King County and gave informational talk on applying for government jobs. <p>WLR HR annually sends a promotional job flier to various community centers as a means for advertising our jobs (approximately 30 locations). We also annually attend the Diversity career fair on the University of Washington campus. While we've seen positive results from attending the UW career fair in the way of placements to temporary positions, it's hard to evaluate whether or not our partnership with the community centers is transferring into hires, Working with labor relations, internal community relations, and internal employees.</p> <p>The WTD ESJ committee is focusing on capital project areas and diverse communities</p>
UTILIZATION OF BEST PRACTICES	
<p>Utilize Countering Bias training for all staff involved in the hiring process, from job announcements to hiring authorities, to identify and eliminate biases</p>	<p>In Parks, all subject matter experts who review applications and interview panels are required to view the Countering Bias video. Parks HR analyzes job announcements to remove such language from job announcements SWD has made it mandatory that all interview panel members watch the Countering Bias video. It is a requirement of any WLRD supervisor or staff member participating in a recruitment process to view the video on Countering Bias. This was not a particular area of concern for us, but we feel that the video is a helpful reminder and we plan to continue to use it. In WTD, all interview panels are required to view this video and recruiters are working on removing language from job announcements.</p>
<p>Conduct regular self-assessments to determine areas of improvement, successful strategies, and new opportunities to fulfill their goals</p>	<p>Parks HR regularly assesses areas of improvement and opportunities. SWD uses our annual HR retreat, weekly HR meetings and HR metrics to assess areas of improvement. Each year, as part of the WLR HR work program, we evaluate areas for improvement in our recruitment efforts. While we have made efforts to incorporate new ideas and locate new sources for our outreach efforts, we still</p>

	have some work to do in determining the effectiveness of our strategies. WTD HR developed HR metric dashboard that helps us assess areas of improvement and opportunities.
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	We regularly use Parks' social media: Parks Twitter account, webpage, blog page, Parks email newsletter, Facebook, etc. SWD is working with KC Employment Manager to increase our social media presence in job announcements. WTD currently use WTD social media accounts but will be exploring in 2015, feasibility of HR maintaining their own social media accounts and strategies for use.
Work collaboratively with the EEO/AA Advisory Committee members to develop innovative methods to increase diversity in the county workforce	Parks meets annually with the DNRP EEO/AA Advisory Committee and welcome their input in improving our outreach and recruitment strategies. WTD collaborated with Committee on a pilot project to measure applicant flow steps and anti-bias training during the summer of 2014
Develop and support internal Diversity/ESJ committees to provide greater employee input into hiring practices in the department and reduce discrimination complaints	Parks has an internal ESJ committee with a wide representation of staff. We will continue its development and increase frequency of meetings. We attempt to meet on a quarterly basis, however, this is somewhat challenging due to the vast size of the Parks system and the respective members' work locations, and when we are in the height of the grow season, given we are a very lean agency. SWD has a robust and well-functioning ESJ committee. WLRD has developed its own ESJ committee, and one of its tasks was to provide input on the hiring process. The group had some very helpful suggestions on ways that we can improve our outreach strategies to underrepresented groups. These suggestions were relayed to us in February of 2015. We look forward to partnering the WLR ESJ committee to implement several of them. Support from a similar committee would be welcomed on a more regular basis. WTD has a well-developed ESJ committee with wide representation of staff and are working on multiple activities ranging from recruitment to capital project impacts, operations, community relations, etc.
Discuss with and train supervisors and hiring authorities on the County's mission on diversity, inclusion, equity and social justice	Parks does this via ESJ efforts and anti-bias training. Additional training and division-wide communication to be addressed by management in "brown bag" sessions. SWD has conducted ESJ training for all its employees. We also had ESJ related topics discussed at our quarterly leadership meetings. WLR HR has developed a "Recruitment Reminders" email sent to all staff who participate in any hiring process. This email covers information about the ESJ Ordinance, areas of underrepresentation for the department, reasons for considering more entry-level positions and more basic minimum qualifications, and a reminder on the importance of sourcing beyond the King County website. We will continue to send out these reminders, however, like the Countering Bias training video, it is difficult to measure whether or not this has had any impact on our recruitment placements. WTD uses ESJ efforts and anti-bias training. Additional training is also being developed by division HR.
Incorporate equity and social justice	In Parks, awareness and understanding is there and we are cognizant of limiting formal education

<p>principles into job announcements and other aspects of recruitment</p>	<p>requirements in job announcements. We need to actively incorporate more specific language as it relates to diversity into postings (similar in nature to PSB). SWD is working on incorporating ESJ principles into job announcements. We already incorporate the principles in our interview and selection process.</p> <p>WLRD has been in compliance with HRD’s approach to limiting formal education requirements in job announcements. Thus far, we do not believe it has had an impact on who we have hired for our positions; however, it may have had an impact on our applicant pools. We do not have a means to measure that at this time. WTD needs training on what this looks like.</p>
<p>Utilize targeted recruitment within a strategic approach to establish recruitment activities for specific placement goal areas</p>	<p>Parks look for opportunities to grow the candidate pool and remind our supervisors/managers of it with each recruitment that we conduct. We do partner with the Puget Sound Diversity Network to attract a more diverse applicant pool, as well as communicate with and share our postings with South King County community groups. Parks HR volunteers in mock interviews with WorkSource when possible. We plan to explore targeted recruiting in the future.</p> <p>SWD pays particular attention to the EEO job categories where SWD is falling short in minority/women participation. Although WLRD does not target specific ethnicities or genders when sourcing applicants, we have partnered with the Professional Diversity network in order to attract a more diverse applicant pool for all positions. We also continue to look for efforts to enhance and grow our general diversity outreach network. WTD looks for opportunities to grow the candidate pool and remind our supervisors/managers with each recruitment but we have not spent as much time on specific placement goal areas.</p>
<p>Utilize Lominger competences to reduce barriers in job announcements</p>	<p>Parks uses Lominger language in all of our postings and in the interview process. We cannot definitively state that utilizing the Lominger competencies has made an impact on helping us address our underrepresented areas. SWD uses Lominger competencies and language for all its hiring.</p> <p>WLRD HR regularly incorporates Lominger competencies into both job announcements and the interview process. We do not believe that using Lominger competencies has had any impact on helping us address our underrepresented areas. WTD started to use Lominger language in the professional categories.</p>
<p>Evaluate job openings for potential entry level opportunities</p>	<p>Parks evaluates most vacant positions for opportunities to hire at a lower or entry level if possible. Many of our successful candidates for Park Specialist II openings come from our Seasonal Park Maintenance Workers who apply.</p> <p>SWD’s practice is to evaluate most vacant positions for opportunities to hire at a lower or entry level or create promotional opportunities for current staff. Recent examples include taking two out of</p>

	<p>seven vacant Supervisor II positions and reallocating them to Supervisor I positions and utilize them as “Supervisor apprenticeships”. SWD limited the recruitment to internals only and promoted from within. SWD also looks for opportunities to utilize special duty opportunities for internal staff to gain skills and knowledge needed to be competitive in a subsequent recruitment process. Examples include a Health & Environmental Investigator I special duty and an Equipment Operator special duty.</p> <p>WLRD recently added a brand new, entry-level classification to the classification system, the Environmental Aide. When this classification was created, part of its intent was to allow WLRD to take on a more diverse workforce by allowing for more entry level, temporary opportunities. Thus far, it has not been used to hire underrepresented staff specifically, but we hope that it will be a useful tool for doing so when the opportunity arises. WTD’s practice is to evaluate most vacant positions for opportunities to hire at a lower or entry level.</p>
<p>Utilize student internships as a recruitment tool, particularly in communities of underrepresentation in the county workforce</p>	<p>There has been an increase in hiring interns in Parks this last year. We hope to continue to grow this opportunity in the future as we see its value to hire ongoing employees. We also will be exploring Rainier Scholars program. SWD started a High School internship program aimed at underprivileged students.</p>
<p>2015 PROPOSED IMPLEMENTATION ACTIVITIES</p>	
<p>Many of the activities listed above will continue. This year, there is a renewed interest in bringing interns to WLRD with the hopes of expanding interest in our fields’ job opportunities. Although so far, supervisors have not requested an internship opportunity for a specific underrepresented candidate, WLR supervisors did meet with an organization willing to help us place such interns. For more information about our meeting with the Rainier Scholars, please contact Pamela Johnson, HR SDM I. WTD has a robust summer internship program that is both diverse and used as an opportunity to hire ongoing employees</p>	

DEPARTMENT OF ASSESSMENTS (DOA)

The Department of Assessments began EEO-AA plan implementation with representation of 20 out of 21, or 95% of its placement goal areas. DOA has one target goal area of Hispanics. The department did not reach its EEO/AA Goal of 2 Hispanic hires in the Administrative Support placement goal area.

2014 IMPLEMENTATION ACTIVITIES

Specifically, we have highlighted the activities that we believe increased our ability to engage with diverse applicants:

- Notification of public job opportunities to minority agency list serves, community groups, and organizations – working with our Community Outreach Coordinator
- Train selection panels on EEOC Prohibited Employment Policies/Practices, bias awareness, and micro-inequity/aggression training into panel training and create diverse selection panels
- Expand targeted recruitment of protected classes by outreach to community and professional organizations
- Review ESJ Equity Impact Tool and its application in recruitment and selection processes

In 2014 in coordination with our Community and Outreach Coordinator we worked to address our Hispanic goal area by:

- Worked with Commissioners from the Commission of Hispanic Affairs on publishing job announcement for the Department of Assessments.
- Worked with staff from the Governor's Office on Indian Affairs on publishing job announcement for the Department of Assessments.

The Assessor and staff have conducted outreach meetings on property valuations and taxes to Latino professional organizations (i.e. the Latino Bar Association) and have purchased community ads in local publication.

2014 ANALYSIS OF IMPLEMENTATION ACTIVITIES

Assessments will continue the activities above to ensure we reach a diverse applicant pool and train our employees to understand the effects of implicit bias and to raise awareness and engage in retention efforts as shown below. The department also supports the best practices outlined

in the 2014–2016 EEO/AA Plan.

Assessments also engages their employees in a number of ways to foster collaboration and retention. Our employee led committees, as well as our project programming help drive employee involvement. Our department (and the County) benefits from these efforts. A specific metric, the Organizational Health Statistics, indicate that our department demonstrates strong health metrics and statistics. We strive to keep this high level of involvement with our employees since we all benefit, and we retain top talent longer. Specifically, we highlight the activities that we believe increased our ability to engage and retain our diverse staff:

- Department Employee Engagement/Recognition and Strategic Advisory Committees
- Department-specific new employee welcoming program
- Department of Assessments' Annual Employee Meeting

While the department did not reach its EEO/AA Goal of two Hispanic hires in the Administrative Support area, the department has improved its diverse workforce in other areas. Specifically:

- Out of the 15 new hires to the agency, the following diverse applicants were placed:
 - Professional
 - 1 Hispanic
 - 1 American Indian/Alaskan Native
 - 1 Black
 - Administrative Support
 - 1 Asian
 - 1 Two or More Races
 - **Five diverse placements out of 16, for a 33.33% diverse placement rate**
- Out of the 14 promotions in the agency, the following diverse applicants were promoted:
 - Professional
 - 1 Asian
 - 1 Two or More Races
 - 1 Hispanic

While the Administrative Support goal of 2 Hispanic placements was not reached, we did **place 2 Professional Hispanics**, and of those 1 was promoted from the Administrative Support group.

We placed/promoted 20 Females in 2014, out of 29 opportunities, for a 68.97% placement rate.

In 2014 our termination/exit data depicts:

- Out of the 16 terminations/exits from our agency, the following diverse applicants left:
 - Professional
 - 1 Hispanic
 - 1 Native Hawaiian/Pacific Islander
 - Administrative Support

- 2 Black

4 out of 16 exiting employees were diverse, for a 25% exit rate, and 4 out of 16 Females exited the agency for a 25% exit rate.

The department's efforts have made an impact on our EEO/AA data, since the data shows that we are becoming more diverse and more female.

DEPARTMENT OF TRANSPORTATION (DOT)

The Department of Transportation began EEO-AA plan implementation with representation of 40 out of 49, or 81% of its placement goal areas. DOT has nine target goal areas which include Female, Black, Native American, Pacific Islander and Two or More Races. The agency did achieve one of its placement goals.

2014 IMPLEMENTATION ACTIVITIES

The department had significantly reduced hiring activity in 2014, relative to previous years, due primarily to the ongoing reduction-in-force in the Road Services Division and budget uncertainties in the Transit Division. Nevertheless, the department had the opportunity to engage in or implement the following activities in 2014 as a means of helping the department achieve its placement goals. Italicized items are activities not previously listed in the 2014-2016 Plan:

- *The most significant activity in 2014 was the implementation of Transit's PACE program (Partnership to Achieve Comprehensive Equity). This is a unique program designed to address difficult workplace issues, including those related to fairness, bias, equity, and inclusion. It involves a partnership of employees, labor unions and management. Subcommittees were formed to address specific scopes of work including several associated with the department's EEO/AA activities: recruitment and selection processes; equal opportunity; training and workforce development.*
- 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)
 - *Partnership with Local 587 to expand apprenticeship opportunities to all L587 members in Transit*
 - *Partnership with Auburn High School, South Seattle Community College, Lake Washington Technical Institute and Local 587 to start High School Job Shadow program to promote careers in heavy duty diesel mechanic trade*
- *Application for APTA (American Public Transportation Association) grant to expand current trades outreach program to all women and minorities through dedicated staff and resources*
- Participated in the 2014 Women in Trades event
- *Partnered with the M.L. King County Labor Council's Worker Center, the Office of Labor Relations and King County Human Resources Division to increase awareness of the wide variety of good "union" jobs within King County government. The goal is to further the principles of Equity and Opportunity. Planning work on this effort began in 2014*
- *Conducted "Train the Trainer" course for community college career counselors, WorkSource staff, and YWCA staff on how to complete the online King County application and apply for jobs with King County*
- *Initiated NeoGov notification to applicants who fail to move forward in selection process due to incomplete materials, directing them to the training resources for help in completing their applications for future opportunities*

- Maintained membership in COMTO (Conference of Minority Transportation Officials) to promote opportunities with King County
- Maintained membership in WTS -Women in Transportation -to promote opportunities with King County
- *Utilized employee focus group in Transit's vehicle maintenance group to address workplace barriers to minorities and females and how to overcome them*
- *Implemented two hour anti-bias interview training for interview panelists, conducted live training and recorded an online course via SkillSoft*
- *Developed and implemented a leadership development program in the Fleet Administration, the goals being career development and succession planning*
- *Conducted application information sessions in partnership with WorkSource's veterans affairs program*
- Continued to 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.
- *Adopted new diversity statement for job postings to foster inclusion*
- *HR Staff attended "Understanding Cultural Competence in the Workplace" workshop*

2015 PROPOSED IMPLEMENTATION ACTIVITIES

The department anticipates significantly more hiring in 2015 due primarily to the staffing needs in the Transit Division. This will provide the opportunity for DOT to engage in essentially all the planned activities proposed in the EEO/AA plan as well as additional activities which are italicized below.

- *In alignment with PACE recommendations, in 2015, the Transit Division will establish and hire for a Diversity Manager position (Completed April 2015). This position will oversee management, coordination, and direction of programs and services for EEO, AA, non-discrimination, anti-harassment, diversity and inclusion, and ESJ in the Division.*
- *Continued implementation of PACE recommendations and expansion of PACE principles throughout the Transit Division and the entire Department of Transportation.*
- Regional advertising of positions and increased electronic jobs and careers listserve 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)

- Partnership with Local 587 to expand apprenticeship opportunities to all L587 members in TransitPartnership with Auburn High School, South Seattle Community College, Lake Washington Technical Institute and Local 587 to start High School Job Shadow program to promote careers in heavy duty diesel mechanic trade
- Application for APTA (American Public Transportation Association) grant to expand current trades outreach program to all women and minorities through dedicated staff and resources
- Participate in the 2015 Women in Trades event
- *Develop the partnership with Lewis/McChord in working with transitioning vets in finding employment*
- *Continue to partner with the M.L. King County Labor Council's Worker Center, the Office of Labor Relations and King County Human Resources Division to increase awareness of the wide variety of good "union" jobs within King County government. Two events were planned for January 2015 to pilot a program with the goal to develop a "pipeline" of entry level workers to help meet the projected future needs resulting from the retirement of our aging workforce and to help further diversify our workplace.*
 - *The presenters, Joan Weiss, Labor Liaison from AFL_CIO Worker Center and Dominic White, a Metro Transit Program Manager, who graduated from Kent Meridian High School four years ago, will be reached out to High School students to increase awareness about King County DOT career opportunities that don't require a 4-year college degree and the benefits of working for King County. Many of the jobs available are skilled technicians, bus operators and vehicle maintenance mechanics, as well as business and administrative support. This event included students from KentrIDGE, Kentwood, Kentlake, and Kent-Meridian high schools.*
- Continue membership in COMTO (Conference of Minority Transportation Officials) to promote opportunities with King County
- Continue 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
- Ongoing and expanded cultural competency training to promote a welcome work environment for all employees
- Continue to build leadership development programs.
- Continue to develop/administer competitive succession management programs
- 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.

UTILIZATION OF BEST PRACTICES

The department has utilized in varying degrees (and continues to do so), all the best practices for hiring, retention and promotion listed in the

EEO/AA Plan.

DEPARTMENT OF PUBLIC HEALTH (DPH)

2014 IMPLEMENTATION ACTIVITIES

The Department of Public Health (DPH) began EEO-AA plan implementation with representation of 36 out of 42, or 86% of its placement goal areas. DPH has six target goal areas, which included Female, Asian, Native American and Pacific Islander. DPH anticipated a significant reduction in force in 2014, resulting in a dramatic slowdown in filling vacant positions in an attempt to reduce the impact on employees. The agency achieved the goal for 1 of the 6 placement goals and did not have an opportunity for 2 of the 6 placement goals.

Activities Proposed To Meet Placement Goals

Given the low numbers overall, it is difficult to point to any single activity as being effective or ineffective. Therefore, we will continue and increase recruiting through local community organizations, social media, and the use of internships. Due to lack of opportunities to recruit for skilled craft positions, we did not attend the Women in Trades Career Fair last year. Since hiring has increased and there are likely to be opportunities to fill positions in skilled craft positions, we will attend the 2015 Women in Trades Career Fair.

Activities Proposed To Recruit, Retain And Promote Women And Persons Of Color

We did not have the resources to develop a method of text messaging as a recruitment tool nor were we able to systematically conduct exit interviews. In 2015, we will pursue text messaging for recruiting. Due to the intense resources needed and concern about reliability of data, we will not be systematically conducting exit interviews. We will explore development of an exit survey to gather data about why employees are leaving the organization.

We have modified some HR and practices to reflect a friendlier service oriented tone and anecdotal reports indicate the impact has been positive. Changes include revision of hiring letters, the new employee paperwork meeting, and the development of an onboarding checklist. We have also revised the lay-off process and communication tools utilizing trauma informed care and the lean principle, respect for people, to inform our methods.

The peer-mentoring program was a program the King County Training and Development Team was going to develop in 2014 however; staffing changes have put this program on hold indefinitely. As a result, we will not be pursuing this effort at this time.

2014 ANALYSIS OF IMPLEMENTATION ACTIVITIES/UTILIZATION OF BEST PRACTICES

Best Practices: What Activities Worked/Did Not Work

Given the low number of goals and progress, it is difficult to point to which activities worked. We have intermittently used NEOGOV to analyze recruitments and determine where in the hiring process applicants were screened out by race/ethnicity. This has resulted in conducting additional outreach and the revision of screening processes at the individual recruitment level.

DPH has implemented the practice of having all interview panels viewing the Countering Bias video. Anecdotal reports from viewers remain positive and discussions suggest the viewing the video is increasing awareness and understanding of implicit bias and the impact it can have on hiring.

In addition to the above, we have used social media to advertise positions and developed a robust work-study program through local universities. DPH HR meets regularly with members of the EEO/AA Advisory Committee and has adopted practices recommended by that Committee such as posting most special duty opportunities and TLT/STT vacancies.

In 2014, the DPH internal Diversity/ESJ Committee continued to meet and is developing goals, with the support of the DPH Office of the Director and the DPH members of the King County Equity and Social Justice Inter-Branch Team.

Several supervisors and HR staff attended ESJ training in 2014. In 2015, we will be holding a training series on topics of interest to supervisors and managers that incorporates ESJ.

We have not developed a systematic method of evaluating job openings for entry-level opportunities.

Our Environmental Health division and Nursing office have developed robust internship and student practicum programs. We are working with King County Human Resources Division, Risk Management and the DPH Contracts unit to identify a way to eliminate barriers to having an internship/practicum program for community college students.

2015 PROPOSED IMPLEMENTATION ACTIVITIES

DPH will continue to implement the best practices in hiring, retention and promotion. Additionally, we are undertaking an ESJ project this year to update and further implement the recommended practices that came from the Equity in Hiring project that resulted in the Countering Bias video. We are also initiating a second ESJ HR project that will focus on recruitment with a goal of developing even more diverse applicant pools.

2015 Activities will include:

- Increased use of targeted recruitment as a strategy to meet DPH goals.
- The use of the Lominger competencies continues in an effort to reduce unintended barriers in job announcements.
- DPH will continue to explore ways of incorporating ESJ into job announcements, recruitment methodologies, and the hiring process.
- Activities to increase hiring, retention and promotion of persons with disabilities will be undertaken in 2015.
- DPH will attend the 2015 Women in Trades Career Fair.
- DPH will pursue text messaging for recruiting.

KING COUNTY INFORMATION & TECHNOLOGY (KCIT)

King County Information and Technology (KCIT) began EEO-AA plan implementation with representation of 32 out of 35, or 91% of its placement goal areas. KCIT has three target goal areas, which included Female, Hispanic, and Two or More Races. The agency did achieve one of its placement goals. In 2011, King County Information Technology (KCIT) officially became a department with plans to migrate IT professionals from seven other work teams – DOT, DAJD, DCHS, DPER, DES, DPH, DNRP - into KCIT. This migration began in January of 2012 and took approximately six months with the number of department employees increasing from 130 to approximately 380. Prior to this consolidation, the focus of KCIT's EEO/AA efforts were on filling positions in underrepresented groups consisting of Native Americans, Females and Asians. Following the consolidation, KCIT's placement goals changed to Female Technicians, Hispanic Professionals and Professionals of Two or More Races.

With the shift in the demographics of our staff, as well as placement goals, we are unable to definitively acknowledge which activities were successful and which were not. Furthermore, we are still in the process of Services Realignment. Therefore, our future numbers may also look unusual to the reviewer regardless of our goals or plans.

2014 IMPLEMENTATION ACTIVITIES

The activities that KCIT engaged in to achieve their placement goals included:

- Utilizing [Linked In](#) to connect with qualified individuals from target groups (MinorityMBAs.com, Native American Recruiter – Candidate Connection, Women in Information Technology, Black Enterprise Networked), as well as other diverse job websites - Native American Jobs (NAJ) and Women in Technology (WITI) to reach specific audiences.
- Posting jobs on [DICE.com](#) to connect with qualified individuals from target groups. Dice.com reaches an above average percentage of the internet population of females.
- Training interview panels to identify bias prior to each process by using Countering Bias video and discussion.
- Conducting interviews for each position (when possible) in two rounds, one technical and one competency. The technical interview might have a very narrow pool of participants. However, we gain greater diversity with competency interviews.
- Attending UW Diversity and Internship Career fair to provide a diverse student population exposure to our organization.
- Receiving feedback from participants of selection process to improve future recruitment planning.
- Creating steps to minimize bias in selection process by developing recruitment plans including the design of questions prior to the introduction of candidates.
- Utilizing Lominger Competencies to provide consistent and unbiased information in job announcements.

2015 PROPOSED IMPLEMENTATION ACTIVITIES

In the future, KCIT will engage in the following activities in addition to those they are already participating in:

- Work closely with HR community to discuss goals, and what worked in reaching our annual goals or reaching our targeted areas.
- Build relationships with associations, community members we believe will be most effective in actively recruiting for technology positions.

- Partner with ESJ and EEO/AA Committees to obtain recommendations on technical recruiting as well as advising the ESJ and EEO/AA Committees as to our plans to receive their support of our efforts.
- Evaluate “Ethnic Diversity in Technology Positions” within our organization compared to other technology organizations such as Apple, Facebook, Google, LinkedIn, Microsoft, and Twitter.
- Gain a better understanding of “Workforce Availability Methodology” and “Requisite Skills.” This area may need to be better defined for the technology workforce.
- Conduct an analysis of applicant pools for patterns and potential barriers.
- Utilize student internships or work study as recruitment tool, specifically in communities of underrepresentation in the KCIT workforce.
- Develop appropriate outreach and activities to effectively recruit individuals with disabilities.
- Work with Supported Employment Committee (SEC) to track information and develop KCIT recruitment goals for people with disabilities.

KING COUNTY SHERIFF’S OFFICE (KCSO)

The King County Sheriff’s Office began EEO-AA plan implementation with representation of 33 out of 35, or 94% of its placement goal areas. KCSO has two target goal areas, Native American and Two or More Races. The agency did not achieve either of its two placement goals.

2014 IMPLEMENTATION ACTIVITIES

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. As such, the KCSO focused recruitment in the Native American and other ethnic communities as follows:

- 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
- Engaged with and discuss potential barriers to county employment with; 1) United Indians of All Tribes Foundation; 2) Washington State Governor's Office on Indian Affairs; 3) The Urban League; Community organizations serving diverse clientele; and 4) Work with other county departments seeking increased recruitment activities with the Native American and Two or More Races communities to expand opportunities to hire.

2014 ANALYSIS OF IMPLEMENTATION ACTIVITIES

The recruitment efforts did not bring about an increase in hiring in the two target areas; therefore, in addition to continuing the above-cited activities the KCSO will undertake the following activities listed below.

2015 PROPOSED IMPLEMENTATION ACTIVITIES

The KC Council has appropriated \$50,000 to the KCSO for improving recruitment, training and outreach in diverse communities to hire employees that are more reflective of the community. The KCSO chief deputy has put together a committee, which includes the Hiring Manager and HRD staff that will propose strategies for improving diversity hiring. Pursuant to the KC Council, the committee's strategies must include national and local best practices such as regional cooperation between agencies, localized recruitment strategies utilizing officers from those communities, development of community-tailored recruitment plans and early engagement through sports or police explorer-type programs. The KCSO 2015 Recruitment Plan also includes strategies for improving diversity at the KCSO.

DEPARTMENT OF ELECTIONS (DOE)

Based on analysis data provided, King County Elections (KCE) is represented in 19 out of 21, or 90% of placement goal areas. KCE has two target goal areas: Female and Asian. The agency did not achieve either of its two placement goals in 2014. In 2015, the 5 Career Service positions posted were a result of an organizational restructure and were filled by internal candidates; one of the hires did meet a 2014 placement goal.

2014 IMPLEMENTATION ACTIVITIES

Activities proposed to meet placement goals:

- 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:
 - Japanese American Citizens League LEP
- Work with other county departments seeking increased recruitment activities with the 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 to encourage staff to attend the Disability Awareness Workshop series to insure Elections in a welcoming and inclusive workplace for People with Disabilities

UTILIZATION OF BEST PRACTICES

As noted, we did not have opportunities to properly evaluate our activities. These are the activities we would you do again, and that are new and different.

- Utilize diversity job boards, job fairs, and publications, schools targeting persons of color, females and persons of Asian ethnicity.
- Post job announcements in affiliated Asian journals and/or publications and websites in respective cultural language.
- Explore new targeted recruiting such as IM Diversity, which includes a number of targeted ethnic and gender-based, on-line villages to increase the number of applicants within the female and persons of Asian populations.
- Promote gender/race recruitment panel (bias training)
- Conduct a broader recruitment to include women in professional organizations,
- Utilize WA State Asia Chamber of Commerce <http://www.seattlechinesechamber.org>
- Utilize job boards (such as Digital Eve and Society of Female Software Engineers) targeted at the Women Professionals in specific IT field being recruited.
- Conduct outreach to form new alliances with local, organizations that are dedicated to diversity, or that work specifically with women, including the local chapters and Clubs, and the North Seattle and Central Seattle Community Colleges Women’s Centers.
- Train supervisors and hiring authorities on the county’s mission on diversity, inclusion, equity and social justice.

DEPARTMENT OF PUBLIC DEFENSE (DPD)

The Department of Public Defense (DPD) began EEO-AA plan implementation with representation of 20 out of 21, or 95% of its placement goal areas. DPD had only one target goal area, Asian, but did not achieve its placement goal. DPD became a new department within King County in July 2013. The department’s attorneys, paraprofessionals and other staff are highly skilled and dedicated and are committed to ensuring quality legal representation and advocacy for anyone facing a criminal charge.

As a new department to King County, DPD has been presented with a number of significant challenges. Some of the key mitigating events for DPD include:

- DPD operated under an interim director during the first 18 months from July 1, 2013 - January 20, 2015
- A Public Defense Advisory Board was established by the County; its mission is to review DPD activities and plans and provide its Director with advice and counsel.
- With few exceptions, DPD has not been in a position to hire any career service employees
- The 2015 – 2017 budget for DPD has not yet been approved; five months into the budget cycle

- A County Public Defender was hired in January 2015
- The County has been negotiating two collective bargaining agreements for the past 18 months

DPD currently has 401 employees. Only 239 DPD employees had indicated their race and gender in PeopleSoft by the end of 2014: the current goals are based on the 160 employees who reported their race and gender at the beginning of 2014. We are continuing to encourage employees to provide demographic information. DPD's actual diversity may be over or underrepresented due to the low reporting number. However, DPD is committed to employee retention and recruitment in all goal areas.

2014 IMPLEMENTATION ACTIVITIES/BEST PRACTICES UTILIZED

As previously mentioned above, DPD has had limited opportunities for hiring career service employees over the last 18 months. Despite that, we have begun to use some of the best practices mentioned in the EEO/AA Plan, some of which are included below:

- Regular attendance at the Puget Sound Diversity Employment Network meetings
- The Public Defender and HR Manager visited a community organization and spoke about King County employment opportunities
- Distributed all DPD job announcements to the Puget Sound Diversity Employment Network
- Distributed all DPD job announcements to the minority bar associations, including the Asian Student Bar Association
- Distributed DPD job announcements to the Asian American Journal, Asian Counseling and Referral Services, Japanese American Citizens League, Korean Central Daily News, Korean Times
- Developed a Neogov applicant demographic data sheet for each recruitment to discuss goals with the hiring managers
- Oriented panel members on fair/unfair interview questions
- Participated in WorkSource interview panels
- Required interview panel members to view the countering bias video and discussed at panel orientations
- Posted job announcements on LinkedIn
- Incorporated ESJ question/s into the interview
- Attended the WSBA Martin Luther King, Jr. luncheon to make contacts for recruitment
- DPD is currently recruiting for a Director of Training who will have responsibility for career development at all staff levels, in part, to provide growth opportunities for internal candidates.

2015 PROPOSED IMPLEMENTATION ACTIVITIES

The recruitment efforts did not bring about an increase in hiring in the target area; therefore, DPD will continue take the following activities listed above.