

CONTRA COSTA COUNTY



OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY

FY 2017-2018 OUTREACH REPORT

FY 2018-2019 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. Outreach was created to explore new and innovative ways to reach people who are under-represented¹ in the County's workforce. The goal is to provide equal employment opportunities for all qualified persons seeking employment with the County and special districts governed by the Board of Supervisors.

On July 1, 2015, the County implemented its outreach and recruitment plans for Fiscal Year (FY) 15-16. The goals of the plans were to promote equity and inclusion throughout the County's workforce. County departments along with EEO were instructed to conduct strategic outreach and recruitment efforts, which were specifically designed to reach qualified under-represented groups within the constituents we serve.

METHODOLOGY

In order to determine under-representation in each department, the EEO Officer annually compares the County's workforce data to the availability of qualified people who reside in the local labor market and are 16 years or older. 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. It 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 under-representation within the department as a whole. EEO conducted utilization analysis by race and gender as defined by the occupational categories within each department. An occupational category is a broad grouping of job classes which require similar levels of skill and training. The analysis relies on subtraction: the percentage of employees in the business's workforce in a particular job category, cross-classified by race, national origin and sex, minus the percentage of workers in the same job category in the relevant labor market, also cross-classified by race, national origin and sex². For example, if the business's Workforce Analysis Chart shows 40 percent Asian males in the Professionals job category, and if the community labor statistics table shows that in the relevant labor market, 20 percent of Professionals are Asian males, then the business is underusing Asian males in the job category by 20 percent.

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

² As defined by the Department Of Justice Office of Justice Programs Equal Employment Opportunity Plans

TOTAL COUNTY WORKFORCE

As of December 31, 2017, Contra Costa County employed 9176 employees. Each department with underrepresentation of 10% or more in the gender, race and /or ethnicity³ categories is required to create a strategic outreach and recruitment plan which 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 existence in the labor market. Departments provide steps that will be taken to assist in increasing the applicant flow of qualified individuals for the under-represented group(s). 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 definitions⁴.

Applicant flow analysis is an important component of outreach that helps the County determine the success of its outreach program. 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 the option to self-identify or decline to submit the supplemental classification information which identifies gender, race and/or ethnicity. If an individual declines to self-identify, the individual's reporting data will not be included in the final tally.

The departments are required to reach out to individuals depending on where their underrepresentation exists. Each racial, ethnic and gender category is separate 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 (cbos). The outreach efforts place an emphasis on attracting under-represented groups within the County's workforce through ongoing marketing efforts. It is designed to meet them at the transaction level and provide County employment information to management teams, rank and file employees and the agency's clientele.

Community outreach is an important part of EEO's strategic plan to help the County reach underserved populations. Our plan is to bring the County and the community together to help eradicate barriers to employment. In order to make this endeavor successful, we must build stronger relationships with one another. It is important for our communities to know who the County is and what we have to offer them.

Outreach is specific to organizations whose clientele consists of veterans, women, disabled, re-entry, low income, faith-based, Hispanics, Blacks, Asians, and the homeless. From July 1, 2017 through June 30, 2018, EEO conducted nearly 500 outreach and recruitment efforts, which included meetings, teleconferences and seminars with agency staff and/or clients from organizations listed on the next page.

³ 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.

⁴ See Page 9-10 of this report for the definitions of the 8 occupational categories.

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.

Organization	Contacts	Outreach Efforts
ANKA Behavioral Health	Kimberly Sayer	26
Asian Pacific Environmental Network	Puja Duhal	9
Bay Area Peacekeepers	Gonzalo Rucobo	7
Bay Area Rescue Mission	Jonathan Russell	9
Beat the Streets, Inc.	Tracey Tate-Jones	7
Community Housing Development	Janine Shaheed	21
Contra Costa Food Bank	Caitlin Sly Larry Sly	41
Contra Costa Interfaith Housing	Deane Pearn	8
Del Valley Education Center	Daryl Coachman	4
Department of Rehabilitation	Erica Watkins	10
Futures Explored	Jenny McKeon	21
Health Right 360	Edina Rahmanovic	10
Home Base	Erica McWhorter	17
Lao Family Community Development	Brad Meyer	11
Latina Center	Miriam Wong Gloria Alvarez	5
Los Medanos College	Prof. Sylvester Henderson Rachel Anicetti	4
Men and Women of Purpose	Antwoin Cloird	6
Men and Women of Valor	Pamela Saucer-Bilbo	14
Monument Impact	Elba Velasquez	20
New Life Church Family Worship Center	Mark Hernandez	2
Opportunity Junction	Shannel Arce	19
Reach Project, Inc.	Mickie Marchetti	15

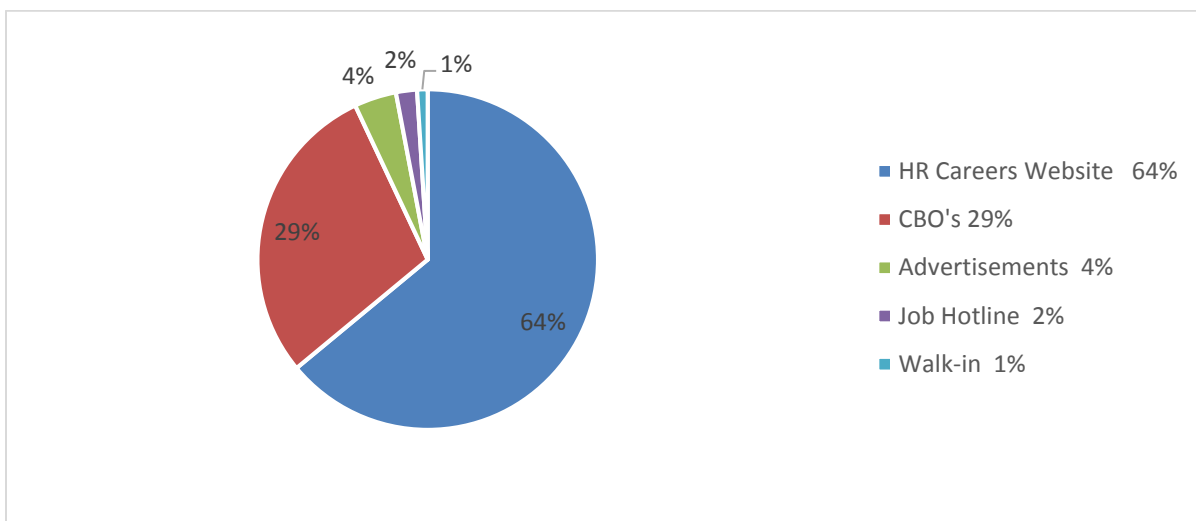
Richmond Emergency Food Pantry	Patricia Davidson	7
Rubicon	Tracey Rodarte Young	12
Concord Goodwill	Jerry Jones	13
Eastbay Goodwill	Nicole Scales(Richmond) & Glory Pastrana(Antioch)	48
Salvation Army	Cynthia Hodges	6
San Pablo Economic Development Corp.	Leslie Choy	17
Shelter Inc.	Lindsey Drolette	8
Shepherds Gate	Taryn Schuck/Mary Norcross	10
St. Vincent de Paul	Melanie Benitez	5
Stand! For Families	Angela Sanchez	3
Trends	Narda Mamou	5
Victory Outreach Richmond	Curtis Royster	7
Village Community Resource Center	Beth Leverich	3
Pittsburg Baptist Church	Pastor Edward Lemons	3

FY 2018- 2019 OUTREACH PLAN

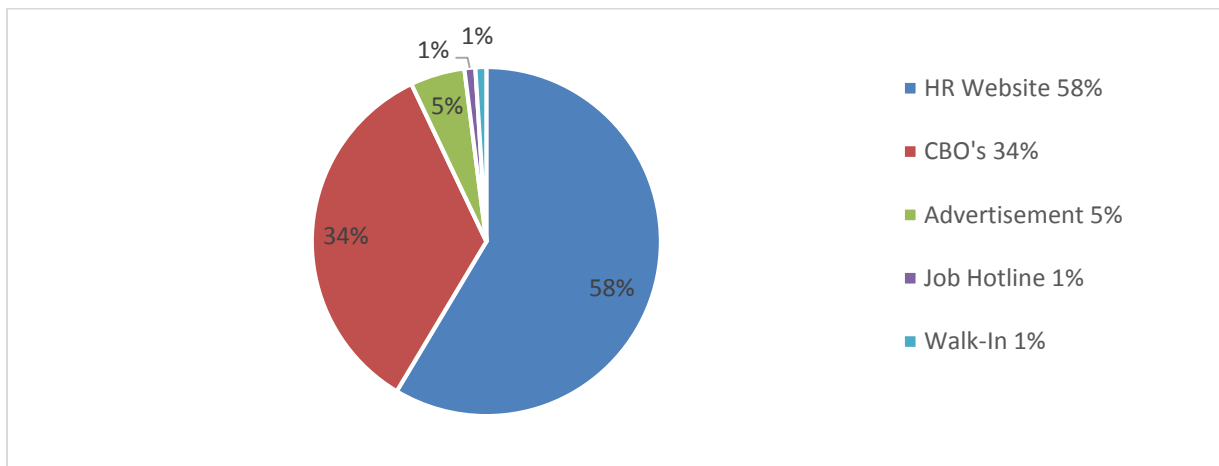
The County relies on each department to outreach to its under-represented groups within the workforce to diversify our applicant flow. Applicant flow helps to measure how fair and inclusive our outreach programs are. It helps the County to review and determine if past outreach practices were proactive, strategic, and effective. It also assists the County in removing barriers. The County's applicant flow pipeline is broken into 5 categories listed below. For FY 17-18, The County received 26,822 applications whereas in FY 15-16, the County received 24,843 applications. Tables 1 and 2 indicate where the applicant heard about the job opportunity.

OUTREACH DISTRIBUTION

**TABLE 1
FY 15-16**



**TABLE 2
FY 17-18**



Tables 1 and 2 illustrate the County’s outreach and recruitment efforts over the last three fiscal years. The tables show that the County’s community based outreach increased our applicant flow by 5% during the relevant time. We attribute this increase to the partnerships that have been developed and nurtured over the last several years by the County departments, HR and EEO with 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 FY17-18 was 26,822. The gender and racial/ethnicity makeup for applications received are listed below:

**TABLE 3
APPLICANT FLOW**

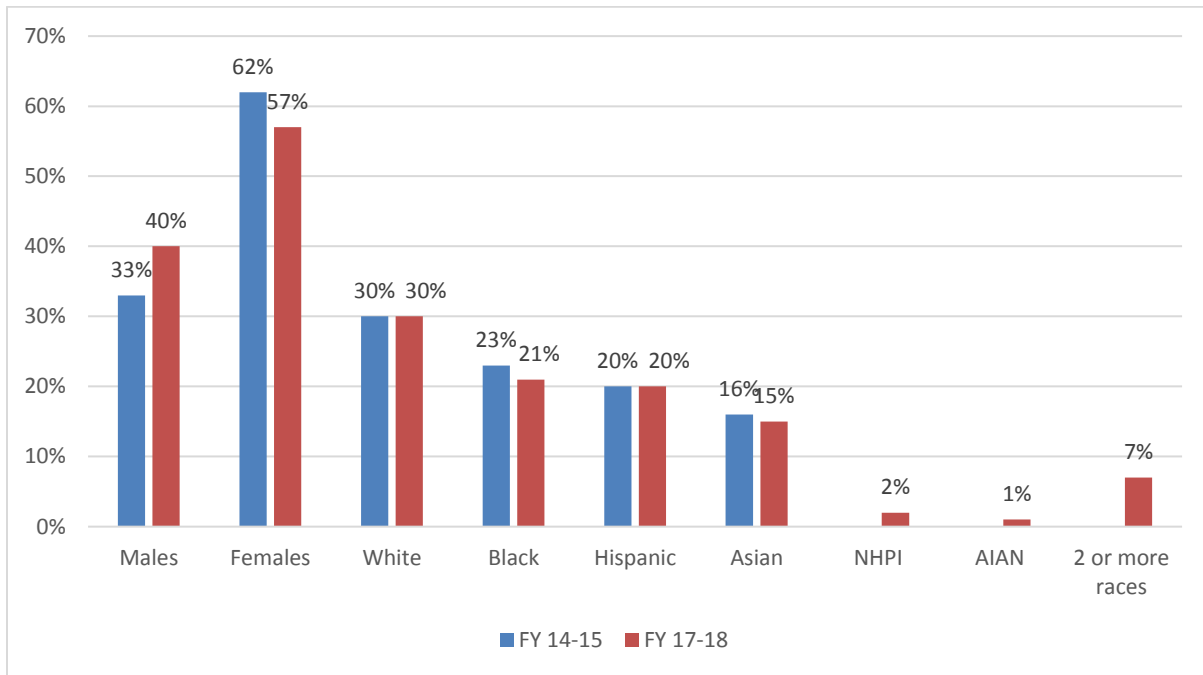
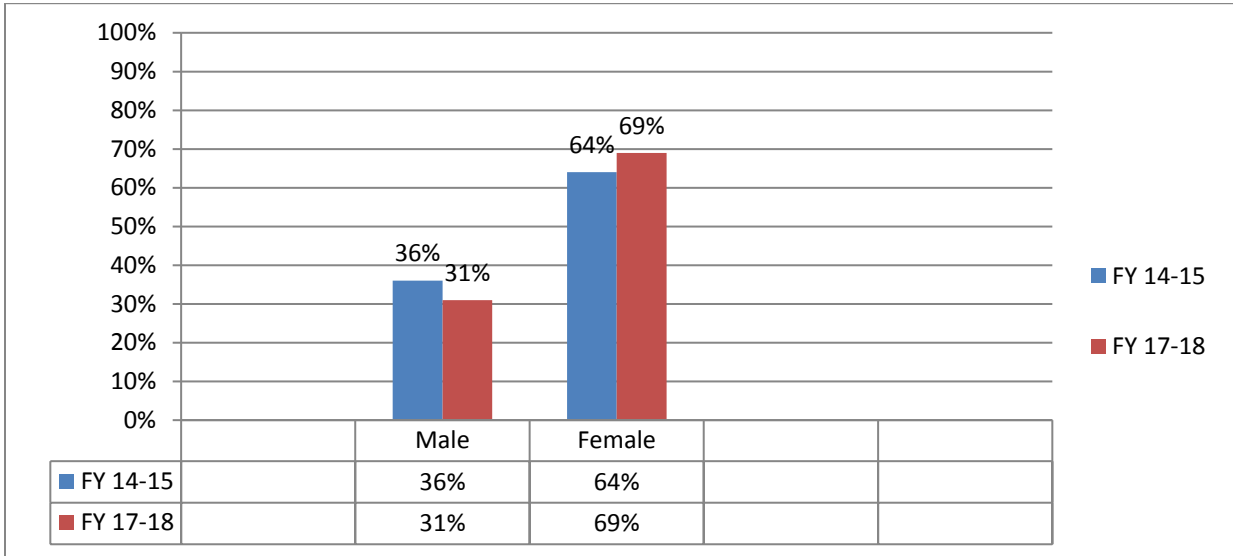


Table 3 illustrates the applicant flow by gender and race that reveals the following:

- The participation of males who submitted applications increased from 33% in FY14-15 to 40% in FY17-18.
- The participation of females who submitted applications decreased from 62% in FY14-15 to 57% in FY17-18.
- The participation of whites who submitted applications remained steady at 30%.
- The participation of blacks who submitted applications decreased from 23% in FY14-15 to 21% in FY17-18.
- The participation of Hispanics who submitted remained steady at 20%
- The participation of Asians who submitted applications decreased from 16% in FY14-15 to 15% in FY17-18.
- NHPI, AIAN and two or more races categories were not tracked prior to the last fiscal year.

**NEW HIRE DATA BY GENDER
FY 14-15 AND FY 17-18
TABLE 4**



- The percentages of males who were hired decreased from 36% in FY14-15 to 31% in FY17-18.
- The percentages of females who were hired increased from 64% in FY14-15 to 69% in FY17-18.

**CONTRA COSTA COUNTY NEW HIRE DATA
BY RACE
FY 14-15 AND FY 17-18
TABLE 5**

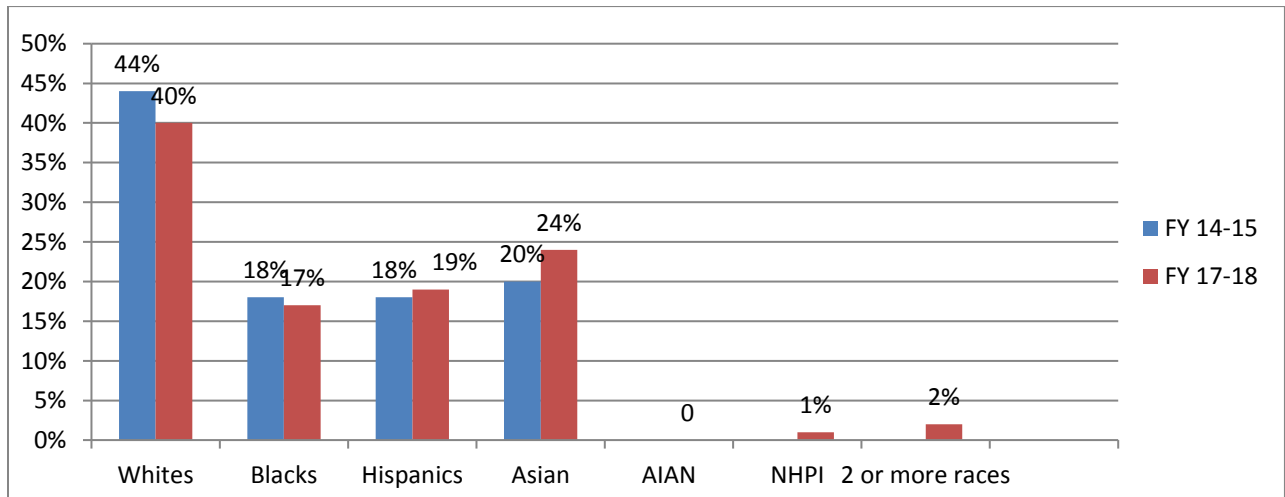


Table 5 illustrates the percentages of people hired during FY 14-15 and FY 17-18 based on race/ethnicity. The statistical analysis is listed below:

- The hiring of Whites decreased from 44% in FY 14-15 to 40% in FY 17-18.
- The hiring of Blacks decreased from 18% in FY 14-15 to 17% in FY 17-18.
- The hiring of Hispanics increased from 18% in FY 14-15 to 19% in FY 17-18.
- The hiring of Asians increased from 20% in FY 14-15 to 24% in FY 17-18.

These trends continue to stress the importance for the County to continue its outreach efforts. EEO is committed to increasing the participation rates of qualified under-represented groups in our applicant pool. The areas of opportunities and improvement are:

- Continue working with CCTV to establish a social media page.
- Conducting more outreach to professional organizations, 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 under-represented groups.
- Continue providing additional training to the departmental EEO Coordinators to help them to become more knowledgeable of targeted outreach, under-representation, more effective outreach plans and hiring. The trainings will occur at the EEO's quarterly meetings.
- Meeting with cbos to determine their needs and address them during presentations.

CONCLUSION

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

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 cbos, colleges, universities and professional organizations to attract qualified candidates to help the County attain equity and inclusion within our workforce.

CONTRA COSTA COUNTY

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department's workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County's outreach program. The data shows that the County, as a whole, improved its workforce representation in eight areas. Improvements, which are highlighted, were made to the Officials and Administrators (Females and Whites), Professionals (Males), Technical (Males, Whites), Administrative Support (Males and Hispanics), Service Maintenance (Females and Hispanics), Skilled Craft (Females, Whites, and Blacks), Protective Service Worker Sworn (Females, Blacks and Hispanics) and Protective Service Worker Non-Sworn (Females, Blacks and Hispanics) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators		1%	5%			
Professionals	1%					
Technicians	8%		1%		1%	
Administrative Support	2%				1%	
Service Maintenance		4%			4%	
Skilled Craft		1%	2%	2%		
Protective Service Worker (Sworn)		6%		13%	2%	
Protective Service Worker (Non-Sworn)		3%		1%	5%	

- **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.
- **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.

- **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.

**CONTRA COSTA COUNTY
2017 OUTREACH AND RECRUITMENT DATA
9176 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁶	Male (%)	Female (%)	Census Data by Job Category
Officials and Administrators				
Census Data	X	58	42	82,930
County Workforce	329	33	67	X
Underrepresentation	X	25	X	X
Professionals				
Census Data	X	46	54	108,045
County Workforce	3296	30	70	X
Underrepresentation	X	16	X	X
Technicians				
Census Data	X	51	49	13,265
County Workforce	937	44	56	X
Underrepresentation	X	7	X	X
Administrative Support				
Census Data	X	38	62	141,985
County Workforce	3135	16	84	X
Underrepresentation	X	22	X	X
Service Maintenance				
Census Data	X	58	42	122,730
County Workforce	369	68	32	X
Underrepresentation	X	X	10	X
Skilled Craft				
Census Data	X	95	5	41,025
County Workforce	67	99	1	X
Underrepresentation	X	X	4	X
Protective Services (Sworn)				
Census Data	X	82	18	9,480
County Workforce	772	80	20	X
Underrepresentation	X	2	X	X
Protective Services (Non-Sworn)				
Census Data	X	54	46	810
County Workforce	279	64	36	X
Underrepresentation	X	X	10	X

⁶ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**CONTRA COSTA COUNTY
2017 OUTREACH AND RECRUITMENT DATA
9176 EMPLOYEES**

RACES AND ETHNICITY

Demographics by Race and Ethnicity ⁷	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
Census Data	66	7	10	14	1	0	2
County Workforce	67	13	10	4	1	0	5
Underrepresentation	X	X	0	10	0	0	X
Professionals							
Census Data	60	7	9	21	0	0	2
County Workforce	47	14	13	15	0	0	10
Underrepresentation	13	X	X	6	0	0	X
Technicians							
Census Data	51	7	10	27	0	1	2
County Workforce	40	16	19	16	1	1	9
Underrepresentation	11	X	X	11	X	0	X
Administrative Support							
Census Data	53	10	19	15	1	0	2
County Workforce	37	20	28	8	1	1	7
Underrepresentation	16	X	X	7	0	X	X
Service Maintenance							
Census Data	33	10	42	12	0	0	1
County Workforce	32	19	33	12	1	1	3
Underrepresentation	1	X	9	0	X	X	X
Skilled Craft							
Census Data	49	6	35	7	1	0	1
County Workforce	66	6	15	7	0	3	3
Underrepresentation	X	0	20	0	1	X	X
Protective Services (Sworn)							
Census Data	53	15	15	10	3	0	3
County Workforce	64	20	16	8	1	1	1
Underrepresentation	X	X	X	2	2	X	2
Protective Services (Non-Sworn)							
Census Data	65	1	22	8	0	0	5
County Workforce	42	26	24	4	1	1	2
Underrepresentation	23	X	X	4	X	X	3

⁷ 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.

AGRICULTURE/WEIGHTS & MEASURES

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department's workforce statistical data from December 31, 2015 to December 31, 2017 data to help determine the effectiveness of the County's outreach program. The data shows that the Department of Agriculture improved its representation in three areas. Improvements were made to the Professionals (Females), Technicians (Males, Blacks and Hispanics) and Service Maintenance (Females and Whites) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators						
Professionals		62%				
Technicians	14%			9%	4%	
Administrative Support						
Service Maintenance		5%	7%			

- **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.

**AGRICULTURE/WEIGHTS & MEASURES
2017 OUTREACH AND RECRUITMENT DATA
46 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁸	Male (%)	Female (%)	Census Data by Job Category
Officials and Administrators				
Census Data	X	58	42	82,930
County Workforce	1	100	0	X
Underrepresentation	X	X	42	X
Professionals				
Census Data	X	46	54	108,045
County Workforce	8	38	62	X
Underrepresentation	X	8	X	X
Technicians				
Census Data	X	51	49	13,265
County Workforce	13	85	15	X
Underrepresentation	X	X	34	X
Administrative Support				
Census Data	X	38	62	141,985
County Workforce	3	0	100	X
Underrepresentation	X	38	X	X
Service Maintenance				
Census Data	X	58	42	122,730
County Workforce	21	62	38	X
Underrepresentation	X	X	4	X

⁸ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**AGRICULTURE/WEIGHTS & MEASURES
2017 OUTREACH AND RECRUITMENT DATA
46 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁹	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/ Pacific Islander (%)	American Indian/ Alaska Native (%)	Two or more Races (%)
Officials and Administrators							
Census Data	66	7	10	14	1	0	2
County Workforce	100	0	0	0	0	0	0
Underrepresentation	X	7	10	14	1	0	2
Professionals							
Census Data	60	7	9	21	0	0	2
County Workforce	100	0	0	0	0	0	0
Underrepresentation	X	7	9	21	0	0	2
Technicians							
Census Data	51	7	10	27	0	1	2
County Workforce	38	23	23	8	0	0	8
Underrepresentation	13	X	X	19	0	1	X
Administrative Support							
Census Data	53	10	19	15	1	0	2
County Workforce	67	0	0	0	0	33	0
Underrepresentation	X	10	19	15	1	X	2
Service Maintenance							
Census Data	33	10	42	12	0	0	1
County Workforce	56	5	19	10	0	5	5
Underrepresentation	X	5	23	2	0	X	X

⁹The 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.



AGRICULTURE / WEIGHTS AND MEASURES OUTREACH AND RECRUITMENT PLAN FY 2018-2019

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, 2017, the County's workforce statistical data indicate the following:

- Females are underrepresented in Officials and Administrators and Technicians positions
- Males are underrepresented in Administrative Support positions
- Whites are underrepresented in Technicians positions
- Blacks are underrepresented in Officials and Administrators, Professionals, and Administrative Support positions
- Hispanics are underrepresented in Officials and Administrators, Professionals, Administrative Support, and Service Maintenance positions
- Asians are underrepresented in Officials and Administrators, Professionals, Technicians, and Administrative Support positions

We can only hire people licensed to do work in the majority of the positions in our department. All of our technicians (Biologists and Weights and Measures Inspectors), professionals, and officials and administrators require specific state licensing. When we are recruiting for our Biologists, Inspectors and supervisors, job announcements are sent to every qualified and licensed individual, which ensures that we are reaching the broadest qualified candidate pool possible. We get this list from the California Department of Food and Agriculture County Liaison office every time we have an opening. 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 Agriculture /Weights and Measures 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. This proactive measure will help to create a more diverse applicant pool of qualified candidates to apply for departmental vacancies.

Tools: The Agriculture department will disseminate information to the general public through our website as well as local community colleges and universities to get more people aware of what the Agriculture department does and what they need to do to be qualified to apply to the department. We will continue to utilize websites geared towards helping underrepresented people find employment when possible. When hiring for our licensed positions, the department gets a list of all licensees and ensures that everyone who is qualified receives notification of the job opening and how to apply.

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 and what the job qualifications for those positions are and how to get those qualifications.	Internet/Computer	Keep information updated for job qualifications, job descriptions, and licensing information to our department's website.
Target all underrepresented that possess a state inspector/biologist license, weights and measures inspector license, and supervisory licensing.	Personal contact	Mail or email all job announcements to all qualified individuals in order to expand the opportunity for qualified females.
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 what the department does 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 Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department's workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County's outreach program. The data shows that the Animal Services improved its workforce representation in five areas. Improvements were made to the Officials and Administrators (Females and Whites), Professionals (Males, Hispanics and Asians), Technical (Males, Blacks, Hispanics and Asians), Administrative Support (Males and Hispanics), and Service Maintenance (Males and Hispanics) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators		60%	60%			
Professionals	25%				13%	13%
Technicians	12%			9%	7%	6%
Administrative Support		1%			13%	
Service Maintenance		2%			18%	

- **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.

**ANIMAL SERVICES
2017 OUTREACH AND RECRUITMENT DATA
84 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ¹⁰	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	58	42	82,930
County Workforce	5	40	60	X
Underrepresentation	X	18	X	X
Professionals				
Working-Age Population	X	46	54	108,045
County Workforce	8	75	25	X
Underrepresentation	X	X	29	X
Technicians				
Working-Age Population	X	51	49	13,265
County Workforce	33	45	55	X
Underrepresentation	X	6	X	X
Administrative Support				
Working-Age Population	X	38	62	141,985
County Workforce	21	5	95	X
Underrepresentation	X	33	X	X
Service Maintenance				
Working-Age Population	X	58	42	122,730
County Workforce	17	53	47	X
Underrepresentation	X	5	X	X

¹⁰ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**ANIMAL SERVICES
2017 OUTREACH AND RECRUITMENT DATA
84 EMPLOYEES
RACE AND ETHNICITY**

Demographics by Race and Ethnicity ¹¹	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/ Pacific Islander (%)	American Indian/ Alaska Native (%)	2 or more Races (%)
Working-Age	66	7	10	14	1	0	2
County Workforce	60	0	40	0	0	0	0
Underrepresentati	6	7	X	14	1	0	2
Professionals							
Working-Age	60	7	9	21	0	0	2
County Workforce	75	0	13	13	0	0	0
Underrepresentati	X	7	X	8	0	0	2
Technicians							
Working-Age	51	7	10	27	0	1	2
County Workforce	58	9	24	6	3	0	0
Underrepresentati	X	X	X	21	X	1	2
Administrative Support							
Working-Age	53	10	19	15	1	0	2
County Workforce	57	5	24	5	5	0	5
Underrepresentati	X	5	X	10	X	X	X
Service Maintenance							
Working-Age	33	10	42	12	0	0	1
County Workforce	41	6	41	6	0	6	0
Underrepresentati	X	4	1	6	0	X	1

¹¹ 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 OUTREACH AND RECRUITMENT PLAN FY 2018- FY 2019

Issue: As of December 31, 2017, the Animal Services Department's statistical data presented an under-representation for Males at 18% in the Officials & Administrators and 33% in the Administrative Support job categories. Females are under-represented 29% in the Professionals job category. The Animal Services Department also presented under-representation of African Americans at up to 7% in both the Officials and Administrators and Professionals job categories, along with Asians at 14% in the Officials and Administrators, 21% in the Technician, and 10% in the Administrative Support job categories.

Objective: Increase outreach to the local minority workforce population, specifically for under-represented areas within the Animal Service Department divisions. The Animal Services Department will continue to create positive and sustainable partnerships with the local Community College District and Community Based Organizations (CBOs) to ensure that the department informs the community on department vacancies.

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 • Veteran’s Stand Down, Antioch CA • Project Homeless Connect • and other scheduled community events posted on the Department’s website <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 established an external competitive salary study for our Animal Services classifications in 2017 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 Works • Opportunity Junction, Antioch CA • Contra Costa Community College District

<p>Register and post Animal Services Department vacancies online, to reach a broad section of minorities</p>	<p>Electronic</p>	<p>Animal Services has also expanded its employment recruitment efforts through social media:</p> <ul style="list-style-type: none"> • Facebook • Twitter <p>Register and post vacancies on large job recruitment websites through the Contra Costa Human Resources Department:</p> <ul style="list-style-type: none"> • Indeed • Moster.com • GlassDoor

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

ASSESSOR

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department’s workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County’s outreach program. The data shows that the Assessor increased its workforce representation in four areas. Improvements were made to the Officials and Administrators (Females and Whites), Professionals (Females), Technical (Males, Blacks and Asians) and Administrative Support (Females and Whites) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators		29%	25%			
Professionals		5%				-
Technicians	14%			8%		15%
Administrative Support		2%	5%			

- **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.

**ASSESSOR
2017 OUTREACH AND RECRUITMENT DATA
100 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ¹²	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age	X	58	42	82,930
County Workforce	3	33	67	X
Underrepresentation	X	25	X	X
Professionals				
Working-Age	X	46	54	108,045
County Workforce	48	58	42	X
Underrepresentation	X	X	12	X
Technicians				
Working-Age	X	51	49	13,265
County Workforce	6	50	50	X
Underrepresentation	X	1	X	X
Administrative Support				
Working-Age	X	38	62	141,985
County Workforce	43	9	91	X
Underrepresentation	X	29	X	X

¹² The total number of people who had worked for the County at least one day during the 2017 calendar year.

**ASSESSOR
2017 OUTREACH AND RECRUITMENT DATA
100 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ¹³	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/ Pacific Islander (%)	American Indian/ Alaska Native (%)	2 or More Races (%)
Officials and Administrators							
Working-Age	66	7	10	14	1	0	2
County Workforce	100	0	0	0	0	0	0
Underrepresentati	X	7	10	14	1	0	2
Professionals							
Working-Age	60	7	9	21	0	0	2
County Workforce	65	2	4	8	0	2	19
Underrepresentati	X	5	5	13	0	X	X
Technicians							
Working-Age	51	7	10	27	0	1	2
County Workforce	50	17	0	33	0	0	0
Underrepresentati	1	X	10	X	0	1	2
Administrative Support							
Working-Age	53	10	19	15	1	0	2
County Workforce	60	14	12	9	0	0	5
Underrepresentati	X	X	7	6	1	0	X

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.



ASSESSOR OUTREACH AND RECRUITMENT PLAN FY 2018-2019

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, 2017, the Office of the Assessor's workforce statistical data indicate the following:

- Males are underrepresented in Official and Administrator and Administrative Support positions;
- Females are underrepresented in Professional positions;
- Black, Hispanic, and Asians are underrepresented in Official and Administrator positions;
- Asians are underrepresented in Professional positions; and
- Hispanics 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 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. This proactive measure will help to create a more diverse applicant pool of qualified candidates to apply for departmental vacancies.

Tools: Community based organizations to reach out to men and women
Local colleges and universities
Distribute to various applicable professional groups
Post job vacancies on websites and job centers

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"> • Men and Women of Purpose • Shelter, Inc. • East Bay Goodwill
Register to join the online community	Electronic Publication	Register with websites such as womenforhire.com , www.wib-i-com and careerwomen.com to reach women who are interested in Professional positions.
Utilize online networks to reach the Hispanic, Asian, and Black communities	Electronic Publication	Post job vacancies on the Professional Diversity Network
Coordinate with Hispanic, Asian, and Black organizations to reach those interested in Officials and Administration, Professional, and Technician positions at the Assessor's Office	Personal Contact	Connect with: <ul style="list-style-type: none"> • Hispanic Chamber of Commerce • Lao Family Community Development • East County NAACP
Connect with California Community Colleges and Adult Schools	Personal Contact	Reach out to local colleges (such as DVC, Los Medanos, Cal State East Bay, and Contra Costa College, Contra Costa Adult Education) to post job vacancies
Work with subject matter experts to connect with professional groups in order to reach individuals interested in Official and Administrator, Technician, and Professional positions	Electronic Publication	Distribute announcements to applicable professional groups (such as California State Association of Counties and California Assessors' Association)
Utilize community job centers and resources	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 Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department’s workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County’s outreach program. The data shows that the Auditor-Controller increased its workforce representation in two areas. Improvements were made to the Professional (Males, Whites and Hispanics) and the Administrative Support (Females, Blacks and Hispanics) occupational category. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators						
Professionals	6%		2%		7%¹⁴	
Administrative Support		6%		7%	16%	

- **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.

¹⁴ As of December 31, 2015, the Professional's classification contained twenty-six employees. There were no Hispanic employees in this classification. As of December 31, 2017, the Professional's classification contained twenty-seven employees in which two identified as Hispanic.

**AUDITOR – CONTROLLER
2017 OUTREACH AND RECRUITMENT DATA
52 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ¹⁵	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age	X	58	42	82,930
Officials and	2	50	50	X
Underrepresentation	X	8	X	X
Professionals				
Working-Age	X	46	54	108,045
Professionals	27	37	63	X
Underrepresentation	X	9	X	X
Administrative Support				
Working-Age	X	38	62	141,985
Administrative Support	23	4	96	X
Underrepresentation	X	34	X	X

¹⁵ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**AUDITOR-CONTROLLER
2017 OUTREACH AND RECRUITMENT DATA
52 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ¹⁶	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
Working-Age	66	7	10	14	1	0	2
County Workforce	0	0	50	0	0	0	50
Underrepresentation	66	7	X	14	1	0	X
Professionals							
Working-Age	60	7	9	21	0	0	2
County Workforce	33	7	7	33	4	0	15
Underrepresentation	27	0	2	X	X	0	X
Administrative Support							
Working-Age	53	10	19	15	1	0	2
County Workforce	48	17	22	4	0	0	9
Underrepresentation	5	X	X	11	1	0	X

¹⁶ 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 2018-2019

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, 2017, the Office of the Auditor-Controller workforce statistical data indicates the following:

- Males are underrepresented in Professional positions by 9% and Administrative Support positions by 34%.
- Whites are underrepresented in Officials & Administrator positions by 66% and in Professional positions by 27%.
- Blacks are underrepresented in Officials & Administrator positions by 7%.
- Asians are underrepresented in Officials & Administrator positions by 14% and in Administrative Support positions by 11%.

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, California State Association of Counties (CSAC).
Recruiting websites such as Ziprecruiter, Monster, and Indeed.
Local junior colleges and universities.

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
Post job notices to the State Association of County Auditor's website	Publication/Print Media/Electronic	When notified of job announcements post to website
Post job notices to the California State Association of Counties (CSAC) website	Publication/Print Media/Electronic	When notified of job announcements post to website
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

Contact: Bob Campbell. Auditor-Controller Contra Costa County
Bob.Campbell@ac.cccounty.us

CHILD SUPPORT SERVICES

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department’s workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County’s outreach program. The data shows that Child Support Services increased its workforce representation in three areas. Improvements were made to the Professional (Males), Technical (Males, Blacks and Hispanics) and Administrative Support (Males, Whites and Hispanics) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators						
Professionals	6%					
Technicians	52%			1%	5%	
Administrative Support	1%		3%		9%	

- **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.

**CHILD SUPPORT SERVICES
2017 OUTREACH AND RECRUITMENT DATA
126 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ¹⁷	Total County Workforce	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators					
Working-Age	X	X	58	42	82,930
County Workforce	3	X	0	100	X
Underrepresentation	X	X	58	X	X
Professionals					
Working-Age	X	X	46	54	108,045
County Workforce	20	X	25	75	X
Underrepresentation	X	X	21	X	X
Technicians					
Working-Age	X	X	51	49	13,265
County Workforce	4	X	75	25	X
Underrepresentation	X	X	X	24	X
Administrative Support					
Working-Age	X	X	38	62	141,985
County Workforce	99	X	19	81	X
Underrepresentation	X	X	19	X	X

¹⁷ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**CHILD SUPPORT SERVICES
2017 OUTREACH AND RECRUITMENT DATA
126 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ¹⁸	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/ Pacific Islander (%)	American Indian/ Alaska Native (%)	2 or more Races (%)
Officials and Administrators							
Working-Age	66	7	10	14	1	0	2
County Workforce	67	0	0	0	0	0	33
Underrepresentation	X	7	10	14	1	0	X
Professionals							
Working-Age	60	7	9	21	0	0	2
County Workforce	85	5	5	5	0	0	0
Underrepresentation	X	2	4	16	0	0	2
Technicians							
Working-Age	51	7	10	27	0	1	2
County Workforce	25	25	25	0	0	0	25
Underrepresentation	26	X	X	27	0	1	X
Administrative Support							
Working-Age	53	10	19	15	1	0	2
County Workforce	47	17	21	8	0	0	6
Underrepresentation	6	X	X	7	1	0	X

¹⁸ 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 2018- FY 2019**

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, 2017, the Department of Child Support Services is under represented in males for each job category except the Technicians. There is under representation in females in the Technicians job category. There is under representation in the Asian population in the Officials and Administrators, Professional, and Technician job categories. There is underrepresentation of the Hispanic and Black population in the Officials and Administrators job category. Additionally, there is under representation in the White population in the Technicians job category.

Objective: Increase the visibility of males within the workforce. Increase the visibility of females in the Technician workforce. Target Asian, Black, Hispanic, and White populations in an attempt to mitigate current trends of under representation. 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 with local Asian and Hispanic based organizations.

**Outreach
Tools:**

YOU TUBE Video
Social Media
Community Outreach

Message Distribution

Strategy	Element	Tasks
Use employee testimonial video and post to the Department's webpage	Electronic Media	Link the YOU TUBE video of incumbent employees in the underrepresented groups, explaining the duties of the open positions to 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 specific Asian, Hispanic and African-American populations.	Electronic Media	Build community partnerships and provide electronic job postings for distribution during open recruitment periods. Will target Shelter, Inc and local Salvation Army chapter for male and African-American outreach, Asian Business League of San Francisco for Asian outreach, Monument Impact for Hispanic outreach.

Contact: Sarah Bunnell, Administrative Services Officer at 925-313-4433

CLERK-RECORDER-ELECTIONS

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department’s workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County’s outreach program. The data shows that the Clerk-Recorder-Elections increased its workforce representation in four areas. Improvements were made to the Officials and Administrators (Males and Whites) Professional (Females, Whites, and Hispanics), Technical (Males and Whites) and Administrative Support (Males and Hispanics) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators	25%		25%			
Professionals		50%	50%		17%	
Technicians	5%		15%			
Administrative Support	7%				7%	

- **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.

**CLERK- RECORDER- ELECTIONS
2017 OUTREACH AND RECRUITMENT DATA
73 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ¹⁹	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age	X	58	42	82,930
County	2	50	50	X
Underrepresent	X	8	X	X
Professionals				
Working-Age	X	46	54	108,045
County	6	17	83	X
Underrepresent	X	29	X	X
Technicians				
Working-Age	X	51	49	13,265
County	5	80	20	
Underrepresent	X	X	29	X
Administrative Support				
Working-Age	X	38	62	141,985
County	60	32	68	X
Underrepresent	X	6	X	X

¹⁹ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**CLERK RECORDER-ELECTIONS
2017 OUTREACH AND RECRUITMENT DATA
73 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²⁰	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	2 or more Races (%)
Officials and Administrators							
Working-Age Population	66	7	10	14	1	0	2
County Workforce	100	0	0	0	0	0	0
Underrepresentation	X	7	10	14	1	0	2
Professionals							
Working-Age Population	60	7	9	21	0	0	2
County Workforce	83	0	17	0	0	0	0
Underrepresentation	X	7	X	21	0	0	2
Technicians							
Working-Age Population	51	7	10	27	0	1	2
County Workforce	40	0	20	20	0	0	20
Underrepresentation	11	7	X	7	0	1	X
Administrative Support							
Working-Age Population	53	10	19	15	1	0	2
County Workforce	45	10	32	8	0	3	2
Underrepresentation	8	0	X	7	1	X	0

²⁰ 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 2018-2019

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, 2017, the County's workforce statistical data indicate the following for the Clerk-Recorder-Elections Department:

- Males are underrepresented in Professionals positions;
- Females are underrepresented in Technical positions;
- Whites are underrepresented in Technical positions;
- Blacks are underrepresented in Officials and Administrators, Professionals, and Technical positions;
- Hispanics are underrepresented in Officials and Administrators positions;
- Asians are underrepresented in Officials and Administrators and Professionals 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: On behalf of the Clerk-Recorder-Elections Department, the Human Resources unit will conduct strategic outreach efforts to community/faith based organizations, professional groups, and online websites that serve those populations where we have underrepresentation. These organizations will be provided information about open vacancies within the department. 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 men and women find employment.
Create and distribute informational brochures

Message Distribution

STRATEGY	ELEMENT	TASKS
Partner with professional organizations to reach out to males and females to apply for Officials and Administrators, Professional, Technical, and Admin. Support 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 and females find employment	Personal Contact	Attend job and career fairs during the fiscal year; focus on distributing 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 and females interested in Technical positions	Personal Contact	Partner with the Salvation Army, Men and Women of Purpose and Community Churches to reach our specific audiences
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

Contact: Debi Cooper, Deputy County Clerk-Recorder
925-335-7899

CONSERVATION AND DEVELOPMENT

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department's workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County's outreach program. The data shows that Conservation and Development increased its workforce representation in five areas. Improvements were made to the Officials and Administrators (Females, Blacks and Asians), Professionals (Females, and Whites), Technical (Males, Whites, Hispanics, and Asians), Administrative Support (Females, Blacks, Hispanics and Asians), and Service Maintenance (Hispanics) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators		20%		12%		5%
Professionals		5%	4%			7%
Technicians	11%		5%		5%	3%
Administrative Support		2%		6%	10%	12%
Service Maintenance					20%	

- **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.

**CONSERVATION & DEVELOPMENT
2017 OUTREACH AND RECRUITMENT DATA
139 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ²¹	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age	X	58	42	82,930
County Workforce	8	38	62	X
Underrepresentation	X	20	X	X
Professionals				
Working-Age	X	46	54	108,045
County Workforce	56	59	41	X
Underrepresentation	X	X	13	X
Technicians				
Working-Age	X	51	49	13,265
County Workforce	44	70	30	X
Underrepresentation	X	X	19	X
Administrative Support				
Working-Age	X	38	62	141,985
County Workforce	26	15	85	X
Underrepresentation	X	23	X	X
Service Maintenance				
Working-Age	X	58	42	122730
County Workforce	5	100	0	X
Underrepresentation	X	X	42	X

²¹ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**CONSERVATION & DEVELOPMENT
2017 OUTREACH AND RECRUITMENT DATA
139 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²²	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
Working-Age Population	66	7	10	14	1	0	2
County Workforce	75	12	0	13	0	0	0
Underrepresentation	X	X	10	1	1	0	2
Professionals							
Working-Age Population	60	7	9	21	0	0	2
County Workforce	46	11	13	18	0	0	12
Underrepresentation	14	X	X	3	0	0	X
Technicians							
Working-Age Population	51	7	10	27	0	1	2
County Workforce	66	5	20	5	2	0	2
Underrepresentation	X	2	X	22	X	1	0
Administrative Support							
Working-Age Population	53	10	19	15	1	0	2
County Workforce	50	12	27	12	0	0	0
Underrepresentation	3	X	X	3	1	0	2
Service Maintenance							
Working-Age Population	33	10	42	12	0	0	1
County Workforce	40	20	40	0	0	0	0
Underrepresentation	X	X	2	12	0	0	1

²² 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 2018-2019

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, 2017, the County's workforce statistical data indicate the following with respect to DCD:

- Males are underrepresented in Official and Administrator and Administrative Support positions.
- Females are underrepresented in Professional, Technician and Service Maintenance positions.
- Hispanics are underrepresented in Official and Administrator positions.
- Whites are underrepresented in Professional positions.
- Asians are underrepresented in Technician and Service Maintenance 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 and Service Maintenance 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, and Native Hawaiian/Pacific Islander, female and male applicants for the positions 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, Native Hawaiian/Pacific Islanders, 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, Rubicon, 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	Personal Contact	DCD will work specifically with Society of Hispanic Professional Engineers, Region 1 California Chapter, and Labor Council for Latin American Advancement

announcements onto their website or offices		(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: Kelli Zenn, Land Information Business Operations Manager
Kelli.Zenn@dcd.cccounty.us

COUNTY ADMINISTRATOR

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department’s workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County’s outreach program. The data shows that the County Administrator increased its workforce representation in four areas. Improvements were made to the Officials and Administrators (Males, Whites and Blacks) Professionals (Males, Blacks and Hispanics), Technicians (Males, Blacks and Hispanics), and Administrative Support (Males) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators	5%		8%	7%		
Professionals	22%			4%	2%	
Technicians	9%			1%	10%	
Administrative Support	3%					
Skilled Craft						

- **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 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.

**COUNTY ADMINISTRATOR
2017 OUTREACH AND RECRUITMENT DATA
129 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ²³	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age	X	58	42	82,930
County Workforce	17	47	53	X
Underrepresentation	X	11	X	X
Professionals				
Working-Age	X	46	54	108,045
County Workforce	54	41	59	X
Underrepresentation	X	5	X	X
Technicians				
Working-Age	X	51	49	13,265
County Workforce	30	80	20	X
Underrepresentation	X	X	29	X
Administrative Support				
Working-Age	X	38	62	141,985
County Workforce	27	7	93	X
Underrepresentation	X	31	X	X
Skilled Craft				
Working-Age	X	95	5	41,025
County Workforce	1	100	0	X
Underrepresentation	X	X	5	X

²³ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**COUNTY ADMINISTRATOR
2017 OUTREACH AND RECRUITMENT DATA
129 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²⁴	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
Working-Age Population	66	7	10	14	1	0	2
County Workforce	71	18	12	0	0	0	0
Underrepresentation	X	X	X	14	1	0	2
Professionals							
Working-Age Population	60	7	9	21	0	0	2
County Workforce	52	11	13	13	0	0	11
Underrepresentation	8	X	X	8	0	0	X
Technicians							
Working-Age Population	51	7	10	27	0	1	2
County Workforce	17	20	20	23	0	0	20
Underrepresentation	34	X	X	4	0	1	X
Administrative Support							
Working-Age Population	53	10	19	15	1	0	2
County Workforce	63	11	4	11	0	0	11
Underrepresentation	X	X	15	4	1	0	X
Skilled Craft							
Working-Age Population	49	6	35	7	1	0	1
County Workforce	100	0	0	0	0	0	0
Underrepresentation	X	6	35	7	1	0	1

²⁴ 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 OUTREACH AND RECRUITMENT PLAN FY 2018-2019

Issue: The Board of Supervisors and the County Administrator’s Office (CAO) remain committed to maintaining a diverse and inclusive workforce that is reflective of the communities that we serve. As of December 31, 2017, the County’s workforce statistical data indicate the following:

- Males are underrepresented in Officials/Administrators and Administrative Support positions.
- Females are underrepresented in Technical and Skilled Craft positions.
- Whites are underrepresented in Technical positions.
- Blacks are underrepresented in Skilled Craft positions.
- Hispanics are underrepresented in Administrative Support and Skilled Craft positions.
- Asians are underrepresented in Officials/Administrators 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, Blacks, Hispanics and Asians 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 2017-18 Outreach and Recruitment Plan contained strategies to improve representation in the various 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
<p>Conduct outreach with community based organizations to seek potential male, White, Black, Asian and Hispanic candidates.</p>	<p>Personal/Computer Contact</p>	<p>Reach out to community based organizations that serve diverse populations, including males, White, Blacks, Asians and Hispanic populations, such as the 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.</p>
<p>Conduct nationwide outreach, as appropriate</p>	<p>Contractor/Internet/Computer</p>	<p>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</p>

		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, 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: Laura Strobel, Senior Deputy County Administrator
Laura.strobel@cao.cccounty.us

COUNTY COUNSEL

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department’s workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County’s outreach program. The data shows that the County Counsel increased its workforce representation in three areas. Improvements were made to the Officials and Administrators (Males and Whites) Professionals (Males), and Administrative Supports (Females and Hispanics) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators	24%		3%			
Professionals	1%					
Administrative Support		1%			5%	

- **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.

**COUNTY COUNSEL
2017 OUTREACH AND RECRUITMENT DATA
50 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ²⁵	Male (%)	Female (%)	Working- Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	58	42	82,930
County Workforce	7	57	43	X
Underrepresentation	X	1	X	X
Professionals				
Working-Age Population	X	46	54	108,045
County Workforce	27	33	67	X
Underrepresentation	X	13	X	X
Administrative Support				
Working-Age Population	X	38	62	141,985
County Workforce	16	31	69	X
Underrepresentation	X	7	X	X

²⁵ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**COUNTY COUNSEL
2017 OUTREACH AND RECRUITMENT DATA
50 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²⁶	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/ Pacific Islander (%)	American Indian / Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
Working-Age	66	7	10	14	1	0	2
County Workforce	86	14	0	0	0	0	0
Underrepresentation	X	X	10	14	1	0	2
Professionals							
Working-Age	60	7	9	21	0	0	2
County Workforce	67	11	0	4	0	0	19
Underrepresentation	X	X	9	17	0	0	X
Administrative Support							
Working-Age	53	10	19	15	1	0	2
County Workforce	50	25	13	6	0	0	6
Underrepresentation	3	X	6	9	1	0	X

²⁶ 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 2018- FY2019

Issue: The County Counsel’s office remains diligent in its outreach efforts for attorney and non-clerical recruitments. The Equal Employment Opportunity data chart for the Office of the County Counsel indicated under-representation in the following categories:

- Hispanics and Asians are under-represented in the Officials and Administrators positions:
- Hispanics and Asians are under-represented in the Professionals positions and;
- Men are under-represented in the Professional positions

For the purpose of this plan, this office addresses 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 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 to conduct focused outreach efforts to under-represented groups in order to create a diverse and qualified applicant pool of candidates from which we fill the vacant positions. We continue to send over 70 organizations all open recruitments within the department 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 under-represented groups expanding the postings of job vacancies via the internet with online job boards, Public Services Employment services, mailings and coordination with the EEO’s staff through community based organizations, local job fairs, and law school career centers.

Message Distribution

STRATEGY	ELEMENT	TASKS
Announce job vacancies via mailings, email and internal office postings	Electronic/Print Media	Mail or email announcement to the targeted under-represented group’s law

		school career centers and Legal Assistant programs
Utilize County Counsel's brochure to explain the Office's outreach and recruitment missions and goals	Publication Print Media	Mail brochures to the targeted under-represented group's recruitment centers
Research additional employment websites and register to post open job vacancies with the online community	Internet	Register and post job vacancies on various websites such as <u>Government Jobs</u>
Announce vacancies via links on County Counsel webpage that will provide notices about current announcements and instructions for future notifications of job related alerts	Website	Maintain the "Job Description" and "FAQ" links on the County Counsel website with current information
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 EEO's staff during their participation in job fairs	Personal Contact	Partner with organizations who serve the under-represented populations

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

DISTRICT ATTORNEY

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department’s workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County’s outreach program. The data shows that the District Attorney increased its workforce representation in four areas. Improvements were made to the Officials and Administrators (Females), Professionals (Males, Blacks and Hispanics), Technical (Females and Whites) and Administrative Support (Females and Hispanics) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators		14%				
Professionals	3%			2%	3%	
Technicians		7% ²⁷	29%			
Administrative Support		8%			15%	

- **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.

²⁷ As of December 31, 2015, the Technicians classification contained seventeen employees. There were no female employees in this classification. As of December 31, 2017, the Technicians classification contained twenty-eight employees in which two identified as female.

**DISTRICT ATTORNEY
2017 OUTREACH AND RECRUITMENT DATA
218 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ²⁸	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age	X	58	42	82,930
County Workforce	10	50	50	X
Underrepresentation	X	8	X	X
Professionals				
Working-Age	X	46	54	108,045
County Workforce	108	56	44	X
Underrepresentation	X	X	10	X
Technicians				
Working-Age	X	51	49	13,265
County Workforce	28	93	7	X
Underrepresentation	X	X	42	X
Administrative Support				
Working-Age	X	38	62	141,985
County Workforce	72	14	86	X
Underrepresentation	X	24	X	X

²⁸ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**DISTRICT ATTORNEY
2017 OUTREACH AND RECRUITMENT DATA
218 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²⁹	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	2 or more Races (%)
Officials and Administrators							
Working-Age	66	7	10	14	1	0	2
County Workforce	100	0	0	0	0	0	0
Underrepresentation	X	7	10	14	1	0	2
Professionals							
Working-Age	60	7	9	21	0	0	2
County Workforce	71	6	6	6	0	1	8
Underrepresentation	X	1	3	15	0	X	X
Technicians							
Working-Age	51	7	10	27	0	1	2
County Workforce	64	7	18	0	4	0	7
Underrepresentation	X	0	X	27	X	1	X
Administrative Support							
Working-Age	53	10	19	15	1	0	2
County Workforce	43	15	31	6	3	0	3
Underrepresentation	10	X	X	9	X	0	X

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 2018-2019**

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, 2017, the District Attorney's (DA) workforce statistical data indicates the following:

- Females are underrepresented in Professional and Technician positions;
- Males are underrepresented in Administrative Support positions;
- Blacks are underrepresented in Official and Administrator positions;
- Hispanics are underrepresented in Official and Administrator positions;
- Asians are underrepresented in Official and Administrator positions; Professional and Technician positions;
- Whites are underrepresented in Administrative Support 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	Participate in reviewing resumes, mock hiring interviews in a program titled Win That Job. 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>Speaking to law school classes. 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

		<p>Student Association</p> <ul style="list-style-type: none"> • Black Law Students Associations • Asian Pacific American Law Student Association
<p>Post job vacancies on websites and in publications geared toward Hispanics, Asians, females and males.</p>	<p>Publication/Print Media</p>	<p>Determine which publications will assist us in meeting our Hispanic recruiting goals and express our desire to hire individuals from diverse backgrounds in recruiting notices. We have contacted SF La Raza Lawyers,</p>
		<p>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.</p>

<p>Pay law clerks competitively in an effort to attract individuals from a variety of socioeconomic backgrounds.</p>	<p>Economic</p>	<p>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.</p>
<p>Outreach to Minority Bar Associations</p>	<p>Personal Contact</p>	<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

		<p>Prosecutors Association</p> <ul style="list-style-type: none"> • 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
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		<ul style="list-style-type: none"> • South Asian Bar Association of Northern California • Vietnamese American Bar Association of Northern California
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<p>Outreach to Career Development Office (COO) at Law Schools and other colleges and organizations</p>	<p>Personal Contact</p>	<p>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.</p>
<p>Post job vacancies on websites and publications focused on serving diverse populations</p>	<p>Publication/Print Media</p>	<p>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.</p>
<p>Post job vacancies on websites and publications focused on women in law enforcement.</p>	<p>Publication/Print Media</p>	<p>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.</p>
<p>Post job vacancies on websites and publications focused on law enforcement professionals with an emphasis on bilingual personnel.</p>	<p>Publication/Print Media</p>	<p>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.</p>

Contact: _____


Phyllis Redmond, (925) 957-2259 predmond@contracostada.org

EMPLOYMENT AND HUMAN SERVICES

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department's workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County's outreach program. The data shows that Employment and Human Services increased its workforce representation in five areas. Improvements were made to the Officials and Administrators (Females, Whites and Blacks), Professionals (Females, Hispanics and Asians), Technical (Females, Whites and Asians), Administrative Support (Females, Blacks and Hispanics) and Service Maintenance (Females, Hispanics and Asians) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators		47%	15%	5%		
Professionals		51%			2%	2%
Technicians		1%	10%			4%
Administrative Support		4%		1%	1%	
Service Maintenance		54%			4%	15%

- **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 public such as maintenance workers or custodians.

**EMPLOYMENT AND HUMAN SERVICES
2017 OUTREACH AND RECRUITMENT DATA
1854 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ³⁰	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	58	42	82,930
County Workforce	72	11	89	X
Underrepresentation	X	47	X	X
Professionals				
Working-Age Population	X	45	55	108,045
County Workforce	599	13	87	X
Underrepresentation	X	32	X	X
Technicians				
Working-Age Population	X	51	49	13,265
County Workforce	31	58	42	X
Underrepresentation	X	X	7	X
Administrative Support				
Working-Age Population	X	38	62	141,985
County Workforce	1139	13	87	X
Underrepresentation	X	25	X	X
Service Maintenance				
Working-Age Population	X	58	42	122,730
County Workforce	13	46	54	X
Underrepresentation	X	12	X	X

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
2017 OUTREACH AND RECRUITMENT DATA
1854 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ³¹	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/ Pacific Islander (%)	American Indian/ Alaska Native (%)	Two or more Races (%)
Officials and Administrators							
Working-Age	66	7	10	14	1	0	2
County Workforce	54	21	11	4	1	1	7
Underrepresentati	12	X	X	10	0	X	X
Professionals							
Working-Age	60	7	9	21	0	0	2
County Workforce	31	29	21	10	1	0	9
Underrepresentati	29	X	X	11	X	0	X
Technicians							
Working-Age	51	7	10	27	0	1	2
County Workforce	42	23	6	10	3	0	16
Underrepresentati	9	X	4	17	X	1	X
Administrative Support							
Working-Age	53	10	19	15	1	0	2
County Workforce	30	26	30	7	1	0	6
Underrepresentati	23	X	X	8	0	0	X
Service Maintenance							
Working-Age	33	10	42	12	0	0	1
County Workforce	0	31	54	15	0	0	0
Underrepresentati	33	X	X	X	0	0	1

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.



EMPLOYMENT AND HUMAN SERVICES OUTREACH AND RECRUITMENT PLAN FY 2018-2019

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, 2017, the EHSD workforce statistical data indicate the following:

- Whites are underrepresented in Official and Administrator, Professional, Technician, Administrative Support, and Service Maintenance positions
- Asians are underrepresented in Official and Administrator, Professional and Technician positions
- Males are underrepresented in Official and Administrator, Professional, Administrative Support, and Service Maintenance 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
Create a "Grow Our Own" Program

Message Distribution

STRATEGY	ELEMENT	TASKS
Partner with Community/Faith Based Organizations	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. EHSD will focus on recruiting Whites and Asians.
Partner with local colleges and universities	Personal Contact	Partner with Los Medanos College, Diablo Valley Community, 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 White male veterans.
Advertising in specific periodicals targeting Whites and Asians.	Publications	BBC News Asia Contra Costa Times East Bay Times
Create specific brochures for hard to recruit positions.	Personal	Social Workers Information System Techs Information System and Program Analyst Teachers
Create "Day in Life" vignettes for hard to recruit positions.	Personal	Social Workers Information System Technician Information System and Program Analyst Teachers

Marketing Recruitment Strategy	Personal	Create a brand to market. Create magnetic decals on County vehicles advertising Social Worker, Teachers, and IT positions Advertise current vacancies in local movie theaters.
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Contact: Debora Boutte, Personnel Officer
dboutte@ehsd.cccounty.us

FIRE PROTECTION DISTRICT

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department’s workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County’s outreach program. The data shows that Fire increased its workforce representation in seven areas. Improvements were made to the Officials and Administrators (Males and Blacks), Professional (Females and Hispanics), Technicians (Males and Whites), Administrative Support (Males and Blacks), Service Maintenance (Blacks and Asians) Protective Service Worker –Sworn (Males) and Protective Service Worker Non-Sworn (Males, Whites and Hispanics) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators	11%			6%		
Professionals		4%			1%	
Technicians	2%		12%			
Administrative Support	17%			1%		
Service Maintenance				8%		8%
Protective Service Worker (Sworn)	1%					
Protective Service Worker (Non-Sworn)	59%		6%		23%	

- **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, 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 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 public such as maintenance workers or custodians.
- **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.

**FIRE PROTECTION DISTRICT
2017 OUTREACH AND RECRUITMENT DATA
360 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ³²	Male (%)	Female (%)	Working- Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	58	42	82,930
County Workforce	11	73	27	X
Underrepresentation	X	X	15	X
Professionals				
Working-Age Population	X	46	54	108,045
County Workforce	102	93	7	X
Underrepresentation	X	X	47	X
Technicians				
Working-Age Population	X	51	49	13,265
County Workforce	20	75	25	X
Underrepresentation	X	X	24	X
Protective Services (Sworn)				
Working-Age Population	X	82	18	9,480
County Workforce	143	95	5	X
Underrepresentation	X	X	13	X
Protective Services (Non-Sworn)				
Working-Age Population	X	54	46	810
County Workforce	26	92	8	X
Underrepresentation	X	X	38	X
Administrative Support				
Working-Age Population	X	38	62	141,985
County Workforce	54	41	59	X
Underrepresentation	X	X	3	X
Skilled Craft Workers				
Working-Age Population	X	95	5	41025
County Workforce	1	100	0	X
Underrepresentation	X	X	5	X
Service Maintenance				
Working-Age Population	X	58	42	122,730
County Workforce	3	100	0	X
Underrepresentation	X	X	42	X

³² The total number of people who had worked for the County at least one day during the 2017 calendar year.

**FIRE PROTECTION DISTRICT
2017 OUTREACH AND RECRUITMENT DATA
360 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ³³	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/ Pacific Islander (%)	American Indian Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
Working-Age Population	66	7	10	14	1	0	2
County Workforce	64	18	9	0	0	9	0
Underrepresentation	2	X	1	14	1	X	2
Professionals							
Working-Age Population	60	7	9	21	0	0	2
County Workforce	68	11	14	3	1	2	2
Underrepresentation	X	X	X	18	X	X	0
Technicians							
Working-Age Population	51	7	10	27	0	1	2
County Workforce	80	0	5	0	0	0	15
Underrepresentation	X	7	5	27	0	1	X
Administrative Services							
Working-Age Population	53	10	19	15	1	0	2
County Workforce	72	9	13	2	0	0	4
Underrepresentation	X	1	6	13	1	0	X
Skilled Craft							
Working-Age Population	49	6	35	7	1	0	1
County Workforce	100	0	0	0	0	0	0
Underrepresentation	X	6	35	7	1	0	1
Service Maintenance							
Working-Age Population	33	10	42	12	0	0	1
County Workforce	33	33	0	33	0	0	0
Underrepresentation	0	X	42	X	0	0	1
Protective Services (Sworn)							
Working-Age Population	53	15	15	10	3	0	3
County Workforce	69	4	12	4	1	2	8
Underrepresentation	X	11	3	6	2	X	X
Protective Services (Non-Sworn)							
Working-Age Population	65	1	22	8	0	0	5
County Workforce	73	4	23	0	0	0	0
Underrepresentation	X	X	X	8	0	0	5

³³ 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.



FIRE PROTECTION DISTRICT OUTREACH AND RECRUITMENT PLAN FY 2018-2019

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, 2017, the County's workforce statistical data indicate the following:

- Females are underrepresented in Official and Administrator, Professional, Technical, Protective Services (Sworn), Protective Services (Non-Sworn) and Service Maintenance positions.
- Hispanics are underrepresented in Skilled Craft and Service Maintenance positions.
- Blacks are underrepresented in Technicians, Skilled Craft, and Protective Services (Sworn) positions.
- Asians are underrepresented in Officials and Administrators, Professionals, Technicians, Administrative Services, Skilled Craft, and Protective Services (Non-Sworn).

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" at the Fire Chief's direction and with his direct participation on the committee. We began working to increase the pool of eligible applications for positions 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.

In 2017, 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 all the 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 the 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

<p>Outreach to diverse CBO's and academic organizations, Post job vacancies and publications focused on serving diverse populations</p>	<p>Personal Contact/Social Media/Publication</p>	<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
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Contact: Charles Thomas, Battalion Chief, Equal Employment Opportunity Coordinator
cthom@cccfd.org or
Denise Cannon, HR Administrator
dcann@cccfd.org

HEALTH SERVICES

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department's workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County's outreach program. The data shows that Health Services increased its workforce representation in five areas. Improvements were made to the Officials and Administrators (Males and Whites), Professional (Males), Technician (Females and Hispanics), Administrative Support (Females and Blacks), and Service Maintenance (Females, Blacks and Hispanics) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators	15%		29%			
Professionals	1%					
Technicians		4%			1%	
Administrative Support		1%		1%		
Service Maintenance		3%		1%	3%	
Protective Service Worker (Non-Sworn)						

- **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, 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.
- **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.
- **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.

**HEALTH SERVICES
2017 OUTREACH AND RECRUITMENT DATA
3626 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ³⁴	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	58	42	82,930
County Workforce	134	30	70	X
Underrepresentation	X	28	X	X
Professionals				
Working-Age Population	X	46	54	108,045
County Workforce	1818	25	75	X
Underrepresentation	X	21	X	X
Technicians				
Working-Age Population	X	51	49	13,265
County Workforce	544	22	78	X
Underrepresentation	X	29	X	X
Administrative Support				
Working-Age Population	X	38	62	141,985
County Workforce	978	13	87	X
Underrepresentation	X	25	X	X
Service Maintenance				
Working-Age Population	X	58	42	122,730
County Workforce	148	52	48	X
Underrepresentation	X	6	X	X
Protective Services (Non-Sworn)				
Working-Age Population	X	54	46	810
County Workforce)	4	50	50	X
Underrepresentation	X	4	X	X

³⁴ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**HEALTH SERVICES
2017 OUTREACH AND RECRUITMENT DATA
3626 EMPLOYEES
RACE AND ETHNICITY**

Demographics by Race and Ethnicity ³⁵	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/ Pacific Islander (%)	American Indian/ Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
Working-Age	66	7	10	14	1	0	2
County Workforce	67	13	9	6	1	0	4
Underrepresentation	X	X	1	8	0	0	X
Professionals							
Working-Age	60	7	9	21	0	0	2
County Workforce	44	12	11	20	0	0	12
Underrepresentation	16	X	X	1	0	0	X
Technicians							
Working-Age	51	7	10	27	0	1	2
County Workforce	25	21	21	22	1	1	10
Underrepresentation	26	X	X	5	X	0	X
Administrative Services							
Working-Age	53	10	19	15	1	0	2
County Workforce	30	19	35	8	1	1	6
Underrepresentation	23	X	X	7	0	X	X
Service Maintenance							
Working-Age	33	10	42	12	0	0	1
County Workforce	25	23	29	18	1	0	5
Underrepresentation	8	X	13	X	X	0	X
Protective Services (Non-Sworn)							
Working-Age	65	1	22	8	0	0	5
County Workforce	50	0	25	0	0	25	0
Underrepresentation	15	1	X	8	0	X	5

³⁵ 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 2018-2019

Issue: As of December 31, 2017, Contra Costa Health Services' statistical data showed under-representation of Male (Officials and Administrators, Professionals, Technicians and Administrative Support), White (Professionals, Technicians, Administrative Support and Protective Services Non-Sworn), Hispanic (Service Maintenance) and Asian (Protective Services Non-Sworn) categories within its workforce.

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 utilizing the County's Outreach Mailing List consistently in addition to posting our job announcements online to popular websites such as Craigslist, Indeed and Monster, and distribution to health professional organizations and community agencies.

Objective: Increase the applicant pool of Male and White, Hispanic, and Asian 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 and Whites
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 underrepresented categories and post job announcements online
Expand outreach to publications	Print/Publication	Work with SPIN Recruitment Agency to identify publications geared toward underrepresented categories 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, Jo-Anne.Linares@hsd.cccounty.us
 (925) 957-5246

HUMAN RESOURCES

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department's workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County's outreach program. The data shows that HR increased its workforce representation in three areas. Improvements were made to the Officials and Administrators (Females), Professional (Males and Whites), and Administrative Support (Females, Hispanics and Asians) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators		20%				
Professionals	9%		4%			
Administrative Support		2%			4%	7%

- **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, 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.

**HUMAN RESOURCES
2017 OUTREACH AND RECRUITMENT DATA
43 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ³⁶	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age	X	58	42	82,930
County Workforce	4	0	100	X
Underrepresentation	X	58	X	X
Professionals				
Working-Age	X	46	54	108045
County Workforce	17	18	82	X
Underrepresentation	X	28	X	X
Administrative Support				
Working-Age	X	38	62	141,985
County Workforce	22	23	77	X
Underrepresentation	X	15	X	X

³⁶ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**HUMAN RESOURCES
2017 OUTREACH AND RECRUITMENT DATA
43 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ³⁷	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
Working-Age Population	66	7	10	14	1	0	2
County Workforce	50	0	0	0	0	0	50
Underrepresentation	16	7	10	14	1	0	X
Professionals							
Working-Age Population	60	7	9	21	0	0	2
County Workforce	41	24	18	12	6	0	0
Underrepresentation	19	X	X	9	X	0	2
Administrative Support							
Working-Age Population	53	10	19	15	1	0	2
County Workforce	18	23	23	32	0	0	5
Underrepresentation	35	X	X	X	1	0	X

³⁷ 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 2018-2019**

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

Male

- Officials and Administrators - 58%
- Professionals - 28%
- Administrative Support - 15%

We are also underrepresented in the following race and ethnic categories:

White

- Officials and Administrators - 16%
- Professionals - 19%
- Administrative Support - 35%

Black

- Officials and Administrators - 7%

Hispanic

- Officials and Administrators - 10%

Asian

- Officials and Administrators - 14%

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: CareersinGovernment, Monster, Hot Jobs, Craigs List, 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 University of California, Berkeley, University of California, Los Angeles, University of California, Davis. Local colleges such as Cal State East Bay, Los Medanos and Diablo Valley as well as other adult schools in the area will be targeted. We will continue to post on sites geared toward human resources professionals such as SHRM, CalPelra and IPMA.

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 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, 335-1751

LIBRARY

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department's workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County's outreach program. The data shows that the Library increased its workforce representation in four areas. Improvements were made to the Officials and Administrator (Hispanics), Professional (Males, Blacks and Hispanics), Technical (Males and Asians) and Administrative Support (Males) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators					17%	
Professionals	3%			1%	2%	
Technicians	12%					8%
Administrative Support	10%					

- **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, 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 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.

**LIBRARY
2017 OUTREACH AND RECRUITMENT DATA
295 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ³⁸	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age	X	58	42	82,930
Officials and	2	0	100	X
Underrepresentation	X	58	X	X
Professionals				
Working-Age	X	46	54	108,045
Professionals	68	12	88	X
Underrepresentation	X	34	X	X
Technicians				
Working-Age	X	51	49	13,265
Technicians	5	40	60	X
Underrepresentation	X	11	X	X
Administrative Support				
Working-Age	X	38	62	141,985
Administrative	220	25	75	X
Underrepresentation	X	13	X	X

³⁸ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**LIBRARY
2017 OUTREACH AND RECRUITMENT DATA
295 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ³⁹	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	Two or more Races (%)
Officials and Administrators							
Working-Age	66	7	10	14	1	0	2
County Workforce	50	0	50	0	0	0	0
Underrepresentation	16	7	X	14	1	0	2
Professionals							
Working-Age	60	7	9	21	0	0	2
County Workforce	76	1	9	4	0	0	9
Underrepresentation	X	6	0	17	0	0	X
Technicians							
Working-Age	51	7	10	27	0	1	2
County Workforce	60	0	0	20	0	0	20
Underrepresentation	X	7	10	7	0	1	X
Administrative Support							
Working-Age	53	10	19	15	1	0	2
County Workforce	60	6	14	6	1	0	12
Underrepresentation	X	4	5	9	0	0	X

³⁹ 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 2018-2019

Issue: 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, 2017 Contra Costa County Outreach and Recruitment Data Report, males are under-represented in the Library Department by the following percentage in four (4) occupational categories noted below:

- Officials and Administrators: 58%
- Professionals: 34%
- Technicians: 11%
- Administrative Support: 13%

In addition, demographics by race and ethnicity show an underrepresentation of Asians by 14%, Whites by 16%, Blacks by 7% in the Officials and Administrators Occupational Category and an underrepresentation of Blacks by 7% and Hispanics by 10% in the Technicians Occupational Category and an underrepresentation of Asians by 17% in the Professionals Occupational Category.

Objective: 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, Whites, Blacks, Hispanics and Asians within the workforce.

The Library currently meets this objective in the following areas:

- 1.
2. Demographics by race and ethnicity in the Administrative Support Occupational Category.

Message: The Library will continue to conduct targeted outreach efforts to 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.

Measurement: The Library will conduct an annual review of applicants as well as employees hired and promoted.

Tools:

- Social Media
- Local job fairs and career days
- Local community based events
- Websites geared towards helping men find employment
- Bridge to Success pilot program
- Informational bookmarks
- Other Library literature

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>	<p>Personal Contact/Outreach and Engagement</p>	<p>The Libraries will continue to participate in local community events that target underserved populations. 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
<p>Update promotional bookmark explaining outreach objective for each external recruitment.</p>	<p>Publication/Print Media</p>	<p>Distribute and promote recruitments at all 26 Library locations.</p>
<p>Update and expand existing list of websites where job vacancies are posted to include websites that are geared towards males and others.</p>	<p>Internet/Computer</p> <p>Personal Contact/Outreach and Engagement</p>	<p>Research employment websites for males.</p> <p>Research employment websites for others.</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 Association of Asian American Professionals) • Shelter, Inc. • Salvation Army • League of San Francisco
Utilize social media to expand exposure of open job opportunities.	Electronic Media	Post link to open job opportunities on the Department's Facebook page.
Participate in Bridge 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 Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department's workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County's outreach program. The data shows that Probation increased its workforce representation in six areas. Improvements were made to the Officials and Administrators (Females), Professional (Males, Whites and Asians), Technical (Males and Whites), Administrative Support (Whites and Asians), Service Maintenance (Males, Blacks and Hispanics) and Protective Services Non-Sworn (Males, Females and Hispanics) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators		7%				
Professionals	19%		9%			6%
Technicians	50%		25%			
Administrative Support			6%			15%
Service Maintenance	11%			9%	12%	
Protective Services-Sworn ⁴⁰						
Protective Services-Non Sworn		2%			5%	

- **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, 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 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.
- **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.

⁴⁰ The department did not have the Protective Services (Sworn) category in their workforce in 2015.

**PROBATION
2017 OUTREACH AND RECRUITMENT DATA
357 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁴¹	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	58	42	82,930
County Workforce	13	62	38	X
Underrepresentation	X	X	4	X
Professionals				
Working-Age Population	X	46	54	108,045
County Workforce	150	65	35	X
Underrepresentation	X	X	19	X
Technicians				
Working-Age Population	X	51	49	13,265
County Workforce	3	100	0	X
Underrepresentation	X	X	49	X
Administrative Support				
Working-Age Population	X	38	62	141,985
County Workforce	40	8	92	X
Underrepresentation	X	30	X	X
Service Maintenance				
Working-Age Population	X	58	42	122,730
County Workforce	15	80	20	X
Underrepresentation	X	X	22	X
Protective Services (Sworn)				
Working-Age Population	X	82	18	9,480
County Workforce	105	41	59	X
Underrepresentation	X	41	X	X
Protective Services (Non-Sworn)				
Working-Age Population	X	54	46	810
County Workforce	150	59	41	X
Underrepresentation	X	X	5	X

⁴¹ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**PROBATION
2017 OUTREACH AND RECRUITMENT DATA
357 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁴²	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/ Pacific Islander (%)	American Indian Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
Working-Age Population	66	7	10	14	1	0	2
County Workforce	62	15	15	0	0	0	8
Underrepresentation	4	X	X	14	1	0	X
Professionals							
Working-Age Population	60	7	9	21	0	0	2
County Workforce	55	29	6	6	0	0	3
Underrepresentation	5	X	3	15	0	0	X
Technicians							
Working-Age Population	51	7	10	27	0	1	2
County Workforce	100	0	0	0	0	0	0
Underrepresentation	X	7	10	27	0	1	2
Administrative Services							
Working-Age Population	53	10	19	15	1	0	2
County Workforce	53	18	8	18	0	0	5
Underrepresentation	0	X	11	X	1	0	X
Service Maintenance							
Working-Age Population	33	10	42	12	0	0	1
County Workforce	33	40	20	0	0	0	7
Underrepresentation	0	X	22	12	0	0	X
Protective Services (Sworn)							
Working-Age Population	53	15	15	10	3	0	3
County Workforce	38	30	26	4	0	0	3
Underrepresentation	15	X	X	6	3	0	0
Protective Services (Non-Sworn)							
Working-Age Population	65	1	22	8	0	0	5
County Workforce	28	37	27	3	1	1	4
Underrepresentation	37	X	X	5	X	X	1

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.



PROBATION OUTREACH AND RECRUITMENT PLAN FY 2018-2019

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, 2017, the Probation Department's statistical data indicates the following:

- Males are underrepresented in Administrative Support and Protective Service (Sworn) positions;
- Females are underrepresented in Professional, Technical, and Service Maintenance positions;
- Whites are underrepresented in Protective Services (Sworn and Non-sworn) positions;
- Blacks are underrepresented in Technical positions;
- Hispanics are underrepresented in Technical, Administrative Support and Service Maintenance positions;
- Asians are underrepresented in Official and Administrator, Professional, Technical and Services Maintenance 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: Jeff Waters
Jeff.waters@prob.cccounty.us

PUBLIC DEFENDER

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department’s workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County’s outreach program. The data shows that the Public Defender increased its workforce representation in three areas. Improvements were made to the Officials and Administrator (Males and Whites), Professional (Blacks and Hispanics), and Administrative Support (Males, Whites and Blacks) occupational categories occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators	22%		11%			
Professionals				3%	6%	
Administrative Support	11%		4%	1%		

- **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, 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.

**PUBLIC DEFENDER
2017 OUTREACH AND RECRUITMENT PLANS
127 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁴³	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	58	42	82,930
Officials and	9	22	78	X
Underrepresentation	X	36	X	X
Professionals				
Working-Age Population	X	46	54	108045
Professionals	86	40	60	X
Underrepresentation	X	6	X	X
Administrative Support				
Working-Age Population	X	38	62	141,985
Administrative Support	32	19	81	X
Underrepresentation	X	19	X	X

⁴³ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**PUBLIC DEFENDER
2017 OUTREACH AND RECRUITMENT PLANS
127 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁴⁴	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	2 or more Races (%)
Officials and Administrators							
Working-Age	66	7	10	14	1	0	2
County Workforce	78	22	0	0	0	0	0
Underrepresentatio	X	X	10	14	1	0	2
Professionals							
Working-Age	60	7	9	21	0	0	2
County Workforce	62	12	15	3	0	0	8
Underrepresentatio	X	X	X	18	0	0	X
Administrative Support							
Working-Age	53	10	19	15	1	0	2
County Workforce	28	25	47	0	0	0	0
Underrepresentatio	25	X	X	15	1	0	2

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 DEFENDER
OUTREACH AND RECRUITMENT PLAN
FY 2018-2019**

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, 2017, the Office of the Public Defender workforce statistical data indicates the following:

- Males are underrepresented in the Officials and Administrators and Administrative Support positions;
- Whites are underrepresented in the Administrative Support positions.
- Hispanics and Asians are underrepresented in Officials and Administrator positions; and
- Asians are underrepresented in Officials and Administrators, Professional and Administrative Support Positions.

Objectives:

- Increase the number of males in Administrator and Administrative Support positions;
- Increase the number of Hispanics in Administrator positions;
- Increase the number of Whites in Administrative Support positions; and
- Increase the number of Asians in all positions.

Message: The Department will continue to conduct strategic and targeted outreach efforts to traditionally underrepresented racial minorities, 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 targeting outreach to local colleges, universities and law schools with our above objectives in mind.

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, 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
<p>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</p>	<p>Publication Print Media</p>	<p>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.</p>
<p>Attend local job and diversity fairs at UC Hastings; Cal State East Bay, UC Davis, SF State, USF Golden Gate Univ.</p>	<p>Personal Contact</p>	<p>Attend and provide flyers that can be distributed at job and diversity fairs; explain department goals to attain diversity and gender-balance in the workforce.</p>
<p>Email job vacancies to local colleges, universities and law schools to reach a greater applicant pool</p>	<p>Electronic</p>	<p>Send job announcements of vacancies via email including the department goals of attracting a workforce that is diverse and gender-balanced.</p>

Contact: Joanne Sanchez-Rosa, Administrative Services Officer 925-335-8065

Joanne.Sanchez-Rosa@pd.cccounty.us

PUBLIC WORKS

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department’s workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County’s outreach program. The data shows that the Public Works increased its workforce representation in six areas. Improvements were made to the Officials and Administrators (Males, Whites and Hispanics), Professional (Males and Whites), Technician (Males and Whites), Administrative Support (Males and Blacks), Skilled Craft (Females, Whites and Blacks) and Service Maintenance (Females) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators	16%		2%		5%	
Professionals	3%		3%			
Technicians	6%		4%			
Administrative Support	4%			4%		
Skilled Crafts		2%	4%	1%		
Service Maintenance		2%				

- **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, 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 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.

**PUBLIC WORKS
2017 OUTREACH AND RECRUITMENT DATA
371 EMPLOYEES
GENDER**

Demographics By Gender	Total Department Workforce ⁴⁵	Male (%)	Female (%)	Working-Age Population by Job Category	
Officials and Administrators					
Working-Age Population	X	58	42	82,930	
County Workforce	12	92	8	X	
Underrepresentation	X	X	34	X	
Professionals					
Working-Age Population	X	46	54	108045	
County Workforce	82	52	48	X	
Underrepresentation	X	X	6	X	
Technicians					
Working-Age Population	X	51	49	13,265	
County Workforce	38	79	21	X	
Underrepresentation	X	X	28	X	
Administrative Support					
Working-Age Population	X	38	62	141,985	
County Workforce	55	33	67	X	
Underrepresentation	X	5	X	X	
Skilled Craft					
Working-Age Population	X	95	5	41,025	
County Workforce	65	98	2	X	
Underrepresentation	X	X	3	X	
Service Maintenance					
Working-Age Population	X	58	42	122,730	
County Workforce	119	87	13	X	
Underrepresentation	X	X	29	X	

⁴⁵ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**PUBLIC WORKS
2017 OUTREACH AND RECRUITMENT DATA
371 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁴⁶	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	2 or more Races (%)
Officials and Administrators							
Working-Age Population	66	7	10	14	1	0	2
County Workforce	67	0	17	8	0	0	8
Underrepresentation	X	7	X	6	1	0	X
Professionals							
Working-Age Population	60	7	9	21	0	0	2
County Workforce	68	2	10	15	0	0	5
Underrepresentation	X	5	X	6	0	0	X
Technicians							
Working-Age Population	51	7	10	27	0	1	2
County Workforce	71	0	5	5	3	3	13
Underrepresentation	X	7	5	22	X	X	X
Administrative Support							
Working-Age Population	53	10	19	15	1	0	2
County Workforce	56	4	13	20	4	2	2
Underrepresentation	X	6	6	X	X	X	0
Service Maintenance							
Working-Age Population	33	10	42	12	0	0	1
County Workforce	40	18	33	4	1	2	2
Underrepresentation	X	X	9	8	X	X	X
Skilled Craft Workers							
Working-Age Population	49	6	35	7	1	0	1
County Workforce	65	6	15	8	0	3	3
Underrepresentation	X	0	20	X	1	X	X

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.



PUBLIC WORKS OUTREACH AND RECRUITMENT PLAN FY 2018-2019

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, 2017, the Public Works Department statistical data indicates the following:

- Women are underrepresented in Officials and Administrators, Technical, and Service Maintenance positions.
- Latinos are underrepresented in Skilled Craft positions.
- African Americans are underrepresented in Officials and Administrators and Technical positions.
- Asian Americans are underrepresented in Technical 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
- Work with education sector to identify potential student interns interested in Public Works careers

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 2 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.

<p>Utilize and promote Summer Student Intern program with a goal of hiring women and people of color.</p>	<p>Electronic and Personal Contact</p>	<p>Continue to advertise Summer Student Intern program and identify students that are interested in engineering occupations, or are currently engineering students.</p> <p>Pursue new 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>
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Contact: Carrie Ricci, Deputy Director
Carrie.ricci@pw.cccounty.us

SHERIFF-CORONER

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department’s workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County’s outreach program. The data shows that the Sheriff-Coroner increased its workforce representation in seven areas. Improvements were made to the Officials and Administrator (Females and Hispanics), Professional (Males, Blacks and Hispanics), Technicians (Whites), Administrative Support (Males and Hispanics), Service Maintenance (Males and Hispanics), Protective Services Worker – Sworn(Hispanics), and Protective Services Worker- Non Sworn (Females, Blacks and Hispanics) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators		6%			11%	
Professionals	9%			3%	2%	
Technicians			6%			
Administrative Support	2%	2%			6%	
Service Maintenance	2%				6%	
Protective Service (Sworn)					1%	
Protective Service (Non-Sworn)		11%		5%	3%	

- **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.
- **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.

**SHERIFF-CORONER
2017 OUTREACH AND RECRUITMENT DATA
1090 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁴⁷	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age	X	58	42	82,930
County Workforce	9	56	44	X
Underrepresentation	X	2	X	X
Professionals				
Working-Age	X	46	54	108,045
County Workforce	118	71	29	X
Underrepresentation	X	X	25	X
Technicians				
Working-Age	X	51	49	13,265
County Workforce	129	78	22	X
Underrepresentation	X	X	27	X
Administrative Support				
Working-Age	X	38	62	141,985
County Workforce	183	20	80	X
Underrepresentation	X	18	X	X
Service Maintenance				
Working-Age	X	58	42	122,730
County Workforce	28	79	21	X
Underrepresentation	X	X	21	X
Protective Services (Sworn)				
Working-Age	X	82	18	9,480
County Workforce	524	84	16	X
Underrepresentation	X	X	2	X
Protective Services (Non-Sworn)				
Working-Age	X	54	46	810
County Workforce	99	65	35	X
Underrepresentation	X	X	11	X

⁴⁷ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**SHERIFF-CORONER
2017 OUTREACH AND RECRUITMENT DATA
1090 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁴⁸	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
Working-Age Population	66	7	10	14	1	0	2
County Workforce	89	0	11	0	0	0	0
Underrepresentation	X	7	X	14	1	0	2
Professionals							
Working-Age Population	60	7	9	21	0	0	2
County Workforce	73	6	8	3	0	0	10
Underrepresentation	X	1	1	18	0	0	X
Technicians							
Working-Age Population	51	7	10	27	0	1	2
County Workforce	74	5	13	5	1	0	3
Underrepresentation	X	2	X	22	X	1	X
Administrative Services							
Working-Age Population	53	10	19	15	1	0	2
County Workforce	52	15	20	7	2	0	4
Underrepresentation	1	X	X	8	X	0	X
Service Maintenance							
Working-Age Population	33	10	42	12	0	0	1
County Workforce	18	4	50	21	0	0	7
Underrepresentation	15	6	X	X	0	0	X
Protective Services (Sworn)							
Working-Age Population	53	15	15	10	3	0	3
County Workforce	67	8	16	4	1	0	4
Underrepresentation	X	7	X	6	2	0	X
Protective Services (Non-Sworn)							
Working-Age Population	65	1	22	8	0	0	5
County Workforce	54	16	19	7	2	0	2
Underrepresentation	11	X	3	1	X	0	3

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.



SHERIFF-CORONER OUTREACH AND RECRUITMENT PLAN FY 2018-2019

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, 2017, the Office of the Sheriff's workforce statistical data indicates the following:

- Asians are underrepresented in Officials and Administrators, Professional, and Technical positions;
- Blacks are underrepresented in Officials and Administrators positions;
- Whites are underrepresented in Protective Services (Non-Sworn), and Service Maintenance positions;
- Females are underrepresented in Professional, Technical, Service Maintenance and Protective Services (Non-Sworn) positions;
- Males are underrepresented in Administrative Support 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
<p>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.</p>	<p>Publication Print Media Websites</p>	<p>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.</p>
<p>Attend job fairs and career days that serve a large ethnically diverse population</p>	<p>Personal Contact</p>	<p>Set up class presentations, working job fairs, and workshops at Asian and female-dominated high school, colleges, and universities.</p>
<p>Increase exposure in the local communities served by participating in local and community events.</p>	<p>Personal Contact</p>	<p>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.</p>

Contact: Mary Jane Robb, Sheriff's Chief of Management Services
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TREASURER-TAX COLLECTOR

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department's workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County's outreach program. The data shows that the Treasurer/Tax Collector increased its workforce representation in four areas. Improvements were made to the Officials Administrator (Females and Hispanics), Professionals (Males and Whites), Technicians (Males and Whites) and Administrative Support (Females and Whites) occupational categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators		25%			25%	
Professionals	47%		23%			
Technicians	25%		25%			
Administrative Support		23%	12%			

- **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.

**TREASURER-TAX COLLECTOR
2017 OUTREACH AND RECRUITMENT DATA
31 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁴⁹	Male (%)	Female (%)	Working Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	58	42	82,930
County Workforce	4	25	75	X
Underrepresentation	X	33	X	X
Professionals				
Working-Age Population	X	46	54	108,045
County Workforce	6	67	33	X
Underrepresentation	X	X	21	X
Technicians				
Working-Age Population	X	51	49	13,265
County Workforce	4	25	75	X
Underrepresentation	X	26	X	X
Administrative Support				
Working-Age Population	X	38	62	141,985
County Workforce	17	6	94	X
Underrepresentation	X	32	X	X

⁴⁹ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**TREASURER-TAX COLLECTOR
2017 OUTREACH AND RECRUITMENT DATA
31 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁵⁰	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
Working-Age	66	7	10	14	1	0	2
County Workforce	25	0	25	25	0	0	25
Underrepresentation	41	7	X	X	1	0	X
Professionals							
Working-Age	60	7	9	21	0	0	2
County Workforce	83	0	0	17	0	0	0
Underrepresentation	X	7	9	4	0	0	2
Technicians							
Working-Age	51	7	10	27	0	1	2
County Workforce	25	75	0	0	0	0	0
Underrepresentation	26	X	10	27	0	1	2
Administrative Support							
Working-Age	53	10	19	15	1	0	2
County Workforce	35	24	18	12	0	6	6
Underrepresentation	18	X	1	3	1	X	X

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.



TREASURER-TAX COLLECTOR OUTREACH AND RECRUITMENT PLAN FY 2018-2019

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, 2017, the Office of Treasurer – Tax Collector statistical data indicates the following:

- Males are underrepresented in Officials & Administrators positions (33%) in Technical positions (26%) and in Administrative Support (32%);
- Females are underrepresented in Professional positions (21%);
- Blacks (7%) and Whites (41%) are underrepresented in Officials and Administrator positions;
- Blacks (7%) and Hispanics (9%) are underrepresented in Professional positions;
- Hispanics (10%), Whites (26%) and Asians (27%) are underrepresented in Technical positions;
- Whites (18%) are underrepresented in Administrative Support positions.

Objective: Increase the applicant flow of underrepresented groups within our workforce by HR department 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 Whites and males to Officials and Administrators, Technicians and Administrative Support positions
 - Websites geared towards recruiting Black, Hispanic and females to Professional positions
 - Websites geared towards recruiting Asians to Technicians positions.

Message Distribution

STRATEGY	ELEMENT	TASKS
Partner with Community Based Organizations who serve males who are interested in working in the Officials and Administrators, 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 Native Hawaiian/Pacific Islanders, Blacks and White males find employment as Officials & Administrators and Asian, Black and Hispanic females for Professional vacancies	Personal Contact	County HR Representative to attend job and career fairs during the fiscal year. The County will focus on recruiting males for Official & Administrative opportunities and females for Professional opportunities when distributing 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 Native Hawaiian/Pacific Islanders, Blacks, Asians and White males 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 , the National Association of Black Accountants Inc. www.sfnabainc.com , 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, (925) 957-2888
Ronda.Boler@tax.cccounty.us

VETERANS SERVICES

The Office of EEO analyzed the workforce underrepresentation within each department. EEO compared the department’s workforce statistical data from December 31, 2015 to December 31, 2017 to help determine the effectiveness of the County’s outreach program. The data shows that Veterans Services increased its workforce representation in two areas. Improvements were made to the Professional (Males and Whites) and Administrative Support (Females and Whites) job categories. The job categories and definitions are listed below.

	Males	Females	Whites	Blacks	Hispanics	Asians
Officials and Administrators						
Professionals	7%		3%			
Administrative Support		17%	17%			

- **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.

**VETERANS SERVICES
2017 OUTREACH AND RECRUITMENT DATA
10 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁵¹	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Working-Age Population	X	58	42	82,930
County Workforce	1	100	0	X
Underrepresentation	X	X	42	X
Professionals				
Working-Age Population	X	46	54	108,045
County Workforce	6	67	33	X
Underrepresentation	X	X	21	X
Administrative Support				
Working-Age Population	X	38	62	141,985
County Workforce	3	33	67	X
Underrepresentation	X	5	X	X

⁵¹ The total number of people who had worked for the County at least one day during the 2017 calendar year.

**VETERANS SERVICES
2017 OUTREACH AND RECRUITMENT DATA
10 EMPLOYEES
RACE AND ETHNICITY**

Demographics by Race and Ethnicity ⁵²	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	Two or more Races (%)
Officials and Administrators							
Working-Age Population	66	7	10	14	1	0	2
County Workforce	100	0	0	0	0	0	0
Underrepresentation	X	7	10	14	1	0	2
Professionals							
Working-Age Population	60	7	9	21	0	0	2
County Workforce	83	0	17	0	0	0	0
Underrepresentation	X	7	X	21	0	0	2
Administrative Support							
Working-Age Population	53	10	19	15	1	0	2
County Workforce	67	0	0	0	0	0	33
Underrepresentation	X	10	19	15	1	0	X

⁵² 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 SERVICES OUTREACH AND RECRUITMENT PLAN FY 2018-2019

Issue: As of December 31, 2017, the Veterans Service Department's statistical data reflects an under-representation for Women – 42% Officials and Administrators and 21% in Professionals. Officials and Administrators are under-represented in: 7%-Blacks; 10%-Hispanics; 14%-Asians. Professionals are under-represented in: 7%-Blacks; 21%-Asians. Administrative Support are under-represented in: 10%-Blacks; 19% Hispanics; 15%-Asians (As of June 1, 2018 Veterans Services hired an employee of Hispanic ethnicity).

Objective: Increase the visibility of Asians, Hispanics, African Americans, and Women 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 Asians, African American, Hispanics, and Women in order to create a more diverse applicant pool of qualified candidates to apply for vacant positions.

Veterans Services has 9.5 FTE with no current vacancies. If and when positions become available for recruitment, our department will utilize job and diversity fairs in an attempt to seek qualified candidates.

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

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
<p>Create brochure which explains the Veterans Service Department's outreach and recruitment mission and goals</p>	<p>Publication Print Media</p>	<p>Mail brochures to CBOs that serve the Asian, Hispanic, Black, and Women populations so they can share with their clientele.</p> <p>Brochures will also be distributed at job and diversity fairs; events that we will attend.</p>
<p>Mail employment recruitments for current Veterans Service Department vacancies to CBOs</p>	<p>Personal Contact</p>	<p>Partner with The Shiva Murugan Temple, API Cultural Center, Bay Area Women's Center, and ASNC Young Professionals Group in order to encourage their applications for employment opportunities.</p>
<p>Register and post job vacancies online to reach a broad section of Asian, Hispanic, Black, and Women populations</p>	<p>Electronic</p>	<p>Register and post job vacancies on websites that cater to Asian, Hispanic, Black, and Women populations such as:</p> <p>http://www.asian-jobs.com/</p> <p>http://www.blackcareernetwork.com</p> <p>http://www.workplace-dynamics.com</p> <p>http://bayareawomenscouncil.org/</p>

Contact: Nathan D. Johnson Equal Employment Opportunity Coordinator
Nathan@vs.cccounty.us