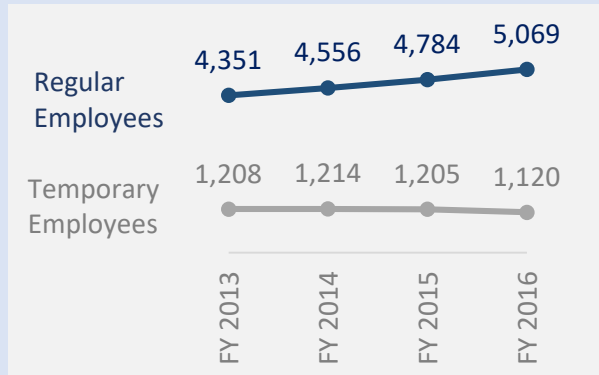


FY 2015 – FY 2016 Important Human Resource Trends

The Workforce Trends report reviewed HR actions over a two-year period (FY 2015 and FY 2016). The goal was to understand major trends at the county; including differences by department, race, age, and gender. This effort is intended to help the county plan for a workplace that is productive and supportive for all employees. We examined workforce demographics, hiring trends, separation trends, and other HR actions (promotions, demotions, work out of class, reclassification, and lead status).

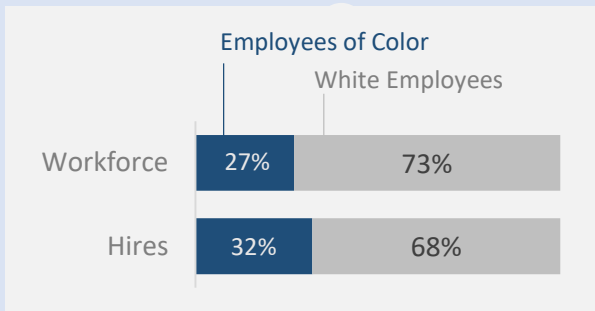
The county has been in a period of growth, particularly among regular employees



The number of regular employees grew by around 700 people (FY 2013 – FY 2016).

On the other hand, the number of temporary employees declined by almost 100 people over the same time period. Workforce growth was driven by steadily increasing hiring rates during this time period. Hiring rates increased from 7.1% for regular employees in FY 2013 to 12.6% in FY 2016.

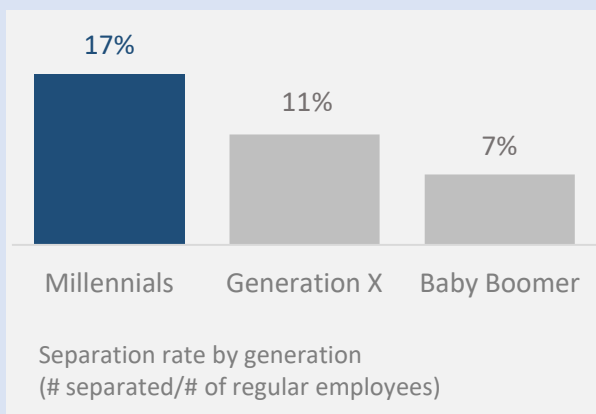
New hires are racially and ethnically more diverse than the current workforce (2-year period)



The county hired more employees of color, but sustained diversity depends on retention efforts.

The regular employees hired in FY 2015 and FY 2016 were more racially and ethnically diverse (32% employees of color) than the workforce (27% employees of color). Overall, the county is hiring at, or above, the proportion of the labor pool for all race and ethnicity categories, except white employees. White employees made up the largest proportion of the workforce and hires. Retention of employees of color will be important to maintaining and growing racial and ethnic diversity at the county, particularly if there are workforce reductions in the future.

Millennials are most likely to leave the county for any reason other than retirement (2-year period)



Millennials make up nearly half of all hires, but separate from the county more often.

FY 2015 marked the first time Millennials made up the largest proportion of regular hires (compared to Generation X and Baby Boomers). The high proportion of Millennial hires was particularly pronounced among Hispanic and Latino employees, where 69% of regular hires were Millennials. Millennial hires at the county were more diverse than older generations, a trend seen across the nation. However, Millennials are also more likely to leave the county for any reason, with the exception of retirement. The most common reason Millennials leave the county is other employment.

Probationary terminations of Black or African American employees impedes retention efforts.

During the FY 2015 – FY 2016 period, 10% of the Black or African American regular hires experienced a probationary termination. This is 2.5 times higher than the rate for white hires (4% failed probation). Hiring efforts have created a more racially and ethnically diverse workforce. However, in order for these hiring actions to have long-term impact, retention is crucial. In addition to losing employees of color, this disparate separation rate for one group may affect other employees' perceptions of their own opportunities for success at the county.

Employees of color are receiving promotions at a higher rate than predicted, particularly into represented positions.

Employees of Color are receiving a higher proportion of promotions compared to their proportion of the workforce. However, employees of color are less likely to receive a promotion into a management position. We are unable to fully explain this trend, but it may be related in part to our findings that the county is hiring younger and more diverse employees. Younger employees, who tend to be more racially diverse, are also more likely to promote into represented positions.

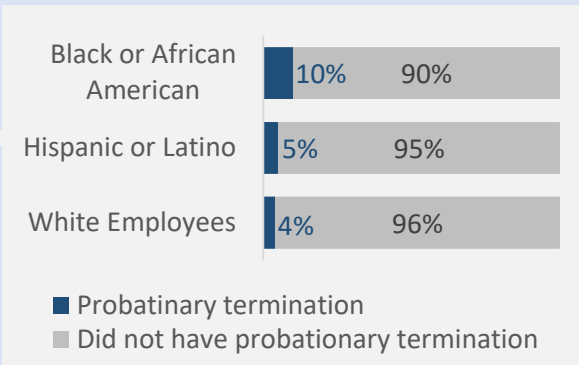
Analysis Notes

Our analysis cannot explain the “why” behind the data; in many cases more research is needed to fully understand the results. Often, changes in the county workforce reflect larger demographic trends. However, it is important to remember that demographic trends are themselves a product of systemic racism that influence historic hiring patterns and workplace culture, including within Multnomah County. The county must be prepared to serve changing populations while addressing inequities inherited from the past and adhering to its vision of diversity, equity, and inclusion for all employees. We encourage you to interpret the information in these reports with this context in mind.

The full Workforce Analytics report includes information at a department level where possible while maintaining confidentiality. The report is divided into four sections: Demographics, Hiring, Separations, and Other Actions (Promotions, Demotions, Lead, Reclassification, and Work out of Class). The full report is available here: <https://multco.us/budget/hr-trends-reports>.

This report was produced by the Department of County Management Evaluation and Research Unit. However, it would not be complete without the contributions of Central HR, Employees of Color ERG, Managers of Color ERG, and the Office of Diversity and Equity.

Black or African American employees are more likely to experience a probationary termination (2-year period)



Employees of color are receiving promotions at a higher rate than predicted and many of these promotions are into represented positions (2-Year period)

