

**CLARK COUNTY  
STAFF REPORT**

**DEPARTMENT:** Human Resources

**DATE:** November 26, 2013

**REQUEST:** Approve the Clark County Equal Employment Opportunity Plan (EEOP) for November 2013 – November 2015, effective December 1, 2013.

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**BACKGROUND**

As a recipient agency of U.S. Department of Justice (DOJ) grants funds, the County is required to maintain an Equal Employment Opportunity Plan (EEOP). The EEOP was last submitted to the DOJ in 2011, and was accepted. An updated plan with effective dates of November 2013 – November 2015 is presented for the BOCC. This plan utilizes 2010 census data which represents a significant change in the labor market data used for comparison purposes. Following approval by the BOCC, other elected officials will be asked to, again, support the county's plan.

**COMMUNITY OUTREACH:**

The EEO plan will be supplemented by a broader, more inclusive Diversity Strategic Plan, which will include internal and external stakeholder outreach.

**BUDGET AND POLICY IMPLICATIONS**

There is no direct budget or policy impact related to the EEOP.

**FISCAL IMPACTS**

Yes (see attached form)

No

**ACTION REQUESTED**

Approve the Clark County Equal Employment Opportunity Plan (EEOP) for November 2013 – November 2015, effective December 1, 2013.

**DISTRIBUTION**

Human Resources

  
\_\_\_\_\_  
Francine Reis  
Director, Human Resources

Approved:   
\_\_\_\_\_  
Steve Stuart, Chair  
CLARK COUNTY  
BOARD OF COMMISSIONERS

NOV 26, 2013 SR 233-13

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ok  
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# **Equal Employment Opportunity Plan Clark County**

**November 2013 through November 2015**

**Electronic copy available at:**

<http://www.clark.wa.gov/hr/documents.html>

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## **1. County Nondiscrimination and Diversity Policies**

### **POLICY 3.0: EQUAL OPPORTUNITY EMPLOYMENT AND HARASSMENT PURPOSE**

Clark County is an equal opportunity employer and prohibits discrimination and harassment based on race, color, religion, creed, sex, national origin, age, marital status, the presence of any sensory, mental, or physical disability, HIV or Hepatitis C status, the use of a trained dog guide or service animal by a disabled person, sexual orientation/gender identity, veteran status or any other status protected by law. This prohibition underscores the County's commitment to provide a work environment free from unlawful discrimination and harassment for its employees, the public it serves and those with whom the County conducts business.

#### **3.1 EQUAL OPPORTUNITY AND NON-DISCRIMINATION**

The County's policy of equal opportunity and non-discrimination extends to all employment-related matters, including hiring, layoffs, promotion, transfer, work assignments, pay, benefits, discipline and training. Any form of discrimination based on race, color, religion, creed, sex, national origin, age, marital status, the presence of any sensory, mental, or physical disability or the use of a trained dog guide or service animal by a disabled person, sexual orientation/gender identity, veteran's status or any other status protected by law is strictly prohibited. In addition, the County supports and promotes the goals and benefits of a diverse workforce in all departments and levels of the organization. The County will strive to encourage and support workforce diversity through a range of activities, to include outreach recruitment to increase the diversity of candidate pools for job openings, monitoring workforce data to address issues of under-representation of protected classes, and appropriate training.

#### **4.0 DIVERSITY POLICY--PURPOSE**

Clark County is committed to increasing the ethnic, cultural and social diversity of its workforce and ensuring that diversity is a key priority of our organization.

**SCOPE:** This policy applies to all employees and individuals engaged in work activities on behalf of the County including regular and project employees, temporaries, contractors, volunteers and members of the public.

Every Clark County employee has an active role and responsibility to:

- Create, establish and maintain an inclusive culture that allows each employee the opportunity to excel;
- Embrace the rich diversity of our organization and the growing diversity of our community; and
- Provide services to the public in a culturally competent manner.

## 2. Workforce and Labor Market Analysis

This plan includes the following: analysis of the county workforce and community labor market; comparisons of 2006, 2008, 2011, 2013 underutilizations; identification of significant 2013 underutilizations; specific objectives related to significant underutilizations; and steps the county will take to achieve such objectives.

The 2013 EEOP used the Portland Primary Metropolitan Statistical Area (PMSA) workforce data base for these job categories: Officials, Professionals-Administrators, Technicians, and Protective Services-Sworn, and Protective Services-Non Sworn. The Portland PMSA is the most accurate comparison because most hires for these positions are from the greater metropolitan regional area, and are willing to travel a reasonable commuting distance for employment. The Portland PMSA is more racially diverse than the Clark County PMSA and requires this plan to be held to a higher level of measurement in the above listed categories.

Clark County is used as the PMSA for the following job categories: Administrative Support, Skilled Craft and Service/Maintenance because the primary hiring is from Clark County. People are less likely to travel from the Portland metropolitan area to fill these positions, thus the local community standard is used.

**Table A**, Labor Market Analysis (next page), is how our workforce compares to the available labor market for each job category by race, ethnicity and gender using 2010 census data. All underutilizations are listed in **Table A**. The data show: no underutilizations in 59% (N=61) of the groups; underutilizations in 41% (N=43) of the groups; and underutilizations from a low of -1% to a high of -11%.

**Table B. 2006-2013 Underutilization Comparison**

Percentages of Underutilization	2006 Number of Groups	2008 Number of Groups	2011 Number of Groups	2013 <sup>1</sup> Number of Groups
2 percent and less	50	29	29	31
3 to 5 percent	6	3	4	8
6 or more percent	3	4	4	4
<b>Total</b>	<b>59</b>	<b>36</b>	<b>37</b>	<b>43</b>

**Table B** compares the 2006, 2008, 2011, 2013 group underutilizations. A group is a job category and race-ethnic-gender comparison. For example, Hispanic or Latino males employed as Technicians is a “group”. In 2006, there were fifty nine categories with underutilization ranging from a low of -2 % to a high of -31.3%. The total number of underutilized groups was reduced from 59 to 43 from the time period of 2006 to 2013 with a range of -1% to a high of -11%. **Appendix F** compares underutilizations by FTE (full time equivalent) employees needed to eliminate all underutilizations. **Table C** includes underutilizations identified as significant (at least 3 or more FTE’s needed to eliminate underutilization).

<sup>1</sup>This EEOP is the first plan to utilize 2010 census data.

Table A. Labor Market Analysis

Job Category	FTE	Male										Female																	
		White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races														
Officials/Admins. Workforce #/%	139	73	52.52%	2	1.44%	3	2.16%	0	0.00%	1	0.72%	1	0.72%	0	0.00%	0	0.00%	0	0.00%	1	0.72%	0	0.00%	0	0.00%	0	0%		
PMSA #/ %		29765	48.30%	1025	1.70%	765	1.30%	105	0.20%	1730	2.90%	70	0.10%	495	0.80%	22945	38.0%	800	1.3%	760	1.3%	95	0.20%	1080	1.8%	20	0.0%	465	0.80%
Utiliz. PMSA %			3%		0%		1%		0%		-2%		1%		-1%		2%		-1%		0%		0%		-1%			-1%	
Professionals Workforce #/%	316	146	46.20%	3	0.95%	3	0.95%	1	0.32%	8	2.53%	2	0.63%	3	0.95%	138	43.67%	1	0.32%	5	1.56%	1	0.32%	3	0.95%	1	0.32%	1	0%
PMSA #/ %		36635	39.70%	1455	1.60%	1220	1.30%	55	0.10%	3405	3.70%	175	0.20%	730	0.80%	40610	44.0%	1640	1.8%	1185	1.3%	185	0.20%	3410	3.7%	70	0.1%	885	1.00%
Utiliz. PMSA %			7%		-1%		0%		0%		-1%		0%		0%		0%		-1%		0%		0%		-3%			-1%	
Technicians Workforce #/%	144	77	53.47%	2	1.39%	2	1.39%	0	0.00%	4	2.78%	0	0.00%	0	0.00%	48	33.33%	5	3.47%	2	1.39%	0	0.00%	2	1.39%	0	0.00%	2	1%
PMSA #/ %		4625	41.10%	145	1.30%	240	2.10%	115	1.00%	455	4.00%	0	0.00%	95	0.80%	4410	38.1%	235	2.1%	155	1.4%	45	0.40%	485	4.4%	25	0.2%	175	1.60%
Utiliz. PMSA %			12%		0%		-1%		-1%		-1%		0%		-1%		-5%		1%		0%		0%		-3%			0%	
Prof. Serv/Sworn Workforce #/%	288	206	77.44%	4	1.50%	6	2.26%	3	1.13%	2	0.75%	1	0.38%	3	1.13%	35	13.16%	0	0.00%	1	0.38%	2	0.75%	0	0.00%	1	0.38%	2	1%
PMSA #/ %		4385	65.70%	195	2.90%	265	4.00%	15	0.20%	165	2.50%	45	0.70%	175	2.80%	1135	17.1%	65	1.0%	30	0.5%	0	0.00%	40	0.6%	15	0.2%	84	1.30%
Utiliz. PMSA %			12%		-1%		-2%		1%		-2%		0%		-1%		-4%		-1%		0%		1%		-1%			-1%	
Prof. Serv/Non-Sworn Workforce #/%	44	22	50.00%	1	2.27%	1	2.27%	0	0.00%	1	2.27%	1	2.27%	0	0.00%	17	38.64%	0	0.00%	0	0.00%	0	0.00%	1	2.27%	0	0.00%	0	0%
PMSA #/ %		220	41.60%	10	1.90%	25	4.70%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	245	46.3%	0	0.00%	0	0.00%	25	4.7%	4	0.8%	0	0.00%	0	0%
Utiliz. PMSA %			8%		0%		-2%		0%		2%		2%		0%		-8%		0%		-5%		2%		-1%			0%	
Admin. Support Workforce #/%	401	25	6.23%	1	0.25%	0	0.00%	0	0.00%	1	0.25%	0	0.00%	0	0.00%	334	83.25%	14	3.49%	5	1.25%	3	0.75%	9	2.24%	3	0.75%	4	1%
Clark #/ %		11400	30.00%	520	1.40%	265	0.70%	30	0.10%	365	1.00%	10	0.00%	140	0.40%	22560	56.3%	1085	2.9%	210	0.6%	80	0.20%	680	1.8%	150	0.4%	415	1.10%
Utilization Clark %			-24%		-1%		-1%		0%		-1%		0%		0%		24%		1%		1%		1%		0%			0%	
Skilled Craft Workforce #/%	101	91	90.10%	3	2.97%	0	0.00%	1	0.99%	0	0.00%	0	0.00%	1	0.99%	5	4.95%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0%
Clark #/ %		9860	80.70%	1055	8.60%	120	1.00%	135	1.10%	110	0.90%	25	0.20%	205	1.70%	500	4.1%	55	0.4%	35	0.3%	15	0.10%	50	0.4%	4	0.0%	10	0.10%
Utilization Clark %			9%		-5%		-1%		0%		-1%		0%		-1%		1%		0%		0%		0%		0%			0%	
Service/Maint. Workforce #/%	79	53	67.09%	3	3.80%	2	2.53%	0	0.00%	0	0.00%	0	0.00%	1	1.27%	20	25.32%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0%
Clark #/ %		14605	37.10%	3565	9.10%	815	2.10%	200	0.50%	885	2.20%	125	0.30%	400	1.00%	14385	36.5%	1875	4.8%	235	0.6%	130	0.30%	1265	3.2%	50	0.1%	488	1.30%
Utilization Clark %			30%		-5%		0%		-1%		-2%		0%		0%		-11%		-5%		-1%		0%		-3%			-1%	
<b>Total</b>	<b>1490</b>																												

• Cells with bold font are underutilizations (see also Appendix A). There are a total of 43 groups with underutilizations. Highlighted fields are areas of significant underutilization.

• See Appendix C for Race and Ethnicity definitions.



**Table C. Significant Underutilizations by  $\geq 3$  FTE (full time equivalent) employees.**

	Males										Females				
	W	H/L	B/AA	AI/AN	Asian	NH/OPI	2 or more races	W	H/L	B/AA	AI/AN	Asian	NH/OPI	2 or more races	FTE Totals
Officials-Administrators					3										3
Professionals		3			3				3			9		3	21
Technicians								9				4			13
Protective Services Sworn		3	5		5		3	10	3			3		3	35
Protective Services Non Sworn								4		*					4
Administrative Support	N/A	4	4		4										12
Skilled Craft		6													6
Service Maintenance		4			*			9	4			*			17
FTE Totals (significant underutilization)		20	9		15		3	32	10			16		6	111

**Notes:**  
 Cells with numerals are significant underutilizations (at least 3 or more FTE's needed to eliminate underutilization, rounded to the nearest 1.0 FTE).  
 \* Minor underutilizations: two or less FTEs needed to eliminate underutilization.  
 Blank Cells: no underutilizations.  
 N/A: Per DOJ guidance, underutilization of white males in administrative support should not be identified as significant.

### 3. Significant Underutilizations

The data was analyzed to determine **significant** underutilizations. These are displayed in **Table C**. Most underutilization would be eliminated by less than one hire or promotion. The areas of significant underutilization are those that would need **3 or more new hires** to eliminate underutilization. Therefore, the significantly underutilized areas are:

- Hispanic or Latino males in the Professionals, Protective Services Sworn, Administrative Support, Skilled Craft, and Service Maintenance categories.
- Black or African American males in the Protective Services Sworn and Administrative Support categories.
- Asian males in the Officials and Administrators, Professionals, Protective Services Sworn, and Administrative Support categories.
- Two or more races male in the Protective Services Sworn category.
- White females in the Technicians, Protective Services Sworn and Non-Sworn, and Service Maintenance categories.
- Hispanic or Latino females in the Professionals, Protective Services Sworn, and Service Maintenance categories.
- Asian females in the Professionals, Technicians, and Protective Services Sworn categories.
- Two or more races female in the Professionals and Protective Services Sworn categories.

In addition to the above specific, significant underutilizations, the county continues to be committed to eliminating all underutilizations. The objectives and action steps that are identified in this plan along with those that will be identified in the Diversity Strategic Plan are targeted at increasing the representation of all races, genders and national origin groups to reflect our community labor market. Therefore we need to continue outreach efforts wherever any underutilization occurs in accordance with the DOJ standards. DOJ grants received by Clark County are outlined in **Appendix E**.

Job category definitions and the county positions included in the eight DOJ job categories are outlined in **Appendix B**.



#### 4. The 2010 Census

This EEOP is the first plan to utilize 2010 census data. The following information is provided as background information:

According to the *2010 Census Brief: Overview of Race and Hispanic Origin*, growth in the minority population occurred in many counties across the nation, with concentrations in the Pacific Northwest, Pacific Southwest, western Arizona, southern Nevada, and areas of the interior West. The examination of racial and ethnic group distributions nationally shows that while the non-Hispanic White alone population is still numerically and proportionally the largest major race and ethnic group in the United States, it is also growing at the slowest rate. During the past 10 years, it has been the Hispanic population and the Asian population that have grown considerably, in part due to relatively higher levels of immigration.

Additional notable trends presented in the report included that the Black population, the second-largest major race group, did experience growth over the decade; however, it grew at a slower rate than all other major race groups except for White. Racial classification issues continue to persist among those who identify as Hispanic, resulting in a substantial proportion of that population identifying as Some Other Race.

People reporting more than one race was another fast-growing population and made up large proportions of the American Indian and Alaska Native population and Native Hawaiian and Other Pacific Islander population. Geographically, there are a number of areas, particularly in the South and West that have large proportions of minorities, which also grew considerably between 2000 and 2010.

Overall, the U.S. population has become more racially and ethnically diverse over time. Throughout the decade, the Census Bureau will release additional information on race and Hispanic origin population groups, which will provide more insights to the nation's racial and ethnic diversity.

According to the 2010 Census, Clark County's total population is 425,363. Minority population percentages are: Hispanic or Latino: 7.6%, Asian: 4.1%, two or more races: 4%, Black or African American: 2%, American Indian and Alaska Native .9%, and Native Hawaiian and Pacific Islander .6%. Currently, Clark County government's comparable employee percentages are: Hispanic or Latino: 2.6%, Black or African American: 2.1%, Asian: 2.1%, two or more races 1%, American Indian and Alaska Native .8% and Native Hawaiian and Pacific Islander .6%.

Clark County's workforce diversity has increased from 7.7% in 2006 to 9.5% in 2013.

## 5. 2013 Objectives

The objectives are based on all the areas of underutilizations identified as a result of the comparisons of the relevant community labor force for each job category and protected groups. These are written in accordance with guidance and examples provided by the DOJ for EEO Plans.

1. To encourage equal employment opportunities for White females in these job categories: Technicians, Protective Services Sworn and Non-Sworn, and Service-Maintenance.
2. To encourage equal employment opportunities for Hispanics or Latinos in these job categories: males in Professionals, Protective Services Sworn, Administrative Support, Skilled Craft and Service Maintenance categories; and females in Officials and Administrators, Professionals, Protective Services Sworn and Service Maintenance.
3. To encourage equal employment opportunities for Asians in these job categories: males in Officials and Administrators, Professionals, Technicians, Protective Services Sworn, Administrative Support, Skilled Craft, and Service Maintenance; and females in Officials and Administrators, Professionals, Technicians, Protective Services Sworn and Non-Sworn, and Service Maintenance.
4. To encourage equal employment opportunities for Black or African American in these job categories: males in Technicians, Protective Services Sworn and Non-Sworn, Administrative Support and Skilled Craft; and females in the Protective Services Non-Sworn and Service Maintenance.
5. To encourage equal employment opportunities for two or more races in these job categories: males in the Officials and Administrators, Technicians, Protective Services Sworn and Skilled Craft; and females in the Officials and Administrators, Professionals, Protective Services Sworn and Service Maintenance.
6. To encourage equal employment opportunities for American Indian or Alaska Native males in the Technicians and Service Maintenance categories.
7. To encourage equal employment opportunities in all County job categories.
8. Develop and disseminate the Clark County Diversity Strategic Plan for 2014-2016 which will outline the specific steps and actions to be taken to attain these objectives.

## 6. Dissemination of Plan

### A. Internal Dissemination:

1. The EEO and Diversity policy is included in the Human Resources Policy Manual made available to all employees on the Intranet and within their departments. Elements of these policies are communicated to employees during the initial new employee orientation and periodically through standard employee communication processes.
2. The county's commitment to EEO is presented as part of our orientation program for new employees.
3. The EEO policy and discrimination complaint process will be published annually in the Clark County employee newsletter and is accessible on Clark County's internet and intranet.
4. The intent of the EEO policy and individual responsibility for the implementation of the county policy will be discussed periodically at department head staff meetings.
5. State and federal EEO notices will be posted on bulletin boards throughout the county.
6. Records of EEO applicant flow data for all positions are monitored and appropriate annual reports made to elected officials/department heads.
7. The importance of complying with Federal EEO regulations will be discussed annually and communicated in writing with union officials to secure their understanding and cooperation. A nondiscrimination clause is included in union contracts. All contractual provisions will be reviewed to ensure they are nondiscriminatory.

### B. External Dissemination:

1. All employment opportunity announcements contain the message: "Equal Opportunity Employer." Prospective employees will be notified that they may obtain a copy of the EEOP on request.
2. The Clark County application is periodically reviewed to determine compliance with the latest state and federal EEO regulations to ensure each applicant is provided the maximum opportunity to present her/his related qualifications.
3. Recruiting sources, including minority and female organizations, are informed annually in writing of Clark County's EEO policy and commitment. The list of recruiting contacts will continue to be reviewed annually to determine their effectiveness in referring a diversity of qualified applicants. Suggestions of additional sources are welcome (see **Appendix D** for outreach groups).

4. Annually, meet with Temporary agencies to review the EEO policy and plan.
5. The Clark County EEO policy statement is included in recruiting material.
6. At the request of the Board of County Commissioners, public work sessions will be held with the Board of County Commissioners biennially to review the county's EEOP progress and results and reinforce the county's commitment as an Equal Opportunity Employer.
7. Clark County will strive to do business with minority-and women-owned business enterprises, as allowable by law, in an effort to diversify our contractual base. All requests for bid and request for proposals include contractual language addressing EEO requirements. The county will advertise bid opportunities with the Oregon Association of Minority Entrepreneurs which serves the greater Portland/Vancouver area. County bids for federally funded projects will include nondiscrimination requirements in the selection of subcontractors and encourage prospective prime contractors to affirmatively solicit quotes from sub-contractors who are Disadvantaged Business Enterprises.
8. The county will be represented at recruitment functions, meetings of community groups, local schools, colleges, and training programs, reasserting the county's commitment to the Equal Employment Opportunity Plan.
9. The county will identify and participate in job fairs and other recruitment functions that will assist in reaching potential applicants for positions including those for which significant underutilization has been identified.
10. The County's Contracting Office will provide written notice to all vendors and contractors that they may obtain a copy of the County's EEOP on request.
11. Bound copies of the EEOP will be sent to the County Public Library so that copies may be put on display in the Main Library and in the reading rooms of neighborhood libraries throughout the County.
12. Electronic copies of the EEOP will be posted on the county internet and intranet.

**Appendix A. Underutilization Summary**  
(See Table A for display)

**Officials/Administrators Underutilization**

Asian Males	2%
Two or More Races Males	1%
Hispanic or Latino Females	1%
Asian Females	1%
Two or More Races Females	1%

**Professionals Underutilization**

Hispanic or Latino Males	1%
Asian Males	1%
Hispanic or Latino Females	1%
Asian Females	3%
Two or More Races Females	1%

**Technicians Underutilization**

Black or African American Males	1%
American Indian or Alaska Native Males	1%
Asian Males	1%
Two or More Races Males	1%
White Females	6%
Asian Females	3%

**Protective Services Sworn Underutilization**

Hispanic or Latino Males	1%
Black or African American Males	2%
Asian Males	2%
Two or More Races Males	1%
White Females	4%
Hispanic or Latino Females	1%
Asian Females	1%
Two or More Races Females	1%

**Protective Services Non-Sworn Underutilization**

Black or African American Males	2%
White Females	8%
Black or African American Females	5%
Asian Females	1%

**Administrative Support Underutilization**

Hispanic or Latino Males	1%
Black or African American Males	1%
Asian Males	1%

**Skilled Craft Underutilization**

Hispanic or Latino Males	6%
Black or African American Males	1%
Asian Males	1%
Two or More Races Males	1%

**Service/Maintenance Underutilization**

Hispanic or Latino Males	5%
American Indian or Alaska Native Males	1%
Asian Males	2%
White Females	11%
Hispanic or Latino Females	5%
Black or African American Females	1%
Asian Females	3%
Two or More Races Females	1%

## Appendix B. Job Categories Definitions

**Officials/Administrators: occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.** Clark County classifications include: Accounting Manager; Accounting Supervisor; Administrative Services Mgr I, II and III, Assessor; Budget Manager; Chief Deputy; Chief Appraiser; Chief Building Official; Chief Civil/Criminal PA; Chief Deputy Prosecuting Attorney; Chief Deputy Sheriff-Prof Service; Children's Justice Center Manager; County Administrator; County Assessor; County Auditor; County Clerk; County Commissioner; County Engineer; County Prosecuting Attorney; County Sheriff; County Treasurer; Department Finance Manager; Deputy County Clerk; Deputy Treasurer; Deputy Public Health Director; Development Services Manager; Director Community Services; Director, Community Development; Director, Community Planning; Director, Environmental Services; Director, Finance; Director, General Services; Director, Human Resources; Director, Pub Info & Outreach; Director, Public Health; Director, Public Works; District Court Administrator; District Court Commissioner; District Court Judge; Engineering Division Manager; Engineering Services Manager I, II, and III; Equipment Maintenance Supervisor; Facilities Management Manager; Financial Program Manager I and II; Fire Marshal; Fleet Supervisor; Food Services Manager; GIS Coordinator; GIS Manager; Health Officer; Health Officer Administrator; Information Tech Supervisor; Information Technology Manager I, II, and III; Juvenile Court Services Administrator; Juvenile Probation Supervisor; Medical Examiner; Office Manager; Operations Manager, Public Works; Operations Review Manager; Operations Superintendent; Print Shop and Mailroom Supervisor; Program Manager I, II, and III; Prosecuting Attorney's Administrator; Purchasing Manager; Records Officer; Superior Court Administrator; Superior Court Commissioner; Under Sheriff; Wastewater Operations Manager.

**Professionals: occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.** Clark County classifications include: Accountant; Accountant, Senior; Appraisal Systems Analyst; Assessment & Levy Specialist; Assessment Specialist; Buyer; Capital Programming Specialist; Capital Programming Specialist, Sr; Capital Project Manager I, II, and III; Case Manager I; Commercial Appraiser Spec; Communication Specialist; Communications Specialist, Sr; Corrections Counselor; Corrections Counselor, Lead; Current Use Appraiser; Database Administrator; Database Administrator, Princ; Database Administrator, Sr; Deputy Prosecuting Attorney I and II; Deputy Prosecuting Attorney, Sr; Diversion Counselor; Economic Development Manager; Engineer I, II, and III; Environmental Health Specialist I, and II; Epidemiologist; Family Court Svcs Coordinator; GIS Analyst; Graphics Communication Spec; Health Educator I, and II, HIV / AIDS Specialist; Human Resources Rep, Assoc; Human Resources Rep, Ass't; Human Resources Rep, Senior; Human Resources Representative; Indigent Defense Coordinator; Industrial Appraiser; Management Analyst; Management Analyst, Senior; Natural Resources Spec I, II, and III; Network Administrator; Network Administrator, Lead; Network Administrator, Princ; Network Administrator, Sr; Nurse Practitioner; Nutritionist; Oral Health Specialist; Personal Prop Auditor App II, III, and IV; Planner I, II, and III; Planner, Senior; Policy

Analyst, Senior; Policy Assistant; Policy Assistant, Sr; Program Coordinator I, and II; Project Accounting Manager; Project Coordinator; Public Health Nurse I, and II; Real Property Agent I, II, and III; Real Property Appraiser I, II, III, and IV; Sales Analyst Statistician; Social Worker/Case Mgr II; Solids Program Coordinator; Staff Assistant; Systems Administrator; Systems Administrator, Princ; Systems Administrator, Sr; Traffic Engineer; Sustainability Specialist

**Technicians: occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.** Clark County classifications include: Autopsy Assistant; Building Inspector I, II, and III; Building Inspector, Leadworker; Code Enforcement Officer; Community Health Worker; Dept Info Systems Coord I, and II; Dept Web / Publications Coord; Design Drafter; Electronic Home Confid. Tech; Engineering Technician; Engineering Technician, Ass't; Engineering Technician, Sr; Fire Inspector I, and II; GIS Technician I, II, and III; Laboratory Analyst; Land Records Technician I, and II; Land Records Technician, Lead; Medical Assistant; MIS Coordinator; Nutrition Assistant; Nutrition Technician; Offender Industries Tech I, II and III; Permit Technician; Permit Technician, Assistant; Permit Technician, Lead; Planning Technician I, and II; Plans Examiner; Plans Examiner, Leadworker; Plans Examiner, Senior; Programmer Analyst; Programmer Analyst, Princ; Programmer Analyst; Sr; Programmer/Analyst Technician; Rehabilitation Specialist; Rehabilitation Specialist; Sr; Research Assistant; Technical Services Analyst; Technical Support Spec; Princ; Technical Support Spec; Sr; Technical Support Specialist 1;2; and 3; Traffic Control Technician; Traffic Signal Technician; Traffic Signal & Engineering Operations Lead; Traffic Signal Technician; Sr; Utility Coordinator; Weed Management Field Inspect; Weed Mgmt Field Inspect; Lead;

**Protective Services Sworn: occupations in which workers are entrusted with public safety, security and protection from destructive forces and who are sworn officers.** Clark County classifications include: Chief Deputy Sheriff – Civil; Chief Deputy Sheriff – Jail; Chief Deputy Sheriff - Asst; Chief Deputy Sheriff-Criminal; Commander – Enforcement; Commander - Custody; Custody Officer; Custody Sergeant; Deputy Fire Marshal; Deputy Fire Marshal, Asst.; Sr; Deputy Sheriff I; and II; Juvenile Probation Counselor; Sergeant.

**Protective Services Non-Sworn: occupations in which workers are entrusted with public safety, security and protection from destructive forces who are non-sworn officers.** Clark County classifications include: Animal Control Officer; Crime Analyst; Juvenile Detention Leadworker; Juvenile Detention Officer; PA Investigator

**Para-Professionals: occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status.** Clark County classifications include: Elections Coordinator; Juvenile Services Associate; Family Assistance Specialist; Medical Examiner Investigator; Victim Advocate; Financial Investigator; Financial Investigator; Asst; Civil Division Supervisor; Sheriff's Support Spec Supervisor; Sherriff's Training Safety/Health Officer; Buyer; Assistant; Clerk to the Board; Corrections Program Associate; Delinquent Tax Collector;



Legal Assistant; Office Supervisor; Pet License Officer; Program Assistant; Real Property Assistant.

**Administrative Support: occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.** Clark County classifications include: Accounting Assistant I; II; and III; Administrative Assistant; Assistance Specialist; BOCC Administrative Assistant; Cadet; Central Stores Assistant; Clerks Judicial Proceedings Specialist; Court Assistant I; II III; Court Assistant, Senior; Environmental Health Assistant; Executive Assistant; Grants Accounting Specialist; Information Tech Assistant; Inventory Specialist; Judicial Assistant; Legal Secretary I, and II; Legal Specialist; License Specialist I and II; License Specialist, Senior; Logistics Assistant; Office Aide; Office Assistant I, II and III; Office Assistant, Senior; Payroll Analyst; Property Technician; Sheriff's Acctg Spec I, II, and III; Sheriff's Support Spec I, II,; and III; Shop Assistant; Supply Officer.

**Skilled Craft: occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.** Clark County classifications include: Equipment Assistant; Equipment Technician I; Equipment Technician II/Ldwkr; Equipment Technician, Apprentice; Facilities Maintenance Spec, Lead; Facilities Maintenance Specialist; Grounds Maintenance Crew Chief; Heavy Equipment Operator; Highway Maintenance Crew Chief; Highway Maintenance Specialist; Industrial Electrician; Offset Press Operator; Service Writer; Wastewater Maintenance Leadworker; Wastewater Maintenance Tech I, and II; Wastewater Operations Ldwkr.

**Service/Maintenance: occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery.** Clark County classifications include: Custodial Aide; Custodian; Facilities Maintenance Helper; Facilities Maintenance Worker; Food Services Coordinator; Food Services Coordinator, Sr; Grounds Maintenance Specialist; Grounds Maintenance Worker; Highway Maintenance Worker; Jail Industries Coordinator; Jail Industries Supervisor; Offender Crew Chief; Offender Crew Chief, Lead; Parks & Vegetation Specialist; Wastewater Operator I, II, and III; Weed Control Technician.

## **Appendix C. Race and Ethnicity Definitions**

(Definitions by US Department of Justice, DOJ, effective 2008)

"White" (Not Hispanic or Latino): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

"Black" or "African American" (Not Hispanic or Latino): All persons having origins in any of the Black racial groups of Africa.

"Asian" (Not Hispanic or Latino): All persons having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent. For example, China, Japan, Korea, Vietnam, Thailand, Cambodia, and the Philippine Islands.

"Native Hawaiian" or "Other Pacific Islander" (Not Hispanic or Latino): All persons having origins in any of the original peoples of Hawaii, Guam, Samoa or other Pacific Islands.

"American Indian" or "Alaskan Native" (Not Hispanic or Latino): All persons having origins in any of the original peoples of North and South America, and who maintain cultural identification through tribal affiliation or community recognition.

"Two or More races" (Not Hispanic or Latino): All persons who identify with more than one of the above five races.

"Hispanic" or "Latino": All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

## Appendix D. Outreach Recruitment List

These organizations have expertise in sourcing and recruiting diverse applicants. They will receive information about position openings with Clark County during 2013-15.

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Action Vocational Resources  
Affiliated Tribes, NW Indians  
Asian Family Center, Portland  
Asian Pacific American Community and Support Association  
Better People, OR (employment counseling)  
Black Entrepreneurs of Clark County  
Capital Career Center  
Central City Concerns Jobs  
Children's Home Society of WA  
Clark Co Vocational Skills Center  
CorCare (Preferred provider - health care)  
Cowlitz Co – Human Resources  
DePaul Treatment Centers, Inc.  
Dept. of Community Corrections  
Diversity Advisory Committee, Clark County  
Diversity Council, WSU Vancouver  
Department of Social and Health Services  
Employment Security Department, Washington State  
Filipino American Assoc. of Vancouver & Vicinity  
Goodwill Industries  
Goodwill Placement Service – Portland  
Hispanic Metropolitan Chamber, Portland  
Hispanic Access Center, Portland  
IRCO (Immigrant and Refugee Community Organization)  
Job Developers  
Kitsap County Personnel Department  
Latino Resource Group  
League of United Latin American Citizens (LULAC), Clark County Chapter  
Metro Community Church-Job Bank  
Mid-Willamette Job Council Employment Counselor  
Multicultural Community Services, Vancouver  
MOSAIC (Univ. of WA Listserv for diverse applicants)  
NAACP  
North County Family Resource Center  
Northwest China Council, Portland  
NWEEO/Affirmative Action Association, Portland  
Oregon Association of Minority Entrepreneurs  
Oregon Commission on Asian Affairs  
Oregon State Employment Division  
Partners in Diversity, Portland  
Private Colleges in the region (where student diversity meets or exceeds that of Clark County: 15.6%), such as: College of Legal Arts; Linfield; Pacific; Concordia; Reed; University of Portland; Willamette; Antioch-Seattle; Seattle University;

Heritage College; University of Puget Sound; and St. Martin's College.  
Russian Chamber of Commerce, Portland  
Private Industry Council – Clark County  
Private Industry Council - NE Employment & Training Center  
Public colleges in the region, such as: Portland Community College; Chemeketa  
Community College; Clackamas Community College; Clark College; Lower  
Columbia College; Mt. Hood Community College Workforce Connections; Portland  
State University; OR State University; and WSU-Vancouver  
St. John's Evangelist Catholic Church (recruitment fairs)  
SE Works Neighborhood Jobs Center  
St. Vincent DePaul Rehab.  
State of Oregon  
Steps to Success East  
Steps to Success North  
Stevenson Job Service  
Stonebridge Rehab.  
SW WA PIC Worksource West Vancouver  
Transition Project Clark Center  
Urban League Urban Plaza Employment Coordinator  
Vancouver Chinese Association  
Veteran Organizations: i.e., US Dept of Veterans Affairs, OR and WA Dept. of Vet.  
Affairs & National Guard Transition Assistance Programs, Veteran Career Network,  
Veteran's Affairs Desk, WSU, etc.  
Vocational Rehab Dept- Oregon & WA  
Vocational Rehab Division – Milwaukie  
WA State Employment Security Dept – Vancouver Town Plaza  
Western WA University Career Services Center  
Work Force Dynamics  
Youth Employment Institute  
YWCA Diversity Task Force, Vancouver

**Appendix E. Dept of Justice Grants for the Year Ended December 31, 2012**

<b>Federal Program Name</b>	<b>CFDA Number</b>	<b>Contract #</b>	<b>Total</b>
Domestic Cannabis Eradication/Suppression	16.000	C120803FED	\$ 13,858
Juvenile Accountability Block Grants	16.523	0663-98255-08	\$ 25,656
Juvenile Justice and Delinquency Prevention_Allocation to States	16.540	I-600-00712	\$ 5,000
		I-300-00512	\$ 20,580
		I-501-00612	\$ 3,562
Missing Children's Assistance	16.543	Agreement	\$ 10,000
Crime Victim Assistance	16.575	S11-31119-313	\$ 89,844
Drug Court Discretionary Grant Program	16.585	2010-DC-BX-0097	\$ 108,542
		2012-DC-BX-0100	\$ 2,325
Violence Against Women Formula Grants	16.588	F11-31103-073	\$ 32,285
State Criminal Alien Assistance Program	16.606	2012APBX0331	\$ 39,900
Bulletproof Vest Partnership Program	16.607	2012-BO-BX-12061228	\$ 2,320
Public Safety Partnership and Community Policing Grants	16.710	WSMI-10104	\$ 10,855
Edward Byrne Memorial Justice Assistance Grant Program	16.738	2010-DJ-BX-0198	\$ 4,134
		2011-DJ-BX-2298	\$ 3,229
		M11-34021-006	\$ 71,100
		M12-34021-006	\$ 88,134
Paul Coverdell Forensic Sciences Improvement Grant Program	16.742	F09-34024-001	\$ 5,210
Edward Byrne Memorial Competitive Grant Program	16.751	2010-DD-BX-0023	\$ 38,664
Recovery Act - Edward Byrne Memorial Justice Assistance Grant (JAG) Program/Grants to States and Territories	16.803	F09-34721-706	\$ 13,385
Recovery Act - Edward Byrne Memorial Justice Assistance Grant (JAG) Program/Grants To Units of Local Government	16.804	2009-SB-B9-1974	\$ 74,778
Recovery Act - Edward Byrne Memorial Competitive Grant Program	16.808	2009-SC-B9-0139	\$ 173,227
		Staff Report No. 048-10	\$ 67,886
<b>TOTAL</b>			<b>\$904,474</b>

**Appendix F. 2013 Comparison by Year (Underutilizations)  
by FTE<sup>1</sup> employees (includes all protected groups: race, ethnicity and gender)**

<b>Job Categories</b>	<b>2006</b>	<b>2008</b>	<b>2011</b>	<b>2013<sup>2</sup></b>
<b>Officials-Administrators</b>				
N= (new category) (2006)	16			
N=162 (2008)		8	7	8
N=143 (2011)				
N=139 (2013)				
<b>Professionals</b>				
N=360 (2006)	21	12	7	
N=394 (2008)				
N=344 (2011)				
N=316 (2013)				22
<b>Technicians</b>				
N=400 (2006)	108			
N=186 (2008)		33	25	
N=141 (2011)				
N=144 (2013)				19
<b>Protective Services</b>				
Officials N=18 (2006)	9			
Patrol N=107 (2006)	52			
<b>Protective Services (new categories)</b>				
Sworn N=299 (2008)		18	21	
Non-Sworn N=57 (2008)		7	7	
Sworn N=272 (2011)				
Non-Sworn N=48 (2011)				
Sworn N=266 (2013)				35
Non-Sworn N=44 (2013)				7
<b>Office Clerical-Admin. Support</b>				
N= new category (2006)	16			
N=466 (2008)		13	12	
N=402 (2011)				
N=401 (2013)				12
<b>Skilled Craft</b>				
N=122 (2006)	13	12	6	
N=106 (2008)				
N=93 (2011)				
N=101 (2013)				9
<b>Service Maintenance</b>				
N=62 (2006)	9	17	16	
N=86 (2008)				
N=78 (2011)				
N=79 (2013)				23
<b>Total</b>	<b>244</b> (out of 1,697 FTEs)	<b>120</b> (out of 1,756 FTEs)	<b>101</b> (out of 1,521 FTEs)	<b>135</b> (out of 1,490 FTE's)

<sup>1</sup> FTE: full-time equivalent employees includes protected groups as defined by the DOJ. This chart only considers underutilization and does not account for where overutilization in protected status categories exists to counter balance combined percentages used.

<sup>2</sup> Data is based upon the 2010 census update.