Multnomah County Workforce Analytics

Report 1: Employee Demographics and Retirement Eligibility

March 2015

Introduction

This report is the first in a series of reports analyzing the demographics of the Multnomah County workforce and recent trends in hiring, terminations, promotions, and work out of class. This report describes snapshots of the county workforce at the end of both the 2013 and 2014 fiscal years (FY), and discusses any changes that occurred between FY 2013 and FY 2014. The snapshots include everyone who was an active employee in the county as of the end of each fiscal year (June 30, 2013 and June 30, 2014), including temporary and on-call employees. In most cases temporary and regular employees are described separately. If a visual only shows 2014 numbers then there were not substantial changes between 2013 and 2014.

The report also predicts retirement eligibility for regular employees at the end of FY 2015 and FY 2020, describing who will be eligible to retire and pinpointing departments, bargaining units, and job classifications that are particularly vulnerable to potential retirements.

Since this report focuses on demographic snapshots and retirement eligibility, it does not include any testing to establish patterns and trends. As such, the visuals and interpretation that follow represent single points in time, and do not necessarily demonstrate overarching patterns.

Subsequent reports, titled "*Hiring Patterns*," "*Separation Patterns*," and "*Promotions, Work out of Class and Demotions*" analyze trends in the workforce actions that define how people move through the organization. Please refer to these reports for further information.

A note on language and categories

In order to reflect the county's commitment to maintaining a diverse workforce, this report focuses on race, age, and gender demographics. Although we recognize that not all employees fit into the gender, race, or ethnicity categories currently collected by the county HR system (SAP), our analysis necessarily reflects the data as it is entered in SAP. Therefore race and ethnicity are discussed using the five SAP categories, and gender is analyzed as the binary male/female terms. We acknowledge that this does not represent the experience of those employees who do not fit within the current categories. Multnomah County is in the process of implementing more inclusive race and gender categories, and we hope future reports will be more representative of all employees.

# Multnomah County Employee Demographics

Age of employees

The age of the Multnomah County workforce has been an ongoing concern for county leadership, as they anticipate large numbers of Baby Boomer retirements. Recruiting, retaining, and developing Generation X and Millennial employees will be important to succession planning in organizations nationwide.

As shown in Figure 1, the number of Millennial employees at the county increased slightly between 2013 and 2014.

Table 1: Generation definitions

Generation	Birth Date	Age at the end of 2014
Millennial	After 1980	33 and younger
Generation X	1965 -1980	34-49
Baby Boomer	1946-1964	50-68
Traditionalist	1928 - 1945	69 and older

Figure 1: The number of Millennials in the workforce increased between 2013 and 2014 (All employees, regular and temporary)
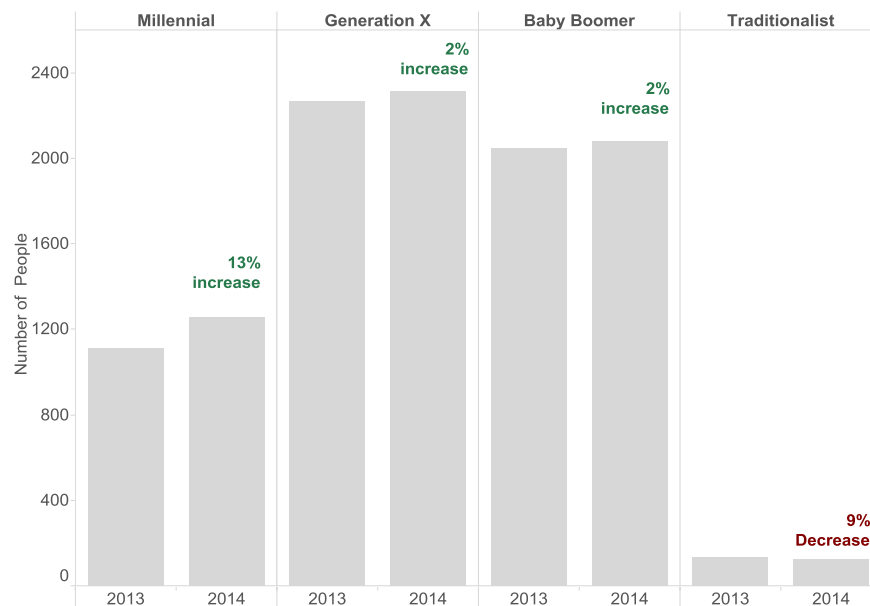
However, as shown in Figure 2, Millennials made up a larger percentage of the temporary employees than regular employees. In fact, in our analysis of hiring, we found that Millennials were more likely than the other age groups to be hired as temporary workers. See the "*Hiring Trends*" report for more information.

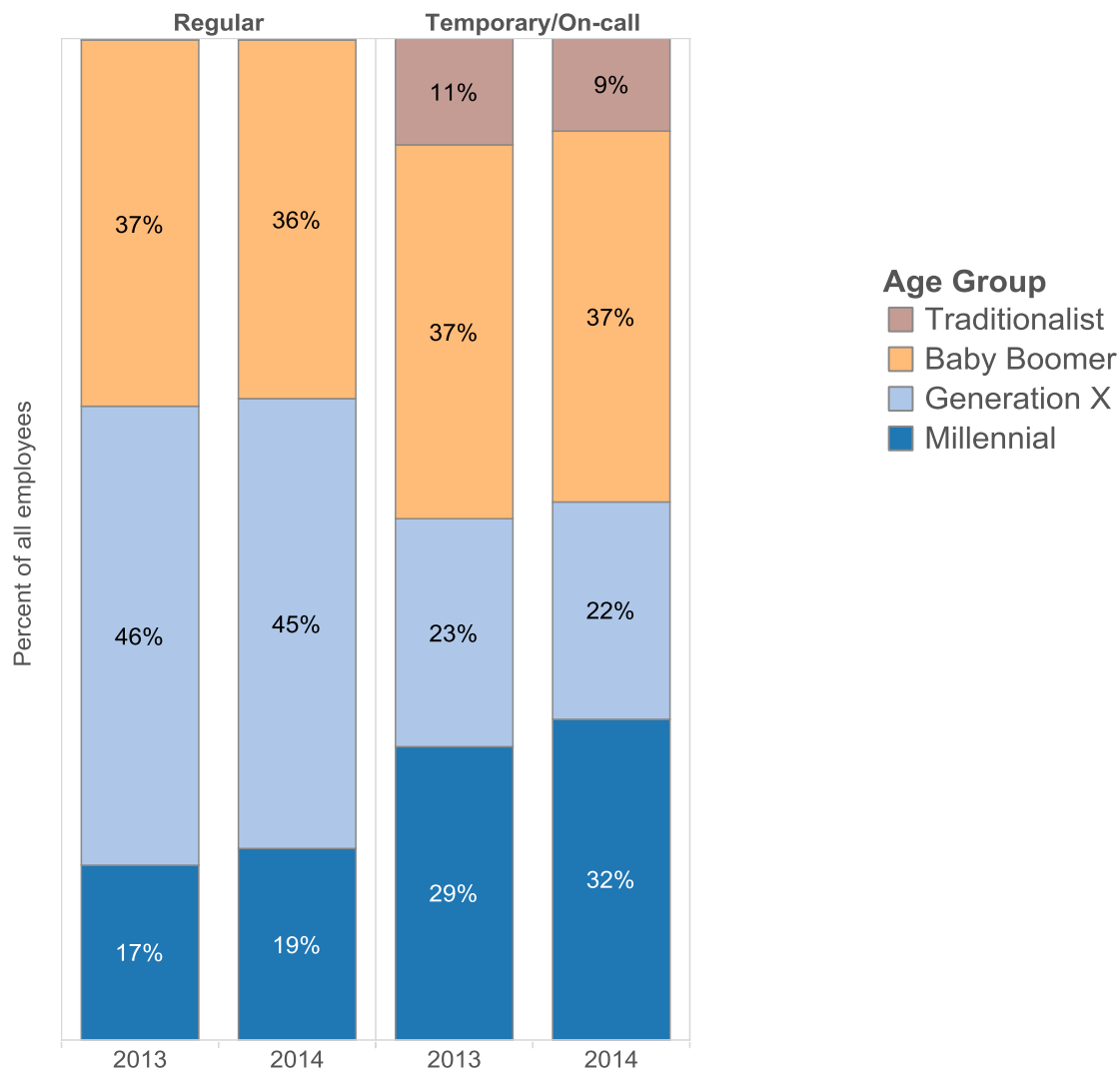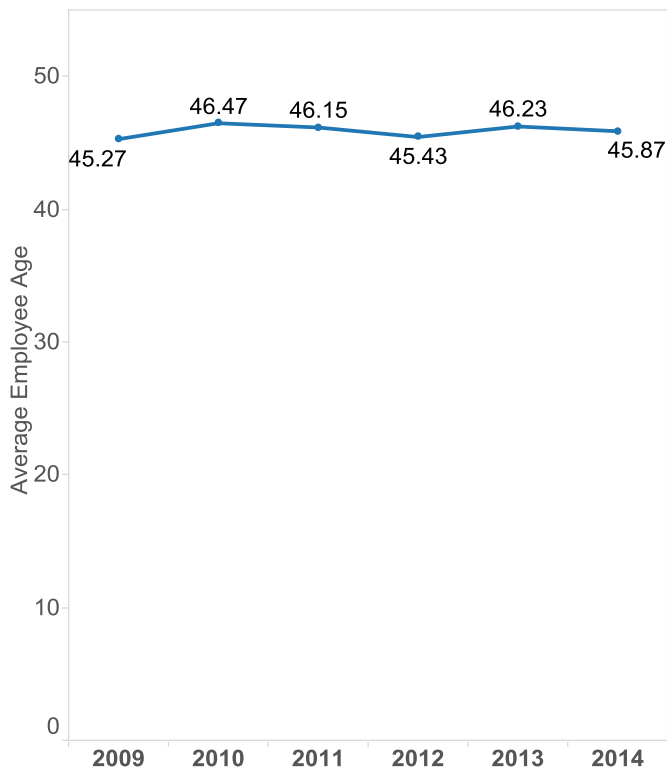Figure 2: Millennials make up a higher percentage of temporary workers

The average age of employees rose slightly in 2013 but went back down in 2014. As shown in Figure 4, Caucasian employees tend to be slightly older than people of color, with Hispanic employees having the youngest average age.

*Averages for 2009-12 are based on a calendar year while averages for 2013 and 2014 are based on a snapshot at the end of the fiscal year.

Figure 4: Average employee age by race/ethnicity
FY 2013 and 2014, regular employees
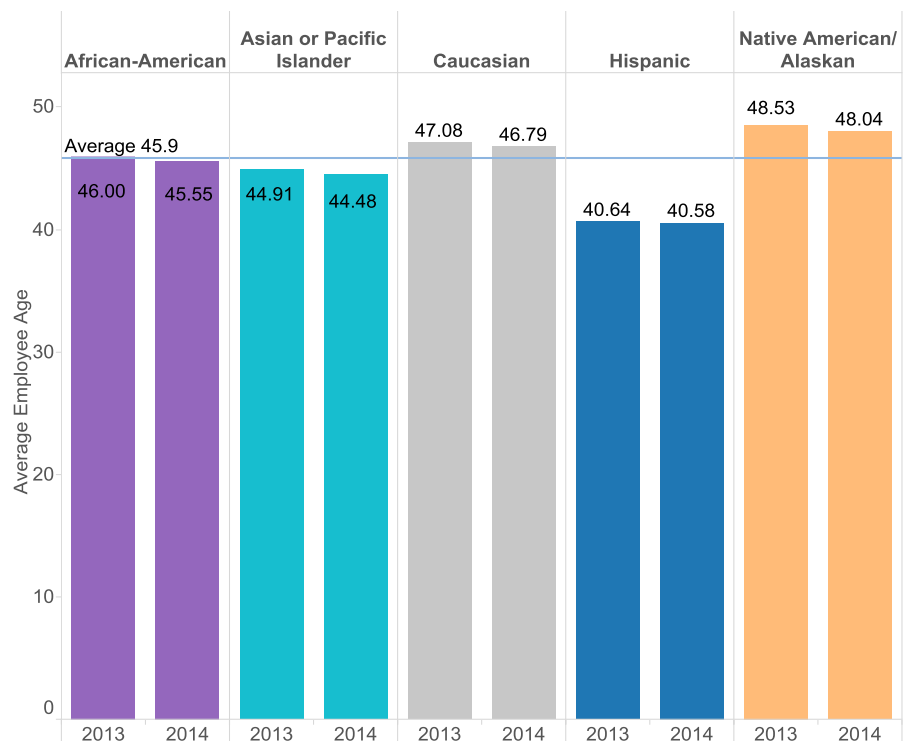
By department, DCA and DCM had the highest average age in FY 2014, while the DA's office had the lowest average age.

Figure 5: Average employee age by department
FY 2013 and 2014, regular employees

Average county age in FY 2014: **45.87**
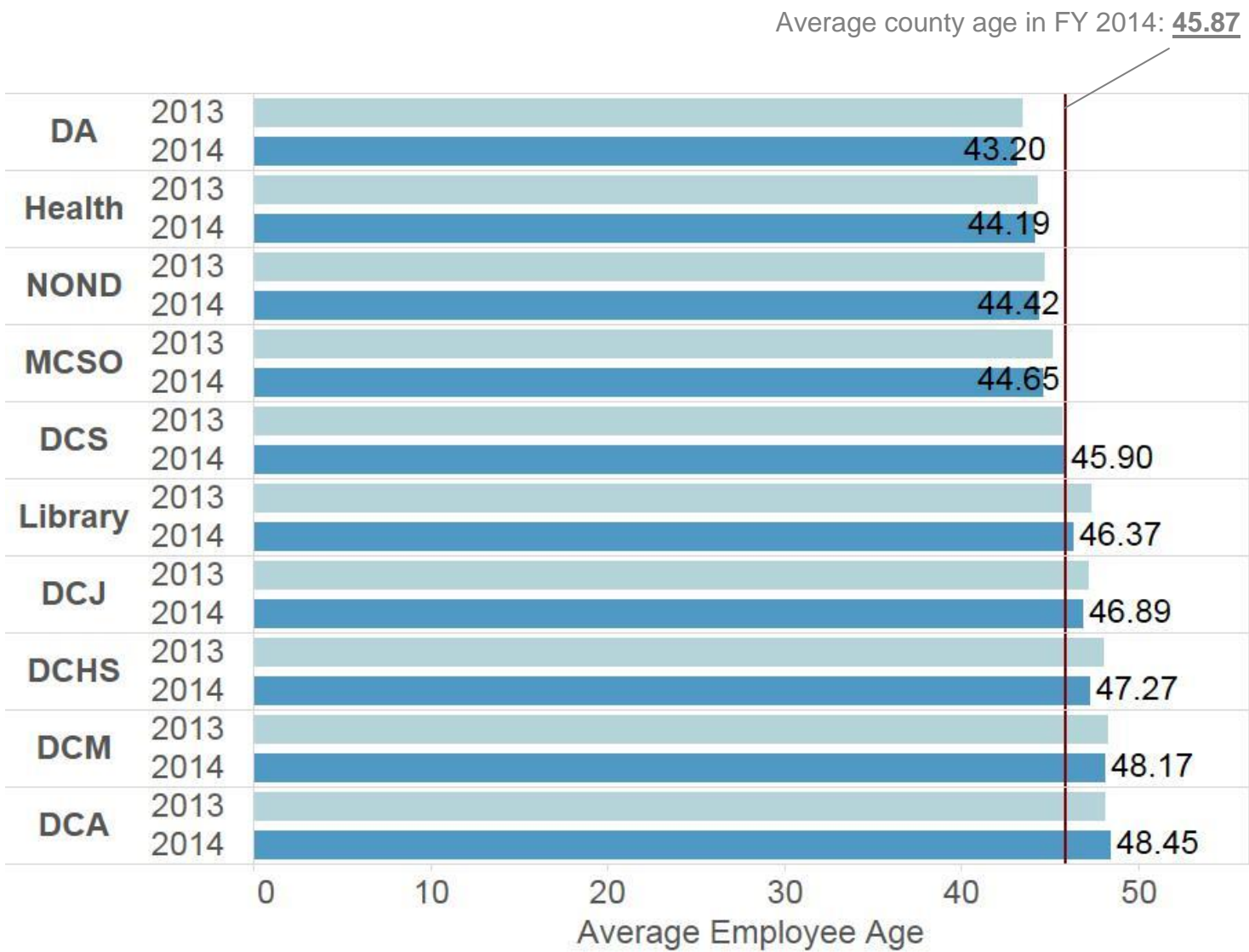
Employee groups at Multnomah County

We organized "employee group" into four categories: represented employees, management employees, executive employees, and temporary/on-call employees. Represented employees belong to a union and are paid on an hourly basis. Management employees are salaried and not represented by a union but are subject to civil service protections. Executive employees are salaried and tend to be in positions of higher responsibility, but are not subject to civil service protections. Temporary workers are also not subject to civil service protections.

In 2014, represented employees made up two-thirds of the workforce, and temporary workers were just over 20% of the workforce. Executive and management employees each made up 6% of the county workforce.

As shown in Figure 7, between 2013 and 2014 the number of executive employees declined 5%, or 19 employees. At the same time, the number of management employees increased by 10%, or 34 people. Although the number of represented employees only increased by 5%, this totaled 190 people.

Figure 6: Countywide employee group proportions, FY 2013 and FY 2014
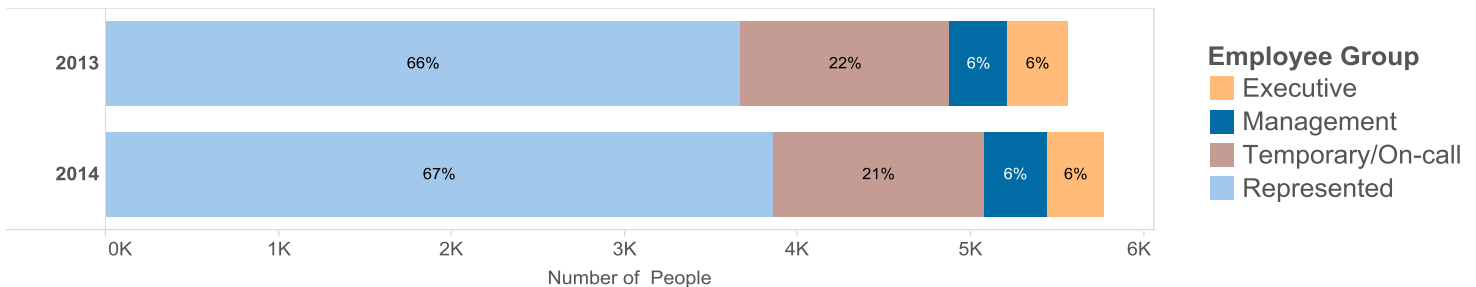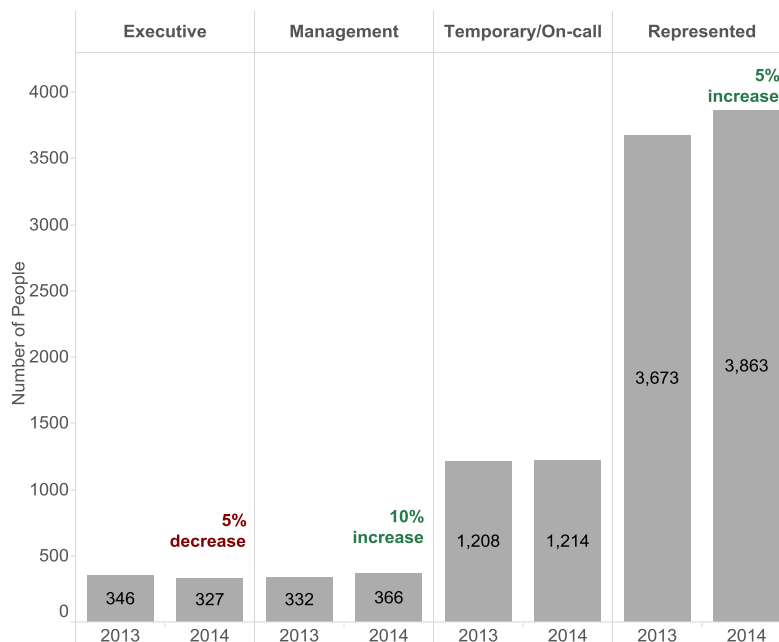

Figure 7: Percent change in employment groups, FY 2013 - 2014

The breakdown of employee type varies by department, particularly the proportion of non-represented employees. The Health Department and DCS have the highest percentages of temporary employees. For DCS, this includes almost 300 on-call/temporary Elections Division employees. Within the Health Department, temporary workers take on a number of different jobs, from Community Health Nurse (19% of temporary workers) to Office Assistants (12% of temporary workers). Interpreters make up about 7% of the temporary workers at the Health Department.

Thirty-one percent of DCM employees are either management or executive employees, while 63% of NOND are executive workers. The higher proportion of executive/management employees within DCM is likely related to the number of HR professionals and budget/finance staff within DCM, as many of these are non-represented positions. NOND includes the Chair and Commissioner's offices, which employ a large number of executive employees.

Figure 8: The proportion of employee groups varies by department (2014 snapshot)
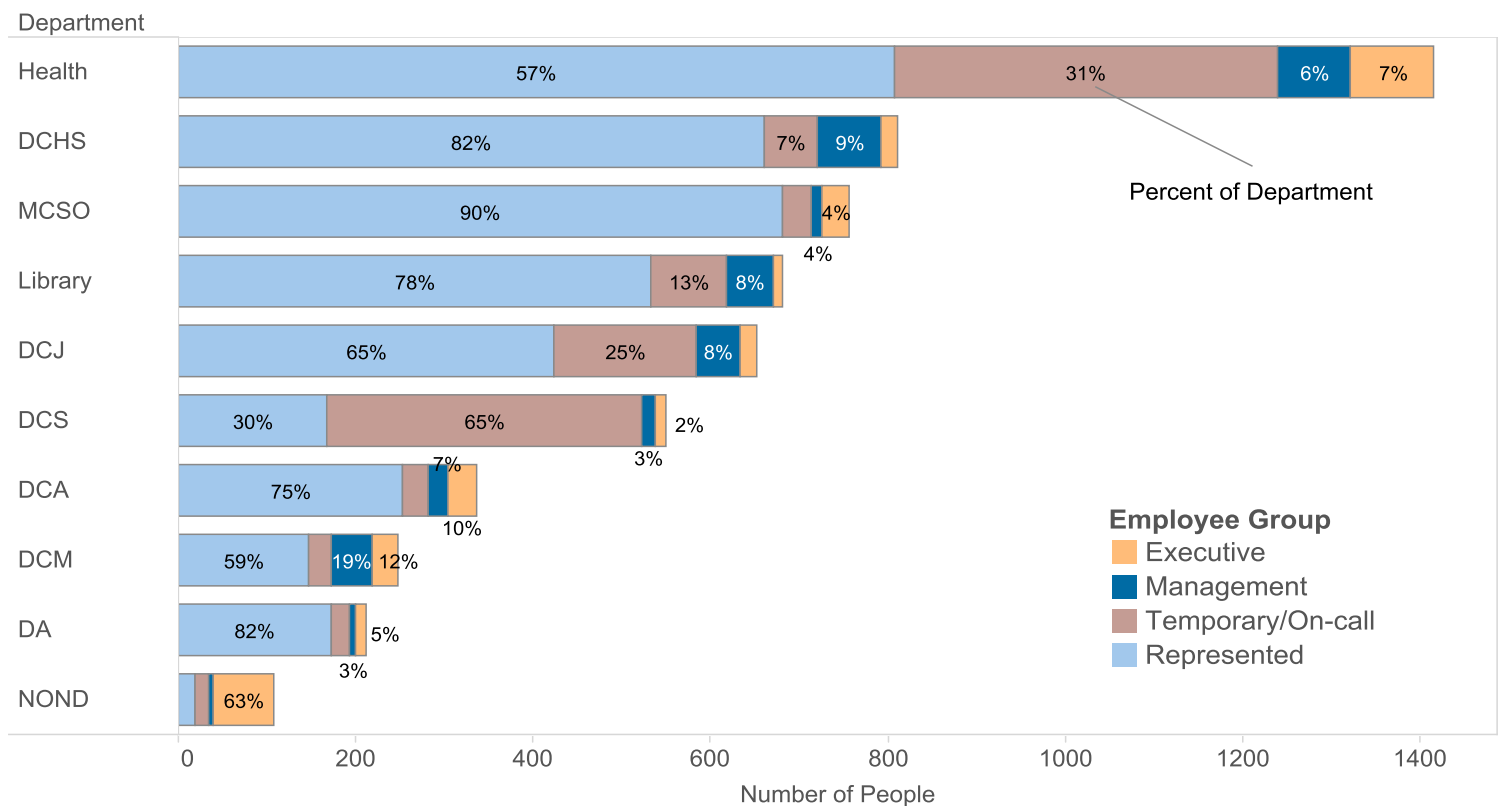
Employee race and ethnicity

Multnomah County is committed to maintaining a diverse workforce that is hospitable to all cultures and backgrounds. In FY 2014, 25% of regular employees and 22% of temporary employees were people of color. 2013 Census estimates show that Multnomah County residents overall were 72% white, 11% Hispanic or Latino, 8% Asian, 6% African-American, and 1.5% Native American or Alaskan Native.[1]

The proportion of Hispanic regular employees increased by 1 percentage point between 2013 and 2014, but the remaining categories stayed stable within permanent employees. A greater proportion of temporary employees declined to state their race.

Figure 9: The proportions of race/ethnicity groups stayed relatively stable between FY 2013 and FY 2014

Race/Ethnicity
- Declined to state
- Native American/Alaskan
- Asian or Pacific Islander
- African-American
- Hispanic
- Caucasian

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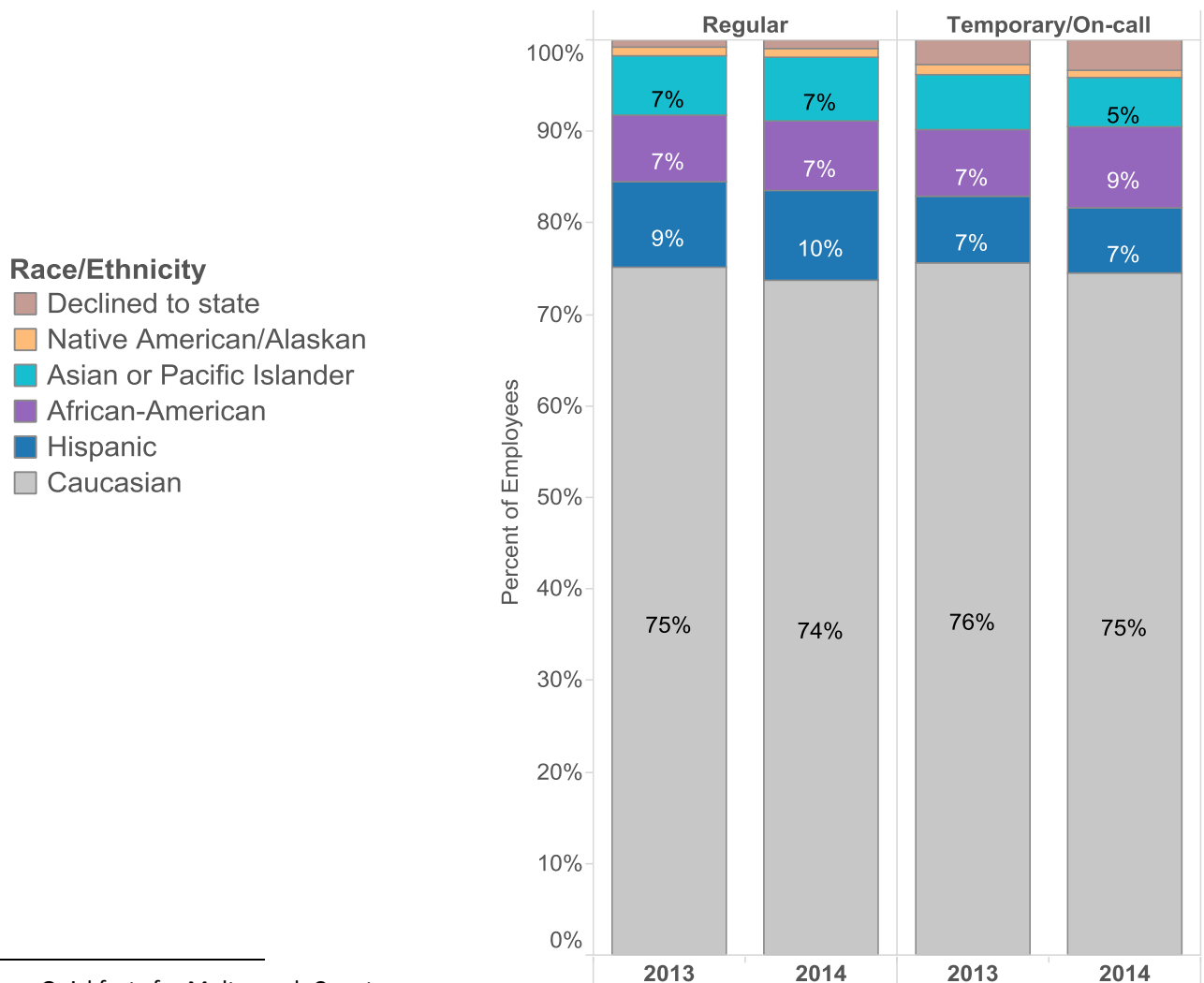
[1] U.S. Census Quickfacts for Multnomah County, 2013 Estimates, http://quickfacts.census.gov/qfd/states/41/41051.html

Figure 10 shows the percent of race/ethnic group by department for all regular employees in 2014. As shown, the Health department and DCJ have the highest proportions of employees of color, and the Health department has a large number of Hispanic employees.

Figure 10: Race/ethnicity proportions by department (Regular employees, FY 2014)

Axes matched in height to enhance visibility for smaller departments, but number of employees on axes is different.
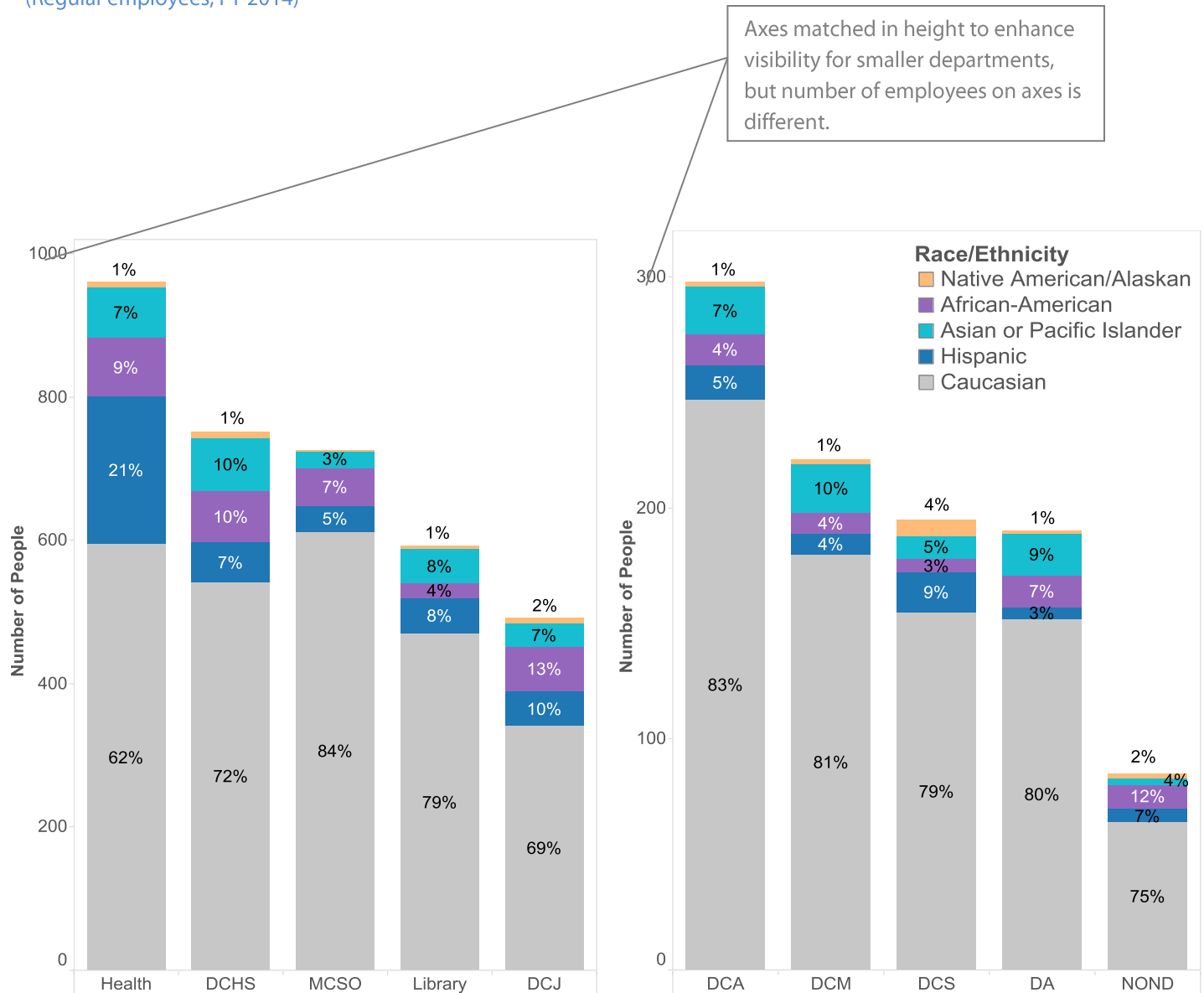
Race, ethnicity, and type of employee

African-Americans had the highest percentage of people working as temporary employees, with almost a quarter of African-American employees working as temporary workers. However, they also had the highest percentage of employees working in management positions, with 8% of people in management positions. Seven percent of Native American employees were executive employees, but this only represents 4 people. Although Hispanic employees make up the second-largest ethnic group at Multnomah County, they have the smallest percentage of employees in management or executive positions (3% in each category).

Our analysis of hiring trends, mentioned in the report "*Hiring Trends at Multnomah County*" found that African-Americans were more likely than Caucasians to be hired into temporary positions, but there was not a significant relationship between regular hiring and race.

Figure 11: African-Americans had the highest percentages of employees in both temporary and management positions while Hispanic employees had the lowest
FY 2014, all employees
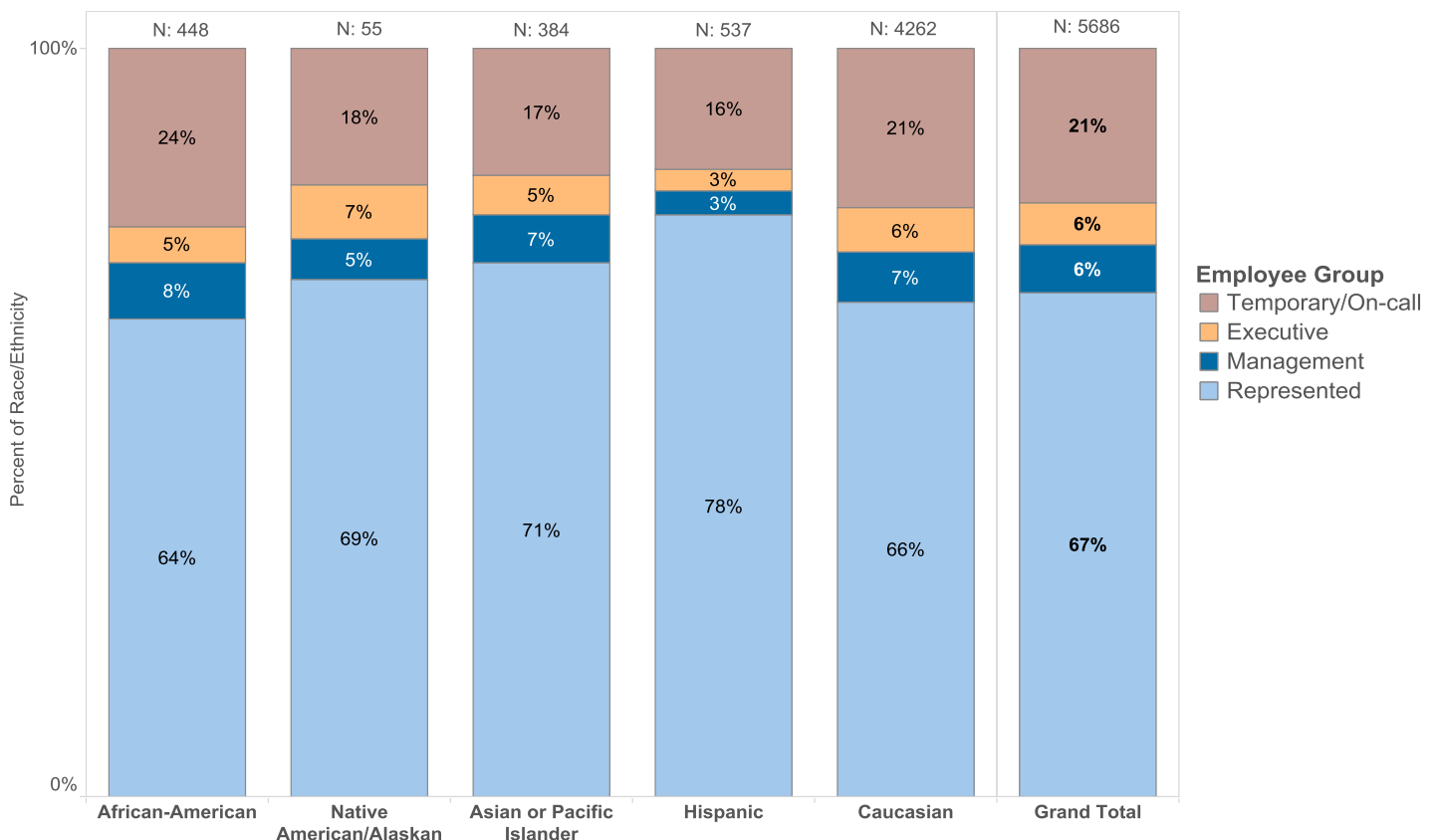
By employee group, temporary and represented employees had the highest percentages of people of color. Executive employees had the lowest overall percentage of employees of color, at only 19% of executive employees. Twenty-six percent of represented employees and 21% of management employees were employees of color.

Figure 12: Executive employees had the lowest percentage of employees of color
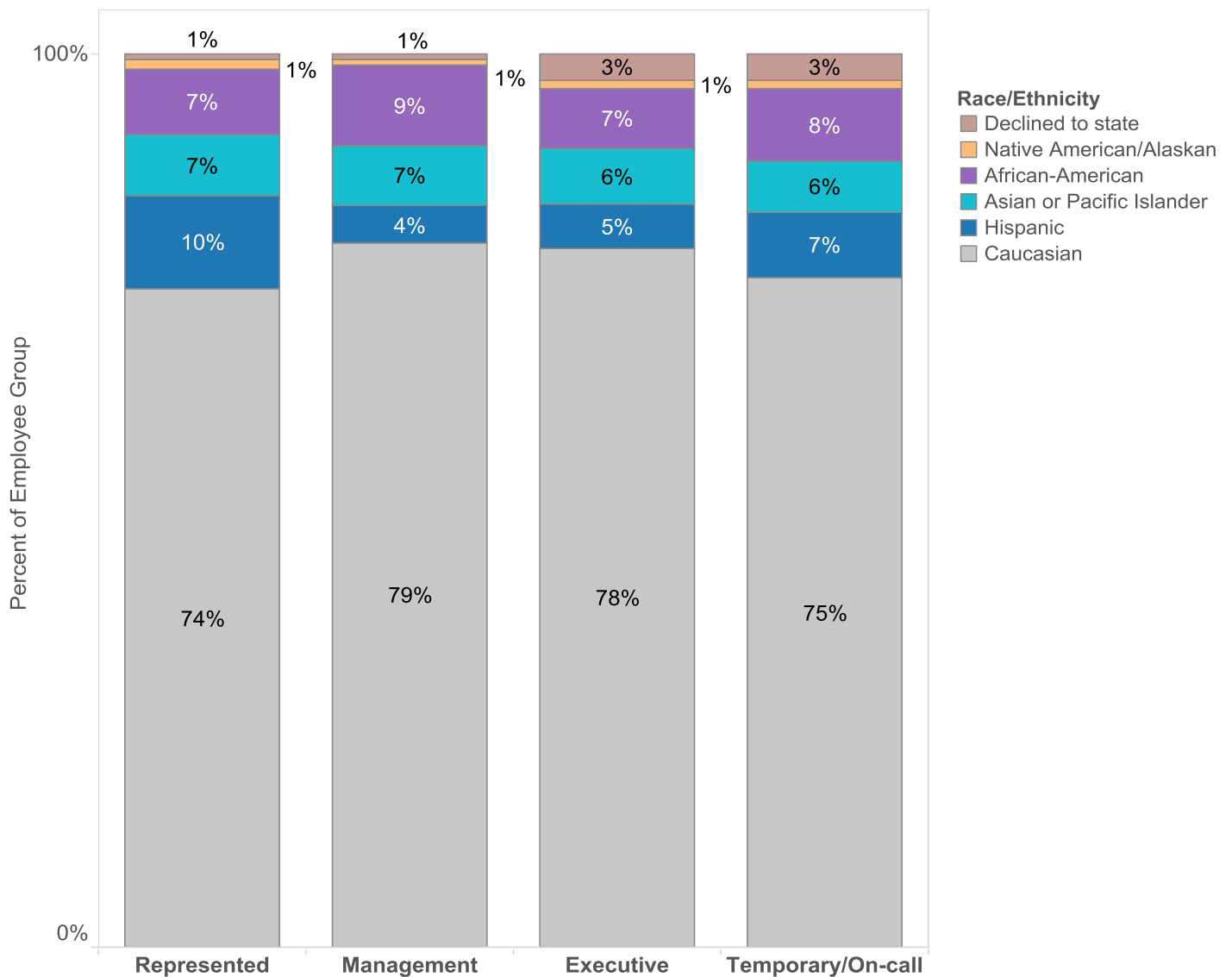
Gender at Multnomah County

Sixty-two percent of the regular county workforce is female, but the percentage of female employees varies widely by department, as shown in Figure 13. The number of male regular employees increased 4% between 2013 and 2014 while the number of female employees, which was already higher increased by 5%.

Our "*Hiring Trends*" report found that during FY 2013 and FY 2014 Multnomah County hired females in higher proportions than the proportions found in the local labor pool. Some of the overrepresentation of women in the county workforce and hiring could be due to national and occupational trends that lead women to jobs in public service. First, a 2011 report by the U.S. Department of Labor found that women are 50% more likely than men to work in the public sector[2]. Second, the departments that had the highest proportion of women and did the most hiring during our testing period have many jobs that tend to have a female labor pool, including community health workers, librarians, and case managers. Future research on gender, race, occupation type, job classification, and hiring could help increase understanding in this area.

Figure 13: Regular employees by gender FY 2014

4% increase from 2013

5% increase from 2013
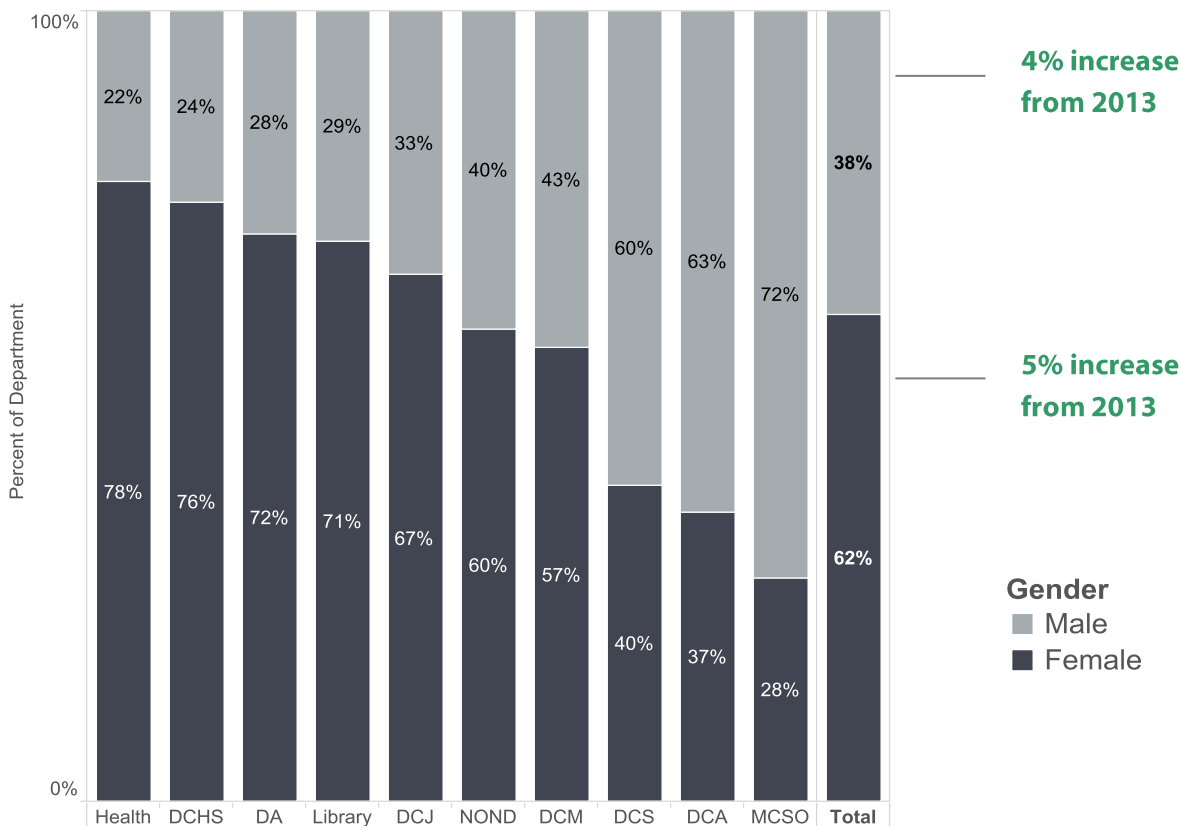
Gender
Male
Female

[2] US Department of Labor. *Women's Employment During the Recovery*. May 3, 2011. May 3, 2011.

Figure 14 shows gender by department at the end of 2014, while Figure 15 shows the percent change in gender from 2013 to 2014 for each department.

DCA experienced a decrease in female employees between FY 2013 and 2014, ending up with one of the lowest proportions of female employees. Conversely, the DA saw a decrease in it's already smaller male employee population. In the Health department, men make up a small proportion of employees, but the number of male employees increased by 8% compared to a 0% increase in the number of female employees. The large increase in both male and female employees in the Library is associated with a large-scale hiring effort that accompanied the formation of the independent library district.

Figure 14: Gender by department
(Regular employees, FY 2014)
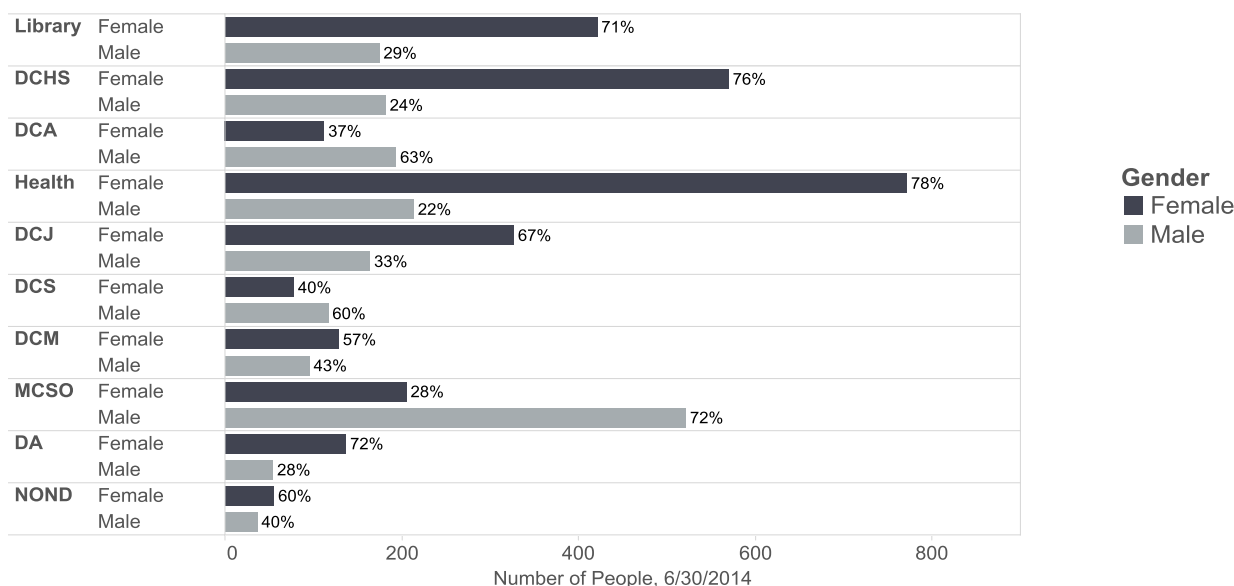
Figure 15: Percent change in gender from FY 2013 to FY 2014
(Regular employees)
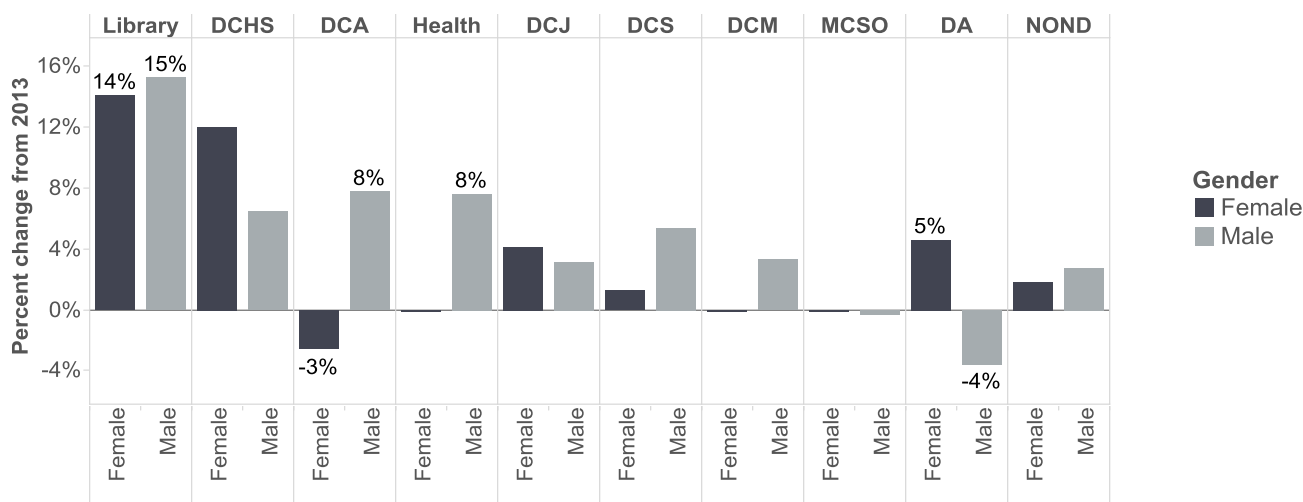
Retirement Eligibility

FY 2015 (6/30/2015)

100%

70%

14%

16%

0%

FY 2020 (6/30/2020)

100%

54%

15%

31%

0%

■ Not Retirement Eligible
■ Early Retirement Eligible
■ Regular Retirement Eligible
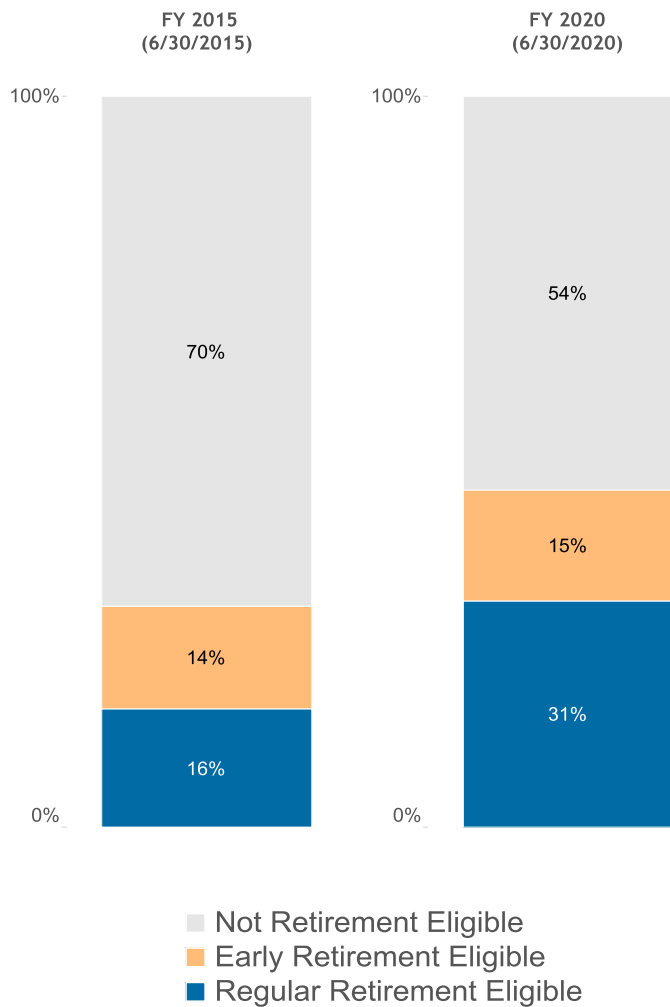
At the end of FY 2015, 16% of current[3] regular employees, or just over 730 people, will be eligible to retire. As of 2020 that percentage increases to 31%, or about 1,400 people, with an additional 15% of employees eligible for early retirement. Eligibility for retirement is affected by age, tenure, and PERS tier, with retirement age ranging from 55 to 65 depending upon both PERS tier and tenure.

As shown on the next page, seven out of the ten departments will have more than 30% of current employees eligible to retire at the end of FY 2020. However, departments do have different levels of vulnerability to the number of employees eligible to retire. Both the Sheriff's Office and DCHS have high numbers and percentages of employees eligible to retire at the end of FY 2015. Looking forward to 2020, the Sheriff's Office is a clear outlier, with 40% of its current employees, almost 300 people, eligible to retire by the end of FY 2020.

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[3] For the purposes of this report, "current employees" refers to employees in the workforce on 6/30/2014.

**FY 2015
(6/30/2015)**

Percent of Department — Number of People Eligible to Retire
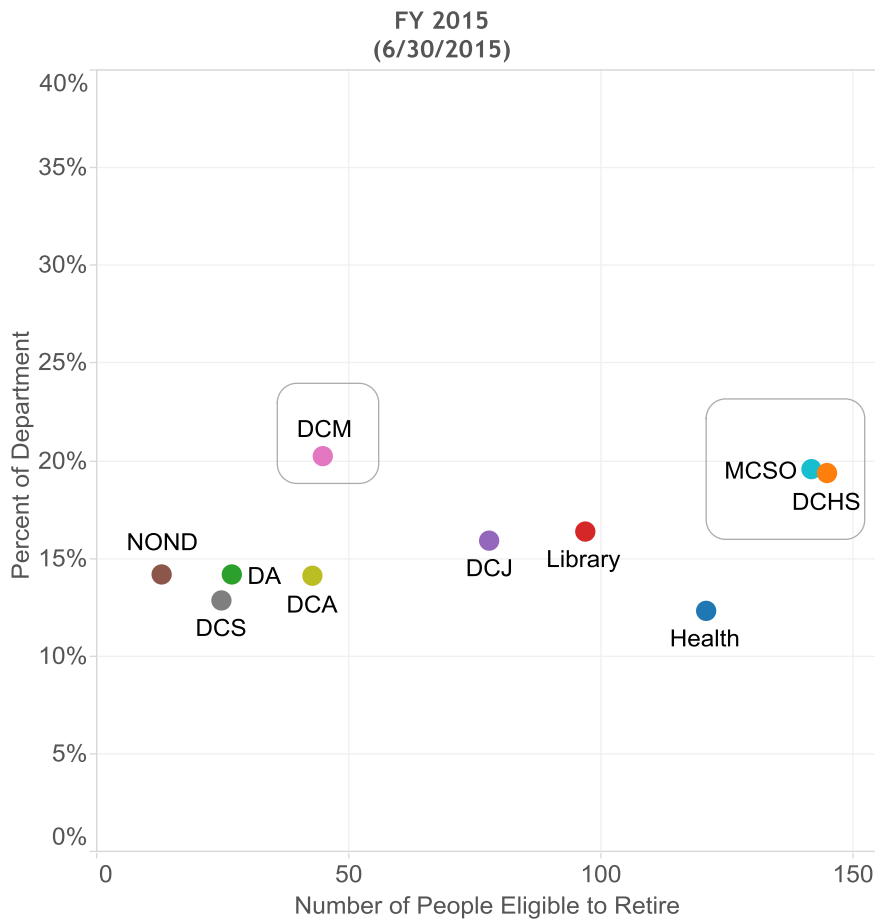
Figure 17: Current employee retirement eligibility at the end of FY 2015 by department
(Regular retirement)

Department
- DCHS
- Health
- DCJ
- DCS
- Library
- DCM
- MCSO
- DA
- NOND
- DCA

**FY 2020
(6/30/2020)**

Percent of Department — Number of People Eligible to Retire
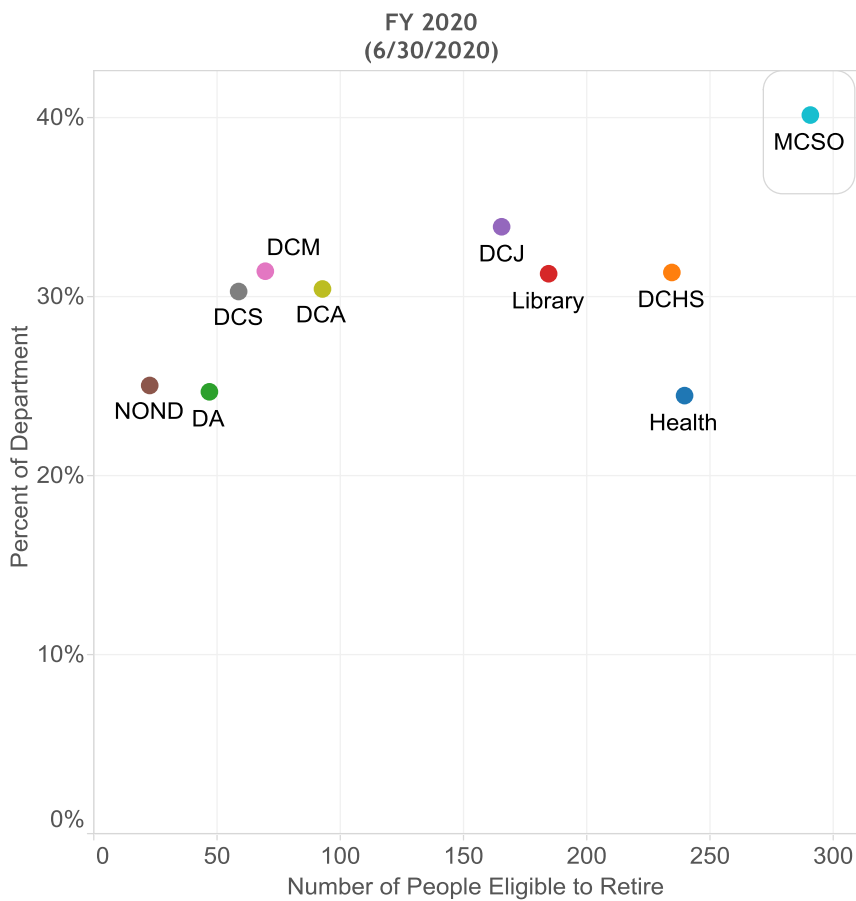
Figure 18: Current employee retirement eligibility at the end of FY 2020 by department
(Regular retirement)

Department
- DCHS
- Health
- DCJ
- DCS
- Library
- DCM
- MCSO
- DA
- NOND
- DCA

Retirement eligibility by employee group

Retirement eligibility does not differ widely by broad employee group. Represented, management, and executive employees all have fewer than 20% of employees who will be eligible to retire in FY 2015, and between 30% and 40% of employees who will be eligible to retire in FY 2020. However, when applied to represented employees, these percentages correspond to a larger number of employees than executive and management employees.

Figure 19: Retirement eligibility does not vary widely by employee group

FY 2015

Management and Exective Employees have same rate and number of employees eligible for retirement in FY 2015

Employee Group
- ○ Represented
- □ Management
- ＋ Executive

Represented

Percent of Group

Number of People

FY 2020

Management

Executive

Represented

High number of people, but similar percentage to other groups

Percent of Group

Number of People
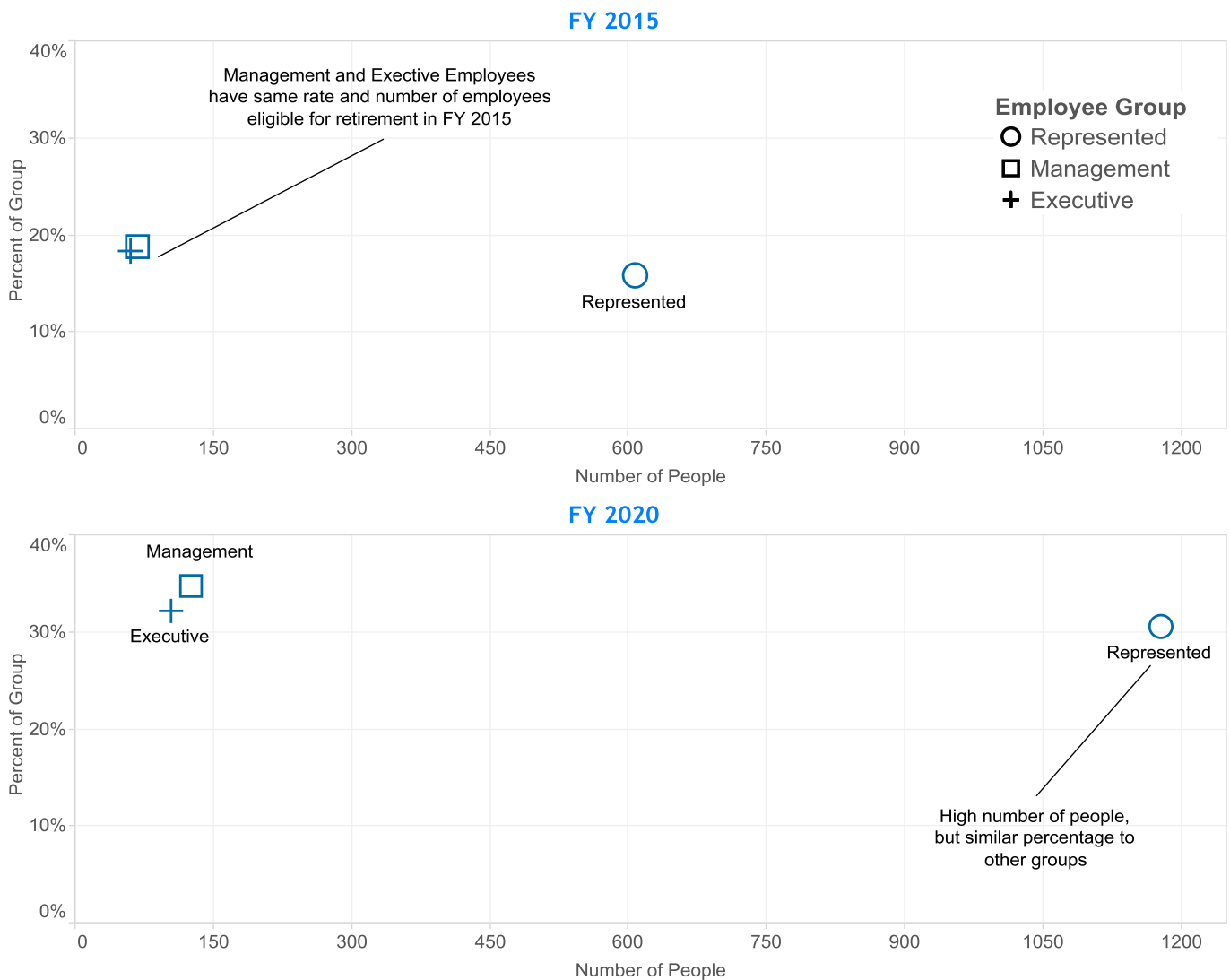
The Corrections Officers Association has a large percentage of current employees eligible to retire: 21% as of the end of FY 2015 and 43% at the end of FY 2020. The Oregon Nurses Association (ONA), the Federation of Oregon Parole and Probation Officers (FOPPO) and the Deputy Sheriff's Association also have high percentages of people eligible to retire.

Figure 20: Some smaller bargaining units have large percentages of employees eligible to retire

FY 2015

	Percent of Bargaining Unit
Corrections Officers	21% / 15%
ONA	21% / 20%
FOPPO	11% / 15%
Deputy Sheriffs	6%
Prosecuting Attorneys	11%
Juvenile Custody Svs	
Trades	12%
Physicians	33%
Civil Deputies	

Number of People

FY 2020

Corrections Officers	43% / 16%
ONA	37% / 15%
FOPPO	31% / 19%
Deputy Sheriffs	30% / 10%
Prosecuting Attorne..	18%
Juvenile Custody Svs	24%
Trades	
Physicians	29%
Civil Deputies	

Retirement Eligibility
Early Retirement Eligible
Regular Retirement Eligible

Number of People

Certain job classes also have higher vulnerability to impending retirements. The graphs below show retirement eligibility by job class, for those job classes with high numbers and percentages of people eligible to retire. As expected from the information on the Corrections Officers Association, high number and percentages of corrections officers will b eligible to retire in 2015 and 2020.

Other smaller job classifications also have higher percentages of people eligible to retire, including program supervisors, community health nurses, and community justice managers. Countywide, 17% percent of Office Assistant 2s (33 people) will be eligible to retire in 2015 and 26% in 2020 (60 people).

Figure 21: Job classifications with high percentages of retirement eligible employees – FY 2015
For those classifications with more than 10 people eligible to retire

Job Class

D	CASE MANAGER 2
E	COMMUNITY HEALTH NURSE
F	COMMUNITY JUSTICE MANAGER
G	CORRECTIONS COUNSELOR
H	CORRECTIONS OFFICER
Q	LIBRARIAN
R	LIBRARY ASSISTANT
S	LIBRARY CLERK
T	LIBRARY PAGE
V	MENTAL HEALTH CONSULTANT
X	OFFICE ASSISTANT 2
Y	OFFICE ASSISTANT SR
Z	PROBATION/PAROLE OFFICER
BB	PROGRAM SPECIALIST
CC	PROGRAM SUPERVISOR
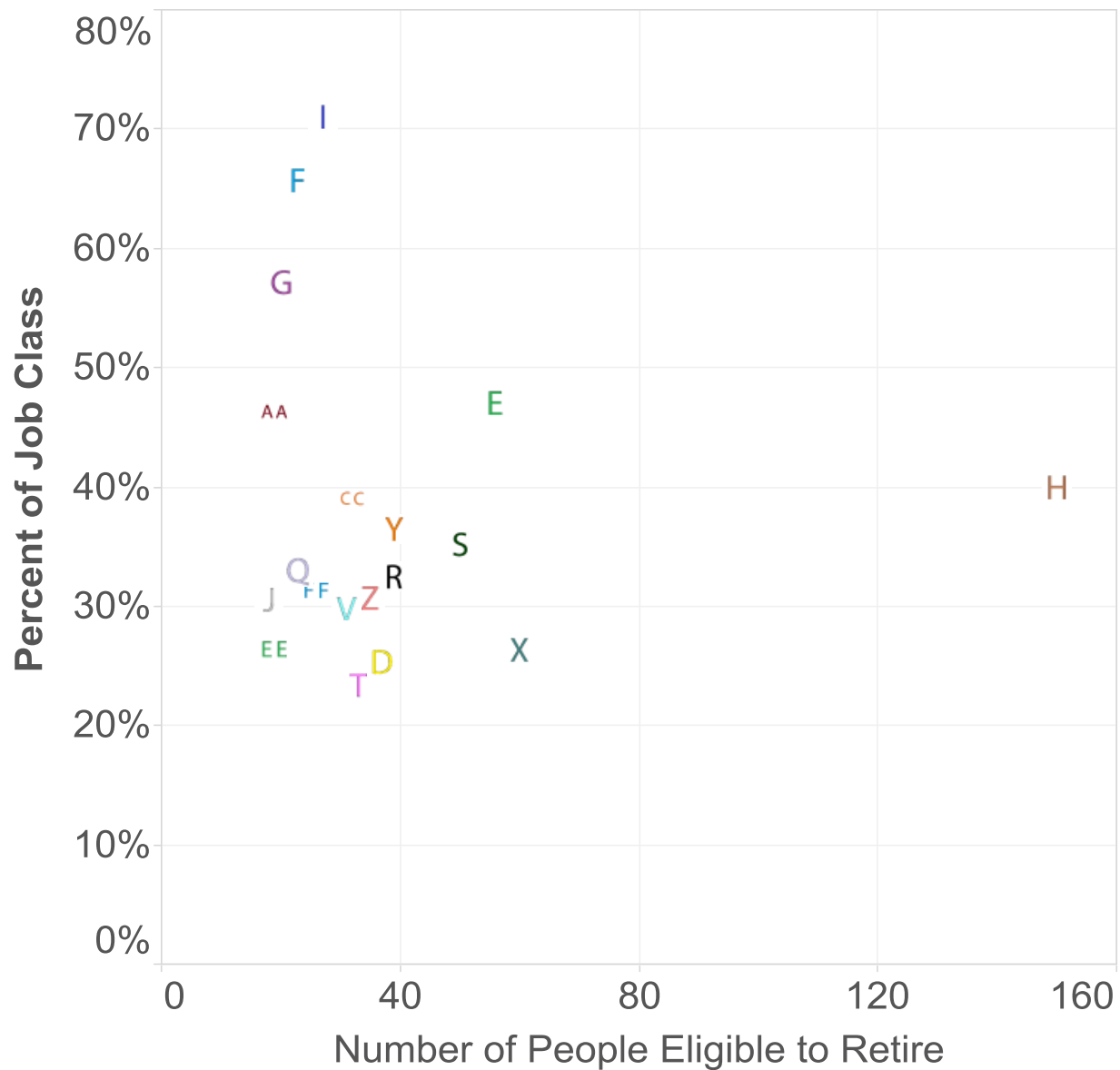
Job Class

D	CASE MANAGER 2	X	OFFICE ASSISTANT 2
E	COMMUNITY HEALTH NURSE	Y	OFFICE ASSISTANT SR.
F	COMMUNITY JUSTICE MANAGER	Z	PROBATION/PAROLE OFFICER
G	CORRECTIONS COUNSELOR	FF	PROGRAM DVLPT SPEC.
H	CORRECTIONS OFFICER	AA	PROGRAM MANAGER 1
I	CORRECTIONS SERGEANT	CC	PROGRAM SUPERVISOR
J	CORRECTIONS TECHNICIAN		
EE	DEPUTY SHERIFF		
Q	LIBRARIAN		
R	LIBRARY ASSISTANT		
S	LIBRARY CLERK		
T	LIBRARY PAGE		
V	MENTAL HEALTH CONSULTANT		

Retirement eligibility by race

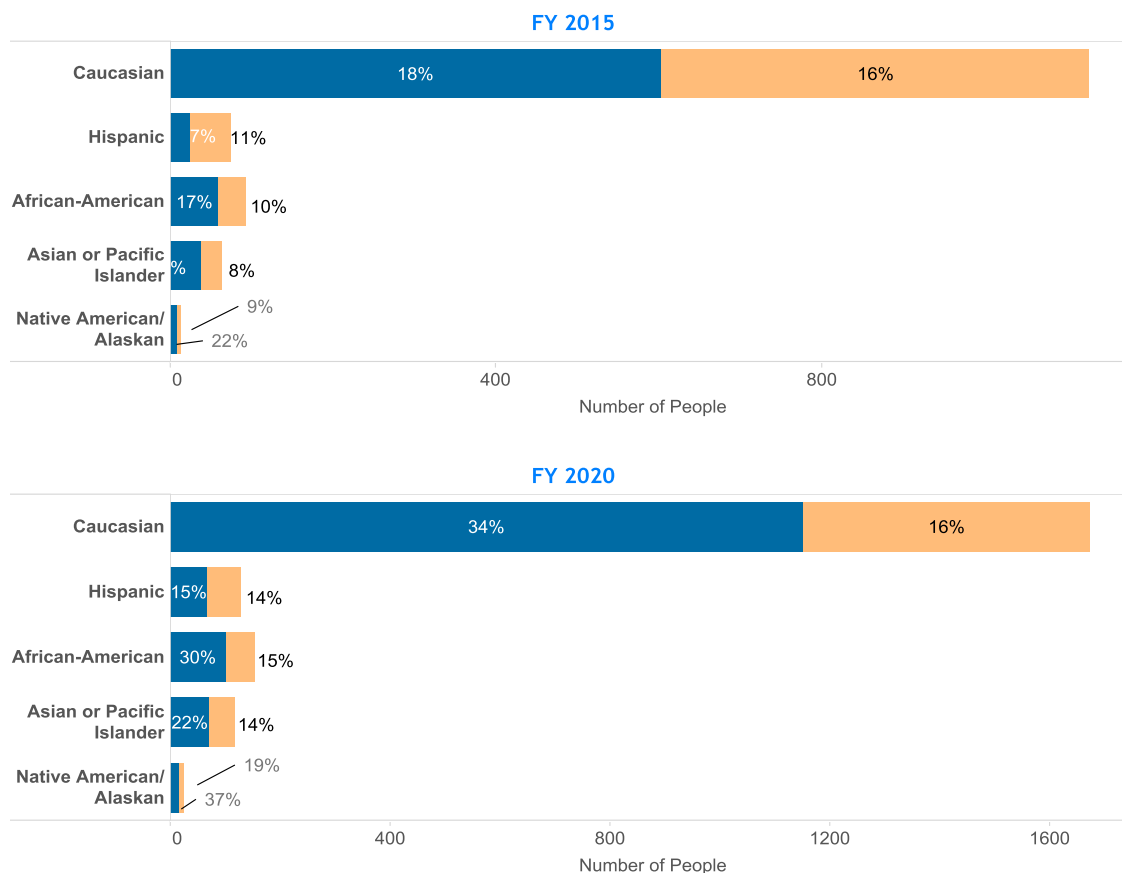With the exception of Native Americans/Alaskans, smaller percentages of people of color will be eligible to retire than the percentage of Caucasian employees. See Figure 23.

According to Central HR, one possible reason for this difference could be increased hiring of people of color in the last several decades as organizations across the nation, including the county, have focused on hiring a more diverse workforce. Indeed, we did find that employees of color had lower average employment tenure, and tended to be younger. Since age and tenure are two of the main factors in retirement eligibility, it is possible that these two factors are partially responsible for lower percentages of people eligible for retirement.

As noted in the report "*Separation Patterns at Multnomah County*," we did find that most of the non-Caucasian race/ethnic groups were less likely than Caucasians to retire during the FY 2013 and FY 2014 fiscal years. This could possibly be explained by lower percentages of people of color that were actually eligible to retire as seen here.

Figure 23: Smaller percentages of people of color are eligible to retire
Regular employees, FY 2014 snapshot

FY 2015

Caucasian	18% / 16%
Hispanic	7% / 11%
African-American	17% / 10%
Asian or Pacific Islander	% / 8%
Native American/ Alaskan	9% / 22%

FY 2020

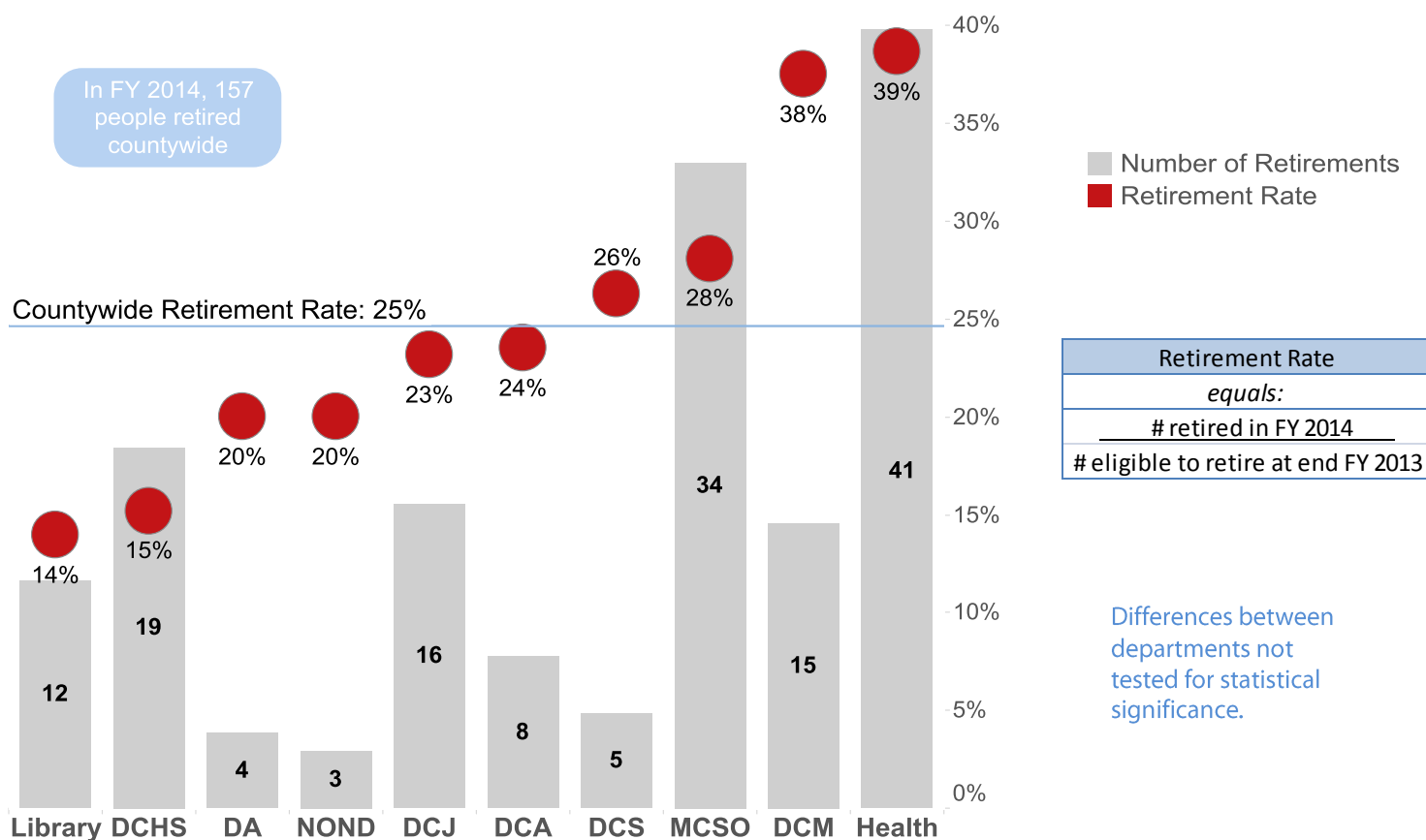|	
Caucasian	34% / 16%
Hispanic	15% / 14%
African-American	30% / 15%
Asian or Pacific Islander	22% / 14%
Native American/ Alaskan	19% / 37%

FY 2014 retirement rate was 25%

We calculated the retirement rate as the number of people retiring in FY 2014 divided by the number of people eligible to retire at the end of FY 2013. Countywide, this rate was 25%, showing that a quarter of the people who were eligible to retire at the end of FY 2013 actually did retire in the following year. If you include those people that were eligible for early retirement in FY 2013 the rate drops to 13%, however we did not include the people taking early retirement in our calculation of retirement because very small numbers of people actually take early retirement.

Retirement rate differed by department. Countywide, 157 people retired in FY 2014, although 635 permanent employees were eligible for regular retirement. As shown below, the Health department had the highest number of retirees and the highest retirement rate. Although DCM had only 15 retirees, they had the second highest retirement rate, with 38% of eligible employees actually retiring. The Sheriff's Office also had a relatively high number of retirees and retirement rate. DCHS and the Library had the lowest retirement rates.

Figure 24: 2014 retirement rates by department

In FY 2014, 157 people retired countywide

Countywide Retirement Rate: 25%

Legend:
- Number of Retirements
- Retirement Rate

Retirement Rate
equals:
retired in FY 2014
eligible to retire at end FY 2013

Differences between departments not tested for statistical significance.

Data points by department:

Department	Number of Retirements	Retirement Rate
Library	12	14%
DCHS	19	15%
DA	4	20%
NOND	3	20%
DCJ	16	23%
DCA	8	24%
DCS	5	26%
MCSO	34	28%
DCM	15	38%
Health	41	39%

Assuming a 25% retirement rate for the number of people who will be eligible to retire in FY 2015 would result in 184 people expected to retire in FY 2016. Similarly, if 25% of the people eligible to retire in FY 2020 actually retire in the following year, that would result in about 350 people retiring in FY 2021. This higher number for 2021 is likely an overestimate, since it does not account for changes in the make-up of the county workforce that will occur between now and 2020.

Many retirees come back to work

Of the 341 people who retired during the 2013 and 2014 fiscal years, 103 people, or 30%, were rehired into county employment for at least some period of time after their retirement, usually as temporary employees.

Knowing the approximate vulnerability to retirements by job class, bargaining unit, and department allows the county to better prepare itself through succession planning. In order to take advantage of the information included here, further research may be warranted including: estimates of succession planning needs for specific job types or categories or an analysis of replacement needs for highly vulnerable or specific job classifications.

CONCLUSION

As noted earlier, understanding the demographics of an organization is an important step in managing a diverse and productive workforce. This report provides the first step by showing the basic demographics of employees at Multnomah County.

Impending retirements pose a potential challenge to the organization, with 16% of employees eligible to retire at the end of FY 2015 and 31% percent eligible by 2020. However, the recent retirement rate suggests that only a quarter of those eligible to retire will do so in a given year. This rate varies by department, and those departments with a high percent of people eligible for retirement and a high recent retirement rate, such as the Sheriff's Office and DCM, will need to pay special attention to succession planning in the coming years. Further research may be warranted including: estimates of succession planning needs for specific job types or categories or an analysis of replacement needs for highly vulnerable or specific job classifications.

Recruitment and retention of younger employees will be key to succession planning, and we saw that the numbers and percent of Millennial employees at the county increased slightly between 2013 and 2014 for both permanent and temporary employees. This may be positive for succession planning, but many Millennials were temporary employees. Temporary employment is a potential way of gaining entry into county employment. However, temporary employment does not offer the same employment protections or development opportunities as regular employment.

Two-thirds of the county workforce is female, but the percentage of female employees varies widely by department. Between FY 2013 and FY 2014 the county gained more female than male employees, although there were increases for both genders overall.

In FY 2014, 25% of regular employees and 22% of temporary employees were people of color, similar percentages to 2013. The breakdown of race/ethnicity and employee type was fairly similar for all races, although fewer Hispanic employees were in Management or Executive positions, and African-Americans had the highest percentages of temporary employees.

The graphics and interpretation above give us one view of demographics at Multnomah County. However, they are just a brief look at two points in time. The subsequent reports in this series analyze trends in hiring, promotions, work out of class, and separations from the county, testing for significant differences in experience based on race, age, gender, and department. To read these reports, please click on the link for each report below:

- *Executive Summary*

- *Hiring Patterns*

- *Separation Patterns*

- *Promotions, Work out of Class, and Demotions*