



King County

**2014 – 2016
Plan**

For Plan Year 2016

**Executive
Departments**

**Equal
Employment
Opportunity/
Affirmative
Action Plan
June 1, 2017
Progress
Report**

**Prepared by the
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 (EEO/AA) 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 job classification changes 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. This was reduced in 2015 to 36 goal areas due to the removal of Skilled Crafts from a Department of Public Health Job Group.

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 is for the time period of January 1-December 31, 2016, and 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 by department and job group in 2016
 - Total number of positions filled by race and gender in 2016
 - Percentage of positions filled by race and gender in 2016
 - 2016 placement goals achieved
 - 2016 placement goals not achieved
 - 2016 placement goals where there were insufficient placement opportunities

- **Table 2:** Areas where the 2016 placement goals were not met

- **Table 3:** Cumulative data over the life of the three-year Plan

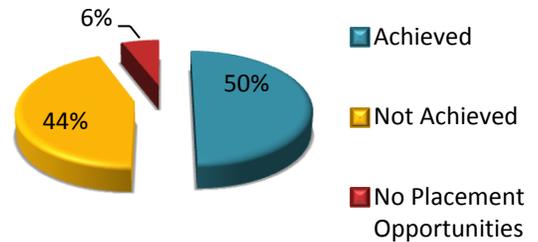
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PLACEMENT GOAL-SETTING SUMMARY

A summary of the 36¹ placement goal-setting areas is as follows:

- 18 of the placement goals were achieved;
- 16 of the placement goals were not achieved; and
- 2 of the goal-setting areas did not have placement opportunities.



Recruiting and hiring for Native Americans continues to be a major challenge for all departments despite continued efforts to maintain partnerships with and outreach to Native American communities. Nine of the 36 placement goal areas (approximately one-quarter) are for Native Americans. Women Service Maintenance Workers, which include Transit Operators, remain a challenge for the Department of Transportation.

The achievement of goal placement areas in 2016 was impacted by two major factors:

- 1) County departments have embraced and incorporated the Best Practices identified in the 2014-16 EEO/AA Plan.
- 2) Departments have made more strategic efforts to advertise positions in underrepresented communities.

The Human Resources Division (HRD) continues to work with Executive Branch departments on hiring and recruitment improvement processes. As part of the 2016 Equity and Social Justice Strategic Plan, the Workforce Equity Manager and a team drawn from the HR Community will focus on increasing diversity and cultural responsiveness hiring at salary Range 65 and above. This focus resulted from an employee salary review which indicated the lack of diversity in positions with higher pay ranges. The cross department/agency team will review current practices and implement processes to reduce barriers to King County employment and hire and promote more diverse and culturally responsive employees.

Prior to submittal of this Report to Council, the County Workforce Equity Manager shared a draft with the EEO/AA Committee and met with Committee members in May.

¹ In 2015, the placement goal areas were reduced from 38 to 36 due to a correction to a DPH Job Group, Skilled Crafts.

TABLE 1: CALENDAR YEAR 2016 PLACEMENT GOALS-SETTING STATUS

DEPT	JOB GROUP	PLACEMENT GOAL AREA	GOAL PLACEMENT (%)	2016 TOTAL PLACEMENTS IN JOB GROUP	2016 TOTAL PLACEMENTS IN GOAL AREA	2016 PLACEMENT RATE (%)
DAJD	Professionals	Native American	1.33%	32	0	0.00%
	Protective Service	Two or More Races	0.52%	107	4	3.73% ²
	Service Maintenance	Hispanic	15.09%	3	0	0.00%
DCHS	Professionals	Two or More Races	0.86%	167	12	7.18% ²
	Administrative Support	Asian	11.51%	25	5	20.00% ²
DES	Professionals	Native American	0.63%	227	1	0.44%
	Protective Service	Asian	6.17%	23	2	8.69% ²
		Native American	4.44%		0	0.00%
		Hispanic	2.81%		2	8.69% ²
	Service Maintenance	Native American	1.63%	56	1	1.78% ²
		Two or More Races	0.55%		1	1.78% ²
DJA	Professionals	Black	5.75%	21	4	19.04% ²
	Administrative Support	Native American	1.36%	90	2	2.22% ²
DNRP	Officials and Administrators	Asian	9.59%	4	1	25.00% ²
	Service Maintenance	Hispanic	7.90%	137	2	1.45%
DOA	Administrative Support	Hispanic	4.72%	20	0	0.00%
DOT	Officials and Administrators	Black	5.93%	3	0	0.00%
	Technicians	Female	41.63%	3	0	0.00%
	Administrative Support	Native American	1.21%	131	0	0.00%
		Pacific Islander	0.68%		3	2.29% ²
		Two or More Races	1.00%		8	6.1% ²
	Skilled Crafts	Female	9.84%	264	18	6.81%
	Service Maintenance	Female	32.68%	443	74	16.70%
		Pacific Islander	1.31%		13	2.93% ²
Two or More Races		1.29%	13		2.93% ²	
DPD	Administrative Support	Asian	8.46%	71	4	5.63%
DPER	Officials and Administrators	Female	31.02%	0	0	NO OPP
	Professionals	Black	5.27%	24	2	8.33% ²
DPH	Technicians	Native American	1.35%	62	0	0.00%
	Administrative Support	Native American	1.42%	135	0	0.00%
KCE	Professionals	Asian	10.53%	22	1	4.54%
	Technicians	Female	35.20%	0	0	NO OPP
KCIT	Professionals	Two or More Races	0.80%	152	7	4.6% ²
	Technicians	Female	25.38%	12	2	16.66%
KCSO	Administrative Support	Native American	1.51%	52	2	3.84% ²
		Two or More Races	1.06%		7	13.46% ²

² Highlighted data indicates placement goal was either met or exceeded.

TABLE 2: CALENDAR YEAR 2016 PLACEMENT GOALS NOT ACHIEVED

DEPT	JOB GROUP	PLACEMENT GOAL AREA	GOAL PLACEMENT (%)	2016 TOTAL PLACEMENTS IN JOB GROUP	2016 TOTAL PLACEMENTS IN GOAL AREA	2016 PLACEMENT RATE (%)	ADDITIONAL PLACEMENTS NEEDED TO MAKE GOAL
DAJD	Professionals	Native American	1.33%	32	0	0.00%	1
	Service Maintenance	Hispanic	15.09%	3	0	0.00%	1
DES	Professionals	Native American	0.63%	227	1	0.44%	1
	Protective Service	Native American	4.44%	23	0	0.00%	1
DNRP	Service Maintenance	Hispanic	7.90%	137	2	1.45%	9
DOA	Administrative Support	Hispanic	4.72%	20	0	0.00%	1
DOT	Officials and Administrators	Black	5.93%	3	0	0.00%	1
	Technicians	Female	41.63%	3	0	0.00%	1
	Administrative Support	Native American	1.21%	131	0	0.00%	2
	Skilled Crafts	Female	9.84%	264	18	6.81%	8
	Service Maintenance	Female	32.68%	443	74	16.70%	71
DPD	Administrative Support	Asian	8.46%	71	4	5.63%	2
DPH	Technicians	Native American	1.35%	62	0	0.00%	1
	Administrative Support	Native American	1.42%	135	0	0.00%	2
KCE	Professionals	Asian	10.53%	22	1	4.54%	1
KCIT	Technicians	Female	25.38%	12	2	16.66%	1

TABLE 3: CUMULATIVE DATA FOR CALENDAR YEARS 2014 – 2016

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 (%)	2015 TOTAL PLACEMENTS IN JOB GROUP	2015 TOTAL PLACEMENTS IN GOAL AREA	2015 PLACEMENT RATE (%)	2016 TOTAL PLACEMENTS IN JOB GROUP	2016 TOTAL PLACEMENTS IN GOAL AREA	2016 PLACEMENT RATE (%)
DAJD	Professionals	Native American	1.33%	0	0.00%	17	0	0.00%	25	0	0.00%	32	0	0.00%
	Protective Service	Two or More Races	0.52%	2	0.30%	37	1	2.70%	65	3	4.61%	107	4	3.73%
	Service Maintenance	Hispanic	15.09%	3	8.33%		0	0.00%		0	0.00%		0	0.00%
DCHS	Professionals	Two or More Races	0.86%	1	0.46%	41	1	2.43%	80	5	6.25%	167	12	7.18%
	Administrative Support	Asian	11.51%	3	9.09%	4	2	50.00%	15	3	20.00%	25	5	20.00%
DES	Professionals	Native American	0.63%	0	0.00%	66	1	1.51%	150	1	0.66%	227	1	0.44%
	Protective Service	Asian	6.17%	2	3.22%	4	0	0.00%	11	1	9.09%	23	2	8.69%
		Native American	4.44%	1	1.61%		0	0.00%		0	0.00%		0	0.00%
		Hispanic	2.81%	1	1.61%		0	0.00%		1	9.09%		2	8.69%
	Service Maintenance	Native American	1.63%	1	1.01%	17	0	0.00%	40	1	2.50%	56	1	1.78%
		Two or More Races	0.55%	0	0.00%		0	0.00%		0	0.00%		1	1.78%
DJA	Professionals	Black	5.75%	2	4.34%	7	1	14.28%	14	3	21.42%	21	4	19.04%
	Administrative Support	Native American	1.36%	1	0.68%	25	1	4.00%	51	2	3.92%	90	2	2.22%
DNRP	Officials and Administrators	Asian	9.59%	0	0.00%	0	0	NO OPP	2	0	0.00%	4	1	25.00%
	Service Maintenance	Hispanic	7.90%	8	3.16%	41	0	0.00%	80	1	1.25%	137	2	1.45%
DOA	Administrative Support	Hispanic	4.72%	0	0.00%	5	0	0.00%	14	0	0.00%	20	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 (%)	2015 TOTAL PLACEMENTS IN JOB GROUP	2015 TOTAL PLACEMENTS IN GOAL AREA	2015 PLACEMENT RATE (%)	2016 TOTAL PLACEMENTS IN JOB GROUP	2016 TOTAL PLACEMENTS IN GOAL AREA	2016 PLACEMENT RATE (%)
DOT	Officials and Administrators	Black	5.93%	0	0.00%	0	0	NO OPP	1	0	0.00%	3	0	0.00%
	Technicians	Female	41.63%	3	18.75%	3	0	0.00%	3	0	0.00%	3	0	0.00%
	Administrative Support	Native American	1.21%	1	0.41%	23	0	0.00%	87	0	0.00%	131	0	0.00%
		Pacific Islander	0.68%	1	0.41%		1	4.34%		1	1.14%		3	2.29%
		Two or More Races	1.00%	1	0.41%		0	0.00%		5	5.74%		8	6.10%
	Skilled Crafts	Female	9.84%	47	5.91%	48	3	6.25%	157	12	7.64%	264	18	6.81%
	Service Maintenance	Female	32.68%	699	22.03%	94	14	14.89%	279	42	15.05%	443	74	16.70%
		Pacific Islander	1.31%	27	0.85%		6	6.38%		10	3.58%		13	2.93%
		Two or More Races	1.29%	25	0.78%		3	3.19%		10	3.58%		13	2.93%
DPD	Administrative Support	Asian	8.46%	0	0.00%	16	0	0.00%	31	2	6.45%	71	4	5.63%
DPER	Officials and Administrators	Female	31.02%	0	0.00%	0	0	NO OPP	0	0	NO OPP	0	0	NO OPP
	Professionals	Black	5.27%	2	3.38%		2	15.38%		2	11.76%		2	8.33%
DPH	Technicians	Native American	1.35%	1	0.57%	14	0	0.00%	33	0	0.00%	62	0	0.00%
	Administrative Support	Native American	1.42%	3	1.07%	32	0	0.00%	92	0	0.00%	135	0	0.00%
KCE	Professionals	Asian	10.53%	2	6.66%	7	0	0.00%	13	0	0.00%	22	1	4.54%
	Technicians	Female	35.20%	0	0.00%	0	0	NO OPP	0	0	NO OPP	0	0	NO OPP
KCIT	Professionals	Two or More Races	0.80%	2	0.53%	45	2	4.44%	91	6	6.59%	152	7	4.60%
	Technicians	Female	25.38%	7	19.44%	2	0	0.00%	9	2	22.22%	12	2	16.66%
KCSO	Administrative Support	Native American	1.51%	1	0.62%	15	2	13.33%	34	2	5.88%	52	2	3.84%
		Two or More Races	1.06%	0	0.00%		3	20.00%		6	17.64%		7	13.46%

2016 IMPLEMENTATION ACTIVITIES AND PLANS FOR 2017

King County Code 3.12.180(D) requires the Progress Report to include each department's implementation activities for the year. In 2016, Executive Branch departments focused their attention on innovative ways to increase diversity, better utilized the attributes of NEOGOV to analyze the applicant flow from application to hire, integrated best practices to achieve an increased diversity focus into their standard recruitment practices, and developed creative strategies for addressing placement goal-setting areas.

In 2016, there was further adoption and integration of a number of EEO/AA Plan best practices into standard hiring practices by Executive Departments including:

- Required review of the "Countering Bias" video by hiring interview panelists to increase awareness and sensitivity to their implicit biases during the process and additional use of the video by Subject Matter Experts (SME) prior to reviewing applications
- Consistent use of diverse hiring panels
- Regular NEOGOV posting of and a competitive hiring process for Special Duty assignments which provide an exceptional opportunity to gain invaluable workplace skills for career advancement
- Partnerships with local colleges and other institutions to build a pipeline for employment in hard to fill job categories
- Participation in job and career fairs to inform potential applicants of King County employment opportunities
- Posting positions utilizing electronic job boards, careers listserv, and social media (i.e., LinkedIn), and targeting educational institutions and professional organizations to increase the representation of women and people of color
- Participation at the Puget Sound Diversity Employment Network (PSDEN) meetings and use of the PSDEN e-mail listserv to post County recruitments
- Making a strong commitment to remove artificial barriers in recruitment processes and to screen in as opposed to, screen out, diverse candidates

Each department's 2016 implementation activities and 2017 plans are outlined in the following pages.

DEPARTMENT OF ADULT AND JUVENILE DETENTION

2016 Implementation Activities

DAJD had two placement goals, one for a Native American Professional and the other for a Hispanic in Service Maintenance, which they did not achieve. DAJD did reach its goal of Two or More Races in Protective Services. DAJD's recruitment mantra is "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."

DAJD focused some of their recruitment efforts and resources on diversity, including attending events such as diversity and Women in Trades career fairs, and various military events both on and off JBLM. Although the events were attended by diverse populations, the target groups were underrepresented.

2017 Activity Plan

DAJD will continue to focus on key demographics underrepresented in their workforce. Their Juvenile Division has seen an increase in youth from East Africa in their facilities. One of their goals is to increase the representation of this community in their professional and uniform staff. They are compiling a list of East African community organizations and plan to focus on direct recruitment throughout 2017.

DEPARTMENT OF COMMUNITY AND HUMAN SERVICES

2016 Implementation Activities

For the period of 2014 through 2016, the Department of Community and Human Services (DCHS) placement goal areas were:

- Professional job category – Two or More Races at 0.86%
- Administrator Support job category – Asian at 11.5%

DCHS met both of its placement goal areas.

Overall, DCHS is a diverse department with 38% of its workforce being persons of color as of December 31, 2016. This may be attributed to a concerted effort to review and develop approaches to recruitment and selection processes that facilitated the hiring and retention of a diverse workforce.

Practices that have been integrated into the department's recruitment/selection processes include:

- Annually, completing a department wide race/ethnicity/gender analysis of its workforce to assess progress in increasing diversity. Visuals of the workforce demographics (race/ethnicity/gender) are displayed on the department's Tier 4 board to promote transparency in tracking progress.
- Posting positions utilizing electronic job boards, career listservs, and social media (i.e., LinkedIn), and targeting educational institutions and professional organizations to increase the representation of Latinos, Blacks/African Americans, Native Americans, Asians, and other communities of color; veterans and persons with disabilities in the applicant pools. These outreach efforts continue to result in more diversity with typically 35% of the applicant pools being diverse.

- Increasingly employing a more holistic selection process by assessing whether candidates are competitive – recognizing prior relevant work experience and transferrable skills in lieu of formal academic credentials.
- Utilizing NEOGOV to provide hiring managers demographic profiles by race/ethnic/gender at each step in the selection process to assist in determining the effectiveness of the recruitment/selection processes in promoting diversity. Additionally, DCHS is tracking in NEOGOV the outcome of the selection process at each step to facilitate future demographic assessment such as race/gender.
- Increasing diversity in the workforce and opportunities for career development by posting many Special Duty assignments and Term Limited Temporary (TLT) positions; beginning to do more developmental hires.
- Providing workshops and seminars to raise management and employee awareness in hiring and retaining a diverse workforce. In July 2015 and October 2016, DCHS conducted half day ESJ workshops for managers/supervisors to continue creating and maintaining an inclusive work environment.
- Participation by ESJ Leadership Team and Action Teams in establishing strategic direction and providing advice to support diversity and inclusion.
- Hired an Equity and Inclusion Manager to support equity and social justice efforts and workforce development.

2017 Activity Plan

As part of its workforce demographic analysis, DCHS is tracking internal promotions. The 2016 employee engagement results indicated that there were concerns about employee development and advancement opportunities. Tracking internal promotions will facilitate DCHS' focus on employee development within the department. Additionally, to align with the King County Equity and Social Justice Strategic Plan, DCHS is tracking hires at Range 65 and above to increase diversity and cultural responsiveness. Continuing its work in building management capacity to lead a diverse workforce, DCHS engaged Dr. Heather Hackman to conduct several workshops during 2017 focused on racial and social justice.

DEPARTMENT OF EXECUTIVE SERVICES

2016 Implementation Activities

The Department of Executive Services (DES) achieved four of its six placement goal areas. They were successful in their placement goals for Asian and Hispanic Protective Services employees, as well as Native American and Two or More Races Service Maintenance employees. They were not successful in reaching their placement goals for Native American Professionals or Service Maintenance employees. DES continued their analysis of their hiring outcomes both in management and positions over \$50 per hour. Overall, the percentage of people of color in the DES workforce reflects the communities they serve, however DES noticed that there was not an even distribution of people of color throughout pay ranges. Among all people of color there was a greater percentage in lower paying positions. DES has a large and diverse team focused on the implementation of workforce goals, including increasing the diversity of new hires and promotions in their highest paying positions including Officials and Administrators. They have focused on increasing the diversity of the applicant pool, and are examining the different recruitment steps to ensure that they retain diversity throughout each phase of the process.

DES continues to advertise Term-Limited Temporary (TLT) and Special Duty assignments longer than 90 days to increase transparency in their opportunities and increase upward mobility for employees. DES diligently reviews positions and minimum requirements, and encourages the broadening of requirements in job postings to create a large and diverse pool of applicants. Recently, the Business Resource Center (BRC) widened a functional analyst

requirement from knowledge specifically of a PeopleSoft module to experience in multiple modules. DES has made a strong commitment to remove artificial barriers in its recruitment process. DES has evaluated screening and evaluation methods to ensure that recruiting practices do not create barriers for applicants – examples include reducing supplemental questions and allowing equivalent experience instead of advanced degrees. These 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.”

DES also continues to utilize the best practices in hiring, recruiting, and promotion identified in the 2014-16 EEO/AA Plan. They have found the following activities to be extremely helpful: utilizing Countering Bias training and the Implicit Association Test (IAT); using social media to advertise positions; developing internal diversity/ESJ committees; increased ESJ training for hiring managers, supervisors, and employees; incorporating ESJ principles in job announcements; using standardized job templates and jargon-free language; and increased use of Lominger competency tools and Equity and Social Justice principles in the recruitment process. FMD has been a leader in the annual Women-in-Trades Fair and continued this activity in 2016. Although it is difficult to measure whether participation 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.

The Records and Licensing Division (RALS), has utilized flexibility in trainee positions as well as recruiting for multiple level positions in order to combat a higher turnover rate with millennials and diverse candidates in customer service positions. The Facilities Management Division (FMD) has worked with SEIU 925 to determine the feasibility of an upward mobility program that would allow custodians the opportunity to develop other job skills and is currently considering an apprenticeship program. The Finance and Business Operations Division (FBOD) has hired for multiple level positions in the Fiscal Specialist series to increase pool diversity, leverage recruitment outreach activities, and provide more qualified applicants for high turnover positions.

2017 Activity Plan

For 2017, all DES divisions will be working together to formulate department-wide best practices in hiring, recruiting, and promotion. DES is focused on expanding the diversity of their candidate pool during the initial application phase and through all levels of the hiring process. They are utilizing a multi-pronged approach in this endeavor. The DES ESJ Strategic Plan Workplace/Workforce team is completing their gap analysis and recommending department wide actions for 2017-2018. The DES HR team is continuing its committee work looking at recruiting through an ESJ and racial justice lens, and will produce written best practices for HR professionals and hiring managers by the end of 2017. They have also dedicated HR staff to recruiting, specialized sourcing, and attending Diversity and Inclusion conferences and career fairs. Finally, DES is committed to tracking the diversity of their new hires and promotions at Range 65 and higher to compare the trends with the projected demographics of the county’s regional workforce and population.

DEPARTMENT OF JUDICIAL ADMINISTRATION

2016 Implementation Activities

The Department of Judicial Administration (DJA) met both of their EEO/AA placement goal areas by hiring a Black Professional and a Native American in the Administrative Support category. DJA increased the number of places used for recruitment outreach and continues to focus on diversity in hiring and retention.

DJA has expanded NEOGOV analysis of the applicant flow for every job posting to see if there are any barriers to achieving placement goals. In the coming year DJA plans to review the diversity of the applicant flow throughout the process, rather than waiting until the process has been completed. DJA shared these results with the hiring supervisors as a group so they can learn from all recruitments and not just their own efforts.

Again, DJA added language to job announcements that clearly invited people with all backgrounds and life experiences to apply. They created a recruitment process document to ensure that all hiring managers and supervisors are consistent with the hiring practices. Everyone involved in the hiring process is required to watch the Countering Bias video. Hiring staff are encouraged to watch the video periodically as a refresher.

DJA again had a variety of Special Duty assignments, and each was advertised to all DJA staff. The results were very positive and feedback from staff was very encouraging. DJA will continue providing learning and development opportunities so that staff is eligible for promotional opportunities. In addition, they will begin advertising all temporary jobs where people outside DJA are being considered.

2017 Activity Plan

DJA plans to utilize even more culturally relevant advertising and outreach as a standard practice for every recruitment. DJA also plans to ask people who have applied how they heard about the position. This will help determine the effectiveness of these efforts.

DJA will begin having interview panelists take an Implicit Association Test to acknowledge their own biases prior to the interviews. DJA added line staff to a few recruitments and plans to expand the use of staff on future interview panels. DJA is also making adjustments to the interview to ensure it is following culturally responsive practices, such as providing a copy of the interview questions to the candidate and allowing more time for the interviews and in between interviews.

DEPARTMENT OF NATURAL RESOURCES AND PARKS

2016 Implementation Activities

The Department of Natural Resources and Parks (DNRP) had two placement goal areas, one is an Asian Official and Administrator and the other is for 12 Hispanic Service Maintenance employees. The department did meet its goal for Officials and Administrators, but they only hired two people of Hispanic origin in the Service Maintenance goal area.

Best Practices

The approaches used vary by division within DNRP, but in general the following best practices have been identified and are in use throughout the department even though the diligence in which they were carried out is dependent on individual recruitments and the capacity of the recruiter, hiring manager, and other participants in the hiring process.

DNRP has worked hard during the last several years to provide a solid framework for hiring processes by promoting the establishment of diverse hiring panels, training hiring panels on the impact of implicit bias, and moving away from scored interviews where possible to selection processes that identify the strengths and weaknesses of candidates to better match them to the job. Additionally, some divisions are including a statement on job postings

that indicates all diverse perspectives are valued. DNRP continues to utilize the Lominger Competency model to aid in the reduction of barriers and provide a common language and understanding of what success looks like for the positions for which they are recruiting. The department is strongly committed to continued ESJ learning opportunities (via King County training and via consultants) for all staff so that they have a common understanding of ESJ principles and how their perspectives can impact equity in the workplace.

New Activities

Several divisions took a deep dive into specific recruitments to look for ways to increase the likelihood of diverse candidates being selected. Additionally, two divisions began the work of understanding where diverse candidates fall out of the hiring process so that adjustments can be made to increase the diversity of hires. New outreach efforts are also noted below.

To increase the opportunity to reach the DNRP goal area of hiring 14 people of Hispanic origin into the Service Maintenance category, Parks overhauled the interview process for the 12 vacant Park Specialist II (PS II) positions. The interview process was held outside at a park. During the course of three days, 60+ candidates went through six practicum stations that represented actual duties expected of a PS II. The candidates were asked interview questions while they performed tasks, creating a more comfortable and less formal experience for them (more real life as a PSII). The outcome in this particular recruitment resulted in greater diversity: two-thirds of the new hires were diverse (either by ethnicity or gender), which is good news; however, the effort fell short of department goals.

After partnering with the EEO/AA committee in Solid Waste, new outreach and recruitment strategies in historically non-diverse jobs were identified. An example is a Truck Driver recruitment. The position was advertised on the radio stations and print media that serve predominantly African American communities. They had one of their African American Truck Drivers do the radio spot and give a testimonial about working for King County as part of the ad. They saw a very large increase in the diversity of the initial application percentage. Due to the success, they have decided to use similar targeted recruiting strategies for other positions and are seeing similarly positive results.

When recruiting for their 2016 cohort of trainees for their Operator in Training program, the Waste Water Treatment Division (WTD) made specific outreach efforts to local organizations engaged in training and preparing non-traditional and a diverse population of young people for employment in the trades and environmental fields. The screening and selection processes were designed to screen in the maximum number of candidates for the on the job training opportunity. An initial test scoring process was re-calibrated to maintain diversity candidates moving on to the next steps. They set up a skills and interview process to remove barriers to those with less experience in the formal interview process, and established a process to allow them to bring 50+ applicants through the skills and interview process. The WTD staff screening the process were many and diverse. The end result of this process was a training cohort that consisted of 46% minority placements in 13 positions. The positive results and lessons learned from screening applicants into a hiring process are being evaluated for use on other hiring activities.

Both Solid Waste (SWD) and Water and Land Resources (WLRD) began building systems that allow for a step by step analysis of the hiring process that specifically looks at where diverse candidates are screened out. SWD HR designed and implemented a Recruitment and Diversity Tier Board that breaks down every recruitment into each stage and tracks in real time the diversity percentage of the applicant pool at each step in the process. This tool helps evaluate real-time recruitments. This analysis and modifications have resulted in several successful diverse hires in jobs that have traditionally struggled in this area. The key is real time data to be able to make changes before it is too late. Department and Division HR staff met with education leaders of the Muckleshoot Indian College, Suquamish Chief Kitsap Academy, and Snoqualmie Tribe to provide information about environmental programs, and available intern opportunities.

2017 Activity Plan

DNRP will create a department-wide resource of effective advertising locations that attract diverse talent pools. This resource list will include, but not be limited to, websites, trades groups, and unions. It will be utilized by DNRP recruiters to ensure that outreach efforts to diverse communities are a priority. Currently, outreach efforts occur within each division; however, lessons learned from various recruitment efforts aren't being shared across the HR teams. More benefit may be realized if current efforts are pooled to identify opportunities particularly within the Service Maintenance area, which was the largest goal area.

DEPARTMENT OF ASSESSMENTS

2016 Implementation Activities

The Department of Assessments (DOA) did not meet their goal of one Hispanic placement for Administrative Support, but the department improved its diverse workforce in other areas. Specifically:

- Of the 18 new hires/re-hires/lateral transfers to the agency, the following diverse applicants were placed:
 - Professional – 4 Black, 3 Asian, 2 Two or More Races, 1 Hispanic* (Note – This was a goal area in Administrative Support)
 - Administrative Support – 1 Asian
- Of the 15 agency promotions, the following diverse applicants were promoted:
 - Professional – 2 Black, 2 Asian
- Total Rates (all opportunities):
 - Diverse placements and promotions: 14 out of 33 opportunities for a 36.67% diverse placement/promotion rate
 - Female placements and promotions: 18 out of 33 opportunities for a 54.5% female placement/promotion rate

DOA's outreach efforts have included using social media and building diverse email listservs using ethnic media outlets across the region to increase recruitment exposure. In addition, the Assessor and his Outreach Director continue to conduct outreach to underserved communities, community leaders, and stakeholders to build and strengthen these relationships and inform the groups of employment opportunities.

The department's efforts have made an impact on their overall diversity, accounting for the broader approach to their entire department demographics.

2017 Activity Plan

In 2017, DOA's plans are to continue their focus on their Hispanic goal area by leveraging the Director of Communications and External Relations' contacts in the Hispanic community and by securing an external vendor to assist with education and outreach. DOA is optimistic for additional positive impacts in 2017.

DEPARTMENT OF TRANSPORTATION

The Department of Transportation (DOT) achieved 4 of 9 EEO/AA hiring placement goals in which it had opportunities to make hires. These include:

<u>Job Group</u>	<u>Placement Goal Area</u>
Administrative Support	Pacific Islander and Two or More Races
Service Maintenance	Pacific Islander and Two or More Races

Five of the goal areas that were not achieved were in job groups where there were few hiring opportunities (i.e., for Officials/Administrators and Technicians, there were only 3 hires in each). The other three goal areas that were not achieved include Administrative Support-Native Americans, Skilled Crafts-Females, and Service Maintenance-Females.

The Department of Transportation (DOT) continued its efforts to build and maintain a diverse workforce during the 2014-2016 EEO/Affirmative Action Plan period. People of color as a percentage of the department workforce increased 13.64%, from 37.25% to 42.33%. This reflects an increase of 14.05% in African Americans (as a percentage of the workforce), a 9.38% increase in Native Americans, a 19.89% increase in Hispanics, a 76% increase in Pacific Islanders, and a 115.6% increase in individuals that are of Two or More Races.

DOT continued with previously implemented measures and implemented new ones that reflect their ongoing commitment to the County's Equity and Social Justice Ordinance (ESJ) and the Transit Division's Partnership to Achieve Comprehensive Equity (PACE). The goal of these measures is to create a diverse and inclusive workforce by improving on DOT's employee recruitment, creating development and promotional opportunities, and strengthening their work culture in general. Some highlights for the year include:

- First sponsored in the RAIL Section, Transit developed and implemented the *Aspiring Leaders Mentorship Program*. This self-study and mentorship program, which targets primarily frontline and hourly employees, provides mentors/mentees opportunity to jointly study topics around leadership and supervision and then engage in mentoring including career development discussions. It is geared toward preparing front line employees for leadership now and into the future. Research shows that mentoring is one of the most powerful tools for advancing diverse individuals up the leadership talent pipeline, a key priority in Transit.
- The Transit Division's EEO/Diversity and Inclusion Manager focused on developing and providing training geared toward (1) increasing shared responsibility for the creation of a workplace and community that not only is diverse but also inclusive, (2) illuminating the harm that racism (and other "isms") inflicts on everyone, and (3) preparing people for the ESJ work to come.
- The first cohort of Transit's LEAD (Leadership Excellence and Development) succession planning program was formed, and by June 2017 will have completed the year-long immersive education program. Candidates have been immersed in management competencies (e.g., employee engagement, diversity and inclusion, etc.) through class room training, coaching, and stretch projects.
- To broaden applicant pools, particularly for "pipeline positions," Transit utilized what has become known as the "PACE recruitment model" to fill the position of "Supervisor in Training." This model, which was utilized in 2015, yielded a gender and ethnically diverse pool that truly represented the community. It encompasses several innovative methods geared toward reducing the impact of bias during the recruitment process (including, but not limited to, a defined, competency-based selection process, a detailed recruitment information packet, and a robust outreach and support program). A model similar to this was also used in the Road Services Division (Roads) for filling Maintenance Supervisor and Crew Chief positions.

- The department began advertising more of its Special Duty/acting assignments. This allows employees to apply for growth opportunities that were not previously available to them, and it allows the department to select from a larger, more diverse pool of qualified employees.

2017 Activity Plan:

- In order to increase cultural awareness, hold monthly “lunch and learns” focusing on the heritage and history assigned to each month on the King County official calendar.
- Establish effective partnerships with the Council of Islamic Relations and World Relief-Seattle to ensure work environment and recruitment processes are equitable and further King County’s work towards social justice.
- Anti-Bias Interview Training, that is currently mandatory for all interview panel members, given to hiring authorities.
- Diversity and Inclusion Tier Board will measure the diversity of recruitment pools.
- PACE will publish a progress report detailing the work done to date on all PACE recommendations.
- Continue providing ESJ training to all employees.
- Provide a variety of growth and development opportunities for employees at all levels of the organization, including structured leadership development programs, mentoring opportunities, CDL training programs, advertising temporary position as Special Duty assignments to current employees, and expanding Transit’s Apprenticeship Program.

DEPARTMENT OF PUBLIC DEFENSE

2016 Implementation Activities

The Department of Public Defense (DPD) had one placement goal area to hire an Asian in the Administrative Support Job Group. While the department did not reach its EEO/AA placement goal, DPD is committed to employee retention and recruitment in all goal areas.

DPD represents people who are accused of a crime or face other serious infringements on their liberties and who cannot afford an attorney. Their staff provides high-quality representation for more than 23,000 indigent clients. DPD is committed to a holistic approach to defense and to equity and social justice: they work with their clients to address the range of issues they may be facing – from the need for housing and employment to drug treatment and health care. They are a voice for their clients in the broader criminal justice community, advocating for programs that address racial disproportionality in the criminal justice system and policy reforms that provide alternatives to incarceration. DPD has substantial racial diversity among the administrative staff. However, like many departments, DPD has identified diversity among staff paid at more than \$50.00 per hour as an area of concern.

Their 2016 Activity Plan was focused on recruitment and staff development activities. Some of their successes:

- Created a developmental review process to identify areas of growth and potential instruction for the entire staff. This aided DPD in broadening their training efforts to address the career development needs of their administrative and professional staff.
- Revived the Rule 9 internship program as a building block to recruiting and training future lawyers from a variety of backgrounds.
- Continued to actively recruit diverse candidates by reaching out to bar associations for underrepresented groups and participating in the Northwest Minority Job Fair.
- Standardized the requirement of anti-bias training for their interview panelists.

2017 Activity Plan:

- Standardize recruitment practices with an eye towards screening in diverse candidates as opposed to screening out candidates who would contribute to diversity.
- Develop internal promotion processes which screen in candidates and eliminate barriers to recruitment – such as unnecessary education requirements and experience – by shifting the hiring process to focus on the core attributes of competitive internal candidates.
- Require diversity of race, gender, and age on interview and hiring panels, and include frontline staff.
- Track the diversity of department hires on Tier 4 boards.
- Seek to be more representative of community demographics when hiring for positions earning \$50+ per hour.
- Gather demographic information at the beginning of their intern application process to gain real time awareness of potential barriers in recruiting a diverse pool.
- Create a unified Intern and Human Resources recruitment plan to maximize their efforts to reach historically underrepresented communities.

DEPARTMENT OF PERMITTING AND ENVIRONMENTAL REVIEW

2016 Implementation Activities

The Department of Permitting and Environmental Review (DPER) had two placement goal areas: Female Officials and Administrators, which was not achieved and Black Professionals, which was. While the Officials and Administrators Job Group had a specific target of a Female, the department had no vacancies in this job group during the reporting period; therefore, there were no opportunities to achieve the placement goal.

There were 24 placements in the Professionals Job Group at the end of 2016. In 2014, there were two individuals who identified themselves as Black within the Professionals Job Group. This number was maintained in 2016. The placement goal for Black employees in the Professionals Job Group for the period of 2014-2016 was 5.27%. The department finished 2016 with an overall placement goal of 8.33% in this this job category, thus exceeding the target goal.

During 2016, DPER continued its effort to reach a broader pool of minority candidates. Job announcements and recruitment materials were sent to targeted locations where there was a greater likelihood of reaching persons of color. These included traditionally Black colleges and universities; Hispanic, Black and Women's professional Engineering associations; community service organizations that provide job referral and placement assistance; and local job fairs for communities of color. Additionally, the department began an analysis of the job recruitment and selection process with the purpose of identifying unnecessary job requirements and other potential artificial barriers that may exist and which could have the unintended effect of screening out people of color. DPER started to assess the necessity of certain minimum qualifications such as years of experience and education level and is moving toward using desired competencies and transferable skills instead of basing candidate application screening decisions primarily on where they have worked and the description of job duties. Additionally, they are actively encouraging hiring managers to refill vacant positions at the entry level (Level 1 of a job classification series) when possible instead of recruiting for the Journey or senior level. This increases the opportunity for those that are just beginning their professional career or who have limited work experience. By making these simple recruiting changes, DPER's candidate pool's diversity increased.

Additionally, DPER's Interview panels are now more diverse and have included community members and representatives from other King County departments. Subject matter experts (SME's) are being trained in how implicit bias may affect their objectivity when reviewing applicant materials. Human Resources representatives are performing quality reviews of applicant screening decisions and interview panel recommendations to ensure that the process is more equitable, inclusive, and promotes their goal to increase the diversity of their employee base. Metrics are maintained to track where candidates fall out of the selection process and data analytics are performed to determine other hiring process changes that could increase the diversity of candidates throughout the various selection stages.

2017 Activity Plan

Given a tenured workforce, DPER anticipates an annual turnover rate of about 5% or three to five retirements per year for the next several years. These upcoming vacancies are an opportunity to expand the diversity of staff through increased recruitment outreach in minority communities and professional associations affiliated with minority communities. Additionally, DPER is conducting an analysis of hiring practices to assess minority candidate representation at the various stages of the process and identify where they are losing qualified candidates. This will help determine if there are artificial barriers that are contributing to candidate loss and help them make changes to their recruitment/selection processes that focus on screening candidates in instead of screening them out.

DEPARTMENT OF PUBLIC HEALTH

2016 Implementation Activities

The Department of Public Health-Seattle & King County began the EEO/AA Plan implementation with a goal of increasing Technicians by one Native American and Administrative Support by three Native Americans. They did not achieve the placement goals.

DPH has adopted several best practices in support of countering bias in the selection process and continuing to diversify the workforce:

- Prior to the first interview, all panelists are required to view the 12 minute Countering Bias video and have a discussion deepening their understanding of their own biases and how bias influences the interview and decision process
- Hiring supervisors regularly make every effort to convene diverse interview panels
- Interview panelists do not discuss individual candidates until all of the interviews have taken place in an effort to reduce the chance that conclusions are drawn about candidates until after all candidates have been interviewed

In addition to the above listed standard practices, DPH has done the following for recruitment and outreach:

- Posted positions on relevant websites, attended diversity career fairs, and utilized LinkedIn for recruiting
- Included the following statement in all job postings, "Public Health – Seattle and King County values diverse perspectives and life experiences. The department encourages people of all backgrounds to apply, including people of color, immigrants, refugees, women, LGBTQ, people with disabilities, and veterans"
- With increased frequency, in addition to the above standard statement, supervisors have included statements regarding the division's commitment to ESJ in job postings

- The Environmental Health Division continued a robust internship program, reaching out to college and high school students of color
- The department provided several work study opportunities to local college students
- The Emergency Medical Services Division continued to provide the Strategic Training and Recruitment program (S.T.A.R. program), which provides emergency medical technician (EMT) training opportunities for individuals. The focus is on recruiting people of color, immigrants, refugees, women, LGBTQ, people with disabilities, and veterans
- The department concluded a project in collaboration with King County Office of Risk Management and The Prosecuting Attorney's Office to revise the departmental approach to working with interns. The revisions will permit Public Health to partner with community colleges in the provision of internship opportunities, a practice that was not available previously
- DPH posted most Special Duty opportunities and TLT/STT vacancies thereby increasing the availability of opportunities and allowing for a competitive selection process. Additionally, supervisors were encouraged to post TLT opportunities as TLT or Special Duty opportunities simultaneously so that internal applicants could be considered without having to forfeit career service rights
- Supervisors regularly consulted with HR staff on how to counter bias in the employment process and increase the diversity of applicant pools

2017 Activity Plan

DPH will continue to review recruitment and employment practices with an ESJ lens, evolving their practices with the intention of building on past successes to reduce the number of areas the department has EEO/AA placement area goals in. In addition to continuing the above described efforts, DPH will do the following:

- Hiring Lean Process ESJ Workgroup — In 2016, DPH held a kaizen event with the intention of reducing the time it takes to hire and incorporate additional best practices developed with an ESJ lens. A cross-functional workgroup has been convened to develop recommended practices
- Pipeline Workgroup — A workgroup has been convened to identify existing youth engagement opportunities the department is currently involved in and to propose additional opportunities, including a focus on Native American youth, with the goal of developing a recruiting pipeline
- Internship — Now that the barriers to developing internships for community college students has been addressed, there are two pilot projects in development in Nursing and Environmental Health. DPH will also explore establishing an internship in collaboration with Northwest Indian College

KING COUNTY ELECTIONS

2016 Implementation Activities

In the 2014-2016 EEO/AA Plan, King County Elections had two placement goal areas of which one was an Asian Professional and the other was a Female Technician. They were unable to achieve their placement goal areas in 2016. Elections posted four career service positions which lead to four individuals being hired. This number includes the hires for their Language Services and Community Outreach Program. In addition, Elections expanded its recruitment approach for Term Limited Temporary (TLT) and Short Term Temporary (STT) employees by engaging ethnic media, community groups, and other avenues to attract diverse candidates and create an open dialogue for all employment opportunities.

King County Elections committed to an outreach and engagement strategy in 2016 and developed an inclusive voter outreach and engagement work plan and implementation strategy. This work plan included a variety of community engagement strategies (e.g. community ambassadors, partnerships, ethnic media, and more) that were piloted in 2016 reaching an estimated 27,000 voters from King County's top tier language communities.

2017 Activities

Elections will focus on Equitable Workforce Development strategies related to the Equity and Social Justice (ESJ) Strategic Plan. These strategies include removing barriers to screen in candidates by:

- designing recruitments around core competencies
- building a structure for hiring panels to include “countering bias” discussions in their process, and
- creating a more formalized and inclusive process for promoting Special Duty and cross training (agile) opportunities

Elections also will look to expand their relationships with “priority” communities to staff elections positions by:

- providing their community business partners with job opening information, and
- using targeted advertisement strategies to focus on placement goal communities including traditional media and social media resources

Elections will provide training opportunities to staff to serve and interact with people with disabilities, veterans, the homeless, and multiple language communities as part of their ESJ Strategic Plan efforts.

KING COUNTY DEPARTMENT OF INFORMATION TECHNOLOGY

2016 Implementation Activities

King County Information and Technology (KCIT) began their EEO/AA Plan implementation with two goal placement areas: Two or More Races Professionals and Female Technicians. Efforts made in targeting specific goal areas delivered a successful result in the hiring of a Professional of Two or More Races.

There has been a complete change in much of the top line leadership team during the past year. This has allowed KCIT to review strategies and tactics with fresh perspectives. KCIT HR staff have also met with the Compensation and Classification leadership as well as the King County Workforce Equity Manager to gain a better understanding of “Workforce Availability Methodology” and “Requisite Skills.” KCIT is still working to seek better definitions for the technology workforce and evaluate “Ethnic Diversity in Technology Positions” within their organization compared to other technology organizations such as Apple, Facebook, Google, LinkedIn, Microsoft, and Twitter.

Activities that led to success in their placement goal areas include:

- Maturing their hiring practices and developing their managers' skills – KCIT onboards each new hiring manager with individual training and accessible tools to assist each manager in recognizing and participating in a fair and equitable hiring process
- Developing their candidate analysis and evaluation process – KCIT has begun utilizing a “video introduction” process to allow candidates to be opted-in rather than opted-out in the beginning phase of the selection process.

- Utilizing social media to expand outreach to underrepresented groups. The expanded use of social media over time has organically grown this avenue for connection with potential candidates.
 - Twitter – most popular social networks and provide rapid response time for opportunities
 - DICE.com – predominately female audience
 - Expanded LinkedIn use to connect with qualified individuals from target groups:
 - MinorityMBAs.com
 - Native American Recruiter – Candidate Connection
 - Native Americans in Business
 - Women in Information Technology
 - Black Enterprise Networked
 - National Organization of Minority Architects (NOMA)
 - American Indian Science and Engineering Society (AISES)
 - Women Job and Career Networking
 - CIO Development: Women Leaders in Technology
 - Latino Professionals for America (ALPFA)
 - National Society of Hispanic MBAs (NSHMBA)
 - Hispanic Professionals – NSHP
 - Hispanic Alliance for Career Enhancement

2017 Activity Plan

KCIT is looking forward as the department grows. New staffing models as part of the Service Realignment will provide opportunities to develop more comprehensive workforce approach to EEO/AA goal attainment efforts. KCIT is reviewing how to approach and put into action:

- Review and revise all IT Classifications to ensure classifications are correct and minimum requirements are not overstated thereby creating artificial barriers. This effort will also ensure that “Workforce Availability Methodology” and “Requisite Skills” are correctly defined for the technology workforce
- Provide development opportunities to current staff through Special Duty Assignments, allowing growth of skills to staff members with a temporary assignment in a high classification
- Evaluate “Ethnic Diversity in Technology Positions” within their organization compared to other technology organizations such as Apple, Facebook, Google, LinkedIn, Microsoft, and Twitter
- Continue to meet with new hiring managers to onboard managers from the start into their hiring practices and ESJ efforts
- Utilize new applicant review methodologies and tools, such as “video introductions” to allow the opting-in of candidates versus opting-out candidates
- Create well-qualified interview list, which includes interview panels, ESJ, and guidelines which demonstrate diversity in interview questions and panels, thereby guarding against unintended bias
- Utilize student internships or work-study such as Year-up as recruitment tools, specifically in communities of underrepresentation in the KCIT workforce
- Develop appropriate outreach and activities to effectively recruit qualified 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

2016 Implementation Activities

The King County Sheriff's Office has two placement goal areas – Native American and Two or More Races in Administrative Support positions. The Sheriff's Office met its placement goals in each area. Sheriff Urquhart has consistently stated that a police department can never be successful unless it is a mirror of the community it serves. As such, in 2015 Sheriff Urquhart created the "Diversity Recruitment Team (DRT)." The stated purpose of the DRT is to: 1) Increase the numbers of underrepresented groups within the department to better reflect the communities they serve in King County; 2) address the Sheriff's Office need for a more diverse workforce, particularly women, persons of color, and multi-lingual officers at all ranks within the department; and 3) improve the diversity of the workforce within the King County Sheriff's Office through directed recruiting efforts.

The KCSO, led by the DRT, took the following steps to recruit a more diverse workforce:

- Engaged with the community to gain community support and demonstrate the Sheriff's Office commitment to diversity
- Sent recruiters to more diverse areas
- Continued to shift the primary recruitment focus from military institutions to local colleges and job fairs that emphasize women and minority recruiting
- Created diversity committees made up of officers and community members to promote the role of police in the community and to aid in the creation of recruiting methods to increase diversity
- Created community outreach committees with diverse representation from the community that the agency serves to comment on community needs and perceptions
- Piloted an initiative to prepare candidates for the hiring testing process. Candidates met with the chief deputy and discussed the general outline of what an average oral board examination consists of. They were coached in body language, eye contact, taking ownership, decision-making, and other qualitative and quantitative items. The candidate was then administered a 'mock' oral board where they were presented with questions dealing with life experience, decision-making, and fundamental problems that confront law enforcement employee and ethics

Additionally, in an attempt to improve diversity, an extra 10% was added to an applicant's combined score if the applicant was fluent in a second language or if the applicant had served for at least a year in the Peace Corp or Youth Corp.

2017 Activity Plan

For 2017, in addition to continuing the above-cited successful activities, the King County Office of Law Enforcement Oversight (OLEO) has agreed to provide KCSO recruiting materials when engaging in community outreach activities.