

King County

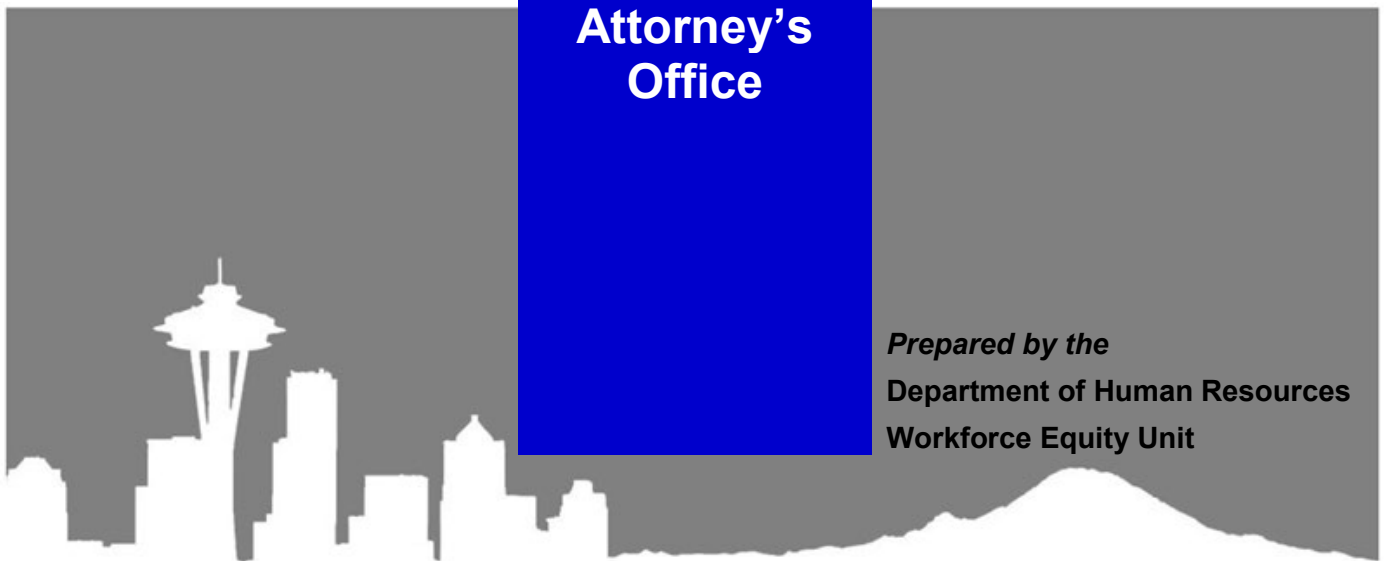
**2018 – 2021
Plan**

**For Plan Year
2018**

**Executive
Branch and
Prosecuting
Attorney's
Office**

**Equal
Employment
Opportunity/
Affirmative
Action Plan
August 30,
2019
Progress
Report**

Prepared by the
**Department of Human Resources
Workforce Equity Unit**



PURPOSE OF THIS REPORT

The county is an equal opportunity employer and carries out federal, state, and local laws and regulations prohibiting discrimination in employment on the basis of race, color, religion, religious affiliation, creed, national origin, ancestry, sex, sexual orientation, gender identity or expression, age (except by minimum age and retirement provisions), marital status, honorably discharged veteran or military status, or the presence of a sensory, mental, or physical disability. Further, it is the intent of the county to ensure that employment is based on the principle of equal opportunity and that such a principle shall be implemented in all county personnel-related actions including, but not limited to, recruitment, hiring, testing, training, promotion, compensation, transfer, and all other terms and conditions of employment in all job classifications.

In order to comply with federal contracting requirements and to ensure equal opportunity for all people, all county departments establish and maintain an effective equal employment opportunity affirmative action plan, as adopted by the council by ordinance. This equal employment opportunity affirmative action plan promotes the objectives of public policy set forth in applicable federal and state laws relating to nondiscrimination, equal employment opportunity, affirmative action, and civil rights. Specifically, the plan promotes the objectives of the State Law Against Discrimination, chapter 49.60 of the Revised Code of Washington (applicable parts), and provisions of the Washington Administrative Code. As part of King County's equal employment opportunity affirmative action efforts, the Executive is required by King County Code to submit an equal employment opportunity affirmative action plan pertaining to county executive departments to be approved, modified or rejected by the King County Council. The Council adopted the 2018 – 2022 plan in October of 2018, via Ordinance 18803.

A progress report on each year's placement goals and implementation plans is due annually to the King County Council on June 1. This progress report is for the time period of January 1 – December 31, 2018, and provides the following information as required by code:

- Labor force availability rates, and placement goals for those areas identified in the Plan as being underrepresented by department, job group, race and gender
- Total number of positions filled by department and job group in 2018
- Total number of positions filled by race and gender category in 2018
- The percentage of positions that were filled by each race and gender category in 2018
- 2018 placement goals achieved
- 2018 placement goals not achieved

In June of this year, the Executive transmitted a letter to the Council requesting an extension to submit this report on August 30, 2019, due to the reorganization of county departments.

Please note that the categories, wording, and language in this report are mandated by county code and federal law, so categories or language that might be more appropriate or desired by people based on their self-identification is not represented for purposes of this report. The code and federal reporting requirements defines "persons of color" to mean persons in each of the following groups: Blacks, Hispanics, Asian/Pacific Islanders, and Native Americans, and requires that those categories be utilized.

Additionally, the code and law state that the county may recruit consistent with the "labor force availability rate," which is the percentage of people of color or women with requisite job skills in King County as reported by the United States Census Bureau. Any placement goals are required to equal the labor force availability rate. Job

categories are also pre-defined and the county is required to use groupings of jobs as defined by the United States Department of Labor.

King County Code Chapter 3.12.180 “Equality of county employment - reporting requirements” states:

For those job groups within departments where the actual number of women and persons of color employed is less than projected by labor force availability, a placement goal by race and gender shall be established for the entire plan period. A placement goal shall equal the labor force availability rate. Placement goals are used to measure progress toward achieving equal employment opportunity. Placement goals may not be quotas, which must be met, nor do they create set-asides for specific groups. Placement goals may not be used to supersede merit selection principles. Further, existence of placement goals does not constitute evidence of discrimination.

Additional detailed requirements for this annual report are available in King County Code Chapter 3.12.

EXECUTIVE SUMMARY

King County serves all residents by promoting fairness and opportunity and eliminating inequities. Central to this commitment is the belief that our workforce best serves King County residents if it reflects the profile of the many communities it serves. Therefore, diversity and equal employment opportunities for our workforce are foundations of effective and productive service to our communities.

On October 2, 2018, the King County Council adopted the *2018–2021 Equal Employment Opportunity/Affirmative Action Plan*¹ (the “Plan”). The Plan identified 462 potential goal areas within the Executive Branch and the Prosecuting Attorney’s Office, which include seven race and gender groups. The required categories are: Black, Asian, Native American, Hispanic, Pacific Islander, Two or More Races, and Female, each with 66 areas of employment opportunities. Out of 462 potential goal areas, 91% or 419 have a diversity of employees consistent with the availability of people of color or women with requisite job skills in King County as reported by the United States Census Bureau. For the remaining goal areas where the county’s representation of people of color and women were underrepresented when compared with those qualified and available in the workforce, the Executive branch has set forth a number of strategies to increase representation by the end of 2021.

At the beginning of the Plan period, the county had a diversity of employees *consistent with the availability of persons of color or women* with requisite job skills in the specified employment job categories as follows:

- For Black persons, 92% or 61 of the 66 goal setting areas were fully represented
- For Asian persons, 95% or 63 of the 66 goal setting areas were fully represented
- For Hispanic persons, 83% or 55 of the 66 goal setting areas were fully represented
- For Native American persons, 83% or 55 of the 66 goal setting areas were fully represented
- For Pacific Islander persons, 100% or 66 of the 66 goal setting areas were fully represented
- For Two or More Races, 95% or 63 of the 66 goal setting areas were fully represented
- For Females, 89% or 59 of the 66 goal setting areas were fully represented

Effective January 1, 2019, King County underwent a significant organizational change. King County’s organizational structure changed to reflect the creation of three new departments as follows:

1. The Metro Transit Department (Metro) – The Department of Transportation (DOT) was divided up and Metro Transit became its own department. Additionally, the Airport and Fleet Divisions became part of the Department of Executive Services (DES).

¹ Ordinance 18803

2. The Department of Local Services (DLS) – The Department of Permitting and Environmental Review (DPER) combined with the Road Services Division (formerly part of DOT) to form DLS.
3. The Department of Human Resources (DHR) – This function was previously a division within DES.

Since the Plan was produced prior to the formation of Metro Transit and DHR, neither had identified goals in the Plan. Therefore, for this reporting, their numbers are counted under their former departments, DOT and DES respectively.

Key Definitions

Equity and Social Justice (ESJ)

King County has an Equity and Social Justice Plan that informs and guides county employment and services. Specific to this report, ESJ principles guide how county agencies work to meet the equal opportunity and affirmative action goals in county employment. More information on the county's ESJ Plan is available at <https://kingcounty.gov/elected/executive/equity-social-justice.aspx>.

Pipeline Development

Developing ongoing opportunities that are sustainable over time for employment recruiting purposes (e.g., partnering with a community college or community organization to provide internships as a potential entry into the County workforce).

Screening In

Giving candidates alternative ways to tell their story.

NEOGOV

A provider of on-demand human resources software for the public sector, which automates the entire hiring, onboarding, and performance evaluation process.

Key Terms

“People” and “Persons” are used interchangeably in this report.

TABLE OF CONTENTS AND LEGEND

FULL NAME	DEPARTMENT ABBREVIATION	PAGE NUMBER
Department of Adult and Juvenile Detention	DAJD	10
Department of Community and Health Services	DCHS	11
Department of Executive Services	DES	12
Department of Judicial Administration	DJA	14
Department of Natural Resources and Parks	DNRP	15
Department of Assessments	DOA	16
Department of Transportation	DOT	17
Department of Public Defense	DPD	19
Department of Permitting and Environmental Review	DPER	20
Department of Public Health	DPH	22
King County Elections	KCE	23
King County Department of Information Technology	KCIT	24
King County Sheriff's Office	KCSO	25

PLACEMENT GOAL-SETTING SUMMARY

The following table (Table 1) shows people of color and women in the workforce underrepresented by department and by job group. Where underrepresentation (“placement goal”) is found, the department’s good faith efforts are shown under “actual placement” to address these areas.

Although challenges remain in areas such as the hiring of women in the former Department of Transportation, specifically in the Skilled Craft and Service Maintenance categories, as well as the hiring of individuals who identify as Hispanic in the Department of Natural Resources and Parks, gains have been achieved across all departments measured. A concerted effort has been made by departments to reach out to and build sustainable relationships with underrepresented communities, both for advertising positions and building pipelines for future employees.

The Department of Human Resources (DHR), through its HR Service Delivery Division and in collaboration with the Career and Culture Division, Interdepartmental Talent Acquisition Team, Workforce Equity, and the Office of Equity and Social Justice, continues to work with Executive Branch departments on ongoing improvements to the county’s recruitment and hiring processes. The county human resources community continues to work towards increasing opportunities to diversify the workforce at all levels of King County, with a focus on diversity hiring at salary range 65 and above. The focus on the highest salary levels resulting from a 2016 review of diversity in departments indicated that diversity was lacking in positions within higher pay ranges. The efforts have resulted in an increase in diversity in these jobs. As part of the Equity and Social Justice Strategic Plan process, a cross-department/cross-agency team continues to review current recruitment and hiring practices in order to identify and develop recommendations on how to reduce employment barriers at King County while remaining attentive to hiring more diverse and culturally responsive employees.

Prior to submittal of this report to Council, the county’s Workforce Equity Manager shared a draft of this report with the Equal Employment Opportunity/Affirmative Action Advisory ([EEO/AA](#)) Committee. The employee-based EEO/AA Committee advises the Executive and reviews and makes recommendations regarding EEO/AA strategies, systems, policies and guidelines; reviews the Plan and updates with DHR and makes recommendations to the executive for adoption; reviews EEO/AA progress reports and advises the executive accordingly; and meets with their HR manager to discuss their department’s progress in meeting EEO/AA goals on an annual basis.

TABLE 1: CALENDAR YEAR 2018 PLACEMENT GOALS STATUS

DEPT	Job Group	Race & Gender Group	Placement Goal	Actual Placement	2018 Placement Rate (%)
DAJD	Professionals	Native American	1	0	0%
		Hispanic	2	1	50%
		Two or More Races	1	1	100%
	Service Maintenance	Black	1	2	200%
		Hispanic	3	0	0%
DCHS	<i>DCHS did not have underrepresentation in any of the job groups/placement areas and continues to monitor metrics and works to exceed 100% representation in job groups.</i>				
DES	Officials & Administrators	Female	2	1	50%
	Professionals	Native American	1	2	200%
	Protective Services	Asian	1	1	100%
		Native American	1	1	100%
		Hispanic	1	1	100%
	Skilled Craft	Hispanic	2	3	150%
	Service Maintenance	Native American	1	0	0%

TABLE 1 (CONT.): CALENDAR YEAR 2018 PLACEMENT GOALS STATUS

DEPT	Job Group	Race & Gender Group	Placement Goal	Actual Placement	2018 Placement Rate (%)
DJA	Professionals	Hispanic	1	1	100%
		Two or More Races	1	1	100%
DNRP	Professionals	Native American	1	0	0%
	Technicians	Native American	1	1	100%
		Hispanic	1	0	0%
		Two or More Races	1	0	0%
	Service Maintenance	Hispanic	17	0	0%
DOA	Administrative Support	Hispanic	2	0	0%
DOT	Professionals	Native American	3	0	0%
	Technicians	Female	3	0	0%
	Protective Services	Hispanic	1	0	0%
	Skilled Craft	Female	40	19	48%
	Service Maintenance	Female	234	28	12%
DPD	Professionals	Native American	2	2	100%
		Pacific Islander	1	0	0%

TABLE 1 (CONT.): CALENDAR YEAR 2018 PLACEMENT GOALS STATUS

DEPT	Job Group	Race & Gender Group	Placement Goal	Actual Placement	2018 Placement Rate (%)
DPER	Officials & Administrators	Female	1	0	0%
	Professionals	Black	1	1	100%
	Technicians	Black	1	1	100%
		Hispanic	1	1	100%
DPH	Officials & Administrators	Asian	1	0	0%
		Hispanic	1	0	0%
	Technicians	Native American	2	0	0%
	Skilled Craft	Female	1	0	0%
KCE	<i>At the start of the year, KCE did not have underrepresentation in any of the job groups/placement areas. Due to significant turnover, they continue to monitor metrics and work to meet 100% representation in job groups.</i>				
KCIT	<i>KCIT did not have underrepresentation in any of the job groups/placement areas and continues to monitor metrics and works to exceed 100% representation in job groups.</i>				
KCSO	Professionals	Black	1	1	100%
		Two or More Races	1	1	100%
	Administrative Support	Black	3	1	33%
		Native American	2	0	0%
PAO	Professionals	Native American	1	1	100%
		Pacific Islander	1	0	0%

2018 IMPLEMENTATION ACTIVITIES AND PLANS FOR 2019

[King County Code 3.12.180 \(D\)](#) requires the Progress Report to include each department's implementation activities for the year. In 2018, 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 Department of Human Resources hired a Workforce Equity Manager whose duties include overseeing the implementation of equity strategies and monitoring the progress of equity and social justice practices in partnership with the Office of Equity and Social Justice. The Workforce Equity Manager, working closely with the Office of Equity and Social Justice and other key employees, will provide leadership to drive organizational change within King County to develop and sustain a diverse workforce.

As part of the continued implementation of the Equity and Social Justice (ESJ) Strategic Plan, departments and agencies continue to engage in ESJ Strengths, Weaknesses, Opportunities and Challenges (SWOC) processes with employees to obtain feedback on both county hiring and recruitment practices and workplace culture. This practice of ongoing feedback and evaluation has helped to inform the work to make King County not only a government that is inclusive and multicultural, but also a place where every employee feels valued and supported to grow.

Moreover, with the formation of the Department of Human Resources in 2019, an emphasis on recruitment, pipeline work, and talent acquisition has resulted in the improvement of current processes and practices.

The following are some of the Plan best practices used in the hiring and retention processes across departments:

- Requiring hiring panelists to review of the Countering Bias video to increase awareness of implicit biases during the hiring process.
- Including diverse subject matter experts and hiring panelists.
- Posting and conducting competitive hiring processes for special duty assignments, which provide an exceptional opportunity to gain invaluable workplace skills for career advancement.
- Developing partnerships with local colleges and other institutions to build pipelines for employment in hard to fill jobs.
- Participating in job and career fairs.
- Posting positions utilizing electronic job boards, career listservs, and social media (e.g., LinkedIn) and focusing on educational institutions and professional organizations to increase the representation of women and people of color.
- Participating in Puget Sound Diversity Employment Network (PSDEN) meetings and use of the PSDEN e-mail listserv to post county recruitments.

Each department's 2018 implementation activities and 2019 plans are outlined in the following pages. Each department's Human Resources (HR) Manager has access to his/her respective department's placement goals as well as hiring data, which is provided quarterly by DHR's internal analytics team. Access to both data and placement goals help HR managers see progress made toward goals and adjust strategies and focus accordingly.

DEPARTMENT OF ADULT AND JUVENILE DETENTION (DAJD)

2018 Implementation Activities

As shown in table 1, DAJD had five placement goals for 2018. DAJD achieved its goal of hiring an employee who identifies as Two or More Races in the Professionals job group and exceeded its goal by hiring two employees who identify as Black in Service Maintenance. DAJD had 50% success hiring individuals who identify as Hispanic in the Professionals group.

DAJD has made strides to increase its presence in the community and encourage people of diverse backgrounds to apply for positions within DAJD and King County. DAJD continues to participate in job fairs and outreach and recruitment events in areas with large multi-cultural populations, including participating in events throughout King County, as well as in Pierce County, Snohomish County, Clark County, Marysville with the Tulalip Tribes, and continued participation in the annual Women in Trades Fair. These DAJD recruitment efforts have enabled the department to maintain its standard as one of the most diverse departments.

DAJD has implemented new best practices in its hiring process and will continue to incorporate additional best practices into hiring, recruitment, and promotion efforts. It utilizes NEOGOV to analyze applicants by race and gender at various steps throughout the hiring process and to evaluate if any barriers to hiring can be identified and addressed. Hiring managers work in collaboration with the DAJD Diversity Committee to analyze the data. The department requires the Countering Bias training for all staff involved in the hiring process in order to identify and eliminate biases from those drafting job announcements to the interview panel members and the hiring authorities.

In order to connect with qualified individuals from underrepresented groups, DAJD utilized social media to advertise positions including LinkedIn, local colleges and community publications. The department continues to network with the Puget Sound Diversity Task Force. Additionally, DAJD worked on identifying community publications and organizations that serve underrepresented and multi-cultural groups to develop recruitment opportunities within those communities.

2019 Activity Plan

To address continued hiring challenges in a highly competitive recruitment environment, DAJD is offering hiring incentives for Corrections Officers and Juvenile Detention Officers. The hiring incentive provides \$5,000 to qualified new hires, and \$10,000 to transfer hires with directly related experience.

To further encourage referrals, DAJD implemented an employee referral incentive pilot. Under this pilot program, DAJD employees within participating bargaining units may receive up to \$2,500 for each applicant referred that is successfully hired by the department as a Corrections Officer or Juvenile Detention Officer and who successfully completes the probationary period. Additional DHR recruiting staff are available to DAJD during the biennium.

The department will continue to actively seek opportunities to participate in a wide variety of communities and events to continue its outreach efforts, including, but not limited to the following:

2019 DAJD Outreach/Recruitment Calendar			
<i>Event</i>	<i>Date</i>	<i>Event</i>	<i>Date</i>
Now Hiring Career Fair (Vancouver)	6/15/19	Seattle Seafair Torchlight Parade	7/27/19
Auburn Kids Day	6/25/19	Seafair Pista Sa Nayon	7/28/19
Seattle PrideFest	6/30/19	Seafair Weekend Festival	8/2/19 – 8/4/19
Military Skilled Trades (Everett)	7/9/19	Othello Park International Festival	8/11/19
Military Skilled Trades (Tacoma)	7/11/19	Hire GI	8/22/19
Seafair Milk Carton Derby	7/13/19	Seattle Fiestas Patrias	9/15/19
Diversity Employment Day	7/17/19	JBLM Military Transition Summit	9/24/19-9/25/19
Seafair Indian Powwow	7/19/19	WSU Career Fair (Tri Cities)	10/3/19

DEPARTMENT OF COMMUNITY AND HUMAN SERVICES (DCHS)

Because the DCHS workforce is not underrepresented for people of color and women, no specific goals were identified for the department in the Plan. As of December 31, 2018, 49% of DCHS's workforce included people of color and 69% were women. Nevertheless, DCHS remains focused on maintaining the diversity of its staff.

2018 Implementation Activities

DCHS has continued to review, develop, and improve approaches to its recruitment and selection processes that facilitate the hiring, promotion and retention of a diverse workforce. The following practices remain central to the department's recruitment/selection processes:

- Quarterly, DCHS completes department-wide race/ethnicity/gender analysis of its workforce to assess continued maintenance of diversity within the department. Visuals of the DCHS workforce demographics (race/ethnicity/gender) are displayed on the department's Tier 4 board to promote transparency in tracking the diversity of the workforce.
- Posted positions utilizing electronic job boards, career listservs and social media (e.g., LinkedIn) and focusing on educational institutions and professional organizations to ensure workforce representation of Latinos, Black/African Americans, Native Americans, Asians and other communities of color;

veterans and people with disabilities in the applicant pools. Having 35% of an applicant pool being diverse continues to be the targeted goal of DCHS's outreach efforts.

- The department continues to ensure it has diverse interview panels and all interview panel members receive Countering Bias training.
- To increase diversity in the workforce and opportunities for career development, DCHS posts the majority of its special duty assignments and term-limited temporary positions and seeks opportunities to make stretch assignments available and create entry level professional level positions.
- Last year, the department hired an Education Consultant to provide and coordinate ESJ training to continue raising management and employee awareness regarding hiring and retaining a diverse workforce and other ESJ goals.

As part of evaluating the ongoing effectiveness of the department's hiring and retention of a diverse workforce, DCHS tracks its rate of staff turnover.

2019 Activity Plan

When hiring employees, DCHS employs a holistic approach in assessing whether candidates are competitive. Examples include recognizing prior relevant work experience in lieu of formal academic credentials, and the existence of transferrable skills and lived experiences.

DCHS' Equity and Inclusion Manager, in conjunction with the ESJ Leadership and Action Teams, implements strategic goals that the department has identified, in order to support diversity and inclusion in the department. DCHS uses CASCADE to track the department outcomes relative to the county ESJ Strategic Plan.

DCHS participates in the Supported Employment Program to promote the hiring and promotion of people with disabilities.

Utilizing NEOGOV, DCHS provides hiring managers with demographic profiles by race, ethnicity, and gender at each step in the selection process to assist in determining the effectiveness of the recruitment and selection processes in promoting diversity. Additionally, DCHS tracks and analyzes the outcome of the selection process at each step to facilitate future demographic assessments.

DEPARTMENT OF EXECUTIVE SERVICES (DES)

DES started the Plan with seven placement goal areas, including placing one individual (Native American) in each of the following job groups: Service Maintenance, Professionals, and Protective services; placing three individuals (Hispanic) in the Skilled Crafts and one in Protective Services groups; placing one Female in the Officials and Administrators job group; and one individual (Asian) in the Protective Services job group. To meet DES' placement goals, the department has focused its recruitment efforts in the Native American, Asian, and Hispanic communities. These efforts have resulted in the department exceeding its goals in the Professionals-Native American job group, as well as the Skilled Crafts-Hispanic job group, while continuing to work toward achieving goals in the remaining placement goal areas including one in Officials and Administrators (Female) and one in Service Maintenance (Native American).

2018 Implementation Activities

Activities by DES to reach its remaining goals included partnering with the Department of Human Resources and other county departments to increase recruitment activities within Native American and Hispanic communities, as well as discussing barriers to county employment with organizations such as Cine-en-el parquet, Seattle Latino Media, Inc., Telemundo, El Centro De La Raza, Casa Latina, Washington State Governor's Office on Indian Affairs, and Asian Counseling and Referral Services. The following list of additional activities were conducted by DES.

- Partnered with the Kent School District for youth and internship programs.
- Participated in military job fairs.
- Hired a senior recruiter to focus on developing and retaining a more racially diverse and culturally responsive workforce.
- Expanded recruiting outreach to include more social media outlets and mobile apps.
- Increased internship outreach to colleges, universities, and vocational/technical schools with diverse populations.
- Attended diversity career fairs for colleges, universities, and vocational/technical schools with diverse populations.
- Made corrections to job classification categories.
- Used the Hiring an Excellent Workforce Toolkit guidelines to create role-specific best practices and guidelines for the hiring manager and recruiter.
- Created training for HR practitioners, hiring managers, and ESJ change team members.

2019 Activity Plan

DES strives to ensure it has a greater and sustained presence in target communities, making it a desirable place for career opportunities. The department remains focused on developing and retaining a diverse workforce and increasing promotional opportunities. Feedback from communities that the department serves will allow DES to address barriers to county employment. Mobile apps will be used to allow recruiters to set up a pathway to candidates who have limited internet accessibility.

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

- Participate in the NW Women's Leadership Academy.
- Participate in the Bridge Fellowship Program.
- Participate in affinity group activities.
- Distribute county cell phones to all staff, including custodial, trades and security staff.
- Ensure remote DES employees and line staff have access to email kiosks and time to use the internet for employee development.
- Partner with the DHR Workforce Equity Manager to create best practices to build bench strength and develop employees.
- With the Fleet and Airport divisions joining DES in 2019, partner with existing apprenticeship, intern, and ESJ programs.
- Sponsor and participate in the annual Women in Trades Fair.

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

- DES actively encourages staff to attend the Disability Awareness Workshop series.

- King County's transitional duty program is committed to returning injured employees who have temporary medical restrictions back to work in short term work assignments. Two positions in the FMD Security section and two positions in Records and Licensing Services (RALS) are designated for employees in the transitional duty program.
- DES has nine positions in the Supported Employment Program dedicated for individuals with intellectual and developmental disabilities.
- DES provides interpreters for foreign language speakers and for American Sign Language, and has been a leader in using the county's Voiance program which provides unified phone and video interpretation.

DEPARTMENT OF JUDICIAL ADMINISTRATION (DJA)

Based on analysis of the data provided, DJA has met representation goals in 12 out of 14, or 86% of the placement goal areas. DJA has two placement goal areas and both are in the Professionals job group. One is to place an individual who identifies as Hispanic and the other is to place an individual who identifies as Two or More Races. In the past year DJA met both placement goals.

2018 Implementation Activities

Due to low staff turnover, DJA has had limited opportunities for the recruitment of professionals, but has achieved its placement goals in 2018. DJA continues to look for opportunities to expand outreach. In an effort to build community relationships, Latino City Employees and El Centro De La Raza were added to the department outreach network.

The Equity, Justice and Diversity Committee and other department staff launched a program to create a staff hiring practices pool. This team assembled a training program on how to identify barriers, to evaluate applications materials, and participate in the interviewing process. This effort, along with taking the Implicit Bias Test and watching the Countering Bias video, is expected to lead to more diverse hiring panels and an influx of ideas from staff on how to improve job postings to attract a variety of people.

2019 Activity Plan

For 2019, DJA will continue to grow outreach by expanding advertising to include La Raza del Noroeste and El Mundo. In addition, the department will research networking opportunities within Pacific Islander communities. These activities will allow DJA to have a wider network for target communities. The department will review the impact that these additional sources have on candidate pools and may gain a better understanding of any barriers to employment from these communities.

DJA encourages all new staff to attend Disability Awareness workshops to ensure that the department is a welcoming and inclusive workplace for people with disabilities. In addition, the department will continue advertising with the Division of Vocational Rehabilitation.

DEPARTMENT OF NATURAL RESOURCES AND PARKS (DNRP)

2018 Implementation Activities

Although DNRP has been progressively working toward making placement goals, a gap that exists in the Service Maintenance job group, specifically around hiring of individuals who identify as Hispanic. Nevertheless, the department has continued to focus on increasing diversity across all areas, which resulted in focusing on best practices to attract a diverse candidate pool, remove barriers to employment, and thinking differently about who and how the department hires.

Creating Opportunities

In 2018, DNRP identified and continued to refine entry-level employment opportunities, such as building its internship program with a focus on creating an employment pipeline within communities of color, creating an Operator-in-Training (OIT) program for its Wastewater Treatment Division, and conducting a direct hire event for seasonal positions in partnership with WorkSource.

Advertising and Outreach

DNRP participated in numerous job fairs including Power Paddle to Puyallup Canoe Journey, Women in Trades Fair, and the University of Washington Diversity Career Fair. It conducted outreach to the Native American Leadership Council, ANEW and other apprenticeship programs.

The department continues to post jobs and recruit from diverse recruitment websites that are centered on African American, Hispanic, Asian, and Pacific Islander professional organizations. Examples of such organizations includes, but are not limited to Professional Diversity Network, Washington State Commissions on Hispanic Affairs, Historically Black Universities and Colleges Connect, Asian Professional Network, AFRO American Newspapers, the Black Journal, AllDiversity.com, EmpleosAmigo.com, Champions of Diversity, El Centro de la Raza, the Seattle Times Diversity sites, US Veterans Magazine, Professional Woman's Magazine, Diverse Ability Magazine, Winds of Change (Native), and radio and newspaper advertisements that target African American and Hispanic audiences.

The Hiring Process

DNRP is continually making efforts to improve its hiring processes so that it can eliminate barriers and reduce bias in the process. Some of these efforts include screening in candidates and identifying and eliminating barriers to recruitment. All participants on interview panels take implicit bias training, the Implicit Association Test, and the department encourages panelists to take the Metro Transit training on interviewing. The department requires diversity of participants on interview panels (gender, age and race) and utilizes the Korn/Ferry competency model to help reduce barriers while providing a common language and understanding of critical competencies. One practice DNRP instituted in 2018 was to monitor the diversity of the applicant pool at each stage of the selection process. As a result of this new process, hiring of people of color in the 20% of higher salary range increased from 19% in 2017 to 32% in 2018.

2019 Activity Plan

DNRP's greatest focus in 2019 is to address the lack of individuals who identify as Hispanic in the Service Maintenance job group, because that is where the biggest gap exists. In the Solid Waste Division, employees who identify as Hispanic in the Operations job group will record a radio advertisement in Spanish listing all of the service maintenance positions and will include testimonials. The recording will play on several Hispanic radio stations. Also the division will have jobs posted in community centers in Hispanic communities. One area

the department has struggled with is connecting EEO/AA placement goals with specific recruitment efforts. To assist recruiters, the department will be providing quarterly goal reports along with specific classifications that are underrepresented. This process will provide almost real time information that will allow for more effective selection process planning.

DEPARTMENT OF ASSESSMENTS (DOA)

2018 Implementation Activities

DOA continues to improve the diversity of its workforce. Overall, the department has increased the percentage of people of color in its workforce from 27% to 30%. Nonetheless, the department still has work to do as it did not reach its EEO/AA placement goal of two individuals who identify as Hispanic in the Administrative Support job group. The following are highlights of placement activities in 2018:

Out of the 11 new hires, re-hires, or lateral transfers to the agency, the following applicants were placed:

- Professionals
 - 1 Black person
 - 1 Asian person
- Administrative Support
 - 2 Black people

The department had four people of color out of 11 placements, which was a 36% diverse placement rate. Four of the 11 placements were female, for a 36% female placement rate, an increase of 7.8% from the last report. Out of the seven promotions in the department, there was one (Hispanic) promotion in the Professional job group. This one promotional placement out of seven resulted in a 14.3% diverse promotion rate. Two out of seven promotions were female, which was a 29% female promotional rate.

Out of six Learning Employee Advancement Program (LEAP) special duty opportunities in the department, the following people of color were provided learning/training opportunities:

- Professionals
 - 2 Asian people

There were two people of color special duty placements out of six, which represented a 33% LEAP placement rate, and three out of six LEAP special duty applicants were Female, which was a 50% Female LEAP placement rate.

In total, DOA placed or promoted seven out of 24 people of color, which represents a 29% diverse placement/promotion/LEAP overall rate. In the Female job group, the department placed or promoted nine out of 24, which represents a 38% Female placement/promotion/LEAP overall rate.

2019 Activity Plan

While DOA has not yet reached its placement goal in the Administrative Support job group, the department continues to focus on placing people of color at an average of 30% rate. The department continues to focus on

improving its recruitment redesign efforts, which makes an impact on its overall diversity placements and promotions, as do the LEAP special duty and Mentorship Programs.

DEPARTMENT OF TRANSPORTATION (DOT)

In 2018, DOT partially achieved one of its six EEO/AA hiring placement goals (Female in the Skilled Craft job group). In the Protective Services group, there were no placement opportunities (defined as hires, promotions, and/or transfers). In the Service Maintenance area, although the placement goal for individuals identified as Female was not fully met, progress was made with 28 of 234 positions filled.

2018 Implementation Activities

In 2018, DOT continued many of its previous strategies and began new ones that reflect its ongoing and growing implementation of Equal Employment Opportunity (EEO), voluntary Affirmative Action (AA) and the county's efforts toward Equity and Social Justice, including, but not limited to, those listed below.

Selection Process Enhancements

DOT's FARM Divisions (Fleet, Airport, Road Services and Marine) enhanced recruitment and selection processes by implementing numerous elements of the Recruitment Toolkit. In addition, the department made sure to include King County ESJ competencies in all job announcements, specifically requiring:

- An ability to contribute to, or lead (dependent on position), a work environment that embraces and encourages diversity and inclusion in its workforce and where differences are valued; and
- Demonstrable behaviors and decision-making that reflect fairness, respect and inclusiveness.

Moreover, DOT established interview panels with diverse representation and ensured completion of mandatory training, either in-person or online, on identifying and mitigating bias in interviews. Anti-bias and non-discriminatory interviewing techniques were also addressed in a standard pre-interview prep discussion. The Marine Division also completed multiple hiring processes that intentionally incorporated all levels of employees in screening and interview processes and utilized anonymous screening of applications where names and other potentially specific identifiers were removed prior to review.

Outreach to Diverse Recruitment Pools

The Airport Division conducted a career fair that included representation from the Airport Division, Airport tenant businesses, and Boeing, among others. The event resulted in turnout from local high school and junior college students. The Road Services Division continued its practice of participating in the Women in Trades Fair. The Transit Division continued its annual participation in the Women in Trades hiring event to showcase Metro job opportunities to women in skilled trades, conducted targeted recruitments in Communities of Opportunity, particularly in South Seattle, continued to advertise positions with WorkSource and community based organizations, such as El Centro de la Raza, and ensured that paid job advertisements focused on advertising in diverse communities. The division established relationships with career centers at local universities and community colleges, seeking their assistance in advertising/recruiting especially for women and people of color, and created relationships with student chapters of professional and technical organizations at the local universities and community colleges.

Supporting EEO & Promotability Through Training

The Road Services Division and Airport Division continued the Commercial Driver License Training Pilot Programs as part of creating professional development opportunities for eligible employees to learn, grow, and promote into higher paid positions. Both the Road Services and Airport Divisions provided all staff the opportunity to complete a skills assessment, explore career direction and goal setting, and engage in application submittal and interview skill building. The Airport Division developed a mentorship program built on Lominger competencies that included monthly meetings, training, recommendations, goal setting and coaching. The Marine Division provided an overview and explanation of King County's E-Learning Program and intentionally worked to provide relief coverage for employees interested in training.

The Transit Division continued the Power and Facilities Utility Laborer Commercial Driver License (CDL) Pilot Program, which was developed to provide an opportunity for eligible Transit custodians and maintenance workers to promote to utility laborers, and the Supervisors-in-Training (SIT) program, which is a step towards leadership in bus operations. This year-long program prepares participants to become First-Line supervisors and targets the county's most diverse workforce population for a leadership pipeline, ultimately helping to diversify Transit leadership.

During 2018, the Training section of the SIT Program, in partnership with King County's Career Support Services, offered computer classes to Transit operators for the purpose of preparing operators for opportunities like the SIT Program. Classes were offered at locations and during hours that provided easier access for operators considering their varying schedules.

Testing and other materials were adapted for those requesting accommodations. Extra shifts, overtime, additional one-on-one training, and post-program training was provided to all participants to help ensure success in the first line supervisor position. Computers were made available at all times for participants. Many participants with disabilities utilized additional training and extra time with computers. More flexible testing timelines and retesting were made a part of the program to improve retention and give all participants an opportunity to succeed. Sit-stand desks, hearing devices and other accommodations were also provided.

Apprenticeships

Transit continued partnering with organizations including ANEW (apprenticeships for women) and provided other pre-apprenticeship construction training opportunities. This includes holding tours and information sessions for women to meet employees working in skilled crafts and as transit operators and encourages applications for these positions.

Transit is also administering three four year apprenticeship programs that offer career pathways to eligible front line employees to become journey level Transit Mechanics, Building Operating Engineers, and Rail Electrical Workers. In partnership with Transit's Trades Talent Acquisition Team and Vehicle Maintenance, Rail, and Facilities workgroups, the Apprenticeship Program Manager conducted six outreach sessions for Metro employees to learn about upcoming apprentice recruitments. At these sessions, potential candidates learned about the recruitment process, built awareness of test preparation resources, and gained a better general understanding of the programs. Airport and Fleet Divisions began discussions about apprenticeship programs related to trades and craft classifications (Mechanics, Electricians and Carpenters).

Building Pipelines with Communities of Opportunity (Internships)

The Airport Division developed several internships providing high school students with the opportunity for career exploration. These internships were promoted through the Highline Seattle School District and Raisbeck Aviation High School, and included opportunities in the fields of Finance, Marketing and Business Development, Program Management, and Maintenance Program Management. Three of the four internships were awarded to students from the Highline School District.

Marine continued to build the Marine Marketing Intern Program, and in 2018 hired one female and two ethnically diverse male interns. The division connected with a local maritime academy and advertised its intern positions with area colleges.

Metro continued an intern program, which exposes local trade school students to careers in Metro and offers valuable on-the-job learning experiences. Since its inception in 2014, this gender diverse trades pipeline has increased placements in to “feeder” jobs that can lead to consideration for Transit’s Mechanic Apprenticeship Program. It is expected that during the next two to five years, Metro will have created a pipeline of qualified candidates to draw from for competitive placement into journey level apprenticeship programs. Metro also participated in the Lift Every Youth and the Conference of Minority Transportation Officials Internship Programs.

2019 Activity Plan

Metro Transit (now a department which includes the Marine Division) will continue to advance its 2018 activities and will increase its implementation of practices identified in the county’s Hiring Toolkit. In addition, it will gather leaders from across the agency’s operational divisions and their primary union partners to discuss future apprenticeship development opportunities and strategies. One topic of discussion for this group will be to identify strategies to increase diversity in transit skilled trades positions, further incorporate the Rail and Marine Divisions into transit practices related to EEO/AA and place extra focus on special duty opportunities.

In addition to advancing its current EEO/AA activities, the new Metro Transit Department will implement a ‘Welcome to Metro’ program including an orientation session facilitated by members of Metro Transit leadership for all new employees to help all feel welcome and included; implement Recruitment Standard Work requirements to further standardize recruitment processes to diversify pools and take additional steps to eliminate bias with a focus on special duty opportunities; establish department wide systems and structures to ensure that Metro Transit processes (including EEO processes) are centered around equity, safety and sustainability; continue its work to establish and support Employee Resource Groups (ERGs) to increase retention. Metro Transit currently has two ERG groups: Women’s ERG and LGBTQ+ ERG; and is establishing an ERG for Veterans.

The new department will further enhance the SIT program by expanding and adapting computer classes established in 2018, establishing a Skillsoft Training curriculum accessible by Metro Transit operators, and creating and implementing a process to provide meaningful feedback to applicants that were not successful in the recruitment, so they can use the information for their own future development. In 2019, Metro Transit will have a total of eight apprentices across all three programs. In 2020, Metro Transit hopes to grow these programs and develop apprenticeship programs in other trades.

DEPARTMENT OF PUBLIC DEFENSE (DPD)

DPD had two target placement goal areas: Placement of individuals who identify as Native American and those that identify as Pacific Islander. In the Professionals job group, the department has a goal of hiring two Native American candidates and one Pacific Islander candidate. The department met the Native American placement goal, but did not meet the Pacific Islander placement goal.

2018 Implementation Activities

DPD's Activity Plan was focused on standardization and removing barriers. Some of its successes included the following:

- Standardizing recruitment practices with an eye towards screening in diverse candidates as opposed to screening out candidates who would contribute to diversity.
- Reviewing job postings to ensure that the requirements were truly related to the skills needed and were not unnecessary barriers to employment. Posting backfill and short-term vacancies as special duty opportunities and posting externally if a successful internal candidate was not found.
- Increasing the diversity of race, gender, and age on interview and hiring panels, including frontline staff.

DPD also increased regional advertising and electronic job postings and used of listservs in population centers with large Asian, Pacific Islander and Native American populations. In addition, DPD has a robust internship program for legal students (the attorney classification falls within the Professionals job group). In an effort to broaden outreach efforts for the intern program, DPD recruited diverse staff representative of the population it serves to attend in-state and out-of-state recruiting events at universities with a more diverse student population and Historically Black Colleges and Universities.

2019 Activity Plan

DPD will continue to focus on using best practices in its recruitment and selection efforts. Specifically, the department will focus on broadening its outreach efforts and continuing to enhance and improve its internship program for legal students.

DEPARTMENT OF PERMITTING AND ENVIRONMENTAL REVIEW (DPER)

DPER met representation goals in 24 out of 28 placement goal areas. DPER transitioned to the Permitting Division, and along with the Road Services Division, moved into the newly created Department of Local Services (DLS) as of January 1, 2019.

Toward the later part of 2018, responsibility for the Fleet, Airport, Roads and Marine Divisions (under the DOT umbrella) was added to the DPER Human Resources (HR) Manager. DPER HR staff shifted focus to working on successfully transitioning divisions in and out of new departmental homes. This shift had an impact on the ability to move forward with many of the identified Plan strategies. There were no placement opportunities within the Officials & Administrators job group. In the Professionals and Technicians job groups, efforts were made to increase the diversity of candidate pools, which resulted in 100% placement goals achievement.

2018 Implementation Activities

Despite significant focus on departmental reorganizations in 2018, DPER was able to implement a number of new strategies in support of EEO/AA goals, including but not limited to:

- Expanded recruitment efforts directed toward colleges, trade association, vocational schools and community groups to increase outreach to women and people of color. This includes in-person contacts as well as job postings and recruitment materials.
- Developed and implemented an internal incentive program for applicant referrals that provides recognition or an award for the successful referral and hiring of a job candidate.

- Established an internship program or apprentice opportunity to learn the professional skills needed for building and code inspection. Internships are implemented through an agreement with local vocational schools or job placement organizations including Renton Technical College, Seattle community colleges, WorkSource and Washington State's Division of Vocational Rehabilitation. Also, partnered with local trades/crafts unions to provide on-the-job training that could be part of an apprentice program.
- Developed a recruitment marketing brochure that shows the diversity of the workforce and highlights career opportunities with the organization.
- Expanded a mentoring program that helps new employees acclimate to the organization with an emphasis on providing a supportive environment for women and employees of color.
- Increased the number of special duty assignments and talked with job candidates regarding professional development opportunities.
- Leveraged other King County resources. Utilized centralized recruiters, shared job fair spaces, coordinated with other departments on outreach to specific organizations, candidate sourcing, and shared job postings.
- Utilized micro-targeting (focused recruitment) for sourcing desired candidates. Micro-targeting identifies very specific organizations, affiliations, social groups, places of worship and other places where members of specific targeted minority groups may be members.

DPER was successful in expanding direct recruitment efforts with colleges, trade associations, vocational schools and community groups. DPER expanded direct recruitment efforts toward Historically Black Colleges and Universities. This resulted in more diverse applicant pools and actual hires of women and people of color. In addition, DPER increased the number of special duty assignments by assessing the ability to create a special duty while each job vacancy is posted. This has built a culture of professional development that is discussed as an additional benefit with job candidates.

2019 Activity Plan

The newly formed Department of Local Services (DLS) is committed to continuing the important work of implementing the county's EEO/AA and Equity and Social Justice Plans and will advance the following strategies:

- Continue recruitment efforts directed toward colleges, trade association, vocational schools and community groups that will increase outreach to women and people of color. Thus far in 2019, DLS has participated in the Women in Trades Fair and the Peace N' the Hood Job Fair. It will co-sponsor the ANEW Summit focused on educating employers on how to recruit and retain skilled diverse worker and how to create inclusive job sites.
- Convene a work group to create and promote internships within the divisions.
- Continue to increase the number of special duty assignments and talk with job candidates regarding professional development opportunities.
- Standardize recruitment practices while continuing to incorporate best practices identified in the county's hiring toolkit.

DEPARTMENT OF PUBLIC HEALTH (DPH)

DPH began the Plan implementation with a placement goal for increasing individuals, by two, who identify as Native American in the Technicians job group. Although the placement goal for this job group has not yet been met, DPH was nevertheless able to successfully place one individual who identifies as Native American into the Professionals job group.

2018 Implementation Activities

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

- A workshop with Dr. Caprice Hollins of Cultures Connecting, which was held for supervisors and human resources staff on how to reduce bias and eliminate barriers in job postings and interviews.
- Prior to the first interview, all interview panelists were required to view the Countering Bias video, followed by discussions on biases, and how bias influences the interview and decision process.
- Hiring supervisors made a significant effort to convene diverse interview panels and interview panels delayed discussion regarding individual candidates until all of the interviews were complete to avoid bias in subsequent interviews.

In addition to the above listed standard practices, DPH focused on making sure that all job postings included the following statement: *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.* Moreover, with increasing frequency, supervisors included statements regarding the division commitment to ESJ on job postings.

The Environmental Health division continued a robust internship program, reaching out to college and high school students of color, while the Emergency Medical Services division continued to provide the Strategic Training and Recruitment Program that provides Emergency Medical Technician (EMT) training opportunities for individuals who may not otherwise have the resources to access the training. Supervisors and HR analysts regularly held hiring planning meetings that included discussions on how to counter bias in the employment process and increase the diversity of applicant pools. HR staff attended several recruiting and community events, including the Seafair Powwow at Daybreak Star. Additional efforts were made to recruit people of color, immigrants, refugees, women, LGBTQ, people with disabilities and veterans.

2019 Activity Plan

DPH will continue to evolve recruiting and selection practices with the intention of building on its past successes to increase placement numbers based on its EEO/AA placement goals. Specifically, in addition to continuing the above described efforts, the department will develop robust candidate sourcing techniques utilizing the latest social media tools. Additionally, it will begin cultivating relationships with educational institutions and professional and social organizations with the intention of developing a pipeline for candidates, as well as utilizing a job posting analysis tool to eliminate barriers and promote the values of equity and social justice.

KING COUNTY ELECTIONS (KCE)

While KCE started the year with full representation in each one of its placement goal areas, due to significant staff turnover in 2018 and job movements of existing staff, KCE did not have full representation in all placement goal areas as people transitioned. Therefore, the department had to continue working on filling positions that were becoming vacant in placement goal areas.

2018 Implementation Activities

KCE met one of the placement goal areas through the hiring of a person who identifies as Asian in the Administrative support group. The department also made progress by hiring an individual who identifies as Two or More Races in the Professionals job group. The department has continued work to address other emergent goal areas. The following is a breakdown of placements in goal areas:

Out of the 18 new hires, re-hires, or lateral transfers to the agency, the following people of color applicants were placed:

In the Professionals job group

- 1 Hispanic person
- 1 Asian person
- 1 Black person
- 1 Two or More Races person

In Paraprofessionals job group

- 1 Hispanic person

In Administrative Support job group

- 2 Asian people

There were seven people of color placed out of 18, representing a 39% diverse placement rate. Ten of the 18 placements were individuals who identified as Female, representing a 56% placement rate.

Out of the eight promotions in the agency, the following people of color applicants were promoted:

In the Professional job group

- 1 Two or More Races person
- 1 Asian person
- 1 Hispanic person

There were three people of color promotion placements out of eight, representing a 38% diverse promotion rate, and four out of eight promotions were for individuals who identify as Female, representing a 50% Female promotion rate.

Out of seven special duty opportunities in the agency, the following people of color applicants were provided learning/training opportunities:

In the Professionals job group

- 2 Hispanic people
-

In the Administrative Support job group

- 2 Asian people
- 1 Black person

There were five people of color out of seven placed in Special Duty assignments, representing a 71% placement rate, while five out of seven individuals who identified as Female were placed in Special Duty assignments, representing a 71% Female placement rate.

Total Rates (all opportunities)

People of color placement and promotions: 15 out of 34 opportunities for 44% diverse placement, promotion, or special duty rate.

Female placement and promotions: 19 out of 34 opportunities for 56% Female placement, promotion, or special duty rate.

2019 Activity Plan

DOE's activity plan will continue to focus on expanding recruitment and training efforts to increase the pipeline of talent, while also standardizing the recruitment process. Some of the areas of focus include:

- Standardizing recruitment practices with an eye towards screening in diverse candidates as opposed to screening out candidates who would contribute to diversity.
- Continuing to expand the recruitment tools and groups used to build the workforce pipeline.
- Development of goals and measurements for special duty assignments to build the internal talent pool.

KING COUNTY DEPARTMENT OF INFORMATION TECHNOLOGY (KCIT)

KCIT was not underrepresented for people of color and women in its workforce. Therefore, no specific placement goals were identified for the department. Based on data analysis provided, KCIT met representation goals in 35 out of 35, or 100% of the placement goal areas. Nevertheless, KCIT has continued to focus on AA/EEO diversity goals.

2018 Implementation Activities

KCIT participated on the Talent Acquisition Advisory Council to work with other departments and King County recruiting experts to analyze and discuss its current practices and ways it can improve and continue to meet the Plan and ESJ hiring and retention goals. The department has focused on regional advertising of positions and increased electronic jobs and careers listed in Communities of Opportunity (COO), as well as developing a collaborative relationship with organizations and education programs that support COO. The department participated in Seattle's Diversity/Bilingual Job Fair, as well as local job fairs in communities of focus.

Moreover, KCIT's Diversity and Inclusion Manager worked to bring in volunteers and interns. The program focuses on individuals in COO's as a part of KCIT's ESJ Initiative. The department has engaged in ongoing discussions with KCIT's ESJ workforce/workplace team about potential barriers to county employment, bias, best practices, and continuous improvement. The department analyzed all recruitment materials and processes (job postings, interview panels, interview questions, work/education requirements) through an equity lens before running each recruitment and maintained a strong partnership with DHR and the community of King County recruiters who are working to improve the Hiring an Excellent Workforce Toolkit.

2019 Activity Plan

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

- Do an assessment of past and current hiring and promotional practices within KCIT.
- Continue successful recruitment practices in diverse communities.
- Participate and promote Women in Technology events.
- Ensure all interview panels represent the diversity of King County.
- Ensure all hiring managers and panel members have gone through implicit bias training.
- Get all KCIT leadership to attend Building a Racially and Socially Just King County training.

Activities to increase hiring, retention and promotion of people with disabilities

- KCIT will encourage staff to attend the Disability Awareness Workshop series to help create a workplace culture of inclusion for people with disabilities.
- Do an assessment of past and current hiring and promotional practices within KCIT.

How these activities will help maintain 100% representation

- KCIT will have a greater and sustained presence in communities of focus, making it a desirable place to consider for career opportunities.
- Feedback from these communities will allow KCIT to address any barriers to county employment.
- Through its volunteer program, KCIT will be proactively building a pipeline of IT talent within Communities of Opportunity. The volunteer program will allow non-students the opportunity to participate in volunteering and gain valuable IT experience.
- By analyzing its recruitment materials and processes, the department can analyze who it might favor and who it might exclude. The department's goal is to have an equitable recruitment process and provide opportunity to all individuals despite their different background, occupation, race, color, religion, sex, national origin, age, disability or genetic information.

KING COUNTY SHERIFF'S OFFICE (KCSO)

Based on goals identified in the Plan for KCSO, the department achieved its goal in the Professionals job group where it placed one employee who identifies as Two or More Races and one employee who identifies as Black. However, the department did not make its goal for both individuals who identify as Black and Native American in the Administrative Support job group where it hired one employee who identifies as Black.

2018 Implementation Activities

KCSO changed testing vendors for Deputies. The vendor advertised with Goodwill Training & Education Centers, employment resource centers, community centers and libraries, fitness centers, job fairs, veteran's centers, colleges, and universities, and made extensive online postings in a wide variety of places.

In the last year, KCSO attended several job fairs, such as The Root Family Picnic, fairs at second chance schools, and at Fort Lewis in order to reach more diverse communities. KCSO also made recruitment trips to Hawaii and Las Vegas.

2019 Activity Plan

KCSO will continue to work closely with the King County Civil Service unit, which oversees much of its official recruitment, advertising, and selection processes. KCSO hired a Community Outreach Coordinator to work with a variety of communities served by KCSO, and the department recruitment plans include a visit to Phoenix, Arizona, and potentially other communities in search of lateral transfer candidates. The department will also work on an increased social media advertising presence.

CONCLUSION

King County is moving toward achieving, and in some areas, exceeding the goals identified in the adopted Plan. This progress is a result of concerted efforts by the Executive and department leaders to build sustainable relationships with underrepresented communities, review hiring approaches, and ensure training is provided to hiring managers.

These strategies are rooted in the Executive's True North vision for the county: Making King County a welcoming community where every person can thrive. The values associated with the True North vision include ensuring that the county is developing and maintaining a diverse workforce. The county's Strategic Plan for Equity and Social Justice is also a guiding blueprint for the county's workplace employment practices, especially when it comes to hiring and retention. A greater emphasis will be placed on policies and practices that facilitate the hiring and retention of a racially diverse and culturally responsive workforce at all levels of the organization, thus ensuring that King County is able to provide equitable and high quality services to all communities served by the county.

Moving forward, the Department of Human Resources Workforce Equity Manager will partner with the County Council's Director of Equity and Social Justice, as well as the Office of Equity and Social Justice to collaborate on opportunities to advance the county's EEOC and Affirmative Action strategies.