

## **2016 OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY SUMMARY OF ACCOMPLISHMENTS**

In 2016 the Office of Equal Employment Opportunity (“EEO”) made significant strides in bolstering its professional image among County departments, employees, stakeholders and the constituents we serve. It was a busy year that was met with some challenges, yet EEO was deliberate in dealing with them upfront and expeditiously. Below is the year-end summary for EEO.

### **I. OUTREACH AND RECRUITMENT**

EEO met with the departmental EEO Coordinators and ASO’s individually in November and December 2016. We met with 95% of the departmental representatives or 19 out of 20 departments. EHSD was the only department that was not included in this project or in the final total. EEO was instructed to not include them in outreach at this time.

We discussed 2016 outreach activities and goals, proposed changes to outreach efforts for 2017 and suggested ways to improve our processes. We also discussed the Implicit Bias training which is scheduled for early 2017. The departments were receptive to the proposed changes to the outreach and recruitment practices and most believed that it would help the County reach the under-represented groups within our workforce.

The meetings were designed to develop an open dialogue between EEO and the departmental representatives to discuss concerns and solutions to ongoing issues during the recruitment and hiring processes. The common themes that were identified are listed below:

- Turnover is high and has become problematic in some departments. The departments believe that employees leave the County to work for other organizations that pay more money.
- The Minimum Qualifications are archaic and need to be updated to reflect the current workforce and demands of the position.
- Departments stated that they had experienced a delay in obtaining approval to hire a qualified candidate. When the approval was finally granted by HR, candidates have refused the offer because he/she was hired by another department or another company.

### **II. BRIDGES TO SUCCESS**

The Bridges to Success (“BTS”) Program made steady progress in 2016. A meeting was held on Tuesday, May 17, 2016 to discuss the remaining details for this plan and how they will be executed. Roles have been defined and HR will handle the entire program while EEO will be responsible for assisting with the outreach portion.

The BTS project was approved by the BOS in December 2016. EEO met with HR on January 10, 2017 to discuss the next steps. Currently, EEO is tasked with keeping the Community Based Organizations (“CBOs”) abreast of new employment opportunities for developmentally disabled individuals who may qualify for the program.

EEO will continue to work with HR to discuss the program at community meetings. HR has designated Eldreai Ellis, Personnel Analyst, who will be responsible for providing support to the outreach program and who will work closely with the CBOs who cater to the disabled population who are developmentally disabled.

### III. HIRING OUTREACH AND OVERSIGHT BI-ANNUAL REPORT CHANGES

EEO made relevant changes to the reporting format and content for the annual outreach and recruitment report. The change was needed in order to provide specific details about countywide departmental under-representation. Whereas the previous reporting format consisted of 5-10 pages of data and written information which provided updates on the outreach productivity of each department, it was determined that this report only touched the surface.

In an effort to drill down and provide specific and detailed information EEO has developed a report that includes gender and racial under-representation in all departments and special districts based on occupational categories as defined by the federal government. The revised report is over 100 pages. The report provides specific information for each occupational category within each department, identifies the under-representation, and compares the County workforce data to the local labor force. The occupational categories are listed below:

- **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.
- **Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.
- **Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

- **Protective Service Workers- Sworn:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces.
- **Protective Service Workers Non-Sworn:** Occupations that perform technical and support work in safety or law enforcement work, which does not require a sworn person.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.
- **Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.
- **Service-Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.

#### IV. COMMUNITY BASED ORGANIZATIONS

EEO placed emphasis on interacting with Community Based Organizations, (“CBOs”), and their clients to educate them about the County’s job vacancies and how to apply for them. EEO partnered with HR to conduct employment related workshops to those organizations who served individuals that are under-represented in our workforce. Some of the topics we covered in the initial outreach seminars consisted of informing employees how to find vacancies on the HR website, how to deal with rejection notices, and how to contact EEO and HR if questions arise. The seminars were positively accepted and led to some of the clients as and counselors obtaining employment with the County.

Due to the success of these seminars, EEO in conjunction with HR rolled out the Application Workshop to STAND! in November 2016. The workshop was designed to walk interested individuals through the online application process. Those who participated in this event were able to create user account as well as tickler systems to notify them when a particular vacancy was announced. This seminar will be replicated in 2017 and we are currently working with two CBOs in Richmond to schedule seminars in February and March 2017. The two CBOs that are

tentatively scheduled are the Lao Family Community Development and the Community Housing Development Centers.

During outreach efforts, EEO collects contact names and information from the CBOs and forwards this information to HR. HR will e-mail the CBOs job announcements who serve the clientele that is under-represented within the department who has the vacancy. For example, if a department is deficient in Hispanics, HR will customize the outreach to include all of the CBOs on record who serve this population.

- 138 CBO email addresses and contacts that originated with EEO were sent to HR. Throughout the year EEO is responsible for responding to HRs request to update returned e-mails with current contact information and to provide them (“HR”) with contact names and information for new CBOs who want to receive the notifications. This number is the total number of e-mail addresses that we have sent to HR over the last 1.5 years.
- In 2016 EEO conducted 257 outreach efforts which consisted of phone calls, e-mails and in-person meetings. There were 28 onsite presentations with CBOs staff, and clients.

EEO plans to conduct more outreach and recruitment efforts in 2017. Due to the EEO Officer collaborating with Phil Arnold for 3 days per week in 2016 and learning beneficial information to successfully maintain the office in 2016, EEO was not primed to conduct more outreach and recruitment exercises. For 2017, EEO will spend more time focusing on outreach and recruitment efforts within the communities we serve since Mr. Arnold is no longer providing services for EEO.

## **V. GOVERNMENT ALLIANCE ON RACE AND EQUITY**

Beginning January 2016, Contra Costa County (“the County”) participated in the Government Alliance on Race and Equity (“GARE”). GARE’s purpose is to provide ways that can help local and state jurisdictions achieve gender and racial equity within government and to the citizens that we serve. GARE provides the tools needed to create successful programs by providing the following:

- Supporting a targeted cohort of jurisdictions and providing best practices, tools and resources is helping to build and sustain current efforts and build a national movement for racial equity.
- Many jurisdictions lack the leadership and/or infrastructure to address issues of racial inequity. Using the learnings and resources from the cohort will create pathways for increased engagement and expansion of the Alliance.

- Developing a “collective impact” approach firmly grounded in inclusion and equity is necessary. Government can play a key role in collaborations for achieving racial equity, centering community and leveraging institutional partnerships.

GARE was comprised of 14 jurisdictions throughout Northern California. Each jurisdiction sent their cohort to participate in the program. The jurisdictions are listed below:

1. Alameda County
2. City of Berkeley
3. State of California Department of Health
4. Contra Costa County
5. Marin County
6. Merced County
7. Napa County
8. City of Oakland
9. City of Richmond
10. City of Sacramento
11. City and County of San Francisco
12. San Francisco PUC
13. Santa Clara County
14. Solano County

The County’s Cohort consisted of Sharon Hymes-Offord, Risk Manager; Robin Lipetzky, Public Defender; Ron Martin, County Master Trainer; Phil Arnold, Consultant; Harlan Grossmann, Retired Judge (Contra Costa County); and Antoine Wilson, EEO Officer. There were 12 meetings held in Oakland, California where all of the cohorts were able to participate in workshops, exercises and presentations. We were also able to work directly with other cities and counties across the United States to obtain more information on how they were able to implement racial equity within their governments.

After hearing presentations from the City of Portland’s Director of the Office of Equity and Human Rights, Dante James, Esq., our cohort became more interested in establishing an Office of Human Rights and Equity for the County. Mr. James also helped to establish the City of Oakland’s Office of Race and Equity by serving as the Interim Director until a permanent person had been chosen. Our hope is that the office will provide guidance to our employees for the following:

- Promote equity and reduce disparities within County government;

- Provide guidance, education and technical assistance to all departments as they develop sustainable methods to build capacity in achieving equitable outcomes and service;
- Work with community partners to promote equity and inclusion within Contra Costa County and throughout the region, producing measurable improvements and disparity reductions;
- Support human rights and opportunities for everyone to achieve their full potential;
- Work to resolve issues rooted in bias and discrimination, through research, education, and interventions.

## **VI. MARTIN LUTHER KING, JR. CELEBRATION COMMITTEE**

On January 19, 2016, EEO helped with the planning and presentation of the annual Martin Luther King, Jr. (“MLK”) celebration. Phil Kader was the team lead and we were able to provide the County with a festive celebration to memorialize Dr. King’s birthdate.

In 2016, we planned for the 2017 MLK celebration. Our new team lead was Sharon Hymes-Offord, Risk Manager. We met 5 times in 2016 to discuss the program art work, entertainment, Humanitarians (including student) of the Year, food, decorations, etc. Our last meeting of the year held on December 21, 2016, the logistics were clear and we understood what our duties were for the celebration in January.

## **VII. PHIL ARNOLD**

Phil and I met over 60 times in 2016. We were scheduled to meet three times per week and often strategized on creating a more fluid and efficient EEO Outreach and Recruitment process both internally and externally. Phil was instrumental in helping to develop the CBO outreach and recruitment plans by working in the communities where they are located and developing a trusting relationship with them. We overcame the initial distrust by some of the CBOs by being persistent and allowing them to get to know us as individuals who were looking to assist them and the people they serve. The main topics we discussed are below:

- Creating more EEO visibility in the communities that serve the County’s under-represented populations.
- Revamping the EEO Outreach Historical Database.
- Developing the EEO 5 Year Strategic Action Plan.
- Reviewing departmental EEO Plans and making recommendations to the department for more information.
- Reviewing EEO Reports and data.

- Developing an application workshop for the community based organizations.
- Strategies for a successful partnership with Human Resources.

### **VIII. EEO INVESTIGATIVE TRAINING**

On September 21, 2016, EEO hosted an investigative training entitled “Preventing and Reducing Employment Law Liability with Effective Internal Investigations.” The presenter was Eric Glassman who is an attorney for Shaw-Valenza, LLP. Nearly 30 people from different departments attended the 3 hour training including departmental EEO Coordinators. The training provided insight on how to conduct effective and timely investigations. The feedback was very positive especially from the employees who had little to no experience investigating EEO complaints. Since the turn-out and feedback was positive, it is likely that we will invite Mr. Glassman back in 2017 for additional training for our employees. We are considering making this training an annual event.

### **IX. EEO 5 YEAR STRATEGIC PLAN**

EEO submitted its 5-Year Strategic Plan on September 15, 2016 which detailed the unit’s future vision. There were areas that we felt were important to address and focus on to help the unit run more efficiently. EEO is aware that as we move forward there will be times where we may need to adjust our direction to coincide with new developments within the County. We also understand that the plan is a visible document which will require us to take on more accountability to ensure that the outcomes are met.

The EEO Plan will serve as a road map for EEO to successfully navigate its future. It provides information on where EEO is, strategies to attain its goals and objectives, and where EEO plans to be in the next five years. Our vision is to attain racial and gender equity within our workforce by implementing specific mechanisms to achieve it. The EEO Office will solicit feedback from internal stakeholders, ASO’s, EEO Coordinators, Department Heads, managers, and supervisors to assist in making this plan come to fruition and address some of the issues that the County faces in this current business environment.

### **X. NINE BAY AREA EEO MANAGERS MEETING**

The nine bay area EEO Managers met on a quarterly basis in 2016. One of the highlights of these meetings was the compact version of implicit bias training that we had. The training was powerful and opened up a dialogue on race, gender, religion, etc. We discussed the issues that are prevalent within our respective counties and discussed ways that have been successful in

dealing with the discriminatory acts. We also discussed our own biases and how they may have effected decisions we made in the past.

Some of the participants were also GARE members so we discussed the impact that GARE had in our jurisdictions and the work that we were anticipating doing within our respective counties. The conversations prompted Sonoma County to research GARE and sign up for the 2017 sessions.

The meetings have also prompted the managers to communicate throughout the year to discuss issues that arise in our EEO Offices and we provide solutions and best practices to the group.

## **XI. EEO INTERNAL INVESTIGATIONS**

EEO is responsible for investigating internal complaints of discrimination and harassment (which includes sexual harassment). In 2016 there were 17 new cases received and 7 cases were carried over from 2015. All 24 cases were closed by December 31, 2016.

## **XII. TOASTMASTERS**

EEO is actively involved in Toastmasters. I attended 2 meetings per month and the experiences have helped me to increase my public speaking confidence. I have had to give two prepared speeches over the last year and also have given many impromptu speeches during the table topics portion of the meeting which has been beneficial in my outreach and H2O presentations.

## **XIV. DOIT**

EEO met with DOIT in October 2016 to discuss ways to make the PeopleSoft reports more user-friendly. Currently the reports provide information on race and gender statistical information but fail to provide the sum total of the racial data. For example, the report will give the gender total of white males and white females separately within a spreadsheet. It will not give the sum total of both by race which is needed when EEO reports under-representation. In order to provide accurate reporting, EEO needs the data drilled down by both gender and race in order to determine where outreach is needed by department and Countywide.

DOIT is still working on providing the information to help the reporting process. They plan to update the workforce report so that it will alleviate EEO from manually calculating the figures.



This is intended to save EEO many hours in reporting the information because the data will be calculated electronically.