Multnomah County Workforce Analytics



THIS WORK MATTERS

Multnomah County

Report 2: Hiring Patterns

March 2015

Introduction

This report is the second 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. The first report, "Employee Demographics and Retirement Eligibility" describes the entire county workforce at the end of both the 2013 and 2014 fiscal years including estimates of retirement eligibility.

This report focuses on hiring patterns in Multnomah County over the 2013 and 2014 fiscal years. The report uses statistical analysis to compare hiring rates by department and bargaining unit, and to analyze whether the likelihood of being hired was affected by one's race, age, or gender. Related reports on "*Separation Patterns*" and "*Promotions, Work out of Class and Demotions*" analyze similar trends for these workforce actions.

Goal and scope of the report

The goal of this report was to use statistical analysis to identify patterns in how employees move through the organization, identifying significant patterns that could indicate strengths or areas for improvement. However, this report is not a qualitative review of how people interact with the organization and does not capture the actual lived experience of employees. Importantly, failure to identify a significant trend does not necessarily mean that underlying patterns, including possible disparities in treatment or experience, do not exist.

Since this report only offers one view of employee experience, it cannot answer every question or definitively explain the cause of identified patterns. The information in these reports is intended to be a starting point, providing baseline information that will guide the county as it continues to learn about employee demographics and experience. For this reason, the report does not offer recommendations for how to act on identified patterns. Rather, the report highlights a number of areas where further research is needed, both to help county leadership better understand workforce patterns and to guide decision-making that will improve all employee's experiences.

Overview of findings

- The county two-year regular hiring rate was 17.6%, meaning that over the two-year period the number of regular employees hired was equivalent to 18% of the workforce. This two-year rate included 383 hires in FY 2013 (7% of the workforce) and 579 hires in FY 2014 (11% of the workforce), showing that more hiring occurred in FY 2014.
- The Department of County Human Services (DCHS) and the County's combined non-departmental agencies (NOND) had the highest regular hiring rates, while The Sheriff's Office and the Department of Community Justice (DCJ) had the lowest.
- Multnomah County hired women and people of color in proportions that matched or exceeded the local labor pool. Conversely, males were hired in lower proportions for most categories. There is some evidence that the trend in hiring more women and people of color is related to national trends of women working in the public sector, and we also found that the most-hired jobs during the testing period have labor pools that tend to be female and have a high proportion of people of color.
- Temporary employment may be an entry-way to regular employment for Millennials and some employees of color. Both Millennials and African-Americans were more likely than

their counterparts to be hired as temporary workers and to convert from temporary to regular employment. Further, temporary to regular hires had the highest percentage of people of color of all hire types. This is one possible strategy to recruit employees, using temporary employment to help people gain experience that would make them competitive for a regular position. However, more insight in this area may help illuminate if these pathways are truly leading to stable employment for young employees and employees of color. Multnomah County recently launched an effort to revise the minimum qualifications for some jobs in order to recruit a broader range of applicants; this project, if successful, could affect the patterns seen here by making regular employment more easily accessible.

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 we will discuss gender in terms of the binary male/female genders. 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.

Methodology in brief

The following section looks at hiring over FY 2013 and FY 2014. We analyzed patterns in two ways. First, we compared rates by both department and employee group (regular, management, or executive), using One Way Analysis of Variance (ANOVA), and confirming these results with a Chi-Square test of Independence. See Appendix 3 for full methodology and results.

Second, we examined whether race, age, or gender had an impact on the likelihood of being hired. To do this we ran a series of logistic regression equations with hiring (hired/not hired) as the dependent variable and race, age, gender, and department as categorical independent variables. Including all four variables allowed us to look at the effect of one variable (e.g. race) while holding the other variables "constant," meaning that the affect of race could be interpreted outside of the affect of age, gender, or department.

Since we analyzed differences between departments using rates as described in the first paragraph, department was included in the logistic regression mainly as a controlling variable, so we could interpret the effect of race, age and gender while holding department constant. However, we did crosscheck our department ANOVA results with the results of the logistic regression for department to ensure that the two tests presented similar results. We were not able to control for employee group (regular, management, executive) due to data configuration issues.

Logistic regression requires that you compare each variable to one "reference" category. For race, our reference category was Caucasians. This means we were testing first whether there was an overall difference in probability by race. If there was a significant difference by race overall, we then analyzed if any of the specific race/ethnic groups were significantly different *than Caucasian employees*. Caucasians were used as the reference because we were interested to know if the experience of minority groups differed from the experience of the majority population.

For age the reference category was Millennials; chosen because it is easiest to compare to one end of the age spectrum, Millennials had greater numbers than Traditionalists, and research on generational differences in the workplace suggests that Millennials' experience might differ from Generation X and Baby Boomers. Males were the reference category for gender, but the reference category is less important with a binary variable. See Appendix 2 for full methodology and results.

What does "significant" mean?
A **"significant"** difference means that statistical tests indicated that the difference in measures between groups was likely not due to chance. In this report, we use a 95% confidence level, meaning that we can be 95% sure that the difference is not due to chance.
If a result is **not significant**, this means that any observed difference may be due to chance. In other words, we cannot prove with 95% confidence that this observed difference is indicative of a larger pattern or concrete difference in outcomes.

Data Limitations

When running our regressions we were unable to control for important factors such as experience, education, and other factors that would affect someone's chances of being hired. For this reason our models, when significant, only explained a small amount of the variation between outcomes (for example, between those who are hired and not hired). The percent of variation explained ranged between 1 and 17% of total variation, showing that there were many underlying concepts that we were not able to measure in our analysis. Further, as mentioned in the introduction, this report is not a qualitative review of how people interact with the organization and does not capture the actual lived experience of employees.

See Appendix 2 and 3 for full test results, along with estimates of effect.

When the analysis only includes regular employees the "Baby Boomer" and "Traditionalist" age categories are grouped together in order to have large enough numbers for analysis.

Results

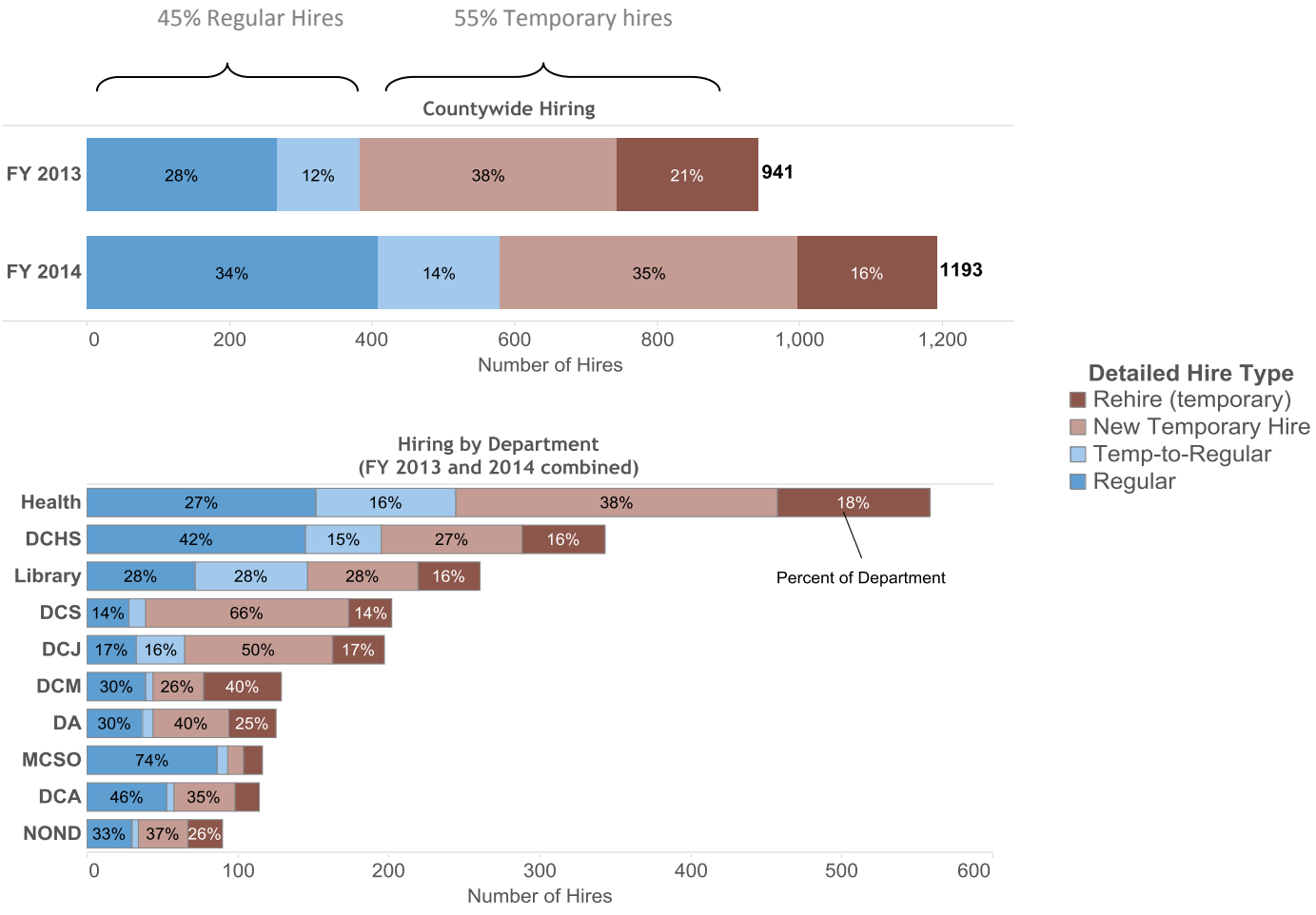
Regular hiring by department

We grouped all countywide hires into "regular" and "temporary" hires, with two types of hire in each group. Regular hires included regular hires/rehires and conversions from temporary to regular status. School-bases rehires were excluded from our analysis. Temporary hires included new temporary hires and temporary rehires. See Appendix 1 for a full description of the grouping of hiring codes.

Countywide, 32% of hires were regular hires and 13% were "temp-to-regular" hires, for a total of 45% regular hires. Thirty-six percent of hires were new temporary hires while 18% were temporary re-hires, for a total of 55% temporary hires.

Figure 1 shows the breakdown of hiring and type both countywide and by department. Figures 2 and 3 on pages 8 and 9 discuss hiring *rates* by department. It is important to look at these two figures together, since the hiring rate helps to understand hiring patterns in proportions to each department's size by comparing the number of hires to the number of people in that department.

Figure 1: Temporary and regular hiring for the 2013 and 2014 fiscal years



We calculated a hiring rate for the four different kinds of hires: new temporary hires, temporary re-hires, regular hires, and temporary to regular hires. We also calculated a combined rate for all regular hires and all temporary hires. See the side bar for a description of how rates were calculated. New limited duration hires were treated as new temporary hires for the purposes of analysis.

As shown in Figure 2, the county combined regular two-year hiring rate was 17.6%: meaning that over the two-year period the number of regular employees hired was equivalent to 18% of the regular workforce. As shown in Table 1, this two-year rate included 383 hires in FY 2013 (7% of the workforce) and 579 hires in FY 2014 (11% of the workforce), showing that more hiring occurred in FY 2014.

Figure 1 on page 6 shows that the Health Department hired the most people overall, as well as the most regular employees, but Figure 2 shows that the Health Department's combined regular hiring rate was not significantly different than the county rate of 18%. This means that the proportion of hiring to number of employees was similar to the county average. Conversely, Figure 3 shows that DCHS hired high numbers and proportions of permanent employees and had a higher regular hiring rate than the county average. And while 74% of MCSO employees were hired as regular employees, their combined hiring rate for regular employees was significantly lower than the county average, showing that their hiring of regular employees was actually lower than the county average when compared to their workforce.

As shown in Figure 2, NOND and DCHS had the highest combined regular hiring rates, while MCSO and DCJ had the lowest rates. The Library also had a high rate of combined regular hiring, but half of these hires were actually conversions from temporary employees, as evidenced in the Library's high rate for temporary-to-regular hires. Interestingly, NOND had a low rate of temporary-to-regular hiring despite having a high temporary hiring rate (see Figure 3 for temporary hiring rate by department). Similarly, MCSO, DCA, and DCM did not convert many temporary employees to regular status during the two year period.

Data Note: Rate Calculations
For **regular hiring rates,** the number of regular hires is divided by the total number of *regular* employees who were in the department at some point during the two-year period.
For **temporary hiring rates,** the number of temporary hires is divided by the *total number of employees in the department, both regular and temporary* . This was done because some departments rely on more temporary employees than others, and also hire more temporary employees. Using only temporary employees in the denominator caused a misleadingly low temporary hiring rate for those departments that use and hire more temporary workers in proportion to their overall workforce.

Figure 2: Regular hiring by department
FY 2013 and 2014 combined

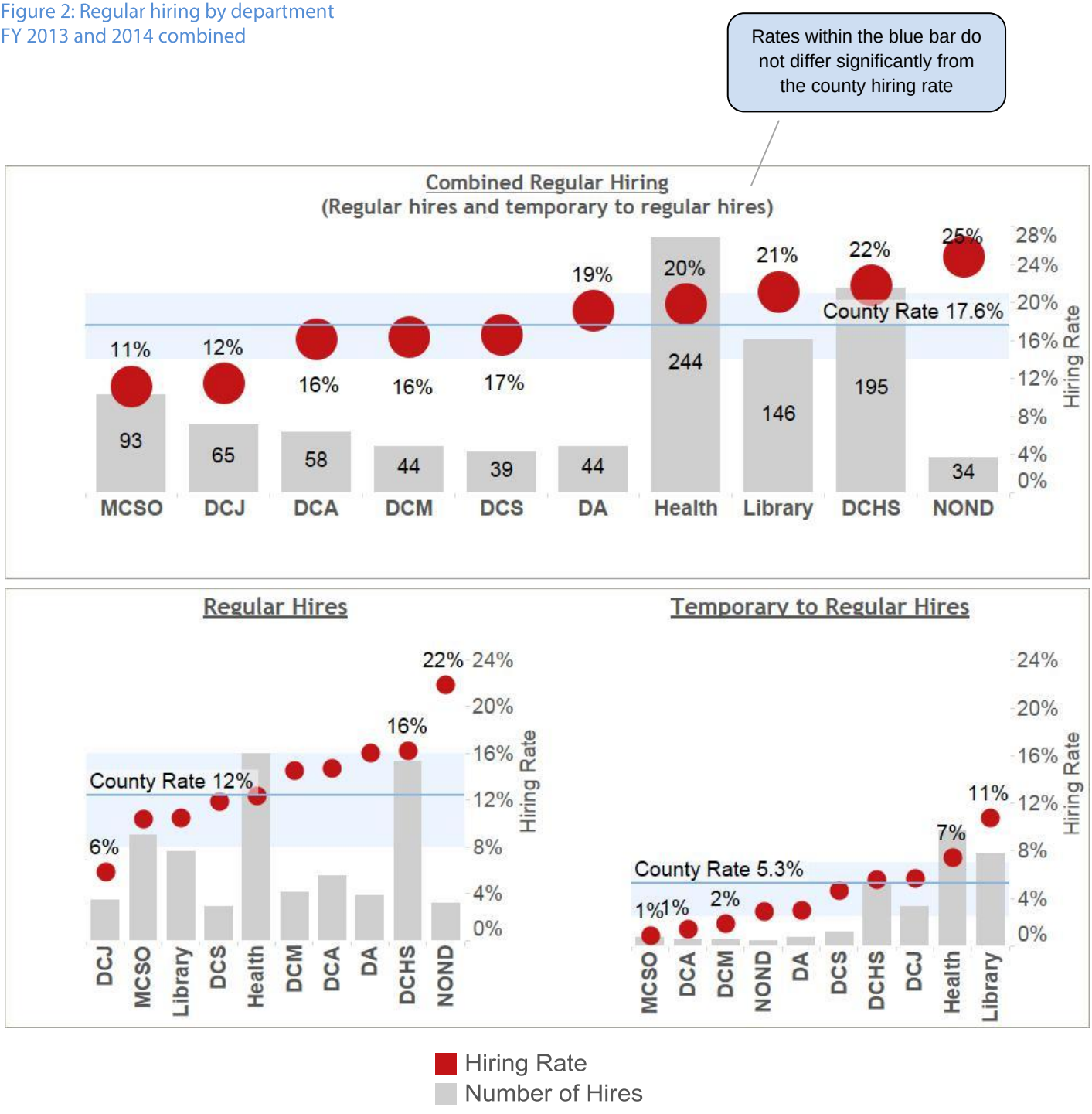


Table 1: Hiring Rates by Fiscal Year

	2013		2014	
	Number	Rate	Number	Rate
All regular hiring	383	7.0%	579	10.6%
Regular Hires	267	4.9%	408	7.5%
Temp-to-regular hires	116	2.1%	171	3.1%

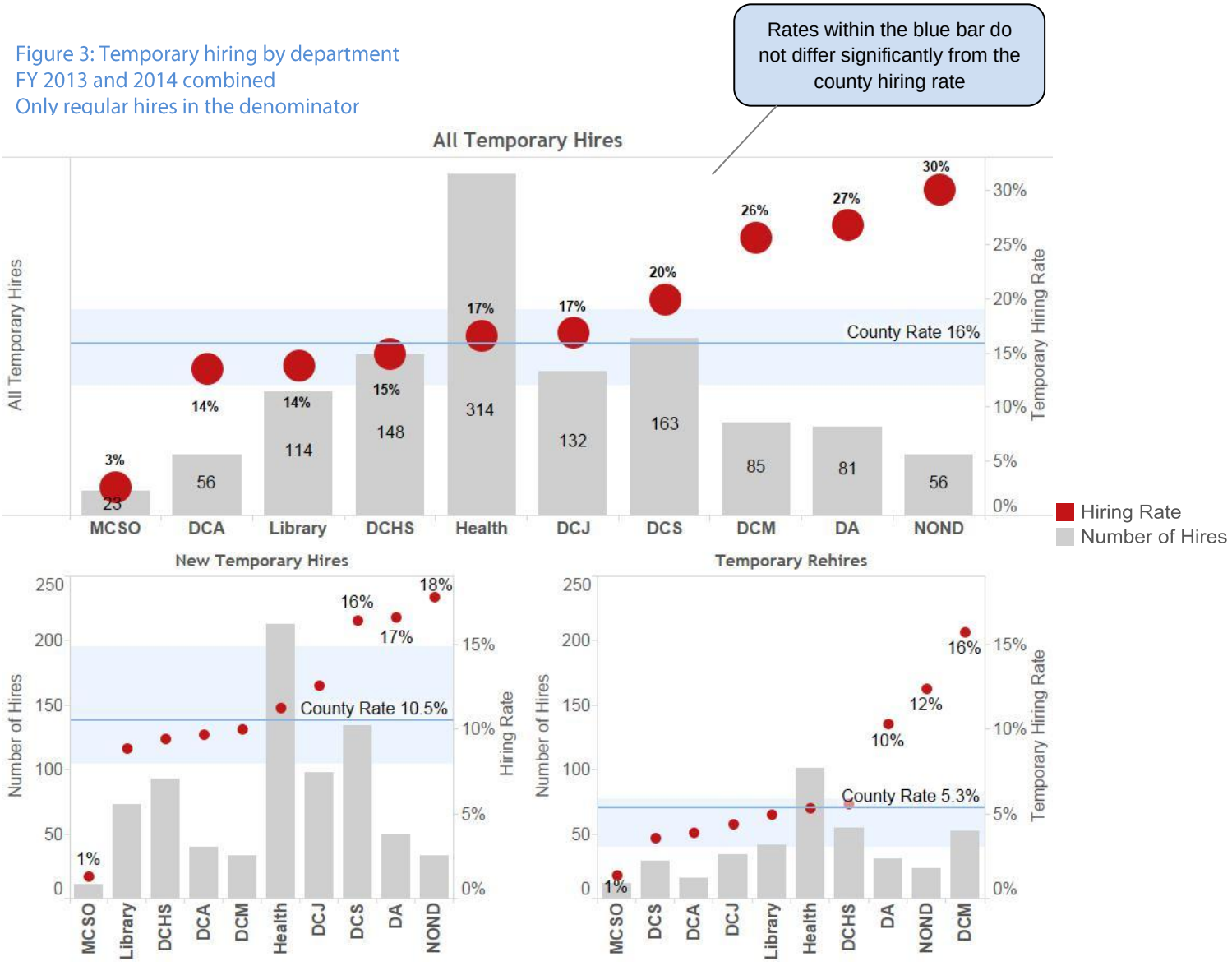
Temporary hiring by department

Figure 3 shows temporary hires overall and broken down into new temporary hires and temporary rehires. The countywide overall temporary hiring rate over the two-year period was 16%: 7.5% in FY 2013 and 8.3% on FY 2014.

This hiring rate includes both temporary and regular employees in the denominator, which is why the rate is lower than the regular hiring rate. If we were just to compare temporary hiring to the number of regular employees, the combined temporary hiring rate over the two-year period would be 22%.

As shown in Figure 1 on page 6, 81% percent of DCS hires were temporary hires. Figure 3 below confirms that DCS had a high overall temporary hiring rate and a high rate of new temporary hires, but a low rate for temporary re-hires. As noted in the demographics report, DCS relies upon temporary Elections workers. Contrary to other departments, Elections workers tend to remain as active employees rather than being hired and re-hired with every elections cycle, hence the low number of rehires.

Figure 3: Temporary hiring by department
FY 2013 and 2014 combined
Only regular hires in the denominator



DCM, the DA, and NOND also had high percentages of temporary hires and high combined temporary hiring rates. Conversely, while Figure 1 shows that 67% of DCJ's hires were temporary hires, their actual temporary hiring rate was similar to the county average of 16%. For DCM, most of these temporary hires were temporary re-hires, as noted by the high re-hire rate and the low rate of new temporary hires. The DA's office had high hiring rates for both new temporary hires and temporary re-hires. MCSO had a very low rate of both new and rehires for temporary workers, hiring only 23 temporary positions over the entire two-year period.

Below, when we discuss the probability of hiring by race, age, or gender, multiple re-hires are not included because the model tests for "at least one hiring instance" only. For the purpose of establishing hiring rates, multiple hires or rehires of the same person were included in the analysis.

Table 2: Temporary hiring rates by fiscal year

	2013		2014	
	Number	Rate	Number	Rate
All temporary hires	558	7.5%	614	8.3%
New temporary hires	360	4.9%	418	5.6%
Temporary re-hires	198	2.7%	196	2.6%

Hiring by employee group

As shown in Figure 4, although temporary workers made up only 21% of the people working at the county over the two-year period, temporary hires accounted for over 50% of the hiring in the period. This is not unexpected, since temporary workers are frequently hired and re-hired and have a shorter hiring process.

The hiring rates in Figure 5 compare the number of hires for each employee group to the total people in that employee group in the county over the two-year period.

The high hiring rate for temporary employees shown in Figure 5 confirms that temporary hiring occurs more frequently than other hiring types: the equivalent of 50% of all temporary employees were hired over the two-year period. This number is higher than the temporary hiring rates shown on page 9 because it only includes temporary hires in the denominator.

As shown in Figure 5, executive employees had the highest hiring rate for regular employee groups. However, they made up only 4% of all hiring.

Figure 4: Temporary workers made up 21% of the workforce but 53% of hiring

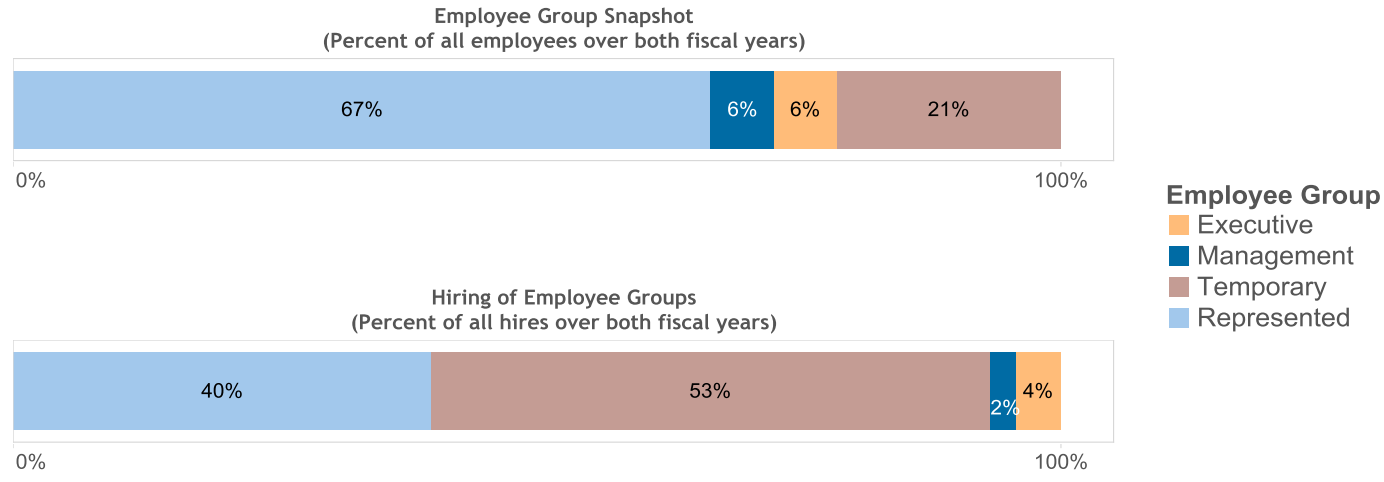
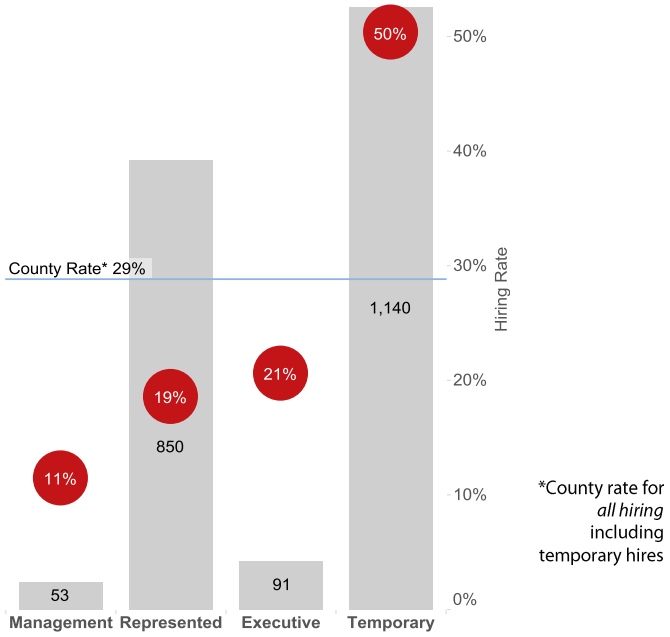


Figure 5: Hiring rate by employee group
FY 2013 and 2014 combined
Denominator is the number of employees in each employee group



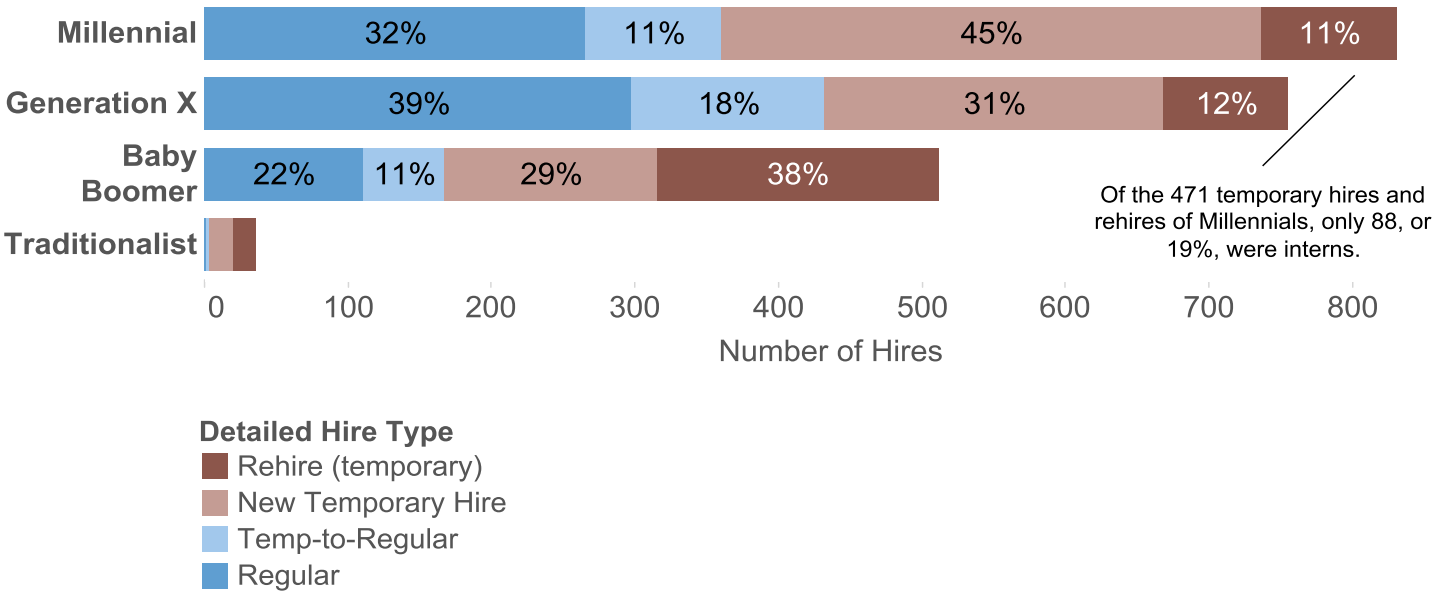
Hiring by age

Millennials made up almost 40% of hiring overall, resulting in 830 hires. However, 56% of these hires, or 470 people, were hired as temporary workers. See Figures 6 and 7. Millennials were more likely to be hired as both temporary and regular employees than all other age groups, but the relationship was slightly stronger for temporary hires.

Generation X employees were about half as likely as Millennials to be hired as temporary workers. Only 88 of Millennial hires (19% of Millennial temporary hires) were college interns, showing that hiring of interns does not fully explain the tendency to hire Millennials as temporary workers.

Figure 6: Millennials made up almost 40% of overall hiring

Figure 7: Almost 60% of Millennials hires were temporary



While Millennials were more likely to be hired as temporary workers, they were also converted to regular hires at a higher rate than Baby Boomers and Generation X employees. Generation X employees were about 44% as likely as Millennials to be hired from a temporary to regular position and Baby Boomers and Traditionalists were about 18% as likely. This could indicate that temporary employment was used as a gateway for regular employment, as Millennials gained experience in temporary positions that then allowed them to successfully compete in the civil service process for a regular position.

Department played an important role in the significance of hiring Traditionalist employees as temporary workers. Figure 7 shows that almost all traditionalists hired were hired as temporary employees, but logistic regression found that traditionalists were *less* likely than Millennials to be hired as temporary workers. This is because three departments hired 75% of these Traditionalists into a few specific job classes (including Elections Worker and Office Assistant). When analyzing the probability of being hired as a temporary worker, we held department constant so that we could look at the pattern of temporary hiring with department held constant. Traditionalists as temporary workers did not arise as a significant countywide pattern, likely because Traditionalists were less likely to be hired in general.

However, we do know that some retirees return to work as temporary workers after retirement. As noted in the *Demographics* report, 30% of the people who retired during FY 2013 and FY 2014 returned to the county as temporary workers. Since some of these retirees are traditionalists, this pattern does imply some sort of countywide pattern of hiring traditionalists as temporary workers.

Department also played a role in conversions from temporary to regular status for Generation X employees. Figure 7 shows that 18% of Generation X employees were converted from temporary to regular status, more than the proportion of Millennial employees, but logistic regression showed that Generation X employees were less likely than Millennials to convert from temporary to regular status. This is because the three largest departments converted large number of Generation X employees to regular status. Again, when controlling for the affect of department, converting Generation X temporary employees into regular employment did not arise as a countywide pattern.

The Bureau of Labor Statistics 2013 Current Population Survey estimated that in 2013 the national civilian labor force was about 35% Millennials, 32% Generation X, 30% Baby Boomers and 2% Traditionalists.[1] Compared to these national numbers, Multnomah County hired slightly more Millennials and Generation X people and slightly less Baby Boomers and Traditionalists.

[1] Bureau of Labor Statistics. *Labor Force Statistics from the Current Population Survey: Age Annual Table: Employment Status of the civilian noninstitutional population by detailed age group, sex and race.* 2013.

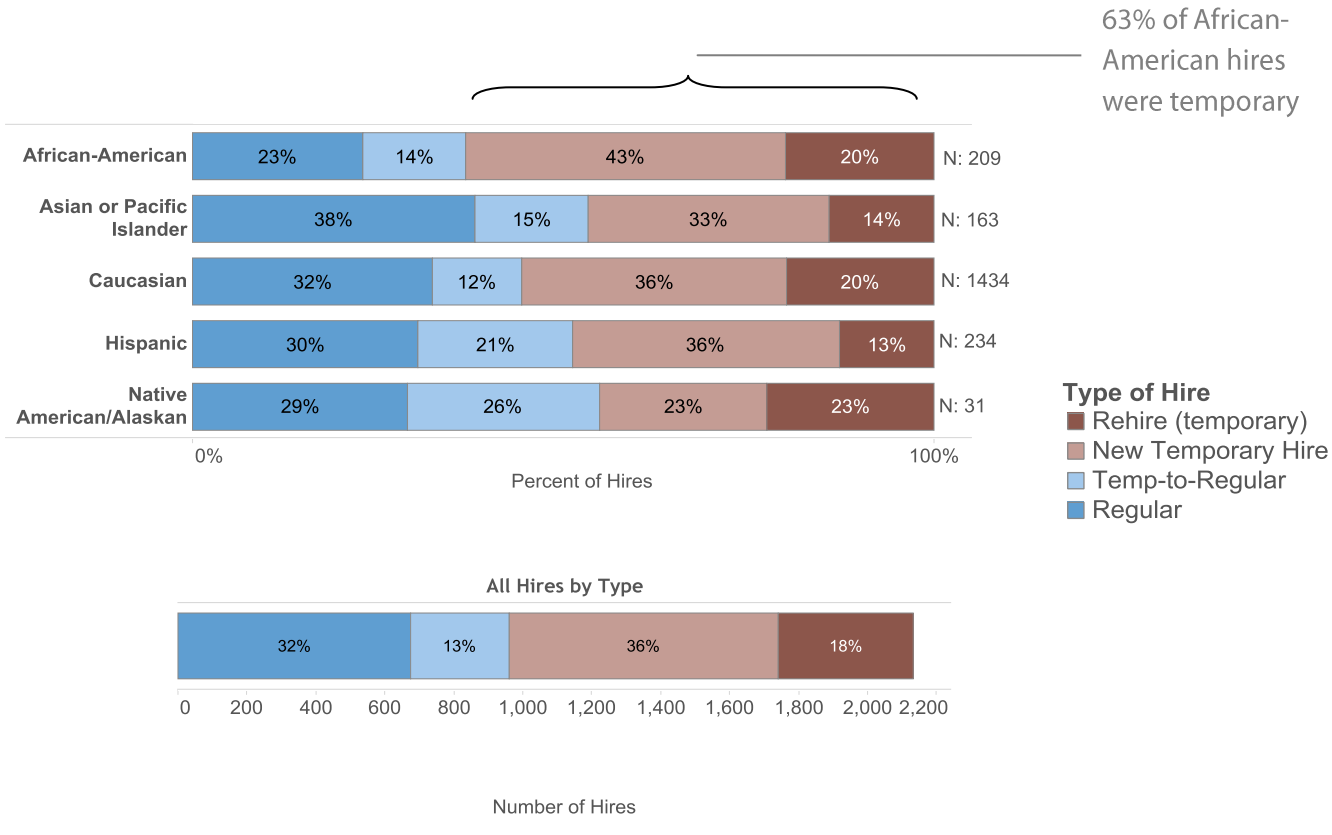
Hires by race

Figure 8 shows race and hire type for all hires over the two year period from FY 2013 – FY 2014. Despite the observed differences in percentages shown, there was no difference in the probability of being hired overall by race. Race was also not a significant predictor of whether someone was hired into a regular position.

There was a relationship between race, temporary hiring, and conversions from temporary to regular hires. Sixty-three percent of all African-American hires were some kind of temporary hire, compared to 55% overall. Logistic regression confirmed that African-Americans were almost 40% more likely to be hired or rehired into a temporary position than Caucasian employees, holding department, age, and gender constant.

African-Americans and Native Americans were also more likely than Caucasians to be converted from a temporary to a regular position. African Americans were about 60% more likely than Caucasians to be converted from temporary to regular employees, while Native Americans/Alaskan Natives were more than 3 times as likely to be converted.

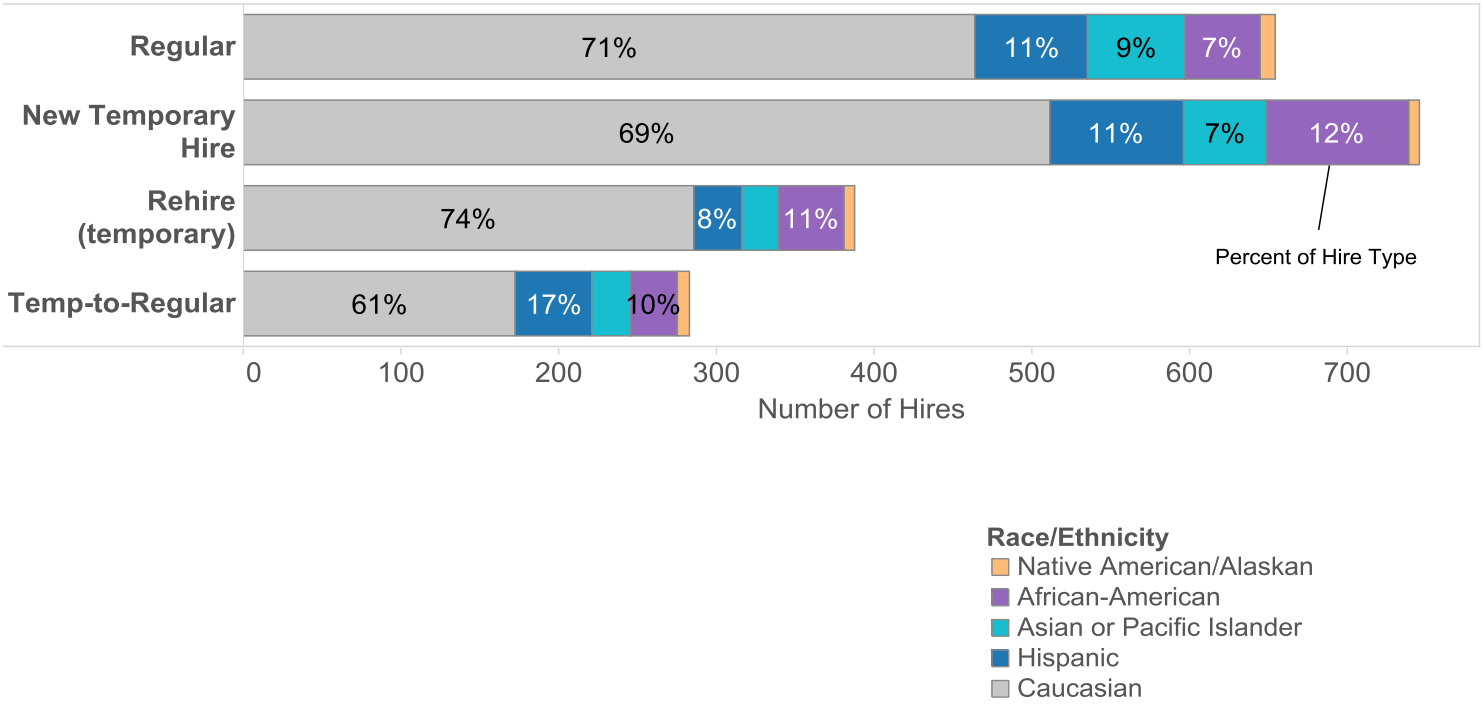
Figure 8: African-Americans were more likely to be hired/rehired into temporary positions
(Percent of all hires by race/ethnicity, all hiring for the 2013 and 2014 fiscal years)



Further, as shown in Figure 9, temporary-to-regular hires had the highest percentage of people of color of all hire types. These results could imply that African-Americas, and potentially other people of color, are entering county employment as temporary employees and then converting to regular employment. As noted above, a similar pattern emerged with the hiring of Millennials. This is one possible strategy to recruit employees; using temporary employment to help people gain experience that would make them competitive for a regular position. However, it is not clear how this is happening, how long it is taking, and whether the converted regular employees are remaining employed at the county.

More insight in this area may help illuminate if these pathways are truly leading to stable employment for young employees and employees of color. Multnomah County recently launched an effort to revise the minimum qualifications for some jobs in order to recruit a broader range of applicants; this project, if successful, could affect the patterns seen here by making regular employment more easily accessible.

Figure 9: Temp-to-regular hires had the highest percentage of people of color. (FY 2013 and FY 2014)

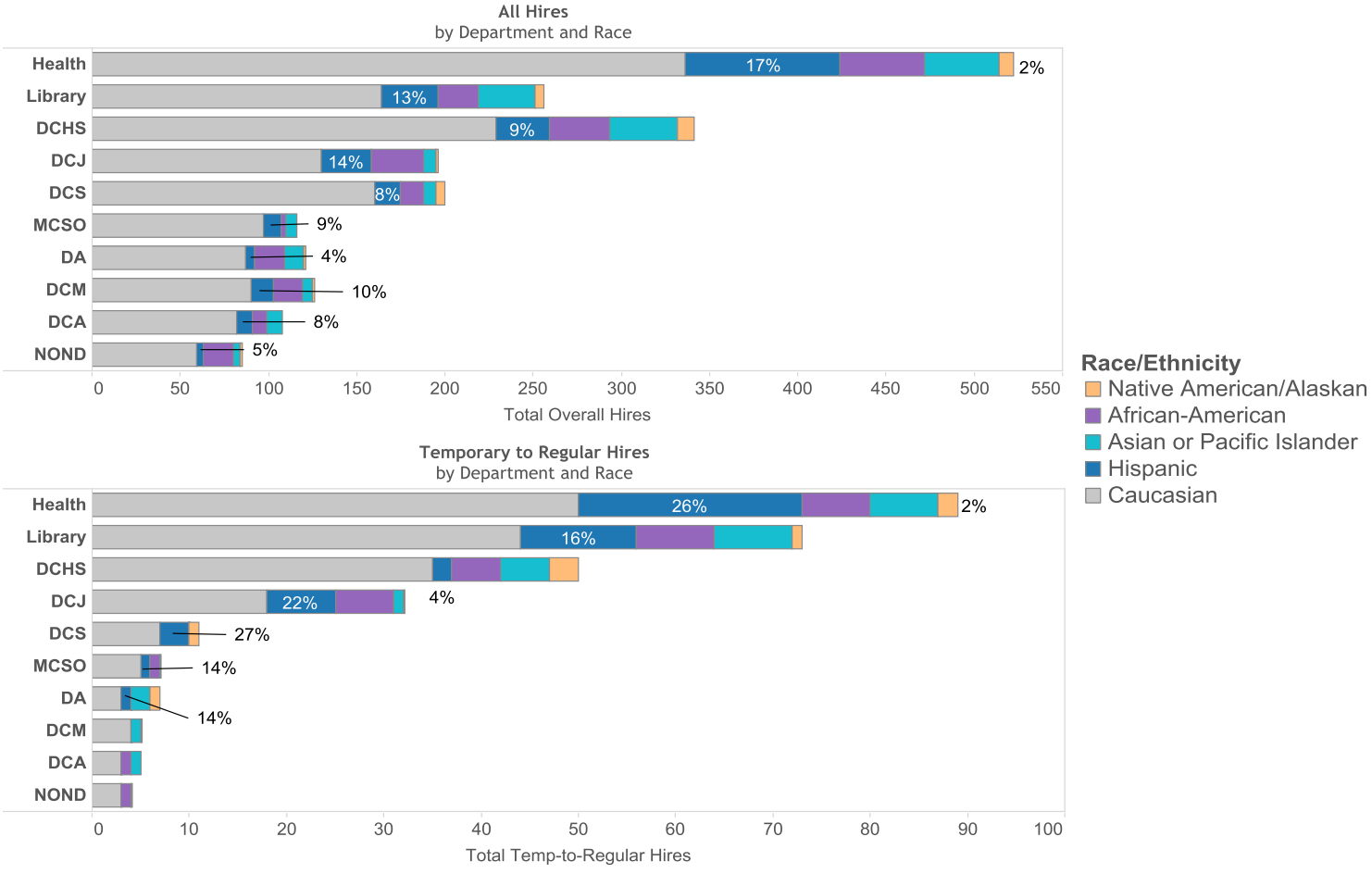


Although Figure 9 shows that higher percentages of Hispanic people converted from temporary to regular positions during the two-year period, this difference was not significant countywide. Again, the role of department is important.

As discussed on page 6 and shown in Figure 10 below, the Health Department, Library, DCHS, and DCJ hired the most people over the two-year period, including the largest numbers of Hispanic people. The figure also shows that they converted the most people from temporary to regular status, again including relatively large numbers and percentages of Hispanic employees. Due to the size of these departments and the large number of hires, these conversions of Hispanic employees appear in overall demographics to be a countywide pattern.

In fact, if we do not control for department in our regression of hiring probability, we find that Hispanic employees are found to be more likely than Caucasians to be hired as "temporary to regular" employees. This does not happen when we hold department constant, indicating that the relationship between Hispanic people and temporary-to-regular conversions has more to do with department than a countywide pattern.

Figure 10: Department played a role in temporary to regular hiring and race patterns (FY 2013 and FY 2014)



Hiring by gender

Two-thirds of all hires during FYs 2013 and 2014 were female hires, with similar percentages for temporary and permanent hires, see Figure 12. The Health department hired the highest percentage of women as permanent employees, while MCSO hired the lowest percentage – only 22 out of the 89 permanent hires over the two-year period.

MCSO and DCA hired the highest percentages of men, with 69% and 60% of permanent hires going to men over the two-year period.

Although men made up a smaller number of hires, almost half of the males hired were hired into permanent positions. However, this still adds up to fewer permanent hires for men. See the following section for a potential explanation of the large numbers of female hires.

Figure 11: Gender and hire type
All hires, FY 2013 and 2014 combined

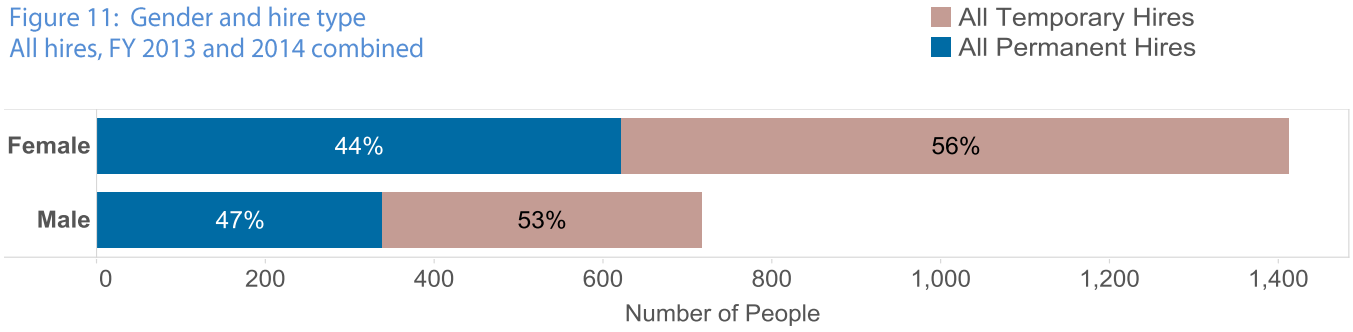
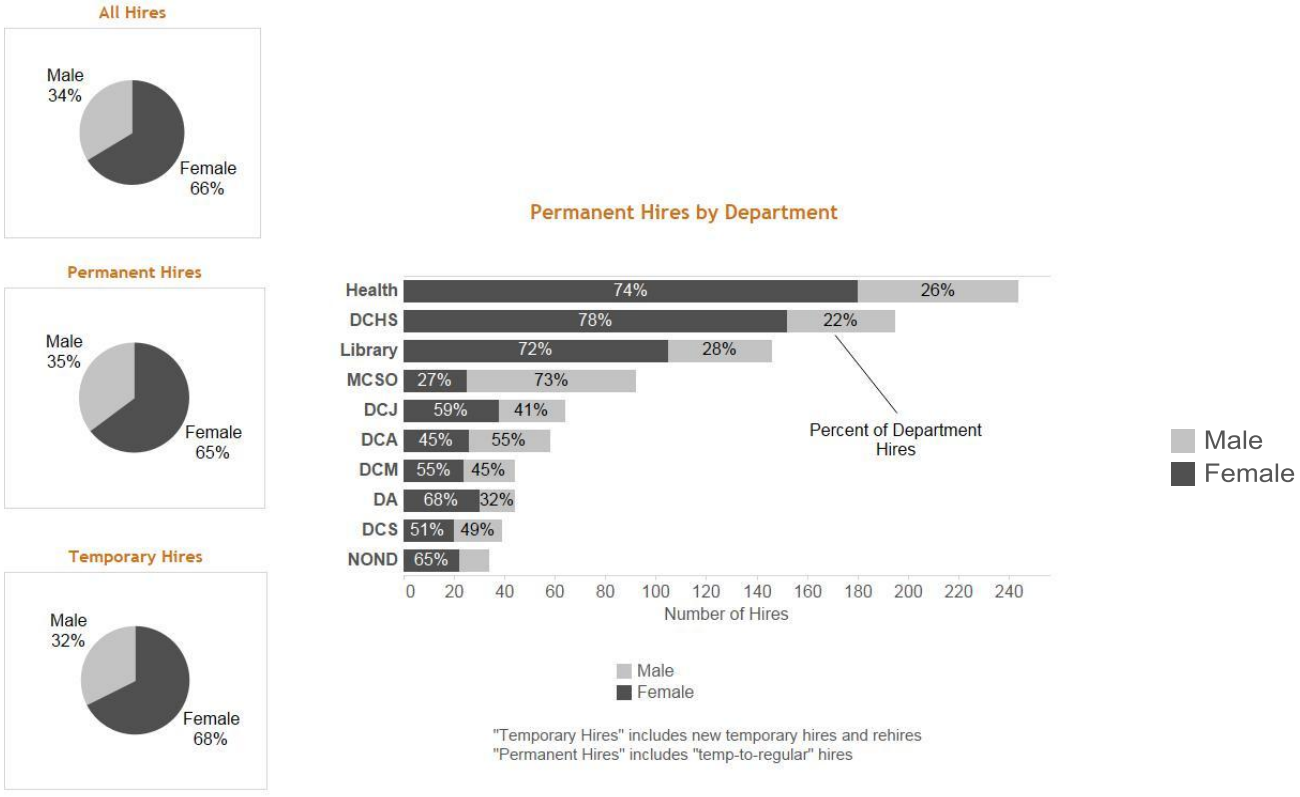


Figure 12: Three quarters of all hires were female



Hiring compared to the labor pool

Due to data limitations, we were not able to compare the demographics of people hired to the demographics of the actual job applicants. However, one way to better understand county hiring is to compare the race/ethnicity and gender of hires to the race/ethnicity and gender of the available labor pool. We compared all regular hires during FY 2013 and FY 2014 to the available labor pool, using 2010 workforce data from the Oregon Employment Department for Portland, Vancouver, and Hillsboro. See methodology for more information and full results.

Following the guidelines of the Federal EEO Commission and Multnomah County's Office of Diversity and Equity, we sorted hires into eight different occupation categories. This allowed us to compare our hires to the actual people qualified for these positions in the local labor pool.

Tables 3 and 4 and Figures 13 and 14 below offer an overview of county hiring by race/ethnicity and gender compared to the local labor pool for six different occupation types (two were too small to be analyzed). We tested to see if county hiring has matched, exceeded, or fallen below the proportions of the different race/ethnicity and gender groups in the actual labor pool.

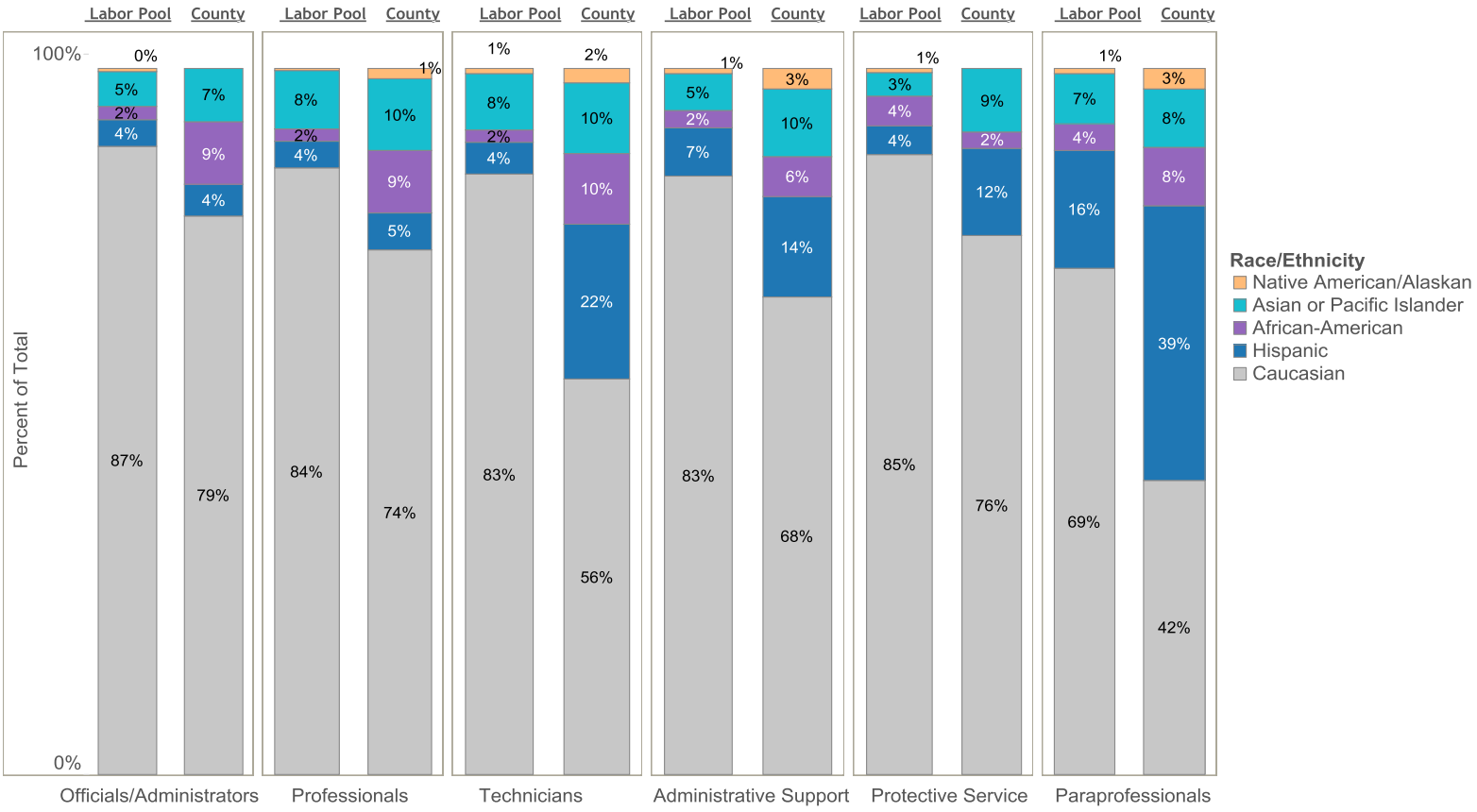
As shown in Table 3 and Figure 13, Multnomah County hired Hispanics/Latinos, African-Americans, and Asians/Pacific Islanders in proportions that either met or exceeded the proportions in the labor pool, in all occupation categories. Native Americans/Alaskan natives were hired in higher proportions than the workforce within the Professionals classification and in lower proportions in the Protective Service Worker category, which includes corrections officers, probation/parole officers, juvenile custody services specialists, and security officers. In all other categories, hiring of Native Americans/Alaskan Natives roughly matched the proportions in the workforce.

Table 3: Hiring for most race/ethnicity groups matched or exceeded the proportions in the 2010 local labor pool
Regular hires, FY 2013 and 2014 combined

Group	Hispanic or Latino		Caucasian		Black or African American		Native American/Alaskan Native		Asian/Pacific Islander	
	Local Labor Pool	County	Local Labor Pool	County	Local Labor Pool	County	Local Labor Pool	County	Local Labor Pool	County
Officials and Administrators	3.7%	4.5%	87.2%	79.1%	1.8%	8.96%	0.4%	0.0%	4.8%	7.46%
Professionals	3.7%	5.0%	84.1%	74.0%	1.8%	9.0%	0.3%	1.4%	8.0%	10.0%
Technicians	4.3%	22.0%	83.2%	56.0%	1.7%	10.0%	0.6%	2.0%	7.9%	10.0%
Administrative Support Workers	6.7%	14.0%	82.8%	68.0%	2.4%	6.0%	0.6%	3.0%	5.1%	10.0%
Protective Service Workers	3.9%	12.0%	85.0%	76.0%	4.1%	2.0%	0.5%	0.0%	3.2%	9.0%
Paraprofessionals	16.0%	39.0%	69.4%	42.0%	3.7%	8.0%	0.6%	3.0%	6.9%	8.0%

Legend
Hiring significantly higher than labor pool
Hiring significantly lower than lower pool
Hiring not significantly different than labor pool

Figure 13: Hiring for most race/ethnicity groups matched or exceeded the proportions in the 2010 local labor pool
Regular hires, FY 2013 and 2014 combined



The proportions of minorities and men in the local labor pool may be slightly higher than the proportions shown, based on evidence that national and state workforce data undercounts both men and non-Caucasian races and ethnicities. The undercount tends to be greatest for African-Americans.[2] However, the Bureau of Labor and Statistics, who collects this data, performs a number of weights and adjustments to account for these differences.

In addition to this, the differences between the county hiring proportions and the proportion of each minority group in the labor pool are wide enough in most cases that the small degree of potential undercount, if included, would not change the overall conclusion about hiring in proportion to the labor pool. Given this fact, the comparison to the labor pool above is a strong approximation of reality despite any potential undercounting of minorities and men in regional labor pool figures.

[2] Bureau of Labor Statistics. *Technical notes and Methods for Household Data*, pg. 194. February 2006. AND Bureau of Labor Statistics. *Current Population Survey Technical Paper 63RV: Design and Methodology*, pg. 16-1.

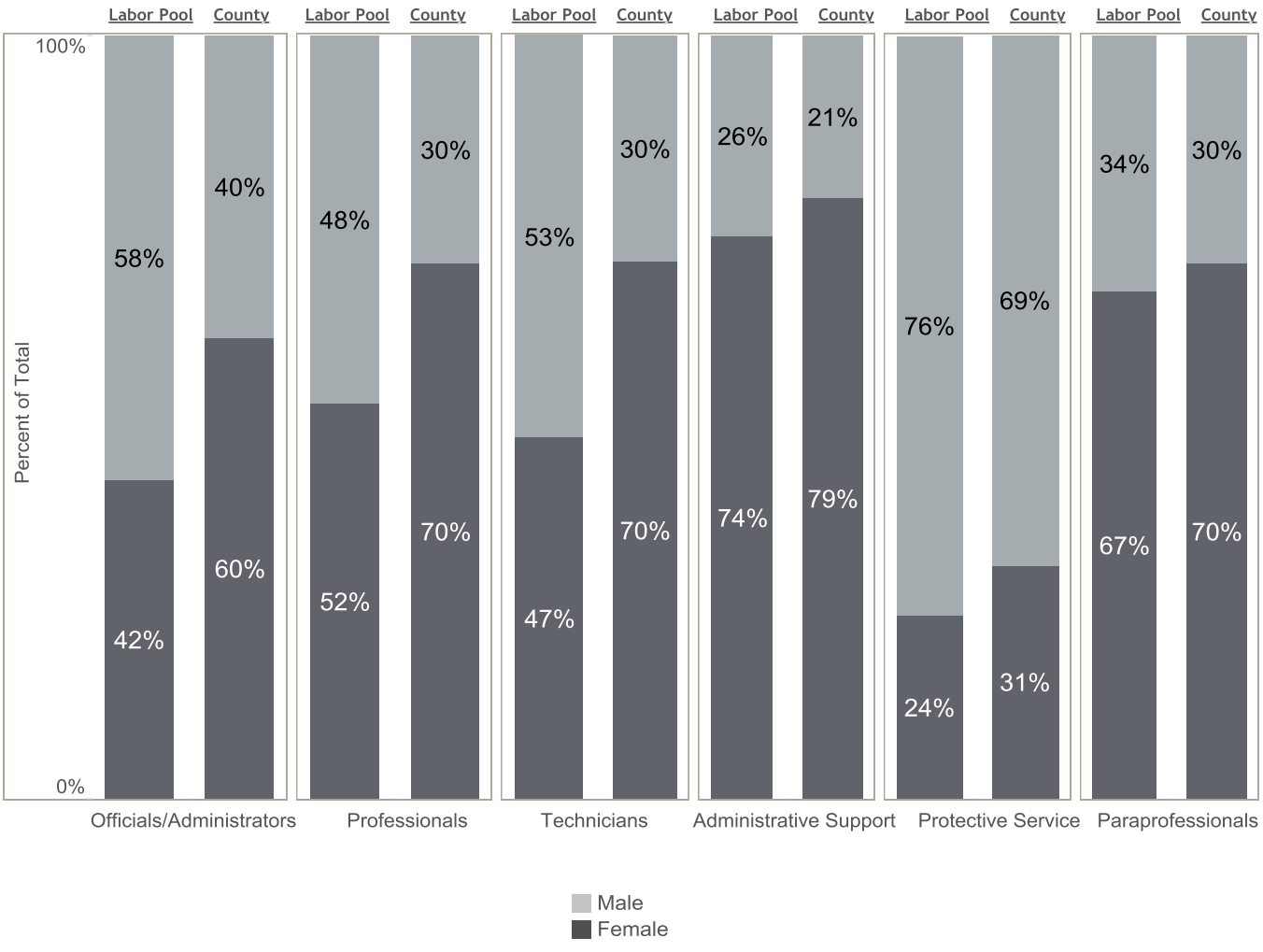
As shown in Table 4 and Figure 14 below, Multnomah County also hired females in proportions that met or exceeded the local labor pool in all categories. Conversely, males were hired in lower proportions than the labor pool in the officials and administrators, professionals, technicians, and paraprofessionals categories. Proportions of males hired matched the workforce for administrative support workers and protective service workers.

Table 4: Hiring of women met or exceeded the proportions in the 2010 local labor pool
Regular hires, FY 2013 and 2014 combined

Group	Males		Females	
	Local Labor Pool	County	Local Labor Pool	County
Officials and Administrators	58.2%	34.0%	41.8%	66.0%
Professionals	48.2%	35.0%	51.8%	65.0%
Technicians	52.6%	27.0%	47.4%	73.0%
Administrative Support Workers	26.2%	29.0%	73.8%	71.0%
Protective Service Workers	75.9%	78.0%	24.0%	22.0%
Paraprofessionals	33.5%	11.0%	66.5%	89.0%

Legend
Hiring significantly higher than labor pool
Hiring significantly lower than lower pool
Hiring not significantly different than labor pool

Figure 14: Hiring of women met or exceeded the proportions in the 2010 local labor pool
Regular hires, FY 2013 and 2014 combined



Although the comparison to the labor pool accounts for broad occupation categories, it does not address two factors that may influence why the county hired females and people of color in higher proportion than the labor pool but Caucasians and males in lower proportions. First, according to the Bureau of Labor Statistics, women are 50% more likely than men to work in the public sector[3]. Second, the most frequently hired jobs during the testing period tend to have a labor pool that is largely female and has a higher proportion of people of color.

As shown in Figure 15 on the next page, the most-hired positions in Multnomah County in FYs 2013 and 2014 included office assistants, library positions, community nurses, and case managers. As shown, many of these hires were women and people of color. National data shows that these jobs tend to employ higher proportions of women and employees of color.

Nationally, in 2013, 62% of community and social occupations were filled by women and 32% were filled by people of color. Social workers were 80% female and 38% people of color, while social and human service assistants were 73% women and 43% people of color. Community health workers and health educators were 74% women and 28% people of color, while office and administrative positions were 74% women and 32% people of color. Nationally 81% percent of librarians were women, but only 15% were people of color. [4]

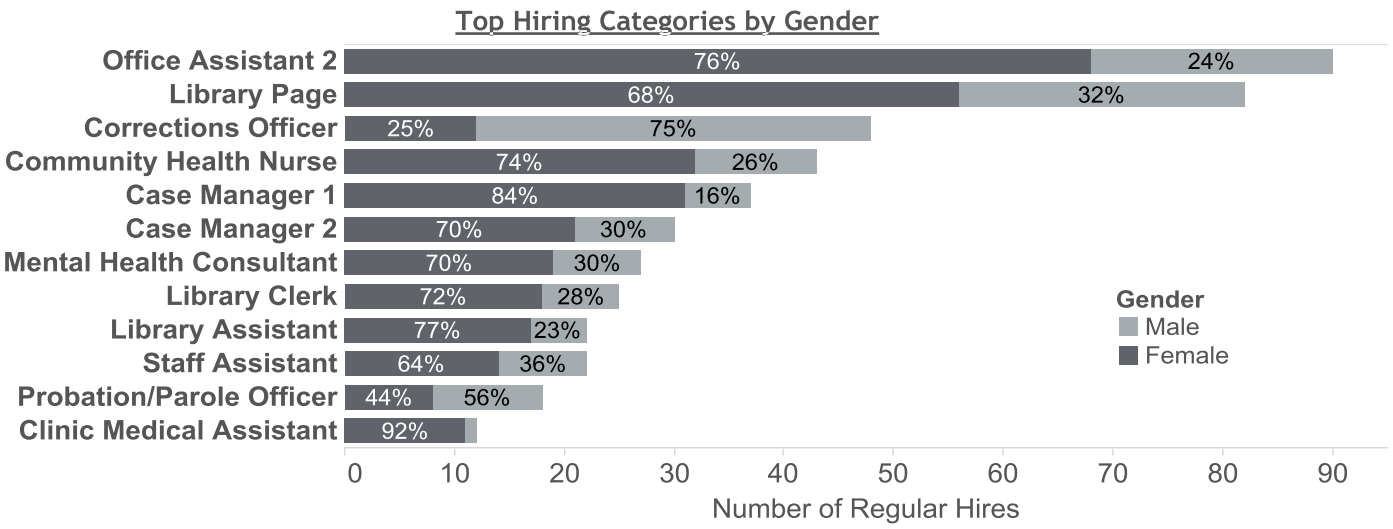
Hiring at Multnomah County followed these patterns, as the most-hired jobs did tend to hire larger numbers of women and people of color. However, there were some exceptions: over the two-year period the County hired around 50 Corrections Officers, the majority of whom were male. In 2013, only 27% of Corrections Officers nationally were female, mirroring the hiring pattern shown in the county. However, 46% of Corrections Officers nationally were people of color, while only 17% of county corrections officer hires were people of color.

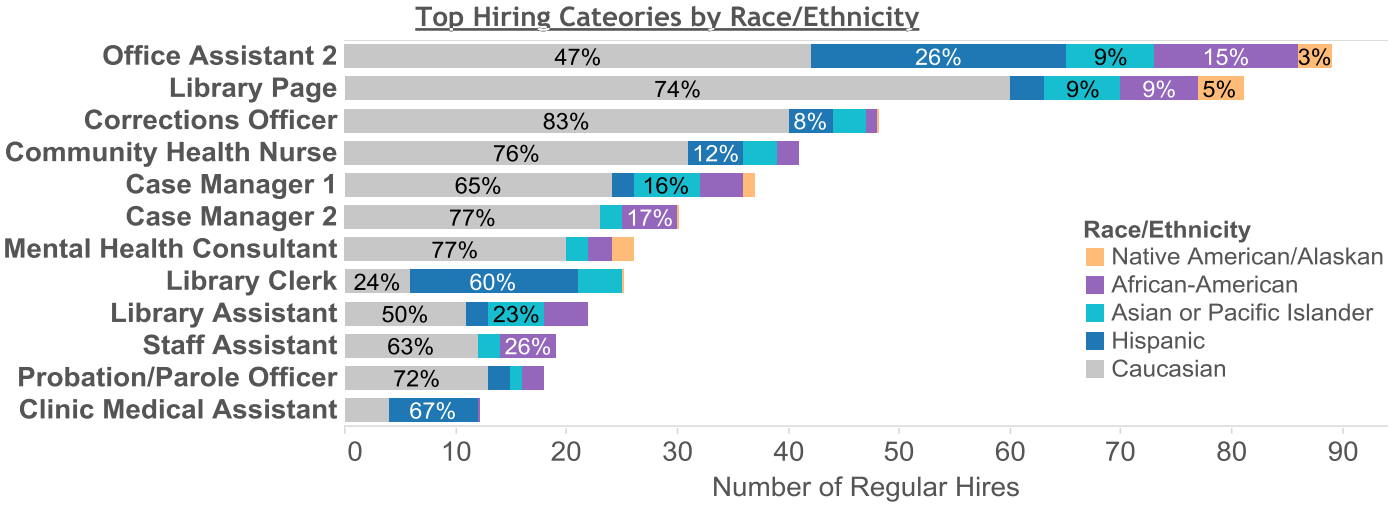
Given this context, it is possible that the hiring and employment of women and people of color at the county, and the lower rates of hiring for men and Caucasians, could be related to larger national and occupational trends. Future research on gender, race, occupation type, job classification, and hiring, including a look at the county's actual applicant pools, may be warranted to increase understanding in this area.

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

[4] Bureau of Labor Statistics. *Labor Force Statistics from the Current Population Survey: Employed persons by detailed occupation, sex, race and Hispanic or Latino ethnicity. 2013*

Figure 15: Top hsiring categories by race and gender
Regular hires, FY 2013 and 2014 combined





Hiring compared to terminations

Over the two-year period, hiring outpaced terminations by 152 total employees, and most departments' hiring outpaced separations.

Figure 16: Most departments' hiring outpaced separations (FYs 2013 and 2014)

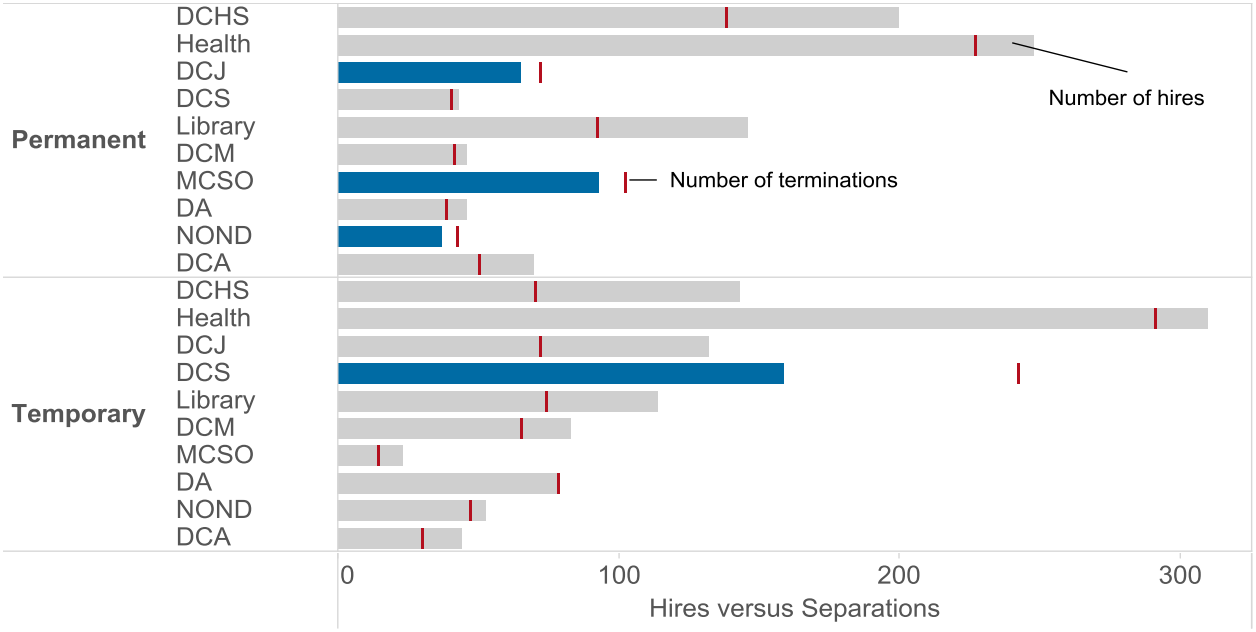
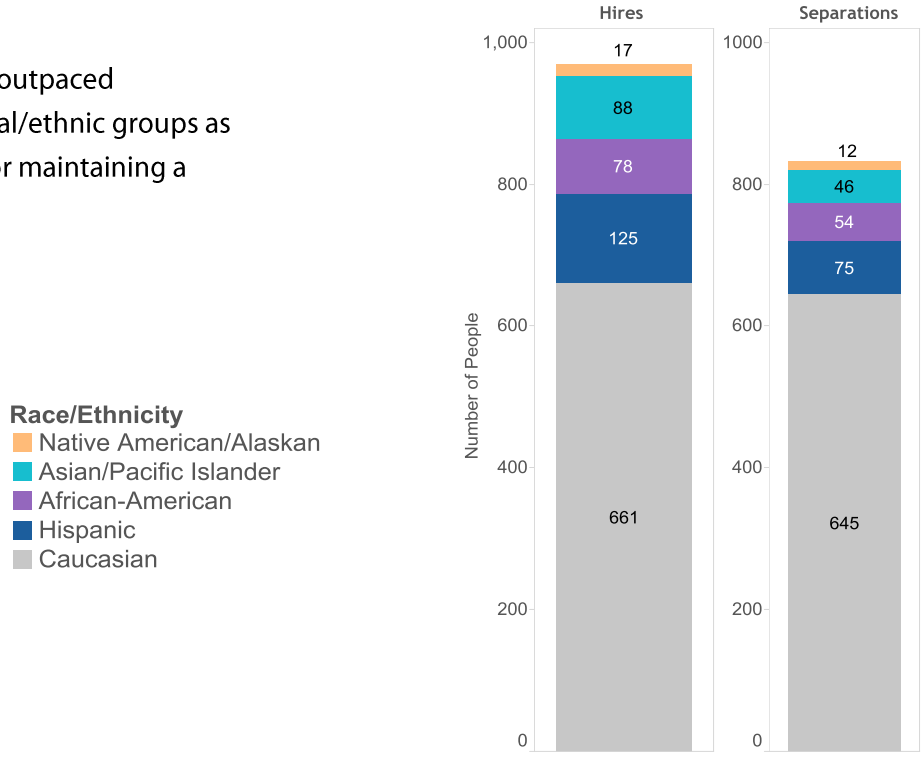


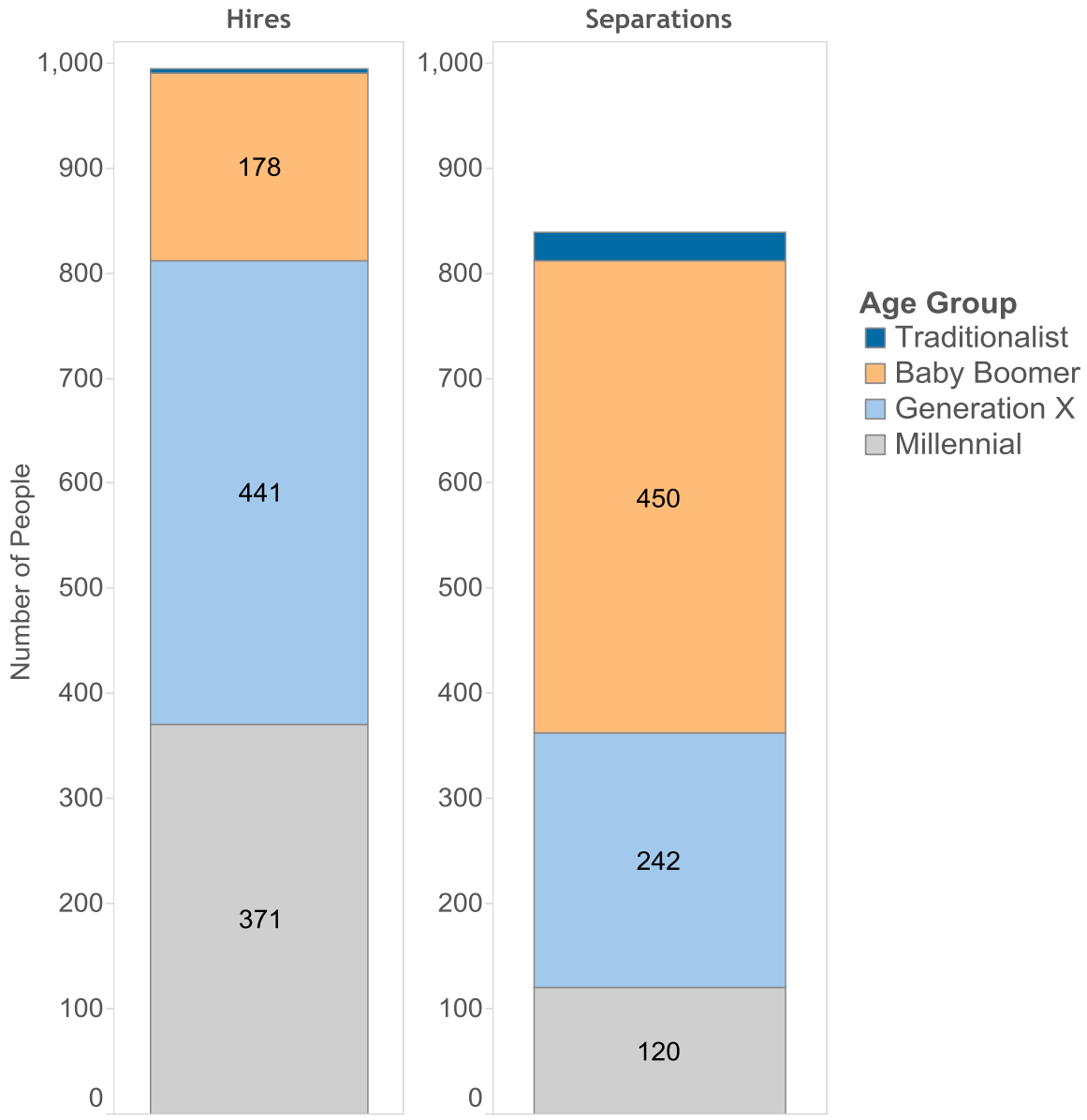
Figure 17: Hiring exceeded terminations for all racial and ethnic groups.
FY 2013 and 2014 combined, temporary and regular employees

As shown in Figure 17, hiring outpaced terminations for all of the racial/ethnic groups as well. This is a positive trend for maintaining a diverse workforce.



The county also had net gains in the number of Millennials and Generation X employees, with hiring for these groups exceeding terminations. Conversely, more Baby Boomers left the county than were hired. Many of the Baby Boomer separations were retirements.

Figure 18: Hiring exceeded terminations for both Millennials and Generation X
FY 2013 and 2014 combined, temporary and regular employees



Conclusion

Recruiting and hiring high-quality employees is important to an organization's health. This report highlights both strengths and weaknesses in Multnomah County's recent hiring practices.

Multnomah County is hiring women and people of color in proportions that match or exceed the local labor pool, but hiring of Caucasians and men was lower than local labor pool proportions. Since we do not know the composition of actual applicants to the county we cannot say for sure what is causing this pattern, but these trends may be related to national and occupational trends that favor hiring women and people of color.

For both Millennials and people of color, temporary employment may be a bridge to regular county positions. Both Millennials and African-Americans were more likely to be hired as temporary workers, and then more likely to be converted to regular positions. This is one possible strategy to recruit employees, using temporary employment to help people gain experience that would make them competitive for a regular position. However, more insight in this area may help illuminate if these pathways are truly leading to stable employment for young employees and employees of color.

Finally, over the two-year period, hiring outpaced terminations by 152 total employees, and most department's hiring outpaced separations. Hiring outpaced separations for all race and ethnicity groups, which is a positive indication for recruiting and retaining a diverse workforce.

For further information, please see the additional reports in this series:

- *Executive Summary*
- *Multnomah County Workforce Demographics and Retirement Eligibility, FY 2013 & FY 2014*
- *Separation Patterns*
- *Promotions, Work out of class, and Demotions*