

Employment Trends

Countywide Report

FY 2022 - FY 2024

Department of County Management
Evaluation & Research Unit
August 2025



Multnomah
County



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Introduction

This report analyzes workforce demographics and employment trends in Multnomah County from fiscal years 2022 to 2024 (July 1, 2021 - June 30, 2024) using data from Workday, the HR system of record used by the County. The report covers information about County workforce demographics, as well as employment actions (including hire, separation, promotion, demotion, reclassification, lead status, limited duration assignment, and work out of class). This report answers questions such as:

1. How many people were hired by or left the County during these fiscal years?
2. What are the demographics of the County workforce (including race and ethnicity, disability status, gender, generation, sexual orientation, and military status)?
3. Are there statistically significant differences in employment actions across different demographic groups?
4. The report may also be helpful in answering questions related to other County initiatives, such as the Workforce Equity Strategic Plan. For example, is the workforce becoming more racially and ethnically diverse?

While much of the descriptive information presented in this report is also available on the quarterly Employment Trends dashboard, the report goes further by identifying trends and statistically testing group differences to determine if the results are significant. Statistical significance means that a given result is not likely to be due to random chance.¹ However, it is also important to note that statistical significance (and our confidence in the results) is impacted by group size; we are often less likely to determine statistical significance for smaller groups. At the same time, a lack of statistically significant findings does not rule out underlying issues or disparities.

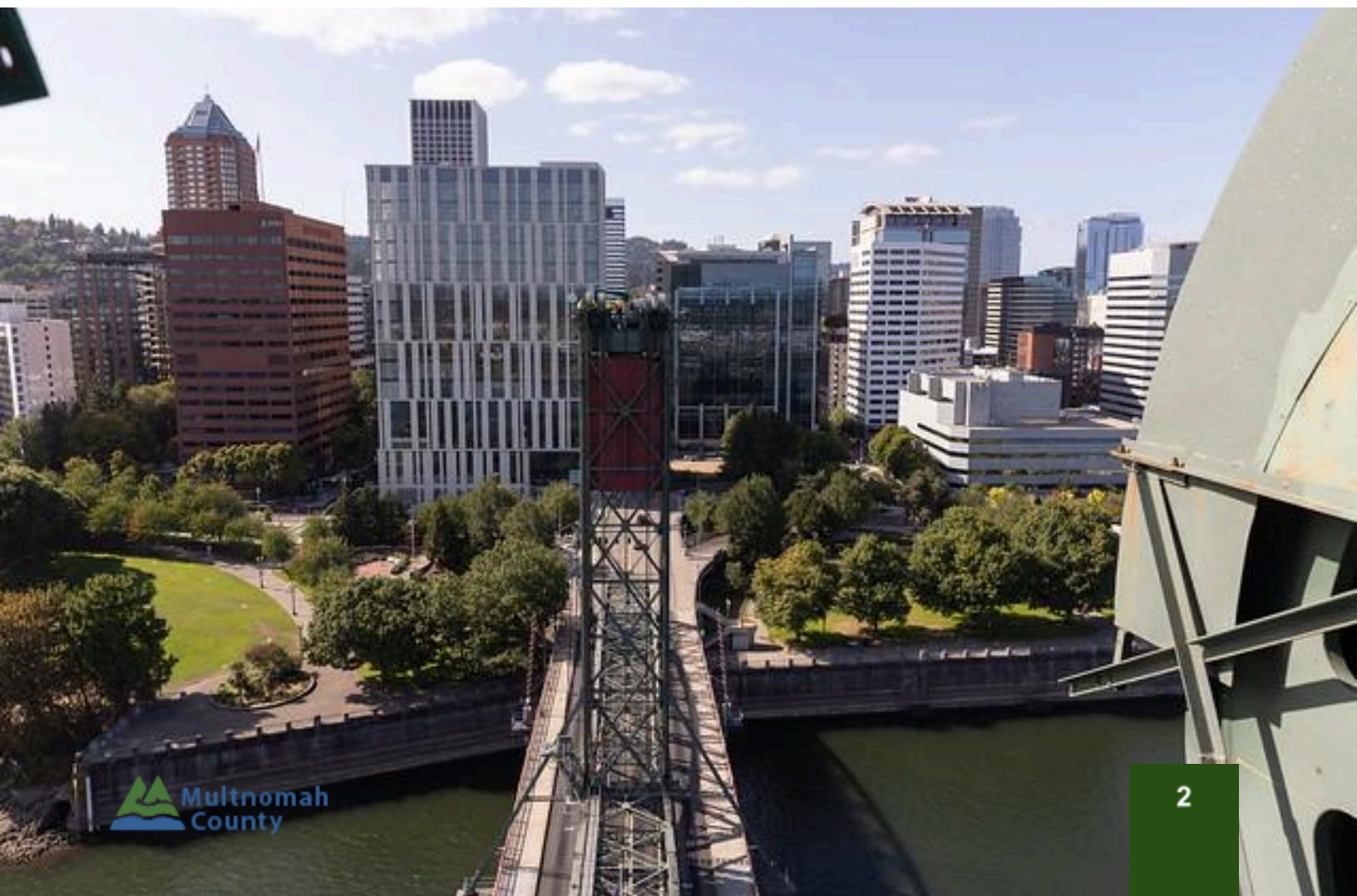
Additionally, the data presented here represent the employment actions and demographics of employees as recorded and available in Workday. Not all demographic information is available for all employees since some have not filled out this section of their employee profile. While this may simply be an overlooked step, it could also indicate instances where County employees do not feel safe reporting on their personal identities. Still, employees have the option to select “prefer not to answer” for most demographic questions, and even this response helps us better understand why people are not responding.

Our ability to perform analyses is also affected when there is no demographic data available for large groups of employees (particularly disability status, gender, sexual orientation, and military status). Sex and gender are collected in two different fields in

¹ This is a somewhat simplified definition for readability. To learn more about statistical significance testing visit: https://www.investopedia.com/terms/s/statistically_significant.asp

Workday: 1) a limited option field (female, male, and non-binary) and 2) a more inclusive "gender identity" field. While we analyzed both fields, the limited option field had more complete data, but does not represent the full (and therefore more accurate) picture of the identities that exist within our workforce.

Finally, this report does not document all events or actions that may have impacted employment trends, as there are myriad factors — including personal, County, and external events beyond the County's influence — that could contribute to the findings. The County and its employees are embedded within the larger framework of the state, nation, and world, as well as entwined in formal and informal networks and relationships. While this report does not explicitly describe or attribute those conditions and events (e.g., economic shifts and uncertainty, a post-COVID emergency response rebound, a tumultuous political landscape) in relation to these findings due to their complexity and variability, it should be acknowledged that this broader context does continue to impact the County's work, operations and its workforce.



Workforce Overview and Demographics

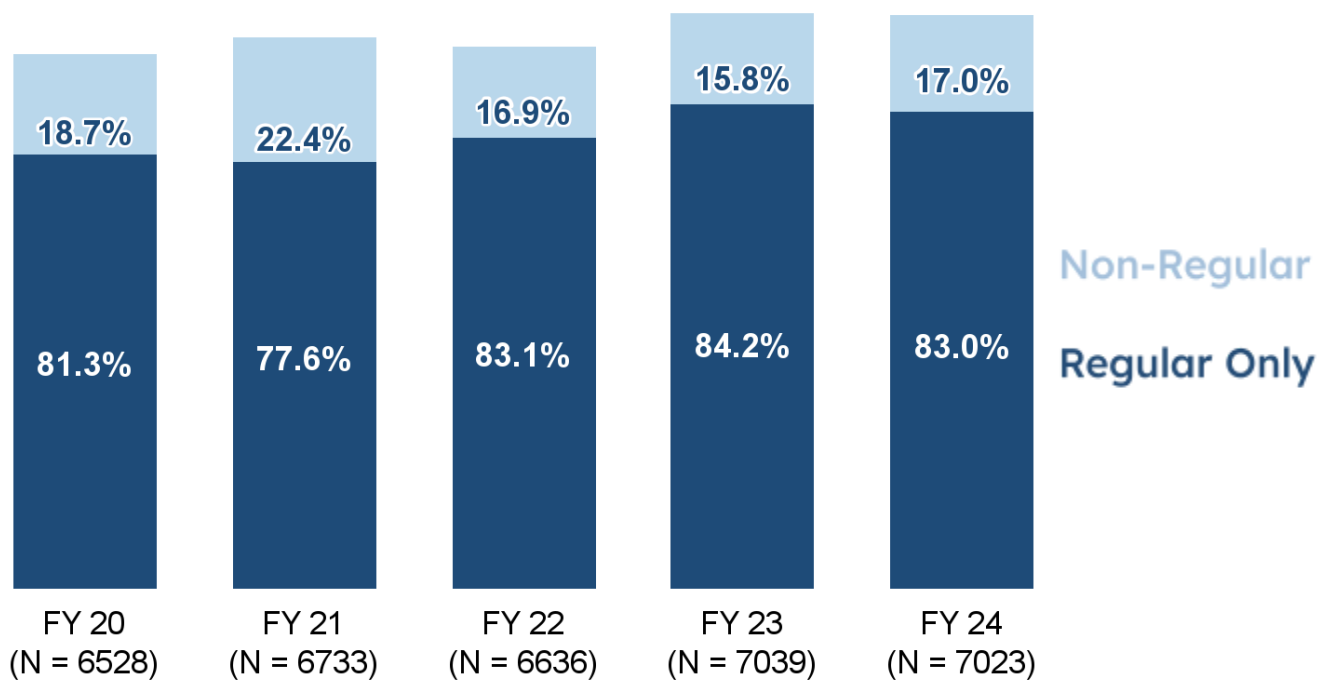
Size of the Workforce



5,830
Regular Employees
FY 2024

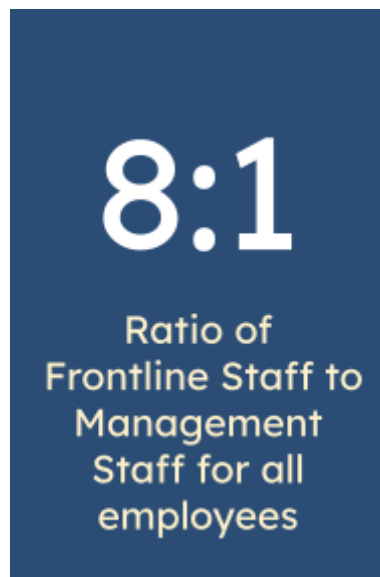
The size of the County workforce grew by over 500 people between FY 2020 and FY 2024, with most of the growth occurring in FY 2022 and remaining relatively stable since then. During this time, the proportion of regular employees (employees who are in an ongoing, budgeted position) has continued to be high, hovering around 80% of all employees.

Figure 1: The total number of employees has increased over time, particularly between FY 2022 and FY 2023.



The County Workforce grew between FY 2021 and FY 2023, and remained stable in FY 2024

Ratio of frontline staff to management staff



For this report, frontline staff are defined as those who do not manage other employees, whereas supervisors and managers are those who do have managerial responsibilities. In FY 2024, the ratio of frontline staff to management for all employees was 8:1 (6,330 frontline staff and 800 supervisors and managers). In other words, there were 8 frontline staff for every 1 management position across the whole workforce. For the regular workforce, this ratio was 7:1 (5,170 frontline staff and 757 supervisors and managers).

Managers who supervise too many staff may become overburdened, less able to support each employee appropriately, and their employees may be less engaged. On the other hand, having managers who supervise relatively few employees may indicate that positions are not allocated effectively and that communication, as well as decision making, may be slower across teams.²

Figure 2: The ratio of supervisors and managers to non-supervising staff

7:1

Ratio of non-supervising staff to supervisors and managers (regular only)

757

supervisors & managers

5,170 Non-supervising staff

The appropriate ratio for an organization varies depending on the diversification of tasks, time and stability of job, and size and space (geographic distribution) of the workforce.³ However, some research suggests that seven direct reports allows for the manager to support employees appropriately while still allowing for efficient

² Hall, S. (n.d.). *Span of Control Matters: How to Optimize Your Org Structure for Efficiency and Growth*. One Model. Retrieved May 8, 2025, from <https://www.onemodel.co/blog/span-of-control>

³ Meier, K. J., & Bohte, J. (2003). Span of control and public organizations: Implementing Luther Gulick's research design. *Public Administration Review*, 63(1), 61-70.

communication, decision making, and use of organizational resources.⁴ This aligns with the current County's ratio.

For many departments, the ratio for regular employees is similar to the countywide ratio (7:1), with most departments having a ratio falling between 6:1 and 9:1. The District Attorney's Office had a larger ratio (indicating fewer management employees compared to frontline staff), whereas both the Department of County Management (DCM) and Homeless Services Department (HSD) had lower ratios (both 4:1). However, DCM houses leadership positions that cross many departments, so this may not be indicative of the actual operational structure within the department. When senior managers and leadership are excluded, the DCM ratio is aligned with other departments (9:1). Additionally, HSD has only recently become its own department and its structure is still maturing. While its ratio is currently low, this may change over time as additional structural changes are made.

Table 1: Ratio of Frontline Staff to Supervisors and Managers by Department in FY 2024

Department	Number of regular frontline employees	Number of regular frontline supervisors and managers	Ratio of frontline staff to managers
District Attorney's Office (DA)	247	18	14:1
Department of County Assets (DCA)	348	52	7:1
Department of County Human Services (DCHS)	919	106	9:1
Department of Community Justice (DCJ)	418	46	9:1
Department of County Management (DCM)	247	65	4:1*
Department of Community Services (DCS)	201	33	6:1
Health Department (HD)	1391	209	7:1
Homeless Services Department (HSD)	84	24	4:1
Multnomah County Library (LIB)	524	76	7:1
Multnomah County Sheriff's Office (MCSO)	733	119	6:1
Non-Departmental Groups (NonD)	99	16	6:1

⁴ Rabbolini, O. (2019, November 29). *Servant leadership and the rule of seven*. [Blog post]. *The Startup*. Retrieved from <https://medium.com/swlh/servant-leadership-and-the-rule-of-seven-27e516017b66>

*DCM leadership includes operations that oversee countywide operations, not just DCM. The ratio without senior managers and leadership is 9:1.

Diversity Index for Race and Ethnicity



A diversity index measures how likely it would be for two individuals chosen at random from a group to identify as the same race or ethnicity. This measures not only the individual race and ethnicity categories, but also how diverse the group is as a whole. The diversity index scale ranges from 0 (no chance that the randomly chosen individuals would be from different race or ethnicity groups) to 10 (certainty that the randomly chosen individuals would be from different race or ethnicity groups). Higher values indicate more diversity.

An analysis of the diversity index of different groups revealed several notable results.

For example, the diversity index by employee level shows that:

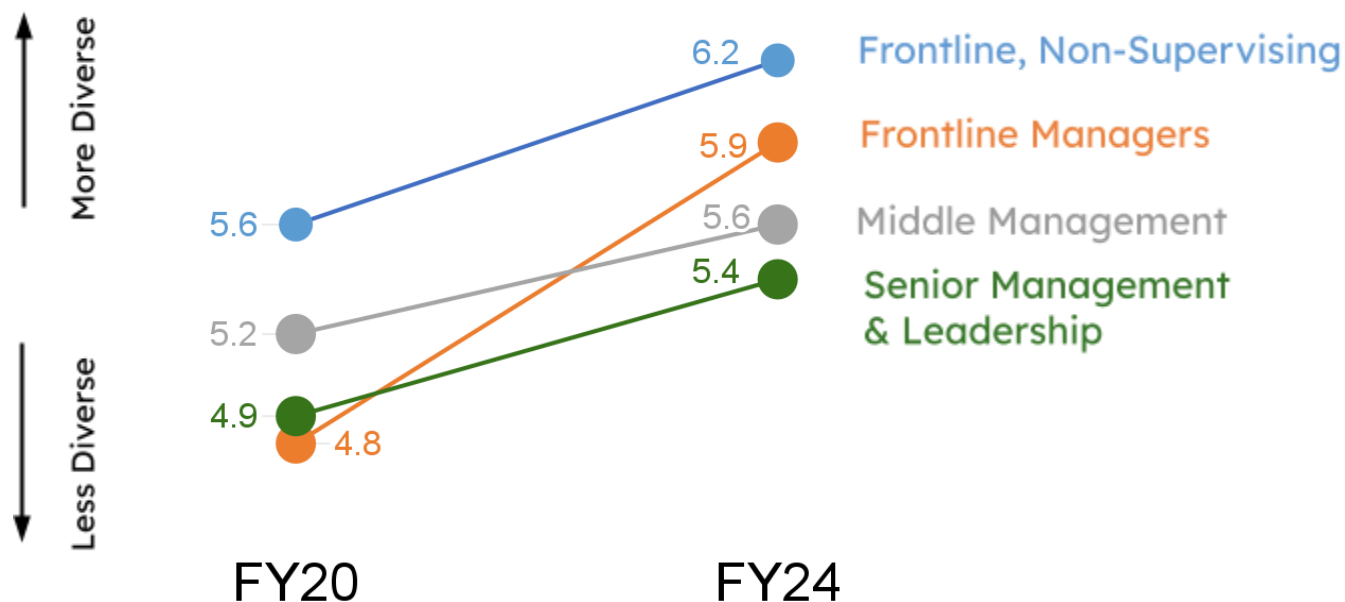
- 1) Frontline, non-supervising employees remain the County's most diverse segment of the workforce
- 2) Diversity has increased across all levels of the organization
- 3) The diversity of frontline supervisors has increased the most for all employee levels (+1.8% on the diversity index).



Figure 3: Change in Diversity Index Across Five Fiscal Years

(0 = low diversity, 10 = high diversity).

While all groups have become more racially and ethnically diverse, frontline management increased the most.

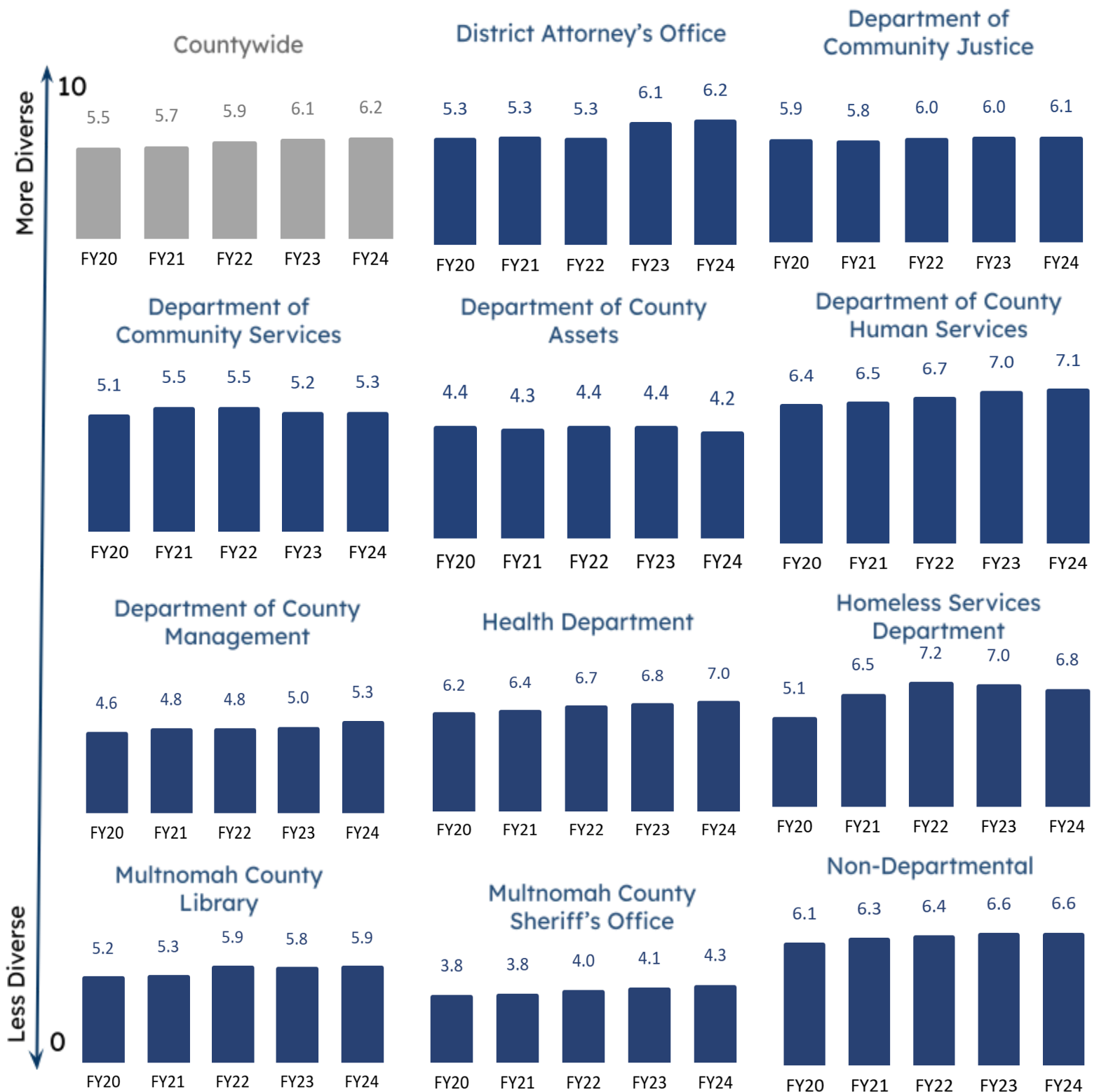


Seeing the shifts in each department's diversity index over time can be helpful to understand if they are becoming more or less racially and ethnically diverse. As a reference, the greater Multnomah County area (all residents, not just employees) had a diversity index of 5.4 when the U.S. Census was published in 2020⁵ — similar to the diversity index of the County workforce in the same year, which was 5.4 for all employees and 5.5 for regular employees only. Since then, the County has become even more racially and ethnically diverse, with a diversity index of 6.1 for all employees and 6.2 for regular employees only in FY 2024, making Multnomah County one of the most diverse large public employers in Oregon.

Similar to patterns seen in past studies, departments that focus on health and human services (the Department of County Human Services, Health Department, and Homeless Services Department (formerly the Joint Office of Homeless Services)) are the most diverse. And while the Sheriff's Office has a relatively low diversity index, it has also continued to get more diverse over time. The Department of County Assets also has relatively low diversity, but their index has remained fairly similar across time.

⁵ United States Census Bureau. "Racial and Ethnic Diversity in the U.S.: 2010 Census and 2020 Census." August 12, 2021. Available at: <https://www.census.gov/library/visualizations/interactive/racial-and-ethnic-diversity-in-the-united-states-2010-and-2020-census.html>

Figure 4: Diversity Index of the County Workforce and for each department, regular only. Scale: 0 to 10, with higher values indicative of a more diverse population

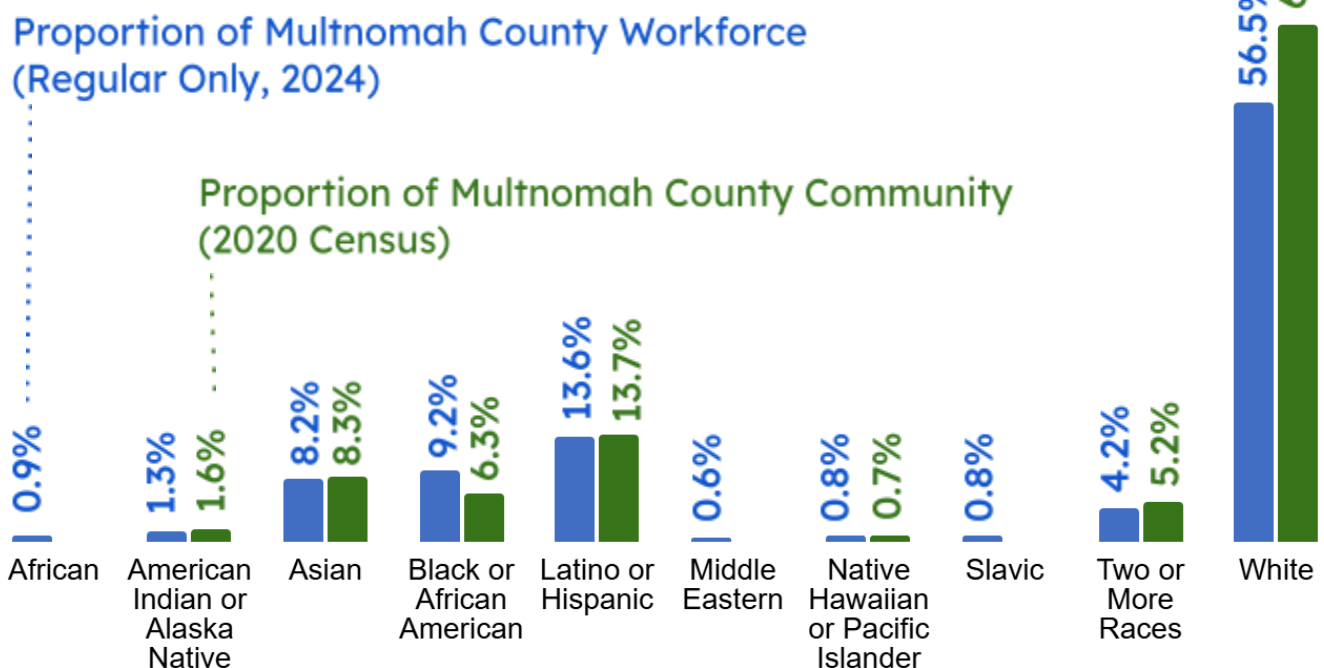


Workforce Demographics

The demographics of the workforce are changing in response to intentional recruitment efforts, reduction of barriers in hiring, general population shifts, and changing demographics of Multnomah County more generally. As a result of these efforts and external changes, the organization is becoming more diverse across multiple intersecting identities, and is in fact more racially and ethnically diverse than the Multnomah County community as a whole.

Figure 5: Proportion of Multnomah County Workforce, regular only (FY 2024) compared to Multnomah County Community (2020 Census).

Blank fields indicate that the census does not collect data for that group.



Employees from the Baby Boomer generation (those born between 1946 and 1964) are leaving the workforce in greater numbers, with their proportion of the regular workforce falling from 21.2% in FY 2020 to 12.4% in FY 2024. Conversely, Millennials (those born between 1981 and 1996) and Gen Z employees (those born between 1997 and 2012) make up an increasingly larger proportion of the workforce. While Millennials will likely remain relatively stable from this point forward, the workforce will continue to see greater representation among Gen Z employees as they continue to age into the workforce. This means that the importance of succession planning and the support of

Gen Z employees will become increasingly more important.⁶ The proportion of Gen X employees (those born between 1965 and 1980) has remained relatively stable over time.

Many of the demographic categories in Workday, the County's human resource information system (HRIS), have a low rate of completion. This results in high levels of missing information — specifically within the disability status, gender identity, sexual orientation, and military status fields. The reasons for missing information are varied, but the primary cause is likely that employees simply do not know they can provide this information in Workday. Further, employees who do not wish to provide this information can still select a “prefer not to answer” for all fields, which for the purposes of analyses is more helpful than no response at all. Over time, more employees are filling out this information, which will be helpful for more accurate and complete analyses in the future.



**Gen Z is leaving
their mark on the
county workforce**

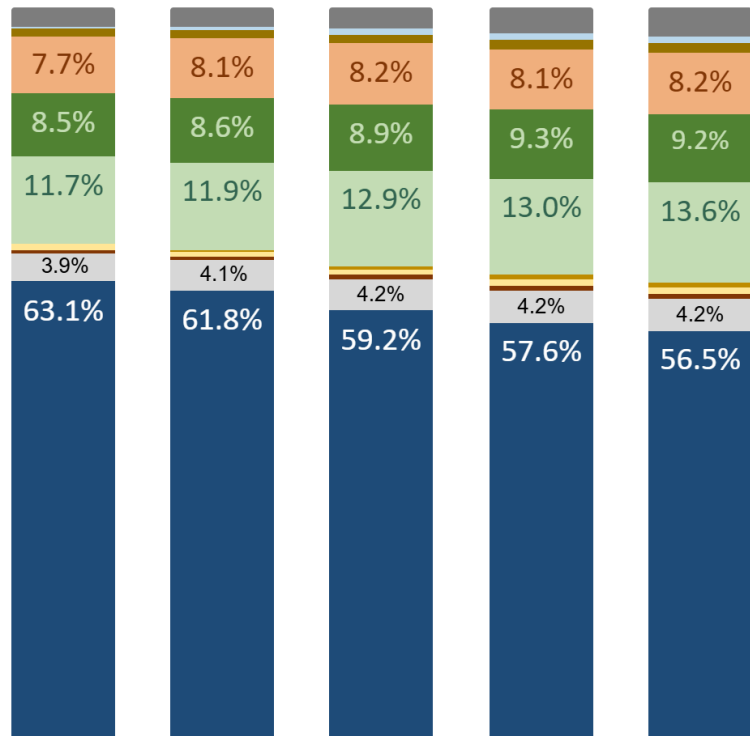


**Update your
demographics in
Workday**

⁶ Donelan, Chloe. "Gen Z In The Workplace: How Should Companies Adapt?" Johns Hopkins University, Imagine Center, 18 April 2023. Retrieved from: <https://imagine.jhu.edu/blog/2023/04/18/gen-z-in-the-workplace-how-should-companies-adapt/>

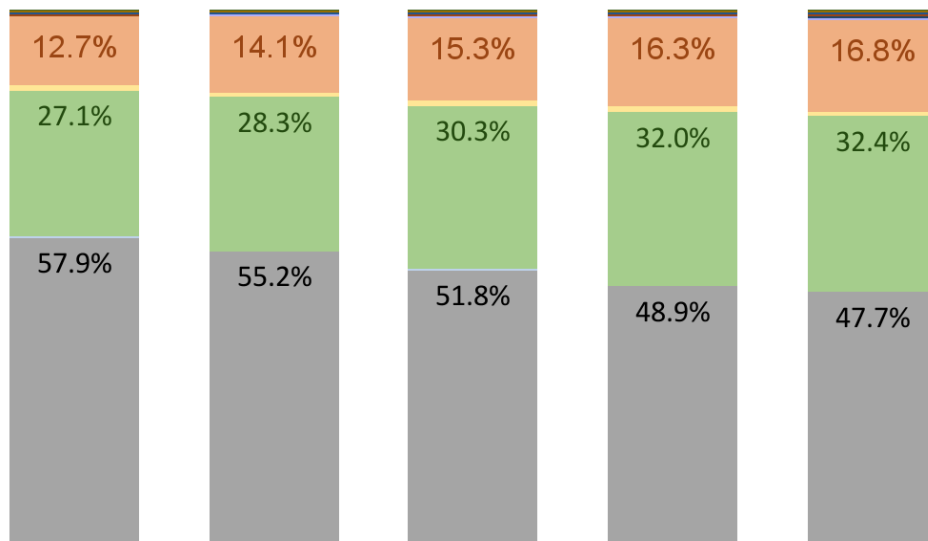
The following graphs and tables reflect the demographic information for the regular County workforce recorded in Workday between FY 2020 and FY 2024. (This information can also be viewed interactively on the [Multnomah County Employment Trends Demographic Dashboard](#), which also allows for further disaggregation of demographic information by department, division, employee type, employee level, union, and telework status.)

Figure 6: Multnomah County regular workforce by race and ethnicity, FY 2020 - FY 2024



Legend	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Decline to Answer	2.5%	2.6%	2.9%	3.5%	3.8%
African	0.3%	0.5%	0.7%	0.8%	1.0%
American Indian or Alaska Native	1.0%	1.0%	1.2%	1.3%	1.3%
Asian	7.7%	8.1%	8.2%	8.1%	8.2%
Black or African American	8.5%	8.6%	8.9%	9.3%	9.2%
Latino or Hispanic	11.7%	11.9%	12.9%	13.0%	13.6%
Middle Eastern	0.2%	0.2%	0.4%	0.6%	0.6%
Native Hawaiian or Pacific Islander	0.7%	0.7%	0.8%	0.8%	0.8%
Slavic	0.4%	0.4%	0.6%	0.8%	0.8%
Two or More Races	3.9%	4.1%	4.2%	4.2%	4.2%
White	63.1%	61.8%	59.2%	57.6%	56.5%

Figure 7: Multnomah County regular workforce by gender identity, FY 2020 - FY 2024



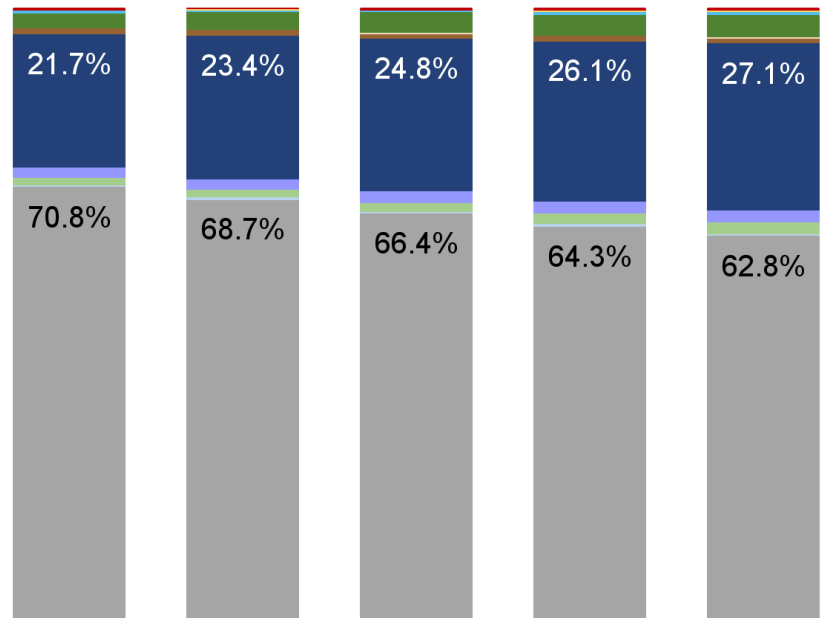
Legend	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Gender not provided & Prefer Not to Answer	57.9%	55.2%	51.8%	48.9%	47.7%
Additional Category (not listed)	0.4%	0.4%	0.4%	0.4%	0.3%
Agender or No Gender	0.1%	0.1%	0.1%	0.1%	0.1%
Female or Woman	27.1%	28.3%	30.3%	32.0%	32.4%
Gender Expansive or Genderqueer	0.8%	0.8%	0.9%	1.0%	0.8%
Male or Man	12.7%	14.1%	15.3%	16.3%	16.8%
Multiple gender identities selected	0.1%	0.1%	0.1%	0.2%	0.4%
Non-Binary	0.2%	0.2%	0.3%	0.3%	0.6%
Questioning or I Don't Know	0.0%	0.0%	0.1%	0.1%	0.1%
Trans Man or Transmasculine	0.3%	0.2%	0.3%	0.3%	0.3%
Trans Woman or Transfeminine	0.1%	0.1%	0.1%	0.1%	0.1%
Two-Spirit or Indigiqueer	0.3%	0.3%	0.3%	0.3%	0.3%

Table 2: Multnomah County regular workforce by military status, FY 2020 - FY 2024.

(Graph not shown due to high levels of missing information)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Unknown or decline to state	96.5%	96.3%	96.3%	96.2%	95.1%
No, I have not served in the US Military	0.3%	0.4%	0.4%	0.6%	1.6%
Yes, I have served in the US Military	3.2%	3.4%	3.3%	3.3%	3.4%

Figure 8: Multnomah County regular workforce by sexual orientation, FY 2020 - FY 2024



Legend	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Sexual orientation not provided or prefer not to answer	70.8%	68.7%	66.4%	64.3%	62.8%
Additional category (not listed)	0.5%	0.4%	0.5%	0.6%	0.5%
Asexual	0.3%	0.3%	0.3%	0.4%	0.4%
Bisexual	1.3%	1.3%	1.5%	1.7%	1.9%
Demisexual	0.0%	0.0%	0.0%	0.0%	0.0%
Femme	0.0%	0.0%	0.0%	0.0%	0.0%
Gay	1.6%	1.6%	1.8%	1.9%	1.9%
Heterosexual	21.7%	23.4%	24.8%	26.1%	27.1%
Lesbian	0.9%	0.9%	0.8%	0.9%	0.8%
Multiple Sexual Orientations	0.1%	0.1%	0.1%	0.2%	0.4%
Pansexual	0.1%	0.1%	0.1%	0.0%	0.2%
Polysexual	0.0%	0.0%	0.0%	0.0%	0.0%
Queer	2.4%	2.8%	3.3%	3.4%	3.6%
Questioning or I Don't Know	0.4%	0.3%	0.3%	0.4%	0.4%

Figure 9: Multnomah County regular workforce by generation, FY 2020 - FY 2024

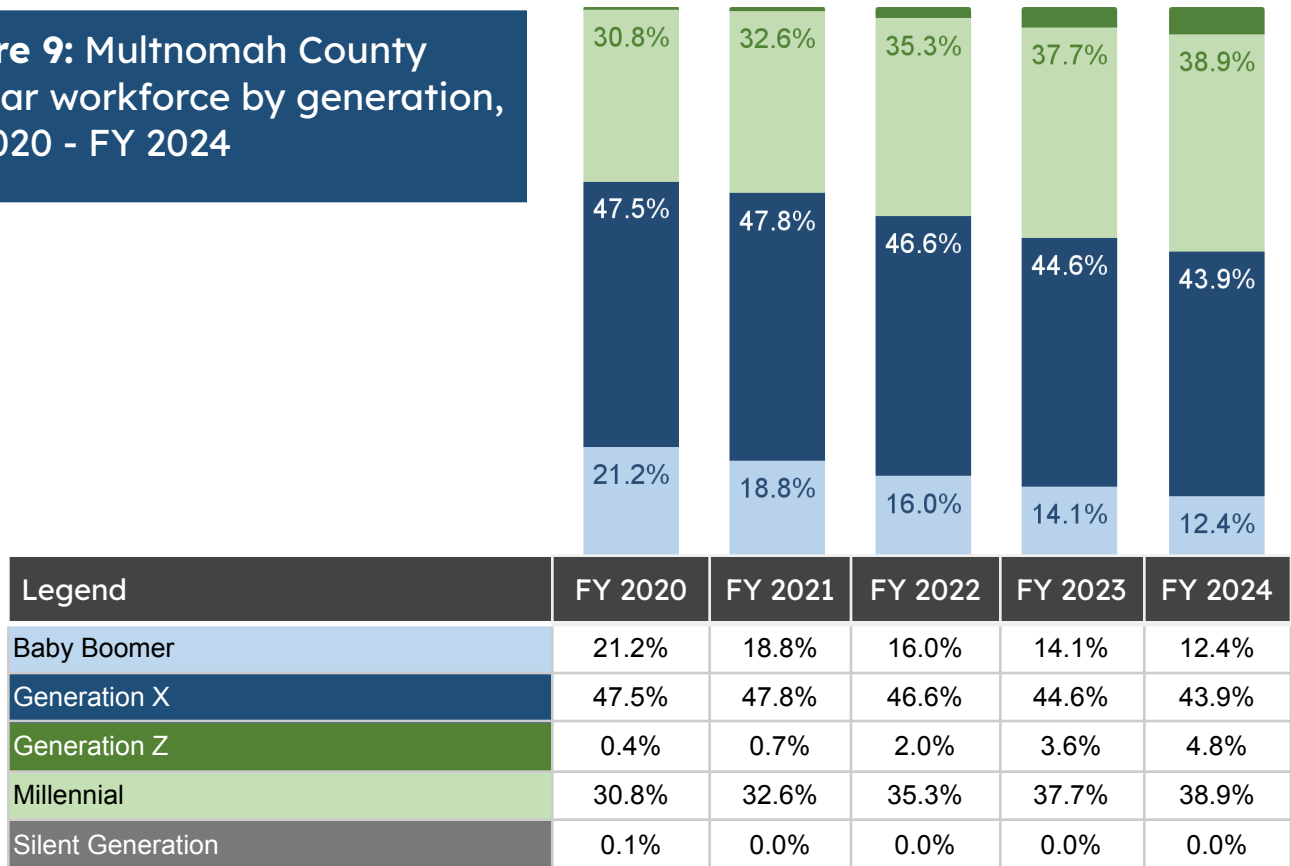
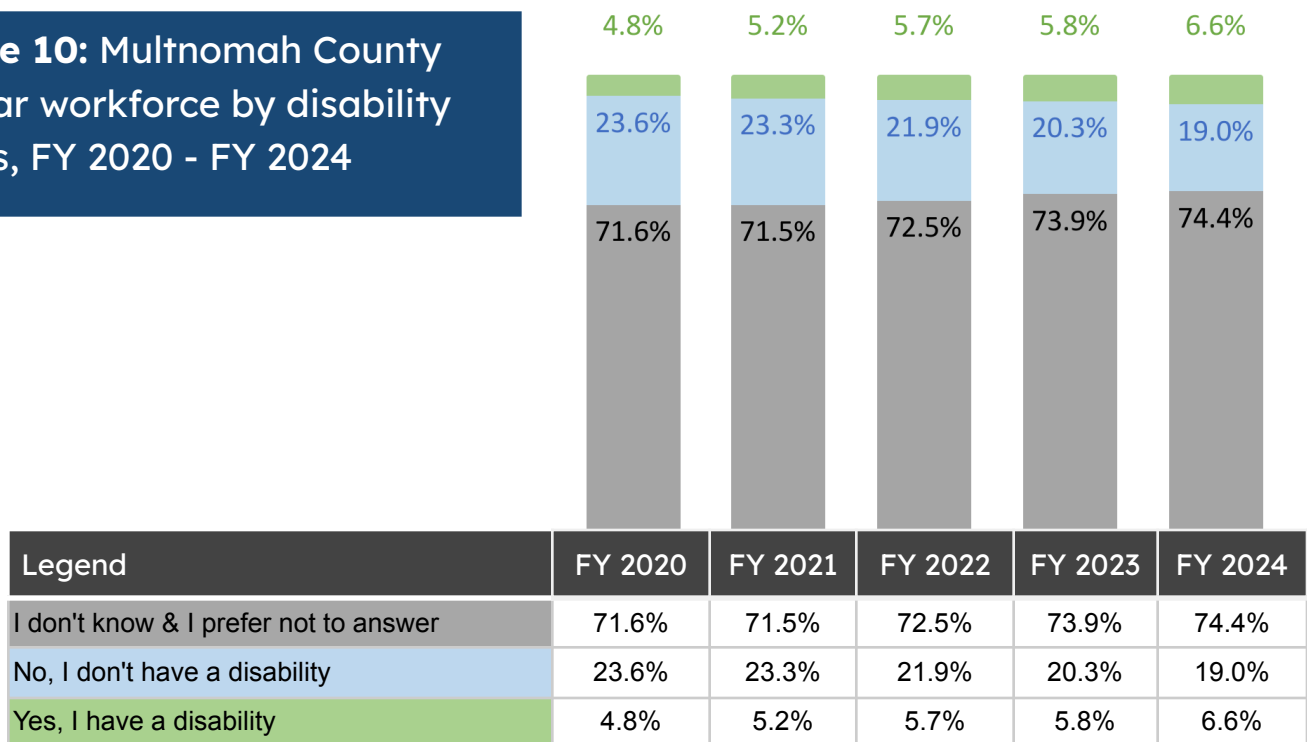


Figure 10: Multnomah County regular workforce by disability status, FY 2020 - FY 2024



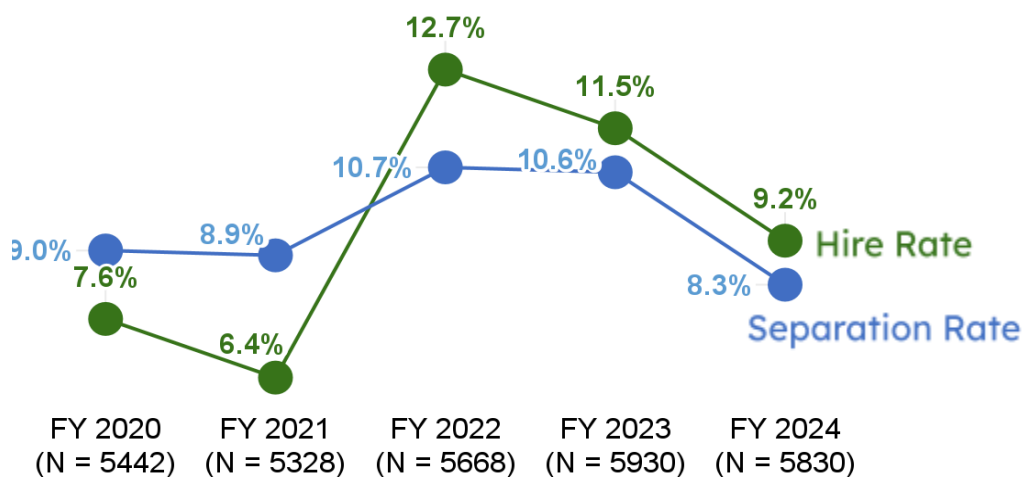
Trends in Hiring

Hire Definitions	
Hires	When referred to as simply “hires,” this employee action includes new hires, rehires, and temporary to regular hires
Temporary to Regular Hires	Employees who are hired from a temporary, limited duration ⁷ , or on-call position into a regular position
Hire Rate	The number of hires divided by the total number of employees. This can be calculated within groups as the number of hires in the group divided by the number of employees in the group. For example, if there is one new hire in a division of 10 total

Overall hire and separation rates

Both hire and separation rates increased in FY 2022 for regular employees. Since that time, however, hiring has outpaced separations, resulting in overall growth of the County workforce. Hiring slowed in FY 2024 to 9.2%, down from 11.5% in FY 2023 and 12.7% in FY 2022. The rate of temporary to regular hires also declined during this period, from 1.6% in FY 2022 to 1.1% in FY 2023, and 0.9% in FY 2024.

Figure 11: Regular employee separation and hiring rates, increased in FY 2022 and decreased in FY 2024



⁷ Limited duration positions occur when an employee is hired from outside the County into a limited duration position for up to two years. Employees who move from this limited duration position to a regular position are classified as temporary to regular hires. However, these types of hires are separate from limited duration assignments (which occurs when a Regular employee takes an assignment that is more than 6 months but less than 2 years).

Differences in Hiring Rates for Regular Represented Employees

Analysis of hiring across multiple demographic categories (department, division, employee type, employee level, bargaining unit, telework status, disability status, gender identity, generation, race and ethnicity, sexual orientation, and military status) showed relatively few groups were hired at levels either lower or higher than would be expected, given their proportion of the overall workforce. Importantly, there were no statistically significant differences identified among non-represented hires. As a result, only the hiring rates for regular represented employees are shown in the table below.

Table 3: Groups with high and low hiring rates compared to the Countywide average, for FY 2024. Showing groups larger than 10 individuals total.

Demographic	Groups with either high or low hiring rates in FY 2024 (relative to their proportion of the workforce)	High or Low Hiring Rate	Hire Rate	Count Hired	Total Employee Count
Countywide Rate:	All Regular Represented	n/a	9.7%	478	4942
Race and Ethnicity:	African (also high in FY 2022)	High	24.0%	12	50
	Black or African American (high across all fiscal years)	High	13.1%	57	434
	Latino or Hispanic (also high in FY 2022)	High	13.0%	91	701
	Asian	Low	8.2%	35	429
	White (low across all fiscal years)	Low	8.2%	226	2747
Disability Status:	Yes, I have or had a disability (high across all fiscal years)	High	19.4%	62	320
Gender Identity:	Non-Binary	High	40.0%	12	30

Demographic	Groups with either high or low hiring rates in FY 2024 (relative to their proportion of the workforce)	High or Low Hiring Rate	Hire Rate	Count Hired	Total Employee Count
Generation:	Generation Z	High	31.9%	86	270
	Baby Boomer	Low	3.3%	20	612
Sexual Orientation:	Asexual (also high in FY 2023)	High	23.8%	<10	21
	Bisexual (high across all fiscal years)	High	17.0%	16	94
	Queer (also high in FY 2022)	High	15.9%	28	176
	Multiple sexual orientation categories selected	High	65.0%	13	20

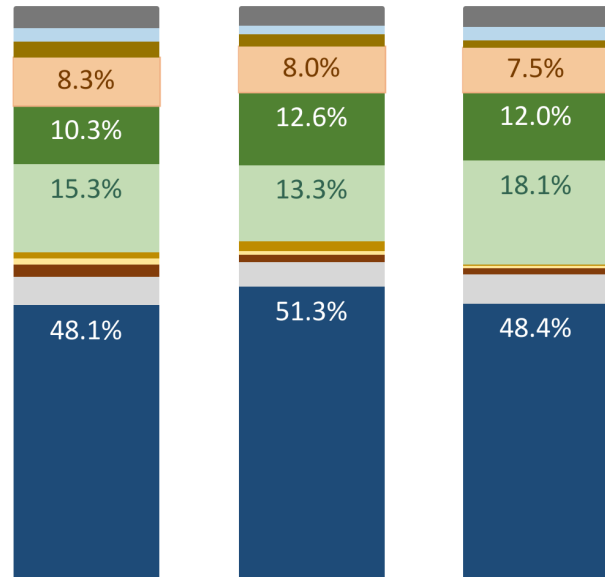
Some of the statistically significant low or high hiring rates reflect naturally-occurring population patterns, like generational shifts among working-aged adults. Our new hires are also more diverse than the current workforce, which reflects the increasing diversity of the overall labor pool as well as changes in recruitment efforts by the County. Because of this trend, comparing the demographics of new hires to the existing workforce often shows that new hires are more diverse than current employees.



Hire Demographics

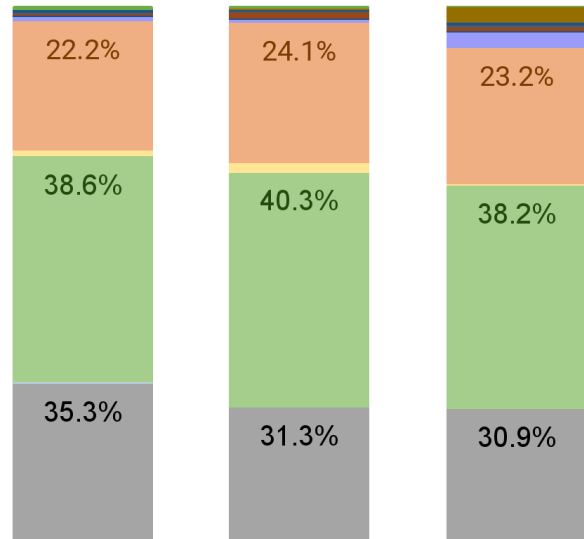
The following graphs and tables provide the demographic information for regular County hires from FY 2022 through FY 2024. This information can also be viewed interactively on the [Multnomah County Employment Trends Hires Dashboard](#), which also allows for further disaggregation of demographic information by department, division, employee type, employee level, and union.

Figure 12: Multnomah County regular hires by race and ethnicity, FY 2022 - FY 2024



Legend	FY 2022	FY 2023	FY 2024
Decline to Answer	3.9%	3.5%	3.7%
African	2.2%	1.4%	2.2%
American Indian or Alaska Native	2.8%	2.1%	1.4%
Asian	8.3%	8.0%	7.5%
Black or African American	10.3%	12.6%	12.0%
Latino or Hispanic	15.3%	13.3%	18.1%
Middle Eastern	1.1%	1.8%	0.2%
Native Hawaiian or Pacific Islander	1.0%	0.5%	0.4%
Slavic	2.1%	1.4%	1.2%
Two or More Races	5.0%	4.2%	4.9%
White	48.1%	51.3%	48.4%

Figure 13: Multnomah County regular hires by gender identity, FY 2022 - FY 2024



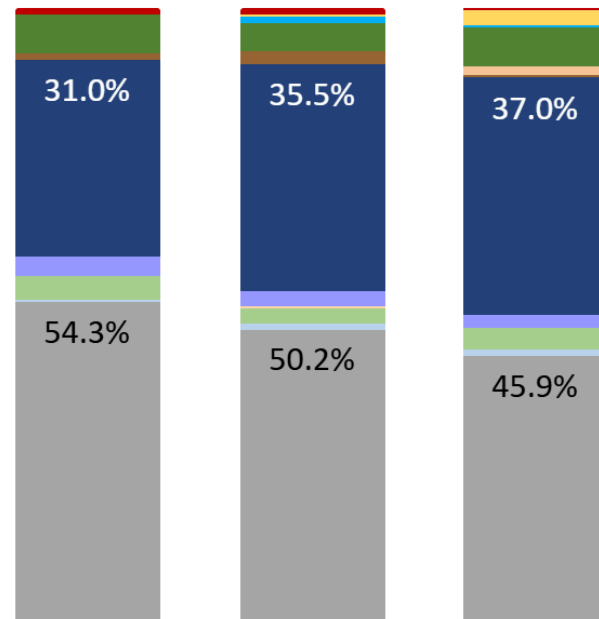
Legend	FY 2022	FY 2023	FY 2024
Gender not provided & Prefer Not to Answer	35.3%	31.3%	30.9%
Additional Category (not listed)	0.7%	0.5%	0.2%
Agender or No Gender	0.3%	0.0%	0.0%
Female or Woman	38.6%	40.3%	38.2%
Gender Expansive or Genderqueer	1.0%	1.6%	0.4%
Male or Man	22.2%	24.1%	23.2%
Multiple gender identities selected	0.1%	0.2%	2.6%
Non-Binary	0.6%	0.5%	2.6%
Questioning or I Don't Know	0.3%	0.3%	0.4%
Trans Man or Transmasculine	0.4%	1.0%	0.4%
Trans Woman or Transfeminine	0.1%	0.2%	0.4%
Two-Spirit or Indigiqueer	0.4%	0.2%	0.6%

Table 4: Multnomah County regular hires by military status, FY 2022 - FY 2024

(Graph not shown due to high levels of missing information)

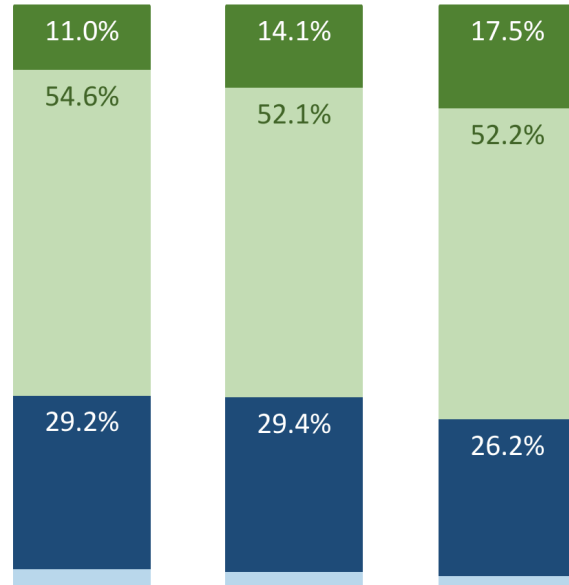
	FY 2022	FY 2023	FY 2024
Unknown or decline to state	95.7%	94.6%	85.0%
No, I have not served in the US Military	0.7%	1.8%	9.6%
Yes, I have served in the US Military	3.6%	3.7%	5.5%

Figure 14: Multnomah County regular hires by sexual orientation, FY 2022 - FY 2024



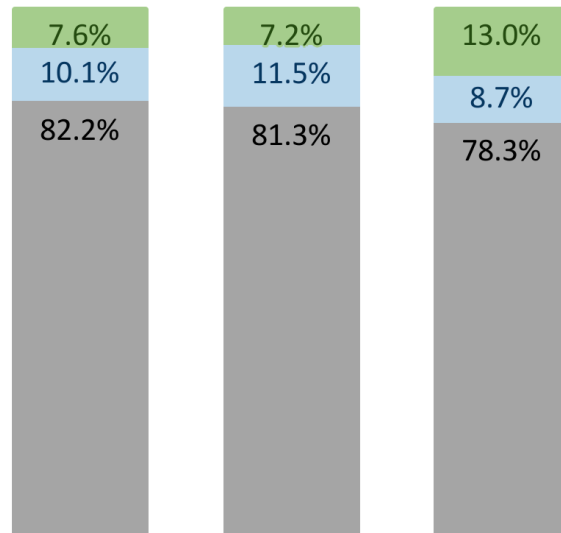
Legend	FY 2022	FY 2023	FY 2024
Sexual orientation not provided or prefer not to answer	54.3%	50.2%	45.9%
Additional Category (not listed)	0.8%	1.0%	0.2%
Asexual	0.4%	0.8%	0.8%
Bisexual	3.5%	2.6%	3.5%
Demisexual	0.0%	0.0%	0.0%
Femme	0.0%	0.0%	0.0%
Gay	2.9%	2.6%	2.0%
Heterosexual	31.0%	35.5%	37.0%
Lesbian	0.8%	1.9%	0.4%
Multiple sexual orientations	0.0%	0.3%	2.4%
Pansexual	0.0%	0.2%	1.4%
Polysexual	0.0%	0.0%	0.0%
Queer	6.1%	4.2%	6.1%
Questioning or I Don't Know	0.1%	1.0%	0.2%

Figure 15: Multnomah County regular hires by generation, FY 2022 - FY 2024



Legend	FY 2022	FY 2023	FY 2024
Baby Boomer	4.9%	4.5%	3.9%
Generation X	29.2%	29.4%	26.2%
Generation Z	11.0%	14.1%	17.5%
Millennial	54.6%	52.1%	52.2%
Silent Generation	0.0%	0.0%	0.0%

Figure 16: Multnomah County regular hires by disability status, FY 2022 - FY 2024



Legend	FY 2022	FY 2023	FY 2024
I don't know & I prefer not to answer	82.2%	81.3%	78.3%
No, I don't have a disability	10.1%	11.5%	8.7%
Yes, I have a disability	7.6%	7.2%	13.0%

Trends in Separations

Separation Definitions	
Involuntary	Involuntary separations refer to separations that are the result of unacceptable attendance, incomplete trial service period, failure to meet job expectations, policy violation, or other disciplinary actions.
No Fault	Occurs when the separation is neither involuntary nor voluntary. For example, the end of a temporary position in which the employee was hired for a specific length of time or when a layoff happens.
Retirement	When an employee retires from County service.
Voluntary	Voluntary separations occur when an employee leaves the County for reasons other than those listed above. This could include reasons like returning to school, other employment, or family obligations.
Separation Rate	The number of separations divided by the total number of employees. This can be calculated within groups as the number of separations in the group divided by the number of employees in the group. For example, if there is one separation in a division of 10 total employees, the rate would be 0.10, or 10%.

Differences in Patterns Across Separation Types

Separations increased in FY 2022 compared to FY 2021 (see Figure 11 in Trends in Hiring section), primarily due to an increase in voluntary separations. For all types of separations, the separation rate remained relatively steady from FY 2022 (10.7%) to FY 2023 (10.6%), but declined in FY 2024 (8.3%).

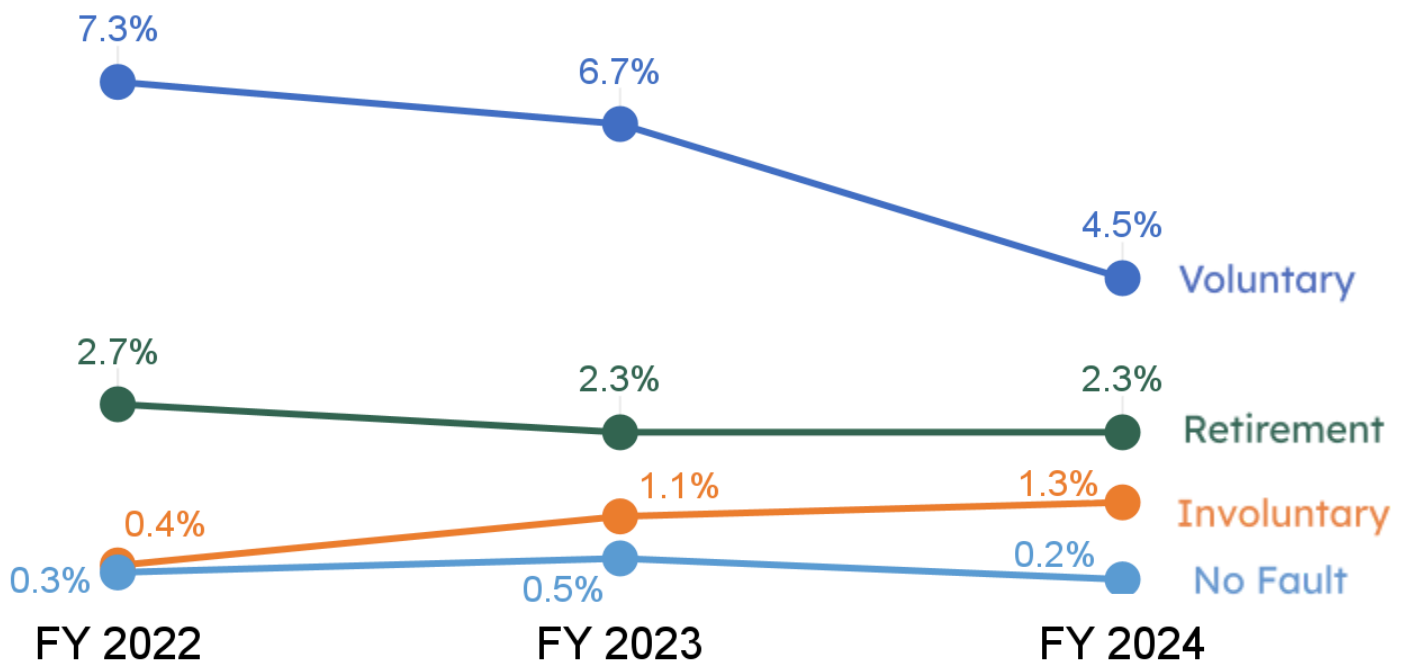
The best point of comparison available comes from the Society for Human Resource Management's (SHRM) FY 2022 "Human Capital Report," which publishes information for government sector organizations.⁸ According to the report, the median turnover rate

⁸ Society for Human Resource Management. "SHRM Benchmarking: Human Capital Report." 2022. Retrieved from: <https://www.shrm.org/content/dam/en/shrm/research/benchmarking/Human%20Capital%20Report-SECTOR-GOVERNMENT.pdf>

for the government sector during FY 2022 was 10%, which closely aligns with the County's 10.7% separation rate that year.

Additionally, this most recent decrease in overall separation rate obscures notable differences across types of separation. The finding shows that rates for voluntary, retirement, and no fault separations all declined or stayed the same. However, involuntary separations actually increased during this period, from a rate of 0.4% to 1.3% among the regular County workforce.

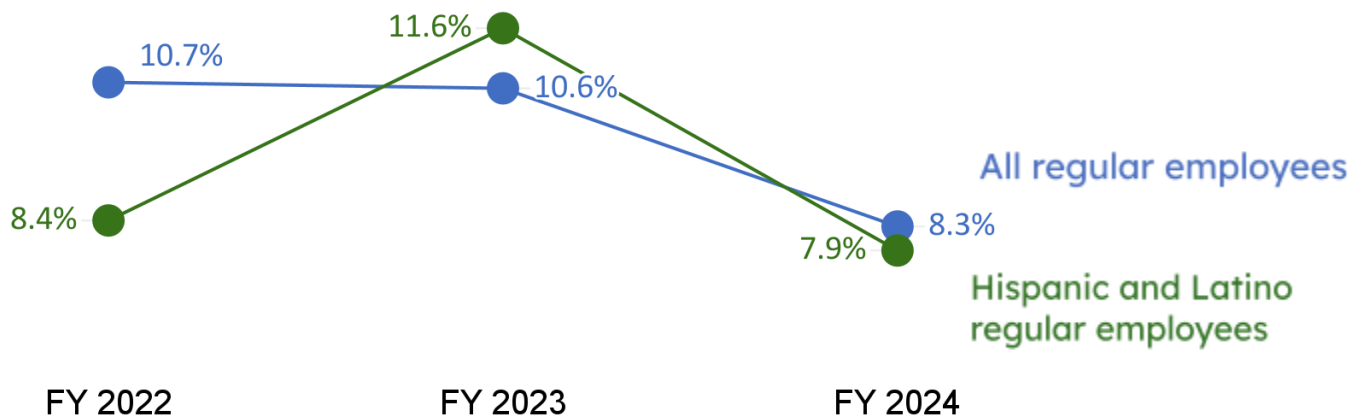
Figure 17: Separation rate for regular employees by type of separation, FY 2022 - FY 2024



Demographic Differences within the Overall Separation Rate

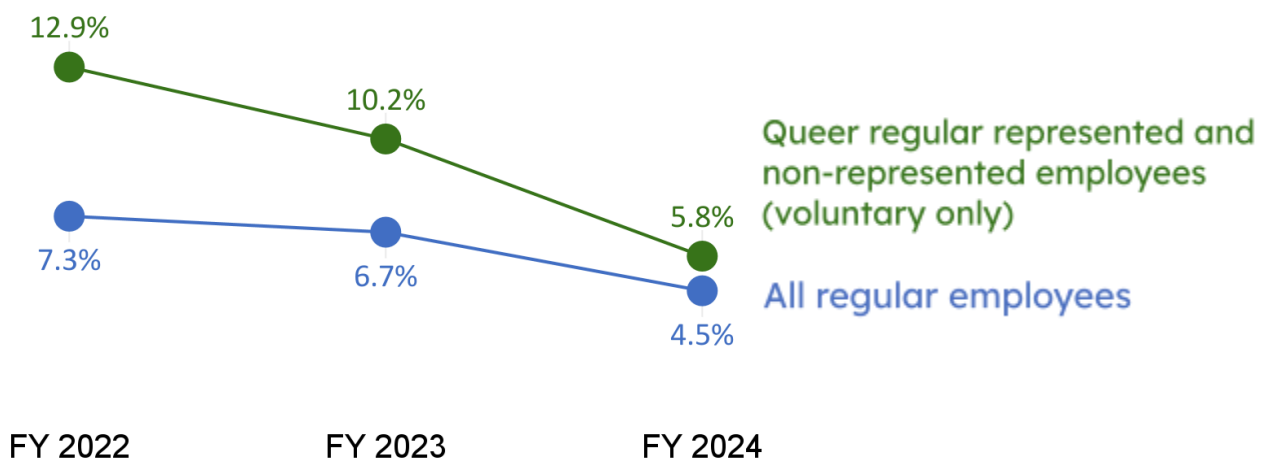
Hispanic and Latino employees (regular represented and regular non-represented) had relatively low separation rates in FY 2022: The overall separation rate for Latino or Hispanic employees increased from 8.4% in FY 2022 to 11.6% in FY 2023, but decreased back closer to previous levels in FY 2024 (7.9%). While FY 2023 and FY 2024 closely align with overall County rates, the lower separation rate in FY 2022 is unique.

Figure 18: For **Hispanic or Latino** regular employees, the separation rate in FY 2022 was lower than the Countywide rate. However, in the following year, the rate more closely aligned with the County overall.



Queer employees (regular represented and regular non-represented) had relatively high voluntary separations rates in FY 2022: For queer employees (regular represented and regular non-represented), there was a unique pattern specifically regarding voluntary separations. In FY 2022 (12.9%) and FY 2023 (10.2%) voluntary separation rate for queer employees was higher than the countywide voluntary separation rate of 7.3% and 6.7%, respectively. However, that difference narrowed in FY 2024, with the voluntary separation rate for queer employees dropping to 5.8%, closer to the countywide rate of 4.5%.

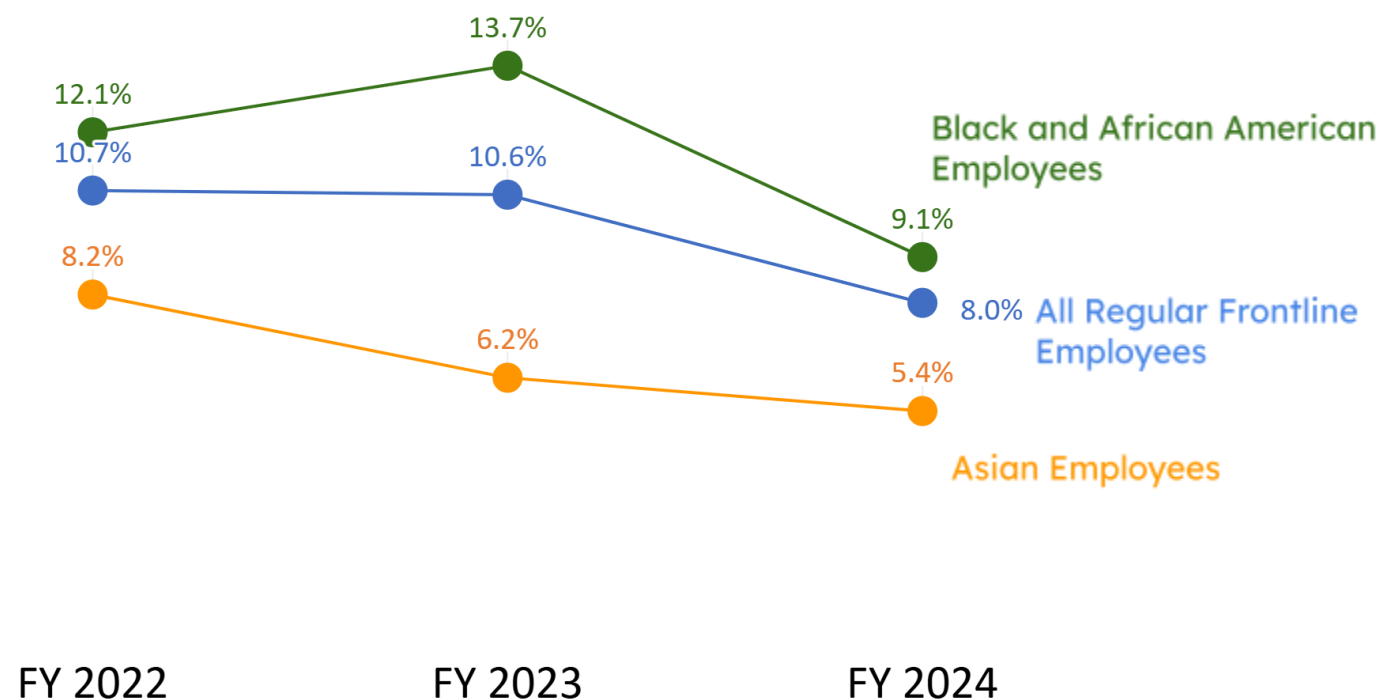
Figure 19: For **Queer employees** the **voluntary** separation rate in FY 2022 and 2023 was higher than the Countywide rate. However, in FY 2024, the rate is more closely aligned with the county rate.



Frontline Black or African American employees had higher separations in FY 2023 compared to the overall County rate, whereas Asian employees had lower levels of separations: In FY 2022, differences in separation rate across all employee levels — including frontline, non-supervising employees — were not statistically significant.

However, in FY 2023 when the separation rate of all frontline employees was 10.6%, frontline Black or African American employees had a higher rate of separation (13.7%) while frontline Asian employees had a statistically significantly lower separation rate (6.2%) — a statistically significant difference from countywide. In FY 2024, the respective separation rates of the two groups became more similar to overall countywide patterns, no longer resulting in a statistically significant difference.

Figure 20: For regular, non-supervising frontline Black or African American employees the separation rate was higher than the countywide rate in FY 2023 only. On the other hand, the separation rate among Asian employees was lower than the countywide rate.



Black or African American employees who are either supervisors or managers (regular only) had higher separations in FY 2024 compared to the overall County rate: In FY 2024, 17 of the 89 total Black or African American employees in management positions (i.e., frontline supervisors, middle management, senior

management, and County or department leadership) separated from the County, a rate of 19.1%. Retirements accounted for some of the separations (4.5% of separations for Black or African American were retirement) and none were no fault separations (e.g., layoffs).

Note: Although all groups were tested, it is often difficult to confidently assess groups of 30 or fewer employees accurately using statistical analysis. As a result, groups that are relatively small may not be specified in this report due to our lack of confidence in the result. We are also more likely to be able to identify small shifts in large groups because of the availability of more data. However, the Multnomah County Employment Trends Separations Dashboard provides descriptive information for groups as small as 10 individuals. Groups of fewer than 10 employees are not shown to protect employee confidentiality.

Involuntary Separations Have Increased

The overall proportion of involuntary separations — those that result from a disciplinary action or incomplete trial service period — among regular represented employees has increased, largely due to the growing number of trial service separations over time (13 total in FY 2022, 30 in FY 2023, and 35 in FY 2024).

Trial service separations make up the largest type of involuntary separations (40.3% of all involuntary separations across all three fiscal years). Trial service separations occur during the trial service period, which occurs during the first year of employment. Table 5 shows higher involuntary separation rates among employees with less than one year of tenure. Years with higher hiring rates may naturally have higher involuntary separations as a result due to the relationship between tenure and trial service.

While Asian employees' involuntary separations increased in FY 2024 compared to prior years, the rate was lower than countywide rates in all fiscal years for this group. On the other hand, the rate for Black or African American employees increased in FY 2023 and remained higher than countywide rates in FY 2024. This trend in separations reiterates the importance of thoughtful onboarding processes for new employees since many of the involuntary separations were trial service separations.

There was also a smaller uptick in the number of separations resulting from policy violations (11 total in FY 2022, 15 in FY 2023, and 18 in FY 2024), which made up 20.5% of all involuntary separations across the three fiscal years. Other reasons for involuntary separations from FY 2022 through FY 2024 include: attendance unacceptable (9.0% of all involuntary separations across all three fiscal years), expectations not being met (17.1%), resignations in lieu of terminations (8.7%), and declined to state (4.5%).

Table 5: Groups with Involuntary Separation Rate Increases over Time (Represented Only)

Demographic	Group within the County (Represented, Regular Only)	FY 2022	FY 2023	FY 2024	Notes
Race and Ethnicity*	Black or African American	0.7%	3.3%	3.2%	Had higher separations across all separation types in FY 2023 (not just involuntary). Hiring rate was also relatively high in years preceding high involuntary separation rate (14.6% in FY 2022 and 15.9% in FY 2023).
	Asian	0.0%	0.0%	0.9%	Lower than countywide rates, but increased in FY 2024.
Tenure	Less than 1 year	1.2%	3.2%	4.5%	Involuntary separations are higher among new employees who may not have as much knowledge of County policies.

*We could not identify one specific sub-type of involuntary separation that was likely to affect one race or ethnicity group more than another. This may be impacted by the relatively small number of these types of actions, although the frequency is increasing.



Exit Survey Findings

When employees voluntarily separate from the County they receive a survey in Workday about their experiences. Of the 1,793 voluntary and retirement separations between FY 2022 and FY 2024, 754 separated employees completed the survey (42%). This information should, however, be interpreted with caution since employees may not always want or feel incentivized to provide the full range of their experience. For example, a separating employee may not want to provide candid or negative feedback if they feel it may hurt their chances of being employed by the County again in the future. Still, the results provide some important context about separating employees.

One of the exit survey questions asks for the primary reason the employee is leaving the County (respondent can only choose one option). The most common reason (other than retirement) is for other employment, which accounted for over 40% of voluntary separations in FY 2024. However, the rate of separations for other employment has decreased over time, declining from 54.9% of exit survey responses in FY 2022, to 51.3% in FY 2023, to 43.4% in FY 2024. This may align with reports of a tighter job market during this same period. Conversely, the rate of people saying they are leaving primarily to attend school increased during this same period, from 7.9% in FY 2022, to 9.0% in FY 2023, to 12.7% in FY 2024.

Table 6: Primary reasons for leaving the County for voluntary separations only

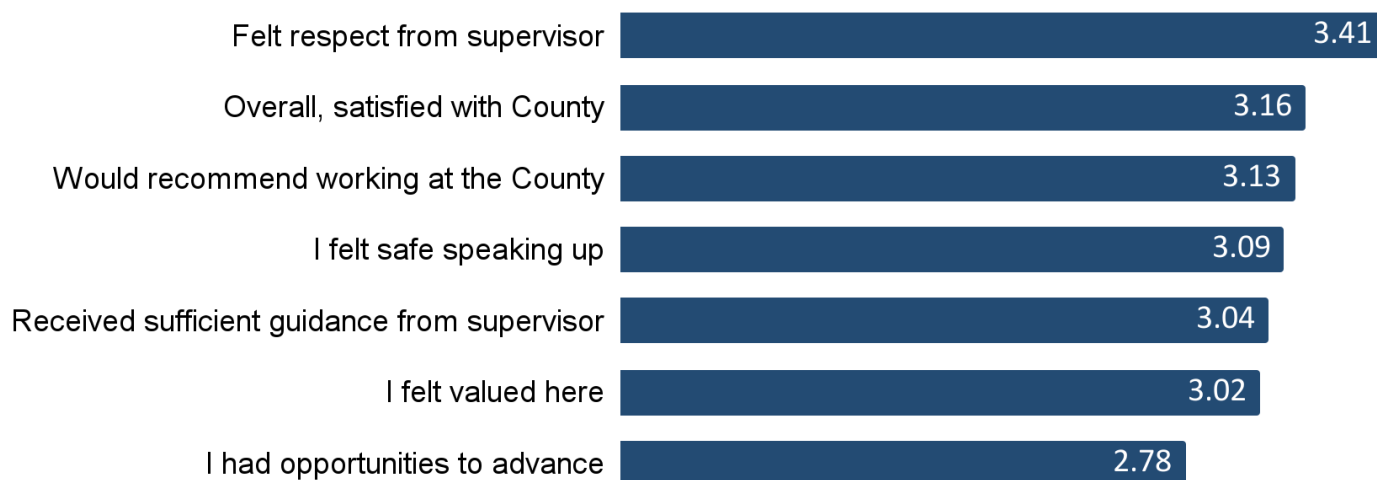
Reason	FY 2022	FY 2023	FY 2024
Other Employment	54.9%	51.3%	43.4%
School	7.9%	9.0%	12.7%
Relocation	13.2%	10.0%	12.4%
Personal Health	8.4%	5.5%	9.9%
Family Demands	7.7%	9.2%	9.9%
Dissatisfied with Job	4.4%	7.6%	3.9%
Working Hours	1.0%	1.3%	2.7%

Reason	FY 2022	FY 2023	FY 2024
Job Abandonment	1.0%	3.1%	2.7%
Insufficient Pay	0.8%	1.5%	0.9%
Commute Time	0.2%	0.4%	0.9%
Other (e.g., dissatisfaction with management or peers, pay concerns, or disability)	1.0%	1.5%	0.9%

Separating employees are asked about their level of agreement (from strongly disagree to strongly agree) to a series of statements related to their experience at the County. Overall, responses on the exit survey were relatively positive (i.e., on the agreement side of the scale), though their perceptions may be skewed by the voluntary nature of their separation from the County. The highest average response was about feeling respect from their supervisor, while the lowest was perception of advancement opportunities.

Figure 21: Average Response on Exit Questionnaire

(scale 1 = strongly disagree to 4 = strongly agree)



For these questions, there were few statistically significant differences based on race and ethnicity or sex — the only two demographic groups with a sufficient number of responses for statistical analysis. Black or African American employees were more likely to agree that they had opportunities to advance (2.96 average on a 4-point agreement scale, compared to 2.78 for all respondents). Additionally, female employees were slightly more likely to disagree with the statement “I had opportunities to advance” (2.74 average on a 4-point agreement scale, compared to 2.78 for all respondents).

Employees also had the opportunity to provide a comment. A review of employees’ comments revealed five primary themes:



Connection to Community

Employees are by and large dedicated to their communities and felt that they positively contributed to the larger, external community the County serves. Employees also discussed appreciation for internal communities, such as their immediate teams and Employee Resource Groups.



Development/ Advancement

While many employees felt that they had ample opportunities for professional development, they did not report that this led to career advancement. This finding may be related to the high rate of employees saying they are leaving for school and other employment opportunities.



Job Needs

Among voluntarily separating employees, many also discussed what they would like to see more of at the County related to their job. Employees identified job flexibility (including telework and scheduling), policy accountability, and better support during onboarding as important job needs.



Job Stress

Employees cited a number of factors as having contributed to additional stress at work, including workload, feeling micromanaged, not being paid enough for the difficulty involved in the work, and insufficient staffing levels.



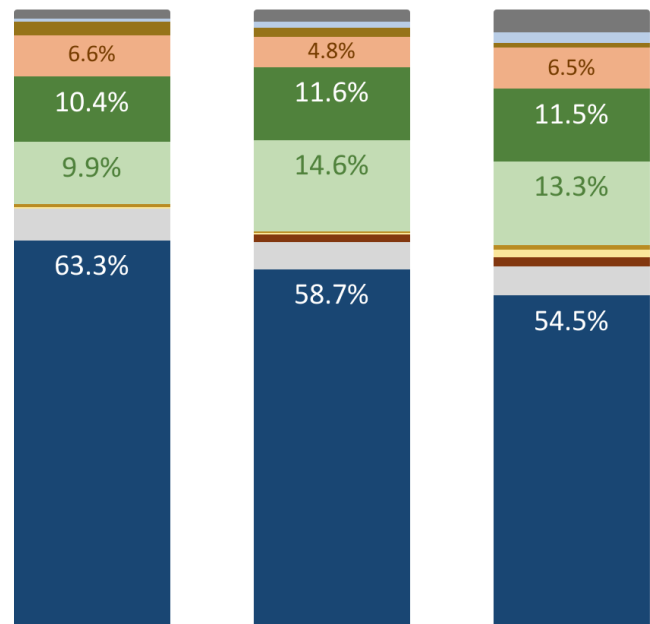
Diversity, Inclusion, and Representation

Many employees also reported that they valued seeing representation of diverse communities in the workforce and equity efforts at the County, and encouraged the continuation of this work.

Separations Demographics

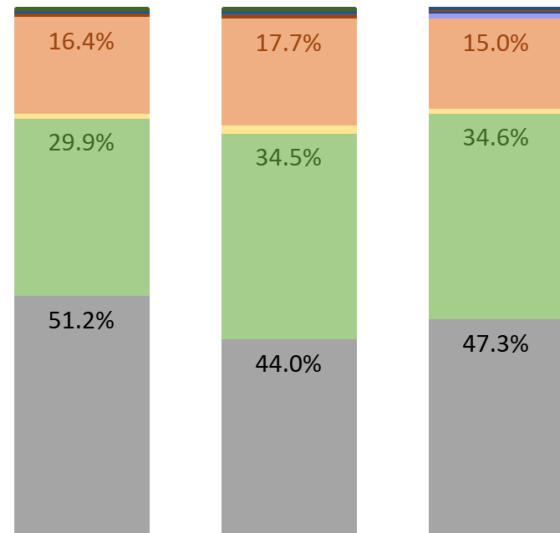
The following graphs and tables show separations between FY 2022 and FY 2024 for regular employees, disaggregated by demographic groups. This information can also be viewed interactively on the [Multnomah County Employment Trends Separations Dashboard](#), which allows for further disaggregation of demographic information by department, division, employee type, employee level, union, and separation type.

Figure 22: Multnomah County regular separations by race and ethnicity, FY 2022 - FY 2024



Legend	FY 2022	FY 2023	FY 2024
Decline to Answer	1.5%	1.9%	3.7%
African	0.5%	1.0%	1.5%
American Indian or Alaska Native	2.0%	1.4%	0.9%
Asian	6.6%	4.8%	6.5%
Black or African American	10.4%	11.6%	11.5%
Latino or Hispanic	9.9%	14.6%	13.3%
Middle Eastern	0.5%	0.3%	0.9%
Native Hawaiian or Pacific Islander	0.2%	0.3%	1.1%
Slavic	0.2%	1.0%	1.5%
Two or More Races	5.0%	4.4%	4.6%
White	63.3%	58.7%	54.5%

Figure 23: Multnomah County regular separations by gender identity, FY 2022 - FY 2024



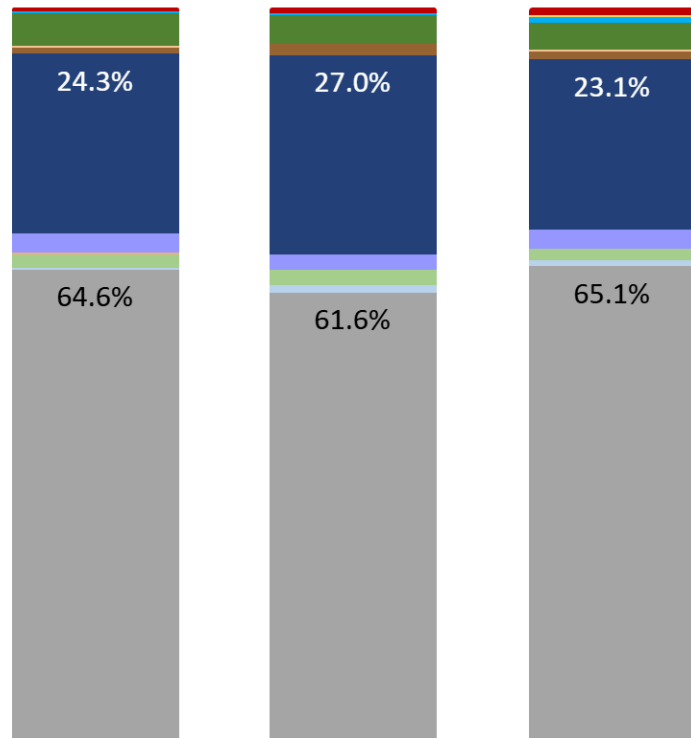
Legend	FY 2022	FY 2023	FY 2024
Gender not provided & Prefer Not to Answer	51.2%	44.0%	47.3%
Additional Category (not listed)	0.0%	0.0%	0.0%
Agender or No Gender	29.9%	34.5%	34.6%
Female or Woman	0.7%	1.5%	0.9%
Gender Expansive or Genderqueer	16.4%	17.7%	15.0%
Male or Man	0.0%	0.0%	0.9%
Multiple gender identities selected	0.0%	0.2%	0.2%
Non-Binary	0.5%	0.5%	0.4%
Questioning or I Don't Know	0.2%	0.2%	0.0%
Trans Man or Transmasculine	0.3%	0.3%	0.4%
Trans Woman or Transfeminine	0.0%	0.0%	0.2%
Two-Spirit or Indigiqueer	0.8%	1.0%	0.0%

Table 7: Multnomah County regular separations by military status, FY 2022 - FY 2024

(Graph not shown due to high levels of missing information)

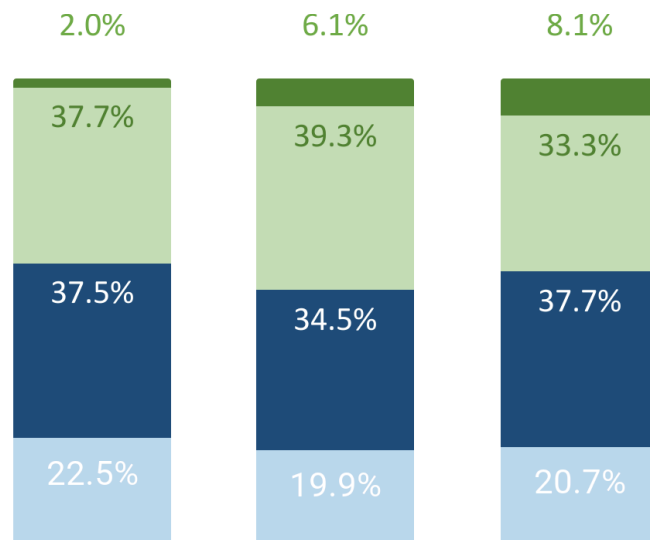
	FY 2022	FY 2023	FY 2024
Unknown or decline to state	95.9%	96.1%	93.5%
No, I have not served in the US Military	0.3%	0.0%	2.0%
Yes, I have served in the US Military	3.8%	3.9%	4.6%

Figure 24: Multnomah County regular separations by sexual orientation, FY 2022 - FY 2024



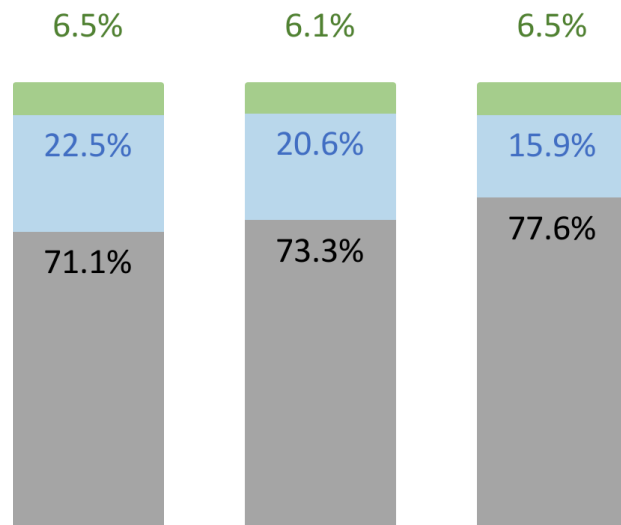
Legend	FY 2022	FY 2023	FY 2024
Sexual orientation not provided or prefer not to answer	64.6%	61.6%	65.1%
Additional Category (not listed)	0.5%	0.7%	0.9%
Asexual	0.3%	1.0%	0.7%
Bisexual	1.8%	2.0%	1.7%
Demisexual	0.0%	0.0%	0.0%
Femme	0.0%	0.0%	0.0%
Gay	2.6%	2.0%	2.4%
Heterosexual	24.3%	27.0%	23.1%
Lesbian	0.8%	1.4%	1.1%
Multiple sexual orientations	0.0%	0.0%	0.4%
Pansexual	0.3%	0.0%	0.2%
Polysexual	0.0%	0.0%	0.0%
Queer	4.3%	4.1%	3.7%
Questioning or I Don't Know	0.3%	0.2%	0.7%

Figure 25: Multnomah County regular separations by generation, FY 2022 - FY 2024



Legend	FY 2022	FY 2023	FY 2024
Baby Boomer	22.5%	19.9%	20.7%
Generation X	37.5%	34.5%	37.7%
Generation Z	2.0%	6.1%	8.1%
Millennial	37.7%	39.3%	33.3%
Silent Generation	0.0%	0.0%	0.0%

Figure 26: Multnomah County regular separations by disability status, FY 2022 - FY 2024



Legend	FY 2022	FY 2023	FY 2024
I don't know & I prefer not to answer	71.1%	73.3%	77.6%
No, I don't have a disability	22.5%	20.6%	15.9%
Yes, I have a disability	6.5%	6.1%	6.5%

Trends in Additional Types of Employment Actions

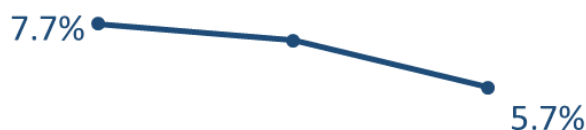
Additional Employment Action Definitions	
Promotion	A movement of an employee to a job profile that has a higher maximum rate than the employee's current job profile.
Demotions	Demotions are when an employee moves to a position of a lower classification. Demotions can be voluntary or involuntary; involuntary demotions are generally a result of disciplinary action.
Work out of class (WOC)	When a Regular employee works in a higher job profile for more than five days but less than six months. The employee usually returns to their previous position unless they are formally promoted to the higher job profile.
Reclassifications	When a manager or employee requests to change the job profile assigned to an existing position. Reclassifications may occur when the primary focus of a position has evolved, minimum qualifications have changed, or major duties are added or removed. Reclassification does not always result in a pay grade change or an adjustment in an employee's rate of pay.
Temporary Assignment	When a Regular employee works in an equivalent or lower job profile for more than five days but less than six months. With a temporary assignment, the employee usually returns to their previous position. This is different from Temporary employees, who are hired from outside the County into a temporary position. See below for results related to Temporary employees.
Limited Duration Assignment	When a Regular employee takes an assignment that is more than six months but less than two years. When the assignment ends, the employee has rights to return to their previous job profile. This is different from limited duration employees, who are hired from outside the County into a limited duration position. See below for results related to limited duration employees.
Lead Status	When an employee takes a lead role on a project or team.
Rate	The number of the employees who experienced the action divided by the total number of employees. This can be calculated within groups as the number of promotions in the group divided by the number of employees in the group. For example, if there is one promotion in a division of 10 total employees, the rate would be 0.10, or 10%.

The following graphs and tables below provide overall rates of each type of employee action from FY 2022 through FY 2024. Information about the demographic information can also be viewed interactively on the [Multnomah County Employment Trends Other Actions Dashboard](#), which allows for further disaggregation of demographic information by department, division, employee type, employee level, and union.

Since the rates of these actions are much lower than hires and separations, statistical analysis becomes unreliable for demographic groups with high rates of missing information (e.g., gender identity, sexual orientation, military status, and disability status). While these can be explored in the dashboard, statistical testing was not performed.

Trends in Promotions

Figure 27: Countywide promotion rate, regular only (n = number of promoted employees)



FY 2022	FY 2023	FY 2024
(n = 436)	(n = 425)	(n = 331)

The promotion rate for regular employees at the County has declined slightly over time. However, compared to the government sector in general, the County's rate is relatively high. The most recent and reputable point of comparison comes from the Society for Human Resource Management (SHRM) "Human Capital Report," which looks at FY 2022 of government sector organizations.⁹ According to the report, the median promotion rate for the government sector in FY 2022 was 4%, lower than the County's rate then of 7.7%.

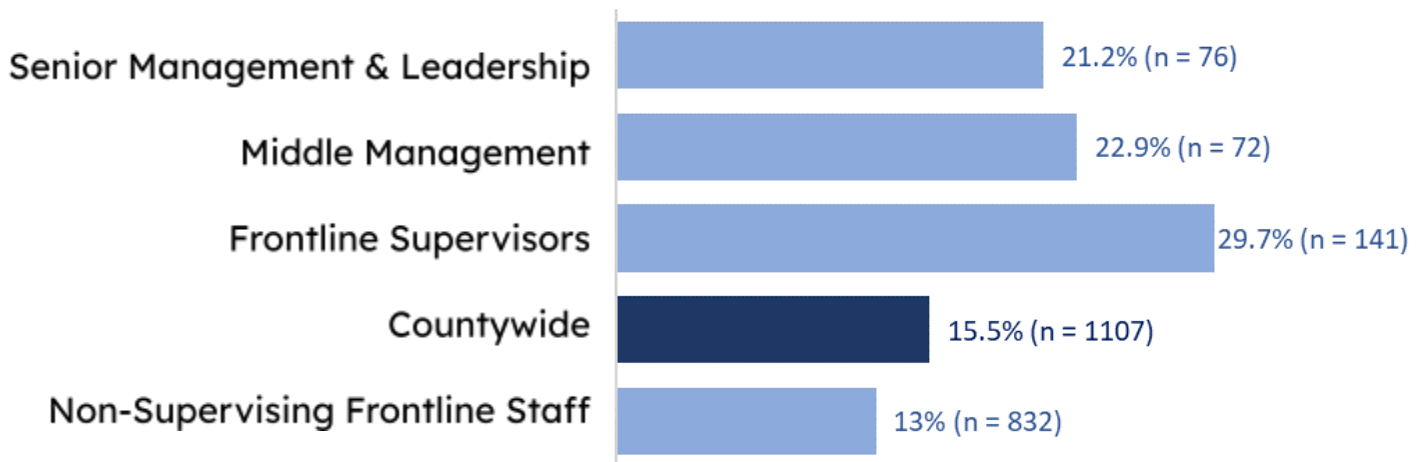
Since promotions are relatively uncommon, these employee movements were combined between FY 2022 and FY 2024 for the purposes of statistical analyses. The countywide promotions rate was 15.5% for all years combined.

Employees who identify as two or more races have a statistically significantly higher promotion rate (20.3%) compared to the countywide rate, while White employees have a slightly lower rate (14.0%). Across all three fiscal years, employees who had one to five of tenure had a higher rate of promotion (15.6%) compared to other tenure groups

⁹ Society for Human Resource Management. "SHRM Benchmarking: Human Capital Report." 2022. Retrieved from: <https://www.shrm.org/content/dam/en/shrm/research/benchmarking/Human%20Capital%20Report-SECTOR-GOVERNMENT.pdf>

— but only for frontline staff and frontline supervisors, indicating that this finding may be associated with general career trajectory patterns. Additionally, across all employee levels, frontline supervisors had the highest rate of promotion at 29.7%.

Figure 28: Promotion Rate by Employee Level for FY 2022 - FY 2024
(number of promoted regular employees shown in parentheses)



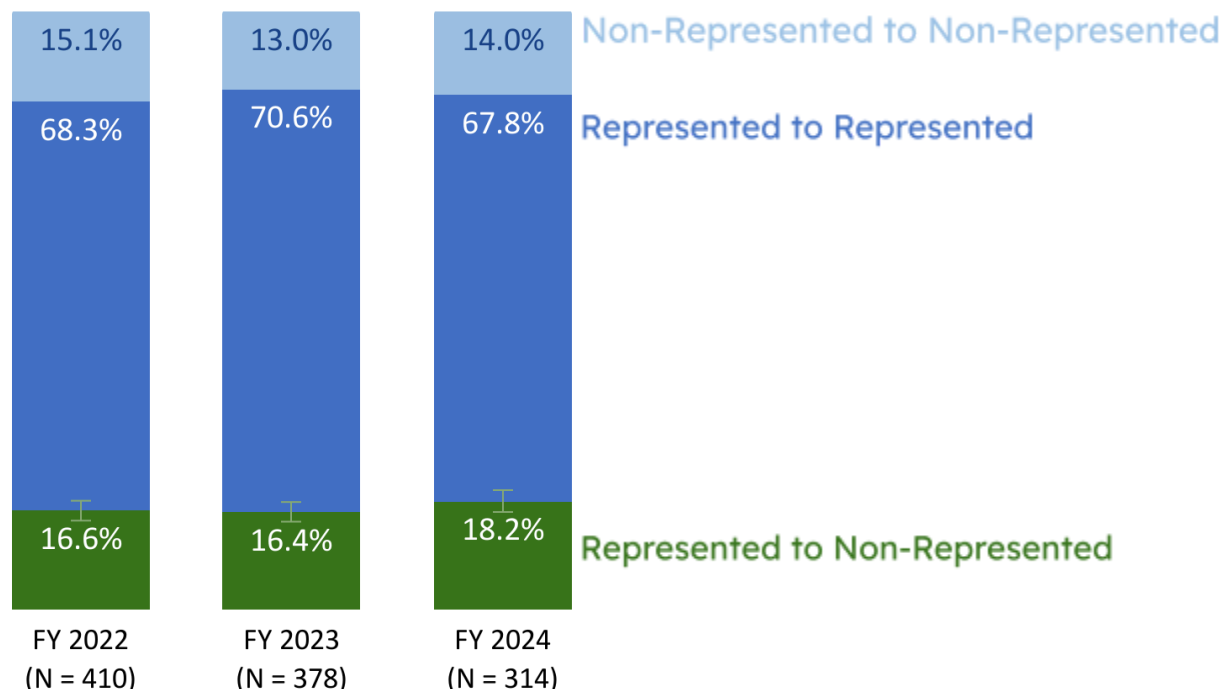
Note: Since employees can be promoted more than once, an employee who is promoted multiple times into different levels of the organization are included in the total number for each level. However, the countywide total number of promoted employees only counts that individual once.

Promotion by employee type (represented vs. non-represented)

We also examined whether employees who received promotions were regular represented or regular non-represented employees before their promotion, and whether they were promoted into represented or non-represented roles. We examined the three main types of promotional movements: non-represented to non-represented, represented to represented, and represented to non-represented. A fourth promotional movement, non-represented to represented positions, is possible, but is rare and was not considered for these analyses.

In the majority of promotions, employees remained within the same employee type — represented employees were most commonly promoted into represented positions, and non-represented employees were most commonly promoted into non-represented positions. In FY 2022, 16.6% of all promotions were from represented positions into non-represented positions. This rate remained relatively steady in FY 2023 at 16.4%, but slightly increased in FY 2024 to 18.2%.

Figure 29: Percentage of Promotions from Regular and Non-Regular Positions (n = number of promotions)



We also examined the various demographic categories of regular represented employees who received promotions in relation to whether they were promoted into represented positions or non-represented positions. Since some demographic groups had few promotions in a single fiscal year, we combined promotions between FY 2022 and FY 2024. In total, there were 947 promotions of regular represented employees between FY 2022 and FY 2024. Of these promotions, 187 (19.7%) were into regular non-represented positions and 760 (80.3%) were into regular represented positions.

No statistically significant differences were found across race and ethnicity groups in the percentage of regular represented employees that were promoted into non-represented positions. However, there were statistically significant generational differences in the rate of promotions of regular represented employees into non-represented positions:

- Generation Z employees (N = 27 total promotions): did not have any promotions of regular represented employees into regular non-represented positions
- Millennial employees (N = 308 total promotions): 18.8% of promotions from a regular represented position were into a non-represented position.
- Generation X employees (N = 221 total promotions): 24.0% of promotions from a regular represented position were into a non-represented position

- Baby Boomer employees (N = 43 total promotions): 18.6% of promotions from a regular represented position were into a non-represented position

There were also differences across departments. The rates of regular represented employees being promoted into non-represented positions rather than other represented positions in the Department of Community Justice (29.5%) and Health Department (43.8%) were significantly higher than the countywide rate of 19.9%. In contrast, these rates in the Department of County Human Services (11.9%), the District Attorney's Office (4.9%)¹⁰, and the Library (10.5%) were significantly lower than the countywide rate.

Trends in demotions

Demotions occur rarely at the County, affecting around 1% of regular employees in each fiscal year between FY 2022 and FY 2024. Demotions can be voluntary or involuntary, and both types of demotion were analyzed across demographic groups.

Since the annual number of demotions is relatively small, all fiscal years were combined in statistical analyses. No statistically significant demographic differences were found for demotions. Additionally, when numbers are relatively small, statistical significance can be more difficult to determine which may impact this type of action.

Trends in work out of class and temporary assignment

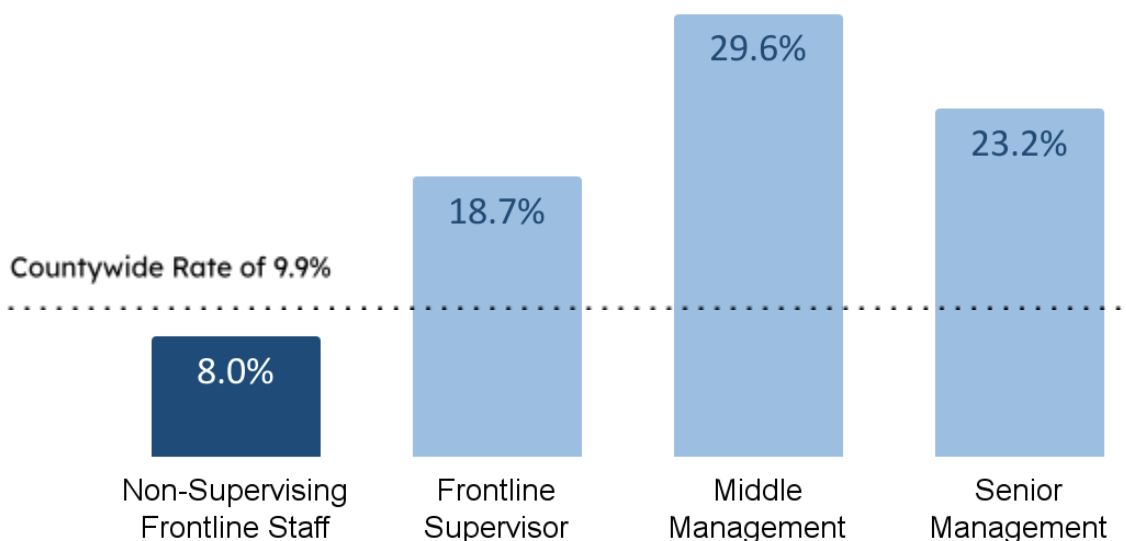
Work out of class (WOC) and temporary assignments were analyzed together due to both small numbers and similarity of actions. WOC is used when employees are in a temporary position for less than six months, whereas temporary assignments are used when employees are in the position for longer than six months. This analysis only includes employees who moved within the organization for a temporary assignment, not new employees who are hired into a position that is identified as temporary. The overall rate of WOC and temporary assignments has remained relatively stable over time.

Since WOC and temporary assignments are relatively uncommon, data of these employee movements were combined for FY 2022 through FY 2024 for the purposes of these analyses. The countywide WOC and temporary assignment rate was 9.9% for all years combined. If an employee experienced the action multiple times, which is frequent for WOC, they were only counted one time for the combined analysis.

¹⁰ Overall, the District Attorney's Office has one of the highest promotion rates across all county departments. Many of these promotions occur within the prosecuting attorneys career pathway (e.g., from Deputy District Attorney 1 to Deputy District Attorney 2), which are represented positions. So, the majority of promotions are from represented positions to represented positions.

Overall, 20.9% of WOC and temporary assignments occur for non-represented positions, more frequently than for represented positions. These results are mirrored in relation to employee level: the rates of WOC and temporary assignments for frontline supervisors (18.7%), middle management (29.6%), and senior management (23.2%) were each significantly higher than the countywide rate of 9.9%. In contrast, the non-supervising frontline staff WOC and temporary assignment rate of 8.0% was significantly lower than the countywide rate.

Figure 30: Work Out of Class & Temporary Assignment Rates by Employee Level (FY 2022 - FY 2024)



In addition, female employees were slightly more likely to experience a WOC or temporary work assignment (10.2%) compared to the countywide rate, whereas the rate for male employees was slightly lower (8.3%). Although non-binary employees were included in analyses, the smaller size of the group made the results inconclusive. Millennials also had a higher rate of WOC or temporary work assignments (11.3%) compared to the countywide rate.

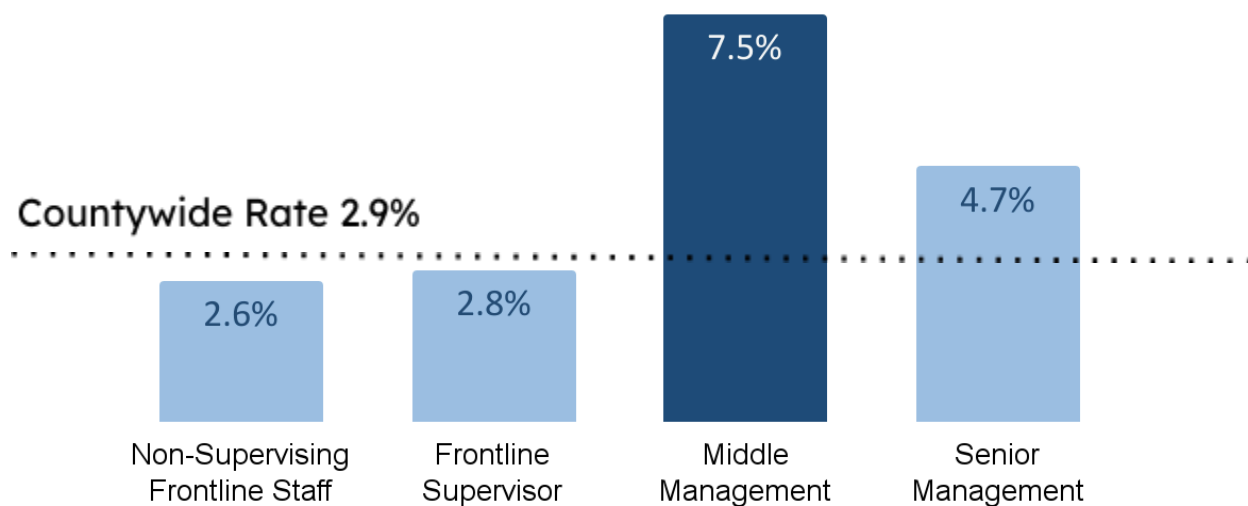
Trends in reclassifications

At a rate of less than 2% for each of the reviewed fiscal years, the rate of reclassifications was generally low. Reclassifications can be requested by a manager, by the employee, or both. Additionally, a position can be reclassified into either a higher or lower level position.

Since reclassifications are relatively uncommon, data of this action were combined for FY 2022 through FY 2024 for these analyses. When totaled across three years, the countywide reclassification rate was 2.9%.

Reclassifications were more likely to occur for routine telework employees (4.9%) and hybrid teleworking employees (4.8%), indicating that work may have shifted for some of these positions at a higher rate. Ad hoc telework and onsite employees did not differ in a statistically significant degree from the countywide rate. There were also higher rates among middle managers (7.5%) and non-represented employees (5.2%). There is likely overlap between these groups (e.g., middle managers may be more likely to telework).

Figure 31: Reclassification Rates by Employee Level (FY 2022 - FY 2024)



Reclassifications were also more likely among both American Indian and Alaska Native employees (9.3%) and Slavic employees (7.8%). However, it should also be noted that these are relatively small employee groups (n = 86 and n = 51, respectively, across the three fiscal years). As a result, even small numbers of employees in these groups experiencing a reclassification can have a large impact on the overall rate. On the other hand, Asian employees had a low reclassification rate (1.3%).

Trends in limited duration assignments (LDA)

Rates of limited duration assignments were compared across employee demographics. Since limited duration assignments were relatively uncommon (affecting less than 3% of County staff in each fiscal year), data from between FY 2022 and FY 2024 were combined for a countywide rate of 5.7%, which was used for the statistical analysis.

The analysis found that Latino and Hispanic employees (8.8%), as well as Middle Eastern employees (15.0%), had higher rates of limited duration assignments. Conversely, White employees were less likely to experience a limited duration assignment compared to the rate for all other race and ethnicity groups (4.3%).

The findings related to race and ethnicity are reflective of the more diverse workforce hired in recent years. Limited duration assignments were more likely to occur for staff within their first one to five years of employment (8.5%), a more diverse group than the County overall, than employee groups of longer tenure lengths. Limited duration assignments were also more frequent among AFSCME Local 88 employees (6.8%), which is also more diverse than the County as a whole.

There was also a finding for gender, which is likely tied to department use of LDA. Female employees were more likely to experience an LDA action (6.1%) compared to males (3.2%). The Department of County Human Services (DCHS) and Health Department (HD) have the highest proportion of female employees (both over 70% female). Conversely the Sheriff's Office has the lowest proportion (27.9% female for the three fiscal years combined). Similarly, the Sheriff's Office had a low utilization of LDA (0.1%). This creates an interaction between gender and the use of LDA as the demographics of the department impact this finding.

Trends in lead status

As only represented employees are eligible for lead status, the following graph below reflects only the rate among represented employees. The rate of lead utilization has gone up slightly over time and may offer an opportunity for employee development among frontline employees.

When data for lead status were combined for the three years, the countywide rate for represented employees was 8.7%. The only demographic difference that was identified was for generation — a finding that may be tied to employee career development. Both Baby Boomers (11.9%) and Generation X (11.7%) employees were more likely to be in lead status.

Most Likely to be in Lead Status

