



## HIRING OUTREACH OVERSIGHT COMMITTEE

**REVISED**

**February 8, 2016**

**9:00 A.M.**

**651 Pine Street, Room 101**

Supervisor Karen Mitchoff, Chair

Supervisor John Gioia, Vice Chair

### **Agenda Items:**

Items may be taken out of order based on the business of the day and preference of the Committee

1. Introductions
2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to three minutes).
3. RECEIVE and APPROVE the Record of Action for the October 1, 2015 HOO Committee meeting. *(Antoine Wilson, Staff)*
4. ACCEPT the Bridge to Success proposal and CONSIDER providing direction to staff regarding next steps to take. *(Antoine Wilson, Staff)*
5. ACCEPT 2015 Outreach and Recruitment report. *(Antoine Wilson, Staff)*
6. The next meeting is scheduled for March 14, 2016 at 9:00 a.m.
7. Adjourn

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*The Hiring Outreach Oversight Committee will provide reasonable accommodations for persons with disabilities planning to attend Hiring Outreach Oversight Committee meetings. Contact the staff person listed below at least 72 hours before the meeting.*

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*Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the County to a majority of members of the Hiring Outreach Oversight Committee less than 96 hours prior to that meeting are available for public inspection at 651 Pine Street, 3rd floor, during normal business hours.*

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*Public comment may be submitted via electronic mail on agenda items at least one full work day prior to the published meeting time.*

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For Additional  
Information  
Contact:

Antoine J. Wilson, Affirmative Action/Equal Employment Opportunity Officer  
Phone (925) 335-1455, Fax (925) 335-1420  
[antoine.wilson@riskm.cccounty.us](mailto:antoine.wilson@riskm.cccounty.us)



# Contra Costa County Board of Supervisors

## Subcommittee Report

### HIRING OUTREACH OVERSIGHT COMMITTEE

3.

**Meeting Date:** 02/08/2016  
**Subject:** October 1, 2015 Record of Action  
**Department:** County Administrator  
**Referral No.:** N/A  
**Referral Name:** Record of Action  
**Presenter:** Antoine Wilson **Contact:** 925-335-1455

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#### **Referral History:**

County Ordinance requires that each County body keep a record of its meetings. Though the record need not be verbatim, it must accurately reflect the agenda and the decisions made in the meeting.

#### **Referral Update:**

Attached is the Record of Action for the October 1, 2015 HOO committee meeting.

#### **Recommendation(s)/Next Step(s):**

RECEIVE and APPROVE the Record of Action for October 1, 2015 HOO committee meeting.

#### **Fiscal Impact (if any):**

None

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#### **Attachments**

10-2015 ROA

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# HIRING OUTREACH OVERSIGHT COMMITTEE

**RECORD OF ACTION**

October 1, 2015

1:00 P.M.

651 Pine Street, Room 101

Martinez, CA 94553

Supervisor Karen Mitchoff  
Supervisor Federal D. Glover

**Agenda  
Items:**

Items may be taken out of order based on the business of the day and  
preference of the Committee

Present:

Karen Mitchoff, Chair

David Twa, County Administrator

Antoine Wilson, Staff

Philip Arnold, Consultant

Lynn Reichard, District Representative, District V

1. Introductions
2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers

**No Public Comment**

3. CONSIDER approving the Record of Action for the June 4, 2015 Hiring Outreach Oversight Committee meeting.

AYE: Chair Karen Mitchoff

Absent: Vice Chair Federal Glover

Passed

**The Record of Action was approved.**

4. RECEIVE AND APPROVE the Quarterly Outreach and Recruitment Report.

AYE: Chair Karen Mitchoff  
Absent: Vice Chair Federal Glover  
Passed

**The Committee received and approved the Quarterly Outreach and Recruitment Report.**

5. ACCEPT the nomination of George Carter to the vacant Community Seat #4 as recommended by The Advisory Council on EEO.

AYE: Chair Karen Mitchoff  
Absent: Vice Chair Glover  
Passed

**The Committee approved the nomination of George Carter to the vacant Community Seat #4 as recommended by the Advisory Council on EEO.**

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*Public comment may be submitted via electronic mail on agenda items at least one full work day prior to the published meeting time.*

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# Contra Costa County Board of Supervisors

## Subcommittee Report

### HIRING OUTREACH OVERSIGHT COMMITTEE

4.

**Meeting Date:** 02/08/2016  
**Subject:** Bridge to Success Proposal  
**Department:** County Administrator  
**Referral No.:** N/A  
**Referral Name:** Bridge to Success Program  
**Presenter:** Antoine Wilson **Contact:** 925-335-1455

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#### **Referral History:**

On June 5, 2014, Supervisor John Gioia convened a meeting to discuss the possibility of the County developing a program specifically designed to hire individuals with developmental disabilities into the County workforce. The meeting focused on a presentation and discussion that was led by Mary Welch, County of Alameda Interim Director Human Resources Services and Joany Callahan, Sheriff's Office Personnel Chief. They provided information about the Step Up program that Alameda County had implemented which provided outreach and recruitment strategies to the developmentally disabled. Contra Costa County was interested in exploring the possibility of creating a similar program. The meeting invitees included Kathy Gallagher EHSD Department Head, Kathy Ito, Interim HR Director, Tom Heinz, Executive Director, East Bay Innovations, Gabriel Rogin, Executive Director, Area Board 5, Kate Rauch, District Coordinator for Supervisor Gioia's Office, Susan Skamser, ADA Coordinator, Doug Gorman, Return to Work Coordinator and Antoine Wilson, EEO Officer.

Over the course of the next year, Susan Skamser, Doug Gorman and Antoine Wilson researched the possibility of developing a plan that would detail how the program could work. The committee met with community based organizations who serve the developmentally disabled, the County of Alameda and the State of California to get a better idea and understanding of developing and implementing a successful outreach and hiring program to help remove any barriers to employment .

#### **Referral Update:**

The Bridge to Success proposal was completed in the Summer of 2015. It was vetted by Risk Management, Human Resources and County Counsel staff before the final product was approved. It is being distributed to the HOO Committee for your review, feedback and direction.

#### **Recommendation(s)/Next Step(s):**

ACCEPT this report and CONSIDER providing direction to staff regarding next steps to take.

#### **Fiscal Impact (if any):**

None

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**Attachments**

Bridge to Success Proposal

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**CONTRA COSTA COUNTY**  
**DIVISION OF RISK MANAGEMENT**  
**BRIDGE TO SUCCESS PROGRAM**  
**SUMMER 2015**





## **SECTION I**

### **PROGRAM OVERVIEW**

The Bridge to Success (BTS) program is an alternative employment selection program for persons with developmental disabilities. It is designed to minimize the adverse impact of the traditional selection process by providing an alternate means of assessing the qualifications and skills of job applicants with disabilities. The BTS program will be launched as a pilot program in its first year of existence. This allows the participating departments, Risk Management, Human Resources (HR) and the BTS committee to identify and evaluate aspects of the program on a small scale to understand how a large scale project might work in practice. The pilot program also allows us to address issues as they arise and make informed decisions in consideration of program expansion.

Positions in the BTS Program are project non-Merit System positions within Contra Costa County (the County). The candidates filling the BTS positions are subject to a six month evaluation period. If the candidate performs the essential functions of the job satisfactorily during the evaluation period, he or she may be transitioned to a permanent and classified Merit System position, following Board approval.

The BTS Program is consistent with the County's overall commitment to the diversification and inclusion of people who have developmental disabilities within our workforce.

## **SECTION II**

### **ELIGIBILITY**

In order for an individual to participate in this program, the candidate must meet the definition of an "Individual with a Disability," as defined by the Fair Employment and Housing Act (Government Code section 12926), and be certified eligible for the program by a State of California Department of Rehabilitation (DOR) Counselor as having a developmental disability. The certification must indicate the person's disability and be signed by both the counselor and the person seeking to participate in the program. The candidate must also meet the minimum qualifications for the position sought.

## **SECTION III**

### **HIRING PROCESS**

The selection process for the Bridge to Success Program is critical to the County's overall commitment to the inclusion of people with developmental disabilities in our workforce. The following guidelines have been developed to better assist staff with the selection process.

#### A. Designation of Positions

The positions that have been identified for the pilot program are Institutional Services Worker (ISW) (job code 1KVD), Institutional Services Aide (ISA) (job code 1KWC) and Library Aide (job code 3KW4). During the pilot program, the Health Services Department and Library anticipate creating at least two BTS temporary project positions within each class. If vacancies become available in permanent positions, additional BTS positions may be created, but only after permanent employees are given the opportunity to request reassignment to vacant permanent positions in the same classification or in the same level of their deep classification. All permanent vacancies will be offered for bid to presently assigned full-time, part-time and permanent-intermittent employees for reassignment. When there is a vacancy in one of the BTS assigned classifications, and no permanent employee chooses to bid, the hiring process identified in Section III may be followed.

#### B. Requesting Applications

Job openings will be relayed by departments to both Risk Management and HR. Risk Management will relay the information to the DOR via email and request that they respond in no later than 10 business days as to whether they have candidates who meet the minimum qualifications. If the DOR has candidates who meet the minimum qualifications, the candidate will be asked to complete an application and submit it to HR.

#### C. Application Review

HR will screen all applicants for minimum qualifications and eligibility for participation. HR will contact the departmental hiring manager and ADA Coordinator to advise of potential candidates. Departments will review the applications of all BTS candidates in the qualified pool. Upon review, departmental representatives will select at least three (3), if available, candidates to participate in interviews.

#### D. Interview Process

Interviews will be scheduled by the hiring department. Any accommodation requests from candidates should be handled in accordance with the County's ADA policy. The departments will work with Susan Skamser, ADA Coordinator, and the departmental ADA representative to address the accommodation request.

Some candidates may seek support from community based organizations and supported employment services, such as an advocate or job coach, as they go through the interview and selection process. If so, the candidate may list on the reference section of his or her application the name, phone number, and e-mail of the advocate or

job coach at such agencies or others. A designated person in Risk Management will coordinate the communication with both the candidate and his or her designated advocate or job coach in such cases for the department.

The advocate or job coach may serve in one or more of the following ways:

- Provide interview preparation assistance prior to interview
- Be present and provide “moral” support to the applicant during the interview process
- Ask for clarification of questions from the panel members
- Re-state interview question(s) to better assist the applicant in answering
- Prompt the candidate to respond as appropriate and necessary.

It is recommended that BTS candidates, along with their advocate or job coach as necessary, be provided with the interview questions 30 minutes prior to their interview. This will help facilitate the interviews by providing candidates time to consider their job related experiences as they relate to the questions with their advocate or job coach. It will also help meet the objective of hearing directly from each candidate during the interview process.

After the completion of scheduled interviews, departments may select a qualified candidate recommended for hire and advise the departmental Personnel Officer, ADA Coordinator, HR, and Risk Management.

#### E. Placement

The departmental ADA Coordinator will work with the supervisor to determine if the placement is appropriate once a candidate has been selected. If the placement is considered to be appropriate, the necessary paperwork will be submitted to HR to place the individual in the position as a BTS appointment. If the placement is not considered appropriate, HR will follow the regular protocol to fill the position.

### **SECTION IV** **EMPLOYMENT STATUS**

All individuals selected under this program will be appointed to temporary positions as project employees. The temporary appointment status will last for the duration of the evaluation period which is six months unless sooner ended. During the evaluation period, BTS employees will receive the same salary and benefits that any other similarly situated project employee receives. If the BTS employee successfully passes his or her evaluation period, the unclassified temporary position may be converted to a classified Merit System position. This will require the department to seek permission from the

Board of Supervisors to convert the project position under the BTS program to a permanent position once the candidate successfully completes the six month evaluation period.

## **SECTION V** **EVALUATION PERIOD**

The purpose of the six month on-the-job performance evaluation period is to assess the knowledge, skills and abilities of individuals who have been selected for temporary/project employment. Candidates must successfully demonstrate their ability to perform the essential functions of the job, with or without a reasonable accommodation, in order to successfully complete their BTS evaluation. The BTS Committee will develop an evaluation form which will be reviewed and approved by Risk Management and HR.

The six month evaluation period is utilized as the means of determining that the BTS employee is demonstrating necessary minimum skills and work behaviors appropriate to the position.

Some BTS employees will be assigned an advocate or job coach through the DOR or an outside agency. The job coach will work directly with the supervisor and the employee, and may receive assistance from Risk Management. The job coach's function is to help the employee succeed by helping the employee understand all aspects of the job while also guiding the manager/supervisor regarding needs of the employee. Job coaches typically stay as long as is needed. The County does not pay for the job coach. The coach is paid through the DOR or another independent agency.

The supervisor is responsible for monitoring the progress of the candidate during the evaluation period. The supervisor should evaluate the BTS candidate every other month during the evaluation period and document the evaluations on the approved form. The evaluation will contain the supervisor's assessment of the candidate's performance.

Problematic areas should be discussed with the candidate and the job coach who will assist the employee in understanding the nuances of the job. Arrangements can be made to provide needed reasonable accommodations or additional training for the candidate.

## **SECTION VI** **THE TERMINATION PROCESS**

The termination process for BTS project employees is the same as it is for other project employees.



# Contra Costa County Board of Supervisors

## Subcommittee Report

### HIRING OUTREACH OVERSIGHT COMMITTEE

5.

**Meeting Date:** 02/08/2016  
**Subject:** Mid-Fiscal Year Outreach and Recruitment Report  
**Submitted For:** David Twa, County Administrator  
**Department:** County Administrator  
**Referral No.:** N/A  
**Referral Name:** Outreach and Recruitment Report  
**Presenter:** Antoine Wilson **Contact:** 925-335-1455

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#### **Referral History:**

On July 1, 2015, Contra Costa County (County) implemented its new outreach and recruitment plans. The goals of the plans were to further promote diversity and inclusion throughout the workforce. County departments along with the Office of Equal Employment Opportunity were instructed by the Board of Supervisors to conduct strategic outreach and recruitment efforts which were specifically designed to reach qualified under-represented groups within the communities we serve.

In order to determine under-representation in each department, the EEO Officer compares the County's year end workforce data for males, females, Whites, Blacks, Hispanics and Asians to the availability of qualified people who reside in the local labor market who are 16 years or older. The local labor market data is compiled by the United States Department of Census. The EEO Officer reviews the workforce and the most recent labor force data to determine whether or not departmental underrepresentation exists. Each department with underrepresentation of 10% or more is required, at the direction of the Board of Supervisors, to create a strategic Outreach and Recruitment Plan. The departmental plans address the underrepresentation within the department and provide details of what steps will be taken to increase the applicant flow of the underrepresented groups.

#### **Referral Update:**

Please see attached report from the Office of Equal Employment Opportunity.

#### **Recommendation(s)/Next Step(s):**

CONSIDER accepting the report from the Office of Equal Employment Opportunity on the departmental and EEO outreach and Recruitment activities. (Antoine Wilson, EEO Officer)

#### **Fiscal Impact (if any):**

None

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## **Attachments**

2015 Outreach Report

2015 Workforce Data

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TO: Hiring Outreach and Oversight Committee

FROM: Antoine Wilson, Equal Employment Opportunity Officer

DATE: February 8, 2016

RE: 2015 Strategic Outreach and Recruitment Results

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On July 1, 2015, Contra Costa County (The County) implemented its improved outreach and recruitment plan. The goals of the plan were to further promote diversity and inclusion throughout the workforce. County departments along with the Office of Equal Employment Opportunity (EEO) were instructed to conduct strategic outreach and recruitment efforts which were specifically designed to reach qualified underutilized groups within the communities we serve.

In order to help determine the effectiveness of the outreach and recruitment efforts, EEO reviewed and compared the applicant flow data from July 1, 2014 - December 31, 2014 (highlighted in blue) to the most recent data from July 1, 2015 through December 31, 2015 (highlighted in green). The results are listed below:

Male	Female	Unknown	Total	White	Black	Hispanic	Asian	Unknown	Total
54%	44%	2%	100%	31%	22%	21%	23%	2%	100%
60%	38%	2%	100%	28%	23%	20%	24%	6%	100%

The statistical data reveals that males applied for more County vacancies in 2015 by 6% during the relevant timeframe. Blacks and Asians also improved their participation by 1%. Females, Whites and Hispanics decreased their participation by 6%, 3% and 1 % respectively. The County has made strides in maintaining a diverse workforce for the first 6 months of the outreach program and EEO looks forward to analyzing the first full year of outreach and recruitment efforts.

#### **2015 EEO Under-Representation Data**

The 2015 outreach efforts culminated with the production of the 2015 Workforce Analysis Report which details the under-representation in all County departments. In order to determine under-representation, the EEO Officer compares the County's year end workforce data for Males, Females, Whites, Blacks, Hispanics and Asians to the availability of qualified people who reside in the local labor market who are 16 years or older. The local labor market data is compiled by the United States Department of Census.

Each department with under-representation of more than 10% is required, at the direction of the Board of Supervisors, to create a strategic Outreach and Recruitment Plan. The departmental plans address the issues within the department and provide details regarding what steps will be taken to assist in increasing the applicant flow for the under-represented groups. Each County department is required to develop EEO Action Plans when there is an under-representation of more than 10% in the categories identified below:

- Male
- Female
- Asian
- Black
- Hispanic
- White

The County's EEO Officer will create a plan to expand outreach efforts to attract the most qualified candidates for employment who represent the diverse communities we serve. The plan will include emphasis on attracting underrepresented groups and specific outreach efforts will be made to the following populations:

- Veterans
- Disabled
- AB 109
- Hispanic
- Women and Minorities in Public Safety positions
- Low Income

In 2014, one department (Probation) was exempt from developing an outreach plan because its under-representation workforce data was 10% or less for all categories. Currently there are two departments that have under-representation of 10% or less. They are Probation and Conservation and Development.

EEO will be meeting with the departmental representatives at the end of February to discuss new strategies for 2016. EEO will help to implement more focused outreach which will be streamlined to meet the needs of the department. The ultimate goal is to ensure that all departments are diverse and inclusive in all departmental positions. The plans are scheduled to be revealed to the HOO committee on June 13, 2016. Once they are received and approved, the plans will be forwarded to the BOS.



## 2015 CONTRA COSTA COUNTY UNDER-REPRESENTATION DATA

	MALES	FEMALES	WHITE	BLACK	HISPANIC	ASIAN <sup>1</sup>	TOTAL
<b>COUNTYWIDE DATA<sup>2</sup></b>							
<b>2006-2010 Census Data Available Labor Pool</b>	53%	47%	51%	9%	22%	16%	98% <sup>3</sup>
<b>COUNTY WORKFORCE TOTAL</b>	34%	66%	46%	17%	19%	18%	100%
<b>UNDER- REPRESENTATION</b>	<b>19%<sup>4</sup></b>		<b>5%<sup>5</sup></b>		<b>3%</b>		

1The Asian category includes the following ethnicities- Native Hawaiian, Pacific Islander, Filipino, American Indian and Alaskan Native.

2 Countywide Data is based on the number of employees (as of December 31, 2015. This figure does not include temporary employees, employees who are on leave during the relevant timeframe, elected officials and department heads.

3 The 2006-2010 Census Bureau includes the categories of 2 or more races in their final calculations which equates to 100%. However, Contra Costa County does not track this data at this time and therefore cannot compare any relevant data. As a result, the total for the 2006-2010 Census Data Available Labor Pool is 98% because the 2 or more races categories are not factored into the final total.

4 Percentages in **red** indicate gender and/or racial under-representation by 11% or more within the department.

5 Percentages in **blue** indicate gender and/or racial under-representation by 10% or less within the department.

## 2015 CONTRA COSTA COUNTY UNDER-REPRESENTATION DATA

	MALES	FEMALES	WHITE	BLACK	HISPANIC	ASIAN	TOTAL
<b>AGRICULTURE</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	68%	32%	59%	9%	17%	15%	100%
<b>UNDER- REPRESENTATION</b>		<b>15%</b>			<b>5%</b>	<b>1%</b>	
<b>ANIMAL SERVICES</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	42%	58%	70%	7%	17%	6%	100%
<b>UNDER- REPRESENTATION</b>	<b>11%</b>			<b>2%</b>	<b>5%</b>	<b>10%</b>	
<b>ASSESSOR</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	45%	55%	65%	6%	7%	22%	100%
<b>UNDER- REPRESENTATION</b>	<b>8%</b>			<b>3%</b>	<b>15%</b>		

## 2015 CONTRA COSTA COUNTY UNDER-REPRESENTATION DATA

	MALES	FEMALES	WHITE	BLACK	HISPANIC	ASIAN	TOTAL
<b>AUDITOR/ CONTROLLER</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	24%	76%	38%	12%	10%	40%	100%
<b>UNDER- REPRESENTATION</b>	<b>29%</b>		<b>13%</b>		<b>12%</b>		
<b>CHILD SUPPORT SERVICES</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	21%	79%	50%	19%	16%	15%	100%
<b>UNDER- REPRESENTATION</b>	<b>32%</b>		<b>1%</b>		<b>6%</b>	<b>1%</b>	
<b>CLERK-RECORDER</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	31%	69%	53%	11%	24%	12%	100%
<b>UNDER- REPRESENTATION</b>	<b>22%</b>					<b>4%</b>	

## 2015 CONTRA COSTA COUNTY UNDER-REPRESENTATION DATA

	MALES	FEMALES	WHITE	BLACK	HISPANIC	ASIAN	TOTAL
<b>CONSERVATION &amp; DEVELOPMENT</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	56%	44%	56%	11%	13%	20%	100%
<b>UNDER-REPRESENTATION</b>		3%			9%		
<b>COUNTY ADMINISTRATOR'S OFFICE</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	41%	59%	55%	13%	10%	22%	100%
<b>UNDER-REPRESENTATION</b>	12%				12%		
<b>COUNTY COUNSEL</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	33%	67%	70%	15%	2%	13%	100%
<b>UNDER-REPRESENTATION</b>	20%				20%	3%	

## 2015 CONTRA COSTA COUNTY UNDER-REPRESENTATION DATA

	MALES	FEMALES	WHITE	BLACK	HISPANIC	ASIAN	TOTAL
<b>DISTRICT ATTORNEY</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	49%	51%	65%	10%	10%	15%	100%
<b>UNDER- REPRESENTATION</b>	4%				12%	1%	
<b>EHSD</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	15%	85%	33%	29%	23%	15%	100%
<b>UNDER- REPRESENTATION</b>	38%		18%			1%	
<b>FIRE PROTECTION DISTRICT</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16 %	98%
<b>Department Workforce</b>	86%	14%	69%	8%	12%	11%	100%
<b>UNDER- REPRESENTATION</b>		33%		1%	10%	5%	

## 2015 CONTRA COSTA COUNTY UNDER-REPRESENTATION DATA

	MALES	FEMALES	WHITE	BLACK	HISPANIC	ASIAN	TOTAL
<b>HEALTH SERVICES</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	23%	77%	38%	17%	19%	26%	100%
<b>UNDER- REPRESENTATION</b>	<b>30%</b>		<b>13%</b>		<b>3%</b>		
<b>HUMAN RESOURCES</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	26%	74%	34%	26%	19%	21%	100%
<b>UNDER- REPRESENTATION</b>	<b>27%</b>		<b>17%</b>		<b>3%</b>		
<b>LIBRARY</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	18%	82%	71%	5%	13%	11%	100 %
<b>UNDER- REPRESENTATION</b>	<b>35%</b>			<b>4%</b>	<b>9%</b>	<b>5%</b>	

# 2015 CONTRA COSTA COUNTY UNDER-REPRESENTATION DATA

	MALES	FEMALES	WHITE	BLACK	HISPANIC	ASIAN	TOTAL
<b>PROBATION</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	49%	51%	43%	31%	18%	8%	100%
<b>UNDER- REPRESENTATION</b>	4%		8%		4%	8%	
<b>PUBLIC DEFENDER</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	33%	67%	57%	15%	19%	9%	100%
<b>UNDER- REPRESENTATION</b>	20%				3%	7%	
<b>PUBLIC WORKS</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	73%	27%	56%	9%	20%	15%	100%
<b>UNDER- REPRESENTATION</b>		20%			2%	1%	

# 2015 CONTRA COSTA COUNTY UNDER-REPRESENTATION DATA

	MALES	FEMALES	WHITE	BLACK	HISPANIC	ASIAN	TOTAL
<b>SHERIFF- CORONERS</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	68%	32%	65%	9%	15%	11%	100%
<b>UNDER- REPRESENTATION</b>		<b>15 %</b>			<b>7%</b>	<b>5%</b>	
<b>TREASURER-TAX COLLECTOR</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	30%	70%	30%	26%	15%	29%	100%
<b>UNDER- REPRESENTATION</b>	<b>23%</b>		<b>21%</b>		<b>7%</b>		
<b>VETERAN'S SERVICES</b>							
<b>2006-2010 Census Data</b>	53%	47%	51%	9%	22%	16%	98%
<b>Department Workforce</b>	62%	38%	75%	12%	13%	0%	100%
<b>UNDER- REPRESENTATION</b>		<b>9%</b>			<b>9%</b>	<b>16%</b>	