

San Mateo County

EQUAL  
EMPLOYMENT  
OPPORTUNITY  
PLAN

2006-2009



COUNTY OF SAN MATEO

EQUAL EMPLOYMENT OPPORTUNITY PLAN

for a

Four Year Period Ending December 31, 2009

adopted by

BOARD OF SUPERVISORS  
COUNTY OF SAN MATEO

---

MARK CHURCH  
1st District  
Supervisor

---

RICHARD GORDON  
3rd District  
Supervisor

---

JERRY HILL  
2nd District  
Supervisor

---

ROSE JACOBS GIBSON  
4th District  
Supervisor

---

ADRIENNE TISSIER  
5th District  
Supervisor

## Table of Contents

I. PURPOSE .....	1
II. POLICIES .....	10
III. WORKFORCE ANALYSIS .....	19
IV. ACCOMPLISHMENTS AND ACTION STEPS .....	31
V. APPENDIX .....	36

<b>I.        PURPOSE</b>
--------------------------

## Section IA: PURPOSE

The Equal Employment Opportunity Committee for the County of San Mateo is pleased to present this Equal Employment Opportunity Plan and Report. This document is intended to be a Countywide guide for a plan of action and reference resource.

The 2006-2009 Equal Employment Opportunity Plan is a combined four-year plan and report. It details the progress made during the past four years (2002-2005) and outlines recommended objectives for the next four years (2006-2009). The Committee believes this document reinforces equal employment opportunities throughout every level of the County as an organization with emphasis on hiring, promotions, retention and career development opportunities.

The purpose of the Equal Employment Opportunity Plan is to commit the County of San Mateo to:

**Re-affirm** the County's commitment to Equal Employment Opportunity and Federal Affirmative Action in its employment practices, program operations, and service delivery systems.

**Define** specific action steps to:

- Promote a work environment that is free from all forms of discrimination and harassment.
- Eliminate unnecessary, arbitrary or artificial practices that affect applicants and employees.
- Increase employee awareness and acceptance of sex, pregnancy, childbirth or related medical condition, race, veteran status, religion, color, national origin or ancestry, physical or mental disability, medical condition, marital status, age, and sexual orientation differences among employees.
- Provide opportunities for career development and advancement for all employees.
- Acknowledge the EEO occupational job categories where all employees, including minorities and women, continue to be under-represented and recommend recruitment, retention and career development solutions to address these areas.

**Recognize** the County's expanding workforce by fostering and supporting programs that enhance this diversity.

**Assign** responsibility and accountability for the success of the Equal Employment Opportunity Program to department heads, managers and supervisors.

**Committee Members:**

Chair	<b>Tsutomu Imamura</b> , Public Works Department
Vice-Chair	<b>Sara Medina</b> , Probation Department
Member	<b>Yvonne Alvidrez</b> , Human Resources
Member	<b>Starlette English</b> , Courts
Member	<b>Ignacio Guerrero</b> , Child Support Services
Member	<b>Kathleen D. Hicks</b> , Public Works Department
Member	<b>Sheila Hottinger</b> , Human Services Agency
Member	<b>Nicholas Ramirez</b> , Environmental Services Agency
Member	<b>Dina Scopesi</b> , Sheriff's Office
Member	<b>Joanna Ward</b> , County Manager's Office

**Liaisons:**

**Honora Miller**, Commission on the Status of Women

**Craig McCulloh**, Commission on Disabilities

**Fernando Vega**, Civil Service Commission

**Comments and suggestions regarding this plan are welcomed and should be directed to:** Steve Rossi, Equal Employment Opportunity Manager, Human Resources Department, 455 County Center, Redwood City, CA 94063, e-mail: [srossi@co.sanmateo.ca.us](mailto:srossi@co.sanmateo.ca.us) or call (650) 363-4340. This plan is available for download at <http://www.co.sanmateo.ca.us/eps/eoo/plan>.

It is our hope that the 2006-2009 Equal Opportunity Employment Plan reaffirms the County of San Mateo's commitment to the principles and philosophy of equal employment opportunity and reinforces the need for efforts to ensure that our County workforce is best able to serve the needs of our diverse community.

## Section IB: RESPONSIBILITIES

To assure support and success of this Equal Employment Opportunity Plan and to meet the established objectives, the Board of Supervisors has assigned specific responsibilities to the following persons:

### 1. **BOARD OF SUPERVISORS**

The Board of Supervisors actively and aggressively supports equal employment opportunity through:

- Encouragement and budgetary assistance to County departments;
- Dissemination of equal employment opportunity information to employees and the general public; and,
- Require the review of equal employment opportunity practices and procedures.

### 2. **COUNTY MANAGER**

The County Manager has the ultimate responsibility for the success of the Equal Employment Opportunity Plan. The County Manager will assure effective communication of, and conformance with, the requirements of this Plan and assure that each Department Head takes such action as is necessary to achieve the Plan's objectives.

### 3. **HUMAN RESOURCES DIRECTOR**

The Human Resources Director, in implementing the provisions of the Civil Service Rules, Ordinance Code, and Resolutions pertaining to the County's Human Resources Programs, is responsible for the general administration of the Plan and will continually review all personnel policies, employment practices and procedures, and make recommendations on steps to achieve full equal employment opportunity.

### 4. **DEPARTMENT HEADS**

Department Heads will adhere to the County's Equal Employment Opportunity Plan, in both spirit and intent, and are responsible for achieving progress toward the goals and objectives of the Plan in their departments. Specifically, the Department Head will:

- Participate with the Equal Employment Opportunity manager in identifying problem areas and working with departmental managers and staff to correct those problem areas.
- Ensure that all employment decisions, including development of job knowledge and skill requirements, interviews, offers of employment and compensation commitments, assignment, training and evaluation, and employee relations are consistent with the County's personnel practices and equal employment opportunity principles.

## **5. EQUAL EMPLOYMENT OPPORTUNITY MANAGER**

The Equal Employment Opportunity manager is responsible for:

- Providing technical assistance to the Equal Employment Opportunity Advisory Committee regarding policies, procedures, and resources available.
- Assisting management and department heads in problem identification and resolution.
- Developing and implementing audit and reporting systems designed to:
  - Measure the effectiveness of the County's Equal Employment Opportunity Plan, as well as individual departmental efforts.
  - Identify areas that appear to require special attention or remedial action.
- Acting as resource person in the area of equal employment opportunity and affirmative action programs and serving as liaison with departments, enforcement agencies, special groups representing minorities, women, and persons with disabilities, employee unions, and other community groups as appropriate.
- Investigating complaints and working to resolve internal and external complaints of alleged discrimination or harassment.
- Arranging, conducting and evaluating training activities related to equal employment opportunity programs and non-discrimination policies.
- Preparing reports and making presentations to County management, employees, and community groups.

## **6. MANAGERS AND SUPERVISORS**

County managers and supervisors are responsible for the following:

- Ensuring that all staff understand and work within Federal and State laws, as well as County policies and procedures, dealing with equal employment opportunity and affirmative action.
- Initiating steps to foster and maintain a work climate that is conducive to achieving equal employment opportunities and a workplace free from discrimination or harassment.

## **7. COUNTY EMPLOYEES**

County employees are responsible for supporting a work climate that is conducive to achieving equal employment opportunities and that is free of any form of discrimination or harassment.



**8. EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEE**

The County Manager appoints an Equal Employment Opportunity Advisory Committee to function as a resource group to the County Manager and the Human Resources Department. The Committee advises and recommends courses of action in regard to the effectiveness of the plan and equal employment opportunity programs. The Committee will:

- Serve as a source of information regarding community and employee concerns relative to equal employment opportunity.
- Be familiar with the County's employment policies and procedures, the resources available in the Human Resources Department, and coordinate the activities of the Equal Employment Opportunity Manager and Departmental Equal Employment Opportunity Committees.
- Maintain knowledge of current developments in the field of equal employment opportunity law.
- Assist managers and supervisors in problem identification and resolutions related to any requirement or provision of the Equal Employment Opportunity Plan.

## **II. POLICIES**

## Section II-A: POLICY ON EQUAL EMPLOYMENT OPPORTUNITY

The Board of Supervisors of the County of San Mateo takes this opportunity to express its philosophy that an essential component of excellence in County government is the diversity of its community. As a result of our long-standing commitment to **equal employment opportunity**, San Mateo County has become a model of diversity among public sector entities.

We recognize, welcome, and appreciate our workforce. This diversity allows us to respond to the needs of our customers in a more effective and culturally sensitive manner and provides a reflection of the community we serve.

Through adoption and dissemination of this policy to employees, the Board of Supervisors commits the County and all employees to a diverse, results-oriented, **equal employment opportunity** environment aimed at a balanced workforce free of illegal discrimination and harassment.

## Section II-B: POLICY ON LANGUAGE DIVERSITY

While the County recognizes English as the primary language of the workplace and encourages its mastery, it also acknowledges the fact that other languages are both necessary and welcome in providing the best service possible to the residents of our County. For employees for whom English is a second language, the County affirms the right to speak another language freely without threat of discrimination or reprisal. It is important, however, that the right to speak a language other than English is not used as a tool to exclude or demean co-workers.

## Section II-C: POLICY ON DISCRIMINATION

The Board of Supervisors hereby restates its commitment to ensuring that no employee or applicant shall be discriminated against based on sex, pregnancy, childbirth or related medical conditions, race, veteran status, religion, color, national origin or ancestry, physical or mental disability, medical condition, marital status, age, sexual orientation, use of family medical leave, or any other basis protected by federal or state law. This policy shall apply to all employment practices.

The County will take positive measures toward eliminating artificial barriers to employment and achieving equal opportunity through its continued implementation and coordination of the County's Equal Employment Opportunity Plan, and through its review and evaluation of hiring and promotional policies and procedures.

It is the policy of the Board of Supervisors that equal employment opportunity is consistent with the basic merit system principle that all persons be afforded equal access to positions in public service based on their ability to do the job. Hiring will be made solely on the basis of job-related criteria, and all

employment decisions will be made on the basis of merit, in conformity with these principles of equal opportunity.

The County considers violation of this policy, on the basis of any of these categories, to constitute misconduct that undermines the integrity of the employment relationship. Corrective action up to, and including dismissal shall be taken against individuals who violate any provision of this policy.

## Section II-D: POLICY ON HARASSMENT

It is the policy of San Mateo County to maintain an environment free from illegal harassment in the workplace. The County will not tolerate any action that illegally harasses, disrupts, or interferes with another's work performance; or creates an intimidating, offensive, or hostile work environment. San Mateo County encourages its employees and contractors to respect the differences of others. All are expected to act in a responsible, professional manner and to contribute to a productive work environment that is free from harassing or disruptive activity. All can expect to work in an environment free from harassing behaviors.

This policy unequivocally extends to all forms of harassment based on the criteria set forth in 'Section II. Discrimination'. The County considers harassment on the basis of any of these categories to constitute misconduct that undermines the integrity of the employment relationship. Protection against harassment covers all employees, applicants and independent contractors (as defined by the California Fair Employment and Housing Act). Corrective action, up to and including dismissal, shall be taken against individuals who violate this policy.

Harassment is a systematic persecution through persistent and conscious behavior that intimidates, threatens, degrades, torments, or places demands upon another, to the extent that it creates a pervasively hostile work environment.

Harassing behavior includes, but is not limited to:

- Verbal conduct, such as epithets, derogatory or insulting comments, taunting, heckling, slurs, jokes, stories, disparaging terms, or unwanted sexual advances or comments;
- Physical conduct, such as impeding or blocking movement, gestures, physical interference with normal work movement, unwelcome touching, or assault;
- Visual conduct, such as derogatory or sexually oriented posters, photographs, letters or other writings, e-mail, cartoons, graffiti, drawings, or gestures;
- Hazing by exacting unnecessary work, banter or ridicule;
- Treating in a disparate manner; or

- Retaliating for reporting harassment.

In addition to the above, sexual harassment shall include unwelcome, unwanted, sexual advances or overtures, requests for sexual favors, and other verbal, physical or body language of a sexual nature. The actions above will be considered sexual harassment when:

- a. Submission to such conduct is made, either explicitly or implicitly, a term or condition of an individual's employment; or
- b. Submission to, or rejection of, such conduct by an individual is used as the basis for employment decisions affecting that individual; or
- c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

## Section II-E: POLICY ON RETALIATION

Retaliation is defined as unlawful punishment of an employee because that employee reported unlawful discriminatory conduct, or participated in an investigation of discrimination. The most obvious types of retaliation are denial of promotion, refusal to hire, denial of job benefits, demotion, suspension and discharge. Other types of adverse action include threats, reprimands, negative evaluations, or harassment. The source of retaliation may be from a manager or supervisor toward an employee, or from one employee or group of employees toward another employee.

The Board recognizes that the ability to communicate, report, and oppose illegal activity is the singular most effective tool employees and applicants have to prevent and stop such activity. If retaliation for reporting or opposing illegal activity were permitted to continue without remedy it would have a chilling effect upon employees and applicants who speak out against, or oppose, such activity.

The County does not tolerate any acts of retaliation. County employees are forbidden to retaliate against the efforts of any employee or applicant in reporting any violation of this Equal Employment Opportunity Policy. Corrective action, up to and including dismissal, shall be taken against individuals in violation of any provision of this policy.

## Section II-E: REASONABLE ACCOMODATIONS

The Americans with Disabilities Act (ADA) and California's Fair Employment and Housing Act (FEHA) prohibit employment discrimination on the basis of a permanent disability. It is the policy of the County that no qualified applicant or employee with a permanent disability shall be excluded from participation, be denied the benefits, or be subjected to discrimination because of their disability. The County is committed to provide reasonable accommodations to qualified individuals with disabilities if it does not result in an undue hardship on the operations of the County. The ADA Coordinator in Human

Resources can assist applicants, employees and departments in providing accommodations by contacting (650) 363-4738.

## Section II-F: POLICY ON RESPONSIBILITIES

**All County employees** (including managers and supervisors) have the responsibility to:

- Understand and abide by the County's Equal Employment Opportunity Policy, and comply with its terms.
- Respect the differences of others.
- Contribute to a harassment-free environment by acting and behaving in an appropriate manner.
- Immediately report any violations of this policy that they personally observe, or have knowledge of.
- Cooperate completely in any investigation of violations of this policy.

**All Managers and Supervisors** have additional responsibility to be proactive and:

- Foster a work environment free of discrimination and harassment.
- Eliminate personal biases from employment decisions and practices.
- Ensure employment, performance or conduct decisions and practices are based on a consistent set of criteria that is applied equally to all employees and not based on non job-related factors.
- Ensure that tradition and stereotypes do not create a "glass ceiling" to advancement of persons historically excluded from middle and upper management positions.
- Set a positive example.
- Keep consistent documentation on all employees.
- Take each complaint concerning violations of this policy seriously. Failure to report an incident of harassing or discriminatory conduct is itself a violation of this policy.
- Ensure that all employees are aware of this policy and the procedures for communicating a complaint.
- Conduct complete and thorough investigations.

- Take corrective action whenever an investigation results in a finding that this policy has been violated.
- Make a referral to the County's Employee Assistance Program where appropriate.
- Prohibit retaliation against an employee or applicant who has complained of a violation of this policy, or who has participated in an investigation of complaints.
- Maintain a record of both informal and formal complaints and resolutions.
- Respect confidentiality to the greatest extent possible by only sharing information regarding complaints and investigations with those who have a "need to know."

## Section II-G: COMPLAINT RESOLUTION PROCEDURES

### 1. County Complaint Procedures

Employees and applicants are encouraged to attempt resolution of complaints as quickly as possible at the lowest and least formal level. However, if deemed inappropriate in the judgment of the individual, then he or she is encouraged to pursue resolution at a higher level. The most important consideration should be resolution of the issue in a prompt and fair manner. San Mateo County recognizes four (4) internal reporting procedures:

#### **a. Resolution within the Department**

An employee can discuss the complaint/issue and seek a remedy with his/her immediate supervisor. If the complaint/issue is not resolved, or the behavior of the employee's supervisor is an issue, the employee is encouraged to pursue resolution through discussion with the next higher-level manager up to the Department Director.

#### **b. Filing an Administrative Complaint**

Any employee or applicant for employment may file a complaint with the County's Equal Employment Opportunity Manager in the Human Resources Department:

**EEO Manager  
EPS 121  
455 County Center, 5th Floor  
Redwood City, California, 94063-1663  
(650) 363-4340**

The EEO Manager, or designee, shall take all complaints seriously and investigate with due diligence. Confidentiality shall be maintained at all times to the greatest extent possible, recognizing the rights of the complainant, the accused, and all third party witnesses. No employee shall be subjected to intimidation, coercion, or retaliation of any kind as a result of filing a complaint pursuant to this policy or as a result of being a witness in an investigation.

**c. Filing a Grievance**

Employees covered by a Memorandum of Understanding (MOU) have the right to file a grievance for violation of a provision contained in that MOU. Each MOU prescribes timeframes within which grievances must be filed to be considered timely and outlines the process. The grievance must state the provision of the MOU that is alleged to have been violated.

**d. Filing an Appeal**

An employee or applicant can file for a hearing with the Civil Service Commission on items covered by the Civil Service Rules by submitting a written petition to the Human Resources (EPS) Director identifying the section of the Civil Service Rules that is alleged to have been violated. If an employee files an appeal with the Commission on a specific item he/she is precluded from also filing a grievance or an internal County administrative discrimination complaint on that item.

**2. External Agencies**

In addition to the above, or in place of the above procedure, employees and applicants have the option of filing a complaint with either, or both, the state and federal external compliance agencies. The address and phone numbers for each agency are listed below:

**California Department of Fair Employment and Housing**

1515 Clay Street, Suite 701  
Oakland, CA 94612  
(800) 884-1684  
[www.dfeh.ca.gov](http://www.dfeh.ca.gov)

**United States Equal Employment Opportunity Commission**

350 Embarcadero, Suite 500  
San Francisco, CA 94105  
(415) 625-5600

[www.eeoc.gov](http://www.eeoc.gov)

**3. Guidelines for Resolution of Discrimination or Harassment Issues**

The guidelines and complaint resolution procedures above are developed for the purpose of providing assistance to employees, applicants for employment or services, supervisors/managers and the respondents to help successfully resolve problems when involved in a discriminatory issue. Any party may contact the County's Equal Employment Opportunity Manager for assistance and/or advice.



**(A) Employees**

Employees seeking resolution of any alleged act of discrimination or harassment should:

- Act immediately after determining that a problem exists.
- Consider resolving the issue at the lowest level possible.
- Notify your supervisor or manager immediately or contact the County's EEO Manager.
- Ask the manager, supervisor or EEO Manager to explain the different options available to you.
- Choose a procedure with which he/she is comfortable and that he/she understands.
- Provide documentation and names of witnesses.
- Clearly state the alleged act in question and the remedy sought.
- Express any concerns about confidentiality and possible retaliation.
- Follow instructions about not sharing information with other employees.
- Allow your manager, supervisor or EEO Manager to follow through.

**(B) Supervisors or Managers**

When an employee chooses to approach the supervisor with a concern of discrimination or harassment, the supervisor should:

- Listen objectively to the concerns and remedy being sought by an employee. Allow the employee to fully express their concerns and determine what action the employee wants taken. Determine what the issues are (date, time, place, witness, documentation records).
- Advise the employee of the impact of any confidentiality concerns such as the possibility that a guarantee of total confidentiality may not be possible based on the particulars of the resolution being sought or situation.
- Assure employees that any retaliation is prohibited.
- Establish and maintain files that include allegation, investigation conducted, and actions taken.
- Contact the EEO Manager for guidance and advice, including the different options that might be available to resolve the incident.
- Handle all allegations in a confidential manner and share information only on a need to know basis.
- Determine if a referral to the Employee Assistance program is necessary or if any other referral can be made.
- Contact all parties who can provide you with assistance in resolving the issue.
- Managers and supervisors must take proactive measures to prevent or stop all forms of harassing behavior.
- Managers and supervisors are held to a higher level of responsibility and have a duty to be aware of the day-to-day behavior and conduct of the unit.

**(C) Applicants for Employment**

Any applicant for employment who feels he/she has been discriminated against should contact the Human Resources Department.

**(D) Applicants for Services**

Any applicant for service who feels he/she has been discriminated against shall be provided with appropriate information for pursuing his/her issue with the respective department.

**(E) Respondents**

Once an allegation of discrimination has been filed, the respondent has the right to:

- An investigation that is thorough, objective and timely.
- Notification of, and right to respond to and rebut the actual charges.
- Provide documents and witnesses to support his/her perspective.
- Assurance that all information will be handled confidentially on a need-to-know basis.
- Results of the investigation and to have an opportunity to discuss any proposed action and any action taken should be commensurate with the level of infraction.
- Be advised of management's obligation to investigate those individuals if management reasonably suspects that those making such allegations did so maliciously and without a basis in truth, and take appropriate corrective action if they prove to have a basis in fact.
- Be informed that if allegations cannot be substantiated or are proven to be false no record of such allegations shall be retained in any of the employee's personnel files.

Once an allegation of discrimination has been filed the respondent has a duty to:

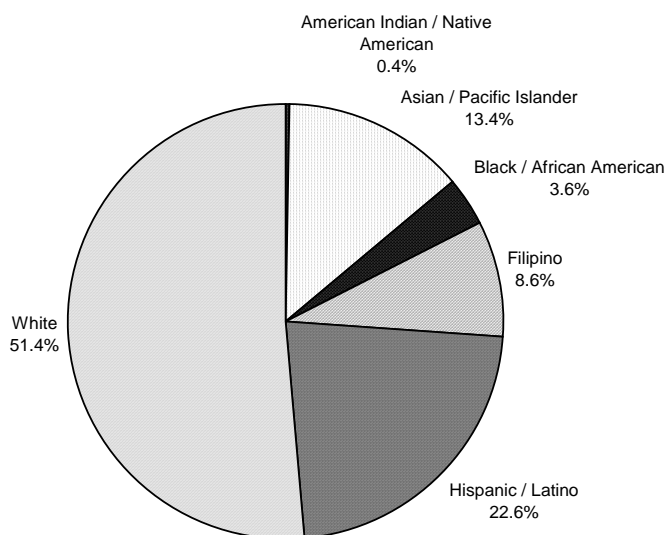
- Meet with the investigator and answer all questions honestly.
- Be forthcoming with information and not be deceitful in any way.
- Keep all information confidential and do not share it with fellow employees.
- Not retaliate against individuals who participated in the investigation.

### **III.      WORKFORCE ANALYSIS**

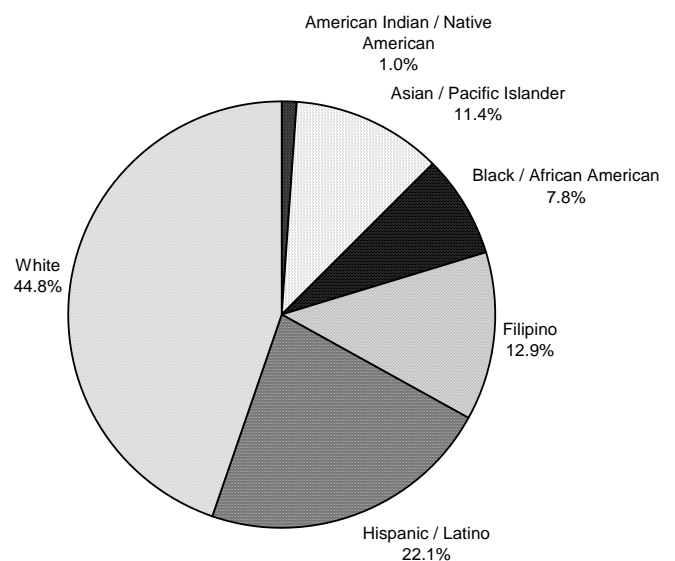
### Section III: WORKFORCE ANALYSIS

- The 2000 Labor Force census data was used in determining available workforce representation for ethnicity and gender in preparing this report.
- The following section analyzes the County's progress in its efforts; compares the workforce from 2002 to 2005 by ethnicity, gender and occupational categories; and identifies areas of over and under-representation.
- The 2005 actual County combined minority employee workforce is **55.2%**, exceeding the available community workforce of 48.6% by 6.6%.
- San Mateo County employee representation exceeds the available workforce for:
  - American Indian/Native American
  - Black/African American
  - Filipino
  - Female
- San Mateo County employee representation is below the available workforce for:
  - Asian/Pacific Islander
  - Latino/Hispanic
  - White
  - Male

**San Mateo County Available Community Workforce**



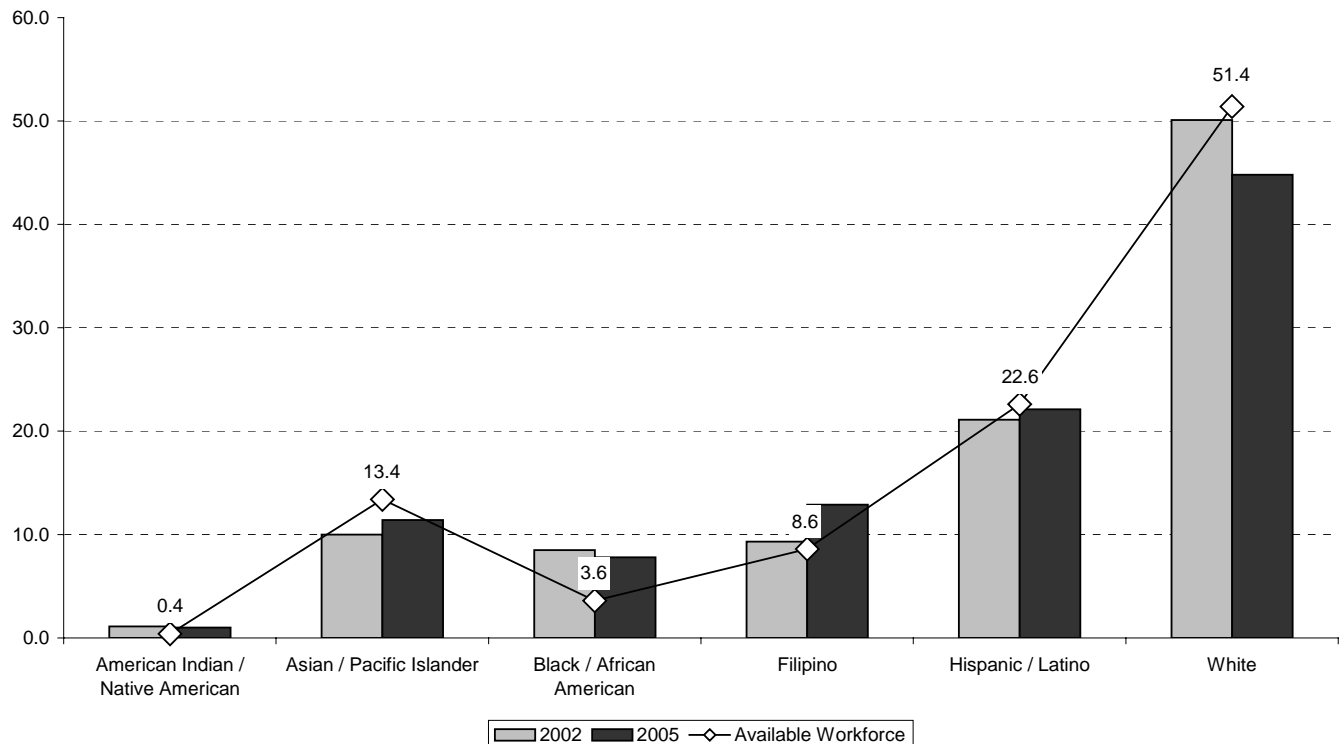
**2005 San Mateo County Workforce**



### COMPARISON OF COUNTY WORKFORCE BY ETHNICITY FROM 2002 to 2005

- The combined minority employee workforce for San Mateo County has increased **+5.3%** from 2002 to 2005, exceeding the available community workforce by 6.6% and representation in four occupational categories.
- American Indian/Native American employee representation has decreased **-0.1%**. However, they exceed the available workforce and representation in all seven occupational categories.
- Asian/Pacific Islander employee representation has increased **+1.1%**, and is below the available workforce and representation in six occupational categories.
- Black/African American employee representation has decreased **-0.7%**, exceeding the available workforce and representation in all seven occupational categories.
- Filipino employee representation has increased **+3.6%**, exceeding the available workforce and representation in four occupational categories.
- Latino/Hispanic employee representation has increased **+1.0%**, and is below the available workforce and representation in four occupational categories.
- White employee representation has decreased **-5.3%**, and is below the available workforce and representation in four occupational categories.

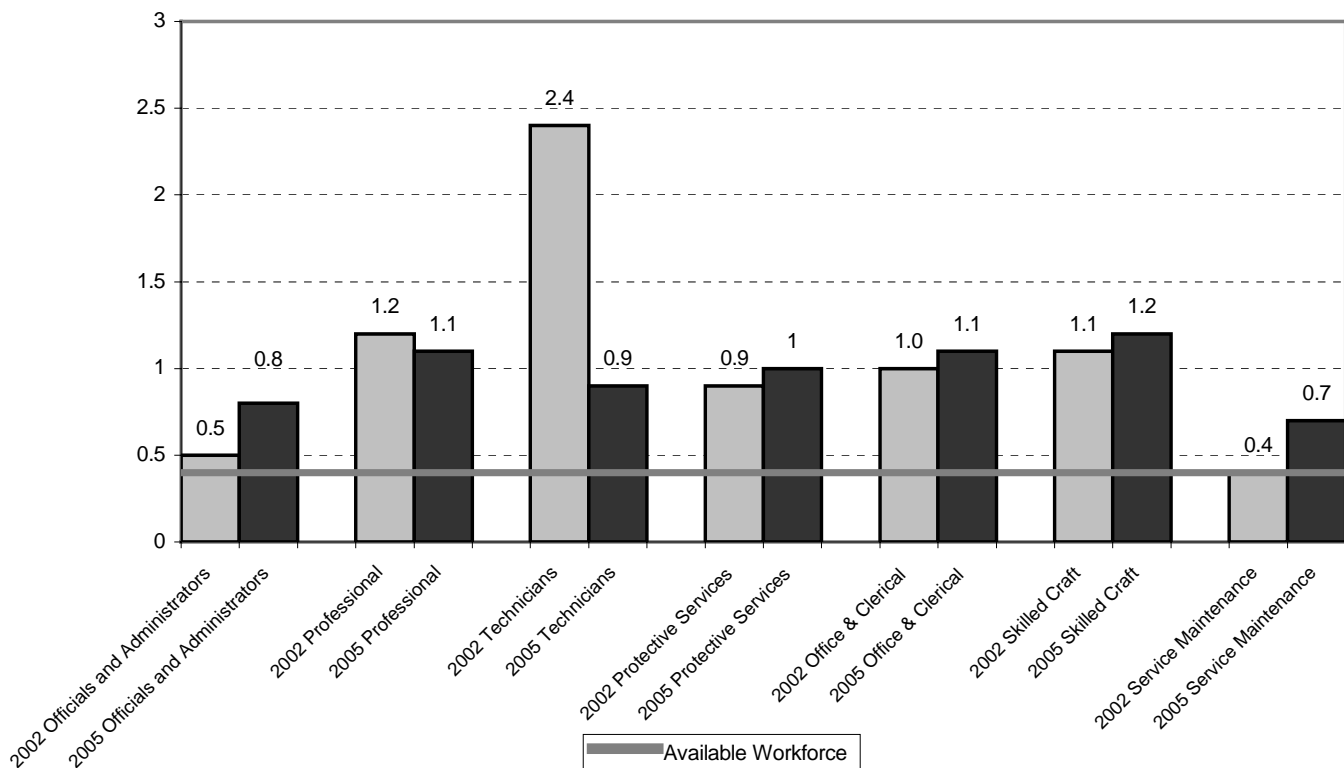
**Comparison of County Workforce to Available Workforce  
by Ethnic Group 2002-2005**



### SUMMARY OF AMERICAN INDIAN WORKFORCE

- The available community workforce for American Indian/Native American representation is **0.4%**.
- There are currently 52 American Indian county employees. Representation has decreased from **1.1%** in 2002 to **1.0%** in 2005.
- American Indian county employees exceed the available workforce by **0.6%** and exceed representation in all seven occupational categories:
  - Officials & Administrators by **+0.4%**
  - Professionals by **+0.7%**
  - Technicians by **+0.5%**
  - Protective Services by **+0.6%**
  - Office & Clerical by **+0.7%**
  - Skilled Craft by **+0.8%**
  - Service Maintenance by **-0.4%**

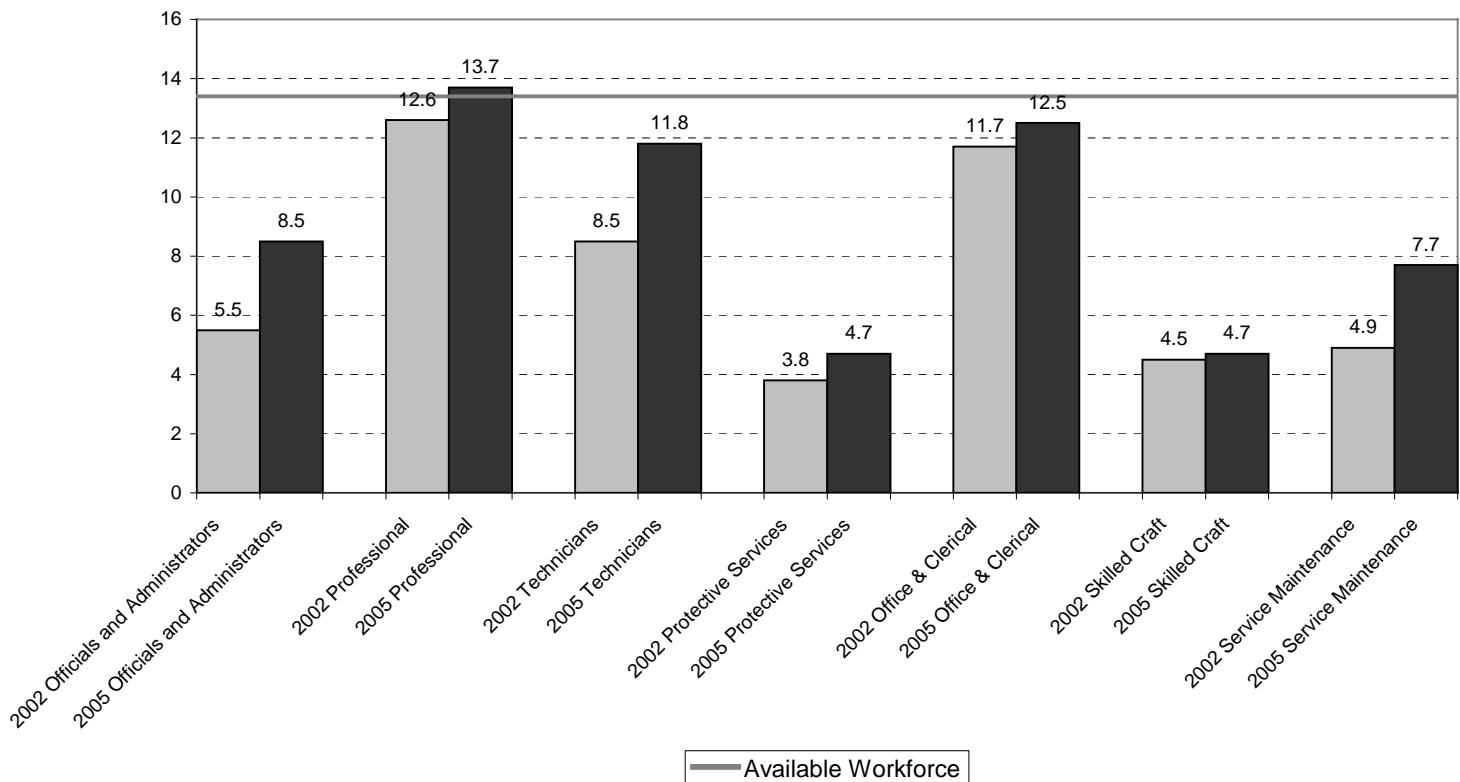
**Percent of American Indians in the County Workforce  
by Occupational Category for 2002-2005**



### SUMMARY OF ASIAN WORKFORCE

- The available community workforce for Asian/Pacific Islander representation is **13.4%**
- There are currently 591 Asian county employees. Representation has increased from **10.0%** in 2002 to **11.4%** 2005.
- Asian county employee representation is below the available workforce by **2.0%** and they are under-represented in six occupational categories:
  - Officials & Administrators by **-4.9%**
  - Technicians by **-1.6%**
  - Protective Services by **-8.7%**
  - Office & Clerical by **-0.9%**
  - Skilled Craft by **-0.8%**
  - Service Maintenance by **-5.7%**
- Asian employees exceed representation in one occupational category:
  - Professionals by **+0.3%**

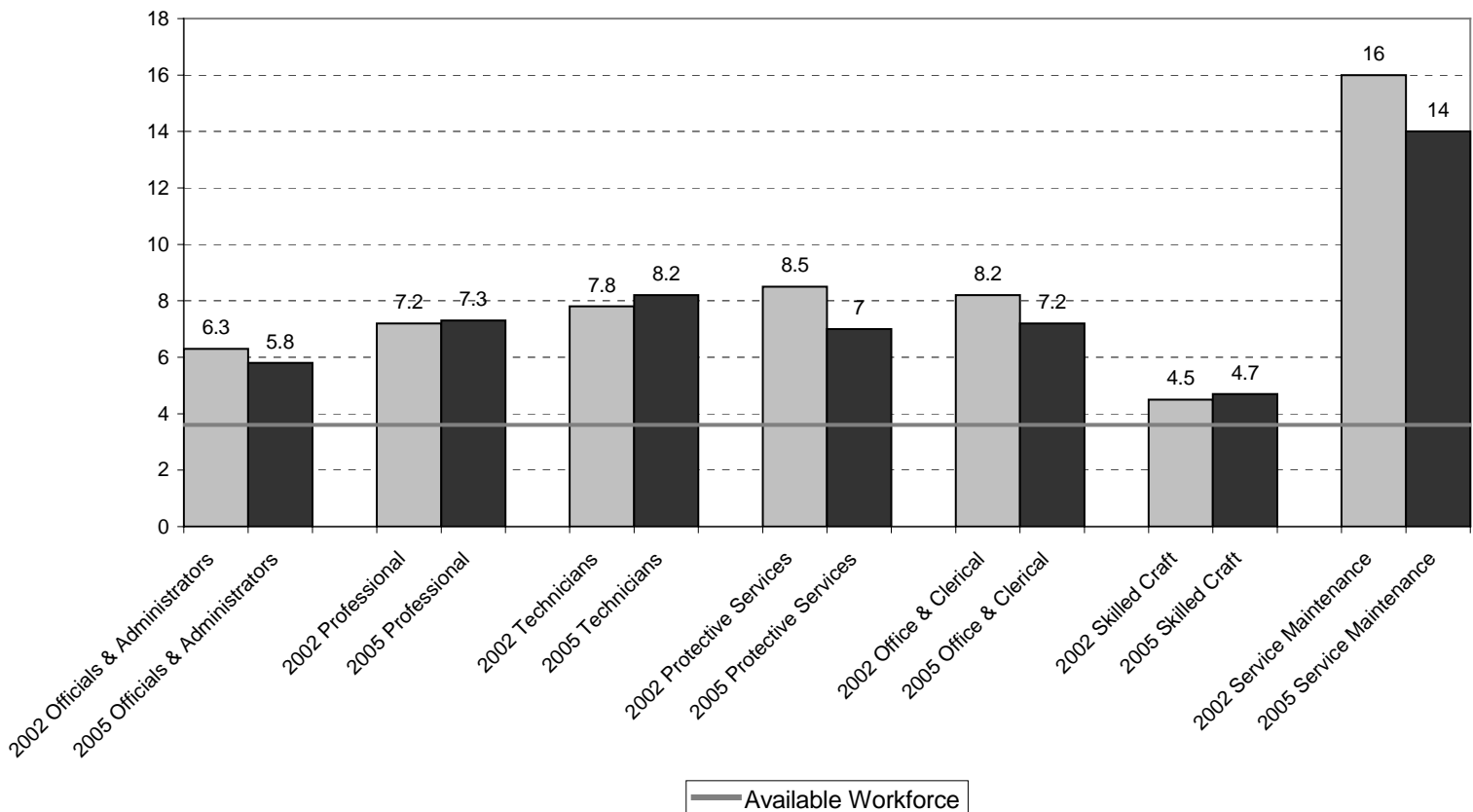
**Percent of Asian/Pacific Islanders in the County Workforce  
by Occupational Category for 2002-2005**



### SUMMARY OF BLACK WORKFORCE

- The available community workforce for Black/African American representation is **3.6%**.
- There are currently 404 Black county employees. Representation has decreased from **8.5%** in 2002 to **7.8%** in 2005.
- Black county employee representation exceeds the available workforce by **4.2%** and exceed representation in all seven occupational categories:
  - Officials & Administrators by **+2.2%**
  - Professionals by **+3.7%**
  - Technicians by **+4.6%**
  - Protective Services by **+3.4%**
  - Office & Clerical by **+3.6%**
  - Skilled Craft by **+1.1%**
  - Service Maintenance by **+10.3%**

**Percent of Black/African Americans in the County Workforce  
by Occupational Category for 2002-2005**

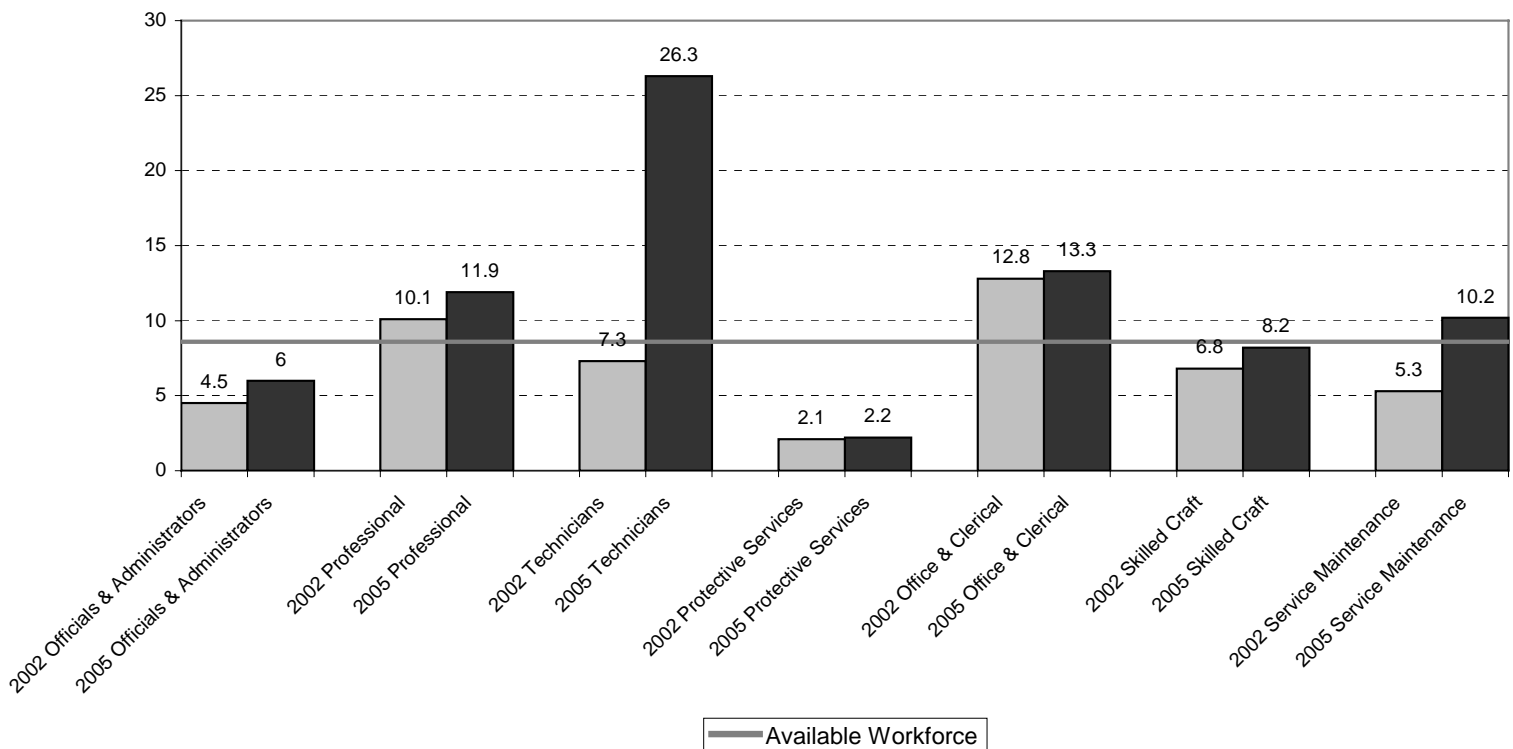




### SUMMARY OF FILIPINO WORKFORCE

- The available community workforce for Filipino representation is **8.6%**.
- There are currently 667 Filipino county employees. Representation has increased from **9.3%** in 2002 to **12.9%** in 2005.
- Filipino county employee representation exceeds the available workforce by **4.3%** and exceed representation in four occupational categories:
  - Professionals by **+3.3%**
  - Technicians by **+17.7%**
  - Office & Clerical by **+4.7%**
  - Service Maintenance by **+1.6%**
- Filipinos are under-represented in three categories:
  - Officials & Administrators by **-2.6%**
  - Protective Services by **-6.4%**
  - Skilled Craft by **-0.4%**

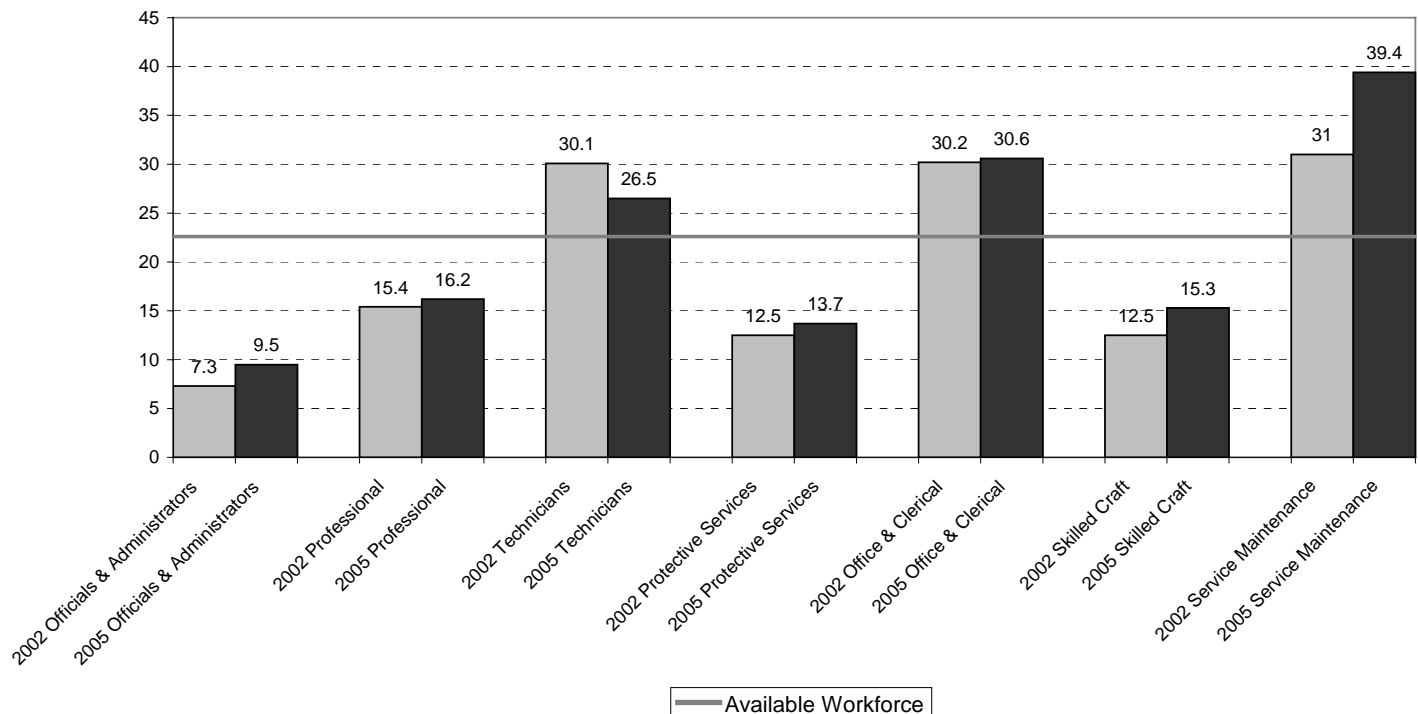
**Percent of Filipinos in the County Workforce  
by Occupational Category for 2002-2005**



### SUMMARY OF LATINO WORKFORCE

- The available community workforce for Latino/Hispanic representation is **22.6%**.
- There are currently 1146 Latino county employees. Representation has increased from **21.1%** in 2002 to **22.1%** in 2005.
- Latino county employee representation is below the available workforce by **0.5%** and they exceed representation in three occupational categories:
  - Technicians by **+3.9%**
  - Office & Clerical by **+8.0%**
  - Service Maintenance by **+16.8%**
- Latinos are under-represented in four categories:
  - Officials & Administrators by **–13.1%**
  - Professionals by **–6.4%**
  - Protective Services by **–8.9%**
  - Skilled Craft by **–7.3%**

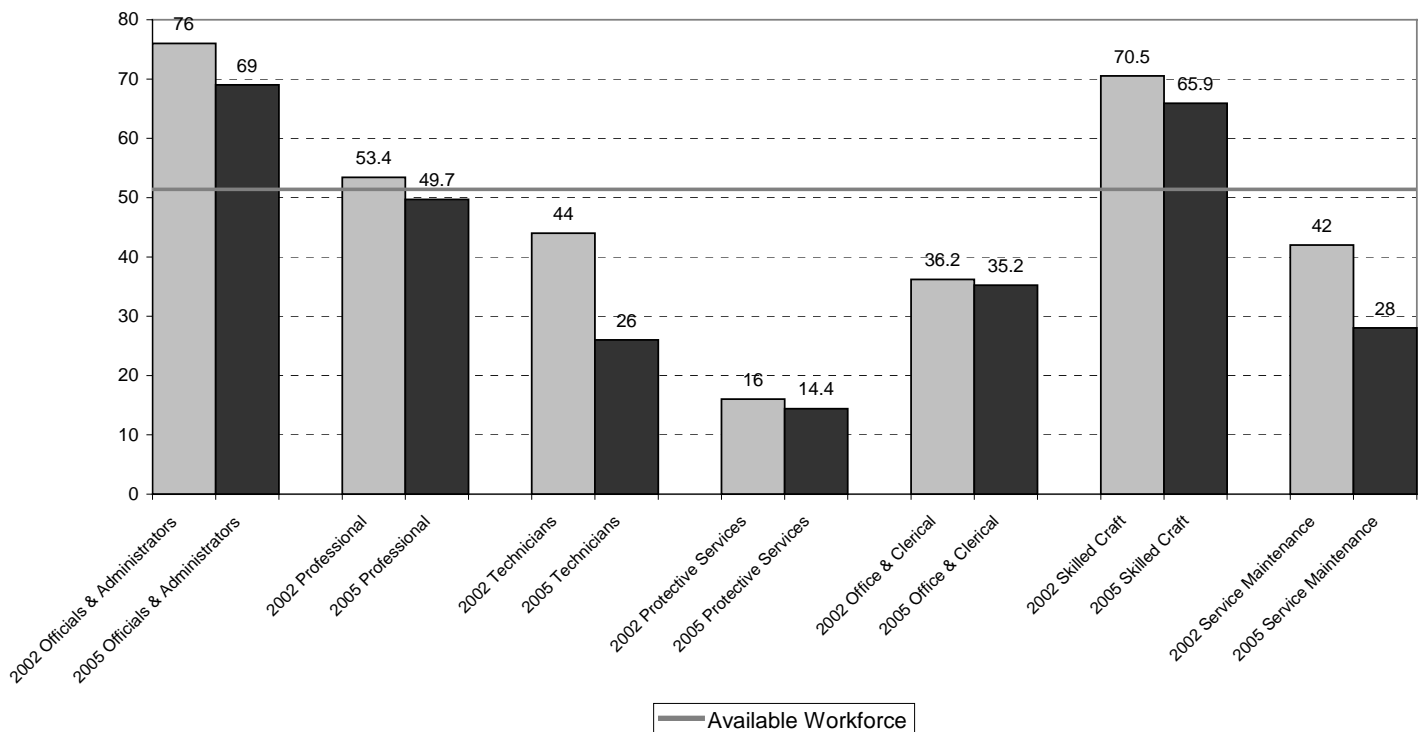
Percent of Latinos in the County Workforce  
by Occupational Category for 2002-2005



### SUMMARY OF WHITE WORKFORCE

- The available community workforce for White representation is **51.4%**.
- There are currently 2,319 White county employees. Representation has decreased from **50.1%** in 2002 to **44.8%** in 2005.
- White county employee representation is below the available workforce by **6.6%**. They exceed representation in three occupational categories:
  - Officials & Administrators by **+18.0%**
  - Protective Services by **+20.0%**
  - Skilled Craft by **+14.5%**
- Whites are under-represented in four categories:
  - Professionals by **–1.7%**
  - Technicians by **–25.2%**
  - Office & Clerical by **–16.2%**
  - Service Maintenance by **–23.3%**

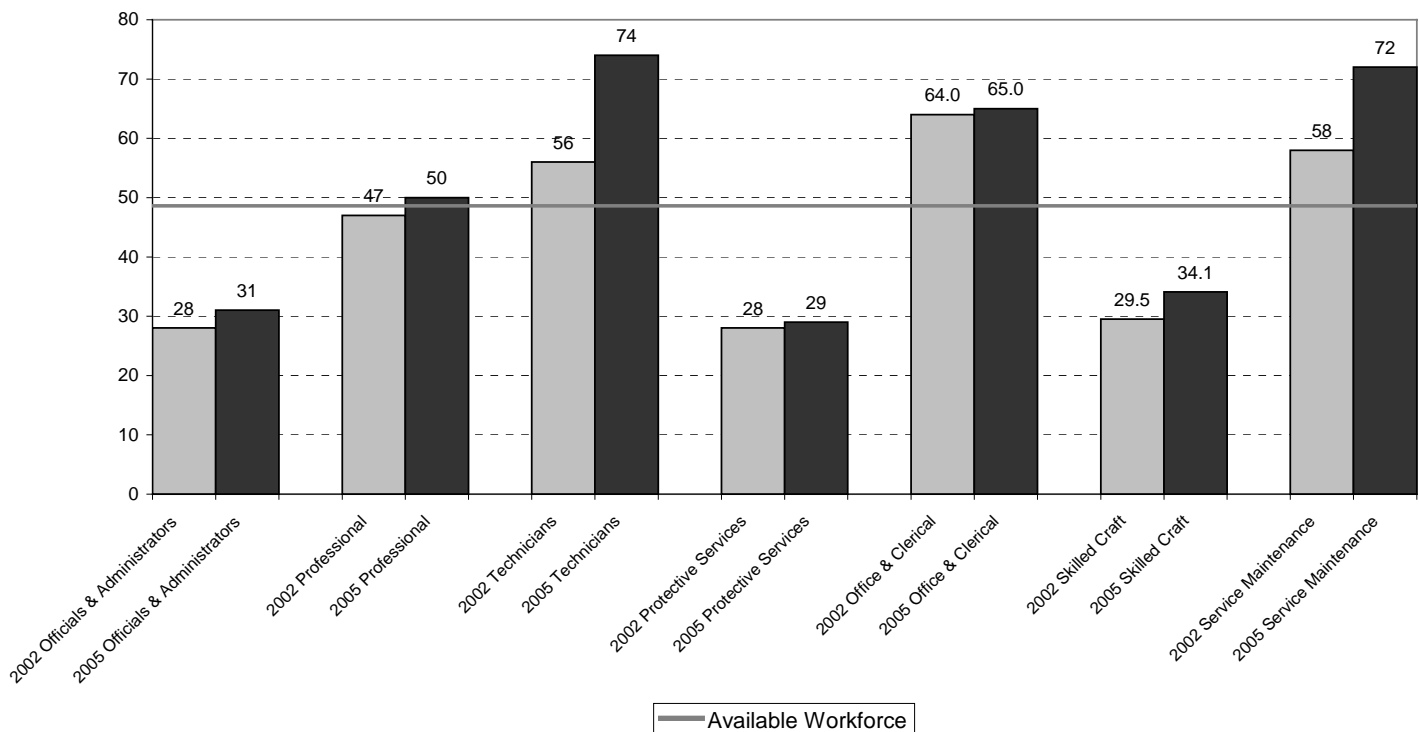
**Percent of Whites in the County Workforce  
by Occupational Category for 2002-2005**



### SUMMARY OF ALL MINORITIES WORKFORCE

- The available community workforce for all minority representation is **48.6%**.
- There are currently 2,860 minority county employees. Representation has increased from **49.9%** in 2002 to **55.2%** in 2005.
- Combined Minority county employees exceed the available workforce by **6.6%** and exceed representation in four occupational categories:
  - Professionals by **+1.7%**
  - Technicians by **+25.2%**
  - Office & Clerical by **+16.2%**
  - Service Maintenance by **+23.3%**
- Combined minority employees are under-represented in three categories:
  - Officials & Administrators by **-18.0%**
  - Protective Services by **-20.0%**
  - Skilled Craft by **-14.5%**

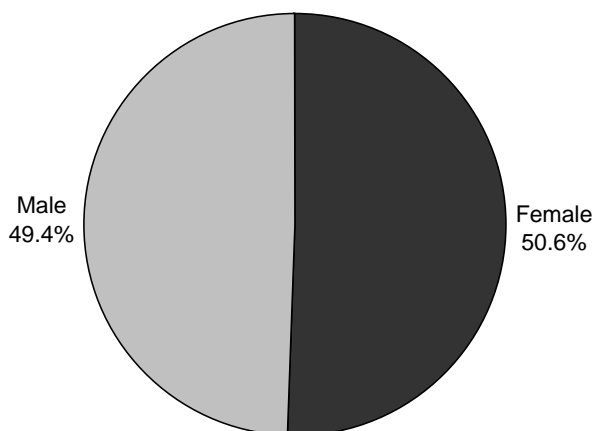
**Percent of Minorities in the County Workforce  
by Occupational Category for 2002-2005**



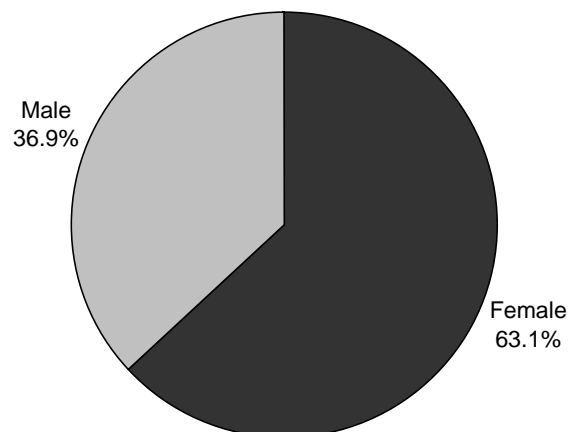
**COMPARISON OF COUNTY WORKFORCE TO  
AVAILABLE WORKFORCE BY GENDER**

- The representation of Female to Male employee workforce for San Mateo County has increased by **2.5%** from 2002 to 2005, exceeding the available community workforce.
- Female employee representation is **63.1%**, exceeding the available workforce of 50.6%.
- Female employees are under-represented in four occupational categories:
  - Officials & Administrators
  - Protective Services
  - Skilled Craft
  - Service Maintenance
- Male employee representation is **36.9%**, below the available workforce of 49.4%.
- Male employees are under-represented in the four occupational categories:
  - Professionals
  - Technicians
  - Paraprofessionals
  - Office & Clerical

San Mateo County Available Workforce



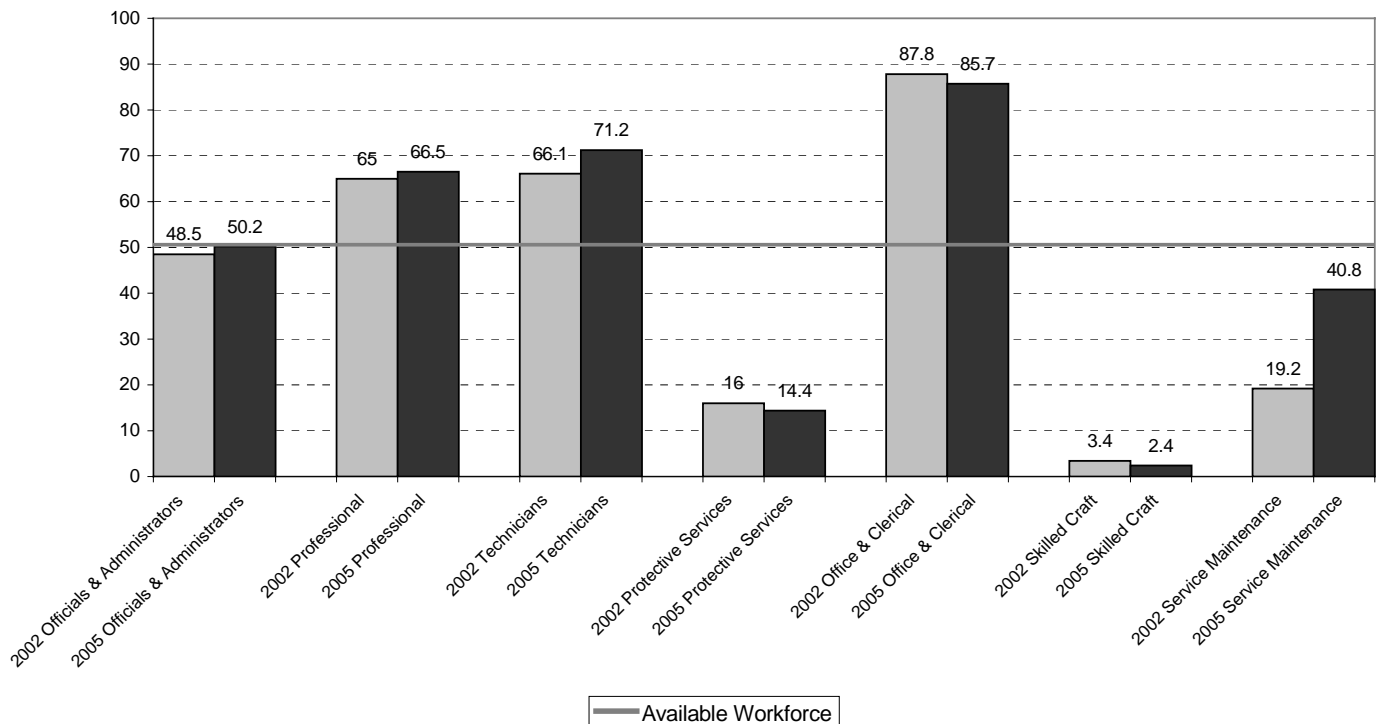
San Mateo County 2005 Workforce



### SUMMARY OF FEMALE WORKFORCE

- The available community workforce for female representation is **50.6%**.
- There are currently 3,264 Female county employees. Representation has increased from **60.6%** in 2002 to **63.1%** in 2005.
- Female county employees exceed the available workforce by **12.5%** and exceed representation in three occupational categories:
  - Professionals by **+15.9%**
  - Technicians by **+20.6%**
  - Office & Clerical by **+35.1%**
- Females are under-represented in four categories:
  - Officials & Administrators by **–0.4%**
  - Protective Services by **–36.2%**
  - Skilled Craft by **–48.2%**
  - Service Maintenance by **–9.8%**

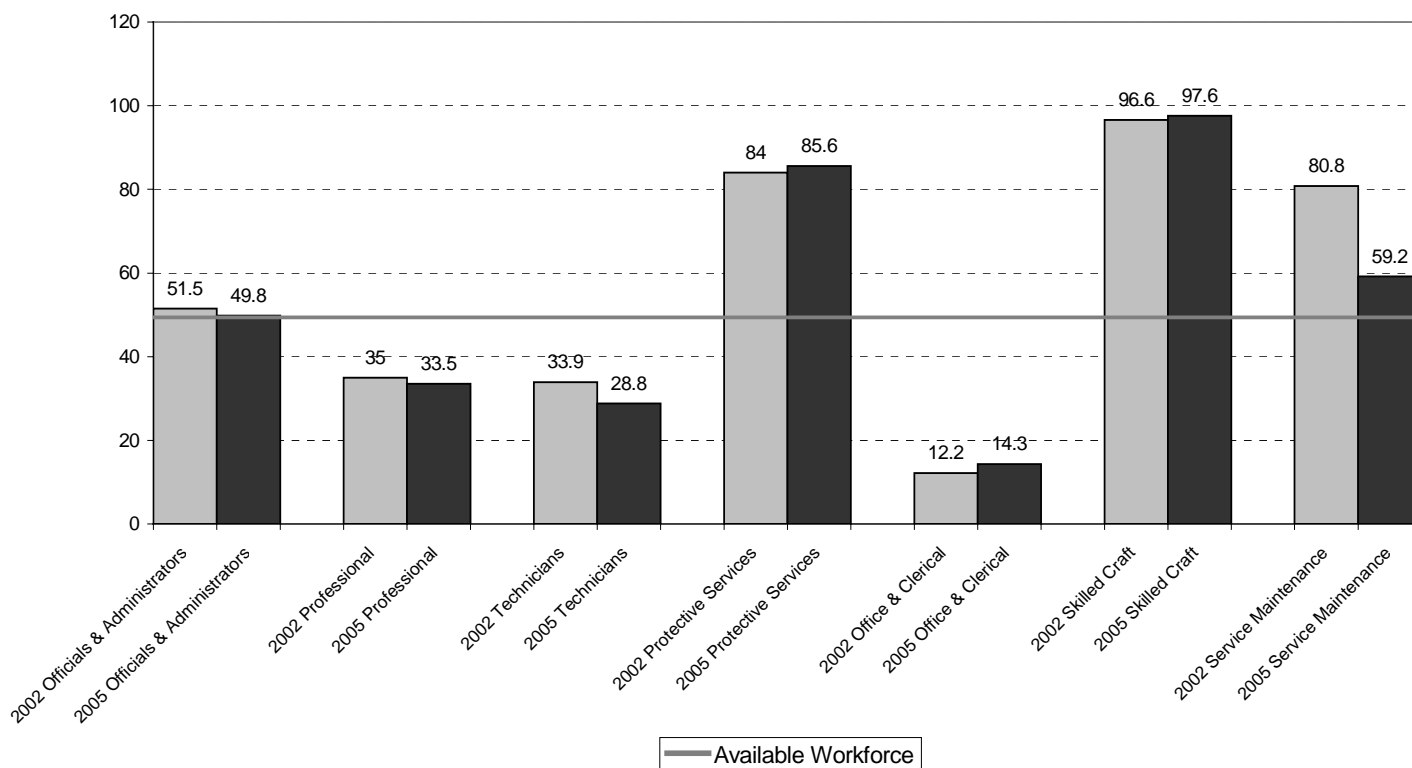
**Percent of Females in the County Workforce  
by Occupational Category for 2002-2005**



### SUMMARY OF MALE WORKFORCE

- The available community workforce for male representation is **49.4%**.
- There are currently 1,915 Male county employees. Representation has decreased from **39.4%** in 2002 to **36.9%** in 2005.
- Male county employees are below the available workforce by **-12.5%** and exceed representation in four occupational categories:
  - Officials & Administrators by **+0.4%**
  - Protective Services by **+36.2%**
  - Skilled Craft by **+48.2%**
  - Service Maintenance by **+9.8%**
- Males are under-represented in three categories:
  - Professionals by **-15.9%**
  - Technicians by **-20.6%**
  - Office & Clerical by **-35.1%**

**Percent of Males in the County Workforce  
by Occupational Category for 2002-2005**



<p><b>IV. ACCOMPLISHMENTS AND ACTION STEPS</b></p>
--



## Section IV-A: 2002-2005 ACCOMPLISHMENTS

### 1. **RECRUITMENT AND SELECTION**

Expanded outreach efforts to attract applicants who are representative of the community. Minority representation growth is consistent with the changing community demographics and has increased the County's ability to better serve customers.

Implemented an online application and requisition system to simplify and streamline the recruitment process for applicants and departments.

Enhanced County's Human Resources' website to provide timely recruitment and promotional information to applicants and employees.

Implemented over ten innovative recruitment strategies for hard to fill positions focusing on health care professionals and other hard-to-fill classifications.

Successfully conducted numerous management-level recruitments resulting in increased hiring of underrepresented groups.

### 2. **TRAINING AND DIVERSITY**

Between 2002 and 2004 the County provided updated training on harassment and sexual harassment to 450 managers and supervisors and 1,680 line staff.

In 2005 implemented state mandated on-line sexual harassment training for 950 managers and supervisors.

In 2004 updated the County's non-discrimination policy and distributed it to every County employee including procedures on how to resolve or file a complaint.

In 2005 updated and distributed the County's Americans with Disabilities Act Reasonable Accommodations Procedures to all managers and supervisors and training was provided to 300 supervisors.

In 2005 provided training to over 100 managers and supervisors to raise their awareness regarding customers with disabilities.

In 2002 implemented a workplace mediation program that continues to be successful in resolving workplace issues.

Assessed the effectiveness of the County training programs and identified needs for additional courses by meeting with all department managers.

Conducted an advanced training program for managers and supervisors on Managing Complex Employment Issues.

**3. CAREER DEVELOPMENT AND RETENTION**

Expanded the following training and educational opportunities to retain, enhance professional skills, and prepare employees for career development or promotional advancement:

- Designed and implemented expanded department specific training programs
- Redesigned the Tuition Reimbursement Program
- Implemented the Management Development and Mentoring program
- Provided trainings focusing on Human Resources Management Administration and Finance
- Offered internships with Notre Dame College

Offered customized and department specific training courses on Coaching, Counseling and Confronting Employees and Customer Service.

Conducted a management career survey and submitted a report with recommendations to the County Manager.

Offered on-site Associate and Masters degree educational programs for County employees.

## Section IV-B: 2006-2009 ACTION STEPS

### 1. **RECRUITMENT AND SELECTION**

Continue outreach efforts to attract the most qualified candidates for employment who represent the diverse community we serve. Continued emphasis will be given towards attracting all under-represented groups to meet individual departmental needs.

Expand succession planning efforts by partnering with departments to plan for the exodus of “baby boomer” employees who retire over the next five years.

Increase countywide recruitment efforts to attract a broad and balanced candidate pool for the professional categories of Officials and Administrators, Protective Services, Skilled Craft and Office and Clerical.

Identify alternate housing program assistance options as a recruitment and retention strategy.

### 2. **TRAINING AND DIVERSITY**

In collaboration with departments the Human Resources Training Division will expand training and educational opportunities such as:

- Degree and Certificate Programs
- Customized Departmental Training Programs
- Diversity-training program to broaden the focus on generations, communications and conflict resolution issues.

Expand training to employees on how to succeed in the civil service selection process.

### 3. **CAREER DEVELOPMENT AND RETENTION**

Explore additional ways to actively support and enhance the County and departmental Succession Planning programs and career development initiatives.

Provide management development and leadership programs with a focus of developing future leaders.

Conduct career planning and development courses for employees interested in promotional opportunities.

Support departments to provide work experience opportunities and special assignments to support Succession Planning efforts including:

- Work out of classification assignments
- “Acting” assignments
- Temporary/provisional appointments
- Job rotation
- Short term projects
- Committee assignments
- Enhanced training opportunities
- Development experience opportunities
- Coaching and mentoring projects

<b>V.      APPENDIX</b>
-------------------------

## Section V-A: EEO ADVISORY COMMITTEE

### 1. **PURPOSE**

The purpose of the Equal Employment Opportunity Advisory Committee is to advise and recommend courses of action to the Human Resources Director and the County Manager regarding the effectiveness of the Equal Employment Opportunity Plan and its programs. The Committee is a resource group working to help the County Manager and the Human Resources Director measure the progress made by the County and its organizations toward this end.

### 2. **GUIDELINES**

- A. **The Equal Employment Opportunity Advisory Committee** will monitor, review, and make recommendations on all elements of the County's Equal Employment Opportunity Plan with respect to:
- Equal Employment Opportunity Programs developed or implemented by the County or its organizations.
  - Proposed changes or modifications to the Equal Employment Opportunity Plan and its programs.
  - Issues that relate to the successful implementation of the County's Equal Employment Opportunity Plan such as:
    - Organizations and resources to administer an effective EEO Program
    - Recruitment and retention
    - Classification
    - Selection and related personnel activities
    - Upward mobility
    - Program understanding and support
- B. **Equal Employment Opportunity Manager** is under the direct supervision of the Human Resources Department but as part of the regular duties, the Equal Employment Opportunity Manager will advise, confer, and assist the Committee in the process of carrying out its functions. The EEO Manager will provide staff assistance to include:
- Reporting to the Committee on developments regarding equal employment opportunity including, but not limited to, discrimination complaints, selection procedures, equal employment opportunity programs, changes in laws, County employment, and employment and training programs.
  - Report on the equal employment opportunity activity including, but not limited to accomplishments and objectives.

- Assist the Committee in the formulation of its annual report to the County Manager. The report will be brief and its intent will be to inform County management of the progress of equal employment opportunities and affirmative action.
- C. **The Committee may make recommendations** regarding changes in State law, County Administrative Code, Civil Service Rules, or other regulations that may hinder the achievement of the objectives.
- D. **The Committee may make suggestions** and recommendations regarding the utilization of employment and training programs and federal, state, or County funds that may help further this Plan or its programs.
- E. **Limitations of Committee:**
  - Appointed to assess and to advise, but not to operate any elements of County government.
  - Review goals and assess the progress of the Equal Employment Opportunity Plans of any County organization, but the ultimate responsibility for setting and obtaining goals and objectives lies with each department head.
  - Expected to work within the framework of County government.
- F. **Committee Composition:** The Committee will consist of no more than 15 members appointed by the County Manager, and 3 liaisons as follows:
  - Commission on the Status of Women
  - Civil Service Commission
  - Commission on Disabilities
  - The Committee shall nominate its own Chairperson and Vice-Chairperson biannually in the month of September.
  - The Committee members will serve at the discretion of the County Manager. Term of office will normally run from January 1 to December 31. In the event of a vacancy for any reason, the County Manager will make appointments to fill the unexpired term and consider the recommendations made by the Committee.
  - All regular meetings will be held quarterly on the second Thursday of the month at 10:30 a.m. Special meetings may be scheduled as required.
  - When a Committee member is absent for three (3) consecutive meetings (unexcused), the seat shall become vacant and the incumbent be deemed to have automatically resigned.

## Section V-B: EEO OCCUPATIONAL JOB CATEGORIES

**Officials and Administrators (21):** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations. Includes: department heads, division chiefs, directors, elected officials, deputy directors, controllers, fiscal managers, Judges, sheriffs, Captains, Lieutenants, building inspectors, assessors, labor relations workers, investigators, coroners, program managers, and health services managers.

**Professionals (22):** Occupations that require specialized and theoretical knowledge, which is usually acquired through college training or work experience and other training. Includes: personnel, social workers, probation officers, doctors, psychologists, registered nurses, dieticians, attorneys, system analysts, accountants, appraisers, engineers, employment and vocational rehabilitation counselors, teachers or instructors, librarians, management analyst, buyers, environmental specialist, group supervisors, counselors, nurse practitioners, pharmacists, and auditors.

**Technicians (23):** Occupations that require a combination of basic scientific or technical knowledge and manual skill, which can be obtained through specialized post-secondary education or equivalent on-the-job training. Includes: computer programmers, drafters, surveyors, licensed vocational nurses, technical illustrators, technicians (medical, dental, electronic, physical sciences), benefits analysts, communications dispatchers, child support officers, and revenue collectors.

**Protective Service Workers (24):** Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Includes: deputy sheriffs, bailiffs, correctional officers, sergeants, harbor patrol officers, wardens, and district attorney inspectors.

**Administrative Support (26):** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information, and other paperwork required in an office. Includes: administrative secretaries, fiscal office assistants, clerk-typists, court services supervisors, courtroom clerks, deputy court clerks, court transcribers, payroll clerks, computer operators, telephone operators, legal assistants, mail services drivers, medical office assistants, patient services assistants, and library aides.

**Skilled Craft Workers (27):** Occupations in which workers perform jobs that require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or apprenticeship or other formal training programs. Includes: auto mechanics and repairers, electricians, heavy equipment operators, stationary engineers, painters, skilled machining occupations, and carpenters.

**Service-Maintenance (28):** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public or that contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes: bus drivers, transportation drivers, community workers, food service workers, gardeners, road maintenance workers, shelter care counselors, residential counselors, medical services assistants, custodians, utility workers, construction laborers, park rangers (maintenance), and craft apprentices/trainees/ helpers.



## Section V-C: GLOSSARY OF EEO TERMINOLOGY

**Adverse Impact or Adverse Effect:** The showing that an employment practice, procedure, or test has hampered the employment opportunity of one or more members of a protected group.

**Affected Class:** Members of an applicant group who, by virtue of past discrimination, continue to suffer the present effects of that discrimination.

**Applicant Flow Analysis:** A statistical analysis conducted to determine if any portion of the examination process is having an adverse impact upon protected group members.

**Artificial Barriers:** Requirements, procedures, or standards for employment that are not related to successful job performance.

**Auxiliary Aides and Services:** To include qualified interpreters or other effective methods of making aurally delivered materials available to those with hearing impairments; qualified readers, taped text or other effective methods of making visual materials available to those with visual impairments; acquisition or modification of equipment or devices, or other similar services and actions.

**Bona Fide Occupational Qualification (BFOQ):** A situation where a member of only one protected group is appropriate in an occupation because of function, authenticity, or genuineness or as required by law.

**Criteria:** Quantifiable measures of job performance or success, as indicated in supervisor's ratings or training evaluations.

**Disability:** A person who has a physical or mental impairment that limits one or more major life activities, has a record of such impairment, or is regarded as having such impairment.

**Discrimination:** The showing that a practice, procedure, or test has an adverse effect on at least one protected group and is not job related.

**Disparate Treatment:** When members of a protected group have been denied the same employment, promotion, transfer, benefits, or membership opportunities that have been made available to other employees or applicants.

**Equal Employment Opportunity:** A condition under which all employment practices including selection, transfer, promotion, termination, compensation, and other benefits are implemented on the basis of valid, job-related requirements without regard to race, creed, national origin, color, religion, age, physical or mental disability, pregnancy, childbirth or related medical condition, sex, sexual orientation, use of family medical leave, or any other basis protected by federal or state law.

**Job-Related Qualifications:** Requirements that are realistically related to the actual duties of the job. These requirements consist of the actual knowledge and skills required to perform those duties determined by a thorough job analysis.

**Merit Systems:** Selection of persons for employment based on ability.

**Protected Group:** Groups protected against discrimination by law or policy. These groups include, but are not limited to, race, color, sex, sexual orientation, national origin, religion, physical or mental disability, age, medical condition, and pregnancy.

**Selection Device:** Tests, educational and work history data, interviews, and other tools to determine relative levels of job qualifications.

**Validity:** The extent to which a selection procedure samples the content of the job. Theoretically, a valid selection procedure is predictive of job success.



Printed By:  
Employee and Public Services'  
Copy Center