



Department of Social and Health Services
Affirmative Action Semi-Annual Report
July 2014



Contact: Marianne K. Ozmun-Wells
360-902-7809, Marianne.Ozmun@DSHS.WA.Gov

A handwritten signature in blue ink that reads "Dave Stewart".

Dave Stewart, Senior Director
DSHS Human Resources Division

A handwritten date in blue ink that reads "8-6-14".

Date

The Washington State Department of Social and Health Services (DSHS) views enhancing diversity, equity, and inclusion in our workforce as one pathway by which we work to transform the lives of those we serve.

The Department recognizes the current data reflecting the diversity of our workforce may not accurately portray the breadth of diversity within DSHS. The plan undertaken by DSHS to work toward increased diversity among employees has been a dual track approach at simultaneously improving outreach and recruitment of diverse talent and improving the integrity of our data.

In November 2013, the DSHS Affirmative Action workgroup identified two overarching strategy areas to which it would commit time and resources toward building a more diverse workforce:

- Process and Infrastructure
- Outreach, Engagement and Recruitment

PROCESS AND INFRASTRUCTURE:

Review current Human Resource Management System (HRMS) data for accuracy and begin an enterprise-wide process to update data on all personnel who voluntarily provide demographic information.

Anecdotal evidence suggests that employees who are newly hired to DSHS and are given the Personnel Questionnaire often believe that they have already answered all of the demographic questions because they did so during the application process in NeoGov.

The Office of Diversity and Inclusion began investigating diversity data collection methodology shortly following submission of the Department's Affirmative Action Plan in October 2013. In addition, the Human Resources Division (HRD) underwent a Lean Value Stream Mapping on the Personnel Action Form commonly known as the PA40 as well as an A3 process on the Personnel Questionnaire.

The following issues and concerns have been identified:

Diversity data is tracked on new applicants and new hires via three different mechanisms.

1. The agency-wide questionnaire in NeoGov., Washington state's electronic application system. This online questionnaire form is owned by the Department of Enterprise Services and is out of scope for DSHS remediation.
2. The Personnel Questionnaire which is the employee onboarding form that includes diversity questions.
3. The PA40 personnel form, page four of which captures information about diversity, is populated by a human resources representative from the Personnel Questionnaire which results in a Human Resource Management System (HRMS) entry.

4. There is very little explanation on any of the forms about why the data is being collected, what it will be used for, how it will be protected, and how applicants and employees are protected from discrimination based upon what they indicate on the forms.
5. Reporting systems have no way to indicate why there is no demographic data.
6. If an employee leaves race and ethnicity data blank, their racial designation in data collection defaults to White/Caucasian rather than to “did not report.” Because there is no “did not report” category and every state employee must be counted in at least one racial or ethnic category, those who do not report, default to White/Caucasian.
7. Race and Ethnic categories on forms are inconsistent among all of the forms and have hierarchical designations federally and in HRMS. How an employee is designated based upon this mechanism may not be how they typically self-identify. This issue has been addressed to the Office of Financial Management. They are aware that data collection related to racial and ethnic groups is problematic.
8. The Office of Financial Management is also aware the DSHS diverse workforce as it is reflected in utilization data may not reach goals because of data issues, not necessarily or exclusively due to workforce engagement and recruitment issues.
9. The Affirmative Action Officer and workgroup received information about new federal regulations for all federal contractors and subcontractors regarding new methodology for collecting and reporting Veterans and disability status data; however, this remains incongruent with OFM reporting requirements.

Strategies in Process:

- Continue exploring methods to improve consistency in demographic data collection.
- Continue working with the team who participated in the Personal Action Form Value Stream Mapping to revise the Personnel Action Form.
- Work with the Office of Financial Management in cooperation with other state agencies to address data collection barriers and discrepancies within the statewide Human Resource Management System.
- Implement new language and revise existing forms to be in compliance with section 503 of the federal Americans with Disabilities Act.
- Develop one-page At-A-Glance document for management and staff to provide information on the continued purpose and benefit of Affirmative Action.
- Roll out enterprise-wide invitations for staff to update their information in HRMS.
 - Project Manager Assigned June 2014
 - Scheduled for Rollout July-August 2014
- Revise Affirmative Action reporting cycle to semi-annual reporting rather than quarterly.

- Office of Financial Management utilization data is only available semi-annually.
 - The DSHS Research and Data Analysis Division (RDS) is able to provide more frequent utilization data but the very little if any statistically significant change is measureable by quarter.
 - US Census availability projections are produced annually but only reflect marked change every five years.
 - Access data from OFM semi-annually and continue working with RDA to obtain greater detail in the data by Administration.
 - Report on Affirmative Action efforts semi-annually.

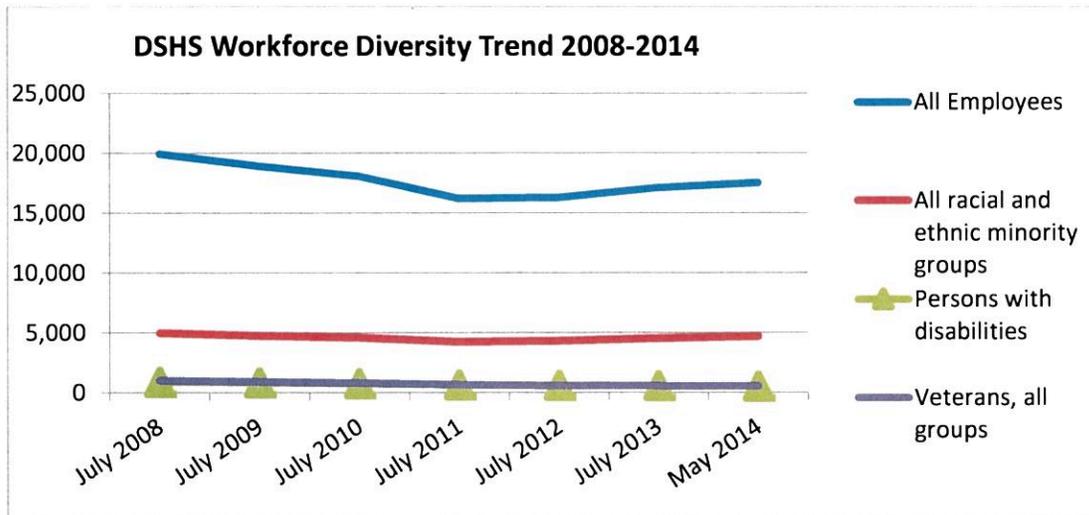
OUTREACH, ENGAGEMENT AND RECRUITMENT

The Department of Social and Health Services has redoubled outreach, engagement, and recruitment efforts toward engaging highly qualified diverse candidates. Since November 2013, the Department has received 31,379 applications for 3,220 vacant positions.

Of those, 11,233 or 36 percent were individuals who self-identified as either being exclusively persons of color or reported being two or more races. Approximately 12 percent or 3,612 applicants reported being veterans and 1,530 applicants or five percent reported being persons with disabilities. That represents an applicant pool with far greater diversity than that represented in the general population of Washington state.

According to the US Census, about 18 percent of the Washington state population falls into either a single racial or ethnic minority group or reports being two or more races. About 8.5 percent are veterans and nationally, about one in five American citizens lives with a disability that substantially impacts their lives; those persons with disabilities in the workforce represent a substantially lower ratio.

Although our outreach has garnered impressive diversity among our candidates with reference to all demographics, individuals hired and retained by DSHS do not represent that same level of diversity. Beginning in 2008, the DSHS workforce was reduced, and hiring slowed significantly and continued to decrease during the ensuing recession. Beginning in 2012, the DSHS workforce began a gradual upward trend. The percentage of persons of color in our workforce also began to exhibit a co-occurring but less dramatic upward trend. Simultaneously, the percentage of disabled persons and veterans in the DSHS workforce has continued a very small but gradual decrease.



The Human Resource Division recruitment team engaged in a number of physical outreach activities between the submission of the 2013 Affirmative Action Plan and this report. In addition, the Human Resources Division (HRD) and the Office of Diversity and Inclusion (ODI) have enhanced their partnership in certain recruitment efforts.

The Office of Diversity and Inclusion now manages several social media sites designed to promote diversity, equity, and inclusion, and to distribute position postings. In addition the Diversity Policy Manager supports recruiters in targeted social media outreach for specific high profile and hard to fill positions. The Human Resources Division also now hosts a professional Linked In site as an additional outreach and position promotion tool.

The Office of Diversity and Inclusion and the Human Resources Division have also begun concurrently attending some diverse recruitment events to have greater presence in the communities where we are outreaching to prospective employees.

Since November 2013, the Human Resource Division’s outreach and recruitment efforts have been impressive, resulting in the previously reported diverse applicant pool.

DSHS Job Fairs and Recruitment Events November 2013-July 2014

Date	Location	Event Title/Type
11/13/2013	Everett	Workforce veteran's Job Fair
11/14/2013	Portland	Hiring our Heroes Vancouver Portland
12/11/2013	Kirkland	Hopelink Diversity Recruiting Event POC: Mohamed E.
12/19/2014	Everett	SnoCo Diversity Labor Exchange
1/17/2014	UW Main Campus	Diversity Career Fair
2/12/2014	Whatcom	2014 WorkSource Whatcom Job Fair
2/12/2014	Seattle	WorkSource Employer Panel & Recruiting Event

Date	Location	Event Title/Type
2/12/2014	Spokane	WorkSource Healthcare Recruiting & Information Forum
2/26/2014	Spokane Convention Center	Partnership in Employment 2014 Career Fair
3/26/2014	NW Hospital - Seattle	Puget Sound Diversity Employment Network Recruiting Meeting
3/27/2014	WSU - Spokane	WSU College of Nursing Career Fair
4/3/2014	Marysville - Smokey Point Naval Station / Everett	Snohomish County Regional Veterans Job & Resource Fair
4/8/2014	St. Martin's College	St. Saints 4 Hire 2014 - Annual Career & Internship Fair
4/9/2014	Lincoln Center	KHQ Workforce Careers Fair
4/10/2014	WSU Spokane Center	EWU/WSU Physical Therapy Program
4/16/2014	Tacoma Community College	TCC Annual Job Fair
4/29/2014	JBLM - American Lake Conference Center	JBLM ACAP Prep for Career Day
4/30/2014	JBLM - American Lake Conference Center	JBLM ACAP Career Day
4/30/2014	Tacoma Goodwill	Puget Sound Diversity Employment Network
5/7/2014	Capitol Campus - East Plaza	PRSW Recognition Week
5/8/2014	SPSCC - Olympia	Twenty-sixth Annual Career Day
5/12/2014	CWU - Ellensburg	Health Careers Fair
5/15/2014	Whidbey Island	Hiring Our Heroes - Military Spouse Hiring Fair
5/15/2014	SFCC- Spokane	Spring Into Action Career Fair
6/19/2014	Tacoma	Veteran Networking Event
6/19/2014	Kent	Veteran Job Fair

In addition to the concerted DSHS-wide efforts to enhance diversity, equity, and inclusion, and increase our diverse workforce, the various administrations within DSHS have also endeavored to improve workforce diversity.

- Aging and Long Term Support Administration (AL TSA), Behavioral Health and Service Integration Administration (BHSIA) and Developmental Disabilities Administration (DDA) have all requested Affirmative Action presentations for their leadership teams. These presentations were designed to help appointing authorities know the Affirmative Action goals and strategies as well as to partner with the Offices of Diversity and Inclusion and Human Resources to improve both accurate data input and outreach and recruitment efforts. Previously the three divisions had been one larger combined division called Aging and Disability Services Administration and had a single Affirmative

Action plan. For this reporting cycle the smaller Administrations' data has been further broken out allowing only for comparison between the three smaller administrations with the one aggregate data set from 2013. Future reports will show the three administrations separately. In the 2013 plan, Hispanic Latino professionals were underutilized in the medical professions at 57 percent. Current data shows that while BHSIA remains at 57 percent, ALTSA shows a utilization rate of 65.3 percent and DDA shows a rate of 77 percent. Also in the medical category, the aggregate utilization rate for persons with disabilities was 23.8 percent in October 2013. Currently the utilization rate for persons with disabilities is 29.9 percent for ALTSA, 26.1 percent for BHSIA, and 39.6 percent for DDA.

- Children's Administration has continued training staff throughout the state on diversity, equity, and inclusion and on disproportionate representation of families of color in the child welfare system. In addition children and families of color tend to have disparate outcomes with reference to safety, permanency, and wellbeing. Children's Administration is also implementing Family Assessment Response which includes culturally competent service delivery. Children's Administration shows a slight increase in the percentage of Professional Social Services workers who are Asian or other Pacific Islander from 69.8 percent to 72.5 percent.
- Economic Services Administration saw an increase in utilization of veterans in professional social services from 49.1 percent to 51.4 percent. In addition the administration increased its workforce of persons with disabilities in information technology roles from 43.4 percent to 56.2 percent.
- Services and Enterprise Support Administration has been working toward examining and cleaning up identified data errors in HRMS. This effort will increase with a DSHS-wide invitation to all employees to make sure their demographic data is current and accurate.
- Financial Services Administration increased their utilization of disabled veterans from 36.6 percent to 72.6 percent in the Skilled Craft Workers category
- Juvenile Justice and Rehabilitation Administration engaged in both data clean-up efforts and outreach and engagement efforts resulting in an increase of veterans in the Protective Service Workers job category from 136.2 percent to 154.0 percent. In the same job category, the increase in Disabled Veterans jumped from 21.7 percent to 105.7 percent and in the Professional Social Services job category, the increase in Disabled Veterans went from 43.5 percent to 107.4 percent.

- Services and Enterprise Support Administration increased hires of priority populations in information technology (IT) hires in several demographic areas. The percentage of veterans utilized in IT jobs increased from an already impressive 133.7 percent to 140.3 percent. Utilization of disabled veterans increased from 104.0 percent to 163.7 percent. Information technology also increased utilization of persons with disabilities from 97.7 percent to 106.2 percent. Information Technology already had high utilization of veterans and persons with disabilities and which continued to show marked growth.

Job categories	Professional - Claims Adjudicator			Professional - Social Services			Paraprofessionals		
	Professional - Claims Adjudicator	Professional - Social Services	Paraprofessionals	ADSA-Medical Professionals	SESA-Professional - IT	SESA-Skilled Craft group reassigned elsewhere	ESA-Professional- Investigator	JIRA-Protective Service Workers	
Head count (DSHS Totals)	2,137	4,802	3,100	1,151	546	270	926	410	
Women	123.7	98.5	74.2	100.0	163.6	71.3	196.7	116.0	
Men	61.4	103.8	235	100.0	83.2	101.7	51.5	95.6	
Total Persons of Color	159.7	122.5	135.5	144.3	82.3	35.4	102.8	162.1	
Hispanic/ Latino	191.7	125.1	69.5	59.2	135.1	14.8	90.0	98.2	
African American	239.9	162.9	245.1	324.1	183.1	103.5	138.5	342.1	
Asian/Pacific Islander	104.2	106.7	128.3	143.4	58.7	52.9	114.1	80.2	
American Indian/ Alaskan Native	164.8	75.4	75.1	128.5	194.2	36.4	59.9	105.6	
Caucasian	86.6	94.3	89.1	91.0	106.6	118.2	99.4	84.5	
Veterans	47.8	53.1	68.1	85.9	171.1	211.6	98.5	171.5	
Vietnam Era Veterans	53.9	66.9	52.8	100.0	233.1	314.3	134.2	103.5	
Disabled Veterans	50.4	43.3	37.2	60.1	84.5	85.5	66.5	112.6	
Persons with a Disability	27.1	42.7	39.4	27.1	90.1	64.1	54.9	21.0	

Job categories	Professional - Claims Adjudicator			Professional - Social Services			Paraprofessionals		
	Professional - Claims Adjudicator	Professional - Social Services	Paraprofessionals	ADSA-Medical Professionals	SESA-Professional - IT	ESA-Professional- Investigator	JIRA-Protective Service Workers		
Head count (DSHS Totals)	2,181	4,945	3,140	1,155	557	933	425		
Women	122.5	99.5	74.4	99.5	164.6	197.5	113.0		
Men	63.4	101.3	234.2	100.2	82.9	51.1	96.4		
Total Persons of Color	160.0	119.8	137.2	148.4	82.6	106.5	164.6		
Hispanic/ Latino	187.0	121.9	72.2	61.5	132.4	91.0	98.6		
African American	247.0	163.4	249.3	356.8	188.0	151.2	342.7		
Asian/Pacific Islander	105.6	104.3	127.5	142.9	58.4	117.4	77.3		
American Indian/ Alaskan Native	164.4	67.7	75.4	137.9	207.7	59.4	127.9		
Caucasian	86.6	95.0	88.6	90.2	90.2	98.7	83.9		
Veterans	47.9	50.4	63.0	84.7	165.7	97.8	191.3		
Vietnam Era Veterans	50.0	62.5	49.2	99.7	212.2	129.9	107.0		
Disabled Veterans	49.4	46.7	34.3	59.9	82.9	74.2	181.0		
Persons with a Disability	24.3	41.4	35.2	24.8	88.3	49.2	16.9		

Utilization: How much the state agency workforce reflects the diversity of the Washington State population doing similar work.

≥ 90	Population meets or exceeds utilization rate
> 80% to <90%	Population is underutilized
< 80%	Population is significantly underutilized

Although the Department will continue to increase recruitment efforts, future proposed efforts to enhance the DSHS workforce include: training managers to identify potentially hidden biases and in-group preferences, improving position descriptions to interface with veterans' skillsets, increasing diversity of interview panels, and continuing training toward diversity, equity, and inclusion.

The Department is committed to cultivating and developing a workforce of diverse critical thinkers and innovators reflective of the breadth and depth of the individuals and communities we serve.