



San Mateo County  
EQUAL  
EMPLOYMENT  
OPPORTUNITY  
PLAN

2010-2013



**COUNTY OF SAN MATEO**  
**EQUAL EMPLOYMENT OPPORTUNITY PLAN**

for a  
Four Year Period Ending December 31, 2013

adopted by  
**BOARD OF SUPERVISORS**  
**COUNTY OF SAN MATEO**

---

MARK CHURCH  
1st District  
Supervisor

---

RICHARD GORDON  
3rd District  
Supervisor

---

CAROLE GROOM  
2nd District  
Supervisor

---

ROSE JACOBS GIBSON  
4th District  
Supervisor

---

ADRIENNE TISSIER  
5th District  
Supervisor

## Table of Contents

I.	PURPOSE .....	4
II.	POLICIES .....	10
III.	EQUAL EMPLOYMENT FOR PERSONS WITH DISABILITIES..	18
IV.	WORKFORCE ANALYSIS .....	23
V.	ACCOMPLISHMENT AND ACTION STEPS.....	37
VI.	APPENDIX .....	42

**I. PURPOSE**

## Section IA: PURPOSE

The Equal Employment Opportunity (EEO) Advisory 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 2010-2013 Equal Employment Opportunity Plan is a combined four-year plan and report. It details the progress made during the past four years (2006-2009) and outlines recommended objectives for the next four years (2010-2013). 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:

**Reaffirm** 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 gender, 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 and medical leave, genetic testing, and any other basis protected by federal or state law;
- Provide opportunities for career development and advancement for all employees; and
- Acknowledge the equal employment opportunity occupational job categories where all employees, including minorities and women, continue to be underrepresented, 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:**

Co-Chairs	<b>Sara Medina</b> , Parks Dept. <b>Dhiren Gandhi</b> , Information Services Dept.
Co-Vice-Chairs	<b>Irma Compton</b> , SEIU/Planning Dept. <b>Lisa Lopez</b> , San Mateo Medical Center
Member	<b>Jei Africa</b> , Health Department
Member	<b>Dana Amongol</b> , Probation Department
Member	<b>Michael Bolander</b> , County Manager’s Office
Member	<b>Rita Cortes</b> , Child Support Services
Member	<b>Starlette English</b> , Court Services
Member	<b>Steve Lanza</b> , Public Works
Member	<b>Dina Scopesi</b> , Human Resources Department
Member	<b>Steve Shively</b> , Sheriff’s Office

**Liaisons:**

**Honora Miller**, Commission on the Status of Women  
**Craig McCulloh**, Commission on Disabilities  
\_\_\_\_\_, Civil Service Commission<sup>1</sup>

**Comments and suggestions regarding this plan are welcomed and should be directed to:**

Equal Employment Opportunity Manager  
Human Resources Department  
455 County Center  
Redwood City, CA 94063-1663  
(650) 363-4340  
e-mail: srossi@co.sanmateo.ca.us.<sup>2</sup>

This plan is available for download at <http://www.co.sanmateo.ca.us/eps/eo/plan>.

It is our hope that the 2010-2013 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.

---

<sup>1</sup> Unfilled at time of publication due to retirement of long-time representative.

<sup>2</sup> This email address is for the County’s current EEO Manager at time of publication.

## 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 officials:

### 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,
- Requiring 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.

<b>II. POLICIES</b>
---------------------

## 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, genetic testing, 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 of Supervisors 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 Manager in Human Resources can assist applicants, employees and departments in providing accommodations. The ADA Manager can be contacted at: (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  
HRD 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 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. EQUAL EMPLOYMENT FOR  
PERSONS WITH DISABILITIES**

### **Section IIIA: PURPOSE**

San Mateo County is committed to providing equal employment opportunities to persons with disabilities. San Mateo County does not and will not discriminate against any applicant or employee because of physical or mental disability in regard to any position for which the applicant or employee is qualified. This commitment shall include, but not be limited to, hiring, promotion, work-out-of-class, training, demotion or transfer, recruitment, recruitment advertising, layoff or termination, and rates of pay and other forms of compensation. Decisions related to personnel policies and practices shall be made on the basis of an individual's capacity to perform a particular job and the feasibility of any necessary job accommodation. San Mateo County will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities in accordance with the federal Americans with Disabilities Act (ADA), and the California Fair Employment and Housing Act (FEHA).

### **Section IIIB: REASONABLE ACCOMMODATIONS**

San Mateo County is committed to making every effort to provide reasonable accommodations to physical and mental limitations of applicants and employees with disabilities. The County's procedure for the same is as follows:

#### I. WHO IS PROTECTED

The law covers qualified applicants and employees with permanent disabilities. A qualified individual is defined as an individual with a permanent disability who meets the skill, experience, education and other job-related requirements of a position held or sought, and who, with or without reasonable accommodation, can perform the essential functions of the job.

A person with a **permanent** disability is an individual who:

- ◆ has a permanent physical or mental disability that limits a major life activity; or
- ◆ has a record of such a permanent disability, which is known to the employer; or
- ◆ is regarded as having a permanent disability.

Major life activities include seeing, hearing, breathing, walking, speaking, learning, working, caring for oneself, performing manual tasks, lifting, and other physical, mental and social activities.

#### II. WHAT IS A REASONABLE ACCOMMODATION?

A reasonable accommodation is a modification or adjustment to a job, employment practice, or work environment that enables a qualified individual with a disability to perform the essential functions of the position and to have an equal employment opportunity. Each request is considered on a case-by-case basis, so that one accommodation may be offered at a particular job, but may not be available at a different location. Accommodation requests must be reasonable and should not pose an undue hardship. Undue hardships are also determined on a case-by-case basis, and could include anything that is unduly costly, extensive, disruptive, or fundamentally alters the nature or operation of business.

### III. RIGHTS AND RESPONSIBILITIES UNDER THE LAW

#### **A. Applicants**

- ◆ San Mateo County will provide equal employment opportunity for qualified applicants with disabilities to enable them to participate in the job application process and to be considered for a job.
- ◆ Reasonable accommodations will be provided, as needed, to ensure that individuals with disabilities have equal opportunity in the application and selection process, unless to do so would be an undue hardship or pose a direct threat to the health and safety of self or others.
- ◆ San Mateo County does not have to accommodate individuals who are not otherwise qualified for the position that they seek.

#### **B. Employees**

- ◆ The law prohibits discrimination in all employment practices, including, but not limited to, promotion, transfer, termination, compensation, job assignments, leaves of absence, benefits, training activities, and any other terms, conditions, or privileges of employment.
- ◆ San Mateo County will provide reasonable accommodations to qualified employees with disabilities, unless to do so would be an undue hardship or pose a direct threat to the health and safety of self and others.
- ◆ The process of determining whether an accommodation can be made requires an interactive process that requires the employee, the supervisor/manager and the employee's health care provider to actively work with the County's ADA Manager.

#### **C. Medical Examinations and Inquiries**

- ◆ San Mateo County may ask a job applicant or employee about his or her ability to perform job-related functions and may respond to an applicant's or employee's request for reasonable accommodation.
- ◆ Once a conditional offer of employment has been made, San Mateo County may require a medical examination, provided that the examination is consistent with business necessity.
- ◆ San Mateo County may require medical documentation to evaluate a request for reasonable accommodation by an employee or an applicant.
- ◆ San Mateo County may send an employee to see a health care professional of the County's choice when insufficient documentation is provided.
- ◆ Tests to detect illegal use of drugs are permitted under the law and are not subject to the above restrictions.

#### **D. Confidentiality**

Medical-related information shall be confidential. Supervisors, safety personnel, compliance officers, or other specified individuals, who have a need to know, may be informed only of necessary work restrictions or duties, or if the disability may require emergency treatment.

## IV. HOW TO REQUEST A REASONABLE ACCOMMODATION

In general, it is the responsibility of the individual with a disability to inform San Mateo County that an accommodation is needed. An employee may be represented in this process by their union, attorney, or any other individual designated by the employee.

### **A. Applicants**

- ◆ Request a reasonable accommodation in the application and selection process by contacting the recruiting analyst (at the number or address on the job announcement) as soon as you are aware that an accommodation will be needed.
- ◆ San Mateo County may require medical documentation to evaluate a request for reasonable accommodation.
- ◆ Once a conditional offer of employment has been made, San Mateo County may require a medical examination provided that the examination is job-related and consistent with business necessity.

### **B. Employees**

- ◆ Request a reasonable accommodation by notifying the manager, supervisor, department head or ADA Manager at 363-4738. Such requests may be made verbally or in writing by the employee or representative. The employee will be provided with information on the process and the necessary information to be provided by the employee and the employee's doctor or health care provider.
- ◆ When the necessary information is received the ADA Manager will review to determine if the employee is a qualified individual with a permanent disability, and if so, whether an accommodation is appropriate. The Manager will confer with the employee's supervisor or may contact the employee's health care provider to review the requested accommodation or other alternatives. The Manager will also contact the employee to discuss the requested accommodation or alternatives.
- ◆ This process will be completed as quickly as possible. However, if the information provided is incomplete or unclear, the process may be delayed. The employee who is requesting reasonable accommodation should make sure that forms are completed accurately and returned as soon as possible.
- ◆ The ADA Manager will review the recommended action with the department head or representative, and will notify the employee of the department's decision. If the request is not approved, the employee will be informed of other options that could be explored.
- ◆ San Mateo County may ask the employee about his/her ability to perform job-related functions and will respond to a request for reasonable accommodation.
- ◆ San Mateo County may require medical documentation to evaluate a request for reasonable accommodation by an employee and may send an employee to see a health care professional of the County's choice when insufficient documentation is provided.

Tests to detect illegal use of drugs are permitted under the law and are not subject to the above restrictions.

## V. APPEAL AND COMPLAINT PROCEDURE

An employee or applicant may appeal a department's interpretation or implementation of the procedures for reasonable accommodation as follows:

### **A. EEO Manager**

HRD 121 or  
455 County Center, 5<sup>th</sup> floor  
Redwood City, CA 94063-1663  
**(650) 363-4340**

The EEO Manager, or designee, shall receive all complaints and investigate. Confidentiality shall be maintained at all times to the greatest extent possible, recognizing the rights of the complainant.

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.

### **B. Filing a Grievance**

Employees covered by a Memorandum of Understanding (MOU) have the right to file a grievance for violation of the union agreement within the time frames set in the applicable MOU. Employees may seek the assistance of their respective union representative. The grievance procedure is outlined in each respective MOU.

### **C. Filing an Appeal**

An employee 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 Department Director that identifies the violation of the Civil Services Rules and specify discrimination as the reason. If an employee files a petition for hearing 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.

### **D. External Agencies**

In addition to the above, employees and applicants always 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  
455 Golden Gate Avenue, Suite 10600  
San Francisco, CA 94102  
(800) 884-1684

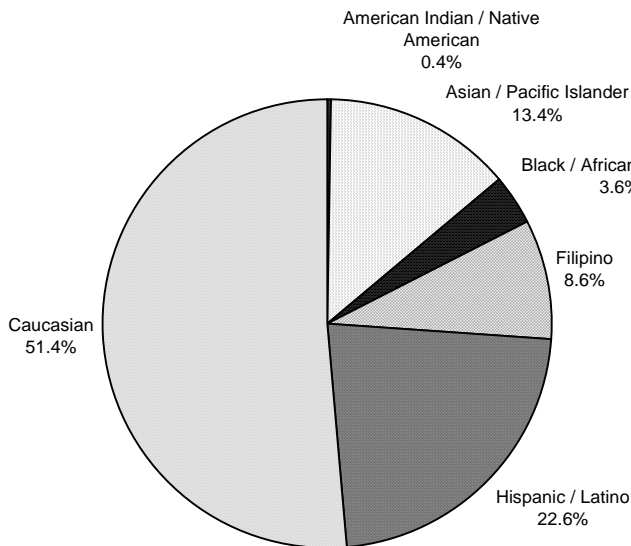
United States Equal Employment Opportunity Commission  
350 Embarcadero, Suite 500  
San Francisco, CA 94105  
(415) 625-5600

**IV. WORKFORCE ANALYSIS**

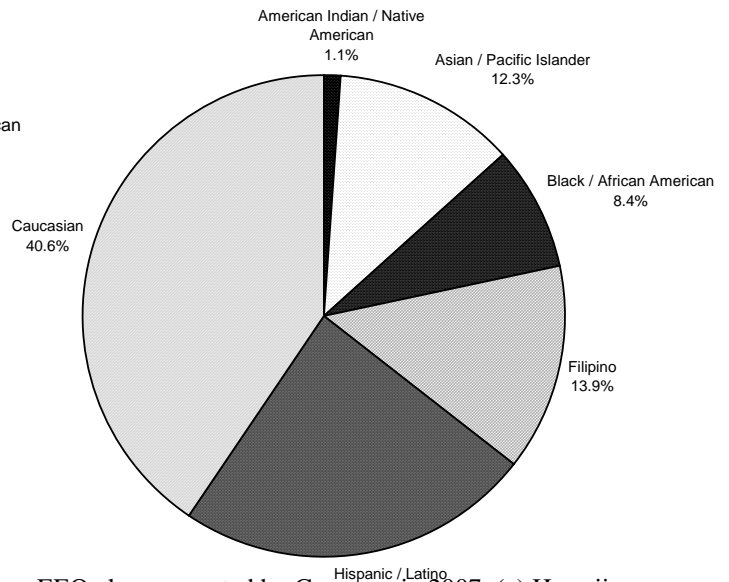
Section III: WORKFORCE ANALYSIS

- 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 2005 to 2009 by ethnicity, gender and occupational categories; and identifies areas of over and under-representation.
- The 2009 actual County combined non-Caucasian employee workforce is **59.5%**, exceeding the available community workforce of 48.6% by 10.9%.
- San Mateo County employee representation exceeds the available workforce for:
  - American Indian / Native American
  - Black American /African American
  - Filipino
  - Latino / Hispanic
  - Female
- San Mateo County employee representation is below the available workforce for:
  - Asian/Pacific Islander<sup>3</sup>
  - Caucasian
  - Male

San Mateo County Available Community Workforce



2005 San Mateo County Workforce



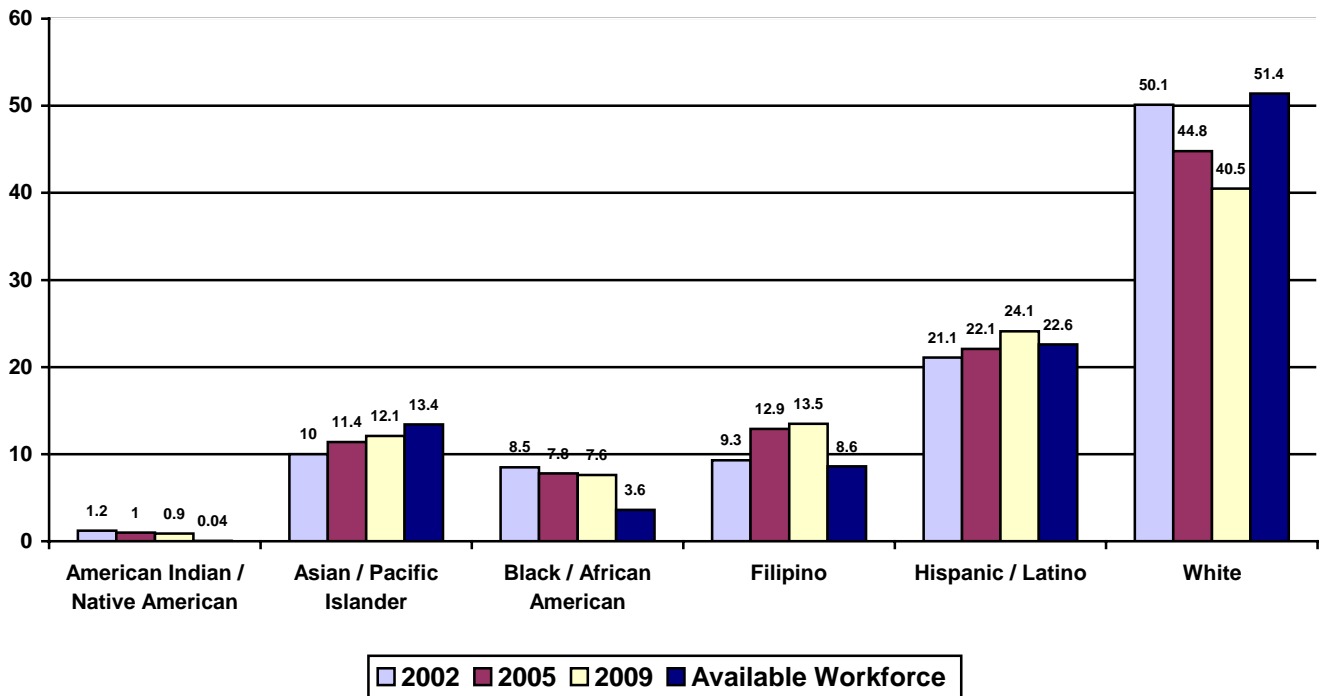
<sup>3</sup> San Mateo has commenced gathering information for the two new EEO classes created by Congress in 2007: (a) Hawaiian or other Pacific Islander, and (b) two or more races, non-Hispanic; including a written communication sent to all County employees in 2007, offering the opportunity to re-declare their race class. These numbers will be necessary for comparison with data gathered from the 2010 U.S. census, and will be reported in the 2014-2017 EEO Plan. These categories are not used for the current plan because the comparable 2000 Labor Force census did not gather this information, and will only begin to do so in 2010. County numbers in the two new categories in any event are small, with less than .2% (approximately 65 total employees) identifying with one of these two upcoming reportable categories at time of publication of this plan.



**COMPARISON OF COUNTY WORKFORCE BY ETHNICITY FROM 2005 to 2009**

- The combined non-Caucasian employee workforce for San Mateo County has increased **+4.7%** from 2005 to 2009, exceeding the available community workforce by 10.9% 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 **+0.7%**, and is below the available workforce and representation in six occupational categories.
- Black/African American employee representation has decreased **-0.2%**, exceeding the available workforce and representation in all seven occupational categories.
- Filipino employee representation has increased **+0.5%**, exceeding the available workforce and representation in five occupational categories.
- Latino/Hispanic employee representation has increased **+2.0%**, and is below the available workforce and representation in four occupational categories.
- Caucasian employee representation has decreased **-4.3%**, and is below the available workforce and representation in four occupational categories.

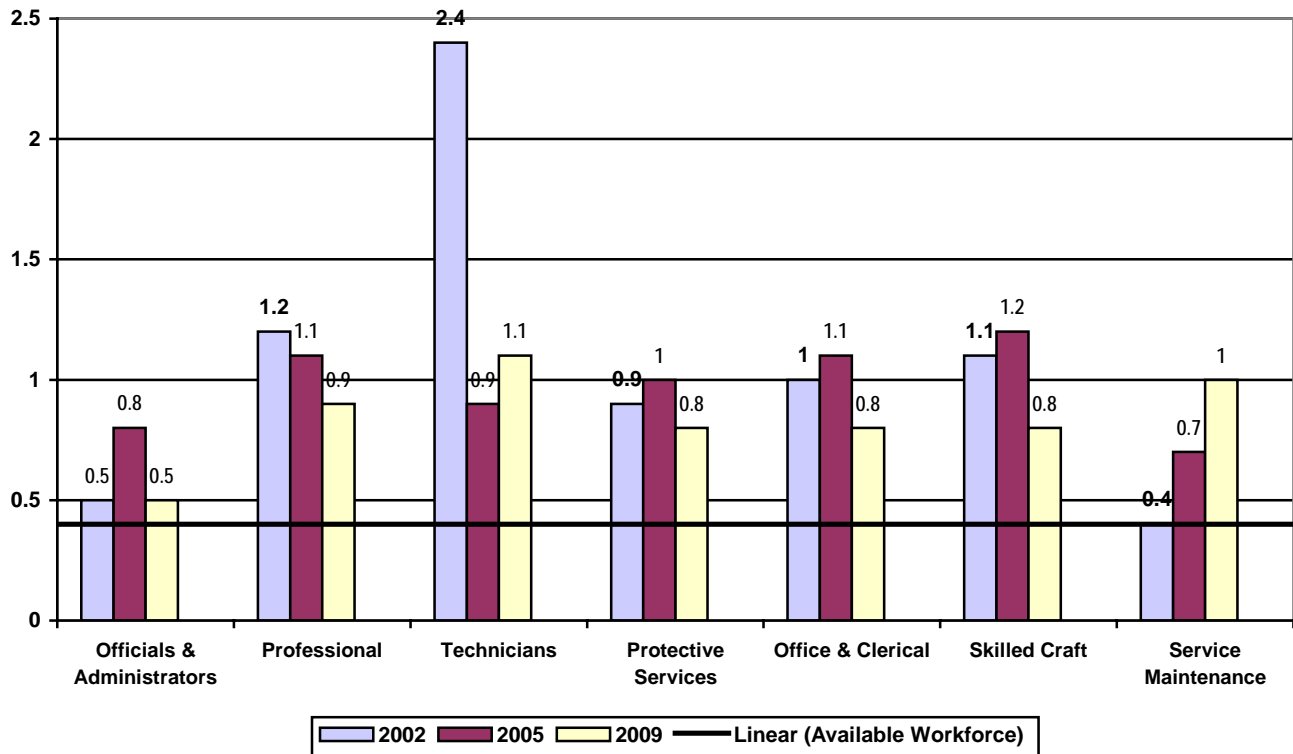
Comparison of County Workforce to Available Workforce  
by Ethnic Group 2002 - 2009



**SUMMARY OF AMERICAN INDIAN WORKFORCE**

- The available community workforce for American Indian/Native American representation is **0.4%**.
- There are currently 49 American Indian county employees. Representation has decreased from **1.0%** in 2005 to **0.9%** in 2009.
- American Indian county employees exceed the available workforce by **0.5%** and exceed representation in all seven occupational categories:
  - o Officials & Administrators by **+0.1%**
  - o Professionals by **+0.5%**
  - o Technicians by **+0.7%**
  - o Protective Services by **+0.8%**
  - o Office & Clerical by **+0.4%**
  - o Skilled Craft by **+0.8%**
  - o Service Maintenance by **+0.3%**

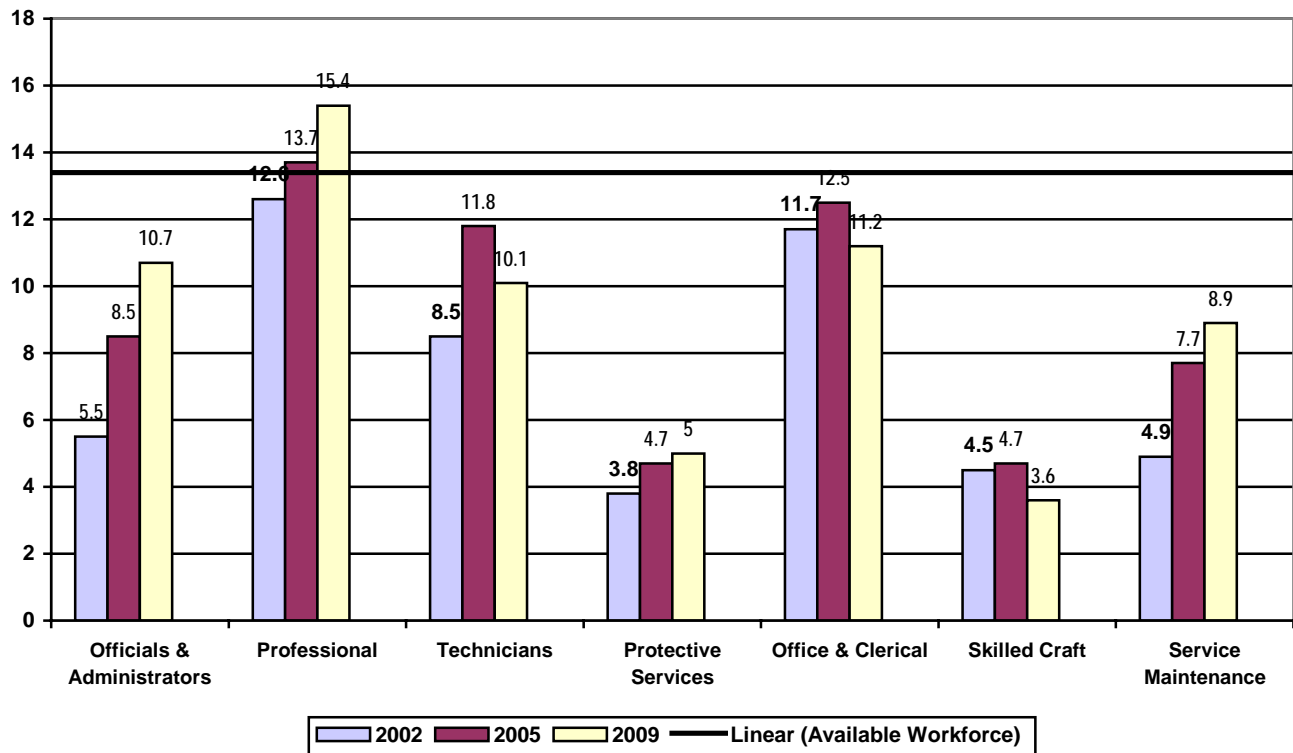
**Percent of American Indians in the County Workforce by Occupational Category for 2002 - 2009**



**SUMMARY OF ASIAN WORKFORCE**

- The available community workforce for Asian/Pacific Islander representation is **13.4%**
- There are currently 645 Asian county employees. Representation has increased from **11.4%** in 2005 to **12.1%** 2009.
- Asian county employee representation is below the available workforce by **1.3%** and they are under-represented in six occupational categories:
  - o Officials & Administrators by **-2.7%**
  - o Technicians by **-3.3%**
  - o Protective Services by **-8.4%**
  - o Office & Clerical by **-2.2%**
  - o Skilled Craft by **-9.8%**
  - o Service Maintenance by **-4.5%**
- Asian employees exceed representation in one occupational category:
  - o Professionals by **+2.0%**

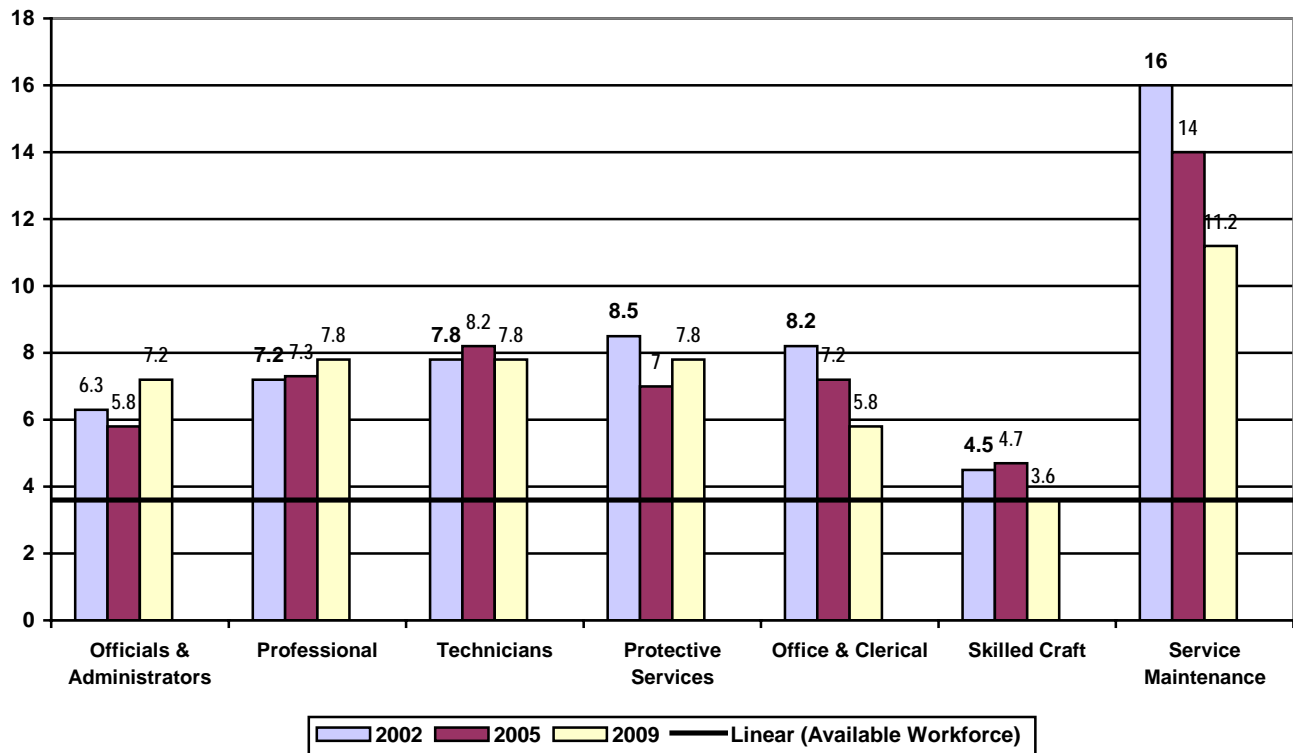
**Percent of Asian / Pacific Islanders in the County Workforce by Occupational Category for 2002 - 2009**



**SUMMARY OF BLACK AMERICAN / AFRICAN AMERICAN WORKFORCE**

- The available community workforce for Black/African American representation is **3.6%**.
- There are currently 406 Black county employees. Representation has decreased from **7.8%** in 2005 to **7.6%** in 2009.
- Black county employee representation exceeds the available workforce by **4.0%** and exceed or equals representation in all seven occupational categories:
  - o Officials & Administrators by **+3.6%**
  - o Professionals by **+4.2%**
  - o Technicians by **+4.2%**
  - o Protective Services by **+4.1%**
  - o Office & Clerical by **+2.2%**
  - o Skilled Craft by **+0.0%**
  - o Service Maintenance by **+7.6%**

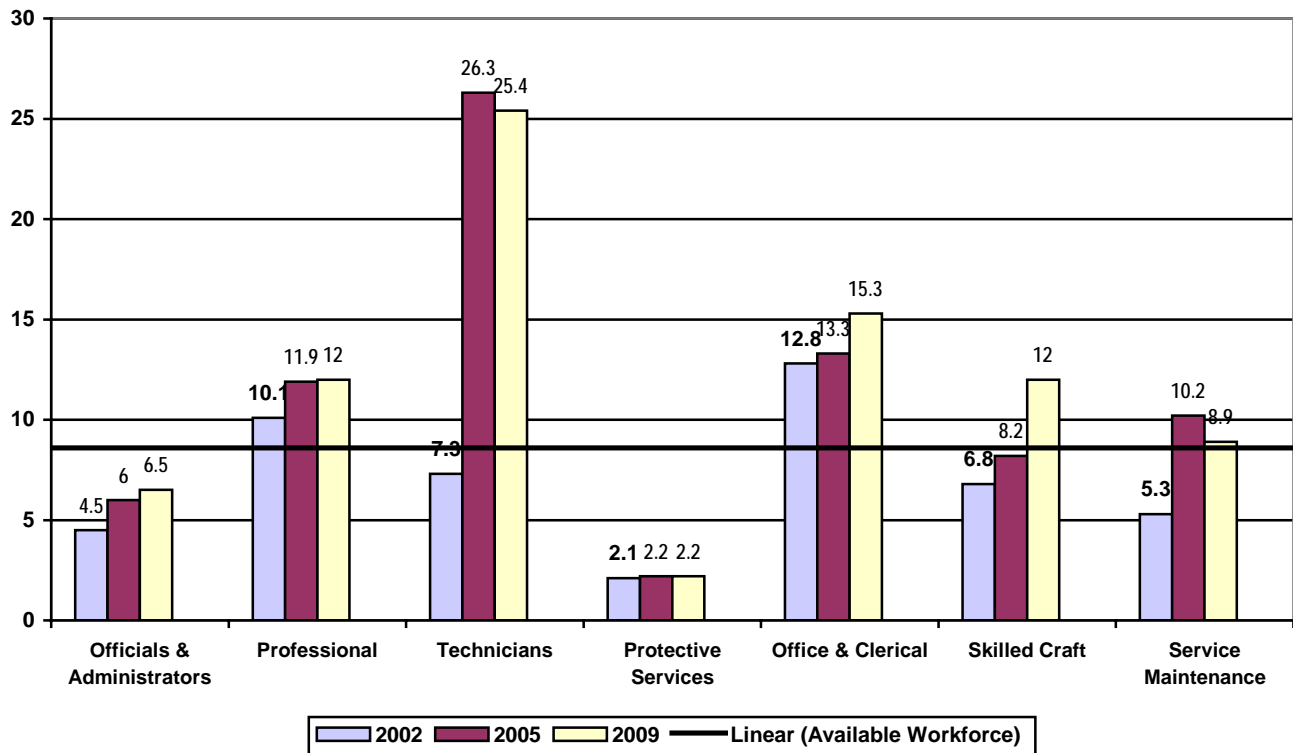
**Percent of Black Americans / African Americans in the County Workforce by Occupational Category for 2002 - 2009**



**SUMMARY OF FILIPINO WORKFORCE**

- The available community workforce for Filipino representation is **8.6%**.
- There are currently 716 Filipino county employees. Representation has increased from **12.9%** in 2005 to **13.5%** in 2009.
- Filipino county employee representation exceeds the available workforce by **4.9%** and exceed representation in five occupational categories:
  - o Professionals by **+3.4%**
  - o Technicians by **+16.8%**
  - o Office & Clerical by **+6.7%**
  - o Skilled Craft by **+3.4%**
  - o Service Maintenance by **+0.3%**
- Filipinos are under-represented in two categories:
  - o Officials & Administrators by **-2.1%**
  - o Protective Services by **-6.4%**

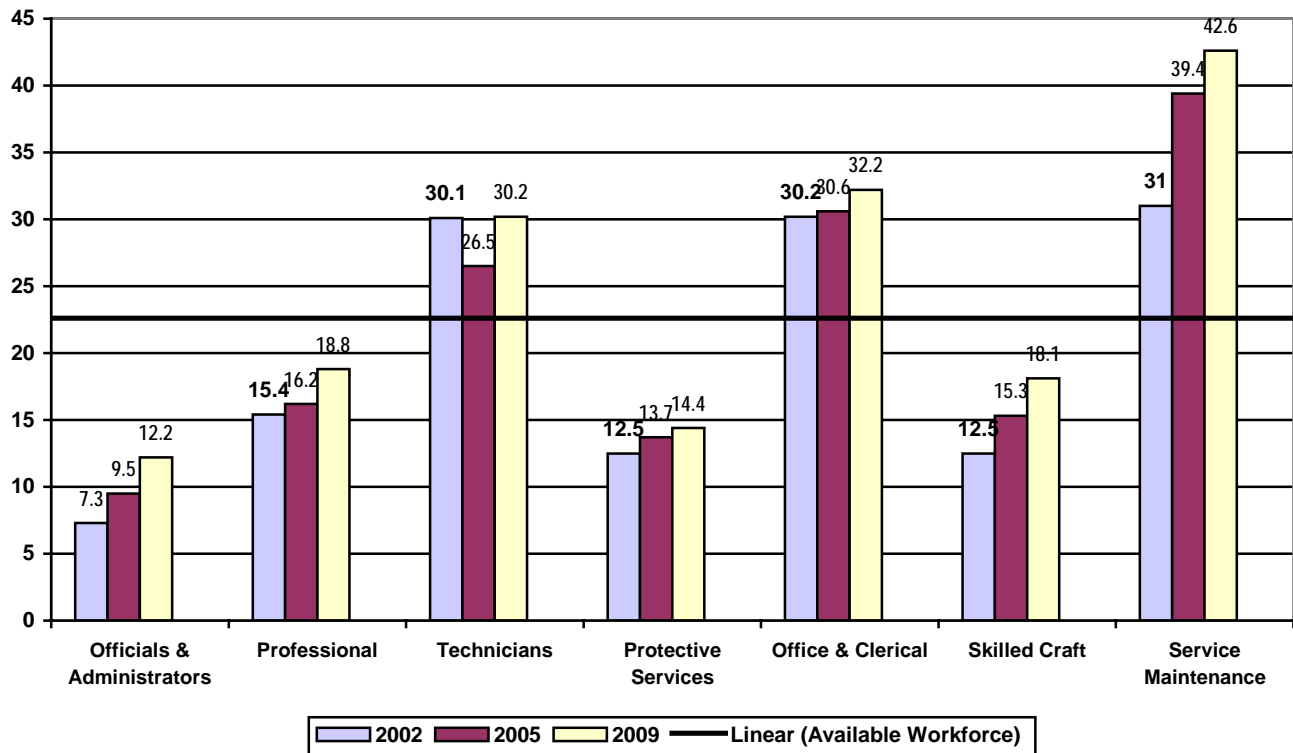
**Percent of Filiipinos in the County Workforce by Occupational Category for 2002 - 2009**



**SUMMARY OF LATINO / HISPANIC WORKFORCE**

- The available community workforce for Latino/Hispanic representation is **22.6%**.
- There are currently 1289 Latino county employees. Representation has increased from **22.1%** in 2005 to **24.1%** in 2009.
- Latino county employee representation exceed the available workforce by **1.5%** and they exceed representation in three occupational categories:
  - o Technicians by **+7.6%**
  - o Office & Clerical by **+9.6%**
  - o Service Maintenance by **+20.0%**
- Latinos are under-represented in four categories:
  - o Officials & Administrators by **-12.4%**
  - o Professionals by **-3.8%**
  - o Protective Services by **-8.2%**
  - o Skilled Craft by **-4.5%**

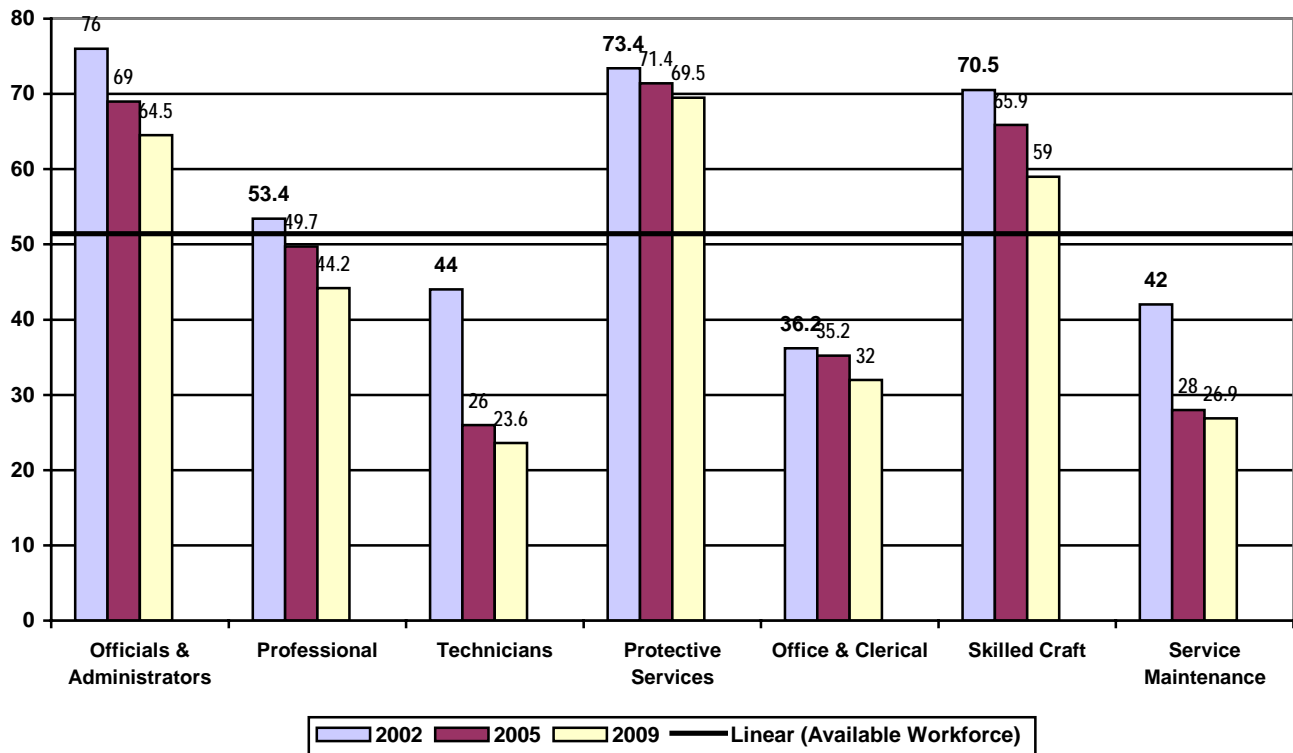
**Percent of Latino / Hispanic in the County Workforce by Occupational Category for 2002 - 2009**



**SUMMARY OF CAUCASIAN WORKFORCE**

- The available community workforce for Caucasian representation is **51.4%**.
- There are currently 2,163 Caucasian county employees. Representation has decreased from **44.8%** in 2005 to **40.5%** in 2009.
- Caucasian county employee representation is below the available workforce by **10.9%**. They exceed representation in three occupational categories:
  - Officials & Administrators by **+13.1%**
  - Protective Services by **+18.1%**
  - Skilled Craft by **+7.6%**
- Caucasians are under-represented in four categories:
  - Professionals by **-7.2%**
  - Technicians by **-27.8%**
  - Office & Clerical by **-19.4%**
  - Service Maintenance by **-24.5%**

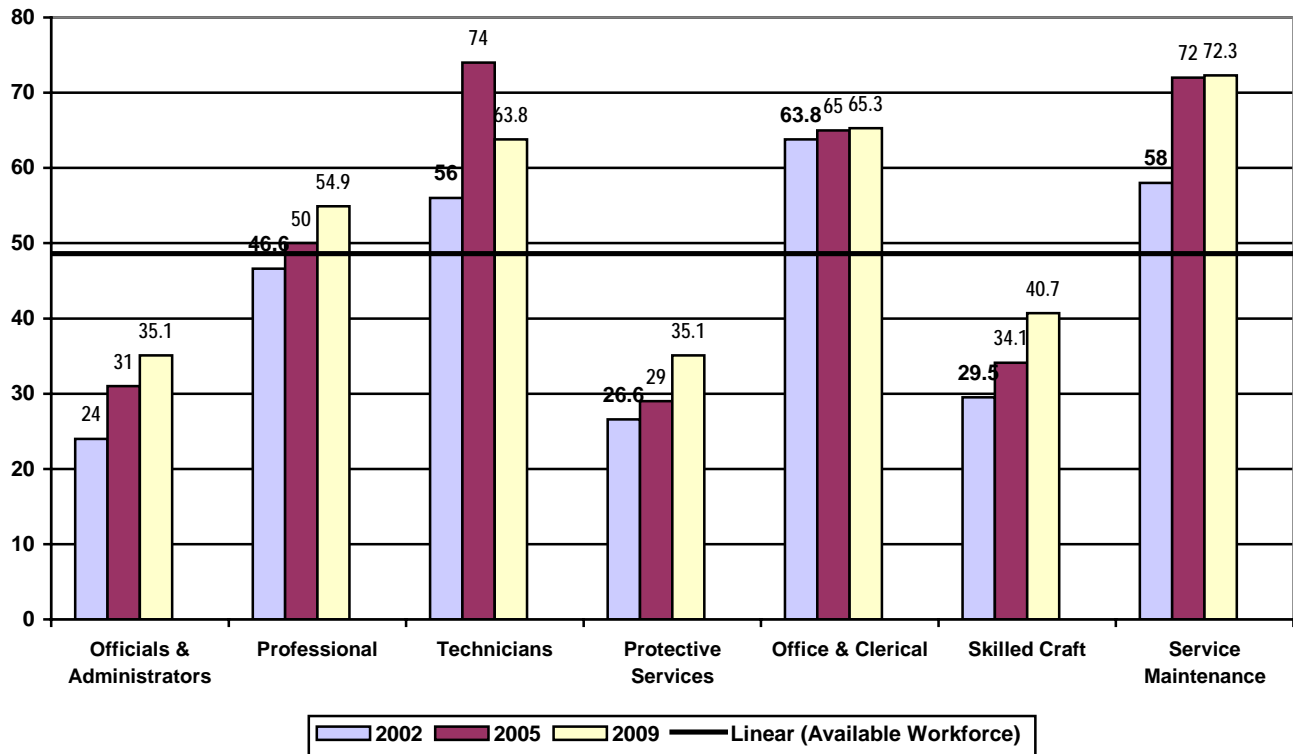
**Percent of Caucasian in the County Workforce by Occupational Category for 2002 - 2009**



**SUMMARY OF ALL NON-CAUCASIANS  
WORKFORCE**

- The available community workforce for all non-Caucasian representation is **48.6%**.
- There are currently 3,181 non-Caucasian county employees. Representation has increased from **55.2%** in 2005 to **59.5%** in 2009.
- Combined non-Caucasian county employees exceed the available workforce by **10.9%** and exceed representation in four occupational categories:
  - Professionals by **+6.3%**
  - Technicians by **+25.2%**
  - Office & Clerical by **+16.7%**
  - Service Maintenance by **+23.7%**
- Combined non-Caucasian employees are under-represented in three categories:
  - Officials & Administrators by **-13.5%**
  - Protective Services by **-13.5%**
  - Skilled Craft by **-7.9%**

**Percent of Non-Caucasian in the  
County Workforce by Occupational Category  
for 2002 - 2009**

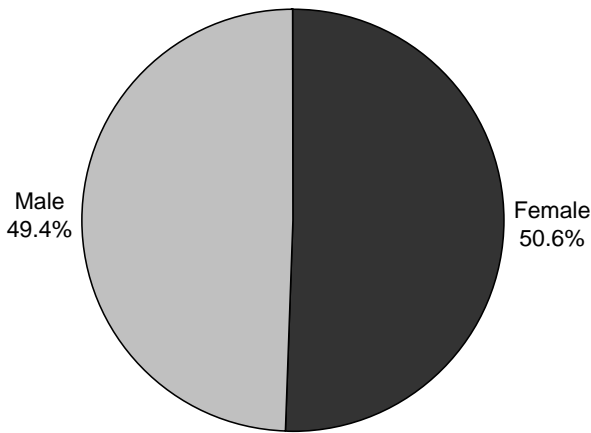




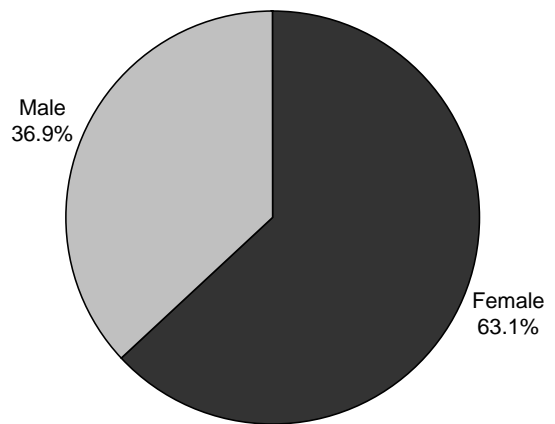
**COMPARISON OF COUNTY WORKFORCE TO AVAILABLE WORKFORCE BY GENDER**

- The representation of Female to Male employee workforce for San Mateo County remained the same from 2005 to 2009, exceeding the available community workforce.
- Female employee representation is **63.1%**, exceeding the available workforce of 50.6%.
- Female employees are under-represented in three occupational categories:
  - o Protective Services
  - o Skilled Craft
  - o Service Maintenance
- Male employee representation is **36.9%**, below the available workforce of 49.4%.
- Male employees are under-represented in four occupational categories:
  - o Officials & Administrators
  - o Professionals
  - o Technicians
  - o Paraprofessionals
  - o Office & Clerical

San Mateo County Available Workforce



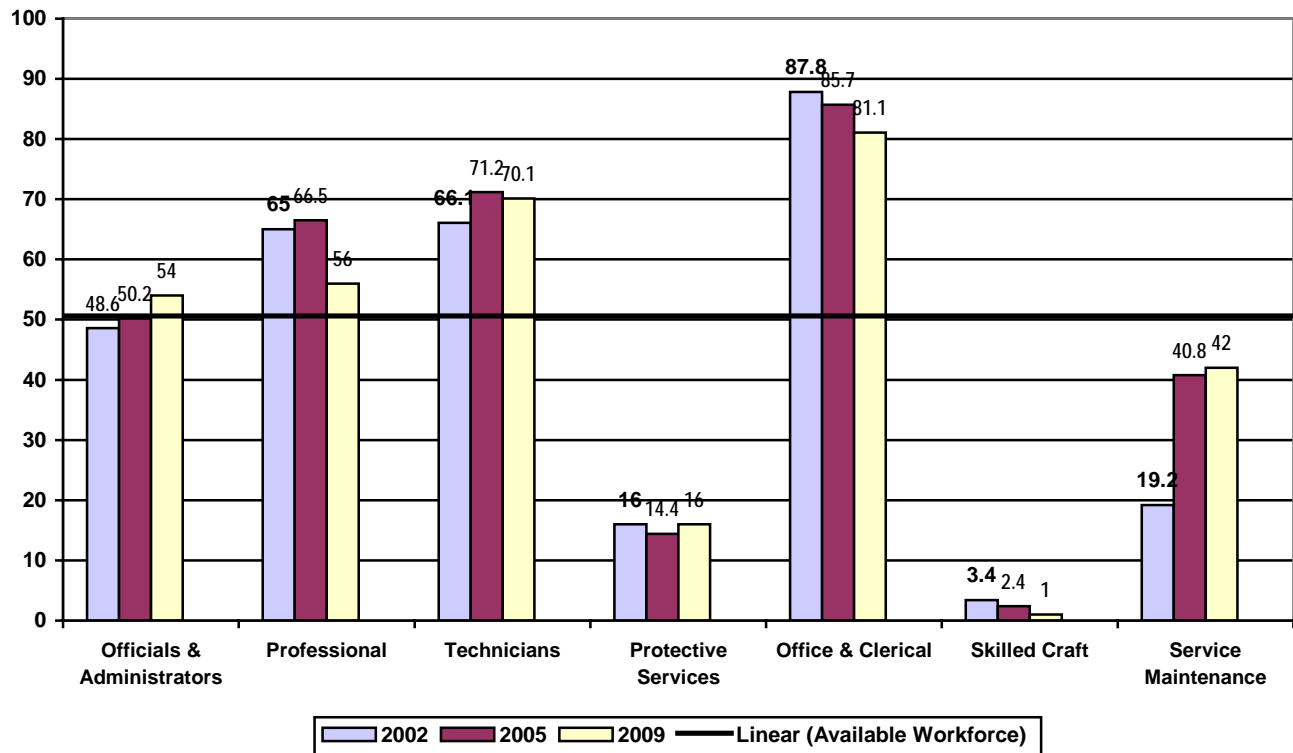
San Mateo County 2009 Workforce



**SUMMARY OF FEMALE WORKFORCE**

- The available community workforce for female representation is **50.6%**.
- There are currently 3,329 Female county employees. Representation has remained constant at **63.1%** from 2005 to 2009.
- Female county employees exceed the available workforce by **12.5%** and exceed representation in four occupational categories:
  - o Officials & Administrators by **+3.4%**
  - o Professionals by **+15.4%**
  - o Technicians by **+19.5%**
  - o Office & Clerical by **+30.5%**
- Females are under-represented in three categories:
  - o Protective Services by **-34.6%**
  - o Skilled Craft by **-49.6%**
  - o Service Maintenance by **-8.6%**

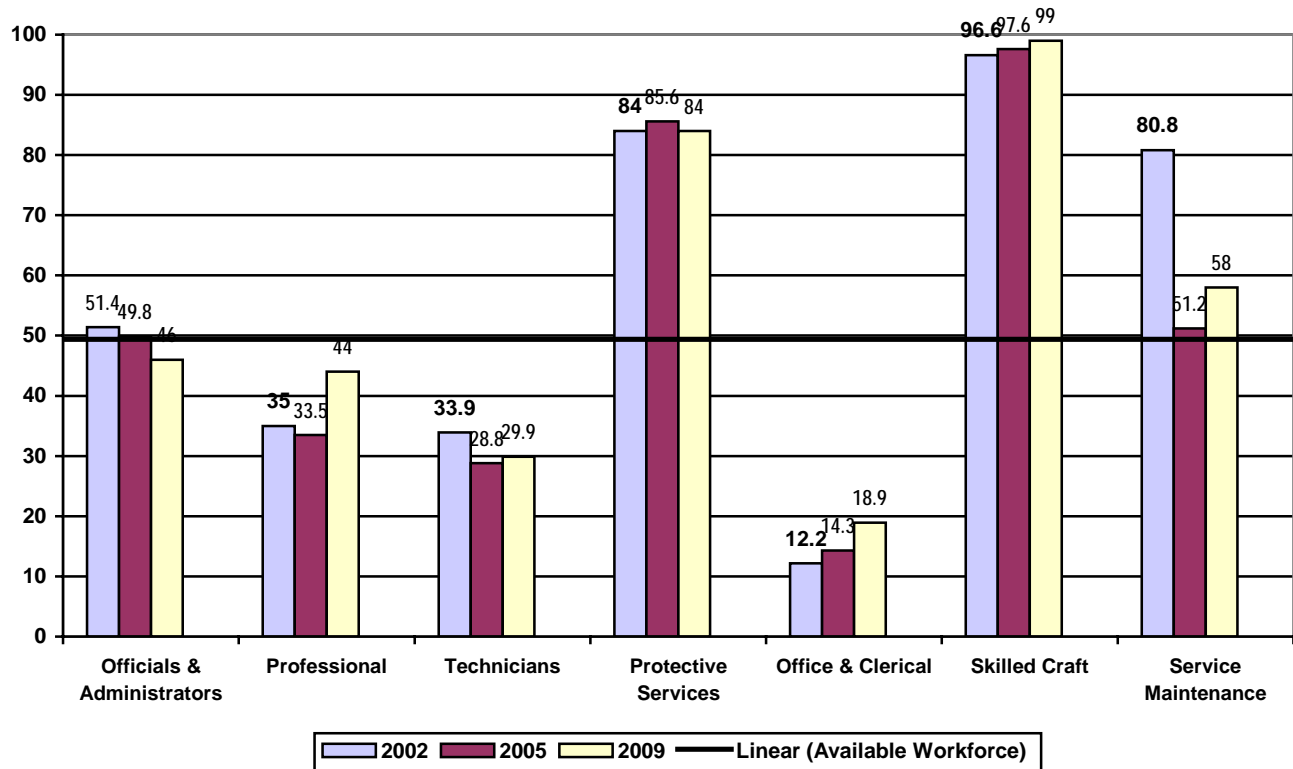
**Percent of Females in the County Workforce by Occupational Category for 2002 - 2009**



**SUMMARY OF MALE WORKFORCE**

- The available community workforce for male representation is **49.4%**.
- There are currently 1,939 Male county employees. Representation has remained constant at **36.9%** from 2005 to 2009.
- Male county employees are below the available workforce by **-12.5%** and are under represented in four occupational categories:
  - o Officials & Administrators by **-3.4%**
  - o Professionals by **-13.4%**
  - o Technicians by **-22.4%**
  - o Office & Clerical by **-32.4%**
- Males exceed the available workforce in three categories:
  - o Protective Services by **+35.4%**
  - o Skilled Craft by **+50.4%**
  - o Service Maintenance by **+7.6%**

**Percent of Males in the County Workforce by Occupational Category for 2002 - 2009**



**V. ACCOMPLISHMENTS AND  
ACTION STEPS**

Section IV-A: 2006-2009 ACCOMPLISHMENTS

**1. RECRUITMENT AND SELECTION**

Continued outreach efforts to attract applicants who are representative of the community, including career and job fairs, expos, and internship programs.

Minority representation growth is consistent with the changing community demographics and has increased the County’s ability to better serve our customers.

Expanded the County’s 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 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.

Increased the use of student intern and other intern programs to expand job accessibility to under-represented socio-economic community groups. For example, during the summer of 2009, the County initiated the Emancipated Foster Youth Internship Program, providing a comprehensive training and employment program for emancipated foster youth that included job readiness skills training, job shadowing and employment coaching, hands-on work experience in a County department, and transition planning.

Formed a committee within Human Resources to identify and implement methods of attracting young people who reflect the diversity of San Mateo County to local government as a key, long-term strategy. The Committee conducted focus group sessions, along with an online survey form for newly hired employees to obtain their opinions and feedback of the County’s employment processes and suggestions for improving them.

**2. TRAINING AND DIVERSITY**

Instituted mandatory sexual harassment training for all managers and supervisors every two years, beginning in January, 2006.

Provided more than 100 department-specific and other training classes, covering approximately 2,500 employees, in the areas of diversity and EEO.

Provided more than 20 department-specific and general training classes, covering approximately 400 managers and supervisors regarding the County’s policy and practice in serving employees and applicants with disabilities and medical conditions.

Proactively distributed the County’s EEO policy, including procedures on how to resolve a complaint, to all employees in 2007 and 2009.

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.

Surveyed all employees in 2007 to capture the new EEO reporting categories of “two or more races, non-Hispanic” and Hawaiian or other Native Islander.

Received continued approval of the County’s EEO Plan by the U. S. Department of Justice as a prerequisite to applying for, and obtaining, federal grants and other funding.

Added courses to train employees on how to succeed in the civil service selection process.  
Added courses to train employees on generational dynamics.

Contributed to efforts to promote organizational and individual cultural competency through education, training, workforce development, hiring strategies, and policy changes. These are being done in a county-wide effort to assist employees and departments across the county to take action steps to better identify the needs of our clients in a more comprehensive way while striving to approach service to our clients and the community with more sensitivity and awareness.

**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.

Collaborated with representatives from County Employee Labor Organizations, formed a workgroup to address employee workload and retention issues with regards to the County's structural budget deficit.

Provided guidance and expertise in placing and/or accommodating approximately 200 employees and job applicants with disabilities and medical conditions.

As part of the County's efforts to reduce the on-going structural budget deficit, a number of filled and vacant positions have been eliminated. The County provided support services to at-risk employees and successfully placed over 40 individuals who were at-risk of layoff. In addition, the County provided skills assessment training and pre-placement options for employees who were laid off by the San Mateo County Superior Court of California.

#### 4. **SUCCESSION PLANNING**

Contributed ideas and provided data to the County's Workforce Succession Planning efforts, which included a management succession report conducted in 1999. The document was used as a resource by the County in formulating its 2006 Organizational Review Report.

Offered the EEO Advisory Committee's assistance to the Succession Planning Implementation and Evaluation Committee as a resource for County diversity history and minority growth in management and other positions.

In 2007 the County committed to expand its succession planning efforts. New programs initiated included:

- Developed and implemented an Executive Leadership Academy to train and identify managers for promotion to Director, Assistant Director, Deputy Director, and like positions.
- Developed and offered a comprehensive Supervisory Academy for front line supervisors.
- The County began actively participating in the Management Talent Exchange Program (MTEP); which allows aspiring managers in local governments within San Mateo and Santa Clara counties the opportunity to develop skills and competencies, gain valuable hands-on experience, and build relationships through participation in a 3-month exchange in another government agency. In 2008 the County assigned a Human Resources Manager to the City of Campbell and received a Manager from the San Jose Airport Agency who was assigned to the Human Resources Department. In 2009 the County assigned a Manager from Human Resources to the City of Brisbane and a Manager from the Controller's Office to the City of San Mateo. The County received a Manager from the City of Campbell who was assigned to the Controller's Office.

## Section IV-B: 2010-2013 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. Increase countywide recruitment efforts to attract a broad and balanced candidate pool for positions in all categories.

Formed a committee with the purpose of providing County departments with the incentives, tools, policies, programs, flexibility, and other assistance that will enable them to ensure smooth transition of knowledge, institutional memory, information and other pertinent job related skills to subordinates and/or successors.

### 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.

Members of the EEO Advisory Committee sit on the County's Cultural Competency Committee and will offer the Committee's experience and expertise in developing programs and providing guidance to the County's Cultural Competency Committee.

### 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 on 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

Continue to assist with placement and provide support services to at-risk employees during this on-going economic downturn.

**4. SUCCESSION PLANNING**

The EEO Advisory Committee will continue to offer support to the Succession Planning Implementation and Evaluation Committee as a resource for County diversity history and minority growth in management and other positions.

- The County remains committed to succession planning efforts, with its focus on the following components:
  - Professional development
  - Retaining institutional knowledge
  - A structured internship program which provides opportunities to youths from diverse economic and ethnic backgrounds
  - Exploring enhanced online technology as a cost-effective way to open doors for training and educational opportunities.
  - Continuation of the First Line Supervisor's Academy
  - Ensuring that all managers work with individual employees to produce employee development plans.

Also, beginning in 2009 the County assumed responsibility on an ongoing basis for managing the successful two-county Management Talent Exchange Program.

**VI. APPENDIX**

## 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:
  - i. Equal Employment Opportunity Programs developed or implemented by the County or its organizations.
  - ii. Proposed changes or modifications to the Equal Employment Opportunity Plan and its programs.
  - iii. Issues that relate to the successful implementation of the County's Equal Employment Opportunity Plan such as:
    - o Organizations and resources to administer an effective EEO Program
    - o Recruitment and retention
    - o Classification
    - o Selection and related personnel activities
    - o Upward mobility
    - o 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.