

Multnomah County Employment Trends

Countywide Report

Multnomah County

Department of County Management

Research and Evaluation Unit in collaboration with

Office of Diversity and Equity

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Acknowledgement

We recognize that we are doing work on occupied land, and are here as guests. In proper introduction to the work, we want to acknowledge the rightful owners of this land as we dive into an analysis around identity, power, and history. Multnomah County lies within the traditional homelands of the Multnomah, Oregon City Tumwater, Watlala, and Clackamas Chinooks and the Tualatin Kalapuya Peoples who were relocated to the Grand Ronde Reservation under the Kalapuya etc., 1855, ratified treaty (also known as the Willamette Valley Treaty, 1855). Today, these Tribes are a part of the Confederated Tribes of Grand Ronde. The Grand Ronde people continue to maintain a connection to their ancestral homelands and maintain their traditional cultural practices.

Introduction

Why Multnomah County Employment Trends?

This report analyzes the demographics of the Multnomah County workforce and recent trends

in hiring, separations, promotions, and other employee development opportunities and employee movement. Data are from the County's workforce system of record, Workday.

The goals of the project are to:

- understand major employment trends at the County, including differences by department, race, age, gender, and other demographics
- support workforce equity efforts
- help the County plan for a workforce that is productive and supportive for all employees
- make the employment data more easily accessible and transparent

This report focuses specifically on workforce patterns over the 2020, 2021, and 2022 fiscal years, which span from July 1, 2019 to June 30, 2022. Most analyses are countywide, but department-level results are also shown where possible. Additionally because the majority of County employees are Regular employees (Represented and Non-represented Regular employees), many analyses and trends focus on regular employees.

Fiscal Year Dates

- FY 2020: July 1, 2019 - June 30, 2020
- FY 2021: July 1, 2020 - June 30, 2021
- FY 2022: July 1, 2021 - June 30, 2022

The last report examining these employment trends was published in 2017 and focused on data from FY 2015 and FY 2016 ([FY 2015-FY 2016 HR Trends](#)). Shortly after the report was released, the County switched its system of record — the human resource management software system that keeps track of employees’ demographics and employment movements, among other functions — from SAP to Workday, which changed the way data were tracked and the structure of the data. As a result, it was not possible to combine data between SAP and Workday into a single analysis.

During that transition, the Evaluation and Research Unit (ERU) and County leadership made the decision to wait until Workday was fully implemented to conduct another employment trends report, which required us to wait until there were enough fiscal years’ worth of data in Workday to conduct statistical analyses.

However, before we could begin work on our first report using Workday data, the COVID-19 pandemic arrived, pulling our research staff into the County’s pandemic response, diminishing our capacity to conduct these analyses.

By June 2022, the ERU was back in a position to undertake analyses of employment trends.

Important Context during this Time Period

The time period of FY 2020 through FY 2022 (July 1, 2019 - June 30, 2022) was a time of major global, national, and local historical events, including:

1. COVID-19: In March 2020, Governor Kate Brown issued an executive order directing everyone in Oregon to stay home unless absolutely necessary to help stop the spread of COVID-19. At the time, non-essential County employees were directed to telework, were re-assigned to support COVID-related work, or placed on paid administrative leave if they could not telework due to the nature of their jobs. Essential employees continued to report

to work sites and operated under strict — and rapidly changing — health policies. Employees continued to work in this way until the Future of Work implementation began on Oct. 18, 2021, with employees starting new work arrangements that included a telework pilot and a return to the office for many employees.

2. Social justice movements: In the summer of 2020, a movement of demonstrations against racism and police violence occurred in downtown Portland. Though the political views on the demonstrations varied, they had a profound effect on our communities and employees. They also created security concerns for many employees who reported to work at the County's downtown offices due to exposure to tear gas, experiences of verbal harassment, or an inability to access or leave their work space due to unsafe conditions (e.g., fires and broken glass in building lobbies).
3. Extreme weather events, including life-threatening

freezing temperatures, ice storms, wind storms, heat domes, and devastating wildfires, during almost every winter and summer during this time period.

Results from the 2021 Countywide Employee Survey showed that these historical events played major roles in employees' experiences, both at work and in their personal lives. Many employees reported increases in stress, decreases in feeling supported and valued, and challenges with safety and security during this time. Some employees highlighted the continued political tensions these events created between co-workers, and even within themselves as both County employees and members of the public.

Major developments within Multnomah County also affected employees' experiences at work during this period. The ever-shifting needs of our community and the strategies by which the County could meet them necessitated frequent policy discussions and shifts. The organization saw several major executive and departmental leadership changes. The Future of Work initiative, which formalized the County's telework pilot program and kicked off the return to in-person

work for many employees went into effect on Oct. 18, 2021 — the same day that the County’s vaccine requirement for employees went into effect. Meanwhile, many staff were actively involved in the ongoing work around the Workforce Equity Strategic Plan (WESP).

Additionally, numerous departments and work groups experienced particularly significant developments and changes that impacted their employees’ perceptions and feelings of working at the County. Examples of the many context-setting circumstances, challenges and opportunities across our departments, divisions, and work groups included, but certainly were not limited to:

- The Health Department continuing to respond to the ongoing COVID-19 pandemic
- The Library undergoing structural changes
- The Joint Office of Homeless Services (JOHS) formally becoming its own department
- Employees in public safety departments, including the Multnomah County Sheriff’s Office, Department of Community Justice, and the District Attorney’s Office, signaling that they were experiencing lower levels of

belonging and feeling disconnected and siloed from the rest of the County

- The Elections Division within the Department of Community Services conducted seven elections between July 2019 and June 2022, including one general election and two primary elections.

When interpreting the results and analyses shared in this report, we encourage you to keep in mind that the data are grounded in a specific time and in these, among other, additional contexts.

In many ways, changes in the County workforce reflect wider demographic trends. It is important to remember that demographic trends are themselves products of systemic oppression throughout the state and country. Oregon’s history of discrimination constrained the professional opportunities of generations of people of color and others with non-dominant identities, influencing both historical hiring patterns and workplace cultures, including those within Multnomah County. And the impacts of this oppression are relevant today.

Though both the county population and the organization’s workforce remain largely White, the population

of Multnomah County is rapidly growing and diversifying. The County workforce must be prepared to serve its changing community while addressing inequities that were both inherited and perpetuated, adhering to the vision of diversity, equity, and inclusion for all employees.

Data Categories and Limitations of Data Analysis

This report primarily focuses on race and ethnicity and age demographics, as well as gender demographics based on data gathered through a less-inclusive field that offered binary options. We also accounted for additional gender demographics that were gathered through a more-inclusive gender identity field. We also examined other demographics, including veteran status, disability, and sexual orientation. However, many employees have not entered this information about more inclusive gender identity, veteran status, disability, and sexual orientation into Workday, making analyses and inferences from these demographics difficult because there is a large percentage of unknown data.

Further, this report is not a qualitative review of how people interact with the organization and does not capture the actual lived experience of employees. Critically, a failure to identify a significant trend does not necessarily mean that underlying patterns, including possible disparities in treatment or experience, do not exist. The group findings we are analyzing may obscure individual-level findings, and our analyses of employment data is not meant to contradict or counteract employee testimony in any way. Our analyses also cannot explain the "why" behind the data — more research, using both quantitative and qualitative methods, is needed to fully understand many results.

The analyses in this report often describe and compare rates of employment actions. Rates are defined as the number of employees that had a specific employment action (e.g., separation, hire, promotion) out of the total number of employees in that group. For example, if there are 10 regular employees in a department, and 2 employees received a promotion, the promotion rate for that department would be 20% (2 out of 10).

Rates are typically calculated over a single fiscal year. However, when

some employment actions occur infrequently, rates may be calculated over the entire reporting period (FY 2020 through FY 2022) to allow for a meaningful group size to conduct analyses. Any employee that was active at any point during a fiscal year is included in the overall rate.

Many of the major results in this report are about Regular employees, who are defined as employees in an on-going, budgeted position. Regular employees may be represented by a Bargaining Labor Union (e.g., AFSCME Local 88, Oregon Nurses Association, Corrections Deputy Association), or Non-represented. Regular employees (including both Regular Represented and Regular Non-represented) make up about 80% of the County workforce. Results for other employee types are also included towards the end of the report.

What does Statistical Significance Mean?

In this report, we primarily highlight results that are statistically significant. A statistically significant result does not mean that the result is interesting, important, or big.

A "significant" result means that statistical tests indicate that there is

likely a true proportional difference between groups or difference across time that is probably not due to chance or coincidence. In this report, we use a 95% confidence level, meaning that we can be 95% sure that the difference is real and not a coincidence.

Statistics are impacted by several factors, including the amount of variability in the data and the number of people in each group.

It is also important to note that sometimes statistically significant results show up or don't show up in unexpected ways. For example, sometimes:

- In a graph, it may appear that there are differences between groups that do not show up as statistically significant.
- In a graph, it may appear that there are not big differences between groups that do show up as statistically significant.
- Two groups can have the exact same averages or percentages, but one group may show up as statistically significant than the benchmark, while the other group does not.

Each of these instances is the result of the variability and sample sizes of the data. For the group that shows a

statistically significant difference, we can be 95% confident that the differences between the groups are not due to chance. That does not mean that there are no differences between the other groups — it just means that we are not able to rule out chance or coincidence.

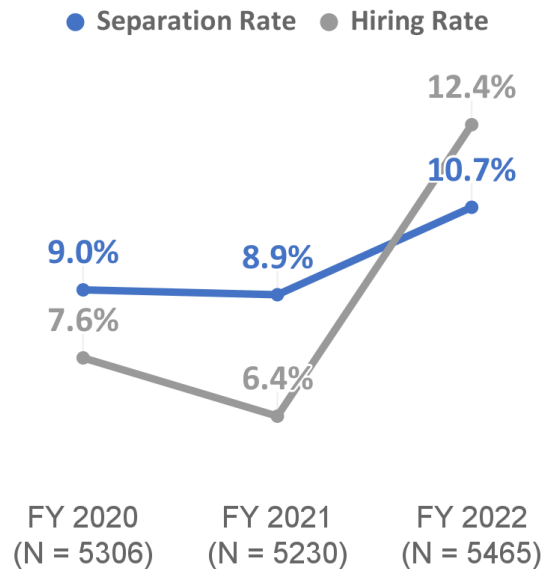
Overall Countywide Trends

Former reports in this area were called “HR Trends.” We have updated the name to better reflect what is included in analyses.

Separations and Hires Increased in FY 2022

Over the past three fiscal years, the County experienced a period of change among all Regular employees (both Represented and Non-represented Regular employees). Although the rate of separations among Regular employees climbed in FY 2022, there was also a corresponding rise in the rate of hiring rates among Regular employees for the same period.

Regular Employee Separation and Hiring Rates Increased in FY 2022



Overall separation rates for all Regular employees in FY 2020 and FY 2021 were similar: 9% and 8.9%, respectively. In FY 2022, the separation rate rose to 10.7%, a statistically significant increase.

Hiring rates over the reporting time frame followed a similar pattern as separations. In FY 2020, the hiring rate for Regular employees was under 8%. After a decrease in the FY 2021 hiring rate saw it drop below 7%, the hiring rate increased the next fiscal year to over 12% in FY 2022, which was a statistically significant change.

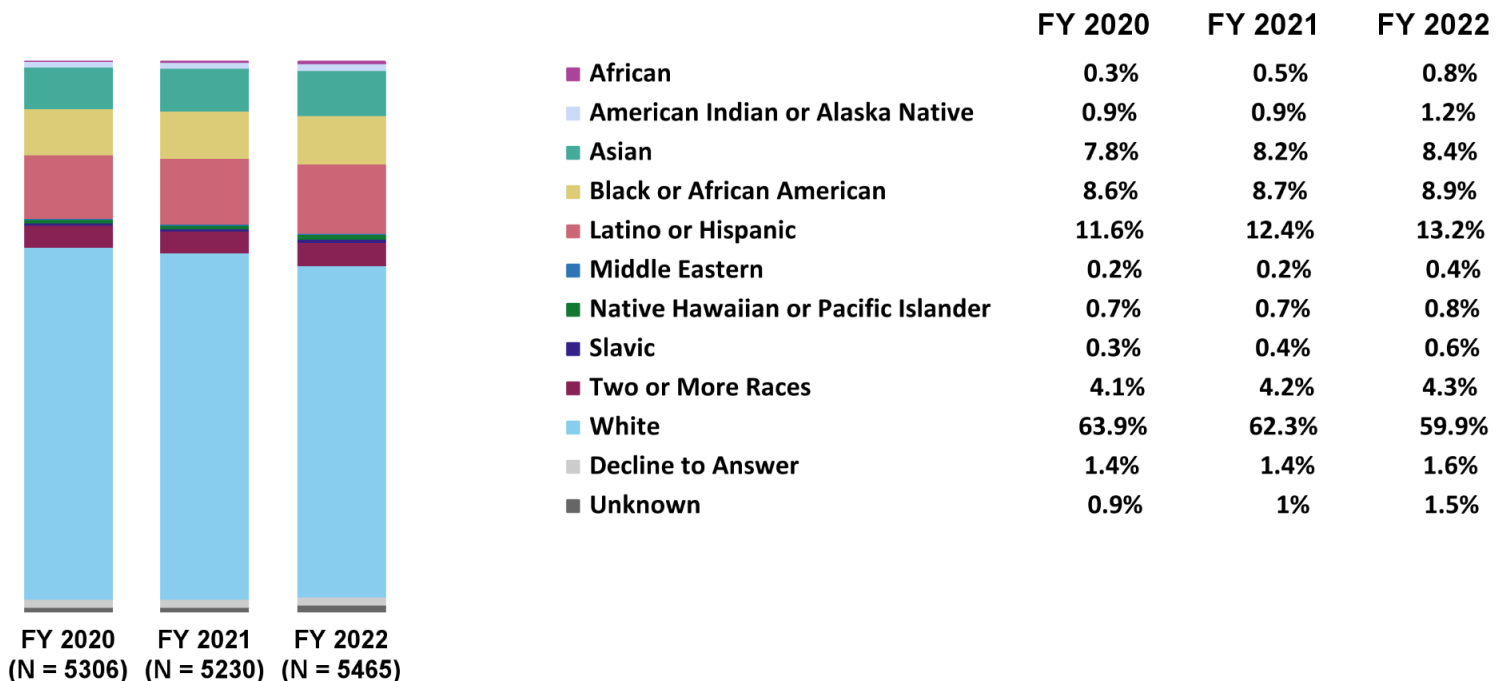
Overall Countywide Workforce is More Racially and Ethnically Diverse and Younger

The demographics of all Regular employees have shifted over the past three years. Specifically, the countywide workforce has become more racially and ethnically diverse and younger as a result of the turnover and separations, and increased hiring activities.

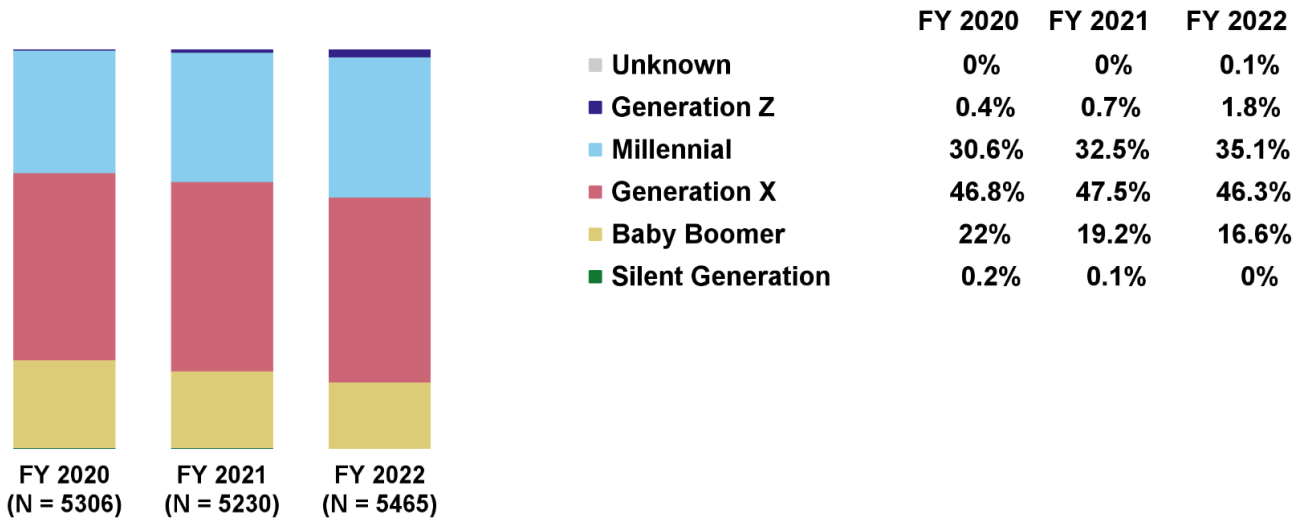
With regard to race and ethnicity, White employees continue to make up the majority of all Regular employees. However, the share of all Regular employees that identify as

White has steadily decreased over the reporting period. In FY 2020, 64% of all Regular employees identified as White. But by FY 2022, 60% of all Regular employees identified as White, while the share of all Regular employees identifying as Black, Indigenous or other people of color (i.e., BIPOC) had a corresponding increase to 40% during that time. This change reflected an increase of BIPOC employees as a combined group; we did not find substantial increases among specific BIPOC groups.

Race and Ethnicity of Regular Employees



Generation of Regular Employees



Regarding age and generation, the percentage of all Regular employees belonging to Generation X or Millennials remained relatively steady from FY 2020 to FY 2022. However, the share of Baby Boomers in the County workforce significantly decreased from 22% in FY 2020 to 16.6% in FY 2022. Meanwhile, the share of all Regular employees in Generation Z increased from less than 1% in FY 2020 to almost 2% in FY 2022.

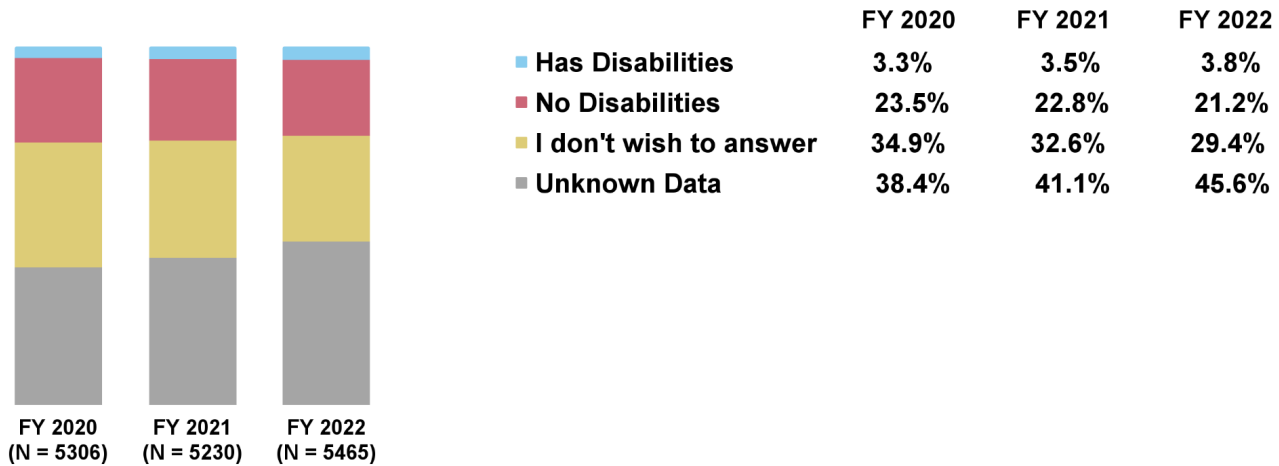
Generation (Pew Research Center) Definitions

- Silent Generation: born 1928-1945
- Baby Boomer: born 1946-1964
- Generation X: born 1965-1980

- Millennial: born 1981-1996
- Generation Z: born 1997-2012

Regarding disability, it is important to note that there is a large amount of unknown data regarding employees' disability statuses. Currently, almost 50% of employees do not have their disability status entered into Workday, leaving their status unknown. This means that when we examine trends for employees with disabilities, the analyses can only be done for employees for whom disability status is known (between 3% - 4% of employees identified having disabilities) and may not accurately reflect all employees with disabilities. Therefore, results related to disability should be interpreted with these limitations in mind.

Disability Status of Regular Employees



This is not to say that results in the report related to disability are not important or meaningful — just that we need more data, both qualitative and quantitative, to better understand these trends. We are hopeful that future disability analyses will be possible as employees become more aware of and feel more comfortable providing this information in Workday.

Similar to disability status, there is a substantial amount of unknown data about employees’ gender identity using the inclusive data field in Workday. Currently, over 55% of employees do not have their gender identity entered into Workday, leaving their status unknown.

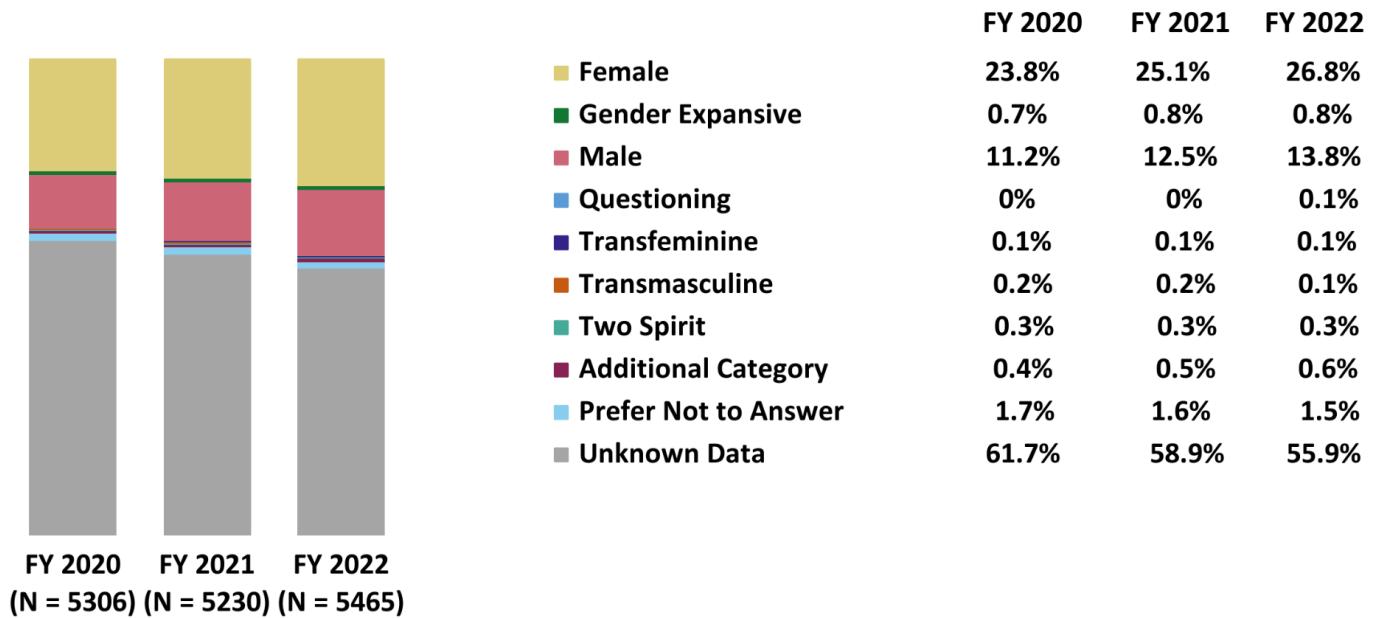
In Workday, there is also a non-inclusive binary “Gender” field that offers fewer missing values than the data from Workday’s more

inclusive “Gender Identity” field. In many analyses, we report results using the non-inclusive binary “gender” data. However, we recognize that although this data set has fewer missing values, it may not accurately represent the employee’s gender identities and should be interpreted with caution.

We are hopeful that future gender identity analyses will be possible as employees become more aware of and feel more comfortable providing this information in Workday.

Similar to disability status and gender identity, there is a substantial amount of unknown data about employees’ sexual orientation available in Workday. Currently, over 65% of employees do not have their sexual orientation entered into Workday, leaving their status unknown. We examined trends

Gender Identity of Regular Employees



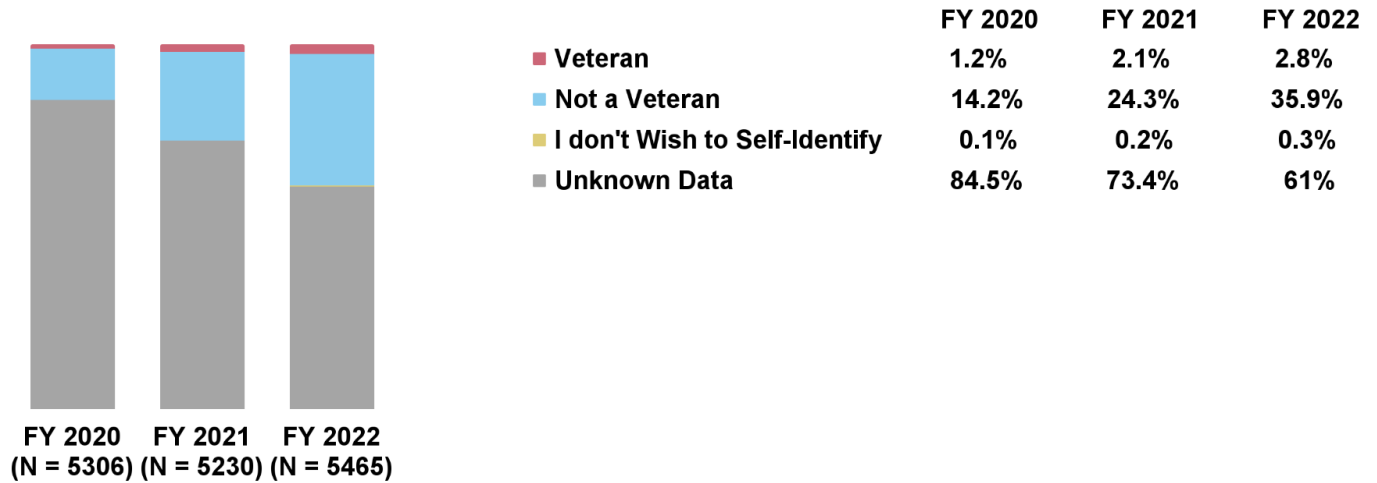
Sexual Orientation of Regular Employees



related to sexual orientation, but results related to sexual orientation should be interpreted with these limitations in mind. We are hopeful that future sexual orientation

analyses will be possible as employees become more aware of and feel more comfortable providing this information in Workday.

Veteran Status of Regular Employees



Similar to disability status, gender identity, and sexual orientation, there is a substantial amount of unknown data about employees' veteran status available in Workday. Currently, over 60% of employees do not have their veteran status entered into Workday, leaving their status unknown. We examined trends related to veteran status, but results related to veteran status should be interpreted with these limitations in mind. We are hopeful that future veteran status analyses will be possible as employees become more aware of and feel more comfortable providing this information in Workday.

Separations

The overall separation rate can be broken out into specific separation types: no fault separations, retirements, voluntary separations, and involuntary separations. No fault separations typically constitute layoffs; involuntary separations are typically the result of disciplinary action; retirements are when an employee retires from the workforce; voluntary separations are employees choosing to leave the County. We examined the overall separation rate, as well as the rate for each separation type.

Countywide for all Regular employees, the most common separation type was voluntary separations. The voluntary

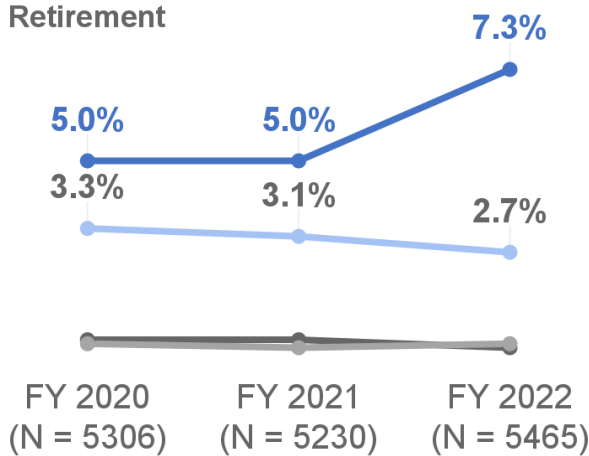
separation rates in FY 2020 and FY 2021 were 5%. In FY 2022, the voluntary separation rate increased to 7.3%, a statistically significant change.

Involuntary separations and no fault separations happened infrequently, both occurring at a stable rate of less than 1% throughout the entire reporting period.

The retirement rate remained close to 3% each fiscal year. Like the rates for no fault separations and involuntary separations, the retirement rate stayed stable between FY 2020 and FY 2022.

Countywide Regular Employee Separation Rates

- Voluntary Separations
- Involuntary
- No Fault
- Retirement



To better understand the nuances of these results, we examined whether separation trends varied among different demographic groups.

We found that for Regular employees, there were statistically significant results in separation rates depending on:

- Employee level
- Race and ethnicity
- Gender binary
- Disability
- Generation
- Sexual orientation
- Bargaining unit

Countywide, there were no statistically significant separation rate results based on other demographic categories for which we had data, including veteran status. You may view those separation rates in the separation [dashboards](#). Department-specific results can be found in the departmental summaries and dashboards.

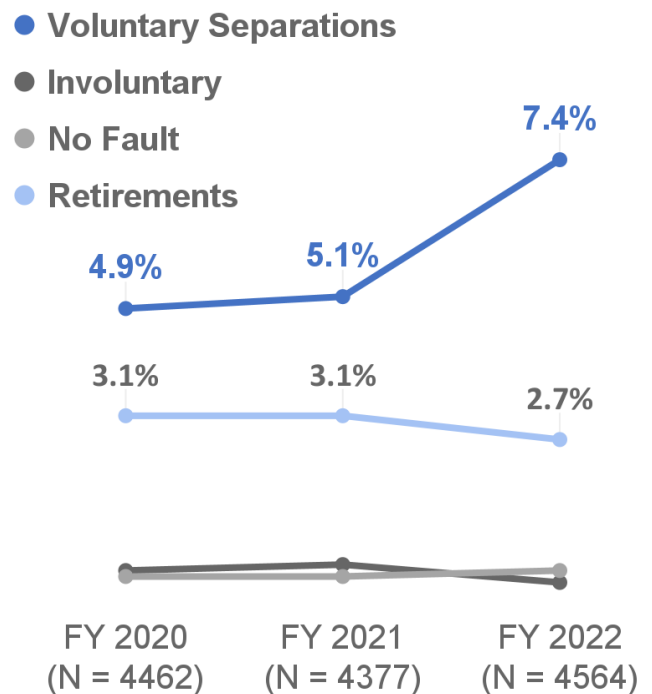
Employee Level: Non-supervising Frontline Staff had a Higher Voluntary Separation Rate in FY 2022

When we examined separation rates further, we found that the countywide results for Regular employees were primarily driven by results for Non-supervising Frontline staff, who make up the majority of Regular Represented employees. The most common separation type among Regular Represented Non-supervising Frontline staff was voluntary separations. In FY 2020 and FY 2021, the voluntary separation rate specifically for this group was around 5%. In FY 2022, the voluntary separation rate statistically significantly increased to 7.4%, slightly higher than the countywide average for all types of employees combined.

Among Regular Represented Non-supervising Frontline staff, involuntary separations and no fault separations occurred infrequently and were stable, with less than 1% separation rate in each year between FY 2020 and FY 2022.

The retirement rate was stable at around 3% each fiscal year for Regular Represented Non-supervising Frontline staff between FY 2020 and FY 2022.

Separation Rate for Regular Represented Non-Supervising Frontline Staff



There were no statistically significant separation rate results for other employee levels or non-represented employees (the majority of Regular Non-represented employees are supervisor or management level). See the separation [dashboards](#) for separation rates for these groups.

Race and Ethnicity: Voluntary Separation Rate Increased for Black and African American Regular Employees

The majority of separations for Regular employees who identify as Black and African American are voluntary separations. The voluntary separation rate for this group has steadily increased, from 3.6% in FY

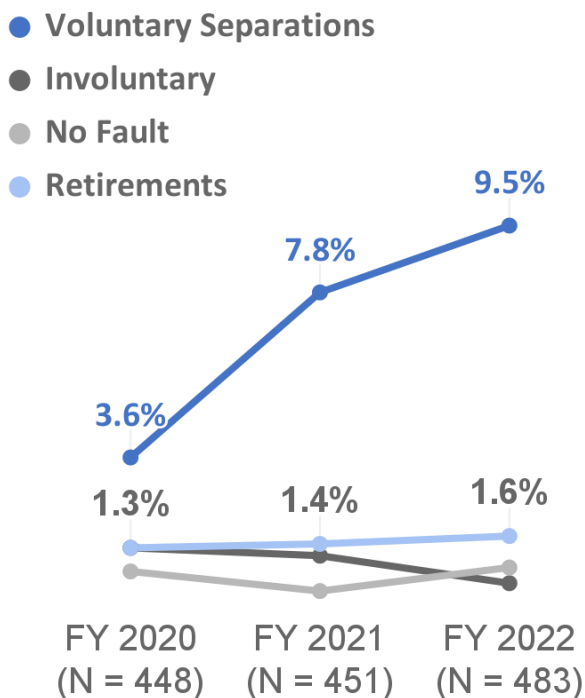
2020 to 7.8% in FY 2021, to 9.5% in FY 2022.

In contrast to voluntary separations, involuntary separations, no fault separations, and retirements were relatively infrequent with a rate of less than 1.5% and remained relatively stable across FY 2020, FY 2021, and FY 2022 for each of these separation types. Any changes in the rates of involuntary separations, no fault separations, and retirements were not statistically significant.

To examine these results further, we looked at results for Black and African American Represented employees and Non-represented employees separately. The results were fairly similar between the two groups — both showed statistically significant increases in voluntary separation rates between FY 2020 and FY 2022. However, for Regular Non-represented Black and African American employees, there was a sharper increase in voluntary separation rates between FY 2020 and FY 2021 than between FY 2021 and FY 2022.

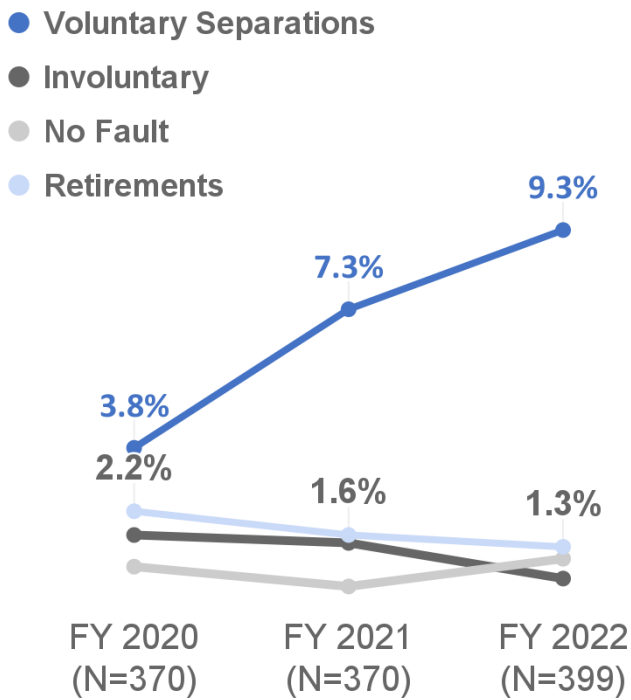
Retirements, involuntary separations, and no fault separations for both Regular Represented and Non-represented Black and African American employee groups were relatively

Black and African American Regular Employee Separation Rates

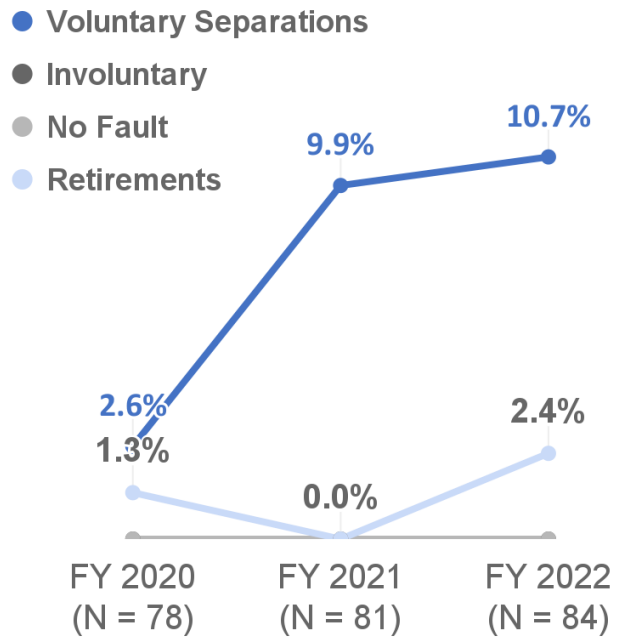


infrequent at a rate of less than 2%, which held stable between FY 2020 and FY 2022. Any changes in the rates of involuntary separations, no fault separations, and retirements were not statistically significant.

Represented Black and African American Separation Rates



Non-Represented Black and African American Separation Rates



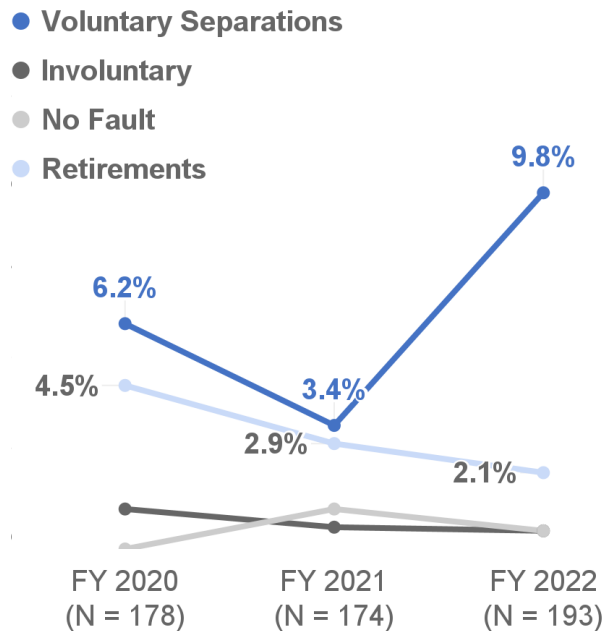
Race and Ethnicity: Voluntary Separation Rate Increased for Regular Represented Employees of Two or More Races

Voluntary separations were also the most common separation type for Regular Represented employees identifying as Two or More Races. The voluntary separation rate for this group of employees was 6.2% in FY 2020 and dropped to 3.4% in FY 2021. However, the voluntary separation rate for this group significantly increased to 9.8% in FY 2022. There was also a downward trend in retirements for Regular Represented employees of Two or More Races. Any changes in the rates of these involuntary separations, no fault separations and retirements were not statistically significant.

There were no statistically significant changes for separation rates for Regular Non-represented employees who identified as being Two or More Races.

The trends among Black and African American and employees and

Separation Rate for Regular Represented Employees with Two or More Races



employees of Two or More Races are concerning. Further research using both quantitative and qualitative methods will be necessary to better understand why Black and African American and employees of Two or More Races chose to leave the county at higher rates during this time period.

Although the diversity of employees increased in relation to both Regular Represented hires and the overall Regular County workforce, the rise in voluntary separations rates for Regular Black and African American employees and employees of Two or More Races indicates that efforts to retain Black and African American

employees and employees of Two or More Races will be increasingly important to maintaining and growing racial and ethnic diversity at the County.

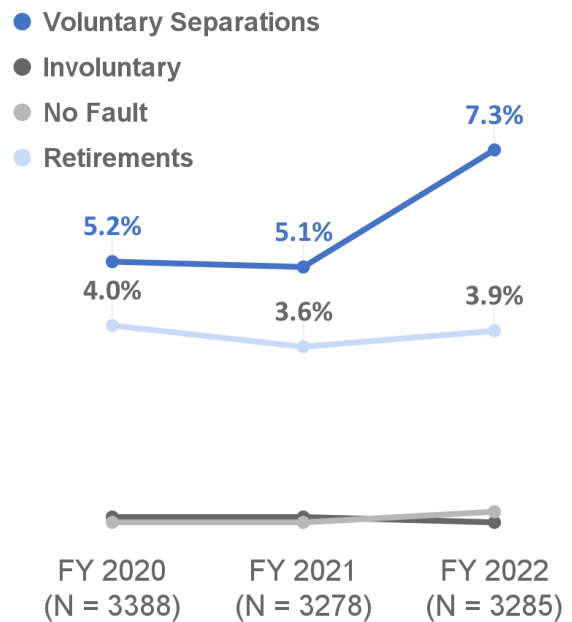
Race and Ethnicity: Voluntary Separation Rate Increased for White Regular Employees

Mirroring what we see at the countywide level, the voluntary separation rate for White Regular employees was similar between FY 2020 and FY 2021 at around 5%, but had a statistically significant increase in FY 2022 to 7.3%. White Regular employees had relatively infrequent involuntary and no fault separations across all three fiscal years. However, the retirement rate for White Regular employees was higher than the retirement rate for Black and African American Regular employees throughout the reporting period. The retirement rate remained stable for White Regular employees between FY 2020 and FY 2022, with a rate around 4%.

There were no statistically significant separation rate results for other race and ethnicity groups,

although some race and ethnicity groups may not reach statistical significance because they are relatively small groups. See the separation [dashboards](#) for separation rates for all groups.

Separation Rate for Regular White Employees



Gender Binary: Different Patterns of Separation Rates for Female and Male Regular Employees

For these analyses of separation rates by gender, we used data from the non-inclusive binary “Gender” field in Workday because at this

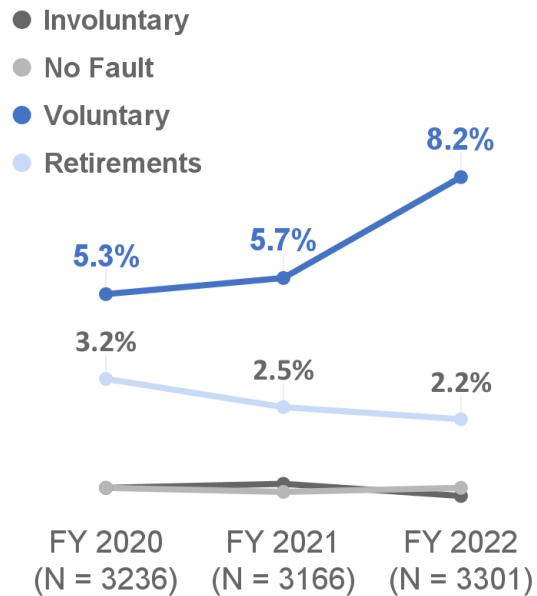
time, it offers fewer missing values than the data from Workday’s more inclusive “Gender Identity” field. However, we recognize that although this data set has fewer missing values, it may not accurately represent the employee’s gender identities and should be interpreted with caution.

There were no statistically significant results for the more inclusive Gender Identity field, most likely because there is a high rate of missing values; however, this information can still be viewed in the [dashboards](#). We are hopeful that future Gender Identity analyses will be possible as employees become more aware of and feel more comfortable providing this information in Workday.

When looking at all Regular employees who identified as being Female, the voluntary separation rate was 5.3% in FY 2020 and 5.7% in FY 2021, but increased to 8.2% in FY 2022, a statistically significant change. Retirements among this group had a statistically significant downward trend between FY 2020 and FY 2022, moving from 3.2% in FY 2020 down to 2.5% in FY 2021, and then 2.2% in FY 2022. Involuntary and no fault separations were relatively uncommon, with the rate

remaining below 1% between FY 2020 and FY 2022.

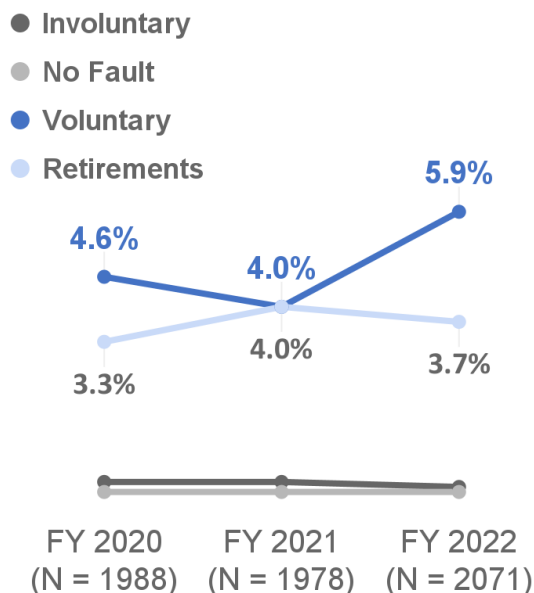
Female Regular Employees Separation Rates



Regular employees who identified as being Male had a voluntary separation rate of 4.6% in FY 2020 and a similar rate of 4.0% in FY 2021, but the voluntary separation rate increased to 5.9% in FY 2022, a statistically significant rise. The retirement rate for Regular Male employees was between 3% and 5% from FY 2020 to FY 2022. Involuntary and no fault separation rates for Male Regular employees between FY 2020 and FY 2022 were below 1% throughout the reporting period.

Separation rates for all of the inclusive gender identities are viewable in the [dashboards](#).

Male Regular Employees Separation Rates



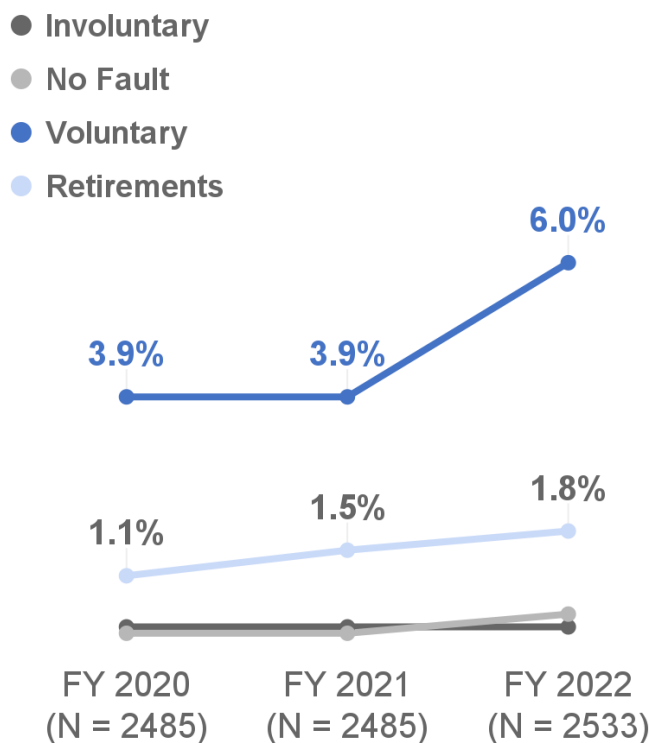
Generation: Voluntary Separations Increased for All Regular Generation X and Millennial Employees

We examined separation rates across generations of employees and found that there was a statistically significant increase for voluntary separations for Regular Generation X employees, from 3.9% in FY 2020 and FY 2021, to 6.0% in FY 2022. There were no other significant trends in other separation types for Regular Generation X employees.

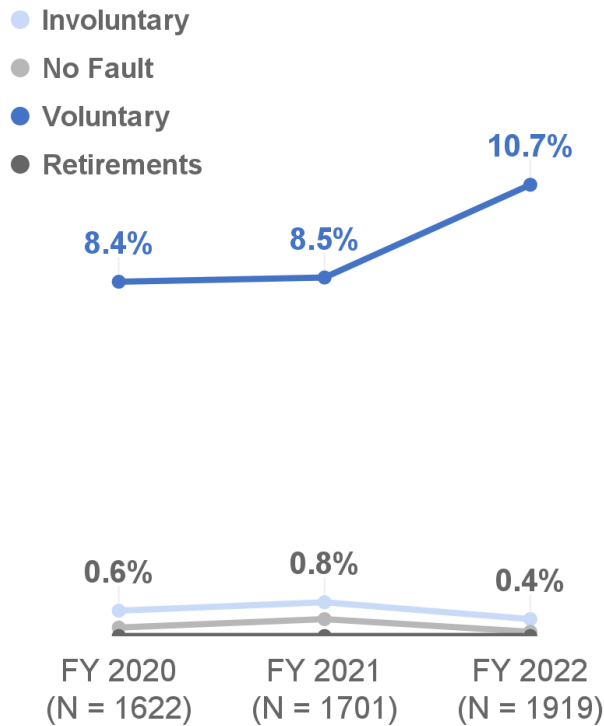
Similarly, the voluntary separation rate for Regular Millennial employees statistically significantly increased from 8.4% in FY 2020 and 8.5% in FY 2021, to 10.7% in FY 2022. Involuntary separations, no fault separations, and retirements were relatively infrequent and had no statistically significant trends between FY 2020 and FY 2022 for this group.

Separation rates for all generation groups are viewable in the [dashboards](#).

Separation Rate for All Regular Generation X Employees



Separation Rate for All Regular Millennial Employees



Disability Status: Voluntary Separations Increased for Regular Represented Employees with Disabilities

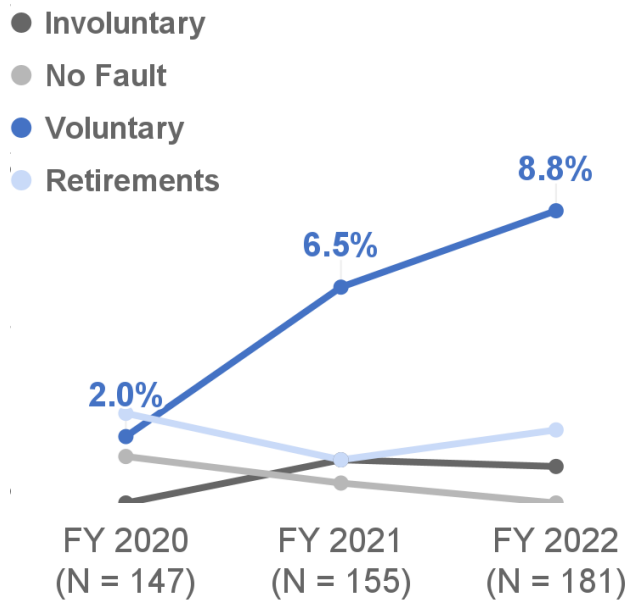
While we examined separation rates for employees with disabilities, it is also important to note that there is a large amount of unknown data regarding employees' disability statuses. Currently, almost 50% of employees do not have their disability status entered into Workday, leaving their status unknown. This means that when we examine trends for employees with

disabilities, the analyses can only be done for employees for whom disability status is known and may not accurately reflect all employees with disabilities. Therefore, these results should be interpreted with these limitations in mind.

This is not to say that these results are not important or meaningful — just that we need more data, both qualitative and quantitative, to better understand these trends. We hope to have more complete disability status data in the future and we encourage employees to enter their demographic information into Workday.

The voluntary separation rate for Regular Represented employees with disabilities was 2.0% in FY 2020, which statistically significantly increased to 6.5% in FY 2021. The rate increased again (yet, not statistically significantly) to 8.8% in FY 2022. Changes in the rates of involuntary separations, no fault separations, and retirements were not statistically significant. In addition, there were no statistically significant trends for Regular Non-represented employees with disabilities.

Separation Rates for Regular Represented Employees with Disabilities



Sexual Orientation: Voluntary Separation Rate Increased Regular Represented Employees Identifying as Gay, Bisexual, and Heterosexual

Employees' sexual orientation is mostly unknown, as approximately two-thirds of employees do not have their sexual orientation entered into Workday. Analyses of employment actions in relation to sexual orientation can only be performed where this information is known. Therefore, results from these

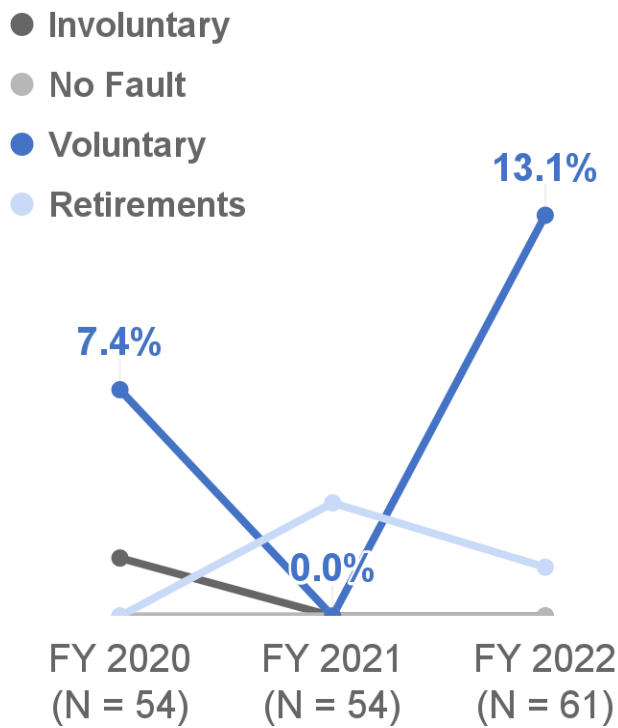
analyses may not accurately reflect the trends for all employees' based on their sexual orientation and should be interpreted with these limitations in mind. We hope to have more complete sexual orientation data in the future and we encourage employees to enter their demographic information into Workday.

The voluntary separation rate for Regular Represented employees who identified as Gay was 7.4% in FY 2020, and dropped all the way down to 0% in FY 2021. The rate then statistically significantly increased to 13.1% in FY 2022. Changes in the rates of involuntary separations, no fault separations and retirements were not statistically significant. Additionally, there were no statistically significant trends in separations for Regular Non-represented employees who identify as Gay.

It is important to note that the total number of Regular Represented employees identifying as Gay from FY 2020 to FY 2022 was relatively small: between 54 and 61. A smaller group means that very few separations can dramatically impact separation rates. This, coupled with the large proportion of employees for whom we don't know sexual orientation means we should

interpret the results with caution. As with disability status, results that require a more cautious approach are still important and meaningful while being indicative of the need for more qualitative and quantitative data.

Separation Rate for Regular Represented Gay Employees

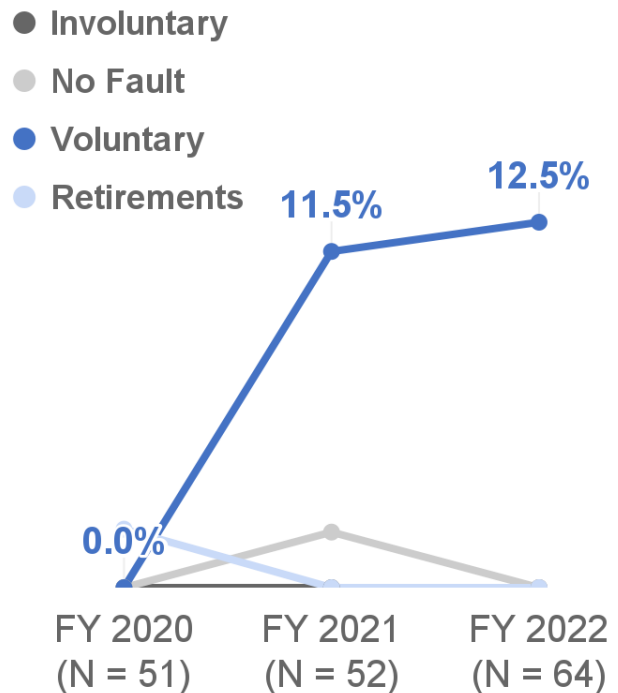


Among Regular Represented employees identifying as Bisexual, there were no voluntary separations in FY 2020, there were no voluntary separations. However, there was a statistically significant increase in the voluntary separation rate in FY 2021 to 11.5%, which then remained

relatively steady in FY 2022 at 12.5%. No other separation types had statistically significant trends between FY 2020 and FY 2022 for this group. An analysis of changes in the separation rate for Regular Nonrepresented employees who identified as Bisexual did not produce any statistically significant results.

The caveats about small group numbers similarly apply to Regular Represented employees identifying as Bisexual — the total numbers of people in this group ranged from 51 to 64 between FY 2020 to FY 2022.

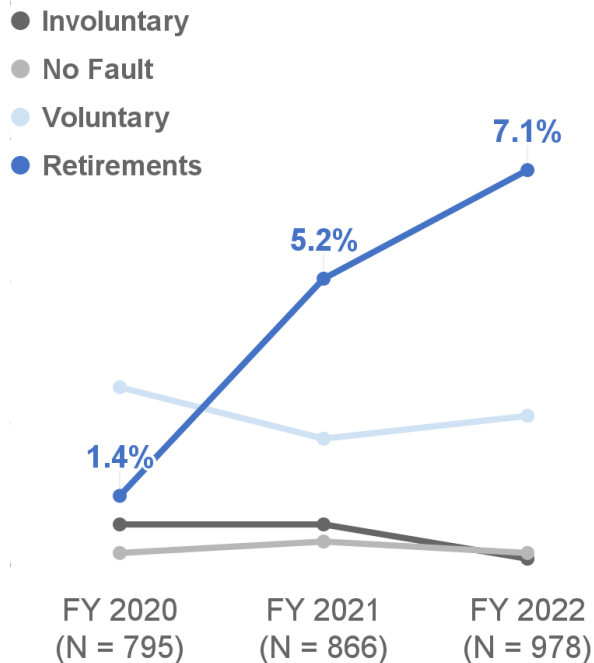
Separation Rate for Regular Represented Bisexual Employees



The voluntary separation rate for Regular Represented employees identifying as Heterosexual steadily and statistically significantly increased from 1.4% in FY 2020 to 5.2% in FY 2021 and 7.1% in FY 2022. There were no other significant trends for other separation types and there were no significant trends in any separation type for Regular Non-represented Heterosexual employees.

Separation rates for all sexual orientations are viewable in the [dashboards](#).

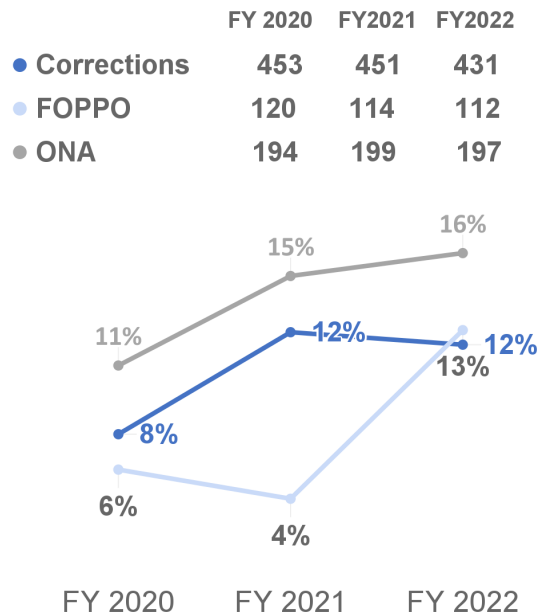
Separation Rate for Regular Represented Heterosexual Employees



Bargaining Units: Different Patterns of Separation Rates

We examined separation rates across bargaining units, as well. Three of the twelve bargaining units at Multnomah County showed statistically significant trends: the Oregon Nurses Association (ONA), Corrections Deputy Association, and the Federation of Oregon Parole and Probation Officers (FOPPO). No other bargaining unit had statistically significant changes over time. Separation rates for all bargaining units are viewable in the [dashboards](#).

Separation Rate for ONA, Corrections, and FOPPO Bargaining Units



The Oregon Nurses Association, Corrections Deputy Association, and the Federation of Oregon Parole and Probation Officers each saw an increase in the overall separation rate between FY 2020 and FY 2022. Notably, these bargaining units represent employees involved with public health and public safety, which were areas of work that were greatly impacted by the COVID-19 pandemic and social justice movements during the reporting period.

Two bargaining units saw statistically significant increases in their separation rates during the first two fiscal years of the reporting period, followed by a year without significant change. ONA had a separation rate that rose from 11% in FY 2020 to 15% in FY 2021, which then remained relatively steady in FY 2022 at 16%. The Corrections Deputy Association had separation rates that went from 8% in FY 2020 to 12% in FY 2021, then remained at 12% in FY 2022.

FOPPO's separation rate held steady at 6% in FY 2020 and 4% in FY 2021, but saw a statistically significant increase to 13% in FY 2022.

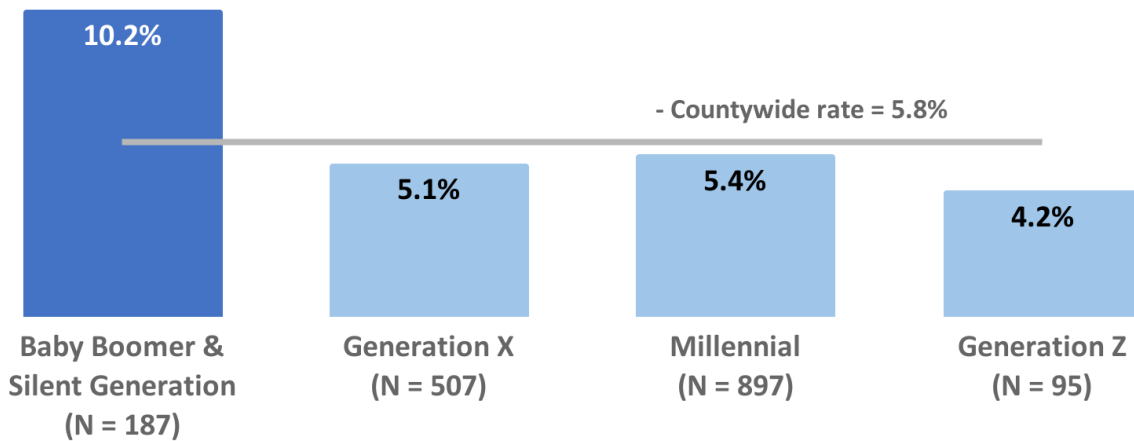
Separations within the First Year of Hire

In the "HR Trends" Report from FY 2015 and FY 2016, we found that Black and African American employees experienced trial service separations (previously known as probationary terminations) at a higher rate (10%) than White employees (4%). Therefore, we were particularly focused on whether these trends remained between FY 2020 and FY 2022.

Because there were very few separations within the first year of hire for Regular employees in each fiscal year, we chose to combine data for all three fiscal years in our analyses. (This is consistent with the analyses from the previous report, which combined separations from FY 2015 and FY 2016. This report, however, includes an additional full fiscal year.) Of the 1,690 Regular employees who were in their first year of hire between FY 2020 and FY 2022, 98 of them (5.8%) experienced an involuntary, voluntary, or no fault separation within that first year.

We found no statistically significant differences in separation rate within the first year for any of the race and ethnicity groups, including Black and African American employees. Employees' Generation was the only

Separation Rate Within First Year of Hire for All Regular Employees



other demographic category for which we found any statistically significant differences: Baby Boomers and older employees showed meaningful proportional differences in separations during their first year of hire across the reporting period. When combined, the Baby Boomers and employees from the Silent Generation had a separation rate of 10.2% in the first year of hire, a statistically significantly higher rate than the countywide rate (5.8%).

Hires

For the purposes of this report, we focus on data of employees who were hired or rehired. This report does not examine the hiring process, including candidate demographics, demographics of candidates who

meet minimum qualifications, or other movement through the application or hiring process. This report also does not include analysis of vacancies or recruitment processes. All of these factors would be essential to truly understanding whether employees have equitable access to hiring.

We examined the demographic data of employees hired between FY 2020 and FY 2022 to help understand hiring trends in the workforce.

We found that for Regular employees, there were statistically significant results related to hiring depending on:

- Race and ethnicity
- Generation
- Sexual Orientation

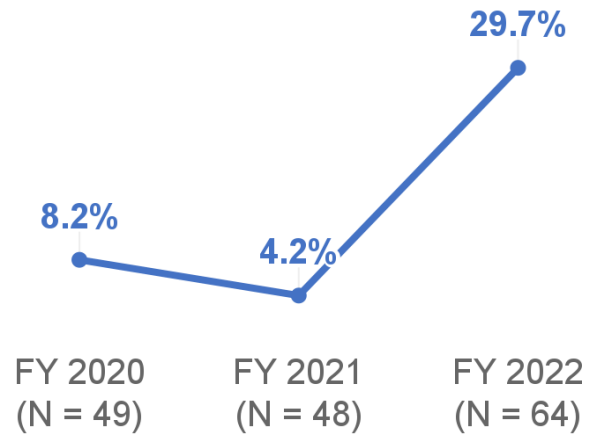
Countywide, there were no statistically significant hiring rate results based on other demographic categories for which we had data, including Disability, Gender, and Veteran status. You may view those hiring rates in the hiring [dashboards](#). Department-specific results can be found in the departmental summaries and [dashboards](#).

Race and Ethnicity: Hire Rate Increased for American Indian or Alaska Native Regular Employees

We assessed newly hired employees to identify any significant differences in the hire rate within employee demographic groups. The hire rate of all Regular employees who identified as American Indian or Alaska Native was 8.0% in FY 2020 and 4.0% in FY 2021. Then, in FY 2022, the hire rate increased to 29.7%, a statistically significant increase.

There were no other statistically significant differences in any other race and ethnicity groups among newly hired Regular employees. However, you can view the hiring rates for all race and ethnicity groups in the [dashboards](#).

American Indian or Alaska Native Regular Employee Hiring Rate



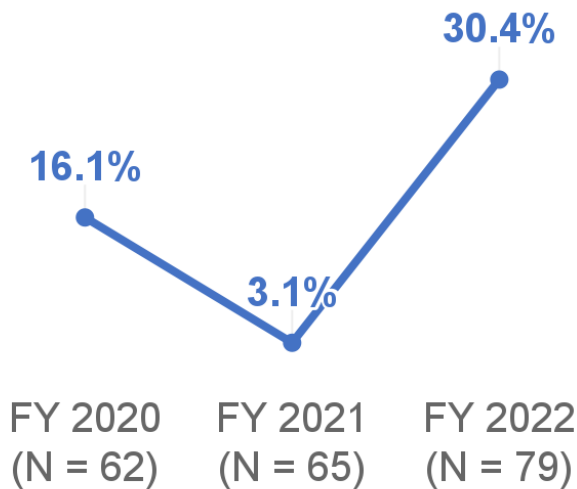
Sexual Orientation: Hire Rate for Regular Employees is Increasing

Information about employees' sexual orientations is mostly unknown, as approximately two-thirds of employees do not have their sexual orientation information entered into Workday. Analyses of employment actions in relation to sexual orientation can only be performed where this information is known. Therefore, results from these analyses may not accurately reflect the trends for all employees based on their sexual orientation and should be interpreted with these limitations in mind. We hope to have more complete sexual orientation data in the future and we encourage

employees to enter their demographic information into Workday.

The hire rate for Bisexual all Regular employees was 16.1% in FY 2020. After a significant decrease to 3.1% in FY 2021, there was a significant increase to 30.4% in FY 2022.

Bisexual Regular Employee Hiring Rate

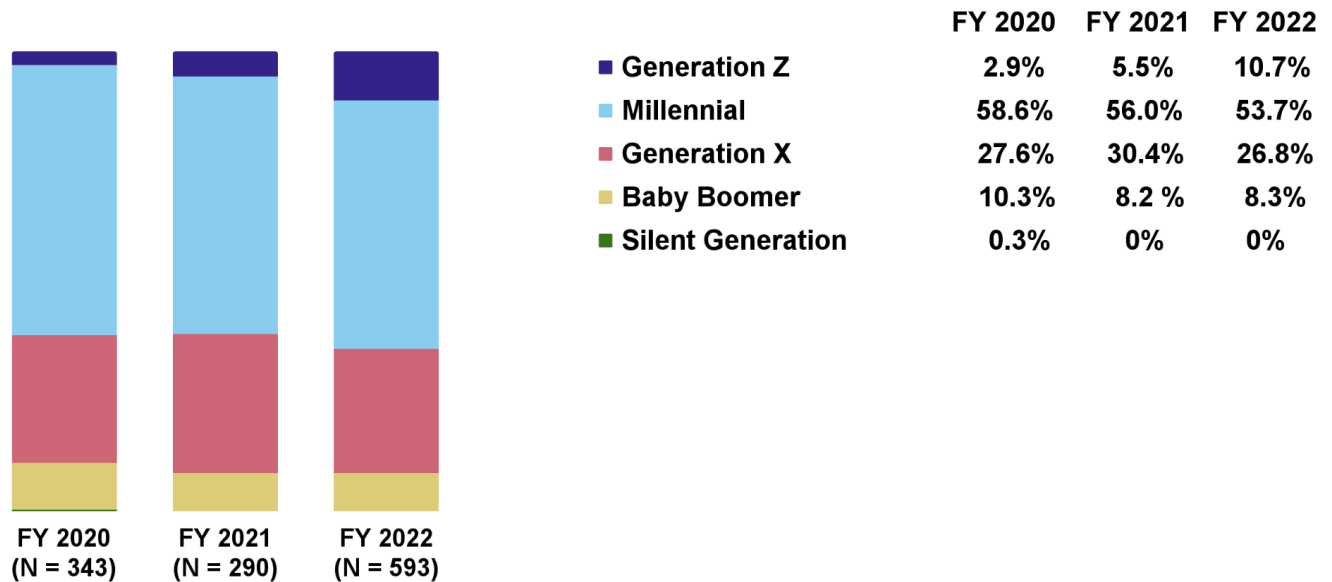


Generation: Percentage of Regular Represented Employees from Generation Z is Increasing

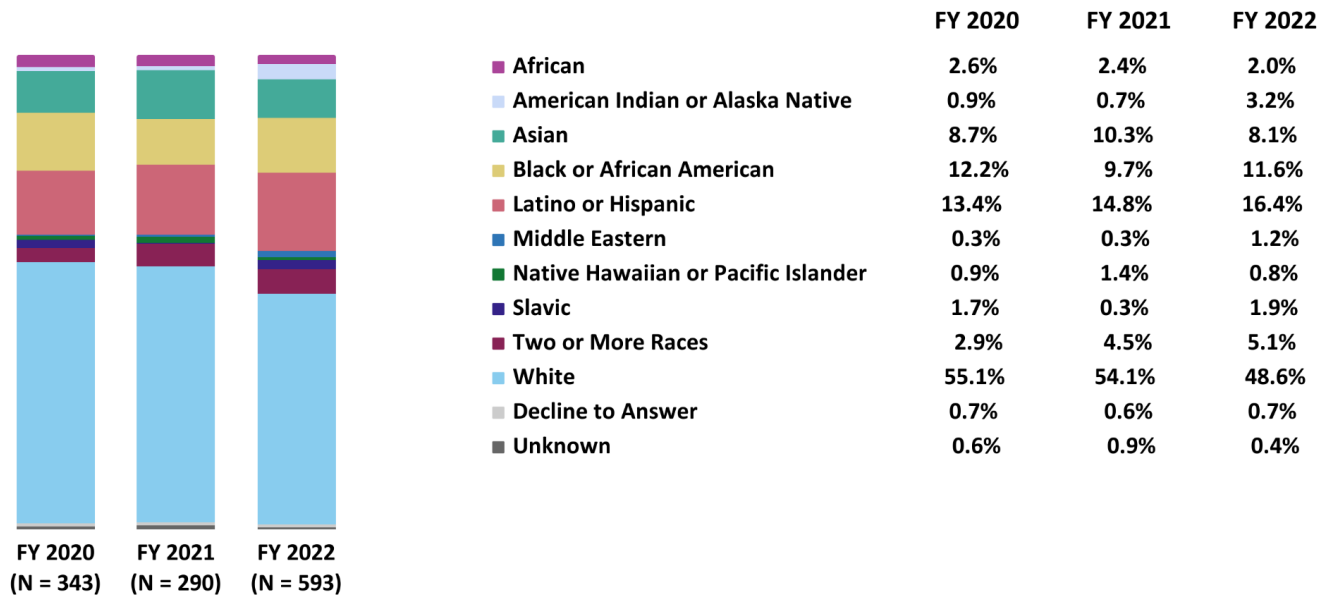
The percentage of Regular Represented employee hires from Generation Z is significantly increasing as they enter the labor

pool. In FY 2020, the percentage of Regular Represented employees hired from Generation Z was 2.9%. The percentage significantly increased to 5.5% in FY 2021 and again significantly increased to 10.7% in FY 2022. The percent of Millennials was over 50% of all Regular Represented hires between FY 2020 and FY 2022 while the hire rate for Generation X was around 30% during the same period. Baby Boomers constituted around 10% of Regular Represented employees hired between FY 2020 and FY 2022.

Generation of Regular Represented Employee Hires



Race and Ethnicity of Regular Represented Employee Hires



Racial and Ethnicity: Diversity Increasing among Regular Represented Hires

We examined the demographic data of employees hired between FY 2020 and FY 2022 to help the County understand hiring trends.

The racial and ethnic diversity of Regular Represented employees hired between FY 2020 and FY 2022 has increased steadily. In FY 2020 and FY 2021, the majority of Regular Represented employees who were hired identified as White — 55% in FY 2020 and 54% in FY 2021 — while Regular Represented employees identifying as Black, Indigenous or other people of color made up 44% of new hires in FY 2020 and 44% of new hires in FY 2021. However, in FY 2022, the percentage of newly hired Regular Represented employees identifying as White dropped to 49%, while newly hired Regular Represented employees who identified as a People of Color rose to 50%.

More specifically, the proportion of Regular Represented new hires who identified as Latino or Hispanic increased from 13% in FY 2020 to 15% in FY 2021, then 16% in FY 2022. Other race and ethnicity categories also saw fluctuations and increasing

trends over this period, but there were no statistically significant changes. Altogether, the proportion of regular represented employees that were hired during this three year period has increased and helps to explain the increasing diversity of the overall countywide workforce.

For Regular Non-represented hires, there were no statistically significant changes in the proportion of race and ethnicity groups from FY 2020 to FY 2022. You can view hiring rates and proportions for all race and ethnicity groups by employee type in the [dashboards](#).

Race and Ethnicity: Diversity Higher among New Hires Compared to Employees Hired Before FY 2020

Our analyses found that the countywide workforce of Regular employees became more diverse, with the proportion of BIPOC employees increasing from FY 2020 to FY 2022. Additionally, Regular Represented hires were more racially and ethnically diverse in FY 2022 compared to FY 2020 and FY 2021.

To examine this further, we divided Regular Represented employees into two groups: those who were hired

between FY 2020 and FY 2022, and those who were hired prior to the start of FY 2020. We then compared the proportion of Regular employees who identified as people of color between these two groups. See page 35 for a graph showing these results.

We found that 37% of Regular Represented employees who were hired before FY 2022 identified as people of color. That proportion increased to 48% among Regular Represented employees who were hired between FY 2020 and FY 2022 — an 11% jump that is statistically significant.

Among 11 individual County departments, seven showed statistically significant increases in the proportion of their Regular Represented employees of color who were hired before FY 2020 and hires after FY 2020: Department of County Assets, Department of County Human Services, Department of Community Justice, Department of County Management, the Health Department, Library, and the Multnomah County Sheriff's Office.

Three departments also showed increases that were not statistically significant: the Department of Community Services, the Joint Office of Homeless Services (JOHS is a small department, which may be

why the results did not reach statistical significance), and Non-departmental offices. The District Attorney's Office did not have a change in the proportion of Regular Represented employees of color. No departments had a decline in the proportion of Regular Represented employees of color.

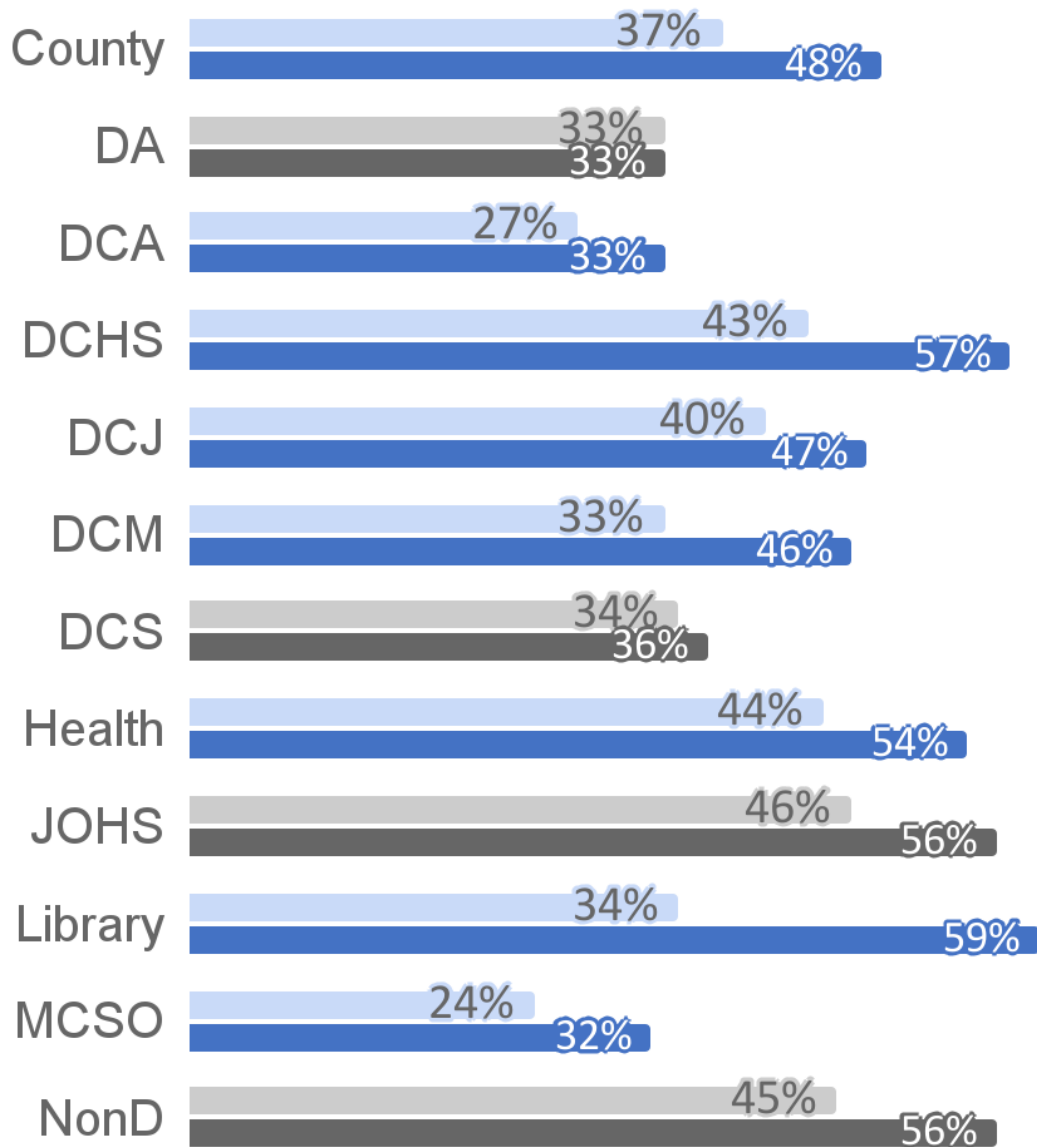
The Library had the largest increase in the proportion of Regular Represented employees who identified as BIPOC between employees hired before FY 2020 and employees hired between FY 2020 and FY 2022, rising from 34% to 59% between the two groups.

For Regular Non-represented employees, there were no statistically significant differences between the proportion of employees who identify as BIPOC between employees hired before FY 2020 and employees hired between FY 2020 and FY 2022.

Percentage of Regular Represented Employees who Identify as People of Color

*Blue bars indicate significant difference

■ Hired before FY 2020 ■ Hired FY 2020 - FY 2022



Promotions

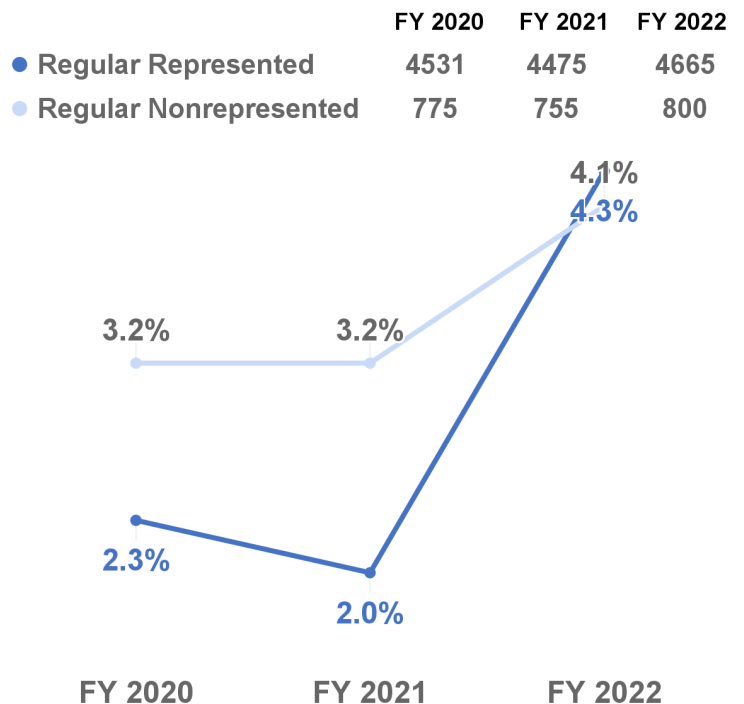
For the purposes of this report, we focus on data of employees who were promoted. This report does not examine the promotion process, the length of service prior to receiving a promotion, the process to select employees for promotion, or the process of applying for promotions. All of these factors would be essential to truly understanding whether employees have equitable access to promotion.

We examined promotion rates for Regular Represented and Regular Non-represented employees between FY 2020 through FY 2022. For these analyses, we examined the positions that employees were promoted into. For example, if an employee was in a Regular Represented position, but was promoted into a Regular Non-represented position, they are considered a Regular Non-represented employee for the purposes of this analysis.

Regular Represented and Regular Non-represented employees both saw stable promotion rates between FY 2020 and FY 2021, but a statistically significant increase between FY 2021 and FY 2022.

More specifically, for Regular Represented employees, the promotion rates were around 2% in both FY 2020 and FY 2021, then statistically significantly increased to 4.3% in FY 2022. There was a similar, yet less-pronounced pattern for Regular Non-represented employees: the promotion rates were 3.2% in FY 2020 and FY 2021, then saw a statistically significant increase to 4.1% in FY 2022.

Promotion Rate for Regular Represented and Regular Non-Represented Employees



To better understand the nuances of these results, we examined whether different demographic groups showed different trends in promotion rates.

For Regular employees, there were statistically significant results based on:

- Race and Ethnicity
- Gender Binary
- Generation
- Sexual Orientation

There were no statistically significant hire rate results based on other demographic categories for which we had data, including Bargaining Unit, Disability, Inclusive Gender Identity, and Veteran Status. You may view information about promotions for all demographic

groups in the [dashboards](#).

Department-specific results can be found in the departmental summaries and dashboards.

Race and Ethnicity: Increased Promotion Rates for Several Groups

Regular Represented and Regular Non-represented employees who identified as White, Black, Hispanic or Two or More Races saw statistically significant changes in their promotion rates between FY 2020 and FY 2022.

Regular Represented groups of employees identifying as Black and African American, Hispanic and Latino, White, or Two or More Races had similar promotion rates in FY 2020 and FY 2021: between 2% and

Promotion Rate by Race and Ethnicity - Regular Represented



	FY 2020	FY 2021	FY 2022
White	2,855	2,784	2,767
Black and African American	370	370	399
Latino and Hispanic	560	557	622
Two or More Races	178	174	193
Countywide	4,531	4,475	4,665

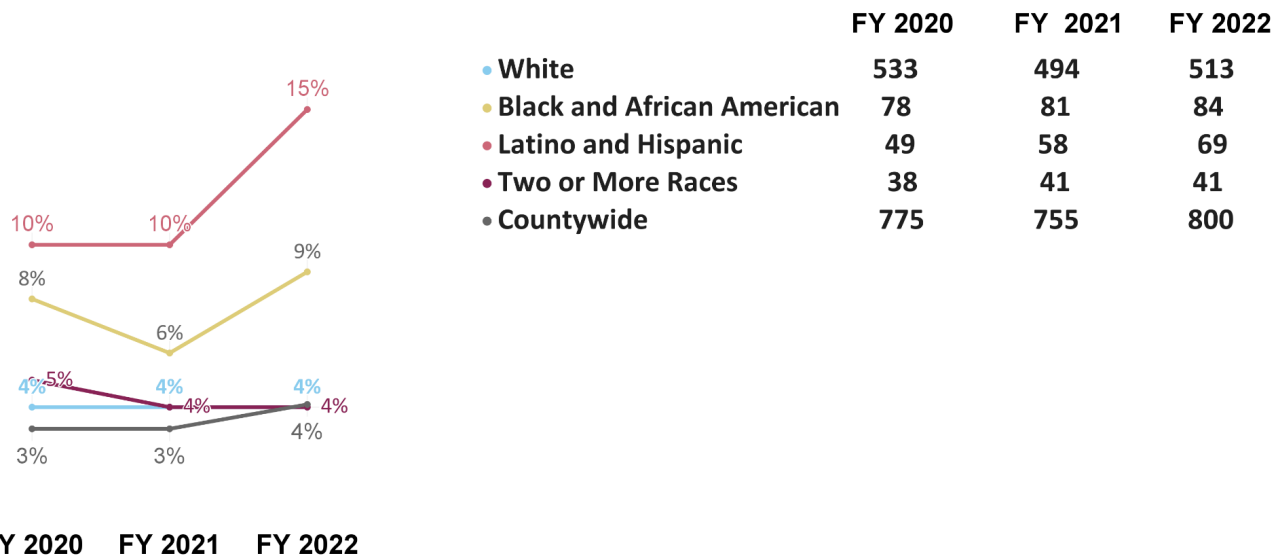
4%. In FY 2022, each of these groups showed statistically significant increases in their respective promotion rates. Regular Represented employees identifying as Black and African American or Two or More Races saw their promotion rate jump to 8%; Hispanic or Latino employees had their promotion increase to 7%; and White employees had their promotion rate rise to 5%.

Regular Non-represented employees had the largest increase in promotion rate, from 10% in both FY 2020 and FY 2021, to 15% in FY 2022, a statistically significant increase.

White Regular Non-represented employees and Regular Non-represented employees identifying as Two or More Races had stable promotion rates between FY 2020 and FY 2022.

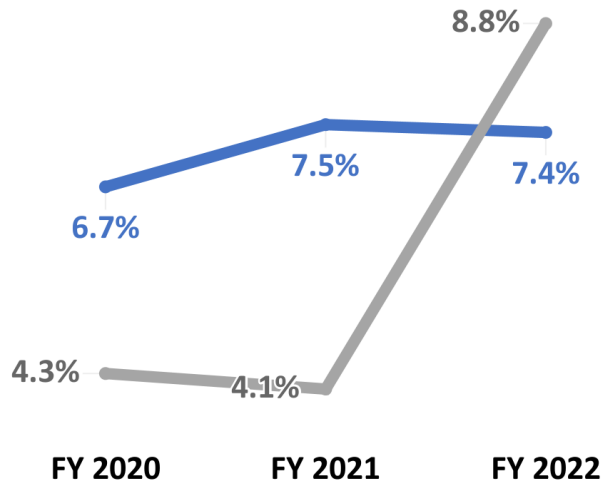
The changes in the promotion rate among race and ethnicity categories was more dramatic for Regular Non-represented employees. Black and African American Regular Non-represented employees had a promotion rate of 8% in FY 2020 that fell to 6% in FY 2021, then statistically significantly increased to 9% in FY 2022. Hispanic or Latino

Promotion Rate by Race and Ethnicity - Regular Non-Represented



Promotion Rate for Regular Non-Represented Employees by Gender

	FY 2020	FY 2021	FY 2022
● Female	490	478	500
● Male	279	271	845



Gender Binary: Increased Promotion Rates for Represented Employees across Gender and for Male Non-represented Employees

For these analyses of promotion rates by gender, we used data from the non-inclusive binary “Gender” field in Workday because at this time, it offers fewer missing values than the data from Workday’s more inclusive “Gender Identity” field. However, we recognize that although this data set has fewer missing

values, it may not accurately represent the employee’s gender identities and should be interpreted with caution.

There were no statistically significant results for analyses performed using data from the more inclusive Gender Identity field, mostly likely because there is a high rate of missing values; however, this information is provided in the [dashboards](#). We are hopeful that future Gender Identity analyses will be possible as employees become more aware of and feel more comfortable providing this information in Workday.

The promotion rate was steady for both female and male Regular Represented employees between FY 2020 and FY 2021, but higher overall for the Female group (3.7% in FY 2020 and 3.5% in FY 2021) than the Male group (3.2% in FY 2020 and 2.6% in FY 2021). However, both Gender groups of Regular Represented employees had statistically significantly higher promotion rates in FY 2022: 7.9% for the Regular Represented female employees and 5.7% for Regular Represented male employees.

The promotion rate for Regular Non-represented female employees remained steady between FY 2020

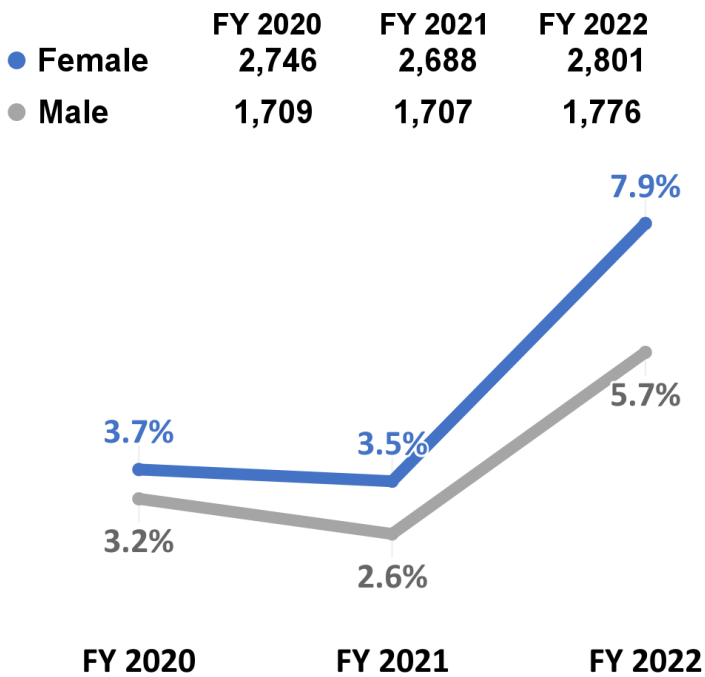
and FY 2022, hovering around 7%. For Regular Non-represented male employees, the promotion rate held stable between FY 2020 and FY 2021 at just above 4%, then statistically significantly increased to 8.8% in FY 2022, surpassing the promotion rate for the group of female Regular Non-represented employees.

Sexual Orientation: Increased Promotion Rates for Regular Represented Employees Identifying as Queer

Employees' sexual orientation is mostly unknown, as approximately two-thirds of employees do not have their sexual orientation entered into Workday. Analyses of employment actions in relation to sexual orientation can only be performed where this information is known. Therefore, results from these analyses may not accurately reflect the trends for all employees' based on their sexual orientation and should be interpreted with these limitations in mind. We hope to have more complete sexual orientation data in the future and we encourage employees to enter their demographic information into Workday.

The promotion rate for Regular Represented employees who identified as Queer was 6.0% in FY 2020, slightly decreased to 4% in FY 2021, then statistically significantly increased to 12.0% in FY 2022. There were no statistically significant promotion rate results related to sexual orientation. As with previous results of demographics with

Promotion Rate for Regular Represented Employees by Gender



substantial unknown data, these results should be interpreted with caution—nonetheless, they are still important and meaningful while being indicative of the need for more qualitative and quantitative data to better understand them.

Promotions from Regular Represented and Non-represented Positions

We examined both the types of positions that employees were promoted from and the types of positions employees were promoted into. Specifically, employees that received promotions were compared on whether they were Regular Represented or Regular

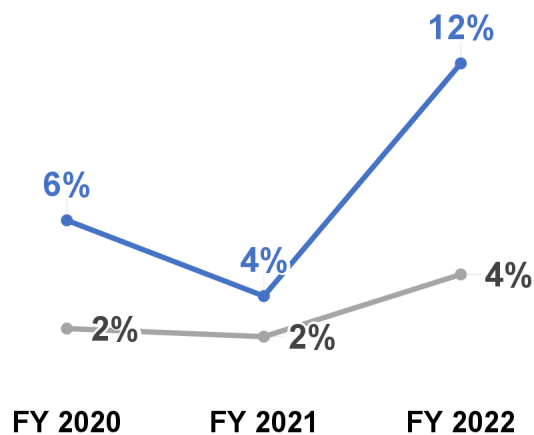
Non-represented before their promotion, and whether they were promoted into Regular Represented or Regular Non-represented roles. We examined the three main types of promotional movements: Non-represented to Non-represented, Represented to Represented, and Represented to Non-represented. A fourth promotional movement, Non-represented to Represented, is possible, but exceptionally rare.

In the majority of promotions, employees remained within the same employee type — Regular Non-represented employees were most commonly promoted into Regular Non-represented positions, and Regular Represented employees were most commonly promoted into Regular Represented positions.

We were primarily interested in movement from Regular Represented to Regular Non-represented positions because this often signifies a promotion from frontline positions to supervisor or management positions. In FY 2020, 15.6% of all promotions were for Regular Represented employees being promoted into Regular Non-represented positions, which increased to 25.0% in FY 2021, before decreasing to 16.8% in FY 2022. Both

Regular Represented Promotion Rate for Employees who Identify as Queer and Countywide

	FY 2020	FY 2021	FY 2022
● Queer	95	108	129
● Countywide	4531	4475	4665

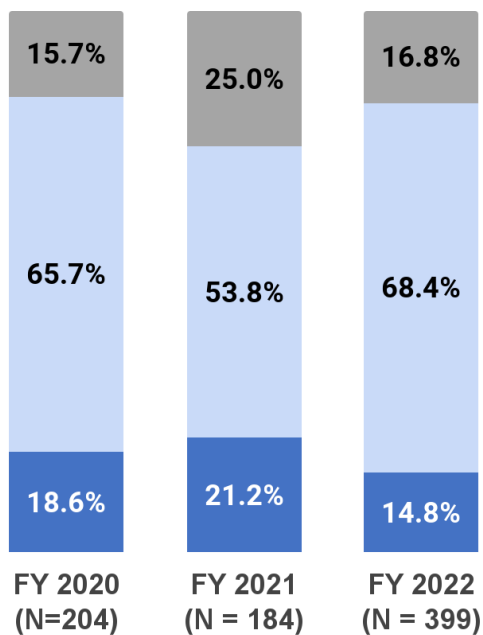


the initial rise and subsequent drop were statistically significant.

We also examined the demographics of Regular Represented employees who received promotions in relation to whether they were promoted into Regular Represented or Regular Non-represented positions. Since some demographic groups had a low number of promotions over the course of a single fiscal year, we combined in each group the number of promotions across the entire reporting period.

Percentage of Promotions from Regular Represented and Non-represented Positions

- Represented to non-represented
- Represented to represented
- Non-represented to non-represented



There was a grand countywide total of 651 promotions of Regular Represented employees between FY 2020 and FY 2022. Of these promotions, 506 (77.7%) involved promotions into Regular Represented positions and 145 (22.3%) involved promotions into Regular Non-represented positions.

There were no statistically significant differences across race and ethnicity groups in the percentage of Regular Represented employees being promoted into Regular Non-represented positions. Most race and ethnicity groups had promotion rates from Regular Represented into Regular Non-Represented positions similar to the countywide rate of 23.3% (only showing percents for groups with more than 10 promotions per group):

- Asian (n = 48 promotions): 20.8% were Regular Represented to Regular Non-represented, 79.2% were Regular Represented to Regular Represented promotions.
- Black or African American (n = 71 promotions): 21.1% were Regular Represented to Regular Non-represented, 78.9% were Regular

Represented to Regular
Represented promotions.

- Latino or Hispanic (n = 115 promotions): 27.0% were Regular Represented to Regular Non-represented, 73.0% were Regular Represented to Regular Represented promotions.
- Two or More races (n = 38 promotions): 28.9% were Regular Represented to Regular Non-represented, 71.1% were Regular Represented to Regular Represented promotions.
- White (n = 351 promotions): 21.7% were Regular Represented to Regular Non-represented, 78.3% were Regular Represented to Regular Represented promotions.

There were also no significant differences across Gender groups in the percentage of Regular Represented employees being promoted into Regular Non-represented positions. There were no statistically significant differences between Regular Represented Female employees who were promoted into a Regular Non-represented position (22.7%) and Regular Represented Male

employees who were promoted into a Regular Non-represented position (21.4%).

An important consideration to keep in mind about our analyses for differences in the rates of particular promotion movements across the Gender category is that we used data from the non-inclusive binary “Gender” field in Workday because, at this time, it offers fewer missing values than the data from Workday’s more inclusive “Gender Identity” field. However, we recognize that although the “Gender” data set has fewer missing values, it still may not represent the full (and therefore a more accurate) picture of the identities that exist within our workforce, and should be interpreted with caution.

There were no significant differences across generations in the percentage of Regular Represented employees being promoted into Regular Non-Represented positions. The percentage of promotions from Regular Represented Baby Boomers into Regular Non-Represented positions was 15.8%, 27.0% for Generation X was 27%, and 19.8% for Millennials.

We were unable to examine trends for Disability, inclusive Gender Identity, Sexual Orientation or

Veteran Status categories because of the small numbers of promotions and/or the extent of incomplete information for those demographics.

Other Employee Movements for Regular Employees

In addition to separations, hires, and promotions, we also examined other types of employee movements for Regular employees, including limited duration assignments, work out of class or temporary assignments, reclassifications, lead status, and demotions. Many times, limited duration assignments, work out of class and temporary assignments, or lead status represent opportunities for Regular employees to try different roles or to participate in professional development opportunities. We only conducted analyses about Regular employees because not all employee types are eligible for these employee movements.

Since FY 2020, these types of employee movements were relatively infrequent. In order to conduct meaningful analyses, these employee movements were combined over the entire time period from FY 2020 to FY 2022. That

is, the rate was calculated by totaling the number of Regular employees who had a limited duration assignment, work out of class or other temporary assignment, reclassification, lead status, or demotion between FY 2020 and FY 2022 and comparing it the total number of Regular employees who were employed at any point between the same time period.

Definitions of Limited Duration, Work out of Class, and Temporary Assignments

- **Limited duration assignments:** When a Regular employee takes an assignment that is more than 6 months but less than 2 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.
- **Work out of class assignments:** When a Regular employee works in a higher job profile for more than 5 days but less than 6 months; the employee usually returns

to their previous position unless they are promoted.

- **Temporary assignments:** When a Regular employee works in an equivalent or lower job profile for more than 5 days but less than 6 months; 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.
- **Reclassifications:** Reclassifications are when a manager or employee requests to change the job profile assigned to an existing position. It 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 employees' rate of pay.
- **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.

- **Lead status:** Lead status is when an employee takes on a lead role on a project or team.

(For the purposes of this report, Work Out of Class and Temporary Assignments were grouped because the data were recorded in Workday in such a way that separating them accurately was not possible.)

Limited Duration Assignments

The countywide limited duration assignment rate between FY 2020 and FY 2022 for Regular employees was 4.0%. To better understand the nuances of these results, we examined whether limited duration trends varied among different demographic groups.

We found that for Regular employees, there were statistically significant results in limited duration rates depending on:

- Race and ethnicity
- Gender binary
- Generation
- Veteran status

- Bargaining unit

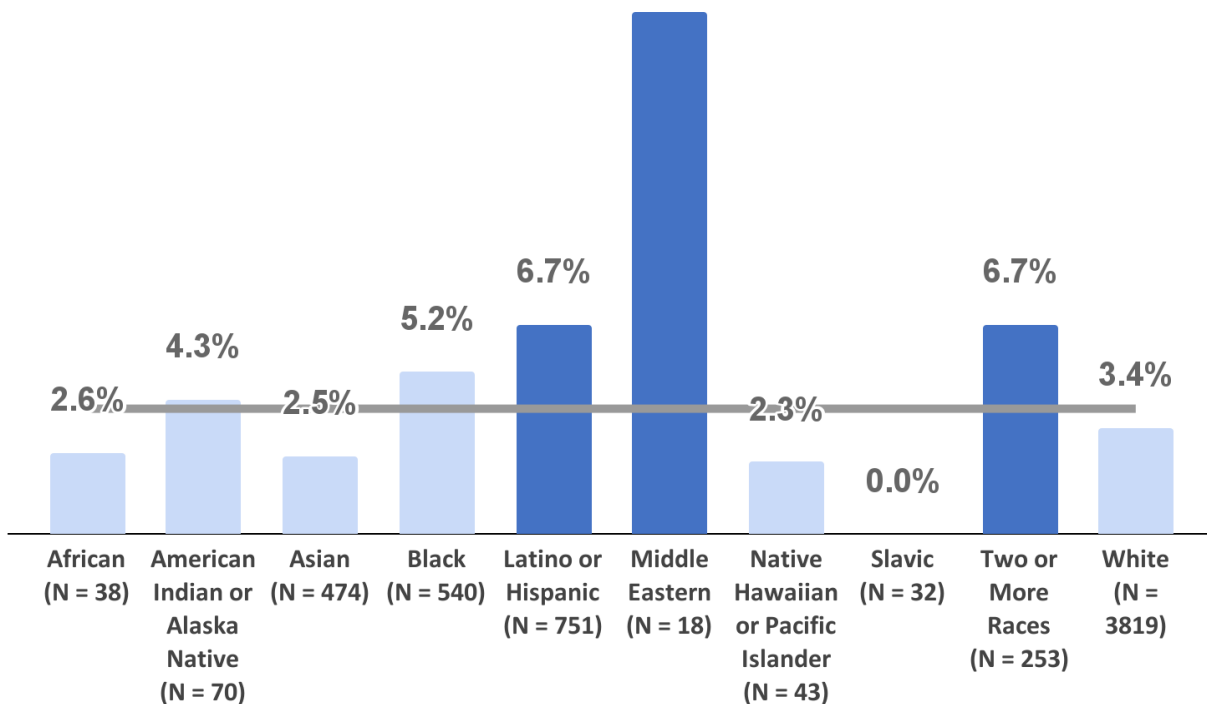
Countywide, there were no statistically significant limited duration rate results based on other demographic categories for which we had data, including Disability, inclusive Gender Identity, and Sexual Orientation. You may view limited duration data for all demographic groups in the [dashboards](#).

Race and Ethnicity

Between FY 2020 and FY 2022, Latino or Hispanic Regular employees (6.7%), Middle Eastern Regular employees (16.7%) and Regular employees identifying as Two or More Races (6.7%) had statistically significantly higher limited duration assignment rates than the countywide rate (4.0%).

Limited Duration Assignment Rate for Regular Employees by Race and Ethnicity

Gray line indicates the countywide rate of 4.0%
16.7%



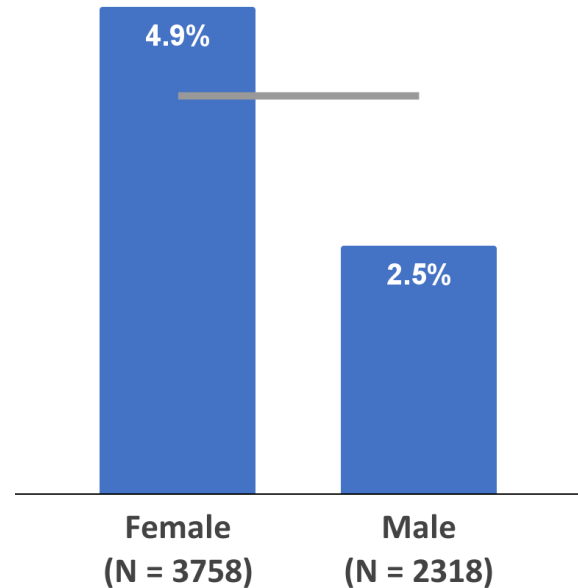
Gender Binary

For these analyses, we used data from the non-inclusive binary “Gender” field in Workday because at this time, it offers fewer missing values than the data from Workday’s more inclusive “Gender Identity” field. However, we recognize that although this data set has fewer missing values, it also may not give employees the ability to accurately represent their gender identity so should be interpreted with caution.

Between FY 2020 and FY 2022, the limited duration assignment rates for Female Regular employees was 4.9%, statistically significantly higher than the countywide rate of 4.0%. At the same time, the rate for Male Regular employees was 2.5%, which is statistically significantly lower than the countywide rate.

Limited Duration Assignment Rate for Regular Employees by Gender Binary

Gray line indicates the countywide rate of 4.0%



Veteran Status

Employees’ veteran status is mostly unknown, as more than half of all employees do not have their veteran status entered into Workday. Analyses of employment actions in relation to veteran status can only be performed where this information is known. Therefore, results from these analyses may not accurately reflect the trends for all employees based on their veteran status and should be interpreted with these limitations in mind. We hope to have more complete data about veteran status in the future and we encourage employees to enter their

demographic information into Workday.

Nonetheless, there was a statistically significant result for employees who are veterans. Between FY 2020 and FY 2022, there were no Regular employees who are veterans who had limited duration assignment (0%), which is statistically significantly lower than the countywide limited duration assignment rate of 4.0%.

Bargaining Unit

Between FY 2020 and FY 2022, only AFSCME Local 88 Regular employees had statistically significantly higher limited duration assignment rates at 5.2% compared to the countywide

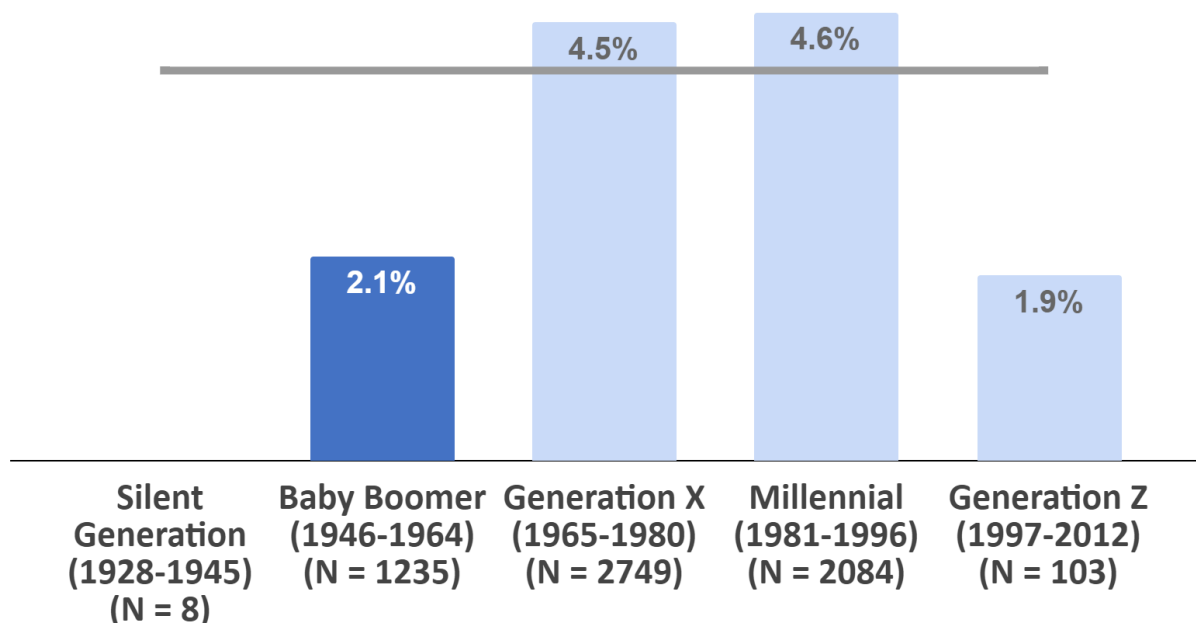
rate of 4.0%. No other bargaining units had statistically significantly different limited duration rates compared to the countywide rate.

Generation

Between FY 2020 and FY 2022, Baby Boomer Regular employees (those born between 1946 and 1964) had statistically significantly lower limited duration assignment rates (2.1%) than the countywide rate of 4.0%. Although the limited duration rate for Generation Z (those born between 1997 and 2012) of 1.9% is lower than the countywide rate, the difference does not reach statistical significance, most likely due to the small number of Generation Z employees countywide.

Limited Duration Assignment Rate for Regular Employees by Generation

Gray line indicates the countywide rate of 4.0%



Work out of Class/Temporary Assignments

The countywide work out of class/temporary assignment rate for Regular employees was 9.4% between FY 2020 and FY 2022. To better understand the nuances of these results, we examined whether work out of class/temporary assignments trends varied among different demographic groups.

We found that for Regular employees, there were statistically

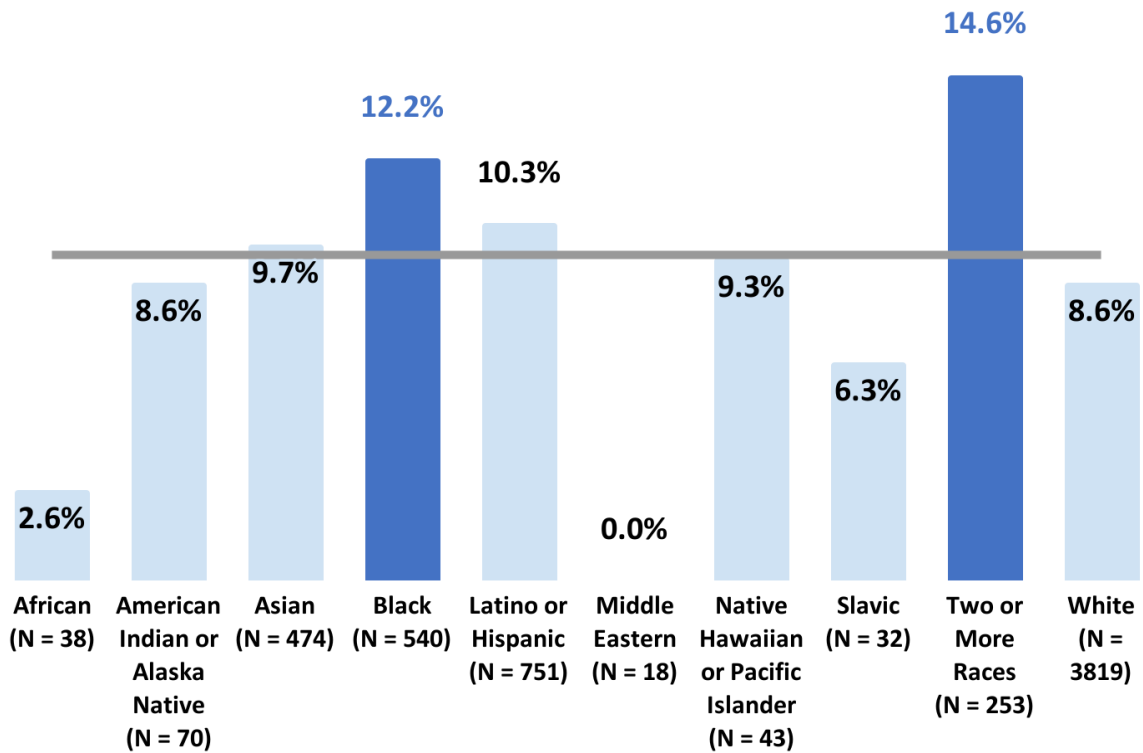
significant results in work out of class/temporary assignment rates depending on:

- Race and ethnicity
- Gender binary
- Generation
- Bargaining unit

There were no results that were statistically significant regarding work out of class/temporary assignment rate based on other demographic categories for which we had data, including Disability,

Work out of Class Rate for Regular Employees by Race and Ethnicity

Gray line indicates the countywide rate of 9.4%



inclusive Gender Identity, Sexual Orientation, and veteran status. You may view work out of class/temporary assignment data for all demographic groups in the [dashboards](#).

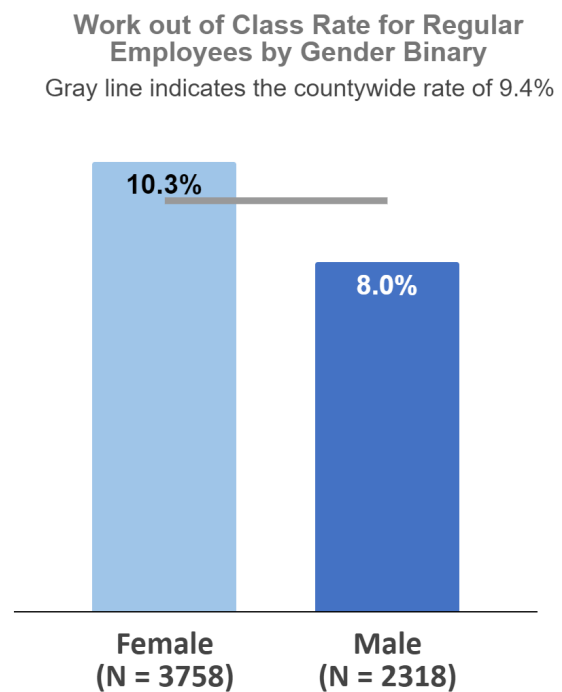
Race and ethnicity

Between FY 2020 and FY 2022, Black and African American Regular employees (12.2%) and Regular employees identifying as Two or More Races (14.6%) had a significantly higher work out of class/temporary assignment rates than the countywide rate (9.4%). Although other race and ethnicity groups may look different than the countywide rate, they did not reach statistical significance, likely due to there being fewer employees in those groups.

Gender Binary

For these analyses, we used data from the non-inclusive binary “Gender” field in Workday because at this time, it offers fewer missing values than the data from Workday’s more inclusive “Gender Identity” field. However, we recognize that although this data set has fewer missing values, it may not accurately represent the employee’s gender identities and should be interpreted with caution.

Between FY 2020 and FY 2022, Male Regular employees (8.0%) had a significantly lower work out of class/temporary assignment rate than the countywide rate (9.4%). Female Regular employees (10.3%) did not statistically significantly differ from the countywide rate.



Generation

Between FY 2020 and FY 2022, the countywide rate for work out of class/temporary assignment was 9.4%. Both Baby Boomers (those born between 1946 and 1964) and Generation Z (those born between 1997 and 2012) Regular employees had statistically significantly lower rates at 6.7% and 1.0%, respectively. At 10.7%, Millennial Regular employees (those born between 1981 and 1996) had statistically significantly higher work out of class/temporary assignment rates than the countywide 9.4% rate. Generation X Regular employees (those born between 1965 and 1980) had a rate of 9.9%, which did not

statistically significantly differ from the countywide rate.

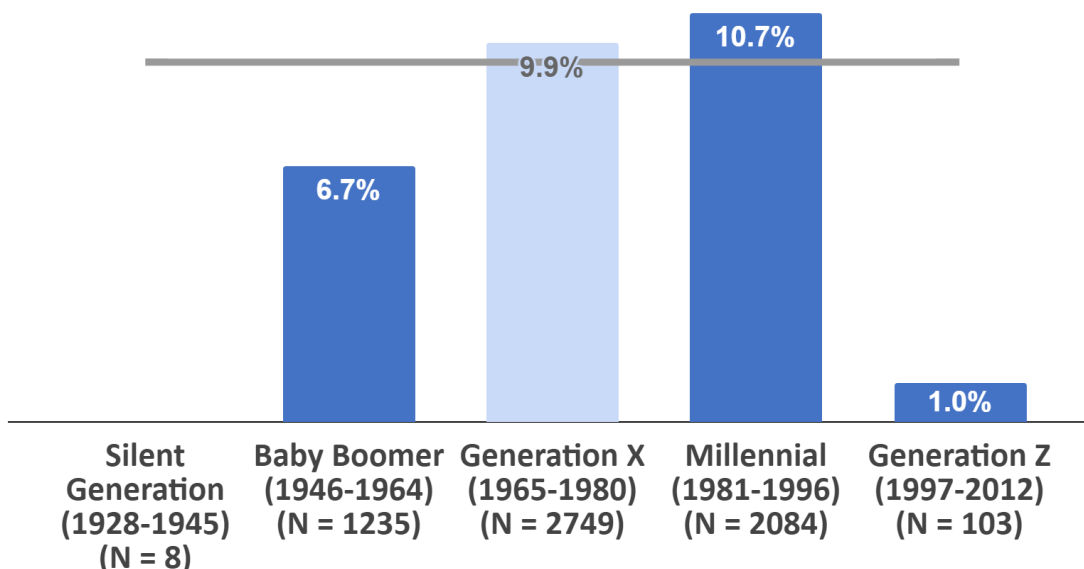
Bargaining Unit

We evaluated work out of class rates by bargaining unit, several of which align with particular County departments and offices (e.g., the Deputy Sheriff's Association bargaining unit is only in the Sheriff's Office; Oregon Nurses Association-ONA employees are primarily in the Health department; Prosecuting Attorneys are only in the District Attorney's Office).

Between FY 2020 and FY 2022, Regular employees in the Deputy Sheriff's Association (3.9%) and ONA (2.6%) had statistically significantly lower work out of class/temporary

Work out of Class Rate for Regular Employees by Generation

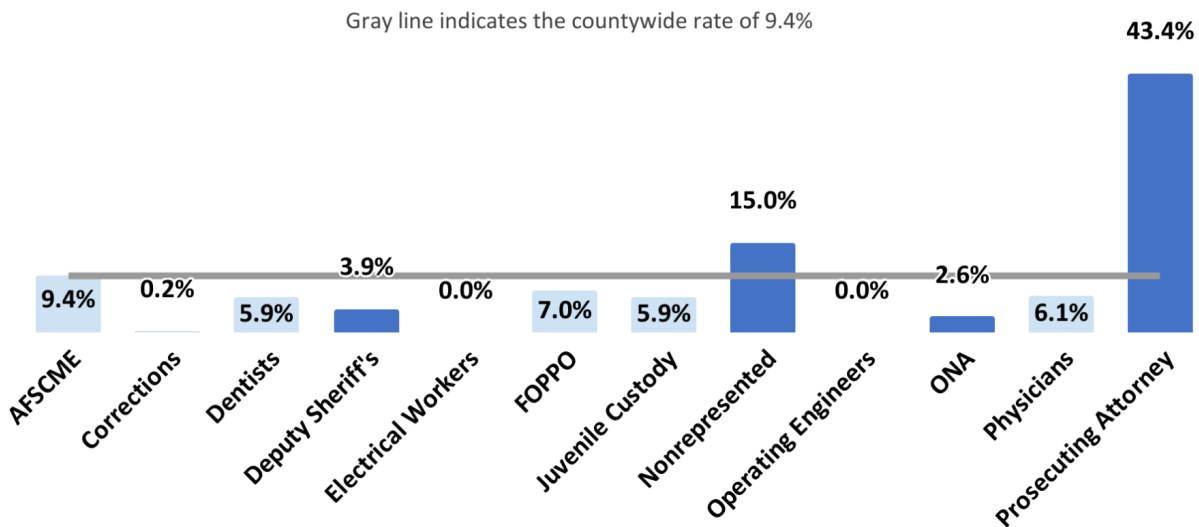
Gray line indicates the countywide rate of 9.4%



assignment rates than the countywide rate of 9.4%. The Deputy Sheriff's bargaining unit very rarely uses work out of class assignments, instead opting to use special assignments, which have similar functions, but are not tracked the same way as work out of class assignments. The Health Department is unable to use work out of class assignments for Oregon Nurses Association positions because job profiles within ONA are defined by their licensure and scope of practice. Additionally, there is a limited number of management positions that require a registered nurse or nurse practitioner license, and other generic management positions have similar salary ranges as the Registered Nurse (RN) and Nurse Practitioner (NP) job profiles.

Non-represented and Prosecuting Attorneys Regular employees had statistically significantly higher work out of class/temporary assignment rates at 15.0% and 43.4%, respectively, than the countywide rate of 9.4%. The Prosecuting Attorneys bargaining unit uses work out of class designations as a method of allowing employees to gain experience and providing them opportunities for professional growth before moving toward promotions. Given that the separation rates for the District Attorney's Office were significantly higher than the countywide rates in FY 2020 and FY 2022, there were many positions that became vacant. As the DA's Office aims to promote employees from within the organization rather than make external hires, work out of class

Work Out of Class Rate for Regular Employees by Bargaining Unit



designations provide a popular pathway to fill vacant positions.

The other bargaining units did not statistically significantly differ from the countywide work out of class/temporary assignment rate.

Reclassifications

Reclassifications are when a manager or employee requests to change the job profile assigned to an existing position. It 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

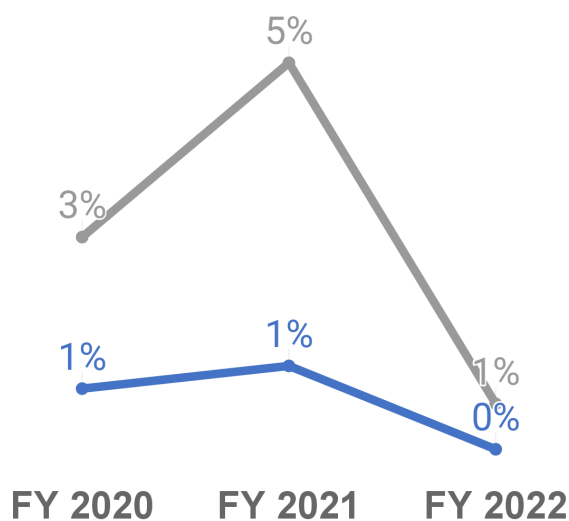
grade change or an adjustment in an employees' rate of pay.

The reclassification data in Workday only includes employees who have received a reclassification. These data do not include information about submitted applications for reclassification or whether they were approved, denied, or withdrawn; that information exists elsewhere and it is beyond the scope of this project to evaluate the reclassification process. All of these factors would be essential to truly understanding whether employees have equitable access to reclassifications. This analysis of reclassifications does not include Reclassification Studies (e.g., Market Studies). Reclassification studies also did not have any statistically significant differences based on demographic groups. Please see the [dashboards](#) for data showing reclassifications for various groups.

Regular Represented and Regular Non-Represented employee groups both saw increases in reclassification rates in FY 2021 from the previous fiscal year. The reclassification rate for Regular Represented employees was 3.0% in FY 2020, which increased to 5.3% in FY 2021 before decreasing to 0.8% in FY 2022. Both changes were statistically significant.

Reclassification Rate for Regular Represented and Regular Non-Represented Employees

	FY 2020	FY 2021	FY 2022
● Regular Represented	4,531	4,475	4,665
● Regular Non-Represented	775	755	800



The reclassification rates for Regular Non-Represented employees were lower than the corresponding rates for Regular Represented employees between FY 2020 and FY 2022. The rates for Regular Non-Represented employees in both FY 2020 and FY 2021 were around 1.0% before it statistically significantly decreased to 0.2% in FY 2022.

There were no statistically significant differences in reclassification rates across demographic groups, including Race and Ethnicity, Disability, Gender, Generation, Sexual Orientation, or Veteran Status categories.

Demotions

Demotions can be voluntary and involuntary, but both are rare for Regular employees. The overall demotion rate — combining voluntary and involuntary demotions among all Regular employees — was 1.4% between FY 2020 and FY 2022 and did not statistically significantly change from fiscal year to fiscal year. There were 188 total demotions in that timeframe.

In addition, there were no statistically significant differences in voluntary, involuntary, or overall demotion rates across race and ethnicity, disability, gender,

generation, or veteran status. Please see the [dashboards](#) for data showing demotions for various groups.

Sexual Orientation

Regular employees who identify as gay had a statistically significantly higher voluntary demotion rate at 5.4% than the countywide rate of 1.4%. However, it's important to remember that information about employees' sexual orientations is mostly unknown, as approximately two-thirds of employees do not have their sexual orientation information entered into Workday. Analyses of employment actions in relation to sexual orientation can only be performed where this information is known. Therefore, results from these analyses may not accurately reflect the trends for all employees based on their sexual orientation and should be interpreted with these limitations in mind. We hope to have more complete sexual orientation data in the future and we encourage employees to enter their demographic information into Workday.

Bargaining Unit

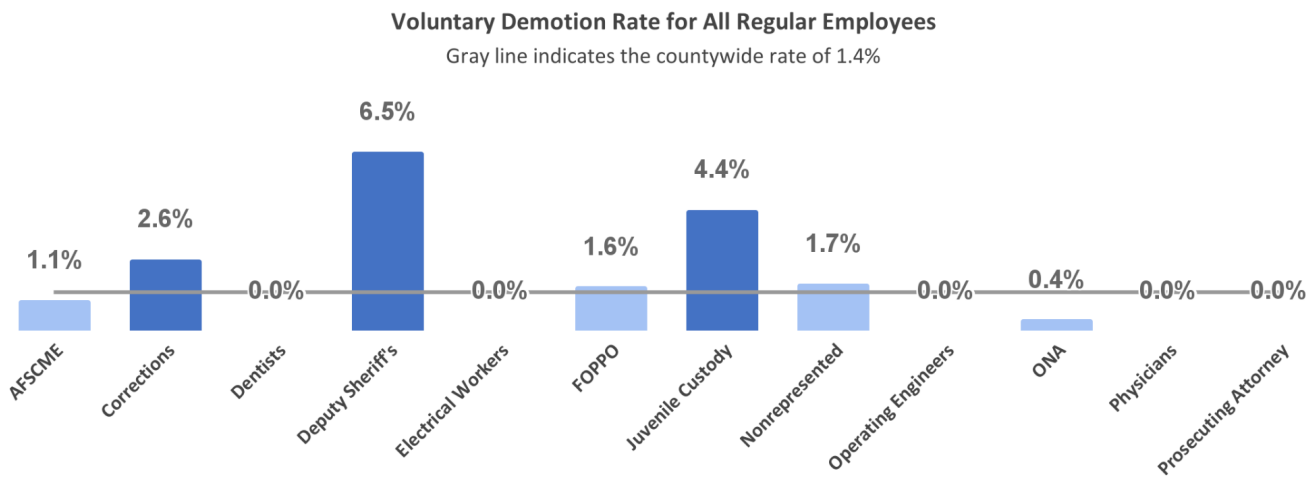
The Deputy Sheriff's Association (6.5%), Corrections (2.6%), and Juvenile Custody Services Specialists (4.4%) bargaining units

each had a significantly higher voluntary demotion rate between FY 2020 and FY 2022 than the countywide rate of 1.4%. For example, the Deputy Sheriff's and Corrections Deputy Associations bargaining units allow for voluntary demotions for sworn members as a method for retaining employees within the Sheriff's Office. In these cases, sworn members who want to try civilian roles move from a frontline first responder role to an administrative or support function that also traditionally results in a lower salary range. These positions may be considered as voluntary demotions, but are more aligned with the desired roles and career paths of employees.

Lead status

The lead status data in Workday only includes employees who have received a lead status. It does not look at other factors, such as time spent in lead status, length of service prior to receiving lead status, or the process to select employees for lead status. All of these factors would be essential to truly understanding whether employees have equitable access to lead status.

The lead status rate for Regular Represented employees was around 6% for each year between FY 2020 and FY 2022. The lead status rate did not significantly fluctuate across fiscal years during the reporting period, nor were there statistically significant differences in lead status rates across demographic categories, including Race and Ethnicity, Disability, Gender, Generation, Sexual Orientation, or



Veteran Status. Please see the [dashboards](#) for data showing lead status for various groups.

Movement of Other Employee Types

The report so far has only focused on Regular Represented and Regular Non-represented employees because they make up the majority of the workforce (about 80%). Further, the majority of statistically significant results were for Regular employees.

Definitions of Employee Types:

- **Regular employees:** Employees in on-going, budgeted positions. Regular employees may be represented by a Bargaining Labor Union (e.g., AFSCME Local 88, Oregon Nurses Association, Corrections Deputy Association), or Non-represented.
- **Limited Duration employees:** Hired from outside the County into a limited duration position for up to two years. Limited Duration employees

constituted about 3% of the County workforce in FY 2022.

- **Temporary employees:** Hired from outside the County to meet short-term, non-recurring, or emergency County work needs. Temporary employees typically work at least 20 hours per week, for up to 1,040 hours (6 months), with a potential extension to 2,080 hours (one year). Temporary employees constituted about 2% of the County workforce in FY 2022.
- **On-Call employees:** Hired from outside the County to meet intermittent, irregular, or less-than-half-time County work needs. On-Call employees constituted about 7% of the County workforce in FY 2022.
- **Seasonal employees:** Hired for a short amount of time to support a seasonal effort, such as an election. Seasonal employees constituted about 3% of the County workforce in FY 2022.
- **Interns:** Employees who are often students or trainees who are gaining work experience, sometimes to satisfy

requirements for a qualification (e.g., legal interns in the District Attorney’s Office) or are participating in the College to County Internship program. Interns constituted about 2% of the County workforce in FY 2022.

Limited Duration, Temporary, On-Call, Intern, and Seasonal positions are all temporary in nature, meaning that they are not budgeted with ongoing funds and the positions will end after a certain period of time. Therefore, separations for these employee types are normal and expected.

The data used in this report are not tied to financial, budgetary, or funding source data. Therefore, it is beyond the scope of this project to answer questions related to positions funded with certain sources (e.g., the Coronavirus Aid, Relief, and Economic Security (CARES) Act or the American Rescue Plan (ARP) Act, both of which provided funding during the COVID-19 pandemic).

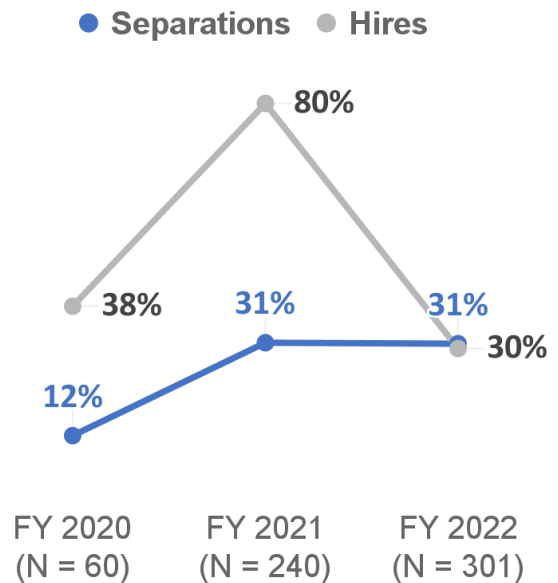
This section looks at the separation and hire rates of Limited Duration, Temporary, On-Call, Interns, and Seasonal employees. Please see the separation and hires [dashboards](#) for more information. Other

employment movement actions like promotions and reclassifications were not included in analyses because those actions are either very infrequent or are not possible for these types of employees.

Limited Duration Employees

In FY 2020, the hiring rate of Limited Duration employees was 32%. It then saw a dramatic and statistically significant increase to 80% in FY 2021, then a statistically significantly drop down to 30% in FY 2022. This peak in Limited Duration hires in FY 2021 may reflect the increase in hiring into positions that temporarily supported the County’s COVID-19 response.

Limited Duration Employees Separation and Hire Rate



There was also a statistically significant increase in the separation rate of Limited Duration employees from 12% in FY 2020 to 31% in FY 2021, then held steady at 30% in FY 2022.

In FY 2020, the majority of Limited Duration employees were White (66.7%). In FY 2021 and FY 2022, the percentage of Limited Duration employees identifying as White decreased to below 45%. In contrast, the proportion of Limited Duration employees identifying as Latino or Hispanic rose between FY 2020 and FY 2022: from 6.7% to 12.1%, then to 16.3%.

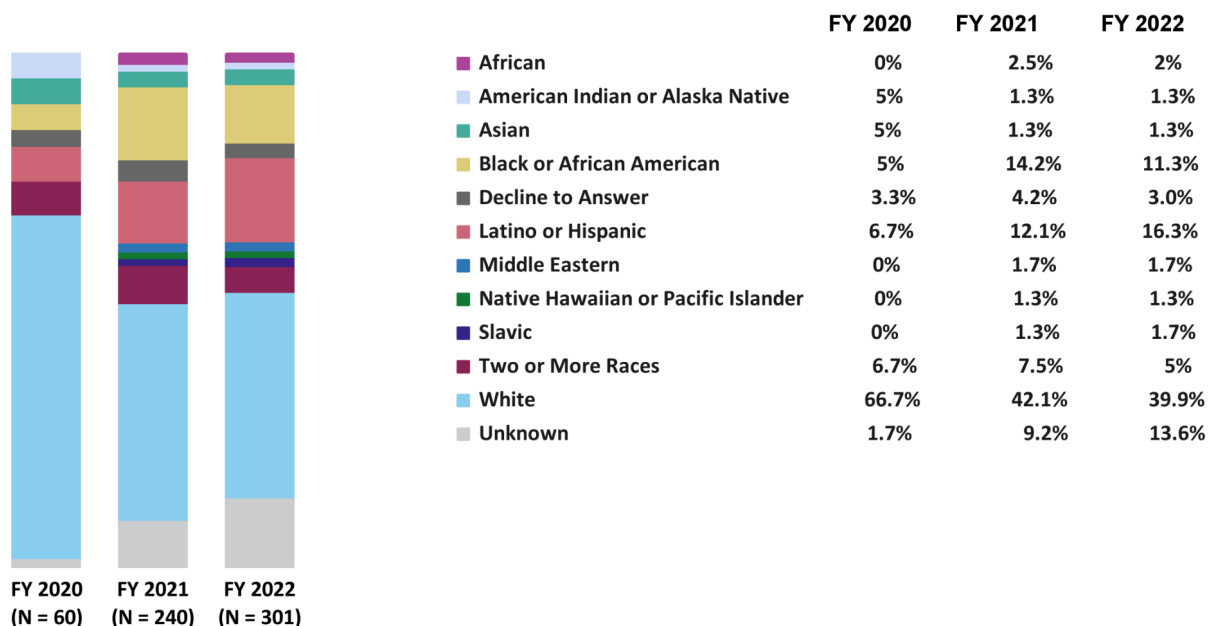
Limited Duration employees sometimes move into Regular

positions or the Limited Duration position is converted to an ongoing Regular position. Unfortunately, we did not have a way of tracking those movements with the data in this report.

Temporary Employees

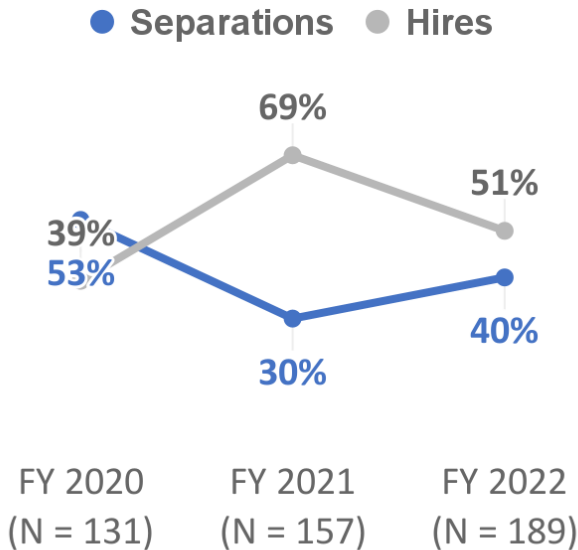
Somewhat similar to the patterns we see for Limited Duration employees, the hiring rate for Temporary employees was 39% in FY 2020, which then saw a notable and statistically significant increase to 69% in FY 2021, followed by a statistically significant decrease to 51% in FY 2022. The peak in Temporary hires in FY 2021 may reflect the increase in hiring into

Limited Duration Employee Race and Ethnicity by Year



positions that temporarily supported the County’s COVID-19 response.

Temporary Employees Separation and Hire Rate



The overall separation rate for Temporary employees statistically significantly decreased from 53% in FY 2020 to 30% in FY 2021, and then statistically significantly rose to 40% in FY 2022.

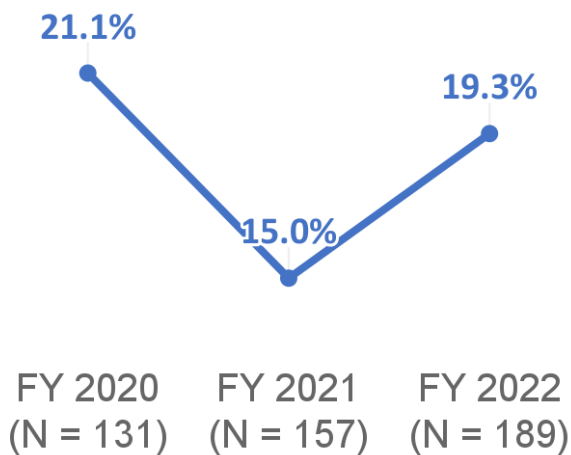
Between FY 2020 and FY 2022, less than half of Temporary employees identified as White. In FY 2020, the proportion of Temporary employees who identified as Black or African American was 13.0%, which slightly decreased to 11.5% in FY 2021 and then increased to 14.8% in FY 2022. In FY 2020, the percentage of Temporary employees who identified as Two or More Races was 9.2%, decreasing to 4.5% in FY 2021 and then slightly increasing to 5.8% in FY 2022.

Temporary Employee Race and Ethnicity



Temporary employees sometimes move into ongoing, Regular positions. The Temporary-to-Regular employee hire rate was 21.1% in FY 2020, 15.0% in FY 2021, and 19.3% in FY 2022. There were no statistically significant trends in this rate across race and ethnicity groups.

Temporary to Regular Hire Rate



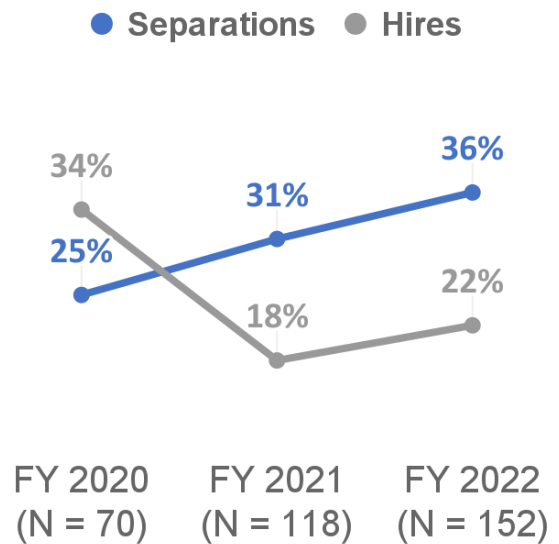
On-Call Employees

The hire rate for On-Call employees statistically significantly decreased between FY 2020 and FY 2021, from 34% to 18%. It then saw a statistically significant increase to 22% in FY 2022.

On the other hand, the separation rate for On-Call employees steadily increased, from 25% in FY 2020 to 31% in FY 2021, to 36% in FY 2022.

This rise in separations is likely related to the high On-Call hire rate in FY 2020, which may have been necessitated by the emergence of COVID-19 toward the end of FY 2020.

On-Call Employees Separation and Hire Rate

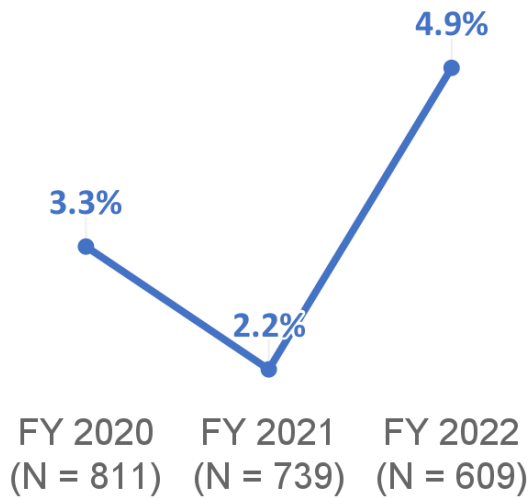


The majority of On-Call employees, approximately two-thirds, identified as White between FY 2020 and FY 2022. In FY 2020, the percentage of On-Call employees that identified as Asian was 4.2%, which then saw a statistically significant increase to approximately 6.5% in FY 2021, then held steady in FY 2022 at 6.8%.

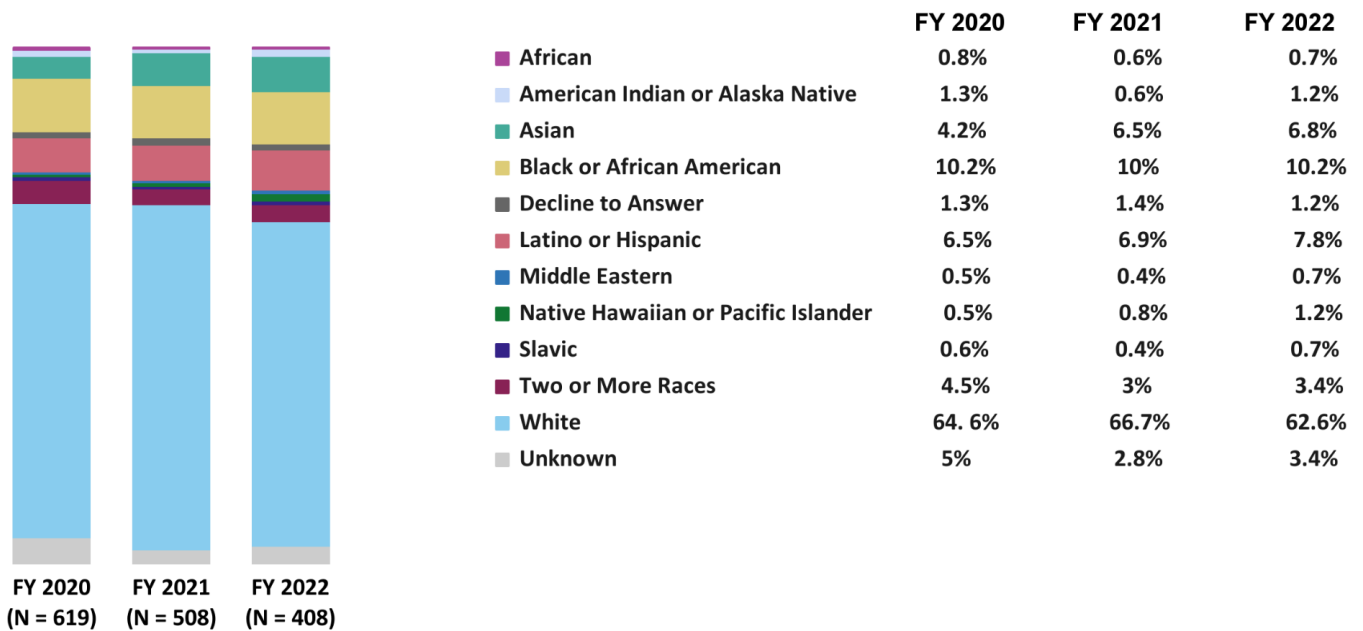
On-Call employees sometimes move into ongoing, Regular positions. The hire rate of employees moving from On-Call to Regular positions was 3.3% in FY 2020 and 2.2% in FY 2021.

In FY 2022, the On-Call to Regular Employee hire rate statistically significantly increased to 4.9%. There were no significant trends in this rate across race and ethnicity groups.

On-Call to Regular Hire Rate



On-Call Employee Race and Ethnicity by Year



Interns

As part of the [Workforce Equity Strategic Plan](#) (WESP), there has been a countywide effort to increase school-to-work and community-to-work pipelines for people from racially and economically disadvantaged communities. A key strategy to meet this goal has been to increase resources for the [College to County](#) program, which hosts college students from historically underrepresented communities with paid summer internships at the County. We examined hiring and separation rates of Intern employees, many of whom were College to County interns. There were also interns in other internship programs, such as legal interns in the District Attorney's Office.

The hire rate for interns decreased from 70% in FY 2020 and 72% in FY 2021, to 59% in FY 2022. It is notable, however, that the number of Interns almost doubled over the reporting period: from 46 interns in FY 2020 to 89 interns in FY 2022.

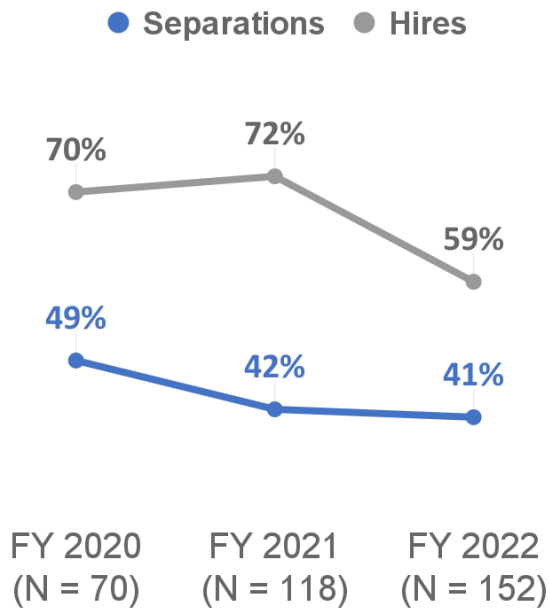
The separation rate for Interns was 49% in FY 2020, which slightly decreased to 42% in FY 2021 and 41% in FY 2022.

Interns sometimes move into Regular positions. Unfortunately, we

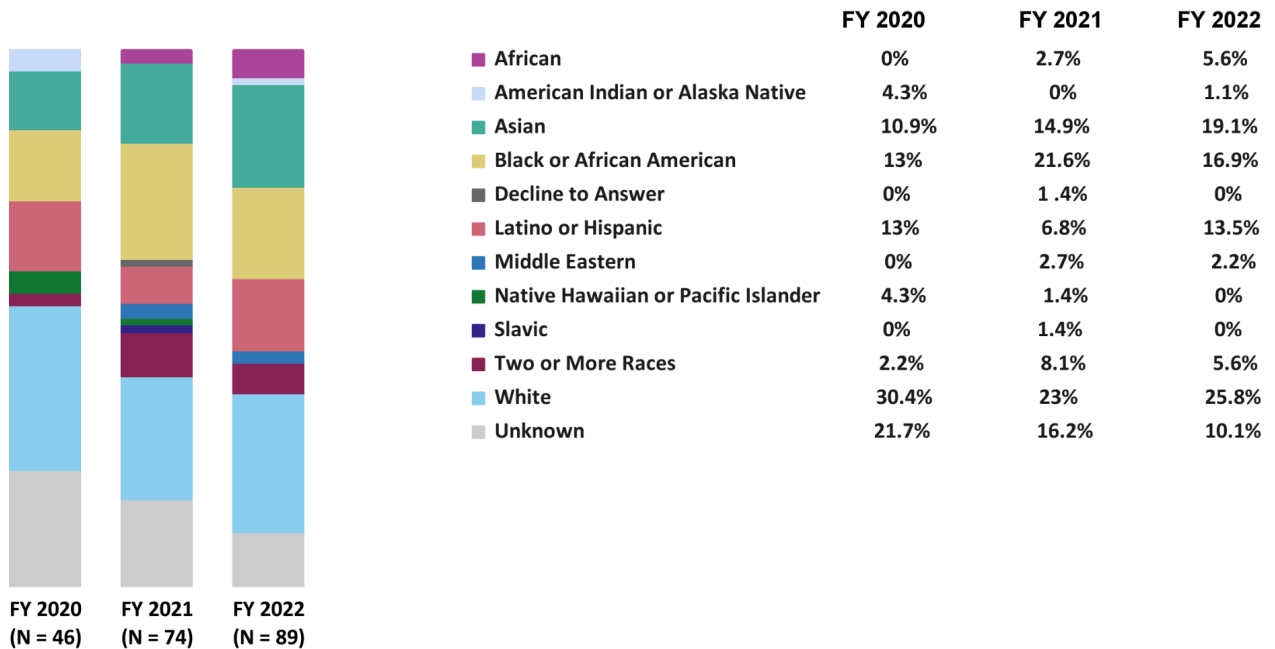
did not have a way of tracking those movements with the data in this report.

Interns are the most diverse employee type with regard to the Race and Ethnicity category. In FY 2020, the percentage of Interns who identified as White was 30.4%. This decreased to 23.0% in FY 2021 and increased slightly to 25.8% in FY 2022. The percentage of Interns who identified as Asian in FY 2020 was 10.9%, which increased to 14.9% in FY 2021 and 19.1% in FY 2022. The percentage of Interns who identified as Black or African American increased from 13.0% in FY 2020 to 21.6% in FY 2021 and decreased in FY 2022 to 16.9%, while the percentage of Latino or Hispanic Interns dropped from 13.0% in FY 2020 to 6.8% in FY 2021, but increased to 13.5% in FY 2022.

Interns Separation and Hire Rate



Intern Employee Race and Ethnicity by Year



Seasonal Employees

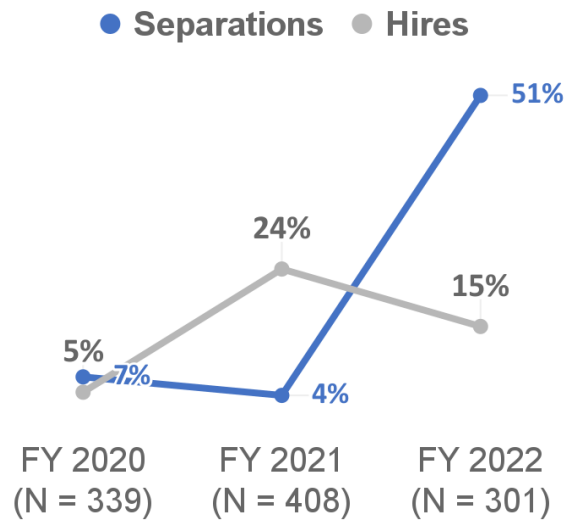
Seasonal employees are primarily hired in the Department of Community Services Elections Division to support seasonal elections. We can see this hiring pattern reflected in the significant increase in the hire rate for Seasonal employees, from 5% in FY 2020 to 24% in FY 2021. This hiring increase in FY 2021 was due to the support needed for the November 2020 General Election.

The separation rate for Seasonal employees was low in FY 2020 (7%) and FY 2021 (4%), then dramatically and statistically significantly increased to 51% in FY 2022, which reflects the seasonal nature of these positions, as well as impacts of the COVID-19 pandemic on the workforce, including employees

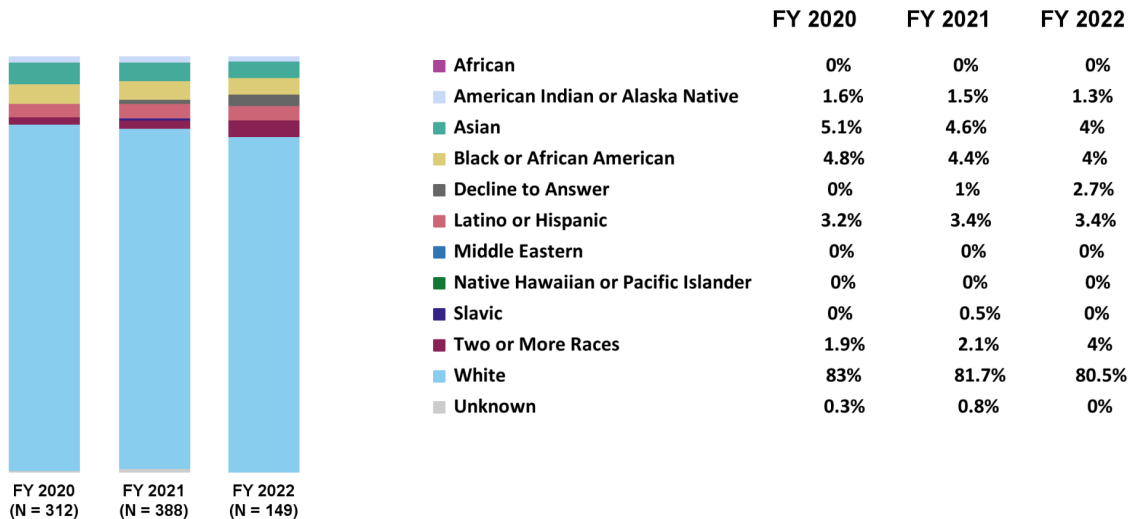
deciding not to return to seasonal positions.

The majority of Seasonal employees (around 80%) identified as White each fiscal year between FY 2020 and FY 2022.

Seasonal Employees Separation and Hire Rate



Seasonal Employee Race and Ethnicity by Year



Where to Find More Information

This report was produced by the Department of County Management Evaluation and Research Unit in collaboration with the Office of Diversity and Equity. However, it would not be complete without the contributions of Employee Resource Groups, Equity Managers, Central HR, Departmental HR, the Workday team, the Communications team, and County and Departmental leadership.

Visit the [Evaluation and Research Unit webpage](#) for the Multnomah County Employment Trends executive summary, full report, department summaries, and dashboards where you can explore the data on your own. For questions or feedback, please contact the Evaluation and Research Unit at eru@multco.us.

Report Updates

April 28, 2023: Updates to the following graphs, which had mistakes in the previous version of the report:

- Veteran Status of Regular Employees on pg. 15 (table was updated with the correct percentages, which were previously mis-printed).
- Separation Rate for ONA, Corrections, and FOPPO Bargaining Units on pg. 27 (percentages for FY 2020 and FY 2021 for FOPPO were updated with the correct rates, which were previously mis-printed; we also added the number of employees in each group).