

# Equal Employment Opportunity Plan

---

Effective Dates: January 1, 2025, to  
June 30, 2026

---

Washington County, Oregon



---

## Table of Contents

	Certification of the Equal Employment Opportunity Plan	3
I.	Introduction	6
II.	Organizational Structure	7
III.	Non-Discrimination Policy Statement	8
IV.	Data Collection and Limitations	9
V.	Plan Objectives	
VI.	Methods of Ensuring Equal Employment	10
VII.	Complaint of Harassment, Discrimination, and Investigation Procedures	11
VII.	Dissemination of the EEOP	12
IX.	Responsibility for Implementation	13
X.	18-Month Action Plan and Timeline	
XI.	Civil Rights Compliance Advisory Committee	14
XII.	Tables: 2024 and 2021	15
XIII.	Racial/Ethnic Workforce and Applicant Analysis (2024)	24
XIV.	Gender Workforce and Applicant Analysis (2024)	25
XV.	Key Insights from 2022 EEOP	26
XVI.	Best Practice Enhancements and Forward Strategy	27
XVII.	Conclusion	28

This transitional EEOP ensures Washington County’s continued legal compliance and commitment to access in employment during periods of organizational change. It is an 18-month bridge plan while a comprehensive EEOP is developed for 2026–2029.

---

# Certification of the Equal Employment Opportunity Plan

## Certification and Signature Page

Washington County, Oregon

Plan Period: January 1, 2025 – June 30, 2026 (18-Month Temporary Plan)

Date of Certification: April 18, 2025

As the County Administrator of Washington, Oregon, I hereby certify the following:

**Our commitment to Equal Opportunity:** Washington County reaffirms its unwavering commitment to providing equal employment opportunity to all individuals. Under federal and state laws, including but not limited to Title VII of the Civil Rights Act of 1964, Title I of the Americans with Disabilities Act (ADA), Executive Order 11246, and Oregon Revised Statutes Chapters 659 and 659A, all employment practices, such as recruitment, hiring, promotions, transfers, training, compensation, and disciplinary actions shall be conducted without discrimination based on race, color, national origin, sex (including gender identity and sexual orientation), religion, age, disability, genetic information, veteran status, or any other protected status.

**The Temporary Nature of This Plan and Its Rationale:** This Equal Employment Opportunity Plan (EEOP) represents a temporary 18-month EEOP covering the period from January 1, 2025, through June 30, 2026. It has been developed as a transitional tool to guide and inform our current workforce equity practices. At the same time, the county undertakes a comprehensive data modernization effort and prepares to create a full, multi-year EEOP.

This interim plan was necessary due to the following:

- The availability of limited or outdated workforce data, including 2021 demographic and disciplinary records, which, while informative, do not fully reflect current workforce composition or trends.
- The county's ongoing commitment to updating and integrating HR data systems, including improvements to race, ethnicity, disability, and veteran status tracking.
- A desire to engage departments, unions, and community partners in developing a more robust and forward-looking plan that aligns with the County's strategic priorities.

This temporary plan ensures legal and ethical continuity while laying the foundation for a comprehensive 3 to 5-year EEOP to be released in Fiscal Year 2026. That plan will include updated workforce analytics, deeper community and employee engagement, expanded policy alignment, and enhanced implementation strategies.

**Implementation and Monitoring Commitment:** Washington County commits to implementing and monitoring the strategies outlined in this temporary plan. The county will:

- 
- Share the plan internally with departments and staff.
  - Provide periodic updates to the Board of County Commissioners and other stakeholders.
  - Incorporate feedback mechanisms for continuous improvement.
  - Begin laying the groundwork for the complete EEOP development process, including community engagement and policy alignment.

**Transparency and Public Access:** This plan will be posted on the County’s internal and external websites and is available to the public upon request. While the plan is temporary, it is treated as an official document that guides our access, opportunity, and human resources practices, aligning with our public service values. We are committed to keeping our community informed and involved in our efforts to promote access and inclusion.

**Accuracy of Information:** I certify that the data and information presented in this temporary EEOP are accurate and complete to the best of my knowledge and ability. The data reflect the best available information as of January 2025 and were analyzed using industry-standard EEO methodologies.

### Authorized By

**Printed Name:** Tanya Ange  
**Title:** County Administrator  
**Date:** April 18, 2025

### EEOP Prepared By

**Prepared By:** Alicia Sojourner  
**Title:** Access & Opportunity Director  
**Department:** County Administrative Office  
**Date of Completion:** April 18, 2025

### Contact for More Information

For questions, data requests, or additional information related to this Equal Employment Opportunity Plan, please contact:

**Name:** Alicia Sojourner  
**Title:** Access & Opportunity Director  
**Email:** [equity@washingtoncountyor.gov](mailto:equity@washingtoncountyor.gov)  
**Phone:** 503.846.6288  
**Office Address:** 155 N First Ave, Hillsboro, OR 97124

---

**Page Left Intentionally Blank**

---

## I. Introduction

Washington County is the second most populous county in Oregon, home to the most ethnically diverse population in the three - county Portland metropolitan region. It is a county of contrasts, featuring both urban and rural areas, as well as high-tech and cottage industries, with a mix of high- and low-income residents. Washington County's Equal Employment Opportunity Plan highlights the County's efforts to foster a culture of belonging, where Washington County employees, job applicants, partners, and community members feel welcomed, connected, and supported to thrive. The County strives to create a positive and supportive work environment, establish and maintain a culture of teamwork and open communication, and promote the organizational values of accessibility and inclusion in the workplace. It actively promotes an environment respectful of living and working in a multicultural society.

The Washington County Board of Commissioners committed to using the powers and resources of the County to advance equity and racial justice and improve outcomes for all with the passage of our Equity, Diversity and Inclusion (EDI) resolution in 2020, which recognizes and reaffirms the County's commitment to creating an inclusive culture that values and celebrates the diversity of the county's residents and employees. The Board committed Washington County to dismantling long-standing systems, programs, policies, and practices that may have historically created obstacles to the success of people of color, members of ethnic communities, and any marginalized group, and to ensuring that its staff in frontline and management roles mirrors the demographics of the community it serves. The Board further charged the Chief Equity and Inclusion Officer with moving the Federal Civil Rights compliance into the Office of Equity, Inclusion, and Community Engagement (OEICE).

The federal regulations implementing the Omnibus Crime Control and Safe Streets Act of 1968 require some recipients of financial assistance from the U.S. Department of Justice to create, keep on file, submit to the Office of Civil Rights (OCR) at the Office of Justice Programs (OJP) for review and implement an Equal Employment Opportunity Plan (EEOP) under 28 CFR, §42, subpart E.

The Equal Employment Opportunity Plan will be circulated and readily available to staff and the public. Additionally, staff training will be provided to support the implementation and any related administrative procedures.

This Equal Employment Opportunity Plan (EEOP) reflects the County's efforts to maintain an inclusive, nondiscriminatory workplace that provides equal access to opportunities regardless of race, ethnicity, gender, ability, veteran status, or other protected characteristics.

In 2024–25, the County experienced notable transitions, including significant staffing turnover, budget reductions, and changes in executive leadership within the Office of Equity, Inclusion, and Community Engagement. As a result, the County has developed this 18-month transitional EEOP to maintain compliance with federal and state regulations and to ensure continuity in advancing equity goals. At the same time, the County prepares a full EEOP for FY 2026–29.

---

## II. Organizational Structure

Washington County operates under a Council-Manager form of government. The Charter grants the five-member Board of County Commissioners legislative authority and designates administrative responsibility to a board-appointed, professional County Administrator.

Key equity-related functions are housed in:

- The Office of Equity, Inclusion, and Community Engagement (OEICE)
- The Department of Human Resources (HR)

These departments are responsible for developing and implementing inclusive workforce practices, supporting compliance, and leading training and reporting efforts. The County's organizational chart is maintained and regularly updated at [www.washingtoncountyor.gov](http://www.washingtoncountyor.gov).

---

### **III. Non-Discrimination Policy Statement**

Washington County's policy is to be fair and impartial in its relations with employees and applicants for employment and to adhere to the concepts of equal opportunity and affirmative action.

Discrimination in a personnel action on any basis unrelated to the bona fide requirements of the job is prohibited. The principles of equal opportunity shall be applied in employment and promotion decisions in County service, using job-related requirements.

Washington County reaffirms its official non-discrimination policy towards all qualified employees and applicants. Discrimination based on race, gender, gender identity, religion, national origin, age, source of income or economic status, disability, disabled or Vietnam-era veteran status, sexual orientation, or marital status is prohibited by all employees of Washington County (except where there are bona fide occupational qualifications). This policy will apply, but not be limited to, recruitment, promotion, hiring, layoff, termination, demotion, classification, transfer, rates of pay, fringe benefits, training or other forms of compensation, use of facilities, social and recreational programs and other terms, conditions, and privileges of employment for all job classifications. This policy will administer all employment actions. This policy shall be available to all county employees, volunteers, affected community members, and relevant labor markets.

Equal Employment Opportunity is established through definitive and programmed affirmative action. The County will take positive steps in its employment policies, practices, and procedures and make reasonable accommodations to achieve and maintain a work environment that provides equal opportunities for applicants and employees.

The Equal Employment Opportunity Plan commits employees to support the County's policy regarding equal employment opportunity.



---

## IV. Data Collection and Limitations

All race/ethnicity and gender data presented in this EEOP are self-reported by applicants and employees. Providing this information is voluntary and does not constitute a requirement for employment or consideration of your application. Due to the voluntary nature of this data, some totals by demographic may be underreported or marked as 'Not Reported'. The County continues to enhance applicant tracking and demographic data systems to better support inclusive data monitoring.

## V. Plan Objectives

Washington County's Equal Employment Opportunity Plan sets forth the following objectives:

1. Ensure nondiscrimination in all personnel actions and employment-related decisions.
2. Monitor and evaluate employment practices to identify barriers to equal opportunity.
3. Increase transparency in hiring, promotion, and disciplinary processes.
4. Promote diverse outreach, recruitment, and selection procedures.
5. Expand retention, leadership development, and training opportunities for underrepresented groups.
6. Engage departments in implementing equity action plans and accountability structures.
7. Align workforce demographics with the communities served by the County.

---

## VI. Methods of Ensuring Equal Employment

### **Recruitment, Selection, Promotion, and Retention:**

It is the policy of Washington County to seek out and employ individuals who appropriately represent our community and perform public service tasks that address the ever-present needs of our diverse constituents and visitors. An internal monitoring and reporting system will be implemented to measure the effectiveness of efforts and meaningful outcomes of overall recruitment programs. Should disparities arise, those areas will be addressed through specific improvement plans, which will be regularly monitored by Human Resources (HR) and County Administrative Office (CAO) staff.

Washington County prohibits any form of discrimination in all aspects of the employment relationship, including recruitment, selection, training, retention, promotion, discipline, and any other aspect of personnel administration for reasons that do not constitute a bona fide occupational qualification necessary to perform the essential functions of the job properly and efficiently.

The Human Resources Department collaborates with county department leadership staff to regularly monitor the workforce composition and identify areas where underutilization of minority status exists, particularly in terms of representation in the community. When an analysis indicates a disparity exists, Washington County will take voluntary steps to eliminate barriers to equal opportunity as outlined in the Affirmative Action Plan. Washington County will engage in outreach efforts to build relationships with organizations that serve underutilized areas, allowing them to reach people who may be interested in applying for relevant job openings. These efforts and strategies are outlined in Washington County's Affirmative Action Plan.

Washington County's success is dependent upon the collective efforts of its employees. The County will try to attract, motivate, and retain a diverse, high-performing workforce. Furthermore, the County acknowledges the importance of establishing a system of equitable and uniform procedures for addressing recruitment and selection issues. Considering these principles, Washington County strives to address the recruitment-related problems with fairness, innovation, flexibility, and creativity while developing a premier workforce.

Article 4 of the Washington County Personnel Policies and Regulations outlines the recruitment and selection process, available on the Washington County website ([www.co.washington.or.us](http://www.co.washington.or.us)) and upon request from employees, applicants, or community members. The County intends to attract, hire, retain, and promote qualified individuals to perform quality work for the Washington County community, without regard to anything other than bona fide job qualifications.

---

### **Training and Development:**

Training and Development opportunities will be provided and available to Washington County employees at various locations, times, and dates. Makeup sessions for required training will be provided, within reason, for employees who are unable to attend the scheduled training. Training required for all employees to attend includes the New Employee Orientation, Workplace Inclusion, maintaining a Harassment - Free Workplace, and technical training related to the employee's position. Other training and development opportunities are available to employees, pending approval from their supervisor.

## **VII. Complaint of Harassment, Discrimination, and Investigation Procedures**

Washington County is committed to providing a productive work environment that is fair, civil, positive, respectful of each person's dignity, and free from discrimination or harassment. The county's goal is to create an environment that supports its employees, enabling them to reach their full potential. Washington County recognizes the value of diverse backgrounds, experiences, special abilities, and characteristics that employees bring to the organization.

Employees may file complaints related to unfair treatment, harassment, or civil rights violations through the Human Resources Department (HR) or the Office of Equity, Inclusion, and Community Engagement (OEICE)

Complaints are handled confidentially, and retaliation against complainants or participants in the investigation is strictly prohibited. Policies, forms, and reporting channels are publicly available on the County website and in all employee onboarding materials. Investigation procedures are aligned with state and federal requirements and include:

- Prompt intake and case assessment
- Objective evidence review
- Written findings and documented resolution
- Corrective action or training as needed

The County is committed to creating an environment where concerns are addressed transparently and equitably.

The Harassment Policy and Procedures for the complaint process are on the Washington County website ([www.washingtoncountyor.gov](http://www.washingtoncountyor.gov)) and available in the Human Resources office for any employee, applicant, or community member.

---

## Internal Auditing

The Human Resources Department and the Office of Equity, Inclusion, and Community Engagement will conduct a continuing self-evaluation program to assess the effectiveness of recruitment, selection, and promotional policies and programs. Furthermore, human resources staff will work to improve equal employment opportunity procedures, which will promptly correct any identifiable employment impediment that may contribute to disparities. The Chief Human Resources Officer exercises discretion to make appropriate adjustments to address identified irregularities that may arise.

## VIII. Dissemination of the EEOP

Washington County is committed to transparency and accessibility of its Equal Employment Opportunity Plan (EEOP). The Washington County EEOP will be available on the Washington County website ([www.washingtoncountyor.gov](http://www.washingtoncountyor.gov)) and upon request by any employee, applicant, or constituent. To that end, the County will:

- Post the EEOP publicly on its website.
- Include EEOP information in new employee orientation sessions.
- Share EEOP highlights during department meetings.
- Provide printed or translated copies upon request.
- Include communication of the EEOP in the New Employee Orientation and Supervisor Training programs, and
- Integrate nondiscrimination language from the EEOP in all job announcements, all union labor agreements, and procurement communications.

---

## IX. Responsibility for Implementation

All employees are required to promote and support equal employment opportunities. This requires a commitment and contribution from all departments and workgroups in Washington County.

The County Administrative Office designates the Chief Equity and Inclusion Officer and the Chief Human Resources Officer to implement the Washington County EEOP. County Executive Leadership and directors all share responsibility for this.

Responsibilities in this area include the following:

- Developing policy, affirmative action programs, and communications.
- Set annual equity goals.
- Assisting in identifying problem areas, as well as solutions to problem areas.
- Monitor workforce composition and trends.
- Designing and implementing audit and reporting systems that will:
  - Measure the effectiveness of the EEOP program,
  - Indicate any need for remedial action, and
  - Determine the degree to which goals and objectives have been attained.
- Keep County leadership informed of the latest developments in equal employment opportunity.
- Provide policy guidance and compliance professional development.
- Communicate expectations across departments.

Directors, managers, and supervisors are responsible for applying EEO principles in daily operations, ensuring nondiscriminatory practices, and encouraging inclusive leadership. OEICE and HR will support these efforts with data, tools, and accountability metrics.

## X. 18-Month Action Plan and Timeline

Washington County has identified the following EEOP priorities for the 18 months as part of its transition toward a full EEOP in FY 2026–29:

- Q1: Re-establish the Civil Rights Compliance Advisory Committee.
- Q2: Collect updated workforce, promotion, and disciplinary data.
- Q3: Conduct utilization analysis and equity engagement sessions.
- Q4: Draft, vet, and adopt a full 3-year EEOP.

These timelines may be adjusted based on community and internal input, as well as resourcing needs. The Executive Leadership Team and Board of Commissioners will be informed of progress.

---

## **XI. Civil Rights Compliance Advisory Committee**

To ensure cross-departmental collaboration and shared responsibility for advancing employment equity, Washington County will reconvene a Civil Rights Compliance Advisory Committee composed of:

- Representatives from Human Resources
- Representatives from OEICE
- Departmental EEO or Civil Rights liaisons
- Staff from diverse job classifications and backgrounds
- Subject matter experts

The Advisory Committee will:

- Support the EEOP development and implementation process
- Promote inclusive recruitment, hiring, and retention practices
- Advise on equity data, trends, and community-informed recommendations

The Committee will meet monthly during the 18-month transition period and provide annual updates to County leadership on progress and challenges.

---

## **XII. Tables: 2024 and 2021**

- A. 2024 Total Employees
- B. 2024 Applicants
- C. 2024 New Hires
- D. 2021 Disciplinary Actions

**Table A: Total Employees – 2024**

EEO-4 Job Category	AI/NA	Asian	Black	Hispanic	NH/PI	Not Reported	Two+ Races	White	Total
<b>1. Officials and administrators</b>	<b>1</b>	<b>6</b>	<b>9</b>	<b>8</b>	<b>1</b>	<b>3</b>	<b>9</b>	<b>122</b>	<b>159</b>
Female	1	4	4	4		3	7	58	<b>81</b>
Male		2	5	4	1		2	64	<b>78</b>
<b>2 Professionals</b>	<b>2</b>	<b>81</b>	<b>44</b>	<b>144</b>	<b>12</b>	<b>23</b>	<b>72</b>	<b>795</b>	<b>1173</b>
Female	2	50	21	98	7	10	50	490	<b>728</b>
Male		31	23	46	5	13	22	305	<b>445</b>
<b>3 Technicians</b>	<b>1</b>	<b>7</b>	<b>2</b>	<b>39</b>		<b>4</b>	<b>11</b>	<b>149</b>	<b>213</b>
Female		4	1	20		1	6	49	<b>81</b>
Male	1	3	1	19		3	5	100	<b>132</b>
<b>4 Protective Service Workers</b>	<b>3</b>	<b>23</b>	<b>14</b>	<b>59</b>	<b>8</b>	<b>5</b>	<b>20</b>	<b>475</b>	<b>607</b>
Female	1	2	5	28		1	5	93	<b>135</b>
Male	2	21	9	31	8	4	15	382	<b>472</b>
<b>5 Paraprofessionals</b>		<b>4</b>	<b>2</b>	<b>7</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>32</b>	<b>50</b>
Female		1		1			2	14	<b>18</b>
Male		3	2	6	1	2		18	<b>32</b>
<b>6 Administrative and Office</b>	<b>2</b>	<b>24</b>	<b>11</b>	<b>102</b>	<b>3</b>	<b>12</b>	<b>38</b>	<b>280</b>	<b>472</b>
Female	2	17	9	92	2	12	32	235	<b>401</b>
Male		7	2	10	1		6	45	<b>71</b>
<b>7 Skilled Craft Workers</b>							<b>1</b>	<b>6</b>	<b>7</b>
Male							1	6	<b>7</b>
<b>8 Service-Maintenance</b>				<b>13</b>	<b>1</b>		<b>1</b>	<b>55</b>	<b>70</b>
Female								4	<b>4</b>
Male				13	1		1	51	<b>66</b>
<b>Grand Total</b>	<b>9</b>	<b>145</b>	<b>82</b>	<b>372</b>	<b>26</b>	<b>49</b>	<b>154</b>	<b>1914</b>	<b>2751</b>



---

## Explanation of Table A:

**Legend:** AI/NA: American Indian/Native American; NH/PI: Native Hawaiian/Pacific Islander

The Equal Employment Opportunity Commission (EEOC) requires state and local government entities with 100 or more employees to submit workforce data by race/ethnicity, sex, job category, and salary band. EEO categories are a compliance standard component defined by the EEOC and generally established using three criteria: primary duties and responsibilities, knowledge and training, and the required job skill level. These categories are part of the larger data aggregate that informs the EEOC about the gender, race, and job level of each employee, ensuring equal employment opportunities are being offered. They are particularly important for identifying industries, job categories, and geographical areas where patterns of lacking job opportunities exist for women and minorities.

Each Washington County job classification is evaluated using the EEO criteria, and the corresponding category is assigned. Job classifications within these EEO categories span multiple departments within the County organization.

Table A (Total Employees – 2024) presents the total number of employees during the 2024 Federal Fiscal Year, categorized by EEO category, gender, and race/ethnicity.

**Table B: Applicants – 2024**

EEO-4 Job Category	AI/NA	Asian	Black	Hispanic	NH/PI	Not Reported	Two+ Races	White	Total
1 Officials and Administrators	3	9	16	13	2	15	10	98	<b>166</b>
2 Professionals	27	187	123	312	20	206	126	1113	<b>2114</b>
3 Technicians	10	40	14	66	2	57	28	335	<b>552</b>
4 Protective Service Workers	9	25	65	129	4	29	47	353	<b>661</b>
5 Paraprofessionals	2	27	12	67	2	55	22	250	<b>437</b>
6 Office and Clerical	11	81	31	174	14	87	63	669	<b>1130</b>
7 Skilled Craft Workers	0	1	1	7	1	5	2	30	<b>47</b>
8 Service-Maintenance	5	7	10	74	6	29	13	129	<b>273</b>
<b>Grand Total</b>	<b>67</b>	<b>377</b>	<b>272</b>	<b>842</b>	<b>51</b>	<b>483</b>	<b>311</b>	<b>2977</b>	<b>5380</b>

EEO-4 Job Category	Female	Male	Not Reported	Total
1 Officials and Administrators	69	95	2	<b>166</b>
2 Professionals	1152	827	63	<b>2114</b>
3 Technicians	175	352	8	<b>552</b>
4 Protective Service Workers	151	429	7	<b>600</b>
5 Paraprofessionals	278	110	31	<b>437</b>
6 Office and Clerical	829	2250	33	<b>1130</b>
7 Skilled Craft Workers	5	39	2	<b>47</b>
8 Service-Maintenance	68	196	3	<b>273</b>
<b>Grand Total</b>	<b>2765</b>	<b>2321</b>	<b>294</b>	<b>5380</b>

---

## Explanation of Table B:

**Legend:** AI/NA: American Indian/Native American; NH/PI: Native Hawaiian/Pacific Islander

Table B (Applicants for Employment—2024) shows the total number of applications for employment received during the 2024 Federal Fiscal Year by EEO category, gender, and race/ethnicity.

**Table C: Hires – 2024**

EEO-4 Job Category	AI/NA	Asian	Black	Hispanic	NH/PI	Not Reported	Two+ Races	White	Total
<b>1 Officials and Administrators</b>		<b>2</b>	<b>1</b>			<b>3</b>		<b>17</b>	<b>23</b>
Female		2				3		14	19
Male			1					3	4
<b>2 Professionals</b>		<b>18</b>	<b>11</b>	<b>34</b>	<b>1</b>	<b>23</b>	<b>13</b>	<b>121</b>	<b>221</b>
Female		6	5	28	1	10	8	86	144
Male		12	6	6		13	5	35	77
<b>3 Technicians</b>		<b>1</b>		<b>6</b>		<b>4</b>	<b>4</b>	<b>18</b>	<b>33</b>
Female				3		1	3	7	14
Male		1		3		3	1	11	19
<b>4 Protective Service Workers</b>	<b>1</b>	<b>7</b>	<b>1</b>	<b>19</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>74</b>	<b>117</b>
Female		1	1	12		1		6	21
Male	1	6		7	5	4	5	68	96
<b>5 Paraprofessionals</b>		<b>2</b>	<b>2</b>	<b>4</b>		<b>2</b>	<b>2</b>	<b>15</b>	<b>27</b>
Female		1					2	8	11
Male		1	2	4		2		7	16
<b>6 Office and Clerical</b>		<b>9</b>	<b>1</b>	<b>21</b>	<b>1</b>	<b>10</b>	<b>11</b>	<b>53</b>	<b>106</b>
Female		4	1	18		10	10	38	81
Male		5		3	1		1	15	25
<b>7 Skilled Craft Workers</b>								<b>4</b>	<b>4</b>
Male								4	4
<b>8 Service-Maintenance</b>				<b>1</b>				<b>1</b>	<b>2</b>
Male				1				1	2
<b>Grand Total</b>	<b>1</b>	<b>39</b>	<b>16</b>	<b>85</b>	<b>7</b>	<b>47</b>	<b>35</b>	<b>303</b>	<b>533</b>

---

## Explanation of Table C:

**Legend:** AI/NA: American Indian/Native American; NH/PI: Native Hawaiian/Pacific Islander

Table C (New Hires—2024) presents the total number of new hires in each job group category in Washington County during the 2024 Federal Fiscal Year, categorized by EEO category, gender, and race/ethnicity.

**Table D: Disciplinary Actions – 2021**

	Female								Male								Total Workforce
	AI/NA	A/PI	Black	Hispanic	NR	Two+ Races	White	Total	AI/NA	A/PI	Black	Hispanic	NR	Two+ Races	White	Total	
Written Reprimand	0	1	0	1	0	1	8	11	0	1	0	2	0	0	8	11	22
Suspension	0	0	0	0	0	0	1	1	0	0	0	0	0	0	1	1	2
Unpaid Suspension	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1
Demotion	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Termination	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	2	2
<b>Totals</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>9</b>	<b>12</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>15</b>	<b>27</b>
Percentage of Total Disciplinary Action	0.00	3.70	0.00	3.70	0.00	3.70	33.33	44.44	0.00	3.70	0.00	11.11	0.00	0.00	37.04	55.56	100%
Total Workforce	4	61	22	184	0	41	791	1103	3	61	22	103	0	23	897	1111	2214
Percentage of Total Workforce	0.00	1.64	0.00	0.54	#DIV/0!	2.44	1.14	1.09	0.00	1.64	0.00	2.91	#DIV/0!	0.00	1.11	1.35	2.44%
Workforce Percentage	0.18	2.76	0.99	8.31	0.00	1.85	35.73	49.82	0.14	2.76	0.99	4.65	0.00	1.04	40.51	50.18	100%
Difference (% Total Disc Actions - % Total Workforce)	-0.18	0.95	-0.99	-4.61	0.00	1.85	-2.39	-5.37	-0.14	0.95	-0.99	6.46	0.00	-1.04	-3.48	5.37	0.00%

---

## Explanation of Table D:

**Legend:** AI/NA: American Indian/Native American; A/PI: Asian/Pacific Islander; NR: Not Reported (Gender)

Table D (Disciplinary Actions – 2021) summarizes the disciplinary actions imposed within Washington County during the 2021 Federal Fiscal Year by gender and national origin and compares those numbers to the total workforce.

---

### **XIII. Racial/Ethnic Workforce and Applicant Analysis (2024)**

This section provides a detailed analysis of Washington County’s applicant racial and ethnic diversity and hiring outcomes for 2024. It examines the alignment between applicant demographics and hiring decisions across EEO-4 Job Categories.

#### **A. Table B: Applicants for Employment – 2024**

Figure B showcases the promising diversity in our applicant pool, with many applications received in 2024 across various EEO-4 Job Categories and race/ethnicities. Professionals (EEO-2) had the largest and most diverse applicant pool, followed by Protective Service Workers (EEO-4). Black, Hispanic, and Asian candidates were well-represented, especially in the Professional and Service categories. However, these demographics were underrepresented in higher-level roles, such as officials and administrators.

#### **B. Table C: New Hires – 2024**

Figure C shows new hires by EEO-4 Job Category and race/ethnicity. While applicant pools were diverse, hires skewed more heavily White across categories. Notable disparities include:

- In Professionals, 55% of hires were White despite a highly diverse applicant pool.
- Protective Services hired over 60% White candidates, despite receiving significant applications from BIPOC candidates.
- Technician and Paraprofessional categories also showed lower BIPOC conversion rates.

#### **C. Analysis and Recommendations**

The County will:

- Increase use of applicant tracking tools to analyze race/ethnicity throughout the recruitment pipeline.
- Expand culturally responsive outreach for job categories with low racial/ethnic diversity in hiring outcomes.
- Include racial/ethnic diversity tracking reports in hiring panel debriefs.
- Develop hiring manager accountability for advancing equity in candidate evaluation.



---

## **XIV. Gender Workforce and Applicant Analysis (2024)**

This section provides a detailed analysis of Washington County’s applicant gender diversity and hiring outcomes for 2024. It examines the alignment between applicant demographics and hiring decisions across EEO-4 Job Categories.

### **A. Table C: 2024 New Hires by Gender and EEO-4 Job Category**

In 2024:

- The majority of professional roles were female (144 hires vs. 77 males).
- Protective Services was mainly male (82% of hires).
- Technicians and Paraprofessionals were more gender-balanced.

This data supports targeted outreach and mentoring to increase gender representation in traditionally gendered roles.

### **B. Gender Equity Recommendations**

The County will:

- Monitor hiring panel outcomes by gender.
- Increase outreach to women and nonbinary individuals in public safety and trades.
- Launch training modules addressing implicit bias related to gender in interview settings.

---

## **XV. Key Insights from 2022 EEOP**

### **A. 2021 Disciplinary Actions Summary**

In 2021, Washington County documented 27 disciplinary actions across the workforce, including reprimands, suspensions, and terminations. While the total number of actions was small, Black and Hispanic males appeared to be disproportionately represented among those disciplined. This data requires further review through multi-year trend analysis to confirm or contextualize the disparities. The County is modernizing data tracking and review processes to ensure discipline is applied equitably across departments and employee groups.

---

## **XVI. Best Practice Enhancements and Forward Strategy**

### **A. Dissemination Strategies**

The EEOP will be distributed internally and externally to ensure transparency, education, and access. Strategies include:

- Posting the full EEOP on the County website.
- Highlighting EEOP principles in staff orientation and onboarding.
- Providing digital and print copies upon request.
- Translating key components for limited English proficient populations.
- Embedding EEOP summaries in job postings, vendor communications, and employee handbooks.

### **B. EEO Advisory and Accountability Measures**

The County will continue to convene an EEO Advisory Committee to guide implementation. In addition, departments will:

- Designate EEO Liaisons to support action plan execution.
- Incorporate equity metrics in performance evaluations for leadership roles.
- Participate in annual EEO data reviews and recommend improvements.

### **C. Longitudinal Workforce and Applicant Analysis**

The County recognizes the importance of trend data in evaluating recruitment and retention. Beginning in FY 2025–26:

- Multi-year datasets will be developed for workforce, applicant, disciplinary, and promotional outcomes.
- Trends will be shared through annual HR Equity Dashboards.
- Equity findings will be incorporated into department-level workforce plans.

### **D. Training and Development**

Washington County prioritizes civil rights professional development by:

- Regular training in workplace civil rights and harassment prevention is offered.
- Supporting career pathways programs for underrepresented staff.
- Promoting access to technical and leadership professional development.
- Creating Employee Resource Groups (ERGs) to foster internal support systems.

The Learning & Development Team collaborates with the Office of Equity, Inclusion, and Community Engagement to deliver training sessions and measure the impact of learning through surveys and departmental follow-up.

---

## **XVII. Conclusion**

Washington County's 18-month Temporary Equal Employment Opportunity Plan demonstrates the County's continued commitment to building an inclusive and representative workforce during transition. Although data resources and capacity limit this plan due to organizational changes, it outlines key findings and interim strategies. It prepares the foundation for a fully updated EEOP by FY 2026–29.

The County thanks the employees, leadership, and community members who contributed to this plan and affirms its continued commitment to advancing equity, opportunity, and accountability across all departments.