



HIRING OUTREACH OVERSIGHT COMMITTEE

October 2, 2017
1:00 P.M.
651 Pine Street
Room 108,

Supervisor Candace Anderson, Chair
Supervisor Federal Glover, 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 April 3, 2017 H2O meeting.
(*Antoine Wilson, H2O Staff*)
4. CONSIDER accepting the Office of Equal Employment Opportunity's 2016 Outreach and Recruitment Report and the FY 2017-2018 Departmental Outreach Plans. DIRECT staff to submit the full report to the Board of Supervisors for consideration. (*Antoine Wilson, H2O Staff/EEO Officer*)
5. RECEIVE update on the Bridge to Success Program. (*Eldreai Ellis, HR Consultant*)
6. Adjourn

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.

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.

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

For Additional Information Contact:

Antoine J. Wilson, Affirmative Action/Equal Employment Opportunity Officer

Phone (925) 335-1045, Fax (925) 335-1799
antoine.wilson@cao.cccounty.us



Contra Costa County Board of Supervisors

Subcommittee Report

HIRING OUTREACH OVERSIGHT COMMITTEE

3.

Meeting Date: 10/02/2017

Subject:

Department: County Administrator

Referral No.:

Referral Name:

Presenter:

Contact:

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 April 3, 2017 H2O meeting.

Recommendation(s)/Next Step(s):

RECEIVE and APPROVE the Record of Action for the April 3, 2017 H2O meeting.

Attachments

April 2017 Minutes



HIRING OUTREACH OVERSIGHT COMMITTEE

RECORD OF ACTION

April 3, 2017
1:00 P.M.
651 Pine Street
Room 101

Supervisor Candace Andersen, Chair
Supervisor Federal D. Glover, Vice Chair

Agenda Items:

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

Present: Candace Andersen, Chair
Federal D. Glover, Vice Chair
Staff
Present: Antoine Wilson, EEO Officer

Attendees: David Twa, CAO
Dianne Dinsmore, Director of Human Resources
Lisa Lopez, Assistant Director of Human Resources
Phil Arnold, Community Member

1. Introductions

The Chair called the meeting to order at 1:00 p.m. and self-introductions were made around the room.

2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to three minutes).

No members of the public requested to speak during the public comment period.

3. RECEIVE and APPROVE the Record of Action for the February 6, 2017 H20 meeting.

The Committee approved the Record of Action for the February 6, 2017 IOC meeting as presented.

***AYE: Chair Candace Andersen, Vice Chair Federal Glover
Passed***

4. Accept the Office of Equal Employment Opportunity's 5-Year Strategic Plan and direct staff to transmit the information to the Board of Supervisors for their approval.

The Committee approved the Office of Equal Employment Opportunity 5-Year Strategic Plan.

***AYE: Chair Candace Andersen, Vice Chair Federal Glover
Passed***

5. ACCEPT the 2016 Annual Report for Office of EEO and provide direction to staff, as needed.

The committee accepted the Office of EEO's Annual Report

***AYE: Chair Candace Andersen, Vice Chair Federal Glover
Passed***

6. ACCEPT the nominations of Amo Virk to the vacant Business seat, which expires on November 30, 2018; Victoria Mejia to the vacant Management Seat #2, which expires on November 30, 2018; and the nomination of Ayesha Cope to the vacant Community Seat #2, which expires on November 30, 2017, as recommended by the Advisory Council on EEO.

ACCEPT the resignation of Paula Lochin, who served in Union Seat #1 as recommended by the Advisory Council on EEO.

The Committee accepted the nominations of Amo Virk, Victoria Mejia and Ayesha Cope to the ACEEO.

The committee accepted the resignation of Paula Lochin.

***AYE: Chair Candace Andersen, Vice Chair Federal Glover
Passed***

7. The next meeting is currently scheduled for June 5, 2017.

8. Adjourn

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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.

For Additional Information Contact:

Antoine J. Wilson
Equal Employment Opportunity Officer
antoine.wilson@riskm.cccounty.us
Phone (925) 335-1455
Fax (925) 335-1421



Contra Costa County Board of Supervisors

Subcommittee Report

HIRING OUTREACH OVERSIGHT COMMITTEE

4.

Meeting Date: 10/02/2017

Subject:

Department: County Administrator

Referral No.:

Referral Name:

Presenter:

Contact:

Referral History:

In April of 2014, the County Administrator's Office created the Recruitment Opportunities Work Group consisting of representatives from the Human Resources Department, the Office of the County Counsel, and the Equal Employment Opportunity Office. The Work Group successfully researched and developed more robust and engaging outreach and recruitment strategies to underrepresented groups within the community. The goal is to promote equal employment opportunities, diversity and equity within our workforce.

Referral Update:

In January 2015, the County's outreach plans were rolled out to the department heads and it was well received. In February 2015, the Work Group rolled the plan out to the departmental Administrative Services Officers and the Equal Employment Opportunity Coordinators to develop and implement their individual departmental plans.

Recommendation(s)/Next Step(s):

ACCEPT the Office of Equal Employment Opportunity's Annual Outreach Report and Departmental Outreach Plans as recommended by the Hiring Outreach Oversight Committee.

Attachments

H2O Outreach Report 09-17

CONTRA COSTA COUNTY
OFFICE OF EQUAL EMPLOYMENT
OPPORTUNITY



FY 2016-2017 OUTREACH REPORT
FY 2017-2018 OUTREACH PLANS

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BACKGROUND

In April of 2014, the Human Resources (HR) Department convened a Recruitment Opportunities Work Group consisting of representatives from the Human Resources Department, Office of the County Counsel, and the Office of Equal Employment Opportunity (EEO). The County Administrator tasked the group with establishing a post-Consent Decree framework to ensure that the County's workforce reflected the demographics of the communities we serve. The goal was to provide equal employment opportunities for all qualified persons seeking employment with the County and in special districts governed by the Board of Supervisors. Outreach was created to explore new and innovative ways to access people who are underrepresented¹ in the County's workforce.

On July 1, 2016, the County implemented its outreach and recruitment plans for Fiscal Year (FY) 15-16. The goal of the plans was to promote equity and inclusion throughout the County's workforce. County departments, along with EEO, were instructed to conduct strategic outreach and recruitment efforts that were specifically designed to reach qualified underrepresented groups within the communities we serve.

METHODOLOGY

In order to determine underrepresentation in each department, the EEO Officer annually compares the County's workforce data to the availability of qualified people, 16 years or older, who reside in the local labor market². The County's workforce data within this report is derived from employment records from the Human Resources database. The local labor market data is compiled by the 2010 United States Department of Census Bureau (Census) using the Equal Employment Opportunity Tabulation (EEO Tabulation), which is a benchmark for comparing the gender and racial makeup of an organization's workforce. EEO Tabulation examines labor force diversity using Census data and is produced for federal agencies responsible for monitoring employment practices and enforcing civil rights laws for the workforce.

The current County reporting format showcases the use of statistical data to determine underrepresentation within a given department. In an effort to better identify where underrepresentation manifests within each department, EEO conducted a utilization analysis by gender and race/ethnicity as defined by the occupational categories within each department. An occupational category is a broad grouping of job classes that require similar levels of skill and training. The County's job classes are determined by HR and assigned to an occupational category based upon the United States Equal Employment Opportunity Commission's definitions³.

¹ Dictionary.com defines underrepresentation as giving inadequate representation to; represent in numbers that are disproportionately low.

² Beginning in 2017, EEO will compare the County's workforce to the 2010 Census data local labor demographics.

³ See Page 12 of this report for the definitions of the 8 occupational categories.

OUTREACH

As of December 31, 2016, Contra Costa County employed 7,964 employees. Each department with underrepresentation of 10% or more in gender and race/ethnicity⁴ categories is required to create a strategic outreach and recruitment plan that addresses the deficiencies and outreach needed. Representation rates, which are presented in percentages, are estimated indicators of whether or not a particular racial/ethnic or gender group is represented at a level comparable to the group's presence in the labor market. Referencing this data, departments provide steps that will be taken to assist in increasing the applicant flow of qualified individuals for the underrepresented group(s).

Applicant flow is the analysis of selection rate adjustments for a particular job and is used for record keeping and statistical purposes⁵. Employers are to provide applicants with the options of self-identifying or declining to submit the supplemental classification information, which identifies gender, race, and/or ethnicity. If an individual declines to self-identify, their reporting data will not be included in the final tally.

The departments are required to reach out to males, females, Whites, Blacks, Hispanics, and Asians, depending on where their underrepresentation exists. Each racial/ethnic and gender category varies from the other and requires departments to participate in outreach to all groups where it has been determined that low representation exists.

As the County's EEO Officer, I am responsible for conducting outreach efforts to Community Based Organizations (CBO's). The outreach efforts place an emphasis on attracting underrepresented groups within the County's workforce through ongoing marketing efforts. The efforts are designed to meet CBO'S at the transaction level in order to provide the County's employment information to management teams, employees, and the agency's clientele.

The ongoing outreach efforts have produced a partnership between Human Resources (HR) and the Office of EEO. HR often accompanies EEO to onsite meetings with local CBO's in order to explain the hiring process, answer recruitment questions and provide in-person tutorials on completing the County's online application.

Outreach is specific to organizations whose clientele consists of veterans, women, Hispanics, Blacks, and Asians, as well as disabled, re-entry, low income, faith-based, and homeless individuals. EEO has met with agency staff and/or clients from the organizations listed on the following page.

⁴ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably.

⁵ All institutions receiving federal contracts are obligated by federal law to track gender and race data for all candidates submitting applications for employment to the business. By law, the information cannot be a component of the employment determination, nor can it be used for consideration.

COMMUNITY BASED ORGANIZATIONS

1. Education	Contact
<ul style="list-style-type: none">Diablo Valley Community College	Tina Dodson, Workforce Development Manager
<ul style="list-style-type: none">Los Medanos College	Professor Silvester Henderson, Instructor of Music
2. Faith Based	Contact
<ul style="list-style-type: none">Contra Costa County Interfaith Council	Donnell Jones, Interim Executive Director
<ul style="list-style-type: none">Contra Costa Interfaith Housing	DeAnn Pearn, Executive Director
<ul style="list-style-type: none">Shepherd's Gate	Confidential Contact
<ul style="list-style-type: none">Victory Outreach	Tony Valenzuela, Senior Pastor
3. Re-Entry	Contact
<ul style="list-style-type: none">Bay Area Chaplains	Mike Lafferty, President and CEO Lance Marshall, Senior Chaplain
<ul style="list-style-type: none">East Bay Goodwill	Devon Powers, Senior Director of Contracts
<ul style="list-style-type: none">Family Justice Center	Susun Kim, Executive Director
<ul style="list-style-type: none">Men and Women of Purpose	Rick Fortenberry, CEO Antwain Cloird, Chief Operating Officer
<ul style="list-style-type: none">Reach Project, Inc.	Mickie Marchetti, Director
<ul style="list-style-type: none">Rubicon Programs	Traci Rodarte, Workforce Services Manager
<ul style="list-style-type: none">Salvation Army (Antioch)	Nicole Scales, Employment Services Specialist

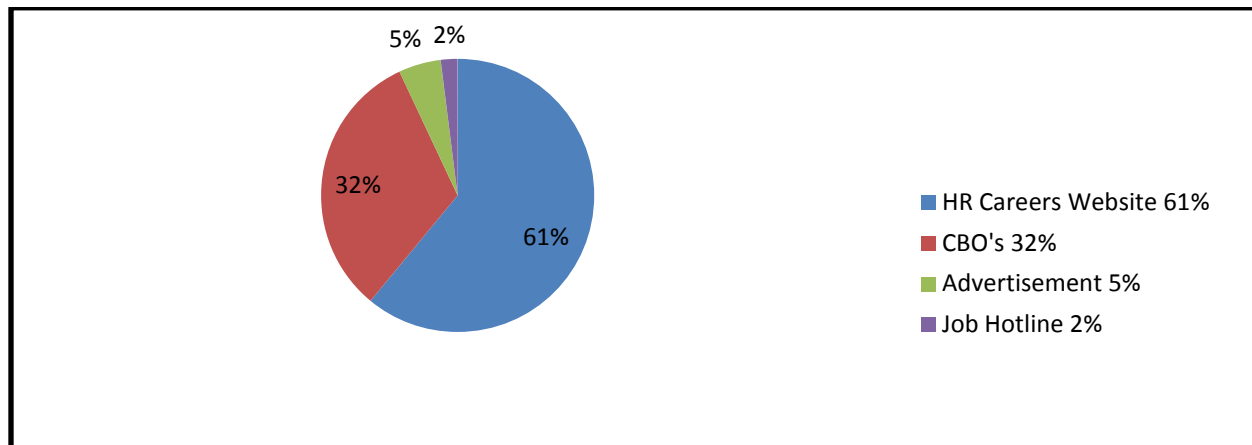
4. Social Services	Contact
• Anka Behavioral Health	Kimberly Sayler, Job Developer
• Bay Area Rescue Mission	Tim Hammack, Vice President of Programs
• Community Housing Development	Janine Shaheed, Senior Resident Services Coordinator
• Department of Rehabilitation	Erica Watkins, Employment Coordinator
• Dream Catchers	Leslie Descans, Employment Specialist
• Food Bank	Larry Sly, Executive Director
• Futures Explored	Will Sanford, Executive Director
• Hispanic Chamber of Commerce	Raymundo Villanueva, President
• Laos Family Community Development	Brad Meyer, Executive Director
• Latina Center	Miriam Wong, Executive Director
• Men and Women of Valor	Pamela Bilbo-Saucer, CEO
• Monument Impact	Mike Van Hofwegen, Executive Director
• NAACP (East County)	Odessa LeFrancois, Former President
• Opportunity Junction	Shannel Arce, Outreach Employment Specialist
• Radio Fusion Latina	Diana Trujillo, Commentator
• Shelter Inc.	Lindsey Drolette, Project Manager
• SOFTECH	Elaine LaVan, Director
• STAND!	Confidential Contact
• TRENDS	Narda Mamou, Placement Specialist

FY 2016- 2017 OUTREACH PLAN

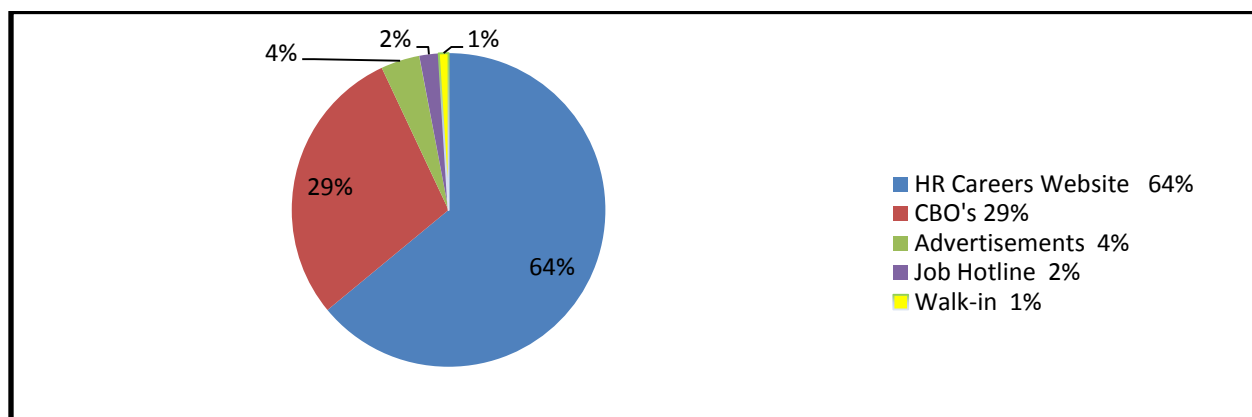
Applicant flow is an important tool that the County uses to measure the fairness and inclusiveness of our outreach programs. It helps the County to review and determine how outreach can be proactive, strategic, and effective to our constituents. It also assists the County in removing barriers. For FY 16-17, the County's applicant flow pipeline is broken into 4 categories listed below. During that time period, the County received 24,843 applicants, compared to 28,621 applications in FY 2015-2016. Tables 1 and 2 indicate how the applicant learned about the job opportunity.

OUTREACH DISTRIBUTION

**TABLE 1
FY 16-17**



**TABLE 2
FY 15-16**



The tables illustrate the effectiveness of the County's outreach and recruitment efforts over the last two fiscal years. The tables show that our community based outreach and strategically designed advertisements have increased our applicant flow by 3% and 1%, respectively, since the last fiscal year. We can attribute this increase in participation to the partnerships that have been developed and

nurtured over the last several years between HR, EEO, County departments and the communities that we serve.

The number of applicants who self-identified their gender, race, and/or ethnicity for FY15-16 was 27,217. The number of applicants who self-identified their gender, race, and/or ethnicity for FY16-17.

The gender and racial background for applications received are listed below.

APPLICANT FLOW

TABLE 3

FY 16-17

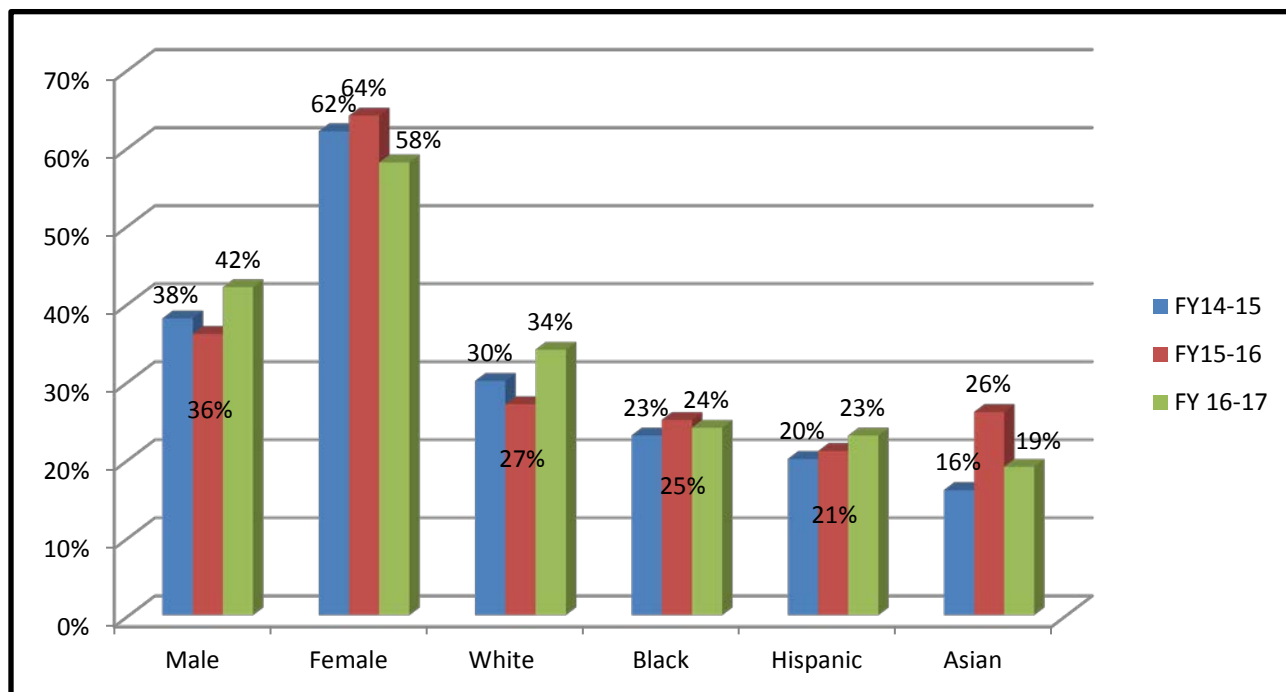
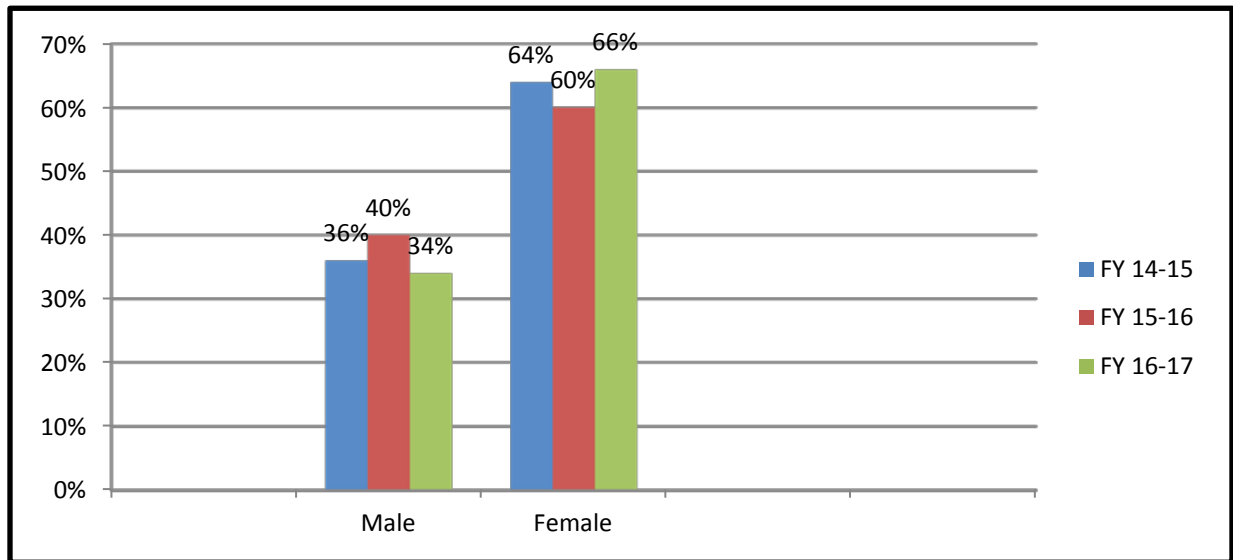


Table 3 illustrates the applicant flow activity level by gender and race and it reveals the following:

- The participation of males who submitted applications increased from prior fiscal years to 42% in FY16-17.
- The participation of females who submitted applications decreased from prior fiscal years to 58% in FY16-17.
- The participation of Whites who submitted applications increased from prior fiscal years to 34% in FY16-17.
- The participation of Blacks who submitted applications remained relatively the same as prior fiscal years at 24% in FY16-17.

- The participation of Hispanics who submitted applications increased from prior fiscal years to 23% in FY16-17.
- The participation of Asians who submitted applications decreased from prior years to 19% in FY 16-17.

**CONTRA COSTA COUNTY NEW HIRE DATA
BY GENDER
TABLE 4**



The County hired and/or promoted 633 new employees during FY14-15; 374 new employees during FY15-16; and 812 new employees during FY16-17. Table 3 illustrates the percentage of males and females hired during this time. The statistical data is listed below:

- The hiring of male employees increased from FY 14-15 to FY 15-16 by 4%. It decreased by 6% from FY 15-16 to FY 16-17.
- The hiring of female employees decreased from FY 14-15 to FY 15-16 by 4%. It increased by 6% from FY 15-16 to FY 16-17.

**CONTRA COSTA COUNTY NEW HIRE DATA
BY RACE
TABLE 5**

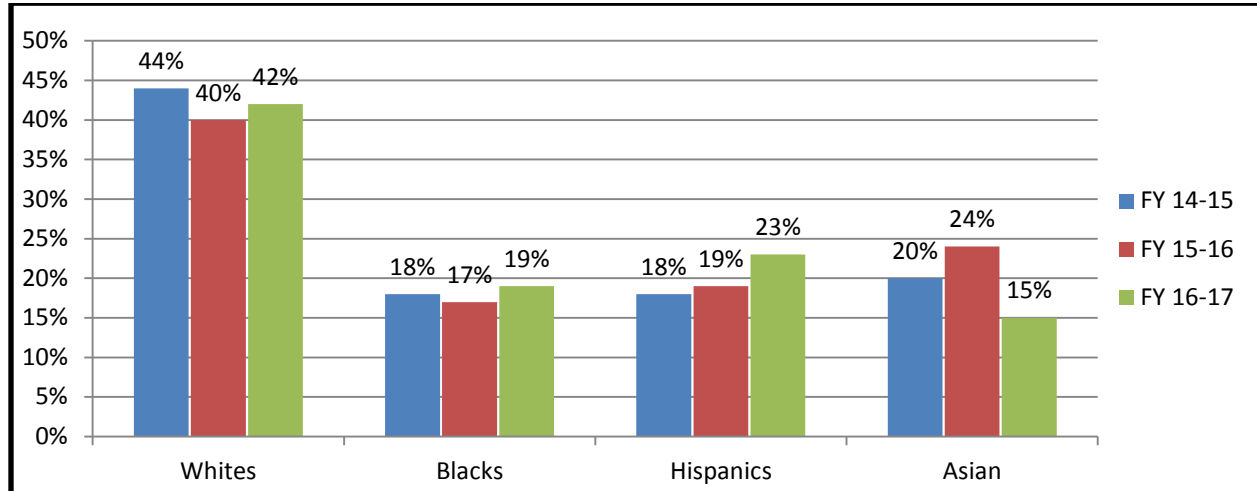


Table 5 illustrates the percentages of people hired during FY 14-15; FY 15-16; and FY 16-17 based on race/ethnicity. The statistical analysis is listed below:

- The hiring of Whites decreased by 4% from FY 14-15 to FY 15-16. The hiring of Whites increased by 2% from FY 15-16 to FY 16-17.
- The hiring of Blacks decreased by 2% from FY 14-15 to FY 15-16. The hiring of Blacks increased by 2% from FY 15-16 to FY 16-17.
- The hiring of Hispanics increased by 1% from FY 14-15 to FY 15-16. The hiring of Hispanics increased by 4% from FY 15-16 to FY 16-17.
- The hiring of Asians increased by 4% from FY 14-15 to FY 15-16. The hiring of Asians has decreased by 9% from FY 15-16 to FY 16-17.

These trends indicate the importance of EEO continuing its outreach efforts to the aforementioned groups in order to assist in maintaining an equitable workforce. EEO will continue to identify and expand our outreach efforts to reach underrepresented groups within our workforce. The unit consistently researches ways to increase the participation and hiring rates of underrepresented groups. The areas of opportunities and improvement that EEO wishes to pursue in 2018 are listed below. EEO seeks to:

- Capture employees who self-identify as being two or more races. EEO will also capture individuals who identify as Native Hawaiian/Philippine Islands (NHPI) and American Indian/Alaskan Native (AIAN). I

- Continue to use the County workforce data to determine underrepresentation and focus outreach efforts on underrepresentation for the 8 job categories as defined by the EEOC⁶. We are using all available data, which provides a more complete picture of underrepresentation within the departments.
- Continue working with CCTV to establish a social media page.
- Conduct more outreach to veterans, professional, universities, community colleges and faith based organizations to increase participation in the County's hiring process.
- Create additional marketing tools such as brochures and power point presentations which are designed to reach underrepresented groups.
- Continue developing partnerships with EHSD's Welfare to Work Program and Workforce Development Board to help advertise the County's outreach and recruitment program.
- Continue to provide training for the departmental EEO Coordinators and Administrative Services Officers in an effort to help them become more knowledgeable about outreach and hiring.

CONCLUSION

The data presented in this report provides the County stakeholders, managers, employees, and the public with detailed information regarding the County's outreach and recruitment efforts. Although we have made noticeable strides towards achieving workforce equity, there are areas that still need to be addressed.

It is important that we continue to promote and enforce equal employment opportunities for all who apply for vacant positions. EEO and the departments will continue to work with CBO's, colleges, and professional organizations to attract qualified candidates to help the County attain equity and inclusion within our workforce.

⁶ See Attached EEO Outreach Data sets

CONTRA COSTA COUNTY

The following pages provide a detailed look into the data points, which determine the County's underrepresentation within specific job classifications. The County was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators	22%							
Professionals	13%		15%					
Technicians	13%		13%					
Protective Services (Sworn)								
Protective Services (Non-Sworn)			49%					
Administrative Support	22%		15%					
Skilled Craft					18%			
Service Maintenance		18%			10%			

CONTRA COSTA COUNTY
2016 OUTREACH AND RECRUITMENT DATA
7982 EMPLOYEES

GENDER

Demographics By Gender	Total Department Workforce ⁷	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	283	33	67	X
Underrepresentation	X	22	X	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	2918	29	71	X
Underrepresentation	X	13	X	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	1452	37	63	X
Underrepresentation	X	13	X	X
Protective Services (Sworn)				
Working-Age Population	X	80	20	5,370
County Workforce	623	86	14	X
Underrepresentation	X	X	6	X
Protective Services (Non-Sworn)				
Working-Age Population	X	62	38	530
County Workforce)	161	64	36	X
Underrepresentation	X	X	2	X
Administrative Support				
Working-Age Population	X	36	64	104,075
County Workforce	2129	14	86	X
Underrepresentation	X	22	X	X
Skilled Craft				
Working-Age Population	X	94	6	41,025
County Workforce	63	100	0	X
Underrepresentation	X	X	6	X
Service Maintenance				
Working-Age Population	X	55	45	122,730
County Workforce	335	73	27	X
Underrepresentation	X	X	18	X

See next page for job classification information.

⁷ The total number of people who had worked for the County at least one day during the 2016 calendar year.

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **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. Examples include community service officers and animal control officers.
- **Administrative Support**: Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Skilled Crafts**: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved such as electricians and tree trimmers.
- **Service-Maintenance**: Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

**CONTRA COSTA COUNTY
2016 OUTREACH AND RECRUITMENT DATA
7964 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁸	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (NHPI) (%)	American Indian/Alaska Native (AIAN) (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	283	61	12	12	15	0	0
Underrepresentation	X	7	X	X	X	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	2938	48	15	13	23	0	0
Underrepresentation	X	15	X	X	X	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	1452	39	20	18	20	0	1
Underrepresentation	X	13	X	X	4	0	X
Protective Services (Sworn)							
Working-Age Population	X	54	13	16	7	3	1
County Workforce	652	69	7	15	8	1	1
Underrepresentation	X	X	6	1	X	2	0
Protective Services (Non-Sworn)							
Working-Age Population	X	86	1	12	0	0	0
County Workforce)	161	37	29	17	5	1	2
Underrepresentation	X	49	X	X	X	X	X
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	2129	39	20	25	14	1	1
Underrepresentation	X	15	X	X	0	0	X
Skilled Craft							
Working-Age Population	X	51	6	34	6	0	1
County Workforce	63	67	5	16	9	3	0
Underrepresentation	X	X	1	18	X	X	1
Service Maintenance							
Working-Age Population	X	35	8	40	12	0	1
County Workforce	335	35	22	30	12	1	2
Underrepresentation	X	0	X	10	0	X	X

See next page for job classification information.

⁸ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **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. Examples include community service officers and animal control officers.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Skilled Crafts:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved such as electricians and tree trimmers.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

AGRICULTURE/WEIGHTS & MEASURES

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators		45%			10%	13%		
Professionals						19%		
Technicians		22%				12%		
Administrative Support	36%				20%	14%		
Service Maintenance		18%			23%			

**AGRICULTURE/WEIGHTS & MEASURES
2016 OUTREACH AND RECRUITMENT DATA
35 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁹	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	1	100	0	X
Underrepresentation	X	X	45	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	2	50	50	X
Underrepresentation	X	X	8	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	18	72	28	X
Underrepresentation	X	X	22	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	3	0	100	X
Underrepresentation	X	36	X	X
Service Maintenance				
Working-Age Population	X	55	45	89,210
County Workforce	11	73	27	X
Underrepresentation	X	X	18	X

- **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 such as Department Heads
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

⁹ The total number of people who had worked for the County at least one day during the 2016 calendar year.

**AGRICULTURE/WEIGHTS & MEASURES
2016 OUTREACH AND RECRUITMENT DATA
35 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ¹⁰	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	1	100	0	0	0	0	0
Underrepresentation	X ¹¹	X	6	10	13	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	2	100	0	0	0	0	0
Underrepresentation	X	X	7	9	19	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	18	50	17	20	12	0	0
Underrepresentation	X	2	X	X	12	0	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	3	67	0	0	0	0	33
Underrepresentation	X	X	9	20	14	1	X
Service Maintenance							
Working-Age Population	X	34	8	41	12	1	0
Service Maintenance	11	45	0	18	18	0	18
Underrepresentation	X	X	8	23	X	1	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

¹⁰ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.

¹¹ X denotes that either there is no information to be entered into the cell or there is no underrepresentation.



AGRICULTURE/WEIGHTS AND MEASURES OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: The Board of Supervisors remains committed to maintaining a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2016, the County's workforce statistical data indicate the following:

- Males are underrepresented in Administrative Support positions.
- Females are underrepresented in Official and Administrator, Service Maintenance, and Technical positions.
- Hispanics are underrepresented in Official and Administrator, Administrative Support, and Service Maintenance positions.
- Asians are underrepresented in Official and Administrator, Professionals, Technical, and Administrative Support positions.

All of our Technical (Biologists and Weights and Measures Inspectors), Professionals, and Officials and Administrator positions require specific state licensing. A majority of the position within the department require candidates to be licensed through the State of California Department of Food and Agriculture (CDFA). When we recruit for these positions, we send announcements to every qualified and licensed individual identified by the CDFA County Liaison. For job positions where state licensing is not required we will do more outreach in the community.

Objective: Increase the applicant flow of underrepresented groups within our workforce by conducting specific outreach and recruitment efforts to candidates who meet the minimum qualifications by encouraging them to apply for the vacant positions within the Department.

Message: The Agriculture/Weights and Measures Department will target outreach efforts to online websites that serve underrepresented groups. We will electronically send these organizations open vacancies within the department during the fiscal year.

Tools: The Agriculture department will disseminate information to the general public through our website as well as local community colleges and universities to educate people about the department. We will continue to utilize websites geared towards helping underrepresented people find employment when possible. When hiring for licensed positions, the department will obtain/review the list of all licensees and ensure that all qualified individuals are notified.

Message Distribution

STRATEGY	ELEMENT	TASKS
Research employment websites and register to join the online community.	Internet/Computer	Register with websites such as womenforhire.com
Increase awareness about the different positions in our department, the minimum qualifications needed to apply and how to obtain the qualifications.	Internet/Computer	Add information about job qualifications, job descriptions, and licensing information to our department's website.
Target all underrepresented people who possess a state inspector/biologist license, weights and measures inspector license, and supervisory licensing.	Personal contact	Partner with HR to mail and/or email all job announcements to qualified individuals in order to expand the opportunity for qualified females, Hispanics and Asians.
Network with local Community Colleges and Universities to increase the applicant pool and explain the Department of Agriculture and Weights recruitment mission and goals.	Personal contact/publications	Develop content that highlights job duties and the employment opportunities. Reach out to Academic Career Advisors and Alumni Relations at Cal State East Bay, UC Davis, Cal State San Luis Obispo.

Contact: Ralph Fonseca, Agricultural Biologist/Weights and Measures Inspector III
ralph.fonseca@ag.cccounty.us

ANIMAL SERVICES

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators			18%			13%		
Professionals						19%		
Technicians	25%					24%		
Protective Services (Non-Sworn)		38%	20%		12%			
Administrative Support	30%							
Service Maintenance					19%			

**ANIMAL SERVICES
2016 OUTREACH AND RECRUITMENT DATA
54 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ¹²	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	2	50	50	X
Underrepresentation	X	5	X	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	3	33	67	X
Underrepresentation	X	9	X	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	4	25	75	X
Underrepresentation	X	25	X	X
Protective Services (Non-Sworn)				
Working-Age Population	X	62	38	530
County Workforce	6	100	0	X
Underrepresentation	X	X	38	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	16	6	94	X
Underrepresentation	X	30	X	X
Service Maintenance				
Working-Age Population	X	55	45	89,210
County Workforce	23	57	43	X
Underrepresentation	X	X	2	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **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. Examples include community service officers and animal control officers.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

¹² The total number of people who had worked for the County at least one day during the 2016 calendar year.

ANIMAL SERVICES
2016 OUTREACH AND RECRUITMENT DATA
54 EMPLOYEES

RACE AND ETHNICITY

Demographics by Race and Ethnicity ¹³	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	2	50	0	50	0	0	0
Underrepresentation	X	18	6	X	13	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	3	100	0	0	0	0	0
Underrepresentation	X	X	7	9	19	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	4	75	0	25	0	0	0
Underrepresentation	X	X	7	X	24	0	0
Protective Services (Non-Sworn)							
Working-Age Population	X	86	1	12	0	0	0
County Workforce	6	66	17	0	0	0	17
Underrepresentation	X	20	X	12	0	0	X
Administrative Support							
Working-Age Population	X	54	9	20	14	0	0
County Workforce	16	69	6	13	12	0	0
Underrepresentation	X	X	3	7	2	0	0
Service Maintenance							
Working-Age Population	X	35	8	41	12	1	0
County Workforce	23	61	9	22	4	0	4
Underrepresentation	X	X	X	19	8	1	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **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. Examples include community service officers and animal control officers.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

¹³ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



**ANIMAL SERVICES
EQUAL EMPLOYMENT OPPORTUNITY
OUTREACH AND RECRUITMENT PLAN
FY 2017-2018**

Issue: The Board of Supervisors remains committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2016, Animal Services workforce statistical data indicates the following:

- Males are underrepresented in Technical and Administrative Support positions.
- Females are underrepresented in Protective Services (Non-Sworn) positions.
- Whites are underrepresented in Official and Administrator and Administrative Support positions.
- Hispanics are underrepresented in Protective Services (Non-Sworn) and Service Maintenance positions.
- Asians are underrepresented in Official and Administrator, Professional, and Technical positions.

Objective: Increase the applicant flow of underrepresented groups within our workforce by conducting specific outreach and recruitment efforts to Community/Faith Based Organizations, Professional Groups and online recruitment sites who serve the populations listed above,

Message: The Animal Services Department will become an active partner in the community by establishing strong relationships with County and community vocational programs on all department career opportunities.

Tools: Continually update Animal Services website.
Utilize Animal Services Social Media websites.
Attend and participate in local job and community events.

Distribute department brochures and literature.

Message Distribution

STRATEGY	ELEMENT	TASKS
Participate in community events and job fairs.	Outreach & Engagement	<p>ASD will continue to participate in local community events that target underserved populations.</p> <p><u>Community Events:</u></p> <ul style="list-style-type: none"> • Bark in the Park, Brentwood CA • Safety Fairs, County Wide • Road Runner Run Club, Pleasant Hill CA • Monument Health Fair, Concord CA • Unity in the Community, Bay Point CA • Veteran's Stand Down, Antioch CA • Project Homeless Connect, TBA. <p><u>Job Fairs:</u></p> <ul style="list-style-type: none"> • Contra Costa County Workforce Development Board Job Fairs • Police Academies
Establish competitive salaries for Animal Services Field Operations unit.	Economic	<p>The Animal Services Department (ASD) has implemented recruitment locations to increase job announcement views to increase applicant pools. ASD has also recently established competitive salaries for our Animal Services Officers to increase the department's recruitment and staff retention.</p>
Distribute brochures and employment opportunities for outreach and recruitment to minorities.	Recruitment	<p>The Animal Services Department (ASD) will continue to collaborate with local community based organizations and agencies on employment recruitments. ASD has continuously promoted employment opportunities to these organizations.</p> <p><u>Community Based Organizations:</u></p> <ul style="list-style-type: none"> • Workforce Development Board: East Bay

		<p>Works</p> <ul style="list-style-type: none"> • Opportunity Junction, Antioch CA • Contra Costa Community College District • Asian Chamber of Commerce • Hispanic Chamber of Commerce
Register and post Animal Services Department vacancies online, to reach a broad section of minorities	Electronic	<p>Register and post vacancies on websites that cater to minorities and women such as:</p> <ul style="list-style-type: none"> • Asian-jobs.com • Diversity.com • Hispanicsjobs.com <p>Animal Services has also expanded its employment recruitment efforts through social media:</p> <ul style="list-style-type: none"> • Facebook • Twitter

Contact: Arturo Castillo. Administrative Services Officer
arturo.castillo@asd.cccounty.us

ASSESSOR

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators					10%			
Professionals		18%						
Technicians	23%							
Administrative Support	26%							

**ASSESSOR
2016 OUTREACH AND RECRUITMENT DATA
89 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ¹⁴	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	7	57	43	X
Underrepresentation	X	X	2	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	42	60	40	X
Underrepresentation	X	X	18	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	11	27	73	X
Underrepresentation	X	23	X	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	29	10	90	X
Underrepresentation	X	26	X	X

- **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 such as Department Head.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

¹⁴ The total number of people who had worked for the County at least one day during the 2016 calendar year.

**ASSESSOR
2016 OUTREACH AND RECRUITMENT DATA
89 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ¹⁵	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	7	71	0	0	29	0	0
Underrepresentation	X	X	6	10	X	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	42	64	3	7	26	0	0
Underrepresentation	X	X	4	2	X	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	11	73	0	9	18	0	0
Underrepresentation	X	X	7	3	6	0	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	29	52	17	14	17	0	0
Underrepresentation	X	2	X	6	X	1	0

- **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 such as Department Head.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

¹⁵ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



ASSESSOR OUTREACH AND RECRUITMENT PLAN FY 2017-2018

- Issue:** The Board of Supervisors remains committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2016, the Office of the Assessor's workforce statistical data indicates the following:
- Males are underrepresented in Technical and Administrative Support positions.
 - Females are underrepresented in Professional positions.
 - Hispanics are underrepresented in Official and Administrator positions.
- Objective:** Increase the applicant flow of underrepresented groups within our workforce by conducting specific outreach and recruitment efforts to Community/Faith Based Organizations, Professional Groups and online recruitment sites who serve the populations listed above.
- Message:** The Office of the Assessor will conduct strategic outreach efforts to Community/Faith Based Organizations, professional groups and online websites that serve those populations where we have underrepresentation. We will electronically send these organizations all open vacancies within the department during the fiscal year. These proactive measures will help to create a more diverse applicant pool of qualified candidates to apply for departmental vacancies.
- Tools:** Community/ Faith Based Organizations to reach out to men, women and Hispanics
Local colleges and universities
Websites geared towards helping women find employment
Post job vacancies on websites that are geared to Hispanics and women

Message Distribution

STRATEGY	ELEMENT	TASKS
Partner with community based organizations to reach out to males and females to apply for Technical and Administrative Support positions within our workforce.	Personal Contact	Connect with: <ul style="list-style-type: none"> • Victory Outreach Church men's group (Men of Faith) in Antioch, Concord, and Richmond • Salvation Army • Men and Women of Purpose.
Research employment websites and register to join the online community.	Internet/Computer	Register with websites such as womenforhire.com www.wib-i.com and careerwomen.com to reach women who are interested in Professional positions.
Connect with various Hispanic organizations	Personal Contact	Connect with: <ul style="list-style-type: none"> • Hispanic Chamber of Commerce of Contra Costa County • Monument Impact • Morada de Mujeres del Milenio • Lao Family Community Development
Connect with California Community Colleges	Personal Contact	Reach out to the Division of Workforce and Economic Development to locate the best colleges in the area to target local men, women and Hispanics interested in working for the Assessor's Office.
Join websites geared toward employment of Hispanic individuals	Electronic Publication/Print	Post job vacancies in Hispanic-Today.com and equalitymagazines.com to reach out to Hispanic individuals interested in Official and Administrator positions.

Develop relationships with career advisors	Personal Contact	Create professional relationships and partner with local colleges such as DVC, Los Medanos, Cal State East Bay, and Contra Costa College.
Locate bulletin board and kiosks to post vacancies	Publication/Print	Post job openings at Workforce Development Board East Bay Works One-Stop Career Center locations

Contact: Danielle Gomez – Administrative Analyst
danielle.gomez@assr.cccounty.us

AUDITOR-CONTROLLER

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators			68%					
Professionals	12%		37%					
Administrative Support	20%		17%					

AUDITOR – CONTROLLER
2016 OUTREACH AND RECRUITMENT DATA
44 EMPLOYEES

GENDER

Demographics By Gender	Total Department Workforce ¹⁶	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	2	50	50	X
Underrepresentation	X	5	X	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	23	30	70	X
Underrepresentation	X	12	X	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	19	16	84	X
Underrepresentation	X	20	X	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

¹⁶ The total number of people who had worked for the County at least one day during the 2016 calendar year.

AUDITOR – CONTROLLER
2016 OUTREACH AND RECRUITMENT DATA
44 EMPLOYEES

RACE AND ETHNICITY

Demographics by Race and Ethnicity ¹⁷	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	2	0	0	50	50	0	0
Underrepresentation	X	68	6	X	X	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	23	26	13	0	57	4	0
Underrepresentation	X	37	X	9	X	X	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	19	37	16	26	21	0	0
Underrepresentation	X	17	X	X	X	1	0

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

¹⁷ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



AUDITOR-CONTROLLER OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: The Board of Supervisors remains committed to maintain a diverse and inclusive workforce, which is reflective of the communities that we serve. As of December 31, 2016, the Office of the Auditor-Controller workforce statistical data indicates the following:

- Males are underrepresented in Professional and Administrative Support positions.
- Whites are underrepresented in Officials and Administrators, Professional, and Administrative Support positions.

Objective: Increase the applicant flow of underrepresented groups within our Office by encouraging them to apply for vacant positions. Create diversified applicant pools to fill vacancies with the Office through increased outreach.

Message: The Office of the Auditor-Controller will continue to work with the Human Resources Department to strengthen its outreach efforts. The Auditor-Controller's Office is committed to conducting strategic and targeted outreach to meet both the County and department outreach goals, as determined by the Office of Equal Employment Opportunity. The Office will continue to conduct strategic outreach efforts to community based organizations, professional groups, and online websites that serve those populations where we have underrepresentation.

Tools: Community Organizations such as the Chamber of Commerce
Professional websites such as the California Auditor-Controller's State Association
Local junior colleges and universities
Internship Program

Message Distribution

STRATEGY	ELEMENT	TASKS
Partner with professional organizations to reach out to the underrepresented groups of the office and apply for Professional and Administrative Support positions within the Office.	Personal Contact	Create professional relationships and partner with local colleges such as DVC, Los Medanos, Cal State East Bay, and local high schools
Attend job and career fairs geared towards helping the underrepresented groups of the office find employment both in Professional and Administrative Support positions.	Personal Contact	Work with Human Resources to attend at least 2 job and career fairs during the fiscal year
Partner with community based organizations who the underrepresented groups of the office and who are interested in working in Administrative Support positions.	Personal Contact	Partner with the Office of EEO to reach our specific audience such as Monument Impact, Salvation Army and Trends.
Post job notices to the State Association of County Auditor's website	Publication/Print Media/Electronic	When notified of job announcements post to website
Notify Walnut Creek, Lafayette, Orinda Chambers of Commerce and request they post job announcements	Publication/Print Media/Electronic	When notified of job announcements email
Email job vacancies to local colleges and universities and to career counselors within the local college and university system	Publication/Print Media/Electronic	When notified of job announcements email

Implement an Internship Program	Personal Contract	Develop an internship program to attract college students interested in a career in public accounting/auditing
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Contact: Robert Campbell, Auditor-Controller
Bob.Campbell@ac.cccounty.us

CHILD SUPPORT SERVICES

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators	55%				10%			
Professionals	22%					14%		
Technicians	26%					12%		
Administrative Support	23%		12%					

**CHILD SUPPORT SERVICES
2016 OUTREACH AND RECRUITMENT DATA
135 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ¹⁸	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	3	0	100	X
Underrepresentation	X	55	X	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	20	20	80	X
Underrepresentation	X	22	X	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	74	24	76	X
Underrepresentation	X	26	X	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	38	13	87	X
Underrepresentation	X	23	X	X

- **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 such as Department Head;
- **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 such as HR professionals, accountants, and attorneys;
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

¹⁸ The total number of people who had worked for the County at least one day during the 2016 calendar year.

**CHILD SUPPORT SERVICES
2016 OUTREACH AND RECRUITMENT DATA
135 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ¹⁹	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	3	67	0	0	33	0	0
Underrepresentation	X	1	6	10	X	0	0
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	20	85	5	5	5	0	0
Underrepresentation	X	X	2	4	14	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	74	46	20	22	12	0	0
Underrepresentation	X	6	X	X	12	0	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	35	42	18	18	21	0	0
Underrepresentation	X	12	X	2	X	1	0

- **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 such as Department Head.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

¹⁹ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



CHILD SUPPORT SERVICES OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: The Board of Supervisors remains committed to maintain a diverse and inclusive workforce, which is reflective of the communities that we serve. As of December 31, 2016, the Child Support Services workforce statistical data indicate the following:

- Males are underrepresented in Officials and Administrator, Professional, Technical and Administrative Support positions.
- Whites are underrepresented in Administrative Support positions.
- Hispanics are underrepresented in Officials and Administrator positions.
- Asians are underrepresented in Professional and Technical positions.

Objective: Increase the visibility of males, Whites, Hispanics and Asians within the workforce. We will focus on conducting outreach to these populations in an attempt to mitigate current trends of underrepresentation. The Department will work to more broadly market and promote job vacancies.

Message: The Department will utilize social media and online resources to reach a broad candidate pool. The Department will make efforts to develop relationships and conduct targeted outreach efforts conduct with local Asian based organizations.

**Outreach
Tools:**

YOU TUBE Video
Social Media
Community Outreach
Digital bill board advertising

Message Distribution

STRATEGY	ELEMENT	TASKS
Create employee testimonial video and post to the Department's webpage	Electronic Media	Coordinate with CCTV to record YOU TUBE video of incumbent employees in the underrepresented groups, explaining the duties of the open positions. Create a link from the County HR webpage job posting to the Department's webpage.
Utilize social media to expand exposure of open job opportunities	Electronic Media	Post link to open job opportunities on the Department's Facebook page. Continually monitor to address potential candidate feedback
Conduct outreach to local community groups, targeting groups specifically Hispanic and Asian populations	Electronic Media	Build community partnerships and provide electronic job postings for distribution during open recruitment periods. We will reach out to Shelter, Inc., local Salvation Army chapters and the Asian Business League of San Francisco.
Coordinate digital bill board advertising with open recruitments	Advertising	Post job opportunities via digital billboard, utilizing marketing materials that specifically target males and currently underrepresented groups.

Contact: Adrienne Todd, Administrative Services Officer
adrienne.todd@dcss.cccounty.us

CLERK-RECORDER-ELECTIONS

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators	30%					13%		
Professionals	42%					19%		
Technicians		25%	27%					
Administrative Support	10%							

**CLERK- RECORDER - ELECTIONS
2016 OUTREACH AND RECRUITMENT DATA
58 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ²⁰	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	4	25	75	X
Underrepresentation	X	30	X	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	3	0	100	X
Underrepresentation	X	42	X	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	4	75	25	X
Underrepresentation	X	X	25	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	47	26	74	X
Underrepresentation	X	10	X	X

- **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 such as Department Head;
- **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 such as HR professionals, accountants, and attorneys;
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

²⁰ The total number of people who had worked for the County at least one day during the 2016 calendar year.

**CLERK - RECORDER - ELECTIONS
2016 OUTREACH AND RECRUITMENT DATA
58 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²¹	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	4	75	0	25	0	0	0
Underrepresentation	X	X	6	X	13	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	3	100	0	0	0	0	0
Underrepresentation	X	X	7	9	19	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	4	25	25	25	25	0	0
Underrepresentation	X	27	X	X	X	0	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	47	49	11	32	6	0	2
Underrepresentation	X	5	X	X	8	1	X

- **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 such as Department Head;
- **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 such as HR professionals, accountants, and attorneys;
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

²¹ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



CLERK-RECORDER-ELECTIONS OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: The Clerk-Recorder-Elections Department remains committed to maintaining a diverse and inclusive workforce reflective of the communities we serve. As of December 31, 2016, the County's workforce statistical data indicate the following for the Clerk-Recorder-Elections Department:

- Males are underrepresented in Official and Administrator, Professional and Administrative Support positions.
- Females are underrepresented in Technical positions.
- Whites are underrepresented in Technical positions.
- Asians are underrepresented in Officials and Administrator and Professional positions.

Objective: Increase the applicant flow of underrepresented groups within our workforce by conducting specific outreach and recruitment efforts to Community/Faith Based Organizations, professional groups, and online recruitment sites who serve the populations listed above.

Message: The Clerk-Recorder-Elections Department will partner with the Human Resources unit who will conduct strategic outreach efforts to community/faith based organizations, professional groups, and online websites that serve those populations where we have underrepresentation. Human Resources will send these organizations information about open vacancies within the department during the fiscal year. These proactive measures will help to create a more diverse applicant pool of qualified candidates to apply for departmental vacancies.

Tools: Community/ faith based organizations
Local job fairs and career days

Local colleges and universities
 Websites geared towards helping women find employment.
 Create and distribute informational brochures

Message Distribution

STRATEGY	ELEMENT	TASKS
Partner with professional organizations to reach out to males to apply for Officials/ Administrators and Professional positions within our workforce.	Personal Contact	Create professional relationships and partner with local colleges such as DVC, Los Medanos, and Cal State East Bay.
Attend job and career fairs geared towards helping males find employment.	Personal Contact	Attend job and career fairs during the fiscal year. The County will focus on recruiting males to distribute information about the department's vacancies.
Partner with community based organizations who serve males who are interested in working in the Technical and Administrative Support fields	Personal Contact	Partner with the Salvation Army, Men and Women of Purpose and Hilltop Community Church to reach our specific audience
Research employment websites and register to join the online community.	Internet/Computer	Register with websites such as womenforhire.com and careerwomen.com to reach women who are interested in the Service Maintenance Field

Contact: Debi Cooper, Deputy County Clerk-Recorder
Debi.Cooper@cr.cccounty.us

CONSERVATION & DEVELOPMENT

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators					10%			
Professionals		22%	20%					
Technicians		11%				13%		
Administrative Support	16%							
Service Maintenance		46%						

**CONSERVATION & DEVELOPMENT
2016 OUTREACH AND RECRUITMENT DATA
131 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ²²	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	12	58	42	X
Underrepresentation	X	X	3	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	55	64	36	X
Underrepresentation	X	X	22	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	38	61	39	X
Underrepresentation	X	X	11	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	20	20	80	X
Underrepresentation	X	16	X	X
Service Maintenance				
Working-Age Population	X	54	46	27,510
County Workforce	6	100	0	X
Underrepresentation	X	X	46	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

²² The total number of people who had worked for the County at least one day during the 2016 calendar year.

**CONSERVATION & DEVELOPMENT
2016 OUTREACH AND RECRUITMENT DATA**

131 EMPLOYEES

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²³	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	12	75	0	0	25	0	0
Underrepresentation	X	X	6	10	X	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	55	43	15	13	29	0	0
Underrepresentation	X	20	X	X	X	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	38	63	5	16	11	3	3
Underrepresentation	X	X	2	X	13	X	X
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	20	70	10	15	5	0	0
Underrepresentation	X	X	X	5	9	1	0
Service Maintenance							
Working-Age Population	X	51	6	34	6	1	0
County Workforce	6	50	17	33	0	0	0
Underrepresentation	X	1	X	1	6	1	0

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

²³ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



CONSERVATION AND DEVELOPMENT OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: The Board of Supervisors and the Department of Conservation and Development (DCD) remain committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2016, the County's workforce statistical data indicate the following with respect to DCD:

- Males are underrepresented in Administrative Support positions.
- Females are underrepresented in Professional, Technician and Service Maintenance positions.
- Whites are underrepresented in Professional positions.
- Hispanics are underrepresented in Official and Administrator positions.
- Asians are underrepresented in Technician positions.

Objective: Increase the applicant flow of underrepresented groups within our workforce by conducting specific outreach and recruitment efforts to Community/Faith Based Organizations, Educational Institutions, Professional Groups and online recruitment sites who serve the populations listed above.

Message: DCD will conduct strategic outreach efforts to community/faith based organizations, professional groups and online websites that serve those populations where we have underrepresentation. We will electronically send these organizations all open vacancies within the department during the fiscal year. This proactive measure will help to create a more diverse applicant pool of qualified candidates to apply for departmental vacancies.

Tools: Community/ faith based organizations
Local job fairs and career days
Local colleges and universities

Websites geared towards helping women find employment in professional, technician and service maintenance positions

Websites geared towards helping men find employment in administrative support positions

Websites geared towards helping Hispanics find employment in Official and Administrator positions

Websites geared towards helping Asians find employment in Technical positions

Websites geared toward hiring existing Contra Costa County residents in order to improve representation in all underrepresented groups, including whites in Professional positions.

Message Distribution

STRATEGY	ELEMENT	TASKS
Partner with professional organizations to seek Hispanic, Asian, female and male applicants for the positions categories where these groups are underrepresented.	Personal Contact	Create professional relationships and partner with local colleges such as DVC, Los Medanos, Contra Costa College, Cal State East Bay and UC Berkeley.
Attend job and career fairs geared towards helping underrepresented classes find employment.	Personal Contact	Attend job and career fairs during the fiscal year. DCD will focus on recruiting, Whites Hispanics, Asians, males and females to distribute information about the department's vacancies.
Partner with community based organizations who serve males who are interested in working in the Administrative Support fields	Personal Contact	Partner with the Salvation Army and other community based organizations to reach our specific audience
Request the assistance of current employees to let others know about the department's vacancies.	Personal Contact	Provide word-of-mouth job vacancy advertising among their families, organizations or church

Identify leading Hispanic organizations in the specific trades that DCD needs as well as community based organizations in Contra Costa County and post job announcements onto their website or offices	Personal Contact	DCD will work specifically with Society of Hispanic Professional Engineers, Region 1 California Chapter, and Labor Council for Latin American Advancement (www.lclaa.org), San Francisco and Alameda Chapters.
Post job vacancy announcements in newspapers and publications targeting underrepresented populations, as budget will allow.	Internet/Computer	Examples include El Observador, a Spanish language newspaper based in San Jose and circulated in the Bay Area, Monument Impact and Hispanic Chamber of Commerce of Contra Costa.
Research employment websites and register to join the online community.	Internet/Computer	Register with websites such as womenforhire.com ; careerwomen.com ; National Association for Asian American Professionals (Career Center web page); and the National Society for Hispanic Professionals to reach underrepresented groups.

Contact: John Kopchik, Director of the Department of Conservation and Development
john.kopchik@dcd.cccounty.us

COUNTY ADMINISTRATOR'S OFFICE

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators								
Professionals	20%							
Technicians		18%	14%					
Administrative Support	32%				16%			
Skilled Craft					34%			

**COUNTY ADMINISTRATOR'S OFFICE
2016 OUTREACH AND RECRUITMENT DATA
117 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ²⁴	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	17	47	53	X
Underrepresentation	X	8	X	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	27	22	78	X
Underrepresentation	X	20	X	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	47	68	32	X
Underrepresentation	X	X	18	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	25	4	96	X
Underrepresentation	X	32	X	X
Skilled Craft				
Working-Age Population	X	94	6	27,510
County Workforce	1	100	0	X
Underrepresentation	X	X	6	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Skilled Craft:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved such as electricians and tree trimmers.

²⁴ The total number of people who had worked for the County at least one day during the 2016 calendar year.

**COUNTY ADMINISTRATOR'S OFFICE
2016 OUTREACH AND RECRUITMENT DATA
117 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²⁵	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	17	59	12	17	12	0	0
Underrepresentation	X	9	X	X	1	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	27	59	7	15	19	0	0
Underrepresentation	X	4	0	X	0	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	47	38	19	11	32	0	0
Underrepresentation	X	14	X	1	X	0	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	25	60	16	4	20	0	0
Underrepresentation	X	X	X	16	X	1	0
Skilled Craft							
Working-Age Population	X	51	6	34	6	1	0
County Workforce	1	100	0	0	0	0	0
Underrepresentation	X	X	6	34	6	1	0

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Skilled Craft:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved such as electricians and tree trimmers.

²⁵ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



COUNTY ADMINISTRATOR'S OFFICE OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: The Board of Supervisors and the County Administrator Office (CAO) remain committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2016, the County's workforce statistical data indicate the following:

- Males are underrepresented in Professional and Administrative Support positions.
- Females are underrepresented in Technical positions.
- Whites are underrepresented in Technical positions.
- Hispanics are underrepresented in Administrative Support and Skilled Craft positions.

This workforce underrepresentation data includes data for the following departments within the County Administrator's agency: Clerk of the Board; CCTV; Department of Information Technology, including the Telecommunications division; Law and Justice Systems; Risk Management, and the Administrative Office of the County Administrator, including the Labor Relations unit.

Objective: Increase the applicant flow of males, females, Whites and Hispanics who meet the minimum qualifications by encouraging them to apply for the vacant positions within the various departments of the CAO.

Message: In partnership with the Human Resources Department, the CAO will continue to conduct strategic and targeted outreach efforts to organizations and online websites that serve diverse populations. We will continue to electronically send these organizations all open vacancies within the department and continue

national outreach efforts as appropriate. These proactive measures have supported our hiring efforts in the administrative office.

Recently selected candidates for the Administrative Office and other departments identify with one of the underrepresented data categories, which may support a more balanced representation. Therefore, we expect next year's data to demonstrate improvement in our underrepresentation data.

The 2016-17 Outreach and Recruitment Plan contained strategies to improve representation in the male and Hispanic categories and our recruitment efforts have rendered success with a 4% reduction in the underrepresentation of males and a more balanced representation of those who identify as Hispanic.

Tools: Websites geared towards helping men and those of White and Asian race/ethnicity find employment
Conduct nationwide outreach, as appropriate
Partner with the Human Resources Department

Message Distribution

STRATEGY	ELEMENT	TASKS
Conduct outreach with community based organizations to seek potential male, White and Hispanic candidates.	Personal/Computer Contact	Reach out to community based organizations that serve diverse populations, including males, White, and Hispanic populations, such YMCA, Asian Business League of San Francisco, Men and Women of Purpose, and Lao Family Community Development. Post job announcements with these partner agencies when positions are being recruited.

Conduct nationwide outreach, as appropriate	Contractor/Internet/Computer	Utilize a contractor that can facilitate nationwide recruitment efforts to potential male, female and White and Hispanic candidates, as well as, support the department's selection efforts. The County has previously received these types of services from Teri Black and Company, Bob Murray & Associates, and Alliance, and would likely utilize such services as needed to broaden outreach efforts.
Partner with Human Resources Department to post job vacancies on websites and publications of Alumni Associations geared towards helping males, White and Hispanic populations find employment.	Personal/Computer Contact	Inform the Human Resources Department of our recruiting strategies and request their support to heavily recruit with Alumni Associations to support our efforts to recruit male, female, White, and Hispanic populations.
Expand outreach to associations and professional organizations that serve males and Asian and White populations.	Internet/Computer/Personal Contact	Work closely with Human Resources and staff to identify professional organizations, inclusive of diverse populations, to send job announcements to, such as, National Coalition for Men and the National Association of Asian American Professionals.

Contact: Enid Mendoza, Equal Employment Opportunity Coordinator
enid.mendoza@cao.cccounty.us

COUNTY COUNSEL

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators	22%				10%	13%		
Professionals	11%							
Administrative Support					12%			

COUNTY COUNSEL
2016 OUTREACH AND RECRUITMENT DATA
44 EMPLOYEES

GENDER

Demographics By Gender	Total Department Workforce ²⁶	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	6	33	67	X
Underrepresentation	X	22	X	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	26	31	69	X
Underrepresentation	X	11	X	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	12	33	67	X
Underrepresentation	X	3	X	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

²⁶ The total number of people who had worked for the County at least one day during the 2016 calendar year.

**COUNTY COUNSEL
2016 OUTREACH AND RECRUITMENT DATA
44 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²⁷	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	6	83	17	0	0	0	0
Underrepresentation	X	X	X	10	13	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	26	69	12	0	19	0	0
Underrepresentation	X	X	X	9	0	0	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	12	58	25	8	8	0	0
Underrepresentation	X	X	X	12	6	1	0

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

²⁷ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



COUNTY COUNSEL OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: The County Counsel's office continues diligent outreach efforts for attorney and non-clerical recruitments. The December 31, 2016, Equal Employment Opportunity data chart for the Office of the County Counsel indicated underrepresentation in the following categories:

- Males are underrepresented in the Officials and Administrator and Professional positions.
- Hispanics are underrepresented in the Officials and Administrator and Administrative Support positions.
- Asians are underrepresented in Officials and Administrator the positions.

For the purpose of this outreach plan, this office continues to address the attorney and non-clerical recruitments. Clerical outreach and recruitments are countywide and are not conducted by this office.

Objective: The department will continue to identify ways to enhance partnerships with legal associations, law school career centers, and like agencies to keep them apprised of job vacancies within our office.

Message: The Office of the County Counsel will continue concentrated outreach efforts to the underrepresented groups in order to create a diverse and qualified applicant pool of candidates from which we fill the vacant positions. This office and Human Resources will send over 100 organizations all open recruitments within the department and advertise vacancies online, in legal newspaper classifieds, and their online partners, during the examination period. These measures will help to create a more diverse applicant pool of qualified candidates that apply for departmental vacancies.

Tools: Enhance the communication methods of job vacancies with our underrepresented groups by expanding the postings of job vacancies via mailings, email, websites, and law school career centers, and coordination with the EEO's staff through community based organizations, and local job fairs.

Message Distribution

STRATEGY	ELEMENT	TASKS
Utilize County Counsel's brochure to explain the Office's outreach and recruitment missions and goals	Publication Print Media	Distribute brochures to the targeted underrepresented group's recruitment centers and professional associations
Link the Equal Employment Opportunity homepage to the County Counsel's homepage	Internet	Increase the County Counsel's exposure to the community to promote the goals of diversity, inclusion and equality in the workplace
Coordinate distribution of County Counsel brochure via job recruitment announcements with Human Resources and the EEO staff during their participation in job fairs	Personal Contact	Maximize Human Resources partnerships with organizations who serve the underrepresented populations
Utilize employment websites and post job vacancies with the online community	Internet	Partner with Human Resources to expand the posting of job vacancies on websites that serve the underrepresented groups
Announce vacancies via links on County Counsel webpage that will provide notices about current announcements and instructions for future notification of job related alerts	Internet	Maintain the "Job Description" and "FAQ" links on the County Counsel website with current information
Announce job vacancies via mailings, email and internal office postings	Electronic/Print Media	Provide job announcements to the targeted underrepresented group's law school career centers and professional associations

Contact: Wanda R. McAdoo, Administrative Services Officer
wanda.mcadoo@cc.cccounty.us

**Office of the County Counsel
Recruitment and Outreach Contact List 2017**

American Indian Lawyer

Arab American Lawyers of S. Cal

Armenian Bar Association

Arizona State University Sandra Day O'Connor College of Law

Arizona University James R. Rogers College of Law

Asian American Bar Association of the Greater Bay Area

Asian American Bar Association-Ventura City

Asian Law Caucus

Asian Pacific American Bar Association – Silicon

Asian Pacific Bar Association of Sacramento

Asian Pacific American Women Lawyers

Bay Area Arab American Attorney Association

Bay Area Association of Muslim Lawyers

Black Attorneys Association – Ventura

Black Law Students Association – Boalt Hall

Black Law Student Association – Golden Gate University

Black Women Lawyers of Los Angeles

Black Women Lawyers- Northern California

CAL Northern School of Law

California Association of Black Lawyers

California Legal Indian Services

California Mexican-American Chamber of Commerce

California Western School of Law

Careers in Government

Central California Asian Pacific American Bar

Centro Legal De La Raza
Chapman University Fowler School of Law
Charles Houston Bar Association
City Attorney's Office – Concord
Contra Costa Legal Services Foundation
County Counsel Association of California
County Counsel's Association of California
Department of Transportation Legal Division
East Bay La Raza Lawyers Association
Earl B. Gilliam Bar Foundation
Eastern New Mexico University
Empire College School of Law
Fairfield City Attorney's Office
Filipino American Lawyers-San Diego
Filipino Bar Association-Northern California
Gagen, McCoy, McMahon & Armstrong
Glendale University College of Law
Golden Gate University School of Law
Hastings School of Law
Hispanic Bar Association-Orange
HISPANIC NATIONAL BAR – SO CAL
Hugh W. Goodwin Bar/Fresno
Humboldt County Bar Association
Humphreys College Laurence Drivon School of Law
Imperial County Bar Association
Indeed
Institute for Legislative Practice

Iranian American Bar Association
Iranian American Bar Association-Los Angeles
Iranian American Bar Association-Northern California
Iranian American Bar Association-Orange City
Iranian American Bar Association - San Diego
Japanese American Bar Association of Los Angeles
John F. Kennedy University School of Law
John M. Langston-Los Angeles Bar
Kern County Counsel's Office
Korean American Bar Association - San Diego
Korean American Bar Association – Northern California
Korean American Bar Association – Southern California
La Casa Legal De San Jose
La Raza Central Valley
La Raza San Diego
La Raza San Francisco
La Raza Santa Clara
La Raza Law Student Organization – Boalt Hall
La Raza Lawyers Association of California
Latina Lawyers Bar Association
Latina Law Students Association
Lawyers for One America
Legal Services of Northern California
Lincoln Law School of Sacramento
LinkedIn
Mana – A National Latina Organization
McNamara, Houston, Dodge, McClure & Ney
Mexican American Bar Association

Meyers Nave, et al
Miller, Starr & Regalia
Minority Corporate CSL Association
Monterey College of Law
Morgan, Miller & Blair
Morrison & Forester
Multicultural Bar Alliance
Napa County Counsel's Office
National Asian Pacific American Bar Association
Native American Lawyers – San Diego
Nigerian American Lawyers Association
Norris & Norris
Oakland City Attorney's Office
OC Asian American Bar Association
OC Korean American Bar Association
Office of the City Attorney – Berkley
Office of Counsel, US Department of Housing
Office of General Counsel – EBMUD
Pacific Coast University
Pan Asian Lawyers of San Diego
Pepperdine University – School of Law
PG&E Law Department
Richmond City Attorney's Office
Sacramento Law Raza Lawyers Association
San Diego La Raza Lawyers Association
San Diego Law School
San Francisco School of Law
Santa Barbara College of Law

Santa Clara Black Lawyers
Sonoma County Counsel's Office
South Asian Bar Association
South Asian Bar Association – Sacramento
South Asian Bar Association – Southern California
Southwestern Law School
Southern California Chinese Lawyers Association
Southern California Institute of Law
Stanford Law School
State of California Office of the Attorney General
Thai American Bar Association
The Recorder Newspaper
Trinity Law School
Thurgood Marshall Bar Association
Tuskegee University
UNM School of Law
University of San Francisco Law School – Office of Career Planning
University of West Los Angeles
Vacaville City Attorney's Office
Vallejo City Attorney's Office
Ventura College of Law
Wendel, Rosen, Black & Dean
Wiley W. Manuel- Bar Association

DISTRICT ATTORNEY

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators					10%	13%		
Professionals		14%						
Technicians		50%	11%					
Administrative Support	22%							

**DISTRICT ATTORNEY
2016 OUTREACH AND RECRUITMENT DATA
167 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ²⁸	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	11	64	36	X
Underrepresentation	X	X	9	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	90	57	43	X
Underrepresentation	X	X	15	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	17	100	0	X
Underrepresentation	X	X	50	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	49	14	86	X
Underrepresentation	X	22	X	X

- **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 such as Department Head.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries.

²⁸ The total number of people who had worked for the County at least one day during the 2016 calendar year.

**DISTRICT ATTORNEY
2016 OUTREACH AND RECRUITMENT DATA
167 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²⁹	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	11	100	0	0	0	0	0
Underrepresentation	X	X	6	10	13	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	90	78	4	4	11	1	1
Underrepresentation	X	X	3	5	8	X	X
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	17	41	6	29	24	0	0
Underrepresentation	X	11	1	X	0	0	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	49	49	18	18	10	4	0
Underrepresentation	X	5	X	2	4	X	0

- **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 such as Department Head.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries.

²⁹ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



DISTRICT ATTORNEY OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: The Board of Supervisors remains committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. As of the December 31, 2016 EEO, the District Attorney's (DA) workforce statistical data indicates the following:

- Males are underrepresented in Administrative Support positions.
- Females are underrepresented in Professional and Technical positions.
- Whites are underrepresented in Technical positions.
- Hispanics are underrepresented in Official and Administrator positions.
- Asians are underrepresented in Official and Administrator positions.

Objective: Increase the applicant flow of underrepresented groups within our workforce by conducting outreach and recruitment efforts with many and varied groups and organizations who serve these groups.

Message: The DA will conduct strategic and targeted outreach efforts to community/faith based organizations and online websites that serve females. We will electronically send these organizations all open vacancies within the department during the fiscal year. This proactive measure will help to create a more diverse applicant pool of qualified candidates to apply for departmental vacancies.

Tools: Community/ faith based organizations
Local job fairs and career days
Local colleges and universities
Websites geared towards helping women find employment.
Create and distribute informational brochures

Message Distribution

STRATEGY	ELEMENT	TASKS
Participate in job fairs at Law Schools around the state.	Personal Contact	The recruitment committee will actively seek out and offer to participate/ interview at job fairs sponsored by organizations that identify with diverse populations.
Participation in mock trial programs	Personal Contact	Prosecutors volunteer to participate in high school mock trial programs in underrepresented communities to promote interest in criminal prosecution careers.
Outreach to diverse Law School organizations	Personal Contact	<p>Recruiting committee will actively seek opportunities to speak to law school clubs and organizations whose members consist of individuals from diverse backgrounds to discuss a career path. Examples of groups the committee has reached out to include:</p> <ul style="list-style-type: none"> • Armenian Law Student Association • Vietnamese American Law Society • Pilipino American Law Society • La Raza Law Students Association • Korean American Law Student Association • Black Law Students Associations • Asian Pacific American Law Student Association
Post job vacancies on websites and in publications geared toward Hispanics, Asians, females and males.	Publication/Print Media	Determine which publications will assist us in meeting out Hispanic recruiting goals and express our desire to hire individuals from diverse backgrounds in recruiting notices. We have contacted SF La Raza Lawyers, East Bay La Raza Lawyers Association, and La Raza

		Lawyers of Santa Clara County to ask them to send out to their members' job postings.
Pay law clerks competitively in an effort to attract individuals from a variety of socioeconomic backgrounds.	Economic	Increase compensation for summer law clerks from a fixed stipend of \$2000 to a competitive hourly rate. We will advertise this with all the student associations on school campuses (including minority/criminal school groups) as well as minority bar associations.
Outreach to Minority Bar Associations	Personal Contact	<p>Notify Minority Bar Associations of employment opportunities; participate in Panel Discussions on Criminal Law issues. We will outreach to the three local bay area minority bar associations that serve Hispanic attorneys are: SF La Raza Lawyers, East Bay La Raza Lawyers Association, and La Raza Lawyers of Santa Clara County. Then there is the Minority Bar Coalition (MBC) which is a coalition of bar organizations that are committed to serving all attorneys from minority groups. We also outreach to the following:</p> <ul style="list-style-type: none"> • Asian Pacific Bar Association – Silicon Valley • Asian American Bar Association • Charles Houston Bar Association • Bay Area Black Prosecutors Association • San Francisco La Raza Lawyers • Asian American Prosecutors Association • Filipino Bar Association of Northern California • Black Women Lawyers Association of Northern California • East Bay La Raza Lawyers Association • Korean American Bar Association of Northern California • La Raza Lawyers of Santa Clara

		County <ul style="list-style-type: none"> • South Asian Bar Association of Northern California • Vietnamese American Bar Association of Northern California
Outreach to Career Development Office (CDO) at Law Schools and other colleges and organizations	Personal Contact	Alumni from the Recruiting Team reach out CDO's expressing our interest in attracting a more diverse applicant pool. La Raza Law Students Association serves Hispanic students. We will be attempting to reach out to all the La Raza organizations on local school campuses.
Post job vacancies on websites and publications focused on serving diverse populations	Publication/Print Media	Notify Opening Doors, International Rescue Committee, Narika, RYSE Youth Center, Family Justice Centers (West and Central), Center for the Pacific Asian Family, Mujeres Unidas Y Activas, Korean Family American Services, Asian Pacific Islander Legal Outreach, Asian Americans for Community Involvement.
Post job vacancies on websites and publications focused on women in law enforcement.	Publication/Print Media	Determine which organizations might assist us in recruiting sworn female law enforcement personnel, and express the Office's desire to increase the number of female Senior Inspectors.
Post job vacancies on websites and publications focused on law enforcement professionals with an emphasis on bilingual personnel.	Publication/Print Media	Determine which organizations might assist us in recruiting sworn law enforcement personnel, and express the Office's desire to increase the number of bilingual Senior Inspectors.

Contact: Cherie Mathisen, Equal Employment Opportunity Coordinator
cmathisen@contracostada.org

EMPLOYMENT AND HUMAN SERVICES

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators	42%		20%					
Professionals	28%		30%					
Technicians	24%		21%			13%		
Administrative Support	25%		22%					
Service Maintenance			35%					

**EMPLOYMENT AND HUMAN SERVICES
2016 OUTREACH AND RECRUITMENT DATA
1,626 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ³⁰	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	75	13	87	X
Underrepresentation	X	42	X	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	519	14	86	X
Underrepresentation	X	28	X	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	317	26	74	X
Underrepresentation	X	24	X	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	704	11	89	X
Underrepresentation	X	25	X	X
Service Maintenance				
Working-Age Population	X	55	45	89,210
County Workforce	11	64	36	X
Underrepresentation	X	X	9	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

³⁰ The total number of people who had worked for the County at least one day during the 2016 calendar year.

**EMPLOYMENT AND HUMAN SERVICES
2016 OUTREACH AND RECRUITMENT DATA
1,626 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ³¹	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	75	48	15	20	16	0	1
Underrepresentation	X	20	X	X	X	0	0
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	519	33	29	21	15	1	0
Underrepresentation	X	30	X	X	4	X	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	317	31	36	21	11	1	0
Underrepresentation	X	21	X	X	13	X	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	704	32	25	27	15	1	1
Underrepresentation	X	22	X	X	X	0	X
Service Maintenance							
Working-Age Population	X	35	8	41	12	1	0
County Workforce	11	0	27	55	18	0	0
Underrepresentation	X	35	X	X	X	1	0

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

³¹ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



**CONTRA COSTA COUNTY
EMPLOYMENT AND HUMAN SERVICES
OUTREACH AND RECRUITMENT PLAN
FY 2017-2018**

Issue: The Employment and Human Resources Department (EHSD) remains committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2016, the EHSD workforce statistical data indicate the following:

- Males are underrepresented in Official and Administrator, Professional, Technical, and Administrative Support positions.
- Whites are underrepresented in Official and Administrator, Professional, Technical, Administrative Support, and Service Maintenance positions.
- Asians are underrepresented in Technician positions.

Objective: Increase the applicant flow of underrepresented groups within our workforce by conducting specific outreach and recruitment efforts to Community/Faith Based Organizations, Non-Profit Organizations, Professional Groups, Newspapers, Career Fairs, Colleges and Universities, and online recruitment sites who serve the populations listed above.

Message: EHSD will conduct strategic outreach efforts to community/faith based organizations, professional groups and online websites that serve those populations where we have underrepresentation. We will send these organizations all highly sought after and hard to recruit positions within the department during the fiscal year. This proactive measure will help to create a more diverse applicant pool of qualified candidates to apply for departmental vacancies.

Tools: Community/ faith based organizations
 Local career fairs
 Local colleges and universities
 Websites geared towards helping Whites and Asians find employment.
 Create and distribute informational brochures

Message Distribution

STRATEGY	ELEMENT	TASKS
Partner with Community/Faith Based Organizations to inform public at large of employment opportunities.	Personal Contact	Create consistent ongoing professional relationships with parishioners.
Attend job and career fairs geared towards helping males find employment.	Personal Contact	Attend at least 3 job and career fairs during the fiscal year. The County will focus on recruiting males, Whites and Asians to distribute information about the department's vacancies.
Partner with local colleges and universities	Personal Contact	Partner with Los Medanos College, Diablo Valley College, Contra Costa College, Diablo Valley College, CAL State East Bay, Holy Names and St. Mary's College.
Research employment websites and register to join the online community.	Internet/Computer	Register with websites such as www.linkedin.com (targeting specific categories), www.AAIP.org (for Asian Americans/Pacific Islanders in philanthropy outreach), www.CalJobs.ca.org and www.swords-to-plowshares.org to attract male veterans.
Advertising in specific periodicals targeting Whites and Asians.	Publications	BBC News Asia Contra Costa Times East Bay Times

Create specific brochures in hard to recruit, highly sought after positions	Personal	Social Workers Information System Technician Information System and Program Analyst Teachers
Marketing Recruitment Strategy	Personal	Create magnetic decals on County vehicles advertising Social Worker, Teachers, and IT positions Advertise current vacancies in local movie theaters.

Contact: Debora Bouttè, Personnel Officer, EHSD, Equal Employment Opportunity Coordinator,
dboutte@ehsd.cccounty.us

FIRE PROTECTION DISTRICT

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators		20%				13%		
Professionals		54%				15%		
Technicians		18%						
Protective Services (Sworn)		15%						
Protective Services (Non-Sworn)	12%		36%					
Administrative Support	14%					10%		
Skilled Craft								
Service Maintenance		45%			41%			

**FIRE PROTECTION DISTRICT
OUTREACH AND RECRUITMENT DATA
313 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ³²	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	12	75	25	X
Underrepresentation	X	X	20	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	90	96	4	X
Underrepresentation	X	X	54	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	22	68	32	X
Underrepresentation	X	X	18	X
Protective Services (Sworn)				
Working-Age Population	X	80	20	5,370
County Workforce	154	95	5	X
Underrepresentation	X	X	15	X
Protective Services (Non-Sworn)				
Working-Age Population	X	62	38	530
County Workforce	4	50	50	X
Underrepresentation	X	12	X	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	27	22	78	X
Underrepresentation	X	14	X	X
Service Maintenance				
Working-Age Population	X	55	45	89,210
County Workforce	4	100	0	X
Underrepresentation	X	X	45	X

- **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 such as Department Head.
- **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 such as HR professionals, accountants, and attorneys.
- **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 where workers are entrusted with public safety 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. Examples include community service officers and animal control officers.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and clerks.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public which include maintenance workers and custodians.

³² The total number of people who had worked for the County at least one day during the 2016 calendar year.

**FIRE PROTECTION DISTRICT
2016 OUTREACH AND RECRUITMENT DATA
313 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaskan Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	1	0
County Workforce	12	75	17	8	0	0	0
Underrepresentation	X	X	X	2	13	1	0
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	90	70	12	12	4	0	1
Underrepresentation	X	X	X	X	15	0	X
Technicians							
Working-Age Population	X	52	7	11	8	0	0
County Workforce	22	68	0	9	23	0	0
Underrepresentation	X	X	7	2	X	0	0
Protective Services (Sworn)							
Working-Age Population	X	54	13	16	7	3	1
County Workforce	154	70	5	12	10	1	3
Underrepresentation	X	X	8	4	X	2	X
Protective Services (Non-Sworn)							
Working-Age Population	X	86	1	12	0	0	0
County Workforce	4	50	25	25	0	0	0
Underrepresentation	X	36	X	X	0	0	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	27	74	7	15	4	0	0
Underrepresentation	X	X	2	5	10	1	0
Service Maintenance							
Working-Age Population	X	35	8	41	12	1	0
County Workforce	4	50	25	0	25	0	0
Underrepresentation	X	X	X	41	X	1	0

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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 where workers are entrusted with public safety 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. Examples include community service officers and animal control officers.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and clerks.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public which include maintenance workers and custodians.



FIRE PROTECTION DISTRICT OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: The Fire Protection District remains committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2016, the County's workforce statistical data indicate the following:

- Males are underrepresented in Protective Services (Non-Sworn) and Administrative positions.
- Females are underrepresented in Official and Administrator, Professional, Technical, Protective Services (Sworn) and Service Maintenance positions.
- Whites are underrepresented in Protective Services (Non-Sworn).
- Hispanics are underrepresented in Service Maintenance positions.
- Asians are underrepresented in Officials and Administrators, Professionals and Administrative Support positions.

Objective: Increase the applicant flow of underrepresented groups within our workforce by conducting specific outreach and recruitment efforts to Community Based Organizations, Professional Groups and online recruitment sites who serve the populations listed above,

Message: The Fire District will continue to conduct strategic outreach efforts to community based organizations, professional groups and online websites that serve those populations where we have underrepresentation. We will electronically send these organizations all open vacancies within the District during the fiscal year. In addition, we will continue to promote careers in the Fire Service by partnering with middle through high schools, and community colleges with a diverse

student population. These proactive measures will help to create a more diverse applicant pool of qualified candidates to apply for District vacancies.

Tools: In June 2016, the Fire Protection District formulated an “Outreach and Recruitment Team” on the Fire Chief’s direction and with his direct participation on the committee. We began working to increase the pool of eligible applications for position in the District by (1) targeting outreach to local middle and high schools, community colleges and universities with our diversity goals in mind; (2) expanded internship opportunities by hiring Student Interns who are currently enrolled in “Fire Science” certificate programs. The internship opportunities are a useful tool to expand the applicant pool for permanent positions when they become available.

Recently, the Districts’ Outreach and Recruitment efforts have been realized in hiring a recruit class of 30 highly diverse candidates which include 6.67% Black, 16.67% Hispanic, and 10% Female. We are committed to continuing and expanding our outreach efforts to increase these numbers and reduce the percentage of underrepresentation.

Message Distribution

STRATEGY	ELEMENT	TASKS
Attend job and career fairs geared towards helping our underrepresented find employment.	Personal Contact	Attend at least 5 job and career fairs during the fiscal year. The District will focus on recruiting females and Hispanic candidates to distribute information about the District’s opportunities and vacancies.
Partner with community based organizations who serve females and Hispanics who are interested in working in the all classifications within the Fire Service and Support Services fields	Personal Contact	Partner with the local sporting programs reaching student athletes, and statewide organizations such as CAL JAC program.

Research employment websites and register to join the online community.	Internet/Computer	Register with websites such as womenforhire.com and careerwomen.com to reach women who are interested in the Fire Service
Outreach to CBO's and schools to promote a Fire Explorer program for high school students	Personal Contact/Social Media	Provide a unique opportunity to work alongside our fire suppression professionals
Outreach to candidates to offer practice written tests for Firefighter applicants	Personal Contact	CAL Joint Apprenticeship Committee
Outreach to diverse CBO's and academic organizations, Post job vacancies and publications focused on serving diverse populations	Personal Contact/Social Media/Publication	<p>Recruitment/Outreach team will continue to actively seek opportunities to speak to academic organizations whose members consist of individuals diverse backgrounds to discuss career paths in the Fire Service. Examples of the groups the team has reached out to include:</p> <ul style="list-style-type: none"> • IAFF, Local 1230 • IABPF - International Association of Black Professional Firefighters • CA Community Colleges • EMS Paramedic Trade Schools • EMT programs • iWomen (International Association of Women in Fire) • NAHF – International Association of Female Firefighters

Contact: Charles Thomas, Battalion Chief, Equal Employment Opportunity Coordinator
cthom@cccfd.org or
Denise Cannon, HR Administrator
dcann@cccfd.org

HEALTH SERVICES

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and								
Administrators	40%		14%					
Professionals	18%		19%					
Technicians	24%		25%					
Protective Services								
(Non-Sworn)	12%		36%					
Administrative Support	24%		24%					
Service Maintenance					14%			

**HEALTH SERVICES
2016 OUTREACH AND RECRUITMENT DATA
3199 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ²⁹	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	78	15	85	X
Underrepresentation	X	40	X	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	1613	24	76	X
Underrepresentation	X	18	X	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	624	26	74	X
Underrepresentation	X	24	X	X
Protective Services (Non-Sworn)				
Working-Age Population	X	62	38	530
County Workforce	4	50	50	X
Underrepresentation	X	12	X	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	768	12	88	X
Underrepresentation	X	24	X	X
Service Maintenance				
Working-Age Population	X	55	45	89,210
County Workforce	112	56	44	X
Underrepresentation	X	X	1	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Protective Service Workers (Non-Sworn):** Occupations that perform support work in law enforcement work such as animal control officers.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

²⁹ The total number of people who had worked for the County at least one day during the 2016 calendar year.

**HEALTH SERVICES
2016 OUTREACH AND RECRUITMENT DATA
3199 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ³⁴	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaskan Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	18	0	1
County Workforce	78	54	17	9	19	1	0
Underrepresentation	X	14	X	1	X	X	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	1613	44	12	12	31	0	0
Underrepresentation	X	19	X	X	X	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	624	27	21	21	29	0	0
Underrepresentation	X	25	X	X	X	0	0
Protective Services (Non-Sworn)							
Working-Age Population	X	86	1	12	0	0	0
County Workforce	4	50	0	25	0	0	25
Underrepresentation	X	36	1	X	0	0	X
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	768	30	20	36	13	0	0
Underrepresentation	X	24	X	X	1	1	0
Service Maintenance							
Working-Age Population	X	35	8	41	12	1	0
County Workforce	112	29	22	27	21	1	1
Underrepresentation	X	6	X	14	X	0	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **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. Examples include community service officers and animal control officers.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

³⁴ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



HEALTH SERVICES OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: Health Services (HSD) remains committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2016, the HSD workforce statistical data indicated the following:

- Males are underrepresented in Official and Administrator, Professional, Technical, Protective Services (Non-Sworn), and Administrative Support positions.
- Whites are underrepresented in Official and Administrator, Professional, Technical, Protective Services (Non-Sworn), and Administrative Support positions.
- Hispanics are underrepresented in Service Maintenance positions.

The Health Services Department has nine Divisions providing health care and emergency response services to the residents of Contra Costa County. The majority of our professional classifications are dominantly held by women. Per data from the United States Department of Labor, there is a disproportionate representation of women in certain professions such as Registered Nurse, Social Worker, Medical and Health Services Manager, Counselor, and Human Resources Manager.

The Department conducts its own recruitment and strives to reach a diverse applicant pool by consistently utilizing the County's Outreach Mailing List in addition to posting our job announcements online to popular websites such as Craigslist, Indeed and Monster.

Objective: Increase the applicant pool of Male, White and Hispanic candidates who meet the minimum qualifications and maintain a diverse workforce within the Health Services Department.

Message: The Department will continue to utilize the County's List of community/faith based organizations and work with SPIN Recruitment Agency by posting our job announcements to popular websites such as Indeed, Monster, and Craigslist and expand to non-traditional sites. In addition, we participate in local job/career fairs, and partner with our Division Managers to look for innovative ways to attract qualified candidates from affiliated organizations, local colleges and universities.

Tools: Community/Faith based organizations
Websites geared toward Males, Whites and Hispanics
Publications geared toward Males and Whites
Local job/career fairs
Colleges and Universities
Professional Organizations

Message Distribution

STRATEGY	ELEMENT	TASKS
Utilize the County's community/faith based organization list	Print Media/Internet	Continue to send job announcements thru General Services to ALL community/faith based organizations
Expand outreach to focused websites and organizations	Internet/Electronic	Continue to work with SPIN Recruitment Agency to identify websites and organizations geared toward Males, Whites and Hispanics in order to post job announcements online
Expand outreach to publications	Print/Publication	Work with SPIN Recruitment Agency to identify publications geared toward Males Whites and Hispanics and post job announcements

Attend local job and career fairs.	Personal Contact	Attend job fairs to distribute information on the department's vacancies and reach out to candidates in person
Expand outreach to colleges and universities	Internet/Computer/Personal Contact	Work with Division Managers who have affiliations with local colleges/universities such as UC Davis, UC Berkeley, UCSF, Holy Names, Mills, Kaiser Allied Health, etc....
Expand outreach to professional organizations	Internet/Computer/Personal Contact	Work closely with Division Managers who have affiliations with professional organizations and send job announcements electronically

Contact: Jo-Anne Linares, HSD Administrator - Personnel
Jo-Anne.Linares@hsd.cccounty.us

HUMAN RESOURCES

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators	35%					13%		
Professionals	25%		21%					
Technicians	17%		52%					
Administrative Support	13%		39%					

**HUMAN RESOURCES DEPARTMENT
2016 OUTREACH AND RECRUITMENT DATA
36 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ³⁵	Total County Workforce	Male (%)	Female (%)	Working-Age Population by Job Category	Working-Age Population
Officials and Administrators						
Working-Age Population	X	X	55	45	54,665	X
County Workforce	5	X	20	80	X	X
Underrepresentation	X	X	35	X	X	X
Professionals						
Working-Age Population	X	X	42	58	77,555	X
County Workforce	12	X	17	83	X	X
Underrepresentation	X	X	25	X	X	X
Technicians						
Working-Age Population	X	X	50	50	10,045	X
County Workforce	6	X	33	67	X	X
Underrepresentation	X	X	17	X	X	X
Administrative Support						
Working-Age Population	X	X	36	64	104,075	X
County Workforce	13	X	23	77	X	X
Underrepresentation	X	X	13	X	X	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

³⁵ The total number of people who had worked for the County at least one day during the 2016 calendar year.

**HUMAN RESOURCES DEPARTMENT
2017 OUTREACH AND RECRUITMENT DATA
36 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ³⁶	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian Pacific Islander (NHPI) (%)	American Indian/ Alaskan Native (AIAN) (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	5	60	20	20	0	0	0
Underrepresentation	X	8	X	X	13	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	12	42	25	17	17	0	0
Underrepresentation	X	21	X	X	2	0	0
Technicians							
Working-Age Population	X	52	7	12	10	0	0
County Workforce	6	0	33	17	50	0	0
Underrepresentation	X	52	X	X	X	0	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	13	15	15	38	31	0	0
Underrepresentation	X	39	X	X	X	1	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

³⁶ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



HUMAN RESOURCES OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: The Board of Supervisors remains committed to maintaining a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2016, the Human Resources Department statistical data for underrepresentation is listed below:

- Males are underrepresented in Official and Administrator, Professional, Technical, and Administrative Support positions.
- Whites are underrepresented in Professional, Technical and Administrative Support positions.
- Asians are underrepresented in Official and Administrator positions.

Objective: Increase outreach to candidates for positions in the Human Resources Department.

Message: The department will continue to develop and utilize innovative recruitment tools to attract a diverse applicant pool of qualified candidates desiring a career in government human resources including advertising employment opportunities on websites that will reach Whites, Asians and males.

Tools: Our current recruitment strategies include distribution of all County job opportunities to a vast number of community and faith based organizations, colleges, cities, employment placement services, including our own county offices, such as the Contra Costa County Library, Veterans Services and the Employment and Human Services Department.

Our plan is to post vacancies on websites to include: Monster, Hot Jobs, Craigslist, CareerBuilder, Dice, Indeed, Bay Area Careers, SimplyHired, etc. and social media sites such as LinkedIn and Twitter. We will also reach out to select universities including Brigham Young, University and Southern Virginia University. We will

continue to post on sites geared toward human resources professionals such as SHRM, CalPelra and IPMA. Other organizations that we can include are Kiwanis, Elks Clubs and Chambers of Commerce.

Message Distribution

STRATEGY	ELEMENT	TASKS
Attend job and career fairs geared towards helping males, whites and Asians find employment.	Personal Contact	Attend at least 4 job and career fairs during the fiscal year to distribute information on the department's vacancies.
Partner with community/faith based organizations to outreach to males, whites and Asians.	Personal Contact	Create professional relationships and partner with community based organizations such as the Monument Crisis Center, the Salvation Army, Goodwill, the RYSE Center, etc.
Research employment websites and register to join the online community.	Internet/Computer	Advertise employment opportunities on websites such that will reach Whites, Asians and men.
Post job vacancies on websites and in publications geared toward Asians	Publication/Print Media	Post jobs on sites such as, Asian-jobs.com, the National Association of Asian American Professionals, naaapsf.org, National Asian Pacific Center, napca.org.
Partner with our local adult schools and community colleges to attract and recruit students to consider careers in Human Resources.	Personal Contact with College Counselors and Advisors	Attend job fairs and career days at Martinez Adult School, Mt, Diablo Adult Education, West Contra Costa Adult Education, Loma Vista Adult Education, Acalanes Adult Education Diablo Valley College, Los Medanos College,
Increase utilization of social media	Internet/Computer	Advertise employment opportunities on Facebook, Instagram and Twitter.

Contact: Nancy Zandonella, Human Resources Department

Nancy.Zandonella@hrd.cccounty.us

LIBRARY

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators	55%					13%		
Professionals	32%							
Technicians	18%					10%		
Administrative Support	20%							

LIBRARY
2016 OUTREACH AND RECRUITMENT DATA
210 EMPLOYEES

GENDER

Demographics By Gender	Total Department Workforce ³⁷	Total County Workforce	Male (%)	Female (%)	Working-Age Population by Job Category	Working-Age Population
Officials and Administrators						
Working-Age Population	X	X	55	45	54,665	X
County Workforce	3	X	0	100	X	X
Underrepresentation	X	X	55	X	X	X
Professionals						
Working-Age Population	X	X	42	58	77,555	X
County Workforce	60	X	10	90	X	X
Underrepresentation	X	X	32	X	X	X
Technicians						
Working-Age Population	X	X	50	50	10,045	X
County Workforce	84	X	32	68	X	X
Underrepresentation	X	X	18	X	X	X
Administrative Support						
Working-Age Population	X	X	36	64	104,075	X
County Workforce	63	X	16	84	X	X
Underrepresentation	X	X	20	X	X	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

³⁷ The total number of people who had worked for the County at least one day during the 2016 calendar year.

LIBRARY
2016 OUTREACH AND RECRUITMENT DATA
210 EMPLOYEES

RACE AND ETHNICITY

Demographics by Race and Ethnicity ³⁸	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaskan Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	3	67	0	33	0	0	0
Underrepresentation	X	1	6	X	13	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	60	80	2	8	10	0	0
Underrepresentation	X	X	5	1	9	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	84	65	5	14	14	0	1
Underrepresentation	X	X	2	X	10	0	X
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	63	70	11	14	5	0	0
Underrepresentation	X	X	X	6	9	1	0

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

³⁸ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



LIBRARY OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue:	<p>The Board of Supervisors remains committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. According to the December 31, 2016 Contra Costa County Outreach and Recruitment Data Report, the library is underrepresented in each occupational category noted below:</p> <ul style="list-style-type: none">▪ Males in Officials and Administrator, Professional, Technical and Administrative Support positions.▪ Asians in Officials and Administrators and Technical positions.
Objective:	<p>Ensure that the Library workforce reflects the diversity of the County by continuing to diversify staff in all Library work units while increasing the presence of males and Asians within the workforce.</p>
Message:	<p>The Library will continue to conduct targeted outreach efforts to males and Asians in order to create a more diverse applicant pool of qualified candidates to apply for vacant positions. This effort will continue to be a part of the Library's overall Marketing Communications Plan with the strategic goal of promoting the Library's value, programs and opportunities to the community.</p>
Measurement:	<p>The Library will conduct an annual review of applicants as well as employees hired and promoted.</p>
Tools:	<p>Social Media Local job fairs and career days Local community based events Websites geared towards helping men find employment Websites geared towards helping Asians find employment</p>

Bridges to Success pilot program
Informational bookmarks

Message Distribution

STRATEGY	ELEMENT	TASKS
<p>Participate in job and career fairs, attend community events, and staff employer recruiter booth.</p> <p>Network with local community colleges and universities to increase the applicant pool and explain the Library's recruitment mission and goals.</p>	Personal Contact/Outreach and Engagement	<p>The Libraries will continue to participate in local community events that target underserved populations.</p> <p>We will inform and promote community library job and volunteer opportunities.</p> <p>Community Events:</p> <ul style="list-style-type: none"> California Library Association Conference John Muir Days <p>Job Fairs:</p> <ul style="list-style-type: none"> Diablo Valley Career Fair San Jose State Public Service Career Fair
Update promotional bookmark explaining outreach objective for all external recruitments.	Publication/Print Media	Distribute and promote recruitments at all 26 Library locations.
Update and expand existing list of websites where job vacancies are posted to include websites that are geared towards males and Asians.	<p>Internet/Computer</p> <p>Personal Contact/Outreach and Engagement</p>	<p>Research employment websites for males.</p> <p>Research employment websites for Asians.</p> <p>Contact, register and post vacancies at:</p> <ul style="list-style-type: none"> Asian-jobs.com Diversity.com ncfm.org (National Coalition for Men) naaapsf.org (National

		<p>Association of Asian American Professionals)</p> <ul style="list-style-type: none"> • Shelter, Inc. • Salvation Army • Asian Business League of San Francisco
Utilize social media to expand exposure of open job opportunities.	Electronic Media	Post link to open job opportunities on the Library Department's Facebook page.
Promote Librarian Trainee Positions.	Internet/Computer	Post Librarian Trainee opportunities at Diablo Valley College and San Jose State University.
Participate in Bridges to Success pilot program for individuals with developmental disabilities.	Recruitment	Add two (2) Clerk-Beginning Level Project positions, hire employees and evaluate performance on a monthly basis.

Contact: Beth A. Kilian, Administrative Services Officer
bkilian@ccclib.org

PROBATION

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators		14%				13%		
Professionals		33%	25%			18%		
Technicians		10%			12%	24%		
Protective Services (Sworn)			14%					
Administrative Support	27%							
Service Maintenance		22%			34%			

**PROBATION
OUTREACH AND RECRUITMENT DATA
297 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ³⁹	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	13	69	31	X
Underrepresentation	X	X	14	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	16	75	25	X
Underrepresentation	X	X	33	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	5	60	40	X
Underrepresentation	X	X	10	X
Protective Services (Sworn)				
Working-Age Population	X	62	38	530
County Workforce	215	62	38	X
Underrepresentation	X	0	0	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	35	9	91	X
Underrepresentation	X	27	X	X
Service Maintenance				
Working-Age Population	X	55	45	89,210
County Workforce	13	77	23	X
Underrepresentation	X	X	22	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Protective Service Workers (Sworn):** Occupations in which workers are entrusted with public safety, security and protection from destructive forces.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

³⁹ The total number of people who had worked for the County at least one day during the 2016 calendar year.

**PROBATION
OUTREACH AND RECRUITMENT DATA
297 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁴⁰	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	13	70	15	15	0	0	0
Underrepresentation	X	X	X	X	13	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	16	38	63	2	1	0	0
Underrepresentation	X	25	X	7	18	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	5	80	20	0	0	0	0
Underrepresentation	X	X	X	12	24	X	0
Protective Services (Sworn)							
Working-Age Population	X	54	13	16	7	3	1
County Workforce	215	40	13	21	6	0	0
Underrepresentation	X	14	0	X	1	3	1
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	35	54	17	14	14	0	0
Underrepresentation	X	0	X	6	0	1	X
Service Maintenance							
Working-Age Population	X	35	8	42	12	1	0
County Workforce	13	38	38	8	15	0	0
Underrepresentation	X	X	X	34	X	1	0

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Protective Service Workers (Sworn):** Occupations in which workers are entrusted with public safety, security and protection from destructive forces.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and clerks.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

⁴⁰ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



PROBATION OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: The Board of Supervisors remains committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2016, the Probation Department's statistical data indicates the following:

- Males are underrepresented in Administrative Support positions;
- Females are underrepresented in Official and Administrator, Professional, Technical, and Service Maintenance positions;
- Whites are underrepresented in Professional and Protective Services (Sworn) positions;
- Hispanics are underrepresented in Technical and Service Maintenance positions;
- Asians are underrepresented in Official and Administrator, Professional, and Technical positions;

Objective: Increase the applicant flow of underrepresented groups within our workforce by conducting specific outreach and recruitment efforts to educational and vocational training service providers, professional organizations, and online recruitment and employment resource sites who serve the populations listed above.

Message: Probation will conduct strategic outreach efforts with the groups and organizations listed above and online websites that serve those populations where we have underrepresentation. The proactive measures will help to create a more diverse applicant pool of qualified candidates to apply for departmental vacancies.

Tools: Local job fairs and career days
Local Adult Education and vocational training programs

Local colleges and universities

Websites geared towards helping underrepresented populations find employment

Informational brochures

Message Distribution

STRATEGY	ELEMENT	TASKS
Outreach to diverse colleges and universities with criminal justice and corrections related degree programs	Personal Contact	Create professional relationships and partner with local colleges such as DVC, Los Medanos, and Cal State East Bay to make presentations in classes, and provide organized tours of facilities for students
Outreach to diverse Adult Education and vocational training programs with technical and administrative support skill development programs	Personal Contact	Create professional relationships and partner with local education programs such as the five regional Adult Education centers, and the Contra Costa County Office of Education
Increase ease of communicating employment opportunities, minimum qualifications for hire, and applicant processes through printed resource material	Publication / Print Media	Create recruitment fliers to be disseminated by staff when they come in contact with potential job applicants
Use employment websites focused on the underrepresented populations	Internet/Computer	Register with websites such as http://www.opportunityjunction.org/ and http://www.eastbayworks.com/cccounty/ to post vacancies and open recruitments
Attend job and career fairs focused on the underrepresented populations	Personal Contact	Attend at least three job and career fairs during the fiscal year sponsored by organizations that identify with diverse populations

Contact: Kimberly Martell
Kimberly.Martell@prob.cccounty.us

PUBLIC DEFENDER

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The Department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators	55%				10%	13%		
Professionals								
Technicians						15%		
Administrative Support	26%		29%					

**PUBLIC DEFENDER
2016 OUTREACH AND RECRUITMENT DATA
102 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁴¹	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	3	0	100	X
Underrepresentation	X	55	X	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce Is	68	41	59	X
Underrepresentation	X	1	X	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	11	55	45	X
County Workforce	X	X	5	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	20	10	90	X
Underrepresentation	X	26	X	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

⁴¹ The total number of people who had worked for the County at least one day during the 2016calendar year.

**PUBLIC DEFENDER
2016 OUTREACH AND RECRUITMENT PLANS
102 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁴²	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	3	67	33	0	0	0	0
Underrepresentation	X	1	X	10	13	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	68	72	9	9	10	0	0
Underrepresentation	X	X	X	0	9	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	11	55	18	18	9	0	0
Underrepresentation	X	X	X	X	15	0	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	20	25	25	45	5	0	0
Underrepresentation	X	29	X	X	9	1	0

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

⁴² The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



**PUBLIC DEFENDER
OUTREACH AND RECRUITMENT PLAN
FY 2017-2018**

Issue: The Board of Supervisors remains committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2016, the Office of the Public Defender workforce statistical data indicates the following:

- Males are underrepresented in Officials and Administrator and Administrative Support positions.
- Whites are underrepresented Administrative Support positions.
- Hispanics are underrepresented in Officials and Administrator positions.
- Asians are underrepresented in Officials and Administrator and Technical positions.

Objective: Increase the number of males, Whites, Hispanics and Asians in the department's workforce to obtain a diverse workforce within our office.

Message: The Department will conduct strategic and targeted outreach efforts to males, as well as to traditionally underrepresented racial minorities, Whites, Hispanics and Asians in order to create a more diverse applicant pool of qualified candidates to apply for vacant positions

Tools: We will continue to increase the pool of eligible applicants for positions in the department by (1) targeting outreach to local colleges, universities and law schools with our diversity goals in mind; and (2) expanding internship opportunities at the high-school, college and law school levels. The internship opportunities are a useful tool to expand our applicant pool for permanent positions when they become available. All of our programs can be found on our department website.

Accomplishments: Our Department is primarily financed through the general fund; therefore, we are limited in the number of positions that we are able to fill through attrition vacancies. However, we have recently been successful in securing outside grant funding for some positions. In the future we will continue to strive to hire into these positions from a broad applicant pool with a focus on our underrepresented categories.

Finally, in order to maintain the diversity of our workforce, the Department Head has formed a diversity committee to actively recruit minority attorney and graduate law clerk applicants from a diverse array of law schools. The Department strives to promote diversity and achieve gender-balance in the graduate law clerk pool, as this group is a significant source of applicants for the entry-level attorney positions. Although the workforce of this Department represents only a small portion of the County's overall workforce, because of the significant diversity in our client population, we are uniquely focused and committed to achieving the County EEO and Recruitment targets

Message Distribution

STRATEGY	ELEMENT	TASKS
Network with Universities such as Cal State East Bay, UCLA, USC, UC Davis, SF State, USF Golden Gate Univ. and local Community Colleges as well as local High Schools to increase the applicant pool and explain the Office of the Public Defender's outreach and recruitment mission and goals	Publication Print Media	Reach out to Academic Career Advisors and Alumni Relations to explain the department's goal of increasing the pool of qualified males; send informational letters local High Schools and Community Colleges.
Attend local job and diversity fairs at UC Hastings; Cal State East Bay, UC Davis, SF State, USF Golden Gate Univ.	Personal Contact	Attend and provide flyers that can be distributed at job and diversity fairs; explain department goals to attain diversity in the workforce.
Email job vacancies to local colleges, universities and law schools to reach a greater applicant pool	Electronic	Send job announcements of vacancies via email including the department goals of attracting a workforce that is diverse and gender-balanced.

Contact: Donna Broussard, Administrative Services Officer

donna.broussard@pd.cccounty.us

PUBLIC WORKS

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators		21%						
Professionals								
Technicians		25%						
Administrative Support								
Skilled Craft					18%			
Service Maintenance		32%						

**PUBLIC WORKS
2016 OUTREACH AND RECRUITMENT DATA
378 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁴³	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	17	76	24	X
Underrepresentation	X	X	21	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	78	45	55	X
Underrepresentation	X	X	3	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	52	75	25	X
Underrepresentation	X	X	25	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	44	32	68	X
Underrepresentation	X	4	X	X
Skilled Craft				
Working-Age Population	X	94	6	27,510
County Workforce	62	100	0	X
Underrepresentation	X	X	6	X
Service Maintenance				
Working-Age Population	X	55	45	89,210
County Workforce	125	87	13	X
Underrepresentation	X	X	32	X

- **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 such as Department Head.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Skilled Crafts:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved such as electricians and tree trimmers.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians

⁴³ The total number of people who had worked for the County at least one day during the 2016 calendar year.

**PUBLIC WORKS
2016 OUTREACH AND RECRUITMENT DATA
378 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁴⁴	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	17	70	6	6	18	0	0
Underrepresentation	X	X	0	4	X	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	78	63	4	10	23	0	0
Underrepresentation	X	0	3	X	X	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	52	69	2	6	19	2	2
Underrepresentation	X	X	5	6	5	X	X
Administrative Services							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	44	61	2	14	20	0	2
Underrepresentation	X	X	7	6	X	1	X
Skilled Craft							
Working-Age Population	X	51	6	34	6	1	0
County Workforce	62	66	5	16	10	0	3
Underrepresentation	X	X	1	18	X	1	X
Service Maintenance							
Working-Age Population	X	35	8	41	12	1	0
County Workforce	125	41	20	32	5	1	2
Underrepresentation	X	X	X	9	7	0	X

- **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 such as Department Head.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Skilled Crafts:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved such as electricians and tree trimmers.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians

⁴⁴ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



PUBLIC WORKS OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: The Board of Supervisors remains committed to maintain a diverse and inclusive workforce which is reflective of the communities we serve. As of December 31, 2016, the Public Works Department statistical data indicates the following:

- Women are underrepresented in Officials and Administrator, Technical, and Service Maintenance positions;
- Latinos are underrepresented in Skilled Craft positions.

Objective: Increase the applicant flow of underrepresented groups within our workforce by conducting specific outreach and targeted recruitment efforts to Community/Faith Based Organizations, Professional Groups and online recruitment sites who serve the populations listed above.

Message: The Public Works Department will conduct strategic and targeted recruitment efforts to create a more diverse applicant pool of qualified candidates for vacant positions. We will electronically send these organizations recruitment information for all open positions within the department during the fiscal year. This targeted recruitment method will help to create a more diverse applicant pool of qualified candidates to apply for Public Works positions.

Tools:

- Community/ faith based organizations
- Local job fairs and career days
- Colleges and universities
- University journals and alumni associations
- Websites that cater to our target audiences
- Create and distribute informational brochures

- Reinstitute Student Aide- Engineer program for 3rd year Engineering students
- Continue participating on Delta Diablo Corridor Project
- Work with education sector to identify potential student interns interested in Public Works lines of work

Message Distribution

STRATEGY	ELEMENT	TASKS
Create brochure that explains the Public Works department outreach and recruitment mission and goals.	Publication and Print Media	Send brochures to CBOs such as Rubicon, St. Vincent de Paul of Alameda and Contra Costa Counties, Job Train, and Green Job Corps. Brochures will also be distributed at job and career fairs, as well as conferences and seminars.
Attend job and career fairs that serve women and people of color	Personal Contact	Attend at least 3 job fairs hosted by colleges, universities, community based organizations and professional organizations that serve women and people of color.
Post job vacancies online to reach Public Works target audience.	Electronic	Post job opportunities on websites that target job seekers that are women and people of color, such as tradeswomen.org , womenforhire.com ; Society for Black Engineers, Society for Women Engineers, Society for Hispanic Engineers, etc.
Develop relationships with organizations that have apprentice and training programs for trades occupations	Personal contact	Partner with local CBOs, apprenticeship, and training programs for trades occupations (i.e. Green Job Corps, Treasure Island Job Corps, and Job Train), to assist the department in identifying a diverse pool of candidates that may be interested in applying for Public Works positions.
Develop relationships with colleges, trade schools and universities to participate in job fairs and advertise job opportunities.	Personal contact	Partner with community colleges, trade schools and California universities to attend their sponsored job fairs and post on their job boards (i.e. Contra Costa Community Colleges, Universal Technical Institute, IBT Tech, UCs and CSUs)

Ensure that oral board and interview panels reflect the diversity of the candidate pool	Personal contact	When contacting potential oral board raters and identifying interview panel members, ensure that there is appropriate diversity on the panels.
Utilize and promote Summer Student Intern program with a goal of hiring women and people of color.	Electronic and Personal Contact	<p>Continue to advertise Summer Student Intern program and identify students that are interested in engineering occupations, or are currently engineering students.</p> <p>Continue contract with Contra Costa County Office of Education to hire Student Interns between the ages of 18 – 23 who have barriers to obtaining employment.</p>
Continue to participate in the Delta Diablo Corridor project and identify outgoing seniors who are interested in working at Public Works as Summer Student Interns	Personal Contact	Continue participating on Delta Diablo Corridor committee and work with the other organizations and educations on the committee to identify female students and students of color who may be interested in the Student Intern program.

Contact: Kelli Zenn, Administrative Services Officer
Kelli.Zenn@pw.cccounty.us

SHERIFF

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators					10%	13%		
Professionals		18%				10%		
Technicians		30%				16%		
Protective Services (Sworn)								
Protective Services (Non-Sworn)			23%					
Administrative Support	18%							
Skilled Craft								
Service Maintenance		27%	16%					

**SHERIFF
2016 OUTREACH AND RECRUITMENT DATA
916 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁴⁵	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	8	62	38	X
Underrepresentation	X	X	7	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	68	60	40	X
Underrepresentation	X	X	18	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	116	80	20	X
Underrepresentation	X	X	30	X
Protective Services (Sworn)				
Working-Age Population	X	80	20	5,370
County Workforce	467	84	16	X
Underrepresentation	X	X	4	X
Protective Services (Non-Sworn)				
Working-Age Population	X	62	38	530
County Workforce	43	67	33	X
Underrepresentation	X	X	5	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	183	18	82	X
Underrepresentation	X	18	X	X
Service Maintenance				
Working-Age Population	X	54	46	89,210
County Workforce	31	81	19	X
Underrepresentation	X	X	27	X

See next page for job classification information

⁴⁵ The total number of people who had worked for the County at least one day during the 2016calendar year.

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **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. Examples include community service officers and animal control officers.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Skilled Crafts:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved such as electricians and tree trimmers.
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.

**SHERIFF
2016 OUTREACH AND RECRUITMENT DATA
916 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁴⁶	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	8	100	0	0	0	0	0
Underrepresentation	X	X	6	10	13	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	68	79	3	9	9	0	0
Underrepresentation	X	X	4	0	10	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	116	70	6	14	8	2	0
Underrepresentation	X	X	1	X	16	X	0
Protective Services (Sworn)							
Working-Age Population	X	54	13	16	7	3	1
County Workforce	467	68	8	15	8	1	0
Underrepresentation	X	X	5	1	X	2	1
Protective Services (Non-Sworn)							
Working-Age Population	X	86	1	12	0	0	0
County Workforce	43	63	14	14	7	2	0
Underrepresentation	X	23	X	X	X	X	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	183	56	19	12	11	1	0
Underrepresentation	X	X	X	8	3	0	0
Service Maintenance							
Working-Age Population	X	35	8	41	12	1	0
County Workforce	31	19	3	48	29	0	0
Underrepresentation	X	16	5	X	X	1	0

See next page for job classification information

⁴⁶ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **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. Examples include community service officers and animal control officers.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks;
- **Service-Maintenance:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public such as maintenance workers and custodians.



SHERIFF OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: The Board of Supervisors remains committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2016, the Office of the Sheriff's workforce statistical data indicates the following:

- Males are underrepresented in Administrative Support positions.
- Females are underrepresented in Professional, Technical, and Service Maintenance positions.
- Whites are underrepresented in Protective Services (Non-Sworn), and Service Maintenance positions.
- Hispanics are underrepresented in Officials and Administrator positions.
- Asians are underrepresented in Officials and Administrator, Professional, and Technical positions.

Objective: Increase the recruitment efforts to these underrepresented groups by conducting focused outreach efforts to community organizations, professional groups and online recruitment sites that serve these underrepresented populations.

Message: The Office will conduct strategic and targeted outreach efforts to these underrepresented groups to create a more diverse applicant pool of qualified candidates to apply for and be successful in the civilian positions within the law enforcement community.

Tools: Community Events and Organizations Local Job Fairs and career days Local Colleges and Universities

Websites geared toward a diverse group of job seekers interested in working for a law enforcement agency

Incorporate non-sworn job opportunities into our robust sworn recruitment efforts

Message Distribution

STRATEGY	ELEMENT	TASKS
Create brochures, flyers, posters and billboards that demonstrate the diverse workforce of the Office of the Sheriff. To include the non- sworn positions that support the mission of law enforcement.	Publication Print Media Websites	Distribute brochures throughout local and statewide colleges, universities, military bases and East Bay Works. Place advertisements on the SO Law Enforcement Training Center Website, Facebook, Twitter, Claycord.com, and Deputy Sheriff Association Websites.
Attend job fairs and career days that serve a large ethnically diverse population	Personal Contact	Set up class presentations, working job fairs, and workshops at Hispanic, Asian and female-dominated high school, colleges, and universities.
Increase exposure in the local communities served by participating in local and community events.	Personal Contact	Set up recruiting stations at events such as Art and Wine Festivals, Music in the Park, Farmer's Markets, etc. Also canvass shopping centers, strip malls, local down-town shopping areas, fitness centers, etc.

Contact: Mary Jane Robb, Sheriff's Chief of Management Services
mrobb@so.cccounty.us

TREASURER/TAX COLLECTOR

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators			18%		10%			
Professionals	22%							
Technicians	50%		52%		12%	24%		
Administrative Support			33%					

**TREASURER/TAX COLLECTOR
2016 OUTREACH AND RECRUITMENT DATA
24 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁴⁷	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	4	50	50	X
Underrepresentation	X	5	X	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	5	20	80	X
Underrepresentation	X	22	X	X
Technicians				
Working-Age Population	X	50	50	10,045
County Workforce	1	0	100	X
Underrepresentation	X	50	X	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	14	29	71	X
Underrepresentation	X	7	X	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

⁴⁷ The total number of people who had worked for the County at least one day during the 2016calendar year.

**TREASURER/TAX COLLECTOR
2016 OUTREACH AND RECRUITMENT DATA
24 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁴⁸	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	4	50	0	0	50	0	0
Underrepresentation	X	18	6	10	X	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	5	60	0	20	20	0	0
Underrepresentation	X	3	7	X	X	0	0
Technicians							
Working-Age Population	X	52	7	12	24	0	0
County Workforce	1	0	100	0	0	0	0
Underrepresentation	X	52	X	12	24	0	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	14	21	43	14	14	0	7
Underrepresentation	X	33	X	6	0	1	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **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. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

⁴⁸ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



TREASURER-TAX COLLECTOR OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: The Board of Supervisors remains committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2016, the Office of Treasurer –Tax Collector statistical data indicates the following:

- Males are underrepresented in Professional and Technical positions.
- Whites are underrepresented in Official and Administrator, Technical, and Administrative Support positions.
- Hispanics are underrepresented by Official and Administrator and Technical positions.
- Asians are underrepresented in Technical positions.

Objective: Increase the applicant flow of underrepresented groups within our workforce by partnering with the HR department and conducting specific outreach and recruitment efforts to Community/Faith Based Organizations (CBOs), Professional Groups and online recruitment sites who serve the populations listed above.

Message: Human Resources will conduct strategic outreach efforts to community/faith based organizations, professional groups and online websites that serve those populations where we have underrepresentation. We request Human Resources in their outreach efforts to electronically send these organizations all open vacancies within our department during the fiscal year. This proactive measure will help to create a more diverse applicant pool of qualified candidates to apply for departmental vacancies.

Tools: Distribute information to CBOs
Local job fairs and career days
Local colleges and universities
Websites geared towards recruiting male Professionals, Technicians and Administrative Support positions.

Message Distribution

STRATEGY	ELEMENT	TASKS
Partner with Community Based Organizations who serve males who are interested in working in the Professional, Technical and Administrative Support fields	Personal Contact/E-mail	County to partner with CBOs and professional organizations. Send job announcements of vacancies via e-mail or by mail to attract a workforce that is diverse and gender balanced.
We recommend HR attend job and career fairs geared towards helping males find employment	Personal Contact	Partner with the County HR Representatives to attend job and career fairs during the fiscal year. The County will focus on recruiting males to distribute information about the department's vacancies.
E-mail job vacancies to local community colleges and universities to reach a greater applicant pool	Personal Contact/Electronic	HR to send job announcements of vacancies via e-mail to local colleges such as DVC, Los Medanos and Cal State East Bay.
Partner with professional organizations to reach out to males, Whites, Hispanics, and Asians to apply for Officials/ Administrators and Professional positions within our workforce	Personal Contact/Electronic	Register and post job vacancies on websites such as California State Association of Counties (CSAC) www.counties.org/ , www.californiacitynews.org , and the National Asian American Society of Accountants (NAASA) www.idealists.org
Research employment websites and register to join the online community	Electronic	Register and post job vacancies on websites such as www.indeed.com , www.sfbay.craigslist.org , and www.bayareacareer.com/bay_area.php

Contact: Ronda Boler, Executive Secretary
Ronda.Boler@tax.cccounty.us

VETERANS SERVICES

The following pages provide a detailed look into the data points, which determine the Department's underrepresentation within specific job classifications. The department was deficient in the following occupational categories.

	Males	Females	Whites	Blacks	Hispanics	Asians	NHPI	AIAN
Officials and Administrators		45%			10%	13%		
Professionals		18%				19%		
Administrative Support		14%			20%	14%		

**VETERANS SERVICES
2016 OUTREACH AND RECRUITMENT DATA
8 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁴⁹	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	55	45	54,665
County Workforce	1	100	0	X
Underrepresentation	X	X	45	X
Professionals				
Working-Age Population	X	42	58	77,555
County Workforce	5	60	40	X
Underrepresentation	X	X	18	X
Administrative Support				
Working-Age Population	X	36	64	104,705
County Workforce	2	50	50	X
Underrepresentation	X	X	14	X

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

⁴⁹ The total number of people who had worked for the County at least one day during the 2016 calendar year.

**VETERANS SERVICES
2016 OUTREACH AND RECRUITMENT DATA
8 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁵⁰	Total County Workforce	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)
Officials and Administrators							
Working-Age Population	X	68	6	10	13	0	1
County Workforce	1	100	0	0	0	0	0
Underrepresentation	X	X	6	10	13	0	1
Professionals							
Working-Age Population	X	63	7	9	19	0	0
County Workforce	5	80	0	20	0	0	0
Underrepresentation	X	X	7	X	19	0	0
Administrative Support							
Working-Age Population	X	54	9	20	14	1	0
County Workforce	2	50	50	0	0	0	0
Underrepresentation	X	4	X	20	14	1	0

- **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 such as Department Heads.
- **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 such as HR professionals, accountants, and attorneys.
- **Administrative Support:** Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.

⁵⁰ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



VETERANS SERVICE OUTREACH AND RECRUITMENT PLAN FY 2017-2018

Issue: Veterans Services remains committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2016, the Veterans Services workforce statistical data indicated the following:

- Females are underrepresented in Official and Administrator, Professional and Administrative Support positions.
- Hispanics are underrepresented in Official and Administrator and Administrative Support positions.
- Asians are underrepresented in Official and Administrator, Professional, and Administrative Support positions.

Objective: Increase the visibility of males, Hispanics and Asians within the workforce. The department will create and nurture partnerships with Community Based Organizations (CBOs) to ensure that we keep them informed about job vacancies and other resources within the County.

Message: The Department will conduct strategic and targeted outreach efforts to underrepresented groups within our workforce in order to create a more diverse applicant pool of qualified candidates to apply for vacant positions.

Outreach

Tools: Create and distribute informational brochures to CBOs
Attend and participate in local job and diversity fairs
Post job vacancies on websites that are geared toward the Asian population

Message Distribution

Strategy	Element	Tasks
Create brochure which explains the Veterans Service Department's outreach and recruitment mission and goals	Publication Print Media	Mail brochures to CBOs that serve the target population so they can share with their clientele. Brochures will also be distributed at job and diversity fairs; events that we will attend.
Mail employment recruitments for current Veterans Service Department vacancies to CBOs	Personal Contact	Partner with The Shiva Murugan Temple, API Cultural Center, ASNC Young Professionals Group, Contra Costa Commission for Women & The California League of United Latin American Citizens in order to encourage their applications for employment opportunities.
Register and post job vacancies online to reach our target populations	Electronic	Register and post job vacancies on websites that cater to Asians such as http://www.asian-jobs.com/ or http://jobs.asiamedia.com/ or http://hirelatinos.org/ or http://jobs.womenforhire.com/

Contact: Susan Ferguson. Equal Employment Opportunity Officer
Susan@vs.cccounty.us



Contra Costa County Board of Supervisors

Subcommittee Report

HIRING OUTREACH OVERSIGHT COMMITTEE

5.

Meeting Date: 10/02/2017

Subject:

Department: County Administrator

Referral No.:

Referral Name:

Presenter: **Contact:**

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. On February 8, 2016, the Bridge to Success proposal was presented to the Hiring Outreach Oversight Committee for approval. The proposal was approved and staff was directed to work with a focus group consisting of members who had extensive history and experience working within the disabled community.

Referral Update:

The Bridge to Success (BTS) program is an alternate employment process for persons with developmental disabilities. It is designed to minimize the adverse impact of the traditional selection process providing an alternate means of assessing the qualification and skills of job applicants with disabilities. This two-year proposed pilot is modeled on a similar program in place in Alameda County, which has shown great success in diversifying their workforce. This program is possible due to a partnership with local Community Based Organizations serving individuals with developmental disabilities who will assist the County Human Resources Department in identifying and assisting applicants through both the selection process and will also assist the participating departments and candidates with post-hire job coaching. In order for an individual to participate in this program, the individual must meet the definition of an individual with a disability, as defined by the Fair Employment and Housing Act, and be certified eligible by a Department of Rehabilitation Counselor as having a developmental disability. 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.

Recommendation(s)/Next Step(s):

Receive update from Eldreai Ellis, HR Consultant, who is responsible for implementing the Bridges to Success Pilot Program.

Attachments

No file(s) attached.
