

**CLACKAMAS COUNTY  
AFFIRMATIVE ACTION PLAN  
2010**



Clackamas County Department of Employee Services  
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**AFFIRMATIVE ACTION PLAN FOR WOMEN AND MINORITIES**

## ***EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT***

On March 13, 1978, the Board of County Commissioners approved an Equal Employment Opportunity Policy Statement and Objectives for the County Affirmative Action Plan. The Clackamas County Board of Commissioners continues its commitment to the concept of equal employment opportunity as a necessary element of basic human resource management. Discrimination in a personnel action on a basis unrelated to the job is prohibited. Employment and promotion decisions in County service shall be made in accordance with the principles of equal opportunity by utilizing only job-related requirements and competencies. State and/or federal law specifically prohibit discrimination on the basis of race, color, religion, sex, sexual orientation, gender identity, age, national origin, physical or mental disability, marital status, political affiliation or family relationship.

Equal opportunity can best be affected through definitive and programmed affirmative action. Every County employee must realize that policies to maintain equality cannot be merely passive. Positive action steps must be taken to maintain an environment, which provides for equal employment opportunities.

The major emphasis of the County's Affirmative Action Plan is to take positive action to see that persons of an identifiable protected group are provided an equal opportunity to be successful in all phases of the employment process. The Board of County Commissioners believes that an effective Affirmative Action Program not only benefits those who may have been denied equal employment opportunity, but also greatly benefits those County organizations which may have overlooked, screened out, or under-utilized useful talents, resources and skills, especially among those of female and minority persons.

The Affirmative Action Plan commits all employees of Clackamas County to support, in an affirmative manner, the Board of County Commissioners' policy regarding equal employment opportunity. The County Affirmative Action Officer, who shall be the Director of Employee Services, is charged with responsibility for implementation of the Affirmative Action Plan. The County Affirmative Action Officer shall provide effective communication of and conformance with, the requirements of the Affirmative Action Plan and see that each department director takes such affirmative action as is necessary to achieve its goals. The plan shall be implemented consistent with the law and other mandated requirements. The Board of County Commissioners and County Administrator shall annually review the affirmative action progress of all departments.

All departments will work together to develop and implement Countywide Affirmative Action goals and timetables consistent with, and supportive of, this policy. Each department director, to facilitate the above provisions, shall appoint a high level manager responsible for effectuating the terms of the County's Affirmative Action goals and timetables.

The Department of Employee Services and the Board of County Commissioners will establish, and promulgate personnel rules, procedures, and the policies, which will effectuate the provisions and intent of the Affirmative Action policy.

## ***GENERAL OBJECTIVES OF THE COUNTY AFFIRMATIVE ACTION PLAN***

1. To establish and maintain employment levels for minorities, females and other protected groups in proportion at least equal to their availability in the specified labor force;
2. To take such affirmative action as is necessary to distribute this employment representation throughout job classifications in County service;
3. To make efforts to prevent the occurrence of arbitrary, unnecessary and artificial practices which relate to employment or promotion within Clackamas County government;
4. To make efforts to upgrade and fully utilize existing female and minority resources within the County work force;
5. To communicate the County's policy and activities in affirmative action both internally and externally; and
6. To incorporate department directors in a plan to actively monitor, support and enforce the Affirmative Action Program.

## ***DISSEMINATION OF POLICY***

In order to implement provisions of this policy and plan, it is necessary that County employees, the community at large, and contractors and subcontractors doing business with the County be informed of the County's Equal Employment Opportunity/Affirmative Action (EEO/AA) Policy and their compliance responsibilities. In furtherance thereof:

## **INTERNAL DISSEMINATION**

1. The Equal Employment Opportunity Policy Statement, Sexual Harassment Policy Statement (see Appendix C and D) and Federal EEO Notices will remain posted on all County bulletin boards in a place that is conspicuous to employees.
2. The Affirmative Action Plan will continue to be featured in County publications.
3. All new employees will continue to be informed of the County's Equal Employment Opportunity Policy and the County Affirmative Action Plan in employee orientation sessions. New employees receive a copy of the County's Equal Opportunity Policy statement at orientation.
4. The County's Department of Employee Services shall have a copy of the Affirmative Action Plan in the department lobby which is available to employees and the public. Unless a hardcopy is requested, other County departments will access the Affirmative Action Plan using the Clackamas County internet and intranet in support of the County Sustainability policies.
5. The Affirmative Action Plan is accessible on the Clackamas County internet and intranet.
6. A general policy statement regarding Equal Employment Opportunity is incorporated in the Personnel Ordinance of Clackamas County.
7. Sessions on Affirmative Action and the County Equal Employment Opportunity Policy are incorporated into supervisory and management training courses.

8. Meetings with the Affirmative Action Officer and department representatives are held on a regular basis to explain process, plans and the problems in the areas of EEO/AA.
9. All collective bargaining agreements entered into with the County will continue to contain nondiscrimination clauses.
10. The County keeps union officials informed of the County's commitment to affirmative action.
11. When employees are featured in County publications both minority and non-minority men and women are featured.

## **EXTERNAL DISSEMINATION**

1. Recruitment resources will continue to be informed of the County's EEO/AA Policy. These sources will be encouraged to actively recruit and refer minorities and females for all County positions.
2. All contractors and subcontractors maintaining contracts with Clackamas County will continue to be advised in writing of the County's Equal Employment Opportunity Policy and Affirmative Action Program. All newly negotiated contracts will contain an equal opportunity clause.
3. Minority and female organizations, community agencies, institutions for the disabled, community leaders, secondary schools and colleges will continue to be notified of the County's EEO/AA policy. The County will continue to send a comprehensive listing of all current job openings (in which recruitment is being conducted) to an Affirmative Action mailing list.
4. All Clackamas County job announcements will continue to indicate that Clackamas County is an equal opportunity employer by containing the phrase "An Equal Opportunity/Affirmative Action Employer."
5. All purchase orders, leases and contracts administered by the County will continue to incorporate an Equal Employment Opportunity Statement.
6. A human resources representative is available to meet with applicants to view recruitment processes and examination results. In the event an applicant requests a review of their employment status or application materials, a process is established in which the County's AA Officer or designee will investigate and render a decision.
7. When employees are pictured in recruitment materials, both minority and non-minority men and women are included.
8. The County's Web Site will include the County's EEO and Affirmative Action Statement.
9. Any department specific Equal Employment Opportunity plan (EEOP) will be accessible to any member of the public or employee by requesting a copy from the County's Department of Employee Services. The Federal Department of Justice requires EEOP plans when receiving certain federal funding. The Sheriff's Department EEOP plan will be posted on the Sheriff's web site.

## ***RESPONSIBILITY FOR IMPLEMENTATION***

The County Affirmative Action Officer (Director of Employee Services) shall provide for effective communication of the intent and requirements of this plan and will work with operating departments to ensure that each agency/department director takes such affirmative action as is necessary to achieve the plan goals. If there are any complaints regarding failure to comply with the EEO/AA Plan or the intent thereof, the County Affirmative Action Officer is authorized to investigate as the agent of the Board of County Commissioners to ensure maximum compliance. The Affirmative Action officer will also serve as the liaison between Clackamas County and the enforcement agencies.

The Department of Employee Services serves as the focal point for all affirmative action programs and activities. The Department of Employee Services strives to establish positive working relationships with operating departments and outside compliance and regulatory agencies by undertaking and communicating their operation, requirements, objectives and methodology to others.

### **AFFIRMATIVE ACTION OFFICER**

As Director of Employee Services, the Affirmative Action Officer will have the authority for overseeing the following responsibilities as carried out by the Department of Employee Services:

#### **A. Recruitment and Selection**

1. Maintain community contacts and public relations.
2. Analyze selection procedures to ensure they do not have an adverse effect on protected classifications.
3. Develop recruiting methodologies that ensure Equal Employment Opportunity.
4. Maintain internal procedures for handling complaints and for receiving information from departments relative to selection procedures.
5. Maintain an appropriate participation rate of minority and female raters in the examination and selection process.
6. Implement affirmative action outreach recruitment efforts that effectively attract qualified minorities and females. See Appendix B for resources that are utilized on a regular basis to solicit minority and female applicants for County jobs.
7. As an ongoing process, evaluate the total selection procedure for current recruitments including the application form, interviewing procedures, test administration, test validity, referral procedures and the final selection process to strengthen job relationships and validity as required by Federal law and to aide equal opportunity goals and objectives. No examinations will be issued without prior analysis of the duties and responsibilities of the position and the establishment of job related qualifications and testing requirements and procedures.
8. Ensure that all minimum qualifications are necessary prerequisites and not merely desirable qualifications for the job.

9. Continue to establish alternate patterns for qualifications where additional experience may compensate for desired education.
10. De-emphasize standardized written examinations; encourage performance examinations, audiovisual, and/or oral examination methods.
11. As required by the Uniform Guidelines on Employee Selection Procedures, analyze content or other appropriate validity of written tests where they have an adverse impact with respect to every group that constitutes 2% or more of the relevant labor market.
12. When appropriate, set cutoffs on written examinations which allow for the inclusion of females and minorities in the remainder of the selection process and which can be validated according to Federal regulations.
13. Conduct a job analysis to identify technical knowledge, skills, abilities and personal/interpersonal competencies necessary for success in the position. Ensure oral examinations are structured to test the technical and personal/interpersonal competencies of the applicant and develop according to Competency-Based Interviewing guidelines.
14. Train all raters, prior to serving on an oral examining board, in appropriate selection procedures and advise raters of the County's EEO/AA program requirements.
15. Encourage appointing authorities to document non-hire of referred minorities and females.
16. Periodically audit and review notification and certification procedures used by departments and report any problems to appropriate management authorities.
17. Serve as liaison between the contractor and minority organizations, women's organizations, and community groups concerned with employment opportunities of minorities and women.
18. Provide career counseling for employees.

#### B. Classification and Compensation

1. Revise the classification plan in such a manner that it adheres to the principals of affirmative action. Evaluate duties, responsibilities and tasks performed in each classification to determine the necessary job related knowledge, abilities and skills required for entry into the classification and ensure that those are accurately reflected in the classification specifications.
2. On an ongoing basis, strengthen and more clearly define career ladders and lattices.
3. Use knowledge and skill requirements wherever possible as criteria for promotion in lieu of additional education. Finite education and experience requirements will not be utilized in classification specifications as basic requirements unless specifically required by law. When law requires specific education, experience, or licensing criteria, an analysis will be made of the job relatedness of the criteria based upon the actual duties performed. The required knowledge and skills will continue to reflect "necessary prerequisites" and not

4. Continue to restructure low level classifications with no upward mobility or develop alternative paths offered for eventual promotion, wherever possible.
5. Continue to clearly identify required knowledge and skills on each classification specification.
6. Continue to look at job restructuring as a tool for facilitating entry and promotion of the “protected” classifications into County employment. Job restructuring provides for classifications that offer employment opportunities at all intervals to match the wide range of skills possessed by current and prospective employees. Through the use of job analysis, duties and responsibilities at various levels will be studied and re-grouped into new classifications when appropriate.
7. Maintain entry level classifications for most job series.
8. Create transitional classifications for Technical and Paraprofessional levels as a means of upward mobility to higher level jobs whenever possible.
9. Maintain descriptive and nonsexist job titles. Job titles are created which reflect a change from an orientation of “man” non-job related wording to that which more accurately describes the work performed.
10. Continue to explore new classification concepts designed to promote growth of employees and to provide opportunities for career advancement to all who are qualified. In the analysis of positions, classification shall be made on the basis of the duties and responsibilities of the position and not on the current incumbent.
11. Information gained in the classification analysis will be utilized in the employment and examination process. Whenever possible, entry-level classifications will be allocated to facilitate training of minorities, women and other protected group members.

#### C. Employee Relations

1. Maintain an Affirmative Action Plan for the County including the updating of goals and timetables that are in compliance with Executive order No. 11246, as amended, and its implementing regulations.
2. Maintain internal procedures to ensure full compliance with this plan.
3. Monitor compliance with the goals and timetables as established in the Affirmative Action Plan and undertake appropriate activities to remedy deficiencies.
4. Develop policies and rules for the Board of County Commissioners, which properly implement and maintain the Affirmative Action Program.
5. Investigate complaints of discrimination, harassment and activities that are in contrast to the goals of the Affirmative Action Plan.

6. Ensure that the personnel policies developed for Clackamas County maintains the intent of equal employment opportunity.
7. Keep management informed of any new developments in the area of Equal Employment Opportunity law.
8. Assist and counsel managers and supervisors regarding affirmative action responsibilities.
9. Keep department managers informed of required EEO postings.

#### D. Training

1. All Employees

Inform all new employees of the County's Equal Employment Opportunity Policy and the Affirmative Action Plan in employee orientation sessions.

2. Supervisory and Management Employees

Develop and administer comprehensive training programs for departmental managers and supervisors on the EEO/AA program and general requirements of the law including:

- a) Techniques of selection: their equal employment opportunity implications;
- b) Effective work performance evaluation; and
- c) Diversity awareness programs.

In addition to the above, Clackamas County will provide training in two other broad areas for all County employees:

3. Skills Training

Updating employee's skills not only makes them more productive members of the County work force, but also develops knowledge and skills which will enable individuals to compete for higher level positions. The Department of Employee Services will work with departments to provide general countywide skill training and to assist departments in identifying and meeting their training needs. Individual departments will be encouraged to adopt a training and development plan for their employees.

4. Career Development Training

Career development encompasses varied work experience, training and educational activities. Each employee sets out to obtain designated goals with help and encouragement from their immediate supervisors, department management and the County. It often begins with a supervisor assisting the employee in mastering the primary skills of the job. As the employee moves up the career ladder, he or she assumes more activities that will lead to meaningful job performance and career goals. Departments are encouraged to develop their own methodologies for implementing the concepts and goals of career development planning.

## **AGENCY/DEPARTMENTAL AFFIRMATIVE ACTION REPRESENTATIVES**

As indicated by the general policy statement, all County departments will be involved in the development and implementation of the Countywide Affirmative Action goals and timetables consistent with and supportive of the general policy and plan. Each department director, to facilitate the above provisions, shall appoint a high level manager to serve as the Affirmative Action representative. The representative shall be responsible for contributing to County goals and timetables within the Countywide Affirmative Action Plan. Specifically, the responsibilities of these representatives are to:

1. Keep top level management and supervisors within the department aware of progress and performance towards meeting the goals and timetables stipulated in the Affirmative Action Plan;
2. Coordinate outreach recruitment efforts with the Department of Employee Services;
3. Periodically revise, review and evaluate their departmental progress toward meeting the Countywide Affirmative Action goals and timetables;
4. Identify and report to the department director and the Department of Employee Services any operational problems or deficiencies which impede progress toward obtainment of goals and timetables; and
5. Ensure that each work area has EEO notices properly placed on bulletin boards.

## **RESPONSIBILITY OF MANAGEMENT STAFF**

All County managers share in the responsibility of ensuring the County's affirmative action program is properly implemented. Management responsibilities for achieving this goal shall include but not be limited to the following:

1. Assist in the identification of problem areas and work with the Department of Employee Services to overcome those deficiencies.
2. Audit bulletin boards in departments to ensure appropriate notices are properly displayed.
3. Take action to prevent harassment of female and minority employees.
4. When participating in the recruitment and selection process, establish questions and criteria that are free of bias and discrimination.
5. When participating in the recruitment and selection process, uphold Federal and State regulations, which prohibit discrimination and follow the County's Affirmative Action Plan.
6. When participating in the selection process, evaluate all applicants equally against the established criteria.

7. Ensure that minorities and women receive proper consideration in hiring, promotion, transfer, pay, termination and other personnel actions.
8. Understand that a supervisor or manager's work performance is also evaluated on the basis of their equal employment opportunity efforts and results, in addition to other criteria.

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## **WORKFORCE ANALYSIS**

As part of the Affirmative Action Plan, a workforce analysis was completed. The workforce analysis includes a table for each organization unit, which lists all regular status, occupied positions in Clackamas County as of February 3, 2010. The tables are listed in order of organization number. County departments may contain several different tables listed under different organization numbers.

The positions within each organization are listed from lowest to highest paid by the maximum hourly rate of the salary range. The workforce analysis also provides information on the EEO category designation, the salary range, number of incumbents, and minority and female representation in the positions. The tables provide a method for reviewing the utilization of minority and females in each organization unit and by classification.

***Note: For printing and distribution purposes, this section contains the Workforce Analysis Summary pages only. The individual tables for each organizational unit have been omitted from copies of the Affirmative Action Plan to conserve paper. The full Affirmative Action Plan is available from the County's Department of Employee Services and on the County intranet.***

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# Work Force Analysis Summary

Clackamas County

02/03/2010

Department	Total	Total Min			Total		White		Black		Hisp		Asian		Amlnd		NHOPI		Two+	
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Board of County Commissioners	5	0	0.00	Male	2	40.00	2	40.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	3	60.00	3	60.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Building Services	23	1	4.35	Male	17	73.91	16	69.57	0	0.00	0	0.00	1	4.35	0	0.00	0	0.00	0	0.00
				Female	6	26.09	6	26.09	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Business & Econ Development	5	0	0.00	Male	1	20.00	1	20.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	80.00	4	80.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
CD Administration	4	1	25.00	Male	3	75.00	2	50.00	1	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	25.00	1	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
CD Housing	4	0	0.00	Male	1	25.00	1	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	3	75.00	3	75.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
CH-Admin & Bus Services	231	41	17.75	Male	51	22.08	38	16.45	3	1.30	6	2.60	4	1.73	0	0.00	0	0.00	0	0.00
				Female	180	77.92	152	65.80	5	2.16	18	7.79	5	2.16	0	0.00	0	0.00	0	0.00
Cable Administration	4	0	0.00	Male	2	50.00	2	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	50.00	2	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Central Dispatch	40	2	5.00	Male	13	32.50	13	32.50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	27	67.50	25	62.50	0	0.00	1	2.50	0	0.00	1	2.50	0	0.00	0	0.00
Com Solutions-Weatherization	25	7	28.00	Male	20	80.00	13	52.00	0	0.00	3	12.00	4	16.00	0	0.00	0	0.00	0	0.00
				Female	5	20.00	5	20.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Community & Legislative Affair	2	1	50.00	Male	1	50.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00	1	50.00	0	0.00	0	0.00
Community Environment	6	0	0.00	Male	2	33.33	2	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	66.67	4	66.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Community Solutions	25	4	16.00	Male	9	36.00	9	36.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	16	64.00	12	48.00	2	8.00	1	4.00	0	0.00	1	4.00	0	0.00	0	0.00

# Work Force Analysis Summary

Clackamas County  
02/03/2010

Department	Total	Total Min			Total		White		Black		Hisp		Asian		Amlnd		NHOPI		Two+			
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Corner Land Preservation	7	0	0.00	Male	6	85.71	6	85.71	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	14.29	1	14.29	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Correction - Residential Serv	43	6	13.95	Male	31	72.09	27	62.79	1	2.33	1	2.33	1	2.33	1	2.33	0	0.00	0	0.00	0	0.00
				Female	12	27.91	10	23.26	0	0.00	1	2.33	1	2.33	0	0.00	0	0.00	0	0.00	0	0.00
County Administration	10	1	10.00	Male	1	10.00	1	10.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	9	90.00	8	80.00	0	0.00	1	10.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
County Assessor	55	3	5.45	Male	21	38.18	19	34.55	0	0.00	1	1.82	1	1.82	0	0.00	0	0.00	0	0.00	0	0.00
				Female	34	61.82	33	60.00	0	0.00	0	0.00	0	0.00	1	1.82	0	0.00	0	0.00	0	0.00
County Clerk	16	1	6.25	Male	4	25.00	4	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	12	75.00	11	68.75	0	0.00	0	0.00	1	6.25	0	0.00	0	0.00	0	0.00	0	0.00
County Counsel	12	1	8.33	Male	7	58.33	6	50.00	1	8.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	5	41.67	5	41.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
County Courier	1	0	0.00	Male	1	100.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
County Dog Services	7	1	14.29	Male	1	14.29	0	0.00	0	0.00	0	0.00	1	14.29	0	0.00	0	0.00	0	0.00	0	0.00
				Female	6	85.71	6	85.71	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
County Dog Services - Field	6	0	0.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	6	100.00	6	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
County Forester	3	1	33.33	Male	1	33.33	1	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	66.67	1	33.33	0	0.00	0	0.00	0	0.00	1	33.33	0	0.00	0	0.00	0	0.00
County Library	10	0	0.00	Male	1	10.00	1	10.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	9	90.00	9	90.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
County Surveyor	9	0	0.00	Male	6	66.67	6	66.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	3	33.33	3	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

# Work Force Analysis Summary

Clackamas County

02/03/2010

Department	Total	Total Min			Total		White		Black		Hisp		Asian		Amlnd		NHOPI		Two+	
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
County Treasurer	5	0	0.00	Male	1	20.00	1	20.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	80.00	4	80.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
DA - Family Support	15	1	6.67	Male	3	20.00	3	20.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	12	80.00	11	73.33	0	0.00	0	0.00	1	6.67	0	0.00	0	0.00	0	0.00
DA - Victim Assistance	7	0	0.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	7	100.00	7	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Department of Finance	28	5	17.86	Male	3	10.71	2	7.14	0	0.00	1	3.57	0	0.00	0	0.00	0	0.00	0	0.00
				Female	25	89.29	21	75.00	0	0.00	1	3.57	3	10.71	0	0.00	0	0.00	0	0.00
Development Agency	5	0	0.00	Male	3	60.00	3	60.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	40.00	2	40.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
District Attorney	59	4	6.78	Male	22	37.29	20	33.90	0	0.00	0	0.00	2	3.39	0	0.00	0	0.00	0	0.00
				Female	37	62.71	35	59.32	0	0.00	2	3.39	0	0.00	0	0.00	0	0.00	0	0.00
Emerg Mgt-Med Examiner	5	0	0.00	Male	3	60.00	3	60.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	40.00	2	40.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Employee Services Admin	22	2	9.09	Male	4	18.18	2	9.09	1	4.55	0	0.00	1	4.55	0	0.00	0	0.00	0	0.00
				Female	18	81.82	18	81.82	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Engineering	42	4	9.52	Male	31	73.81	28	66.67	1	2.38	0	0.00	1	2.38	1	2.38	0	0.00	0	0.00
				Female	11	26.19	10	23.81	0	0.00	0	0.00	1	2.38	0	0.00	0	0.00	0	0.00
Facilities Managment	20	2	10.00	Male	15	75.00	13	65.00	0	0.00	2	10.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	5	25.00	5	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Family Court Service	8	0	0.00	Male	2	25.00	2	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	6	75.00	6	75.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Field Services	55	6	10.91	Male	15	27.27	14	25.45	1	1.82	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	40	72.73	35	63.64	0	0.00	4	7.27	1	1.82	0	0.00	0	0.00	0	0.00

# Work Force Analysis Summary

Clackamas County

02/03/2010

Department	Total	Total Min			Total		White		Black		Hisp		Asian		Amlnd		NHOPI		Two+			
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Fleet Services	9	2	22.22	Male	8	88.89	7	77.78	0	0.00	1	11.11	0	0.00	0	0.00	0	0.00	0	0.00		
				Female	1	11.11	0	0.00	0	0.00	1	11.11	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Health Housing & Human Service	4	0	0.00	Male	1	25.00	1	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	3	75.00	3	75.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Homeland Security	7	1	14.29	Male	1	14.29	1	14.29	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	6	85.71	5	71.43	0	0.00	0	0.00	1	14.29	0	0.00	0	0.00	0	0.00	0	0.00
Justice Court	8	0	0.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	8	100.00	8	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Juvenile	44	8	18.18	Male	18	40.91	13	29.55	2	4.55	2	4.55	1	2.27	0	0.00	0	0.00	0	0.00	0	0.00
				Female	26	59.09	23	52.27	1	2.27	2	4.55	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Law Library	3	1	33.33	Male	1	33.33	0	0.00	0	0.00	0	0.00	1	33.33	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	66.67	2	66.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Library Network	6	1	16.67	Male	5	83.33	4	66.67	0	0.00	1	16.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	16.67	1	16.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Local Option Levy Dectective	5	0	0.00	Male	4	80.00	4	80.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	20.00	1	20.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Local Option Levy Jail	30	3	10.00	Male	24	80.00	21	70.00	0	0.00	3	10.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	6	20.00	6	20.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Local Option Levy Patrol	19	0	0.00	Male	18	94.74	18	94.74	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	5.26	1	5.26	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Mail Operations	2	0	0.00	Male	1	50.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	50.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
NCPRD - Aquatic Ctr & Rec Prog	12	2	16.67	Male	4	33.33	4	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	8	66.67	6	50.00	0	0.00	1	8.33	1	8.33	0	0.00	0	0.00	0	0.00	0	0.00

# Work Force Analysis Summary

Clackamas County

02/03/2010

Department	Total	Total Min			Total		White		Black		Hisp		Asian		Amlnd		NHOPI		Two+			
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
NCPRD - Milwaukie Center	9	1	11.11	Male	3	33.33	3	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00		
				Female	6	66.67	5	55.56	0	0.00	1	11.11	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
NCPRD- Admin	9	0	0.00	Male	2	22.22	2	22.22	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	7	77.78	7	77.78	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
NCPRD-Parks & Facilities Serv	6	0	0.00	Male	6	100.00	6	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Office for Children & Families	7	1	14.29	Male	1	14.29	0	0.00	1	14.29	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	6	85.71	6	85.71	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Office of Sustainability	7	0	0.00	Male	3	42.86	3	42.86	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	57.14	4	57.14	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Parks	12	0	0.00	Male	8	66.67	8	66.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	33.33	4	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Planning	28	2	7.14	Male	12	42.86	12	42.86	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	16	57.14	14	50.00	0	0.00	1	3.57	1	3.57	0	0.00	0	0.00	0	0.00	0	0.00
Property Management	1	0	0.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	100.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Public Government Affairs	12	1	8.33	Male	2	16.67	2	16.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	10	83.33	9	75.00	0	0.00	0	0.00	0	0.00	1	8.33	0	0.00	0	0.00	0	0.00
Purchasing	7	0	0.00	Male	3	42.86	3	42.86	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	4	57.14	4	57.14	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Records Management	7	0	0.00	Male	2	28.57	2	28.57	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	5	71.43	5	71.43	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Risk & Benefits Administration	14	0	0.00	Male	2	14.29	2	14.29	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	12	85.71	12	85.71	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

# Work Force Analysis Summary

Clackamas County

02/03/2010

Department	Total	Total Min			Total		White		Black		Hisp		Asian		Amlnd		NHOPI		Two+			
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Road Administration	12	0	0.00	Male	3	25.00	3	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	9	75.00	9	75.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Road Maintenance	88	5	5.68	Male	77	87.50	72	81.82	1	1.14	2	2.27	0	0.00	2	2.27	0	0.00	0	0.00	0	0.00
				Female	11	12.50	11	12.50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Sheriff - Enforcement	30	1	3.33	Male	28	93.33	27	90.00	0	0.00	0	0.00	0	0.00	1	3.33	0	0.00	0	0.00	0	0.00
				Female	2	6.67	2	6.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Sheriff Administration	14	1	7.14	Male	5	35.71	5	35.71	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	9	64.29	8	57.14	0	0.00	1	7.14	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Sheriff Civil	23	0	0.00	Male	17	73.91	17	73.91	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	6	26.09	6	26.09	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Sheriff Data Processing	5	0	0.00	Male	5	100.00	5	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Sheriff Investigation	42	0	0.00	Male	30	71.43	30	71.43	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	12	28.57	12	28.57	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Sheriff Jail	116	9	7.76	Male	70	60.34	67	57.76	2	1.72	0	0.00	1	0.86	0	0.00	0	0.00	0	0.00	0	0.00
				Female	46	39.66	40	34.48	3	2.59	2	1.72	1	0.86	0	0.00	0	0.00	0	0.00	0	0.00
Sheriff Marine	4	0	0.00	Male	4	100.00	4	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Sheriff Public Safety Training	1	0	0.00	Male	1	100.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Sheriff Records	16	0	0.00	Male	1	6.25	1	6.25	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	15	93.75	15	93.75	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Sheriff Support Services	5	0	0.00	Male	4	80.00	4	80.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	20.00	1	20.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

# Work Force Analysis Summary

Clackamas County

02/03/2010

Department	Total	Total Min			Total		White		Black		Hisp		Asian		Amlnd		NHOPI		Two+	
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Sheriff Uniform	100	6	6.00	Male	87	87.00	82	82.00	0	0.00	4	4.00	1	1.00	0	0.00	0	0.00	0	0.00
				Female	13	13.00	12	12.00	1	1.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Social Services Administration	61	5	8.20	Male	5	8.20	4	6.56	0	0.00	1	1.64	0	0.00	0	0.00	0	0.00	0	0.00
				Female	56	91.80	52	85.25	1	1.64	2	3.28	1	1.64	0	0.00	0	0.00	0	0.00
TS-Computer Services	9	1	11.11	Male	7	77.78	6	66.67	0	0.00	1	11.11	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	22.22	2	22.22	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
TS-Document Management	1	0	0.00	Male	1	100.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
TS-Electronic Services	7	3	42.86	Male	5	71.43	2	28.57	0	0.00	1	14.29	2	28.57	0	0.00	0	0.00	0	0.00
				Female	2	28.57	2	28.57	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
TS-GIS/WEB Development	6	0	0.00	Male	5	83.33	5	83.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	16.67	1	16.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
TS-Network Support Services	2	0	0.00	Male	2	100.00	2	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
TS-PeopleSoft Support	5	1	20.00	Male	3	60.00	2	40.00	1	20.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	40.00	2	40.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
TS-User Support Services	16	3	18.75	Male	14	87.50	11	68.75	2	12.50	1	6.25	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	12.50	2	12.50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Technology Services Admin	3	0	0.00	Male	3	100.00	3	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Tourism Development Council	3	0	0.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	3	100.00	3	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Veteran's Services	2	0	0.00	Male	1	50.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	50.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

# Work Force Analysis Summary

Clackamas County  
02/03/2010

Department	Total	Total Min			Total		White		Black		Hisp		Asian		Amlnd		NHOPi		Two+	
		#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Water Environment Services	105	8	7.62	Male	76	72.38	71	67.62	1	0.95	4	3.81	0	0.00	0	0.00	0	0.00	0	0.00
				Female	29	27.62	26	24.76	0	0.00	2	1.90	1	0.95	0	0.00	0	0.00	0	0.00
Facility Total	1768	161	9.11	Male	887	50.17	806	45.59	19	1.07	35	1.98	22	1.24	5	0.28	0	0.00	0	0.00
<i>% of Total</i>				Female	881	49.83	801	45.31	13	0.74	42	2.38	19	1.07	6	0.34	0	0.00	0	0.00

## AVAILABILITY ANALYSIS

### *TWO FACTOR ANALYSIS*

A crucial portion of an Affirmative Action Plan is the availability analysis. This is a study of the number of minorities and females available for positions with the County. The percentage of minorities and females available is measured by two factors: external availability from those having requisite skills in the reasonable recruitment area and internal availability from among current employees who are promotable, trainable or transferable within the County.

<b>Factor</b>	<b>Percentage of. . .</b>	<b>Among. . .</b>	<b>In the. . .</b>
1	Minorities and Females	Those having requisite skills	Reasonable recruitment area based on the 2000 Census.
2	Minorities and Females	Those promotable, trainable, or transferable	Facility

The two-factor analysis was applied to each EEO category. Value weights were assigned to each factor. The value weight reflects the proportion of the factor in calculating overall availability for each EEO category. After determining the value weight for each factor, this number was then multiplied by the raw availability figure. These weighted availabilities were then added to derive final availability figures for females and minorities in each EEO category.

The 2010 AA Plan update is the sixth plan update using the year 2000 Census figures for Factor 1. Each county classification title was assigned to one of the occupational codes for the 2000 census to accurately measure availability of external applicants with the requisite skills to perform the various county occupations. In addition, the County examined the external vs. internal applicant pool for each EEO Category in determining the value weights to assign to each Factor in the Availability Analysis.

Data for Factor 1 considers those persons in the external recruitment area that have requisite skills for each classification included within the EEO category. All of the County's classifications were compared to the occupational codes provided in the 2000 census. By assigning one code to each classification, the availability data more accurately reflects the mix of jobs and job skills in the County workforce. The census data is weighted based on the number of incumbents in each classification. The value weight assigned to Factor 1 reflects the proportion of applicants external to the organization. This value weight may differ between EEO Categories.

For EEO 1, Officials and Administrators, census data from the United States census was used. For EEO categories 5, 6 & 8, census data was used from Portland PMSA since applicants for paraprofessional, clerical support and service maintenance positions rarely arrive from outside this area. For all other EEO categories Oregon census data was used as the reasonable recruiting area.

Data for Factor 2 considers those promotable, trainable or transferable within the County. The raw availability figures are derived from the percentage of minorities and females present in the work force in the EEO category providing the applicant pool. These are known as “feeder groups.” Information received from the Equal Employment Opportunity Commission indicates that it is inappropriate to utilize an EEO category as a feeder unto itself. Therefore the County identified whether each EEO category had a feeder group in a different EEO category.

The chart below identifies each EEO category with its feeder EEO groups

<u>EEO Category</u>	<u>Feeder EEO Category</u>
EEO 1	EEO 2
EEO 2	EEO 5 and 6
EEO 3	EEO 7 and 8
EEO 4	EEO 5 and 6
EEO 5	EEO 6
EEO 6	No Feeder Group
EEO 7	EEO 8
EEO 8	No Feeder Group

# Availability Analysis

Clackamas County  
02/03/2010

**Job Group: 10 Officials and Administrators**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	29.43	15.12	5.54	4.85	3.29	0.75	0.07	0.62	<b>85.00</b>	25.02	12.85	4.71	4.12	2.80	0.64	0.06	0.53
	Source of Data: Census 2000 Special EEO File United States																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	59.96	11.69	3.25	4.33	3.90	0.22	0.00	0.00	<b>15.00</b>	8.99	1.75	0.49	0.65	0.58	0.03	0.00	0.00
	Source of Data: Feeder Job Groups: Professionals (20)																
									<b>100.00</b>								
<b>Job Group Final Availabilities (%)</b>										<b>34.01</b>	<b>14.61</b>	<b>5.19</b>	<b>4.77</b>	<b>3.38</b>	<b>0.67</b>	<b>0.06</b>	<b>0.53</b>

# Availability Analysis

Clackamas County  
02/03/2010

**Job Group: 20 Professionals**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	56.25	11.45	1.94	3.55	3.01	1.97	0.17	0.80	<b>85.00</b>	47.82	9.73	1.65	3.02	2.56	1.68	0.15	0.68
	Source of Data: Census 2000 Special EEO File Oregon																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	89.38	10.62	1.06	6.79	2.34	0.42	0.00	0.00	<b>15.00</b>	13.41	1.59	0.16	1.02	0.35	0.06	0.00	0.00
	Source of Data: Feeder Job Groups: Paraprofessionals (50), Office/Clerical (60)																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>61.22</b>	<b>11.32</b>	<b>1.81</b>	<b>4.04</b>	<b>2.91</b>	<b>1.74</b>	<b>0.15</b>	<b>0.68</b>

# Availability Analysis

Clackamas County  
02/03/2010

**Job Group: 30 Technicians**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	32.77	11.27	1.16	3.21	3.87	1.94	0.22	0.87	<b>95.00</b>	31.13	10.71	1.11	3.05	3.68	1.84	0.20	0.83
	Source of Data: Census 2000 Special EEO File Oregon																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	10.88	9.84	0.52	4.66	3.63	1.04	0.00	0.00	<b>5.00</b>	0.54	0.49	0.03	0.23	0.18	0.05	0.00	0.00
	Source of Data: Feeder Job Groups: Skilled Craft (70), Service/Maintenance (80)																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>31.67</b>	<b>11.20</b>	<b>1.13</b>	<b>3.28</b>	<b>3.86</b>	<b>1.89</b>	<b>0.20</b>	<b>0.83</b>

# Availability Analysis

Clackamas County  
02/03/2010

**Job Group: 40 Protective Services**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	24.36	11.10	2.02	3.96	1.35	2.95	0.19	0.63	<b>97.00</b>	23.63	10.77	1.96	3.84	1.31	2.86	0.19	0.61
	Source of Data: Census 2000 Special EEO File Oregon																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	89.38	10.62	1.06	6.79	2.34	0.42	0.00	0.00	<b>3.00</b>	2.68	0.32	0.03	0.20	0.07	0.01	0.00	0.00
	Source of Data: Feeder Job Groups: Paraprofessionals (50), Office/Clerical (60)																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>26.32</b>	<b>11.09</b>	<b>1.99</b>	<b>4.05</b>	<b>1.38</b>	<b>2.87</b>	<b>0.19</b>	<b>0.61</b>

# Availability Analysis

Clackamas County  
02/03/2010

**Job Group: 50 Paraprofessionals**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	78.23	13.66	3.24	4.30	3.23	1.41	0.38	1.10	<b>85.00</b>	66.49	11.61	2.75	3.66	2.75	1.20	0.32	0.93
	Source of Data: Census 2000 Special EEO File Portland-Vancouver, OR-WA PMSA																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	93.25	9.52	0.79	6.35	1.98	0.40	0.00	0.00	<b>15.00</b>	13.99	1.43	0.12	0.95	0.30	0.06	0.00	0.00
	Source of Data: Feeder Job Groups: Office/Clerical (60)																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>80.48</b>	<b>13.04</b>	<b>2.87</b>	<b>4.61</b>	<b>3.05</b>	<b>1.26</b>	<b>0.32</b>	<b>0.93</b>	

# Availability Analysis

Clackamas County  
02/03/2010

**Job Group: 60 Office/Clerical**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	87.70	12.18	2.02	3.66	3.62	2.05	0.16	0.67	<b>100.00</b>	87.70	12.18	2.02	3.66	3.62	2.05	0.16	0.67
	Source of Data: Census 2000 Special EEO File Portland-Vancouver, OR-WA PMSA																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>87.70</b>	<b>12.18</b>	<b>2.02</b>	<b>3.66</b>	<b>3.62</b>	<b>2.05</b>	<b>0.16</b>	<b>0.67</b>	

# Availability Analysis

Clackamas County  
02/03/2010

**Job Group: 70 Skilled Craft**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	7.80	10.66	0.43	7.17	0.50	2.18	0.08	0.31	<b>95.00</b>	7.41	10.13	0.41	6.81	0.47	2.07	0.07	0.29
	Source of Data: Census 2000 Special EEO File Oregon																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	20.93	15.12	0.00	6.98	8.14	0.00	0.00	0.00	<b>5.00</b>	1.05	0.76	0.00	0.35	0.41	0.00	0.00	0.00
	Source of Data: Feeder Job Groups: Service/Maintenance (80)																
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>8.45</b>	<b>10.88</b>	<b>0.41</b>	<b>7.16</b>	<b>0.88</b>	<b>2.07</b>	<b>0.07</b>	<b>0.29</b>

# Availability Analysis

Clackamas County  
02/03/2010

**Job Group: 80 Service/Maintenance**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	AmInd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	16.82	19.64	2.10	11.30	3.32	2.08	0.27	0.57	<b>100.00</b>	16.82	19.64	2.10	11.30	3.32	2.08	0.27	0.57
	Source of Data: Census 2000 Special EEO File Portland-Vancouver, OR-WA PMSA																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>									<b>16.82</b>	<b>19.64</b>	<b>2.10</b>	<b>11.30</b>	<b>3.32</b>	<b>2.08</b>	<b>0.27</b>	<b>0.57</b>	

# Availability Analysis

Clackamas County  
02/03/2010

**Job Group: 90 Elected Officials**

Factor	Raw Statistics (%)								Value Weight	Weighted Factor (%)							
	Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+		Female	Total Min	Black	Hisp	Asian	Amlnd	NHOPI	Two+
1 Percentage of Minorities and Women Among Those Having Requisite Skills in the Reasonable Recruitment Area	28.99	3.45	0.00	0.56	1.70	0.86	0.00	0.33	<b>100.00</b>	28.99	3.45	0.00	0.56	1.70	0.86	0.00	0.33
	Source of Data: Census 2000 Special EEO File Clackamas, OR																
2 Percentage of Minorities and Women Among Those Promotable, Transferable and Trainable within the Contractor's Organization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>100.00</b>																	
<b>Job Group Final Availabilities (%)</b>										<b>28.99</b>	<b>3.45</b>	<b>0.00</b>	<b>0.56</b>	<b>1.70</b>	<b>0.86</b>	<b>0.00</b>	<b>0.33</b>

## ***INCUMBENCY vs. AVAILABILITY ANALYSIS***

The Incumbency vs. Availability Analysis compares the County's work force composition to the weighted availability percentages and identifies job groups in which the numbers of minorities or females are less than would be reasonably expected. For this analysis, the Office of Federal Contract Compliance Program identifies several approved methods of determining whether underutilization exists. The County generally identifies the Two Standard Deviation rule as its method. Under this rule, underutilization is declared when the number of females or minorities in the EEO category is more than two standard deviations below the availability of that group. When the standard deviation exceeds two standard deviations from parity, a hiring goal is required. This rule is also based on the observation that some degree of departure from exact parity will occur naturally.

Each of the County's EEO categories contains a large enough workforce for an accurate indication of underutilization to occur using the Two Standard Deviation rule. For the 2010 plan year the Board of County Commissioners (BCC) endorsed the setting of hiring goals for any EEO categories that had underutilization exceeding the -2.00 standard deviation rule. There are three EEO categories with this significant underutilization of females and/or minorities: EEO 3, Technicians, EEO 4, Protective Services and EEO 7, Skilled Craft. While other EEO categories had some underutilization of minorities and/or females, it did not reach the negative two standard deviation rule.

All County employee information is based on data as of February 3, 2010.

### ***IDENTIFICATION OF PROBLEM AREAS***

Included in this section is the "Utilization Analysis Detail." This summarizes both the utilization and availability figures for each EEO category. It also clearly identifies underutilization based on the Two Standard Deviation Rule.

#### **EEO 1 - OFFICIALS AND ADMINISTRATORS**

EEO category 1 is a relatively small group of 55 employees, including department directors, division directors and high level managers. The utilization of females is slightly above the availability and reflects a utilization of 1.22 standard deviations from parity. The County has more significant underutilization of minorities in this category. The minority underutilization is within two standard deviations, but reflects an underutilization of -1.54 standard deviations from parity. No underutilization requiring a hiring goal is identified. However, outreach efforts should continue for recruitments to increase the County's applicant pool for this category.

#### **EEO 2 - PROFESSIONALS**

This is the County's largest EEO category. Total female underutilization is within two standard deviations, but reflects an underutilization of --0.56. Our workforce is slightly above utilization in the employment of total minorities (0.25 standard deviations from parity). No underutilization requiring a hiring goal is identified. However, outreach efforts should continue for recruitments to increase the County's applicant pool for this category.

### EEO 3 - TECHNICIANS

The County has some underutilization of females in this category at -0.17, but less than two standard deviations from parity with availability. The underutilization of minorities in this category is significant at -2.03 standard deviations from parity. The County workforce would need to see a net increase in 9 minorities to reach availability figures. This underutilization will require a hiring goal for total minorities and increased outreach efforts for all recruitment opportunities in this category. The most significant underutilization is with the Asian group.

### EEO 4 - PROTECTIVE SERVICE WORKERS

This is the second largest EEO category in the County. This category continues to experience significant underutilization of both females and total minorities. Underutilization of females is --3.26 standard deviations from parity. Underutilization of minorities is also significant at -3.45 standard deviations from parity. The County workforce would need to see a net increase in 28 females and 21 minorities to reach availability figures. This underutilization of both females and minorities requires hiring goals for both groups.

### EEO 5 - PARAPROFESSIONALS

The utilization of females in this category is slightly above the availability at 1.66 standard deviations above parity. Minority underutilization exists at -0.51 standard deviations from parity, but is below the level requiring a hiring goal. No underutilization requiring a hiring goal is identified. However, outreach efforts should continue for recruitments to increase the County's internal labor pool for promotions to other EEO categories.

### EEO 6 - OFFICE AND CLERICAL WORKERS

This is the third largest EEO category in the County. As has been reflected in the past, the utilization of females greatly exceeds availability at 2.68 standard deviations above parity. The workforce reflects an underutilization of total minorities at -1.29 standard deviations from parity. No underutilization requiring a hiring goal is identified. However, outreach efforts should continue for recruitments to increase the County's internal labor pool for promotions to other EEO categories.

### EEO 7 - SKILLED CRAFT WORKERS

The Skilled Craft category has underutilization of both females and minorities. Underutilization of females is -2.10 from parity and underutilization of minorities is -1.75 standard deviations from parity. The County would need to see a net increase of 6 females to reach availability figures. This underutilization of females requires a hiring goal for this group.

### EEO 8 - SERVICE MAINTENANCE WORKERS

The utilization of females in this category reflects a workforce slightly exceeding availability (1.02 standard deviations above parity). Underutilization of total minorities is -1.06 standard deviations from availability. No underutilization requiring a hiring goal is identified.

Outreach efforts will continue for all categories to keep pace with availability of minorities in the labor market.

## ***PERSONNEL PRACTICES & ACTIVITIES***

The information presented in this chapter indicates that the availability of minorities with the requisite skills to match the occupations at Clackamas County increased significantly between the 1990 and 2000 census. This increased availability of minorities in the labor market greatly exceeded the County's moderate gains in the workforce representation of minorities. Through the establishment of hiring goals and increased outreach efforts, the County continues to work toward the goal of employing minorities at levels consistent with the representation in the labor market. There are only two EEO categories with under-representation of females exceeding two standard deviations from availability (EEO 4, Protective Services & EEO 7, Skilled Craft). There are two categories with under-representation of minorities beyond two standard deviations (EEO 3, Technicians and EEO 4, Protective Services).

In keeping with the County's commitment to equal employment opportunity, we will continue to examine our work force composition and applicant flow and establish goals, where appropriate, in order to improve the representation of females and minorities at all levels.

## ***RESULTS OF PREVIOUS YEARS' AFFIRMATIVE ACTION PLAN***

During the past year, the County had a decrease in recruitment activity primarily due to budget constraints which resulted in reductions in the County workforce. However, given the size and complexity of the county workforce, there still remain opportunities for recruitment activity and for progress in increasing representation of females and minorities in the workforce.

For the current plan year (2010), we anticipate some turnover due to increased retirements. The County budget is expected to add only a small number of new positions this fiscal year when compared to the past three years.

The annual measurement of workforce composition taken in February 2010 shows some progress towards meeting the hiring goals in the 2009 AA plan. This summary shows that utilization percentages of females increased in the following EEO categories: 1, 2, 3 and 8. Utilization percentages for minorities increased in EEO categories 2, 3, 5, and 8.

### **EEO 1 - Officials and Administrators**

The percentage of females in this category's workforce is over 41%, which exceeds availability. There were no 2009 hiring goals for this category for females or minorities. The category had a net increase of three (3) females and zero (0) minorities.

### **EEO 2 - Professionals**

The percentage of females in this category's workforce is over 59%. There were no 2009 hiring goals for this category for females or minorities. The category had a net decrease of twenty-six (26) females and one (1) minority. This was in large, due to employees of the County Social Services Medicaid Division being transferring back to the state level.

### **EEO 3 - Technicians**

The percentage of females in this category's workforce is over 31 % which exceeds the availability. There were no 2009 hiring goals for this category for females. A goal was established in 2009 to increase this

category two (2) minorities for this category. The category saw a net increase of one (1) female and a net increase of two (2) minorities.

#### EEO 4 - Protective Service

There was a goal established in the 2009 plan to hire five (5) females and three (3) additional minorities to this category. This category did not see a net increase or decrease in either females or minorities.

#### EEO 5 - Paraprofessional

The percentage of females in this category's workforce is over 84%, which exceeds availability. There were no 2009 hiring goals for this category for females or minorities. The category had a net decrease of twenty-five (25) females and zero (0) minorities. Again, largely due to the transfer of the County's Social Services Medicaid Division back to the State.

#### EEO 6 - Office and Clerical

The percentage of females in this category's workforce is over 93.25%, which exceeds the 87.70% availability. There were no 2009 hiring goals for this category for females or minorities. The category had a net decrease of six (6) females and three (3) minorities.

#### EEO7 - Skilled Craft

No hiring goals were set in 2009 for hiring females or minorities. The category had a net decrease of one (1) female and one (1) minority.

#### EEO8 - Service Maintenance

The percentage of females and minorities in this category's workforce is within two standard deviations of parity. There were no 2009 hiring goals for this category for females or minorities. The category had a net increase of two (2) females and two (2) minorities.

**PROGRESS TOWARD HIRING GOALS 2009 TO 2010**

	COUNTY WORKFORCE			COUNTY WORKFORCE			HIRING GOALS		NET INCREASE IN WORKFORCE		
	<u>Feb-09</u>			<u>Feb-10</u>			<u>Set February 2009</u>		<u>IN YEAR 2009-2010</u>		
<b>EEO CATEGORY</b>	<b>Employees</b>	<b>Female</b>	<b>Minority</b>	<b>Employees</b>	<b>Female</b>	<b>Minority</b>	<b>Female</b>	<b>Minority</b>	<b>Total</b>	<b>Female</b>	<b>Minority</b>
EEO 1: Officials/Admin	52	20 38.46%	4 7.69%	55	23 41.82%	4 7.27%			3	3 3.36%	0 -0.42%
EEO 2: Professionals	506	303 59.88%	55 10.87%	462	277 59.96%	54 11.69%			-44	-26 0.08%	-1 0.82%
EEO 3: Technicians	213	60 28.17%	11 5.16%	196	61 31.12%	13 6.63%		2	-17	1 2.95%	2 1.47%
EEO 4: Protective Service	365	72 19.73%	21 5.75%	380	72 18.95%	21 5.53%	5	3	15	0 -0.78%	0 -0.23%
EEO 5: Paraprofessionals	248	211 85.08%	26 10.48%	219	186 84.93%	26 11.87%			-29	-25 -0.15%	0 1.39%
EEO 6: Office/Clerical	258	241 93.41%	27 10.47%	252	235 93.25%	24 9.52%			-6	-6 -0.16%	-3 -0.94%
EEO 7: Skilled Craft	104	4 3.85%	7 6.73%	107	3 2.80%	6 5.61%			3	-1 -1.04%	-1 -1.12%
EEO 8: Service/Maint	80	16 20.00%	11 13.75%	86	18 20.93%	13 15.12%			6	2 0.93%	2 1.37%
<b>COUNTY TOTALS*</b>	1836	932 <u>50.76%</u>	162 <u>8.82%</u>	1768	881 <u>49.83%</u>	161 <u>9.11%</u>	5	5	-68	-51 <u>-0.93%</u>	-1 <u>0.29%</u>

\* County totals reflect total workplace figures for both plan years.  
**Elected officials are included in County totals only and are not part of EEO categories 1-8.**

# Incumbency v. Estimated Availability Detail

Clackamas County  
02/03/2010

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. minus Inc.	Number of Standard Deviations	Less than Reasonably Expected?
10 Officials and Administrators	55	Female	23	41.82	34.01	18.7	4.3	1.22	
		Minority	4	7.27	14.61	8.0	-4.0	-1.54	
		Black	2	3.64	5.19	2.9	-0.9	-0.52	
		Hispanic	1	1.82	4.77	2.6	-1.6	-1.03	
		Asian	0	0.00	3.38	1.9	-1.9	-1.39	
		AmIndian	1	1.82	0.67	0.4	0.6	1.04	
		NHOPI	0	0.00	0.06	0.0	0.0	-0.19	
		Two+	0	0.00	0.53	0.3	-0.3	-0.54	
20 Professionals	462	Female	277	59.96	61.22	282.9	-5.9	-0.56	
		Minority	54	11.69	11.32	52.3	1.7	0.25	
		Black	15	3.25	1.81	8.3	6.7	2.32	
		Hispanic	20	4.33	4.04	18.7	1.3	0.32	
		Asian	18	3.90	2.91	13.5	4.5	1.26	
		AmIndian	1	0.22	1.74	8.0	-7.0	-2.50	Yes
		NHOPI	0	0.00	0.15	0.7	-0.7	-0.82	
		Two+	0	0.00	0.68	3.1	-3.1	-1.78	
30 Technicians	196	Female	61	31.12	31.67	62.1	-1.1	-0.17	
		Minority	13	6.63	11.20	22.0	-9.0	-2.03	Yes
		Black	3	1.53	1.13	2.2	0.8	0.53	
		Hispanic	5	2.55	3.28	6.4	-1.4	-0.58	
		Asian	2	1.02	3.86	7.6	-5.6	-2.06	Yes
		AmIndian	3	1.53	1.89	3.7	-0.7	-0.37	
		NHOPI	0	0.00	0.20	0.4	-0.4	-0.63	
		Two+	0	0.00	0.83	1.6	-1.6	-1.28	
40 Protective Services	380	Female	72	18.95	26.32	100.0	-28.0	-3.26	Yes
		Minority	21	5.53	11.09	42.1	-21.1	-3.45	Yes
		Black	6	1.58	1.99	7.6	-1.6	-0.57	
		Hispanic	10	2.63	4.05	15.4	-5.4	-1.40	
		Asian	3	0.79	1.38	5.2	-2.2	-0.99	
		AmIndian	2	0.53	2.87	10.9	-8.9	-2.74	Yes
		NHOPI	0	0.00	0.19	0.7	-0.7	-0.85	
		Two+	0	0.00	0.61	2.3	-2.3	-1.52	

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test  
Yes indicates Number of Standard Deviations <= -2.00

# Incumbency v. Estimated Availability Detail

Clackamas County  
02/03/2010

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. minus Inc.	Number of Standard Deviations	Less than Reasonably Expected?
50 Paraprofessionals	219	Female	186	84.93	80.48	176.3	9.7	1.66	
		Minority	26	11.87	13.04	28.6	-2.6	-0.51	
		Black	3	1.37	2.87	6.3	-3.3	-1.33	
		Hispanic	16	7.31	4.61	10.1	5.9	1.90	
		Asian	6	2.74	3.05	6.7	-0.7	-0.26	
		AmIndian	1	0.46	1.26	2.8	-1.8	-1.07	
		NHOPI	0	0.00	0.32	0.7	-0.7	-0.84	
		Two+	0	0.00	0.93	2.0	-2.0	-1.44	
60 Office/Clerical	252	Female	235	93.25	87.70	221.0	14.0	2.68	
		Minority	24	9.52	12.18	30.7	-6.7	-1.29	
		Black	2	0.79	2.02	5.1	-3.1	-1.38	
		Hispanic	16	6.35	3.66	9.2	6.8	2.28	
		Asian	5	1.98	3.62	9.1	-4.1	-1.39	
		AmIndian	1	0.40	2.05	5.2	-4.2	-1.85	
		NHOPI	0	0.00	0.16	0.4	-0.4	-0.64	
		Two+	0	0.00	0.67	1.7	-1.7	-1.31	
70 Skilled Craft	107	Female	3	2.80	8.45	9.0	-6.0	-2.10	Yes
		Minority	6	5.61	10.88	11.6	-5.6	-1.75	
		Black	1	0.93	0.41	0.4	0.6	0.85	
		Hispanic	3	2.80	7.16	7.7	-4.7	-1.75	
		Asian	0	0.00	0.88	0.9	-0.9	-0.97	
		AmIndian	2	1.87	2.07	2.2	-0.2	-0.15	
		NHOPI	0	0.00	0.07	0.1	-0.1	-0.28	
		Two+	0	0.00	0.29	0.3	-0.3	-0.56	
80 Service/Maintenance	86	Female	18	20.93	16.82	14.5	3.5	1.02	
		Minority	13	15.12	19.64	16.9	-3.9	-1.06	
		Black	0	0.00	2.10	1.8	-1.8	-1.36	
		Hispanic	6	6.98	11.30	9.7	-3.7	-1.27	
		Asian	7	8.14	3.32	2.9	4.1	2.49	
		AmIndian	0	0.00	2.08	1.8	-1.8	-1.35	
		NHOPI	0	0.00	0.27	0.2	-0.2	-0.48	
		Two+	0	0.00	0.57	0.5	-0.5	-0.70	

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test  
Yes indicates Number of Standard Deviations <= -2.00

# Incumbency v. Estimated Availability Detail

Clackamas County  
02/03/2010

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. minus Inc.	Number of Standard Deviations	Less than Reasonably Expected?
90 Elected Officials	11	Female	6	54.55	28.99	3.2	2.8	1.87	
		Minority	0	0.00	3.45	0.4	-0.4	-0.63	
		Black	0	0.00	0.00	0.0	0.0	0.00	
		Hispanic	0	0.00	0.56	0.1	-0.1	-0.25	
		Asian	0	0.00	1.70	0.2	-0.2	-0.44	
		AmIndian	0	0.00	0.86	0.1	-0.1	-0.31	
		NHOPI	0	0.00	0.00	0.0	0.0	0.00	
		Two+	0	0.00	0.33	0.0	0.0	-0.19	

*Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test  
Yes indicates Number of Standard Deviations <= -2.00*

**2010 TOP COUNTY DEPARTMENTS IN THE UTILIZATION OF MINORITIES**

DEPARTMENT	TOTAL EMPLOYEES	MINORITIES	Percentage of Dept.	Percentage of Dept.	Percentage Difference
	2/3/2010	2/3/2010	2/3/2010	2/3/2009	
1 Law Library	3	1	33.33%	33.33%	0.00%
2 Juvenile	44	8	18.18%	18.75%	-0.57%
3 Dept. of Health, Housing & Human Services	361	59	16.34%	13.65%	2.70%
4 Technology Services	49	8	16.33%	13.73%	2.60%
5 Department of Finance	67	9	13.43%	13.85%	-0.41%
6 Community Corrections	98	12	12.24%	11.88%	0.36%
7 County Admin/BCC/County Counsel/Community & Legislative Affairs	29	3	10.34%	13.33%	-2.99%
8 Public and Government Affairs	22	2	9.09%	9.52%	-0.43%
9 Water Environment Services	105	8	7.62%	7.55%	0.07%
10 District Attorney	81	5	6.17%	6.17%	0.00%
11 Business and Community Services	69	4	5.80%	5.71%	0.08%
12 C-Com (Central Dispatch)/Emergency Mgt.	52	3	5.77%	4.17%	1.60%
13 Employee Services	36	2	5.56%	5.71%	-0.16%
14 County Assessor	55	3	5.45%	7.27%	-1.82%
15 Dept. of Transportation & Development	240	13	5.42%	5.28%	0.13%
16 Sheriff's	410	20	4.88%	5.14%	-0.26%
17 County Clerk	23	1	4.35%	4.00%	0.35%

**DEPARTMENTS WITH NO MINORITIES IN THEIR WORKFORCE**

County Treasurer	5	0	0.00%	0.00%	0.00%
Family Court Services	8	0	0.00%	0.00%	0.00%
Justice Court	8	0	0.00%	0.00%	0.00%
Tourism	3	0	0.00%	0.00%	0.00%

## County Departments Workforce Counts - 2010

DEPARTMENT	TOTAL EMPLOYEES	FEMALES	MINORITIES
	2/3/2010	2/3/2010	2/3/2010
1 <b>County Admin/BCC/County Counsel/Community and Legislative Affairs</b>	29	18 62.07%	3 10.34%
2 <b>County Assessor</b>	55	34 61.82%	3 5.45%
3 <b>Public and Government Affairs</b> <small>(w/Cable Administration; Library Network)</small>	22	13 59.09%	2 9.09%
4 <b>Employee Services</b> <small>(w/Risks&amp;Benefits Administration)</small>	36	30 83.33%	2 5.56%
5 <b>County Clerk</b> <small>(w/Records Mgt.)</small>	23	17 73.91%	1 4.35%
6 <b>County Treasurer</b>	5	4 80.00%	0 0.00%
7 <b>Department of Finance</b> <small>(w/County Courier, Facilities Mgt., Fleet Services, Mail Operations, Purchasing)</small>	67	36 53.73%	9 13.43%
8 <b>Water Environment Services</b>	105	29 27.62%	8 7.62%
9 <b>Technology Services</b> <small>(w/Comp Serv; Electronic Serv;GIS/WEB;Network Support; PS Support;User Support; Admin; Document Mgmt)</small>	49	9 18.37%	8 16.33%
10 <b>District Attorney</b> <small>(w/Family Sup.;Victim Ast.;DA)</small>	81	56 69.14%	5 6.17%
11 <b>Juvenile</b>	44	26 59.09%	8 18.18%
12 <b>Family Court Service</b>	8	6 75.00%	0 0.00%
13 <b>C-Com (Central Dispatch) &amp; Emergency Management</b> <small>(w/Medical Examiner)</small>	52	35 67.31%	3 5.77%
14 <b>Community Corrections</b> <small>(Correction-Res. Serv; Field Services)</small>	98	52 53.06%	12 12.24%
15 <b>Sheriff</b> <small>(Local option levy 0620&amp;0624 and other divisions 1601-1620)</small>	410	112 27.32%	20 4.88%
16 <b>Dept. of Transportation &amp; Development</b> <small>Building Services, Community Environment; Office of Sustainability;Comer Land Perserv.; County Dog Services, Cty. Dog Services - Field; County Surveyor; Development Agency; Engineering;Planning; Road Admin; Road Maintenance)</small>	240	79 32.92%	13 5.42%
17 <b>Dept. of Health, Housing &amp; Human Services</b> <small>(CD Adm;CD Hou;CH-Admin &amp; Sus Services;Comm Solutions-Weath; Comm Solutions; H3S Admin;OCF; SSA)</small>	361	270 74.79%	59 16.34%
18 <b>Business and Community Services</b> <small>(B&amp;E Development; County Forester; County Library;NCPRD-Admin; NCPRD-Aquatic Ctr &amp; Rec Prg; NCPRD-Milwaukee Ctr; NCPRD-Parks &amp; Facilities Serv; Parks; Veterans Services; Property Management; )</small>	69	42 60.87%	4 5.80%
19 <b>Law Library</b>	3	2 66.67%	1 33.33%
20 <b>Tourism</b>	3	3 100.00%	0 0.00%
21 <b>Justice Court</b>	8	8 100.00%	0 0.00%
<b>Totals</b>	<b>1768</b>	<b>881</b> 49.83%	<b>161</b> 9.11%

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 10 Officials and Administrators

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Aquatic & Recreation Manager	NCPRD - Aquatic Ctr & Rec Prog	42.70	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Dog Services Manager	County Dog Services	42.70	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Land Surveyor Manager	County Surveyor	42.70	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Library Network Manager	Library Network	42.70	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Purchasing Manager	Purchasing	44.84	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Assessment & Taxation Mgr*	County Assessor	47.08	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Family Court Svcs Director*	Family Court Service	47.08	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Library Director*	County Library	47.08	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
WES Financial Svcs Manager*	Water Environment Services	47.08	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Children, Youth & Familes Dir*	Office for Children & Families	49.43	1	1	Male	1	0	1	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Community Developmnt Dir*	CD Administration	49.43	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Community Solutions Director*	Community Solutions	49.43	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 10 Officials and Administrators

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
County Surveyor*	County Surveyor	49.43	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Emergency Mngmnt, Asst Dir*	Homeland Security	49.43	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Facilities Manager	Facilities Management	49.43	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Social Services Director*	Social Services Administration	49.43	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Sheriff's Admin Serv Mgr, Sr*	Sheriff Administration	51.54	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Administrative Serv Mgr, Sr*	Various	51.91	3	0	Male	0	0	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0
Exec Dir, Tour/Cultural Aff*	Tourism Development Council	51.91	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Building Codes Administrator*	Building Services	54.50	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Transportation Ops Manager*	Road Maintenance	54.50	1	1	Male	1	0	1	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
WES Asset Manager*	Water Environment Services	54.50	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Captain*	Various	56.82	5	0	Male	5	5	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Deputy Dir, Bus & Comm Svcs*	Business & Econ Development	60.09	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 10 Officials and Administrators

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Deputy Director, DTD*	Road Administration	60.09	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Director, Communications*	Central Dispatch	60.09	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Director, Comm & Legis Affairs*	Community & Legislative Affairs	60.09	1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	0	1	0	0
Emergency Mngmnt Director*	Homeland Security	60.09	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Information Svcs Asst Dir*	Technology Services Admin	60.09	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Juvenile Department Director*	Juvenile	60.09	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Deputy District Attorney, Sr*	District Attorney	63.09	6	0	Male	5	5	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Undersheriff*	Sheriff Administration	65.78	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Director, Employee Services*	Employee Services Admin	66.25	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Information Svcs Director*	Technology Services Admin	66.25	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Public & Gov Relations Dir*	Public Government Affairs	66.25	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
County Counsel*	County Counsel	73.04	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 10 Officials and Administrators

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	Amlnd	NHOPI	Two+	
Director, Finance*	Department of Finance	73.04	1	1	Male	1	0	0	1	0	0	0	0	
					Female	0	0	0	0	0	0	0	0	0
Director, Human Services*	Health Housing & Human Service	73.04	1	0	Male	0	0	0	0	0	0	0	0	
					Female	1	1	0	0	0	0	0	0	0
Director, Trans & Devel*	Road Administration	73.04	1	0	Male	1	1	0	0	0	0	0	0	
					Female	0	0	0	0	0	0	0	0	0
Director, Water Environ Ser*	Water Environment Services	73.04	1	0	Male	1	1	0	0	0	0	0	0	
					Female	0	0	0	0	0	0	0	0	0
Deputy County Administrator*	County Administration	76.68	1	0	Male	1	1	0	0	0	0	0	0	
					Female	0	0	0	0	0	0	0	0	0
Medical Director	CH-Admin & Bus Services	76.68	1	0	Male	0	0	0	0	0	0	0	0	
					Female	1	1	0	0	0	0	0	0	0
Project Manager I(Lt Term)	Planning	107.90	1	0	Male	1	1	0	0	0	0	0	0	
					Female	0	0	0	0	0	0	0	0	0
<b>Job Group Total</b>			55	4 7.27	Male	32	29	2	1	0	0	0	0	
<i>% of Total</i>					Female	58.18	52.73	3.64	1.82	.00	.00	.00	.00	
<i>% of Total</i>					Female	23	22	0	0	0	1	0	0	0
<i>% of Total</i>					Female	41.82	40.00	.00	.00	.00	1.82	.00	.00	.00

# Job Group Analysis

Clackamas County  
02/03/2010

**Job Group: 20 Professionals**

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Employment & Training Spec	Various	23.17	3	0	Male	1	1	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Work Crew Specialist	Community Solutions	23.17	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Food Svcs Supv, Residential	Correction - Residential Serv	23.78	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Case Manager	Various	24.32	41	10	Male	8	5	2	1	0	0	0	0
					Female	33	26	3	3	1	0	0	0
Instructor	Community Solutions	24.32	2	1	Male	0	0	0	0	0	0	0	0
					Female	2	1	1	0	0	0	0	0
Job Development Specialist	Community Solutions	24.32	4	0	Male	2	2	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Park & Recreation Prog Coord	NCPRD - Aquatic Ctr & Rec Prog	24.32	2	1	Male	0	0	0	0	0	0	0	0
					Female	2	1	0	1	0	0	0	0
Administrative Analyst 1	Various	24.32 - 24.62	7	0	Male	2	2	0	0	0	0	0	0
					Female	5	5	0	0	0	0	0	0
ACH Licensing Specialist	Social Services Administration	26.75	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Case Manager, Senior	Social Services Administration	26.75	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Juvenile Counselor 1	Juvenile	26.75	8	3	Male	3	1	2	0	0	0	0	0
					Female	5	4	1	0	0	0	0	0
Librarian	Various	26.75	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

**Job Group: 20 Professionals**

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Laboratory Analyst	Water Environment Services	27.00	4	1	Male	3	3	0	0	0	0	0	0
					Female	1	0	0	1	0	0	0	0
Develop Agency Proj Planner	Development Agency	27.62	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Environmental Health Spec 2	CH-Admin & Bus Services	28.07	6	1	Male	4	3	0	0	1	0	0	0
					Female	2	2	0	0	0	0	0	0
Human Services Coordinator 2	Various	28.07	9	1	Male	1	1	0	0	0	0	0	0
					Female	8	7	0	1	0	0	0	0
Mediation Coordinator	Community Solutions	28.07	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Nutritionist	CH-Admin & Bus Services	28.07	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Protective Svcs Specialist	Various	28.07	3	0	Male	3	3	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Publicatns/Communicatns Spec	Public Government Affairs	28.07	1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	0	1	0	0
Administrative Analyst 2	Various	28.07 - 30.84	17	3	Male	7	6	0	1	0	0	0	0
					Female	10	8	0	1	1	0	0	0
Planner 2	Various	28.07 - 31.75	5	0	Male	2	2	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0
Accountant, Senior	Various	28.07 - 32.15	3	0	Male	1	1	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Human Resources Specialist	Employee Services Admin	28.90	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 20 Professionals

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Juvenile Counselor 2	Juvenile	29.42	22	4	Male	12	9	0	2	1	0	0	0
					Female	10	9	0	1	0	0	0	0
Mental Health Specialist 2	CH-Admin & Bus Services	29.42	41	4	Male	17	13	0	2	2	0	0	0
					Female	24	24	0	0	0	0	0	0
Program Planner	Various	29.42	9	2	Male	3	2	1	0	0	0	0	0
					Female	6	5	0	0	1	0	0	0
Administrative Analyst, Sr	Various	30.33 - 34.00	4	0	Male	1	1	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0
Victim Assistant Supervisor	DA - Victim Assistance	30.35	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Mediation Svcs Prog Coord	Community Solutions	30.80	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Telecomm Design Analyst	TS-Electronic Services	30.80	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Policy Analyst	Various	30.80 - 31.27	7	1	Male	6	5	0	1	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Community Health Nurse 2	Various	30.80 - 34.00	19	1	Male	3	3	0	0	0	0	0	0
					Female	16	15	0	1	0	0	0	0
Citizen Involvement Spec	Public Government Affairs	32.34	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Community Dev Proj Coord	CD Administration	32.34	2	1	Male	2	1	1	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Mediation & Conciliation Spec	Family Court Service	32.34	3	0	Male	2	2	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0

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# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 20 Professionals

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Policy Analyst, Senior	Health Housing & Human Service	32.34	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Sheriff's Adm Analyst, Sr*	Sheriff Administration	33.22	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Sheriff's Policy Analyst*	Sheriff Administration	33.22	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Develop Agency Proj Plan, Sr	Development Agency	33.27	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Development Review Analyst	Engineering	33.27	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Environmental Policy Spec	Water Environment Services	33.36	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Assistant Elections Manager	County Clerk	33.46	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Human Resources Analyst	Various	33.46	10	1	Male	2	1	0	0	1	0	0	0
					Female	8	8	0	0	0	0	0	0
Law Librarian	Law Library	33.46	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Library Section Supervisor	County Library	33.46	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Payroll Supervisor	Department of Finance	33.46	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Victim Assistance Manager	DA - Victim Assistance	33.46	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0

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# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 20 Professionals

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Community Health Nurse, Sr	CH-Admin & Bus Services	33.87	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Community Relations Spec	Public Government Affairs	33.87	4	0	Male	0	0	0	0	0	0	0	0
					Female	4	4	0	0	0	0	0	0
Psychologist 2	CH-Admin & Bus Services	33.87	2	0	Male	1	1	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Civil Engineer, Associate	Engineering	34.86	3	0	Male	3	3	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Commission Policy Coordinator	County Administration	35.13	3	0	Male	0	0	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0
Emergency Medical Svcs Supv	CH-Admin & Bus Services	35.13	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Employment & Train Svcs Mgr	Community Solutions	35.13	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
HRIS Analyst	Employee Services Admin	35.13	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Human Services Supervisor	Various	35.13	3	0	Male	1	1	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Program Supervisor	CH-Admin & Bus Services	35.13	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Risk & Loss Control Analyst	Risk & Benefits Administration	35.13	2	0	Male	1	1	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Public Affairs Coordinator	Public Government Affairs	35.51	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0

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# Job Group Analysis

Clackamas County  
02/03/2010

**Job Group: 20 Professionals**

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Strategic Program Coordinator	Homeland Security	35.76	3	1	Male	1	1	0	0	0	0	0	0
					Female	2	1	0	0	1	0	0	0
Planner, Senior	Various	36.53	13	1	Male	6	6	0	0	0	0	0	0
					Female	7	6	0	1	0	0	0	0
Commission Policy Coord, Sr	County Administration	36.89	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Community Dev Housing Mgr	CD Housing	36.89	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Community Health Nursing Supv	CH-Admin & Bus Services	36.89	2	1	Male	1	0	0	1	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Deputy District Attorney 1	District Attorney	36.89	5	0	Male	3	3	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Human Resources Program Cord	Various	36.89	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Mental Health Program Supv	CH-Admin & Bus Services	36.89	5	1	Male	2	2	0	0	0	0	0	0
					Female	3	2	0	0	1	0	0	0
Public Health Program Manager	CH-Admin & Bus Services	36.89	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Wastewater Treat Svcs Supv	Water Environment Services	36.89	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Water Quality Maint Supv	Water Environment Services	36.89	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Systems Project Analyst	Various	37.25 - 39.41	8	1	Male	5	4	1	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0

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# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 20 Professionals

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Financial Analyst	Sheriff Administration	37.50	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Communications Tech Sys Cord	Central Dispatch	37.60	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Business & Econ Dev Coord	Business & Econ Development	38.27	3	0	Male	0	0	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0
Development Review Coord	Engineering	38.27	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Structural Engineer	Building Services	38.27	1	1	Male	1	0	0	0	1	0	0	0
					Female	0	0	0	0	0	0	0	0
Administrative Serv Coord BCC	County Administration	38.73	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Community Relations Supervisor	Public Government Affairs	38.73	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Library Network Supervisor	Library Network	38.73	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Recording Manager	County Clerk	38.73	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Records & Information Manager	Records Management	38.73	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Civil Engineer	Engineering	40.10	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Planner, Principal	Planning	40.10	3	0	Male	2	2	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0

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# Job Group Analysis

Clackamas County  
02/03/2010

**Job Group: 20 Professionals**

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Assist To County Administ*	County Administration	40.67	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Juvenile Department Supv	Juvenile	40.67	3	0	Male	2	2	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Laboratory Supervisor	Water Environment Services	40.67	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Survey and CADD Supervisor	Engineering	40.67	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Tourism Marketing Supervisor	Tourism Development Council	40.67	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
IT Administrator 2	Various	41.02	3	0	Male	3	3	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Sheriff's Admin Svcs Mgr*	Sheriff Support Services	42.40	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Administrative Services Mgr	Various	42.70	4	0	Male	0	0	0	0	0	0	0	0
					Female	4	4	0	0	0	0	0	0
Cable Franchise & Opr Mgr	Cable Administration	42.70	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Development Agency Prog Supv	Development Agency	42.70	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Exercise & Planning Prog Mgr	Homeland Security	42.70	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Health Care Admin Svcs Mgr	CH-Admin & Bus Services	42.70	2	0	Male	1	1	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 20 Professionals

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Human Services Manager	Various	42.70	3	0	Male	0	0	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0
Mental Health Program Mgr	Various	42.70	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Parks Planning Supervisor	NCPRD- Admin	42.70	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Sustainability Supervisor	Office of Sustainability	42.70	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
IS Project Coordinator	Various	43.04 - 45.65	2	0	Male	1	1	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Nurse Practitioner	Various	43.46 - 45.17	6	1	Male	0	0	0	0	0	0	0	0
					Female	6	5	0	0	1	0	0	0
Civil Engineer, Senior	Various	44.07 - 44.09	5	1	Male	4	3	0	0	1	0	0	0
					Female	1	1	0	0	0	0	0	0
Audit Manager	Department of Finance	44.84	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Behavioral Health Clinic Mgr	CH-Admin & Bus Services	44.84	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Budget Manager	Department of Finance	44.84	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Class & Comp Manager	Employee Services Admin	44.84	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Diversity Manager	Employee Services Admin	44.84	1	1	Male	1	0	1	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 20 Professionals

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Finance Manager	Department of Finance	44.84	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Payroll Manager	Department of Finance	44.84	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Public Affairs Manager*	Public Government Affairs	44.84	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Recruitment & Selection Mgr	Employee Services Admin	44.84	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Training & Development Manager	Employee Services Admin	44.84	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Treasury Manager	County Treasurer	44.84	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
IT Administrator, Senior	Various	45.17	9	2	Male	9	7	0	1	1	0	0	0
					Female	0	0	0	0	0	0	0	0
Comm Health Business Ser Mgr	CH-Admin & Bus Services	47.08	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Deputy District Attorney 2	District Attorney	47.08	10	1	Male	3	2	0	0	1	0	0	0
					Female	7	7	0	0	0	0	0	0
HRIS Manager	Employee Services Admin	47.08	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Parks Manager	Parks	47.08	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Public Health Service Manager	CH-Admin & Bus Services	47.08	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0

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# Job Group Analysis

Clackamas County  
02/03/2010

**Job Group: 20 Professionals**

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Systems Architect	TS-Network Support Services	47.40	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Corrections Health Prog Coord	Sheriff Jail	47.97	1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	1	0	0	0	0	0
Benefits Manager	Risk & Benefits Administration	49.43	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Civil Engineering Supervisor	Various	49.43	3	0	Male	3	3	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Communications Manager	Central Dispatch	49.43	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Environmental Monitoring Mgr*	Water Environment Services	49.43	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Labor & Employee Relations Mgr*	Employee Services Admin	49.43	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Legal Counsel	County Counsel	49.43	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Planning Manager	Planning	49.43	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Risk Manager	Risk & Benefits Administration	49.43	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
WES Business Svcsá Mgr*	Water Environment Services	51.91	1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	1	0	0	0	0
Information Services Manager	Various	54.50	3	1	Male	2	1	0	0	1	0	0	0
					Female	1	1	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

**Job Group: 20 Professionals**

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	Amlnd	NHOPI	Two+
Deputy District Attorney 3*	Various	57.23	7	0	Male	5	5	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Legal Counsel, Senior*	County Counsel	57.23	7	1	Male	5	4	1	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Dental Director	CH-Admin & Bus Services	63.09	1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
Deputy Distr Attorney Chief*	District Attorney	69.56	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Public Health Physician	CH-Admin & Bus Services	69.68	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Director, Bus & Comm Services*	Parks	73.04	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Psychiatrist	CH-Admin & Bus Services	97.62	4	1	Male	1	0	0	0	1	0	0	0
					Female	3	3	0	0	0	0	0	0
<b>Job Group Total</b>			462	54	Male	185	156	9	9	11	0	0	0
<i>% of Total</i>				11.69	<i>% of Total</i>	40.04	33.77	1.95	1.95	2.38	.00	.00	.00
					Female	277	252	6	11	7	1	0	0
					<i>% of Total</i>	59.96	54.55	1.30	2.38	1.52	.22	.00	.00

# Job Group Analysis

Clackamas County  
02/03/2010

**Job Group: 30 Technicians**

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Data Control Analyst 2	Road Administration	20.00	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Communications Call Taker	Central Dispatch	20.68	2	0	Male	1	1	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Communications Disp Trainee	Central Dispatch	20.68	4	1	Male	1	1	0	0	0	0	0	0
					Female	3	2	0	1	0	0	0	0
Engineering Technician 1	Engineering	21.89	1	1	Male	1	0	1	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Cartographer 2	County Assessor	23.17	5	0	Male	3	3	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Graphic Designer	Planning	24.07	1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	0	1	0	0	0
Transportation Maint Tech	Road Maintenance	24.07	3	0	Male	3	3	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Property Appraiser 1	County Assessor	24.32	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Source Control Technician	Water Environment Services	24.52	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Engineering Technician 2	Various	25.17 - 25.70	7	1	Male	3	3	0	0	0	0	0	0
					Female	4	3	0	0	0	1	0	0
Property Specialist	Sheriff Investigation	25.29	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Soil Scientist Associate	Water Environment Services	25.70	1	1	Male	1	0	0	1	0	0	0	0
					Female	0	0	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 30 Technicians

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Transportation Maint Tech, Sr	Road Maintenance	26.36	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Cartographer 3	County Assessor	26.75	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Engineering Technician 3	Various	26.75 - 28.35	13	1	Male	11	10	0	0	0	1	0	0
					Female	2	2	0	0	0	0	0	0
Medical Examiner, Deputy	Emerg Mgt-Med Examiner	27.97	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Vehicle Ordinance Specialist	Sheriff Uniform	27.97	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Electronics Technician 1	TS-Electronic Services	28.07	2	1	Male	2	1	0	1	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Housing Rehabilitation Spec	CD Housing	28.07	2	0	Male	1	1	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Microcomputer Analyst	Various	28.07	4	0	Male	2	2	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Property Appraiser 2	County Assessor	28.07	10	1	Male	7	6	0	0	1	0	0	0
					Female	3	3	0	0	0	0	0	0
Video Network Sys Specialist	Cable Administration	28.07	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Source Control Specialist	Water Environment Services	28.35	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Surface Water Technician	Water Environment Services	28.35	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 30 Technicians

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Communications Dispatcher 1	Central Dispatch	28.56	18	1	Male	3	3	0	0	0	0	0	0
					Female	15	14	0	0	0	1	0	0
Microcomputer Specialist 1	Sheriff Data Processing	29.34	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
IS Software Specialist 1	Various	29.42	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Code Compliance Specialist	Community Environment	30.33	3	0	Male	1	1	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Environmental Compliance Spec	Engineering	30.33	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Engineering Technician 4	Various	30.33 - 31.27	5	0	Male	5	5	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Motor Carrier Program Supv	Road Maintenance	30.35	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Electronics Technician 2	TS-Electronic Services	30.80	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Property Appraiser, Senior	County Assessor	30.80	5	0	Male	4	4	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
WES Resource Specialist 2	Water Environment Services	31.27	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Natural Resources Coordinator	County Forester	31.75	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Plans Examiner B	Building Services	31.75	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 30 Technicians

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Microcomp Programmer/Analy	Various	31.75 - 32.34	3	0	Male	2	2	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Financial Sys Support Analyst	Department of Finance	32.34	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
IS Software Specialist 2	Various	32.34	5	0	Male	4	4	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Sales Data Analyst	County Assessor	32.34	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Support Center Analyst	TS-User Support Services	32.34	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Microcomputer Specialist 2	Various	32.34 - 33.36	5	1	Male	5	4	1	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Technical Services Specialist	Various	32.48 - 33.36	3	0	Male	3	3	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Communications Shift Leader	Central Dispatch	32.81	4	0	Male	2	2	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
CADD System Specialist	Engineering	33.27	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Code Compliance Coordinator	Community Environment	33.27	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Electrical Inspector	Building Services	33.27	5	0	Male	5	5	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Plumbing Inspector	Building Services	33.27	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

**Job Group: 30 Technicians**

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Structural/Mech Inspector A	Building Services	33.27	3	0	Male	3	3	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Land Surveyor	Various	33.27 - 33.87	7	0	Male	7	7	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Microcomp Programmer/An	Water Environment Services	33.36	2	0	Male	1	1	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Soil Scientist	Water Environment Services	33.36	2	0	Male	1	1	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Train & Quality Assurance Cord	Central Dispatch	34.36	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Soil Scientist, Senior	Water Environment Services	34.50	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Source Control Coordinator	Water Environment Services	34.50	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Technical Services Coord	Water Environment Services	34.50	3	0	Male	2	2	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Plans Examiner A	Building Services	34.86	3	0	Male	3	3	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Property & Evidence Rm Supv*	Sheriff Investigation	34.88	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Medical Examiner, Sr Deputy	Emerg Mgt-Med Examiner	35.76	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Water Quality Analyst	Water Environment Services	36.21	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 30 Technicians

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Appraisal Supervisor	County Assessor	36.89	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Env, Hlth & Comm Disease Mgr	CH-Admin & Bus Services	36.89	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
IS Software Specialist, Sr	Various	37.25	4	1	Male	3	2	0	1	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Library Netwk Tech Analyst	Library Network	37.25	2	1	Male	2	1	0	1	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Microcomputer Specialist, Sr	Various	37.25 - 39.41	5	1	Male	4	3	1	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Communicatns Operations Supv	Central Dispatch	40.67	4	0	Male	1	1	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0
Development Review Supervisor	Various	40.67	4	0	Male	4	4	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Medical Examiner Supervisor	Emerg Mgt-Med Examiner	40.67	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Plumbing Inspector Supv	Building Services	40.67	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Structural/Mech Inspect Supv	Building Services	40.67	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Emergency Comm Data Spec	Central Dispatch	43.74	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Appraisal Manager	County Assessor	44.84	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0



# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 40 Protective Services

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Dog Control Officer 1	County Dog Services - Field	21.89	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Comm Corr Officer 1	Correction - Residential Serv	22.58	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Dog Control Officer 2	County Dog Services - Field	24.07	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Comm Corr Officer 2	Various	24.32	23	2	Male	19	18	0	0	0	1	0	0
					Female	4	3	0	1	0	0	0	0
Corrections Deputy, Recruit*	Sheriff Jail	25.29	8	2	Male	6	5	1	0	0	0	0	0
					Female	2	1	0	0	1	0	0	0
Deputy Sheriff, Recruit*	Sheriff Uniform	25.29	11	0	Male	10	10	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Corrections Deputy*	Various	25.29 - 30.84	80	7	Male	62	58	1	3	0	0	0	0
					Female	18	15	2	1	0	0	0	0
Prob & Parole Officer 1	Field Services	27.50	1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	1	0	0	0	0
Deputy Sheriff *	Various	30.84	125	4	Male	121	117	0	3	1	0	0	0
					Female	4	4	0	0	0	0	0	0
Prob & Parole Officer 2	Field Services	31.69	30	1	Male	10	10	0	0	0	0	0	0
					Female	20	19	0	0	1	0	0	0
Crime Analyst	Various	32.42	2	0	Male	1	1	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Probation & Parole Specialist	Field Services	33.21	1	1	Male	1	0	1	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 40 Protective Services

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Evidence Technician	Sheriff Investigation	34.00	5	0	Male	5	5	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Detective	Various	37.50	21	0	Male	15	15	0	0	0	0	0	0
					Female	6	6	0	0	0	0	0	0
Community Corrections Supv	Field Services	38.73	4	0	Male	3	3	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Residential Services Supv	Correction - Residential Serv	38.73	3	1	Male	3	2	1	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Corrections Sergeant	Various	41.39	12	1	Male	9	9	0	0	0	0	0	0
					Female	3	2	0	1	0	0	0	0
Sergeant	Various	41.39	30	1	Male	28	27	0	0	0	1	0	0
					Female	2	2	0	0	0	0	0	0
DA Investigator*	District Attorney	41.88	3	0	Male	2	2	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
DA Investigator, Senior*	District Attorney	46.17	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Community Corrections Manager	Various	47.08	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Water Quality Manager	Water Environment Services	49.43	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Corrections Lieutenant*	Various	51.54	5	0	Male	5	5	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Lieutenant*	Various	51.54	8	0	Male	6	6	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0

# Job Group Analysis

Clackamas County  
02/03/2010

**Job Group: 40 Protective Services**

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
<b>Job Group Total</b>			380	21	Male	308	295	4	6	1	2	0	0
<i>% of Total</i>				5.53	<i>% of Total</i>	81.05	77.63	1.05	1.58	.26	.53	.00	.00
Female					Female	72	64	2	4	2	0	0	0
<i>% of Total</i>					<i>% of Total</i>	18.95	16.84	.53	1.05	.53	.00	.00	.00

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 50 Paraprofessionals

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Library Assistant 1	County Library	16.76	5	0	Male	0	0	0	0	0	0	0	0
					Female	5	5	0	0	0	0	0	0
Program Aide 1	Various	16.76	6	0	Male	1	1	0	0	0	0	0	0
					Female	5	5	0	0	0	0	0	0
Health Assistant	CH-Admin & Bus Services	17.57	2	1	Male	0	0	0	0	0	0	0	0
					Female	2	1	0	1	0	0	0	0
Eligibility Aide	CH-Admin & Bus Services	18.41	1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	1	0	0	0	0
Library Assistant 2	Various	18.41	3	1	Male	1	0	0	0	1	0	0	0
					Female	2	2	0	0	0	0	0	0
Program Aide 2	Various	18.41	7	1	Male	0	0	0	0	0	0	0	0
					Female	7	6	0	0	1	0	0	0
Dental Assistant, EFDA	CH-Admin & Bus Services	19.30	3	1	Male	0	0	0	0	0	0	0	0
					Female	3	2	0	1	0	0	0	0
Nutrition Assistant	CH-Admin & Bus Services	19.30	6	2	Male	0	0	0	0	0	0	0	0
					Female	6	4	0	2	0	0	0	0
Certified Medical Assistant	CH-Admin & Bus Services	20.16	12	2	Male	1	1	0	0	0	0	0	0
					Female	11	9	1	1	0	0	0	0
Animal Health Technician	County Dog Services	20.95	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Environmental Assistant	County Forester	20.95	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Accounting Specialist 2	Various	21.13 - 24.10	17	2	Male	2	2	0	0	0	0	0	0
					Female	15	13	0	1	1	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 50 Paraprofessionals

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Case Manager Aide	Various	21.16	3	0	Male	0	0	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0
Health Care Billing Spec	CH-Admin & Bus Services	21.16	4	0	Male	0	0	0	0	0	0	0	0
					Female	4	4	0	0	0	0	0	0
Human Services Assistant	Various	21.16	12	5	Male	2	1	0	1	0	0	0	0
					Female	10	6	0	3	0	1	0	0
Information & Referral Spec 2	Social Services Administration	21.16	3	0	Male	0	0	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0
Community Service Officer	Various	22.97	13	2	Male	4	3	0	1	0	0	0	0
					Female	9	8	1	0	0	0	0	0
Forensic Artist	Sheriff Investigation	22.97	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Administrative Assistant	Various	22.98 - 25.29	35	2	Male	1	1	0	0	0	0	0	0
					Female	34	32	0	1	1	0	0	0
Child Support Enforc Agent	DA - Family Support	23.17	7	0	Male	1	1	0	0	0	0	0	0
					Female	6	6	0	0	0	0	0	0
Victim Advocate	DA - Victim Assistance	23.17	5	0	Male	0	0	0	0	0	0	0	0
					Female	5	5	0	0	0	0	0	0
Corrections Counselor	Correction - Residential Serv	24.32	7	2	Male	4	3	0	1	0	0	0	0
					Female	3	2	0	0	1	0	0	0
Human Services Coordinator 1	Various	24.32	16	2	Male	3	3	0	0	0	0	0	0
					Female	13	11	0	2	0	0	0	0
Accounting Specialist 3	Various	24.32 - 24.52	12	2	Male	0	0	0	0	0	0	0	0
					Female	12	10	1	0	1	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 50 Paraprofessionals

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Legal Assistant	County Counsel	24.97	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Permits Technician	Engineering	25.17	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Buyer	Various	25.17 - 28.07	5	0	Male	3	3	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Health Educator	CH-Admin & Bus Services	25.50	4	0	Male	1	1	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0
Veterans Services Officer	Veteran's Services	25.50	2	0	Male	1	1	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Human Resources Assistant	Various	26.22	5	0	Male	0	0	0	0	0	0	0	0
					Female	5	5	0	0	0	0	0	0
Purchasing Coordinator	Fleet Services	26.36	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Property Agent, Senior	Property Management	27.62	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Video Production Coordinator	Cable Administration	28.07	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Planner 1	Planning	28.94	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Shelter Supervisor	County Dog Services	30.35	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Sustainability Analyst	Office of Sustainability	31.75	4	0	Male	1	1	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 50 Paraprofessionals

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Aquatic & Recreation Supv	NCPRD - Aquatic Ctr & Rec Prog	33.46	3	0	Male	2	2	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Public Range Supervisor	Sheriff Public Safety Training	33.46	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Sustainability Analyst, Senior	Office of Sustainability	34.86	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Integrated Disability Analyst	Risk & Benefits Administration	35.13	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Clinical Operations Manager	CH-Admin & Bus Services	47.08	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
<b>Job Group Total</b>			219	26	Male	33	29	0	3	1	0	0	0
<i>% of Total</i>				<i>11.87</i>	<i>% of Total</i>	<i>15.07</i>	<i>13.24</i>	<i>.00</i>	<i>1.37</i>	<i>.46</i>	<i>.00</i>	<i>.00</i>	<i>.00</i>
					Female	186	164	3	13	5	1	0	0
					<i>% of Total</i>	<i>84.93</i>	<i>74.89</i>	<i>1.37</i>	<i>5.94</i>	<i>2.28</i>	<i>.46</i>	<i>.00</i>	<i>.00</i>

# Job Group Analysis

Clackamas County  
02/03/2010

**Job Group: 60 Office/Clerical**

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Office Assistant	Community Solutions	14.63	1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	1	0	0	0	0	0
Office Specialist 1	Various	16.68 - 18.88	32	1	Male	0	0	0	0	0	0	0	0
					Female	32	31	0	1	0	0	0	0
Courier	Various	16.76	5	0	Male	3	3	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Office Specialist 2	Various	18.27 - 20.81	86	14	Male	6	3	0	2	1	0	0	0
					Female	80	69	1	9	1	0	0	0
Data Control Analyst 1	CH-Admin & Bus Services	18.41	4	0	Male	1	1	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0
Records & Election Tech 1	County Clerk	18.41	7	0	Male	0	0	0	0	0	0	0	0
					Female	7	7	0	0	0	0	0	0
Records Specialist 1	Various	18.41 - 19.79	6	0	Male	2	2	0	0	0	0	0	0
					Female	4	4	0	0	0	0	0	0
Customer Information Spec	Various	19.10 - 19.30	9	0	Male	1	1	0	0	0	0	0	0
					Female	8	8	0	0	0	0	0	0
Accounting Specialist 1	Various	19.16 - 21.83	6	2	Male	0	0	0	0	0	0	0	0
					Female	6	4	0	1	1	0	0	0
Health Records Specialist 1	CH-Admin & Bus Services	19.30	5	0	Male	0	0	0	0	0	0	0	0
					Female	5	5	0	0	0	0	0	0
Tourism Marketing Assistant	Tourism Development Council	19.30	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Assessment & Taxation Clerk 1	County Assessor	20.16	9	1	Male	2	1	0	1	0	0	0	0
					Female	7	7	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

**Job Group: 60 Office/Clerical**

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Legal Secretary	Various	20.16	11	0	Male	0	0	0	0	0	0	0	0
					Female	11	11	0	0	0	0	0	0
Records & Election Tech 2	County Clerk	20.16	3	1	Male	1	1	0	0	0	0	0	0
					Female	2	1	0	0	1	0	0	0
Records Specialist 2	Records Management	20.16	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Permits Specialist	Various	20.95	11	1	Male	1	1	0	0	0	0	0	0
					Female	10	9	0	0	1	0	0	0
Health Record Specialist 2	CH-Admin & Bus Services	21.16	5	0	Male	0	0	0	0	0	0	0	0
					Female	5	5	0	0	0	0	0	0
Med Examiner's Admin Spec	Emerg Mgt-Med Examiner	21.16	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Administrative Secretaryá BCC	County Administration	21.57	1	1	Male	0	0	0	0	0	0	0	0
					Female	1	0	0	1	0	0	0	0
Sheriff's Administrative Spec	Various	21.83	6	0	Male	0	0	0	0	0	0	0	0
					Female	6	6	0	0	0	0	0	0
Assessment & Taxation Clerk 2	County Assessor	22.15	12	0	Male	0	0	0	0	0	0	0	0
					Female	12	12	0	0	0	0	0	0
Legal Secretary, Senior	Various	22.15	5	0	Male	0	0	0	0	0	0	0	0
					Female	5	5	0	0	0	0	0	0
Technical Services Assistant	Water Environment Services	22.15	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Records & Information Tech	Records Management	24.32	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

**Job Group: 60 Office/Clerical**

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Assessment & Taxation Clerk 3	County Assessor	25.50	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Legal Office Supervisor	Various	30.35	4	0	Male	0	0	0	0	0	0	0	0
					Female	4	4	0	0	0	0	0	0
Office Supervisor	Various	30.35	8	0	Male	0	0	0	0	0	0	0	0
					Female	8	8	0	0	0	0	0	0
Sheriff's Office Manager*	Sheriff Records	34.88	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Office Manager	Various	35.13	5	1	Male	0	0	0	0	0	0	0	0
					Female	5	4	0	1	0	0	0	0
Assessment & Taxation Supv	County Assessor	36.89	2	1	Male	0	0	0	0	0	0	0	0
					Female	2	1	0	0	0	1	0	0
<b>Job Group Total</b>			252	24	Male	17	13	0	3	1	0	0	0
<i>% of Total</i>				9.52	<i>% of Total</i>	6.75	5.16	.00	1.19	.40	.00	.00	.00
					Female	235	215	2	13	4	1	0	0
					<i>% of Total</i>	93.25	85.32	.79	5.16	1.59	.40	.00	.00

# Job Group Analysis

Clackamas County  
02/03/2010

**Job Group: 70 Skilled Craft**

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Ferry Operator	Road Maintenance	20.95	3	0	Male	3	3	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Collection System Tech 1	Water Environment Services	22.15	5	0	Male	5	5	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Wastewater Plant Operator 1	Water Environment Services	22.15	5	1	Male	5	4	0	1	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Road Maint Worker (SBP) 1-6	Road Maintenance	22.98	32	2	Male	29	27	0	2	0	0	0	0
					Female	3	3	0	0	0	0	0	0
Weighmaster	Road Maintenance	22.98	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Autobody Repair Technician	Fleet Services	24.07	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Mechanic	Various	24.07	6	0	Male	6	6	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Welder/Fabricator	Road Maintenance	24.07	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Bridge Maint Worker (SBP)	Road Maintenance	25.17	5	0	Male	5	5	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Road Maint Worker (SBP) 7-8	Road Maintenance	25.17	8	1	Male	8	7	0	0	0	1	0	0
					Female	0	0	0	0	0	0	0	0
Collection System Tech 2	Water Environment Services	25.70	7	0	Male	7	7	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Wastewater Plant Operator 2	Water Environment Services	25.70	5	1	Male	5	4	1	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

**Job Group: 70 Skilled Craft**

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Mechanic, Senior	Fleet Services	26.36	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Equipment Maintenance Coord	Various	27.62	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Wastewater Mechanic 2	Water Environment Services	28.35	7	0	Male	7	7	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Traffic Signal Electrician	Road Maintenance	30.33	3	0	Male	3	3	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Building Systems Coordinator	Facilities Managment	30.80	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Electrician	Facilities Managment	30.80	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Instrumentation Technician	Water Environment Services	31.27	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Supervising Electrician	Various	33.27 - 33.87	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Field Operations Supervisor	Water Environment Services	36.89	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Road Operations Supervisor	Road Maintenance	36.89	6	1	Male	6	5	0	0	0	1	0	0
					Female	0	0	0	0	0	0	0	0
Development Review Specialist	Water Environment Services	38.02	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Fleet Manager	Fleet Services	44.84	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0



# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 80 Service/Maintenance

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Aquatic Park Shift Coordinator	NCPRD - Aquatic Ctr & Rec Prog	12.77	2	0	Male	0	0	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Service Maintenance Worker	NCPRD - Aquatic Ctr & Rec Prog	12.77	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Aquatic Exercise Instructor	NCPRD - Aquatic Ctr & Rec Prog	13.96	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Animal Care Specialist	County Dog Services	16.68	3	1	Male	1	0	0	0	1	0	0	0
					Female	2	2	0	0	0	0	0	0
Cafeteria Cook	NCPRD - Milwaukie Center	16.76	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Transportation Driver	NCPRD - Milwaukie Center	17.57	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Weatherization Trainee	Com Solutions-Weatherization	17.57	4	2	Male	4	2	0	0	2	0	0	0
					Female	0	0	0	0	0	0	0	0
Building Maint Assistant	Various	17.57 - 19.79	3	0	Male	1	1	0	0	0	0	0	0
					Female	2	2	0	0	0	0	0	0
Water Environ Serv Assistant	Water Environment Services	19.16	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Weatherization Installer	Com Solutions-Weatherization	19.30	9	5	Male	8	3	0	3	2	0	0	0
					Female	1	1	0	0	0	0	0	0
Cook	Various	19.64 - 21.83	6	2	Male	5	3	0	0	2	0	0	0
					Female	1	1	0	0	0	0	0	0
Automotive Service Technician	Various	20.95	2	0	Male	2	2	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 80 Service/Maintenance

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
Park Maintenance Specialist	Various	20.95 - 21.16	5	0	Male	5	5	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Traffic Cntl Worker (SBP)	Road Maintenance	21.89	6	0	Male	3	3	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0
Weatherization Crew Leader	Com Solutions-Weatherization	22.15	3	0	Male	3	3	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Park Ranger	Parks	22.98	3	0	Male	3	3	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Building Maint Specialist	Various	23.17 - 26.55	6	0	Male	5	5	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Biosolids Application Tech 1	Water Environment Services	23.33	5	1	Male	5	4	0	1	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Traffic Operations Specialist	Road Maintenance	24.07	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Aquatics Equipment Specialist	NCPRD - Aquatic Ctr & Rec Prog	24.32	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Weatherizatn Energy Aud/Insp	Com Solutions-Weatherization	24.32	4	0	Male	3	3	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Park Maintenance Coordinator	Various	25.17 - 25.50	3	0	Male	3	3	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Building Maint Spec, Sr	Various	25.50 - 29.34	7	1	Male	7	6	0	1	0	0	0	0
					Female	0	0	0	0	0	0	0	0
Integrated Veg Mgmt Coord	Road Maintenance	27.62	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0

Continued...

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 80 Service/Maintenance

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+									
Food Service Coordinator	Sheriff Jail	29.34	1	0	Male	0	0	0	0	0	0	0	0									
					Female	1	1	0	0	0	0	0	0									
Build Construct Proj Coord	Facilities Management	32.34	1	0	Male	1	1	0	0	0	0	0	0									
					Female	0	0	0	0	0	0	0	0									
Building Maint Coordinator	Sheriff Jail	32.42	1	0	Male	1	1	0	0	0	0	0	0									
					Female	0	0	0	0	0	0	0	0									
Environmental Prog Coordinator	Water Environment Services	34.50	1	0	Male	0	0	0	0	0	0	0	0									
					Female	1	1	0	0	0	0	0	0									
Building Maintenance Supv	Facilities Management	35.13	1	1	Male	1	0	0	1	0	0	0	0									
					Female	0	0	0	0	0	0	0	0									
Park Maintenance Supervisor	NCPRD-Parks & Facilities Serv	35.13	1	0	Male	1	1	0	0	0	0	0	0									
					Female	0	0	0	0	0	0	0	0									
Weatherization Svcs Prog Mgr	Com Solutions-Weatherization	35.13	1	0	Male	0	0	0	0	0	0	0	0									
					Female	1	1	0	0	0	0	0	0									
<b>Job Group Total</b>			86	13	Male	68	55	0	6	7	0	0	0									
<i>% of Total</i>					15.12									<i>% of Total</i>	79.07	63.95	.00	6.98	8.14	.00	.00	.00
														<i>% of Total</i>	18	18	0	0	0	0	0	0
					<i>% of Total</i>	20.93	20.93	.00	.00	.00	.00	.00	.00									

# Job Group Analysis

Clackamas County  
02/03/2010

## Job Group: 90 Elected Officials

Job Title	Department	Wage Range	Total Emps	Total Min		Total	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
County District Attorney	District Attorney	17.47	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
County Commissioner	Board of County Commissioners	38.88	5	0	Male	2	2	0	0	0	0	0	0
					Female	3	3	0	0	0	0	0	0
County Clerk	County Clerk	42.01	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
Justice of the Peace*	Justice Court	42.44	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
County Treasurer	County Treasurer	44.11	1	0	Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
County Assessor	County Assessor	44.60	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
County Sheriff	Sheriff Administration	57.83	1	0	Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
<b>Job Group Total</b>			11	0	Male	5	5	0	0	0	0	0	0
<i>% of Total</i>				<i>.00</i>	<i>% of Total</i>	<i>45.45</i>	<i>45.45</i>	<i>.00</i>	<i>.00</i>	<i>.00</i>	<i>.00</i>	<i>.00</i>	<i>.00</i>
					Female	6	6	0	0	0	0	0	0
<i>% of Total</i>					<i>% of Total</i>	<i>54.55</i>	<i>54.55</i>	<i>.00</i>	<i>.00</i>	<i>.00</i>	<i>.00</i>	<i>.00</i>	<i>.00</i>
<b>Facility Total</b>			1768	161	Male	887	806	19	35	22	5	0	0
<i>% of Total</i>				<i>9.11</i>	<i>% of Total</i>	<i>50.17</i>	<i>45.59</i>	<i>1.07</i>	<i>1.98</i>	<i>1.24</i>	<i>.28</i>	<i>.00</i>	<i>.00</i>
					Female	881	801	13	42	19	6	0	0
<i>% of Total</i>					<i>% of Total</i>	<i>49.83</i>	<i>45.31</i>	<i>.74</i>	<i>2.38</i>	<i>1.07</i>	<i>.34</i>	<i>.00</i>	<i>.00</i>

## **ESTABLISHMENT OF GOALS**

An Affirmative Action Committee (AAC), comprised of representatives from departments throughout the County, meets annually to review availability and utilization figures and to set goals for the current year. The AAC estimated potential hiring opportunities for the year 2010 and then developed employment goals based on this information.

The two standard deviation method has historically been used to determine if there was a need to establish a goal for any job group (this is noted by the term "required goal"). The committee concentrated on these areas and in accordance to Office of Federal Contract Compliance (OFCCP) guidelines attempted to set "reasonable and attainable" hiring goals in consideration of the expected recruitment opportunities for the job category. The Committee recognized that a BCC adopted hiring goal in a job category triggers an opportunity to refer additional candidates from eligibility registers under the County's Personnel Ordinance. Therefore hiring goals are reserved for situations of significant underutilization from availability.

### EEO 1 - Officials and Administrators

Underutilized Groups = None Requiring a Hiring Goal  
2010 AA Goal = None

Both females and minorities are utilized in this category at a level either above availability or not significant enough to require a hiring goal. The AAC did not set hiring goals since none were required, but recommended outreach efforts continue in this group. The AAC recognizes that continued progress must be made to improve the representation of minorities in the professional category, which provides a feeder pool of applicants to this category.

### EEO 2 - Professionals

Underutilized Groups = None Requiring a Hiring Goal  
2010 AA Goal = None

Both females and minorities are utilized in this category at a level either above availability or not significant enough to require a hiring goal. The AAC did not set hiring goals since none were required, but recommended outreach efforts continue in this group. The AAC recognizes that continued progress must be made to maintain the representation of minorities at  $-.25$  and improve the representation of females at  $-0.56$  in the professional category.

### EEO 3 - Technicians

Underutilized Groups = Total Minorities (required goal)  
2010 AA Goal = Three (3) Minorities

Underutilization of total minorities in this category is significant at  $-2.03$  standard deviations from availability. The AAC established a hiring goal of three (3) additional minorities to actively work on correcting this underutilization.

### EEO 4 - Protective Service

Underutilized Groups = Females and Minorities (required goals)  
2010 AA Goal = Five (5) Females and Three (3) Minorities

Protective Service positions are located mainly in two County departments: Sheriff and Community Corrections. Additional positions are located in the Dog Services Division of DTD. Since many positions in this category are entry level, active recruitment of minorities and females is essential in order to achieve parity. Both Community Corrections and the Sheriff's Office have established eligibility registers for use in hiring in 2010. The AAC recommended hiring goals of five (5) females and three (3) minorities to address the significant underutilization for both groups which is at -3.26 standard deviations for females and --3.45 for minorities.

#### EEO 5 - Paraprofessional

Underutilized Groups = None Requiring a Hiring Goal  
2010 AA Goal = None

Both females and minorities are utilized in this category at a level either above availability or not significant enough to require a hiring goal. The AAC did not set hiring goals since none were required, but recommended outreach efforts continue in this group. It was recognized as important to continue efforts in this category since it provides a feeder group for many other EEO categories.

#### EEO 6 - Office and Clerical

Underutilized Groups = None Requiring a Hiring Goal  
2009 AA Goal = None

Both females and minorities are utilized in this category at a level either above availability or not significant enough to require a hiring goal. The AAC did not set hiring goals since none were required, but recommended outreach efforts continue in this group. It was recognized as important to continue efforts in this category since it provides entry-level job opportunities and provides a feeder group for many other EEO categories.

#### EEO 7 - Skilled Craft

Underutilized Groups = Females required a Hiring Goal  
2010 AA Goal = One (1) Female

Underutilization of females is significant at -2.1 standard deviations from availability. The AAC established a hiring goal of one (1) additional minorities to actively work on correcting this underutilization.

#### EEO 8 - Service Maintenance

Underutilized Groups = None Requiring a Hiring Goal  
2010 AA Goals = None

Both females and minorities are utilized in this category at a level either above availability or not significant enough to require a hiring goal. The AAC did not set hiring goals since none were required, but recommended outreach efforts continue in this group. It was recognized as important to continue efforts in this category since this entry-level category directly impacts EEO7's future promotional hiring.

## ***METHODOLOGY FOR ACHIEVING GOALS***

The County has pursued a variety of targeted activities in order to achieve success with hiring goals. The involvement of a Countywide Affirmative Action Committee (AAC) has been critical to the promotion of Affirmative Action. The AAC is represented by various individuals including department directors, supervisors or their designated representatives, and several employees from minority groups serving as “members at large.” The AAC representatives are responsible for recommending to the BCC Countywide goals and working cooperatively with the Department of Employee Services – Department of Employee Services in achieving these goals.

The County’s Diversity Manager is a critical position for the County for expanding recruitment outreach to underutilized populations and for leading the efforts of the County’s Diversity Initiative. The Department of Employee Services has actively worked to establish countywide objectives with respect to workplace diversity, recommend improvements to Human Resource programs, establish improved applicant outreach activities, and establish training and diversity protocol programs. The County participated in a number of outreach recruitment efforts in the past year and continues to plan for new events in the current year. Outreach includes attending job fairs and diversity events, hosting community meetings for specific recruitments, and visiting schools and one-stop career centers.

The AAC representatives continue to work with the Department of Employee Services and supervisory staff from their departments to keep them informed of goals and progress towards meeting the County’s Affirmative Action goals. This committee is also involved in recommending new programs and activities to improve Affirmative Action efforts and enhance outreach for all applicants.

For the next calendar year 2010, the County will continue to provide diversity awareness training programs such as the Connections Initiative – a training effort delivered in three levels. The first level, Building Connections provides the foundation training for understanding diversity and working in a diverse work environment. The second level, Managing Connections provides skills to help managers supervise a diverse workforce. The third level, Community Connections provides skills for employees who work with the public or whose programs affect the community. While all employees will attend the first level; some will attend two or three levels depending on their work role. The Department of Employee Services expanded its diversity efforts with new programs such as the quarterly diversity Brown Bag Lunch Series, A Day With...., and the formation of the new employee-based Diversity Advisory Council (DAC). With the formation of the DAC comes new cultural activities and recognition of holidays.

The Department of Employee Services continues to provide training on workforce harassment (including sexual harassment) and other equal employment issues as part of its County-wide training calendar. Training specific to Affirmative Action and commitment to equal employment opportunity is included in new employee orientation and supervisory training.

Clackamas County gives full consideration to females and minorities not currently in the workforce. A good faith effort is being made to recruit females and minorities with requisite skills not currently in the workforce. The County participates at numerous job fairs including those at local community colleges in the metropolitan area. Additionally, the County attends quarterly “Say Hey, NW” events designed to welcome new professionals of color relocating to Oregon and Southwest Washington. Also, the County utilizes appropriate agencies and publications to recruit qualified minorities and females.

In support of the Personnel Ordinance and collective bargaining agreements, the AAC recognizes the need to provide training to enhance skills needed for promotion and career development. AAC representatives will target internal training opportunities as a means for achieving parity goals.

## **SUGGESTED ACTIVITIES FOR ACHIEVING GOALS**

The Affirmative Action Committee meets at least annually to provide an update on the progress being made in each category and develop additional hiring strategies. The AAC suggests various activities to achieve hiring goals and enhance diversity within the County's workforce. The activities comprise 5 categories: **Recruitment, Training, Creating a Welcoming Workplace, Public Relations, Diversity Awareness Programs** and other **Human Resources Activities**. [Note: not all suggested activities are currently developed. This is a list of suggested activities to enhance Affirmative Action efforts].

### **RECRUITMENT**

The AAC recognizes that advertising and outreach are crucial in exposing the public to the vast employment opportunities within Clackamas County.

- The County will mail or email a weekly job listing to approximately 200 organizations as targeted in the Affirmative Action Mailing List (see Appendix B). Additional organizations will be continually identified and added to the County's mailing list.
- Increase visibility at job fairs to communicate the County's commitment to Equal Employment and inclusion. Minority employees in various County departments will be asked to partner with staff from the Department of Employee Services when attending job fairs. Attendees will receive "career counseling" on County hiring opportunities that match their individual skills.
- Employment opportunities with the County will be advertised in local community newspapers and minority publications for recruitments targeted for expanded outreach.
- Provide alternative formats for recruitment materials such as recruitment information in different languages.
- Continue to make an effort to have the County's workforce reflect the changing population being served by hiring staff who can directly communicate with non-English speaking individuals without needing a third-party translator. In the absence of bilingual staff, seek interpreters to assist in delivery of services.
- Departments will continue to identify positions that require bilingual skills, particularly Spanish-English language skills to serve Hispanic populations. Specialized recruitment efforts will be made to meet this need.
- To attract minorities and females the County will make site visits to deliver presentations and answer questions at the Urban Leagues, local one-stop career centers and other organizations that have frequent minority contacts that are actively seeking employment.
- Staff from the Department of Employee Services will attend meetings and develop business contacts of community organizations and advocacy groups that serve minority persons.
- Attention will be given to the hiring of minorities in temporary positions or as interns. Encourage departments to post temporary and intern positions externally, through minority newspapers or through local one-stop career centers to increase minority applicants for these positions.

- Employee Services will continue to post a separate job listing site on the County's Internet page to allow postings of temporary positions, internships and volunteer opportunities.
- The Department of Employee Services staff will increase recruitment efforts for classifications in which the AAC has established affirmative action goal(s). This effort will be coordinated with department hiring managers and may include additional advertising in minority newspapers and outreach efforts.
- Employee Services will include a reference to the affirmative action goals on every position requisition that is activated for recruitment or referral of names from an eligibility register. This notice is returned to the hiring managers for their awareness of hiring goals. The existence of hiring goals will be used to develop an effective outreach recruitment plan as well as provide additional referrals from the eligibility register under the policies of the County Code/Personnel Ordinance.
- Employee Services will comply with the County's Personnel Ordinance as amended in November 2004 by referring additional names of eligible female and minority applicants where there is a required hiring goal in the adopted AA Plan.
- Make an effort to accommodate those with language barriers by offering translators for testing and interviewing.
- Accommodate applicants with disabilities by offering assistance in completing application materials and by developing alternative formats for application and testing materials.
- Provide assistance to applicants through various methods by offering assistance in completing the on-line application and other required materials.
- Post County Job Openings in the public lobbies of County departments so citizens can review. Distribute job postings to various colleges, training schools, churches and community centers.
- Provide informational workshops and training to citizens on how to gain County employment.
- Encourage employees attending community events and meetings to market the County as an employer and share current employment opportunities.
- Encourage County employees to develop personal connections with minorities in the community.
- Efforts will be made to include minority raters in the Oral-board interview process.
- A final activity to achieve hiring goals during the selection process will be the development of a comprehensive training program for potential oralboard raters prior to serving on oralboard panels. The program would contain training on Affirmative Action and Equal Employment issues. Raters in oralboard examinations as well as department employees on selection committees need to be adequately informed of the County's policy and Affirmative Action goals for the year.

## **TRAINING**

- Promote general skills training for all employees to increase competitiveness for promotion. The County offers comprehensive training programs that provide general skills training, lead worker and supervisory training.
- Encourage employees to apply for promotional opportunities by providing developmental and career development opportunities.
- Provide interview skills training and coaching to employees interested in promotional opportunities.
- Encourage women and minorities to take advantage of the training courses in the County.

- Encourage employees to participate in activities that will expose them to diversity and cultural differences, which will help to better understand each other.
- Develop apprenticeships to attract trainee level employees or allow current employees to try new career paths. Explore the development of programs that would allow employees to submit their interest in learning about County jobs that are outside of their current job family.
- Encourage managers and supervisors to have discussions with their employees surrounding career goals and promotional opportunities. Encourage supervisors to develop career planning in employee performance evaluations. Foster an atmosphere that encourages the development of individual goals and interests in support of job responsibilities.
- Provide cultural sensitivity and cultural competency training to all employees and specifically to managers responsible for hiring regular and temporary employees.
- Utilize the County newsletter, INSIGHTS, and County e-mail to communicate supervisory and leadership principles.
- Encourage departments to offer training opportunities for all employees and to communicate openly how employees will be selected for training opportunities to eliminate perception of inequities.

### **CREATING A WELCOMING WORKPLACE**

- Continue to provide the County’s New Employee Orientation program to welcome new employees to the County workplace.
- Review the physical appearance of County buildings and lobbies to showcase a professional atmosphere. Encourage departments to showcase support of teamwork, customer service and diversity issues through artwork, slogans, pictures and posters in public lobbies.
- Continue to improve facility consolidation and improvement of disabled access for all County facilities.
- Encourage County departments to form “hospitality” or “welcoming” committees that can assist new employees feel welcomed and oriented to the department.
- Continue to have the County’s Diversity Manager attend New Employee Orientation and New Supervisor Orientation to offer an orientation on how to access programs and feel welcomed.
- Communicate how employees may access the Diversity Manager to discuss concerns in the work environment.
- Work with Trimet to improve public transportation schedule to the Red Soils Campus to increase applicants’ interest in Clackamas County as an employer.

### **AFFIRMATIVE ACTION/DIVERSITY AWARENESS PROGRAMS**

The AAC also recognized that continued efforts must be made in promoting diversity and equal employment issues in Countywide training courses, particularly in supervisory training programs. The AAC suggested that issues of diversity be incorporated into the County’s work environment and promotion of the County as an employer.

- Continue to educate employees in the areas of Diversity, Affirmative Action Plan, Equal Employment Opportunities and Americans with Disabilities Act.

- Recognize the County's minorities and females in non-traditional jobs. Publish articles and photos in the County newsletter, Insights, and outside publications.
- Access the County's Cable network and other media types to advance the County's public image in relation to Affirmative Action goals and progress.
- Measure the effectiveness of employees' participation in diversity activities.
- Support County, regional and statewide cultural diversity committees and encourage employees to become members and/or participate in conferences, workshops or seminars.
- Assist in identifying potential problem areas in departmental practices and procedures and act as a resource for finding solutions to those problems
- Promote a positive discrimination-free climate and work environment where each employee's rights are respected.
- Evaluate the County employee groups that are currently meeting with diversity groups and/or diverse community organizations and encourage other employees to join these groups.
- The County is an active participant in external diversity events such as Say Hey, NW and Breakfast of Champion.
- Include positive statements about County employment in advertisements for County jobs. Market County employment to minority communities.
- Employee Services will support departments in the creation and maintenance of Equal Employment Opportunity Plans (EEO) when these are required. Several EEO's have been developed to support receipt of Federal and State Department of Justice grants. Plans are in place for the Sheriff's Office, Juvenile Department and District Attorney's Office.

## **COMMUNICATION OF AFFIRMATIVE ACTION**

- The AAC will meet at least annually, and more often as needed, to review the status of the County's progress in meeting the goals set to achieve parity with the availability of minorities and women in the workforce. If necessary, these meetings will be utilized to revise strategies to improve efforts made toward achieving the established goals.
- The Department of Employee Services will be periodically updating the AAC with statistics reflecting new minority and female hires into the identified EEO categories.
- The Department of Employee Services will continue to promote diversity awareness and the need to achieve the goals established for the current year to all supervisors and departmental directors.
- The County will publish article(s) on Affirmative Action in Insights. The article will communicate to all employees on the progress being made toward correcting under-utilization and the goals set for the current year.
- The Affirmative Action Plan will be accessible on the internet and intranet.
- Develop a section on the Web page noting Clackamas County's commitment to achieving diversity
- Incorporate the County's commitment to diversity and diversity programs within the County business plan.

## **OTHER HUMAN RESOURCE ACTIVITIES**

- The Department of Employee Services will continue to monitor the results of the Exit Interview Program. Results from this program will be examined periodically to determine retention strategies.
- AAC or designated representative(s) to serve and participate at minority organizations' business meetings.
- Go beyond recruitment(s). Educate specific minority communities about career opportunities and types of skills required for various positions with the County.

## ***DEVELOPMENT AND EXECUTION OF ACTION PROGRAMS***

The following are steps that are undertaken to ensure the proper execution of the County's Affirmative Action Plan.

1. Classification specifications are developed and reviewed on an ongoing basis to ensure that all classification requirements:
  - a) Accurately reflect job functions.
  - b) Are valid, contain job performance-related criteria, and that neither minority nor female employees are required to possess higher qualifications than those of the lowest qualified incumbent.
  - c) Are free from bias because of race, color, religion, sex, disability status, age, national origin, or marital status and other protected classes.
2. Human resource planning is utilized to develop staffing strategies that support the County's affirmative action goals.
3. The County maintains and utilizes an affirmative action mailing list when conducting any external recruitment(s). These are recruitment sources that are prepared to refer minority and female candidates. Representatives from these recruitment sources may be provided with briefing sessions on the County, tours of the County facilities, descriptions of job announcements and classification specifications, and an explanation of the overall selection process. (See appendix B for a copy of the mailing list.)
4. Minority and female job applicants are provided equal opportunity for hire. When any applicant who has been interviewed as a finalist is rejected for employment, the hiring authority is encouraged to document the reasons for the selection decision and report them to the Department of Employee Services.
5. Minority and female employees are provided equal opportunity for promotion and transfer.
6. The entire selection procedure is periodically reviewed to ensure freedom from bias.
7. Members of oral board panels are selected to include representation by minorities and females. Furthermore members of the oral board panels are advised of the County's Affirmative Action Plan and trained in selection procedures, which uphold the intent of the plan.
8. The total selection process, including both scored and unscored procedures, are reviewed and analyzed on an ongoing basis to ensure freedom from bias and to aid in the achievement of EEO/AA goals and objectives. All personnel involved in recruiting, screening, selection, promotion, discipline, termination, and related processes are carefully selected and trained to ensure elimination of bias in all personnel actions.
9. When pictorial recruitment brochures are utilized, minority and female members of the workforce shall be included.

10. All internal openings, promotional and transfer opportunities shall be posted throughout the recruiting departments and/or County Intranet site accessible to all employees.
11. Career counseling is available to all employees without regard to race, color, religion, sex, national origin, disability status, marital status, age or other protected statuses.
12. Approved classification specifications for all classifications at Clackamas County are maintained by the Department of Employee Services and are available to all employees and those involved in any phase of the employment process.
13. The Department of Employee Services validates classification specifications using job performance criteria. Detailed position analysis is conducted to ensure that classification specifications accurately reflect position functions.
14. The Director of Employee Services serves as the County's Affirmative Action Officer. As such, the Director of Employee Services has the responsibility to track statistics related to the Affirmative Action Plan and keep management apprised of the progress made toward achieving the County's goals.
15. The following training programs are provided:
  - a) Members of oralboard panels and all managers and supervisors involved in a recruitment and selection procedure learn skills to enable them to conduct effective, legal interviews.
  - b) Management staff members are trained regarding their responsibilities outlined in the Affirmative Action Plan and applicable State and Federal EEO laws.
  - c) Courses are periodically made available to management staff in the area of performance management.
  - d) County-sponsored training is made available to all employees without regard to race, sex, ethnicity, religion, national origin, disability status, age, marital status or other protected statuses.
16. County facilities and County-sponsored events are desegregated. All employees are encouraged to participate in County activities.
17. Recruitment efforts include special outreach to contact women and minorities.

## ***INTERNAL AUDIT AND REPORTING SYSTEM***

### **PERSONNEL PROCESS**

All personnel processes are monitored on an ongoing basis to ensure adherence to nondiscriminatory employment practices. The results of these processes are compared with legal requirements. Problem areas are identified and reviewed with the Board of County Commissioners and Executive Management Team members in order to plan for actions that will improve or eliminate these problems. Plans and results are monitored and reported to all levels of management and those involved in the screening process.

### **GOALS**

1. Progress toward achievement of established goals is monitored on an ongoing basis by the Department of Employee Services.
2. The Department of Employee Services develops affirmative action status reports.
3. Departmental affirmative action representatives are advised of program effectiveness and ways to improve unsatisfactory progress.

## **INTERNAL AUDIT AND REPORTING SYSTEM**

The following processes are now being undertaken. Additional systems will be designed and implemented as needed.

1. Steps in the selection process are monitored to ensure compliance with the 4/5ths rule.
2. Steps are taken to see that internal applicants for promotions and transfers are given full consideration.
3. The Department of Employee Services conducts exit interviews with departing employees.
4. Data on applicant flow by sex and race is maintained for each position.
5. Records of placements, transfers, promotions and terminations are monitored to ensure non-discriminatory policy is carried out.

## ***COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES***

Clackamas County complies with the OFCCP Sex Discrimination Guidelines. In support of these guidelines, the County undertakes the following activities:

### **RECRUITING AND ADVERTISING**

1. Clackamas County recruits persons of both sexes for all positions, unless sex is a bona fide occupational qualification for a position.
2. No advertisement for a position specifies or implies a preference for either sex applicant unless sex is a bona fide occupational qualification for a position.

### **JOB POLICIES AND PRACTICES**

1. None of the County's personnel policies or practices discriminates against or has the effect of discriminating against employees and/or applicants for employment because of sex.
2. No bargaining unit contract entered into with the County contains language, which violates these guidelines and policies.
3. All employees, without regard to sex, have an equal opportunity to apply for jobs posted.
4. The County's policies and practices make no distinction based on sex in employment opportunities, wages, hours, benefits, training, promotions, transfers, or any other condition of employment.
5. Marital status or whether a person has young children has no bearing on employment conditions.
6. Appropriate physical facilities are provided for members of both sexes.
7. No female is denied a job because of state "protective" laws.
8. The County does not penalize females in their conditions of employment because they require time away from work due to childbearing. The leave of absence policy treats women requiring time away from work because of childbearing the same as any other employee who requires time away from because of a temporary physical disability, in compliance with both Federal and State law.
9. No distinction by sex shall be made in any policy regarding retirement.
10. The County's policy regarding administration of parental leave complies with State law and is applicable to both males and females.
11. Men and women are provided equal access to all training programs.

### **SENIORITY SYSTEMS**

1. No distinction is made because of sex in an employee's accumulation of length of service.

## CLASSIFICATION AND COMPENSATION

1. Clackamas County makes no distinction based on sex in analyzing jobs and assigning salary ranges.
2. No job classification is restricted strictly to members of one sex.

## AFFIRMATIVE ACTION

1. Clackamas County takes affirmative action to recruit females to apply for non-traditional positions in which they may be underutilized.
2. The County is committed to involving women in a variety of types of training programs, including those for positions where women are typically under represented.
3. The County provides equal access to any County-sponsored training.

## SEX DISCRIMINATION GRIEVANCE PROCEDURE

The County maintains the following grievance procedure to resolve any complaints of discrimination based on sex:

Any employee or applicant for employment may file a written complaint alleging discrimination or an unlawful employment practice(s) with the Affirmative Action Officer, who is the Director of Employee Services. The Affirmative Action Officer will investigate the charge within thirty (30) days. The Affirmative Action Officer may also initiate an investigation should an alleged unlawful employment practice come to his/her attention.

At the conclusion of the investigation, the Director of Employee Services shall make recommendations to correct any practice found to be in violation of this policy. Notice of the recommendation shall be forwarded to the appointing authority. All parties shall be notified of the status of the investigation. If the finding of the investigation is that there has been a violation of this policy, the Director of Employee Services will attempt to resolve the complaint. Under the law, individuals are protected from retaliation. Every effort will be made to preserve confidentiality consistent with conducting a thorough investigation.

Employees or applicants for employment shall be encouraged to seek the advice and counsel of the Affirmative Action Officer when they suspect or feel they have been treated in a discriminatory fashion, or in a fashion contrary to this Affirmative Action Plan.

## SEXUAL HARASSMENT POLICY

The County maintains a sexual harassment policy, including a complaint process in which an employee may request an investigation. The County's Sexual Harassment Policy Statement is included in the appendix of this plan (Appendix D). The County's policy is also contained in the County Code addressing Personnel Administration.

## ***COMPLIANCE WITH RELIGIOUS AND NATIONAL ORIGIN DISCRIMINATION GUIDELINES***

Clackamas County complies with the OFCCP's Religious and National Origin Guidelines.

### **EQUAL EMPLOYMENT POLICY**

1. It is the policy of the County to recruit, hire, train, promote, transfer, and make all other employment decisions without regard to religion or national origin.
2. The County takes Affirmative Action to ensure that applicants and employees are treated without regard to their religion or national origin throughout the employment process.
3. All employees and managers are notified of the County's policy to provide equal employment opportunity without regard to religion or national origin.

### **ACCOMMODATIONS**

Clackamas County will make reasonable accommodation to the religious observance and practices of an employee or prospective employee. For an employee or prospective employee who observes certain religious holidays and Sabbaths during the year and who is conscientiously opposed to performing work or engaging in similar activity on such days, the County will make accommodations when such accommodations can be made without undue hardship on the conduct of the County's business. In determining the extent of the obligation, at least the following factors shall be considered:

1. Business necessity;
2. Financial costs and expenses; and
3. Resulting personnel problems.

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**AFFIRMATIVE ACTION PLAN FOR INDIVIDUALS WITH DISABILITIES**

## ***POLICY STATEMENT***

It has been and will continue to be the policy of Clackamas County, an equal opportunity employer, not to discriminate against any employee or applicant for employment because of any physical or mental disability, in regard to any position for which the employee or applicant is qualified, and to adhere to the County's obligation to take affirmative action to employ and advance in employment, qualified individuals with disabilities.

An "individual with a disability" is any person who (1) has a physical or mental impairment which substantially limits one or more major life activities, (2) has a record of such impairment, or (3) is regarded as having such an impairment. This moral and legal obligation to take affirmative action to employ and advance qualified individuals with disabilities will be honored and discharged through implementation of the Affirmative Action Program as required by the Rehabilitation Act of 1973 and its implementing regulations and the Americans with Disabilities Act (ADA).

This plan is based on the concept that individuals with a disability can perform well in the County service and are thus entitled to receive fair and full consideration on the basis of job-related skills, knowledge and abilities. Such action applies to employment practices including, but not limited to, the following: employment, promotion, demotion, transfer, recruitment, recruitment advertising, layoffs, termination, rates of pay, other forms of compensation, and selection of training. The County hires and advances individuals with disabilities on the basis of their skills and abilities as compared to the requirements of the position. This assures the job relatedness of employment decisions. This plan does not set quotas or require the hiring of an individual with a disability simply because they are disabled.

Developing job opportunities for individuals with disabilities entails recognizing and working to break down artificial barriers that impede employment and advancement of individuals with disabilities. These barriers can be architectural and environmental in nature. Barriers can also be attitudinal, resulting from lack of knowledge, misconceptions and over-generalized thinking. Other obstacles are built into organizations because of unnecessarily rigid policies and procedures.

The following equal opportunity activities for individuals with disabilities are set forth. The County will continue to:

1. Consider applicants and employees on the basis of their abilities and job related physical and mental standards.
2. Make reasonable accommodation to physical or mental limitations of employees and applicants with disabilities when necessary.
3. Individually evaluate each applicant and employee with a disability.
4. Utilize appropriate public and private resources and rehabilitation services where feasible.
5. Provide access to recruitment and selection procedures for applicants and employees with disabilities.
6. Engage in outreach activities in a positive manner so as to encourage applicants and employees who believe themselves covered by Disability law and who wish to benefit under the County's Equal Opportunity Program to identify themselves.

## ***AFFIRMATIVE ACTION CLAUSE***

Clackamas County has included and will continue to include an equal opportunity clause for the disabled in each of its covered government contracts or subcontracts and modifications, renewals, or extensions thereof if not included in the original contract. In addition to the above, the County's contracting procedures will be modified so as to conform to any new or revised federal regulations.

## ***APPLICABILITY OF PROGRAM REQUIREMENTS***

At Clackamas County all Affirmative Action Plans are reviewed and updated. Plans are available for inspection by any employee or applicant by contacting the Department of Employee Services between the hours of 7:00 am and 6:00 p.m., Monday through Thursday. The Affirmative Action Plan is also available on the County internet by clicking on the Jobs link and then clicking on the Affirmative Action Plan (AAP) (PDF) link or on the intranet under My Departments – Employee Services – Personnel Links –Affirmative Action Plan.

All employees and applicants for employment are invited to identify themselves under the terms and provisions of this plan. Job applicants are encouraged to exercise their rights under this plan through a statement on the Affirmative Action on-line portion of the application. Any current employee may make it known to the Affirmative Action Officer at any time, their desire to benefit under this program. All information will be utilized only in accordance with this Plan. No employee or applicant for employment shall be subject to adverse treatment as a result of disclosure of information under this plan. All information shall be voluntarily provided and will be kept confidential. Information will only be provided on a need to know basis to: (1) managers and supervisors regarding necessary restrictions on the work or duties and needed accommodations of individuals with disabilities; (2) first aid and safety personnel may be informed when and to the extent appropriate, if the condition might require emergency treatment; and (3) government officials investigating compliance with governing regulations.

It must be recognized, however, that those who potentially stand to benefit from the provisions of this program will most likely be reluctant to be identified. The success or failure of this program will rest in large part on the County's ability to encourage participation in the program and the manner in which a person is handled after self-identification. The Affirmative Action Officer or the designated representative will explain the commitment of the County and the provisions of the Vocational Rehabilitation Act and ADA to interested job applicants and employees.

Those who will be considered individuals with a disability under the County's Affirmative Action Plan complies with the definition found in the Rehabilitation Act of 1973 and the Americans with Disabilities Act and are as follows.

1. One who has a physical or mental impairment that substantially limits one or more major life activities. While life activities may include communication, education, mobility, transportation, self-care, working, etc., primary attention is given to those life activities that affect employability. An individual with a disability who is likely to experience difficulty in securing, retaining or advancing in employment is substantially limited.
2. One who has a record of such impairment. Although an individual may be completely recovered from a previous physical or mental disability, the attitudes of others toward that previous impairment may result in that person having difficulty in securing, retaining or advancing in employment. A person who has been in a mental hospital and has been rehabilitated or a person with a history of heart condition or cancer may often experience such difficulty.

3. One who is regarded as having such an impairment. A person who people think is disabled; for example, a person who might seem mentally disabled but is not, would be regarded as having such an impairment. This is particularly true if those having such perceptions are in a position to have an effect on the individual's chance to secure, retain or advance in employment

### ***PROPER CONSIDERATION OF QUALIFICATIONS***

Clackamas County has reviewed and will continue to review its personnel policies and procedures to ensure careful, thorough and systematic consideration of the job qualifications of known applicants and employees with disabilities for all job vacancies and training opportunities offered or available.

### **RECRUITMENT AND SELECTION PROCEDURES**

While it is sometimes necessary to modify selection and placement procedures to facilitate employment of individuals with disabilities, the basic tenet of matching abilities to job requirements remains constant. Clackamas County's selection procedures will continue to be reviewed with each recruitment to ensure they screen in applicants with disabilities by:

1. Maintaining job requirements that are job related and accurately reflects job functions.
2. Ensuring that all physical and mental job requirements, which screen out otherwise qualified individuals with disabilities, are evaluated to ensure they are job related and necessary to the safe performance of the job.
3. Maintaining internal communication to ensure all employees and applicants for employment are aware of their rights under this plan.
4. Giving proper consideration of all individuals with disabilities who have disclosed their rights under this plan, including those currently employed at the County and those whom apply for County jobs.
5. Maintaining and making available to all applicants and employees a grievance procedure if they feel they have been discriminated against based on their disability.
6. Utilizing an application form which requires only information which is applicable to employment and allows an individual with a disability to relate any unique skills she or he may possess.
7. Ensuring that all testing is valid and job related and does not screen out individuals with disabilities. Examples of action which may be taken include:
  - A. Careful consideration of the use of balance, multi-part testing and selection procedures; and
  - B. Employment tests administered to an applicant or employee who has a disability that impairs sensory, manual or speaking skills will be modified, as necessary, to best reflect the applicant's or employee's job skills and aptitude. Accommodation is made to ensure accessibility to examination facilities and modification of test administration as necessary.
8. Reviewing reasons for which job applicants with disabilities were not selected for job openings to ensure that such reasons are job related.
9. Ensuring that all supervisors, managers and Department of Employee Services staff involved in the selection process are informed of this policy.

## POST PLACEMENT SERVICES

The responsibility of the County does not terminate with the recruitment, selection and placement of employees with disabilities in our organization. Post-placement services, necessary for all employees, take on added significance for employees with disabilities. These services will help to assure program success by fostering the best possible psychological and physical environment for job performance and the acquisition of further skills essential for career advancement. To ensure that the County program of equal opportunity for the disabled is effective, the following post-placement programs, at a minimum, will be undertaken:

### 1. Follow-Up of Placements

Systematic and timely follow-up of placements can identify the need for further job training, equipment modification, or other work adjustments. If follow-up efforts identify problems, steps to arrive at viable solutions will be taken to make a timely provision of appropriate supportive services.

### 2. Training Opportunities

Training opportunities to improve skills, increase effectiveness of job performance, and develop potential for career advancement should be available to all who wish to take advantage of such training opportunities. As positions become available, all employees with disabilities who meet the minimum requirements shall be given equal consideration for promotion and transfer. Information regarding opportunities for promotion and training will be made available to employees through new employee orientation and internal publications.

## OTHER PROCEDURAL AUDITS

The County will undertake the following activities to ensure job relatedness of employment requirements:

1. Classification specifications and analysis methods will continue to be examined to assure that analysis methods are being consistently applied and that classification specifications reflect actual job duties and responsibilities.
2. Experience, training and/or education listed on classification specifications reviewed periodically to ensure they are in fact job related and do not tend to eliminate qualified individuals with disabilities.
3. The County's internal promotion policy is reviewed periodically to ensure that the policy provides equal opportunity for all employees.
4. County personnel practices are periodically reviewed to assure that the requirements for positions do not discriminate against individuals with disabilities in hiring and promotion considerations.

## ***PHYSICAL AND MENTAL QUALIFICATIONS***

By providing and adhering to a schedule or review as outlined in the previous chapter, Clackamas County has ensured and will continue to ensure that physical and mental job qualification requirements utilized in the selection of applicants and employees are job related, and consistent with business necessity and the safe performance of the job. All inquiries and examinations conducted regarding the physical or mental condition of an employee or applicant are kept confidential in accordance with federal regulations.

Specifically, the County will undertake the following activities to ensure job relatedness of employment decisions:

1. Classification specifications are periodically reviewed to ensure that classification specifications reflect actual job duties and responsibilities.
2. Experience, education, and/or training listed for classifications are periodically reviewed to ensure they are in fact necessary for the proper performance of the duties of the position.
3. Physical requirements for a position are periodically reviewed to ensure they are job related and do not tend to eliminate qualified individuals with disabilities.
4. When the County utilizes medical examinations in the employment process, the following conditions apply:
  - A. All entering employees in the same job classification are subjected to an examination regardless of disability status;
  - B. The medical standards have been determined to be job related through a thorough job analysis;
  - C. The results of such an examination are to be used only in accordance with the requirements of the Rehabilitation Act and the Americans with Disabilities Act.
  - D. Results of such examinations will be maintained on a “need to know” basis. Supervisors and managers are informed regarding restrictions of duties or necessary accommodations. First aid and safety personnel are informed about conditions that might require emergency treatment. Government officials investigating compliance with regulations may be informed.

## **ACCOMMODATIONS**

Clackamas County has made and will continue to make reasonable accommodations to the physical and mental limitations of employees and applicants where such accommodations do not constitute an undue hardship on the conduct of its business or incur excessive financial cost.

These accommodations will be considered on a case-by-case basis. The County will use available public and private resource organizations for advice and technical assistance in this area. Programs and activities sponsored by the County are made accessible to individuals with disabilities.

The County is not required to make structural changes in existing facilities where other methods are effective in achieving compliance with Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act. The County is responsible for auditing each County facility with regards to public accessibility issues. In designing new construction and remodeling old facilities, the County may need to remove architectural barriers for individuals with disabilities.

### **STRUCTURAL ACCOMMODATIONS**

On an ongoing basis, facilities, equipment and machines will be inspected to identify areas where modifications might be made to accommodate employees with disabilities. Such accommodations may include, but are not limited to the following:

1. Rearranging files or shelves for accessibility to wheelchair occupants;
2. Widening access areas between fixtures to allow room for wheelchairs;
3. Placing Braille labels on shelves so that blind employees can identify contents;
4. Raising or lowering equipment to provide comfortable working heights;
5. Moving equipment controls to one side or another or modifying them for hand or foot operation;
6. Installing special holding devices on desks, machines or benches;
7. Installing TDD telephones; and
8. Providing an extension or gooseneck to hold the phone receiver.

### **NON-STRUCTURAL ACCOMMODATIONS**

Other non-structural accommodations will be made as needed. Such accommodations may include but are not limited to the following:

1. Job restructuring;
2. Flexible working schedules and job sharing; and
3. Employee assistance programming, including referral to other community resources, job counseling, etc., for present employees of the County who are having problems on the job and/or who have recently become disabled.

## **OTHER ACCOMMODATIONS**

Other efforts taken to ensure accessibility and accommodation are as follows:

1. Efforts are exercised to prevent potentially hazardous situations.
2. The County's Department of Employee Services shall be accessible to disabled individuals to provide opportunities for applicants and employees.
3. Lunch room and break facilities shall be modified and made accessible to all employees.
4. Labor unions will be notified of the County's continuing commitment to equal employment and affirmative action. Bargaining agreements are reviewed at the contract renewal time with the union to identify potentially discriminating practices.
5. Orientation and training programs for new employees are tailored as required to meet the needs of individuals with disabilities.
6. When meetings are held outside the County, the facilities shall be checked for accommodations accessible to employees with disabilities as necessary.
7. Courses will be offered in places accessible to individuals with disabilities and free of architectural and transportation barriers.
8. If a course is to be given at a location away from the work site, employees with disabilities will be assisted in making necessary travel arrangements.
9. Other arrangements to ensure accessibility to training will be taken, such as providing interpreters or sending printed materials for the deaf.

## ***COMPENSATION***

When determining compensation for any employee with a disability covered under this plan, the County shall not take into consideration or reduce the compensation offered by the County due to any disability income, pension, or other benefit the applicant or employee receives from another source. All employees shall continue to be paid in accordance with their responsibilities and performance.

## ***OUTREACH, POSITIVE RECRUITMENT AND EXTERNAL DISSEMINATION OF POLICY***

Clackamas County has previously reviewed and will continue to review its employment practices in order to ensure that they provide the required affirmative action in the employment and advancement of qualified disabled individuals. The County has further undertaken and will continue to undertake appropriate outreach and positive recruitment activities that may include, but are not necessarily limited to the following:

1. The County will continue to communicate externally its obligation to engage in affirmative action to employ qualified individuals with disabilities.
2. The County will continue with internal review procedures to ensure that its obligation to engage in affirmative action, to employ and promote qualified individuals with disabilities, are being fully implemented.

3. The County has periodically informed and will continue to inform all employees and prospective employees of its commitment to nondiscrimination and its effort to increase employment opportunities through affirmative action for qualified individuals with disabilities.
4. Engage in reasonable outreach efforts to make agencies in the position of referring individuals with disabilities aware of the County's commitment to affirmative action as outlined under this plan. As openings occur, the County will continue to send job announcements to appropriate social service agencies, which specialize in training, referral, and placement of qualified individuals with disabilities.
5. The County will continue to disseminate its affirmative action obligations toward individuals with disabilities in recruitment advertising.
6. The County will include workers with disabilities when employees are pictured in recruitment advertising.
7. The County will list job openings with the State Employment Division.
8. The County will continue to notify all subcontractors, vendors and suppliers of the County's policy and will request appropriate action on their part.

### ***INTERNAL DISSEMINATION OF POLICY***

In order to assure greater employee participation in the County's affirmative action effort, Clackamas County will continue to internally adopt, implement, and disseminate the policy contained in the Affirmative Action Programs as follows:

1. Include the equal employment opportunity policy in the policy manual for the County.
2. Publicize the equal employment opportunity policy in internal publications such as the Personnel Ordinance.
3. As needed, conduct special meetings with managers to explain the extent of the County's and individual employee's responsibility for implementation of the equal employment opportunity policy and affirmative action plan.
4. Where applicable, schedule special meetings with employees to discuss the equal employment opportunity policy and affirmative action plan and explain individual employee responsibilities.
5. Discuss the equal employment opportunity policy and affirmative action plan in employee orientation and supervisory training workshops.
6. Include articles on accomplishments of workers with disabilities in County publications as appropriate. Post the EEO policy on County bulletin boards, including a statement that employees and applicants are protected from coercion or intimidation for filing a complaint or assisting in the investigation under the Act. (See Appendix C for a copy of this statement.)
7. Meet with union officials to inform them of the County's policy and request their cooperation.
8. Include nondiscrimination clauses in all union contracts and review all bargaining agreement provisions to ensure they are nondiscriminatory.

## ***RESPONSIBILITY FOR IMPLEMENTATION***

The Director of Employee Services for Clackamas County is responsible for implementation of the Affirmative Action Program for all individuals. The Director's responsibilities shall continue to include, but not be limited to the following:

1. Develop and maintain policy statements and Affirmative Action Programs in compliance with Executive Order 11246, as amended.
2. Maintain internal procedures to ensure full compliance with this plan.
3. Audit the County's effectiveness in meeting the goals and responsibilities set forth in this plan and undertake appropriate activities to remedy deficiencies.
4. Keep managers advised of any developments in the area of affirmative action.
5. Assist and counsel managers and supervisors regarding affirmative action responsibilities.
6. Serve as liaison between the County and the OFCCP.
7. Serve as liaison between the County and agencies of and for individuals with disabilities.
8. Ensure that supervisors are advised that the County is obligated to prevent harassment of individuals placed through affirmative action efforts.
9. Develop policies as needed to deal with specific issues of equal employment opportunity for individuals with disabilities.
10. On an ongoing basis the Department of Employee Services will review the County's policies and practices to ensure compliance with the requirements set forth in the Rehabilitation Act of 1973 as amended and the Americans with Disabilities Act.

## ***DEVELOPMENT AND EXECUTION OF AFFIRMATIVE ACTION PROGRAMS***

In order to effectively execute the County's Affirmative Action Program the following steps shall continue to be taken:

1. Job requirements are outlined in classification specifications and maintained by the Department of Employee Services. Classification specifications shall be made available to all staff who are involved in the recruitment, screening, selection and promotion processes.
2. The County will periodically evaluate its total selection process, including training and promotion, to ensure that qualified disabled individuals are not stereotyped or treated in a manner which limits their access to jobs for which they are qualified.
3. All personnel involved in recruitment, screening, selection, promotion, disciplinary and related processes are trained regarding the County's affirmative action responsibilities.
4. County Department of Employee Services staff shall be available to meet with representatives of recruitment sources in order to provide briefing sessions on County policies and provide tours of the County facilities.
5. Recruitment efforts shall incorporate outreach to qualified individuals with disabilities.

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**AFFIRMATIVE ACTION PLAN FOR DISABLED VETERANS, RECENTLY SEPARATED  
VETERANS, OTHER PROTECTED VETERANS, AND ARMED FORCES SERVICE MEDAL  
VETERANS**

## ***POLICY STATEMENT***

It has been and will continue to be the policy of Clackamas County, an equal opportunity employer, not to discriminate against any employee or applicant for employment because of such individual's status as a qualified disabled veteran, recently separated veteran, other protected veteran, or Armed Forces service medal veteran. It is also the policy of Clackamas County to take affirmative action to employ and advance in employment all persons regardless of their status as qualified individuals with disabilities or qualified protected veterans and to base all employment decision only on valid job requirements. This policy applies to all employment actions, including, but not limited to recruitment, hiring, training, promotion, transfer, layoff, recall, termination or other employment actions.

Employees and applicants to Clackamas County shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged or may engage in filing a complaint, assisting or participating in an investigation, or opposing any act or practice made unlawful by the Veterans' Readjustment Assistance Act of 1974 (VEVRAA) or any other Federal, state or local law regarding EEO for qualified veterans.

Developing job opportunities for individuals who are disabled veterans and Vietnam era veterans with disabilities entails recognizing and working to break down artificial barriers which impede employment and advancement of these individuals. These barriers can be architectural or environmental in nature. Barriers can also be attitudinal, resulting from lack of knowledge, misconceptions and over-generalized thinking. Other obstacles are built into organizations because of unnecessarily rigid policies and procedures.

The following equal opportunity activities for disabled veterans, recently separated veterans, other protected veterans, or Armed Forces service medal veterans are set forth. The County will continue to:

1. Consider applicants and employees on the basis of their abilities and job related physical and mental standards.
2. Make reasonable accommodation to physical or mental limitations of employees and applicants with disabilities when necessary.
3. Individually evaluate each applicant and employee with a disability.
4. Utilize appropriate public and private resources and rehabilitation services where feasible.
5. Provide access to recruitment and selection procedures for applicants and employees with disabilities.
6. Engage in outreach activities in a positive manner so as to encourage applicants and employees who believe themselves covered by the Vietnam Era Veteran's Readjustment Assistance Act of 1974 and who wish to benefit under the County's Equal Opportunity Program, to identify themselves.

## ***AFFIRMATIVE ACTION CLAUSE***

Clackamas County has included and will continue to include an equal opportunity in each of its covered government contracts or subcontracts and modifications, renewals, or extensions thereof if not included in the original contract. In addition to the above, the County's contracting procedures will be modified so as to conform to any new or revised federal regulations.

## ***APPLICABILITY OF PROGRAM REQUIREMENTS***

At Clackamas County all Affirmative Action Plans are reviewed and updated normally on an annual basis. This Affirmative Action Plan is available for inspection by any employee or applicant by contacting the Department of Employee Services between the hours of 7:00 a.m. and 6:00 p.m., Monday through Thursday. Additionally, the Affirmative Action Plan is accessible on the Clackamas County internet and intranet sites.

All employees and applicants for employment are invited to identify themselves under the terms and provisions of this plan. Any current employee may make it known to the Affirmative Action Officer at any time, their desire to benefit under this program. All information will be utilized only in accordance with this Act. No employee or applicant for employment shall be subject to adverse treatment as a result of disclosure of information under this plan. All information shall be voluntarily provided and will be kept confidential. Information will only be provided on a need to know basis to: (1) managers and supervisors regarding necessary restrictions on the work or duties and needed accommodations of individuals with disabilities; (2) first aid and safety personnel may be informed when and to the extent appropriate, if the condition might require emergency treatment; and (3) government officials investigating compliance with governing regulations.

It must be recognized, however, that those who potentially stand to benefit from the provisions of this program will most likely be reluctant to be identified. The success or failure of this program will rest in large part on the County's ability to encourage participation in the program and the manner in which a person is handled after self-identification. The Affirmative Action Officer or the designated representative will explain the commitment of the County and the provisions of the Vietnam Era Veterans Readjustment Assistance Act of 1974 to interested job applicants and employees.

## ***REVIEW OF PERSONNEL PROCESSES***

Clackamas County has reviewed and will continue to review its personnel policies and procedures to ensure careful, thorough and systematic consideration of the job qualifications of applicants and employees who are known disabled veterans, recently separated veterans, other protected veterans, or Armed Forces service medal veterans for all job vacancies and training opportunities offered or available.

In determining the qualifications of veterans, Clackamas County relies only on the portion of the individual's military record, including discharge papers that are relevant to the requirements of the opportunity in issue.

While it is sometimes necessary to modify selection and placement procedures to facilitate employment of individuals with disabilities, the basic tenet of matching abilities to job requirements remains constant. Clackamas County's selection procedures will continue to be reviewed with each recruitment to ensure they screen in applicants who are disabled veterans, recently separated veterans, other protected veterans, or Armed Forces service medal veterans by:

1. Maintaining job requirements that are job related and accurately reflect job functions.
2. Ensuring that all physical and mental job requirements which screen out otherwise qualified individuals with disabilities are evaluated to ensure they are job related and necessary to the safe performance of the job.

3. Maintaining internal communication to ensure all employees and applicants for employment are aware of their rights under this plan.
4. Giving proper consideration of all veterans and veterans with disabilities who have disclosed their rights under this plan, including those currently employed at the County and those whom apply for County jobs.
5. Maintaining and making available to all applicants and employees a grievance procedure if they feel they have been discriminated against based on their status as a disabled veteran, recently separated veteran, other protected veteran, or Armed Forces service medal veteran.
6. Utilizing an application form which requires only information which is applicable to employment and allows a disabled veteran, recently separated veteran, other protected veteran, or Armed Forces service medal veteran to relate any unique skills she or he may possess.
7. Ensuring that all testing is valid and job related and does not screen out qualified individuals. Examples of action which may be taken include:
  - A. Careful consideration of the use of balance, multi-part testing and selection procedures; and
  - B. Employment tests administered to an applicant or employee who has a disability that impairs sensory, manual and speaking skills will be modified, as necessary, to best reflect the applicant's or employee's job skills and aptitude. Accommodation is made to ensure accessibility to examination facilities and modification of test administration as necessary.
8. Reviewing reasons for which job applicants exercising their rights under this plan were not selected for job openings to ensure that such reasons are job related.
9. Ensuring that all supervisors, managers and Employee Services staff involved in the selection process are informed of this policy.

The responsibility of the County does not terminate with the recruitment, selection and placement of employees who are qualified veterans under this plan. Post-placement services, necessary for all employees, take on added significance for these employees. These services will help to assure program success by fostering the best possible psychological and physical environment for job performance and the acquisition of further skills essential for career advancement. To ensure that the County program of equal opportunity is effective, the following post-placement programs, at a minimum, will be undertaken:

1. Follow-Up of Placements

Systematic and timely follow-up of placements can identify the need for further job training, equipment modification, or other work adjustments. If follow-up efforts identify problems, steps to arrive at viable solutions will be taken to make a timely provision of appropriate supportive services.

2. Training Opportunities

Training opportunities to improve skills, increase effectiveness of job performance, and develop potential for career advancement should be available to all who wish to take advantage of them. As positions become available, all employees with disabilities who meet the minimum requirements shall be given

equal consideration for promotion and transfer. Information regarding opportunities for promotion and training will be made available to employees through new employee orientation and internal publications.

The County will undertake the following activities to ensure job relatedness of employment requirements:

1. Classification specifications and analysis methods will continue to be examined to assure that analysis methods are being consistently applied and that classification specifications reflect actual job duties and responsibilities.
2. Experience, training and/or education listed on classification specifications are reviewed periodically to ensure they are in fact job related and do not tend to eliminate qualified individuals.
3. The County's internal promotion policy is reviewed periodically to ensure that the policy provides equal opportunity for all employees.
4. County personnel practices are periodically reviewed to assure that the requirements for positions do not discriminate against individuals with disabilities in hiring and promotion considerations.

#### ***PHYSICAL AND MENTAL JOB QUALIFICATION STANDARDS***

The physical and mental job qualification requirements listed on class specifications are periodically reviewed to ensure that, to the extent qualification standards tend to screen out qualified disabled veterans, they are job-related for the classification, and consistent with business necessity and the safe performance of the job. Whenever such standards are used in the selection of applicants or employees for employment or other change in employment status (such as a recruitment process), the standards shall be reviewed to the specific job or jobs and consistency with business necessity. All inquiries and examination conducted regarding the physical or mental condition of an employee or applicant are kept confidential in accordance with federal regulations.

Specifically, the County will undertake the following activities to ensure job relatedness of employment decisions:

1. Classification specifications are periodically reviewed to ensure that they reflect actual job duties and responsibilities.
2. Experience, education, and/or training listed for classifications are periodically reviewed to ensure they are in fact necessary for the proper performance of the duties of the position.
3. Physical requirements for a position are periodically reviewed to ensure they are job related and do not tend to eliminate qualified individual veterans.
4. When the County utilizes medical examinations in the employment process, the following conditions apply:
  - A. All entering employees in the same job classification are subjected to an examination regardless of veteran or disability status;

- B. The medical standards have been determined to be job related through a thorough job analysis;
- C. The results of such an examination are to be used only in accordance with the requirements of the Rehabilitation Act, Vietnam Era Veterans Readjustment Assistance Act of 1974 and the Americans with Disabilities Act.
- D. Results of such examinations will be maintained on a “need to know” basis. Supervisors and managers are informed regarding restrictions of duties or necessary accommodations. First aid and safety personnel are informed about conditions that might require emergency treatment. Government officials investigating compliance with regulations may be informed.

### ***REASONABLE ACCOMMODATIONS***

Clackamas County has made and will continue to make reasonable accommodations to the known physical and mental limitations of qualified individuals with disabilities and qualified disabled veterans, unless such accommodations constitute an undue hardship on the conduct of its business or incur excessive financial cost.

These accommodations will be considered on a case-by-case basis. The County will use available public and private resource organizations for advice and technical assistance in this area.

As a matter of affirmative action, if an employee who is known to be a disabled veteran is having significant difficulty performing his or her job and it is reasonable to conclude that the performance problem may be related to the known disability, the County will confidentially notify the employee of the performance problem and inquire whether the problem is related to the employee’s disability. If the employee states an affirmative response, then reasonable accommodation will be considered.

### ***COMPENSATION***

When determining compensation for any employee who is a veteran covered under this plan, the County shall not take into consideration or reduce the compensation offered by the County due to any disability income, pension, or other benefit the applicant or employee receives from another source. All employees shall continue to be paid in accordance with their responsibilities and performance.

### ***HARASSMENT PREVENTION***

Employees and applicants of Clackamas County will not be subject to harassment, intimidation, threats, coercion or discrimination because they engage, or may engage in filing a complaint, assisting in a review or investigation or otherwise seek to obtain their legal rights related to any federal, state, or local law regarding EEO) for qualified disabled veterans, recently separated veterans, other protected veterans, or Armed Forces service medal veterans.

### ***OUTREACH, POSITIVE RECRUITMENT AND EXTERNAL DISSEMINATION OF POLICY***

Clackamas County has previously reviewed and will continue to review its employment practices in order to ensure that they provide the required affirmative action in the employment and advancement of qualified disabled veterans, recently separated veterans, other protected veterans, or Armed Forces service medal

veterans. The County has further undertaken and will continue to undertake appropriate outreach and positive recruitment activities, which may include, but are not necessarily limited to the following:

1. The County will continue to communicate externally its obligation to engage in affirmative action to employ qualified disabled veterans, recently separated veterans, other protected veterans, or Armed Forces service medal veterans.
2. The County shall enlist the assistance and support of the following agencies in recruiting and developing training opportunities: a) Local Veterans' Employment Representatives at the State offices of WorkSource Oregon (Employment Department); b) Veterans' Services Office staff in the County's Business and Community Services Division who routinely send recruitment announcements to agencies and individuals representing veterans and veterans' groups.
3. Participation in outreach events, community gatherings, job fairs and similar events for veterans.
4. Creation of targeted Veterans' outreach events sponsored by Clackamas County.
5. As openings occur, the County will continue to send job announcements to appropriate social service agencies, which specialize in training, referral, and placement of qualified disabled veterans.
6. The County will continue to disseminate its affirmative action obligations in recruitment advertising. (See Appendix B for a copy of the Affirmative Action mailing list.)
7. The County will continue to notify all subcontractors, vendors and suppliers of the County's policy and will request appropriate action on their part.
8. The County will continue with internal review procedures to ensure that its obligation to engage in affirmative action to employ and promote qualified disabled veterans, recently separated veterans, other protected veterans, or Armed Forces service medal veterans. are being fully implemented.

### ***INTERNAL DISSEMINATION OF POLICY***

Clackamas County will make available the full Affirmative Action Plan for inspection by any employee or applicant upon request. The County's Affirmative Action Plan is available on the Intranet as well as the County's webpage under the Department of Employee Services: [www.clackamas.us](http://www.clackamas.us).

Clackamas County will continue to internally adopt, implement, and disseminate the policy contained in the Affirmative Action Programs as follows:

1. Include the equal employment opportunity policy in the policy manual for the County.
2. Publicize the equal employment opportunity policy in internal publications such as the Personnel Ordinance.
3. As needed, conduct special meetings with managers to explain the extent of the County's and individual employee's responsibility for implementation of the equal employment opportunity policy and affirmative action plan.
4. Where applicable, schedule special meetings with employees to discuss the equal employment opportunity policy and affirmative action plan and explain individual employee responsibilities.
5. Discuss the equal employment opportunity policy and affirmative action plan in employee orientation and supervisory training workshops.
6. Include articles on accomplishments of workers who are disabled veterans, recently separated veterans, other protected veterans, or Armed Forces service medal veterans in County publications as appropriate.

7. Post the policy on County bulletin boards, including a statement that employees and applicants are protected from coercion or intimidation for filing a complaint or assisting in an investigation under the Law. (See Appendix C for a copy of this statement.)
8. Meet with union officials to inform them of the County's policy and request their cooperation.
9. Include nondiscrimination clauses in all union contracts and review all bargaining agreement provisions to ensure they are nondiscriminatory.

### ***RESPONSIBILITY FOR IMPLEMENTATION***

The Director of Employee Services for Clackamas County is responsible for implementation of the Affirmative Action Program for disabled veterans, recently separated veterans, other protected veterans, or Armed Forces service medal veterans . The Director's responsibilities shall continue to include, but not be limited to the following:

1. Develop and maintain policy statements and Affirmative Action Programs in compliance with Executive Order 11246, as amended.
2. Maintain internal procedures to ensure full compliance with this plan.
3. Audit the County's effectiveness in meeting the goals and responsibilities set forth in this plan and undertake appropriate activities to remedy deficiencies.
4. Keep managers advised on any developments in the area of affirmative action.
5. Assist and counsel managers and supervisors regarding affirmative action responsibilities.
6. Serve as liaison between the County and agencies of and for disabled veterans, recently separated veterans, other protected veterans, or Armed Forces service medal veterans.
7. Ensure that supervisors are advised that the County is obligated to prevent harassment of individuals placed through affirmative action efforts.
8. Develop policies as needed to deal with specific issues of equal employment opportunity for disabled veterans, recently separated veterans, other protected veterans, or Armed Forces service medal veterans.
9. On an ongoing basis the Department of Employee Services will review the County's policies and practices to ensure compliance with the requirements set forth in the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act.

### ***DEVELOPMENT AND EXECUTION OF AFFIRMATIVE ACTION PROGRAMS***

In order to effectively execute the County's Affirmative Action Program the following steps shall continue to be taken:

1. Job qualification requirements are outlined in classification specifications and maintained by the Department of Employee Services. Classification specifications shall be made available to all staff who are involved in the recruitment, screening, selection and promotion processes.
2. The County will periodically evaluate its total selection process, including training and promotion, to ensure that qualified disabled veterans, recently separated veterans, other protected veterans, or Armed Forces service medal veterans are not stereotyped or treated in a manner which limits their access to jobs for which they are qualified.

3. All personnel involved in recruitment, screening, selection, promotion, disciplinary and related processes are trained regarding the County's affirmative action responsibilities.
4. County Employee Services staff shall be available to meet with representatives of recruitment sources in order to provide briefing sessions on County policies and provide tours of the County facilities.
5. Recruitment efforts shall incorporate outreach to qualified disabled veterans, recently separated veterans, other protected veterans, or Armed Forces service medal veterans.

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## **APPENDICES**

## APPENDIX A

### DESCRIPTION OF EEO JOB CATEGORIES

- EEO 1 **Officials and 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. Includes: department directors, bureau chiefs, division chiefs, directors, deputy directors, controllers, examiners, wardens, superintendents, sheriffs, police and fire chiefs, and kindred workers.
- EEO 2 **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. Includes: Personnel and labor relations workers, social workers, mental health therapists, doctors, psychologists, registered nurses, economists, dietitians, lawyers, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, and kindred workers.
- EEO 3 **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. Includes: computer programmers and operators, drafters, surveyors, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences, engineering), assessors, inspectors, and kindred workers.
- EEO 4 **Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, probation and parole officers, harbor patrol officers, and kindred workers.
- EEO 5 **Paraprofessionals:** 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 a professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: library assistants, research assistants, medical aides, child support workers, policy auxiliary, welfare service aides, recreation assistants, homemaker aides, home health aides, and kindred workers.
- EEO 6 **Office and Clerical Workers:** 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. Includes: bookkeepers, messengers, office machine operators, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, and kindred workers.
- EEO 7 **Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a thorough comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining operators, carpenters, compositors and typesetters, and kindred workers.
- EEO 8 **Service Maintenance Workers:** 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 or public property. Workers in this group

may operate machinery. Includes: cooks, chauffeurs, laundry and dry cleaning operators, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers.

**APPENDIX B**

**AFFIRMATIVE ACTION RESOURCE LIST**

<b>Agency</b>	<b>Email Address</b>	<b>Address</b>	<b>Telephone Number</b>
AIR NATIONAL GUARD, WING FAMILY PROGRAM COORDINATOR	Mary.bell@ang.af.mil	Use email for communication	N/A
BRADLEY - ANGLE HOUSE	office@bradleyangle.org	BRADLEY - ANGLE HOUSE PO BOX 14694 PORTLAND OR 97214	503-533-2748
BURNS PAIUTE	epeck@centurytel.net	Use email for communication	N/A
CAPITAL CAREER CENTER	Capjobs@pcc.edu	CAPITAL CAREER CENTER ATTN: ANGIE BOYD PCC WCWTC #1522 PO BOX 19000 PORTLAND OR 97280-0990	503-533-2748
CAREER MAKERS	<a href="mailto:Peter@careermakers.com">Peter@careermakers.com</a>	CAREER MAKERS 8555 SW APPLE WAY STE 130 PORTLAND OR 97225-1775	503-297-6610
CHEMEKETA COMMUNITY COLLEGE	Humanresources@chemeketa.edu	CHEMEKETA COMMUNITY COLLEGE JOB PLACEMENT CENTER PO BOX 14007 SALEM OR 97309	503-399-5228
CITY OF GLADSTONE	bannick@ci.gladstone.or.us	CITY OF GLADSTONE 525 PORTLAND AVE GLADSTONE OR 97027	503-656-5225
CITY OF GRESHAM	Leicht@ci.gresham.or.us	CITY OF GRESHAM 1333 NW EASTMAN	503-661-3000

Agency	Email Address	Address	Telephone Number
		PKY GRESHAM OR 97030-3825	
CITY OF OREGON CITY	afinnegan@ci.oregon-city.or.us	CITY OF OREGON CITY PO BOX 27 OREGON CITY OR 97045	503-657-0891
CITY OF PORTLAND	hronline@ci.portland.or.us	CITY OF PORTLAND BUREAU OF PERSONNEL SERVICES 1120 SW 5TH AVENUE, ROOM 404 PORTLAND OR 97204	503-823-4573
CITY OF PORTLAND	TLarison@ci.portland.or.us	CITY OF PORTLAND BUREAU OF PERSONNEL SERVICES 1120 SW 5TH AVENUE, ROOM 404 PORTLAND OR 97204	503-823-4573
CLACKAMAS COMMUNITY COLLEGE	career@clackamas.edu	CLACKAMAS COMMUNITY COLLEGE CAREER AND JOB DEVELOPMENT 19600 S MOLALLA AVE OREGON CITY OR 97045	503-657-6958
CLARK COUNTY	HRAdmin@co.clark.wa.us	CLARK COUNTY PUBLIC SERVICES DEPARTMENT PO BOX 5000 VANCOUVER WA 98668-5000	360-397-2456

<b>Agency</b>	<b>Email Address</b>	<b>Address</b>	<b>Telephone Number</b>
COMMISSION FOR WOMEN	PDX00545@pdx.edu	COMMISSION FOR WOMEN PSU SMITH CENTER RM. M315 PO BOX 751-CW PORTLAND OR 97207	503-725-5889
CONFEDERATED TRIBES OF SILETZ	Annar@ctsi.nsn.us	CONFEDERATED TRIBES OF SILETZ 3715 SE 39TH AVE PORTLAND OR 97202-1704	503-238-1512
DOUGLAS COUNTY	GLCookus@co.douglas.or.us	Use email for communication	N/A
GEORGE FOX COLLEGE	Careers@georgefox.edu	GEORGE FOX COLLEGE JOB PLACEMENT 414 N MERIDIAN ST NEWBERG OR 97132	503-538-8383
GRAND RONDE	Patsy.Pullin@grandronde.org	Use email for communication	N/A
HILLSBORO STATE EMPLOYMENT OFFICE	Bruce.L.Powers@state.or.us	Use email for communication	N/A
IMPACT BUSINESS CONSULTANTS	Impact1@teleport.com	IMPACT BUSINESS CONSULTANTS 8959 SW BARBUR BLVD NO 102 PORTLAND OR 97219	503-245-9253
INTERNATIONAL REFUGEE CTR OF OREGON	debi_irco@yahoo.com	INTERNATIONAL REFUGEE CTR OF OREGON ATTN JOB DEVELOPMENT COORDINATOR 10301 NE Glisan Street Portland, Oregon 97220	503-234-1541
LANE COUNTY PERSONNEL SERVICES	Jobs@co.lane.or.us	LANE COUNTY PERSONNEL SERVICES 125 E 8 <sup>TH</sup> AVE	541-682-3665

<b>Agency</b>	<b>Email Address</b>	<b>Address</b>	<b>Telephone Number</b>
		EUGENE OR 97401-2929	
LDS EMPLOYMENT SERVICES	Wel-ec-portland@ldsmail.net	Use email for communication	N/A
LEWIS AND CLARK COLLEGE	diverse@lclark.edu	LEWIS AND CLARK COLLEGE JOB PLACEMENT 0615 SW PALATINE HILL RD PORTLAND OR 97219	503-768-7000
LINFIELD COLLEGE	If interested in posting a position , employers have the ability to post job opportunities on the Linfield Website under Career and Community Services	LINFIELD COLLEGE JOB PLACEMENT 900 SE BAKER ST MCMINNVILLE OR 97128	503-883-2562
LINN BENTON COMMUNITY COLLEGE	carla.raymond@linnbenton.edu	LINN BENTON COMMUNITY COLLEGE 6500 SW PACIFIC BLVD ALBANY OR 97321	541-917-4788 or 757-4193 ext. 2
MARYLHURST COLLEGE	lbrown@marylhurst.edu	MARYLHURST COLLEGE PO BOX 261 MARYLHURST OR 97036	503-699-6271
MILWAUKIE PERSONNEL DEPARTMENT	villagranaa@ci.milwaukie.or.us	Use email for communication	N/A
MITTLEMAN JEWISH COMM CENTER	mjcc@oregonjcc.org	MITTLEMAN JEWISH COMM CENTER 6651 SW CAPITOL HWY PORTLAND OR 97219	503-244-0111
MT HOOD COMMUNITY COLLEGE	daniel.martinez@mhcc.edu	MT HOOD COMMUNITY COLLEGE Career Planning &	503-491-7432

<b>Agency</b>	<b>Email Address</b>	<b>Address</b>	<b>Telephone Number</b>
		Counseling 26000 S.E. Stark St. Gresham, OR 97030	
MULTNOMAH COUNTY	Laura.J.Dean@co.multnomah.or.us	MULTNOMAH COUNTY EMPLOYEE SERVICES PO BOX 14700 PORTLAND OR 97293-0700	503-988-5015
NAVTIVE AMERICAN YOUTH FAMILY CTR	tamrar@nayapdx.org	Use email for communication	N/A
NE VETERANS ASSOCIATION	c5scott@qwest.net	Use email for communication	N/A
NE VETERANS ASSOCIATION	rsa4753@yahoo.com	Use email for communication	N/A
NORTHEAST ONE STOP	elincoln@pcc.edu	Use email for communication	N/A
OREGON ADVOCACY COMMISSION OFFICE	OACO.mail@das.state.or.us	Use email for communication	N/A
OREGON CITY STATE EMPLOYMENT OFFICE	ellen.m.smith@state.or.us	Use email for communication	N/A
OREGON CITY STATE EMPLOYMENT OFFICE	Patricia.Castro@state.or.us	Use email for communication	N/A
OREGON COMMISSION FOR THE BLIND	lynda.vandoran@state.or.us	OREGON COMMISSION FOR THE BLIND 535 SE 12TH AVE PORTLAND OR 97214	971-673-1588
OREGON DEAF ASSOCIATION SERVICE CENTER	president@deaforegon.com	Use email for communication	N/A
OREGON HUMAN DEVELOPMENT CORP	rhauge@ohdc.org	OREGON HUMAN DEVELOPMENT CORP 476 N 2ND	503-982-5100

Agency	Email Address	Address	Telephone Number
		WOODBURN OR 97071	
OREGON LEGAL SERVICES	Napols@lasoregon.org	OREGON LEGAL SERVICES NATIVE AMERICAN PROGRAM 812 SW WASHINGTON, SUITE 700 PORTLAND OR 97205	503-223-9483
OREGON PARALYZED VETERANS OF AMERICA	<a href="mailto:Oregonpva@oregonpva.org">Oregonpva@oregonpva.org</a> g General Inquiries Only	OREGON PARALYZED VETERANS OF AMERICA  3700 SILVERTON RD NE SALEM OR 97305-1472	503-362-7998
OREGON STATE UNIVERSITY	career.services@oregonstate.edu	OREGON STATE UNIVERSITY OSU Career Services 8 Kerr Administration Building Corvallis, Oregon 97331-2127	541-737-4085
OREGON TRADESWOMEN	ashley@tradeswomen.net	Use email for communication	N/A
PACIFIC UNIVERSITY	odriscob@pacificu.edu	Use email for communication	N/A
PARTNERS IN CAREERS	advija@swwpic.org	Use email for communication	N/A
PIONEER PACIFIC COLLEGE	gjelinek@pioneerpacific.edu	PIONEER PACIFIC COLLEGE 27501 SW PARKWAY AVE WILSONVILLE OR 97070	503-682-3903
PIONEER PACIFIC COLLEGE	jgustafson@pioneerpacific.edu	PIONEER PACIFIC COLLEGE 27501 SW PARKWAY	503-682-3903

Agency	Email Address	Address	Telephone Number
		AVE WILSONVILLE OR 97070	
PIONEER PACIFIC COLLEGE	Richard.zielke@pioneerpacific.edu	PIONEER PACIFIC COLLEGE 27501 SW PARKWAY AVE WILSONVILLE OR 97070	503-682-3903
PORTLAND COMMUNITY COLLEGE	colivero@pcc.edu	PORTLAND COMMUNITY COLLEGE 12000 SW 49 <sup>TH</sup> AVE PORTLAND OR 97219	503-977-4329
PORTLAND COMMUNITY COLLEGE	ssammler@pcc.edu	PORTLAND COMMUNITY COLLEGE 12000 SW 49 <sup>TH</sup> AVE PORTLAND OR 97219	503-977-4329
PORTLAND COMMUNITY COLLEGE	Stujobs@pcc.edu	PORTLAND COMMUNITY COLLEGE 12000 SW 49 <sup>TH</sup> AVE PORTLAND OR 97219	503-977-4329
PORTLAND STATE UNIVERSITY	ASKCARC@pdx.edu	PORTLAND STATE UNIVERSITY CAREER PLANNING AND PLACEMENT PO BOX 751 PORTLAND OR 97207	503-725-4613
REED COLLEGE	Employers can post job opportunities directly on the Reed College Website under the Career Services link	REED COLLEGE JOB PLACEMENT 3202 SE WOODSTOCK BLVD PORTLAND OR 97202	503-771-1112
SILETZ	employment@ctsi.nsn.us	Use email for communication	N/A
SOUTHERN	<a href="mailto:fedorekb@sou.edu">fedorekb@sou.edu</a>	Use email for	N/A

<b>Agency</b>	<b>Email Address</b>	<b>Address</b>	<b>Telephone Number</b>
OREGON UNIVERSITY		communication	
STAFF Sergeant US ARMY	Luciano.campagnolo@us.army.mil	Use email for communication	N/A
STATE OF OREGON DAS	fgarciajr23@yahoo.com	Use email for communication	N/A
STATE VOCATIONAL REHAB DIVISION	Jacqueline.Krupicka@state.or.us	Use email for communication	N/A
STEPS TO SUCCESS	becerrag@mhcc.edu	STEPS TO SUCCESS PO BOX 33650 PORTLAND OR 97292	503-256-0432
STONEBRIDGE REHAB ASSOCIATES	stonebridger@aol.com	STONEBRIDGE REHAB ASSOCIATES ATTN: SELMA LEE 5141 SW BEAVERTON-HILLSDALE HWY STE C PORTLAND OR 97221	503-245-2278
THE URBAN LEAGUE OF PORTLAND WORKFORCE DEVEL	reception@ulpdx.org	THE URBAN LEAGUE OF PORTLAND WORKFORCE DEVELOPMENT DEPT 10 N RUSSELL ST PORTLAND OR 97212	503-280-2600
UNITED CEREBRAL PALSY	ucpa@ucpaorwa.org	UNITED CEREBRAL PALSY ASSOCIATION 7830 SE FOSTER PORTLAND OR 97206	503-777-4166
UNIVERSITY OF OREGON	Jobs@darkwing.uoregon.edu	UNIVERSITY OF OREGON CAREER CENTER PO BOX 3257 EUGENE OR 97403-0257	541-346-3235
UNIVERSITY OF PORTLAND	Career@up.edu	UNIVERSITY OF PORTLAND JOB PLACEMENT 5000 N WILLAMETTE	503-943-7911

Agency	Email Address	Address	Telephone Number
		BLVD PORTLAND OR 97203	
VETERAN'S ADMINISTRATION	Jaime.Cervantez@med.va. gov	VETERANS ADMINISTRATION PO BOX 1034 PORTLAND OR 97207	503-220-8262
WARM SPRINGS	bheath@wstribes.org	Use email for communication	N/A
WARNER PACIFIC COLLEGE	rjohanson@warnerpacific.e du	Use email for communication	N/A
WARNER PACIFIC COLLEGE	shirley.longfellow@apollo grp.edu	Use email for communication	N/A
WASHINGTON COUNTY HUMAN RESOURCES	HR@co.washington.or.us	WASHINGTON COUNTY HUMAN RESOURCES 155 N 1ST AVE, STE 320, MS11 HILLSBORO OR 97124	503-846-8606
WESTERN OREGON UNIVERSITY	Employers are responsible for posting any and all job listings using *WolfLink Plus*. o access WolfLink, go to <a href="https://wou-csm.symplicity.com/employers/">https://wou- csm.symplicity.com/emplo yers/</a> . After logging in, be sure to fill in your profile. If you are having trouble logging onto the site, please send an email to <a href="mailto:slcd@wou.edu">slcd@wou.edu</a>	WESTERN OREGON UNIVERSITY JOB PLACEMENT 345 N MONMOUTH AVE MONMOUTH OR 97361	503-838-8432
WILLAMETTE UNIVERSITY	<a href="mailto:cs-job-postings@willamette.edu">cs-job- postings@willamette.edu</a> Can register on Service Learning * Career Development and post jobs via Wolf link	WILLAMETTE UNIVERSITY JOB PLACEMENT 900 STATE ST SALEM OR 97301	503-370-6413
WILSONVILLE PERSONNEL	parent@ci.wilsonville.or.us	WILSONVILLE PERSONNEL	503-682-1011

Agency	Email Address	Address	Telephone Number
DEPARTMENT		DEPARTMENT 30000 SW TOWN CENTER LP E WILSONVILLE OR 97070-6499	
WILSONVILLE PERSONNEL DEPARTMENT	bingold@ci.wilsonville.or. us	WILSONVILLE PERSONNEL DEPARTMENT 30000 SW TOWN CENTER LP E WILSONVILLE OR 97070-6499	503-682-1011
WORKSYSTEMS, INC., WORKFORCE CONNECTIONS	dwpngen@mhcc.edu	WORKSYSTEMS, INC., WORKFORCE CONNECTIONS (DWP) 4510 NE 102ND PORTLAND, OR 97220	503-252-0758

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**APPENDIX C**  
**EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT**

It is the policy of Clackamas County to adhere to equal employment opportunity and affirmative action as a basic element of human resources management. Discrimination in a personnel action on a basis unrelated to the job is prohibited. Employment and promotion decisions in County service shall be made in accordance with the principles of equal employment opportunity. County policy prohibits discrimination on the basis of race, color, sex, sexual orientation, gender identity, religion, national origin, age, marital status, physical or mental disability, or other protected status as those terms are understood under Oregon and federal law.

The Board of County Commissioners has adopted an affirmative action plan and program which is set forth in a separate document and is available throughout County facilities. The Affirmative Action Plan/Program outlines how the County plans to overcome identified barriers and how it plans to integrate its workforce so that it is representative of its surrounding community. All employees are encouraged to familiarize themselves with the Board's affirmative action policies. The Affirmative Action Plan commits all employees of Clackamas County to support the Board of County Commissioners policy regarding equal employment opportunity.

Any employee or applicant for employment may file a written complaint alleging discrimination, unlawful employment practice(s), violation of equal employment opportunity, or harassment with the Director of Employee Services, who will investigate the charge within thirty (30) days. The Director of Employee Services may also initiate an investigation should such an alleged practice come to his/her attention.

At the conclusion of the investigation, the Director of Employee Services shall make recommendations to correct any practices found to be in violation of this policy. Notice of the recommendation shall be forwarded to the Department Director. All parties shall be notified of the status of the investigation. If the finding of the investigation is that there has been a violation of this policy, the Director of Employee Services will attempt to resolve the complaint. Under the law (ORS Chapter 659), individuals are protected from retaliation. Every effort will be made to preserve confidentiality consistent with conducting a thorough investigation.

CLACKAMAS COUNTY  
BOARD OF COUNTY COMMISSIONERS

**Adopted in Affirmative Action Plan on April 1, 2010**

## *APPENDIX D*

### *HARASSMENT POLICY STATEMENT*

It is the policy of Clackamas County to maintain a work environment which is free of harassment based on race, color, age, religion, sex, sexual orientation, gender identity, disability, national origin or any other protected status in accordance with applicable law. This policy includes harassment between supervisors and subordinates and between coworkers. Maintaining a harassment free work environment is the responsibility of all employees. All employees should take reasonable steps to prevent such harassment from occurring. Failure to adhere to this policy will result in disciplinary action up to and including termination.

*HARASSMENT*: Harassment is defined as verbal or physical conduct that is derogatory or shows hostility towards an employee because of race, color, age, religion, sex, sexual orientation, gender identity, disability, national origin or any other protected status in accordance with applicable law, and;

- A. Has the purpose or effect of creating an intimidating, hostile or offensive work environment;
- B. Has the purpose or effect of unreasonably interfering with an employee's work performance; or
- C. Otherwise substantially and adversely affects an employee's employment opportunities.

*SEXUAL HARASSMENT*: Specifically, the Equal Employment Opportunity Commission's (EEOC) guidelines define sexual harassment to include unwelcome sexual advances, requests for sexual favors, and other offensive verbal or physical conduct of a sexual nature when:

- A. Submission to such conduct is made a condition of employment; or
- B. Submission to or rejection of such conduct is the basis of an employment decision (tangible job benefits, promotion, retention, performance evaluation, etc.); or
- C. When the conduct unreasonably interferes with the affected person's work performance or creates an intimidating, hostile or offensive work environment.

Department managers and supervisors, male or female, shall not use their authority to solicit sexual favors when submission to or rejection of such conduct, by an individual, is used as the basis for employment decisions affecting that individual. Department managers and supervisors shall not allow conduct that creates an intimidating, hostile or offensive work environment. Included in forbidden conduct are lewd gestures, sexually offensive language and sexually offensive behavior.

Clackamas County and its managers are responsible for the acts of their agents and supervisory employees with respect to preventing sexual harassment in the work place. Department managers and supervisors shall develop methods to sensitize employees on this issue.

Prevention is the best approach in eliminating sexual harassment. All employees will take reasonable steps necessary to prevent such harassment from occurring. Maintaining a harassment free work environment is the responsibility of all employees.

RETALIATION: It is a violation of the law and County policy to harass someone based on their filing of a complaint. Retaliation is adverse treatment that is likely to deter employees from engaging in a protected activity such as participating in a harassment investigation.

INITIATING AN INVESTIGATION REGARDING HARASSMENT: Employees or applicants for employment, who experience behavior in violation of this policy, are urged to contact their supervisor, another County supervisor or the Director of Employee Services. The Director of Employee Services may also initiate an investigation should such an alleged practice come to his/her attention. A thorough investigation of the facts will be promptly conducted. If evidence supports such a claim, immediate, appropriate and corrective action will be taken. Under the law, individuals are protected from retaliation. Every effort will be made to preserve confidentiality consistent with conducting a thorough investigation.

CLACKAMAS COUNTY  
BOARD OF COUNTY COMMISSIONERS

**Adopted in Affirmative Action Plan on April 1, 2010**