



**WASHINGTON COUNTY**  

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**OREGON**

**AFFIRMATIVE ACTION PLAN AND REPORT**

July 2009 – June 2011



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# **SUMMARY OF PLAN, CURRENT WORK FORCE INFORMATION AND OBSERVATIONS, AND PROPOSED 2009 ACTIVITY**

Washington County strives to maintain a diverse employee population that reflects the composition of the county's general population. The county's approach to this is to: 1) use recruitment practices that comply with all laws, rules and regulations; 2) apply all rules and policies even-handedly without regard to protected-group status; 3) provide reasonable accommodation; and 4) educate others about the county's affirmative action plan and associated policies and complaint procedures.

The County Personnel Rules and Regulations were revised July 1, 2008. The Rules include a comprehensive statement in Article 12 that reaffirms the county's commitment to affirmative action. The Article applies to employees in classified, unclassified and civil service exempt positions; and, elected officials.

## **ARTICLE 12**

### **EQUAL OPPORTUNITY EMPLOYER**

#### **Statement of Philosophy**

Washington County's policy affirms our belief in the value of all employees and a respect for the differences among people. Washington County is committed to providing a productive work environment for employees, and application processes for applicants that is fair, positive, respectful of each person's dignity and free from all forms of illegal discrimination or harassment. The goal of the county is to provide an environment that supports employees so that they may realize their full potential. Washington County values all diverse backgrounds, experiences, special abilities and characteristics that employees bring to the organization.

#### **12.1 Policy Statement**

It is the policy of Washington County to be fair and impartial in all of its relations with employees or applicants for employment, and to adhere to the principles of equal employment opportunity and affirmative action.

#### **Affirmation of Policy**

The Washington County Board of Commissioners hereby reaffirms its official policy of non-discrimination towards any qualified employee or applicant for employment. Discrimination on the basis of race, gender, gender identity, religion, national origin, age, source of income or economic status, disability, disabled or Vietnam era veteran status, sexual orientation, or marital status is prohibited by all employees of Washington County (except where there are bona fide occupational qualifications). This policy will apply, but not be limited to recruitment, promotion, hiring, layoff, termination, demotion, classification, transfer, rates of pay, benefits, training, or other forms of compensation, use of facilities, social and recreational programs, and other terms, conditions and privileges of employment for all job classifications. All Personnel Actions will be administered in accordance with this policy. This policy shall be made available to all county employees and to all affected members of the community and relevant labor markets.

The Board of Commissioners hereby directs that a county Affirmative Action Plan be established and directed by the Human Resources Manager. The Human Resources Manager shall design, implement and monitor internal audit and reporting systems to measure the program's effectiveness, determine where progress has been made, and where further action is needed. This Affirmative Action Plan is adopted and implemented in good faith, in reliance upon, and in conformance with the Equal Employment Opportunity Commission Guidelines on Affirmative Action set forth in 29 CFR Part 1608 and Section 7 13(b)(1) of the Civil Rights Act of 1964.

The county recognizes that it is insufficient to proclaim opposition to discrimination; therefore, the county takes initiative and affirmative action to achieve the status of an equal opportunity employer.

## **12.2 Affirmative Action Plan**

The Washington County Affirmative Action Plan and accompanying departmental plans, as adopted by the Board of Commissioners, are included and by reference incorporated herein.

## **12.3 Responsibility**

The Board of County Commissioners delegates the final responsibility for the administration of the Affirmative Action Plan to the County Administrator. The County Administrator is responsible for recommending necessary changes in the policies and procedures to effectively meet the goals and timetables of the program.

The County Administrator, appointing authorities and supervisors are responsible for supporting and participating in the implementation of the Affirmative Action Plan.

## **12.4 Responsibility of the Civil Service Commission on Affirmative Action**

### **12.4.1 Affirmative Action Plan**

The Board of County Commissioners designates the Civil Service Commission as an affirmative action advisory committee to evaluate the affirmative action program and recommend changes when appropriate.

Following are the responsibilities of the Civil Service Commission with regard to the Affirmative Action Plan:

- 1) Evaluate the affirmative action program in terms of effectiveness, and
- 2) Provide active support for the principles of Equal Employment Opportunity and Affirmative Action in the community and with county employees.

### **12.4.2 Appeal of Alleged Discriminatory Action**

If an employee or a candidate for appointment to a position with the county feels that their civil rights in employment have been violated, they shall file a written appeal to the Human Resources Manager. Procedures for filing a complaint are contained in Appendix A (*of the Revised Personnel Rules*).

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## REVIEW OF WORKFORCE DEMOGRAPHICS

The Washington County workforce has about equal numbers of men and women. Men outnumber women in the officials and administrators, technicians, protective services workers, skilled craft workers, and service-maintenance workers occupational groups. Women outnumber men in the professional, paraprofessional, and administrative support groups.

A comparison of the county work force with the county's general population shows that:

- The county is reaching all sectors of the local labor market with employment information.
- Men and women do not apply in equal numbers for all jobs, even though recruitment materials are not gender-biased.

A review of recruitment statistical data on gender shows that:

- The percentage of women in the Officials and Administrators occupational group is lower than the percentage of women applicants for these jobs.
- The percentage of males working in the professional, paraprofessional, and administrative support occupational groups is lower than the percentage of male applicants for these jobs.

A comparison of applicants' race and county employees' race shows that:

- The county regularly attracts more minority applicants than are found in the surrounding population.
- With the exception of officials and administrators and technicians, the county regularly attracts fewer white applicants than are found in the surrounding population (note - this may be a result of undercounted white applicants attributed to unknown race.)
- In five out of eight occupational groups, the white county work force exceeds the percentage of white job applicants. Whites are notably underutilized in only the: service maintenance, administrative support, and paraprofessional occupational groups.

The average age of the county's work force is about ten years older than the county population's.

- Analysis of age data indicates that the county provides equal employment opportunity regardless of age.

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## RECOMMENDED ACTIONS

1. Incorporate measures in the Affirmative Action Plan report that allow a reader to evaluate the impact of plan components over time (Graphs and Tables).
2. Survey women in the officials and administrators occupational group and ask them where they saw barriers in the recruitment process.
  - Performance Measure – Survey results and analysis available for 2010 Affirmative Action Plan report.
3. Survey men in the professional occupational group and ask them where they saw barriers in the recruitment process.

- Performance Measure – Survey results and analysis available for 2010 Affirmative Action Plan report.
  - Do further research to find out if the higher incidence of white employees is the result of a higher success rate in probation or some other factor.
  - Performance Measure - Research completed and proposal to improve recruitment retention of minority employees available for review in the 2010 Affirmative Action Plan report.
4. Continue to educate new employees, supervisors and managers about the program and their responsibilities.
    - Performance Measure – Percent of new employees who complete New Employee Orientation within 30 days of hire will be reported in the 2010 Affirmative Action Plan report.
    - Supervisor Training will be offered in 2009.
    - Harassment Prevention Program will rollout in 2009.
  5. Monitor affirmative action related data with the newly implemented Recruitment System, NeoGov. (See Appendix A for Recruitment Procedures)
    - Performance Measure – NeoGov will produce the statistical data on recruitment for the 2009 Affirmative Action Plan report.
  6. Revise Washington County policy to require that the Human Resources Manager be advised of all employment-related complaints and grievances. Responsible county entities will continue to promptly and thoroughly investigate complaints of harassment and discrimination, and continue to take effective corrective actions where complaints are substantiated.
    - Performance Measure – Policy guidance created and implemented so that the 2010 Affirmative Action Plan report can account for complaints that relate to Plan operations.
  7. Continue to administer leave programs (FMLA/OFLA, Parental Leave, Military Leave, and other leaves described by county policy or collective bargaining agreements) without regard for the protected group status of employees.
    - Performance Measure – 2010 Affirmative Action Plan report will provide data on protected leave requests: number of requests, type of leave used, employee complaints related to protected leave and outcome.
  8. Continue to administer pay and benefits as prescribed by county policies or collective bargaining agreements without regard to the protected group status of employees.
    - Performance Measure – 2010 Affirmative Action Plan report will include statistical analysis of pay by tenure with the county, race, and gender.
  9. Continue to provide reasonable accommodation to employees and applicants for employment.
    - Performance Measure – The 2010 Affirmative Action Plan will provide a summary of request for accommodation and the results, including the results of appeals.

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## **BACKGROUND AND REPORT DETAIL**

### **AFFIRMATIVE ACTION PROGRAM GOALS**

Revised Personnel Rules and Regulations Article 12.1 states, “It is the policy of Washington County to be fair and impartial in all of its relations with its employees and applicants for employment and to adhere to the principals of equal employment opportunity and affirmative action.”

Specifically, the county’s plan objectives include:

- Maintain an environment free of discriminatory practices against any protected group.
- Provide reasonable accommodation for applicants for employment and employees with disabilities removing artificial barriers to employment or access to public services through reasonable accommodation.
- Administer pay and benefits as required by law.
- Train and inform new employees about county policies and personnel rules and regulations that prohibit harassment of protected groups.
- Train and inform management and supervisory staff about their responsibilities in providing equal employment opportunities.
- Identify underutilized protected classes and take affirmative steps to recruit and retain protected class employees.
- Advise employees and applicants for employment of their rights and how to file complaints.
- Investigate all claims of discrimination in employment and take prompt effective remedial action if discrimination is shown to exist.

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## **DIVERSE ENVIRONMENT**

Washington County’s policy affirms our belief in the value of all employees and a respect for the differences among people. Washington County is committed to providing a productive work environment for all employees, and application processes for applicants that is fair, positive, respectful of each person’s dignity and free from all forms of illegal discrimination or harassment. The goal of the county is to provide an environment that supports employees so that they may realize their full potential. Washington County values all diverse backgrounds, experiences, special abilities and characteristics that employees bring to the organization.

### **Race**

- Recruitment materials and job advertising will be distributed to all races and ethnic groups in the county, and will be designed and presented so as to provide an equal opportunity to compete for positions regardless of race or ethnic background.
- Recruitment announcements and selection materials will focus on job requirements.
- Materials will demonstrate that position requirements are related to the job’s duties so that no race or ethnic group has an unfair competitive advantage in competition for open jobs.

## **Gender**

- Recruitment materials and job advertising will be gender neutral, and demonstrate that job requirements are related to the job's duties and that qualified applicants of any gender have an equal opportunity to compete for openings.
- Washington County will not use gender or family status as a determinant in employment opportunities, total compensation, hours, or other conditions of employment.
- Sexual harassment of employees and applicants for employment or promotion is prohibited. Complaints of sexual harassment will be investigated and if substantiated, prompt and effective remedial action, including disciplinary action, will be taken.

## **Accessibility**

- Recruitment materials and job advertising will be made available in alternative formats, and will not create artificial barriers to employment. Interviews will be conducted in accessible facilities.
- Individuals with disabilities may request reasonable accommodation at any point in the recruitment process, and if accommodation is possible, compete without penalty.
- Qualifying knowledge, skill, and ability requirements, and all selection criteria, will be related to the job's duties, and clearly demonstrate a lack of illegal bias in the selection process.
- Subject to the ability to provide reasonable accommodation, physical or mental disability is not a determinant in employment opportunities, total compensation, hours, or other conditions of employment.

## **Family Status**

- Information about family status will not be gathered during recruitment, nor used in making employment decisions.
- Washington County will provide all federally and state mandated family-related leaves (FMLA/OFLA).

## **Religion**

- Information about the religious background of applicants or employees will not be gathered, nor will this sort of information be a determinant in access to employment opportunities, total compensation, hours, or other conditions of employment.
- Requests for accommodation of religious practices and observances will be reviewed and reasonable accommodation will be granted if possible.

## **National Origin**

- Information about the national origin of applicants or employees will not be gathered, nor will this sort of information be a determinant in access to employment opportunities, total compensation, hours, or other conditions of employment.

## **Age**

- Recruitment materials and job advertising will be age-neutral, and demonstrate that job requirements are related to the job's duties and that qualified applicants of any age have an equal opportunity to compete for openings.

- Unless a job has a legally required age limit, age may not be used as determinant in employment opportunities, total compensation, hours, or other conditions of employment.

### **Veterans, Disabled Veterans, Vietnam Era Veterans, Active Service Military**

- Recruitment materials and job advertising will include the information that Washington County welcomes applications from qualified veterans and complies with state law by extending 5 preference points to qualified veterans and 10 preference points to qualified disabled veterans.

### **Other Protected Class**

- Information about the protected group membership of employees or job applicants because of EEO complaints, Wage and Hour Complaints, Workers' Compensation claims, or other protected activity will not be gathered, nor will this sort of information be a determinant in access to employment opportunities, total compensation, hours, or other conditions of employment.

## WORKFORCE AND APPLICANT POOL MEASURES

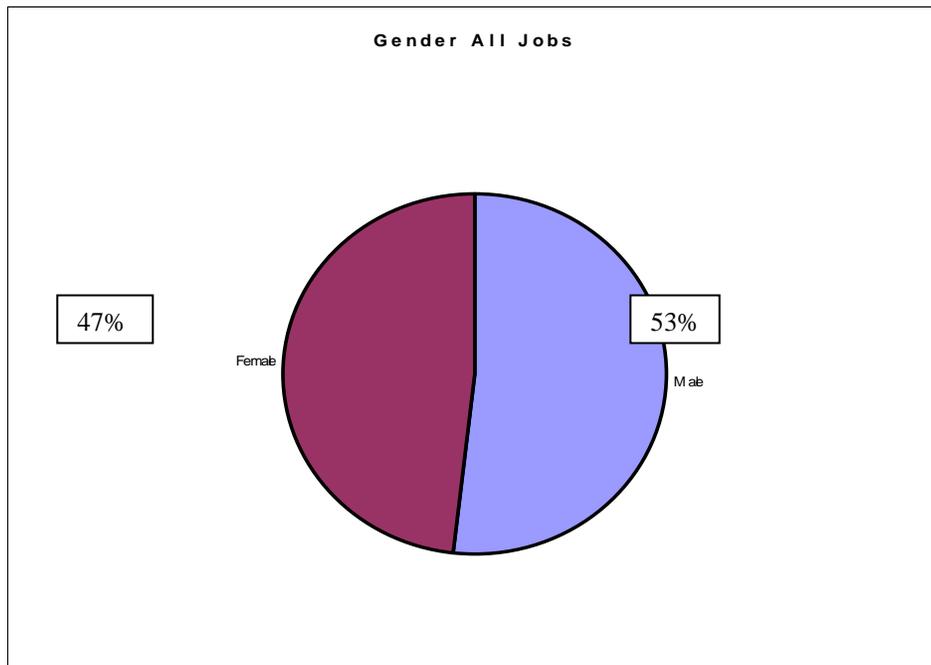
According to Census 2000, Washington County's population demographics are as follows:

Total County Population	445,342	100%
Female	223,630	50.2%
Male	221,712	49.8%
Median Age	County Population - 33	County Employees - 43
White	378,299	74.9%
Black	7,307	1.4%
American Indian/Alaskan	6,183	1.2%
Asian	35,197	7%
Hawaiian/Pacific Island	2,876	.5%
Unknown	30,800	6.1%
Hispanic	49,735	9.9%

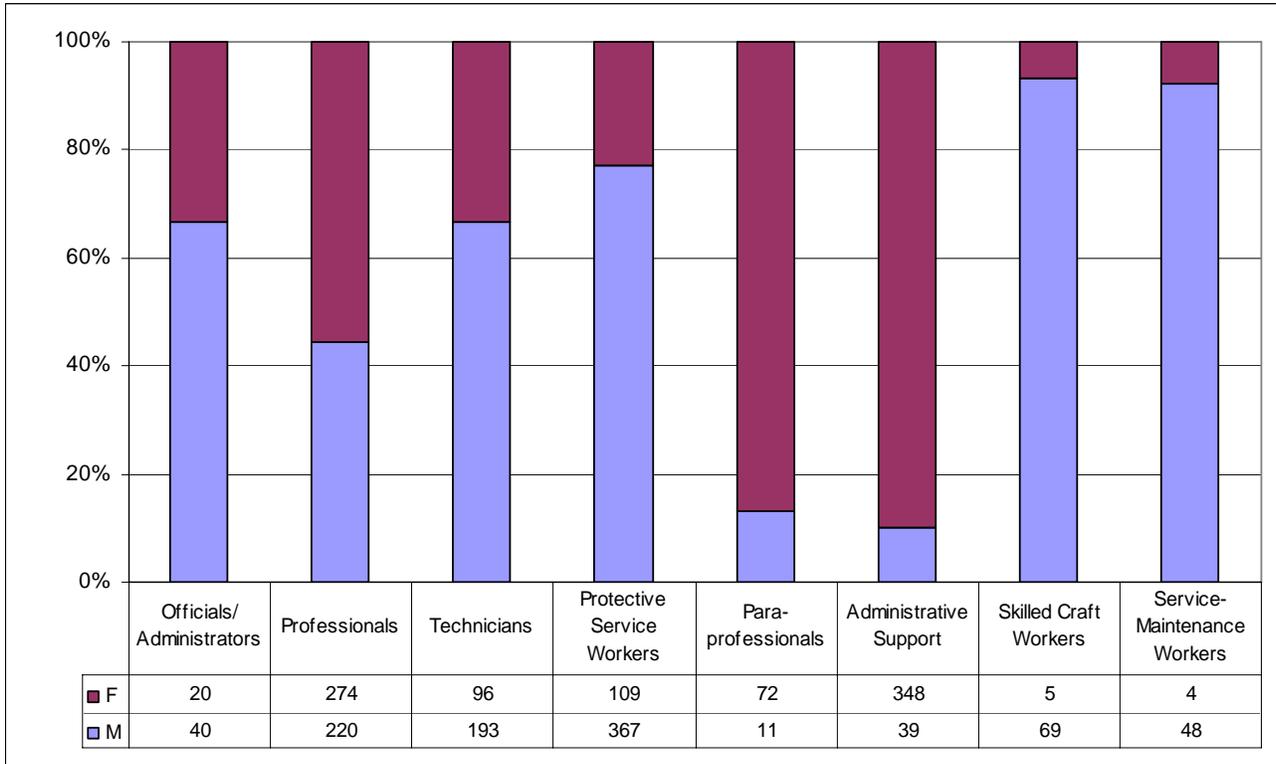
## WASHINGTON COUNTY GOVERNMENT WORKFORCE

### Gender Comparison

The county employs about 3% more men than women. Overall, the percentages of male and female employees in the county's workforce are very similar to the county's population.

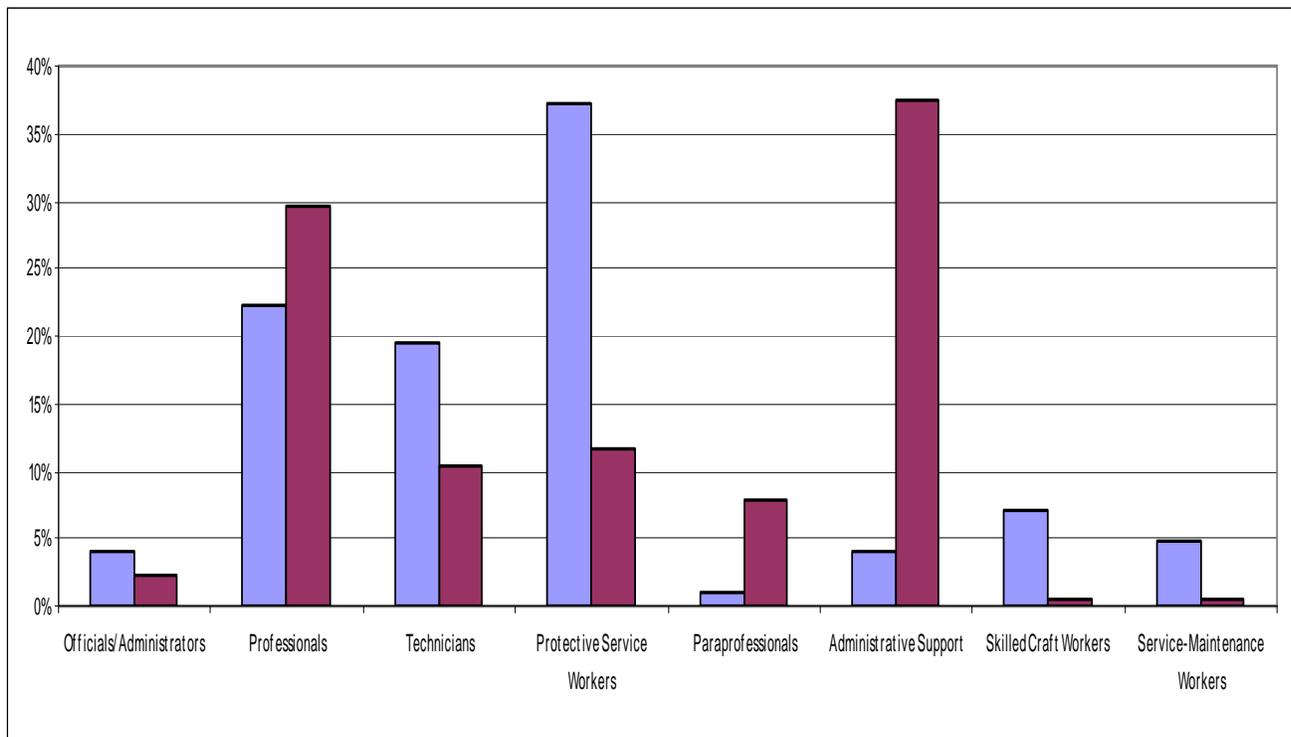


The macro view of male versus female employment shows that, overall, neither gender is under-utilized. However, an analysis of gender grouping by EEO category shows that genders are clustered in occupational groups. This matches societal occupational patterns.



**Summary by EEO Category:**

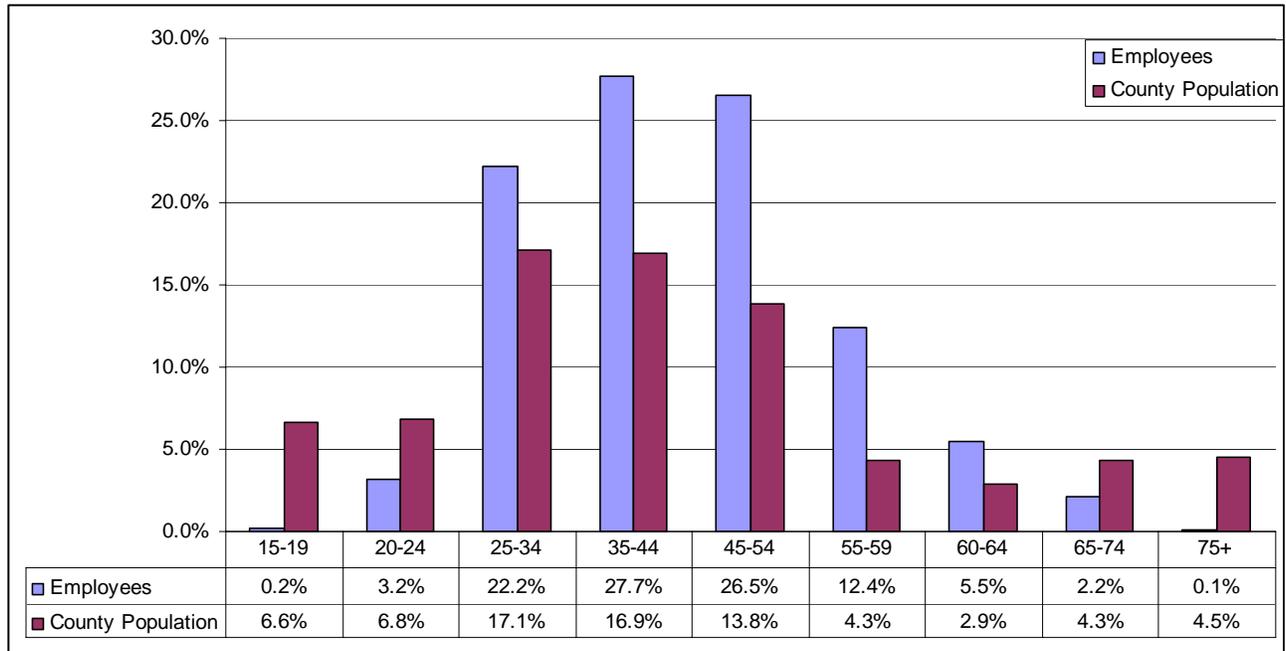
- EEO-1 There are about twice as many male officials/administrators than there are female.
- EEO 2- There are about 10% more female than male professional employees.
- EEO-3 There are about twice as many male technicians than there are females.
- EEO-4 There are 78% more male than female protective services workers.
- EEO-5 There are 86% more female than male paraprofessionals.
- EEO-6 There are 90% more female than male administrative support workers.
- EEO-7 There are 93% more male than female skilled craft workers.
- EEO-8 There are 92% more male than female service maintenance workers.



*Chart 2: Percent of Occupational Group by Gender*

Male employees are shown in blue and female employees in red. It appears that women are underutilized as officials and administrators, technicians, protective services, skilled crafts, and service/maintenance. Men are underutilized as professionals, paraprofessionals, and administrative support.

**Age Comparison:**



*Chart 3: County Population’s Ages and County Employees’ Ages*

The distribution of ages shows that the county work force is older, on average, than the county’s population. This is consistent with employee retention patterns for government service.

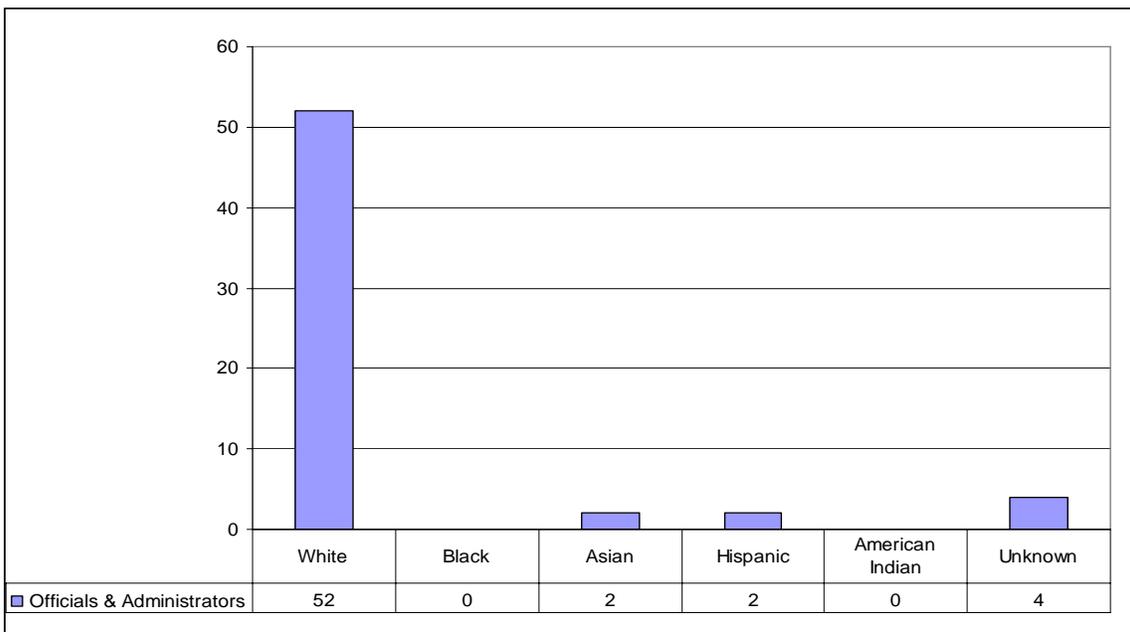
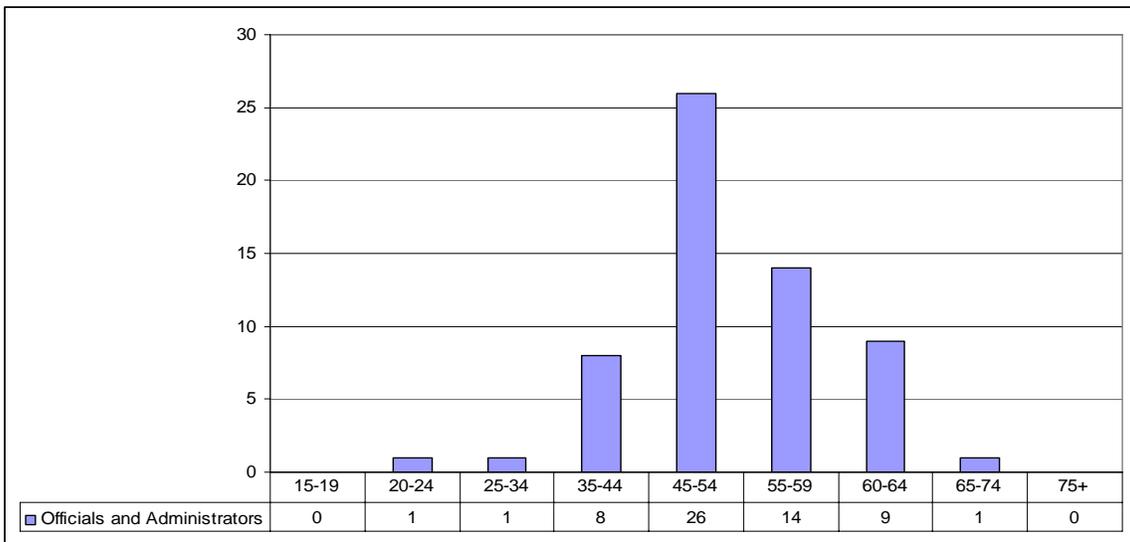
**Age and Ethnicity by Occupational Group**

**Officials and Administrators**

Ninety-two percent of officials and administrators are over 45. Eighty-seven percent of them are White.

About 8% of the general population is Asian and about 10% of the county’s population is Hispanic, but these groups only make up 4% of the county’s officials and administrators. This may indicate a problem with recruiting approaches, the perception of the county as a potential employer, or an issue related to retention. With both Blacks and American Indians identified as about 1% of the population, their absence from this group may not be significant.

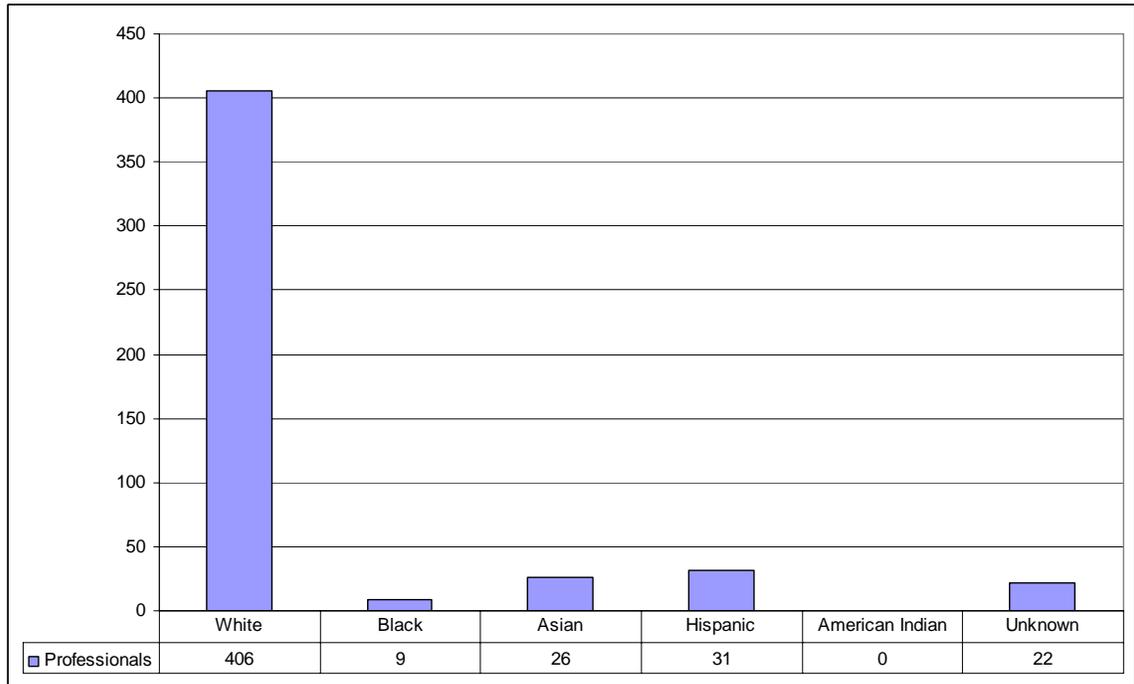
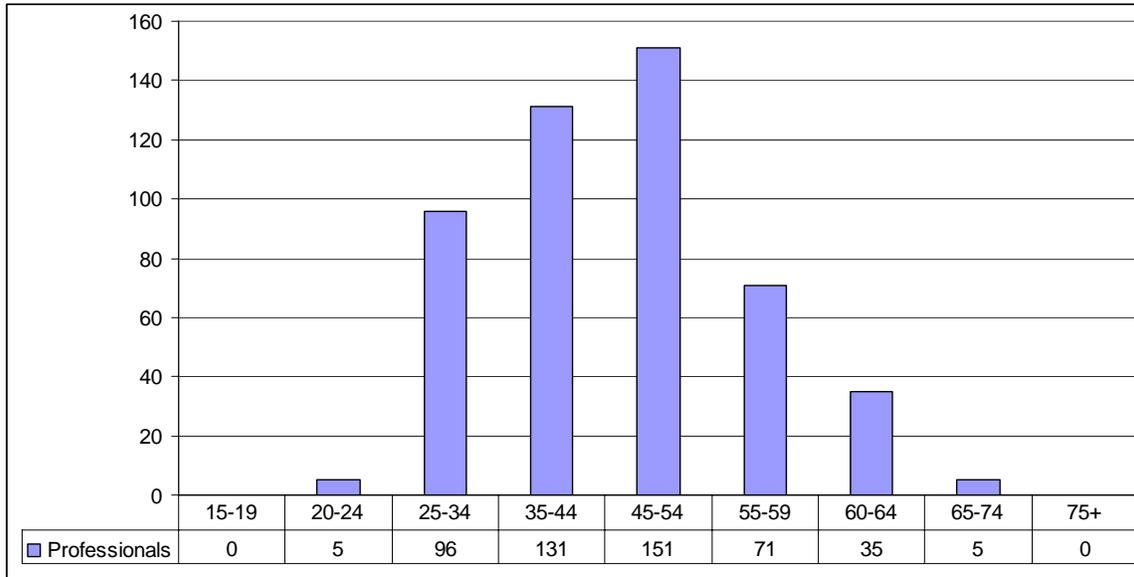
*The tables below show the number of county employees in each age group and in each racial grouping.*



**Professional Employees**

Fifty-four percent of professional employees are 45 years of age, or older. Underutilization because of age does not seem to be an issue. Eighty-three percent of professionals are White. This is 8% above the White population. Blacks and Asians are also within 1% of the county population for each group. Hispanic employees are 3% below the county’s Hispanic population level. The high percentage of Whites in the work force may indicate recruitment, retention, or underutilization issues for minorities in the professional employee group.

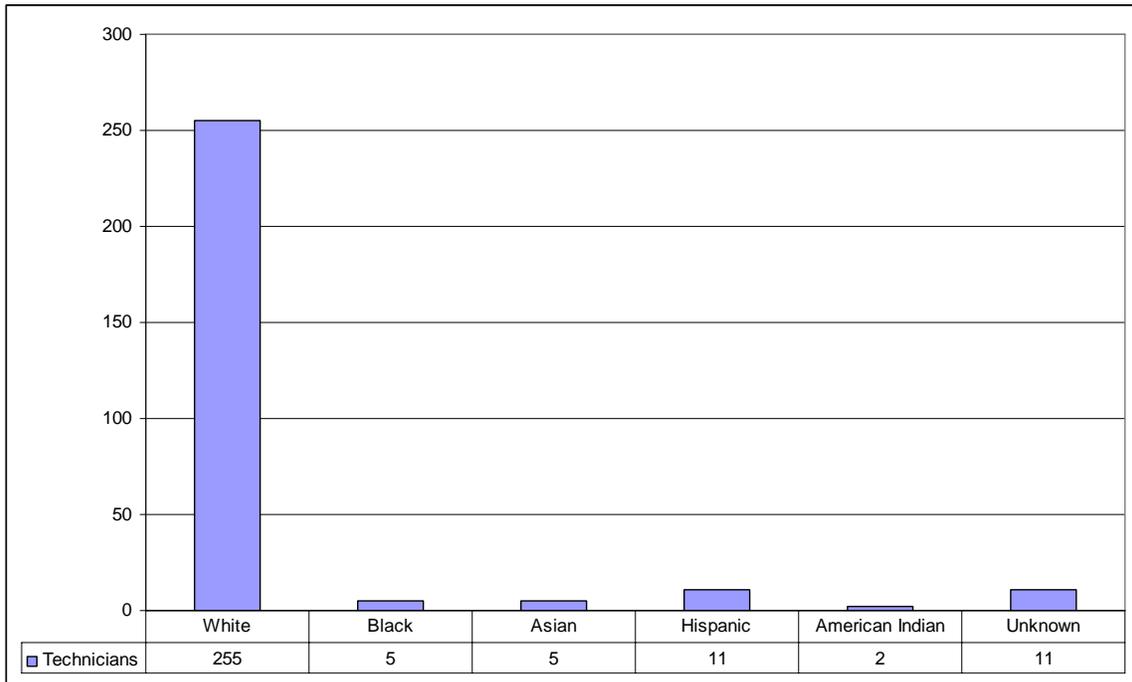
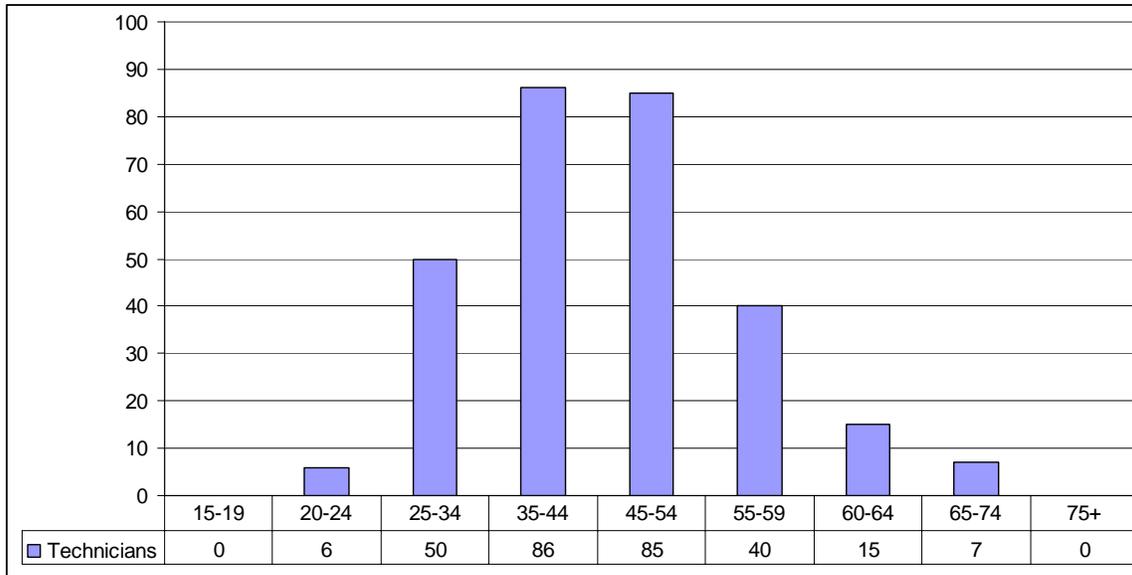
*The tables below show the number of county employees in each age group and in each racial grouping.*



**Technicians**

Fifty-one percent of technicians are 45 years of age, or older. Underutilization because of age does not seem to be an issue here. Eighty-nine percent of technicians are White. This is about 14% above the percentage of this group in the county population. Blacks are within 1% of the group's representation in the surrounding population. Asians are nearly 6.5% underutilized, and Hispanics are underutilized by 6%. Underutilization of Asians and Hispanics may indicate a problem with recruiting approaches, the perception of the county as a potential employer, or issues related to retention.

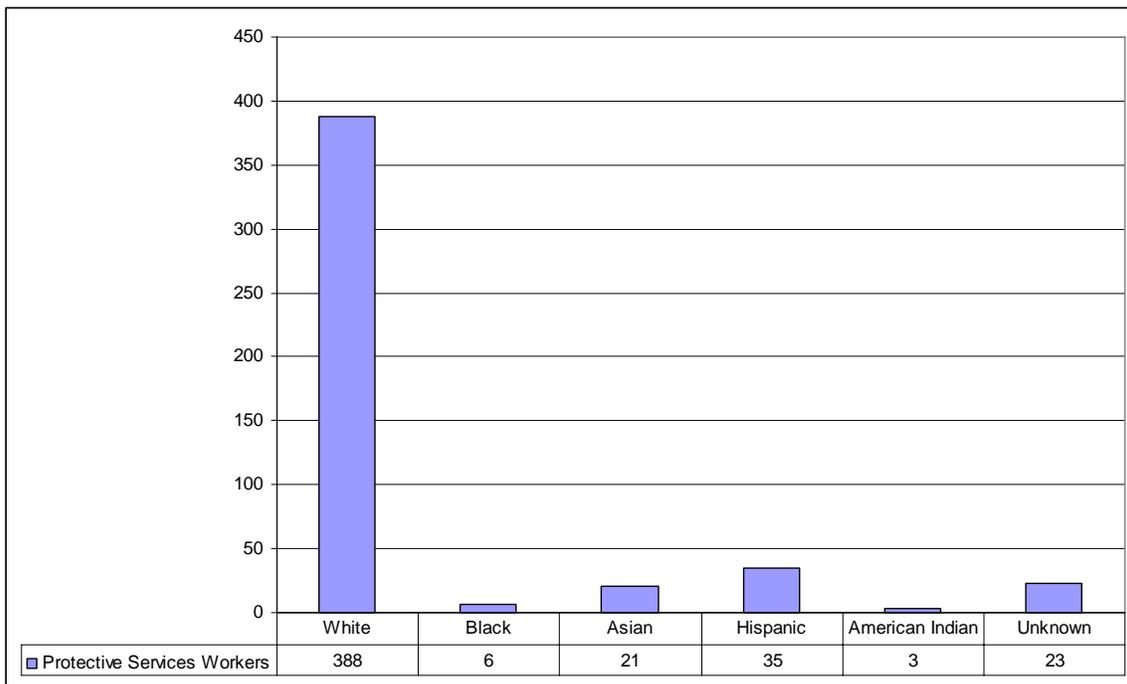
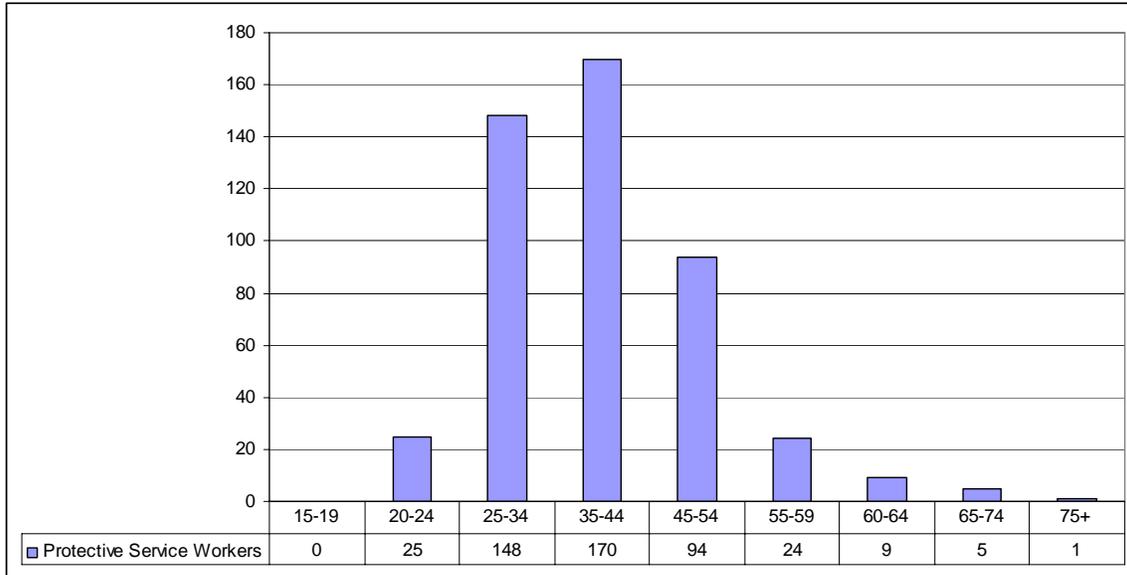
*The tables below show the number of county employees in each age group and in each racial grouping.*



**Protective Service Workers**

Seventy-two percent of protective service workers are under 45 years of age. Since many of these employees have Police and Fire PERS, this group can begin to retire sooner than general service employees. Underutilization because of age does not seem to be an issue, although retention may be. Eighty-two percent, seven percent above the county’s population, of protective service workers are White. Blacks and Asian are neither under, nor over, utilized. Blacks are within .1% of the group’s representation in the surrounding population. Asians are less than 2% underutilized. Hispanics are 2% lower, but are numerically the largest number of minority employees.

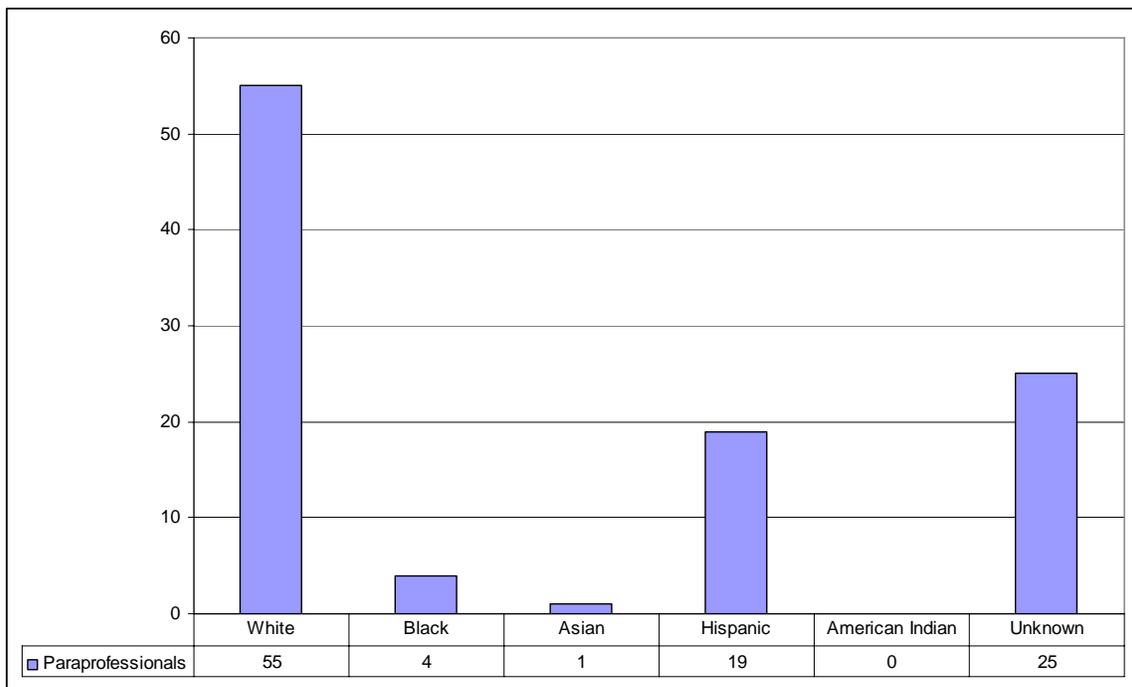
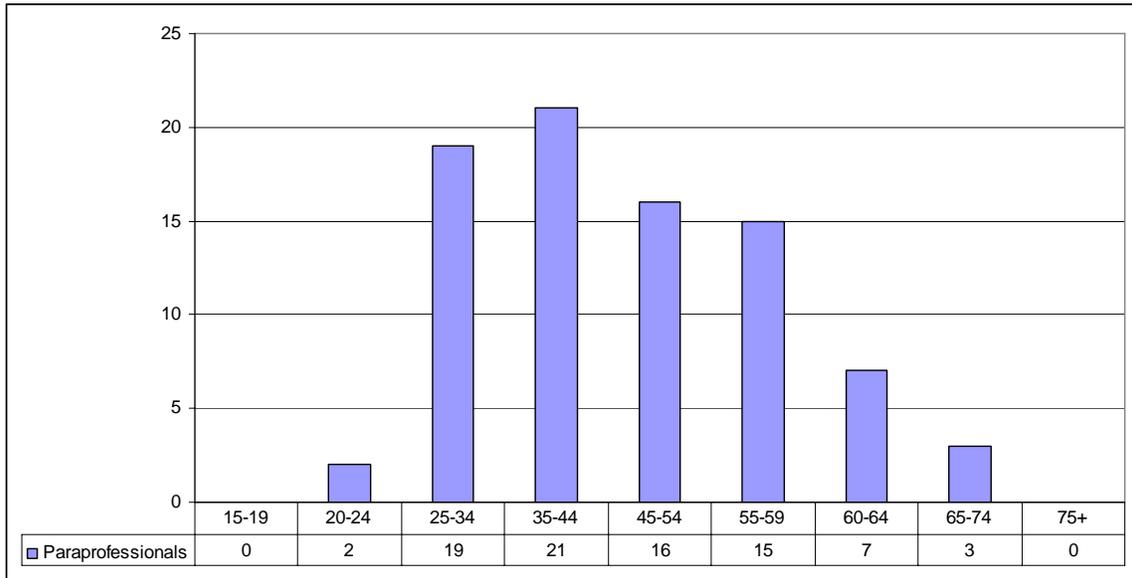
*The tables below show the number of county employees in each age group and in each racial grouping.*



**Paraprofessionals**

Fifty-nine percent of paraprofessionals are under 45 years of age. Underutilization because of age does not seem to be an issue elsewhere and the reason for this is not clear. Fifty-three percent of paraprofessionals are White. This is one of two groups where Whites are underutilized. Blacks are slightly over-utilized and Hispanics are utilized at 6% above the general population. Asians are underutilized by more than 5%. Paraprofessionals have the highest rate of unidentified race.

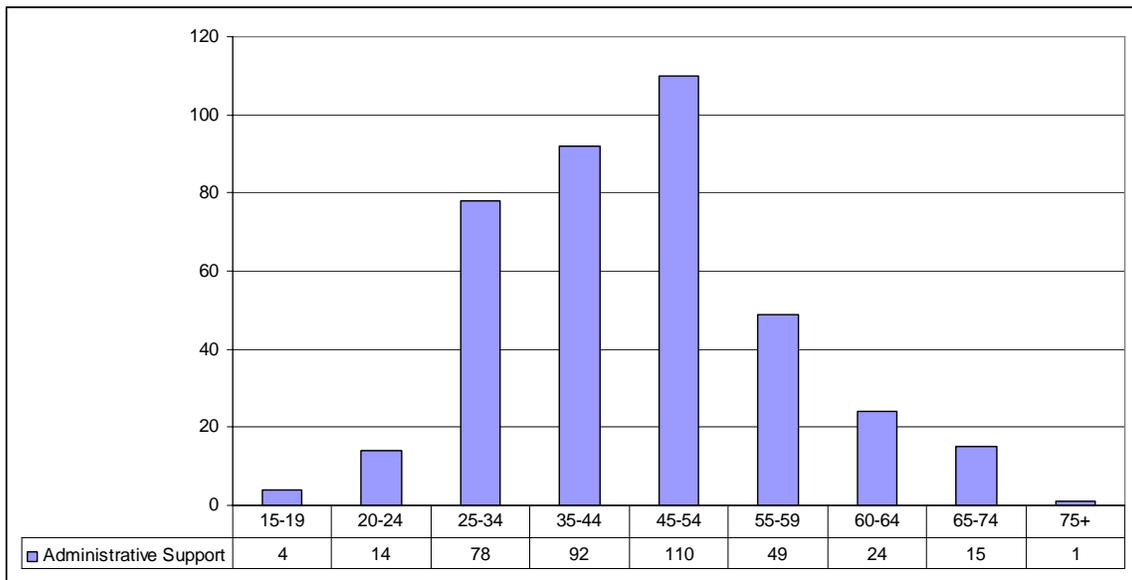
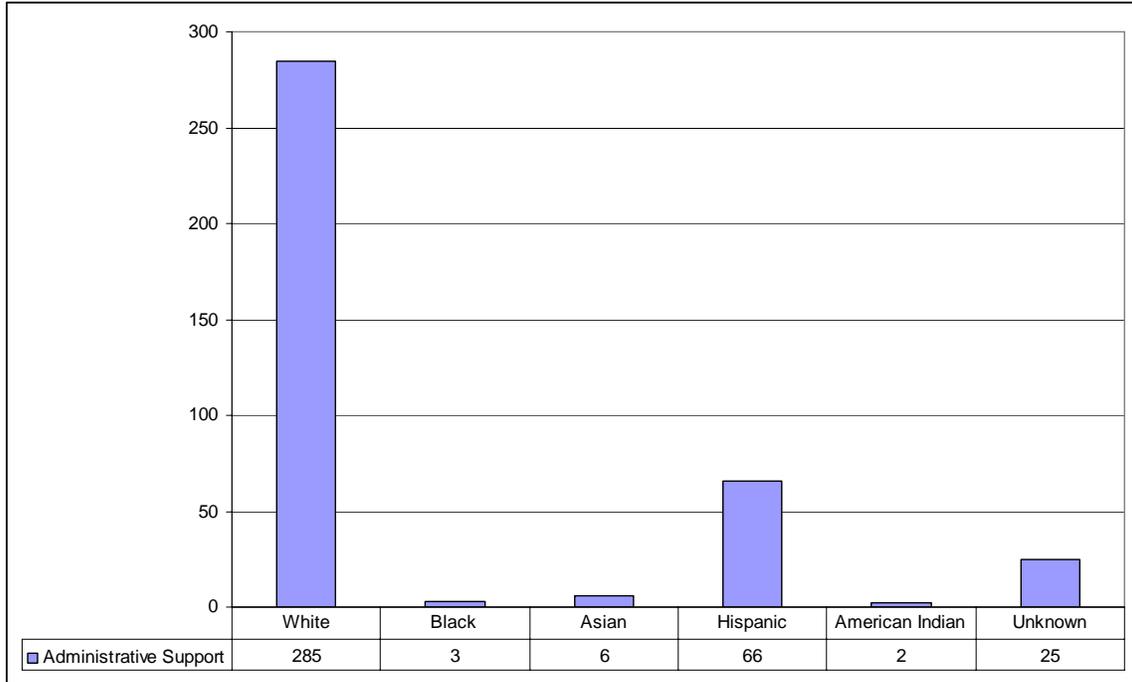
*The tables below show the number of county employees in each age group and in each racial grouping.*



**Administrative Staff**

About 51% of administrative staff are under 45 years of age. Underutilization because of age does not seem to be an issue. About 74% of administrative staff are White. Asians are underutilized by more than 5%. Blacks are neither under nor over-utilized. Hispanics are over-utilized by about 7%. This may be the result of requiring some jobs to be designated as requiring Spanish bi-lingual skills.

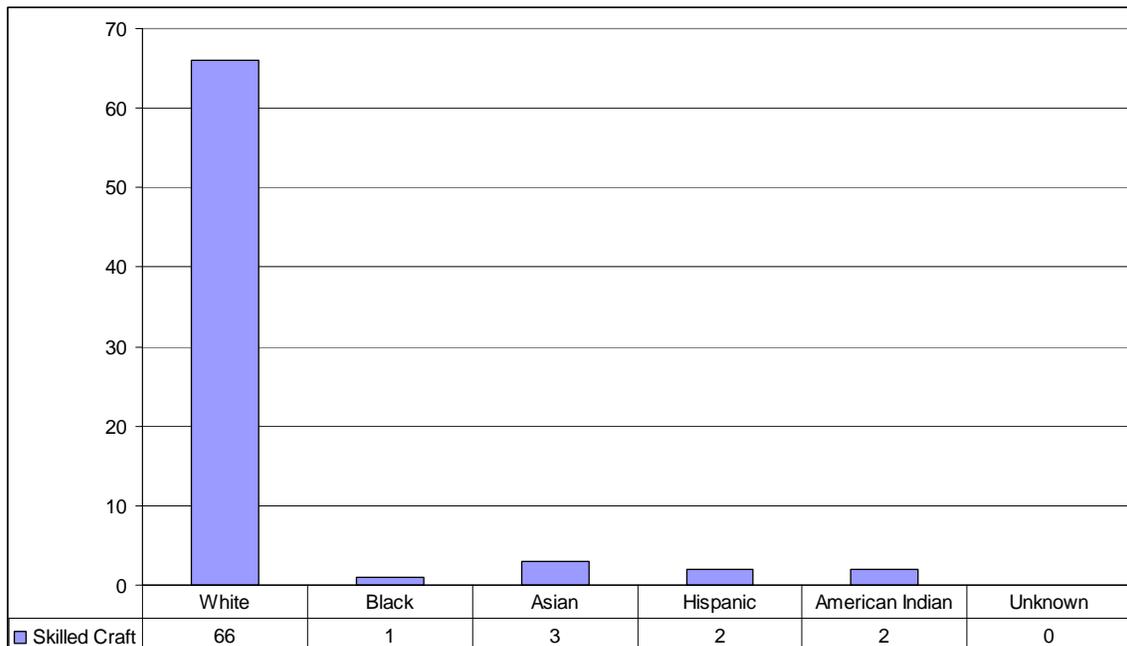
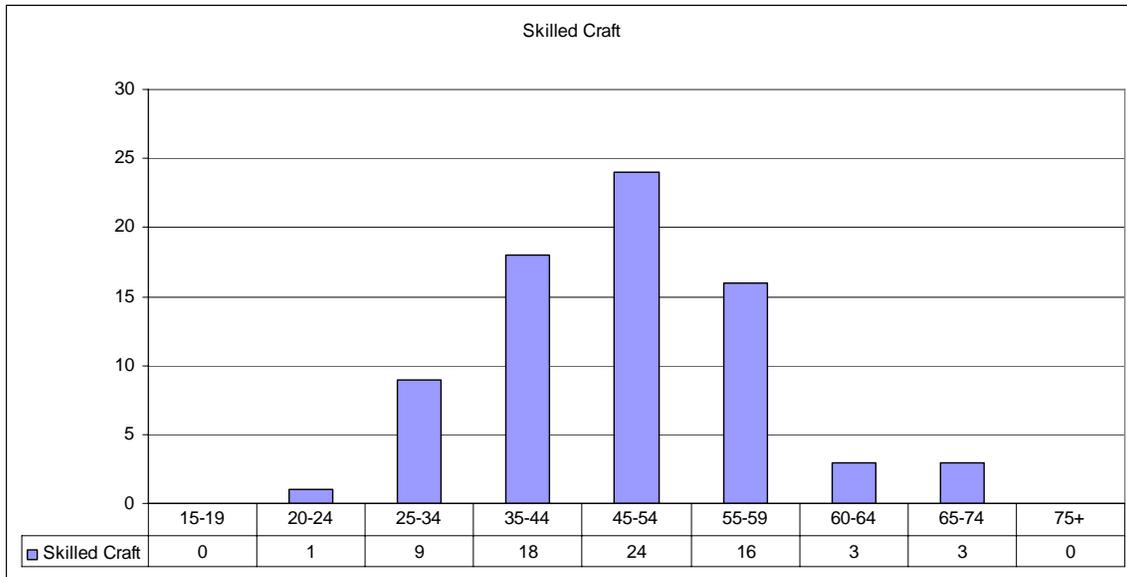
*The tables below show the number of county employees in each age group and in each racial grouping.*



**Skilled Crafts**

About 62% of skilled craft workers are over 45 years of age. The only group with more members older than 45 is the officials and administrators. Underutilization because of age does not seem to be an issue. About 89% of skilled craft workers are White. This is 14% higher than the county population. Blacks and American Indians are not underutilized. Asians and Hispanics are both underrepresented. This may be a result of a low turnover rate, or underutilization of Asians and Hispanics may indicate a problem with recruiting approaches, the perception of the county as a potential employer, or an internal cultural problem that makes retention problematic.

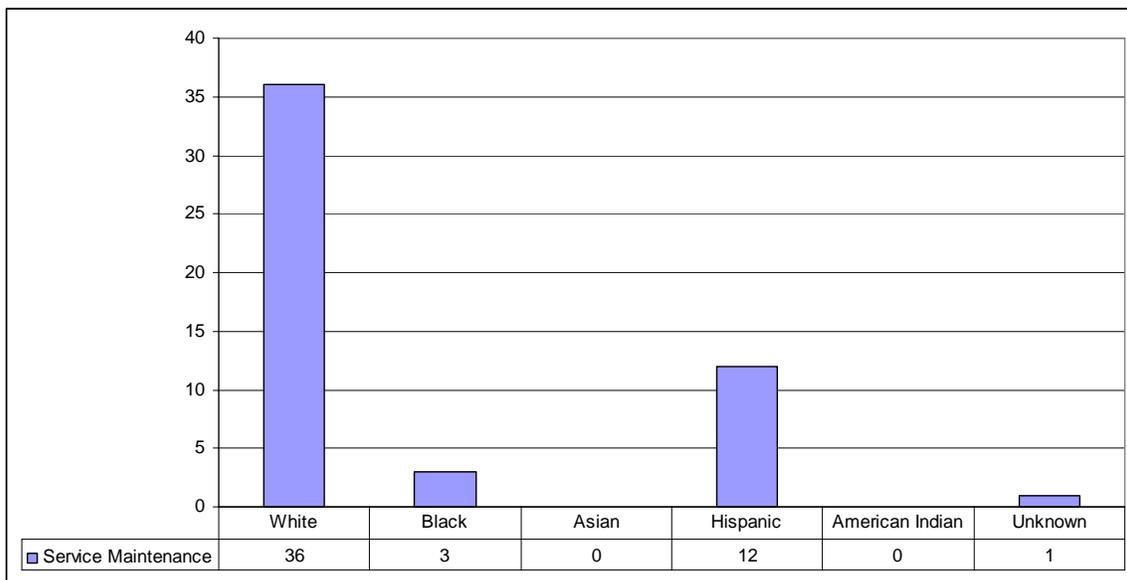
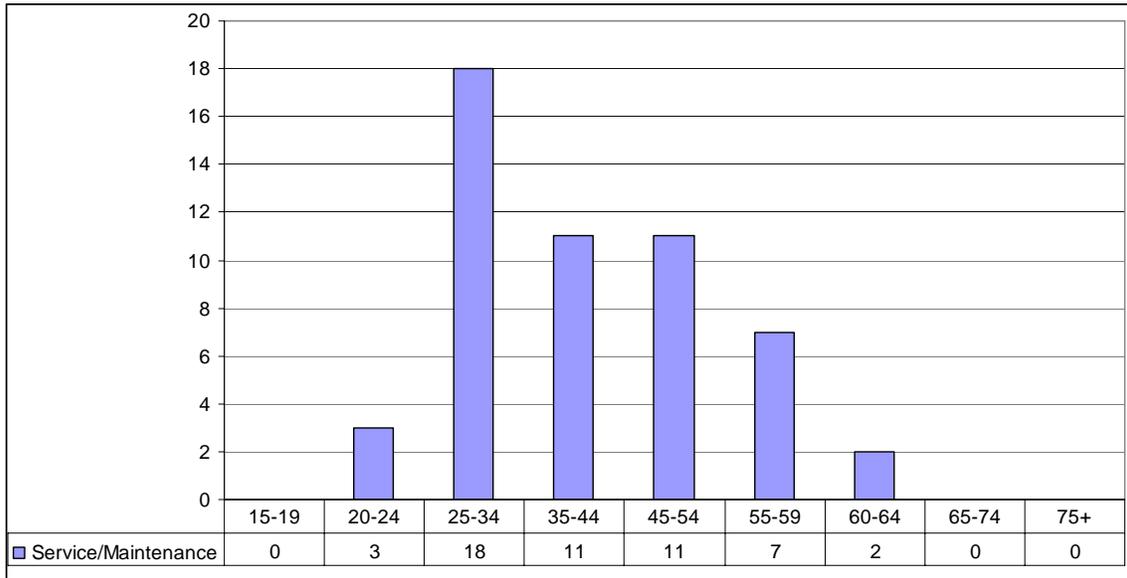
*The tables below show the number of county employees in each age group and in each racial grouping.*



**Service – Maintenance Workers**

About 38% of service-maintenance workers are over 45 years of age. About 69% of service-maintenance workers are White. There are no Asians or American Indians. Whites, Asians, and American Indians are underutilized. Blacks and Hispanics are both over-utilized. Blacks are 2% above the county population and Hispanics are present at more than double (23%) the level found in the county population.

*The tables below show the number of county employees in each age group and in each racial grouping.*



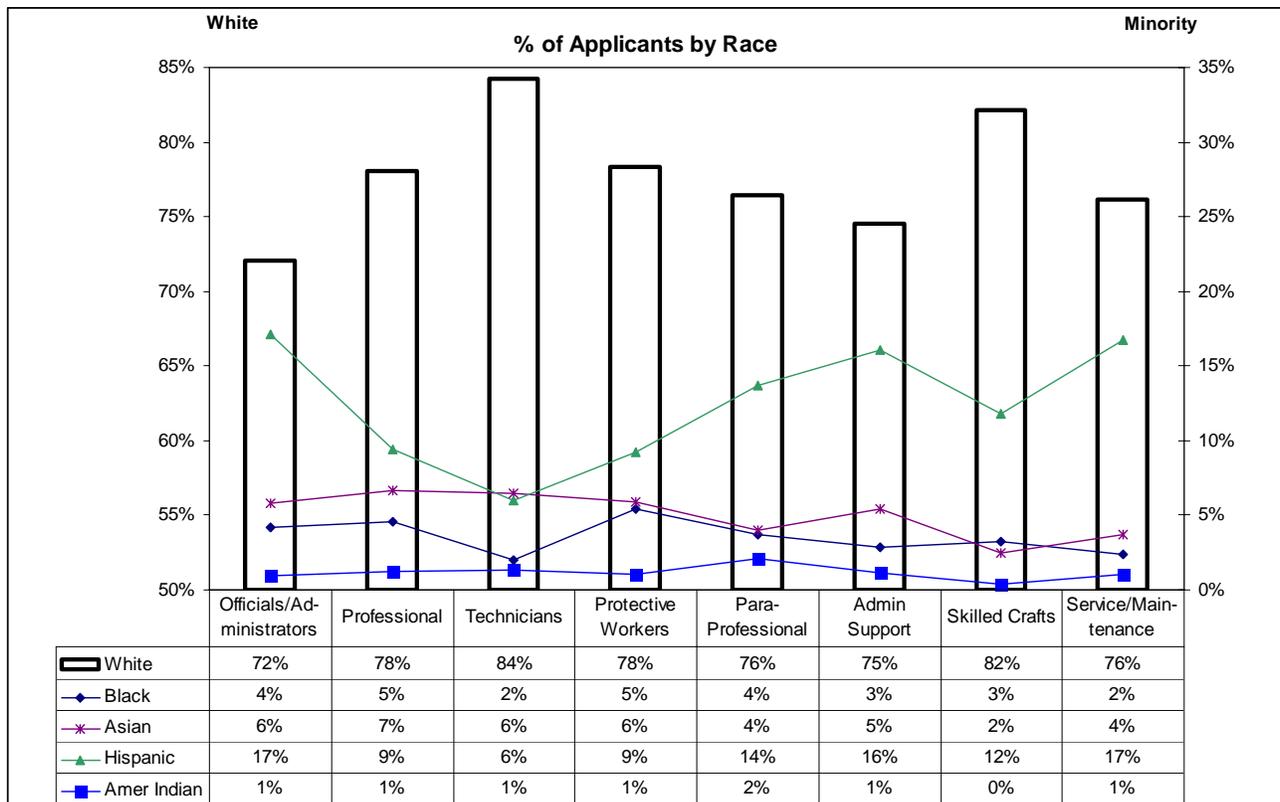
## RECRUITMENT PROCESSES AND PERFORMANCE MEASURES

Before April 2009, the county used an electronic recruitment management system called TRAC. In 2008, the county purchased an on-line system called NeoGov to be implemented in April 2009. Recruitment data for the 2008 Affirmative Action Plan was extracted from TRAC. Future reports will rely on NeoGov's reporting functions.

As part of the migration of the recruiting system to NeoGov, the classification plan was updated as it was posted to NeoGov. Unused and abolished classifications were removed from the plan, and classifications were reviewed and updated for driver's license requirements.

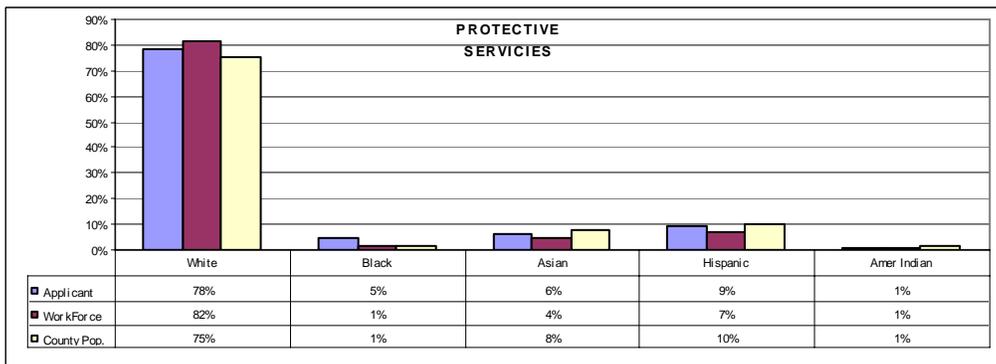
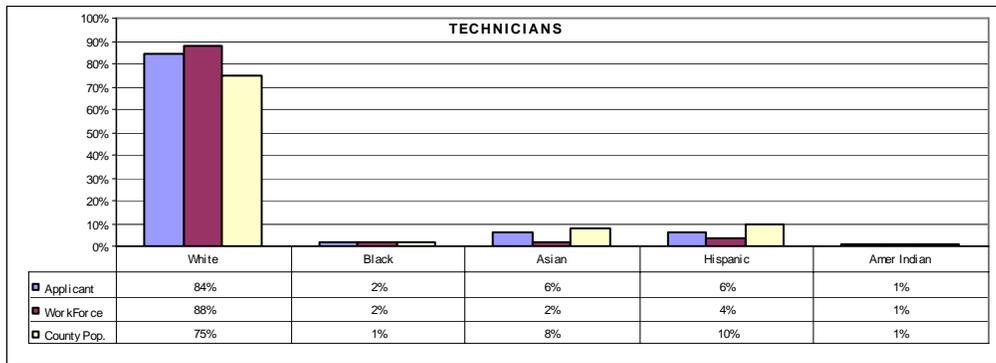
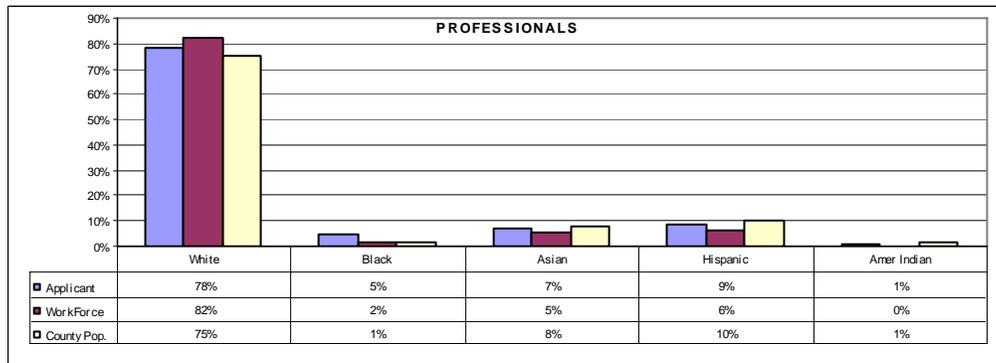
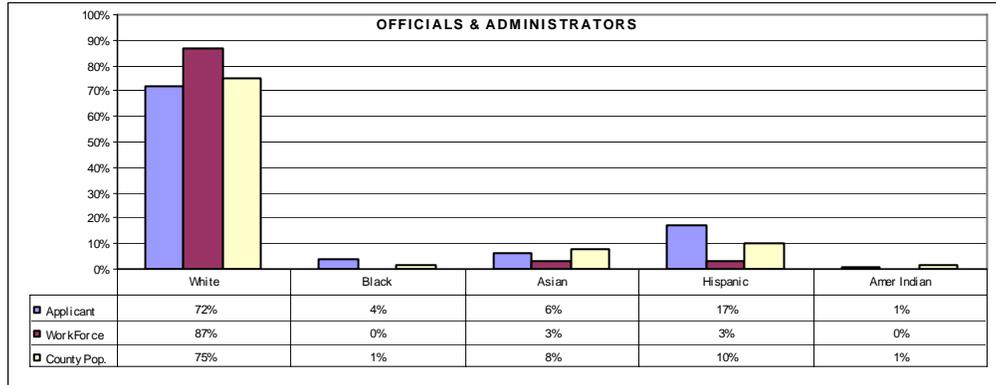
### Recruitment Data and Charts

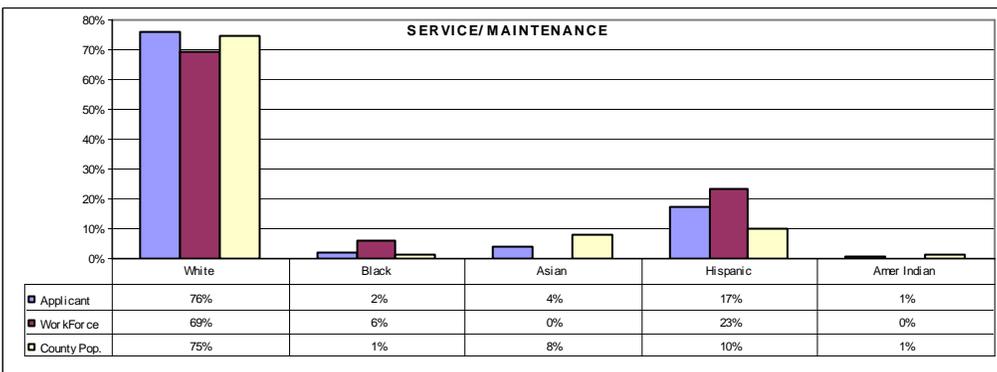
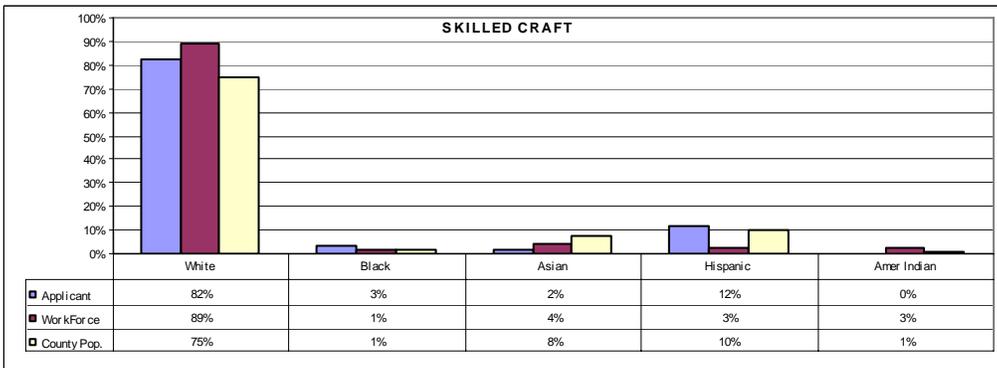
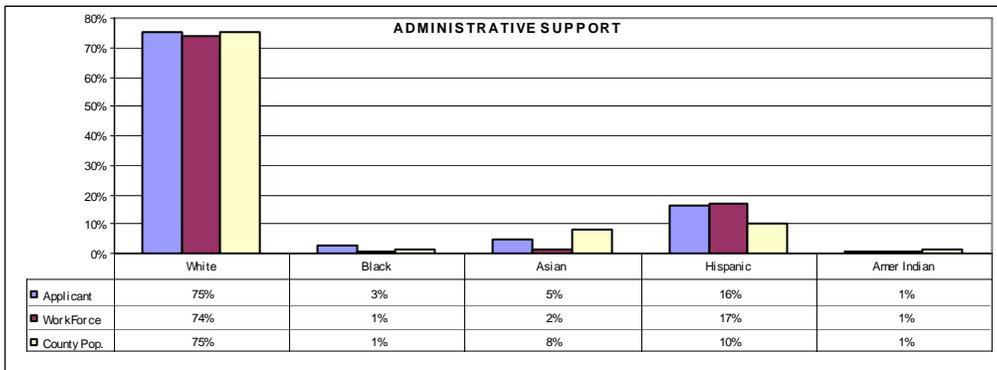
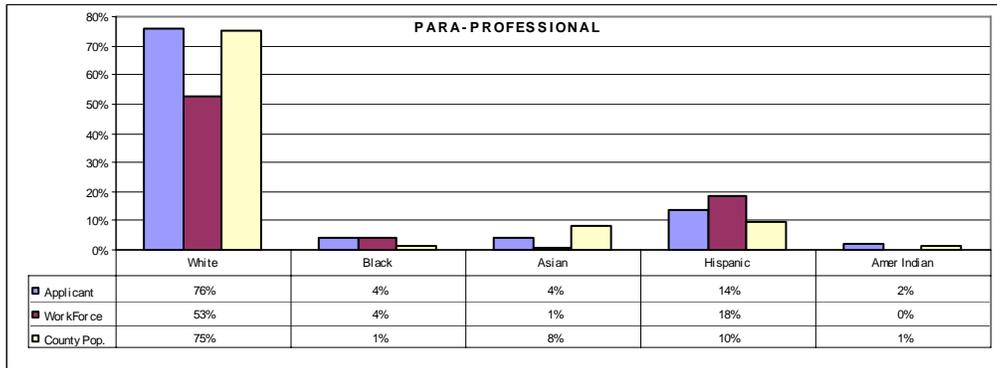
Between January 1, 2006 and October 21, 2008 the county opened 441 lists and received 14,971 applications for employment. About 5% of applications were rejected for incompleteness, illegibility, or other cause.



White applicants (shown on the left axis) accounted for between 72% and 84% of applicants for differing occupational groups. Hispanic applicants made up between 6% and 17% of applicants for different occupational groups. Asians made up between 2% and 7% of applicants for different occupational groups. Black applicants were between 2% and 5% of applicants. American Indians were between 0% and 2% of applicants.

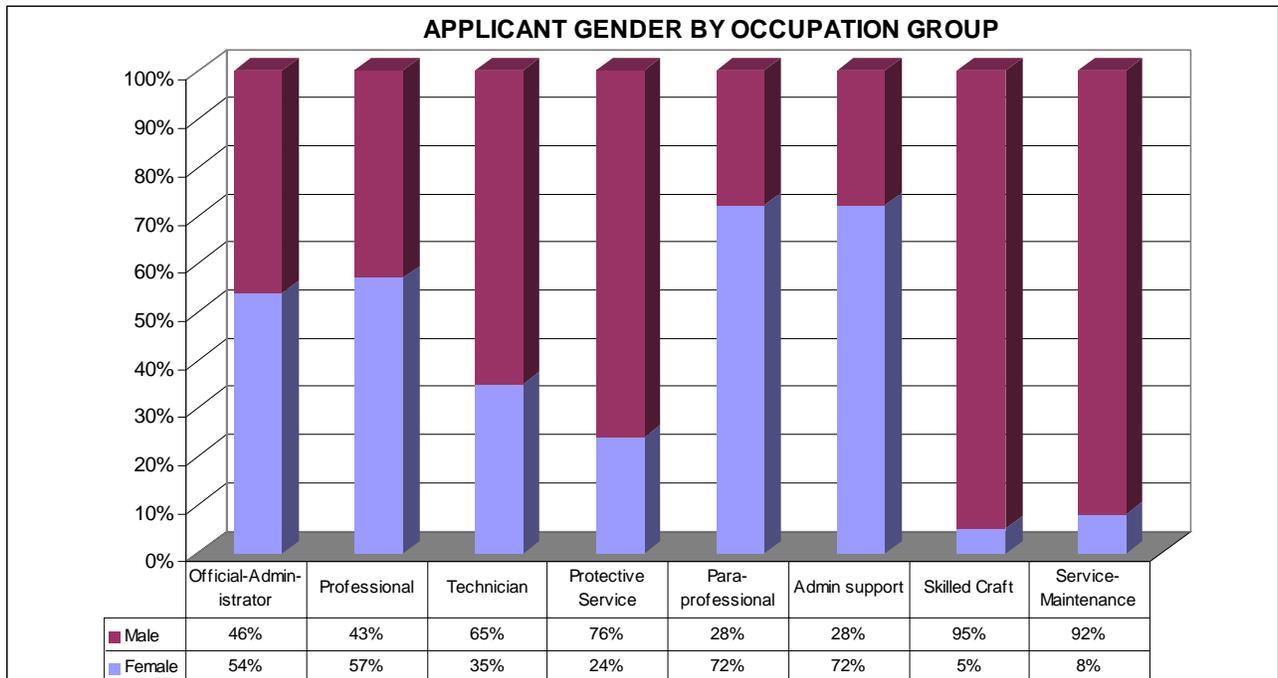
The following charts compare the applicant pool, county population and county employees by race according to occupational group. Unknown race was used to calculate percentages, but is not reported as a statistic. For this reason percentage may not add to 100% across a data table.



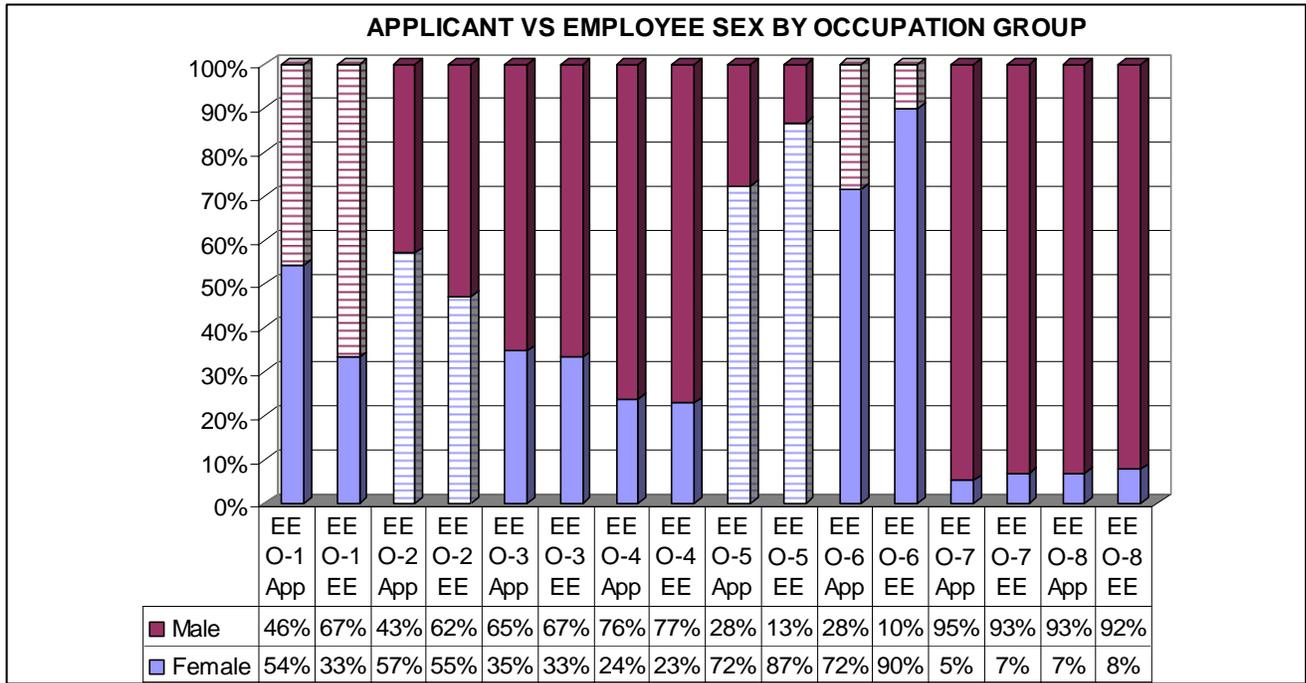


The charts on the preceding page show that the county regularly attracts fewer minority applicants than are found in the surrounding population. (This may be a result of undercounted unknown race). The county also regularly attracts more White applicants than are found in the surrounding population. It is noteworthy that in five out of eight occupational groups, the white county work force either exceeds, both, the percentage of white applicants and whites in the county general population. Whites are notably underutilized in only the service maintenance and paraprofessional occupational groups, and somewhat under utilized in the administrative support group.

*Applicant according to gender for different occupational groups.*



About equal numbers of men and women apply for official and administrator jobs and for professional jobs. More men apply for jobs as technicians, protective workers, skilled crafts people, and service maintenance workers. More women apply for paraprofessional and administrative support jobs.



EEO #	Occupation Group	EEO #	Occupation Group
01	Officials/Administrators	05	Paraprofessionals
02	Professionals	06	Administrative Support
03	Technicians	07	Skilled Craft Workers
04	Protective Services	08	Service/Maintenance Workers

The Chart above compares the percentage of male and female job applicants with the percentage of male and female employees. Although equal numbers of men and women applied for EEO-1 jobs (officials/administrators), men outnumber women in the work group. Three other groups show the opposite relationship between applicants and the work force. Professionals, paraprofessionals, and administrative support all have higher percentage of females than males in the workforce than are found in the applicant pools. Technicians, protective service workers, skilled craft workers and service maintenance workers have applicant gender percentages that are almost identical to workforce gender percentages.

*Details of the steps taken during the recruiting process are attached as APPENDIX A*

## **OTHER ACTIVITIES PERFORMED BY HUMAN RESOURCES ON A CONTINUING BASIS**

- Washington County conducts individual and group classification reviews to assure that job duties and responsibilities accurately reflect qualifying education, experience, and abilities, and essential functions of county jobs. Classifications are also reviewed to eliminate artificial barriers to employment due to non-essential entrance requirements.
- Washington County reviews personnel processes to assure that they do not create illegal barriers to employment opportunity for protected groups.
- Human Resources Records management and retention procedures comply with State Records management requirements and are organized and stored so that they may be retrieved as needed.
- Essential job functions are reviewed as a part of classification description review and revision. Individual essential job functions are identified and documented during recruitment.
- Job accommodations will be reviewed at least yearly.
- Human Resources provides consultative outreach to departments.

### **Reporting Complaints**

An employee who feels, or believes that they are being discriminated against or harassed FOR ANY REASON, can contact the County Administrator at (503) 846-8685, or may use Washington County's employee grievance procedure as outlined in the county's Harassment Policy, collective bargaining agreements, and Personnel Rules and Regulations.

Additional Reporting methods are detailed in each of the following -

## **PERTINENT COUNTY POLICIES**

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### **EQUAL EMPLOYMENT OPPORTUNITY**

#### **Statement of Philosophy**

Washington County's policy affirms our belief in the value of all employees and a respect for the differences among people. Washington County is committed to providing a productive work environment for all employees, and application processes for applicants which are fair, humane, positive, respectful of each person's dignity and are free from all forms of illegal discrimination or harassment. Our goal is to provide an environment that supports employees so that they may realize their full potential. Washington County values all diverse backgrounds, experiences, special abilities and characteristics that employees bring to the organization.

#### **Policy Statement**

It is the policy of Washington County to be fair and impartial in all of its relations with its employees or applicants for employment and to adhere to the principles of equal employment opportunity and affirmative action. To achieve this end, an Affirmative Action Plan is established or as amended hereafter.

#### **Affirmation of Policy**

The Washington County Board of Commissioners hereby reaffirms its official policy of non-discrimination towards any qualified employee or applicant for employment. Discrimination on the basis of race, gender, color, religion, national origin, age, disability, disabled or Vietnam era veteran status, sexual orientation, or marital status (except where there are bona fide occupational qualifications), is prohibited by all employees of Washington County. This policy will apply, but not be limited to, recruitment, promotion, hiring, layoff, termination, demotion, classification, transfer, rates of pay, fringe benefits, training, or other forms of compensation, use of facilities, social and recreational programs, and other terms, conditions and privileges of employment for all job classifications. All personnel actions will be administered in accordance with this policy. This policy shall be made available to all county employees and to all affected members of the community and relevant labor markets.

The Board of Commissioners hereby directs that a countywide Affirmative Action Plan be established and directed by the Human Resources Manager. The Human Resources Manager shall design, implement and monitor internal audit and reporting systems to measure the program's effectiveness and to determine where progress has been made and where further action is needed. This Affirmative Action Plan is adopted and implemented in good faith, in reliance upon, and in conformance with the Equal Employment Opportunity Commission Guidelines on Affirmative Action set forth in 29 CFR Part 1608 and Section 7 13(b)(1) of the Civil Rights Act of 1964.

The county recognizes that it is insufficient to proclaim opposition to discrimination; therefore, the county takes initiative and affirmative action to achieve the status of an equal opportunity employer.

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## **HARASSMENT-FREE WORKPLACE POLICY**

### **Policy**

Washington County is committed to providing a productive work environment for all employees which is fair, civil, positive, respectful of each person's dignity and is free from all forms of discrimination or harassment. Our goal is to provide an environment that supports employees so that they may realize their full potential. Washington County recognizes the value of diverse backgrounds, experiences, special abilities and characteristics that employees bring to the organization.

It may be unlawful and/or violate the policies of the county for any employee to engage in harassment or discrimination of another employee on the basis of race, color, national origin, religion, disability, age, gender, marital status, sexual orientation or any other factors addressed by state or federal law. Behaviors which inappropriately assert race, religion, color, national origin, gender, etc. as relevant to employee performance, damage the core of the public services work environment and are in direct conflict with this policy and our organizational values.

“Harassment” includes unwelcome, intimidating, hostile or threatening behavior, derogatory statements, jokes, and depiction's that are made because of a person's gender, race, color, religion, national origin, disability, age, or sexual orientation. A complaint of harassment or discrimination may be made to anyone in the employee's supervisory/management hierarchy, to Human Resources or to the County Administrator.

The policy includes that once a complaint is filed, the county shall take prompt and appropriate action including investigation and take effective remedial action if warranted. To the extent possible complaints and investigations will be kept confidential. There shall be no retaliation against the complaining party, witnesses or any other person participating in the investigative process. Anyone found to have violated this policy against harassment, discrimination or retaliation shall be disciplined up to and including termination.

Washington County's harassment-free workplace policy confirms our belief in the value of all employees and a respect for the differences among people.

### **Procedures**

Employees with a complaint involving harassment or discrimination that is unlawful and/or violates county policy based on their protected class status (i.e. age, gender, race, etc.) may make their complaint with one of several resources including the Department of Support Services/Human Resources Division. Because of the diverse perspectives they bring to problem solving, the Human Resources Division staff is particularly skilled and experienced in hearing, advising, mediating and resolving these complaints.

Additionally, employees may choose, if applicable, to use the grievance procedures outlined in Article 10 of the Washington County Personnel Rules and Regulations to file complaints including those which are not specifically related to their protected class status but which may violate county policy. Employees are also encouraged to bring these issues to any manager or supervisor in their department's "chain of command" if practicable.

It is important that employees at all levels know and understand that they have several options available to them if they believe that they have been harassed. These include: The assistance of the Human Resources Division in providing information and resources, training and direct problem

solving; Access, through the Human Resources Division, to the services of a third-party mediator or problem-solver, such as a manager from another area, or an outside consultant or advisor; Article 10, Personnel Rules and Regulations grievance procedure; Article 12.4.2 Personnel Rules & Regulations grievance procedure; A full and formal investigatory process, generally filed under this Plan.

Complainants are encouraged to use the county's internal procedures to resolve issues regarding harassment or discrimination.

A report of harassment must be made within one year of the disputed action, but is most effective when made as close to the time of the incident as possible.

An employee is not required to complain to the alleged harasser, but may make his or her complaint, either orally or in writing, to the: Department Head, Manager, or Supervisor; Department of Support Services/Human Resources Division; Civil Service Commission if the complaint is regarding appointments under Article 10.2 or if the complaint is regarding a violation of civil rights under Article 12.4.2 of the Personnel Rules and Regulations; Employee's Union if the position is represented by a bargaining unit or; County Administrative Office.

Employees may also make a complaint outside of the county through either: The Civil Rights Division of the Bureau of Labor and Industries or; The Equal Employment Opportunity Commission.

When a complaint is received within a Department, documentation of the complaint (formal and informal) must be communicated to the Department of Support Services, Human Resources Division immediately.

Upon receipt of the complaint, the Human Resources Division will assist the Department in determining the appropriate course of action. In some cases the Human Resources Division (and if appropriate, with assistance from outside of the organization) may be called upon to advise or conduct an investigation. Generally, the goal is to complete the inquiry within 30 days. However, factors such as the complexity of the matter, the availability of persons with information to contribute, and the need to consult with legal counsel, may affect how long the investigation process will take. Generally, a department may be responsible for any investigation activities for complaints, which represent a single offense, and constitute an apparent less serious violation (e.g., offensive remark). If the behavior indicates a pattern of offense and/or is of a more serious nature, the Human Resources Division or other resources outside of the department may be called upon to participate in or conduct an investigation.

There are several criteria for deciding who should assist with the investigation or resolution. Department Heads and the Human Resources Division will generally recommend a person(s) who meets the following criteria: Is knowledgeable about what constitutes unlawful harassment and/or violations of county policy; Understands how allegations of harassment/discrimination can be tied legally to other causes of action; Has credibility and the ability to provide decisions and recommendations that are well-grounded and legally defensible; Is perceived by those involved as objective, sensitive and open-minded; Is able to put people at ease, and get them to openly discuss the situation; Is someone who will be a credible witness, if the case proceeds as far as a formal charge of discrimination or legal action.

The intent is for any investigation procedure to be as confidential and prompt as the complaint, the law and the investigation allow, and to provide effective remedies and protection of complainants and witnesses against retaliation. Complete confidentiality may not always be possible, since discussion of allegations and positions may be necessary during the investigatory process and these matters may become subject to some possible future legal action.

Complainants, accused, and witnesses will be treated with courtesy and respect during any period of investigation or inquiry. Anyone accused of harassment or discrimination will be considered innocent until a final determination can be made regarding the allegations.

The county may decide to use a third party fact finder or mediator to help resolve these issues or complaints. Depending on the specific situation, these persons may be managers from other county departments, or outside resources with expertise in the type of problem that is being alleged.

The Department of Support Services/Human Resources Division will work with the County Administrator's Office to see that: Complaints are investigated in accordance with Washington County's policies, and/or work with county departments to conduct investigations; Attempts are made to resolve the complaint informally with all parties; The investigation and resolution efforts are documented and maintained within the Human Resources Division; Advisors and legal counsel are consulted; A final determination is made.

Final resolution, including avenues of appeal, if any, by an employee or the person accused of harassment, can depend upon several factors, including: The severity of the alleged behavior; The nature of any disciplinary action recommended or taken; Whether either party is a member of a bargaining unit; Whether a candidate for appointment has appeal rights to the Civil Service Commission.

The Human Resources Division will serve as a resource in determining what appeal rights apply in each individual situation.

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## **VIOLENCE IN THE WORKPLACE POLICY**

### **Purpose**

Washington County's Violence in the Workplace Policy is designed to provide a safe work environment for all employees and all citizens who conduct business with county employees or on county property, and to establish a process for reporting and responding to events or threats of violence.

### **Policy Statement**

It is the policy of Washington County to provide a working environment that is free from violent acts or threats against a person's life, health, well-being, family or property. Violence in the workplace may occur between one employee and another, or between any member of the public and a county employee. Such acts or threats of violence by physical acts, words, gestures or symbols are entirely unacceptable and violate the county's policy. Every covered individual is required to report acts or threats of violence of which he/she is aware.

### **Who the Policy Covers**

This policy applies to all persons involved in the county's operation, including but not limited to county personnel, contract and temporary workers, and anyone else on county property.

### **Definition**

"Threats or acts of violence" include, but are not limited to, statements or conduct against persons or property that is sufficiently severe, offensive, or intimidating to alter the employment conditions at Washington County, or to create a hostile, abusive, or intimidating work environment for one or

more Washington County employees, its volunteers, or any person conducting business with the county.

### **Examples of Prohibited Conduct**

Specific examples of conduct that may be considered "threats or acts of violence" and prohibited under this policy include, but are not limited to, the following: Hitting, shoving or throwing an object at an individual. Acts of intimidation including threatening to harm an individual or his/her family, friends, associates, or their property. The intentional destruction or threat of destruction of property owned, operated, or controlled by Washington County. Making harassing or threatening telephone calls, letters or other form of written or electronic communications. Intimidating or attempting to coerce an employee to do wrongful acts that would affect the business interests of the county. Harassing surveillance, also know as "stalking", the willful, malicious and acts of intimidation repeated following of another person and making a credible threat with intent to place the other person in reasonable fear of his or her safety. Making a suggestion or otherwise intimating that an act to injure persons or property is "appropriate". Unauthorized possession or inappropriate use of firearms, weapons, or any other dangerous devices on county property. While some employees of the county may be required as a condition of their work assignment to possess firearms, weapons or other dangerous devices, or permitted to carry them as authorized by law, it is the county's policy that employees use them only in accordance with departmental operating procedures and all applicable State and Federal laws.

### **Reporting Procedure and Responsibilities**

All employees should follow the following procedures; however, in critical incidents in which serious threat or injury occurs, emergency responders such as Police, Fire and/or Ambulance personnel must be immediately notified.

Any employee who believes that he or she has been the target of violence or threats of violence, or has witnessed or otherwise learned of violent conduct by or directed to another employee or other individual must report such incidents to his or her immediate supervisor, a management level supervisory employee if the immediate supervisor is not available, or to the county's Human Resources Division. It is incumbent upon all employees to immediately report such conditions in order for the county to effectively deal with such situations. Supervisory personnel shall take prompt action when they become aware of any aspect of violence in the workplace. Supervisory personnel shall also contact management level supervisors to pursue the appropriate personnel action.

As necessitated by the seriousness of the incident, county management staff may assemble a Crisis Management Team to respond to the incident.

Employees shall refer any questions regarding his or her rights and obligations under this policy to their department management.

### **Violations**

Violation by a county employee of a provision of this policy, or false reporting under this policy, may lead to legal action and disciplinary action up to and including termination, as provided in county Personnel Rules and any other county policies and agreements. This policy and any related sanctions are to be deemed supplemental to the county's Personnel Rules and applicable State and Federal laws.

This policy was approved by the Board of County Commissioners on June 15, 1999.

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## **DRUG-FREE WORKPLACE POLICY**

The policy of Washington County regarding the work-related effects of drug use and the unlawful possession of controlled substances on county premises is as follows:

Employees are expected and required to report to work on time and in appropriate mental and physical condition for work. It is our intent and obligation to provide a drug free, healthful, safe and secure work environment.

The unlawful manufacture distribution, dispensation, possession, or use of a controlled substance on county premises or while conducting business off county premises is absolutely prohibited. Violations of this policy will result in disciplinary action, up to and including termination, and may have legal consequences.

The county recognizes drug dependency as an illness and a major health problem. The county also recognizes drug abuse as a potential health, safety and security problem. Employees needing help in dealing with such problems are encouraged to use our employee assistance program and health insurance plans, as appropriate. Conscientious efforts to seek such help will not jeopardize any employee's job, and will not be noted in any personnel file.

Employees must, as a condition of employment, abide by the terms of the above policy and report any occurrences on or off county premises while conducting county business. A report of a conviction must be made within five (5) days after the conviction. This requirement is mandated by the Drug Free Workplace Act of 1988.

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## **REPORTING OF IMPROPER GOVERNMENTAL CONDUCT ("WHISTLEBLOWING") POLICY**

### **Policy**

- 1.1)** A guiding principle for Washington County is for all county employees to commit themselves to the highest standards of ethical conduct and to accept full accountability for their actions. In keeping with this guiding principle Washington County encourages its employees, to report any known or suspected improper governmental conduct, to a responsible county representative.

### **Purpose**

- 2.1)** It is the purpose of this policy to create an environment that provides the following:
  - 2.1 (a)** County employees are clearly informed of the opportunities to report concerns and/or complaints of improper governmental conduct;
  - 2.1 (b)** Reports of improper governmental conduct are fairly and timely investigated and appropriate action taken;
  - 2.1 (c)** Reporting employees are free from retaliation; and
  - 2.1 (d)** Where appropriate the reporting employee is provided confidentiality.
- 2.2)** The county, pursuant to ORS 659.540 (2), has authority to provide the below procedure.

## Definitions

3.1) For the purpose of this policy and procedures the following definitions shall apply:

- 3.1 (a) "**Abuse of Authority**" means to deliberately exceed or make improper use of delegated or inherent authority or to employ it in an illegal manner.
- 3.1 (b) "**Disciplinary action**" includes but is not limited to any adverse discrimination, dismissal, demotion, transfer, reassignment, supervisory reprimand, warning of possible dismissal or withholding of work, whether or not the action affects or will affect employee compensation.
- 3.1 (c) "**Gross waste of funds**" means to spend or use funds or to allow funds to be used without valuable result in a manner grossly deviating from the standard of care or competence that a reasonable person would observe in the same situation
- 3.1 (d) "**Improper governmental conduct**" includes conduct or actions of county employees, officials or agents that constitutes violation of any federal or state law, rule, or regulation; or mismanagement, gross waste of funds, or abuse of authority or substantial and specific danger to public health and safety resulting from action of the county.
- 3.1 (e) "**Mismanagement**" means the exercise of an executive function in a manner grossly deviating from the standard of care or competence that a reasonable person would observe in the same situation.
- 3.1 (f) "**Reasonably believes is evidence**" means, in addition to other circumstances bearing on the reasonableness of the belief, that the employee has personal knowledge of facts tending to establish the violation of law, rule or regulation, or the existence of mismanagement, abuse of authority, gross waste of funds, or substantial and specific danger to public health or safety.
- 3.1 (g) "**Receiving employee or official**" means that employee or official who receives from an employee of the county, a report, complaint or concern of improper governmental conduct, and is in a position of authority, pursuant to this policy and procedure, to investigate such allegation.
- 3.1 (h) "**Reckless disregard for its truth or falsity**" means a conscious disregard of a substantial and justifiable risk that the information disclosed is false.
- 3.1 (i) "**Reporting Employee**" means, an employee who reasonably believes they have evidence of improper governmental conduct.
- 3.1 (j) "**Substantial and specific danger**" means a risk of serious injury, illness, peril or loss, to which the exposure of the public is a gross deviation from the standard of care or competence which a reasonable person would observe in the same situation

## Reporting Procedures

- 4.1) Any county employee who discloses information that the employee reasonably believes is evidence of improper governmental conduct shall not be subjected to or threatened with disciplinary action for the disclosure.
- 4.2) In addition to or in lieu of the following reporting procedures, a reporting employee may disclose any allegation, concern, or complaint of improper governmental conduct to the County Auditor, in accordance with the Auditor's responsibilities set forth in the County Charter (Section 46); and/or a reporting employee may report an allegation, concern, or complaint of improper governmental conduct that may also be a violation of the State Code of Ethics (ORS 244.040) to the Government Standards and Practices Commission.

**4.3)** An employee who reasonably believes he or she has evidence of improper governmental conduct shall report it in the following manner:

**4.3 (a)** First to the employee's supervisor - where the reporting employee reasonably believes that the improper governmental conduct involves the supervisor or there may not be a fair and impartial investigation or there could be retaliation for reporting the reporting employee shall report the alleged improper governmental conduct directly to his or her department head; if the reporting employee reasonably believes the alleged improper governmental conduct should not be reported to his or her department head for any of the reasons set forth above, the reporting employee shall report the conduct to the County Administrator; and if the reporting employee reasonably believes the improper governmental conduct should not be reported to the County Administrator for any of the reasons set forth above, the reporting employee shall report the conduct to the Chairman of the Board of County Commissioners.

**4.3 (b)** Where the reporting employee reasonably believes there is an imminent likelihood of substantial and specific danger if action is not taken immediately, the reporting employee may report the alleged improper governmental conduct directly to that county employee or official having authority over the matter and not personally involved in the alleged improper governmental conduct.

**4.3 (c)** Where the alleged improper governmental conduct is believed to have been committed by a county official appointed by the Board of Commissioners, the reporting employee shall report the conduct to the Chairman of the Board of County Commissioners.

**4.3(d)** Where the alleged improper governmental conduct is believed to have been committed by an elected county official, the reporting employee shall report the conduct to the Chairman of the Board or a non-culpable Board member.

**4.3(e)** Where the reporting employee reasonably believes the County Commission culpability in the alleged improper governmental conduct; the reporting employee may report the conduct to the County Auditor for investigation.

### **Investigation Procedures**

**5.1)** The county employee or official receiving the report of improper governmental conduct shall be responsible for determining, pursuant to this policy and procedure, the manner in which the allegations of improper governmental conduct will be investigated.

**5.1 (a)** The receiving employee or official may elect to investigate the allegations by him or herself; assign the investigation to a subordinate employee or request that the investigation be conducted by the receiving employee's supervisor; request the investigation be conducted by another office, agency, or department in the county; or, as provided in paragraph 5.1(c), below, utilize the services of an outside agency. Where appropriate, the receiving employee or official may consult with his or her supervisor, the County Auditor, the Office of County Administrator, or the Office of County Counsel in electing how to proceed with an investigation.

**5.1 (b)** Where the receiving employee or official reasonably believes the allegations of improper governmental conduct include violation of criminal law the receiving employee or official shall report the matter to the appropriate law enforcement agency.

- 5.1 (c)** If the receiving employee or official reasonably believes that an investigation of a non-criminal matter cannot be conducted in an impartial, fair or complete manner by him/herself or any office, employee or official in the county, upon approval of the County Administrator, County Counsel or County Board Chairman, the matter may be referred to an outside public agency willing to accept responsibility for the investigation (such as another county's Administrative Office or Office of County Counsel)
- 5.1 (d)** If the County Auditor is the receiving official of a report of improper governmental conduct, the County Auditor may refer the matter to an outside public agency upon his or her own discretion and without prior approval of any county employee or official.
- 5.2)** Any investigation conducted pursuant to this policy shall be done in a timely, impartial, and fair manner. An employee who is the subject of an investigation of improper governmental conduct (and therefore may be subject to discipline) may have certain rights afforded pursuant to County Personnel Rules, a collective bargaining agreement and/or state or federal law. The investigating employee, when appropriate, shall confer with the Office of County Counsel pertaining to such rights.
- 5.3)** The investigation shall be done in a manner that will not result in any unreasonable embarrassment to the subject(s) of the investigation or any witnesses. All county employees and officials shall cooperate in any investigation performed pursuant to this policy and procedure.
- 5.4)** The receiving employee or official, upon conclusion of the investigation shall prepare a written report setting forth the allegations and findings. The receiving employee or official shall present his or her report to the non-culpable county department head having authority over the affairs being investigated; or, in the event the allegations involve a department head, the report shall be presented to the County Administrator; or, in the event the allegations involve the County Administrator, the report shall be presented to the Chairman of the County Board.

### **Response to Findings of Improper Governmental Conduct**

- 6.1)** The non-culpable county authority receiving the investigation findings shall take necessary and appropriate action. Such action may include, but is not limited to, initiating the implementation of discipline, modifying department procedures, and/or presenting the report to the appropriate county employee or official.
- 6.2)** After an investigation has been completed, the reporting employee shall be advised of the findings of the investigation, except that any personnel action(s) taken as a result of the investigation may be kept confidential. Any information provided to the reporting employee, that may be considered confidential, shall not be publicly disclosed by the employee.

### **Responsibility of reporting Employee/Protection Against Retaliation/Confidentiality**

- 7.1)** County officials and employees are prohibited from retaliating, including the imposition of disciplinary action, against a Washington County employee because he or she has, in good faith, reported improper governmental conduct in accordance with these policies and procedures; provided, however, the reporting employee may be subjected to discipline if the information disclosed by the reporting employee is known by the employee to be false, if the employee discloses the information with reckless disregard for its truth or falsity, or if the information disclosed relates to the employee's own violations, mismanagement, gross waste of funds, abuse of authority or endangerment of the public health or safety.

- 7.2) An employee who believes he or she has been retaliated against for reporting improper governmental conduct should advise their supervisor, the Personnel Manager or County Administrator. The county official receiving a report of retaliation shall take appropriate action to investigate and address complaints of retaliation. A county employee who has been found to have retaliated against an employee for reporting, in good faith, improper governmental conduct shall be subject to discipline.
- 7.3) Notwithstanding the above, any employee who believes he/she have been retaliated against for the reporting of improper government conduct, may bring a civil action as provided by ORS 659.530.
- 7.4) Employees reporting allegations of improper governmental conduct may at the time of reporting request that their names be kept confidential. The county employee receiving the report shall take all steps reasonable, upon request, to maintain confidentiality of the reporting employee. Unless, otherwise required by law:
- 7.4 (a) The identity of the reporting employee described in this policy, shall not be disclosed, during the investigation, without the written consent of the reporting employee; and
- 7.4 (b) No supervisory or management employee of the county shall reveal to an employee accused of improper governmental conduct the identity of the reporting employee.

#### **Other Opportunities for Reporting**

- 8.1) The policy and procedures identified herein, are for the purpose of reporting allegations of improper governmental conduct. These procedures are not intended to replace other opportunities for employees to bring complaints or grievances pertaining to their employment. Specifically, county employees maintain their rights pursuant to personnel rules (Article 5) and/or a collective bargaining agreement to appeal imposition of discipline; their right pursuant to personnel rules to appeal county policies or actions (Article 10); and any rights they/may have pursuant to federal and state law to present civil complaints.

*Definitions are defined as provided by OAR 839-10-010. In the event the OAR definitions are changed or modified, the definitions herein shall be considered to likewise change to conform to the OAR unless expressly stated otherwise by the Board.*



## **APPENDIX A**

### **GENERAL DESCRIPTION OF HIRING PROCEDURES**

#### **Hiring Manager**

1. Reviews job classification.
2. Develops a specific job description for current openings (if necessary).
3. Analyzes workforce composition and reviews utilization report.
4. Determines if there is a utilization problem.
5. Requests eligibility list from Human Resources.
6. Approves request to fill position.

#### **Human Resources**

1. Sends eligible list if available.
2. Consults with hiring authority as to what type of recruitment is appropriate.
3. Develops examination plan if no list exists; including review of existing examinations and/or development of new examination.
4. Makes decision along with the hiring manager as to what recruitment is appropriate based on county Affirmative Action outreach objectives.
5. Prepares job announcement.
6. Distributes job announcement to recruitment sources.

### **SCREENING**

#### **Human Resources**

1. Reviews applications.
2. Prepares and screens applications of qualified applicants for experience and training.
3. Schedules additional screening when required for qualified applicants for written or oral examination.

### **EVALUATION OF TRAINING AND EXPERIENCE**

#### **Human Resources**

1. Screens applications for training and experience or selects screening panel.
2. Establishes screening criteria and rating scales.
3. Trains screening panel.
4. Supervises screening panel.

### **Screening Panel**

1. Screens applicants.

### **Human Resources**

1. Reviews screening process for adverse impacts.
2. Compiles results.
3. Notifies unsuccessful applicants.

## **WRITTEN EXAMINATION**

### **Human Resources**

1. Schedules qualified applicants for written examination.
2. Administers written examination; provides special accommodations to examine those unable to take the written exam.
3. Grades exams or reviews graded exams.
4. Reviews examination for adverse impacts.
5. Sets pass/fail point.
6. Notifies unsuccessful applicants.

## **WRITTEN/ORAL EXAMINATION**

### **Human Resources**

1. Schedules qualified applicants for written examination.
2. Selects oral panel and confirms exam date(s).
3. Schedules those who qualified to take the oral exam.
4. Establishes rating criteria and rating scales.
5. Develops structure of oral exam.
6. Trains oral exam board.
7. Monitors oral exam.
8. Compiles exam results and reviews for adverse impacts.
9. Notifies unsuccessful applicants of their exam results.

## **ORAL EXAMINATION**

### **Human Resources**

1. Approves members of oral board.
2. Schedules qualified applicants for orals.
3. Establishes rating criteria and rating scales.

4. Develops structure of oral exam.
5. Trains oral board.
6. Monitors oral exam.
7. Randomly reviews application for consistency in scoring Requests input from hiring authority as needed.
8. Compiles exam results and reviews for adverse impacts.
9. Notifies unsuccessful applicants of their exam results.

## **ESTABLISHMENT OF ELIGIBLE LIST**

### **Human Resources**

1. Notifies successful applicants of final score and ranking.
2. Prepares eligible list.
3. Sends list of eligible applicants to hiring manager.

## **FINAL SELECTION**

### **Hiring Manager**

1. Interviews eligible candidates; or
2. Selects interview board.

### **Area Human Resources Liaison or Recruitment Analyst**

1. Confirms that interviewer or interview board has been trained; provides training as needed.

### **Hiring Manager**

1. Makes final selection based on job-related criteria; checks references and, if necessary, background.
2. Notifies Human Resources of selection.
3. Returns eligible list and payroll documents to Human Resources.
4. Submits interview documentation to Human Resources Recruitment Analyst.

### **Human Resources**

1. Writes the offer letter with the Hiring Manager.
2. Notifies candidates of selection decision.
3. Processes payroll documents and files; completes necessary reports.
4. Schedules new employees for orientation.