

CONTRA COSTA COUNTY



OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY FY 2018-2019 OUTREACH REPORT FY 2019-2020 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 uses 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

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

labor market, 20 percent of Professionals are Asian males, then the business is underusing Asian males in the job category by 20 percent.

TOTAL COUNTY WORKFORCE

As of December 31, 2018, Contra Costa County employed 9089 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 under-representation 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 create an environment where the County and the community unite 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.

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.

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, 2018 through June 30, 2019, EEO conducted nearly 400 outreach and recruitment efforts, which included meetings, teleconferences, job fairs and seminars with agency staff and/or clients from organizations listed below.

Organization	Contacts	Outreach Efforts
ANKA Behavioral Health	Kimberly Sayer	7
Asian Pacific Environmental Network	Puja Duhal	8
Bay Area Peacekeepers	Gonzalo Rucobo	7
Bay Area Rescue Mission	Jonathan Russell	7
Beat the Streets, Inc.	Tracey Tate-Jones	15
Community Housing Development	Janine Shaheed	19
Contra Costa Food Bank	Caitlin Sly Larry Sly	21
Contra Costa Interfaith Housing	Deane Pearn	5
Del Valley Education Center	Daryl Coachman	5
Department of Rehabilitation	Erica Watkins	7
Employment & Homelessness	Tara Cantu	3
Futures Explored	Jenny McKeon	9
Concord Goodwill	Jerry Jones	14
Eastbay Goodwill	Cynthia Hodges	61
Contra Costa County Reentry Network / Health Right 360	Edina Rahmanovic	2
Lao Family Community Development	Brad Meyer	18
Latina Center	Miriam Wong Gloria Alvarez	3

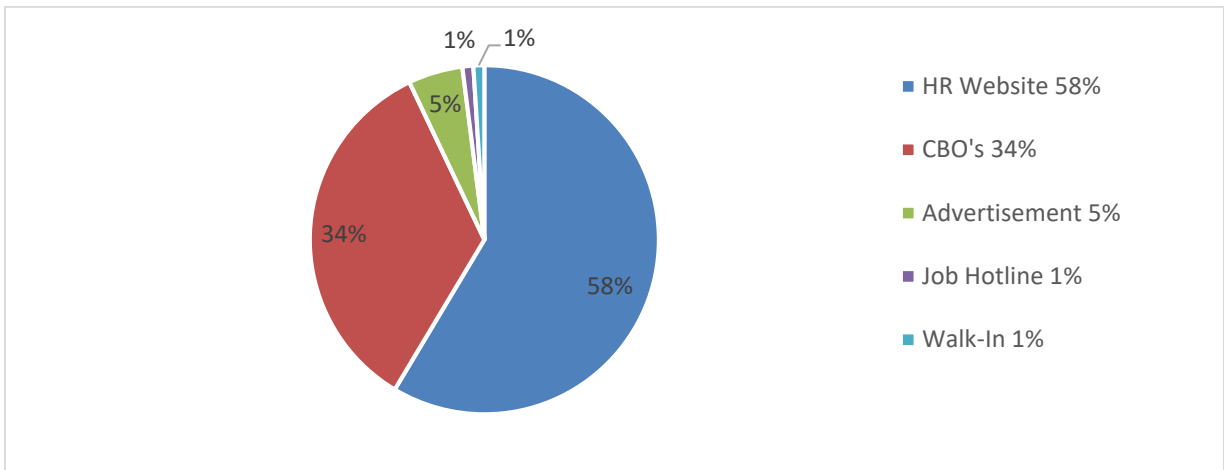
Los Medanos College	Prof. Sylvester Henderson Rachel Anicetti	3
Men and Women of Purpose	Antwain Cloird	7
Men and Women of Valor	Pamela Saucer-Bilbo	8
Monument Impact	Elba Velasquez	16
New Life Church Family Worship Center	Mark Hernandez	3
Opportunity Junction	Shannel Arce	8
Reach Project, Inc.	Mickie Marchetti	2
Richmond Emergency Food Pantry	Patricia Davidson	2
Rubicon	Tracey Rodarte Young	28
Salvation Army	Cynthia Hodges	2
San Pablo Economic Development Corp.	Leslie Choy	16
Shelter Inc.	Lindsey Drolette	20
Shepherds Gate	Taryn Schuck/Mary Norcross	20
St. Vincent de Paul	Melanie Benitez	2
Stand! For Families	Angela Sanchez	8
Trends	Narda Mamou	5
Victory Outreach Richmond	Curtis Royster	5

FY 2018- 2019 OUTREACH PLAN

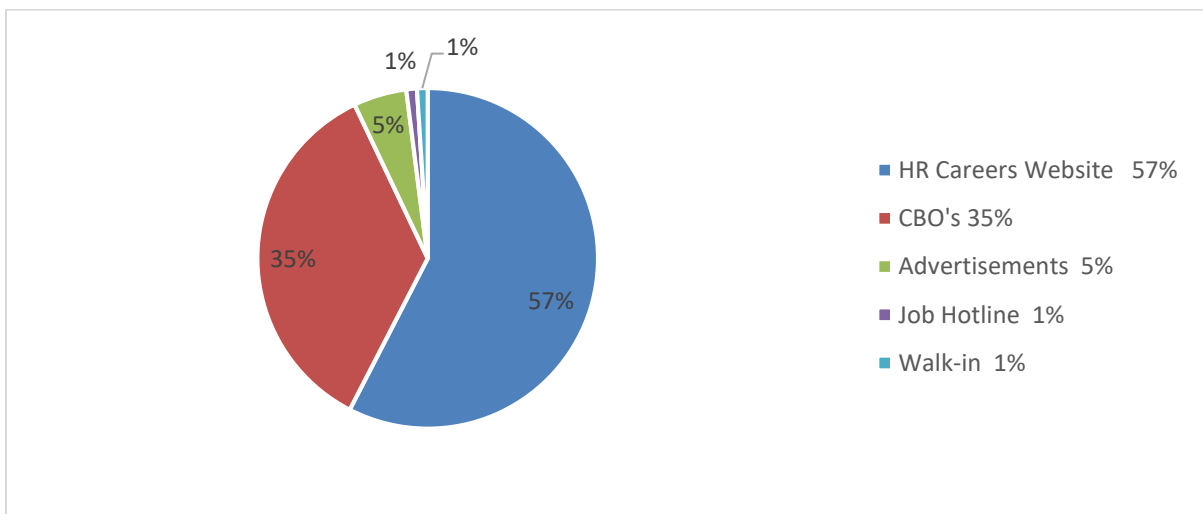
The County relies on each department to outreach to its under-represented groups within the workforce to diversify our applicant flow. Applicant flow helps to measure how fair and inclusive our outreach programs are and if past outreach practices were proactive, strategic, and effective. It also assists 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 18-19, the County received 29,415 applications. Tables 1 and 2 indicate where the applicant heard about the job opportunity.

OUTREACH DISTRIBUTION

**TABLE 1
FY 17-18**



**TABLE 2
FY 18-19**



Tables 1 and 2 illustrate the County’s outreach and recruitment efforts over the last two fiscal years. The tables show that the County’s community based outreach increased our applicant flow by 1% during the relevant time. Outreach by advertisements remained steady at 5%.

The number of applicants who self-identified their gender, race and/or ethnicity for FY17-18 was 26,822. The number of applicants who self-identified their gender, race and/or ethnicity for FY18-19 was 27,706. The gender and racial/ethnicity makeup for applications received are listed below:

**TABLE 3
APPLICANT FLOW**

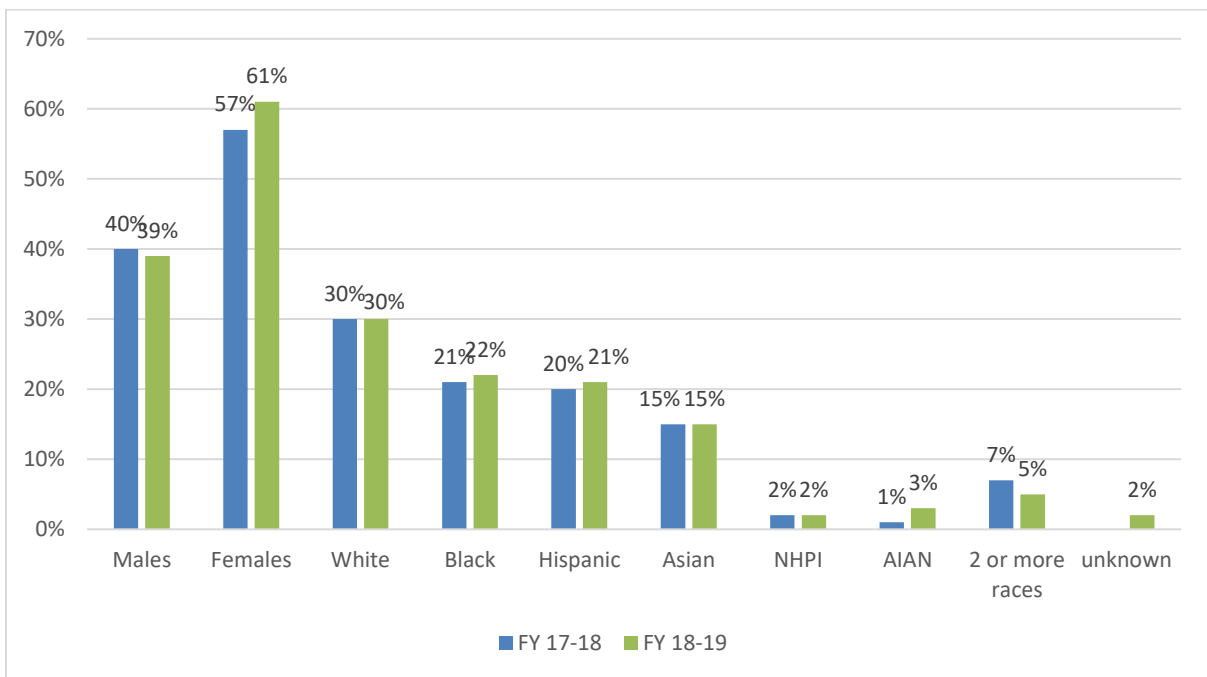
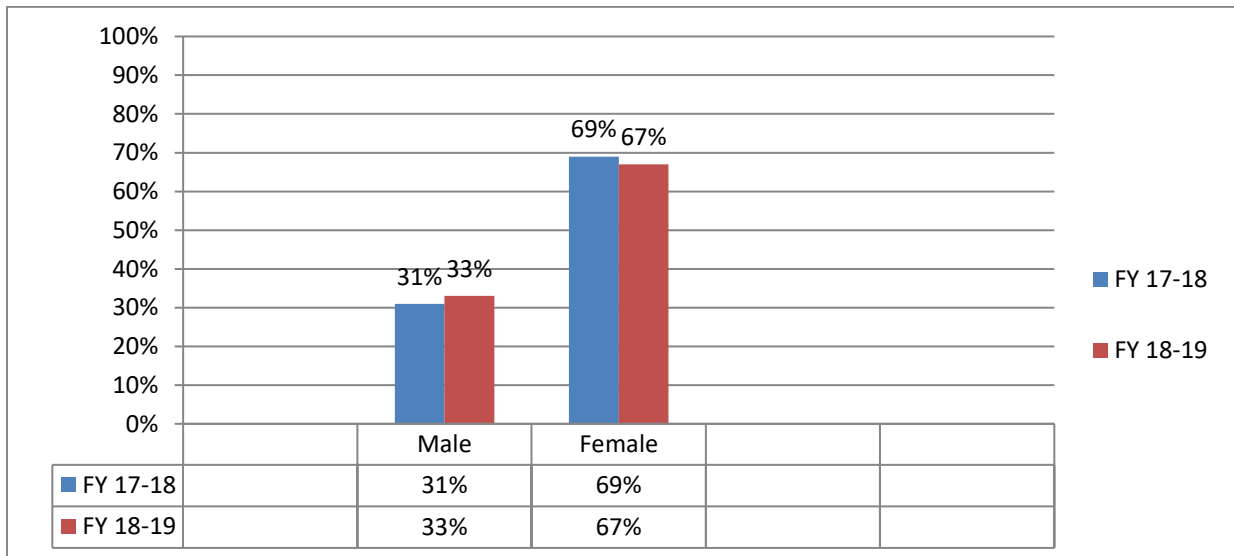


Table 3 illustrates the applicant flow by gender and race that reveals the following:

- The participation of males who submitted applications decreased from 40% in FY17-18 to 39% in FY18-19.
- The participation of females who submitted applications increased from 57% in FY17-18 to 61% in FY18-19.
- The participation of whites who submitted applications remained steady at 30%.
- The participation of blacks who submitted applications increased from 21% in FY17-18 to 22% in FY18-19.
- The participation of Hispanics who submitted applications increased from 20% in FY 17-18 to 21% in FY 18-19.

- The participation of Native Hawaiian/Pacific Islanders (NHPI) who submitted applications remained steady at 2%.
- The participation of American Indian/Alaskan Native (AIAN) increased from 1% in FY17-18 to 3% in FY 18-19.
- The participation of those who identified as two or more races decreased from 7% in FY17-18 to 5% in FY 18-19.

**NEW HIRE DATA BY GENDER
FY 17-18 AND FY 18-19
TABLE 4**



- The percentages of males who were hired increased from 31% in FY 17-18 to 33% in FY 18-19.
- The percentages of females who were hired decreased from 69% for FY17-18 to 67% in FY18-19.

**CONTRA COSTA COUNTY NEW HIRE DATA
BY RACE
FY 17-18 AND FY 18-19
TABLE 5**

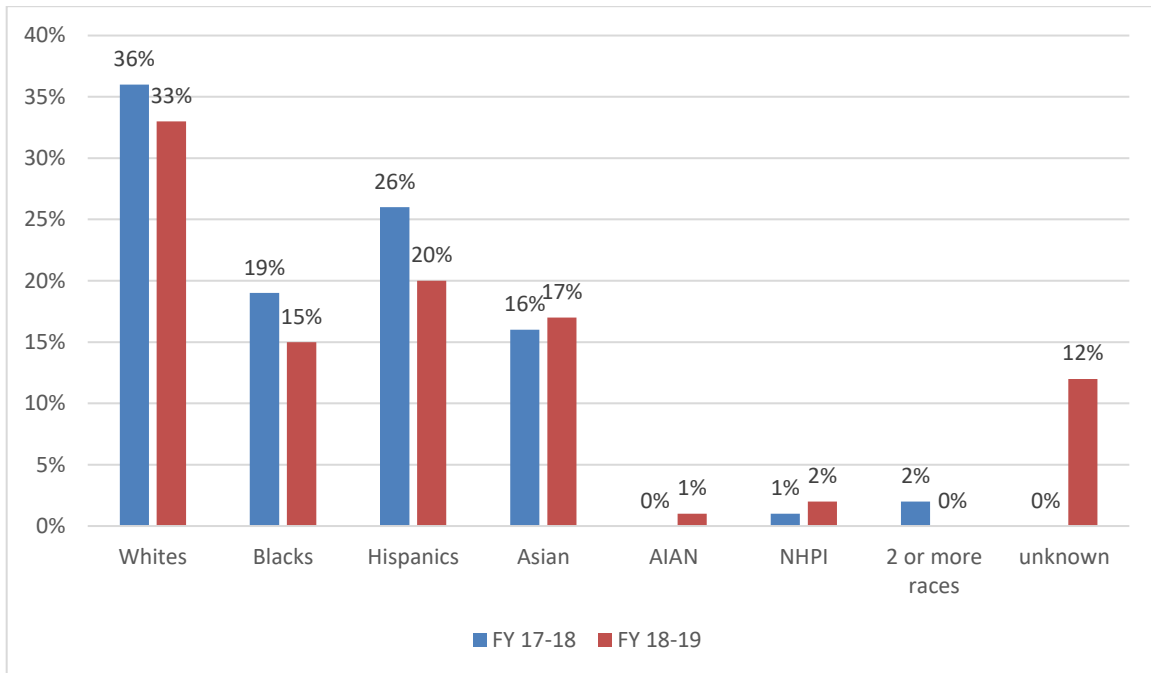


Table 5 illustrates the percentages of people hired during FY 17-18 and FY 18-19 based on race/ethnicity. The statistical analysis is listed below:

- The hiring of Whites decreased from 36% in FY 17-18 to 33% in FY 18-19.
- The hiring of Blacks decreased from 19% in FY 17-18 to 15% in FY 18-19.
- The hiring of Hispanics decreased from 26% in FY 17-18 to 20% in FY 18-19.
- The hiring of Asians increased from 16% in FY 17-18 to 17% in FY 18-19.
- The hiring of AIAN increased from 0% in FY 17-18 to 1% in FY 18-19.
- The hiring of NHPI increased from 1% in FY 17-18 to 2% in FY 18-19.
- The hiring of 2 or more races decreased from 2% in FY 17-18 to 0% in FY 18-19.

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 about targeted outreach, determining under-representation, and creating more effective outreach plans to assist in the recruitment process.
- 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 Contra Costa County as of December 31, 2018. EEO compared the overall County workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
9089 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁶	Male (%)	Female (%)	Census Data by Job Category
Officials and Administrators				
County Workforce	332	34	66	X
Census Data	X	58	42	82,930
Underrepresentation	X	-24	X	X
Professionals				
County Workforce	3323	30	70	X
Census Data	X	46	54	108,045
Underrepresentation	X	-16	X	X
Technicians				
County Workforce	947	43	57	X
Census Data	X	51	49	13,265
Underrepresentation	X	-8	X	X
Administrative Support				
County Workforce	3050	15	85	X
Census Data	X	38	62	141,985
Underrepresentation	X	-23	X	X
Service Maintenance				
County Workforce	349	67	33	X
Census Data	X	58	42	122,730
Underrepresentation	X	X	-9	X
Skilled Craft				
County Workforce	67	99	1	X
Census Data	X	95	5	41,025
Underrepresentation	X	X	-4	X
Protective Services (Sworn)				
County Workforce	784	81	19	X
Census Data	X	82	18	9,480
Underrepresentation	X	-1	X	X
Protective Services (Non-Sworn)				
County Workforce	237	62	38	X
Census Data	X	54	46	810
Underrepresentation	X	X	-8	X

⁶ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**CONTRA COSTA COUNTY
2018 OUTREACH AND RECRUITMENT DATA
9089 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							
County Workforce	62	15	9	7	1	1	6
Census Data	66	7	10	14	1	0	2
Underrepresentation	-4	X	-1	-7	0	X	X
Professionals							
County Workforce	46	14	14	16	1	0	10
Census Data	60	7	9	21	0	0	2
Underrepresentation	-14	X	X	-5	X	X	X
Technicians							
County Workforce	40	15	19	16	1	1	8
Census Data	51	7	10	27	0	1	2
Underrepresentation	-11	X	X	-11	X	X	X
Administrative Support							
County Workforce	37	19	28	9	1	1	5
Census Data	53	10	19	15	1	0	2
Underrepresentation	-16	X	X	-6	0	X	X
Service Maintenance							
County Workforce	30	18	34	13	1	1	3
Census Data	33	10	42	12	0	0	1
Underrepresentation	-3	X	-8	X	X	X	X
Skilled Craft							
County Workforce	61	7	16	9	0	3	3
Census Data	49	6	35	7	1	0	1
Underrepresentation	X	X	-19	X	-1	X	X
Protective Services (Sworn)							
County Workforce	62	11	17	4	1	0	5
Census Data	53	15	15	10	3	0	3
Underrepresentation	X	-4	X	-6	-2	X	X
Protective Services (Non-Sworn)							
County Workforce	42	26	24	3	1	1	2
Census Data	65	1	22	8	0	0	5
Underrepresentation	-23	X	X	-5	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 as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
42 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁸	Male (%)	Female (%)	Census Data by Job Category
Officials and Administrators				
County Workforce	2	100	0	X
Census Data	X	58	42	82,930
Underrepresentation	X	X	-42	X
Professionals				
County Workforce	8	50	50	X
Census Data	X	46	54	108,045
Underrepresentation	X	X	-4	X
Technicians				
County Workforce	13	85	15	X
Census Data	X	51	49	13,265
Underrepresentation	X	X	-34	X
Administrative Support				
County Workforce	3	0	100	X
Census Data	X	38	62	141,985
Underrepresentation	X	-38	X	X
Service Maintenance				
County Workforce	16	56	44	X
Census Data	X	58	42	122,730
Underrepresentation	X	-2	X	X

⁸ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**AGRICULTURE/WEIGHTS & MEASURES
2018 OUTREACH AND RECRUITMENT DATA
42 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							
County Workforce	100	0	0	0	0	0	0
Census Data	66	7	10	14	1	0	2
Underrepresentation	X	-7	-10	-14	-1	X	-2
Professionals							
County Workforce	87	0	13	0	0	0	0
Census Data	60	7	9	21	0	0	2
Underrepresentation	X	-7	X	-21	X	X	-2
Technicians							
County Workforce	46	15	23	8	0	0	8
Census Data	51	7	10	27	0	1	2
Underrepresentation	-5	X	X	-19	0	-1	X
Administrative Support							
County Workforce	67	0	0	0	0	33	0
Census Data	53	10	19	15	1	0	2
Underrepresentation	X	-10	-19	-15	-1	X	-2
Service Maintenance							
County Workforce	56	0	19	13	0	6	6
Census Data	33	10	42	12	0	0	1
Underrepresentation	X	-10	-23	X	X	X	X

⁹ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



CONTRA COSTA COUNTY AGRICULTURE / WEIGHTS AND MEASURES OUTREACH AND RECRUITMENT PLAN FY 2019-2020

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, 2018, the County's workforce statistical data indicate the following:

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

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 as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
69 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ¹⁰	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County Workforce	2	50	50	X
Working-Age	X	58	42	82,930
Underrepresentation	X	-8	X	X
Professionals				
County Workforce	7	86	14	X
Working-Age	X	46	54	108,045
Underrepresentation	X	X	-40	X
Technicians				
County Workforce	29	44	56	X
Working-Age	X	51	49	13,265
Underrepresentation	X	-7	X	X
Administrative Support				
County Workforce	18	6	94	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-32	X	X
Service Maintenance				
County Workforce	13	54	46	X
Working-Age	X	58	42	122,730
Underrepresentation	X	-4	X	X

¹⁰ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**ANIMAL SERVICES
2018 OUTREACH AND RECRUITMENT DATA
69 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 (%)
Officials and Administrators							
County Workforce	50	0	50	0	0	0	0
Working-Age	66	7	10	14	1	0	2
Underrepresentation	-16	-7	X	-14	-1	X	-2
Professionals							
County Workforce	71	0	29	0	0	0	0
Working-Age	60	7	9	21	0	0	2
Underrepresentation	X	-7	X	-21	X	X	-2
Technicians							
County Workforce	63	3	24	3	7	0	0
Working-Age	51	7	10	27	0	1	2
Underrepresentation	X	-4	X	-24	X	-1	-2
Administrative Support							
County Workforce	50	6	28	6	5	0	5
Working-Age	53	10	19	15	1	0	2
Underrepresentation	-3	-4	X	-9	X	X	X
Service Maintenance							
County Workforce	38	8	31	15	0	8	0
Working-Age	33	10	42	12	0	0	1
Underrepresentation	X	-2	-11	X	X	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.



CONTRA COSTA COUNTY ANIMAL SERVICES EQUAL EMPLOYMENT OPPORTUNITY OUTREACH AND RECRUITMENT PLAN FY 2019/20

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, 2018, the County's workforce statistical data indicate the following:

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

Objective: Increase outreach to the local minority workforce population, specifically for underrepresented areas within the Animal Service Department (ASD) divisions. The ASD 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 ASD will become an active partner in the community by establishing strong relationships with County and community vocational programs on all department career opportunities. The Department strives to continue to outreach and engage with the local community to enhance and promote a diversified workforce.

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 • Local Police Academies
Establish competitive salaries for Animal Services Field Operations unit.	Economic	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.
Distribute brochures and employment opportunities for outreach and recruitment to minorities.	Recruitment	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><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 • LinkedIn <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.com • Monster.com • Glassdoor.com

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

ASSESSOR

The Office of EEO analyzed the workforce underrepresentation within each department as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 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				
County Workforce	3	33	67	X
Working-Age	X	58	42	82,930
Underrepresentation	X	-25	25	X
Professionals				
County Workforce	49	53	47	X
Working-Age	X	46	54	108,045
Underrepresentation	X	X	-7	X
Technicians				
County Workforce	6	33	67	X
Working-Age	X	51	49	13,265
Underrepresentation	X	-18	X	X
Administrative Support				
County Workforce	42	7	93	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-31	X	X

¹² The total number of people who had worked for the County at least one day during the 2018 calendar year.

**ASSESSOR
2018 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							
County Workforce	67	0	0	0	0	0	33
Working-Age	66	7	10	14	1	0	2
Underrepresentation	X	-7	-10	-14	X	X	X
Professionals							
County Workforce	70	2	4	6	0	2	16
Working-Age	60	7	9	21	0	0	2
Underrepresentation	X	X	X	-15	X	X	X
Technicians							
County Workforce	33	17	0	50	0	0	0
Working-Age	51	7	10	27	0	1	2
Underrepresentation	-18	X	-10	X	0	X	X
Administrative Support							
County Workforce	57	14	12	12	0	0	5
Working-Age	53	10	19	15	1	0	2
Underrepresentation	X	X	-7	X	X	X	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.



CONTRA COSTA COUNTY OFFICE OF THE ASSESSOR OUTREACH AND RECRUITMENT PLAN FY 2019-2020

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, 2018, the Office of the Assessor's workforce statistical data indicate the following:

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

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

Message: The 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 job search websites to reach a broader pool of applicants interested in employment in the public sector.	Electronic Publication	Post job vacancies on glasdoor.com , indeed.com , bayareajobfinder.com ; and/or governmentjobs.com
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	Electronic Publication	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	Electronic Publication	Distribute announcements to applicable professional groups (such as California

to reach individuals interested in Official and Administrator, Technician, and Professional positions		State Association of Counties and California Assessors' Association) and distribute to other County Assessor's Offices in the State.
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 Services Assistant II
danielle.gomez@assr.cccounty.us

AUDITOR-CONTROLLER

The Office of EEO analyzed the workforce underrepresentation within each department as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators**: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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.

**AUDITOR – CONTROLLER
2018 OUTREACH AND RECRUITMENT DATA
44 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ¹⁴	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County Workforce	1	100	0	X
Working-Age	X	58	42	82,930
Underrepresentation	X	X	-42	X
Professionals				
Professionals	26	31	69	X
Working-Age	X	46	54	108,045
Underrepresentation	X	-15	X	X
Administrative Support				
Administrative Support	17	12	88	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-26	X	X

¹⁴ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**AUDITOR-CONTROLLER
2018 OUTREACH AND RECRUITMENT DATA
44 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ¹⁵	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
County Workforce	0	0	0	0	0	0	100
Working-Age	66	7	10	14	1	0	2
Underrepresentation	-66	-7	-10	-14	-1	X	X
Professionals							
County Workforce	31	8	15	27	4	0	15
Working-Age	60	7	9	21	0	0	2
Underrepresentation	-29	X	X	X	X	X	X
Administrative Support							
County Workforce	29	18	24	6	0	6	18
Working-Age	53	10	19	15	1	0	2
Underrepresentation	-24	X	X	-9	-1	X	X

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

**CONTRA COSTA COUNTY
OFFICE OF THE AUDITOR-CONTROLLER
OUTREACH AND RECRUITMENT PLAN
FY 2019-20**

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, 2018, the Office of the Auditor-Controller workforce statistical data indicates the following:

- Females are underrepresented in the Officials and Administrators by 42%.
- Males are underrepresented in Professional positions by 15%
- Males are underrepresented in Administrative Support positions by 26%.
- In the Officials and Administrators the underrepresentation is: Whites 66%, Blacks 7%, Hispanics 10%, and Asians 14%.
- Whites are underrepresented in Professional positions by 29%.
- Asians are underrepresented in Administrative Support positions by 9% and Whites are underrepresented by 24%

Objective: Work with Human Resources to increase the applicant flow of underrepresented groups within our Office by encouraging underrepresented classes to apply for vacant positions. Help Human Resources 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
Notify Walnut Creek, Lafayette, Orinda Chambers of Commerce and request they post job announcements	Publication/Print Media/Electronic	When notified of job announcements email

Email job vacancies to local colleges and universities and to career counselors within the local college and university system	Publication/Print Media/Electronic	When notified of job announcements email
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Implement an Internship Program	Personal Contract	Develop an internship program to attract college students interested in a career in public accounting/auditing
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Contact: 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 as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators**: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
125 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ¹⁶	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County Workforce	3	33	67	X
Working-Age	X	58	42	82,930
Underrepresentation	X	-25	X	X
Professionals				
County Workforce	21	24	76	X
Working-Age	X	46	54	108,045
Underrepresentation	X	-22	X	X
Technicians				
County Workforce	4	75	25	X
Working-Age	X	51	49	13,265
Underrepresentation	X	X	-24	X
Administrative Support				
County Workforce	97	19	81	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-19	X	X

¹⁶ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**CHILD SUPPORT SERVICES
2018 OUTREACH AND RECRUITMENT DATA
125 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ¹⁷	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	2 or more Races (%)
Officials and Administrators							
County Workforce	100	0	0	0	0	0	0
Working-Age	66	7	10	14	1	0	2
Underrepresentation	X	-7	-10	-14	-1	0	-2
Professionals							
County Workforce	85	5	5	5	0	0	0
Working-Age	60	7	9	21	0	0	2
Underrepresentation	X	-2	-4	-16	0	0	-2
Technicians							
County Workforce	25	25	25	0	0	0	25
Working-Age	51	7	10	27	0	1	2
Underrepresentation	-26	X	X	-27	0	-1	X
Administrative Support							
County Workforce	47	17	24	7	0	0	5
Working-Age	53	10	19	15	1	0	2
Underrepresentation	-6	X	X	-8	-1	0	X

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



CHILD SUPPORT SERVICES OUTREACH AND RECRUITMENT PLAN FY 2019- FY 2020

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, 2018, the Department of Child Support Services is under represented in the following areas:

- Males for each job category except the Technicians.
- Females in the Technicians job category.
- Whites are under-represented in the Technicians job category.
- Blacks are under-represented in the Officials and Administrators job category.
- Hispanics are under-represented in the Officials and Administrators job category.
- Asians are under-represented in all job categories.

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 increase the scope of its marketing in the community in order to create a more diverse applicant pool of qualified candidates.

**Outreach
Tools:**

YOU TUBE Video
Social Media
Community Outreach
Job Fairs
Digital Bill Board Advertising

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.
Create brochure which explains the department of Child Support Services' outreach and recruitment mission and goals	Publication Print Media	Partner with the County Workforce Development Board to distribute brochures to local job fairs and local job centers
Coordinate digital bill board advertising with open recruitments	Advertising	Post job opportunities via digital billboards in Contra Costa County; utilize marketing materials that specifically target males of current under-represented groups.

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

CLERK-RECORDER-ELECTIONS

The Office of EEO analyzed the workforce underrepresentation within each department as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators**: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
98 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ¹⁸	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County	2	50	50	X
Working-Age	X	58	42	82,930
Underrepresent	X	-8	X	X
Professionals				
County	6	17	83	X
Working-Age	X	46	54	108,045
Underrepresent	X	-29	X	X
Technicians				
County	4	75	25	X
Working-Age	X	51	49	13,265
Underrepresent	X	X	-24	X
Administrative Support				
County	86	31	69	X
Working-Age	X	38	62	141,985
Underrepresent	X	-7	X	X

¹⁸ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**CLERK RECORDER-ELECTIONS
2018 OUTREACH AND RECRUITMENT DATA
98 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ¹⁹	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/ Pacific Islander (%)	American Indian/ Alaska Native (%)	2 or more Races (%)
Officials and Administrators							
County Workforce	100	0	0	0	0	0	0
Working-Age	66	7	10	14	1	0	2
Underrepresentation	X	-7	-10	-14	-1	0	-2
Professionals							
County Workforce	83	0	17	0	0	0	0
Working-Age	60	7	9	21	0	0	2
Underrepresentation	X	-7	X	-21	0	0	-2
Technicians							
County Workforce	25	0	25	25	0	0	25
Working-Age	51	7	10	27	0	1	2
Underrepresentation	-26	-7	X	-2	0	-1	X
Administrative Support							
County Workforce	44	16	29	5	2	2	2
Working-Age	53	10	19	15	1	0	2
Underrepresentation	-9	X	X	-10	X	X	0

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



CONTRA COSTA COUNTY CLERK-RECORDER-ELECTIONS DEPARTMENT OUTREACH AND RECRUITMENT PLAN FY 2019-2020

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, 2018, the County's workforce statistical data indicate the following for the Clerk-Recorder-Elections Department:

- Males are underrepresented in Officials and Administrators, Professionals, and Administrative Support positions;
- Females are underrepresented in Technical positions;
- Whites are underrepresented in Technical and Administrative Support 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, Professionals, and Administrative Support positions.

Objective: Increase the applicant flow of underrepresented groups within our workforce by conducting specific outreach and recruitment efforts to Community/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 may be underrepresented. 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 toward 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 Officials and Administrators, Professionals 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 as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below:

- **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
142 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ²⁰	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County Workforce	7	43	57	X
Working-Age	X	58	42	82,930
Underrepresentation	X	-15	X	X
Professionals				
County Workforce	60	57	43	X
Working-Age	X	46	54	108,045
Underrepresentation	X	X	-11	X
Technicians				
County Workforce	44	73	27	X
Working-Age	X	51	49	13,265
Underrepresentation	X	X	-22	X
Administrative Support				
County Workforce	26	15	85	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-23	X	X
Service Maintenance				
County Workforce	5	100	0	X
Working-Age	X	58	42	122730
Underrepresentation	X	X	-42	X

²⁰ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**CONSERVATION & DEVELOPMENT
2018 OUTREACH AND RECRUITMENT DATA
142 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²¹	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
County Workforce	72	14	0	14	0	0	0
Working-Age	66	7	10	14	1	0	2
Underrepresentation	X	X	-10	X	-1	0	-2
Professionals							
County Workforce	45	12	13	18	0	0	12
Working-Age	60	7	9	21	0	0	2
Underrepresentation	-15	X	X	-3	0	0	X
Technicians							
County Workforce	64	7	20	5	2	0	2
Working-Age	51	7	10	27	0	1	2
Underrepresentation	X	0	X	-22	X	-1	0
Administrative Support							
County Workforce	50	8	27	11	4	0	0
Working-Age	53	10	19	15	1	0	2
Underrepresentation	-3	-2	X	-4	X	0	-2
Service Maintenance							
County Workforce	40	20	40	0	0	0	0
Working-Age	33	10	42	12	0	0	1
Underrepresentation	X	X	-2	-12	0	0	-1

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



CONSERVATION AND DEVELOPMENT OUTREACH AND RECRUITMENT PLAN FY 2019-2020

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, 2018, 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 that help women find employment in professional, technician and service maintenance positions
- Websites that help men find employment in administrative support positions
- Websites that help Hispanic find employment in Official and Administrator positions
- Websites that assist Asians find employment in Technical and Service Maintenance positions
- Websites that targets the hiring of 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 and Asian, 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 that assist underrepresented classes find employment.	Personal Contact	Attend job and career fairs during the fiscal year. DCD will focus on recruiting White, Hispanic and Asian 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 and network.

<p>Identify leading Hispanic organizations in the specific trades that DCD needs as well as community based organizations in Contra Costa County and post job announcements onto their website or offices</p>	<p>Personal Contact</p>	<p>DCD will work specifically with Society of Hispanic Professional Engineers, Region 1 California Chapter, and Labor Council for Latin American Advancement (www.lclaa.org), San Francisco and Alameda Chapters.</p>
<p>Post job vacancy announcements in newspapers and publications targeting underrepresented populations, as budget will allow.</p>	<p>Internet/Computer</p>	<p>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.</p>
<p>Research employment websites and register to join the online community.</p>	<p>Internet/Computer</p>	<p>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.</p>

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 as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators**: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis such as Department Heads.
- **Professionals**: Occupations, which require specialized and theoretical knowledge, which is usually acquired through college training or through work experience and other training, which provides comparable knowledge such as HR professionals, accountants, and attorneys.
- **Technicians**: Occupations, which require a combination of basic scientific or technical knowledge and manual skill, which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. They include jobs such as laboratory analysts and civil engineering assistants.
- **Administrative Support**: Occupations in which workers are responsible for internal and external communications, recording, and retrieval of data and/or information and other paperwork required in an office such as secretaries, administrative office assistants, and police clerks.
- **Skilled Craft**: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved such as electricians and tree trimmers.

**COUNTY ADMINISTRATOR
2018 OUTREACH AND RECRUITMENT DATA
135 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ²²	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County Workforce	19	47	53	X
Working-Age	X	58	42	82,930
Underrepresentation	X	-11	X	X
Professionals				
County Workforce	60	45	55	X
Working-Age	X	46	54	108,045
Underrepresentation	X	-1	X	X
Technicians				
County Workforce	26	88	12	X
Working-Age	X	51	49	13,265
Underrepresentation	X	X	-37	X
Administrative Support				
County Workforce	29	7	93	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-31	X	X
Skilled Craft				
County Workforce	1	100	0	X
Working-Age	X	95	5	41,025
Underrepresentation	X	X	-5	X

²² The total number of people who had worked for the County at least one day during the 2018 calendar year.

**COUNTY ADMINISTRATOR
2018 OUTREACH AND RECRUITMENT DATA
135 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²³	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
County Workforce	68	16	5	11	0	0	0
Working-Age Population	66	7	10	14	1	0	2
Underrepresentation	X	X	-5	-3	-1	X	-2
Professionals							
County Workforce	55	12	10	16	0	0	7
Working-Age	60	7	9	21	0	0	2
Underrepresentation	-5	X	X	-5	X	X	X
Technicians							
County Workforce	19	20	19	23	0	0	19
Working-Age Population	51	7	10	27	0	1	2
Underrepresentation	-32	X	X	-4	X	-1	X
Administrative Support							
County Workforce	66	14	7	3	0	0	10
Working-Age Population	53	10	19	15	1	0	2
Underrepresentation	X	X	-12	-12	-1	X	X
Skilled Craft							
County Workforce	100	0	0	0	0	0	0
Working-Age Population	49	6	35	7	1	0	1
Underrepresentation	X	-6	-35	-7	-1	X	-1

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



COUNTY ADMINISTRATOR'S OFFICE OUTREACH AND RECRUITMENT PLAN FY 2019-2020

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, 2018, 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.
- Hispanics and Asians are underrepresented in Administrative Support and Skilled Craft positions.

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

Objective: Increase the applicant flow of males, females, Whites, 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.

We are currently undergoing a recruitment for three positions in the Administrative Office and hope to have a more balanced representation after the vacancies are

filled. Therefore, we hope that next year’s data will demonstrate improvement in our underrepresentation data.

The 2018-19 Outreach and Recruitment Plan contained strategies to improve representation in the various categories and our recruitment efforts have rendered success with a 6% reduction in the underrepresentation of whites in technician positions and Hispanics in administrative support positions. Unfortunately, there was a 23% decrease in the representation of females in technician positions from 2018.

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

Message Distribution

STRATEGY	ELEMENT	TASKS
Conduct outreach with community based organizations to seek potential White, Asian and Hispanic candidates.	Personal/Computer Contact	Reach out to community based organizations that serve diverse populations, including White, Asian and Hispanic. Post job announcements with these partner agencies when positions are being recruited.
Conduct nationwide outreach, as appropriate	Contractor/Internet/Computer	Utilize a contractor that can facilitate nationwide recruitment efforts to potential male, female and White, Asian and Hispanic candidates, as well as, support the department’s selection efforts. The Office has utilized KMI Consulting to broaden outreach efforts when hiring.

<p>Partner with Human Resources Department to post job vacancies on websites and publications of Alumni Associations geared towards helping White, Asian and Hispanic populations find employment.</p>	<p>Personal/Computer Contact</p>	<p>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.</p>
<p>Expand outreach to associations and professional organizations that serve males, Asian and White populations.</p>	<p>Internet/Computer/Personal Contact</p>	<p>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.</p>

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

COUNTY COUNSEL

The Office of EEO analyzed the workforce underrepresentation within each department as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
47 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ²⁴	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County Workforce	7	57	43	X
Working-Age	X	58	42	82,930
Underrepresentation	X	-1	X	X
Professionals				
County Workforce	26	31	69	X
Working-Age	X	46	54	108,045
Underrepresentation	X	-15	X	X
Administrative Support				
County Workforce	14	21	79	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-17	X	X

²⁴ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**COUNTY COUNSEL
2018 OUTREACH AND RECRUITMENT DATA
47 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²⁵	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/ Pacific Islander (%)	American Indian / Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
County Workforce	86	14	0	0	0	0	0
Working-Age	66	7	10	14	1	0	2
Underrepresentation	X	X	-10	-14	-1	0	-2
Professionals							
County Workforce	65	8	4	12	0	0	11
Working-Age	60	7	9	21	0	0	2
Underrepresentation	X	X	-5	-9	0	0	X
Administrative Support							
County Workforce	58	21	14	7	0	0	0
Working-Age	53	10	19	15	1	0	2
Underrepresentation	X	X	-5	-8	-1	0	-2

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



COUNTY COUNSEL OUTREACH AND RECRUITMENT PLAN FY 2019-2020

Issue: The data chart prepared by the County's Equal Opportunity Officer indicates that, when the 48 employees in the County Counsel's Office are compared with the working population of Contra Costa County, the County Counsel's Office is statistically under-represented in the following categories:

- Hispanics and Asians are under-represented in the Officials and Administrators classifications;
- Asians and men are under-represented in the Professionals and Administrative Support positions

For the purpose of this plan, this Office addresses only 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 work towards creating a diverse and qualified applicant pool of candidates from which we fill the vacant positions. All open recruitments within the department are mailed to over 70 organizations during the examination period. These measures are intended to help 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 as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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.

**DISTRICT ATTORNEY
2018 OUTREACH AND RECRUITMENT DATA
222 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ²⁶	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County Workforce	8	37	63	X
Working-Age	X	58	42	82,930
Underrepresentation	X	-21	X	X
Professionals				
County Workforce	104	56	44	X
Working-Age	X	46	54	108,045
Underrepresentation	X	X	-10	X
Technicians				
County Workforce	26	92	8	X
Working-Age	X	51	49	13,265
Underrepresentation	X	X	-41	X
Administrative Support				
County Workforce	84	15	85	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-23	X	X

²⁶ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**DISTRICT ATTORNEY
2018 OUTREACH AND RECRUITMENT DATA
222 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²⁷	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/ Pacific Islander (%)	American Indian/ Alaska Native (%)	2 or more Races (%)
Officials and Administrators							
County Workforce	63	13	0	12	0	0	12
Working-Age	66	7	10	14	1	0	2
Underrepresentation	-3	X	-10	-2	-1	X	X
Professionals							
County Workforce	71	6	6	8	0	1	8
Working-Age	60	7	9	21	0	0	2
Underrepresentation	X	-1	-3	-13	0	X	X
Technicians							
County Workforce	65	8	15	0	4	0	8
Working-Age	51	7	10	27	0	1	2
Underrepresentation	X	X	X	-27	X	-1	X
Administrative Support							
County Workforce	40	18	26	10	2	0	4
Working-Age	53	10	19	15	1	0	2
Underrepresentation	-13	X	X	-5	X	X	X

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



**DISTRICT ATTORNEY
OUTREACH AND RECRUITMENT PLAN
FY 2019-2020**

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, 2018, the District Attorney's (DA) workforce statistical data indicates the following:

- Females are underrepresented in Professional and Technician positions;
- Males are underrepresented in Official and Administrator, and Administrative Support positions;
- Hispanics are underrepresented in Official and Administrator positions;
- Asians are underrepresented 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, and 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. 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	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: <ul style="list-style-type: none"> • Armenian Law Student Association • Vietnamese American Law Society • Pilipino American Law Society • La Raza Law Students Association • Korean American Law Student Association • Black Law Students Associations • Asian Pacific American Law Student Association

<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, 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>Outreach to Minority Bar Associations</p>	<p>Personal Contact</p>	<p>Notify Minority Bar Associations of employment opportunities and participate in Panel Discussions on Criminal Law issues. Outreach to the three local bay area minority bar associations that serve Hispanic attorneys: SF La Raza Lawyers, East Bay La Raza Lawyers Association, and La Raza Lawyers of Santa Clara County. Also the Minority Bar Coalition (MBC) which is a coalition of bar organizations that are committed to serving all attorneys from minority groups. Direct outreach to the following:</p> <ul style="list-style-type: none"> • Asian Pacific Bar Association - Silicon Valley • Asian American Bar Association • Charles Houston Bar Association • Bay Area Black Prosecutors Association • San Francisco La Raza Lawyers • Asian American Prosecutors Association • Filipino Bar Association of Northern California • Black Women Lawyers Association of Northern California • East Bay La Raza Lawyers

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

Post job vacancies on websites and publications focused on law enforcement professionals with an emphasis on bilingual personnel.	Publication/ Print Media	Determine which organizations might assist us in recruiting sworn law enforcement personnel, and express the Office's desire to increase the number of bilingual Senior Inspectors.
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Contact: 
Jason Chan
Chief of Administrative Services
(925) 957-2234

EMPLOYMENT AND HUMAN SERVICES

The Office of EEO analyzed the workforce underrepresentation within each department as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
1735 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ²⁸	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County Workforce	74	11	89	X
Working-Age	X	58	42	82,930
Underrepresentation	X	-47	X	X
Professionals				
County Workforce	606	14	86	X
Working-Age	X	45	55	108,045
Underrepresentation	X	-31	X	X
Technicians				
County Workforce	32	56	44	X
Working-Age	X	51	49	13,265
Underrepresentation	X	X	-5	X
Administrative Support				
County Workforce	1011	12	88	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-26	X	X
Service Maintenance				
County Workforce	12	58	42	X
Working-Age	X	58	42	122,730
Underrepresentation	X	X	X	X

²⁸ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**EMPLOYMENT AND HUMAN SERVICES
2018 OUTREACH AND RECRUITMENT DATA
1735 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ²⁹	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/ Pacific Islander (%)	American Indian/ Alaska Native (%)	Two or more Races (%)
Officials and Administrators							
County Workforce	51	23	11	5	1	1	7
Working-Age	66	7	10	14	1	0	2
Underrepresentation	-15	X	X	-9	X	X	X
Professionals							
County Workforce	32	27	22	10	1	0	8
Working-Age	60	7	9	21	0	0	2
Underrepresentation	-28	X	X	-11	X	X	X
Technicians							
County Workforce	41	15	6	16	3	0	19
Working-Age	51	7	10	27	0	1	2
Underrepresentation	-10	X	-4	-11	X	-1	X
Administrative Support							
County Workforce	30	26	30	7	1	0	6
Working-Age	53	10	19	15	1	0	2
Underrepresentation	-23	X	X	-8	X	X	X
Service Maintenance							
County Workforce	17	25	42	17	0	0	0
Working-Age	33	10	42	12	0	0	1
Underrepresentation	-16	X	0	X	X	X	-1

²⁹The 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 2019-2020

Issue: The Employment and Human Services Department (EHSD) remains committed to maintain a diverse and inclusive workforce which is reflective of the communities that we serve. As of December 31, 2018, 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, Technician and Administrative Support positions
- Males are underrepresented in Official and Administrator, Professional, and Administrative Support 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, 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
Developed an On-line Recruitment test for Social Worker to streamline testing and hiring process – First test scheduled Aug 2019	Personal/HR and Personnel Staff	Social Workers

STRATEGY	ELEMENT	TASKS
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	A brand has been created to using marketing materials, create magnetic decals on County vehicles advertising Social Worker, Teachers, and IT positions

Contact: Debora Bouttè, Personnel Officer
dboutte@ehsd.cccounty.us

FIRE PROTECTION DISTRICT

The Office of EEO analyzed the workforce underrepresentation within each department as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators**: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
375 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ³⁰	Male (%)	Female (%)	Working- Age Population by Job Category
Officials and Administrators				
County Workforce	13	69	31	X
Working-Age Population	X	58	42	82,930
Underrepresentation	X	X	-11	X
Professionals				
County Workforce	108	91	9	X
Working-Age Population	X	46	54	108,045
Underrepresentation	X	X	-45	X
Technicians				
County Workforce	25	76	24	X
Working-Age Population	X	51	49	13,265
Underrepresentation	X	X	-25	X
Protective Services (Sworn)				
County Workforce	156	96	4	X
Working-Age Population	X	82	18	9,480
Underrepresentation	X	X	-14	X
Protective Services (Non-Sworn)				
County Workforce	22	95	5	X
Working-Age Population	X	54	46	810
Underrepresentation	X	X	-41	X
Administrative Support				
County Workforce	48	40	60	X
Working-Age Population	X	38	62	141,985
Underrepresentation	X	X	-2	X
Skilled Craft Workers				
County Workforce	1	100	0	X
Working-Age Population	X	95	5	41025
Underrepresentation	X	X	-5	X
Service Maintenance				
County Workforce	2	100	0	X
Working-Age Population	X	58	42	122,730
Underrepresentation	X	X	-42	X

³⁰ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**FIRE PROTECTION DISTRICT
2018 OUTREACH AND RECRUITMENT DATA
375 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							
County Workforce	69	23	0	0	0	8	0
Working-Age Population	66	7	10	14	1	0	2
Underrepresentation	X	X	-10	-14	-1	X	-2
Professionals							
County Workforce	66	10	16	3	1	2	3
Working-Age Population	60	7	9	21	0	0	2
Underrepresentation	X	X	X	-18	X	X	X
Technicians							
County Workforce	80	4	4	0	0	0	12
Working-Age Population	51	7	10	27	0	1	2
Underrepresentation	X	-3	-6	-27	0	-1	X
Administrative Services							
County Workforce	69	8	23	0	0	0	0
Working-Age Population	53	10	19	15	1	0	2
Underrepresentation	X	-2	X	-15	-1	0	-2
Skilled Craft							
County Workforce	100	0	0	0	0	0	0
Working-Age Population	49	6	35	7	1	0	1
Underrepresentation	X	-6	-35	-7	-1	0	-1
Service Maintenance							
County Workforce	50	0	0	50	0	0	0
Working-Age Population	33	10	42	12	0	0	1
Underrepresentation	X	-10	-42	X	0	0	-1
Protective Services (Sworn)							
County Workforce	68	4	13	4	1	2	8
Working-Age Population	53	15	15	10	3	0	3
Underrepresentation	X	-11	-2	-6	-2	X	X
Protective Services (Non-Sworn)							
County Workforce	68	9	18	5	0	0	0
Working-Age Population	65	1	22	8	0	0	5
Underrepresentation	X	X	-4	-3	0	0	-5

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.



FIRE PROTECTION DISTRICT OUTREACH AND RECRUITMENT PLAN FY 2019-2020

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, 2018, 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 Official and Administrator, Skilled Craft and Service Maintenance positions.
- Blacks are underrepresented in Service Maintenance and Protective Services (Sworn) positions.
- Asians are underrepresented in Officials and Administrators, Professionals, Technicians, Administrative Services, and Skilled Craft.

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 and 2018, the District continued meeting with the Outreach and Recruitment Team.

In May 2019, the Fire District sent two female firefighters to represent the District at the NorCal Women in the Fire Service’s event called, “First Alarm Girl's Fire Camp”. This was a two-day program made up of active duty women firefighters from the Bay Area and across the West Coast. The camp provided girls from 9-12 grade with hands-on training on power tools, hose handling, how to use a fire extinguisher, how to put on and remove personal protective equipment (PPE), orientation to using a self-contained breathing apparatus (SCBA), an introduction to wildland firefighting, and training in ladders including an opportunity to climb the aerial truck ladder.

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
Outreach to diverse CBO's and academic organizations, Post job vacancies and publications focused on serving diverse populations	Personal Contact/Social Media/Publication	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: <ul style="list-style-type: none"> • IAFF, Local 1230 • IABPF - International Association of Black Professional Firefighters • CA Community Colleges • EMS Paramedic Trade Schools • EMT programs • iWomen (International Association of Women in Fire • NAHF – International Association of Female Firefighters

Contact: Charles Thomas, Battalion Chief, Equal Employment Opportunity Coordinator
cthom@cccfd.org
Holly Trieu, HR Analyst, htrie@cccfd.org
Cheryl Morse, HR Analyst, cmors@cccfd.org

HEALTH SERVICES

The Office of EEO analyzed the workforce underrepresentation within each department as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators**: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
3668 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ³²	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County Workforce	131	31	69	X
Working-Age Population	X	58	42	82,930
Underrepresentation	X	-27	X	X
Professionals				
County Workforce	1826	24	76	X
Working-Age Population	X	46	54	108,045
Underrepresentation	X	-22	X	X
Technicians				
County Workforce	561	23	77	X
Working-Age Population	X	51	49	13,265
Underrepresentation	X	-28	X	X
Administrative Support				
County Workforce	998	13	87	X
Working-Age Population	X	38	62	141,985
Underrepresentation	X	-25	X	X
Service Maintenance				
County Workforce	148	53	47	X
Working-Age Population	X	58	42	122,730
Underrepresentation	X	-5	X	X
Protective Services (Non-Sworn)				
County Workforce)	4	50	50	X
Working-Age Population	X	54	46	810
Underrepresentation	X	-4	X	X

³² The total number of people who had worked for the County at least one day during the 2018 calendar year.

**HEALTH SERVICES
2018 OUTREACH AND RECRUITMENT DATA
3668 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							
County Workforce	61	14	10	9	1	0	5
Working-Age	66	7	10	14	1	0	2
Underrepresentation	X	X	0	-5	0	0	X
Professionals							
County Workforce	42	13	12	21	1	0	11
Working-Age	60	7	9	21	0	0	2
Underrepresentation	-18	X	X	0	X	0	X
Technicians							
County Workforce	25	21	22	22	1	1	8
Working-Age	51	7	10	27	0	1	2
Underrepresentation	-26	X	X	-5	X	0	X
Administrative Services							
County Workforce	30	18	36	9	1	1	5
Working-Age	53	10	19	15	1	0	2
Underrepresentation	-23	X	X	-6	0	X	X
Service Maintenance							
County Workforce	22	22	33	17	1	0	5
Working-Age	33	10	42	12	0	0	1
Underrepresentation	-11	X	-9	X	X	0	X
Protective Services (Non-Sworn)							
County Workforce	50	0	25	0	0	25	0
Working-Age	65	1	22	8	0	0	5
Underrepresentation	-15	-1	X	-8	0	X	-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.



HEALTH SERVICES OUTREACH AND RECRUITMENT PLAN FY 2019-2020

Issue: As of December 31, 2018, Contra Costa Health Services' statistical data showed under-representation of the following:

- Males in Officials and Administrators, Professionals, Technicians and Administrative Services.
- Whites in Professional, Technical, Administrative Services, Service Maintenance and Protective Services Non-Sworn positions.
- Hispanics in Service Maintenance positions
- Asians in Protective Services Non-Sworn positions.

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

The Department conducts its own recruitment and strives to reach a diverse applicant pool by 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 connect 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 Hiring Managers who have affiliations with professional organizations and send job announcements electronically
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Contact: Jo-Anne Linares, Jo-Anne.Linares@cchealth.org
(925) 957-5240

HUMAN RESOURCES

The Office of EEO analyzed the workforce underrepresentation within each department as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators**: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
37 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ³⁴	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County Workforce	4	0	100	X
Working-Age	X	58	42	82,930
Underrepresentation	X	-58	X	X
Professionals				
County Workforce	12	25	75	X
Working-Age	X	46	54	108045
Underrepresentation	X	-21	X	X
Administrative Support				
County Workforce	21	14	86	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-24	X	X

³⁴ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**HUMAN RESOURCES
2018 OUTREACH AND RECRUITMENT DATA
37 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							
County Workforce	100	0	0	0	0	0	0
Working-Age	66	7	10	14	1	0	2
Underrepresentation	X	-7	-10	-14	-1	X	-2
Professionals							
County Workforce	58	18	8	8	8	0	0
Working-Age	60	7	9	21	0	0	2
Underrepresentation	-2	X	-1	-13	X	X	-2
Administrative Support							
County Workforce	33	19	33	14	0	0	0
Working-Age	53	10	19	15	1	0	2
Underrepresentation	-20	X	X	-1	-1	X	-2

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.



**HUMAN RESOURCES
OUTREACH AND RECRUITMENT PLAN
FY 2019-2020**

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 - 21%
- Administrative Support - 24%

White

- Administrative Support - 20%

Black

- Officials and Administrators - 7%

Hispanic

- Officials and Administrators - 10%

Asian

- Officials and Administrators - 14%
- Professionals - 13%

Objective: Increase outreach to underrepresented 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 a more diverse workforce.

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, Craigslist, CareerBuilder, Dice, Indeed, Bay Area Careers, SimplyHired, etc. and social media sites such as Facebook, Instagram, Twitter and LinkedIn.

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 recruiting underrepresented candidates	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 reach a diverse candidate pool.	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 targeted websites that will reach underrepresented candidates
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	Reach out to local adult schools and junior colleges such as Martinez Adult School, Mt, Diablo Adult Education, West Contra Costa Adult Education, Loma Vista Adult Education, Acalanes Adult Education Diablo Valley College, and Los Medanos College

Increase utilization of social media	Internet/Computer	Advertise employment opportunities on Facebook, Instagram, Twitter and LinkedIn.
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**Contact: Barbara Vargen-Kotchevar, Human Resources Department
(925) 335-1751**

LIBRARY

The Office of EEO analyzed the workforce underrepresentation within each department as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
311 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ³⁶	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Officials and	2	0	100	X
Working-Age	X	58	42	82,930
Underrepresentation	X	-58	X	X
Professionals				
Professionals	64	14	86	X
Working-Age	X	46	54	108,045
Underrepresentation	X	-32	X	X
Technicians				
Technicians	5	60	40	X
Working-Age	X	51	49	13,265
Underrepresentation	X	X	-9	X
Administrative Support				
Administrative	240	23	77	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-15	X	X

³⁶ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**LIBRARY
2018 OUTREACH AND RECRUITMENT DATA
311 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							
County Workforce	50	0	50	0	0	0	0
Working-Age	66	7	10	14	1	0	2
Underrepresentation	-16	-7	X	-14	-1	X	-2
Professionals							
County Workforce	80	0	9	5	0	0	6
Working-Age	60	7	9	21	0	0	2
Underrepresentation	X	-7	X	-16	X	X	X
Technicians							
County Workforce	60	0	0	20	0	0	20
Working-Age	51	7	10	27	0	1	2
Underrepresentation	X	-7	-10	-7	X	-1	X
Administrative Support							
County Workforce	59	7	14	9	2	0	9
Working-Age	53	10	19	15	1	0	2
Underrepresentation	X	-3	-5	-6	X	X	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.



LIBRARY OUTREACH AND RECRUITMENT PLAN FY 2019-2020

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, 2018 Contra Costa County Outreach and Recruitment Data Report, males are under-represented in the Library Department by the following percentage in the three (3) occupational categories noted below:

- Officials and Administrators: 58%
- Professionals: 32%
- Administrative Support: 15%

Females are under-represented in one (1) occupational category:

- Technicians: 9%

In addition, demographics by race and ethnicity show an underrepresentation of Whites by 16%, Asians by 14%, and Blacks by 7% in the Officials and Administrators occupational category, an underrepresentation of Asians by 16% and Blacks by 7% in the Professionals occupational category, and an underrepresentation of Hispanics by 10%, Blacks by 7% and Asians by 7% in the Technicians 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:

- 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 developed in support of the Library’s strategic goal of promoting its 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, strategic plan 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 (CLA) Conference • High School Career Days <p>Job Fairs:</p> <ul style="list-style-type: none"> • Diablo Valley Career Fair / Open House • San Jose State Public Service Career Fair

<p>Update promotional bookmark or brochure 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 Personal Contact/Outreach and Engagement</p>	<p>Research employment websites for males. Research employment websites for others. 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 • Expanded CLA mailing lists
<p>Utilize social media to expand exposure of open job opportunities.</p>	<p>Electronic Media</p>	<p>Post link to open job opportunities on the Department's Facebook page.</p>

Participate in Bridge to Success Pilot Program for individuals with developmental disabilities.	Recruitment	Monitor One (1) 40/40 Clerk-Beginning Level Project position, Cancel One (1) 40/40 Clerk Beginning Level Project position and add two (2) 20/40 Clerk Beginning Level Project positions. Hire two (2) part time employees and evaluate performance on a quarterly basis.
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Contact: Beth A. Kilian, Administrative Services Officer
bkilian@ccclib.org

PROBATION

The Office of EEO analyzed the workforce underrepresentation within each department as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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.

**PROBATION
2018 OUTREACH AND RECRUITMENT DATA
339 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ³⁸	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County Workforce	13	54	46	X
Working-Age	X	58	42	82,930
Underrepresentation	X	-4	X	X
Professionals				
County Workforce	30	57	43	X
Working-Age	X	46	54	108,045
Underrepresentation	X	X	-11	X
Technicians				
County Workforce	3	100	0	X
Working-Age	X	51	49	13,265
Underrepresentation	X	X	-49	X
Administrative Support				
County Workforce	40	8	92	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-30	X	X
Service Maintenance				
County Workforce	16	81	19	X
Working-Age	X	58	42	122,730
Underrepresentation	X	X	-23	X
Protective Services (Sworn)				
County Workforce	106	42	58	X
Working-Age	X	82	18	9,480
Underrepresentation	X	-40	X	X
Protective Services (Non-Sworn)				
County Workforce	131	60	40	X
Working-Age	X	54	46	810
Underrepresentation	X	X	-6	X

³⁸ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**PROBATION
2018 OUTREACH AND RECRUITMENT DATA
339 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							
County Workforce	54	31	8	0	0	0	7
Working-Age Population	66	7	10	14	1	0	2
Underrepresentation	-12	X	-2	-14	-1	X	X
Professionals							
County Workforce	60	17	17	3	0	0	3
Working-Age Population	60	7	9	21	0	0	2
Underrepresentation	X	X	X	-18	X	X	X
Technicians							
County Workforce	100	0	0	0	0	0	0
Working-Age Population	51	7	10	27	0	1	2
Underrepresentation	X	-7	-10	-27	X	-1	-2
Administrative Services							
County Workforce	50	17	10	18	0	0	5
Working-Age Population	53	10	19	15	1	0	2
Underrepresentation	-3	X	-9	X	-1	X	X
Service Maintenance							
County Workforce	31	38	19	6	0	0	6
Working-Age Population	33	10	42	12	0	0	1
Underrepresentation	-2	X	-23	-6	X	X	X
Protective Services (Sworn)							
County Workforce	37	30	25	4	0	0	4
Working-Age Population	53	15	15	10	3	0	3
Underrepresentation	-16	X	X	-6	-3	X	X
Protective Services (Non-Sworn)							
County Workforce	28	34	28	4	1	1	4
Working-Age Population	65	1	22	8	0	0	5
Underrepresentation	-37	X	X	-4	X	X	-1

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.



PROBATION OUTREACH AND RECRUITMENT PLAN FY 2019-2020

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, 2018, the Probation Department's statistical data indicates the following:

- Females are underrepresented in Professional, Technical, and Service Maintenance positions;
- Males are underrepresented in Administrative Support and Protective Service (Sworn) positions;
- Whites are underrepresented in Officials and Administration, and Protective Services (Sworn and Non-sworn) positions;
- Blacks are underrepresented in Technician positions;
- Hispanics are underrepresented in Technician, Administrative Services and Service Maintenance positions;
- Asians are underrepresented in Official and Administrator, Professional, and Technician 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
 - Social Media Sources
 - Chief Probation Officers of California (CPOC) Website

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/

		https://www.cpoc.org/employment-opportunities 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 as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators**: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT PLANS
135 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁴⁰	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
Officials and	11	18	82	X
Working-Age	X	58	42	82,930
Underrepresentation	X	-40	X	X
Professionals				
Professionals	90	34	66	X
Working-Age	X	46	54	108045
Underrepresentation	X	-12	X	X
Administrative Support				
Administrative	34	21	79	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-17	X	X

⁴⁰ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**PUBLIC DEFENDER
2018 OUTREACH AND RECRUITMENT PLANS
135 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁴¹	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	2 or more Races (%)
Officials and Administrators							
County Workforce	73	9	0	9	0	9	0
Working-Age	66	7	10	14	1	0	2
Underrepresentatio	X	X	-10	-5	-1	X	-2
Professionals							
County Workforce	57	14	16	3	0	0	10
Working-Age	60	7	9	21	0	0	2
Underrepresentatio	-3	X	X	-18	X	X	X
Administrative Support							
County Workforce	12	35	44	9	0	0	0
Working-Age	53	10	19	15	1	0	2
Underrepresentatio	-41	X	X	-6	-1	X	-2

⁴¹ 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 2019-2020**

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, 2018, the Office of the Public Defender workforce statistical data indicates the following:

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

Objectives:

- Increase the applicant flow of underrepresented groups within our Department's 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 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 as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators**: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
373 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁴²	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County Workforce	15	80	20	X
Working-Age Population	X	58	42	82,930
Underrepresentation	X	X	-22	X
Professionals				
County Workforce	91	49	51	X
Working-Age Population	X	46	54	108,045
Underrepresentation	X	X	-3	X
Technicians				
County Workforce	37	78	22	X
Working-Age Population	X	51	49	13,265
Underrepresentation	X	X	-27	X
Administrative Support				
County Workforce	56	36	64	X
Working-Age Population	X	38	62	141,985
Underrepresentation	X	-2	X	X
Skilled Craft				
County Workforce	65	98	2	X
Working-Age Population	X	95	5	41,025
Underrepresentation	X	X	-3	X
Service Maintenance				
County Workforce	109	85	15	X
Working-Age Population	X	58	42	122,730
Underrepresentation	X	X	-27	X

⁴² The total number of people who had worked for the County at least one day during the 2018 calendar year.

**PUBLIC WORKS
2018 OUTREACH AND RECRUITMENT DATA
373 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁴³	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	2 or more Races (%)
Officials and Administrators							
County Workforce	67	0	13	7	0	0	13
Working-Age Population	66	7	10	14	1	0	2
Underrepresentation	X	-7	X	-7	-1	X	X
Professionals							
County Workforce	59	4	13	18	0	0	6
Working-Age Population	60	7	9	21	0	0	2
Underrepresentation	-1	-3	X	-3	X	X	X
Technicians							
County Workforce	73	0	8	0	5	3	11
Working-Age Population	51	7	10	27	0	1	2
Underrepresentation	X	-7	-2	-27	X	X	X
Administrative Support							
County Workforce	48	7	18	20	3	2	2
Working-Age Population	53	10	19	15	1	0	2
Underrepresentation	X	-3	-1	X	X	X	X
Service Maintenance							
County Workforce	38	18	35	6	0	1	2
Working-Age Population	33	10	42	12	0	0	1
Underrepresentation	X	X	-7	-6	X	X	X
Skilled Craft Workers							
County Workforce	60	8	17	9	0	3	3
Working-Age Population	49	6	35	7	1	0	1
Underrepresentation	X	X	-18	X	-1	X	X

⁴³ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



CONTRA COSTA COUNTY PUBLIC WORKS DEPARTMENT OUTREACH AND RECRUITMENT PLAN FY 2019-2020

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, 2018, 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 and Service Maintenance positions.
- African Americans are underrepresented in Officials and Administrators and Technical positions.
- Asian Americans are underrepresented in Officials and Administrators and 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)

<p>Ensure that oral board and interview panels reflect the diversity of the candidate pool</p>	<p>Personal contact</p>	<p>When contacting potential oral board raters and identifying interview panel members, ensure that there is appropriate diversity on the panels.</p>
<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>

Contact: Adrienne Todd, Departmental Personnel Officer
Adrienne.Todd@pw.cccounty.us

SHERIFF-CORONER

The Office of EEO analyzed the workforce underrepresentation within each department as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators**: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
1051 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁴⁴	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County Workforce	10	70	30	X
Working-Age	X	58	42	82,930
Underrepresentation	X	X	-12	X
Professionals				
County Workforce	118	73	27	X
Working-Age	X	46	54	108,045
Underrepresentation	X	X	-27	X
Technicians				
County Workforce	128	74	26	X
Working-Age	X	51	49	13,265
Underrepresentation	X	X	-23	X
Administrative Support				
County Workforce	165	16	84	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-22	X	X
Service Maintenance				
County Workforce	28	79	21	X
Working-Age	X	58	42	122,730
Underrepresentation	X	X	-21	X
Protective Services (Sworn)				
County Workforce	522	85	15	X
Working-Age	X	82	18	9,480
Underrepresentation	X	X	-3	X
Protective Services (Non-Sworn)				
County Workforce	80	60	40	X
Working-Age	X	54	46	810
Underrepresentation	X	X	-6	X

⁴⁴ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**SHERIFF-CORONER
2018 OUTREACH AND RECRUITMENT DATA
1051 EMPLOYEES
RACE AND ETHNICITY**

Demographics by Race and Ethnicity ⁴⁵	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/ Pacific Islander (%)	American Indian/ Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
County Workforce	80	10	10	0	0	0	0
Working-Age Population	66	7	10	14	1	0	2
Underrepresentation	X	X	0	-14	-1	X	-2
Professionals							
County Workforce	71	6	9	5	0	0	9
Working-Age Population	60	7	9	21	0	0	2
Underrepresentation	X	-1	X	-16	X	X	X
Technicians							
County Workforce	73	3	15	4	1	0	4
Working-Age Population	51	7	10	27	0	1	2
Underrepresentation	X	-4	X	-23	X	-1	X
Administrative Services							
County Workforce	52	16	17	9	2	0	4
Working-Age Population	53	10	19	15	1	0	2
Underrepresentation	-1	X	-2	-6	X	X	X
Service Maintenance							
County Workforce	14	4	57	21	0	0	4
Working-Age Population	33	10	42	12	0	0	1
Underrepresentation	-19	-6	X	X	X	X	X
Protective Services (Sworn)							
County Workforce	66	8	16	5	1	0	4
Working-Age Population	53	15	15	10	3	0	3
Underrepresentation	X	-7	X	-5	-2	X	X
Protective Services (Non-Sworn)							
County Workforce	56	19	19	2	3	0	1
Working-Age Population	65	1	22	8	0	0	5
Underrepresentation	-9	X	-3	-6	X	X	-4

⁴⁵ 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 2019-2020

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, 2018, 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 Protective Services (Sworn) positions;
- Whites are underrepresented in Protective Services (Non-Sworn), and Service Maintenance positions;
- Females are underrepresented in Officials and Administrative, Professional, Technical, and Service Maintenance 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 both sworn and 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
mrobb@so.cccounty.us

TREASURER-TAX COLLECTOR

The Office of EEO analyzed the workforce underrepresentation within each department as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
29 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁴⁶	Male (%)	Female (%)	Working Age Population by Job Category
Officials and Administrators				
County Workforce	4	25	75	X
Working-Age	X	58	42	82,930
Underrepresentation	X	-33	X	X
Professionals				
County Workforce	5	80	20	X
Working-Age	X	46	54	108,045
Underrepresentation	X	X	-34	X
Technicians				
County Workforce	4	25	75	X
Working-Age	X	51	49	13,265
Underrepresentation	X	-26	X	X
Administrative Support				
County Workforce	16	6	94	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-32	X	X

⁴⁶ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**TREASURER-TAX COLLECTOR
2018 OUTREACH AND RECRUITMENT DATA
29 EMPLOYEES**

RACE AND ETHNICITY

Demographics by Race and Ethnicity ⁴⁷	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
County Workforce	25	0	25	25	0	0	25
Working-Age	66	7	10	14	1	0	2
Underrepresentation	-41	-7	X	X	-1	X	X
Professionals							
County Workforce	80	0	0	20	0	0	0
Working-Age	60	7	9	21	0	0	2
Underrepresentation	X	-7	-9	-1	X	X	-2
Technicians							
County Workforce	25	75	0	0	0	0	0
Working-Age	51	7	10	27	0	1	2
Underrepresentation	-26	X	-10	-27	X	-1	-2
Administrative Support							
County Workforce	38	25	19	6	0	6	6
Working-Age	53	10	19	15	1	0	2
Underrepresentation	-15	X	X	-9	-1	X	X

⁴⁷ The Census Bureau categorizes ethnicity into two categories: Hispanic or Latino OR not Hispanic or Latino. The terms "Hispanic," "Latino," and "Spanish" are used interchangeably. Some respondents identify with all three terms while others may identify with only one of these three specific terms. Hispanics or Latinos who identify with the terms "Hispanic," "Latino," or "Spanish" are those who classify themselves in one of the specific Hispanic, Latino, or Spanish categories as Mexican, Puerto Rican, or Cuban. People who do not identify with one of the specific origins listed indicate that they are "another Hispanic, Latino, or Spanish origin" are those whose origins are from Spain, the Spanish-speaking countries of Central or South America, or the Dominican Republic.



**CONTRA COSTA COUNTY
OFFICE OF TREASURER-TAX COLLECTOR
OUTREACH AND RECRUITMENT PLAN
FY 2019-2020**

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, 2018, 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 (34%);
- 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 (15%) and Asians (9%) 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 (COBs), 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 COBs
 - Local job fairs and career days
 - Local colleges and universities
 - Websites geared towards recruiting males to Officials and Administrators, Technicians and Administrative Support positions
 - Websites geared towards recruiting Black and Hispanic females to Professional 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 Black and White males find employment as Officials & Administrators and 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.

<p>Partner with professional organizations to reach out to Black and White males to apply for Officials/ Administrators and Black and Hispanic females to apply to Professional positions within our workforce</p>	<p>Personal Contact/Electronic</p>	<p>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 www.idealists.org</p>
<p>Research employment websites and register to join the online community</p>	<p>Electronic</p>	<p>Register and post job vacancies on websites such as www.indeed.com, www.sfbay.craigslist.org, and www.bayareacareer.com/bay_area.php</p>

Contact: Ronda Boler, (925) 957-2888
Ronda.Boler@tax.cccounty.us

VETERANS SERVICES

The Office of EEO analyzed the workforce underrepresentation within each department as of December 31, 2018. EEO compared the department's workforce statistical data from December 31, 2018 to help determine the effectiveness of the County's outreach program. The job occupational categories and definitions are listed below.

- **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis 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
2018 OUTREACH AND RECRUITMENT DATA
10 EMPLOYEES**

GENDER

Demographics By Gender	Total Department Workforce ⁴⁸	Male (%)	Female (%)	Working-Age Population by Job Category
Officials and Administrators				
County Workforce	1	100	0	X
Working-Age	X	58	42	82,930
Underrepresentation	X	X	-42	X
Professionals				
County Workforce	6	67	33	X
Working-Age	X	46	54	108,045
Underrepresentation	X	X	-21	X
Administrative Support				
County Workforce	3	33	67	X
Working-Age	X	38	62	141,985
Underrepresentation	X	-5	X	X

⁴⁸ The total number of people who had worked for the County at least one day during the 2018 calendar year.

**VETERANS SERVICES
2018 OUTREACH AND RECRUITMENT DATA
10 EMPLOYEES
RACE AND ETHNICITY**

Demographics by Race and Ethnicity ⁴⁹	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	Two or more Races (%)
Officials and Administrators							
County Workforce	100	0	0	0	0	0	0
Working-Age Population	66	7	10	14	1	0	2
Underrepresentation	X	-7	-10	-14	-1	X	-2
Professionals							
County Workforce	83	0	17	0	0	0	0
Working-Age Population	60	7	9	21	0	0	2
Underrepresentation	X	-7	X	-21	X	X	-2
Administrative Support							
County Workforce	67	0	0	0	0	0	33
Working-Age Population	53	10	19	15	1	0	2
Underrepresentation	X	-10	-19	-15	-1	X	X

⁴⁹ 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 2019-2020

Issue: As of December 31, 2018, 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.

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. When a VSR position becomes available for recruitment (approximately 09/2019), 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