

Multnomah County Pay Equity Audit

Executive Summary	Overview of Jobs	Equal Pay for the Same Job in Most Cases- Gender	Equal Pay for the Same Job in Most Cases- Race	Women and Minorities Have a Lower Median Hourly Wage
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Executive Summary

There is equal pay for the same job in most cases.

We found no evidence of widespread pay disparity based on gender or race in most jobs.

Despite equal pay for the same job, women and minorities earn less than white males.

Pay differences are mostly due to women and minorities working in lower paying positions.

Some of these differences mirror the local labor pool, where women and minorities make up a greater percentage of lower paying jobs. However, the County greatly outpaces the labor pool in the hiring of racial minorities in lower paying jobs and only moderately outpaces the labor pool in the hiring of minorities in higher paying jobs. While there are some larger societal issues at play, the County can promote pay equity by ensuring that all employees have access to training and making sure that hiring managers and recruiters are familiar with minimum qualifications best practices and the Equity and Empowerment Lens.

Additional Comments

Our analysis does not rule out the possibility of other types of pay disparity based on sexual orientation, age, etc. We analyzed 91 jobs that comprise 63% of the full-time equivalent employees (FTEs). It is possible that there is pay disparity in the occupations we did not investigate. Additionally, we looked for examples of widespread pay disparity based on race and gender, so this analysis was not meant to address individual instances of pay disparity. The scope of this audit did not include the County's hiring, firing, and promotion processes, as Human Resources recently conducted studies on these topics.

Race and gender data are based on information employees provided to Multnomah County. We omitted those that did not select a gender or race because there are too few to perform a sufficient analysis. We recognize that gender and race identification can be more dynamic than the categories used, but we were limited to the available information.

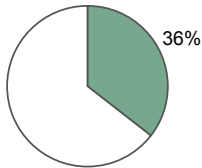
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Overview of Multnomah County Jobs

Most Multnomah County employees fall into one of six categories. Since there are relatively few Skilled Craft or Service/Maintenance workers we did not show them here. Click on the green portion of the pie chart to see a definition of each category.

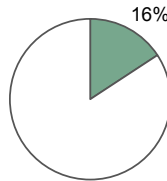
Professionals



36% of employees are Professionals

Examples	Median Hourly Wage
Case Manager 2	\$24.33
Community Health Nurse	\$37.83

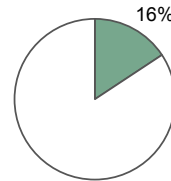
Protective Service Workers



16% of employees are Protective Service Workers

Examples	Median Hourly Wage
Corrections Officer	\$32.45
Probation/Parole Officer	\$34.41

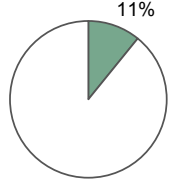
Administrative Support



16% of employees are Administrative Support

Examples	Median Hourly Wage
Office Assistant 2	\$16.78
Office Assistant, Sr	\$20.97

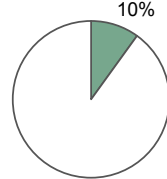
Paraprofessionals



11% of employees are Paraprofessionals

Examples	Median Hourly Wage
Clinic Medical Assistant	\$19.78
Library Clerk	\$18.63

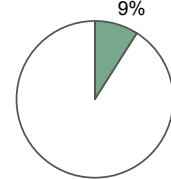
Officials/Administrators



10% of employees are Officials or Administrators

Examples	Median Hourly Wage
Program Manager 1	\$42.22
Program Supervisor	\$35.15

Technicians



9% of employees are Technicians

Examples	Median Hourly Wage
Corrections Technician	\$24.33
Dental Assistant/EFDA	\$19.20

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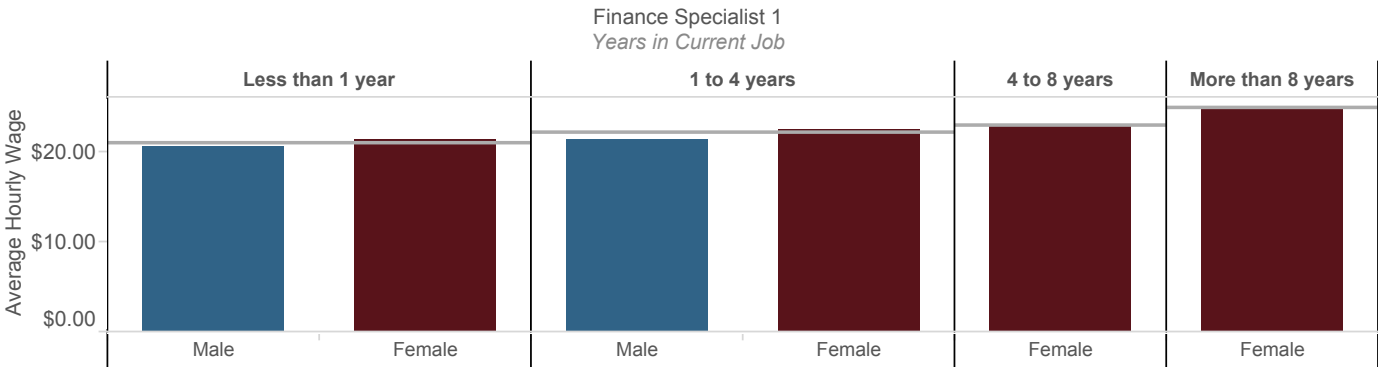
Executive Summary	Overview of Jobs	Equal Pay for the Same Job in Most Cases- Gender	Equal Pay for the Same Job in Most Cases- Race	Women and Minorities Have a Lower Median Hourly Wage
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Equal Pay for Same Job Based on Gender in Most Cases

When you adjust for tenure, there appears to be nearly equal pay for men and women in most jobs. There are some small differences, but they are not statistically significant. Another way of putting it is that the differences do not appear to be part of a systematic pattern.

Management positions are the only jobs where males earn more than women by a statistically significant amount. However, this appears to be due to the differences between departments. For example, there is a greater percentage of female managers in departments with lower management wages, such as the Department of Human Services and the Library. In contrast, there are fewer female managers in departments that pay more, such as the Department of County Assets and the Sheriff's Office. Within each department, there are no statistically significant differences in pay between men and women.

Select a job title from the drop down menu below to see the pay information for each job.
Hover your mouse on a bar in the chart to see more information.



Job Title
Finance Specialist 1

Note: We omitted some male employees from the chart because there were less than 3 in a category and it could reveal personal information. However, we included all employees in the analysis.

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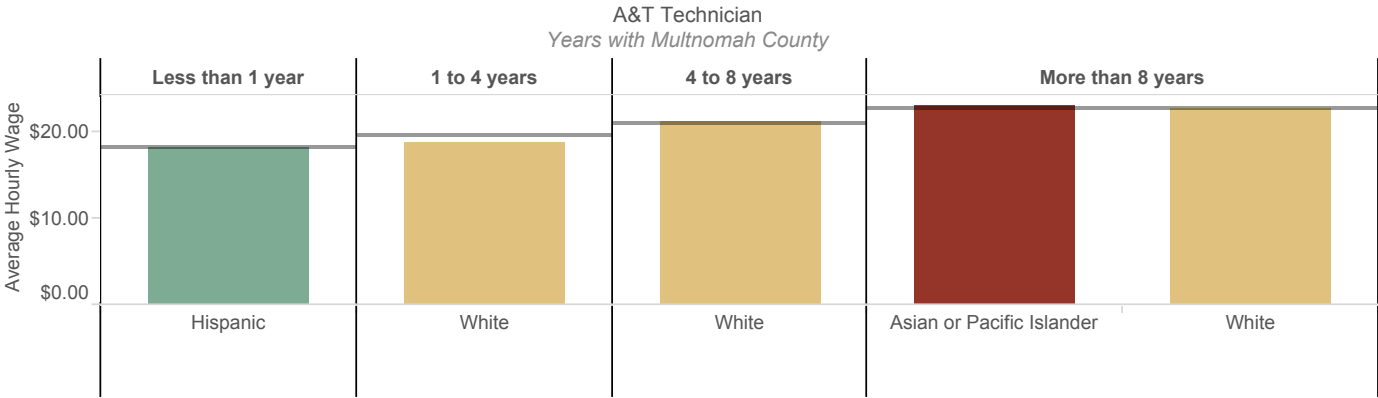
Overview of Jobs	Equal Pay for the Same Job in Most Cases- Gender	Equal Pay for the Same Job in Most Cases- Race	Women and Minorities Have a Lower Median Hourly Wage	More Males in Higher Paying Jobs
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Equal Pay for Same Job Based on Race in Most Jobs

When you adjust for tenure, there appears to be nearly equal pay for different racial groups in most jobs. There are some small differences, but they are not statistically significant. Another way of putting it is that the differences do not appear to be part of a systematic pattern.

There are two job categories with statistically significant differences in pay, even when you adjust for tenure. In the Office Assistant Senior position, black employees earn less than white employees and in the Mental Health Consultant position black employees earn more than white employees. This does not necessarily prove that discrimination has occurred, but we recommend that Human Resources investigate further.

Select a job title from the drop down menu below to see the pay information for each job.
Hover your mouse on a bar in the chart to see more information.



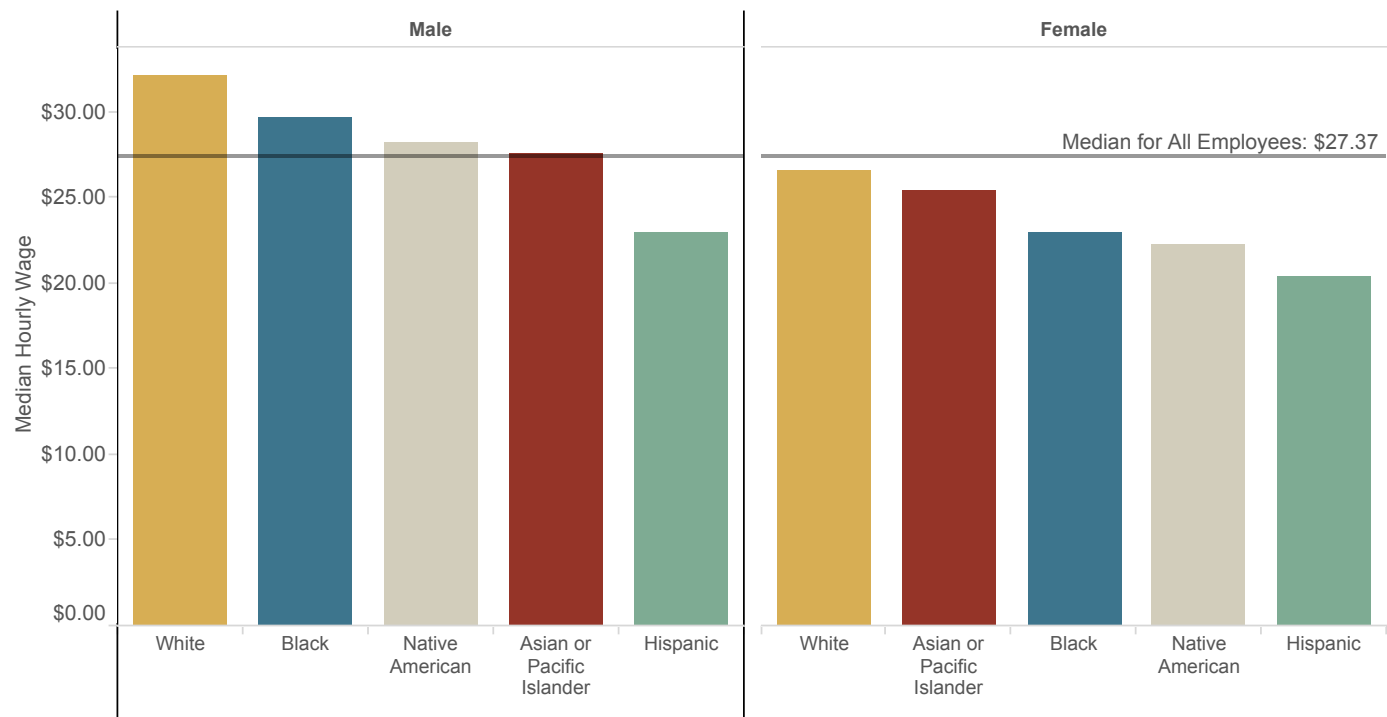
Job Title
A&T Technician

Note: We combined A&T Technician 1 and A&T Technician 2 positions since the individual occupations had too few employees to analyze. We omitted some Asian/Pacific Islander, Black, Hispanic and White employees from the chart because there were less than 3 in a category and this could reveal personal information. However, we included all employees in the analysis.

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Equal Pay for the Same Job in Most Cases-Gender	Equal Pay for the Same Job in Most Cases-Race	Women and Minorities Have a Lower Median Hourly Wage	More Males in Higher Paying Jobs	More White Employees in Higher Paying Jobs
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Women and Minorities Have a Lower Median Hourly Wage



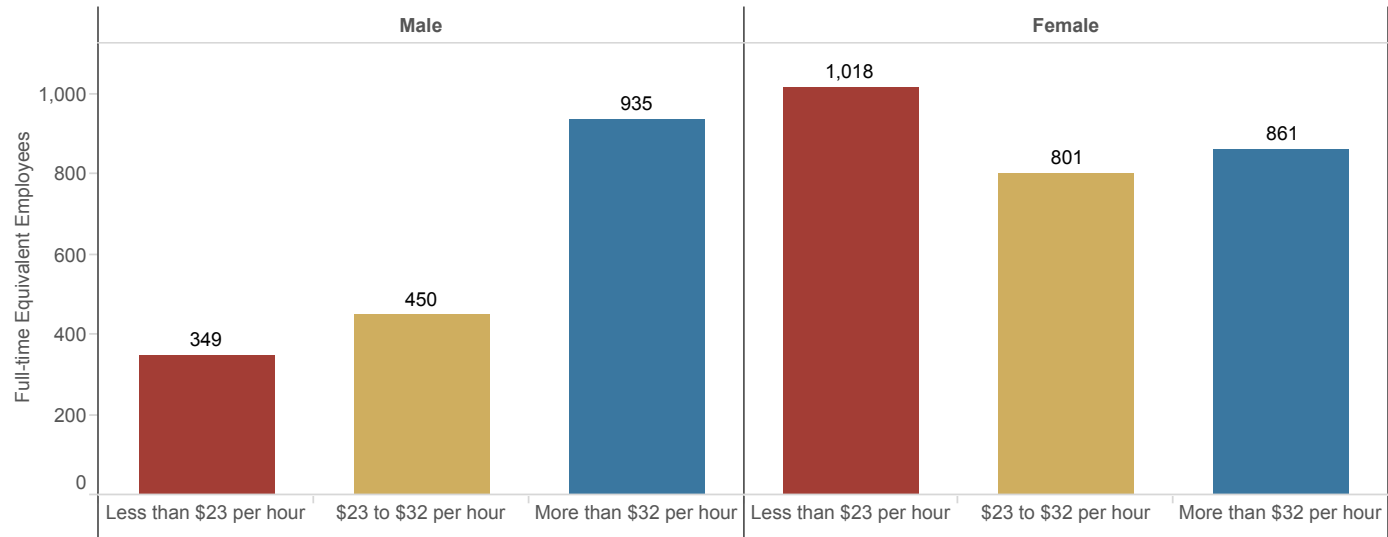
Despite equal pay for the same job, women and minorities have a lower median wage than white males. Much of this is due to women and minorities working in lower paying jobs. Additionally, white males have higher average tenure than many other groups.

Race and gender data are based on information employees provided to Multnomah County. We omitted those that did not select a gender or race. We recognize that gender and race identification can be more dynamic than the categories shown, but we were limited to the available information.

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Equal Pay for the Same Job in Most Cases- Race	Women and Minorities Have a Lower Median Hourly Wage	More Males in Higher Paying Jobs	More White Employees in Higher Paying Jobs	Uneven Representation in Top Paying Jobs
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Question: If men and women have about equal pay for each job, then why do men earn more on average?
Answer: A greater proportion of men work in higher paying jobs. However, this is not true for every department.



Multnomah County employs more women than men, but more women work in lower paying jobs. About 32% of women earn more than \$32 per hour, whereas 54% of men earn more than \$32 per hour.

Select an Area of Government
All

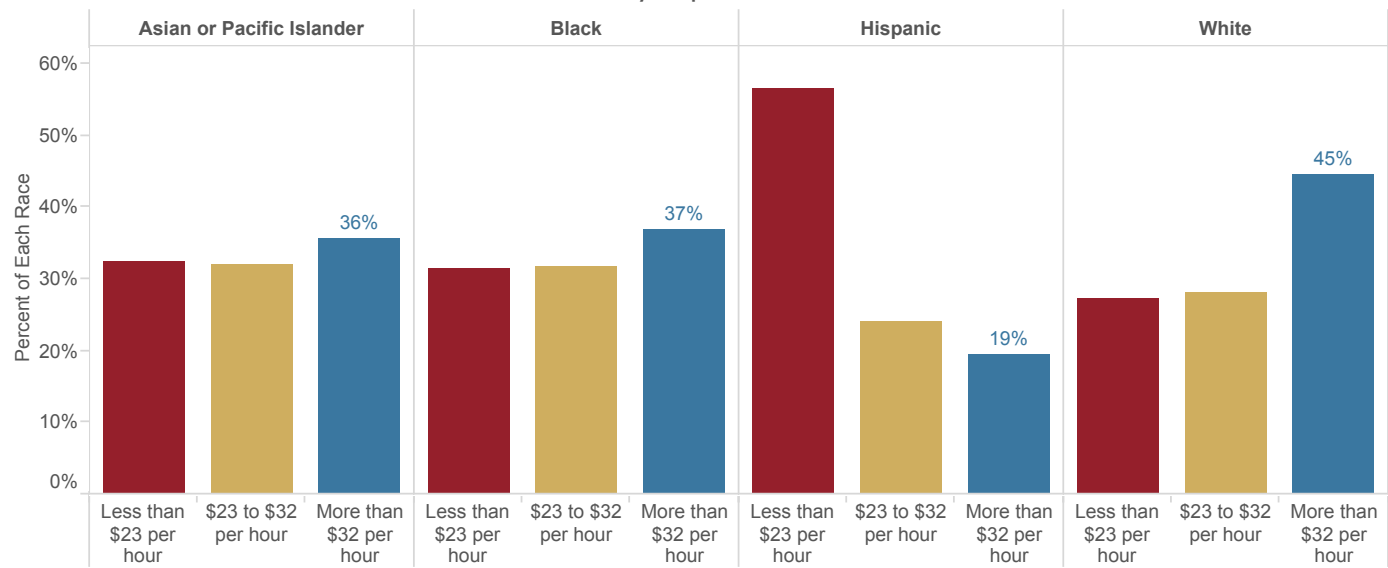
We selected these wage ranges in order to create 3 groups with about the same number of FTEs per category. In o..

Multnomah County Pay Equity Audit

Women and Minorities Have a Lower Median Hourly Wage	More Males in Higher Paying Jobs	More White Employees in Higher Paying Jobs	Uneven Representation in Top Paying Jobs	Most Common Jobs
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Question: If different races have about equal pay for each job, then why do white employees earn more on average?

Answer: A greater proportion of white employees work in higher paying jobs. However, this is not true for every department.



White employees are represented in all wage categories, but far more (45%) work in the highest paying jobs. However, only 19% of Hispanic employees work in the highest paying jobs. Countywide, Asian or Pacific Islander and Black employees are represented in all wage categories. We did not show Native Americans because there are too few and it could reveal individual pay information.

Select an Area of Government
All

We selected these wage ranges in order to create 3 groups with about the same number of FTEs per category. In o..

Multnomah County Pay Equity Audit

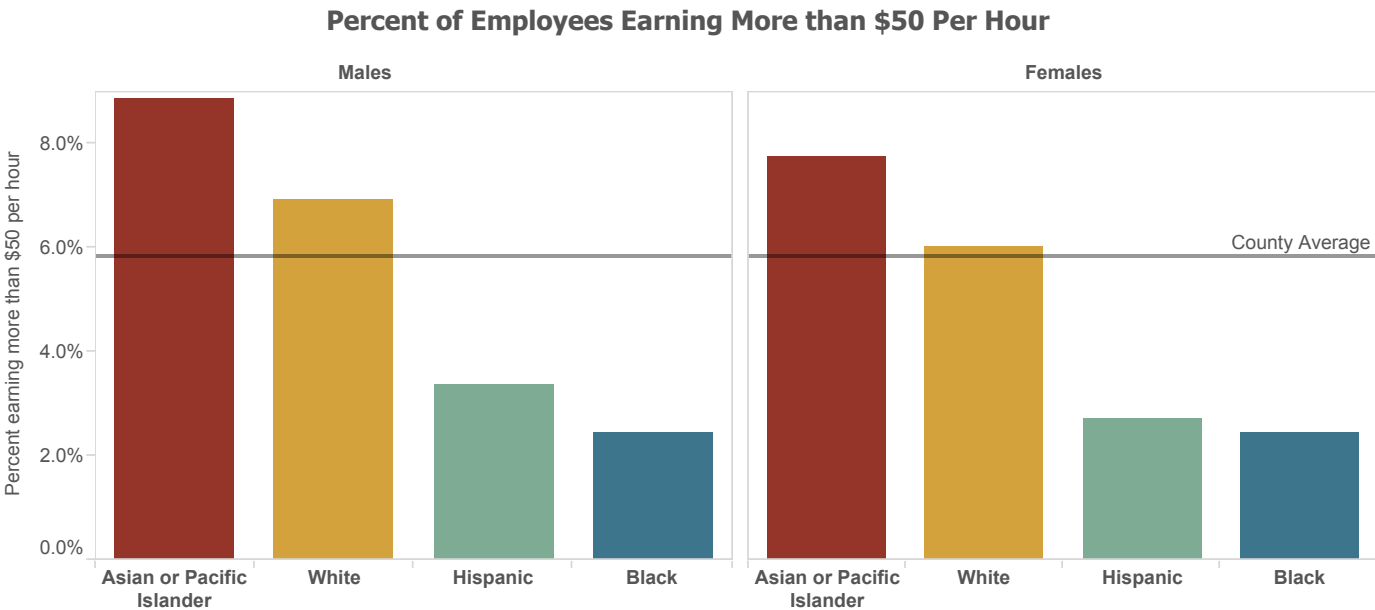
More Males in Higher Paying Jobs	More White Employees in Higher Paying Jobs	Uneven Representation in Top Paying Jobs	Most Common Jobs	Race and the Local Labor Pool
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Uneven Representation in the Top Paying Jobs

The previous pages separated wages into three even categories, which is a useful way of evaluating pay differences. However, when we pull out the very top income earners, a different pattern emerges that shows stark differences between racial groups. Countywide, 6% of employees earn more than \$50 per hour. However, only 2% of black employees and 3% of Hispanic employees earn more than \$50 per hour.

Examples of jobs that pay more than \$50 per hour include medical professionals, attorneys, and upper management. However, not every employee in these positions earns more than \$50 per hour.

We omitted Native Americans from the chart since there are too few and it could potentially reveal personal informa..



Multnomah County Pay Equity Audit

More White Employees in Higher Paying Jobs	Uneven Representation in Top Paying Jobs	Most Common Jobs	Race and the Local Labor Pool	Gender and the Local Labor Pool
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Top Five Jobs for Each Demographic

Asian or Pacific Islander Males	Asian or Pacific Islander Females
Development Analyst, Sr Corrections Officer Juvenile Custody Services Specialist Case Manager 2 Facility Security Officer	Community Health Nurse Case Manager 2 Library Assistant Library Clerk Office Assistant 2
Black Males	Black Females
Probation/Parole Officer Corrections Officer Juvenile Custody Services Specialist Case Manager 2 Office Assistant 2	Case Manager 2 Office Assistant, Sr Administrative Specialist Case Manager 1 Office Assistant 2
Hispanic Males	Hispanic Females
Corrections Officer Juvenile Custody Services Specialist Clinic Medical Assistant Library Clerk Office Assistant 2	Office Assistant, Sr Clinic Medical Assistant Dental Assistant/EFDA Library Clerk Office Assistant 2
White Males	White Females
Probation/Parole Officer Deputy Sheriff Mental Health Consultant Corrections Officer Library Page	Community Health Nurse Mental Health Consultant Case Manager 2 Office Assistant 2 Library Page

This chart shows the jobs with the greatest number of employees for each demographic. Higher paying jobs are in blue font and lower paying jobs are in red font. Men, particularly white men, tend to work in higher paying jobs (notice there is more blue text on the left). Women, particularly Hispanic females, tend to work in lower paying jobs (notice there is more red text on the right).

This analysis is for FY14 and wages have increased since then. For example, the County implemented a \$13 an hour minimum wage on January 1, 2015. On July 1, 2016, the County's minimum wage will be \$15 per hour. We did not include Native American employees in this table since there are too few to show without revealing individual information.

Median Wage for Job

- More than \$32 per hour
- \$23 to \$32 per hour
- Less than \$23 per hour

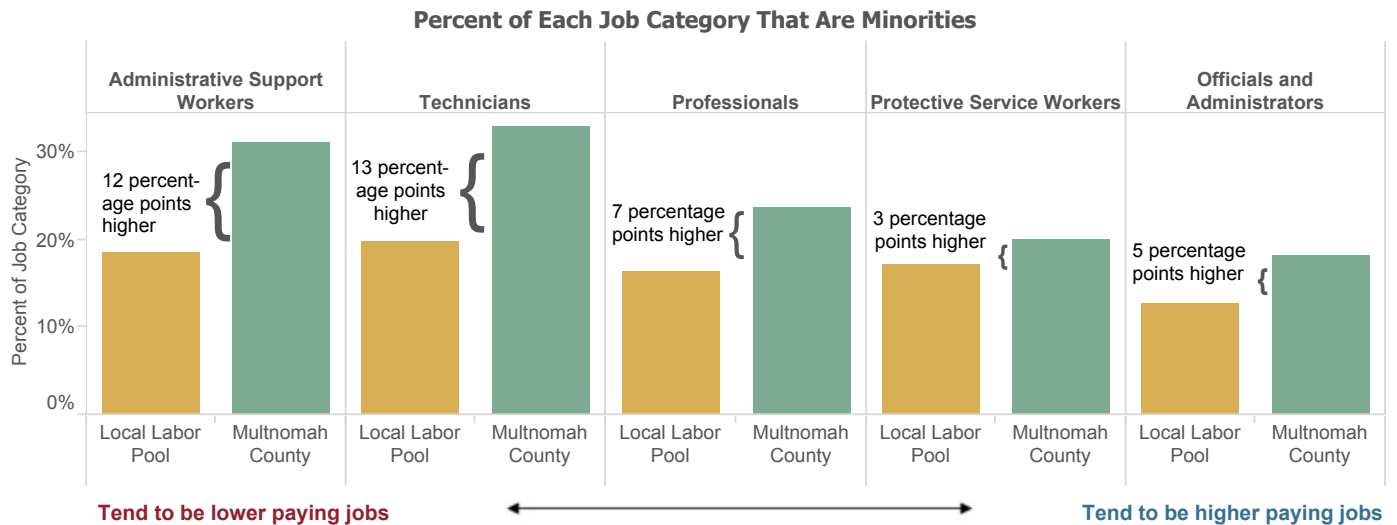
Multnomah County Pay Equity Audit

Uneven Representation in Top Paying Jobs	Most Common Jobs	Race and the Local Labor Pool	Gender and the Local Labor Pool	Recommendations
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How do these trends mirror the community when it comes to race?

Multnomah County has a much more racially diverse workforce than the local labor pool. However, the County greatly outpaces the labor pool in the hiring of racial minorities in lower paying jobs and only moderately outpaces the labor pool in the hiring of minorities in higher paying jobs.

Countywide, more positions are staffed by racial minorities than in the local labor pool (notice that the green bars are higher than the yellow bars). While Multnomah County outpaces the local labor pool in the hiring of racial minorities, the trend is not consistent across all wage levels. The occupations on the left tend to be lower paying and the occupations on the right tend to be higher paying. On the left, the green bars are much higher than the yellow bars, but as you move right to the higher paying jobs, the yellow and green bar become closer in height. This shows that the County greatly outpaces the labor pool in the hiring of racial minorities in lower paying jobs and moderately outpaces the labor pool in higher paying jobs. The primary driver in this is Hispanic employees, who make up a much larger percentage of Administrative Support and Technician jobs at Multnomah County than in the local labor pool.



Source: 2014 EEOP Utilization Report, Auditor Analysis

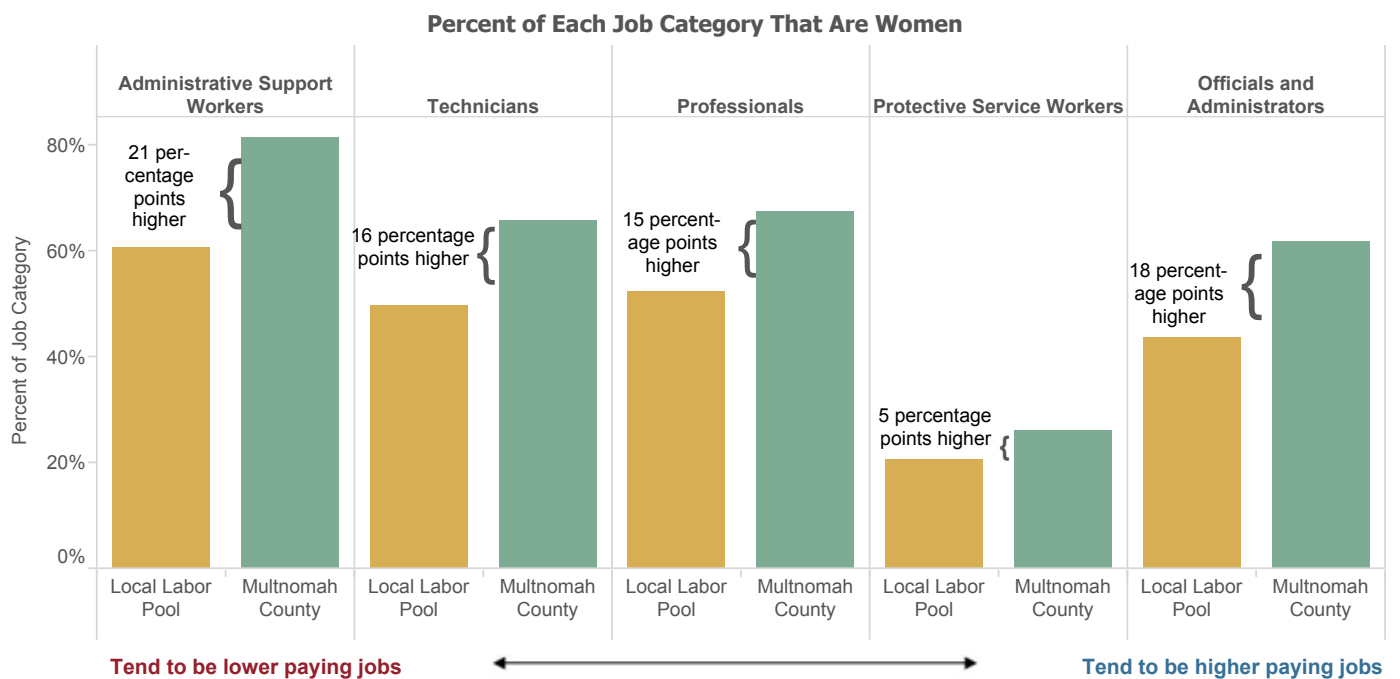
Multnomah County Pay Equity Audit

Most Common Jobs	Race and the Local Labor Pool	Gender and the Local Labor Pool	Recommendations	Response to Audit, part 1
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How do these trends mirror the community when it comes to gender?

Multnomah County employs a higher percentage of women than the local labor pool. The County greatly outpaces the labor pool in the hiring of women across nearly all job categories.

Countywide, more positions are staffed by women than in the community labor pool (notice that the green bars are higher than the yellow bars). The occupations on the left tend to be lower paying and the occupations on the right tend to be higher paying. In both the local labor market and Multnomah County, a higher percentage of women work in lower paying job categories.



Source: 2014 EEO Utilization Report, Auditor Analysis

Multnomah County Pay Equity Audit

Race and the Local Labor Pool	Gender and the Local Labor Pool	Recommendations	Response to Audit, part 1	Response to Audit, part 2
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Recommendations

1. In the Office Assistant Senior position, black employees earn less than white employees and in the Mental Health Consultant position, black employees earn more than white employees. This does not necessarily prove that discrimination has occurred, but we recommend that Human Resources investigate further.
2. The County provides many training and professional development programs. Many of these programs provide important tools to help employees move into higher paying positions in the organization. These professional development programs may also contribute to job satisfaction, which may lead to job retention. Since tenure is a contributing factor in pay, job retention is another tool for helping employees to earn more. Central Human Resources provides many training programs for a general audience, while some departments have training units that cater to the specific needs of their employees. Each department should ensure that its employees have access to cost-effective, business-specific professional development training.
3. One of Human Resources' professional development programs is the Leadership Academy, which works to "develop a diverse applicant pool of candidates for future supervisory, executive-level, and mission-critical jobs." We recommend that Human Resources track the graduates of the programs to see if the Leadership Academy has been able to fulfill its mission. At the time of writing this report, Human Resources has plans to begin tracking Leadership Academy graduates.
4. Monitor the progression of employees throughout their careers. For example, Hispanic men and women and Native American women have less tenure on average, which may explain some of the differences in pay. However, these pay differences should start to diminish as they gain more experience at the County. The County should monitor employees starting in entry-level positions to ensure that they have access to training and mentors that may help them retain their existing jobs and/or move into higher paying jobs.
5. Human Resources recently produced a document titled, "Minimum Qualifications: Best Practices in Recruitment and Selection." This document is a tool for hiring managers and recruiters and it provides guidance on how to write minimum qualifications for jobs. For example, work experience or an international degree that differs slightly from an American one, may be an appropriate substitute for a bachelor's degree. Since not everyone has the same access to training and education, this would allow those with the best skills to have a chance to be hired or promoted at Multnomah County. We recommend that all hiring managers and recruiters become familiar with the "Minimum Qualifications: Best Practices in Recruitment and Selection" document.
6. The Office of Diversity and Equity produced the Equity and Empowerment Lens which is "is a set of reflective actions, materials and tools designed to provide information for discussion, planning and decision making leading to more equitable policies and programs." We recommend that all hiring managers and recruiters become familiar with the Equity and Empowerment Lens.

Multnomah County Pay Equity Audit

Gender and the Local Labor Pool	Recommendations	Response to Audit, part 1	Response to Audit, part 2	Scope and Methodology
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Deborah Kafoury
Multnomah County Chair

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Phone: (503) 988-3308
Email: mch.chair@mulco.org

Response to Pay Equity Audit

TO: Steve March, Multnomah County Auditor

FROM: Deborah Kafoury, Multnomah County Chair

DATE: July 8, 2015

SUBJECT: Pay Equity Audit

This audit contains important findings that we can use to make Multnomah County more fair and equitable.

The county is committed to ensuring that all employees, regardless of demographic differences, are treated and compensated fairly and equitably. Your findings show that we are doing better than the local labor market in achieving that goal, but they also point to areas that deserve further examination or improvement.

It's important that our office of Human Resources follow up on your recommendations. Specifically, further study of the office assistant classifications, but more generally the continued retention and professional development of all employees. Particularly, we must continue to focus on female and minority employees who are in clerical or administrative classifications and have room for advancement at the county.

Multnomah County already engages in four key activities that touch employees at all levels.

1. Our central Talent Development team provides a rich array of learning and training experiences that are available to all employees including formal classroom training, mentoring, eLearning that can be accessed from an employee's desk or mobile device, and several ongoing communities of practice that support employees with common professional interests (e.g. project man..

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Recommendations	Response to Audit, part 1	Response to Audit, part 2	Scope and Methodology	Credits
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While these learning activities are available, because of scheduling difficulties, not all employees can take advantage of them regularly. Recent Employee Survey data indicate that some employees perceive barriers to attending training, which include time constraints because of business needs of their unit or function, and lack of specialized training that is particular to the employee's line of business. We will be conducting another Employee Survey in FY 16 to monitor whether there is a shift in the perception of these barriers. Preliminary FY15 data regarding classroom attendance and eLearning completion indicate an encouraging increase in engagement on these fronts.

2. Your audit recommends evaluating the success of our Multnomah Leadership Academy. This evaluation is planned for fiscal year 2016.

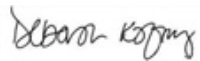
3. We are implementing our plan to ensure all recruiters and hiring managers become aware of the "Minimum Qualifications: Best Practices in Recruitment and Selection" document. All recruiters received an in-depth training on the document in March. As a hiring manager embarks on a new search process, the recruiter should confirm that manager is familiar with the best practices document. We created a brief eLearning for managers as a supplement to the document. We will be evaluating the effectiveness of this new framework in the coming year.

4. In addition, Central Human Resources has been an active collaborator with the Office of Diversity and Equity related to their dissemination of the Equity and Empowerment Lens. Our Talent Development team worked closely with ODE staff to develop a class that introduces all employees to the lens as well as an intensive two-day workshop for employees who wish to develop a deeper understanding of the lens to bring back to their departments.

Finally, I appreciate the audit's recommendation that all departments have a dedicated training function that is specific to their line of business. Specialized training classes should be provided at the department level, not centrally. The Department of County Management supports this recommendation and will assist departments without training units to look at how to develop this internal capacity in an efficient and cost-effective way.

It's heartening to know that throughout the county we are delivering on our goals of compensating employees fairly and equitably, but it's equally important to have this audit in place to know how we can do better. Thank you for your work.

Sincerely,



Deborah Kafoury
Multnomah County Chair

Multnomah County Pay Equity Audit

Recommendations	Response to Audit, part 1	Response to Audit, part 2	Scope and Methodology	Credits
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Scope and Methodology

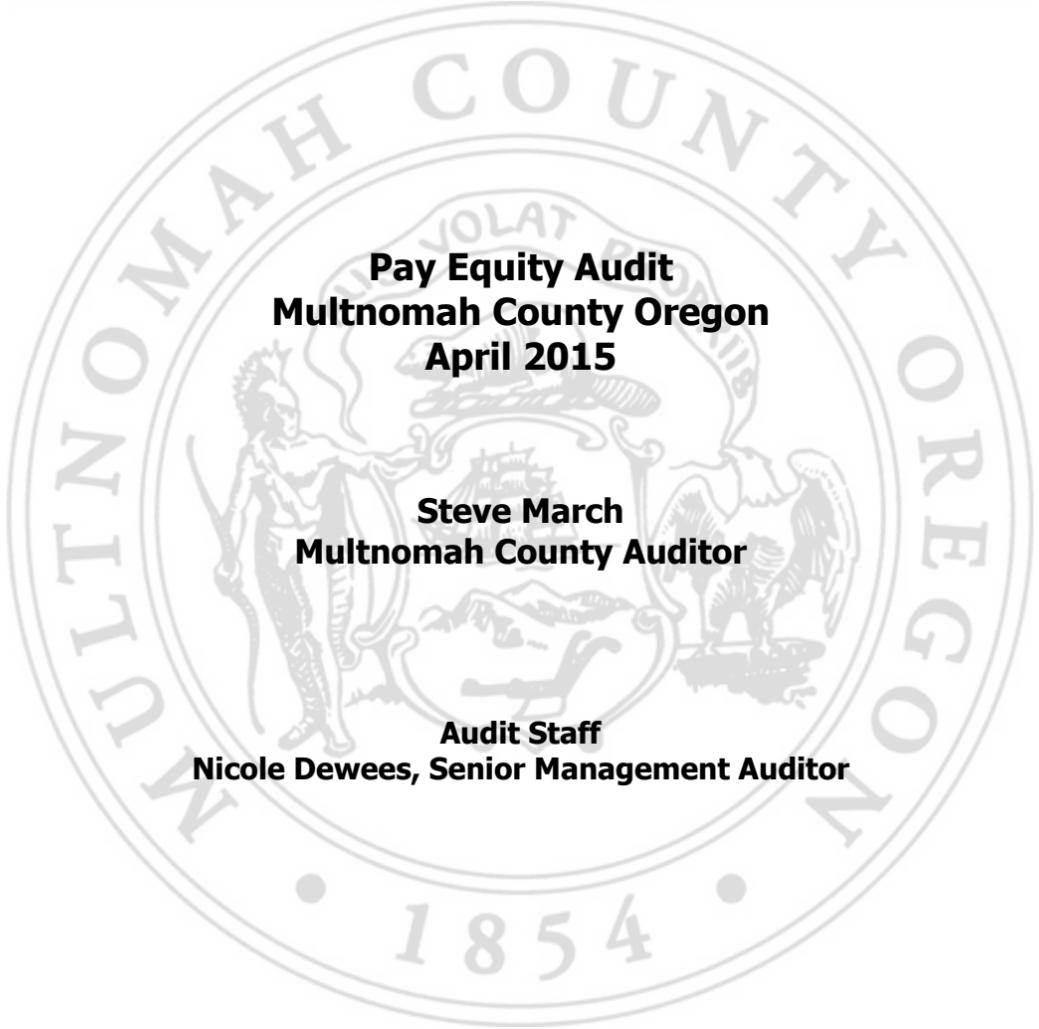
We did not analyze the relationship between race and gender and the hiring, firing, and promotion process since Human Resources recently published several studies covering these topics. Additionally, this report does not contain extensive demographic information since the Office of Diversity and Equity created a County workforce dashboard, which can be viewed here: <https://multco.us/diversity-equity/multnomah-county-workforce-demographics-dashboard>.

We analyzed 91 different occupations at Multnomah County, comprised of 2,762 full-time equivalent employees (FTE). This is 63% of the FTEs for fiscal year 2014. Our analysis did not include on-call employees. This presentation showed tenure categories to make the results easier to understand, but our analysis used the actual tenure of each employee. We only analyzed jobs with a large enough sample size to achieve a statistical power of 0.8 and a p-value of 0.05. We ran a multiple linear regression for each job; with tenure, race, and gender as the independent variables and hourly wage as the dependent variable. We used dummy variables for race and gender. For race, the reference group was white and for gender the reference group was females. Our significance level was 0.05 or less. We found no statistically significant difference in pay based on gender or race for most jobs. We also conducted an online survey of employees to collect information about previous experience and education. Of the jobs were surveyed, we found no significant correlation between previous experience and education with pay. The only exceptions were the Operations Supervisor and Licensed Practical Community Nurse positions, which have a significant correlation between prior experience and pay. For these positions, we included prior experience in the multiple regression analyses.

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, 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.

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Recommendations	Response to Audit, part 1	Response to Audit, part 2	Scope and Methodology	Credits
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The seal of Multnomah County, Oregon, is a large, faint circular emblem in the background. It features a Native American figure on the left holding a bow and arrow, and an eagle on the right. The text "MULTNOMAH COUNTY OREGON" is arched across the top, and "1854" is at the bottom. In the center, there is a smaller crest with the words "VOLAT" and "BRATIS".

**Pay Equity Audit
Multnomah County Oregon
April 2015**

**Steve March
Multnomah County Auditor**

**Audit Staff
Nicole Dewees, Senior Management Auditor**