

2020 EQUAL EMPLOYMENT OPPORTUNITY PLAN



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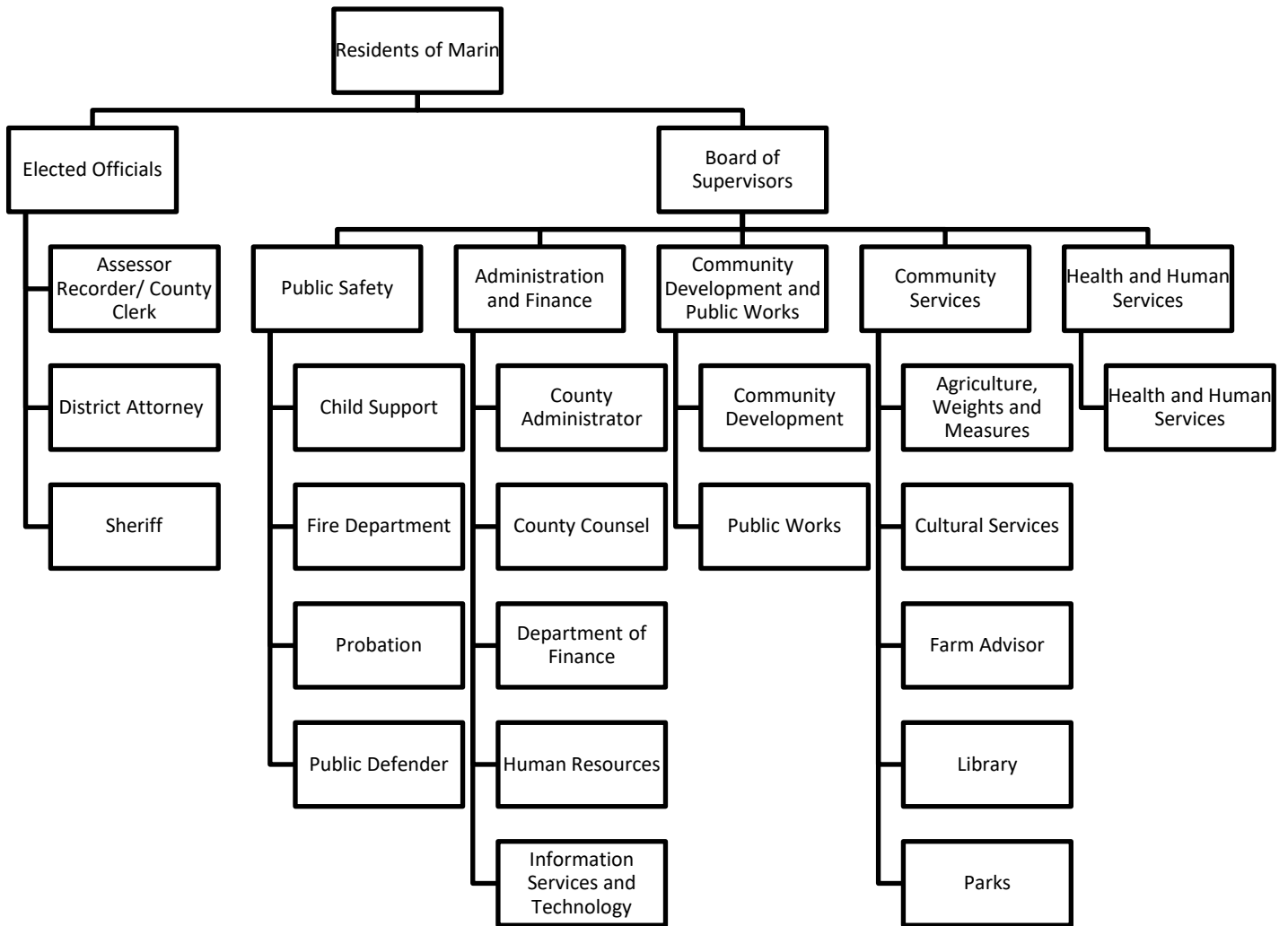


Highlights of
Equal Employment Report 04



Goals and Strategies to operationalize Equal
Employment Opportunity 64

County of Marin Organizational Chart



Introduction

Purpose

The County of Marin's Equal Employment Opportunity Plan, or "EEOP", is a management tool designed to help the County provide equal employment opportunities to women and People of Color or "POC."

Equal Employment Policy

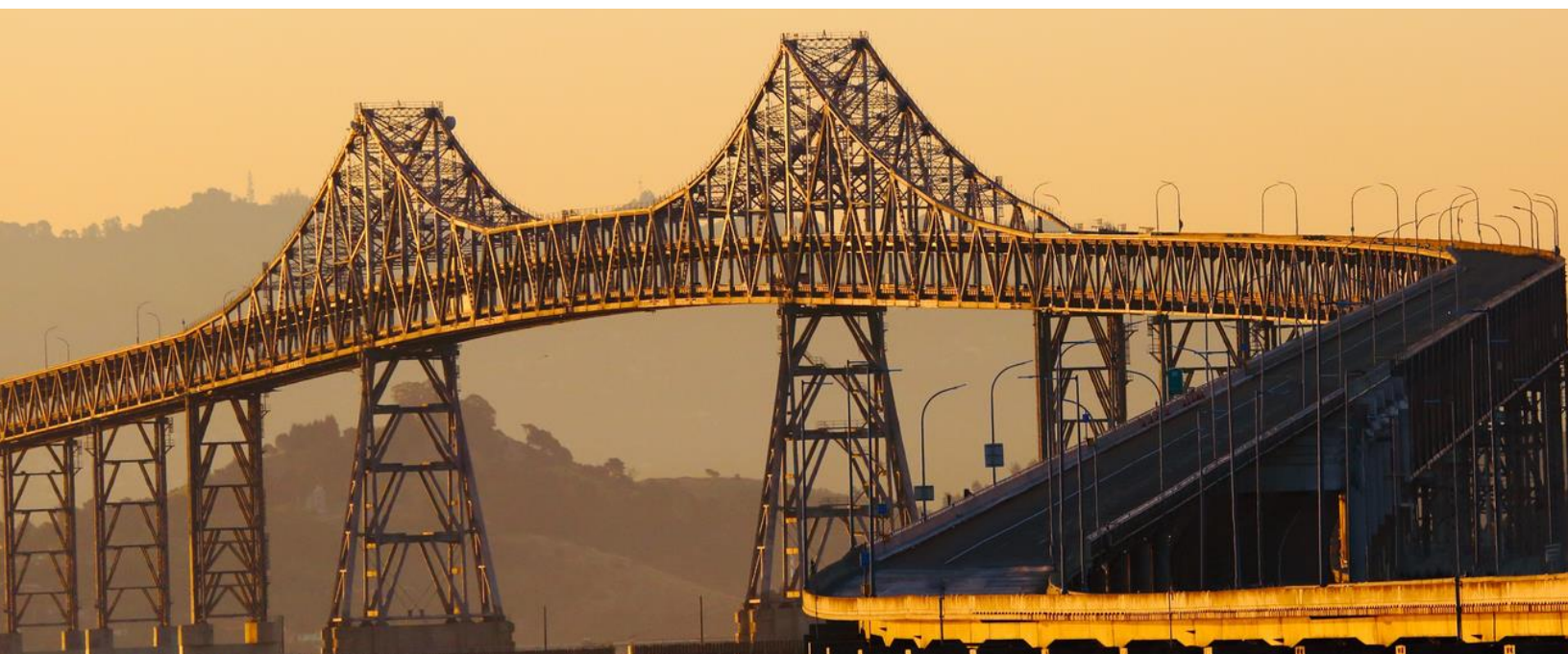
The EEOP helps the County comply with its policy on equal employment opportunity as described in Personnel Management Regulation 21 ("PMR 21"). PMR 21 provides that, "all personnel actions including, but not limited to, recruiting, hiring, training, promoting, compensating, transferring and laying off, shall be based on merit and job requirements, without regard to Protected Class." The County's definition of "Protected Status" includes race and gender.

Commitment to Diversity, Equity and Inclusion

Five-Year Business Plan: In 2015, the County adopted a Five-Year Business Plan ("5YBP") through which it committed to create a more diverse and inclusive workplace. This EEOP contains data and analysis that will help the County evaluate the success of those commitments.

Race Equity Plan: In 2016, the County joined the Government Alliance on Race & Equity (GARE). With the assistance of GARE, the County created and adopted a Race Equity Plan. One goal of that plan is that the County will have a workforce that reflects the diversity of the communities that it serves and that such diversity will exist across the breadth (functions) and depth (hierarchy) of the County.

Analyzing and using data is important to achieving equity in a workplace. The data in this EEOP is presented to help the County analyze its workforce so that goals and strategies can be developed to target specific areas of underutilization and high turnover rates for women and People of Color.



Introduction

Method of Analysis

In this EEOP, we examine and compare the representation of women and People of Color in defined County job groups to their respective labor market availability ("LMA"). There is an underutilization of women and People of Color in the County's workforce if we find that their representation in defined job groups is less than their representation in a given labor market.

LMA is the percentage of women and People of Color in a relevant labor market who are qualified to perform the jobs within an organization. For the County to determine whether it has a sufficient representation of women and People of Color across job groups, it compares the percentage of the people it employs from those demographic groups to their respective LMA. The County's relevant labor market is primarily Bay Area counties (Sonoma, Alameda, Contra Costa and Solano) and its internal workforce.

The County uses the Federal Standard Occupation Classification ("SOC") system to classify its workers into job groups for the purpose of determining underutilization

Source of Data

The data in this report reflects employment information recorded in the County's human resources information system. The County contracts with an outside vendor, (Biddle), that provides an annual EEOP to the County. The most recent EEOP provided by Biddle, which is for the period of January 1, 2019 to the December 31, 2019 is a source of data and analysis for this Plan and is available upon request. All data reported in this EEOP is as of 12/31/ 2019 unless otherwise noted.



Highlights

2020 Equal Employment Report

People of Color

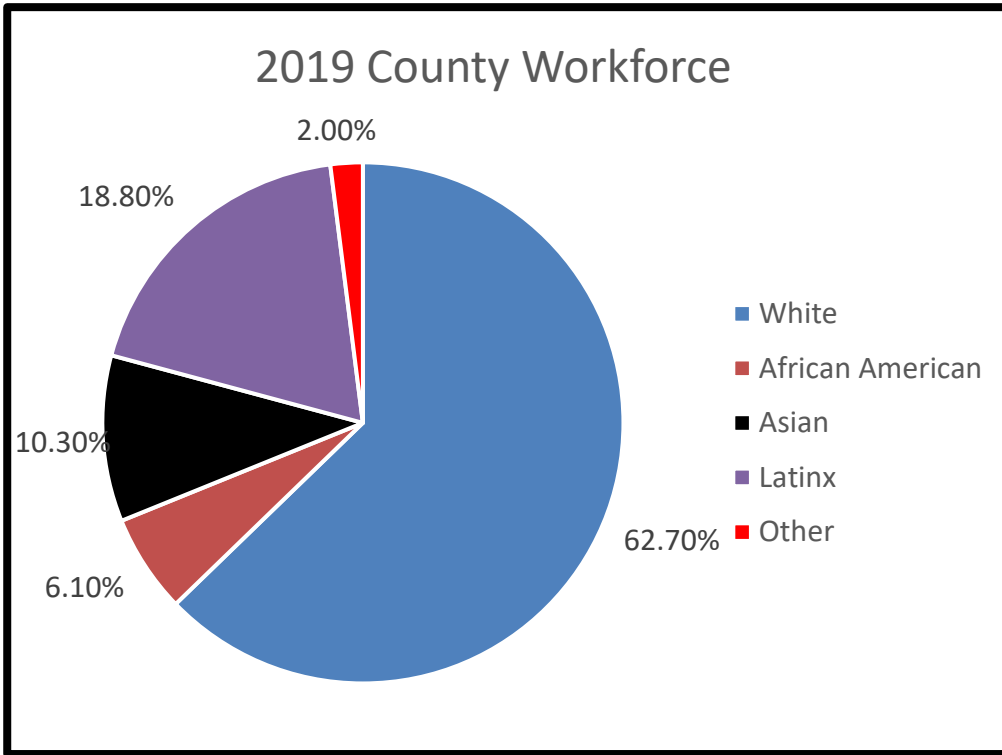
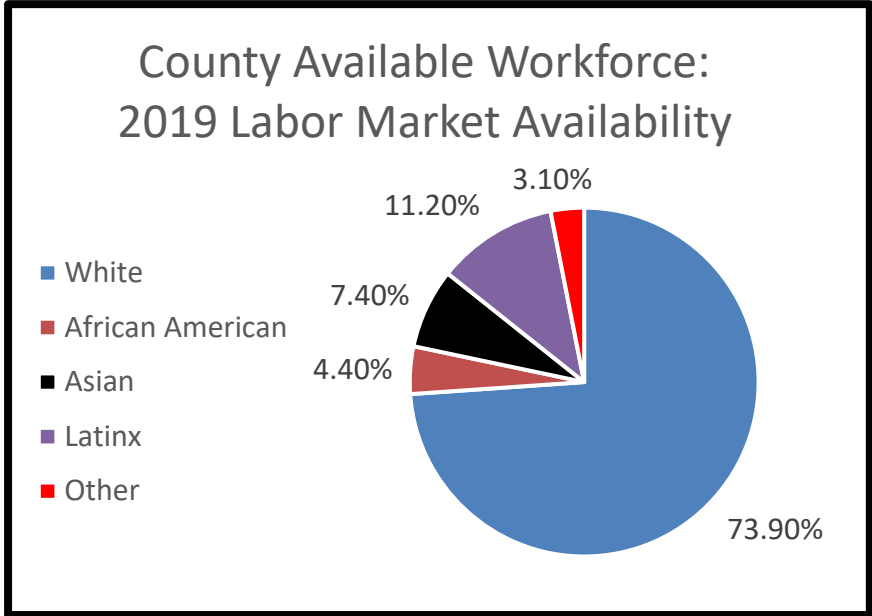
- People of Color now represent 37% of the County of Marin's workforce. This is an increase of 4% since 2018 and an increase of 17% since 2015.
- African-American, Asian and Latinx employees are all represented in the County's workforce at percentages equal to or above their percentages in the available labor market.
- People of Color continue to be hired and promoted at a rate greater than their representation in the County's workforce. However, they remain underutilized in mid-level and entry-level management positions in the County.
- For the first time in over five years, the representation of African-Americans in the County's workforce is over 6%. African Americans are sufficiently represented at all levels of management.
- Asian and Latinx employees remain underrepresented in middle and lower management .
- People of Color continue to resign from the County at a much higher rate than White employees. In 2019, 78% of separations for People of Color were for non-retirement reasons*, compared to 57% of White employees.

Women

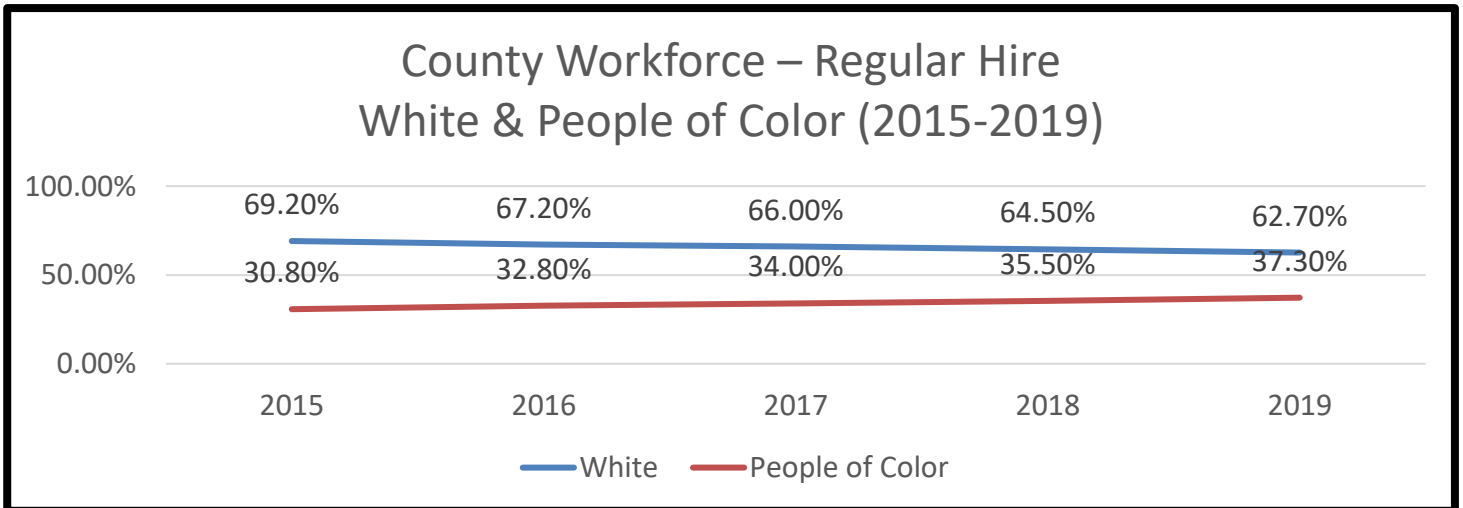
- Women were hired into 75% of all upper management positions filled by the County in 2019, but remain underutilized in this job group.
- Women received 52.4% of all promotions into management, which is a rate slightly lower than their representation in the workforce.
- The low retention rate of People of Color is mostly the result of high separation rates for Women of Color. In 2019, 83% of the separations for Women of Color were for non-retirement reasons and the three-year average (2017-2019) for such separations is 80%.

***Non-retirement reasons includes both voluntary and non-voluntary separations.
The majority of non-retirement separations are voluntary.**

County Wide Representation by Race



2,132 Employees:
795 People of Color 37.3%
1,337 White 62.7%



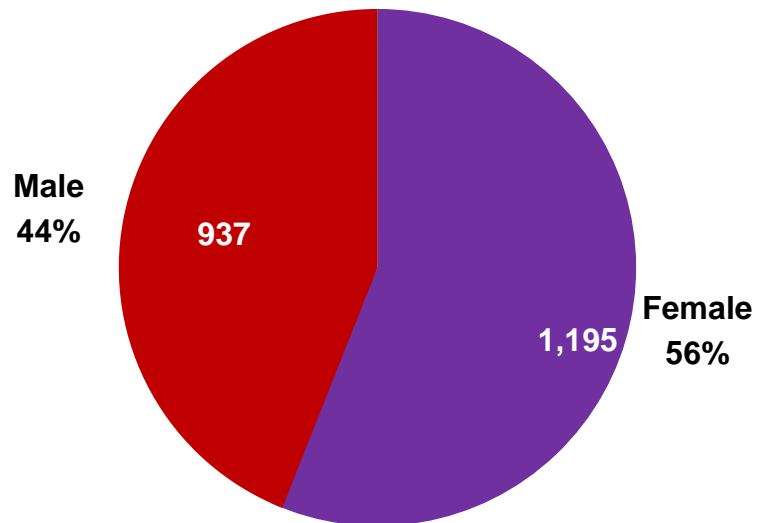
County Wide Representation of Women



- | | |
|----------------------------------|-------------------------------------|
| • White Male 628 (29.5%) | • White Female 709 (33.3%) |
| • African American Male 64 (3%) | • African American Female 67 (3.1%) |
| • Asian Male 91 (4.3%) | • Asian Female 129 (6.1%) |
| • Latinx Male 140 (6.6%) | • Latinx Female 261 (12.2%) |
| • Native American Male 5 (.2%) | • Native American Female 9 (.4%) |
| • Pacific Islander Male 0 (0%) | • Pacific Islander Female 1 (0%) |
| • Two or More Races Male 9 (.4%) | • Two or More Races Female 19 (.9%) |

Women are a majority of the County workforce and their representation in upper management continues to improve. In 2019, there was a 10% increase in the representation of women in upper management compared to 2018. Since 2015, there has been an 28% increase in the representation of women in upper management.

For Women of Color, since 2015 there has been a 20% increase in their representation in management



County-Wide Underutilization (Women)

Women are Underutilized in the following job groups:

Job Group Category	No. of Employees	Representation	Labor Market Availability	Underutilization
Upper Management	24	41.4%	51.5%	5 FTEs
Protective Service – Law Enforcement/Fire Supervisor	3	5.3%	16.7%	6 FTEs
Buildings & Grounds Cleaning and Maintenance	23	8.7%	25.2%	3 FTEs

Women are also underutilized in the following gender-type job groups, which have a high LMA for women:

Job Group Category	No. of Employees	Representation	Labor Market Availability	Underutilization
Business & Financial Operations – Admin. Support	3	30%	59%	3 FTEs
Healthcare Practitioners & Technical Professionals	73	79.3%	92%	11 FTEs
Healthcare Support	0	0%	85%	4 FTEs
Office and Administrative Support 1 st Line Supervisor	31	68.9%	79.2%	4 FTEs
Business & Financial Operations	3	30%	59%	3 FTEs

County-Wide Underutilization (People of Color)

People of Color (POC) are Underutilized in the following job groups:

Job Group Category	No. of Employees	Representation	Labor Market Availability	Underutilization
Middle Management	23	41.4%	51.5%	4 FTEs
Lower Management	40	28.2%	34.7%	9 FTEs
Computer and Mathematical	27	32.1%	37.3%	4 FTEs
Education, Training & Library Professionals	2	11.1%	17.1%	1 FTE
Protective Service – Law Enforcement/Fire Supervisor	6	10.5%	23.7%	7 FTEs
Protective Service – Fire	7	13%	23.8%	5 FTEs
Buildings & Grounds Cleaning and Maintenance – 1st Line Supervisor	0	0%	78.3%	5 FTES
Office & Admin Support – 1st Line Supervisor	18	40%	45%	2 FTEs
Agricultural Inspectors	3	30%	57.4%	2 FTEs
Park Ranger	5	19.2%	41.2%	5 FTEs
Construction & Extraction – 1st Line Supervisor	1	10%	24%	1 FTEs
Construction & Extraction – Main. & Repair	13	23.6%	28.5%	2 FTEs



County-Wide Underutilization (African American & Asian)

African Americans are Underutilized in the following job groups:

Job Group Category	No. of Employees	Representation	Labor Market Availability	Underutilization
Life, Physical and Social Science - Professional	1	1.4%	3.4%	1 FTEs
Community & Social Service - Professional	7	4.5%	9.4%	7 FTEs
Protective Service – Law Enforcement/Fire Supervisor	0	0%	3.5%	1 FTE
Protective Service – Law Enforcement	17	7.5%	9.8%	5 FTEs
Protective Service – Fire Protective Service – Fire	0	0%	6%	3 FTEs

Asians are Underutilized in the following job groups:

Job Group Category	No. of Employees	Representation	Labor Market Availability	Underutilization
Middle Management	7	6.7%	8.1%	1 FTE
Lower Management	12	8.5%	9.6%	1 FTE
Office & Administrative Support – 1 st Line Supervisor	4	8.9%	12.7%	1 FTE
Agricultural Inspector	1	10%	20%	1 FTE

County-Wide Underutilization (Latinx)

Latinx are Underutilized in the following job groups:

Job Group Category	No. of Employees	Representation	Labor Market Availability	Underutilization
Middle Management	9	8.7%	11%	2 FTEs
Lower Management	16	11.3%	17.4%	8 FTEs
Computer and Mathematical	27	32.1%	11.4%	4 FTEs
Architecture and Engineering	1	8.3%	17.2%	1 FTEs
Protective Service – Law Enforcement/Fire Supervisor	4	7%	15.2%	4 FTEs
Buildings & Grounds Cleaning and Maintenance	6	26%	55.4%	6 FTEs
Agricultural Inspectors	1	10%	26.8%	1 FTEs
Park Ranger	4	15.4%	37.1%	5 FTEs
Construction & Extraction	0	0%	13%	1 FTE
Construction & Extraction – Maintenance & Repair	8	14.5%	19.4%	2 FTEs



Workforce Analysis By Race

African Americans:

Top 3
Departments

- Human Resources 18.2%
- Probation 14.7%
- Child Support 13%

Bottom 3
Departments

- Sheriff 4%
- Assessor Recorder 1.4%
- BOS and Fire 0%



Asian:

Top 3
Departments

- Dept of Finance 30.8%
- Human Resources 24.2%
- District Attorney 16.7%

Bottom 3
Departments

- Sheriff 5.8%
- Public Defender 5.8%
- Fire 2.2%
- BOS: 0%



The County continues to experience success in diversifying its workforce. With few exceptions, every department with 20 or more employees has diversity across all ethnicities. This page shows the County departments with the highest and lowest representation of People of Color.

Latinx:

Top 3
Departments

- HHS 30.5%
- Probation 36.7%
- Public Defender 22.8%

Bottom 3
Departments

- CDA 7.1%
- Human Resources 6.1%
- IST 5.9 %



White:

Top 3
Departments

- BOS and Fire 90%
- Sheriff 74.9%
- Parks 74.4%

Bottom 3
Departments

- HHS 48%
- Human Resources 48.5%
- Probation 39.4 %

Job Group Analysis By Race

African Americans:

- Top 3 Job Groups
- Building Clean & Main: 21%
 - Install Main. & Repair: 11%
 - Admin Supervisor: 8.8%

- Bottom 3 Job Groups
- Fire Fighter: 0%
 - Protective Svc. Sup: 0%
 - Park Ranger: 0%

Asian:

- Top 3 Job Groups
- Building Clean & Main: 30%
 - Business Prof.: 17%
 - Computer & Math.: 17%

- Bottom 3 Job Groups
- Construction & Ext.: 3%
 - Protect Svc. Sup.: 3%
 - Install. Main & Rep.: 2.7%
 - Park Ranger: 0%



The County has diversity across almost all of its job groups. This page shows the highest and lowest representation of People of Color in job groups with 20 or more employees.

Latinx:

- Top 3 Job Groups
- Community Serv. Prof.: 37%
 - Health Care Prof.: 29%
 - Building Clean & Main: 26%
 - Admin Support: 26%

- Bottom 3 Job Groups
- Legal Prof.: 6 %
 - Computer & Math: 5%
 - Social Science Prof: 5%

White:

- Top 3 Job Groups
- Law Enforcement Sup.: 89%
 - Protective Service - Fire: 87%
 - Park Ranger: 80%
 - Social Science Prof.: 80%

- Bottom 3 Job Groups
- Admin Support: 51%
 - Social Service Prof.: 45 %
 - Building Clean & Main: 21.7%

Analysis by Gender



Workforce Analysis by Gender

Male

Women

Top 3 Departments	Fire: 92.5% Sheriff: 62.9% Public Works: 78.9%	Top 3 Departments	Child Support: 87% Board of Sup.: 85% HR: 75.8%
Bottom 3 Departments	HR: 24.2% Board of Sup.: 15% Child Support: 13%	Bottom 3 Departments	Public Works: 21.9% Sheriff: 37.1% Fire: 7.5%

Job Group Analysis by Gender

Male

Top 3 Job Groups	Fire Fighter: 98% Protective Svc. Sup.: 95% Const. & Ext. Main & Repair: 95%
Bottom 3 Job Groups	Healthcare Professionals: 21% Office & Admin Support: 20% Social Science Prof: 20%

Women

Top 3 Job Groups	Social Science Prof: 80% Office & Admin Support: 80% Healthcare Professionals: 79%
Bottom 3 Job Groups	Const. & Ext. - Main & Repair: 5% Protective Service Sup.: 5% Fire Fighter : 2% Installation, Maintenance, Repair: 0%

County's Workforce By Department

We reviewed and analyzed the staffing composition for 22 of the County's 23 departments to determine if there are barriers to equal employment opportunity at the department level (The Farm Advisor Dept., which has one employee, was excluded). This data is as of 12/31/2019.

We found that when compared to the respective Labor Market Availability, only a few County departments have a sufficient representation of People of Color and women for every single job group in that department.

23% of the County's departments have a representation of People of Color greater than or equal to the People of Color representation in the County's workforce, which is 37%; for women (57% of workforce), the percentage of departments that meet that standard is 63%.

In addition to an LMA assessment, this section will present data to show the progress of County departments in the hiring, promotion and retention of women and People of Color. A few equity assessments will be made for departments that have little to no representation of People of Color or women.



County of Marin: County Administrator's Office

County Administrator

Workforce 2019:

18 Employees:

10 Males

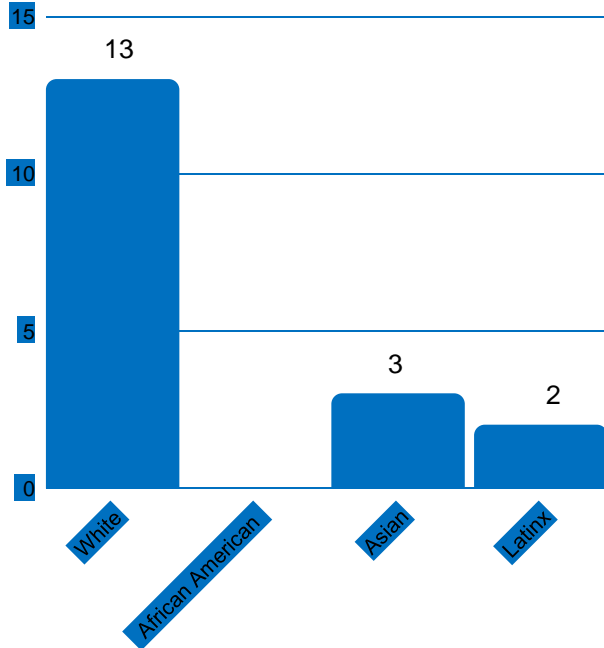
8 Females

13 White (72.2%)

5 People of Color (27.8 %)

3 Asian (16.7%)

2 Latinx (11.1%)



72.2%

White

27.8%

People of Color

Hired 2019:

1 Asian Female

1 White Female into Lower Management



Non-retirement Separations 2019

1 White Female

1 Asian Female

Competitive Promotions 2019:

1 Latinx Female

1 White Male

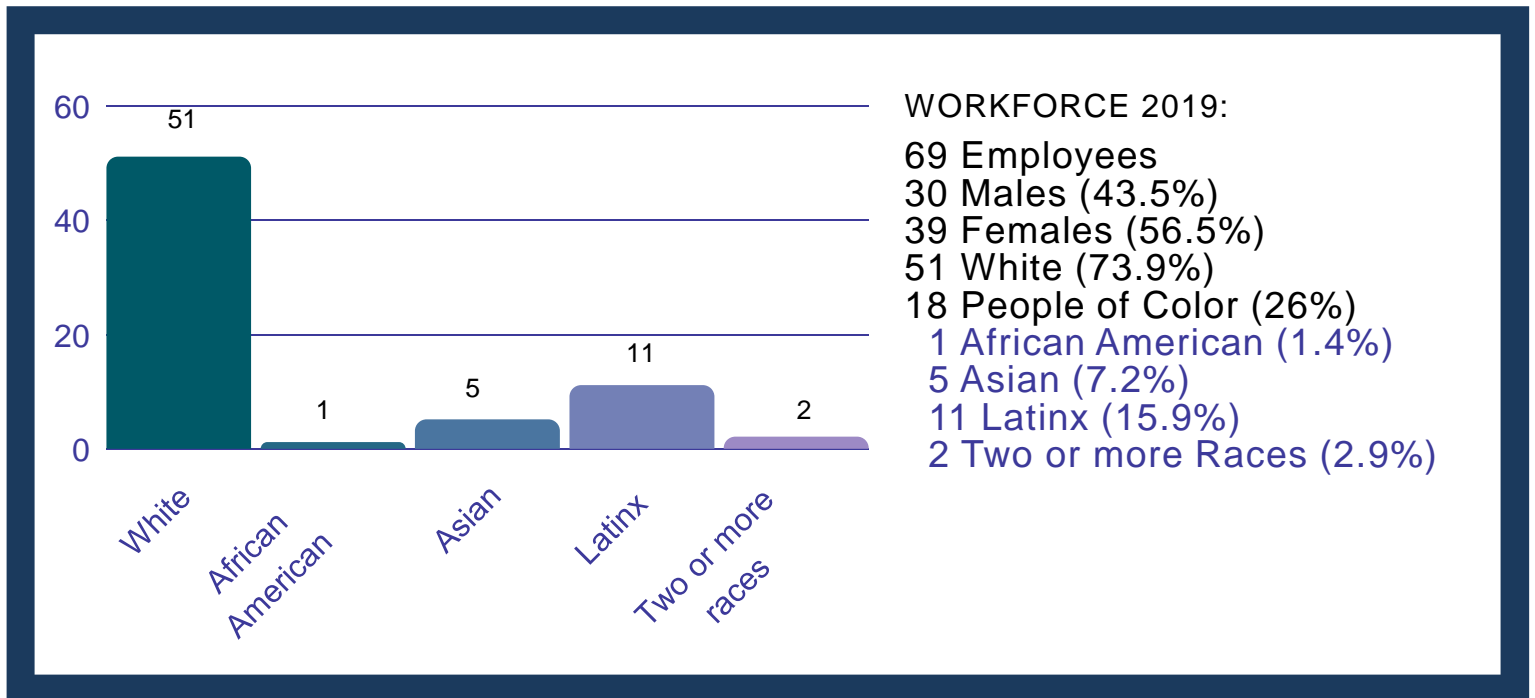
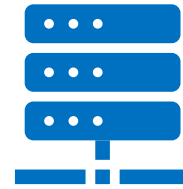


Underutilization:

Women are underutilized in Upper management (1/4 or 25%) compared to LMA (51.5%). This is unchanged since 2018.

People of Color are no longer underutilized in management compared to 2018.

Assessor Recorder



WORKFORCE 2019:

- 69 Employees
- 30 Males (43.5%)
- 39 Females (56.5%)
- 51 White (73.9%)
- 18 People of Color (26%)
 - 1 African American (1.4%)
 - 5 Asian (7.2%)
 - 11 Latinx (15.9%)
 - 2 Two or more Races (2.9%)

Hiring:

- 3 White Females
- 1 White Female into Upper Management
- 1 White Male
- 1 Two or more Race Female

Non-retirement Separations:

- 1 Latinx Female
- 1 Two or More Race Male
- 1 Asian Male
- 1 White Female

Competitive Promotions:

- 5 White Males
- 2 White Females
- 2 Latinx Females

Competitive Promotions into Management:

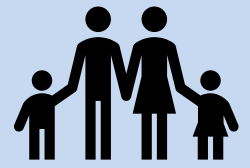
- 1 White Male into Upper Management
- 1 White Male into Lower Management
- 2 White Females into Lower Management
- 1 Latinx Female into Lower Management



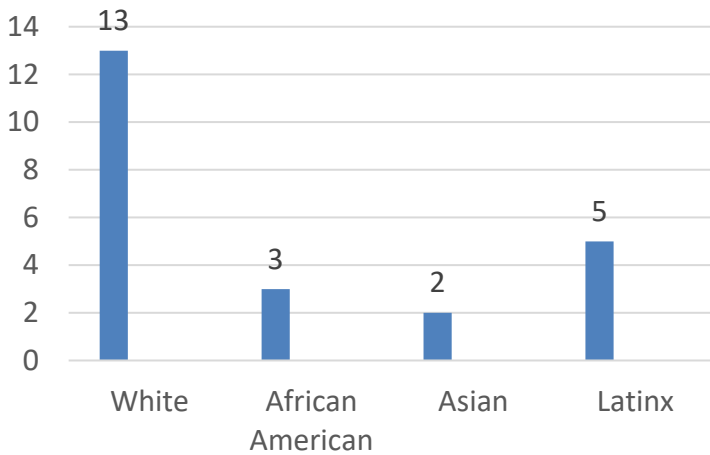
Of the 24 people in the Business Professionals job group, there are 10 women (41.7%). Women are thus underutilized when compared to LMA (55.8%).

There are no African-Americans in that same job group and are thus underutilized by 1 person. This is unchanged since 2018.

Child Support

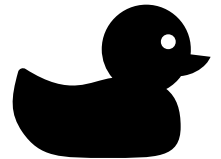


Child Support Workforce



Workforce 2019:

23 Employees
 3 Males (13%) & 20 Females (87%)
 13 White (56.5%)
 10 People of Color (43.5%)
 3 African American (13.1%)
 5 Latinx (21.7%)
 2 Asian (8.7%)



Competitive Promotions 2019:

1 White Female
 1 Latinx Female

Hiring Numbers 2019:

1 White Female
 1 Latinx Female

Non-retirement Separations:

1 African American
 Female
 1 Asian Female



23

Employees

20

Females

10

People of Color

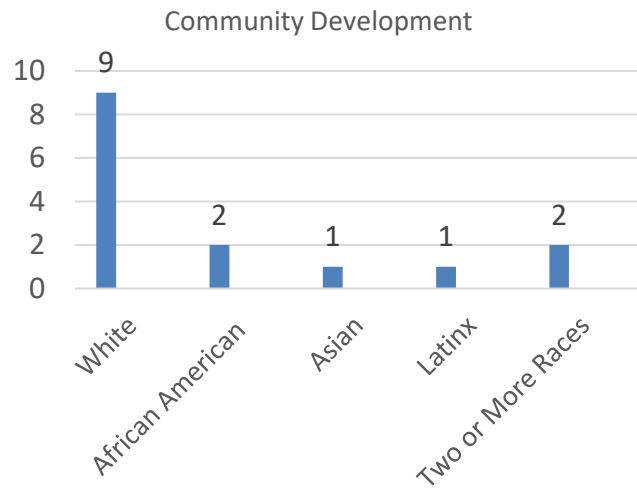
Community Development



New Hires: 2019

CDA hired 15 employees:

- 4 White Males,
- 1 White Male into Lower Management (SOC 11A)
- 4 White Females,
- 2 African American Females,
- 1 Asian Male,
- 1 Latinx Male
- 2 Two or more race Females

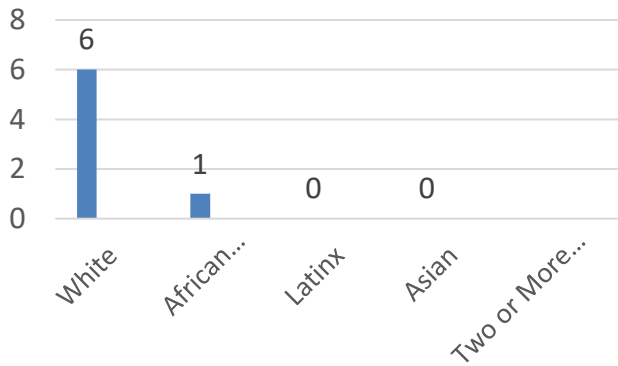


Competitive Promotions 2019:

2 White Females

Non-retirement Separation:

3 White Males, 3 White Females & 1 African American Female



Voluntary Separations 2019

Workforce 2019:

Community Development :

85 Employees: 29 Males & 56 Females

60 White (70.6%)

25 People of Color (29.4%)

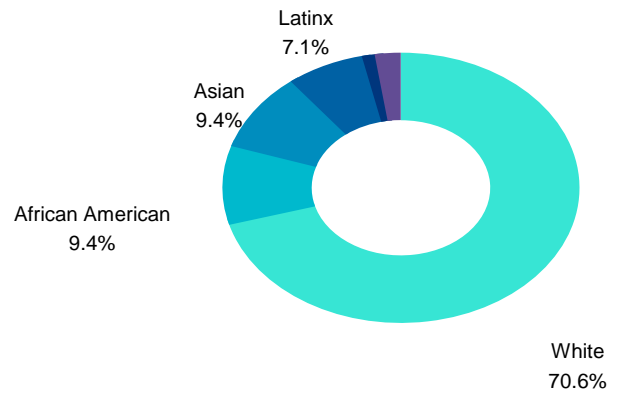
8 African American (9.4%)

8 Asian (9.4%)

6 Latinx (7.1%)

1 Native American (1.2%)

2 Two or more Races (2.3%)



Of the four people in **Upper Management**, one is a woman (25%). Women are thus underutilized by one person compared to LMA (51.5%). This is unchanged since 2018.

Of the seven people in **Lower Management**, three are women (42.9%). Women are thus underutilized by one person when compared to LMA (57.4%). Underutilization has increased since 2018.

Of the four people in **Middle Management**, there are no People of Color. People of Color are thus underutilized by one person compared to LMA (25.6%). This is unchanged since 2018.

Of the seven people in **Lower Management**, one is a Person of Color (14.3%). People of Color are thus underutilized by one person compared to LMA (33.7%). This is unchanged since 2018.

County of Marin County Counsel

County Counsel

Workforce 2019:

23 Employees:

8 Males & 15 Females

17 White (73.9%)

6 People of Color (26.1%)

2 African American (8.7%)

2 Asian (8.7%)

2 Latinx (8.7%)

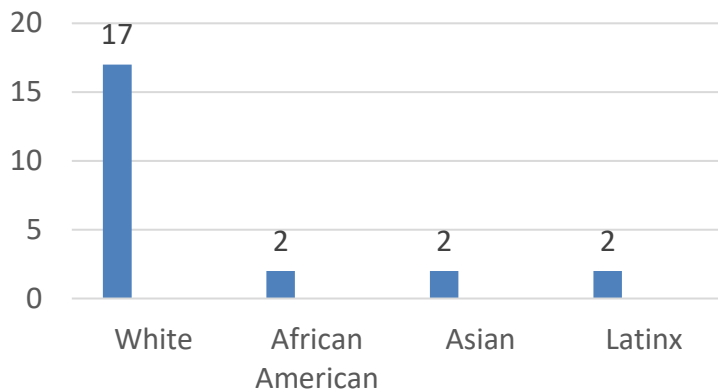
73.9%

White

26.1%

People of Color

County Counsel Workforce



Hired 2019:

2 White Females, 1 White Male
& 1 African American Female

Competitive Promotions 2019:

1 White Female, 1 White Male &
1 Latinx Female

Separations 2019:

0

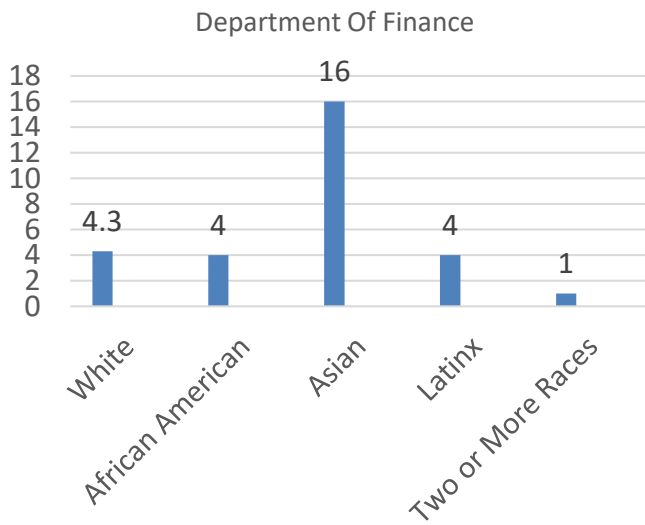


County Counsel Representation:

Although African American and Latinx employees are not underutilized in the Legal Professional job group (23A), there are no individuals from either demographic employed in that job group. This is unchanged since 2018.

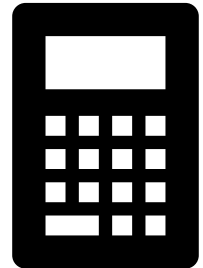


Department of Finance



Workforce 2019:

52 Employees
 14 Males (27%)
 38 Females (73%)
 27 White (51.9%)
 25 People of Color (48.1%)
 4 African Americans (7.7%)
 4 Latinx (7.7%)
 16 Asians (30.8%)
 1 Two or more Races (1.8%)



Hiring Numbers 2019:

2 White Females,
 1 African American Female,
 1 Asian Female,
 1 Latinx Female
 1 Two or More Races Female

Department of Finance Underutilization:

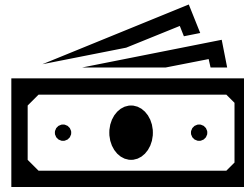
Of the 21 people in the Business Professional job group, there are no Latinx employees. Latinx employees are thus underrepresented by two people compared to LMA (11.3%). Underutilization has increased since 2018.

Competitive Promotions 2019:

1 White Female,
 1 African American Male
 1 Asian Female into Lower Level Management

Non-Retirement Separations 2019:

1 Asian Male,
 1 White Male
 1 White Female



52

Employees

25

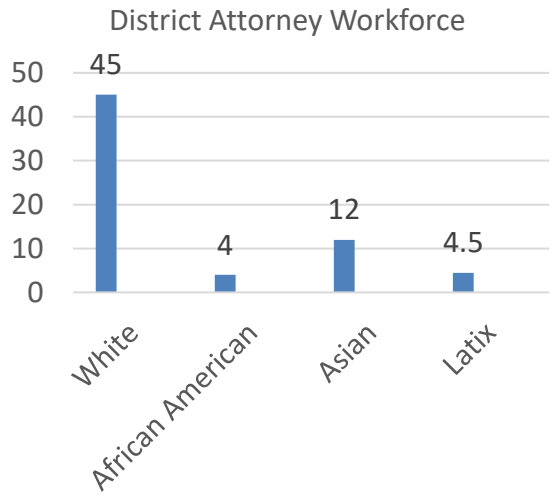
Employees of Color

38

Females



District Attorney



Workforce 2019:

72 Employees:
 18 Males (25%)
 54 Females (75%)
 45 White (62.5%)
 27 People of color (37.5%)
 4 African American (5.5%)
 12 Asian (16.7%)
 11 Latinx (15.3%)

Hiring Numbers 2019:

2 White Females,
 1 White Male
 1 African American Female

Competitive Promotions 2019:

2 White Females,
 1 White Male,
 1 Asian Female
 1 Latinx Female

Non-retirement Separations 2019

3 Latinx Females
 1 White Female



72

Employees

27

Employees of Color

45

White

54

Female

Smaller Departments

Ag Weights Measures

14 Employees
9 Males & 5 Females
11 White 78.5%
0 African American
1 Asian 7.1%
1 Latinx 7.1%
1 Two or More 7.1%

2 White Male & 1 White Female Hired

1 White Female, 2 White Males & 1 Asian Male Promoted

1 Non-retirement Separation:
1 White Female

Board of Supervisors

21 Employees
3 Males & 13 Females
19 White 90%
0 African American
0 Asian
2 Latinx 9.5%

1 White Female Hired.

0 Promotions

1 Voluntary Separation due to retirement

Cultural Services

11 Employees
6 Males & 5 Females
9 White 81.8%
2 African American 18.2%
0 Asian
0 Latinx

1 African American Male & 1 White Female Hired.

0 Promotions

1 Non-retirement Separation:
1 White Male

1 Voluntary Non-retirement White Male

Elections

10 Employees
4 Males & 6 Females

9 White 90%
0 African American
1 Asian 10%
0 Latinx

1 White Female Hired

1 White Male Promoted

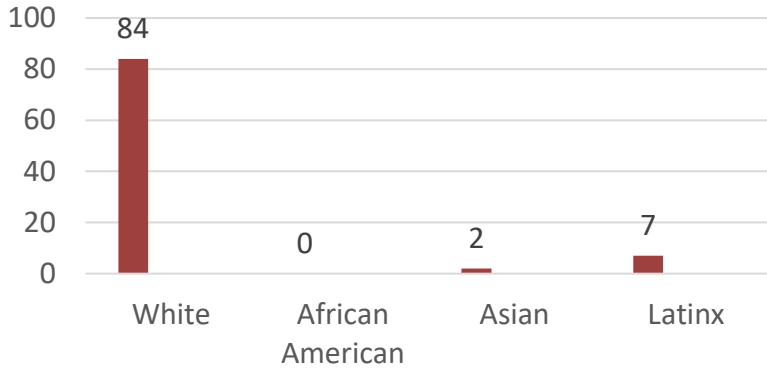
0 Separations



Fire Department



Fire Department



WORKFORCE 2019:

As of December 31, 2019, 84 (90%) of the 93 Fire Department employees identified as White.

- 77 White Males
- 7 White Females
- 7 Latinx Males
- 2 Asian Males

UNDERUTILIZATION DATA 2019

LMA - LABOR MARKET AVAILABILITY

Of the three people in Upper Management, there are no women. Women are thus underutilized by one person compared to LMA (48.5%).

Of the seven people in Middle Management, there is one woman (14.3%). Women are thus underutilized by two people compared to LMA (35.3%).

Of the 20 people in the Protective Service Supervisor job group (SOC 33), there are no women (0%). Women are thus underutilized by three people compared to LMA (16.7%)

There are no People of Color in upper, middle or lower management.

Of the 20 people in the Protective Service Supervisor job group, there are two People of Color (10%). People of Color are thus underutilized by two people compared to LMA (23.7%).

Of the 54 people in the Protective Service Fire job group, there are seven People of Color (13%). People of Color are thus underutilized by five people compared to LMA (23.7%).

There are no African Americans employed in the Protective Service Fire job group. African Americans are thus underutilized by three people compared to LMA (6%)

2019 HIRING NUMBERS

- 100% White
- 1 White Female
- 7 White Males



COMPETITIVE PROMOTIONS 2019

1 White Male

SEPARATION NUMBERS 2019

In 2019, three out of the four Voluntary Separations were due to retirement. 100% identified as White.

7

Female

9

Employees of Color

0

Female Employees of Color

0

African American

Health and Human Services



Workforce 2019:

656 Employees
166 Males
490 Females
315 White (48%)
341 People of Color (52%)
37 African American (5.6%)
81 Asian (12.3%)
200 Latinx (30.5%)
5 Native American (.7%)
1 Pacific Islander (.01%)
17 Two or More Races (2.6%)

Hired in 2019: 108

13 White Males (12%)
26 White Females (24.1%)
1 African American Male (.9%)
8 African American Females (7.4%)
3 Latinx Males (2.8%)
35 Latinx Females (32.4%)
4 Asian Males (3.7%)
8 Asian Females (7.4%)
3 Two or More Race Males (2.8%)
7 Two or More Race Females (6.5%)

Hired into Management 2019:

1 White Male (14.2%)
2 White Females (28.6%)
3 African American Females (43%)
1 Latinx Female (14.2%)

Adverse Hiring into Social Service 2019:

HHS continues to have difficulty hiring African Americans into the Social Service Professional job group. African Americans are underutilized by eight employees in this job group within HHS.

In 2019, 125 African Americans applied for a position in this this job group and only one was hired (.8%)



Health and Human Services



Promoted Into Management 2019:

1 White Male (20%)
2 White Females (40%)
2 Latinx Female (40%)

Competitive Promotions 2019:

9 White Females (23%)
4 White Males (10.3%)
4 Asian Females (10.3%)
1 Asian Male (2.6%)
4 African American Females (10.2%)
1 African American Male (2.6%)
11 Latinx Females (28.2%)
3 Latinx Males (7.7%)
2 Two or More Races Females (5.1%)



Underutilization:

LMA - Labor Market Availability

Non-Retirement Separations 2019:

19 White Females (39.6%)
5 White Males (10.4%)
4 Asian Females (8.3%)
0 Asian Male (0%)
4 African American Females (8.3%)
0 African American Male (0%)
11 Latinx Females (23%)
2 Latinx Males (4.2%)
3 Two or More Races Females (6.2%)

Of the 47 people in Lower Management, 13 are People of Color (27.7%). People of Color are thus underutilized by three people compared to LMA (34.7%).

Of the 47 people in Lower Management, three are Asian (6.4%). Asians are thus underutilized by one person compared to LMA (9.6%).

Of the 149 people in the Social Service Professional Job Group, six are African American (4%). African Americans are thus underutilized by eight people when compared to LMA (9.4%).

County of Marin: Human Resources

Human Resources

Workforce 2019:

33 Employees:

8 Males (24.2%)

25 Females (75.8%)

16 White (48.5%)

17 People of Color (51.5%)

6 African American (18.2%)

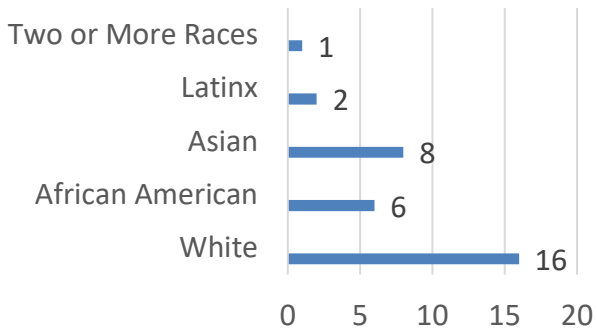
8 Asian (24.3%)

2 Latinx (6%)

1 Two or more races (3%)

Workforce 2019

Human Resources



48.5%

White

51.5%

People of Color

Hired 2019:

3 White

1 African American

Hired into SOC 11:

1 White Male

2 White Females

Competitive Promotions 2019:

1 African American Female

1 Latinx Female

Non-retirement Separations 2019:

2 White Females



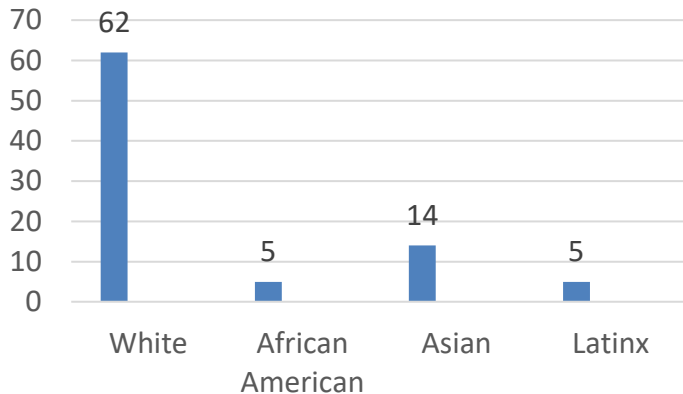
Lower Management (SOC 11C) underutilized by one Person of Color (16.7%) compared to Labor Market Availability (34.7%).

Information Services Workforce

Workforce 2019:



Information Services Workforce



86 Employees
45 Males (52.3%)
41 Females (48.8%)
62 White (72%)
24 People of Color (28%)
5 African American (5.8%)
14 Asian (16.3%)
5 Latinx (5.8%)

Hiring 2019:

1 White Male,
1 African American Male
Into SOC 11:
1 White Female
1 Latinx Male

Competitive Promotions 2019:

5 White Females,
6 White Males
2 Asian Females

Non-retirement Separations 2019:

2 White Males
1 African American Male



Underutilization 2019:

Of the eight people in Middle Management, there are no People of Color. People of Color are thus underutilized by two people when compared to LMA (25.6%). This is unchanged from 2018.

LMA = Labor Market Availability



Library



WORKFORCE 2019:

- 98 Employees
- 26 Males (26.5%) & 72 Females (73.5%)
- 68 White (69.4%)
- 30 People of Color (30.6%)
- 6 African American (6.1%)
- 8 Asian (8.2%)
- 15 Latinx (15.3%)
- 1 Native American (1%)



Hiring 2019

- 1 White Male,
- 1 White Female
- 1 African American Female

Competitive Promotions 2019:

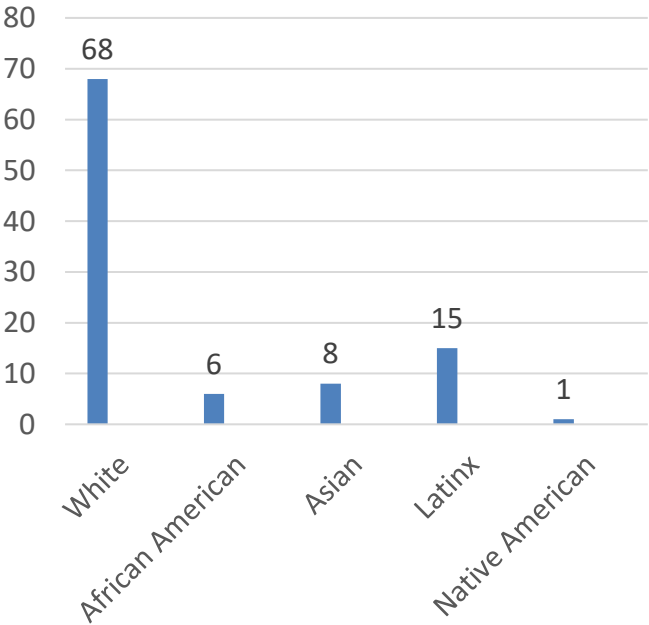
- 1 White Male,
- 2 White Females
- 1 Latinx Male

Non-retirement Separations:

- 3 White Females

Workforce:

Library Workforce



Underutilization

18 people in the Library Professional job group, 2 are People of Color (11.1%). People of Color are thus underutilized by one person when compared to LMA (17.1%). This is unchanged from 2018.

Of the 21 people employed in management, there are no Asians. Asians are thus, underutilized by one person when compared to LMA (7.1%). This is unchanged from 2018.

Parks and Open Space

Workforce 2019:

- 86 Employees
- 49 Males (57%)
- 37 Females (43%)
- 64 White (74.4%)
- 22 People of Color (25.6%)
- 4 African American (4.6%)
- 8 Asian (9.3%)
- 9 Latinx (10.5%)
- 1 Native American (1.2%)

74.4%

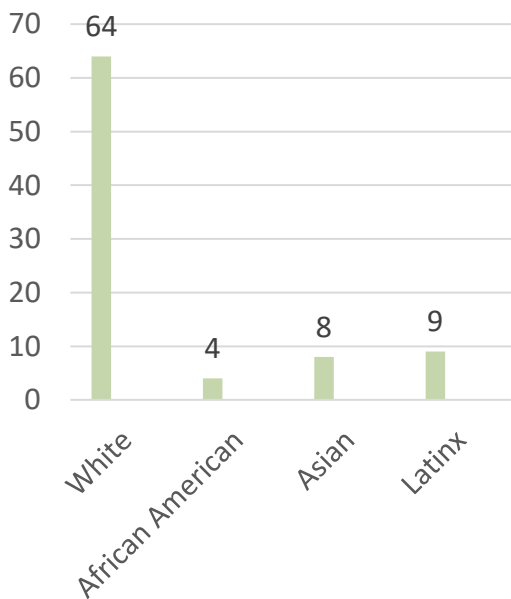
White

25.6%

People of Color



Parks Workforce



Hired 2019:

- 2 White Females (28.6%)
- 2 White Males (28.6%)
- 1 African American Male (14.2%)
- 2 Asian Females (28.6%)

Competitive Promotions 2019:

- 1 White Male
- 1 Asian Female

Non-retirement Separations 2019:

- 1 White Male
- 1 White Female

Underutilization 2019:

LMA - Labor Market Availability

Of the nine people in middle management, there are two women (22%). Women are thus underutilized by two people when compared to LMA (49.6%). This is unchanged since 2018.

Of the 15 people in management, there are no People of Color (0%). People of Color are thus underutilized by three people when compared to LMA (21.1%).

Of the 25 people in the Park Ranger job group, there are five Latinx employees (19.2%). Latinx are thus underutilized by five people when compared to LMA (36.6%). This is unchanged since 2018.

Although there is no underutilization for African Americans and Asians in the Park Ranger job group, there are no individuals from either demographic group employed as Park Rangers. This is unchanged since 2018.

Probation



Workforce 2019

109 Employees:
 45 Males (41.2%) & 63 Females (57.8%)
 43 White (39.4%)
 66 People of Color (60.6%)
 16 African American (14.7%)
 9 Asian (8.3%)
 40 Latinx (36.7%)
 1 Native American (.9%)

Hiring 2019:

White Female
 1 African American Male
 1 Asian Male
 2 Latinx Females



Competitive Promotions 2019:

2 White Females
 1 White Male
 3 Latinx Females
 1 Latinx



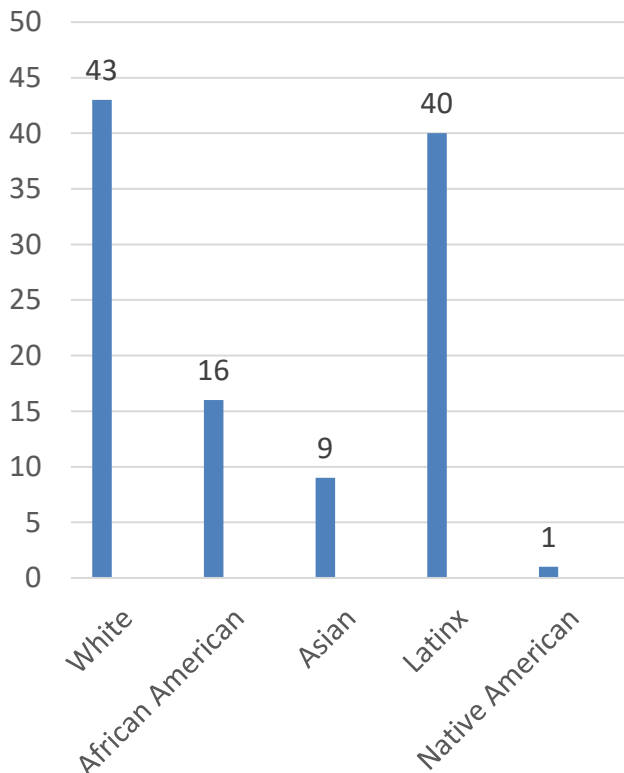
Non-retirement Separations 2019:

Asian Female,
 1 Latinx Female
 1 Latinx Male



Workforce: 2019

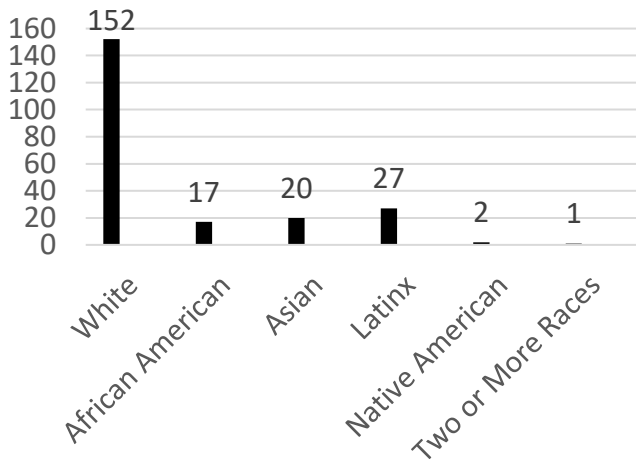
Probation



Department of Public Works

Workforce Data 2019

219 Employees
 171 Males (78%) & 48 Females (22%)
 152 White (69.4%)
 67 People of Color (30.6%)
 17 African American (7.8%)
 20 Asian (9.1%)
 27 Latinx (12.3%)
 2 Native American (.9%)
 1 Two or more Races (.5%)



Hiring Numbers 2019

2 White Females,
 6 White Males,
 2 African American Males,
 4 Asian Males
 4 Latinx Males
 Hired into SOC 11
 3 White Females
 1 White Male

Competitive Promotions 2019

8 White Males,
 5 White Females,
 1 African American Male,
 1 African American Female,
 2 Asian Males,
 2 Latinx Males
 1 Latinx Female



Non-retirement Separations 2019

5 White Males,
 3 White Females,
 2 Latinx Males
 1 Two or More Races Male

Underutilization 2019:

Of the five people in Upper Management, there are no women. Women are thus underutilized by two people when compared to LMA (51.5%). This is unchanged since 2018.

In 2019, Public Works doubled the number of women in Middle Management from three to six. The department is thus no longer underutilized in that area.

Of the 24 people in Lower Management, there are 10 women (41.7%). Women are thus underutilized by three people when compared to LMA (57.4%). This is unchanged since 2018.

Of the 24 people in Lower Management, there are 6 People of Color (25%). People of Color are thus underutilized by two people when compared to LMA (34.7%). Underutilization in this job group has increased compared to 2018.

Of the 11 people in the Social Science Professional job group, there are no People of Color. People of Color are thus underutilized by one person when compared to LMA (15.4%). This is unchanged since 2018.

219

Employees

67

Employes of Color

48

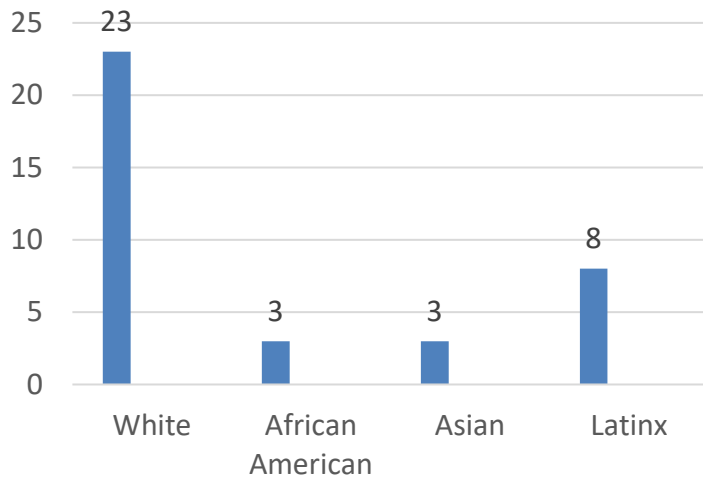
Females

Public Defender

As of December 31, 2019



Public Defender

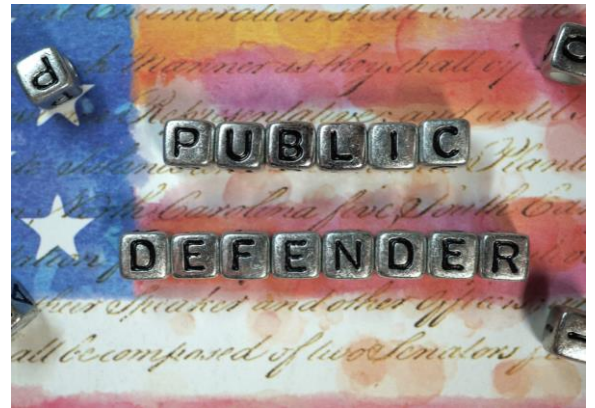


Workforce Data 2019

- 35 Employees
- 13 Males (37.1%)
- 22 Females (62.9%)
- 23 White (65.7%)
- 12 People of Color (34.3%)
- 2 African American (5.7%)
- 8 Latinx (22.9%)
- 2 Asian (5.7%)

Hiring, Competitive Promotions & Separations 2019:

- There were zero new hires.
- There were zero competitive promotions.
- One voluntary separation due to retirement.



35
Employees

12
Employees of Color

22
Females



Workforce 2019:

18 Employees 6 Males (33.3%) & 12 Females (66.7%)

12 White (66.7%) 6 People of Color (33.3%)

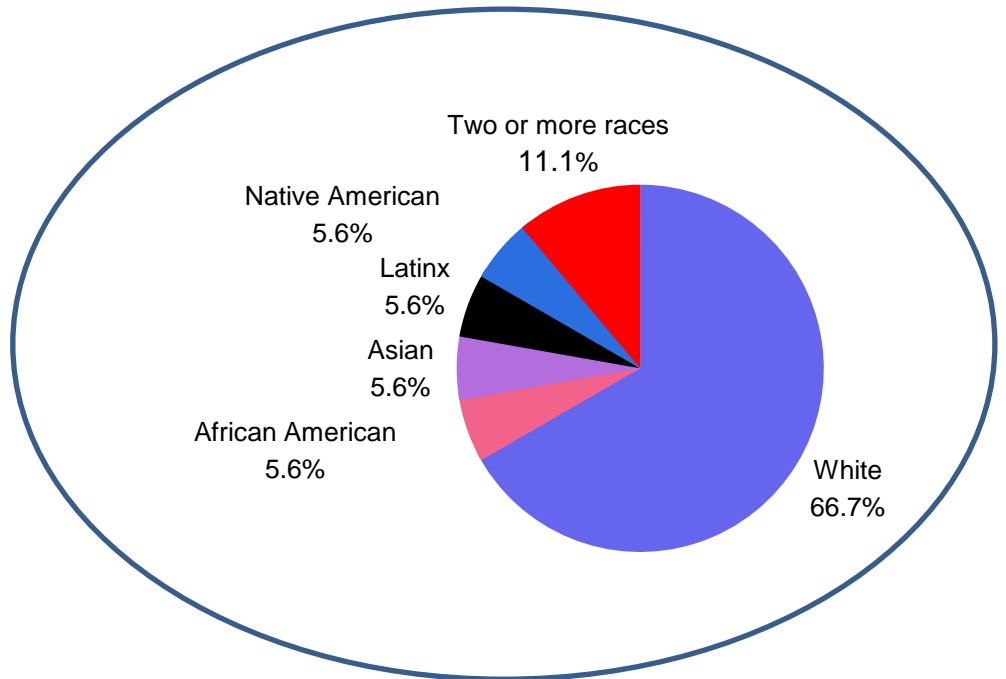
1 African American (5.5%) 1 Asian (5.5%) 1 Latinx (5.5%) 1 Native American (5.5%)
2 Two or More Races (11.1%)

Hires 2019:

1 Asian Female

1 Native American Female

RETIREMENT



Competitive Promotions 2019:

1 Male Two or more Races

1 Female Two or more Races



Non-retirement Separations 2019:

1 African American Female & 1 White Female

1 Voluntary Retirement 2019:

1 White Female

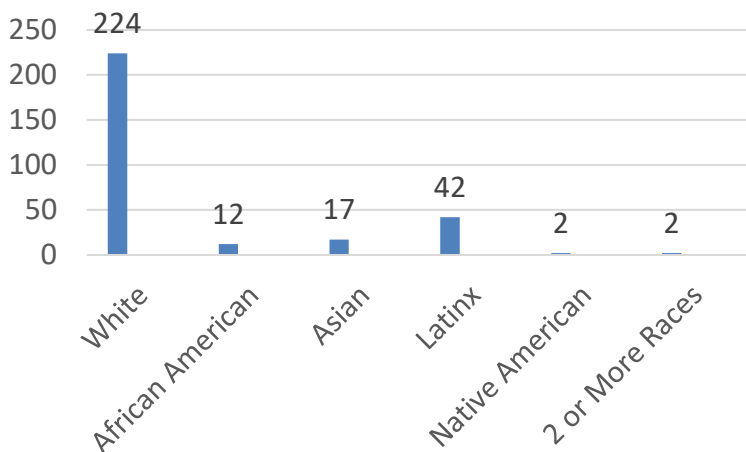
Sheriff's Workforce



Workforce 2019

299 Employees
 224 White (75%),
 63 People of Color (25%),
 12 African Americans (4%),
 17 Asians (5.7%),
 42 Latinx (14%),
 2 Native Americans (.7%)
 2 Two or More Races (.7%)

Sheriff Workforce



Hiring 2019:

19 White Males (51.3%)
 10 White Females (27.1%)
 1 African American Male (2.7%)
 2 Latinx Males (5.4%)
 3 Latinx Females (8.1%)
 2 Two or More Races Females (5.4%)

Competitive Promotions 2019:

3 White Females (25%)
 7 White Males (58.3%)
 1 African American Male (8.3%)
 1 Native American Male (8.3%)

Non-retirement Separations 2019:

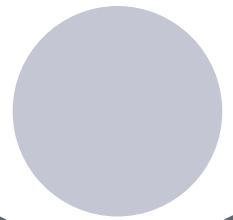
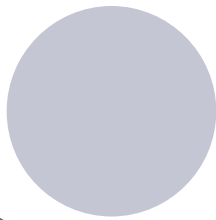
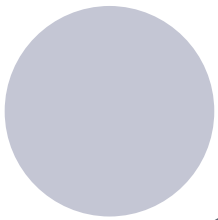
9 White Males,
 7 White Females,
 1 Latinx Male,
 2 Latinx Females
 2 Asian Males

Underutilization 2019:

- Of the nine people in management, there are two women (22%). Women are thus underutilized by two people when compared to LMA (45%). This is unchanged since 2018.
- Of the 37 people in the Protective Service Supervisor job group, there are three women (8%). Women are thus underutilized by three people when compared to LMA (16.7%). This is unchanged since 2018.
- Of the 159 people in the Protective Service Law Enforcement job group, there are 40 women (25.2%). Women are thus underutilized by three people when compared to LMA (27.3%). This is unchanged since 2018.
- Of the 37 people in the Protective Service Supervisor job group, there are four People of Color (10.8%). People of Color are thus underutilized by four people when compared to LMA (23.7%). This is an improvement compared to 2018.
- Of the 159 people in the Protective Service Law Enforcement job group, there are 26 People of Color (24.5%). People of Color are thus underutilized by five people when compared to LMA (28.1%). This is unchanged since 2018.
- Of the 37 people in the Protective Service Supervisor job group, there are no African Americans. African Americans are thus underutilized by one person when compared to LMA (3.5%).
- Of the 159 people in Protective Service Law Enforcement job group, there are six African Americans (3.8%). African Americans are thus underutilized by nine people when compared to LMA (9.8%). Underutilization has increased in this job group since 2018.
- Of the 37 people in the Protective Service Supervisor job group, there are two Latinx (5.4%). Latinx are thus underutilized by three people when compared to LMA (9.8%). This is an improvement compared to 2018.

Updates

In 2015, the County adopted a five-year business plan. One goal--and the overarching purpose of that plan--was for the County to create a diverse and inclusive workforce. The following section provides a few updates related to that goal. This section includes data from 2019 and 2020.



People Of Color Updates

Upper Management

As of September 12, 2020, People of Color (POC) are 37.3% of upper management, which is equal to their representation in the workforce. This represents a 43% increase since 2015 and reflects the success of the County's five-year business plan to recruit People of Color into upper management.

Mid and Lower Management

The growth of POC in management has been mostly at the upper management level. The County has increased the representation of People of Color in the mid- and entry-levels of management by only 12% since 2015. People of Color now constitute 25% of the management positions at those levels, which is below their representation in the workforce.

Also, People of Color remain underutilized at these levels of management. Further, in 2019, there was an adverse rate of selection for People of Color who submitted applications to be hired into these management levels.



Non-retirement Separations

In 2019, 78% of the separations for People of Color were for non-retirement reasons; in comparison, 57% of the White separations were for non-retirement reasons. For People of Color the rate of non-retirement separations was up 14% in 2019 when compared to 2018; White separations in 2019 were unchanged compared to 2018.

Compared to 2015, the rate of non-retirement separations for People of Color was up 18% in 2019.

Probation Releases

For each year between 2015 and 2017, 12% of the People of Color hired by the County were released while on probation. The average for the probation releases of White employees during that same time was 7%. In 2018, the percentage for People of Color dropped to 4%.

In 2019, the number for People of Color released increased to 7%, compared to 3% for Whites.

Promotions

In 2019, People of Color received 30% of all promotions into management, This is an increase of 31% when compared to 2018, and a 16% increase compared to 2015

People of Color Updates:



African Americans

- As of September 12, 2020,
 - African Americans are 6.5% of the County's workforce, which is their highest representation in over six years.
 - African Americans are 12% of upper management, compared to 2% in 2015, which is an 84% increase.
 - African Americans are 7% of all management, which is unchanged since 2015
- Promotions
 - In 2019, one African American was promoted into management, compared to four in 2018.
 - African Americans received 7.5% of all promotions on 2019, compared to 6.7% in 2018.



Asians

- As of September 12, 2020,
 - Asians are 14% of upper management. This is an increase of 17% when compared to 2015. Asian representation in upper management has been consistent since 2018.
 - Asian representation in management overall is 8.9% and it has not increased since 2017. Asian representation in management is lower than representation in the workforce.
 - There are some years when Asians are promoted or hired into management at a rate equal to their representation in the workforce. While other years there are few to no Asians promoted or hired into management. For example, in 2019, there were no Asians hired into management.

- Separations

- Asians continue to resign from the County at high rates. In 2019, 73% of the Asians who left the County did so for non-retirement reasons. If probation releases are included, the number increases to 76%.

Latinx

- As of September 12, 2020
 - Latinx are 10.2% of upper management. Latinx are the only ethnic group in the County that have a representation in upper management that is lower than their representation in the workforce.
 - Latinx representation in management overall is 10.2%, and it has not increased significantly since 2016.

- Separations

- Latinx continue to resign from the County at the highest rate. In 2019, 74% of the Latinx who left the County did so for non-retirement reasons. If probation releases and terminations are included, the number increases to 80%.

Updates on Women



Upper Management

As of September 12, 2020, women are 42.4% of upper management, which is below their representation in the workforce. However, this represents a 27% increase since 2015. This reflects the success of the County's five-year business plan to recruit women into upper management. Women remain underutilized in the upper management job group.

Mid and Lower Management

Women are now 54.3% of middle management and 57.6% of entry-level management. The percentage of women in those job groups is has seen little change over the past five years. Women are not underutilized in mid- and lower management.

Women of Color

- As of September 12, 2020:
 - Women of Color (WOC) are 23% of the County's workforce
 - WOC are 17% of upper management, which is an increase of 70% compared to 2015
 - WOC are 13% of middle management, which is unchanged since 2015
 - WOC are 17% of lower management, which is an increase of 29% compared to 2015
- Separations:
 - In 2019, 83% of the separations for women of color were for non-retirement reasons, which is an increase of 19% compared to 2018 and an increase of 31% compared to 2015.
- Promotions:
 - In 2019, WOC received 23% of all promotions into management and 29% of all competitive promotions.
- Hiring:
 - In 2019, WOC received 21% of all hires into management, and were 34% of all hires.

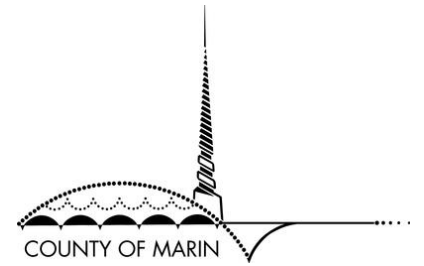


County of Marin Employment Transactions 2019

The following section will discuss hiring, promotion and separation data for 2019.



Hiring



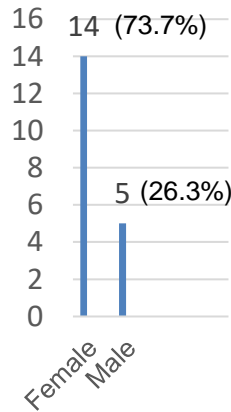
The County continues to do well hiring People of Color and women into all levels of the organization. Both groups are hired into the County at rates greater than their representation in the workforce.



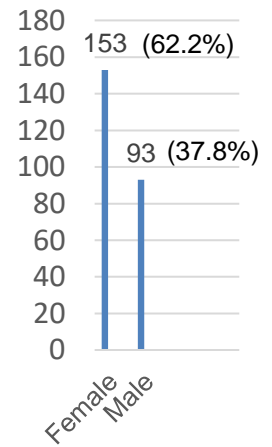
County Wide Hiring 2019



Hiring Women 2019



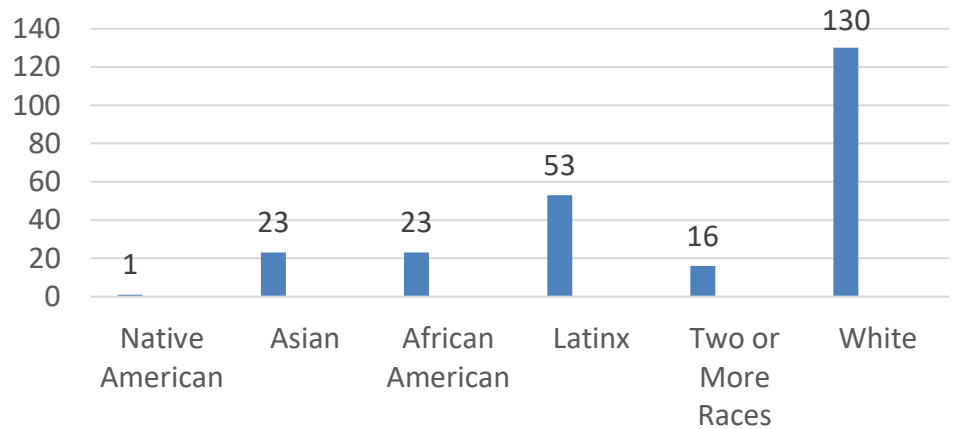
Hiring Into Management by Gender 2019



County Wide Hiring in 2019

Hiring People of Color 2019:

Total: 246 Employees
 130 White (52.8%)
 116 People of Color (47.2%)
 1 Native American (.4%)
 23 Asian (9.3%)
 23 African American (9.3%)
 53 Latinx (21.5%)
 16 Two or more races (6.5%)



Upper Management

Applicants:

By Gender: 13 Female & 8 Male

By Race/Ethnicity: 10 POC, 10 White & 1 Unknown

4 Hired:

By Gender: 3 Female (75%) & 1 Male (25%)

By Race/Ethnicity: 3 POC (75%) & 1 White (25%)

Mid Management

Applicants:

By Gender: 127 Female & 108 Males

By Race/Ethnicity: 121 POC, 105 White & 9 Unknown

4 Hired:

By Gender: 2 Females (50%) & 2 Males (50%)

By Race/Ethnicity: 0 POC (0%) & 4 White (100%)

Lower Management

Applicants:

By Gender: 168 Females & 170 Males

By Race/Ethnicity: 155 POC, 162 White & 21 Unknown

11 Hired:

By Gender: 9 Females (82%) & 2 Males (18%)

By Race/Ethnicity: 2 POC (18%) & 9 White (82%)



Adverse Impact Hiring Analysis



An Adverse Impact analysis is a statistical measure that is applied to the effects of a selection procedure. The purpose of the analysis is to ascertain whether the procedure in question had a disproportionate negative impact on women or People of Color.

Based on the Adverse Impact Analysis conducted by Biddle in 2019, the County had job openings in the six job groups described below. For each of those job openings, the County received a number applications from People of Color. However, few if any of those applicants were hired by the County. The discrepancy between the selection rate for applicants of color and for that of White applicants created an adverse impact on People of Color in the selection procedures for all six job groups.

The fact that there was an adverse impact does not mean that discrimination occurred. Rather, it means that the County should review its selection process for bias and potential barriers to employment for People of Color in the identified job groups.



Life, Physical and Social Science Professionals

In 2019, the County hired 14 people into this job group. For those 14 recruitments, the County received 86 applications from White individuals and 123 applications from People of Color.

Whites received 10 of the 14 positions for a selection rate of 11.6%, compared to a 3.3% rate of selection for People of Color.

Protective Services Law Enforcement

In 2019, the County hired 27 people into this job group. For those 27 recruitments, the County received 327 applications from white individuals and 622 applications from People of Color (170 African American, 272 Latinx, 60 Asians, 7 Native American, 27 NOHPI, 86 two of more races).

Whites received 18 of the 27 positions for a selection rate of 5.5%, compared to a 1.4% rate of selection for People of Color, a 1.2% selection rate for African Americans, and a 2.2% selection rate for Latinx. Also, Asians, Native Americans, NHOPi and two or more races had a 0.0% selection rate.

Adverse Impact Hiring Analysis

Mid-Management

In 2019, the County hired four people into mid-management. For those four recruitments, the County received 105 applications from White individuals and 121 applications from People of Color.

Whites received all four positions for a selection rate of 3.8%, compared to a 0.0% rate of selection for People of Color. In addition, People of Color remain underutilized in the Mid-Management job group by four people.

Lower-Management

In 2019, the County hired 11 people into lower-management. For those 11 recruitments, the County received 162 applications from White individuals and 155 applications from People of Color.

Whites received nine of the 11 positions for a selection rate of 5.6%, compared to a 1.3% rate of selection for People of Color. In addition, People of Color remain underutilized in the Lower-Management job group by nine people.



Library Professionals

In 2019, the County hired two people into this job group. For those two recruitments, the County received 49 applications from White individuals and 27 applications from People of Color (3 African Americans, 3 Latinx, 13 Asians and 8 two or more).

African Americans, the control group in this one instance, had a selection rate of 33%, compared to a 0.0% rate of selection for Asians.



Community and Social Service Professional

In 2019, the County hired 22 people into this job group. For those 22 recruitments, the County received 168 applications from White individuals and 125 applications from African-Americans.

Whites received seven of the 22 positions for a selection rate of 4.2%, compared to a 0.8% rate of selection for African-Americans. In addition, African Americans remain underutilized in the SOC 21 job group by seven employees.

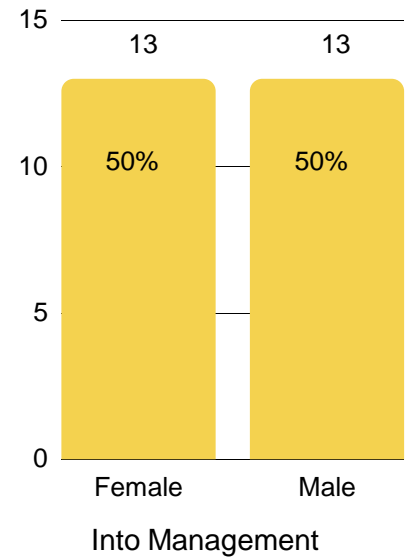
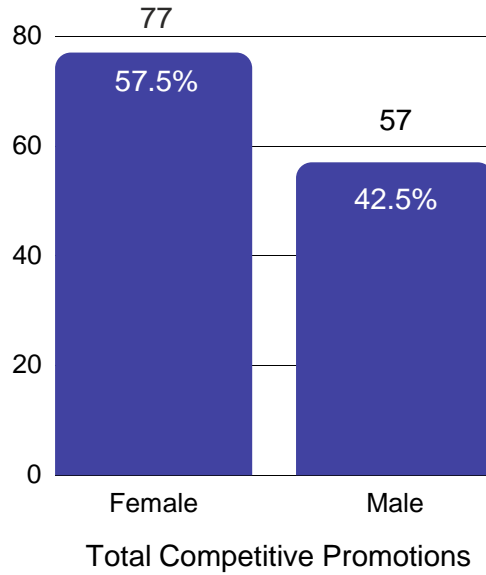
Promotions

In 2019, the County promoted People of Color and women at a rate equal to their representation in the workplace. People of Color, as a group, as well as African Americans and Asians were promoted into management at a rate below their representation in the workforce.

2019 Data

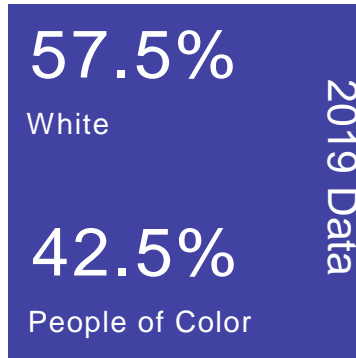


By Gender 2019



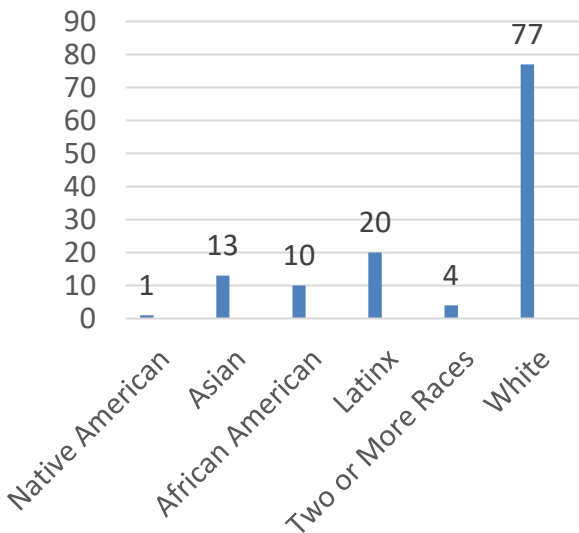
Total Competitive Promotions

- White 77 (57.5%)
- People of Color 57 (42.5%)
- Native American 1 (.7%)
- Asian 13 (9.7%)
- African American 10 (7.5%)
- Latinx 29 (21.6%)
- Two or more races 4 (3%)

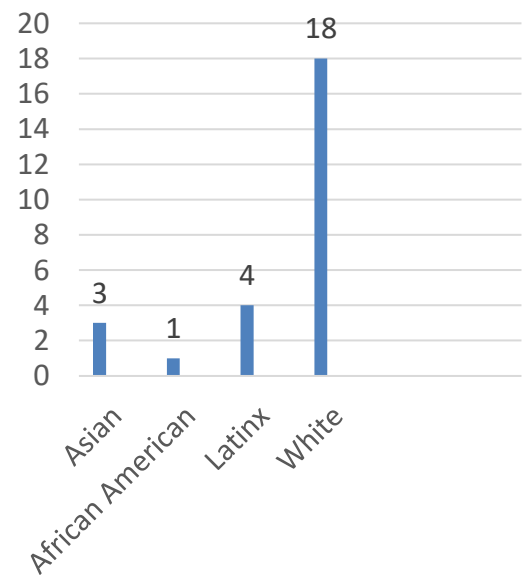


Promotions into Management

- White: 18 (69.2%)
- People of Color: 8 (30.8%)
- Asian: 3 (11.5%)
- African American: 1 (3.8%)
- Latinx: 4 (15.5%)



By Race/Ethnicity



THE COUNTY OF MARIN

Separations 2019

The story of separations in the County is that People of Color continue to resign from the County at higher rates than their White counterparts. People of Color also fail probation at higher rates than White employees. When data is disaggregated, certain groups including Asians, Latinx and Women of Color resign at even higher rates than Whites or People of Color as a group.

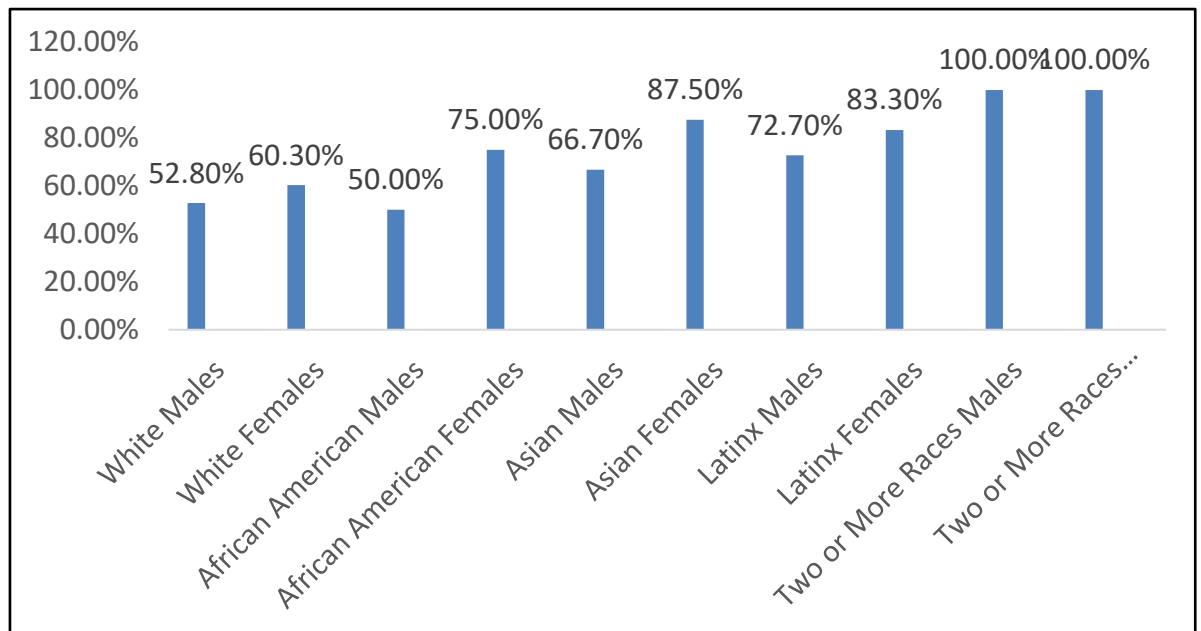


Separations 2019

January 1, 2019 - December 31, 2019

Non Retirement Separations

% of Employees by Gender and Race who left the County of Marin for reasons not related to retirement (includes Voluntary and Non-Voluntary Separations)



Rate of Separation

- 76.5% of Asian Employee separations were for reasons not related to retirement
- 80% of Latinx Employee separations were for reasons not related to retirement
- 68.8% of African American Employee separations were for reasons not related to retirement
- 57.3% of White Employee separations were for reasons not related to retirement

Non Voluntary due to Failed Probation

- 2 % White Employees hired, failed probation - 3 employees
- 8 % Asian Employees hired, failed probation- 2 employees
- 6 % Latinx Employees hired failed, probation - 3 employees
- 13 % African American Employees hired, failed probation - 3 employees

Separations

High non-retirement separation rates for People of Color in the County is driven primarily by the relatively high number of Women of Color who resign from the County. When voluntary separations are combined with non-voluntary separations, the rates of separation for employees of color are even higher.

Non Voluntary Separations due to Disciplinary Action:

- 1 Latinx
- 1 White

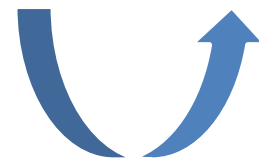
Trends

December 31, 2015 - September 12, 2020

In 2019 and 2020, the County made significant improvements in providing equal employment opportunities to women and People of Color. This is the result and culmination of the efforts the County has made under its Five-Year Business Plan and Race Equity Plan. This section provides a number of charts to show the progress of the County since the implementation of those plans. 2020 data is included here as that year constitutes the last official year of the plan.



Workforce Trend by Race



Data: 2015 to September 12, 2020

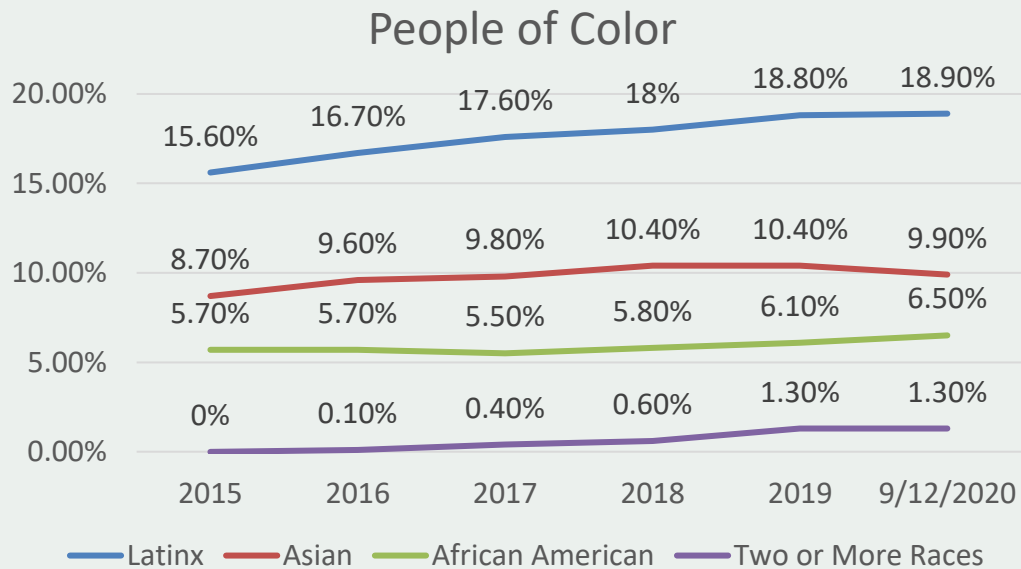
White Employees in the Workforce



The Representation of People of Color in the County's workforce continues to increase. This increase has largely come from the hiring of Latinx employees.



People of Color in the Workforce



Management Trends

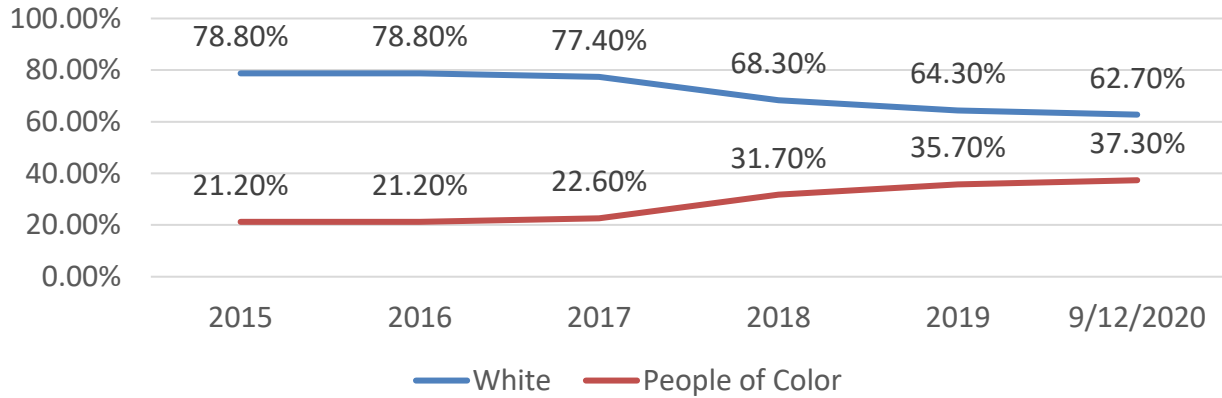
The County has increased its representation of People of Color in management since 2015. In upper management, the increase is 43%. In middle management, the increase is 22%. In lower management, it is 15%.

The County has overall increased its representation of women in management since 2015. In upper management, the increase is 27%. In middle management, the County has decreased its representation of women by 8%. In lower management, the County has increased representation by 7%.

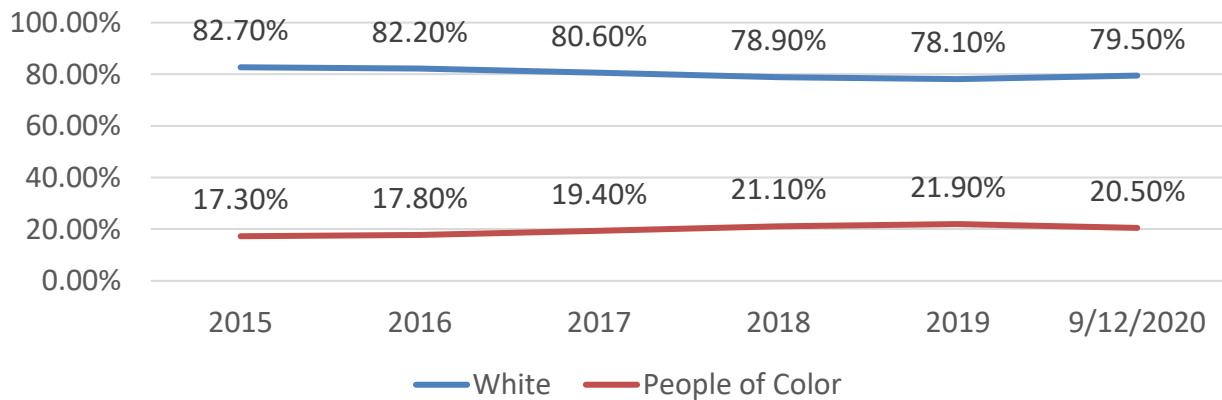


People of Color in Management 2015 - 2020

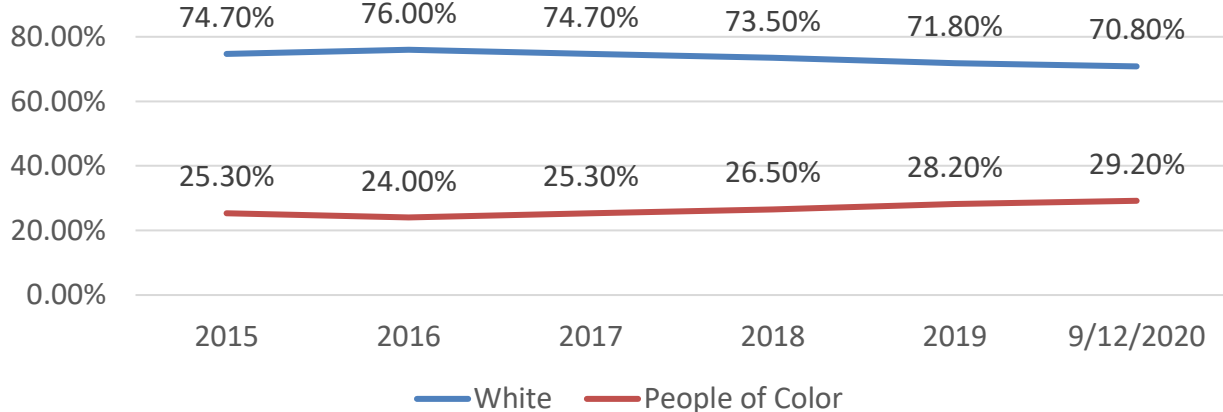
Upper Management



Mid Management

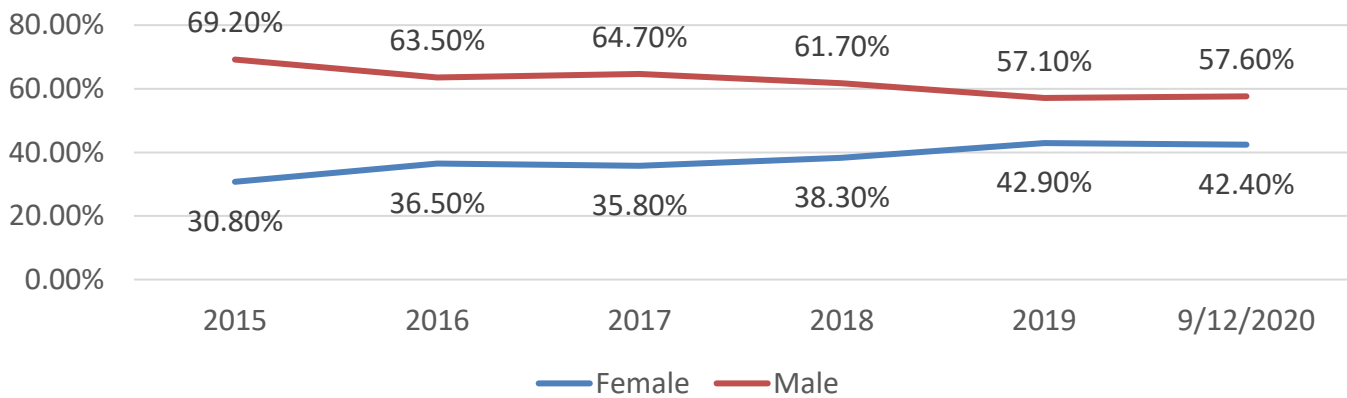


Lower Management

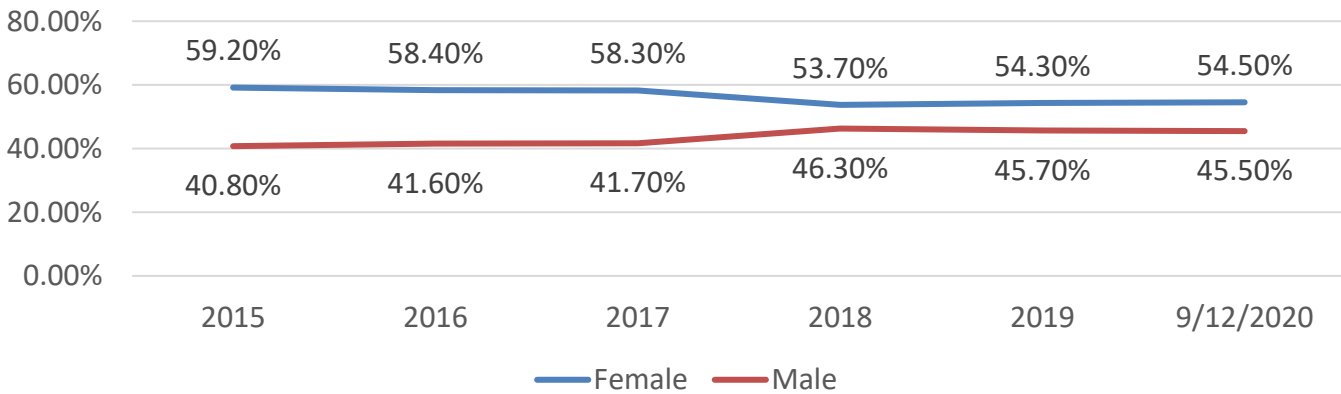


Women in Management 2015- 2020

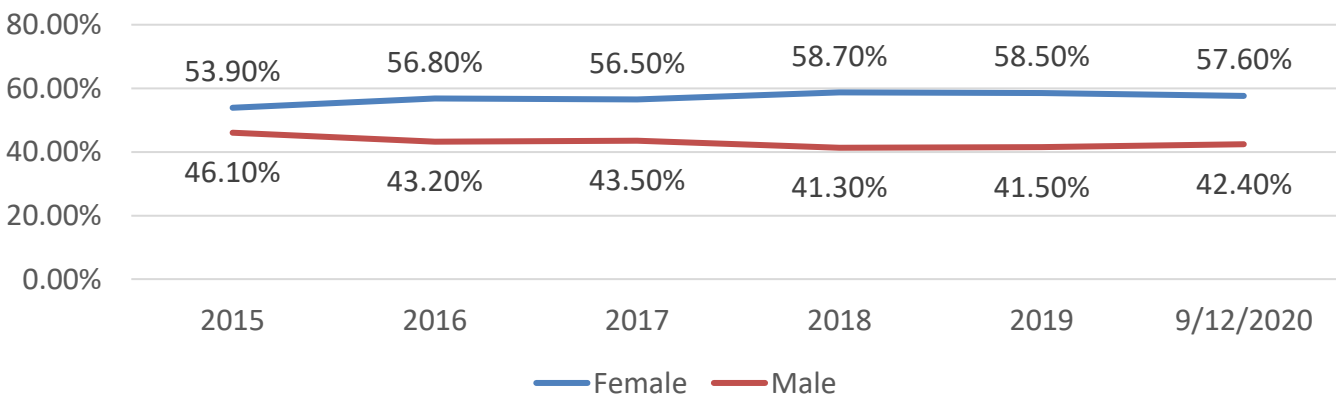
Upper Management



Mid Management



Lower Management



Hiring Trends



Since 2015:

- Women and People of Color have been hired into the County at a rate greater than their representation in the workforce.
- The County has been inconsistent with the hiring of People of Color into mid and lower management. With few exceptions, women are hired into management at a rate above their representation in the workforce.



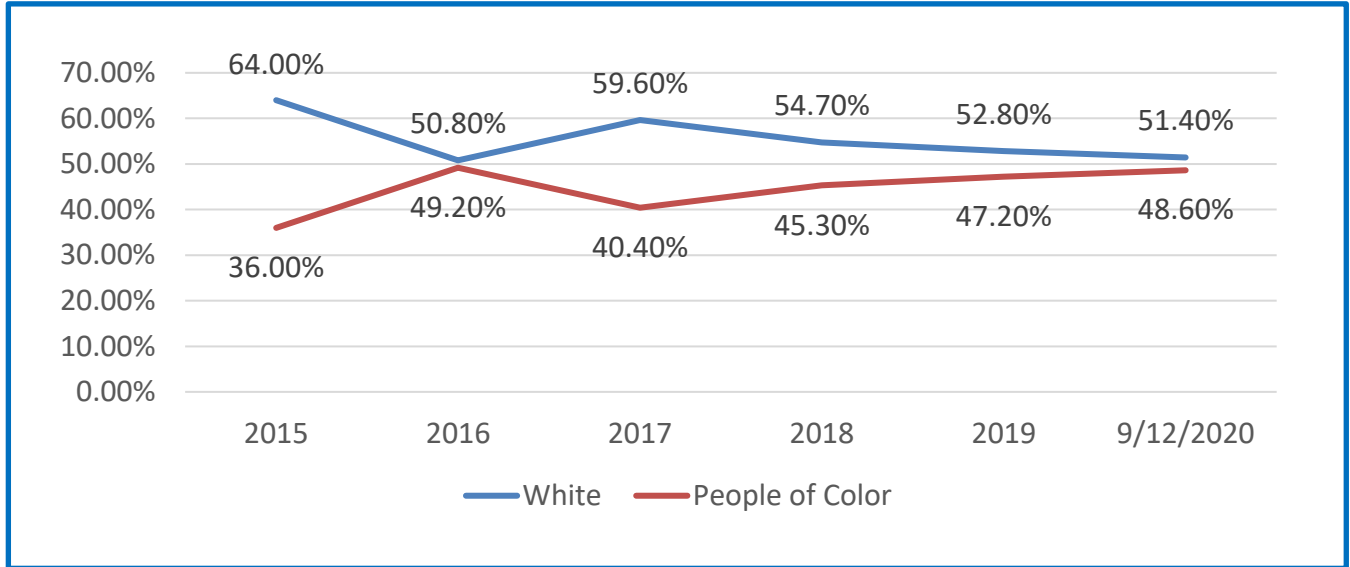
Hiring Trend

COUNTY OF MARIN

2015-2020

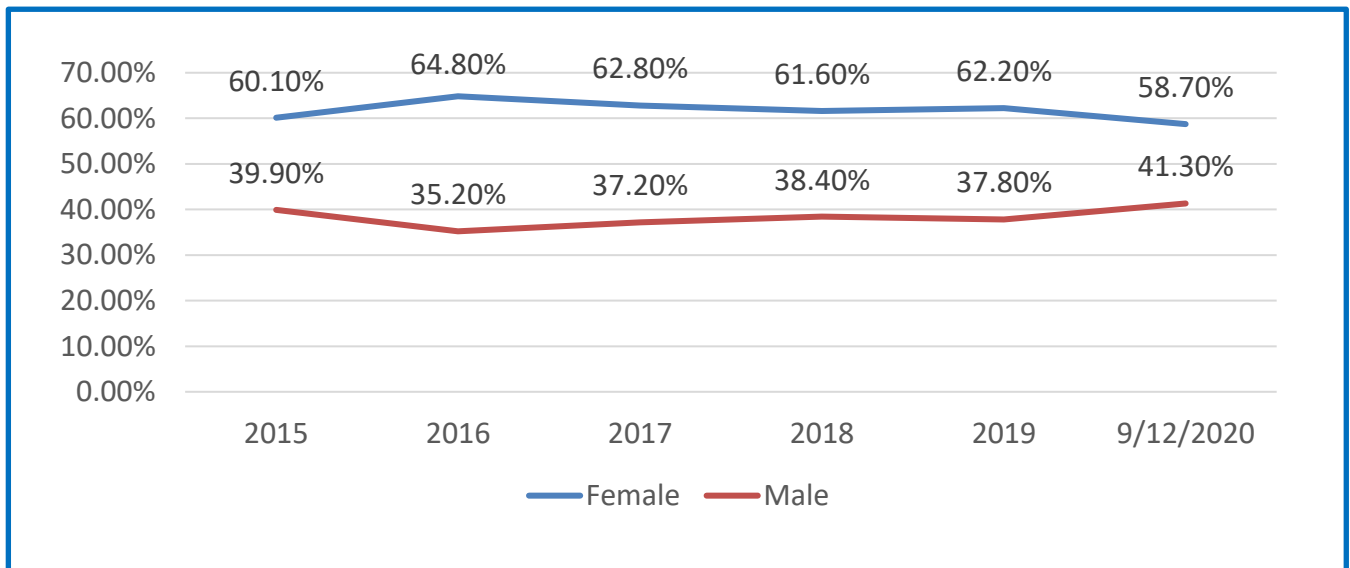
Hiring Trend For People of Color

Trend: 2015 - September 12, 2020



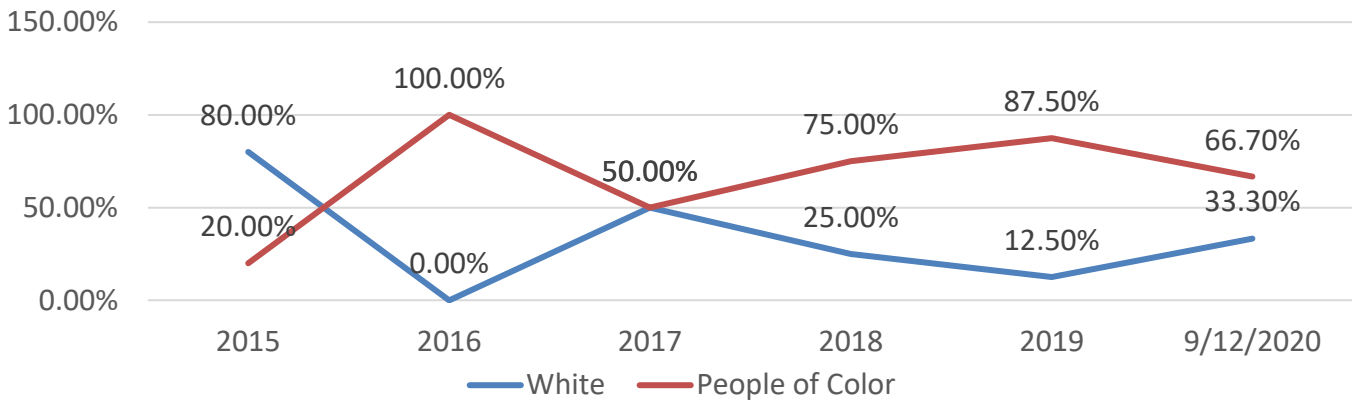
Hiring Trend for Women

Trend: 2015 - September 12, 2020

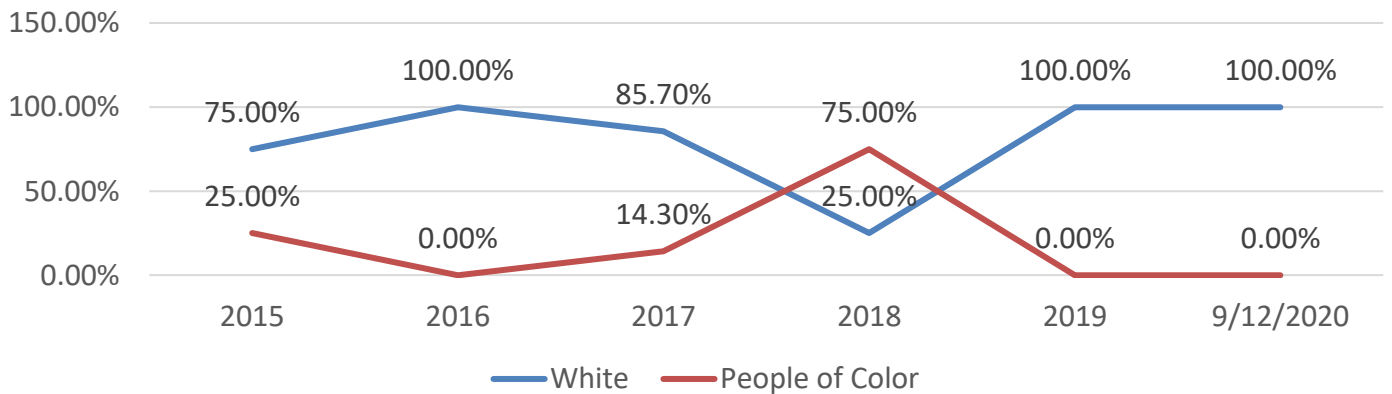


Hiring into Management

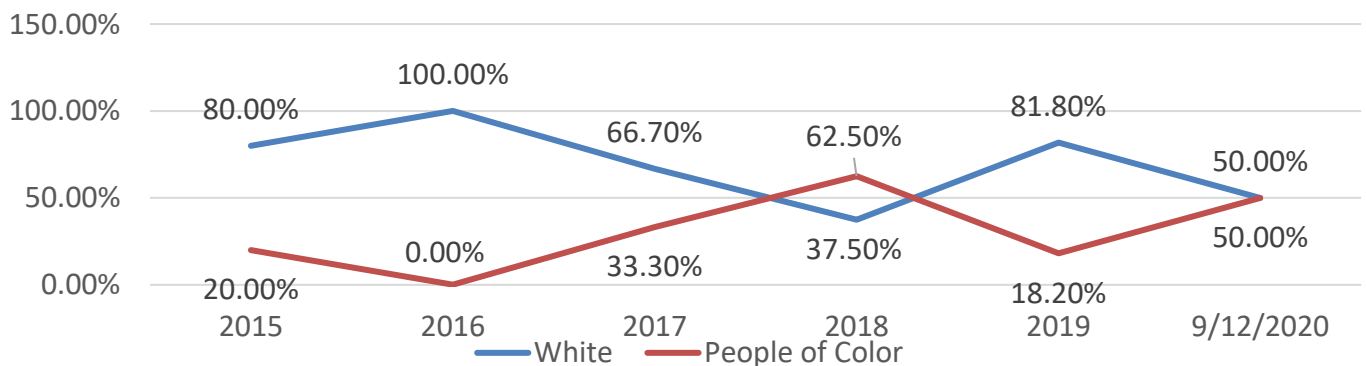
Upper Management



Mid Management

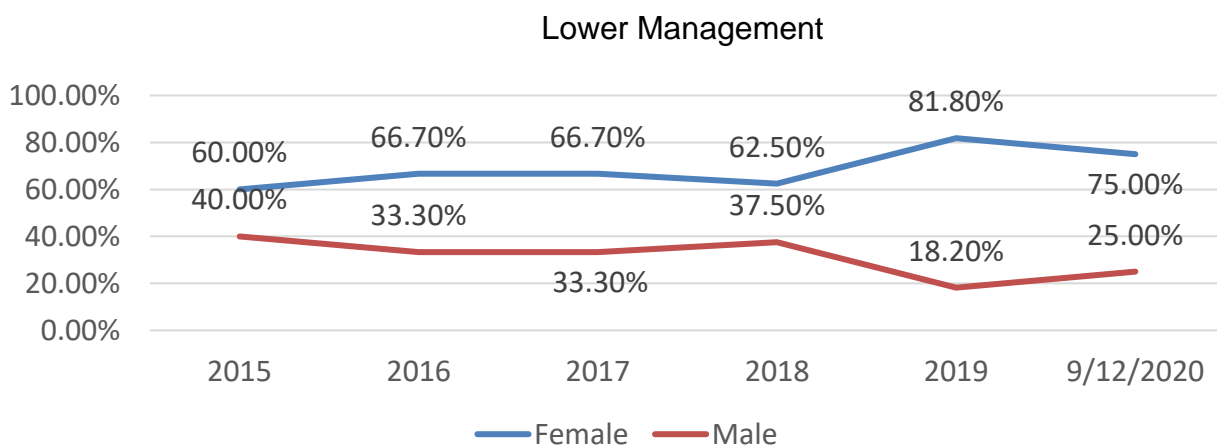
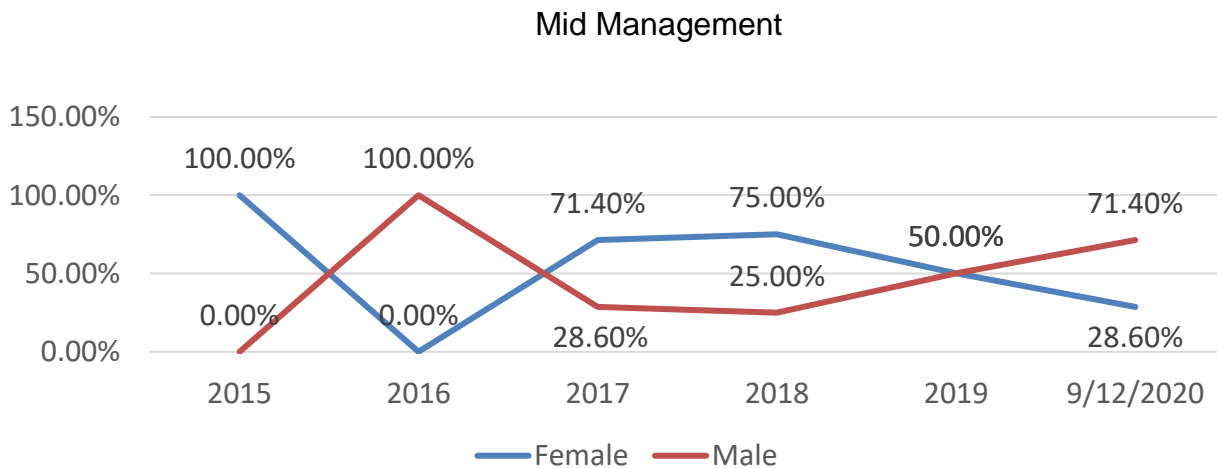
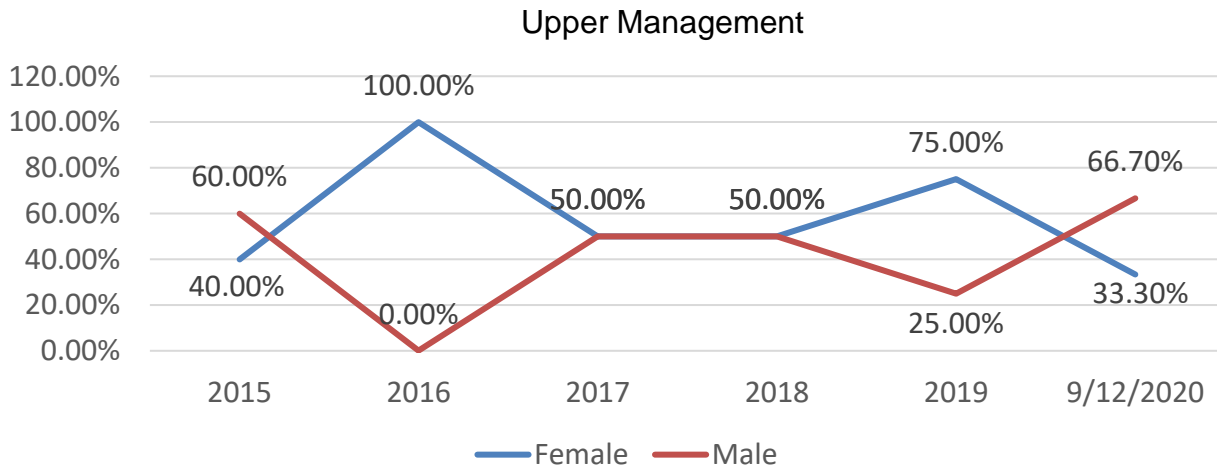


Lower Management



Trend 2015-2020 for Women

Hiring into Management



Promotional Trends

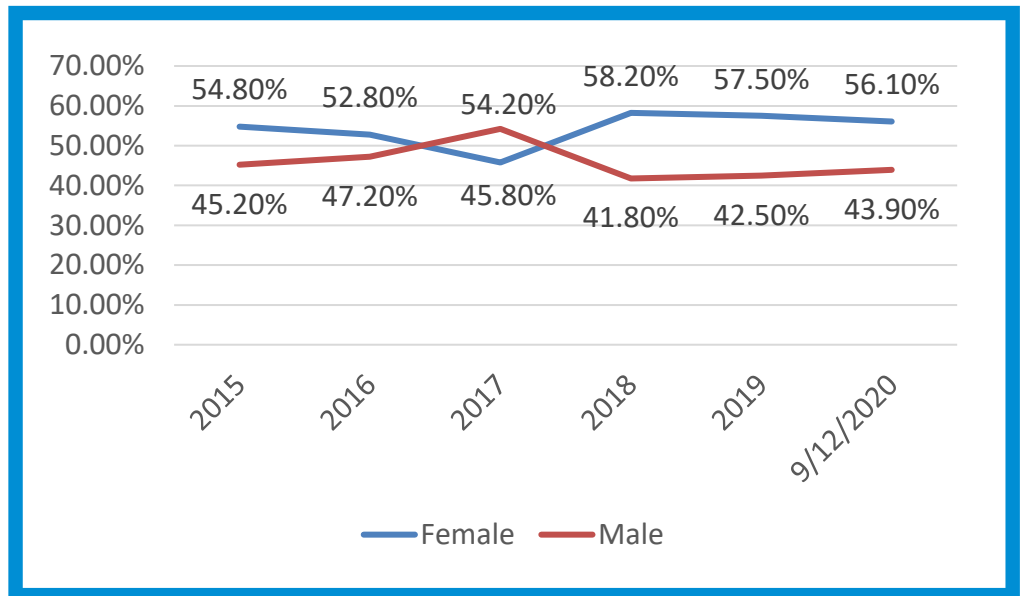
Since 2015:

- Women and People of Color have consistently received promotions at a rate greater than their representation in the workforce.
- People of Color have had low rates of promotion into upper and middle management. Women are promoted into management at rates greater than representation in the workforce.

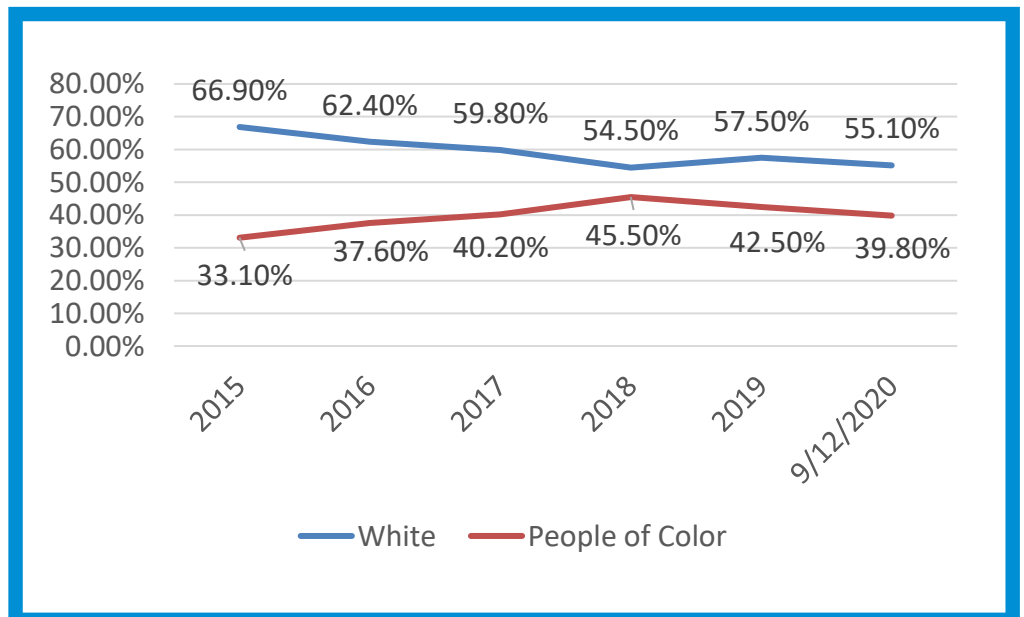


Competitive Promotion Trend

Trend
Competitive
Promotions by Gender

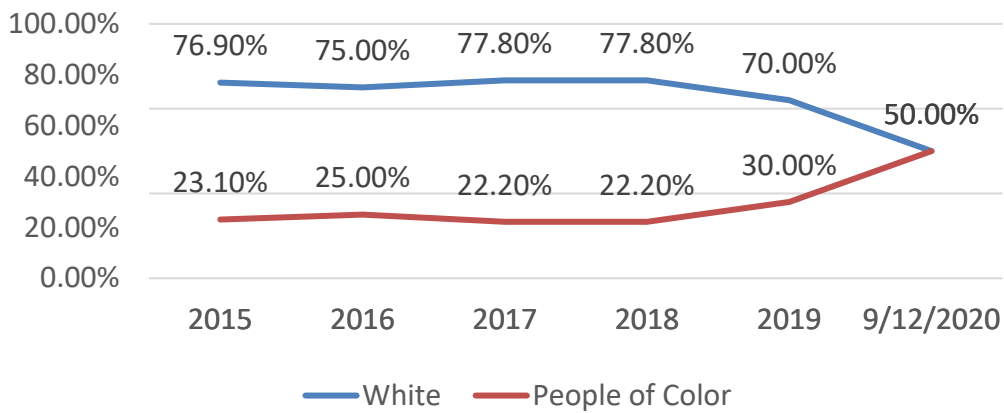
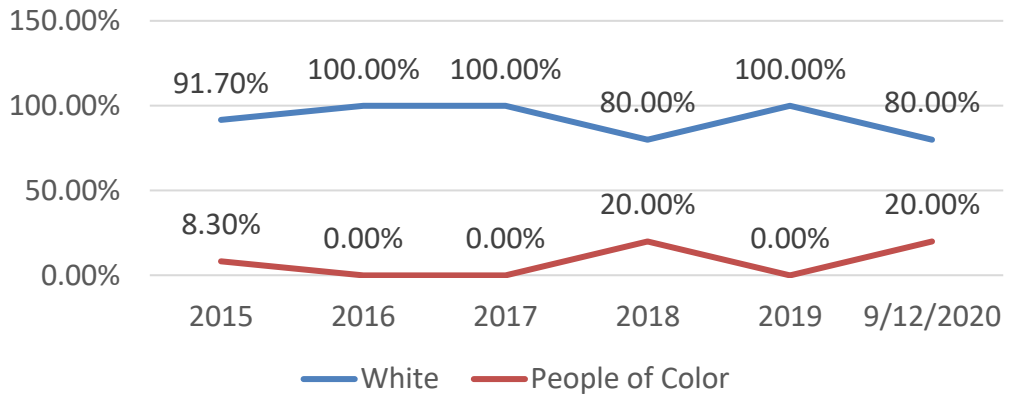


Trend
Competitive
Promotions by
Race/Ethnicity



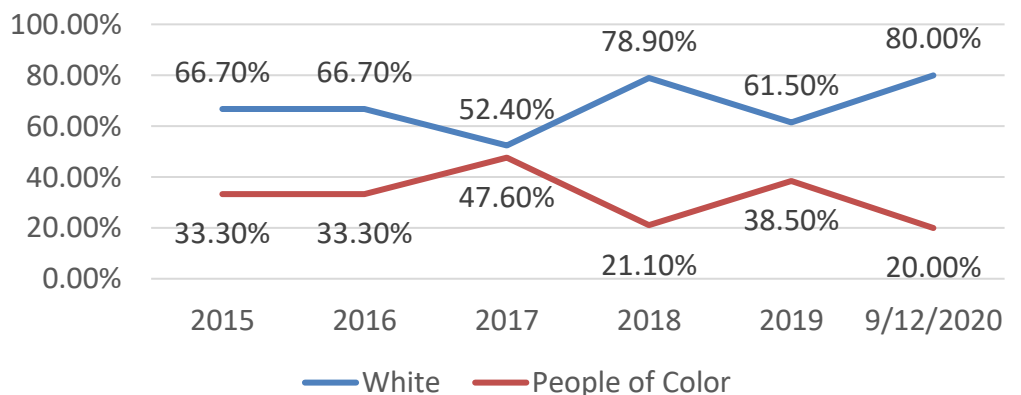
Promotional Trends into Management for People of Color

Promotion into Upper Management by Race/Ethnicity



Promotion into Mid Management by Race/Ethnicity

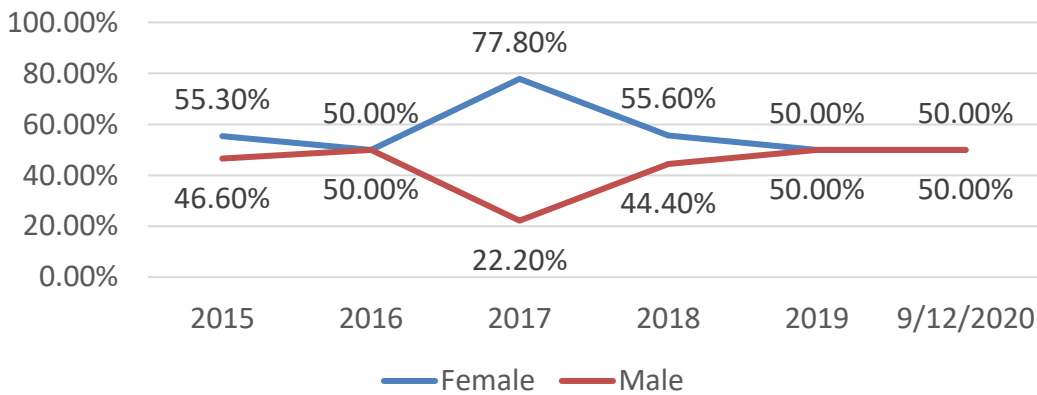
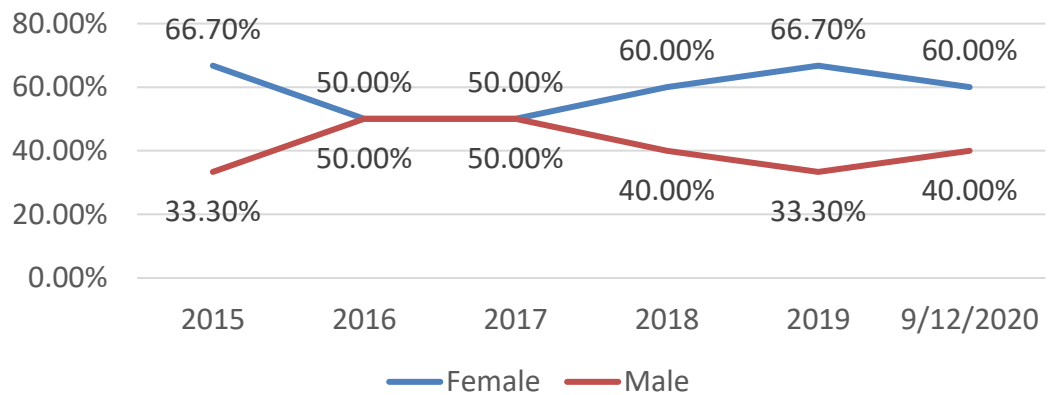
Promotion into Lower Management by Race/Ethnicity





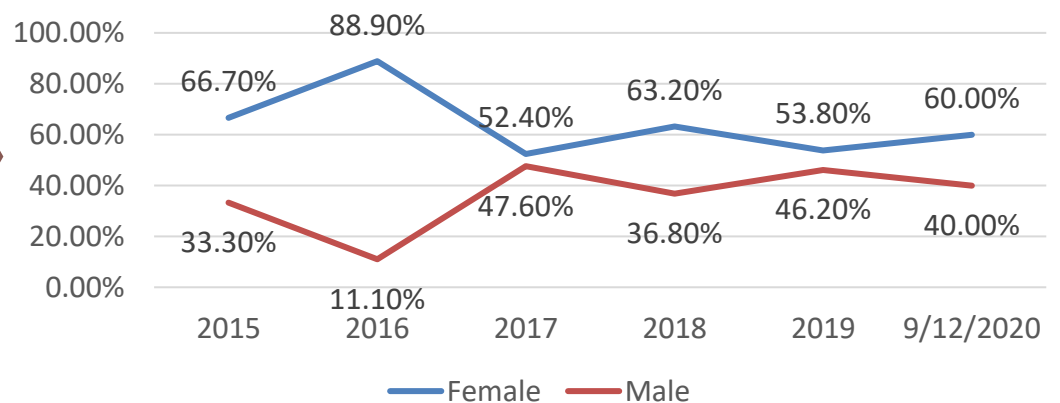
Promotional Trends into Management for Women

Promotion into Upper Management by Gender



Promotion into Mid Management by Gender

Promotion into Lower Management by Gender



Separation Trends

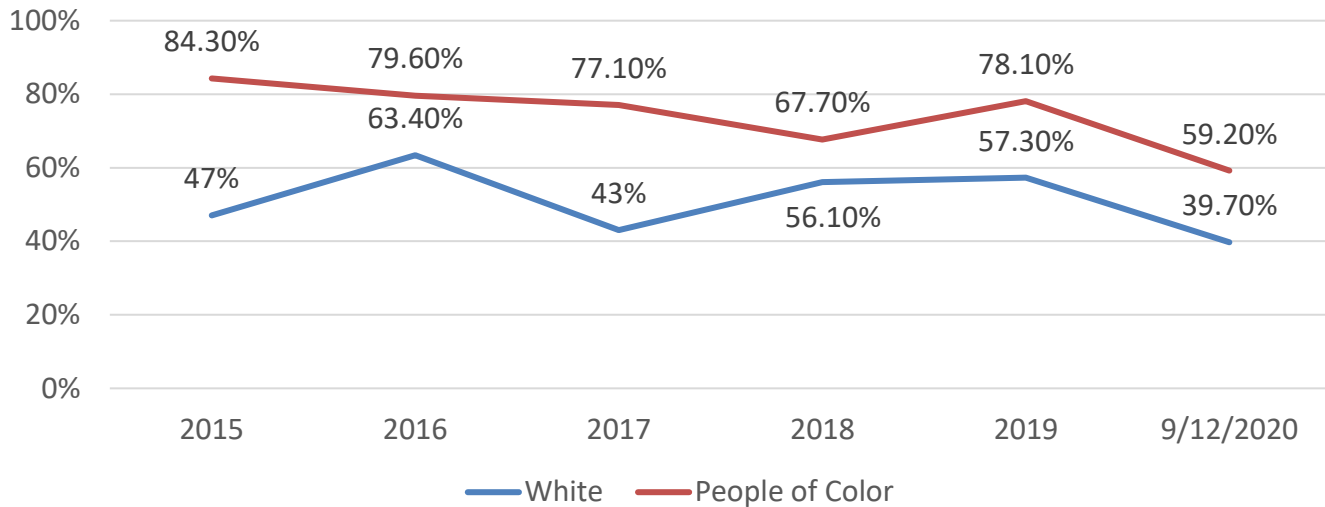
Although there has been some improvement since 2015, People of Color continue to separate from the County for non-retirement reasons at a higher rate than White employees.



Separation Trends

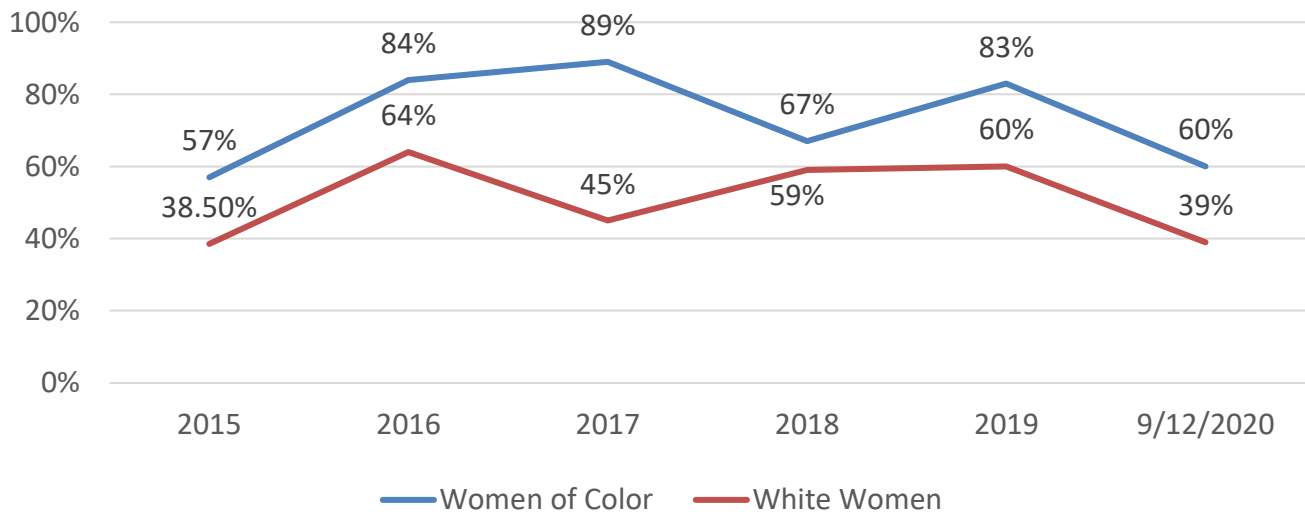
Rate of Non - retirement Separation for People of Color

Rate of Separation Trend Shown: 2015 - 9/12/2020



Rate of Non-retirement Separation for Women of Color

Rate of Separation Trend Shown: 2015 - 9/12/2020

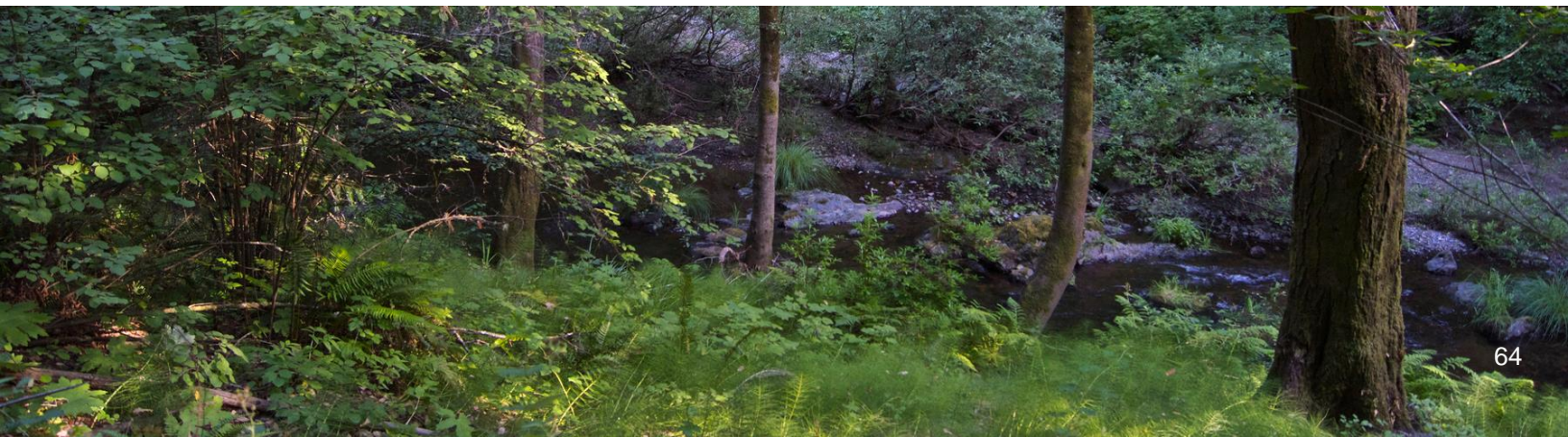



Goals and Strategies to Operationalize Equal Employment Opportunity

Five-Year Business Plan:

The County is in the final year of its five-year business plan. The County will continue to work on the following elements of the plan to increase its representation of women and People of Color in underutilized classifications:

1. Human Resources will continue to work with County Departments and non-profits to develop opportunities for internships and introductions to County employment.
2. The County will continue to provide cultural intelligence training to all employees with the goal of increasing the retention of People of Color and creating an inclusive work environment.
3. The County will use diverse hiring panels to help eliminate any potential bias from the hiring process.
4. The County will continue to review and revise minimum qualifications for job classifications to increase job opportunities in underutilized job classes.
5. The County will continue to interview at least one women and at least one person of color for all upper management job recruitments.





Goals and Strategies to Operationalize Equal Employment Opportunity

Human Resources:

In order to meet the goal of reducing underutilization, the Equal Employment Division of Human Resources, in partnership with the Human Resources Director, will work with the other divisions of Human Resources to:

- Continue to review recruitment and selection data to administer the EEOP
- Collect and analyze applicant data for each open recruitment. Develop a specified marketing plan for underutilized populations.
- Determine whether any step in the recruitment and selection process for County positions may have a significant impact on screening out People of Color and women. Based on that analysis, the County will consider modifying its candidate selection process.
- Continue to conduct a detailed workforce analysis to identify particular County departments, offices, or job positions that have significant underutilization of women and People of Color. Based on the results of that analysis, work with individual departments to create a recruitment action plan.
- Ask all candidates seeking employment with the County how they appreciate and understand the importance of diversity in the workplace and how they will help the County achieve its goals of creating a more diverse and inclusive workplace.
- Gather qualitative data from employees of color on why they are separating from the County at higher rates.
- Use the data from employee surveys and exit interviews to create a positive workplace for People of Color and women.
- Coordinate trainings for managers in the County to provide them with the skills necessary to hire and promote for diversity and to manage a diverse workforce.

Goals and Strategies to Operationalize Equal Employment Opportunity

Equity Work

The County's equity goals include building a multiracial organization that reflects the communities that it serves. By using the data contained in this EEOP and its data sources, the County can achieve its equity goals. The following steps (which are inspired by the County's GARE work) provide the County with opportunities to advance equity in its workforce:

- In addition to analyzing the underutilization of women and People of Color based on Labor Market Availability, the County will also use its workforce data to assess.
 - Whether there are job classifications in the County where the employees in the classification do not represent the community at large. Such an analysis goes beyond the traditional job group/LMA analysis.
 - Whether People of Color are clustered in low-wage classifications who have successfully entered County employment but are held back from upward mobility. Answers to this question can help the County create pathways to move up within the organization.

In 2019, the County hired an Equity Director to guide the County in its equity efforts. The County's Equal Employment Division will work with that Director by providing data to support her efforts in creating and implementing a jobs program for underserved communities of color. That program will help create pathways to employment with the County, with a focus on the County's Public Works, Fire and Parks departments, which have high rates of underutilization.



Goals and Strategies to Operationalize Equal Employment Opportunity

Internal & External Dissemination

Internal:

- A copy of this EEOP will be posted on the County's website.
- An email will be sent to all County employees to inform them that the EEOP is posted on the County website, with a link to the EEOP.

External:

- A copy of this EEOP will be posted on the County's website.
- All job announcements will contain a link to the County's Human Resources website, where the EEOP will be prominently displayed.

