



King County

**2014 – 2016
Plan**

For Plan Year 2015

**Executive
Departments**

**Equal
Employment
Opportunity/
Affirmative
Action Plan
June 1, 2016
Progress
Report**

**Department of Executive Services
Human Resources Division
Diversity Management Services**



EXECUTIVE SUMMARY

On July 21, 2014, the King County Council adopted the King County Executive's 2014–2016 Equal Employment Opportunity/ Affirmative Action Plan (herein after referred to as the "Plan"). This Plan identified 434 potential goal areas within the Executive Branch. The seven race and gender groups (Black, Asian, Native American, Hispanic, Pacific Islander, Two or More Races and Women) each have 62 areas of employment opportunities. Pacific Islander and Native Hawaiian were added to the race and gender groups in 2014. The change in goal setting areas from the previous plan (65 to 62) accounts for changes in some job classifications and the migration of Transit Operators from a separate work group into the Service Maintenance Work Group.

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

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

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

- **Table 1:**
 - Labor force availability rates (placement goals) for those areas identified in the three-year affirmative action plan as being underrepresented by department, job group, race and gender
 - Total number of positions filled by department and job group in 2015
 - Total number of positions filled by race and gender in 2015
 - Percentage of positions filled by race and gender in 2015
 - 2015 Placement goals achieved
 - 2015 Placement goals not achieved
 - 2015 Placement goals where there were not sufficient placement opportunities

- **Table 2:** Lists only those areas where the 2015 placement goals were not met

- **Table 3:** Presents cumulative data over the life of the three-year plan

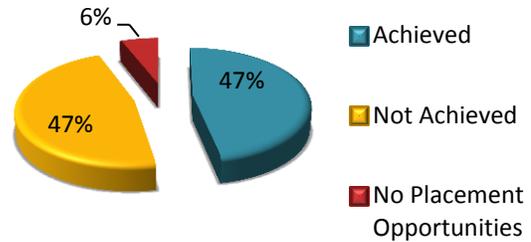
TABLE OF CONTENTS AND LEGEND

FULL NAME	DEPARTMENT ABBREVIATION	PAGE NUMBER
Department of Adult and Juvenile Detention	DAJD	8
Department of Community and Health Services	DCHS	8
Department of Executive Services	DES	10
Department of Judicial Administration	DJA	11
Department of Natural Resources and Parks	DNRP	12
Department of Assessments	DOA	13
Department of Transportation	DOT	14
Department of Public Defense	DPD	16
Department of Permitting and Environmental Review	DPER	18
Department of Public Health	DPH	19
King County Elections	KCE	21
King County Department of Information Technology	KCIT	21
King County Sheriff's Office	KCSO	24

PLACEMENT GOAL-SETTING SUMMARY

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

- 17 of the placement goals were achieved;
- 17 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 challenge for all departments despite the fact that departments continue to maintain partnerships with the Native American communities to ensure appropriate outreach. Five of the 36 placement goal areas (approximately one-seventh) are for Native Americans. Women Service Maintenance Workers, which include Transit Operators, also continue to be a challenge for applicable departments.

The achievement of goal placement areas in 2015 was impacted by two major factors:

- 1) The limited hiring done by county departments.
- 2) A concerted effort by departments to reach out to underrepresented communities to advertise their positions.

The Human Resources Division (HRD) continues to work with Executive Branch departments on improvements to the hiring and recruitment processes. As a result of the Equity and Social Justice efforts around improving the workforce and workplace in 2015, members of the HR Community agreed upon the need to increase opportunities to diversity at all levels of King County, with a focus on diversity hiring at salary range 65 and above. This was established as a focus when a review of diversity in departments indicated that diversity was lacking in positions with higher pay ranges. The HR community at King County is determined to engage in collective efforts to improve the recruitment and selection processes. As part of the Equity and Social Justice Strategic Plan process, a cross-department/cross agency team has been reviewing some of the current practices and will make recommendations on how to reduce barriers to King County employment and hire more diverse and culturally responsive employees.

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

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

TABLE 1: CALENDAR YEAR 2015 PLACEMENT GOALS-SETTING STATUS

DEPT	JOB GROUP	PLACEMENT GOAL AREA	GOAL PLACEMENT (%)	2015 TOTAL PLACEMENTS IN JOB GROUP	2015 TOTAL PLACEMENTS IN GOAL AREA	2015 PLACEMENT RATE (%)
DAJD	Professionals	Native American	1.33%	25	0	0.00%
	Protective Service	Two or more races	0.52%	65	3	4.61% ²
	Service Maintenance	Hispanic	15.09%	2	0	0.00%
DCHS	Professionals	Two or more races	0.86%	80	5	6.25% ²
	Administrative Support	Asian	11.51%	15	3	20% ²
DES	Professionals	Native American	0.63%	150	1	0.66% ²
	Protective Service	Asian	6.17%	11	1	9.09% ²
		Native American	4.44%		0	0.00%
		Hispanic	2.81%		1	9.09% ²
	Service Maintenance	Native American	1.63%	40	1	2.5% ²
Two or more races		0.55%	0		0.00%	
DJA	Professionals	Black	5.75%	14	3	21.42% ²
	Administrative Support	Native American	1.36%	51	2	3.92% ²
DNRP	Officials and Administrators	Asian	9.59%	2	0	0.00%
	Service Maintenance	Hispanic	7.90%	80	1	1.25%
DOA	Administrative Support	Hispanic	4.72%	14	0	0.00%
DOT	Officials and Administrators	Black	5.93%	1	0	0.00%
	Technicians	Female	41.63%	3	0	0.00%
	Administrative Support	Native American	1.21%	87	0	0.00%
		Pacific Islander	0.68%		1	1.14% ²
		Two or more races	1.00%		5	5.74% ²
	Skilled Crafts	Female	9.84%	157	12	7.64%
	Service Maintenance	Female	32.68%	279	42	15.05%
Pacific Islander		1.31%	10		3.58% ²	
Two or more races		1.29%	10		3.58% ²	
DPD	Administrative Support	Asian	8.46%	31	2	6.45%
DPER	Officials and Administrators	Female	31.02%	0	0	NO OPP
	Professionals	Black	5.27%	17	2	11.76%
DPH	Technicians	Native American	1.35%	33	0	0.00%
	Administrative Support	Native American	1.42%	92	0	0.00%
KCE	Professionals	Asian	10.53%	13	0	0.00%
	Technicians	Female	35.20%	0	0	NO OPP
KCIT	Professionals	Two or more races	0.80%	91	6	6.59% ²
	Technicians	Female	25.38%	9	2	22.22%
KCSO	Administrative Support	Native American	1.51%	34	2	5.88% ²
		Two or more races	1.06%		6	17.64% ²

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

TABLE 2: CALENDAR YEAR 2015 PLACEMENT GOALS NOT ACHIEVED

DEPT	JOB GROUP	PLACEMENT GOAL AREA	GOAL PLACEMENT (%)	2015 TOTAL PLACEMENTS IN JOB GROUP	2015 TOTAL PLACEMENTS IN GOAL AREA	2015 PLACEMENT RATE (%)	ADDITIONAL PLACEMENTS NEEDED TO MAKE GOAL
DAJD	Professionals	Native American	1.33%	25	0	0.00%	1
	Service Maintenance	Hispanic	15.09%	2	0	0.00%	1
DES	Protective Service	Native American	4.44%	11	0	0.00%	1
	Service Maintenance	Two or more races	0.55%	40	0	0.00%	1
DNRP	Service Maintenance	Hispanic	7.90%	80	1	0.00%	11
DOA	Administrative Support	Hispanic	4.72%	14	0	0.00%	2
DOT	Officials and Administrators	Black	5.93	1	0	0.00%	1
	Technicians	Female	41.63%	3	0	0.00%	1
	Administrative Support	Native American	1.21%	87	0	0.00%	2
	Skilled Crafts	Female	9.84%	157	12	7.64%	16
	Service Maintenance	Female	32.68%	279	42	15.05%	282
DPD	Administrative Support	Asian	8.46%	31	2	6.45%	1
DPH	Technicians	Native American	1.35%	33	0	0.00%	1
	Administrative Support	Native American	1.42%	92	0	0.00%	1
KCE	Professionals	Asian	10.53%	13	0	0.00%	1
KCIT	Technicians	Female	25.38%	9	2	22.22%	1

TABLE 3: CUMULATIVE DATA FOR CALENDAR YEARS 2014 – 2015

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 (%)
DAJD	Professionals	Native American	1.33%	0	0.00%	17	0	0.00%	25	0	0.00%
	Protective Service	Two or more races	0.52%	2	0.30%	37	1	2.70%	65	3	4.61% ²
	Service Maintenance	Hispanic	15.09%	3	8.33%	1	0	0.00%	2	0	0.00%
DCHS	Professionals	Two or more races	0.86%	1	0.46%	41	1	2.43%	80	5	6.25% ²
	Administrative Support	Asian	11.51%	3	9.09%	4	2	50.00%	15	3	20% ²
DES	Professionals	Native American	0.63%	0	0.00%	66	1	1.51%	150	1	0.66% ²
	Protective Service	Asian	6.17%	2	3.22%	4	0	0.00%	11	1	9.09% ²
		Native American	4.44%	1	1.61%		0	0.00%		0	0.00%
		Hispanic	2.81%	1	1.61%		0	0.00%		1	9.09% ²
	Service Maintenance	Native American	1.63%	1	1.01%	17	0	0.00%	40	1	2.5% ²
		Two or more races	0.55%	0	0.00%		0	0.00%		0	0.00%
DJA	Professionals	Black	5.75%	2	4.34%	7	1	14.28%	14	3	21.42% ²
	Administrative Support	Native American	1.36%	1	0.68%	25	1	4.00%	51	2	3.92% ²
DNRP	Officials and Administrators	Asian	9.59%	0	0.00%	0	0	NO OPP	2	0	0.00%
	Service Maintenance	Hispanic	7.90%	8	3.16%	41	0	0.00%	80	1	1.25%
DOA	Administrative Support	Hispanic	4.72%	0	0.00%	5	0	0.00%	14	0	0.00%
DOT	Officials and Administrators	Black	5.93%	0	0.00%	0	0	NO OPP	1	0	0.00%
	Technicians	Female	41.63%	3	18.75%	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%
		Pacific Islander	0.68%	1	0.41%		1	4.34%		1	1.14% ²
		Two or more races	1.00%	1	0.41%		0	0.00%		5	5.74% ²
	Skilled Crafts	Female	9.84%	47	5.91%	48	3	6.25%	157	12	7.64%
		Female	32.68%	699	22.03%		14	14.89%		42	15.05%
		Service Maintenance	Pacific Islander	1.31%	27		0.85%	94		6	6.38%
Two or more races	1.29%		25	0.78%	3	3.19%	10		3.58% ²		
DPD	Administrative Support	Asian	8.46%	0	0.00%	16	0	0.00%	31	2	6.45%
DPER	Officials and Administrators	Female	31.02%	0	0.00%	0	0	NO OPP	0	0	NO OPP
	Professionals	Black	5.27%	2	3.38%	13	2	15.38%	17	2	11.76% ²
DPH	Technicians	Native American	1.35%	1	0.57%	14	0	0.00%	33	0	0.00%
	Administrative Support	Native American	1.42%	3	1.07%	32	0	0.00%	92	0	0.00%
KCE	Professionals	Asian	10.53%	2	6.66%	7	0	0.00%	13	0	0.00%
	Technicians	Female	35.20%	0	0.00%	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% ²
	Technicians	Female	25.38%	7	19.44%	2	0	0.00%	9	2	22.22% ²
KCSO	Administrative Support	Native American	1.51%	1	0.62%	15	2	13.33%	34	2	5.88% ²
		Two or more races	1.06%	0	0.00%		3	20.00%		6	17.64% ²

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

2015 IMPLEMENTATION ACTIVITIES AND PLANS FOR 2016

[King County Code 3.12.180\(D\)](#) requires the Progress Report to include each department's implementation activities for the year. In 2015, Executive Branch departments focused their attention on areas of underrepresentation, incorporated best practices to achieve increased diversity, and developed meaningful strategies for addressing placement goal-setting areas. HRD hired a Diversity Manager who was experienced in the application and implementation of Equity and Social Justice practices and who acts as a liaison between Human Resources and the new Office of Equity and Social Justice. DOT's Transit Division also hired a Diversity and Inclusion Manager to move their diversity work forward; DCHS hired an Equity and Inclusion Manager in 2016. Each of these positions will provide leadership in the equity and social justice efforts needed to drive organizational change within the County to become fully inclusive, hire, and sustain a diverse workforce. As part of the planning for a new Equity and Justice Strategic Plan, most departments and agencies engaged in an ESJ SWOC (Strengths, Weaknesses, Opportunities and Challenges) process with employees in the spring and summer of 2015 to obtain their feedback on both the county hiring & recruitment practices and workplace culture. This information has helped to inform the work going forward to make King County not only a government that is inclusive and multicultural, but also a place where every employee feels valued, supported to grow, and able to fulfill the county's equity values.

In 2015, we saw the adoption and integration of a number of EEO/AA Plan best practices into standard hiring practices by Executive Departments including the:

- Regular use of the "Countering Bias" video as part of the preparation of hiring panels for the interview process to make panelists aware of and alert to their implicit biases during the process
- 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 opportunities of employment with King County
- Posting positions utilizing electronic job boards, careers listerv and social media (i.e., LinkedIn) and targeting educational institutions and professional organizations to increase the representation of women and people of color
- Regular participation at the Puget Sound Diversity Employment Network (PSDEN) meetings and use of the PSDEN e-mail listserv to post county recruitments

The 2015 implementation activities and 2016 plans for each department are outlined in the next several pages.

DEPARTMENT OF ADULT AND JUVENILE DETENTION

2015 Implementation Activities

The Department of Adult and Juvenile Detention has three placement goal areas of which one is Native American, one is Hispanic, and the other is Two or More Races. DAJD met one of its three placement goal areas by hiring an employee in the Protective Services Job Group who identifies as Two or More Races. DAJD has made strides to increase their presence in the community and encourage people of diverse backgrounds to apply for positions with DAJD and King County. They have attended Diversity Career Fairs, the Women in Trades Career Fair, a Juneteenth community event, Veteran Career events as well as other community outreach programs including visiting community High Schools in areas that typically have a negative impression of Corrections, Law Enforcement and the Criminal Justice System.

These efforts have allowed DAJD to maintain its standard as one of the most diverse departments in King County. DAJD's last two recruitments were comprised of individuals from a wide range of racial, national origin, educational, veteran status, religious, gender, and age groups.

2016 Activity Plan

DAJD started their 2016 Captain Promotional Process in January 2016. They provided an opportunity for staff to participate in a "brown bag preparation meeting" to give candidates some insight on what they should expect during the testing portion of the Captain Promotional Process. Over 50% of the candidates attended this meeting. Currently they have seven sergeants that are eligible for promotion into the rank of Captain; six of those eligible for promotion attended this meeting. Another achievement is that of the top three candidates, all three are minorities and two of them are women.

Their commitment is stated in every job announcement for DAJD: "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."

In 2016, DAJD will continue to focus on outreach to Native American and Hispanic/Latino communities.

DEPARTMENT OF COMMUNITY AND HUMAN SERVICES

2015 Implementation Activities

DCHS had two placement goal areas of which one is Asian, and the other is Two or More Races. DCHS met both of its two placement goal areas in 2015. To promote diversity and inclusion in the workplace, DCHS has integrated a number of best practices into its approach to recruitment, selection and retention. These practices include:

- Posting positions utilizing electronic job broads, careers listerv and social media (i.e., LinkedIn) and targeting educational institutions and professional organizations to increase the representation of communities of color; veterans and persons with disabilities in the applicant pools. These outreach efforts have resulted in more diversity with typically 35% of the applicant pools being diverse.

- As part of its workforce and succession planning efforts, DCHS conducts regular and on-going assessments of its recruitment and selection to make improvements and ensure the hiring and promotion of diverse staff. In April 2015 and July 2015, DCHS completed department wide race/gender analysis of its workforce to establish baselines from which to make future assessments regarding progress in ensuring diversity. Currently, the department wide race/gender analysis of its workforce and hiring are being compiled to assess progress in increasing diversity at all levels within the department.
- DCHS is considering alternative methods for assessing candidates in the selection process to facilitate the hiring of highly qualified and diverse candidates. For example, DCHS has begun to move away from final hiring decisions based solely upon rank ordering candidates by scores resulting from interview processes -that is hiring candidates with the highest scores. DCHS in its selection process is increasingly employing a more holistic approach in assessing whether candidates are competitive such as recognizing prior relevant work experience in lieu of formal academic credentials.
- Utilizing Neogov DCHS provides hiring managers demographic profiles by race/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.
- To increase diversity in the workforce and opportunities for career development, DCHS posts the majority of its special duty assignments and Term Limited Temporary (TLT) positions and is beginning to hire at the entry level.
- DCHS conducts workshops and seminars to raise management and employee awareness in hiring and retaining a diverse workforce. In May 2015, DCHS conducted a half day workshop, Conversation about Diversity in DCHS Workforce, a department-wide conversation among department hiring managers on how to increase and sustain diversity at all levels in the organization.
- DCHS' ESJ Leadership Team and Action Teams participate in establishing strategic direction and providing advice to support diversity and inclusion in the department.

Integrating these best practices have and continue to support DCHS progress in promoting diversity and inclusion in the workplace. Beyond adopting noted best practices for increasing the diversity of DCHS' workforce, the d during 2015 committed to a couple of initiatives that further supported diversity.

2016 Activity Plan

DCHS funded a full time position, Supportive Employment Coordinator, to do community outreach and provide technical assistance to departments in job development, recruitment, selection and retention of persons with developmental disabilities in King County. The Supportive Employment Coordinator's work has resulted in increased training, education and marketing of the Supported Employment Program as an integral part of King County's Equity and Social Justice efforts and workplace culture, including partnering with KCTV to start a Supported Employment Success Story videos; highlighting of supported employment and the disability accommodation program during October Disability Awareness Month and national exposure, interview by KPLU 88.5, NPR affiliate highlighting King County's Supported Employment (aired in March 2016).

DEPARTMENT OF EXECUTIVE SERVICES

2015 Implementation Activities

The Department of Executive Services has six target goal areas of which three are Native American, one is Asian, and the other is Two or More Races. The agency has achieved four of its six placement goals and has been increasing EEO/AA activities working with human resources staff, management, and employees.

DES conducted an analysis of their hiring outcomes in both management positions and positions over \$50 per hour. They found there was inequity in the percentage of people of color in lower paying positions and non-management positions; although overall, the percentage of people of color in their workforce reflects the communities they serve. DES partnered with the Diversity Manager and the County Employment Manager to facilitate discussions with executive management and HR staff to increase diversity in their recruitment process, and is formulating recommendations to improve their diversity in higher-level positions.

DES continually looks at their recruiting practices and implements new activities to add rigor and diversity to their outcomes. This year, they experimented with using iPads in the interview process, and instead of shuffling through paper and writing furiously; they tried to improve interaction with candidates by having their materials easily accessible. DES also tried reducing the time between interviews to eliminate discussion, comparison, and possible bias in the process. The Finance and Business Operations Division (FBOD) developed standard recruiting work to ensure more consistencies in the applicant and hiring manager experience, and included ESJ and diversity best practices in the training. The Records and Licensing Services (RALS) Division reviewed their testing practices for Customer Services Specialists, and found that many candidates were not successful in the testing process. RALS changed their practices and told candidates in advance what concepts the tests would cover, and which software and version would be used. As a result, they experience a higher rate of successful candidates passing the test, as well as fewer questions about the testing process.

DES continues to follow best practices in hiring, recruiting, and promotion. DES continues to advertise term-limited temporaries (TLT) and Special Duty assignments over 90 days to increase transparency in 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. A recent example in the Business Resource Center (BRC) includes widening a functional analyst requirement from knowledge specifically of a PeopleSoft module to experience in multiple modules. DES has made a strong commitment in 2015 to remove artificial barriers in its recruitment process. DES evaluated screening and evaluation methods to ensure that recruiting practices do not create barriers for applicants apply – examples 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”.

In addition to the above activities, DES continues to utilize the best practices in hiring, recruiting, and promotion identified in the EEO/AA Plan. They have found the following activities to be extremely helpful: utilizing “Countering Bias” training, 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, and increased use of Lominger competency tools and Equity and Social Justice principles in their recruitment process. FMD has been a leader in the annual Women-in-Trades Fair event and continued this activity in 2015. Although it is difficult to measure whether this activity has resulted in an increased number of women in the Skilled Craft and Service Maintenance EEO group, FMD is committed to a leadership role in the fair due to the visibility both to external

applicants and to the internal workforce. FMD also advertised its real estate professional jobs to Commercial Real Estate Women (CREW), whose mission is to promote success of women in commercial real estate.

2016 Activity Plan

In 2016, DES will be reviewing their recruitment practices with an ESJ lens and will be providing recommendations to increase opportunity and equity for applicants to the management team, and continue to utilize the best practices indicated in the Plan. RALS is considering flexibility in using 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) will continue to participate in the Women-in-Trades event; and will work with SEIU 925 to determine the feasibility of an upward mobility program that would allow custodians the opportunity to develop other job skills. The Finance and Business Operations Division (FBOD) is considering hiring 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.

DEPARTMENT OF JUDICIAL ADMINISTRATION

2015 Implementation Activities

The Department of Judicial Administration has two target goal areas, one is Native American and the other is Black. The agency has achieved all of its placement goals. DJA continues to focus on diversity in hiring and retention by sending all job announcements to be posted on job boards or included in newsletters like the Seattle Native American Center, University of Washington Office of Diversity and the Commission of African American Affairs.

During 2015, DJA used Checkster, an online reference-checking tool as the method for checking references for job finalist. During this time, DJA felt that Checkster was less personal and it did not seem to provide the information the department needed consistently. It put the applicant in the position of needing to nudge their references who had not responded. In response to this, DJA decided to return to doing reference checks via phone call.

DJA continues to utilize Lominger card sort to come up with competencies to reduce barriers in job announcements. This past year DJA has added language to their job announcements that clearly invite people with all backgrounds and life experiences to apply. DJA has 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 followed with a discussion. Hiring staff are encouraged to watch the video periodically as a refresher. DJA plans to train more staff at various levels to be included in panels to create more diversity.

DJA had a variety of special duty assignments during 2015. Each special duty assignment was advertised to all DJA staff and the results were very positive; feedback from staff was very encouraging. DJA would like to continue providing learning and development opportunities so that their staff will be eligible for promotional opportunities.

2016 Activity Plan

DJA's goal is to expand Neogov in depth analysis of the applicant flow for every job posting to see if there are any barriers to achieving this goal. This past year DJA did some analysis of the applicant flow and used the results to have a good discussion with hiring supervisors.

DEPARTMENT OF NATURAL RESOURCES AND PARKS

2015 Implementation Activities

The Department of Natural Resources and Parks has two placement goal areas, one is Asian and the other is Hispanic. The agency was not able to achieve all of its placement goals. DNRP has been focusing on creating entry level or special duty positions as a means to provide opportunities for current DNRP employees, and to increase diversity. Divisions assess vacancies as to whether the job can be filled at a lower entry level, or filled internally through a special duty to increase internal growth opportunities. In addition, all divisions have active internship and entry-level seasonal positions, which attract diversity, which in turn is a recruitment source into other STT, TLT or career service positions.

Some examples are:

- Piloted a new entry level Operator in Training position, and placed 11 candidates. The first 6-months as a STT, to allow the entry level applicants to obtain plant experience and training to qualify for the Washington State OIT exam. Those who obtained their license were converted to a 2-year TLT, and as career service opportunities arose, it would be filled through the pool of TLTs. The program has been responsible for two hires in the Operator field, of which, one is a diversity hire. The second cohort group will be recruited in 2016.
- DNRP has also partnered with South Seattle College in a cohort program aimed at diversifying the applicants for their seasonal Noxious Weeds Control Specialist positions.

2016 Activity Plan

DNRP partnered with Work Source to pilot a “Direct Hire” job fair on April 7, 2016. Their goals were to immediately interview attendees, & extend contingent job offers. They had approximately 30 entry-level STT openings in five different job categories. Attendees were Work Source clients, Puget Sound Skills Center (includes Highline, Tukwila, Tahoma, Federal Way, & Fife school districts), Muckleshoot, Suquamish, & Snoqualmie tribes, and MobilizeGreen. Public Health’s Emergency Medical Services program also partnered with DNRP/Work Source for their EMS training program.

- 67 job seekers attended, of which:45 were people of color
- 10 were King County Jobs Initiative (KCJI) customers
- 7 were King County Veterans Program
- 6 were King County Career Connections customers
- 6 were from the Tribes
- 10 were live in King County Communities of Opportunity (COO) Initiative communities: White Center, Tukwila/Seatac, and Rainier Valley
- 3 were Millionair Club customers
- 16 were completed applications for the King County EMS Training Course, which was 3X the usual applicants.

As a result of this job fair, DNRP made 17 contingent job offers; of which 6 candidates were female, and 13 were diverse.

Working through DNRP’s Tribal Liaison, education leaders of the Muckleshoot Northwest Indian College, Suquamish Chief Kitsap Academy, & Snoqualmie Tribes expressed interest in environmental jobs or internships in DNRP. HR staff have met with the Tribes to provide information about their environmental programs, and seasonal/intern opportunities. The Tribes were part of the aforementioned Direct Hire Fair, and as a result, five applicants (4 women

and 1 male) were hired in seasonal and intern positions. In addition, the department has been able to access their tribal newspapers & newsletters for recruitment, and the nationwide Tribal College Journal Job Board.

DEPARTMENT OF ASSESSMENTS

2015 Implementation Activities

The Department of Assessments (DOA) has one placement goal area of hiring two Asians in the Administrative Support Job Group. While the department did not reach its EEO/AA placement goal, the department has improved its diverse workforce in other areas. Specifically:

- Out of the 18 new hires/re-hires/lateral transfers to the agency, the following diverse applicants were placed:
 - Professional - 1 Two or more races
 - Administrative Support - 1 Pacific Islander, 1 Black and 1 unspecified

4 diverse placements out of 18, for a 22.2% diverse placement rate, and 9 of the 18 placements were female, for a 50% female placement rate.

- Out of the 17 promotions in the agency, the following diverse applicants were promoted:
 - Professional - 3 Asian, 1 Native American and 1 Black
 - Administrative Support - 1 Asian

DOA also reached 6 diverse promotional placements out of 17 for a 35.3% diverse promotion rate, and 9 out of 17 promotions were female, for a 52.9% female promotional rate.

Total Rates (all opportunities):

- Diverse placement and promotions: 10 out of 35 opportunities for 28.6% diverse placement/promotion rate.
- Female placement and promotions: 18 out of 35 opportunities for 51.4% female placement/promotion rate.

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

DOA focused on competencies and on describing the organization and why the work matters. The result: a more diverse applicant pool with higher quality applicants due to their focus on skill and competencies and not just experience and education. Under the direction of the Chief Deputy Assessor, the department developed a diversity recruitment taskforce, consisting of DOA's EEO/AA Committee representative, Director of Communications and External Relations, HR Administrator, and Administrative Services Division Director. The purpose of the committee is to discuss options and analyze their department's efforts to improve outreach to diverse communities, expand their recruitments to more diverse audiences, review barriers in recruitment life cycle from announcement to selection, and develop plans to achieve recruitment goals.

With the focus on competency models in the development of their recruitment announcements, barriers to entry are limited/removed for applicants and they have seen more diverse applicant pools develop. With the development of the

task force, DOA has taken a broad and collaborative review of their recruitment plans and managed their efforts to target more diverse applicants, which has improved the diversity of their applicant pools.

Other 2015 implementation activities include:

- Notification of public job opportunities to minority agency list serves, community groups, and organizations by working with their Community Outreach Coordinator
- Creating and training diverse selection panels on EEOC Prohibited Employment Policies/Practices, bias awareness, and micro-inequity/aggression training into panel training
- Expanding targeted recruitment of protected classes by outreach to community and professional organizations

Specifically, in 2015 in coordination with their Community and Outreach Coordinator they worked to address their Hispanic goal area by working with the Commission of Hispanic Affairs and the Governor's Office on Indian Affairs staff on publishing job announcement for the Department of Assessments. The Assessor and staff have conducted outreach meetings on property valuations and taxes to Latino professional organizations (i.e. the Latino Bar Association) and have purchased community ads in local publications.

2016 Activity Plan

In 2016, DOA's plans are to increase their focus in their Hispanic goal area by leveraging the Director of Communications and External Relations' contacts in the Hispanic community. With innovations in their recruitment management and planning, DOA is optimistic for additional positive impacts in 2016.

DEPARTMENT OF TRANSPORTATION

The Department of Transportation continued its efforts in building and maintaining a diverse workforce over the last two calendar years (2014-2015). It achieved 6 of 12 EEO/AA hiring/placement goals in which it had opportunities to make hires. The number of people of color as a percentage of the workforce increased by 6% (i.e., from 37.8% to 40.1%). Moreover, while it is ongoing challenge for the department to attract qualified women for classifications that are traditionally dominated by men (e.g., technicians, skilled crafts, transit operators), the number of women as a percentage of the workforce has remained relatively constant.

2015 Implementation Activities

In 2015, the Department of Transportation (DOT) implemented measures that reflected its ongoing commitment to the County's 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 upon their employee recruitment, development and promotional opportunities and strengthening their work culture in general.

Among the many measures implemented in 2015, several stood out including:

- The Transit Division hired a Diversity and Inclusion Manager who is working to identify the building blocks needed for an effective and sustainable diversity and inclusion program.

- DOT has implemented new and innovative measures to broaden the diversity of applicant pools, while simultaneously improving its ability to objectively and equitably assess talent. For example, in early 2015, Transit began a large recruitment process to internally fill several mid-level supervisory positions (i.e., Transit Operations Chiefs). As a result of feedback from the PACE program, several innovative methods were employed to reduce bias and subjectivity during this process. Paramount among these were the use of a defined, competency-based selection process, a detailed recruitment information packet, a robust outreach and support program conducted in partnership with King County Career Support Services, a ‘true-blind’ subject matter expert review, and facilitated competency interviews. This process yielded a gender and ethnically diverse final selection that truly represented their competitive pool of candidates and the community we serve.
- Effective March 2015, all potential interview panelists for Transit recruitments were required to complete a mandatory, two-hour training on effective interviewing skills and countering bias in the interview process. This training consisted of several live sessions, and was then made available on video via an e-learning module. The training is then logged and tracked via PeopleSoft. This same training was used sporadically for recruitments in the other DOT Divisions (i.e., Fleet, Airport, Roads, and Marine) but will be mandatory in 2016.
- In response to a voter proposition to expand and improve transit service in Seattle, Transit embarked on a multi-faceted media campaign to attract applicants to the Transit Operator position. This campaign, “Release Your Secret Identity,” featured print ads, bus-side advertising, web-presence, videos and a social media component. The campaign focused on actual operators and their ability to do what they love in life while also driving part-time for Metro. The transit operators featured were diverse in gender and ethnicity, and included an army veteran. The focus of the ads was two-fold: to show the public the possibilities of a career with the County, and to show their operators doing the things they loved, outside of the uniform. This was a campaign well received by the community, and resulted in over 500 new transit operator hires in 2015.
- Simplified application process for trades and crafts openings in the Roads Division; resulted in larger applicant pools
- Hired youth through the Department of Community and Human Services’ (DCHS) summer intern program
- Included the following statement on job postings: “King County values diverse perspectives and life experiences. The Department of Transportation encourages people of all backgrounds to apply, including people of color, immigrants, refugees, women, LGBTQ, people with disabilities, and veterans.”
- The department began advertising more of its special duty/acting assignments (vs. simply assigning them to individuals without an advertisement). This allows employees to apply for growth opportunities that were not previously available to them, and it allows the department to make a selection from a larger, more diverse pool of qualified employees.

2016 Activity Plan

Their plan includes the following:

- “Anti-Bias Interview Training” will be mandatory for all interview panel members.
- Explore opportunities to hire veterans through the County’s Veteran Fellowship program.

- Incorporate ESJ training into the department’s broader diversity/inclusion training plan with an initial focus on management; and continue to encourage all employees to take ESJ training.
- ESJ/Cultural Awareness training for all managers/supervisors in Fleet, Airport, Roads and Marine Division (presented by Dr. Caprice Hollins).
- Fleet Leadership Development Academy (3rd year).
- Roads - crew chief succession planning: includes a competitive selection process designed to ‘ready’ individuals with an education/training program for these front-line lead positions in the Roads Maintenance and Traffic Operations Section.
- Transit - development of superintendent/supervisor level succession-planning program, LEAD (Leadership Excellence and Development). Includes a competitive selection process designed to ‘ready’ individuals with a yearlong immersive education program for these high-level leadership positions.
- PACE Projects
 - Transit policy to require division-wide advertising for special duty/acting opportunities, with an interactive HR process for exceptions.
 - Online recertification series for the mandatory bias awareness interview training.
- Equity & opportunity in leadership recruitments.
- Expansion of the Transit operations chief recruitment process to additional leadership level positions.

DEPARTMENT OF PUBLIC DEFENSE

2015 Implementation Activities

The Department of Public Defense (DPD) has one placement goal area of hiring 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.

The Department of Public Defense became a new department within King County in July 2013. 2015 was the only the 2nd year of the existence of DPD as a King County department. 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 support address racial disproportionality in the criminal justice system and policy reforms that provide alternatives to incarceration.

Nearly 400 DPD employees gathered at the Convention Center on Friday, February 26, 2016, for "Creating Harmony," a day highlighted by an inspiring keynote address by Jeff Robinson and packed with numerous, content-rich sessions. Jeff Robinson, a nationally recognized trial attorney was formerly a partner at Schroeter, Goldmark, Bender and is presently Director of The Center for Justice of the national American Civil Liberties Union (ACLU) in New York City. Mr. Robinson was selected as one of the nation’s top 100 African American lawyers by *Black Enterprise* magazine, and ranked as one of the top 10 criminal defense lawyers in the state by *Washington Law & Politics* magazine. During the day, employees

had the opportunity to attend a number of workshops and listen to presentations on issues, such as, working in a multi-generational environment, interpreting, and disability and accessibility. This was DPD's first ever department-wide gathering.

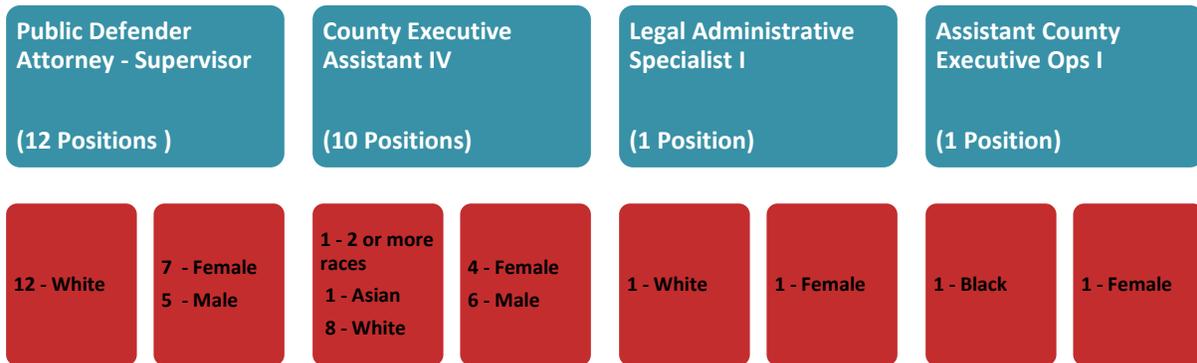
DPD was very successful during this last year in encouraging employees to self-identify their race and gender in PeopleSoft. Many updated their information only recently and the current placement goal areas do not reflect the recent updates. DPD's actual diversity may be over or underrepresented due to the previously unreported demographic information.

Below is a list of additional activities:

- Distributed DPD job announcements to the Asian American Journal, Asian Counseling and Referral Services, Japanese American Citizens League, Korean Central Daily News, Korean Times.
- Developed a Neogov applicant demographic data sheet for each recruitment to discuss goals with the hiring managers.
- Oriented panel members on fair/unfair interview questions.
- Participated in WorkSource interview panels.
- Required interview panel members to view the "Countering Bias" video and discussed at interview panel orientations.
- Regularly incorporate ESJ question/s into the interview.
- Attended the Martin Luther King Jr. luncheon to make contacts for recruitment.
- DPD hired a Director of Training who will help guide career development efforts for employees at all staff levels, in part, to provide growth opportunities for internal candidates.
- DPD bargained two agreements with employees bringing parity to employee salaries across the department.

On the next page, you will find two charts that indicate their employment activity over the last reporting period.

Career Service/Exempt



Term-Limited Temporary



2016 Activity Plan

DPD's goal is to continue using best practices in its recruitment and selection efforts, including:

- Distributing all DPD job announcements to the minority bar associations, including the Asian Student Bar Association
- DPD attending job/career fairs at University of Washington and Seattle University
- Continuing 2015 Activities listed above

DEPARTMENT OF PERMITTING AND ENVIRONMENTAL REVIEW

2015 Implementation Activities

The Department of Permitting and Environmental Review (DPER) has two placement goal areas of which one is Female, and the other is Black. They met one of its two placement goal areas by hiring an employee in the Professional Job Group who identifies as Black. DPER has continued its efforts to recruit a diverse pool of candidates as vacancies

become available. In 2015, they expanded their outreach efforts to include additional job networks that have an extended reach into communities of color, women and veterans. These expanded recruitment efforts have included working with the Society of Women Engineers, the Diversity Network – which has an expansive reach into multiple diversity orientated web based job list bulletin boards, and the Veterans Network. In addition, they collaborated with other departments to staff local job fairs that focus on bringing employers and minority job candidates together. While pleased with their expanded recruitment outreach efforts, they realize there is still more to be done.

Most of DPER’s recent job openings have been in technical/professional areas such as engineering, building inspections and building plans review. With the upswing in the housing market many other local jurisdictions are searching for similarly qualified candidates; this has added to the challenge of recruiting and filling vacant positions. In 2015, they began exploring the process for establishing an internship program with local vocational schools, community colleges, and skilled trade associations with the desire to reach minority students who matriculate at these schools. This effort to establish internship opportunities continues into 2016.

This past year DPER also focused on increasing the diversity of their job interview panels. They now make a conscious effort to identify interview teams that represent as broad of a view as possible. Additionally, they include training for the interview panelists into the concepts of interview bias and discuss how to reduce the influence of personal bias during the selection process. Increasing the diversity of their interview panels has had the tangible benefit of enriching the candidate evaluative review conversations that take place at the conclusion of the interview and has provided opportunities for more of their staff to participate in and contribute to the hiring process.

During 2015, their HR group began mapping out the recruiting and hiring process for the purpose of identifying points in the process that may be creating artificial barriers to potential job candidates. They are looking at all steps in the recruitment process including the language used in their job announcements; the qualifications listed as requirements for the job; the materials an applicant must submit to express interest in the job; the interview questions used; as well as interview scheduling. They have asked members of their Equity and Social Justice group assist them in the process and have identified local groups within the African American and Asian communities to talk with to help them identify things they can do differently that will make their recruitment and selection process easier to navigate.

2016 Activity Plan

DPER is excited about the opportunities to increase the diversity of its workforce and anticipates a significant number of position vacancies due to retirements over the next five years. Its HR activities will continue to focus on exploring ways to expand their outreach to and relationships with communities of color while also streamlining hiring processes so that they are less cumbersome for candidates.

DEPARTMENT OF PUBLIC HEALTH

2015 Implementation Activities

The Department of Public Health (DPH) has two placement goal areas of which both are Native American. They did not achieve their placement goal areas. Given the low number of EEO/AA goals, it is difficult for DPH to identify which activities worked over the life of the plan. DPH continues to periodically analyze recruitments to determine where in the hiring process applicants were screened out by race/ethnicity. This has resulted in rewriting job announcements, including community partners in the development of some job announcements and hiring process development,

conducting additional targeted recruitment and in some cases, the revision of screening processes with the goal of eliminating barriers.

DPH requires all interview panels to view the “Countering Bias” video, uses social media to advertise positions, has a robust work-study program, and posts most special duty opportunities and TLT/STT vacancies. Lominger tools were utilized for several high-level recruitments to improve the quality of hiring and reduce unintended barriers in job announcements. Additionally, DPH has provided equity and social justice training to supervisors and incorporated “ESJ Basic” training into the departmental New Employee Orientation.

DPH will continue to implement best practices in hiring, retention and promotion. While there have not yet been any significant changes in the diversity of their workforce through these efforts, anecdotal evidence suggests there is an increased commitment to the principles of Best-Run Government: Employees. Supervisors regularly consult with HR staff on how to counter bias in the employment process and increase the diversity of applicant pools.

There are two innovative practices from 2015 to highlight, both in the Environmental Health Services Division. The first demonstrates that simple changes in approach have the potential change outcomes. The division added language to a job announcement stating that while it was primarily a technical position, a successful candidate would have strong interpersonal, communication, and cultural competence skills. The posting also included the following:

- “...This position also works to improve the delivery of county programs in accordance with King County’s Equity and Social Justice Ordinance through service excellence, financial stewardship, public engagement and maintaining a quality workforce.
- “...The section strives for and values fair and culturally competent service delivery, innovative, effective and efficient application of resources, building a culture of performance and expanding opportunities to seek input, listen and respond to industry and residents.”

The successful candidate from this recruitment shared with the hiring manager that they had been aware of previous opportunities with the department but applied for the position only because of the emphasis on equity and social justice. They wanted to work for an organization that incorporated the principles of equity and social justice into the daily work.

In addition to revising the job announcement, the Environmental Health Services Division has a division Equity and Social Justice work team that has taken on developing an ESJ in Hiring Practices Toolkit for Hiring Supervisors. The toolkit includes information about:

- Advertising
- Language for job announcements
- Guidance for subject matter experts
- Interview panel preparation and advice for using tools such as Skype in the interview, all with an emphasis on countering bias in the process. While the document is still in draft form, it is apparent that it will be a valuable tool that will be shared with all involved in hiring.

The success that the Environmental Health Division has had in hiring for diversity suggests that visibly demonstrating a commitment to cultural competence and equity and social justice in addition to utilizing recruitment and employment practices that counter implicit and explicit bias are necessary for enhancing the diversity of their workforce.

2016 Activity Plan

DPH will continue to review recruitment and employment practices with an ESJ lens evolving its practices with the intention of building on its past successes to reduce the number of placement goal areas for the department.

KING COUNTY ELECTIONS

2015 Implementation Activities

King County Elections has two placement goal areas of which one is Asian Professional and the other is a Female technician. They did not achieve their placement goal areas in 2015. Elections had limited position openings, the four career service positions posted led to three individuals being hired. Of those, hired two new employees were women.

Elections hosted a Disability Awareness Workshop where over forty staff members learned about strategies for insuring their office is a welcoming and inclusive workplace for people with disabilities. Elections held several meetings with the Supported Employee Program Supervisor to discuss best practices and techniques for working with existing staff. This action was meant to foster a better work environment and has resulted in improved communication and performance.

King County Elections is committed to an outreach and engagement strategy for the upcoming key election year of 2016 where we have developed an inclusive voter outreach and engagement work plan and implementation strategy. This timeline based work plan includes new and multiple community engagement strategies (e.g. community ambassadors, partnerships, ethnic media and more) to be piloted in 2016 that collectively aim to reach as many voters from King County's top tier language communities as possible and exceed voter participation numbers.

2016 Activity Plan

In 2016, Elections will be focusing efforts to recruit career service, TLT and potentially STT employees with Korean or Spanish language skills to support their new, enhanced program to increase participation of LES voters. The efforts will use ethnic media, community groups and other avenues to advertise these openings and to create an open dialogue for all employment opportunities current and in the future.

KING COUNTY DEPARTMENT OF INFORMATION TECHNOLOGY

2015 Implementation Activities

King County Information and Technology met their goal of Professionals of Two or More Races, but did not meet their placement goal for Female Technicians. Beginning in 2014 through to the end of 2015, KCIT underwent an internal

reorganization, which aligned staff into workgroups, and sections that reflected the types of services they offer. Examples include desktop support, or application development. Prior to this alignment IT staff were distributed across the county, often aligned with the department they previously supported. During this period, KCIT found it difficult to create workforce plans which include recruitment strategies that were comprehensive instead of one-off hiring processes for the various standalone IT teams.

Identifying recruitment and outreach strategies and over the last several years was an additional challenge for KCIT due to becoming a department and aligning their staff. Analyzing the success or failure of their outreach approaches has added marginal value due to the somewhat hodge-podge nature of their hiring approaches during this period.

Strategies:

Planning the hiring process:

- Creating steps to minimize bias in selection process by developing recruitment plans including the design of questions prior to the introduction of candidates.
- Utilizing Lominger Competencies to provide consistent and unbiased information in job announcements.

Improving the selection process:

- Training their interview panels to identify bias prior to each process by using “Countering Bias” video/discussion.
- Conducting interviews for each position (when possible) in two rounds, one technical and one competency. The technical interview might have a very narrow pool of participants. However, the department gains greater diversity with competency interviews.

Outreach:

- Expanded [LinkedIn](#) use to connect with qualified individuals from target groups including:
 - 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
- Posting jobs on [Dice](#) to connect with qualified individuals from target groups. Dice.com reaches an above average percentage of the internet population of females.

Posting hiring process reviews:

- Developed more efficient ways to analyze candidate reporting and source of applications to improve diversity in the candidate pool. This is a work in progress.

- Reviewed candidate gender and ethnicity information following the Minimum Qualifications review to remove potential bias in the competitive phase, moving more underrepresented candidates forward ensuring equal representation in all candidate pools. This is a work in progress.

2016 Activity Plan

KCIT is looking forward to 2016, beyond as their department matures, and they can begin reviewing their staffing models and develop more comprehensive workforce planning approach to include EEO/AA goal attainment efforts. They are looking at their capacity and prioritizing how to approach and put into action:

- Gain a better understanding of “Workforce Availability Methodology” and “Requisite Skills.” This area may need to be better defined for the technology workforce.
- Partner with ESJ and EEO/AA Committees to obtain recommendations on technical recruiting as well as advising the ESJ and EEO/AA Committees as to KCIT’s plans to receive their support of their efforts.
- Evaluate “Ethnic Diversity in Technology Positions” within their organization compared to other technology organizations such as Apple, Facebook, Google, LinkedIn, Microsoft, and Twitter.

Hiring processes:

- Continue to mature their hiring practices and develop their manager’s skills.
- Create well-qualified interview list, which include interview panel, ESJ, guidelines which demonstrate diversity in interview questions and panels, guarding against unintended bias.
- Continue to develop their candidate analysis and evaluation process of effectiveness.

Outreach:

- Build relationships with associations, community members KCIT believes will be most effective in actively recruiting for technology positions.
- Seek recommendations from employees who are underrepresented regarding good sources of diverse candidates (their alma maters, professional organizations, etc.).
- Utilize student internships or work-study as recruitment tool, specifically in communities of underrepresentation in the KCIT workforce.
- Develop appropriate outreach and activities to effectively recruit 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

2015 Implementation Activities

King County Sheriff's Office met both of their goals of hiring an employee who identified as Native American and an employee who identified as Two or More Races in Administrative Support positions. The KCSO reported 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 the Sheriff created the "Diversity Recruitment Team (DRT)." The 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.

To accomplish this goal the KCSO DRT recommended the following steps:

- Engage the community more to demonstrate the commitment to diversity and gain community support
- Create community outreach committees with diverse representation from the community that the agency serves to comment on community needs and perceptions
- Create diversity committees made up of officers and community members to understand the role of police in the community and to aid in the creation of recruiting methods to increase diversity
- Develop community leaders (and other community resources) to identify potential candidates for recruitment or even as police recruiters
- Reaching out to potential recruits where they "work, worship, and pray"
- Collaboration with other agencies (rather than competition)
- Regional recruiting organization
- Market to "transitional" workers
- Shift the primary recruitment focus from military institutions to local colleges and job fairs that emphasis women and minority recruiting.

In addition to the above-cited steps, the KCSO engaged in the following unique efforts to recruit and hire a diverse work force in 2015:

Giving applicants credit for speaking a second language or community service: Until recently only individuals with military service had 10% added to their final test score if their combined written and oral board score was above the minimum cut off point. The sheriff's office petitioned the Civil Service commission that an extra 10% be added to the 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. It is believed the KCSO is the only police agency in the Northwest that does this.

Northwest Women's Law Enforcement group – This group is new and consists of women who are active duty police and sheriff employees. They meet regularly to share recruiting ideas to target potential female candidates, attend various community events to meet with prospective candidates and believe strongly in 'recruit early, recruit often' by visiting young girls in elementary and middle schools, as well as high schools to grab their attention and have young women begin contemplating a career in law enforcement.

Collaborating with Consolidar, LLC – Consolidar is a large, statewide Hispanic organization that involves myriad activities to develop members of the Hispanic communities in all areas of education and employment. The Sheriff's Office has met with and works closely with its founder, Michael Sotelo, to develop a partnership to attract and hire qualified persons to work in the Sheriff's Office. An example of the partnership includes:

- The King County Sheriff's Office recently hired a Mexican born deputy who came to the US at age 7. He was very wary of police. He eventually met some police officers that left a positive impression on him which instilled the desire to be a police officer. He was forced to leave high school at age 16 to assist a family member. He eventually obtained a GED and is now a King County Sheriff deputy. His story is amazingly compelling and with help from Consolidar, a recruiting video in Spanish is being developed.

Mentoring program – the KCSO is one of the few agencies that have a 'mentoring program'. This initiative pairs an active duty deputy or other employee with a person who has taken the written test and is scheduled to be tested in the oral board examination. The deputy meets with the candidate from time to time, allows them to ride with him or her during shift and is available to answer questions and otherwise discuss careers in law enforcement.

Community based recruiter – the KCSO has teamed with a retired local police agency employee who is recruiting young women and men of color in South King County who she feels would make great sheriff deputies. She does a preliminary interview of the potential recruit and if she feels they would likely qualify she refers them to the chief deputy of the sheriff's office. It is not uncommon for the community recruiter to call and request that a high-ranking official from the Sheriff's Office meet on short notice with the potential recruit. These short notice meetings leave an indelible impression on the potential recruit, showing that KCSO is serious about them and having a diverse work force. The Chief Deputy then later meets with the candidate, introduces them to various employees and if they show interest, they are assigned a mentor.

2016 Activity Plan

Year Up - Puget Sound

The KCSO is applying to Year Up to allow a student to become an intern in the KCSO. The intent of the Year Up partnership program is to provide on-site work training to students who are currently enrolled in the Year Up program, a non-profit experiential training program and a local institution of higher education. Each student receives college credit for the internship and would likely become an ideal candidate for the KCSO. This initiative lasts for 6 months and cost about \$24,700.

Oral board preparation – Most of the candidates have never been exposed to the traditional law enforcement oral board. The KCSO is piloting an initiative to prepare these candidates for such a testing process. They meet with the chief deputy and discuss the general outline of what an average oral board examination consists of. They are coached in body language, eye contact, taking ownership, decision-making and other qualitative and quantitative items. The candidate is then administered a 'mock' oral board where they are presented with questions dealing with life experience, decision making, fundamental problems that confront law enforcement employee and ethics.

