



**Snohomish County Executive
Department**

Affirmative Action Plan

June 1, 2021 to May 31, 2022

Adopted by Snohomish County Council on January 19, 2022

Signed by Snohomish County Executive on _____

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I. Introduction and Summary

Overview:

A central goal of the County's affirmative action efforts is for the County workforce to reflect the qualified members of the overall County population. Reaching this goal involves providing the qualified members of underserved County populations equal opportunities to gain and retain employment with the County in their fields of work.

Due to the size of the County workforce, the County is an "EEO4¹" entity for purposes of gathering and tracking employee demographic information required for federally mandated reports. Definitions provided by the United States Equal Employment Opportunity Commission (EEOC) are applied for purposes of the County's information tracking efforts and are utilized here to assess the County workforce. Per the EEOC definitions for an EEO4 entity, the federally designated racial and ethnic groups are White (not of Hispanic origin), Black (not of Hispanic Origin), Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native. Information is also gathered for employees identifying two or more EEO4 ethnicities. Information gathering is voluntary, and a significant percentage of County employees do not self-identify an EEO4 category.

The job categories designated by the EEOC for County workers are: Administrative Support; Officials and Administrators; Paraprofessionals; Professionals; Protective Service Workers; Service and Maintenance; Skilled Craft Workers, and; Technicians.

Affirmative Action and the County 2020-21:

Recent County affirmative action plans have included assessment and data analysis of the demographics and ethnicities of the County population overall, the County workforce overall and County hiring trends, and the workforce demographics and ethnicities of the various Executive departments. Further analysis and assessment of this data is included in the Appendices to this Plan.

Beginning in March 2020 most of the County workforce began working remote due to the local and national emergency created by the Covid pandemic. Most departments instituted a hiring freeze as the County worked to determine the impacts of the pandemic on the overall County economy and the operational budgets of the County departments. While the County adjusted to remote work and the continuing pandemic, BLM protests both locally and nationally helped heighten awareness of systemic disparities. In response, the County Executive helped raise the profile of diversity, equity, and inclusion (DEI) issues within the County. Included in these efforts was the creation of the Office of Social Justice (OSJ) and County departments working to provide more training and awareness on DEI principles to their leadership and staff members.

¹ <https://www.eeoc.gov/employers/eeo4survey/e4instruct.cfm>

As 2021 has progressed, departmental promotion of DEI considerations has continued per the leadership of the Executive. Having successfully adjusted to remote work during the pandemic and in the anticipation of a return in summer 2021 for many employees to the County's physical workspace, increasing awareness of DEI issues and recruiting for a more diverse County workforce will be an ongoing priority for the Executive and the County departments.

II. Equal Employment Opportunity Policy

It is the policy of the Snohomish County Executive to express the values of diversity, equity and productivity by treating County employees with dignity and respect in accomplishing the County's public service mission. The Snohomish County Executive reaffirms the County's commitment to equal employment opportunity and affirmative action as codified in the Snohomish County Code ("SCC"). SCC 3.57.010 sets forth the County's Statement of Policy ("EEO Policy") and provides:

(1) It is the policy of Snohomish county to provide equal employment opportunity to all its employees and applicants for employment, and to assure that there is no discrimination against any person on the basis of his or her race, color, sex, religion, marital status, national origin, age, sexual orientation, citizenship, veteran status, or the presence of any sensory, mental, or physical disability in accordance with state and federal laws. This policy extends to all areas of employment and to all relations with employees, including recruitment, selection, compensation, discipline, demotion, layoff, termination, testing, training, working conditions, awards, benefits, and other terms and conditions of employment.

(2) As part of its commitment to equal employment opportunity, Snohomish county will rigorously take affirmative action to eliminate barriers to equal employment opportunity encountered by women and racial minorities and to improve employment opportunities available to specific underutilized groups of women and racial minorities.

(3) In implementing this chapter, Snohomish county will carry out applicable federal, state, and local laws relating to equal employment opportunity and affirmative action.

III. Equal Employment Opportunity Plan

In compliance with SCC Chap. 3.57, the Snohomish County Executive proposes this written Equal Employment Opportunity Plan for 2021 – 2022. Pursuant to SCC 3.57.020(2), the County Executive hereby recommends the Plan for 2021 – 2022 to the Snohomish County Council for adoption. The County Executive will, as appropriate, recommend necessary amendments to this chapter and changes in staff or funding needed to comply with this Plan as provided in SCC 3.57.020(2).

The Plan is a strategic plan, designed to provide leadership and administrative directions to implement the provisions of SCC Chap. 3.57 in compliance with SCC 3.57.020. The Plan establishes aspirational goals that are not, and should not be, considered as quotas. Pursuant to SCC 3.57.040, the chief officer (“director” or “elected official”) of each Executive department is responsible for implementation of the 2021 - 2022 Plan.

When evaluating the performance of the director of a department reporting to the Executive, consistent with SCC 3.57.020(3) the Snohomish County Executive shall consider the department’s progress in meeting Plan goals a significant factor. The electorate will evaluate the performance of an elected official who heads an Executive department regarding that department’s progress in meeting Plan goals.

IV. Responsibility for Implementation

A. Monitoring and Coordination

Pursuant to SCC 3.57.030(1), the director of personnel (“Director of Human Resources”) or their designee shall be the County’s Plan Officer and shall coordinate the equal employment opportunity efforts of the County. The Director of Human Resources has designated the Equal Employment Opportunity Officer (“EEO Officer”) to handle the responsibilities under SCC Chap. 3.57.

The EEO Officer shall monitor the Plan adopted in accordance with SCC Chap. 3.57 and shall, at least annually after consulting with departmental representatives, submit a written report to the County Executive containing appropriate recommendations for equal employment opportunity in accordance with SCC 3.57.030(2).

B. Departmental Responsibilities

In accordance with SCC 3.57.040, the director or elected official of each Executive department is responsible for the implementation of the 2021 - 2022 Plan within their department. Consistent with the requirements of SCC 3.57.040, the director or elected official shall designate one (1) or more representatives for the department and shall provide adequate time for each representative to carry out their duties under SCC Chap. 3.57 effectively.

Executive departments are held accountable for ensuring equal employment opportunity and the success of the Plan in the workplace that leads toward a diverse workforce. Within ninety (90) days of the adoption of this Plan, each Executive department shall develop and provide to the EEO Officer a draft equal employment opportunity implementation plan with the following elements:

- A. Identification of under-represented Equal Employment Opportunity Job Categories (“EEO Job Categories”).
- B. Projection of expected hiring opportunities in the coming twelve (12) months to identify opportunities for equal employment opportunity.
- C. Identification of strategies to achieve equal employment opportunity such as recruitment and outreach to diversified applicant pools for targeted under- represented EEO Job Categories.

Assistance will be provided by the EEO Officer and Human Resources in assessing and revising as necessary the draft Department specific plans with the goal of having plans specific to each Department finalized by the end of the calendar year 2021.

Individual department implementation plans should identify strategies designed to achieve equal employment opportunity goals and eliminate barriers in achieving such goals. This includes activities such as recruitment and outreach to diversify applicant pools for targeted under-represented EEO Job Categories.

The departments are expected to document their outreach and recruitment efforts. These efforts should be reported on a semi-annual and annual basis to the Human Resources Director and the EEO Officer as part of documenting the County’s equal employment opportunity efforts and progress for monitoring purposes.

The departments should use a variety of equal employment opportunity techniques, examples of which include:

1. Assessment of anticipated department hiring goals against existing departmental gender and EEO4 ethnicity, and identification of areas of potential underrepresentation.
2. Assessment of recruitment methods utilized for departmental positions and identification of potential methods to increase diversity in the candidate pool.
3. Coordination with general County recruiting regarding recruitment methods, relationship building with area organizations for purposes of developing diverse candidates.
4. Working knowledge of County policies and prohibitions on workplace discrimination and harassment based on protected class status, and retaliation relating to reports or investigation of possible policy violations.
5. Encourage and facilitate training for supervisors and staff regarding

County policies and prohibitions on workplace discrimination, harassment, and retaliation.

6. Equal employment opportunity indicator for job postings (e.g., "Equal Employment Opportunity Employer"), and workplace postings of County policies prohibiting workplace discrimination, harassment, and retaliation.
7. Assessment of candidate interviewing and selection processes and identification of questions or methods that potentially screen out otherwise eligible candidates based on protected class status.

D. Departmental Representatives

Each departmental representative is to maintain an on-going liaison with the Human Resources department relating to equal employment opportunity as required by SCC 3.57.050(1)(a). In compliance with SCC 3.57.050(1)(b), the departmental representative participates in the development, implementation, and monitoring of departmental equal employment opportunity programs. In accordance with SCC 3.57.050(1)(c), the departmental representative attends meetings called by the Director of Human Resources. The departmental representative also performs such other duties as the director may assign as provided for in SCC 3.57.050(1)(d).

A departmental representative shall report directly to the director of their department on all matters concerning equal employment opportunity pursuant to SCC 3.57.050(2).

V. Dissemination

A. Internal Dissemination

Snohomish County's Plan will be disseminated to department directors and department representatives.

The County's Equal Employment Opportunity Policy, as set forth in SCC 3.57.010, will be permanently posted at each work site. Employees will have access to the Plan upon request and shall be informed of this right.

Copies of the Plan are available for review as follows:

- A. EEO Officer (printed copy)
- B. Human Resources Department

C. Internal County website

D. Alternative format can be requested for individuals with disabilities by contacting (425) 388-3810 or for TTY (425) 388-3700

The County's Equal Employment Opportunity Policy, the County anti-harassment, discrimination, and retaliation policies and compliant procedures², and the purpose and overall goals of the Affirmative Action Plan should be communicated to new employees as part of the new employee orientation presentation.

Directors, administrators, and management should periodically highlight/discuss/explain the intent of the County's Equal Employment Opportunity Policy and the Plan's goals and objectives at staff meetings or other venues to ensure employee understanding. These discussions should occur at least on an annual basis.

B. External Dissemination

For compliance purposes, copies of the Equal Employment Opportunity Policy and Plan will be provided to appropriate federal agencies upon request. The Policy and Plan will be made available to the public on the County's website.

The EEO Officer, Human Resources and departmental hiring officials will inform individuals and organizations representing minorities, females, persons with disabilities, covered veterans, and educational institutions of Snohomish County's commitment to equal employment opportunity. The EEO Officer, Human Resources department and departmental hiring officials will actively encourage their assistance in recruiting and employing underutilized people of color, women, and persons with disabilities.

The Human Resources department or the EEO Officer will provide the unions with an electronic and/or hard copy of the Plan.

The Human Resources department and departmental hiring officials will ensure that Snohomish County presents itself as an equal employment opportunity employer by including statements to that effect in job announcements and advertisements.

Individuals reflecting aspects of diversity such as age, color, race, gender, sexual orientation, disabilities, and national origin will be depicted in County publications with the employees performing a variety of roles and functions.

² Currently set forth in Executive Order 2018-01.

VI. Utilization Analysis

Per SCC 3.57.070(4), utilization analysis compares the representation of women and people of color in the County's work force to the available and qualified labor available in an area. The representation of the County's work force is contained in a Work Force Analysis ("WFA"). That data is derived from the County's human resources information system (HighLine through an Actuate program) designed to identify the number and percentage of employees within the EEO-4 Job Categories by gender and race/ethnicity. Note: The HighLine system defines departments, divisions, and employees in a manner that may not align with a typical organization chart but is the best information available at this time.

The EEO-4 Job Categories are as follows:

- Officials and Administrators
- Professionals
- Technicians
- Protective Service Workers
- Paraprofessionals
- Administrative Support (Including Clerical and Sales)
- Skilled Craft Workers
- Service-Maintenance

Officials and Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent and housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

Technicians: Occupations which require a combination of basic scientific or

technical knowledge and manual skill which can be obtained through specialized post-secondary school education or equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

Protective Service Workers: Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

Paraprofessionals: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

Administrative Support (Including Clerical and Sales): Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typist, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

Skilled Craft Workers: Occupations in which workers perform jobs that require special manual skill and a thorough and comprehensive knowledge of the process involved in the work, which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

Service-Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery.

Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

For purposes of the Plan, the following race/ethnic categories are used:

White (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

Black (not of Hispanic origin): All persons having origins in any of the Black racial groups of Africa.

Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Asian or Pacific Islander: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.

American Indian or Alaskan Native: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

The available and qualified labor force is derived from the Labor Force Availability ("LFA"). The data for Labor Force Availability come from information generated by the United States Census Bureau which identifies the qualified individuals in the labor force by gender and race/ethnicity within the EEO Job Categories described above. The Utilization Analysis compares the WFA to the LFA and identifies any differences between the two (2) as a percentage. "Under-Utilization" occurs when fewer people identified by gender and race/ethnicity are employed in a job category than are available in the labor force (*i.e.*, where WFA is less than LFA). This difference is found by subtracting LFA for a job category from the WFA for the same category.

VII. Under-Utilization

An assessment of the data on County recruiting from 2015 through 2019, County workforce demographics, and federal Census Bureau information for the County indicates potential disparities between the County workforce and the developing County population. An analysis of workforce data reflects that populations of Asian/Pacific Islander and Hispanic County residents may be significantly underrepresented in the County workforce based on the increasing populations of individuals in those EEO4 classes residing in the County. The data additionally indicates that candidates identifying as White have been hired at a higher percentage than the corresponding percentage of the general County population identifying as White.

It is important to recognize that this is a generalized comparison. The County population of residents identifying as one of the EEO4 ethnicity categories will be different than the

population of those residents who are qualified for a given position. This assessment will vary from position to position depending on the required skillset.

VIII. Proposed 2021-2022 Equal Employment Opportunity Goals

1. Continue to expand virtual EEO training on County policies prohibiting discrimination, harassment, and retaliation to County supervisors. Increase virtual EEO training opportunities for non-supervisory County personnel.
2. Anticipate opportunities for live large group and departmental specific EEO training if and when live training becomes possible in light of Covid restrictions and precautions.
3. Develop a formal County policy addressing workplace conduct expectations, civility, and anti-bullying. Develop training for County personnel on workplace civility and respect.
4. Prepare bi-annual federal EEO4 report on County hiring addressing 2019-2021 tracking demographics and ethnicity of new hires. Analyze data in connection with data from EEO4 reports for prior years to further identify County hiring trends, potential retention issues.
5. Coordinate with and utilize volunteers on County DEI Committee to analyze recruiting, retention, and hiring methods and results. Identify trends and strategies for improved outreach to underserved County populations.
6. Enhance efforts to recruit, hire and retain people of color with an emphasis on Hispanics, Asian/Pacific Islander and African American as consistent with evolving County demographics and the face of the County workforce.
7. Encourage and promote departmental specific DEI training and awareness of DEI issues.
8. Further develop coordination between Human Resources, the EEO Officer, the DEI Committee, and the specific Departments regarding County branding and marketing, development of referral relationships with community sources of qualified candidates for County positions.

IX. Internal Audit and Reporting Requirements

Snohomish County believes an important element in effectively implementing a written equal employment opportunity plan is an adequate internal audit and reporting system allowing progress to be monitored and management kept informed. In coordination with the HR Director and the EEO Officer, County Departments are expected to monitor and evaluate Department performance and progress on identifying and addressing Departmental work force demographic disparities.

X. Support of Programs

Pursuant to SCC 3.57.070(9), Human Resources and the EEO Officer will continue to engage with and support County Departments in affirmative action efforts both for the County overall and for the individual Departments. This will inherently be an on-going and evolving process and will be influenced by particular departmental operations and functions.

Anticipated support will include both historical and newly developed methods and practices. Examples of historical support that are anticipated as continuing include coordination and consultation on recruitment strategies and sources for candidates, partnering with Departments on community outreach and external recruiting and networking opportunities, strategies for retention and assessment of retention efforts, and analysis of hiring trends. Support methods may also include assistance with analyzing and improving job descriptions, and assessment and potential modifications to the application and interview process.

XI. Grievance Procedure

As required by SCC 3.57.080, the employee grievance procedure described below will be used to remedy violations of SCC Chap. 3.57 where an employee grievance procedure is not otherwise available by law or collective bargaining agreement.

Employees have the right to seek resolution of alleged discrimination concerns and issues internally and/or externally by filing a completed complaint Intake Form with the County Equal Employment Opportunity Office, and/or enforcement agencies such as the Equal Employment Opportunity Commission or the Washington State Human Rights Commission. County personnel are encouraged to resolve issues internally and at the lowest level possible.

If agreed by the complainant, the respondent(s) to the complaint, and the EEO Officer, internal complaints may be mediated with the EEO Officer acting as mediator in an attempt to reach an agreed resolution. If mediation fails to resolve a complaint, the unresolved issues shall be investigated as per the County Executive's Order setting forth the County Discrimination, Harassment and Intimidation Policy, currently Executive Order 2018-01.

An employee may approach their immediate supervisor, any member of management within the County, their Department director, the Human Resources Director, or the EEO Officer regarding any equal employment opportunity concerns.

XII. Accomplishments

From June 2020 through the present, examples of the Snohomish County Executive

Branch Affirmative Action accomplishments include but are not limited to:

- A. Preparation of the Affirmative Action Plan for 2021 – 2022 for submission to and approval by the County Council.
- B. Creation and rollout of the Office of Social Justice by the Executive Department.
- C. Updated and expanded access to updated County training on Executive Order 2018-01 and County prohibitions on workplace protected class discrimination, harassment, and related retaliation.
- D. Expanded online training opportunities for County supervisors regarding County prohibitions on workplace discrimination, harassment, and retaliation.
- E. Revised and updated process for New Employee Orientation (NEO) for new County hires to ensure all hires take recorded updated online training regarding Executive Order 2018-01 and related prohibitions on discrimination, harassment, and retaliation.
- F. Liaison of County DEI Committee with County Central Human Resources for purposes of special projects, analysis of recruiting and retention processes.
- G. Increased County wide emphasis on awareness of DEI issues, departmental-specific incorporation of DEI discussion groups, conferences, and trainings.

Appendix I – U.S. Census Bureau Information for Snohomish County

U.S. Census Bureau Information	Snohomish County
Population, 2019 actual	798,808
Population, 2019 estimate	822,083
Population, 2010 estimate base	713,296
Population percent change, 2010 to 2019	10.7%
Female persons, percent, 2019	50%
White alone, percent, 2019	75%
Black or African American alone, percent, 2019	3%
American Indian and Alaska Native alone, percent, 2019	1%
Asian alone, percent, 2019	11%
Native Hawaiian and Other Pacific Islander alone, percent, 2019	0.5%
Two or More Races, percent, 2019	6%
Hispanic or Latino, percent, 2019	10%
Foreign born persons, percent, 2019	16%
Language other than English spoken at home, 2019	21%
Veterans, 2019	51,606

Source: U.S. Census Bureau, Information for Snohomish County. Census Bureau information drawn from 2019 American Community Survey 5 year estimates.

Notes: The numbers and percentages referenced here reflect more precise estimates than previously available but are nevertheless estimates. The Census Bureau coordinates with the American Community Survey (ACS) with regards to compiling and releasing census information. Per the ACS, actual data compiled by the 2020 census will not be available for initial release until September 23, 2021.

**Appendix II – Snohomish County Regular Full Time Employee Demographics as of
May 3, 2021**

Snohomish County Regular Full Time Employees as of May 3, 2021

- Percentages are rounded and therefore approximate

Total Population, Regular Full Time Employees: 2,694

Female: 1,211/45%

Male: 1,483/55%

EEO4 Ethnicity, Regular Full Time Employees, As Self-Identified:

White (Not of Hispanic Origin): 1,929/72%

Asian or Pacific Islander: 118/4%

Hispanic: 92/3%

Black (Not of Hispanic Origin): 55/2%

American Indian or Alaskan Native: 25/1%

Two or More Categories: 47/2%

Unspecified or Blank Information: 428/16%

Adjusted Approximate Numbers and Percentages Allocating Unspecified or Blank Information for 428 Employees:

- Calculations based on total number of employees identifying EEO4 ethnicity (2,266); calculation of percentage of that number per identified EEO4 ethnicity category (e.g. White = 1,929); application of percentage to total number of unspecified/blank EEO4 ethnicity category (428); addition of result to identified category number to identify estimated actual number and percentage of EEO4 ethnicity category
 - Percentages are rounded and therefore approximate
-

Total Employees Providing Self-Identified EEO4 Ethnicity: 2,266

White (Not of Hispanic Origin): 2,293/85%

- 1,929 identified = 85% of 2,266; 85% of 428 = 364; 1,929 + 364 = 2,293

Asian or Pacific Islander: 139/5%

- 118 identified = 5% of 2,266; 5% of 428 = 21; 118 + 21 = 139

Hispanic: 109/4%

- 92 identified = 4% of 2,266; 5% of 428 = 17; 92 + 17 = 109

Black: 64/2%

- 55 identified = 2% of 2,266; 2% of 428 = 9; 55 + 9 = 64

American Indian or Alaskan Native: 29/1%

- 25 identified = 1% of 2,266; 1% of 428 = 4; 25 + 4 = 29

Two or More Categories: 56/2%

- 47 identified = 2% of 2,266; 2% of 428 = 9; 47 + 9 = 56