

CONTRA COSTA COUNTY



OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY ANNUAL OUTREACH REPORT AND DEPARTMENTAL RECRUITMENT PLANS

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EXECUTIVE SUMMARY

The purpose of this Equal Employment Opportunity (EEO) Plan is to insure full and equal participation of men and women regardless of gender and race/ethnicity in the workforce. The Office of Equal Employment Opportunity is responsible for assessing Contra Costa County's (the County) workforce and analyzing underrepresentation within it. We distribute the plan findings to each department and help them develop and disseminate outreach and recruitment plans for the following year. Our goals are to reach qualified underrepresented groups to apply for vacancies where deficiencies are identified and to diversify our applicant pools and workforce.

In order to determine underrepresentation, EEO performs a demographics analysis of the County's workforce, which is known as benchmarking. Benchmarking is one tool used for achieving workforce diversity and involves analyzing the demographic make-up of the County over a specific period to determine the overall diversity of our workforce. This is the function of this report as it provides statistical analyses of the County's progress toward employing a workforce that represents all racial/ethnic groups and genders in proportion to their availability in the relevant civilian labor force.

EEO conducts underrepresentation analysis by race/ethnicity 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. EEO compares the County's workforce to the local labor market data which is compiled by the United States Department of the Census Bureau (Census) using the Equal Employment Opportunity Tabulation (EEO Tabulation). The EEO Tabulation is a benchmark for comparing the gender and racial makeup of an organization's workforce.

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 sex.

Once each department's workforce has been analyzed, EEO will assist them in developing the departmental plans. This includes researching best practices, compiling and analyzing data, and designing, scheduling, and conducting training sessions to create comprehensive and effective plans. A successful EEO Plan is not based on quotas but rather involves a commitment to equal employment opportunity, self-analysis, transparency and the identification and removal of barriers.

As of December 31, 2020, Contra Costa County employed 9223 employees. Each department with underrepresentation of 10% or more in the gender and race/ethnicity¹ categories are required to create a strategic outreach and recruitment plan, which addresses the identified deficiencies in each occupational group.

¹ 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

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 underrepresented 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 are 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 underrepresented 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 who are 16 years old 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 2014-2018 United States Department of the 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.

The EEO Tabulation is sponsored by four Federal agencies consisting of the Equal Employment Opportunity Commission (EEOC), the Employment Litigation Section of the Civil Rights Division at the Department of Justice (DOJ), the Office of Federal Contract Compliance Programs (OFCCP) at the Department of Labor, and the Office of Personnel Management (OPM). The most recent EEO Tabulation was released on March 1, 2021 and it examines labor force diversity using Census data. It is produced for federal agencies and state and local governments responsible for monitoring employment practices and enforcing civil rights laws for the workforce.

The current reporting format involves the use of statistical data to determine underrepresentation 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 occupational categories listed in the report were obtained by cross referencing with the US Census Bureau, the Department of Labor and the Equal Employment Opportunity Commission. The following is a list of the occupational categories and definitions used to complete the analysis for this EEO Plan:

- **Officials/Managers** – Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments. This category includes titles such as department heads, directors, deputy directors, etc.

- **Professionals** – Occupations, which require specialized and theoretical knowledge, which is usually acquired through college training or through work experiences and other training which provides comparable knowledge. Includes: accountants, personnel and labor relations workers, police and fire captains and lieutenants.
- **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. Includes: computer programmers and operators, drafters, survey and mapping technicians, radio operators, technicians, police and fire sergeants, inspectors, first-line supervisors.
- **Protective Services: Sworn** – Occupations in which sworn workers are entrusted with public safety, security and protection from destructive forces. Includes: police officers, fire fighters.
- **Protective Services: Non-sworn** – Occupations in which workers provide assistance, guidance, or protection in a specific area. Includes: animal control workers, crossing guards, lifeguards, and other protective service workers.
- **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. Includes: customer service, payroll clerks, meter readers, dispatchers, secretaries, receptionists, etc.
- **Skilled Craft** – Occupations in which workers perform duties which require manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics, equipment operators, highway maintenance workers, first-line supervisors of mechanics and other skilled crafts people.
- **Service Maintenance** – Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Includes: groundskeepers, sewer workers, garage laborers, custodial person.

TOTAL COUNTY WORKFORCE

As of December 31, 2020, the County employed 9,223 employees. 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 they will take to assist in increasing the applicant flow of diverse qualified individuals for the underrepresented group(s). The County's job classes are determined by HR and assigned to an occupational category based upon the United States Census Bureau's definitions of them.

The analysis relies on subtraction: the percentage of employees in the business's workforce in a particular job category, cross-classified by race, ethnicity and sex, minus the percentage of workers in

the same job category in the relevant labor market, also cross classified by race, ethnicity and sex². For example, if the business's workforce analysis chart shows 20 percent Asian males in the Professionals job category, and if the community labor statistics table shows that in the relevant labor market, 40 percent of Professionals are Asian males, then the business is underusing Asian males in the job category by 20 percent. Below is the data chart for the County's gender employment demographics as of December 31, 2020, which reveals the analysis and underrepresentation mentioned above.

**CONTRA COSTA COUNTY
2020 OUTREACH AND RECRUITMENT DATA
9223 EMPLOYEES
GENDER**

Demographics By Gender	Total Department Workforce	Male (%)	Female (%)
Officials and Administrators			
County Workforce	337	35	65
Census Data	X	58	42
Underrepresentation	X	-23	X
Professionals			
County Workforce	3363	30	70
Census Data	X	47	53
Underrepresentation	X	-17	X
Technicians			
County Workforce	998	41	59
Census Data	X	51	49
Underrepresentation	X	-10	X
Administrative Support			
County Workforce	3081	16	84
Census Data	X	38	62
Underrepresentation	X	-22	X
Service Maintenance			
County Workforce	332	66	34
Census Data	X	57	43
Underrepresentation	X	X	-9
Skilled Craft			
County Workforce	80	98	2
Census Data	X	94	6
Underrepresentation	X	X	-4
Protective Services (Sworn)			
County Workforce	814	81	19
Census Data	X	77	23
Underrepresentation	X	X	-4
Protective Services (Non-Sworn)			
County Workforce	218	61	39
Census Data	X	58	42
Underrepresentation	X	X	-3

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

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 underrepresented groups within the County's workforce through ongoing marketing and recruitment efforts.

**CONTRA COSTA COUNTY WORKFORCE ANALYSIS
BY GENDER RACE/ETHNICITY AND OCCUPATIONAL CATEGORY**

	Officials and Administrators 337 employees	Professionals 3363 Employees	Administrative Support 3081 Employees	Protective Service Workers (Sworn) 814 Employees	Protective Service Workers (Non- Sworn) 218 Employees	Service Maintenance 332 Employees	Skilled Craft 80 Employees	Technicians 998 Employees
White Males	23%	16%	7%	52%	27%	19%	59%	20%
White Females	35%	27%	29%	10%	11%	10%	3%	17%
Black Males	3%	3%	2%	6%	17%	13%	8%	3%
Black Females	11%	11%	16%	3%	11%	4%	0%	11%
Hispanic Males	3%	4%	4%	15%	11%	20%	18%	7%
Hispanic Females	9%	11%	26%	4%	12%	17%	0%	14%
Asian Males	2%	4%	3%	3%	4%	11%	10%	7%
Asian Females	5%	13%	8%	0%	2%	2%	0%	12%
NHPI Males	0%	0%	0%	1%	1%	0%	0%	1%
NHPI Females	0%	1%	1%	0%	0%	1%	0%	1%
AIAN Males	0%	0%	0%	0%	0%	1%	2%	0%
AIAN Females	1%	0%	0%	0%	1%	0%	0%	0%
2 or More Races Males	3%	2%	1%	4%	0%	2%	1%	3%
2 or more Races Females	4%	7%	4%	0%	2%	1%	0%	4%
Total	100%	101%	100%	100%	100%	101%	100%	100%

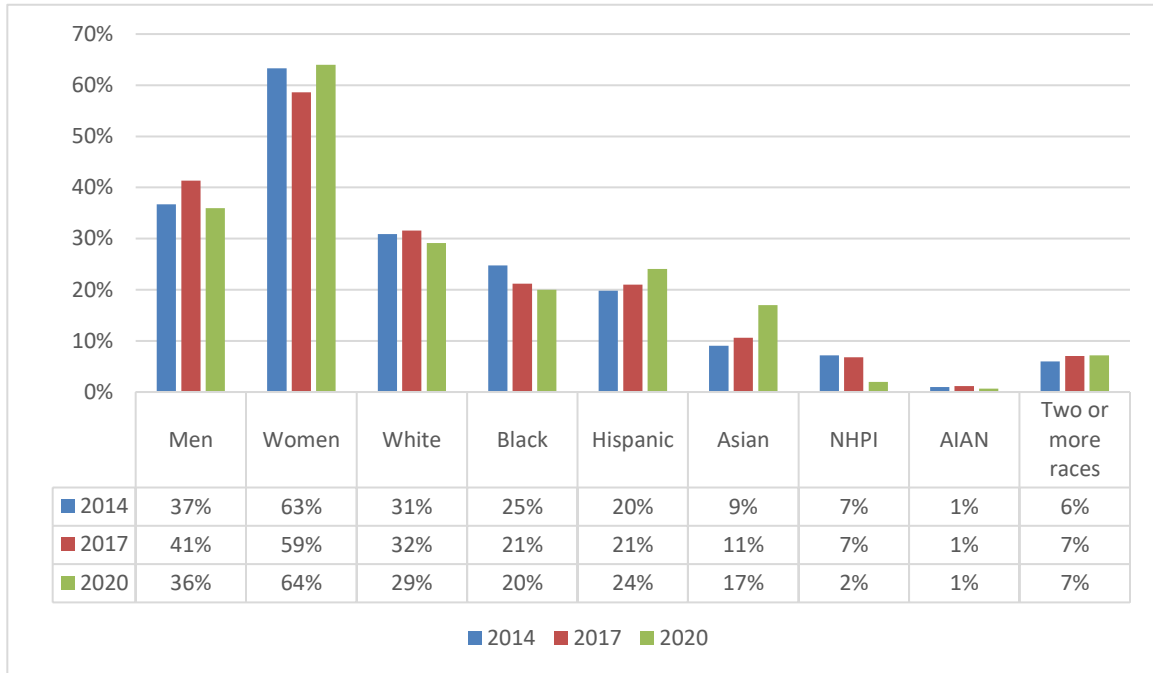
Departmental outreach plans are attached to this report and involve data collection to arrive at specific conclusions. All departments and their workforce go through the same process as described above to determine their underrepresentation. Data collection is a systematic process of gathering observations or measurements and analyzing accurate insights for research using standard validated techniques

This report will provide insights into our workforce and give a broader understanding and concise snapshot of the County's underrepresentation, which includes an analysis of the following:

- I. Applicant Data
- II. New Hire Data
- III. Promotional Data
- IV. Voluntary Termination Data
- V. Involuntary Termination Data

I. APPLICANT FLOW

Applicant flow data analysis is an important component of outreach that helps the County determine the success of its outreach programs. Applicant flow is the analysis of selection rate adjustments for a particular job and is used for record keeping and statistical purposes. Employers are to provide applicants the option to participate or decline to submit the supplemental classification information, which identifies gender, race and/or ethnicity. If an individual declines to self-identify, his/her reporting data will not be included in the final tally.



As indicated in the graph above, there were 31,796 applications received in 2014 which resulted in 20,121 females and 11,675 males who applied for vacancies. There were 27,262 applications received in 2017 which resulted in 15,986 females and 11,276 males who applied. There were 27,483 applications received in 2020 which resulted in 17,672 females and 9,934 males who applied. The data reveals the following:

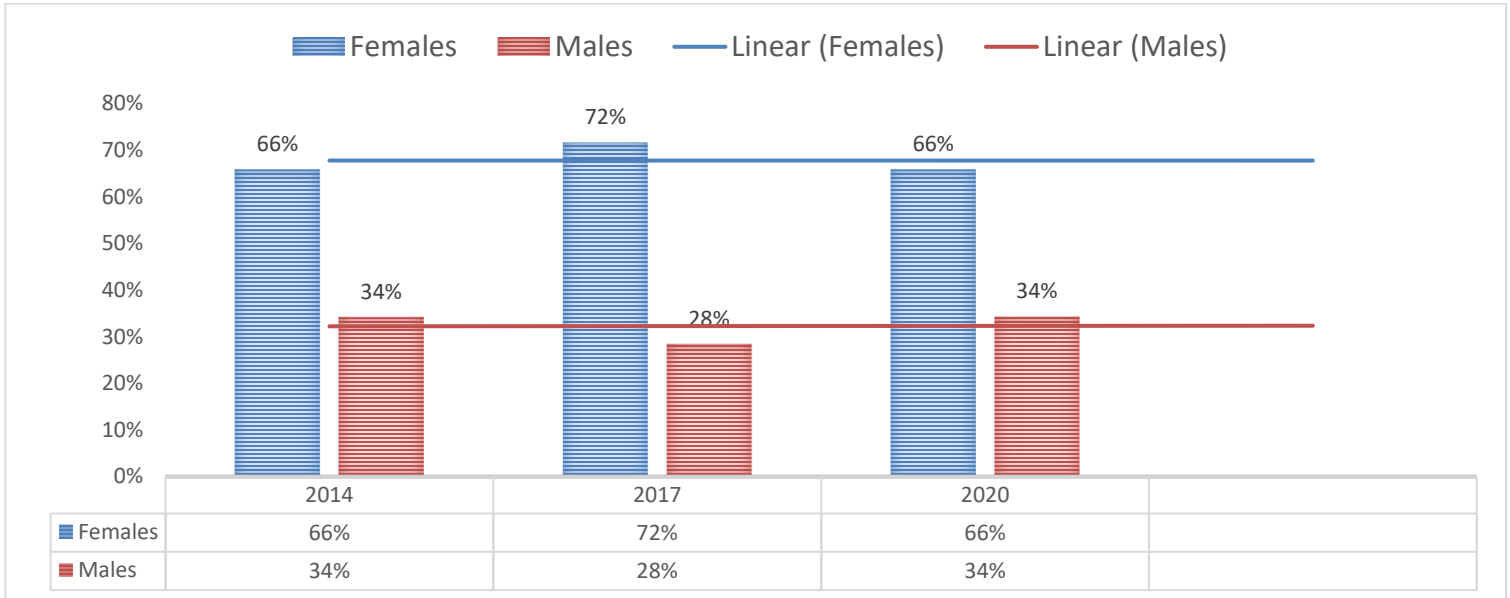
- The participation of males who submitted applications increased by 4 percentage points from 2014 to 2017. The participation of males who submitted applications decreased by 5 percentage points from 2017 to 2020.
- The participation of females who submitted applications decreased by 4 percentage points from 2014 to 2017. The participation of females who submitted applications increased by 5 percentage points from 2017 to 2020.
- The participation of Whites who submitted applications increased by 1 percentage point from 2014 to 2017. The participation of Whites who submitted applications decreased by 3 percentage points from 2017 to 2020.
- The participation of Blacks who submitted applications decreased by 4 percentage points from 2014 to 2017. The participation of Blacks who submitted applications decreased by 1 percentage point from 2017 to 2020.

- The participation of Hispanics who submitted applications increased by 1 percentage point from 2014 to 2017. The participation of Hispanics who submitted applications increased by 3% from 2017 to 2020.
- The participation of Asians who submitted applications increased by 2 percentage points from 2014 to 2017. The participation of Asians who submitted applications increased by 6 percentage points from 2017 to 2020.
- The participation of Native Hawaiian/Pacific Islanders (NHPI) who submitted applications remained the same from 2014 to 2017. The participation of NHPI who submitted applications decreased by 5 percentage points.
- The participation of American Indian/Alaskan Natives (AIAN) who submitted applications remained the same from 2014 to 2020 at 1%.
- The participation of individuals who identified as two or more races and submitted applications increased by 1 percentage point from 2014-2017. The participation of individuals who identified as two or more races and submitted applications remained the same from 2017 to 2020.

II. NEW HIRE DATA

The County continues to encourage job applicants, new hires and employees to self-identify their gender and race/ethnicity to assist with voluntary diversity and inclusion initiatives. Based on the results of those who self-identify, EEO can review the gender and racial/ethnic data that is provided and make informed decisions about our outreach. Below is the statistical data for new hires from 2014, 2017 and 2020.

NEW HIRE DATA BY GENDER

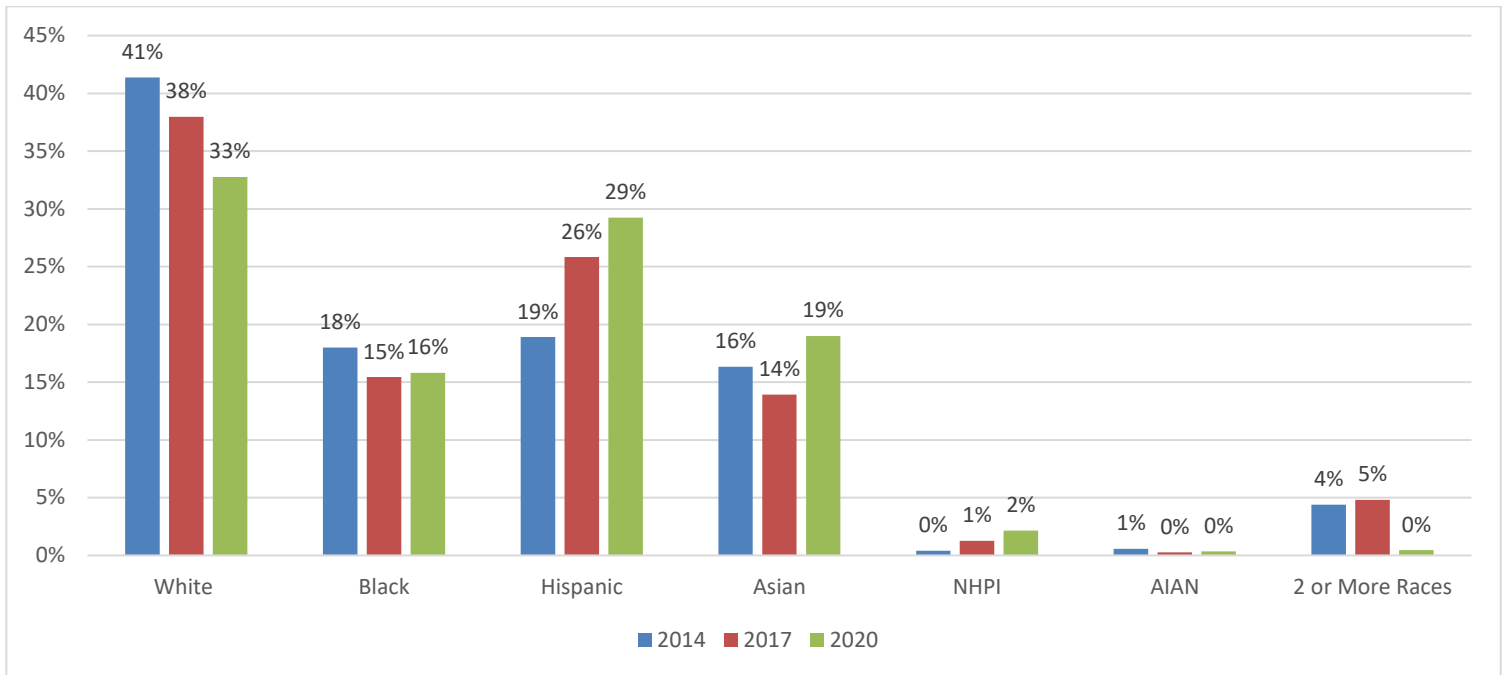


This table illustrates the number of males and females who were hired during the relevant calendar years. EEO reviewed data over a 6 year span and concluded with the following:

- In 2014, a total of 1206 people were hired. 794 of them were female while 412 were males.
- In 2017, a total of 790 people hired. 565 of them were females while 225 were males.
- In 2020, a total of 879 people hired. 578 of them were females while 301 were males.

EEO delved further into the hiring analysis by reviewing the races/ethnicities of employees that were hired during the relevant timeframe. This data provided further information about the County's hiring trends, which are listed on the next page.

NEW HIRE DATA BY RACE/ETHNICITY



This table illustrates the number of males and females who were hired during the relevant calendar years. EEO reviewed data over a 6 year span and concluded with the following:

- The hiring of White employees decreased by 8 percentage points from 2014-2020.
- The hiring of Black employees decreased by 2 percentage points from 2014-2020.
- The hiring of Hispanic employees increased by 10 percentage points from 2014-2020.
- The hiring of Asian employees increased by 3 percentage points from 2014-2020.
- The hiring of NHPI employees increased by 2 percentage points from 2014-2020.
- The hiring of AIAN employees decreased by 1 percentage points from 2014-2020.
- The hiring of 2 or more races employees decreased by 4 percentage points from 2014-2020.

EEO took a closer look at the 2020 stats and analyzed the hiring rates of males and females in all occupational categories based on race and ethnicity. The results are listed below.

**2020 NEW HIRE DATA
BY RACE/ETHNICITY
AND OCCUPATIONAL CATEGORY**

	White Males and Females	Black Males and Females	Hispanic Males and Females	Asian Males and Females	AIAN Males and Females	NHPI Males and Females	2 or more Races Males and Females
Officials and Administrators 6 Hired	0 Males 2 Females-33%	0 Males 1 Female – 17%	1 Male-17% 0 Females	1 Male-17% 1 Female-17%	n/a	n/a	n/a
Professionals 196 Hired	15 Males– 8% 49 Females - 25%	8 Males- 4% 24 Females- 12%	8 Males- 4% 27 Females - 14%	16 Males- 8% 41 Females - 21%	1 Male – 1% 0 Females	2 Males-1% 3 Females- 2%	0 Males 2 Females - 1%
Protective Services Worker (Sworn) 32 Hired	15 Males- 47% 3 Females-9%	1 Male-3% 0 Females	2 Males- 6% 9 Females- 28%	1 Males-3% 0 Females	n/a	1 Male-3% 0 Females	n/a
Protective Services Worker (Non-Sworn) 64 Hired	25 Males- 40% 3 Females-5%	8 Males-13% 0 Females	11 Males- 17% 8 Females- 13%	7 Males-11% 1 Female- 1%	n/a	1 Male-1% 0 Females	n/a
Administrative Support 452 Hired	45 Males- 10% 98 Females- 22%	13 Males-3% 59 Females- 13%	38 Males- 8% 113 Females- 25%	25 Males- 6% 48 Females- 11%	1 Male- 0% 0 Females	3 Males-1% 7 Females- 2%	0 Males 3 Females- 1%
Service Maintenance 23 Hired	6 Males- 26% 2 Females-9%	4 Males-17% 1 Females- 4%	1 Males- 4% 6 Females- 26%	2 Males- 9% 0 Females	0 Male 0 Females	0 Males 1 Females- 4%	0 Males 0 Females
Skilled Craft Workers 8 Hired	6 Males- 75% 1 Females- 13%	n/a	1 Males- 13% 0 Females	n/a	n/a	n/a	n/a
Technicians 95 Hired	2 Males- 2% 15 Females- 16%	4 Males-4% 16 Females- 17%	7 Males- 7% 24 Females- 25%	8 Males- 8% 16 Females- 17%	0 Males 1 Female- 1%	1 Male-1% 1 Female- 1%	n/a

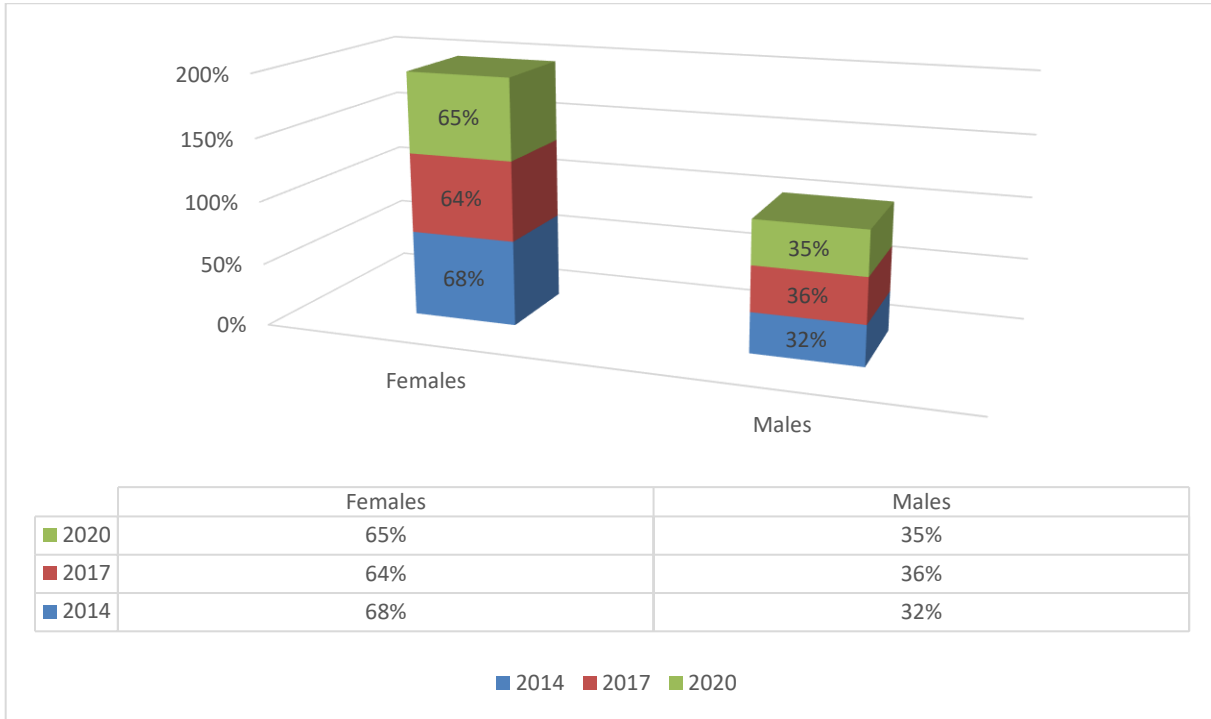
- 287 Whites were hired in 2020. 173 white females (60%) were hired compared to 114 males (40%).
- 138 Blacks were hired in 2020. 100 black females (72%) were hired compared to 38 black males (28%).
- 256 Hispanics were hired in 2020. 187 Hispanic females (73%) were hired compared to 69 Hispanic males (27%).
- 167 Asians were hired in 2020. 107 Asian females (64%) were hired compared to 60 males (36%).
- 3 AIAN were hired in 2020. 1 AIAN female (33%) was hired compared to 2 males (67%).
- 20 NHPI were hired in 2020. 12 NHPI woman (66%) was hired compared to 8 men (40%).
- 5 people with two or more races were hired in 2020. 5 women with two or more races (100%) were hired compared to 0 men (0%).

In 2020, Hispanic females were the most hired demographic followed by white females. White males were hired more so than any males followed by Hispanic males. White females were hired more than other females in the Officials and Administrators, Professionals and Skilled Craft Workers occupational categories.

III. PROMOTIONS

Applicants must have probationary or regular permanent status in the County on or before the final filing date of the recruitment in order to participate in promotional examinations.

**CONTRA COSTA COUNTY
PROMOTIONS BY GENDER**



The graph illustrates the percentages of people promoted during calendar years 2014, 2017 and 2020 based on sex/gender. The statistical analysis is listed below:

- There were 868 people promoted in 2014. 586 were females while 282 were males.
- There were 801 people promoted in 2017. 511 were females while 290 were males.
- There were 540 people promoted in 2020. 350 were females while 190 were males.

EEO took this opportunity to drill down further into the County’s promotional statistical data to reveal the activity by race/ethnicity and occupational category. Those with the highest level of representation have been highlighted.

**CONTRA COSTA COUNTY
2020 PROMOTIONS DATA
BY RACE/ETHNICITY**

	White Males and Females	Black Males and Females	Hispanic Males and Females	Asian Males and Females	AIAN Males and Females	NHPI Males and Females	2 or more Races Males and Females
Officials and Administrators 20 Promoted	3 Males-15% 10 Females-50%	4 Males-20% 1 Female – 5%	n/a	n/a	n/a	n/a	0 Males 2 Females-10%
Professionals 197 Promoted	32 Males-16% 46 Females -23%	12 Males- 6% 29 Females-15%	9 Males- 5% 29 Females -15%	5 Males- 3% 22 Females - 11%	n/a	0 Males 1 Females- 1%	4 Males- 2% 8 Females - 4%
Administrative Support 183 Promoted	8 Males- 4% 58 Females-32%	2 Males-2% 37 Females-20%	5 Males- 3% 48 Females-26%	1 Males- % 15 Females- 8%	0 Males 1 Female -1%	0 Males 2 Females- 2%	0 Males 6 Females- 1%
Protective Services Worker (Sworn) 79 Promoted	44 Males-56% 3 Females-4%	6 Males-8% 1 Females- 1%	14 Males-18% 5 Females-6%	2 Males-3% 1 Females- 1%	1 Male-1% 0 Females	n/a	2 Males-3% 0 Females
Protective Services Worker (Non-Sworn) 13 Promoted	2 Males- 15% 2 Females-15%	0 Males 1Female-8%	3 Males- 23% 3 Females-23%	0 Males 1 Female- 8%	n/a	0Male 1Females-8%	n/a
Service Maintenance 13 Hired	5 Males- 38% 0 Females	2 Males-15% 0 Females	2 Males- 15% 1 Female-8%	3 Males- 23% 0 Females	n/a	n/a	n/a
Skilled Craft Workers 3 Hired	2 Males- 67% 0 Females	n/a	n/a	1 Male-33% 0 Females	n/a	n/a	n/a
Technicians 32 Hired	12 Males-38% 11 Females-34%	0Males 1 Females- 3%	2 Males- 6% 5 Females-16%	1 Male – 3% 0 Females	n/a	n/a	n/a

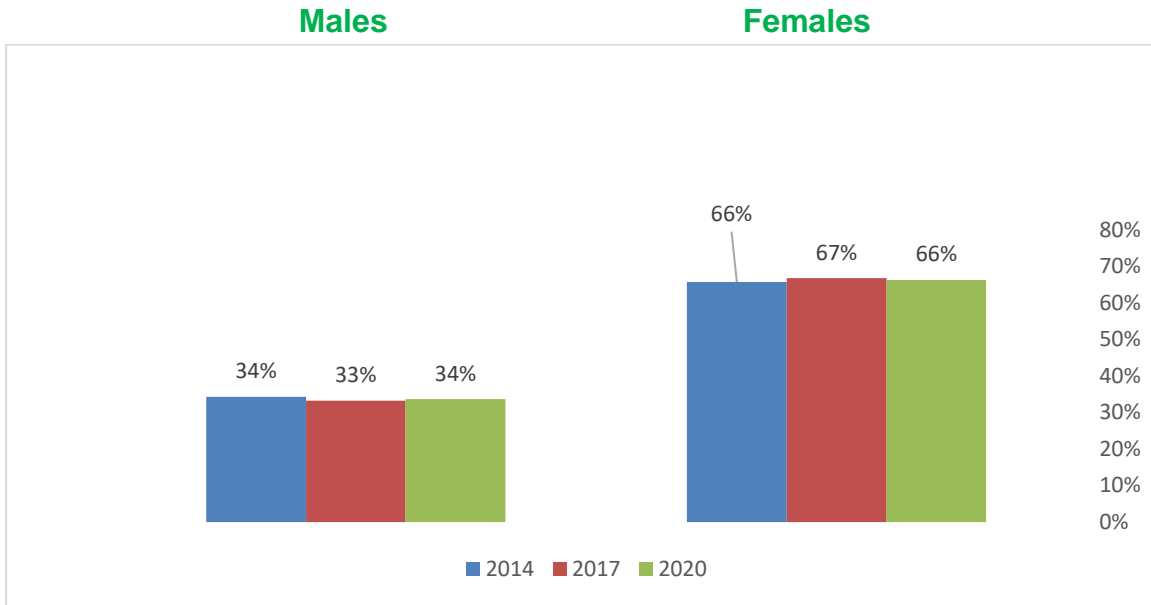
The data shows that in the Officials and Administrators category 20 people were promoted to this classification. Of those 20 people, 10 white females and 3 white males were promoted, which makes up 65% of the promotions. 1 Black female (5%) and 4 Black males (25%) were promoted. 2 Females who identify as two or more races were promoted, which makes up 10% of the total. All together 13 females (65%) were promoted compared to 7 males (35%).

White employees were promoted in all occupational categories more than any other race/ethnicity except for the Protected Services (Non-Sworn). Out of 13 people promoted in this category, 6 Hispanic employees (46%) were promoted compared to 4 White employees.

IV. VOLUNTARY RESIGNATIONS

Voluntary resignation is a voluntary employment termination initiated solely by an employee.

EEO reviewed the voluntary and involuntary resignations for calendar years 2014, 2017 and 2020. The purpose of these exercises was to determine whether or not certain genders, and/or races/ethnicities were resigning at rates higher than expected.



In 2014, there were 443 people who voluntarily resigned. In 2017, there were 361 employees who voluntarily resigned. In 2020, there were 273 employees who voluntarily resigned. The data chart indicated that in 2014 and 2020, males made up 34 % of the termination rates while females made up 66% of the terminations. In 2017, males made up 33% of the terminations, while females made up 67%.

EEO also expanded its analysis to include the 2020 voluntary resignations by race/ethnicity and occupational category. The analysis is listed below and the groups with the highest level of participation was highlighted.

**2020 CONTRA COSTA COUNTY
VOLUNTARY RESIGNATION DATA
BY RACE/ETHNICITY AND GENDER**

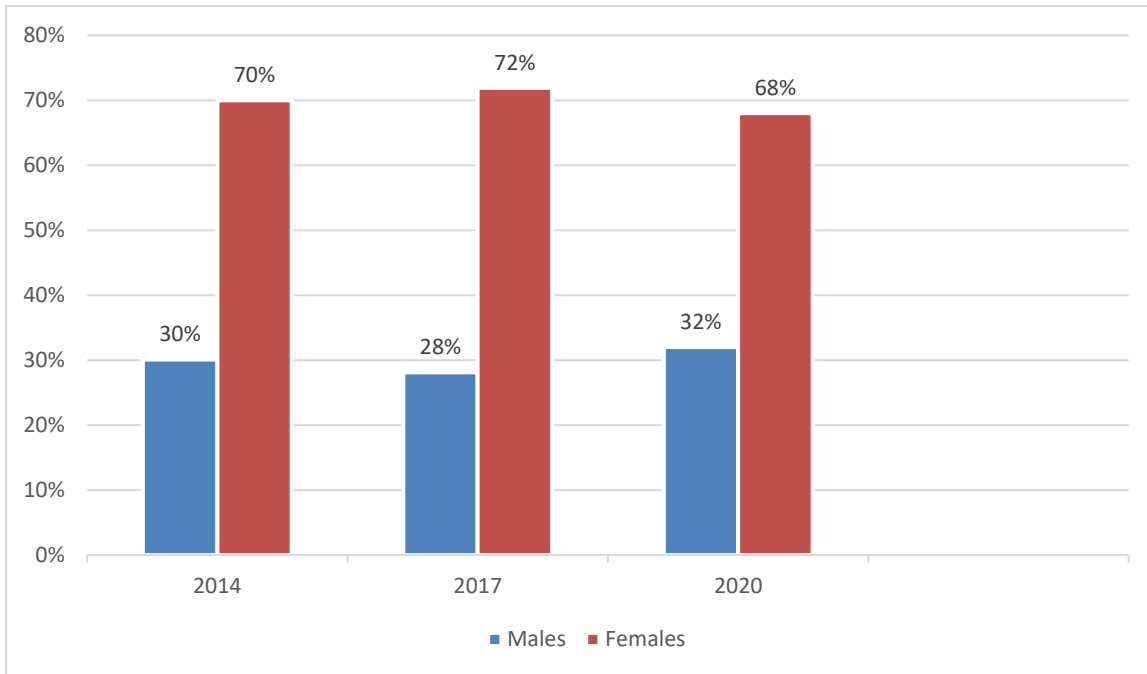
	Officials and Administrators 8 employees	Professionals 88 Employees	Administrative Support 104 Employees	Protective Service Workers (Sworn) 9 Employees	Protective Service Workers (Non- Sworn) 17 Employees	Service Maintenance 19 Employees	Technicians 29 Employees
White Males	50%	15%	4%	47%	63%	37%	14%
White Females	25%	30%	38%	6%	0%	11%	21%
Black Males	0%	5%	4%	12%	0%	11%	7%
Black Females	25%	13%	17%	0%	0%	11%	3%
Hispanic Males	0%	3%	4%	24%	13%	21%	3%
Hispanic Females	0%	11%	23%	5%	0%	5%	14%
Asian Males	0%	7%	1%	6%	6%	5%	7%
Asian Females	0%	10%	6%	0%	13%	0%	21%
NHPI Males	0%	0%	0%	0%	6%	0%	7%
NHPI Females	0%	0%	0%	0%	0%	0%	0%
AIAN Males	0%	0%	0%	0%	0%	0%	0%
AIAN Females	0%	0%	0%	0%	0%	0%	0%
2 or More Races Males	0%	0%	0%	0%	0%	0%	0%
2 or more Races Females	0%	7%	3%	0%	0%	0%	3%

The chart indicates that white employees voluntarily resigned their positions at the highest rates in each occupational category. There were no voluntary resignations for employees who worked in the Skilled Craft occupational category so that column was not included in the analysis.

White males resigned at higher rates in the Officials and Administrator, Protective Services (Sworn), Protective Services (Non-Sworn), and Service Maintenance occupational categories among male employees. White Females resigned in the Professionals and Administrative Support at higher rates than other females in different racial/ethnic groups. Among Technicians, White and Asian females voluntarily resigned at the same rate.

V. INVOLUNTARY RESIGNATIONS

Involuntary resignation is an involuntary employment termination initiated solely by the employer and is usually due to negative behavior, poor performance, layoff, etc. Since we reviewed the County's voluntary resignations, it is appropriate that we analyze the genders of employees who were involuntarily terminated.



There were 818 involuntary terminations in 2014; 677 in 2017; and 398 in 2020. The statistical data reveals that in 2014, 30% of males and 70% of females were involuntarily terminated. In 2017, male employees slipped to 28% who were involuntarily terminated compared to 72% of females, which rose by 2 percentage points. In 2020, males rose to 32% while females fell to 68% who were involuntarily terminated.

EEO reviewed the statistical data for employees who were involuntarily terminated by race/ethnicity and occupational category. The results are listed below and those groups who were effected the most are highlighted.

**2020 INVOLUNTARY TERMINATIONS
BY RACE/ETHNICITY
AND OCCUPATIONAL CATEGORY**

	Officials and Administrators 3 employees	Professionals 98 Employees	Administra tive Support 234 Employees	Protective Service Workers (Sworn) 12 Employees	Protective Service Workers (Non-Sworn) 8 Employees	Service Maintenance 16 Employees	Skilled Craft Workers 1 Employee	Technicians 26 Employees
White Males	0%	12%	10%	75%	13%	13%	0%	38%
White Females	67%	39%	30%	8%	13%	25%	0%	15%
Black Males	0%	2%	3%	0%	13%	6%	0%	8%
Black Females	0%	6%	9%	0%	13%	6%	0%	8%
Hispanic Males	0%	2%	8%	0%	38%	19%	0%	8%
Hispanic Females	0%	6%	24%	8%	0%	19%	0%	8%
Asian Males	0%	5%	3%	8%	13%	13%	100%	8%
Asian Females	33%	14%	7%	0%	0%	0%	0%	4%
NHPI Males	0%	1%	1%	0%	0%	0%	0%	0%
NHPI Females	0%	1%	0%	0%	0%	0%	0%	0%
AIAN Males	0%	0%	0%	0%	0%	0%	0%	0%
AIAN Females	0%	0%	0%	0%	0%	0%	0%	0%
2 or More Races Males	0%	3%	0%	0%	0%	0%	0%	0%
2 or more Races Females	0%	8%	3%	0%	0%	0%	0%	4%

White males were terminated more than others in the Protective Service Workers (Sworn) and the Technician occupational category. White females were terminated more than others in the Officials and Administrators, Professional, Administrative Support and Service Maintenance occupational categories. Hispanic males were terminated more than others in the Protective Service Workers (Non-Sworn) while Asian males were terminated more than others in the Skilled Craft occupational categories.

VI. 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. Currently the County is comprised of 65% females and 35% males. The gender and race/ethnicity data is listed below.

	Males	Females	Total	Percentage of Workforce
White	1597	2233	3830	42%
Black	353	1100	1453	16%
Hispanic	555	1460	2015	22%
Asian	392	813	1205	13%
NHPI	34	76	110	1%
AIAN	18	29	47	1%
2 or more races	188	375	563	6%
Total	3137	6086	9223	100%

The data clearly shows that white males and females makeup 42% of the workforce whereas people of color make up 58%. White males are employed 35% more than Hispanic men and white females are employed 47% more than Hispanic females, who make-up the second largest racial/ethnic group in the County. The gap is even wider when you compare the employment rate of other racial groups to white employees.

White employees are applying, hired, promoted, voluntarily and involuntarily terminated more than other employees. These trends continue to stress the importance for the County to continue its outreach and recruitment strategic efforts. The areas of opportunities and improvement are:

- Continue conducting outreach online and electronically. Once the shelter-in-place directions are rescinded, the County will resume conducting in-person outreach within the community to determine and address their needs;
- Create additional marketing tools such as brochures and power point presentations, which are designed to reach under-represented groups;
- Continue providing additional training to the departmental EEO Coordinators to help them to become more knowledgeable of targeted outreach, under-representation, more effective outreach plans and hiring;
- Continue promoting a work environment that is free from all forms of discrimination and harassment; Eliminates unnecessary institutional practices, barriers and policies that affect applicants and employees negatively;
- Increases awareness and acceptance of all protected bases that are covered by federal and/or state law;
- Outline the County's EEO Program and the specific steps utilized to achieve a diverse workforce;
- Acknowledge the EEO occupational job categories where underrepresentation is at least 10%, and

- recommend strategies to the department and/or its representative to address;
- Contain statistical data relative to the County's workforce that identifies the occupational job categories where employees of certain racial/ethnic and/or gender/sex groups are under-represented;
 - Establishes outreach goals in job categories in which under-representation exists; and
 - Identify specific action plans to correct under-representation.

The County will continue to work with community based organizations, colleges, universities and professional organizations to assist the County in attaining equity and inclusion within our workforce. The County remains committed to the recruitment, hiring, retention, and promotion of a diverse workforce. EEO strives to support all County departments in creating enriching programs and positive environments so current and prospective employees have a sense of purpose and value to do their very best work.

**CONTRA COSTA COUNTY
2020 OUTREACH AND RECRUITMENT DATA
9223 EMPLOYEES
GENDER**

Demographics By Gender	Total Department Workforce	Male (%)	Female (%)
Officials and Administrators			
County Workforce	337	35	65
Census Data	X	58	42
Underrepresentation	X	-23	X
Professionals			
County Workforce	3363	30	70
Census Data	X	47	53
Underrepresentation	X	-17	X
Technicians			
County Workforce	998	41	59
Census Data	X	51	49
Underrepresentation	X	-10	X
Administrative Support			
County Workforce	3081	16	84
Census Data	X	38	62
Underrepresentation	X	-22	X
Service Maintenance			
County Workforce	332	66	34
Census Data	X	57	43
Underrepresentation	X	X	-9
Skilled Craft			
County Workforce	80	98	2
Census Data	X	94	6
Underrepresentation	X	X	-4
Protective Services (Sworn)			
County Workforce	814	81	19
Census Data	X	77	23
Underrepresentation	X	X	-4
Protective Services (Non-Sworn)			
County Workforce	218	61	39
Census Data	X	58	42
Underrepresentation	X	X	-3

**CONTRA COSTA COUNTY
2020 OUTREACH AND RECRUITMENT DATA
9223 EMPLOYEES
RACE/ETHNICITY**

Demographics by Race and Ethnicity ³	White (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian/Pacific Islander (%)	American Indian/Alaska Native (%)	Two or More Races (%)
Officials and Administrators							
County Workforce	59	15	12	7	0	1	6
Census Data	60	6	13	17	0	0	4
Underrepresentation	-1	X	-1	-10	X	X	X
Professionals							
County Workforce	43	15	15	17	1	0	9
Census Data	55	6	11	23	0	0	4
Underrepresentation	-12	X	X	-6	X	X	X
Technicians							
County Workforce	37	14	21	19	2	0	7
Census Data	42	9	26	19	0	0	4
Underrepresentation	-5	X	-5	X	X	X	X
Administrative Support							
County Workforce	35	18	30	10	1	1	5
Census Data	47	10	22	16	1	0	4
Underrepresentation	-12	X	X	-6	X	X	X
Service Maintenance							
County Workforce	29	17	36	14	1	1	2
Census Data	28	10	43	13	1	0	5
Underrepresentation	X	X	-7	X	X	X	-3
Skilled Craft							
County Workforce	61	8	18	10	0	2	1
Census Data	41	6	41	8	0	0	4
Underrepresentation	X	X	-23	X	X	X	-3
Protective Services (Sworn)							
County Workforce	62	10	19	4	1	0	4
Census Data	44	20	17	11	1	0	6
Underrepresentation	X	-10	X	-7	X	X	-2
Protective Services (Non-Sworn)							
County Workforce	38	28	23	6	2	1	2
Census Data	39	12	33	8	5	0	3
Underrepresentation	-1	X	-10	-2	-3	X	-1

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. 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 DEPARTMENT OF AGRICULTURE, WEIGHTS & MEASURES OUTREACH AND RECRUITMENT PLAN

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, 2020, 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 and Service Maintenance positions
- Whites are underrepresented in Officials and Administrators
- Blacks are underrepresented in Administrative Support, and Service Maintenance positions
- Hispanics are underrepresented in Administrative Support, and Service Maintenance positions
- Asians are underrepresented in Officials and Administrators, Professionals, Technicians, and Administrative Support positions

For the majority of the positions in our department, Biologist 2 and 3, Weights and Measures Inspectors 2 and 3, Deputies and Administrators, we are required to hire State licensed individuals. When we are recruiting for positions that require state licensing, job announcements are sent to all qualified and licensed individuals in the state of California, which ensures that we are reaching the broadest qualified candidate pool possible. The California Department of Food and Agriculture County Liaison provides the department with a list of qualified individuals once we notify them of vacant positions. For Biologist 1 and Weights and Measures Inspector 1 positions we will outreach with Community Colleges and Universities. For job positions where state licensing is not required, we focus outreach efforts within the community

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

Message: The Department of Agriculture, Weights and Measures will target outreach efforts to websites that serve underrepresented groups. We will email these organizations vacancy announcements 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 Department of Agriculture, Weights and Measures will disseminate information to the general public through our website as well as local community colleges and universities to increase awareness of what the Department of Agriculture, Weights/Measures does and what the qualifications are for employment within the department. We will continue to utilize websites geared towards helping underrepresented people find employment when possible. When hiring for licensed positions, the department gets a statewide contact list of all licensees and ensures that everyone who is qualified receives notification of the job opening with instruction on how to apply.

Message Distribution

STRATEGY	ELEMENT	TASKS
Research employment websites and register to join the online community.	Internet/Computer	Coordinate with Human Resources to publish recruitments on Womenforhire.com, Tradeswomen.org, and Diversity.com
Increase awareness about the different positions in our department. This will be achieved by describing the job qualifications for vacant positions and how to attain 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, Deputy license, Sealer of W&M license and Agricultural Commissioner license	Personal contact	Mail or email all job announcements to all qualified individuals in order to expand the opportunity for qualified females.

<p>Network with local Community Colleges and Universities to increase the applicant pool and explain the Department of Agriculture, Weights and Measures recruitment mission and goals.</p>	<p>Personal contact/publications</p>	<p>Develop content that highlights the department's purpose, goals and employment opportunities. Reach out to Academic Career Advisors and Alumni Relations at Cal State East Bay, UC Davis, Cal State San Luis Obispo.</p>
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**Contact: Jose Arriaga, Assistant Agricultural Commissioner/Sealer of Weights and Measures
Jose.Arriaga@ag.cccounty.us**



CONTRA COSTA COUNTY ANIMAL SERVICES OUTREACH AND RECRUITMENT PLAN

Issue: The Board of Supervisors remains committed to maintaining a diverse and inclusive workforce that is reflective of the communities that we serve. As of December 31, 2020, the Animal Services Department's statistical data indicate the following:

- Females are underrepresented in the Professionals job category at 20%.
- Males are underrepresented at 38% in Administrative Support and 24% in the Service Maintenance job categories.

The Animal Services Department also presented under-representation in the following categories:

- Caucasians are underrepresented in the Officials and Administrators job category at 10%.
- Asians are underrepresented at 17% in Officials and Administrators, 15% in Technicians, and 16% in Administrative Support job categories.

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

Message: The Animal Services Department will become an active partner in the community by establishing strong relationships with County and community vocational programs on all department career opportunities. 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 re-engage in participating 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 • 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	<p>The Animal Services Department (ASD) has implemented recruitment locations to increase job announcement views to increase applicant pools. ASD will be processing an external competitive salary study for our Animal Services Medical division classifications in 2021 to increase the department’s recruitment and staff retention.</p>
Distribute brochures and employment opportunities for outreach and recruitment to minorities.	Recruitment	<p>The Animal Services Department (ASD) will collaborate with local community-based organizations and agencies on employment recruitments. ASD has continuously promoted employment opportunities to these organizations.</p> <p><u>Community Based Organizations:</u></p> <ul style="list-style-type: none"> • Workforce Development Board: East Bay Works • Opportunity Junction, Antioch CA

		<ul style="list-style-type: none"> • Contra Costa Community College District
Register and post Animal Services Department vacancies online, to reach a broad section of minorities	Electronic	<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 • Monster.com • GlassDoor.com

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



CONTRA COSTA COUNTY OFFICE OF THE ASSESSOR OUTREACH AND RECRUITMENT PLAN

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, 2020, the Office of the Assessor’s workforce statistical data indicate the following:

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

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

Message: The Office of the Assessor will conduct strategic outreach efforts to community/faith based organizations, professional groups and online websites that serve those populations where we have underrepresentation. We will electronically send these organizations all open vacancies within the department. 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
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 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

Utilize job search websites to reach a broader pool of applicants interested in employment in the public sector.	Electronic Publication	Post job vacancies on glassdoor.com , indeed.com , bayareajobfinder.com ; and/or governmentjobs.com
Utilize online networks to reach the Hispanic and Asian communities	Electronic Publication	Post job vacancies on the Professional Diversity Network
Coordinate with Hispanic and Asian 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
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. Extend outreach to colleges in Sacramento, Napa, Alameda, Solano, Santa Clara and Sonoma Counties
Work with subject matter experts to connect with professional groups in order to reach individuals interested in Official and Administrator, Technician, and Professional positions	Electronic Publication	Distribute announcements to applicable professional groups (such as California State Association of Counties and California Assessors' Association) 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
Utilize county resources and websites	Electronic Publication	Advertise on CCTV and publish on the Assessor's Office website.

Contact: Danielle Gomez – Administrative Services Assistant III
danielle.gomez@assr.cccounty.us



CONTRA COSTA COUNTY OFFICE OF THE AUDITOR-CONTROLLER OUTREACH AND RECRUITMENT PLAN

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, 2020, 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 22%
- Males are underrepresented in Administrative Support positions by 24%.
- In the Officials and Administrators the underrepresentation is: Whites 60%, Hispanics 13%, and Asians 17%.
- Whites are underrepresented in Professional positions by 23%.
- Whites are underrepresented in Administrative Support positions by 18%.

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
Implement an Internship Program	Personal Contract	Develop an internship program to attract college students interested in a career in public accounting/auditing

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



CHILD SUPPORT SERVICES OUTREACH AND RECRUITMENT PLAN

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, 2020, the Department of Child Support Services is under represented in males for each job category except the Technicians. There is under representation in females in the Technicians job category. There is under representation in the Asian population in each job category. There is underrepresentation of the Hispanic population in the Officials and Administrators job category. Additionally, there is under representation in the White population in the Technicians job category.

Objective: Increase the visibility of males within the workforce. Increase the visibility of females in the Technician workforce. Target Asian, Black, Hispanic, and White populations in an attempt to mitigate current trends of under representation. The Department will work to more broadly market and promote job vacancies.

Message: The Department will utilize social media and online resources to reach a broad candidate pool. The Department will 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
 Remote Testing
 Child Support Director's Association
 Western Intergovernmental Child Support Engagement Council

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.
Use job examinations that can be administered remotely and reach a wider group of candidates.	Remote Testing	Create examinations that can be done by candidates from home or in their local area, to reach a broader candidate pool.
Child Support Director's Association (CSDA) and Western Intergovernmental Child Support Engagement Council (WICSEC)	Advertising	Post job opportunities with CSDA and WICSEC to reach child support professionals throughout California and the United States, targeting a larger audience for job postings.

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



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

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, 2020, the County’s workforce statistical data indicate the following for the Clerk-Recorder-Elections Department:

- Males are underrepresented in Professionals positions
- Hispanics are underrepresented in Officials and Administrators positions
- Asians are underrepresented in Officials and Administrators, and Professionals positions.

Objective: Increase the applicant flow of underrepresented groups within our workforce by conducting specific outreach and recruitment efforts to Community 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 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 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,	Personal Contact	Create professional relationships and partner with local colleges such as DVC, Los Medanos, and Cal State East Bay

Technical, and Administrative Support positions within our workforce		
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
Request contracted recruiting firms to solicit candidates from organizations which represent individuals in underrepresented communities	Personal Contact	Notify recruiting firms of potential organizations for minority applicants with regards to administrative and official openings

Contact: Tyler Stull, Administrative Services Assistant II, 925-335-7997
tyler.stull@cr.cccounty.us



CONSERVATION AND DEVELOPMENT OUTREACH AND RECRUITMENT PLAN

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, 2020, the County's workforce statistical data indicate the following with respect to DCD:

- Males are underrepresented in Official and Administrator positions (note: DCD includes the EEO categories of Executive/Senior Level Officials and Managers and First/mid-level officials and managers in this category) and Administrative Support positions.
- Females are underrepresented in Technician and Service Maintenance positions.
- Whites are underrepresented in Professional positions.
- Asians are underrepresented in Technician and Service Maintenance positions.
- Hispanics are underrepresented in Officials and Administrator positions and Service/Maintenance positions.

Objective: Increase the applicant flow of underrepresented groups within our workforce by conducting specific outreach and recruitment efforts to include educational institutions and programs, professional groups and online recruitment sites that serve the populations listed above.

Message: DCD will conduct strategic outreach efforts to educational and professional groups, as well as websites that serve the populations that are underrepresented. 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:

- Professional Networks and Groups
- Local colleges and universities
- Job/employment fairs
- Build an internship and mentorship program to expand our connections with previously untapped talent pools and retain quality employees

- Websites that help women find employment in Professional, Technician and Service/Maintenance positions
- Websites that help men find employment in Official/ Administrator and Administrative Support positions
- Websites that help Hispanic candidates find employment in Official/ Administrator and Service/Maintenance positions
- Websites that assist White candidates find employment in Professional positions
- Websites that assist Asian candidates find employment in Technical and Service Maintenance positions
- Websites that targets the hiring of existing Contra Costa County residents to improve representation in all underrepresented groups.

Message Distribution

STRATEGY	ELEMENT	TASKS
<p>Officials and Administrators: For future such vacancies in DCD, we will focus on encouraging men and Hispanic to apply for such positions to reduce the underrepresentation in the Officials and Administrators category.</p>	<p>Personal Contact; Professional organizations;</p>	<p>Work directly with other administrators to identify potential candidates for this position in the under-represented categories. Outreach to organizations such as the Local Government Hispanic Network and pursue posting job openings there.</p>
<p>Professionals: DCD will be recruiting/filling Planner and Engineer positions during the 21/22 fiscal year. When recruiting focus on outreach to women and white candidates for these positions.</p>	<p>Local colleges and universities; job fairs; internships</p>	<p>Attend job fairs and recruit directly from colleges and universities that generate qualified candidates, particularly female candidates. DCD will particularly focus on recruiting females for these professional level positions and will explore utilizing the organizations such as the following for outreach and job postings:</p> <ul style="list-style-type: none"> • Women in Structural Engineering (WiSE) • Structural Engineering Engagement and Equity (SE3) Project

		<ul style="list-style-type: none"> • Planning and Women Division of the American Planning Association
<p>Technicians: Currently, DCD has several vacant Building Inspector positions. DCD recognizes a clear need to increase representation for women and people of color in these classifications, starting with Building Inspector I.</p>	<p>Personal Contact; Professional Networks; internships and Websites</p>	<p>Discuss with existing staff how to increase diversity in this classification. Utilize their networks of professionals to recruit. Also utilize websites and organizations such as:</p> <ul style="list-style-type: none"> • Tradeswomen.org • National Association of Women in Construction (NAWIC)
<p>Administrative Support: Partner with HR in identifying locations to recruit males including community-based organizations. Some of DCD's clerical staff have come from the WEX Program (Work Experience Program through EHSD). Continue to utilize this program. Additionally, offer internship opportunities. These opportunities expose students to the work we do, and often encourage them to apply for FT positions.</p>	<p>Community Based Organizations; WEX Program; Offer Internship opportunities</p>	<p>Collaborate with the Salvation Army, Rubicon, and other community-based organizations to reach our specific audience. Offer intern opportunities to students interested in administrative support positions. Contact EHSD representative regarding WEX program.</p>
<p>Service/Maintenance: This category consists of Weatherization Technician (Specialists and Leads). These positions are primarily filled by word of mouth because they are Project positions and outside the merit system. DCD is committed to working with the Program Manager to conduct targeted/focused recruitment when vacancies occur to decrease the disparity in women specifically, and to increase Hispanic and Asian representation.</p>	<p>Personal Contact, Internet/Computer</p>	<p>Tradeswomen.org; Monument Impact and Hispanic Chamber of Commerce of Contra Costa.</p>

<p>Research employment websites and targeted professional associations and make use of these tools for outreach and networking.</p>	<p>Internet/Computer</p>	<p>Conduct outreach with and thru organizations and websites such as:</p> <ul style="list-style-type: none"> • womenforhire.com • careerwomen.com • National Association for Asian American Professionals (Career Center web page) • National Society for Hispanic Professionals • National Association of Women in Construction (NAWIC) • Women in Structural Engineering (WiSE) • Structural Engineering Engagement and Equity (SE3) Project • Planning and Women Division of the American Planning Association
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Contact: John Kopchik, Director
john.kopchik@dcd.cccounty.us

Arnai Maxey, DCD
Administration Division
arnai.maxey@dcd.cccounty.us



COUNTY ADMINISTRATOR'S OFFICE OUTREACH AND RECRUITMENT PLAN

ISSUE: The County Administrator's Office (CAO) remain committed to maintaining a diverse and inclusive workforce that is reflective of the communities served.

As of December 31, 2020, the demographics of the CAO's workforce indicate the following:

- Males are underrepresented in Officials/Administrators, and Administrative Support roles
- Females are underrepresented in Technician roles
- Whites are underrepresented in Technician roles
- Hispanics are underrepresented in Technician, Administrative Support and Skilled Craft Roles

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 by focusing recruitment efforts to the underrepresented groups.

MESSAGE: The CAO will attempt to strategically target outreach to organizations and websites that cater to diverse populations when recruitments occur. Open vacancies will be sent electronically to these organizations, as well as to other County departments. In comparing last year's makeup of the Agency, we have been able to attain a more balanced representation of Whites in professional roles and Asians in skilled craft roles. However, we have become more unbalanced in the category of Hispanics in technician roles. We plan to utilize the strategies listed below as tools to achieve our objectives.

Message Distribution

STRATEGY	ELEMENT	TASKS
Conduct outreach to community based organizations to seek underrepresented	Computer	Reach out to community based organizations such as the California Diversity Council and the Workforce Development

candidates		Board of Contra Costa County
Conduct outreach to local organizations to seek aforementioned underrepresented candidates	Computer	Our office has utilized contractors such as Peckham McKenney and Teri Black to help us broaden our national outreach efforts, especially for highly skilled candidates.
Conduct outreach to professional organizations to seek aforementioned underrepresented candidates	Computer	Continue to partner with the National Coalition for Men, National Association of Asian American Professionals, and Association of Latino Professionals for America.
Partner with Human Resources to conduct outreach to Public Sector Government Associations	Computer	Inform the Human Resources Department of our recruiting strategy, and request their support consistent with our plan.

Contact: Sarah Shkidt, Senior Management Analyst
sarah.shkidt@cao.cccounty.us



COUNTY COUNSEL OUTREACH AND RECRUITMENT PLAN

Issue: The data chart prepared by the County’s Equal Opportunity Officer indicates that, when the 44 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 classification;
- 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 Hispanic and Asian legal associations, law school career centers, and like agencies to keep them apprised of job vacancies within our office.

Message: The Office of the County Counsel will continue to conduct focused outreach efforts towards creating a diverse and qualified applicant pool of candidates from which we fill the vacant positions. All open recruitments within the department are emailed to over 100 organizations during the recruitment 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, law school career centers, Public Services Employment services, and coordination with the EEO’s staff through community based organizations.

Message Distribution

STRATEGY	ELEMENT	TASKS
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
Announce job vacancies via email and internal office communications	Electronic	Strategically enhance email announcements to target the under-represented group's law school career centers, bar associations, and Legal Assistant programs. Utilize internal word-of-mouth advertising and the Human Resources Department advertising and outreach sources
Utilize County Counsel's outreach brochure to explain the Office's and recruitment missions and goals	Publication Print Media	Make available 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, subscribe and post job vacancies on websites such as CALawyers, Workforce Development Board, and Foundation List - a national nonprofit job board
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	Ensure the "Job Description" and "FAQ" links on the County Counsel website provides current information
Coordinate distribution of County Counsel Outreach brochure via job recruitment announcements with EEO's staff for their marketing efforts	Publication Print Media Personal Contact	Partner with organizations who serve the under-represented populations and programs that support workforce diversity

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



DISTRICT ATTORNEY OUTREACH AND RECRUITMENT PLAN

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, 2020, the District Attorney's (DA) workforce statistical data indicates the following:

- Males are underrepresented in Administrative Support positions;
- Females are underrepresented in Official and Administrator, and Technician positions;
- Hispanics are underrepresented in Official and Administrator positions;
- Asians are underrepresented in 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 persons of underrepresented demographics. 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 persons of underrepresented demographics 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
Post job vacancies on websites and in publications geared toward Hispanics, Asians, females and	Publication/Print Media	Determine which publications will assist us in meeting out Hispanic recruiting goals and express our desire to hire individuals from diverse backgrounds in recruiting notices. We

males.		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.
Outreach to Minority Bar Associations	Personal Contact	<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. In addition, 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 Association • Korean American Bar Association of Northern California • La Raza Lawyers of Santa Clara County • South Asian Bar Association of

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

Contact:



Jason Chan
 Chief of Administrative Services
 (925) 957-2234
jason.chan@contracostada.org



EMPLOYMENT AND HUMAN SERVICES OUTREACH AND RECRUITMENT PLAN

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, 2020, the EHSD workforce statistical data indicate the following:

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

- Local career fairs, Local colleges and universities
- Websites geared towards helping Whites, Asians and Hispanics find employment.

- Continue to use our a “Day in the Life” Video Series on Website for Social Worker, Eligibility Worker, and Head Start Supervisor
- Continue to use our On-Line Exams for Social Worker Series
- Continue to use specialized brochures for Social Worker Series
- Established on On-Line Exam for the Eligibility Worker classification

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. EHSB will focus on recruiting Whites, Asians and Hispanics
Partner with local colleges and universities	Personal Contact	Collaborate with Los Medanos, Contra Costa, Diablo Valley College, CAL State East Bay, and St. Mary’s colleges.
Research employment websites and register to join the online community.	Internet/Computer	Register with websites such as _ (using specific categories), _Asian Americans/Pacific Islanders, Hispanic in philanthropy outreach) and outreach to veterans. Utilize LinkedIn, Twitter, Facebook and Instagram more frequently.
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	Information System Techs Information System and Program Analyst Teachers

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



FIRE PROTECTION DISTRICT OUTREACH AND RECRUITMENT PLAN

Issue: The Contra Costa County Fire Protection District (District) remains committed to maintain a diverse and inclusive workforce that is reflective of the communities that we serve. As of December 31, 2020, 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.
- Males are underrepresented in Administrative positions.
- Hispanics are underrepresented in Technicians, 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, and Technician positions.

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

Message: The 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 collaborating 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: The District continues to work to diversify the pool of eligible applications. Outreach

will be targeted towards local middle and high schools, community colleges and universities. We will expand internship opportunities by hiring District Aides who are current students enrolled in Fire Science certificate programs or recent graduates who have some related work experience and interest in a career in the fire service. The internship opportunities are a useful tool to expand the applicant pool for permanent positions when they become available.

In May 2020, the District started a seasonal wildland mitigation program, hiring 12 Fire Control Workers. The recruitment targeted current District Aides and recent graduates of the EMT or Fire Science programs from local community colleges. The seasonal program ran from May through October 2020. The program is designed to give candidates experience to prepare for a career as a firefighter. The program success resulted in a second season in 2021 with the hiring of 24 Fire Control Workers.

The District also participated in a two-day Public Safety Youth program in June 2021. High School students were exposed to hands-on activities including fire and emergency medical response and learned about the hiring, training, and emergency response procedures, as well as valuable life and safety information. Students were exposed to the many different careers in the fire services such as firefighters, fire inspectors, and fire investigators at this event.

The District participated in several virtual job fairs during the FY 20-21. This included Los Medanos College in July 2020 and May 2021 as well as Concord High School in October 2020.

In January 2021, Sidney Jackett promoted to Battalion Chief and reinvigorated the District's Outreach Team participation and efforts. The Outreach Team met in May 2021 to work through strategic outreach initiatives for the FY 21-22.

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	Collaborate 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 actively seeking 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 • NAHFF-National association of Hispanic Firefighters

Contact: Sidney Jackett, Battalion Chief, Equal Employment Opportunity Coordinator
sjack@cccfd.org
Holly Trieu, HR Analyst, htrie@cccfd.org
Cheryl Morse, HR Analyst, cmors@cccfd.org



HEALTH SERVICES OUTREACH AND RECRUITMENT PLAN

Issue: As of December 31, 2020, Contra Costa Health Services' statistical data showed under-representation of the following:

- Males in Officials and Administrators, Professionals, Technicians and Administrative Support Services.
- Whites in Professional, Technicians, Administrative Support Services, and Service Maintenance positions.
- Blacks 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 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, LinkedIn, Indeed and Monster, and distribution to health professional organizations and community agencies.

Objective: Increase the applicant pool of males, White, and Black 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 collaborate 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 Advertising Agency to identify websites and organizations focused toward underrepresented categories and post job announcements online
Expand outreach to publications	Print/Publication	Work with SPIN Advertising Agency to identify publications focused on 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, 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

Contact: Jo-Anne Linares (925) 957-5246
Jo-Anne.Linares@cchealth.org



HUMAN RESOURCES OUTREACH AND RECRUITMENT PLAN

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, 2020, the Human Resources Department statistical data for gender and ethnicity underrepresentation is listed below:

Male

- Officials and Administrators - 58%
- Professionals - 16%
- Administrative Support- 13%

White

- Administrative Support - 28%

Asian

- Officials and Administrators- 14%
- Professionals- 16%

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, and employment placement services.

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
Research employment websites and register to join the online community.	Internet/Computer	Advertise employment opportunities on targeted websites that will reach underrepresented candidates.
Collaborate with our local adult schools and community colleges to attract and recruit students to consider careers in Human Resources.	Internet/Computer	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.

Contact: Margaret Tolbert, Human Resources Department at (925) 655-2163
margaret.tolbert@hrd.cccounty.us



LIBRARY OUTREACH AND RECRUITMENT PLAN

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, 2020 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: 30%
- Administrative Support: 17%

In addition, demographics by race and ethnicity show an underrepresentation of Whites by 10%, and Asians by 17% in the Officials and Administrators occupational category, an underrepresentation of Asians by 18% in the Professionals occupational category, and an underrepresentation of Hispanics by 26% 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, Blacks, Hispanics and Asians within the workforce.

The Library currently meets this objective in the following areas:

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

Message: The Library will continue to conduct targeted outreach efforts 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
 - Virtual and local job fairs and career days
 - Virtual and local community-based events
 - Websites geared towards helping men find employment
 - Publications geared toward Hispanics and Asians
 - Informational bookmarks and brochures
 - Expanded outreach beyond Contra Costa County
 - Partnerships with like-minded education facilities
 - Expanded marketing materials including graphics and videos

Message Distribution

STRATEGY	ELEMENT	TASKS
<p>Utilize social media to show potential applicants what it is like to work at the Library and expand exposure of open job opportunities.</p> <p>Build our following and brand recognition.</p>	<p>Electronic Media text, photos, graphics and videos.</p>	<p>Media Production Technician will create new content, images, and short promotional videos to post on social media.</p> <p>Create Department Instagram account.</p> <p>Post links of open job opportunities on the Department’s Facebook and Instagram pages.</p> <p>Email group administrators of Library branch Facebook pages and EDI Committee members to post upcoming and open job opportunities on social media sites.</p>

<p>Attend virtual and local job fairs, career days, community events and occupational information sessions.</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, Engagement and Education.</p> <p>Publications</p>	<p>The library will continue to participate in local community events that target underserved populations.</p> <p>We will inform, promote, and present community library jobs and volunteer opportunities virtually or in person.</p> <p>Community Events:</p> <ul style="list-style-type: none"> • California Library Association (CLA) Conference • High School Career Days • DVC Tech Program open house • Industry Insights Zoom Events • DVC Workforce Development Department webinar <p>Job Fairs:</p> <ul style="list-style-type: none"> • Diablo Valley Career Fair • San Jose State Public Service Career Fair • Employment Development Department Job Fairs • East Bay / Walnut Creek Career Fair & Virtual Job Fair (DCG) • Rubicon Hire Event
<p>Update and expand existing list of websites where job vacancies are posted to include websites that are geared towards males, Asians, and Hispanics.</p>	<p>Internet/Computer</p> <p>Personal Contact/Outreach and Engagement</p>	<p>Research employment websites for males.</p> <p>Research employment websites Asians and Hispanics.</p> <p>Contact, register and post vacancies at:</p> <ul style="list-style-type: none"> • ncfm.org (National Coalition for Men)

		<ul style="list-style-type: none"> • naaapsf.org (National Association of Asian American Professionals) • Shelter, Inc. • Salvation Army • ALA Spectrum/ BIPOC in LIS • CCTV
Connect with Community based Organizations to target specific demographics	Internet/Computer Personal Contact/Outreach and Engagement	Reach out to Contra Costa Hispanic Chamber of Commerce, Solano Hispanic Chamber of Commerce, and other like-minded organizations.
Contact and register with Hispanic newspaper sites and publications.	Internet/Periodical/Recruitment	Post job announcements https://el-observador.com/contact-us/ and https://visionhispanausa.com/ to recruit more Hispanic and Spanish speakers Work with newly created Library Spanish speaking group to identify more recruitment sources.
Expanded Outreach beyond Contra Costa County	Internet/Computer Personal Contact/Outreach and Engagement	Reach out to colleges and job boards in Sacramento, Napa, Alameda, Solano, Santa Clara, and/or Sonoma Counties
Continue to create and distribute promotional bookmarks, brochures and how-to documents explaining hiring process and outreach objective for each external recruitment.	Publication/Print Media	Research and find physical community job boards and places to leave recruiting documents at.

Contact: Natalie Darone, Human Resources Analyst II
Natalie.Darone@library.cccounty.us



PROBATION OUTREACH AND RECRUITMENT PLAN

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, 2020, the Probation Department's statistical data indicates the following:

- Females are underrepresented in Technical and Service Maintenance positions;
- Males are underrepresented in Administrative Support and Protective Service (Sworn) positions;
- Whites are underrepresented in Officials and Administration, Professional, and Protective Services (Non-sworn) positions;
- Hispanics are underrepresented in Technician 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: The Office of EEO, Probation and Human Resources will conduct strategic outreach efforts with the groups and organizations listed above and online websites that serve those populations where we have underrepresentation. These 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 OUTREACH AND RECRUITMENT PLAN

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, 2019, the Office of the Public Defender workforce statistical data indicates the following:

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

Objectives:

- Increase the applicant flow of underrepresented groups within our Department's workforce by conducting specific outreach and targeted recruitment efforts to community and/or 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: To maintain the diversity of our workforce, the Department Head has formed a diversity committee who actively recruits minority attorneys 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</p> <p>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, with a particular emphasis in outreach to male and Asian applicants.</p>
<p>Email job vacancies to local colleges, universities and law schools to reach a greater applicant pool, such as DVC and Los Medanos, UC Berkeley, etc.</p>	<p>Electronic</p>	<p>Send job announcements of vacancies via email including our goals of attracting a diverse and gender balanced workforce.</p>

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

Joanne.Sanchez@pd.cccounty.us



CONTRA COSTA COUNTY PUBLIC WORKS DEPARTMENT OUTREACH AND RECRUITMENT PLAN

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, 2020, the Public Works Department statistical data indicates the following:

- Women are underrepresented in Technicians and Service Maintenance positions.
- Hispanics are underrepresented in Technicians and Skilled Craft Worker 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

Message Distribution

STRATEGY	ELEMENT	TASKS
Create brochure that explains the Public Works department outreach and	Publication and Print Media	Send brochures to CBOs such as Rubicon, St. Vincent de Paul of Alameda and Contra Costa Counties,

recruitment mission and goals.		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	Collaborate with local CBOs, apprenticeship, and training programs for trades occupations (i.e. Green Job Corps, Treasure Island Job Corps, and Job Train), to assist the department in identifying a diverse pool of candidates that may be interested in applying for Public Works positions.
Develop relationships with colleges, trade schools and universities to participate in job fairs and advertise job opportunities.	Personal contact	Partner with community colleges, trade schools and California universities to attend their sponsored job fairs and post on their job boards (i.e. Contra Costa Community Colleges, Universal Technical Institute, IBT Tech, UCs and CSUs)
Ensure that oral board and interview panels reflect the diversity of the candidate pool	Personal contact	When contacting potential oral board raters and identifying interview panel members, ensure that there is appropriate diversity on the panels.

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



SHERIFF-CORONER OUTREACH AND RECRUITMENT PLAN

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, 2020, the Office of the Sheriff's workforce statistical data indicates the following:

- Asians are underrepresented in Officials and Administrators, Professional, and Technical positions;
- Whites are underrepresented in Service Maintenance positions;
- Blacks are underrepresented in Protective Services (Sworn) positions;
- Hispanics are underrepresented in Protective Services (Non-Sworn) positions;
- Females are underrepresented in 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 sworn and civilian positions within the law enforcement community.

Tools: Websites geared toward a diverse group of job seekers interested in working for a law enforcement agency
Community Events and Organizations
Local Job Fairs and Career Days
Local Colleges and Universities
Local Sporting Events
Military Base Recruitment Events
Radio Advertisements
Billboards
Public Transportation Advertisements and Vehicle Wraps
Incorporate non-sworn job opportunities into our robust sworn recruitment efforts

Message Distribution

STRATEGY	ELEMENT	TASKS
<p>Create brochures, flyers, posters, billboards, Public Transportation Wraps, and Radio Ads, 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 Radio Advertisements Sporting Event Ads Online Hibu Filter</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, State of CA. Deputy Sheriff Association Websites, CA POST Website. Create Radio Ads for local radio station. Create Videos to play at Sporting Events Video Boards.</p>
<p>Attend job fairs and career days that serve a large ethnically diverse population</p>	<p>Online Conference Websites 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>Online Conferences Websites Personal Contact</p>	<p>Participate in recruiting community events. "Coffee with a Cop" events. Local Sporting Events</p>

Contact: Mary Jane Robb, Commander, Management Services
mrobb@so.cccounty.us



CONTRA COSTA COUNTY OFFICE OF TREASURER-TAX COLLECTOR OUTREACH AND RECRUITMENT PLAN

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, 2020, 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 (38%).
- Whites (35%) are underrepresented in Officials and Administrator positions.
- Asians (23%) are underrepresented in Professional positions.
- Hispanics (26%), Asians (19%) and Whites (17%) are underrepresented in Technical positions.
- Hispanics (15%) 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 Based Organizations (CBO), professional groups and online recruitment sites who serve the populations listed above.

Message: Human Resources will conduct strategic outreach efforts to CBO's/faith-based organizations, professional groups and online websites that serve those populations where we have underrepresentation. We request Human Resources to electronically share open vacancies to these organizations during our department's outreach efforts. This proactive measure will help to create a more diverse applicant pool of qualified candidates to apply for departmental vacancies.

Tools: Distribute information to CBOs
Local job fairs and Career days
Local colleges and universities
Websites geared towards recruiting White males to Officials and Administrators
Websites geared to recruit Hispanic, Asian and White males to Technician positions
Websites geared towards recruiting Asian males to Professional positions
Websites geared towards recruiting Hispanic males to Administrative Support 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	Collaborate with CBOs and professional organizations by sending them announcements of vacancies via e-mail or by mail.
We recommend HR attend job and career fairs geared towards helping White males find employment as Officials & Administrators and Asian males 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 males for Professional opportunities when distributing information about the department's vacancies.
E-mail job vacancies to local community colleges and universities to reach a greater applicant pool	Personal Contact/Electronic	HR to send job announcements of vacancies via e-mail to local colleges such as DVC, Los Medanos and Cal State East Bay.
Partner with professional organizations to reach out to White males to apply for Officials/ Administrators; Asian males to apply to Professional positions; Hispanic, Asian and White males to apply for Technical positions; and Hispanic males to apply for Administrative Support positions within our workforce	Personal Contact/Electronic	Register and post job vacancies on websites such as California State Association of Counties (CSAC) www.counties.org/ , www.californiacitynews.org ; Asian America Multi-Technology Association www.aamasv.com , Government Investment Officers Association (GIOA) https://www.gioa.us/jobs/ (e-mail information to jen.felger@gioa.us); California State Association of Counties (CSAC) https://www.counties.org/public-sector-job-opportunities , and www.idealists.org

Research employment websites and register to join the online community	Electronic	Register and post job vacancies on websites such as www.indeed.com , www.sfbay.craigslist.org , and www.bayareacareer.com/bay_area.php
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Contact: Ronda Boler, (925) 957-2888
Ronda.Boler@tax.cccounty.us



VETERANS SERVICES OUTREACH AND RECRUITMENT PLAN

Issue: As of December 31, 2020, the Veterans Service Department's statistical data reflects an under-representation for Women – 42% Officials and Administrators, and 24% in Professionals. Administrative support reflects an under-representation of 12%.

- Officials and Administrator positions are under-represented in the following populations: Hispanic, and Asian.
- Professional positions are under-represented in the following populations: Hispanic.
- Administrative Support positions are under-represented in the following populations: Black, Hispanic, and Asian.

Objective: Increase the visibility of Asian, Hispanic, Black, 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 Asian, Black, Hispanic, and Women in order to create a more diverse applicant pool of qualified candidates to apply for vacant positions.

Veterans Services has 11.5 full time employees. We recently completed the hiring process for 3 Veterans Services Representative (VSR) 1 positions, and all were filled by under-represented populations. It is anticipated that our department will post for recruitment an open VSR 1 position, 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 geared toward the Asian, Hispanic, Black, and Women populations.

Message Distribution

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

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