RECRUITMENT AND RETENTION:
AN AUDIT OF LANE COUNTY, OREGON GOVERNMENT

Casey Crear, PhD _ Chief County Performance Auditor
Kayleigh Peterman _ County Performance Auditing Intern
Office of the Performance Auditor _ Lane County, Oregon Government

SYNOPSIS

After more than three years following the completion of a Countywide risk assessment which identified the potentiality of a high volume of the Lane County, Oregon Government workforce being eligible to retire simultaneously, this outcome-oriented audit report sought to discover (a) the state of the government's workforce shortfall risk; (b) who had been recruited and retained in the time before and since that risk assessment had been completed (dating back seven fiscal years), using the County's own strategized emphasis on having a diverse workforce—utilizing basic ethnicity, gender, and age identifiers—that is equitable and accessible for all, at all professional levels, as the frame of reference; and (c) how, from the inside perspectives of current personnel, the government could best draw and keep workers to attenuate the workforce shortfall risk identified in that assessment. Determining shortfall risk as well as populations applied to, hired into, employed by, and departed from the County's departments and offices—under defined federal Equal Employment Opportunity Commission job categories—required performing data collection, audit, and analysis. Concurrently, the methodology of grounded theory was conducted to create a Primary Stakeholders Survey, for 1,466 Lane County employees, that asked three questions: (1) What made you want to work for Lane County Government? (2) For what reason(s) have you continued with Lane County Government? (3) What might Lane County Government do or offer to further retain your services? Four recommended suggestions were proposed, based on the varied department and office results of the aforesaid research, although, on the whole, it is the prerogative of an institution to act within the purview of authority granted to it: incentivization policy changes to strengthen recruitment essays made by the County, situational analyses to develop positional turnover thresholds that will more accurately gauge the retention health of the County, development of a master plan to buttress workforce diverseness within the County, and incorporation of outcomes from the Primary Stakeholders Survey into employee engagement efforts set to take place throughout the County. From the recommended suggestions proposed to the eventual findings found to the research designs chosen to the background conditions detailed, both agreement and disagreement are expected, welcomed, and encouraged—to the end that this audit study becomes a catalyst for not just transformative dialogue or rumination, but for emancipatory change facilitated within the government itself both on and in behalf of those public servants working in it en masse.

Keywords: performance auditing, organizational development, employee engagement, grounded theory, performance management, system analysis, process improvement, strategic management, data collection, workforce diversity, data audit, project management, data analysis, program evaluation, internal auditing, policy study

*Note: While this audit report has been made externally available, in terms of audience, it was very much created and directed to be internally consumed by the specific operators of Lane County, Oregon Government—not necessarily the entirety of the general public or citizenry served—to enhance the operational efficiencies, effectivities, and economics within particularities of the establishment. Additionally, this being a qualitative examination in major parts, technical aspects of the research and reporting process were included in the main narrative to ensure subject-matter experts and critiquing readers that a certain degree of rigor was undertaken in areas which were primarily research-based, so that this Lane County study might be viewed as, at the very least, genuine in its attempt to strive towards meeting the stringent standards held in applicable fields of methodological study.

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LANE
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STATEMENTS OF INDEPENDENCE

In keeping with Government Auditing Standards (2011) established and revised by the Comptroller General of the United States, within the U.S. Government Accountability Office (GAO), I do hereby acknowledge that I have read and reviewed the General Standards for Independence detailed and listed from 3.02 to 3.59, as Chief Auditor for Lane County, Oregon Government.

Having done so, it is in my sole professional opinion that auditing independence was maintained throughout the course of the "Recruitment and Retention" analysis, in accordance with GAO.

Casey Crear, PhD
Chief County Performance Auditor

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Having done so, it is in my sole professional opinion that, while under the supervision of Dr. Crear, auditing independence was maintained throughout the course of the "Recruitment and Retention" analysis, in accordance with GAO.

Kayleigh Peterman
County Performance Auditing Intern

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Contact:
LCAuditor@co.lane.or.us
(541) 682-6267

Address:
Office of the Performance Auditor
125 E. 8th Ave.
Eugene, OR 97401

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We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient and appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

ACKNOWLEDGEMENTS

While this audit report was produced and completed independently, it was very much, in fact, made possible by and through the contributions, partnerships, and cordialities of all County departments, offices, and personnel.

In addition, key individuals and groups within and without the government of Lane County, Oregon proved to be instrumental with ensuring the research study's utmost accuracy and completeness. All names have been listed with permission.

Betts, Greg ..... Lane County Public Works Dept.
Blythe, Lorren ..... Lane County Technology Services Dept.
Brown, Micah ..... Lane County Health and Human Services Dept.
Coble, Autumn ..... Lane County (Former) Human Resources Dept.
Cogswell, Tim ..... Lane County Public Works Dept.
Cutler, Cyndi ..... Lane County Administration Dept.
Darnell, Pamela ..... Lane County Human Resources Dept.
Davisson, Daina ..... Lane County Health and Human Services Dept.
Englet, Lance ..... Lane County Public Works Dept.
Evonuk, Tekla ..... Lane County Public Works Dept.
Finch, Mike ..... Lane County Technology Services Dept.
Guyan, Jennie ..... Lane County Health and Human Services Dept.
Heron, Sue ..... Lane County Human Resources Dept.
Holmes, Alana ..... Lane County Human Resources Dept.
Kaufman, Stacy ..... Lane County Administration Dept.
Kincaid, Jeff ..... Lane County Administration Dept.
Kintigh, Stacey ..... Lane County Public Works Dept.
Lane County Emerging Leaders: Spring Class of 2018 ..... Lane County, OR Government Employee Program
Leake, Deeni ..... Lane County Human Resources Dept.
Meister (PhD), Tara ..... Pacific University
Miller, Shanda K. ..... Certified Internal Auditor Consultant
Moody, Christine ..... Lane County Administration Dept.
Nichols, Lisa ..... Lane County Health and Human Services Dept.
Pelkey, Sally ..... Lane County Administration Dept.
Phillips, Debbie ..... Lane County Technology Services Dept.
Rawlins, Aaron ..... Lane County Human Resources Dept.
Rice, Greg ..... Lane County Sheriff's Office
Russell, Andrea ..... Lane County Health and Human Services Dept.
Sanchez, Valerie ..... Lane County Human Resources Dept.
Smith, Diana G. ..... Lane County Technology Services Dept.
Southard, Adrienne ..... State of Oregon Public Employee Retirement System
Stahr, Patti ..... Lane County Public Works Dept.
Strand, Jamie ..... Lane County Public Works Dept.
Suber, Donielle ..... City of DeSoto, TX Government
Swancutt, Michelle ..... Lane County Human Resources Dept.
Tintle, Robert ..... Lane County Administration Dept.
Tullar, Krystal ..... Lane County Human Resources Dept.
Uhrmacher (PhD), Bruce ..... University of Denver Research Methods and Statistics Program
Vigil, Darsella ..... University of Denver Office of Diversity and Inclusion
Vinson, Laura ..... Lane County Human Resources Dept.
Williams, Judy ..... Lane County Administration Dept.
Wood, Inga ..... Lane County Human Resources Dept.
Young, Mo ..... Lane County Administration Dept.

~Hundreds of other Lane County, OR Government staff who participated in interviews, focus groups, and Countywide surveys~

PREFACE

To begin, there exists a commonality which, throughout the centuries, has remained consistent amidst the three primary branches that account for the economies of the world. That is to say, despite the inherent differences which distinguish public, private, and voluntary sectors from each other, there does inhere a singular constant.

People.

Indeed, as knowledge has evolved, as industry has grown, as trade has diversified, as commerce has expanded, as marketplace has shifted, the human resource has... persisted.

That is not to say, however, there is continual need or requisite demand for an ever-present laboring populace to occupy capacities and spheres as they once were in the past, lest inexorable changes in societal norms and predilections be discounted, utilitarian advancements in technology be overlooked, or comprehensive reforms in law be disregarded.

What, then, can be said for those professional working organizations that hold, in their employ, the very laborers, multitudinous as they may be, who are in some measure collectively responsible, by their toil, for the totality of production in all the economies of the world?

Only that, for the time being, organizations have their being inasmuch as there are professionals, on hand, to work within the operational infrastructures established by those institutions, serving distinct purposes which are, in theory, contributory to the overall functionality of such enterprises.

It, then, becomes incontestable that, for as long as the aforesaid is true, there shall endure both a continual need and a requisite demand for the collar worker—be they blue, white, or otherwise—as today's modern proletariat.

In consequence, entities within public, private, and voluntary sectors must be fully capable of acquiring the services—be they adroit, menial, or otherwise—of such a person if there is to be progression that extends further beyond what a lone individual is able to attain.

Enter recruitment.

Yet, what progress, from that acquirement, can be made, relative to what might have been, should those entities lose their employed persons prematurely when it was within their power to preclude such from happening?

Moreover, what consistency in overall functionality and economic production can one come to reasonably expect if constancy in enterprises' staffing levels is weighed and found wanting?

Enter retention.

Thus, it is here that the import of recruitment and worth of retention to the initiatory and unabated development of institutions' sustainability are made wholly manifest which, in time and due course thereof, cannot go disparaged.

For, it is evidenced—rather discernibly—throughout the idiosyncratic history of business, that if professional working organizations are to subsist amongst the three primary branches, they themselves must never be rendered untenable, lest there be a tilting of the scales and relevance make way for obsolescence.

1. OPENING

Origination of this audit and its subsequent conception date back to June of 2015, when the Office of the Performance Auditor for Lane County, Oregon Government—having evaluated County departments, offices, divisional units, program objectives, position activities, and allocated resources—conducted a targeted set of interviews to detect possible shortcomings within its government structure.

From there, an inherent risk assessment was administered to determine the potential degree of vulnerability the County faced in its operations and organizational framework, in the absence of apposite policies, processes, and other internal controls being established to mitigate or altogether prevent circumstances which would prove adverse to the fulfillment of the government's manifold purposes.

Outcomes of the weighted assessment indicated high levels of urgency in a wide variety of areas encompassing an even wider range of interests that, in turn, prompted further topical review and scrutiny.

Of the sundry points of merited emphases entailed, some included mental and behavioral health, financial management practices, maintenance of transportation infrastructure (i.e., roads and bridges), and the handling of physical currency.

One other such matter of circumstance deemed deserving of attention by the Performance Auditor's Office, in that scored risk evaluation, was the sobering discovery that a significant portion of the government's workforce could collectively retire at any time—based on their age—which would bring upon the County, in effect, a labor shortfall of appreciable severity.

What's more, embedded within that examination of the workforce was a marked paucity of diversity among those hired, in particular regular status personnel which constituted the majority. This actuality, it seemed, stood inconsonant with what, to that date at least, had been presumably hoped for, according to Lane County's Strategic Plan which, adopted the better half of a year earlier, was devised in part to take strides towards bolstering not diversity alone, but access, inclusion, equity, and equality withal.

Befittingly herein, the task is undertaken by the Office of the Performance Auditor, as is suitable, to appraise Lane County, Oregon Government's recruitment and retention, one endeavor and the other with supplementary regard toward:

> The variety of similarities and differences among people, including but not limited to: gender, gender identity, ethnicity, race, native or indigenous origin, age, generation, sexual orientation, culture, religion, belief system, marital status, parental status, socio-economic difference, appearance, language and accent, disability, mental health, education, geography, nationality, work style, work experience, job role and function, thinking style, and personality type. (O'Mara, Richter, & 95 Expert Panelists, 2016, p. 1)

1.1 Oregon Public Employee Retirement System via Lane County

Age, undoubtedly, is not immaterial to the prognostication of when one is most likely to resign from the rank and file of a labor force and thence enter into retirement; notwithstanding, it is in no way the definitive determiner either. Rather, age has merely been empirically shown to oftentimes have a relationship with when one does actually retire (Hanisch & Hulin, 1990; Healy, Lehman, & McDaniel, 1995; Ng & Feldman, 2009; Taylor & Shore, 1995).

There are, in fact, innumerable variables which can factor into when someone retires, such as post-retirement income, forecasted expenses, pecuniary savings, familial obligations, health and wellness, personal preferences, and so forth. Ipso facto, including as many variables as are apropos, known, and measurable increases precision in predicting retirement dates; Lane County knows of two, which, though not comprehensive, lend the measuring process of projecting those dates some degree of heightened accuracy: (a) age and (b) years served as an active member within PERS, the State of Oregon's Public Employee Retirement System (2017).

As it relates to PERS, each regular status employee of Lane County, Oregon Government is, based on the individual's contribution start date in the PERS system, assigned to one of three plans.

- Oregon Public Service Retirement Program (OPSRP):
  Employees hired on August 29, 2003 or after
- Tier Two (T2):
  Employees hired from January 1, 1996 through August 28, 2003
- Tier One (T1):
  Employees hired no later than December 31, 1995

In the PERS system, "contribution start date" is recognized as the first day of the calendar month, following six full months of continuous service with any Oregon PERS employer (e.g., Lane County).

From there, employees are categorized into one of two job classes, as defined by Oregon Statute: "General Service" and "Police and Fire."

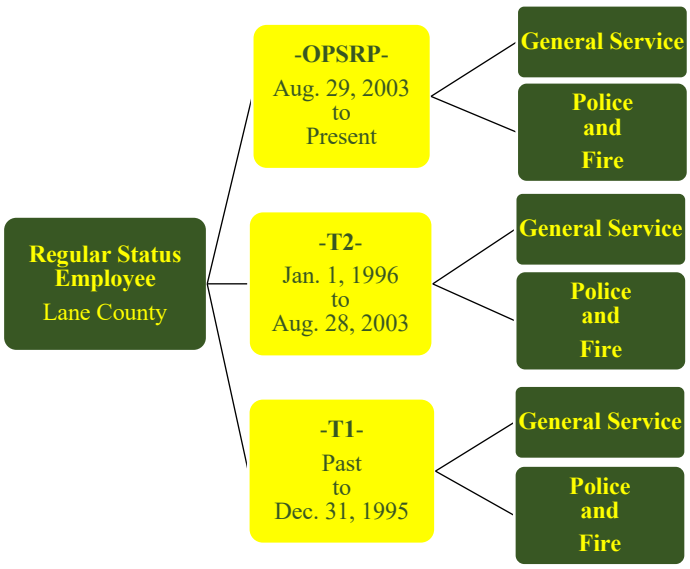

Figure 1: PERS Plan and Employee Job Class

Once assigned and classified, there are two PERS benefits, in particular, offered by and through Lane County which employees stand to gain and profit from directly, upon departing the workforce under certain terms and conditions. Both of these benefits are conditional on an employee's subject wages. Subject

wages, in accordance with the employee's PERS plan, include the following.

- Oregon Public Service Retirement Program (OPSRP): Salary/Regular Hourly Pay, Overtime, Time Management (Vacation/Sick Leave), Bonuses, Stipends (e.g., Cell Phone, Tablet, Laptop, Health Insurance Opt-out, Car Allowance), Taxable Value of Domestic Partner's Health Insurance

*Time Management, here, does not include a lump sum payment of unused leave hours.

- Tier One (T1) and Tier Two (T2): Salary/Regular Hourly Pay, Overtime, Time Management, Bonuses, Stipends, Personal Time, Employer-paid Deferred Compensation, Lump Sum Payment of Unused Leave Hours from Time Management

The first PERS benefit to note is the "Individual Account Program," a retirement fund from which employees can withdraw after departing as an employee in public employment under the PERS program.

As of January 2004, the statute-mandated equivalent of 6% of a regular status employee's subject wages are calculated by the County and paid thereout (not from the employee's personal paycheck) to PERS, where that value is then invested into the employee's Individual Account Program. Payments are made twice a month, beginning on the qualifying personnel member's contribution start date.

*An employee becomes vested in their Individual Account Program once PERS membership is established via a confirmed contribution start date.

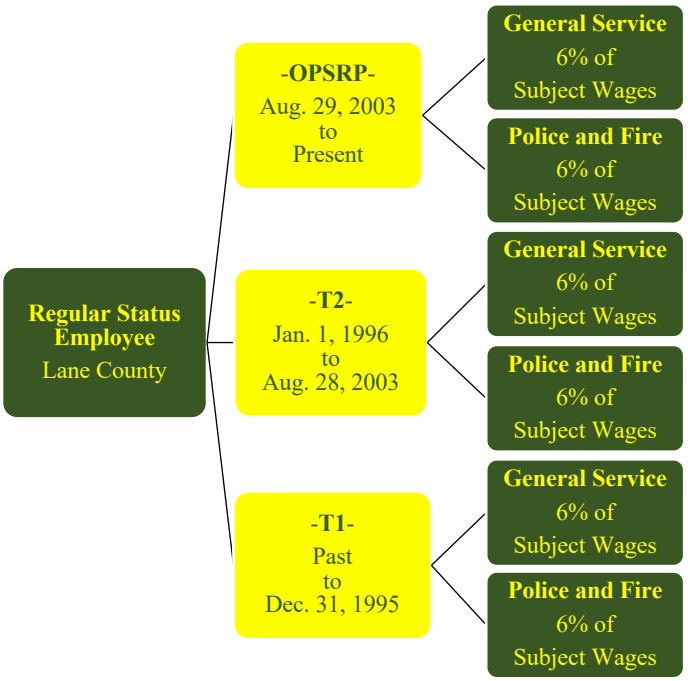

Figure 2: Current PERS Individual Account Program Percentage

Actual financial contributions paid by the County to PERS, for every employee Individual Account Program, dating back to fiscal year 2011, sum annually to the following amounts.

- Fiscal Year 2011 (July 2010-June 2011): $4,961,739.98
- Fiscal Year 2012 (July 2011-June 2012): $4,898,646.42
- Fiscal Year 2013 (July 2012-June 2013): $4,878,748.51
- Fiscal Year 2014 (July 2013-June 2014): $4,276,256.54
- Fiscal Year 2015 (July 2014-June 2015): $4,727,831.58
- Fiscal Year 2016 (July 2015-June 2016): $5,156,171.03
- Fiscal Year 2017 (July 2016-June 2017): $5,116,056.98
- Fiscal Year 2018 (July 2017-June 2018): $5,059,490.76

The second PERS benefit to note is the "Pension Plan," a retirement fund from which employees can withdraw after being vested in their PERS plan and retiring from the PERS program via PERS retirement application.

*Generally speaking for Pension Plans, members across all three plans (i.e., OPSRP, T2, and T1) become vested the day they finish working 600 minimum hours in five different calendar years (no more than a five-year gap between each year) with any Oregon PERS employer; those same members who are actively employed and of normal retirement age become automatically vested, even without the five-year standard, so long as they have a contribution start date.

Similar to the Individual Account Program, the Pension Plan for an employee begins on their contribution start date and is paid by Lane County (not from the employee's personal paycheck) to PERS, where that value is then invested into the corresponding Pension Plan. Payments are, likewise, made twice a month, beginning on the qualifying personnel member's contribution start date.

Actual financial contributions paid by the County to PERS, for every employee Pension Plan, dating back to fiscal year 2011, sum annually to the following amounts.

- Fiscal Year 2011 (July 2010-June 2011): $6,743,699.21
- Fiscal Year 2012 (July 2011-June 2012): $8,934,963.17
- Fiscal Year 2013 (July 2012-June 2013): $7,773,962.47
- Fiscal Year 2014 (July 2013-June 2014): $8,338,946.63
- Fiscal Year 2015 (July 2014-June 2015): $8,076,114.33
- Fiscal Year 2016 (July 2015-June 2016): $10,214,141.29
- Fiscal Year 2017 (July 2016-June 2017): $9,956,515.47
- Fiscal Year 2018 (July 2017-June 2018): $11,742,191.82

Decidedly different from the unchanging standard rate of 6% across all Individual Account Programs, regardless of associated employee job classes and PERS plans, are the contribution percentages of employees' subject wages which, as determined by PERS, have fluctuated biennially over fiscal years past.

Fiscal Year	OPSRP General Service	OPSRP Police & Fire	T1 & T2 General Service Police & Fire
2011	8.42%	11.13%	8.18%
2012	9.42%	12.13%	11.64%
2013	9.42%	12.13%	11.64%
2014	8.56%	11.29%	11.71%
2015	8.56%	11.29%	11.71%
2016	8.51%	12.62%	15.11%
2017	8.51%	12.62%	15.11%
2018	10.34%	15.11%	18.74%

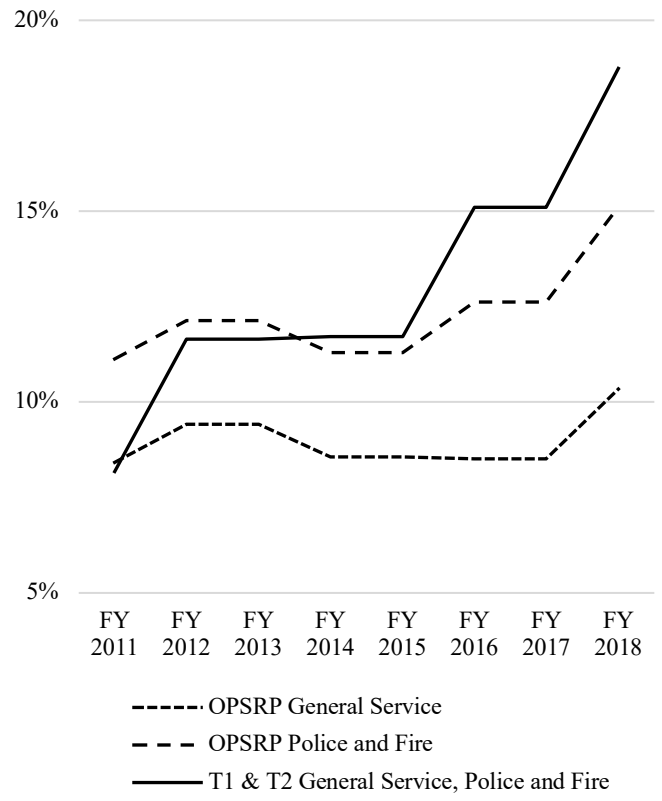

Figure 3: Fiscal Years 2011-2018 Contribution Percentages

Continuing, as of July 1, 2018 (i.e., the start of Lane County's 2019 fiscal year), contribution percentages to Pension Plans are as follows.

- Oregon Public Service Retirement Program (OPSRP) General Service: 10.34%
- Oregon Public Service Retirement Program (OPSRP) Police and Fire: 15.11%
- Tier One (T1) and Tier Two (T2) General Service and Police and Fire: 18.74%

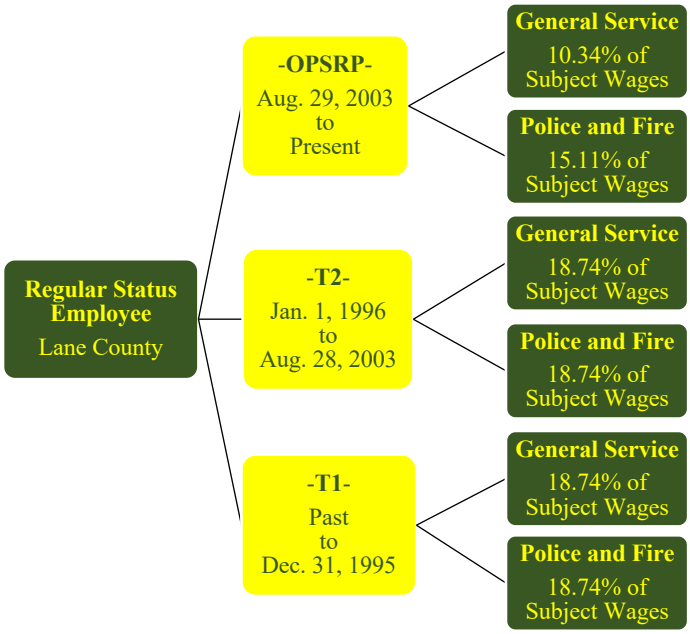

Figure 4: Current PERS Pension Plan Percentages

*Next percentages to be updated in July 2019.

There are, now, two options for retirement, tied to the PERS Pension Plan, each of which have their own qualification requirements: "early retirement" and "full retirement."

While early retirement uses a reduced benefit computation because the pension payments are to be doled out over a longer period of time, based on life expectancy, full retirement uses an unreduced benefit calculation in the figuring of future disbursements to members. By and large, however, early and full retirement payments, as calculated by PERS, are factored not only on the vested employees' job class and PERS plan, but also the proportionate number of years and months of creditable service in PERS.

Nonetheless, it must be stated that other factors (e.g., final average salary) are taken into consideration by PERS, at the time of retirement, which affect the final benefit amount (for additional information regarding PERS pension disbursement formulae, contact the Oregon PERS Membership Office).

Specifically, when a vested employee can begin receiving their early or full pension is based on a combination of their age and creditable service time (years and months).

Here, more so than the Individual Account Program which—in and of itself—is in no way nugatory, ample contemplation becomes warranted, given that the recurring monetary payments of each Pension Plan can enable retirees to budget for both foreseen and unforeseen expenditures to come, in advance of many unreduced calculation payments from other full and early retirement programs such as those under the oft-referenced United States Social Security Administration (2018).

Ergo, on May 4, 2018, in anticipation of this "Recruitment and Retention" audit, personnel data (e.g., job class, PERS plan, age) for all 1,330 regular status employees were cumulated across the six departments and three offices chiefly responsible for the provision of services to the internal and external customers of Lane County, Oregon Government.

- Assessor's Office
- County Administration
- County Counsel
- District Attorney's Office
- Health and Human Services
- Human Resources
- Public Works
- Sheriff's Office
- Technology Services

Assimilation of the information accentuated retirement eligibility possibilities within the Lane County workforce which, if not duly prepared for, could lead to a deficiency capable of hampering crucial organizational operations. These possibilities are presented, in the next section, as graphical representations for the County as a whole and the departments/offices in it.

*Section 1.2 graphs titled "Employees by Years of Service (Not Vested and Vested)" and "Employees by Years to Being Eligible for Retirement (Early and Full)" are plotted on the assumption that regular status employees' years of service are continuous, starting from the contribution start date provided by Oregon PERS. As a result, breaks in service, which would comprise any employment with non-PERS employers, are not included.

PERS Pension Plan criteria forming the basis for the graphics in Section 1.2 follow.

Oregon Public Service Retirement Program (OPSRP)

General Service

- Early Retirement Criteria:
  From 55 to 64 years old with 5 to 29 years, 11 months of vested service
  -or-
  From 55 to 57 years old with 30 years or more of vested service

- Full Retirement Criteria:
  From 58 to 64 years old with 30 years or more of vested service
  -or-
  At least 65 years old (normal retirement age) with any service time

Police and Fire

- Early Retirement Criteria:
  From 50 to 59 years old with 5 to 24 years, 11 months of vested service
  -or-
  From 50 to 52 years old with 25 years or more of vested service

- Full Retirement Criteria:
  From 53 to 59 years old with 25 years or more of vested service
  -or-
  At least 60 years old (normal retirement age) with any service time

*OPSRP Police and Fire personnel must work 60 full months of continuous service, prior to retiring. Retirement dates for those former Police and Fire members must go into effect the month immediately following employment separation.

Tier Two (T2)

General Service

- Early Retirement Criteria:
  From 55 to 59 years old with 5 to 29 years, 11 months of vested service

- Full Retirement Criteria:
  All ages with 30 years or more of vested service
  -or-
  At least 60 years old (normal retirement age) with any service time

Police and Fire

- Early Retirement Criteria:
  From 50 to 54 years old with 5 to 24 years, 11 months of vested service

- Full Retirement Criteria:
  From 50 to 54 years old with 25 years or more of vested service
  -or-
  At least 55 years old (normal retirement age) with any service time

Tier One (T1)

General Service

- Early Retirement Criteria:
  From 55 to 57 years old with 5 to 29 years, 11 months of vested service

- Full Retirement Criteria:
  All ages with 30 years or more of vested service
  -or-
  At least 58 years old (normal retirement age) with any service time

Police and Fire

- Early Retirement Criteria:
  From 50 to 54 years old with 5 to 24 years, 11 months of vested service

- Full Retirement Criteria:
  From 50 to 54 years old with 25 years or more of vested service
  -or-
  At least 55 years old (normal retirement age) with any service time

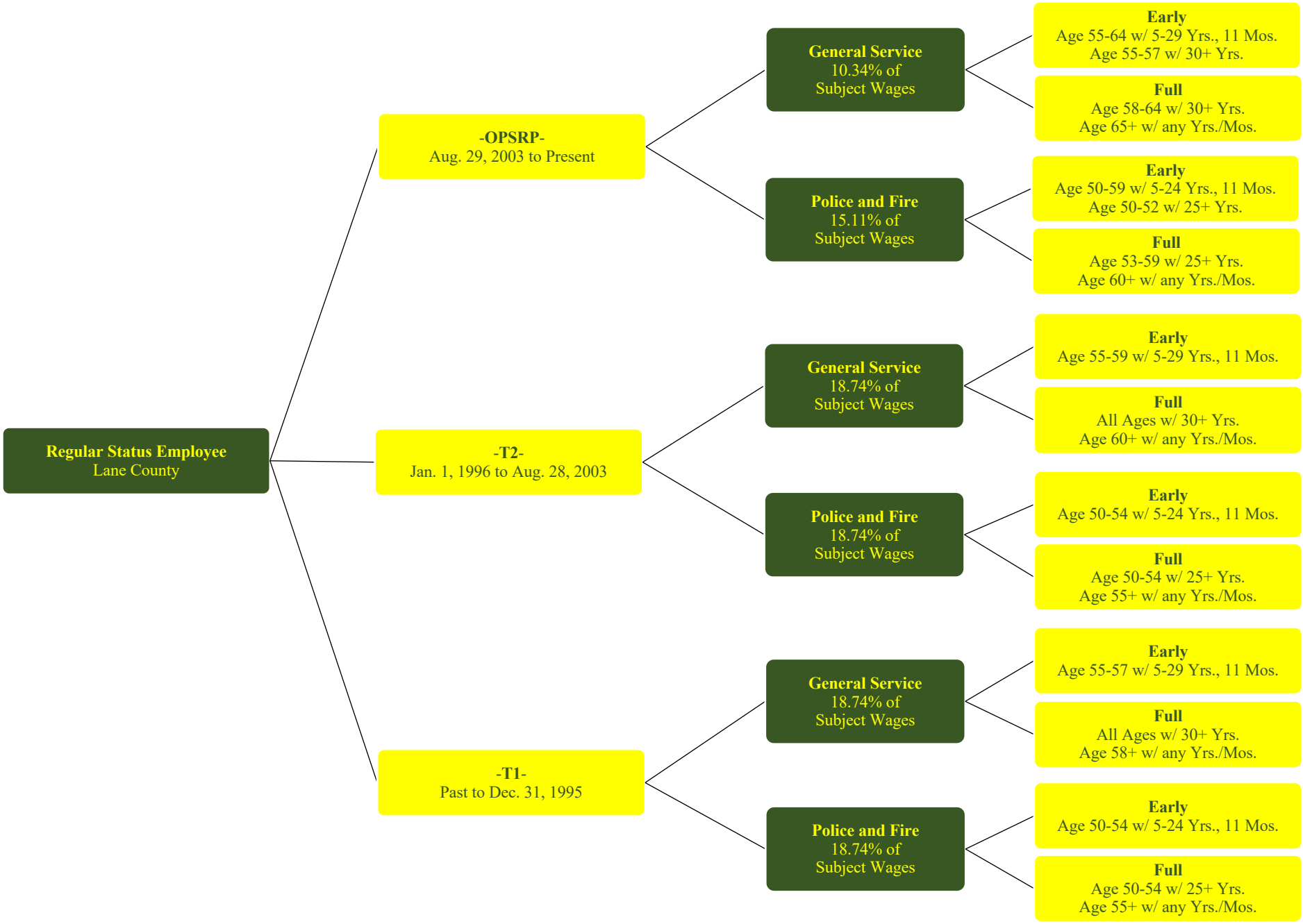

Figure 5: PERS Pension Plan with Early and Full Retirement General Criteria

1.2 County Workforce Shortfall Approximations

Countywide Shortfall Approximations

(1330 Employees Total)

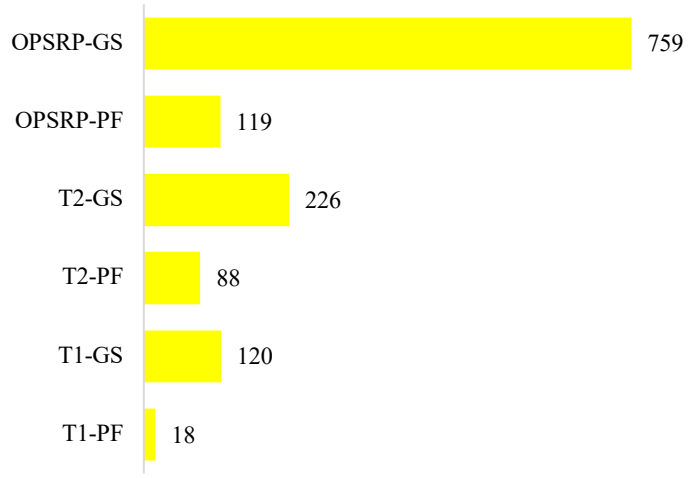

Figure 6: Countywide Employees by PERS Plan

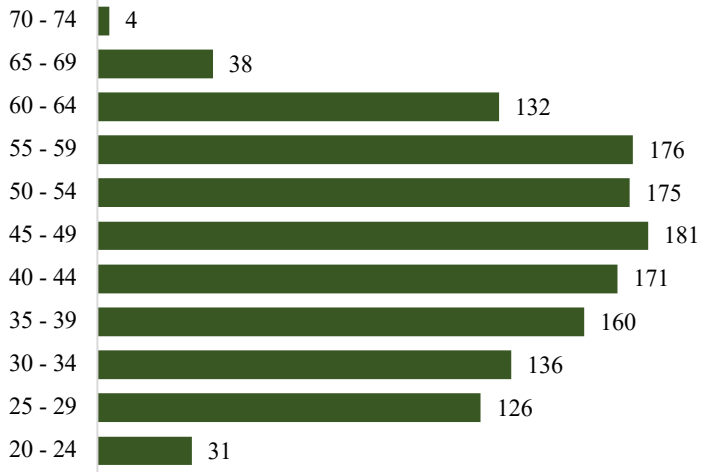

Figure 7: Countywide Employees by Age

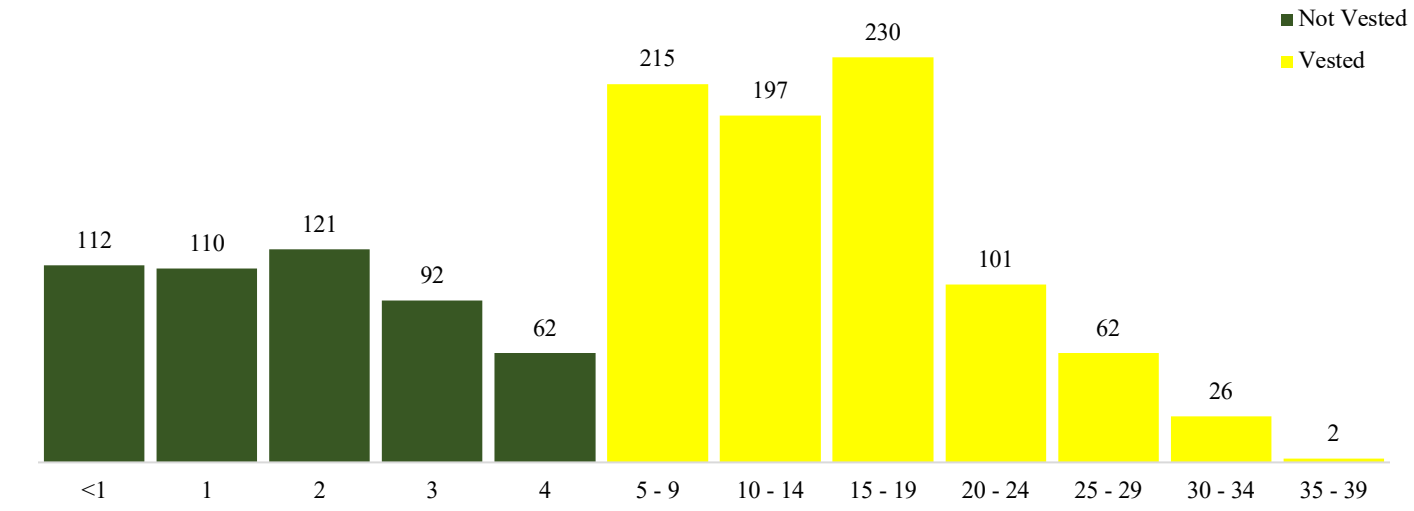

Figure 8: Countywide Employees by Years of Service (Not Vested and Vested)

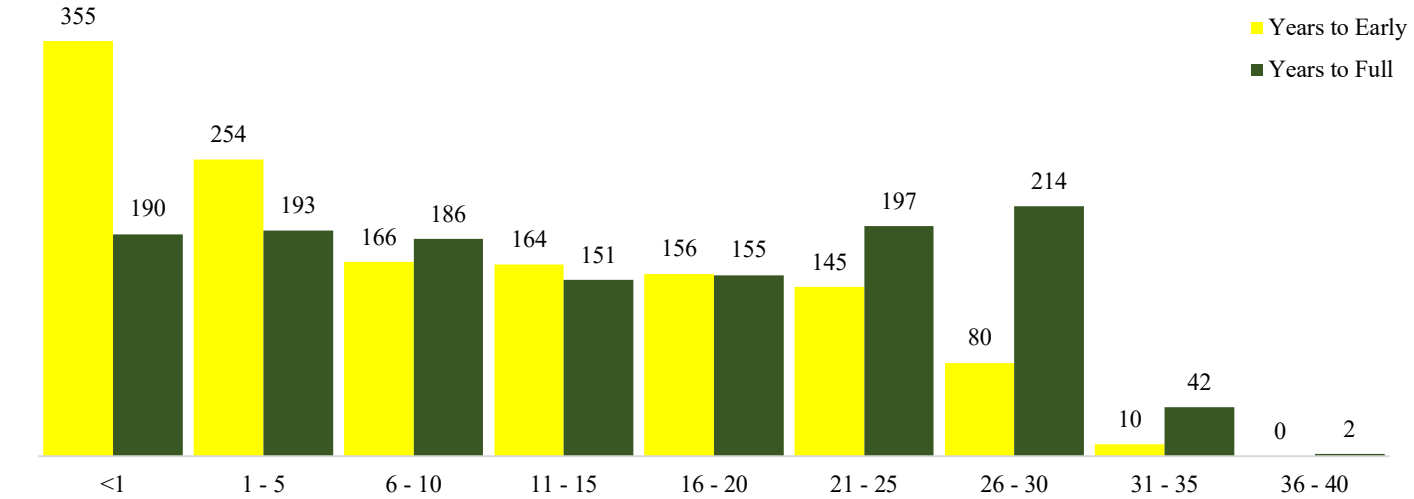

Figure 9: Countywide Employees by Years to Being Eligible for Retirement (Early and Full)

*Of the 355 eligible to retire in less than one year, under the early calculation, **317** are eligible now.
*Of the 190 eligible to retire in less than one year, under the full calculation, **147** are eligible now.

Assessor's Office Shortfall Approximations

(44 Employees Total)

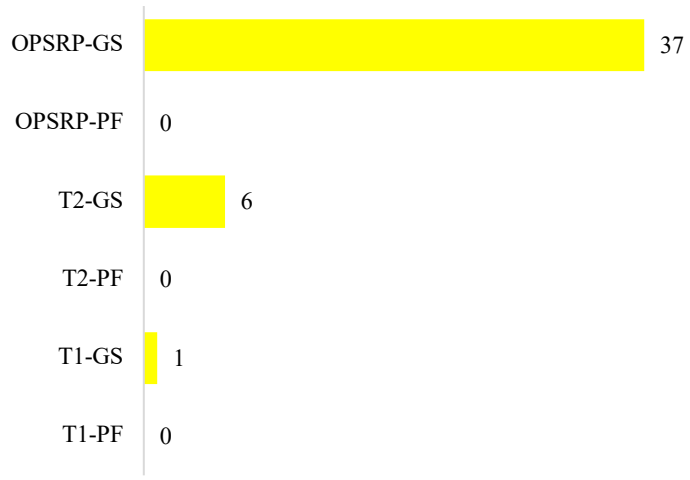

Figure 10: Assessor's Office Employees by PERS Plan

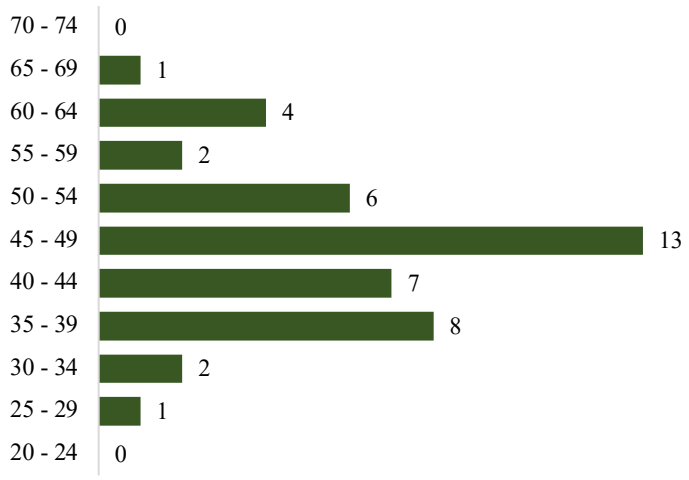

Figure 11: Assessor's Office Employees by Age

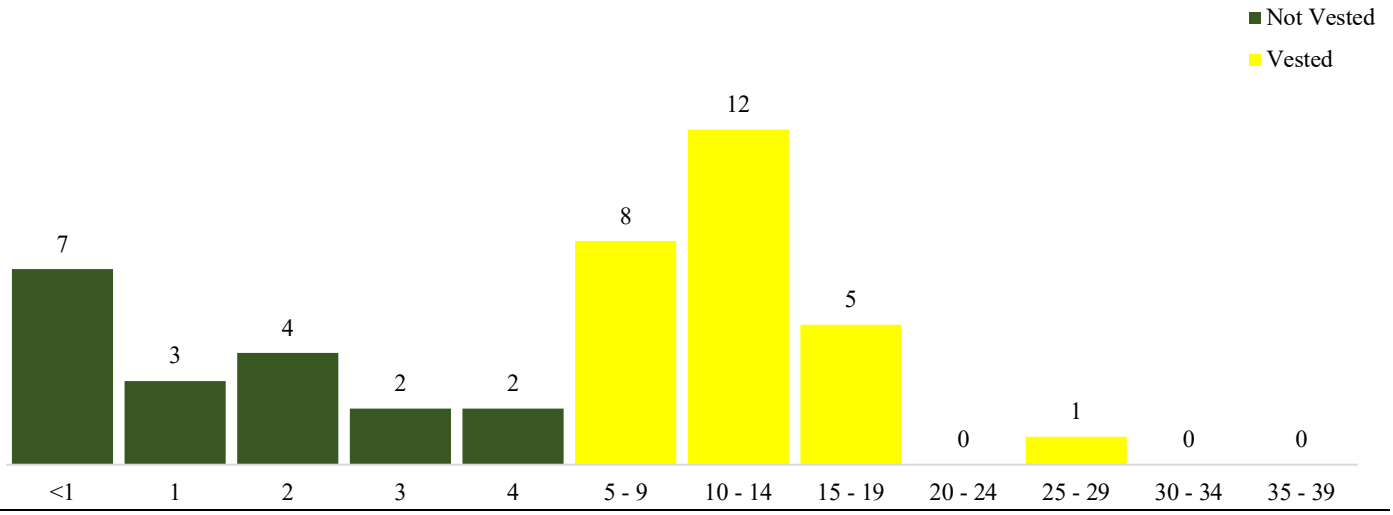

Figure 12: Assessor's Office Employees by Years of Service (Not Vested and Vested)

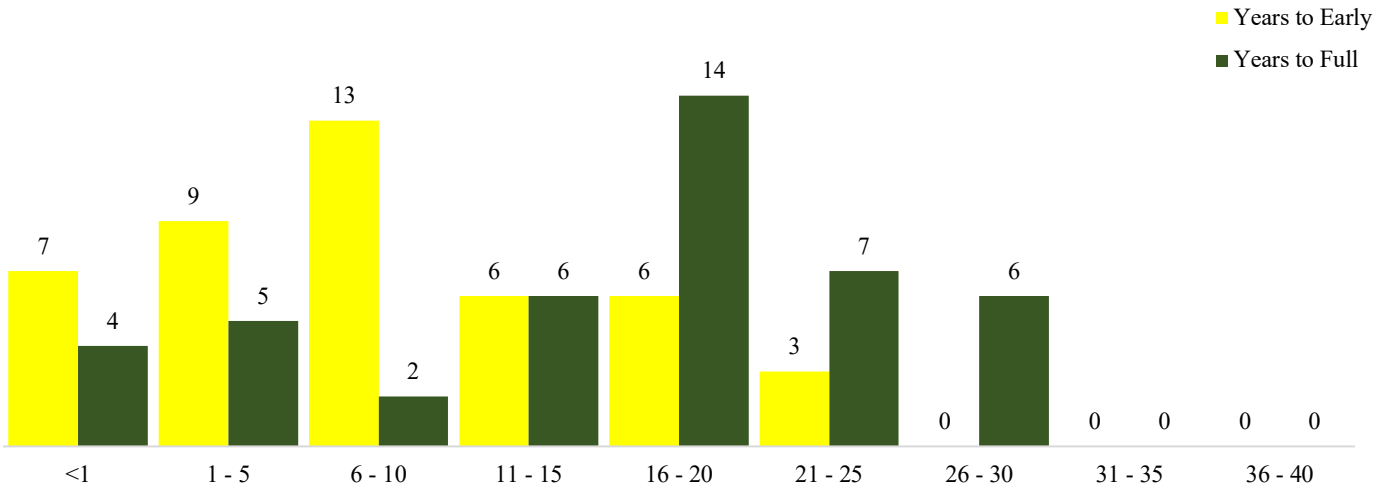

Figure 13: Assessor's Office Employees by Years to Being Eligible for Retirement (Early and Full)

*Of the 7 eligible to retire in less than one year, under the early calculation, **5** are eligible now.
*Of the 4 eligible to retire in less than one year, under the full calculation, **2** are eligible now.

County Administration Shortfall Approximations

(92 Employees Total)

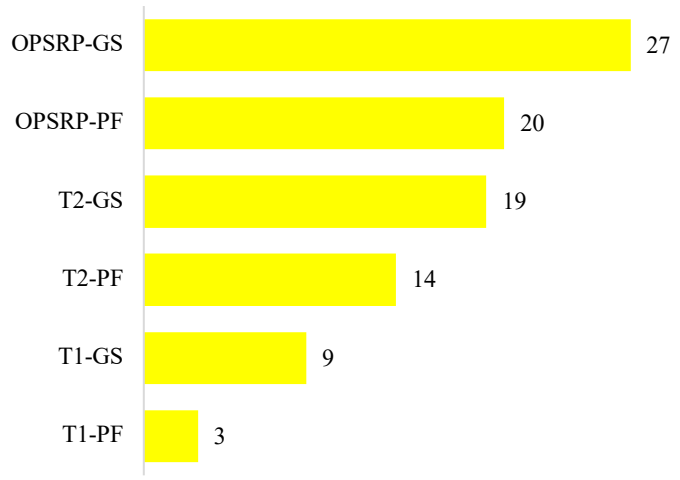

Figure 14: County Administration Employees by PERS Plan

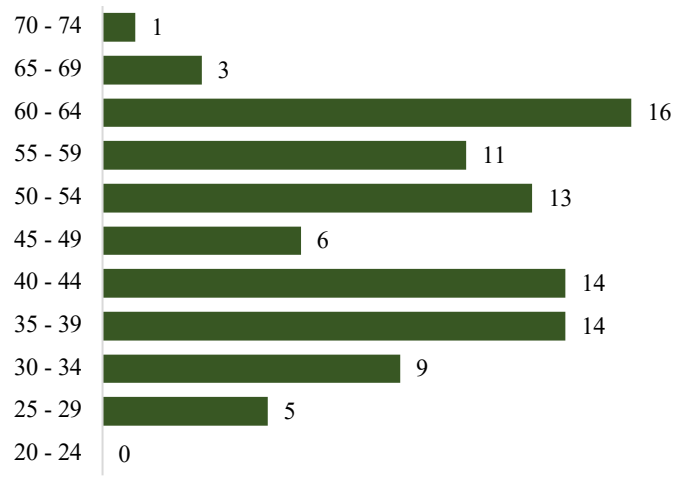

Figure 15: County Administration Employees by Age

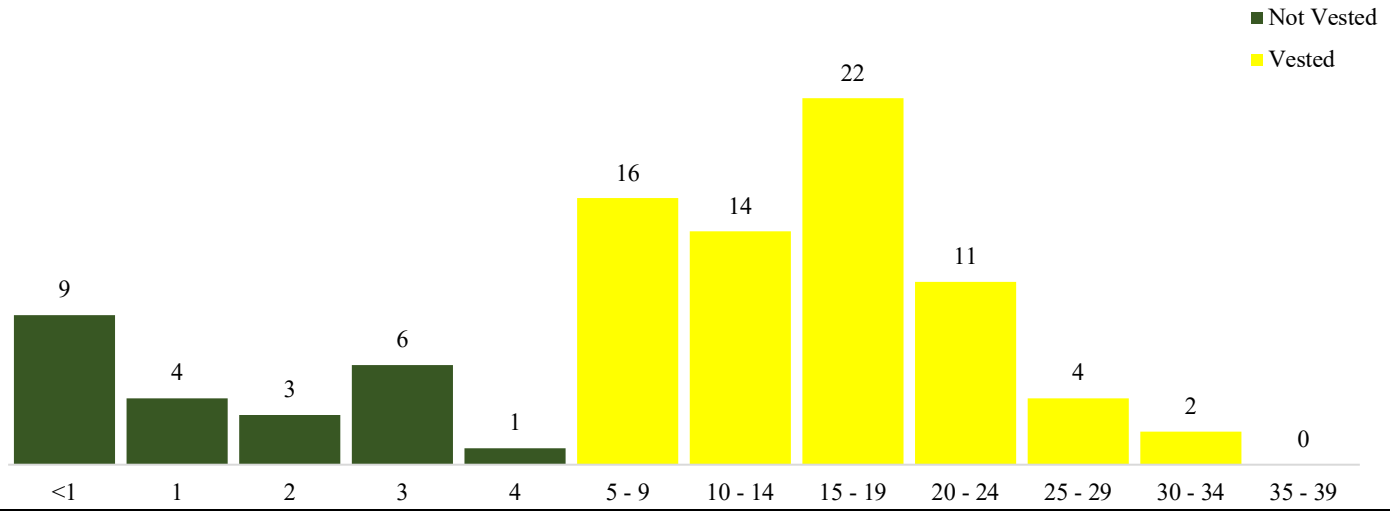

Figure 16: County Administration Employees by Years of Service (Not Vested and Vested)

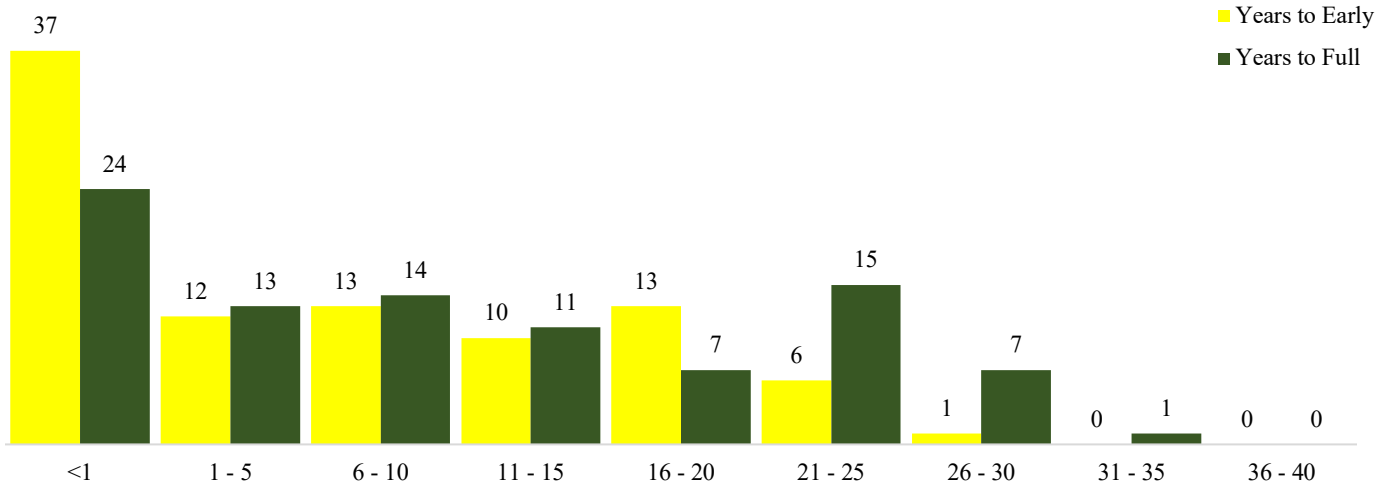

Figure 17: County Administration Employees by Years to Being Eligible for Retirement (Early and Full)

*Of the 37 eligible to retire in less than one year, under the early calculation, **35** are eligible now.
*Of the 24 eligible to retire in less than one year, under the full calculation, **22** are eligible now.

County Counsel Shortfall Approximations

(10 Employees Total)

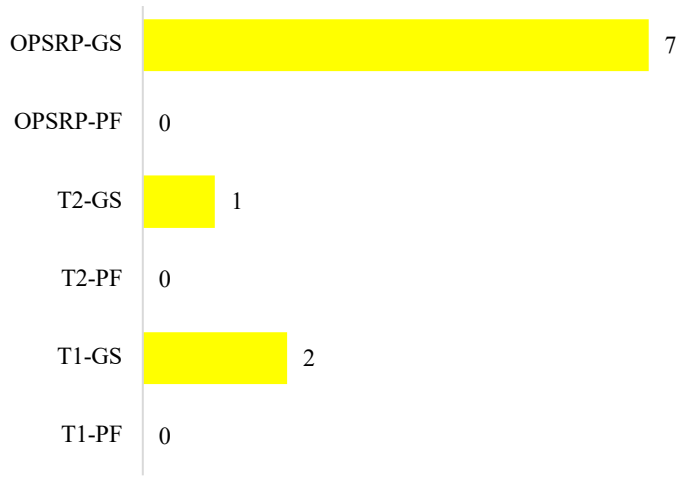

Figure 18: County Counsel Employees by PERS Plan

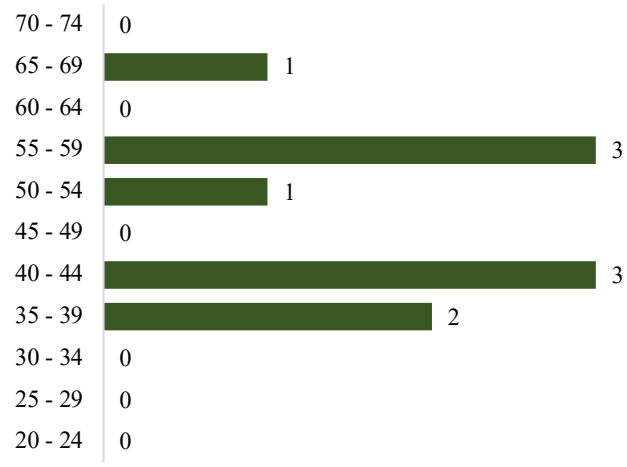

Figure 19: County Counsel Employees by Age

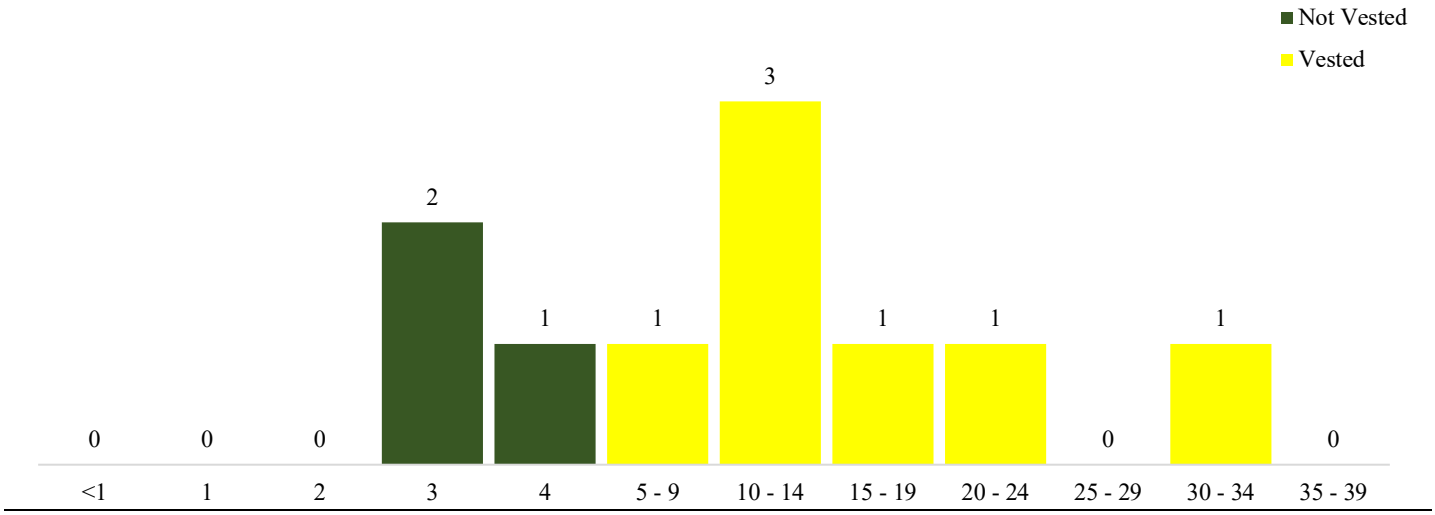

Figure 20: County Counsel Employees by Years of Service (Not Vested and Vested)

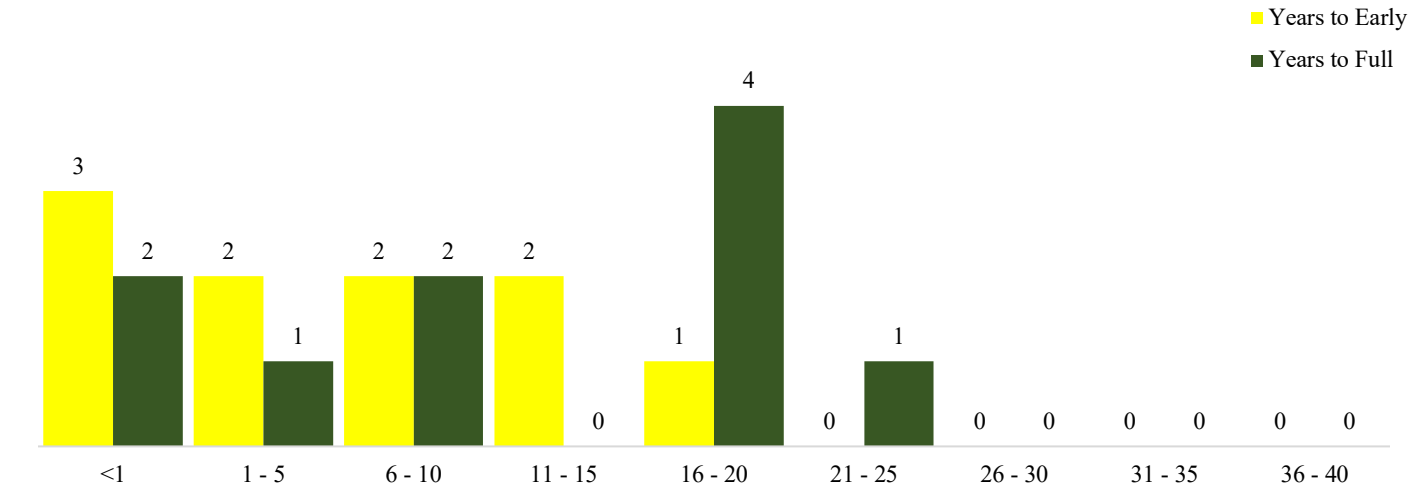

Figure 21: County Counsel Employees by Years to Being Eligible for Retirement (Early and Full)

*Of the 3 eligible to retire in less than one year, under the early calculation, **3** are eligible now.
*Of the 2 eligible to retire in less than one year, under the full calculation, **2** are eligible now.

District Attorney's Office Shortfall Approximations

(64 Employees Total)

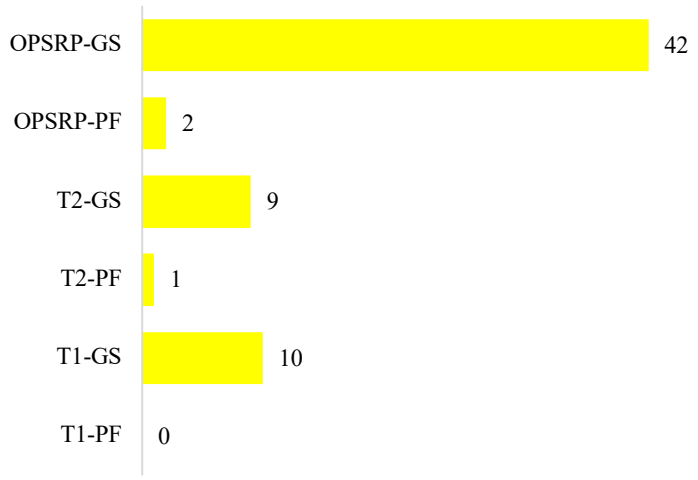

Figure 22: District Attorney's Office Employees by PERS Plan

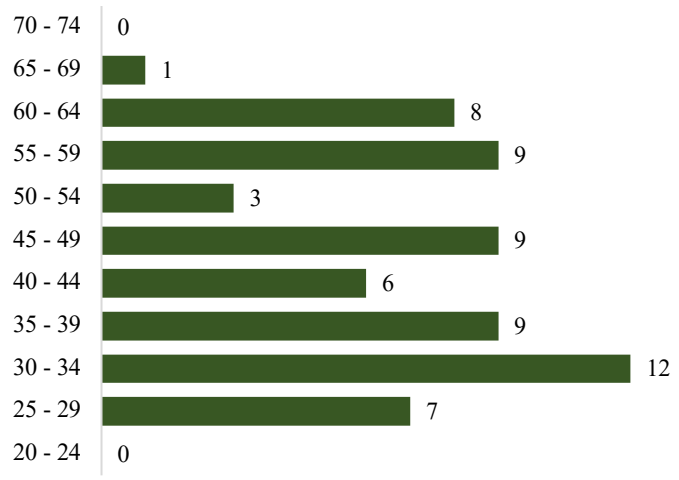

Figure 23: District Attorney's Office Employees by Age

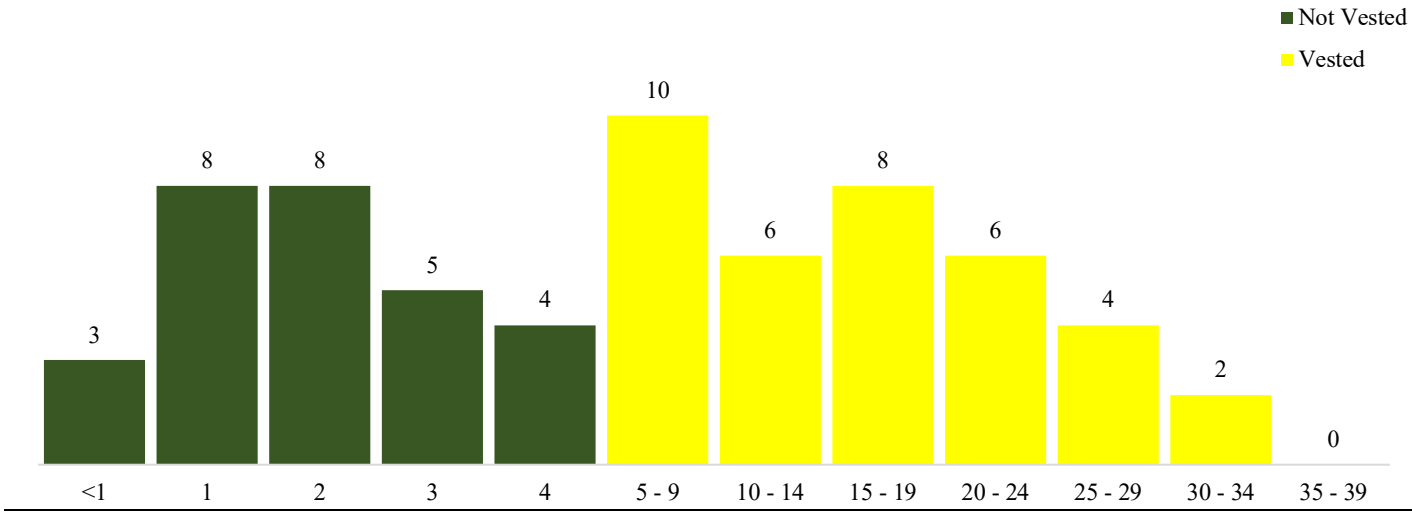

Figure 24: District Attorney's Office Employees by Years of Service (Not Vested and Vested)

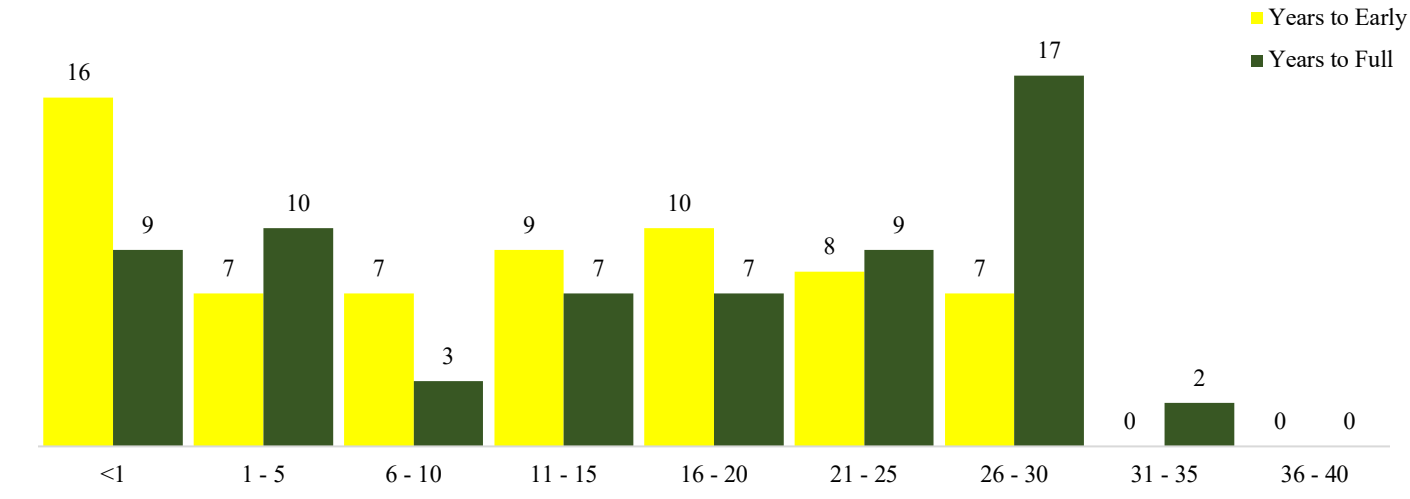

Figure 25: District Attorney's Office Employees by Years to Being Eligible for Retirement (Early and Full)

*Of the 16 eligible to retire in less than one year, under the early calculation, **15** are eligible now.
*Of the 9 eligible to retire in less than one year, under the full calculation, **7** are eligible now.

Health and Human Services Shortfall Approximations

(491 Employees Total)

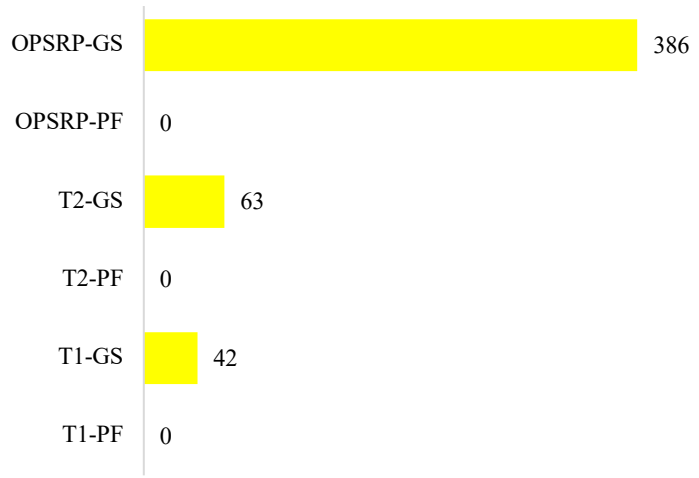

Figure 26: Health & Human Services Employees by PERS Plan

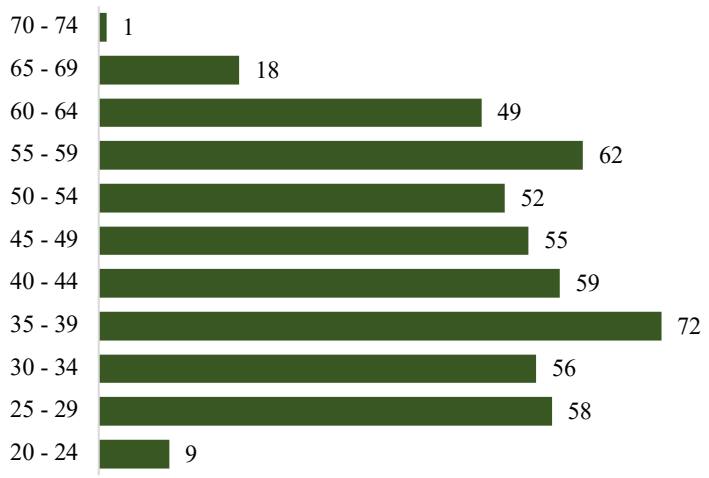

Figure 27: Health & Human Services Employees by Age

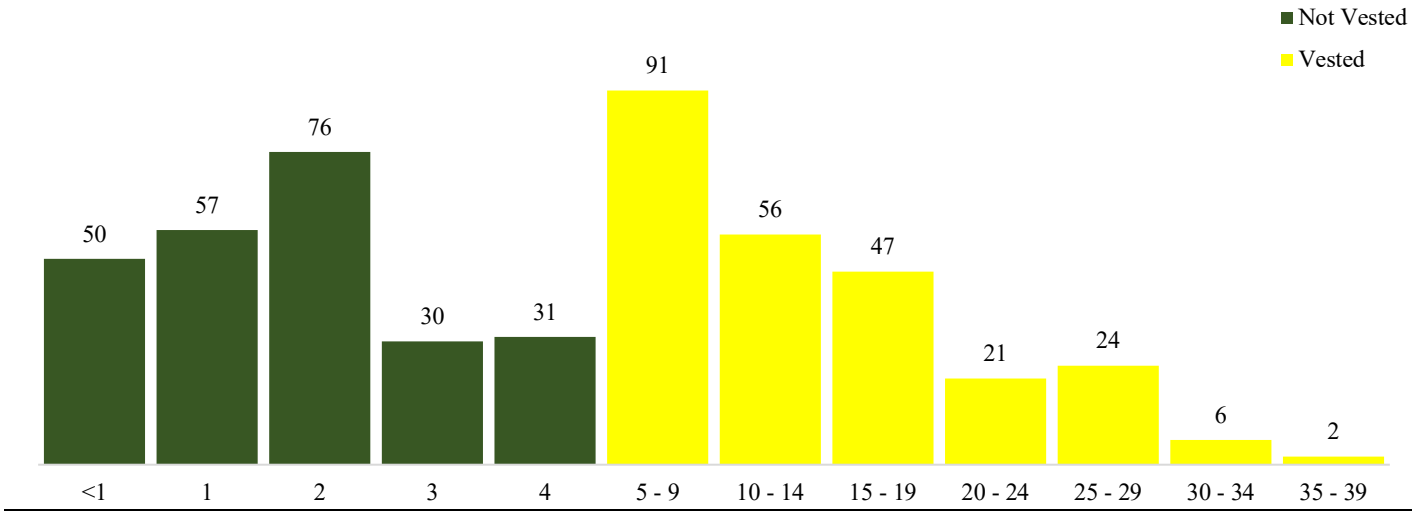

Figure 28: Health & Human Services Employees by Years of Service (Not Vested and Vested)

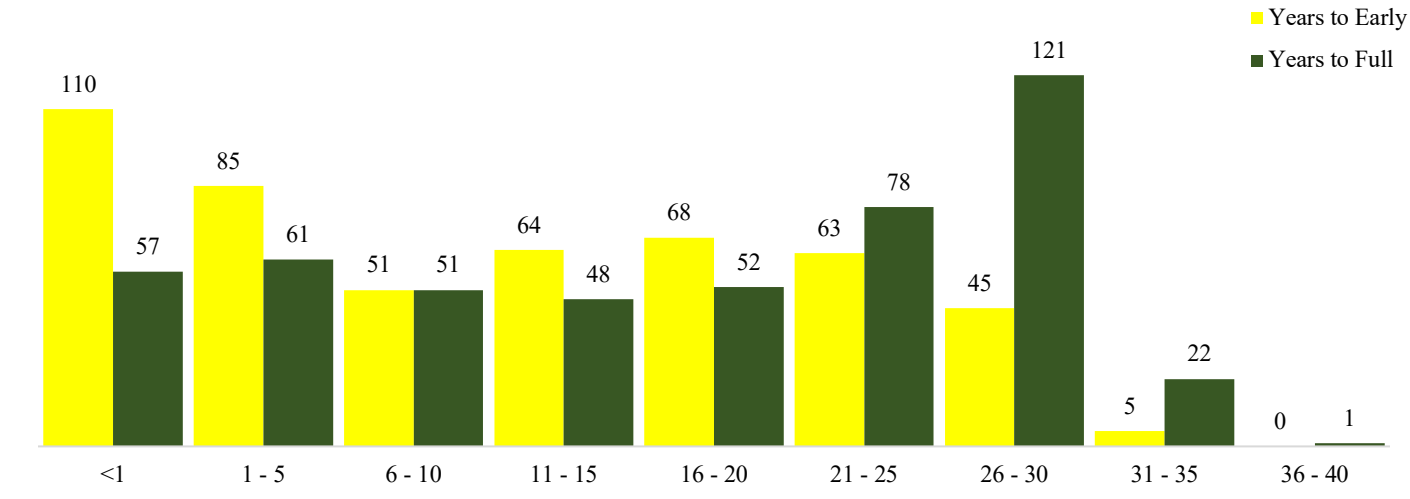

Figure 29: Health & Human Services Employees by Years to Being Eligible for Retirement (Early and Full)

*Of the 110 eligible to retire in less than one year, under the early calculation, **98** are eligible now.
*Of the 57 eligible to retire in less than one year, under the full calculation, **44** are eligible now.

Human Resources Shortfall Approximations

(18 Employees Total)

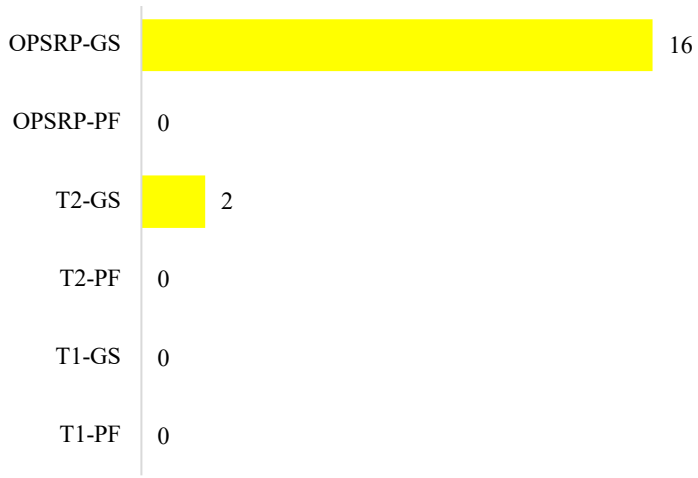

Figure 30: Human Resources Employees by PERS Plan

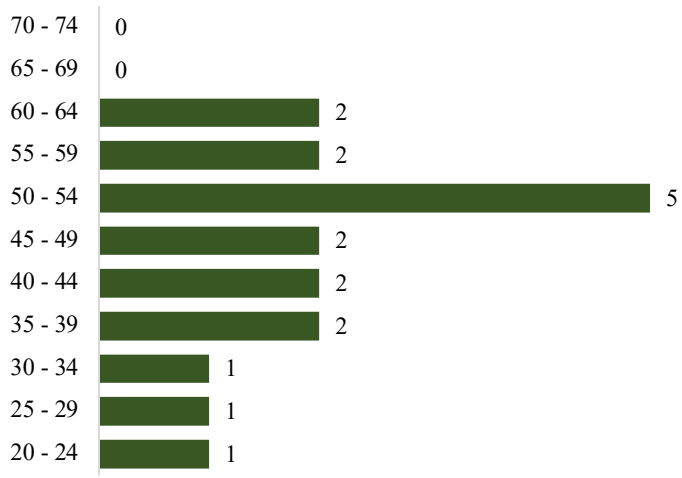

Figure 31: Human Resources Employees by Age

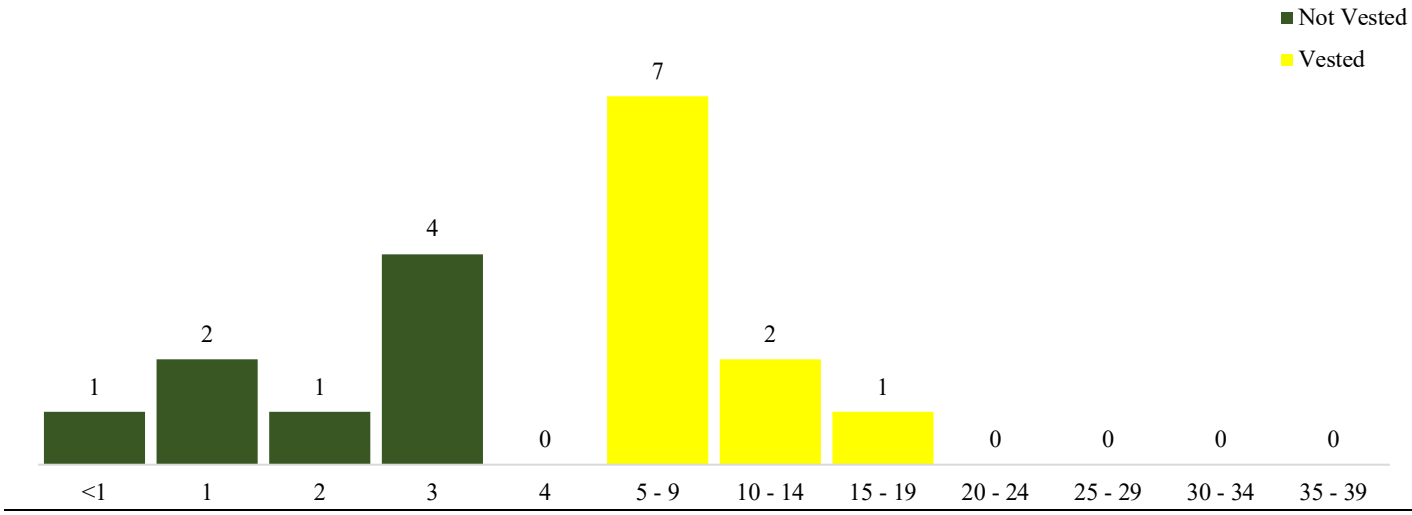

Figure 32: Human Resources Employees by Years of Service (Not Vested and Vested)

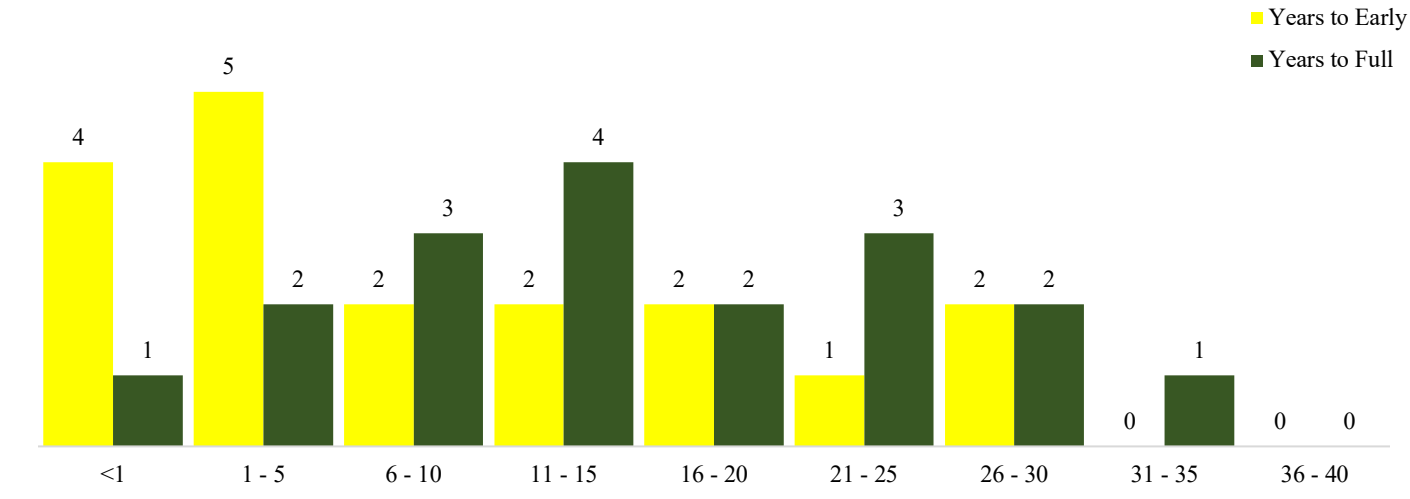

Figure 33: Human Resources Employees by Years to Being Eligible for Retirement (Early and Full)

*Of the 4 eligible to retire in less than one year, under the early calculation, **2** are eligible now.
*Of the 1 eligible to retire in less than one year, under the full calculation, **0** are eligible now.

Public Works Shortfall Approximations

(287 Employees Total)

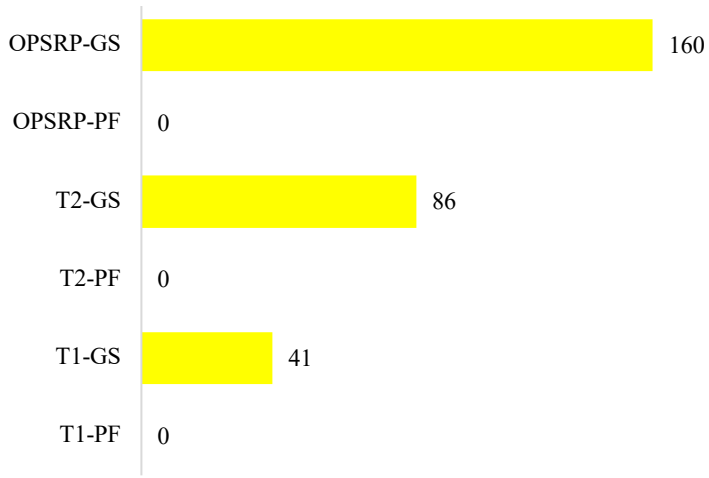

Figure 34: Public Works Employees by PERS Plan

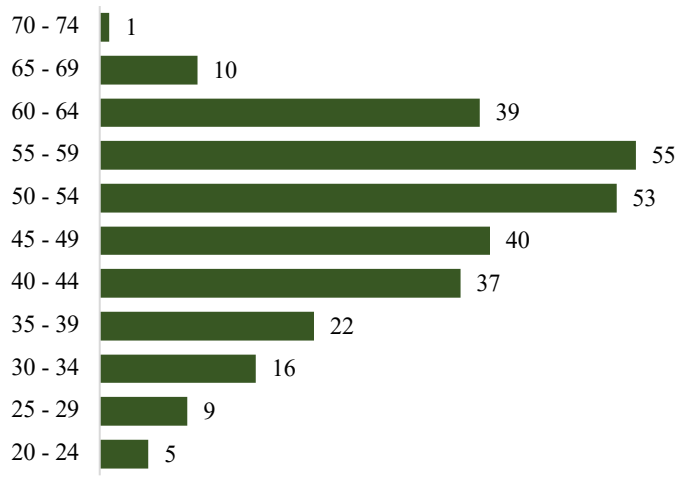

Figure 35: Public Works Employees by Age

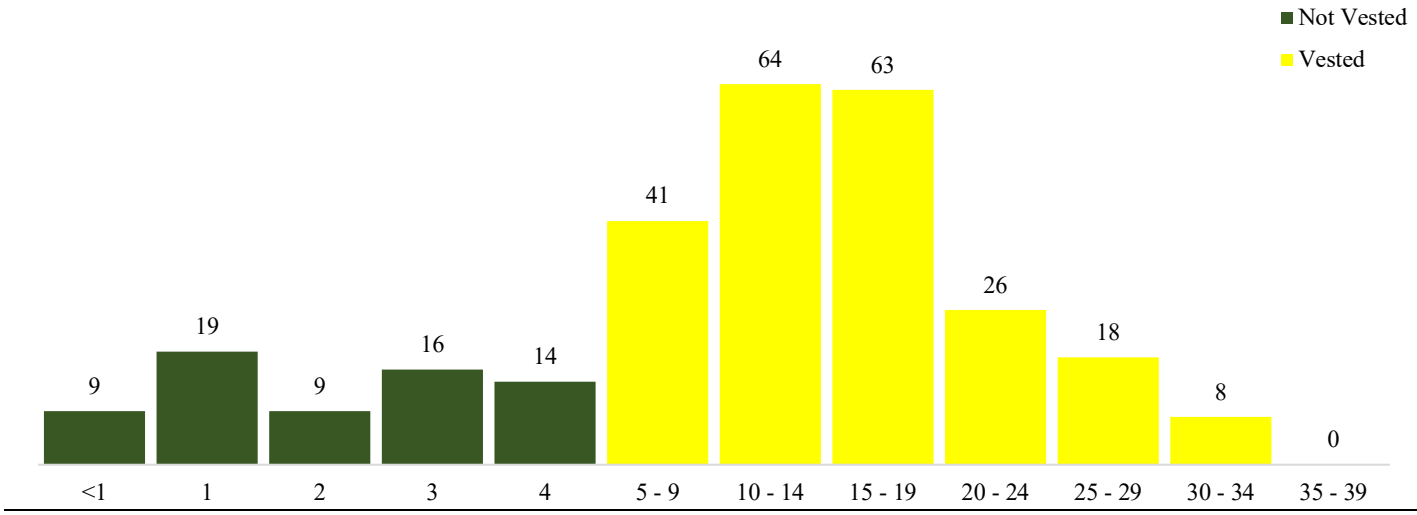

Figure 36: Public Works Employees by Years of Service (Not Vested and Vested)

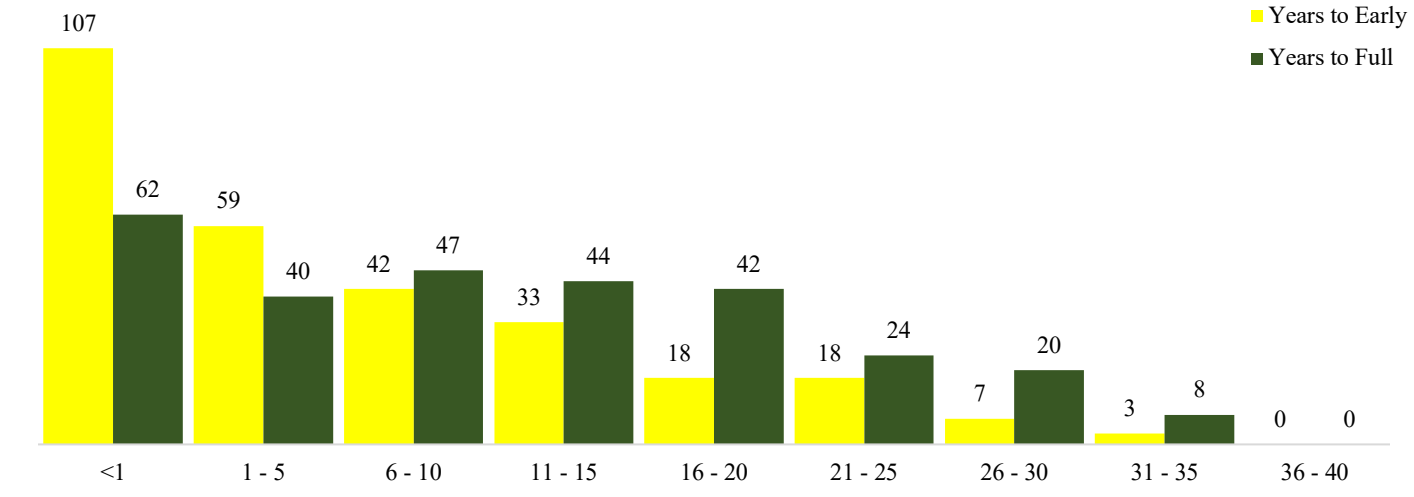

Figure 37: Public Works Employees by Years to Being Eligible for Retirement (Early and Full)

*Of the 107 eligible to retire in less than one year, under the early calculation, **95** are eligible now.
*Of the 62 eligible to retire in less than one year, under the full calculation, **45** are eligible now.

Sheriff's Office Shortfall Approximations

(262 Employees Total)

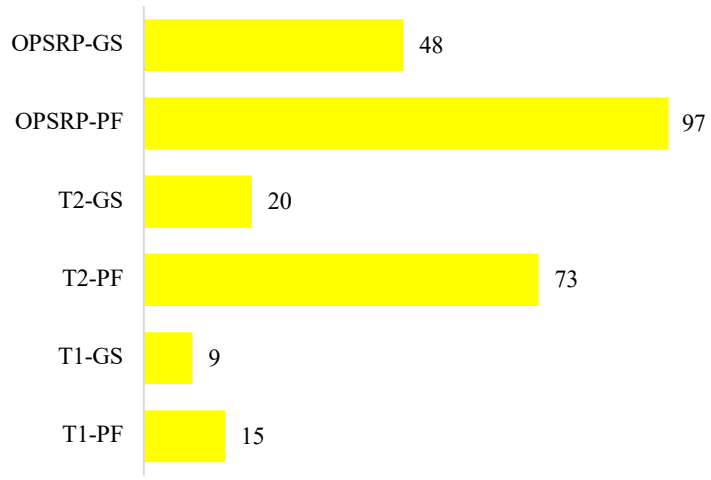

Figure 38: Sheriff's Office Employees by PERS Plan

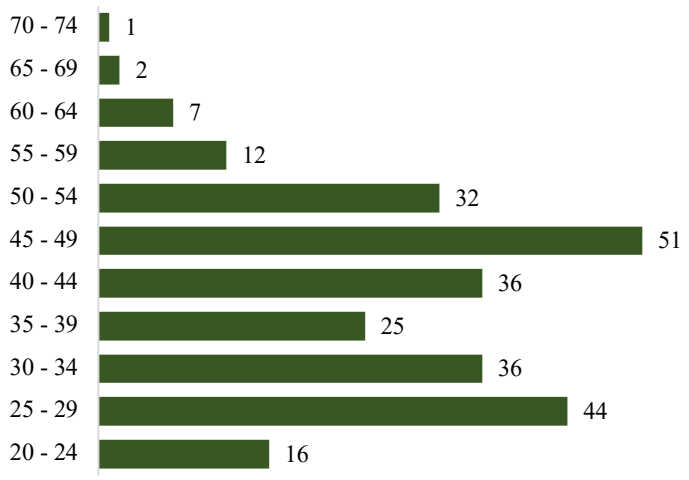

Figure 39: Sheriff's Office Employees by Age

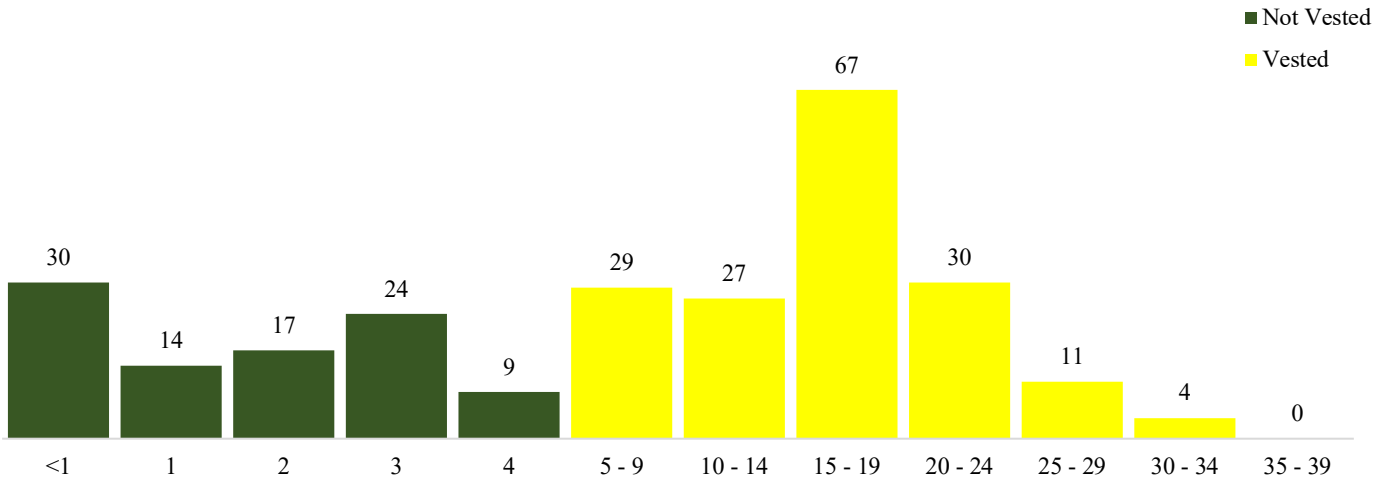

Figure 40: Sheriff's Office Employees by Years of Service (Not Vested and Vested)

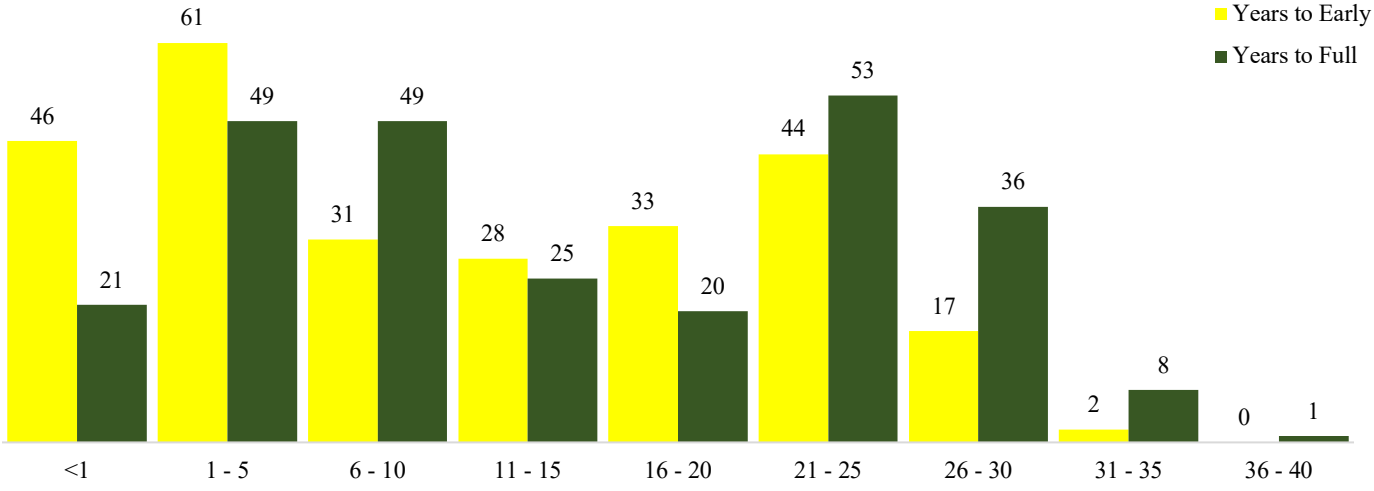

Figure 41: Sheriff's Office Employees by Years to Being Eligible for Retirement (Early and Full)

*Of the 46 eligible to retire in less than one year, under the early calculation, **39** are eligible now.
*Of the 21 eligible to retire in less than one year, under the full calculation, **17** are eligible now.

Technology Services Shortfall Approximations

(62 Employees Total)

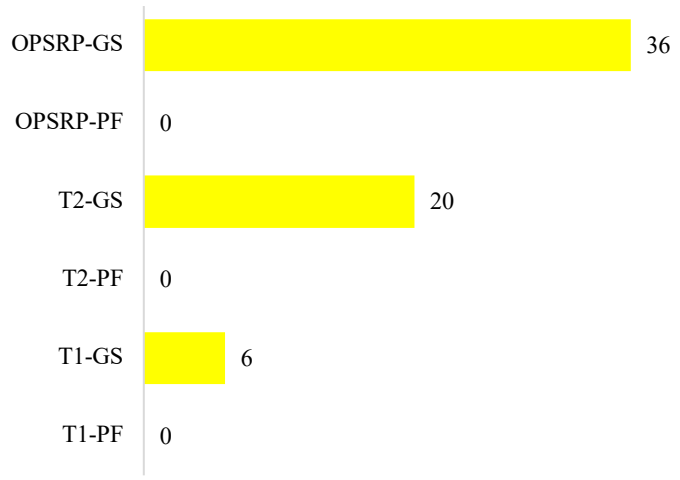

Figure 42: Technology Services Employees by PERS Plan

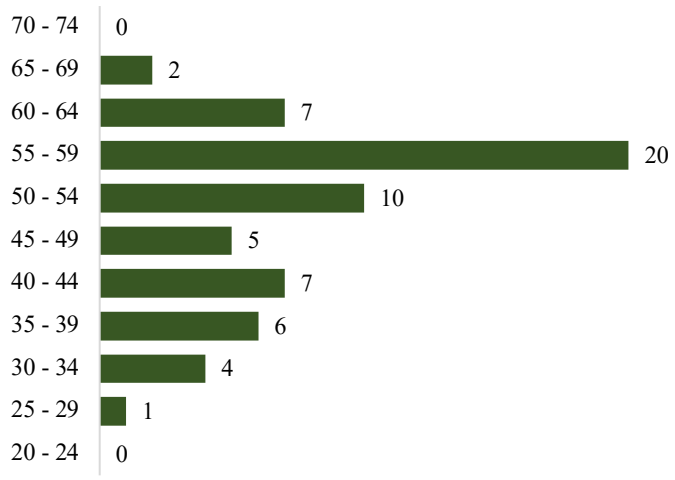

Figure 43: Technology Services Employees by Age

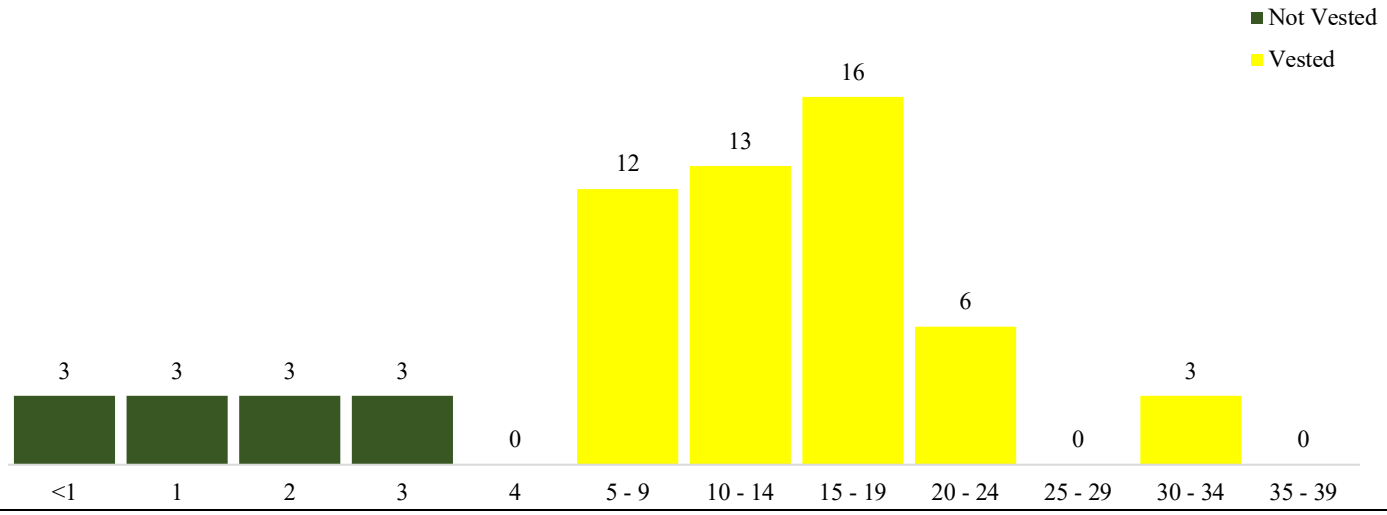

Figure 44: Technology Services Employees by Years of Service (Not Vested and Vested)

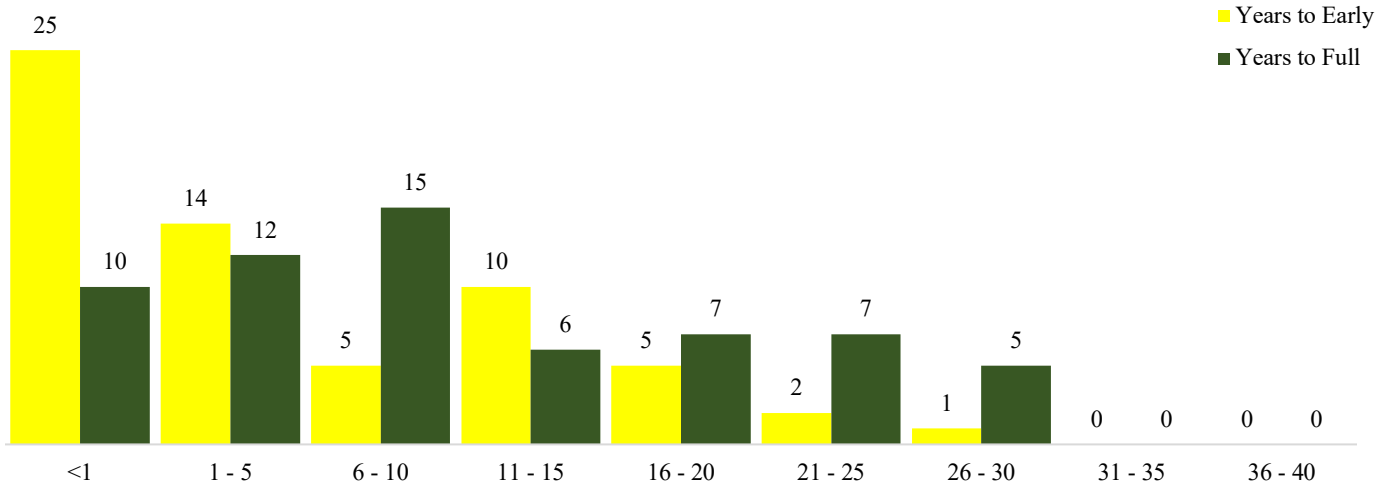

Figure 45: Technology Services Employees by Years to Being Eligible for Retirement (Early and Full)

*Of the 25 eligible to retire in less than one year, under the early calculation, **25** are eligible now.
*Of the 10 eligible to retire in less than one year, under the full calculation, **8** are eligible now.

2. BEFORE, DURING, AND SINCE STRATEGIC PLAN IMPLEMENTATIONS

2.1 Strategic Planning to Recruit and Retain

Envisioning Lane County, Oregon as recognizably the best in which "to live, work, and play," its government, so as to not be desultory, adopted a Strategic Plan in November of 2014, with the mission of delivering "vital, customer-focused services." All began, however, with a series of National Citizen Surveys, created by the National Research Center, which were distributed to residents in 2009, 2011, and 2013 to learn about their "overall satisfaction with Lane County services" and "priorities for service offerings."

Data sets resulting from those inquiries, alongside insights from the County's Board of Commissioners, employees, and planning session participants, revealed the most pertinent of needs for the government to attend to, culminating in a triad of workforce priorities being formulated. The consequential behest that these priorities be brought to fruition necessitated a number of resultant key objectives and ancillary strategies being conceived presently thereafter.

Accomplishing them all whilst managing limited resources and funds responsibly, the County understood, would require "passion, innovation, and integrity" from a knowledgeable, skilled, able, and multifaceted workforce with varying professional and personal backgrounds, or so was intimated, as the essential avenue by which not only its commission might be achieved but vision realized therewith.

To these ends, recruitment, retention, and diversity were subsumed into the 2014-2017 Strategic Plan, a move which could likewise be construed as an anticipatory means to handling ineluctable events in the market (e.g., economic upswings) or isolated incidents in the County (e.g., potential workforce shortfalls approximated in Section 1.2). Although it should be noted that, in the end, only one priority would appertain to diversity (Priority Two) and another toward recruitment and retention (Priority Three)—each having a lone key objective, the latter of which had a single related strategy and the former a duplet, that specifically focused on their respective concerns within Lane County, Oregon Government (2014).

- Priority 2: Vibrant Communities
  - Key Objective 2.3: Ensure equity and access
    - Strategy 2.3.a: Partner with community organizations to create openness and engagement
    - Strategy 2.3.b: Continue to enhance Lane County's equity work with employees throughout the organization
- Priority 3: Infrastructure
  - Key Objective 3.2: Support and enhance Lane County's internal administrative infrastructure
    - Strategy 3.2.a: Attract, retain, and invest in a high performing local workforce

In place of 2014-2017's key objectives and strategies, the 2018-2021 Strategic Plan, adopted in April 2018 (effective July of the same year) as part of a coordinated effort to have a wide array of personnel with passions to "serve," drives to "connect," and foci on "solutions" in positions purposed to deliver "vital, community-centered services," instituted key strategic initiatives and key activity areas under two priorities—one unchanged from its antecedent, the other newly created for and dedicated to the employees of Lane County, Oregon Government as expressed by the following:

> Provide a safe, healthy, and inclusive work environment that attracts and retains a diverse, highly skilled workforce with a deeply embedded commitment to delivering value and service to the residents of Lane County through operational effectiveness, fiscal resilience and partnerships. (Lane County, Oregon Government, 2018a, p. 13)

- Priority 2: Vibrant Communities
  - Key Strategic Initiative 2.c: Enhance equity and access in service delivery and representation in governance
    - Key Activity Area 2.c.1: Implement our Equity and Access Plan, including improved access to services for underrepresented communities and engagement with community partners
    - Key Activity Area 2.c.2: Promote greater understanding and acceptance for all people based on the unique background, culture, and diversity of our employees and the people we serve (Lane County, Oregon Government, 2018a, p. 10)
- Priority 4: People and Partnerships
  - Key Strategic Initiative 4.b: Enhance employee engagement and resilience
    - Key Activity Area 4.b.1: Identify and implement opportunities for employee engagement pursuant to areas identified in workplace planning process
    - Key Activity Area 4.b.2: Identify and implement opportunities for employee wellness
    - Key Activity Area 4.b.3: Align core values and behaviors in recruitment, performance evaluation processes, and trainings (Lane County, Oregon Government, 2018a, p. 13)

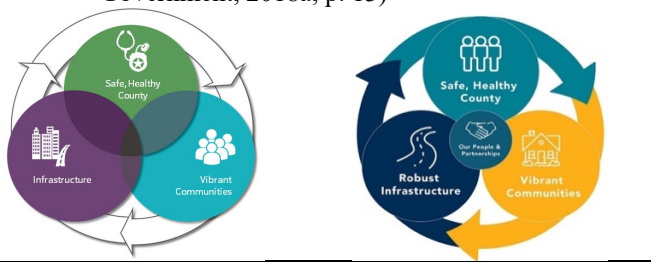

Figure 46: 2014-2017 & 2018-2021 Strategic Plan Priorities

Effectuated by the priorities, key objectives, key strategic initiatives, strategies, and key activity areas of these Strategic Plans were logistical steps taken to address the recruiting, retaining, and diversifying of those occupying the workplace and those eventually to. Such Strategic Plan attempts to assure the stabilization, not necessarily amelioration, of Lane County Government's operational infrastructure and diversification of operators in it came about by a number of disparate undertakings spanning time, capital, programs, and positions.

In light of doings done and deeds determined, Sections 2.2-2.5, though not encyclopedic, are intended to delineate, in as compendious a manner possible, how Lane County, Oregon Government has fared in recent fiscal years with actualizing what was and remains to be concordantly longed for, across the entire establishment and within its six departments and three offices, to date—from the slant of who has been (a) applying to, (b) hired into, (c) employed by, and (d) departing from the institution—using arguably three of the most nameable and tracked demographics as points of reference: age, ethnicity, and gender.

2.2 County Applicants over Time

*For contextualization and comparison of population demographics, data from the United States Census Bureau and American Community Survey have been provided in Appendices A-G. Do note that United States Census Bureau and American Community Survey statistics follow calendar year, whereas Section 2.2 statistics follow the County's fiscal year (12 months of July through June).

*While the reporting option of employee position/managerial level (e.g., ground, mid, executive) was available, audit time constraints did not allow the Chief County Performance Auditor to verify the classification system used by Lane County, Oregon Government for accuracy and dependability in ranking consistency—relative to the duties of each position. As a result, job classifications defined by the United States' Equal Employment Opportunity Commission (EEOC) and filed with the EEOC were used. These categories are hereinafter referred to as "Job Group." For vocation specificity, refer to Appendix H to see which Lane County position titles fall under which job groups.

*Due to laws at federal and state levels, the age of each job applicant is not requested by Lane County as voluntary or required information. As a result, age data will not be subject to inspection in Section 2.2.

*In contrast to Sections 2.3-2.5, which date back seven fiscal years for Countywide and department/office information, Section 2.2 contains only four complete fiscal years of data for the County and each of its departments and offices, since the government's first full fiscal year using NEOGOV, an applicant tracking system, was 2015.

*"Advanced" means only that the applicant met minimum qualifications.

*In the second half of the 2017 calendar year, the County expanded its tracking of sex beyond the gender binary of male and female.

*The number of job openings posted does not necessarily reflect the number of people being hired. For example, in fiscal year 2018 the Health and Human Services Department posted a single job opening for an Office Assistant 2 position in its Community Health Centers, though a minimum of five persons could have been hired at that point in time. Likewise, in fiscal year 2017, the Sheriff's Office was hiring a minimum of 12 persons per the one posted job opening for position of Deputy Sheriff.

*Applicants data courtesy of Human Resources and Technology Services Departments.

Countywide Applicants

Totals
Fiscal Year 2015: 4,807
Fiscal Year 2016: 5,613
Fiscal Year 2017: 6,898
Fiscal Year 2018: 6,495

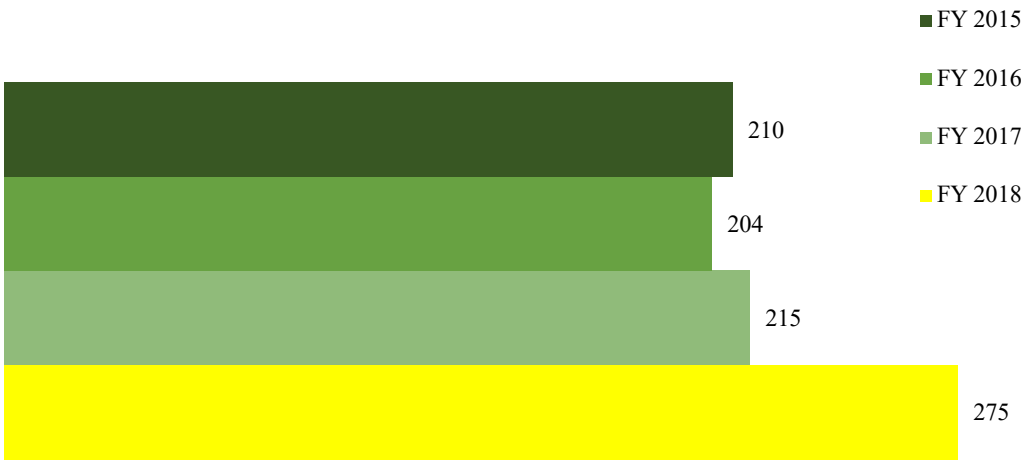

Figure 47: Countywide Job Openings

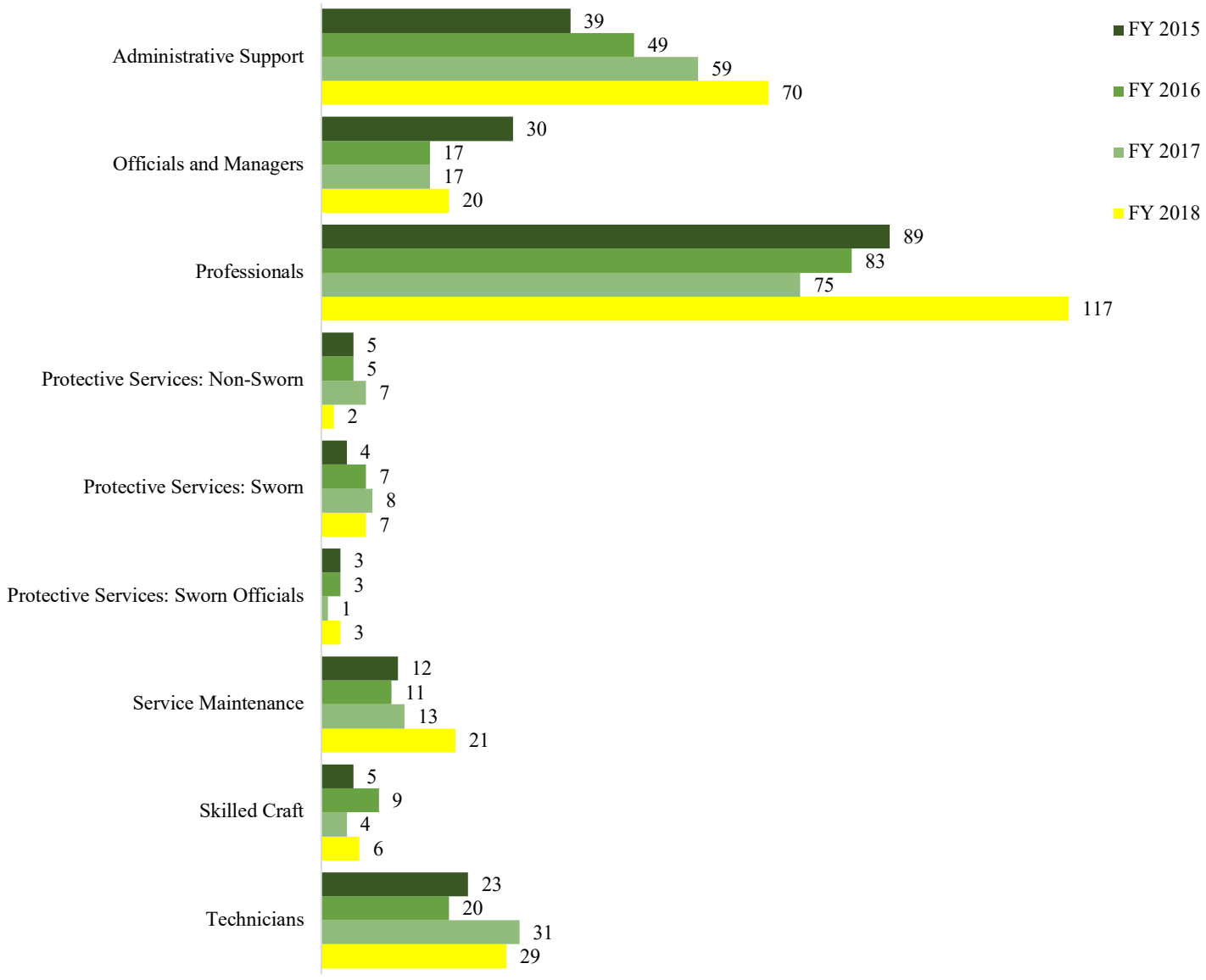

Figure 48: Countywide Job Openings by Job Group

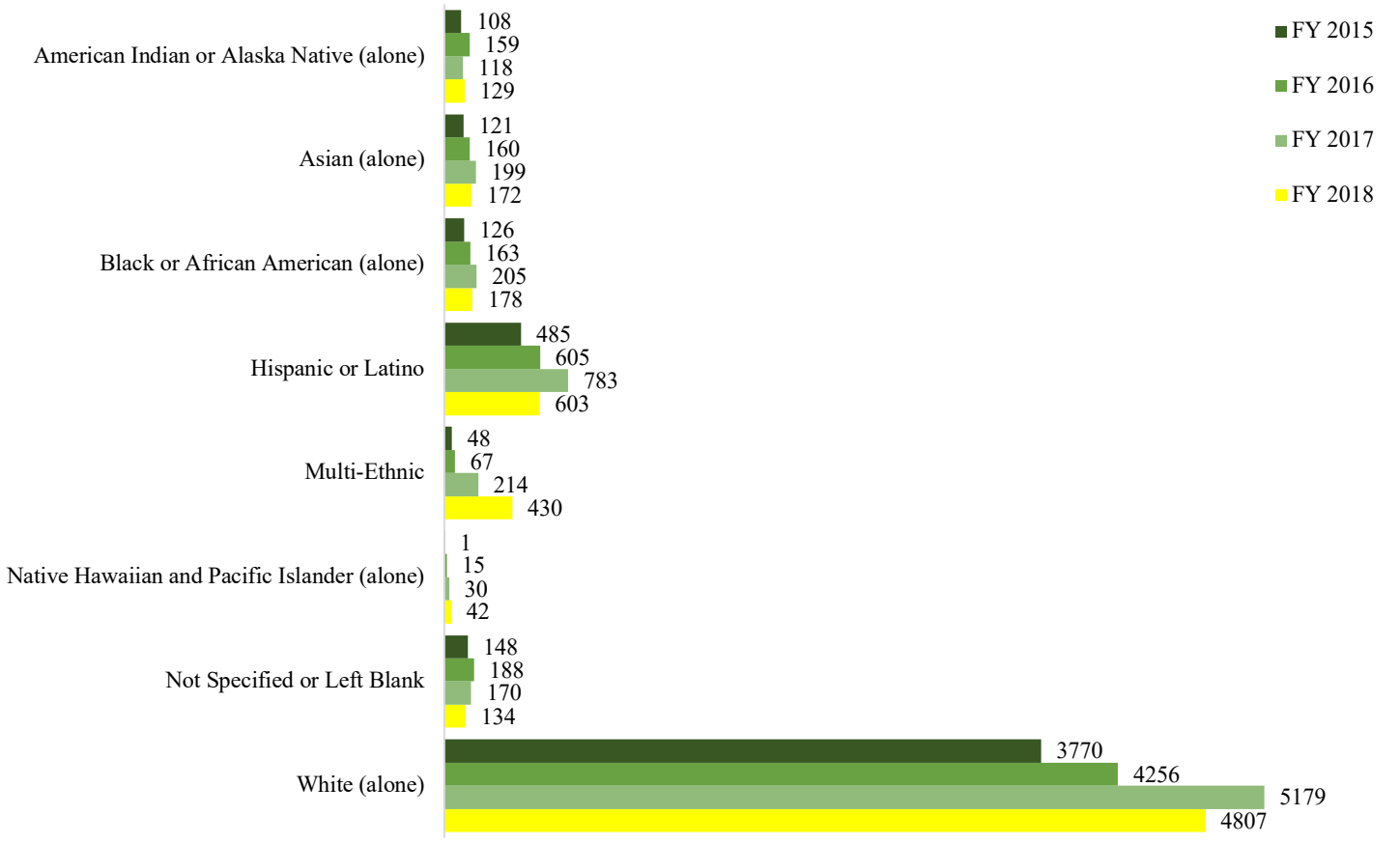

Figure 49: Countywide Applicants by Ethnicity

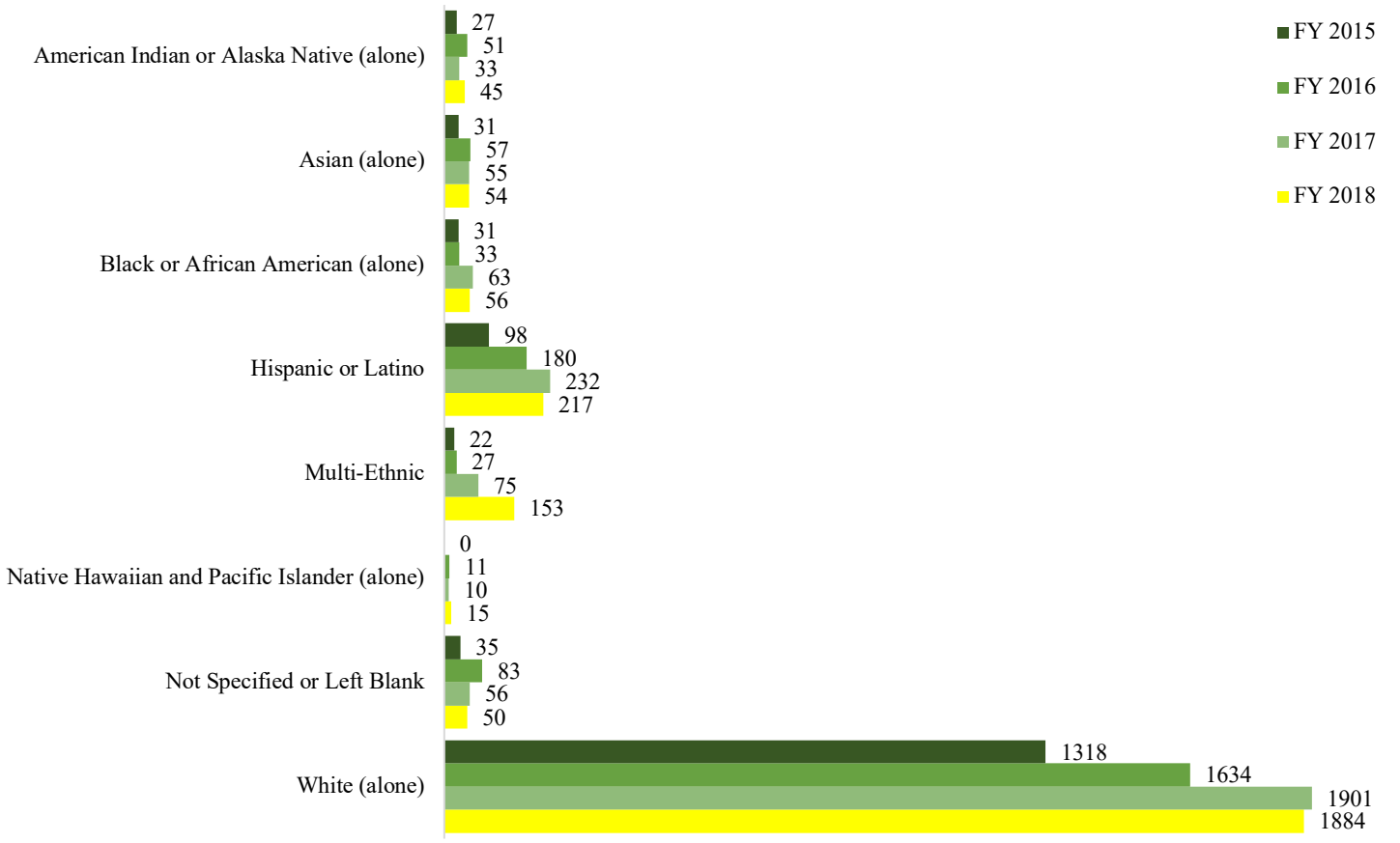

Figure 50: Advanced Countywide Applicants by Ethnicity

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**477**	**1823**	**780**	**2270**	**821**	**2685**	**766**	**2456**
American Indian or Alaska Native (alone)	4	32	16	71	10	40	5	37
Asian (alone)	13	59	25	77	20	78	12	64
Black or African American (alone)	7	32	6	43	7	41	10	38
Hispanic or Latino	44	283	100	367	110	432	85	280
Multi-Ethnic	2	13	11	21	31	91	59	184
Native Hawaiian and Pacific Islander (alone)	0	0	1	3	1	9	6	19
Not Specified or Left Blank	8	39	24	58	13	46	10	38
White (alone)	399	1365	597	1630	629	1948	579	1796
Officials and Managers	**102**	**253**	**87**	**282**	**80**	**151**	**61**	**188**
American Indian or Alaska Native (alone)	2	6	2	12	0	2	0	2
Asian (alone)	2	6	2	7	3	7	1	6
Black or African American (alone)	0	4	0	8	0	3	3	8
Hispanic or Latino	3	12	7	16	3	5	3	7
Multi-Ethnic	0	0	0	5	2	3	5	8
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	0	0	0	1
Not Specified or Left Blank	2	9	6	14	0	2	0	5
White (alone)	93	216	70	220	72	129	49	151
Professionals	**448**	**1291**	**640**	**1458**	**710**	**1838**	**717**	**1609**
American Indian or Alaska Native (alone)	9	35	12	26	7	31	12	24
Asian (alone)	8	36	23	52	21	74	25	63
Black or African American (alone)	15	49	13	60	26	82	20	59
Hispanic or Latino	21	92	36	97	44	140	60	135
Multi-Ethnic	8	20	9	27	30	69	41	99
Native Hawaiian and Pacific Islander (alone)	0	1	10	10	5	9	4	7
Not Specified or Left Blank	11	58	35	78	24	73	24	53
White (alone)	376	1000	502	1108	553	1360	531	1169
Protective Services: Non-Sworn	**34**	**118**	**48**	**91**	**93**	**208**	**33**	**253**
American Indian or Alaska Native (alone)	1	1	1	3	4	9	1	12
Asian (alone)	0	1	0	1	0	4	0	5
Black or African American (alone)	2	3	3	6	5	6	2	6
Hispanic or Latino	3	15	2	4	8	16	6	15
Multi-Ethnic	3	3	4	4	0	2	1	13
Native Hawaiian and Pacific Islander (alone)	0	0	0	1	1	1	0	1
Not Specified or Left Blank	0	1	1	3	3	3	0	6
White (alone)	25	94	37	69	72	167	23	195

Figure 51: Advanced Countywide Applicants by Ethnicity and Job Group (Part 1 of 2)

Job Group (continued)	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Protective Services: Sworn	**49**	**231**	**144**	**608**	**266**	**873**	**363**	**697**
American Indian or Alaska Native (alone)	2	8	3	18	6	15	7	12
Asian (alone)	2	4	3	9	6	13	7	10
Black or African American (alone)	0	11	4	26	10	46	6	28
Hispanic or Latino	3	22	11	62	35	100	41	76
Multi-Ethnic	0	0	0	2	2	16	19	39
Native Hawaiian and Pacific Islander (alone)	0	0	0	1	2	5	5	6
Not Specified or Left Blank	1	4	2	5	4	12	2	4
White (alone)	41	182	121	485	201	666	276	522
Protective Services: Sworn Officials	**17**	**59**	**19**	**29**	**0**	**0**	**1**	**1**
American Indian or Alaska Native (alone)	0	1	1	1	0	0	0	0
Black or African American (alone)	0	2	0	0	0	0	0	0
Hispanic or Latino	0	2	0	0	0	0	0	0
Not Specified or Left Blank	0	0	3	3	0	0	0	0
White (alone)	17	54	15	25	0	0	1	1
Service Maintenance	**270**	**639**	**138**	**398**	**240**	**607**	**277**	**599**
American Indian or Alaska Native (alone)	7	19	11	18	5	9	15	24
Asian (alone)	2	6	1	3	0	6	1	5
Black or African American (alone)	4	13	2	8	6	12	5	14
Hispanic or Latino	19	45	12	31	26	64	13	40
Multi-Ethnic	9	10	2	6	4	18	11	33
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	0	2	0	3
Not Specified or Left Blank	9	23	2	6	5	14	7	10
White (alone)	220	523	108	326	194	482	225	470
Skilled Craft	**3**	**7**	**11**	**42**	**45**	**113**	**23**	**46**
American Indian or Alaska Native (alone)	0	0	0	0	0	3	1	2
Asian (alone)	0	0	0	1	0	0	0	0
Black or African American (alone)	0	0	0	3	1	2	1	2
Hispanic or Latino	0	1	0	1	0	1	0	1
Multi-Ethnic	0	0	0	0	0	1	1	2
Not Specified or Left Blank	0	0	0	1	2	3	0	1
White (alone)	3	6	11	36	42	103	20	38
Technicians	**162**	**386**	**209**	**435**	**170**	**423**	**233**	**646**
American Indian or Alaska Native (alone)	2	6	5	10	1	9	4	16
Asian (alone)	4	9	3	10	5	17	8	19
Black or African American (alone)	3	12	5	9	8	13	9	23
Hispanic or Latino	5	13	12	27	6	25	9	49
Multi-Ethnic	0	2	1	2	6	14	16	52
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	1	4	0	5
Not Specified or Left Blank	4	14	10	20	5	17	7	17
White (alone)	144	330	173	357	138	324	180	465

Figure 52: Advanced Countywide Applicants by Ethnicity and Job Group (Part 2 of 2)

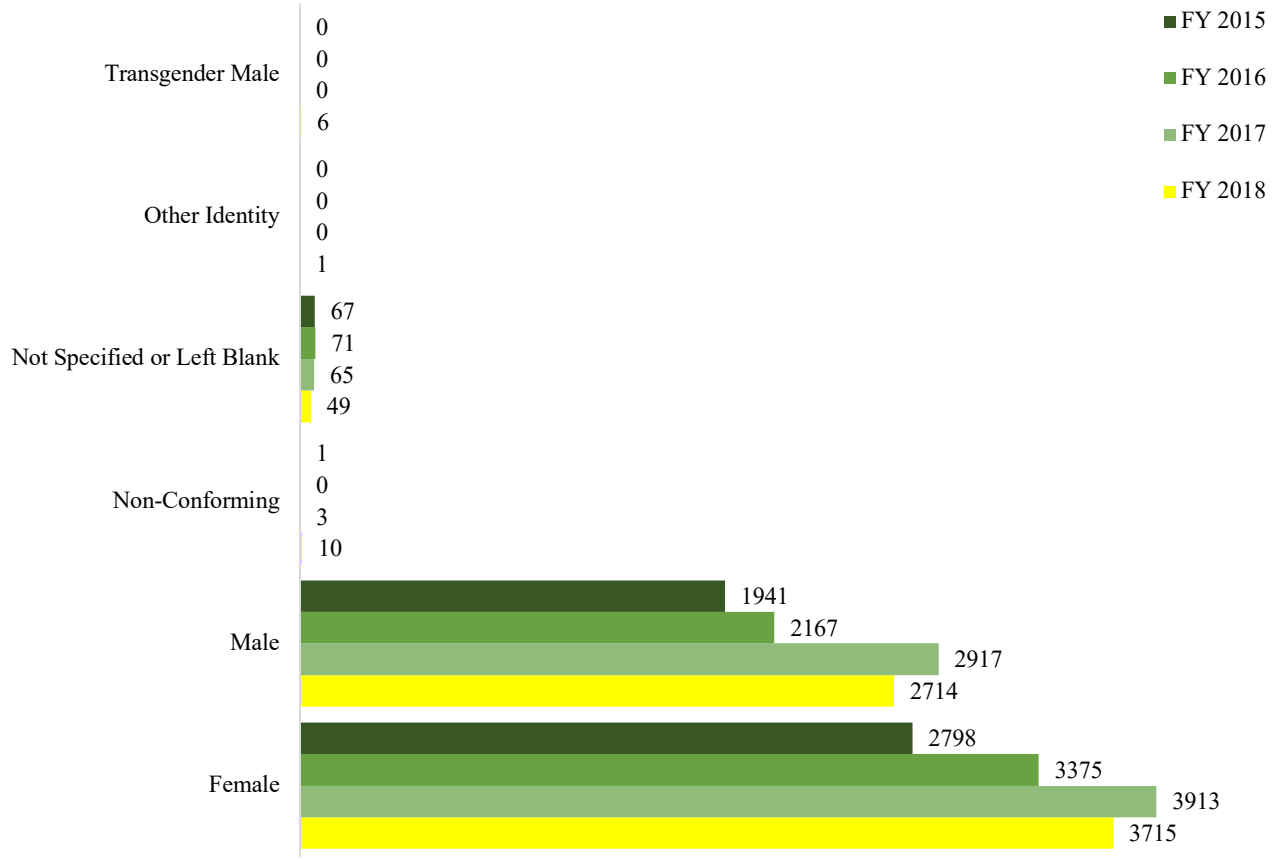

Figure 53: Countywide Applicants by Gender

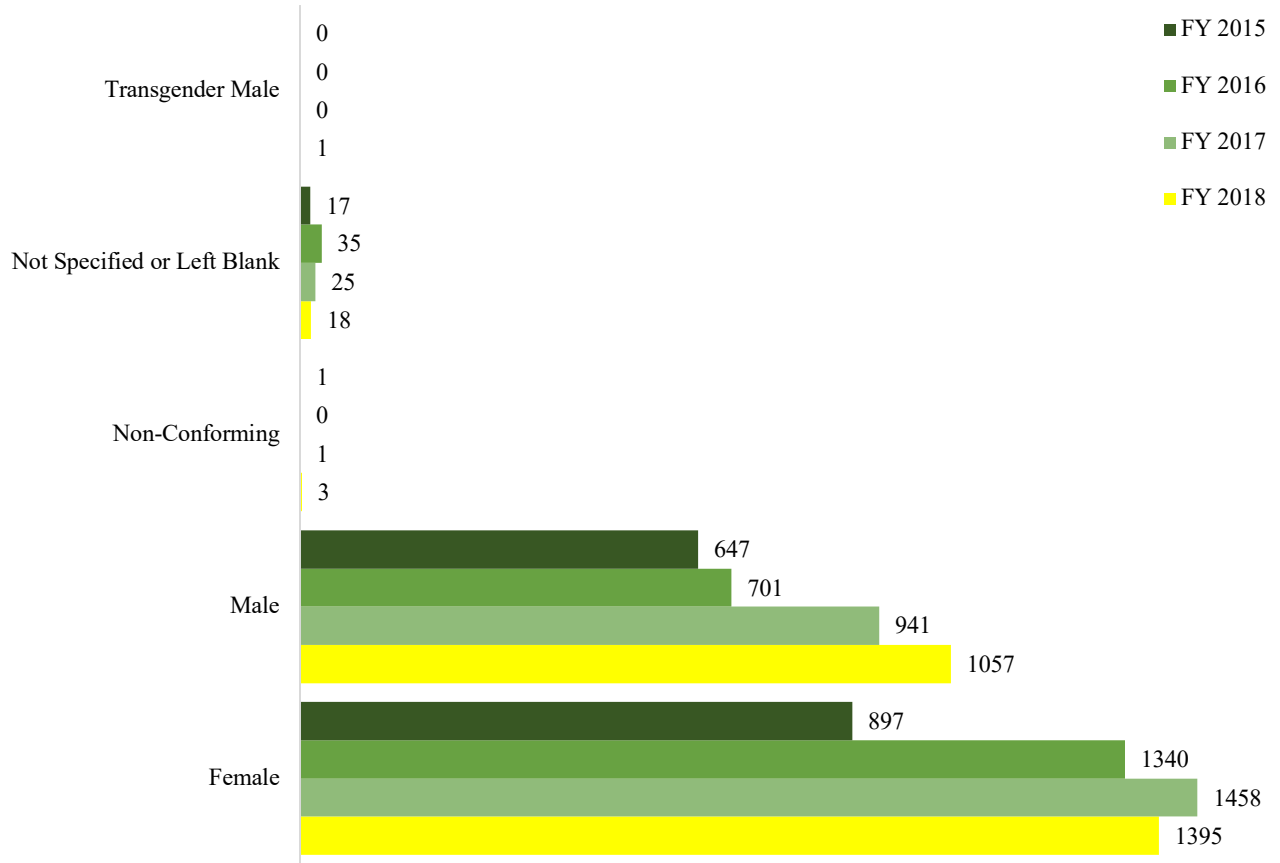

Figure 54: Advanced Countywide Applicants by Gender

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**477**	**1823**	**780**	**2270**	**821**	**2685**	**766**	**2456**
Female	400	1487	673	1865	711	2165	625	1919
Male	76	321	96	380	103	504	137	520
Non-Conforming	0	0	0	0	1	1	1	2
Not Specified or Left Blank	1	15	11	25	6	15	3	12
Other Identity	0	0	0	0	0	0	0	1
Transgender Male	0	0	0	0	0	0	0	2
Officials and Managers	**102**	**253**	**87**	**282**	**80**	**151**	**61**	**188**
Female	45	111	33	112	30	52	29	83
Male	56	135	52	164	49	97	32	102
Not Specified or Left Blank	1	7	2	6	1	2	0	3
Professionals	**448**	**1291**	**640**	**1458**	**710**	**1838**	**717**	**1609**
Female	293	784	428	922	469	1132	448	944
Male	146	473	197	506	230	672	259	641
Non-Conforming	0	0	0	0	0	2	2	7
Not Specified or Left Blank	9	34	15	30	11	32	8	17
Protective Services: Non-Sworn	**34**	**118**	**48**	**91**	**93**	**208**	**33**	**253**
Female	13	49	22	39	40	100	20	142
Male	21	69	26	51	52	107	13	109
Not Specified or Left Blank	0	0	0	1	1	1	0	2

Figure 55: Advanced Countywide Applicants by Gender and Job Group (Part 1 of 2)

Job Group (continued)	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Protective Services: Sworn	**49**	**231**	**144**	**608**	**266**	**873**	**363**	**697**
Female	14	66	34	164	54	182	77	156
Male	34	164	108	441	210	687	285	540
Not Specified or Left Blank	1	1	2	3	2	4	1	1
Protective Services: Sworn Officials	**17**	**59**	**19**	**29**	**0**	**0**	**1**	**1**
Female	1	17	1	5	0	0	0	0
Male	16	42	17	23	0	0	1	1
Not Specified or Left Blank	0	0	1	1	0	0	0	0
Service Maintenance	**270**	**639**	**138**	**398**	**240**	**607**	**277**	**599**
Female	41	95	37	109	53	118	69	160
Male	227	537	101	288	185	483	206	435
Non-Conforming	1	1	0	0	0	0	0	0
Not Specified or Left Blank	1	6	0	1	2	6	1	1
Transgender Male	0	0	0	0	0	0	1	3
Skilled Craft	**3**	**7**	**11**	**42**	**45**	**113**	**23**	**46**
Female	0	0	0	0	0	0	0	1
Male	3	7	11	42	44	112	23	44
Not Specified or Left Blank	0	0	0	0	1	1	0	1
Technicians	**162**	**386**	**209**	**435**	**170**	**423**	**233**	**646**
Female	90	189	112	159	101	164	127	310
Male	68	193	93	272	68	255	101	322
Non-Conforming	0	0	0	0	0	0	0	1
Not Specified or Left Blank	4	4	4	4	1	4	5	12
Transgender Male	0	0	0	0	0	0	0	1

Figure 56: Advanced Countywide Applicants by Gender and Job Group (Part 2 of 2)

Assessor's Office Applicants

Totals
Fiscal Year 2015: 194
Fiscal Year 2016: 68
Fiscal Year 2017: 234
Fiscal Year 2018: 139

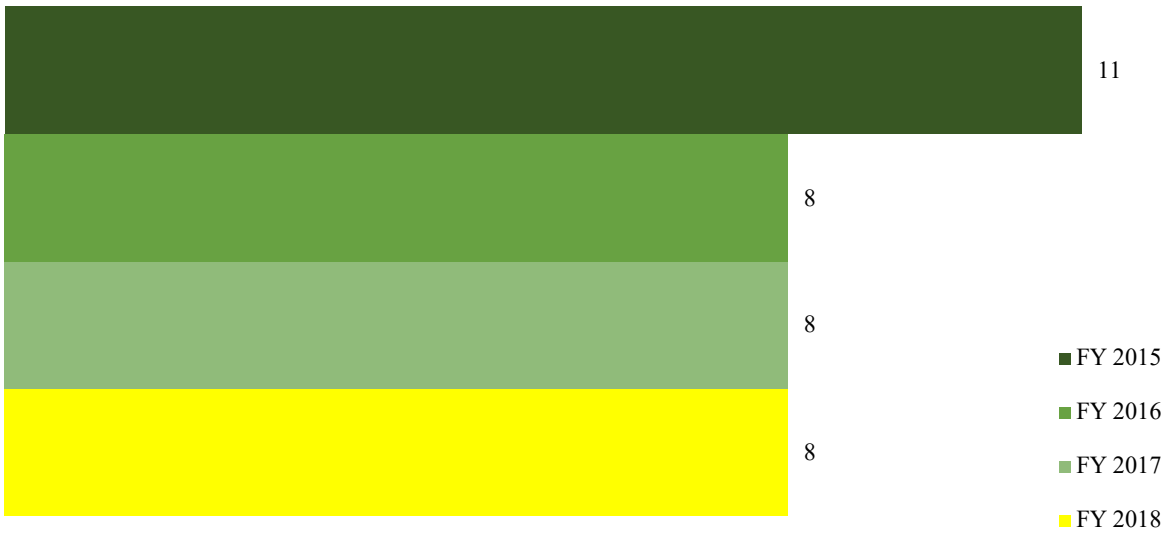

Figure 57: Assessor's Office Job Openings

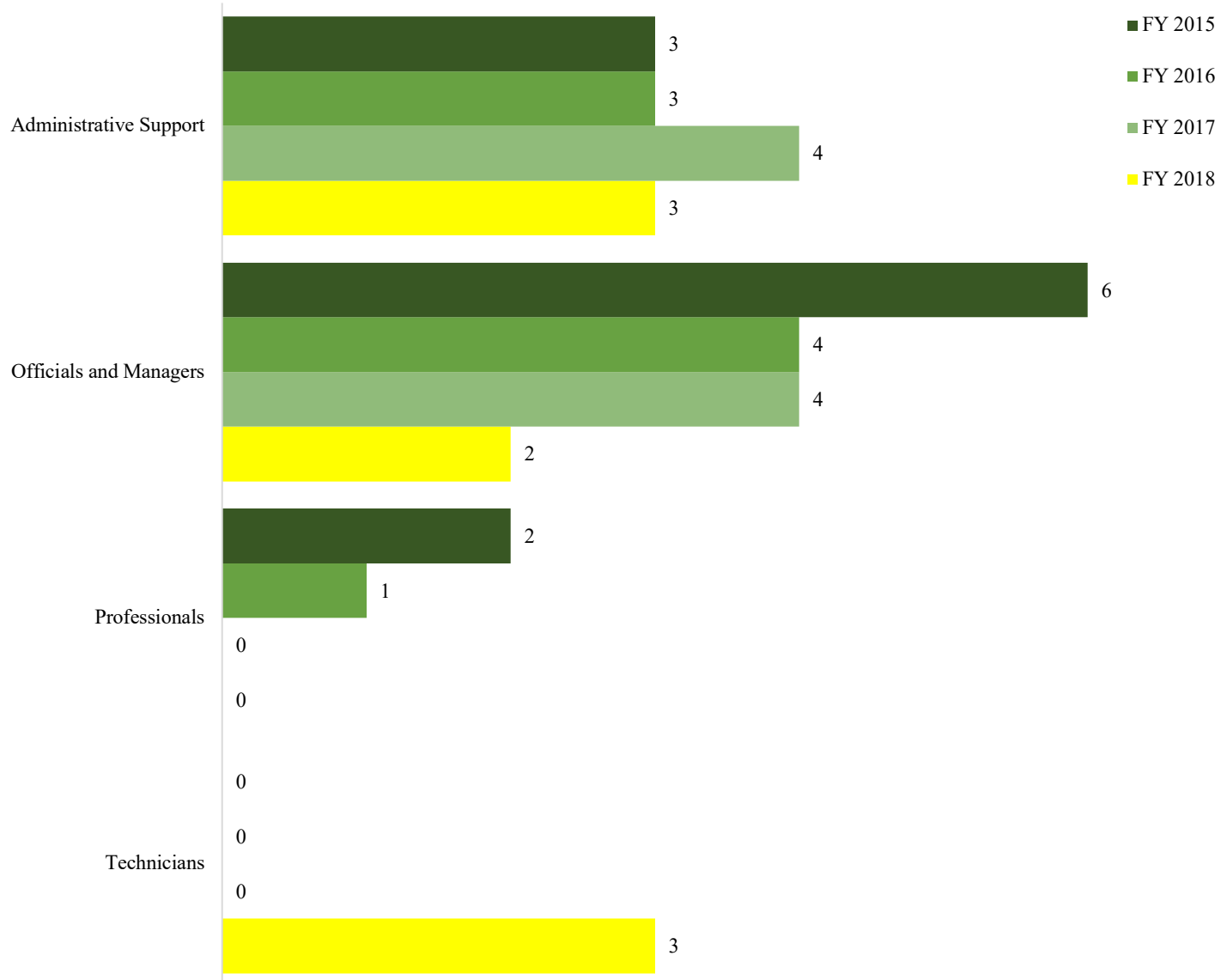

Figure 58: Assessor's Office Job Openings by Job Group

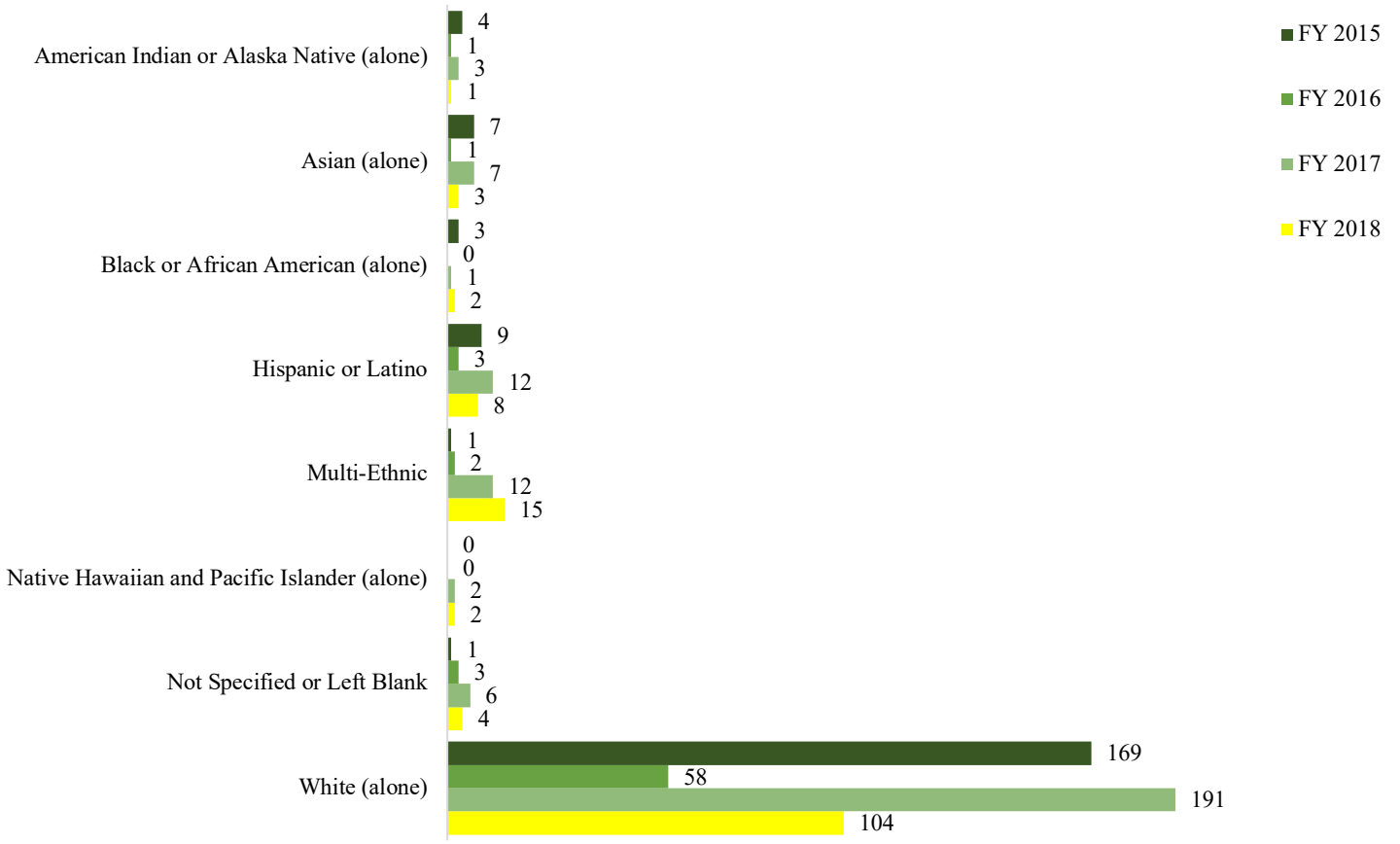

Figure 59: Assessor's Office Applicants by Ethnicity

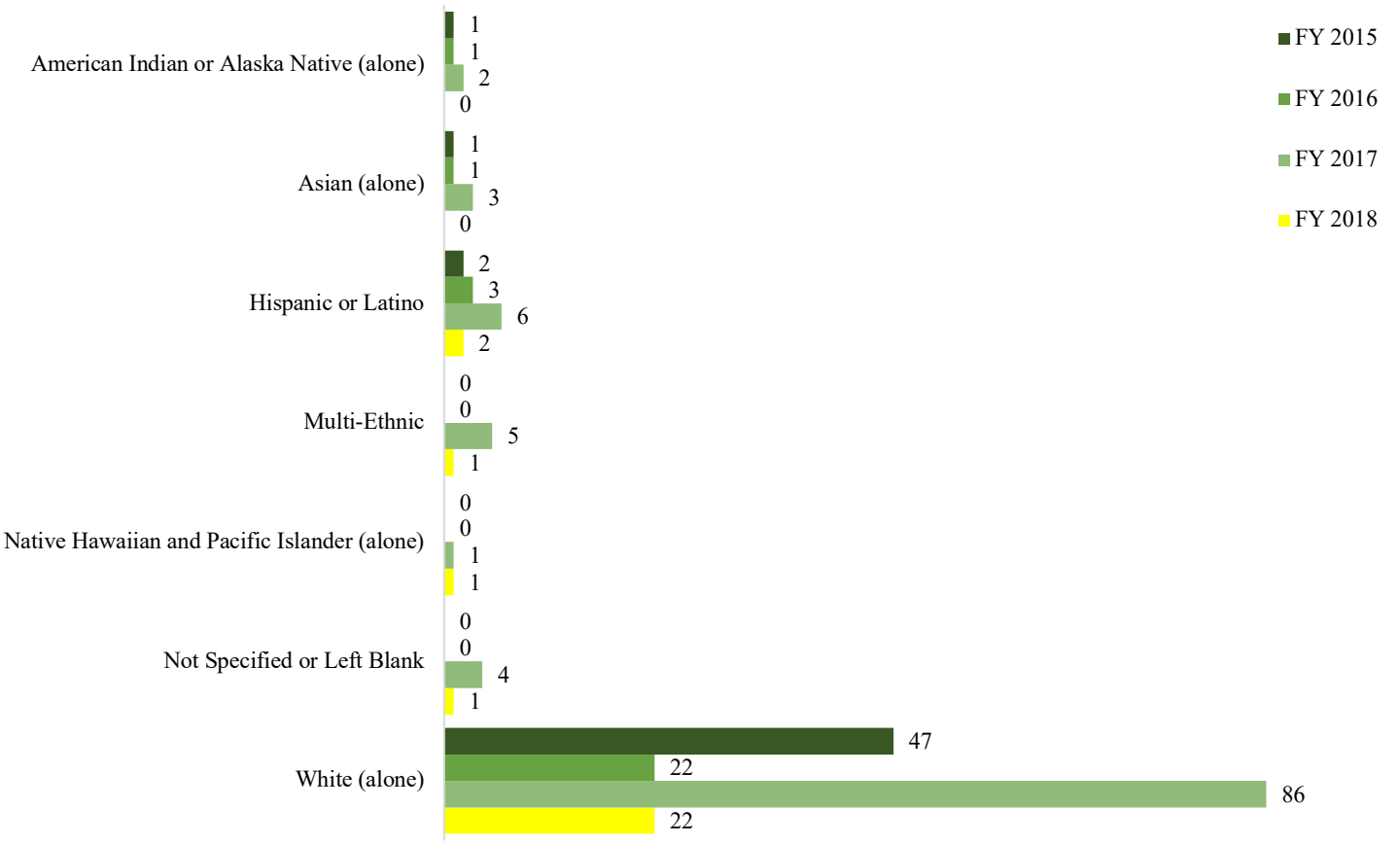

Figure 60: Advanced Assessor's Office Applicants by Ethnicity

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**28**	**136**	**9**	**40**	**92**	**201**	**19**	**70**
American Indian or Alaska Native (alone)	1	4	1	1	2	2	0	1
Asian (alone)	1	6	1	1	3	7	0	1
Black or African American (alone)	0	2	0	0	0	0	0	0
Hispanic or Latino	1	8	2	2	5	11	1	4
Multi-Ethnic	0	1	0	1	5	11	0	7
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	1	2	1	1
Not Specified or Left Blank	0	1	0	2	4	5	0	0
White (alone)	25	114	5	33	72	163	17	56
Officials and Managers	**20**	**48**	**17**	**26**	**15**	**33**	**0**	**0**
American Indian or Alaska Native (alone)	0	0	0	0	0	1	0	0
Asian (alone)	0	1	0	0	0	0	0	0
Black or African American (alone)	0	1	0	0	0	1	0	0
Hispanic or Latino	1	1	1	1	1	1	0	0
Multi-Ethnic	0	0	0	1	0	1	0	0
Not Specified or Left Blank	0	0	0	0	0	1	0	0
White (alone)	19	45	16	24	14	28	0	0
Professionals	**3**	**10**	**1**	**2**	**0**	**0**	**0**	**0**
Not Specified or Left Blank	0	0	0	1	0	0	0	0
White (alone)	3	10	1	1	0	0	0	0
Technicians	**0**	**0**	**0**	**0**	**0**	**0**	**8**	**69**
Asian (alone)	0	0	0	0	0	0	0	2
Black or African American (alone)	0	0	0	0	0	0	0	2
Hispanic or Latino	0	0	0	0	0	0	1	4
Multi-Ethnic	0	0	0	0	0	0	1	8
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	0	0	0	1
Not Specified or Left Blank	0	0	0	0	0	0	1	4
White (alone)	0	0	0	0	0	0	5	48

Figure 61: Advanced Assessor's Office Applicants by Ethnicity and Job Group

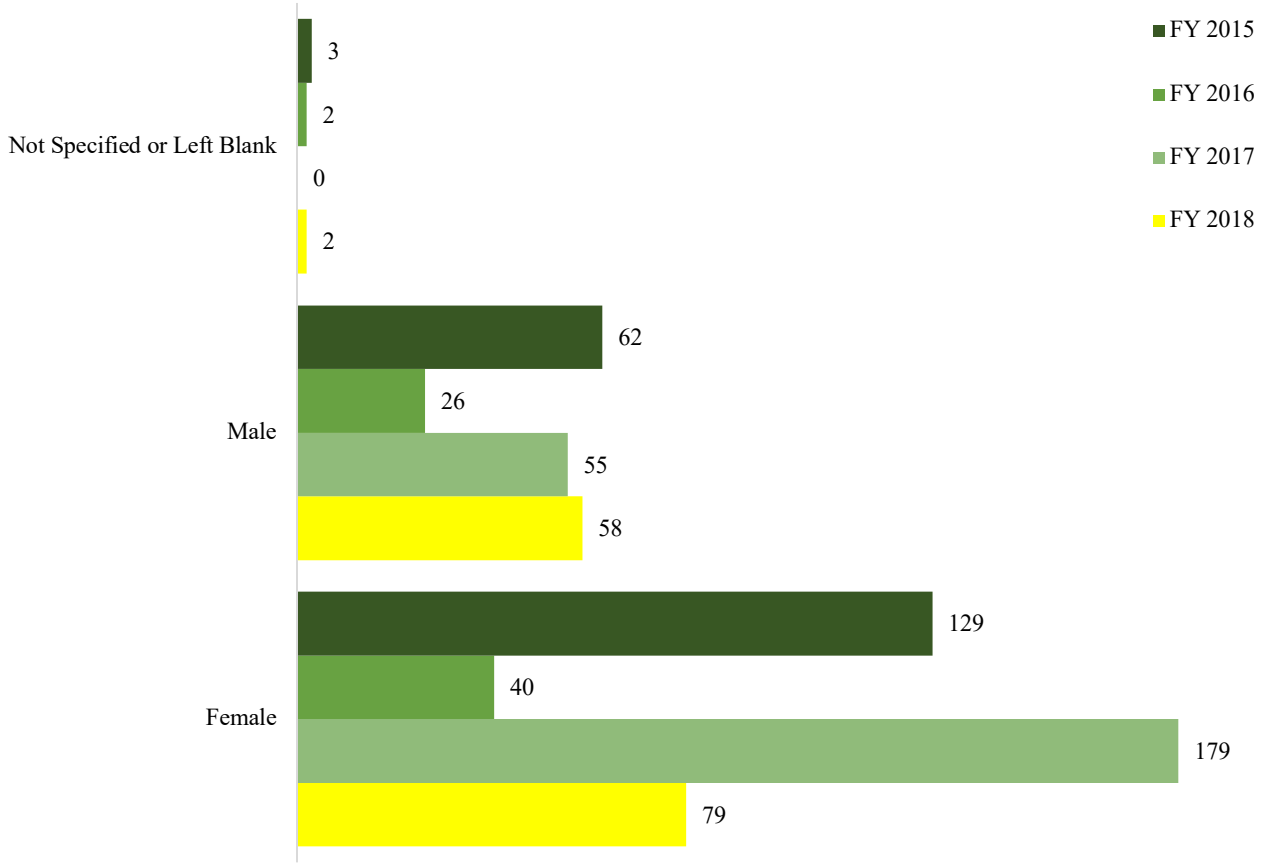

Figure 62: Assessor's Office Applicants by Gender

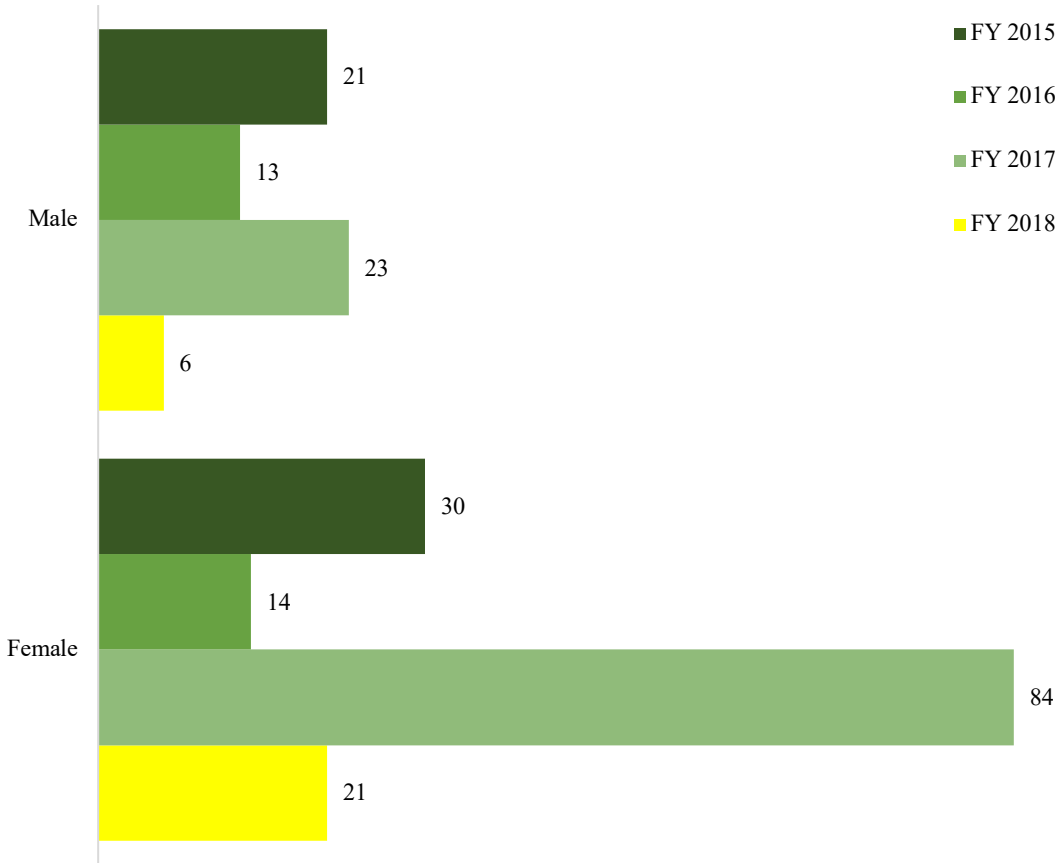

Figure 63: Advanced Assessor's Office Applicants by Gender

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**28**	**136**	**9**	**40**	**92**	**201**	**19**	**70**
Female	22	115	8	33	81	175	18	62
Male	6	19	1	6	11	26	1	8
Not Specified or Left Blank	0	2	0	1	0	0	0	0
Officials and Managers	**20**	**48**	**17**	**26**	**15**	**33**	**0**	**0**
Female	6	11	6	7	3	4	0	0
Male	14	36	11	19	12	29	0	0
Not Specified or Left Blank	0	1	0	0	0	0	0	0
Professionals	**3**	**10**	**1**	**2**	**0**	**0**	**0**	**0**
Female	2	3	0	0	0	0	0	0
Male	1	7	1	1	0	0	0	0
Not Specified or Left Blank	0	0	0	1	0	0	0	0
Technicians	**0**	**0**	**0**	**0**	**0**	**0**	**8**	**69**
Female	0	0	0	0	0	0	3	17
Male	0	0	0	0	0	0	5	50
Not Specified or Left Blank	0	0	0	0	0	0	0	2

Figure 64: Advanced Assessor's Office Applicants by Gender and Job Group

County Administration Applicants

Totals
Fiscal Year 2015: 444
Fiscal Year 2016: 469
Fiscal Year 2017: 474
Fiscal Year 2018: 648

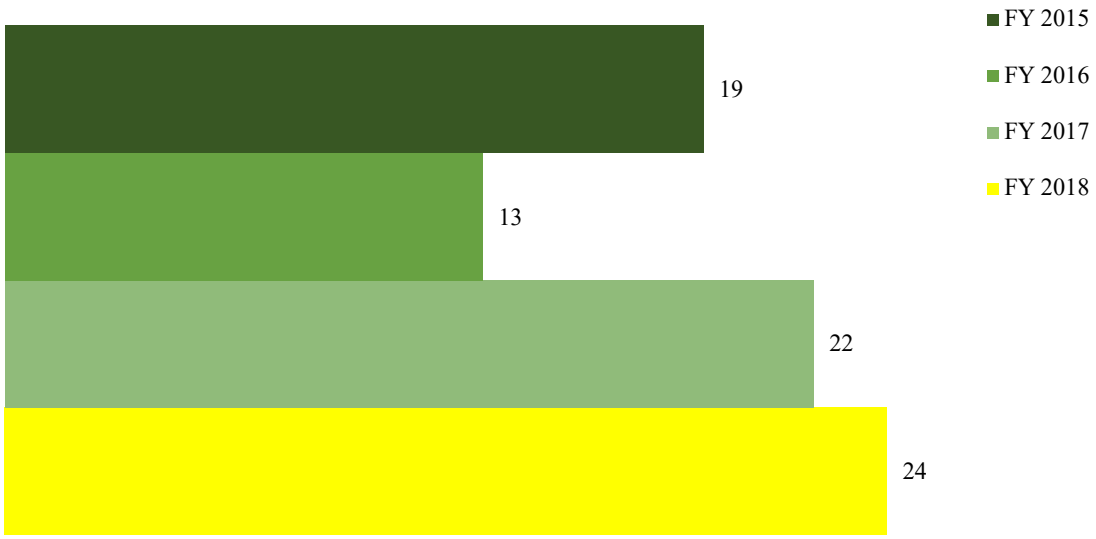

Figure 65: County Administration Job Openings

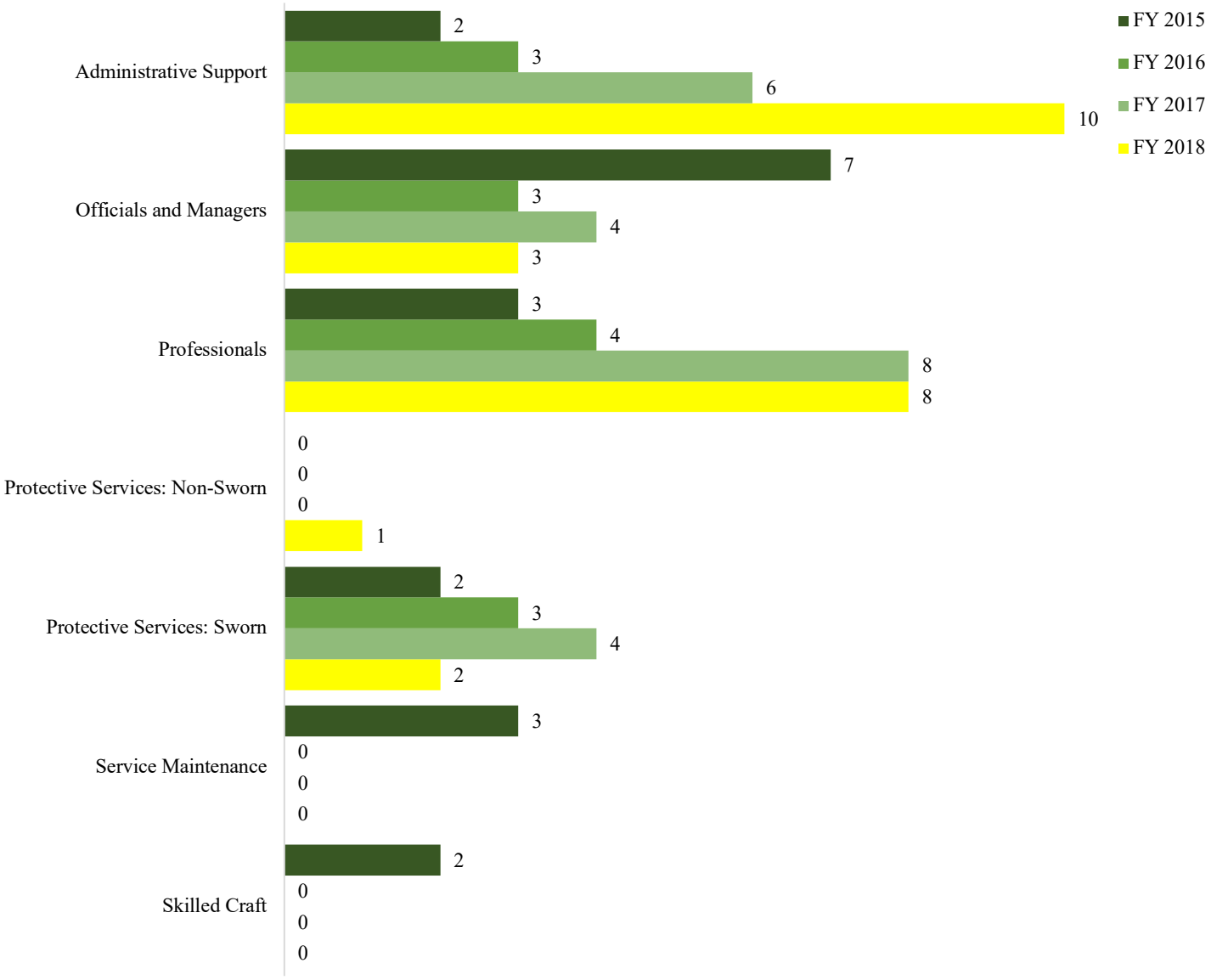

Figure 66: County Administration Job Openings by Job Group

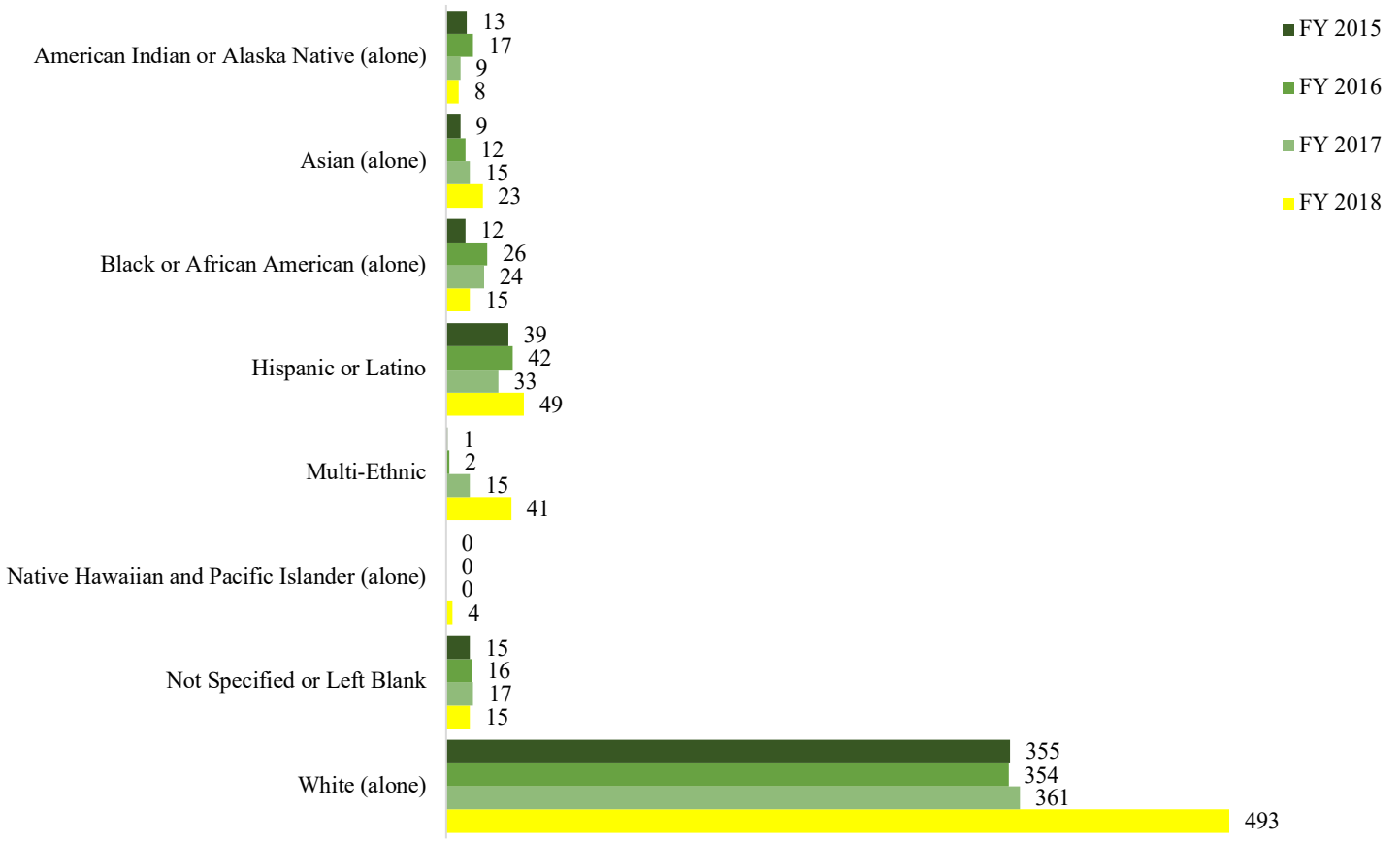

Figure 67: County Administration Applicants by Ethnicity

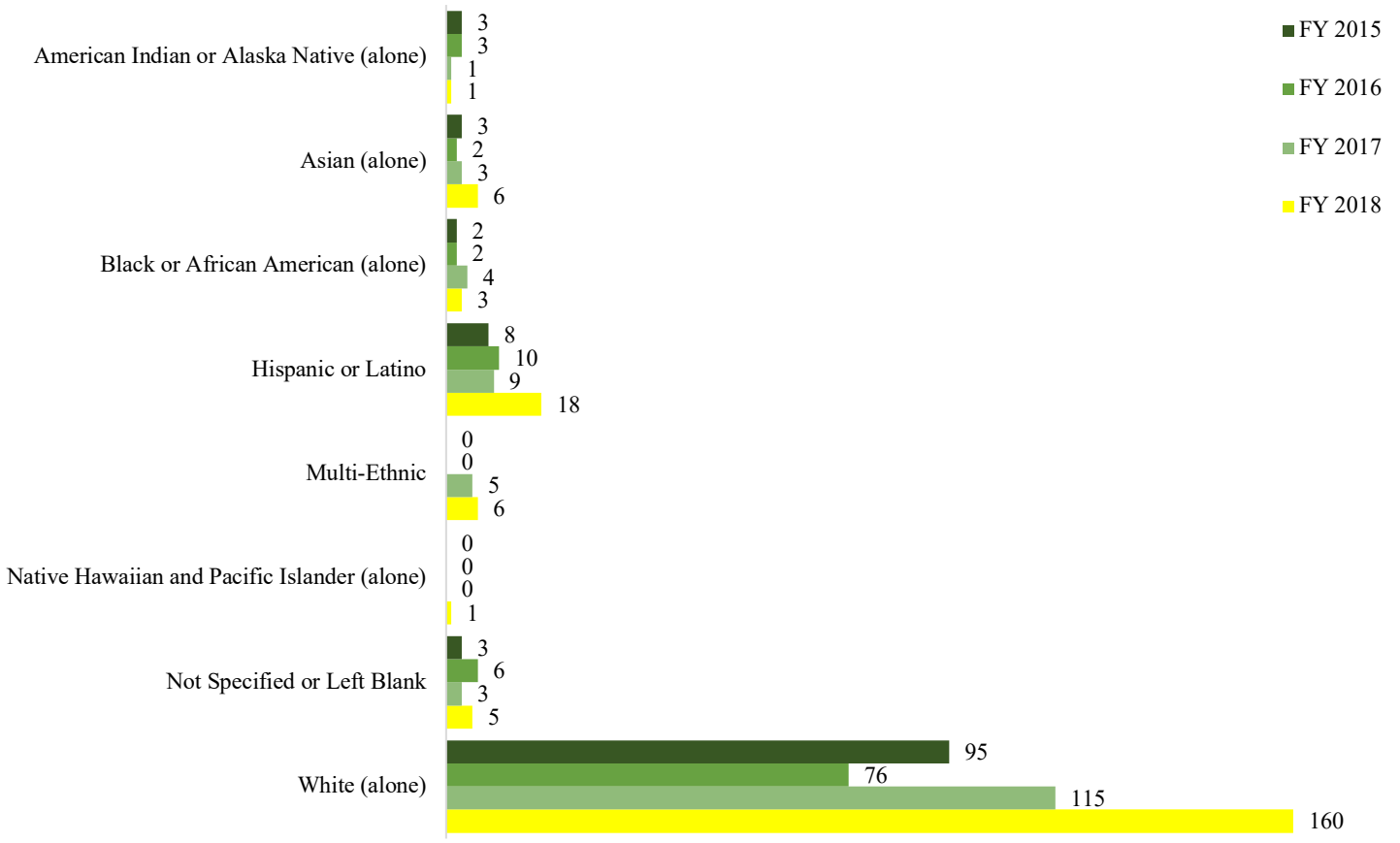

Figure 68: Advanced County Administration Applicants by Ethnicity

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**38**	**166**	**20**	**83**	**25**	**156**	**97**	**377**
American Indian or Alaska Native (alone)	0	3	0	4	0	3	0	6
Asian (alone)	1	3	2	7	1	6	3	14
Black or African American (alone)	1	3	0	3	1	6	0	6
Hispanic or Latino	1	13	2	4	3	11	8	33
Multi-Ethnic	0	1	0	0	1	8	4	23
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	0	0	1	3
Not Specified or Left Blank	0	5	1	4	0	3	2	7
White (alone)	35	138	15	61	19	119	79	285
Officials and Managers	**23**	**45**	**19**	**83**	**43**	**73**	**15**	**47**
American Indian or Alaska Native (alone)	1	2	1	4	0	0	0	0
Asian (alone)	0	2	0	2	2	5	1	4
Black or African American (alone)	0	0	0	3	0	2	2	4
Hispanic or Latino	0	2	1	4	1	2	0	1
Multi-Ethnic	0	0	0	1	1	1	1	2
Not Specified or Left Blank	0	1	3	6	0	1	0	1
White (alone)	22	38	14	63	39	62	11	35
Professionals	**12**	**38**	**14**	**33**	**45**	**113**	**60**	**117**
American Indian or Alaska Native (alone)	0	1	0	0	1	5	0	0
Asian (alone)	2	2	0	0	0	3	2	5
Black or African American (alone)	1	1	0	0	1	5	0	0
Hispanic or Latino	0	0	1	2	1	8	5	6
Multi-Ethnic	0	0	0	0	2	2	1	6
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	0	0	0	1
Not Specified or Left Blank	0	5	0	2	2	8	3	5
White (alone)	9	29	13	29	38	82	49	94

Figure 69: Advanced County Administration Applicants by Ethnicity and Job Group (Part 1 of 2)

Job Group (continued)	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Protective Services: Non-Sworn	**0**	**0**	**0**	**0**	**0**	**0**	**6**	**18**
American Indian or Alaska Native (alone)	0	0	0	0	0	0	0	1
Hispanic or Latino	0	0	0	0	0	0	1	3
Multi-Ethnic	0	0	0	0	0	0	0	1
Not Specified or Left Blank	0	0	0	0	0	0	0	1
White (alone)	0	0	0	0	0	0	5	12
Protective Services: Sworn	**17**	**131**	**36**	**255**	**27**	**132**	**22**	**89**
American Indian or Alaska Native (alone)	1	5	2	9	0	1	1	1
Asian (alone)	0	1	0	3	0	1	0	0
Black or African American (alone)	0	6	2	19	2	11	1	5
Hispanic or Latino	3	18	5	31	4	12	4	6
Multi-Ethnic	0	0	0	1	1	4	0	9
Not Specified or Left Blank	1	2	1	2	1	5	0	1
White (alone)	12	99	26	190	19	98	16	67
Service Maintenance	**24**	**64**	**10**	**15**	**0**	**0**	**0**	**0**
American Indian or Alaska Native (alone)	1	2	0	0	0	0	0	0
Asian (alone)	0	1	0	0	0	0	0	0
Black or African American (alone)	0	2	0	1	0	0	0	0
Hispanic or Latino	4	6	1	1	0	0	0	0
Not Specified or Left Blank	2	2	1	2	0	0	0	0
White (alone)	17	51	8	11	0	0	0	0

Figure 70: Advanced County Administration Applicants by Ethnicity and Job Group (Part 2 of 2)

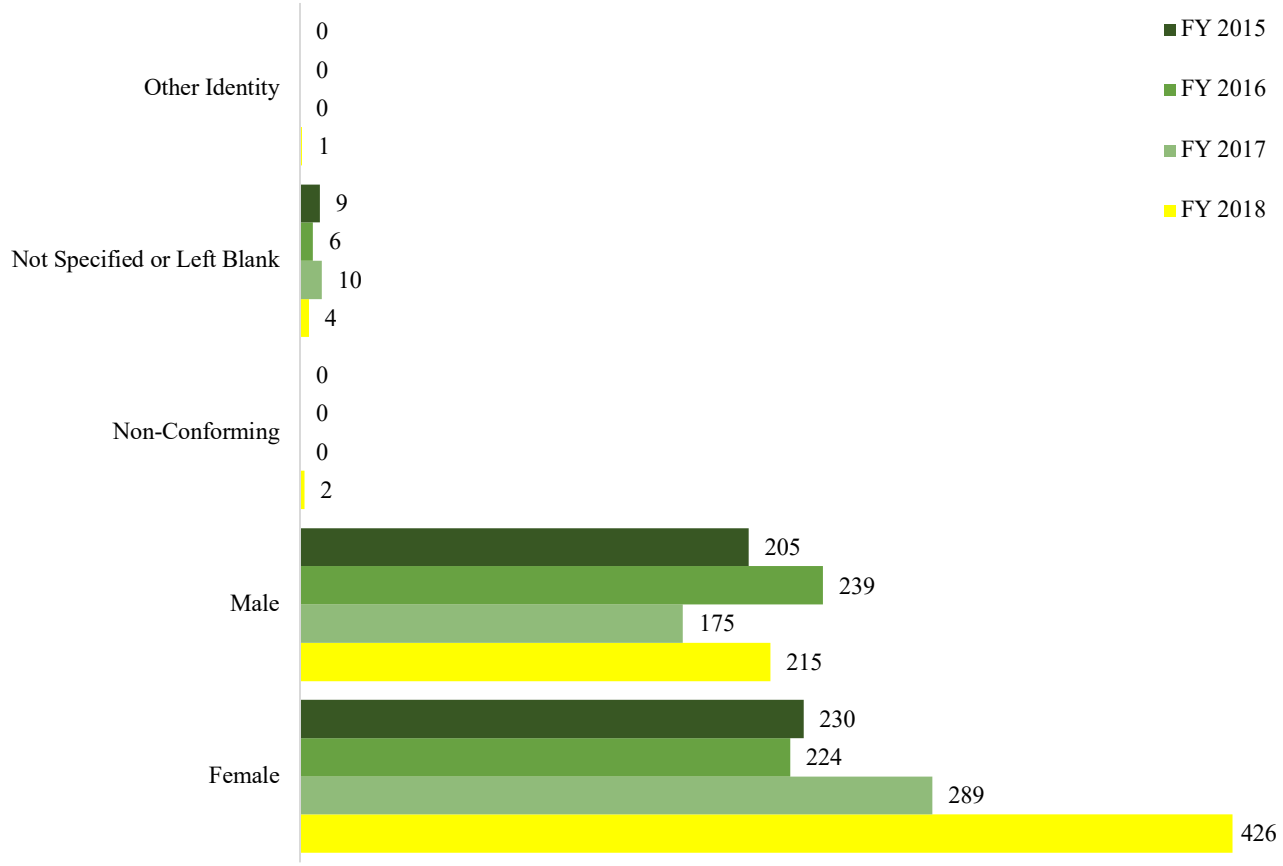

Figure 71: County Administration Applicants by Gender

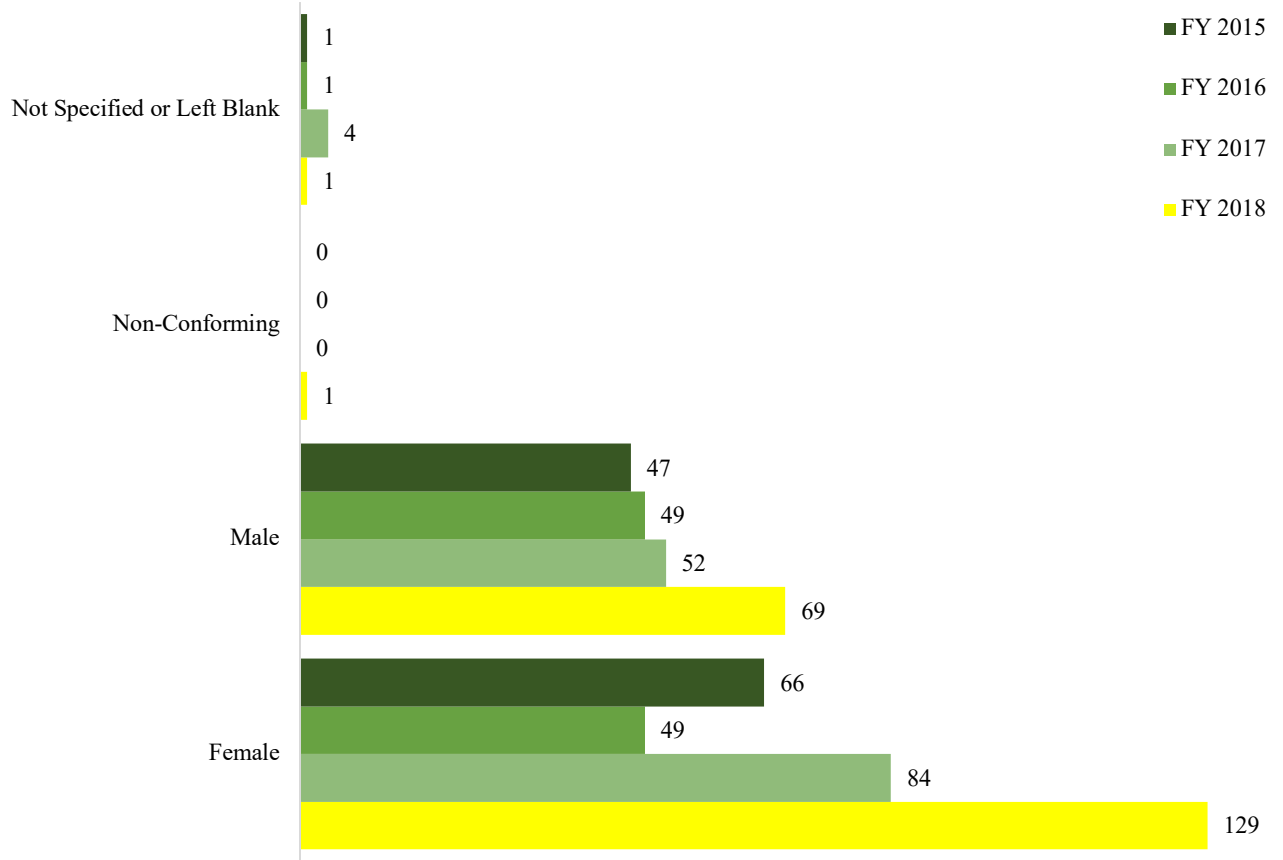

Figure 72: Advanced County Administration Applicants by Gender

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**38**	**166**	**20**	**83**	**25**	**156**	**97**	**377**
Female	30	129	19	68	23	134	82	303
Male	8	35	1	13	2	22	15	71
Non-Conforming	0	0	0	0	0	0	0	1
Not Specified or Left Blank	0	2	0	2	0	0	0	1
Other Identity	0	0	0	0	0	0	0	1
Officials and Managers	**23**	**45**	**19**	**83**	**43**	**73**	**15**	**47**
Female	13	20	6	31	24	41	7	23
Male	10	24	13	50	18	30	8	23
Not Specified or Left Blank	0	1	0	2	1	2	0	1
Professionals	**12**	**38**	**14**	**33**	**45**	**113**	**60**	**117**
Female	6	17	5	15	28	65	24	47
Male	6	17	9	17	14	42	34	68
Non-Conforming	0	0	0	0	0	0	1	1
Not Specified or Left Blank	0	4	0	1	3	6	1	1
Protective Services: Non-Sworn	**0**	**0**	**0**	**0**	**0**	**0**	**6**	**18**
Female	0	0	0	0	0	0	6	12
Male	0	0	0	0	0	0	0	5
Not Specified or Left Blank	0	0	0	0	0	0	0	1
Protective Services: Sworn	**17**	**131**	**36**	**255**	**27**	**132**	**22**	**89**
Female	8	50	16	106	9	49	10	41
Male	8	80	19	148	18	81	12	48
Not Specified or Left Blank	1	1	1	1	0	2	0	0
Service Maintenance	**24**	**64**	**10**	**15**	**0**	**0**	**0**	**0**
Female	9	14	3	4	0	0	0	0
Male	15	49	7	11	0	0	0	0
Not Specified or Left Blank	0	1	0	0	0	0	0	0

Figure 73: Advanced County Administration Applicants by Gender and Job Group

County Counsel Applicants

Totals
Fiscal Year 2015: 18
Fiscal Year 2016: 22
Fiscal Year 2017: 10
Fiscal Year 2018: 14

Figure 74: County Counsel Job Openings

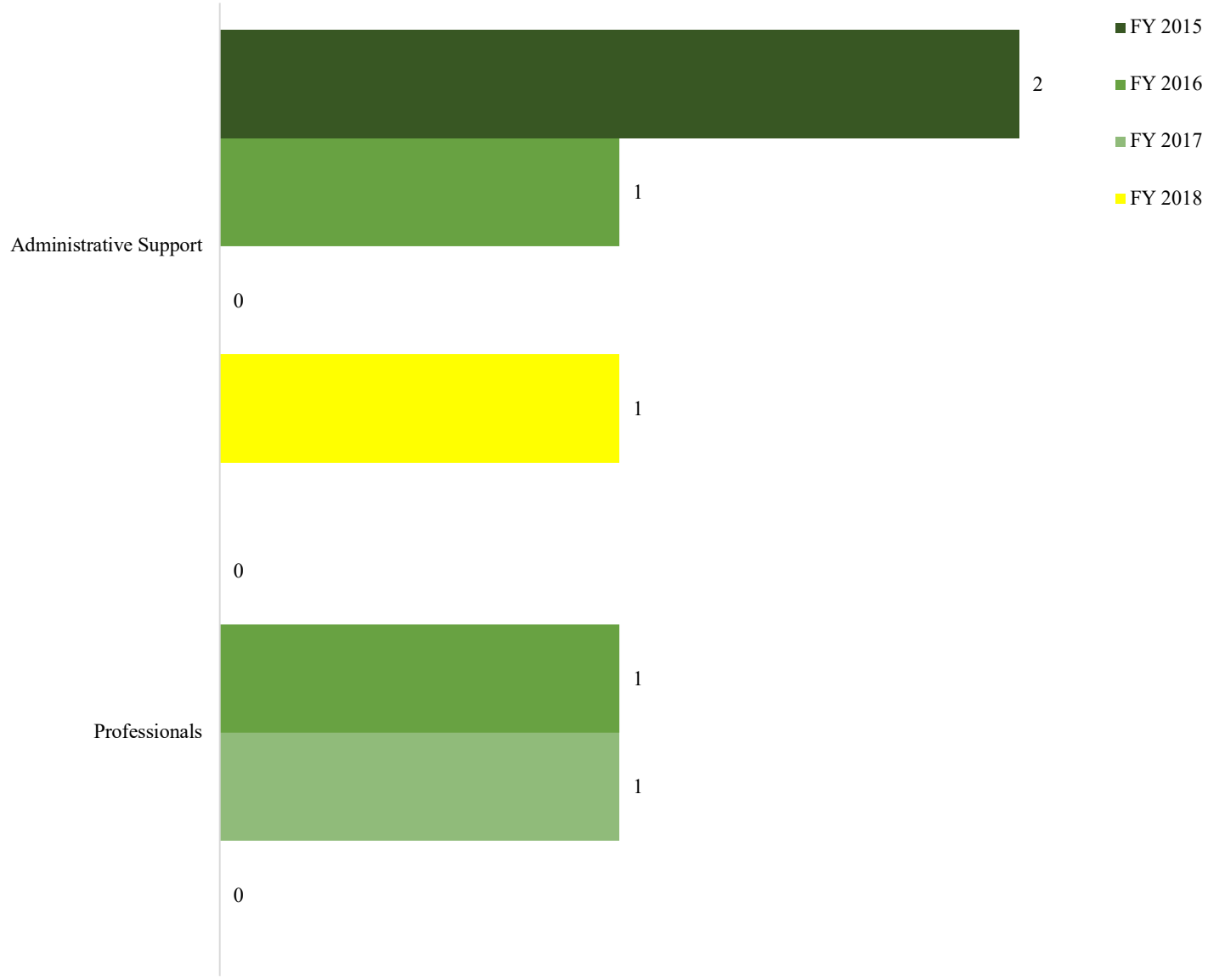

Figure 75: County Counsel Job Openings by Job Group

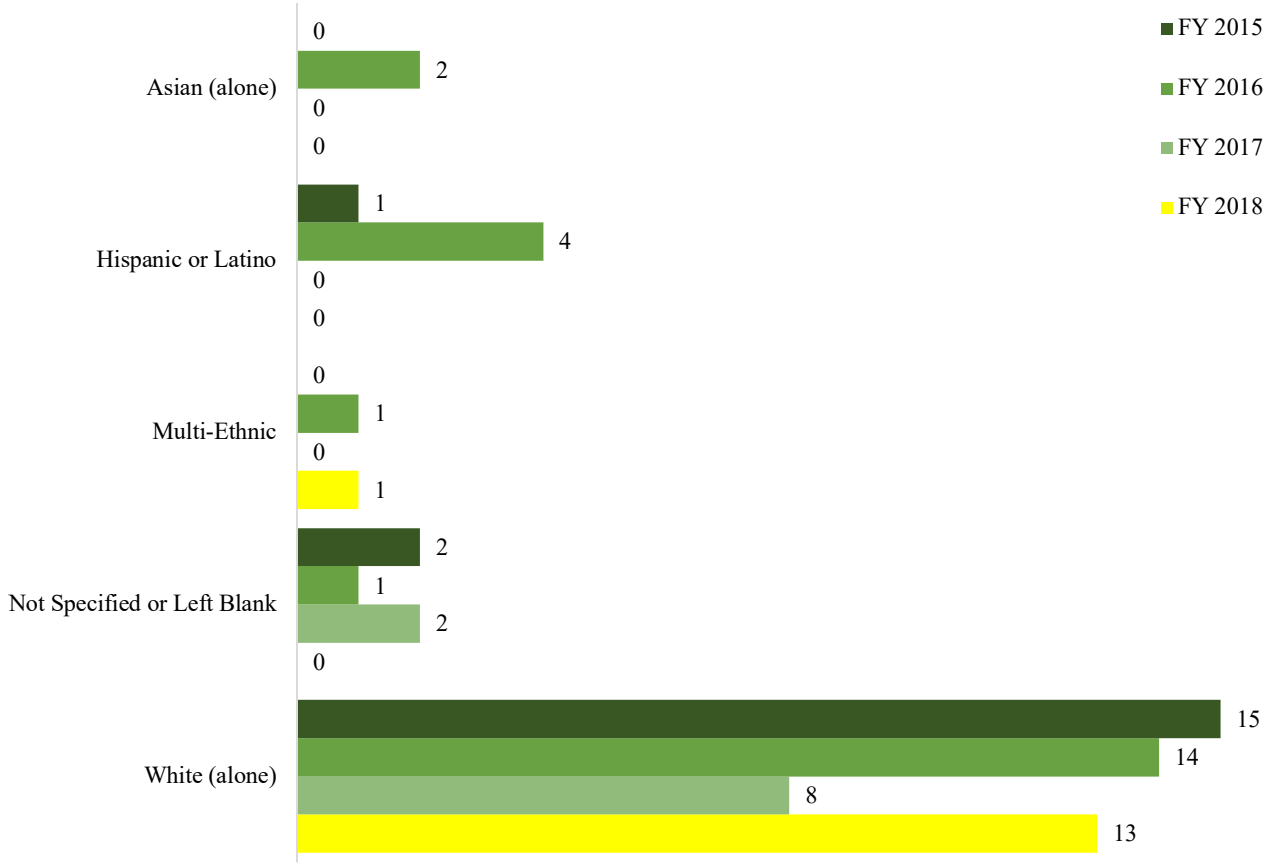

Figure 76: County Counsel Applicants by Ethnicity

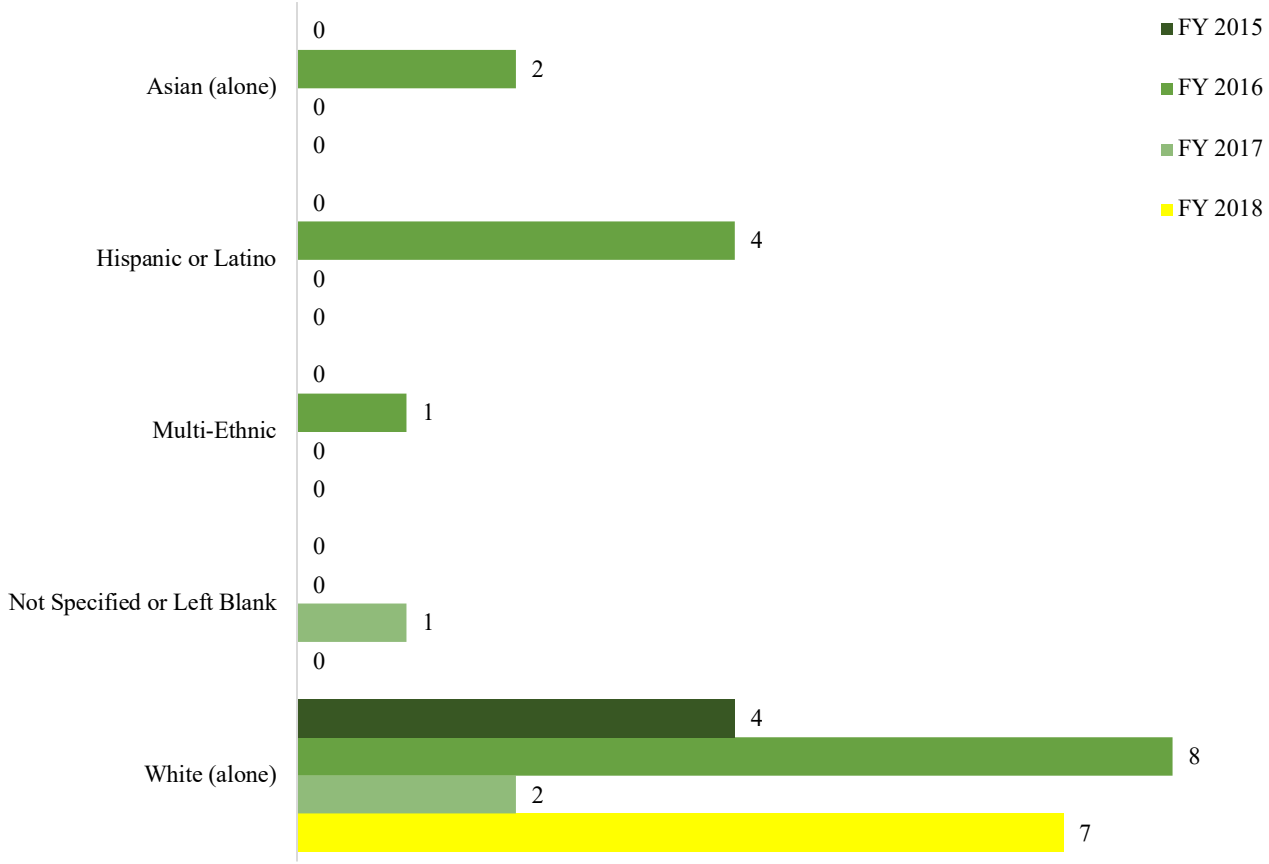

Figure 77: Advanced County Counsel Applicants by Ethnicity

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**4**	**18**	**5**	**7**	**0**	**0**	**7**	**14**
Asian (alone)	0	0	1	1	0	0	0	0
Hispanic or Latino	0	1	3	3	0	0	0	0
Multi-Ethnic	0	0	0	0	0	0	0	1
Not Specified or Left Blank	0	2	0	0	0	0	0	0
White (alone)	4	15	1	3	0	0	7	13
Professionals	**0**	**0**	**10**	**15**	**3**	**10**	**0**	**0**
Asian (alone)	0	0	1	1	0	0	0	0
Hispanic or Latino	0	0	1	1	0	0	0	0
Multi-Ethnic	0	0	1	1	0	0	0	0
Not Specified or Left Blank	0	0	0	1	1	2	0	0
White (alone)	0	0	7	11	2	8	0	0

Figure 78: Advanced County Counsel Applicants by Ethnicity and Job Group

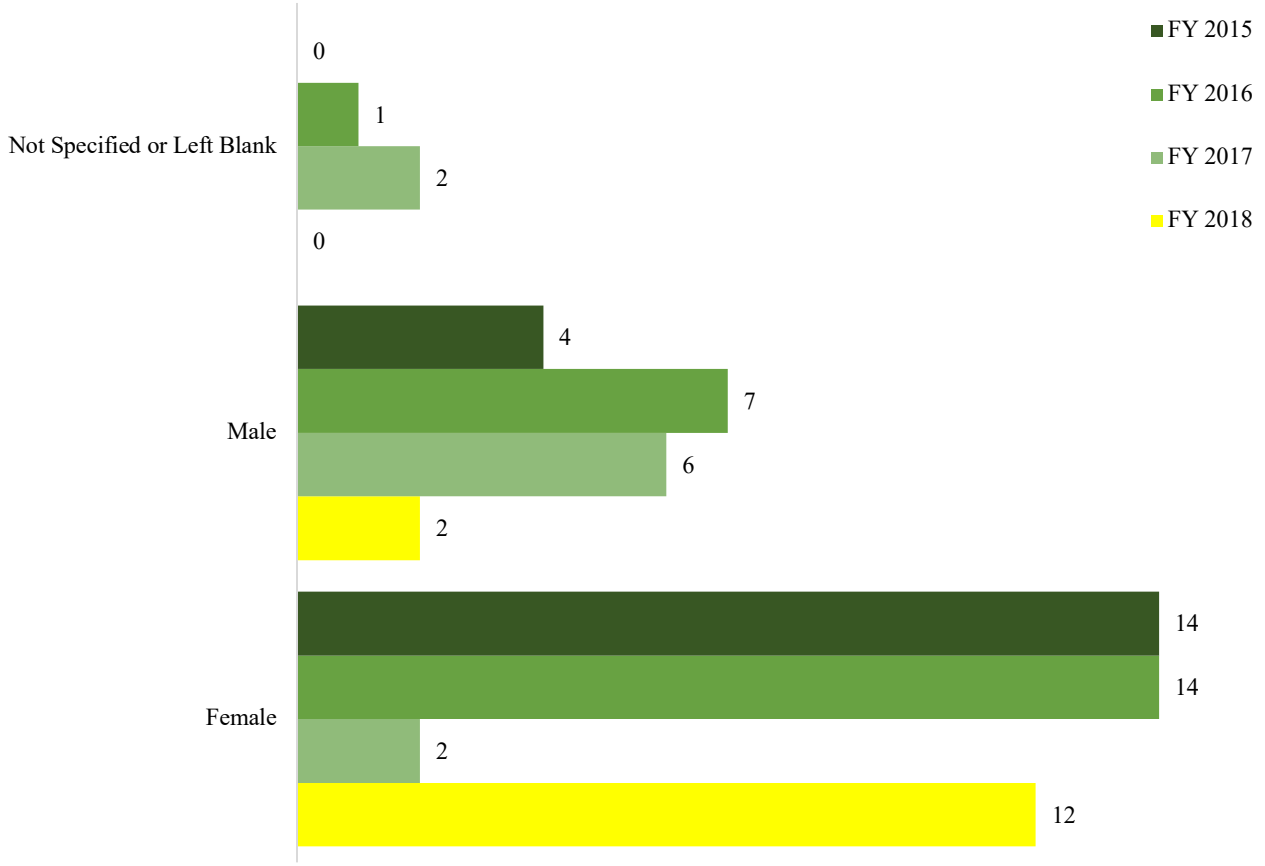

Figure 79: County Counsel Applicants by Gender

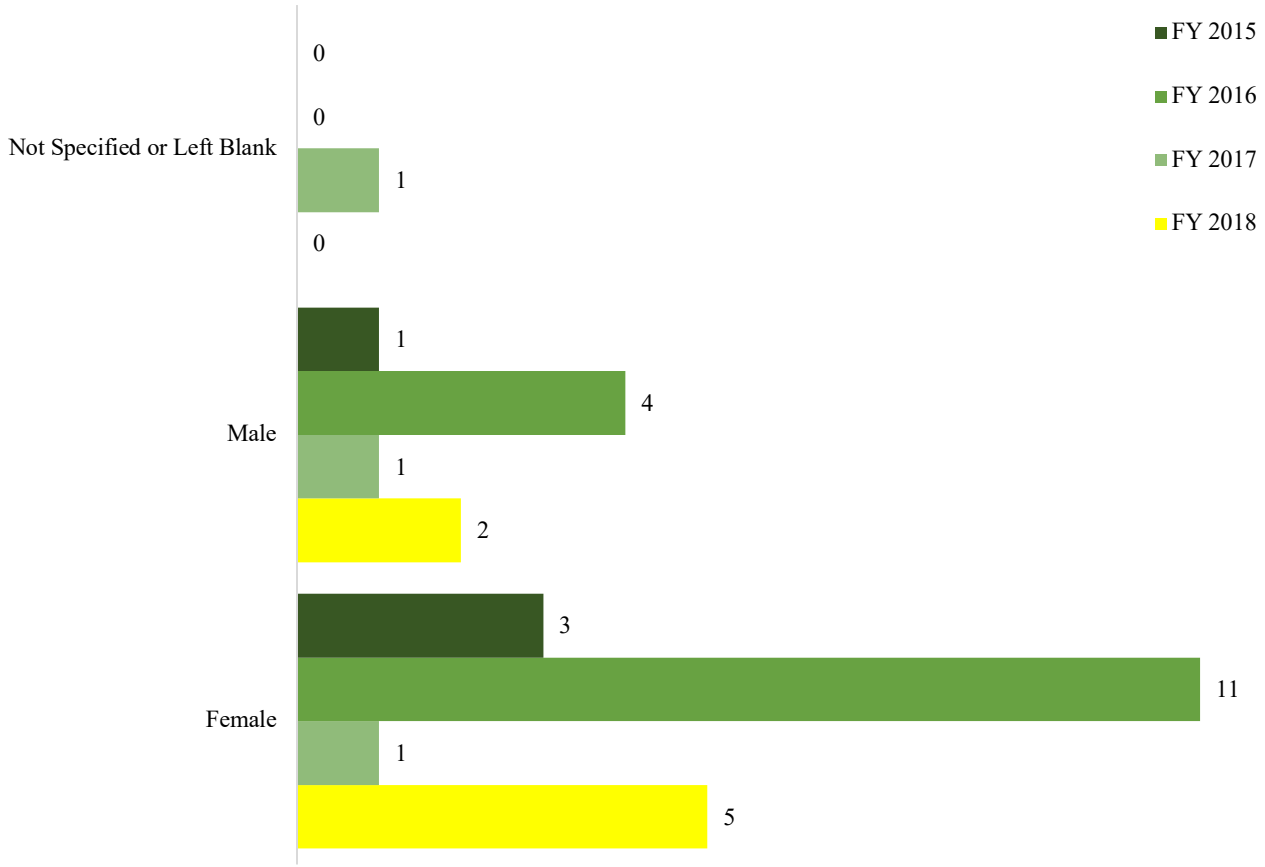

Figure 80: Advanced County Counsel Applicants by Gender

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**4**	**18**	**5**	**7**	**0**	**0**	**7**	**14**
Female	3	14	5	7	0	0	5	12
Male	1	4	0	0	0	0	2	2
Professionals	**0**	**0**	**10**	**15**	**3**	**10**	**0**	**0**
Female	0	0	6	7	1	2	0	0
Male	0	0	4	7	1	6	0	0
Not Specified or Left Blank	0	0	0	1	1	2	0	0

Figure 81: Advanced County Counsel Applicants by Gender and Job Group

District Attorney's Office Applicants

Totals
Fiscal Year 2015: 267
Fiscal Year 2016: 425
Fiscal Year 2017: 312
Fiscal Year 2018: 351

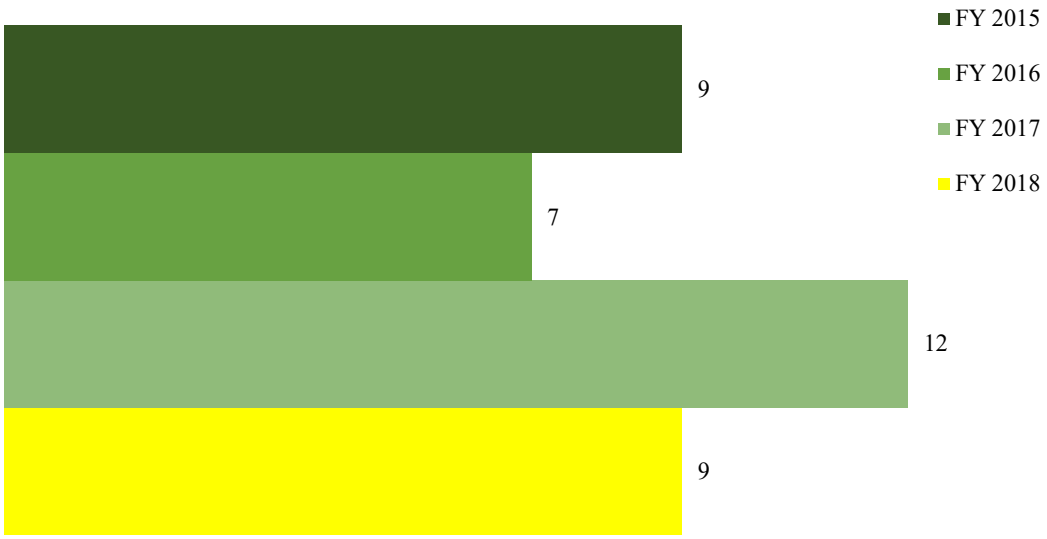

Figure 82: District Attorney's Office Job Openings

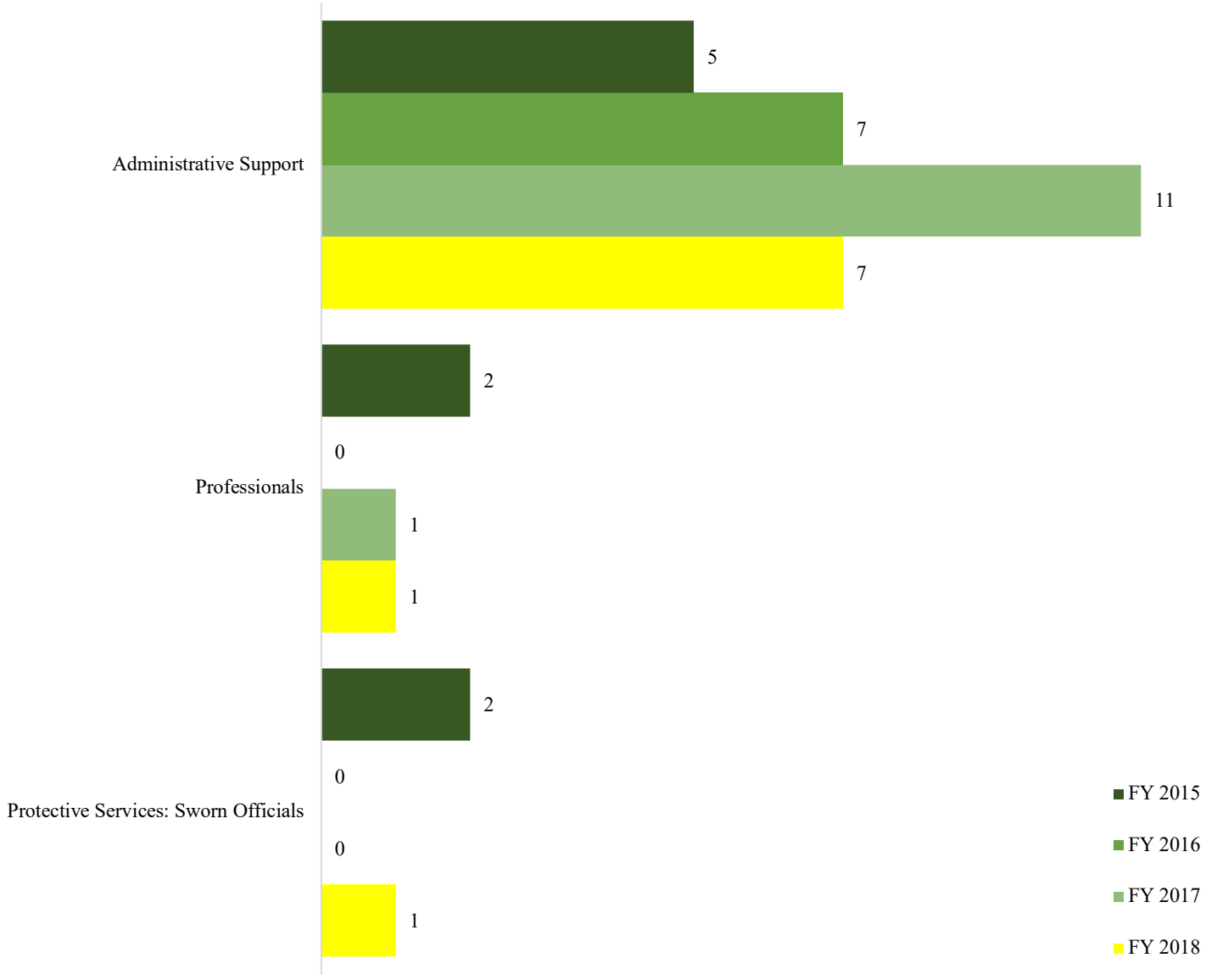

Figure 83: District Attorney's Office Job Openings by Job Group

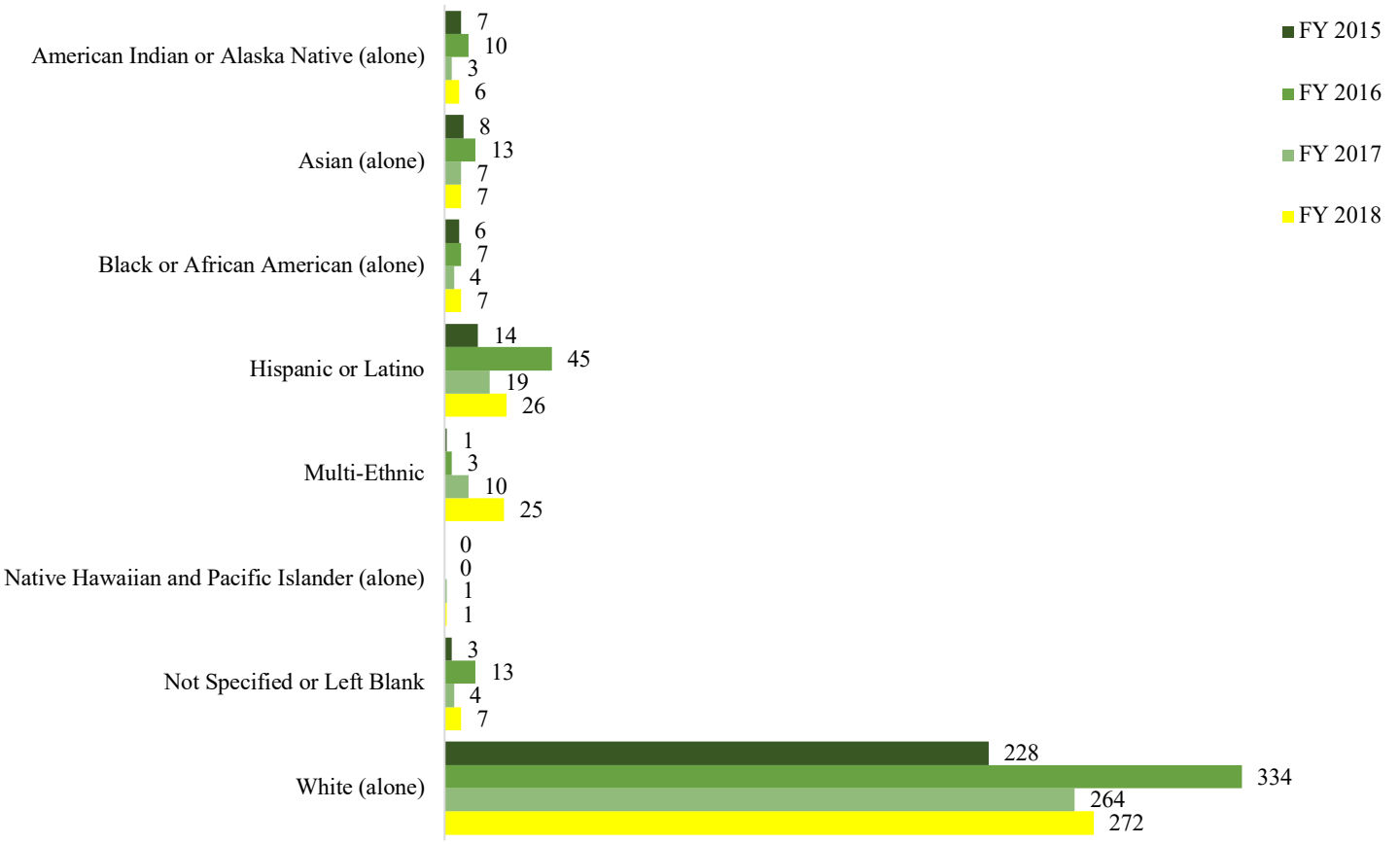

Figure 84: District Attorney's Office Applicants by Ethnicity

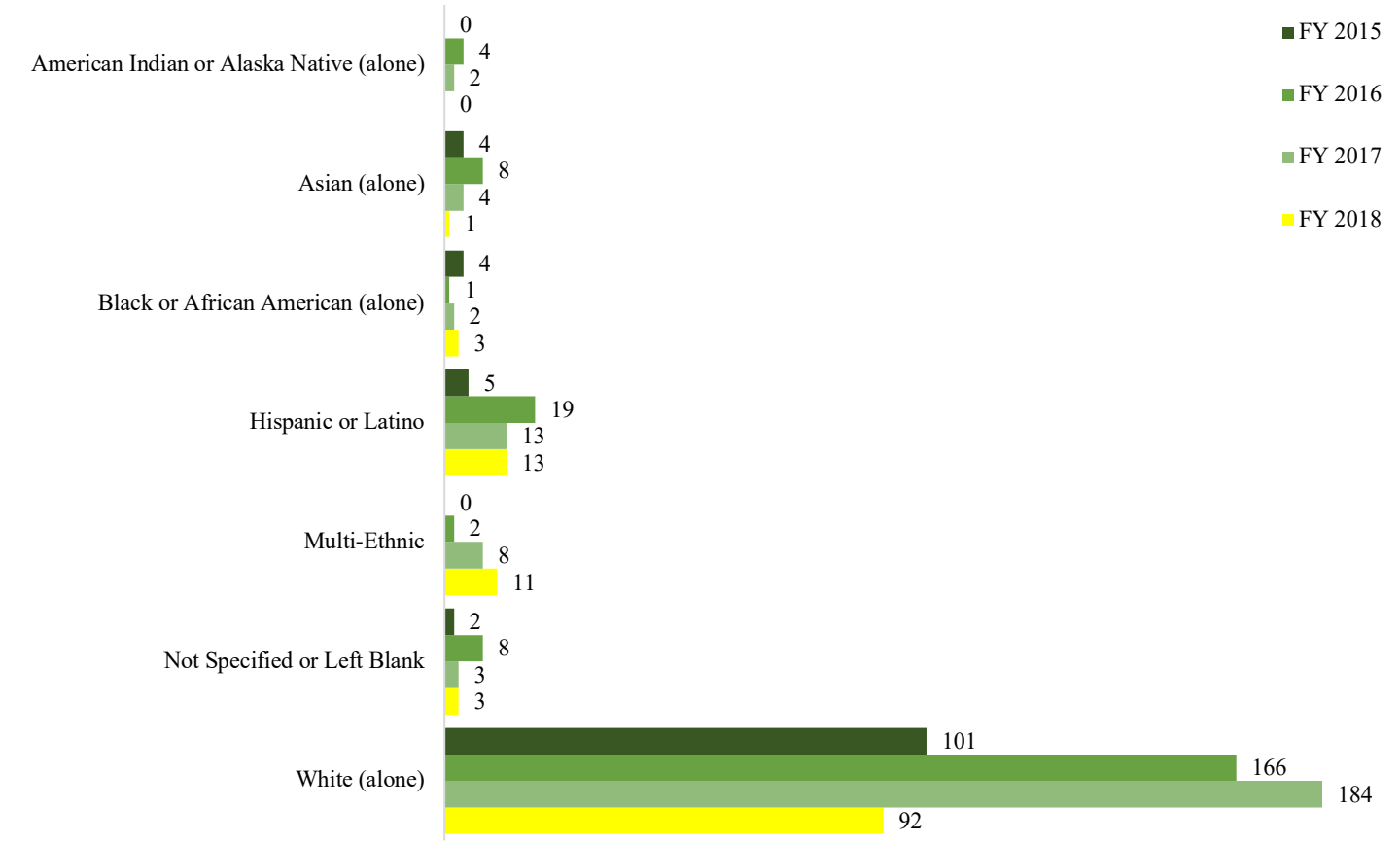

Figure 85: Advanced District Attorney's Office Applicants by Ethnicity

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**105**	**215**	**193**	**403**	**199**	**280**	**123**	**351**
American Indian or Alaska Native (alone)	0	6	4	10	2	3	0	6
Asian (alone)	4	8	6	11	4	7	1	7
Black or African American (alone)	4	4	1	7	2	4	3	7
Hispanic or Latino	5	12	19	45	11	17	13	26
Multi-Ethnic	0	1	2	3	6	7	11	25
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	0	0	0	1
Not Specified or Left Blank	2	3	6	11	2	3	3	7
White (alone)	90	181	155	316	172	239	92	272
Professionals	**0**	**0**	**15**	**22**	**17**	**32**	**0**	**0**
Asian (alone)	0	0	2	2	0	0	0	0
Hispanic or Latino	0	0	0	0	2	2	0	0
Multi-Ethnic	0	0	0	0	2	3	0	0
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	0	1	0	0
Not Specified or Left Blank	0	0	2	2	1	1	0	0
White (alone)	0	0	11	18	12	25	0	0
Protective Services: Sworn Officials	**11**	**52**	**0**	**0**	**0**	**0**	**0**	**0**
American Indian or Alaska Native (alone)	0	1	0	0	0	0	0	0
Black or African American (alone)	0	2	0	0	0	0	0	0
Hispanic or Latino	0	2	0	0	0	0	0	0
White (alone)	11	47	0	0	0	0	0	0

Figure 86: Advanced District Attorney's Office Applicants by Ethnicity and Job Group

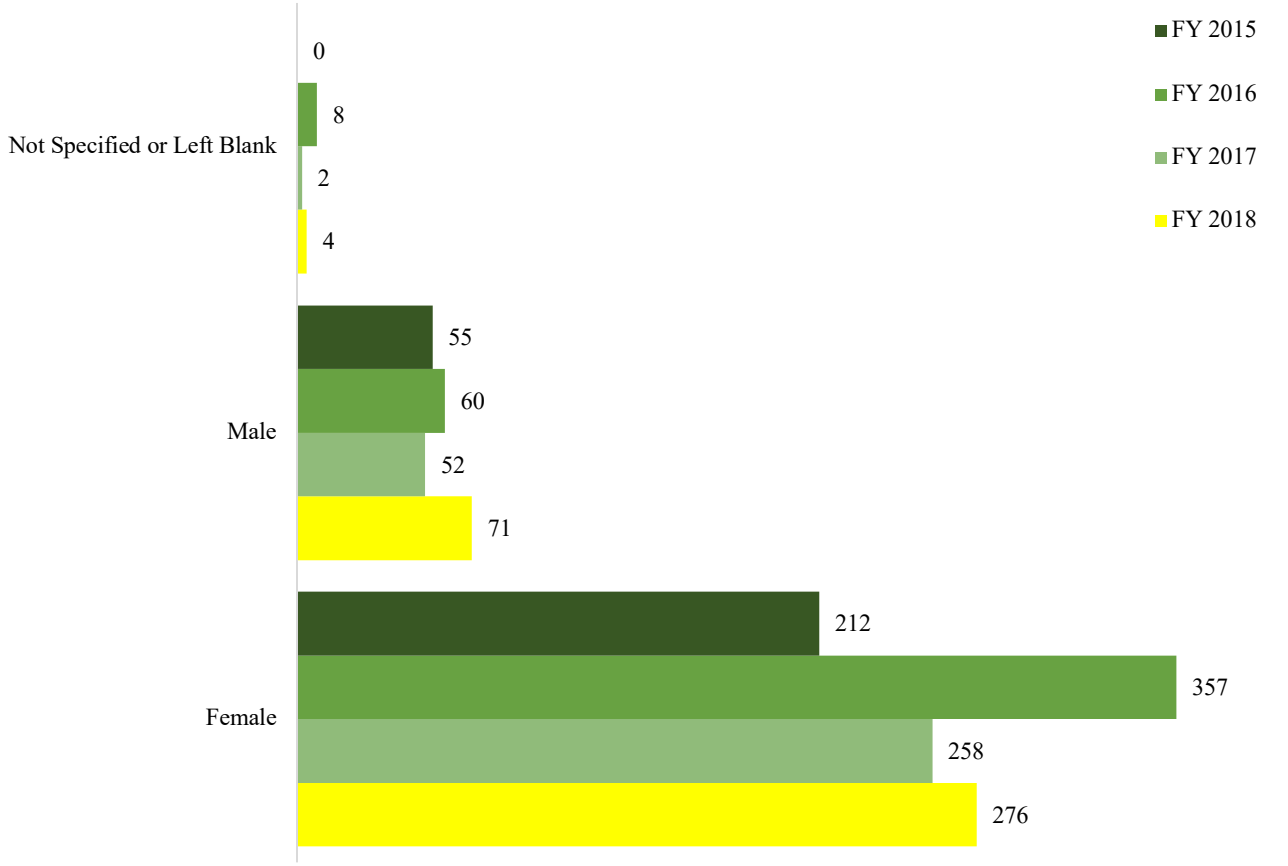

Figure 87: District Attorney's Office Applicants by Gender

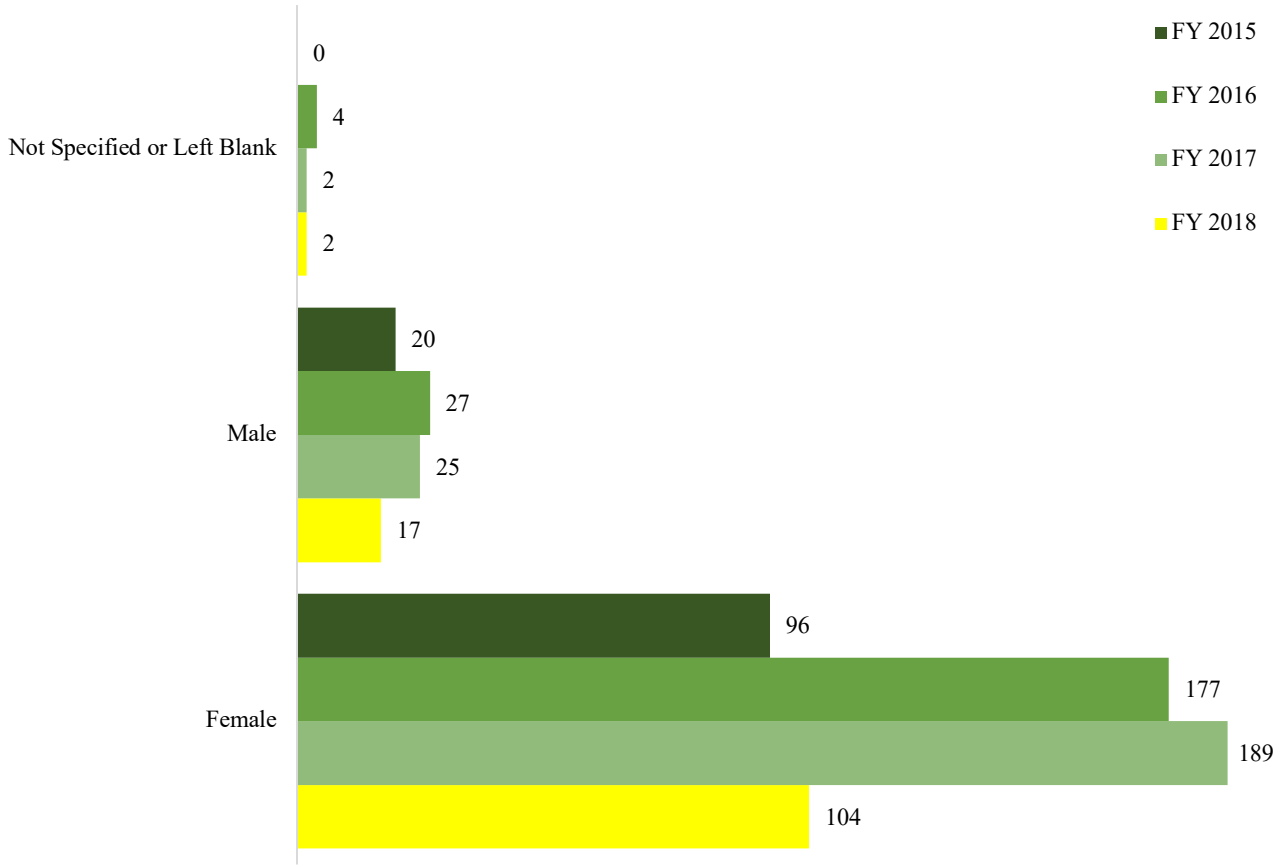

Figure 88: Advanced District Attorney's Office Applicants by Gender

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**105**	**215**	**193**	**403**	**199**	**280**	**123**	**351**
Female	96	196	174	351	177	235	104	276
Male	9	19	17	47	20	43	17	71
Not Specified or Left Blank	0	0	2	5	2	2	2	4
Professionals	**0**	**0**	**15**	**22**	**17**	**32**	**0**	**0**
Female	0	0	3	6	12	23	0	0
Male	0	0	10	13	5	9	0	0
Not Specified or Left Blank	0	0	2	3	0	0	0	0
Protective Services: Sworn Officials	**11**	**52**	**0**	**0**	**0**	**0**	**0**	**0**
Female	0	16	0	0	0	0	0	0
Male	11	36	0	0	0	0	0	0

Figure 89: Advanced District Attorney's Office Applicants by Gender and Job Group

Health and Human Services Applicants

Totals
Fiscal Year 2015: 2,343
Fiscal Year 2016: 2,857
Fiscal Year 2017: 3,093
Fiscal Year 2018: 3,128

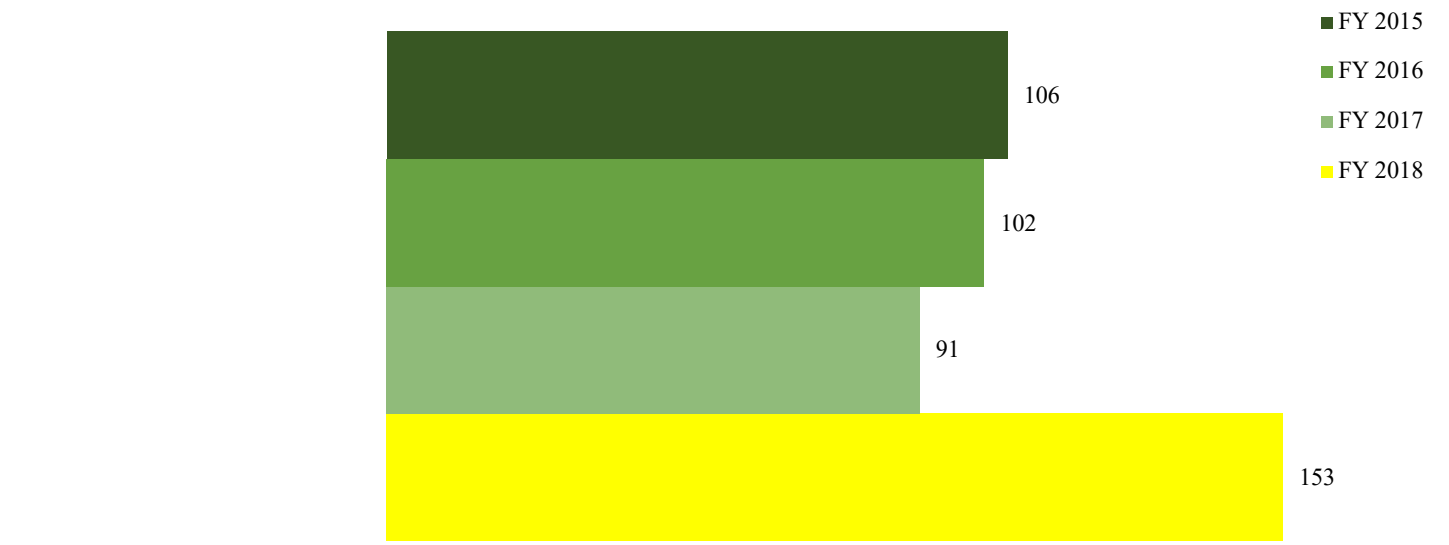

Figure 90: Health and Human Services Job Openings

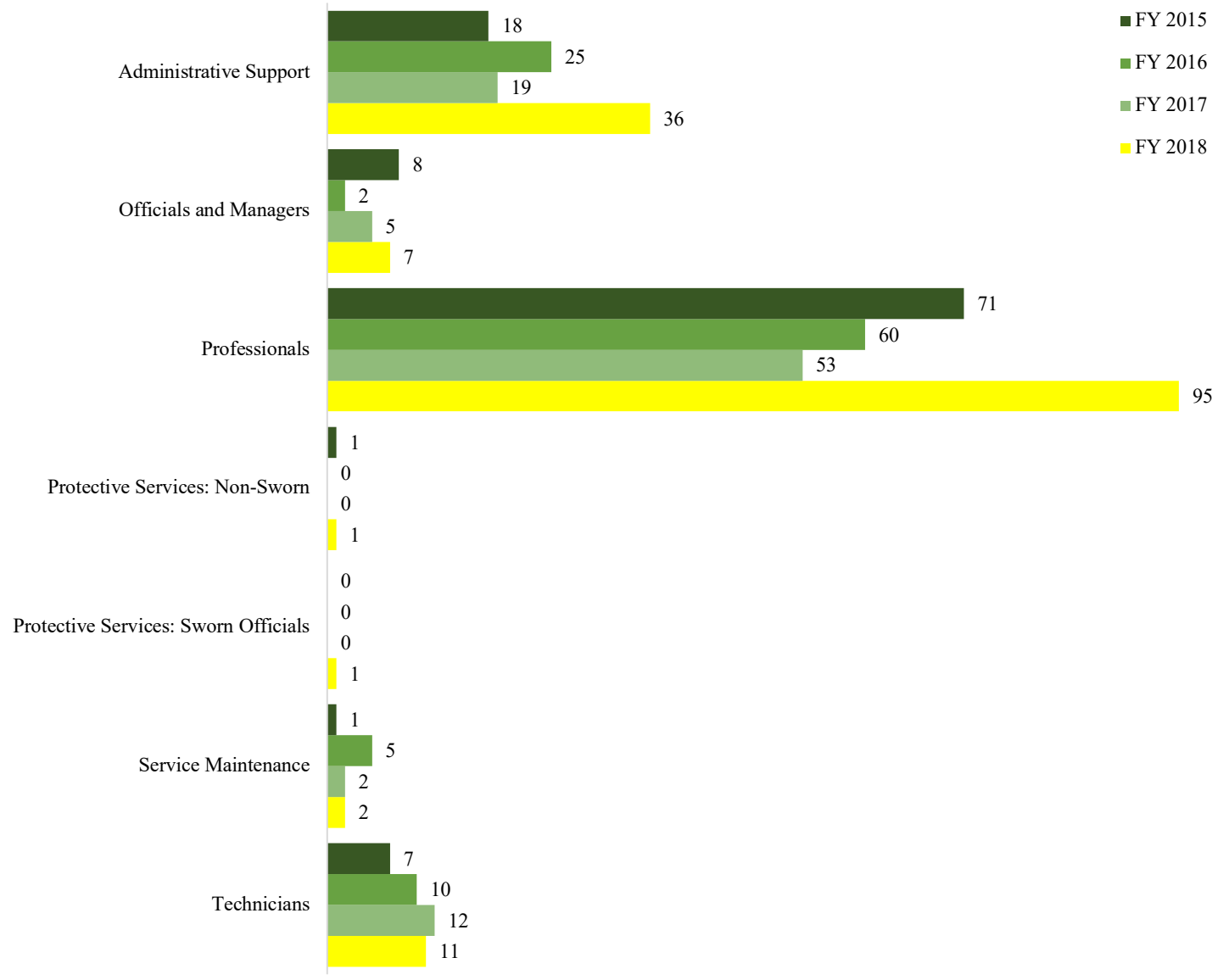

Figure 91: Health and Human Services Job Openings by Job Group

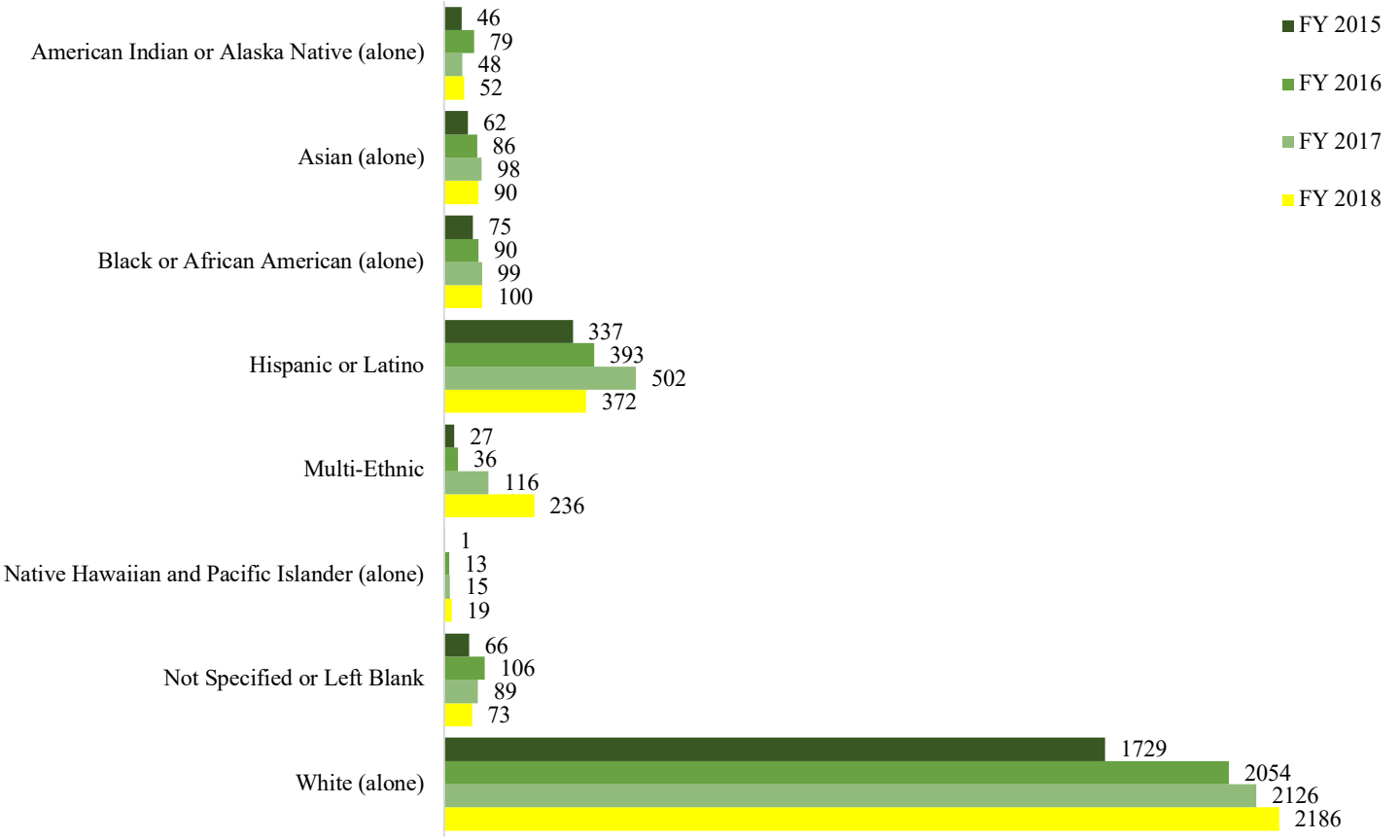

Figure 92: Health and Human Services Applicants by Ethnicity

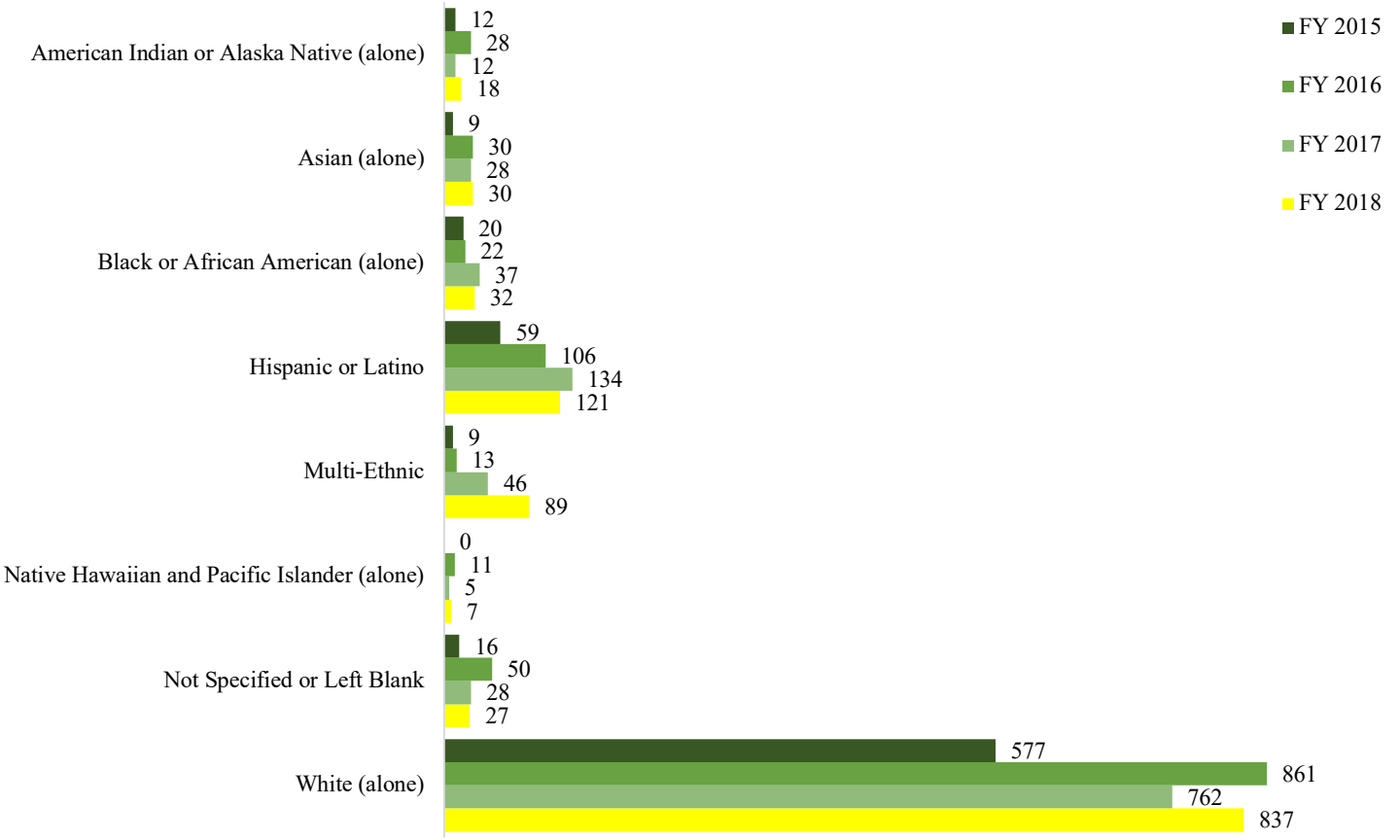

Figure 93: Advanced Health and Human Services Applicants by Ethnicity

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**169**	**909**	**394**	**1234**	**311**	**1339**	**345**	**1204**
American Indian or Alaska Native (alone)	2	12	9	38	4	17	4	16
Asian (alone)	4	30	8	35	8	36	4	31
Black or African American (alone)	2	14	4	20	2	14	4	19
Hispanic or Latino	30	221	62	277	82	348	53	196
Multi-Ethnic	0	6	5	9	13	44	34	106
Native Hawaiian and Pacific Islander (alone)	0	0	1	3	0	6	3	9
Not Specified or Left Blank	4	17	12	29	5	26	4	20
White (alone)	127	609	293	823	197	848	239	807
Officials and Managers	**25**	**60**	**22**	**102**	**0**	**0**	**34**	**104**
American Indian or Alaska Native (alone)	0	1	1	6	0	0	0	1
Asian (alone)	0	0	1	1	0	0	0	2
Black or African American (alone)	0	2	0	5	0	0	1	4
Hispanic or Latino	1	2	4	9	0	0	2	5
Multi-Ethnic	0	0	0	2	0	0	4	6
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	0	0	0	1
Not Specified or Left Blank	1	2	2	4	0	0	0	4
White (alone)	23	53	14	75	0	0	27	81
Professionals	**377**	**1082**	**564**	**1275**	**588**	**1522**	**604**	**1358**
American Indian or Alaska Native (alone)	8	29	12	26	6	25	11	23
Asian (alone)	4	29	19	44	19	60	21	48
Black or African American (alone)	14	47	13	58	25	73	20	56
Hispanic or Latino	16	81	32	88	37	123	54	124
Multi-Ethnic	8	18	8	25	26	61	38	85
Native Hawaiian and Pacific Islander (alone)	0	1	10	10	5	8	4	6
Not Specified or Left Blank	10	43	30	63	18	56	19	43
White (alone)	317	834	440	961	452	1116	437	973

Figure 94: Advanced Health and Human Services Applicants by Ethnicity and Job Group (Part 1 of 2)

Job Group (continued)	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Protective Services: Non-Sworn	**10**	**29**	**0**	**0**	**0**	**0**	**7**	**23**
American Indian or Alaska Native (alone)	0	0	0	0	0	0	0	2
Asian (alone)	0	0	0	0	0	0	0	1
Black or African American (alone)	1	2	0	0	0	0	0	0
Hispanic or Latino	2	5	0	0	0	0	2	2
Multi-Ethnic	1	1	0	0	0	0	1	2
Not Specified or Left Blank	0	1	0	0	0	0	0	0
White (alone)	6	20	0	0	0	0	4	16
Service Maintenance	**21**	**49**	**25**	**72**	**40**	**73**	**42**	**110**
American Indian or Alaska Native (alone)	0	0	2	3	1	2	1	3
Asian (alone)	0	1	1	1	0	1	0	2
Black or African American (alone)	0	0	0	0	2	3	0	3
Hispanic or Latino	6	19	3	9	12	25	3	10
Multi-Ethnic	0	0	0	0	1	1	1	5
Not Specified or Left Blank	0	0	1	2	1	1	1	2
White (alone)	15	29	18	57	23	40	36	85
Technicians	**100**	**214**	**116**	**174**	**113**	**159**	**129**	**329**
American Indian or Alaska Native (alone)	2	4	4	6	1	4	2	7
Asian (alone)	1	2	1	5	1	1	5	6
Black or African American (alone)	3	10	5	7	8	9	7	18
Hispanic or Latino	4	9	5	10	3	6	7	35
Multi-Ethnic	0	2	0	0	6	10	11	32
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	0	1	0	3
Not Specified or Left Blank	1	3	5	8	4	6	3	4
White (alone)	89	184	96	138	90	122	94	224

Figure 95: Advanced Health and Human Services Applicants by Ethnicity and Job Group (Part 2 of 2)

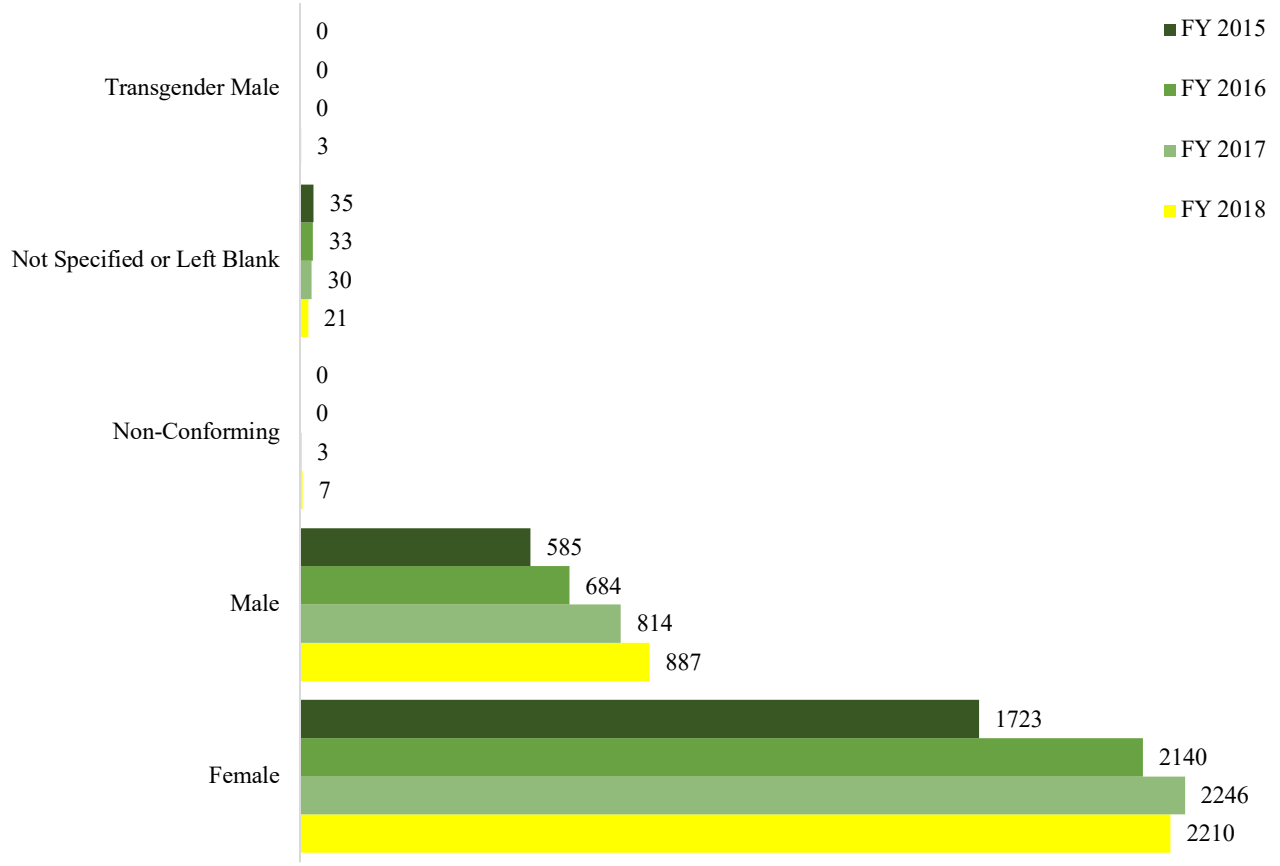

Figure 96: Health and Human Services Applicants by Gender

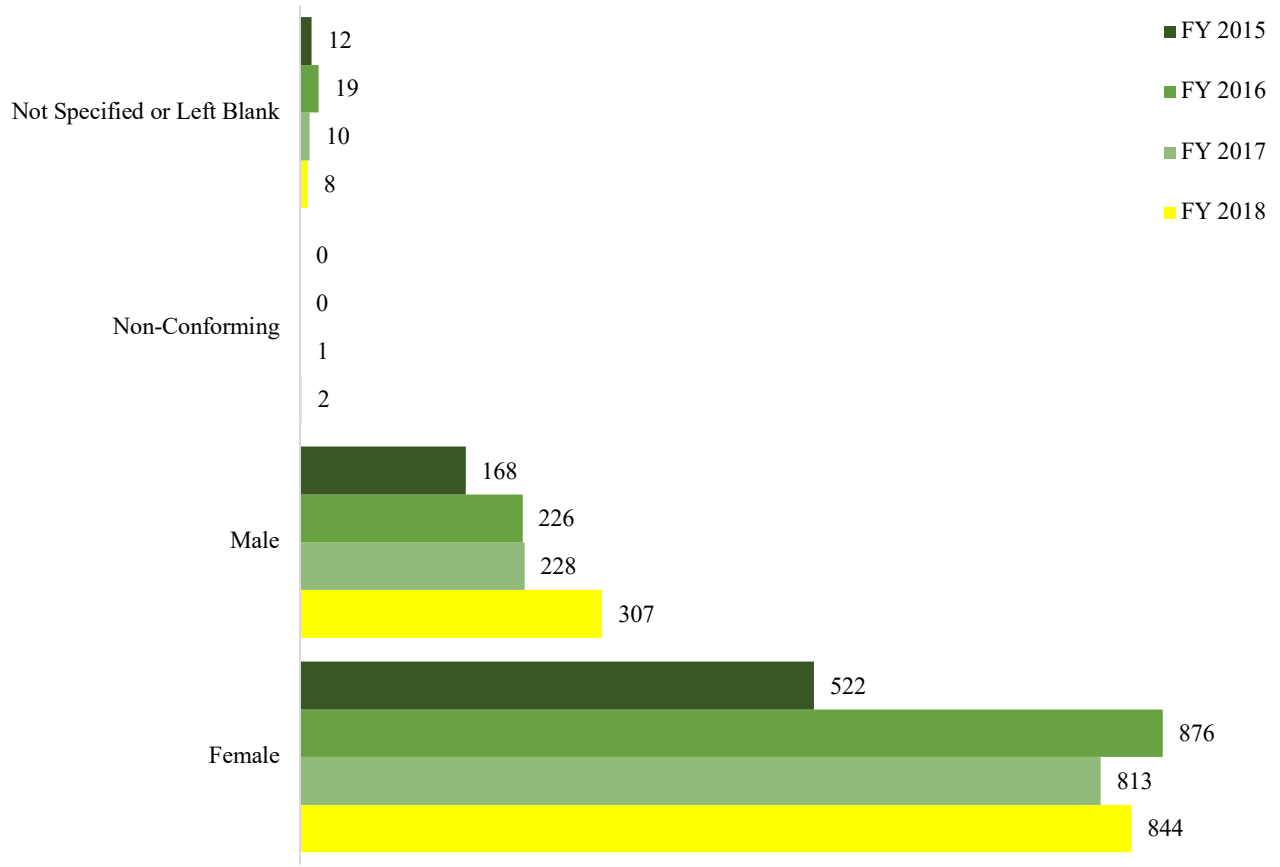

Figure 97: Advanced Health and Human Services Applicants by Gender

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**169**	**909**	**394**	**1234**	**311**	**1339**	**345**	**1204**
Female	146	762	344	1034	273	1062	283	957
Male	23	142	45	191	34	268	60	238
Non-Conforming	0	0	0	0	1	1	1	1
Not Specified or Left Blank	0	5	5	9	3	8	1	6
Transgender Male	0	0	0	0	0	0	0	2
Officials and Managers	**25**	**60**	**22**	**102**	**0**	**0**	**34**	**104**
Female	15	40	11	53	0	0	17	50
Male	9	18	10	47	0	0	17	52
Not Specified or Left Blank	1	2	1	2	0	0	0	2
Professionals	**377**	**1082**	**564**	**1275**	**588**	**1522**	**604**	**1358**
Female	268	717	399	850	410	1000	396	841
Male	100	339	153	404	173	500	201	500
Non-Conforming	0	0	0	0	0	2	1	5
Not Specified or Left Blank	9	26	12	21	5	20	6	12
Protective Services: Non-Sworn	**10**	**29**	**0**	**0**	**0**	**0**	**7**	**23**
Female	2	9	0	0	0	0	0	11
Male	8	20	0	0	0	0	7	12
Service Maintenance	**21**	**49**	**25**	**72**	**40**	**73**	**42**	**110**
Female	10	30	20	63	36	60	41	103
Male	11	19	5	9	3	12	1	7
Not Specified or Left Blank	0	0	0	0	1	1	0	0
Technicians	**100**	**214**	**116**	**174**	**113**	**159**	**129**	**329**
Female	81	165	102	140	94	124	107	248
Male	17	47	13	33	18	34	21	78
Non-Conforming	0	0	0	0	0	0	0	1
Not Specified or Left Blank	2	2	1	1	1	1	1	1
Transgender Male	0	0	0	0	0	0	0	1

Figure 98: Advanced Health and Human Services Applicants by Gender and Job Group

Human Resources Applicants

	Totals
Fiscal Year 2015:	147
Fiscal Year 2016:	59
Fiscal Year 2017:	85
Fiscal Year 2018:	52

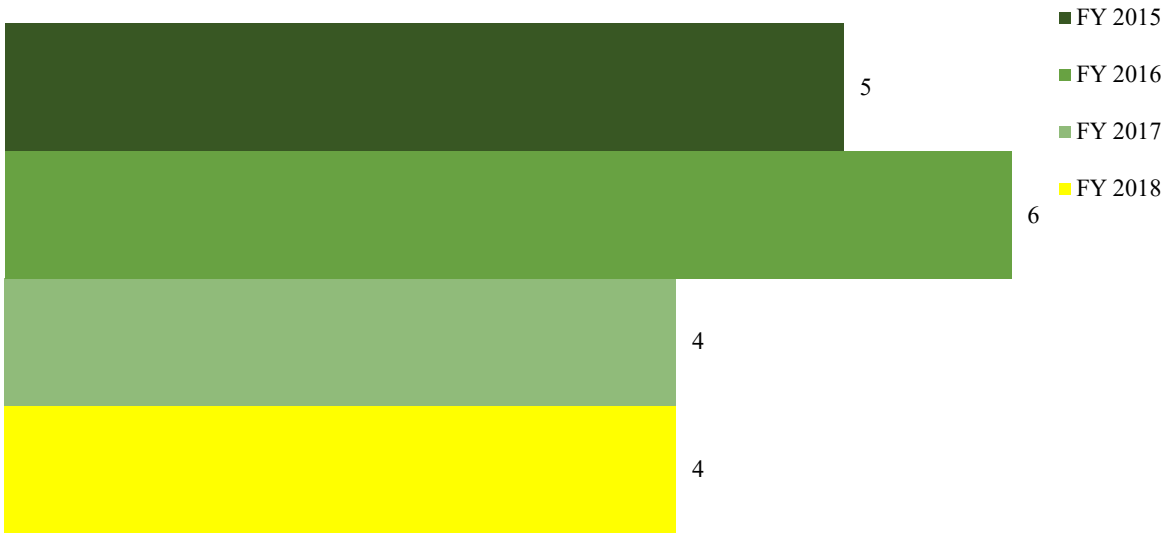

Figure 99: Human Resources Job Openings

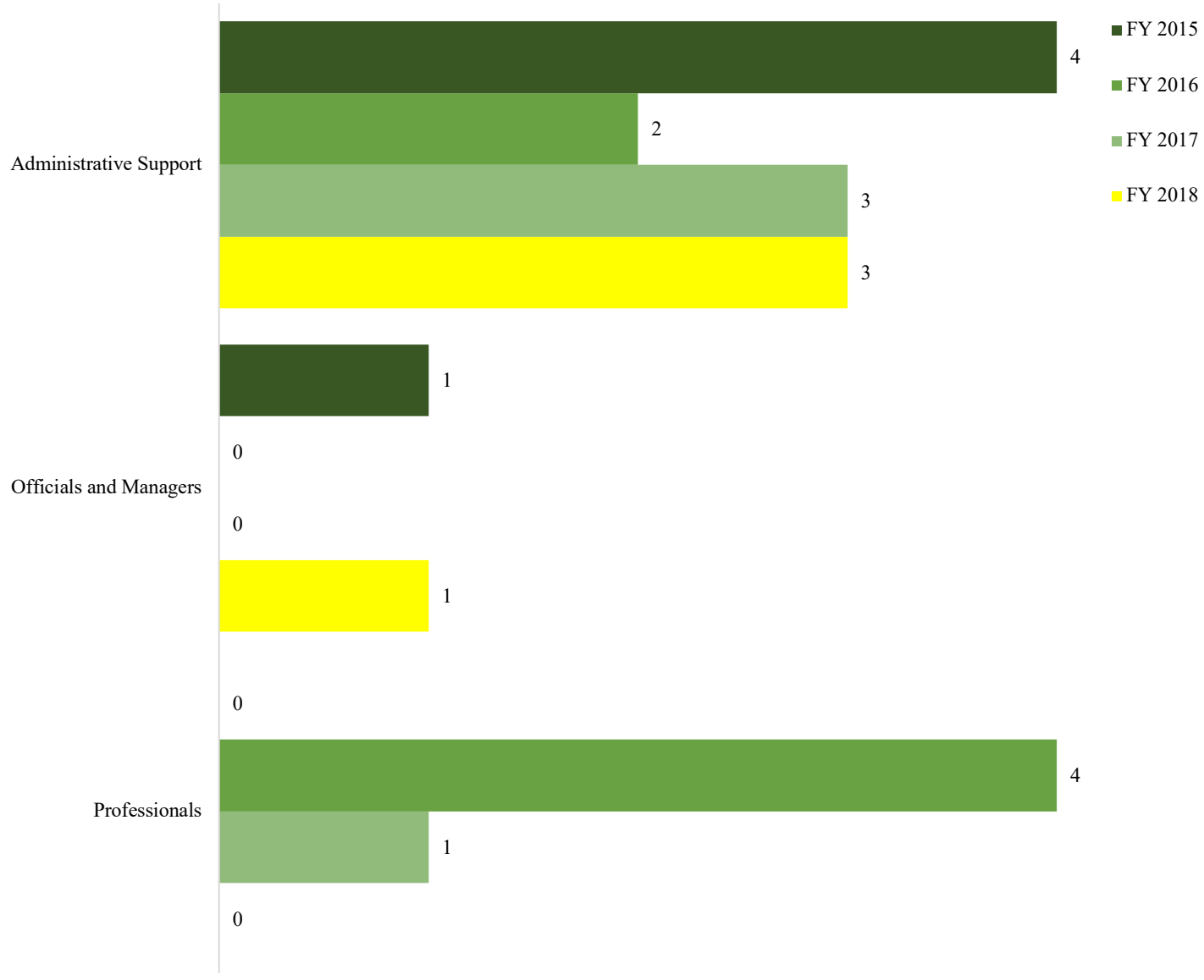

Figure 100: Human Resources Job Openings by Job Group

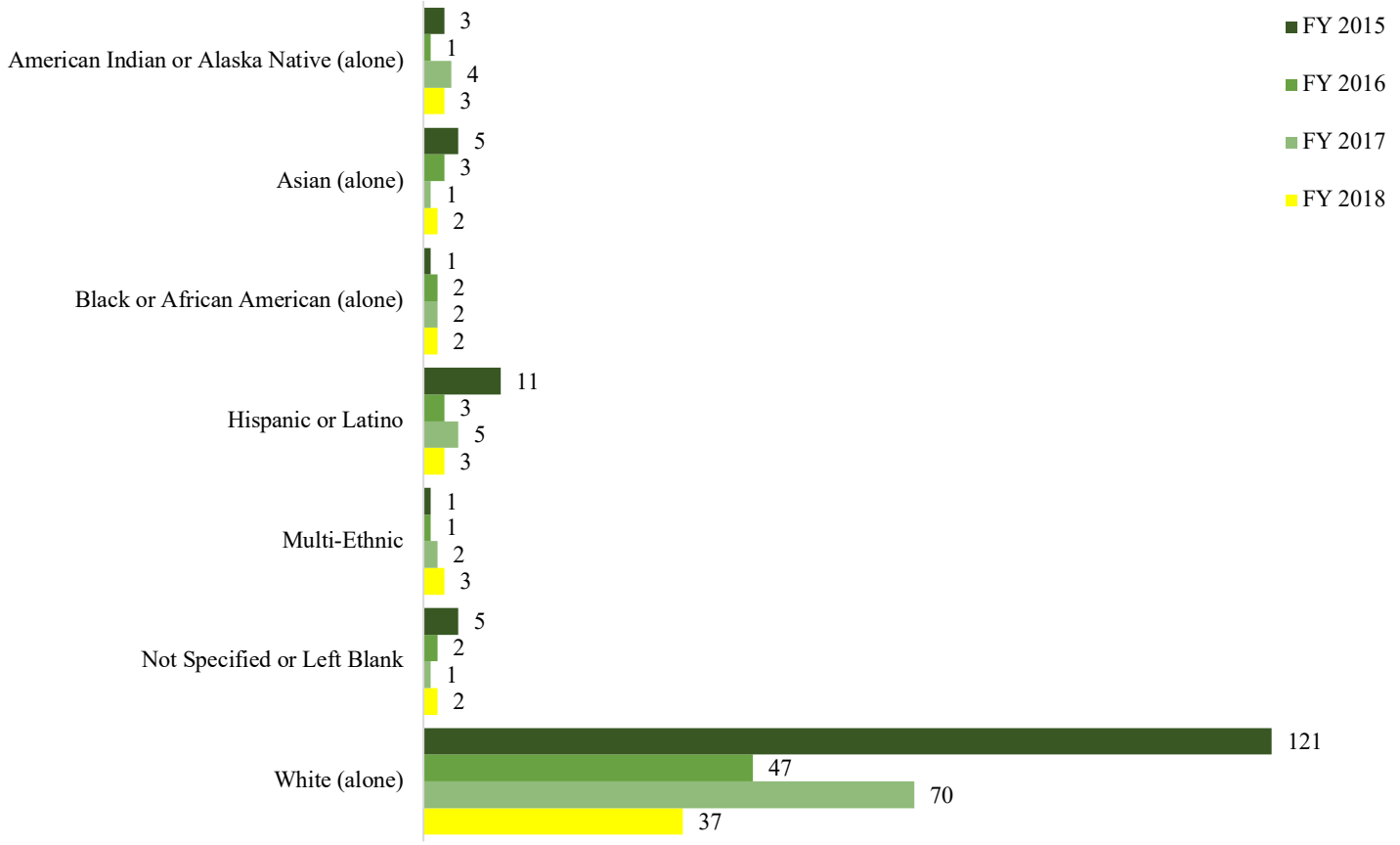

Figure 101: Human Resources Applicants by Ethnicity

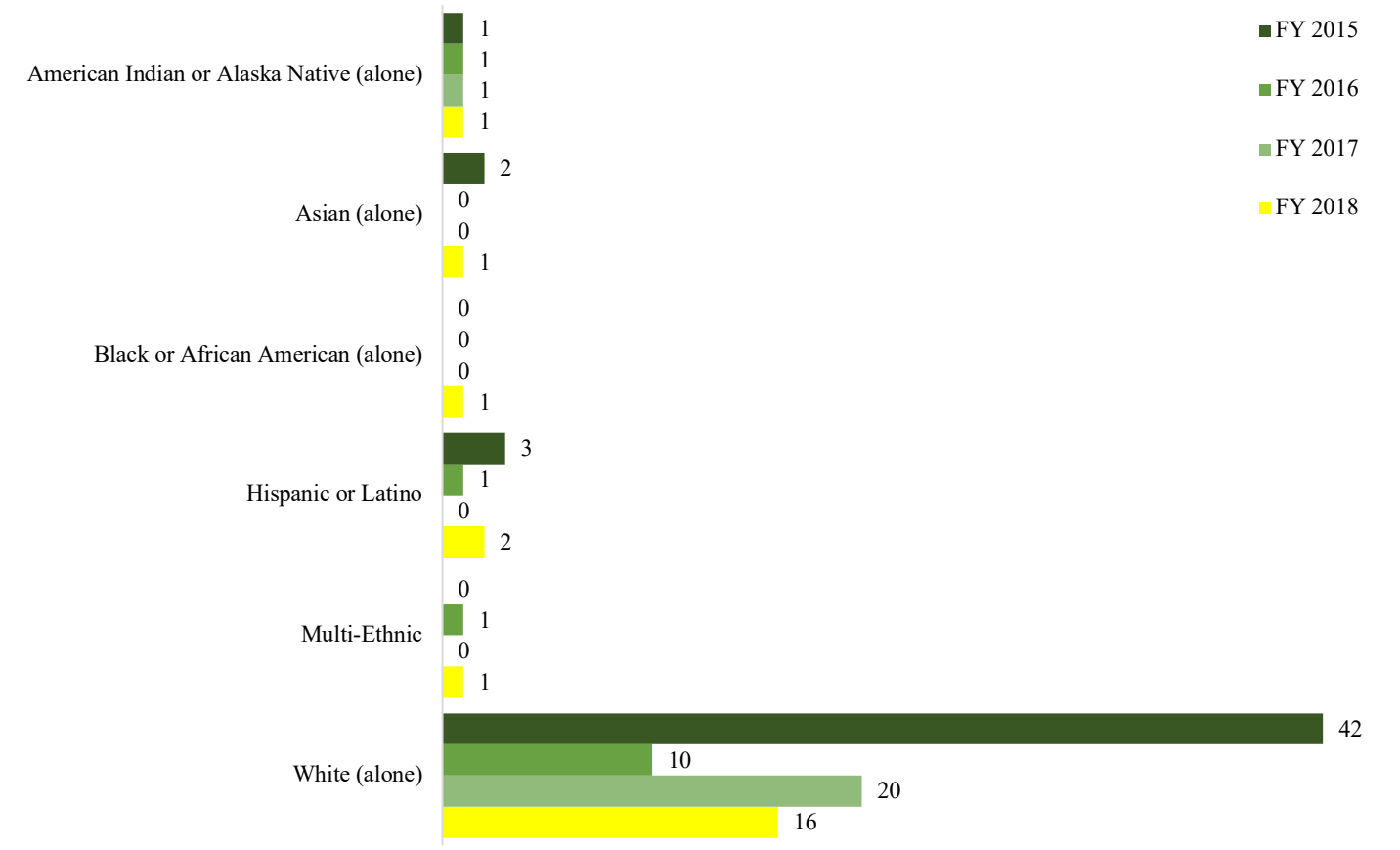

Figure 102: Advanced Human Resources Applicants by Ethnicity

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**36**	**101**	**9**	**31**	**21**	**85**	**17**	**38**
American Indian or Alaska Native (alone)	1	1	1	1	1	4	1	3
Asian (alone)	1	4	0	0	0	1	1	1
Black or African American (alone)	0	1	0	1	0	2	1	2
Hispanic or Latino	2	8	1	3	0	5	1	1
Multi-Ethnic	0	1	1	1	0	2	1	3
Not Specified or Left Blank	0	2	0	1	0	1	0	1
White (alone)	32	84	6	24	20	70	12	27
Officials and Managers	**12**	**46**	**0**	**0**	**0**	**0**	**0**	**0**
American Indian or Alaska Native (alone)	0	2	0	0	0	0	0	0
Asian (alone)	1	1	0	0	0	0	0	0
Hispanic or Latino	1	3	0	0	0	0	0	0
Not Specified or Left Blank	0	3	0	0	0	0	0	0
White (alone)	10	37	0	0	0	0	0	0
Professionals	**0**	**0**	**4**	**28**	**0**	**0**	**5**	**14**
Asian (alone)	0	0	0	3	0	0	0	1
Black or African American (alone)	0	0	0	1	0	0	0	0
Hispanic or Latino	0	0	0	0	0	0	1	2
Not Specified or Left Blank	0	0	0	1	0	0	0	1
White (alone)	0	0	4	23	0	0	4	10

Figure 103: Advanced Human Resources Applicants by Ethnicity and Job Group

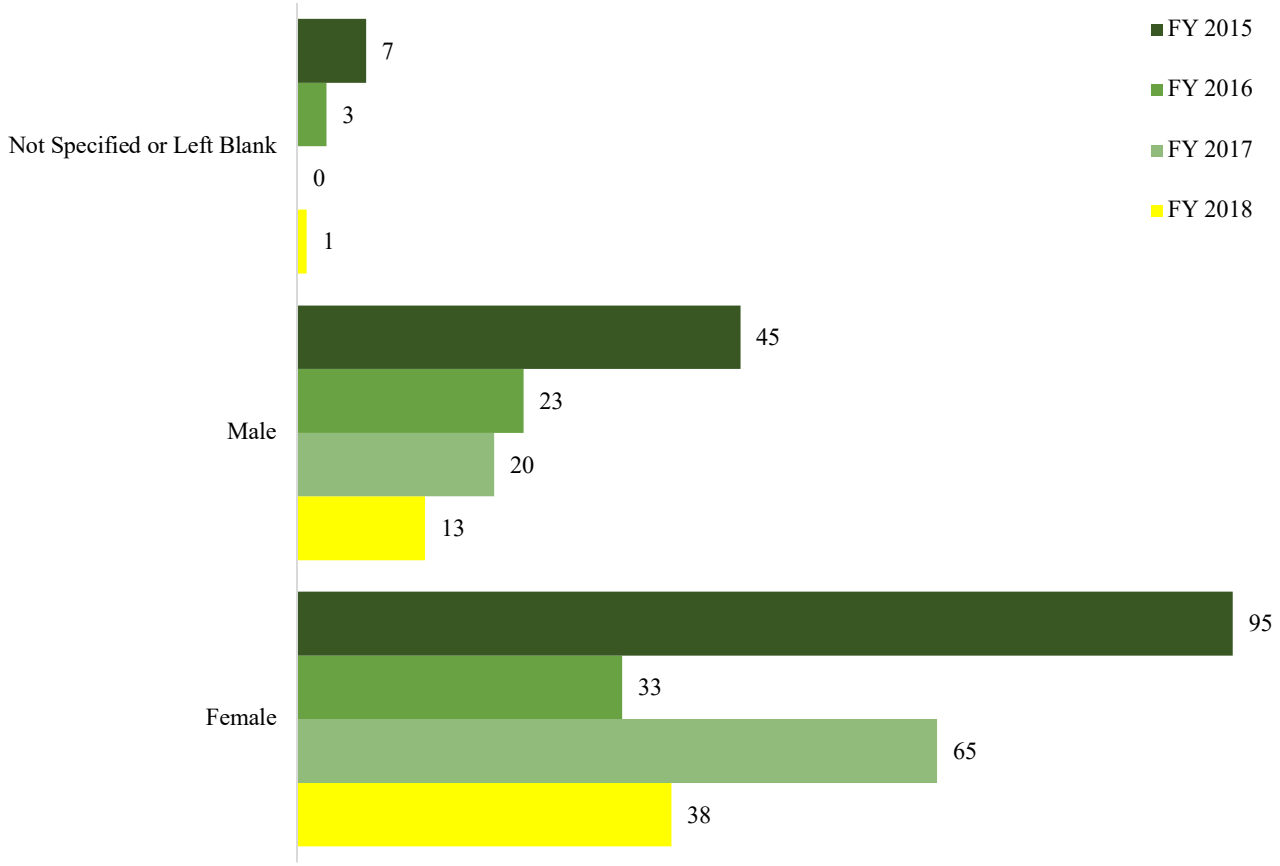

Figure 104: Human Resources Applicants by Gender

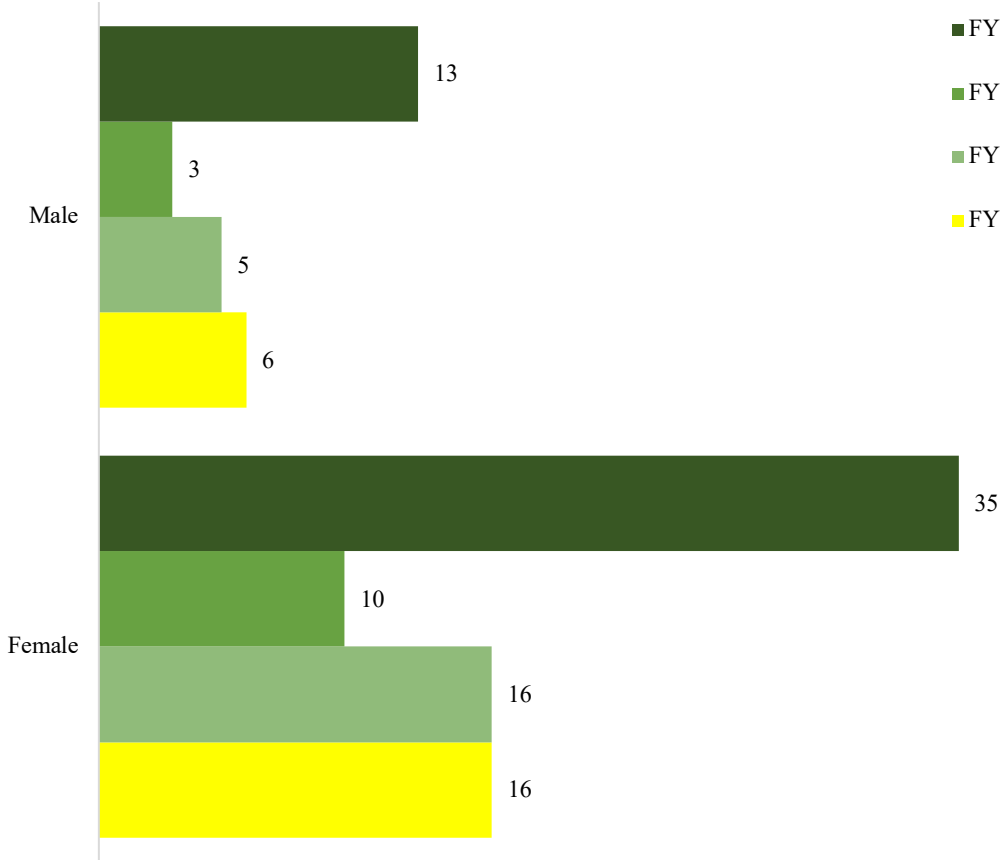

Figure 105: Advanced Human Resources Applicants by Gender

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**36**	**101**	**9**	**31**	**21**	**85**	**17**	**38**
Female	26	63	6	16	16	65	12	27
Male	10	33	3	14	5	20	5	11
Not Specified or Left Blank	0	5	0	1	0	0	0	0
Officials and Managers	**12**	**46**	**0**	**0**	**0**	**0**	**0**	**0**
Female	9	32	0	0	0	0	0	0
Male	3	12	0	0	0	0	0	0
Not Specified or Left Blank	0	2	0	0	0	0	0	0
Professionals	**0**	**0**	**4**	**28**	**0**	**0**	**5**	**14**
Female	0	0	4	17	0	0	4	11
Male	0	0	0	9	0	0	1	2
Not Specified or Left Blank	0	0	0	2	0	0	0	1

Figure 106: Advanced Human Resources Applicants by Gender and Job Group

Public Works Applicants

	Totals
Fiscal Year 2015:	843
Fiscal Year 2016:	815
Fiscal Year 2017:	1,225
Fiscal Year 2018:	1,068

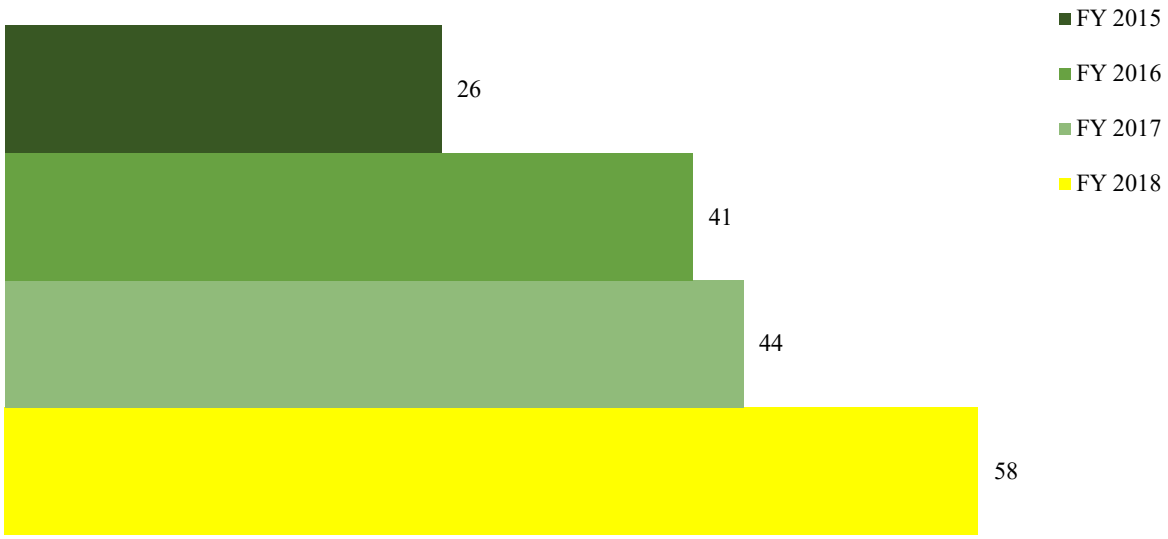

Figure 107: Public Works Job Openings

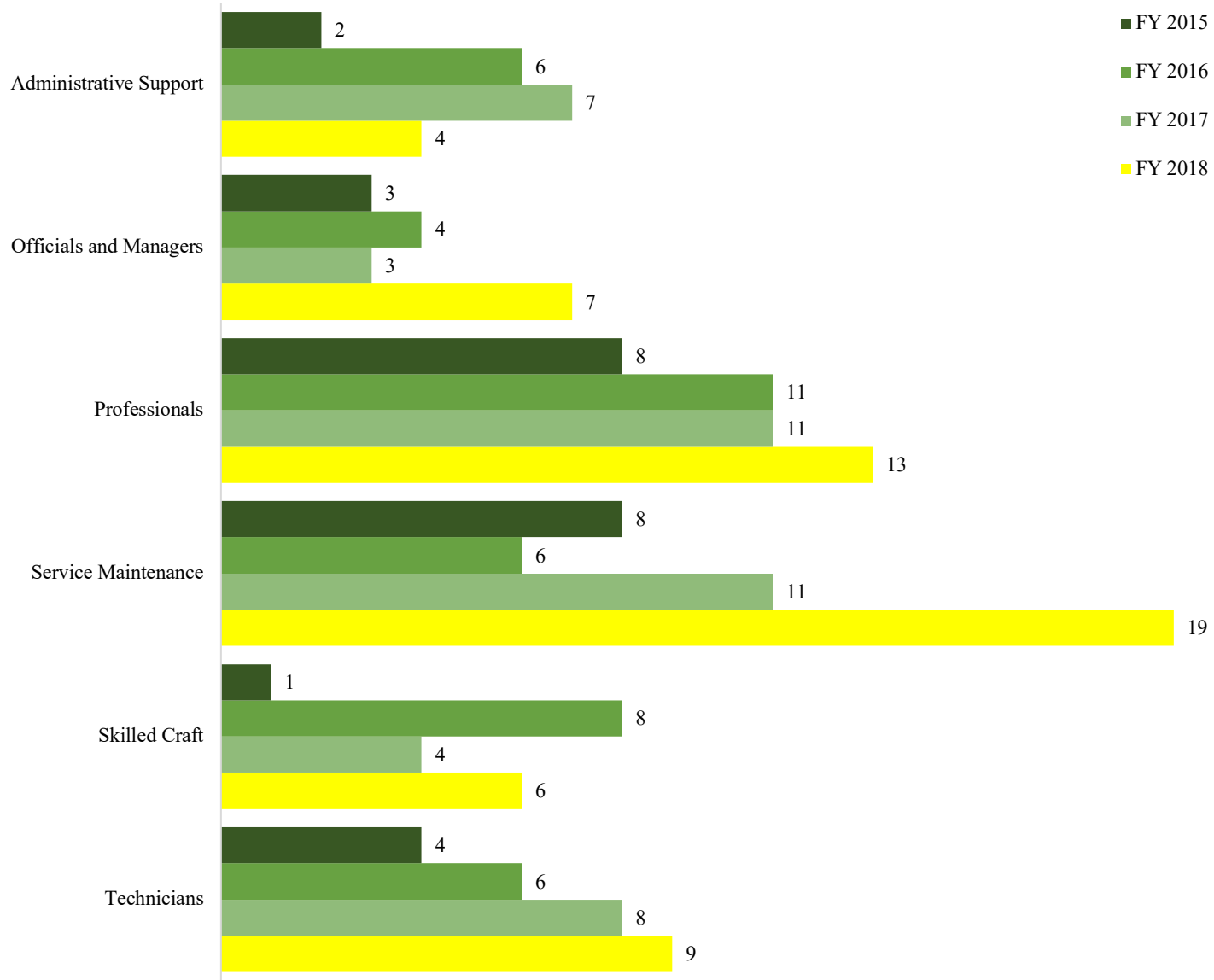

Figure 108: Public Works Job Openings by Job Group

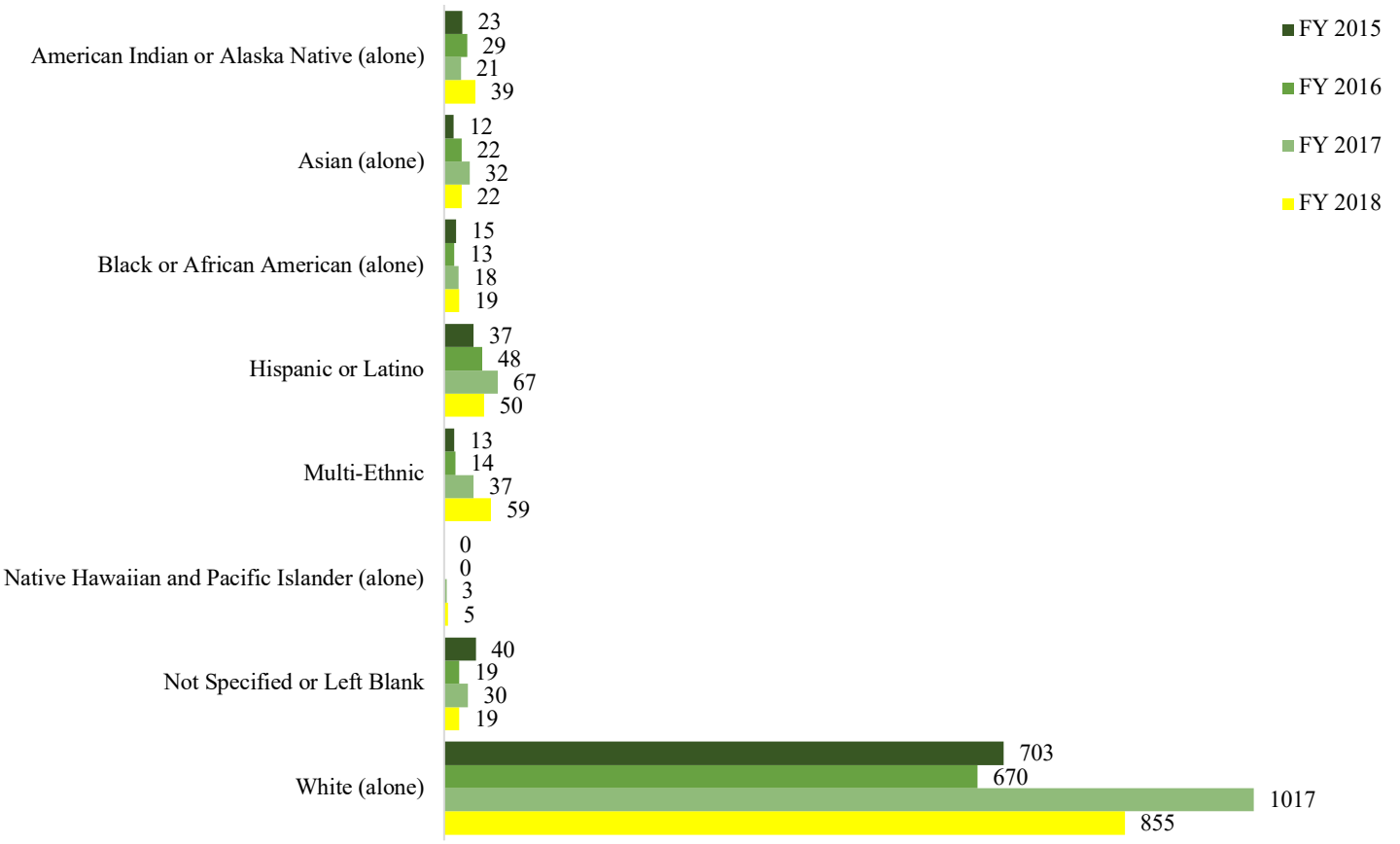

Figure 109: Public Works Applicants by Ethnicity

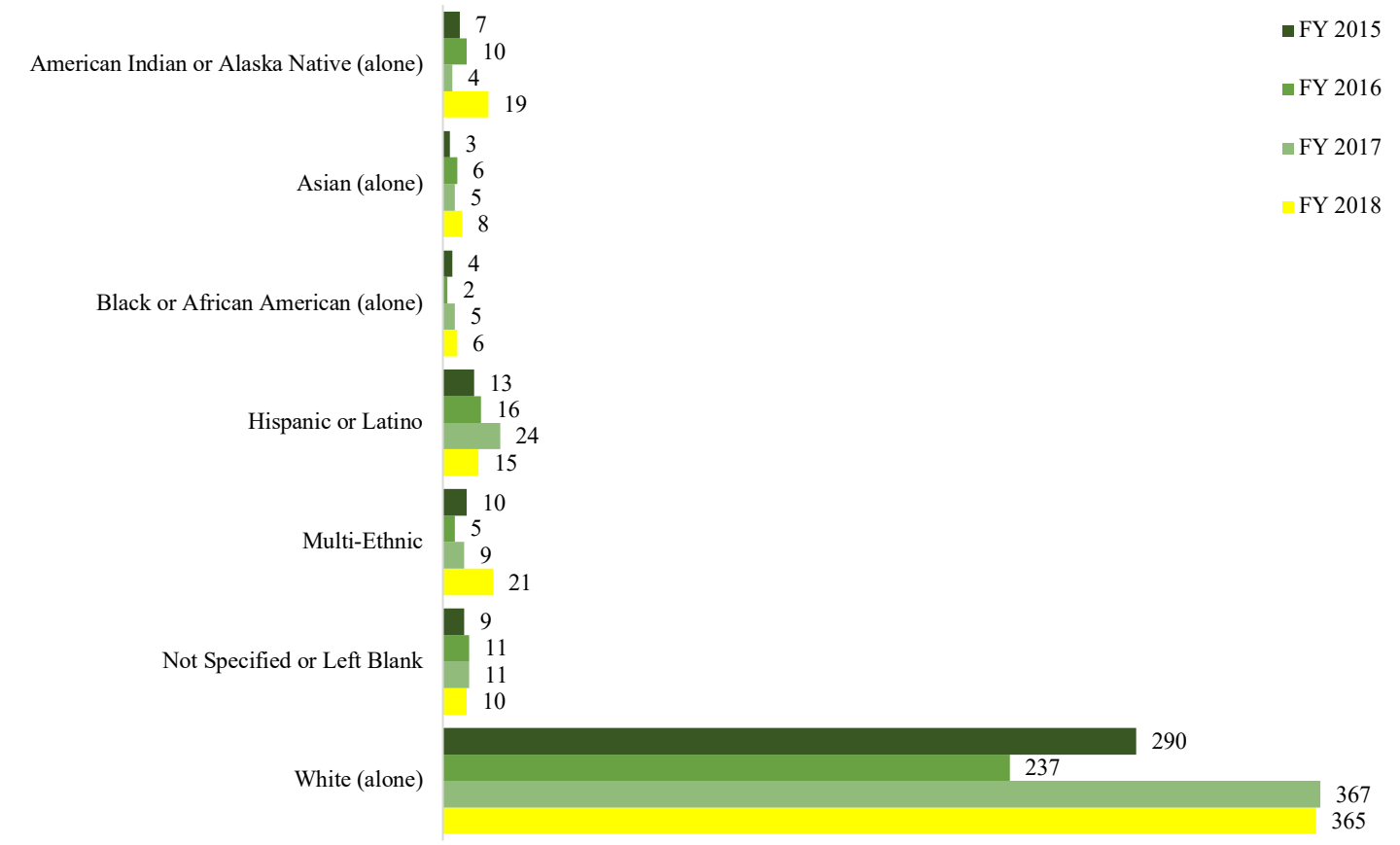

Figure 110: Advanced Public Works Applicants by Ethnicity

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**47**	**120**	**105**	**291**	**99**	**362**	**50**	**185**
American Indian or Alaska Native (alone)	0	1	1	13	0	8	0	3
Asian (alone)	0	3	5	17	2	14	2	6
Black or African American (alone)	0	2	0	2	0	3	0	2
Hispanic or Latino	0	4	5	16	5	18	3	6
Multi-Ethnic	1	1	2	5	5	15	5	10
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	0	1	0	2
Not Specified or Left Blank	1	4	4	7	2	6	0	2
White (alone)	45	105	88	231	85	297	40	154
Officials and Managers	**5**	**12**	**13**	**33**	**18**	**38**	**12**	**37**
American Indian or Alaska Native (alone)	0	0	0	0	0	1	0	1
Asian (alone)	0	1	0	1	1	2	0	0
Black or African American (alone)	0	1	0	0	0	0	0	0
Hispanic or Latino	0	2	1	1	1	2	1	1
Multi-Ethnic	0	0	0	1	1	1	0	0
Not Specified or Left Blank	0	0	1	2	0	0	0	0
White (alone)	5	8	11	28	15	32	11	35
Professionals	**46**	**140**	**26**	**63**	**57**	**161**	**48**	**120**
American Indian or Alaska Native (alone)	1	5	0	0	0	1	1	1
Asian (alone)	1	3	1	1	2	11	2	9
Black or African American (alone)	0	1	0	1	0	4	0	3
Hispanic or Latino	4	10	1	5	4	7	0	3
Multi-Ethnic	0	2	0	1	0	3	2	8
Not Specified or Left Blank	1	10	3	5	2	6	2	4
White (alone)	39	109	21	50	49	129	41	92

Figure 111: Advanced Public Works Applicants by Ethnicity and Job Group (Part 1 of 2)

Job Group (continued)	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Protective Services: Non-Sworn	**0**	**0**	**0**	**0**	**0**	**0**	**6**	**29**
American Indian or Alaska Native (alone)	0	0	0	0	0	0	1	2
Hispanic or Latino	0	0	0	0	0	0	0	1
Multi-Ethnic	0	0	0	0	0	0	0	3
Not Specified or Left Blank	0	0	0	0	0	0	0	1
White (alone)	0	0	0	0	0	0	5	22
Service Maintenance	**225**	**526**	**103**	**311**	**200**	**534**	**235**	**489**
American Indian or Alaska Native (alone)	6	17	9	15	4	7	14	21
Asian (alone)	2	4	0	2	0	5	1	3
Black or African American (alone)	4	11	2	7	4	9	5	11
Hispanic or Latino	9	20	8	21	14	39	10	30
Multi-Ethnic	9	10	2	6	3	17	10	28
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	0	2	0	3
Not Specified or Left Blank	7	21	0	2	4	13	6	8
White (alone)	188	443	82	258	171	442	189	385
Skilled Craft	**3**	**7**	**5**	**26**	**45**	**113**	**23**	**46**
American Indian or Alaska Native (alone)	0	0	0	0	0	3	1	2
Asian (alone)	0	0	0	1	0	0	0	0
Black or African American (alone)	0	0	0	2	1	2	1	2
Hispanic or Latino	0	1	0	0	0	1	0	1
Multi-Ethnic	0	0	0	0	0	1	1	2
Not Specified or Left Blank	0	0	0	0	2	3	0	1
White (alone)	3	6	5	23	42	103	20	38
Technicians	**10**	**38**	**35**	**91**	**6**	**17**	**70**	**162**
American Indian or Alaska Native (alone)	0	0	0	1	0	1	2	9
Asian (alone)	0	1	0	0	0	0	3	4
Black or African American (alone)	0	0	0	1	0	0	0	1
Hispanic or Latino	0	0	1	5	0	0	1	8
Multi-Ethnic	0	0	1	1	0	0	3	8
Not Specified or Left Blank	0	5	3	3	1	2	2	3
White (alone)	10	32	30	80	5	14	59	129

Figure 112: Advanced Public Works Applicants by Ethnicity and Job Group (Part 2 of 2)

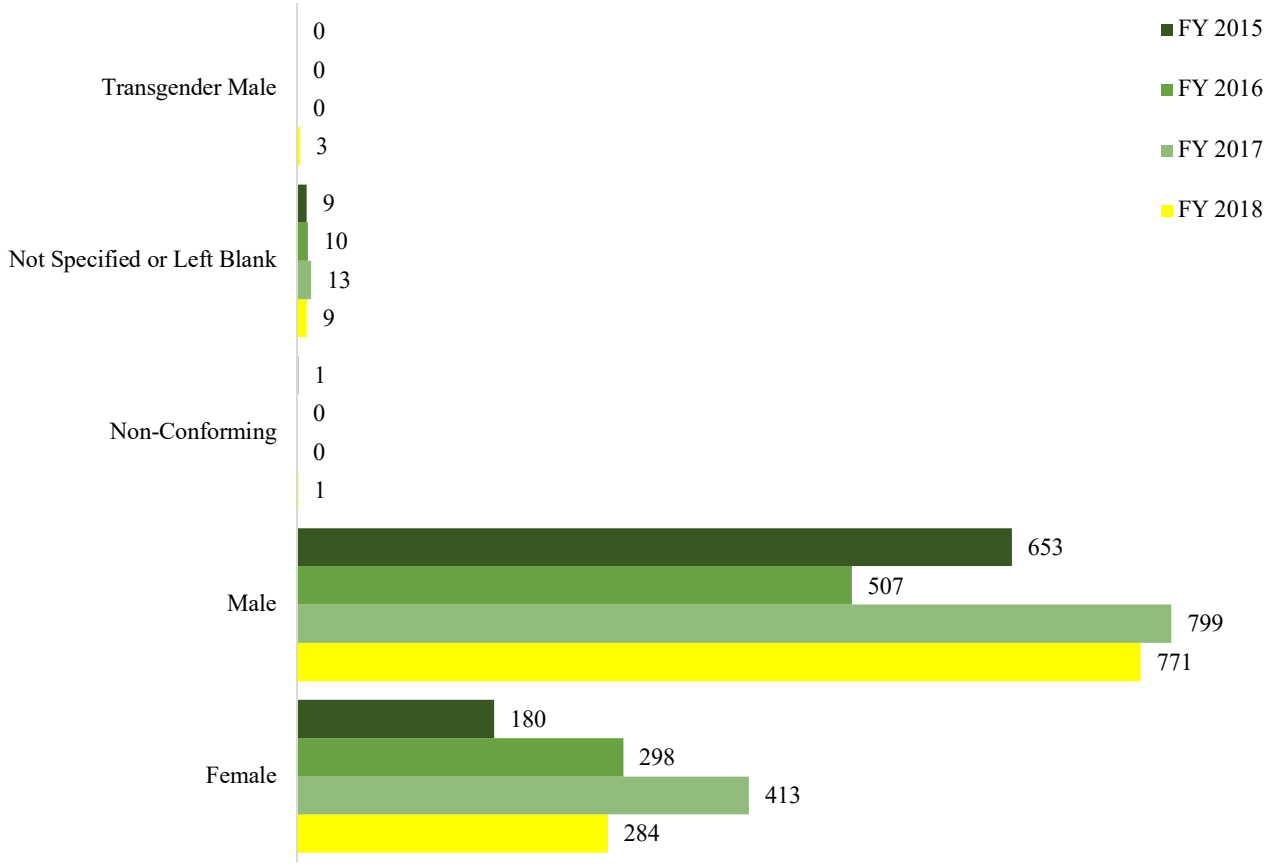

Figure 113: Public Works Applicants by Gender

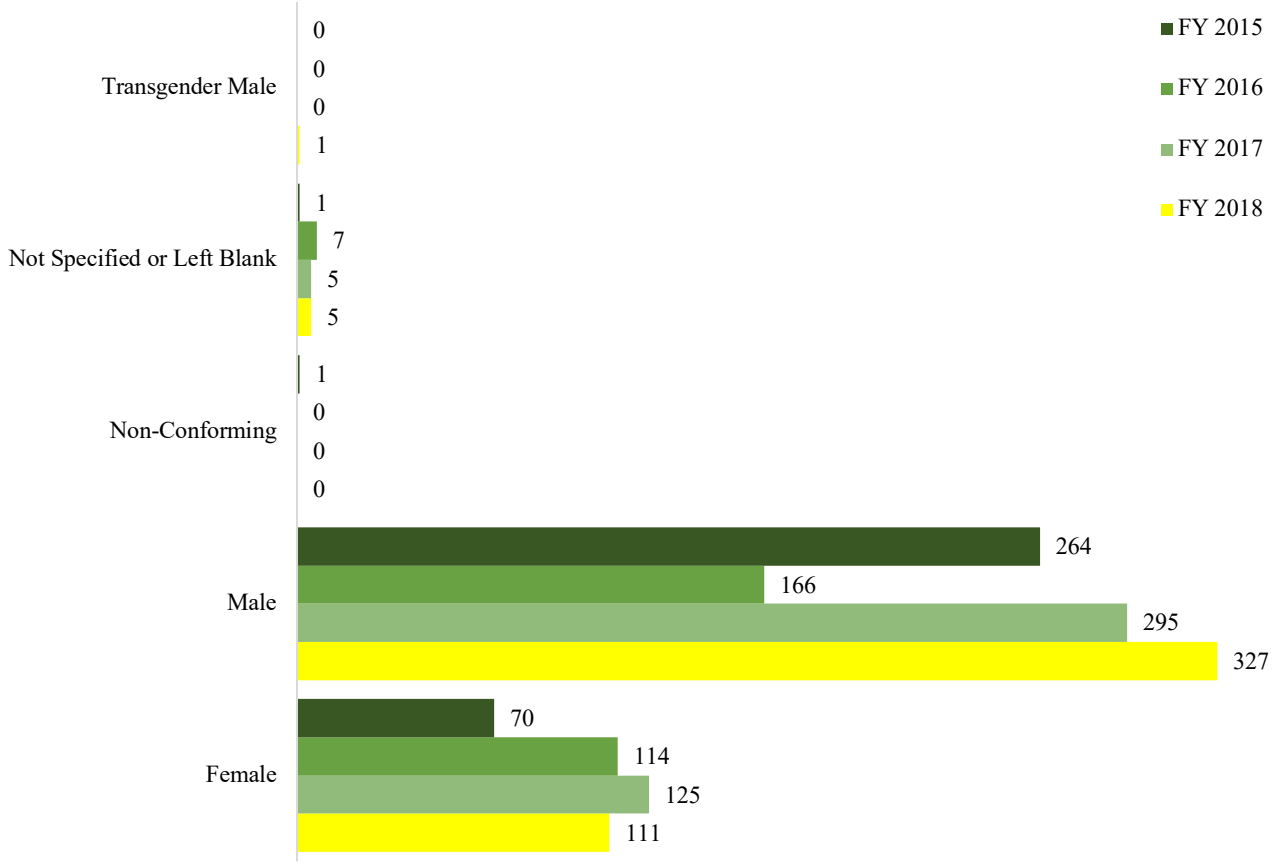

Figure 114: Advanced Public Works Applicants by Gender

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**47**	**120**	**105**	**291**	**99**	**362**	**50**	**185**
Female	34	83	83	223	87	305	38	124
Male	13	37	19	63	11	54	12	60
Not Specified or Left Blank	0	0	3	5	1	3	0	1
Officials and Managers	**5**	**12**	**13**	**33**	**18**	**38**	**12**	**37**
Female	0	0	3	8	3	7	5	10
Male	5	12	9	24	15	31	7	27
Not Specified or Left Blank	0	0	1	1	0	0	0	0
Professionals	**46**	**140**	**26**	**63**	**57**	**161**	**48**	**120**
Female	11	37	8	15	18	42	24	45
Male	35	99	17	47	37	115	23	71
Non-Conforming	0	0	0	0	0	0	0	1
Not Specified or Left Blank	0	4	1	1	2	4	1	3
Protective Services: Non-Sworn	**0**	**0**	**0**	**0**	**0**	**0**	**6**	**29**
Female	0	0	0	0	0	0	3	17
Male	0	0	0	0	0	0	3	12
Service Maintenance	**225**	**526**	**103**	**311**	**200**	**534**	**235**	**489**
Female	22	51	14	42	17	58	28	57
Male	201	469	89	268	182	471	205	428
Non-Conforming	1	1	0	0	0	0	0	0
Not Specified or Left Blank	1	5	0	1	1	5	1	1
Transgender Male	0	0	0	0	0	0	1	3
Skilled Craft	**3**	**7**	**5**	**26**	**45**	**113**	**23**	**46**
Female	0	0	0	0	0	0	0	1
Male	3	7	5	26	44	112	23	44
Not Specified or Left Blank	0	0	0	0	1	1	0	1
Technicians	**10**	**38**	**35**	**91**	**6**	**17**	**70**	**162**
Female	3	9	6	10	0	1	13	30
Male	7	29	27	79	6	16	54	129
Not Specified or Left Blank	0	0	2	2	0	0	3	3

Figure 115: Advanced Public Works Applicants by Gender and Job Group

Sheriff's Office Applicants

	Totals
Fiscal Year 2015:	340
Fiscal Year 2016:	670
Fiscal Year 2017:	1,144
Fiscal Year 2018:	1,015

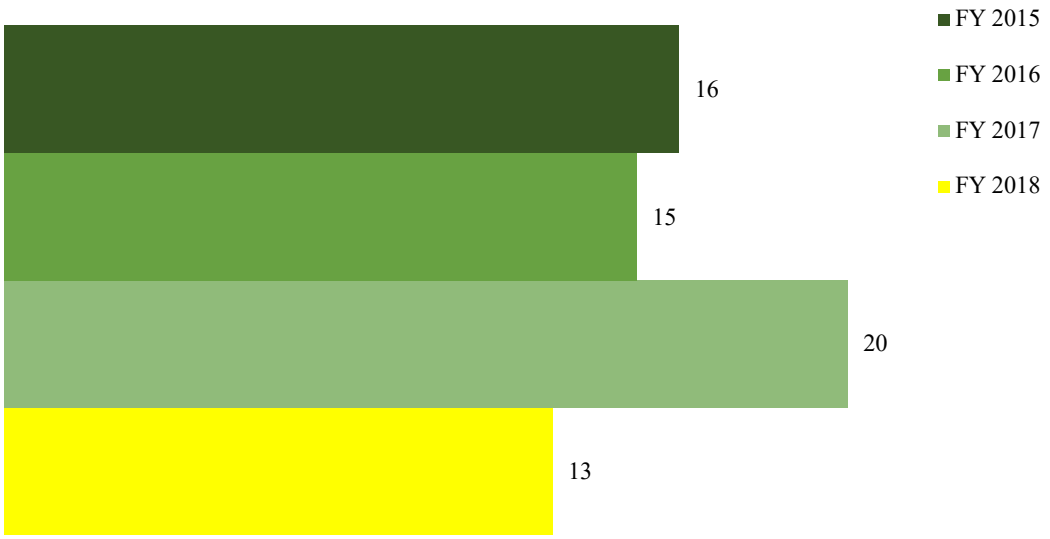

Figure 116: Sheriff's Office Job Openings

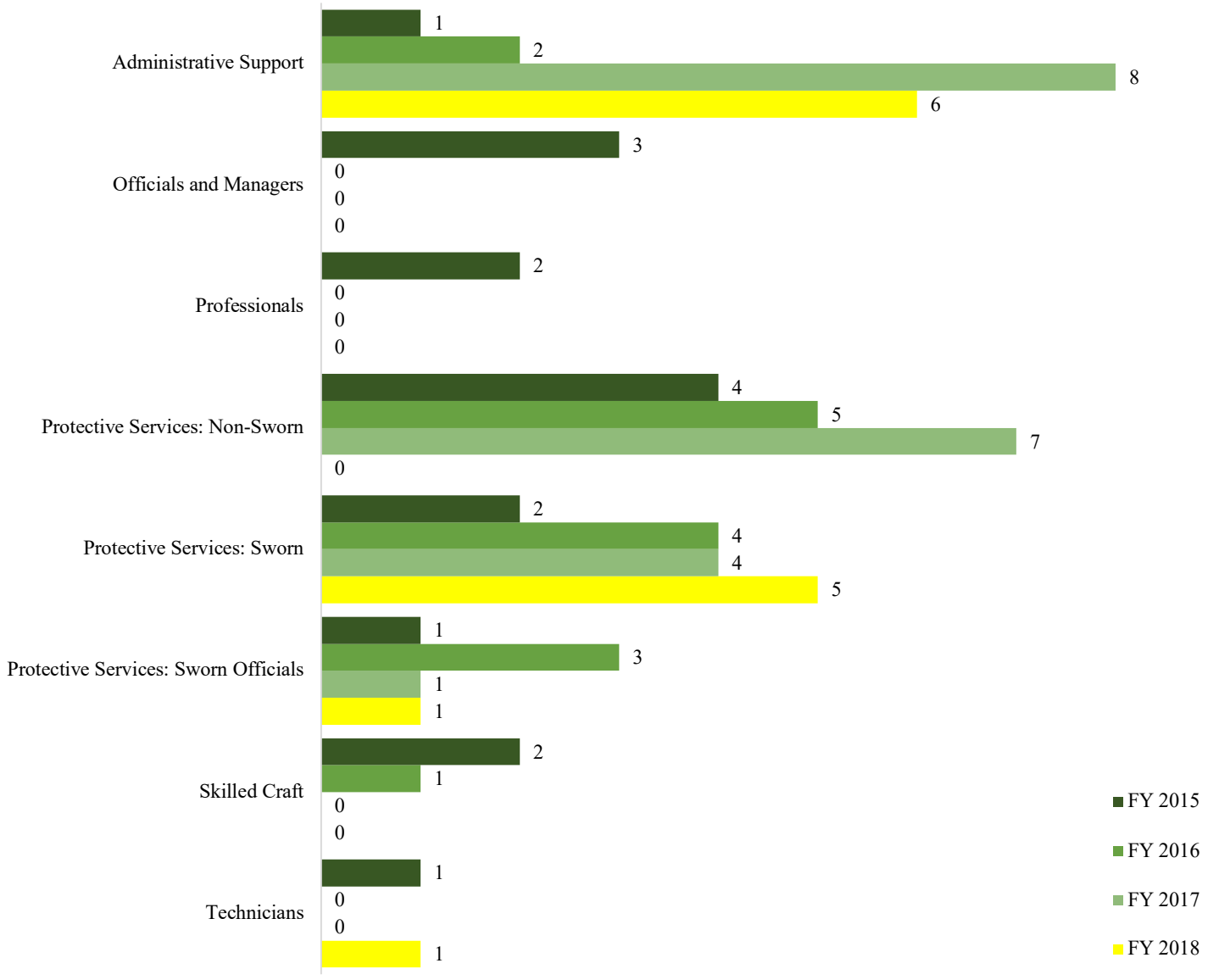

Figure 117: Sheriff's Office Job Openings by Job Group

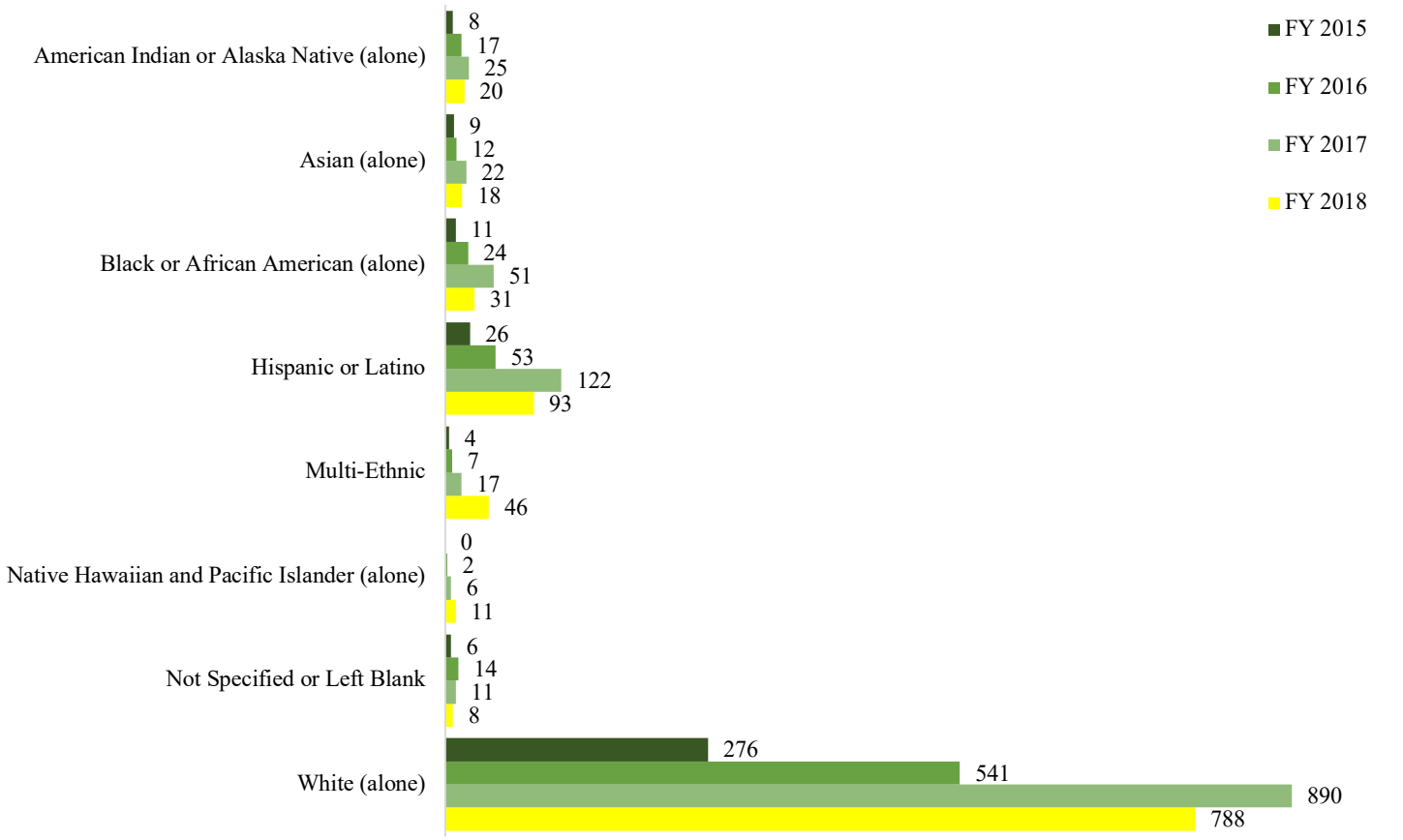

Figure 118: Sheriff's Office Applicants by Ethnicity

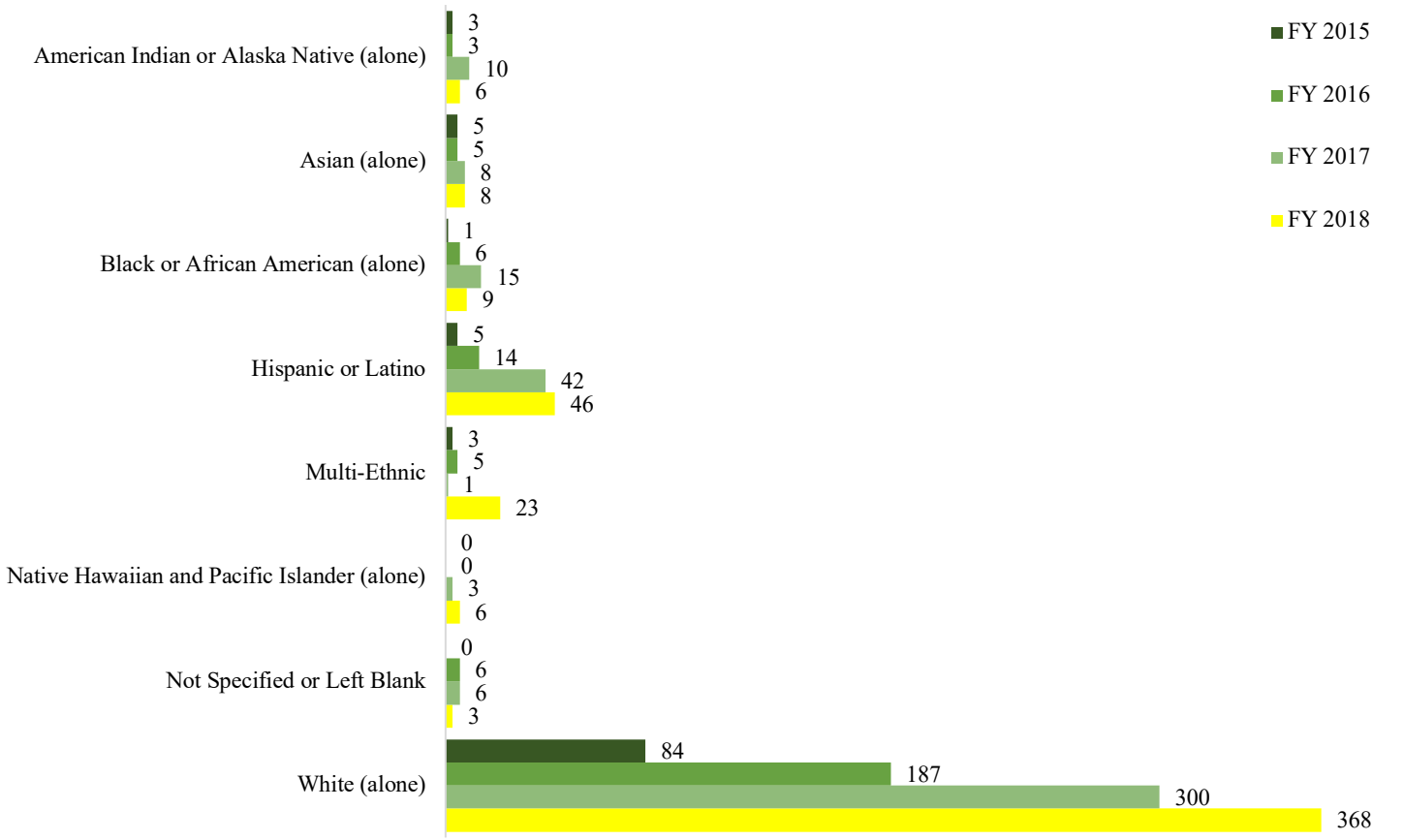

Figure 119: Advanced Sheriff's Office Applicants by Ethnicity

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**22**	**104**	**45**	**181**	**53**	**195**	**108**	**217**
American Indian or Alaska Native (alone)	0	3	0	4	0	2	0	2
Asian (alone)	2	4	2	5	2	6	1	4
Black or African American (alone)	0	5	1	10	2	10	2	2
Hispanic or Latino	3	10	6	17	3	18	6	14
Multi-Ethnic	1	2	1	2	0	3	4	9
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	0	0	1	3
Not Specified or Left Blank	0	3	1	4	0	1	1	1
White (alone)	16	77	34	139	46	155	93	182
Officials and Managers	**12**	**29**	**0**	**0**	**0**	**0**	**0**	**0**
American Indian or Alaska Native (alone)	1	1	0	0	0	0	0	0
Hispanic or Latino	0	1	0	0	0	0	0	0
Not Specified or Left Blank	0	1	0	0	0	0	0	0
White (alone)	11	26	0	0	0	0	0	0
Professionals	**5**	**11**	**0**	**0**	**0**	**0**	**0**	**0**
Asian (alone)	1	1	0	0	0	0	0	0
Hispanic or Latino	1	1	0	0	0	0	0	0
White (alone)	3	9	0	0	0	0	0	0
Protective Services: Non-Sworn	**24**	**89**	**48**	**91**	**93**	**208**	**14**	**183**
American Indian or Alaska Native (alone)	1	1	1	3	4	9	0	7
Asian (alone)	0	1	0	1	0	4	0	4
Black or African American (alone)	1	1	3	6	5	6	2	6
Hispanic or Latino	1	10	2	4	8	16	3	9
Multi-Ethnic	2	2	4	4	0	2	0	7
Native Hawaiian and Pacific Islander (alone)	0	0	0	1	1	1	0	1
Not Specified or Left Blank	0	0	1	3	3	3	0	4
White (alone)	19	74	37	69	72	167	9	145

Figure 120: Advanced Sheriff's Office Applicants by Ethnicity and Job Group (Part 1 of 2)

Job Group (continued)	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Protective Services: Sworn	**32**	**100**	**108**	**353**	**239**	**741**	**341**	**608**
American Indian or Alaska Native (alone)	1	3	1	9	6	14	6	11
Asian (alone)	2	3	3	6	6	12	7	10
Black or African American (alone)	0	5	2	7	8	35	5	23
Hispanic or Latino	0	4	6	31	31	88	37	70
Multi-Ethnic	0	0	0	1	1	12	19	30
Native Hawaiian and Pacific Islander (alone)	0	0	0	1	2	5	5	6
Not Specified or Left Blank	0	2	1	3	3	7	2	3
White (alone)	29	83	95	295	182	568	260	455
Protective Services: Sworn Officials	**6**	**7**	**19**	**29**	**0**	**0**	**1**	**1**
American Indian or Alaska Native (alone)	0	0	1	1	0	0	0	0
Not Specified or Left Blank	0	0	3	3	0	0	0	0
White (alone)	6	7	15	25	0	0	1	1
Skilled Craft	**0**	**0**	**6**	**16**	**0**	**0**	**0**	**0**
Black or African American (alone)	0	0	0	1	0	0	0	0
Hispanic or Latino	0	0	0	1	0	0	0	0
Not Specified or Left Blank	0	0	0	1	0	0	0	0
White (alone)	0	0	6	13	0	0	0	0
Technicians	**0**	**0**	**0**	**0**	**0**	**0**	**5**	**6**
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	0	0	0	1
White (alone)	0	0	0	0	0	0	5	5

Figure 121: Advanced Sheriff's Office Applicants by Ethnicity and Job Group (Part 2 of 2)

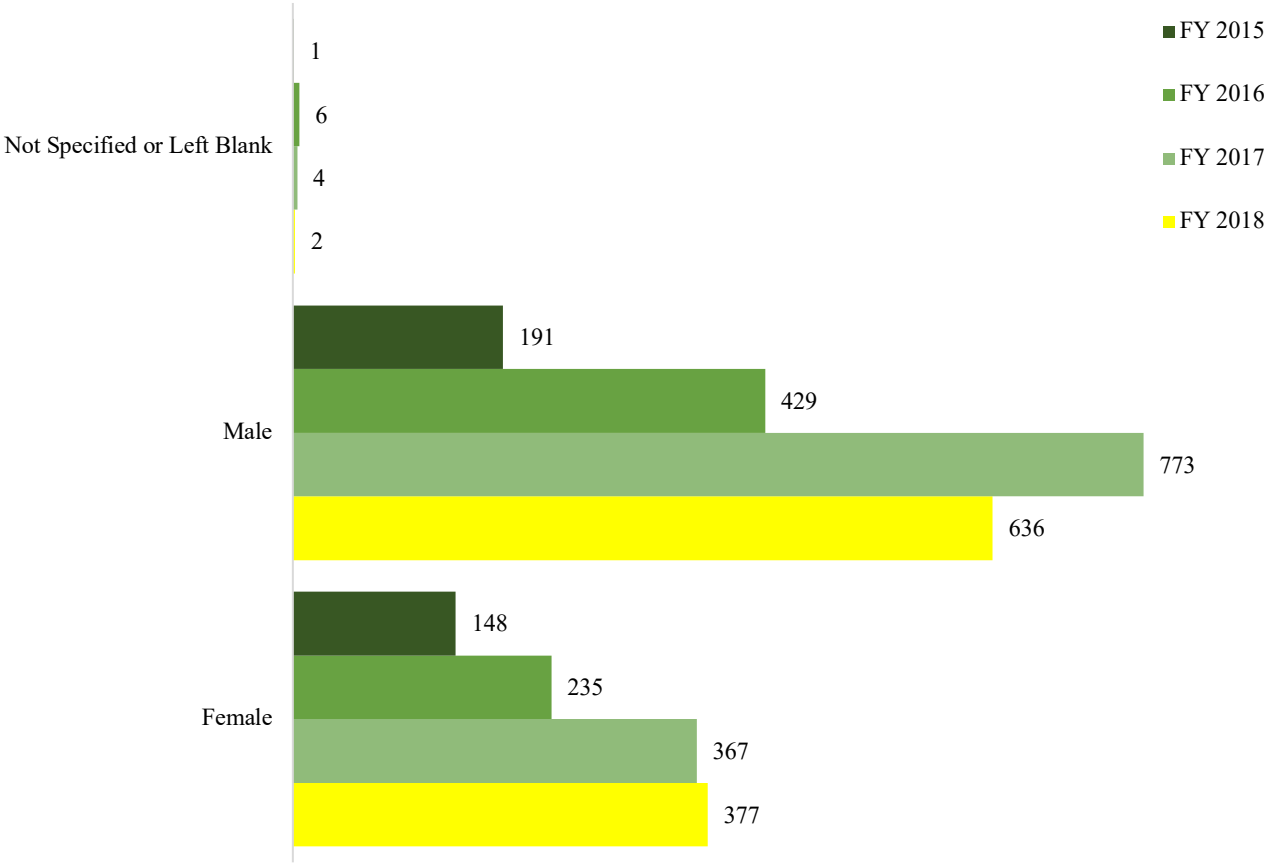

Figure 122: Sheriff's Office Applicants by Gender

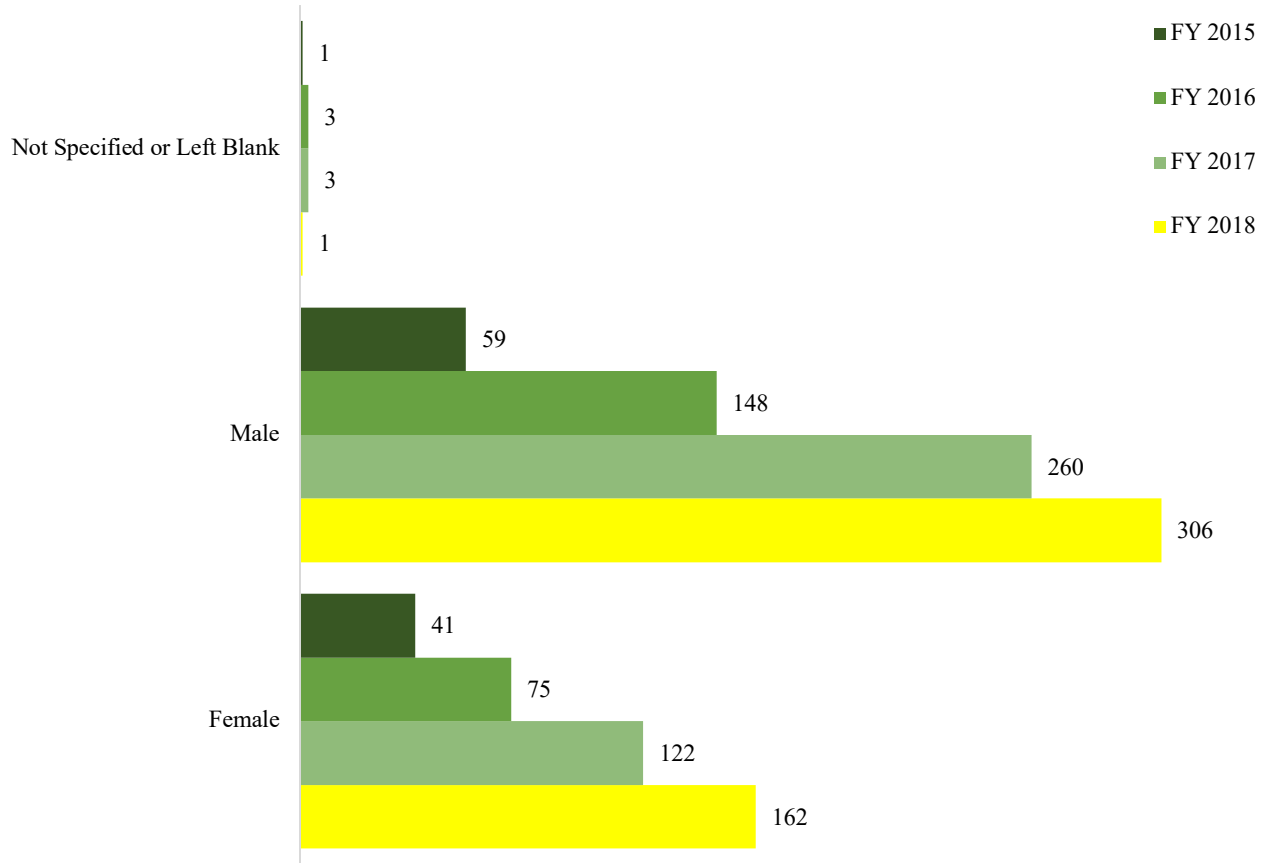

Figure 123: Advanced Sheriff's Office Applicants by Gender

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**22**	**104**	**45**	**181**	**53**	**195**	**108**	**217**
Female	17	79	34	133	37	134	83	158
Male	4	24	10	46	16	60	25	59
Not Specified or Left Blank	1	1	1	2	0	1	0	0
Officials and Managers	**12**	**29**	**0**	**0**	**0**	**0**	**0**	**0**
Female	1	4	0	0	0	0	0	0
Male	11	25	0	0	0	0	0	0
Professionals	**5**	**11**	**0**	**0**	**0**	**0**	**0**	**0**
Female	5	8	0	0	0	0	0	0
Male	0	3	0	0	0	0	0	0
Protective Services: Non-Sworn	**24**	**89**	**48**	**91**	**93**	**208**	**14**	**183**
Female	11	40	22	39	40	100	11	102
Male	13	49	26	51	52	107	3	80
Not Specified or Left Blank	0	0	0	1	1	1	0	1
Protective Services: Sworn	**32**	**100**	**108**	**353**	**239**	**741**	**341**	**608**
Female	6	16	18	58	45	133	67	115
Male	26	84	89	293	192	606	273	492
Not Specified or Left Blank	0	0	1	2	2	2	1	1
Protective Services: Sworn Officials	**6**	**7**	**19**	**29**	**0**	**0**	**1**	**1**
Female	1	1	1	5	0	0	0	0
Male	5	6	17	23	0	0	1	1
Not Specified or Left Blank	0	0	1	1	0	0	0	0
Skilled Craft	**0**	**0**	**6**	**16**	**0**	**0**	**0**	**0**
Male	0	0	6	16	0	0	0	0
Technicians	**0**	**0**	**0**	**0**	**0**	**0**	**5**	**6**
Female	0	0	0	0	0	0	1	2
Male	0	0	0	0	0	0	4	4

Figure 124: Advanced Sheriff's Office Applicants by Gender and Job Group

Technology Services Applicants

Totals
Fiscal Year 2015: 211
Fiscal Year 2016: 228
Fiscal Year 2017: 321
Fiscal Year 2018: 80

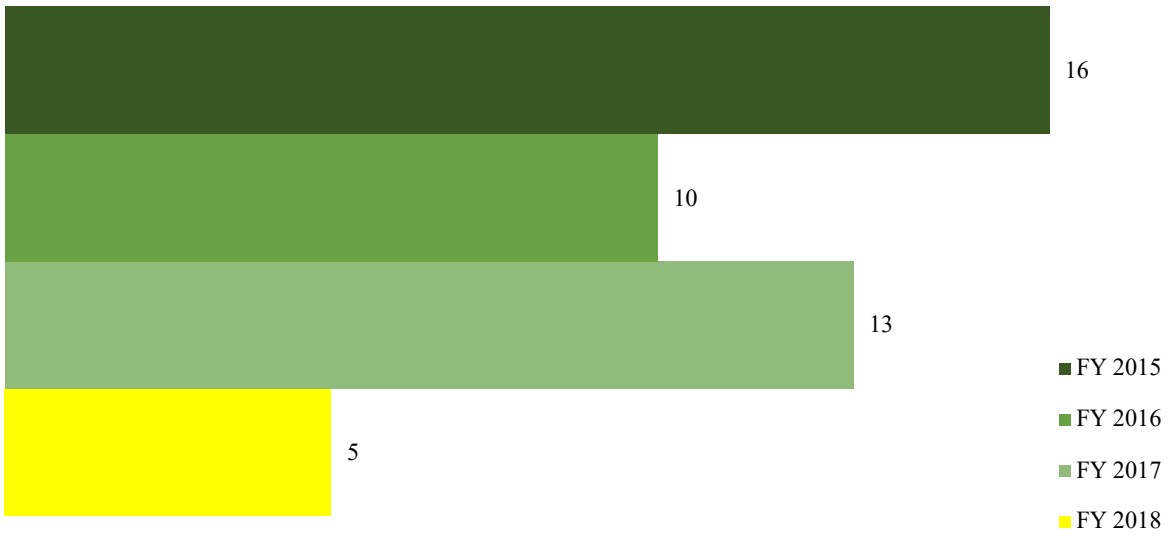

Figure 125: Technology Services Job Openings

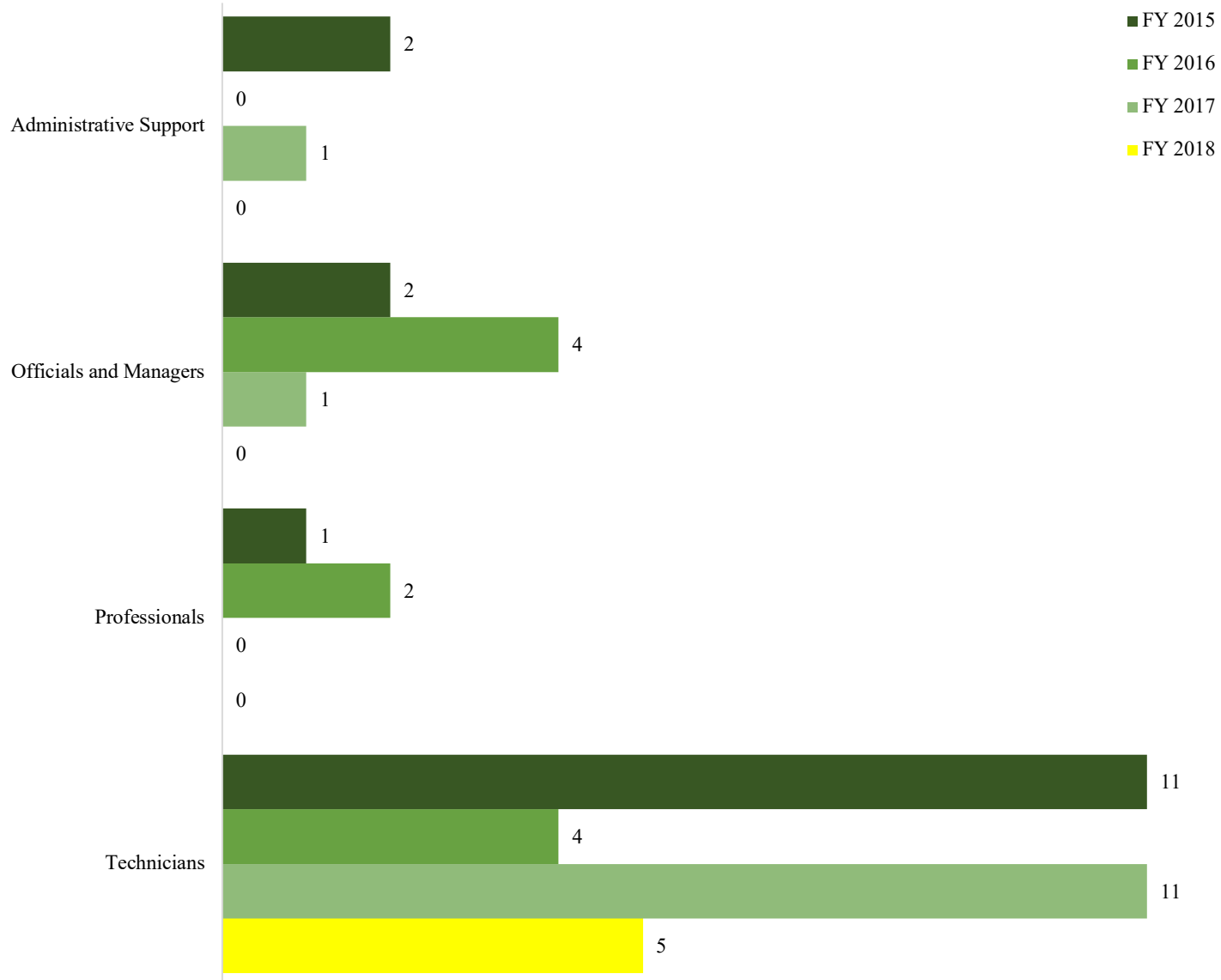

Figure 126: Technology Services Job Openings by Job Group

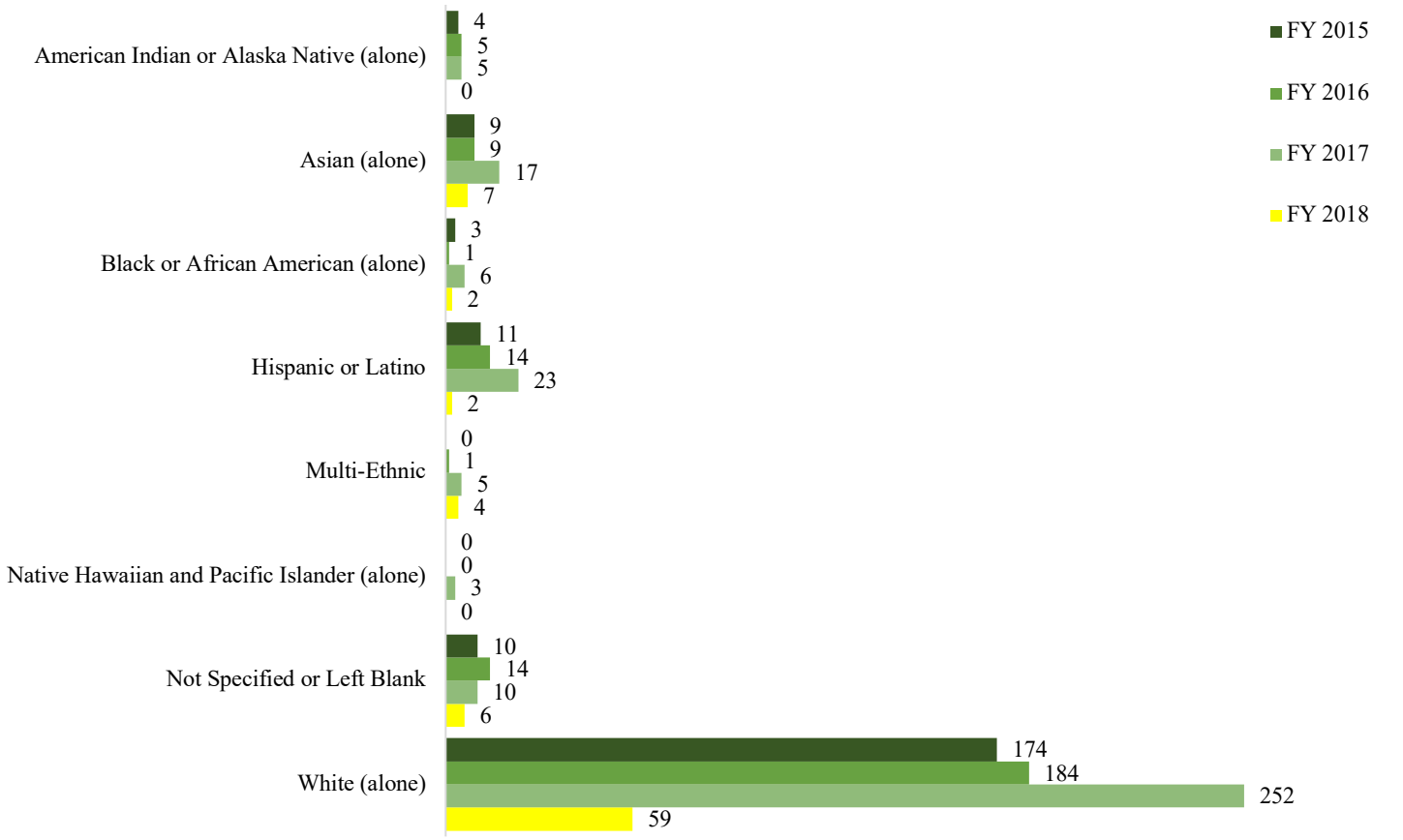

Figure 127: Technology Services Applicants by Ethnicity

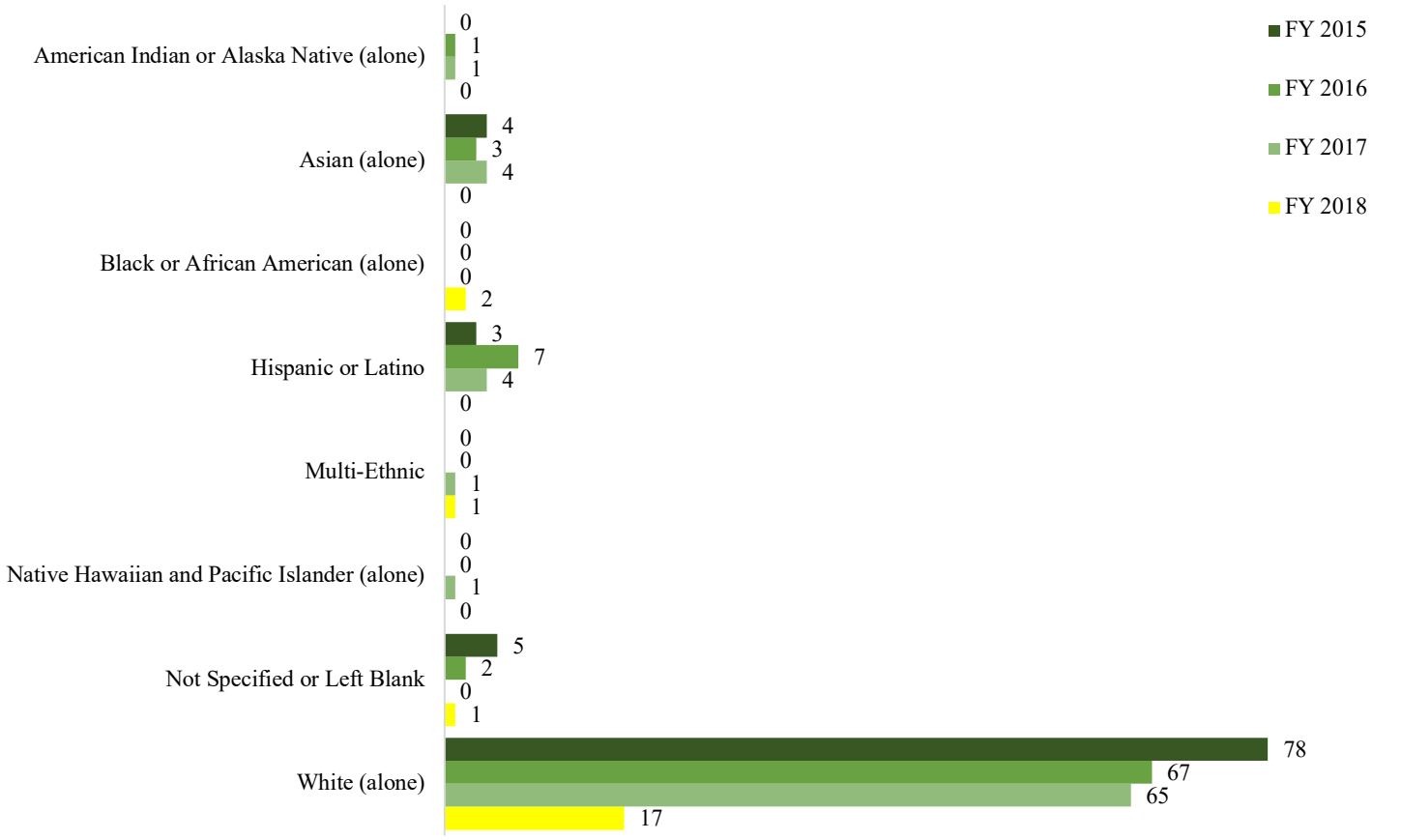

Figure 128: Advanced Technology Services Applicants by Ethnicity

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**28**	**54**	**0**	**0**	**21**	**67**	**0**	**0**
American Indian or Alaska Native (alone)	0	2	0	0	1	1	0	0
Asian (alone)	0	1	0	0	0	1	0	0
Black or African American (alone)	0	1	0	0	0	2	0	0
Hispanic or Latino	2	6	0	0	1	4	0	0
Multi-Ethnic	0	0	0	0	1	1	0	0
Not Specified or Left Blank	1	2	0	0	0	1	0	0
White (alone)	25	42	0	0	18	57	0	0
Officials and Managers	**5**	**13**	**16**	**38**	**4**	**7**	**0**	**0**
American Indian or Alaska Native (alone)	0	0	0	2	0	0	0	0
Asian (alone)	1	1	1	3	0	0	0	0
Hispanic or Latino	0	1	0	1	0	0	0	0
Not Specified or Left Blank	1	2	0	2	0	0	0	0
White (alone)	3	9	15	30	4	7	0	0
Professionals	**5**	**10**	**6**	**20**	**0**	**0**	**0**	**0**
Asian (alone)	0	1	0	1	0	0	0	0
Hispanic or Latino	0	0	1	1	0	0	0	0
Not Specified or Left Blank	0	0	0	3	0	0	0	0
White (alone)	5	9	5	15	0	0	0	0
Technicians	**52**	**134**	**58**	**170**	**51**	**247**	**21**	**80**
American Indian or Alaska Native (alone)	0	2	1	3	0	4	0	0
Asian (alone)	3	6	2	5	4	16	0	7
Black or African American (alone)	0	2	0	1	0	4	2	2
Hispanic or Latino	1	4	6	12	3	19	0	2
Multi-Ethnic	0	0	0	1	0	4	1	4
Native Hawaiian and Pacific Islander (alone)	0	0	0	0	1	3	0	0
Not Specified or Left Blank	3	6	2	9	0	9	1	6
White (alone)	45	114	47	139	43	188	17	59

Figure 129: Advanced Technology Services Applicants by Ethnicity and Job Group

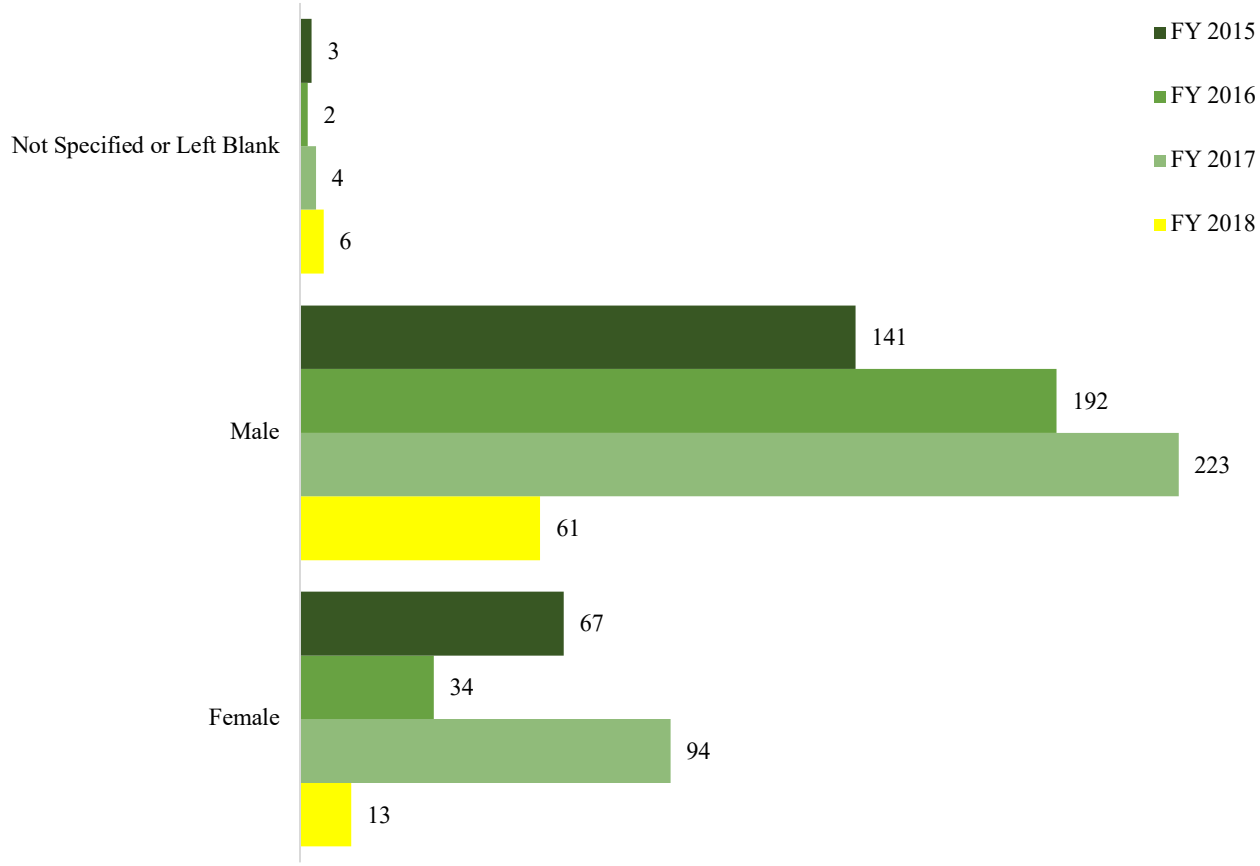

Figure 130: Technology Services Applicants by Gender

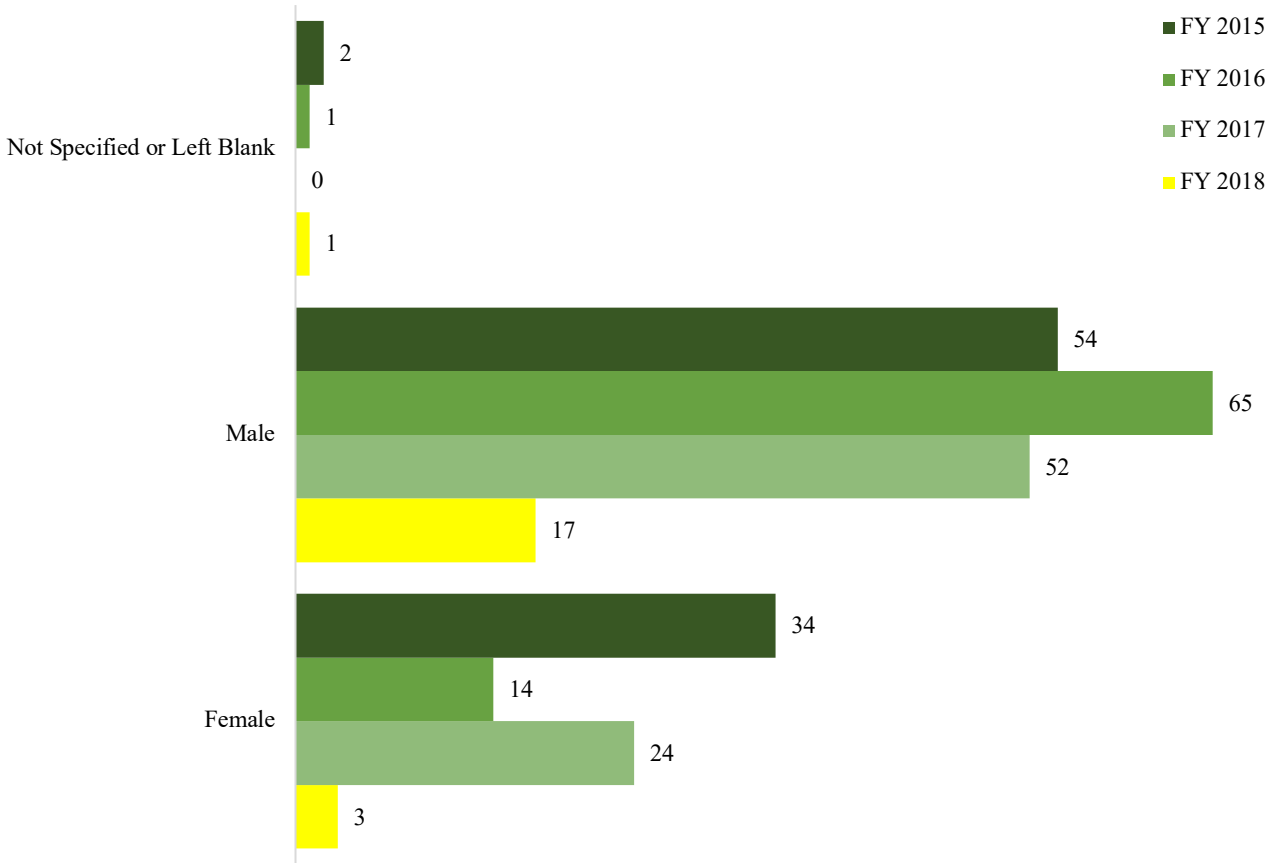

Figure 131: Advanced Technology Services Applicants by Gender

Job Group	FY 2015 Advanced	FY 2015 Total	FY 2016 Advanced	FY 2016 Total	FY 2017 Advanced	FY 2017 Total	FY 2018 Advanced	FY 2018 Total
Administrative Support	**28**	**54**	**0**	**0**	**21**	**67**	**0**	**0**
Female	26	46	0	0	17	55	0	0
Male	2	8	0	0	4	11	0	0
Not Specified or Left Blank	0	0	0	0	0	1	0	0
Officials and Managers	**5**	**13**	**16**	**38**	**4**	**7**	**0**	**0**
Female	1	4	7	13	0	0	0	0
Male	4	8	9	24	4	7	0	0
Not Specified or Left Blank	0	1	0	1	0	0	0	0
Professionals	**5**	**10**	**6**	**20**	**0**	**0**	**0**	**0**
Female	1	2	3	12	0	0	0	0
Male	4	8	3	8	0	0	0	0
Technicians	**52**	**134**	**58**	**170**	**51**	**247**	**21**	**80**
Female	6	15	4	9	7	39	3	13
Male	44	117	53	160	44	205	17	61
Not Specified or Left Blank	2	2	1	1	0	3	1	6

Figure 132: Advanced Technology Services Applicants by Gender and Job Group

2.3 County Hires over Time

*For contextualization and comparison of population demographics, data from the United States Census Bureau and American Community Survey have been provided in Appendices A-G. Do note that United States Census Bureau and American Community Survey statistics follow calendar year, whereas Section 2.3 statistics follow the County's fiscal year (12 months of July through June).

*While the reporting option of employee position/managerial level (e.g., ground, mid, executive) was available, audit time constraints did not allow the Chief County Performance Auditor to verify the classification system used by Lane County, Oregon Government for accuracy and dependability in ranking consistency—relative to the duties of each position. As a result, job classifications defined by the United States' Equal Employment Opportunity Commission (EEOC) and filed with the EEOC were used. These categories are hereinafter referred to as "Job Group." For occupation specificity, refer to Appendix H to see which Lane County position titles fall under which job groups.

*Hires data courtesy of Human Resources and Technology Services Departments.

Countywide Hires

Totals
Fiscal Year 2012: 151
Fiscal Year 2013: 164
Fiscal Year 2014: 256
Fiscal Year 2015: 294
Fiscal Year 2016: 326
Fiscal Year 2017: 322
Fiscal Year 2018: 409

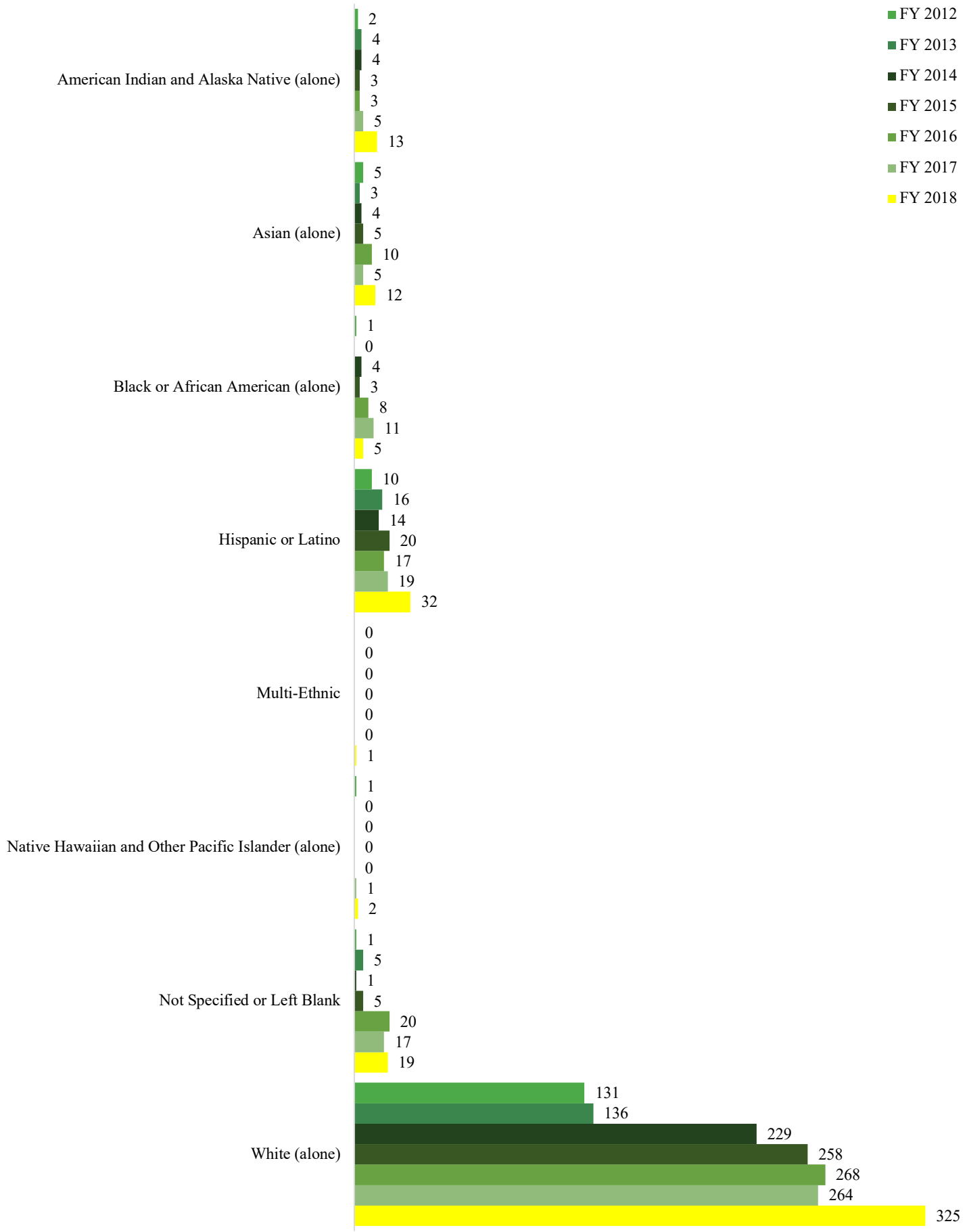

Figure 133: Countywide Hires by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**35**	**48**	**45**	**70**	**79**	**79**	**96**
American Indian and Alaska Native (alone)	0	0	0	0	1	1	2
Asian (alone)	1	2	0	3	3	0	0
Black or African American (alone)	0	0	1	0	2	1	2
Hispanic or Latino	4	7	4	8	9	7	8
Multi-Ethnic	0	0	0	0	0	0	1
Native Hawaiian and Other Pacific Islander (alone)	1	0	0	0	0	0	1
Not Specified or Left Blank	1	2	0	2	6	4	3
White (alone)	28	37	40	57	58	66	79
Officials and Managers	**10**	**12**	**15**	**23**	**17**	**12**	**17**
American Indian and Alaska Native (alone)	0	1	0	2	0	0	0
Black or African American (alone)	1	0	0	1	0	0	1
Hispanic or Latino	0	0	0	1	1	0	1
Not Specified or Left Blank	0	0	0	0	0	1	1
White (alone)	9	11	15	19	16	11	14
Professionals	**53**	**52**	**81**	**84**	**116**	**111**	**140**
American Indian and Alaska Native (alone)	1	0	1	1	1	0	3
Asian (alone)	3	0	2	1	6	5	7
Black or African American (alone)	0	0	3	1	4	9	2
Hispanic or Latino	5	6	6	6	3	6	14
Native Hawaiian and Other Pacific Islander (alone)	0	0	0	0	0	1	1
Not Specified or Left Blank	0	2	0	0	5	8	8
White (alone)	44	44	69	75	97	82	105
Protective Services: Non-Sworn	**4**	**2**	**4**	**4**	**5**	**4**	**7**
American Indian and Alaska Native (alone)	0	0	0	0	0	0	1
Hispanic or Latino	0	1	0	0	0	0	0
Not Specified or Left Blank	0	0	0	0	1	0	0
White (alone)	4	1	4	4	4	4	6
Protective Services: Sworn	**0**	**6**	**33**	**35**	**21**	**38**	**35**
American Indian and Alaska Native (alone)	0	0	1	0	0	1	0
Asian (alone)	0	0	0	0	0	0	1
Hispanic or Latino	0	0	0	0	0	2	3
Not Specified or Left Blank	0	1	0	1	1	1	0
White (alone)	0	5	32	34	20	34	31
Protective Services: Sworn Officials	**3**	**2**	**14**	**7**	**9**	**5**	**7**
American Indian and Alaska Native (alone)	0	0	0	0	0	1	1
White (alone)	3	2	14	7	9	4	6
Service Maintenance	**27**	**29**	**38**	**38**	**37**	**42**	**54**
American Indian and Alaska Native (alone)	1	3	2	0	1	2	4
Asian (alone)	1	1	2	1	0	0	0
Black or African American (alone)	0	0	0	1	0	1	0
Hispanic or Latino	1	1	2	3	1	3	3
Not Specified or Left Blank	0	0	1	2	4	3	6
White (alone)	24	24	31	31	31	33	41
Skilled Craft	**9**	**4**	**9**	**2**	**4**	**7**	**5**
Hispanic or Latino	0	1	0	0	0	0	0
Not Specified or Left Blank	0	0	0	0	1	0	0
White (alone)	9	3	9	2	3	7	5
Technicians	**10**	**9**	**17**	**31**	**38**	**24**	**48**
American Indian and Alaska Native (alone)	0	0	0	0	0	0	2
Asian (alone)	0	0	0	0	1	0	4
Black or African American (alone)	0	0	0	0	2	0	0
Hispanic or Latino	0	0	2	2	3	1	3
Not Specified or Left Blank	0	0	0	0	2	0	1
White (alone)	10	9	15	29	30	23	38

Figure 134: Countywide Hires by Ethnicity and Job Group

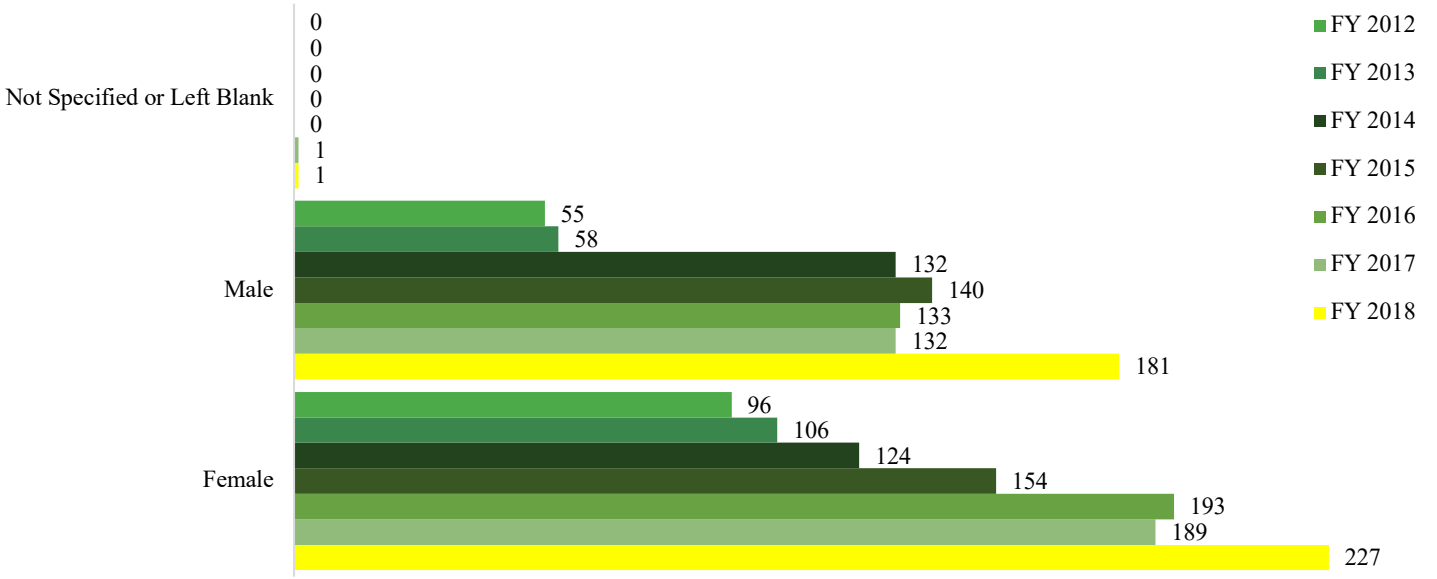

Figure 135: Countywide Hires by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**35**	**48**	**45**	**70**	**79**	**79**	**96**
Female	32	44	35	57	72	71	84
Male	3	4	10	13	7	8	12
Officials and Managers	**10**	**12**	**15**	**23**	**17**	**12**	**17**
Female	4	7	8	14	10	5	11
Male	6	5	7	9	7	7	6
Professionals	**53**	**52**	**81**	**84**	**116**	**111**	**140**
Female	45	40	54	59	69	80	85
Male	8	12	27	25	47	30	54
Not Specified or Left Blank	0	0	0	0	0	1	1
Protective Services: Non-Sworn	**4**	**2**	**4**	**4**	**5**	**4**	**7**
Female	4	1	3	2	3	3	5
Male	0	1	1	2	2	1	2
Protective Services: Sworn	**0**	**6**	**33**	**35**	**21**	**38**	**35**
Female	0	2	8	3	3	8	6
Male	0	4	25	32	18	30	29
Protective Services: Sworn Officials	**3**	**2**	**14**	**7**	**9**	**5**	**7**
Female	0	0	1	0	0	0	0
Male	3	2	13	7	9	5	7
Service Maintenance	**27**	**29**	**38**	**38**	**37**	**42**	**54**
Female	4	5	3	6	8	9	9
Male	23	24	35	32	29	33	45
Skilled Craft	**9**	**4**	**9**	**2**	**4**	**7**	**5**
Male	9	4	9	2	4	7	5
Technicians	**10**	**9**	**17**	**31**	**38**	**24**	**48**
Female	7	7	12	13	28	13	27
Male	3	2	5	18	10	11	21

Figure 136: Countywide Hires by Gender and Job Group

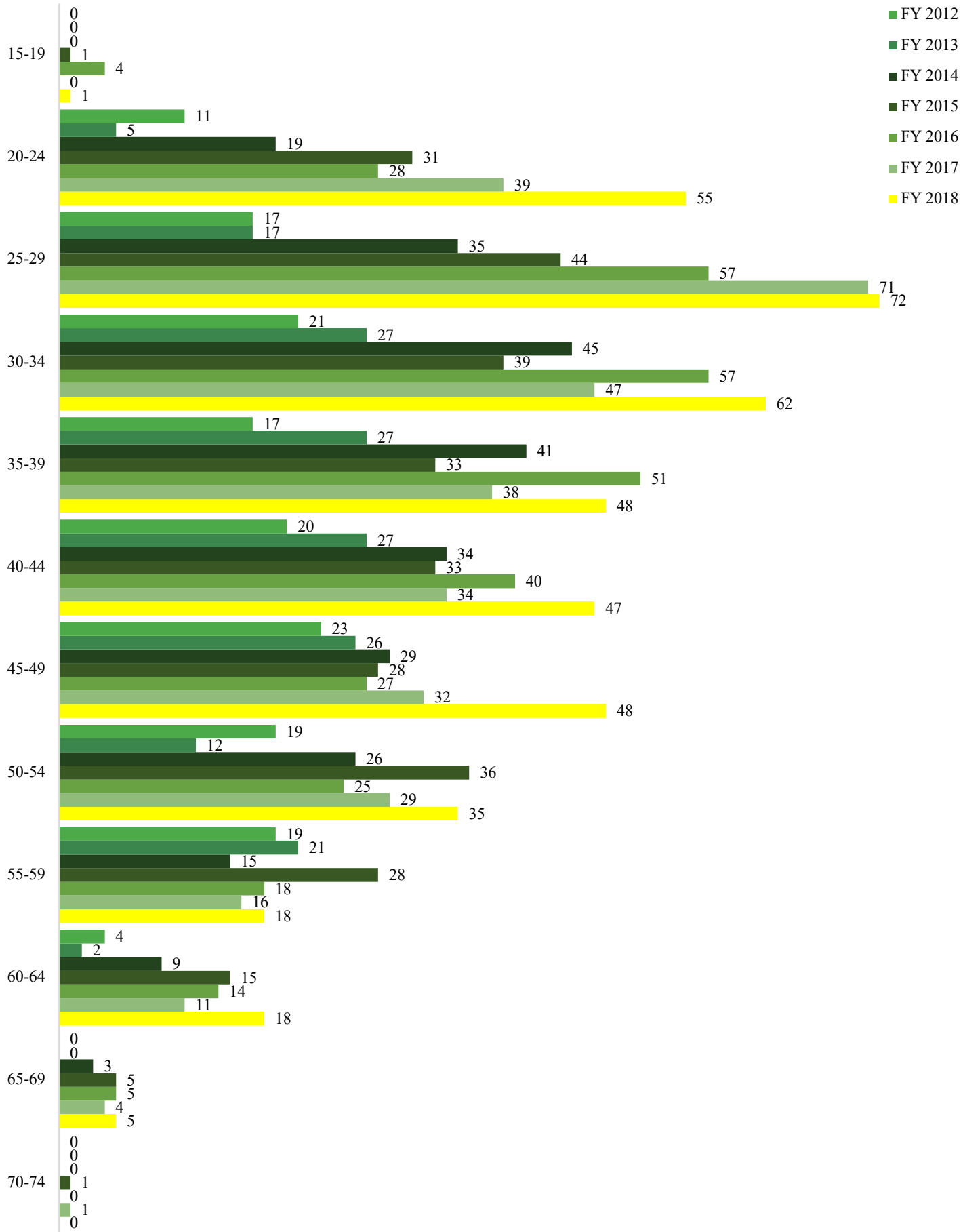

Figure 137: Countywide Hires by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**35**	**48**	**45**	**70**	**79**	**79**	**96**
15-19	0	0	0	0	1	0	0
20-24	6	3	6	10	7	11	12
25-29	6	8	7	7	16	14	15
30-34	5	7	7	11	11	9	14
35-39	2	10	8	11	10	13	13
40-44	3	7	7	5	11	10	9
45-49	4	6	3	7	5	13	10
50-54	3	2	2	10	8	3	10
55-59	5	4	3	4	4	2	6
60-64	1	1	2	2	4	2	6
65-69	0	0	0	3	2	1	1
70-74	0	0	0	0	0	1	0
Officials and Managers	**10**	**12**	**15**	**23**	**17**	**12**	**17**
25-29	0	0	0	0	0	0	1
30-34	2	3	1	1	2	2	1
35-39	1	1	4	1	4	1	1
40-44	2	3	3	10	1	3	4
45-49	1	1	1	2	5	1	3
50-54	1	2	3	3	2	2	3
55-59	3	2	1	3	2	1	3
60-64	0	0	2	3	1	2	1
Professionals	**53**	**52**	**81**	**84**	**116**	**111**	**140**
20-24	1	0	1	4	3	6	11
25-29	7	3	9	16	27	29	29
30-34	11	13	18	13	22	25	31
35-39	10	14	13	11	22	12	16
40-44	4	6	9	11	15	10	17
45-49	7	7	11	6	7	6	16
50-54	6	2	7	10	7	10	7
55-59	7	6	6	8	6	5	6
60-64	0	1	4	3	5	5	5
65-69	0	0	3	1	2	3	2
70-74	0	0	0	1	0	0	0
Protective Services: Non-Sworn	**4**	**2**	**4**	**4**	**5**	**4**	**7**
15-19	0	0	0	0	1	0	1
20-24	0	0	1	0	2	1	2
25-29	1	1	0	2	1	1	1
30-34	1	1	2	0	0	0	1
35-39	1	0	0	0	1	0	1
40-44	0	0	0	0	0	0	1
45-49	0	0	0	2	0	1	0
50-54	1	0	0	0	0	1	0
55-59	0	0	1	0	0	0	0
Protective Services: Sworn	**0**	**6**	**33**	**35**	**21**	**38**	**35**
20-24	0	0	9	9	10	7	15
25-29	0	0	11	14	4	18	10
30-34	0	1	6	7	6	5	5
35-39	0	0	5	3	0	4	2
40-44	0	4	0	1	0	1	2
45-49	0	1	2	1	1	1	1
50-54	0	0	0	0	0	1	0
55-59	0	0	0	0	0	1	0

Figure 138: Countywide Hires by Age Group and Job Group (Part 1 of 2)

Job Group (continued)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Protective Services: Sworn Officials	**3**	**2**	**14**	**7**	**9**	**5**	**7**
25-29	0	0	0	0	1	0	0
30-34	0	0	1	0	0	0	2
35-39	0	0	6	1	1	0	0
40-44	0	0	2	2	5	2	2
45-49	1	1	5	1	2	3	2
50-54	2	0	0	2	0	0	1
55-59	0	1	0	1	0	0	0
Service Maintenance	**27**	**29**	**38**	**38**	**37**	**42**	**54**
15-19	0	0	0	1	1	0	0
20-24	3	2	0	5	2	9	6
25-29	2	4	6	2	3	5	9
30-34	1	1	5	4	5	2	2
35-39	2	2	4	3	5	2	6
40-44	4	4	9	1	4	6	9
45-49	6	5	4	8	2	4	7
50-54	5	4	7	6	7	9	8
55-59	2	7	2	4	4	4	3
60-64	2	0	1	3	3	1	3
65-69	0	0	0	1	1	0	1
Skilled Craft	**9**	**4**	**9**	**2**	**4**	**7**	**5**
20-24	0	0	0	0	0	0	1
25-29	0	0	0	0	0	1	0
30-34	0	0	0	0	1	0	0
35-39	0	0	1	1	3	3	2
40-44	4	1	1	0	0	0	0
45-49	2	2	1	1	0	1	1
50-54	1	1	5	0	0	0	0
55-59	1	0	1	0	0	2	0
60-64	1	0	0	0	0	0	1
Technicians	**10**	**9**	**17**	**31**	**38**	**24**	**48**
15-19	0	0	0	0	1	0	0
20-24	1	0	2	3	4	5	8
25-29	1	1	2	3	5	3	7
30-34	1	1	5	3	10	4	6
35-39	1	0	0	2	5	3	7
40-44	3	2	3	3	4	2	3
45-49	2	3	2	0	5	2	8
50-54	0	1	2	5	1	3	6
55-59	1	1	1	8	2	1	0
60-64	0	0	0	4	1	1	2
65-69	0	0	0	0	0	0	1

Figure 139: Countywide Hires by Age Group and Job Group (Part 2 of 2)

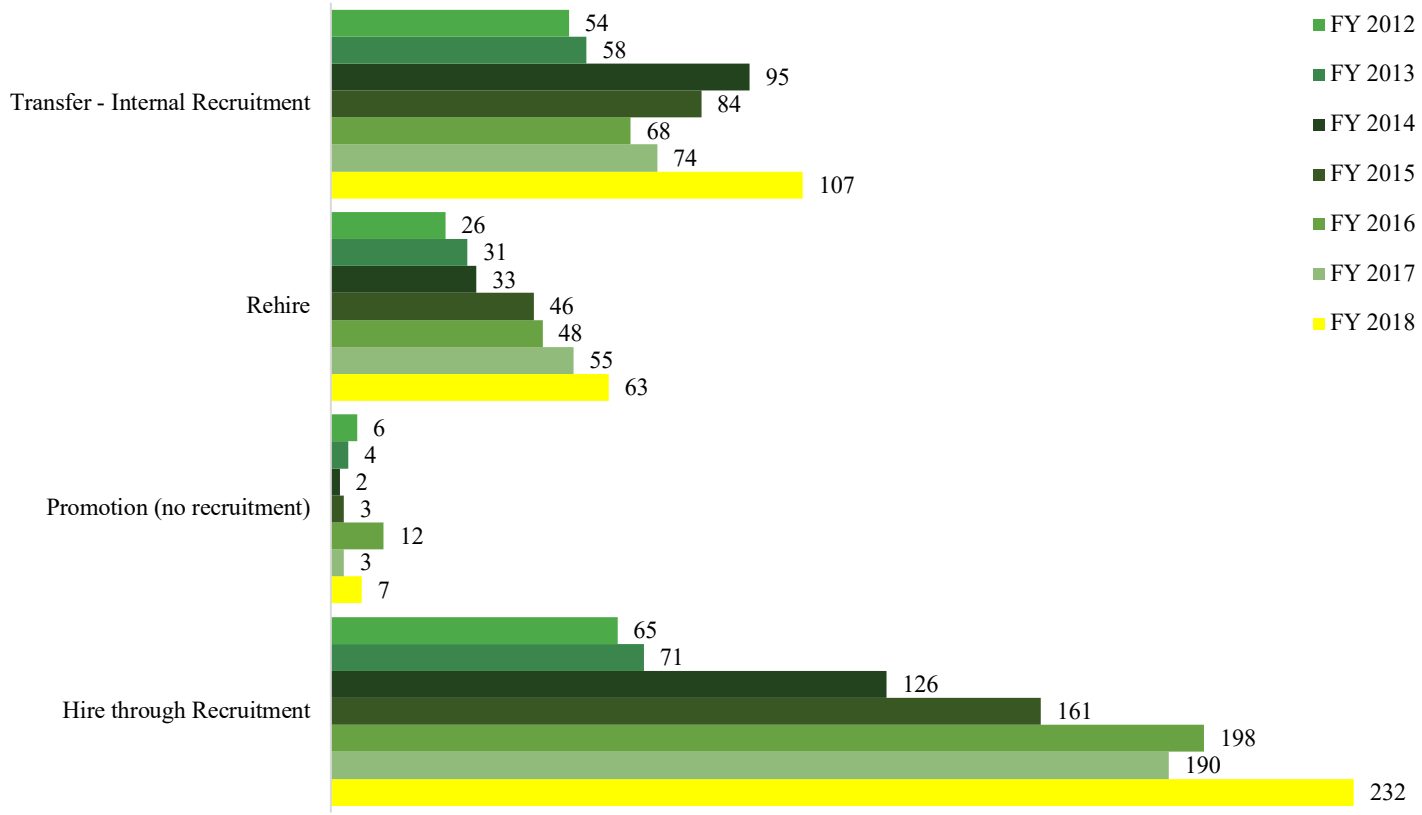

Figure 140: Countywide Hires by Type

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**35**	**48**	**45**	**70**	**79**	**79**	**96**
Hire through Recruitment	19	22	21	38	48	44	54
Promotion (no recruitment)	0	0	1	0	0	0	0
Rehire	3	12	6	11	12	12	11
Transfer - Internal Recruitment	13	14	17	21	19	23	31
Officials and Managers	**10**	**12**	**15**	**23**	**17**	**12**	**17**
Hire through Recruitment	2	2	8	9	7	9	7
Promotion (no recruitment)	1	1	0	0	1	0	0
Rehire	1	0	1	4	0	1	1
Transfer - Internal Recruitment	6	9	6	10	9	2	9
Professionals	**53**	**52**	**81**	**84**	**116**	**111**	**140**
Hire through Recruitment	30	30	40	46	73	69	90
Promotion (no recruitment)	3	1	0	1	9	1	5
Rehire	3	6	4	11	15	15	21
Transfer - Internal Recruitment	17	15	37	26	19	26	24
Protective Services: Non-Sworn	**4**	**2**	**4**	**4**	**5**	**4**	**7**
Hire through Recruitment	3	0	3	3	4	3	4
Rehire	0	1	0	0	0	0	1
Transfer - Internal Recruitment	1	1	1	1	1	1	2
Protective Services: Sworn	**0**	**6**	**33**	**35**	**21**	**38**	**35**
Hire through Recruitment	0	0	29	30	19	37	26
Rehire	0	1	1	2	2	0	2
Transfer - Internal Recruitment	0	5	3	3	0	1	7
Protective Services: Sworn Officials	**3**	**2**	**14**	**7**	**9**	**5**	**7**
Hire through Recruitment	0	0	2	3	1	0	0
Promotion (no recruitment)	2	2	1	2	2	2	2
Transfer - Internal Recruitment	1	0	11	2	6	3	5
Service Maintenance	**27**	**29**	**38**	**38**	**37**	**42**	**54**
Hire through Recruitment	3	9	10	15	19	12	19
Rehire	18	11	19	15	11	22	21
Transfer - Internal Recruitment	6	9	9	8	7	8	14
Skilled Craft	**9**	**4**	**9**	**2**	**4**	**7**	**5**
Hire through Recruitment	3	3	3	0	2	2	0
Transfer - Internal Recruitment	6	1	6	2	2	5	5
Technicians	**10**	**9**	**17**	**31**	**38**	**24**	**48**
Hire through Recruitment	5	5	10	17	25	14	32
Rehire	1	0	2	3	8	5	6
Transfer - Internal Recruitment	4	4	5	11	5	5	10

Figure 141: Countywide Hires by Type and Job Group

Assessor's Office Hires

	Totals
Fiscal Year 2012:	6
Fiscal Year 2013:	6
Fiscal Year 2014:	8
Fiscal Year 2015:	16
Fiscal Year 2016:	9
Fiscal Year 2017:	13
Fiscal Year 2018:	6

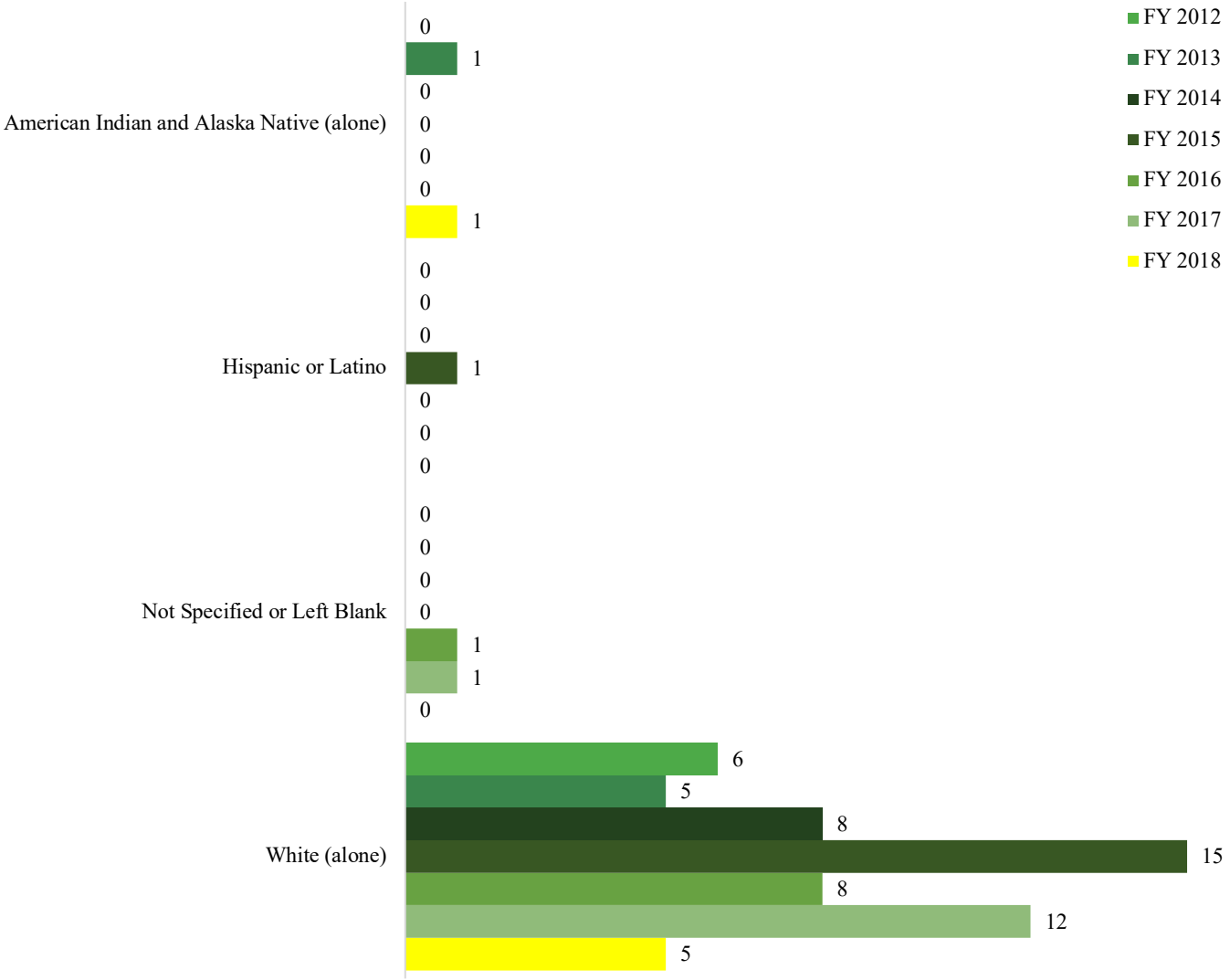

Figure 142: Assessor's Office Hires by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**2**	**0**	**2**	**5**	**3**	**7**	**4**
Not Specified or Left Blank	0	0	0	0	1	0	0
White (alone)	2	0	2	5	2	7	4
Officials and Managers	**4**	**5**	**4**	**9**	**5**	**6**	**0**
American Indian and Alaska Native (alone)	0	1	0	0	0	0	0
Hispanic or Latino	0	0	0	1	0	0	0
Not Specified or Left Blank	0	0	0	0	0	1	0
White (alone)	4	4	4	8	5	5	0
Professionals	**0**	**1**	**1**	**2**	**1**	**0**	**0**
White (alone)	0	1	1	2	1	0	0
Technicians	**0**	**0**	**1**	**0**	**0**	**0**	**2**
American Indian and Alaska Native (alone)	0	0	0	0	0	0	1
White (alone)	0	0	1	0	0	0	1

Figure 143: Assessor's Office Hires by Ethnicity and Job Group

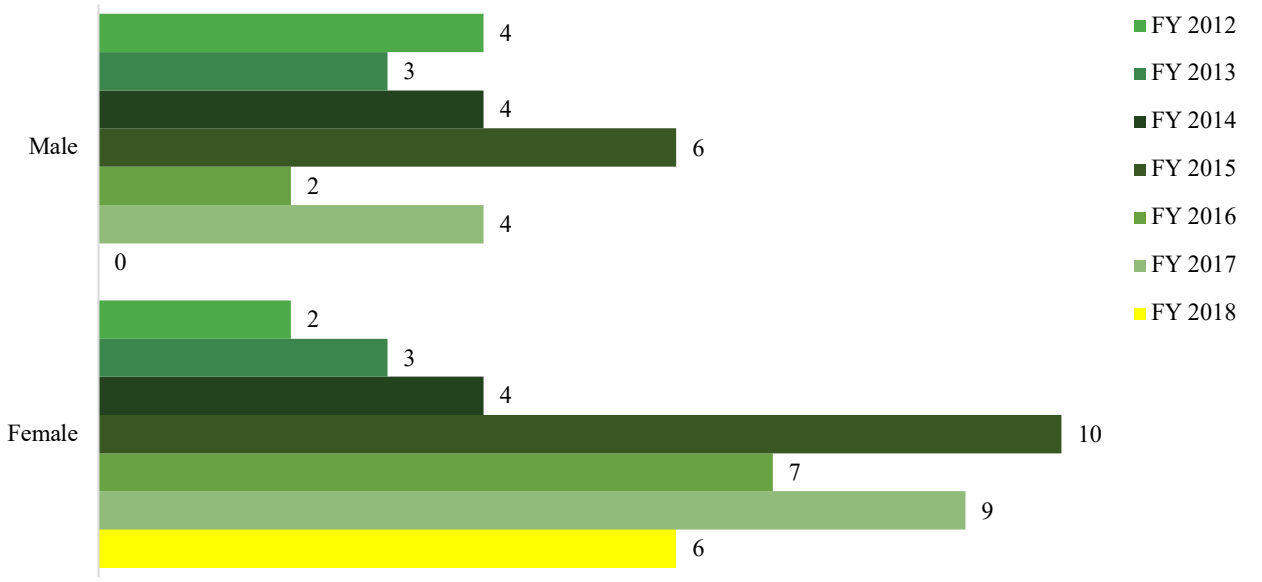

Figure 144: Assessor's Office Hires by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**2**	**0**	**2**	**5**	**3**	**7**	**4**
Female	2	0	2	3	3	7	4
Male	0	0	0	2	0	0	0
Officials and Managers	**4**	**5**	**4**	**9**	**5**	**6**	**0**
Female	0	3	2	5	4	2	0
Male	4	2	2	4	1	4	0
Professionals	**0**	**1**	**1**	**2**	**1**	**0**	**0**
Female	0	0	0	2	0	0	0
Male	0	1	1	0	1	0	0
Technicians	**0**	**0**	**1**	**0**	**0**	**0**	**2**
Female	0	0	0	0	0	0	2
Male	0	0	1	0	0	0	0

Figure 145: Assessor's Office Hires by Gender and Job Group

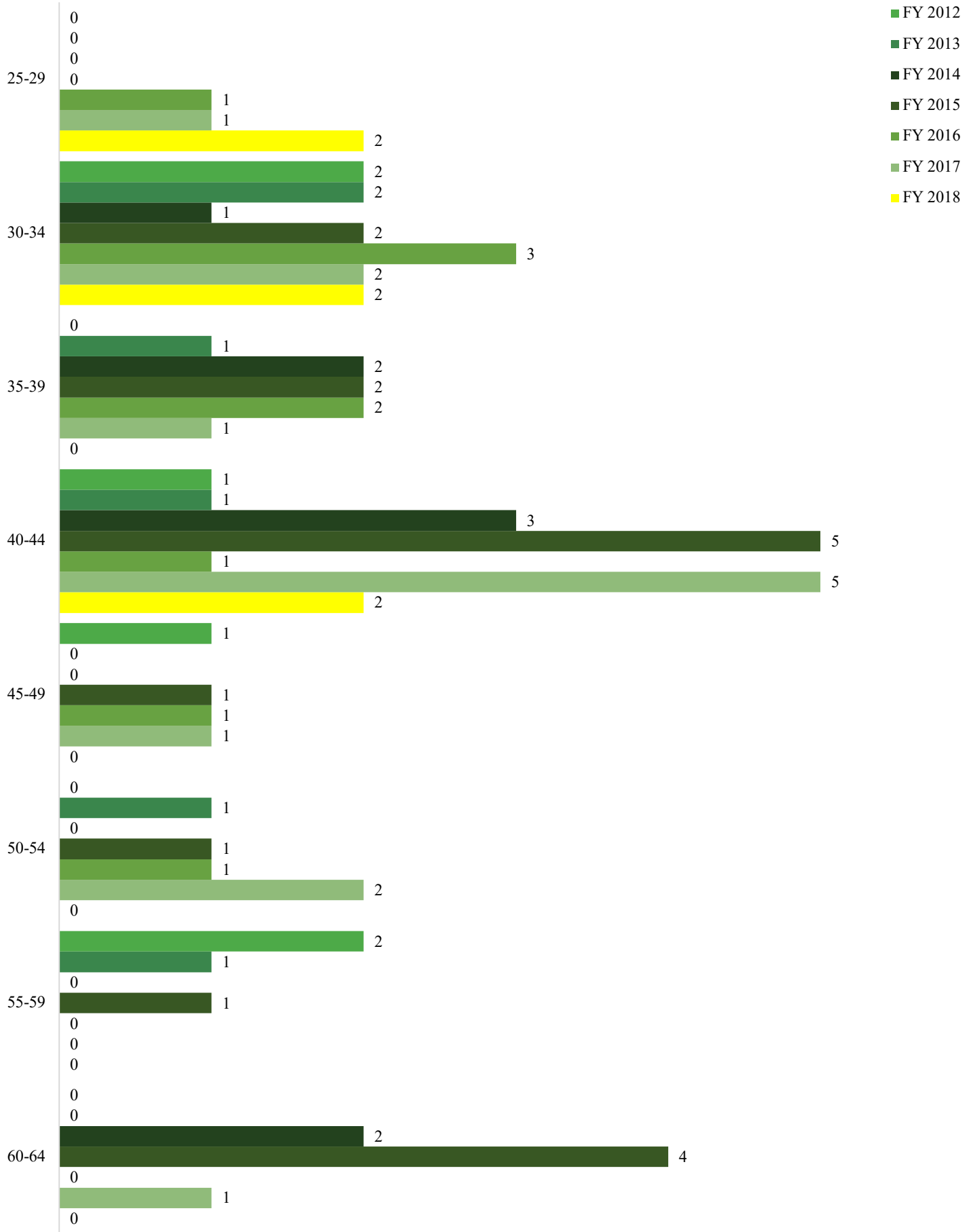

Figure 146: Assessor's Office Hires by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**2**	**0**	**2**	**5**	**3**	**7**	**4**
25-29	0	0	0	0	1	1	1
30-34	0	0	0	2	1	0	2
35-39	0	0	1	2	0	1	0
40-44	0	0	0	0	0	3	1
45-49	1	0	0	1	0	1	0
50-54	0	0	0	0	1	1	0
55-59	1	0	0	0	0	0	0
60-64	0	0	1	0	0	0	0
Officials and Managers	**4**	**5**	**4**	**9**	**5**	**6**	**0**
30-34	2	2	1	0	2	2	0
35-39	0	0	1	0	2	0	0
40-44	1	1	1	4	0	2	0
45-49	0	0	0	0	1	0	0
50-54	0	1	0	1	0	1	0
55-59	1	1	0	1	0	0	0
60-64	0	0	1	3	0	1	0
Professionals	**0**	**1**	**1**	**2**	**1**	**0**	**0**
35-39	0	1	0	0	0	0	0
40-44	0	0	1	1	1	0	0
60-64	0	0	0	1	0	0	0
Technicians	**0**	**0**	**1**	**0**	**0**	**0**	**2**
25-29	0	0	0	0	0	0	1
40-44	0	0	1	0	0	0	1

Figure 147: Assessor's Office Hires by Age Group and Job Group

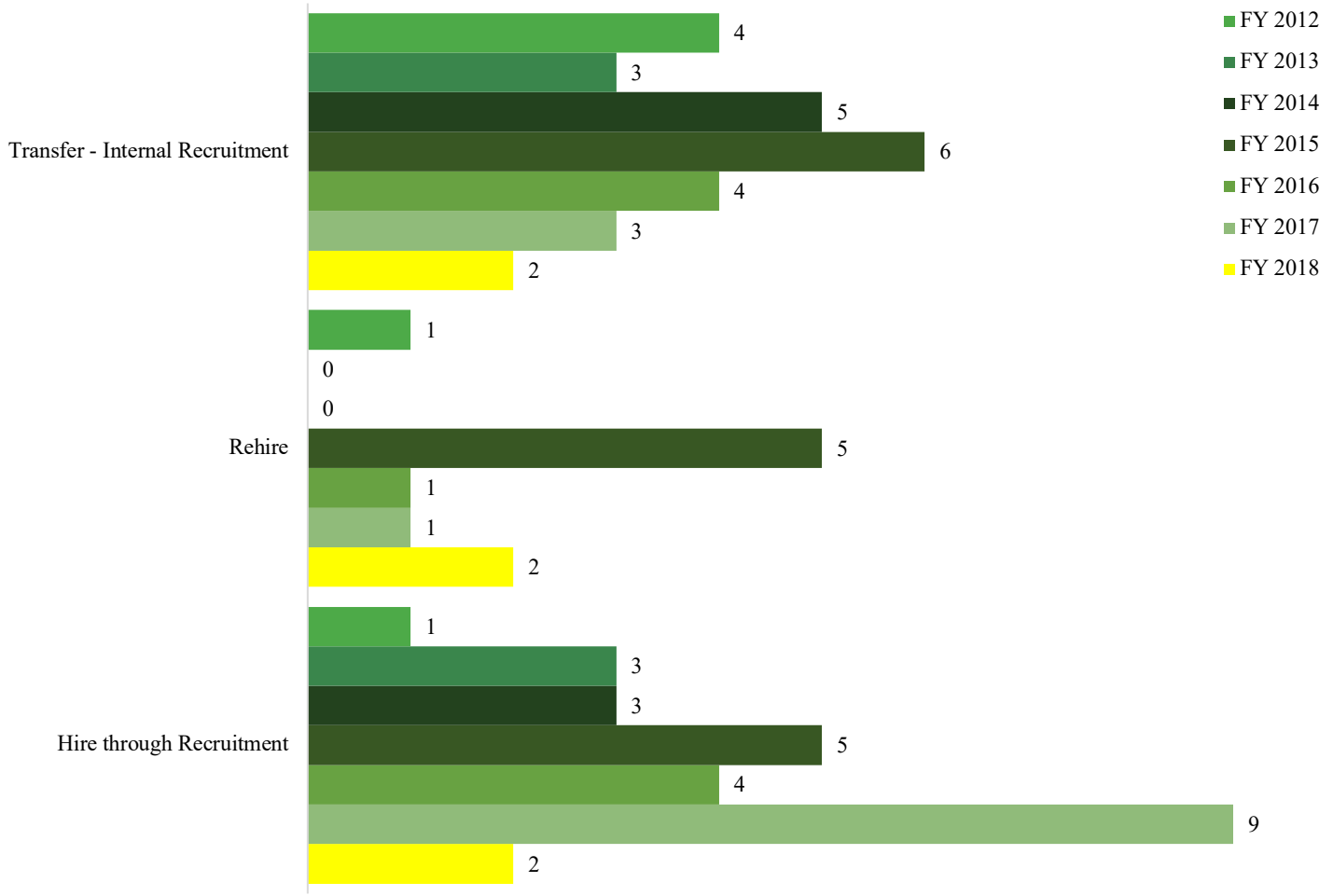

Figure 148: Assessor's Office Hires by Type

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**2**	**0**	**2**	**5**	**3**	**7**	**4**
Hire through Recruitment	1	0	0	2	2	5	2
Rehire	0	0	0	2	1	1	1
Transfer - Internal Recruitment	1	0	2	1	0	1	1
Officials and Managers	**4**	**5**	**4**	**9**	**5**	**6**	**0**
Hire through Recruitment	0	2	3	3	2	4	0
Rehire	1	0	0	3	0	0	0
Transfer - Internal Recruitment	3	3	1	3	3	2	0
Professionals	**0**	**1**	**1**	**2**	**1**	**0**	**0**
Hire through Recruitment	0	1	0	0	0	0	0
Transfer - Internal Recruitment	0	0	1	2	1	0	0
Technicians	**0**	**0**	**1**	**0**	**0**	**0**	**2**
Rehire	0	0	0	0	0	0	1
Transfer - Internal Recruitment	0	0	1	0	0	0	1

Figure 149: Assessor's Office Hires by Type and Job Group

County Administration Hires

	Totals
Fiscal Year 2012:	8
Fiscal Year 2013:	15
Fiscal Year 2014:	16
Fiscal Year 2015:	16
Fiscal Year 2016:	10
Fiscal Year 2017:	21
Fiscal Year 2018:	28

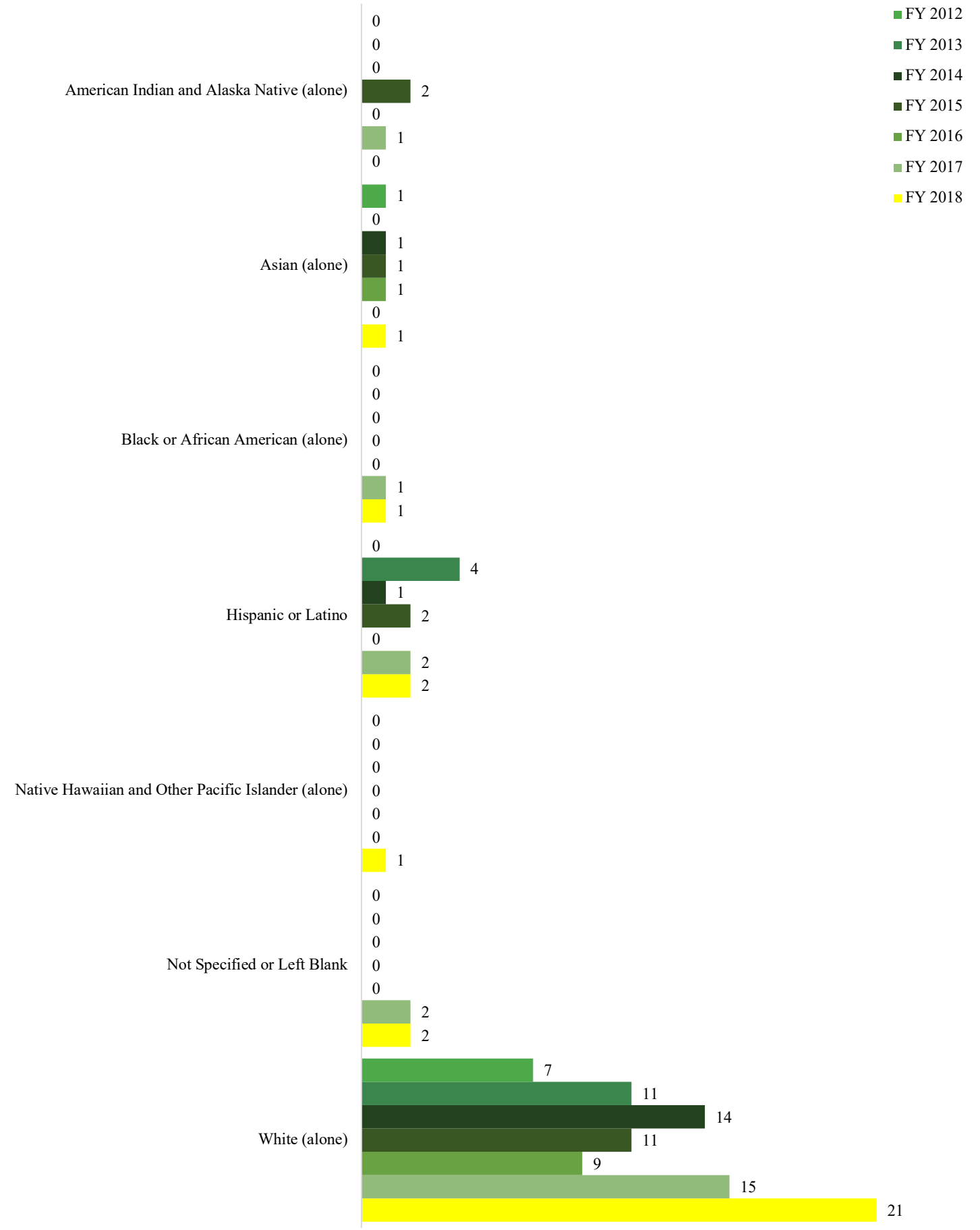

Figure 150: County Administration Hires by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**2**	**2**	**2**	**3**	**4**	**4**	**12**
Asian (alone)	0	0	0	1	1	0	0
Hispanic or Latino	0	0	0	0	0	1	0
Native Hawaiian and Other Pacific Islander (alone)	0	0	0	0	0	0	1
Not Specified or Left Blank	0	0	0	0	0	1	1
White (alone)	2	2	2	2	3	2	10
Officials and Managers	**1**	**2**	**0**	**4**	**2**	**2**	**3**
American Indian and Alaska Native (alone)	0	0	0	2	0	0	0
Black or African American (alone)	0	0	0	0	0	0	1
Not Specified or Left Blank	0	0	0	0	0	0	1
White (alone)	1	2	0	2	2	2	1
Professionals	**4**	**6**	**2**	**2**	**1**	**5**	**7**
Asian (alone)	1	0	0	0	0	0	1
Black or African American (alone)	0	0	0	0	0	1	0
Hispanic or Latino	0	2	0	0	0	0	1
Not Specified or Left Blank	0	0	0	0	0	1	0
White (alone)	3	4	2	2	1	3	5
Protective Services: Non-Sworn	**0**	**0**	**1**	**0**	**0**	**0**	**1**
White (alone)	0	0	1	0	0	0	1
Protective Services: Sworn	**0**	**0**	**6**	**2**	**3**	**10**	**5**
American Indian and Alaska Native (alone)	0	0	0	0	0	1	0
Hispanic or Latino	0	0	0	0	0	1	1
White (alone)	0	0	6	2	3	8	4
Protective Services: Sworn Officials	**0**	**0**	**1**	**0**	**0**	**0**	**0**
White (alone)	0	0	1	0	0	0	0
Service Maintenance	**0**	**2**	**3**	**4**	**0**	**0**	**0**
Asian (alone)	0	0	1	0	0	0	0
Hispanic or Latino	0	1	1	2	0	0	0
White (alone)	0	1	1	2	0	0	0
Skilled Craft	**1**	**3**	**1**	**1**	**0**	**0**	**0**
Hispanic or Latino	0	1	0	0	0	0	0
White (alone)	1	2	1	1	0	0	0

Figure 151: County Administration Hires by Ethnicity and Job Group

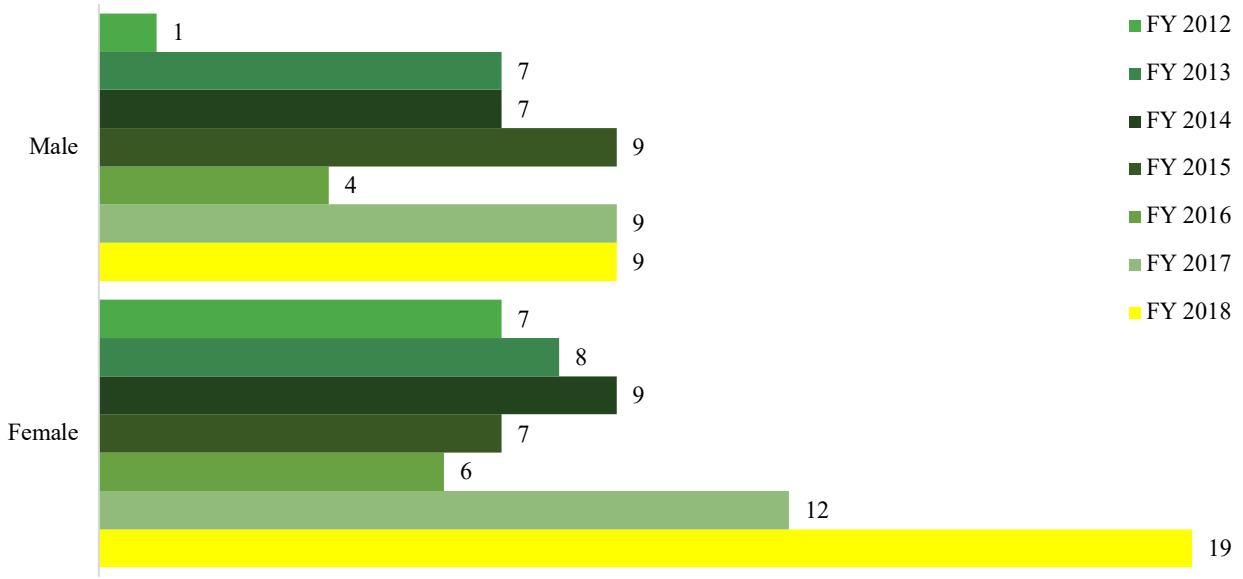

Figure 152: County Administration Hires by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**2**	**2**	**2**	**3**	**4**	**4**	**12**
Female	2	2	1	2	4	3	12
Male	0	0	1	1	0	1	0
Officials and Managers	**1**	**2**	**0**	**4**	**2**	**2**	**3**
Female	1	1	0	4	1	1	2
Male	0	1	0	0	1	1	1
Professionals	**4**	**6**	**2**	**2**	**1**	**5**	**7**
Female	4	4	0	1	0	3	3
Male	0	2	2	1	1	2	4
Protective Services: Non-Sworn	**0**	**0**	**1**	**0**	**0**	**0**	**1**
Female	0	0	1	0	0	0	1
Protective Services: Sworn	**0**	**0**	**6**	**2**	**3**	**10**	**5**
Female	0	0	6	0	1	5	1
Male	0	0	0	2	2	5	4
Protective Services: Sworn Officials	**0**	**0**	**1**	**0**	**0**	**0**	**0**
Male	0	0	1	0	0	0	0
Service Maintenance	**0**	**2**	**3**	**4**	**0**	**0**	**0**
Female	0	1	1	0	0	0	0
Male	0	1	2	4	0	0	0
Skilled Craft	**1**	**3**	**1**	**1**	**0**	**0**	**0**
Male	1	3	1	1	0	0	0

Figure 153: County Administration Hires by Gender and Job Group

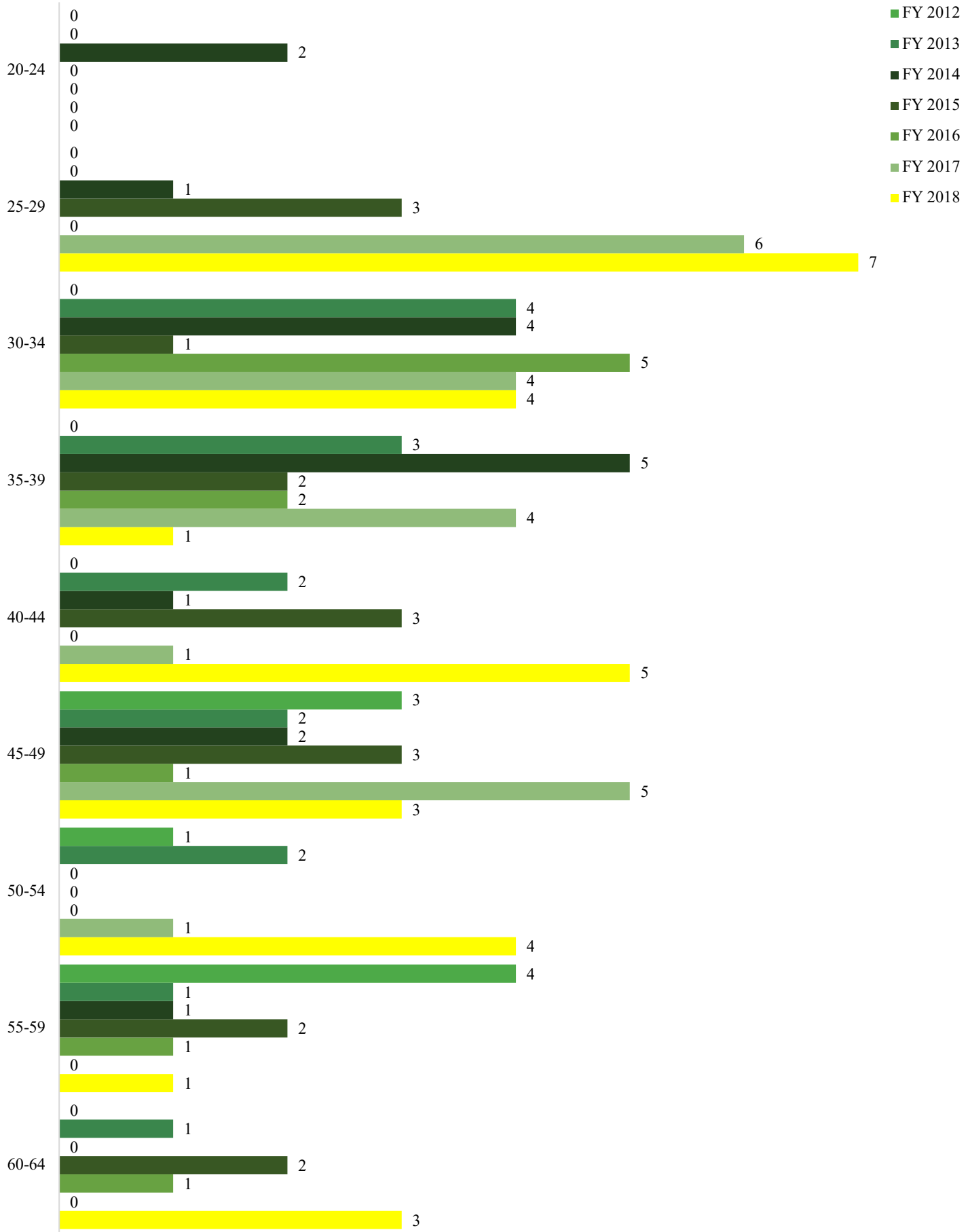

Figure 154: County Administration Hires by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**2**	**2**	**2**	**3**	**4**	**4**	**12**
20-24	0	0	1	0	0	0	0
25-29	0	0	0	2	0	1	2
30-34	0	0	1	0	1	0	1
35-39	0	1	0	0	1	0	0
40-44	0	0	0	0	0	0	1
45-49	0	1	0	0	1	3	1
50-54	1	0	0	0	0	0	3
55-59	1	0	0	0	0	0	1
60-64	0	0	0	1	1	0	3
Officials and Managers	**1**	**2**	**0**	**4**	**2**	**2**	**3**
25-29	0	0	0	0	0	0	1
30-34	0	1	0	1	0	0	1
35-39	0	0	0	1	1	1	0
40-44	0	1	0	2	0	0	1
45-49	0	0	0	0	0	1	0
55-59	1	0	0	0	1	0	0
Professionals	**4**	**6**	**2**	**2**	**1**	**5**	**7**
25-29	0	0	0	1	0	1	2
30-34	0	3	0	0	1	2	0
35-39	0	2	1	0	0	1	0
40-44	0	0	0	0	0	1	3
45-49	2	0	0	0	0	0	1
50-54	0	0	0	0	0	0	1
55-59	2	0	1	1	0	0	0
60-64	0	1	0	0	0	0	0
Protective Services: Non-Sworn	**0**	**0**	**1**	**0**	**0**	**0**	**1**
30-34	0	0	1	0	0	0	0
35-39	0	0	0	0	0	0	1
Protective Services: Sworn	**0**	**0**	**6**	**2**	**3**	**10**	**5**
20-24	0	0	1	0	0	0	0
25-29	0	0	1	0	0	4	2
30-34	0	0	2	0	3	2	2
35-39	0	0	2	1	0	2	0
40-44	0	0	0	1	0	0	0
45-49	0	0	0	0	0	1	1
50-54	0	0	0	0	0	1	0
Protective Services: Sworn Officials	**0**	**0**	**1**	**0**	**0**	**0**	**0**
35-39	0	0	1	0	0	0	0
Service Maintenance	**0**	**2**	**3**	**4**	**0**	**0**	**0**
35-39	0	0	1	0	0	0	0
40-44	0	0	1	0	0	0	0
45-49	0	0	1	2	0	0	0
50-54	0	1	0	0	0	0	0
55-59	0	1	0	1	0	0	0
60-64	0	0	0	1	0	0	0
Skilled Craft	**1**	**3**	**1**	**1**	**0**	**0**	**0**
40-44	0	1	0	0	0	0	0
45-49	1	1	1	1	0	0	0
50-54	0	1	0	0	0	0	0

Figure 155: County Administration Hires by Age Group and Job Group

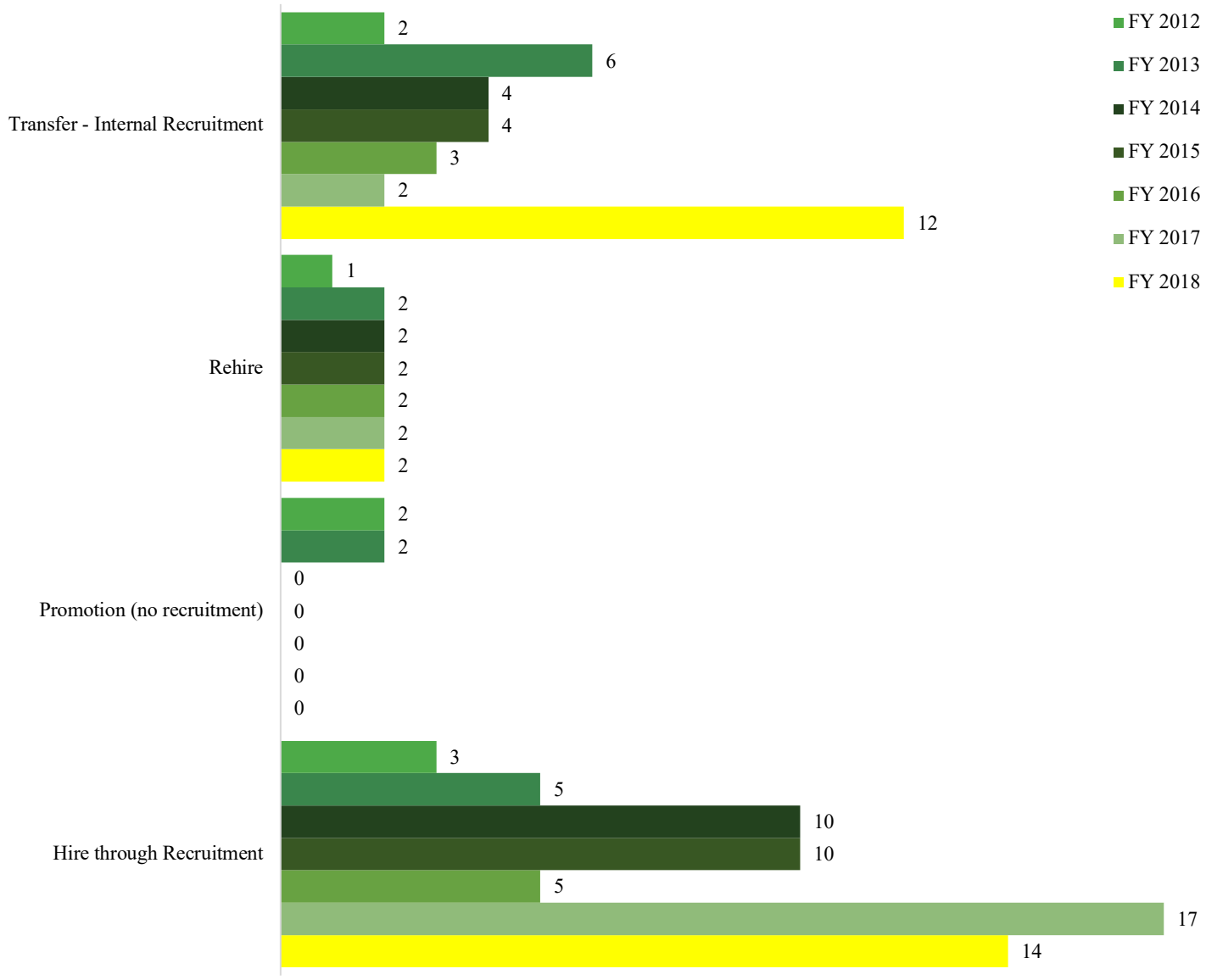

Figure 156: County Administration Hires by Type

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**2**	**2**	**2**	**3**	**4**	**4**	**12**
Hire through Recruitment	0	1	2	1	1	3	5
Rehire	1	0	0	1	2	1	1
Transfer - Internal Recruitment	1	1	0	1	1	0	6
Officials and Managers	**1**	**2**	**0**	**4**	**2**	**2**	**3**
Hire through Recruitment	0	0	0	3	1	1	2
Promotion (no recruitment)	0	1	0	0	0	0	0
Rehire	0	0	0	1	0	1	0
Transfer - Internal Recruitment	1	1	0	0	1	0	1
Professionals	**4**	**6**	**2**	**2**	**1**	**5**	**7**
Hire through Recruitment	2	2	1	0	0	4	4
Promotion (no recruitment)	2	1	0	0	0	0	0
Rehire	0	1	0	0	0	0	0
Transfer - Internal Recruitment	0	2	1	2	1	1	3
Protective Services: Non-Sworn	**0**	**0**	**1**	**0**	**0**	**0**	**1**
Transfer - Internal Recruitment	0	0	1	0	0	0	1
Protective Services: Sworn	**0**	**0**	**6**	**2**	**3**	**10**	**5**
Hire through Recruitment	0	0	3	2	3	9	3
Rehire	0	0	1	0	0	0	1
Transfer - Internal Recruitment	0	0	2	0	0	1	1
Protective Services: Sworn Officials	**0**	**0**	**1**	**0**	**0**	**0**	**0**
Hire through Recruitment	0	0	1	0	0	0	0
Service Maintenance	**0**	**2**	**3**	**4**	**0**	**0**	**0**
Hire through Recruitment	0	0	2	4	0	0	0
Rehire	0	1	1	0	0	0	0
Transfer - Internal Recruitment	0	1	0	0	0	0	0
Skilled Craft	**1**	**3**	**1**	**1**	**0**	**0**	**0**
Hire through Recruitment	1	2	1	0	0	0	0
Transfer - Internal Recruitment	0	1	0	1	0	0	0

Figure 157: County Administration Hires by Type and Job Group

County Counsel Hires

Totals
Fiscal Year 2012: 5
Fiscal Year 2013: 2
Fiscal Year 2014: 1
Fiscal Year 2015: 1
Fiscal Year 2016: 2
Fiscal Year 2017: 1
Fiscal Year 2018: 1

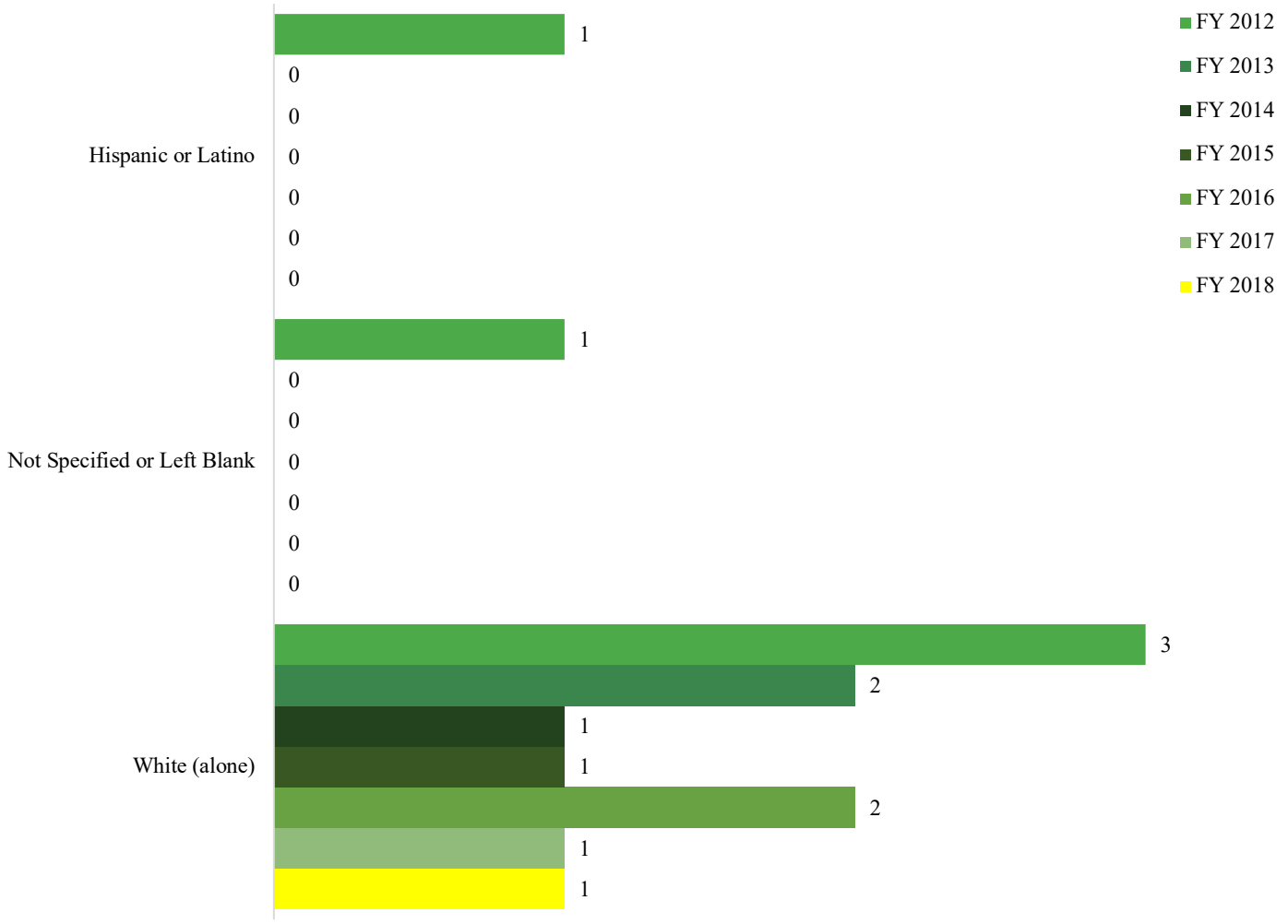

Figure 158: County Counsel Hires by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**3**	**1**	**0**	**1**	**2**	**0**	**1**
Not Specified or Left Blank	1	0	0	0	0	0	0
White (alone)	2	1	0	1	2	0	1
Professionals	**2**	**1**	**1**	**0**	**0**	**1**	**0**
Hispanic or Latino	1	0	0	0	0	0	0
White (alone)	1	1	1	0	0	1	0

Figure 159: County Counsel Hires by Ethnicity and Job Group

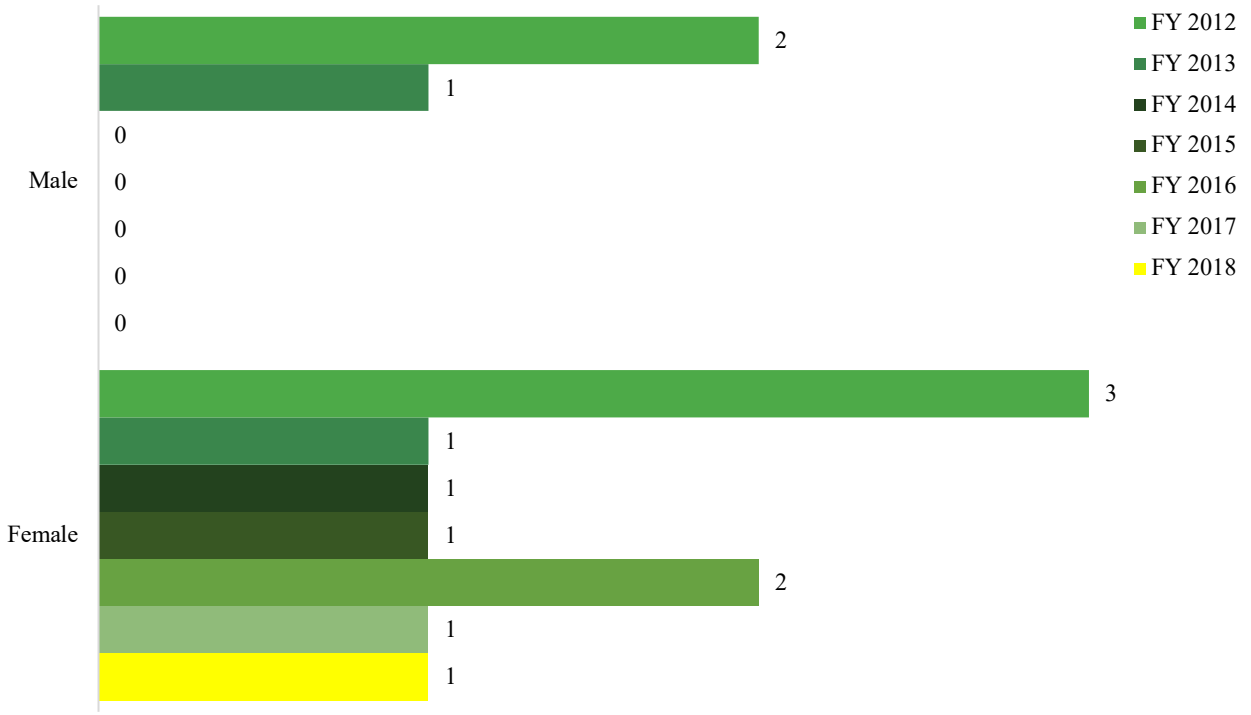

Figure 160: County Counsel Hires by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**3**	**1**	**0**	**1**	**2**	**0**	**1**
Female	3	1	0	1	2	0	1
Professionals	**2**	**1**	**1**	**0**	**0**	**1**	**0**
Female	0	0	1	0	0	1	0
Male	2	1	0	0	0	0	0

Figure 161: County Counsel Hires by Gender and Job Group

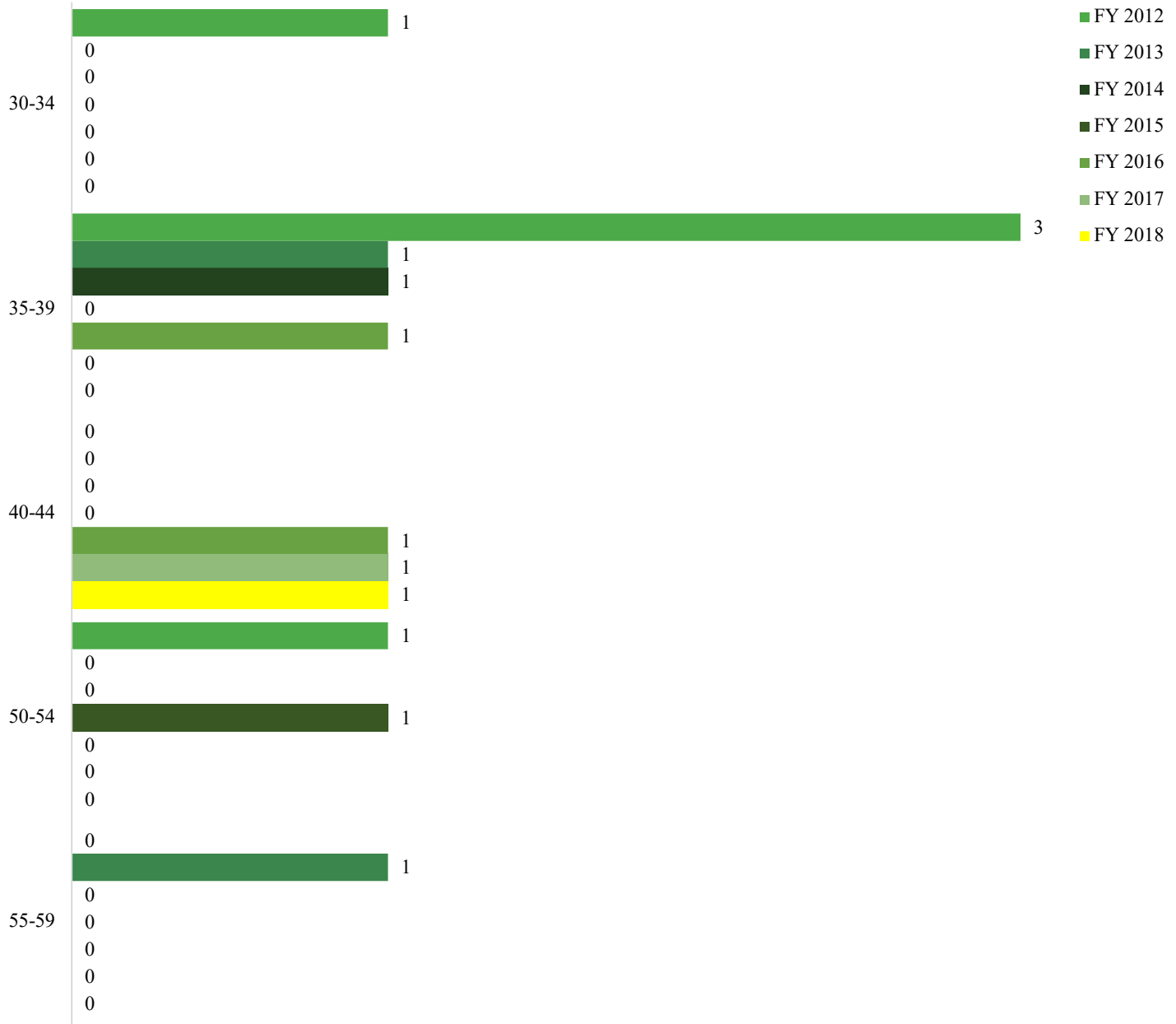

Figure 162: County Counsel Hires by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**3**	**1**	**0**	**1**	**2**	**0**	**1**
30-34	1	0	0	0	0	0	0
35-39	2	1	0	0	1	0	0
40-44	0	0	0	0	1	0	1
50-54	0	0	0	1	0	0	0
Professionals	**2**	**1**	**1**	**0**	**0**	**1**	**0**
35-39	1	0	1	0	0	0	0
40-44	0	0	0	0	0	1	0
50-54	1	0	0	0	0	0	0
55-59	0	1	0	0	0	0	0

Figure 163: County Counsel Hires by Age Group and Job Group

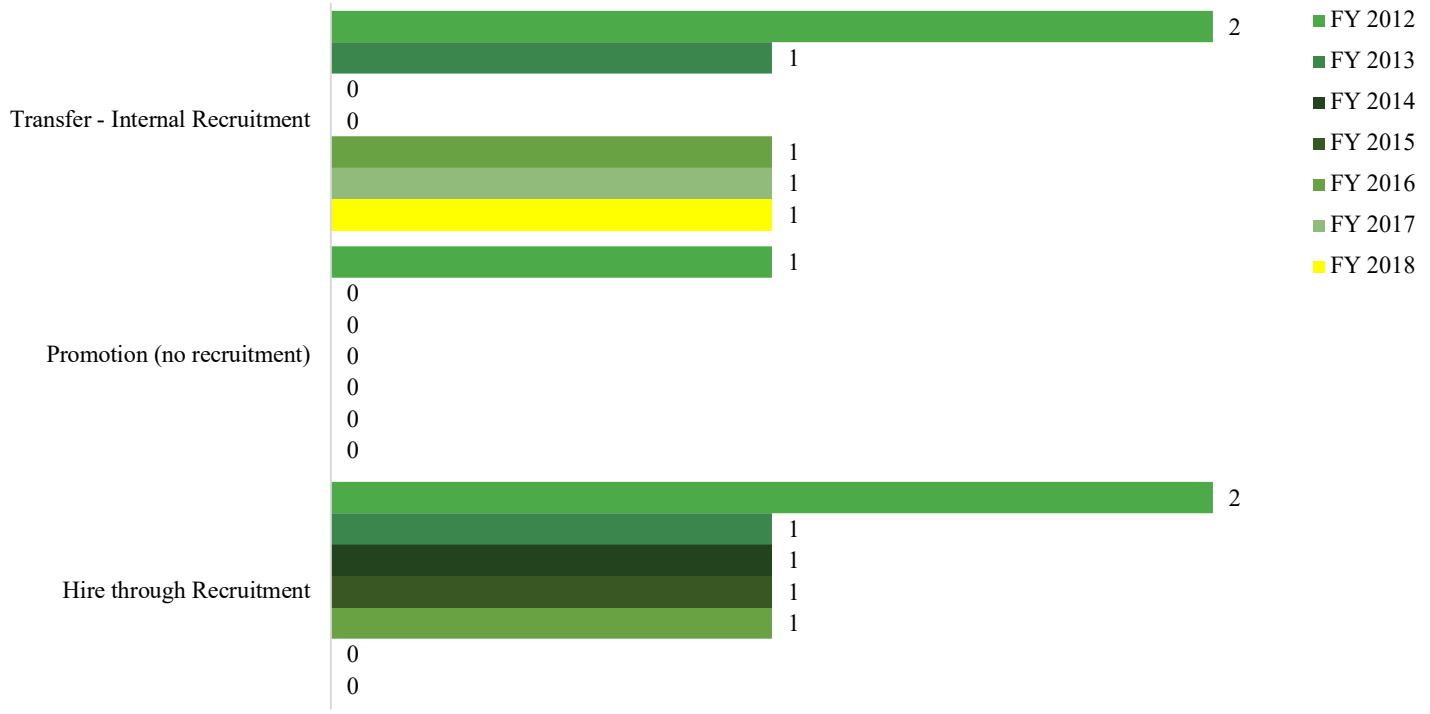

Figure 164: County Counsel Hires by Type

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**3**	**1**	**0**	**1**	**2**	**0**	**1**
Hire through Recruitment	1	0	0	1	1	0	0
Transfer - Internal Recruitment	2	1	0	0	1	0	1
Professionals	**2**	**1**	**1**	**0**	**0**	**1**	**0**
Hire through Recruitment	1	1	1	0	0	0	0
Promotion (no recruitment)	1	0	0	0	0	0	0
Transfer - Internal Recruitment	0	0	0	0	0	1	0

Figure 165: County Counsel Hires by Type and Job Group

District Attorney's Office Hires

	Totals
Fiscal Year 2012:	8
Fiscal Year 2013:	4
Fiscal Year 2014:	11
Fiscal Year 2015:	6
Fiscal Year 2016:	31
Fiscal Year 2017:	20
Fiscal Year 2018:	17

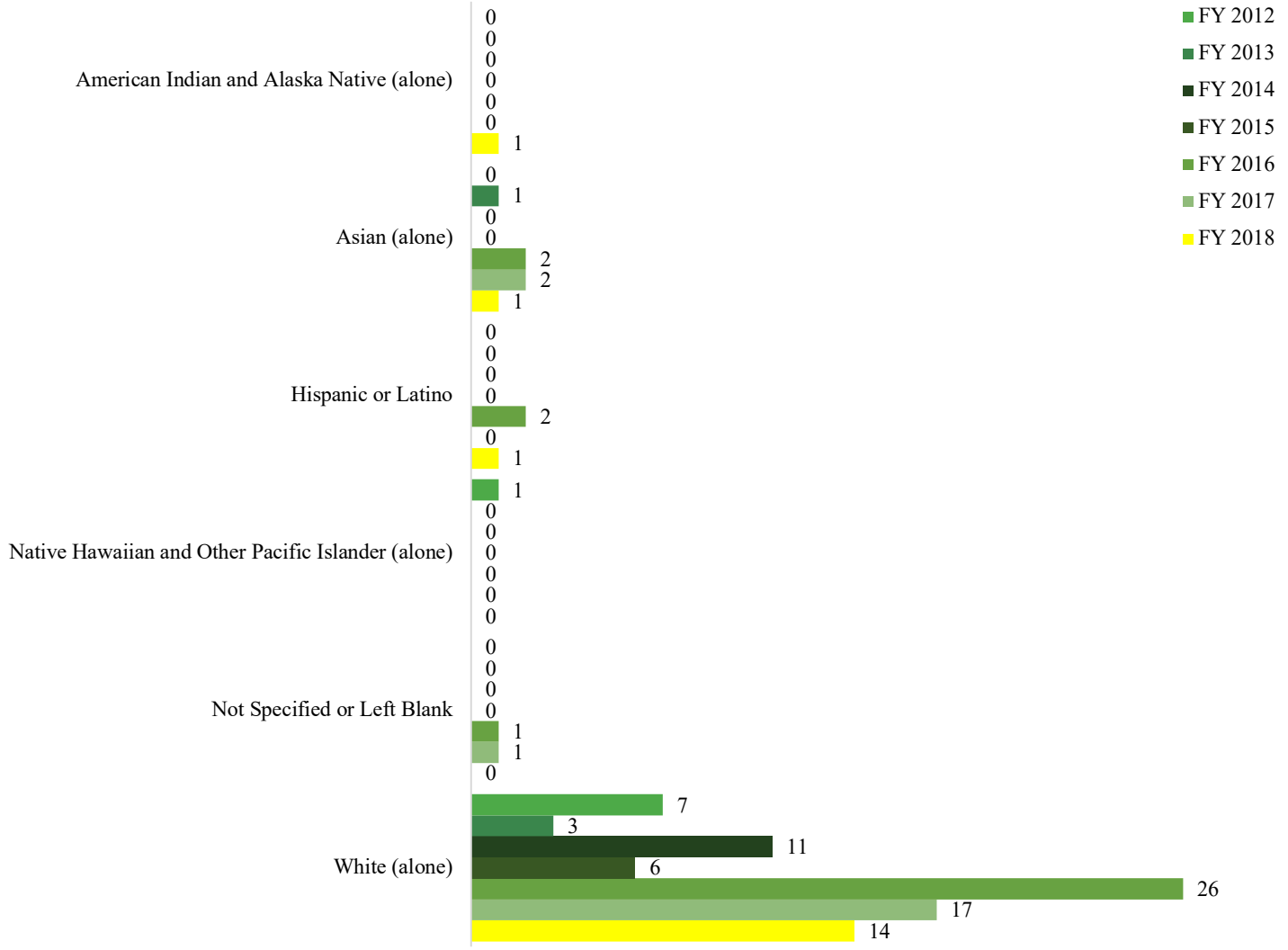

Figure 166: District Attorney's Office Hires by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**6**	**2**	**4**	**4**	**13**	**14**	**9**
Asian (alone)	0	1	0	0	0	0	0
Hispanic or Latino	0	0	0	0	2	0	1
Native Hawaiian and Other Pacific Islander (alone)	1	0	0	0	0	0	0
Not Specified or Left Blank	0	0	0	0	0	1	0
White (alone)	5	1	4	4	11	13	8
Officials and Managers	**0**	**0**	**0**	**0**	**1**	**0**	**0**
White (alone)	0	0	0	0	1	0	0
Professionals	**2**	**2**	**5**	**0**	**17**	**6**	**8**
American Indian and Alaska Native (alone)	0	0	0	0	0	0	1
Asian (alone)	0	0	0	0	2	2	1
Not Specified or Left Blank	0	0	0	0	1	0	0
White (alone)	2	2	5	0	14	4	6
Protective Services: Sworn Officials	**0**	**0**	**2**	**2**	**0**	**0**	**0**
White (alone)	0	0	2	2	0	0	0

Figure 167: District Attorney's Office Hires by Ethnicity and Job Group

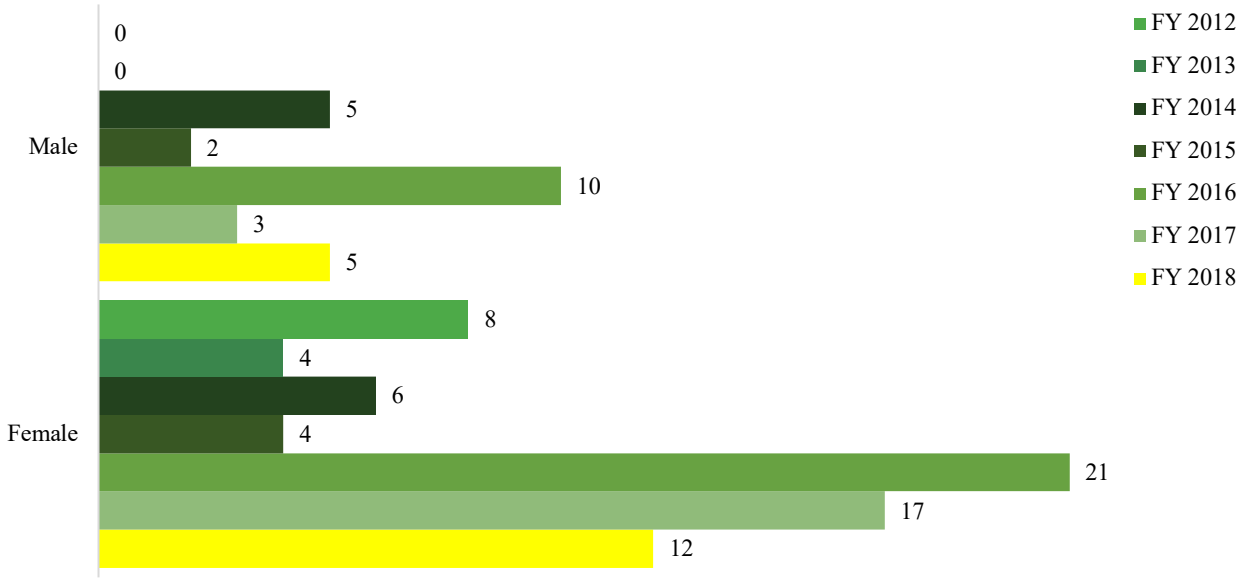

Figure 168: District Attorney's Office Hires by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**6**	**2**	**4**	**4**	**13**	**14**	**9**
Female	6	2	3	4	13	14	9
Male	0	0	1	0	0	0	0
Officials and Managers	**0**	**0**	**0**	**0**	**1**	**0**	**0**
Male	0	0	0	0	1	0	0
Professionals	**2**	**2**	**5**	**0**	**17**	**6**	**8**
Female	2	2	3	0	8	3	3
Male	0	0	2	0	9	3	5
Protective Services: Sworn Officials	**0**	**0**	**2**	**2**	**0**	**0**	**0**
Male	0	0	2	2	0	0	0

Figure 169: District Attorney's Office Hires by Gender and Job Group

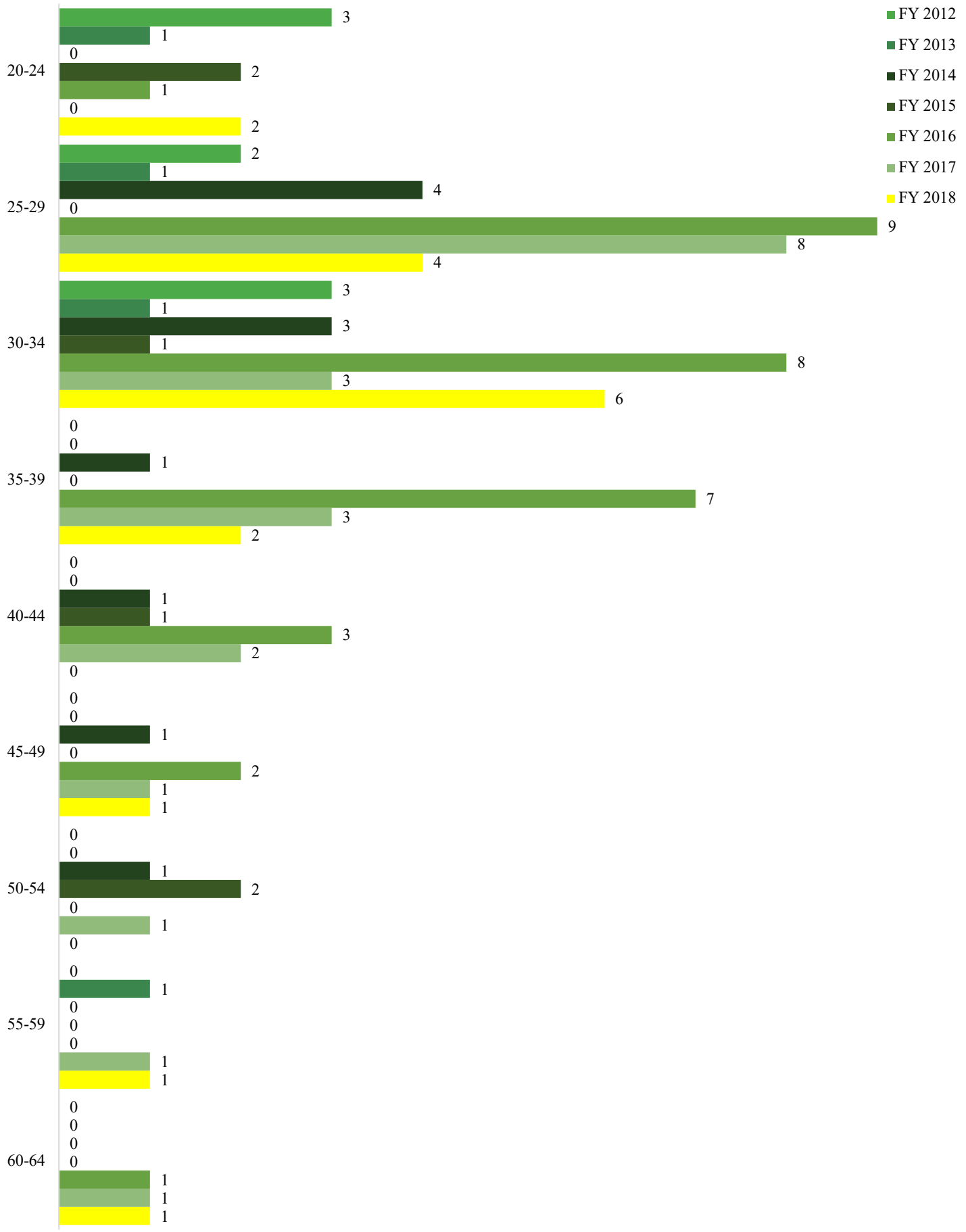

Figure 170: District Attorney's Office Hires by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**6**	**2**	**4**	**4**	**13**	**14**	**9**
20-24	3	1	0	2	1	0	2
25-29	2	1	2	0	3	4	2
30-34	1	0	1	1	3	2	2
35-39	0	0	1	0	2	3	0
40-44	0	0	0	0	3	2	0
45-49	0	0	0	0	0	1	1
50-54	0	0	0	1	0	0	0
55-59	0	0	0	0	0	1	1
60-64	0	0	0	0	1	1	1
Officials and Managers	**0**	**0**	**0**	**0**	**1**	**0**	**0**
45-49	0	0	0	0	1	0	0
Professionals	**2**	**2**	**5**	**0**	**17**	**6**	**8**
25-29	0	0	2	0	6	4	2
30-34	2	1	2	0	5	1	4
35-39	0	0	0	0	5	0	2
45-49	0	0	0	0	1	0	0
50-54	0	0	1	0	0	1	0
55-59	0	1	0	0	0	0	0
Protective Services: Sworn Officials	**0**	**0**	**2**	**2**	**0**	**0**	**0**
40-44	0	0	1	1	0	0	0
45-49	0	0	1	0	0	0	0
50-54	0	0	0	1	0	0	0

Figure 171: District Attorney's Office Hires by Age Group and Job Group

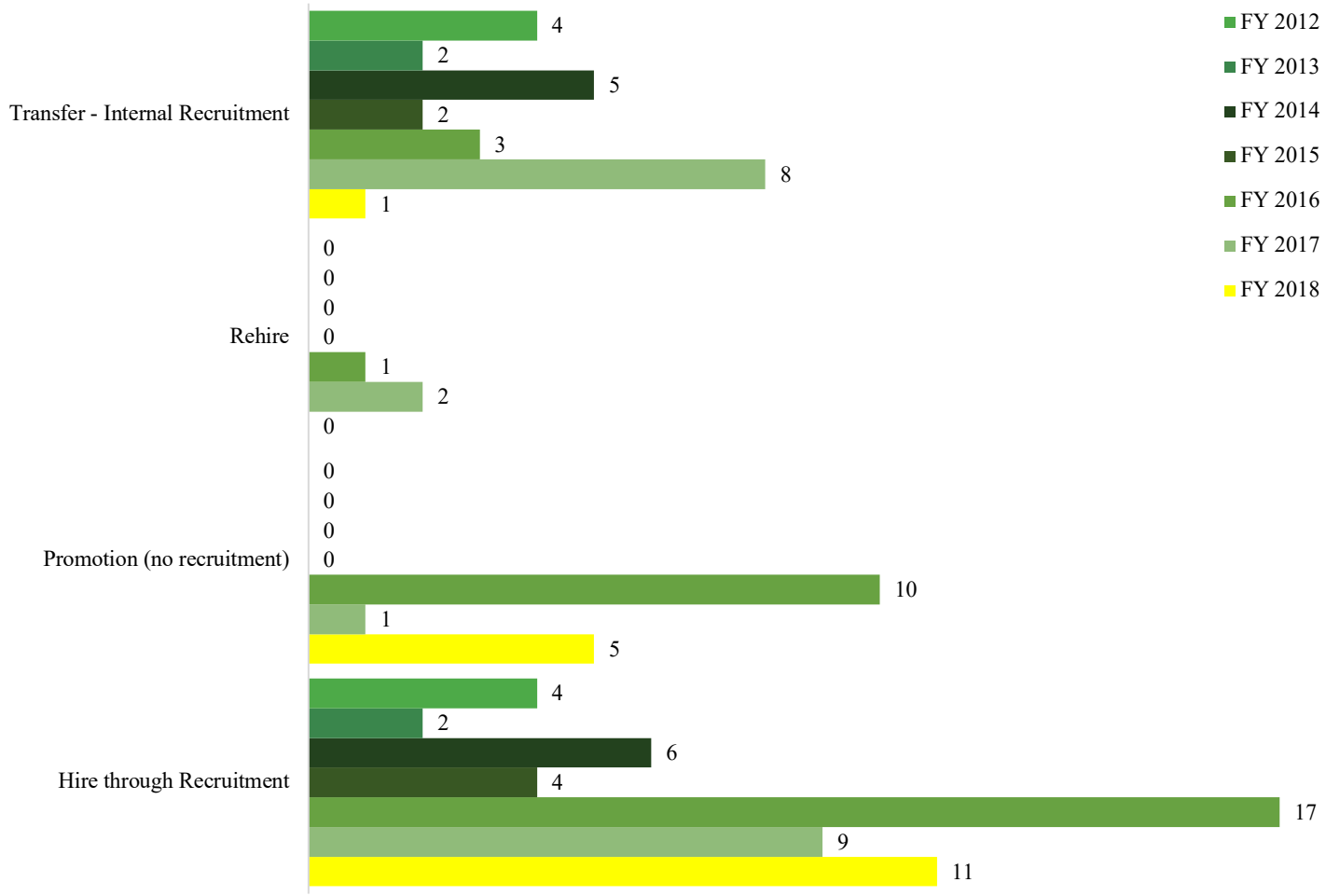

Figure 172: District Attorney's Office Hires by Type

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**6**	**2**	**4**	**4**	**13**	**14**	**9**
Hire through Recruitment	3	2	3	2	9	6	8
Rehire	0	0	0	0	1	1	0
Transfer - Internal Recruitment	3	0	1	2	3	7	1
Officials and Managers	**0**	**0**	**0**	**0**	**1**	**0**	**0**
Promotion (no recruitment)	0	0	0	0	1	0	0
Professionals	**2**	**2**	**5**	**0**	**17**	**6**	**8**
Hire through Recruitment	1	0	2	0	8	3	3
Promotion (no recruitment)	0	0	0	0	9	1	5
Rehire	0	0	0	0	0	1	0
Transfer - Internal Recruitment	1	2	3	0	0	1	0
Protective Services: Sworn Officials	**0**	**0**	**2**	**2**	**0**	**0**	**0**
Hire through Recruitment	0	0	1	2	0	0	0
Transfer - Internal Recruitment	0	0	1	0	0	0	0

Figure 173: District Attorney's Office Hires by Type and Job Group

Health and Human Services Hires

	Totals
Fiscal Year 2012:	66
Fiscal Year 2013:	65
Fiscal Year 2014:	96
Fiscal Year 2015:	117
Fiscal Year 2016:	164
Fiscal Year 2017:	138
Fiscal Year 2018:	192

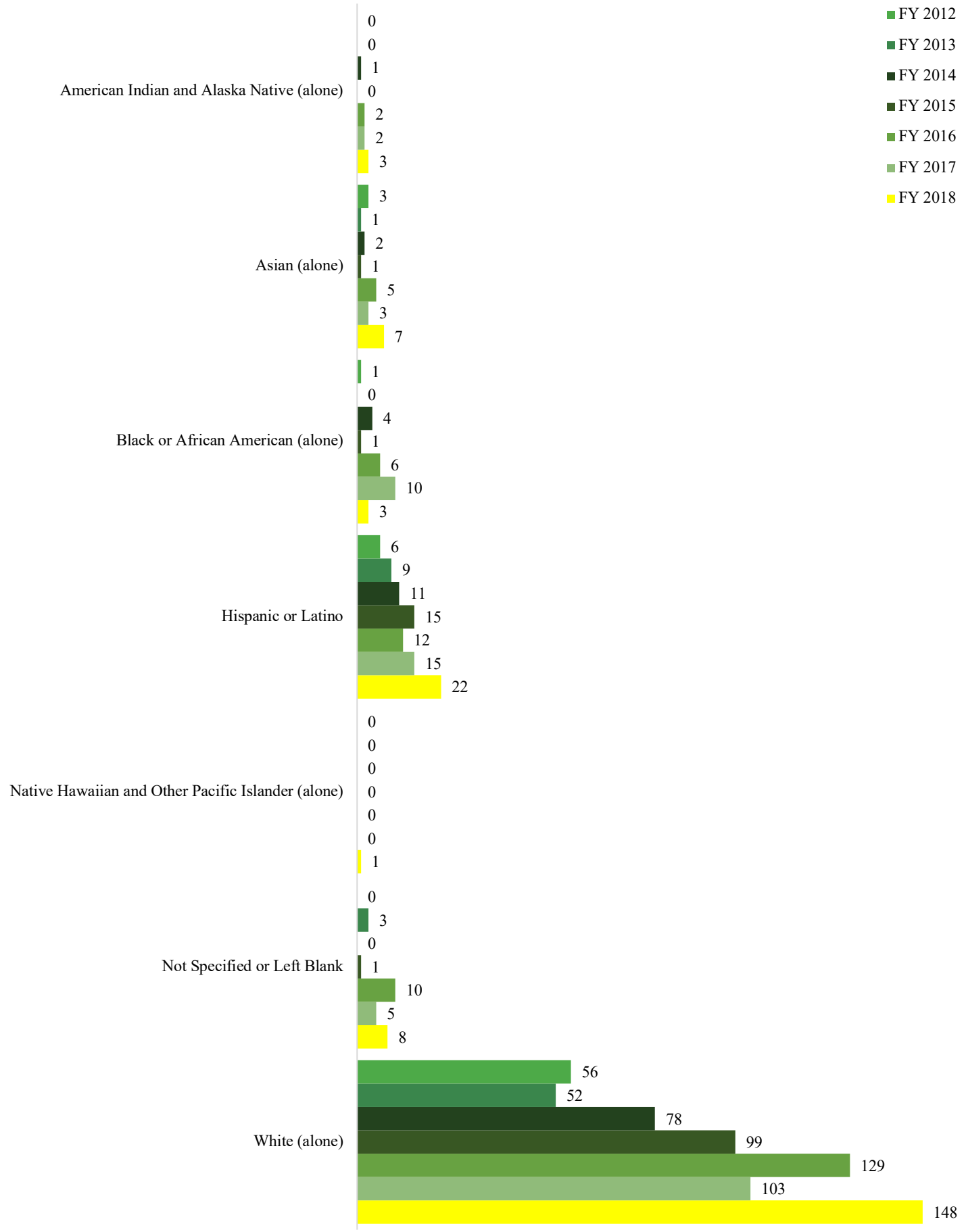

Figure 174: Health & Human Services Hires by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**13**	**15**	**16**	**27**	**40**	**28**	**47**
American Indian and Alaska Native (alone)	0	0	0	0	1	1	2
Asian (alone)	1	1	0	0	1	0	0
Black or African American (alone)	0	0	1	0	0	1	1
Hispanic or Latino	3	6	4	8	6	5	6
Not Specified or Left Blank	0	1	0	1	5	0	1
White (alone)	9	7	11	18	27	21	37
Officials and Managers	**4**	**5**	**5**	**4**	**3**	**0**	**8**
Black or African American (alone)	1	0	0	0	0	0	0
Hispanic or Latino	0	0	0	0	1	0	0
White (alone)	3	5	5	4	2	0	8
Professionals	**39**	**36**	**64**	**66**	**90**	**89**	**112**
American Indian and Alaska Native (alone)	0	0	1	0	1	0	1
Asian (alone)	2	0	2	1	4	3	5
Black or African American (alone)	0	0	3	1	4	8	2
Hispanic or Latino	3	3	5	4	3	6	13
Native Hawaiian and Other Pacific Islander (alone)	0	0	0	0	0	0	1
Not Specified or Left Blank	0	2	0	0	3	5	7
White (alone)	34	31	53	60	75	67	83
Protective Services: Non-Sworn	**0**	**0**	**0**	**2**	**0**	**0**	**1**
White (alone)	0	0	0	2	0	0	1
Service Maintenance	**2**	**2**	**1**	**2**	**4**	**7**	**2**
American Indian and Alaska Native (alone)	0	0	0	0	0	1	0
Black or African American (alone)	0	0	0	0	0	1	0
Hispanic or Latino	0	0	0	1	1	3	1
White (alone)	2	2	1	1	3	2	1
Technicians	**8**	**7**	**10**	**16**	**27**	**14**	**22**
Asian (alone)	0	0	0	0	0	0	2
Black or African American (alone)	0	0	0	0	2	0	0
Hispanic or Latino	0	0	2	2	1	1	2
Not Specified or Left Blank	0	0	0	0	2	0	0
White (alone)	8	7	8	14	22	13	18

Figure 175: Health & Human Services Hires by Ethnicity and Job Group

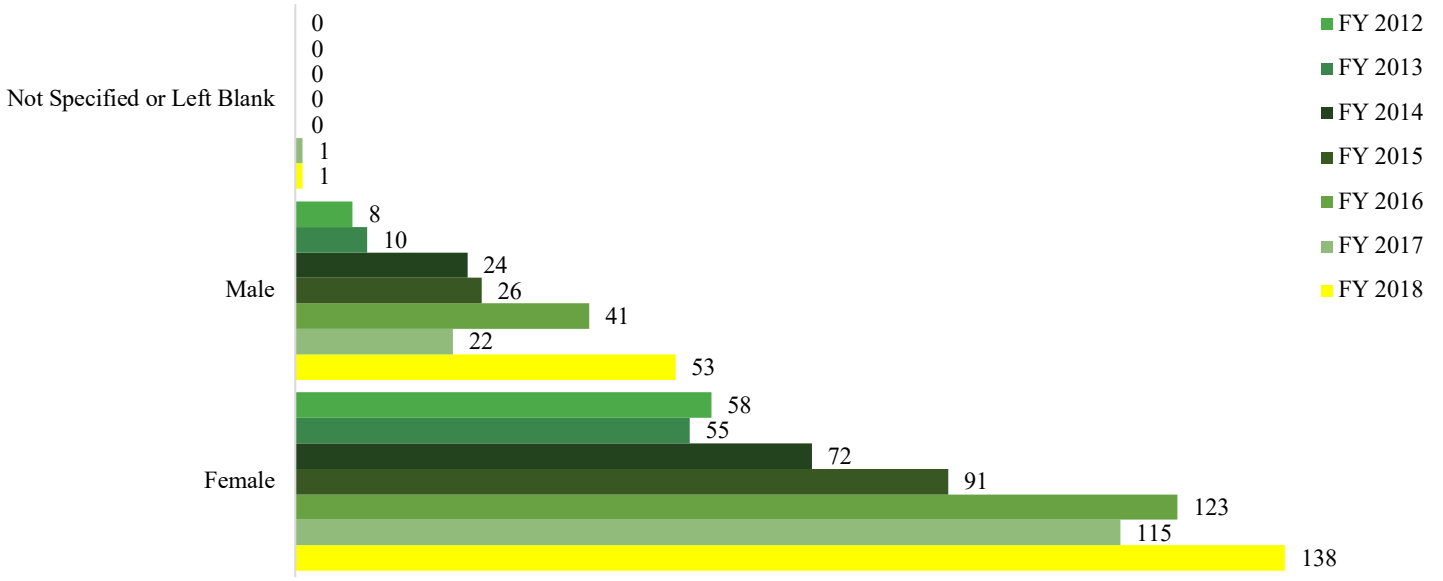

Figure 176: Health & Human Services Hires by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**13**	**15**	**16**	**27**	**40**	**28**	**47**
Female	12	14	12	23	34	27	38
Male	1	1	4	4	6	1	9
Officials and Managers	**4**	**5**	**5**	**4**	**3**	**0**	**8**
Female	3	3	3	3	1	0	6
Male	1	2	2	1	2	0	2
Professionals	**39**	**36**	**64**	**66**	**90**	**89**	**112**
Female	34	29	46	51	57	69	72
Male	5	7	18	15	33	19	39
Not Specified or Left Blank	0	0	0	0	0	1	1
Protective Services: Non-Sworn	**0**	**0**	**0**	**2**	**0**	**0**	**1**
Male	0	0	0	2	0	0	1
Service Maintenance	**2**	**2**	**1**	**2**	**4**	**7**	**2**
Female	2	2	1	2	4	6	2
Male	0	0	0	0	0	1	0
Technicians	**8**	**7**	**10**	**16**	**27**	**14**	**22**
Female	7	7	10	12	27	13	20
Male	1	0	0	4	0	1	2

Figure 177: Health & Human Services Hires by Gender and Job Group

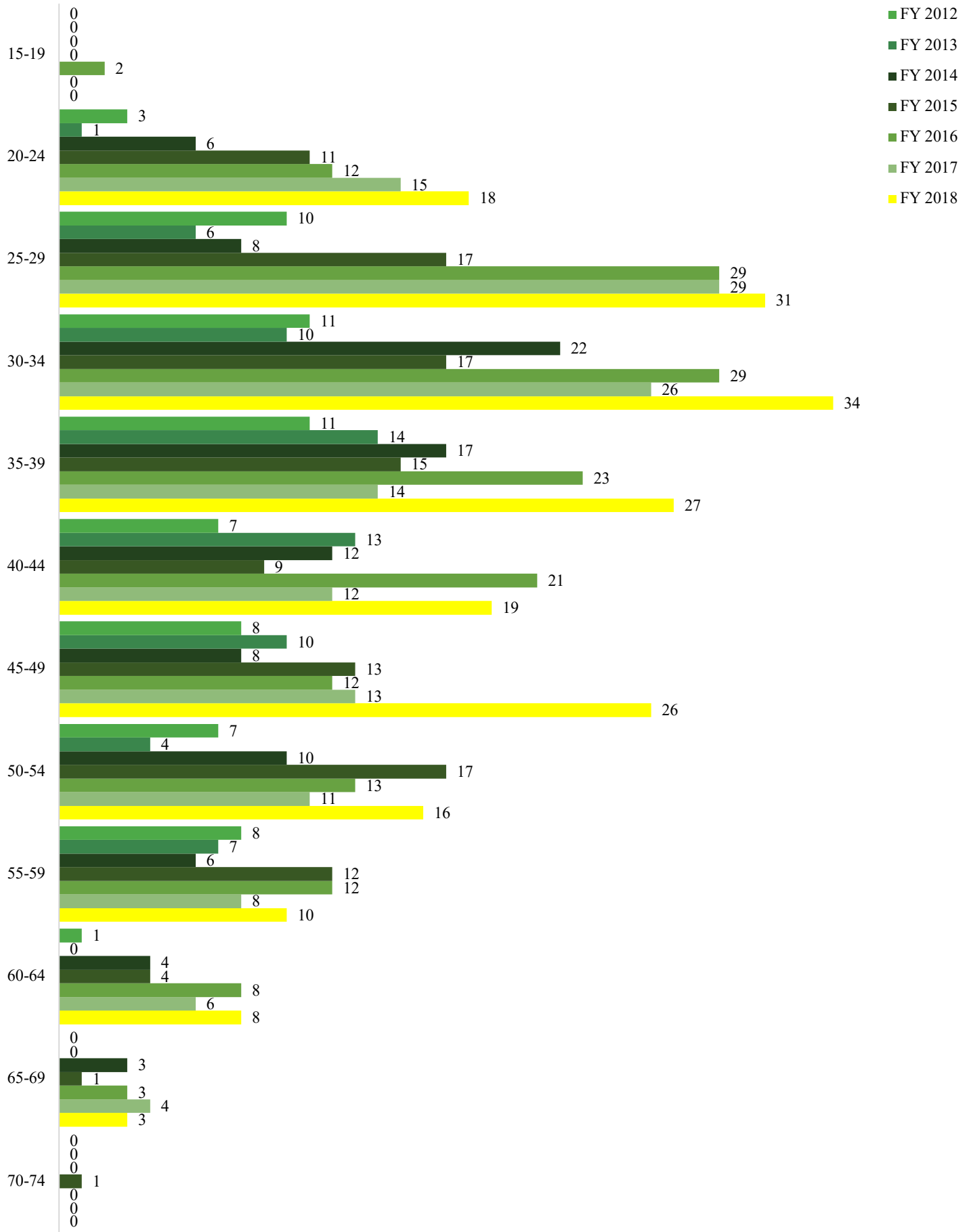

Figure 178: Health & Human Services Hires by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**13**	**15**	**16**	**27**	**40**	**28**	**47**
15-19	0	0	0	0	1	0	0
20-24	1	0	3	5	4	5	5
25-29	3	3	1	2	7	5	6
30-34	3	4	2	5	5	4	6
35-39	0	3	4	3	3	3	10
40-44	2	4	3	1	6	3	4
45-49	2	0	0	4	2	4	5
50-54	1	1	2	6	5	1	5
55-59	0	0	1	1	4	1	4
60-64	1	0	0	0	2	1	1
65-69	0	0	0	0	1	1	1
Officials and Managers	**4**	**5**	**5**	**4**	**3**	**0**	**8**
35-39	1	1	2	0	0	0	0
40-44	0	1	0	0	0	0	2
45-49	1	1	0	2	1	0	3
50-54	1	1	2	1	1	0	2
55-59	1	1	0	1	1	0	0
60-64	0	0	1	0	0	0	1
Professionals	**39**	**36**	**64**	**66**	**90**	**89**	**112**
20-24	1	0	1	3	3	6	11
25-29	6	2	5	13	19	21	23
30-34	6	5	16	10	15	19	25
35-39	9	10	10	11	17	10	14
40-44	3	6	8	5	12	6	10
45-49	4	7	8	5	5	6	13
50-54	5	2	5	9	7	9	3
55-59	5	4	5	6	5	5	6
60-64	0	0	3	2	5	4	5
65-69	0	0	3	1	2	3	2
70-74	0	0	0	1	0	0	0
Protective Services: Non-Sworn	**0**	**0**	**0**	**2**	**0**	**0**	**1**
40-44	0	0	0	0	0	0	1
45-49	0	0	0	2	0	0	0
Service Maintenance	**2**	**2**	**1**	**2**	**4**	**7**	**2**
20-24	0	1	0	1	1	2	1
30-34	1	0	0	0	1	0	0
35-39	0	0	1	0	1	0	0
40-44	0	0	0	1	0	2	0
45-49	0	0	0	0	0	1	0
50-54	0	0	0	0	0	1	1
55-59	1	1	0	0	1	1	0
Technicians	**8**	**7**	**10**	**16**	**27**	**14**	**22**
15-19	0	0	0	0	1	0	0
20-24	1	0	2	2	4	2	1
25-29	1	1	2	2	3	3	2
30-34	1	1	4	2	8	3	3
35-39	1	0	0	1	2	1	3
40-44	2	2	1	2	3	1	2
45-49	1	2	0	0	4	2	5
50-54	0	0	1	1	0	0	5
55-59	1	1	0	4	1	1	0
60-64	0	0	0	2	1	1	1

Figure 179: Health & Human Services Hires by Age Group and Job Group

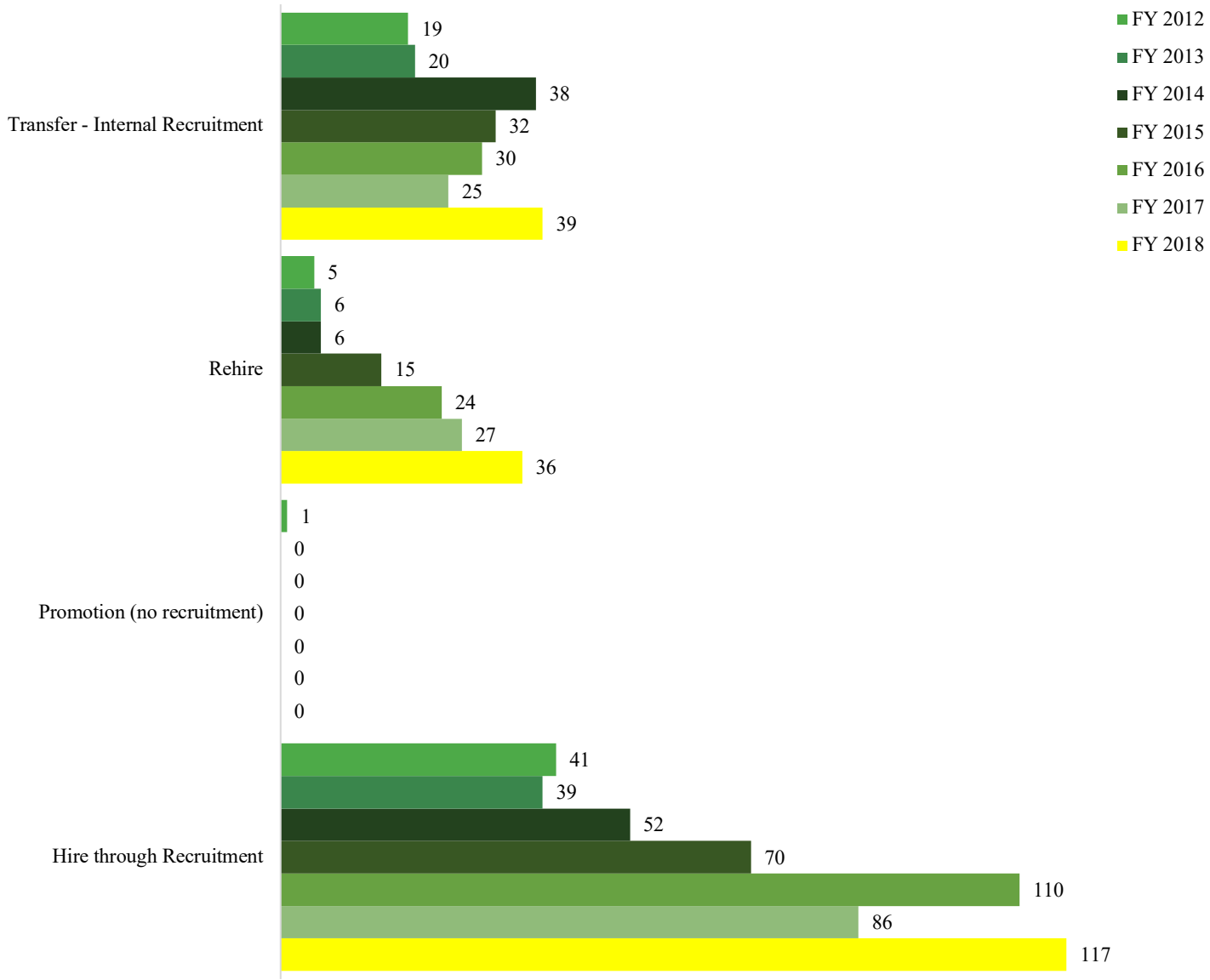

Figure 180: Health & Human Services Hires by Type

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**13**	**15**	**16**	**27**	**40**	**28**	**47**
Hire through Recruitment	11	10	7	14	27	17	25
Rehire	1	2	2	3	3	5	7
Transfer - Internal Recruitment	1	3	7	10	10	6	15
Officials and Managers	**4**	**5**	**5**	**4**	**3**	**0**	**8**
Hire through Recruitment	2	0	3	1	1	0	3
Promotion (no recruitment)	1	0	0	0	0	0	0
Rehire	0	0	1	0	0	0	0
Transfer - Internal Recruitment	1	5	1	3	2	0	5
Professionals	**39**	**36**	**64**	**66**	**90**	**89**	**112**
Hire through Recruitment	24	24	34	42	60	58	74
Rehire	3	4	3	10	14	14	21
Transfer - Internal Recruitment	12	8	27	14	16	17	17
Protective Services: Non-Sworn	**0**	**0**	**0**	**2**	**0**	**0**	**1**
Hire through Recruitment	0	0	0	1	0	0	0
Rehire	0	0	0	0	0	0	1
Transfer - Internal Recruitment	0	0	0	1	0	0	0
Service Maintenance	**2**	**2**	**1**	**2**	**4**	**7**	**2**
Hire through Recruitment	1	0	1	2	3	4	0
Rehire	0	0	0	0	0	3	2
Transfer - Internal Recruitment	1	2	0	0	1	0	0
Technicians	**8**	**7**	**10**	**16**	**27**	**14**	**22**
Hire through Recruitment	3	5	7	10	19	7	15
Rehire	1	0	0	2	7	5	5
Transfer - Internal Recruitment	4	2	3	4	1	2	2

Figure 181: Health & Human Services Hires by Type and Job Group

Human Resources Hires

Totals
Fiscal Year 2012: 4
Fiscal Year 2013: 7
Fiscal Year 2014: 6
Fiscal Year 2015: 6
Fiscal Year 2016: 3
Fiscal Year 2017: 2
Fiscal Year 2018: 6

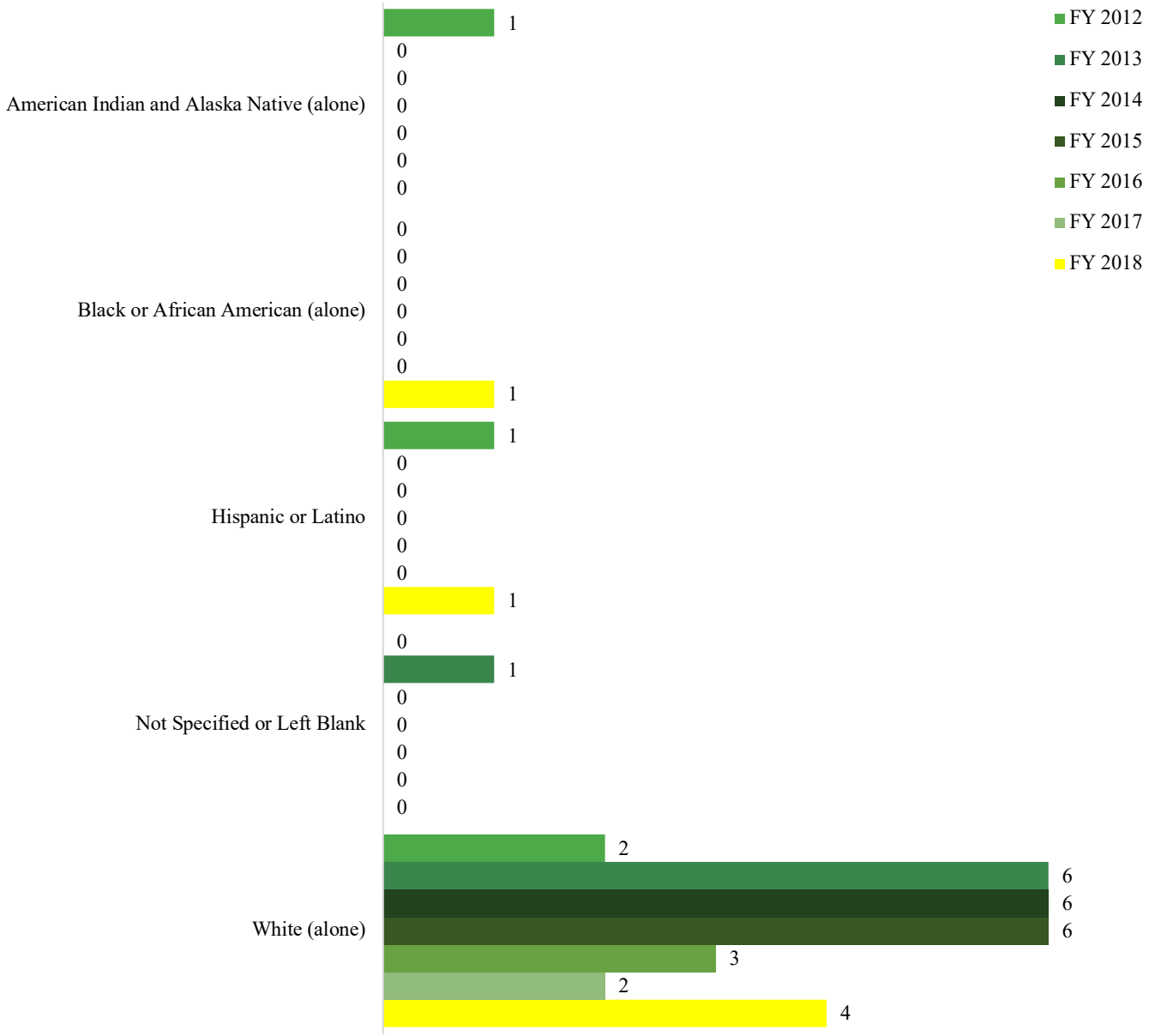

Figure 182: Human Resources Hires by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**0**	**6**	**4**	**4**	**2**	**2**	**4**
Black or African American (alone)	0	0	0	0	0	0	1
Not Specified or Left Blank	0	1	0	0	0	0	0
White (alone)	0	5	4	4	2	2	3
Officials and Managers	**0**	**0**	**1**	**1**	**0**	**0**	**1**
Hispanic or Latino	0	0	0	0	0	0	1
White (alone)	0	0	1	1	0	0	0
Professionals	**4**	**1**	**1**	**1**	**1**	**0**	**1**
American Indian and Alaska Native (alone)	1	0	0	0	0	0	0
Hispanic or Latino	1	0	0	0	0	0	0
White (alone)	2	1	1	1	1	0	1

Figure 183: Human Resources Hires by Ethnicity and Job Group

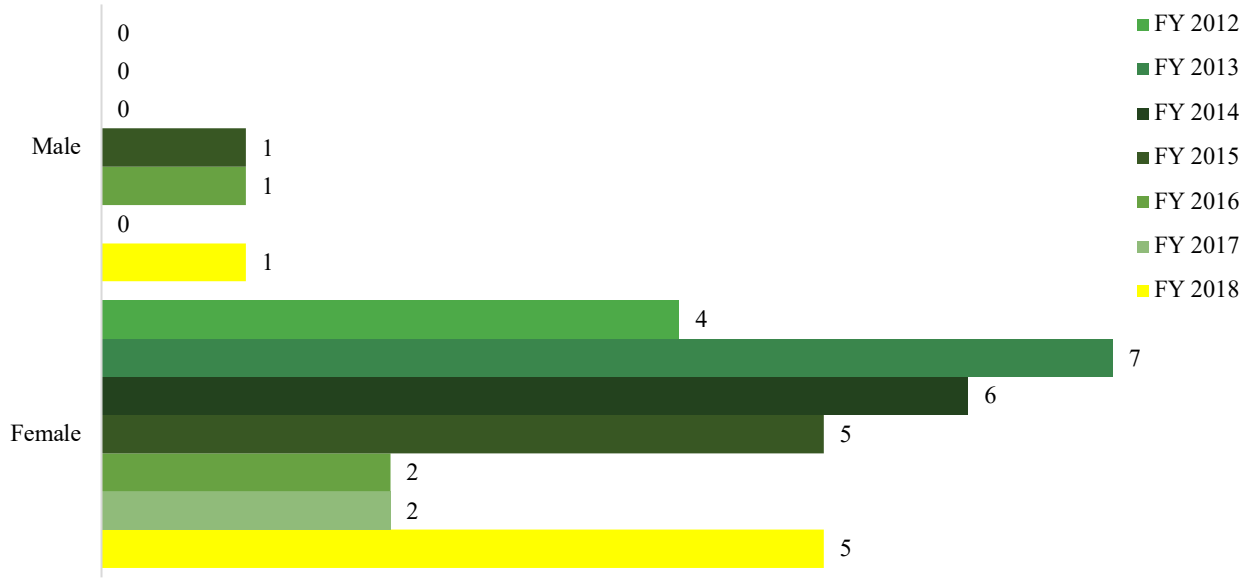

Figure 184: Human Resources Hires by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**0**	**6**	**4**	**4**	**2**	**2**	**4**
Female	0	6	4	3	1	2	3
Male	0	0	0	1	1	0	1
Officials and Managers	**0**	**0**	**1**	**1**	**0**	**0**	**1**
Female	0	0	1	1	0	0	1
Professionals	**4**	**1**	**1**	**1**	**1**	**0**	**1**
Female	4	1	1	1	1	0	1

Figure 185: Human Resources Hires by Gender and Job Group

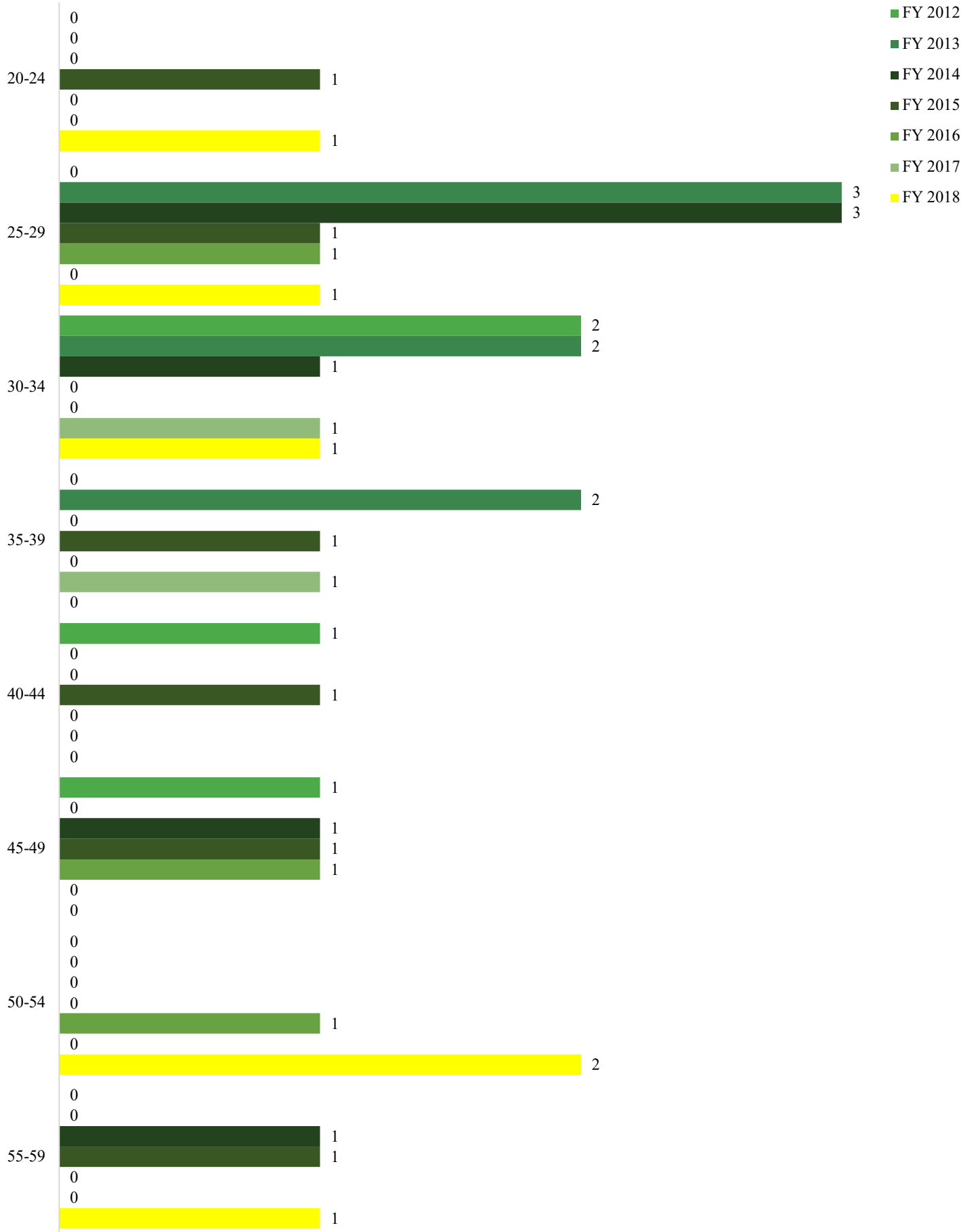

Figure 186: Human Resources Hires by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**0**	**6**	**4**	**4**	**2**	**2**	**4**
20-24	0	0	0	1	0	0	1
25-29	0	3	3	1	1	0	1
30-34	0	1	1	0	0	1	1
35-39	0	2	0	1	0	1	0
45-49	0	0	0	1	0	0	0
50-54	0	0	0	0	1	0	1
Officials and Managers	**0**	**0**	**1**	**1**	**0**	**0**	**1**
55-59	0	0	1	1	0	0	1
Professionals	**4**	**1**	**1**	**1**	**1**	**0**	**1**
30-34	2	1	0	0	0	0	0
40-44	1	0	0	1	0	0	0
45-49	1	0	1	0	1	0	0
50-54	0	0	0	0	0	0	1

Figure 187: Human Resources Hires by Age Group and Job Group

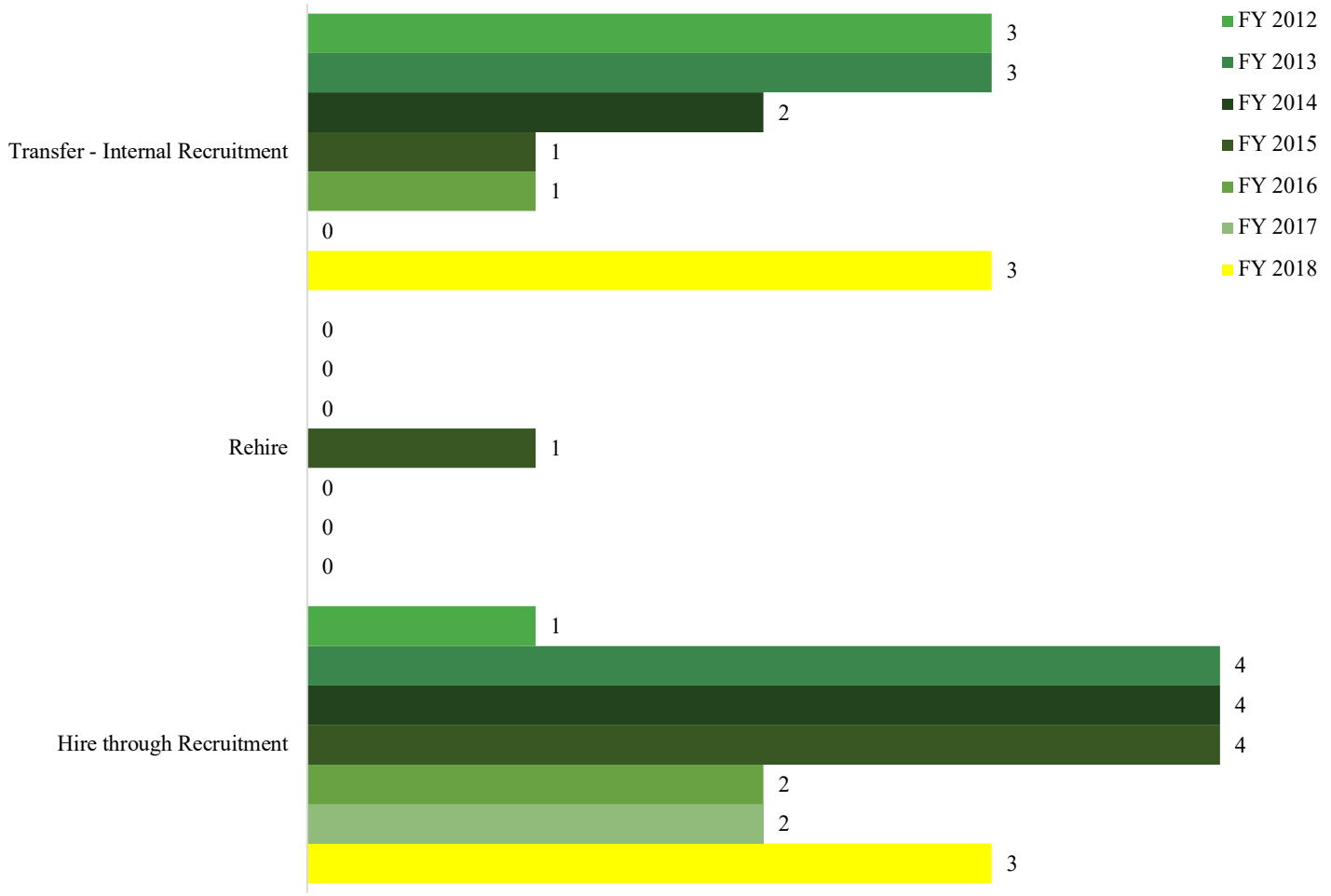

Figure 188: Human Resources Hires by Type

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**0**	**6**	**4**	**4**	**2**	**2**	**4**
Hire through Recruitment	0	4	2	3	1	2	1
Rehire	0	0	0	1	0	0	0
Transfer - Internal Recruitment	0	2	2	0	1	0	3
Officials and Managers	**0**	**0**	**1**	**1**	**0**	**0**	**1**
Hire through Recruitment	0	0	1	1	0	0	1
Professionals	**4**	**1**	**1**	**1**	**1**	**0**	**1**
Hire through Recruitment	1	0	1	0	1	0	1
Transfer - Internal Recruitment	3	1	0	1	0	0	0

Figure 189: Human Resources Hires by Type and Job Group

Public Works Hires

	Totals
Fiscal Year 2012:	39
Fiscal Year 2013:	38
Fiscal Year 2014:	55
Fiscal Year 2015:	60
Fiscal Year 2016:	58
Fiscal Year 2017:	67
Fiscal Year 2018:	104

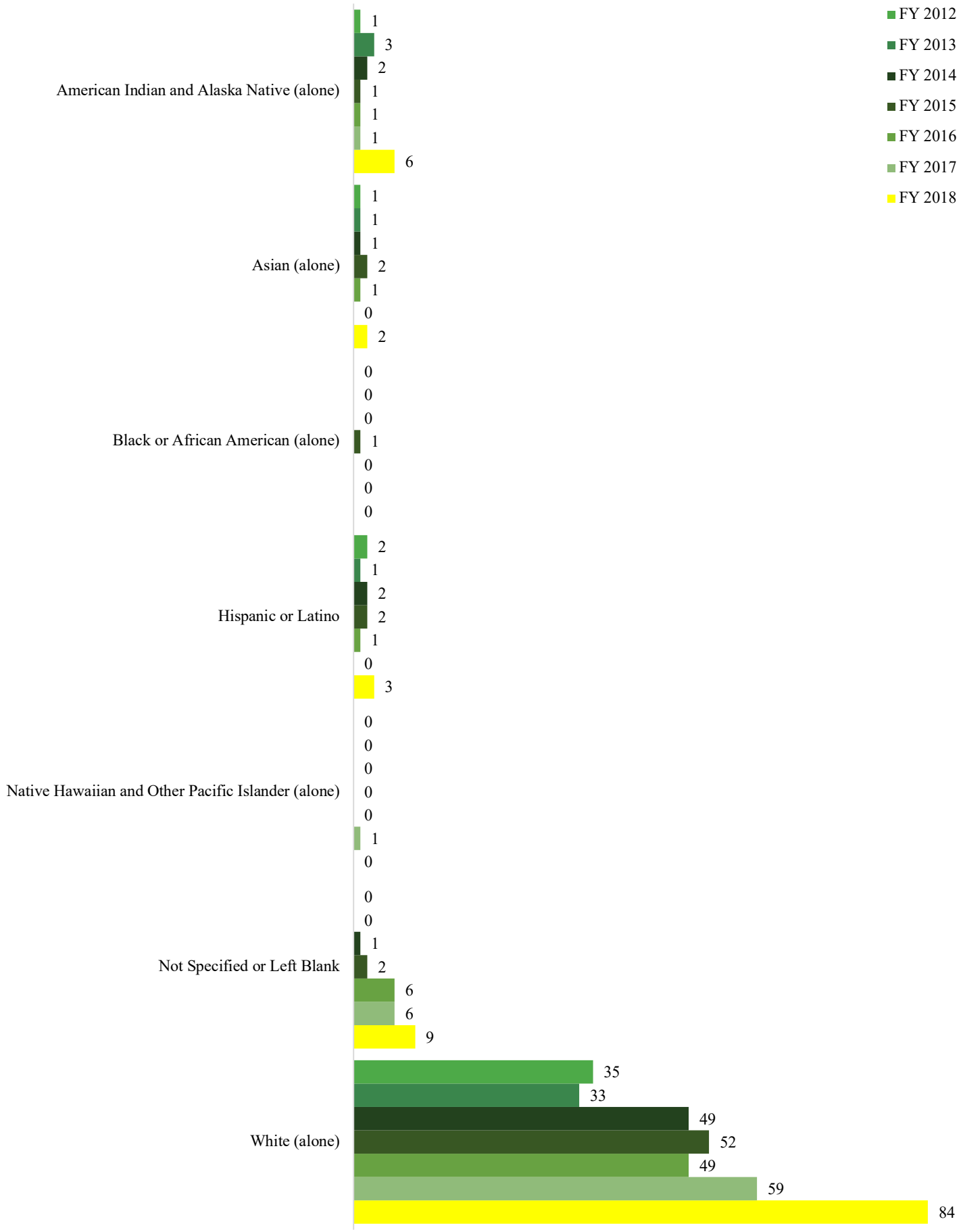

Figure 190: Public Works Hires by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**4**	**9**	**5**	**11**	**9**	**9**	**9**
Asian (alone)	0	0	0	1	1	0	0
Hispanic or Latino	1	0	0	0	1	0	0
Not Specified or Left Blank	0	0	0	0	0	1	1
White (alone)	3	9	5	10	7	8	8
Officials and Managers	**1**	**0**	**3**	**1**	**3**	**3**	**5**
White (alone)	1	0	3	1	3	3	5
Professionals	**2**	**2**	**6**	**11**	**5**	**10**	**12**
American Indian and Alaska Native (alone)	0	0	0	1	0	0	1
Hispanic or Latino	0	1	1	2	0	0	0
Native Hawaiian and Other Pacific Islander (alone)	0	0	0	0	0	1	0
Not Specified or Left Blank	0	0	0	0	1	2	1
White (alone)	2	1	5	8	4	7	10
Protective Services: Non-Sworn	**0**	**0**	**0**	**0**	**0**	**0**	**1**
White (alone)	0	0	0	0	0	0	1
Service Maintenance	**25**	**25**	**33**	**32**	**33**	**35**	**52**
American Indian and Alaska Native (alone)	1	3	2	0	1	1	4
Asian (alone)	1	1	1	1	0	0	0
Black or African American (alone)	0	0	0	1	0	0	0
Hispanic or Latino	1	0	1	0	0	0	2
Not Specified or Left Blank	0	0	1	2	4	3	6
White (alone)	22	21	28	28	28	31	40
Skilled Craft	**7**	**1**	**7**	**1**	**3**	**7**	**5**
Not Specified or Left Blank	0	0	0	0	1	0	0
White (alone)	7	1	7	1	2	7	5
Technicians	**0**	**1**	**1**	**4**	**5**	**3**	**20**
American Indian and Alaska Native (alone)	0	0	0	0	0	0	1
Asian (alone)	0	0	0	0	0	0	2
Hispanic or Latino	0	0	0	0	0	0	1
Not Specified or Left Blank	0	0	0	0	0	0	1
White (alone)	0	1	1	4	5	3	15

Figure 191: Public Works Hires by Ethnicity and Job Group

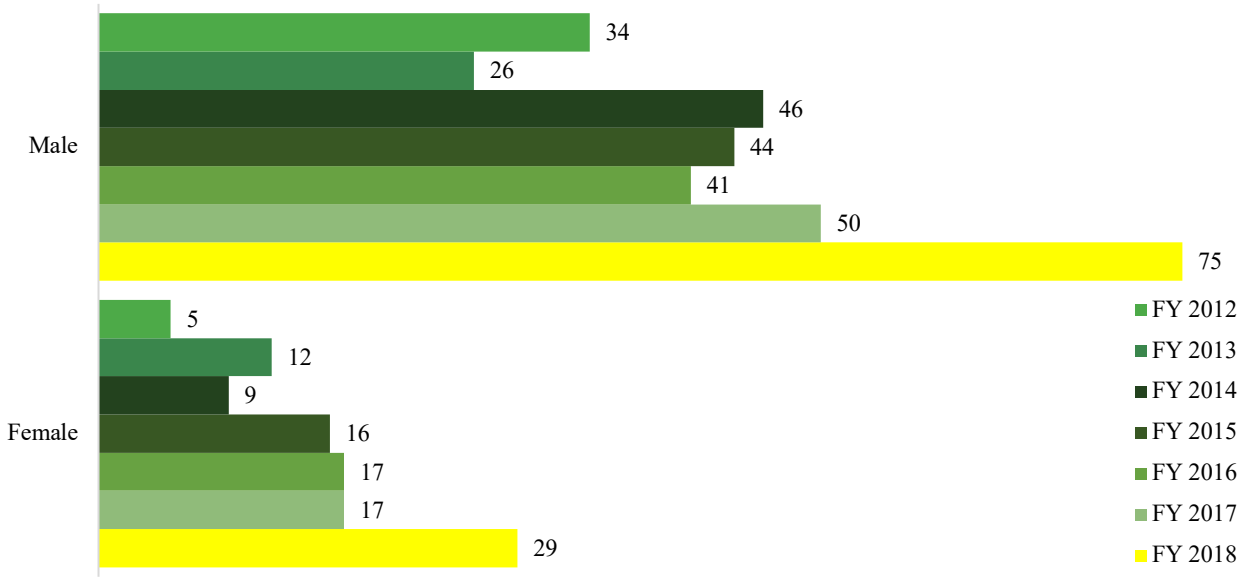

Figure 192: Public Works Hires by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**4**	**9**	**5**	**11**	**9**	**9**	**9**
Female	2	9	5	9	9	8	8
Male	2	0	0	2	0	1	1
Officials and Managers	**1**	**0**	**3**	**1**	**3**	**3**	**5**
Female	0	0	0	0	1	2	2
Male	1	0	3	1	2	1	3
Professionals	**2**	**2**	**6**	**11**	**5**	**10**	**12**
Female	1	1	3	2	2	4	6
Male	1	1	3	9	3	6	6
Protective Services: Non-Sworn	**0**	**0**	**0**	**0**	**0**	**0**	**1**
Female	0	0	0	0	0	0	1
Service Maintenance	**25**	**25**	**33**	**32**	**33**	**35**	**52**
Female	2	2	1	4	4	3	7
Male	23	23	32	28	29	32	45
Skilled Craft	**7**	**1**	**7**	**1**	**3**	**7**	**5**
Male	7	1	7	1	3	7	5
Technicians	**0**	**1**	**1**	**4**	**5**	**3**	**20**
Female	0	0	0	1	1	0	5
Male	0	1	1	3	4	3	15

Figure 193: Public Works Hires by Gender and Job Group

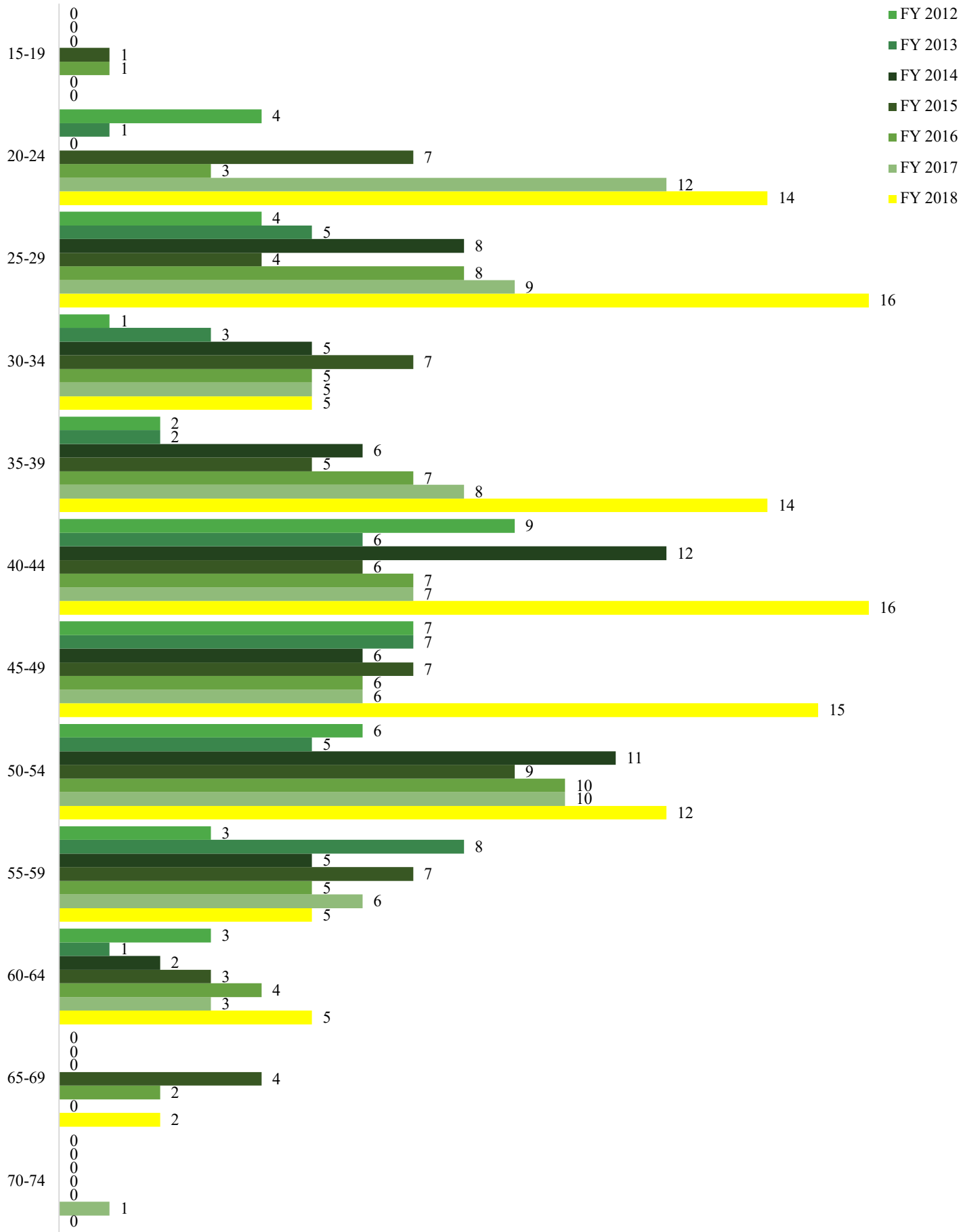

Figure 194: Public Works Hires by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**4**	**9**	**5**	**11**	**9**	**9**	**9**
20-24	1	0	0	1	2	3	1
25-29	1	0	0	0	2	0	1
30-34	0	1	0	0	0	0	0
35-39	0	0	1	1	0	2	1
40-44	0	2	1	2	1	0	2
45-49	1	1	1	0	2	2	2
50-54	0	1	0	0	1	1	1
55-59	1	3	2	3	0	0	0
60-64	0	1	0	1	0	0	1
65-69	0	0	0	3	1	0	0
70-74	0	0	0	0	0	1	0
Officials and Managers	**1**	**0**	**3**	**1**	**3**	**3**	**5**
35-39	0	0	1	0	0	0	1
40-44	1	0	1	1	0	1	1
45-49	0	0	0	0	1	0	0
50-54	0	0	1	0	1	0	1
55-59	0	0	0	0	0	1	2
60-64	0	0	0	0	1	1	0
Professionals	**2**	**2**	**6**	**11**	**5**	**10**	**12**
20-24	0	0	0	1	0	0	0
25-29	1	1	2	2	2	3	2
30-34	1	1	0	3	0	3	2
35-39	0	0	1	0	0	1	0
40-44	0	0	0	3	2	2	4
45-49	0	0	2	1	0	0	2
50-54	0	0	0	1	0	0	2
55-59	0	0	0	0	1	0	0
60-64	0	0	1	0	0	1	0

Figure 195: Public Works Hires by Age Group and Job Group (Part 1 of 2)

Job Group (continued)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Protective Services: Non-Sworn	**0**	**0**	**0**	**0**	**0**	**0**	**1**
25-29	0	0	0	0	0	0	1
Service Maintenance	**25**	**25**	**33**	**32**	**33**	**35**	**52**
15-19	0	0	0	1	1	0	0
20-24	3	1	0	4	1	7	5
25-29	2	4	6	2	3	5	9
30-34	0	1	5	4	4	2	2
35-39	2	2	2	3	4	2	6
40-44	4	4	8	0	4	4	9
45-49	6	5	3	6	2	3	7
50-54	5	3	6	6	7	8	7
55-59	1	5	2	3	3	3	3
60-64	2	0	1	2	3	1	3
65-69	0	0	0	1	1	0	1
Skilled Craft	**7**	**1**	**7**	**1**	**3**	**7**	**5**
20-24	0	0	0	0	0	0	1
25-29	0	0	0	0	0	1	0
30-34	0	0	0	0	1	0	0
35-39	0	0	1	1	2	3	2
40-44	4	0	1	0	0	0	0
45-49	0	1	0	0	0	1	1
50-54	1	0	4	0	0	0	0
55-59	1	0	1	0	0	2	0
60-64	1	0	0	0	0	0	1
Technicians	**0**	**1**	**1**	**4**	**5**	**3**	**20**
20-24	0	0	0	1	0	2	7
25-29	0	0	0	0	1	0	3
30-34	0	0	0	0	0	0	1
35-39	0	0	0	0	1	0	4
40-44	0	0	1	0	0	0	0
45-49	0	0	0	0	1	0	3
50-54	0	1	0	2	1	1	1
55-59	0	0	0	1	1	0	0
65-69	0	0	0	0	0	0	1

Figure 196: Public Works Hires by Age Group and Job Group (Part 2 of 2)

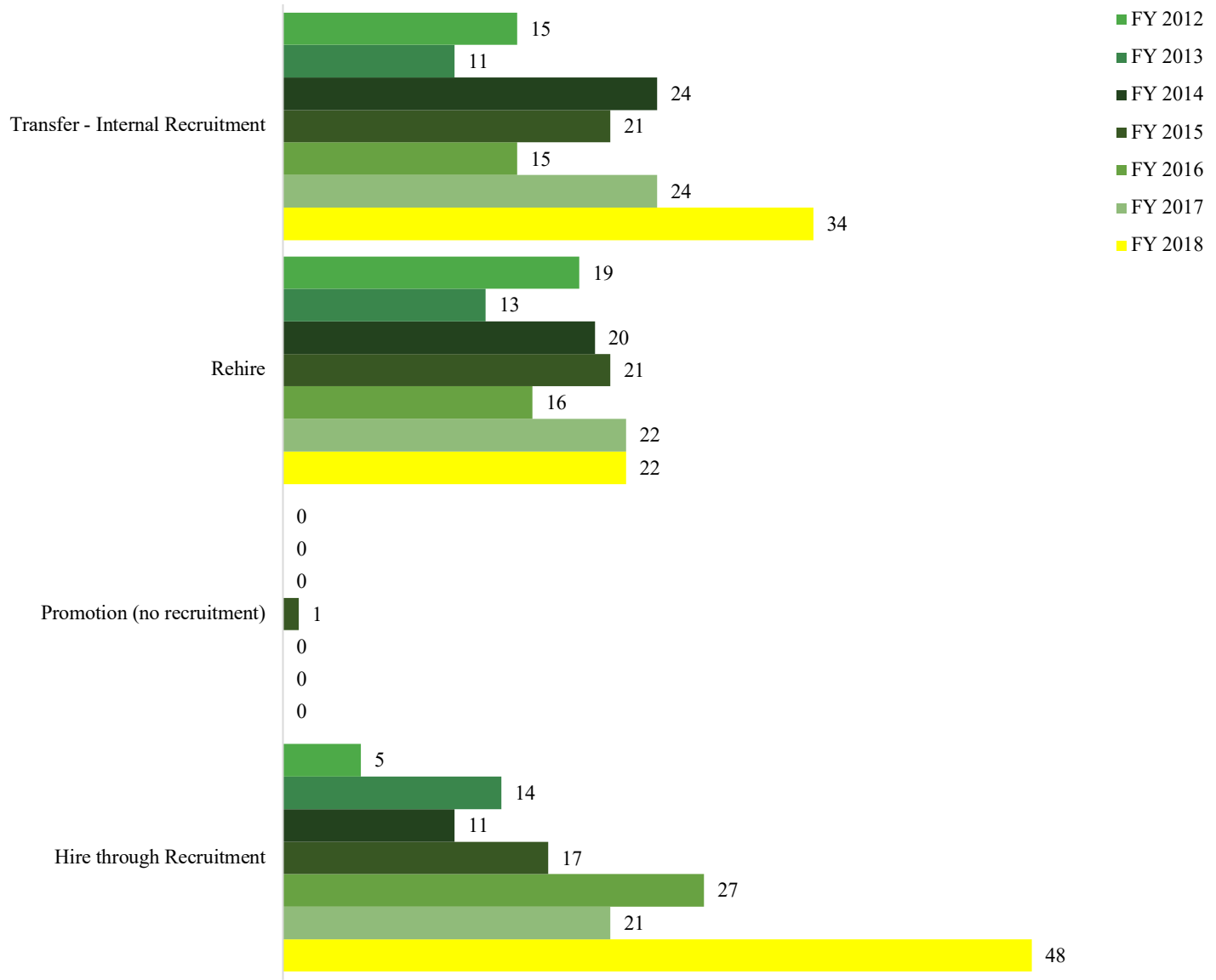

Figure 197: Public Works Hires by Type

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**4**	**9**	**5**	**11**	**9**	**9**	**9**
Hire through Recruitment	1	3	1	3	3	2	5
Rehire	1	3	1	4	3	3	2
Transfer - Internal Recruitment	2	3	3	4	3	4	2
Officials and Managers	**1**	**0**	**3**	**1**	**3**	**3**	**5**
Hire through Recruitment	0	0	1	0	1	3	1
Rehire	0	0	0	0	0	0	1
Transfer - Internal Recruitment	1	0	2	1	2	0	3
Professionals	**2**	**2**	**6**	**11**	**5**	**10**	**12**
Hire through Recruitment	1	1	1	4	4	4	8
Promotion (no recruitment)	0	0	0	1	0	0	0
Rehire	0	0	1	1	1	0	0
Transfer - Internal Recruitment	1	1	4	5	0	6	4
Protective Services: Non-Sworn	**0**	**0**	**0**	**0**	**0**	**0**	**1**
Hire through Recruitment	0	0	0	0	0	0	1
Service Maintenance	**25**	**25**	**33**	**32**	**33**	**35**	**52**
Hire through Recruitment	2	9	7	9	16	8	19
Rehire	18	10	18	15	11	19	19
Transfer - Internal Recruitment	5	6	8	8	6	8	14
Skilled Craft	**7**	**1**	**7**	**1**	**3**	**7**	**5**
Hire through Recruitment	1	1	1	0	1	2	0
Transfer - Internal Recruitment	6	0	6	1	2	5	5
Technicians	**0**	**1**	**1**	**4**	**5**	**3**	**20**
Hire through Recruitment	0	0	0	1	2	2	14
Rehire	0	0	0	1	1	0	0
Transfer - Internal Recruitment	0	1	1	2	2	1	6

Figure 198: Public Works Hires by Type and Job Group

Sheriff's Office Hires

	Totals
Fiscal Year 2012:	12
Fiscal Year 2013:	25
Fiscal Year 2014:	56
Fiscal Year 2015:	56
Fiscal Year 2016:	39
Fiscal Year 2017:	51
Fiscal Year 2018:	52

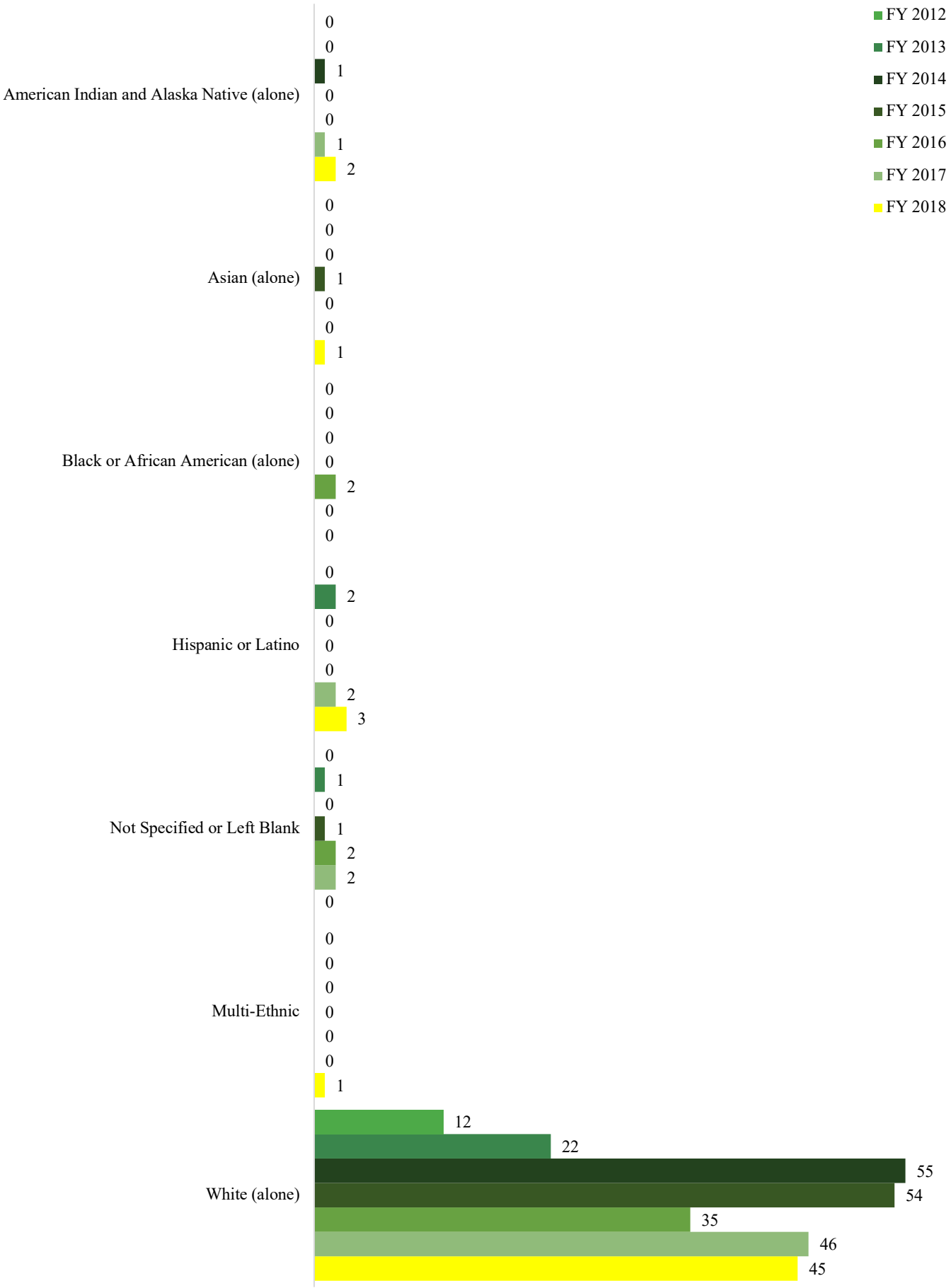

Figure 199: Sheriff's Office Hires by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**4**	**13**	**11**	**14**	**6**	**14**	**10**
Asian (alone)	0	0	0	1	0	0	0
Black or African American (alone)	0	0	0	0	2	0	0
Hispanic or Latino	0	1	0	0	0	1	1
Not Specified or Left Blank	0	0	0	0	0	1	0
Multi-Ethnic	0	0	0	0	0	0	1
White (alone)	4	12	11	13	4	12	8
Officials and Managers	**0**	**0**	**2**	**1**	**0**	**0**	**0**
White (alone)	0	0	2	1	0	0	0
Professionals	**0**	**2**	**0**	**1**	**0**	**0**	**0**
White (alone)	0	2	0	1	0	0	0
Protective Services: Non-Sworn	**4**	**2**	**3**	**2**	**5**	**4**	**4**
American Indian and Alaska Native (alone)	0	0	0	0	0	0	1
Hispanic or Latino	0	1	0	0	0	0	0
Not Specified or Left Blank	0	0	0	0	1	0	0
White (alone)	4	1	3	2	4	4	3
Protective Services: Sworn	**0**	**6**	**27**	**33**	**18**	**28**	**30**
American Indian and Alaska Native (alone)	0	0	1	0	0	0	0
Asian (alone)	0	0	0	0	0	0	1
Hispanic or Latino	0	0	0	0	0	1	2
Not Specified or Left Blank	0	1	0	1	1	1	0
White (alone)	0	5	26	32	17	26	27
Protective Services: Sworn Officials	**3**	**2**	**11**	**5**	**9**	**5**	**7**
American Indian and Alaska Native (alone)	0	0	0	0	0	1	1
White (alone)	3	2	11	5	9	4	6
Service Maintenance	**0**	**0**	**1**	**0**	**0**	**0**	**0**
White (alone)	0	0	1	0	0	0	0
Skilled Craft	**1**	**0**	**1**	**0**	**1**	**0**	**0**
White (alone)	1	0	1	0	1	0	0
Technicians	**0**	**0**	**0**	**0**	**0**	**0**	**1**
White (alone)	0	0	0	0	0	0	1

Figure 200: Sheriff's Office Hires by Ethnicity and Job Group

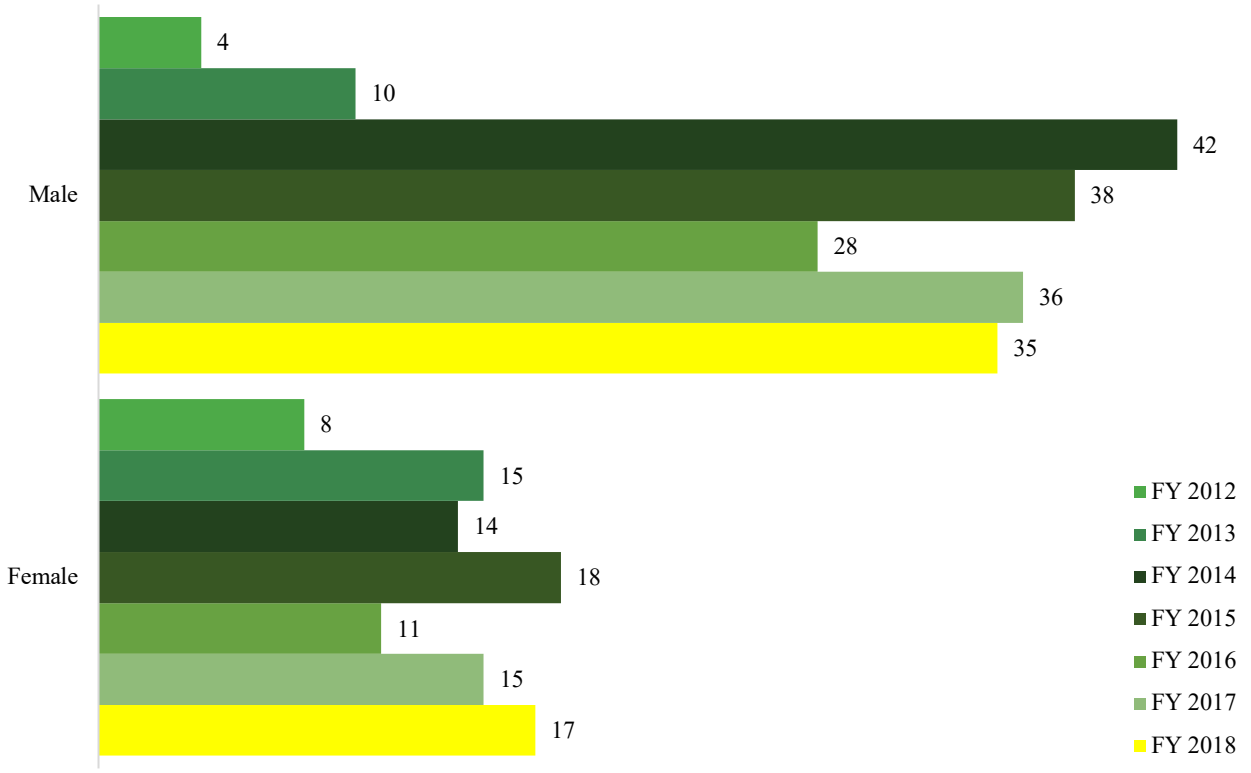

Figure 201: Sheriff's Office Hires by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**4**	**13**	**11**	**14**	**6**	**14**	**10**
Female	4	10	7	11	6	9	9
Male	0	3	4	3	0	5	1
Officials and Managers	**0**	**0**	**2**	**1**	**0**	**0**	**0**
Female	0	0	2	1	0	0	0
Professionals	**0**	**2**	**0**	**1**	**0**	**0**	**0**
Female	0	2	0	1	0	0	0
Protective Services: Non-Sworn	**4**	**2**	**3**	**2**	**5**	**4**	**4**
Female	4	1	2	2	3	3	3
Male	0	1	1	0	2	1	1
Protective Services: Sworn	**0**	**6**	**27**	**33**	**18**	**28**	**30**
Female	0	2	2	3	2	3	5
Male	0	4	25	30	16	25	25
Protective Services: Sworn Officials	**3**	**2**	**11**	**5**	**9**	**5**	**7**
Female	0	0	1	0	0	0	0
Male	3	2	10	5	9	5	7
Service Maintenance	**0**	**0**	**1**	**0**	**0**	**0**	**0**
Male	0	0	1	0	0	0	0
Skilled Craft	**1**	**0**	**1**	**0**	**1**	**0**	**0**
Male	1	0	1	0	1	0	0
Technicians	**0**	**0**	**0**	**0**	**0**	**0**	**1**
Male	0	0	0	0	0	0	1

Figure 202: Sheriff's Office Hires by Gender and Job Group

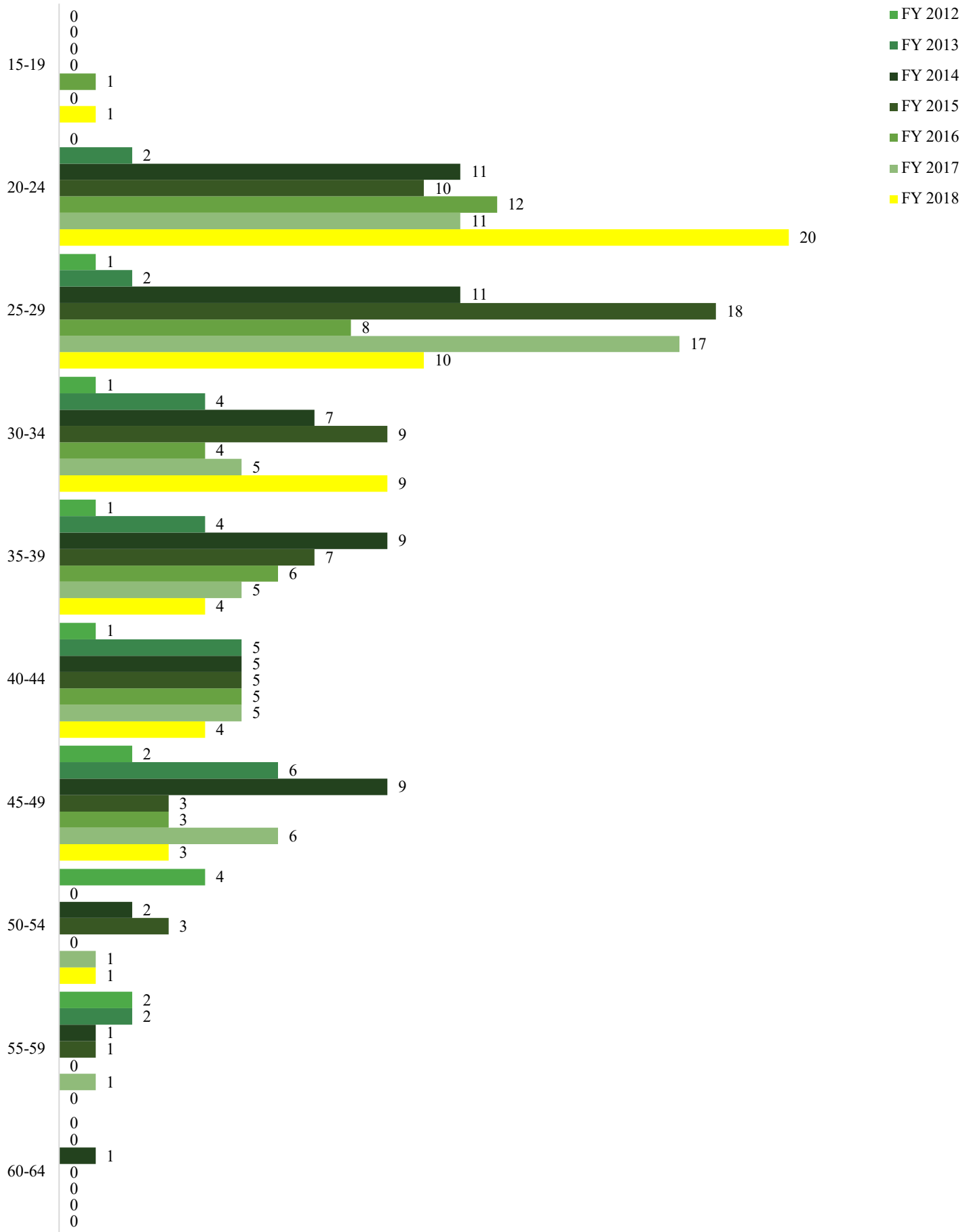

Figure 203: Sheriff's Office Hires by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**4**	**13**	**11**	**14**	**6**	**14**	**10**
20-24	0	2	2	1	0	3	3
25-29	0	1	1	2	2	2	2
30-34	0	1	1	2	1	2	2
35-39	0	3	1	4	3	3	2
40-44	1	1	3	2	0	2	0
45-49	0	4	2	1	0	2	1
50-54	1	0	0	2	0	0	0
55-59	2	1	0	0	0	0	0
60-64	0	0	1	0	0	0	0
Officials and Managers	**0**	**0**	**2**	**1**	**0**	**0**	**0**
40-44	0	0	1	1	0	0	0
45-49	0	0	1	0	0	0	0
Professionals	**0**	**2**	**0**	**1**	**0**	**0**	**0**
30-34	0	1	0	0	0	0	0
35-39	0	1	0	0	0	0	0
40-44	0	0	0	1	0	0	0
Protective Services: Non-Sworn	**4**	**2**	**3**	**2**	**5**	**4**	**4**
15-19	0	0	0	0	1	0	1
20-24	0	0	1	0	2	1	2
25-29	1	1	0	2	1	1	0
30-34	1	1	1	0	0	0	1
35-39	1	0	0	0	1	0	0
45-49	0	0	0	0	0	1	0
50-54	1	0	0	0	0	1	0
55-59	0	0	1	0	0	0	0
Protective Services: Sworn	**0**	**6**	**27**	**33**	**18**	**28**	**30**
20-24	0	0	8	9	10	7	15
25-29	0	0	10	14	4	14	8
30-34	0	1	4	7	3	3	3
35-39	0	0	3	2	0	2	2
40-44	0	4	0	0	0	1	2
45-49	0	1	2	1	1	0	0
55-59	0	0	0	0	0	1	0
Protective Services: Sworn Officials	**3**	**2**	**11**	**5**	**9**	**5**	**7**
25-29	0	0	0	0	1	0	0
30-34	0	0	1	0	0	0	2
35-39	0	0	5	1	1	0	0
40-44	0	0	1	1	5	2	2
45-49	1	1	4	1	2	3	2
50-54	2	0	0	1	0	0	1
55-59	0	1	0	1	0	0	0
Service Maintenance	**0**	**0**	**1**	**0**	**0**	**0**	**0**
50-54	0	0	1	0	0	0	0
Skilled Craft	**1**	**0**	**1**	**0**	**1**	**0**	**0**
35-39	0	0	0	0	1	0	0
45-49	1	0	0	0	0	0	0
50-54	0	0	1	0	0	0	0
Technicians	**0**	**0**	**0**	**0**	**0**	**0**	**1**
30-34	0	0	0	0	0	0	1

Figure 204: Sheriff's Office Hires by Age Group and Job Group

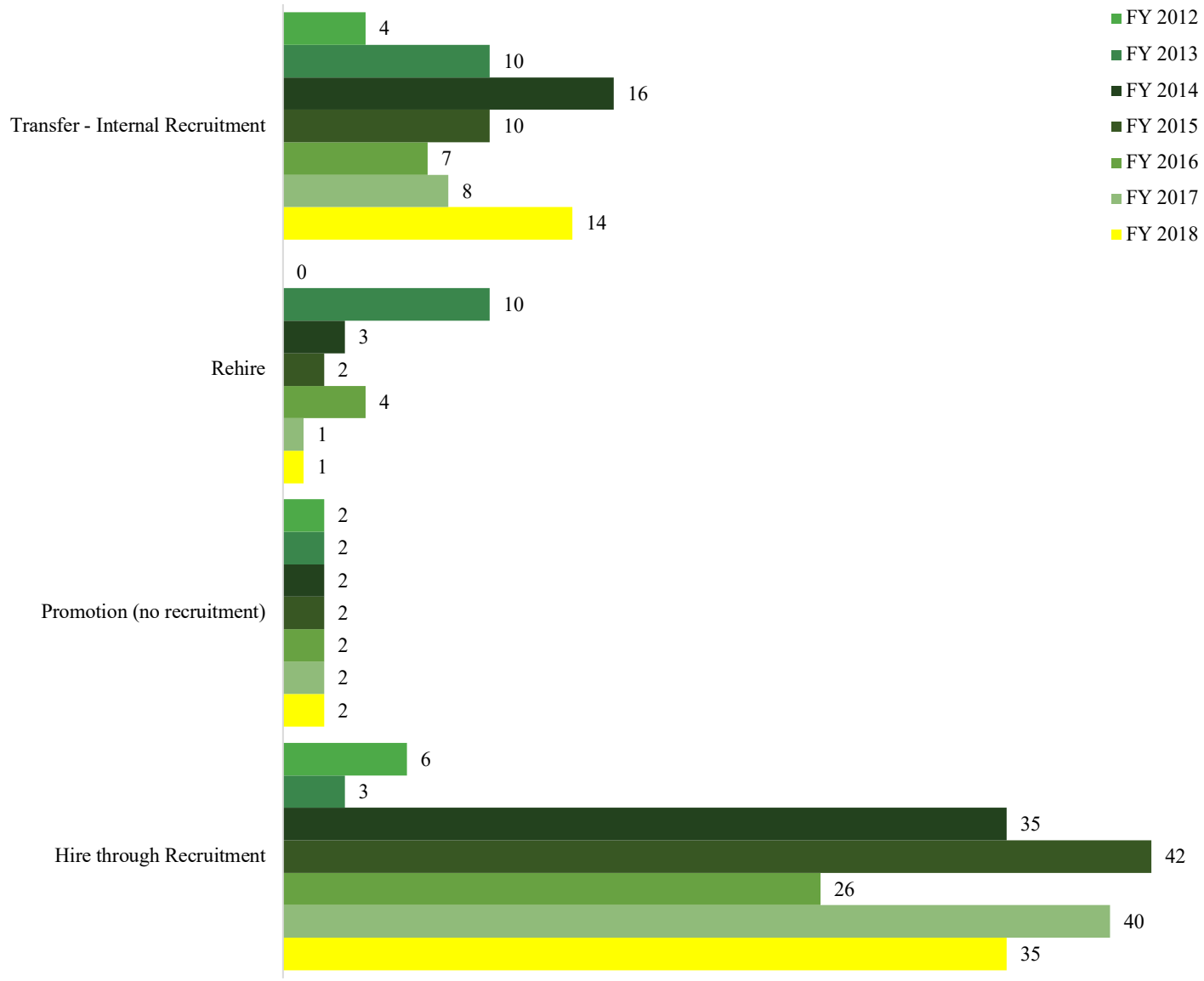

Figure 205: Sheriff's Office Hires by Type

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**4**	**13**	**11**	**14**	**6**	**14**	**10**
Hire through Recruitment	2	2	5	11	4	9	8
Promotion (no recruitment)	0	0	1	0	0	0	0
Rehire	0	7	3	0	2	1	0
Transfer - Internal Recruitment	2	4	2	3	0	4	2
Officials and Managers	**0**	**0**	**2**	**1**	**0**	**0**	**0**
Transfer - Internal Recruitment	0	0	2	1	0	0	0
Professionals	**0**	**2**	**0**	**1**	**0**	**0**	**0**
Hire through Recruitment	0	1	0	0	0	0	0
Rehire	0	1	0	0	0	0	0
Transfer - Internal Recruitment	0	0	0	1	0	0	0
Protective Services: Non-Sworn	**4**	**2**	**3**	**2**	**5**	**4**	**4**
Hire through Recruitment	3	0	3	2	4	3	3
Rehire	0	1	0	0	0	0	0
Transfer - Internal Recruitment	1	1	0	0	1	1	1
Protective Services: Sworn	**0**	**6**	**27**	**33**	**18**	**28**	**30**
Hire through Recruitment	0	0	26	28	16	28	23
Rehire	0	1	0	2	2	0	1
Transfer - Internal Recruitment	0	5	1	3	0	0	6
Protective Services: Sworn Officials	**3**	**2**	**11**	**5**	**9**	**5**	**7**
Hire through Recruitment	0	0	0	1	1	0	0
Promotion (no recruitment)	2	2	1	2	2	2	2
Transfer - Internal Recruitment	1	0	10	2	6	3	5
Service Maintenance	**0**	**0**	**1**	**0**	**0**	**0**	**0**
Transfer - Internal Recruitment	0	0	1	0	0	0	0
Skilled Craft	**1**	**0**	**1**	**0**	**1**	**0**	**0**
Hire through Recruitment	1	0	1	0	1	0	0
Technicians	**0**	**0**	**0**	**0**	**0**	**0**	**1**
Hire through Recruitment	0	0	0	0	0	0	1

Figure 206: Sheriff's Office Hires by Type and Job Group

Technology Services Hires

Totals

Fiscal Year 2012: 3
Fiscal Year 2013: 2
Fiscal Year 2014: 7
Fiscal Year 2015: 16
Fiscal Year 2016: 10
Fiscal Year 2017: 9
Fiscal Year 2018: 3

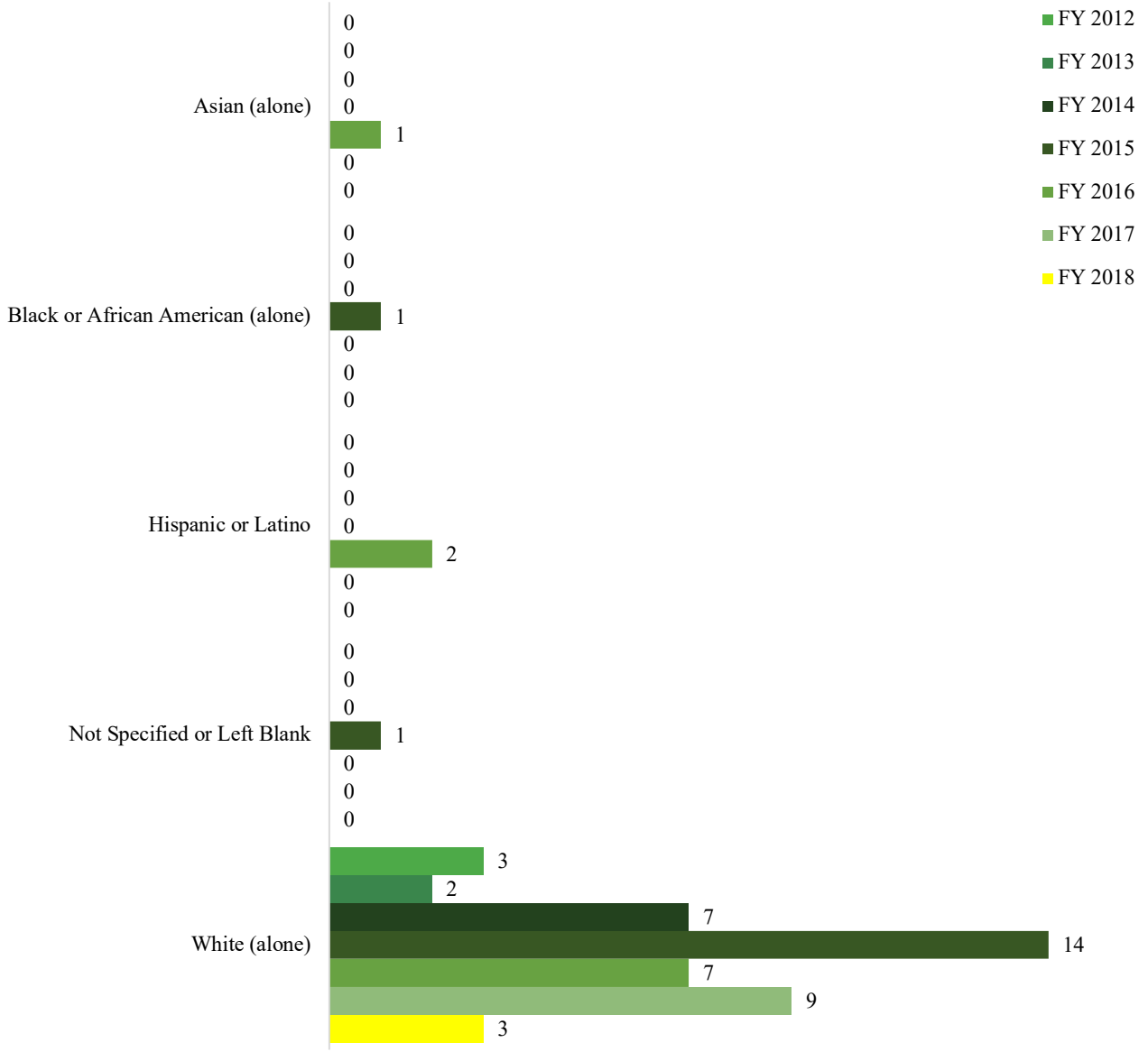

Figure 207: Technology Services Hires by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**1**	**0**	**1**	**1**	**0**	**1**	**0**
Not Specified or Left Blank	0	0	0	1	0	0	0
White (alone)	1	0	1	0	0	1	0
Officials and Managers	**0**	**0**	**0**	**3**	**3**	**1**	**0**
Black or African American (alone)	0	0	0	1	0	0	0
White (alone)	0	0	0	2	3	1	0
Professionals	**0**	**1**	**1**	**1**	**1**	**0**	**0**
White (alone)	0	1	1	1	1	0	0
Technicians	**2**	**1**	**5**	**11**	**6**	**7**	**3**
Asian (alone)	0	0	0	0	1	0	0
Hispanic or Latino	0	0	0	0	2	0	0
White (alone)	2	1	5	11	3	7	3

Figure 208: Technology Services Hires by Ethnicity and Job Group

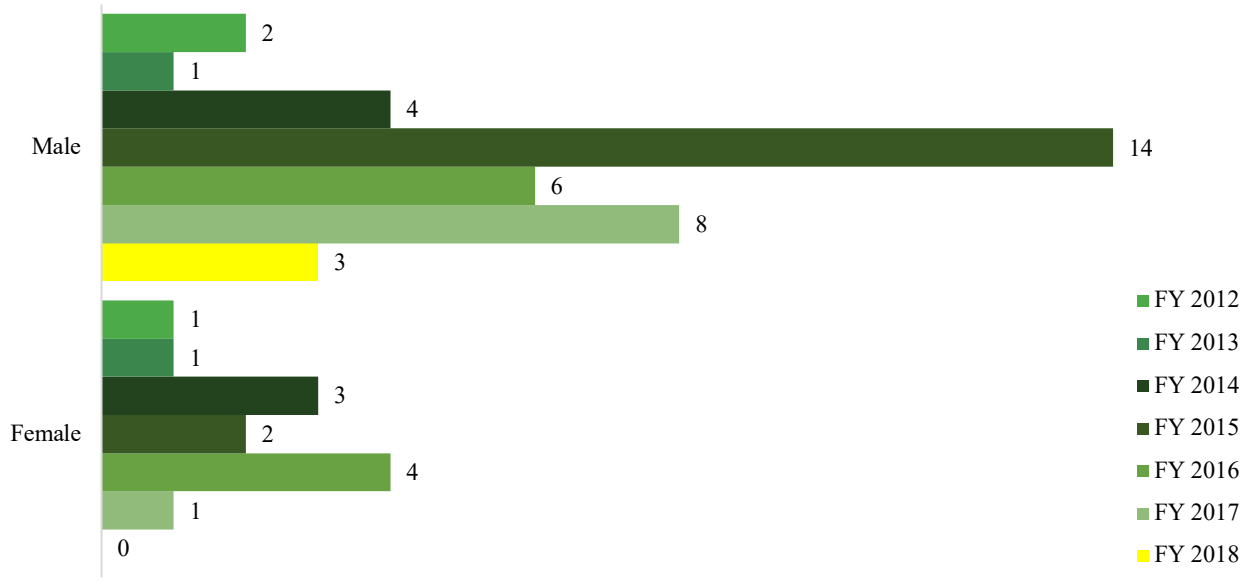

Figure 209: Technology Services Hires by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**1**	**0**	**1**	**1**	**0**	**1**	**0**
Female	1	0	1	1	0	1	0
Officials and Managers	**0**	**0**	**0**	**3**	**3**	**1**	**0**
Female	0	0	0	0	3	0	0
Male	0	0	0	3	0	1	0
Professionals	**0**	**1**	**1**	**1**	**1**	**0**	**0**
Female	0	1	0	1	1	0	0
Male	0	0	1	0	0	0	0
Technicians	**2**	**1**	**5**	**11**	**6**	**7**	**3**
Female	0	0	2	0	0	0	0
Male	2	1	3	11	6	7	3

Figure 210: Technology Services Hires by Gender and Job Group

Figure 211: Technology Services Hires by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**1**	**0**	**1**	**1**	**0**	**1**	**0**
20-24	1	0	0	0	0	0	0
25-29	0	0	0	0	0	1	0
30-34	0	0	1	1	0	0	0
Officials and Managers	**0**	**0**	**0**	**3**	**3**	**1**	**0**
35-39	0	0	0	0	1	0	0
40-44	0	0	0	2	1	0	0
45-49	0	0	0	0	1	0	0
50-54	0	0	0	1	0	1	0
Professionals	**0**	**1**	**1**	**1**	**1**	**0**	**0**
30-34	0	1	0	0	1	0	0
50-54	0	0	1	0	0	0	0
55-59	0	0	0	1	0	0	0
Technicians	**2**	**1**	**5**	**11**	**6**	**7**	**3**
20-24	0	0	0	0	0	1	0
25-29	0	0	0	1	1	0	1
30-34	0	0	1	1	2	1	1
35-39	0	0	0	1	2	2	0
40-44	1	0	0	1	1	1	0
45-49	1	1	2	0	0	0	0
50-54	0	0	1	2	0	2	0
55-59	0	0	1	3	0	0	0
60-64	0	0	0	2	0	0	1

Figure 212: Technology Services Hires by Age Group and Job Group

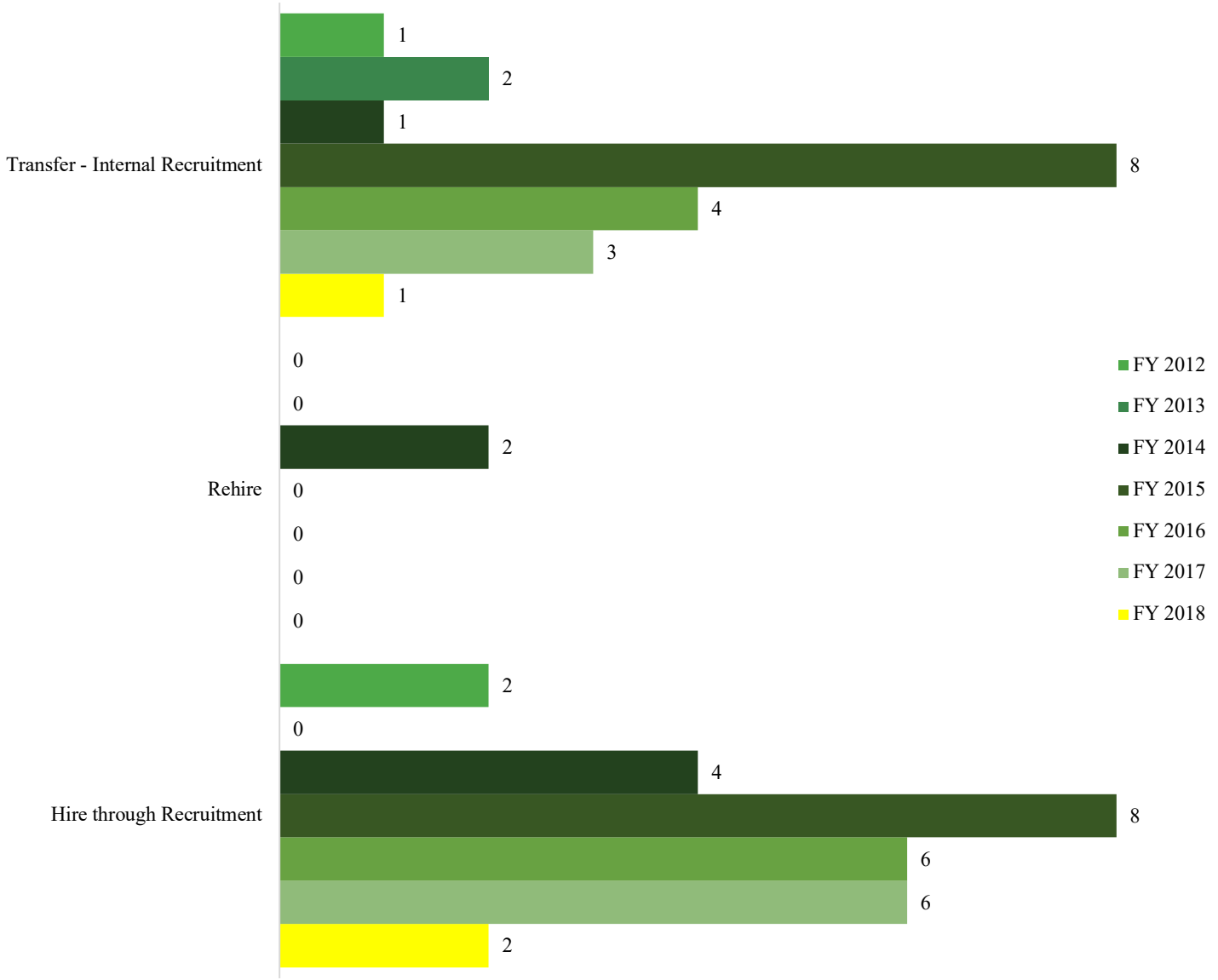

Figure 213: Technology Services Hires by Type

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**1**	**0**	**1**	**1**	**0**	**1**	**0**
Hire through Recruitment	0	0	1	1	0	0	0
Transfer - Internal Recruitment	1	0	0	0	0	1	0
Officials and Managers	**0**	**0**	**0**	**3**	**3**	**1**	**0**
Hire through Recruitment	0	0	0	1	2	1	0
Transfer - Internal Recruitment	0	0	0	2	1	0	0
Professionals	**0**	**1**	**1**	**1**	**1**	**0**	**0**
Transfer - Internal Recruitment	0	1	1	1	1	0	0
Technicians	**2**	**1**	**5**	**11**	**6**	**7**	**3**
Hire through Recruitment	2	0	3	6	4	5	2
Rehire	0	0	2	0	0	0	0
Transfer - Internal Recruitment	0	1	0	5	2	2	1

Figure 214: Technology Services Hires by Type and Job Group

2.4 County Employed Averages over Time

*For contextualization and comparison of population demographics, data from the United States Census Bureau and American Community Survey have been provided in Appendices A-G. Do note that United States Census Bureau and American Community Survey statistics follow calendar year, whereas Section 2.4 statistics follow the County's fiscal year (12 months of July through June).

*While the reporting option of employee position/managerial level (e.g., ground, mid, executive) was available, audit time constraints did not allow the Chief County Performance Auditor to verify the classification system used by Lane County, Oregon Government for accuracy and dependability in ranking consistency—relative to the duties of each position. As a result, job classifications defined by the United States' Equal Employment Opportunity Commission (EEOC) and filed with the EEOC were used. These categories are hereinafter referred to as "Job Group." For vocation specificity, refer to Appendix H to see which Lane County position titles fall under which job groups.

*Average employed numbers were calculated by taking the actual number of employees in each department/office listed under each grouping (i.e., ethnicity, gender, and age) and each job group (e.g., administrative support, officials and managers, professionals) on each day of the fiscal year, summing each of those daily actuals together into individual totals, dividing each individual total by the number of days in that fiscal year, and rounding each individual quotient to the nearest integer or whole number.

*Employed Averages data courtesy of Human Resources and Technology Services Departments.

Countywide Employed Averages

	Totals
Fiscal Year 2012:	1,335
Fiscal Year 2013:	1,185
Fiscal Year 2014:	1,192
Fiscal Year 2015:	1,242
Fiscal Year 2016:	1,307
Fiscal Year 2017:	1,344
Fiscal Year 2018:	1,379

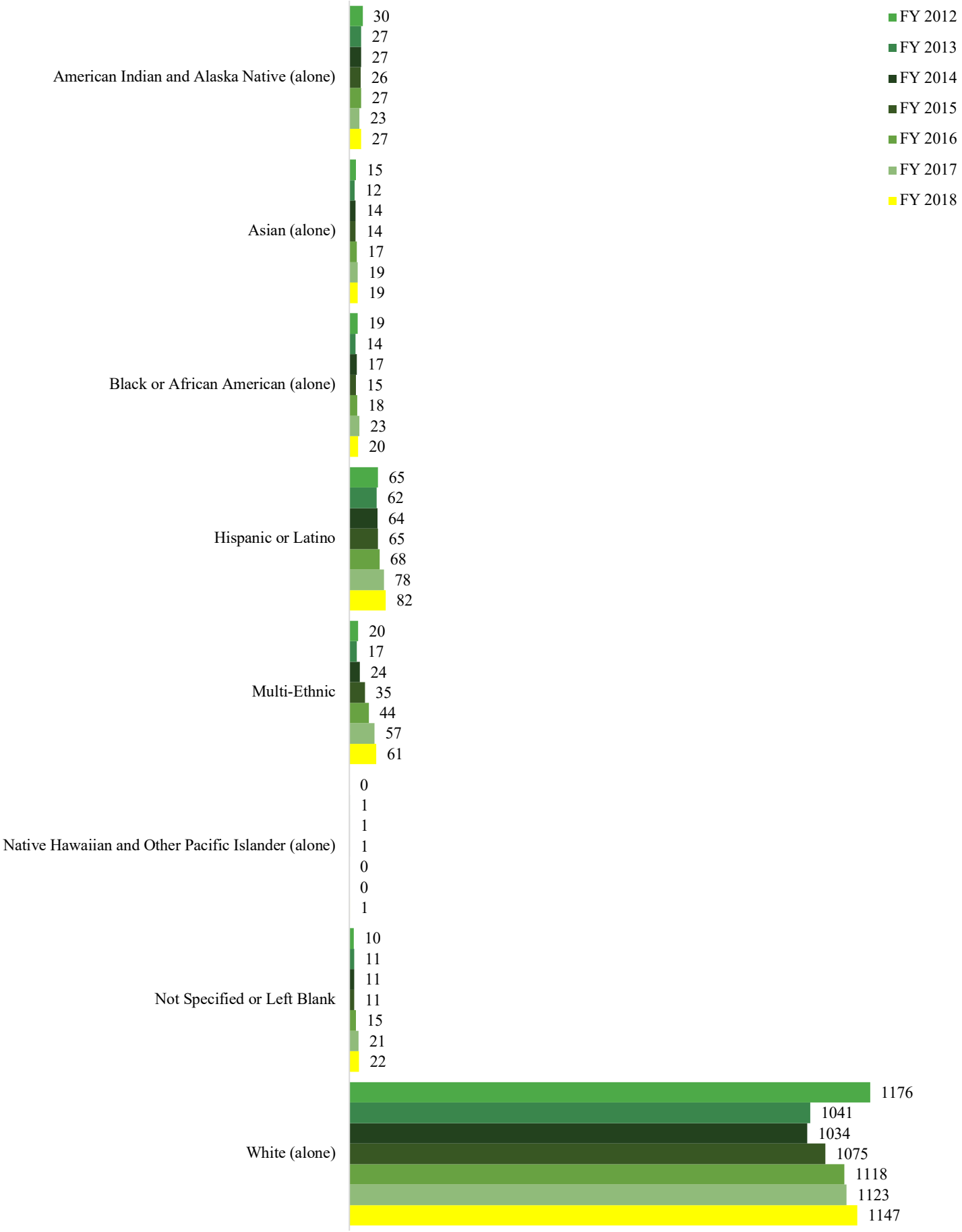

Figure 215: Countywide Employed Averages by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**220**	**273**	**280**	**287**	**296**	**292**	**297**
American Indian and Alaska Native (alone)	4	5	5	4	4	3	4
Asian (alone)	3	3	4	4	6	6	4
Black or African American (alone)	0	0	0	1	2	2	2
Hispanic or Latino	22	25	25	25	28	30	29
Multi-Ethnic	5	3	7	10	12	15	14
Native Hawaiian and Other Pacific Islander (alone)	0	1	1	1	0	0	1
Not Specified or Left Blank	1	3	2	1	2	3	3
White (alone)	185	233	236	241	242	233	240
Officials and Managers	**66**	**71**	**74**	**78**	**86**	**89**	**89**
American Indian and Alaska Native (alone)	1	3	3	3	4	3	3
Asian (alone)	0	0	0	1	0	0	0
Black or African American (alone)	2	1	1	0	0	0	0
Hispanic or Latino	1	1	2	2	1	2	2
Multi-Ethnic	1	1	2	2	3	5	7
Not Specified or Left Blank	0	0	1	1	1	1	2
White (alone)	61	65	65	69	77	78	75
Professionals	**283**	**344**	**351**	**362**	**398**	**420**	**436**
American Indian and Alaska Native (alone)	6	5	5	5	7	6	7
Asian (alone)	4	5	6	5	7	9	11
Black or African American (alone)	6	7	9	8	7	10	9
Hispanic or Latino	10	14	17	19	20	22	28
Multi-Ethnic	8	9	9	12	19	27	27
Not Specified or Left Blank	3	3	3	3	5	8	10
White (alone)	246	301	302	310	333	338	344
Protective Services: Non-Sworn	**17**	**20**	**17**	**19**	**18**	**19**	**20**
Black or African American (alone)	1	1	1	0	0	0	0
Hispanic or Latino	1	2	2	2	2	2	2
Multi-Ethnic	0	0	0	1	1	2	2
Not Specified or Left Blank	0	1	0	0	0	0	0
White (alone)	15	16	14	16	15	15	16
Protective Services: Sworn	**187**	**157**	**160**	**177**	**181**	**187**	**196**
American Indian and Alaska Native (alone)	1	1	2	2	2	3	2
Asian (alone)	0	0	0	0	0	0	0
Black or African American (alone)	2	1	2	2	2	2	2
Hispanic or Latino	5	4	3	3	3	4	5
Multi-Ethnic	1	1	1	4	3	3	5
Not Specified or Left Blank	5	4	5	5	6	6	4
White (alone)	173	146	147	161	165	169	178

Figure 216: Countywide Employed Averages by Ethnicity and Job Group (Part 1 of 2)

Job Group (continued)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Protective Services: Sworn Officials	**26**	**27**	**30**	**32**	**33**	**33**	**37**
American Indian and Alaska Native (alone)	2	1	1	1	1	1	2
Not Specified or Left Blank	0	0	0	0	0	0	0
White (alone)	24	26	29	31	32	32	35
Service Maintenance	**136**	**134**	**130**	**135**	**130**	**129**	**128**
American Indian and Alaska Native (alone)	9	11	10	10	8	6	8
Asian (alone)	3	3	3	3	3	3	3
Black or African American (alone)	4	4	4	4	5	6	5
Hispanic or Latino	9	9	9	8	8	9	8
Multi-Ethnic	0	0	1	3	3	3	3
Not Specified or Left Blank	0	0	0	1	0	1	1
White (alone)	111	107	103	106	103	101	100
Skilled Craft	**43**	**43**	**43**	**43**	**44**	**44**	**43**
American Indian and Alaska Native (alone)	2	1	1	1	1	1	1
Black or African American (alone)	1	0	0	0	0	0	0
Hispanic or Latino	2	2	2	1	1	1	1
Not Specified or Left Blank	0	0	0	0	1	1	1
White (alone)	38	40	40	41	41	41	40
Technicians	**102**	**103**	**101**	**106**	**119**	**131**	**133**
American Indian and Alaska Native (alone)	0	0	0	0	0	0	0
Asian (alone)	3	1	1	1	1	1	1
Black or African American (alone)	0	0	0	0	2	3	2
Hispanic or Latino	5	4	3	5	5	8	7
Multi-Ethnic	2	3	4	3	3	2	3
Not Specified or Left Blank	0	0	0	0	0	1	1
White (alone)	92	95	93	97	108	116	119
Unknown	**255**	**13**	**6**	**3**	**2**	**0**	**0**
American Indian and Alaska Native (alone)	5	0	0	0	0	0	0
Asian (alone)	2	0	0	0	0	0	0
Black or African American (alone)	3	0	0	0	0	0	0
Hispanic or Latino	10	1	1	0	0	0	0
Multi-Ethnic	3	0	0	0	0	0	0
Not Specified or Left Blank	1	0	0	0	0	0	0
White (alone)	231	12	5	3	2	0	0

Figure 217: Countywide Employed Averages by Ethnicity and Job Group (Part 2 of 2)

Figure 218: Countywide Employed Averages by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**220**	**273**	**280**	**287**	**296**	**292**	**297**
Female	196	246	253	257	262	262	266
Male	24	27	27	30	34	30	31
Officials and Managers	**66**	**71**	**74**	**78**	**86**	**89**	**89**
Female	31	37	42	44	52	58	56
Male	35	34	32	34	34	31	33
Professionals	**283**	**344**	**351**	**362**	**398**	**420**	**436**
Female	169	215	219	230	254	266	275
Male	113	128	132	132	144	154	161
Not Specified or Left Blank	1	1	0	0	0	0	0
Protective Services: Non-Sworn	**17**	**20**	**17**	**19**	**18**	**19**	**20**
Female	13	13	11	14	13	13	14
Male	4	7	6	5	5	6	6
Protective Services: Sworn	**187**	**157**	**160**	**177**	**181**	**187**	**196**
Female	39	34	30	31	32	33	35
Male	148	123	130	146	149	154	161
Protective Services: Sworn Officials	**26**	**27**	**30**	**32**	**33**	**33**	**37**
Female	1	1	3	2	2	2	2
Male	25	26	27	30	31	31	35
Service Maintenance	**136**	**134**	**130**	**135**	**130**	**129**	**128**
Female	25	23	19	21	26	26	27
Male	111	111	111	114	104	102	100
Not Specified or Left Blank	0	0	0	0	0	1	1
Skilled Craft	**43**	**43**	**43**	**43**	**44**	**44**	**43**
Male	43	43	43	43	44	44	43
Technicians	**102**	**103**	**101**	**106**	**119**	**131**	**133**
Female	40	42	42	49	57	67	71
Male	62	61	59	57	62	64	62
Unknown	**255**	**13**	**6**	**3**	**2**	**0**	**0**
Female	168	8	3	1	0	0	0
Male	87	5	3	2	2	0	0
Not Specified or Left Blank	0	0	0	0	0	0	0

Figure 219: Countywide Employed Averages by Gender and Job Group

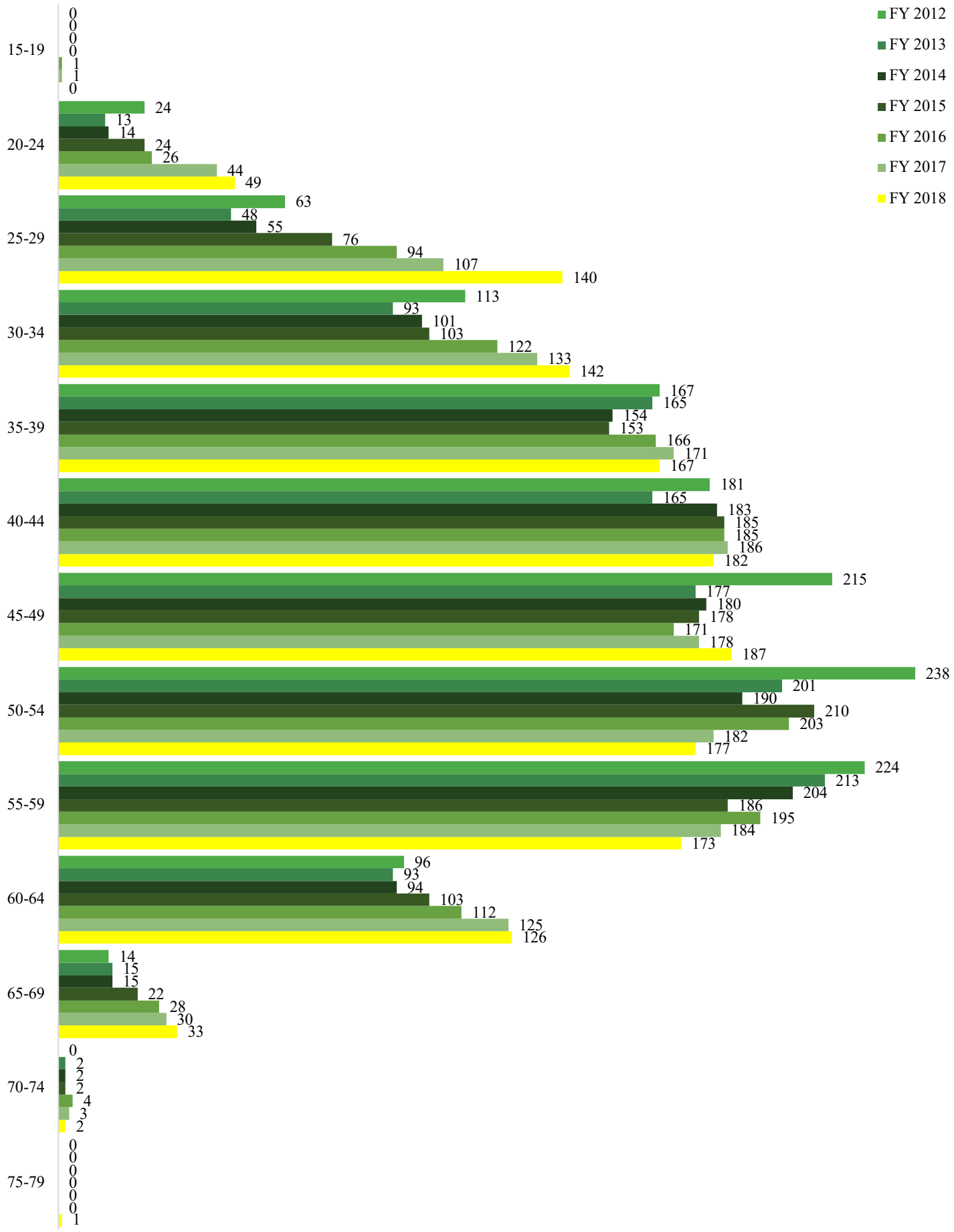

Figure 220: Countywide Employed Averages by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**220**	**273**	**280**	**287**	**296**	**292**	**297**
20-24	11	8	7	9	9	10	11
25-29	23	22	21	25	30	28	30
30-34	25	22	21	22	28	31	29
35-39	26	30	26	29	34	32	35
40-44	23	29	40	32	27	29	28
45-49	32	36	35	39	36	33	38
50-54	32	40	40	45	45	41	35
55-59	33	58	57	55	50	46	43
60-64	13	22	29	24	27	30	37
65-69	2	5	3	6	9	11	9
70-74	0	1	1	1	1	1	1
75-79	0	0	0	0	0	0	1
Officials and Managers	**66**	**71**	**74**	**78**	**86**	**89**	**89**
25-29	1	0	0	0	0	0	0
30-34	2	6	7	4	5	4	4
35-39	4	3	7	8	7	9	10
40-44	7	7	9	14	15	11	13
45-49	15	18	13	10	14	19	17
50-54	17	17	19	19	20	16	20
55-59	16	13	12	14	16	19	16
60-64	4	7	7	8	7	9	9
65-69	0	0	0	1	2	2	0
Professionals	**283**	**344**	**351**	**362**	**398**	**420**	**436**
20-24	1	1	1	1	2	5	5
25-29	14	9	12	19	31	35	51
30-34	30	25	37	33	43	49	52
35-39	34	54	51	47	62	70	63
40-44	38	43	44	50	53	59	64
45-49	40	46	49	47	43	42	43
50-54	47	52	50	63	58	57	55
55-59	47	69	64	54	54	45	47
60-64	26	36	33	38	40	47	41
65-69	6	8	9	9	10	9	14
70-74	0	1	1	1	2	2	1

Figure 221: Countywide Employed Averages by Age Group and Job Group (Part 1 of 3)

Job Group (continued)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Protective Services: Non-Sworn	**17**	**20**	**17**	**19**	**18**	**19**	**20**
15-19	0	0	0	0	0	0	0
20-24	0	0	1	0	0	2	3
25-29	0	2	1	2	1	2	1
30-34	2	4	1	2	2	2	3
35-39	3	3	4	5	5	3	4
40-44	2	2	1	0	0	2	1
45-49	1	1	2	3	3	3	3
50-54	6	4	1	2	1	2	2
55-59	1	3	5	4	5	3	1
60-64	2	1	1	1	1	0	2
65-69	0	0	0	0	0	0	0
Protective Services: Sworn	**187**	**157**	**160**	**177**	**181**	**187**	**196**
20-24	7	1	5	13	10	16	17
25-29	11	6	11	18	21	27	39
30-34	24	16	16	20	18	22	31
35-39	46	42	31	27	25	21	19
40-44	42	39	45	45	45	39	29
45-49	25	25	25	26	30	33	35
50-54	17	17	14	15	17	14	17
55-59	11	9	12	8	10	8	6
60-64	4	2	0	4	4	6	2
65-69	0	0	1	1	1	1	1
70-74	0	0	0	0	0	0	0
Protective Services: Sworn Officials	**26**	**27**	**30**	**32**	**33**	**33**	**37**
25-29	0	0	0	0	0	1	1
30-34	1	1	0	1	1	1	2
35-39	5	2	8	8	6	5	4
40-44	6	8	7	7	12	12	12
45-49	5	8	10	8	6	8	9
50-54	5	4	3	5	6	5	8
55-59	2	2	1	2	2	1	1
60-64	2	2	1	1	0	0	0
Service Maintenance	**136**	**134**	**130**	**135**	**130**	**129**	**128**
20-24	2	2	0	1	2	6	7
25-29	8	6	7	6	3	4	4
30-34	11	9	11	12	13	12	7
35-39	15	16	13	14	15	15	15
40-44	15	17	18	22	16	14	18
45-49	23	20	20	20	16	15	16
50-54	28	28	28	27	28	25	21
55-59	21	23	20	20	21	22	22
60-64	10	11	11	10	12	13	13
65-69	3	2	2	3	3	3	5
70-74	0	0	0	0	1	0	0

Figure 222: Countywide Employed Averages by Age Group and Job Group (Part 2 of 3)

Job Group (continued)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Skilled Craft	**43**	**43**	**43**	**43**	**44**	**44**	**43**
20-24	0	0	0	0	0	0	0
25-29	0	0	0	0	0	1	1
30-34	5	4	3	2	2	1	1
35-39	3	2	2	3	5	6	6
40-44	5	8	6	4	4	3	4
45-49	8	3	7	8	8	8	8
50-54	10	12	11	11	9	8	4
55-59	10	11	12	10	10	13	13
60-64	2	3	2	5	5	3	5
65-69	0	0	0	0	1	1	1
Technicians	**102**	**103**	**101**	**106**	**119**	**131**	**133**
15-19	0	0	0	0	1	1	0
20-24	2	1	0	0	3	5	6
25-29	2	3	3	6	8	9	13
30-34	6	5	5	7	10	11	13
35-39	12	12	12	12	7	10	11
40-44	16	11	12	10	12	17	13
45-49	20	17	18	17	15	17	18
50-54	19	23	23	23	19	14	15
55-59	19	23	19	17	26	27	24
60-64	5	8	9	12	16	17	17
65-69	1	0	0	2	2	3	3
Unknown	**255**	**13**	**6**	**3**	**2**	**0**	**0**
20-24	1	0	0	0	0	0	0
25-29	4	0	0	0	0	0	0
30-34	7	1	0	0	0	0	0
35-39	19	1	0	0	0	0	0
40-44	27	1	1	1	1	0	0
45-49	46	3	1	0	0	0	0
50-54	57	4	1	0	0	0	0
55-59	64	2	2	2	1	0	0
60-64	28	1	1	0	0	0	0
65-69	2	0	0	0	0	0	0

Figure 223: Countywide Employed Averages by Age Group and Job Group (Part 3 of 3)

Assessor's Office Employed Averages

	Totals
Fiscal Year 2012:	55
Fiscal Year 2013:	43
Fiscal Year 2014:	41
Fiscal Year 2015:	42
Fiscal Year 2016:	42
Fiscal Year 2017:	43
Fiscal Year 2018:	45

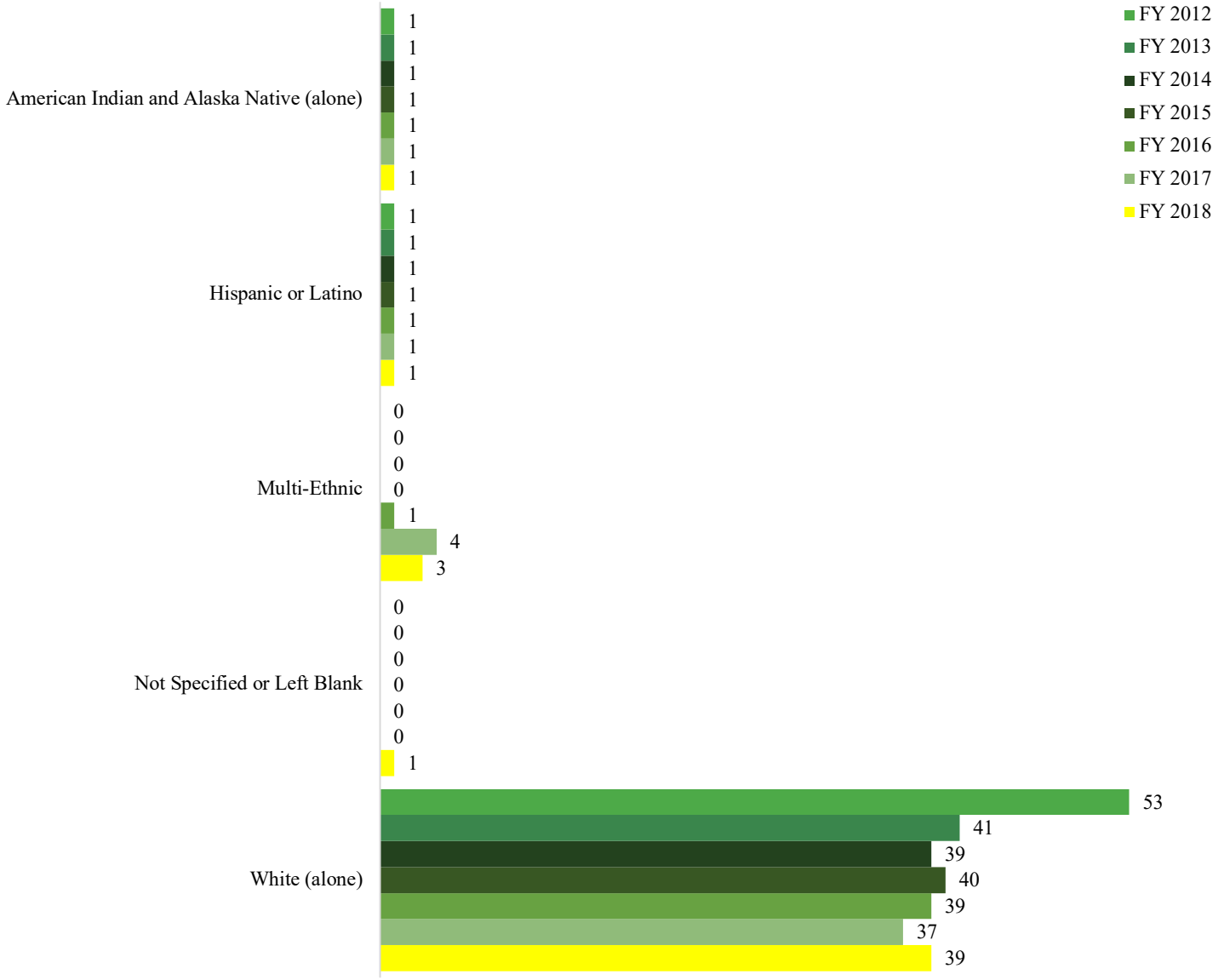

Figure 224: Assessor's Office Employed Averages by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**19**	**23**	**22**	**21**	**20**	**22**	**22**
American Indian and Alaska Native (alone)	1	0	0	0	0	0	0
Multi-Ethnic	0	0	0	0	0	3	1
White (alone)	18	23	22	21	20	19	21
Officials and Managers	**14**	**13**	**13**	**14**	**16**	**15**	**18**
American Indian and Alaska Native (alone)	0	1	1	1	1	1	1
Hispanic or Latino	1	1	1	1	1	1	1
Multi-Ethnic	0	0	0	0	1	1	2
Not Specified or Left Blank	0	0	0	0	0	0	1
White (alone)	13	11	11	12	13	12	13
Professionals	**2**	**2**	**2**	**3**	**2**	**3**	**3**
White (alone)	2	2	2	3	2	3	3
Technicians	**3**	**4**	**4**	**4**	**4**	**3**	**2**
American Indian and Alaska Native (alone)	0	0	0	0	0	0	0
White (alone)	3	4	4	4	4	3	2
Unknown	**17**	**1**	**0**	**0**	**0**	**0**	**0**
White (alone)	17	1	0	0	0	0	0

Figure 225: Assessor's Office Employed Averages by Ethnicity and Job Group

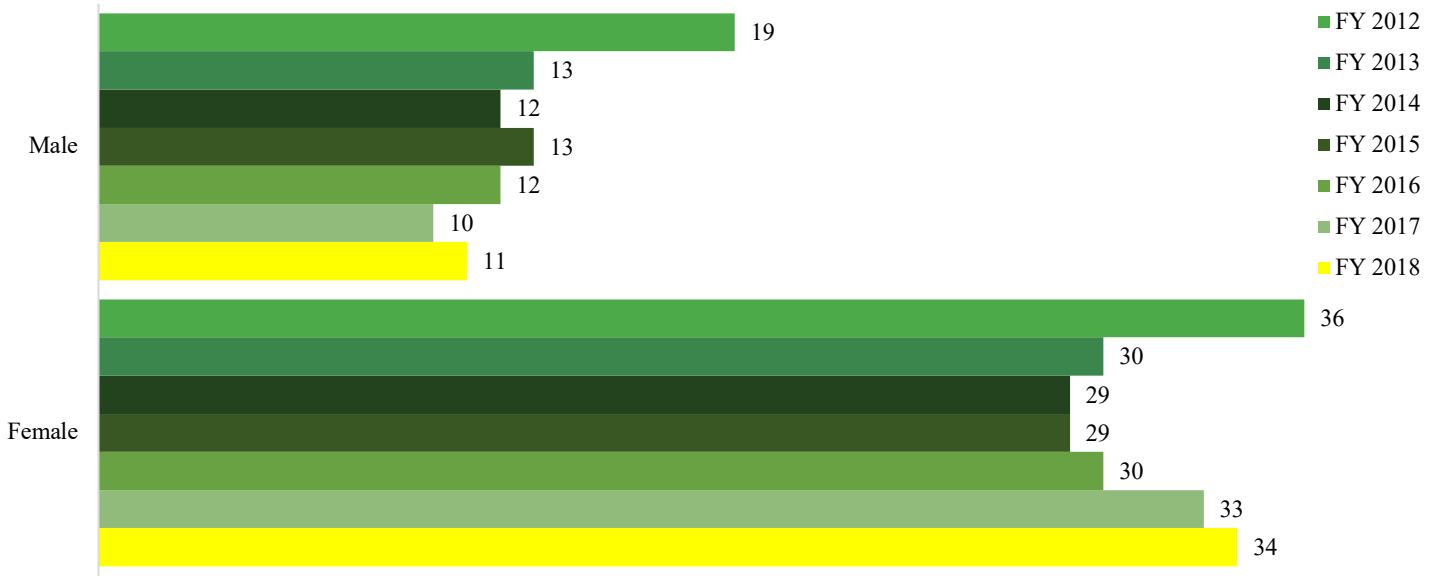

Figure 226: Assessor's Office Employed Averages by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**19**	**23**	**22**	**21**	**20**	**22**	**22**
Female	18	21	20	20	19	21	21
Male	1	2	2	1	1	1	1
Officials and Managers	**14**	**13**	**13**	**14**	**16**	**15**	**18**
Female	7	7	8	6	9	10	11
Male	7	6	5	8	7	5	7
Professionals	**2**	**2**	**2**	**3**	**2**	**3**	**3**
Female	1	0	0	2	1	1	1
Male	1	2	2	1	1	2	2
Technicians	**3**	**4**	**4**	**4**	**4**	**3**	**2**
Female	1	1	1	1	1	1	1
Male	2	3	3	3	3	2	1
Unknown	**17**	**1**	**0**	**0**	**0**	**0**	**0**
Female	9	1	0	0	0	0	0
Male	8	0	0	0	0	0	0

Figure 227: Assessor's Office Employed Averages by Gender and Job Group

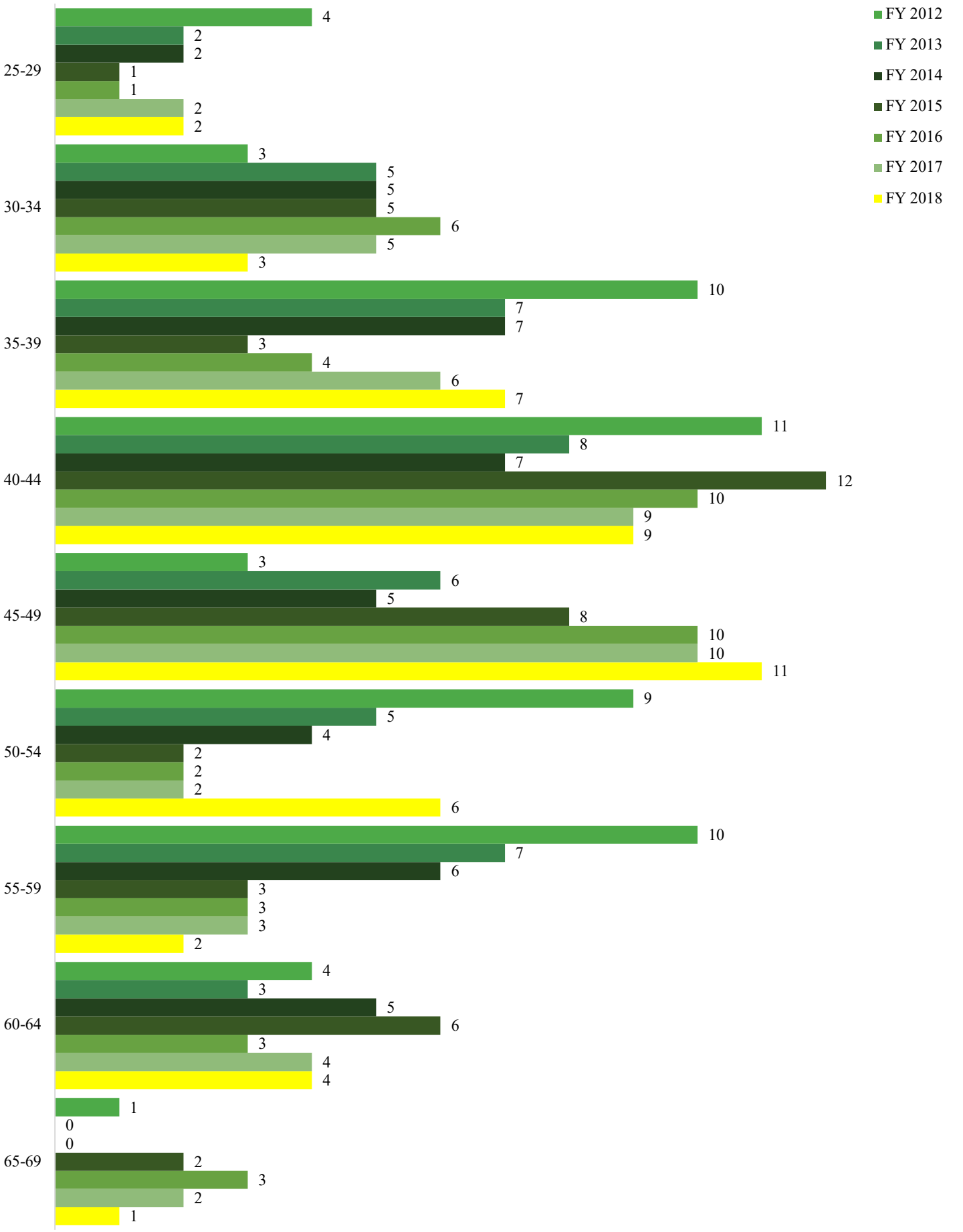

Figure 228: Assessor's Office Employed Averages by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**19**	**23**	**22**	**21**	**20**	**22**	**22**
25-29	3	1	1	1	1	2	2
30-34	2	2	2	2	2	2	1
35-39	3	3	2	2	2	2	2
40-44	4	4	4	2	2	4	3
45-49	1	4	4	7	8	6	8
50-54	3	2	2	1	1	1	2
55-59	3	6	5	3	2	2	1
60-64	0	1	2	2	1	2	2
65-69	0	0	0	1	1	1	1
Officials and Managers	**14**	**13**	**13**	**14**	**16**	**15**	**18**
25-29	0	0	0	0	0	0	0
30-34	1	3	3	2	3	2	2
35-39	3	1	2	1	2	4	5
40-44	3	3	3	6	5	1	3
45-49	1	2	1	1	2	4	2
50-54	2	2	1	1	1	1	4
55-59	3	1	1	0	1	1	1
60-64	1	1	2	3	1	1	1
65-69	0	0	0	0	1	1	0
Professionals	**2**	**2**	**2**	**3**	**2**	**3**	**3**
35-39	0	0	1	0	0	0	0
40-44	0	1	0	2	1	2	1
45-49	1	0	0	0	0	0	1
50-54	1	1	1	0	0	0	0
60-64	0	0	0	1	1	1	1
Technicians	**3**	**4**	**4**	**4**	**4**	**3**	**2**
25-29	1	1	1	0	0	0	0
30-34	0	0	0	1	1	1	0
35-39	2	2	2	0	0	0	0
40-44	0	0	0	2	2	2	2
60-64	0	1	1	0	0	0	0
65-69	0	0	0	1	1	0	0
Unknown	**17**	**1**	**0**	**0**	**0**	**0**	**0**
25-29	0	0	0	0	0	0	0
35-39	2	1	0	0	0	0	0
40-44	4	0	0	0	0	0	0
45-49	0	0	0	0	0	0	0
50-54	3	0	0	0	0	0	0
55-59	4	0	0	0	0	0	0
60-64	3	0	0	0	0	0	0
65-69	1	0	0	0	0	0	0

Figure 229: Assessor's Office Employed Averages by Age Group and Job Group

County Administration Employed Averages

	Totals
Fiscal Year 2012:	74
Fiscal Year 2013:	57
Fiscal Year 2014:	108
Fiscal Year 2015:	101
Fiscal Year 2016:	88
Fiscal Year 2017:	87
Fiscal Year 2018:	90

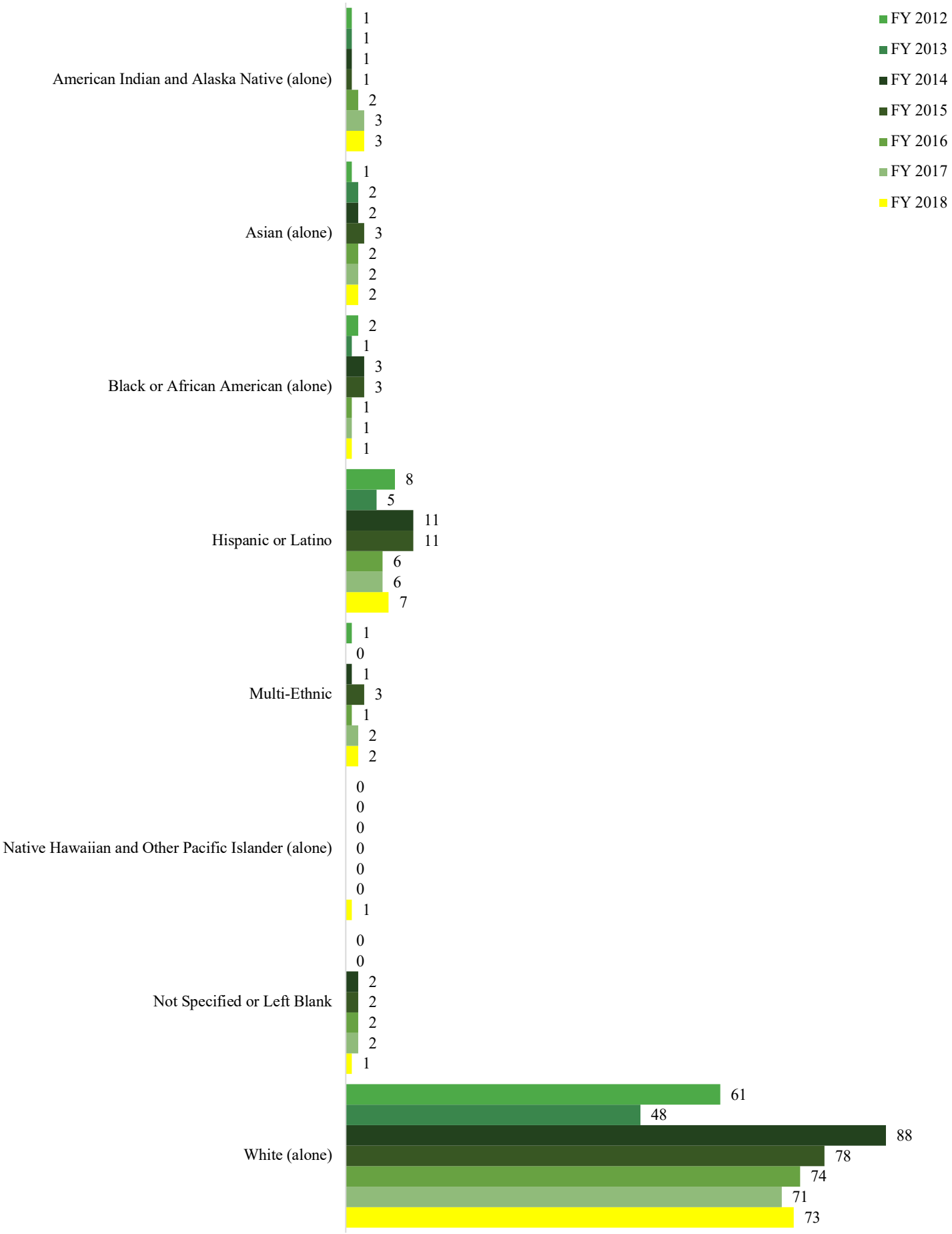

Figure 230: County Administration Employed Averages by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**25**	**17**	**27**	**25**	**25**	**25**	**27**
American Indian and Alaska Native (alone)	0	0	1	1	1	1	1
Asian (alone)	1	1	1	1	1	1	0
Hispanic or Latino	3	1	1	1	1	1	1
Multi-Ethnic	1	0	0	0	0	0	0
Native Hawaiian and Other Pacific Islander (alone)	0	0	0	0	0	0	1
Not Specified or Left Blank	0	0	0	0	0	0	0
White (alone)	20	15	24	22	22	22	24
Officials and Managers	**7**	**8**	**9**	**9**	**11**	**12**	**11**
American Indian and Alaska Native (alone)	0	0	0	0	1	1	1
Black or African American (alone)	0	0	0	0	0	0	0
Hispanic or Latino	0	0	1	1	0	0	0
Multi-Ethnic	0	0	0	0	0	0	0
Not Specified or Left Blank	0	0	0	0	0	0	0
White (alone)	7	8	8	8	10	11	10
Professionals	**8**	**9**	**18**	**14**	**15**	**14**	**15**
Asian (alone)	0	1	1	1	1	1	2
Black or African American (alone)	0	0	1	1	0	0	0
Hispanic or Latino	1	0	1	1	2	1	2
Multi-Ethnic	0	0	0	0	0	1	1
Not Specified or Left Blank	0	0	0	0	0	0	0
White (alone)	7	8	15	11	12	11	10
Protective Services: Non-Sworn	**0**	**0**	**1**	**2**	**2**	**1**	**2**
Hispanic or Latino	0	0	1	1	1	1	1
White (alone)	0	0	0	1	1	0	1
Protective Services: Sworn	**0**	**0**	**32**	**29**	**32**	**34**	**34**
American Indian and Alaska Native (alone)	0	0	0	0	0	1	1
Black or African American (alone)	0	0	1	1	1	1	1
Hispanic or Latino	0	0	2	2	2	3	3
Multi-Ethnic	0	0	1	2	1	1	1
Not Specified or Left Blank	0	0	2	2	2	2	1
White (alone)	0	0	26	22	26	26	27
Protective Services: Sworn Officials	**0**	**0**	**1**	**1**	**1**	**1**	**1**
White (alone)	0	0	1	1	1	1	1
Service Maintenance	**9**	**12**	**10**	**12**	**0**	**0**	**0**
American Indian and Alaska Native (alone)	0	1	0	0	0	0	0
Asian (alone)	0	0	0	1	0	0	0
Black or African American (alone)	1	1	1	1	0	0	0
Hispanic or Latino	3	3	4	4	0	0	0
Multi-Ethnic	0	0	0	1	0	0	0
White (alone)	5	7	5	5	0	0	0
Skilled Craft	**8**	**8**	**8**	**7**	**0**	**0**	**0**
Black or African American (alone)	1	0	0	0	0	0	0
Hispanic or Latino	1	1	1	1	0	0	0
White (alone)	6	7	7	6	0	0	0
Unknown	**17**	**3**	**2**	**2**	**2**	**0**	**0**
American Indian and Alaska Native (alone)	1	0	0	0	0	0	0
Black or African American (alone)	0	0	0	0	0	0	0
Hispanic or Latino	0	0	0	0	0	0	0
White (alone)	16	3	2	2	2	0	0

Figure 231: County Administration Employed Averages by Ethnicity and Job Group

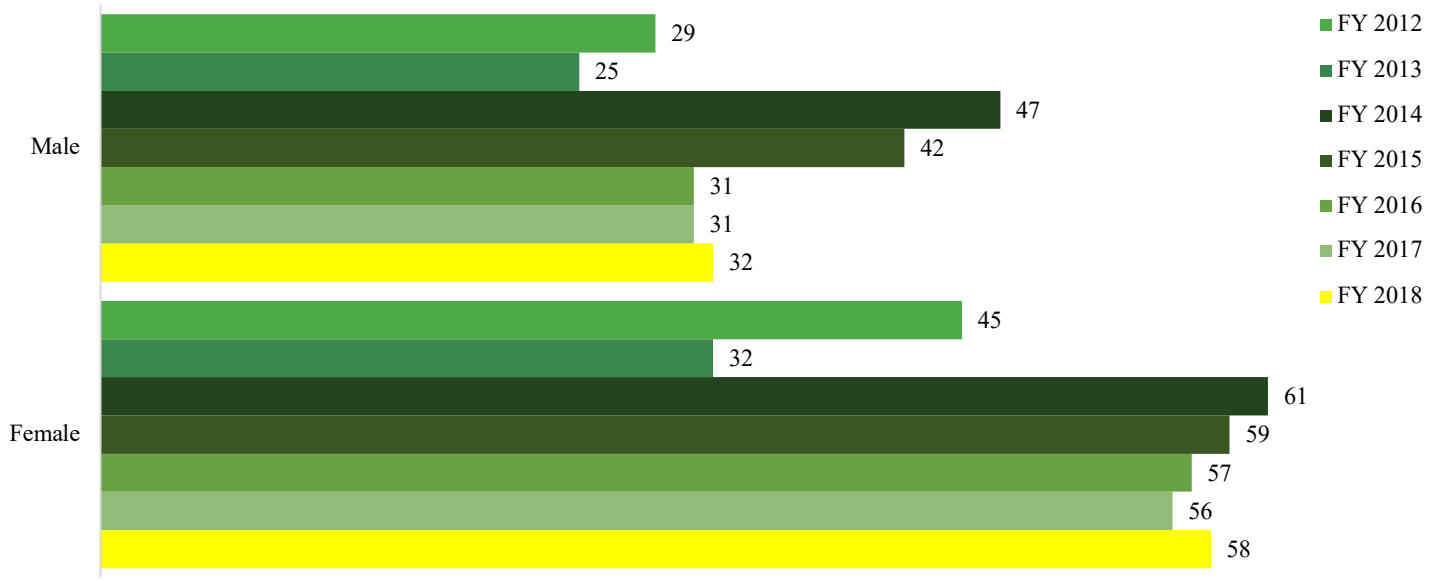

Figure 232: County Administration Employed Averages by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**25**	**17**	**27**	**25**	**25**	**25**	**27**
Female	22	16	24	24	23	23	26
Male	3	1	3	1	2	2	1
Officials and Managers	**7**	**8**	**9**	**9**	**11**	**12**	**11**
Female	4	5	6	6	8	8	7
Male	3	3	3	3	3	4	4
Professionals	**8**	**9**	**18**	**14**	**15**	**14**	**15**
Female	7	6	11	8	9	9	8
Male	1	3	7	6	6	5	7
Protective Services: Non-Sworn	**0**	**0**	**1**	**2**	**2**	**1**	**2**
Female	0	0	1	2	2	1	2
Protective Services: Sworn	**0**	**0**	**32**	**29**	**32**	**34**	**34**
Female	0	0	14	14	15	15	15
Male	0	0	18	15	17	19	19
Protective Services: Sworn Officials	**0**	**0**	**1**	**1**	**1**	**1**	**1**
Male	0	0	1	1	1	1	1
Service Maintenance	**9**	**12**	**10**	**12**	**0**	**0**	**0**
Female	4	5	5	5	0	0	0
Male	5	7	5	7	0	0	0
Skilled Craft	**8**	**8**	**8**	**7**	**0**	**0**	**0**
Male	8	8	8	7	0	0	0
Unknown	**17**	**3**	**2**	**2**	**2**	**0**	**0**
Female	8	0	0	0	0	0	0
Male	9	3	2	2	2	0	0

Figure 233: County Administration Employed Averages by Gender and Job Group

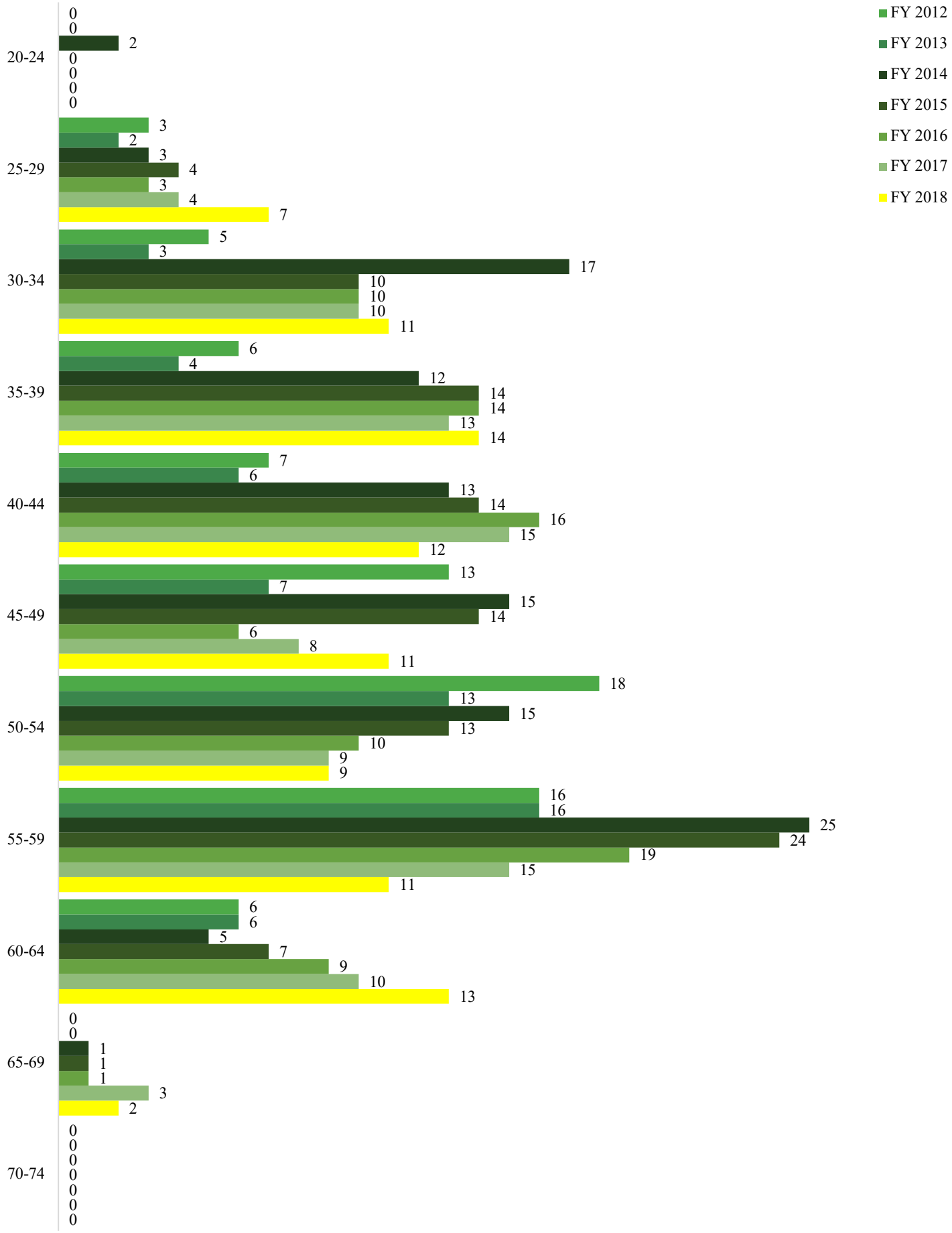

Figure 234: County Administration Employed Averages by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**25**	**17**	**27**	**25**	**25**	**25**	**27**
20-24	0	0	1	0	0	0	0
25-29	1	0	0	1	2	1	2
30-34	2	0	1	1	2	3	1
35-39	2	1	1	1	1	1	2
40-44	2	1	2	0	0	0	1
45-49	2	1	3	3	3	2	2
50-54	6	4	4	4	3	2	3
55-59	7	8	12	11	8	7	4
60-64	3	2	3	4	6	7	11
65-69	0	0	0	0	0	2	1
Officials and Managers	**7**	**8**	**9**	**9**	**11**	**12**	**11**
25-29	0	0	0	0	0	0	0
30-34	0	0	2	2	2	2	2
35-39	0	0	0	0	1	1	2
40-44	1	1	1	1	2	1	1
45-49	3	2	1	1	0	3	3
50-54	1	2	2	2	2	2	1
55-59	1	2	3	3	3	2	2
60-64	1	1	0	0	1	1	0
65-69	0	0	0	0	0	0	0
Professionals	**8**	**9**	**18**	**14**	**15**	**14**	**15**
25-29	0	0	0	0	0	1	1
30-34	1	1	4	2	4	2	2
35-39	1	1	3	2	2	3	3
40-44	1	1	3	4	3	4	4
45-49	2	2	3	1	0	0	1
50-54	2	1	2	1	1	1	1
55-59	1	2	2	3	4	2	2
60-64	0	1	1	1	1	1	1
Protective Services: Non-Sworn	**0**	**0**	**1**	**2**	**2**	**1**	**2**
30-34	0	0	0	0	0	0	0
35-39	0	0	0	1	1	0	1
55-59	0	0	1	1	1	1	0
60-64	0	0	0	0	0	0	1
65-69	0	0	0	0	0	0	0

Figure 235: County Administration Employed Averages by Age Group and Job Group (Part 1 of 2)

Job Group (continued)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Protective Services: Sworn	**0**	**0**	**32**	**29**	**32**	**34**	**34**
20-24	0	0	1	0	0	0	0
25-29	0	0	1	1	1	2	4
30-34	0	0	8	4	2	3	6
35-39	0	0	6	8	9	8	6
40-44	0	0	5	5	9	9	5
45-49	0	0	5	5	3	3	5
50-54	0	0	2	2	4	4	4
55-59	0	0	3	2	2	3	3
60-64	0	0	0	1	1	1	0
65-69	0	0	1	1	1	1	1
70-74	0	0	0	0	0	0	0
Protective Services: Sworn Officials	**0**	**0**	**1**	**1**	**1**	**1**	**1**
35-39	0	0	1	1	0	0	0
40-44	0	0	0	0	1	1	1
Service Maintenance	**9**	**12**	**10**	**12**	**0**	**0**	**0**
20-24	0	0	0	0	0	0	0
25-29	2	2	2	2	0	0	0
30-34	1	1	1	1	0	0	0
35-39	1	2	1	1	0	0	0
40-44	0	0	0	2	0	0	0
45-49	1	1	1	2	0	0	0
50-54	2	1	1	0	0	0	0
55-59	1	3	3	3	0	0	0
60-64	1	2	1	1	0	0	0
Skilled Craft	**8**	**8**	**8**	**7**	**0**	**0**	**0**
30-34	1	1	1	0	0	0	0
35-39	1	0	0	0	0	0	0
40-44	1	2	1	1	0	0	0
45-49	3	1	2	2	0	0	0
50-54	2	4	4	4	0	0	0
Unknown	**17**	**3**	**2**	**2**	**2**	**0**	**0**
20-24	0	0	0	0	0	0	0
25-29	0	0	0	0	0	0	0
30-34	0	0	0	0	0	0	0
35-39	1	0	0	0	0	0	0
40-44	2	1	1	1	1	0	0
45-49	2	0	0	0	0	0	0
50-54	5	1	0	0	0	0	0
55-59	6	1	1	1	1	0	0
60-64	1	0	0	0	0	0	0

Figure 236: County Administration Employed Averages by Age Group and Job Group (Part 2 of 2)

County Counsel Employed Averages

	Totals
Fiscal Year 2012:	4
Fiscal Year 2013:	6
Fiscal Year 2014:	6
Fiscal Year 2015:	10
Fiscal Year 2016:	8
Fiscal Year 2017:	8
Fiscal Year 2018:	9

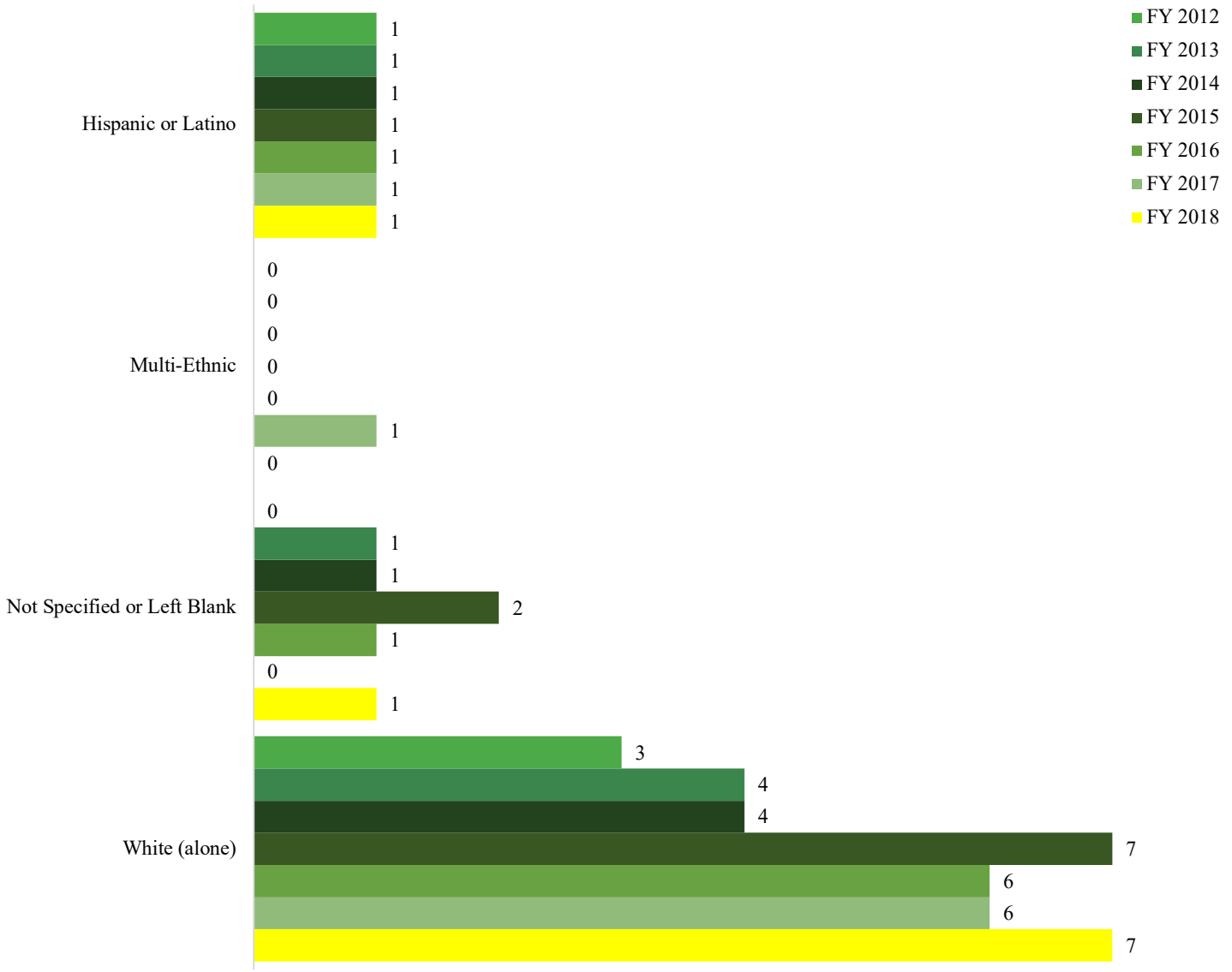

Figure 237: County Counsel Employed Averages by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**1**	**3**	**2**	**3**	**2**	**3**	**2**
Multi-Ethnic	0	0	0	0	0	1	0
Not Specified or Left Blank	0	1	0	0	0	0	0
White (alone)	1	2	2	3	2	2	2
Officials and Managers	**0**	**0**	**0**	**1**	**1**	**1**	**2**
Not Specified or Left Blank	0	0	0	1	0	0	1
White (alone)	0	0	0	0	1	1	1
Professionals	**3**	**3**	**4**	**6**	**5**	**4**	**5**
Hispanic or Latino	1	1	1	1	1	1	1
Not Specified or Left Blank	0	0	1	1	1	0	0
White (alone)	2	2	2	4	3	3	4
Unknown	**0**	**0**	**0**	**0**	**0**	**0**	**0**
White (alone)	0	0	0	0	0	0	0

Figure 238: County Counsel Employed Averages by Ethnicity and Job Group

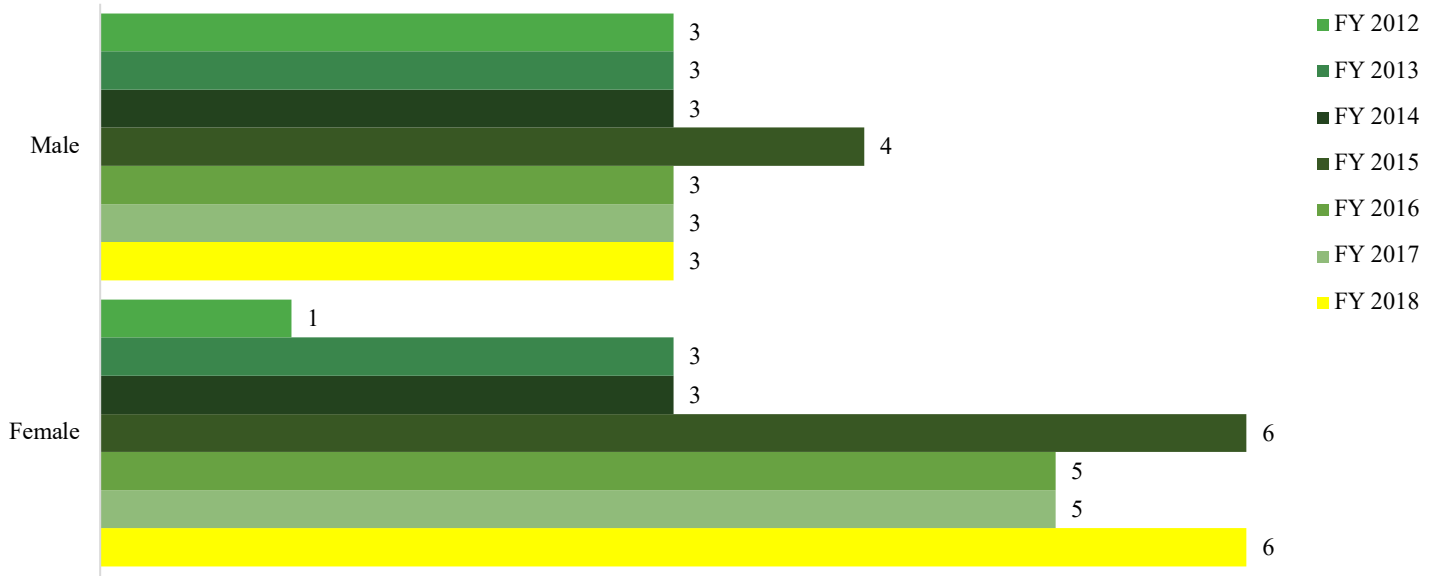

Figure 239: County Counsel Employed Averages by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**1**	**3**	**2**	**3**	**2**	**3**	**2**
Female	1	3	2	2	2	3	2
Male	0	0	0	1	0	0	0
Officials and Managers	**0**	**0**	**0**	**1**	**1**	**1**	**2**
Female	0	0	0	1	1	1	2
Male	0	0	0	0	0	0	0
Professionals	**3**	**3**	**4**	**6**	**5**	**4**	**5**
Female	0	0	1	3	2	1	2
Male	3	3	3	3	3	3	3
Unknown	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Female	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0

Figure 240: County Counsel Employed Averages by Gender and Job Group

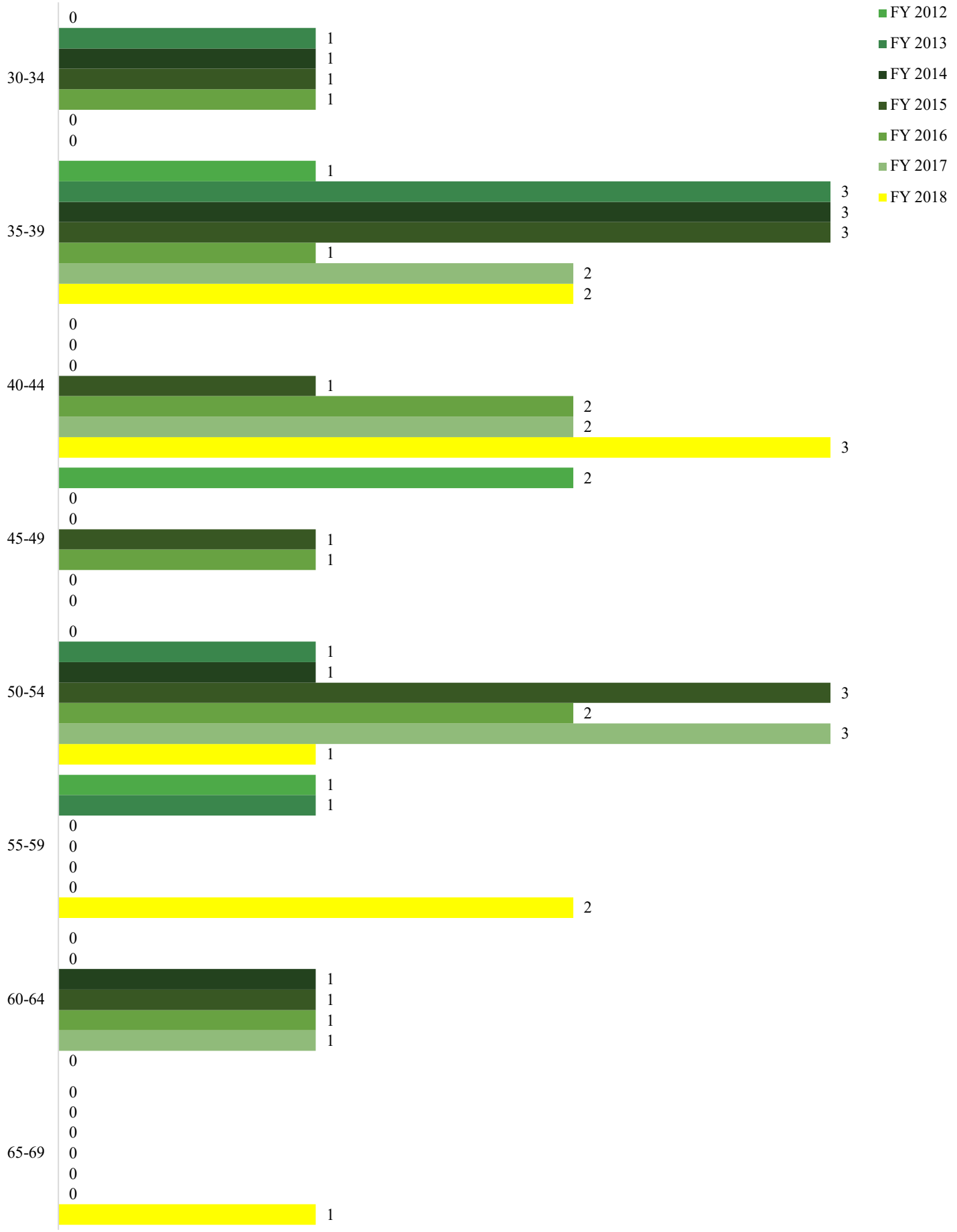

Figure 241: County Counsel Employed Averages by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**1**	**3**	**2**	**3**	**2**	**3**	**2**
30-34	0	1	1	1	1	0	0
35-39	0	2	1	0	0	1	1
40-44	0	0	0	0	0	1	0
45-49	1	0	0	0	0	0	0
50-54	0	0	0	2	1	1	0
55-59	0	0	0	0	0	0	1
Officials and Managers	**0**	**0**	**0**	**1**	**1**	**1**	**2**
35-39	0	0	0	1	0	0	0
40-44	0	0	0	0	0	0	1
45-49	0	0	0	0	1	0	0
50-54	0	0	0	0	0	1	1
Professionals	**3**	**3**	**4**	**6**	**5**	**4**	**5**
35-39	1	1	2	2	1	1	1
40-44	0	0	0	1	2	1	2
45-49	1	0	0	1	0	0	0
50-54	0	1	1	1	1	1	0
55-59	1	1	0	0	0	0	1
60-64	0	0	1	1	1	1	0
65-69	0	0	0	0	0	0	1
Unknown	**0**	**0**	**0**	**0**	**0**	**0**	**0**
40-44	0	0	0	0	0	0	0
45-49	0	0	0	0	0	0	0
50-54	0	0	0	0	0	0	0

Figure 242: County Counsel Employed Averages by Age Group and Job Group

District Attorney's Office Employed Averages

Totals

Fiscal Year 2012: 72
Fiscal Year 2013: 62
Fiscal Year 2014: 67
Fiscal Year 2015: 65
Fiscal Year 2016: 66
Fiscal Year 2017: 65
Fiscal Year 2018: 65

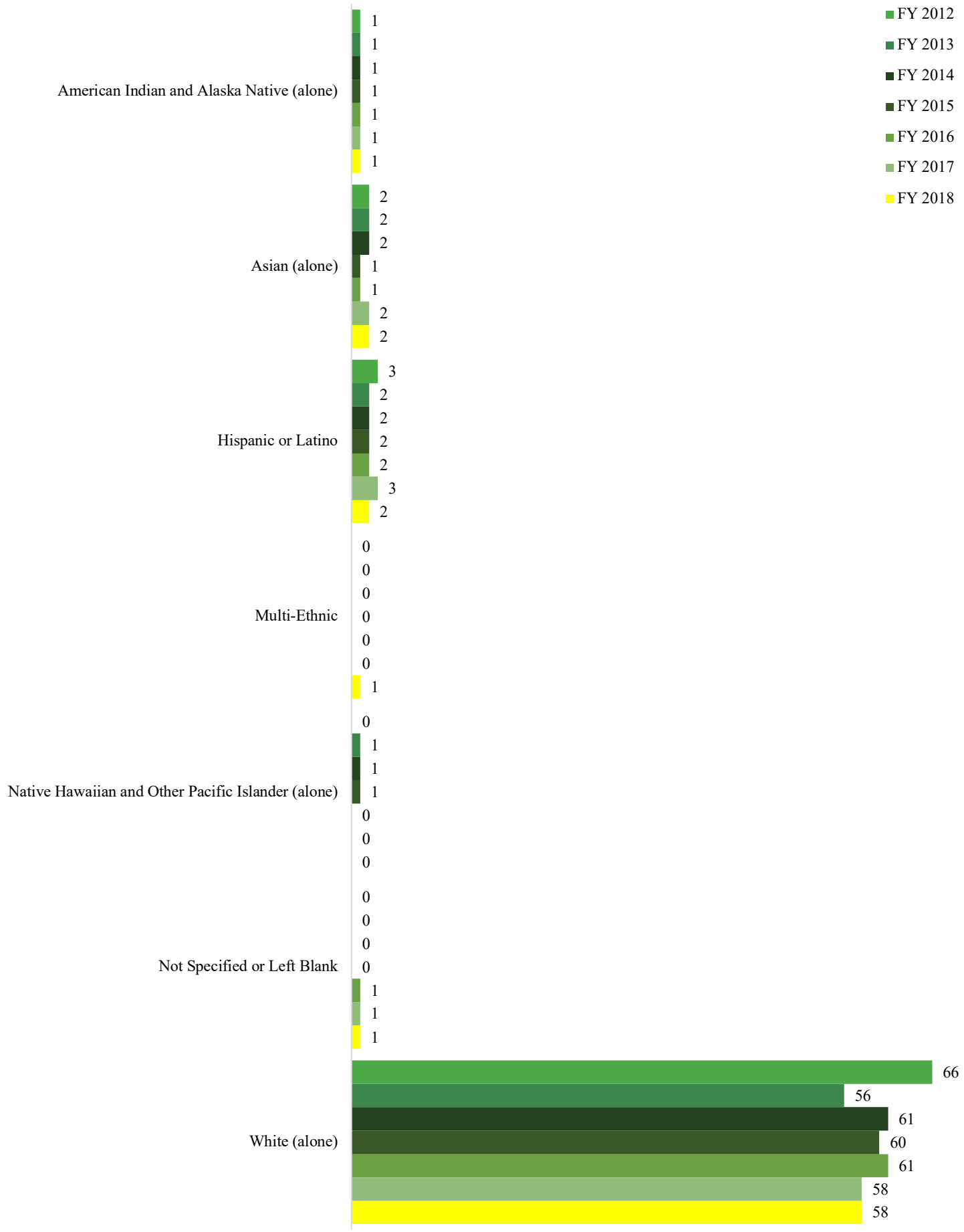

Figure 243: District Attorney's Office Employed Averages by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**19**	**27**	**29**	**28**	**27**	**28**	**27**
Asian (alone)	0	1	1	0	0	0	0
Hispanic or Latino	2	2	2	2	2	3	2
Multi-Ethnic	0	0	0	0	0	0	0
Native Hawaiian and Other Pacific Islander (alone)	0	1	1	1	0	0	0
White (alone)	17	23	25	25	25	25	25
Officials and Managers	**2**	**2**	**2**	**2**	**2**	**2**	**2**
White (alone)	2	2	2	2	2	2	2
Professionals	**31**	**29**	**32**	**32**	**34**	**32**	**33**
American Indian and Alaska Native (alone)	1	1	1	1	1	1	1
Asian (alone)	1	1	1	1	1	2	2
Multi-Ethnic	0	0	0	0	0	0	1
Not Specified or Left Blank	0	0	0	0	1	1	1
White (alone)	29	27	30	30	31	28	28
Protective Services: Non-Sworn	**1**	**1**	**1**	**1**	**0**	**0**	**0**
White (alone)	1	1	1	1	0	0	0
Protective Services: Sworn Officials	**1**	**3**	**3**	**2**	**3**	**3**	**3**
White (alone)	1	3	3	2	3	3	3
Unknown	**18**	**0**	**0**	**0**	**0**	**0**	**0**
American Indian and Alaska Native (alone)	0	0	0	0	0	0	0
Asian (alone)	1	0	0	0	0	0	0
Hispanic or Latino	1	0	0	0	0	0	0
White (alone)	16	0	0	0	0	0	0

Figure 244: District Attorney's Office Employed Averages by Ethnicity and Job Group

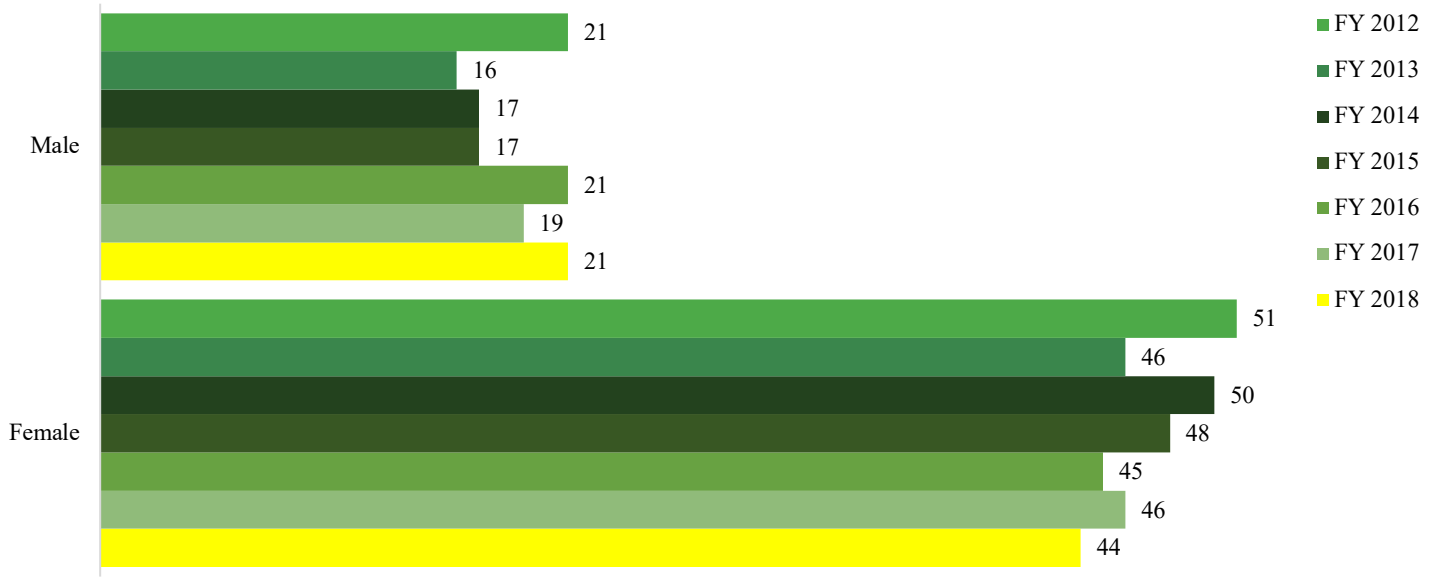

Figure 245: District Attorney's Office Employed Averages by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**19**	**27**	**29**	**28**	**27**	**28**	**27**
Female	18	26	28	27	26	27	26
Male	1	1	1	1	1	1	1
Officials and Managers	**2**	**2**	**2**	**2**	**2**	**2**	**2**
Female	2	2	2	2	1	1	1
Male	0	0	0	0	1	1	1
Professionals	**31**	**29**	**32**	**32**	**34**	**32**	**33**
Female	14	16	18	18	18	18	17
Male	17	13	14	14	16	14	16
Protective Services: Non-Sworn	**1**	**1**	**1**	**1**	**0**	**0**	**0**
Female	1	1	1	1	0	0	0
Protective Services: Sworn Officials	**1**	**3**	**3**	**2**	**3**	**3**	**3**
Female	0	1	1	0	0	0	0
Male	1	2	2	2	3	3	3
Unknown	**18**	**0**	**0**	**0**	**0**	**0**	**0**
Female	16	0	0	0	0	0	0
Male	2	0	0	0	0	0	0

Figure 246: District Attorney's Office Employed Averages by Gender and Job Group

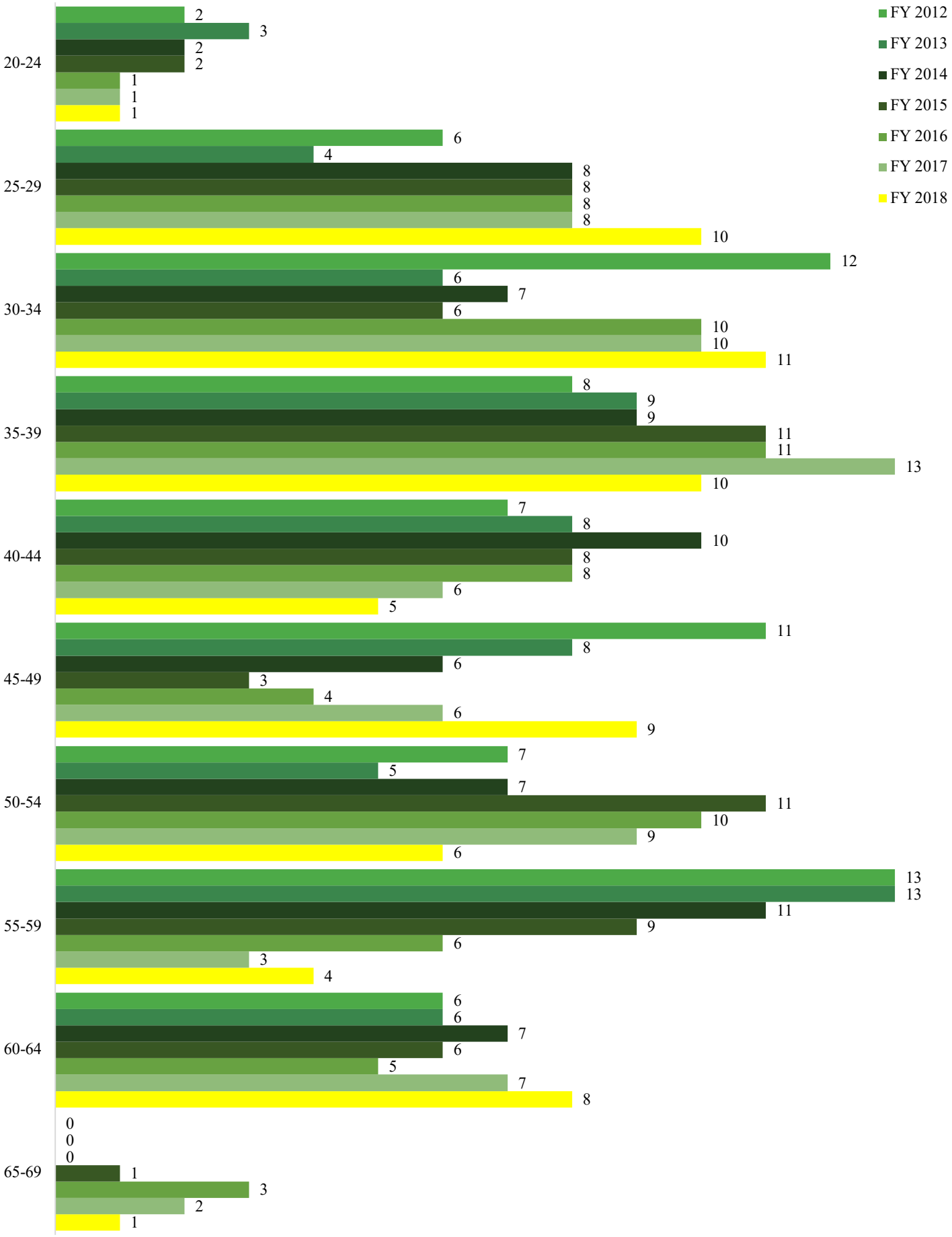

Figure 247: District Attorney's Office Employed Averages by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**19**	**27**	**29**	**28**	**27**	**28**	**27**
20-24	2	3	2	2	1	1	1
25-29	3	3	5	6	5	4	5
30-34	3	1	1	1	3	5	6
35-39	3	2	3	3	2	3	2
40-44	0	3	3	2	4	4	1
45-49	2	3	2	1	0	1	3
50-54	2	2	2	3	4	3	2
55-59	2	6	7	5	2	1	1
60-64	2	4	4	4	3	4	5
65-69	0	0	0	1	3	2	1
Officials and Managers	**2**	**2**	**2**	**2**	**2**	**2**	**2**
30-34	1	1	1	0	0	0	0
35-39	0	0	0	1	1	1	0
40-44	0	0	0	0	0	0	1
45-49	0	1	0	0	1	1	1
50-54	0	0	1	1	0	0	0
55-59	1	0	0	0	0	0	0
Professionals	**31**	**29**	**32**	**32**	**34**	**32**	**33**
25-29	2	1	3	2	3	4	5
30-34	6	4	5	5	7	5	5
35-39	3	6	5	6	8	9	8
40-44	6	5	6	5	3	1	2
45-49	3	2	2	2	3	4	5
50-54	4	3	4	6	4	4	2
55-59	4	6	4	4	4	2	3
60-64	3	2	3	2	2	3	3
Protective Services: Non-Sworn	**1**	**1**	**1**	**1**	**0**	**0**	**0**
30-34	1	0	0	0	0	0	0
35-39	0	1	1	1	0	0	0
Protective Services: Sworn Officials	**1**	**3**	**3**	**2**	**3**	**3**	**3**
40-44	0	0	1	1	1	1	1
45-49	0	2	2	0	0	0	0
50-54	0	0	0	1	2	2	2
55-59	1	1	0	0	0	0	0
Unknown	**18**	**0**	**0**	**0**	**0**	**0**	**0**
25-29	1	0	0	0	0	0	0
30-34	1	0	0	0	0	0	0
35-39	2	0	0	0	0	0	0
40-44	1	0	0	0	0	0	0
45-49	6	0	0	0	0	0	0
50-54	1	0	0	0	0	0	0
55-59	5	0	0	0	0	0	0
60-64	1	0	0	0	0	0	0

Figure 248: District Attorney's Office Employed Averages by Age Group and Job Group

Health and Human Services Employed Averages

Totals
Fiscal Year 2012: 397
Fiscal Year 2013: 375
Fiscal Year 2014: 377
Fiscal Year 2015: 401
Fiscal Year 2016: 459
Fiscal Year 2017: 504
Fiscal Year 2018: 526

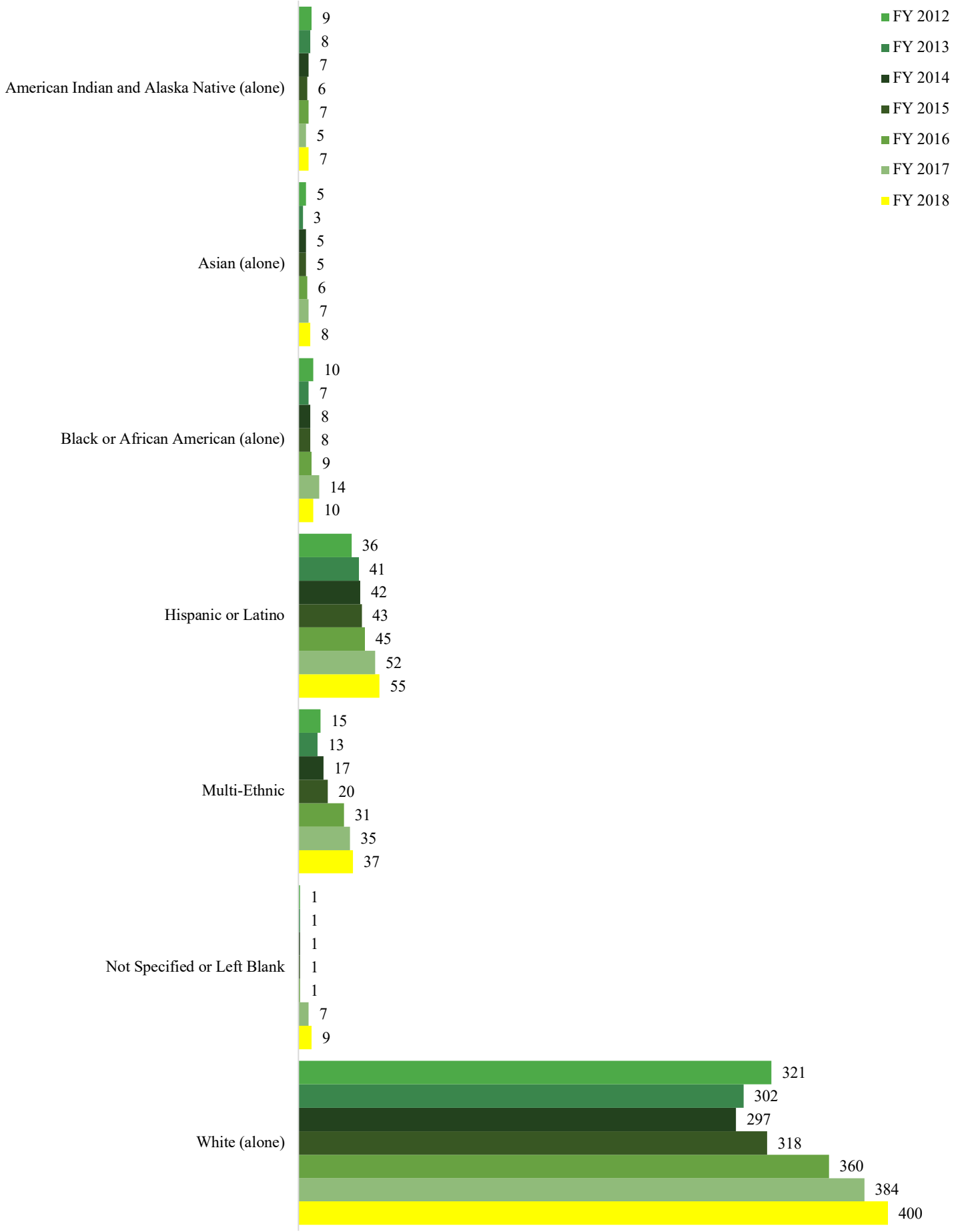

Figure 249: Health & Human Services Employed Averages by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**72**	**94**	**93**	**100**	**111**	**116**	**118**
American Indian and Alaska Native (alone)	2	4	3	2	2	2	3
Asian (alone)	2	1	2	2	2	2	2
Black or African American (alone)	0	0	0	1	1	1	0
Hispanic or Latino	14	21	22	22	24	25	24
Multi-Ethnic	3	2	5	6	8	7	10
Not Specified or Left Blank	0	0	0	0	0	1	1
White (alone)	51	66	61	67	74	78	78
Officials and Managers	**18**	**19**	**21**	**22**	**24**	**24**	**24**
Asian (alone)	0	0	0	1	0	0	0
Black or African American (alone)	1	0	0	0	0	0	0
Multi-Ethnic	1	1	2	1	1	2	2
White (alone)	16	18	19	20	23	22	22
Professionals	**163**	**230**	**234**	**243**	**276**	**302**	**316**
American Indian and Alaska Native (alone)	3	3	3	3	4	3	3
Asian (alone)	1	1	2	1	3	4	5
Black or African American (alone)	6	7	8	7	6	9	8
Hispanic or Latino	8	12	14	16	16	19	24
Multi-Ethnic	8	9	9	11	19	24	23
Not Specified or Left Blank	1	1	1	1	1	4	6
White (alone)	136	197	197	204	227	239	247
Protective Services: Non-Sworn	**3**	**2**	**2**	**3**	**3**	**3**	**3**
Multi-Ethnic	0	0	0	1	1	1	1
White (alone)	3	2	2	2	2	2	2
Service Maintenance	**8**	**9**	**6**	**5**	**8**	**10**	**9**
American Indian and Alaska Native (alone)	1	1	1	1	1	0	1
Black or African American (alone)	0	0	0	0	0	1	0
Hispanic or Latino	3	4	3	2	2	3	3
Multi-Ethnic	0	0	0	0	1	0	0
Not Specified or Left Blank	0	0	0	0	0	1	1
White (alone)	4	4	2	2	4	5	4
Skilled Craft	**1**	**1**	**1**	**0**	**0**	**0**	**0**
Hispanic or Latino	1	1	1	0	0	0	0
Technicians	**16**	**19**	**19**	**28**	**37**	**49**	**56**
Asian (alone)	1	1	1	1	1	1	1
Black or African American (alone)	0	0	0	0	2	3	2
Hispanic or Latino	2	2	1	3	3	5	4
Multi-Ethnic	1	1	1	1	1	1	1
Not Specified or Left Blank	0	0	0	0	0	1	1
White (alone)	12	15	16	23	30	38	47
Unknown	**116**	**1**	**1**	**0**	**0**	**0**	**0**
American Indian and Alaska Native (alone)	3	0	0	0	0	0	0
Asian (alone)	1	0	0	0	0	0	0
Black or African American (alone)	3	0	0	0	0	0	0
Hispanic or Latino	8	1	1	0	0	0	0
Multi-Ethnic	2	0	0	0	0	0	0
White (alone)	99	0	0	0	0	0	0

Figure 250: Health & Human Services Employed Averages by Ethnicity and Job Group

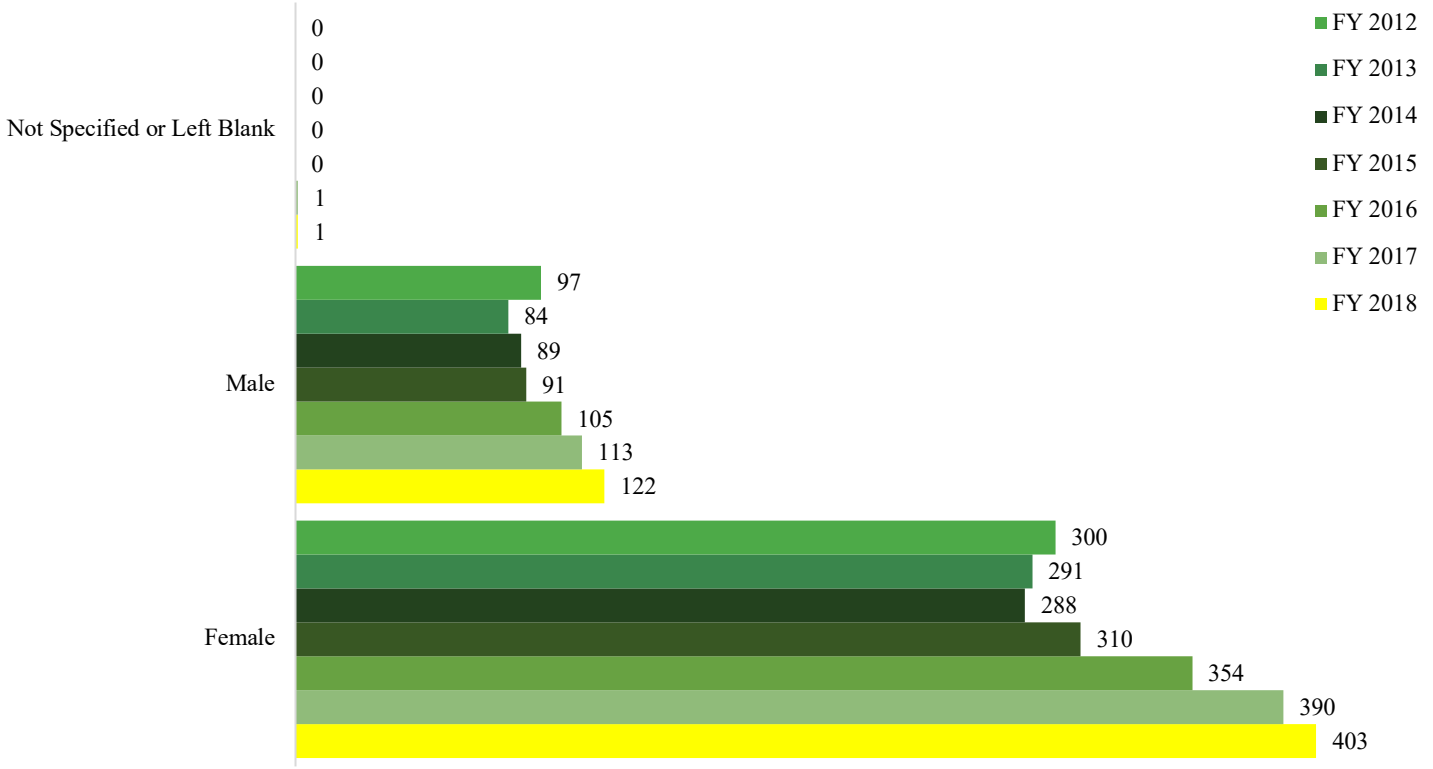

Figure 251: Health & Human Services Employed Averages by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**72**	**94**	**93**	**100**	**111**	**116**	**118**
Female	68	90	89	92	100	107	108
Male	4	4	4	8	11	9	10
Officials and Managers	**18**	**19**	**21**	**22**	**24**	**24**	**24**
Female	10	12	13	15	17	17	16
Male	8	7	8	7	7	7	8
Professionals	**163**	**230**	**234**	**243**	**276**	**302**	**316**
Female	117	163	162	171	194	211	219
Male	46	67	72	72	82	91	97
Protective Services: Non-Sworn	**3**	**2**	**2**	**3**	**3**	**3**	**3**
Female	1	0	0	0	0	0	0
Male	2	2	2	3	3	3	3
Service Maintenance	**8**	**9**	**6**	**5**	**8**	**10**	**9**
Female	7	8	5	5	8	9	8
Male	1	1	1	0	0	0	0
Not Specified or Left Blank	0	0	0	0	0	1	1
Skilled Craft	**1**	**1**	**1**	**0**	**0**	**0**	**0**
Male	1	1	1	0	0	0	0
Technicians	**16**	**19**	**19**	**28**	**37**	**49**	**56**
Female	14	17	18	27	35	46	52
Male	2	2	1	1	2	3	4
Unknown	**116**	**1**	**1**	**0**	**0**	**0**	**0**
Female	83	1	1	0	0	0	0
Male	33	0	0	0	0	0	0

Figure 252: Health & Human Services Employed Averages by Gender and Job Group

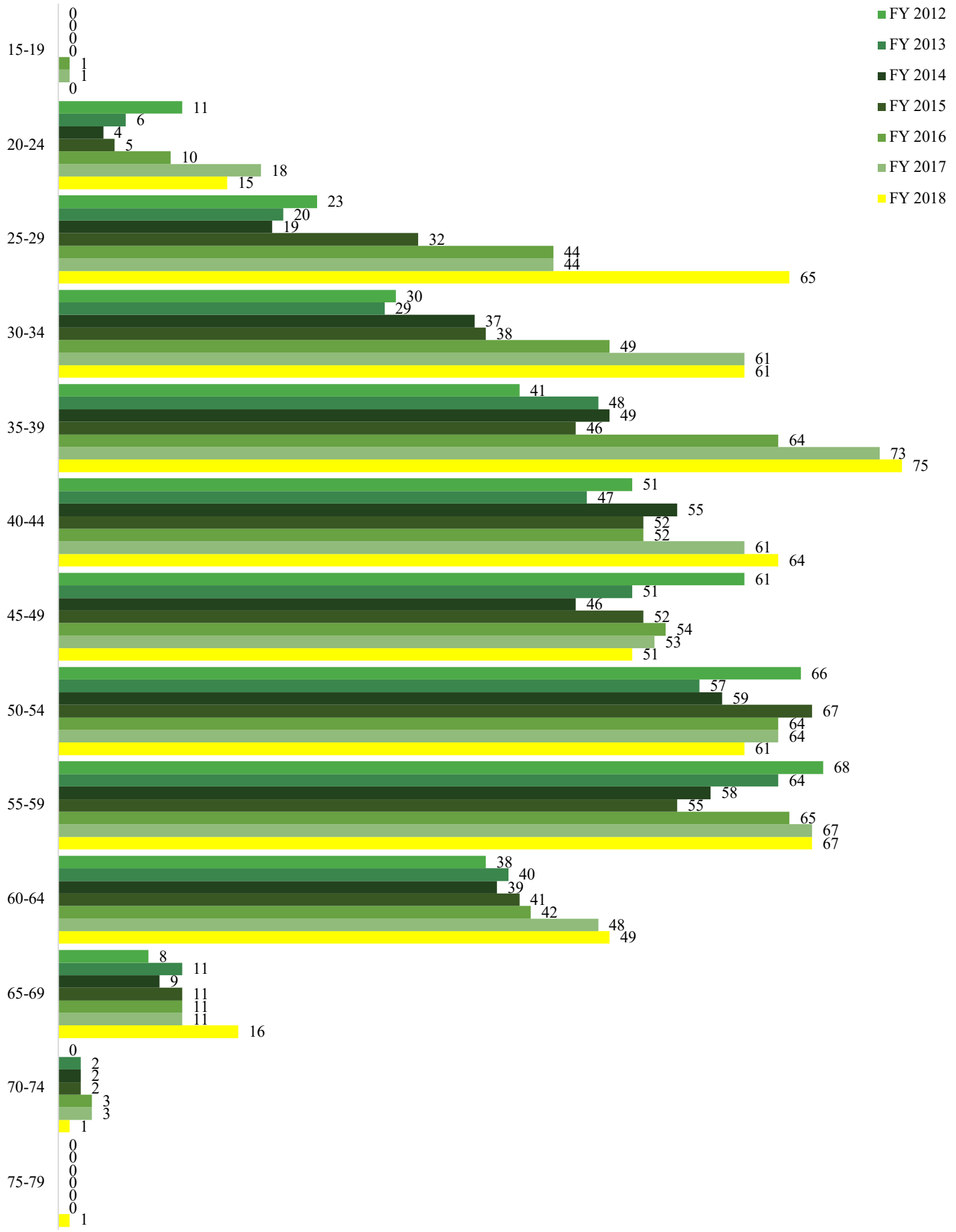

Figure 253: Health & Human Services Employed Averages by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**72**	**94**	**93**	**100**	**111**	**116**	**118**
20-24	6	3	3	5	4	5	3
25-29	10	11	8	11	12	12	14
30-34	9	11	10	10	12	14	11
35-39	6	10	11	10	16	15	19
40-44	9	11	16	15	12	13	15
45-49	11	12	8	11	11	10	10
50-54	8	12	15	17	19	20	15
55-59	6	13	12	13	16	17	19
60-64	5	7	8	5	6	8	9
65-69	2	3	1	2	2	1	2
70-74	0	1	1	1	1	1	0
75-79	0	0	0	0	0	0	1
Officials and Managers	**18**	**19**	**21**	**22**	**24**	**24**	**24**
35-39	1	2	2	2	0	0	1
40-44	1	0	1	1	2	2	2
45-49	4	4	3	3	5	5	6
50-54	7	6	7	5	5	4	5
55-59	4	4	4	6	8	9	6
60-64	1	3	4	4	3	3	4
65-69	0	0	0	1	1	1	0
Professionals	**163**	**230**	**234**	**243**	**276**	**302**	**316**
20-24	1	1	1	0	2	5	5
25-29	10	6	8	15	25	26	42
30-34	15	16	25	24	30	38	40
35-39	21	33	33	30	46	52	49
40-44	22	28	30	31	33	40	41
45-49	19	28	28	29	29	26	25
50-54	26	37	36	43	38	38	34
55-59	27	44	39	32	33	33	36
60-64	17	28	25	30	30	34	31
65-69	5	8	8	8	8	8	12
70-74	0	1	1	1	2	2	1

Figure 254: Health & Human Services Employed Averages by Age Group and Job Group (Part 1 of 2)

Job Group (continued)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Protective Services: Non-Sworn	**3**	**2**	**2**	**3**	**3**	**3**	**3**
30-34	0	0	0	0	0	0	0
35-39	1	0	0	0	0	0	0
40-44	1	1	1	0	0	0	0
45-49	0	0	0	2	2	2	2
50-54	1	1	0	0	0	0	0
55-59	0	0	1	1	1	1	1
Service Maintenance	**8**	**9**	**6**	**5**	**8**	**10**	**9**
20-24	2	2	0	0	2	3	3
25-29	1	1	2	1	1	1	0
30-34	1	0	0	0	1	0	1
35-39	1	1	1	1	1	3	2
40-44	1	2	1	2	2	1	2
45-49	2	3	2	1	0	1	0
50-54	0	0	0	0	1	1	1
55-59	0	0	0	0	0	0	0
Skilled Craft	**1**	**1**	**1**	**0**	**0**	**0**	**0**
40-44	1	1	1	0	0	0	0
Technicians	**16**	**19**	**19**	**28**	**37**	**49**	**56**
15-19	0	0	0	0	1	1	0
20-24	1	0	0	0	2	5	4
25-29	0	2	1	5	6	5	9
30-34	1	2	2	4	6	9	9
35-39	2	2	2	3	1	3	4
40-44	5	4	5	3	3	5	4
45-49	2	4	5	6	7	9	8
50-54	2	1	1	2	1	1	6
55-59	3	3	2	3	7	7	5
60-64	0	1	1	2	3	3	5
65-69	0	0	0	0	0	1	2
Unknown	**116**	**1**	**1**	**0**	**0**	**0**	**0**
20-24	1	0	0	0	0	0	0
25-29	2	0	0	0	0	0	0
30-34	4	0	0	0	0	0	0
35-39	9	0	0	0	0	0	0
40-44	11	0	0	0	0	0	0
45-49	23	0	0	0	0	0	0
50-54	22	0	0	0	0	0	0
55-59	28	0	0	0	0	0	0
60-64	15	1	1	0	0	0	0
65-69	1	0	0	0	0	0	0

Figure 255: Health & Human Services Employed Averages by Age Group and Job Group (Part 2 of 2)

Human Resources Employed Averages

	Totals
Fiscal Year 2012:	16
Fiscal Year 2013:	17
Fiscal Year 2014:	16
Fiscal Year 2015:	15
Fiscal Year 2016:	18
Fiscal Year 2017:	18
Fiscal Year 2018:	16

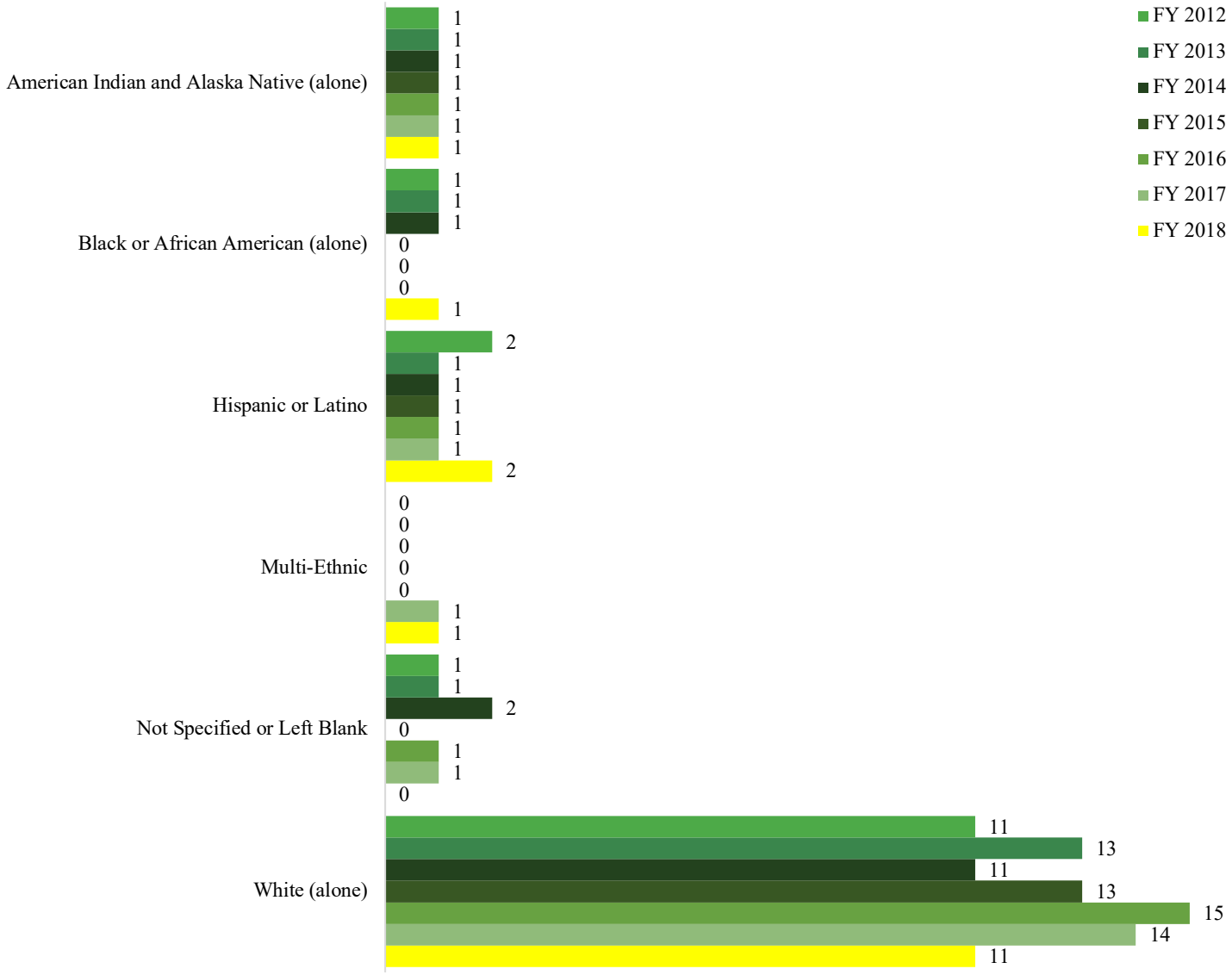

Figure 256: Human Resources Employed Averages by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**8**	**8**	**8**	**6**	**8**	**7**	**6**
Black or African American (alone)	0	0	0	0	0	0	1
Hispanic or Latino	1	0	0	0	0	0	0
Not Specified or Left Blank	1	1	1	0	0	0	0
White (alone)	6	7	7	6	8	7	5
Officials and Managers	**1**	**3**	**4**	**3**	**4**	**4**	**3**
American Indian and Alaska Native (alone)	0	1	1	1	1	1	1
Black or African American (alone)	1	1	1	0	0	0	0
Hispanic or Latino	0	0	0	0	0	0	1
Not Specified or Left Blank	0	0	1	0	1	1	0
White (alone)	0	1	1	2	2	2	1
Professionals	**6**	**6**	**4**	**6**	**6**	**7**	**7**
American Indian and Alaska Native (alone)	1	0	0	0	0	0	0
Hispanic or Latino	0	1	1	1	1	1	1
Multi-Ethnic	0	0	0	0	0	1	1
White (alone)	5	5	3	5	5	5	5
Unknown	**1**	**0**	**0**	**0**	**0**	**0**	**0**
Hispanic or Latino	1	0	0	0	0	0	0
White (alone)	0	0	0	0	0	0	0

Figure 257: Human Resources Employed Averages by Ethnicity and Job Group

Figure 258: Human Resources Employed Averages by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**8**	**8**	**8**	**6**	**8**	**7**	**6**
Female	7	7	8	6	6	6	4
Male	1	1	0	0	2	1	2
Officials and Managers	**1**	**3**	**4**	**3**	**4**	**4**	**3**
Female	1	3	4	3	4	4	3
Male	0	0	0	0	0	0	0
Professionals	**6**	**6**	**4**	**6**	**6**	**7**	**7**
Female	6	6	4	6	6	7	7
Unknown	**1**	**0**	**0**	**0**	**0**	**0**	**0**
Female	0	0	0	0	0	0	0
Male	1	0	0	0	0	0	0

Figure 259: Human Resources Employed Averages by Gender and Job Group

Figure 260: Human Resources Employed Averages by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**8**	**8**	**8**	**6**	**8**	**7**	**6**
20-24	0	0	0	0	1	0	1
25-29	0	1	3	2	3	2	1
30-34	1	1	1	1	0	1	1
35-39	4	4	2	1	1	2	1
40-44	1	0	1	0	0	0	1
45-49	2	1	0	1	1	0	0
50-54	0	1	1	1	2	2	1
55-59	0	0	0	0	0	0	0
60-64	0	0	0	0	0	0	0
Officials and Managers	**1**	**3**	**4**	**3**	**4**	**4**	**3**
30-34	0	1	1	0	0	0	0
35-39	0	0	1	1	1	1	1
40-44	0	0	0	0	1	1	0
45-49	0	1	1	0	0	0	0
50-54	1	1	0	0	0	0	0
55-59	0	0	1	2	2	1	2
60-64	0	0	0	0	0	1	0
Professionals	**6**	**6**	**4**	**6**	**6**	**7**	**7**
30-34	2	1	0	0	0	0	0
35-39	0	1	0	1	1	1	0
40-44	0	1	0	1	1	1	1
45-49	1	1	2	2	2	3	3
50-54	1	1	1	1	1	1	3
55-59	2	1	1	1	1	0	0
60-64	0	0	0	0	0	1	0
Unknown	**1**	**0**	**0**	**0**	**0**	**0**	**0**
35-39	0	0	0	0	0	0	0
40-44	1	0	0	0	0	0	0
45-49	0	0	0	0	0	0	0
50-54	0	0	0	0	0	0	0

Figure 261: Human Resources Employed Averages by Age Group and Job Group

Public Works Employed Averages

Totals

Fiscal Year 2012: 312
Fiscal Year 2013: 288
Fiscal Year 2014: 285
Fiscal Year 2015: 294
Fiscal Year 2016: 307
Fiscal Year 2017: 295
Fiscal Year 2018: 294

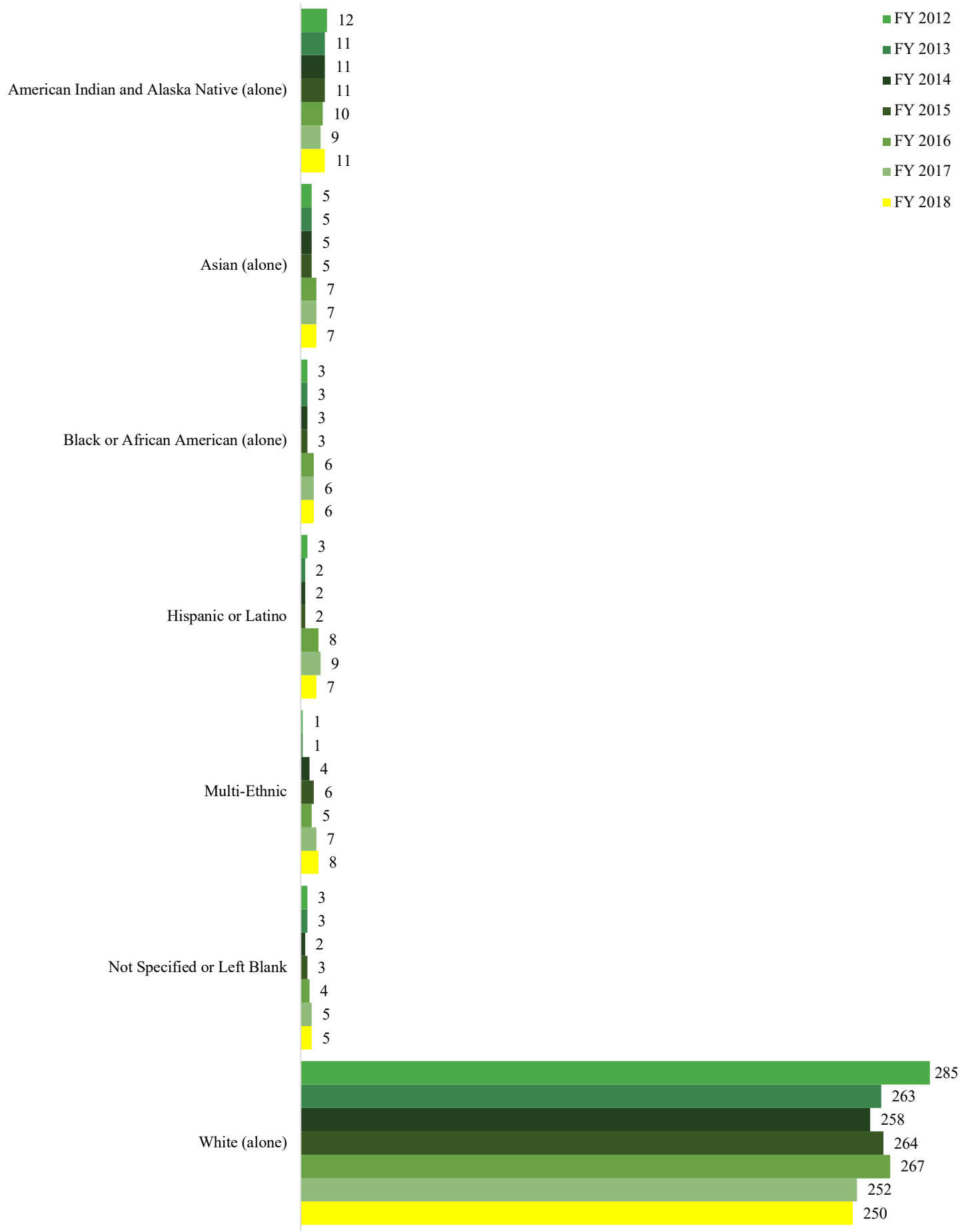

Figure 262: Public Works Employed Averages by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**21**	**45**	**47**	**50**	**46**	**40**	**42**
Asian (alone)	0	0	0	1	2	2	2
Hispanic or Latino	0	0	0	0	1	1	1
Multi-Ethnic	0	0	1	1	1	1	0
Not Specified or Left Blank	0	1	1	1	1	1	1
White (alone)	21	44	45	47	41	35	38
Officials and Managers	**15**	**18**	**15**	**14**	**15**	**17**	**16**
Hispanic or Latino	0	0	0	0	0	1	0
Multi-Ethnic	0	0	0	0	0	1	2
White (alone)	15	18	15	14	15	15	14
Professionals	**53**	**55**	**53**	**55**	**56**	**54**	**53**
American Indian and Alaska Native (alone)	1	1	1	1	2	2	3
Asian (alone)	2	2	2	2	2	2	2
Black or African American (alone)	0	0	0	0	1	1	1
Multi-Ethnic	0	0	0	1	0	1	1
Not Specified or Left Blank	2	2	1	1	2	3	3
White (alone)	48	50	49	50	49	45	43
Protective Services: Non-Sworn	**0**	**1**	**1**	**1**	**1**	**1**	**1**
White (alone)	0	1	1	1	1	1	1
Service Maintenance	**113**	**111**	**112**	**116**	**120**	**117**	**117**
American Indian and Alaska Native (alone)	8	9	9	9	7	6	7
Asian (alone)	3	3	3	2	3	3	3
Black or African American (alone)	3	3	3	3	5	5	5
Hispanic or Latino	3	2	2	2	6	6	5
Multi-Ethnic	0	0	1	2	2	3	3
Not Specified or Left Blank	0	0	0	1	0	0	0
White (alone)	96	94	94	97	97	94	94
Skilled Craft	**30**	**30**	**30**	**32**	**40**	**39**	**38**
American Indian and Alaska Native (alone)	2	1	1	1	1	1	1
Hispanic or Latino	0	0	0	0	1	1	1
Not Specified or Left Blank	0	0	0	0	1	1	1
White (alone)	28	29	29	31	37	36	35
Technicians	**27**	**26**	**25**	**25**	**29**	**27**	**27**
American Indian and Alaska Native (alone)	0	0	0	0	0	0	0
Multi-Ethnic	0	1	2	2	2	1	2
Not Specified or Left Blank	0	0	0	0	0	0	0
White (alone)	27	25	23	23	27	26	25
Unknown	**53**	**2**	**2**	**1**	**0**	**0**	**0**
American Indian and Alaska Native (alone)	1	0	0	0	0	0	0
Asian (alone)	0	0	0	0	0	0	0
Hispanic or Latino	0	0	0	0	0	0	0
Multi-Ethnic	1	0	0	0	0	0	0
Not Specified or Left Blank	1	0	0	0	0	0	0
White (alone)	50	2	2	1	0	0	0

Figure 263: Public Works Employed Averages by Ethnicity and Job Group

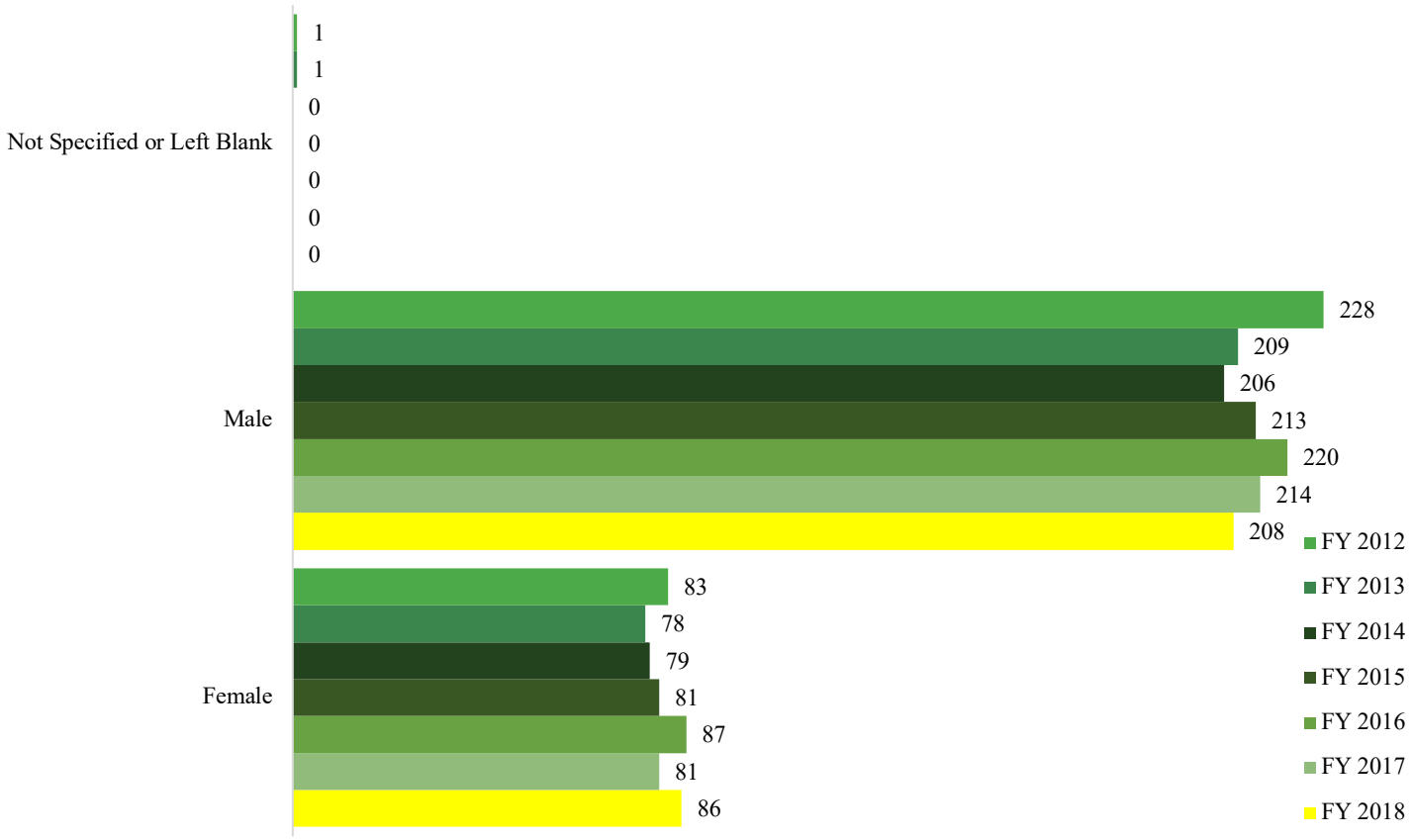

Figure 264: Public Works Employed Averages by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**21**	**45**	**47**	**50**	**46**	**40**	**42**
Female	14	37	39	40	37	34	35
Male	7	8	8	10	9	6	7
Officials and Managers	**15**	**18**	**15**	**14**	**15**	**17**	**16**
Female	4	5	3	3	4	7	7
Male	11	13	12	11	11	10	9
Professionals	**53**	**55**	**53**	**55**	**56**	**54**	**53**
Female	15	18	20	21	22	17	19
Male	37	36	33	34	34	37	34
Not Specified or Left Blank	1	1	0	0	0	0	0
Protective Services: Non-Sworn	**0**	**1**	**1**	**1**	**1**	**1**	**1**
Female	0	0	0	0	0	0	0
Male	0	1	1	1	1	1	1
Service Maintenance	**113**	**111**	**112**	**116**	**120**	**117**	**117**
Female	9	8	8	10	17	16	18
Male	104	103	104	106	103	101	99
Skilled Craft	**30**	**30**	**30**	**32**	**40**	**39**	**38**
Male	30	30	30	32	40	39	38
Technicians	**27**	**26**	**25**	**25**	**29**	**27**	**27**
Female	8	8	7	6	7	7	7
Male	19	18	18	19	22	20	20
Unknown	**53**	**2**	**2**	**1**	**0**	**0**	**0**
Female	33	2	2	1	0	0	0
Male	20	0	0	0	0	0	0
Not Specified or Left Blank	0	0	0	0	0	0	0

Figure 265: Public Works Employed Averages by Gender and Job Group

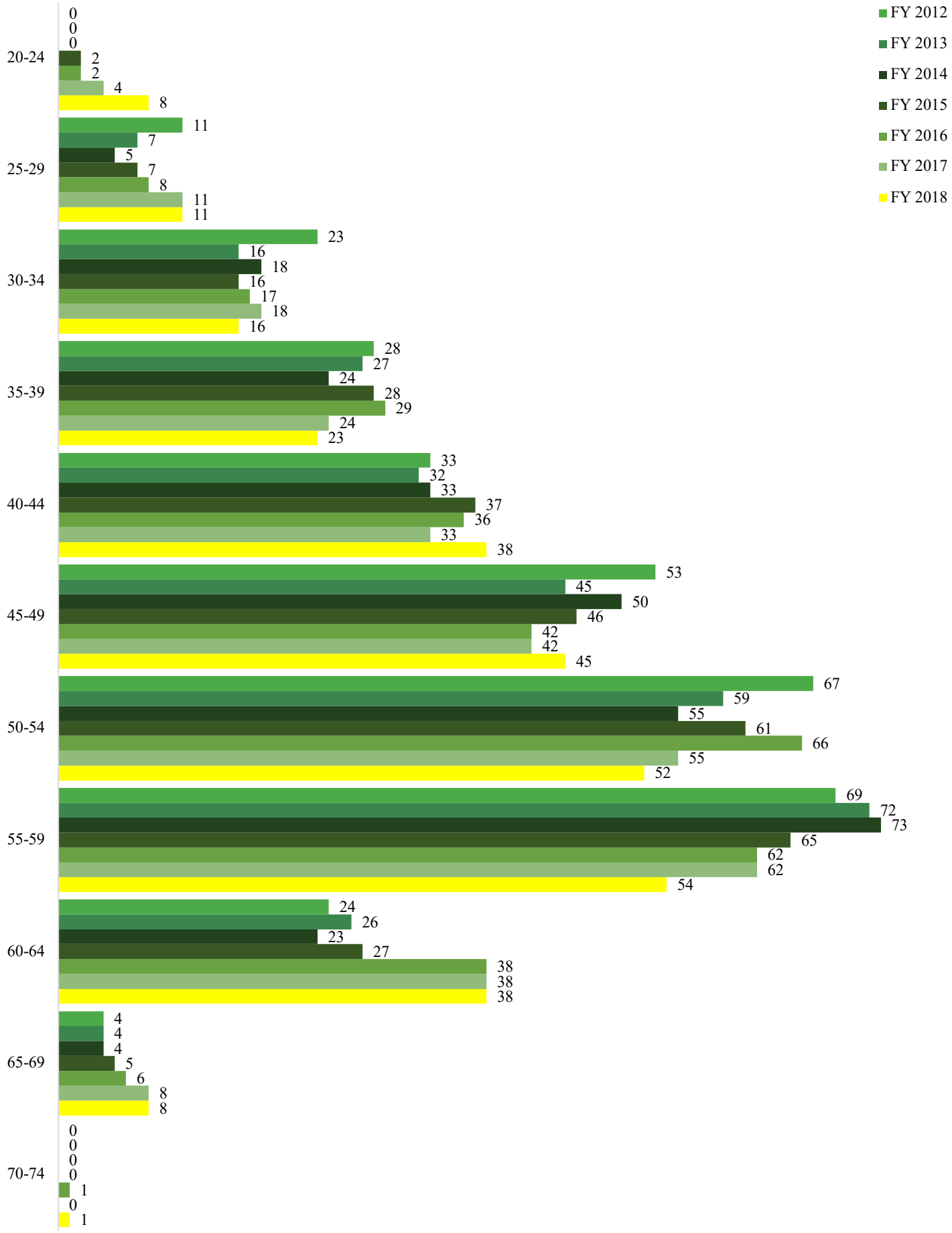

Figure 266: Public Works Employed Averages by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**21**	**45**	**47**	**50**	**46**	**40**	**42**
20-24	0	0	0	0	1	1	2
25-29	1	2	1	2	2	1	1
30-34	2	1	3	2	2	2	3
35-39	1	1	1	4	3	1	2
40-44	0	3	4	5	3	2	2
45-49	4	4	5	5	5	7	6
50-54	5	12	11	9	6	4	6
55-59	7	15	15	16	14	10	10
60-64	1	5	5	5	8	8	6
65-69	0	2	2	2	2	4	3
70-74	0	0	0	0	0	0	1
Officials and Managers	**15**	**18**	**15**	**14**	**15**	**17**	**16**
25-29	1	0	0	0	0	0	0
30-34	0	1	0	0	0	0	0
35-39	0	0	1	1	0	1	0
40-44	2	3	3	3	3	3	3
45-49	3	4	4	3	2	2	2
50-54	3	4	3	4	6	4	4
55-59	5	4	3	2	2	4	3
60-64	1	2	1	1	2	3	4
65-69	0	0	0	0	0	0	0
Professionals	**53**	**55**	**53**	**55**	**56**	**54**	**53**
20-24	0	0	0	1	0	0	0
25-29	2	2	1	2	3	4	3
30-34	5	2	2	2	2	3	5
35-39	8	8	6	4	3	3	1
40-44	7	6	5	6	9	9	11
45-49	9	12	14	12	9	9	8
50-54	9	6	5	10	13	12	15
55-59	9	14	16	14	10	7	4
60-64	4	5	3	3	5	6	5
65-69	0	0	1	1	2	1	1
Protective Services: Non-Sworn	**0**	**1**	**1**	**1**	**1**	**1**	**1**
55-59	0	1	1	1	1	1	0
60-64	0	0	0	0	0	0	1

Figure 267: Public Works Employed Averages by Age Group and Job Group (Part 1 of 2)

Job Group (continued)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Service Maintenance	**113**	**111**	**112**	**116**	**120**	**117**	**117**
20-24	0	0	0	1	0	3	4
25-29	5	3	3	3	2	3	4
30-34	9	8	10	11	12	12	6
35-39	12	13	11	12	14	12	13
40-44	14	15	17	18	14	13	16
45-49	20	16	17	17	16	14	16
50-54	26	27	26	26	26	23	19
55-59	18	19	17	17	21	22	22
60-64	6	8	10	9	12	13	13
65-69	3	2	1	2	2	2	4
70-74	0	0	0	0	1	0	0
Skilled Craft	**30**	**30**	**30**	**32**	**40**	**39**	**38**
20-24	0	0	0	0	0	0	0
25-29	0	0	0	0	0	1	1
30-34	3	2	1	1	1	1	1
35-39	2	2	2	3	5	4	4
40-44	3	5	4	3	4	3	4
45-49	4	2	5	6	8	8	8
50-54	7	6	5	6	8	7	4
55-59	10	11	12	9	9	12	11
60-64	1	2	1	4	5	3	5
Technicians	**27**	**26**	**25**	**25**	**29**	**27**	**27**
20-24	0	0	0	0	1	0	2
25-29	1	0	0	0	1	2	2
30-34	3	2	2	0	0	0	1
35-39	2	3	3	4	4	3	3
40-44	3	0	0	2	3	3	2
45-49	5	6	4	3	2	2	5
50-54	3	4	5	6	7	5	4
55-59	6	7	8	5	5	6	4
60-64	3	4	3	5	6	5	4
65-69	1	0	0	0	0	1	0
Unknown	**53**	**2**	**2**	**1**	**0**	**0**	**0**
25-29	1	0	0	0	0	0	0
30-34	1	0	0	0	0	0	0
35-39	3	0	0	0	0	0	0
40-44	4	0	0	0	0	0	0
45-49	8	1	1	0	0	0	0
50-54	14	0	0	0	0	0	0
55-59	14	1	1	1	0	0	0
60-64	8	0	0	0	0	0	0
65-69	0	0	0	0	0	0	0

Figure 268: Public Works Employed Averages by Age Group and Job Group (Part 2 of 2)

Sheriff's Office Employed Averages

	Totals
Fiscal Year 2012:	330
Fiscal Year 2013:	271
Fiscal Year 2014:	228
Fiscal Year 2015:	250
Fiscal Year 2016:	255
Fiscal Year 2017:	257
Fiscal Year 2018:	270

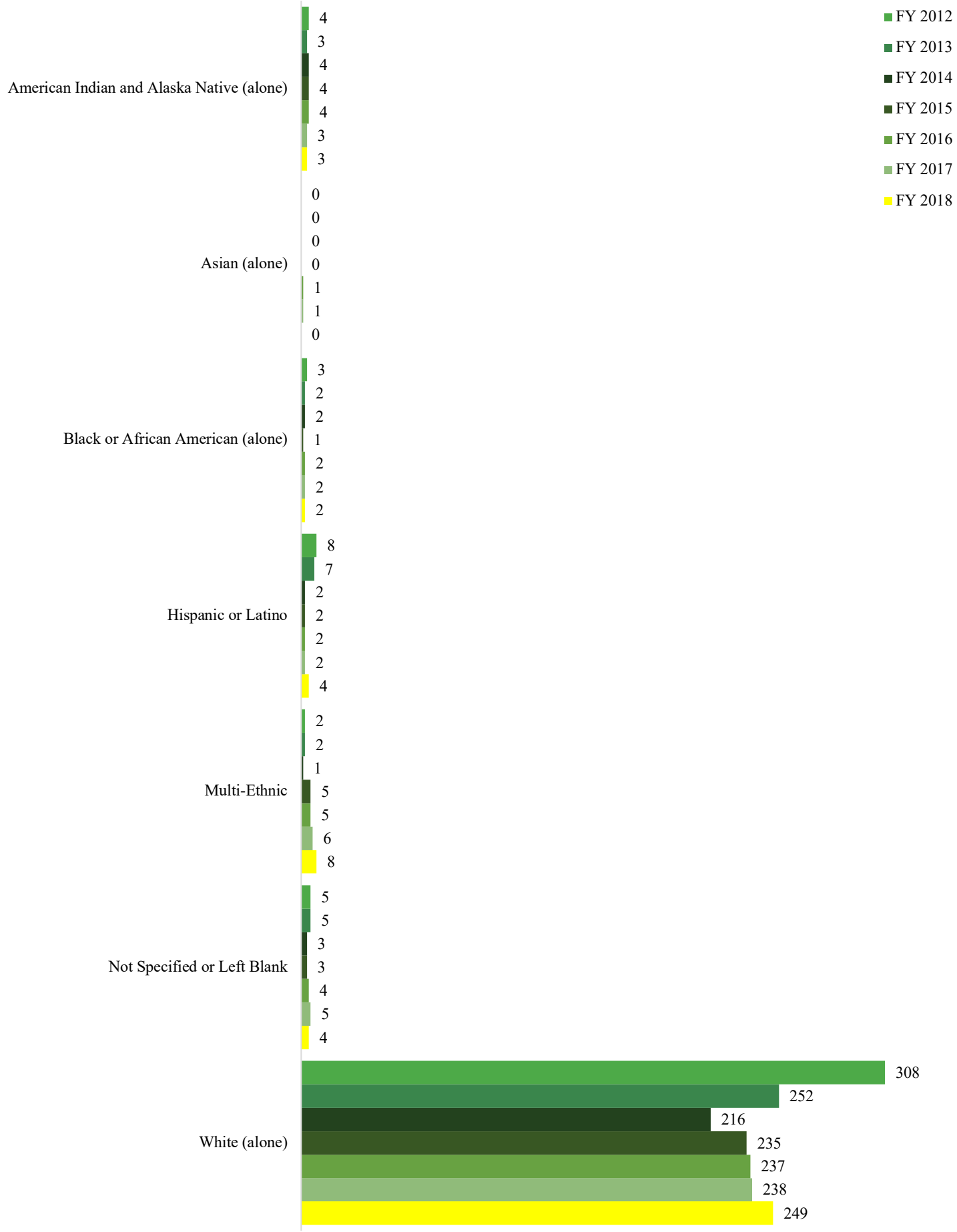

Figure 269: Sheriff's Office Employed Averages by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**51**	**54**	**49**	**50**	**53**	**48**	**50**
American Indian and Alaska Native (alone)	1	1	1	1	1	0	0
Asian (alone)	0	0	0	0	1	1	0
Black or African American (alone)	0	0	0	0	1	1	1
Hispanic or Latino	2	1	0	0	0	0	1
Multi-Ethnic	1	1	1	3	3	3	3
Not Specified or Left Blank	0	0	0	0	0	1	1
White (alone)	47	51	47	46	47	42	44
Officials and Managers	**2**	**3**	**3**	**4**	**4**	**4**	**3**
White (alone)	2	3	3	4	4	4	3
Professionals	**13**	**4**	**2**	**0**	**1**	**1**	**1**
Hispanic or Latino	0	0	0	0	0	0	0
White (alone)	13	4	2	0	1	1	1
Protective Services: Non-Sworn	**13**	**16**	**12**	**12**	**12**	**14**	**14**
Black or African American (alone)	1	1	1	0	0	0	0
Hispanic or Latino	1	2	1	1	1	1	1
Multi-Ethnic	0	0	0	0	0	1	1
Not Specified or Left Blank	0	1	0	0	0	0	0
White (alone)	11	12	10	11	11	12	12
Protective Services: Sworn	**187**	**157**	**128**	**148**	**149**	**153**	**162**
American Indian and Alaska Native (alone)	1	1	2	2	2	2	1
Asian (alone)	0	0	0	0	0	0	0
Black or African American (alone)	2	1	1	1	1	1	1
Hispanic or Latino	5	4	1	1	1	1	2
Multi-Ethnic	1	1	0	2	2	2	4
Not Specified or Left Blank	5	4	3	3	4	4	3
White (alone)	173	146	121	139	139	143	151
Protective Services: Sworn Officials	**25**	**24**	**26**	**29**	**29**	**29**	**33**
American Indian and Alaska Native (alone)	2	1	1	1	1	1	2
Not Specified or Left Blank	0	0	0	0	0	0	0
White (alone)	23	23	25	28	28	28	31
Service Maintenance	**6**	**2**	**2**	**2**	**2**	**2**	**2**
American Indian and Alaska Native (alone)	0	0	0	0	0	0	0
Multi-Ethnic	0	0	0	0	0	0	0
White (alone)	6	2	2	2	2	2	2
Skilled Craft	**4**	**4**	**4**	**4**	**4**	**5**	**5**
White (alone)	4	4	4	4	4	5	5
Technicians	**1**	**1**	**1**	**1**	**1**	**1**	**0**
White (alone)	1	1	1	1	1	1	0
Unknown	**28**	**6**	**1**	**0**	**0**	**0**	**0**
American Indian and Alaska Native (alone)	0	0	0	0	0	0	0
Black or African American (alone)	0	0	0	0	0	0	0
Hispanic or Latino	0	0	0	0	0	0	0
Multi-Ethnic	0	0	0	0	0	0	0
Not Specified or Left Blank	0	0	0	0	0	0	0
White (alone)	28	6	1	0	0	0	0

Figure 270: Sheriff's Office Employed Averages by Ethnicity and Job Group

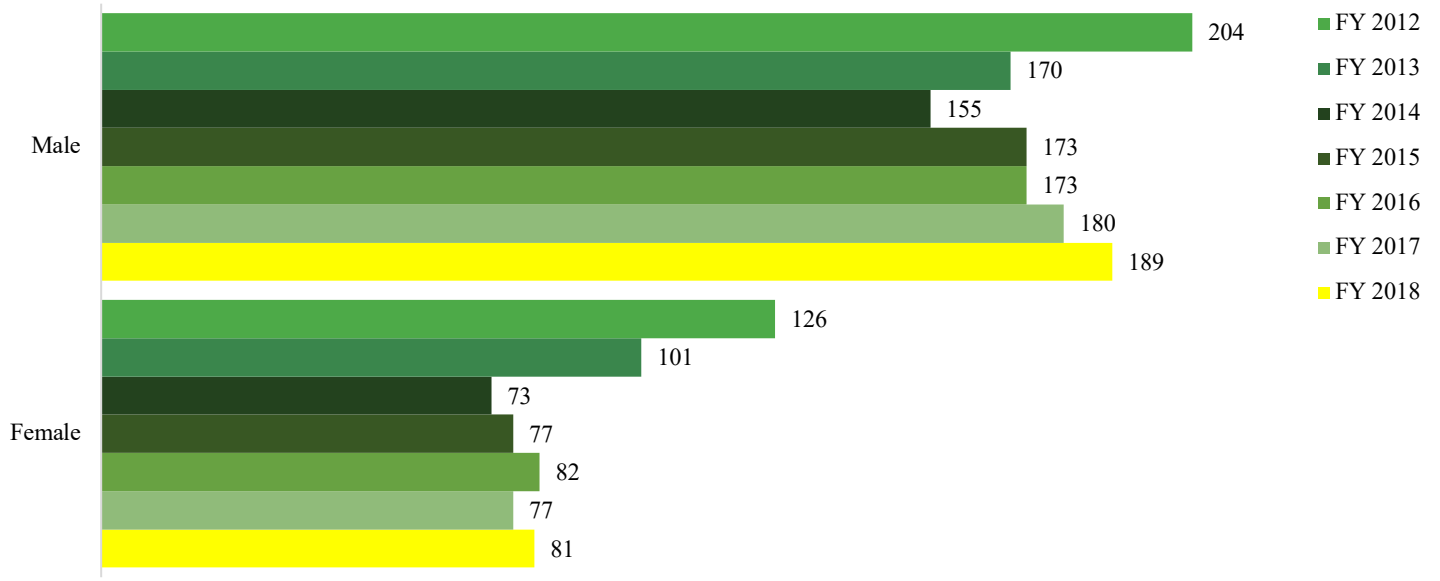

Figure 271: Sheriff's Office Employed Averages by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**51**	**54**	**49**	**50**	**53**	**48**	**50**
Female	44	44	40	42	46	39	42
Male	7	10	9	8	7	9	8
Officials and Managers	**2**	**3**	**3**	**4**	**4**	**4**	**3**
Female	1	2	3	4	4	4	3
Male	1	1	0	0	0	0	0
Professionals	**13**	**4**	**2**	**0**	**1**	**1**	**1**
Female	8	3	2	0	1	1	1
Male	5	1	0	0	0	0	0
Protective Services: Non-Sworn	**13**	**16**	**12**	**12**	**12**	**14**	**14**
Female	11	12	9	11	11	12	12
Male	2	4	3	1	1	2	2
Protective Services: Sworn	**187**	**157**	**128**	**148**	**149**	**153**	**162**
Female	39	34	16	17	17	18	20
Male	148	123	112	131	132	135	142
Protective Services: Sworn Officials	**25**	**24**	**26**	**29**	**29**	**29**	**33**
Female	1	0	2	2	2	2	2
Male	24	24	24	27	27	27	31
Service Maintenance	**6**	**2**	**2**	**2**	**2**	**2**	**2**
Female	5	2	1	1	1	1	1
Male	1	0	1	1	1	1	1
Skilled Craft	**4**	**4**	**4**	**4**	**4**	**5**	**5**
Male	4	4	4	4	4	5	5
Technicians	**1**	**1**	**1**	**1**	**1**	**1**	**0**
Male	1	1	1	1	1	1	0
Unknown	**28**	**6**	**1**	**0**	**0**	**0**	**0**
Female	17	4	0	0	0	0	0
Male	11	2	1	0	0	0	0

Figure 272: Sheriff's Office Employed Averages by Gender and Job Group

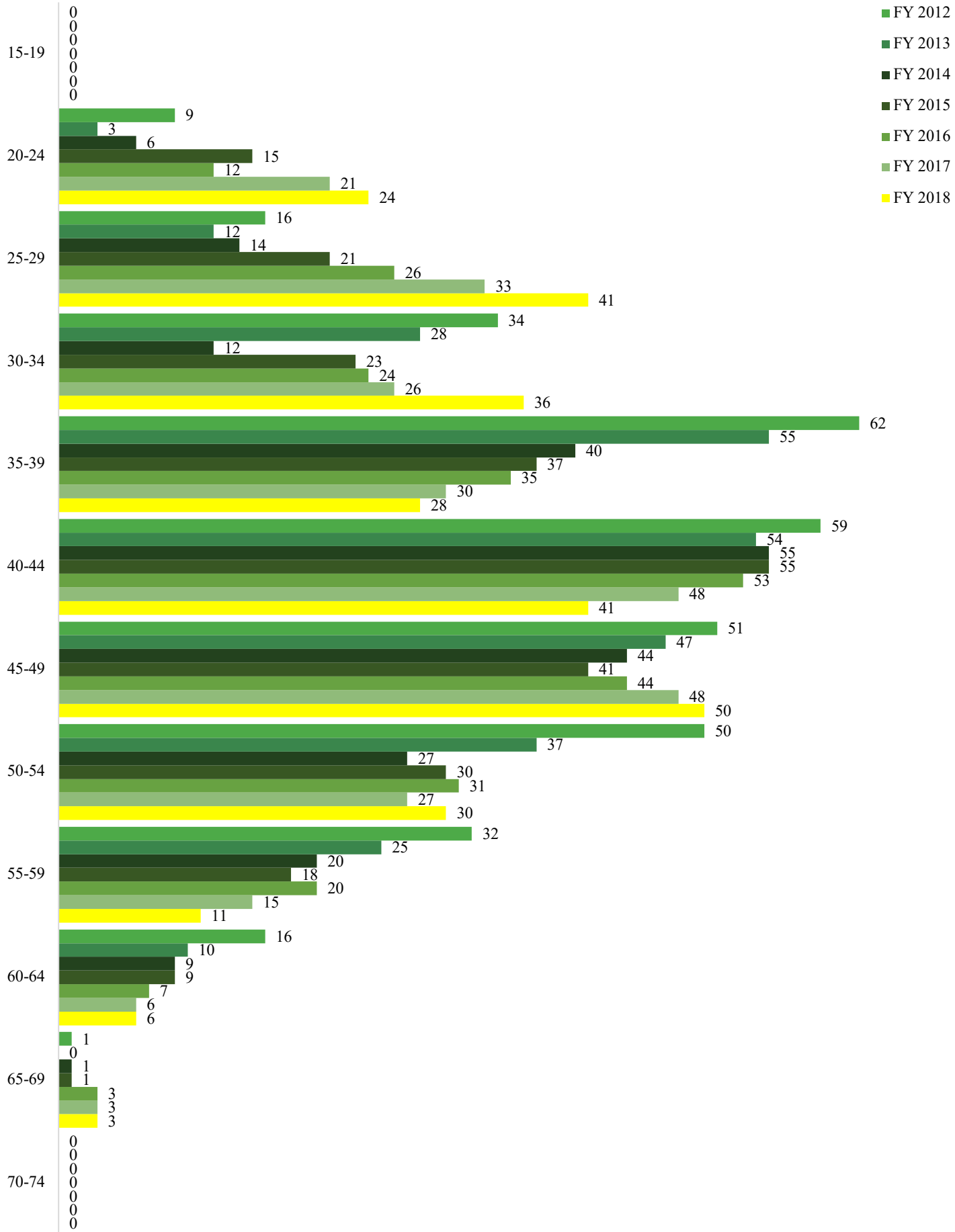

Figure 273: Sheriff's Office Employed Averages by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**51**	**54**	**49**	**50**	**53**	**48**	**50**
20-24	2	2	1	2	2	3	4
25-29	5	4	3	2	5	5	4
30-34	5	5	2	3	4	4	6
35-39	7	7	5	8	9	7	6
40-44	6	6	9	8	6	5	5
45-49	9	11	13	10	8	7	9
50-54	7	6	4	7	9	8	6
55-59	8	10	6	7	6	7	5
60-64	2	3	6	3	3	1	4
65-69	0	0	0	0	1	1	1
Officials and Managers	**2**	**3**	**3**	**4**	**4**	**4**	**3**
40-44	0	0	0	1	0	0	0
45-49	1	2	1	1	2	2	1
50-54	0	0	2	2	2	2	2
55-59	1	1	0	0	0	0	0
Professionals	**13**	**4**	**2**	**0**	**1**	**1**	**1**
30-34	1	0	0	0	0	0	0
35-39	0	2	0	0	0	0	0
40-44	1	0	0	0	1	1	1
45-49	3	0	0	0	0	0	0
50-54	3	1	0	0	0	0	0
55-59	2	1	2	0	0	0	0
60-64	2	0	0	0	0	0	0
65-69	1	0	0	0	0	0	0
70-74	0	0	0	0	0	0	0
Protective Services: Non-Sworn	**13**	**16**	**12**	**12**	**12**	**14**	**14**
15-19	0	0	0	0	0	0	0
20-24	0	0	1	0	0	2	3
25-29	0	2	1	2	1	2	1
30-34	1	4	1	2	2	2	3
35-39	2	2	3	3	4	3	3
40-44	1	1	0	0	0	2	1
45-49	1	1	2	1	1	1	1
50-54	5	3	1	2	1	2	2
55-59	1	2	2	1	2	0	0
60-64	2	1	1	1	1	0	0
65-69	0	0	0	0	0	0	0
Protective Services: Sworn	**187**	**157**	**128**	**148**	**149**	**153**	**162**
20-24	7	1	4	13	10	16	17
25-29	11	6	10	17	20	25	35
30-34	24	16	8	16	16	19	25
35-39	46	42	25	19	16	13	13
40-44	42	39	40	40	36	30	24
45-49	25	25	20	21	27	30	30
50-54	17	17	12	13	13	10	13
55-59	11	9	9	6	8	5	3
60-64	4	2	0	3	3	5	2
65-69	0	0	0	0	0	0	0

Figure 274: Sheriff's Office Employed Averages by Age Group and Job Group (Part 1 of 2)

Job Group (continued)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Protective Services: Sworn Officials	**25**	**24**	**26**	**29**	**29**	**29**	**33**
25-29	0	0	0	0	0	1	1
30-34	1	1	0	1	1	1	2
35-39	5	2	7	7	6	5	4
40-44	6	8	6	6	10	10	10
45-49	5	6	8	8	6	8	9
50-54	5	4	3	4	4	3	6
55-59	1	1	1	2	2	1	1
60-64	2	2	1	1	0	0	0
Service Maintenance	**6**	**2**	**2**	**2**	**2**	**2**	**2**
30-34	0	0	0	0	0	0	0
35-39	1	0	0	0	0	0	0
45-49	0	0	0	0	0	0	0
50-54	0	0	1	1	1	1	1
55-59	2	1	0	0	0	0	0
60-64	3	1	0	0	0	0	0
65-69	0	0	1	1	1	1	1
70-74	0	0	0	0	0	0	0
Skilled Craft	**4**	**4**	**4**	**4**	**4**	**5**	**5**
30-34	1	1	1	1	1	0	0
35-39	0	0	0	0	0	2	2
45-49	1	0	0	0	0	0	0
50-54	1	2	2	1	1	1	0
55-59	0	0	0	1	1	1	2
60-64	1	1	1	1	0	0	0
65-69	0	0	0	0	1	1	1
Technicians	**1**	**1**	**1**	**1**	**1**	**1**	**0**
30-34	0	0	0	0	0	0	0
50-54	1	1	1	0	0	0	0
55-59	0	0	0	1	1	1	0
Unknown	**28**	**6**	**1**	**0**	**0**	**0**	**0**
20-24	0	0	0	0	0	0	0
25-29	0	0	0	0	0	0	0
30-34	1	1	0	0	0	0	0
35-39	1	0	0	0	0	0	0
40-44	3	0	0	0	0	0	0
45-49	6	2	0	0	0	0	0
50-54	11	3	1	0	0	0	0
55-59	6	0	0	0	0	0	0
60-64	0	0	0	0	0	0	0

Figure 275: Sheriff's Office Employed Averages by Age Group and Job Group (Part 2 of 2)

Technology Services Employed Averages

	Totals
Fiscal Year 2012:	75
Fiscal Year 2013:	66
Fiscal Year 2014:	64
Fiscal Year 2015:	64
Fiscal Year 2016:	64
Fiscal Year 2017:	67
Fiscal Year 2018:	64

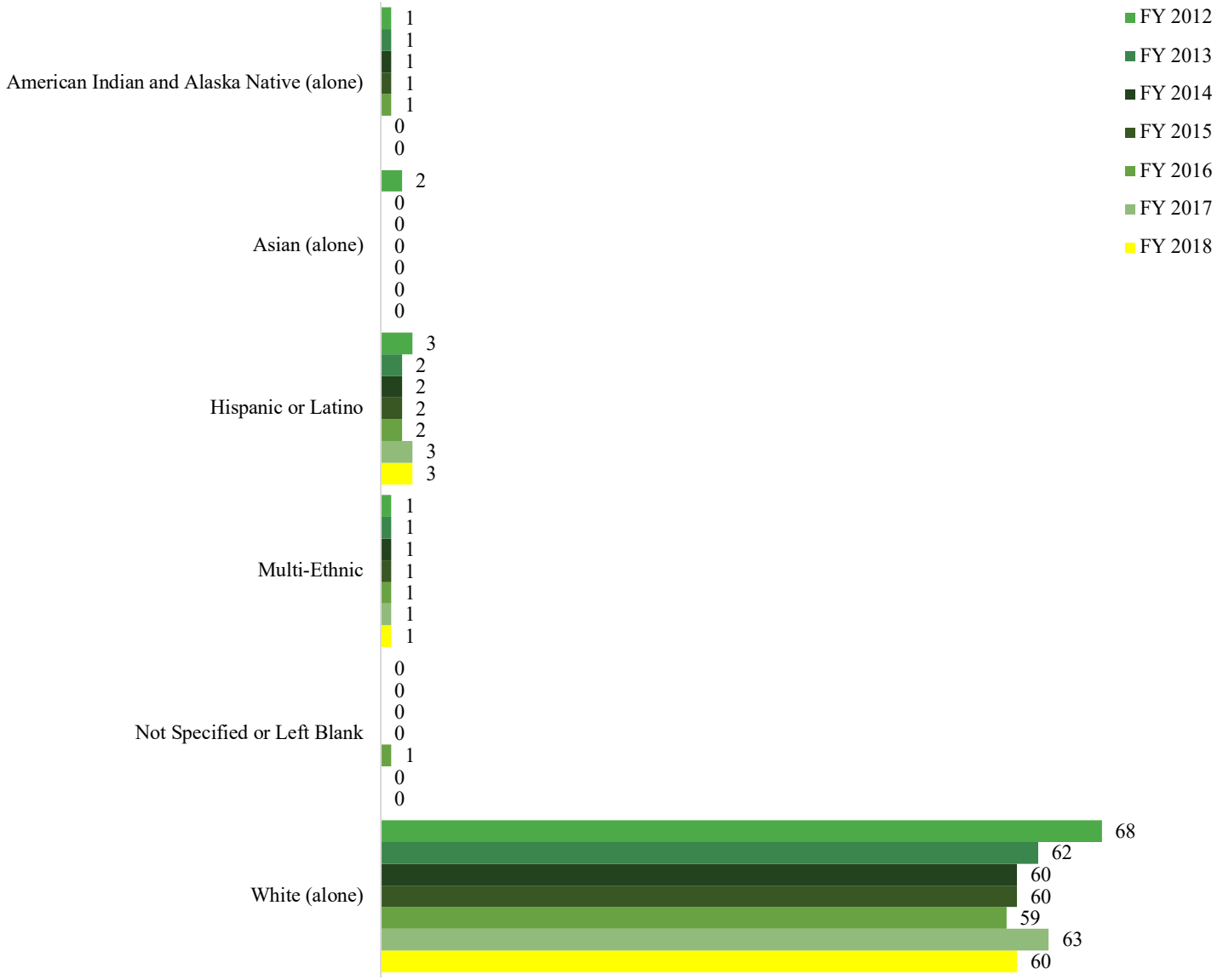

Figure 276: Technology Services Employed Averages by Ethnicity

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**4**	**2**	**3**	**4**	**4**	**3**	**3**
Not Specified or Left Blank	0	0	0	0	1	0	0
White (alone)	4	2	3	4	3	3	3
Officials and Managers	**7**	**5**	**7**	**9**	**9**	**10**	**10**
American Indian and Alaska Native (alone)	1	1	1	1	1	0	0
Multi-Ethnic	0	0	0	1	1	1	1
White (alone)	6	4	6	7	7	9	9
Professionals	**4**	**6**	**2**	**3**	**3**	**3**	**3**
White (alone)	4	6	2	3	3	3	3
Technicians	**55**	**53**	**52**	**48**	**48**	**51**	**48**
Asian (alone)	2	0	0	0	0	0	0
Hispanic or Latino	3	2	2	2	2	3	3
Multi-Ethnic	1	1	1	0	0	0	0
White (alone)	49	50	49	46	46	48	45
Unknown	**5**	**0**	**0**	**0**	**0**	**0**	**0**
Asian (alone)	0	0	0	0	0	0	0
Hispanic or Latino	0	0	0	0	0	0	0
White (alone)	5	0	0	0	0	0	0

Figure 277: Technology Services Employed Averages by Ethnicity and Job Group

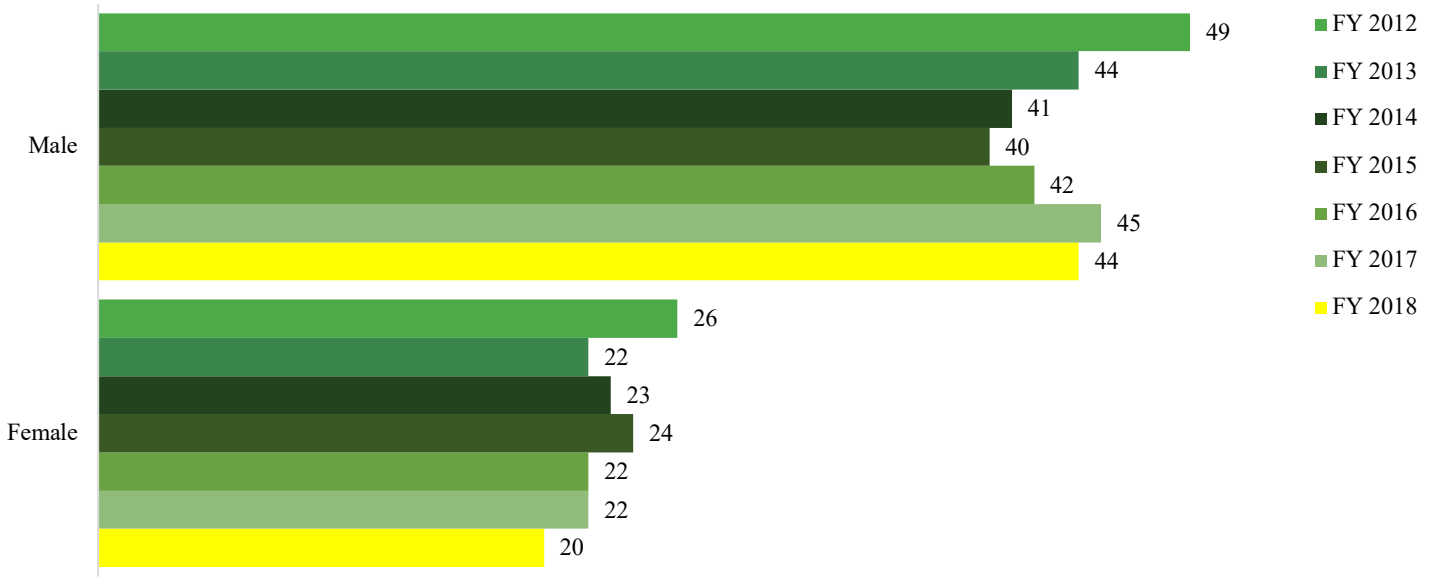

Figure 278: Technology Services Employed Averages by Gender

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**4**	**2**	**3**	**4**	**4**	**3**	**3**
Female	4	2	3	4	3	2	2
Male	0	0	0	0	1	1	1
Officials and Managers	**7**	**5**	**7**	**9**	**9**	**10**	**10**
Female	2	1	3	4	4	6	6
Male	5	4	4	5	5	4	4
Professionals	**4**	**6**	**2**	**3**	**3**	**3**	**3**
Female	1	3	1	1	1	1	1
Male	3	3	1	2	2	2	2
Technicians	**55**	**53**	**52**	**48**	**48**	**51**	**48**
Female	17	16	16	15	14	13	11
Male	38	37	36	33	34	38	37
Unknown	**5**	**0**	**0**	**0**	**0**	**0**	**0**
Female	2	0	0	0	0	0	0
Male	3	0	0	0	0	0	0

Figure 279: Technology Services Employed Averages by Gender and Job Group

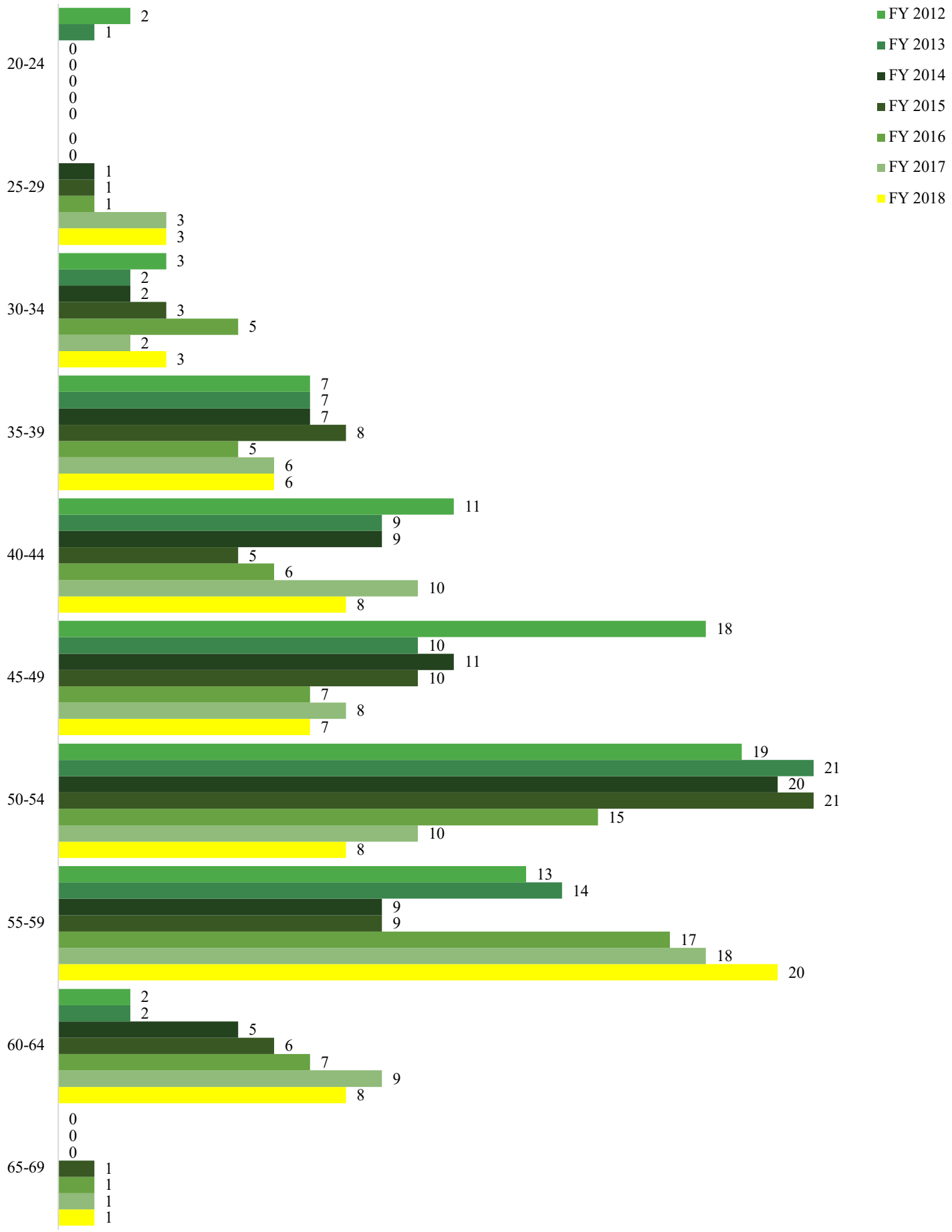

Figure 280: Technology Services Employed Averages by Age Group

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**4**	**2**	**3**	**4**	**4**	**3**	**3**
20-24	1	0	0	0	0	0	0
25-29	0	0	0	0	0	1	1
30-34	1	0	0	1	2	0	0
40-44	1	1	1	0	0	0	0
45-49	0	0	0	1	0	0	0
50-54	1	1	1	1	0	0	0
55-59	0	0	0	0	2	2	2
60-64	0	0	1	1	0	0	0
Officials and Managers	**7**	**5**	**7**	**9**	**9**	**10**	**10**
35-39	0	0	1	1	2	1	1
40-44	0	0	1	2	2	3	2
45-49	3	2	2	1	1	2	2
50-54	3	2	3	4	4	2	3
55-59	1	1	0	1	0	2	2
Professionals	**4**	**6**	**2**	**3**	**3**	**3**	**3**
30-34	0	1	1	0	0	1	0
35-39	0	2	1	2	1	1	1
40-44	1	1	0	0	0	0	1
45-49	1	1	0	0	0	0	0
50-54	1	1	0	1	0	0	0
55-59	1	0	0	0	2	1	1
Technicians	**55**	**53**	**52**	**48**	**48**	**51**	**48**
20-24	1	1	0	0	0	0	0
25-29	0	0	1	1	1	2	2
30-34	2	1	1	2	3	1	3
35-39	6	5	5	5	2	4	4
40-44	8	7	7	3	4	7	5
45-49	13	7	9	8	6	6	5
50-54	13	17	16	15	11	8	5
55-59	10	13	9	8	13	13	15
60-64	2	2	4	5	7	9	8
65-69	0	0	0	1	1	1	1
Unknown	**5**	**0**	**0**	**0**	**0**	**0**	**0**
20-24	0	0	0	0	0	0	0
30-34	0	0	0	0	0	0	0
35-39	1	0	0	0	0	0	0
40-44	1	0	0	0	0	0	0
45-49	1	0	0	0	0	0	0
50-54	1	0	0	0	0	0	0
55-59	1	0	0	0	0	0	0

Figure 281: Technology Services Employed Averages by Age Group and Job Group

2.5 County Departures over Time

*For contextualization and comparison of population demographics, data from the United States Census Bureau and American Community Survey have been provided in Appendices A-G. Do note that United States Census Bureau and American Community Survey statistics follow calendar year, whereas Section 2.5 statistics follow the County's fiscal year (12 months of July through June).

*While the reporting option of employee position/managerial level (e.g., ground, mid, executive) was available, audit time constraints did not allow the Chief County Performance Auditor to verify the classification system used by Lane County, Oregon Government for accuracy and dependability in ranking consistency—relative to the duties of each position. As a result, job classifications defined by the United States' Equal Employment Opportunity Commission (EEOC) and filed with the EEOC were used. These categories are hereinafter referred to as "Job Group." For occupation specificity, refer to Appendix H to see which Lane County position titles fall under which job groups.

*Average employed numbers were calculated by taking the actual number of employees in each department/office listed under each grouping (i.e., ethnicity, gender, and age) and each job group (e.g., administrative support, officials and managers, professionals) on each day of the fiscal year, summing each of those daily actuals together into individual totals, dividing each individual total by the number of days in that fiscal year, and rounding each individual quotient to the nearest integer or whole number.

*Turnover rates were calculated by dividing the actual number of employees whose employment with the County was terminated in a fiscal year—according to their department/office, grouping (i.e., ethnicity, gender, and age), and job group (e.g., administrative support, officials and managers, professionals)—by the average employed number of employees in that same fiscal year, according to the same department/office, grouping, and job group. The resulting quotient was then converted and rounded to the nearest whole percent, with the exception of undefined quotients resulting from division by zero scenarios due to average employed numbers originally less than .5 (i.e., half of the fiscal year) being rounded to zero; conservatively, to avoid what could be viewed as seemingly magnified or hyperbolized percentages—which would have actually and accurately resulted if not for earlier rounding—these non-factorized turnover rates were valued at "0%."

*Reasons for termination have been designated by Human Resources Department personnel into the following umbrella terminologies.

- Layoff: Elimination of Position, Layoff, Layoff (Medicare Not), or Layoff (No Recall Rights)
- Other Position: Resignation (Hired for Other Position Elsewhere)
- Other Reason: Death, Disability (Early Retirement Alternative), Disability (Medicare Not), Disability (No Benefits), Disability (No Benefits Voluntary Separation), Disability (w/PERS HB2430), Discharge, Discharge (Misappropriation/Theft of Company Property), Dissatisfied (w/Hours), Dissatisfied (w/Type of Work), Dissatisfied (w/Work Conditions), Failure to Return from Leave, Family Reasons, Gross Misconduct, Health Reasons, Inactive Status (Workers Compensation), Insufficient Documentation, Intergovernmental Transfer, Loss of Certification/License, Loss of Driving Privileges, Other (See File), Personal Reasons, Resignation While Under Investigation, Return to Work Agreement Violation, Travel, Unable to Perform Duties, Unsatisfactory Performance, Violation of Rules, Voluntary Separation Program, or Workers Compensation
- Probation: Probationary (Reduction in Force) or Probationary (Termination)
- Relocation: Relocation
- Resignation: Resignation
- Retirement: Early Retirement Alternative, Early Retirement Alternative (Voluntary Separation), Medicare Not (Voluntary Separation), Medicare Yes (Voluntary Separation), Retirement (Lieu of Discharge), Retirement Medicare Not, Retirement w/Medicare, Retirement While Under Investigation, Voluntary Retirement, Voluntary Retirement (No Benefits), Voluntary Retirement No Benefits (Voluntary Separation), Voluntary Retirement (w/PERS HB2430), or Voluntary Retirement w/PERS HB2430 (Voluntary Separation)
- Return to School: Return to School

*Departures data courtesy of Human Resources and Technology Services Departments.

Countywide Departures

Totals
Fiscal Year 2012: 249
Fiscal Year 2013: 141
Fiscal Year 2014: 139
Fiscal Year 2015: 152
Fiscal Year 2016: 164
Fiscal Year 2017: 162
Fiscal Year 2018: 182

Termination Reasons	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**
Layoff	79	19	5	0	8	0	1
Other Position	26	33	39	31	37	44	55
Other Reason	26	22	22	23	18	18	26
Probation	12	9	13	36	17	17	29
Relocation	11	4	4	11	10	10	9
Resignation	4	18	6	17	16	10	17
Retirement	90	33	48	33	55	57	44
Return to School	1	3	2	1	3	6	1

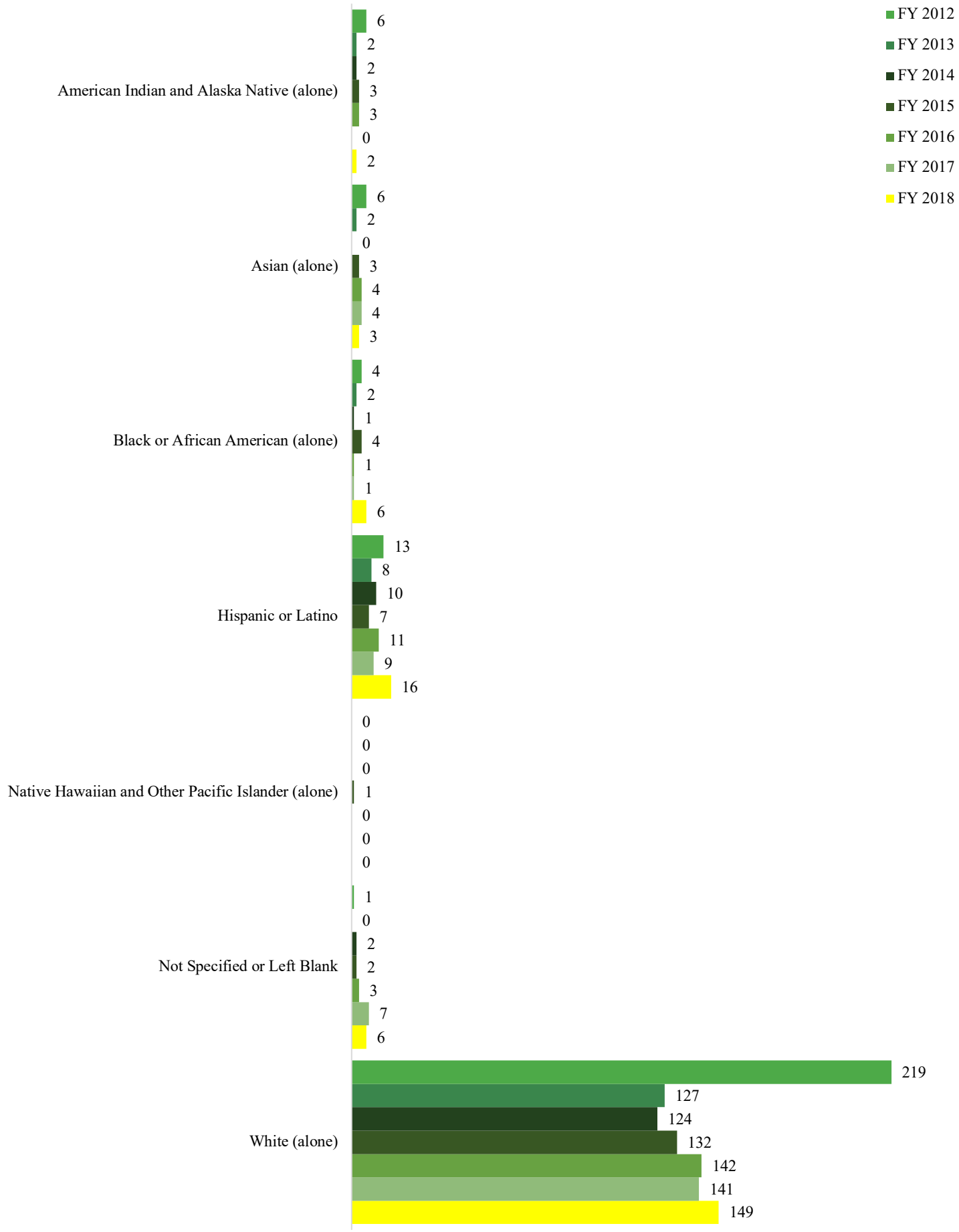

Figure 282: Countywide Departures by Ethnicity

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**56**	**220**	**25%**	**30**	**273**	**11%**
American Indian and Alaska Native (alone)	1	4	25%	0	5	0%
Asian (alone)	1	3	33%	1	3	33%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	1	22	5%	4	25	16%
Multi-Ethnic	0	5	0%	0	3	0%
Native Hawaiian and Other Pacific Islander (alone)	0	0	0%	0	1	0%
Not Specified or Left Blank	0	1	0%	0	3	0%
White (alone)	53	185	29%	25	233	11%
Officials and Managers	**18**	**66**	**27%**	**14**	**71**	**20%**
American Indian and Alaska Native (alone)	0	1	0%	0	3	0%
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	1	2	50%	0	1	0%
Hispanic or Latino	1	1	100%	0	1	0%
Multi-Ethnic	0	1	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	16	61	26%	14	65	22%
Professionals	**83**	**283**	**29%**	**45**	**344**	**13%**
American Indian and Alaska Native (alone)	2	6	33%	0	5	0%
Asian (alone)	2	4	50%	0	5	0%
Black or African American (alone)	2	6	33%	2	7	29%
Hispanic or Latino	7	10	70%	3	14	21%
Multi-Ethnic	0	8	0%	0	9	0%
Not Specified or Left Blank	0	3	0%	0	3	0%
White (alone)	70	246	28%	40	301	13%
Protective Services: Non-Sworn	**6**	**17**	**35%**	**3**	**20**	**15%**
Black or African American (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	1	0%	0	2	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	1	0%
White (alone)	6	15	40%	3	16	19%
Protective Services: Sworn	**28**	**187**	**15%**	**18**	**157**	**11%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Asian (alone)	1	0	0%	0	0	0%
Black or African American (alone)	1	2	50%	0	1	0%
Hispanic or Latino	2	5	40%	1	4	25%
Multi-Ethnic	0	1	0%	0	1	0%
Not Specified or Left Blank	0	5	0%	0	4	0%
White (alone)	24	173	14%	17	146	12%

Figure 283: Countywide Departures by Ethnicity and Job Group (Part 1 of 8)

Job Group (continued)	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn Officials	**4**	**26**	**15%**	**4**	**27**	**15%**
American Indian and Alaska Native (alone)	0	2	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	4	24	17%	4	26	15%
Service Maintenance	**22**	**136**	**16%**	**12**	**134**	**9%**
American Indian and Alaska Native (alone)	2	9	22%	2	11	18%
Asian (alone)	0	3	0%	0	3	0%
Black or African American (alone)	0	4	0%	0	4	0%
Hispanic or Latino	1	9	11%	0	9	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	19	111	17%	10	107	9%
Skilled Craft	**10**	**43**	**23%**	**2**	**43**	**5%**
American Indian and Alaska Native (alone)	0	2	0%	0	1	0%
Black or African American (alone)	0	1	0%	0	0	0%
Hispanic or Latino	0	2	0%	0	2	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	10	38	26%	2	40	5%
Technicians	**21**	**102**	**21%**	**13**	**103**	**13%**
American Indian and Alaska Native (alone)	1	0	0%	0	0	0%
Asian (alone)	2	3	67%	1	1	100%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	1	5	20%	0	4	0%
Multi-Ethnic	0	2	0%	0	3	0%
Not Specified or Left Blank	1	0	0%	0	0	0%
White (alone)	16	92	17%	12	95	13%
Unknown	**1**	**255**	**0%**	**0**	**13**	**0%**
American Indian and Alaska Native (alone)	0	5	0%	0	0	0%
Asian (alone)	0	2	0%	0	0	0%
Black or African American (alone)	0	3	0%	0	0	0%
Hispanic or Latino	0	10	0%	0	1	0%
Multi-Ethnic	0	3	0%	0	0	0%
Not Specified or Left Blank	0	1	0%	0	0	0%
White (alone)	1	231	0%	0	12	0%
Grand Total	**249**	**1335**	**19%**	**141**	**1185**	**12%**

Figure 284: Countywide Departures by Ethnicity and Job Group (Part 2 of 8)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**34**	**280**	**12%**	**35**	**287**	**12%**
American Indian and Alaska Native (alone)	1	5	20%	1	4	25%
Asian (alone)	0	4	0%	1	4	25%
Black or African American (alone)	0	0	0%	0	1	0%
Hispanic or Latino	6	25	24%	3	25	12%
Multi-Ethnic	0	7	0%	0	10	0%
Native Hawaiian and Other Pacific Islander (alone)	0	1	0%	1	1	100%
Not Specified or Left Blank	1	2	50%	0	1	0%
White (alone)	26	236	11%	29	241	12%
Officials and Managers	**9**	**74**	**12%**	**7**	**78**	**9%**
American Indian and Alaska Native (alone)	0	3	0%	0	3	0%
Asian (alone)	0	0	0%	0	1	0%
Black or African American (alone)	1	1	100%	0	0	0%
Hispanic or Latino	0	2	0%	0	2	0%
Multi-Ethnic	0	2	0%	0	2	0%
Not Specified or Left Blank	0	1	0%	0	1	0%
White (alone)	8	65	12%	7	69	10%
Professionals	**50**	**351**	**14%**	**53**	**362**	**15%**
American Indian and Alaska Native (alone)	1	5	20%	0	5	0%
Asian (alone)	0	6	0%	1	5	20%
Black or African American (alone)	0	9	0%	3	8	38%
Hispanic or Latino	1	17	6%	1	19	5%
Multi-Ethnic	0	9	0%	0	12	0%
Not Specified or Left Blank	1	3	33%	1	3	33%
White (alone)	47	302	16%	47	310	15%
Protective Services: Non-Sworn	**3**	**17**	**18%**	**1**	**19**	**5%**
Black or African American (alone)	0	1	0%	1	0	0%
Hispanic or Latino	0	2	0%	0	2	0%
Multi-Ethnic	0	0	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	3	14	21%	0	16	0%
Protective Services: Sworn	**18**	**160**	**11%**	**20**	**177**	**11%**
American Indian and Alaska Native (alone)	0	2	0%	0	2	0%
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	2	0%	0	2	0%
Hispanic or Latino	0	3	0%	0	3	0%
Multi-Ethnic	0	1	0%	0	4	0%
Not Specified or Left Blank	0	5	0%	0	5	0%
White (alone)	18	147	12%	20	161	12%

Figure 285: Countywide Departures by Ethnicity and Job Group (Part 3 of 8)

Job Group (continued)	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn Officials	**2**	**30**	**7%**	**5**	**32**	**16%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	2	29	7%	5	31	16%
Service Maintenance	**8**	**130**	**6%**	**16**	**135**	**12%**
American Indian and Alaska Native (alone)	0	10	0%	2	10	20%
Asian (alone)	0	3	0%	1	3	33%
Black or African American (alone)	0	4	0%	0	4	0%
Hispanic or Latino	2	9	22%	3	8	38%
Multi-Ethnic	0	1	0%	0	3	0%
Not Specified or Left Blank	0	0	0%	1	1	100%
White (alone)	6	103	6%	9	106	8%
Skilled Craft	**4**	**43**	**9%**	**2**	**43**	**5%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	2	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	4	40	10%	2	41	5%
Technicians	**11**	**101**	**11%**	**13**	**106**	**12%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	1	0%	0	1	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	1	3	33%	0	5	0%
Multi-Ethnic	0	4	0%	0	3	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	10	93	11%	13	97	13%
Unknown	**0**	**6**	**0%**	**0**	**3**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	1	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	5	0%	0	3	0%
Grand Total	**139**	**1192**	**12%**	**152**	**1242**	**12%**

Figure 286: Countywide Departures by Ethnicity and Job Group (Part 4 of 8)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**39**	**296**	**13%**	**41**	**292**	**14%**
American Indian and Alaska Native (alone)	0	4	0%	0	3	0%
Asian (alone)	1	6	17%	2	6	33%
Black or African American (alone)	1	2	50%	0	2	0%
Hispanic or Latino	3	28	11%	6	30	20%
Multi-Ethnic	0	12	0%	0	15	0%
Native Hawaiian and Other Pacific Islander (alone)	0	0	0%	0	0	0%
Not Specified or Left Blank	0	2	0%	3	3	100%
White (alone)	34	242	14%	30	233	13%
Officials and Managers	**10**	**86**	**12%**	**11**	**89**	**12%**
American Indian and Alaska Native (alone)	1	4	25%	0	3	0%
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	1	0%	0	2	0%
Multi-Ethnic	0	3	0%	0	5	0%
Not Specified or Left Blank	0	1	0%	0	1	0%
White (alone)	9	77	12%	11	78	14%
Professionals	**57**	**398**	**14%**	**52**	**420**	**12%**
American Indian and Alaska Native (alone)	0	7	0%	0	6	0%
Asian (alone)	2	7	29%	2	9	22%
Black or African American (alone)	0	7	0%	0	10	0%
Hispanic or Latino	4	20	20%	1	22	5%
Multi-Ethnic	0	19	0%	0	27	0%
Not Specified or Left Blank	2	5	40%	2	8	25%
White (alone)	49	333	15%	47	338	14%
Protective Services: Non-Sworn	**5**	**18**	**28%**	**4**	**19**	**21%**
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	2	0%	0	2	0%
Multi-Ethnic	0	1	0%	0	2	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	5	15	33%	4	15	27%
Protective Services: Sworn	**11**	**181**	**6%**	**27**	**187**	**14%**
American Indian and Alaska Native (alone)	0	2	0%	0	3	0%
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	2	0%	0	2	0%
Hispanic or Latino	0	3	0%	0	4	0%
Multi-Ethnic	0	3	0%	0	3	0%
Not Specified or Left Blank	1	6	17%	1	6	17%
White (alone)	10	165	6%	26	169	15%

Figure 287: Countywide Departures by Ethnicity and Job Group (Part 5 of 8)

Job Group (continued)	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn Officials	**2**	**33**	**6%**	**2**	**33**	**6%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	2	32	6%	2	32	6%
Service Maintenance	**20**	**130**	**15%**	**8**	**129**	**6%**
American Indian and Alaska Native (alone)	2	8	25%	0	6	0%
Asian (alone)	0	3	0%	0	3	0%
Black or African American (alone)	0	5	0%	1	6	17%
Hispanic or Latino	2	8	25%	1	9	11%
Multi-Ethnic	0	3	0%	0	3	0%
Not Specified or Left Blank	0	0	0%	1	1	100%
White (alone)	16	103	16%	5	101	5%
Skilled Craft	**4**	**44**	**9%**	**2**	**44**	**5%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	1	0%	0	1	0%
Not Specified or Left Blank	0	1	0%	0	1	0%
White (alone)	4	41	10%	2	41	5%
Technicians	**16**	**119**	**13%**	**15**	**131**	**11%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	1	1	100%	0	1	0%
Black or African American (alone)	0	2	0%	0	3	0%
Hispanic or Latino	2	5	40%	1	8	13%
Multi-Ethnic	0	3	0%	0	2	0%
Not Specified or Left Blank	0	0	0%	0	1	0%
White (alone)	13	108	12%	14	116	12%
Unknown	**0**	**2**	**0%**	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	2	0%	0	0	0%
Grand Total	**164**	**1307**	**13%**	**162**	**1344**	**12%**

Figure 288: Countywide Departures by Ethnicity and Job Group (Part 6 of 8)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**40**	**297**	**13%**
American Indian and Alaska Native (alone)	1	4	25%
Asian (alone)	1	4	25%
Black or African American (alone)	2	2	100%
Hispanic or Latino	8	29	28%
Multi-Ethnic	0	14	0%
Native Hawaiian and Other Pacific Islander (alone)	0	1	0%
Not Specified or Left Blank	0	3	0%
White (alone)	28	240	12%
Officials and Managers	**10**	**89**	**11%**
American Indian and Alaska Native (alone)	0	3	0%
Asian (alone)	0	0	0%
Black or African American (alone)	0	0	0%
Hispanic or Latino	0	2	0%
Multi-Ethnic	0	7	0%
Not Specified or Left Blank	0	2	0%
White (alone)	10	75	13%
Professionals	**73**	**436**	**17%**
American Indian and Alaska Native (alone)	1	7	14%
Asian (alone)	2	11	18%
Black or African American (alone)	2	9	22%
Hispanic or Latino	3	28	11%
Multi-Ethnic	0	27	0%
Not Specified or Left Blank	2	10	20%
White (alone)	63	344	18%
Protective Services: Non-Sworn	**1**	**20**	**5%**
Black or African American (alone)	0	0	0%
Hispanic or Latino	0	2	0%
Multi-Ethnic	0	2	0%
Not Specified or Left Blank	0	0	0%
White (alone)	1	16	6%
Protective Services: Sworn	**22**	**196**	**11%**
American Indian and Alaska Native (alone)	0	2	0%
Asian (alone)	0	0	0%
Black or African American (alone)	0	2	0%
Hispanic or Latino	2	5	40%
Multi-Ethnic	0	5	0%
Not Specified or Left Blank	2	4	50%
White (alone)	18	178	10%

Figure 289: Countywide Departures by Ethnicity and Job Group (Part 7 of 8)

Job Group (continued)	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn Officials	**2**	**37**	**5%**
American Indian and Alaska Native (alone)	0	2	0%
Not Specified or Left Blank	0	0	0%
White (alone)	2	35	6%
Service Maintenance	**13**	**128**	**10%**
American Indian and Alaska Native (alone)	0	8	0%
Asian (alone)	0	3	0%
Black or African American (alone)	0	5	0%
Hispanic or Latino	2	8	25%
Multi-Ethnic	0	3	0%
Not Specified or Left Blank	0	1	0%
White (alone)	11	100	11%
Skilled Craft	**3**	**43**	**7%**
American Indian and Alaska Native (alone)	0	1	0%
Black or African American (alone)	0	0	0%
Hispanic or Latino	0	1	0%
Not Specified or Left Blank	0	1	0%
White (alone)	3	40	8%
Technicians	**18**	**133**	**14%**
American Indian and Alaska Native (alone)	0	0	0%
Asian (alone)	0	1	0%
Black or African American (alone)	2	2	100%
Hispanic or Latino	1	7	14%
Multi-Ethnic	0	3	0%
Not Specified or Left Blank	2	1	200%
White (alone)	13	119	11%
Unknown	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%
Asian (alone)	0	0	0%
Black or African American (alone)	0	0	0%
Hispanic or Latino	0	0	0%
Multi-Ethnic	0	0	0%
Not Specified or Left Blank	0	0	0%
White (alone)	0	0	0%
Grand Total	**182**	**1379**	**13%**

Figure 290: Countywide Departures by Ethnicity and Job Group (Part 8 of 8)

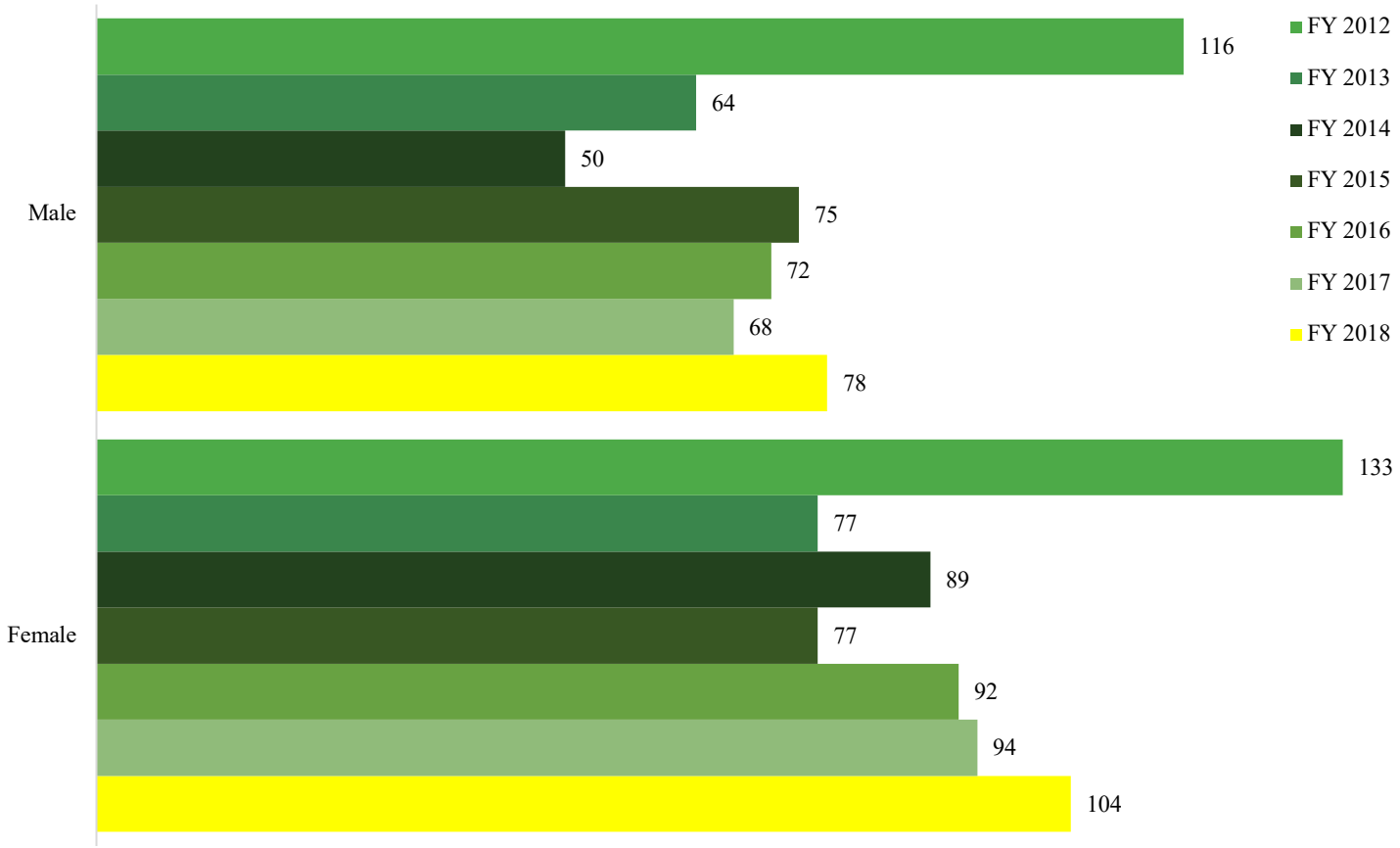

Figure 291: Countywide Departures by Gender

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**56**	**220**	**25%**	**30**	**273**	**11%**
Female	49	196	25%	27	246	11%
Male	7	24	29%	3	27	11%
Officials and Managers	**18**	**66**	**27%**	**14**	**71**	**20%**
Female	6	31	19%	6	37	16%
Male	12	35	34%	8	34	24%
Professionals	**83**	**283**	**29%**	**45**	**344**	**13%**
Female	51	169	30%	28	215	13%
Male	32	113	28%	17	128	13%
Not Specified or Left Blank	0	1	0%	0	1	0%
Protective Services: Non-Sworn	**6**	**17**	**35%**	**3**	**20**	**15%**
Female	4	13	31%	1	13	8%
Male	2	4	50%	2	7	29%
Protective Services: Sworn	**28**	**187**	**15%**	**18**	**157**	**11%**
Female	7	39	18%	3	34	9%
Male	21	148	14%	15	123	12%
Protective Services: Sworn Officials	**4**	**26**	**15%**	**4**	**27**	**15%**
Female	2	1	200%	0	1	0%
Male	2	25	8%	4	26	15%
Service Maintenance	**22**	**136**	**16%**	**12**	**134**	**9%**
Female	9	25	36%	4	23	17%
Male	13	111	12%	8	111	7%
Not Specified or Left Blank	0	0	0%	0	0	0%
Skilled Craft	**10**	**43**	**23%**	**2**	**43**	**5%**
Male	10	43	23%	2	43	5%
Technicians	**21**	**102**	**21%**	**13**	**103**	**13%**
Female	5	40	13%	8	42	19%
Male	16	62	26%	5	61	8%
Unknown	**1**	**255**	**0%**	**0**	**13**	**0%**
Female	0	168	0%	0	8	0%
Male	1	87	1%	0	5	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
Grand Total	**249**	**1335**	**19%**	**141**	**1185**	**12%**

Figure 292: Countywide Departures by Gender and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**34**	**280**	**12%**	**35**	**287**	**12%**
Female	30	253	12%	29	257	11%
Male	4	27	15%	6	30	20%
Officials and Managers	**9**	**74**	**12%**	**7**	**78**	**9%**
Female	4	42	10%	1	44	2%
Male	5	32	16%	6	34	18%
Professionals	**50**	**351**	**14%**	**53**	**362**	**15%**
Female	39	219	18%	36	230	16%
Male	11	132	8%	17	132	13%
Not Specified or Left Blank	0	0	0%	0	0	0%
Protective Services: Non-Sworn	**3**	**17**	**18%**	**1**	**19**	**5%**
Female	2	11	18%	0	14	0%
Male	1	6	17%	1	5	20%
Protective Services: Sworn	**18**	**160**	**11%**	**20**	**177**	**11%**
Female	7	30	23%	3	31	10%
Male	11	130	8%	17	146	12%
Protective Services: Sworn Officials	**2**	**30**	**7%**	**5**	**32**	**16%**
Female	0	3	0%	1	2	50%
Male	2	27	7%	4	30	13%
Service Maintenance	**8**	**130**	**6%**	**16**	**135**	**12%**
Female	3	19	16%	2	21	10%
Male	5	111	5%	14	114	12%
Not Specified or Left Blank	0	0	0%	0	0	0%
Skilled Craft	**4**	**43**	**9%**	**2**	**43**	**5%**
Male	4	43	9%	2	43	5%
Technicians	**11**	**101**	**11%**	**13**	**106**	**12%**
Female	4	42	10%	5	49	10%
Male	7	59	12%	8	57	14%
Unknown	**0**	**6**	**0%**	**0**	**3**	**0%**
Female	0	3	0%	0	1	0%
Male	0	3	0%	0	2	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
Grand Total	**139**	**1192**	**12%**	**152**	**1242**	**12%**

Figure 293: Countywide Departures by Gender and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**39**	**296**	**13%**	**41**	**292**	**14%**
Female	36	262	14%	35	262	13%
Male	3	34	9%	6	30	20%
Officials and Managers	**10**	**86**	**12%**	**11**	**89**	**12%**
Female	4	52	8%	9	58	16%
Male	6	34	18%	2	31	6%
Professionals	**57**	**398**	**14%**	**52**	**420**	**12%**
Female	33	254	13%	35	266	13%
Male	24	144	17%	17	154	11%
Not Specified or Left Blank	0	0	0%	0	0	0%
Protective Services: Non-Sworn	**5**	**18**	**28%**	**4**	**19**	**21%**
Female	5	13	38%	3	13	23%
Male	0	5	0%	1	6	17%
Protective Services: Sworn	**11**	**181**	**6%**	**27**	**187**	**14%**
Female	1	32	3%	6	33	18%
Male	10	149	7%	21	154	14%
Protective Services: Sworn Officials	**2**	**33**	**6%**	**2**	**33**	**6%**
Female	0	2	0%	0	2	0%
Male	2	31	6%	2	31	6%
Service Maintenance	**20**	**130**	**15%**	**8**	**129**	**6%**
Female	4	26	15%	2	26	8%
Male	16	104	15%	6	102	6%
Not Specified or Left Blank	0	0	0%	0	1	0%
Skilled Craft	**4**	**44**	**9%**	**2**	**44**	**5%**
Male	4	44	9%	2	44	5%
Technicians	**16**	**119**	**13%**	**15**	**131**	**11%**
Female	9	57	16%	4	67	6%
Male	7	62	11%	11	64	17%
Unknown	**0**	**2**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	2	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
Grand Total	**164**	**1307**	**13%**	**162**	**1344**	**12%**

Figure 294: Countywide Departures by Gender and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**40**	**297**	**13%**
Female	34	266	13%
Male	6	31	19%
Officials and Managers	**10**	**89**	**11%**
Female	4	56	7%
Male	6	33	18%
Professionals	**73**	**436**	**17%**
Female	49	275	18%
Male	24	161	15%
Not Specified or Left Blank	0	0	0%
Protective Services: Non-Sworn	**1**	**20**	**5%**
Female	0	14	0%
Male	1	6	17%
Protective Services: Sworn	**22**	**196**	**11%**
Female	4	35	11%
Male	18	161	11%
Protective Services: Sworn Officials	**2**	**37**	**5%**
Female	0	2	0%
Male	2	35	6%
Service Maintenance	**13**	**128**	**10%**
Female	3	27	11%
Male	10	100	10%
Not Specified or Left Blank	0	1	0%
Skilled Craft	**3**	**43**	**7%**
Male	3	43	7%
Technicians	**18**	**133**	**14%**
Female	10	71	14%
Male	8	62	13%
Unknown	**0**	**0**	**0%**
Female	0	0	0%
Male	0	0	0%
Not Specified or Left Blank	0	0	0%
Grand Total	**182**	**1379**	**13%**

Figure 295: Countywide Departures by Gender and Job Group (Part 4 of 4)

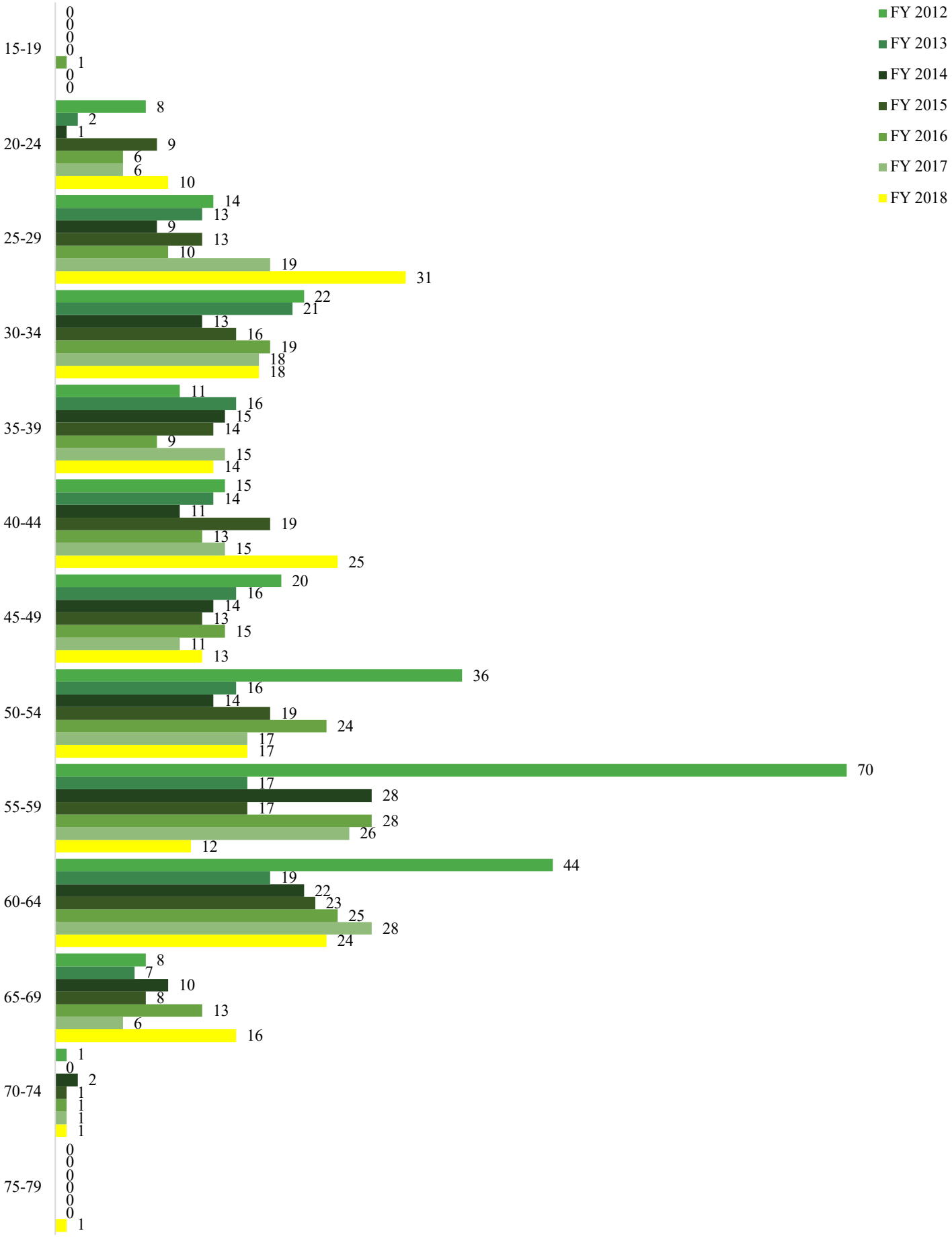

Figure 296: Countywide Departures by Age Group

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**56**	**220**	**25%**	**30**	**273**	**11%**
20-24	2	11	18%	2	8	25%
25-29	8	23	35%	4	22	18%
30-34	4	25	16%	8	22	36%
35-39	1	26	4%	4	30	13%
40-44	5	23	22%	3	29	10%
45-49	3	32	9%	3	36	8%
50-54	8	32	25%	0	40	0%
55-59	18	33	55%	1	58	2%
60-64	7	13	54%	2	22	9%
65-69	0	2	0%	3	5	60%
70-74	0	0	0%	0	1	0%
75-79	0	0	0%	0	0	0%
Officials and Managers	**18**	**66**	**27%**	**14**	**71**	**20%**
25-29	0	1	0%	0	0	0%
30-34	0	2	0%	2	6	33%
35-39	1	4	25%	1	3	33%
40-44	1	7	14%	1	7	14%
45-49	2	15	13%	0	18	0%
50-54	2	17	12%	3	17	18%
55-59	8	16	50%	0	13	0%
60-64	2	4	50%	5	7	71%
65-69	2	0	0%	2	0	0%
Professionals	**83**	**283**	**29%**	**45**	**344**	**13%**
20-24	0	1	0%	0	1	0%
25-29	4	14	29%	4	9	44%
30-34	6	30	20%	6	25	24%
35-39	5	34	15%	4	54	7%
40-44	2	38	5%	3	43	7%
45-49	6	40	15%	6	46	13%
50-54	11	47	23%	4	52	8%
55-59	23	47	49%	8	69	12%
60-64	21	26	81%	9	36	25%
65-69	4	6	67%	1	8	13%
70-74	1	0	0%	0	1	0%
Protective Services: Non-Sworn	**6**	**17**	**35%**	**3**	**20**	**15%**
15-19	0	0	0%	0	0	0%
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	2	0%
30-34	0	2	0%	0	4	0%
35-39	0	3	0%	1	3	33%
40-44	0	2	0%	0	2	0%
45-49	1	1	100%	1	1	100%
50-54	1	6	17%	1	4	25%
55-59	1	1	100%	0	3	0%
60-64	3	2	150%	0	1	0%
65-69	0	0	0%	0	0	0%

Figure 297: Countywide Departures by Age Group and Job Group (Part 1 of 12)

Job Group (continued)	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn	**28**	**187**	**15%**	**18**	**157**	**11%**
20-24	5	7	71%	0	1	0%
25-29	2	11	18%	2	6	33%
30-34	5	24	21%	2	16	13%
35-39	3	46	7%	3	42	7%
40-44	4	42	10%	5	39	13%
45-49	3	25	12%	2	25	8%
50-54	2	17	12%	3	17	18%
55-59	2	11	18%	1	9	11%
60-64	2	4	50%	0	2	0%
65-69	0	0	0%	0	0	0%
70-74	0	0	0%	0	0	0%
Protective Services: Sworn Officials	**4**	**26**	**15%**	**4**	**27**	**15%**
25-29	0	0	0%	0	0	0%
30-34	0	1	0%	0	1	0%
35-39	0	5	0%	0	2	0%
40-44	0	6	0%	0	8	0%
45-49	0	5	0%	0	8	0%
50-54	3	5	60%	2	4	50%
55-59	0	2	0%	2	2	100%
60-64	1	2	50%	0	2	0%
65-69	0	0	0%	0	0	0%
Service Maintenance	**22**	**136**	**16%**	**12**	**134**	**9%**
20-24	1	2	50%	0	2	0%
25-29	0	8	0%	2	6	33%
30-34	3	11	27%	0	9	0%
35-39	1	15	7%	2	16	13%
40-44	0	15	0%	1	17	6%
45-49	2	23	9%	0	20	0%
50-54	5	28	18%	2	28	7%
55-59	7	21	33%	2	23	9%
60-64	3	10	30%	2	11	18%
65-69	0	3	0%	1	2	50%
70-74	0	0	0%	0	0	0%
Skilled Craft	**10**	**43**	**23%**	**2**	**43**	**5%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	1	5	20%	0	4	0%
35-39	0	3	0%	0	2	0%
40-44	0	5	0%	0	8	0%
45-49	0	8	0%	1	3	33%
50-54	2	10	20%	1	12	8%
55-59	5	10	50%	0	11	0%
60-64	2	2	100%	0	3	0%
65-69	0	0	0%	0	0	0%

Figure 298: Countywide Departures by Age Group and Job Group (Part 2 of 12)

Job Group (continued)	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Technicians	**21**	**102**	**21%**	**13**	**103**	**13%**
15-19	0	0	0%	0	0	0%
20-24	0	2	0%	0	1	0%
25-29	0	2	0%	1	3	33%
30-34	3	6	50%	3	5	60%
35-39	0	12	0%	1	12	8%
40-44	3	16	19%	1	11	9%
45-49	3	20	15%	3	17	18%
50-54	2	19	11%	0	23	0%
55-59	5	19	26%	3	23	13%
60-64	3	5	60%	1	8	13%
65-69	2	1	200%	0	0	0%
Unknown	**1**	**255**	**0%**	**0**	**13**	**0%**
20-24	0	1	0%	0	0	0%
25-29	0	4	0%	0	0	0%
30-34	0	7	0%	0	1	0%
35-39	0	19	0%	0	1	0%
40-44	0	27	0%	0	1	0%
45-49	0	46	0%	0	3	0%
50-54	0	57	0%	0	4	0%
55-59	1	64	2%	0	2	0%
60-64	0	28	0%	0	1	0%
65-69	0	2	0%	0	0	0%
Grand Total	**249**	**1335**	**19%**	**141**	**1185**	**12%**

Figure 299: Countywide Departures by Age Group and Job Group (Part 3 of 12)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**34**	**280**	**12%**	**35**	**287**	**12%**
20-24	0	7	0%	1	9	11%
25-29	4	21	19%	3	25	12%
30-34	6	21	29%	4	22	18%
35-39	5	26	19%	5	29	17%
40-44	1	40	3%	4	32	13%
45-49	2	35	6%	5	39	13%
50-54	0	40	0%	4	45	9%
55-59	4	57	7%	3	55	5%
60-64	8	29	28%	6	24	25%
65-69	4	3	133%	0	6	0%
70-74	0	1	0%	0	1	0%
75-79	0	0	0%	0	0	0%
Officials and Managers	**9**	**74**	**12%**	**7**	**78**	**9%**
25-29	0	0	0%	0	0	0%
30-34	0	7	0%	0	4	0%
35-39	0	7	0%	0	8	0%
40-44	0	9	0%	1	14	7%
45-49	2	13	15%	0	10	0%
50-54	2	19	11%	2	19	11%
55-59	2	12	17%	1	14	7%
60-64	3	7	43%	3	8	38%
65-69	0	0	0%	0	1	0%
Professionals	**50**	**351**	**14%**	**53**	**362**	**15%**
20-24	0	1	0%	1	1	100%
25-29	1	12	8%	3	19	16%
30-34	4	37	11%	7	33	21%
35-39	7	51	14%	5	47	11%
40-44	5	44	11%	8	50	16%
45-49	5	49	10%	1	47	2%
50-54	6	50	12%	7	63	11%
55-59	9	64	14%	7	54	13%
60-64	8	33	24%	6	38	16%
65-69	3	9	33%	7	9	78%
70-74	2	1	200%	1	1	100%
Protective Services: Non-Sworn	**3**	**17**	**18%**	**1**	**19**	**5%**
15-19	0	0	0%	0	0	0%
20-24	0	1	0%	0	0	0%
25-29	0	1	0%	0	2	0%
30-34	0	1	0%	0	2	0%
35-39	0	4	0%	0	5	0%
40-44	0	1	0%	0	0	0%
45-49	1	2	50%	0	3	0%
50-54	0	1	0%	0	2	0%
55-59	1	5	20%	1	4	25%
60-64	0	1	0%	0	1	0%
65-69	1	0	0%	0	0	0%

Figure 300: Countywide Departures by Age Group and Job Group (Part 4 of 12)

Job Group (continued)	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn	**18**	**160**	**11%**	**20**	**177**	**11%**
20-24	1	5	20%	5	13	38%
25-29	3	11	27%	7	18	39%
30-34	1	16	6%	4	20	20%
35-39	2	31	6%	2	27	7%
40-44	3	45	7%	0	45	0%
45-49	1	25	4%	0	26	0%
50-54	4	14	29%	0	15	0%
55-59	3	12	25%	1	8	13%
60-64	0	0	0%	1	4	25%
65-69	0	1	0%	0	1	0%
70-74	0	0	0%	0	0	0%
Protective Services: Sworn Officials	**2**	**30**	**7%**	**5**	**32**	**16%**
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	1	0%
35-39	0	8	0%	0	8	0%
40-44	0	7	0%	1	7	14%
45-49	0	10	0%	1	8	13%
50-54	0	3	0%	1	5	20%
55-59	1	1	100%	1	2	50%
60-64	0	1	0%	1	1	100%
65-69	1	0	0%	0	0	0%
Service Maintenance	**8**	**130**	**6%**	**16**	**135**	**12%**
20-24	0	0	0%	1	1	100%
25-29	0	7	0%	0	6	0%
30-34	1	11	9%	0	12	0%
35-39	0	13	0%	0	14	0%
40-44	0	18	0%	2	22	9%
45-49	1	20	5%	4	20	20%
50-54	1	28	4%	2	27	7%
55-59	2	20	10%	3	20	15%
60-64	2	11	18%	3	10	30%
65-69	1	2	50%	1	3	33%
70-74	0	0	0%	0	0	0%
Skilled Craft	**4**	**43**	**9%**	**2**	**43**	**5%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	3	0%	0	2	0%
35-39	1	2	50%	0	3	0%
40-44	0	6	0%	0	4	0%
45-49	0	7	0%	0	8	0%
50-54	0	11	0%	1	11	9%
55-59	2	12	17%	0	10	0%
60-64	1	2	50%	1	5	20%
65-69	0	0	0%	0	0	0%

Figure 301: Countywide Departures by Age Group and Job Group (Part 5 of 12)

Job Group (continued)	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Technicians	**11**	**101**	**11%**	**13**	**106**	**12%**
15-19	0	0	0%	0	0	0%
20-24	0	0	0%	1	0	0%
25-29	1	3	33%	0	6	0%
30-34	1	5	20%	1	7	14%
35-39	0	12	0%	2	12	17%
40-44	2	12	17%	3	10	30%
45-49	2	18	11%	2	17	12%
50-54	1	23	4%	2	23	9%
55-59	4	19	21%	0	17	0%
60-64	0	9	0%	2	12	17%
65-69	0	0	0%	0	2	0%
Unknown	**0**	**6**	**0%**	**0**	**3**	**0%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	1	0%	0	1	0%
45-49	0	1	0%	0	0	0%
50-54	0	1	0%	0	0	0%
55-59	0	2	0%	0	2	0%
60-64	0	1	0%	0	0	0%
65-69	0	0	0%	0	0	0%
Grand Total	**139**	**1192**	**12%**	**152**	**1242**	**12%**

Figure 302: Countywide Departures by Age Group and Job Group (Part 6 of 12)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**39**	**296**	**13%**	**41**	**292**	**14%**
20-24	2	9	22%	3	10	30%
25-29	4	30	13%	8	28	29%
30-34	3	28	11%	5	31	16%
35-39	3	34	9%	3	32	9%
40-44	5	27	19%	2	29	7%
45-49	5	36	14%	5	33	15%
50-54	5	45	11%	3	41	7%
55-59	4	50	8%	3	46	7%
60-64	6	27	22%	8	30	27%
65-69	2	9	22%	1	11	9%
70-74	0	1	0%	0	1	0%
75-79	0	0	0%	0	0	0%
Officials and Managers	**10**	**86**	**12%**	**11**	**89**	**12%**
25-29	0	0	0%	0	0	0%
30-34	0	5	0%	0	4	0%
35-39	0	7	0%	0	9	0%
40-44	1	15	7%	2	11	18%
45-49	0	14	0%	0	19	0%
50-54	4	20	20%	1	16	6%
55-59	1	16	6%	6	19	32%
60-64	2	7	29%	1	9	11%
65-69	2	2	100%	1	2	50%
Professionals	**57**	**398**	**14%**	**52**	**420**	**12%**
20-24	0	2	0%	2	5	40%
25-29	2	31	6%	4	35	11%
30-34	8	43	19%	9	49	18%
35-39	3	62	5%	7	70	10%
40-44	5	53	9%	7	59	12%
45-49	5	43	12%	3	42	7%
50-54	7	58	12%	2	57	4%
55-59	12	54	22%	5	45	11%
60-64	9	40	23%	12	47	26%
65-69	6	10	60%	0	9	0%
70-74	0	2	0%	1	2	50%
Protective Services: Non-Sworn	**5**	**18**	**28%**	**4**	**19**	**21%**
15-19	1	0	0%	0	0	0%
20-24	1	0	0%	0	2	0%
25-29	1	1	100%	0	2	0%
30-34	0	2	0%	0	2	0%
35-39	1	5	20%	1	3	33%
40-44	0	0	0%	0	2	0%
45-49	0	3	0%	1	3	33%
50-54	0	1	0%	0	2	0%
55-59	0	5	0%	2	3	67%
60-64	1	1	100%	0	0	0%
65-69	0	0	0%	0	0	0%

Figure 303: Countywide Departures by Age Group and Job Group (Part 7 of 12)

Job Group (continued)	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn	**11**	**181**	**6%**	**27**	**187**	**14%**
20-24	1	10	10%	0	16	0%
25-29	1	21	5%	5	27	19%
30-34	5	18	28%	3	22	14%
35-39	1	25	4%	2	21	10%
40-44	0	45	0%	2	39	5%
45-49	0	30	0%	0	33	0%
50-54	1	17	6%	8	14	57%
55-59	2	10	20%	6	8	75%
60-64	0	4	0%	1	6	17%
65-69	0	1	0%	0	1	0%
70-74	0	0	0%	0	0	0%
Protective Services: Sworn Officials	**2**	**33**	**6%**	**2**	**33**	**6%**
25-29	0	0	0%	0	1	0%
30-34	0	1	0%	0	1	0%
35-39	0	6	0%	0	5	0%
40-44	0	12	0%	1	12	8%
45-49	0	6	0%	0	8	0%
50-54	1	6	17%	0	5	0%
55-59	1	2	50%	1	1	100%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%
Service Maintenance	**20**	**130**	**15%**	**8**	**129**	**6%**
20-24	1	2	50%	0	6	0%
25-29	0	3	0%	2	4	50%
30-34	0	13	0%	0	12	0%
35-39	1	15	7%	1	15	7%
40-44	1	16	6%	1	14	7%
45-49	4	16	25%	0	15	0%
50-54	3	28	11%	1	25	4%
55-59	3	21	14%	1	22	5%
60-64	5	12	42%	1	13	8%
65-69	1	3	33%	1	3	33%
70-74	1	1	100%	0	0	0%
Skilled Craft	**4**	**44**	**9%**	**2**	**44**	**5%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	1	0%
30-34	0	2	0%	0	1	0%
35-39	0	5	0%	0	6	0%
40-44	0	4	0%	0	3	0%
45-49	0	8	0%	0	8	0%
50-54	0	9	0%	0	8	0%
55-59	2	10	20%	0	13	0%
60-64	2	5	40%	2	3	67%
65-69	0	1	0%	0	1	0%

Figure 304: Countywide Departures by Age Group and Job Group (Part 8 of 12)

Job Group (continued)	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Technicians	**16**	**119**	**13%**	**15**	**131**	**11%**
15-19	0	1	0%	0	1	0%
20-24	1	3	33%	1	5	20%
25-29	2	8	25%	0	9	0%
30-34	3	10	30%	1	11	9%
35-39	0	7	0%	1	10	10%
40-44	1	12	8%	0	17	0%
45-49	1	15	7%	2	17	12%
50-54	3	19	16%	2	14	14%
55-59	3	26	12%	2	27	7%
60-64	0	16	0%	3	17	18%
65-69	2	2	100%	3	3	100%
Unknown	**0**	**2**	**0%**	**0**	**0**	**0%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	1	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	1	0%	0	0	0%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%
Grand Total	**164**	**1307**	**13%**	**162**	**1344**	**12%**

Figure 305: Countywide Departures by Age Group and Job Group (Part 9 of 12)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**40**	**297**	**13%**
20-24	2	11	18%
25-29	11	30	37%
30-34	1	29	3%
35-39	4	35	11%
40-44	7	28	25%
45-49	1	38	3%
50-54	2	35	6%
55-59	2	43	5%
60-64	4	37	11%
65-69	5	9	56%
70-74	0	1	0%
75-79	1	1	100%
Officials and Managers	**10**	**89**	**11%**
25-29	0	0	0%
30-34	0	4	0%
35-39	1	10	10%
40-44	2	13	15%
45-49	1	17	6%
50-54	1	20	5%
55-59	1	16	6%
60-64	2	9	22%
65-69	2	0	0%
Professionals	**73**	**436**	**17%**
20-24	2	5	40%
25-29	8	51	16%
30-34	13	52	25%
35-39	6	63	10%
40-44	10	64	16%
45-49	4	43	9%
50-54	6	55	11%
55-59	5	47	11%
60-64	12	41	29%
65-69	6	14	43%
70-74	1	1	100%
Protective Services: Non-Sworn	**1**	**20**	**5%**
15-19	0	0	0%
20-24	0	3	0%
25-29	0	1	0%
30-34	0	3	0%
35-39	0	4	0%
40-44	0	1	0%
45-49	1	3	33%
50-54	0	2	0%
55-59	0	1	0%
60-64	0	2	0%
65-69	0	0	0%

Figure 306: Countywide Departures by Age Group and Job Group (Part 10 of 12)

Job Group (continued)	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn	**22**	**196**	**11%**
20-24	2	17	12%
25-29	6	39	15%
30-34	1	31	3%
35-39	2	19	11%
40-44	2	29	7%
45-49	4	35	11%
50-54	1	17	6%
55-59	1	6	17%
60-64	3	2	150%
65-69	0	1	0%
70-74	0	0	0%
Protective Services: Sworn Officials	**2**	**37**	**5%**
25-29	0	1	0%
30-34	0	2	0%
35-39	0	4	0%
40-44	0	12	0%
45-49	0	9	0%
50-54	2	8	25%
55-59	0	1	0%
60-64	0	0	0%
65-69	0	0	0%
Service Maintenance	**13**	**128**	**10%**
20-24	3	7	43%
25-29	2	4	50%
30-34	1	7	14%
35-39	0	15	0%
40-44	0	18	0%
45-49	1	16	6%
50-54	3	21	14%
55-59	1	22	5%
60-64	0	13	0%
65-69	2	5	40%
70-74	0	0	0%
Skilled Craft	**3**	**43**	**7%**
20-24	0	0	0%
25-29	0	1	0%
30-34	0	1	0%
35-39	0	6	0%
40-44	0	4	0%
45-49	0	8	0%
50-54	1	4	25%
55-59	1	13	8%
60-64	1	5	20%
65-69	0	1	0%

Figure 307: Countywide Departures by Age Group and Job Group (Part 11 of 12)

Job Group (continued)	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Technicians	**18**	**133**	**14%**
15-19	0	0	0%
20-24	1	6	17%
25-29	4	13	31%
30-34	2	13	15%
35-39	1	11	9%
40-44	4	13	31%
45-49	1	18	6%
50-54	1	15	7%
55-59	1	24	4%
60-64	2	17	12%
65-69	1	3	33%
Unknown	**0**	**0**	**0%**
20-24	0	0	0%
25-29	0	0	0%
30-34	0	0	0%
35-39	0	0	0%
40-44	0	0	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	0	0%
60-64	0	0	0%
65-69	0	0	0%
Grand Total	**182**	**1379**	**13%**

Figure 308: Countywide Departures by Age Group and Job Group (Part 12 of 12)

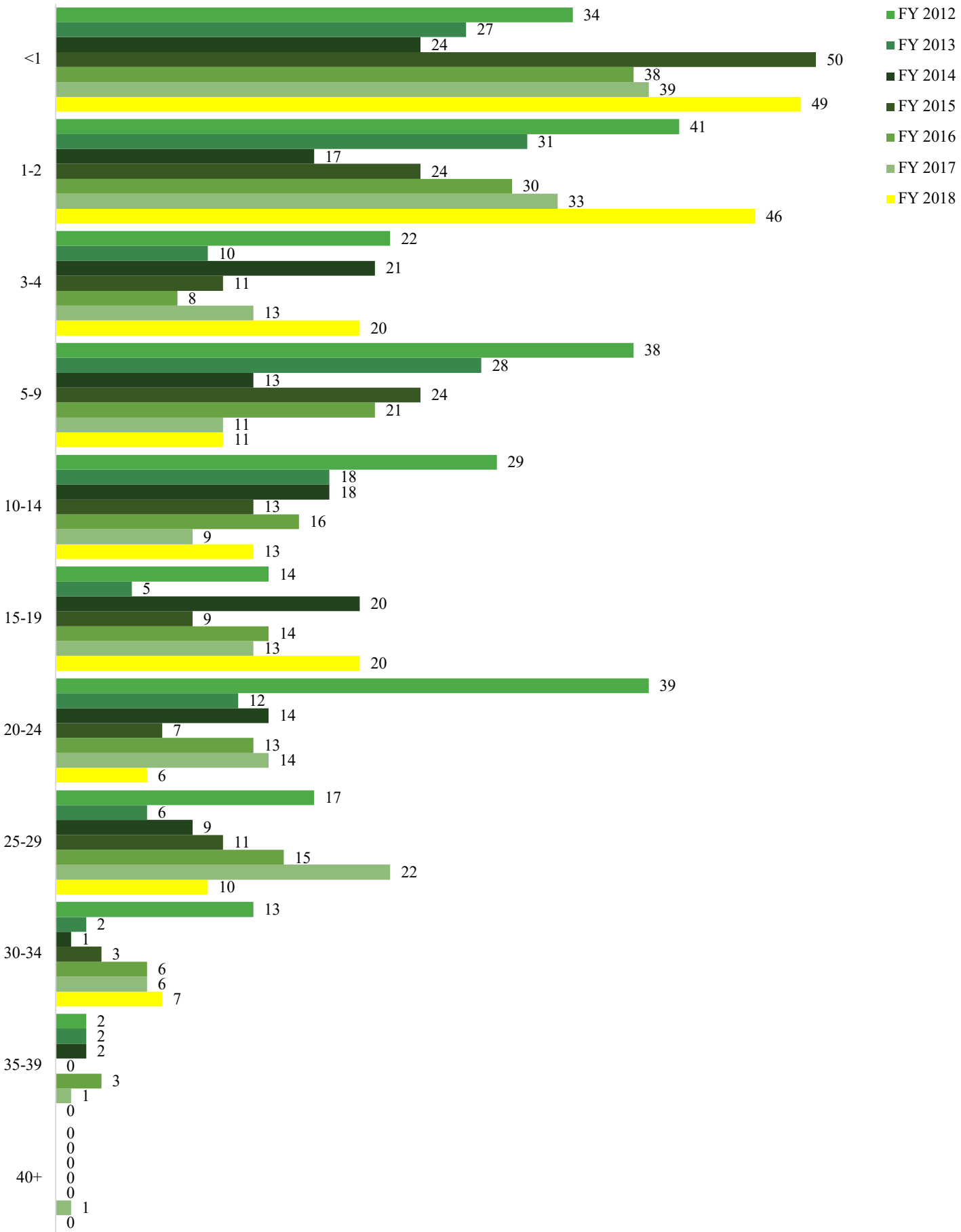

Figure 309: Countywide Departures by Years of Service

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**56**	**30**	**34**	**35**	**39**	**41**	**40**
<1	13	7	5	11	9	16	15
1-2	9	7	6	4	7	8	8
3-4	3	3	3	3	1	6	4
5-9	6	8	4	5	6	1	2
10-14	7	2	3	4	7	0	2
15-19	2	2	3	4	1	5	6
20-24	9	1	6	1	4	4	2
25-29	3	0	3	2	1	1	1
30-34	3	0	0	1	2	0	0
35-39	1	0	1	0	1	0	0
Officials and Managers	**18**	**14**	**9**	**7**	**10**	**11**	**10**
<1	0	1	1	0	1	0	1
1-2	2	2	0	3	1	2	2
3-4	4	2	2	0	1	1	2
5-9	1	1	1	0	1	0	0
10-14	2	5	2	2	2	0	2
15-19	0	0	1	0	0	2	1
20-24	7	1	1	0	0	1	1
25-29	1	0	0	1	2	3	0
30-34	1	1	0	1	2	2	1
35-39	0	1	1	0	0	0	0
Professionals	**83**	**45**	**50**	**53**	**57**	**52**	**73**
<1	10	15	12	14	10	10	15
1-2	11	11	9	11	14	17	23
3-4	8	3	8	4	4	5	8
5-9	11	6	5	15	7	5	7
10-14	11	4	6	2	5	2	7
15-19	8	0	6	2	5	2	5
20-24	13	4	2	1	7	3	2
25-29	6	1	2	4	1	6	1
30-34	5	1	0	0	2	1	5
35-39	0	0	0	0	2	0	0
40+	0	0	0	0	0	1	0
Protective Services: Non-Sworn	**6**	**3**	**3**	**1**	**5**	**4**	**1**
<1	1	0	1	0	3	1	0
3-4	0	0	1	1	0	0	1
5-9	2	1	0	0	1	0	0
10-14	0	0	0	0	0	1	0
15-19	0	1	1	0	0	1	0
20-24	2	1	0	0	1	0	0
25-29	1	0	0	0	0	1	0
Protective Services: Sworn	**28**	**18**	**18**	**20**	**11**	**27**	**22**
<1	4	0	3	13	4	7	6
1-2	12	5	1	2	3	2	4
3-4	1	1	2	1	0	0	4
5-9	3	3	1	0	1	2	1
10-14	4	3	1	2	0	2	1
15-19	1	2	4	0	1	2	1
20-24	1	2	3	0	0	1	0
25-29	2	2	3	1	2	10	4
30-34	0	0	0	1	0	1	1

Figure 310: Countywide Departures by Years of Service and Job Group (Part 1 of 2)

Job Group (continued)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Protective Services: Sworn Officials	**4**	**4**	**2**	**5**	**2**	**2**	**2**
1-2	0	0	0	1	0	0	0
3-4	0	0	0	1	0	0	0
5-9	2	0	0	0	0	0	0
10-14	0	1	0	0	0	1	0
15-19	0	0	1	0	0	0	0
20-24	1	1	1	2	0	0	0
25-29	1	2	0	1	2	0	2
30-34	0	0	0	0	0	1	0
Service Maintenance	**22**	**12**	**8**	**16**	**20**	**8**	**13**
<1	3	0	0	6	5	2	7
1-2	3	2	0	0	2	0	1
3-4	1	0	2	1	1	1	1
5-9	7	4	1	3	1	2	0
10-14	2	2	2	1	1	1	1
15-19	1	0	3	1	5	0	3
20-24	3	2	0	2	1	2	0
25-29	1	1	0	2	4	0	0
30-34	1	0	0	0	0	0	0
35-39	0	1	0	0	0	0	0
Skilled Craft	**10**	**2**	**4**	**2**	**4**	**2**	**3**
<1	1	1	0	1	0	0	0
1-2	1	0	0	0	0	0	0
5-9	1	0	0	0	0	0	1
10-14	1	1	1	0	0	0	0
15-19	0	0	1	1	1	0	0
20-24	2	0	1	0	0	2	0
25-29	0	0	0	0	3	0	2
30-34	3	0	1	0	0	0	0
35-39	1	0	0	0	0	0	0
Technicians	**21**	**13**	**11**	**13**	**16**	**15**	**18**
<1	1	3	2	5	6	3	5
1-2	3	4	1	3	3	4	8
3-4	5	1	3	0	1	0	0
5-9	5	5	1	1	4	1	0
10-14	2	0	3	2	1	2	0
15-19	2	0	0	1	1	1	4
20-24	1	0	0	1	0	1	1
25-29	2	0	1	0	0	1	0
30-34	0	0	0	0	0	1	0
35-39	0	0	0	0	0	1	0
Unknown	**1**	**0**	**0**	**0**	**0**	**0**	**0**
<1	1	0	0	0	0	0	0

Figure 311: Countywide Departures by Years of Service and Job Group (Part 2 of 2)

Assessor's Office Departures

Totals
Fiscal Year 2012: 15
Fiscal Year 2013: 4
Fiscal Year 2014: 4
Fiscal Year 2015: 6
Fiscal Year 2016: 4
Fiscal Year 2017: 4
Fiscal Year 2018: 3

Termination Reasons	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**
Layoff	4	0	0	0	0	0	0
Other Position	3	1	1	0	0	3	1
Other Reason	0	0	0	0	1	0	2
Probation	1	0	1	1	0	0	0
Relocation	0	0	1	1	1	1	0
Resignation	0	2	1	0	0	0	0
Retirement	7	1	0	4	2	0	0

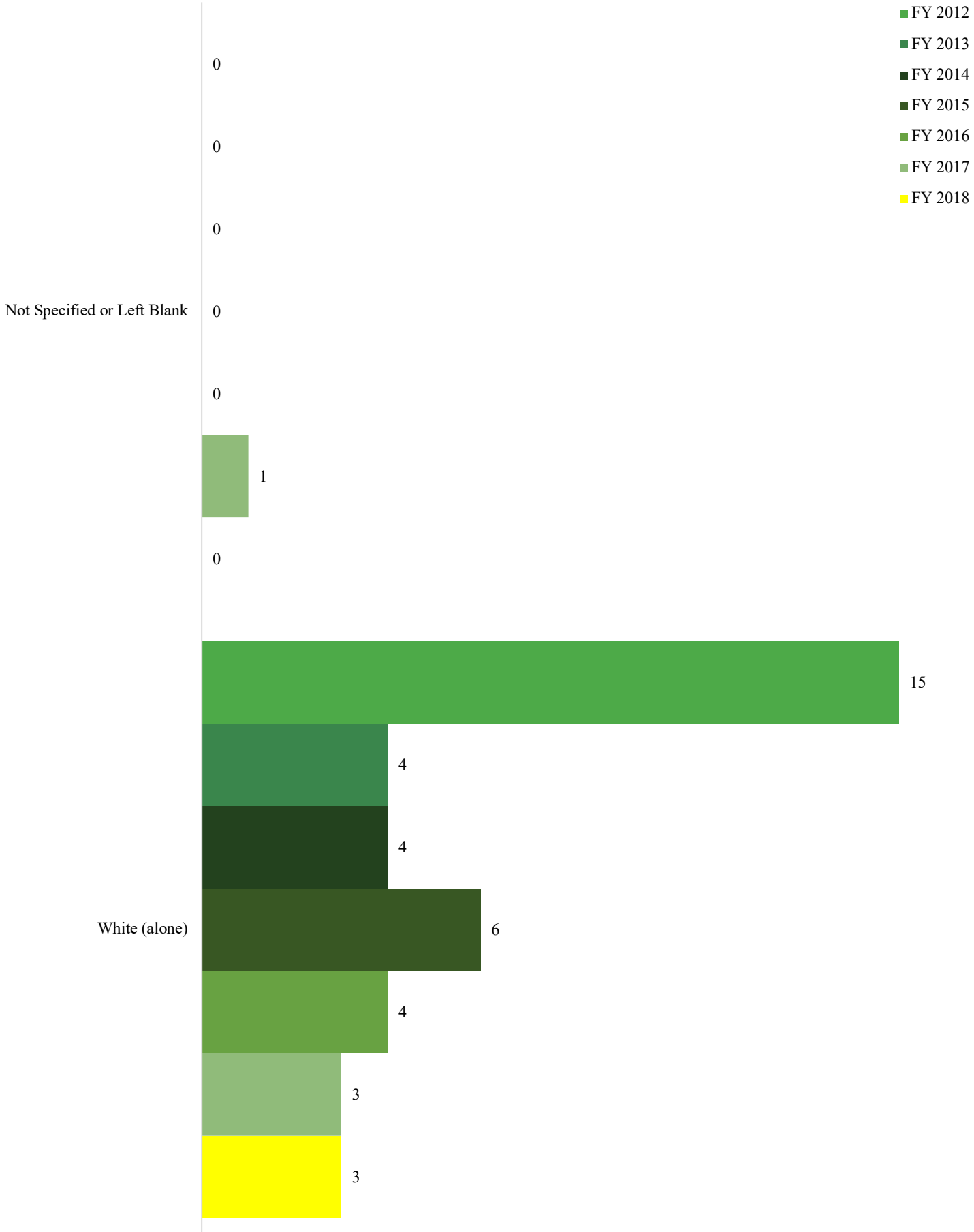

Figure 312: Assessor's Office Departures by Ethnicity

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**7**	**19**	**37%**	**0**	**23**	**0%**
American Indian and Alaska Native (alone)	0	1	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	7	18	39%	0	23	0%
Officials and Managers	**8**	**14**	**57%**	**4**	**13**	**31%**
American Indian and Alaska Native (alone)	0	0	0%	0	1	0%
Hispanic or Latino	0	1	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	8	13	62%	4	11	36%
Professionals	**0**	**2**	**0%**	**0**	**2**	**0%**
White (alone)	0	2	0%	0	2	0%
Technicians	**0**	**3**	**0%**	**0**	**4**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
White (alone)	0	3	0%	0	4	0%
Unknown	**0**	**17**	**0%**	**0**	**1**	**0%**
White (alone)	0	17	0%	0	1	0%
Grand Total	**15**	**55**	**27%**	**4**	**43**	**9%**

Figure 313: Assessor's Office Departures by Ethnicity and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**22**	**9%**	**4**	**21**	**19%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	2	22	9%	4	21	19%
Officials and Managers	**2**	**13**	**15%**	**2**	**14**	**14%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	1	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	2	11	18%	2	12	17%
Professionals	**0**	**2**	**0%**	**0**	**3**	**0%**
White (alone)	0	2	0%	0	3	0%
Technicians	**0**	**4**	**0%**	**0**	**4**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
White (alone)	0	4	0%	0	4	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
White (alone)	0	0	0%	0	0	0%
Grand Total	**4**	**41**	**10%**	**6**	**42**	**14%**

Figure 314: Assessor's Office Departures by Ethnicity and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**20**	**10%**	**2**	**22**	**9%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	3	0%
Not Specified or Left Blank	0	0	0%	1	0	0%
White (alone)	2	20	10%	1	19	5%
Officials and Managers	**1**	**16**	**6%**	**2**	**15**	**13%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	1	0%	0	1	0%
Multi-Ethnic	0	1	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	1	13	8%	2	12	17%
Professionals	**0**	**2**	**0%**	**0**	**3**	**0%**
White (alone)	0	2	0%	0	3	0%
Technicians	**1**	**4**	**25%**	**0**	**3**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
White (alone)	1	4	25%	0	3	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
White (alone)	0	0	0%	0	0	0%
Grand Total	**4**	**42**	**10%**	**4**	**43**	**9%**

Figure 315: Assessor's Office Departures by Ethnicity and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**22**	**9%**
American Indian and Alaska Native (alone)	0	0	0%
Multi-Ethnic	0	1	0%
Not Specified or Left Blank	0	0	0%
White (alone)	2	21	10%
Officials and Managers	**1**	**18**	**6%**
American Indian and Alaska Native (alone)	0	1	0%
Hispanic or Latino	0	1	0%
Multi-Ethnic	0	2	0%
Not Specified or Left Blank	0	1	0%
White (alone)	1	13	8%
Professionals	**0**	**3**	**0%**
White (alone)	0	3	0%
Technicians	**0**	**2**	**0%**
American Indian and Alaska Native (alone)	0	0	0%
White (alone)	0	2	0%
Unknown	**0**	**0**	**0%**
White (alone)	0	0	0%
Grand Total	**3**	**45**	**7%**

Figure 316: Assessor's Office Departures by Ethnicity and Job Group (Part 4 of 4)

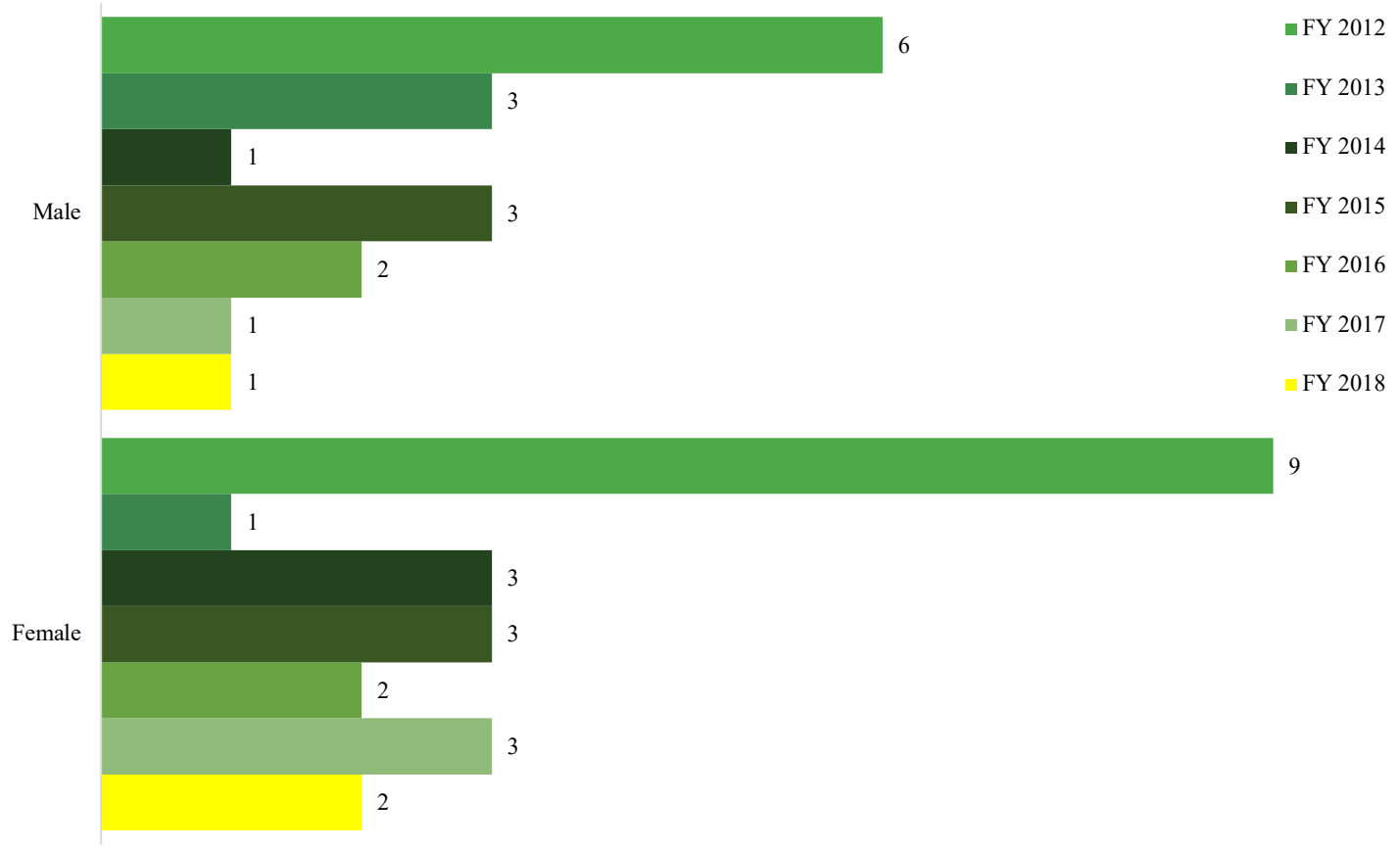

Figure 317: Assessor's Office Departures by Gender

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**7**	**19**	**37%**	**0**	**23**	**0%**
Female	7	18	39%	0	21	0%
Male	0	1	0%	0	2	0%
Officials and Managers	**8**	**14**	**57%**	**4**	**13**	**31%**
Female	2	7	29%	1	7	14%
Male	6	7	86%	3	6	50%
Professionals	**0**	**2**	**0%**	**0**	**2**	**0%**
Female	0	1	0%	0	0	0%
Male	0	1	0%	0	2	0%
Technicians	**0**	**3**	**0%**	**0**	**4**	**0%**
Female	0	1	0%	0	1	0%
Male	0	2	0%	0	3	0%
Unknown	**0**	**17**	**0%**	**0**	**1**	**0%**
Female	0	9	0%	0	1	0%
Male	0	8	0%	0	0	0%
Grand Total	**15**	**55**	**27%**	**4**	**43**	**9%**

Figure 318: Assessor's Office Departures by Gender and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**22**	**9%**	**4**	**21**	**19%**
Female	2	20	10%	3	20	15%
Male	0	2	0%	1	1	100%
Officials and Managers	**2**	**13**	**15%**	**2**	**14**	**14%**
Female	1	8	13%	0	6	0%
Male	1	5	20%	2	8	25%
Professionals	**0**	**2**	**0%**	**0**	**3**	**0%**
Female	0	0	0%	0	2	0%
Male	0	2	0%	0	1	0%
Technicians	**0**	**4**	**0%**	**0**	**4**	**0%**
Female	0	1	0%	0	1	0%
Male	0	3	0%	0	3	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Grand Total	**4**	**41**	**10%**	**6**	**42**	**14%**

Figure 319: Assessor's Office Departures by Gender and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**20**	**10%**	**2**	**22**	**9%**
Female	2	19	11%	2	21	10%
Male	0	1	0%	0	1	0%
Officials and Managers	**1**	**16**	**6%**	**2**	**15**	**13%**
Female	0	9	0%	1	10	10%
Male	1	7	14%	1	5	20%
Professionals	**0**	**2**	**0%**	**0**	**3**	**0%**
Female	0	1	0%	0	1	0%
Male	0	1	0%	0	2	0%
Technicians	**1**	**4**	**25%**	**0**	**3**	**0%**
Female	0	1	0%	0	1	0%
Male	1	3	33%	0	2	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Grand Total	**4**	**42**	**10%**	**4**	**43**	**9%**

Figure 320: Assessor's Office Departures by Gender and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**22**	**9%**
Female	2	21	10%
Male	0	1	0%
Officials and Managers	**1**	**18**	**6%**
Female	0	11	0%
Male	1	7	14%
Professionals	**0**	**3**	**0%**
Female	0	1	0%
Male	0	2	0%
Technicians	**0**	**2**	**0%**
Female	0	1	0%
Male	0	1	0%
Unknown	**0**	**0**	**0%**
Female	0	0	0%
Male	0	0	0%
Grand Total	**3**	**45**	**7%**

Figure 321: Assessor's Office Departures by Gender and Job Group (Part 4 of 4)

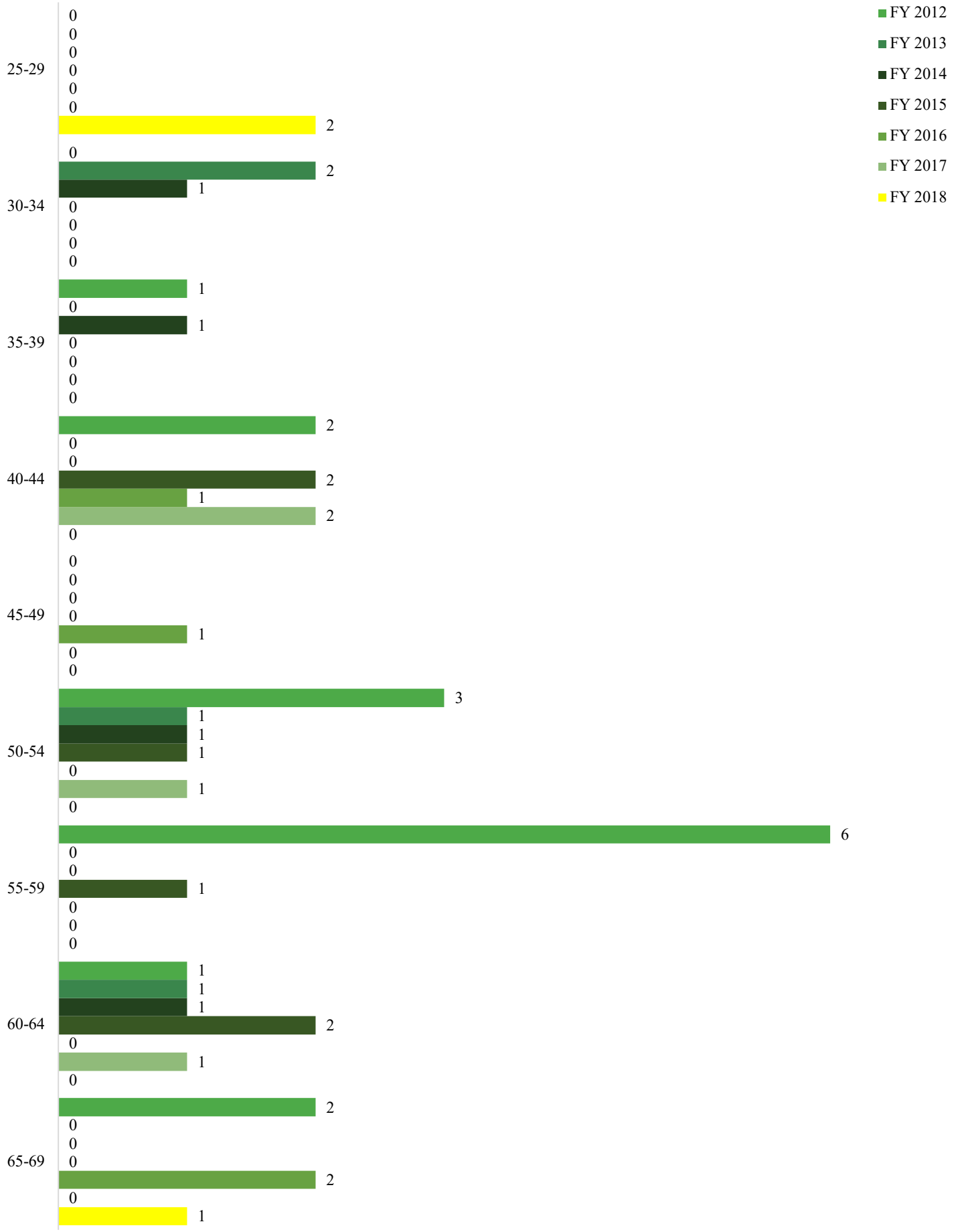

Figure 322: Assessor's Office Departures by Age Group

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**7**	**19**	**37%**	**0**	**23**	**0%**
25-29	0	3	0%	0	1	0%
30-34	0	2	0%	0	2	0%
35-39	0	3	0%	0	3	0%
40-44	2	4	50%	0	4	0%
45-49	0	1	0%	0	4	0%
50-54	2	3	67%	0	2	0%
55-59	3	3	100%	0	6	0%
60-64	0	0	0%	0	1	0%
65-69	0	0	0%	0	0	0%
Officials and Managers	**8**	**14**	**57%**	**4**	**13**	**31%**
25-29	0	0	0%	0	0	0%
30-34	0	1	0%	2	3	67%
35-39	1	3	33%	0	1	0%
40-44	0	3	0%	0	3	0%
45-49	0	1	0%	0	2	0%
50-54	1	2	50%	1	2	50%
55-59	3	3	100%	0	1	0%
60-64	1	1	100%	1	1	100%
65-69	2	0	0%	0	0	0%
Professionals	**0**	**2**	**0%**	**0**	**2**	**0%**
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	1	0%
45-49	0	1	0%	0	0	0%
50-54	0	1	0%	0	1	0%
60-64	0	0	0%	0	0	0%
Technicians	**0**	**3**	**0%**	**0**	**4**	**0%**
25-29	0	1	0%	0	1	0%
30-34	0	0	0%	0	0	0%
35-39	0	2	0%	0	2	0%
40-44	0	0	0%	0	0	0%
60-64	0	0	0%	0	1	0%
65-69	0	0	0%	0	0	0%
Unknown	**0**	**17**	**0%**	**0**	**1**	**0%**
25-29	0	0	0%	0	0	0%
35-39	0	2	0%	0	1	0%
40-44	0	4	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	3	0%	0	0	0%
55-59	0	4	0%	0	0	0%
60-64	0	3	0%	0	0	0%
65-69	0	1	0%	0	0	0%
Grand Total	**15**	**55**	**27%**	**4**	**43**	**9%**

Figure 323: Assessor's Office Departures by Age Group and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**22**	**9%**	**4**	**21**	**19%**
25-29	0	1	0%	0	1	0%
30-34	1	2	50%	0	2	0%
35-39	1	2	50%	0	2	0%
40-44	0	4	0%	1	2	50%
45-49	0	4	0%	0	7	0%
50-54	0	2	0%	1	1	100%
55-59	0	5	0%	1	3	33%
60-64	0	2	0%	1	2	50%
65-69	0	0	0%	0	1	0%
Officials and Managers	**2**	**13**	**15%**	**2**	**14**	**14%**
25-29	0	0	0%	0	0	0%
30-34	0	3	0%	0	2	0%
35-39	0	2	0%	0	1	0%
40-44	0	3	0%	1	6	17%
45-49	0	1	0%	0	1	0%
50-54	1	1	100%	0	1	0%
55-59	0	1	0%	0	0	0%
60-64	1	2	50%	1	3	33%
65-69	0	0	0%	0	0	0%
Professionals	**0**	**2**	**0%**	**0**	**3**	**0%**
35-39	0	1	0%	0	0	0%
40-44	0	0	0%	0	2	0%
45-49	0	0	0%	0	0	0%
50-54	0	1	0%	0	0	0%
60-64	0	0	0%	0	1	0%
Technicians	**0**	**4**	**0%**	**0**	**4**	**0%**
25-29	0	1	0%	0	0	0%
30-34	0	0	0%	0	1	0%
35-39	0	2	0%	0	0	0%
40-44	0	0	0%	0	2	0%
60-64	0	1	0%	0	0	0%
65-69	0	0	0%	0	1	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
25-29	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%
Grand Total	**4**	**41**	**10%**	**6**	**42**	**14%**

Figure 324: Assessor's Office Departures by Age Group and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**20**	**10%**	**2**	**22**	**9%**
25-29	0	1	0%	0	2	0%
30-34	0	2	0%	0	2	0%
35-39	0	2	0%	0	2	0%
40-44	0	2	0%	0	4	0%
45-49	1	8	13%	0	6	0%
50-54	0	1	0%	1	1	100%
55-59	0	2	0%	0	2	0%
60-64	0	1	0%	1	2	50%
65-69	1	1	100%	0	1	0%
Officials and Managers	**1**	**16**	**6%**	**2**	**15**	**13%**
25-29	0	0	0%	0	0	0%
30-34	0	3	0%	0	2	0%
35-39	0	2	0%	0	4	0%
40-44	1	5	20%	2	1	200%
45-49	0	2	0%	0	4	0%
50-54	0	1	0%	0	1	0%
55-59	0	1	0%	0	1	0%
60-64	0	1	0%	0	1	0%
65-69	0	1	0%	0	1	0%
Professionals	**0**	**2**	**0%**	**0**	**3**	**0%**
35-39	0	0	0%	0	0	0%
40-44	0	1	0%	0	2	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
60-64	0	1	0%	0	1	0%
Technicians	**1**	**4**	**25%**	**0**	**3**	**0%**
25-29	0	0	0%	0	0	0%
30-34	0	1	0%	0	1	0%
35-39	0	0	0%	0	0	0%
40-44	0	2	0%	0	2	0%
60-64	0	0	0%	0	0	0%
65-69	1	1	100%	0	0	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
25-29	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%
Grand Total	**4**	**42**	**10%**	**4**	**43**	**9%**

Figure 325: Assessor's Office Departures by Age Group and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**22**	**9%**
25-29	2	2	100%
30-34	0	1	0%
35-39	0	2	0%
40-44	0	3	0%
45-49	0	8	0%
50-54	0	2	0%
55-59	0	1	0%
60-64	0	2	0%
65-69	0	1	0%
Officials and Managers	**1**	**18**	**6%**
25-29	0	0	0%
30-34	0	2	0%
35-39	0	5	0%
40-44	0	3	0%
45-49	0	2	0%
50-54	0	4	0%
55-59	0	1	0%
60-64	0	1	0%
65-69	1	0	0%
Professionals	**0**	**3**	**0%**
35-39	0	0	0%
40-44	0	1	0%
45-49	0	1	0%
50-54	0	0	0%
60-64	0	1	0%
Technicians	**0**	**2**	**0%**
25-29	0	0	0%
30-34	0	0	0%
35-39	0	0	0%
40-44	0	2	0%
60-64	0	0	0%
65-69	0	0	0%
Unknown	**0**	**0**	**0%**
25-29	0	0	0%
35-39	0	0	0%
40-44	0	0	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	0	0%
60-64	0	0	0%
65-69	0	0	0%
Grand Total	**3**	**45**	**7%**

Figure 326: Assessor's Office Departures by Age Group and Job Group (Part 4 of 4)

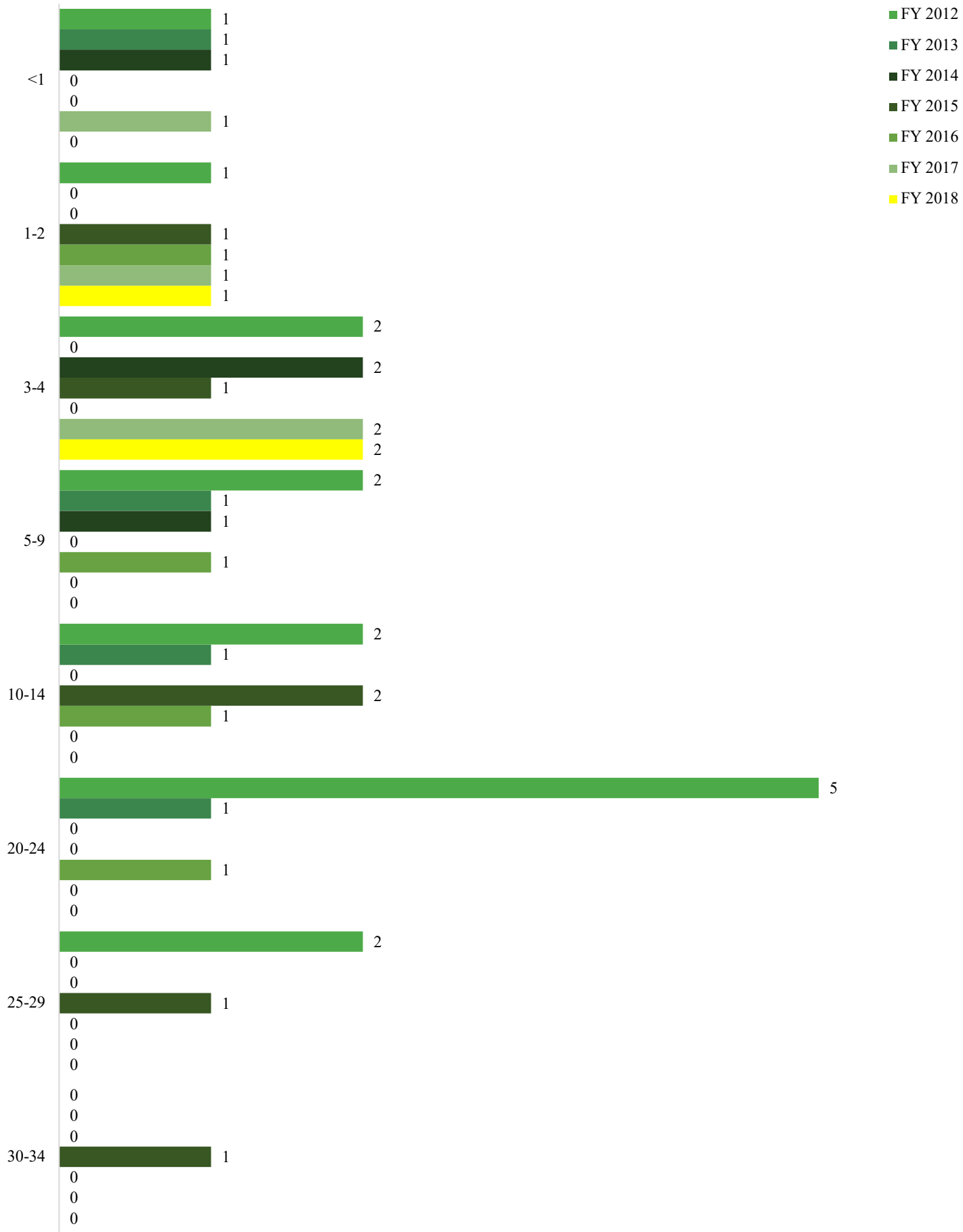

Figure 327: Assessor's Office Departures by Years of Service

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**7**	**0**	**2**	**4**	**2**	**2**	**2**
<1	1	0	0	0	0	1	0
1-2	0	0	0	0	0	0	1
3-4	0	0	1	1	0	1	1
5-9	1	0	1	0	1	0	0
10-14	2	0	0	1	0	0	0
20-24	2	0	0	0	1	0	0
25-29	1	0	0	1	0	0	0
30-34	0	0	0	1	0	0	0
Officials and Managers	**8**	**4**	**2**	**2**	**1**	**2**	**1**
<1	0	1	1	0	0	0	0
1-2	1	0	0	1	1	1	0
3-4	2	0	1	0	0	1	1
5-9	1	1	0	0	0	0	0
10-14	0	1	0	1	0	0	0
20-24	3	1	0	0	0	0	0
25-29	1	0	0	0	0	0	0
Technicians	**0**	**0**	**0**	**0**	**1**	**0**	**0**
10-14	0	0	0	0	1	0	0

Figure 328: Assessor's Office Departures by Years of Service and Job Group

County Administration Departures

Totals
Fiscal Year 2012: 21
Fiscal Year 2013: 8
Fiscal Year 2014: 11
Fiscal Year 2015: 8
Fiscal Year 2016: 5
Fiscal Year 2017: 13
Fiscal Year 2018: 16

Termination Reasons	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**
Layoff	9	2	0	0	0	0	0
Other Position	3	1	1	2	2	4	5
Other Reason	2	0	3	1	0	1	2
Probation	4	1	1	3	1	2	4
Relocation	0	0	1	2	0	1	2
Resignation	0	1	1	0	0	1	1
Retirement	3	3	4	0	2	4	2

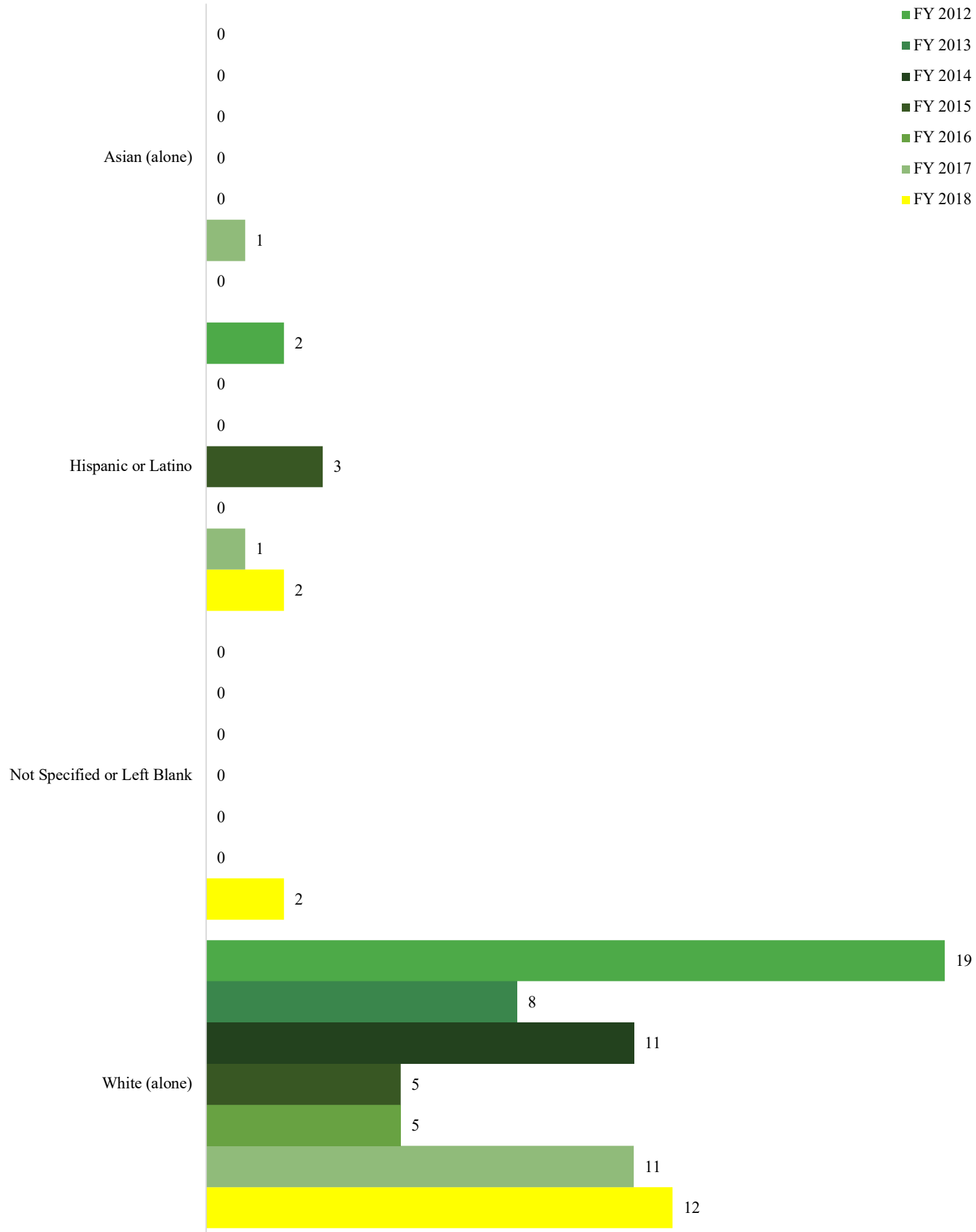

Figure 329: County Administration Departures by Ethnicity

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**11**	**25**	**44%**	**2**	**17**	**12%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	1	0%	0	1	0%
Hispanic or Latino	1	3	33%	0	1	0%
Multi-Ethnic	0	1	0%	0	0	0%
Native Hawaiian and Other Pacific Islander (alone)	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	10	20	50%	2	15	13%
Officials and Managers	**0**	**7**	**0%**	**3**	**8**	**38%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	7	0%	3	8	38%
Professionals	**5**	**8**	**63%**	**1**	**9**	**11%**
Asian (alone)	0	0	0%	0	1	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	1	1	100%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	4	7	57%	1	8	13%
Protective Services: Non-Sworn	**0**	**0**	**0%**	**0**	**0**	**0%**
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Protective Services: Sworn	**0**	**0**	**0%**	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Protective Services: Sworn Officials	**0**	**0**	**0%**	**0**	**0**	**0%**
White (alone)	0	0	0%	0	0	0%
Service Maintenance	**2**	**9**	**22%**	**1**	**12**	**8%**
American Indian and Alaska Native (alone)	0	0	0%	0	1	0%
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	3	0%	0	3	0%
Multi-Ethnic	0	0	0%	0	0	0%
White (alone)	2	5	40%	1	7	14%
Skilled Craft	**3**	**8**	**38%**	**1**	**8**	**13%**
Black or African American (alone)	0	1	0%	0	0	0%
Hispanic or Latino	0	1	0%	0	1	0%
White (alone)	3	6	50%	1	7	14%
Unknown	**0**	**17**	**0%**	**0**	**3**	**0%**
American Indian and Alaska Native (alone)	0	1	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	0	16	0%	0	3	0%
Grand Total	**21**	**74**	**28%**	**8**	**57**	**14%**

Figure 330: County Administration Departures by Ethnicity and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**27**	**7%**	**0**	**25**	**0%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Asian (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	1	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	0	0%
Native Hawaiian and Other Pacific Islander (alone)	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	2	24	8%	0	22	0%
Officials and Managers	**0**	**9**	**0%**	**0**	**9**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	1	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	8	0%	0	8	0%
Professionals	**2**	**18**	**11%**	**1**	**14**	**7%**
Asian (alone)	0	1	0%	0	1	0%
Black or African American (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	1	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	2	15	13%	1	11	9%
Protective Services: Non-Sworn	**1**	**1**	**100%**	**0**	**2**	**0%**
Hispanic or Latino	0	1	0%	0	1	0%
White (alone)	1	0	0%	0	1	0%
Protective Services: Sworn	**4**	**32**	**13%**	**3**	**29**	**10%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	2	0%	0	2	0%
Multi-Ethnic	0	1	0%	0	2	0%
Not Specified or Left Blank	0	2	0%	0	2	0%
White (alone)	4	26	15%	3	22	14%
Protective Services: Sworn Officials	**0**	**1**	**0%**	**0**	**1**	**0%**
White (alone)	0	1	0%	0	1	0%
Service Maintenance	**1**	**10**	**10%**	**4**	**12**	**33%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	0	0%	0	1	0%
Black or African American (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	4	0%	3	4	75%
Multi-Ethnic	0	0	0%	0	1	0%
White (alone)	1	5	20%	1	5	20%
Skilled Craft	**1**	**8**	**13%**	**0**	**7**	**0%**
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	1	0%	0	1	0%
White (alone)	1	7	14%	0	6	0%
Unknown	**0**	**2**	**0%**	**0**	**2**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	0	2	0%	0	2	0%
Grand Total	**11**	**108**	**10%**	**8**	**101**	**8%**

Figure 331: County Administration Departures by Ethnicity and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**25**	**0%**	**3**	**25**	**12%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Asian (alone)	0	1	0%	1	1	100%
Hispanic or Latino	0	1	0%	1	1	100%
Multi-Ethnic	0	0	0%	0	0	0%
Native Hawaiian and Other Pacific Islander (alone)	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	22	0%	1	22	5%
Officials and Managers	**1**	**11**	**9%**	**2**	**12**	**17%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	1	10	10%	2	11	18%
Professionals	**2**	**15**	**13%**	**0**	**14**	**0%**
Asian (alone)	0	1	0%	0	1	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	2	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	2	12	17%	0	11	0%
Protective Services: Non-Sworn	**0**	**2**	**0%**	**1**	**1**	**100%**
Hispanic or Latino	0	1	0%	0	1	0%
White (alone)	0	1	0%	1	0	0%
Protective Services: Sworn	**2**	**32**	**6%**	**7**	**34**	**21%**
American Indian and Alaska Native (alone)	0	0	0%	0	1	0%
Black or African American (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	2	0%	0	3	0%
Multi-Ethnic	0	1	0%	0	1	0%
Not Specified or Left Blank	0	2	0%	0	2	0%
White (alone)	2	26	8%	7	26	27%
Protective Services: Sworn Officials	**0**	**1**	**0%**	**0**	**1**	**0%**
White (alone)	0	1	0%	0	1	0%
Service Maintenance	**0**	**0**	**0%**	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Skilled Craft	**0**	**0**	**0%**	**0**	**0**	**0%**
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Unknown	**0**	**2**	**0%**	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	0	2	0%	0	0	0%
Grand Total	**5**	**88**	**6%**	**13**	**87**	**15%**

Figure 332: County Administration Departures by Ethnicity and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**27**	**4%**
American Indian and Alaska Native (alone)	0	1	0%
Asian (alone)	0	0	0%
Hispanic or Latino	0	1	0%
Multi-Ethnic	0	0	0%
Native Hawaiian and Other Pacific Islander (alone)	0	1	0%
Not Specified or Left Blank	0	0	0%
White (alone)	1	24	4%
Officials and Managers	**2**	**11**	**18%**
American Indian and Alaska Native (alone)	0	1	0%
Black or African American (alone)	0	0	0%
Hispanic or Latino	0	0	0%
Multi-Ethnic	0	0	0%
Not Specified or Left Blank	0	0	0%
White (alone)	2	10	20%
Professionals	**5**	**15**	**33%**
Asian (alone)	0	2	0%
Black or African American (alone)	0	0	0%
Hispanic or Latino	0	2	0%
Multi-Ethnic	0	1	0%
Not Specified or Left Blank	1	0	0%
White (alone)	4	10	40%
Protective Services: Non-Sworn	**0**	**2**	**0%**
Hispanic or Latino	0	1	0%
White (alone)	0	1	0%
Protective Services: Sworn	**8**	**34**	**24%**
American Indian and Alaska Native (alone)	0	1	0%
Black or African American (alone)	0	1	0%
Hispanic or Latino	2	3	67%
Multi-Ethnic	0	1	0%
Not Specified or Left Blank	1	1	100%
White (alone)	5	27	19%
Protective Services: Sworn Officials	**0**	**1**	**0%**
White (alone)	0	1	0%
Service Maintenance	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%
Asian (alone)	0	0	0%
Black or African American (alone)	0	0	0%
Hispanic or Latino	0	0	0%
Multi-Ethnic	0	0	0%
White (alone)	0	0	0%
Skilled Craft	**0**	**0**	**0%**
Black or African American (alone)	0	0	0%
Hispanic or Latino	0	0	0%
White (alone)	0	0	0%
Unknown	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%
Black or African American (alone)	0	0	0%
Hispanic or Latino	0	0	0%
White (alone)	0	0	0%
Grand Total	**16**	**90**	**18%**

Figure 333: County Administration Departures by Ethnicity and Job Group (Part 4 of 4)

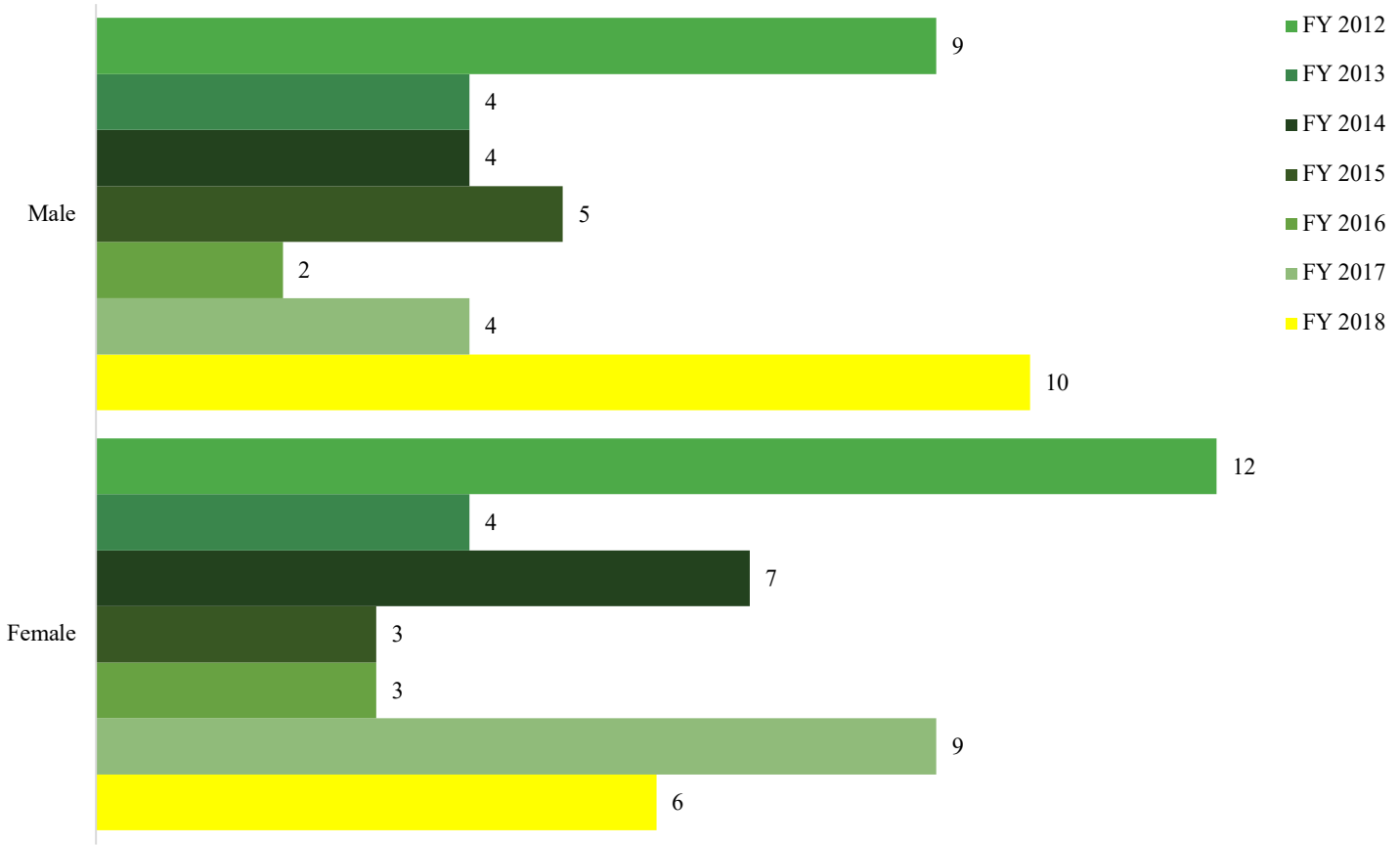

Figure 334: County Administration Departures by Gender

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**11**	**25**	**44%**	**2**	**17**	**12%**
Female	8	22	36%	2	16	13%
Male	3	3	100%	0	1	0%
Officials and Managers	**0**	**7**	**0%**	**3**	**8**	**38%**
Female	0	4	0%	1	5	20%
Male	0	3	0%	2	3	67%
Professionals	**5**	**8**	**63%**	**1**	**9**	**11%**
Female	4	7	57%	1	6	17%
Male	1	1	100%	0	3	0%
Protective Services: Non-Sworn	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Protective Services: Sworn	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Protective Services: Sworn Officials	**0**	**0**	**0%**	**0**	**0**	**0%**
Male	0	0	0%	0	0	0%
Service Maintenance	**2**	**9**	**22%**	**1**	**12**	**8%**
Female	0	4	0%	0	5	0%
Male	2	5	40%	1	7	14%
Skilled Craft	**3**	**8**	**38%**	**1**	**8**	**13%**
Male	3	8	38%	1	8	13%
Unknown	**0**	**17**	**0%**	**0**	**3**	**0%**
Female	0	8	0%	0	0	0%
Male	0	9	0%	0	3	0%
Grand Total	**21**	**74**	**28%**	**8**	**57**	**14%**

Figure 335: County Administration Departures by Gender and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**27**	**7%**	**0**	**25**	**0%**
Female	2	24	8%	0	24	0%
Male	0	3	0%	0	1	0%
Officials and Managers	**0**	**9**	**0%**	**0**	**9**	**0%**
Female	0	6	0%	0	6	0%
Male	0	3	0%	0	3	0%
Professionals	**2**	**18**	**11%**	**1**	**14**	**7%**
Female	2	11	18%	0	8	0%
Male	0	7	0%	1	6	17%
Protective Services: Non-Sworn	**1**	**1**	**100%**	**0**	**2**	**0%**
Female	1	1	100%	0	2	0%
Protective Services: Sworn	**4**	**32**	**13%**	**3**	**29**	**10%**
Female	2	14	14%	2	14	14%
Male	2	18	11%	1	15	7%
Protective Services: Sworn Officials	**0**	**1**	**0%**	**0**	**1**	**0%**
Male	0	1	0%	0	1	0%
Service Maintenance	**1**	**10**	**10%**	**4**	**12**	**33%**
Female	0	5	0%	1	5	20%
Male	1	5	20%	3	7	43%
Skilled Craft	**1**	**8**	**13%**	**0**	**7**	**0%**
Male	1	8	13%	0	7	0%
Unknown	**0**	**2**	**0%**	**0**	**2**	**0%**
Female	0	0	0%	0	0	0%
Male	0	2	0%	0	2	0%
Grand Total	**11**	**108**	**10%**	**8**	**101**	**8%**

Figure 336: County Administration Departures by Gender and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**25**	**0%**	**3**	**25**	**12%**
Female	0	23	0%	2	23	9%
Male	0	2	0%	1	2	50%
Officials and Managers	**1**	**11**	**9%**	**2**	**12**	**17%**
Female	1	8	13%	2	8	25%
Male	0	3	0%	0	4	0%
Professionals	**2**	**15**	**13%**	**0**	**14**	**0%**
Female	1	9	11%	0	9	0%
Male	1	6	17%	0	5	0%
Protective Services: Non-Sworn	**0**	**2**	**0%**	**1**	**1**	**100%**
Female	0	2	0%	1	1	100%
Protective Services: Sworn	**2**	**32**	**6%**	**7**	**34**	**21%**
Female	1	15	7%	4	15	27%
Male	1	17	6%	3	19	16%
Protective Services: Sworn Officials	**0**	**1**	**0%**	**0**	**1**	**0%**
Male	0	1	0%	0	1	0%
Service Maintenance	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Skilled Craft	**0**	**0**	**0%**	**0**	**0**	**0%**
Male	0	0	0%	0	0	0%
Unknown	**0**	**2**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	2	0%	0	0	0%
Grand Total	**5**	**88**	**6%**	**13**	**87**	**15%**

Figure 337: County Administration Departures by Gender and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**27**	**4%**
Female	1	26	4%
Male	0	1	0%
Officials and Managers	**2**	**11**	**18%**
Female	1	7	14%
Male	1	4	25%
Professionals	**5**	**15**	**33%**
Female	2	8	25%
Male	3	7	43%
Protective Services: Non-Sworn	**0**	**2**	**0%**
Female	0	2	0%
Protective Services: Sworn	**8**	**34**	**24%**
Female	2	15	13%
Male	6	19	32%
Protective Services: Sworn Officials	**0**	**1**	**0%**
Male	0	1	0%
Service Maintenance	**0**	**0**	**0%**
Female	0	0	0%
Male	0	0	0%
Skilled Craft	**0**	**0**	**0%**
Male	0	0	0%
Unknown	**0**	**0**	**0%**
Female	0	0	0%
Male	0	0	0%
Grand Total	**16**	**90**	**18%**

Figure 338: County Administration Departures by Gender and Job Group (Part 4 of 4)

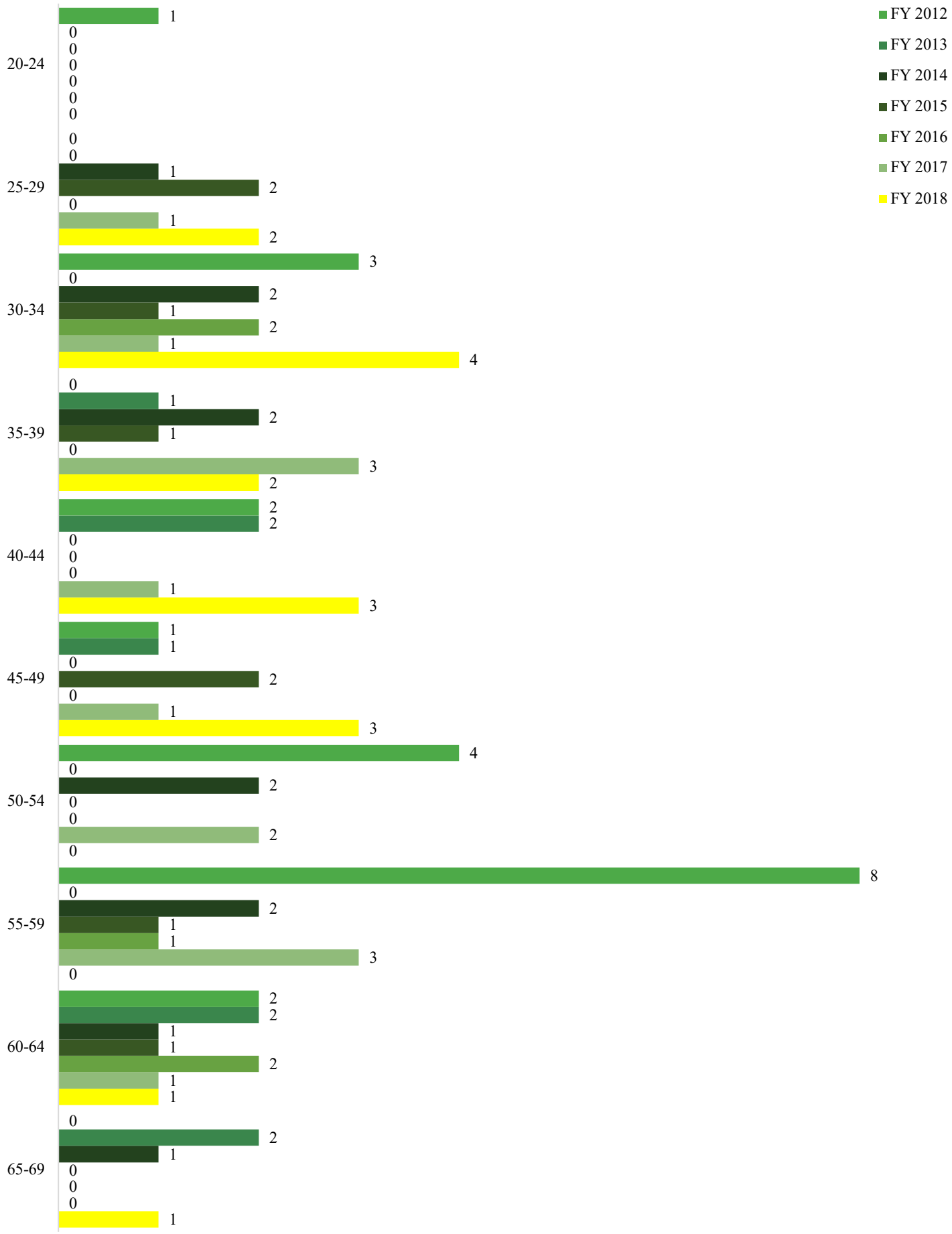

Figure 339: County Administration Departures by Age Group

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**11**	**25**	**44%**	**2**	**17**	**12%**
20-24	0	0	0%	0	0	0%
25-29	0	1	0%	0	0	0%
30-34	1	2	50%	0	0	0%
35-39	0	2	0%	0	1	0%
40-44	1	2	50%	1	1	100%
45-49	1	2	50%	0	1	0%
50-54	2	6	33%	0	4	0%
55-59	5	7	71%	0	8	0%
60-64	1	3	33%	0	2	0%
65-69	0	0	0%	1	0	0%
Officials and Managers	**0**	**7**	**0%**	**3**	**8**	**38%**
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	1	0%	1	1	100%
45-49	0	3	0%	0	2	0%
50-54	0	1	0%	0	2	0%
55-59	0	1	0%	0	2	0%
60-64	0	1	0%	1	1	100%
65-69	0	0	0%	1	0	0%
Professionals	**5**	**8**	**63%**	**1**	**9**	**11%**
25-29	0	0	0%	0	0	0%
30-34	1	1	100%	0	1	0%
35-39	0	1	0%	1	1	100%
40-44	1	1	100%	0	1	0%
45-49	0	2	0%	0	2	0%
50-54	1	2	50%	0	1	0%
55-59	2	1	200%	0	2	0%
60-64	0	0	0%	0	1	0%
Protective Services: Non-Sworn	**0**	**0**	**0%**	**0**	**0**	**0%**
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%

Figure 340: County Administration Departures by Age Group and Job Group (Part 1 of 8)

Job Group (continued)	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn	**0**	**0**	**0%**	**0**	**0**	**0%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%
70-74	0	0	0%	0	0	0%
Protective Services: Sworn Officials	**0**	**0**	**0%**	**0**	**0**	**0%**
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
Service Maintenance	**2**	**9**	**22%**	**1**	**12**	**8%**
20-24	1	0	0%	0	0	0%
25-29	0	2	0%	0	2	0%
30-34	0	1	0%	0	1	0%
35-39	0	1	0%	0	2	0%
40-44	0	0	0%	0	0	0%
45-49	0	1	0%	0	1	0%
50-54	0	2	0%	0	1	0%
55-59	0	1	0%	0	3	0%
60-64	1	1	100%	1	2	50%
Skilled Craft	**3**	**8**	**38%**	**1**	**8**	**13%**
30-34	1	1	100%	0	1	0%
35-39	0	1	0%	0	0	0%
40-44	0	1	0%	0	2	0%
45-49	0	3	0%	1	1	100%
50-54	1	2	50%	0	4	0%
55-59	1	0	0%	0	0	0%
Unknown	**0**	**17**	**0%**	**0**	**3**	**0%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	1	0%	0	0	0%
40-44	0	2	0%	0	1	0%
45-49	0	2	0%	0	0	0%
50-54	0	5	0%	0	1	0%
55-59	0	6	0%	0	1	0%
60-64	0	1	0%	0	0	0%
Grand Total	**21**	**74**	**28%**	**8**	**57**	**14%**

Figure 341: County Administration Departures by Age Group and Job Group (Part 2 of 8)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**27**	**7%**	**0**	**25**	**0%**
20-24	0	1	0%	0	0	0%
25-29	0	0	0%	0	1	0%
30-34	0	1	0%	0	1	0%
35-39	0	1	0%	0	1	0%
40-44	0	2	0%	0	0	0%
45-49	0	3	0%	0	3	0%
50-54	0	4	0%	0	4	0%
55-59	1	12	8%	0	11	0%
60-64	1	3	33%	0	4	0%
65-69	0	0	0%	0	0	0%
Officials and Managers	**0**	**9**	**0%**	**0**	**9**	**0%**
25-29	0	0	0%	0	0	0%
30-34	0	2	0%	0	2	0%
35-39	0	0	0%	0	0	0%
40-44	0	1	0%	0	1	0%
45-49	0	1	0%	0	1	0%
50-54	0	2	0%	0	2	0%
55-59	0	3	0%	0	3	0%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%
Professionals	**2**	**18**	**11%**	**1**	**14**	**7%**
25-29	0	0	0%	0	0	0%
30-34	1	4	25%	0	2	0%
35-39	0	3	0%	1	2	50%
40-44	0	3	0%	0	4	0%
45-49	0	3	0%	0	1	0%
50-54	1	2	50%	0	1	0%
55-59	0	2	0%	0	3	0%
60-64	0	1	0%	0	1	0%
Protective Services: Non-Sworn	**1**	**1**	**100%**	**0**	**2**	**0%**
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	1	0%
55-59	0	1	0%	0	1	0%
60-64	0	0	0%	0	0	0%
65-69	1	0	0%	0	0	0%

Figure 342: County Administration Departures by Age Group and Job Group (Part 3 of 8)

Job Group (continued)	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn	**4**	**32**	**13%**	**3**	**29**	**10%**
20-24	0	1	0%	0	0	0%
25-29	1	1	100%	2	1	200%
30-34	1	8	13%	1	4	25%
35-39	1	6	17%	0	8	0%
40-44	0	5	0%	0	5	0%
45-49	0	5	0%	0	5	0%
50-54	1	2	50%	0	2	0%
55-59	0	3	0%	0	2	0%
60-64	0	0	0%	0	1	0%
65-69	0	1	0%	0	1	0%
70-74	0	0	0%	0	0	0%
Protective Services: Sworn Officials	**0**	**1**	**0%**	**0**	**1**	**0%**
35-39	0	1	0%	0	1	0%
40-44	0	0	0%	0	0	0%
Service Maintenance	**1**	**10**	**10%**	**4**	**12**	**33%**
20-24	0	0	0%	0	0	0%
25-29	0	2	0%	0	2	0%
30-34	0	1	0%	0	1	0%
35-39	0	1	0%	0	1	0%
40-44	0	0	0%	0	2	0%
45-49	0	1	0%	2	2	100%
50-54	0	1	0%	0	0	0%
55-59	1	3	33%	1	3	33%
60-64	0	1	0%	1	1	100%
Skilled Craft	**1**	**8**	**13%**	**0**	**7**	**0%**
30-34	0	1	0%	0	0	0%
35-39	1	0	0%	0	0	0%
40-44	0	1	0%	0	1	0%
45-49	0	2	0%	0	2	0%
50-54	0	4	0%	0	4	0%
55-59	0	0	0%	0	0	0%
Unknown	**0**	**2**	**0%**	**0**	**2**	**0%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	1	0%	0	1	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	1	0%	0	1	0%
60-64	0	0	0%	0	0	0%
Grand Total	**11**	**108**	**10%**	**8**	**101**	**8%**

Figure 343: County Administration Departures by Age Group and Job Group (Part 4 of 8)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**25**	**0%**	**3**	**25**	**12%**
20-24	0	0	0%	0	0	0%
25-29	0	2	0%	0	1	0%
30-34	0	2	0%	0	3	0%
35-39	0	1	0%	0	1	0%
40-44	0	0	0%	0	0	0%
45-49	0	3	0%	1	2	50%
50-54	0	3	0%	1	2	50%
55-59	0	8	0%	1	7	14%
60-64	0	6	0%	0	7	0%
65-69	0	0	0%	0	2	0%
Officials and Managers	**1**	**11**	**9%**	**2**	**12**	**17%**
25-29	0	0	0%	0	0	0%
30-34	0	2	0%	0	2	0%
35-39	0	1	0%	0	1	0%
40-44	0	2	0%	0	1	0%
45-49	0	0	0%	0	3	0%
50-54	0	2	0%	0	2	0%
55-59	0	3	0%	1	2	50%
60-64	1	1	100%	1	1	100%
65-69	0	0	0%	0	0	0%
Professionals	**2**	**15**	**13%**	**0**	**14**	**0%**
25-29	0	0	0%	0	1	0%
30-34	0	4	0%	0	2	0%
35-39	0	2	0%	0	3	0%
40-44	0	3	0%	0	4	0%
45-49	0	0	0%	0	0	0%
50-54	0	1	0%	0	1	0%
55-59	1	4	25%	0	2	0%
60-64	1	1	100%	0	1	0%
Protective Services: Non-Sworn	**0**	**2**	**0%**	**1**	**1**	**100%**
30-34	0	0	0%	0	0	0%
35-39	0	1	0%	1	0	0%
55-59	0	1	0%	0	1	0%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%

Figure 344: County Administration Departures by Age Group and Job Group (Part 5 of 8)

Job Group (continued)	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn	**2**	**32**	**6%**	**7**	**34**	**21%**
20-24	0	0	0%	0	0	0%
25-29	0	1	0%	1	2	50%
30-34	2	2	100%	1	3	33%
35-39	0	9	0%	2	8	25%
40-44	0	9	0%	1	9	11%
45-49	0	3	0%	0	3	0%
50-54	0	4	0%	1	4	25%
55-59	0	2	0%	1	3	33%
60-64	0	1	0%	0	1	0%
65-69	0	1	0%	0	1	0%
70-74	0	0	0%	0	0	0%
Protective Services: Sworn Officials	**0**	**1**	**0%**	**0**	**1**	**0%**
35-39	0	0	0%	0	0	0%
40-44	0	1	0%	0	1	0%
Service Maintenance	**0**	**0**	**0%**	**0**	**0**	**0%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
Skilled Craft	**0**	**0**	**0%**	**0**	**0**	**0%**
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
Unknown	**0**	**2**	**0%**	**0**	**0**	**0%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	1	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	1	0%	0	0	0%
60-64	0	0	0%	0	0	0%
Grand Total	**5**	**88**	**6%**	**13**	**87**	**15%**

Figure 345: County Administration Departures by Age Group and Job Group (Part 6 of 8)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**27**	**4%**
20-24	0	0	0%
25-29	0	2	0%
30-34	0	1	0%
35-39	0	2	0%
40-44	0	1	0%
45-49	0	2	0%
50-54	0	3	0%
55-59	0	4	0%
60-64	0	11	0%
65-69	1	1	100%
Officials and Managers	**2**	**11**	**18%**
25-29	0	0	0%
30-34	0	2	0%
35-39	1	2	50%
40-44	1	1	100%
45-49	0	3	0%
50-54	0	1	0%
55-59	0	2	0%
60-64	0	0	0%
65-69	0	0	0%
Professionals	**5**	**15**	**33%**
25-29	0	1	0%
30-34	4	2	200%
35-39	0	3	0%
40-44	1	4	25%
45-49	0	1	0%
50-54	0	1	0%
55-59	0	2	0%
60-64	0	1	0%
Protective Services: Non-Sworn	**0**	**2**	**0%**
30-34	0	0	0%
35-39	0	1	0%
55-59	0	0	0%
60-64	0	1	0%
65-69	0	0	0%

Figure 346: County Administration Departures by Age Group and Job Group (Part 7 of 8)

Job Group (continued)	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn	**8**	**34**	**24%**
20-24	0	0	0%
25-29	2	4	50%
30-34	0	6	0%
35-39	1	6	17%
40-44	1	5	20%
45-49	3	5	60%
50-54	0	4	0%
55-59	0	3	0%
60-64	1	0	0%
65-69	0	1	0%
70-74	0	0	0%
Protective Services: Sworn Officials	**0**	**1**	**0%**
35-39	0	0	0%
40-44	0	1	0%
Service Maintenance	**0**	**0**	**0%**
20-24	0	0	0%
25-29	0	0	0%
30-34	0	0	0%
35-39	0	0	0%
40-44	0	0	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	0	0%
60-64	0	0	0%
Skilled Craft	**0**	**0**	**0%**
30-34	0	0	0%
35-39	0	0	0%
40-44	0	0	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	0	0%
Unknown	**0**	**0**	**0%**
20-24	0	0	0%
25-29	0	0	0%
30-34	0	0	0%
35-39	0	0	0%
40-44	0	0	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	0	0%
60-64	0	0	0%
Grand Total	**16**	**90**	**18%**

Figure 347: County Administration Departures by Age Group and Job Group (Part 8 of 8)

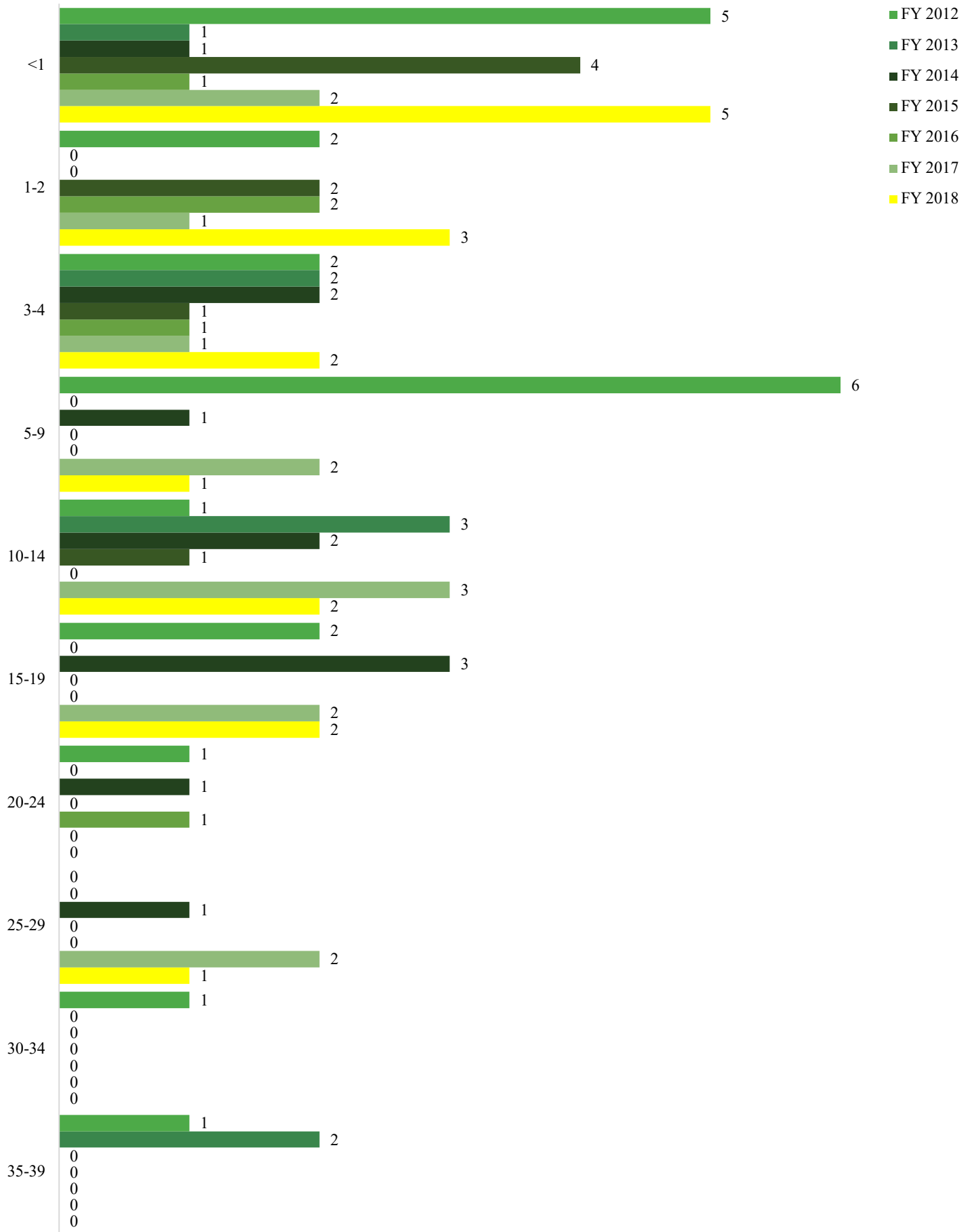

Figure 348: County Administration Departures by Years of Service

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**11**	**2**	**2**	**0**	**0**	**3**	**1**
<1	2	0	0	0	0	1	0
1-2	2	0	0	0	0	0	0
3-4	1	1	0	0	0	1	0
5-9	3	0	0	0	0	0	0
10-14	1	1	0	0	0	0	0
15-19	1	0	0	0	0	0	1
20-24	0	0	1	0	0	0	0
25-29	0	0	1	0	0	1	0
35-39	1	0	0	0	0	0	0
Officials and Managers	**0**	**3**	**0**	**0**	**1**	**2**	**2**
1-2	0	0	0	0	0	0	1
3-4	0	0	0	0	1	0	0
10-14	0	2	0	0	0	0	1
15-19	0	0	0	0	0	1	0
25-29	0	0	0	0	0	1	0
35-39	0	1	0	0	0	0	0
Professionals	**5**	**1**	**2**	**1**	**2**	**0**	**5**
<1	1	0	1	0	0	0	2
1-2	0	0	0	1	1	0	2
3-4	1	1	0	0	0	0	1
5-9	2	0	0	0	0	0	0
15-19	1	0	1	0	0	0	0
20-24	0	0	0	0	1	0	0
Protective Services: Non-Sworn	**0**	**0**	**1**	**0**	**0**	**1**	**0**
10-14	0	0	0	0	0	1	0
15-19	0	0	1	0	0	0	0
Protective Services: Sworn	**0**	**0**	**4**	**3**	**2**	**7**	**8**
<1	0	0	0	0	1	1	3
1-2	0	0	0	1	1	1	0
3-4	0	0	1	1	0	0	1
5-9	0	0	1	0	0	2	1
10-14	0	0	1	1	0	2	1
15-19	0	0	1	0	0	1	1
25-29	0	0	0	0	0	0	1
Service Maintenance	**2**	**1**	**1**	**4**	**0**	**0**	**0**
<1	1	0	0	4	0	0	0
3-4	0	0	1	0	0	0	0
5-9	1	0	0	0	0	0	0
35-39	0	1	0	0	0	0	0
Skilled Craft	**3**	**1**	**1**	**0**	**0**	**0**	**0**
<1	1	1	0	0	0	0	0
10-14	0	0	1	0	0	0	0
20-24	1	0	0	0	0	0	0
30-34	1	0	0	0	0	0	0

Figure 349: County Administration Departures by Years of Service and Job Group

County Counsel Departures

Totals
Fiscal Year 2012: 4
Fiscal Year 2013: 1
Fiscal Year 2014: 0
Fiscal Year 2015: 1
Fiscal Year 2016: 1
Fiscal Year 2017: 0
Fiscal Year 2018: 1

Termination Reasons	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**
Layoff	1	0	0	0	0	0	0
Other Position	0	0	0	1	1	0	1
Other Reason	1	0	0	0	0	0	0
Probation	0	1	0	0	0	0	0
Retirement	2	0	0	0	0	0	0

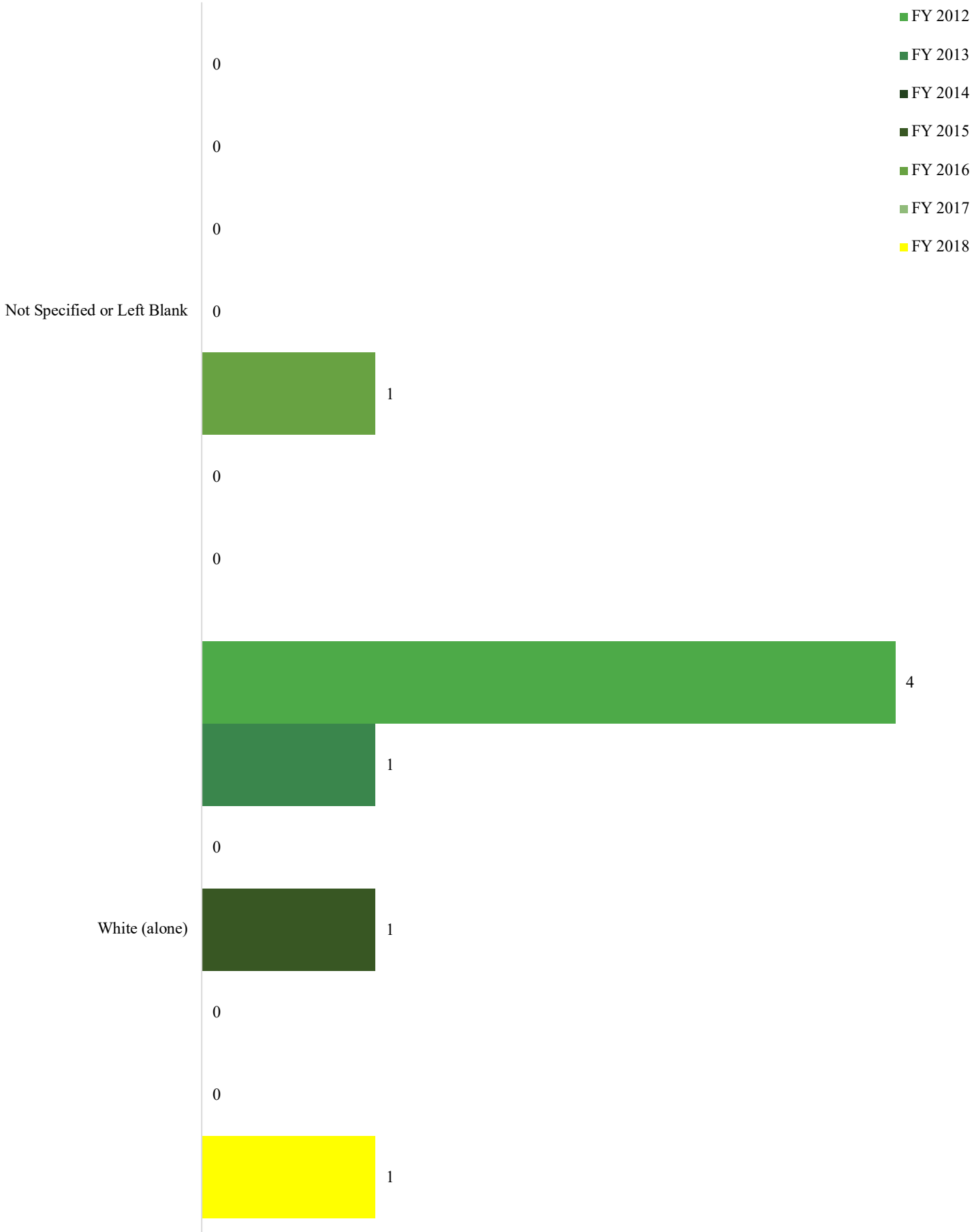

Figure 350: County Counsel Departures by Ethnicity

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**1**	**0%**	**0**	**3**	**0%**
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	1	0%
White (alone)	0	1	0%	0	2	0%
Officials and Managers	**0**	**0**	**0%**	**0**	**0**	**0%**
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Professionals	**4**	**3**	**133%**	**1**	**3**	**33%**
Hispanic or Latino	0	1	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	4	2	200%	1	2	50%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
White (alone)	0	0	0%	0	0	0%
Grand Total	**4**	**4**	**100%**	**1**	**6**	**17%**

Figure 351: County Counsel Departures by Ethnicity and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**2**	**0%**	**1**	**3**	**33%**
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	2	0%	1	3	33%
Officials and Managers	**0**	**0**	**0%**	**0**	**1**	**0%**
Not Specified or Left Blank	0	0	0%	0	1	0%
White (alone)	0	0	0%	0	0	0%
Professionals	**0**	**4**	**0%**	**0**	**6**	**0%**
Hispanic or Latino	0	1	0%	0	1	0%
Not Specified or Left Blank	0	1	0%	0	1	0%
White (alone)	0	2	0%	0	4	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
White (alone)	0	0	0%	0	0	0%
Grand Total	**0**	**6**	**0%**	**1**	**10**	**10%**

Figure 352: County Counsel Departures by Ethnicity and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**2**	**0%**	**0**	**3**	**0%**
Multi-Ethnic	0	0	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	2	0%	0	2	0%
Officials and Managers	**0**	**1**	**0%**	**0**	**1**	**0%**
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	1	0%	0	1	0%
Professionals	**1**	**5**	**20%**	**0**	**4**	**0%**
Hispanic or Latino	0	1	0%	0	1	0%
Not Specified or Left Blank	1	1	100%	0	0	0%
White (alone)	0	3	0%	0	3	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
White (alone)	0	0	0%	0	0	0%
Grand Total	**1**	**8**	**13%**	**0**	**8**	**0%**

Figure 353: County Counsel Departures by Ethnicity and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**2**	**50%**
Multi-Ethnic	0	0	0%
Not Specified or Left Blank	0	0	0%
White (alone)	1	2	50%
Officials and Managers	**0**	**2**	**0%**
Not Specified or Left Blank	0	1	0%
White (alone)	0	1	0%
Professionals	**0**	**5**	**0%**
Hispanic or Latino	0	1	0%
Not Specified or Left Blank	0	0	0%
White (alone)	0	4	0%
Unknown	**0**	**0**	**0%**
White (alone)	0	0	0%
Grand Total	**1**	**9**	**11%**

Figure 354: County Counsel Departures by Ethnicity and Job Group (Part 4 of 4)

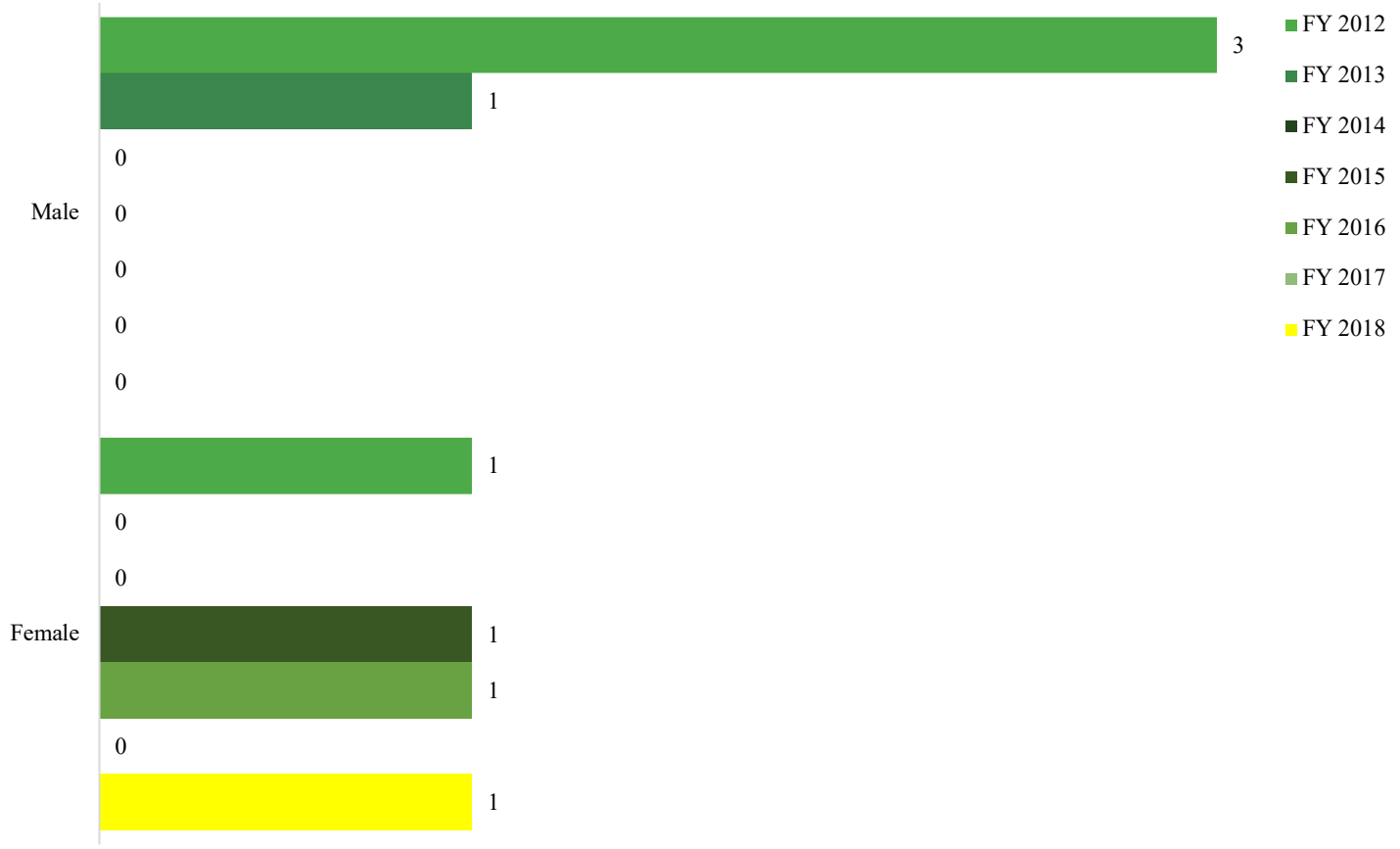

Figure 355: County Counsel Departures by Gender

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**1**	**0%**	**0**	**3**	**0%**
Female	0	1	0%	0	3	0%
Male	0	0	0%	0	0	0%
Officials and Managers	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Professionals	**4**	**3**	**133%**	**1**	**3**	**33%**
Female	1	0	0%	0	0	0%
Male	3	3	100%	1	3	33%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Grand Total	**4**	**4**	**100%**	**1**	**6**	**17%**

Figure 356: County Counsel Departures by Gender and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Average Employed	Number Terminated	Turnover Rate
Administrative Support	**0**	**2**	**0%**	**1**	**3**	**33%**
Female	0	2	0%	1	2	50%
Male	0	0	0%	0	1	0%
Officials and Managers	**0**	**0**	**0%**	**0**	**1**	**0%**
Female	0	0	0%	0	1	0%
Male	0	0	0%	0	0	0%
Professionals	**0**	**4**	**0%**	**0**	**6**	**0%**
Female	0	1	0%	0	3	0%
Male	0	3	0%	0	3	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Grand Total	**0**	**6**	**0%**	**1**	**10**	**10%**

Figure 357: County Counsel Departures by Gender and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Average Employed	Number Terminated	Turnover Rate
Administrative Support	**0**	**2**	**0%**	**0**	**3**	**0%**
Female	0	2	0%	0	3	0%
Male	0	0	0%	0	0	0%
Officials and Managers	**0**	**1**	**0%**	**0**	**1**	**0%**
Female	0	1	0%	0	1	0%
Male	0	0	0%	0	0	0%
Professionals	**1**	**5**	**20%**	**0**	**4**	**0%**
Female	1	2	50%	0	1	0%
Male	0	3	0%	0	3	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Grand Total	**1**	**8**	**13%**	**0**	**8**	**0%**

Figure 358: County Counsel Departures by Gender and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**2**	**50%**
Female	1	2	50%
Male	0	0	0%
Officials and Managers	**0**	**2**	**0%**
Female	0	2	0%
Male	0	0	0%
Professionals	**0**	**5**	**0%**
Female	0	2	0%
Male	0	3	0%
Unknown	**0**	**0**	**0%**
Female	0	0	0%
Male	0	0	0%
Grand Total	**1**	**9**	**11%**

Figure 359: County Counsel Departures by Gender and Job Group (Part 4 of 4)

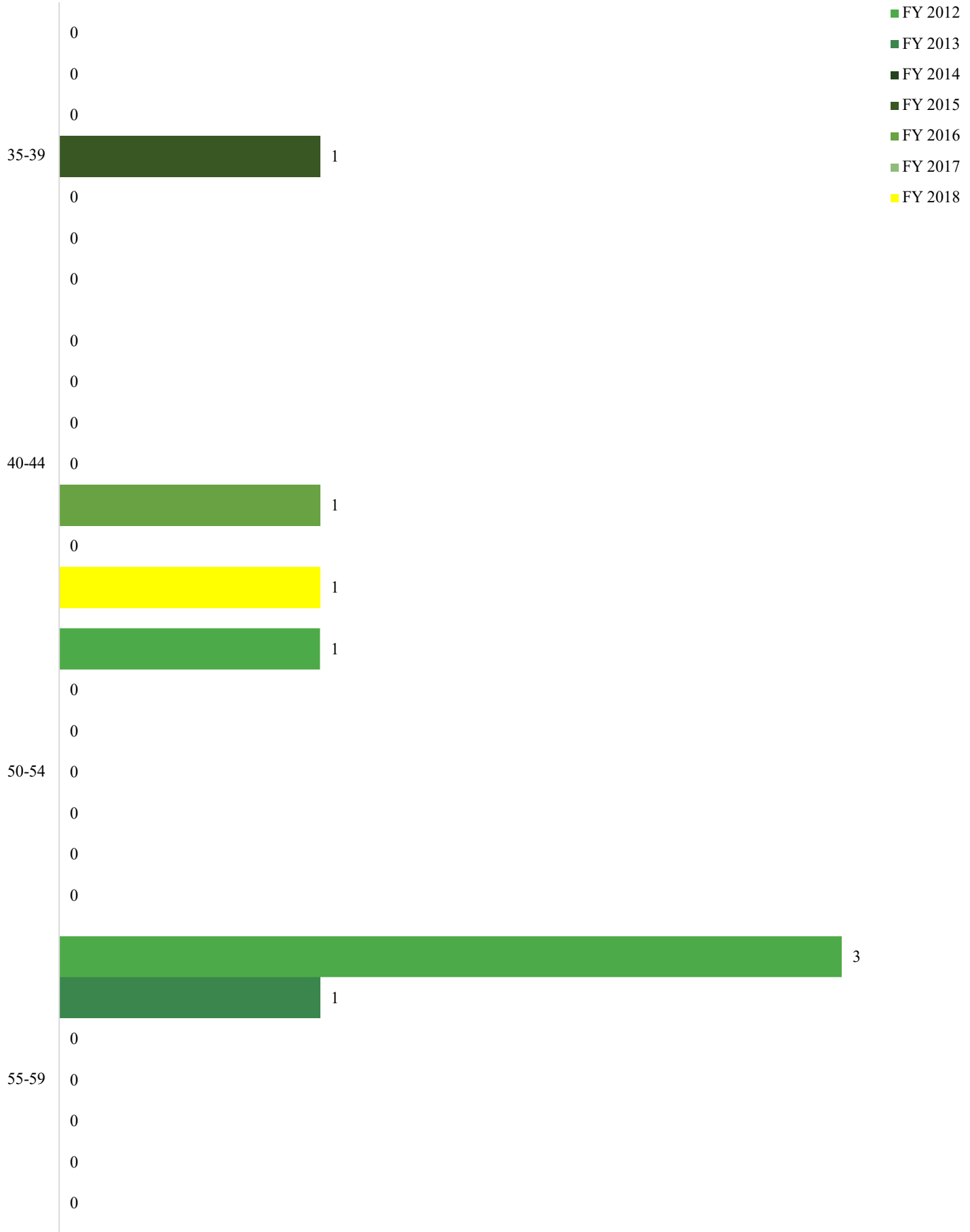

Figure 360: County Counsel Departures by Age Group

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**1**	**0%**	**0**	**3**	**0%**
30-34	0	0	0%	0	1	0%
35-39	0	0	0%	0	2	0%
40-44	0	0	0%	0	0	0%
45-49	0	1	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
Officials and Managers	**0**	**0**	**0%**	**0**	**0**	**0%**
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
Professionals	**4**	**3**	**133%**	**1**	**3**	**33%**
35-39	0	1	0%	0	1	0%
40-44	0	0	0%	0	0	0%
45-49	0	1	0%	0	0	0%
50-54	1	0	0%	0	1	0%
55-59	3	1	300%	1	1	100%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
Grand Total	**4**	**4**	**100%**	**1**	**6**	**17%**

Figure 361: County Counsel Departures by Age Group and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**2**	**0%**	**1**	**3**	**33%**
30-34	0	1	0%	0	1	0%
35-39	0	1	0%	1	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	2	0%
55-59	0	0	0%	0	0	0%
Officials and Managers	**0**	**0**	**0%**	**0**	**1**	**0%**
35-39	0	0	0%	0	1	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
Professionals	**0**	**4**	**0%**	**0**	**6**	**0%**
35-39	0	2	0%	0	2	0%
40-44	0	0	0%	0	1	0%
45-49	0	0	0%	0	1	0%
50-54	0	1	0%	0	1	0%
55-59	0	0	0%	0	0	0%
60-64	0	1	0%	0	1	0%
65-69	0	0	0%	0	0	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
Grand Total	**0**	**6**	**0%**	**1**	**10**	**10%**

Figure 362: County Counsel Departures by Age Group and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**2**	**0%**	**0**	**3**	**0%**
30-34	0	1	0%	0	0	0%
35-39	0	0	0%	0	1	0%
40-44	0	0	0%	0	1	0%
45-49	0	0	0%	0	0	0%
50-54	0	1	0%	0	1	0%
55-59	0	0	0%	0	0	0%
Officials and Managers	**0**	**1**	**0%**	**0**	**1**	**0%**
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	1	0%	0	0	0%
50-54	0	0	0%	0	1	0%
Professionals	**1**	**5**	**20%**	**0**	**4**	**0%**
35-39	0	1	0%	0	1	0%
40-44	1	2	50%	0	1	0%
45-49	0	0	0%	0	0	0%
50-54	0	1	0%	0	1	0%
55-59	0	0	0%	0	0	0%
60-64	0	1	0%	0	1	0%
65-69	0	0	0%	0	0	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
Grand Total	**1**	**8**	**13%**	**0**	**8**	**0%**

Figure 363: County Counsel Departures by Age Group and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**2**	**50%**
30-34	0	0	0%
35-39	0	1	0%
40-44	1	0	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	1	0%
Officials and Managers	**0**	**2**	**0%**
35-39	0	0	0%
40-44	0	1	0%
45-49	0	0	0%
50-54	0	1	0%
Professionals	**0**	**5**	**0%**
35-39	0	1	0%
40-44	0	2	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	1	0%
60-64	0	0	0%
65-69	0	1	0%
Unknown	**0**	**0**	**0%**
40-44	0	0	0%
45-49	0	0	0%
50-54	0	0	0%
Grand Total	**1**	**9**	**11%**

Figure 364: County Counsel Departures by Age Group and Job Group (Part 4 of 4)

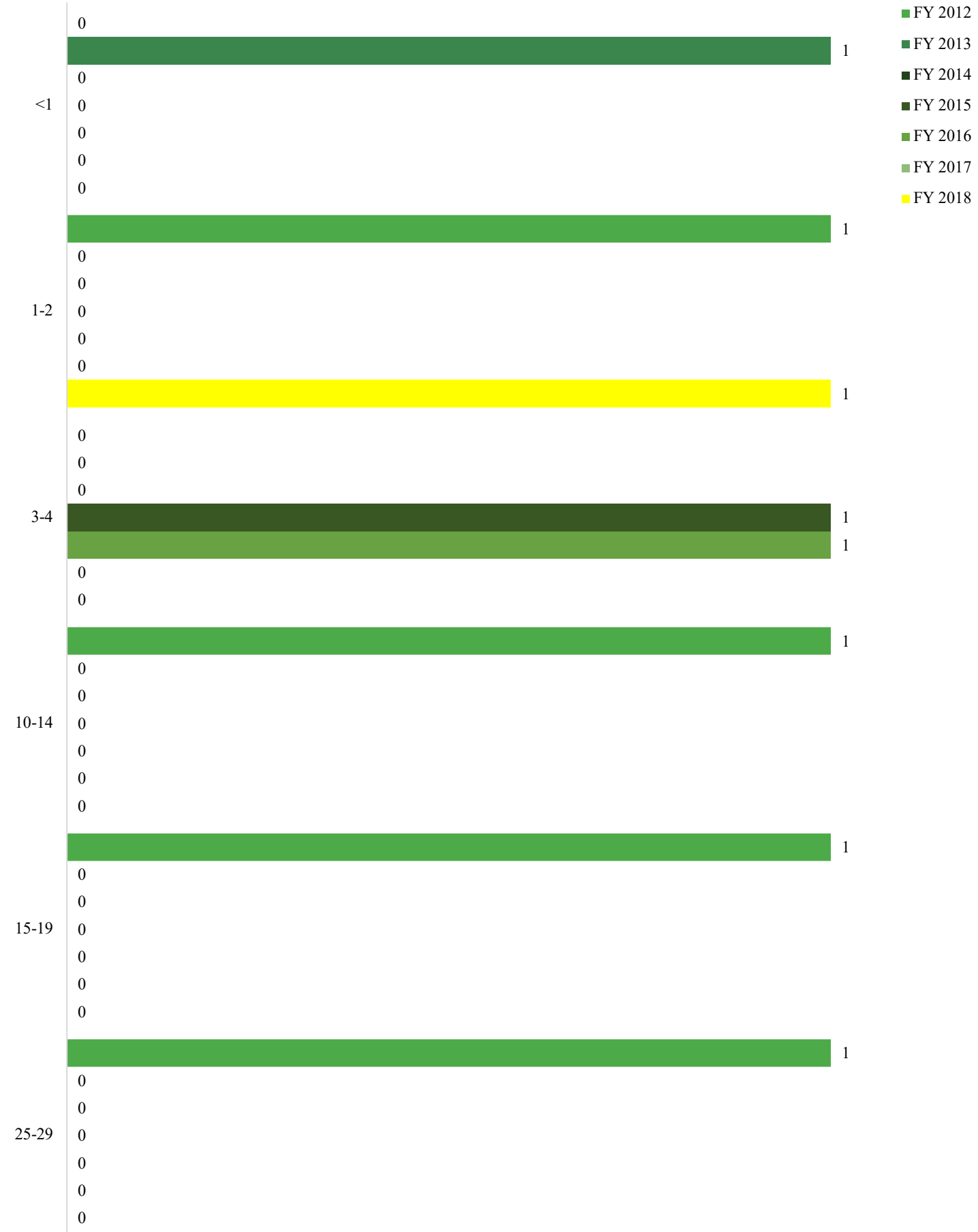

Figure 365: County Counsel Departures by Years of Service

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**0**	**0**	**0**	**1**	**0**	**0**	**1**
1-2	0	0	0	0	0	0	1
3-4	0	0	0	1	0	0	0
Professionals	**4**	**1**	**0**	**0**	**1**	**0**	**0**
<1	0	1	0	0	0	0	0
1-2	1	0	0	0	0	0	0
3-4	0	0	0	0	1	0	0
10-14	1	0	0	0	0	0	0
15-19	1	0	0	0	0	0	0
25-29	1	0	0	0	0	0	0

Figure 366: County Counsel Departures by Years of Service and Job Group

District Attorney's Office Departures

Totals
Fiscal Year 2012: 16
Fiscal Year 2013: 8
Fiscal Year 2014: 3
Fiscal Year 2015: 8
Fiscal Year 2016: 17
Fiscal Year 2017: 8
Fiscal Year 2018: 11

Termination Reasons	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**
Layoff	2	0	0	0	2	0	0
Other Position	2	4	1	4	6	1	1
Other Reason	1	0	1	1	1	2	3
Probation	0	0	0	1	0	2	3
Relocation	2	1	0	0	0	0	0
Resignation	0	1	1	2	3	0	2
Retirement	8	2	0	0	5	2	2
Return to School	1	0	0	0	0	1	0

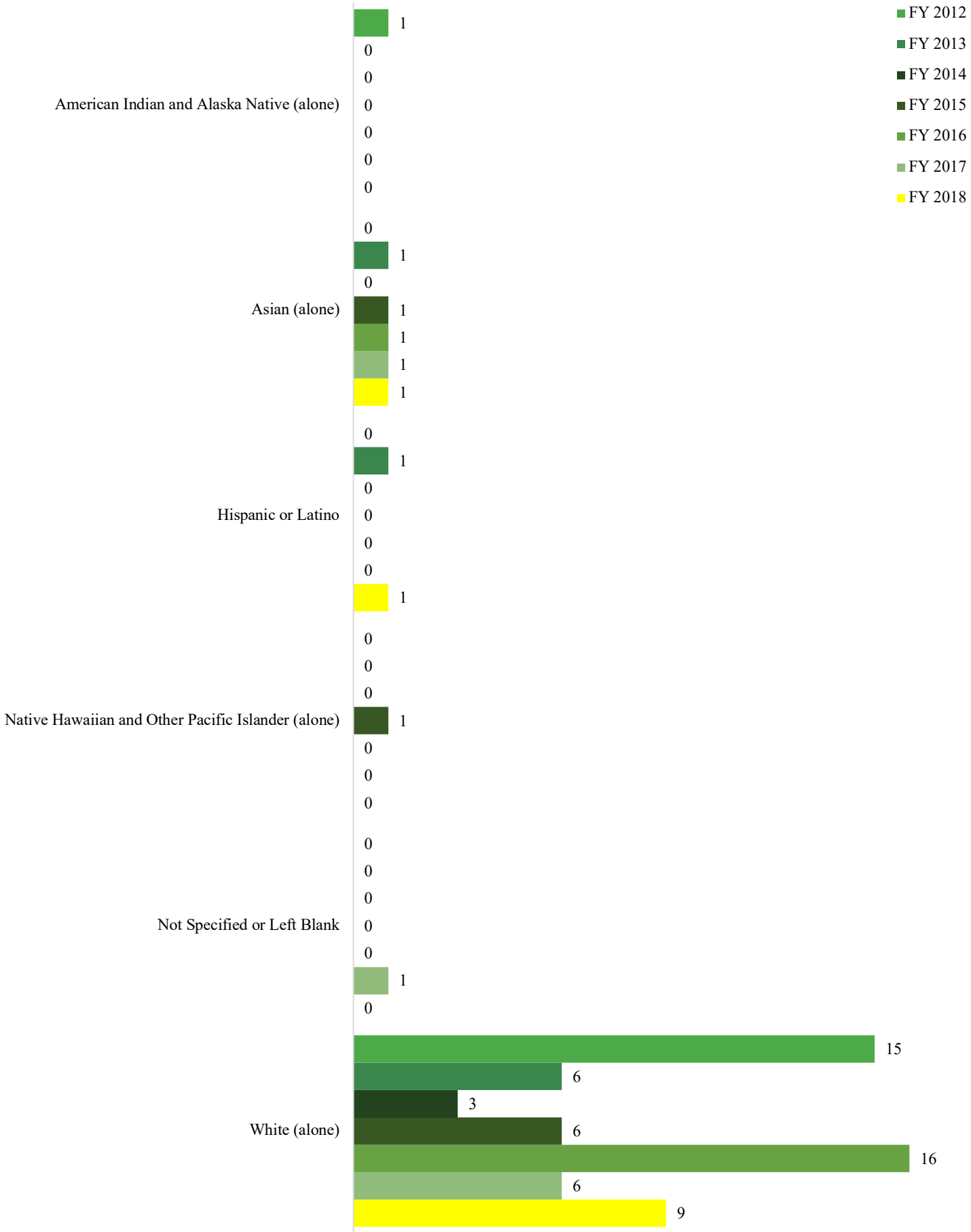

Figure 367: District Attorney's Office Departures by Ethnicity

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**8**	**19**	**42%**	**4**	**27**	**15%**
American Indian and Alaska Native (alone)	1	0	0%	0	0	0%
Asian (alone)	0	0	0%	1	1	100%
Hispanic or Latino	0	2	0%	1	2	50%
Multi-Ethnic	0	0	0%	0	0	0%
Native Hawaiian and Other Pacific Islander (alone)	0	0	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	7	17	41%	2	23	9%
Officials and Managers	**1**	**2**	**50%**	**0**	**2**	**0%**
White (alone)	1	2	50%	0	2	0%
Professionals	**7**	**31**	**23%**	**3**	**29**	**10%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Asian (alone)	0	1	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	7	29	24%	3	27	11%
Protective Services: Non-Sworn	**0**	**1**	**0%**	**0**	**1**	**0%**
White (alone)	0	1	0%	0	1	0%
Protective Services: Sworn Officials	**0**	**1**	**0%**	**1**	**3**	**33%**
White (alone)	0	1	0%	1	3	33%
Unknown	**0**	**18**	**0%**	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	1	0%	0	0	0%
Hispanic or Latino	0	1	0%	0	0	0%
White (alone)	0	16	0%	0	0	0%
Grand Total	**16**	**72**	**22%**	**8**	**62**	**13%**

Figure 368: District Attorney's Office Departures by Ethnicity and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**29**	**7%**	**4**	**28**	**14%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	1	0%	1	0	0%
Hispanic or Latino	0	2	0%	0	2	0%
Multi-Ethnic	0	0	0%	0	0	0%
Native Hawaiian and Other Pacific Islander (alone)	0	1	0%	1	1	100%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	2	25	8%	2	25	8%
Officials and Managers	**0**	**2**	**0%**	**0**	**2**	**0%**
White (alone)	0	2	0%	0	2	0%
Professionals	**1**	**32**	**3%**	**2**	**32**	**6%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Asian (alone)	0	1	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	1	30	3%	2	30	7%
Protective Services: Non-Sworn	**0**	**1**	**0%**	**0**	**1**	**0%**
White (alone)	0	1	0%	0	1	0%
Protective Services: Sworn Officials	**0**	**3**	**0%**	**2**	**2**	**100%**
White (alone)	0	3	0%	2	2	100%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Grand Total	**3**	**67**	**4%**	**8**	**65**	**12%**

Figure 369: District Attorney's Office Departures by Ethnicity and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**7**	**27**	**26%**	**5**	**28**	**18%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	2	0%	0	3	0%
Multi-Ethnic	0	0	0%	0	0	0%
Native Hawaiian and Other Pacific Islander (alone)	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	1	0	0%
White (alone)	7	25	28%	4	25	16%
Officials and Managers	**1**	**2**	**50%**	**0**	**2**	**0%**
White (alone)	1	2	50%	0	2	0%
Professionals	**8**	**34**	**24%**	**3**	**32**	**9%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Asian (alone)	1	1	100%	1	2	50%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	1	0%	0	1	0%
White (alone)	7	31	23%	2	28	7%
Protective Services: Non-Sworn	**1**	**0**	**0%**	**0**	**0**	**0%**
White (alone)	1	0	0%	0	0	0%
Protective Services: Sworn Officials	**0**	**3**	**0%**	**0**	**3**	**0%**
White (alone)	0	3	0%	0	3	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Grand Total	**17**	**66**	**26%**	**8**	**65**	**12%**

Figure 370: District Attorney's Office Departures by Ethnicity and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**7**	**27**	**26%**
American Indian and Alaska Native (alone)	0	0	0%
Asian (alone)	0	0	0%
Hispanic or Latino	1	2	50%
Multi-Ethnic	0	0	0%
Native Hawaiian and Other Pacific Islander (alone)	0	0	0%
Not Specified or Left Blank	0	0	0%
White (alone)	6	25	24%
Officials and Managers	**0**	**2**	**0%**
White (alone)	0	2	0%
Professionals	**4**	**33**	**12%**
American Indian and Alaska Native (alone)	0	1	0%
Asian (alone)	1	2	50%
Multi-Ethnic	0	1	0%
Not Specified or Left Blank	0	1	0%
White (alone)	3	28	11%
Protective Services: Non-Sworn	**0**	**0**	**0%**
White (alone)	0	0	0%
Protective Services: Sworn Officials	**0**	**3**	**0%**
White (alone)	0	3	0%
Unknown	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%
Asian (alone)	0	0	0%
Hispanic or Latino	0	0	0%
White (alone)	0	0	0%
Grand Total	**11**	**65**	**17%**

Figure 371: District Attorney's Office Departures by Ethnicity and Job Group (Part 4 of 4)

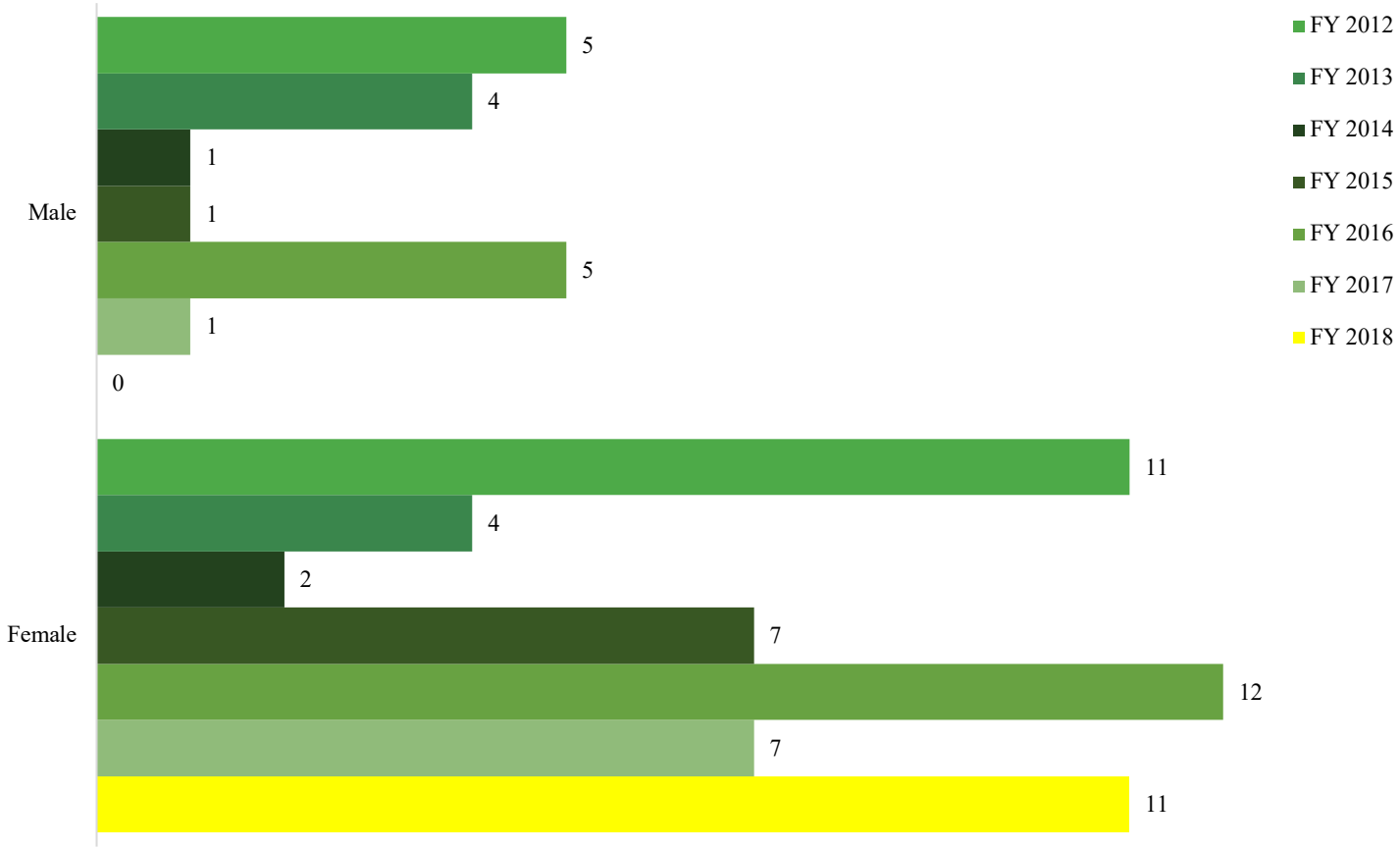

Figure 372: District Attorney's Office Departures by Gender

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**8**	**19**	**42%**	**4**	**27**	**15%**
Female	8	18	44%	4	26	15%
Male	0	1	0%	0	1	0%
Officials and Managers	**1**	**2**	**50%**	**0**	**2**	**0%**
Female	1	2	50%	0	2	0%
Male	0	0	0%	0	0	0%
Professionals	**7**	**31**	**23%**	**3**	**29**	**10%**
Female	2	14	14%	0	16	0%
Male	5	17	29%	3	13	23%
Protective Services: Non-Sworn	**0**	**1**	**0%**	**0**	**1**	**0%**
Female	0	1	0%	0	1	0%
Protective Services: Sworn Officials	**0**	**1**	**0%**	**1**	**3**	**33%**
Female	0	0	0%	0	1	0%
Male	0	1	0%	1	2	50%
Unknown	**0**	**18**	**0%**	**0**	**0**	**0%**
Female	0	16	0%	0	0	0%
Male	0	2	0%	0	0	0%
Grand Total	**16**	**72**	**22%**	**8**	**62**	**13%**

Figure 373: District Attorney's Office Departures by Gender and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**29**	**7%**	**4**	**28**	**14%**
Female	1	28	4%	4	27	15%
Male	1	1	100%	0	1	0%
Officials and Managers	**0**	**2**	**0%**	**0**	**2**	**0%**
Female	0	2	0%	0	2	0%
Male	0	0	0%	0	0	0%
Professionals	**1**	**32**	**3%**	**2**	**32**	**6%**
Female	1	18	6%	2	18	11%
Male	0	14	0%	0	14	0%
Protective Services: Non-Sworn	**0**	**1**	**0%**	**0**	**1**	**0%**
Female	0	1	0%	0	1	0%
Protective Services: Sworn Officials	**0**	**3**	**0%**	**2**	**2**	**100%**
Female	0	1	0%	1	0	0%
Male	0	2	0%	1	2	50%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Grand Total	**3**	**67**	**4%**	**8**	**65**	**12%**

Figure 374: District Attorney's Office Departures by Gender and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**7**	**27**	**26%**	**5**	**28**	**18%**
Female	7	26	27%	5	27	19%
Male	0	1	0%	0	1	0%
Officials and Managers	**1**	**2**	**50%**	**0**	**2**	**0%**
Female	1	1	100%	0	1	0%
Male	0	1	0%	0	1	0%
Professionals	**8**	**34**	**24%**	**3**	**32**	**9%**
Female	3	18	17%	2	18	11%
Male	5	16	31%	1	14	7%
Protective Services: Non-Sworn	**1**	**0**	**0%**	**0**	**0**	**0%**
Female	1	0	0%	0	0	0%
Protective Services: Sworn Officials	**0**	**3**	**0%**	**0**	**3**	**0%**
Female	0	0	0%	0	0	0%
Male	0	3	0%	0	3	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Grand Total	**17**	**66**	**26%**	**8**	**65**	**12%**

Figure 375: District Attorney's Office Departures by Gender and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Number Terminated
Administrative Support	**7**	**27**	**26%**
Female	7	26	27%
Male	0	1	0%
Officials and Managers	**0**	**2**	**0%**
Female	0	1	0%
Male	0	1	0%
Professionals	**4**	**33**	**12%**
Female	4	17	24%
Male	0	16	0%
Protective Services: Non-Sworn	**0**	**0**	**0%**
Female	0	0	0%
Protective Services: Sworn Officials	**0**	**3**	**0%**
Female	0	0	0%
Male	0	3	0%
Unknown	**0**	**0**	**0%**
Female	0	0	0%
Male	0	0	0%
Grand Total	**11**	**65**	**17%**

Figure 376: District Attorney's Office Departures by Gender and Job Group (Part 4 of 4)

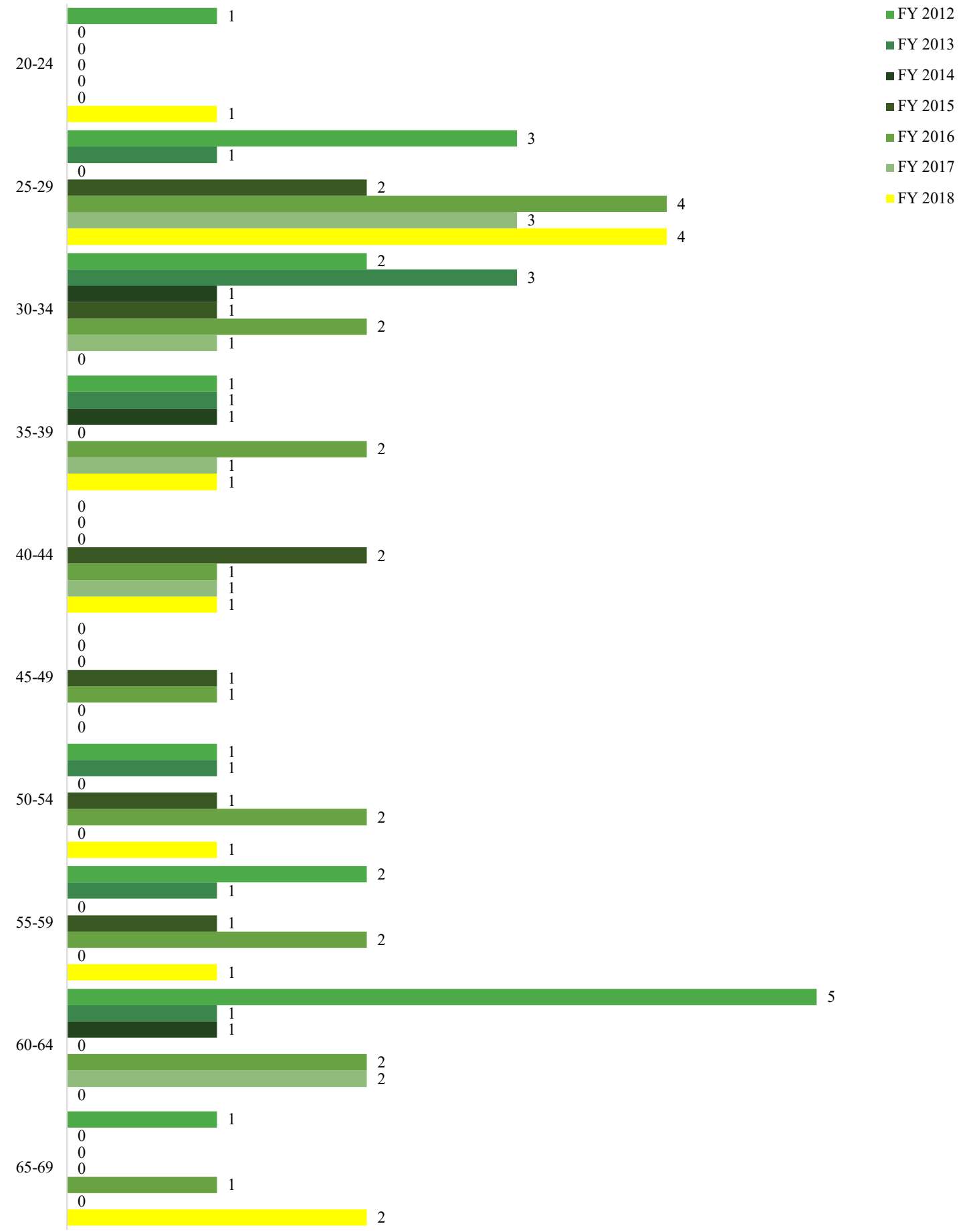

Figure 377: District Attorney's Office Departures by Age Group

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**8**	**19**	**42%**	**4**	**27**	**15%**
20-24	1	2	50%	0	3	0%
25-29	2	3	67%	1	3	33%
30-34	1	3	33%	2	1	200%
35-39	1	3	33%	1	2	50%
40-44	0	0	0%	0	3	0%
45-49	0	2	0%	0	3	0%
50-54	0	2	0%	0	2	0%
55-59	1	2	50%	0	6	0%
60-64	2	2	100%	0	4	0%
65-69	0	0	0%	0	0	0%
Officials and Managers	**1**	**2**	**50%**	**0**	**2**	**0%**
30-34	0	1	0%	0	1	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	1	0%
50-54	0	0	0%	0	0	0%
55-59	1	1	100%	0	0	0%
Professionals	**7**	**31**	**23%**	**3**	**29**	**10%**
25-29	1	2	50%	0	1	0%
30-34	1	6	17%	1	4	25%
35-39	0	3	0%	0	6	0%
40-44	0	6	0%	0	5	0%
45-49	0	3	0%	0	2	0%
50-54	1	4	25%	1	3	33%
55-59	0	4	0%	0	6	0%
60-64	3	3	100%	1	2	50%
65-69	1	0	0%	0	0	0%
Protective Services: Non-Sworn	**0**	**1**	**0%**	**0**	**1**	**0%**
30-34	0	1	0%	0	0	0%
35-39	0	0	0%	0	1	0%
Protective Services: Sworn Officials	**0**	**1**	**0%**	**1**	**3**	**33%**
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	2	0%
50-54	0	0	0%	0	0	0%
55-59	0	1	0%	1	1	100%
Unknown	**0**	**18**	**0%**	**0**	**0**	**0%**
25-29	0	1	0%	0	0	0%
30-34	0	1	0%	0	0	0%
35-39	0	2	0%	0	0	0%
40-44	0	1	0%	0	0	0%
45-49	0	6	0%	0	0	0%
50-54	0	1	0%	0	0	0%
55-59	0	5	0%	0	0	0%
60-64	0	1	0%	0	0	0%
Grand Total	**16**	**72**	**22%**	**8**	**62**	**13%**

Figure 378: District Attorney's Office Departures by Age Group and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**29**	**7%**	**4**	**28**	**14%**
20-24	0	2	0%	0	2	0%
25-29	0	5	0%	1	6	17%
30-34	1	1	100%	1	1	100%
35-39	1	3	33%	0	3	0%
40-44	0	3	0%	0	2	0%
45-49	0	2	0%	1	1	100%
50-54	0	2	0%	0	3	0%
55-59	0	7	0%	1	5	20%
60-64	0	4	0%	0	4	0%
65-69	0	0	0%	0	1	0%
Officials and Managers	**0**	**2**	**0%**	**0**	**2**	**0%**
30-34	0	1	0%	0	0	0%
35-39	0	0	0%	0	1	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	1	0%	0	1	0%
55-59	0	0	0%	0	0	0%
Professionals	**1**	**32**	**3%**	**2**	**32**	**6%**
25-29	0	3	0%	1	2	50%
30-34	0	5	0%	0	5	0%
35-39	0	5	0%	0	6	0%
40-44	0	6	0%	1	5	20%
45-49	0	2	0%	0	2	0%
50-54	0	4	0%	0	6	0%
55-59	0	4	0%	0	4	0%
60-64	1	3	33%	0	2	0%
65-69	0	0	0%	0	0	0%
Protective Services: Non-Sworn	**0**	**1**	**0%**	**0**	**1**	**0%**
30-34	0	0	0%	0	0	0%
35-39	0	1	0%	0	1	0%
Protective Services: Sworn Officials	**0**	**3**	**0%**	**2**	**2**	**100%**
40-44	0	1	0%	1	1	100%
45-49	0	2	0%	0	0	0%
50-54	0	0	0%	1	1	100%
55-59	0	0	0%	0	0	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
Grand Total	**3**	**67**	**4%**	**8**	**65**	**12%**

Figure 379: District Attorney's Office Departures by Age Group and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**7**	**27**	**26%**	**5**	**28**	**18%**
20-24	0	1	0%	0	1	0%
25-29	2	5	40%	2	4	50%
30-34	1	3	33%	0	5	0%
35-39	0	2	0%	1	3	33%
40-44	1	4	25%	1	4	25%
45-49	0	0	0%	0	1	0%
50-54	1	4	25%	0	3	0%
55-59	0	2	0%	0	1	0%
60-64	2	3	67%	1	4	25%
65-69	0	3	0%	0	2	0%
Officials and Managers	**1**	**2**	**50%**	**0**	**2**	**0%**
30-34	0	0	0%	0	0	0%
35-39	0	1	0%	0	1	0%
40-44	0	0	0%	0	0	0%
45-49	0	1	0%	0	1	0%
50-54	1	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
Professionals	**8**	**34**	**24%**	**3**	**32**	**9%**
25-29	2	3	67%	1	4	25%
30-34	1	7	14%	1	5	20%
35-39	1	8	13%	0	9	0%
40-44	0	3	0%	0	1	0%
45-49	1	3	33%	0	4	0%
50-54	0	4	0%	0	4	0%
55-59	2	4	50%	0	2	0%
60-64	0	2	0%	1	3	33%
65-69	1	0	0%	0	0	0%
Protective Services: Non-Sworn	**1**	**0**	**0%**	**0**	**0**	**0%**
30-34	0	0	0%	0	0	0%
35-39	1	0	0%	0	0	0%
Protective Services: Sworn Officials	**0**	**3**	**0%**	**0**	**3**	**0%**
40-44	0	1	0%	0	1	0%
45-49	0	0	0%	0	0	0%
50-54	0	2	0%	0	2	0%
55-59	0	0	0%	0	0	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
Grand Total	**17**	**66**	**26%**	**8**	**65**	**12%**

Figure 380: District Attorney's Office Departures by Age Group and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**7**	**27**	**26%**
20-24	1	1	100%
25-29	2	5	40%
30-34	0	6	0%
35-39	0	2	0%
40-44	1	1	100%
45-49	0	3	0%
50-54	0	2	0%
55-59	1	1	100%
60-64	0	5	0%
65-69	2	1	200%
Officials and Managers	**0**	**2**	**0%**
30-34	0	0	0%
35-39	0	0	0%
40-44	0	1	0%
45-49	0	1	0%
50-54	0	0	0%
55-59	0	0	0%
Professionals	**4**	**33**	**12%**
25-29	2	5	40%
30-34	0	5	0%
35-39	1	8	13%
40-44	0	2	0%
45-49	0	5	0%
50-54	1	2	50%
55-59	0	3	0%
60-64	0	3	0%
65-69	0	0	0%
Protective Services: Non-Sworn	**0**	**0**	**0%**
30-34	0	0	0%
35-39	0	0	0%
Protective Services: Sworn Officials	**0**	**3**	**0%**
40-44	0	1	0%
45-49	0	0	0%
50-54	0	2	0%
55-59	0	0	0%
Unknown	**0**	**0**	**0%**
25-29	0	0	0%
30-34	0	0	0%
35-39	0	0	0%
40-44	0	0	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	0	0%
60-64	0	0	0%
Grand Total	**11**	**65**	**17%**

Figure 381: District Attorney's Office Departures by Age Group and Job Group (Part 4 of 4)

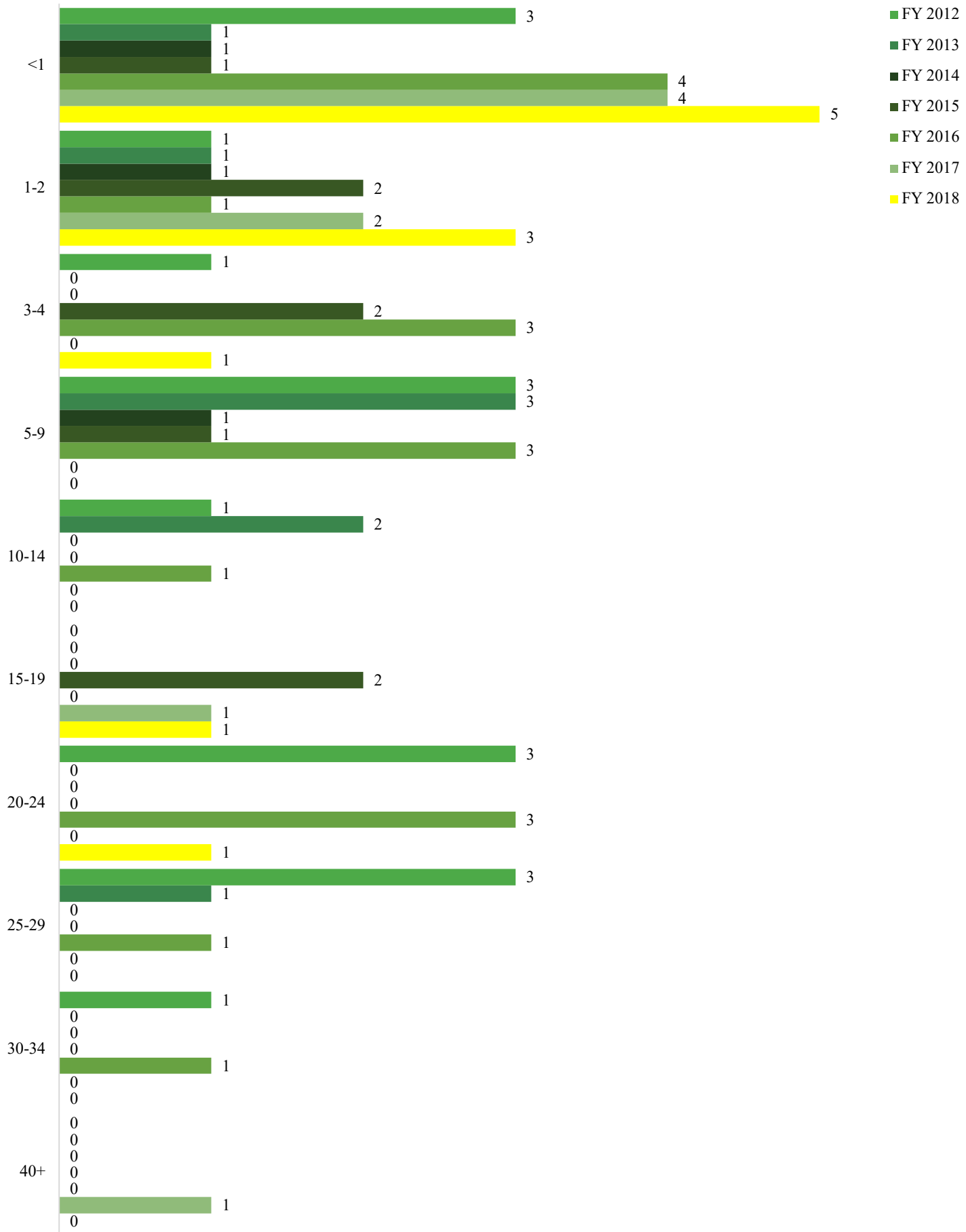

Figure 382: District Attorney's Office Departures by Years of Service

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**8**	**4**	**2**	**4**	**7**	**5**	**7**
<1	3	1	1	1	3	3	5
1-2	0	0	0	0	0	1	0
3-4	0	0	0	1	1	0	0
5-9	2	3	1	0	0	0	0
10-14	0	0	0	0	1	0	0
15-19	0	0	0	2	0	1	1
20-24	1	0	0	0	1	0	1
25-29	2	0	0	0	0	0	0
30-34	0	0	0	0	1	0	0
Officials and Managers	**1**	**0**	**0**	**0**	**1**	**0**	**0**
20-24	1	0	0	0	0	0	0
25-29	0	0	0	0	1	0	0
Professionals	**7**	**3**	**1**	**2**	**8**	**3**	**4**
<1	0	0	0	0	1	1	0
1-2	1	1	1	1	1	1	3
3-4	1	0	0	0	2	0	1
5-9	1	0	0	1	2	0	0
10-14	1	1	0	0	0	0	0
20-24	1	0	0	0	2	0	0
25-29	1	1	0	0	0	0	0
30-34	1	0	0	0	0	0	0
40+	0	0	0	0	0	1	0
Protective Services: Non-Sworn	**0**	**0**	**0**	**0**	**1**	**0**	**0**
5-9	0	0	0	0	1	0	0
Protective Services: Sworn Officials	**0**	**1**	**0**	**2**	**0**	**0**	**0**
1-2	0	0	0	1	0	0	0
3-4	0	0	0	1	0	0	0
10-14	0	1	0	0	0	0	0

Figure 383: District Attorney's Office Departures by Years of Service and Job Group

Health and Human Services Departures

Totals
Fiscal Year 2012: 68
Fiscal Year 2013: 64
Fiscal Year 2014: 70
Fiscal Year 2015: 59
Fiscal Year 2016: 61
Fiscal Year 2017: 63
Fiscal Year 2018: 91

Termination Reasons	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**
Layoff	16	8	5	0	3	0	1
Other Position	9	19	19	12	14	20	38
Other Reason	6	8	12	10	5	5	10
Probation	3	4	8	12	5	9	6
Relocation	5	2	2	6	8	6	5
Resignation	3	10	2	10	11	8	10
Retirement	26	11	20	8	12	10	20
Return to School	0	2	2	1	3	5	1

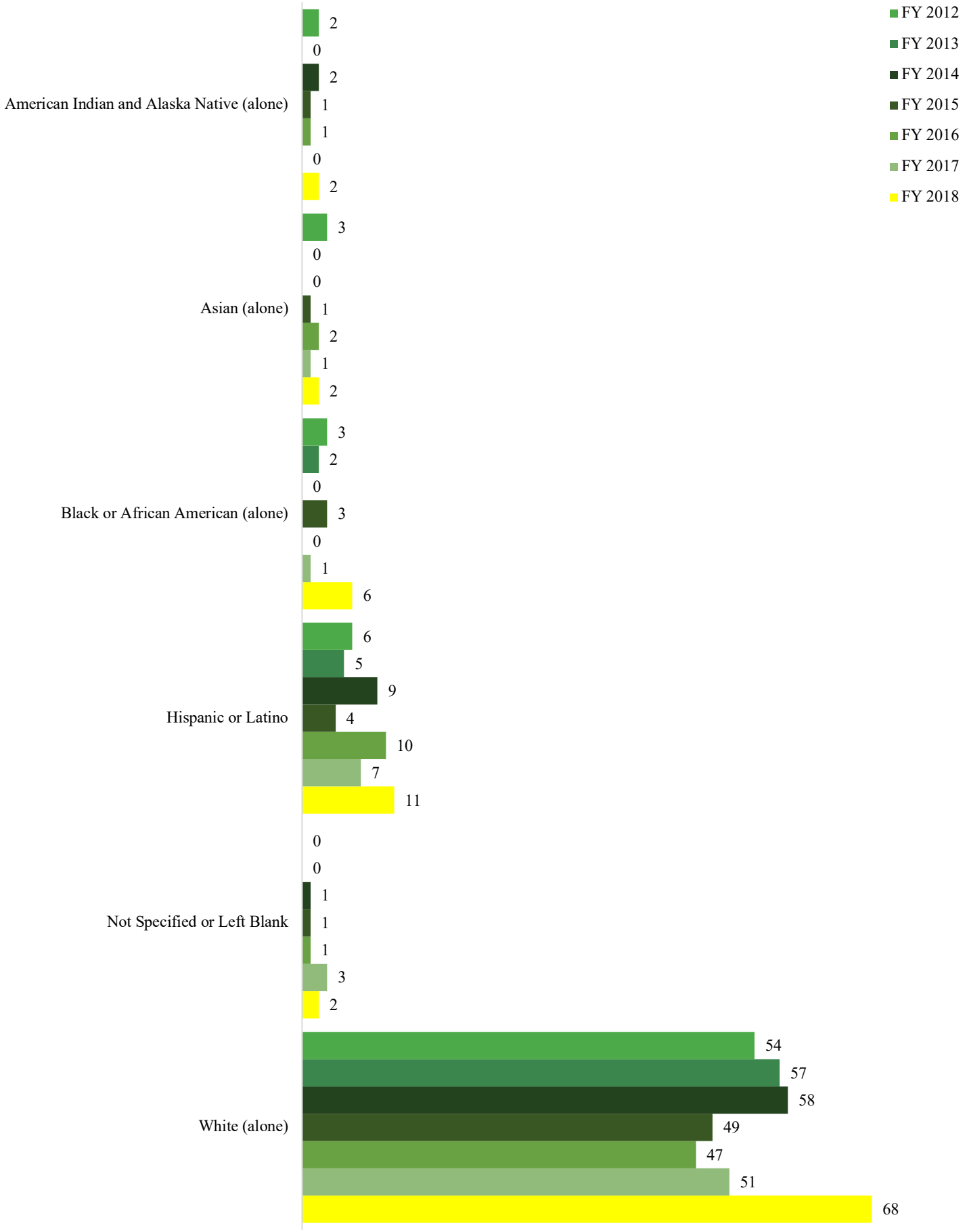

Figure 384: Health & Human Services Departures by Ethnicity

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**14**	**72**	**19%**	**12**	**94**	**13%**
American Indian and Alaska Native (alone)	0	2	0%	0	4	0%
Asian (alone)	1	2	50%	0	1	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	14	0%	3	21	14%
Multi-Ethnic	0	3	0%	0	2	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	13	51	25%	9	66	14%
Officials and Managers	**5**	**18**	**28%**	**3**	**19**	**16%**
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	1	1	100%	0	0	0%
Hispanic or Latino	1	0	0%	0	0	0%
Multi-Ethnic	0	1	0%	0	1	0%
White (alone)	3	16	19%	3	18	17%
Professionals	**46**	**163**	**28%**	**36**	**230**	**16%**
American Indian and Alaska Native (alone)	2	3	67%	0	3	0%
Asian (alone)	2	1	200%	0	1	0%
Black or African American (alone)	2	6	33%	2	7	29%
Hispanic or Latino	5	8	63%	2	12	17%
Multi-Ethnic	0	8	0%	0	9	0%
Not Specified or Left Blank	0	1	0%	0	1	0%
White (alone)	35	136	26%	32	197	16%
Protective Services: Non-Sworn	**1**	**3**	**33%**	**3**	**2**	**150%**
Multi-Ethnic	0	0	0%	0	0	0%
White (alone)	1	3	33%	3	2	150%
Service Maintenance	**2**	**8**	**25%**	**3**	**9**	**33%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	3	0%	0	4	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	2	4	50%	3	4	75%
Skilled Craft	**0**	**1**	**0%**	**0**	**1**	**0%**
Hispanic or Latino	0	1	0%	0	1	0%
Technicians	**0**	**16**	**0%**	**7**	**19**	**37%**
Asian (alone)	0	1	0%	0	1	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	2	0%	0	2	0%
Multi-Ethnic	0	1	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	12	0%	7	15	47%
Unknown	**0**	**116**	**0%**	**0**	**1**	**0%**
American Indian and Alaska Native (alone)	0	3	0%	0	0	0%
Asian (alone)	0	1	0%	0	0	0%
Black or African American (alone)	0	3	0%	0	0	0%
Hispanic or Latino	0	8	0%	0	1	0%
Multi-Ethnic	0	2	0%	0	0	0%
White (alone)	0	99	0%	0	0	0%
Grand Total	**68**	**397**	**17%**	**64**	**375**	**17%**

Figure 385: Health & Human Services Departures by Ethnicity and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**20**	**93**	**22%**	**9**	**100**	**9%**
American Indian and Alaska Native (alone)	1	3	33%	1	2	50%
Asian (alone)	0	2	0%	0	2	0%
Black or African American (alone)	0	0	0%	0	1	0%
Hispanic or Latino	6	22	27%	3	22	14%
Multi-Ethnic	0	5	0%	0	6	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	13	61	21%	5	67	7%
Officials and Managers	**2**	**21**	**10%**	**1**	**22**	**5%**
Asian (alone)	0	0	0%	0	1	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	2	0%	0	1	0%
White (alone)	2	19	11%	1	20	5%
Professionals	**42**	**234**	**18%**	**42**	**243**	**17%**
American Indian and Alaska Native (alone)	1	3	33%	0	3	0%
Asian (alone)	0	2	0%	1	1	100%
Black or African American (alone)	0	8	0%	3	7	43%
Hispanic or Latino	1	14	7%	1	16	6%
Multi-Ethnic	0	9	0%	0	11	0%
Not Specified or Left Blank	1	1	100%	1	1	100%
White (alone)	39	197	20%	36	204	18%
Protective Services: Non-Sworn	**1**	**2**	**50%**	**0**	**3**	**0%**
Multi-Ethnic	0	0	0%	0	1	0%
White (alone)	1	2	50%	0	2	0%
Service Maintenance	**1**	**6**	**17%**	**1**	**5**	**20%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	1	3	33%	0	2	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	2	0%	1	2	50%
Skilled Craft	**0**	**1**	**0%**	**0**	**0**	**0%**
Hispanic or Latino	0	1	0%	0	0	0%
Technicians	**4**	**19**	**21%**	**6**	**28**	**21%**
Asian (alone)	0	1	0%	0	1	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	1	1	100%	0	3	0%
Multi-Ethnic	0	1	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	3	16	19%	6	23	26%
Unknown	**0**	**1**	**0%**	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	1	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Grand Total	**70**	**377**	**19%**	**59**	**401**	**15%**

Figure 386: Health & Human Services Departures by Ethnicity and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**12**	**111**	**11%**	**14**	**116**	**12%**
American Indian and Alaska Native (alone)	0	2	0%	0	2	0%
Asian (alone)	1	2	50%	0	2	0%
Black or African American (alone)	0	1	0%	0	1	0%
Hispanic or Latino	3	24	13%	5	25	20%
Multi-Ethnic	0	8	0%	0	7	0%
Not Specified or Left Blank	0	0	0%	1	1	100%
White (alone)	8	74	11%	8	78	10%
Officials and Managers	**2**	**24**	**8%**	**4**	**24**	**17%**
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	1	0%	0	2	0%
White (alone)	2	23	9%	4	22	18%
Professionals	**36**	**276**	**13%**	**41**	**302**	**14%**
American Indian and Alaska Native (alone)	0	4	0%	0	3	0%
Asian (alone)	1	3	33%	1	4	25%
Black or African American (alone)	0	6	0%	0	9	0%
Hispanic or Latino	3	16	19%	1	19	5%
Multi-Ethnic	0	19	0%	0	24	0%
Not Specified or Left Blank	1	1	100%	2	4	50%
White (alone)	31	227	14%	37	239	15%
Protective Services: Non-Sworn	**0**	**3**	**0%**	**0**	**3**	**0%**
Multi-Ethnic	0	1	0%	0	1	0%
White (alone)	0	2	0%	0	2	0%
Service Maintenance	**3**	**8**	**38%**	**1**	**10**	**10%**
American Indian and Alaska Native (alone)	1	1	100%	0	0	0%
Black or African American (alone)	0	0	0%	1	1	100%
Hispanic or Latino	2	2	100%	0	3	0%
Multi-Ethnic	0	1	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	1	0%
White (alone)	0	4	0%	0	5	0%
Skilled Craft	**0**	**0**	**0%**	**0**	**0**	**0%**
Hispanic or Latino	0	0	0%	0	0	0%
Technicians	**8**	**37**	**22%**	**3**	**49**	**6%**
Asian (alone)	0	1	0%	0	1	0%
Black or African American (alone)	0	2	0%	0	3	0%
Hispanic or Latino	2	3	67%	1	5	20%
Multi-Ethnic	0	1	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	1	0%
White (alone)	6	30	20%	2	38	5%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Grand Total	**61**	**459**	**13%**	**63**	**504**	**13%**

Figure 387: Health & Human Services Departures by Ethnicity and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**22**	**118**	**19%**
American Indian and Alaska Native (alone)	1	3	33%
Asian (alone)	1	2	50%
Black or African American (alone)	2	0	0%
Hispanic or Latino	6	24	25%
Multi-Ethnic	0	10	0%
Not Specified or Left Blank	0	1	0%
White (alone)	12	78	15%
Officials and Managers	**2**	**24**	**8%**
Asian (alone)	0	0	0%
Black or African American (alone)	0	0	0%
Hispanic or Latino	0	0	0%
Multi-Ethnic	0	2	0%
White (alone)	2	22	9%
Professionals	**57**	**316**	**18%**
American Indian and Alaska Native (alone)	1	3	33%
Asian (alone)	1	5	20%
Black or African American (alone)	2	8	25%
Hispanic or Latino	3	24	13%
Multi-Ethnic	0	23	0%
Not Specified or Left Blank	1	6	17%
White (alone)	49	247	20%
Protective Services: Non-Sworn	**1**	**3**	**33%**
Multi-Ethnic	0	1	0%
White (alone)	1	2	50%
Service Maintenance	**2**	**9**	**22%**
American Indian and Alaska Native (alone)	0	1	0%
Black or African American (alone)	0	0	0%
Hispanic or Latino	1	3	33%
Multi-Ethnic	0	0	0%
Not Specified or Left Blank	0	1	0%
White (alone)	1	4	25%
Skilled Craft	**0**	**0**	**0%**
Hispanic or Latino	0	0	0%
Technicians	**7**	**56**	**13%**
Asian (alone)	0	1	0%
Black or African American (alone)	2	2	100%
Hispanic or Latino	1	4	25%
Multi-Ethnic	0	1	0%
Not Specified or Left Blank	1	1	100%
White (alone)	3	47	6%
Unknown	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%
Asian (alone)	0	0	0%
Black or African American (alone)	0	0	0%
Hispanic or Latino	0	0	0%
Multi-Ethnic	0	0	0%
White (alone)	0	0	0%
Grand Total	**91**	**526**	**17%**

Figure 388: Health & Human Services Departures by Ethnicity and Job Group (Part 4 of 4)

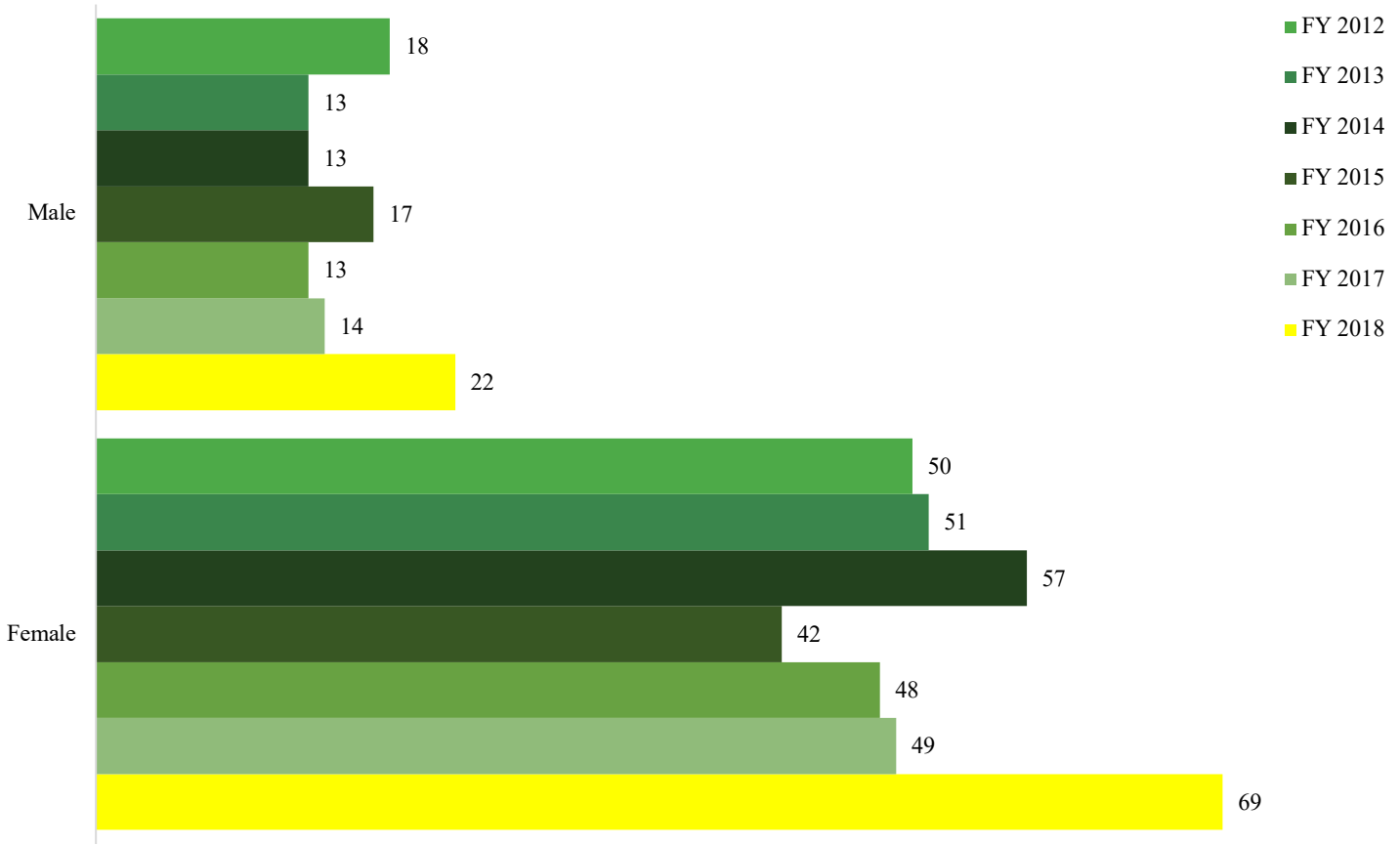

Figure 389: Health & Human Services Departures by Gender

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**14**	**72**	**19%**	**12**	**94**	**13%**
Female	13	68	19%	12	90	13%
Male	1	4	25%	0	4	0%
Officials and Managers	**5**	**18**	**28%**	**3**	**19**	**16%**
Female	2	10	20%	3	12	25%
Male	3	8	38%	0	7	0%
Professionals	**46**	**163**	**28%**	**36**	**230**	**16%**
Female	32	117	27%	26	163	16%
Male	14	46	30%	10	67	15%
Protective Services: Non-Sworn	**1**	**3**	**33%**	**3**	**2**	**150%**
Female	1	1	100%	1	0	0%
Male	0	2	0%	2	2	100%
Service Maintenance	**2**	**8**	**25%**	**3**	**9**	**33%**
Female	2	7	29%	3	8	38%
Male	0	1	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
Skilled Craft	**0**	**1**	**0%**	**0**	**1**	**0%**
Male	0	1	0%	0	1	0%
Technicians	**0**	**16**	**0%**	**7**	**19**	**37%**
Female	0	14	0%	6	17	35%
Male	0	2	0%	1	2	50%
Unknown	**0**	**116**	**0%**	**0**	**1**	**0%**
Female	0	83	0%	0	1	0%
Male	0	33	0%	0	0	0%
Grand Total	**68**	**397**	**17%**	**64**	**375**	**17%**

Figure 390: Health & Human Services Departures by Gender and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**20**	**93**	**22%**	**9**	**100**	**9%**
Female	19	89	21%	7	92	8%
Male	1	4	25%	2	8	25%
Officials and Managers	**2**	**21**	**10%**	**1**	**22**	**5%**
Female	1	13	8%	1	15	7%
Male	1	8	13%	0	7	0%
Professionals	**42**	**234**	**18%**	**42**	**243**	**17%**
Female	33	162	20%	30	171	18%
Male	9	72	13%	12	72	17%
Protective Services: Non-Sworn	**1**	**2**	**50%**	**0**	**3**	**0%**
Female	0	0	0%	0	0	0%
Male	1	2	50%	0	3	0%
Service Maintenance	**1**	**6**	**17%**	**1**	**5**	**20%**
Female	1	5	20%	0	5	0%
Male	0	1	0%	1	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
Skilled Craft	**0**	**1**	**0%**	**0**	**0**	**0%**
Male	0	1	0%	0	0	0%
Technicians	**4**	**19**	**21%**	**6**	**28**	**21%**
Female	3	18	17%	4	27	15%
Male	1	1	100%	2	1	200%
Unknown	**0**	**1**	**0%**	**0**	**0**	**0%**
Female	0	1	0%	0	0	0%
Male	0	0	0%	0	0	0%
Grand Total	**70**	**377**	**19%**	**59**	**401**	**15%**

Figure 391: Health & Human Services Departures by Gender and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**12**	**111**	**11%**	**14**	**116**	**12%**
Female	12	100	12%	11	107	10%
Male	0	11	0%	3	9	33%
Officials and Managers	**2**	**24**	**8%**	**4**	**24**	**17%**
Female	0	17	0%	4	17	24%
Male	2	7	29%	0	7	0%
Professionals	**36**	**276**	**13%**	**41**	**302**	**14%**
Female	25	194	13%	30	211	14%
Male	11	82	13%	11	91	12%
Protective Services: Non-Sworn	**0**	**3**	**0%**	**0**	**3**	**0%**
Female	0	0	0%	0	0	0%
Male	0	3	0%	0	3	0%
Service Maintenance	**3**	**8**	**38%**	**1**	**10**	**10%**
Female	3	8	38%	1	9	11%
Male	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	1	0%
Skilled Craft	**0**	**0**	**0%**	**0**	**0**	**0%**
Male	0	0	0%	0	0	0%
Technicians	**8**	**37**	**22%**	**3**	**49**	**6%**
Female	8	35	23%	3	46	7%
Male	0	2	0%	0	3	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Grand Total	**61**	**459**	**13%**	**63**	**504**	**13%**

Figure 392: Health & Human Services Departures by Gender and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**22**	**118**	**19%**
Female	18	108	17%
Male	4	10	40%
Officials and Managers	**2**	**24**	**8%**
Female	0	16	0%
Male	2	8	25%
Professionals	**57**	**316**	**18%**
Female	42	219	19%
Male	15	97	15%
Protective Services: Non-Sworn	**1**	**3**	**33%**
Female	0	0	0%
Male	1	3	33%
Service Maintenance	**2**	**9**	**22%**
Female	2	8	25%
Male	0	0	0%
Not Specified or Left Blank	0	1	0%
Skilled Craft	**0**	**0**	**0%**
Male	0	0	0%
Technicians	**7**	**56**	**13%**
Female	7	52	13%
Male	0	4	0%
Unknown	**0**	**0**	**0%**
Female	0	0	0%
Male	0	0	0%
Grand Total	**91**	**526**	**17%**

Figure 393: Health & Human Services Departures by Gender and Job Group (Part 4 of 4)

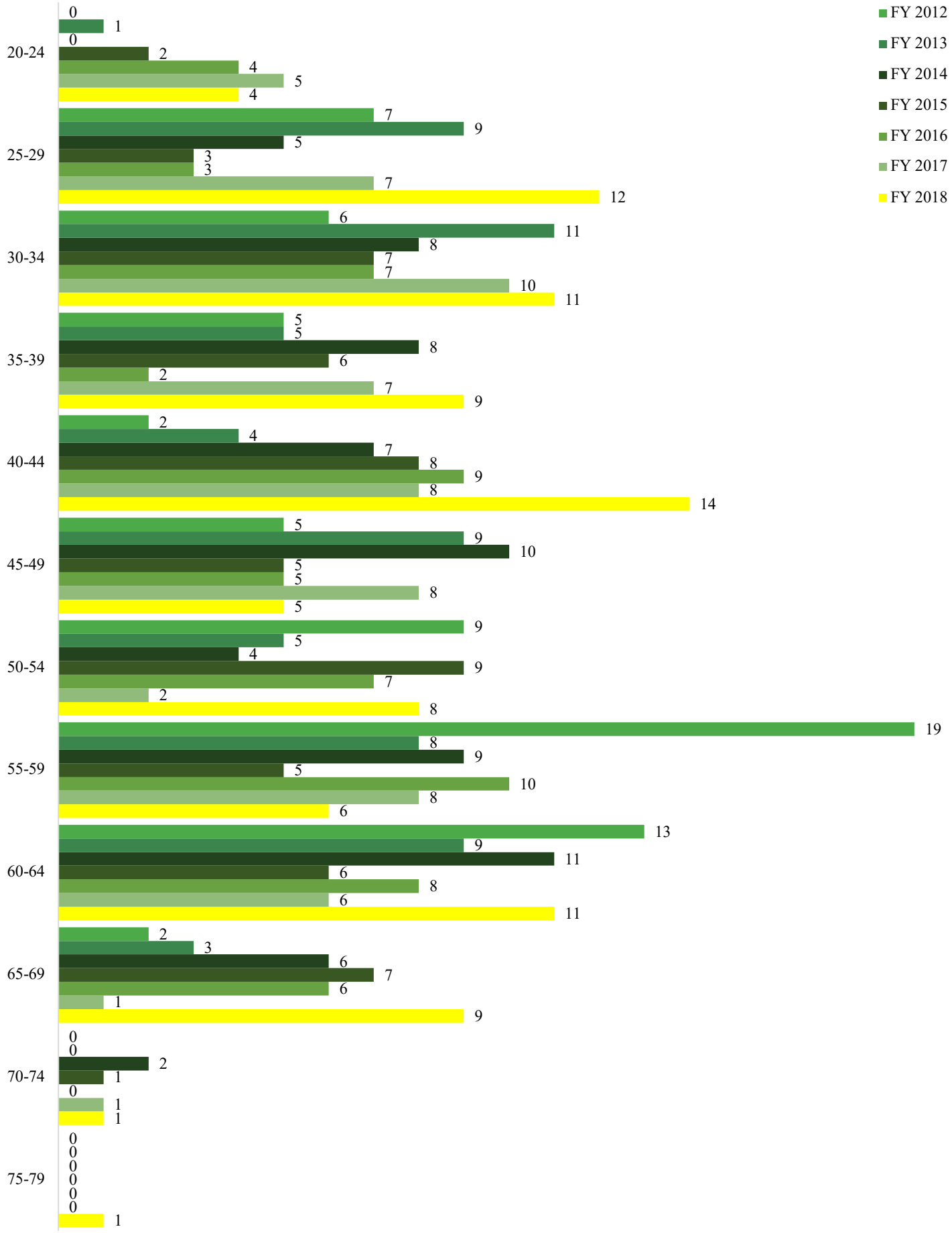

Figure 394: Health & Human Services Departures by Age Group

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**14**	**72**	**19%**	**12**	**94**	**13%**
20-24	0	6	0%	1	3	33%
25-29	4	10	40%	2	11	18%
30-34	2	9	22%	4	11	36%
35-39	0	6	0%	0	10	0%
40-44	1	9	11%	1	11	9%
45-49	0	11	0%	1	12	8%
50-54	3	8	38%	0	12	0%
55-59	4	6	67%	0	13	0%
60-64	0	5	0%	1	7	14%
65-69	0	2	0%	2	3	67%
70-74	0	0	0%	0	1	0%
75-79	0	0	0%	0	0	0%
Officials and Managers	**5**	**18**	**28%**	**3**	**19**	**16%**
35-39	0	1	0%	1	2	50%
40-44	0	1	0%	0	0	0%
45-49	1	4	25%	0	4	0%
50-54	1	7	14%	1	6	17%
55-59	2	4	50%	0	4	0%
60-64	1	1	100%	1	3	33%
65-69	0	0	0%	0	0	0%
Professionals	**46**	**163**	**28%**	**36**	**230**	**16%**
20-24	0	1	0%	0	1	0%
25-29	3	10	30%	4	6	67%
30-34	3	15	20%	5	16	31%
35-39	5	21	24%	3	33	9%
40-44	1	22	5%	2	28	7%
45-49	4	19	21%	5	28	18%
50-54	4	26	15%	3	37	8%
55-59	12	27	44%	6	44	14%
60-64	12	17	71%	7	28	25%
65-69	2	5	40%	1	8	13%
70-74	0	0	0%	0	1	0%
Protective Services: Non-Sworn	**1**	**3**	**33%**	**3**	**2**	**150%**
30-34	0	0	0%	0	0	0%
35-39	0	1	0%	1	0	0%
40-44	0	1	0%	0	1	0%
45-49	0	0	0%	1	0	0%
50-54	0	1	0%	1	1	100%
55-59	1	0	0%	0	0	0%

Figure 395: Health & Human Services Departures by Age Group and Job Group (Part 1 of 8)

Job Group (continued)	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Service Maintenance	**2**	**8**	**25%**	**3**	**9**	**33%**
20-24	0	2	0%	0	2	0%
25-29	0	1	0%	2	1	200%
30-34	1	1	100%	0	0	0%
35-39	0	1	0%	0	1	0%
40-44	0	1	0%	1	2	50%
45-49	0	2	0%	0	3	0%
50-54	1	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
Skilled Craft	**0**	**1**	**0%**	**0**	**1**	**0%**
40-44	0	1	0%	0	1	0%
Technicians	**0**	**16**	**0%**	**7**	**19**	**37%**
15-19	0	0	0%	0	0	0%
20-24	0	1	0%	0	0	0%
25-29	0	0	0%	1	2	50%
30-34	0	1	0%	2	2	100%
35-39	0	2	0%	0	2	0%
40-44	0	5	0%	0	4	0%
45-49	0	2	0%	2	4	50%
50-54	0	2	0%	0	1	0%
55-59	0	3	0%	2	3	67%
60-64	0	0	0%	0	1	0%
65-69	0	0	0%	0	0	0%
Unknown	**0**	**116**	**0%**	**0**	**1**	**0%**
20-24	0	1	0%	0	0	0%
25-29	0	2	0%	0	0	0%
30-34	0	4	0%	0	0	0%
35-39	0	9	0%	0	0	0%
40-44	0	11	0%	0	0	0%
45-49	0	23	0%	0	0	0%
50-54	0	22	0%	0	0	0%
55-59	0	28	0%	0	0	0%
60-64	0	15	0%	0	1	0%
65-69	0	1	0%	0	0	0%
Grand Total	**68**	**397**	**17%**	**64**	**375**	**17%**

Figure 396: Health & Human Services Departures by Age Group and Job Group (Part 2 of 8)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**20**	**93**	**22%**	**9**	**100**	**9%**
20-24	0	3	0%	1	5	20%
25-29	3	8	38%	1	11	9%
30-34	4	10	40%	1	10	10%
35-39	3	11	27%	0	10	0%
40-44	1	16	6%	0	15	0%
45-49	2	8	25%	3	11	27%
50-54	0	15	0%	2	17	12%
55-59	1	12	8%	0	13	0%
60-64	3	8	38%	1	5	20%
65-69	3	1	300%	0	2	0%
70-74	0	1	0%	0	1	0%
75-79	0	0	0%	0	0	0%
Officials and Managers	**2**	**21**	**10%**	**1**	**22**	**5%**
35-39	0	2	0%	0	2	0%
40-44	0	1	0%	0	1	0%
45-49	1	3	33%	0	3	0%
50-54	0	7	0%	1	5	20%
55-59	0	4	0%	0	6	0%
60-64	1	4	25%	0	4	0%
65-69	0	0	0%	0	1	0%
Professionals	**42**	**234**	**18%**	**42**	**243**	**17%**
20-24	0	1	0%	0	0	0%
25-29	1	8	13%	2	15	13%
30-34	3	25	12%	5	24	21%
35-39	5	33	15%	4	30	13%
40-44	5	30	17%	7	31	23%
45-49	5	28	18%	1	29	3%
50-54	4	36	11%	6	43	14%
55-59	7	39	18%	5	32	16%
60-64	7	25	28%	4	30	13%
65-69	3	8	38%	7	8	88%
70-74	2	1	200%	1	1	100%
Protective Services: Non-Sworn	**1**	**2**	**50%**	**0**	**3**	**0%**
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	1	0%	0	0	0%
45-49	1	0	0%	0	2	0%
50-54	0	0	0%	0	0	0%
55-59	0	1	0%	0	1	0%

Figure 397: Health & Human Services Departures by Age Group and Job Group (Part 3 of 8)

Job Group (continued)	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Service Maintenance	**1**	**6**	**17%**	**1**	**5**	**20%**
20-24	0	0	0%	0	0	0%
25-29	0	2	0%	0	1	0%
30-34	0	0	0%	0	0	0%
35-39	0	1	0%	0	1	0%
40-44	0	1	0%	0	2	0%
45-49	1	2	50%	1	1	100%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
Skilled Craft	**0**	**1**	**0%**	**0**	**0**	**0%**
40-44	0	1	0%	0	0	0%
Technicians	**4**	**19**	**21%**	**6**	**28**	**21%**
15-19	0	0	0%	0	0	0%
20-24	0	0	0%	1	0	0%
25-29	1	1	100%	0	5	0%
30-34	1	2	50%	1	4	25%
35-39	0	2	0%	2	3	67%
40-44	1	5	20%	1	3	33%
45-49	0	5	0%	0	6	0%
50-54	0	1	0%	0	2	0%
55-59	1	2	50%	0	3	0%
60-64	0	1	0%	1	2	50%
65-69	0	0	0%	0	0	0%
Unknown	**0**	**1**	**0%**	**0**	**0**	**0%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
60-64	0	1	0%	0	0	0%
65-69	0	0	0%	0	0	0%
Grand Total	**70**	**377**	**19%**	**59**	**401**	**15%**

Figure 398: Health & Human Services Departures by Age Group and Job Group (Part 4 of 8)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**12**	**111**	**11%**	**14**	**116**	**12%**
20-24	2	4	50%	2	5	40%
25-29	1	12	8%	4	12	33%
30-34	0	12	0%	2	14	14%
35-39	0	16	0%	0	15	0%
40-44	3	12	25%	0	13	0%
45-49	3	11	27%	3	10	30%
50-54	0	19	0%	0	20	0%
55-59	1	16	6%	1	17	6%
60-64	1	6	17%	2	8	25%
65-69	1	2	50%	0	1	0%
70-74	0	1	0%	0	1	0%
75-79	0	0	0%	0	0	0%
Officials and Managers	**2**	**24**	**8%**	**4**	**24**	**17%**
35-39	0	0	0%	0	0	0%
40-44	0	2	0%	0	2	0%
45-49	0	5	0%	0	5	0%
50-54	0	5	0%	0	4	0%
55-59	1	8	13%	3	9	33%
60-64	0	3	0%	0	3	0%
65-69	1	1	100%	1	1	100%
Professionals	**36**	**276**	**13%**	**41**	**302**	**14%**
20-24	0	2	0%	2	5	40%
25-29	0	25	0%	3	26	12%
30-34	5	30	17%	8	38	21%
35-39	2	46	4%	7	52	13%
40-44	4	33	12%	7	40	18%
45-49	2	29	7%	3	26	12%
50-54	6	38	16%	2	38	5%
55-59	6	33	18%	4	33	12%
60-64	7	30	23%	4	34	12%
65-69	4	8	50%	0	8	0%
70-74	0	2	0%	1	2	50%
Protective Services: Non-Sworn	**0**	**3**	**0%**	**0**	**3**	**0%**
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	2	0%	0	2	0%
50-54	0	0	0%	0	0	0%
55-59	0	1	0%	0	1	0%

Figure 399: Health & Human Services Departures by Age Group and Job Group (Part 5 of 8)

Job Group (continued)	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Service Maintenance	**3**	**8**	**38%**	**1**	**10**	**10%**
20-24	1	2	50%	0	3	0%
25-29	0	1	0%	0	1	0%
30-34	0	1	0%	0	0	0%
35-39	0	1	0%	0	3	0%
40-44	1	2	50%	1	1	100%
45-49	0	0	0%	0	1	0%
50-54	0	1	0%	0	1	0%
55-59	1	0	0%	0	0	0%
Skilled Craft	**0**	**0**	**0%**	**0**	**0**	**0%**
40-44	0	0	0%	0	0	0%
Technicians	**8**	**37**	**22%**	**3**	**49**	**6%**
15-19	0	1	0%	0	1	0%
20-24	1	2	50%	1	5	20%
25-29	2	6	33%	0	5	0%
30-34	2	6	33%	0	9	0%
35-39	0	1	0%	0	3	0%
40-44	1	3	33%	0	5	0%
45-49	0	7	0%	2	9	22%
50-54	1	1	100%	0	1	0%
55-59	1	7	14%	0	7	0%
60-64	0	3	0%	0	3	0%
65-69	0	0	0%	0	1	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%
Grand Total	**61**	**459**	**13%**	**63**	**504**	**13%**

Figure 400: Health & Human Services Departures by Age Group and Job Group (Part 6 of 8)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**22**	**118**	**19%**
20-24	1	3	33%
25-29	4	14	29%
30-34	1	11	9%
35-39	3	19	16%
40-44	4	15	27%
45-49	1	10	10%
50-54	2	15	13%
55-59	1	19	5%
60-64	2	9	22%
65-69	2	2	100%
70-74	0	0	0%
75-79	1	1	100%
Officials and Managers	**2**	**24**	**8%**
35-39	0	1	0%
40-44	0	2	0%
45-49	0	6	0%
50-54	1	5	20%
55-59	0	6	0%
60-64	0	4	0%
65-69	1	0	0%
Professionals	**57**	**316**	**18%**
20-24	2	5	40%
25-29	6	42	14%
30-34	8	40	20%
35-39	5	49	10%
40-44	8	41	20%
45-49	2	25	8%
50-54	5	34	15%
55-59	5	36	14%
60-64	9	31	29%
65-69	6	12	50%
70-74	1	1	100%
Protective Services: Non-Sworn	**1**	**3**	**33%**
30-34	0	0	0%
35-39	0	0	0%
40-44	0	0	0%
45-49	1	2	50%
50-54	0	0	0%
55-59	0	1	0%

Figure 401: Health & Human Services Departures by Age Group and Job Group (Part 7 of 8)

Job Group (continued)	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Service Maintenance	**2**	**9**	**22%**
20-24	1	3	33%
25-29	0	0	0%
30-34	0	1	0%
35-39	0	2	0%
40-44	0	2	0%
45-49	1	0	0%
50-54	0	1	0%
55-59	0	0	0%
Skilled Craft	**0**	**0**	**0%**
40-44	0	0	0%
Technicians	**7**	**56**	**13%**
15-19	0	0	0%
20-24	0	4	0%
25-29	2	9	22%
30-34	2	9	22%
35-39	1	4	25%
40-44	2	4	50%
45-49	0	8	0%
50-54	0	6	0%
55-59	0	5	0%
60-64	0	5	0%
65-69	0	2	0%
Unknown	**0**	**0**	**0%**
20-24	0	0	0%
25-29	0	0	0%
30-34	0	0	0%
35-39	0	0	0%
40-44	0	0	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	0	0%
60-64	0	0	0%
65-69	0	0	0%
Grand Total	**91**	**526**	**17%**

Figure 402: Health & Human Services Departures by Age Group and Job Group (Part 8 of 8)

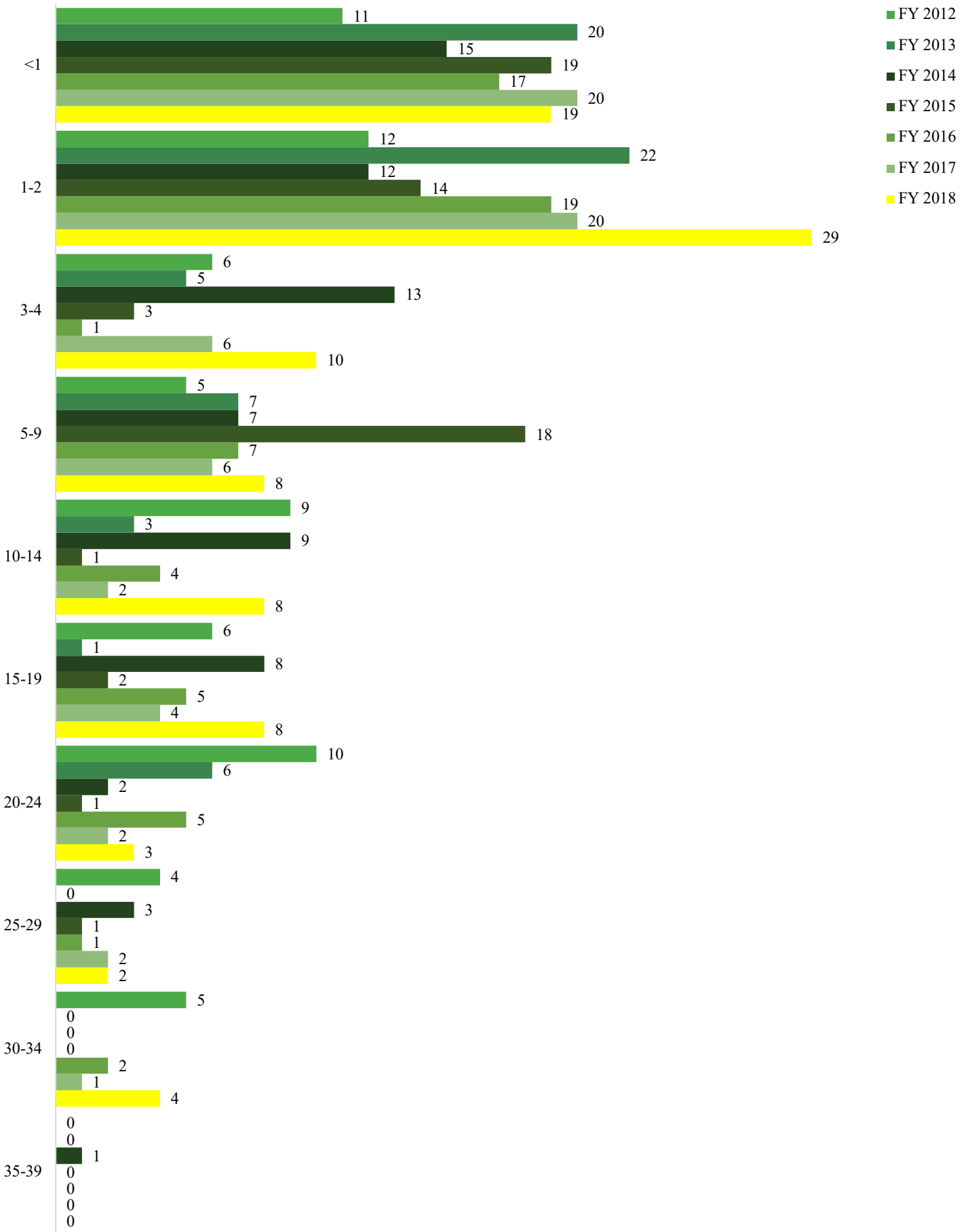

Figure 403: Health & Human Services Departures by Years of Service

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**14**	**12**	**20**	**9**	**12**	**14**	**22**
<1	4	3	3	3	3	8	6
1-2	3	4	5	2	4	2	6
3-4	0	2	2	0	0	1	2
5-9	0	2	2	4	2	1	2
10-14	2	0	3	0	2	0	2
15-19	1	0	3	0	0	1	3
20-24	2	1	1	0	1	1	0
25-29	0	0	1	0	0	0	1
30-34	2	0	0	0	0	0	0
Officials and Managers	**5**	**3**	**2**	**1**	**2**	**4**	**2**
1-2	1	2	0	1	0	1	0
3-4	2	1	0	0	0	0	0
5-9	0	0	1	0	0	0	0
10-14	0	0	0	0	0	0	1
15-19	0	0	0	0	0	1	0
20-24	2	0	0	0	0	1	1
25-29	0	0	0	0	1	0	0
30-34	0	0	0	0	1	1	0
35-39	0	0	1	0	0	0	0
Professionals	**46**	**36**	**42**	**42**	**36**	**41**	**57**
<1	6	14	11	12	8	9	11
1-2	7	10	7	9	12	16	17
3-4	4	2	8	3	1	5	6
5-9	5	3	3	13	3	5	6
10-14	7	3	5	1	2	2	5
15-19	5	0	5	2	5	2	5
20-24	6	4	1	1	4	0	2
25-29	3	0	2	1	0	2	1
30-34	3	0	0	0	1	0	4
Protective Services: Non-Sworn	**1**	**3**	**1**	**0**	**0**	**0**	**1**
3-4	0	0	1	0	0	0	1
5-9	0	1	0	0	0	0	0
15-19	0	1	0	0	0	0	0
20-24	0	1	0	0	0	0	0
25-29	1	0	0	0	0	0	0
Service Maintenance	**2**	**3**	**1**	**1**	**3**	**1**	**2**
<1	1	0	0	0	1	1	1
1-2	1	2	0	0	1	0	0
3-4	0	0	0	0	0	0	1
5-9	0	1	1	1	1	0	0
Technicians	**0**	**7**	**4**	**6**	**8**	**3**	**7**
<1	0	3	1	4	5	2	1
1-2	0	4	0	2	2	1	6
3-4	0	0	2	0	0	0	0
5-9	0	0	0	0	1	0	0
10-14	0	0	1	0	0	0	0

Figure 404: Health & Human Services Departures by Years of Service and Job Group

Human Resources Departures

Totals
Fiscal Year 2012: 2
Fiscal Year 2013: 4
Fiscal Year 2014: 4
Fiscal Year 2015: 4
Fiscal Year 2016: 2
Fiscal Year 2017: 3
Fiscal Year 2018: 2

Termination Reasons	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**
Layoff	1	1	0	0	0	0	0
Other Position	0	2	4	4	0	1	0
Other Reason	0	0	0	0	1	0	0
Relocation	0	0	0	0	1	1	1
Resignation	0	1	0	0	0	0	0
Retirement	1	0	0	0	0	1	1

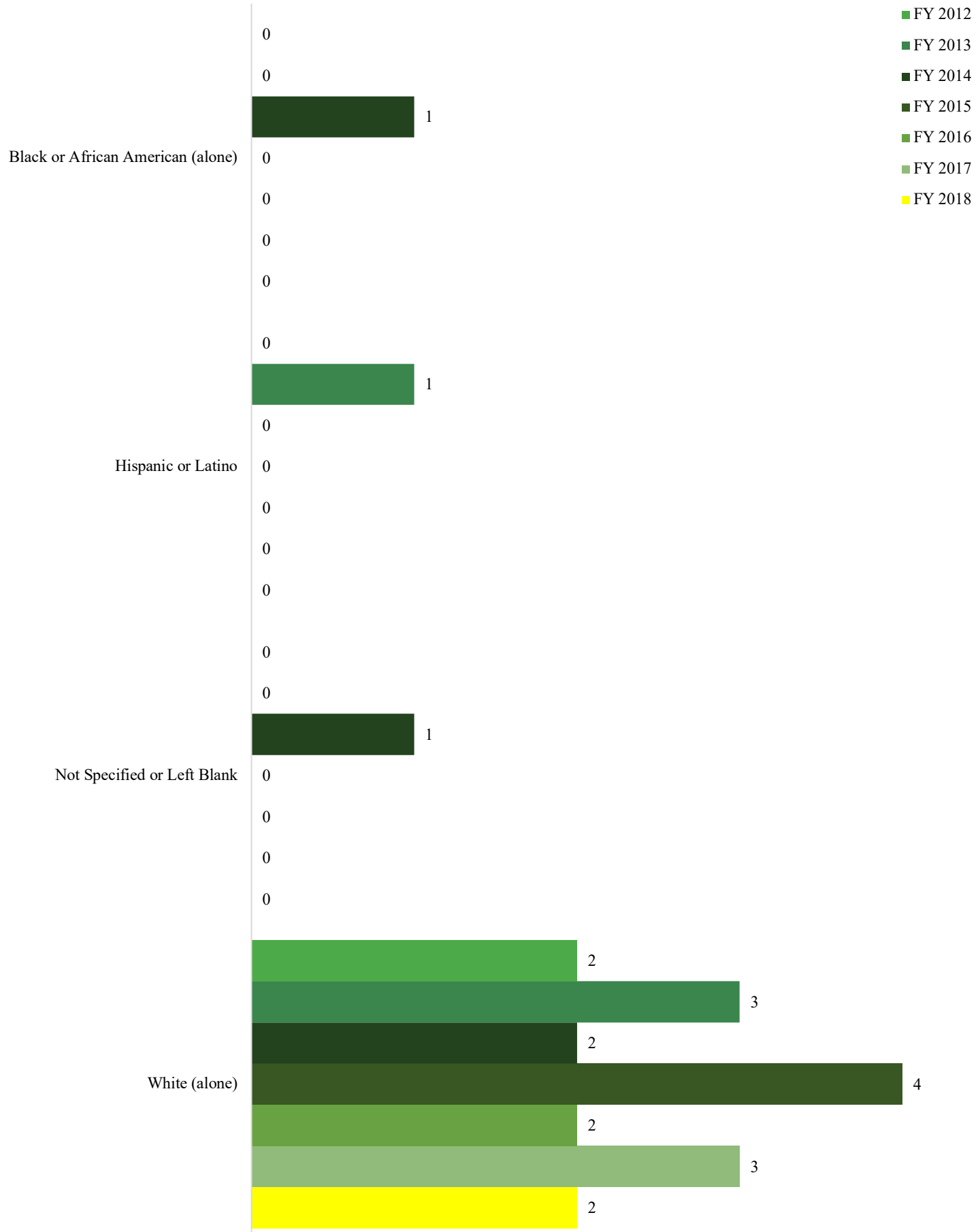

Figure 405: Human Resources Departures by Ethnicity

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**8**	**0%**	**3**	**8**	**38%**
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	1	0%	0	0	0%
Not Specified or Left Blank	0	1	0%	0	1	0%
White (alone)	0	6	0%	3	7	43%
Officials and Managers	**0**	**1**	**0%**	**0**	**3**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	1	0%
Black or African American (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	1	0%
Professionals	**2**	**6**	**33%**	**1**	**6**	**17%**
American Indian and Alaska Native (alone)	0	1	0%	0	0	0%
Hispanic or Latino	0	0	0%	1	1	100%
Multi-Ethnic	0	0	0%	0	0	0%
White (alone)	2	5	40%	0	5	0%
Unknown	**0**	**1**	**0%**	**0**	**0**	**0%**
Hispanic or Latino	0	1	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Grand Total	**2**	**16**	**13%**	**4**	**17**	**24%**

Figure 406: Human Resources Departures by Ethnicity and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**8**	**13%**	**3**	**6**	**50%**
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Not Specified or Left Blank	1	1	100%	0	0	0%
White (alone)	0	7	0%	3	6	50%
Officials and Managers	**2**	**4**	**50%**	**0**	**3**	**0%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Black or African American (alone)	1	1	100%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Not Specified or Left Blank	0	1	0%	0	0	0%
White (alone)	1	1	100%	0	2	0%
Professionals	**1**	**4**	**25%**	**1**	**6**	**17%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	1	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	0	0%
White (alone)	1	3	33%	1	5	20%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Grand Total	**4**	**16**	**25%**	**4**	**15**	**27%**

Figure 407: Human Resources Departures by Ethnicity and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**8**	**25%**	**2**	**7**	**29%**
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	2	8	25%	2	7	29%
Officials and Managers	**0**	**4**	**0%**	**0**	**4**	**0%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Not Specified or Left Blank	0	1	0%	0	1	0%
White (alone)	0	2	0%	0	2	0%
Professionals	**0**	**6**	**0%**	**1**	**7**	**14%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	1	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	1	0%
White (alone)	0	5	0%	1	5	20%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Grand Total	**2**	**18**	**11%**	**3**	**18**	**17%**

Figure 408: Human Resources Departures by Ethnicity and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**6**	**17%**
Black or African American (alone)	0	1	0%
Hispanic or Latino	0	0	0%
Not Specified or Left Blank	0	0	0%
White (alone)	1	5	20%
Officials and Managers	**1**	**3**	**33%**
American Indian and Alaska Native (alone)	0	1	0%
Black or African American (alone)	0	0	0%
Hispanic or Latino	0	1	0%
Not Specified or Left Blank	0	0	0%
White (alone)	1	1	100%
Professionals	**0**	**7**	**0%**
American Indian and Alaska Native (alone)	0	0	0%
Hispanic or Latino	0	1	0%
Multi-Ethnic	0	1	0%
White (alone)	0	5	0%
Unknown	**0**	**0**	**0%**
Hispanic or Latino	0	0	0%
White (alone)	0	0	0%
Grand Total	**2**	**16**	**13%**

Figure 409: Human Resources Departures by Ethnicity and Job Group (Part 4 of 4)

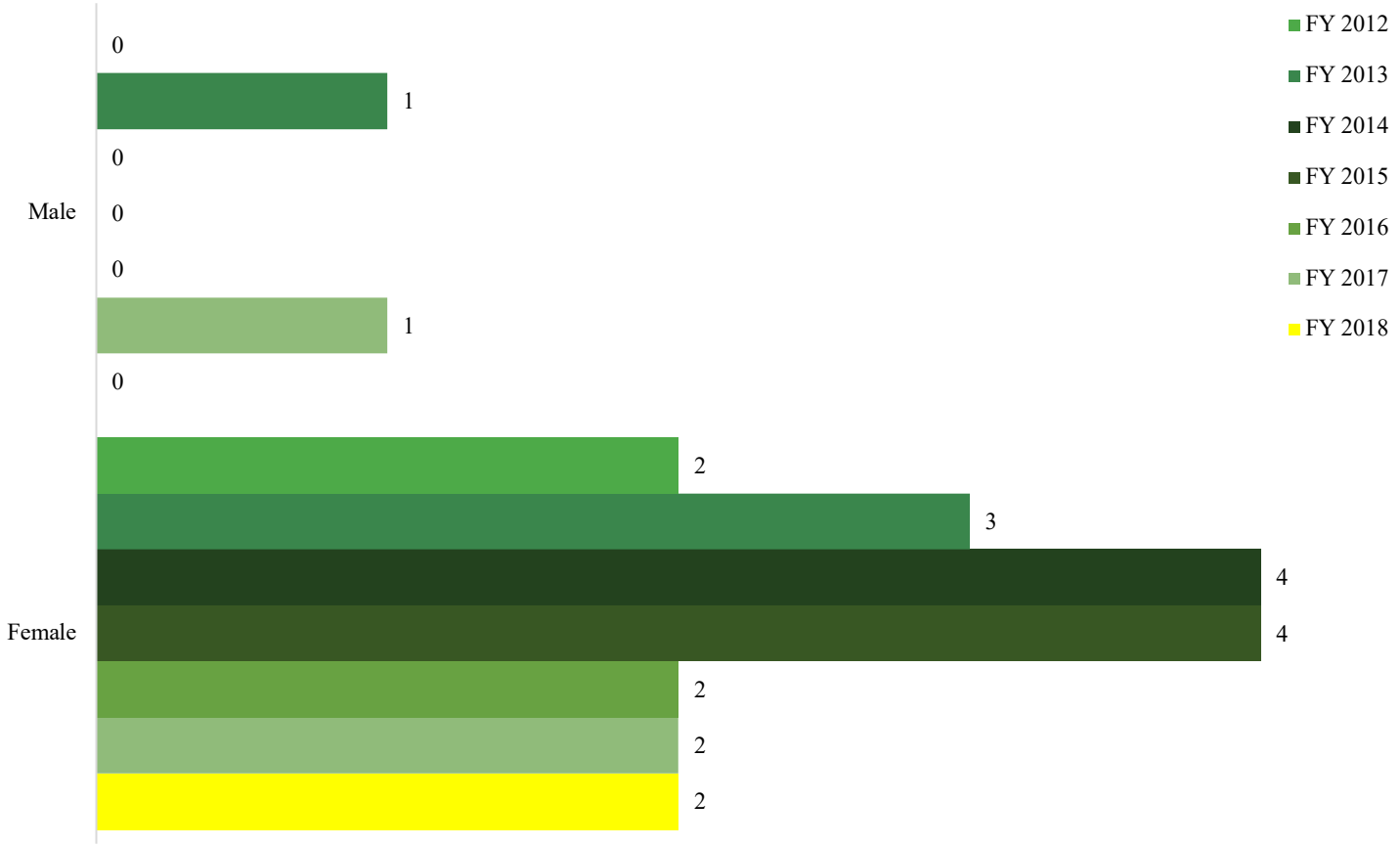

Figure 410: Human Resources Departures by Gender

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**8**	**0%**	**3**	**8**	**38%**
Female	0	7	0%	3	7	43%
Male	0	1	0%	0	1	0%
Officials and Managers	**0**	**1**	**0%**	**0**	**3**	**0%**
Female	0	1	0%	0	3	0%
Male	0	0	0%	0	0	0%
Professionals	**2**	**6**	**33%**	**1**	**6**	**17%**
Female	2	6	33%	0	6	0%
Male	0	0	0%	1	0	0%
Unknown	**0**	**1**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	1	0%	0	0	0%
Grand Total	**2**	**16**	**13%**	**4**	**17**	**24%**

Figure 411: Human Resources Departures by Gender and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**8**	**13%**	**3**	**6**	**50%**
Female	1	8	13%	3	6	50%
Male	0	0	0%	0	0	0%
Officials and Managers	**2**	**4**	**50%**	**0**	**3**	**0%**
Female	2	4	50%	0	3	0%
Male	0	0	0%	0	0	0%
Professionals	**1**	**4**	**25%**	**1**	**6**	**17%**
Female	1	4	25%	1	6	17%
Male	0	0	0%	0	0	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Grand Total	**4**	**16**	**25%**	**4**	**15**	**27%**

Figure 412: Human Resources Departures by Gender and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**8**	**25%**	**2**	**7**	**29%**
Female	2	6	33%	1	6	17%
Male	0	2	0%	1	1	100%
Officials and Managers	**0**	**4**	**0%**	**0**	**4**	**0%**
Female	0	4	0%	0	4	0%
Male	0	0	0%	0	0	0%
Professionals	**0**	**6**	**0%**	**1**	**7**	**14%**
Female	0	6	0%	1	7	14%
Male	0	0	0%	0	0	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Grand Total	**2**	**18**	**11%**	**3**	**18**	**17%**

Figure 413: Human Resources Departures by Gender and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**6**	**17%**
Female	1	4	25%
Male	0	2	0%
Officials and Managers	**1**	**3**	**33%**
Female	1	3	33%
Male	0	0	0%
Professionals	**0**	**7**	**0%**
Female	0	7	0%
Male	0	0	0%
Unknown	**0**	**0**	**0%**
Female	0	0	0%
Male	0	0	0%
Grand Total	**2**	**16**	**13%**

Figure 414: Human Resources Departures by Gender and Job Group (Part 4 of 4)

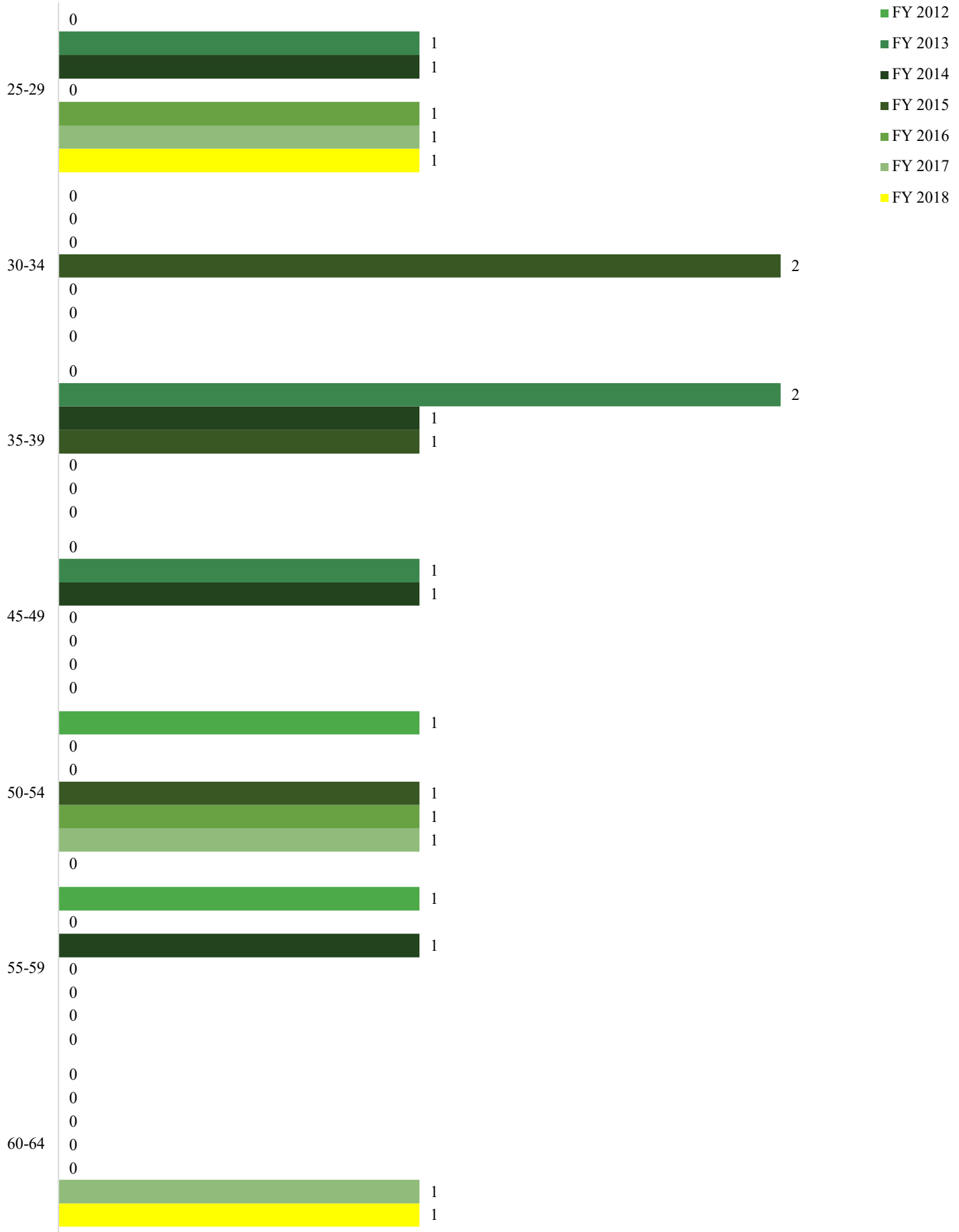

Figure 415: Human Resources Departures by Age Group

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**8**	**0%**	**3**	**8**	**38%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	1	1	100%
30-34	0	1	0%	0	1	0%
35-39	0	4	0%	2	4	50%
40-44	0	1	0%	0	0	0%
45-49	0	2	0%	0	1	0%
50-54	0	0	0%	0	1	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
Officials and Managers	**0**	**1**	**0%**	**0**	**3**	**0%**
30-34	0	0	0%	0	1	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	1	0%
50-54	0	1	0%	0	1	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
Professionals	**2**	**6**	**33%**	**1**	**6**	**17%**
30-34	0	2	0%	0	1	0%
35-39	0	0	0%	0	1	0%
40-44	0	0	0%	0	1	0%
45-49	0	1	0%	1	1	100%
50-54	1	1	100%	0	1	0%
55-59	1	2	50%	0	1	0%
60-64	0	0	0%	0	0	0%
Unknown	**0**	**1**	**0%**	**0**	**0**	**0%**
35-39	0	0	0%	0	0	0%
40-44	0	1	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
Grand Total	**2**	**16**	**13%**	**4**	**17**	**24%**

Figure 416: Human Resources Departures by Age Group and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**8**	**13%**	**3**	**6**	**50%**
20-24	0	0	0%	0	0	0%
25-29	1	3	33%	0	2	0%
30-34	0	1	0%	2	1	200%
35-39	0	2	0%	1	1	100%
40-44	0	1	0%	0	0	0%
45-49	0	0	0%	0	1	0%
50-54	0	1	0%	0	1	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
Officials and Managers	**2**	**4**	**50%**	**0**	**3**	**0%**
30-34	0	1	0%	0	0	0%
35-39	0	1	0%	0	1	0%
40-44	0	0	0%	0	0	0%
45-49	1	1	100%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	1	1	100%	0	2	0%
60-64	0	0	0%	0	0	0%
Professionals	**1**	**4**	**25%**	**1**	**6**	**17%**
30-34	0	0	0%	0	0	0%
35-39	1	0	0%	0	1	0%
40-44	0	0	0%	0	1	0%
45-49	0	2	0%	0	2	0%
50-54	0	1	0%	1	1	100%
55-59	0	1	0%	0	1	0%
60-64	0	0	0%	0	0	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
Grand Total	**4**	**16**	**25%**	**4**	**15**	**27%**

Figure 417: Human Resources Departures by Age Group and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**8**	**25%**	**2**	**7**	**29%**
20-24	0	1	0%	0	0	0%
25-29	1	3	33%	1	2	50%
30-34	0	0	0%	0	1	0%
35-39	0	1	0%	0	2	0%
40-44	0	0	0%	0	0	0%
45-49	0	1	0%	0	0	0%
50-54	1	2	50%	1	2	50%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
Officials and Managers	**0**	**4**	**0%**	**0**	**4**	**0%**
30-34	0	0	0%	0	0	0%
35-39	0	1	0%	0	1	0%
40-44	0	1	0%	0	1	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	2	0%	0	1	0%
60-64	0	0	0%	0	1	0%
Professionals	**0**	**6**	**0%**	**1**	**7**	**14%**
30-34	0	0	0%	0	0	0%
35-39	0	1	0%	0	1	0%
40-44	0	1	0%	0	1	0%
45-49	0	2	0%	0	3	0%
50-54	0	1	0%	0	1	0%
55-59	0	1	0%	0	0	0%
60-64	0	0	0%	1	1	100%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
Grand Total	**2**	**18**	**11%**	**3**	**18**	**17%**

Figure 418: Human Resources Departures by Age Group and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**6**	**17%**
20-24	0	1	0%
25-29	1	1	100%
30-34	0	1	0%
35-39	0	1	0%
40-44	0	1	0%
45-49	0	0	0%
50-54	0	1	0%
55-59	0	0	0%
60-64	0	0	0%
Officials and Managers	**1**	**3**	**33%**
30-34	0	0	0%
35-39	0	1	0%
40-44	0	0	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	2	0%
60-64	1	0	0%
Professionals	**0**	**7**	**0%**
30-34	0	0	0%
35-39	0	0	0%
40-44	0	1	0%
45-49	0	3	0%
50-54	0	3	0%
55-59	0	0	0%
60-64	0	0	0%
Unknown	**0**	**0**	**0%**
35-39	0	0	0%
40-44	0	0	0%
45-49	0	0	0%
50-54	0	0	0%
Grand Total	**2**	**16**	**13%**

Figure 419: Human Resources Departures by Age Group and Job Group (Part 4 of 4)

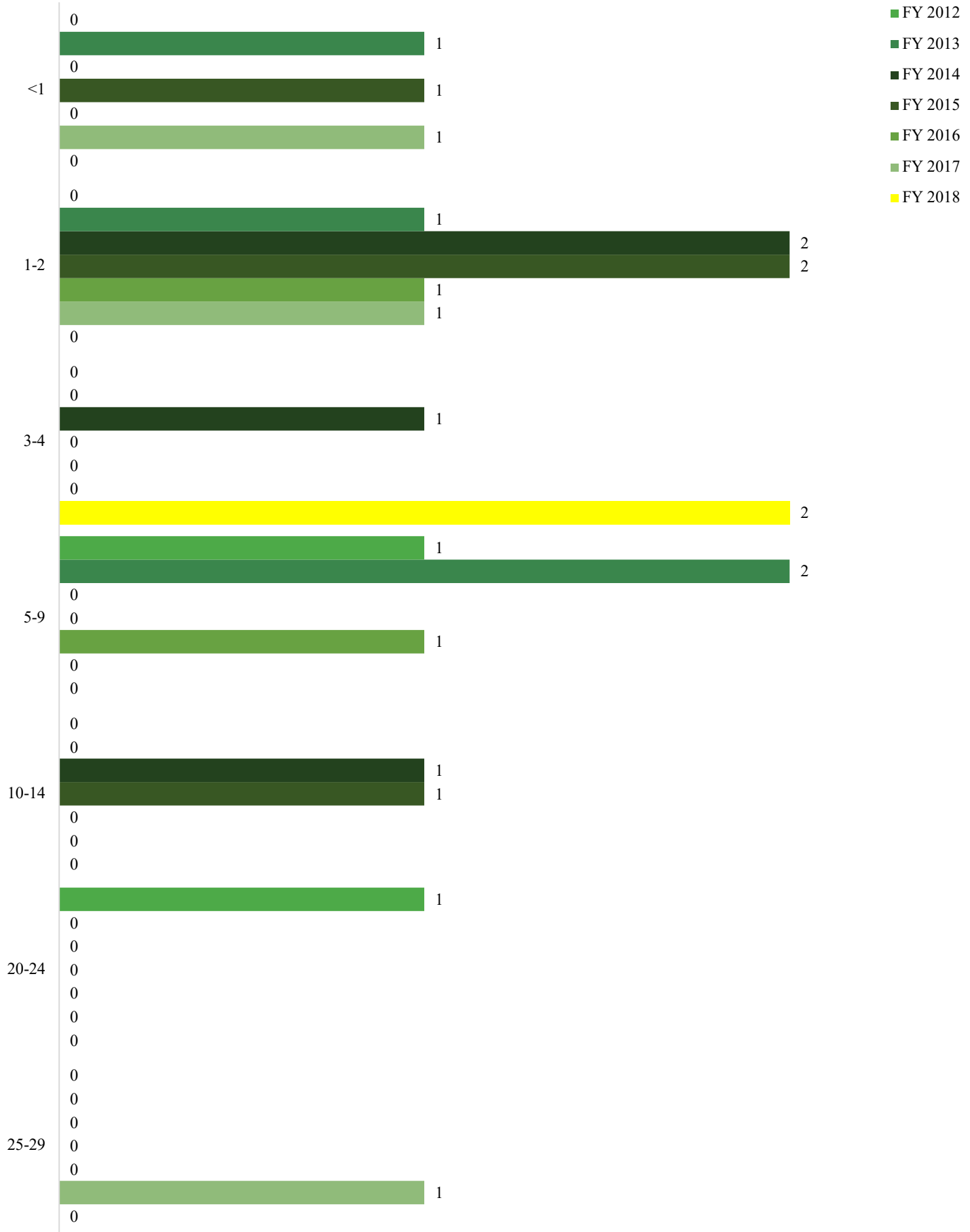

Figure 420: Human Resources Departures by Years of Service

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**0**	**3**	**1**	**3**	**2**	**2**	**1**
<1	0	1	0	1	0	1	0
1-2	0	1	1	2	1	1	0
3-4	0	0	0	0	0	0	1
5-9	0	1	0	0	1	0	0
Officials and Managers	**0**	**0**	**2**	**0**	**0**	**0**	**1**
3-4	0	0	1	0	0	0	1
10-14	0	0	1	0	0	0	0
Professionals	**2**	**1**	**1**	**1**	**0**	**1**	**0**
1-2	0	0	1	0	0	0	0
5-9	1	1	0	0	0	0	0
10-14	0	0	0	1	0	0	0
20-24	1	0	0	0	0	0	0
25-29	0	0	0	0	0	1	0

Figure 421: Human Resources Departures by Years of Service and Job Group

Public Works Departures

Totals
Fiscal Year 2012: 35
Fiscal Year 2013: 20
Fiscal Year 2014: 15
Fiscal Year 2015: 25
Fiscal Year 2016: 45
Fiscal Year 2017: 30
Fiscal Year 2018: 31

Termination Reasons	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**
Layoff	3	4	0	0	3	0	0
Other Position	1	0	2	4	7	3	3
Other Reason	2	9	2	5	4	3	5
Probation	2	0	0	1	5	1	9
Relocation	0	0	0	1	0	1	1
Resignation	1	0	1	1	0	0	3
Retirement	26	7	10	13	26	22	10

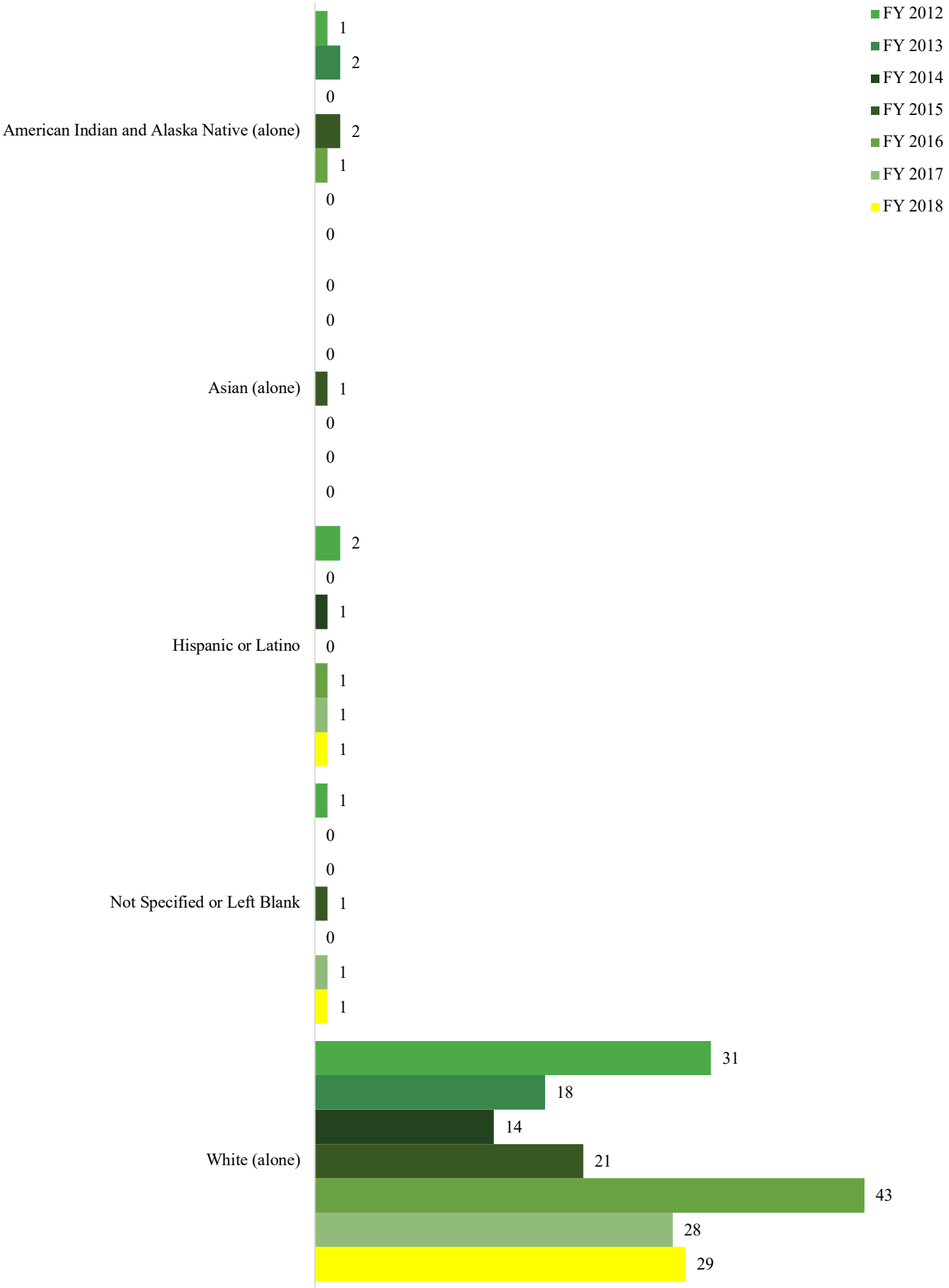

Figure 422: Public Works Departures by Ethnicity

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**4**	**21**	**19%**	**3**	**45**	**7%**
Asian (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	1	0%
White (alone)	4	21	19%	3	44	7%
Officials and Managers	**0**	**15**	**0%**	**3**	**18**	**17%**
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
White (alone)	0	15	0%	3	18	17%
Professionals	**8**	**53**	**15%**	**1**	**55**	**2%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Asian (alone)	0	2	0%	0	2	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	1	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	2	0%	0	2	0%
White (alone)	7	48	15%	1	50	2%
Protective Services: Non-Sworn	**1**	**0**	**0%**	**0**	**1**	**0%**
White (alone)	1	0	0%	0	1	0%
Service Maintenance	**8**	**113**	**7%**	**8**	**111**	**7%**
American Indian and Alaska Native (alone)	0	8	0%	2	9	22%
Asian (alone)	0	3	0%	0	3	0%
Black or African American (alone)	0	3	0%	0	3	0%
Hispanic or Latino	1	3	33%	0	2	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	7	96	7%	6	94	6%
Skilled Craft	**6**	**30**	**20%**	**1**	**30**	**3%**
American Indian and Alaska Native (alone)	0	2	0%	0	1	0%
Hispanic or Latino	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	6	28	21%	1	29	3%
Technicians	**7**	**27**	**26%**	**4**	**26**	**15%**
American Indian and Alaska Native (alone)	1	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	1	0%
Not Specified or Left Blank	1	0	0%	0	0	0%
White (alone)	5	27	19%	4	25	16%
Unknown	**1**	**53**	**2%**	**0**	**2**	**0%**
American Indian and Alaska Native (alone)	0	1	0%	0	0	0%
Asian (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	1	0%	0	0	0%
Not Specified or Left Blank	0	1	0%	0	0	0%
White (alone)	1	50	2%	0	2	0%
Grand Total	**35**	**312**	**11%**	**20**	**288**	**7%**

Figure 423: Public Works Departures by Ethnicity and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**4**	**47**	**9%**	**2**	**50**	**4%**
Asian (alone)	0	0	0%	0	1	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	1	0%	0	1	0%
Not Specified or Left Blank	0	1	0%	0	1	0%
White (alone)	4	45	9%	2	47	4%
Officials and Managers	**0**	**15**	**0%**	**4**	**14**	**29%**
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
White (alone)	0	15	0%	4	14	29%
Professionals	**3**	**53**	**6%**	**6**	**55**	**11%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Asian (alone)	0	2	0%	0	2	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	1	0%
Not Specified or Left Blank	0	1	0%	0	1	0%
White (alone)	3	49	6%	6	50	12%
Protective Services: Non-Sworn	**0**	**1**	**0%**	**0**	**1**	**0%**
White (alone)	0	1	0%	0	1	0%
Service Maintenance	**5**	**112**	**4%**	**11**	**116**	**9%**
American Indian and Alaska Native (alone)	0	9	0%	2	9	22%
Asian (alone)	0	3	0%	1	2	50%
Black or African American (alone)	0	3	0%	0	3	0%
Hispanic or Latino	1	2	50%	0	2	0%
Multi-Ethnic	0	1	0%	0	2	0%
Not Specified or Left Blank	0	0	0%	1	1	100%
White (alone)	4	94	4%	7	97	7%
Skilled Craft	**3**	**30**	**10%**	**1**	**32**	**3%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	3	29	10%	1	31	3%
Technicians	**0**	**25**	**0%**	**1**	**25**	**4%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Multi-Ethnic	0	2	0%	0	2	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	23	0%	1	23	4%
Unknown	**0**	**2**	**0%**	**0**	**1**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	2	0%	0	1	0%
Grand Total	**15**	**285**	**5%**	**25**	**294**	**9%**

Figure 424: Public Works Departures by Ethnicity and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**8**	**46**	**17%**	**6**	**40**	**15%**
Asian (alone)	0	2	0%	0	2	0%
Hispanic or Latino	0	1	0%	0	1	0%
Multi-Ethnic	0	1	0%	0	1	0%
Not Specified or Left Blank	0	1	0%	0	1	0%
White (alone)	8	41	20%	6	35	17%
Officials and Managers	**3**	**15**	**20%**	**2**	**17**	**12%**
Hispanic or Latino	0	0	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	1	0%
White (alone)	3	15	20%	2	15	13%
Professionals	**10**	**56**	**18%**	**7**	**54**	**13%**
American Indian and Alaska Native (alone)	0	2	0%	0	2	0%
Asian (alone)	0	2	0%	0	2	0%
Black or African American (alone)	0	1	0%	0	1	0%
Hispanic or Latino	1	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	1	0%
Not Specified or Left Blank	0	2	0%	0	3	0%
White (alone)	9	49	18%	7	45	16%
Protective Services: Non-Sworn	**0**	**1**	**0%**	**0**	**1**	**0%**
White (alone)	0	1	0%	0	1	0%
Service Maintenance	**17**	**120**	**14%**	**7**	**117**	**6%**
American Indian and Alaska Native (alone)	1	7	14%	0	6	0%
Asian (alone)	0	3	0%	0	3	0%
Black or African American (alone)	0	5	0%	0	5	0%
Hispanic or Latino	0	6	0%	1	6	17%
Multi-Ethnic	0	2	0%	0	3	0%
Not Specified or Left Blank	0	0	0%	1	0	0%
White (alone)	16	97	16%	5	94	5%
Skilled Craft	**4**	**40**	**10%**	**2**	**39**	**5%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	1	0%	0	1	0%
Not Specified or Left Blank	0	1	0%	0	1	0%
White (alone)	4	37	11%	2	36	6%
Technicians	**3**	**29**	**10%**	**6**	**27**	**22%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Multi-Ethnic	0	2	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	3	27	11%	6	26	23%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Asian (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Grand Total	**45**	**307**	**15%**	**30**	**295**	**10%**

Figure 425: Public Works Departures by Ethnicity and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**42**	**5%**
Asian (alone)	0	2	0%
Hispanic or Latino	0	1	0%
Multi-Ethnic	0	0	0%
Not Specified or Left Blank	0	1	0%
White (alone)	2	38	5%
Officials and Managers	**3**	**16**	**19%**
Hispanic or Latino	0	0	0%
Multi-Ethnic	0	2	0%
White (alone)	3	14	21%
Professionals	**7**	**53**	**13%**
American Indian and Alaska Native (alone)	0	3	0%
Asian (alone)	0	2	0%
Black or African American (alone)	0	1	0%
Hispanic or Latino	0	0	0%
Multi-Ethnic	0	1	0%
Not Specified or Left Blank	0	3	0%
White (alone)	7	43	16%
Protective Services: Non-Sworn	**0**	**1**	**0%**
White (alone)	0	1	0%
Service Maintenance	**11**	**117**	**9%**
American Indian and Alaska Native (alone)	0	7	0%
Asian (alone)	0	3	0%
Black or African American (alone)	0	5	0%
Hispanic or Latino	1	5	20%
Multi-Ethnic	0	3	0%
Not Specified or Left Blank	0	0	0%
White (alone)	10	94	11%
Skilled Craft	**3**	**38**	**8%**
American Indian and Alaska Native (alone)	0	1	0%
Hispanic or Latino	0	1	0%
Not Specified or Left Blank	0	1	0%
White (alone)	3	35	9%
Technicians	**5**	**27**	**19%**
American Indian and Alaska Native (alone)	0	0	0%
Multi-Ethnic	0	2	0%
Not Specified or Left Blank	1	0	0%
White (alone)	4	25	16%
Unknown	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%
Asian (alone)	0	0	0%
Hispanic or Latino	0	0	0%
Multi-Ethnic	0	0	0%
Not Specified or Left Blank	0	0	0%
White (alone)	0	0	0%
Grand Total	**31**	**294**	**11%**

Figure 426: Public Works Departures by Ethnicity and Job Group (Part 4 of 4)

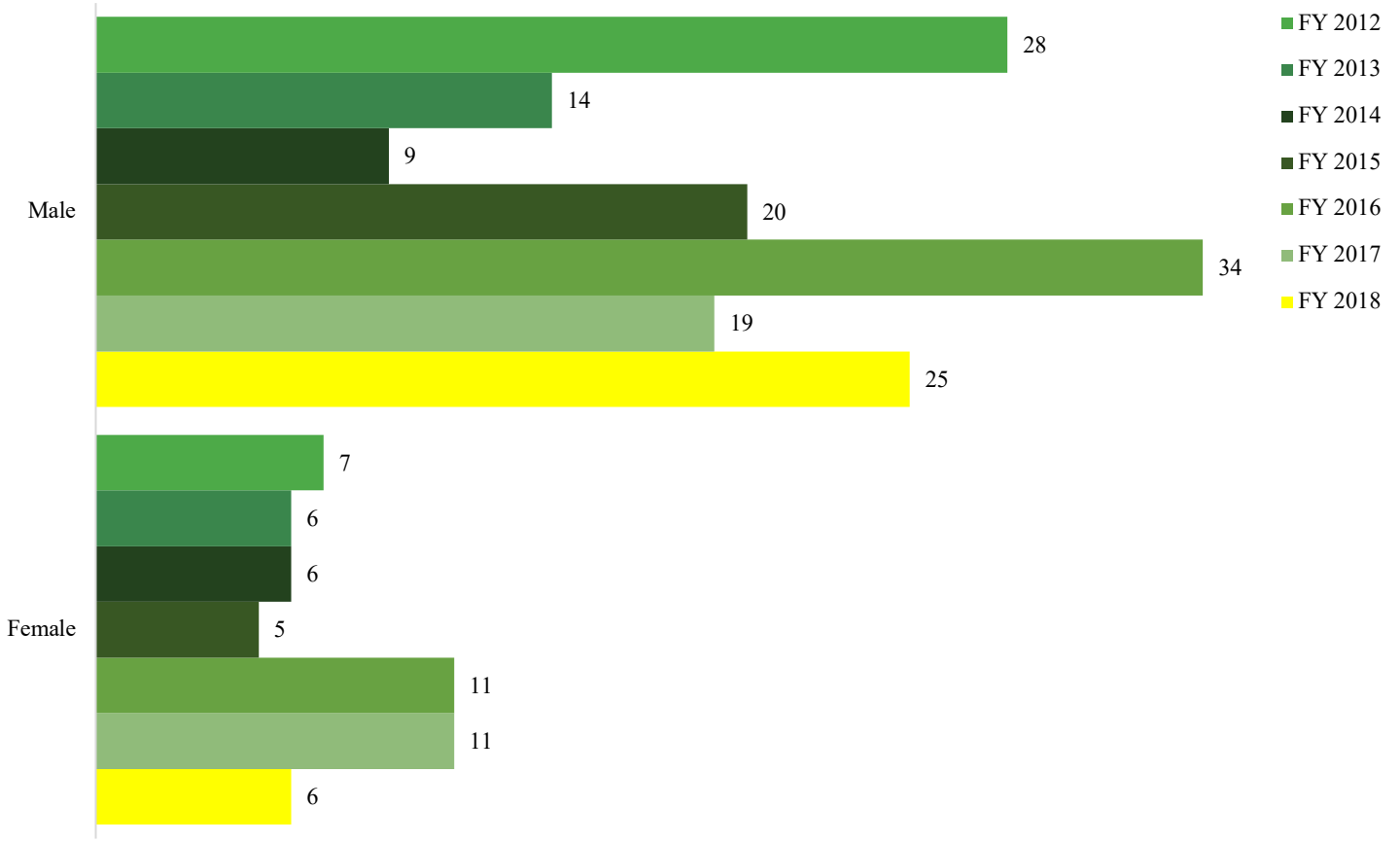

Figure 427: Public Works Departures by Gender

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**4**	**21**	**19%**	**3**	**45**	**7%**
Female	3	14	21%	3	37	8%
Male	1	7	14%	0	8	0%
Officials and Managers	**0**	**15**	**0%**	**3**	**18**	**17%**
Female	0	4	0%	1	5	20%
Male	0	11	0%	2	13	15%
Professionals	**8**	**53**	**15%**	**1**	**55**	**2%**
Female	2	15	13%	0	18	0%
Male	6	37	16%	1	36	3%
Not Specified or Left Blank	0	1	0%	0	1	0%
Protective Services: Non-Sworn	**1**	**0**	**0%**	**0**	**1**	**0%**
Female	0	0	0%	0	0	0%
Male	1	0	0%	0	1	0%
Service Maintenance	**8**	**113**	**7%**	**8**	**111**	**7%**
Female	1	9	11%	1	8	13%
Male	7	104	7%	7	103	7%
Skilled Craft	**6**	**30**	**20%**	**1**	**30**	**3%**
Male	6	30	20%	1	30	3%
Technicians	**7**	**27**	**26%**	**4**	**26**	**15%**
Female	1	8	13%	1	8	13%
Male	6	19	32%	3	18	17%
Unknown	**1**	**53**	**2%**	**0**	**2**	**0%**
Female	0	33	0%	0	2	0%
Male	1	20	5%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
Grand Total	**35**	**312**	**11%**	**20**	**288**	**7%**

Figure 428: Public Works Departures by Gender and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**4**	**47**	**9%**	**2**	**50**	**4%**
Female	4	39	10%	2	40	5%
Male	0	8	0%	0	10	0%
Officials and Managers	**0**	**15**	**0%**	**4**	**14**	**29%**
Female	0	3	0%	0	3	0%
Male	0	12	0%	4	11	36%
Professionals	**3**	**53**	**6%**	**6**	**55**	**11%**
Female	1	20	5%	2	21	10%
Male	2	33	6%	4	34	12%
Not Specified or Left Blank	0	0	0%	0	0	0%
Protective Services: Non-Sworn	**0**	**1**	**0%**	**0**	**1**	**0%**
Female	0	0	0%	0	0	0%
Male	0	1	0%	0	1	0%
Service Maintenance	**5**	**112**	**4%**	**11**	**116**	**9%**
Female	1	8	13%	1	10	10%
Male	4	104	4%	10	106	9%
Skilled Craft	**3**	**30**	**10%**	**1**	**32**	**3%**
Male	3	30	10%	1	32	3%
Technicians	**0**	**25**	**0%**	**1**	**25**	**4%**
Female	0	7	0%	0	6	0%
Male	0	18	0%	1	19	5%
Unknown	**0**	**2**	**0%**	**0**	**1**	**0%**
Female	0	2	0%	0	1	0%
Male	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
Grand Total	**15**	**285**	**5%**	**25**	**294**	**9%**

Figure 429: Public Works Departures by Gender and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**8**	**46**	**17%**	**6**	**40**	**15%**
Female	6	37	16%	6	34	18%
Male	2	9	22%	0	6	0%
Officials and Managers	**3**	**15**	**20%**	**2**	**17**	**12%**
Female	1	4	25%	2	7	29%
Male	2	11	18%	0	10	0%
Professionals	**10**	**56**	**18%**	**7**	**54**	**13%**
Female	3	22	14%	2	17	12%
Male	7	34	21%	5	37	14%
Not Specified or Left Blank	0	0	0%	0	0	0%
Protective Services: Non-Sworn	**0**	**1**	**0%**	**0**	**1**	**0%**
Female	0	0	0%	0	0	0%
Male	0	1	0%	0	1	0%
Service Maintenance	**17**	**120**	**14%**	**7**	**117**	**6%**
Female	1	17	6%	1	16	6%
Male	16	103	16%	6	101	6%
Skilled Craft	**4**	**40**	**10%**	**2**	**39**	**5%**
Male	4	40	10%	2	39	5%
Technicians	**3**	**29**	**10%**	**6**	**27**	**22%**
Female	0	7	0%	0	7	0%
Male	3	22	14%	6	20	30%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
Grand Total	**45**	**307**	**15%**	**30**	**295**	**10%**

Figure 430: Public Works Departures by Gender and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	**Average Employed**	**Turnover Rate**
Administrative Support	**2**	**42**	**5%**
Female	1	35	3%
Male	1	7	14%
Officials and Managers	**3**	**16**	**19%**
Female	1	7	14%
Male	2	9	22%
Professionals	**7**	**53**	**13%**
Female	1	19	5%
Male	6	34	18%
Not Specified or Left Blank	0	0	0%
Protective Services: Non-Sworn	**0**	**1**	**0%**
Female	0	0	0%
Male	0	1	0%
Service Maintenance	**11**	**117**	**9%**
Female	1	18	6%
Male	10	99	10%
Skilled Craft	**3**	**38**	**8%**
Male	3	38	8%
Technicians	**5**	**27**	**19%**
Female	2	7	29%
Male	3	20	15%
Unknown	**0**	**0**	**0%**
Female	0	0	0%
Male	0	0	0%
Not Specified or Left Blank	0	0	0%
Grand Total	**31**	**294**	**11%**

Figure 431: Public Works Departures by Gender and Job Group (Part 4 of 4)

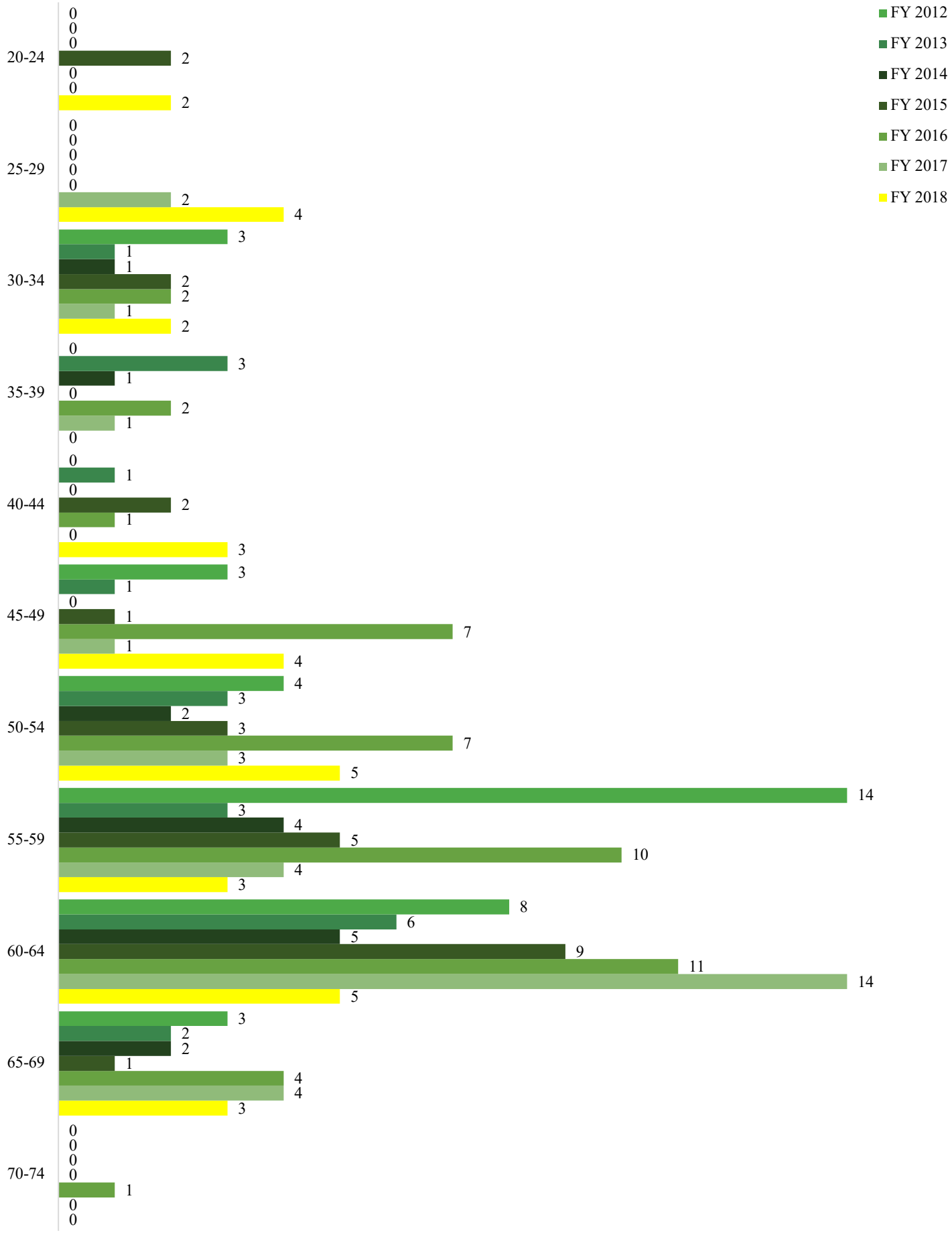

Figure 432: Public Works Departures by Age Group

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**4**	**21**	**19%**	**3**	**45**	**7%**
20-24	0	0	0%	0	0	0%
25-29	0	1	0%	0	2	0%
30-34	0	2	0%	0	1	0%
35-39	0	1	0%	0	1	0%
40-44	0	0	0%	0	3	0%
45-49	0	4	0%	1	4	25%
50-54	1	5	20%	0	12	0%
55-59	1	7	14%	1	15	7%
60-64	2	1	200%	1	5	20%
65-69	0	0	0%	0	2	0%
70-74	0	0	0%	0	0	0%
Officials and Managers	**0**	**15**	**0%**	**3**	**18**	**17%**
25-29	0	1	0%	0	0	0%
30-34	0	0	0%	0	1	0%
35-39	0	0	0%	0	0	0%
40-44	0	2	0%	0	3	0%
45-49	0	3	0%	0	4	0%
50-54	0	3	0%	0	4	0%
55-59	0	5	0%	0	4	0%
60-64	0	1	0%	2	2	100%
65-69	0	0	0%	1	0	0%
Professionals	**8**	**53**	**15%**	**1**	**55**	**2%**
20-24	0	0	0%	0	0	0%
25-29	0	2	0%	0	2	0%
30-34	1	5	20%	0	2	0%
35-39	0	8	0%	0	8	0%
40-44	0	7	0%	0	6	0%
45-49	1	9	11%	0	12	0%
50-54	0	9	0%	0	6	0%
55-59	3	9	33%	0	14	0%
60-64	2	4	50%	1	5	20%
65-69	1	0	0%	0	0	0%
Protective Services: Non-Sworn	**1**	**0**	**0%**	**0**	**1**	**0%**
45-49	1	0	0%	0	0	0%
55-59	0	0	0%	0	1	0%
60-64	0	0	0%	0	0	0%

Figure 433: Public Works Departures by Age Group and Job Group (Part 1 of 8)

Job Group (continued)	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Service Maintenance	**8**	**113**	**7%**	**8**	**111**	**7%**
20-24	0	0	0%	0	0	0%
25-29	0	5	0%	0	3	0%
30-34	1	9	11%	0	8	0%
35-39	0	12	0%	2	13	15%
40-44	0	14	0%	0	15	0%
45-49	1	20	5%	0	16	0%
50-54	2	26	8%	2	27	7%
55-59	3	18	17%	2	19	11%
60-64	1	6	17%	1	8	13%
65-69	0	3	0%	1	2	50%
70-74	0	0	0%	0	0	0%
Skilled Craft	**6**	**30**	**20%**	**1**	**30**	**3%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	3	0%	0	2	0%
35-39	0	2	0%	0	2	0%
40-44	0	3	0%	0	5	0%
45-49	0	4	0%	0	2	0%
50-54	1	7	14%	1	6	17%
55-59	4	10	40%	0	11	0%
60-64	1	1	100%	0	2	0%
Technicians	**7**	**27**	**26%**	**4**	**26**	**15%**
20-24	0	0	0%	0	0	0%
25-29	0	1	0%	0	0	0%
30-34	1	3	33%	1	2	50%
35-39	0	2	0%	1	3	33%
40-44	0	3	0%	1	0	0%
45-49	0	5	0%	0	6	0%
50-54	0	3	0%	0	4	0%
55-59	2	6	33%	0	7	0%
60-64	2	3	67%	1	4	25%
65-69	2	1	200%	0	0	0%
Unknown	**1**	**53**	**2%**	**0**	**2**	**0%**
25-29	0	1	0%	0	0	0%
30-34	0	1	0%	0	0	0%
35-39	0	3	0%	0	0	0%
40-44	0	4	0%	0	0	0%
45-49	0	8	0%	0	1	0%
50-54	0	14	0%	0	0	0%
55-59	1	14	7%	0	1	0%
60-64	0	8	0%	0	0	0%
65-69	0	0	0%	0	0	0%
Grand Total	**35**	**312**	**11%**	**20**	**288**	**7%**

Figure 434: Public Works Departures by Age Group and Job Group (Part 2 of 8)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**4**	**47**	**9%**	**2**	**50**	**4%**
20-24	0	0	0%	0	0	0%
25-29	0	1	0%	0	2	0%
30-34	0	3	0%	0	2	0%
35-39	0	1	0%	0	4	0%
40-44	0	4	0%	0	5	0%
45-49	0	5	0%	0	5	0%
50-54	0	11	0%	0	9	0%
55-59	0	15	0%	1	16	6%
60-64	3	5	60%	1	5	20%
65-69	1	2	50%	0	2	0%
70-74	0	0	0%	0	0	0%
Officials and Managers	**0**	**15**	**0%**	**4**	**14**	**29%**
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	1	0%	0	1	0%
40-44	0	3	0%	0	3	0%
45-49	0	4	0%	0	3	0%
50-54	0	3	0%	1	4	25%
55-59	0	3	0%	1	2	50%
60-64	0	1	0%	2	1	200%
65-69	0	0	0%	0	0	0%
Professionals	**3**	**53**	**6%**	**6**	**55**	**11%**
20-24	0	0	0%	1	1	100%
25-29	0	1	0%	0	2	0%
30-34	0	2	0%	2	2	100%
35-39	1	6	17%	0	4	0%
40-44	0	5	0%	0	6	0%
45-49	0	14	0%	0	12	0%
50-54	1	5	20%	0	10	0%
55-59	1	16	6%	1	14	7%
60-64	0	3	0%	2	3	67%
65-69	0	1	0%	0	1	0%
Protective Services: Non-Sworn	**0**	**1**	**0%**	**0**	**1**	**0%**
45-49	0	0	0%	0	0	0%
55-59	0	1	0%	0	1	0%
60-64	0	0	0%	0	0	0%

Figure 435: Public Works Departures by Age Group and Job Group (Part 3 of 8)

Job Group (continued)	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Service Maintenance	**5**	**112**	**4%**	**11**	**116**	**9%**
20-24	0	0	0%	1	1	100%
25-29	0	3	0%	0	3	0%
30-34	1	10	10%	0	11	0%
35-39	0	11	0%	0	12	0%
40-44	0	17	0%	2	18	11%
45-49	0	17	0%	1	17	6%
50-54	1	26	4%	2	26	8%
55-59	1	17	6%	2	17	12%
60-64	1	10	10%	2	9	22%
65-69	1	1	100%	1	2	50%
70-74	0	0	0%	0	0	0%
Skilled Craft	**3**	**30**	**10%**	**1**	**32**	**3%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	1	0%	0	1	0%
35-39	0	2	0%	0	3	0%
40-44	0	4	0%	0	3	0%
45-49	0	5	0%	0	6	0%
50-54	0	5	0%	0	6	0%
55-59	2	12	17%	0	9	0%
60-64	1	1	100%	1	4	25%
Technicians	**0**	**25**	**0%**	**1**	**25**	**4%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	2	0%	0	0	0%
35-39	0	3	0%	0	4	0%
40-44	0	0	0%	0	2	0%
45-49	0	4	0%	0	3	0%
50-54	0	5	0%	0	6	0%
55-59	0	8	0%	0	5	0%
60-64	0	3	0%	1	5	20%
65-69	0	0	0%	0	0	0%
Unknown	**0**	**2**	**0%**	**0**	**1**	**0%**
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	1	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	1	0%	0	1	0%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%
Grand Total	**15**	**285**	**5%**	**25**	**294**	**9%**

Figure 436: Public Works Departures by Age Group and Job Group (Part 4 of 8)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**8**	**46**	**17%**	**6**	**40**	**15%**
20-24	0	1	0%	0	1	0%
25-29	0	2	0%	0	1	0%
30-34	0	2	0%	1	2	50%
35-39	1	3	33%	0	1	0%
40-44	1	3	33%	0	2	0%
45-49	0	5	0%	1	7	14%
50-54	1	6	17%	0	4	0%
55-59	3	14	21%	0	10	0%
60-64	2	8	25%	3	8	38%
65-69	0	2	0%	1	4	25%
70-74	0	0	0%	0	0	0%
Officials and Managers	**3**	**15**	**20%**	**2**	**17**	**12%**
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	1	0%
40-44	0	3	0%	0	3	0%
45-49	0	2	0%	0	2	0%
50-54	1	6	17%	1	4	25%
55-59	0	2	0%	1	4	25%
60-64	1	2	50%	0	3	0%
65-69	1	0	0%	0	0	0%
Professionals	**10**	**56**	**18%**	**7**	**54**	**13%**
20-24	0	0	0%	0	0	0%
25-29	0	3	0%	0	4	0%
30-34	2	2	100%	0	3	0%
35-39	0	3	0%	0	3	0%
40-44	0	9	0%	0	9	0%
45-49	2	9	22%	0	9	0%
50-54	1	13	8%	0	12	0%
55-59	3	10	30%	1	7	14%
60-64	1	5	20%	6	6	100%
65-69	1	2	50%	0	1	0%
Protective Services: Non-Sworn	**0**	**1**	**0%**	**0**	**1**	**0%**
45-49	0	0	0%	0	0	0%
55-59	0	1	0%	0	1	0%
60-64	0	0	0%	0	0	0%

Figure 437: Public Works Departures by Age Group and Job Group (Part 5 of 8)

Job Group (continued)	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Service Maintenance	**17**	**120**	**14%**	**7**	**117**	**6%**
20-24	0	0	0%	0	3	0%
25-29	0	2	0%	2	3	67%
30-34	0	12	0%	0	12	0%
35-39	1	14	7%	1	12	8%
40-44	0	14	0%	0	13	0%
45-49	4	16	25%	0	14	0%
50-54	3	26	12%	1	23	4%
55-59	2	21	10%	1	22	5%
60-64	5	12	42%	1	13	8%
65-69	1	2	50%	1	2	50%
70-74	1	1	100%	0	0	0%
Skilled Craft	**4**	**40**	**10%**	**2**	**39**	**5%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	1	0%
30-34	0	1	0%	0	1	0%
35-39	0	5	0%	0	4	0%
40-44	0	4	0%	0	3	0%
45-49	0	8	0%	0	8	0%
50-54	0	8	0%	0	7	0%
55-59	2	9	22%	0	12	0%
60-64	2	5	40%	2	3	67%
Technicians	**3**	**29**	**10%**	**6**	**27**	**22%**
20-24	0	1	0%	0	0	0%
25-29	0	1	0%	0	2	0%
30-34	0	0	0%	0	0	0%
35-39	0	4	0%	0	3	0%
40-44	0	3	0%	0	3	0%
45-49	1	2	50%	0	2	0%
50-54	1	7	14%	1	5	20%
55-59	0	5	0%	1	6	17%
60-64	0	6	0%	2	5	40%
65-69	1	0	0%	2	1	200%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%
Grand Total	**45**	**307**	**15%**	**30**	**295**	**10%**

Figure 438: Public Works Departures by Age Group and Job Group (Part 6 of 8)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**2**	**42**	**5%**
20-24	0	2	0%
25-29	1	1	100%
30-34	0	3	0%
35-39	0	2	0%
40-44	0	2	0%
45-49	0	6	0%
50-54	0	6	0%
55-59	0	10	0%
60-64	1	6	17%
65-69	0	3	0%
70-74	0	1	0%
Officials and Managers	**3**	**16**	**19%**
25-29	0	0	0%
30-34	0	0	0%
35-39	0	0	0%
40-44	1	3	33%
45-49	1	2	50%
50-54	0	4	0%
55-59	1	3	33%
60-64	0	4	0%
65-69	0	0	0%
Professionals	**7**	**53**	**13%**
20-24	0	0	0%
25-29	0	3	0%
30-34	1	5	20%
35-39	0	1	0%
40-44	1	11	9%
45-49	2	8	25%
50-54	0	15	0%
55-59	0	4	0%
60-64	3	5	60%
65-69	0	1	0%
Protective Services: Non-Sworn	**0**	**1**	**0%**
45-49	0	0	0%
55-59	0	0	0%
60-64	0	1	0%

Figure 439: Public Works Departures by Age Group and Job Group (Part 7 of 8)

Job Group (continued)	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Service Maintenance	**11**	**117**	**9%**
20-24	2	4	50%
25-29	2	4	50%
30-34	1	6	17%
35-39	0	13	0%
40-44	0	16	0%
45-49	0	16	0%
50-54	3	19	16%
55-59	1	22	5%
60-64	0	13	0%
65-69	2	4	50%
70-74	0	0	0%
Skilled Craft	**3**	**38**	**8%**
20-24	0	0	0%
25-29	0	1	0%
30-34	0	1	0%
35-39	0	4	0%
40-44	0	4	0%
45-49	0	8	0%
50-54	1	4	25%
55-59	1	11	9%
60-64	1	5	20%
Technicians	**5**	**27**	**19%**
20-24	0	2	0%
25-29	1	2	50%
30-34	0	1	0%
35-39	0	3	0%
40-44	1	2	50%
45-49	1	5	20%
50-54	1	4	25%
55-59	0	4	0%
60-64	0	4	0%
65-69	1	0	0%
Unknown	**0**	**0**	**0%**
25-29	0	0	0%
30-34	0	0	0%
35-39	0	0	0%
40-44	0	0	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	0	0%
60-64	0	0	0%
65-69	0	0	0%
Grand Total	**31**	**294**	**11%**

Figure 440: Public Works Departures by Age Group and Job Group (Part 8 of 8)

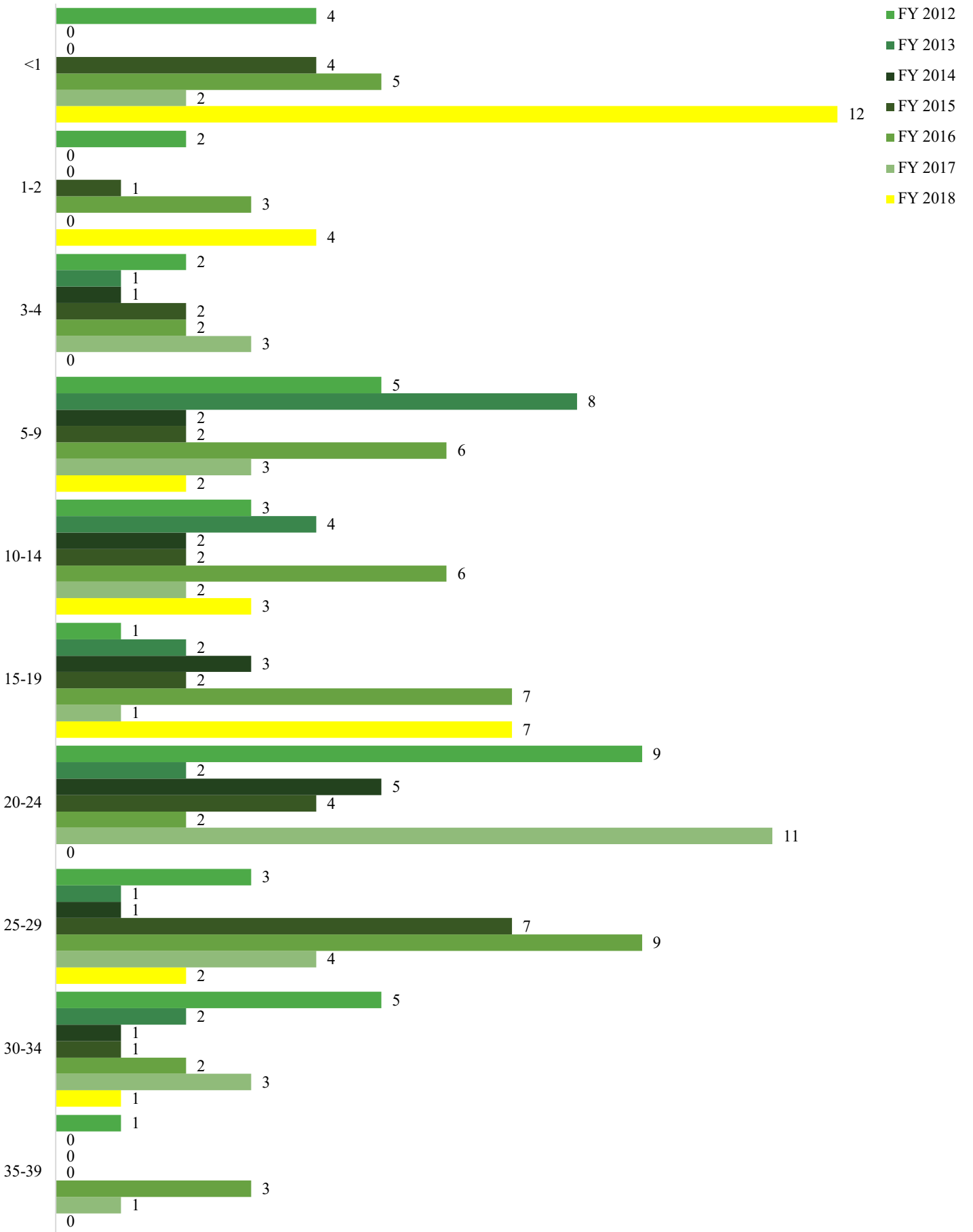

Figure 441: Public Works Departures by Years of Service

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**4**	**3**	**4**	**2**	**8**	**6**	**2**
<1	0	0	0	0	0	0	1
1-2	0	0	0	0	2	0	0
3-4	1	0	0	0	0	2	0
5-9	0	1	0	0	2	0	0
15-19	0	2	0	0	0	1	1
20-24	2	0	3	1	1	3	0
25-29	0	0	1	1	1	0	0
30-34	1	0	0	0	1	0	0
35-39	0	0	0	0	1	0	0
Officials and Managers	**0**	**3**	**0**	**4**	**3**	**2**	**3**
<1	0	0	0	0	0	0	1
1-2	0	0	0	1	0	0	1
3-4	0	1	0	0	0	0	0
5-9	0	0	0	0	1	0	0
10-14	0	1	0	1	2	0	0
15-19	0	0	0	0	0	0	1
25-29	0	0	0	1	0	1	0
30-34	0	1	0	1	0	1	0
Professionals	**8**	**1**	**3**	**6**	**10**	**7**	**7**
<1	2	0	0	2	1	0	2
1-2	0	0	0	0	0	0	1
3-4	1	0	0	1	0	0	0
5-9	0	0	2	0	2	0	1
10-14	0	0	0	0	3	0	2
20-24	3	0	1	0	0	3	0
25-29	1	0	0	3	1	3	0
30-34	1	1	0	0	1	1	1
35-39	0	0	0	0	2	0	0
Protective Services: Non-Sworn	**1**	**0**	**0**	**0**	**0**	**0**	**0**
5-9	1	0	0	0	0	0	0

Figure 442: Public Works Departures by Years of Service and Job Group (Part 1 of 2)

Job Group (continued)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Service Maintenance	**8**	**8**	**5**	**11**	**17**	**7**	**11**
<1	1	0	0	2	4	1	6
1-2	1	0	0	0	1	0	1
3-4	0	0	1	1	1	1	0
5-9	1	3	0	2	0	2	0
10-14	1	2	2	1	1	1	1
15-19	0	0	2	1	5	0	3
20-24	2	2	0	2	1	2	0
25-29	1	1	0	2	4	0	0
30-34	1	0	0	0	0	0	0
Skilled Craft	**6**	**1**	**3**	**1**	**4**	**2**	**3**
5-9	1	0	0	0	0	0	1
10-14	1	1	0	0	0	0	0
15-19	0	0	1	1	1	0	0
20-24	1	0	1	0	0	2	0
25-29	0	0	0	0	3	0	2
30-34	2	0	1	0	0	0	0
35-39	1	0	0	0	0	0	0
Technicians	**7**	**4**	**0**	**1**	**3**	**6**	**5**
<1	0	0	0	0	0	1	2
1-2	1	0	0	0	0	0	1
3-4	0	0	0	0	1	0	0
5-9	2	4	0	0	1	1	0
10-14	1	0	0	0	0	1	0
15-19	1	0	0	0	1	0	2
20-24	1	0	0	1	0	1	0
25-29	1	0	0	0	0	0	0
30-34	0	0	0	0	0	1	0
35-39	0	0	0	0	0	1	0
Unknown	**1**	**0**	**0**	**0**	**0**	**0**	**0**
<1	1	0	0	0	0	0	0

Figure 443: Public Works Departures by Years of Service and Job Group (Part 2 of 2)

Sheriff's Office Departures

Totals
Fiscal Year 2012: 70
Fiscal Year 2013: 29
Fiscal Year 2014: 23
Fiscal Year 2015: 34
Fiscal Year 2016: 23
Fiscal Year 2017: 34
Fiscal Year 2018: 21

Termination Reasons	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**
Layoff	37	4	0	0	0	0	0
Other Position	4	5	6	3	4	10	4
Other Reason	11	5	2	5	6	5	3
Probation	2	3	2	17	4	3	6
Relocation	2	1	0	0	0	0	0
Resignation	0	2	0	2	2	1	1
Retirement	14	8	13	7	7	15	7
Return to School	0	1	0	0	0	0	0

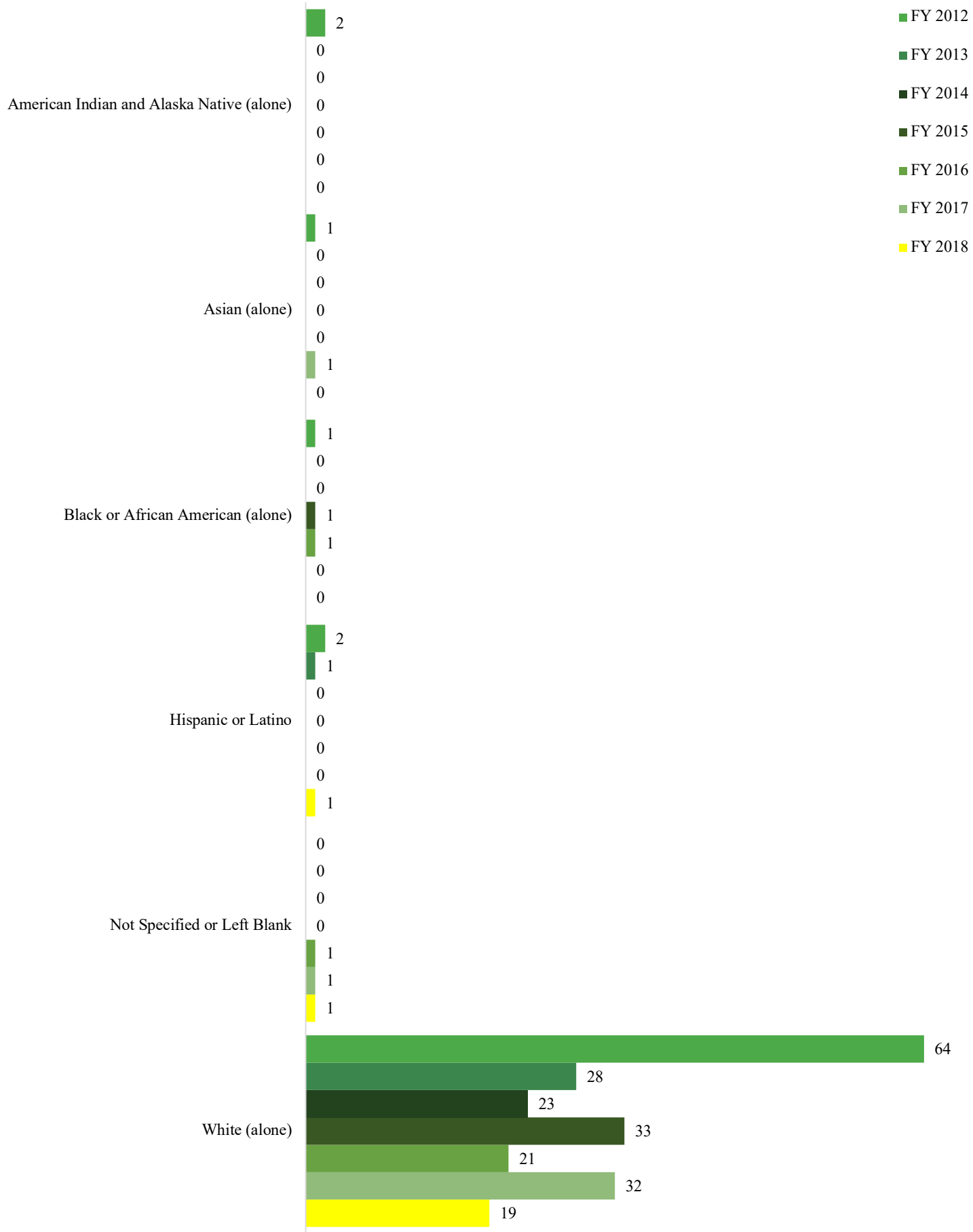

Figure 444: Sheriff's Office Departures by Ethnicity

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**11**	**51**	**22%**	**6**	**54**	**11%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	2	0%	0	1	0%
Multi-Ethnic	0	1	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	11	47	23%	6	51	12%
Officials and Managers	**1**	**2**	**50%**	**0**	**3**	**0%**
White (alone)	1	2	50%	0	3	0%
Professionals	**11**	**13**	**85%**	**2**	**4**	**50%**
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	11	13	85%	2	4	50%
Protective Services: Non-Sworn	**4**	**13**	**31%**	**0**	**16**	**0%**
Black or African American (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	1	0%	0	2	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	1	0%
White (alone)	4	11	36%	0	12	0%
Protective Services: Sworn	**28**	**187**	**15%**	**18**	**157**	**11%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Asian (alone)	1	0	0%	0	0	0%
Black or African American (alone)	1	2	50%	0	1	0%
Hispanic or Latino	2	5	40%	1	4	25%
Multi-Ethnic	0	1	0%	0	1	0%
Not Specified or Left Blank	0	5	0%	0	4	0%
White (alone)	24	173	14%	17	146	12%
Protective Services: Sworn Officials	**4**	**25**	**16%**	**3**	**24**	**13%**
American Indian and Alaska Native (alone)	0	2	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	4	23	17%	3	23	13%
Service Maintenance	**10**	**6**	**167%**	**0**	**2**	**0%**
American Indian and Alaska Native (alone)	2	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
White (alone)	8	6	133%	0	2	0%
Skilled Craft	**1**	**4**	**25%**	**0**	**4**	**0%**
White (alone)	1	4	25%	0	4	0%
Technicians	**0**	**1**	**0%**	**0**	**1**	**0%**
White (alone)	0	1	0%	0	1	0%
Unknown	**0**	**28**	**0%**	**0**	**6**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	28	0%	0	6	0%
Grand Total	**70**	**330**	**21%**	**29**	**271**	**11%**

Figure 445: Sheriff's Office Departures by Ethnicity and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**3**	**49**	**6%**	**11**	**50**	**22%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	1	0%	0	3	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	3	47	6%	11	46	24%
Officials and Managers	**1**	**3**	**33%**	**0**	**4**	**0%**
White (alone)	1	3	33%	0	4	0%
Professionals	**1**	**2**	**50%**	**1**	**0**	**0%**
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	1	2	50%	1	0	0%
Protective Services: Non-Sworn	**1**	**12**	**8%**	**1**	**12**	**8%**
Black or African American (alone)	0	1	0%	1	0	0%
Hispanic or Latino	0	1	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	1	10	10%	0	11	0%
Protective Services: Sworn	**14**	**128**	**11%**	**17**	**148**	**11%**
American Indian and Alaska Native (alone)	0	2	0%	0	2	0%
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	1	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	2	0%
Not Specified or Left Blank	0	3	0%	0	3	0%
White (alone)	14	121	12%	17	139	12%
Protective Services: Sworn Officials	**2**	**26**	**8%**	**3**	**29**	**10%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	2	25	8%	3	28	11%
Service Maintenance	**1**	**2**	**50%**	**0**	**2**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
White (alone)	1	2	50%	0	2	0%
Skilled Craft	**0**	**4**	**0%**	**1**	**4**	**25%**
White (alone)	0	4	0%	1	4	25%
Technicians	**0**	**1**	**0%**	**0**	**1**	**0%**
White (alone)	0	1	0%	0	1	0%
Unknown	**0**	**1**	**0%**	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	1	0%	0	0	0%
Grand Total	**23**	**228**	**10%**	**34**	**250**	**14%**

Figure 446: Sheriff's Office Departures by Ethnicity and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**8**	**53**	**15%**	**9**	**48**	**19%**
American Indian and Alaska Native (alone)	0	1	0%	0	0	0%
Asian (alone)	0	1	0%	1	1	100%
Black or African American (alone)	1	1	100%	0	1	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	3	0%	0	3	0%
Not Specified or Left Blank	0	0	0%	0	1	0%
White (alone)	7	47	15%	8	42	19%
Officials and Managers	**0**	**4**	**0%**	**0**	**4**	**0%**
White (alone)	0	4	0%	0	4	0%
Professionals	**0**	**1**	**0%**	**0**	**1**	**0%**
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	0	1	0%	0	1	0%
Protective Services: Non-Sworn	**4**	**12**	**33%**	**3**	**14**	**21%**
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	1	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	4	11	36%	3	12	25%
Protective Services: Sworn	**9**	**149**	**6%**	**20**	**153**	**13%**
American Indian and Alaska Native (alone)	0	2	0%	0	2	0%
Asian (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	1	0%	0	1	0%
Hispanic or Latino	0	1	0%	0	1	0%
Multi-Ethnic	0	2	0%	0	2	0%
Not Specified or Left Blank	1	4	25%	1	4	25%
White (alone)	8	139	6%	19	143	13%
Protective Services: Sworn Officials	**2**	**29**	**7%**	**2**	**29**	**7%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	2	28	7%	2	28	7%
Service Maintenance	**0**	**2**	**0%**	**0**	**2**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
White (alone)	0	2	0%	0	2	0%
Skilled Craft	**0**	**4**	**0%**	**0**	**5**	**0%**
White (alone)	0	4	0%	0	5	0%
Technicians	**0**	**1**	**0%**	**0**	**1**	**0%**
White (alone)	0	1	0%	0	1	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%	0	0	0%
Black or African American (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
Multi-Ethnic	0	0	0%	0	0	0%
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Grand Total	**23**	**255**	**9%**	**34**	**257**	**13%**

Figure 447: Sheriff's Office Departures by Ethnicity and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**4**	**50**	**8%**
American Indian and Alaska Native (alone)	0	0	0%
Asian (alone)	0	0	0%
Black or African American (alone)	0	1	0%
Hispanic or Latino	1	1	100%
Multi-Ethnic	0	3	0%
Not Specified or Left Blank	0	1	0%
White (alone)	3	44	7%
Officials and Managers	**0**	**3**	**0%**
White (alone)	0	3	0%
Professionals	**0**	**1**	**0%**
Hispanic or Latino	0	0	0%
White (alone)	0	1	0%
Protective Services: Non-Sworn	**0**	**14**	**0%**
Black or African American (alone)	0	0	0%
Hispanic or Latino	0	1	0%
Multi-Ethnic	0	1	0%
Not Specified or Left Blank	0	0	0%
White (alone)	0	12	0%
Protective Services: Sworn	**14**	**162**	**9%**
American Indian and Alaska Native (alone)	0	1	0%
Asian (alone)	0	0	0%
Black or African American (alone)	0	1	0%
Hispanic or Latino	0	2	0%
Multi-Ethnic	0	4	0%
Not Specified or Left Blank	1	3	33%
White (alone)	13	151	9%
Protective Services: Sworn Officials	**2**	**33**	**6%**
American Indian and Alaska Native (alone)	0	2	0%
Not Specified or Left Blank	0	0	0%
White (alone)	2	31	6%
Service Maintenance	**0**	**2**	**0%**
American Indian and Alaska Native (alone)	0	0	0%
Multi-Ethnic	0	0	0%
White (alone)	0	2	0%
Skilled Craft	**0**	**5**	**0%**
White (alone)	0	5	0%
Technicians	**1**	**0**	**0%**
White (alone)	1	0	0%
Unknown	**0**	**0**	**0%**
American Indian and Alaska Native (alone)	0	0	0%
Black or African American (alone)	0	0	0%
Hispanic or Latino	0	0	0%
Multi-Ethnic	0	0	0%
Not Specified or Left Blank	0	0	0%
White (alone)	0	0	0%
Grand Total	**21**	**270**	**8%**

Figure 448: Sheriff's Office Departures by Ethnicity and Job Group (Part 4 of 4)

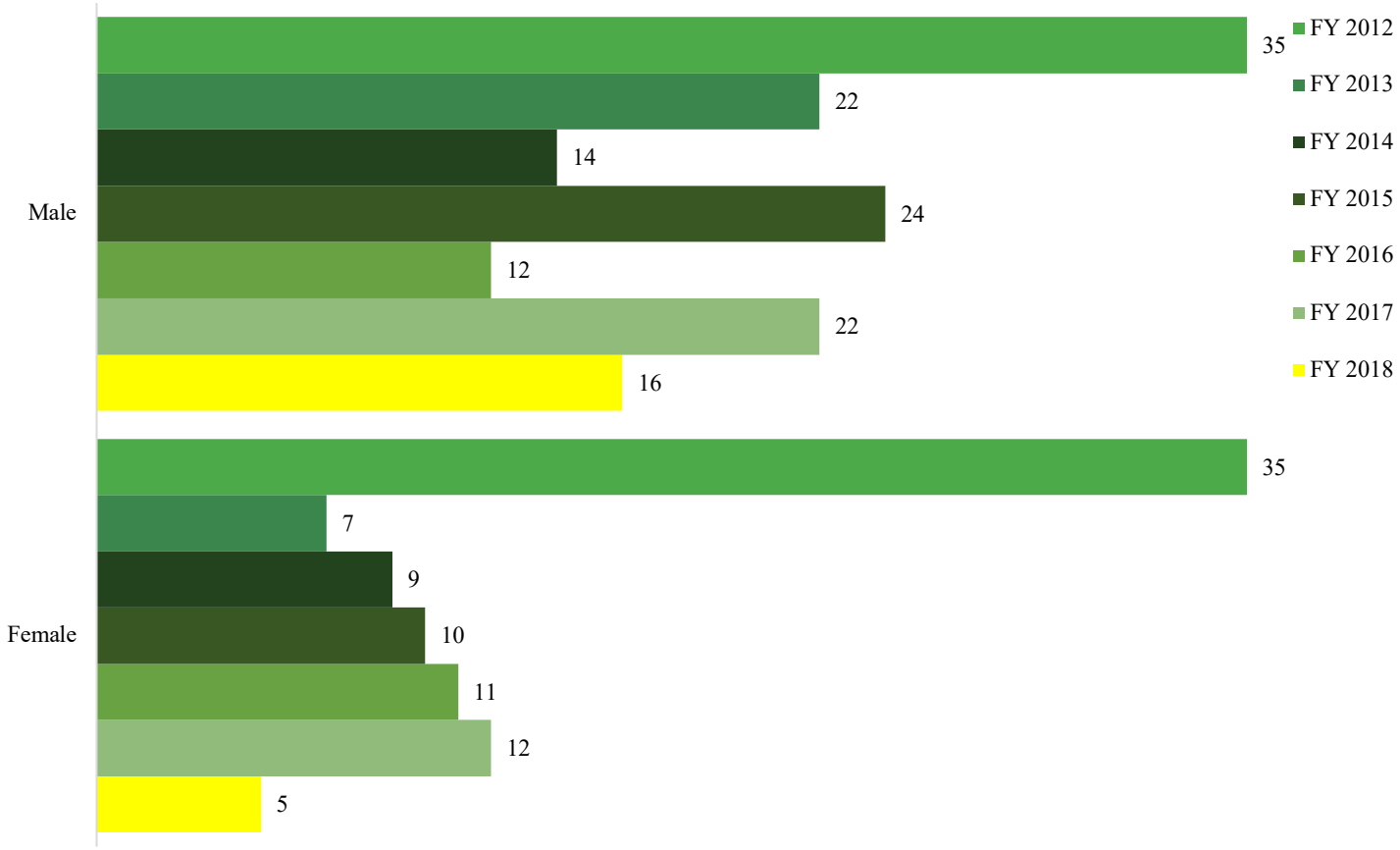

Figure 449: Sheriff's Office Departures by Gender

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**11**	**51**	**22%**	**6**	**54**	**11%**
Female	9	44	20%	3	44	7%
Male	2	7	29%	3	10	30%
Officials and Managers	**1**	**2**	**50%**	**0**	**3**	**0%**
Female	0	1	0%	0	2	0%
Male	1	1	100%	0	1	0%
Professionals	**11**	**13**	**85%**	**2**	**4**	**50%**
Female	8	8	100%	1	3	33%
Male	3	5	60%	1	1	100%
Protective Services: Non-Sworn	**4**	**13**	**31%**	**0**	**16**	**0%**
Female	3	11	27%	0	12	0%
Male	1	2	50%	0	4	0%
Protective Services: Sworn	**28**	**187**	**15%**	**18**	**157**	**11%**
Female	7	39	18%	3	34	9%
Male	21	148	14%	15	123	12%
Protective Services: Sworn Officials	**4**	**25**	**16%**	**3**	**24**	**13%**
Female	2	1	200%	0	0	0%
Male	2	24	8%	3	24	13%
Service Maintenance	**10**	**6**	**167%**	**0**	**2**	**0%**
Female	6	5	120%	0	2	0%
Male	4	1	400%	0	0	0%
Skilled Craft	**1**	**4**	**25%**	**0**	**4**	**0%**
Male	1	4	25%	0	4	0%
Technicians	**0**	**1**	**0%**	**0**	**1**	**0%**
Male	0	1	0%	0	1	0%
Unknown	**0**	**28**	**0%**	**0**	**6**	**0%**
Female	0	17	0%	0	4	0%
Male	0	11	0%	0	2	0%
Grand Total	**70**	**330**	**21%**	**29**	**271**	**11%**

Figure 450: Sheriff's Office Departures by Gender and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**3**	**49**	**6%**	**11**	**50**	**22%**
Female	1	40	3%	8	42	19%
Male	2	9	22%	3	8	38%
Officials and Managers	**1**	**3**	**33%**	**0**	**4**	**0%**
Female	0	3	0%	0	4	0%
Male	1	0	0%	0	0	0%
Professionals	**1**	**2**	**50%**	**1**	**0**	**0%**
Female	1	2	50%	1	0	0%
Male	0	0	0%	0	0	0%
Protective Services: Non-Sworn	**1**	**12**	**8%**	**1**	**12**	**8%**
Female	1	9	11%	0	11	0%
Male	0	3	0%	1	1	100%
Protective Services: Sworn	**14**	**128**	**11%**	**17**	**148**	**11%**
Female	5	16	31%	1	17	6%
Male	9	112	8%	16	131	12%
Protective Services: Sworn Officials	**2**	**26**	**8%**	**3**	**29**	**10%**
Female	0	2	0%	0	2	0%
Male	2	24	8%	3	27	11%
Service Maintenance	**1**	**2**	**50%**	**0**	**2**	**0%**
Female	1	1	100%	0	1	0%
Male	0	1	0%	0	1	0%
Skilled Craft	**0**	**4**	**0%**	**1**	**4**	**25%**
Male	0	4	0%	1	4	25%
Technicians	**0**	**1**	**0%**	**0**	**1**	**0%**
Male	0	1	0%	0	1	0%
Unknown	**0**	**1**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	1	0%	0	0	0%
Grand Total	**23**	**228**	**10%**	**34**	**250**	**14%**

Figure 451: Sheriff's Office Departures by Gender and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**8**	**53**	**15%**	**9**	**48**	**19%**
Female	7	46	15%	8	39	21%
Male	1	7	14%	1	9	11%
Officials and Managers	**0**	**4**	**0%**	**0**	**4**	**0%**
Female	0	4	0%	0	4	0%
Male	0	0	0%	0	0	0%
Professionals	**0**	**1**	**0%**	**0**	**1**	**0%**
Female	0	1	0%	0	1	0%
Male	0	0	0%	0	0	0%
Protective Services: Non-Sworn	**4**	**12**	**33%**	**3**	**14**	**21%**
Female	4	11	36%	2	12	17%
Male	0	1	0%	1	2	50%
Protective Services: Sworn	**9**	**149**	**6%**	**20**	**153**	**13%**
Female	0	17	0%	2	18	11%
Male	9	132	7%	18	135	13%
Protective Services: Sworn Officials	**2**	**29**	**7%**	**2**	**29**	**7%**
Female	0	2	0%	0	2	0%
Male	2	27	7%	2	27	7%
Service Maintenance	**0**	**2**	**0%**	**0**	**2**	**0%**
Female	0	1	0%	0	1	0%
Male	0	1	0%	0	1	0%
Skilled Craft	**0**	**4**	**0%**	**0**	**5**	**0%**
Male	0	4	0%	0	5	0%
Technicians	**0**	**1**	**0%**	**0**	**1**	**0%**
Male	0	1	0%	0	1	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Grand Total	**23**	**255**	**9%**	**34**	**257**	**13%**

Figure 452: Sheriff's Office Departures by Gender and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**4**	**50**	**8%**
Female	3	42	7%
Male	1	8	13%
Officials and Managers	**0**	**3**	**0%**
Female	0	3	0%
Male	0	0	0%
Professionals	**0**	**1**	**0%**
Female	0	1	0%
Male	0	0	0%
Protective Services: Non-Sworn	**0**	**14**	**0%**
Female	0	12	0%
Male	0	2	0%
Protective Services: Sworn	**14**	**162**	**9%**
Female	2	20	10%
Male	12	142	8%
Protective Services: Sworn Officials	**2**	**33**	**6%**
Female	0	2	0%
Male	2	31	6%
Service Maintenance	**0**	**2**	**0%**
Female	0	1	0%
Male	0	1	0%
Skilled Craft	**0**	**5**	**0%**
Male	0	5	0%
Technicians	**1**	**0**	**0%**
Male	1	0	0%
Unknown	**0**	**0**	**0%**
Female	0	0	0%
Male	0	0	0%
Grand Total	**21**	**270**	**8%**

Figure 453: Sheriff's Office Departures by Gender and Job Group (Part 4 of 4)

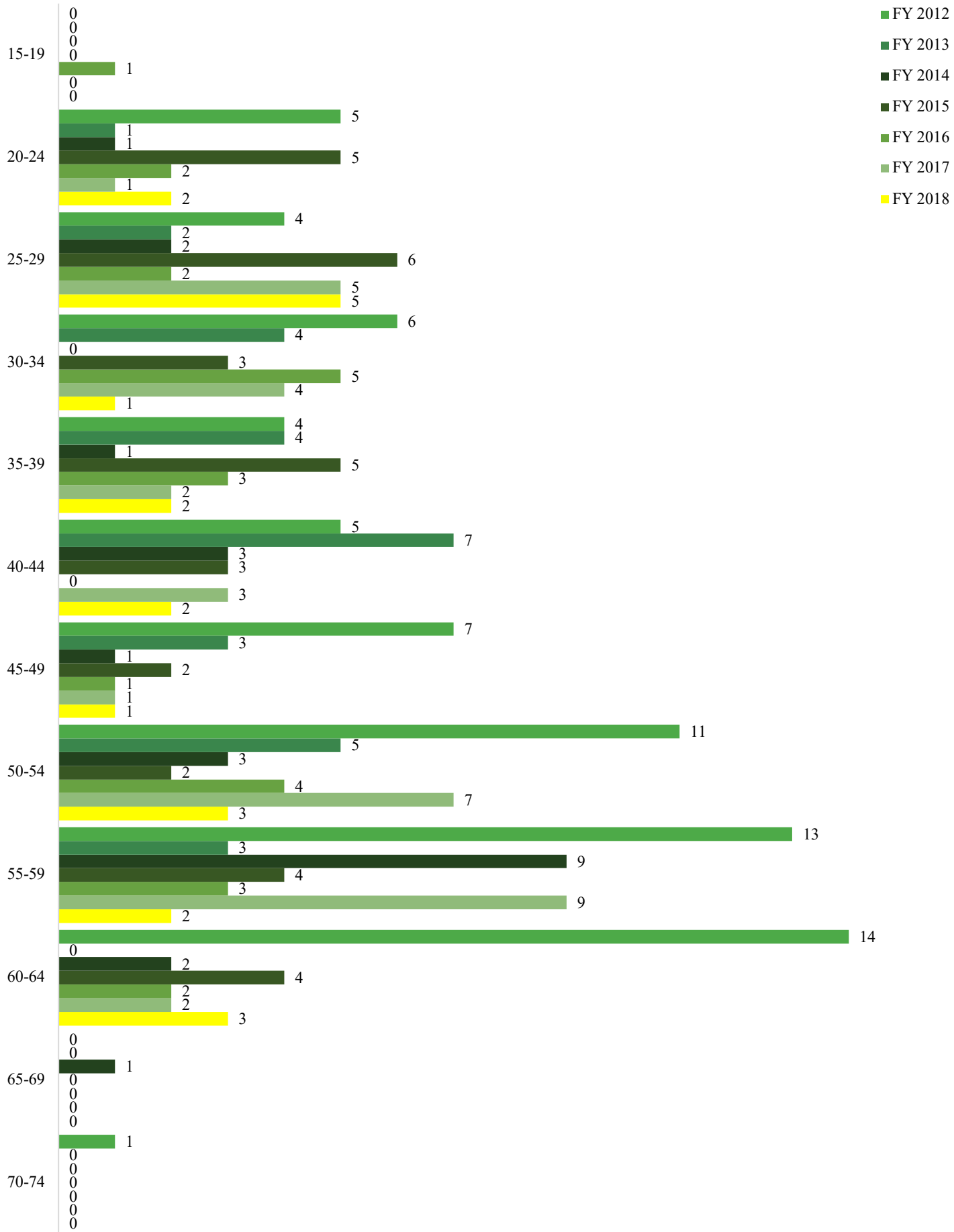

Figure 454: Sheriff's Office Departures by Age Group

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**11**	**51**	**22%**	**6**	**54**	**11%**
20-24	0	2	0%	1	2	50%
25-29	2	5	40%	0	4	0%
30-34	0	5	0%	2	5	40%
35-39	0	7	0%	1	7	14%
40-44	1	6	17%	1	6	17%
45-49	2	9	22%	1	11	9%
50-54	0	7	0%	0	6	0%
55-59	4	8	50%	0	10	0%
60-64	2	2	100%	0	3	0%
65-69	0	0	0%	0	0	0%
Officials and Managers	**1**	**2**	**50%**	**0**	**3**	**0%**
40-44	0	0	0%	0	0	0%
45-49	0	1	0%	0	2	0%
50-54	0	0	0%	0	0	0%
55-59	1	1	100%	0	1	0%
Professionals	**11**	**13**	**85%**	**2**	**4**	**50%**
30-34	0	1	0%	0	0	0%
35-39	0	0	0%	0	2	0%
40-44	0	1	0%	1	0	0%
45-49	1	3	33%	0	0	0%
50-54	3	3	100%	0	1	0%
55-59	2	2	100%	1	1	100%
60-64	4	2	200%	0	0	0%
65-69	0	1	0%	0	0	0%
70-74	1	0	0%	0	0	0%
Protective Services: Non-Sworn	**4**	**13**	**31%**	**0**	**16**	**0%**
15-19	0	0	0%	0	0	0%
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	2	0%
30-34	0	1	0%	0	4	0%
35-39	0	2	0%	0	2	0%
40-44	0	1	0%	0	1	0%
45-49	0	1	0%	0	1	0%
50-54	1	5	20%	0	3	0%
55-59	0	1	0%	0	2	0%
60-64	3	2	150%	0	1	0%
65-69	0	0	0%	0	0	0%
Protective Services: Sworn	**28**	**187**	**15%**	**18**	**157**	**11%**
20-24	5	7	71%	0	1	0%
25-29	2	11	18%	2	6	33%
30-34	5	24	21%	2	16	13%
35-39	3	46	7%	3	42	7%
40-44	4	42	10%	5	39	13%
45-49	3	25	12%	2	25	8%
50-54	2	17	12%	3	17	18%
55-59	2	11	18%	1	9	11%
60-64	2	4	50%	0	2	0%
65-69	0	0	0%	0	0	0%

Figure 455: Sheriff's Office Departures by Age Group and Job Group (Part 1 of 8)

Job Group (continued)	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn Officials	**4**	**25**	**16%**	**3**	**24**	**13%**
25-29	0	0	0%	0	0	0%
30-34	0	1	0%	0	1	0%
35-39	0	5	0%	0	2	0%
40-44	0	6	0%	0	8	0%
45-49	0	5	0%	0	6	0%
50-54	3	5	60%	2	4	50%
55-59	0	1	0%	1	1	100%
60-64	1	2	50%	0	2	0%
65-69	0	0	0%	0	0	0%
Service Maintenance	**10**	**6**	**167%**	**0**	**2**	**0%**
30-34	1	0	0%	0	0	0%
35-39	1	1	100%	0	0	0%
45-49	1	0	0%	0	0	0%
50-54	2	0	0%	0	0	0%
55-59	4	2	200%	0	1	0%
60-64	1	3	33%	0	1	0%
65-69	0	0	0%	0	0	0%
70-74	0	0	0%	0	0	0%
Skilled Craft	**1**	**4**	**25%**	**0**	**4**	**0%**
30-34	0	1	0%	0	1	0%
35-39	0	0	0%	0	0	0%
45-49	0	1	0%	0	0	0%
50-54	0	1	0%	0	2	0%
55-59	0	0	0%	0	0	0%
60-64	1	1	100%	0	1	0%
65-69	0	0	0%	0	0	0%
Technicians	**0**	**1**	**0%**	**0**	**1**	**0%**
30-34	0	0	0%	0	0	0%
50-54	0	1	0%	0	1	0%
55-59	0	0	0%	0	0	0%
Unknown	**0**	**28**	**0%**	**0**	**6**	**0%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	1	0%	0	1	0%
35-39	0	1	0%	0	0	0%
40-44	0	3	0%	0	0	0%
45-49	0	6	0%	0	2	0%
50-54	0	11	0%	0	3	0%
55-59	0	6	0%	0	0	0%
60-64	0	0	0%	0	0	0%
Grand Total	**70**	**330**	**21%**	**29**	**271**	**11%**

Figure 456: Sheriff's Office Departures by Age Group and Job Group (Part 2 of 8)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**3**	**49**	**6%**	**11**	**50**	**22%**
20-24	0	1	0%	0	2	0%
25-29	0	3	0%	1	2	50%
30-34	0	2	0%	0	3	0%
35-39	0	5	0%	3	8	38%
40-44	0	9	0%	3	8	38%
45-49	0	13	0%	1	10	10%
50-54	0	4	0%	1	7	14%
55-59	2	6	33%	0	7	0%
60-64	1	6	17%	2	3	67%
65-69	0	0	0%	0	0	0%
Officials and Managers	**1**	**3**	**33%**	**0**	**4**	**0%**
40-44	0	0	0%	0	1	0%
45-49	0	1	0%	0	1	0%
50-54	0	2	0%	0	2	0%
55-59	1	0	0%	0	0	0%
Professionals	**1**	**2**	**50%**	**1**	**0**	**0%**
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	1	2	50%	1	0	0%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%
70-74	0	0	0%	0	0	0%
Protective Services: Non-Sworn	**1**	**12**	**8%**	**1**	**12**	**8%**
15-19	0	0	0%	0	0	0%
20-24	0	1	0%	0	0	0%
25-29	0	1	0%	0	2	0%
30-34	0	1	0%	0	2	0%
35-39	0	3	0%	0	3	0%
40-44	0	0	0%	0	0	0%
45-49	0	2	0%	0	1	0%
50-54	0	1	0%	0	2	0%
55-59	1	2	50%	1	1	100%
60-64	0	1	0%	0	1	0%
65-69	0	0	0%	0	0	0%
Protective Services: Sworn	**14**	**128**	**11%**	**17**	**148**	**11%**
20-24	1	4	25%	5	13	38%
25-29	2	10	20%	5	17	29%
30-34	0	8	0%	3	16	19%
35-39	1	25	4%	2	19	11%
40-44	3	40	8%	0	40	0%
45-49	1	20	5%	0	21	0%
50-54	3	12	25%	0	13	0%
55-59	3	9	33%	1	6	17%
60-64	0	0	0%	1	3	33%
65-69	0	0	0%	0	0	0%

Figure 457: Sheriff's Office Departures by Age Group and Job Group (Part 3 of 8)

Job Group (continued)	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn Officials	**2**	**26**	**8%**	**3**	**29**	**10%**
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	1	0%
35-39	0	7	0%	0	7	0%
40-44	0	6	0%	0	6	0%
45-49	0	8	0%	1	8	13%
50-54	0	3	0%	0	4	0%
55-59	1	1	100%	1	2	50%
60-64	0	1	0%	1	1	100%
65-69	1	0	0%	0	0	0%
Service Maintenance	**1**	**2**	**50%**	**0**	**2**	**0%**
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	1	0%	0	1	0%
55-59	0	0	0%	0	0	0%
60-64	1	0	0%	0	0	0%
65-69	0	1	0%	0	1	0%
70-74	0	0	0%	0	0	0%
Skilled Craft	**0**	**4**	**0%**	**1**	**4**	**25%**
30-34	0	1	0%	0	1	0%
35-39	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	2	0%	1	1	100%
55-59	0	0	0%	0	1	0%
60-64	0	1	0%	0	1	0%
65-69	0	0	0%	0	0	0%
Technicians	**0**	**1**	**0%**	**0**	**1**	**0%**
30-34	0	0	0%	0	0	0%
50-54	0	1	0%	0	0	0%
55-59	0	0	0%	0	1	0%
Unknown	**0**	**1**	**0%**	**0**	**0**	**0%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	1	0%	0	0	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
Grand Total	**23**	**228**	**10%**	**34**	**250**	**14%**

Figure 458: Sheriff's Office Departures by Age Group and Job Group (Part 4 of 8)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**8**	**53**	**15%**	**9**	**48**	**19%**
20-24	0	2	0%	1	3	33%
25-29	0	5	0%	1	5	20%
30-34	2	4	50%	2	4	50%
35-39	2	9	22%	2	7	29%
40-44	0	6	0%	1	5	20%
45-49	1	8	13%	0	7	0%
50-54	2	9	22%	0	8	0%
55-59	0	6	0%	1	7	14%
60-64	1	3	33%	1	1	100%
65-69	0	1	0%	0	1	0%
Officials and Managers	**0**	**4**	**0%**	**0**	**4**	**0%**
40-44	0	0	0%	0	0	0%
45-49	0	2	0%	0	2	0%
50-54	0	2	0%	0	2	0%
55-59	0	0	0%	0	0	0%
Professionals	**0**	**1**	**0%**	**0**	**1**	**0%**
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	1	0%	0	1	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%
70-74	0	0	0%	0	0	0%
Protective Services: Non-Sworn	**4**	**12**	**33%**	**3**	**14**	**21%**
15-19	1	0	0%	0	0	0%
20-24	1	0	0%	0	2	0%
25-29	1	1	100%	0	2	0%
30-34	0	2	0%	0	2	0%
35-39	0	4	0%	0	3	0%
40-44	0	0	0%	0	2	0%
45-49	0	1	0%	1	1	100%
50-54	0	1	0%	0	2	0%
55-59	0	2	0%	2	0	0%
60-64	1	1	100%	0	0	0%
65-69	0	0	0%	0	0	0%
Protective Services: Sworn	**9**	**149**	**6%**	**20**	**153**	**13%**
20-24	1	10	10%	0	16	0%
25-29	1	20	5%	4	25	16%
30-34	3	16	19%	2	19	11%
35-39	1	16	6%	0	13	0%
40-44	0	36	0%	1	30	3%
45-49	0	27	0%	0	30	0%
50-54	1	13	8%	7	10	70%
55-59	2	8	25%	5	5	100%
60-64	0	3	0%	1	5	20%
65-69	0	0	0%	0	0	0%

Figure 459: Sheriff's Office Departures by Age Group and Job Group (Part 5 of 8)

Job Group (continued)	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn Officials	**2**	**29**	**7%**	**2**	**29**	**7%**
25-29	0	0	0%	0	1	0%
30-34	0	1	0%	0	1	0%
35-39	0	6	0%	0	5	0%
40-44	0	10	0%	1	10	10%
45-49	0	6	0%	0	8	0%
50-54	1	4	25%	0	3	0%
55-59	1	2	50%	1	1	100%
60-64	0	0	0%	0	0	0%
65-69	0	0	0%	0	0	0%
Service Maintenance	**0**	**2**	**0%**	**0**	**2**	**0%**
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	1	0%	0	1	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
65-69	0	1	0%	0	1	0%
70-74	0	0	0%	0	0	0%
Skilled Craft	**0**	**4**	**0%**	**0**	**5**	**0%**
30-34	0	1	0%	0	0	0%
35-39	0	0	0%	0	2	0%
45-49	0	0	0%	0	0	0%
50-54	0	1	0%	0	1	0%
55-59	0	1	0%	0	1	0%
60-64	0	0	0%	0	0	0%
65-69	0	1	0%	0	1	0%
Technicians	**0**	**1**	**0%**	**0**	**1**	**0%**
30-34	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	1	0%	0	1	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
Grand Total	**23**	**255**	**9%**	**34**	**257**	**13%**

Figure 460: Sheriff's Office Departures by Age Group and Job Group (Part 6 of 8)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**4**	**50**	**8%**
20-24	0	4	0%
25-29	1	4	25%
30-34	0	6	0%
35-39	1	6	17%
40-44	1	5	20%
45-49	0	9	0%
50-54	0	6	0%
55-59	0	5	0%
60-64	1	4	25%
65-69	0	1	0%
Officials and Managers	**0**	**3**	**0%**
40-44	0	0	0%
45-49	0	1	0%
50-54	0	2	0%
55-59	0	0	0%
Professionals	**0**	**1**	**0%**
30-34	0	0	0%
35-39	0	0	0%
40-44	0	1	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	0	0%
60-64	0	0	0%
65-69	0	0	0%
70-74	0	0	0%
Protective Services: Non-Sworn	**0**	**14**	**0%**
15-19	0	0	0%
20-24	0	3	0%
25-29	0	1	0%
30-34	0	3	0%
35-39	0	3	0%
40-44	0	1	0%
45-49	0	1	0%
50-54	0	2	0%
55-59	0	0	0%
60-64	0	0	0%
65-69	0	0	0%
Protective Services: Sworn	**14**	**162**	**9%**
20-24	2	17	12%
25-29	4	35	11%
30-34	1	25	4%
35-39	1	13	8%
40-44	1	24	4%
45-49	1	30	3%
50-54	1	13	8%
55-59	1	3	33%
60-64	2	2	100%
65-69	0	0	0%

Figure 461: Sheriff's Office Departures by Age Group and Job Group (Part 7 of 8)

Job Group (continued)	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Protective Services: Sworn Officials	**2**	**33**	**6%**
25-29	0	1	0%
30-34	0	2	0%
35-39	0	4	0%
40-44	0	10	0%
45-49	0	9	0%
50-54	2	6	33%
55-59	0	1	0%
60-64	0	0	0%
65-69	0	0	0%
Service Maintenance	**0**	**2**	**0%**
30-34	0	0	0%
35-39	0	0	0%
45-49	0	0	0%
50-54	0	1	0%
55-59	0	0	0%
60-64	0	0	0%
65-69	0	1	0%
70-74	0	0	0%
Skilled Craft	**0**	**5**	**0%**
30-34	0	0	0%
35-39	0	2	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	2	0%
60-64	0	0	0%
65-69	0	1	0%
Technicians	**1**	**0**	**0%**
30-34	0	0	0%
50-54	0	0	0%
55-59	1	0	0%
Unknown	**0**	**0**	**0%**
20-24	0	0	0%
25-29	0	0	0%
30-34	0	0	0%
35-39	0	0	0%
40-44	0	0	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	0	0%
60-64	0	0	0%
Grand Total	**21**	**270**	**8%**

Figure 462: Sheriff's Office Departures by Age Group and Job Group (Part 8 of 8)

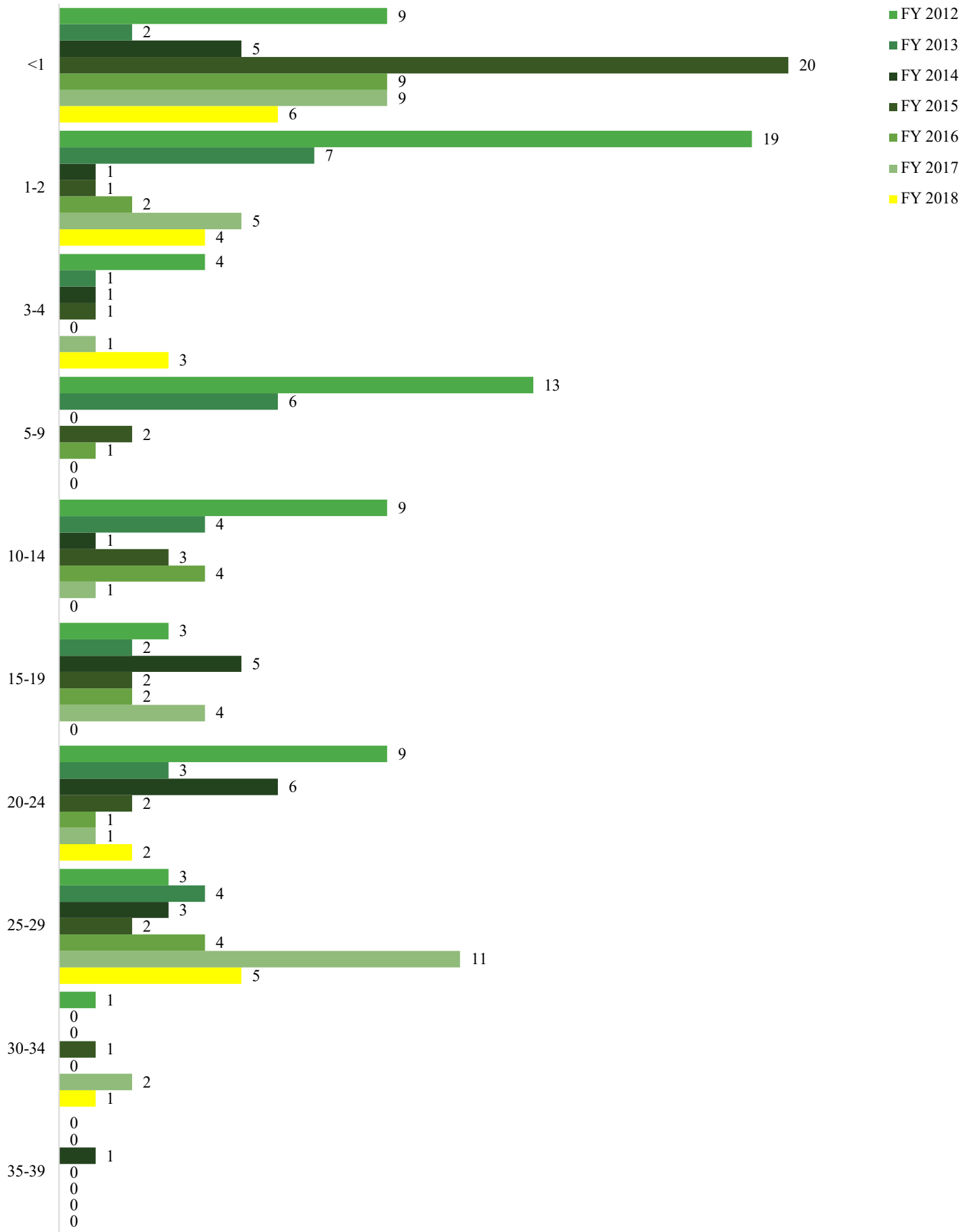

Figure 463: Sheriff's Office Departures by Years of Service

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**11**	**6**	**3**	**11**	**8**	**9**	**4**
<1	3	2	1	6	3	2	3
1-2	3	2	0	0	0	4	0
3-4	1	0	0	0	0	1	0
5-9	0	1	0	1	0	0	0
10-14	2	1	0	2	4	0	0
15-19	0	0	0	2	1	2	0
20-24	2	0	1	0	0	0	1
35-39	0	0	1	0	0	0	0
Officials and Managers	**1**	**0**	**1**	**0**	**0**	**0**	**0**
20-24	0	0	1	0	0	0	0
30-34	1	0	0	0	0	0	0
Professionals	**11**	**2**	**1**	**1**	**0**	**0**	**0**
<1	1	0	0	0	0	0	0
1-2	2	0	0	0	0	0	0
3-4	1	0	0	0	0	0	0
5-9	2	2	0	1	0	0	0
10-14	2	0	1	0	0	0	0
15-19	1	0	0	0	0	0	0
20-24	2	0	0	0	0	0	0
Protective Services: Non-Sworn	**4**	**0**	**1**	**1**	**4**	**3**	**0**
<1	1	0	1	0	3	1	0
3-4	0	0	0	1	0	0	0
5-9	1	0	0	0	0	0	0
15-19	0	0	0	0	0	1	0
20-24	2	0	0	0	1	0	0
25-29	0	0	0	0	0	1	0
Protective Services: Sworn	**28**	**18**	**14**	**17**	**9**	**20**	**14**
<1	4	0	3	13	3	6	3
1-2	12	5	1	1	2	1	4
3-4	1	1	1	0	0	0	3
5-9	3	3	0	0	1	0	0
10-14	4	3	0	1	0	0	0
15-19	1	2	3	0	1	1	0
20-24	1	2	3	0	0	1	0
25-29	2	2	3	1	2	10	3
30-34	0	0	0	1	0	1	1

Figure 464: Sheriff's Office Departures by Years of Service and Job Group (Part 1 of 2)

Job Group (continued)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Protective Services: Sworn Officials	**4**	**3**	**2**	**3**	**2**	**2**	**2**
5-9	2	0	0	0	0	0	0
10-14	0	0	0	0	0	1	0
15-19	0	0	1	0	0	0	0
20-24	1	1	1	2	0	0	0
25-29	1	2	0	1	2	0	2
30-34	0	0	0	0	0	1	0
Service Maintenance	**10**	**0**	**1**	**0**	**0**	**0**	**0**
1-2	1	0	0	0	0	0	0
3-4	1	0	0	0	0	0	0
5-9	5	0	0	0	0	0	0
10-14	1	0	0	0	0	0	0
15-19	1	0	1	0	0	0	0
20-24	1	0	0	0	0	0	0
Skilled Craft	**1**	**0**	**0**	**1**	**0**	**0**	**0**
<1	0	0	0	1	0	0	0
1-2	1	0	0	0	0	0	0
Technicians	**0**	**0**	**0**	**0**	**0**	**0**	**1**
20-24	0	0	0	0	0	0	1

Figure 465: Sheriff's Office Departures by Years of Service and Job Group (Part 2 of 2)

Technology Services Departures

Totals
Fiscal Year 2012: 18
Fiscal Year 2013: 3
Fiscal Year 2014: 9
Fiscal Year 2015: 7
Fiscal Year 2016: 6
Fiscal Year 2017: 7
Fiscal Year 2018: 6

Termination Reasons	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**
Layoff	6	0	0	0	0	0	0
Other Position	4	1	5	1	3	2	2
Other Reason	3	0	2	1	0	2	1
Probation	0	0	1	1	2	0	1
Relocation	2	0	0	1	0	0	0
Resignation	0	1	0	2	0	0	0
Retirement	3	1	1	1	1	3	2

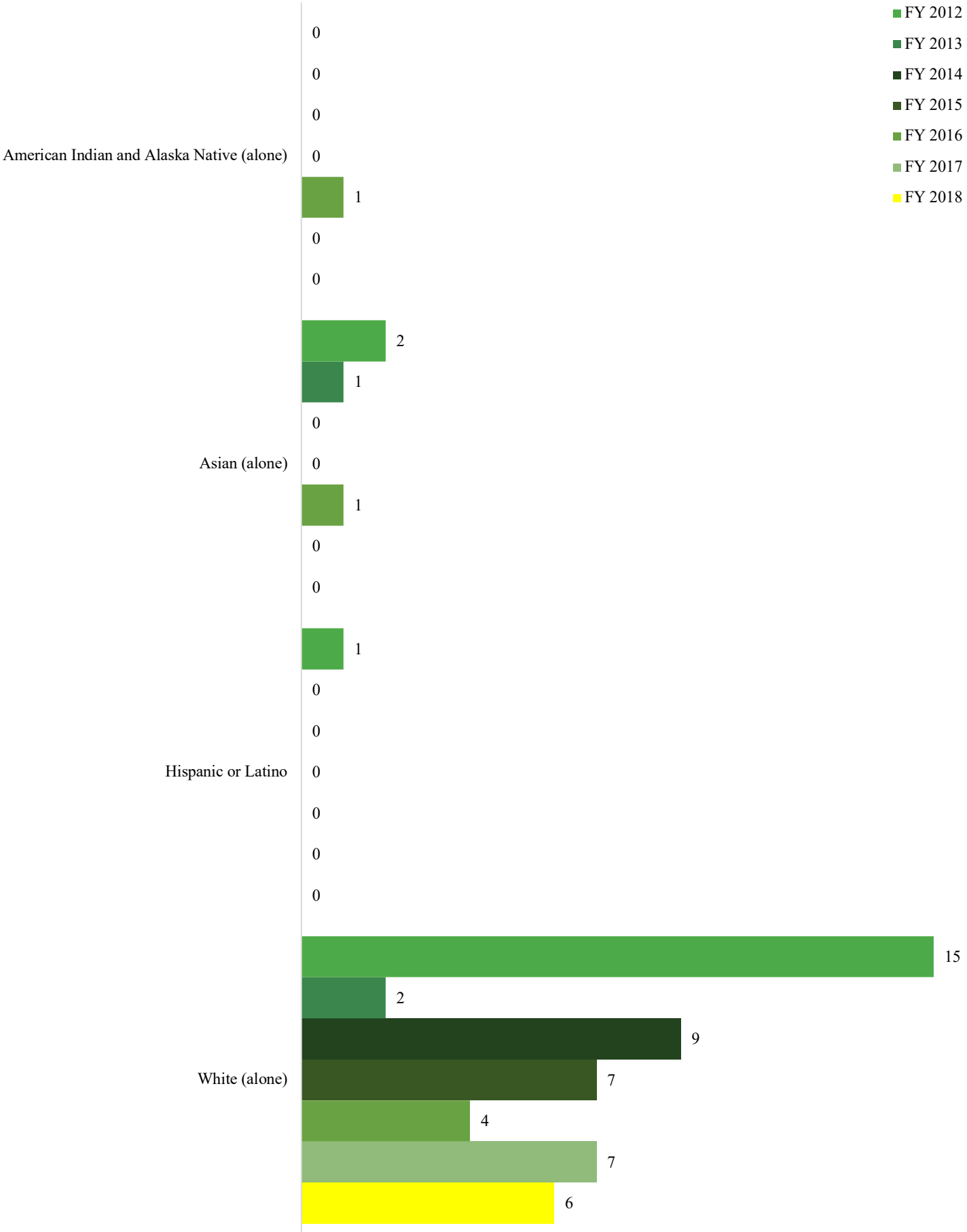

Figure 466: Technology Services Departures by Ethnicity

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**4**	**25%**	**0**	**2**	**0%**
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	1	4	25%	0	2	0%
Officials and Managers	**3**	**7**	**43%**	**1**	**5**	**20%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	0	0%
White (alone)	3	6	50%	1	4	25%
Professionals	**0**	**4**	**0%**	**0**	**6**	**0%**
White (alone)	0	4	0%	0	6	0%
Technicians	**14**	**55**	**25%**	**2**	**53**	**4%**
Asian (alone)	2	2	100%	1	0	0%
Hispanic or Latino	1	3	33%	0	2	0%
Multi-Ethnic	0	1	0%	0	1	0%
White (alone)	11	49	22%	1	50	2%
Unknown	**0**	**5**	**0%**	**0**	**0**	**0%**
Asian (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	0	5	0%	0	0	0%
Grand Total	**18**	**75**	**24%**	**3**	**66**	**5%**

Figure 467: Technology Services Departures by Ethnicity and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**3**	**0%**	**1**	**4**	**25%**
Not Specified or Left Blank	0	0	0%	0	0	0%
White (alone)	0	3	0%	1	4	25%
Officials and Managers	**2**	**7**	**29%**	**0**	**9**	**0%**
American Indian and Alaska Native (alone)	0	1	0%	0	1	0%
Multi-Ethnic	0	0	0%	0	1	0%
White (alone)	2	6	33%	0	7	0%
Professionals	**0**	**2**	**0%**	**0**	**3**	**0%**
White (alone)	0	2	0%	0	3	0%
Technicians	**7**	**52**	**13%**	**6**	**48**	**13%**
Asian (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	2	0%	0	2	0%
Multi-Ethnic	0	1	0%	0	0	0%
White (alone)	7	49	14%	6	46	13%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Asian (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Grand Total	**9**	**64**	**14%**	**7**	**64**	**11%**

Figure 468: Technology Services Departures by Ethnicity and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**4**	**0%**	**0**	**3**	**0%**
Not Specified or Left Blank	0	1	0%	0	0	0%
White (alone)	0	3	0%	0	3	0%
Officials and Managers	**2**	**9**	**22%**	**1**	**10**	**10%**
American Indian and Alaska Native (alone)	1	1	100%	0	0	0%
Multi-Ethnic	0	1	0%	0	1	0%
White (alone)	1	7	14%	1	9	11%
Professionals	**0**	**3**	**0%**	**0**	**3**	**0%**
White (alone)	0	3	0%	0	3	0%
Technicians	**4**	**48**	**8%**	**6**	**51**	**12%**
Asian (alone)	1	0	0%	0	0	0%
Hispanic or Latino	0	2	0%	0	3	0%
Multi-Ethnic	0	0	0%	0	0	0%
White (alone)	3	46	7%	6	48	13%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Asian (alone)	0	0	0%	0	0	0%
Hispanic or Latino	0	0	0%	0	0	0%
White (alone)	0	0	0%	0	0	0%
Grand Total	**6**	**64**	**9%**	**7**	**67**	**10%**

Figure 469: Technology Services Departures by Ethnicity and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**3**	**0%**
Not Specified or Left Blank	0	0	0%
White (alone)	0	3	0%
Officials and Managers	**1**	**10**	**10%**
American Indian and Alaska Native (alone)	0	0	0%
Multi-Ethnic	0	1	0%
White (alone)	1	9	11%
Professionals	**0**	**3**	**0%**
White (alone)	0	3	0%
Technicians	**5**	**48**	**10%**
Asian (alone)	0	0	0%
Hispanic or Latino	0	3	0%
Multi-Ethnic	0	0	0%
White (alone)	5	45	11%
Unknown	**0**	**0**	**0%**
Asian (alone)	0	0	0%
Hispanic or Latino	0	0	0%
White (alone)	0	0	0%
Grand Total	**6**	**64**	**9%**

Figure 470: Technology Services Departures by Ethnicity and Job Group (Part 4 of 4)

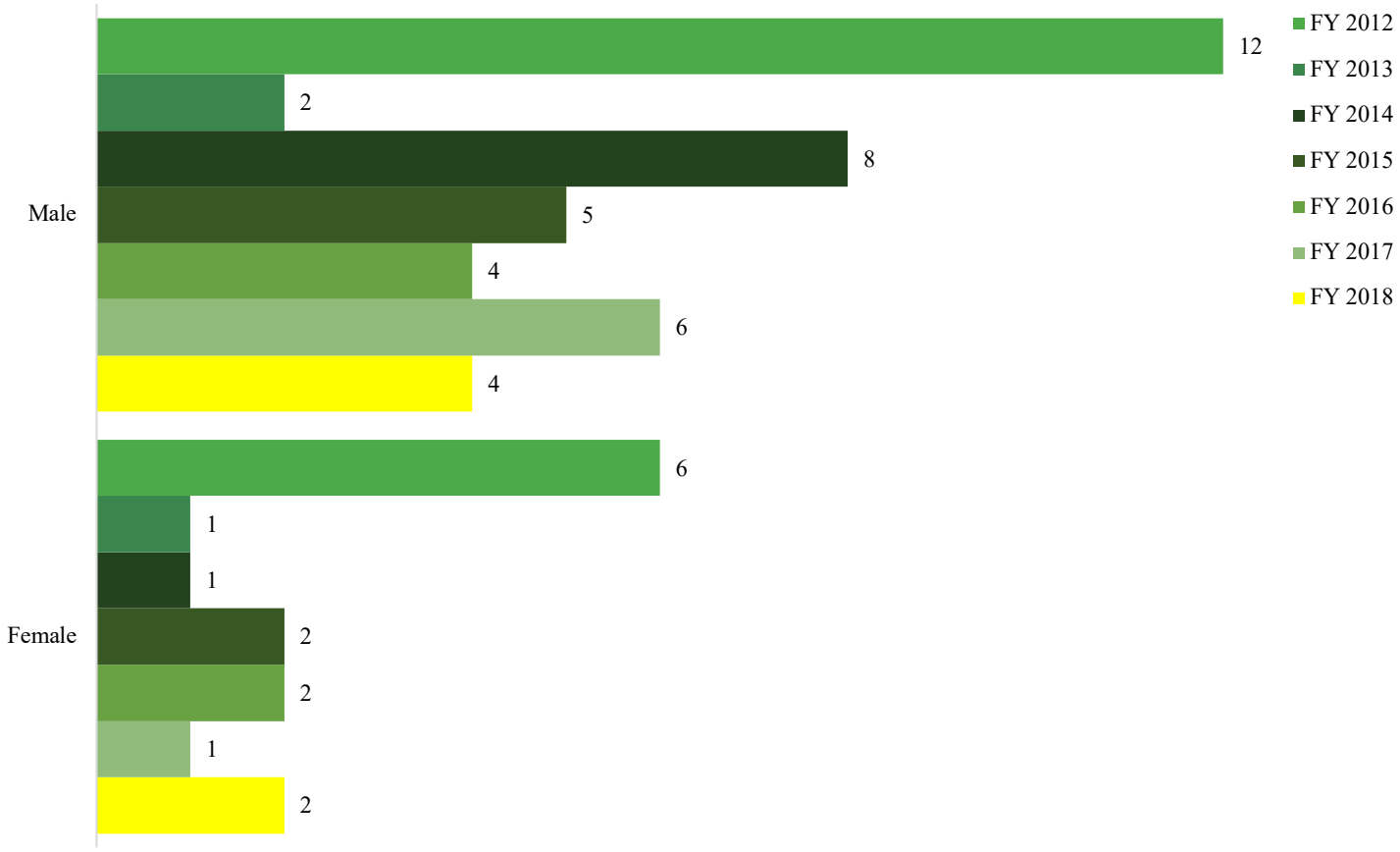

Figure 471: Technology Services Departures by Gender

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**4**	**25%**	**0**	**2**	**0%**
Female	1	4	25%	0	2	0%
Male	0	0	0%	0	0	0%
Officials and Managers	**3**	**7**	**43%**	**1**	**5**	**20%**
Female	1	2	50%	0	1	0%
Male	2	5	40%	1	4	25%
Professionals	**0**	**4**	**0%**	**0**	**6**	**0%**
Female	0	1	0%	0	3	0%
Male	0	3	0%	0	3	0%
Technicians	**14**	**55**	**25%**	**2**	**53**	**4%**
Female	4	17	24%	1	16	6%
Male	10	38	26%	1	37	3%
Unknown	**0**	**5**	**0%**	**0**	**0**	**0%**
Female	0	2	0%	0	0	0%
Male	0	3	0%	0	0	0%
Grand Total	**18**	**75**	**24%**	**3**	**66**	**5%**

Figure 472: Technology Services Departures by Gender and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**3**	**0%**	**1**	**4**	**25%**
Female	0	3	0%	1	4	25%
Male	0	0	0%	0	0	0%
Officials and Managers	**2**	**7**	**29%**	**0**	**9**	**0%**
Female	0	3	0%	0	4	0%
Male	2	4	50%	0	5	0%
Professionals	**0**	**2**	**0%**	**0**	**3**	**0%**
Female	0	1	0%	0	1	0%
Male	0	1	0%	0	2	0%
Technicians	**7**	**52**	**13%**	**6**	**48**	**13%**
Female	1	16	6%	1	15	7%
Male	6	36	17%	5	33	15%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Grand Total	**9**	**64**	**14%**	**7**	**64**	**11%**

Figure 473: Technology Services Departures by Gender and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**4**	**0%**	**0**	**3**	**0%**
Female	0	3	0%	0	2	0%
Male	0	1	0%	0	1	0%
Officials and Managers	**2**	**9**	**22%**	**1**	**10**	**10%**
Female	1	4	25%	0	6	0%
Male	1	5	20%	1	4	25%
Professionals	**0**	**3**	**0%**	**0**	**3**	**0%**
Female	0	1	0%	0	1	0%
Male	0	2	0%	0	2	0%
Technicians	**4**	**48**	**8%**	**6**	**51**	**12%**
Female	1	14	7%	1	13	8%
Male	3	34	9%	5	38	13%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
Female	0	0	0%	0	0	0%
Male	0	0	0%	0	0	0%
Grand Total	**6**	**64**	**9%**	**7**	**67**	**10%**

Figure 474: Technology Services Departures by Gender and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**3**	**0%**
Female	0	2	0%
Male	0	1	0%
Officials and Managers	**1**	**10**	**10%**
Female	1	6	17%
Male	0	4	0%
Professionals	**0**	**3**	**0%**
Female	0	1	0%
Male	0	2	0%
Technicians	**5**	**48**	**10%**
Female	1	11	9%
Male	4	37	11%
Unknown	**0**	**0**	**0%**
Female	0	0	0%
Male	0	0	0%
Grand Total	**6**	**64**	**9%**

Figure 475: Technology Services Departures by Gender and Job Group (Part 4 of 4)

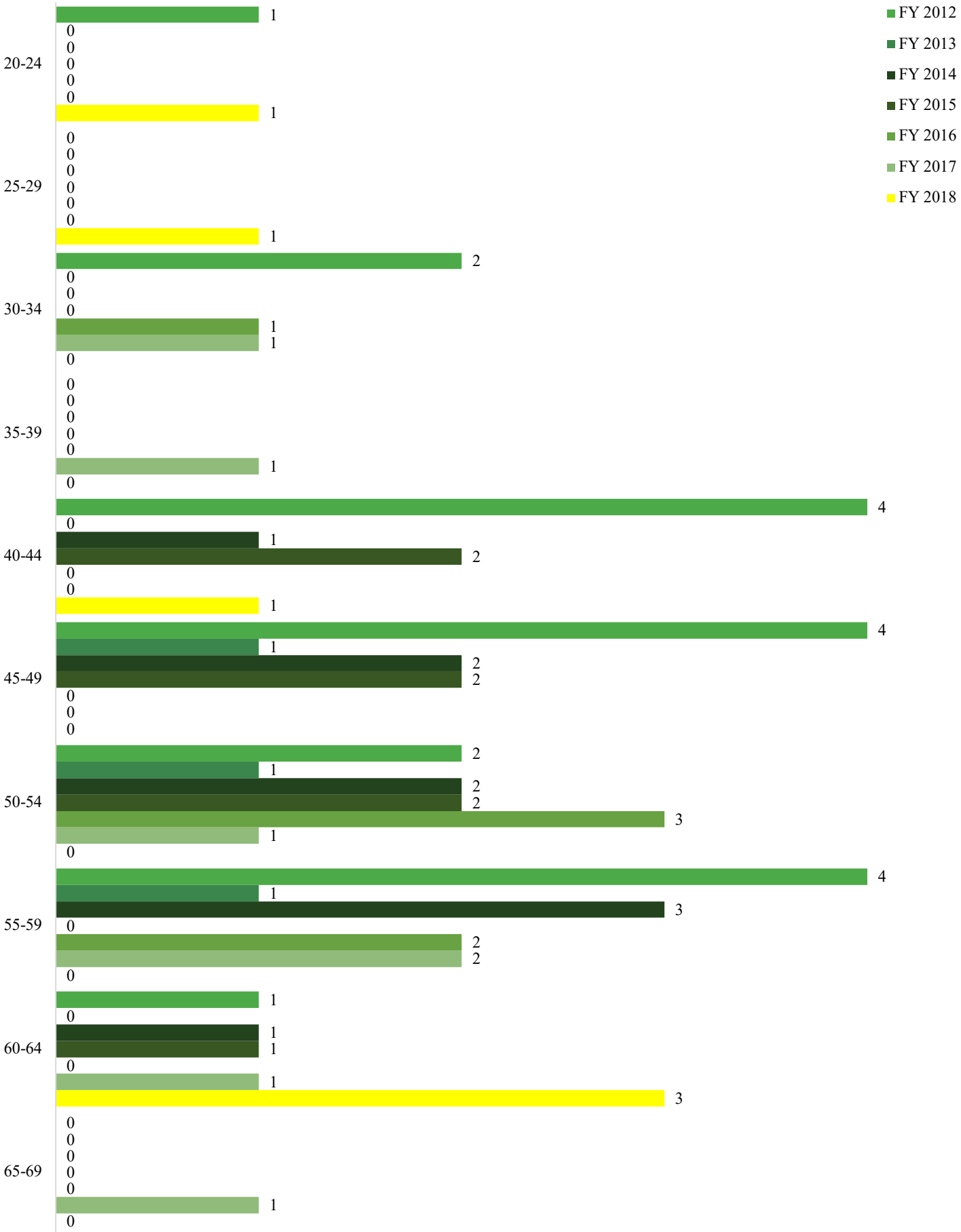

Figure 476: Technology Services Departures by Age Group

Job Group	FY 2012			FY 2013		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**1**	**4**	**25%**	**0**	**2**	**0%**
20-24	1	1	100%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	1	0%	0	0	0%
40-44	0	1	0%	0	1	0%
45-49	0	0	0%	0	0	0%
50-54	0	1	0%	0	1	0%
55-59	0	0	0%	0	0	0%
60-64	0	0	0%	0	0	0%
Officials and Managers	**3**	**7**	**43%**	**1**	**5**	**20%**
35-39	0	0	0%	0	0	0%
40-44	1	0	0%	0	0	0%
45-49	1	3	33%	0	2	0%
50-54	0	3	0%	1	2	50%
55-59	1	1	100%	0	1	0%
60-64	0	0	0%	0	0	0%
Professionals	**0**	**4**	**0%**	**0**	**6**	**0%**
30-34	0	0	0%	0	1	0%
35-39	0	0	0%	0	2	0%
40-44	0	1	0%	0	1	0%
45-49	0	1	0%	0	1	0%
50-54	0	1	0%	0	1	0%
55-59	0	1	0%	0	0	0%
Technicians	**14**	**55**	**25%**	**2**	**53**	**4%**
20-24	0	1	0%	0	1	0%
25-29	0	0	0%	0	0	0%
30-34	2	2	100%	0	1	0%
35-39	0	6	0%	0	5	0%
40-44	3	8	38%	0	7	0%
45-49	3	13	23%	1	7	14%
50-54	2	13	15%	0	17	0%
55-59	3	10	30%	1	13	8%
60-64	1	2	50%	0	2	0%
65-69	0	0	0%	0	0	0%
Unknown	**0**	**5**	**0%**	**0**	**0**	**0%**
20-24	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	1	0%	0	0	0%
40-44	0	1	0%	0	0	0%
45-49	0	1	0%	0	0	0%
50-54	0	1	0%	0	0	0%
55-59	0	1	0%	0	0	0%
Grand Total	**18**	**75**	**24%**	**3**	**66**	**5%**

Figure 477: Technology Services Departures by Age Group and Job Group (Part 1 of 4)

Job Group	FY 2014			FY 2015		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**3**	**0%**	**1**	**4**	**25%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	0	0%
30-34	0	0	0%	0	1	0%
40-44	0	1	0%	0	0	0%
45-49	0	0	0%	0	1	0%
50-54	0	1	0%	0	1	0%
55-59	0	0	0%	0	0	0%
60-64	0	1	0%	1	1	100%
Officials and Managers	**2**	**7**	**29%**	**0**	**9**	**0%**
35-39	0	1	0%	0	1	0%
40-44	0	1	0%	0	2	0%
45-49	0	2	0%	0	1	0%
50-54	1	3	33%	0	4	0%
55-59	0	0	0%	0	1	0%
60-64	1	0	0%	0	0	0%
Professionals	**0**	**2**	**0%**	**0**	**3**	**0%**
30-34	0	1	0%	0	0	0%
35-39	0	1	0%	0	2	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	1	0%
55-59	0	0	0%	0	0	0%
Technicians	**7**	**52**	**13%**	**6**	**48**	**13%**
20-24	0	0	0%	0	0	0%
25-29	0	1	0%	0	1	0%
30-34	0	1	0%	0	2	0%
35-39	0	5	0%	0	5	0%
40-44	1	7	14%	2	3	67%
45-49	2	9	22%	2	8	25%
50-54	1	16	6%	2	15	13%
55-59	3	9	33%	0	8	0%
60-64	0	4	0%	0	5	0%
65-69	0	0	0%	0	1	0%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
20-24	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
Grand Total	**9**	**64**	**14%**	**7**	**64**	**11%**

Figure 478: Technology Services Departures by Age Group and Job Group (Part 2 of 4)

Job Group	FY 2016			FY 2017		
	Number Terminated	Average Employed	Turnover Rate	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**4**	**0%**	**0**	**3**	**0%**
20-24	0	0	0%	0	0	0%
25-29	0	0	0%	0	1	0%
30-34	0	2	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	2	0%	0	2	0%
60-64	0	0	0%	0	0	0%
Officials and Managers	**2**	**9**	**22%**	**1**	**10**	**10%**
35-39	0	2	0%	0	1	0%
40-44	0	2	0%	0	3	0%
45-49	0	1	0%	0	2	0%
50-54	2	4	50%	0	2	0%
55-59	0	0	0%	1	2	50%
60-64	0	0	0%	0	0	0%
Professionals	**0**	**3**	**0%**	**0**	**3**	**0%**
30-34	0	0	0%	0	1	0%
35-39	0	1	0%	0	1	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	2	0%	0	1	0%
Technicians	**4**	**48**	**8%**	**6**	**51**	**12%**
20-24	0	0	0%	0	0	0%
25-29	0	1	0%	0	2	0%
30-34	1	3	33%	1	1	100%
35-39	0	2	0%	1	4	25%
40-44	0	4	0%	0	7	0%
45-49	0	6	0%	0	6	0%
50-54	1	11	9%	1	8	13%
55-59	2	13	15%	1	13	8%
60-64	0	7	0%	1	9	11%
65-69	0	1	0%	1	1	100%
Unknown	**0**	**0**	**0%**	**0**	**0**	**0%**
20-24	0	0	0%	0	0	0%
30-34	0	0	0%	0	0	0%
35-39	0	0	0%	0	0	0%
40-44	0	0	0%	0	0	0%
45-49	0	0	0%	0	0	0%
50-54	0	0	0%	0	0	0%
55-59	0	0	0%	0	0	0%
Grand Total	**6**	**64**	**9%**	**7**	**67**	**10%**

Figure 479: Technology Services Departures by Age Group and Job Group (Part 3 of 4)

Job Group	FY 2018		
	Number Terminated	Average Employed	Turnover Rate
Administrative Support	**0**	**3**	**0%**
20-24	0	0	0%
25-29	0	1	0%
30-34	0	0	0%
40-44	0	0	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	2	0%
60-64	0	0	0%
Officials and Managers	**1**	**10**	**10%**
35-39	0	1	0%
40-44	0	2	0%
45-49	0	2	0%
50-54	0	3	0%
55-59	0	2	0%
60-64	1	0	0%
Professionals	**0**	**3**	**0%**
30-34	0	0	0%
35-39	0	1	0%
40-44	0	1	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	1	0%
Technicians	**5**	**48**	**10%**
20-24	1	0	0%
25-29	1	2	50%
30-34	0	3	0%
35-39	0	4	0%
40-44	1	5	20%
45-49	0	5	0%
50-54	0	5	0%
55-59	0	15	0%
60-64	2	8	25%
65-69	0	1	0%
Unknown	**0**	**0**	**0%**
20-24	0	0	0%
30-34	0	0	0%
35-39	0	0	0%
40-44	0	0	0%
45-49	0	0	0%
50-54	0	0	0%
55-59	0	0	0%
Grand Total	**6**	**64**	**9%**

Figure 480: Technology Services Departures by Age Group and Job Group (Part 4 of 4)

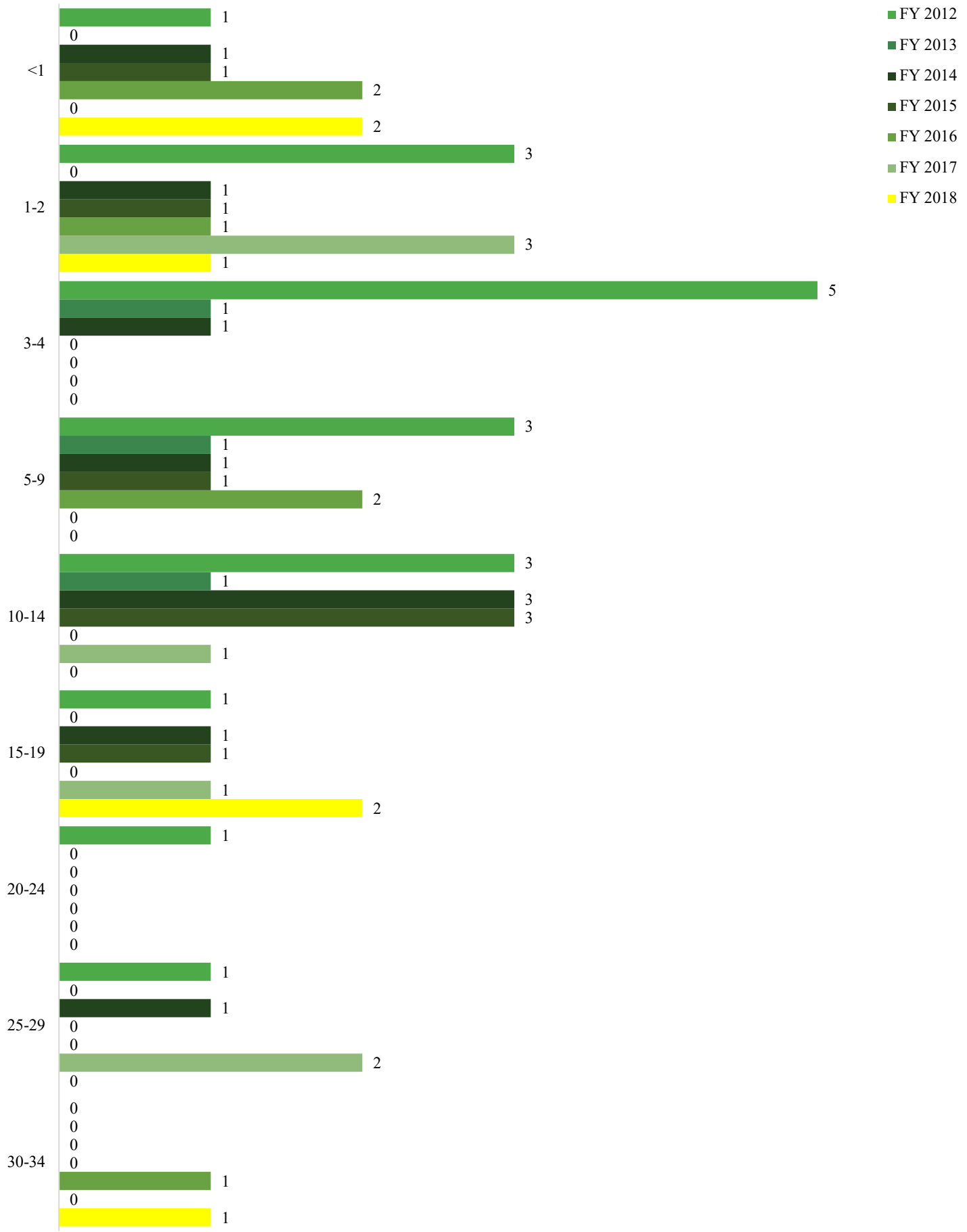

Figure 481: Technology Services Departures by Years of Service

Job Group	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Administrative Support	**1**	**0**	**0**	**1**	**0**	**0**	**0**
1-2	1	0	0	0	0	0	0
10-14	0	0	0	1	0	0	0
Officials and Managers	**3**	**1**	**2**	**0**	**2**	**1**	**1**
<1	0	0	0	0	1	0	0
10-14	2	1	1	0	0	0	0
15-19	0	0	1	0	0	0	0
20-24	1	0	0	0	0	0	0
25-29	0	0	0	0	0	1	0
30-34	0	0	0	0	1	0	1
Technicians	**14**	**2**	**7**	**6**	**4**	**6**	**5**
<1	1	0	1	1	1	0	2
1-2	2	0	1	1	1	3	1
3-4	5	1	1	0	0	0	0
5-9	3	1	1	1	2	0	0
10-14	1	0	2	2	0	1	0
15-19	1	0	0	1	0	1	2
25-29	1	0	1	0	0	1	0

Figure 482: Technology Services Departures by Years of Service and Job Group

3. COUNTYWIDE PRIMARY STAKEHOLDERS SURVEY

3.1 Countywide Survey Development

While gleaning from hermeneutical phenomenology, the qualitative approach of grounded theory was decided to be the nonpareil methodology that would yield optimum results for this study (Moustakas, 1994; Strauss & Corbin, 1990, 1998; van Manen, 1990).

The conclusion of such a research design, in seeking to explore which factors did, do, and will make Lane County Government an employer of choice, would avail in understanding how best to recruit and retain from without and within the enterprise—bearing in mind the realities identified in Sections 2.2-2.5 of who has come to and gone from the County in various phases.

Competent and effectual analysis of the entity would, nevertheless, be principally dependent on participation from a sui generis population having both direct and intimate knowledge of Lane County Government's inner workings. The workers themselves of Lane County Government volunteered to be that very population.

Upon doing so, answers to three questions were solicited from no fewer than 10% of the County's initial 1,330 regular status employees, in hopes that the theoretical data saturation point might be reached, through, for the purposes of methodological and data source triangulation, semi-structured interviews and focus groups conducted solely by the Chief County Performance Auditor (Mishler, 1986; Vaughn, Schumm, & Sinagub, 1996; Weiss, 1994; Wilson & Hutchinson, 1991).

- Question One: What made you want to work for Lane County Government?
- Question Two: For what reason(s) have you continued with Lane County Government?
- Question Three: What might Lane County Government do or offer to further retain your services?

In total, 83 personnel members were interviewed singly (68 in person, 15 telephonically), while 70 others took part in one of ten in-person focus groups composed of seven people apiece (Merton, Fiske, & Kendall, 1990; Morgan, 1997). Individual interview lengths ranged from 5 to 55 minutes. Meantime focus group discourses averaged 1 hour and 45 minutes in duration.

Heterogeneous purposive (i.e., maximum variation) sampling selection of the 153 confidential participants for colloquies varied according to their (a) time spent working in Lane County Government, (b) professional responsibilities, (c) demographics (e.g., age, gender, race), (d) extent of authority in position held, and (e) assigned department/office, division, and program (Creswell & Creswell, 2018).

*Based on the differences among volunteer parties, focus groups were commingled to be as multifarious as was, at the time, practicable—according to logistical challenges and differing work schedules.

In so doing, divers thoughts, feelings, opinions, reasonings, insights, and views were offered in each discrete session and elicited in each group discussion. From those dialogues came transcriptions, descriptive observations, circulating and archived County-based documentation (e.g., policies, procedures, manuals, statements of workplace standards, memorandums, notes per department/office division or program), and other contextual government information.

During and following the collection of all interrelated data, corroboration was sought for every ensuing interpretation made and inference drawn by the Chief County Performance Auditor, so trustworthiness could be established prior to each datum, derived from that primary or secondary research, being integrated into an assemblage. Although, with time being a weighty limitation to the rigor and scope of this review (est. 4-5 months), auxiliary strategies had to be curbed to peer debriefs, member checks, partial reflexivity in field journals and memos, ongoing audit logs, and deviant case analyses, to procure and preserve some semblance of confirmability, credibility, dependability, and transferability within the study and its eventual findings (Lincoln & Guba, 1985; Miles, Huberman, & Saldaña, 2014).

However, to ascribe those interpretations made, now more refined, across the remaining 90 or so percent of Lane County Government's personnel members, or to apply the inferences drawn, now further ideated, to every other regular status employee, another rigorous stage of research would need to be demanded therefrom. Such a level of authenticity was pursued through what began as a tripartite coding process (Guba & Lincoln, 1994). Accordingly, those verified interpretations and inferences, having been agglomerated, were analyzed by attribute and classed by distinction into open codes. Among the codes spawned by the queries, what was recognized as the likeliest and foremost within each—as deduced from being the most (a) reoccurring in interviewee responses, (b) rooted, laden, and expounded throughout the aforementioned gathered documentation and information, (c) conversed about or alluded to by focus group participators, and (d) conceptually relevant in the relation between all three questions' interrelated data—was chosen to be the central phenomenon. From that core phenomena, the Chief County Performance Auditor and County Performance Auditing Intern returned to the accumulated data to identify the correspondent causal conditions, strategies (action/interaction), contextual/intervening conditions, and consequences that would allow for the formulation of theoretic axial coding paradigms, following additional memoing. Once constructed, a hypothesis for each question was able to be developed in the frame of a narrative statement, otherwise known as a selective code, which reflected the correspondences between the four categories of its attendant model (Corbin & Strauss, 2008; Saldaña, 2013).

These explanatory propositions, after reviewal by compeers, were then brought back to those 153 participants to determine whether or not the drafted statement for each question coincided with the prime narrative they'd provided in personal accounts. Substantiation, however, came from only a fraction of the whole.

Upon enquiry, it was discovered among those who would not substantiate that while the themes generated may have had some degree of resonance, they were considered to be secondary, tertiary, quaternary, quinary, or lower in rank of applicability. Furthermore, divergences from the proffered hypotheses were owed and attributable to people's past situations, present dispositions, and future aspirations. As such, the Chief County Performance Auditor and County Performance Auditing Intern, having no preeminent core phenomenon, began the coding process again, electing instead to perceive every open code as a disjunct central phenomenon with axial codes all its own. In toto, 30 selective codes culminated; of them, 10 belonged to Question One, 11 to Question Two, and 9 to Question Three (Charmaz, 2006; Patton, 2015).

When tendered a gamut of peer-reviewed propositions, now accompanied by illustrations sourced from distinctive codes, concomitant categories, and hypothetical dynamics within and between both, each of the 153 identical participators, being posed to once more, found they were able to choose a primary response. Moreover, in a plurality of instances, an average of five quotes, each typifying stances and states similar—if not peculiar—to their own, were selected per question. Nonetheless, in keeping with the hopeful expectation that saturation might be reached, another respondent group was formed by heterogeneous purposive sampling (Denzin & Lincoln, 2011).

Maintaining the same initial 10% population target minimum, 140 new entrants were asked the proposed research questions severally (103 in person, 37 telephonically) before they were introduced to the same thematic assertions and examples used previously by their colleagues as plausible answer options, to test for any discrepancies extant between the groupings' outcomes (Grbich, 2013). In each of the 10 to 15-minute meetings occupied by those 140 confidential persons, no distinguishable variances were observed, in that the added option to furnish responses and details, apart from those put forth already, was at no time exercised. Instead, as before, an average of five choices were opted per question.

Satisfied with the dearth of disparity among the comparison groups, the Chief County Performance Auditor and County Performance Auditing Intern finalized the survey, configuring it into online/electronic and paper formats for distribution to all regular status Lane County Government staff. This anonymous Countywide survey permitted up to five non-prioritized selections from the coded 10 belonging to Question One, 11 to Question Two, and 9 to Question Three. Program controls prohibiting users from picking over five answers were set in place for online/electronic surveys. Not having those same controls for paper surveys, submittals with over five selections had to be excluded from the study. With every question, five "Other" options were likewise incorporated for those wishing to enter their own responses, if the given coded multiple choices proved to be insufficient.

*In the vast majority of "Other" cases, those surveyed used the platform to either elucidate the reasoning, meaning, and importance behind their choosing a coded quotation beforehand, or give voice to thoughts, feelings, opinions, insights, and views pertaining to the County albeit not the question at hand. Less commonplace, more sporadic was the usage of "Other" to convey concepts and illustrations not listed as supplemental examples, serving to reinforce individuals' choices for coded statements and, incidentally, strengthen the arguments for the existence of the statements themselves. Not the least of all, though the most fitful, were "Other" options which, upon inspection, required reassignment to appropriate narrative codes prepared for the respective survey questions.

While the entirety of the above input was acknowledged by the Office of the Performance Auditor, specially for future reference in Lane County Government, all "Other" choices matching a single criterion or more of those aforenamed were omitted as being "Other," to have exactness in the County's official survey results.

Sections 3.2-3.4 feature the proposed themes coded for each question and what, by exclusive definition or description of the workers of Lane County Government, qualified under them. Section 3.5 calls attention to the actual percentage outcomes of the survey, across the overall County and in departments/offices.

3.2 Survey Question One: What made you want to work for Lane County Government?

"The job's potential benefit(s) appealed to me."
Could include but would not be limited to:

- Holidays
- Sick leave
- Vacation leave
- Retirement plan
- Wellness Center
- Health insurance
- Gym membership
- Investment portfolios and accounts

"The position available fit what I wanted to do."
Could include but would not be limited to:

- Suited my professional interests
- Matched my education, skills, and/or past experiences
- Aspects of the job were appealing (e.g., freedom and independence, ability to move around, serving customers, variety of responsibilities, use of technology, opportunity for career change)

"I was just looking for a job."
Could include but would not be limited to:

- Job availability
- Issues with the economy
- Lane County Government was the first to offer a job
- Simply wanted/had to get out of the last work environment I was in
- Someone connected with/to Lane County Government recommended me for a job
- Personal commitments and/or financial obligations to others (e.g., family, friends)

"I wanted a job with stability and/or security."
Could include but would not be limited to:

- Consistent pay
- Routine work hours
- Regular salary increases
- Union protection and representation
- Steady expectations in my daily responsibilities
- Acknowledgement of seniority established over time
- Lower chance of layoffs or furloughs (i.e., less turnover)

"I wanted a job in this location."
Could include but would not be limited to:

- Cost of living
- Local economy
- Return to hometown
- Culture of the region
- Convenient commutes
- Vicinity where I work is nice
- Close to family and/or friends
- Already lived here (did not want to move)
- Geography (e.g., lakes, rivers, mountains, ocean, beaches)
- Attractions, amenities, recreation activities, and/or events in the area

"I wanted to be a part of a government system and/or public service."
Could include but would not be limited to:

- Wanted to give back

- Wanted to advance the government's values
- Wanted to serve and add value to the community
- Wanted to work in a government structure that had particular functions or programs
- Working in a government system allows for participation in loan forgiveness/repayment programs

"I heard good word of mouth about Lane County Government (or some part of it)."
Could include but would not be limited to:
- Overall reputation gained over time through common knowledge in pockets of society
- Others (e.g., family, friends, people in the community, former or current County employees, recruiters, news/media) mentioned the work culture, employees, relaxed professional environment, management, career opportunities, and/or positive working relationships to me

"I felt Lane County Government would allow for a good work/life balance."
Could include but would not be limited to:
- Schedule flexibility
- Manageable workload
- Less stress than other organizations I'd been in or heard about

"I wanted opportunities to advance my career and/or grow my skills."
Could include but would not be limited to:
- Challenging work
- Training opportunities
- Potential for advancement and promotion (upward mobility)
- Ability to learn in and from multiple departments, divisions, and/or programs
- Flexibility to move around to different departments, divisions, and/or programs
- Option to work, learn, and/or gain abilities under a specific person, specific team/group of people, or with a specific resource/software

"The job's level of compensation appealed to me."
Could include but would not be limited to:
- Overtime pay
- Annual salary
- Hourly wages

"Other."
Included:
- I had previously worked for the County (e.g., part-time, fulltime, intern, volunteer) and enjoyed my experience with staff and/or programs
- I had previously worked, on a professional level (e.g., consultant, contractor, community/business partner), with the County and enjoyed my experience with staff and/or programs
- I had previously interacted, on a customer level (e.g., citizens, commercial entity owners), with the County and enjoyed my experience with staff and/or programs

3.3 Survey Question Two: For what reason(s) have you continued with Lane County Government?

"I enjoy working with some or all of Lane County Government's employees."
Could include but would not be limited to:
- Managers
- Coworkers
- Teams of people
- Relationships built over time (loyalty)
- Sense of community in my work environment
- Other staff in other departments, divisions, and/or programs

"I find enjoyment in the actual work I do."
Could include but would not be limited to:
- Satisfaction from my job's duties
- Challenging work, projects, and/or subject matter that keep me interested
- Other aspects are appealing (e.g., use of technology, freedom and independence, ability to move around, variety of responsibilities, serving customers, physical workspace and conditions)

"I want to be part of a government system and/or public service."
Could include but would not be limited to:
- There's belief in the work that I am doing
- Want to serve, give back, and/or add value to the community
- Wish to help advance the County and grow the organization from the inside
- Feel I can make a difference in my job (hope to make a change for the better)
- Working in a government system allows for participation in loan forgiveness/repayment programs
- The variety of departments in government allows for me to change positions and have multiple work options
- There's pride in some or all of what the organization says it stands for and does (e.g., County's functions, mission, vision, and/or Strategic Plan in departments, divisions, and programs)

"The job's benefits allow me to meet personal needs, wants, goals, and/or obligations to others."
Could include but would not be limited to:
- Holidays
- Sick leave
- Vacation leave
- Retirement plan
- Wellness Center
- Health insurance
- Gym membership
- Union education benefit
- Investment portfolios and accounts

"This job allows me to have a work/life balance I've gotten used to."
Could include but would not be limited to:
- Schedule flexibility
- Manageable workload
- Not as stressful (less anxiety)
- Comfortable (don't want to change)
- Get to go home at the end of the day

"I have job stability and/or security in this position."
Could include but would not be limited to:
- Steady pay
- Routine work hours
- Regular salary increases
- Union protection and representation
- Acknowledgement of my established seniority
- Consistent expectations in my daily responsibilities

- Lower chance of layoffs or furloughs (less turnover)

"I can advance my career here (or hope to)."
Could include but would not be limited to:
- Waiting for a different position to become available via promotion, transfer, or reclassification
- Potential for long term professional growth in this position or organization (progressive responsibilities)
- Gaining useful knowledge, skills, qualities, or abilities through on-the-job experiences, trainings, networking opportunities, staff/professional developments, County programs, certifications, and continuing education

"The job's compensation allows me to meet personal needs, wants, goals, and/or obligations to others."
Could include but would not be limited to:
- Overtime pay
- Annual salary
- Hourly wages

"I feel valued in my position by coworkers, managers, other staff, and/or customers."
Could include but would not be limited to:
- The job I hold is recognized
- My professional input is sought and/or taken into serious consideration
- My achievements are acknowledged (the work done by me is appreciated)
- For my contributions, I'm treated as an accomplished and important member of the team

"I want to live in this location."
Could include but would not be limited to:
- Cost of living
- Local economy
- Culture of the region
- Convenient commutes
- Vicinity where I work is nice
- Close to family and/or friends
- Do not feel like packing and moving away
- Geography (e.g., lakes, rivers, mountains, ocean, beaches)
- Attractions, amenities, recreation activities, and/or events in the area

"It doesn't make sense to leave now."
Could include but would not be limited to:
- Perks from longevity
- Waiting to retire or be vested
- Established a degree of seniority
- Just got hired or promoted or transferred
- There's just no obvious reason to go yet (it's a job)
- Been working here for so long (might as well stay)
- Lack of other or better opportunities to go somewhere else
- My options are more limited (e.g., getting older, not as much education)
- Invested a lot of time here and want to see a project or program through to the end
- Don't want to risk going somewhere else, might lose too much (e.g., cut in pay or benefits, working with new personalities I may not like as much)

"Other."
Included:
- No "other" options were given

3.4 Survey Question Three: What might Lane County Government do or offer to further retain your services?

"I would like for my work schedule to allow for a better work/life balance."
Could include but would not be limited to:
- Ability to work remotely or from home
- Schedule flexibility in the form of "flex" time (e.g., an employee leaves two hours early one day and makes those same two hours up before the pay period ends)
- Schedule flexibility in the form of more condensed work hours (e.g., instead of working 8 hours per day and 5 days per week, an employee works 10 hours per day and 4 days per week)
- Schedule flexibility in the form of work hours that are shifted from the usual times (e.g., instead of 8AM-5PM, an employee can work 6AM-3PM, 7AM-4PM, 9AM-6PM, or 10AM-7PM)
- Schedule flexibility in the form of "comp" time (e.g., an employee takes one weekday off after working over on a Saturday, when they are regularly scheduled to work Monday through Friday)

"I would like to see improvements made in Lane County Government's internal hiring and job classification processes."
Could include but would not be limited to:
- Communicate if, when, and why a reclassification is denied
- Communicate if, when, and why the job goes to another candidate
- Faster response times, when requesting information about a potential reclassification
- Communicate when and where jobs become available for internal hire, transfer, or promotion
- Educate on how to (as well as who can) apply for available jobs through internal hire, transfer, or promotion
- Allow staff/hiring managers to play a more active role in the recruitment, application, and selection process of candidates
- Streamline what can be extensive/prolonged recruiting and hiring practices to fill gaps quicker and minimize lengthiness
- My job description needs to be reclassified to more accurately reflect the work being done and skillset needed in my position
- Base promotions and transfers more on actual qualifications and experience than on oral performance and a potential familiarity with candidates
- There doesn't seem to be an advantage to being an internal candidate or having longevity when applying for a job, transfer, or promotional opportunity
- The County should place as much emphasis on life and employment experience, when considering hiring someone for a job, as it does educational background
- Allow for external candidates to have more access to Lane County jobs (there's too much hiring from within which can cut off/exclude outsiders with fresh ideas and different talents)
- Educate on how to properly request a job reclassification and/or the additional options available to the employee if their request is denied or the reclassification granted is below their expectations
- Be more mindful of hiring people who aren't qualified just to fill the position (can put a heavier load on those of us who

know how to do our jobs and don't have time to coach them through the correct procedures)

"I would like for Lane County Government to place more emphasis on accountability practices."
Could include but would not be limited to:

- Monitor excessive use of sick leave which puts a strain on others
- Provide ongoing education and training for staff at all levels on policies, procedures, and statutes
- Equal treatment for employees (fewer rewards for poor performance and bad/lackadaisical behavior)
- Ensure that position promotions, transfers, reclassifications, and pay adjustments are not based on favoritism, biases, and/or inside connections
- Communicate with the local community about County services/business updates, to inform the public and avoid misinformation or confusion
- Commit to becoming more cost effective in the use of County resources/personnel in projects, programs, divisions, and departments to minimize the waste I see
- Workload balancing/fairness between employees where no one employee does a majority of the work while the other does very little and there are no consequences
- Through 360° evaluations, training, and/or disciplinary action, ensure that managers, at all levels, are kept accountable for their own actions and behaviors
- A safer and more confidential way to report managers and/or hostile work environments without fear of repercussions or reprisals, to allow for a less stressful environment
- Hold regular performance evaluations for all positions at all levels in all departments but not so frequently that valuable work hours are consumed to complete them (e.g., once a year)
- Be timely and transparent with County staff at all levels, when decisions are made, to keep employees informed, avoid any confusion, and gain feedback from every level
- Through 360° evaluations, training, and/or disciplinary action, ensure that managers, at all levels, treat their employees fairly, equally, and with respect (no preferential treatment, abuses of power, or mistreatment of staff)
- Require (and support) managers and supervisors to consistently enforce County departments, divisions, and programs' expected performance levels, work standards, policies, and procedures (e.g., administering disciplinary action as necessary, make the disciplinary process less bureaucratic)
- Educate managers and supervisors on how to better lead, train, coach, motivate, delegate, and mediate staff (e.g., exhibiting the behaviors they expect to see from their own subordinates while creating community and being more knowledgeable about the positions they are responsible for overseeing)

"I would like to see my compensation improve."
Could include but would not be limited to:

- Longevity pay to recognize seniority
- Fewer pay steps in the step increase system
- Incentive-based bonuses dependent on performance
- Generally higher pay that better represents how much work I do
- Greater flexibility in negotiating starting pay, bonuses, and raises
- Cost of living adjustments that are continual (once a year) and match the actual cost of living
- Pay that is comparable to other positions like my own in similar counties in the state of Oregon
- Fix pay system to allow for pay raises/step increases after 6 months of being transferred when that employee was coming up on their 1-year mark in their previous position
- Pay that is competitive to other positions like my own in other organizations (e.g., cities, counties, states, federal branches, private businesses, nonprofits) throughout the United States
- Elimination of the step increase system which (a) doesn't allow for pay flexibility within a certain salary range of a single step or (b) can be limiting once an employee reaches their maximum step

"I would like to have more focus being placed on benefits (current and new)."
Could include but would not be limited to:

- Student loan assistance
- Paid parental or family leave
- Allow for paid vacations during busy seasons
- Higher deferred compensation contribution rate
- No longer having to pay for health insurance premiums
- Free charging stations for employees with plug-in hybrid electric vehicles
- Return to the practice of allowing employees to pay into PERS on their own
- Allow for the use of sick and vacation leave without pay (as deemed appropriate)
- Incorporate a retirement savings plan outside of PERS (e.g., 401(k), 457, 403(b), Roth IRA)
- Available parking at no cost to employees within a reasonable distance from worksite
- Additional benefits based proportionately on longevity and/or performance (e.g., extra vacation leave)
- More selection for childcare (e.g., discounted options for multiple centers, onsite care, County-operated centers)
- A Lane County Employee Credit Union (e.g., one that offers mortgage options) to help keep up with the cost of living
- Education subsidies (e.g., County helps pay for an employee to attend classes and earn an academic degree or professional certification)
- At the very least, no decreases made to what I currently have (e.g., vacation leave, sick leave, health insurance, retirement plan, scheduled holidays, wellness center, gym membership, investment portfolios and accounts)
- County-funded medical plans or health insurance subsidies for retirees of a minimum age (with a minimum number of years of service as a Lane County employee) until they are eligible for Medicare (perhaps funded by unused TM hours)

"I would like to see more support being provided to staff."
Could include but would not be limited to:

- Invest more resources into line staff
- Provide safe facilities, clean areas, and modern workspaces
- Provide policies and adequate funding to maintain operations at a high level and/or offer more services
- Allow for more voluntary overtime to get more work done with a lower stress level (employees are asked to do too much in too little time)

- Create a program that allows for part-time workers to become fulltime and eventually lighten the workload through proper planning
- Provide programs, divisions, and departments with adequate levels of qualified staff (and less mandatory overtime), in an efficient timeframe, to reduce overly heavy workloads and prevent burnout
- Provide programs, divisions, and departments with updated resources (e.g., equipment, technology) that meet staff needs and improve efficiency/effectiveness in the meeting of job requirement demands

"I would like to be acknowledged in my position and the work I do."
Could include but would not be limited to:
- The work done by me (what I bring) is, or should be, appreciated and trusted
- Seniority and time spent working in the organization is, or should be, recognized
- My accomplishments are, or should be, regularly acknowledged as achievements
- Management taking the thoughts, ideas, and opinions of their employees into consideration
- My position is, or should be, considered valuable by coworkers, managers, other staff, or customers
- I am, or should be, treated as an important member of the team, whether I am ground, mid, or executive-level staff
- Allow for managers and supervisors to acknowledge staff through incentives (e.g., gift cards) or appreciation events (e.g., Employee of the Month)
- Work performance is, or should be, considered equally as important as longevity (can be reflected by actively engaging with and investing in high performers)

"I would like to have more career growth opportunities that expand my knowledge, skills, and abilities."
Could include but would not be limited to:
- Ability to transfer, advance, or promote within the County's programs, divisions, and departments
- Across all positions in all shifts, allow for different ways to grow in a variety of job responsibilities (e.g., cross-training, job mentoring and shadowing, temporary job placements, inter/intra-agency committee participation)
- Attending a variety of professional developments, educational programs, ongoing trainings, and classes that are focused on the employee's job, industry, or career field, to help in their personal advancement (make in-person and online options available to employees)
- Offer more trainings subjects in a variety of ways (e.g., online, interactive sessions or group discussions, guest speakers, different site locations/hours, book clubs, ongoing classes or mini-series)

"There are no changes Lane County Government could make that would influence my decision to stay or leave."
Could include but would not be limited to:
- Waiting to retire or be vested
- My options are more limited (e.g., getting older, not as much education)
- Outside factors and reasons (e.g., holding off to make a specific life or career change)

"Other."
Included:
- Less micromanagement, more autonomy
- Hire people of color in supervisory positions (more diversity at the managerial level)
- Allow for more leniency with having visible tattoos that are neither offensive nor derogatory
- Create an employee referral program that rewards current employees who recommend successful job candidates
- Fewer, if any at all, diversity trainings/sessions (I already know how to treat people with respect and don't need to be taught how)
- More cooperative relationships between the County and the unions (we're all on the same team, let's work together so we can all prosper)
- Hire and keep younger professionals (fresh faces and new ideas are needed to help keep the County invigorated, cutting edge, and not stagnant)
- Split one 40-hour/week job into two 20-hour/week jobs (I still want to work at the County but not as much, and I'm willing to do it part-time)
- Host meetings (e.g., in the style of a town hall) between employees and director level personnel (we want to have open conversations with executives)
- Create a network/group of individuals to help new employees not from Lane County acclimate to the local area, which can be very different from what they are familiar with
- More frequent opportunities/events to connect with employees in other departments of the County (build community by getting to know each other and what we do in other areas)
- In open group meetings between coworkers, allow for employees to give feedback, share ideas, and have honest conversations with each other without supervisors being in the room to stifle discussion
- More relaxed and easygoing culture to make work a more enjoyable place to come to (e.g., puzzles, board games, foosball and pool tables, TVs to watch in the common areas, private rooms to decompress in during breaks)
- Lane County needs to be more fiscally minded with paying off the PERS debt it owes (stop funding new projects when old responsibilities haven't been taken care of, I want to feel and know that the institution I work for is financially secure)
- The County should change its practices and politics to cater less to the non-working and/or non-voting people here who put undue strain on the economy and cause my cost of living to increase (this gives me less incentive to stay here when I work hard to get what little I have)
- For individuals who have a certain amount of longevity working with the County and have proven they can manage their responsibilities, reduce the work week hourly requirement from 40 to 30 (I've done this job for so long and have become so efficient at it that I don't need to be here as much anymore; the County can keep my knowledge and skills, save money on not having to recruit and hire untested talent, and I can work shorter weeks while still producing the same degree of quality work I've become known for)

3.5 County Survey Results

Countywide Survey Results

Respondents: 937 of 1,466 (64% of Total Employees)

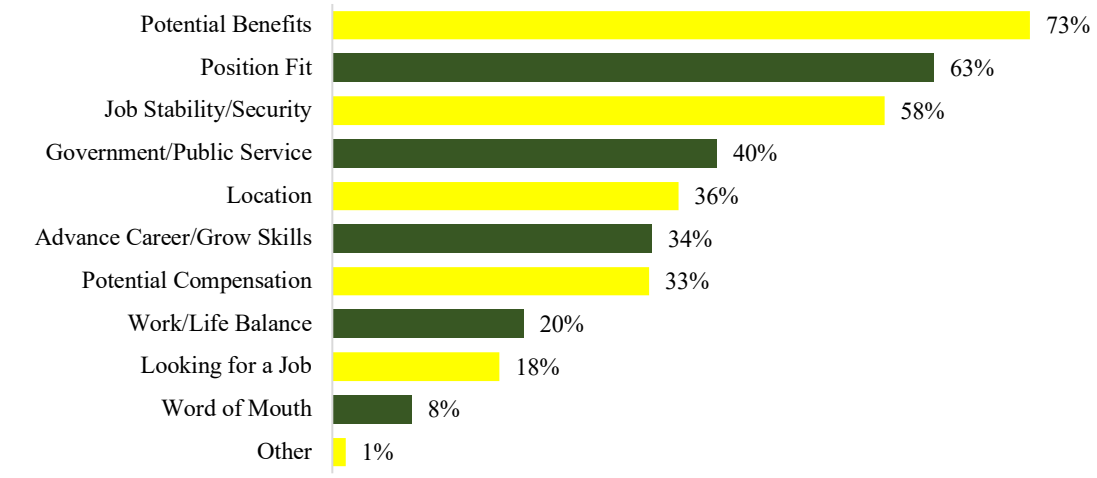

Figure 483: "What made you want to work for Lane County Government?" (Countywide)

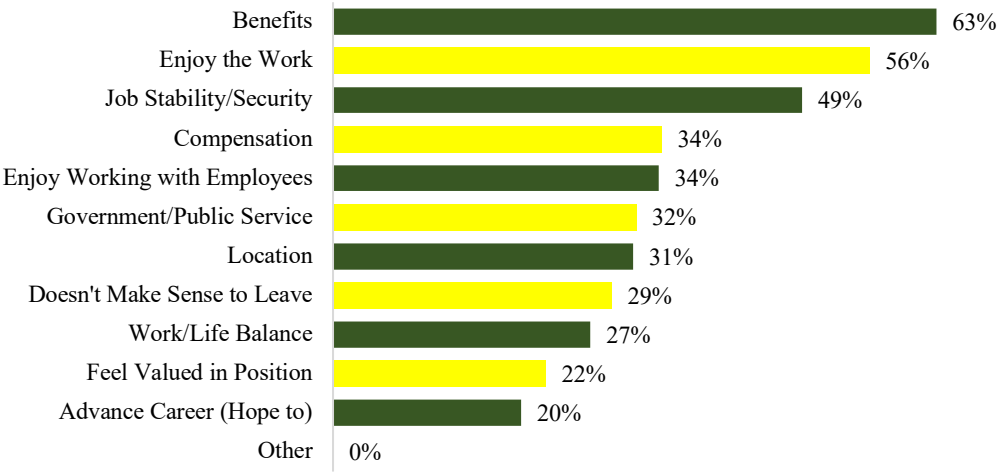

Figure 484: "For what reason(s) have you continued with Lane County Government?" (Countywide)

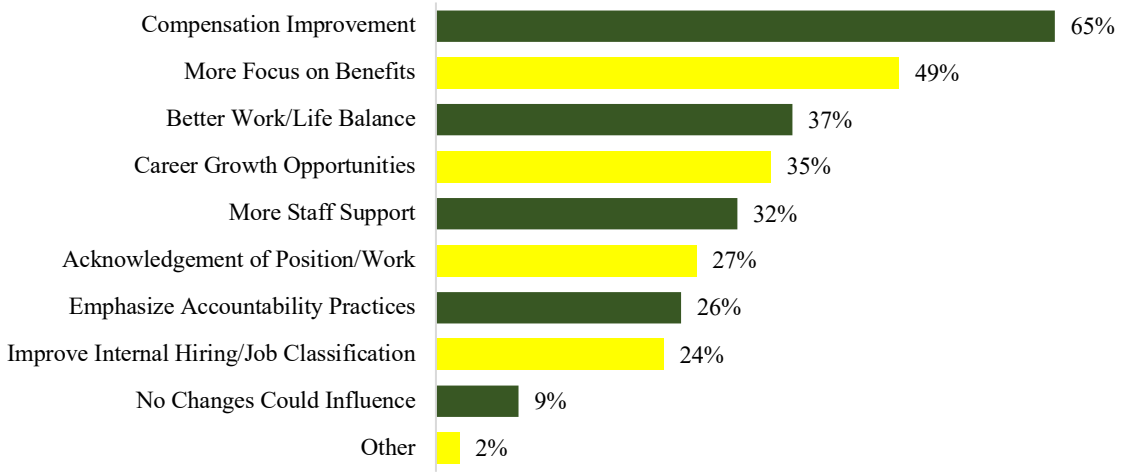

Figure 485: "What might Lane County Government do or offer to further retain your services?" (Countywide)

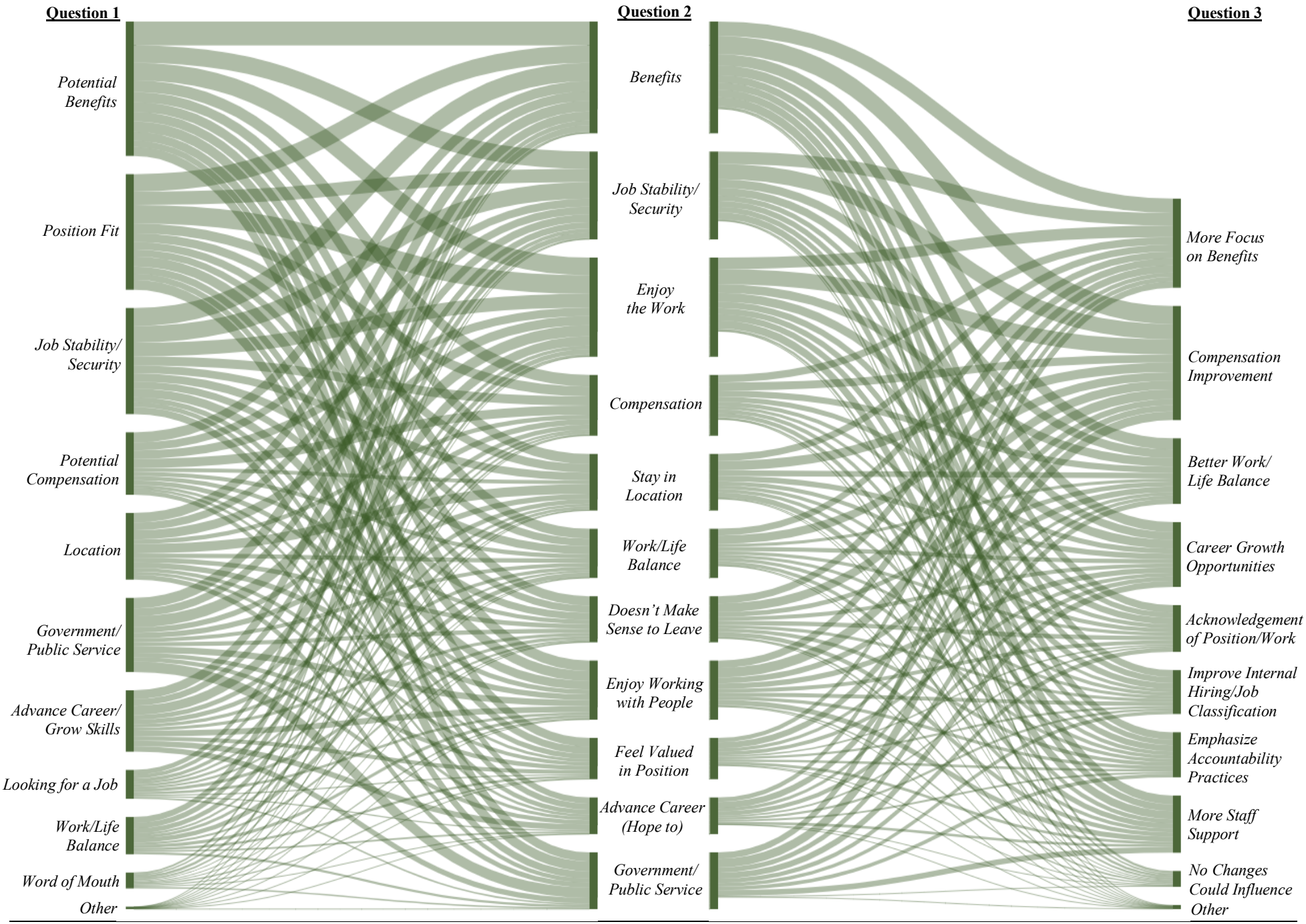

Figure 486: Answer Patterns between Survey Questions (Countywide)

Survey Question One

Survey Question One — *Survey Options*	Potential Benefits (N = 685)	Potential Compensation (N = 311)	Position Fit (N = 591)	Looking for a Job (N = 164)	Job Stability/ Security (N = 542)	Location (N = 340)	Government/ Public Service (N = 378)	Word of Mouth (N = 78)	Work/Life Balance (N = 188)	Advance Career/ Grow Skills (N = 314)	Other (N = 13)
Potential Benefits	--	85%	72%	65%	83%	69%	70%	62%	78%	71%	46%
Potential Compensation	39%	--	33%	30%	36%	29%	28%	32%	21%	31%	38%
Position Fit	62%	63%	--	51%	61%	66%	63%	67%	63%	65%	85%
Looking for a Job	16%	16%	14%	--	16%	21%	11%	9%	9%	11%	0%
Job Stability/ Security	66%	62%	56%	52%	--	54%	54%	44%	65%	54%	38%
Location	34%	32%	38%	43%	34%	--	35%	32%	32%	35%	15%
Government/ Public Service	39%	34%	41%	25%	37%	39%	--	44%	36%	44%	38%
Word of Mouth	7%	8%	9%	4%	6%	7%	9%	--	7%	8%	15%
Work/ Life Balance	21%	13%	20%	10%	23%	18%	18%	17%	--	17%	15%
Advance Career/ Grow Skills	33%	32%	35%	21%	31%	32%	36%	31%	29%	--	31%
Other	1%	2%	2%	0%	1%	1%	1%	3%	1%	1%	--

Figure 487: Survey Question One with Survey Question One (Countywide)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **685** people selected "Potential Benefits." Of those 685 people who chose "Potential Benefits," **39%** also selected "Potential Compensation" in Question One.

Example 2:

- For Question One, **311** people selected "Potential Compensation." Of those 311 people who chose "Potential Compensation," **63%** also selected "Position Fit" in Question One.

Example 3:

- For Question One, **164** people selected "Looking for a Job." Of those 164 people who chose "Looking for a Job," **52%** also selected "Job Stability/Security" in Question One.

Survey Question One

Survey Question Two: *Survey Options*	Potential Benefits (N = 685)	Potential Compensation (N = 311)	Position Fit (N = 591)	Looking for a Job (N = 164)	Job Stability/ Security (N = 542)	Location (N = 340)	Government/ Public Service (N = 378)	Word of Mouth (N = 78)	Work/Life Balance (N = 188)	Advance Career/ Grow Skills (N = 314)	Other (N = 13)
Benefits	76%	72%	64%	63%	73%	61%	61%	54%	70%	62%	38%
Compensation	37%	64%	36%	31%	37%	29%	32%	46%	24%	32%	46%
Enjoy the Work	56%	58%	69%	46%	55%	59%	63%	74%	55%	65%	62%
Job Stability/ Security	55%	55%	49%	51%	67%	50%	45%	42%	62%	45%	23%
Location	32%	27%	31%	34%	31%	61%	31%	33%	34%	31%	38%
Government/ Public Service	29%	29%	36%	21%	29%	31%	61%	42%	27%	38%	54%
Work/ Life Balance	31%	30%	28%	28%	33%	28%	22%	28%	53%	24%	15%
Advance Career (Hope to)	20%	19%	23%	16%	19%	20%	25%	31%	19%	39%	8%
Enjoy Working with Employees	33%	33%	37%	35%	35%	36%	37%	40%	36%	41%	54%
Feel Valued in Position	22%	21%	27%	16%	21%	24%	25%	33%	28%	28%	46%
Doesn't Make Sense to Leave	30%	30%	26%	42%	29%	30%	25%	21%	25%	22%	31%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Figure 488: Survey Question One with Survey Question Two (Countywide)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **685** people selected "Potential Benefits." Of those 685 people who chose "Potential Benefits," **37%** also selected "Compensation" in Question Two.

Example 2:

- For Question One, **311** people selected "Potential Compensation." Of those 311 people who chose "Potential Compensation," **58%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question One, **164** people selected "Looking for a Job." Of those 164 people who chose "Looking for a Job," **34%** also selected "Location" in Question Two.

Survey Question One

Survey Question Three — *Survey Options*	Potential Benefits (N = 685)	Potential Compensation (N = 311)	Position Fit (N = 591)	Looking for a Job (N = 164)	Job Stability/ Security (N = 542)	Location (N = 340)	Government/ Public Service (N = 378)	Word of Mouth (N = 78)	Work/Life Balance (N = 188)	Advance Career/ Grow Skills (N = 314)	Other (N = 13)
More Focus on Benefits	53%	53%	50%	47%	56%	48%	48%	42%	53%	46%	54%
Compensation Improvement	68%	57%	65%	71%	71%	66%	62%	62%	71%	69%	38%
Better Work/ Life Balance	39%	43%	40%	41%	36%	39%	38%	36%	28%	37%	46%
Career Growth Opportunities	36%	36%	36%	43%	38%	39%	42%	36%	31%	50%	23%
Acknowledgement of Position/Work	28%	25%	26%	31%	30%	26%	29%	29%	24%	31%	23%
Improve Internal Hiring/ Job Classification	25%	23%	24%	35%	25%	22%	24%	18%	24%	27%	8%
Emphasize Accountability Practices	28%	26%	26%	27%	26%	25%	27%	22%	22%	25%	23%
More Staff Support	32%	29%	34%	30%	31%	37%	39%	26%	28%	30%	54%
No Changes Could Influence	8%	12%	9%	12%	8%	8%	6%	17%	11%	6%	8%
Other	2%	1%	3%	2%	3%	4%	3%	3%	2%	3%	0%

Figure 489: Survey Question One with Survey Question Three (Countywide)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **685** people selected "Potential Benefits." Of those 685 people who chose "Potential Benefits," **68%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question One, **311** people selected "Potential Compensation." Of those 311 people who chose "Potential Compensation," **43%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question One, **164** people selected "Looking for a Job." Of those 164 people who chose "Looking for a Job," **31%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Two

Survey Question Two / *Survey Options*	Benefits (N = 593)	Compensation (N = 323)	Enjoy the Work (N = 527)	Job Stability/ Security (N = 461)	Location (N = 295)	Government/ Public Service (N = 298)	Work/ Life Balance (N = 253)	Advance Career (Hope to) (N = 185)	Enjoy Working with Employees (N = 320)	Feel Valued in Position (N = 209)	Doesn't Make Sense to Leave (N = 274)	Other (N = 0)
Benefits	--	77%	63%	71%	59%	58%	71%	58%	59%	56%	59%	0%
Compensation	42%	--	37%	38%	24%	28%	30%	25%	30%	30%	34%	0%
Enjoy the Work	56%	60%	--	55%	51%	67%	49%	68%	62%	72%	36%	0%
Job Stability/ Security	55%	54%	48%	--	55%	37%	59%	45%	42%	34%	49%	0%
Location	29%	22%	28%	35%	--	31%	32%	27%	28%	22%	30%	0%
Government/ Public Service	29%	26%	38%	24%	31%	--	22%	38%	37%	37%	20%	0%
Work/ Life Balance	30%	24%	23%	32%	27%	18%	--	25%	21%	22%	25%	0%
Advance Career (Hope to)	18%	15%	24%	18%	17%	23%	19%	--	20%	22%	9%	0%
Enjoy Working with Employees	32%	30%	38%	29%	30%	40%	26%	34%	--	46%	24%	0%
Feel Valued in Position	20%	20%	28%	16%	15%	26%	19%	25%	30%	--	10%	0%
Doesn't Make Sense to Leave	27%	29%	19%	29%	27%	18%	27%	14%	21%	13%	--	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 490: Survey Question Two with Survey Question Two (Countywide)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **593** people selected "Benefits." Of those 593 people who chose "Benefits," **42%** also selected "Compensation" in Question Two.

Example 2:

- For Question Two, **323** people selected "Compensation." Of those 323 people who chose "Compensation," **60%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question Two, **461** people selected "Job Stability/Security." Of those 461 people who chose "Job Stability/Security," **35%** also selected "Location" in Question Two.

Survey Question Two

Survey Question Three: *Survey Options*	Benefits (N = 593)	Compensation (N = 323)	Enjoy the Work (N = 527)	Job Stability/ Security (N = 461)	Location (N = 295)	Government/ Public Service (N = 298)	Work/ Life Balance (N = 253)	Advance Career (Hope to) (N = 185)	Enjoy Working with Employees (N = 320)	Feel Valued in Position (N = 209)	Doesn't Make Sense to Leave (N = 274)	Other (N = 0)
More Focus on Benefits	53%	50%	48%	59%	51%	46%	58%	53%	50%	45%	57%	0%
Compensation Improvement	67%	54%	63%	72%	69%	64%	73%	74%	66%	64%	70%	0%
Better Work/ Life Balance	41%	43%	36%	40%	42%	38%	26%	38%	39%	34%	38%	0%
Career Growth Opportunities	36%	35%	36%	37%	40%	44%	36%	50%	37%	40%	31%	0%
Acknowledgement of Position/Work	27%	28%	27%	25%	31%	32%	29%	21%	26%	17%	35%	0%
Improve Internal Hiring/ Job Classification	26%	21%	25%	28%	26%	26%	27%	27%	26%	24%	25%	0%
Emphasize Accountability Practices	28%	26%	26%	25%	26%	27%	30%	22%	23%	25%	30%	0%
More Staff Support	32%	29%	33%	32%	39%	41%	31%	30%	35%	29%	34%	0%
No Changes Could Influence	9%	13%	10%	8%	6%	7%	9%	4%	10%	11%	14%	0%
Other	2%	2%	2%	2%	4%	4%	1%	3%	3%	1%	3%	0%

Figure 491: Survey Question Two with Survey Question Three (Countywide)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **593** people selected "Benefits." Of those 593 people who chose "Benefits," **67%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Two, **323** people selected "Compensation." Of those 323 people who chose "Compensation," **43%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Two, **461** people selected "Job Stability/Security." Of those 461 people who chose "Job Stability/Security," **25%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Three

Survey Question Three / *Survey Options*	More Focus on Benefits (N = 455)	Compensation Improvement (N = 608)	Better Work/Life Balance (N = 350)	Career Growth Opportunities (N = 329)	Acknowledgement of Position/Work (N = 256)	Improve Internal Hiring/ Job Classification (N = 224)	Emphasize Accountability Practices (N = 241)	More Staff Support (N = 296)	No Changes Could Influence (N = 81)	Other (N = 23)
More Focus on Benefits	--	60%	58%	44%	43%	45%	43%	52%	22%	57%
Compensation Improvement	80%	--	65%	67%	66%	69%	62%	64%	33%	74%
Better Work/ Life Balance	45%	37%	--	41%	36%	34%	36%	36%	15%	26%
Career Growth Opportunities	32%	36%	38%	--	38%	47%	37%	37%	16%	30%
Acknowledgement of Position/Work	24%	28%	27%	29%	--	35%	40%	35%	16%	39%
Improve Internal Hiring/ Job Classification	22%	25%	22%	32%	31%	--	30%	26%	9%	13%
Emphasize Accountability Practices	23%	25%	25%	27%	38%	33%	--	29%	16%	30%
More Staff Support	34%	31%	30%	33%	41%	34%	36%	--	16%	48%
No Changes Could Influence	4%	4%	3%	4%	5%	3%	5%	4%	--	0%
Other	3%	3%	2%	2%	4%	1%	3%	4%	0%	--

Figure 492: Survey Question Three with Survey Question Three (Countywide)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Three, **455** people selected "More Focus on Benefits." Of those 455 people who chose "More Focus on Benefits," **80%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Three, **608** people selected "Compensation Improvement." Of those 608 people who chose "Compensation Improvement," **37%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Three, **329** people selected "Career Growth Opportunities." Of those 329 people who chose "Career Growth Opportunities," **29%** also selected "Acknowledgement of Position/Work" in Question Three.

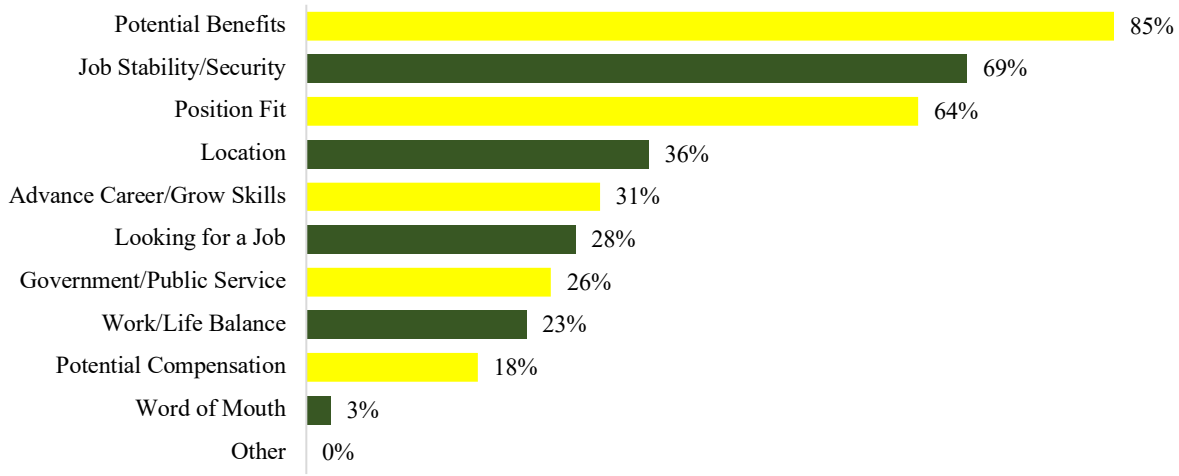

Figure 493: "What made you want to work for Lane County Government?" (Assessor's Office)

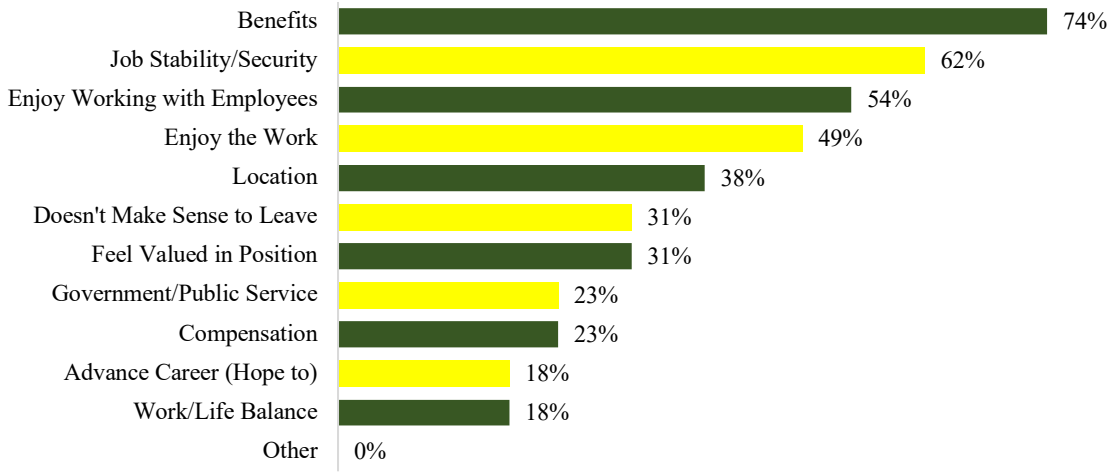

Figure 494: "For what reason(s) have you continued with Lane County Government?" (Assessor's Office)

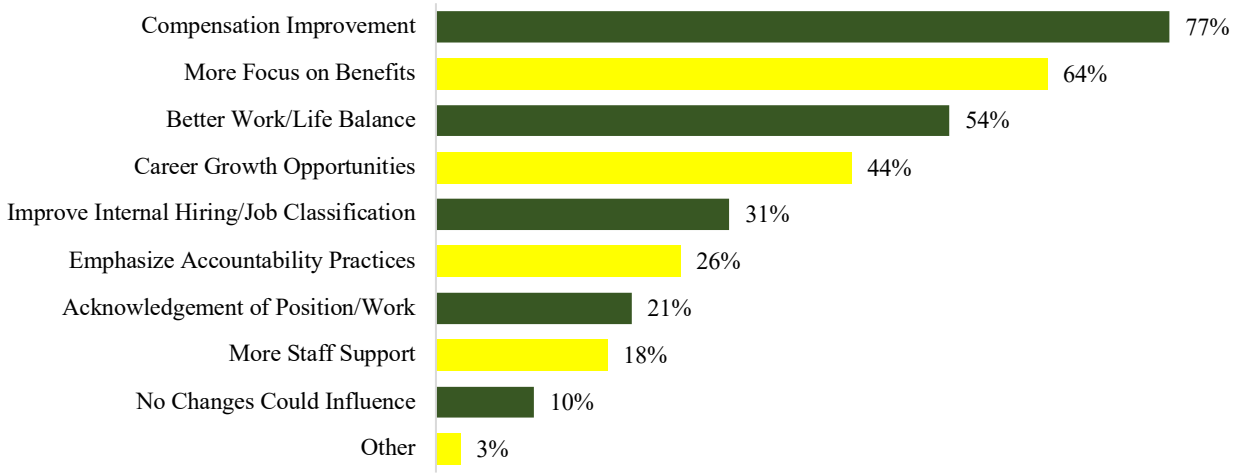

Figure 495: "What might Lane County Government do or offer to further retain your services?" (Assessor's Office)

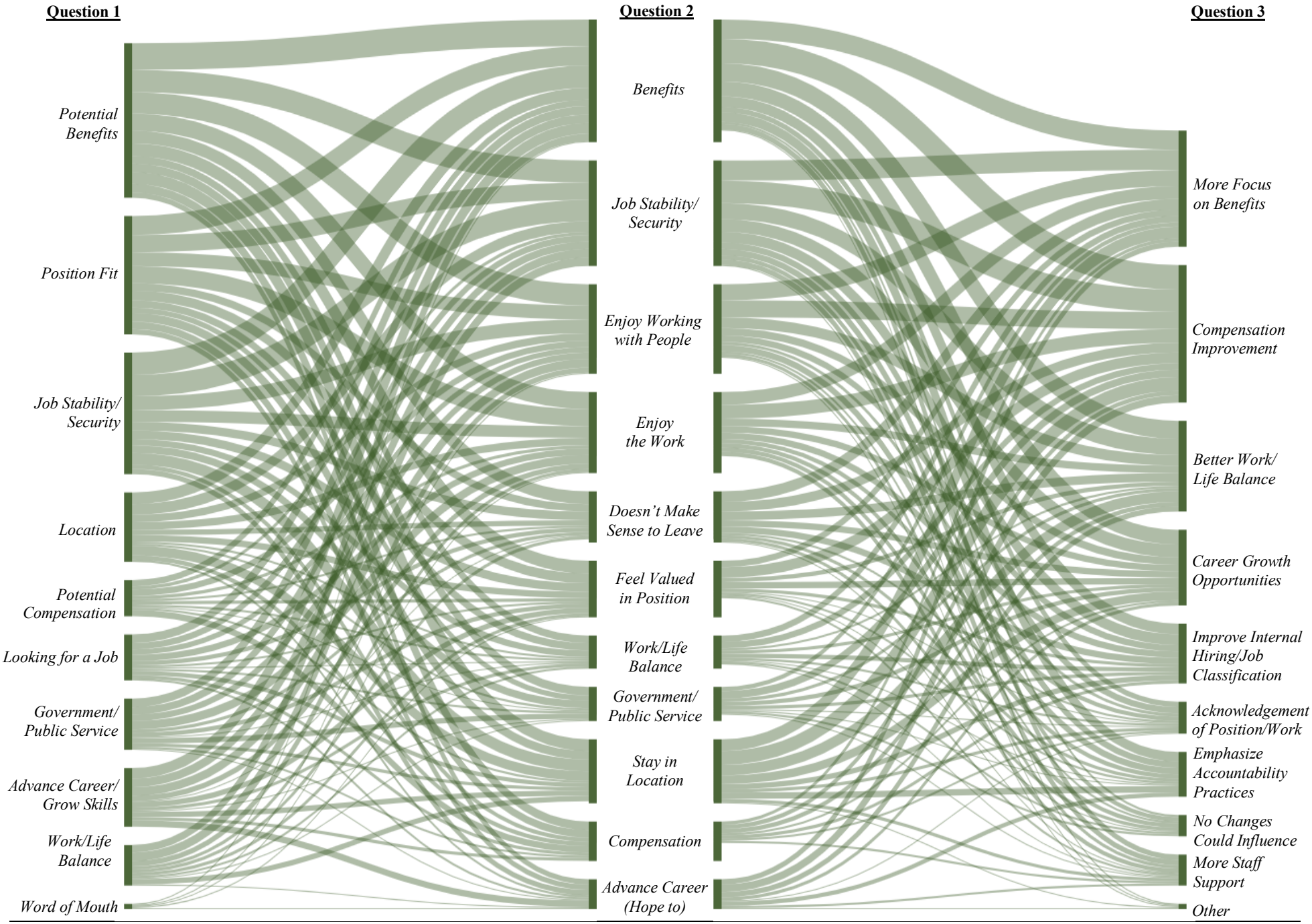

Figure 496: Answer Patterns between Survey Questions (Assessor's Office)

Survey Question One

Survey Question One / *Survey Options*	Potential Benefits (N = 33)	Potential Compensation (N = 7)	Position Fit (N = 25)	Looking for a Job (N = 11)	Job Stability/ Security (N = 27)	Location (N = 14)	Government/ Public Service (N = 10)	Word of Mouth (N = 1)	Work/Life Balance (N = 9)	Advance Career/ Grow Skills (N = 12)	Other (N = 0)
Potential Benefits	--	100%	92%	64%	89%	79%	80%	100%	89%	83%	0%
Potential Compensation	21%	--	24%	18%	11%	29%	0%	0%	11%	25%	0%
Position Fit	70%	86%	--	55%	63%	71%	70%	100%	78%	83%	0%
Looking for a Job	21%	29%	24%	--	11%	21%	30%	0%	0%	8%	0%
Job Stability/ Security	73%	43%	68%	27%	--	64%	90%	100%	89%	67%	0%
Location	33%	57%	40%	27%	33%	--	30%	0%	33%	58%	0%
Government/ Public Service	24%	0%	28%	27%	33%	21%	--	0%	22%	8%	0%
Word of Mouth	3%	0%	4%	0%	4%	0%	0%	--	0%	8%	0%
Work/ Life Balance	24%	14%	28%	0%	30%	21%	20%	0%	--	25%	0%
Advance Career/ Grow Skills	30%	43%	40%	9%	30%	50%	10%	100%	33%	--	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 497: Survey Question One with Survey Question One (Assessor's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **33** people selected "Potential Benefits." Of those 33 people who chose "Potential Benefits," **21%** also selected "Potential Compensation" in Question One.

Example 2:

- For Question One, **7** people selected "Potential Compensation." Of those 7 people who chose "Potential Compensation," **86%** also selected "Position Fit" in Question One.

Example 3:

- For Question One, **11** people selected "Looking for a Job." Of those 11 people who chose "Looking for a Job," **27%** also selected "Job Stability/Security" in Question One.

Survey Question One

Survey Question Two: *Survey Options*	Potential Benefits (N = 33)	Potential Compensation (N = 7)	Position Fit (N = 25)	Looking for a Job (N = 11)	Job Stability/ Security (N = 27)	Location (N = 14)	Government/ Public Service (N = 10)	Word of Mouth (N = 1)	Work/ Life Balance (N = 9)	Advance Career/ Grow Skills (N = 12)	Other (N = 0)
Benefits	76%	86%	72%	73%	78%	79%	80%	100%	78%	83%	0%
Compensation	24%	86%	28%	27%	15%	29%	20%	0%	0%	25%	0%
Enjoy the Work	48%	43%	64%	55%	41%	50%	80%	100%	33%	42%	0%
Job Stability/ Security	64%	43%	64%	55%	74%	71%	70%	0%	89%	67%	0%
Location	33%	29%	32%	36%	41%	64%	30%	0%	56%	42%	0%
Government/ Public Service	24%	14%	20%	18%	26%	14%	50%	0%	11%	8%	0%
Work/ Life Balance	21%	29%	28%	9%	22%	14%	10%	0%	22%	25%	0%
Advance Career (Hope to)	15%	0%	20%	18%	19%	14%	10%	100%	11%	50%	0%
Enjoy Working with Employees	61%	86%	52%	45%	48%	50%	60%	100%	56%	67%	0%
Feel Valued in Position	36%	43%	36%	18%	30%	43%	40%	100%	33%	42%	0%
Doesn't Make Sense to Leave	36%	29%	28%	36%	30%	36%	30%	0%	33%	8%	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Figure 498: Survey Question One with Survey Question Two (Assessor's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **33** people selected "Potential Benefits." Of those 33 people who chose "Potential Benefits," **24%** also selected "Compensation" in Question Two.

Example 2:

- For Question One, **7** people selected "Potential Compensation." Of those 7 people who chose "Potential Compensation," **43%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question One, **11** people selected "Looking for a Job." Of those 11 people who chose "Looking for a Job," **36%** also selected "Location" in Question Two.

Survey Question One

Survey Question Three / *Survey Options*	Potential Benefits (N = 33)	Potential Compensation (N = 7)	Position Fit (N = 25)	Looking for a Job (N = 11)	Job Stability/ Security (N = 27)	Location (N = 14)	Government/ Public Service (N = 10)	Word of Mouth (N = 1)	Work/ Life Balance (N = 9)	Advance Career/ Grow Skills (N = 12)	Other (N = 0)
More Focus on Benefits	64%	57%	64%	55%	67%	71%	50%	100%	89%	75%	0%
Compensation Improvement	76%	71%	80%	73%	78%	86%	70%	100%	100%	100%	0%
Better Work/ Life Balance	48%	29%	40%	64%	59%	50%	40%	100%	67%	42%	0%
Career Growth Opportunities	45%	14%	48%	36%	48%	64%	40%	100%	44%	58%	0%
Acknowledgement of Position/Work	18%	14%	20%	18%	19%	14%	20%	0%	22%	25%	0%
Improve Internal Hiring/ Job Classification	36%	57%	40%	36%	33%	29%	40%	0%	44%	8%	0%
Emphasize Accountability Practices	24%	14%	28%	27%	30%	21%	40%	100%	33%	25%	0%
More Staff Support	18%	0%	28%	18%	19%	21%	20%	0%	22%	33%	0%
No Changes Could Influence	12%	0%	12%	9%	11%	7%	20%	0%	0%	8%	0%
Other	0%	0%	0%	9%	4%	7%	10%	0%	0%	8%	0%

Figure 499: Survey Question One with Survey Question Three (Assessor's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **33** people selected "Potential Benefits." Of those 33 people who chose "Potential Benefits," **76%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question One, **7** people selected "Potential Compensation." Of those 7 people who chose "Potential Compensation," **29%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question One, **11** people selected "Looking for a Job." Of those 11 people who chose "Looking for a Job," **18%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Two

Survey Question Two / *Survey Options*	Benefits (N = 29)	Compensation (N = 9)	Enjoy the Work (N = 19)	Job Stability/ Security (N = 24)	Location (N = 15)	Government/ Public Service (N = 9)	Work/ Life Balance (N = 7)	Advance Career (Hope to) (N = 7)	Enjoy Working with Employees (N = 21)	Feel Valued in Position (N = 12)	Doesn't Make Sense to Leave (N = 12)	Other (N = 0)
Benefits	--	89%	63%	75%	67%	67%	71%	100%	76%	75%	83%	0%
Compensation	28%	--	32%	13%	7%	22%	14%	0%	29%	33%	17%	0%
Enjoy the Work	41%	67%	--	42%	27%	56%	29%	29%	48%	75%	42%	0%
Job Stability/ Security	62%	33%	53%	--	80%	44%	86%	57%	52%	50%	75%	0%
Location	34%	11%	21%	50%	--	33%	29%	43%	43%	25%	33%	0%
Government/ Public Service	21%	22%	26%	17%	20%	--	14%	14%	29%	42%	8%	0%
Work/ Life Balance	17%	11%	11%	25%	13%	11%	--	29%	14%	8%	25%	0%
Advance Career (Hope to)	24%	0%	11%	17%	20%	11%	29%	--	19%	17%	0%	0%
Enjoy Working with Employees	55%	67%	53%	46%	60%	67%	43%	57%	--	75%	42%	0%
Feel Valued in Position	31%	44%	47%	25%	20%	56%	14%	29%	43%	--	0%	0%
Doesn't Make Sense to Leave	34%	22%	26%	38%	27%	11%	43%	0%	24%	0%	--	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 500: Survey Question Two with Survey Question Two (Assessor's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **29** people selected "Benefits." Of those 29 people who chose "Benefits," **28%** also selected "Compensation" in Question Two.

Example 2:

- For Question Two, **9** people selected "Compensation." Of those 9 people who chose "Compensation," **67%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question Two, **24** people selected "Job Stability/Security." Of those 29 people who chose "Job Stability/Security," **50%** also selected "Location" in Question Two.

Survey Question Two

Survey Question Three: *Survey Options*	Benefits (N = 29)	Compensation (N = 9)	Enjoy the Work (N = 19)	Job Stability/ Security (N = 24)	Location (N = 15)	Government/ Public Service (N = 9)	Work/ Life Balance (N = 7)	Advance Career (Hope to) (N = 7)	Enjoy Working with Employees (N = 21)	Feel Valued in Position (N = 12)	Doesn't Make Sense to Leave (N = 12)	Other (N = 0)
More Focus on Benefits	62%	33%	63%	79%	73%	44%	86%	71%	71%	50%	83%	0%
Compensation Improvement	79%	44%	68%	88%	87%	78%	86%	100%	76%	83%	75%	0%
Better Work/ Life Balance	59%	44%	37%	63%	67%	33%	29%	71%	48%	33%	67%	0%
Career Growth Opportunities	48%	22%	32%	50%	53%	44%	43%	43%	33%	50%	50%	0%
Acknowledgement of Position/Work	17%	22%	21%	25%	20%	11%	29%	14%	14%	8%	17%	0%
Improve Internal Hiring/ Job Classification	34%	33%	32%	42%	33%	33%	57%	0%	29%	25%	50%	0%
Emphasize Accountability Practices	31%	0%	21%	25%	40%	11%	14%	57%	29%	17%	25%	0%
More Staff Support	17%	22%	21%	21%	20%	11%	14%	29%	14%	17%	8%	0%
No Changes Could Influence	7%	0%	21%	8%	0%	22%	29%	0%	10%	8%	25%	0%
Other	3%	0%	0%	4%	7%	0%	0%	14%	5%	0%	0%	0%

Figure 501: Survey Question Two with Survey Question Three (Assessor's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **29** people selected "Benefits." Of those 29 people who chose "Benefits," **79%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Two, **9** people selected "Compensation." Of those 9 people who chose "Compensation," **44%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Two, **24** people selected "Job Stability/Security." Of those 24 people who chose "Job Stability/Security," **25%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Three

Survey Question Three / *Survey Options*	More Focus on Benefits (N = 25)	Compensation Improvement (N = 30)	Better Work/Life Balance (N = 21)	Career Growth Opportunities (N = 17)	Acknowledgement of Position/Work (N = 8)	Improve Internal Hiring/ Job Classification (N = 12)	Emphasize Accountability Practices (N = 10)	More Staff Support (N = 7)	No Changes Could Influence (N = 4)	Other (N = 1)
More Focus on Benefits	--	70%	71%	59%	75%	75%	60%	57%	75%	100%
Compensation Improvement	84%	--	81%	82%	63%	75%	90%	71%	75%	100%
Better Work/ Life Balance	60%	57%	--	53%	38%	50%	70%	57%	0%	100%
Career Growth Opportunities	40%	47%	43%	--	63%	42%	50%	71%	25%	0%
Acknowledgement of Position/Work	24%	17%	14%	29%	--	25%	10%	29%	0%	0%
Improve Internal Hiring/ Job Classification	36%	30%	29%	29%	38%	--	40%	0%	25%	0%
Emphasize Accountability Practices	24%	30%	33%	29%	13%	33%	--	14%	0%	100%
More Staff Support	16%	17%	19%	29%	25%	0%	10%	--	25%	0%
No Changes Could Influence	12%	10%	0%	6%	0%	8%	0%	14%	--	0%
Other	4%	3%	5%	0%	0%	0%	10%	0%	0%	--

Figure 502: Survey Question Three with Survey Question Three (Assessor's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Three, **25** people selected "More Focus on Benefits." Of those 25 people who chose "More Focus on Benefits," **84%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Three, **30** people selected "Compensation Improvement." Of those 30 people who chose "Compensation Improvement," **57%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Three, **17** people selected "Career Growth Opportunities." Of those 17 people who chose "Career Growth Opportunities," **29%** also selected "Acknowledgement of Position/Work" in Question Three.

County Administration Survey Results

Respondents: 63 of 96 (66% of Employees)

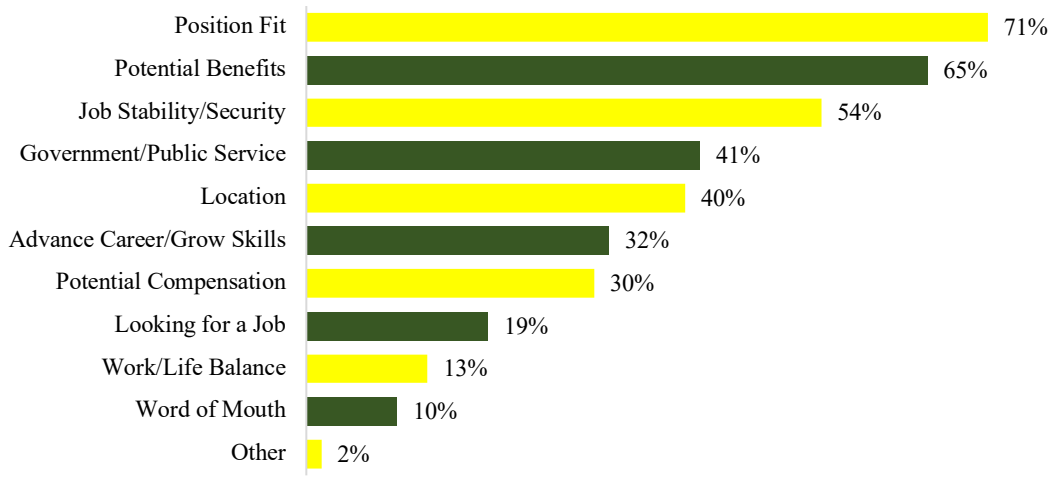

Figure 503: "What made you want to work for Lane County Government?" (County Administration)

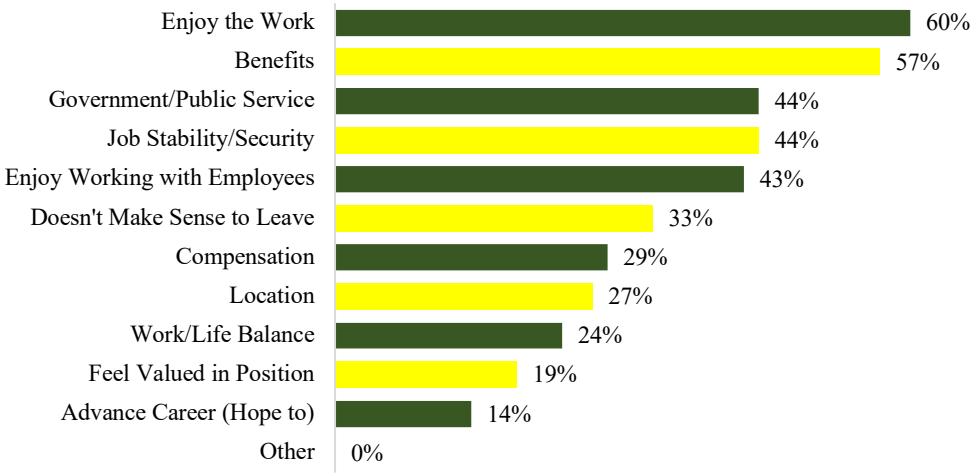

Figure 504: "For what reason(s) have you continued with Lane County Government?" (County Administration)

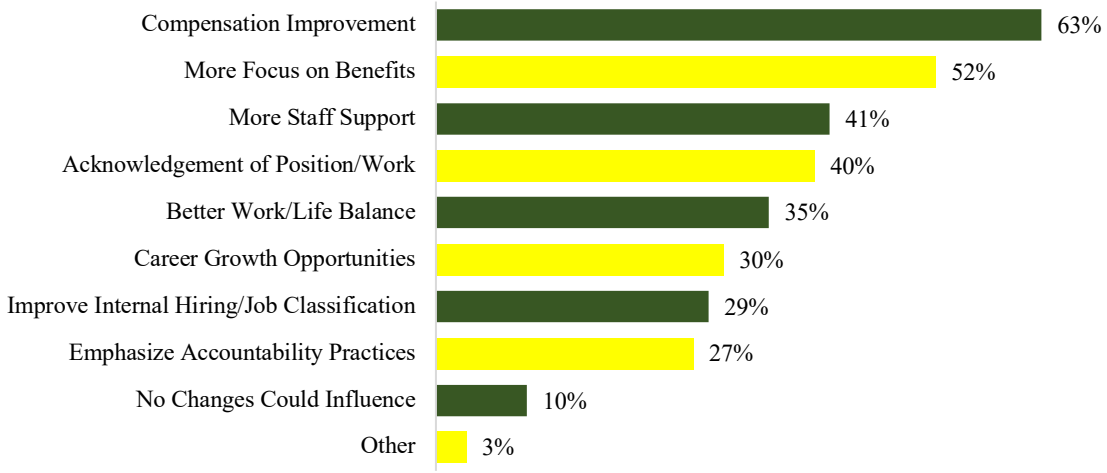

Figure 505: "What might Lane County Government do or offer to further retain your services?" (County Administration

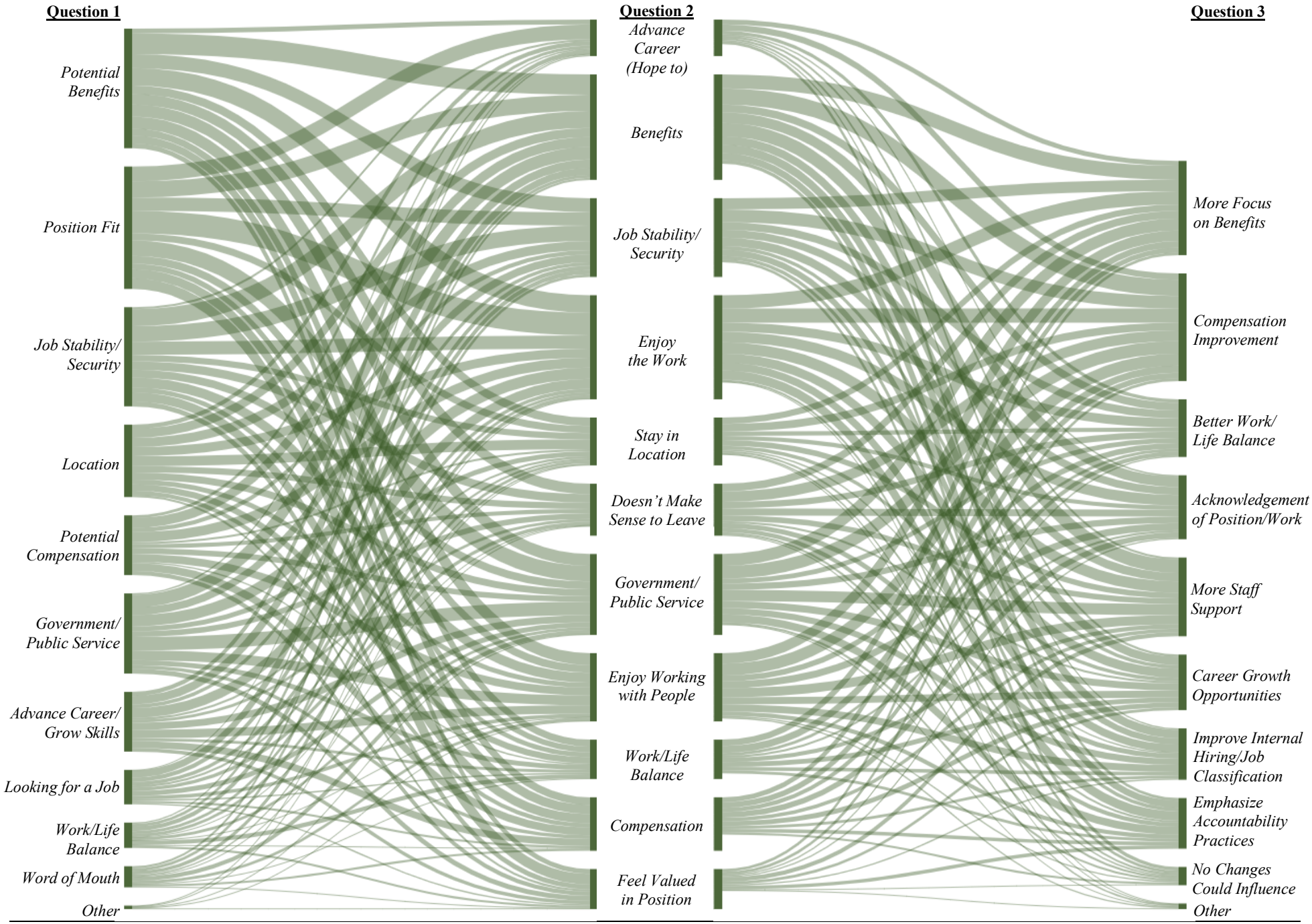

Figure 506: Answer Patterns between Survey Questions (County Administration)

Survey Question One

Survey Question One / *Survey Options*	Potential Benefits (N = 41)	Potential Compensation (N = 19)	Position Fit (N = 45)	Looking for a Job (N = 12)	Job Stability/ Security (N = 34)	Location (N = 25)	Government/ Public Service (N = 26)	Word of Mouth (N = 6)	Work/ Life Balance (N = 8)	Advance Career/ Grow Skills (N = 20)	Other (N = 1)
Potential Benefits	--	84%	58%	50%	79%	68%	65%	33%	75%	55%	0%
Potential Compensation	39%	--	33%	17%	35%	16%	15%	33%	0%	35%	0%
Position Fit	63%	79%	--	58%	62%	60%	65%	83%	63%	80%	100%
Looking for a Job	15%	11%	16%	--	24%	24%	27%	0%	0%	10%	0%
Job Stability/ Security	66%	63%	47%	67%	--	48%	42%	17%	63%	50%	0%
Location	41%	21%	33%	50%	35%	--	35%	33%	63%	40%	0%
Government/ Public Service	41%	21%	38%	58%	32%	36%	--	83%	25%	40%	100%
Word of Mouth	5%	11%	11%	0%	3%	8%	19%	--	13%	10%	0%
Work/ Life Balance	15%	0%	11%	0%	15%	20%	8%	17%	--	10%	0%
Advance Career/ Grow Skills	27%	37%	36%	17%	29%	32%	31%	33%	25%	--	0%
Other	0%	0%	2%	0%	0%	0%	4%	0%	0%	0%	--

Figure 507: Survey Question One with Survey Question One (County Administration)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **41** people selected "Potential Benefits." Of those 41 people who chose "Potential Benefits," **39%** also selected "Potential Compensation" in Question One.

Example 2:

- For Question One, **19** people selected "Potential Compensation." Of those 19 people who chose "Potential Compensation," **79%** also selected "Position Fit" in Question One.

Example 3:

- For Question One, **12** people selected "Looking for a Job." Of those 12 people who chose "Looking for a Job," **67%** also selected "Job Stability/Security" in Question One.

Survey Question One

Survey Question Two	Potential Benefits (N = 41)	Potential Compensation (N = 19)	Position Fit (N = 45)	Looking for a Job (N = 12)	Job Stability/ Security (N = 34)	Location (N = 25)	Government/ Public Service (N = 26)	Word of Mouth (N = 6)	Work/Life Balance (N = 8)	Advance Career/ Grow Skills (N = 20)	Other (N = 1)
Benefits	71%	74%	51%	83%	71%	52%	69%	50%	50%	60%	0%
Compensation	27%	58%	29%	25%	38%	24%	19%	50%	13%	50%	0%
Enjoy the Work	61%	74%	71%	42%	56%	52%	62%	83%	50%	70%	100%
Job Stability/ Security	49%	32%	42%	50%	65%	52%	42%	67%	75%	25%	0%
Location	29%	16%	22%	25%	26%	56%	27%	33%	50%	15%	100%
Government/ Public Service	41%	42%	49%	58%	32%	40%	73%	100%	50%	50%	100%
Work/ Life Balance	24%	11%	22%	17%	21%	36%	27%	17%	75%	20%	0%
Advance Career (Hope to)	17%	21%	18%	8%	9%	24%	8%	0%	25%	30%	0%
Enjoy Working with Employees	41%	58%	47%	42%	41%	28%	54%	67%	13%	60%	100%
Feel Valued in Position	17%	32%	24%	17%	21%	12%	27%	17%	38%	25%	100%
Doesn't Make Sense to Leave	37%	32%	33%	42%	35%	36%	31%	17%	13%	20%	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Figure 508: Survey Question One with Survey Question Two (County Administration)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **41** people selected "Potential Benefits." Of those 41 people who chose "Potential Benefits," **27%** also selected "Compensation" in Question Two.

Example 2:

- For Question One, **19** people selected "Potential Compensation." Of those 19 people who chose "Potential Compensation," **74%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question One, **12** people selected "Looking for a Job." Of those 12 people who chose "Looking for a Job," **25%** also selected "Location" in Question Two.

Survey Question One

Survey Question Three: *Survey Options*	Potential Benefits (N = 41)	Potential Compensation (N = 19)	Position Fit (N = 45)	Looking for a Job (N = 12)	Job Stability/ Security (N = 34)	Location (N = 25)	Government/ Public Service (N = 26)	Word of Mouth (N = 6)	Work/ Life Balance (N = 8)	Advance Career/ Grow Skills (N = 20)	Other (N = 1)
More Focus on Benefits	59%	63%	58%	50%	56%	64%	38%	33%	63%	40%	0%
Compensation Improvement	66%	58%	64%	75%	65%	68%	50%	33%	75%	70%	0%
Better Work/ Life Balance	37%	42%	38%	33%	35%	44%	23%	33%	13%	35%	0%
Career Growth Opportunities	32%	21%	24%	42%	29%	36%	38%	33%	25%	55%	0%
Acknowledgement of Position/Work	34%	32%	42%	75%	44%	32%	38%	17%	13%	50%	0%
Improve Internal Hiring/ Job Classification	32%	26%	29%	58%	35%	16%	27%	17%	13%	20%	0%
Emphasize Accountability Practices	32%	26%	24%	42%	26%	28%	31%	0%	25%	35%	100%
More Staff Support	41%	42%	47%	33%	32%	40%	58%	50%	50%	30%	100%
No Changes Could Influence	7%	11%	7%	0%	6%	8%	19%	50%	0%	5%	0%
Other	5%	11%	4%	0%	3%	8%	0%	17%	0%	0%	0%

Figure 509: Survey Question One with Survey Question Three (County Administration)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **41** people selected "Potential Benefits." Of those 41 people who chose "Potential Benefits," **66%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question One, **19** people selected "Potential Compensation." Of those 19 people who chose "Potential Compensation," **42%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question One, **12** people selected "Looking for a Job." Of those 12 people who chose "Looking for a Job," **75%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Two

Survey Question Two: *Survey Options*	Benefits (N =36)	Compensation (N = 18)	Enjoy the Work (N = 38)	Job Stability/ Security (N = 28)	Location (N = 17)	Government/ Public Service (N = 28)	Work/ Life Balance (N = 15)	Advance Career (Hope to) (N = 9)	Enjoy Working with Employees (N = 27)	Feel Valued in Position (N = 12)	Doesn't Make Sense to Leave (N = 21)	Other (N = 0)
Benefits	--	78%	55%	64%	53%	61%	40%	56%	59%	42%	57%	0%
Compensation	39%	--	37%	25%	18%	21%	20%	33%	30%	17%	24%	0%
Enjoy the Work	58%	78%	--	50%	35%	75%	60%	78%	70%	75%	38%	0%
Job Stability/ Security	50%	39%	37%	--	59%	46%	40%	33%	33%	25%	38%	0%
Location	25%	17%	16%	36%	--	14%	47%	11%	15%	25%	29%	0%
Government/ Public Service	47%	33%	55%	46%	24%	--	47%	44%	59%	67%	24%	0%
Work/ Life Balance	17%	17%	24%	21%	41%	25%	--	33%	11%	25%	14%	0%
Advance Career (Hope to)	14%	17%	18%	11%	6%	14%	20%	--	15%	8%	10%	0%
Enjoy Working with Employees	44%	44%	50%	32%	24%	57%	20%	44%	--	67%	33%	0%
Feel Valued in Position	14%	11%	24%	11%	18%	29%	20%	11%	30%	--	10%	0%
Doesn't Make Sense to Leave	33%	28%	21%	29%	35%	18%	20%	22%	26%	17%	--	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 510: Survey Question Two with Survey Question Two (County Administration)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **36** people selected "Benefits." Of those 36 people who chose "Benefits," **39%** also selected "Compensation" in Question Two.

Example 2:

- For Question Two, **18** people selected "Compensation." Of those 18 people who chose "Compensation," **78%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question Two, **28** people selected "Job Stability/Security." Of those 28 people who chose "Job Stability/Security," **36%** also selected "Location" in Question Two.

Survey Question Two

Survey Question Three: *Survey Options*	Benefits (N =36)	Compensation (N = 18)	Enjoy the Work (N = 38)	Job Stability/ Security (N = 28)	Location (N = 17)	Government/ Public Service (N = 28)	Work/ Life Balance (N = 15)	Advance Career (Hope to) (N = 9)	Enjoy Working with Employees (N = 27)	Feel Valued in Position (N = 12)	Doesn't Make Sense to Leave (N = 21)	Other (N = 0)
More Focus on Benefits	56%	39%	50%	57%	53%	61%	60%	78%	56%	33%	52%	0%
Compensation Improvement	64%	44%	53%	64%	65%	64%	67%	100%	63%	33%	71%	0%
Better Work/ Life Balance	31%	33%	34%	39%	35%	25%	27%	56%	30%	17%	43%	0%
Career Growth Opportunities	33%	39%	34%	18%	29%	36%	47%	33%	37%	33%	14%	0%
Acknowledgement of Position/Work	42%	44%	39%	39%	35%	32%	20%	22%	37%	17%	48%	0%
Improve Internal Hiring/ Job Classification	33%	22%	29%	32%	12%	32%	33%	22%	37%	17%	33%	0%
Emphasize Accountability Practices	28%	28%	34%	18%	18%	39%	27%	44%	22%	42%	29%	0%
More Staff Support	53%	28%	42%	43%	47%	57%	40%	33%	48%	50%	38%	0%
No Changes Could Influence	14%	17%	8%	14%	12%	11%	0%	0%	7%	8%	14%	0%
Other	0%	0%	3%	0%	6%	4%	0%	0%	7%	8%	10%	0%

Figure 511: Survey Question Two with Survey Question Three (County Administration)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **36** people selected "Benefits." Of those 36 people who chose "Benefits," **64%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Two, **18** people selected "Compensation." Of those 18 people who chose "Compensation," **33%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Two, **28** people selected "Job Stability/Security." Of those 28 people who chose "Job Stability/Security," **39%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Three

Survey Question Three / *Survey Options*	More Focus on Benefits (N = 33)	Compensation Improvement (N = 40)	Better Work/Life Balance (N = 22)	Career Growth Opportunities (N = 19)	Acknowledgement of Position/Work (N = 25)	Improve Internal Hiring/ Job Classification (N = 18)	Emphasize Accountability Practices (N = 17)	More Staff Support (N = 26)	No Changes Could Influence (N = 6)	Other (N = 2)
More Focus on Benefits	--	70%	68%	37%	40%	44%	29%	62%	17%	100%
Compensation Improvement	85%	--	64%	53%	80%	78%	65%	73%	17%	100%
Better Work/ Life Balance	45%	35%	--	32%	24%	17%	29%	23%	0%	50%
Career Growth Opportunities	21%	25%	27%	--	36%	39%	35%	27%	17%	0%
Acknowledgement of Position/Work	30%	50%	27%	47%	--	61%	53%	42%	17%	0%
Improve Internal Hiring/ Job Classification	24%	35%	14%	37%	44%	--	47%	31%	17%	0%
Emphasize Accountability Practices	15%	28%	23%	32%	36%	44%	--	23%	0%	0%
More Staff Support	48%	48%	27%	37%	44%	44%	35%	--	50%	50%
No Changes Could Influence	3%	3%	0%	5%	4%	6%	0%	12%	--	0%
Other	6%	5%	5%	0%	0%	0%	0%	4%	0%	--

Figure 512: Survey Question Three with Survey Question Three (County Administration)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Three, **33** people selected "More Focus on Benefits." Of those 33 people who chose "More Focus on Benefits," **85%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Three, **40** people selected "Compensation Improvement." Of those 40 people who chose "Compensation Improvement," **35%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Three, **19** people selected "Career Growth Opportunities." Of those 19 people who chose "Career Growth Opportunities," **47%** also selected "Acknowledgement of Position/Work" in Question Three.

County Counsel Survey Results

Respondents: 10 of 10 (100% of Employees)

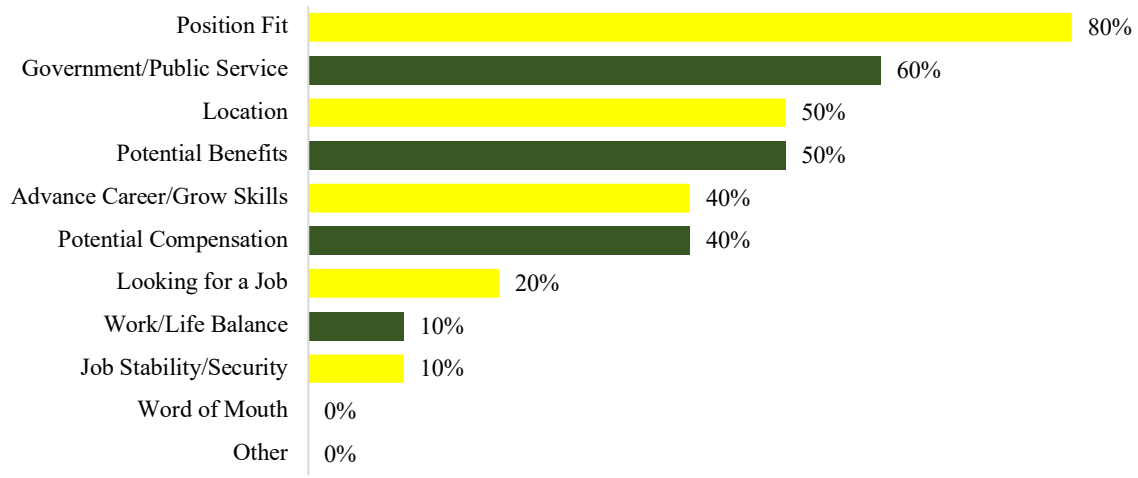

Figure 513: "What made you want to work for Lane County Government?" (County Counsel)

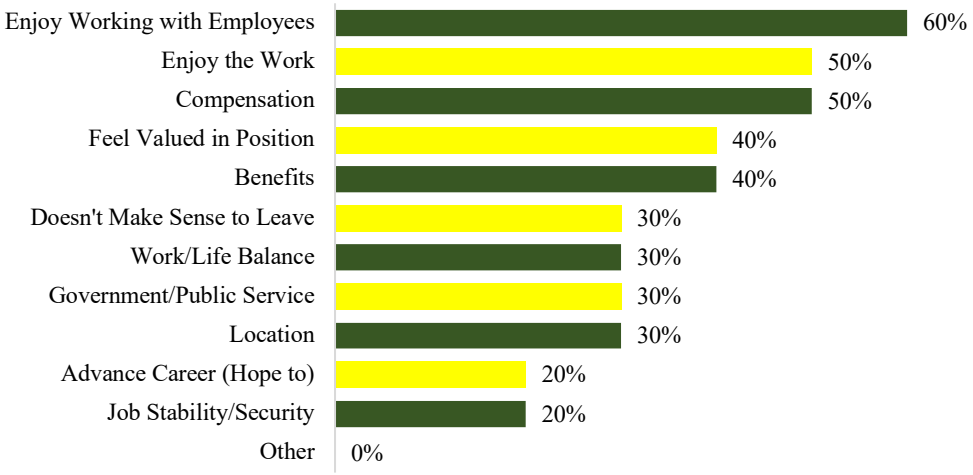

Figure 514: "For what reason(s) have you continued with Lane County Government?" (County Counsel)

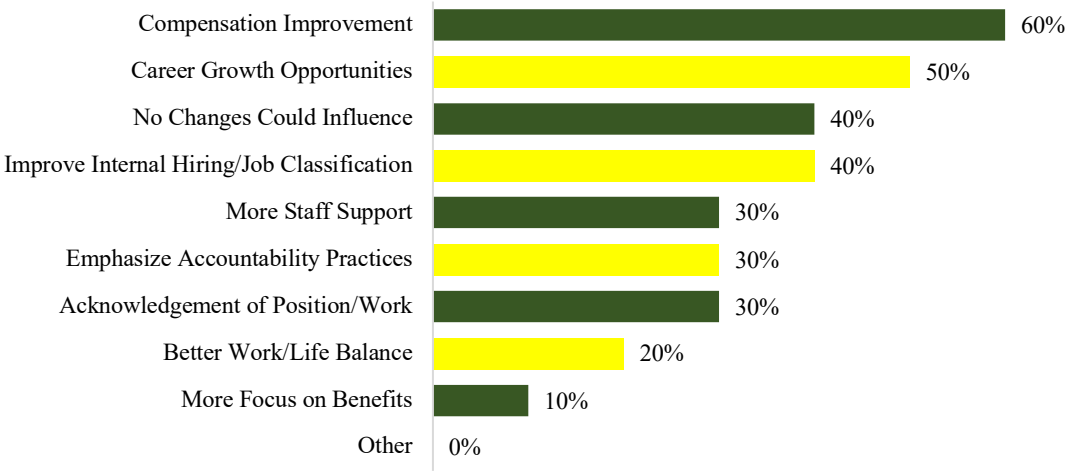

Figure 515: "What might Lane County Government do or offer to further retain your services?" (County Counsel)

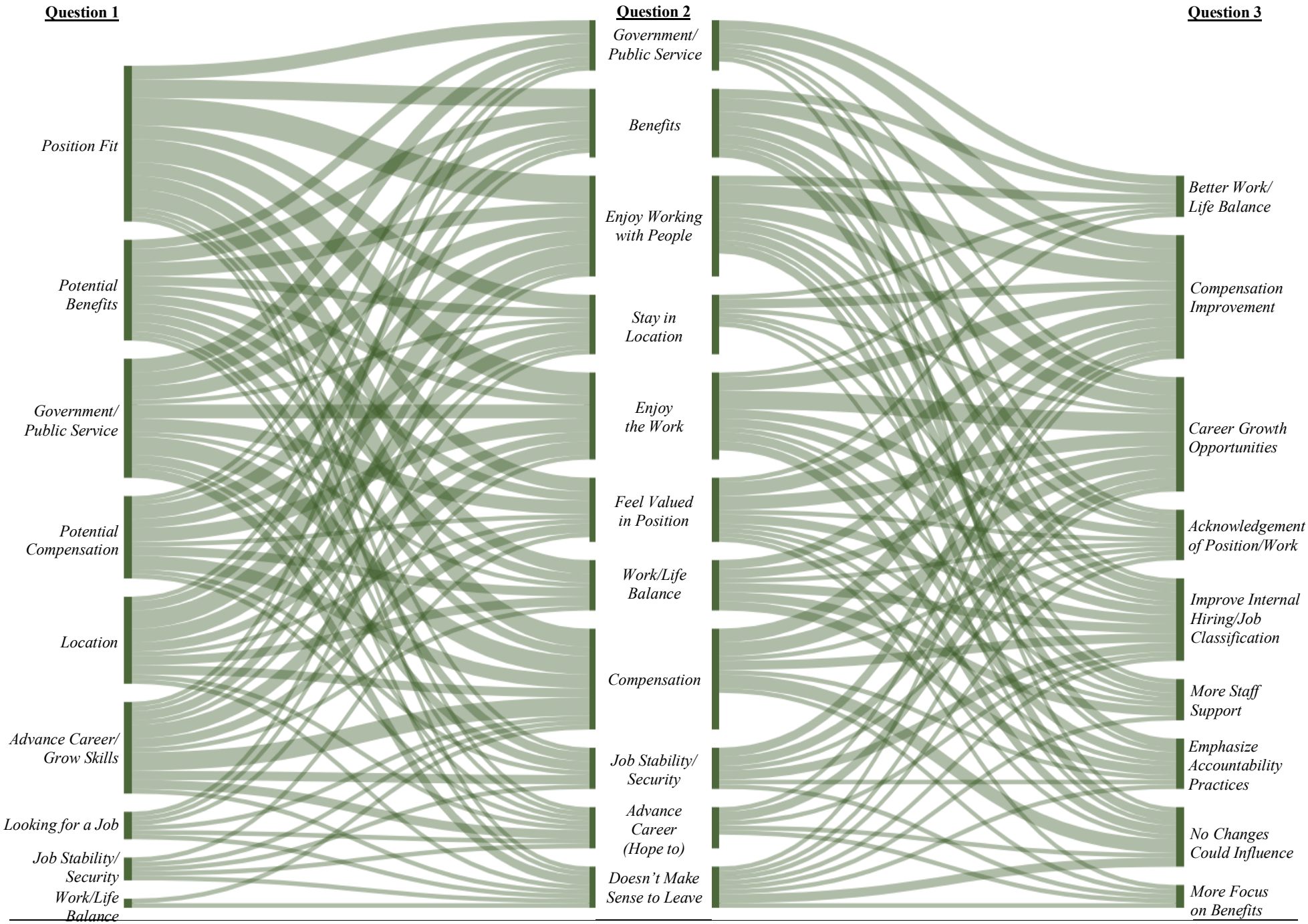

Figure 516: Answer Patterns between Survey Questions (County Counsel)

Survey Question One

Survey Question One	*Survey Options*	Potential Benefits (N = 5)	Potential Compensation (N = 4)	Position Fit (N = 8)	Looking for a Job (N = 2)	Job Stability/ Security (N = 1)	Location (N = 5)	Government/ Public Service (N = 6)	Word of Mouth (N = 0)	Work/ Life Balance (N = 1)	Advance Career/ Grow Skills (N = 4)	Other (N = 0)
Potential Benefits		--	50%	50%	0%	100%	40%	67%	0%	0%	50%	0%
Potential Compensation		40%	--	50%	50%	0%	40%	33%	0%	0%	75%	0%
Position Fit		80%	100%	--	50%	0%	100%	83%	0%	100%	75%	0%
Looking for a Job		0%	25%	13%	--	0%	20%	0%	0%	0%	25%	0%
Job Stability/ Security		20%	0%	0%	0%	--	0%	17%	0%	0%	25%	0%
Location		40%	50%	63%	50%	0%	--	33%	0%	100%	25%	0%
Government/ Public Service		80%	50%	63%	0%	100%	40%	--	0%	100%	75%	0%
Word of Mouth		0%	0%	0%	0%	0%	0%	0%	--	0%	0%	0%
Work/ Life Balance		0%	0%	13%	0%	0%	20%	17%	0%	--	0%	0%
Advance Career/ Grow Skills		40%	75%	38%	50%	100%	20%	50%	0%	0%	--	0%
Other		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 517: Survey Question One with Survey Question One (County Counsel)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **5** people selected "Potential Benefits." Of those 5 people who chose "Potential Benefits," **40%** also selected "Potential Compensation" in Question One.

Example 2:

- For Question One, **4** people selected "Potential Compensation." Of those 4 people who chose "Potential Compensation," **100%** also selected "Position Fit" in Question One.

Example 3:

- For Question One, **2** people selected "Looking for a Job." Of those 2 people who chose "Looking for a Job," **0%** also selected "Job Stability/Security" in Question One.

Survey Question One

Survey Question Two	*Survey Options*	Potential Benefits (N = 5)	Potential Compensation (N = 4)	Position Fit (N = 8)	Looking for a Job (N = 2)	Job Stability/ Security (N = 1)	Location (N = 5)	Government/ Public Service (N = 6)	Word of Mouth (N = 0)	Work/ Life Balance (N = 1)	Advance Career/ Grow Skills (N = 4)	Other (N = 0)
	Benefits	60%	25%	50%	0%	0%	40%	50%	0%	0%	25%	0%
	Compensation	40%	75%	50%	50%	100%	40%	67%	0%	100%	100%	0%
	Enjoy the Work	40%	75%	63%	50%	0%	40%	50%	0%	0%	75%	0%
	Job Stability/ Security	40%	25%	13%	0%	100%	0%	33%	0%	0%	50%	0%
	Location	40%	50%	38%	50%	0%	60%	17%	0%	0%	25%	0%
	Government/ Public Service	40%	25%	38%	0%	0%	20%	50%	0%	0%	25%	0%
	Work/ Life Balance	40%	50%	38%	0%	0%	40%	17%	0%	0%	25%	0%
	Advance Career (Hope to)	20%	25%	13%	50%	100%	20%	17%	0%	0%	50%	0%
	Enjoy Working with Employees	60%	75%	75%	50%	0%	80%	50%	0%	0%	50%	0%
	Feel Valued in Position	40%	25%	38%	0%	100%	20%	50%	0%	0%	50%	0%
	Doesn't Make Sense to Leave	20%	0%	13%	50%	100%	20%	33%	0%	100%	25%	0%
	Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Figure 518: Survey Question One with Survey Question Two (County Counsel)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **5** people selected "Potential Benefits." Of those 5 people who chose "Compensation," **40%** also selected "Compensation" in Question Two.

Example 2:

- For Question One, **4** people selected "Potential Compensation." Of those 4 people who chose "Enjoy the Work," **75%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question One, **2** people selected "Looking for a Job." Of those 2 people who chose "Looking for a Job," **50%** also selected "Location" in Question Two.

Survey Question One

Survey Question Three / *Survey Options*	Potential Benefits (N = 5)	Potential Compensation (N = 4)	Position Fit (N = 8)	Looking for a Job (N = 2)	Job Stability/ Security (N = 1)	Location (N = 5)	Government/ Public Service (N = 6)	Word of Mouth (N = 0)	Work/ Life Balance (N = 1)	Advance Career/ Grow Skills (N = 4)	Other (N = 0)
More Focus on Benefits	20%	0%	0%	0%	100%	0%	17%	0%	0%	25%	0%
Compensation Improvement	100%	75%	63%	0%	100%	40%	83%	0%	0%	75%	0%
Better Work/ Life Balance	40%	0%	25%	0%	0%	20%	33%	0%	0%	0%	0%
Career Growth Opportunities	60%	50%	50%	50%	100%	40%	50%	0%	0%	75%	0%
Acknowledgement of Position/Work	40%	25%	25%	50%	0%	0%	33%	0%	0%	25%	0%
Improve Internal Hiring/ Job Classification	80%	50%	38%	0%	100%	20%	50%	0%	0%	50%	0%
Emphasize Accountability Practices	20%	25%	25%	50%	0%	20%	17%	0%	0%	25%	0%
More Staff Support	20%	25%	25%	50%	0%	40%	0%	0%	0%	0%	0%
No Changes Could Influence	0%	50%	38%	100%	0%	40%	33%	0%	100%	50%	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Figure 519: Survey Question One with Survey Question Three (County Counsel)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **5** people selected "Potential Benefits." Of those 5 people who chose "Potential Benefits," **100%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question One, **4** people selected "Potential Compensation." Of those 4 people who chose "Potential Compensation," **0%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question One, **2** people selected "Looking for a Job." Of those 2 people who chose "Looking for a Job," **50%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Two

Survey Question Two / *Survey Options*	Benefits (N = 4)	Compensation (N = 5)	Enjoy the Work (N = 5)	Job Stability/ Security (N = 2)	Location (N = 3)	Government/ Public Service (N = 3)	Work/ Life Balance (N = 3)	Advance Career (Hope to) (N = 2)	Enjoy Working with Employees (N = 6)	Feel Valued in Position (N = 4)	Doesn't Make Sense to Leave (N = 3)	Other (N = 0)
Benefits	--	20%	60%	50%	33%	67%	67%	0%	50%	50%	0%	0%
Compensation	25%	--	60%	100%	33%	33%	33%	100%	33%	50%	67%	0%
Enjoy the Work	75%	60%	--	50%	33%	67%	67%	50%	67%	75%	0%	0%
Job Stability/ Security	25%	40%	20%	--	0%	0%	33%	50%	0%	25%	33%	0%
Location	25%	20%	20%	0%	--	33%	33%	50%	50%	0%	0%	0%
Government/ Public Service	50%	20%	40%	0%	33%	--	0%	0%	50%	50%	0%	0%
Work/ Life Balance	50%	20%	40%	50%	33%	0%	--	0%	33%	25%	0%	0%
Advance Career (Hope to)	0%	40%	20%	50%	33%	0%	0%	--	17%	25%	33%	0%
Enjoy Working with Employees	75%	40%	80%	0%	100%	100%	67%	50%	--	75%	0%	0%
Feel Valued in Position	50%	40%	60%	50%	0%	67%	33%	50%	50%	--	33%	0%
Doesn't Make Sense to Leave	0%	40%	0%	50%	0%	0%	0%	50%	0%	25%	--	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 520: Survey Question Two with Survey Question Two (County Counsel)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **4** people selected "Benefits." Of those 4 people who chose "Benefits," **25%** also selected "Compensation" in Question Two.

Example 2:

- For Question Two, **5** people selected "Compensation." Of those 5 people who chose "Compensation," **60%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question Two, **2** people selected "Job Stability/Security." Of those 2 people who chose "Job Stability/Security," **0%** also selected "Location" in Question Two.

Survey Question Two

Survey Question Three / *Survey Options*	Benefits (N = 4)	Compensation (N = 5)	Enjoy the Work (N = 5)	Job Stability/ Security (N = 2)	Location (N = 3)	Government/ Public Service (N = 3)	Work/ Life Balance (N = 3)	Advance Career (Hope to) (N = 2)	Enjoy Working with Employees (N = 6)	Feel Valued in Position (N = 4)	Doesn't Make Sense to Leave (N = 3)	Other (N = 0)
More Focus on Benefits	0%	20%	0%	50%	0%	0%	0%	50%	0%	25%	33%	0%
Compensation Improvement	75%	60%	60%	100%	67%	100%	67%	50%	67%	75%	33%	0%
Better Work/ Life Balance	50%	0%	20%	0%	33%	67%	0%	0%	33%	25%	0%	0%
Career Growth Opportunities	75%	60%	80%	100%	33%	33%	67%	100%	50%	75%	33%	0%
Acknowledgement of Position/Work	50%	20%	40%	50%	0%	33%	33%	0%	17%	25%	33%	0%
Improve Internal Hiring/ Job Classification	50%	40%	40%	100%	33%	33%	67%	50%	33%	50%	33%	0%
Emphasize Accountability Practices	50%	20%	40%	50%	0%	0%	67%	0%	17%	25%	33%	0%
More Staff Support	25%	0%	20%	0%	33%	0%	67%	0%	33%	25%	33%	0%
No Changes Could Influence	0%	60%	40%	0%	33%	33%	0%	50%	33%	25%	67%	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Figure 521: Survey Question Two with Survey Question Three (County Counsel)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **4** people selected "Benefits." Of those 4 people who chose "Benefits," **75%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Two, **5** people selected "Compensation." Of those 5 people who chose "Compensation," **0%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Two, **2** people selected "Job Stability/Security." Of those 2 people who chose "Job Stability/Security," **50%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Three

Survey Question Three / *Survey Options*	More Focus on Benefits (N = 1)	Compensation Improvement (N = 6)	Better Work/Life Balance (N = 2)	Career Growth Opportunities (N = 5)	Acknowledgement of Position/Work (N = 3)	Improve Internal Hiring/ Job Classification (N = 4)	Emphasize Accountability Practices (N = 3)	More Staff Support (N = 3)	No Changes Could Influence (N = 4)	Other (N = 0)
More Focus on Benefits	--	17%	0%	20%	0%	25%	0%	0%	0%	0%
Compensation Improvement	100%	--	100%	60%	67%	100%	33%	33%	25%	0%
Better Work/ Life Balance	0%	33%	--	20%	33%	25%	0%	0%	0%	0%
Career Growth Opportunities	100%	50%	50%	--	67%	75%	67%	33%	25%	0%
Acknowledgement of Position/Work	0%	33%	50%	40%	--	50%	67%	33%	25%	0%
Improve Internal Hiring/ Job Classification	100%	67%	50%	60%	67%	--	33%	33%	0%	0%
Emphasize Accountability Practices	0%	17%	0%	40%	67%	25%	--	67%	25%	0%
More Staff Support	0%	17%	0%	20%	33%	25%	67%	--	25%	0%
No Changes Could Influence	0%	17%	0%	20%	33%	0%	33%	33%	--	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 522: Survey Question Three with Survey Question Three (County Counsel)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Three, **1** person selected "More Focus on Benefits." Of that 1 person who chose "More Focus on Benefits," **100%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Three, **6** people selected "Compensation Improvement." Of those 6 people who chose "Compensation Improvement," **33%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Three, **5** people selected "Career Growth Opportunities." Of those 5 people who chose "Career Growth Opportunities," **40%** also selected "Acknowledgement of Position/Work" in Question Three.

District Attorney's Office Survey Results

Respondents: 42 of 71 (59% of Employees)

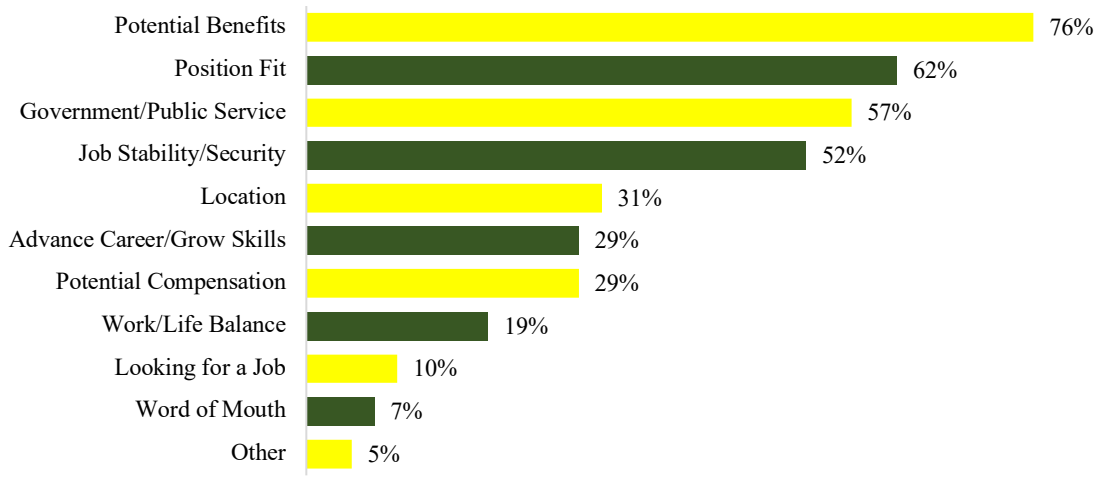

Figure 523: "What made you want to work for Lane County Government?" (District Attorney's Office)

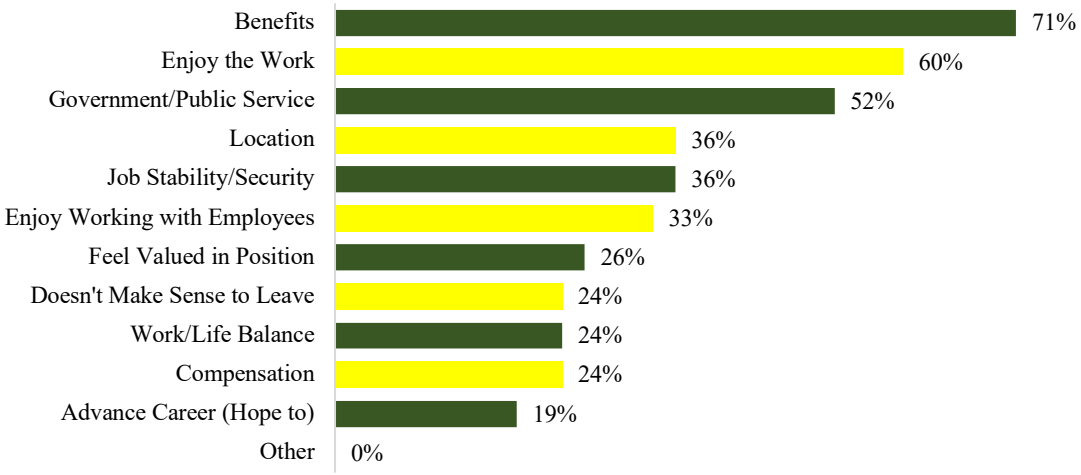

Figure 524: "For what reason(s) have you continued with Lane County Government?" (District Attorney's Office)

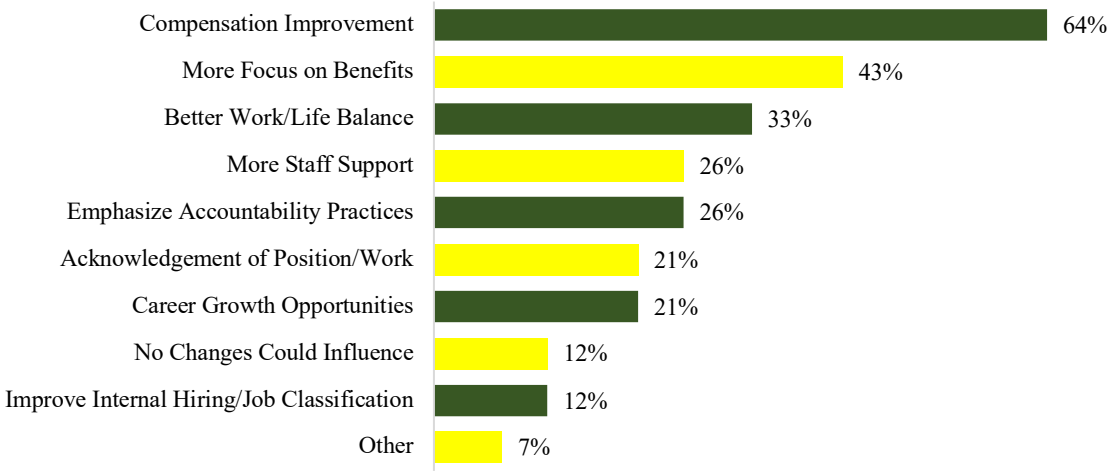

Figure 525: "What might Lane County Government do or offer to further retain your services?" (District Attorney's Office)

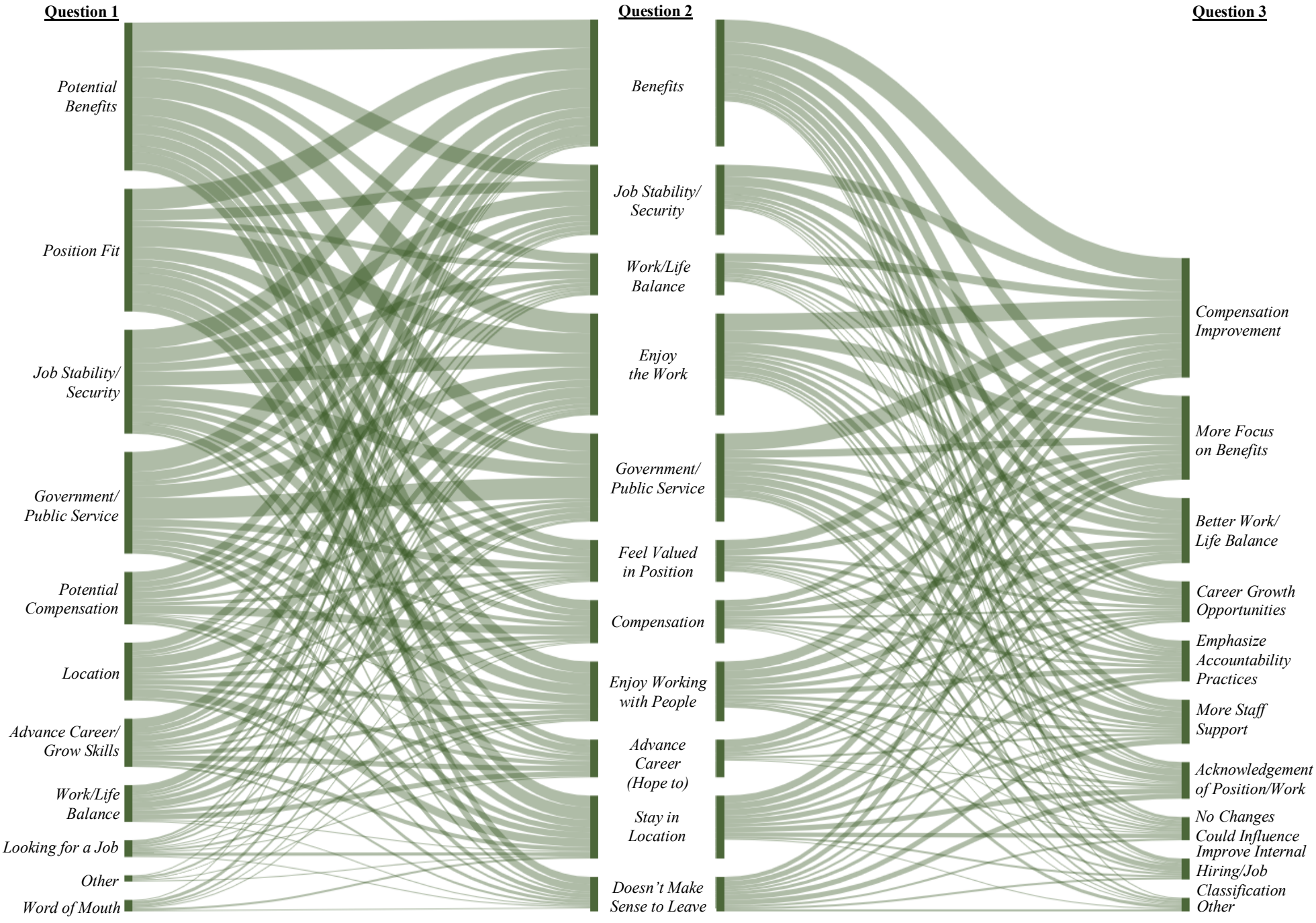

Figure 526: Answer Patterns between Survey Questions (District Attorney's Office)

Survey Question One	Survey Question One										
Survey Options	**Potential Benefits (N = 32)**	**Potential Compensation (N = 12)**	**Position Fit (N = 26)**	**Looking for a Job (N = 4)**	**Job Stability/ Security (N = 22)**	**Location (N = 13)**	**Government/ Public Service (N = 24)**	**Word of Mouth (N = 3)**	**Work/Life Balance (N = 8)**	**Advance Career/ Grow Skills (N = 23)**	**Other (N = 2)**
Potential Benefits	--	83%	77%	75%	91%	62%	79%	33%	88%	75%	0%
Potential Compensation	31%	--	27%	50%	27%	31%	21%	67%	13%	33%	50%
Position Fit	63%	58%	--	75%	59%	85%	50%	67%	75%	58%	50%
Looking for a Job	9%	17%	12%	--	9%	0%	0%	0%	0%	8%	0%
Job Stability/ Security	63%	50%	50%	50%	--	46%	58%	0%	50%	33%	50%
Location	25%	33%	42%	0%	27%	--	25%	33%	38%	33%	0%
Government/ Public Service	59%	42%	46%	0%	64%	46%	--	67%	88%	67%	50%
Word of Mouth	3%	17%	8%	0%	0%	8%	8%	--	0%	0%	50%
Work/ Life Balance	22%	8%	23%	0%	18%	23%	29%	0%	--	33%	0%
Advance Career/ Grow Skills	28%	33%	27%	25%	18%	31%	33%	0%	50%	--	0%
Other	0%	8%	4%	0%	5%	0%	4%	33%	0%	0%	--

Figure 527: Survey Question One with Survey Question One (District Attorney's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **32** people selected "Potential Benefits." Of those 32 people who chose "Potential Benefits," **31%** also selected "Potential Compensation" in Question One.

Example 2:

- For Question One, **12** people selected "Potential Compensation." Of those 12 people who chose "Potential Compensation," **58%** also selected "Position Fit" in Question One.

Example 3:

- For Question One, **4** people selected "Looking for a Job." Of those 4 people who chose "Looking for a Job," **50%** also selected "Job Stability/Security" in Question One.

Survey Question One

Survey Question Two	Potential Benefits (N = 32)	Potential Compensation (N = 12)	Position Fit (N = 26)	Looking for a Job (N = 4)	Job Stability/ Security (N = 22)	Location (N = 13)	Government/ Public Service (N = 24)	Word of Mouth (N = 3)	Work/ Life Balance (N = 8)	Advance Career/ Grow Skills (N = 23)	Other (N = 2)
Benefits	84%	75%	77%	50%	82%	62%	79%	33%	88%	75%	50%
Compensation	28%	67%	23%	25%	27%	31%	17%	33%	0%	17%	0%
Enjoy the Work	59%	58%	73%	50%	59%	77%	50%	100%	50%	50%	100%
Job Stability/ Security	47%	50%	38%	25%	64%	31%	38%	0%	38%	42%	0%
Location	34%	50%	46%	75%	32%	62%	21%	67%	13%	33%	50%
Government/ Public Service	53%	25%	46%	0%	59%	38%	83%	67%	75%	42%	50%
Work/ Life Balance	31%	33%	23%	50%	36%	15%	17%	0%	25%	17%	0%
Advance Career (Hope to)	19%	8%	27%	25%	9%	31%	21%	0%	63%	42%	0%
Enjoy Working with Employees	34%	8%	42%	50%	45%	38%	33%	0%	50%	33%	50%
Feel Valued in Position	28%	25%	27%	25%	27%	15%	29%	33%	25%	17%	0%
Doesn't Make Sense to Leave	22%	17%	27%	25%	9%	23%	17%	33%	13%	17%	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Figure 528: Survey Question One with Survey Question Two (District Attorney's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **32** people selected "Potential Benefits." Of those 32 people who chose "Potential Benefits," **28%** also selected "Compensation" in Question Two.

Example 2:

- For Question One, **12** people selected "Potential Compensation." Of those 12 people who chose "Potential Compensation," **58%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question One, **4** people selected "Looking for a Job." Of those 4 people who chose "Looking for a Job," **75%** also selected "Location" in Question Two.

Survey Question One

Survey Question Three: *Survey Options*	Potential Benefits (N = 32)	Potential Compensation (N = 12)	Position Fit (N = 26)	Looking for a Job (N = 4)	Job Stability/ Security (N = 22)	Location (N = 13)	Government/ Public Service (N = 24)	Word of Mouth (N = 3)	Work/ Life Balance (N = 8)	Advance Career/ Grow Skills (N = 23)	Other (N = 2)
More Focus on Benefits	47%	33%	50%	50%	45%	38%	42%	0%	38%	58%	0%
Compensation Improvement	75%	67%	62%	75%	73%	46%	71%	33%	75%	75%	0%
Better Work/ Life Balance	38%	50%	35%	75%	45%	31%	21%	0%	25%	25%	50%
Career Growth Opportunities	28%	25%	15%	25%	32%	15%	29%	0%	13%	25%	0%
Acknowledgement of Position/Work	22%	8%	15%	25%	23%	31%	21%	33%	13%	17%	0%
Improve Internal Hiring/ Job Classification	13%	0%	12%	0%	9%	8%	21%	33%	13%	0%	0%
Emphasize Accountability Practices	25%	8%	23%	50%	27%	31%	21%	0%	13%	17%	0%
More Staff Support	25%	8%	23%	50%	23%	23%	29%	67%	25%	17%	0%
No Changes Could Influence	13%	33%	19%	25%	5%	15%	0%	33%	0%	8%	50%
Other	3%	0%	8%	25%	9%	8%	4%	0%	0%	0%	0%

Figure 529: Survey Question One with Survey Question Three (District Attorney's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **32** people selected "Potential Benefits." Of those 32 people who chose "Potential Benefits," **75%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question One, **12** people selected "Potential Compensation." Of those 12 people who chose "Potential Compensation," **50%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question One, **4** people selected "Looking for a Job." Of those 4 people who chose "Looking for a Job," **25%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Two

Survey Question Two / *Survey Options*	Benefits (N = 30)	Compensation (N = 10)	Enjoy the Work (N = 25)	Job Stability/ Security (N = 15)	Location (N = 15)	Government/ Public Service (N = 22)	Work/ Life Balance (N = 10)	Advance Career (Hope to) (N = 8)	Enjoy Working with Employees (N = 14)	Feel Valued in Position (N = 11)	Doesn't Make Sense to Leave (N = 10)	Other (N = 0)
Benefits	--	100%	68%	93%	53%	77%	70%	63%	79%	64%	60%	0%
Compensation	33%	--	24%	33%	20%	14%	20%	0%	14%	27%	30%	0%
Enjoy the Work	57%	60%	--	53%	67%	55%	40%	75%	64%	64%	70%	0%
Job Stability/ Security	47%	50%	32%	--	33%	32%	70%	25%	29%	18%	20%	0%
Location	27%	30%	40%	33%	--	18%	50%	38%	21%	9%	40%	0%
Government/ Public Service	57%	30%	48%	47%	27%	--	30%	63%	64%	64%	50%	0%
Work/ Life Balance	23%	20%	16%	47%	33%	14%	--	25%	21%	18%	10%	0%
Advance Career (Hope to)	17%	0%	24%	13%	20%	23%	20%	--	21%	18%	20%	0%
Enjoy Working with Employees	37%	20%	36%	27%	20%	41%	30%	38%	--	55%	20%	0%
Feel Valued in Position	23%	30%	28%	13%	7%	32%	20%	25%	43%	--	30%	0%
Doesn't Make Sense to Leave	20%	30%	28%	13%	27%	23%	10%	25%	14%	27%	--	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 530: Survey Question Two with Survey Question Two (District Attorney's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **30** people selected "Benefits." Of those 30 people who chose "Benefits," **33%** also selected "Compensation" in Question Two.

Example 2:

- For Question Two, **10** people selected "Compensation." Of those 10 people who chose "Compensation," **60%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question Two, **15** people selected "Job Stability/Security." Of those 15 people who chose "Job Stability/Security," **33%** also selected "Location" in Question Two.

Survey Question Two

Survey Question Three / *Survey Options*	Benefits (N = 30)	Compensation (N = 10)	Enjoy the Work (N = 25)	Job Stability/ Security (N = 15)	Location (N = 15)	Government/ Public Service (N = 22)	Work/ Life Balance (N = 10)	Advance Career (Hope to) (N = 8)	Enjoy Working with Employees (N = 14)	Feel Valued in Position (N = 11)	Doesn't Make Sense to Leave (N = 10)	Other (N = 0)
More Focus on Benefits	40%	40%	48%	60%	40%	32%	60%	63%	57%	55%	50%	0%
Compensation Improvement	70%	60%	64%	73%	47%	73%	80%	88%	64%	82%	40%	0%
Better Work/ Life Balance	40%	60%	36%	53%	40%	23%	50%	25%	43%	0%	30%	0%
Career Growth Opportunities	23%	20%	12%	27%	20%	32%	20%	25%	29%	27%	20%	0%
Acknowledgement of Position/Work	13%	10%	24%	13%	33%	27%	10%	13%	21%	9%	50%	0%
Improve Internal Hiring/ Job Classification	13%	0%	8%	7%	13%	23%	0%	0%	14%	18%	20%	0%
Emphasize Accountability Practices	23%	30%	16%	13%	33%	23%	20%	0%	36%	27%	30%	0%
More Staff Support	23%	20%	20%	27%	20%	32%	10%	25%	21%	27%	50%	0%
No Changes Could Influence	10%	20%	12%	7%	27%	5%	20%	13%	7%	18%	20%	0%
Other	3%	10%	8%	0%	7%	9%	0%	0%	21%	9%	20%	0%

Figure 531: Survey Question Two with Survey Question Three (District Attorney's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **30** people selected "Benefits." Of those 30 people who chose "Benefits," **70%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Two, **10** people selected "Compensation." Of those 10 people who chose "Compensation," **60%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Two, **15** people selected "Job Stability/Security." Of those 15 people who chose "Job Stability/Security," **13%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Three

Survey Question Three / *Survey Options*	More Focus on Benefits (N = 18)	Compensation Improvement (N = 27)	Better Work/Life Balance (N = 14)	Career Growth Opportunities (N = 9)	Acknowledgement of Position/Work (N = 9)	Improve Internal Hiring/ Job Classification (N = 5)	Emphasize Accountability Practices (N = 11)	More Staff Support (N = 11)	No Changes Could Influence (N = 5)	Other (N = 3)
More Focus on Benefits	--	52%	50%	56%	22%	40%	27%	36%	20%	67%
Compensation Improvement	78%	--	64%	78%	56%	60%	45%	64%	60%	33%
Better Work/ Life Balance	39%	33%	--	22%	22%	0%	27%	27%	20%	33%
Career Growth Opportunities	28%	26%	14%	--	22%	40%	9%	18%	20%	33%
Acknowledgement of Position/Work	11%	19%	14%	22%	--	40%	55%	55%	20%	67%
Improve Internal Hiring/ Job Classification	11%	11%	0%	22%	22%	--	9%	27%	0%	0%
Emphasize Accountability Practices	17%	19%	21%	11%	67%	20%	--	45%	20%	67%
More Staff Support	22%	26%	21%	22%	67%	60%	45%	--	0%	33%
No Changes Could Influence	6%	11%	7%	11%	11%	0%	9%	0%	--	0%
Other	11%	4%	7%	11%	22%	0%	18%	9%	0%	--

Figure 532: Survey Question Three with Survey Question Three (District Attorney's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Three, **18** people selected "More Focus on Benefits." Of those 18 people who chose "More Focus on Benefits," **78%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Three, **27** people selected "Compensation Improvement." Of those 27 people who chose "Compensation Improvement," **33%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Three, **9** people selected "Career Growth Opportunities." Of those 9 people who chose "Career Growth Opportunities," **22%** also selected "Acknowledgement of Position/Work" in Question Three.

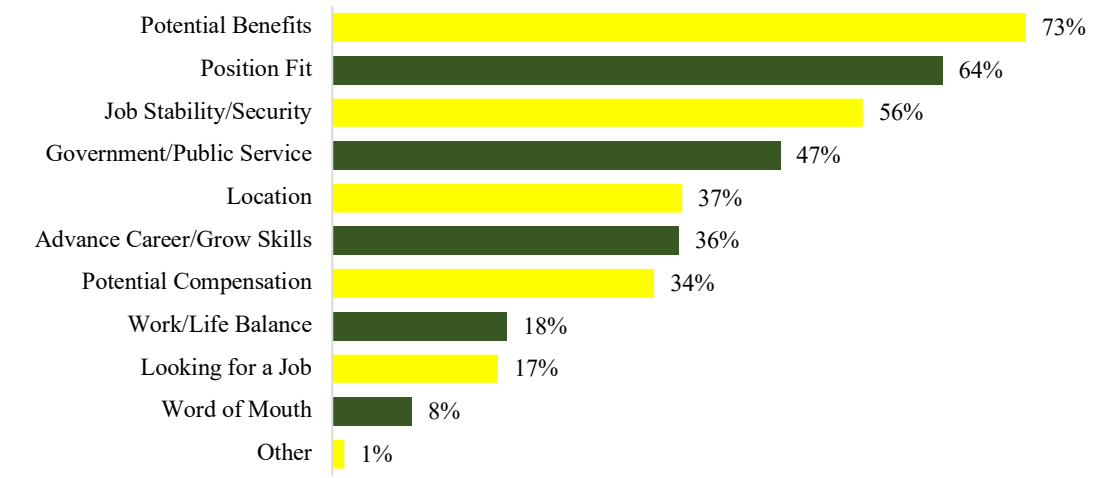

Figure 533: "What made you want to work for Lane County Government?" (Health & Human Services)

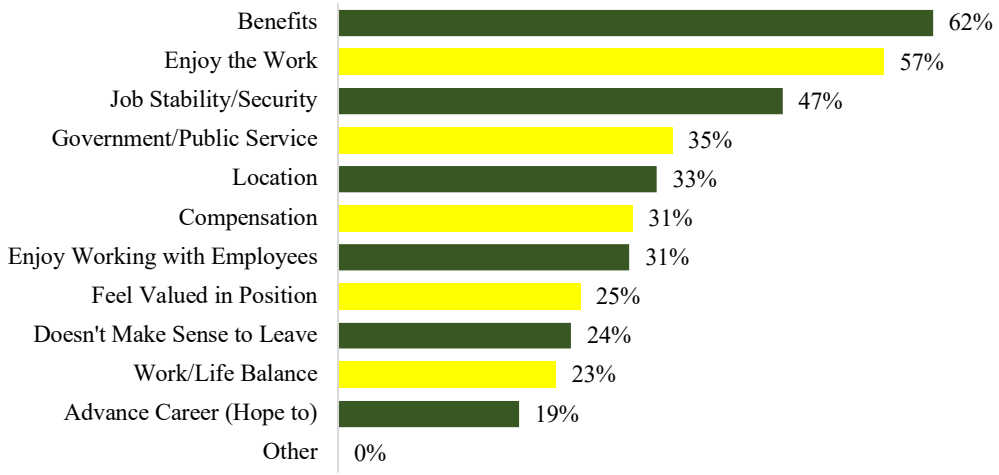

Figure 534: "For what reason(s) have you continued with Lane County Government?" (Health & Human Services)

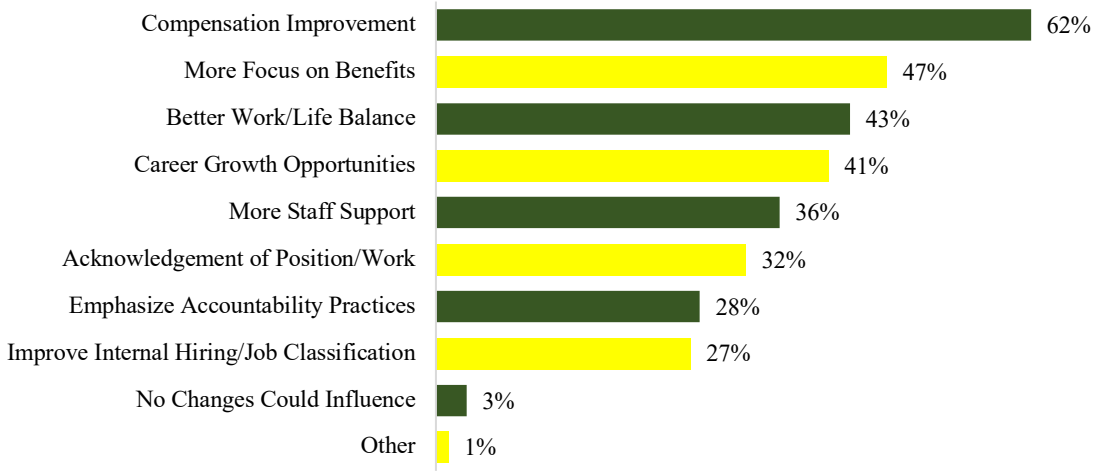

Figure 535: "What might Lane County Government do or offer to further retain your services?" (Health & Human Services)

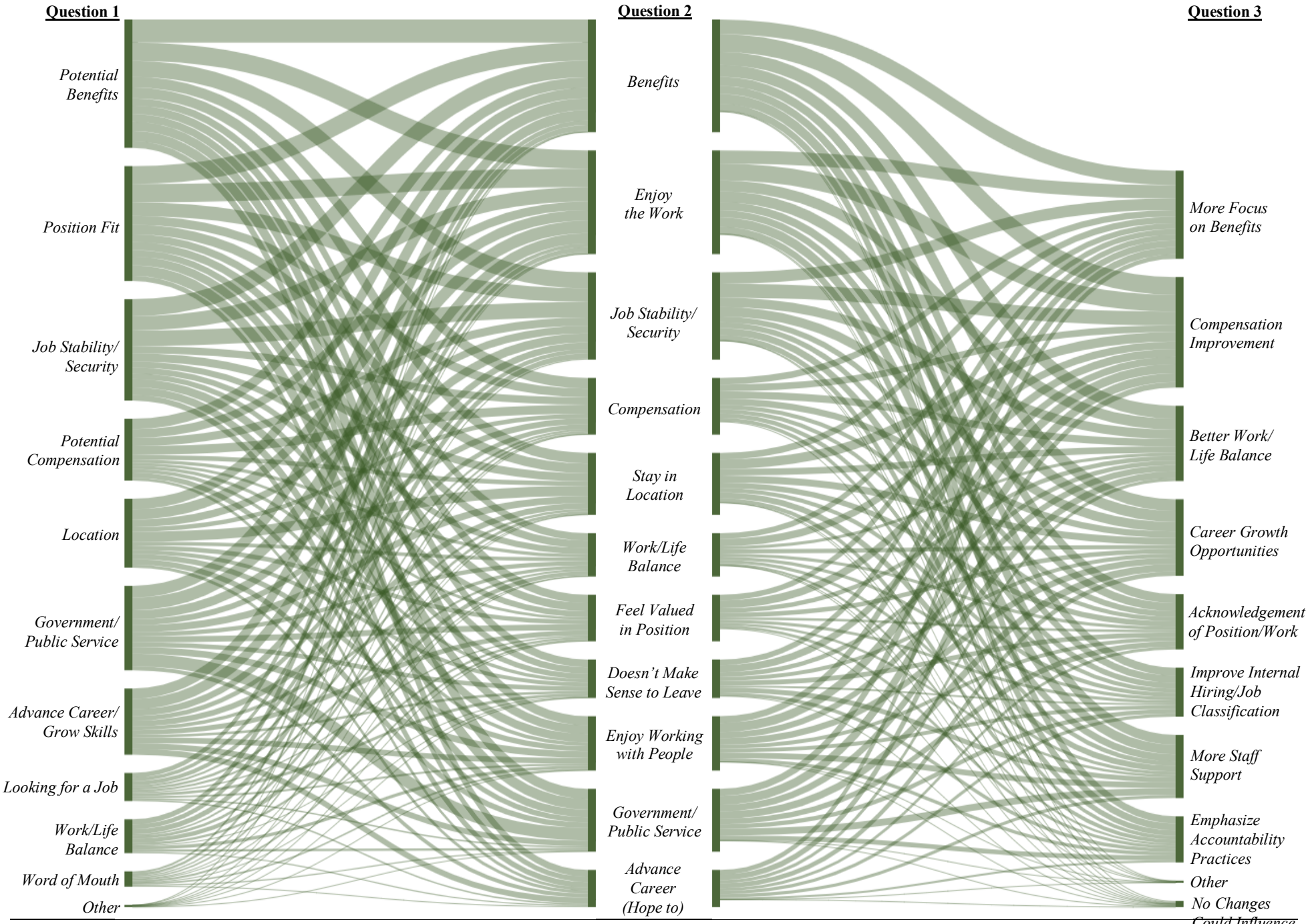

Figure 536: Answer Patterns between Survey Questions (Health & Human Services)

Survey Question One

Survey Question One / *Survey Options*	Potential Benefits (N = 226)	Potential Compensation (N = 105)	Position Fit (N = 199)	Looking for a Job (N = 54)	Job Stability/ Security (N = 173)	Location (N = 114)	Government/ Public Service (N = 146)	Word of Mouth (N = 26)	Work/ Life Balance (N = 57)	Advance Career/ Grow Skills (N = 113)	Other (N = 4)
Potential Benefits	--	84%	73%	72%	79%	72%	70%	69%	70%	73%	50%
Potential Compensation	39%	--	33%	31%	36%	31%	31%	38%	23%	32%	50%
Position Fit	65%	63%	--	52%	66%	65%	62%	69%	63%	60%	75%
Looking for a Job	17%	16%	14%	--	17%	23%	10%	8%	16%	12%	0%
Job Stability/ Security	61%	59%	57%	54%	--	57%	53%	50%	65%	58%	25%
Location	36%	33%	37%	48%	38%	--	36%	23%	28%	36%	25%
Government/ Public Service	45%	43%	46%	28%	45%	46%	--	46%	47%	47%	75%
Word of Mouth	8%	10%	9%	4%	8%	5%	8%	--	9%	7%	25%
Work/ Life Balance	18%	12%	18%	17%	21%	14%	18%	19%	--	15%	25%
Advance Career/ Grow Skills	37%	34%	34%	24%	38%	36%	36%	31%	30%	--	25%
Other	1%	2%	2%	0%	1%	1%	2%	4%	2%	1%	--

Figure 537: Survey Question One with Survey Question One (Health & Human Services)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **226** people selected "Potential Benefits." Of those 226 people who chose "Potential Benefits," **39%** also selected "Potential Compensation" in Question One.

Example 2:

- For Question One, **105** people selected "Potential Compensation." Of those 105 people who chose "Potential Compensation," **63%** also selected "Position Fit" in Question One.

Example 3:

- For Question One, **54** people selected "Looking for a Job." Of those 54 people who chose "Looking for a Job," **54%** also selected "Job Stability/Security" in Question One.

Survey Question One

Survey Question Two / *Survey Options*	Potential Benefits (N = 226)	Potential Compensation (N = 105)	Position Fit (N = 199)	Looking for a Job (N = 54)	Job Stability/ Security (N = 173)	Location (N = 114)	Government/ Public Service (N = 146)	Word of Mouth (N = 26)	Work/ Life Balance (N = 57)	Advance Career/ Grow Skills (N = 113)	Other (N = 4)
Benefits	74%	72%	65%	63%	71%	67%	59%	54%	67%	66%	25%
Compensation	34%	62%	32%	28%	31%	29%	30%	46%	23%	30%	50%
Enjoy the Work	59%	60%	67%	48%	60%	66%	63%	69%	58%	67%	25%
Job Stability/ Security	52%	57%	50%	56%	65%	48%	45%	35%	67%	44%	0%
Location	35%	31%	35%	33%	34%	65%	35%	19%	35%	37%	50%
Government/ Public Service	33%	36%	39%	20%	32%	35%	63%	35%	30%	37%	50%
Work/ Life Balance	24%	23%	28%	30%	26%	23%	21%	31%	54%	22%	25%
Advance Career (Hope to)	22%	20%	19%	20%	24%	19%	20%	27%	16%	38%	0%
Enjoy Working with Employees	30%	25%	32%	26%	35%	33%	34%	46%	40%	36%	50%
Feel Valued in Position	27%	19%	30%	19%	25%	29%	29%	54%	30%	32%	75%
Doesn't Make Sense to Leave	25%	23%	24%	37%	23%	25%	23%	15%	12%	16%	50%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Figure 538: Survey Question One with Survey Question Two (Health & Human Services)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **226** people selected "Potential Benefits." Of those 226 people who chose "Potential Benefits," **34%** also selected "Compensation" in Question Two.

Example 2:

- For Question One, **105** people selected "Potential Compensation." Of those 105 people who chose "Potential Compensation," **60%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question One, **54** people selected "Looking for a Job." Of those 54 people who chose "Looking for a Job," **33%** also selected "Location" in Question Two.

Survey Question One

Survey Question Three / *Survey Options*	Potential Benefits (N = 226)	Potential Compensation (N = 105)	Position Fit (N = 199)	Looking for a Job (N = 54)	Job Stability/ Security (N = 173)	Location (N = 114)	Government/ Public Service (N = 146)	Word of Mouth (N = 26)	Work/ Life Balance (N = 57)	Advance Career/ Grow Skills (N = 113)	Other (N = 4)
More Focus on Benefits	53%	51%	50%	54%	58%	47%	44%	50%	58%	49%	75%
Compensation Improvement	68%	55%	64%	67%	69%	66%	56%	62%	75%	72%	25%
Better Work/ Life Balance	45%	48%	46%	39%	39%	45%	46%	35%	39%	43%	75%
Career Growth Opportunities	45%	48%	44%	48%	50%	45%	44%	42%	39%	52%	25%
Acknowledgement of Position/Work	33%	27%	32%	31%	36%	38%	32%	38%	26%	33%	50%
Improve Internal Hiring/ Job Classification	29%	31%	26%	28%	27%	25%	28%	19%	21%	33%	25%
Emphasize Accountability Practices	29%	26%	28%	30%	28%	29%	30%	15%	16%	27%	0%
More Staff Support	35%	33%	40%	44%	37%	45%	42%	19%	30%	35%	75%
No Changes Could Influence	3%	3%	5%	6%	3%	3%	5%	8%	4%	0%	0%
Other	1%	0%	2%	2%	2%	3%	1%	0%	2%	2%	0%

Figure 539: Survey Question One with Survey Question Three (Health & Human Services)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **226** people selected "Potential Benefits." Of those 226 people who chose "Potential Benefits," **68%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question One, **105** people selected "Potential Compensation." Of those 105 people who chose "Potential Compensation," **48%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question One, **54** people selected "Looking for a Job." Of those 54 people who chose "Looking for a Job," **31%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Two

Survey Question Two / *Survey Options*	Benefits (N = 194)	Compensation (N = 96)	Enjoy the Work (N = 178)	Job Stability/ Security (N = 145)	Location (N = 104)	Government/ Public Service (N = 109)	Work/ Life Balance (N = 71)	Advance Career (Hope to) (N = 59)	Enjoy Working with Employees (N = 95)	Feel Valued in Position (N = 79)	Doesn't Make Sense to Leave (N = 76)	Other (N = 0)
Benefits	--	77%	67%	74%	60%	57%	63%	71%	53%	62%	57%	0%
Compensation	38%	--	32%	37%	29%	27%	31%	24%	22%	28%	25%	0%
Enjoy the Work	62%	59%	--	59%	60%	64%	56%	68%	61%	72%	41%	0%
Job Stability/ Security	55%	56%	48%	--	52%	36%	63%	49%	40%	32%	38%	0%
Location	32%	31%	35%	37%	--	34%	34%	31%	29%	29%	28%	0%
Government/ Public Service	32%	30%	39%	27%	36%	--	24%	39%	40%	41%	30%	0%
Work/ Life Balance	23%	23%	22%	31%	23%	16%	--	19%	20%	24%	22%	0%
Advance Career (Hope to)	22%	15%	22%	20%	17%	21%	15%	--	23%	15%	7%	0%
Enjoy Working with Employees	26%	22%	33%	26%	27%	35%	27%	37%	--	37%	24%	0%
Feel Valued in Position	25%	23%	32%	17%	22%	29%	27%	20%	31%	--	11%	0%
Doesn't Make Sense to Leave	22%	20%	17%	20%	20%	21%	24%	8%	19%	10%	--	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 540: Survey Question Two with Survey Question Two (Health & Human Services)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **194** people selected "Benefits." Of those 194 people who chose "Benefits," **38%** also selected "Compensation" in Question Two.

Example 2:

- For Question Two, **96** people selected "Compensation." Of those 96 people who chose "Compensation," **59%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question Two, **145** people selected "Job Stability/Security." Of those 145 people who chose "Job Stability/Security," **37%** also selected "Location" in Question Two.

Survey Question Two

Survey Question Three: *Survey Options*	Benefits (N = 194)	Compensation (N = 96)	Enjoy the Work (N = 178)	Job Stability/ Security (N = 145)	Location (N = 104)	Government/ Public Service (N = 109)	Work/ Life Balance (N = 71)	Advance Career (Hope to) (N = 59)	Enjoy Working with Employees (N = 95)	Feel Valued in Position (N = 79)	Doesn't Make Sense to Leave (N = 76)	Other (N = 0)
More Focus on Benefits	55%	50%	54%	58%	46%	48%	59%	58%	52%	53%	54%	0%
Compensation Improvement	67%	51%	69%	69%	66%	59%	76%	69%	71%	72%	68%	0%
Better Work/ Life Balance	49%	55%	44%	47%	46%	45%	31%	39%	47%	42%	43%	0%
Career Growth Opportunities	44%	49%	44%	48%	49%	49%	42%	58%	49%	42%	38%	0%
Acknowledgement of Position/Work	34%	32%	33%	29%	38%	37%	32%	36%	29%	23%	46%	0%
Improve Internal Hiring/ Job Classification	30%	31%	29%	29%	30%	29%	34%	41%	29%	28%	17%	0%
Emphasize Accountability Practices	27%	28%	29%	27%	28%	32%	23%	25%	26%	27%	34%	0%
More Staff Support	37%	33%	39%	36%	41%	46%	32%	39%	44%	23%	47%	0%
No Changes Could Influence	4%	6%	4%	2%	1%	5%	4%	2%	3%	8%	4%	0%
Other	2%	0%	1%	1%	4%	1%	1%	2%	1%	0%	0%	0%

Figure 541: Survey Question Two with Survey Question Three (Health & Human Services)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **194** people selected "Benefits." Of those 194 people who chose "Benefits," **67%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Two, **96** people selected "Compensation." Of those 96 people who chose "Compensation," **55%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Two, **145** people selected "Job Stability/Security." Of those 145 people who chose "Job Stability/Security," **29%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Three

Survey Question Three / *Survey Options*	More Focus on Benefits (N = 147)	Compensation Improvement (N = 194)	Better Work/Life Balance (N = 135)	Career Growth Opportunities (N = 128)	Acknowledgement of Position/Work (N = 101)	Improve Internal Hiring/ Job Classification (N = 83)	Emphasize Accountability Practices (N = 86)	More Staff Support (N = 112)	No Changes Could Influence (N = 10)	Other (N = 4)
More Focus on Benefits	--	60%	55%	45%	42%	41%	43%	53%	20%	50%
Compensation Improvement	79%	--	61%	63%	67%	64%	62%	56%	0%	75%
Better Work/ Life Balance	50%	43%	--	48%	45%	45%	40%	45%	10%	0%
Career Growth Opportunities	39%	41%	46%	--	44%	53%	36%	45%	40%	50%
Acknowledgement of Position/Work	29%	35%	33%	34%	--	36%	38%	40%	30%	50%
Improve Internal Hiring/ Job Classification	23%	27%	27%	34%	30%	--	27%	24%	20%	25%
Emphasize Accountability Practices	25%	27%	25%	24%	33%	28%	--	31%	40%	0%
More Staff Support	40%	32%	37%	39%	45%	33%	41%	--	20%	50%
No Changes Could Influence	1%	0%	1%	3%	3%	2%	5%	2%	--	0%
Other	1%	2%	0%	2%	2%	1%	0%	2%	0%	--

Figure 542: Survey Question Three with Survey Question Three (Health & Human Services)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Three, **147** people selected "More Focus on Benefits." Of those 147 people who chose "More Focus on Benefits," **79%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Three, **194** people selected "Compensation Improvement." Of those 194 people who chose "Compensation Improvement," **43%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Three, **128** people selected "Career Growth Opportunities." Of those 128 people who chose "Career Growth Opportunities," **34%** also selected "Acknowledgement of Position/Work" in Question Three.

Respondents: 13 of 17 (76% of Employees)

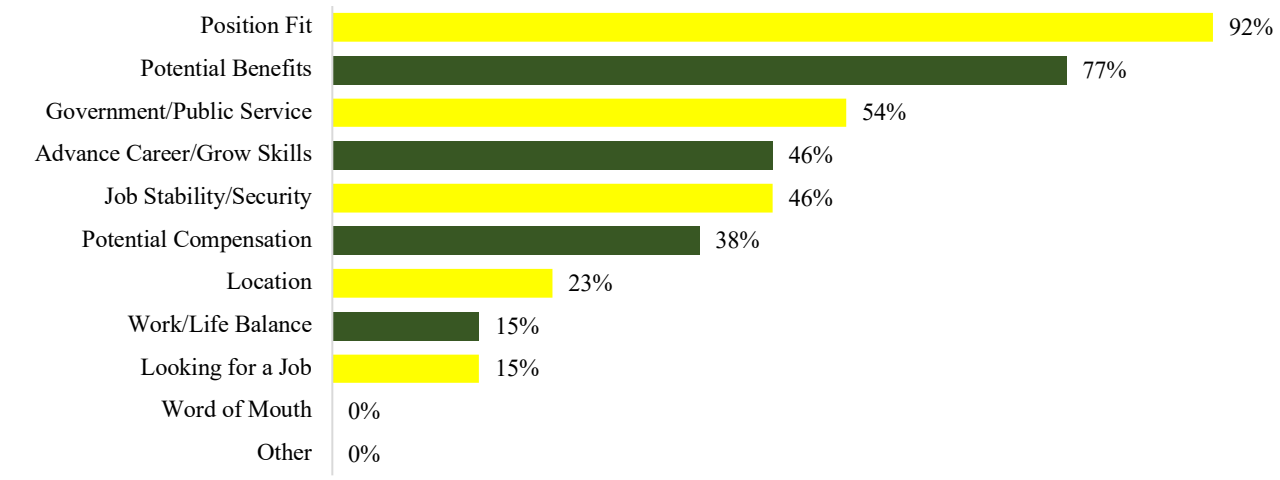

Figure 543: "What made you want to work for Lane County Government?" (Human Resources)

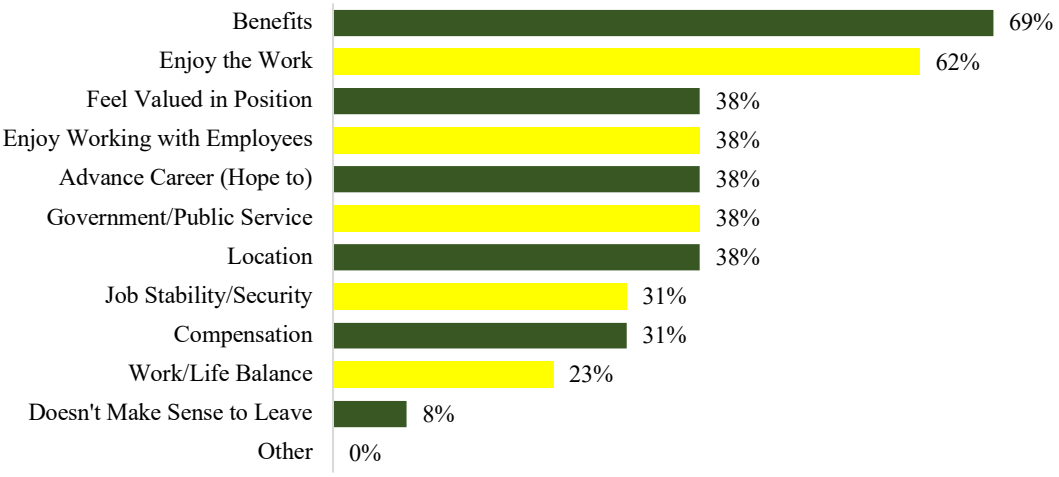

Figure 544: "For what reason(s) have you continued with Lane County Government?" (Human Resources)

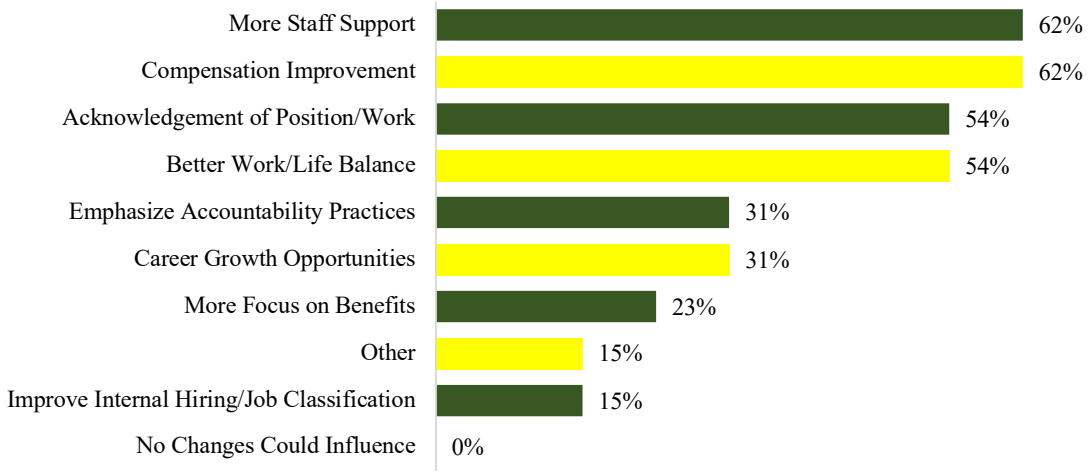

Figure 545: "What might Lane County Government do or offer to further retain your services?" (Human Resources)

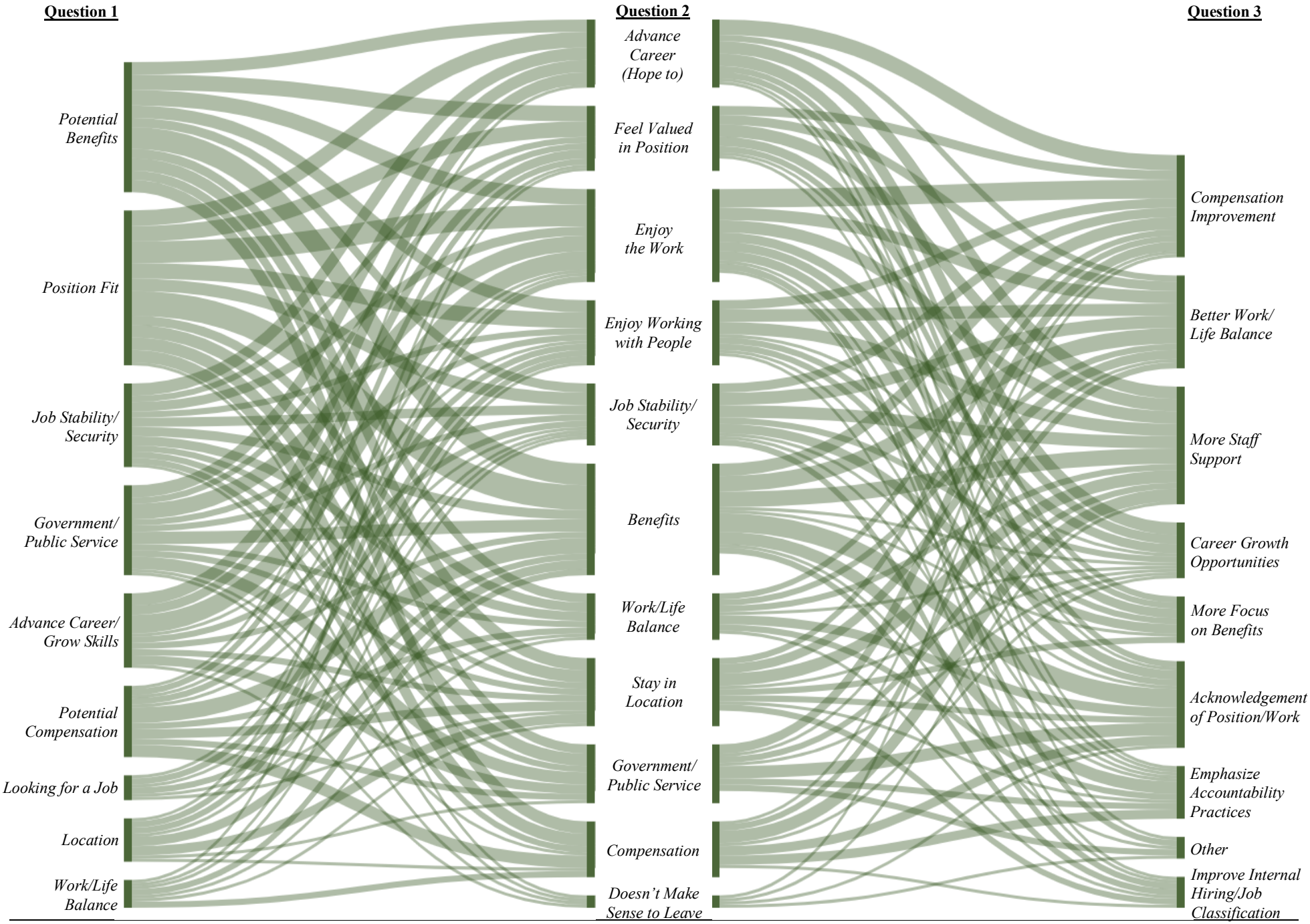

Figure 546: Answer Patterns between Survey Questions (Human Resources)

Survey Question One

Survey Question One / *Survey Options*	Potential Benefits (N = 10)	Potential Compensation (N = 5)	Position Fit (N = 12)	Looking for a Job (N = 2)	Job Stability/ Security (N = 6)	Location (N = 3)	Government/ Public Service (N = 7)	Word of Mouth (N = 0)	Work/ Life Balance (N = 2)	Advance Career/ Grow Skills (N = 6)	Other (N = 0)
Potential Benefits	--	100%	75%	50%	83%	67%	86%	0%	100%	67%	0%
Potential Compensation	50%	--	33%	0%	33%	67%	29%	0%	100%	17%	0%
Position Fit	90%	80%	--	100%	100%	67%	86%	0%	100%	83%	0%
Looking for a Job	10%	0%	17%	--	17%	33%	14%	0%	0%	0%	0%
Job Stability/ Security	50%	40%	50%	50%	--	0%	71%	0%	50%	50%	0%
Location	20%	40%	17%	50%	0%	--	14%	0%	0%	17%	0%
Government/ Public Service	60%	40%	50%	50%	83%	33%	--	0%	0%	67%	0%
Word of Mouth	0%	0%	0%	0%	0%	0%	0%	--	0%	0%	0%
Work/ Life Balance	20%	40%	17%	0%	17%	0%	0%	0%	--	0%	0%
Advance Career/ Grow Skills	40%	20%	42%	0%	50%	33%	57%	0%	0%	--	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 547: Survey Question One with Survey Question One (Human Resources)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **10** people selected "Potential Benefits." Of those 10 people who chose "Potential Benefits," **50%** also selected "Potential Compensation" in Question One.

Example 2:

- For Question One, **5** people selected "Potential Compensation." Of those 5 people who chose "Potential Compensation," **80%** also selected "Position Fit" in Question One.

Example 3:

- For Question One, **2** people selected "Looking for a Job." Of those 2 people who chose "Looking for a Job," **50%** also selected "Job Stability/Security" in Question One.

Survey Question One

Survey Question Two: *Survey Options*	Potential Benefits (N = 10)	Potential Compensation (N = 5)	Position Fit (N = 12)	Looking for a Job (N = 2)	Job Stability/ Security (N = 6)	Location (N = 3)	Government/ Public Service (N = 7)	Word of Mouth (N = 0)	Work/ Life Balance (N = 2)	Advance Career/ Grow Skills (N = 6)	Other (N = 0)
Benefits	70%	100%	67%	100%	50%	100%	57%	0%	100%	33%	0%
Compensation	40%	80%	33%	0%	33%	33%	14%	0%	100%	0%	0%
Enjoy the Work	50%	20%	58%	50%	50%	67%	71%	0%	0%	100%	0%
Job Stability/ Security	30%	20%	33%	50%	50%	33%	29%	0%	50%	33%	0%
Location	40%	60%	33%	50%	33%	100%	29%	0%	50%	33%	0%
Government/ Public Service	30%	40%	33%	0%	33%	33%	57%	0%	0%	50%	0%
Work/ Life Balance	30%	40%	25%	50%	50%	0%	29%	0%	50%	0%	0%
Advance Career (Hope to)	40%	20%	42%	0%	67%	0%	57%	0%	0%	67%	0%
Enjoy Working with Employees	40%	40%	42%	100%	33%	67%	29%	0%	50%	17%	0%
Feel Valued in Position	50%	40%	42%	0%	33%	33%	29%	0%	50%	50%	0%
Doesn't Make Sense to Leave	0%	0%	8%	0%	17%	0%	14%	0%	0%	17%	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Figure 548: Survey Question One with Survey Question Two (Human Resources)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **10** people selected "Potential Benefits." Of those 10 people who chose "Potential Benefits," **40%** also selected "Compensation" in Question Two.

Example 2:

- For Question One, **5** people selected "Potential Compensation." Of those 5 people who chose "Potential Compensation," **20%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question One, **2** people selected "Looking for a Job." Of those 2 people who chose "Looking for a Job," **50%** also selected "Location" in Question Two.

Survey Question One

Survey Question Three: *Survey Options*	Potential Benefits (N = 10)	Potential Compensation (N = 5)	Position Fit (N = 12)	Looking for a Job (N = 2)	Job Stability/ Security (N = 6)	Location (N = 3)	Government/ Public Service (N = 7)	Word of Mouth (N = 0)	Work/ Life Balance (N = 2)	Advance Career/ Grow Skills (N = 6)	Other (N = 0)
More Focus on Benefits	20%	0%	25%	50%	33%	33%	29%	0%	0%	33%	0%
Compensation Improvement	60%	20%	67%	100%	83%	33%	86%	0%	0%	67%	0%
Better Work/ Life Balance	60%	40%	58%	100%	67%	33%	57%	0%	100%	33%	0%
Career Growth Opportunities	40%	20%	33%	0%	50%	0%	43%	0%	0%	50%	0%
Acknowledgement of Position/Work	50%	80%	50%	50%	67%	33%	57%	0%	100%	50%	0%
Improve Internal Hiring/ Job Classification	10%	20%	17%	50%	17%	33%	0%	0%	50%	0%	0%
Emphasize Accountability Practices	30%	60%	33%	0%	33%	0%	14%	0%	100%	17%	0%
More Staff Support	60%	80%	67%	50%	83%	67%	57%	0%	100%	50%	0%
No Changes Could Influence	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other	0%	0%	17%	0%	17%	0%	14%	0%	0%	33%	0%

Figure 549: Survey Question One with Survey Question Three (Human Resources)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **10** people selected "Potential Benefits." Of those 10 people who chose "Potential Benefits," **60%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question One, **5** people selected "Potential Compensation." Of those 5 people who chose "Potential Compensation," **40%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question One, **2** people selected "Looking for a Job." Of those 2 people who chose "Looking for a Job," **50%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Two

Survey Question Two	Survey Options	Benefits (N = 9)	Compensation (N = 4)	Enjoy the Work (N = 8)	Job Stability/ Security (N = 4)	Location (N = 5)	Government/ Public Service (N = 5)	Work/ Life Balance (N = 3)	Advance Career (Hope to) (N = 5)	Enjoy Working with Employees (N = 5)	Feel Valued in Position (N = 5)	Doesn't Make Sense to Leave (N = 1)	Other (N = 0)
	Benefits	--	100%	50%	50%	80%	80%	100%	20%	80%	40%	0%	0%
	Compensation	44%	--	0%	25%	40%	20%	67%	20%	40%	40%	0%	0%
	Enjoy the Work	44%	0%	--	75%	60%	80%	0%	80%	40%	60%	100%	0%
	Job Stability/ Security	22%	25%	38%	--	60%	0%	33%	40%	40%	40%	0%	0%
	Location	44%	50%	38%	75%	--	20%	33%	20%	40%	40%	0%	0%
	Government/ Public Service	44%	25%	50%	0%	20%	--	33%	40%	0%	0%	100%	0%
	Work/ Life Balance	33%	50%	0%	25%	20%	20%	--	20%	20%	0%	0%	0%
	Advance Career (Hope to)	11%	25%	50%	50%	20%	40%	33%	--	20%	60%	100%	0%
	Enjoy Working with Employees	44%	50%	25%	50%	40%	0%	33%	20%	--	60%	0%	0%
	Feel Valued in Position	22%	50%	38%	50%	40%	0%	0%	60%	60%	--	0%	0%
	Doesn't Make Sense to Leave	0%	0%	13%	0%	0%	20%	0%	20%	0%	0%	--	0%
	Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 550: Survey Question Two with Survey Question Two (Human Resources)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **9** people selected "Potential Benefits." Of those 9 people who chose "Potential Benefits," **44%** also selected "Compensation" in Question Two.

Example 2:

- For Question One, **4** people selected "Potential Compensation." Of those 4 people who chose "Potential Compensation," **0%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question One, **4** people selected "Looking for a Job." Of those 4 people who chose "Looking for a Job," **75%** also selected "Location" in Question Two.

Survey Question Two

Survey Question Three: *Survey Options*	Benefits (N = 9)	Compensation (N = 4)	Enjoy the Work (N = 8)	Job Stability/ Security (N = 4)	Location (N = 5)	Government/ Public Service (N = 5)	Work/ Life Balance (N = 3)	Advance Career (Hope to) (N = 5)	Enjoy Working with Employees (N = 5)	Feel Valued in Position (N = 5)	Doesn't Make Sense to Leave (N = 1)	Other (N = 0)
More Focus on Benefits	11%	0%	38%	75%	40%	0%	0%	40%	40%	40%	0%	0%
Compensation Improvement	44%	25%	75%	75%	40%	60%	67%	100%	60%	60%	100%	0%
Better Work/ Life Balance	56%	50%	50%	100%	60%	20%	67%	40%	80%	60%	0%	0%
Career Growth Opportunities	11%	25%	38%	50%	20%	20%	33%	80%	20%	60%	0%	0%
Acknowledgement of Position/Work	67%	75%	38%	25%	40%	80%	100%	40%	40%	20%	100%	0%
Improve Internal Hiring/ Job Classification	22%	25%	13%	50%	40%	0%	33%	0%	20%	0%	0%	0%
Emphasize Accountability Practices	44%	75%	13%	25%	20%	40%	67%	20%	20%	20%	0%	0%
More Staff Support	56%	100%	50%	100%	80%	40%	67%	80%	80%	80%	100%	0%
No Changes Could Influence	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other	11%	0%	25%	0%	0%	40%	0%	20%	0%	0%	100%	0%

Figure 551: Survey Question Two with Survey Question Three (Human Resources)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **9** people selected "Benefits." Of those 9 people who chose "Benefits," **44%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Two, **4** people selected "Compensation." Of those 4 people who chose "Compensation," **50%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Two, **4** people selected "Job Stability/Security." Of those 4 people who chose "Job Stability/Security," **25%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Three

Survey Question Three / *Survey Options*	More Focus on Benefits (N = 3)	Compensation Improvement (N = 8)	Better Work/Life Balance (N = 7)	Career Growth Opportunities (N = 4)	Acknowledgement of Position/Work (N = 7)	Improve Internal Hiring/ Job Classification (N = 2)	Emphasize Accountability Practices (N = 4)	More Staff Support (N = 8)	No Changes Could Influence (N = 0)	Other (N = 2)
More Focus on Benefits	--	38%	43%	50%	0%	50%	0%	38%	0%	0%
Compensation Improvement	100%	--	71%	100%	43%	50%	25%	63%	0%	50%
Better Work/ Life Balance	100%	63%	--	50%	43%	100%	50%	63%	0%	0%
Career Growth Opportunities	67%	50%	29%	--	14%	0%	25%	38%	0%	0%
Acknowledgement of Position/Work	0%	38%	43%	25%	--	50%	100%	50%	0%	100%
Improve Internal Hiring/ Job Classification	33%	13%	29%	0%	14%	--	25%	25%	0%	0%
Emphasize Accountability Practices	0%	13%	29%	25%	57%	50%	--	38%	0%	50%
More Staff Support	100%	63%	71%	75%	57%	100%	75%	--	0%	50%
No Changes Could Influence	0%	0%	0%	0%	0%	0%	0%	0%	--	0%
Other	0%	13%	0%	0%	29%	0%	25%	13%	0%	--

Figure 552: Survey Question Three with Survey Question Three (Human Resources)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Three, **3** people selected "More Focus on Benefits." Of those 3 people who chose "More Focus on Benefits," **100%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Three, **8** people selected "Compensation Improvement." Of those 8 people who chose "Compensation Improvement," **63%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Three, **4** people selected "Career Growth Opportunities." Of those 4 people who chose "Career Growth Opportunities," **25%** also selected "Acknowledgement of Position/Work" in Question Three.

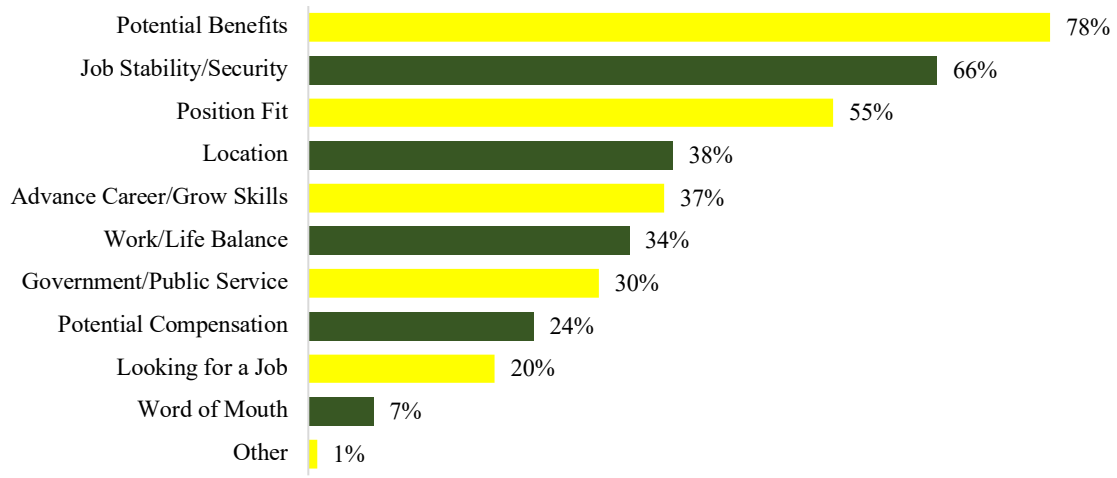

Figure 553: "What made you want to work for Lane County Government?" (Public Works)

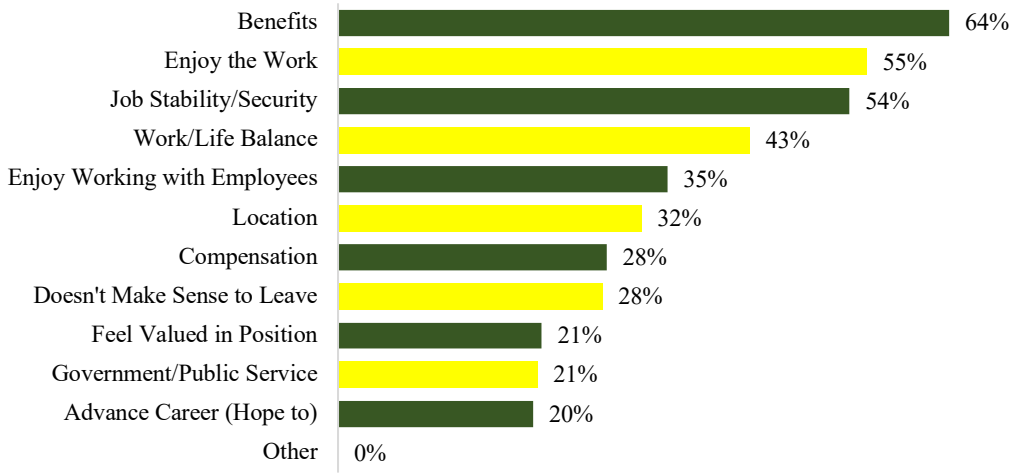

Figure 554: "For what reason(s) have you continued with Lane County Government?" (Public Works)

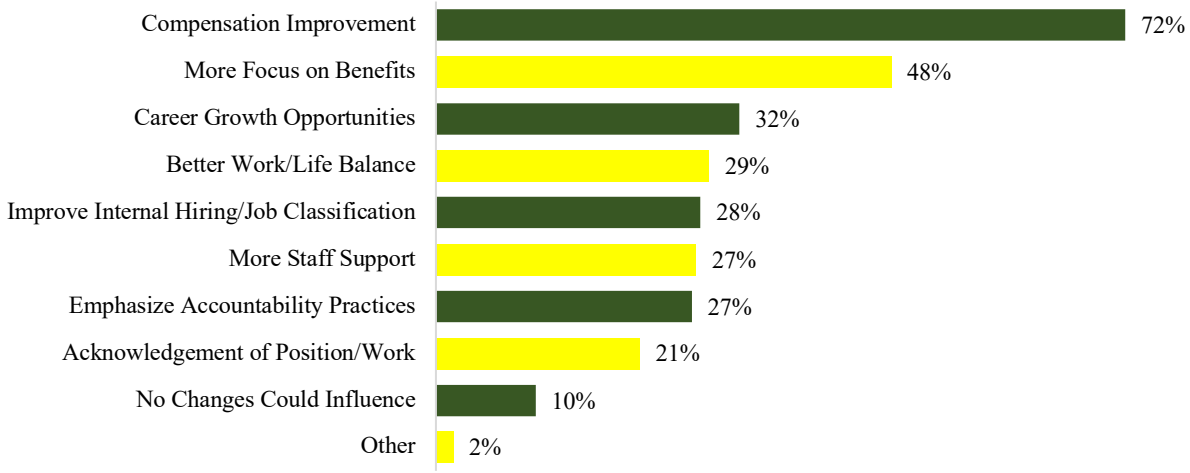

Figure 555: "What might Lane County Government do or offer to further retain your services?" (Public Works)

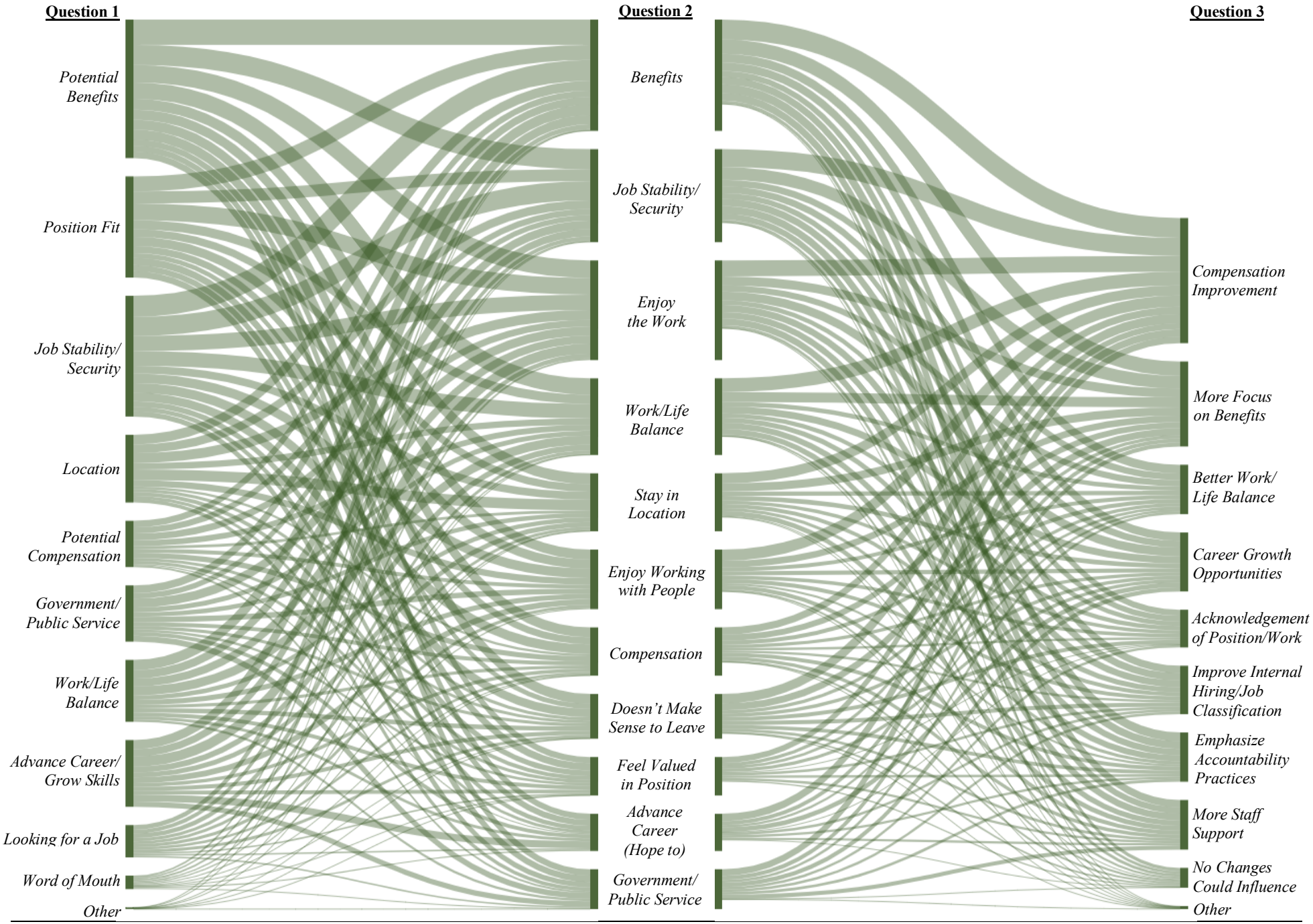

Figure 556: Answer Patterns between Survey Questions (Public Works)

Survey Question One

Survey Question One: *Survey Options*	Potential Benefits (N = 171)	Potential Compensation (N = 52)	Position Fit (N = 121)	Looking for a Job (N = 43)	Job Stability/ Security (N = 145)	Location (N = 84)	Government/ Public Service (N = 67)	Word of Mouth (N = 15)	Work/ Life Balance (N = 74)	Advance Career/ Grow Skills (N = 82)	Other (N = 2)
Potential Benefits	--	90%	74%	67%	88%	75%	72%	60%	81%	72%	100%
Potential Compensation	27%	--	24%	23%	28%	20%	21%	20%	22%	17%	0%
Position Fit	52%	56%	--	51%	54%	63%	57%	60%	51%	59%	100%
Looking for a Job	17%	19%	18%	--	19%	24%	12%	13%	8%	17%	0%
Job Stability/ Security	74%	77%	64%	63%	--	58%	57%	47%	68%	57%	50%
Location	37%	33%	44%	47%	34%	--	43%	33%	31%	37%	0%
Government/ Public Service	28%	27%	31%	19%	26%	35%	--	20%	24%	37%	0%
Word of Mouth	5%	6%	7%	5%	5%	6%	4%	--	5%	6%	0%
Work/ Life Balance	35%	31%	31%	14%	34%	27%	27%	27%	--	24%	50%
Advance Career/ Grow Skills	35%	27%	40%	33%	32%	36%	45%	33%	27%	--	50%
Other	1%	0%	2%	0%	1%	0%	0%	0%	1%	1%	--

Figure 557: Survey Question One with Survey Question One (Public Works)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **171** people selected "Potential Benefits." Of those 171 people who chose "Potential Benefits," **27%** also selected "Potential Compensation" in Question One.

Example 2:

- For Question One, **52** people selected "Potential Compensation." Of those 52 people who chose "Potential Compensation," **56%** also selected "Position Fit" in Question One.

Example 3:

- For Question One, **43** people selected "Looking for a Job." Of those 43 people who chose "Looking for a Job," **63%** also selected "Job Stability/Security" in Question One.

Survey Question One

Survey Question Two / *Survey Options*	Potential Benefits (N = 171)	Potential Compensation (N = 52)	Position Fit (N = 121)	Looking for a Job (N = 43)	Job Stability/ Security (N = 145)	Location (N = 84)	Government/ Public Service (N = 67)	Word of Mouth (N = 15)	Work/ Life Balance (N = 74)	Advance Career/ Grow Skills (N = 82)	Other (N = 2)
Benefits	76%	63%	64%	56%	74%	60%	60%	60%	72%	57%	50%
Compensation	30%	52%	30%	30%	34%	14%	30%	33%	22%	22%	50%
Enjoy the Work	53%	67%	71%	53%	54%	61%	69%	67%	55%	63%	0%
Job Stability/ Security	60%	62%	51%	47%	68%	52%	42%	53%	58%	46%	100%
Location	33%	27%	32%	35%	28%	65%	34%	47%	31%	30%	50%
Government/ Public Service	19%	19%	27%	19%	19%	23%	45%	33%	16%	33%	50%
Work/ Life Balance	49%	58%	39%	37%	52%	39%	37%	47%	62%	37%	50%
Advance Career (Hope to)	18%	12%	26%	19%	16%	18%	30%	40%	20%	44%	0%
Enjoy Working with Employees	30%	38%	39%	37%	34%	39%	42%	40%	35%	37%	0%
Feel Valued in Position	19%	31%	31%	19%	20%	24%	19%	20%	27%	23%	50%
Doesn't Make Sense to Leave	30%	29%	21%	35%	30%	19%	24%	20%	31%	26%	50%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Figure 558: Survey Question One with Survey Question Two (Public Works)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **171** people selected "Potential Benefits." Of those 171 people who chose "Potential Benefits," **30%** also selected "Compensation" in Question Two.

Example 2:

- For Question One, **52** people selected "Potential Compensation." Of those 52 people who chose "Potential Compensation," **67%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question One, **43** people selected "Looking for a Job." Of those 43 people who chose "Looking for a Job," **35%** also selected "Location" in Question Two.

Survey Question One

Survey Question Three: *Survey Options*	Potential Benefits (N = 171)	Potential Compensation (N = 52)	Position Fit (N = 121)	Looking for a Job (N = 43)	Job Stability/ Security (N = 145)	Location (N = 84)	Government/ Public Service (N = 67)	Word of Mouth (N = 15)	Work/ Life Balance (N = 74)	Advance Career/ Grow Skills (N = 82)	Other (N = 2)
More Focus on Benefits	51%	54%	46%	44%	50%	45%	58%	53%	49%	44%	50%
Compensation Improvement	72%	56%	72%	84%	77%	71%	66%	93%	73%	79%	100%
Better Work/ Life Balance	32%	35%	35%	30%	27%	37%	30%	33%	16%	23%	50%
Career Growth Opportunities	32%	38%	35%	44%	32%	43%	45%	27%	32%	50%	0%
Acknowledgement of Position/Work	23%	21%	13%	28%	28%	21%	18%	27%	23%	28%	50%
Improve Internal Hiring/ Job Classification	28%	23%	22%	44%	28%	30%	22%	33%	30%	33%	0%
Emphasize Accountability Practices	29%	33%	28%	26%	29%	27%	30%	27%	19%	28%	100%
More Staff Support	30%	25%	25%	12%	28%	33%	40%	27%	26%	28%	50%
No Changes Could Influence	10%	19%	10%	16%	13%	8%	4%	7%	15%	6%	0%
Other	2%	2%	2%	0%	2%	1%	4%	0%	0%	5%	0%

Figure 559: Survey Question One with Survey Question Three (Public Works)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **171** people selected "Potential Benefits." Of those 171 people who chose "Potential Benefits," **72%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question One, **52** people selected "Potential Compensation." Of those 52 people who chose "Potential Compensation," **35%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question One, **43** people selected "Looking for a Job." Of those 43 people who chose "Looking for a Job," **28%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Two

Survey Question Two / *Survey Options*	Benefits (N = 141)	Compensation (N = 62)	Enjoy the Work (N = 122)	Job Stability/ Security (N = 118)	Location (N = 70)	Government/ Public Service (N = 46)	Work/ Life Balance (N = 95)	Advance Career (Hope to) (N = 45)	Enjoy Working with Employees (N = 76)	Feel Valued in Position (N = 47)	Doesn't Make Sense to Leave (N = 61)	Other (N = 0)
Benefits	--	79%	59%	69%	59%	48%	78%	49%	57%	55%	64%	0%
Compensation	35%	--	30%	31%	14%	26%	29%	13%	25%	26%	23%	0%
Enjoy the Work	51%	60%	--	53%	50%	76%	44%	71%	67%	72%	26%	0%
Job Stability/ Security	58%	58%	51%	--	57%	33%	58%	42%	41%	40%	61%	0%
Location	29%	16%	29%	34%	--	35%	28%	29%	30%	19%	30%	0%
Government/ Public Service	16%	19%	29%	13%	23%	--	18%	24%	29%	21%	10%	0%
Work/ Life Balance	52%	45%	34%	47%	39%	37%	--	42%	30%	38%	48%	0%
Advance Career (Hope to)	16%	10%	26%	16%	19%	24%	20%	--	21%	32%	7%	0%
Enjoy Working with Employees	30%	31%	42%	26%	33%	48%	24%	36%	--	40%	16%	0%
Feel Valued in Position	18%	19%	28%	16%	13%	22%	19%	33%	25%	--	7%	0%
Doesn't Make Sense to Leave	28%	23%	13%	31%	26%	13%	31%	9%	13%	9%	--	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 560: Survey Question Two with Survey Question Two (Public Works)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **141** people selected "Benefits." Of those 141 people who chose "Benefits," **35%** also selected "Compensation" in Question Two.

Example 2:

- For Question Two, **62** people selected "Compensation." Of those 62 people who chose "Compensation," **60%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question Two, **118** people selected "Job Stability/Security." Of those 118 people who chose "Job Stability/Security," **34%** also selected "Location" in Question Two.

Survey Question Two

Survey Question Three / *Survey Options*	Benefits (N = 141)	Compensation (N = 62)	Enjoy the Work (N = 122)	Job Stability/ Security (N = 118)	Location (N = 70)	Government/ Public Service (N = 46)	Work/ Life Balance (N = 95)	Advance Career (Hope to) (N = 45)	Enjoy Working with Employees (N = 76)	Feel Valued in Position (N = 47)	Doesn't Make Sense to Leave (N = 61)	Other (N = 0)
More Focus on Benefits	52%	50%	38%	55%	60%	46%	54%	44%	45%	36%	59%	0%
Compensation Improvement	72%	60%	67%	78%	74%	74%	74%	84%	76%	64%	79%	0%
Better Work/ Life Balance	32%	34%	26%	29%	31%	30%	24%	27%	26%	30%	28%	0%
Career Growth Opportunities	30%	27%	37%	30%	34%	48%	38%	53%	29%	36%	30%	0%
Acknowledgement of Position/Work	22%	19%	20%	25%	26%	28%	23%	7%	24%	9%	33%	0%
Improve Internal Hiring/ Job Classification	27%	19%	30%	31%	29%	28%	27%	29%	26%	28%	34%	0%
Emphasize Accountability Practices	32%	32%	27%	33%	23%	30%	33%	27%	14%	28%	31%	0%
More Staff Support	27%	29%	29%	27%	36%	46%	29%	24%	28%	26%	23%	0%
No Changes Could Influence	12%	16%	12%	12%	7%	4%	12%	4%	13%	15%	15%	0%
Other	2%	2%	2%	1%	3%	4%	1%	0%	4%	0%	2%	0%

Figure 561: Survey Question Two with Survey Question Three (Public Works)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **141** people selected "Benefits." Of those 141 people who chose "Benefits," **72%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Two, **62** people selected "Compensation." Of those 62 people who chose "Compensation," **34%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Two, **118** people selected "Job Stability/Security." Of those 118 people who chose "Job Stability/Security," **25%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Three

Survey Question Three / *Survey Options*	More Focus on Benefits (N = 105)	Compensation Improvement (N = 159)	Better Work/Life Balance (N = 63)	Career Growth Opportunities (N = 70)	Acknowledgement of Position/Work (N = 47)	Improve Internal Hiring/ Job Classification (N = 61)	Emphasize Accountability Practices (N = 59)	More Staff Support (N = 60)	No Changes Could Influence (N = 23)	Other (N = 4)
More Focus on Benefits	--	56%	59%	46%	43%	49%	41%	47%	30%	0%
Compensation Improvement	85%	--	73%	74%	79%	79%	68%	75%	52%	75%
Better Work/ Life Balance	35%	29%	--	33%	23%	16%	32%	28%	22%	25%
Career Growth Opportunities	30%	33%	37%	--	36%	39%	41%	30%	9%	50%
Acknowledgement of Position/Work	19%	23%	17%	24%	--	31%	29%	32%	13%	25%
Improve Internal Hiring/ Job Classification	29%	30%	16%	34%	40%	--	39%	38%	4%	25%
Emphasize Accountability Practices	23%	25%	30%	34%	36%	38%	--	35%	17%	25%
More Staff Support	27%	28%	27%	26%	40%	38%	36%	--	9%	75%
No Changes Could Influence	7%	8%	8%	3%	6%	2%	7%	3%	--	0%
Other	0%	2%	2%	3%	2%	2%	2%	5%	0%	--

Figure 562: Survey Question Three with Survey Question Three (Public Works)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Three, **105** people selected "More Focus on Benefits." Of those 105 people who chose "More Focus on Benefits," **85%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Three, **159** people selected "Compensation Improvement." Of those 159 people who chose "Compensation Improvement," **29%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Three, **70** people selected "Career Growth Opportunities." Of those 70 people who chose "Career Growth Opportunities," **24%** also selected "Acknowledgement of Position/Work" in Question Three.

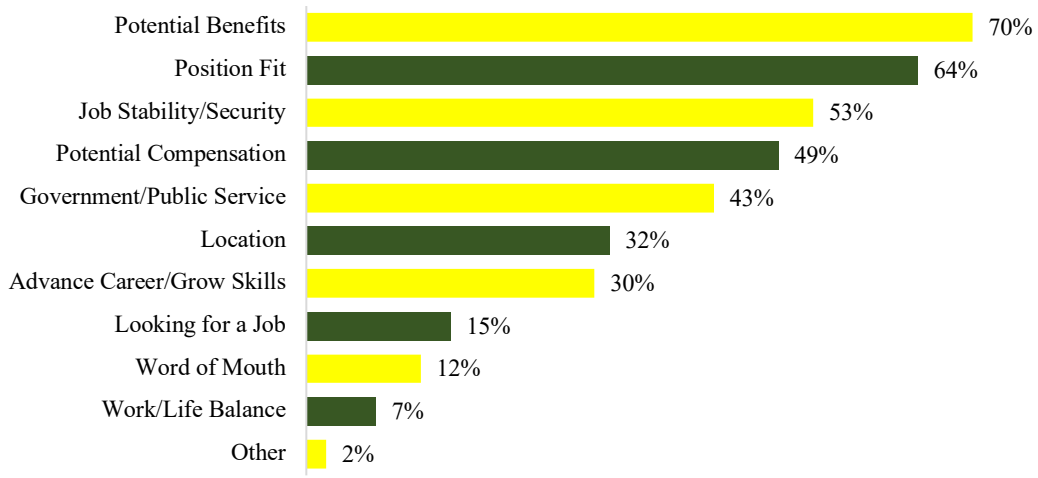

Figure 563: "What made you want to work for Lane County Government?" (Sheriff's Office)

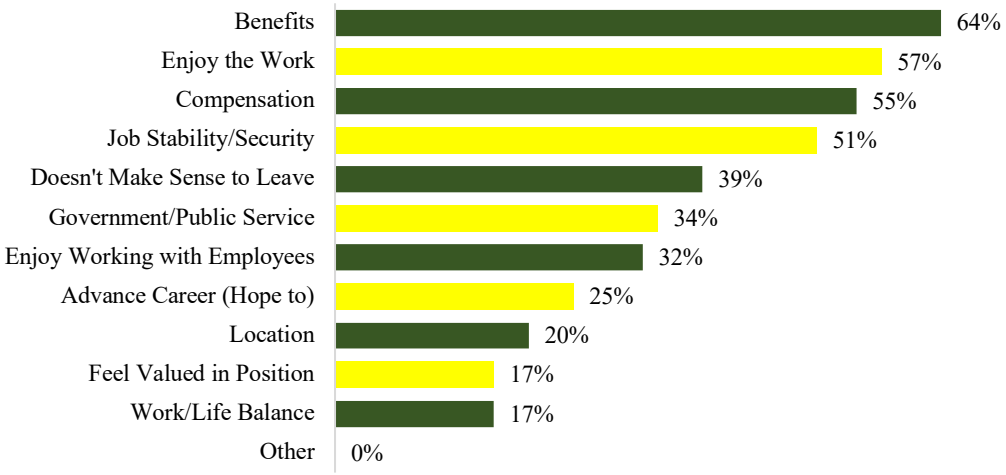

Figure 564: "For what reason(s) have you continued with Lane County Government?" (Sheriff's Office)

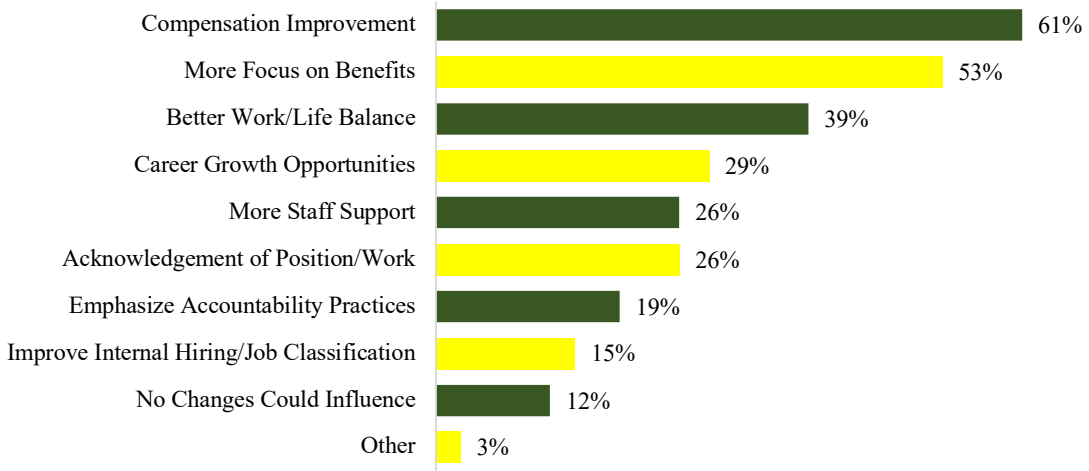

Figure 565: "What might Lane County Government do or offer to further retain your services?" (Sheriff's Office)

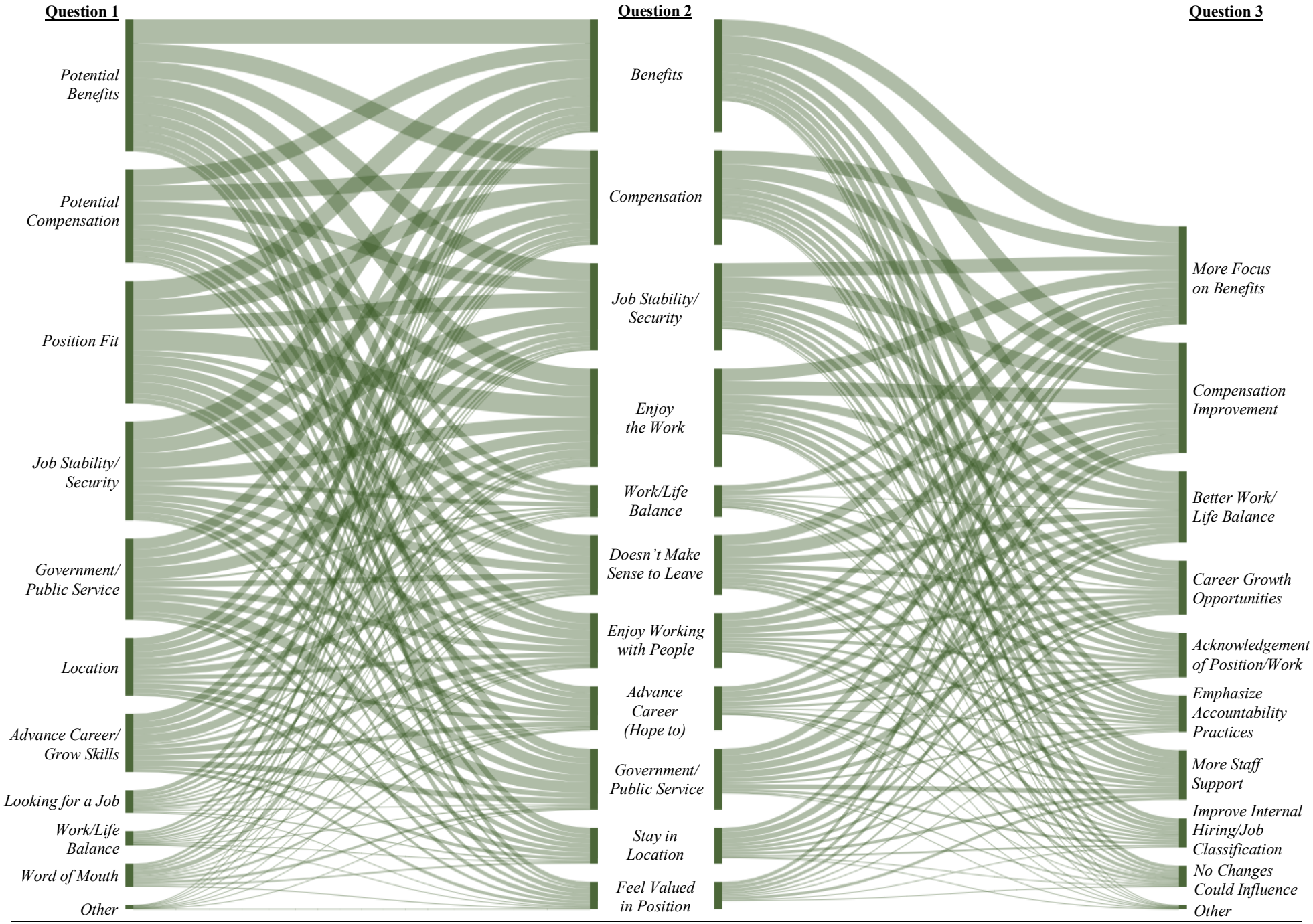

Figure 566: Answer Patterns between Survey Questions (Sheriff's Office)

Survey Question One

Survey Question One / *Survey Options*	Potential Benefits (N = 134)	Potential Compensation (N = 95)	Position Fit (N = 123)	Looking for a Job (N = 29)	Job Stability/ Security (N = 102)	Location (N = 61)	Government/ Public Service (N = 82)	Word of Mouth (N = 23)	Work/ Life Balance (N = 14)	Advance Career/ Grow Skills (N = 58)	Other (N = 4)
Potential Benefits	--	82%	70%	62%	83%	57%	67%	57%	93%	72%	50%
Potential Compensation	58%	--	47%	52%	57%	46%	40%	26%	29%	50%	50%
Position Fit	64%	61%	--	38%	61%	66%	70%	70%	86%	69%	100%
Looking for a Job	13%	16%	9%	--	10%	15%	6%	9%	0%	3%	0%
Job Stability/ Security	63%	61%	50%	34%	--	44%	46%	39%	57%	47%	50%
Location	26%	29%	33%	31%	26%	--	29%	43%	21%	26%	25%
Government/ Public Service	41%	35%	46%	17%	37%	39%	--	52%	43%	50%	0%
Word of Mouth	10%	6%	13%	7%	9%	16%	15%	--	14%	14%	0%
Work/ Life Balance	10%	4%	10%	0%	8%	5%	7%	9%	--	7%	0%
Advance Career/ Grow Skills	31%	31%	33%	7%	26%	25%	35%	35%	29%	--	50%
Other	1%	2%	3%	0%	2%	2%	0%	0%	0%	3%	--

Figure 567: Survey Question One with Survey Question One (Sheriff's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **134** people selected "Potential Benefits." Of those 134 people who chose "Potential Benefits," **58%** also selected "Potential Compensation" in Question One.

Example 2:

- For Question One, **95** people selected "Potential Compensation." Of those 95 people who chose "Potential Compensation," **61%** also selected "Position Fit" in Question One.

Example 3:

- For Question One, **29** people selected "Looking for a Job." Of those 29 people who chose "Looking for a Job," **34%** also selected "Job Stability/Security" in Question One.

Survey Question One

Survey Question Two / *Survey Options*	Potential Benefits (N = 134)	Potential Compensation (N = 95)	Position Fit (N = 123)	Looking for a Job (N = 29)	Job Stability/ Security (N = 102)	Location (N = 61)	Government/ Public Service (N = 82)	Word of Mouth (N = 23)	Work/ Life Balance (N = 14)	Advance Career/ Grow Skills (N = 58)	Other (N = 4)
Benefits	79%	74%	67%	66%	75%	52%	59%	48%	79%	62%	50%
Compensation	58%	72%	58%	48%	60%	49%	48%	57%	71%	50%	75%
Enjoy the Work	57%	51%	72%	34%	55%	52%	65%	83%	71%	62%	100%
Job Stability/ Security	54%	59%	51%	45%	66%	43%	48%	35%	64%	47%	25%
Location	21%	19%	19%	21%	21%	34%	23%	30%	7%	24%	0%
Government/ Public Service	30%	26%	41%	17%	30%	36%	60%	48%	36%	45%	50%
Work/ Life Balance	22%	22%	19%	21%	19%	23%	11%	17%	29%	14%	0%
Advance Career (Hope to)	22%	25%	29%	10%	20%	26%	37%	43%	21%	36%	25%
Enjoy Working with Employees	34%	31%	34%	34%	28%	30%	35%	30%	14%	47%	75%
Feel Valued in Position	15%	11%	17%	10%	14%	20%	21%	22%	21%	22%	25%
Doesn't Make Sense to Leave	39%	42%	31%	66%	37%	49%	30%	26%	36%	31%	25%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Figure 568: Survey Question One with Survey Question Two (Sheriff's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **134** people selected "Potential Benefits." Of those 134 people who chose "Potential Benefits," **58%** also selected "Compensation" in Question Two.

Example 2:

- For Question One, **95** people selected "Potential Compensation." Of those 95 people who chose "Potential Compensation," **51%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question One, **29** people selected "Looking for a Job." Of those 29 people who chose "Looking for a Job," **21%** also selected "Location" in Question Two.

Survey Question One

Survey Question Three: *Survey Options*	Potential Benefits (N = 134)	Potential Compensation (N = 95)	Position Fit (N = 123)	Looking for a Job (N = 29)	Job Stability/ Security (N = 102)	Location (N = 61)	Government/ Public Service (N = 82)	Word of Mouth (N = 23)	Work/ Life Balance (N = 14)	Advance Career/ Grow Skills (N = 58)	Other (N = 4)
More Focus on Benefits	58%	60%	53%	41%	64%	49%	54%	30%	64%	40%	75%
Compensation Improvement	64%	62%	59%	66%	66%	59%	62%	57%	64%	47%	50%
Better Work/ Life Balance	40%	46%	37%	52%	37%	36%	41%	43%	29%	50%	25%
Career Growth Opportunities	25%	26%	31%	31%	25%	26%	40%	35%	21%	47%	50%
Acknowledgement of Position/Work	28%	25%	26%	28%	24%	20%	30%	26%	29%	28%	0%
Improve Internal Hiring/ Job Classification	12%	14%	16%	28%	18%	11%	17%	9%	0%	21%	0%
Emphasize Accountability Practices	22%	23%	20%	17%	18%	16%	21%	30%	29%	16%	0%
More Staff Support	28%	23%	25%	31%	25%	26%	29%	22%	7%	24%	50%
No Changes Could Influence	13%	13%	14%	17%	12%	13%	5%	17%	21%	12%	0%
Other	2%	1%	3%	0%	2%	3%	2%	4%	7%	2%	0%

Figure 569: Survey Question One with Survey Question Three (Sheriff's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **134** people selected "Potential Benefits." Of those 134 people who chose "Potential Benefits," **64%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question One, **95** people selected "Potential Compensation." Of those 95 people who chose "Potential Compensation," **46%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question One, **29** people selected "Looking for a Job." Of those 29 people who chose "Looking for a Job," **28%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Two

Survey Question Two / *Survey Options*	Benefits (N = 122)	Compensation (N = 105)	Enjoy the Work (N = 110)	Job Stability/ Security (N = 97)	Location (N = 39)	Government/ Public Service (N = 65)	Work/ Life Balance (N = 32)	Advance Career (Hope to) (N = 48)	Enjoy Working with Employees (N = 62)	Feel Valued in Position (N = 32)	Doesn't Make Sense to Leave (N = 74)	Other (N = 0)
Benefits	--	73%	66%	68%	59%	60%	78%	52%	61%	50%	57%	0%
Compensation	63%	--	56%	57%	38%	43%	47%	44%	52%	41%	59%	0%
Enjoy the Work	60%	59%	--	58%	44%	69%	56%	65%	61%	72%	32%	0%
Job Stability/ Security	54%	52%	51%	--	49%	38%	53%	44%	48%	34%	54%	0%
Location	19%	14%	15%	20%	--	28%	16%	19%	13%	3%	24%	0%
Government/ Public Service	32%	27%	41%	26%	46%	--	16%	48%	34%	41%	16%	0%
Work/ Life Balance	20%	14%	16%	18%	13%	8%	--	17%	15%	9%	15%	0%
Advance Career (Hope to)	20%	20%	28%	22%	23%	35%	25%	--	19%	31%	14%	0%
Enjoy Working with Employees	31%	30%	35%	31%	21%	32%	28%	25%	--	53%	28%	0%
Feel Valued in Position	13%	12%	21%	11%	3%	20%	9%	21%	27%	--	11%	0%
Doesn't Make Sense to Leave	34%	42%	22%	41%	46%	18%	34%	21%	34%	25%	--	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 570: Survey Question Two with Survey Question Two (Sheriff's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **122** people selected "Benefits." Of those 122 people who chose "Benefits," **63%** also selected "Compensation" in Question Two.

Example 2:

- For Question Two, **105** people selected "Compensation." Of those 105 people who chose "Compensation," **59%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question Two, **97** people selected "Job Stability/Security." Of those 97 people who chose "Job Stability/Security," **20%** also selected "Location" in Question Two.

Survey Question Two

Survey Question Three / *Survey Options*	Benefits (N = 122)	Compensation (N = 105)	Enjoy the Work (N = 110)	Job Stability/ Security (N = 97)	Location (N = 39)	Government/ Public Service (N = 65)	Work/ Life Balance (N = 32)	Advance Career (Hope to) (N = 48)	Enjoy Working with Employees (N = 62)	Feel Valued in Position (N = 32)	Doesn't Make Sense to Leave (N = 74)	Other (N = 0)
More Focus on Benefits	57%	58%	50%	61%	49%	46%	75%	46%	50%	47%	62%	0%
Compensation Improvement	63%	60%	55%	69%	72%	62%	66%	56%	50%	47%	73%	0%
Better Work/ Life Balance	40%	41%	33%	39%	56%	46%	13%	40%	45%	44%	41%	0%
Career Growth Opportunities	29%	26%	27%	29%	36%	45%	22%	42%	27%	28%	27%	0%
Acknowledgement of Position/Work	23%	28%	19%	23%	33%	28%	50%	19%	23%	19%	26%	0%
Improve Internal Hiring/ Job Classification	16%	13%	14%	22%	21%	17%	9%	21%	18%	13%	16%	0%
Emphasize Accountability Practices	22%	22%	19%	19%	31%	14%	41%	8%	18%	16%	23%	0%
More Staff Support	27%	23%	28%	26%	33%	32%	28%	21%	31%	38%	28%	0%
No Changes Could Influence	13%	13%	15%	9%	5%	9%	6%	4%	15%	9%	18%	0%
Other	2%	3%	1%	2%	3%	3%	0%	4%	2%	0%	4%	0%

Figure 571: Survey Question Two with Survey Question Three (Sheriff's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **122** people selected "Benefits." Of those 122 people who chose "Benefits," **63%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Two, **105** people selected "Compensation." Of those 105 people who chose "Compensation," **41%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Two, **97** people selected "Job Stability/Security." Of those 97 people who chose "Job Stability/Security," **23%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Three

Survey Question Three / *Survey Options*	More Focus on Benefits (N = 102)	Compensation Improvement (N = 118)	Better Work/Life Balance (N = 75)	Career Growth Opportunities (N = 55)	Acknowledgement of Position/Work (N = 49)	Improve Internal Hiring/ Job Classification (N = 28)	Emphasize Accountability Practices (N = 37)	More Staff Support (N = 49)	No Changes Could Influence (N = 23)	Other (N = 5)
More Focus on Benefits	--	66%	61%	42%	57%	50%	65%	61%	13%	80%
Compensation Improvement	76%	--	60%	64%	59%	71%	62%	65%	26%	80%
Better Work/ Life Balance	45%	38%	--	44%	43%	54%	35%	37%	22%	40%
Career Growth Opportunities	23%	30%	32%	--	31%	54%	24%	27%	4%	20%
Acknowledgement of Position/Work	27%	25%	28%	27%	--	25%	51%	33%	9%	40%
Improve Internal Hiring/ Job Classification	14%	17%	20%	27%	14%	--	16%	20%	4%	20%
Emphasize Accountability Practices	24%	19%	17%	16%	39%	21%	--	18%	4%	20%
More Staff Support	29%	27%	24%	24%	33%	36%	24%	--	13%	20%
No Changes Could Influence	3%	5%	7%	2%	4%	4%	3%	6%	--	0%
Other	4%	3%	3%	2%	4%	4%	3%	2%	0%	--

Figure 572: Survey Question Three with Survey Question Three (Sheriff's Office)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Three, **102** people selected "More Focus on Benefits." Of those 102 people who chose "More Focus on Benefits," **76%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Three, **118** people selected "Compensation Improvement." Of those 118 people who chose "Compensation Improvement," **38%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Three, **55** people selected "Career Growth Opportunities." Of those 55 people who chose "Career Growth Opportunities," **27%** also selected "Acknowledgement of Position/Work" in Question Three.

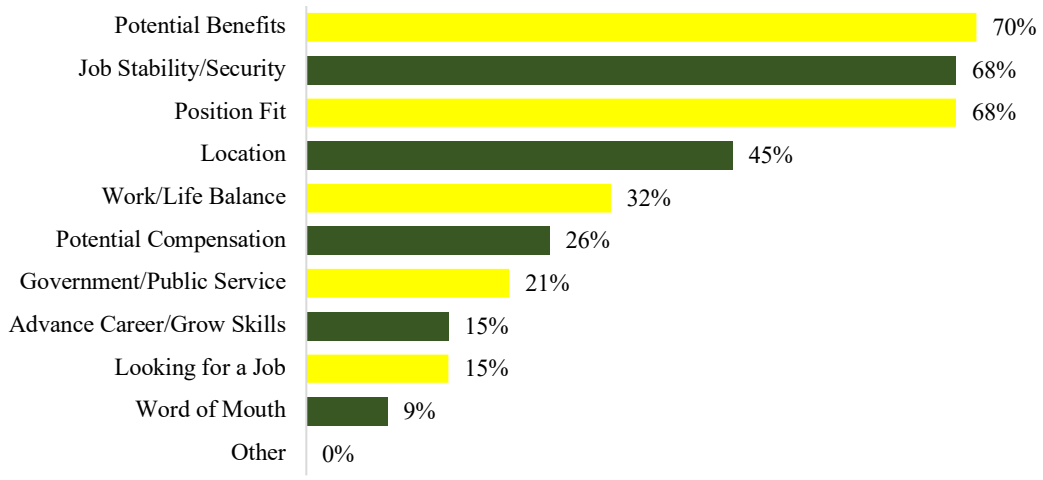

Figure 573: "What made you want to work for Lane County Government?" (Technology Services)

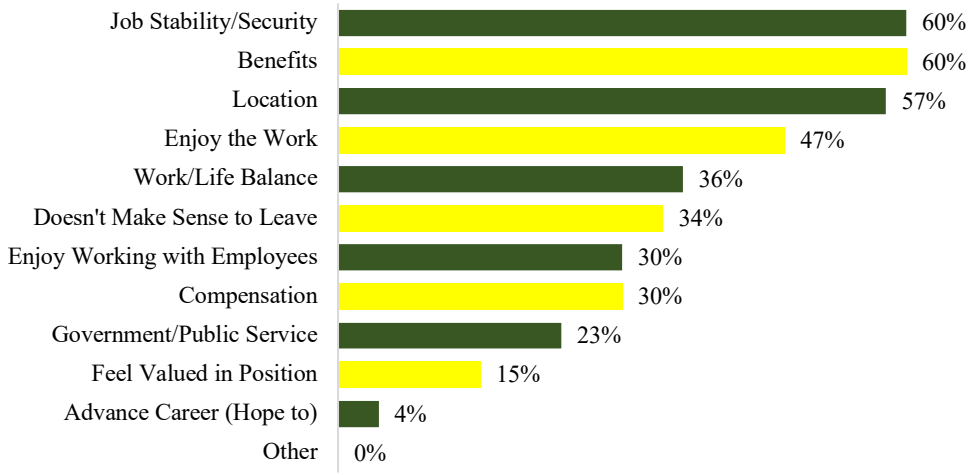

Figure 574: "For what reason(s) have you continued with Lane County Government?" (Technology Services)

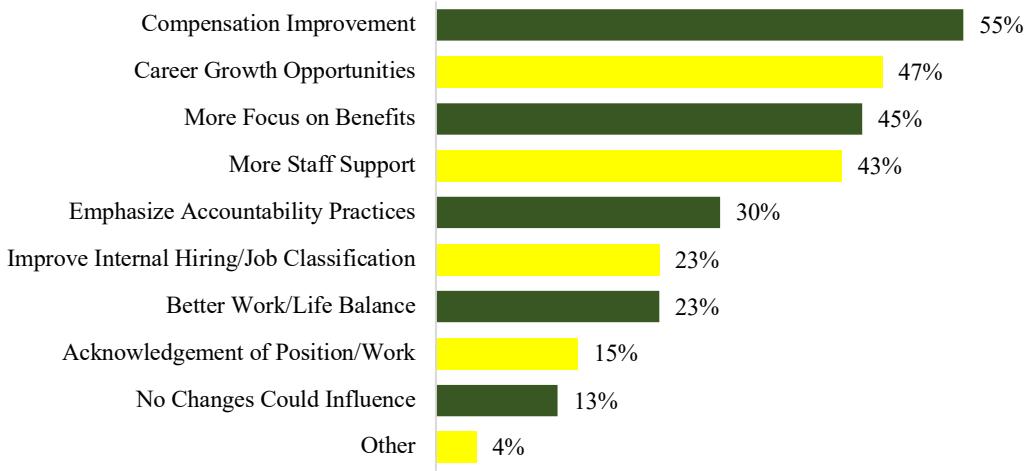

Figure 575: "What might Lane County Government do or offer to further retain your services?" (Technology Services)

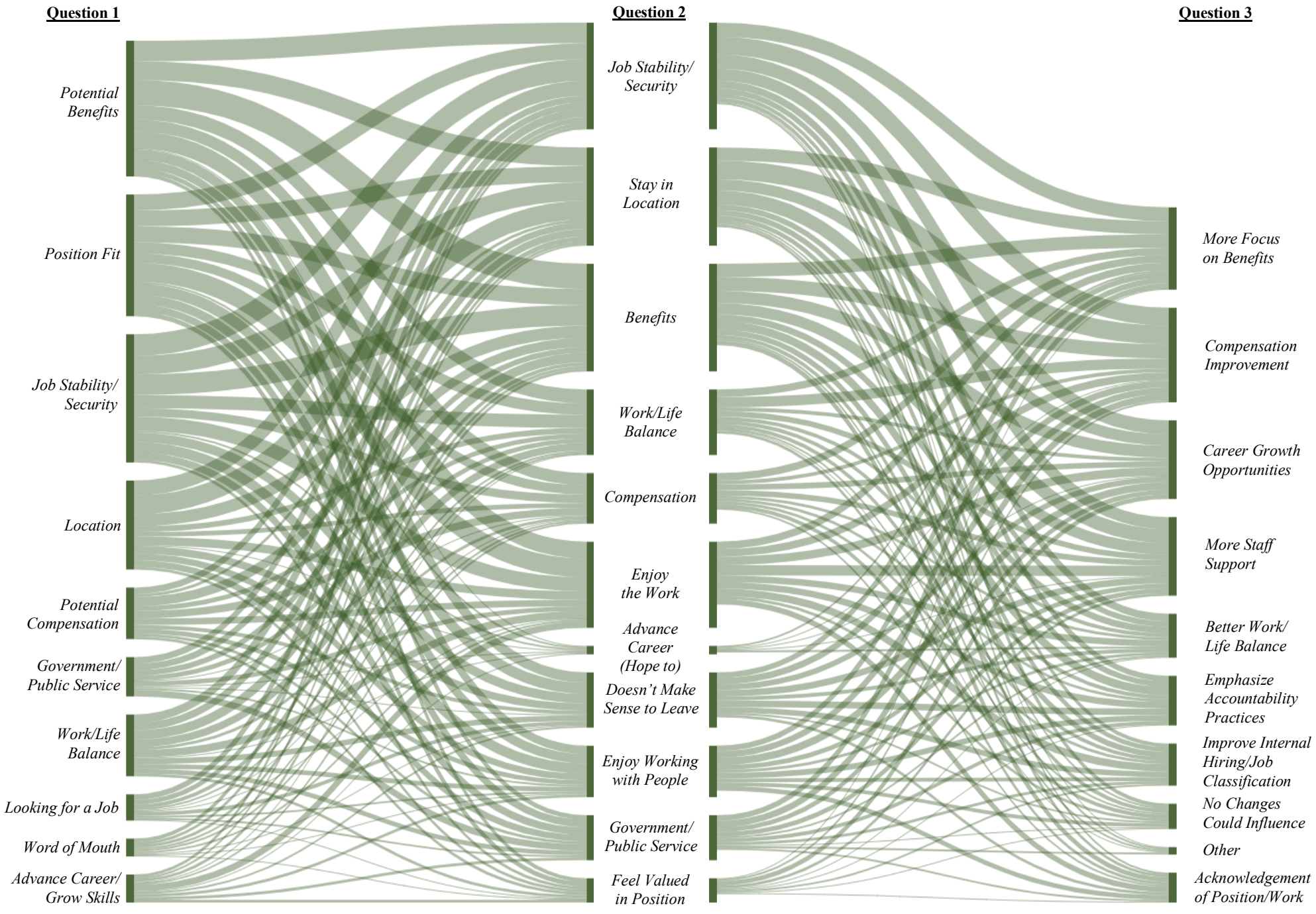

Figure 576: Answer Patterns between Survey Questions (Technology Services)

Survey Question One

Survey Question One / *Survey Options*	Potential Benefits (N = 33)	Potential Compensation (N = 12)	Position Fit (N = 32)	Looking for a Job (N = 7)	Job Stability/ Security (N = 32)	Location (N = 21)	Government/ Public Service (N = 10)	Word of Mouth (N = 4)	Work/ Life Balance (N = 15)	Advance Career/ Grow Skills (N = 7)	Other (N = 0)
Potential Benefits	--	92%	69%	57%	81%	71%	60%	100%	73%	57%	0%
Potential Compensation	33%	--	25%	0%	31%	10%	10%	50%	20%	14%	0%
Position Fit	67%	67%	--	43%	69%	62%	70%	25%	80%	100%	0%
Looking for a Job	12%	0%	9%	--	16%	24%	20%	25%	7%	14%	0%
Job Stability/ Security	79%	83%	69%	71%	--	71%	90%	75%	60%	43%	0%
Location	45%	17%	41%	71%	47%	--	50%	25%	40%	43%	0%
Government/ Public Service	18%	8%	22%	29%	28%	24%	--	0%	27%	14%	0%
Word of Mouth	12%	17%	3%	14%	9%	5%	0%	--	7%	0%	0%
Work/ Life Balance	33%	25%	38%	14%	28%	29%	40%	25%	--	57%	0%
Advance Career/ Grow Skills	12%	8%	22%	14%	9%	14%	10%	0%	27%	--	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 577: Survey Question One with Survey Question One (Technology Services)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **33** people selected "Potential Benefits." Of those 33 people who chose "Potential Benefits," **33%** also selected "Potential Compensation" in Question One.

Example 2:

- For Question One, **12** people selected "Potential Compensation." Of those 12 people who chose "Potential Compensation," **67%** also selected "Position Fit" in Question One.

Example 3:

- For Question One, **7** people selected "Looking for a Job." Of those 7 people who chose "Looking for a Job," **71%** also selected "Job Stability/Security" in Question One.

Survey Question One

Survey Question Two	Potential Benefits (N = 33)	Potential Compensation (N = 12)	Position Fit (N = 32)	Looking for a Job (N = 7)	Job Stability/ Security (N = 32)	Location (N = 21)	Government/ Public Service (N = 10)	Word of Mouth (N = 4)	Work/ Life Balance (N = 15)	Advance Career/ Grow Skills (N = 7)	Other (N = 0)
Benefits	82%	83%	53%	57%	69%	62%	60%	75%	67%	43%	0%
Compensation	39%	67%	31%	14%	28%	24%	10%	50%	20%	29%	0%
Enjoy the Work	55%	58%	63%	14%	47%	43%	50%	50%	53%	100%	0%
Job Stability/ Security	67%	58%	53%	86%	72%	76%	70%	100%	60%	43%	0%
Location	61%	25%	53%	71%	63%	95%	70%	75%	53%	29%	0%
Government/ Public Service	15%	25%	25%	29%	25%	33%	70%	0%	33%	43%	0%
Work/ Life Balance	45%	42%	38%	29%	44%	29%	50%	50%	53%	14%	0%
Advance Career (Hope to)	3%	0%	6%	0%	6%	5%	10%	0%	7%	14%	0%
Enjoy Working with Employees	27%	42%	31%	29%	34%	33%	20%	25%	33%	43%	0%
Feel Valued in Position	12%	25%	16%	14%	9%	14%	0%	25%	20%	43%	0%
Doesn't Make Sense to Leave	33%	33%	38%	57%	31%	38%	10%	25%	40%	29%	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Figure 578: Survey Question One with Survey Question Two (Technology Services)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **33** people selected "Potential Benefits." Of those 33 people who chose "Potential Benefits," **39%** also selected "Compensation" in Question Two.

Example 2:

- For Question One, **12** people selected "Potential Compensation." Of those 12 people who chose "Potential Compensation," **58%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question One, **7** people selected "Looking for a Job." Of those 7 people who chose "Looking for a Job," **71%** also selected "Location" in Question Two.

Survey Question One

Survey Question Three / *Survey Options*	Potential Benefits (N = 33)	Potential Compensation (N = 12)	Position Fit (N = 32)	Looking for a Job (N = 7)	Job Stability/ Security (N = 32)	Location (N = 21)	Government/ Public Service (N = 10)	Word of Mouth (N = 4)	Work/ Life Balance (N = 15)	Advance Career/ Grow Skills (N = 7)	Other (N = 0)
More Focus on Benefits	48%	58%	47%	29%	53%	38%	60%	50%	33%	29%	0%
Compensation Improvement	55%	33%	56%	57%	66%	71%	80%	25%	47%	14%	0%
Better Work/ Life Balance	27%	25%	28%	43%	28%	24%	20%	25%	20%	43%	0%
Career Growth Opportunities	42%	50%	38%	71%	50%	43%	50%	50%	20%	29%	0%
Acknowledgement of Position/Work	18%	25%	19%	0%	16%	10%	10%	25%	27%	29%	0%
Improve Internal Hiring/ Job Classification	21%	17%	31%	43%	16%	19%	20%	0%	33%	29%	0%
Emphasize Accountability Practices	33%	33%	28%	29%	28%	19%	30%	25%	40%	29%	0%
More Staff Support	45%	42%	50%	14%	44%	52%	60%	25%	40%	29%	0%
No Changes Could Influence	12%	25%	9%	14%	9%	10%	0%	50%	20%	14%	0%
Other	3%	0%	3%	0%	3%	10%	20%	0%	7%	0%	0%

Figure 579: Survey Question One with Survey Question Three (Technology Services)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question One, **33** people selected "Potential Benefits." Of those 33 people who chose "Potential Benefits," **55%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question One, **12** people selected "Potential Compensation." Of those 12 people who chose "Potential Compensation," **25%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question One, **7** people selected "Looking for a Job." Of those 7 people who chose "Looking for a Job," **0%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Two

Survey Question Two / *Survey Options*	Benefits (N = 28)	Compensation (N = 14)	Enjoy the Work (N = 22)	Job Stability/ Security (N = 28)	Location (N = 27)	Government/ Public Service (N = 11)	Work/ Life Balance (N = 17)	Advance Career (Hope to) (N = 2)	Enjoy Working with Employees (N = 14)	Feel Valued in Position (N = 7)	Doesn't Make Sense to Leave (N = 16)	Other (N = 0)
Benefits	--	79%	55%	64%	59%	45%	76%	50%	50%	29%	56%	0%
Compensation	39%	--	41%	36%	19%	9%	12%	0%	29%	43%	31%	0%
Enjoy the Work	43%	64%	--	43%	44%	55%	35%	100%	57%	71%	44%	0%
Job Stability/ Security	64%	71%	55%	--	70%	64%	65%	100%	64%	43%	44%	0%
Location	57%	36%	55%	68%	--	64%	53%	50%	57%	43%	63%	0%
Government/ Public Service	18%	7%	27%	25%	26%	--	24%	50%	21%	14%	13%	0%
Work/ Life Balance	46%	14%	27%	39%	33%	36%	--	50%	21%	0%	25%	0%
Advance Career (Hope to)	4%	0%	9%	7%	4%	9%	6%	--	0%	0%	0%	0%
Enjoy Working with Employees	25%	29%	36%	32%	30%	27%	18%	0%	--	43%	19%	0%
Feel Valued in Position	7%	21%	23%	11%	11%	9%	0%	0%	21%	--	13%	0%
Doesn't Make Sense to Leave	32%	36%	32%	25%	37%	18%	24%	0%	21%	29%	--	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	--

Figure 580: Survey Question Two with Survey Question Two (Technology Services)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **28** people selected "Benefits." Of those 28 people who chose "Benefits," **39%** also selected "Compensation" in Question Two.

Example 2:

- For Question Two, **14** people selected "Compensation." Of those 14 people who chose "Compensation," **64%** also selected "Enjoy the Work" in Question Two.

Example 3:

- For Question Two, **28** people selected "Job Stability/Security." Of those 28 people who chose "Job Stability/Security," **68%** also selected "Location" in Question Two.

Survey Question Two

Survey Question Three / *Survey Options*	Benefits (N = 28)	Compensation (N = 14)	Enjoy the Work (N = 22)	Job Stability/ Security (N = 28)	Location (N = 27)	Government/ Public Service (N = 11)	Work/ Life Balance (N = 17)	Advance Career (Hope to) (N = 2)	Enjoy Working with Employees (N = 14)	Feel Valued in Position (N = 7)	Doesn't Make Sense to Leave (N = 16)	Other (N = 0)
More Focus on Benefits	50%	57%	36%	54%	52%	55%	47%	100%	43%	14%	38%	0%
Compensation Improvement	54%	29%	36%	68%	74%	64%	65%	50%	50%	29%	44%	0%
Better Work/ Life Balance	25%	21%	32%	29%	22%	18%	24%	100%	21%	14%	25%	0%
Career Growth Opportunities	46%	43%	41%	54%	44%	45%	24%	50%	57%	71%	38%	0%
Acknowledgement of Position/Work	18%	14%	27%	7%	11%	18%	18%	0%	36%	14%	19%	0%
Improve Internal Hiring/ Job Classification	21%	21%	36%	14%	19%	27%	24%	0%	29%	29%	38%	0%
Emphasize Accountability Practices	32%	21%	32%	21%	22%	36%	24%	0%	43%	14%	44%	0%
More Staff Support	43%	43%	50%	46%	56%	45%	35%	50%	36%	43%	44%	0%
No Changes Could Influence	14%	29%	14%	14%	7%	9%	12%	0%	29%	14%	13%	0%
Other	7%	0%	0%	4%	7%	18%	6%	0%	0%	0%	0%	0%

Figure 581: Survey Question Two with Survey Question Three (Technology Services)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Two, **28** people selected "Benefits." Of those 28 people who chose "Benefits," **54%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Two, **14** people selected "Compensation." Of those 14 people who chose "Compensation," **21%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Two, **28** people selected "Job Stability/Security." Of those 28 people who chose "Job Stability/Security," **7%** also selected "Acknowledgement of Position/Work" in Question Three.

Survey Question Three

Survey Question Three / *Survey Options*	More Focus on Benefits (N = 21)	Compensation Improvement (N = 26)	Better Work/Life Balance (N = 11)	Career Growth Opportunities (N = 22)	Acknowledgement of Position/Work (N = 7)	Improve Internal Hiring/ Job Classification (N = 11)	Emphasize Accountability Practices (N = 14)	More Staff Support (N = 20)	No Changes Could Influence (N = 6)	Other (N = 2)
More Focus on Benefits	--	58%	55%	41%	29%	18%	36%	55%	17%	100%
Compensation Improvement	71%	--	55%	68%	14%	27%	43%	65%	17%	100%
Better Work/ Life Balance	29%	23%	--	23%	14%	18%	21%	15%	0%	0%
Career Growth Opportunities	43%	58%	45%	--	29%	45%	64%	50%	33%	50%
Acknowledgement of Position/Work	10%	4%	9%	9%	--	36%	36%	5%	33%	0%
Improve Internal Hiring/ Job Classification	10%	12%	18%	23%	57%	--	43%	15%	17%	0%
Emphasize Accountability Practices	24%	23%	27%	41%	71%	55%	--	20%	33%	50%
More Staff Support	52%	50%	27%	45%	14%	27%	29%	--	17%	100%
No Changes Could Influence	5%	4%	0%	9%	29%	9%	14%	5%	--	0%
Other	10%	8%	0%	5%	0%	0%	7%	10%	0%	--

Survey Question Three

Figure 582: Survey Question Three with Survey Question Three (Technology Services)

How to Read Chart

This chart is read by the column, **then** by the row. First, find a survey option at the very top of a column. "N" is the total number of people who selected that survey option for that question. Second, stay in that column and move down to find a survey option at the far left of a row. The percentage in the intersecting cell shows how many of the total number who selected the column survey option also chose that row survey option for its question.

Example 1:

- For Question Three, **21** people selected "More Focus on Benefits." Of those 21 people who chose "More Focus on Benefits," **71%** also selected "Compensation Improvement" in Question Three.

Example 2:

- For Question Three, **26** people selected "Compensation Improvement." Of those 26 people who chose "Compensation Improvement," **23%** also selected "Better Work/Life Balance" in Question Three.

Example 3:

- For Question Three, **22** people selected "Career Growth Opportunities." Of those 22 people who chose "Career Growth Opportunities," **9%** also selected "Acknowledgement of Position/Work" in Question Three.

4. CLOSING

Understanding that labor relations and collective agreements with the County can and likely will affect the ability to apply all or some of what is to be recommended, on the matter of recruitment and retention in Lane County, Oregon Government, there is still a miscellany of recommendations to be propounded for decision makers' cogitation.

4.1 Proposal A: Recruitment via Policy

The first recommendation stems from the development process of the Countywide survey explained in Section 3.1. When canvassing those 293 staff members, in formal interviews and focus groups, an observation was gained from numerous commentaries given by participants that, but for institutionalized policies now regularized across every department and office, premeditated exits could be made known to the County well in advance of the leavings. Additional meetings and research led to Chapter 3, Section 34, Issue 7, Subpart IV-C and Subpart IV-F of Lane County's Administrative Procedures Manual.

Subpart IV-C states:

> After an employee has worked six (6) months for Lane County- **upon termination of employment their TM balance** (minus any TM employee is eligible to sell) **will be paid, at the rate of half of their base pay or applicable premium pay**. (Lane County, Oregon Government Administrative Procedures Manual, 2016, p. 3)

Subpart IV-F later states:

> Employees will, whenever possible, request time off in advance. Use of TM must be scheduled between the employee and the County. The County will establish methods for reporting absences, which may include reporting protected medical leave absences to a third party administrator in addition to County staff. Department Directors may establish additional absence reporting requirements. With the exception of previously scheduled leave, bona fide sickness or emergency situations, **supervisors are generally not to grant TM to employees who have given notice of their termination from County employment**. This does not apply to employees who are being laid off by the County. If TM is granted, discretion and sound judgment should be used in determining the number of hours allowed. **Department Directors are responsible for ensuring that any TM taken subsequent to notice of termination is not for the purpose of using up TM balances to avoid the 1 for 2 payout at termination**. (Lane County, Oregon Government Administrative Procedures Manual, 2016, pp. 3-4)

Though cognizant of the operational and financial rationalizations behind the polices in question, it is still believed that there have been and continue to be two unintended consequences.

Approved policies which interdict the usage of rightfully earned vacation leave, and ultimately lessen the value of it, are more apt to have the opposite effect of what said policies were devised for, whereat personnel intentionally and commonsensically withhold information of their plans to resign, until considerably closer to the planned resignation date (e.g., standard two-week notice), so they can deplete their reserves of paid time off—commonly referred to as Time Management (TM)—by taking time off from work, which they would likely not have been able to take otherwise, or selling at a 1:1 monetary value, which they would likely not have been able to sell at otherwise.

Here, the crux of each policy is circumvented, nullified through that circumvention, and rendered counterproductive by that nullification in that TM use is not abated but intensified, which might place added strains not only on the budget but those coworkers and managers who remain. Yet more pivotal than TM usage, from the standpoint of recruitment, is staff's procrastination in announcing their departures from Lane County, Oregon Government. That is, the County's disallowance of TM within the organization, upon notification of predetermined employment termination, is an encumbrance to proper workforce planning and its characteristic elements (e.g., demand and action planning, internal and external supply analyses, need-gap assessment).

- Proposal A: To further recruitment in the most effective, efficient, and economical of ways, Lane County must remove policies which deter employees from making the government aware of their intents to leave. Therefore, in lieu of Chapter 3, Section 34, Issue 7, Subpart IV-C and Subpart IV-F of Lane County's Administrative Procedures Manual, a revisal is proposed wherein employees are encouraged to (a) furnish advance notice of future departure as early as possible and (b) use less TM prior to departure, by means of incentivization.

Contingent on budget adjustments and stipulated bargaining accords, such a policy, after revision, could come in the form of the following, if not some other variant.

Lane County, Oregon Government personnel who officially disclose their final day as an employee of the County, within one of the below timeframes (e.g., business days, weeks, months), will receive their remaining TM balance, excepting for TM saleable at full value, at the corresponding percentage of their base rate hourly pay.

Option One

- 100% = (Insert Timeframe) or More from Final Day
- 50% = (Insert Timeframe) or Less from Final Day

Option Two

- 100% = (Insert Timeframe) or More from Final Day
- 75% = (Insert Timeframe) from Final Day
- 50% = (Insert Timeframe) or Less from Final Day

Option Three

- 100% = (Insert Timeframe) or More from Final Day
- 90% = (Insert Timeframe) from Final Day
- 80% = (Insert Timeframe) from Final Day
- 70% = (Insert Timeframe) from Final Day
- 60% = (Insert Timeframe) from Final Day
- 50% = (Insert Timeframe) or Less from Final Day

Etc.

*Each participating staff member would need to documentarily agree to not leave prior to, or stay after, the disclosed final day. Likewise, the County would need to documentarily agree to not terminate the staff member's employment, unless for a recognized workplace violation, to avoid the higher payout (especially important for those who are non-represented staff). Provisos would also need to be set in place for those persons who (a) still wish to use a limited amount of TM for vacation (how many hours and when they could be used should be

commensurate with the timeframe), (b) happen to return to Lane County as rehires, or (c) are forced to leave prematurely due to a bona fide sickness or emergency situation. Lastly, determination of timeframe and percentages is likely to demand the most forethought since it is known that the more advance notice the individual provides, the more valuable it is to the institution; notwithstanding, what is unknown is how valuable that notice is and how much notice, in advance, can realistically be expected (e.g., those planning to retire—the potential minority of participants—can often notify far ahead of those staying active in the workforce and pursuing a career with another employer—the potential majority of participants).

A second example could be to initiate an ongoing process that is a derivative of the Voluntary Separation Incentive Program (VSIP) which took place in October 2015. In that VSIP, personnel were paid 250 hours at their current hourly rate and an additional $500 per year (up to 30 years) of completed service with Lane County, Oregon Government, upon termination. Similarly, a fixed number of hours and per year pay, based proportionally on when the government is officially notified by employees of their intents to leave the organization, could be adopted.

Alternatively, alterations to the already in effect Sell Back policy—detailed in Chapter 3, Section 34, Issue 7, Subpart IV-G of Lane County's Administrative Procedures Manual—could be made, as a third example.

Subpart IV-G states:

> After six (6) months of continuous employment, employees may sell back TM to the County subject to the following restrictions:
>
> 1. Funding must be available to pay for the request.
> 2. The maximum number of TM hours that can be sold for cash compensation in a calendar year is eighty (80) hours.
> 3. During the last three (3) years prior to PERS eligible retirement, employees may sell up to 200 hours per year of their TM at their base pay plus any premium pay. No employee will be entitled to this benefit for more than three (3) years. (Lane County, Oregon Government Administrative Procedures Manual, 2016, p. 4)

Of Subpart IV-G above, the majority of modifications would need to be made in the third point of the descript policy, where a fourth term is added for those who have expended the customary three years, on condition that Lane County is officially notified by the employee of their impending departure within a certain timeframe of the self-disclosed final day—that particular term being earmarked for a 1:1 monetary value payment of up to 200 TM hours upon termination from County employment, before the "1 for 2 payout" of remaining TM hours occurs. Seemingly missing from this new equation, however, are those who leave without having spent all three years of up to 200 TM hours; these would need to be accounted for in some other way to make up for the imbalance.

To garner a maximal amount of participation, though, removal of the requirement that employees have three or fewer years until they are eligible for PERS retirement would need to take place so that employees who are outside of that three-year range find more reason to tender news concerning their intentions of leaving and less reason to dissimulate the same particulars—those persons only being allowed to sell up to 200 TM hours upon termination (otherwise, the standard 80 TM hours per calendar year).

Nevertheless, should "Proposal A" be agreed to and implemented in some fashion, a fiscally viable model for the County, capable of being carried into successive fiscal years in perpetuity, must be developed—anticipating that while payouts received by all PERS Pension Plan members will count as income, T2 and T1 members will have that income count towards their Individual Account Program (6% of subject wages); meanwhile, those same T1 members will also have that income count towards their final average salary, which could affect their retirement payment calculation.

Still and all, that same developed model must also stand to be personally gainful or remunerative for personnel—if staff are to be motivated to participate—and likewise viable—if participation is to be fostered in others over time. An inability to attract participation, beyond what is minimal, could be indicative of a need to reevaluate the set timeframes, apportioned percentages for remaining TM, sell back limits, or allotments based on years of completed service with Lane County. In fact, mounting participation over time will become paramount as those under T1 and T2 PERS Pension Plans phase themselves out of the Lane County, Oregon Government workforce, leaving only OPSRP PERS Pension Plan employees to fill the gaps left by them (see Section 1.2).

Recollecting Section 1.1 and feedback provided in formal interviews and focus groups, it is now believed that most current T1 and T2 personnel, if at all possible, will remain with Lane County until the day of their retirement, if for no other reason than pragmaticism. That is to say, T1 and T2 staff are, in all likelihood, too near retirement to vacate the County for the probable unfamiliarity of another PERS employer or to not wait until the optimal time when the sum total of benefits to be had is maximized.

Yet, noteworthy retirement benefits accrued by T1 and T2 employees are noteworthily not accruable for those under the OPSRP Pension Plan. As such, if the assumption is to be made that personnel under T1 and T2 PERS Pension Plans are enticed to stay with Lane County, Oregon Government in part because of notable retirement benefits, it can then be assumed that the whittling of those benefits to the point of nonexistence bequeaths little to no enticement for those who have and will come in subsequence (i.e., OPSRP personnel) to stay until retirement.

This is integral to deciphering several of the factors which underlie "Proposal A" bigly, being that the preponderancy of the Lane County workforce and departures from it consist of OPSRP employees (see table depicting departures from Lane County, Oregon Government according to each PERS Plan below).

Fiscal Year	**OPSRP General Service**	**OPSRP Police & Fire**	**T2 General Service**	**T2 Police & Fire**	**T1 General Service**	**T1 Police & Fire**
2012	72	25	45	11	78	7
2013	73	8	20	6	24	9
2014	61	9	27	7	26	9
2015	77	20	18	1	25	6
2016	85	9	22	1	38	4
2017	89	11	15	4	30	13
2018	106	13	29	4	18	7

There is, now, a new employment pattern, one preponderantly marked by erraticism, which is poised to become the common County trend where the utilization of predictive analytics is either no longer as reliable, at the least, or no longer possible, at the most, due to OPSRP workers leaving whensoever for whatsoever wheresoever it may be.

A policy revision of the ilk proposed, if successful, would, ceteris paribus, eliminate much of the need for projecting when personnel might depart the institution, based upon historical and latter-day trends—the likes of which will, in time, become incongruous with the evolution of PERS in Lane County. If successful, the next generation(s) of PERS staff, forecasted to have tenures of employment shorter than those of their forerunners, would, in theory, meet much of that need as they divulge, with surety, when their own departures will be.

In having such assurance, reliant on how much advance notice is offered, an assortment of opportunities presents itself whereby workforce planning is, or should be, made opportune for long-established, reinstituted, modified, and latterly created positions within Lane County, Oregon Government—not least of all opportunities to:

- Succession plan for continual efficiency during and following transition;
- Review and determine the appropriate resource and funding needs of positions to be vacated;
- Affirm or reestablish knowledge, skill, and ability requirements for prospective employees;
- Update job descriptions and prepare job postings prior to thorough marketing and advertising;
- Arrange for incumbents' (a) cross-training of other County employees or (b) development of informational materials (e.g., manuals, memorandums) to be used after their leaving, so few(er) interruptions hamper workplace production;
- Ensure the minimization, if not aversion, of short-staffed divisions which lead to (a) added workloads put on remaining divisional personnel or (b) outright gaps in service provision, from hires being made and/or started in preemption of departures;
- Proactively coordinate "on-the-job" training between incoming employees and their outgoing predecessors.

4.2 Proposal B: Retention via Appraisement

The second recommendation draws from the commonly held and frequently seen industry practice of comparing turnover rates to gauge the nature of a workforce's lifecycle—and thereby guide the managerial decision-making process, so that the most effective, efficient, and economical of workers can be boasted—where if the percentages of an organization are alike with analogous entities, then the turnover behavior in that organization is reckoned to be typical, if not acceptable.

Fundamentally, such a practice presupposes that (a) while not homologous, the reference entities are so alike, in composition and function, to the organization that any differences there may be are too inappreciable to have an impact on the compatibility between the rates of turnover; (b) those percentages are reflective of turnover under the same operational arenas within the reference entities and organization (e.g., Finance Division compared with Finance Division); and (c) the conditions of the landscapes in which the entities and organization operate are interchangeable.

Though not impossible, given the ceaselessly changing world of business, these presuppositions are thought to be highly improbable. Thus, it is from that improbability that the practice of comparing turnover rates is thought to be founded upon a false premise: a premise upon which the comparing of percentages, irrespective of each presupposition's unlikeliness, may lead to an outcome widely known by the idiom "apples and oranges."

Rationally, there is a stronger probability that there are institutional and environmental discordances which make turnover percentage comparisons faulty. Below are but a very few of the variables, inspired by developed codes recognized in the Countywide Primary Stakeholders Survey (see Sections 3.1-3.4), that can factor into the fallibility of comparing turnover rate percentages.

- Internal decisions made or actions taken
  - Ex: Company A, as a result of poor financial management, is suffering significant layoffs (affecting turnover), while Company B, having put an emphasis on fiscal responsibility, is not.
- Ages and years of service of employees
  - Ex: Company A, having an older and long-standing workforce, is undergoing a large series of retirements (affecting turnover), while Company B, having a younger and more recently hired workforce, is not.
- Labor relations and organizational cultures
  - Ex: Company A is challenged with its lower and mid-level employees leaving due to constant conflicts with upper management (affecting turnover), while Company B, having overall good relations, is not.
- Economic conditions of the surrounding area
  - Ex: Company A has a strong economic center where it is located which allows for the spouses of its employees to find, obtain, and keep work opportunities. However, the economic center where Company B is located is enduring a localized recession, and the spouses of its employees are having a difficult time finding, obtaining, or keeping work. As a result, spouses of Company B employees are relocating to other areas, causing the actual employees of Company B to leave as well, trailing their spouse (affecting turnover).
- Compensation packages received by employees
  - Ex: Company A offers market superior salary and benefits, while the salary and benefits of Company B are below market, causing its employees to seek a better compensation package elsewhere (affecting turnover).
- Workload expectations placed on employees, asset allocation, and staff support
  - Ex: Company A has an ample number of employees and resources in its departments, divisions, and programs, while Company B does not, causing its employees to become overworked and disgruntled to the point of leaving (affecting turnover).
- Costs of living for the employee
  - Ex: Company A employees are faced with such significant locality-based expenses (e.g., taxes, housing, transportation, utilities, food) that they must perforce move to a new location where there is greater affordability (affecting turnover), while the same personal expenses where employees of Company B reside are, proportionately, much lower.

- Market competitors vying for qualified employees
  - Ex: Company A employees are being lured and successfully recruited by many nearby employers (affecting turnover), while Company B employees are in a remote location with no competitors to target its employees.
- Location-based quality of life
  - Ex: Company A employees are happily in an area that is flourishing (e.g., good school systems, plenty of amenities, a variety of public services and recreational activities, low crime rates), while employees of Company B are moving away because they are in an area that has begun to degrade regularly (affecting turnover).

Still, assuming the presuppositions are true and organizational turnover is identical with the reference entities, there remains the lasting impediment of conclusively discerning whether or not that percentage is, in fact, healthy.

Employee Engagement Level	**Company A 14% Turnover**	**Company B 14% Turnover**
Engaged	10%	70%
Disengaged	20%	20%
Actively Disengaged	70%	10%

Above, Companies A and B both have turnover rates of 14%, yet dissection of those percentages indicate that Company A's employee turnover is palpably healthier; although, if Company B were to simplistically compare percentages, it would perchance perceive its rate to be typical, if not acceptable. Much the same could be said of turnover health, if desirability in knowledge, skills, and abilities were to be substituted in place of employee engagement levels instead.

*The same risks exist with Lane County, as an organization, should it compare its own percentages (see Section 2.5) with those of other reference entities (e.g., Clackamas, Deschutes, Jackson, Marion, and Washington Counties).

All that not to say turnover rate comparisons are without efficacy (by no means). Rather, suchlike conjectural comparisons ought not be utilized by institutions as premier points of reference when there lies a medley of other approaches that lend to the development of positional turnover thresholds, from which far more practical utility rests. Positional turnover thresholds ascertain whether or not turnover, in each individual position, is typical or atypical, acceptable or unacceptable, healthy or unhealthy—within the confines of an operational infrastructure uniquely fitted to an institution and environment.

Of each such aforementioned approach taken to develop these thresholds, those best suited for governmental settings, which are innately called to be fiscally responsible by the taxpaying public, are those established on an intricate cost-value formula where, at its foundation, individual position cost is calculated and weighed with individual position value alongside other custom variables.

Indubitably, with each employee of an institution, expenses come—miscellaneous costs appearing in a number of known forms to an employer.

- Recruitment Outlays per Staff Member (e.g., recruiter compensation, marketing, advertisements, commissions for staffing firms or headhunter agencies)
- Onboarding per Staff Member (e.g., orientation trainings, losses in productivity due to time needed for employee integration)
- Salaries per Staff Member (e.g., regular wages, bonuses, overtime)
- Benefits per Staff Member (e.g., paid time off, retirement plans, tuition reimbursements, medical/life/disability coverage)
- Equipment per Staff Member (e.g. machinery, computers, telephones, automobiles, office supplies, software programs)
- Taxes per Staff Member (e.g., Social Security, unemployment, Medicare, surtax)
- Physical Workplace per Staff Member (e.g., lease, mortgage, furniture, utilities and maintenance for square footage of office space occupied)
- Other Direct or Indirect Etceteras per Staff Member (e.g., incurred debt and interest, insurance, asset depreciation, travel, association memberships, conference attendance or professional development trainings, per diem, price of losing and replacing personnel)

Correlatively, expected from each employee of an institution is the value brought by them. Though often unknown, yet calculable in every way, there are a number of methods that use a gallimaufry of components to determine the tangible gains had which would not have been were it not for the fulfilling of duties and responsibilities assigned to specific workers; "gains" being delimited and traced by one or a composite of six predominant attributes—understanding that, in the context of the government archetype as opposed to that of a profit-driven model, "value" is not necessarily synonymous with nor juxtaposed against "worth."

- Services Contributed to Community per Staff Member
- Services Contributed to Organization per Staff Member
- Expenditures Saved in the Community per Staff Member
- Expenditures Saved in the Organization per Staff Member
- Revenues Generated for the Community per Staff Member
- Revenues Generated for the Organization per Staff Member

*Within such context, value brought by employees is not automatically meant to offset cost as much as it is to, if nothing else, justify its incurrence. Otherwise, every offering provided by a government entity to customers (e.g., citizens) at a nominal fee or below market rate would be seen as a poor investment or ill-advised business venture.

Aside from informing the organization about the health, acceptableness, and typicality of occurring turnover—to isolate problematic areas and emulate/modify personnel management strategies that better retention of desirable employees and dismissal of those undesirable (e.g., ineffective, inefficient, uneconomical)—once computed and totalized, calibrated positional turnover thresholds, over time, enable employers to determine how employee departures, during specific junctures in positions of employment, at a micro level, do or will operatively affect institutional performance, on a macro scale; the latter of which allows for optimum organizational structuring, workforce planning, and strategic positioning.

Creating positional turnover thresholds would require performing a cost analysis in which the County appraises the total yearly costs per position (each expense demarcated by line item), dating back to the three most recently completed and actively filled fiscal years within the last four fiscal years, so that a

baseline average for fiscal year cost can be computed for each individual position irrespective of the individual(s) who held the position, assuming that position's duties remain reasonably consistent; those baseline costs shifting/updating to include the three most recently completed and actively filled fiscal years (80% minimum per) within the last four, as current fiscal years come to a close.

*Government departments and offices which have such fiscal year data unaccounted for, at the positional level—or less than the historical prerequisite—would need to begin regularly tracking or continue collecting that information as it becomes available, for incorporation as soon as is possible.

Once personnel costs have been determined for each position, the Office of the Performance Auditor, tasked with "follow-up on audit recommendations, as practical, to determine if management is implementing corrective action as identified in their response to the audit report findings and recommendations," will need to verify the cost data before associative value can be appraised for each position (Lane County, Oregon Government, 2018b, p. 3-10). To eschew undue influence and improper inflation of those associative values, appraisals should preferably be made—coincidingly, every three to four scheduled fiscal years—by a business valuation firm or consulting agency outside of and completely removed from Lane County, Oregon Government.

Consequently, the quotient distribution outcome of paired finished cost and value appraisals enables the recommending of an ideal configuration for turnover parameters which, afterward, permit for the absorption and calculation of other organizational indicators (e.g., present values, future values, cash flows, service provisions, debt to asset ratios, projected operational growths, tax rates, working capital, fund balances) that further hone positional threshold markers—partly by way of univariate, bivariate, and multivariate statistics/formulae.

- Proposal B: To better assess and superintend retention within the organization, Lane County must develop its own positional turnover thresholds by conducting a multiphasic situational analysis process which judges the cost and value of each position it employs and will thereby allow for the analyzation of retainment in the County and adjudgment of its turnover with more preciseness.

4.3 Proposal C: Recruitment and Retention with Respect to Diversity

The third recommendation harks back to the denotation of "diversity" found in Section 1.

> The variety of similarities and differences among people, including but not limited to: gender, gender identity, ethnicity, race, native or indigenous origin, age, generation, sexual orientation, culture, religion, belief system, marital status, parental status, socio-economic difference, appearance, language and accent, disability, mental health, education, geography, nationality, work style, work experience, job role and function, thinking style, and personality type. (O'Mara, Richter, & 95 Expert Panelists, 2016, p. 1)

Often complexly understood as a concept, this elucidation is the closest to being officially recognized by Lane County, Oregon Government, forasmuch as it is acknowledged and used by the County's internalized Equity and Education Committee.

This, then, harks back to an observance of Lane County's handling of the word itself and a linguistically related variation (see Section 2.1) in what is its officially recognized 2018-2021 Strategic Plan—more specifically, (a) Priority Two's (Vibrant Communities) Key Activity Area 2.c.2 declaration to "promote greater understanding and acceptance for all people based on the unique background, culture, and diversity of our employees and the people we serve" (Lane County, Oregon Government, 2018a, p. 10); and (b) the Strategic Priority proclamation of "People and Partnerships."

> Provide a safe, healthy, and inclusive work environment that attracts and retains a diverse, highly skilled workforce with a deeply embedded commitment to delivering value and service to the residents of Lane County through operational effectiveness, fiscal resilience and partnerships. (Lane County, Oregon Government, 2018a, p. 13)

These, then, bring to the forefront basic tenets of performance management, organizational development, strategic management, process improvement, and project management, among other disciplines, in that, by given definition and chosen placements or usages, sufficient regard has not been assigned to the task of converting diversity from a mere ideological construct to an empirical praxis in the County. Simply put, while the hopeful ambition of recruiting and retaining diverseness in Lane County, Oregon Government has been inaugurated in the 2018-2021 Strategic Plan, adequate controls for its management, development, and improvement have not.

If diversity is, at its core, to be understood as a concept, then it must also be distinctly understood that what both qualifies and quantifies as diverse is subject to those conceptualizing it. And, in being subject to thoughts of the human mind, an immanent subjectivity arises when conceiving what conceptually is or isn't "diverse" or "diversity" in real-world applications or settings. To be more particular, determining which populations and how many members from those populations, when combined with others, embody diverseness depends purely on the perspectives of the people being asked to make such a determination.

Doubtlessly, by the demographics particularized in Sections 2.2-2.5, there are and will be those who perceive Lane County as being diverse aplenty and those who, in contradistinction, do and will contend that within the very same County is a scantiness of diversity and inclusivity—to say nothing of those who are on neither end of the spectrum, but along it with mentalities and rationalities which, to varying degrees, persuade and dissuade their opinions on what sparsity or bounty there is.

- Proposal C: To more effectively, efficiently, and economically manage, develop, and improve the recruitment and retention of diversity in and beyond the 2018-2021 Strategic Plan, Lane County must produce a substantive master plan that organizationally (a) specifies which persons—according to ethnicity, gender, and age identifiers—would contribute to the actualization of a diverse workforce, by dint of their demographics, upon being successfully recruited and/or retained; (b) quantitates, by annual average, the minimal number or percentage of those persons needed in each department/office, division, and program, per position/managerial level (e.g., ground, mid, executive) and job group/category, by which the organization could—based on its own set benchmarks—qualify as having a diverse workforce among each workgroup's demographic profile numbers or percentages;

> (c) systematizes a prescription of policies to be sanctioned, procedures to be adhered to, and rectifying courses of action to be taken—throughout application, hiring, employment, and turnover periods—so those benchmarks intended to lead to a diverse workforce can be reached; and (d) publishes a diverse workforce information report per annum (fiscal) which discloses the aggregate population numbers—by specified ethnicities, genders, and ages—of those applied, hired, employed on average, and departed in each department/office, per job group/category and position/managerial level.

*An alternative to the physical publication of the aforenamed aggregate population numbers could be the incorporation of interactive business intelligence software (e.g., online dashboard technology for visualizations sourced from a data warehouse) for year-round public consumption and discovery on the County website—in the vein of open access, open content, open knowledge, etc.

Recollecting Key Strategic Initiative 2.c, "enhance equity and access in . . . representation in governance," and Key Activity Area 2.c.1, "implement our Equity and Access Plan, including improved access to services for underrepresented communities and engagement with community partners" (Lane County, Oregon Government, 2018a, p. 10), questions for consideration—in the proposed development of a master plan for workforce diverseness in Lane County, Oregon Government—in no particular order of importance, include but are not limited to the following.

- Firstly, assuming "Proposal C" is agreed to, how diversely informed will the process be in developing the master plan for workforce diverseness in Lane County, Oregon Government? Will members of the ethnic, gender, and age populations being sought after to work in the organization be directly involved in the construction and final approval of the master plan?
  - If so, (a) how many members, (b) which individuals by which intersectionality, (c) by what qualifications (e.g., community leaders, professors, sociologists, residents, employees, statisticians, consultants, professionals from other organizations), and (d) who all is to decide on the admittance of those members (will that group be inclusive)?
- Assuming "Proposal C" is agreed to and organizational benchmarks are set, what is the minimal number or percentage of persons from each ethnic, gender, and age background statistically needed to apply, per position/managerial level (e.g., ground, mid, executive) and job group/category, for each posted position in each department/office, division, and program, so those benchmarks have feasible chances of being reached?
  - To hit those statistical targets, in applicant pool demographics, what policies, procedures, and rectifying courses of action not currently existent or in execution can be drafted and administered to bolster Lane County's diversity recruiting efforts?
  - To hit those statistical targets, in applicant pool demographics, via Lane County's recruiting efforts, what lengths of time are needed? Or, alternatively, after how many opened and closed job postings will Lane County's efforts to recruit diversity be recognized as, at the very least, minimally successful in having identified ethnic, gender, and age populations apply for posted positions?
    - During said lengths of time, what rates of progress towards hitting those statistical targets can be expected at regularly intervening periods (e.g., quarterly, semiannually, annually), so that paces can be evaluated? Or, alternatively, with each cumulating number of posted positions, at which rates of identified ethnic, gender, and age populations applying can recruiting efforts for diversity be recognized as, at the very least, minimally on pace?
  - As a key performance indicator, what minimum yield ratio standards are to be expected and, more importantly, desired throughout the entire recruitment process for each posted position—for every ethnic, gender, and age population of applicants—so the quality of those candidates who apply, as a result of Lane County's diversity recruiting efforts, can be assessed and potential hindrances to those populations within the County's recruitment processes can be pinpointed and addressed?
- In seeking to reach set organizational benchmarks, what policies, procedures, and rectifying courses of action not currently existent or in execution can be drafted and administered to help assure equal opportunities for diversity throughout the job application process (e.g., omission of applicant names, installation of software programs that eliminate biased language in job descriptions and supplemental questions)?
- Assuming "Proposal C" is agreed to and organizational benchmarks are set, what lengths of time are needed to reach those benchmarks via Lane County's hiring efforts? Or, alternatively, after how many job hires will diversity hiring efforts be recognized as, at the very least, minimally successful in having members of identified ethnic, gender, and age populations accept job offers for posted positions applied for?
  - During said lengths of time, what rates of progress towards meeting those benchmarks can be expected at regularly intervening periods, so that paces can be evaluated? Or, alternatively, with each cumulating number of hired positions, at which rates of identified ethnic, gender, and age populations being hired can hiring efforts for diversity be recognized as, at the very least, minimally on pace?
- In seeking to reach set organizational benchmarks, what policies, procedures, and rectifying courses of action not currently existent or in execution can be drafted and administered to help assure equal opportunities for diversity throughout the hiring process, including scoring and selection (e.g., hiring boards, committees, and/or parties having a minimum number or percentage of employees from identified and differing ethnic, gender, and age backgrounds; moreover, hiring boards, committees, and/or parties enlisting the participatory help of professionals with different ethnic, gender, and age backgrounds from outside the organization—but from similar organizations or fields—if diversity is lacking from within or different perspectives are wanted)?
- In seeking to reach set organizational benchmarks, what policies, procedures, and rectifying courses of action not currently existent or in execution can be drafted and administered to help assure the bolstering of diversity throughout Lane County's employment culture (e.g.,

ensuring a minimal number or percentage of opportunities are extended to members from identified ethnic, gender, and age populations to participate in any and all County committees, professional/career development programs, classes, and so on; creating sections in climate/satisfaction surveys and portions in stay/exit interviews where members from identified ethnic, gender, and age populations have the option of commenting on how they believe diversity matters can be improved in the organization—based on their backgrounds and perceptions of how they, or others, are treated in their workgroup(s)—so those comments can then be followed up on internally to espouse camaraderie or esprit de corps, address cognitive biases, and curtail microaggressions within microcosms)?

- If the accepted line of argumentation is that organizations are, in theory, reflections of the communities which surround them, how can and will Lane County leverage its resources and partner with its local communities to have the diversity it seeks to have in its own organization (e.g., relocation expense programs, grants and/or tax credits for minority and woman-owned businesses, marketing and tourism and branding initiatives, coordinated intercommunity and intergovernmental socioeconomic development efforts, directed multiculturalism outreach projects with nonprofits and private businesses)?
- If the accepted line of argumentation is that diversity work is, in the main, now and always an ongoing undertaking because there are bound to be steady occurrences of turnover in a workforce and changes in the demographical makeup of populations, will adjustments be made to the parameters of each workgroup's demographic profile numbers or percentages, so that the balance of diversity—across identified ethnic, gender, and age populations—is equitable in the organization?
  - If so, (a) by what rationale and formula, (b) how often, (c) based on what regularly scheduled reevaluations of workforce and/or population demographics, and (d) determined by whom (remaining mindful of inclusivity)?
- Assuming "Proposal C" is agreed to, will there be an institutional review process, with open discussion, after publication of the aggregate population numbers?
  - If so, how diversely informed will the review process be? That is, how diverse will the review board directly responsible for evaluating the progress made or not made—in hitting those statistical targets and reaching those set organizational benchmarks—be? Will members of the ethnic, gender, and age populations being sought after to work in the organization be involved in the review of each department/office's progress, as it relates to those applied, hired, employed on average, and departed per position/managerial level (e.g., ground, mid, executive) and job group/category?
    - If so, (a) how many members, (b) which individuals by which intersectionality, (c) by what qualifications (e.g., community leaders, professors, sociologists, residents, employees, statisticians, consultants, professionals from other organizations), and (d) who all is to decide on the admittance of those members (will that group be inclusive)?
  - If so, what policies, procedures, and rectifying courses of action not currently existent or in execution can be drafted and administered to countervail systemic patterns or counterpoise isolated incidents discovered in the review process, which deviate either too frequently or sharply from those statistical targets and/or organizational benchmarks?
    - What, then, qualifies as "too frequently or sharply?"
  - If so, what steps, if any, are to be recommended, in the event paces are not kept, statistical targets are not hit, or organizational benchmarks are not reached?
- If diversity is, by definition, not limited to ethnicity, gender, and age, what other varieties of similarities and differences can, or should, be taken into account, in future conceptualizations for workforce diverseness in Lane County, Oregon Government?
  - At what point should such trackable additions go into effect?

It should be noted that the reality does not escape the Office of the Performance Auditor that "Proposal C," more so than the two proposals which came before and the one which is to come after, harbors sociopolitical challenges for those who're to be held responsible with executing the proposed, assuming "Proposal C" is agreed to by Lane County, Oregon Government. Nonetheless, in harking back to basic principles of performance management, organizational development, strategic management, process improvement, and project management, among others, the Office does not equivocate in its recommendation, holding that any instituted goal, regardless of its controversial nature, should always have demonstrably measurable benchmarks to monitor and evaluate progression towards achievement—particularly where subjectivity is prevalent—in spite of what might be a perception that what has been proposed is either contentious or tendentious. Much the same as an enterprise with a goal of being fiscally responsible qualifying one aspect of attaining that goal by having a balanced budget, which would have the demonstrably measurable benchmark of total revenues being, quantifiably, equivalent or greater than expenditures.

Furthermore, while a non-exhaustive listing of questions for consideration in the proposed production of a master plan has been provided above, "Proposal C" has recommended in it what are essentially believed to be the adequate controls fundamentally needed to accomplish the County's hopeful ambition of recruiting and retaining diverseness. As such, each of the four elements of "Proposal C" is a sine qua non, being too imperative to not have included. For, to have ambition without qualification is to have intention without specific direction, to have qualification without quantification is to have subjective belief without objective truth, to have quantification without systematization is to have trackability without accountability, and to have systematization without dissemination of information is to have ramification without transparency or answerability—neither of which a government of, by, or for the people should ever be without.

4.4 Proposal D: Recruitment and Retention with Respect to the Countywide Primary Stakeholders Survey

The fourth and final recommendation of this report strives to be as commonsensible as it is succinct, taking from one of four Priorities taken from the 2018-2021 Strategic Plan and foregrounded in Section 2.1.

- Priority 4: People and Partnerships
  - Key Strategic Initiative 4.b: Enhance employee engagement and resilience

- Key Activity Area 4.b.1: Identify and implement opportunities for employee engagement pursuant to areas identified in workplace planning process
- Key Activity Area 4.b.2: Identify and implement opportunities for employee wellness
- Key Activity Area 4.b.3: Align core values and behaviors in recruitment, performance evaluation processes, and trainings (Lane County, Oregon Government, 2018a, p. 13)

Plainly, Priority Four's Key Strategic Initiative 4.b, being spearheaded by the Human Resources Department, stands rife with opportunity to capitalize on the Countywide Primary Stakeholders Survey (see Section 3.1) as Sections 3.2-3.5 are ripe with the thoughts, opinions, and philosophies of—what was at the time it was taken—an estimated 64% of the Lane County, Oregon Government workforce, concerning which factors did, do, and will make Lane County an employer of choice, in their eyes. If, then, the accepted line of argumentation is that the workers of the County have a more direct and intimate knowledge of the government's inner workings than any other professional group, then it needs to also be accepted that their thoughts, opinions, and philosophies could, would, and should assist in making Lane County an employer of choice if capitalized upon in the correct manner.

- Proposal D: To more effectively, efficiently, and economically manage, develop, and improve the recruitment and retention of its workforce, Lane County must hear, listen, and act on the very voices of those speaking in that workforce today. Therefore it is proposed that, in lieu of the Countywide Primary Stakeholders Survey, (a) survey results from Question One and Question Two be dutifully incorporated into the government's talent management, continuous improvement, and strategic human resources planning practices, while (b) Question Three's survey results be further sifted in each department and office, using a follow-up survey which converts the illustrations/examples listed in Section 3.4 to actual answer choices (see Appendix I) that are to be anonymously selected by volunteering personnel in each division—whereafter the narrowed results of that follow-up survey are specifically applied within those divisional workgroups, where possible, to better Lane County's attractiveness as an employer not only to those presently employed, but to those who are to be in the future as well.

From Question One and Question Two outcomes, department and office personnel, at all employee levels, can engage in the Human Resources Department's Countywide workforce planning initiatives—slated to begin in the 2019 calendar year—by first partnering with each other to incorporate, using their knowledge and expertise, the Primary Stakeholders Survey information into newly developed or repurposed work plans which detail how County efforts can or ought to be directed to better recruitment and retention within their industry and specialized field(s), thus aligning with Priority Four's Key Activity Area 4.a.9 of Key Strategic Initiative 4.a in the 2018-2021 Strategic Plan.

- Key Strategic Initiative 4.a: Pursue strategies to enhance fiscal resilience and operational effectiveness
  - Key Activity Area 4.a.9: Create a Countywide workforce plan that focuses on knowledge management, organizational resilience, and identifies areas for employee professional development and training (Lane County, Oregon Government, 2018a, p. 13)

*Those individual department and office work plans then—having been submitted to the Human Resources Department—likewise, being incorporated into Human Resources' recruiting and retaining practices specific to that department or office, as a part of Priority Four's Key Activity Area 4.b.1 and 4.b.3. Human Resources subsequently updating those respective departments and offices, at regularly intervening periods (e.g., quarterly, semiannually), on how those submitted work plans are being progressively incorporated.

Meanwhile, designated employee groups with staff from all levels of every division of every department and office can be formed with the task of tracking—and communicating with cohorts—how departments and offices are incorporating into each of their divisions, if at all possible, the newfound results from the refined Question Three follow-up survey, as part of Priority Four's Key Activity Area 4.b.2's coordinated focus on the wellness and resiliency of all employees in Lane County, Oregon Government.

4.5 Areas for Future Research

With 6 to 7 months allotted by the principal investigator (i.e., Chief County Performance Auditor) to conduct and construct the lion's share of this audit—a limitation of this study once alluded to when detailing the development process of the Primary Stakeholders Survey—only descriptive statistics at the base level were produced, as part of this research study's directed purpose.

Hence, areas for future descriptive, exploratory, and explanatory research could involve the administering of statistical tests and advanced analyses to reveal significances—in terms of identified patterns, trends, relationships (e.g., causalities), exceptionalities, outliers, abnormalities, disparities, variances, and irregularities within, between, and among populations and government workgroups—which can be adduced to inform and guide strategic planning and personnel management decisions, in regard to recruitment, retention, and recruitment and retention of diversity in discrete sectors of the Lane County workforce.

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Appendix A

Calendar Year 2011 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
SEX AND AGE												
Total population	311,591,919	*****	311,591,919	(X)	3,871,859	*****	3,871,859	(X)	353,416	*****	353,416	(X)
Male	153,267,861	+/-29,450	49.2%	+/-0.1	1,914,116	+/-3,146	49.4%	+/-0.1	173,145	+/-736	49.0%	+/-0.2
Female	158,324,058	+/-29,450	50.8%	+/-0.1	1,957,743	+/-3,146	50.6%	+/-0.1	180,271	+/-736	51.0%	+/-0.2
Under 5 years	20,067,828	+/-19,610	6.4%	+/-0.1	238,669	+/-2,343	6.2%	+/-0.1	18,232	+/-539	5.2%	+/-0.2
5 to 9 years	20,376,779	+/-69,416	6.5%	+/-0.1	234,200	+/-5,649	6.0%	+/-0.1	18,003	+/-1,692	5.1%	+/-0.5
10 to 14 years	20,754,531	+/-64,982	6.7%	+/-0.1	244,013	+/-5,784	6.3%	+/-0.1	20,253	+/-1,889	5.7%	+/-0.5
15 to 19 years	21,822,474	+/-36,482	7.0%	+/-0.1	247,713	+/-3,678	6.4%	+/-0.1	25,671	+/-867	7.3%	+/-0.2
20 to 24 years	22,098,637	+/-36,338	7.1%	+/-0.1	262,510	+/-3,692	6.8%	+/-0.1	34,283	+/-1,140	9.7%	+/-0.3
25 to 34 years	41,540,346	+/-31,959	13.3%	+/-0.1	530,964	+/-4,523	13.7%	+/-0.1	45,068	+/-1,030	12.8%	+/-0.3
35 to 44 years	40,827,710	+/-28,310	13.1%	+/-0.1	501,136	+/-3,534	12.9%	+/-0.1	40,123	+/-718	11.4%	+/-0.2
45 to 54 years	44,653,387	+/-37,165	14.3%	+/-0.1	530,263	+/-3,422	13.7%	+/-0.1	45,843	+/-950	13.0%	+/-0.3
55 to 59 years	20,174,311	+/-50,947	6.5%	+/-0.1	272,858	+/-5,572	7.0%	+/-0.1	26,889	+/-1,754	7.6%	+/-0.5
60 to 64 years	17,890,890	+/-55,212	5.7%	+/-0.1	256,412	+/-5,997	6.6%	+/-0.2	24,557	+/-1,687	6.9%	+/-0.5
65 to 74 years	22,489,229	+/-17,791	7.2%	+/-0.1	305,988	+/-1,744	7.9%	+/-0.1	29,565	+/-585	8.4%	+/-0.2
75 to 84 years	13,197,352	+/-33,143	4.2%	+/-0.1	168,506	+/-3,183	4.4%	+/-0.1	17,951	+/-1,195	5.1%	+/-0.3
85 years and over	5,698,445	+/-31,930	1.8%	+/-0.1	78,627	+/-3,193	2.0%	+/-0.1	6,978	+/-1,150	2.0%	+/-0.3
Median age (years)	37.3	+/-0.1	(X)	(X)	38.7	+/-0.2	(X)	(X)	39.0	+/-0.5	(X)	(X)
18 years and over	237,681,218	+/-31,496	76.3%	+/-0.1	3,009,839	+/-1,903	77.7%	+/-0.1	285,047	+/-281	80.7%	+/-0.1
21 years and over	223,736,524	+/-74,686	71.8%	+/-0.1	2,852,066	+/-5,471	73.7%	+/-0.1	262,551	+/-2,583	74.3%	+/-0.7
62 years and over	51,897,727	+/-53,109	16.7%	+/-0.1	703,661	+/-5,673	18.2%	+/-0.1	68,854	+/-1,552	19.5%	+/-0.4
65 years and over	41,385,026	+/-20,340	13.3%	+/-0.1	553,121	+/-2,055	14.3%	+/-0.1	54,494	+/-613	15.4%	+/-0.2
18 years and over	237,681,218	+/-31,496	237,681,218	(X)	3,009,839	+/-1,903	3,009,839	(X)	285,047	+/-281	285,047	(X)
Male	115,448,178	+/-20,724	48.6%	+/-0.1	1,472,370	+/-2,160	48.9%	+/-0.1	138,347	+/-300	48.5%	+/-0.1
Female	122,233,040	+/-21,416	51.4%	+/-0.1	1,537,469	+/-1,866	51.1%	+/-0.1	146,700	+/-338	51.5%	+/-0.1
65 years and over	41,385,026	+/-20,340	41,385,026	(X)	553,121	+/-2,055	553,121	(X)	54,494	+/-613	54,494	(X)
Male	17,916,246	+/-11,114	43.3%	+/-0.1	247,470	+/-1,381	44.7%	+/-0.2	24,367	+/-395	44.7%	+/-0.5
Female	23,468,780	+/-12,957	56.7%	+/-0.1	305,651	+/-1,427	55.3%	+/-0.2	30,127	+/-420	55.3%	+/-0.5

Calendar Year 2011 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
RACE												
Total population	311,591,919	*****	311,591,919	(X)	3,871,859	*****	3,871,859	(X)	353,416	*****	353,416	(X)
One race	302,870,101	+/-93,577	97.2%	+/-0.1	3,737,178	+/-7,065	96.5%	+/-0.2	338,001	+/-2,601	95.6%	+/-0.7
Two or more races	8,721,818	+/-93,574	2.8%	+/-0.1	134,681	+/-7,065	3.5%	+/-0.2	15,415	+/-2,601	4.4%	+/-0.7
One race	302,870,101	+/-93,577	97.2%	+/-0.1	3,737,178	+/-7,065	96.5%	+/-0.2	338,001	+/-2,601	95.6%	+/-0.7
White	230,838,975	+/-111,437	74.1%	+/-0.1	3,279,357	+/-12,288	84.7%	+/-0.3	314,457	+/-2,408	89.0%	+/-0.7
Black or African American	39,189,528	+/-54,434	12.6%	+/-0.1	70,067	+/-2,807	1.8%	+/-0.1	3,297	+/-754	0.9%	+/-0.2
American Indian and Alaska Native	2,547,006	+/-34,004	0.8%	+/-0.1	52,026	+/-4,557	1.3%	+/-0.1	4,457	+/-1,262	1.3%	+/-0.4
Cherokee tribal grouping	266,224	+/-11,131	0.1%	+/-0.1	4,780	+/-1,832	0.1%	+/-0.1	22	+/-39	0.0%	+/-0.1
Chippewa tribal grouping	119,868	+/-5,951	0.0%	+/-0.1	2,061	+/-1,285	0.1%	+/-0.1	237	+/-215	0.1%	+/-0.1
Navajo tribal grouping	305,559	+/-9,289	0.1%	+/-0.1	1,159	+/-685	0.0%	+/-0.1	0	+/-203	0.0%	+/-0.1
Sioux tribal grouping	129,382	+/-5,954	0.0%	+/-0.1	1,935	+/-878	0.0%	+/-0.1	122	+/-121	0.0%	+/-0.1
Asian	15,020,419	+/-34,584	4.8%	+/-0.1	152,909	+/-4,397	3.9%	+/-0.1	8,459	+/-2,003	2.4%	+/-0.6
Asian Indian	2,908,204	+/-52,033	0.9%	+/-0.1	18,066	+/-3,315	0.5%	+/-0.1	960	+/-780	0.3%	+/-0.2
Chinese	3,520,150	+/-44,000	1.1%	+/-0.1	37,649	+/-4,607	1.0%	+/-0.1	2,764	+/-1,188	0.8%	+/-0.3
Filipino	2,538,325	+/-47,496	0.8%	+/-0.1	16,861	+/-3,194	0.4%	+/-0.1	614	+/-467	0.2%	+/-0.1
Japanese	756,898	+/-18,355	0.2%	+/-0.1	12,356	+/-2,441	0.3%	+/-0.1	1,351	+/-922	0.4%	+/-0.3
Korean	1,449,876	+/-30,304	0.5%	+/-0.1	19,407	+/-3,697	0.5%	+/-0.1	872	+/-555	0.2%	+/-0.2
Vietnamese	1,669,447	+/-40,719	0.5%	+/-0.1	24,935	+/-4,211	0.6%	+/-0.1	94	+/-123	0.0%	+/-0.1
Other Asian	2,177,519	+/-50,375	0.7%	+/-0.1	23,635	+/-4,104	0.6%	+/-0.1	1,804	+/-982	0.5%	+/-0.3
Native Hawaiian and Other Pacific Islander	506,017	+/-13,644	0.2%	+/-0.1	15,100	+/-2,454	0.4%	+/-0.1	598	+/-353	0.2%	+/-0.1
Native Hawaiian	156,239	+/-11,023	0.1%	+/-0.1	4,780	+/-2,121	0.1%	+/-0.1	N	N	N	N
Guamanian or Chamorro	64,192	+/-7,900	0.0%	+/-0.1	1,813	+/-1,272	0.0%	+/-0.1	N	N	N	N
Samoan	108,849	+/-10,645	0.0%	+/-0.1	1,250	+/-912	0.0%	+/-0.1	N	N	N	N
Other Pacific Islander	176,737	+/-11,562	0.1%	+/-0.1	7,257	+/-2,266	0.2%	+/-0.1	N	N	N	N
Some other race	14,768,156	+/-109,197	4.7%	+/-0.1	167,719	+/-11,405	4.3%	+/-0.3	6,733	+/-2,412	1.9%	+/-0.7
Two or more races	8,721,818	+/-93,574	2.8%	+/-0.1	134,681	+/-7,065	3.5%	+/-0.2	15,415	+/-2,601	4.4%	+/-0.7
White and Black or African American	2,174,782	+/-36,971	0.7%	+/-0.1	20,150	+/-2,813	0.5%	+/-0.1	2,460	+/-735	0.7%	+/-0.2
White and American Indian and Alaska Native	1,734,245	+/-26,130	0.6%	+/-0.1	47,208	+/-3,468	1.2%	+/-0.1	5,748	+/-1,254	1.6%	+/-0.4
White and Asian	1,652,866	+/-29,770	0.5%	+/-0.1	26,825	+/-3,163	0.7%	+/-0.1	4,372	+/-2,092	1.2%	+/-0.6
Black or African American and American Indian and Alaska Native	302,250	+/-12,914	0.1%	+/-0.1	1,655	+/-711	0.0%	+/-0.1	283	+/-324	0.1%	+/-0.1

Calendar Year 2011 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
Race alone or in combination with one or more other races												
Total population	311,591,919	*****	311,591,919	(X)	3,871,859	*****	3,871,859	(X)	353,416	*****	353,416	(X)
White	238,197,491	+/-126,673	76.4%	+/-0.1	3,399,910	+/-12,240	87.8%	+/-0.3	329,272	+/-3,139	93.2%	+/-0.9
Black or African American	42,533,817	+/-44,282	13.7%	+/-0.1	99,758	+/-2,583	2.6%	+/-0.1	6,342	+/-577	1.8%	+/-0.2
American Indian and Alaska Native	5,120,813	+/-41,184	1.6%	+/-0.1	109,489	+/-4,640	2.8%	+/-0.1	11,075	+/-1,157	3.1%	+/-0.3
Asian	17,673,522	+/-25,721	5.7%	+/-0.1	194,863	+/-2,395	5.0%	+/-0.1	13,602	+/-255	3.8%	+/-0.1
Native Hawaiian and Other Pacific Islander	1,186,153	+/-24,699	0.4%	+/-0.1	29,645	+/-3,425	0.8%	+/-0.1	1,727	+/-448	0.5%	+/-0.1
Some other race	16,396,503	+/-113,934	5.3%	+/-0.1	185,589	+/-12,219	4.8%	+/-0.3	7,706	+/-2,429	2.2%	+/-0.7
HISPANIC OR LATINO AND RACE												
Total population	311,591,919	*****	311,591,919	(X)	3,871,859	*****	3,871,859	(X)	353,416	*****	353,416	(X)
Hispanic or Latino (of any race)	51,939,916	+/-8,665	16.7%	+/-0.1	466,071	*****	12.0%	*****	26,954	*****	7.6%	*****
Mexican	33,557,922	+/-90,358	10.8%	+/-0.1	397,526	+/-7,715	10.3%	+/-0.2	22,123	+/-1,776	6.3%	+/-0.5
Puerto Rican	4,885,294	+/-52,335	1.6%	+/-0.1	9,837	+/-2,144	0.3%	+/-0.1	803	+/-629	0.2%	+/-0.2
Cuban	1,891,014	+/-44,089	0.6%	+/-0.1	4,200	+/-1,904	0.1%	+/-0.1	235	+/-328	0.1%	+/-0.1
Other Hispanic or Latino	11,605,686	+/-86,858	3.7%	+/-0.1	54,508	+/-7,251	1.4%	+/-0.2	3,793	+/-1,549	1.1%	+/-0.4
Not Hispanic or Latino	259,652,003	+/-8,666	83.3%	+/-0.1	3,405,788	*****	88.0%	*****	326,462	*****	92.4%	*****
White alone	197,084,523	+/-22,989	63.3%	+/-0.1	3,016,321	+/-3,305	77.9%	+/-0.1	297,112	+/-477	84.1%	+/-0.1
Black or African American alone	38,148,876	+/-46,486	12.2%	+/-0.1	66,696	+/-2,491	1.7%	+/-0.1	2,962	+/-679	0.8%	+/-0.2
American Indian and Alaska Native alone	2,086,995	+/-19,477	0.7%	+/-0.1	41,685	+/-3,574	1.1%	+/-0.1	3,591	+/-1,072	1.0%	+/-0.3
Asian alone	14,854,988	+/-32,374	4.8%	+/-0.1	149,879	+/-4,197	3.9%	+/-0.1	8,450	+/-2,005	2.4%	+/-0.6
Native Hawaiian and Other Pacific Islander alone	469,941	+/-12,258	0.2%	+/-0.1	14,284	+/-1,986	0.4%	+/-0.1	565	+/-348	0.2%	+/-0.1
Some other race alone	565,213	+/-23,160	0.2%	+/-0.1	7,778	+/-3,442	0.2%	+/-0.1	379	+/-449	0.1%	+/-0.1
Two or more races	6,441,467	+/-62,125	2.1%	+/-0.1	109,145	+/-5,110	2.8%	+/-0.1	13,403	+/-2,398	3.8%	+/-0.7
Two races including Some other race	300,228	+/-17,256	0.1%	+/-0.1	3,609	+/-1,312	0.1%	+/-0.1	144	+/-173	0.0%	+/-0.1
Two races excluding Some other race, and Three or more races	6,141,239	+/-57,199	2.0%	+/-0.1	105,536	+/-4,716	2.7%	+/-0.1	13,259	+/-2,396	3.8%	+/-0.7
Total housing units	132,316,248	+/-3,717	(X)	(X)	1,684,244	+/-278	(X)	(X)	157,072	+/-644	(X)	(X)

Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to nonsampling error (for a discussion of nonsampling variability, see Accuracy of the Data). The effect of nonsampling error is not represented in these tables.

The ACS questions on Hispanic origin and race were revised in 2008 to make them consistent with the Census 2010 question wording. Any changes in estimates for 2008 and beyond may be due to demographic changes, as well as factors including questionnaire changes, differences in ACS population controls, and methodological differences in the population estimates, and therefore should be used with caution. For a summary of questionnaire changes see http://www.census.gov/acs/www/methodology/questionnaire_changes/. For more information about changes in the estimates see http://www.census.gov/population/www/socdemo/hispanic/reports.html.

For more information on understanding race and Hispanic origin data, please see the Census 2010 Brief entitled, Overview of Race and Hispanic Origin: 2010, issued March 2011. (pdf format)

While the 2011 American Community Survey (ACS) data generally reflect the December 2009 Office of Management and Budget (OMB) definitions of metropolitan and micropolitan statistical areas; in certain instances the names, codes, and boundaries of the principal cities shown in ACS tables may differ from the OMB definitions due to differences in the effective dates of the geographic entities. Estimates of urban and rural population, housing units, and characteristics reflect boundaries of urban areas defined based on Census 2000 data. Boundaries for urban areas have not been updated since Census 2000. As a result, data for urban and rural areas from the ACS do not necessarily reflect the results of ongoing urbanization.

Source: U.S. Census Bureau, 2011 American Community Survey

Explanation of Symbols:

1. An '**' entry in the margin of error column indicates that either no sample observations or too few sample observations were available to compute a standard error and thus the margin of error. A statistical test is not appropriate.
2. An '-' entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution.
3. An '-' following a median estimate means the median falls in the lowest interval of an open-ended distribution.
4. An '+' following a median estimate means the median falls in the upper interval of an open-ended distribution.
5. An '***' entry in the margin of error column indicates that the median falls in the lowest interval or upper interval of an open-ended distribution. A statistical test is not appropriate.
6. An '*****' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.
7. An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small.
8. An '(X)' means that the estimate is not applicable or not available.

Appendix B

Calendar Year 2012 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
SEX AND AGE												
Total population	313,914,040	*****	313,914,040	(X)	3,899,353	*****	3,899,353	(X)	354,542	*****	354,542	(X)
Male	154,436,243	+/-25,554	49.2%	+/-0.1	1,932,789	+/-3,361	49.6%	+/-0.1	173,514	+/-586	48.9%	+/-0.2
Female	159,477,797	+/-25,554	50.8%	+/-0.1	1,966,564	+/-3,361	50.4%	+/-0.1	181,028	+/-586	51.1%	+/-0.2
Under 5 years	19,910,326	+/-18,345	6.3%	+/-0.1	232,113	+/-2,276	6.0%	+/-0.1	17,508	+/-102	4.9%	+/-0.1
5 to 9 years	20,480,578	+/-60,408	6.5%	+/-0.1	242,870	+/-5,799	6.2%	+/-0.1	17,780	+/-1,756	5.0%	+/-0.5
10 to 14 years	20,777,987	+/-56,368	6.6%	+/-0.1	239,135	+/-6,360	6.1%	+/-0.2	20,870	+/-1,755	5.9%	+/-0.5
15 to 19 years	21,550,469	+/-33,340	6.9%	+/-0.1	247,170	+/-3,355	6.3%	+/-0.1	23,833	+/-874	6.7%	+/-0.2
20 to 24 years	22,463,182	+/-28,591	7.2%	+/-0.1	266,293	+/-3,901	6.8%	+/-0.1	35,476	+/-1,264	10.0%	+/-0.4
25 to 34 years	42,100,846	+/-29,972	13.4%	+/-0.1	532,957	+/-3,509	13.7%	+/-0.1	44,914	+/-1,291	12.7%	+/-0.4
35 to 44 years	40,698,086	+/-29,156	13.0%	+/-0.1	505,210	+/-3,247	13.0%	+/-0.1	40,275	+/-996	11.4%	+/-0.3
45 to 54 years	44,204,952	+/-32,797	14.1%	+/-0.1	521,859	+/-2,959	13.4%	+/-0.1	45,328	+/-682	12.8%	+/-0.2
55 to 59 years	20,622,207	+/-39,293	6.6%	+/-0.1	275,851	+/-6,870	7.1%	+/-0.2	25,327	+/-1,673	7.1%	+/-0.5
60 to 64 years	17,964,930	+/-41,352	5.7%	+/-0.1	254,202	+/-6,804	6.5%	+/-0.2	25,894	+/-1,612	7.3%	+/-0.5
65 to 74 years	24,004,760	+/-14,380	7.6%	+/-0.1	330,054	+/-1,866	8.5%	+/-0.1	32,398	+/-637	9.1%	+/-0.2
75 to 84 years	13,302,316	+/-31,037	4.2%	+/-0.1	168,880	+/-3,648	4.3%	+/-0.1	17,050	+/-1,037	4.8%	+/-0.3
85 years and over	5,833,401	+/-28,718	1.9%	+/-0.1	82,759	+/-3,213	2.1%	+/-0.1	7,889	+/-1,054	2.2%	+/-0.3
Median age (years)	37.4	+/-0.1	(X)	(X)	38.9	+/-0.1	(X)	(X)	38.8	+/-0.5	(X)	(X)
18 years and over	240,203,630	+/-31,813	76.5%	+/-0.1	3,038,607	+/-1,404	77.9%	+/-0.1	286,224	+/-274	80.7%	+/-0.1
21 years and over	226,383,309	+/-75,312	72.1%	+/-0.1	2,881,420	+/-5,735	73.9%	+/-0.1	266,621	+/-1,960	75.2%	+/-0.6
62 years and over	53,566,283	+/-43,066	17.1%	+/-0.1	730,015	+/-5,835	18.7%	+/-0.1	71,977	+/-1,516	20.3%	+/-0.4
65 years and over	43,140,477	+/-16,604	13.7%	+/-0.1	581,693	+/-1,659	14.9%	+/-0.1	57,337	+/-576	16.2%	+/-0.2
18 years and over	240,203,630	+/-31,813	240,203,630	(X)	3,038,607	+/-1,404	3,038,607	(X)	286,224	+/-274	286,224	(X)
Male	116,741,774	+/-22,952	48.6%	+/-0.1	1,488,594	+/-1,862	49.0%	+/-0.1	139,046	+/-303	48.6%	+/-0.1
Female	123,461,856	+/-19,422	51.4%	+/-0.1	1,550,013	+/-1,774	51.0%	+/-0.1	147,178	+/-318	51.4%	+/-0.1
65 years and over	43,140,477	+/-16,604	43,140,477	(X)	581,693	+/-1,659	581,693	(X)	57,337	+/-576	57,337	(X)
Male	18,805,263	+/-8,996	43.6%	+/-0.1	261,312	+/-1,176	44.9%	+/-0.2	25,716	+/-401	44.9%	+/-0.4
Female	24,335,214	+/-11,229	56.4%	+/-0.1	320,381	+/-1,355	55.1%	+/-0.2	31,621	+/-333	55.1%	+/-0.4

Calendar Year 2012 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
RACE												
Total population	313,914,040	*****	313,914,040	(X)	3,899,353	*****	3,899,353	(X)	354,542	*****	354,542	(X)
One race	304,840,426	+/-79,997	97.1%	+/-0.1	3,743,002	+/-7,736	96.0%	+/-0.2	339,145	+/-2,295	95.7%	+/-0.6
Two or more races	9,073,614	+/-79,997	2.9%	+/-0.1	156,351	+/-7,736	4.0%	+/-0.2	15,397	+/-2,295	4.3%	+/-0.6
One race	304,840,426	+/-79,997	97.1%	+/-0.1	3,743,002	+/-7,736	96.0%	+/-0.2	339,145	+/-2,295	95.7%	+/-0.6
White	231,992,377	+/-113,230	73.9%	+/-0.1	3,321,591	+/-11,013	85.2%	+/-0.3	312,666	+/-2,664	88.2%	+/-0.8
Black or African American	39,623,138	+/-57,930	12.6%	+/-0.1	69,719	+/-3,737	1.8%	+/-0.1	3,204	+/-669	0.9%	+/-0.2
American Indian and Alaska Native	2,563,505	+/-26,160	0.8%	+/-0.1	47,066	+/-4,202	1.2%	+/-0.1	3,699	+/-919	1.0%	+/-0.3
Cherokee tribal grouping	276,381	+/-8,078	0.1%	+/-0.1	3,676	+/-1,159	0.1%	+/-0.1	682	+/-471	0.2%	+/-0.1
Chippewa tribal grouping	113,262	+/-4,002	0.0%	+/-0.1	1,421	+/-572	0.0%	+/-0.1	116	+/-98	0.0%	+/-0.1
Navajo tribal grouping	312,039	+/-8,016	0.1%	+/-0.1	428	+/-275	0.0%	+/-0.1	0	+/-193	0.0%	+/-0.1
Sioux tribal grouping	121,503	+/-5,386	0.0%	+/-0.1	747	+/-405	0.0%	+/-0.1	0	+/-193	0.0%	+/-0.1
Asian	15,555,530	+/-32,545	5.0%	+/-0.1	149,455	+/-4,172	3.8%	+/-0.1	10,479	+/-1,038	3.0%	+/-0.3
Asian Indian	3,049,201	+/-45,887	1.0%	+/-0.1	15,640	+/-3,311	0.4%	+/-0.1	811	+/-504	0.2%	+/-0.1
Chinese	3,660,659	+/-43,534	1.2%	+/-0.1	37,775	+/-3,995	1.0%	+/-0.1	3,012	+/-772	0.8%	+/-0.2
Filipino	2,658,354	+/-36,836	0.8%	+/-0.1	15,985	+/-2,828	0.4%	+/-0.1	1,091	+/-727	0.3%	+/-0.2
Japanese	780,210	+/-16,603	0.2%	+/-0.1	12,885	+/-2,005	0.3%	+/-0.1	1,421	+/-682	0.4%	+/-0.2
Korean	1,450,401	+/-30,731	0.5%	+/-0.1	19,630	+/-3,090	0.5%	+/-0.1	2,231	+/-831	0.6%	+/-0.2
Vietnamese	1,675,246	+/-37,509	0.5%	+/-0.1	26,798	+/-3,766	0.7%	+/-0.1	1,106	+/-924	0.3%	+/-0.3
Other Asian	2,281,459	+/-40,508	0.7%	+/-0.1	20,742	+/-3,197	0.5%	+/-0.1	807	+/-523	0.2%	+/-0.1
Native Hawaiian and Other Pacific Islander	543,198	+/-14,210	0.2%	+/-0.1	16,415	+/-2,030	0.4%	+/-0.1	837	+/-289	0.2%	+/-0.1
Native Hawaiian	175,299	+/-8,616	0.1%	+/-0.1	3,436	+/-1,529	0.1%	+/-0.1	N	N	N	N
Guamanian or Chamorro	72,738	+/-6,964	0.0%	+/-0.1	1,509	+/-1,003	0.0%	+/-0.1	N	N	N	N
Samoan	103,079	+/-9,508	0.0%	+/-0.1	2,994	+/-1,316	0.1%	+/-0.1	N	N	N	N
Other Pacific Islander	192,082	+/-10,408	0.1%	+/-0.1	8,476	+/-1,406	0.2%	+/-0.1	N	N	N	N
Some other race	14,562,678	+/-120,810	4.6%	+/-0.1	138,756	+/-10,034	3.6%	+/-0.3	8,260	+/-2,446	2.3%	+/-0.7
Two or more races	9,073,614	+/-79,997	2.9%	+/-0.1	156,351	+/-7,736	4.0%	+/-0.2	15,397	+/-2,295	4.3%	+/-0.6
White and Black or African American	2,275,588	+/-42,089	0.7%	+/-0.1	19,719	+/-2,724	0.5%	+/-0.1	2,093	+/-646	0.6%	+/-0.2
White and American Indian and Alaska Native	1,799,343	+/-20,812	0.6%	+/-0.1	57,693	+/-4,386	1.5%	+/-0.1	6,718	+/-1,406	1.9%	+/-0.4
White and Asian	1,733,309	+/-27,845	0.6%	+/-0.1	36,331	+/-3,406	0.9%	+/-0.1	2,552	+/-991	0.7%	+/-0.3
Black or African American and American Indian and Alaska Native	316,788	+/-14,096	0.1%	+/-0.1	2,475	+/-1,592	0.1%	+/-0.1	101	+/-163	0.0%	+/-0.1

Calendar Year 2012 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
Race alone or in combination with one or more other races												
Total population	313,914,040	*****	313,914,040	(X)	3,899,353	*****	3,899,353	(X)	354,542	*****	354,542	(X)
White	239,645,013	+/-120,154	76.3%	+/-0.1	3,466,202	+/-11,888	88.9%	+/-0.3	326,996	+/-2,976	92.2%	+/-0.8
Black or African American	43,140,238	+/-42,355	13.7%	+/-0.1	100,569	+/-2,400	2.6%	+/-0.1	6,434	+/-554	1.8%	+/-0.2
American Indian and Alaska Native	5,226,034	+/-36,047	1.7%	+/-0.1	117,529	+/-5,364	3.0%	+/-0.1	11,828	+/-1,440	3.3%	+/-0.4
Asian	18,326,450	+/-26,093	5.8%	+/-0.1	199,752	+/-2,397	5.1%	+/-0.1	14,420	+/-913	4.1%	+/-0.3
Native Hawaiian and Other Pacific Islander	1,250,274	+/-22,377	0.4%	+/-0.1	29,812	+/-2,951	0.8%	+/-0.1	2,486	+/-941	0.7%	+/-0.3
Some other race	16,232,503	+/-128,387	5.2%	+/-0.1	156,815	+/-10,558	4.0%	+/-0.3	10,106	+/-2,582	2.9%	+/-0.7
HISPANIC OR LATINO AND RACE												
Total population	313,914,040	*****	313,914,040	(X)	3,899,353	*****	3,899,353	(X)	354,542	*****	354,542	(X)
Hispanic or Latino (of any race)	52,961,017	+/-9,501	16.9%	+/-0.1	474,155	*****	12.2%	*****	27,667	*****	7.8%	*****
Mexican	34,038,599	+/-86,331	10.8%	+/-0.1	400,498	+/-6,603	10.3%	+/-0.2	23,379	+/-1,002	6.6%	+/-0.3
Puerto Rican	4,970,604	+/-51,856	1.6%	+/-0.1	11,190	+/-2,621	0.3%	+/-0.1	1,105	+/-739	0.3%	+/-0.2
Cuban	1,957,557	+/-33,125	0.6%	+/-0.1	3,978	+/-1,515	0.1%	+/-0.1	0	+/-193	0.0%	+/-0.1
Other Hispanic or Latino	11,994,257	+/-82,408	3.8%	+/-0.1	58,489	+/-5,982	1.5%	+/-0.2	3,183	+/-763	0.9%	+/-0.2
Not Hispanic or Latino	260,953,023	+/-9,501	83.1%	+/-0.1	3,425,198	*****	87.8%	*****	326,875	*****	92.2%	*****
White alone	197,243,423	+/-20,601	62.8%	+/-0.1	3,026,649	+/-2,315	77.6%	+/-0.1	297,327	+/-423	83.9%	+/-0.1
Black or African American alone	38,464,192	+/-50,829	12.3%	+/-0.1	66,879	+/-3,388	1.7%	+/-0.1	3,133	+/-662	0.9%	+/-0.2
American Indian and Alaska Native alone	2,084,472	+/-18,586	0.7%	+/-0.1	37,023	+/-3,265	0.9%	+/-0.1	3,059	+/-835	0.9%	+/-0.2
Asian alone	15,375,460	+/-31,145	4.9%	+/-0.1	147,243	+/-3,963	3.8%	+/-0.1	10,245	+/-969	2.9%	+/-0.3
Native Hawaiian and Other Pacific Islander alone	497,807	+/-12,333	0.2%	+/-0.1	16,013	+/-1,994	0.4%	+/-0.1	837	+/-289	0.2%	+/-0.1
Some other race alone	614,725	+/-23,147	0.2%	+/-0.1	4,772	+/-1,738	0.1%	+/-0.1	579	+/-427	0.2%	+/-0.1
Two or more races	6,672,944	+/-58,407	2.1%	+/-0.1	126,619	+/-6,014	3.2%	+/-0.2	11,695	+/-1,578	3.3%	+/-0.4
Two races including Some other race	307,162	+/-13,273	0.1%	+/-0.1	3,368	+/-1,640	0.1%	+/-0.1	99	+/-117	0.0%	+/-0.1
Two races excluding Some other race, and Three or more races	6,365,782	+/-54,271	2.0%	+/-0.1	123,251	+/-5,816	3.2%	+/-0.1	11,596	+/-1,547	3.3%	+/-0.4
Total housing units	132,452,249	+/-3,899	(X)	(X)	1,682,531	+/-205	(X)	(X)	156,535	+/-955	(X)	(X)

Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to nonsampling error (for a discussion of nonsampling variability, see Accuracy of the Data). The effect of nonsampling error is not represented in these tables.

The ACS questions on Hispanic origin and race were revised in 2008 to make them consistent with the Census 2010 question wording. Any changes in estimates for 2008 and beyond may be due to demographic changes, as well as factors including questionnaire changes, differences in ACS population controls, and methodological differences in the population estimates, and therefore should be used with caution. For a summary of questionnaire changes see http://www.census.gov/acs/www/methodology/questionnaire_changes/. For more information about changes in the estimates see http://www.census.gov/population/hispanic/files/acs08researchnote.pdf.

For more information on understanding race and Hispanic origin data, please see the Census 2010 Brief entitled, Overview of Race and Hispanic Origin: 2010, issued March 2011. (pdf format)

While the 2012 American Community Survey (ACS) data generally reflect the December 2009 Office of Management and Budget (OMB) definitions of metropolitan and micropolitan statistical areas; in certain instances the names, codes, and boundaries of the principal cities shown in ACS tables may differ from the OMB definitions due to differences in the effective dates of the geographic entities. Estimates of urban and rural population, housing units, and characteristics reflect boundaries of urban areas defined based on Census 2000 data. Boundaries for urban areas have not been updated since Census 2000. As a result, data for urban and rural areas from the ACS do not necessarily reflect the results of ongoing urbanization.

Source: U.S. Census Bureau, 2012 American Community Survey

Explanation of Symbols:

1. An '**' entry in the margin of error column indicates that either no sample observations or too few sample observations were available to compute a standard error and thus the margin of error. A statistical test is not appropriate.
2. An '-' entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution.
3. An '-' following a median estimate means the median falls in the lowest interval of an open-ended distribution.
4. An '+' following a median estimate means the median falls in the upper interval of an open-ended distribution.
5. An '***' entry in the margin of error column indicates that the median falls in the lowest interval or upper interval of an open-ended distribution. A statistical test is not appropriate.
6. An '*****' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.
7. An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small.
8. An '(X)' means that the estimate is not applicable or not available.

Appendix C

Calendar Year 2013 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
SEX AND AGE												
Total population	316,128,839	*****	316,128,839	(X)	3,930,065	*****	3,930,065	(X)	356,212	*****	356,212	(X)
Male	155,627,698	+/-26,501	49.2%	+/-0.1	1,946,196	+/-3,457	49.5%	+/-0.1	174,637	+/-907	49.0%	+/-0.3
Female	160,501,141	+/-26,501	50.8%	+/-0.1	1,983,869	+/-3,457	50.5%	+/-0.1	181,575	+/-907	51.0%	+/-0.3
Under 5 years	19,770,079	+/-18,531	6.3%	+/-0.1	228,403	+/-2,380	5.8%	+/-0.1	17,245	+/-797	4.8%	+/-0.2
5 to 9 years	20,606,012	+/-55,950	6.5%	+/-0.1	242,753	+/-6,063	6.2%	+/-0.2	19,037	+/-1,490	5.3%	+/-0.4
10 to 14 years	20,735,582	+/-52,657	6.6%	+/-0.1	239,750	+/-6,396	6.1%	+/-0.2	19,883	+/-1,667	5.6%	+/-0.5
15 to 19 years	21,386,643	+/-35,983	6.8%	+/-0.1	250,980	+/-4,080	6.4%	+/-0.1	25,327	+/-837	7.1%	+/-0.2
20 to 24 years	22,719,908	+/-31,830	7.2%	+/-0.1	264,136	+/-4,407	6.7%	+/-0.1	34,301	+/-725	9.6%	+/-0.2
25 to 34 years	42,626,555	+/-34,133	13.5%	+/-0.1	534,850	+/-4,163	13.6%	+/-0.1	43,288	+/-878	12.2%	+/-0.2
35 to 44 years	40,608,235	+/-25,895	12.8%	+/-0.1	514,966	+/-3,872	13.1%	+/-0.1	42,107	+/-1,116	11.8%	+/-0.3
45 to 54 years	43,674,983	+/-32,813	13.8%	+/-0.1	512,733	+/-3,461	13.0%	+/-0.1	44,015	+/-995	12.4%	+/-0.3
55 to 59 years	21,108,252	+/-55,949	6.7%	+/-0.1	274,340	+/-6,330	7.0%	+/-0.2	24,352	+/-2,014	6.8%	+/-0.6
60 to 64 years	18,228,600	+/-57,282	5.8%	+/-0.1	262,558	+/-6,047	6.7%	+/-0.2	26,979	+/-1,954	7.6%	+/-0.5
65 to 74 years	25,213,746	+/-17,213	8.0%	+/-0.1	351,758	+/-1,779	9.0%	+/-0.1	34,368	+/-492	9.6%	+/-0.1
75 to 84 years	13,465,490	+/-33,392	4.3%	+/-0.1	171,261	+/-3,833	4.4%	+/-0.1	16,321	+/-1,304	4.6%	+/-0.4
85 years and over	5,984,754	+/-30,768	1.9%	+/-0.1	81,577	+/-3,560	2.1%	+/-0.1	8,989	+/-1,290	2.5%	+/-0.4
Median age (years)	37.5	+/-0.1	(X)	(X)	39.1	+/-0.2	(X)	(X)	39.3	+/-0.8	(X)	(X)
18 years and over	242,542,227	+/-31,392	76.7%	+/-0.1	3,070,537	+/-1,714	78.1%	+/-0.1	287,947	+/-193	80.8%	+/-0.1
21 years and over	228,856,999	+/-77,649	72.4%	+/-0.1	2,913,935	+/-4,666	74.1%	+/-0.1	266,446	+/-2,092	74.8%	+/-0.6
62 years and over	55,179,308	+/-51,679	17.5%	+/-0.1	755,686	+/-5,577	19.2%	+/-0.1	74,825	+/-1,680	21.0%	+/-0.5
65 years and over	44,663,990	+/-18,744	14.1%	+/-0.1	604,596	+/-2,022	15.4%	+/-0.1	59,678	+/-514	16.8%	+/-0.1
18 years and over	242,542,227	+/-31,392	242,542,227	(X)	3,070,537	+/-1,714	3,070,537	(X)	287,947	+/-193	287,947	(X)
Male	117,977,584	+/-23,867	48.6%	+/-0.1	1,503,938	+/-1,934	49.0%	+/-0.1	139,851	+/-328	48.6%	+/-0.1
Female	124,564,643	+/-19,760	51.4%	+/-0.1	1,566,599	+/-2,016	51.0%	+/-0.1	148,096	+/-304	51.4%	+/-0.1
65 years and over	44,663,990	+/-18,744	44,663,990	(X)	604,596	+/-2,022	604,596	(X)	59,678	+/-514	59,678	(X)
Male	19,574,217	+/-11,445	43.8%	+/-0.1	273,968	+/-1,206	45.3%	+/-0.2	26,864	+/-272	45.0%	+/-0.3
Female	25,089,773	+/-12,053	56.2%	+/-0.1	330,628	+/-1,555	54.7%	+/-0.2	32,814	+/-377	55.0%	+/-0.3

Calendar Year 2013 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
RACE												
Total population	316,128,839	*****	316,128,839	(X)	3,930,065	*****	3,930,065	(X)	356,212	*****	356,212	(X)
One race	306,759,298	+/-76,341	97.0%	+/-0.1	3,764,285	+/-7,176	95.8%	+/-0.2	340,879	+/-1,855	95.7%	+/-0.5
Two or more races	9,369,541	+/-76,341	3.0%	+/-0.1	165,780	+/-7,176	4.2%	+/-0.2	15,333	+/-1,855	4.3%	+/-0.5
One race	306,759,298	+/-76,341	97.0%	+/-0.1	3,764,285	+/-7,176	95.8%	+/-0.2	340,879	+/-1,855	95.7%	+/-0.5
White	232,969,901	+/-125,843	73.7%	+/-0.1	3,370,391	+/-10,721	85.8%	+/-0.3	312,281	+/-2,990	87.7%	+/-0.8
Black or African American	39,919,371	+/-55,395	12.6%	+/-0.1	72,655	+/-3,250	1.8%	+/-0.1	3,903	+/-719	1.1%	+/-0.2
American Indian and Alaska Native	2,521,131	+/-28,182	0.8%	+/-0.1	43,202	+/-4,171	1.1%	+/-0.1	3,854	+/-1,017	1.1%	+/-0.3
Cherokee tribal grouping	279,419	+/-8,020	0.1%	+/-0.1	2,728	+/-745	0.1%	+/-0.1	N	N	N	N
Chippewa tribal grouping	111,939	+/-5,931	0.0%	+/-0.1	1,298	+/-538	0.0%	+/-0.1	N	N	N	N
Navajo tribal grouping	304,744	+/-7,435	0.1%	+/-0.1	244	+/-249	0.0%	+/-0.1	N	N	N	N
Sioux tribal grouping	126,485	+/-5,432	0.0%	+/-0.1	1,718	+/-745	0.0%	+/-0.1	N	N	N	N
Asian	16,012,120	+/-35,390	5.1%	+/-0.1	152,271	+/-4,385	3.9%	+/-0.1	8,772	+/-1,216	2.5%	+/-0.3
Asian Indian	3,189,485	+/-39,389	1.0%	+/-0.1	17,321	+/-3,193	0.4%	+/-0.1	431	+/-307	0.1%	+/-0.1
Chinese	3,781,673	+/-40,496	1.2%	+/-0.1	32,478	+/-3,682	0.8%	+/-0.1	2,891	+/-925	0.8%	+/-0.3
Filipino	2,664,606	+/-41,081	0.8%	+/-0.1	17,790	+/-3,263	0.5%	+/-0.1	173	+/-164	0.0%	+/-0.1
Japanese	794,441	+/-16,859	0.3%	+/-0.1	14,653	+/-2,479	0.4%	+/-0.1	1,825	+/-898	0.5%	+/-0.3
Korean	1,446,592	+/-26,966	0.5%	+/-0.1	15,582	+/-3,754	0.4%	+/-0.1	1,370	+/-850	0.4%	+/-0.2
Vietnamese	1,692,760	+/-38,219	0.5%	+/-0.1	28,357	+/-3,801	0.7%	+/-0.1	1,336	+/-818	0.4%	+/-0.2
Other Asian	2,442,563	+/-44,945	0.8%	+/-0.1	26,090	+/-4,232	0.7%	+/-0.1	746	+/-461	0.2%	+/-0.1
Native Hawaiian and Other Pacific Islander	525,750	+/-11,725	0.2%	+/-0.1	14,038	+/-1,868	0.4%	+/-0.1	1,185	+/-319	0.3%	+/-0.1
Native Hawaiian	179,489	+/-10,650	0.1%	+/-0.1	4,785	+/-1,791	0.1%	+/-0.1	N	N	N	N
Guamanian or Chamorro	63,655	+/-6,140	0.0%	+/-0.1	979	+/-709	0.0%	+/-0.1	N	N	N	N
Samoan	105,235	+/-9,851	0.0%	+/-0.1	1,692	+/-875	0.0%	+/-0.1	N	N	N	N
Other Pacific Islander	177,371	+/-11,768	0.1%	+/-0.1	6,582	+/-1,815	0.2%	+/-0.1	N	N	N	N
Some other race	14,811,025	+/-129,173	4.7%	+/-0.1	111,728	+/-9,291	2.8%	+/-0.2	10,884	+/-3,371	3.1%	+/-0.9
Two or more races	9,369,541	+/-76,341	3.0%	+/-0.1	165,780	+/-7,176	4.2%	+/-0.2	15,333	+/-1,855	4.3%	+/-0.5
White and Black or African American	2,408,065	+/-36,357	0.8%	+/-0.1	20,616	+/-2,907	0.5%	+/-0.1	1,809	+/-478	0.5%	+/-0.1
White and American Indian and Alaska Native	1,832,055	+/-23,394	0.6%	+/-0.1	58,749	+/-3,588	1.5%	+/-0.1	6,194	+/-857	1.7%	+/-0.2
White and Asian	1,840,160	+/-30,088	0.6%	+/-0.1	41,033	+/-3,961	1.0%	+/-0.1	3,839	+/-960	1.1%	+/-0.3
Black or African American and American Indian and Alaska Native	318,286	+/-14,833	0.1%	+/-0.1	3,198	+/-1,536	0.1%	+/-0.1	0	+/-200	0.0%	+/-0.1

Calendar Year 2013 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
Race alone or in combination with one or more other races												
Total population	316,128,839	*****	316,128,839	(X)	3,930,065	*****	3,930,065	(X)	356,212	*****	356,212	(X)
White	240,924,897	+/-145,033	76.2%	+/-0.1	3,521,410	+/-11,316	89.6%	+/-0.3	326,547	+/-3,714	91.7%	+/-1.0
Black or African American	43,624,267	+/-41,743	13.8%	+/-0.1	106,605	+/-3,680	2.7%	+/-0.1	6,161	+/-738	1.7%	+/-0.2
American Indian and Alaska Native	5,252,044	+/-42,976	1.7%	+/-0.1	115,952	+/-4,909	3.0%	+/-0.1	10,696	+/-772	3.0%	+/-0.2
Asian	18,913,544	+/-26,264	6.0%	+/-0.1	210,876	+/-2,595	5.4%	+/-0.1	14,093	+/-495	4.0%	+/-0.1
Native Hawaiian and Other Pacific Islander	1,226,149	+/-23,182	0.4%	+/-0.1	28,965	+/-3,189	0.7%	+/-0.1	2,713	+/-883	0.8%	+/-0.2
Some other race	16,474,381	+/-124,258	5.2%	+/-0.1	130,900	+/-10,008	3.3%	+/-0.3	12,622	+/-3,233	3.5%	+/-0.9
HISPANIC OR LATINO AND RACE												
Total population	316,128,839	*****	316,128,839	(X)	3,930,065	*****	3,930,065	(X)	356,212	*****	356,212	(X)
Hispanic or Latino (of any race)	53,986,412	+/-9,286	17.1%	+/-0.1	483,761	*****	12.3%	*****	28,447	*****	8.0%	*****
Mexican	34,586,088	+/-85,442	10.9%	+/-0.1	418,850	+/-6,413	10.7%	+/-0.2	21,617	+/-2,197	6.1%	+/-0.6
Puerto Rican	5,138,109	+/-56,917	1.6%	+/-0.1	12,103	+/-2,543	0.3%	+/-0.1	1,329	+/-1,110	0.4%	+/-0.3
Cuban	2,013,155	+/-35,561	0.6%	+/-0.1	4,204	+/-1,542	0.1%	+/-0.1	614	+/-453	0.2%	+/-0.1
Other Hispanic or Latino	12,249,060	+/-86,825	3.9%	+/-0.1	48,604	+/-5,635	1.2%	+/-0.1	4,887	+/-1,696	1.4%	+/-0.5
Not Hispanic or Latino	262,142,427	+/-9,286	82.9%	+/-0.1	3,446,304	*****	87.7%	*****	327,765	*****	92.0%	*****
White alone	197,392,411	+/-20,473	62.4%	+/-0.1	3,039,839	+/-1,980	77.3%	+/-0.1	296,898	+/-633	83.3%	+/-0.2
Black or African American alone	38,807,755	+/-47,076	12.3%	+/-0.1	67,906	+/-2,971	1.7%	+/-0.1	3,568	+/-435	1.0%	+/-0.1
American Indian and Alaska Native alone	2,059,457	+/-17,757	0.7%	+/-0.1	33,392	+/-2,552	0.8%	+/-0.1	3,310	+/-862	0.9%	+/-0.2
Asian alone	15,841,339	+/-34,772	5.0%	+/-0.1	150,484	+/-4,609	3.8%	+/-0.1	8,691	+/-1,211	2.4%	+/-0.3
Native Hawaiian and Other Pacific Islander alone	482,428	+/-11,346	0.2%	+/-0.1	13,733	+/-1,852	0.3%	+/-0.1	1,016	+/-278	0.3%	+/-0.1
Some other race alone	641,423	+/-25,068	0.2%	+/-0.1	4,410	+/-1,682	0.1%	+/-0.1	595	+/-357	0.2%	+/-0.1
Two or more races	6,917,614	+/-56,649	2.2%	+/-0.1	136,540	+/-5,841	3.5%	+/-0.1	13,687	+/-1,763	3.8%	+/-0.5
Two races including Some other race	281,039	+/-13,779	0.1%	+/-0.1	1,905	+/-905	0.0%	+/-0.1	656	+/-583	0.2%	+/-0.2
Two races excluding Some other race, and Three or more races	6,636,575	+/-56,814	2.1%	+/-0.1	134,635	+/-5,648	3.4%	+/-0.1	13,031	+/-1,595	3.7%	+/-0.4
Total housing units	132,808,137	+/-2,879	(X)	(X)	1,684,107	+/-180	(X)	(X)	156,436	+/-660	(X)	(X)

Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to nonsampling error (for a discussion of nonsampling variability, see Accuracy of the Data). The effect of nonsampling error is not represented in these tables.

In data year 2013, there were a series of changes to data collection operations that could have affected some estimates. These changes include the addition of Internet as a mode of data collection, the end of the content portion of Failed Edit Follow-Up interviewing, and the loss of one monthly panel due to the Federal Government shut down in October 2013. For more information, see: User Notes

The ACS questions on Hispanic origin and race were revised in 2008 to make them consistent with the Census 2010 question wording. Any changes in estimates for 2008 and beyond may be due to demographic changes, as well as factors including questionnaire changes, differences in ACS population controls, and methodological differences in the population estimates, and therefore should be used with caution. For a summary of questionnaire changes see http://www.census.gov/acs/www/methodology/questionnaire_changes/. For more information about changes in the estimates see http://www.census.gov/population/hispanic/files/acs08researchnote.pdf.

For more information on understanding race and Hispanic origin data, please see the Census 2010 Brief entitled, Overview of Race and Hispanic Origin: 2010, issued March 2011. (pdf format)

While the 2013 American Community Survey (ACS) data generally reflect the February 2013 Office of Management and Budget (OMB) definitions of metropolitan and micropolitan statistical areas; in certain instances the names, codes, and boundaries of the principal cities shown in ACS tables may differ from the OMB definitions due to differences in the effective dates of the geographic entities.

Estimates of urban and rural population, housing units, and characteristics reflect boundaries of urban areas defined based on Census 2010 data. As a result, data for urban and rural areas from the ACS do not necessarily reflect the results of ongoing urbanization.

Source: U.S. Census Bureau, 2013 American Community Survey

Explanation of Symbols:

1. An '**' entry in the margin of error column indicates that either no sample observations or too few sample observations were available to compute a standard error and thus the margin of error. A statistical test is not appropriate.
2. An '-' entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution.
3. An '-' following a median estimate means the median falls in the lowest interval of an open-ended distribution.
4. An '+' following a median estimate means the median falls in the upper interval of an open-ended distribution.
5. An '***' entry in the margin of error column indicates that the median falls in the lowest interval or upper interval of an open-ended distribution. A statistical test is not appropriate.
6. An '*****' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.
7. An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small.
8. An '(X)' means that the estimate is not applicable or not available.

Appendix D

Calendar Year 2014 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
SEX AND AGE												
Total population	318,857,056	*****	318,857,056	(X)	3,970,239	*****	3,970,239	(X)	358,337	*****	358,337	(X)
Male	156,890,101	+/-27,214	49.2%	+/-0.1	1,964,293	+/-3,573	49.5%	+/-0.1	175,389	+/-460	48.9%	+/-0.1
Female	161,966,955	+/-27,214	50.8%	+/-0.1	2,005,946	+/-3,573	50.5%	+/-0.1	182,948	+/-460	51.1%	+/-0.1
Under 5 years	19,773,010	+/-17,395	6.2%	+/-0.1	226,468	+/-1,765	5.7%	+/-0.1	17,241	+/-444	4.8%	+/-0.1
5 to 9 years	20,563,575	+/-57,409	6.4%	+/-0.1	240,670	+/-6,304	6.1%	+/-0.2	19,595	+/-1,599	5.5%	+/-0.4
10 to 14 years	20,749,801	+/-48,112	6.5%	+/-0.1	245,007	+/-6,690	6.2%	+/-0.2	20,215	+/-1,672	5.6%	+/-0.5
15 to 19 years	21,347,017	+/-31,838	6.7%	+/-0.1	245,358	+/-3,357	6.2%	+/-0.1	23,852	+/-1,098	6.7%	+/-0.3
20 to 24 years	22,698,029	+/-31,498	7.1%	+/-0.1	265,779	+/-3,235	6.7%	+/-0.1	34,415	+/-1,158	9.6%	+/-0.3
25 to 34 years	43,323,099	+/-33,262	13.6%	+/-0.1	540,740	+/-3,857	13.6%	+/-0.1	44,564	+/-999	12.4%	+/-0.3
35 to 44 years	40,751,359	+/-25,707	12.8%	+/-0.1	521,875	+/-3,620	13.1%	+/-0.1	41,295	+/-881	11.5%	+/-0.2
45 to 54 years	43,353,277	+/-33,047	13.6%	+/-0.1	507,808	+/-2,389	12.8%	+/-0.1	44,093	+/-976	12.3%	+/-0.3
55 to 59 years	21,314,688	+/-51,277	6.7%	+/-0.1	268,978	+/-6,267	6.8%	+/-0.2	25,892	+/-1,706	7.2%	+/-0.5
60 to 64 years	18,768,308	+/-53,706	5.9%	+/-0.1	273,330	+/-6,257	6.9%	+/-0.2	24,938	+/-1,727	7.0%	+/-0.5
65 to 74 years	26,418,204	+/-18,807	8.3%	+/-0.1	376,017	+/-2,130	9.5%	+/-0.1	36,739	+/-399	10.3%	+/-0.1
75 to 84 years	13,750,719	+/-32,902	4.3%	+/-0.1	173,033	+/-4,095	4.4%	+/-0.1	16,744	+/-1,153	4.7%	+/-0.3
85 years and over	6,045,970	+/-30,760	1.9%	+/-0.1	85,176	+/-3,592	2.1%	+/-0.1	8,754	+/-1,139	2.4%	+/-0.3
Median age (years)	37.7	+/-0.1	(X)	(X)	39.3	+/-0.2	(X)	(X)	39.9	+/-0.5	(X)	(X)
18 years and over	245,279,633	+/-33,013	76.9%	+/-0.1	3,111,524	+/-1,785	78.4%	+/-0.1	289,773	+/-160	80.9%	+/-0.1
21 years and over	231,750,560	+/-70,218	72.7%	+/-0.1	2,954,371	+/-5,384	74.4%	+/-0.1	270,318	+/-1,898	75.4%	+/-0.5
62 years and over	57,051,935	+/-54,442	17.9%	+/-0.1	794,596	+/-4,730	20.0%	+/-0.1	77,296	+/-1,332	21.6%	+/-0.4
65 years and over	46,214,893	+/-21,066	14.5%	+/-0.1	634,226	+/-2,115	16.0%	+/-0.1	62,237	+/-391	17.4%	+/-0.1
18 years and over	245,279,633	+/-33,013	245,279,633	(X)	3,111,524	+/-1,785	3,111,524	(X)	289,773	+/-160	289,773	(X)
Male	119,274,182	+/-25,387	48.6%	+/-0.1	1,524,999	+/-2,557	49.0%	+/-0.1	140,775	+/-245	48.6%	+/-0.1
Female	126,005,451	+/-21,338	51.4%	+/-0.1	1,586,525	+/-2,176	51.0%	+/-0.1	148,998	+/-233	51.4%	+/-0.1
65 years and over	46,214,893	+/-21,066	46,214,893	(X)	634,226	+/-2,115	634,226	(X)	62,237	+/-391	62,237	(X)
Male	20,312,472	+/-12,409	44.0%	+/-0.1	287,658	+/-1,327	45.4%	+/-0.2	28,251	+/-280	45.4%	+/-0.4
Female	25,902,421	+/-13,230	56.0%	+/-0.1	346,568	+/-1,631	54.6%	+/-0.2	33,986	+/-340	54.6%	+/-0.4

Calendar Year 2014 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
RACE												
Total population	318,857,056	*****	318,857,056	(X)	3,970,239	*****	3,970,239	(X)	358,337	*****	358,337	(X)
One race	309,251,285	+/-83,701	97.0%	+/-0.1	3,791,559	+/-7,082	95.5%	+/-0.2	339,820	+/-2,212	94.8%	+/-0.6
Two or more races	9,605,771	+/-83,701	3.0%	+/-0.1	178,680	+/-7,082	4.5%	+/-0.2	18,517	+/-2,212	5.2%	+/-0.6
One race	309,251,285	+/-83,701	97.0%	+/-0.1	3,791,559	+/-7,082	95.5%	+/-0.2	339,820	+/-2,212	94.8%	+/-0.6
White	233,963,128	+/-99,837	73.4%	+/-0.1	3,358,250	+/-13,638	84.6%	+/-0.3	317,454	+/-2,344	88.6%	+/-0.7
Black or African American	40,379,066	+/-57,749	12.7%	+/-0.1	71,042	+/-3,386	1.8%	+/-0.1	3,458	+/-778	1.0%	+/-0.2
American Indian and Alaska Native	2,601,714	+/-27,827	0.8%	+/-0.1	46,761	+/-3,508	1.2%	+/-0.1	3,324	+/-1,219	0.9%	+/-0.3
Cherokee tribal grouping	282,867	+/-9,913	0.1%	+/-0.1	3,949	+/-1,358	0.1%	+/-0.1	868	+/-659	0.2%	+/-0.2
Chippewa tribal grouping	115,987	+/-4,996	0.0%	+/-0.1	2,152	+/-1,021	0.1%	+/-0.1	0	+/-197	0.0%	+/-0.1
Navajo tribal grouping	320,603	+/-9,051	0.1%	+/-0.1	478	+/-354	0.0%	+/-0.1	121	+/-192	0.0%	+/-0.1
Sioux tribal grouping	125,790	+/-5,273	0.0%	+/-0.1	1,247	+/-608	0.0%	+/-0.1	0	+/-197	0.0%	+/-0.1
Asian	16,686,960	+/-33,816	5.2%	+/-0.1	159,891	+/-4,298	4.0%	+/-0.1	8,581	+/-1,253	2.4%	+/-0.3
Asian Indian	3,491,052	+/-51,858	1.1%	+/-0.1	20,115	+/-3,145	0.5%	+/-0.1	613	+/-470	0.2%	+/-0.1
Chinese	3,941,615	+/-41,391	1.2%	+/-0.1	36,349	+/-3,896	0.9%	+/-0.1	3,340	+/-907	0.9%	+/-0.3
Filipino	2,770,918	+/-42,420	0.9%	+/-0.1	17,560	+/-2,732	0.4%	+/-0.1	649	+/-288	0.2%	+/-0.1
Japanese	759,056	+/-16,264	0.2%	+/-0.1	12,958	+/-2,016	0.3%	+/-0.1	981	+/-411	0.3%	+/-0.1
Korean	1,476,577	+/-28,779	0.5%	+/-0.1	14,519	+/-2,556	0.4%	+/-0.1	1,630	+/-698	0.5%	+/-0.2
Vietnamese	1,714,143	+/-34,795	0.5%	+/-0.1	28,312	+/-4,452	0.7%	+/-0.1	266	+/-230	0.1%	+/-0.1
Other Asian	2,533,599	+/-46,889	0.8%	+/-0.1	30,078	+/-5,309	0.8%	+/-0.1	1,102	+/-472	0.3%	+/-0.1
Native Hawaiian and Other Pacific Islander	557,154	+/-12,419	0.2%	+/-0.1	14,113	+/-1,864	0.4%	+/-0.1	514	+/-206	0.1%	+/-0.1
Native Hawaiian	180,203	+/-9,349	0.1%	+/-0.1	4,092	+/-1,312	0.1%	+/-0.1	N	N	N	N
Guamanian or Chamorro	73,811	+/-5,979	0.0%	+/-0.1	1,599	+/-849	0.0%	+/-0.1	N	N	N	N
Samoan	114,288	+/-7,872	0.0%	+/-0.1	1,341	+/-642	0.0%	+/-0.1	N	N	N	N
Other Pacific Islander	188,852	+/-11,284	0.1%	+/-0.1	7,081	+/-1,512	0.2%	+/-0.1	N	N	N	N
Some other race	15,063,263	+/-109,804	4.7%	+/-0.1	141,502	+/-12,897	3.6%	+/-0.3	6,489	+/-1,943	1.8%	+/-0.5
Two or more races	9,605,771	+/-83,701	3.0%	+/-0.1	178,680	+/-7,082	4.5%	+/-0.2	18,517	+/-2,212	5.2%	+/-0.6
White and Black or African American	2,518,746	+/-41,481	0.8%	+/-0.1	24,628	+/-3,207	0.6%	+/-0.1	2,376	+/-765	0.7%	+/-0.2
White and American Indian and Alaska Native	1,881,024	+/-28,883	0.6%	+/-0.1	63,232	+/-5,458	1.6%	+/-0.1	7,403	+/-1,571	2.1%	+/-0.4
White and Asian	1,929,461	+/-35,849	0.6%	+/-0.1	39,953	+/-3,372	1.0%	+/-0.1	4,150	+/-1,263	1.2%	+/-0.4
Black or African American and American Indian and Alaska Native	312,454	+/-13,859	0.1%	+/-0.1	2,549	+/-1,425	0.1%	+/-0.1	120	+/-174	0.0%	+/-0.1

Calendar Year 2014 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
Race alone or in combination with one or more other races												
Total population	318,857,056	*****	318,857,056	(X)	3,970,239	*****	3,970,239	(X)	358,337	*****	358,337	(X)
White	242,169,652	+/-134,744	75.9%	+/-0.1	3,517,452	+/-14,703	88.6%	+/-0.4	334,186	+/-2,795	93.3%	+/-0.8
Black or African American	44,171,261	+/-46,252	13.9%	+/-0.1	107,034	+/-2,665	2.7%	+/-0.1	6,902	+/-733	1.9%	+/-0.2
American Indian and Alaska Native	5,396,560	+/-37,989	1.7%	+/-0.1	126,944	+/-6,684	3.2%	+/-0.2	11,901	+/-1,281	3.3%	+/-0.4
Asian	19,658,736	+/-25,693	6.2%	+/-0.1	218,533	+/-2,819	5.5%	+/-0.1	15,433	+/-796	4.3%	+/-0.2
Native Hawaiian and Other Pacific Islander	1,270,272	+/-17,490	0.4%	+/-0.1	32,537	+/-2,923	0.8%	+/-0.1	3,004	+/-993	0.8%	+/-0.3
Some other race	16,703,187	+/-108,729	5.2%	+/-0.1	162,947	+/-13,571	4.1%	+/-0.3	7,233	+/-2,011	2.0%	+/-0.6
HISPANIC OR LATINO AND RACE												
Total population	318,857,056	*****	318,857,056	(X)	3,970,239	*****	3,970,239	(X)	358,337	*****	358,337	(X)
Hispanic or Latino (of any race)	55,279,452	+/-7,761	17.3%	+/-0.1	496,791	*****	12.5%	*****	29,681	*****	8.3%	*****
Mexican	35,320,579	+/-93,277	11.1%	+/-0.1	430,338	+/-6,944	10.8%	+/-0.2	24,924	+/-1,319	7.0%	+/-0.4
Puerto Rican	5,266,738	+/-56,077	1.7%	+/-0.1	9,776	+/-2,359	0.2%	+/-0.1	690	+/-528	0.2%	+/-0.1
Cuban	2,046,805	+/-31,819	0.6%	+/-0.1	3,835	+/-967	0.1%	+/-0.1	107	+/-108	0.0%	+/-0.1
Other Hispanic or Latino	12,645,330	+/-86,675	4.0%	+/-0.1	52,842	+/-6,821	1.3%	+/-0.2	3,960	+/-1,211	1.1%	+/-0.3
Not Hispanic or Latino	263,577,604	+/-7,761	82.7%	+/-0.1	3,473,448	*****	87.5%	*****	328,656	*****	91.7%	*****
White alone	197,409,353	+/-20,915	61.9%	+/-0.1	3,052,407	+/-2,154	76.9%	+/-0.1	297,387	+/-316	83.0%	+/-0.1
Black or African American alone	39,267,149	+/-48,616	12.3%	+/-0.1	68,775	+/-3,409	1.7%	+/-0.1	3,189	+/-762	0.9%	+/-0.2
American Indian and Alaska Native alone	2,103,422	+/-18,194	0.7%	+/-0.1	35,628	+/-2,882	0.9%	+/-0.1	2,775	+/-1,094	0.8%	+/-0.3
Asian alone	16,513,652	+/-32,475	5.2%	+/-0.1	157,528	+/-4,163	4.0%	+/-0.1	8,382	+/-1,226	2.3%	+/-0.3
Native Hawaiian and Other Pacific Islander alone	507,550	+/-10,616	0.2%	+/-0.1	13,483	+/-1,711	0.3%	+/-0.1	514	+/-206	0.1%	+/-0.1
Some other race alone	679,100	+/-25,795	0.2%	+/-0.1	5,872	+/-2,221	0.1%	+/-0.1	250	+/-257	0.1%	+/-0.1
Two or more races	7,097,378	+/-62,553	2.2%	+/-0.1	139,755	+/-5,812	3.5%	+/-0.1	16,159	+/-1,701	4.5%	+/-0.5
Two races including Some other race	260,586	+/-11,743	0.1%	+/-0.1	1,997	+/-870	0.1%	+/-0.1	293	+/-201	0.1%	+/-0.1
Two races excluding Some other race, and Three or more races	6,836,792	+/-60,019	2.1%	+/-0.1	137,758	+/-5,758	3.5%	+/-0.1	15,866	+/-1,671	4.4%	+/-0.5
Total housing units	133,962,970	+/-4,161	(X)	(X)	1,700,611	+/-190	(X)	(X)	157,908	+/-643	(X)	(X)

Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to nonsampling error (for a discussion of nonsampling variability, see Accuracy of the Data). The effect of nonsampling error is not represented in these tables.

For more information on understanding race and Hispanic origin data, please see the Census 2010 Brief entitled, Overview of Race and Hispanic Origin: 2010, issued March 2011. (pdf format)

While the 2014 American Community Survey (ACS) data generally reflect the February 2013 Office of Management and Budget (OMB) definitions of metropolitan and micropolitan statistical areas; in certain instances the names, codes, and boundaries of the principal cities shown in ACS tables may differ from the OMB definitions due to differences in the effective dates of the geographic entities.

Estimates of urban and rural population, housing units, and characteristics reflect boundaries of urban areas defined based on Census 2010 data. As a result, data for urban and rural areas from the ACS do not necessarily reflect the results of ongoing urbanization.

Source: U.S. Census Bureau, 2014 American Community Survey 1-Year Estimates

Explanation of Symbols:

1. An '**' entry in the margin of error column indicates that either no sample observations or too few sample observations were available to compute a standard error and thus the margin of error. A statistical test is not appropriate.
2. An '-' entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution.
3. An '-' following a median estimate means the median falls in the lowest interval of an open-ended distribution.
4. An '+' following a median estimate means the median falls in the upper interval of an open-ended distribution.
5. An '***' entry in the margin of error column indicates that the median falls in the lowest interval or upper interval of an open-ended distribution. A statistical test is not appropriate.
6. An '*****' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.
7. An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small.
8. An '(X)' means that the estimate is not applicable or not available.

Appendix E

Calendar Year 2015 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
SEX AND AGE												
Total population	321,418,821	*****	321,418,821	(X)	4,028,977	*****	4,028,977	(X)	362,895	*****	362,895	(X)
Male	158,167,834	+/-31,499	49.2%	+/-0.1	1,992,162	+/-3,716	49.4%	+/-0.1	177,609	+/-795	48.9%	+/-0.2
Female	163,250,987	+/-31,500	50.8%	+/-0.1	2,036,815	+/-3,716	50.6%	+/-0.1	185,286	+/-795	51.1%	+/-0.2
Under 5 years	19,793,807	+/-16,520	6.2%	+/-0.1	229,139	+/-1,866	5.7%	+/-0.1	17,980	+/-449	5.0%	+/-0.1
5 to 9 years	20,582,473	+/-62,124	6.4%	+/-0.1	244,650	+/-6,645	6.1%	+/-0.2	19,880	+/-1,602	5.5%	+/-0.4
10 to 14 years	20,627,389	+/-58,029	6.4%	+/-0.1	238,199	+/-6,377	5.9%	+/-0.2	18,502	+/-1,615	5.1%	+/-0.4
15 to 19 years	21,426,912	+/-30,132	6.7%	+/-0.1	247,829	+/-3,689	6.2%	+/-0.1	24,796	+/-1,021	6.8%	+/-0.3
20 to 24 years	22,541,077	+/-30,660	7.0%	+/-0.1	264,699	+/-3,239	6.6%	+/-0.1	35,132	+/-1,008	9.7%	+/-0.3
25 to 34 years	43,897,832	+/-33,513	13.7%	+/-0.1	553,310	+/-3,773	13.7%	+/-0.1	45,785	+/-853	12.6%	+/-0.2
35 to 44 years	40,804,130	+/-27,374	12.7%	+/-0.1	527,375	+/-3,799	13.1%	+/-0.1	42,026	+/-572	11.6%	+/-0.2
45 to 54 years	43,135,580	+/-35,565	13.4%	+/-0.1	517,829	+/-3,561	12.9%	+/-0.1	43,108	+/-635	11.9%	+/-0.2
55 to 59 years	21,590,716	+/-57,347	6.7%	+/-0.1	264,966	+/-5,998	6.6%	+/-0.1	25,012	+/-1,643	6.9%	+/-0.5
60 to 64 years	19,286,425	+/-58,253	6.0%	+/-0.1	281,203	+/-6,138	7.0%	+/-0.2	26,053	+/-1,683	7.2%	+/-0.5
65 to 74 years	27,587,267	+/-18,762	8.6%	+/-0.1	396,146	+/-1,762	9.8%	+/-0.1	38,232	+/-519	10.5%	+/-0.1
75 to 84 years	13,984,046	+/-33,235	4.4%	+/-0.1	182,433	+/-3,796	4.5%	+/-0.1	18,335	+/-973	5.1%	+/-0.3
85 years and over	6,161,167	+/-31,999	1.9%	+/-0.1	81,199	+/-3,860	2.0%	+/-0.1	8,054	+/-929	2.2%	+/-0.3
Median age (years)	37.8	+/-0.1	(X)	(X)	39.1	+/-0.2	(X)	(X)	39.0	+/-0.4	(X)	(X)
18 years and over	247,789,111	+/-34,138	77.1%	+/-0.1	3,167,825	+/-1,514	78.6%	+/-0.1	294,010	+/-88	81.0%	+/-0.1
21 years and over	234,350,853	+/-75,610	72.9%	+/-0.1	3,018,118	+/-4,770	74.9%	+/-0.1	275,641	+/-1,702	76.0%	+/-0.5
62 years and over	58,839,989	+/-57,778	18.3%	+/-0.1	825,741	+/-5,756	20.5%	+/-0.1	80,655	+/-1,596	22.2%	+/-0.4
65 years and over	47,732,480	+/-20,477	14.9%	+/-0.1	659,778	+/-1,683	16.4%	+/-0.1	64,621	+/-543	17.8%	+/-0.1
18 years and over	247,789,111	+/-34,138	247,789,111	(X)	3,167,825	+/-1,514	3,167,825	(X)	294,010	+/-88	294,010	(X)
Male	120,542,426	+/-27,023	48.6%	+/-0.1	1,552,453	+/-2,324	49.0%	+/-0.1	142,744	+/-257	48.6%	+/-0.1
Female	127,246,685	+/-18,015	51.4%	+/-0.1	1,615,372	+/-1,886	51.0%	+/-0.1	151,266	+/-233	51.4%	+/-0.1
65 years and over	47,732,480	+/-20,477	47,732,480	(X)	659,778	+/-1,683	659,778	(X)	64,621	+/-543	64,621	(X)
Male	21,054,655	+/-12,060	44.1%	+/-0.1	301,459	+/-1,433	45.7%	+/-0.2	29,319	+/-355	45.4%	+/-0.4
Female	26,677,825	+/-13,870	55.9%	+/-0.1	358,319	+/-1,291	54.3%	+/-0.2	35,302	+/-351	54.6%	+/-0.4

Calendar Year 2015 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
RACE												
Total population	321,418,821	*****	321,418,821	(X)	4,028,977	*****	4,028,977	(X)	362,895	*****	362,895	(X)
One race	311,437,291	+/-85,152	96.9%	+/-0.1	3,846,152	+/-9,150	95.5%	+/-0.2	345,056	+/-2,470	95.1%	+/-0.7
Two or more races	9,981,530	+/-85,150	3.1%	+/-0.1	182,825	+/-9,150	4.5%	+/-0.2	17,839	+/-2,470	4.9%	+/-0.7
One race	311,437,291	+/-85,152	96.9%	+/-0.1	3,846,152	+/-9,150	95.5%	+/-0.2	345,056	+/-2,470	95.1%	+/-0.7
White	234,940,100	+/-116,033	73.1%	+/-0.1	3,433,909	+/-9,509	85.2%	+/-0.2	317,444	+/-2,826	87.5%	+/-0.8
Black or African American	40,695,277	+/-62,504	12.7%	+/-0.1	76,980	+/-3,389	1.9%	+/-0.1	5,418	+/-954	1.5%	+/-0.3
American Indian and Alaska Native	2,597,249	+/-28,184	0.8%	+/-0.1	50,126	+/-4,304	1.2%	+/-0.1	5,392	+/-2,007	1.5%	+/-0.6
Cherokee tribal grouping	284,858	+/-8,468	0.1%	+/-0.1	4,219	+/-1,429	0.1%	+/-0.1	0	+/-197	0.0%	+/-0.1
Chippewa tribal grouping	115,280	+/-5,171	0.0%	+/-0.1	2,052	+/-1,095	0.1%	+/-0.1	0	+/-197	0.0%	+/-0.1
Navajo tribal grouping	323,757	+/-9,646	0.1%	+/-0.1	330	+/-317	0.0%	+/-0.1	0	+/-197	0.0%	+/-0.1
Sioux tribal grouping	117,019	+/-5,640	0.0%	+/-0.1	2,526	+/-1,155	0.1%	+/-0.1	0	+/-197	0.0%	+/-0.1
Asian	17,273,777	+/-37,430	5.4%	+/-0.1	164,291	+/-4,505	4.1%	+/-0.1	8,277	+/-1,423	2.3%	+/-0.4
Asian Indian	3,699,957	+/-41,382	1.2%	+/-0.1	23,594	+/-3,671	0.6%	+/-0.1	696	+/-449	0.2%	+/-0.1
Chinese	4,133,674	+/-45,606	1.3%	+/-0.1	39,947	+/-4,218	1.0%	+/-0.1	2,903	+/-1,168	0.8%	+/-0.3
Filipino	2,848,148	+/-43,901	0.9%	+/-0.1	16,101	+/-3,267	0.4%	+/-0.1	1,456	+/-657	0.4%	+/-0.2
Japanese	757,468	+/-15,925	0.2%	+/-0.1	13,335	+/-2,147	0.3%	+/-0.1	751	+/-397	0.2%	+/-0.1
Korean	1,460,483	+/-28,275	0.5%	+/-0.1	17,244	+/-3,291	0.4%	+/-0.1	1,041	+/-748	0.3%	+/-0.2
Vietnamese	1,738,848	+/-39,280	0.5%	+/-0.1	27,894	+/-5,091	0.7%	+/-0.1	396	+/-290	0.1%	+/-0.1
Other Asian	2,635,199	+/-42,134	0.8%	+/-0.1	26,176	+/-3,799	0.6%	+/-0.1	1,034	+/-619	0.3%	+/-0.2
Native Hawaiian and Other Pacific Islander	554,946	+/-13,174	0.2%	+/-0.1	14,239	+/-2,030	0.4%	+/-0.1	945	+/-390	0.3%	+/-0.1
Native Hawaiian	176,482	+/-10,037	0.1%	+/-0.1	3,935	+/-1,083	0.1%	+/-0.1	N	N	N	N
Guamanian or Chamorro	78,522	+/-7,646	0.0%	+/-0.1	1,662	+/-1,187	0.0%	+/-0.1	N	N	N	N
Samoan	120,019	+/-10,866	0.0%	+/-0.1	1,053	+/-739	0.0%	+/-0.1	N	N	N	N
Other Pacific Islander	179,923	+/-10,544	0.1%	+/-0.1	7,589	+/-2,274	0.2%	+/-0.1	N	N	N	N
Some other race	15,375,942	+/-120,011	4.8%	+/-0.1	106,607	+/-8,516	2.6%	+/-0.2	7,580	+/-2,365	2.1%	+/-0.7
Two or more races	9,981,530	+/-85,150	3.1%	+/-0.1	182,825	+/-9,150	4.5%	+/-0.2	17,839	+/-2,470	4.9%	+/-0.7
White and Black or African American	2,654,878	+/-44,774	0.8%	+/-0.1	23,467	+/-3,117	0.6%	+/-0.1	1,694	+/-599	0.5%	+/-0.2
White and American Indian and Alaska Native	1,911,158	+/-24,913	0.6%	+/-0.1	68,881	+/-5,384	1.7%	+/-0.1	6,243	+/-1,394	1.7%	+/-0.4
White and Asian	2,038,169	+/-34,154	0.6%	+/-0.1	48,547	+/-4,388	1.2%	+/-0.1	6,664	+/-1,579	1.8%	+/-0.4
Black or African American and American Indian and Alaska Native	305,975	+/-12,502	0.1%	+/-0.1	1,702	+/-819	0.0%	+/-0.1	232	+/-378	0.1%	+/-0.1

Calendar Year 2015 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
Race alone or in combination with one or more other races												
Total population	321,418,821	*****	321,418,821	(X)	4,028,977	*****	4,028,977	(X)	362,895	*****	362,895	(X)
White	243,479,179	+/-125,332	75.8%	+/-0.1	3,606,157	+/-11,976	89.5%	+/-0.3	334,488	+/-3,454	92.2%	+/-1.0
Black or African American	44,655,257	+/-41,337	13.9%	+/-0.1	109,403	+/-2,892	2.7%	+/-0.1	8,117	+/-1,244	2.2%	+/-0.3
American Indian and Alaska Native	5,431,402	+/-40,432	1.7%	+/-0.1	129,579	+/-5,524	3.2%	+/-0.1	12,634	+/-1,895	3.5%	+/-0.5
Asian	20,416,808	+/-29,620	6.4%	+/-0.1	227,243	+/-1,966	5.6%	+/-0.1	15,826	+/-520	4.4%	+/-0.1
Native Hawaiian and Other Pacific Islander	1,314,433	+/-23,987	0.4%	+/-0.1	29,529	+/-2,657	0.7%	+/-0.1	2,016	+/-529	0.6%	+/-0.1
Some other race	17,051,509	+/-124,350	5.3%	+/-0.1	124,070	+/-9,291	3.1%	+/-0.2	8,724	+/-2,399	2.4%	+/-0.7
HISPANIC OR LATINO AND RACE												
Total population	321,418,821	*****	321,418,821	(X)	4,028,977	*****	4,028,977	(X)	362,895	*****	362,895	(X)
Hispanic or Latino (of any race)	56,496,122	+/-8,415	17.6%	+/-0.1	511,898	*****	12.7%	*****	30,759	*****	8.5%	*****
Mexican	35,797,080	+/-91,689	11.1%	+/-0.1	419,208	+/-8,812	10.4%	+/-0.2	22,244	+/-2,142	6.1%	+/-0.6
Puerto Rican	5,372,759	+/-57,569	1.7%	+/-0.1	12,734	+/-2,342	0.3%	+/-0.1	1,404	+/-931	0.4%	+/-0.3
Cuban	2,106,501	+/-30,210	0.7%	+/-0.1	8,582	+/-2,356	0.2%	+/-0.1	252	+/-210	0.1%	+/-0.1
Other Hispanic or Latino	13,219,782	+/-96,473	4.1%	+/-0.1	71,374	+/-7,990	1.8%	+/-0.2	6,859	+/-2,051	1.9%	+/-0.6
Not Hispanic or Latino	264,922,699	+/-8,415	82.4%	+/-0.1	3,517,079	*****	87.3%	*****	332,136	*****	91.5%	*****
White alone	197,534,496	+/-20,894	61.5%	+/-0.1	3,082,611	+/-1,137	76.5%	+/-0.1	299,674	+/-394	82.6%	+/-0.1
Black or African American alone	39,597,600	+/-56,543	12.3%	+/-0.1	73,428	+/-2,911	1.8%	+/-0.1	4,443	+/-516	1.2%	+/-0.1
American Indian and Alaska Native alone	2,069,645	+/-18,015	0.6%	+/-0.1	37,993	+/-2,944	0.9%	+/-0.1	3,868	+/-1,067	1.1%	+/-0.3
Asian alone	17,081,093	+/-37,805	5.3%	+/-0.1	162,545	+/-4,448	4.0%	+/-0.1	8,186	+/-1,419	2.3%	+/-0.4
Native Hawaiian and Other Pacific Islander alone	502,876	+/-11,192	0.2%	+/-0.1	13,359	+/-1,855	0.3%	+/-0.1	945	+/-390	0.3%	+/-0.1
Some other race alone	699,309	+/-25,109	0.2%	+/-0.1	3,090	+/-1,146	0.1%	+/-0.1	302	+/-364	0.1%	+/-0.1
Two or more races	7,437,680	+/-68,412	2.3%	+/-0.1	144,053	+/-6,536	3.6%	+/-0.2	14,718	+/-1,848	4.1%	+/-0.5
Two races including Some other race	279,052	+/-10,712	0.1%	+/-0.1	2,567	+/-893	0.1%	+/-0.1	178	+/-194	0.0%	+/-0.1
Two races excluding Some other race, and Three or more races	7,158,628	+/-66,638	2.2%	+/-0.1	141,486	+/-6,341	3.5%	+/-0.2	14,540	+/-1,842	4.0%	+/-0.5
Total housing units	134,793,665	+/-2,413	(X)	(X)	1,718,509	+/-189	(X)	(X)	159,311	+/-741	(X)	(X)

Calendar Year 2015 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
CITIZEN, VOTING AGE POPULATION												
Citizen, 18 and over population	227,019,486	+/-125,474	227,019,486	(X)	2,956,232	+/-8,815	2,956,232	(X)	280,031	+/-2,190	280,031	(X)
Male	109,941,387	+/-76,790	48.4%	+/-0.1	1,444,620	+/-4,721	48.9%	+/-0.1	135,382	+/-1,419	48.3%	+/-0.3
Female	117,078,099	+/-58,245	51.6%	+/-0.1	1,511,612	+/-5,710	51.1%	+/-0.1	144,649	+/-1,232	51.7%	+/-0.3

Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to nonsampling error (for a discussion of nonsampling variability, see Accuracy of the Data). The effect of nonsampling error is not represented in these tables.

For more information on understanding race and Hispanic origin data, please see the Census 2010 Brief entitled, Overview of Race and Hispanic Origin: 2010, issued March 2011. (pdf format)

While the 2015 American Community Survey (ACS) data generally reflect the February 2013 Office of Management and Budget (OMB) definitions of metropolitan and micropolitan statistical areas; in certain instances the names, codes, and boundaries of the principal cities shown in ACS tables may differ from the OMB definitions due to differences in the effective dates of the geographic entities.

Estimates of urban and rural population, housing units, and characteristics reflect boundaries of urban areas defined based on Census 2010 data. As a result, data for urban and rural areas from the ACS do not necessarily reflect the results of ongoing urbanization.

Source: U.S. Census Bureau, 2015 American Community Survey 1-Year Estimates

Explanation of Symbols:

1. An '**' entry in the margin of error column indicates that either no sample observations or too few sample observations were available to compute a standard error and thus the margin of error. A statistical test is not appropriate.
2. An '-' entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution.
3. An '-' following a median estimate means the median falls in the lowest interval of an open-ended distribution.
4. An '+' following a median estimate means the median falls in the upper interval of an open-ended distribution.
5. An '***' entry in the margin of error column indicates that the median falls in the lowest interval or upper interval of an open-ended distribution. A statistical test is not appropriate.
6. An '*****' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.
7. An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small.
8. An '(X)' means that the estimate is not applicable or not available.

Appendix F

Calendar Year 2016 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
SEX AND AGE												
Total population	323,127,515	*****	323,127,515	(X)	4,093,465	*****	4,093,465	(X)	369,519	*****	369,519	(X)
Male	159,061,631	+/-26,978	49.2%	+/-0.1	2,026,038	+/-3,925	49.5%	+/-0.1	181,794	+/-756	49.2%	+/-0.2
Female	164,065,884	+/-26,978	50.8%	+/-0.1	2,067,427	+/-3,925	50.5%	+/-0.1	187,725	+/-756	50.8%	+/-0.2
Under 5 years	19,798,554	+/-21,568	6.1%	+/-0.1	234,582	+/-2,004	5.7%	+/-0.1	18,753	+/-370	5.1%	+/-0.1
5 to 9 years	20,483,110	+/-59,803	6.3%	+/-0.1	241,367	+/-5,295	5.9%	+/-0.1	17,865	+/-1,839	4.8%	+/-0.5
10 to 14 years	20,705,797	+/-53,625	6.4%	+/-0.1	242,789	+/-5,338	5.9%	+/-0.1	20,514	+/-1,852	5.6%	+/-0.5
15 to 19 years	21,491,901	+/-37,818	6.7%	+/-0.1	251,244	+/-4,084	6.1%	+/-0.1	24,909	+/-1,027	6.7%	+/-0.3
20 to 24 years	22,172,673	+/-32,723	6.9%	+/-0.1	265,531	+/-3,834	6.5%	+/-0.1	34,371	+/-977	9.3%	+/-0.3
25 to 34 years	44,390,248	+/-35,773	13.7%	+/-0.1	573,033	+/-4,317	14.0%	+/-0.1	48,416	+/-1,310	13.1%	+/-0.4
35 to 44 years	40,655,592	+/-30,669	12.6%	+/-0.1	533,772	+/-3,329	13.0%	+/-0.1	43,208	+/-849	11.7%	+/-0.2
45 to 54 years	42,755,590	+/-35,864	13.2%	+/-0.1	514,900	+/-3,832	12.6%	+/-0.1	42,569	+/-872	11.5%	+/-0.2
55 to 59 years	21,714,703	+/-52,932	6.7%	+/-0.1	266,668	+/-6,137	6.5%	+/-0.1	24,687	+/-1,748	6.7%	+/-0.5
60 to 64 years	19,744,182	+/-55,111	6.1%	+/-0.1	280,691	+/-6,294	6.9%	+/-0.2	26,186	+/-1,910	7.1%	+/-0.5
65 to 74 years	28,681,808	+/-19,519	8.9%	+/-0.1	416,647	+/-2,469	10.2%	+/-0.1	40,880	+/-467	11.1%	+/-0.1
75 to 84 years	14,256,737	+/-38,932	4.4%	+/-0.1	183,372	+/-4,307	4.5%	+/-0.1	17,779	+/-1,234	4.8%	+/-0.3
85 years and over	6,276,620	+/-35,776	1.9%	+/-0.1	88,869	+/-4,075	2.2%	+/-0.1	9,382	+/-1,107	2.5%	+/-0.3
Median age (years)	37.9	+/-0.1	(X)	(X)	39.2	+/-0.2	(X)	(X)	39.4	+/-0.5	(X)	(X)
18 years and over	249,489,772	+/-33,337	77.2%	+/-0.1	3,225,219	+/-1,742	78.8%	+/-0.1	300,022	*****	81.2%	*****
21 years and over	236,053,044	+/-83,361	73.1%	+/-0.1	3,067,818	+/-5,344	74.9%	+/-0.1	280,447	+/-2,118	75.9%	+/-0.6
62 years and over	60,676,451	+/-55,959	18.8%	+/-0.1	859,085	+/-5,693	21.0%	+/-0.1	84,134	+/-1,444	22.8%	+/-0.4
65 years and over	49,215,165	+/-22,133	15.2%	+/-0.1	688,888	+/-2,352	16.8%	+/-0.1	68,041	+/-467	18.4%	+/-0.1
18 years and over	249,489,772	+/-33,337	249,489,772	(X)	3,225,219	+/-1,742	3,225,219	(X)	300,022	*****	300,022	(X)
Male	121,383,148	+/-25,118	48.7%	+/-0.1	1,581,932	+/-3,144	49.0%	+/-0.1	146,274	+/-460	48.8%	+/-0.2
Female	128,106,624	+/-21,215	51.3%	+/-0.1	1,643,287	+/-2,650	51.0%	+/-0.1	153,748	+/-462	51.2%	+/-0.2
65 years and over	49,215,165	+/-22,133	49,215,165	(X)	688,888	+/-2,352	688,888	(X)	68,041	+/-467	68,041	(X)
Male	21,760,438	+/-12,652	44.2%	+/-0.1	314,742	+/-2,037	45.7%	+/-0.2	30,942	+/-478	45.5%	+/-0.5
Female	27,454,727	+/-14,106	55.8%	+/-0.1	374,146	+/-1,686	54.3%	+/-0.2	37,099	+/-263	54.5%	+/-0.5

Calendar Year 2016 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
RACE												
Total population	323,127,515	*****	323,127,515	(X)	4,093,465	*****	4,093,465	(X)	369,519	*****	369,519	(X)
One race	312,701,080	+/-90,475	96.8%	+/-0.1	3,885,872	+/-10,682	94.9%	+/-0.3	350,152	+/-2,315	94.8%	+/-0.6
Two or more races	10,426,435	+/-90,471	3.2%	+/-0.1	207,593	+/-10,682	5.1%	+/-0.3	19,367	+/-2,315	5.2%	+/-0.6
One race	312,701,080	+/-90,475	96.8%	+/-0.1	3,885,872	+/-10,682	94.9%	+/-0.3	350,152	+/-2,315	94.8%	+/-0.6
White	234,644,039	+/-111,971	72.6%	+/-0.1	3,455,810	+/-13,019	84.4%	+/-0.3	324,944	+/-2,572	87.9%	+/-0.7
Black or African American	40,893,369	+/-64,285	12.7%	+/-0.1	79,575	+/-4,274	1.9%	+/-0.1	3,663	+/-891	1.0%	+/-0.2
American Indian and Alaska Native	2,676,399	+/-33,067	0.8%	+/-0.1	45,426	+/-4,348	1.1%	+/-0.1	4,162	+/-1,132	1.1%	+/-0.3
Cherokee tribal grouping	287,748	+/-10,448	0.1%	+/-0.1	3,732	+/-1,098	0.1%	+/-0.1	N	N	N	N
Chippewa tribal grouping	126,524	+/-5,491	0.0%	+/-0.1	767	+/-467	0.0%	+/-0.1	N	N	N	N
Navajo tribal grouping	314,679	+/-8,811	0.1%	+/-0.1	464	+/-298	0.0%	+/-0.1	N	N	N	N
Sioux tribal grouping	126,015	+/-6,678	0.0%	+/-0.1	793	+/-461	0.0%	+/-0.1	N	N	N	N
Asian	17,556,935	+/-43,427	5.4%	+/-0.1	169,459	+/-4,996	4.1%	+/-0.1	9,597	+/-1,519	2.6%	+/-0.4
Asian Indian	3,813,407	+/-51,213	1.2%	+/-0.1	23,912	+/-3,733	0.6%	+/-0.1	1,140	+/-827	0.3%	+/-0.2
Chinese	4,214,856	+/-50,407	1.3%	+/-0.1	41,388	+/-4,693	1.0%	+/-0.1	2,417	+/-1,101	0.7%	+/-0.3
Filipino	2,811,885	+/-42,899	0.9%	+/-0.1	19,805	+/-2,682	0.5%	+/-0.1	972	+/-475	0.3%	+/-0.1
Japanese	789,830	+/-19,478	0.2%	+/-0.1	14,662	+/-2,547	0.4%	+/-0.1	900	+/-582	0.2%	+/-0.2
Korean	1,438,915	+/-29,643	0.4%	+/-0.1	11,914	+/-2,398	0.3%	+/-0.1	1,466	+/-668	0.4%	+/-0.2
Vietnamese	1,803,575	+/-35,459	0.6%	+/-0.1	27,171	+/-4,419	0.7%	+/-0.1	799	+/-684	0.2%	+/-0.2
Other Asian	2,684,467	+/-53,685	0.8%	+/-0.1	30,607	+/-4,905	0.7%	+/-0.1	1,903	+/-915	0.5%	+/-0.2
Native Hawaiian and Other Pacific Islander	595,986	+/-11,433	0.2%	+/-0.1	14,823	+/-2,564	0.4%	+/-0.1	928	+/-271	0.3%	+/-0.1
Native Hawaiian	178,874	+/-9,632	0.1%	+/-0.1	5,292	+/-1,807	0.1%	+/-0.1	N	N	N	N
Guamanian or Chamorro	82,398	+/-6,839	0.0%	+/-0.1	864	+/-547	0.0%	+/-0.1	N	N	N	N
Samoan	119,605	+/-9,612	0.0%	+/-0.1	1,193	+/-571	0.0%	+/-0.1	N	N	N	N
Other Pacific Islander	215,109	+/-12,642	0.1%	+/-0.1	7,474	+/-2,369	0.2%	+/-0.1	N	N	N	N
Some other race	16,334,352	+/-120,967	5.1%	+/-0.1	120,779	+/-10,539	3.0%	+/-0.3	6,858	+/-2,225	1.9%	+/-0.6
Two or more races	10,426,435	+/-90,471	3.2%	+/-0.1	207,593	+/-10,682	5.1%	+/-0.3	19,367	+/-2,315	5.2%	+/-0.6
White and Black or African American	2,818,186	+/-46,972	0.9%	+/-0.1	25,373	+/-3,876	0.6%	+/-0.1	3,143	+/-911	0.9%	+/-0.2
White and American Indian and Alaska Native	1,926,535	+/-26,408	0.6%	+/-0.1	85,176	+/-6,841	2.1%	+/-0.2	7,756	+/-1,300	2.1%	+/-0.4
White and Asian	2,168,592	+/-33,506	0.7%	+/-0.1	47,216	+/-4,293	1.2%	+/-0.1	4,885	+/-1,386	1.3%	+/-0.4
Black or African American and American Indian and Alaska Native	333,113	+/-13,661	0.1%	+/-0.1	809	+/-454	0.0%	+/-0.1	83	+/-83	0.0%	+/-0.1

Calendar Year 2016 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
Race alone or in combination with one or more other races												
Total population	323,127,515	*****	323,127,515	(X)	4,093,465	*****	4,093,465	(X)	369,519	*****	369,519	(X)
White	243,538,566	+/-137,283	75.4%	+/-0.1	3,649,771	+/-13,746	89.2%	+/-0.3	343,544	+/-2,912	93.0%	+/-0.8
Black or African American	45,133,880	+/-51,800	14.0%	+/-0.1	116,114	+/-3,535	2.8%	+/-0.1	7,604	+/-622	2.1%	+/-0.2
American Indian and Alaska Native	5,586,703	+/-45,453	1.7%	+/-0.1	141,215	+/-7,438	3.4%	+/-0.2	12,815	+/-1,229	3.5%	+/-0.3
Asian	20,901,780	+/-30,630	6.5%	+/-0.1	235,801	+/-2,879	5.8%	+/-0.1	16,003	+/-327	4.3%	+/-0.1
Native Hawaiian and Other Pacific Islander	1,366,322	+/-23,332	0.4%	+/-0.1	36,313	+/-4,016	0.9%	+/-0.1	2,622	+/-990	0.7%	+/-0.3
Some other race	18,049,903	+/-115,006	5.6%	+/-0.1	139,013	+/-11,783	3.4%	+/-0.3	7,866	+/-2,331	2.1%	+/-0.6
HISPANIC OR LATINO AND RACE												
Total population	323,127,515	*****	323,127,515	(X)	4,093,465	*****	4,093,465	(X)	369,519	*****	369,519	(X)
Hispanic or Latino (of any race)	57,398,719	+/-9,826	17.8%	+/-0.1	522,568	*****	12.8%	*****	31,591	*****	8.5%	*****
Mexican	36,255,589	+/-90,344	11.2%	+/-0.1	425,080	+/-8,568	10.4%	+/-0.2	26,003	+/-1,499	7.0%	+/-0.4
Puerto Rican	5,450,472	+/-60,590	1.7%	+/-0.1	13,065	+/-2,898	0.3%	+/-0.1	811	+/-412	0.2%	+/-0.1
Cuban	2,212,566	+/-37,962	0.7%	+/-0.1	5,728	+/-1,989	0.1%	+/-0.1	313	+/-289	0.1%	+/-0.1
Other Hispanic or Latino	13,480,092	+/-79,101	4.2%	+/-0.1	78,695	+/-8,100	1.9%	+/-0.2	4,464	+/-1,322	1.2%	+/-0.4
Not Hispanic or Latino	265,728,796	+/-9,826	82.2%	+/-0.1	3,570,897	*****	87.2%	*****	337,928	*****	91.5%	*****
White alone	197,479,450	+/-20,766	61.1%	+/-0.1	3,119,464	+/-1,806	76.2%	+/-0.1	304,288	+/-590	82.3%	+/-0.2
Black or African American alone	39,717,127	+/-59,556	12.3%	+/-0.1	75,516	+/-3,829	1.8%	+/-0.1	3,279	+/-849	0.9%	+/-0.2
American Indian and Alaska Native alone	2,125,635	+/-18,356	0.7%	+/-0.1	36,097	+/-3,366	0.9%	+/-0.1	3,065	+/-835	0.8%	+/-0.2
Asian alone	17,345,193	+/-41,556	5.4%	+/-0.1	167,053	+/-4,856	4.1%	+/-0.1	9,408	+/-1,458	2.5%	+/-0.4
Native Hawaiian and Other Pacific Islander alone	533,675	+/-10,049	0.2%	+/-0.1	13,830	+/-2,378	0.3%	+/-0.1	928	+/-271	0.3%	+/-0.1
Some other race alone	758,275	+/-23,892	0.2%	+/-0.1	5,961	+/-1,721	0.1%	+/-0.1	691	+/-590	0.2%	+/-0.2
Two or more races	7,769,441	+/-68,729	2.4%	+/-0.1	152,976	+/-7,066	3.7%	+/-0.2	16,269	+/-1,866	4.4%	+/-0.5
Two races including Some other race	308,586	+/-13,924	0.1%	+/-0.1	3,203	+/-1,404	0.1%	+/-0.1	0	+/-201	0.0%	+/-0.1
Two races excluding Some other race, and Three or more races	7,460,855	+/-67,104	2.3%	+/-0.1	149,773	+/-7,347	3.7%	+/-0.2	16,269	+/-1,866	4.4%	+/-0.5
Total housing units	135,702,775	+/-3,052	(X)	(X)	1,732,887	+/-235	(X)	(X)	159,704	+/-682	(X)	(X)

Calendar Year 2016 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
CITIZEN, VOTING AGE POPULATION												
Citizen, 18 and over population	228,849,669	+/-138,686	228,849,669	(X)	3,021,486	+/-8,874	3,021,486	(X)	288,848	+/-1,885	288,848	(X)
Male	110,858,917	+/-78,794	48.4%	+/-0.1	1,476,827	+/-6,024	48.9%	+/-0.1	140,548	+/-1,294	48.7%	+/-0.3
Female	117,990,752	+/-75,421	51.6%	+/-0.1	1,544,659	+/-6,209	51.1%	+/-0.1	148,300	+/-1,239	51.3%	+/-0.3

Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to nonsampling error (for a discussion of nonsampling variability, see Accuracy of the Data). The effect of nonsampling error is not represented in these tables.

For more information on understanding race and Hispanic origin data, please see the Census 2010 Brief entitled, Overview of Race and Hispanic Origin: 2010, issued March 2011. (pdf format)

While the 2016 American Community Survey (ACS) data generally reflect the February 2013 Office of Management and Budget (OMB) definitions of metropolitan and micropolitan statistical areas; in certain instances the names, codes, and boundaries of the principal cities shown in ACS tables may differ from the OMB definitions due to differences in the effective dates of the geographic entities.

Estimates of urban and rural population, housing units, and characteristics reflect boundaries of urban areas defined based on Census 2010 data. As a result, data for urban and rural areas from the ACS do not necessarily reflect the results of ongoing urbanization.

Source: U.S. Census Bureau, 2016 American Community Survey 1-Year Estimates

Explanation of Symbols:

1. An '**' entry in the margin of error column indicates that either no sample observations or too few sample observations were available to compute a standard error and thus the margin of error. A statistical test is not appropriate.
2. An '-' entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution.
3. An '-' following a median estimate means the median falls in the lowest interval of an open-ended distribution.
4. An '+' following a median estimate means the median falls in the upper interval of an open-ended distribution.
5. An '***' entry in the margin of error column indicates that the median falls in the lowest interval or upper interval of an open-ended distribution. A statistical test is not appropriate.
6. An '*****' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.
7. An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small.
8. An '(X)' means that the estimate is not applicable or not available.

Appendix G

Calendar Year 2017 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
SEX AND AGE												
Total population	325,719,178	*****	325,719,178	(X)	4,142,776	*****	4,142,776	(X)	374,748	*****	374,748	(X)
Male	160,402,504	+/-26,371	49.2%	+/-0.1	2,054,016	+/-3,867	49.6%	+/-0.1	184,612	+/-688	49.3%	+/-0.2
Female	165,316,674	+/-26,371	50.8%	+/-0.1	2,088,760	+/-3,867	50.4%	+/-0.1	190,136	+/-688	50.7%	+/-0.2
Sex ratio (males per 100 females)	97.0	+/-0.1	(X)	(X)	98.3	+/-0.4	(X)	(X)	97.1	+/-0.7	(X)	(X)
Under 5 years	19,795,159	+/-20,249	6.1%	+/-0.1	232,253	+/-1,969	5.6%	+/-0.1	18,113	+/-193	4.8%	+/-0.1
5 to 9 years	20,095,947	+/-62,409	6.2%	+/-0.1	242,751	+/-6,816	5.9%	+/-0.2	19,428	+/-1,968	5.2%	+/-0.5
10 to 14 years	21,130,768	+/-56,442	6.5%	+/-0.1	250,856	+/-6,376	6.1%	+/-0.2	19,966	+/-1,867	5.3%	+/-0.5
15 to 19 years	21,497,166	+/-38,471	6.6%	+/-0.1	252,475	+/-3,839	6.1%	+/-0.1	25,686	+/-1,285	6.9%	+/-0.3
20 to 24 years	21,950,055	+/-33,648	6.7%	+/-0.1	263,246	+/-3,896	6.4%	+/-0.1	34,418	+/-1,359	9.2%	+/-0.4
25 to 34 years	44,965,735	+/-36,952	13.8%	+/-0.1	578,534	+/-4,560	14.0%	+/-0.1	48,225	+/-1,196	12.9%	+/-0.3
35 to 44 years	41,117,905	+/-35,116	12.6%	+/-0.1	549,489	+/-3,793	13.3%	+/-0.1	45,496	+/-993	12.1%	+/-0.3
45 to 54 years	42,330,955	+/-34,932	13.0%	+/-0.1	517,835	+/-3,757	12.5%	+/-0.1	41,789	+/-822	11.2%	+/-0.2
55 to 59 years	21,765,184	+/-53,487	6.7%	+/-0.1	267,444	+/-6,902	6.5%	+/-0.2	25,363	+/-1,754	6.8%	+/-0.5
60 to 64 years	20,254,592	+/-55,486	6.2%	+/-0.1	279,025	+/-6,343	6.7%	+/-0.2	25,657	+/-1,727	6.8%	+/-0.5
65 to 74 years	29,731,876	+/-21,417	9.1%	+/-0.1	432,538	+/-2,634	10.4%	+/-0.1	42,801	+/-655	11.4%	+/-0.2
75 to 84 years	14,824,363	+/-38,830	4.6%	+/-0.1	197,285	+/-3,791	4.8%	+/-0.1	19,148	+/-1,367	5.1%	+/-0.4
85 years and over	6,259,473	+/-36,320	1.9%	+/-0.1	79,045	+/-3,451	1.9%	+/-0.1	8,658	+/-1,348	2.3%	+/-0.4
Median age (years)	38.1	+/-0.1	(X)	(X)	39.3	+/-0.2	(X)	(X)	39.5	+/-0.4	(X)	(X)
Under 18 years	73,648,683	+/-36,202	22.6%	+/-0.1	873,774	+/-2,080	21.1%	+/-0.1	70,098	+/-163	18.7%	+/-0.1
16 years and over	260,564,248	+/-51,178	80.0%	+/-0.1	3,370,795	+/-3,901	81.4%	+/-0.1	313,676	+/-891	83.7%	+/-0.2
18 years and over	252,070,495	+/-36,202	77.4%	+/-0.1	3,269,002	+/-2,080	78.9%	+/-0.1	304,650	+/-163	81.3%	+/-0.1
21 years and over	238,648,563	+/-85,461	73.3%	+/-0.1	3,108,216	+/-5,693	75.0%	+/-0.1	282,750	+/-1,804	75.5%	+/-0.5
62 years and over	62,536,354	+/-59,241	19.2%	+/-0.1	874,446	+/-6,333	21.1%	+/-0.2	85,837	+/-1,745	22.9%	+/-0.5
65 years and over	50,815,712	+/-21,685	15.6%	+/-0.1	708,868	+/-2,705	17.1%	+/-0.1	70,607	+/-630	18.8%	+/-0.2
18 years and over	252,070,495	+/-36,202	252,070,495	(X)	3,269,002	+/-2,080	3,269,002	(X)	304,650	+/-163	304,650	(X)
Male	122,729,360	+/-25,159	48.7%	+/-0.1	1,605,612	+/-2,771	49.1%	+/-0.1	148,861	+/-208	48.9%	+/-0.1
Female	129,341,135	+/-23,944	51.3%	+/-0.1	1,663,390	+/-2,298	50.9%	+/-0.1	155,789	+/-128	51.1%	+/-0.1
Sex ratio (males per 100 females)	94.9	+/-0.1	(X)	(X)	96.5	+/-0.3	(X)	(X)	95.6	+/-0.2	(X)	(X)

Calendar Year 2017 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
65 years and over	50,815,712	+/-21,685	50,815,712	(X)	708,868	+/-2,705	708,868	(X)	70,607	+/-630	70,607	(X)
Male	22,520,449	+/-12,681	44.3%	+/-0.1	325,729	+/-2,145	46.0%	+/-0.2	32,435	+/-424	45.9%	+/-0.5
Female	28,295,263	+/-14,204	55.7%	+/-0.1	383,139	+/-1,929	54.0%	+/-0.2	38,172	+/-486	54.1%	+/-0.5
Sex ratio (males per 100 females)	79.6	+/-0.1	(X)	(X)	85.0	+/-0.7	(X)	(X)	85.0	+/-1.6	(X)	(X)
RACE												
Total population	325,719,178	*****	325,719,178	(X)	4,142,776	*****	4,142,776	(X)	374,748	*****	374,748	(X)
One race	315,003,713	+/-93,074	96.7%	+/-0.1	3,944,034	+/-9,132	95.2%	+/-0.2	352,925	+/-3,176	94.2%	+/-0.8
Two or more races	10,715,465	+/-93,074	3.3%	+/-0.1	198,742	+/-9,132	4.8%	+/-0.2	21,823	+/-3,176	5.8%	+/-0.8
One race	315,003,713	+/-93,074	96.7%	+/-0.1	3,944,034	+/-9,132	95.2%	+/-0.2	352,925	+/-3,176	94.2%	+/-0.8
White	235,507,457	+/-124,475	72.3%	+/-0.1	3,497,242	+/-14,004	84.4%	+/-0.3	323,643	+/-2,918	86.4%	+/-0.8
Black or African American	41,393,491	+/-70,528	12.7%	+/-0.1	77,750	+/-3,874	1.9%	+/-0.1	3,667	+/-1,149	1.0%	+/-0.3
American Indian and Alaska Native	2,726,278	+/-34,715	0.8%	+/-0.1	47,692	+/-4,485	1.2%	+/-0.1	1,998	+/-663	0.5%	+/-0.2
Cherokee tribal grouping	291,434	+/-9,420	0.1%	+/-0.1	3,557	+/-1,051	0.1%	+/-0.1	0	+/-207	0.0%	+/-0.1
Chippewa tribal grouping	118,195	+/-5,268	0.0%	+/-0.1	1,553	+/-659	0.0%	+/-0.1	0	+/-207	0.0%	+/-0.1
Navajo tribal grouping	329,207	+/-10,208	0.1%	+/-0.1	1,843	+/-1,205	0.0%	+/-0.1	0	+/-207	0.0%	+/-0.1
Sioux tribal grouping	112,575	+/-5,974	0.0%	+/-0.1	1,324	+/-592	0.0%	+/-0.1	0	+/-207	0.0%	+/-0.1
Asian	18,215,328	+/-37,389	5.6%	+/-0.1	181,659	+/-4,496	4.4%	+/-0.1	11,318	+/-1,385	3.0%	+/-0.4
Asian Indian	4,094,539	+/-47,530	1.3%	+/-0.1	27,019	+/-3,362	0.7%	+/-0.1	484	+/-361	0.1%	+/-0.1
Chinese	4,344,981	+/-44,409	1.3%	+/-0.1	40,474	+/-4,087	1.0%	+/-0.1	4,430	+/-1,159	1.2%	+/-0.3
Filipino	2,911,668	+/-48,265	0.9%	+/-0.1	20,845	+/-3,507	0.5%	+/-0.1	1,197	+/-657	0.3%	+/-0.2
Japanese	770,546	+/-22,004	0.2%	+/-0.1	13,092	+/-2,406	0.3%	+/-0.1	933	+/-455	0.2%	+/-0.1
Korean	1,477,282	+/-29,508	0.5%	+/-0.1	16,927	+/-3,155	0.4%	+/-0.1	1,571	+/-1,075	0.4%	+/-0.3
Vietnamese	1,826,998	+/-37,445	0.6%	+/-0.1	34,442	+/-5,095	0.8%	+/-0.1	1,629	+/-1,399	0.4%	+/-0.4
Other Asian	2,789,314	+/-47,137	0.9%	+/-0.1	28,860	+/-4,488	0.7%	+/-0.1	1,074	+/-662	0.3%	+/-0.2
Native Hawaiian and Other Pacific Islander	608,219	+/-15,786	0.2%	+/-0.1	16,144	+/-2,093	0.4%	+/-0.1	887	+/-537	0.2%	+/-0.1
Native Hawaiian	191,739	+/-12,017	0.1%	+/-0.1	1,878	+/-759	0.0%	+/-0.1	N	N	N	N
Guamanian or Chamorro	85,771	+/-6,279	0.0%	+/-0.1	2,178	+/-996	0.1%	+/-0.1	N	N	N	N
Samoan	105,076	+/-8,501	0.0%	+/-0.1	3,252	+/-1,971	0.1%	+/-0.1	N	N	N	N
Other Pacific Islander	225,633	+/-12,719	0.1%	+/-0.1	8,836	+/-2,421	0.2%	+/-0.1	N	N	N	N
Some other race	16,552,940	+/-124,599	5.1%	+/-0.1	123,547	+/-12,664	3.0%	+/-0.3	11,412	+/-2,947	3.0%	+/-0.8

Calendar Year 2017 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
Two or more races	10,715,465	+/-93,074	3.3%	+/-0.1	198,742	+/-9,132	4.8%	+/-0.2	21,823	+/-3,176	5.8%	+/-0.8
White and Black or African American	2,965,541	+/-49,555	0.9%	+/-0.1	34,384	+/-3,633	0.8%	+/-0.1	2,447	+/-821	0.7%	+/-0.2
White and American Indian and Alaska Native	1,908,749	+/-27,162	0.6%	+/-0.1	64,810	+/-5,358	1.6%	+/-0.1	8,345	+/-1,450	2.2%	+/-0.4
White and Asian	2,230,662	+/-33,611	0.7%	+/-0.1	47,738	+/-3,975	1.2%	+/-0.1	3,984	+/-1,021	1.1%	+/-0.3
Black or African American and American Indian and Alaska Native	316,918	+/-13,732	0.1%	+/-0.1	1,265	+/-647	0.0%	+/-0.1	404	+/-449	0.1%	+/-0.1
Race alone or in combination with one or more other races												
Total population	325,719,178	*****	325,719,178	(X)	4,142,776	*****	4,142,776	(X)	374,748	*****	374,748	(X)
White	244,691,364	+/-150,128	75.1%	+/-0.1	3,682,505	+/-15,425	88.9%	+/-0.4	343,607	+/-3,680	91.7%	+/-1.0
Black or African American	45,789,188	+/-49,117	14.1%	+/-0.1	124,365	+/-2,870	3.0%	+/-0.1	8,134	+/-1,318	2.2%	+/-0.4
American Indian and Alaska Native	5,631,945	+/-46,437	1.7%	+/-0.1	126,118	+/-5,040	3.0%	+/-0.1	12,768	+/-1,447	3.4%	+/-0.4
Asian	21,646,070	+/-33,885	6.6%	+/-0.1	246,369	+/-2,638	5.9%	+/-0.1	16,879	+/-345	4.5%	+/-0.1
Native Hawaiian and Other Pacific Islander	1,407,096	+/-27,471	0.4%	+/-0.1	34,697	+/-3,273	0.8%	+/-0.1	3,647	+/-1,884	1.0%	+/-0.5
Some other race	18,346,638	+/-130,586	5.6%	+/-0.1	145,987	+/-13,476	3.5%	+/-0.3	14,098	+/-2,916	3.8%	+/-0.8
HISPANIC OR LATINO AND RACE												
Total population	325,719,178	*****	325,719,178	(X)	4,142,776	*****	4,142,776	(X)	374,748	*****	374,748	(X)
Hispanic or Latino (of any race)	58,846,134	+/-10,193	18.1%	+/-0.1	540,924	*****	13.1%	*****	33,388	*****	8.9%	*****
Mexican	36,668,018	+/-93,695	11.3%	+/-0.1	434,188	+/-8,940	10.5%	+/-0.2	23,369	+/-2,768	6.2%	+/-0.7
Puerto Rican	5,588,664	+/-67,935	1.7%	+/-0.1	16,339	+/-3,113	0.4%	+/-0.1	1,856	+/-1,258	0.5%	+/-0.3
Cuban	2,315,863	+/-40,628	0.7%	+/-0.1	8,870	+/-2,692	0.2%	+/-0.1	684	+/-481	0.2%	+/-0.1
Other Hispanic or Latino	14,273,589	+/-96,763	4.4%	+/-0.1	81,527	+/-8,129	2.0%	+/-0.2	7,479	+/-2,317	2.0%	+/-0.6
Not Hispanic or Latino	266,873,044	+/-10,193	81.9%	+/-0.1	3,601,852	*****	86.9%	*****	341,360	*****	91.1%	*****
White alone	197,285,202	+/-25,021	60.6%	+/-0.1	3,132,752	+/-1,902	75.6%	+/-0.1	306,291	+/-428	81.7%	+/-0.1
Black or African American alone	40,129,593	+/-66,631	12.3%	+/-0.1	74,345	+/-3,901	1.8%	+/-0.1	3,495	+/-1,111	0.9%	+/-0.3
American Indian and Alaska Native alone	2,145,162	+/-20,808	0.7%	+/-0.1	38,855	+/-3,448	0.9%	+/-0.1	1,911	+/-651	0.5%	+/-0.2
Asian alone	17,999,846	+/-36,667	5.5%	+/-0.1	180,042	+/-4,439	4.3%	+/-0.1	11,062	+/-1,365	3.0%	+/-0.4
Native Hawaiian and Other Pacific Islander alone	546,778	+/-14,210	0.2%	+/-0.1	15,740	+/-2,043	0.4%	+/-0.1	637	+/-391	0.2%	+/-0.1
Some other race alone	833,898	+/-29,253	0.3%	+/-0.1	6,961	+/-2,092	0.2%	+/-0.1	885	+/-926	0.2%	+/-0.2
Two or more races	7,932,565	+/-76,889	2.4%	+/-0.1	153,157	+/-5,576	3.7%	+/-0.1	17,079	+/-1,999	4.6%	+/-0.5
Two races including Some other race	321,268	+/-16,084	0.1%	+/-0.1	2,416	+/-792	0.1%	+/-0.1	373	+/-326	0.1%	+/-0.1
Two races excluding Some other race, and Three or more races	7,611,297	+/-75,458	2.3%	+/-0.1	150,741	+/-5,592	3.6%	+/-0.1	16,706	+/-1,923	4.5%	+/-0.5

Calendar Year 2017 Population Demographics (U.S. Census Bureau, American Community Survey)												
Subject	United States				Oregon				Lane County, Oregon			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
Total housing units	137,407,308	+/-4,122	(X)	(X)	1,768,582	+/-504	(X)	(X)	162,602	+/-700	(X)	(X)
CITIZEN, VOTING AGE POPULATION												
Citizen, 18 and over population	231,416,670	+/-148,476	231,416,670	(X)	3,060,328	+/-9,788	3,060,328	(X)	294,540	+/-1,821	294,540	(X)
Male	112,252,888	+/-86,882	48.5%	+/-0.1	1,498,352	+/-7,063	49.0%	+/-0.1	143,917	+/-1,297	48.9%	+/-0.3
Female	119,163,782	+/-79,332	51.5%	+/-0.1	1,561,976	+/-5,701	51.0%	+/-0.1	150,623	+/-1,259	51.1%	+/-0.3

Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to nonsampling error (for a discussion of nonsampling variability, see Accuracy of the Data). The effect of nonsampling error is not represented in these tables.

For more information on understanding race and Hispanic origin data, please see the Census 2010 Brief entitled, Overview of Race and Hispanic Origin: 2010, issued March 2011. (pdf format)

While the 2017 American Community Survey (ACS) data generally reflect the July 2015 Office of Management and Budget (OMB) delineations of metropolitan and micropolitan statistical areas, in certain instances the names, codes, and boundaries of the principal cities shown in ACS tables may differ from the OMB delineations due to differences in the effective dates of the geographic entities. Estimates of urban and rural populations, housing units, and characteristics reflect boundaries of urban areas defined based on Census 2010 data. As a result, data for urban and rural areas from the ACS do not necessarily reflect the results of ongoing urbanization.

Source: U.S. Census Bureau, 2017 American Community Survey 1-Year Estimates

Explanation of Symbols:

1. An '**' entry in the margin of error column indicates that either no sample observations or too few sample observations were available to compute a standard error and thus the margin of error. A statistical test is not appropriate.
2. An '-' entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution.
3. An '-' following a median estimate means the median falls in the lowest interval of an open-ended distribution.
4. An '+' following a median estimate means the median falls in the upper interval of an open-ended distribution.
5. An '***' entry in the margin of error column indicates that the median falls in the lowest interval or upper interval of an open-ended distribution. A statistical test is not appropriate.
6. An '*****' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.
7. An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small.
8. An '(X)' means that the estimate is not applicable or not available.

Appendix H

Administrative Support (Positions and Codes)

Accounting Clerk 1	A020
Accounting Clerk 1-Bilingual	A020B
Accounting Clerk 2	A021
Accounting Clerk 2-Bilingual	A021B
Accounting Clerk, Sr.	A022
Administrative Analyst	C006
Administrative Analyst, Sr.	C007
Administrative Assistant	C004
Administrative Secretary	A009
Administrative Support Assistant	N7011
Administrative Support Specialist	N7010
Administrative Support Supervisor	N7001
Administrative Support Tech.	N7012
Animal Services License Writer	F044
Cashier	A035
Clerical Assistant	A003
Communications Officer	F017
Communications Specialist	F018
Compliance Specialist	J054
Data Entry Operator	A001
Document Resource Center Specialist	A017
Document Resource Center Specialist, Sr.	A024
Fleet Services Purchasing Specialist	C039
Fleet Services Purchasing Specialist, Sr.	C044
Justice Court Clerk	A018
Justice Court Clerk, Sr.	A019
Lane Events Center Events Coordinator	C055
Lane Events Center Marketing Assistant	C057
Legal Secretary 1	A014
Legal Secretary 1-Bilingual	A014B
Legal Secretary 2	A015
Legal Secretary, County Counsel	N7021
Legal Secretary, Sr.-County Counsel	N7020
Mail Clerk	A002
Office Assistant 1	A004
Office Assistant 1-Bilingual	A004B
Office Assistant 2	A005
Office Assistant 2-Bilingual	A005B
Office Assistant, Sr.	A006
Office Assistant, Sr.-Bilingual	A006B
Office Support Assistant	N7014
Paralegal	A028
Paralegal-County Counsel	N7030
Payroll Specialist	A034
Program Specialist	N3033
Program Specialist, Sr.	N3031
Program Specialist, Sr.	N3032
Public Safety Support Specialist	F029
Public Works Analyst	N4113
Quality Assurance & Safety Specialist	C052
Records Officer 1	F030
Records Officer 2	F031
Records Specialist	F032
Secretary 1	A007
Secretary 2	A008
SO Fleet Services Coordinator	F027
Stores Clerk	C030
Stores Clerk, Sr.	C031
Victim Advocate	B009
Victim Advocate-Bilingual	B009B
Volunteer & Community Outreach Coordinator	F026
Waste Management Fee Collector	I023
Waste Management Fee Collector, Sr.	I024

Officials and Managers (Positions and Codes)

Accounting Analyst	A033
Assistant Department Director	N2010
	N2012
	N2013
Compliance Officer	J036
Department Director	N2001
	N2003
	N2004
	N2005
Manager	N2030
	N2031
	N2032
	N2034
	N2041
	N2042
Manager, Sr.	N2021
	N2022
	N2023
	N2024
	N2025
Program Manager	N3001
	N3002
	N3005
	N3005P
Property Appraiser 1	L011
Property Appraiser 2	L012
Property Appraiser 3	L013
Property Appraiser 4	L014
Property Appraiser Trainee	L010
Property Management Officer 1	L017
Property Management Officer 2	L018

Professionals (Positions and Codes)

Accountant	A032
Assistant County Counsel 1	N4603
Assistant County Counsel 2	N4602
Assistant County Counsel 3	N4601
Assistant County Counsel, Sr.	N4604
Assistant Veterans Services Coordinator	B055
Clinical Pharmacist	N4800
Community Health Analyst 1	B075
Community Health Analyst 2	B076
Community Health Analyst 2-Bilingual	B076B
Community Health Analyst, Sr.	B077

Community Health Analyst, Sr.-Bilingual	B077B
Community Health Nurse 1	B067
Community Health Nurse 1-Bilingual	B067B
Community Health Nurse 2	B022
Community Health Nurse 2-Bilingual	B022B
Community Service Worker 1	B001
Community Service Worker 1-Bilingual	B001B
Community Service Worker 2	B002
Community Service Worker 2-Bilingual	B002B
Corrections Health Nurse	B024
Deputy District Attorney 1	N4615
Deputy District Attorney 2	N4614
Deputy District Attorney 3	N4613
Developmental Disabilities Specialist	B015
Developmental Disabilities Specialist-Bilingual	B015B
Employment Specialist 1	M003
Employment Specialist 1-Bilingual	M003B
Employment Specialist 2	M004
Employment Specialist 2-Bilingual	M004B
Engineering Analyst	N4300
	N4301
	N4302
	N4303
	N4304
	N4305
	N4306
Environmental Health Specialist 1-Bilingual	B028B
Environmental Health Specialist 1	B028
Environmental Health Specialist 2	B029
Environmental Health Specialist 2-Bilingual	B029B
Family Mediator	B017
Figure Skating Specialist	C053
Internal Auditor	C009
Internal Medicine Physician	N4504
Juvenile Counselor 1	K001
Juvenile Counselor 1-Bilingual	K001B
Juvenile Counselor 2	K002
Juvenile Counselor 2-Bilingual	K002B
Juvenile Counselor, Sr.	K003
Juvenile Group Worker	K004
Juvenile Group Worker, Sr.	K005
Juvenile Justice Specialist-Bilingual	K014B
Juvenile Justice Specialist	K014
Juvenile Justice System Nurse	B071
Lane Events Center Sports Coordinator	C054
Management Analyst	N4102
Management Analyst, Sr.	N4100
	N4101
Medical-Legal Death Investigator	N4630
Mental Health Nurse	B025
Mental Health Specialist 1	B068
Mental Health Specialist 1-Bilingual	B068B
Mental Health Specialist 2	B012
Mental Health Specialist 2-Bilingual	B012B
Mental Health Specialist, Sr.	B013
MHO Care Coordinator Specialist	B070
Naturopathic Physician	N4501
Nurse Practitioner	B023
Nurse Practitioner-Bilingual	B023B
Nurse Practitioner-Corrections	B049
Nurse Practitioner-Mental Health	B072
Nurse Practitioner-Mental Health Bilingual	B072B
Nutritionist/Dietitian, WIC	B044
Physician	N4502
Physician Assistant	B078
Physician Assistant-Bilingual	B078B
Planner	J025
Planner, Associate	J026
Planner, Sr.	J027
Professional/Technical Supervisor	N4000
	N4001
	N4002
	N4003
	N4004
	N4006
	N4007
	N4008
	N4009
Program Services Coordinator 1	B006
Program Services Coordinator 1-Bilingual	B006B
Program Services Coordinator 2	B064
Program Services Coordinator, Sr.	B007
Program Supervisor	N3012
	N3013
	N3014
	N3015
	N3016
Program Services Coordinator, Sr.-Bilingual	B007B
Prosecutor, Sr.	N4610
Prosecutor, Sr.	N4611
Psychiatrist	N4500
Psychiatrist	N4503
Public Health Educator	B045
Public Health Educator-Bilingual	B045B
Public Works Analyst	N4109
	N4110
	N4111
	N4112
Sales Data Analyst	L016
Sales Data Analyst, Sr.	L025
Special Waste Specialist	J041
System Programmer, Lead (NRP)	N4700
WIC Certifier	B081
WIC Certifier-Bilingual	B081B
Youth Advocacy Coordinator	K013
Youth Advocacy Coordinator-Bilingual	K013B

Protective Services: Non-Sworn (Positions and Codes)

Animal Welfare Officer	F011
Animal Welfare Officer, Sr.	F012
Correctional Services Tech.	F037
Correctional Services Tech.-Bilingual	F037B

Developmental Disabilities Abuse Investigator	B073
Facility Security Officer	F035
Investigator	N4621
Public Safety Support Supervisor	N5020
Security Guard	F043

Protective Services: Sworn (Positions and Codes)

Deputy Sheriff	F002
Manager	N2035
	N2040
Parole/Probation Officer 1	F022
Parole/Probation Officer 2	F023

Protective Services: Sworn Officials (Positions and Codes)

Assistant Department Director	N2011
Investigator	N4620
Manager	N2036
Manager, Sr.	N2020
Professional/Technical Supervisor	N4005
Program Supervisor	N3017
Sergeant	N5010

Service Maintenance (Positions and Codes)

Animal Behavior & Training Coordinator	F041
Certified Medication Aide	B051
Cook-Corrections	F021
Cook-Juvenile	K010
Cook, Lead-Corrections	F028
Cook, Lead-Juvenile	K011
Custodian	D001
Custodian-Detention	D006
Dental Assistant	B066
Facilities Electrician	D017
General Laborer	I001
Kennel Attendant	F038
Landscape Technician	D012
Lane Events Center Maintenance Specialist	D014
Lane Events Center Maintenance Worker	D013
Laundry Specialist	L005
Medical Assistant 1	B065
Medical Assistant 1-Bilingual	B065B
Medical Assistant 2	B060
Medical Assistant 2-Bilingual	B060B
Motor Carrier Enforce Officer	F004
Operations Events Worker	D015
Operations Events Worker, Sr.	D016
Park Maintenance 1	I006
Park Maintenance 2	I028
Park Maintenance, Sr.	I007
Road Maintenance 1	I002
Road Maintenance 2	I003
Road Maintenance 3	I004
Shop Utility Worker	I031

Skilled Craft (Positions and Codes)

Electrician-Public Works	I008
Maintenance Specialist 1	D003
Maintenance Specialist 2	D004
Maintenance Specialist 3	D011
Maintenance Specialist, Lead	N4330
	N4331
	N4332
Maintenance Supervisor	N4320
	N4321
Maintenance/Trades Supervisor	N6001
	N6003
Mechanic 1	I010
Mechanic 2	I011
Mechanic, Sr.	I012

Technicians (Positions and Codes)

Applications System Architect	H032
Building Safety Specialist 1	J056
Building Safety Specialist 2	J057
Building Safety Specialist, Sr.	J058
Cartographer/GIS Specialist	L008
Cartographer/GIS Technician	L007
Data System Architect	H033
Database Administrator	H030
Database Administrator, Sr.	H024
Electrical Inspector	J055
Expand Practical Dental Hygienist, Sr.	B069
Expand Practical Dental Hygienist	B061
Information Services Project Manager	H026
Information Services Project Manager, Sr.	H027
Information Technology Specialist 1	H028
Information Technology Specialist 2	H029
Land Management Technician	J024
Land Management Technician-Bilingual	J024B
Licensed Practical Nurse	B021
Licensed Practical Nurse-Bilingual	B021B
Medical Lab Technologist	B005
Mental Health Associate	B011
Network Administrator, Sr.	H025
Patient Care Coordinator	B079
Patient Care Coordinator-Bilingual	B079B
Peer Support Specialist	B080
Plans Examiner 1	J033
Plans Examiner 2	J034
Plans Examiner, Sr.	J035
Programmer Analyst 1	H006
Programmer Analyst 2	H007
Programmer and Systems Analyst, Sr.	H008
SO Communication Network Coordinator	H021
Special Waste Technician	I025
System Administrator, Sr.	H023
System Programmer, Lead	H011
System/Network Architect	H031
Technical Specialist	N4310
	N4311
	N4312
	N4313

Veterinary Technician	F042

Excluded from EEOP Reporting (Positions and Codes)

Assessment & Taxation Director	V020
Assistant County Administrator	V012
County Administrator	V001
County Commissioner	V024
County Counsel	V008
District Attorney	V021
Executive Director LWP	V015
Extra Help	Y010
Extra Help (Nurse)	Y010N
Extra Help (626)	Y010W
Extra Help (P&F)	Y010F
Extra Help (Pro Tem Judge)	Y010J
Extra Help (Student)	Y010S
Justice of the Peace	V023
Public Safety Director	V022
Retiree	R999
Unclassified Part-Time Exempt	U011
Unclassified Part-Time Nonexempt	U010
Unclassified Part-Time Nonexempt P&F	U010F
Unclassified Part-Time Nonexempt (Student)	U010S
Unclassified Prof Exempt	U020
Unclassified Prof Exempt Attorney	U020A
Unclassified Prof Exempt Physician	U020P
Unclassified Prof Nonexempt	U021
Unclassified Prof Nonexempt-P&F	U021F

Appendix I

Department/Office: _____ Division: _____

What might Lane County Government do or offer to further retain your services?

*Choose a **maximum of one (1)** option per statement which most accurately and truthfully reflects your thought(s).*

1. *"I would like for my work schedule to allow for a better work/life balance."*
   - ☐ Ability to work remotely or from home
   - ☐ Schedule flexibility in the form of "flex" time (e.g., an employee leaves two hours early one day and makes those same two hours up before the pay period ends)
   - ☐ Schedule flexibility in the form of more condensed work hours (e.g., instead of working 8 hours per day and 5 days per week, an employee works 10 hours per day and 4 days per week)
   - ☐ Schedule flexibility in the form of work hours that are shifted from the usual times (e.g., instead of 8AM-5PM, an employee can work 6AM-3PM, 7AM-4PM, 9AM-6PM, or 10AM-7PM)
   - ☐ Schedule flexibility in the form of "comp" time (e.g., an employee takes one weekday off after working over on a Saturday, when they are regularly scheduled to work Monday through Friday)

2. *"I would like to see my compensation improve."*
   - ☐ Longevity pay to recognize seniority
   - ☐ Fewer pay steps in the step increase system
   - ☐ Incentive-based bonuses dependent on performance
   - ☐ Generally higher pay that better represents how much work I do
   - ☐ Greater flexibility in negotiating starting pay, bonuses, and raises
   - ☐ Cost of living adjustments that are continual (once a year) and match the actual cost of living
   - ☐ Pay that is comparable to other positions like my own in similar counties in the state of Oregon
   - ☐ Fix pay system to allow for pay raises/step increases after 6 months of being transferred when that employee was coming up on their 1-year mark in their previous position
   - ☐ Pay that is competitive to other positions like my own in other organizations (e.g., cities, counties, states, federal branches, private businesses, nonprofits) throughout the United States
   - ☐ Elimination of the step increase system which (a) doesn't allow for pay flexibility within a certain salary range of a single step or (b) can be limiting once an employee reaches their maximum step

3. *"I would like to see more support being provided to staff."*
   - ☐ Invest more resources into line staff
   - ☐ Provide safe facilities, clean areas, and modern workspaces
   - ☐ Provide policies and adequate funding to maintain operations at a high level and/or offer more services
   - ☐ Allow for more voluntary overtime to get more work done with a lower stress level (employees are asked to do too much in too little time)
   - ☐ Create a program that allows for part-time workers to become fulltime and eventually lighten the workload through proper planning
   - ☐ Provide programs, divisions, and departments with adequate levels of qualified staff (and less mandatory overtime), in an efficient timeframe, to reduce overly heavy workloads and prevent burnout
   - ☐ Provide programs, divisions, and departments with updated resources (e.g., equipment, technology) that meet staff needs and improve efficiency/effectiveness in the meeting of job requirement demands

Department/Office: _____ Division: _____

What might Lane County Government do or offer to further retain your services (continued)?

*Choose a **maximum of one (1)** option per statement which most accurately and truthfully reflects your thought(s).*

4. *"I would like to have more career growth opportunities that expand my knowledge, skills, and abilities."*
   - ☐ Ability to transfer, advance, or promote within the County's programs, divisions, and departments
   - ☐ Across all positions in all shifts, allow for different ways to grow in a variety of job responsibilities (e.g., cross-training, job mentoring and shadowing, temporary job placements, inter/intra-agency committee participation)
   - ☐ Attending a variety of professional developments, educational programs, ongoing trainings, and classes that are focused on the employee's job, industry, or career field, to help in their personal advancement (make in-person and online options available to employees)
   - ☐ Offer more trainings subjects in a variety of ways (e.g., online, interactive sessions or group discussions, guest speakers, different site locations/hours, book clubs, ongoing classes or mini-series)

5. *"I would like for Lane County Government to place more emphasis on accountability practices."*
   - ☐ Monitor excessive use of sick leave which puts a strain on others
   - ☐ Provide ongoing education and training for staff at all levels on policies, procedures, and statutes
   - ☐ Equal treatment for employees (fewer rewards for poor performance and bad/lackadaisical behavior)
   - ☐ Ensure that position promotions, transfers, reclassifications, and pay adjustments are not based on favoritism, biases, and/or inside connections
   - ☐ Communicate with the local community about County services/business updates, to inform the public and avoid misinformation or confusion
   - ☐ Commit to becoming more cost effective in the use of County resources/personnel in projects, programs, divisions, and departments to minimize the waste I see
   - ☐ Workload balancing/fairness between employees where no one employee does a majority of the work while the other does very little and there are no consequences
   - ☐ Through 360° evaluations, training, and/or disciplinary action, ensure that managers, at all levels, are kept accountable for their own actions and behaviors
   - ☐ A safer and more confidential way to report managers and/or hostile work environments without fear of repercussions or reprisals, to allow for a less stressful environment
   - ☐ Hold regular performance evaluations for all positions at all levels in all departments but not so frequently that valuable work hours are consumed to complete them (e.g., once a year)
   - ☐ Be timely and transparent with County staff at all levels, when decisions are made, to keep employees informed, avoid any confusion, and gain feedback from every level
   - ☐ Through 360° evaluations, training, and/or disciplinary action, ensure that managers, at all levels, treat their employees fairly, equally, and with respect (no preferential treatment, abuses of power, or mistreatment of staff)
   - ☐ Require (and support) managers and supervisors to consistently enforce County departments, divisions, and programs' expected performance levels, work standards, policies, and procedures (e.g., administering disciplinary action as necessary, make the disciplinary process less bureaucratic)
   - ☐ Educate managers and supervisors on how to better lead, train, coach, motivate, delegate, and mediate staff (e.g., exhibiting the behaviors they expect to see from their own subordinates while creating community and being more knowledgeable about the positions they are responsible for overseeing)

6. *"I would like to be acknowledged in my position and the work I do."*
   - ☐ The work done by me (what I bring) is, or should be, appreciated and trusted
   - ☐ Seniority and time spent working in the organization is, or should be, recognized
   - ☐ My accomplishments are, or should be, regularly acknowledged as achievements
   - ☐ Management taking the thoughts, ideas, and opinions of their employees into consideration
   - ☐ My position is, or should be, considered valuable by coworkers, managers, other staff, or customers
   - ☐ I am, or should be, treated as an important member of the team, whether I am ground, mid, or executive-level staff
   - ☐ Allow for managers and supervisors to acknowledge staff through incentives (e.g., gift cards) or appreciation events (e.g., Employee of the Month)
   - ☐ Work performance is, or should be, considered equally as important as longevity (can be reflected by actively engaging with and investing in high performers)

Department/Office: _____ Division: _____

What might Lane County Government do or offer to further retain your services (continued)?

*Choose a **maximum of one (1)** option per statement which most accurately and truthfully reflects your thought(s).*

7. *"I would like to have more focus being placed on benefits (current and new)."*
   - ☐ Student loan assistance
   - ☐ Paid parental or family leave
   - ☐ Allow for paid vacations during busy seasons
   - ☐ Higher deferred compensation contribution rate
   - ☐ No longer having to pay for health insurance premiums
   - ☐ Free charging stations for employees with plug-in hybrid electric vehicles
   - ☐ Return to the practice of allowing employees to pay into PERS on their own
   - ☐ Allow for the use of sick and vacation leave without pay (as deemed appropriate)
   - ☐ Incorporate a retirement savings plan outside of PERS (e.g., 401(k), 457, 403(b), Roth IRA)
   - ☐ Available parking at no cost to employees within a reasonable distance from worksite
   - ☐ Additional benefits based proportionately on longevity and/or performance (e.g., extra vacation leave)
   - ☐ More selection for childcare (e.g., discounted options for multiple centers, onsite care, County-operated centers)
   - ☐ A Lane County Employee Credit Union (e.g., one that offers mortgage options) to help keep up with the cost of living
   - ☐ Education subsidies (e.g., County helps pay for an employee to attend classes and earn an academic degree or professional certification)
   - ☐ At the very least, no decreases made to what I currently have (e.g., vacation leave, sick leave, health insurance, retirement plan, scheduled holidays, wellness center, gym membership, investment portfolios and accounts)
   - ☐ County-funded medical plans or health insurance subsidies for retirees of a minimum age (with a minimum number of years of service as a Lane County employee) until they are eligible for Medicare (perhaps funded by unused TM hours)

8. *"I would like to see improvements made in Lane County Government's internal hiring and job classification processes."*
   - ☐ Communicate if, when, and why a reclassification is denied
   - ☐ Communicate if, when, and why the job goes to another candidate
   - ☐ Faster response times, when requesting information about a potential reclassification
   - ☐ Communicate when and where jobs become available for internal hire, transfer, or promotion
   - ☐ Educate on how to (as well as who can) apply for available jobs through internal hire, transfer, or promotion
   - ☐ Allow staff/hiring managers to play a more active role in the recruitment, application, and selection process of candidates
   - ☐ Streamline what can be extensive/prolonged recruiting and hiring practices to fill gaps quicker and minimize lengthiness
   - ☐ My job description needs to be reclassified to more accurately reflect the work being done and skillset needed in my position
   - ☐ Base promotions and transfers more on actual qualifications and experience than on oral performance and a potential familiarity with candidates
   - ☐ There doesn't seem to be an advantage to being an internal candidate or having longevity when applying for a job, transfer, or promotional opportunity
   - ☐ The County should place as much emphasis on life and employment experience, when considering hiring someone for a job, as it does educational background
   - ☐ Allow for external candidates to have more access to Lane County jobs (there's too much hiring from within which can cut off/exclude outsiders with fresh ideas and different talents)
   - ☐ Educate on how to properly request a job reclassification and/or the additional options available to the employee if their request is denied or the reclassification granted is below their expectations
   - ☐ Be more mindful of hiring people who aren't qualified just to fill the position (can put a heavier load on those of us who know how to do our jobs and don't have time to coach them through the correct procedures)

Department/Office: _____ Division: _____

What might Lane County Government do or offer to further retain your services (continued)?

*Choose a **maximum of one (1)** option per statement which most accurately and truthfully reflects your thought(s).*

9. *"There are no changes Lane County Government could make that would influence my decision to stay or leave."*
   - ☐ Waiting to retire or be vested
   - ☐ My options are more limited (e.g., getting older, not as much education)
   - ☐ Outside factors and reasons (e.g., holding off to make a specific life or career change)

10. *"Other."*
   - ☐ Less micromanagement, more autonomy
   - ☐ Hire people of color in supervisory positions (more diversity at the managerial level)
   - ☐ Allow for more leniency with having visible tattoos that are neither offensive nor derogatory
   - ☐ Create an employee referral program that rewards current employees who recommend successful job candidates
   - ☐ Fewer, if any at all, diversity trainings/sessions (I already know how to treat people with respect and don't need to be taught how)
   - ☐ More cooperative relationships between the County and the unions (we're all on the same team, let's work together so we can all prosper)
   - ☐ Hire and keep younger professionals (fresh faces and new ideas are needed to help keep the County invigorated, cutting edge, and not stagnant)
   - ☐ Split one 40-hour/week job into two 20-hour/week jobs (I still want to work at the County but not as much, and I'm willing to do it part-time)
   - ☐ Host meetings (e.g., in the style of a town hall) between employees and director level personnel (we want to have open conversations with executives)
   - ☐ Create a network/group of individuals to help new employees not from Lane County acclimate to the local area, which can be very different from what they are familiar with
   - ☐ More frequent opportunities/events to connect with employees in other departments of the County (build community by getting to know each other and what we do in other areas)
   - ☐ In open group meetings between coworkers, allow for employees to give feedback, share ideas, and have honest conversations with each other without supervisors being in the room to stifle discussion
   - ☐ More relaxed and easygoing culture to make work a more enjoyable place to come to (e.g., puzzles, board games, foosball and pool tables, TVs to watch in the common areas, private rooms to decompress in during breaks)
   - ☐ Lane County needs to be more fiscally minded with paying off the PERS debt it owes (stop funding new projects when old responsibilities haven't been taken care of, I want to feel and know that the institution I work for is financially secure)
   - ☐ The County should change its practices and politics to cater less to the non-working and/or non-voting people here who put undue strain on the economy and cause my cost of living to increase (this gives me less incentive to stay here when I work hard to get what little I have)
   - ☐ For individuals who have a certain amount of longevity working with the County and have proven they can manage their responsibilities, reduce the work week hourly requirement from 40 to 30 (I've done this job for so long and have become so efficient at it that I don't need to be here as much anymore; the County can keep my knowledge and skills, save money on not having to recruit and hire untested talent, and I can work shorter weeks while still producing the same degree of quality work I've become known for)

Supplemental: Official Lane County, Oregon Government Response

Upon completion of the final version of this audit report, a completed copy of the study was forwarded by the Chief County Performance Auditor to the following executive-level personnel of Lane County, Oregon Government.

- Steve Mokrohisky, County Administrator
- Mike Cowles, County Assessor
- Patty Perlow, District Attorney
- Byron Trapp, County Sheriff
- Steve Dingle, County Counsel
- Mike Finch, Technology Services Director
- Karen Gaffney, Health and Human Services Director
- Alana Holmes, Human Resources Director
- Dan Hurley, Public Works Director
- Greg Rikhoff, Operations Director

Staff members under these directors and officials were also provided copies of the report for review, as deemed essential by them.

By Lane Manual Chapter 3's Section 3.078-2-b, these individuals were given ten full business days to review and respond to the final draft, specifying the following.

- Agreement with audit findings and recommendations or reasons for disagreement with findings or recommendations;
- Plans for implementing solutions to issues identified; and,
- A timetable to complete such activities.

Beginning on the next page, standing independent from the Office of the Performance Auditor, is the County's official response to this study. Here marks the end of "Recruitment and Retention: An Audit of Lane County, Oregon Government" as submitted by the Chief County Performance Auditor.

-Finis-

Executive Team Response

LANE COUNTY

PUBLIC SERVICE BUILDING / 125 EAST 8TH AVENUE / EUGENE, OR 97401 / (541) 682-4203 / FAX (541) 682-4616

To: Dr. Casey Crear, County Performance Auditor

From: Steve Mokrohisky, County Administrator
Patty Perlow, District Attorney
Mike Cowles, Assessor
Byron Trapp, Sheriff
Greg Rikhoff, Director of Operations
Alana Holmes, Human Resources Director
Karen Gaffney, Health and Human Services Director
Steve Dingle, County Counsel
Mike Finch, Chief Information Officer
Dan Hurley, Public Works Director

Date: March 8, 2019

Subject: Executive Team Response to the Recruitment and Retention Audit

As the executive team for Lane County, we appreciate the opportunity to provide context and comment on the final draft of the Recruitment and Retention Performance Audit. We appreciate the detailed analysis of Lane County's recruitment and retention strengths, weaknesses, opportunities, and threats. It is clear that the Performance Audit Team has spent a considerable amount of time on this audit, and it shows in the depth of the report. The team even went beyond the original components and expanded its scope to include employee engagement and equity. In addition, County staff has spent well over 400 hours gathering data and ensuring the Performance Audit Team had timely access to the data and information requested.

After a thoughtful review of the final draft of the Recruitment and Retention Audit, the Executive Team generally agrees with several aspects of the report, supports continued work on the topics identified, and commits to continuing our efforts of recruitment and retention practices that are aligned with our values of integrity, excellence, equity and respect. Per the audit process, we were set to respond to the final draft within 10 days, which would have been March 4, 2019. However, due to the state of emergency declared on Tuesday, February 26, 2019 from inclement weather, which resulted in a 5-6 day storm response effort, an extension was requested and later granted for an additional 4 days to March 8, 2019. We are very appreciative of this extension.

Typically, a response to a performance audit is submitted by each department director affected by the audit's subject matter. Due to the organization-wide focus of this audit, a combined response from the County Administrator and all of the directors (appointed and elected) was deemed most appropriate.

Commitment to our workforce affects retention

We would like to take an opportunity to provide some context around what steps we have taken over the last several years to ensure that we are retaining a high performing workforce. We are working to acknowledge the efforts of our employees, solicit and consider their feedback, and create a workforce culture where high perming employees thrive. Over the last several years we have made a number of investments in our employees that foster continuous improvement and

allow our organization to thrive. For example, we have provided a consistent structure of overarching strategic priorities that every employee can easily connect to.

First, this response outlines our organization's culture through the lens of our current and prior strategic plans. Second, we focus on highlighting the successes in the areas of recruitment and retention. Next our focus shifts to our stellar equity work and employee engagement initiatives. Lastly we respond to each of the four (4) proposals that are identified in the Audit beginning on page 493.

1. Culture through Strategic Plan Lens

We must briefly discuss the current and prior strategic plans as they relate to the priorities and initiatives that have driven our organization's culture over the last several years, specifically in relation to recruitment and retention, including employee engagement and equity efforts.

In the 2014-2017 Strategic Plan the primary initiatives related to recruitment and retention were through two of the three priority areas: Vibrant Communities and Infrastructure. More specifically were the strategies and initiatives related to ensuring equity and access; enhancing Lane County's equity work and attracting, retaining and investing in a high performing local workforce.

In formulating the 2018-2021 Lane County Strategic Plan, we sought to enhance the work of the prior existing plan, take it to another level, and create a highly collaborative process. We gathered input in a variety of ways from employees, community members and the Board of County Commissioners to ensure that we were focusing on the most important initiatives over the next few years. With 4 focus groups, 653 employee responses, 792 community survey responses and 3 open houses, the overall results created the framework for the 2018-2021 Strategic Plan. The priorities developed were in the areas of:

- Safe, Healthy County
- Vibrant Community
- Robust Infrastructure
- Our People and Partnerships

As it relates to this Recruitment and Retention Audit, the *Vibrant Community* priority further addresses several initiatives focusing largely on the regional economy, the natural environment, and enhancing equity and access in service delivery and representation in governance.

The newest priority, *Our People and Partnerships* further addresses initiatives focusing on enhancing fiscal resilience and operation effectiveness; enhancing employee engagement and resilience; and embracing partnerships to leverage and extend county goals. The underlined initiatives above are mentioned in the Recruitment and Retention Audit and relate specifically to the work identified throughout our response as these initiatives have dictated our focused efforts over the last several years.

2. Successes

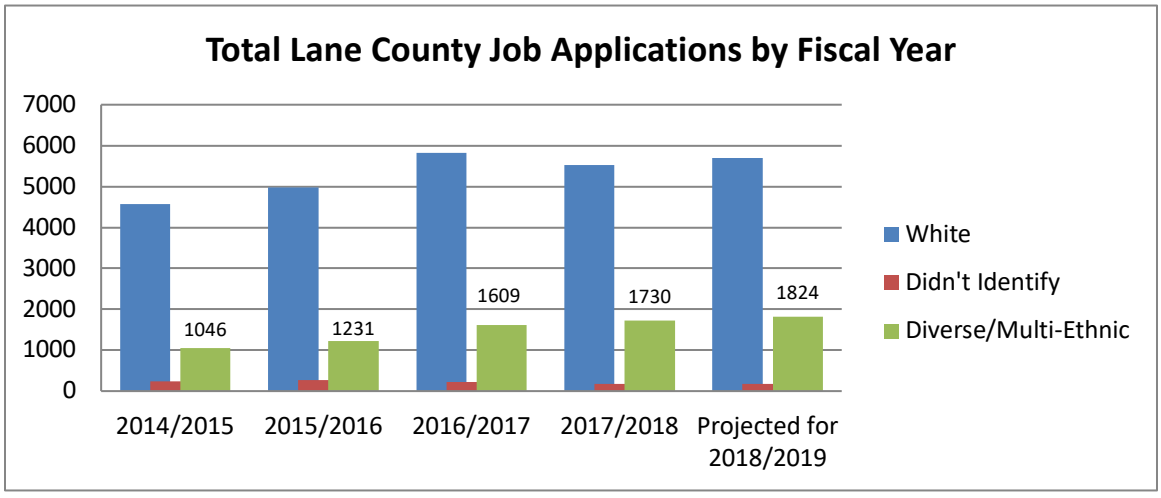
Recruitment

The Recruitment and Retention Audit does not refer to the successes we have had over the years with respect to recruitment. We would like to take an opportunity to specifically address what we have been able to accomplish in this area.

We have focused our efforts on recruitment by adding a recruitment coordinator position into the budget since fiscal year 2015-2016. With that position filled in 2016, we have not only expanded our community engagement and participation efforts, but have increased professional development trainings, have successful programs now in place, such as the diversity internship program, and have seen an increase in the number of diverse candidates applying for jobs.

We have drastically reduced the average time that it takes to fill a position, from the initial recruitment posting date to making an offer (excluding the Sheriff's Office and Parole and Probation positions as they have lengthier background check processes). In 2015, we averaged 85 days from beginning of recruitment to hiring. Today, our average is 39 days, which represents a 54 percent reduction in the time it takes to fill critical positions.

Since fiscal year 2014-2015 we have also seen a steady increase in the percentage of total applications from diverse candidates. For fiscal year 2018-2019 to data, which only includes seven months of data, the number of diverse applicants is at 1,061, or 23.66 percent of our total applications (4,484). The total projected numbers for 2018-2019 are represented below and reflect the number of diversity applicants out of the total applicant pool will be at 23.71percent.



Following the hire of a new Human Resources Director in the winter of 2018, several priorities were identified for the department. One is to conduct a thorough recruitment process review. Due to the timing of this recruitment and retention audit, the process review was put on temporary hold. Now that this audit is complete, preparations have begun for the next steps of that recruitment process review. We know that more good work will come out of that review process to ensure we are getting the best recruitment practices in place for our organization and for our community.

Training and Development Programs for our future workforce

We have also created a formal pipeline of talent into our organization through a new diversity internship program that actively recruits local residents, students, and recent graduates from underrepresented groups. The paid interns complete rigorous, targeted and value-added projects within departments, present their findings to the organization's leadership, and are connected with long-term employment opportunities. Of the thirty-four (34) internship postings to date:

- 18 identified as Person of Color
- 5 hired into regular Full Time Equivalent positions, all identify as Person of Color
- 2 hired into Extra-Help / Temporary positions
- 1 employee offer out for a 1040 hour temporary position

Workforce Planning

The average age of our workforce is changing. For many years, our average age at Lane County was over 50. Recently, we have seen this number decreased to 48. We believe that this shift is mostly due to a large number of retirements over the last few years and efforts to increase the diversity of our organization. There have been no layoffs due to budget reductions in several years, we have structurally balanced our budgets, we have maintained excellent benefits for employees, provided programs to our workforce and have delivered critical and often innovative services for our residents. We are creating a culture that is both attracting and maintaining new talent.

Significant experience exits organizations each year, and this trend will continue as those identified as baby boomers leave the workforce in record numbers. Fortunately Lane County has as much as 3 years' notice of many retirements, due to the employees' ability to sell up to 200 hours in each of the 3 calendar years prior to retirement. Occasionally the County has little notice of the retirement, when it is sudden and unplanned due to changes in PERS, sudden illness, or extended disability leave. This reinforces the County's need to train and retain talented employees at all levels of the organization to stem the brain drain and ensure knowledge management.

Based on the initial awareness of the County's aging workforce, a project was undertaken to devise a set of tools to be used for workforce planning. This project, carried out by one of our interns who was subsequently hired into full-time employment, researched and identified a series of tools to evaluate positions that carry the most risk if suddenly open, to identify cross-training opportunities, and catalog skills and knowledge of existing employees, as well as a guide to use when employees give notice to capture vital knowledge and processes upon their departure. This work will continue in 2019 and be rolled out to all county departments per the 2018-2021 Lane County Strategic Plan.

Continued investment in recruitment, training, development and workforce planning will be a high priority for our executive team over the next year, as we seek to lead our organization and community to a vibrant future.

Retention

The Recruitment and Retention Audit does not refer to the successes we have had over the past five years with respect to retention. We would like to take an opportunity to specifically address what we have been able to accomplish in this area. Over the past five years, under the leadership of our County Administrator, we have initiated numerous employee wellness programs. Those programs partnered with the County's strategic vision and fiscal management have created an overall culture that retains employees. We see that culture in our low turnover rates, and in the employee surveys regarding employee satisfaction. This section discusses turnover at the County and successful retention programs in further detail.

Employee Turnover

We have seen a significant decrease in employee turnover over the last six (6) years. In the form of exit interviews, we track why people are leaving, and although in years past a significant amount of layoffs occurred due to budget constraints, we don't anticipate having large reductions in workforce anytime soon. In 2012, overall turnover was at 18.54 percent and in 2018 it was at 10.77 percent. As noted in the chart below, several categories have fluctuated over the years. Each time that there is a big change, or even an anticipated change to the retirement system at the state level, we have a large outflow of people retiring. We know that it's hard and somewhat immaterial to have a standard rate for turnover. The Auditor suggests such in Proposal B, beginning on page 495. When looking at turnover data, we also understand that the desires, benefits, incentives, upward mobility, etcetera are very different for each individual employee. In addition, as our workforce changes, so does one's reasons for staying/leaving, and this is why we aren't solely tracking just turnover. We feel that it is important to track the data, add it to the myriad data points that make up how we are doing overall with regards to retention, and address issues based on quantitative and qualitative information.

Turnover using Employee Count on 12/31 of each stated calendar year

Reason	2012	2013	2014	2015	2016	2017	2018
Retirements	81	52	43	37	53	72	29
Other Position	31	35	35	31	39	58	54
Probation	6	11	20	32	17	25	27
Relocation	5	1	12	6	12	10	9
Resignation	4	19	11	18	12	16	14
Return to School	1	4	1	1	5	4	1
Layoff	82	5	6	9	0	1	0
Other Reasons	14	21	24	16	15	26	27
Total	**224**	**148**	**152**	**150**	**153**	**212**	**161**
Total Employee Count on 12/31	1208	1207	1260	1322	1361	1382	1495
Attrition/Turnover %	**18.54%**	**12.26%**	**12.06%**	**11.35%**	**11.24%**	**15.34%**	**10.77%**

Training and Development Programs for our workforce

In 2017, we created an emerging leaders program focused on providing career development opportunities to those who are high performing, engaged and want to move up in our

organization. This program also helps build our bench strength as retirements and shifts in our demographics change over time. We have two cohorts totaling 42 graduates that currently make up the Emerging Leaders program that continues to meet, get involved in countywide strategic initiatives, participates in leadership trainings and brainstorms how to address current countywide efforts, such as homelessness. Several of the Emerging Leaders graduates have been promoted since completion of the program.

In addition, the Training and Organizational Development team in Human Resources regularly offers trainings in a variety of topics to build technical skills and soft skills for all employees. New opportunities are often piloted, such as book clubs and customized learning activities are devised for teams looking for specific development results.

Health and Wellness Programs for our Workforce

We made it our goal to be a healthier employer. To provide options for quality and access to health and wellness we created and implemented our very own Wellness Clinic, which provides physical and mental health services to employees and their dependents at a lower cost to the County than other providers.

In 2018, Lane County was ranked number forty (40) in the list of the top 100 healthiest employers in the United States!

In addition, Lane County was ranked the third healthiest government employer in the country behind Wake County, North Carolina and the City of Westminster, Colorado. Our focus on wellness has a two-fold effect: it reduces costs, allowing Lane County to invest more resources into direct services, and it increases employee productivity and engagement. Lane County received the award, in part, for our successful shift to a self-funded health insurance plan in 2015; investing in wellness and preventative care for employees, including the Live Well Center; as well as other wellness-related efforts. We became healthier due to nearly 70% of employees participating in the wellness incentives for health risk assessment (HRA) at our wellness clinic, shown in the chart below.

Percent of Total Employee Population With Health Risk Assessment Screening

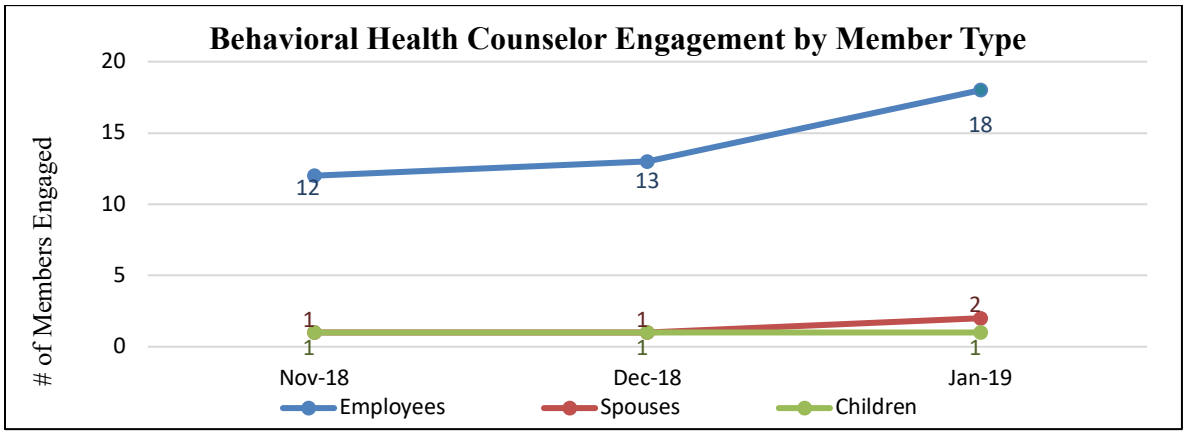
Month	Total Biometrics	Percent Screened
Feb 2018	824	56.25%
Mar 2018	857	58.50%
Apr 2018	914	62.39%
May 2018	958	65.39%
Jun 2018	981	66.96%
Jul 2018	986	67.30%
Aug 2018	990	67.58%
Sep 2018	992	67.71%
Oct 2018	999	68.19%
Nov 2018	1,007	68.74%
Dec 2018	1,019	69.56%
Jan 2019	1,019	69.56%

Executive Team Response

Some of the few engagement & health promotion strategies that our Live Well Center has sponsored for our employees and their covered family members include:

- Winning at Losing (weight loss program)
- Mindfulness sessions with all Parole and Probation employees
- Keeping your Hunger, Energy & Cravings in Check
- Allergy Awareness
- Onsite Healthy Cooking Demos
- Tobacco Cessation
- Sports Physical Campaign
- Know Your Numbers Education Session
- Mindfulness Education Session
- Monthly Onsite Yoga
- Maintain, Don't Gain
- Health Like Me Competition

Our dedication to employee health and wellness was further demonstrated when we added a behavioral health counselor to the clinic staff at our Live Well Center. Utilization reports show that this is a valued service and is meeting our employees' needs.



We redesigned our health insurance plans to be consistent across all bargaining units, non-represented employees and elected officials, encouraging employee ownership in overall personal and organizational health. We moved to a self-funded insurance model, which saved the County millions of dollars, leaving more available funds for critical services. The result has been an overall decrease in filed claims, a welcome change from the steadily increasing trend over the past fifteen years.

Data to support these results are detailed in the Year 2 Live Well Center Clinic Results

Employee Satisfaction

Every two years, Lane County administers an All Employee Survey, which is based on a National Employee Survey from the National Research Center. This survey is a common assessment tool for local governments to get a clear and accurate picture of the employee climate to assess job satisfaction and engagement. The survey also provides benchmarking against results from other local government employees across the nation.

Executive Team Response

The last survey, conducted in June of 2017 had an overall employee response rate of 53 percent and had several areas that indicated overall job satisfaction remains strong. As detailed in the chart below, eighty-two (82) percent of our employees indicated that they were likely to recommend working for the County, this up from seventy-six (76) percent in 2015. Eighty-four percent of employees agreed that they are satisfied with their job overall. Finally, ninety-one percent of the employees who took the survey plan to be working for the County in a year.

All Employee Survey Results 2017 – Overall Job Satisfaction

Question	2015	2017
Agree that they are satisfied with their job overall	85%	84%
Likely to recommend working for the County	76%	82%
Gain satisfaction from their current job responsibilities	88%	86%
Plan to be working for the County in a year	90%	91%
Overall, I feel positive about working for Lane County	82%	84%

In addition to job satisfaction, it is important to note the additional areas that increased from the prior survey in 2015, and the following are also all areas that are higher than the national benchmark.

All Employee Survey Results 2017 - Higher Than the National Benchmark

Question	2015	2017
Communicating an inspiring vision	51%	64%
Clarity of strategic direction, goals and objectives	51%	64%
Communicating information about problems	51%	58%
Modeling a high standard	56%	67%
Accuracy of performance evaluations	51%	61%
Communicating standards of ethical behavior	68%	77%
Modeling standards of ethical behavior	58%	69%

Individual departments also conduct satisfaction surveys (e.g., Public Works Climate Survey), and use the results to enhance employee satisfaction.

Related to turnover, we are nearing the rollout one of our employee engagement initiatives; stay interviews. Our intent is to not wait until an employee is ready to leave to start those critical conversations. Stay interviews will allow us to regularly check-in with our employees and ask questions in order to gather feedback, avoid potentially losing a high-performing employee and to keep the lines of communication open. Questions are likely to include:

1. What do you like most about your work?
2. If you could change one thing right now, what would that be?
3. What might tempt you to leave?
4. What can I do to best support you?

Equity Work

The Recruitment and Retention Audit does not refer to the successes we have had over the years with respect to equity work. We would like to take an opportunity to specifically address what we have been able to accomplish in the area of equity, access and inclusion.

Lane County has been a member of the Equity and Community Consortium (ECC) since 2002. The ECC is made up of 12 public agencies who are working together to coordinate the equity work that is happening throughout our community. In addition, the Lane County Equity and Education (E2) committee, which is a cross departmental committee made up of a broad range of classifications from line staff to department directors, is a valuable part of our work to increase equity and diversity throughout our organization. We have been a member of the Lane Equity Coalition (LEC) since 2013. -The LEC is a group of agency representatives and community members that is working to reduce health disparities through educational events and coordination of work.

In 2016, Lane County added a new Equity and Access Coordinator position and filled that position several months later. This position has been key in moving forward several priorities established by the Board of Commissioners, including: staffing the newly formed Equity and Access Advisory Board and working with and engaging community partners to ensure access to services and employment opportunities for all people in the community. Currently, we are in the planning stages of creating a framework and data dashboard that will allow us to use data to improve equity in County-provided services internally and externally.

Accomplishments of the Equity and Access Board include:

- Formed an inclusion task force to create policy to address foreign citizens in Lane County that ultimately was unanimously approved by the Board.
- Planned and hosted the Hate Crimes Forum in March 2018 in partnership with Oregon's Coalition Against Hate Crimes
- Worked with Lane Equity Coalition to host Eric Ward's talk in January 2018 about how White Nationalism creates bias in systems and service delivery
- Worked with the University of Oregon's Planning, Public Policy and Management's Policy Lab team to look at part time work at Lane County.
- Partnering with the Public Health Advisory Committee to address Health Equity in Lane County

In collaboration with our Public Information Office, the Equity and Access Coordinator initiated efforts to provide written statements around a variety of instances that took place both inside and outside of our community over the past few years. In the spirit of aligning our values of Equity and Respect with our commitment to promoting a greater understanding and acceptance for all people, the following policy statements were created:

- Issued a resolution in 2016 reaffirming the County's Values of Equity and Respect in a joint statement of unity, reinforcing our commitment to being a welcoming, safe, and inclusive community that was co-signed by municipal, agency, and community partners from across the County
- Issued a statement after the shooting on the MAX in Portland: https://vimeo.com/223841095/c0825601e4
- Board approved Lane Manual Chapter 60 to add provisions pertaining to foreign citizens: July, 2017
- Board Order regarding: health equity in June, 2018

- Issued a statement reaffirming our commitment to inclusion and respect for anyone who lives in, works in, or visits Lane County, after the Pittsburgh Shooting in November, 2018

In addition, we implemented a county-wide diversity training requirement for all regular status employees to support ongoing education for employees across the organization. We continue to have monthly diversity sack lunches hosted by departments throughout the County. Many of our departments also have very active diversity committees. Several of these department committees have individually and successfully contributed to advancing our equity efforts as a whole.

In 2017, we hired a new Procurement Supervisor, which was a newly created position. That position is creating an *equity in procurement program* that focuses on opportunities for underutilized businesses. To date, we have substantially increased our procurement efforts by:

- Joining and adding value to the local area governmental collective to encourage underutilized firms participation
- Conducting outreach with local area community organizations to gain an understanding of different business cultures
- Surveying local area businesses to better understand how they formulate a contracting diversity program
- Pushing out objectives and encouraging Lane County departments to contract with underutilized business entities
- Creating learning opportunities and training for external stakeholders
- Creating an advantage for Certification Office of Business Inclusion and Diversity (COBID) certified firms to actively respond to Lane County solicitations
- Participating in local events to foster community relationships
- Conducting trainings for Lane County employees

In addition, of the 8 Lane County retainer contracts for on-call services that were procured in the last year, 3 are with Certification Office of Business Inclusion and Diversity (COBID) certified companies (previously there were none).

In 2018, we joined the Government Alliance on Race and Equity so that we could share with, and learn from, other local governments across the country regarding equity work.

Employee Engagement

The Recruitment and Retention Audit does not refer to the successes we have had recently with respect to employee engagement. We would like to take an opportunity to specifically address what we have been able to accomplish in this area.

As part of the creation of the current 2018-2021 Lane County Strategic Plan, employee engagement was determined to be a high priority. Shortly after the rollout of the strategic plan, work began to identify employee engagement initiatives that reflected with the feedback we heard and the needs of our organization. Those initiatives include:

- New Employee Orientation
- Mentorship Program
- Training and Development for frontline supervisors
- Stay Interviews
- Career Development
- Employee Engagement Survey

Employees from across departments from line staff to management, including union leadership, have been participating in the above mentioned employee engagement initiatives. All initiatives are utilizing employee feedback, industry best practices and the latest research around employee engagement as a foundation for their efforts. Currently, each of these initiatives is in varying stages of completion, with stay interviews nearly ready for rollout.

3. Addressing the Proposals

In the following pages, we discuss our basic understanding of the four main proposals identified in the Recruitment and Retention Audit, followed by a response to each of those proposals. The specific language from the proposals can be found in the Audit beginning on page 493.

Proposal A: Recruitment via Policy

Summary
The Auditor references policy in the Administrative Procedures Manual (APM):

> APM Chapter 3, Section 34, Issue 7, C: "*Termination. After an employee has worked six (6) months for Lane County upon termination of employment their TM balance (minus any TM employee is eligible to sell) will be paid, at the rate of half of their base pay or applicable premium pay."*
>
> APM Chapter 3, Section 34, Issue 7, F: *Scheduling. Employees will, whenever possible, request time off in advance. Use of TM must be scheduled between the employee and the County. The County will establish methods for reporting absences, which may include reporting protected medical leave absences to a third party administrator in addition to County staff. Department Directors may establish additional absence reporting requirements. With the exception of previously scheduled leave, bona fide sickness or emergency situations, supervisors are generally not to grant TM Chapter3Section34Issue7.docx Page 4 of 8 to employees who have given notice of their termination from County employment. This does not apply to employees who are being laid off by the County. If TM is granted, discretion and sound judgment should be used in determining the number of hours allowed. Department Directors are responsible for ensuring that any TM taken subsequent to notice of termination is not for the purpose of using up TM balances to avoid the 1 for 2 payout at termination."*

Based on Lane County's Administrative Procedures Manual (APM) Chapter 3, Section 34, Issue 7, Subpart IV-C and IV-F, relating to selling Time Management (TM) and not granting TM to employees who have given notice of their termination from County government, the Auditor states that the aforementioned policy denotes that there have been and continue to be two unintended consequences. The Auditor's recommendation is to "remove policies which deter employees from making the government aware of their intent to leave", and replace it with a policy wherein employees are encouraged to "(a) furnish advance notice of future department as early as possible and to (b) use less TM prior to departure, by means of incentivization." As it relates to how much advance notice is offered up by an employee, the proposal also discusses workforce planning in order to further recruitment in the most effective efficient, and economical of ways. Strategies are suggested to address workforce planning.

Response

Lane County's Administrative Procedures Manual (APM) policy specifies parameters around TM use. The Auditor believes this could be negatively impacting employees coming forward with notice earlier, thus potentially shortening the organization's ability to plan, and complete

knowledge transfer activities. We agree that the current notification process for anyone planning to retire may have the suggested unintended consequences. The executive team agrees that we should reassess the policy and will form a committee to do so with the understanding that there are eight (8) bargaining units to involve in those discussions.

Workforce planning is a specific strategy called out in the 2018-2021 Strategic Plan and we very much look forward to addressing this as an organization. Work is now underway to develop pilot tools. This is also discussed in more detail in a previous section on *Successes-Retention*.

Proposal B: Recruitment via Appraisement

Summary

Our understanding of this proposal is to caution using turnover rates to gauge the success of an organization's health, as turnover rates are merely the nature of a workforce's lifecycle given the ceaselessly changing world of business. If percentages are similar in another organization turnover rates may not be a meaningful tool to get at overall success as it relates to retention or turnover health. Thus suggesting "…that the practice of comparing turnover rates is thought to be founded upon a false premise; a premise upon which the comparing of percentages, irrespective of each presupposition's unlikeliness, may lead to an outcome widely known by the idiom "apples and oranges".

Instead, other approaches exist that lend to the development of positional turnover thresholds to more accurately apply levels of turnover health to determine how employee departures, at a micro level allow for optimum organizational structuring, workforce planning, and strategic positioning. The Auditor suggests that this can be done by creating positional turnover thresholds by performing a cost analysis that takes the total yearly costs per position dating back to the three most recently completed and actively filled fiscal years within the last four fiscal years, so that a baseline average cost can be computed. After such analysis is done for each position, then a value analysis is then performed to allow for a more precise analysis of retention in the County. The Auditor further recommends that these appraisals should be made by a "business valuation firm or consulting agency outside of and completely removed from Lane County, Oregon Government".

Response

The executive team believes it is important to track, monitor and gauge workforce trends and cycles including turnover. In fact, the County has tracked turnover information and this information is shared widely. We also track the reasons why people leave through exit interviews. We understand that many factors contribute to turnover rates, including the health of the organization, employee engagement and other situational conditions. So to say that using turnover rates in general is insignificant and to instead use an intricately derived, highly subjective and extremely complex cost-value per position analysis tool (to create positional turnover thresholds) is more ideal seems to be a bit of an extreme position. It is very difficult to comprehend how a process of establishing positional turnover thresholds brings value to the recruitment and retention process and ultimately to the organization and community.

Proposal B has a lot of great points with respect to a workforce's lifecycle and the calculable value brought by our employees. One concern of this proposal is the additional requirement to ensure a successful calculation that incorporates all costs (subjective and/or defined) associated with a position "dating back to the three most recently completed and actively filled fiscal years

within the last four fiscal years." Complexity is increased because many positions move (literally and figuratively) or get reclassified and employees move in and out of positions regularly. We foresee a number of concerns with just that tracking aspect alone. This level of tracking requires software Lane County does not yet have, increased workloads for existing staff and potentially significant additional costs.

A second concern is that the audit recommends a "business valuation firm or consulting agency outside of and completely removed from Lane County, Oregon Government" to conduct the appraisals. There would be a significant additional cost for this to happen with consistency across the County. The educational aspect of getting a third party to understand any and all costs for any given program or department would be significant. In addition, the cost of having someone do this type of valuation service is unknown but assumed to be costly.

Lane County strives to use its limited resources as effectively as possible, and this proposal appears to require a significant amount of additional resources to accomplish work that would result in unclear benefit. Lane County must balance this recommendation with the other critical services it provides and ensure stewardship of taxpayer resources.

We will continue using the turnover data along with stay and exit interviews, climate surveys and other data to help inform us as an organization. Once we roll out our employee engagement initiatives we plan to also incorporate metrics that can capture how we are doing as it relates to employee engagement.

Proposal C: Recruitment and Retention with Respect to Diversity

Summary

The Audit suggests, "to more effectively, efficiently, and economically manage, develop, and improve the recruitment and retention of diversity in and beyond the 2018-2021 Strategic Plan, Lane County must produce a substantive master plan that organizationally (a) specifies which persons –according to ethnicity, gender, and age identifiers - would contribute to the actualization of a diverse workforce, by dint of their demographics, upon being successfully recruited and/or retained…" In addition to that master plan, the Auditor suggests that Lane County "…(b) quantitates, by annual average, the minimal number or percentage of those persons needed in each department/office, division, and program, per position/managerial level (e.g., ground, min, executive) and job group/category, by which the organization could – based on its own set benchmarks – qualify as having a diverse workforce among each workgroup's demographic profile numbers or percentages; (c) systematizes a prescription of policies to be sanctioned, procedures to be adhered to, and rectifying courses of action to be taken – throughout application, hiring, employment, and turnover periods-so those benchmarks intended to lead to a diverse workforce can be reached; and (d) publishes a diverse workforce information report per annum (fiscal) which discloses the aggregate population numbers –by specified ethnicities, genders, and ages-of those applied, hired, employed on average and departed in each department/office, per job group/category and position/managerial level."

Response

Lane County's current equity and diversity efforts, as previously outlined in a prior section entitled, *Workforce Successes in Equity Work,* commenced due to the leadership of the Board of Commissioners and County Administrator since 2014. In addition to this leadership, we are enthusiastic to have been able to have three new positions including a, recruitment coordinator;

equity and access coordinator, and; a procurement supervisor that have been positively advancing our shared vision of recruitment, retention and equity work and have continued to move these initiatives forward. In addition to these positions, we could not be where we are without the involvement and assistance of all of our employees, specifically those that administer recruitment efforts for each of our departments, to those that sit in on interview panels, equity committees, and training development. We can't do this work alone, and our success is a result of the collaborative effort we all put in.

Increasing the diversity of our employees is important and is a priority identified in the Lane County 2018–2021 Strategic Plan. In proposal C, the Auditor's recommended Master Plan asks for "adequate controls for recruiting and retaining" diverse applicants. The suggestion of a document that has all of these elements in one place has merit.

The Equity and Access Coordinator has a work plan that was adopted by the Board of County Commissioners. The Equity and Access Advisory Board has a strategic plan. The Human Resources department has multiple work plans that align with the County Strategic Plan. The Procurement Supervisor has an Equity in Procurement plan. We have multiple standing work plans and we concur that it would be best to consolidate the related work plans into one comprehensive document.

The results demonstrate that there has been and will continue to be good work done to build diversity and equity in our workforce. We seek to ensure that we have thoughtful and consistent recruitment, selection and retention processes. We seek to have interview panels that reflect the community, interview questions that cover experience and aptitude with diverse populations. We seek to continue to have a recruitment campaign that does outreach to diverse populations in our community. We seek to continue to do what is needed to address issues of Equity. We seek to be the organization that people choose to join and stay with because of our vision and commitment to a fair, just and fundamentally healthy place of employment.

Proposal D: Recruitment and Retention with Respect to the Countywide Primary Stakeholders Survey

Summary

The Audit suggests, to more effectively, efficiently, and economically manage, develop, and improve the recruitment and retention of its workforce, Lane County must hear, listen, and act on the very voices of those speaking in that workforce today. Therefore it is proposed that, in lieu of the Countywide Primary Stakeholders Survey, (a) survey results from Question One and Question Two be dutifully incorporated into the government's talent management, continuous improvement, and strategic human resources planning practices, while (b) Question Three's survey results be further sifted in each department and office, using a follow-up survey which converts the illustrations/examples listed in Section 3.4 to actual answer choices (see Appendix I) that are to be anonymously selected by volunteering personnel in each division—whereafter the narrowed results of that follow-up survey are specifically applied within those divisional workgroups, where possible, to better Lane County's attractiveness as an employer not only to those presently employed, but to those who are to be in the future as well.

Response

Gathering and implementing data is an important step in identifying issues, best practices and enhancing employee engagement. In addition, anytime employees have the opportunity to participate in focus groups or interviews, it enhances their engagement with the organization. We appreciate the data from the Auditor's survey and we will share the results with our employee

engagement project teams as recommended. The actual results are in alignment with what we have heard from previous needs assessments and data collected from our All Employee Survey, New Hire Experience survey, and Exit Interviews. That data we gather is used in many ways to inform projects and decisions. Most recently, the employee engagement initiatives have been developed to address several themes from the feedback we have received. As for sharing survey results, Department Directors will be able to specific data as needed within their work groups which is practice for any survey results that we receive.

On an ongoing basis we will continue to pursue the All Employee Survey to gather the voice of our employees, continue the practice of Exit Interviews, and will soon implement Stay Interviews with four questions that align with the questions in the survey conducted here. In addition many of our departments conduct department-level employee engagement surveys, such as Health and Human Services and Public Works, and share results with their employees. Should we see deviations that show there is a shift needing further research we will conduct the follow-up at that time.

It should be noted, as for measuring employee engagement, the All Employee Survey asks, among many other things, the Gallup 12 Employee Engagement questions that have been deemed by the Gallup Organization and the standard in measuring employee engagement. These questions have been used to measure engagement in the workplace since the late 1990's and are backed by years of research and testing. The County relies on these results along with employee feedback to measure and assess trends in employee engagement.

Accessibility of the Report

It is very apparent that a lot of time and effort went into this Audit Report. In an effort to pursue continuous improvement we want to share with you feedback regarding the accessibility of this report. There are concerns regarding the length, layout and unique language and phraseology used throughout the report, which makes it difficult to clearly understand the analysis and proposed solutions. In order to clearly understand the proposals, assumptions regarding the detailed content are necessary.

When communicating with the public and our employees, Lane County strives to present information in a clear, concise and straight forward manner. Our priorities with respect to equity and access are to ensure that anyone can understand and have access to shared information.

We encourage the auditor to consider using more clear, concise and straightforward language, layout and length to enhance the accessibility of future reports. This suggestion is offered in the spirit our collective effort to pursue continuous improvement for the benefit of our employees and the communities we serve.

Conclusion

Lane County will continue to responsibly manage available resources to deliver vital, community-centered services with passion, drive, and focus. In addition, the County has several strategies and priorities in the 2018–2021 Strategic Plan that focus on recruitment, retention, employee engagement, and identifying successes and solutions to improve services through performance audits. We will continue to move the needle in these areas, gather employee feedback and look forward to the continued successes of our organization in the areas of recruitment, retention and equity work.

Executive Team Response

Many thanks to the Performance Audit Team for the hard work put into this audit. We sincerely appreciate the opportunity to provide comments. The executive team looks forward to further discussions based on the identified proposals and our responses to those proposals.