



# Equal Employment Opportunity Plan

October 2016 - September 2018

**Prepared By:  
San Joaquin County  
Human Resources Division - EEO Office  
and  
EEO Advisory Committee**



**SAN JOAQUIN COUNTY  
2016 - 2018  
EQUAL EMPLOYMENT OPPORTUNITY PLAN**

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## SECTION I INTRODUCTION

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### **Description of San Joaquin County**

San Joaquin County is located in California's fertile Central Valley. The County offers a unique blend of rural and urban qualities making it a major center for agribusiness. San Joaquin County is also home to a busy inland port, which is the entrance to the San Joaquin Delta, a series of waterways and agricultural islands leading to the San Francisco Bay.

Over 725,000 people, representing a variety of cultural backgrounds, reside in the County's 1,426 square miles. There are seven cities and several unincorporated communities within the County's boundaries, affording a wide variety of affordable housing. Cultural resources include several colleges and universities, a professional symphony, a concert and lecture series, active theater groups, and excellent libraries. Additional attractions abound in San Francisco, Sacramento, and Lake Tahoe, just short distances away.

### **Purpose of the Equal Employment Opportunity Plan**

The Equal Employment Opportunity (EEO) Office and the Equal Employment Opportunity Advisory Committee (EEOAC) for the County of San Joaquin are pleased to present this Equal Employment Opportunity Plan.

The 2016 - 2018 Equal Employment Opportunity Plan (EEOP) is intended to be a countywide guide for informing County employees and local communities of programs and procedures undertaken by the County to ensure equal employment opportunity, and to implement the County's commitment to equal employment opportunity in accordance with the County's EEO Policy and applicable federal and state laws and regulations. The County strives to provide optimum services to the community and to provide County employees with equal employment and workplace opportunities.

San Joaquin County is an Equal Employment Opportunity Employer and is committed to providing equal employment to all without regard to age, ancestry, color, creed, gender, gender expression, gender identity, genetic information, marital status, medical condition, military/veteran status, national origin, physical or mental disability, political affiliation or belief, pregnancy, race, religion, sex, or sexual orientation. The purpose of the EEOP is to commit the County of San Joaquin to a program that makes equal employment opportunity a reality for all County employees and qualified job applicants. Specifically, the EEOP:

- Outlines the County's EEO Program and the specific steps utilized to achieve a diverse workforce;
- Identifies specific roles and areas of responsibility that extend to all segments of the organization;
- Includes County policies and procedures that prohibit discrimination in the workplace;
- Details the accomplishments of the EEO Program achieved during the past two years (October 2014 - September 2016), and outlines recommended objectives for the next two years (October 2016 - September 2018);

- Contains 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 continue to be under-represented;
- Establishes diversity goals for groups in job categories in which under-representation exists; and
- Identifies specific action plans to correct under-representation.

The EEOP is regularly reviewed and updated by the County's EEO Office and the EEOAC. An annual report on the status of the County's EEO Program is prepared by the EEO Office in conjunction with the EEOAC and the County Administrator's Office, and provided to the County Board of Supervisors. In addition, an assessment is conducted by the EEO Office to review the County's progress on the basis of employment decisions; and will evaluate the measure of progress through the improved utilization in the County's workforce as required by federal law.

A copy of the EEOP is provided to each Department Head and Department EEO Coordinator. Upon request, a copy of the EEOP is provided to employees and community members. The EEOP can also be obtained through the County EEO Website at <http://www.sjgov.org/eoo>, or by contacting the County EEO Office at (209) 468-3374.

In adopting this 2016 - 2018 EEOP, the County Board of Supervisors calls for full cooperation of all employees in carrying out the EEOP responsibilities to make "equal employment opportunity" an established fact in San Joaquin County.

Comments and suggestions regarding this plan are welcome and should be directed to the County EEO Office or EEOAC, at 44 North San Joaquin Street, Suite 330, Stockton, CA 95202.

**SECTION II**  
**VISION AND DIVERSITY DEFINITION**

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**San Joaquin County**  
**Vision Statement on Workplace Diversity**

In San Joaquin County, we believe that every individual is important and adds to the overall quality of our organization. We view diversity in our workplace as business strength; essential to providing excellent support and services to the community we serve.

We are committed to fostering an inclusive and welcoming environment, reflective of the diversity of our community. We are committed to an environment where every individual may grow personally and professionally, where everyone's contributions are acknowledged, respected, and appreciated, and where we celebrate the differences that make us a strong organization.

By working together, we can attract, develop, recognize and retain highly skilled and talented individuals who best represent all dimensions of diversity in all levels of the organization.

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**San Joaquin County**  
**Definition of Workplace Diversity**

Workplace diversity encompasses a broad range of human qualities. These qualities include, but are not limited to, age, education level, ethnicity, gender, gender identity or expression, geographic origin, job classification, mental or physical disability, national origin, political belief, race, religious belief, sexual orientation, socio-economic status, and work experience.

In San Joaquin County, diversity in the workplace means empowering a workforce that is inclusive of these human qualities, which in practice recognizes and embraces the unique contributions of individuals, creating a work environment that maximizes the potential of all employees.

**SECTION III  
POLICIES**

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**SAN JOAQUIN COUNTY  
2575 - EQUAL EMPLOYMENT OPPORTUNITY POLICY**

**2575.1      Purpose**

- a. The County of San Joaquin maintains and promotes a policy of equal employment opportunity and is committed to maintaining a work environment that is free from discrimination. The County of San Joaquin, its managers, employees, agents, and volunteers will not discriminate against any employee, contractor, subcontractor, vendor, or client because of age, ancestry, color, creed, gender, gender expression, gender identity, genetic information, marital status, medical condition, (cancer or genetic characteristics), military and veteran status, national origin, physical or mental disability, political affiliation or belief, pregnancy, race, religion, sex or sexual orientation.
- b. This policy shall apply to all employment actions including, but not limited to: recruitment, testing, hiring, training opportunities, promotion, demotion, transfer, layoff, discipline, termination, salary and benefits, and participation or appointment to all County boards and commissions. All employment decisions shall be made on the basis of individual qualifications, bona fide occupational qualifications for the job in question, and the feasibility of any necessary job accommodations.
- c. The employment goal of San Joaquin County is to develop an employee population that is representative of the general population of San Joaquin County. To this end, San Joaquin County will encourage members of protected groups, including ethnic minorities, females, and persons with disabilities, to apply for employment. The County will take positive measures toward eliminating artificial barriers to employment and achieving equal opportunity through its continued implementation and coordination of the County's Equal Employment Opportunity (EEO) Plan, and through its review and evaluation of hiring and promotional policies and procedures.

**2575.3      Reporting Discrimination Complaints**

- a. An employee, job applicant, contractor, vendor, or client who believes he/she has been discriminated against, as defined in Section 2575.1 (a) above, is encouraged to immediately report the complaint to the appropriate supervisor, manager, Department EEO Coordinator, department head, or to the County EEO Office. A violation of this policy will receive prompt and appropriate action.
- b. Complaints of discrimination from employees and job applicants shall be processed in accordance with Civil Service Rule 20. Complaints from non-employees shall be handled by the appropriate department official. Corrective action up to and including termination shall be taken against any individual in violation of this policy.



**2575.5      Responsibility**

- a. County department heads, managers, and supervisory personnel are responsible for implementing this policy within their areas of responsibility. Any member of County management and supervisory personnel who receive a report involving potential discrimination is responsible for recording adequate information, for conducting an inquiry, and for making immediate contact with the appropriate Department EEO Coordinator or County EEO Office.
- b. This policy shall be posted within the County departments and made available to employees. Information about the process for filing employment discrimination complaints under Civil Service Rule 20 can be obtained by contacting the appropriate Department EEO Coordinator, County EEO Office at (209) 468-3374, or through the EEO Website at <http://www.sjgov.org/eeo/>.
- c. Any manager, employee, agent, or volunteer determined by impartial investigation to have been guilty of the prohibited discrimination will be subject to appropriate disciplinary procedures up to and including termination.

**2575.7      Retaliation**

- a. It is a violation of this policy to retaliate or engage in any form of reprisal because a person has raised a concern, filed a complaint of, or been a witness to discrimination. Acts of retaliation are subject to appropriate corrective action, up to and including termination. However, if the County determines that an individual intentionally provided false information regarding a complaint, corrective action up to, and including termination may be taken against the person who gave the false information.

**2575.9      Training**

- a. The County of San Joaquin has implemented mandatory training to all employees on organizational policies and procedures that prohibit discrimination, including sexual harassment and cultural diversity training.

Issued: January 1, 1983  
Revised: February 10, 2015

**SAN JOAQUIN COUNTY**  
**2576 - HARASSMENT-FREE WORK ENVIRONMENT POLICY**

**2576.1**      **Purpose**

- a. San Joaquin County values each employee and strives to provide a nurturing environment where there is mutual respect and support. To foster such an environment, the County is committed to maintaining an environment that is free from harassment because of an employee's age, ancestry, color, creed, gender, gender expression, gender identity, genetic information, marital status, medical condition (cancer or genetic characteristics), military and veteran status, national origin, physical or mental disability, political affiliation or belief, pregnancy, race, religion, sex or sexual orientation.

**2576.3**      **Definitions**

- a. San Joaquin County defines harassment as behavior that intimidates, threatens, degrades, torments, or places demands upon another, based upon one or more of the protected categories listed above, to the extent that the conduct unreasonably interferes with an employees work performance or creates an intimidating, hostile, or offensive work environment.
- b. Examples of harassment include, but are not limited to:
  1. Verbal conduct, such as ethnic or racial slurs, epithets, derogatory or insulting comments, taunting, heckling, unwanted sexual advances or comments, racial or sexual jokes;
  2. Physical conduct, such as impeding or blocking movement, gestures, unwelcome touching;
  3. Visual conduct, such as derogatory or sexually oriented posters, photographs, letter or other writings, e-mails, cartoons or drawings;
  4. Treating in a disparate manner; or
  5. Retaliating for reporting harassment.
- c. Sexual harassment is a form of sex discrimination that is prohibited under Federal and State law. In general, sexual harassment is defined as any unwanted sexual advance, request for sexual favors, and unwelcome verbal or physical contact of a sexual nature.
- d. The actions above will be considered sexual harassment when:
  1. Submission to such conduct is made, either explicitly or implicitly, a team or condition of an individual's employment; or
  2. Submission to, or rejection of, such conduct by an individual is used as the basis for employment decisions affecting that individual; or
  3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

**2576.5**      **Reporting Harassment Complaints**

- a. An employee who believes he/she has been a victim of harassment is encouraged to immediately report the complaint to the appropriate supervisor, manager, department Equal Employment Opportunity (EEO) Coordinator, department head, or to the County EEO office. A violation of this policy will receive prompt and appropriate action.

- b. Complaints of harassment from employees shall be processed in accordance with Civil Service Rule 20. Complaints from non-employees shall be handled by the appropriate department official. Corrective action up to, and including termination shall be taken against any individual in violation of this policy.

**2576.7      Responsibility**

- a. Each employee of the County should be aware that the County is opposed to all forms of illegal harassment, including sexual harassment, and that such behavior is prohibited both by law and by County policy.
- b. It is an employee's right to raise the issue of harassment, and managers and supervisors shall ensure that employees in their areas of responsibility are informed of their rights to a harassment-free work environment and of the appropriate steps to take if they believe that these rights have been violated. Any member of County management and supervisory personnel who receives a report involving potential harassment is responsible for recording adequate information for conducting an inquiry, and making immediate contact with the appropriate Department EEO Coordinator or County EEO Office.
- c. This policy shall be posted within the County departments and made available to employees. Information about the process for filing employment discrimination complaints under Civil Service Rule 20 can be obtained by contacting the appropriate Department EEO Coordinator, County EEO Office at (209) 468-3374, or through the EEO Website at <http://www.sjgov.org/eoo/>.

**2576.9      Retaliation**

- a. It is a violation of this policy to retaliate or engage in any form of reprisal because a person has raised a concern, filed a complaint of, or been a witness to harassment. Acts of retaliation are subject to appropriate corrective action, up to and including termination. However, if the County determines that an individual intentionally provided false information regarding a complaint, corrective action up to, and including termination may be taken against the person who gave the false information.

**2576.11      Training**

- a. The County of San Joaquin has implemented mandatory training to all employees on organizational policies and procedures that prohibit discrimination, including sexual harassment and cultural diversity training.

Issued: January 1, 1983  
Revised: February 10, 2015

**SAN JOAQUIN COUNTY**  
**CIVIL SERVICE RULE 20**

**Rule 20. Discrimination Prohibited**

**Section 1. General Provisions**

No employee of the County or any job applicant seeking employment with the County shall be discriminated against in any aspect of employment because of age, ancestry, color, creed, marital status, medical condition (cancer or genetic characteristics), national origin, physical or mental disability, political affiliation or belief, pregnancy, race, religion, sex, or sexual orientation.

**Section 2. Discrimination Complaints**

These procedures are intended to provide a method for resolution of complaints alleging discrimination on one or more of the basis cited in Section 1 of this Rule. Complaints that are not based on the types of prohibited discrimination cited in Section 1 shall not be processed under this Rule.

**Section 3. Informal Complaint Process**

The intent of the informal complaint process is to provide for early intervention and resolution of discrimination complaints in an informal manner or through a mediation process at the departmental level.

Prior to the filing of a formal complaint, an employee alleging discrimination in violation of this Rule shall report the discrimination to the Department EEO Coordinator (Coordinator). Complaints must be reported within sixty (60) days of the date the alleged discrimination occurred. A job applicant alleging discrimination under this Rule shall report the discrimination to the County Equal Employment Opportunity Office (EEO Office) within sixty (60) days of the date the alleged discrimination occurred.

The Coordinator will meet with the person making the complaint within ten (10) days of receipt of the report in order to:

- (a) Understand the nature of the complaint;
- (b) Undertake efforts to informally resolve the complaint;
- (c) Identify the Complainant's requested remedy; and
- (d) Give the Complainant a copy of Civil Service Rule 20.

The Coordinator shall notify the EEO Office of the complaint within five (5) days of the initial meeting with the Complainant.

The Coordinator will make reasonable efforts to resolve the complaint if the complaint appears to have merit. When mutually agreed to by both the Complainant and the Appointing Authority of the affected department, the Coordinator may seek the assistance of a mediator available through the San Joaquin County Mediation Center to help resolve the complaint. The Coordinator shall provide written notice to the Appointing Authority indicating whether the complaint was resolved or the specific actions recommended by the Coordinator and/or Complainant to resolve the complaint. Within ten (10) days of the receipt of the written notice, the Appointing Authority will make the

departmental decision regarding any actions requested by the Coordinator and/or Complainant that are within the Appointing Authority's authority.

Within three (3) days of receipt of the Appointing Authority's departmental decision, the Coordinator shall provide written notice to the Complainant and Respondent of the results of the informal complaint process. The written notice to the Complainant shall also inform the Complainant of his or her right to file a formal written complaint if he or she is not satisfied with the results of the informal process. The Coordinator shall also notify the EEO Office in writing within three (3) days of the conclusion of the informal complaint process of the results and provide all documentation received during the course of the informal complaint process.

Unless otherwise agreed to by the Complainant and the Coordinator to extend the timeframe, the informal complaint process shall be concluded within thirty (30) days of the Coordinator's initial meeting with the Complainant.

In the case of a complaint from a job applicant, the EEO Office shall process the complaint in the manner set forth in Section 4.

#### **Section 4. Formal Complaint Process**

If a discrimination complaint is not resolved through the informal complaint process, or if the Complainant is not satisfied with the results of the informal complaint process, the Complainant may file a formal written complaint with the EEO Office within fifteen (15) days of notice of the results of the informal complaint process.

A formal complaint of discrimination shall be in writing and should be filed on the County's Discrimination Complaint form. The Complainant shall describe in detail the alleged discrimination and the action the Complainant requests to resolve the matter. The complaint must be signed and dated and shall contain at least the name(s) of the individual(s) involved, the approximate date(s) of the event(s) at issue, the names of any witnesses to the alleged discrimination, the Complainant's requested remedy, and a description of the action(s) constituting the alleged discrimination.

An investigation will be initiated if the complaint meets the following requirements:

- The complainant alleges discrimination prohibited under Section 1 of this Rule and provides enough detailed information to determine the events constituting the discrimination.
- The complaint is filed within fifteen (15) days of the conclusion of the informal complaint process as set forth in Section 3 of this Rule.

Defective complaints shall be returned within five (5) days of receipt by the EEO Office with an explanation of why an investigation was not initiated under this Rule. If a complaint is returned because of lack of detail, the Complainant will be advised that he or she may submit an amended complaint within ten (10) days of receipt providing enough detail to determine the events constituting the discrimination.

Within fifteen (15) days of receipt of a complaint filed in accordance with this Rule, the EEO Office or designee will meet with the Complainant to review the complaint and shall notify the Respondent and

Appointing Authority that a written complaint has been received and a formal investigation has begun. The investigation will be conducted in a confidential manner. If the circumstances of the situation call for such action, the Investigator will consult with the Appointing Authority regarding reasonable steps that should be taken to protect the Complainant from discrimination or retaliation during the course of the investigation.

Within sixty (60) days from the date of the initial meeting with the Complainant, or unless there is mutual agreement between the Complainant and the EEO Office to extend the timeframe of the investigation, the Investigator shall complete the investigation and shall provide a written summary of the investigation to the Complainant and Respondent. The summary will indicate whether the alleged violation of this Rule is substantiated or is unsubstantiated.

The EEO Office shall submit a post-investigation report to the Appointing Authority within the 60-day timeframe stated above. The report shall indicate whether the alleged violation of this Rule is substantiated or is unsubstantiated. If the complaint is substantiated, the EEO Office may include in the report advisory recommendations to the Appointing Authority that are designed to deter further violation of this Rule. The EEO Office will also recommend remedial or restorative action(s) that are in conformity with these Civil Service Rules, the County's Memoranda of Understanding, work rules, policies and practices.

Within ten (10) days of receipt of a post-investigation report substantiating a violation of this Rule, the Appointing Authority shall respond in writing to the EEO Office and indicate as follows:

1. Whether the Appointing Authority agrees or disagrees with the conclusion of the Investigator that the violation of this Rule has been substantiated. If the Appointing Authority disagrees with the conclusion that this Rule has been violated, he or she shall include an explanation of the reason(s) for disagreement.
2. In addition, as to each advisory recommendation, the Appointing Authority shall report one of the following actions:
  - a) That the recommendation has been implemented, with a summary of the implemented action.
  - b) That the recommendation has not yet been implemented, but will be implemented in the future, with a timeframe for implementation.
  - c) That the recommendation will not be implemented, with an explanation therefore, but that alternative action(s) will be taken which is designed to deter further violations of the Rule, and is in conformity with these Civil Service Rules, the County's Memoranda of Understanding, work rules, policies and practices.
  - d) That the recommendation will not be implemented, with an explanation therefore.

Within five (5) days of receipt of the Appointing Authority's response, the EEO Office shall provide written notice of the Appointing Authority's decision to the Complainant and shall inform the Complainant of his or her right to file an appeal before the Civil Service Commission.

## **Section 5. Appeal Hearing Process**

If, at the conclusion of the formal complaint process set forth in Section 4 above, the EEO Office concludes (1) that the allegation of discrimination under this Rule has not been substantiated, or (2) concludes that a violation has been substantiated; however, the Appointing Authority disagrees with that conclusion and indicates that he or she will not take any or all remedial or restorative action, a Complainant shall have the right to submit a written request for an appeal before the Civil Service Commission (Commission) within fifteen (15) days of receipt of the written notification from the EEO Office of the Appointing Authority's decision.

The written appeal request shall be filed on the Commission's Request for Appeal form and shall contain the facts and circumstances of the alleged discrimination and the remedy requested by the Complainant.

The Commission may hold a hearing on the appeal. The Complainant shall be notified of the date and time of the hearing or of the Commission's decision not to hear the appeal.

The Complainant may appear personally, produce evidence, and have counsel and a public hearing. The hearing shall be informal and the Commission shall not be bound by any of the rules of evidence governing trial procedure in State Courts; provided, however, that insofar as determined practicable by the Commission, the hearing shall be conducted in accordance with the provisions of Section 11513 of the Government Code, except that the Complainant may be examined and may examine and cause any person to be examined under Section 776 of the Evidence Code. Within thirty (30) days following the completion of the hearing, the Commission shall issue a written decision that the alleged act(s) did or did not constitute discrimination prohibited under this Rule and shall provide written notice to the Complainant, Respondent, Appointing Authority, and EEO Office of its decision.

If the decision of the Commission is that the alleged act(s) constitute discrimination under this Rule, the Commission shall issue an order requiring the person who has committed the discrimination to cease and desist from such action in the future. Failure to cease and desist may constitute grounds for disciplinary action under Civil Service Rule 18. The Commission may also order appropriate remedial or restorative action(s) that is in conformity with these Rules, the County's Memoranda of Understanding, work rules, policies and practices. The Appointing Authority shall have ten (10) days from the receipt of the Commission's decision to implement said appropriate remedial or restorative action(s). The Appointing Authority shall notify the EEO Office, the Complainant and Respondent within three (3) days of the implementation of the action taken as outlined in the Commission's order.

## **Section 6. Retaliation Prohibited**

Retaliation against an employee or job applicant for reporting an allegation of discrimination under this Rule, or against an employee for their support of such an employee or job applicant, is prohibited. However, intentionally making a false report or complaint under this Rule, or intentionally giving false statements or testimony in support thereof may constitute grounds for disciplinary action under Rule 18 of these Civil Service Rules.

## **Section 7. Definitions**

1. **Appeal:** A request by a Complainant made in writing to the Civil Service Commission to review the administrative determination regarding a complaint of discrimination.
2. **Complainant:** An individual who believes that he or she has been victim of discrimination.
3. **Days:** Calendar days, unless otherwise specified.
4. **Respondent:** An individual against whom a claim of discrimination is made.



## SECTION IV EQUAL EMPLOYMENT OPPORTUNITY LAW

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Equal Employment Opportunity is referred to as the “law of the land” wherein every individual has equal rights and access to opportunity. In November 1996, the California electorate adopted Proposition 209, which amended the California Constitution to prohibit preferential treatment on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, education, or contracting, and became effective in August 1997. As specifically stated in the California Constitution, Section (e), “Nothing in this section shall be interpreted as prohibiting action which must be taken to establish or maintain eligibility for any federal program, where ineligibility would result in a loss of federal funds to the state.”

In addition, the County is subject to federal laws that mandate Countywide equal employment opportunity programs. In order to qualify for and/or receive federal grants, this EEOP was written to conform to the U.S. Department of Justice regulations in accordance with Title 28, Section 42.301, Code of Federal Regulations.

San Joaquin County’s position on equal employment opportunity is supported by federal and state laws and regulations, which provides the legal basis for equal employment opportunity. These include, but are not limited to the following:

- ***Title VII of the Civil Rights Act of 1964 (Title VII)***. This act prohibits discrimination in employment based on race, color, religion, national origin, or sex. Conditions of employment covered by the act include hiring, promotion, salary, fringe benefits, training, and other terms, conditions and privileges of employment.
  - ***The Pregnancy Discrimination Act***. This law amended Title VII to make it illegal to discriminate against a woman because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth.
- ***Equal Pay Act of 1963 (EPA)***. This act prohibits discrimination in salaries and most fringe benefits based on sex.
- ***Age Discrimination in Employment Act of 1967 (ADEA)***. This act prohibits discrimination against applicants and employees who are 40 or more years of age.
- ***Sections 501 and 505 of the Rehabilitation Act of 1973***. This act prohibits discrimination against any qualified applicants or employees based on disability in all programs and activities receiving federal funds.
- ***Title I of the Americans with Disabilities Act of 1990 (ADA)***. This act prohibits discrimination against a qualified individual with a disability. In 2008 the ADA Amendments Act (ADAAA) was adopted with the purpose of restoring the intent and protections of the ADA of 1990.
- ***The Genetic Information Nondiscrimination Act of 2008 (GINA)***. This act prohibits discrimination against employees or applicants because of genetic information.
- ***The California Fair Employment and Housing Act (FEHA)***. This act prohibits discrimination in employment based on race, color, religion, sex, national origin, age, ancestry, creed, disability (mental and physical), marital status, medical condition, sexual orientation, gender, gender expression, gender identity, genetic information, military/veteran status, and denial of family and medical care leave.

## SECTION V RESPONSIBILITIES

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To assure support and success of this EEOP, and to meet the established objectives, the following persons have been assigned specific responsibilities:

### **A. Board of Supervisors**

The ultimate responsibility for the implementation and monitoring of the EEO Program rests with the County Board of Supervisors.

### **B. County Administrator**

The County Board of Supervisors has designated the County Administrator as the primary person responsible for the EEO Program to ensure that it is effective and is maintained through the County EEO Office. The County Administrator is an ex-officio member to the EEOAC.

### **C. Equal Employment Opportunity Office**

The County's EEO Office strives to ensure accessibility to public programs and equal employment opportunities to all County employees and applicants for employment on the basis of merit, and to prohibit discrimination in every phase of personnel policy and practice in employment, development, advancement, and/or treatment of its employees. The EEO Office, under the direction of the EEO Program Manager, is responsible for the administration and management of the County's EEO Program, and also serves as secretary to the EEOAC. The EEO Office has the following responsibilities:

1. Planning, coordinating, monitoring, and evaluating the County's EEO Program.
2. Reporting to the County Administrator the current status and progress of the program.
3. Investigating complaints of discrimination as defined in Civil Service Rule 20.
4. Developing, conducting, and evaluating training activities related to equal employment opportunity programs and non-discrimination policies.
5. Assisting Department Heads, managers, supervisors, and Department EEO Coordinators in problem identification and resolution of EEO-related matters.
6. Providing training to managers, supervisors, Department EEO Coordinators, and general employees on EEO-related matters.

### **D. Department Heads and Elected Officials**

Department Heads and Elected Officials are "Appointing Authorities" as defined in Civil Service Rule 1. They are responsible for hiring decisions, promotions, disciplinary actions, and ensuring that County and departmental personnel policies and procedures are enforced. Specific areas of responsibility include:

1. Appointing at least one (1) Department EEO Coordinator to assist and advise the Department Head in carrying out the EEOP.
2. Requiring Department EEO Coordinators to attend Department EEO Coordinator trainings facilitated by the EEO Office.

3. Providing opportunities for supervisors, managers, and employees to attend County-sponsored equal employment opportunity training.
4. Ensuring that managers, supervisors, and other employees in their respective groups or departments understand and comply with the County's EEO policies.
5. Making a good faith effort to achieve a diverse workforce.
6. Taking positive measures to provide equal employment opportunity within their respective departments.

#### **E. Managers and Supervisors**

County managers and supervisors are responsible for taking steps to foster and maintain a work environment that is conducive to achieving equal employment opportunities and a workplace free from discrimination or harassment, and implementing the County's policies and procedures that prohibit discrimination in the workplace.

#### **F. County Employees**

County employees are responsible for supporting a work environment that is conducive to achieving equal employment opportunities and that is free of any form of discrimination or harassment and being aware of and understanding the County's policies and procedures that prohibit discrimination in the workplace.

#### **G. Department EEO Coordinators**

Department EEO Coordinators are employees appointed by the Department Head in their respective departments who serve as a resource to employees on EEO-related matters, and are responsible for keeping Department Heads advised of EEO informal complaints, filed in accordance with Civil Service Rule 20, within their agencies. Department EEO Coordinators' areas of responsibility include:

1. Making reasonable efforts to resolve informal complaints of discrimination and harassment, filed in accordance with Civil Service Rule 20.
2. Assisting Department Heads in implementing the EEOP.
3. Providing advice, guidance, and information to employees within the department on EEO-related matters and activities.
4. Attending Department EEO Coordinator trainings facilitated by the EEO Office.

#### **H. Human Resources Division**

The Director of Human Resources has the principal responsibility of developing and maintaining the County's personnel system including recruitment, selection, classification, testing, and compensation programs, and for ensuring that these systems are adhered to in accordance with federal and state mandates. Specific actions taken by Human Resources in support of the EEO Program with respect to recruitment, selection, and training processes are listed in Section VII.

**SECTION VI**  
**EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEE**

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The Equal Employment Opportunity Advisory Committee (EEOAC) serves as an advisory committee to the Board of Supervisors in regard to EEO-related matters and activities.

**EEOAC Mission Statement**

The EEOAC will provide advice to the Board of Supervisors that will enhance the working environment for all County employees and promote the rich diversity of County residents.

The EEOAC is a diverse community-based committee comprised of seven At-Large Representatives, one Management Representative, and one Employee Representative, both of whom are nominated by the County Administrator. All EEOAC members are appointed by the Board of Supervisors and serve two-year terms. At the committee's inception, the first four of the EEOAC committee members were appointed for one and a half year terms to provide for staggered terms thereafter. All members shall be employees or residents of San Joaquin County and shall serve without compensation, except as may be reimbursed for related travel expenses.

The EEOAC meetings are held on the first Wednesday of every other month, unless otherwise indicated, and are open to the public.

As stated in the Board Order B-06-60, dated January 17, 2006, the specific duties of the EEOAC include:

1. Reviewing and providing recommendations on EEO programs, EEO-related trainings and activities.
2. Assisting in distributing information to employees or the community concerning EEO activities.
3. Soliciting employees' support to attend EEO activities, and assisting in the promotion of EEO-related activities and events.
4. Participating in community outreach activities.
5. Assisting with the preparation and delivery of an annual report to the Board of Supervisors in coordination with the County Administrator's Office and the EEO Program Manager.

Each year the EEOAC elects one member as Chairperson and one member as Vice-Chairperson for a period of one calendar year. Meetings are conducted by the Chairperson in accordance with the Ralph Brown Act, using Roberts Rules of Order as a guide. A quorum shall consist of a majority of members. Vacant positions shall not be included when determining the number of members needed for a quorum.

The EEOAC established the following attendance/tardy guidelines for its members.

## EEOAC ATTENDANCE/TARDY GUIDELINES

The County Equal Employment Opportunity Advisory Committee (EEOAC) members attend regularly scheduled bi-monthly public meetings on the first Wednesday of every other month, unless otherwise specified.

The County Board of Supervisors appoints EEOAC members to the committee. EEOAC members have a chartered responsibility to attend regularly scheduled bi-monthly meetings. To compliment the attendance guidelines for EEOAC members, guidelines were also established to address tardiness.

The purpose of the attendance and the tardiness guidelines is to ensure that a quorum will exist at regularly scheduled bi-monthly meetings that enables members of the EEOAC to conduct business that is within their Board-directed purview.

### Attendance Guidelines

Each EEOAC member is to attend all regularly scheduled bi-monthly meetings within the calendar year (January through December). A member's absence, whether excused or not by the EEOAC chairperson or designee, remains an absence and is not forgiven. In the event of an absence by an EEOAC member any time during the calendar year, the following will occur.

**Absence one:** The EEOAC Chairperson or designee will contact the absent member and encourage the member to be present to each regularly scheduled bi-monthly meeting thereafter.

**Absence two:** The EEOAC Chairperson or designee will send a letter to the absent member indicating that their membership on the EEOAC is in jeopardy, and that they will be removed as a member from the EEOAC upon a third absence.

**Absence three:** The EEOAC Chairperson or designee will make a notification to the Board of Supervisors indicating the member's removal as an EEOAC member.

### Tardy Guideline

For each regularly scheduled bi-monthly meeting, EEOAC members will arrive to all meetings within 15-minutes of the scheduled start time. Members arriving 16-minutes or thereafter from the official start time of the meeting shall be considered as tardy to the meeting. Two tardies equal one absence.

Revised 09/2012

**SECTION VII**  
**STEPS TO ACHIEVE A DIVERSE WORKFORCE**

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The County strives to achieve a fully diverse workforce, which includes men and women, persons with disabilities, and persons of all ages, races, and national origins, and any other protected group. In so doing, the County places great emphasis on the outreach, recruitment, and the selection of potential applicants in order to create a diverse pool of qualified individuals from which to hire.

**A. Outreach and Recruitment**

The County's Human Resources Division has the responsibility for outreach and recruitment. A report of the County's outreach and recruitment efforts is made by the Human Resources Director, or designee, to the EEOAC on an annual basis. In addition, job vacancies are advertised in media and community locations, and the County maintains a Website containing information about the County, including job announcements, which may be accessed from the County's Website at <http://www.sjgov.org/hr>. A 24-hour telephone "job-line" is also maintained, as is an "interest card" system where potential applicants can request notification of a position that may open in the future. Employment applications also include the statement, "An Equal Opportunity Employer."

**B. Selection**

The County seeks to employ persons whose backgrounds and abilities enhance the diversity of the demographics of the community it serves. The selection process is based on merit, and shall extend to all candidates a fair, impartial examination of qualifications based on job-related criteria. The examination process is followed in accordance with Civil Service Rule 5.

**C. Test Validation**

Through a thorough process, the Human Resources Division validates its tests to ensure that only job-related items are tested. A formal, written, content validation procedure in accordance with state and federal guidelines has been established. New exams are validated prior to usage. Exams are continually reviewed to ensure they remain valid. This ongoing development and review process is in place to assure that only valid exams are used.

**D. Oral Board Composition**

The composition of oral boards will be in accordance with Rule 5, Section 2, Civil Service Rules and Regulations, and shall be selected as follows:

1. The Chair shall be an individual selected by the Director of Human Resources, or designee, who is trained in conducting oral boards.
2. A representative selected from the staff of the department, which will use the eligibility list, except on promotional examinations.
3. A person from a public or private organization outside of County service who is familiar with the field of work for which interviews are being held.

To the maximum extent possible, at least one member of all oral boards shall be a woman or another member of a protected group. Oral board members shall possess technical expertise, and reflect the candidate pool.

#### **E. Certification**

The certification process is followed in accordance with Civil Service Rule 7. Every appointing authority is encouraged to interview all candidates referred on the certification list to ensure equal employment opportunity for all.

#### **F. Selective Certification**

It is the goal of the County to employ a workforce that reflects its community and effectively provides services to that community. Each department will determine which services to the public may be improved by the employment of bilingual employees. Department Heads may then submit a written request to the Civil Service Commission for certification of eligible applicants who have the special qualifications desired. The request must state:

1. The specific qualifications desired and the special duties of the position that necessitate these qualifications.
2. The number of positions to be filled with the approved selective certification process.

#### **G. Promotions**

When requested, the County Human Resources Division may provide information and/or advice on promotional opportunities that may be available to County employees. Job descriptions and the minimum requirements for promotion or transfer are available in the County Human Resources Division upon request.

#### **H. Exit Interview Questionnaire**

The County is committed to maintaining a positive work environment for its employees. The implementation of an exit interview questionnaire is one method used by the County to accomplish this goal. The exit interview questionnaire, collaboratively developed by the EEO Office and the Human Resources Division, is designed to help identify ways of enhancing the County's work environment, and to assess the overall quality of work life in the County. Employees who voluntarily leave County employment are invited to complete and return the questionnaire to the EEO Office. The information is summarized and analyzed in a data base on an annual basis and used by the EEO Office and Human Resources Division to better understand the County's workplace.

#### **I. Assessment of Full-Time Employment Applications**

An assessment of the number of full-time employment applicants received in the County is conducted annually by the EEO Office in conjunction with the Human Resources Division. The information is summarized and analyzed by ethnicity, gender and EEO-4 job categories and used to assist the EEO Office and Human Resources Division in developing and implementing recruitment and outreach programs for employment in the County.

## **J. Training**

SJC Engage, a unit of the Human Resources Division, is charged with developing and administering training to create a County workforce that is prepared to meet the challenges of the future. Training opportunities are designed to develop skills needed to improve current performance, or to qualify for higher level positions, and are provided to all employees on a non-discriminatory basis.

### **1. EEO-Related Training**

The EEO Office works continuously with SJC Engage to develop training programs targeted at equal employment opportunity and diversity issues. Workshops that are viewed as a part of the EEO Program are:

- Discrimination and Harassment Awareness & Prevention for General Employees
  - Discrimination & Harassment Laws and Prevention for Managers and Supervisors
  - Sexual Harassment Prevention Refresher for Managers and Supervisors
  - Diversity, Respect, and Inclusion
  - New Employee Orientation (EEO module)
- A. As a part of this Board-adopted EEO Plan, employees are required to complete the following County-sponsored trainings, which must be repeated every five (5) years.
- Discrimination and Harassment Awareness & Prevention For General Employees (non-management/supervisory employees)
  - Diversity, Respect, and Inclusion (all employees)
- B. As a part of the Human Resources Leadership Academy, management and supervisory employees are required to complete *Discrimination & Harassment Laws and Prevention for Managers and Supervisors*. All new employees must complete this training within six (6) months of their assumption of a supervisory or management position.
- C. Additionally, AB 1825 requires that an employer having 50 or more employees provide at least 2 hours of training regarding sexual harassment to all supervisory and management employees once every two (2) years. As such, all supervisory and management employees are required to complete *Sexual Harassment Prevention Refresher for Managers and Supervisors*, once every two (2) years.

### **2. New Employee Orientation**

Orientation sessions for all new employees include a presentation by the EEO Office on the County's EEO, EEO and Harassment-Free policies, sexual harassment, and Civil Service Rule 20.

### **3. Other Training and Participation**

SJC Engage will continue to coordinate with and influence colleges and universities in the Central Valley to offer courses and programs needed that are suitable for County employees. SJC Engage will encourage managers and supervisors to foster the participation of all employees where there is



under-utilization in training courses.

**A. Educational Reimbursement Program**

The County encourages employees to further their self-development, to increase their capabilities and value to the County. The County Educational Reimbursement Program, applicable to most bargaining units, shall reimburse employees for tuition as prescribed by their bargaining unit's memorandum of understanding (MOU) for related career-oriented developmental and/or degree coursework in any one fiscal year.

**B. Shift Assignment**

When employees are pursuing formal education in local colleges or training schools, maximum effort shall be made by Department Heads to modify the employee's work hours so that they do not conflict with the employee's educational schedule. On the other hand, employees should select classes that are scheduled during other than working hours within the requirements of their curricula. Any such modifications to work schedules shall be based on the department's staffing and operational needs.

**K. Counseling**

Employees who need to talk to someone regarding the County's EEO policies and procedures to discuss discrimination and harassment concerns, should contact their Department EEO Coordinator. A Department EEO Coordinator may refer the employee to the County EEO Office for further assistance when needed.

**SECTION VIII**  
**ACTIVITIES AND ACCOMPLISHMENTS**  
**October 2014 – September 2016**

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**EEO Program Activities and Accomplishments:**

1. The Seventeenth and Eighteenth Annual Diversity Luncheons were held on October 19, 2014 and October 29, 2015, respectively, to continue the promotion of diversity in the County and to recognize and thank advocates and supporters of the County's EEO Program. A combined total of 676 County employees and guests attended the Seventeenth and Eighteenth Annual Diversity Luncheons. The EEO Office staff coordinated with the Diversity Luncheon Committee and EEO Advisory Committee in all phases of the luncheon preparation, including but not limited to:
  - a. Scheduling and attending all Diversity Luncheon Committee meetings.
  - b. Facilitating the selection of the Keynote Speakers.
  - c. Designing invitations, posters, programs, and advertisement flyers.
  - d. Coordinating the receipt and distribution of door prizes.
  - e. Accepting reservations, payments, and preparing receipts.
  - f. Facilitating the selection of the Annual EEO and Diversity Award recipients. In coordination with the Information Systems Division (ISD), nominations for the EEO and Diversity Award were submitted and accepted on-line.
2. The EEO Office received and processed a total of ninety-four (94) Civil Service Rule 20 (Rule 20) complaints, with fifty-eight (58) informal and thirty-six (36) formal complaints. In addition, there were six (6) requests for Civil Service Commission Rule 20 Appeal Hearings.
3. To conform to the California Fair Employment and Housing Act (FEHA), the Board of Supervisors approved the revisions to the Equal Employment Opportunity and Harassment-Free Work Environment policies. The revision added military and veteran status to the list of protected bases/categories cited in the Equal Employment Opportunity and Harassment-Free Work Environment policies.
4. In accordance with California AB 1825, all California employers with fifty (50) or more employees must provide at least two (2) hours of sexual harassment prevention training to their supervisors and managers every two (2) years. The EEO Office, in coordination with SJC Engage, conducted twenty-seven (27) *Sexual Harassment Prevention Refresher – for Managers and Supervisors* training sessions, including seven (7) *Human Resources Leadership Academy (HRLA): Discrimination & Harassment Laws and Prevention for Managers and Supervisors* training sessions, and a total of 796 supervisors and managers attended the trainings.
5. The EEO Office, in coordination with SJC Engage, conducted fifty-eight (58) *Discrimination and Harassment Awareness & Prevention – for General Employees* training sessions. A total of 2,091 non-supervisory/non-managerial employees attended the trainings. The County Board of Supervisors mandates all County general employees to attend this training once every five (5) years.

6. In coordination with SJC Engage, the EEO Office conducted fifty-four (54) *Diversity, Respect, and Inclusion* training sessions, and a total of 2,092 County employees attended the trainings. The County Board of Supervisors mandates all County employees to attend this training once every five (5) years.
7. The EEO Office conducted forty-nine (49) sessions of the EEO module for *New Employee Orientation*, including twenty-three (23) sessions of *General Orientation* conducted specifically for Health Care Services and San Joaquin County General Hospital employees. A total of 1,563 new County employees attended the orientations.
8. The EEO Office conducted seven (7) training session for Department EEO Coordinators to enhance their skills and knowledge of the Rule 20 Informal Complaint Process and to provide updates on EEO Program events and activities.
9. The EEO Office participated in the Probation Department's Leadership Forum to enhance the leadership skills of the participants.
10. Upon requests, the EEO Office conducted trainings for the Behavioral Health Services Department, Human Services Agency, Public Works Department, San Joaquin General Hospital, and the Sheriff's Office.
11. The EEO Office Website (<http://sjgov.org/eoo/>) was updated to enhance accessibility and awareness of the various County EEO Programs and activities.

**SECTION IX  
OBJECTIVES  
October 2016 – September 2018**

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**A. EEO Program Objectives:**

1. Continuing to ensure that the County is in compliance with applicable Federal and State EEO laws and reporting requirements
2. To increase the awareness of all County employees regarding workplace discrimination, harassment, and diversity through training and other EEO-related activities

**B. EEO Office Goals:**

The EEO Office will accomplish the following goals:

1. Provide EEO-related education and training to County employees
  - a. Explore with SJC Engage the possibility of implementing on-line discrimination and sexual harassment training for managers, supervisors, and general employees
  - b. Research, develop, and implement effective training programs to promote equal employment opportunity and diversity within the County workforce
2. Increase the awareness, education, expertise, and effectiveness of Department EEO Coordinators in the handling of informal complaints, by continuing to provide EEO training to Department EEO Coordinators
3. Monitor and investigate Civil Service Rule 20 complaints, and work with Department EEO Coordinators on Rule 20 process steps and required tracking, reporting, etc.
4. Advise and support departments and employees on EEO-related issues
5. Sponsor Annual Diversity Luncheon and/or countywide diversity events for 2016 and 2017
6. Prepare and deliver an annual report to the Board of Supervisors in coordination with the EEOAC and the County Administrator's Office.

**C. EEOAC Goals:**

1. The EEOAC will continue to support EEO programs and projects for San Joaquin County.

**SECTION X**  
**DISADVANTAGED BUSINESS ENTERPRISE PROGRAM**

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The Board of Supervisors' efforts to ensure equal opportunity include participation in the California State Department of Transportation (Caltrans) Disadvantaged Business Enterprise (DBE) Program which encourages women-owned, minority-owned, and socially and economically disadvantaged-owned businesses to participate in County purchasing and contracting opportunities. The Caltrans DBE Program is carried out in accordance with the U.S. Department of Transportation, (DOT) Title 49, Code of Federal Regulations, Part 26.

San Joaquin County is committed to ensuring that DBEs, as defined in Part 26, have an equal opportunity to receive and participate in certain DOT-assisted contracts. San Joaquin County shall not exclude any person from participation in, deny any person the benefits of, or otherwise discriminate against anyone in connection with the award and performance of any contract covered by 49 CFR Part 26 on the basis of race, color, sex, or national origin.

The DBE Liaison Officer resides in the County's Public Works Department. Below is the County's DBE policy statement. For more detailed information, or to request a copy of the Caltrans DBE Program description, contact the County Public Works Department at (209) 468-3000, or the Caltrans Website at <http://www.dot.ca.gov/hq/bep/>.

**COUNTY DISADVANTAGED BUSINESS ENTERPRISE**

**POLICY STATEMENT**

It is the policy of the County of San Joaquin to utilize certified Disadvantaged Business Enterprises (DBE) firms in all aspects of purchasing and contracting to the maximum extent feasible. This Policy is fully described herein and constitutes policy and commitment of substantially increased DBE utilization. This Policy includes any program, activity, or facility funded wholly or in part by any United States Department of Transportation model element and shall be effective during each federal fiscal year. This County, its contractors, and subcontractors, agree to ensure that DBE firms have the maximum opportunity to participate in the performance of contracts, subcontracts, or purchases. In this regard, the County and all of its contractors, subcontractors, and vendors will take reasonable steps in accordance with 49 CFR, part 26, to ensure that DBE firms have the maximum opportunity to compete for and perform federally funded contracts.

## SECTION XI WORKFORCE ANALYSIS

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San Joaquin County has a culturally rich and diverse population. It is the County's objective to include, versus exclude, its population as it relates to the diversity of services and employment opportunities. San Joaquin County advocates diversity within the workplace and is fully committed to making equal employment opportunity a reality and understands that diversity does not happen without welcoming the inclusion of all ethnicities. Therefore, inclusion is an essential basis of the County's EEOP to promote equal employment opportunity and diversity.

The information contained in this section provides an evaluation of the representation of males and females in the County's full-time workforce by EEO-4 job category on the basis of race or ethnicity. The principal measurement tools used to determine the workforce analysis include: (1) the EEO-4, an Equal Employment Information Report, which the County files with the Equal Employment Opportunity Commission (EEOC) in Washington, DC, and (2) the EEO 6r. State and Local Government Job Groups by Sex, and Race/Ethnicity for San Joaquin County.<sup>1</sup>

### A. EEO-4 Job Categories

The EEO-4 report for state and local government agencies sets forth the gender, race/ethnic composition, job category, and annual salary of the workforce.

The following are the eight designated job categories that make up the EEO-4 report and their corresponding two-digit identification codes used by the County:

#### U.S. FEDERAL EEO-4 JOB CATEGORIES

1. **Officials/Administrators (01):** Occupations in which workers set broad policies, exercise overall responsibility for execution of these policies. Included are department heads and other top management positions. This category also includes a number of positions that are regulatory such as building inspectors, auditors, investigators, and managers.
2. **Professionals (02):** Occupations that require advanced education, special training, or work experience. Included are doctors, registered nurses, personnel professionals, accountants, attorneys, engineers, planners, social workers, and psychologists.
3. **Technicians (03):** Occupations that require specialized and theoretical knowledge that is usually acquired through specialized post-secondary school education or on-the-job training. Included are licensed vocational nurses, engineering inspectors, and computer programmers.
4. **Protective Services – Sworn (04):** Occupations that are directly connected with ensuring public safety, security and protection. Included are deputy sheriffs, fire engineers, correctional officers, and security guards.
5. **Protective Services – Non-Sworn (05):** Occupations that perform technical and support work in safety or law enforcement which do not require a sworn person. Included are animal control workers, community service officers, and lifeguards.

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<sup>1</sup> Source: U.S. Census Bureau, 2006-2010 American Community Survey

6. **Administrative Support (06):** Occupations in which workers are responsible for performing clerical support work such as typing, filing, recording, and receptionist work. Included are stenographer, typist clerk, and clerk classifications.
7. **Skilled Craft (07):** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training or apprenticeship. Included are electricians, carpenters, mechanics, and heavy equipment operators.
8. **Service Maintenance (08):** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene, or safety of the general public. Responsible for the general care, cleaning, and upkeep of buildings, parks, or facilities. Included are housekeeper service workers, park and road maintenance workers, machine and tool setters and operators, food service workers, painters, and bus and truck drivers.

## **B. EEO-4 Race/Ethnic Categories**

The following are the eight designated race/ethnic categories defined by the EEOC identified in this report:

### **U.S. FEDERAL EEO-4 RACE/ETHNICITY CATEGORIES**

1. **White (not of Hispanic origin):** A person having origins in any of the original peoples of Europe, the Middle East, or North Africa which includes people who identify as White, Irish, German, Italian, Lebanese, Near Easterner, Arab or Polish.
2. **Hispanic or Latino:** A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race, such as Moroccan or Belizean.
3. **Black (not of Hispanic origin):** A person having origins in any of the Black racial groups of Africa which includes people who identify as Black, African American, Nigerian, or Haitian.
4. **Asian:** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent which includes people who identify as Asian Indian, Chinese, Filipino, Korean, Japanese, Vietnamese, or other Asian such as Burmese, Hmong, Pakistani, or Thai.
5. **American Indian or Alaskan Native:** A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.
6. **Native Hawaiian or Other Pacific Islander:** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands which includes people who identify as Native Hawaiian, Guamanian or Chamorro, Samoan, Tahitian, Mariana Islander, or Chuukese.
7. **Two or More Races:** A person who identifies as a member of more than one race (i.e., White and Asian, Black and White, Hispanic and Black).
8. **Decline to State:** A person who elects not to self-disclose his or her race/ethnicity.

### **C. Labor Market U.S. Census Data**

The continuing long-range goal of San Joaquin County as an employer is to achieve a workforce that is a general representation of the available workforce within the County. The County's population is richly diverse; therefore, the objective is to achieve such representation in each job category.

The County is required by the federal EEOC to use Civilian Labor Market U.S. Census Data to compare its current workforce with the available, qualified labor force residing within the boundaries of San Joaquin County, broken down by gender, ethnicity, and EEO-4 job categories to identify any potential areas of under-representation. The 2006-2010 EEO 6r. State and Local Government Job Groups by Sex, and Race/Ethnicity for San Joaquin County is used as the criteria for determining under-representation. The Labor Market U.S. Census Data describes all civilians as those individuals who are at least 16 years old who reside within the County, and who have the skills required for entry into a specific job category or who are capable of acquiring them.

The term "under-representation" is used to describe the extent to which the County's racial/ethnic and gender percentages by EEO-4 job categories are less than the San Joaquin County Labor Market Census Data percentages. Full representation of racial/ethnic and gender groups is achieved when the County reaches parity with the relevant County Labor Market Census Data.

### **D. Establishment of Equal Employment Opportunity Goals**

Where under-representation exists, diversity goals, to which the County's good-faith efforts will be directed to increase representation, are established. Goals are broken down by EEO-4 job category, gender and ethnicity.

In all instances the County does not permit the use of preferences or quotas, but employs the use of voluntary good-faith efforts (goals) to create access and opportunity in employment for all groups. A goal is an "aim" (statement of what is possible to achieve), which is different from a quota, a rigid standard typically ordered by courts to overcome the effects of past discrimination. Goals enable employers to use proactive practices that ensure equal employment opportunity in hiring and in the practice of promoting employees.

It is appropriate to note that diversity or equal employment opportunity goals are established in terms of net changes in representation. For example, if the EEO-4 Technicians job category presently has 6.6 percent Hispanic male representation, with an established goal of 9.6 percent, the goal objective would be to achieve a 3 percentage point increase in the representation of Hispanic males in the Technicians job category.

San Joaquin County does not arrive at diversity through the use of hiring and/or promotion quotas, but instead keeps diversity in mind when conducting outreach and recruitment efforts. Goals will be reached primarily through recruiting and advertising to increase the pool of qualified applicants and through implementation of various action steps identified in Section XIII.

The utilization of the County's full-time workforce of males and females and their race or ethnicity is summarized and graphically displayed in the subsequent pages. This section reflects the County's efforts to improve readability of the data and provide a more in-depth analysis of employment trends. As such, an employment analysis pertaining to hires, promotions, and involuntary terminations/releases by racial/ethnic and gender groups from July 1, 2014 through June 30, 2016 is provided in Section XII.



## **E. Graphical and/or Statistical Information**

The following is a listing of the graphical and/or statistical information provided in this section that reflects workforce data for all full-time San Joaquin County employees as of June 30, 2014:<sup>2</sup>

- Attachment 1** Snapshot of County Employee Workforce.
- Attachment 2** Composition of Full-Time County Employee Workforce By Gender and Ethnicity.
- Attachment 3** Comparison of 2010 County Civilian Labor Market U.S. Census Data to Full-time County Workforce by Gender and Ethnicity as of June 30, 2016.
- Attachment 4** Summary of Full-Time County Employee Workforce by EEO-4 Job Category, Ethnicity, and Gender as of June 30, 2016.
- Attachment 5** Summaries of Full-Time County Workforce by EEO-4 Job Category, Ethnicity, and Gender. Summaries also include the percentage of over and under-representation and the percentage goal needed to reach parity with the County Civilian Labor Market U.S. Census Data.
- Attachment 6** EEO 6r: State and Local Government Job Groups by Sex and Race/Ethnicity – 2010 San Joaquin County Civilian Labor Force.
- Attachment 7** Full-Time County Employee Workforce as of June 30, 2016.
- Attachment 8** County Utilization Analysis as of June 30, 2016.
- Attachment 9** San Joaquin County Fiscal Year EEO Table for Full-Time County Employees – Fiscal Years 1991-92 to 2015-16.
- Attachment 10** 2000 and 2010 Civilian Labor Market U.S. Census Data for San Joaquin County by Race/Ethnicity and Gender.

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<sup>2</sup> The figures presented in the tables and charts have been rounded off. For the purposes of analysis, calculated percentages of .05 or higher were rounded up to the nearest decimal. Since the figures and data were rounded separately, they do not necessarily reflect the sum or difference of the values in each category. Similarly, the sum of percentages, which were calculated from the rounded data, does not necessarily total 100.

## ATTACHMENT 1

### SNAPSHOT OF COUNTY EMPLOYEE WORKFORCE

*The 2006-2010 EEO 6r. State and Local Government Job Groups by Sex, and Race/Ethnicity for San Joaquin County (Labor Market U.S. Census Data) was used in determining available workforce representation for race/ethnicity and gender in preparing this report*

- The total County U.S. Census County Labor Market availability increased from 240,196 in 2000 to 303,665 in 2010; an increase of 63,469, or 26.4%.
  - U.S. Census County Labor Market availability for Hispanic/Latino increased by 7.6%, from 27.9% in 2000 to 35.5% in 2010.
  - U.S. Census County Labor Market availability for Asian increased by 4.5%, from 9.4% in 2000 to 13.9% in 2010.
  - U.S. Census County Labor Market availability for White decreased by 12.0%, from 52.8% in 2000 to 40.8% in 2010.
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- The total full-time County workforce increased from 5,146 employees as of June 30, 2014, to 5,325 employees as of June 30, 2016; an increase of 179 employees, or 3.5%.
    - Total full-time female employees increased from 3,270 to 3,415; an increase of 145 employees, or 4.4%.
    - Female employee representation (64.1%) compared to U.S. Census County Labor Market availability (45.6%) is overrepresented by 18.5%.
    - Total full-time male employees increased from 1,876 to 1,910; an increase of 34 employees, or 1.8%.
    - Male employee representation (35.9%) compared to U.S. Census County Labor Market availability (54.4%) is underrepresented by 18.5%.
  - White employee representation in the workforce has decreased by 2.0%, from June 30, 2014 (45.5%) to June 30, 2016 (43.5%); but is above the 2010 U.S. Census County Labor Market availability (40.8%) by 2.7%.
    - White male employee representation in the workforce has decreased by 0.9%, from June 30, 2014 (19.3%) to June 30, 2016 (18.4%); and is below the 2010 U.S. Census County Labor Market availability (21.7%) by 3.3%.
    - White male employees are over-represented in Protective Services: Non-Sworn (17.9%) and Skilled Craft (13.7%), but are under-represented in Administrative Support (10.5%).
    - White female employee representation in the workforce has decreased by 1.2%, from June 30, 2014 (26.3%) to June 30, 2016 (25.1%); but is above the 2010 U.S. Census County Labor Market availability (19.1%) by 6.0%.
    - White female employees are under-represented in Protective Services: Non-Sworn (29.9%).
  - The combined ethnic minority employee workforce representation has decreased by 0.4% from June 30, 2014 (48.2%) to June 30, 2016 (47.8%); and is below the 2010 U.S. Census County Labor Market availability (59.2%) by 11.4%.
    - Hispanic/Latino employee representation in the workforce has increased by 0.8%, from June 30, 2014 (22.1%) to June 30, 2016 (22.9%); but is below the 2010 U.S. Census County Labor Market availability (35.5%) by 12.6%.
    - Hispanic/Latino male employee representation in the workforce has remained the same, from June 30, 2014 (6.7%) to June 30, 2016 (6.7%); and is below the 2010 U.S. Census County Labor Market availability (20.8%) by 14.1%.
    - Hispanic/Latino male employees are under-represented in all 8 EEO-4 job categories, with the highest under-representation in the Protective Services: Non-Sworn (21.7%), Service Maintenance (16.6%), and Skilled Craft (15.2%) job categories.

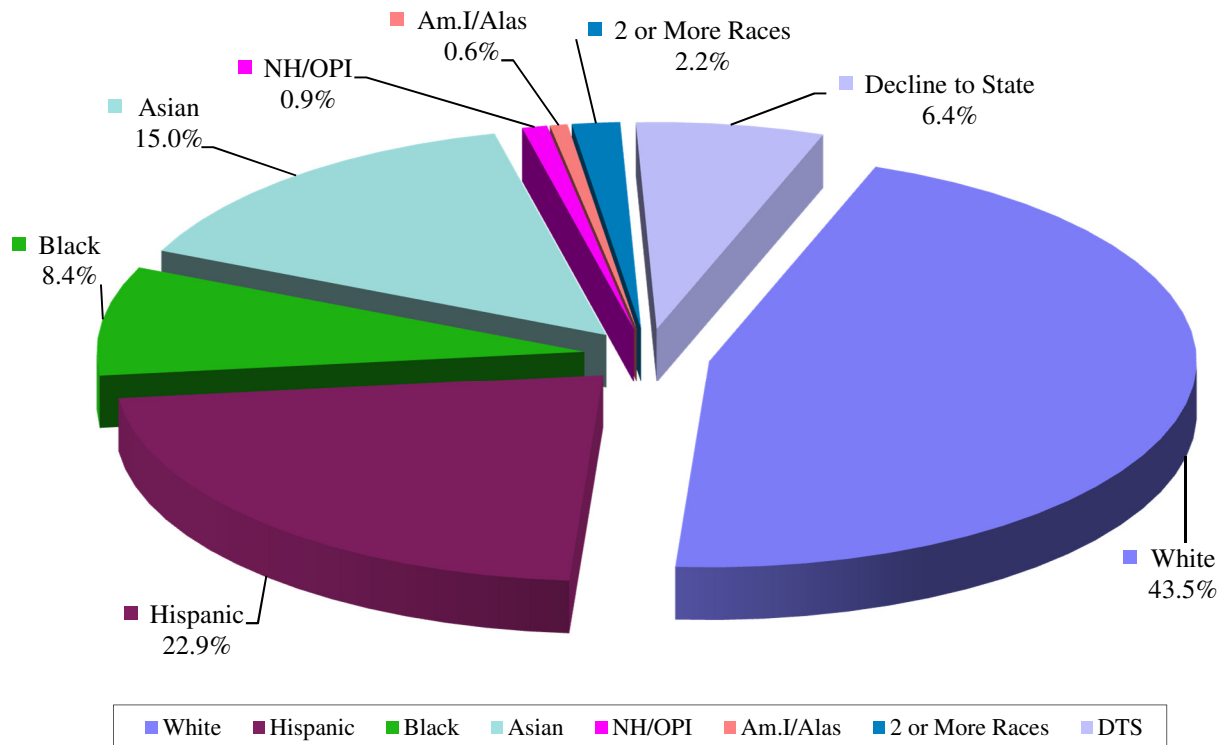
## ATTACHMENT 2

### COMPOSITION OF FULL-TIME COUNTY EMPLOYEE WORKFORCE BY GENDER AND RACE/ETHNICITY

The following is a snapshot of full-time County employees as of June 30, 2016.

<b>TOTAL FULL-TIME EMPLOYEES</b>	5,325	100.0%
Male	1,910	35.9%
Female	3,415	64.1%
<b>RACE/ETHNICITY</b>		
White	2,317	43.5%
Hispanic/Latino	1,221	22.9%
Black	446	8.4%
Asian	800	15.0%
Native Hawaiian/Other Pacific Islander	49	0.9%
American Indian/Alaskan Native	34	0.6%
Two Or More Races	115	2.2%
Decline To State	343	6.4%

**FULL-TIME COUNTY WORKFORCE DEMOGRAPHICS  
AS OF JUNE 30, 2016**



**ATTACHMENT 3**

**COMPARISON OF 2010 COUNTY CIVILIAN LABOR MARKET U.S. CENSUS DATA  
TO FULL-TIME COUNTY WORKFORCE BY GENDER AND ETHNICITY  
AS OF JUNE 30, 2016**

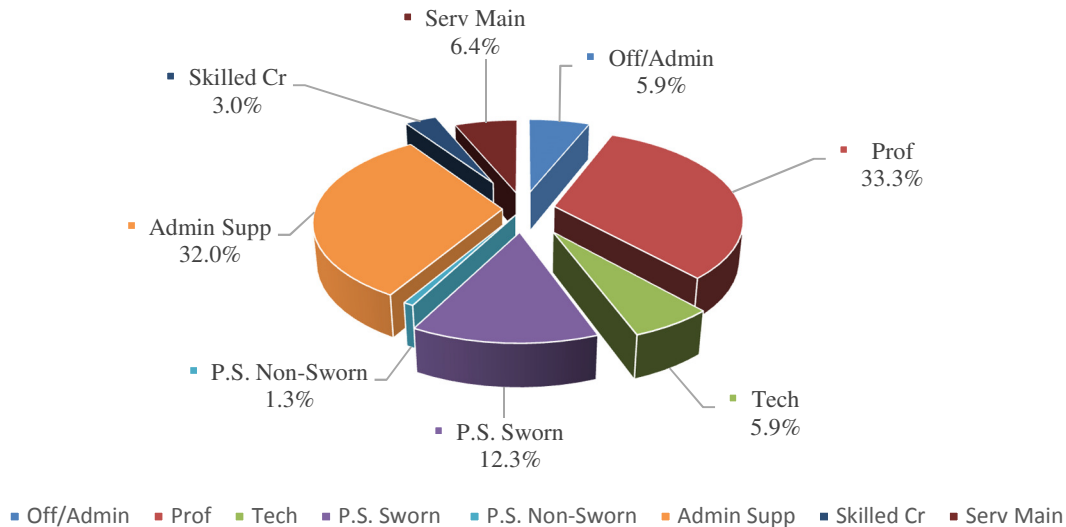
Gender		2010 Labor Market	2014 County Employee Workforce	2016 County Employee Workforce	2016 Workforce Utilization
Male		54.4%	36.5%	35.9%	-18.5%
Female		45.6%	63.5%	64.1%	+18.5%
Ethnicity		2010 Labor Market	2014 Workforce	2016 County Employee Workforce	2016 Workforce Utilization
White		40.8%	45.5%	43.5%	+2.7%
Hispanic		35.5%	22.1%	22.9%	-12.6%
Black		6.4%	8.5%	8.4%	+2.0%
Asian		13.9%	14.6%	15.0%	+1.1%
Native Hawaiian/Other Pacific Islander		0.4%	0.8%	0.9%	+0.5%
American Indian/Alaskan Native		0.5%	0.6%	0.6%	+0.1%
Two Or More Races		2.5%	1.6%	2.2%	-0.3%
Decline To State		N/A	6.2%	6.4%	N/A
Gender and Ethnicity		2010 Labor Market	2014 Workforce	2016 County Employee Workforce	2016 Workforce Utilization
White	Male	21.7%	19.3%	18.4%	-3.3%
	Female	19.1%	26.3%	25.1%	+6.0%
Hispanic	Male	20.8%	6.7%	6.7%	-14.1%
	Female	14.7%	15.3%	16.2%	+1.5%
Black	Male	3.2%	2.3%	2.2%	-1.0%
	Female	3.2%	6.3%	6.2%	+3.0%
Asian	Male	7.2%	5.1%	5.4%	-2.2%
	Female	6.8%	9.5%	9.7%	+2.9%
Native Hawaiian/ Other Pacific Islander	Male	0.2%	0.2%	0.2%	0.0%
	Female	0.2%	0.7%	0.7%	+0.5%
American Indian/ Alaska Native	Male	0.2%	0.1%	0.1%	-0.1%
	Female	0.3%	0.5%	0.5%	+0.2%
Two Or More Races	Male	1.2%	0.5%	0.6%	-0.6%
	Female	1.3%	1.1%	1.5%	+0.2%
Decline To State	Male	N/A	2.3%	2.3%	N/A
	Female	N/A	3.9%	4.2%	N/A

## ATTACHMENT 4

### SUMMARY OF FULL-TIME COUNTY EMPLOYEE WORKFORCE BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER AS OF JUNE 30, 2016

EEO-4 JOB CATEGORIES	Total	WHITE		HISPANIC		BLACK		ASIAN		NH/OPI		AM./ALAS		TWO OR MORE RACES		DECLINE TO STATE	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
		Officials/ Administrators	312	87	99	17	23	6	16	20	18	1	1	0	3	2	1
Professionals	1,775	240	480	70	231	35	115	130	274	3	17	2	9	9	19	53	88
Technicians	313	59	65	23	34	5	13	34	41	3	5	1	0	1	3	11	15
Protective Services Sworn	654	335	75	95	35	32	20	38	6	0	0	0	1	5	0	6	6
Protective Services Non-Sworn	69	25	12	5	11	3	2	5	0	0	0	0	0	0	0	5	1
Administrative Support	1,702	78	558	54	470	17	143	33	147	3	13	2	13	9	53	13	96
Skilled Craft	160	88	1	39	0	2	0	12	0	0	0	1	0	2	0	15	0
Service Maintenance	340	66	49	55	59	15	22	13	29	1	2	1	1	6	5	7	9
<b>Total</b>	<b>5,325</b>	<b>978</b>	<b>1,339</b>	<b>358</b>	<b>863</b>	<b>115</b>	<b>331</b>	<b>285</b>	<b>515</b>	<b>11</b>	<b>38</b>	<b>7</b>	<b>27</b>	<b>34</b>	<b>81</b>	<b>122</b>	<b>221</b>

### SUMMARY OF FULL-TIME EMPLOYEE WORKFORCE BY EEO-4 JOB CATEGORY AS OF FISCAL YEAR ENDING JUNE 30, 2016



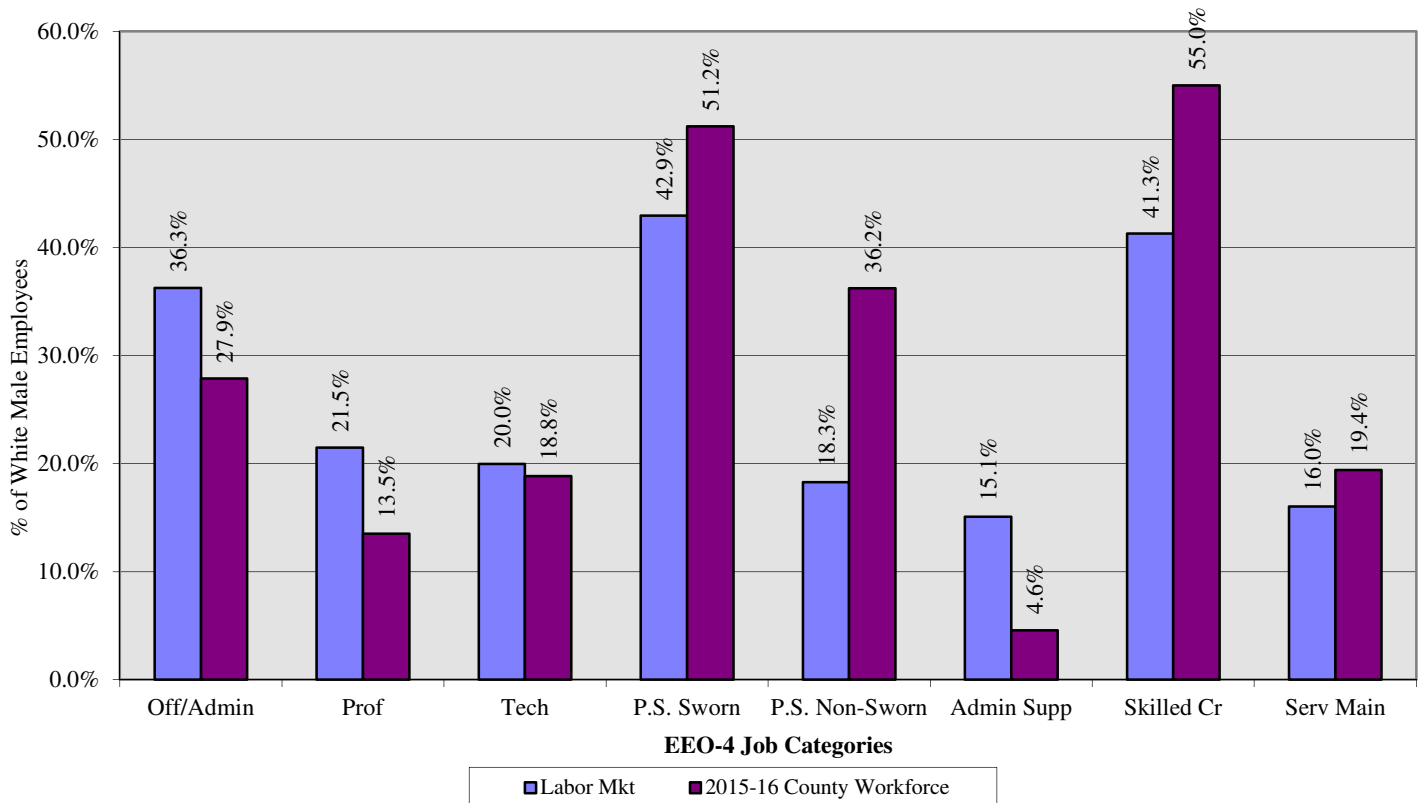
## ATTACHMENT 5

### SUMMARY OF FULL-TIME COUNTY WHITE MALE EMPLOYEES BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

Based on the 2010 Labor Market Census Data, the available workforce for White male representation is 21.7%.

- Out of the total County full-time employees of 5,325, there are 978 White male employees. Representation has decreased from 19.3% in fiscal year 2013-14 to 18.4% in fiscal year 2015-16.
- White male employees are over-represented in 4 out of 8 EEO-4 job categories:
  - Protective Services Sworn by +8.3%
  - Protective Services Non-Sworn by +17.9%
  - Skilled Craft by +13.7%
  - Service Maintenance by +3.4%
- White male employees are under-represented in 4 out of 8 EEO-4 job categories:
  - Officials/Administrators by -8.4%
  - Professionals by -8.0%
  - Technicians by -1.1%
  - Administrative Support by -10.5%

#### COMPARISON OF 2010 COUNTY LABOR MARKET CENSUS DATA TO FULL-TIME COUNTY WORKFORCE AS OF JUNE 30, 2016 BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

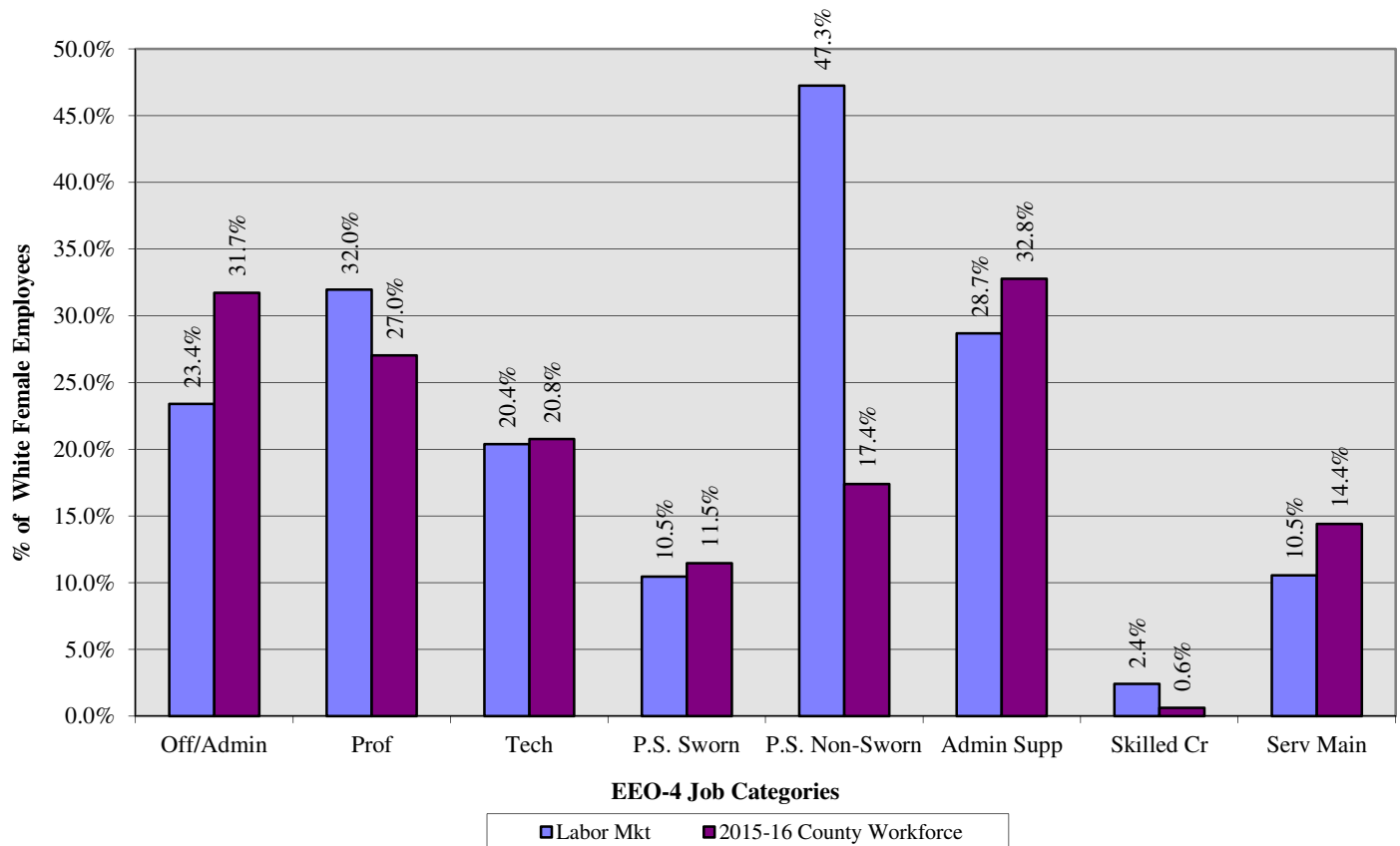


## SUMMARY OF FULL-TIME COUNTY WHITE FEMALE EMPLOYEES BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

Based on the 2010 Labor Market Census Data, the available workforce for White female representation is 19.1%.

- Out of the total County full-time employees of 5,325, there are 1,339 White female employees. Representation has decreased from 26.3% in fiscal year 2013-14 to 25.1% in fiscal year 2015-16.
- White female employees are over-represented in 5 out of 8 EEO-4 job categories:
  - Officials/Administrators by +8.3%
  - Technicians by +0.4%
  - Protective Services Sworn by +1.0%
  - Administrative Support by +4.1%
  - Service Maintenance by +3.9%
- White female employees are under-represented in 3 out of 8 EEO-4 job categories:
  - Professionals by -4.9%
  - Protective Services Non-Sworn by -29.9%
  - Skilled Craft by -1.8%

### COMPARISON OF 2010 COUNTY LABOR MARKET CENSUS DATA TO FULL-TIME COUNTY WORKFORCE AS OF JUNE 30, 2016 BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

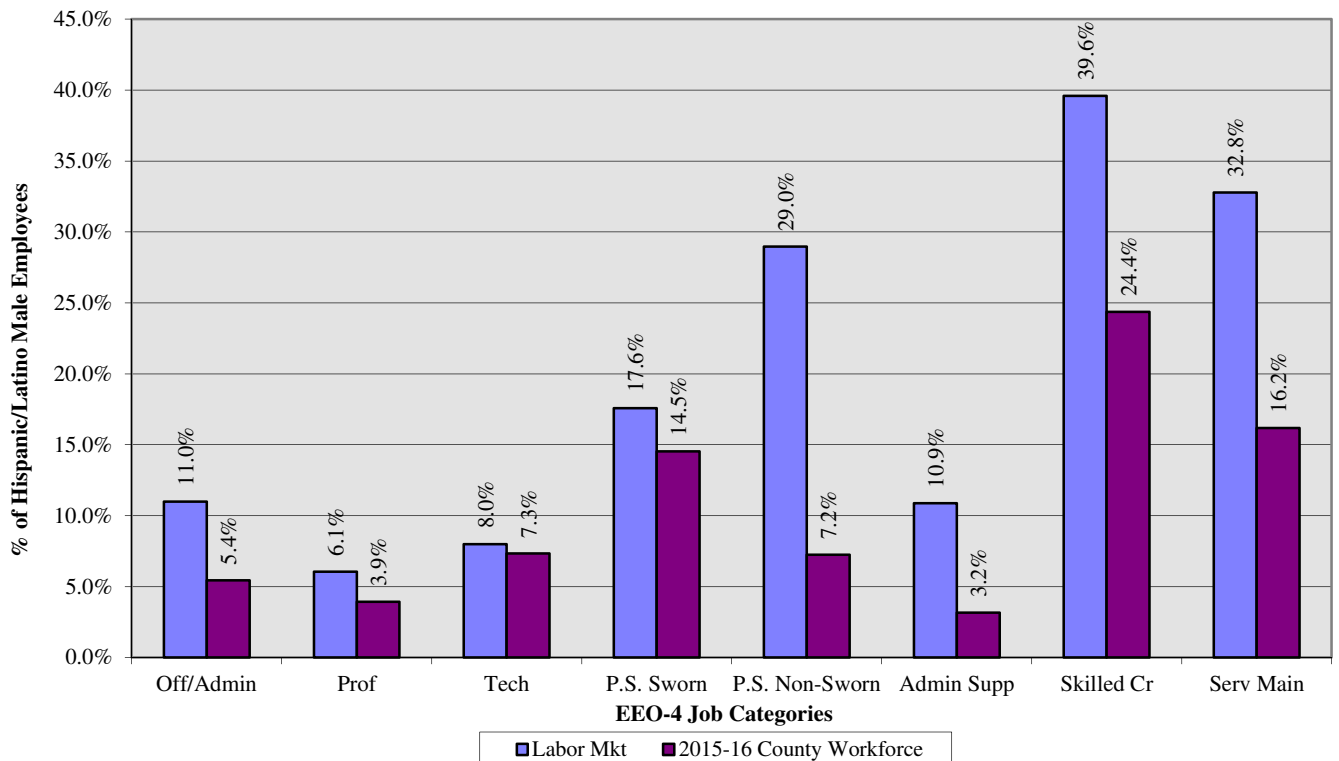


## SUMMARY OF FULL-TIME COUNTY HISPANIC/LATINO MALE EMPLOYEES BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

Based on the 2010 Labor Market Census Data, the available workforce for Hispanic/Latino male representation is 20.8%.

- Out of the total County full-time employees of 5,325, there are 358 Hispanic/Latino male employees. Representation has remained the same from fiscal year 2013-14 to fiscal year 2015-16 at 6.7%.
- Hispanic/Latino male employees are over-represented in 0 out of 8 EEO-4 job categories.
- Hispanic/Latino male employees are under-represented in 8 out of 8 EEO-4 job categories:
  - Officials/Administrators by -5.5%
  - Professionals by -2.1%
  - Technicians by -0.7%
  - Protective Services Sworn by -3.1%
  - Protective Services Non-Sworn by -21.7%
  - Administrative Support by -7.7%
  - Skilled Craft by -15.2%
  - Service Maintenance by -16.6%

### COMPARISON OF 2010 COUNTY LABOR MARKET CENSUS DATA TO FULL-TIME COUNTY WORKFORCE AS OF JUNE 30, 2016 BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER



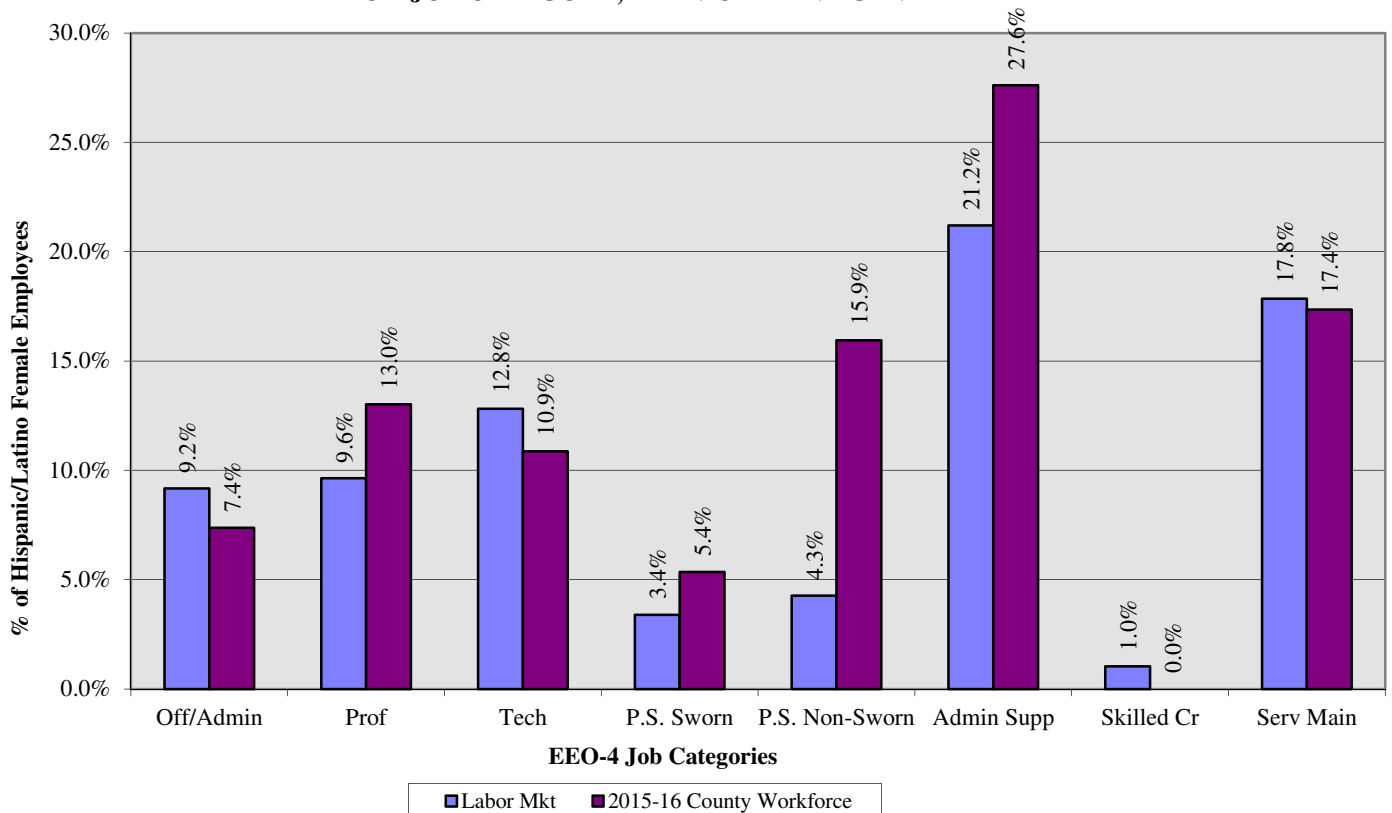


## SUMMARY OF FULL-TIME COUNTY HISPANIC/LATINO FEMALE EMPLOYEES BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

Based on the 2010 Labor Market Census Data, the available workforce for Hispanic/Latino female representation is 14.7%.

- Out of the total County full-time employees of 5,325, there are 863 Hispanic/Latino female employees. Representation has increased from 15.3% in fiscal year 2013-14 to 16.2% in fiscal year 2015-16.
- Hispanic/Latino female employees are over-represented in 4 out of 8 EEO-4 job categories:
  - Professionals by +3.4%
  - Protective Services Sworn by +2.0%
  - Protective Services Non-Sworn by +11.7%
  - Administrative Support by +6.4%
- Hispanic/Latino female employees are under-represented in 4 out of 8 EEO-4 job categories:
  - Officials/Administrators by -1.8%
  - Technicians by -1.9%
  - Skilled Craft by -1.0%
  - Service Maintenance by -0.5%

**COMPARISON OF 2010 COUNTY LABOR MARKET CENSUS DATA  
TO FULL-TIME COUNTY WORKFORCE AS OF JUNE 30, 2016  
BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER**

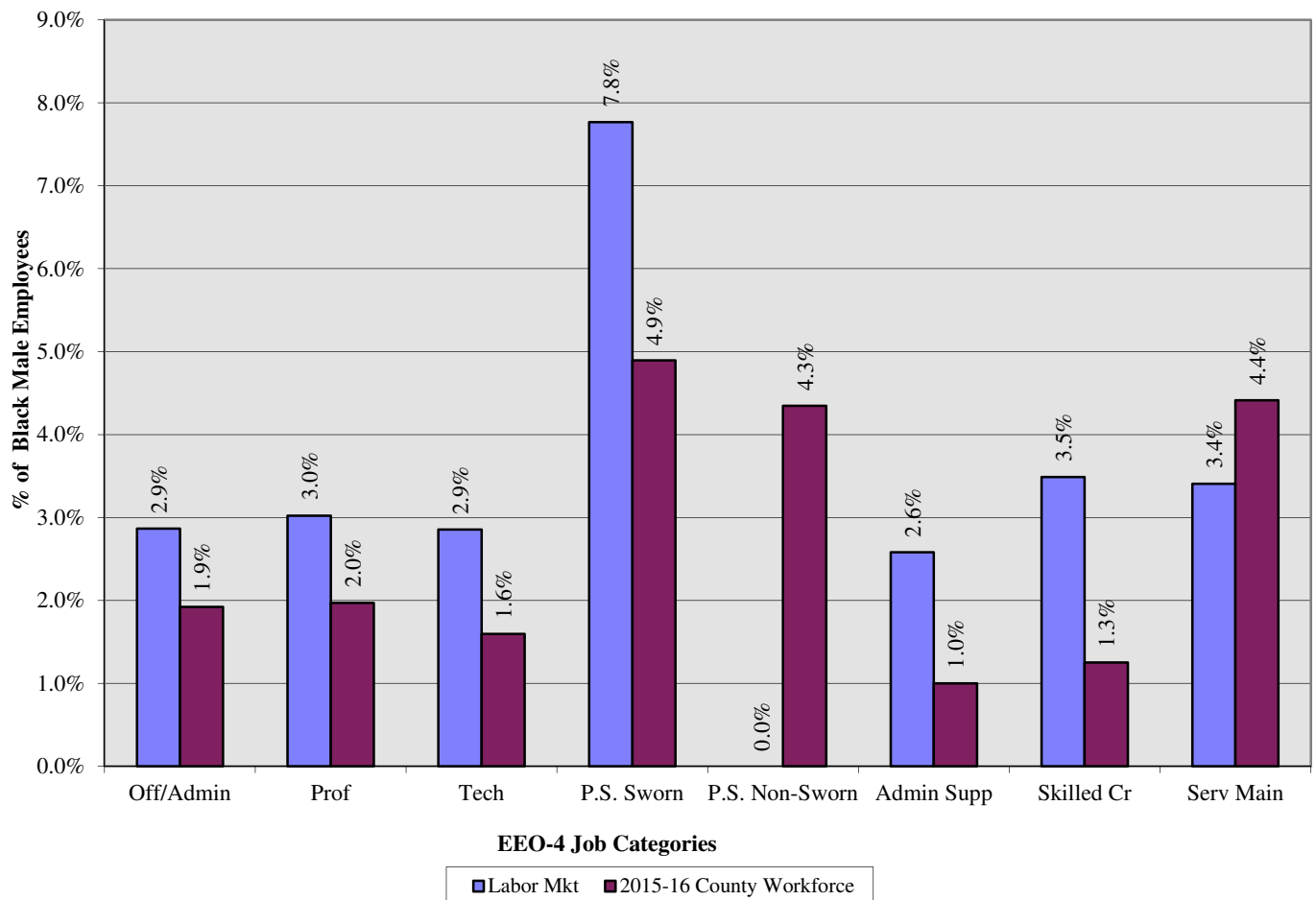


## SUMMARY OF FULL-TIME COUNTY BLACK MALE EMPLOYEES BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

Based on the 2010 Labor Market Census Data, the available workforce for Black male representation is 3.2%.

- Out of the total County full-time employees of 5,325, there are 115 Black male employees. Representation has decreased from 2.3% in fiscal year 2013-14 to 2.2% in fiscal year 2015-16.
- Black male employees are over-represented in 2 out of 8 EEO-4 job categories:
  - Protective Services Non-Sworn by +4.3%
  - Service Maintenance by +1.0%
- Black male employees are under-represented in 6 out of 8 EEO-4 job categories:
  - Officials/Administrators by -0.9%
  - Professionals by -1.1%
  - Technicians by -1.3%
  - Protective Services Sworn by -2.9%
  - Administrative Support by -1.6%
  - Skilled Craft by -2.2%

### COMPARISON OF THE 2010 COUNTY LABOR MARKET CENSUS DATA TO FULL-TIME COUNTY WORKFORCE AS OF JUNE 30, 2016 BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

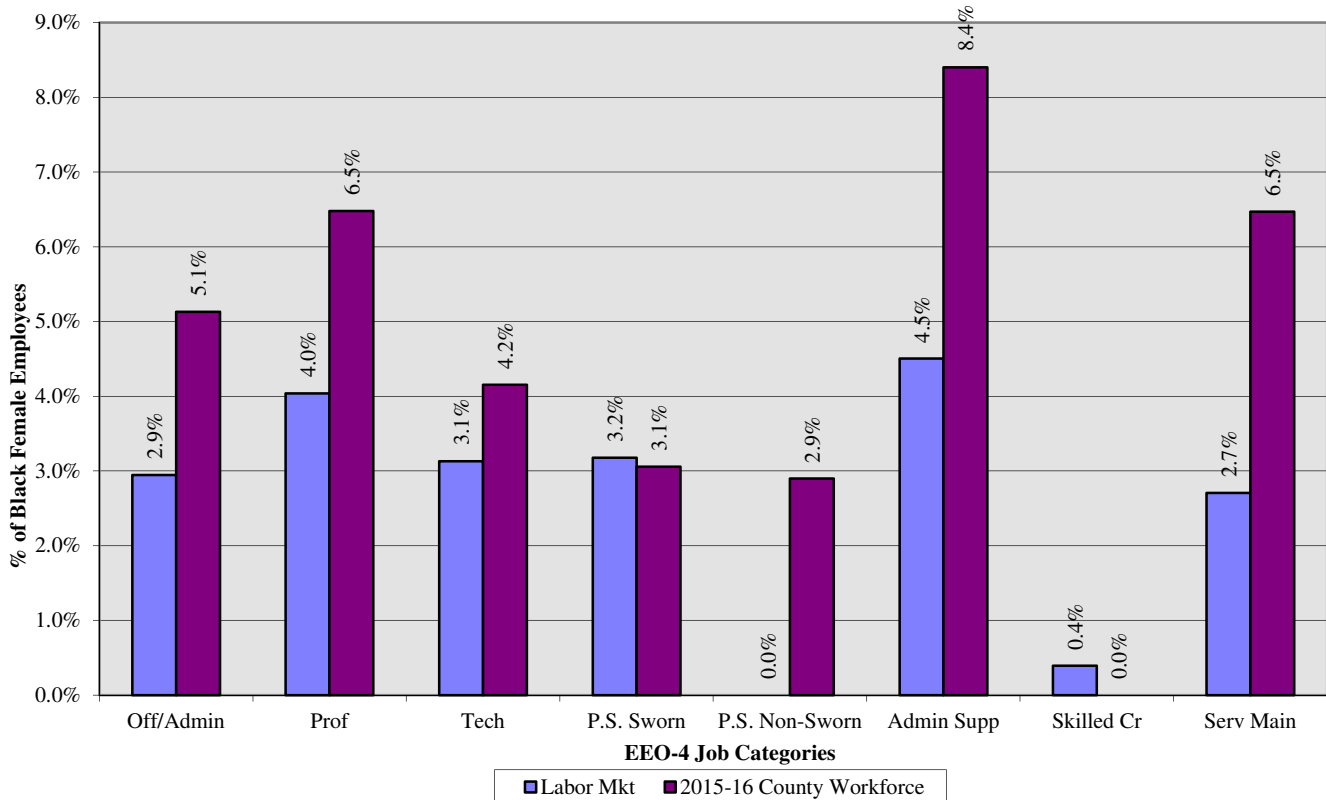


## SUMMARY OF FULL-TIME COUNTY BLACK FEMALE EMPLOYEES BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

Based on the 2010 Labor Market Census Data, the available workforce for Black female representation is 3.2%.

- Out of the total County full-time employees of 5,325, there are 331 Black female employees. Representation has decreased from 6.3% in fiscal year 2013-14 to 6.2% in fiscal year 2015-16.
- Black female employees are over-represented in 6 out of 8 EEO-4 job categories:
  - Officials/Administrators by +2.2%
  - Professionals by +2.4%
  - Technicians by +1.0%
  - Protective Services Non-Sworn by +2.9%
  - Administrative Support by +3.9%
  - Service Maintenance by +3.8%
- Black female employees are under-represented in 2 out of 8 EEO-4 job categories:
  - Protective Services Sworn by -0.1%
  - Skilled Craft by -0.4%

### COMPARISON OF THE 2010 COUNTY LABOR MARKET CENSUS DATA TO FULL-TIME COUNTY WORKFORCE AS OF JUNE 30, 2016 BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

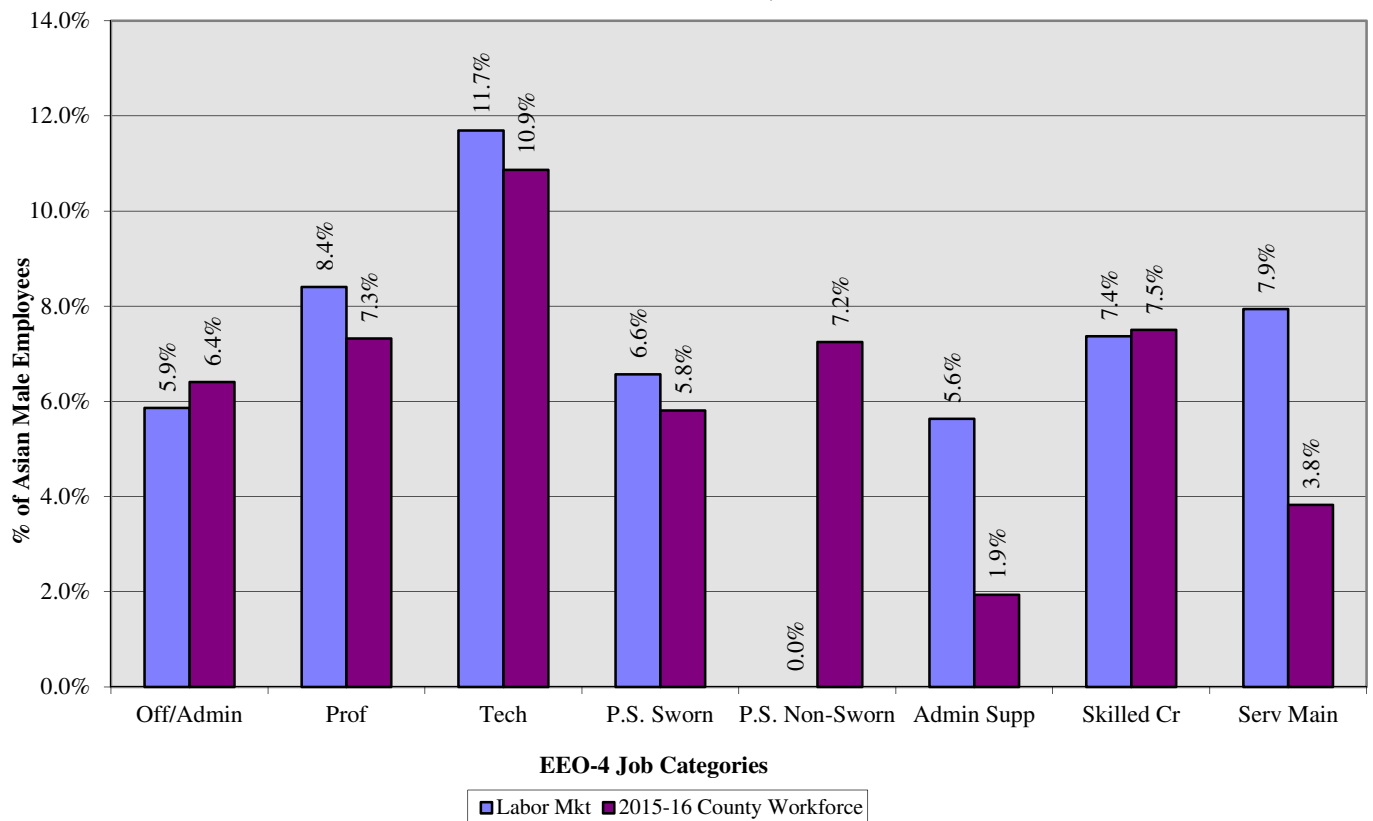


## SUMMARY OF FULL-TIME COUNTY ASIAN MALE EMPLOYEES BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

Based on the 2010 Labor Market Census Data, the available workforce for Asian male representation is 7.2%.

- Out of the total County full-time employees of 5,325, there are 285 Asian male employees. Representation has increased from 5.1% in fiscal year 2013-14 to 5.4% in fiscal year 2015-16.
- Asian male employees are over-represented in 3 out of 8 EEO-4 job categories:
  - Officials/Administrators by +0.5%
  - Protective Services Non-Sworn by +7.2%
  - Skilled Craft by +0.1%
- Asian male employees are under-represented in 5 out of 8 EEO-4 job categories:
  - Professionals by -1.1%
  - Technicians by -0.8%
  - Protective Services Sworn by -0.8%
  - Administrative Support by -3.7%
  - Service Maintenance by -4.1%

**COMPARISON OF 2010 COUNTY LABOR MARKET CENSUS DATA  
TO FULL-TIME COUNTY WORKFORCE AS OF JUNE 30, 2016  
BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER**

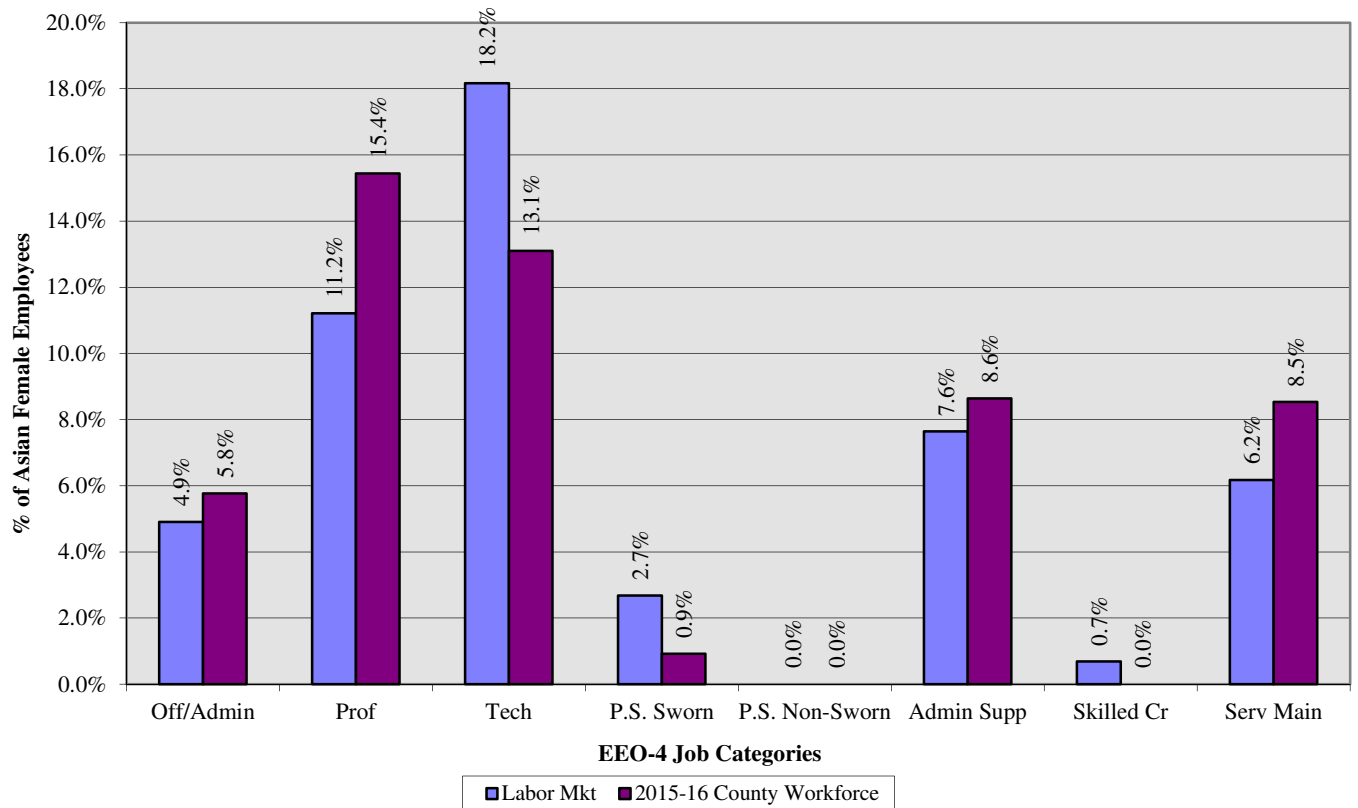


## SUMMARY OF FULL-TIME COUNTY ASIAN FEMALE EMPLOYEES BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

Based on the 2010 Labor Market Census Data, the available workforce for Asian female representation is 6.8%.

- Out of the total County full-time employees of 5,325, there are 515 Asian female employees. Representation has remained the same from fiscal year 2013-14 to fiscal year 2015-16 at 9.7%.
- Asian female employees are over-represented in 4 out of 8 EEO-4 job categories:
  - Officials/Administrators by +0.9%
  - Professionals by +4.2%
  - Administrative Support by +1.0%
  - Service Maintenance by +2.4%
- Asian female employees are under-represented in 3 out of 8 EEO-4 job categories:
  - Technicians by -5.1%
  - Protective Services Sworn by -1.8%
  - Skilled Craft by -0.7%
- Asian female employees have a balanced representation in 1 out of 8 EEO-4 job categories:
  - Protective Services Non-Sworn at 0.0%

**COMPARISON OF 2010 COUNTY LABOR MARKET CENSUS DATA  
TO FULL-TIME COUNTY WORKFORCE AS OF JUNE 30, 2016  
BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER**

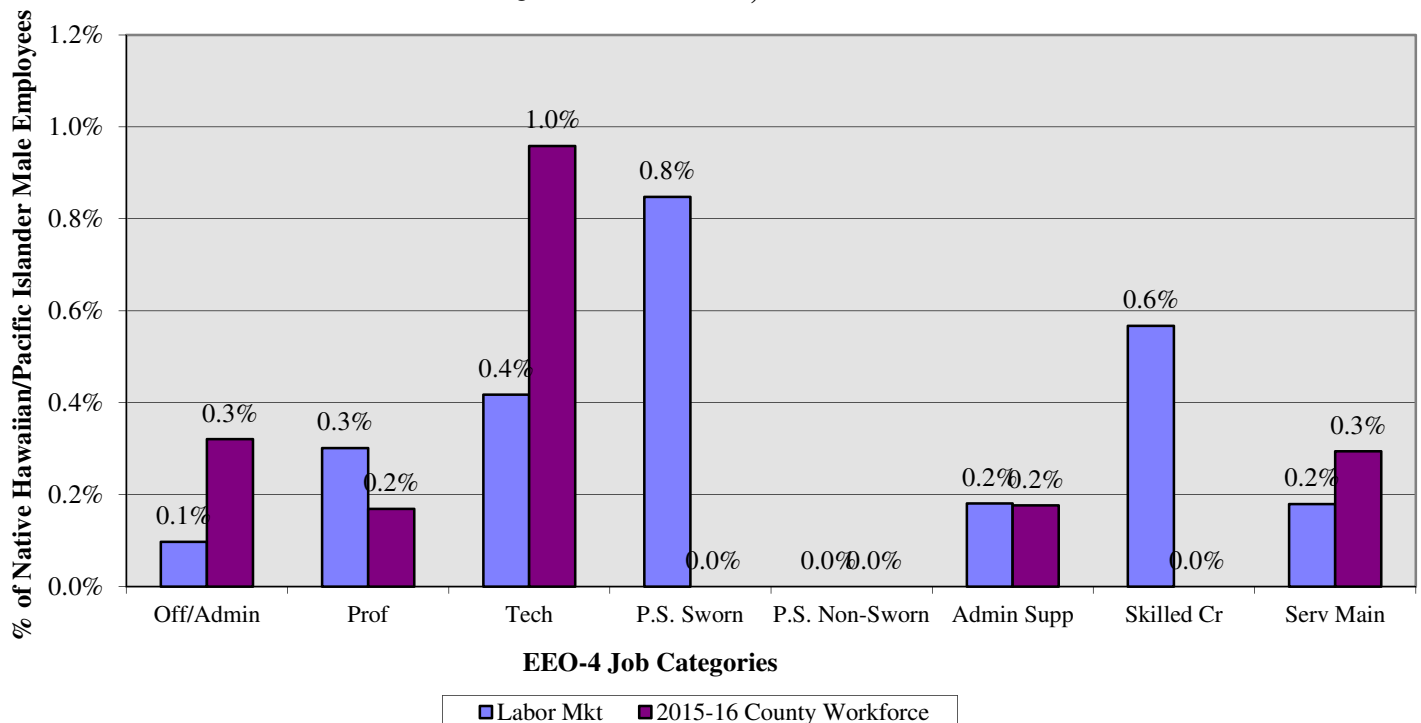


## SUMMARY OF FULL-TIME COUNTY NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER MALE EMPLOYEES BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

Based on the 2010 Labor Market Census Data, the available workforce for Native Hawaiian/Other Pacific Islander male representation is 0.2%.

- Out of the total County full-time employees of 5,325, there are 11 Native Hawaiian/Other Pacific Islander male employees. Representation has remained the same from fiscal year 2013-14 to fiscal year 2015-16 at 0.2%.
- Native Hawaiian/Other Pacific Islander male employees are over-represented in 3 out of 8 EEO-4 job categories.
  - Officials/Administrators by +0.2%
  - Technicians by +0.5%
  - Service Maintenance by +0.1%
- Native Hawaiian/Other Pacific Islander male employees are under-represented in 3 out of 8 EEO-4 job categories:
  - Professionals by -0.1%
  - Protective Services Sworn by -0.8%
  - Skilled Craft by -0.6%
- Native Hawaiian/Other Pacific Islander male employees have a balanced representation in 2 out of 8 EEO-4 job categories:
  - Protective Services Non-Sworn at 0.0%
  - Administrative Support at 0.0%

### COMPARISON OF 2010 COUNTY LABOR MARKET CENSUS DATA TO FULL-TIME COUNTY WORKFORCE AS OF JUNE 30, 2016 BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

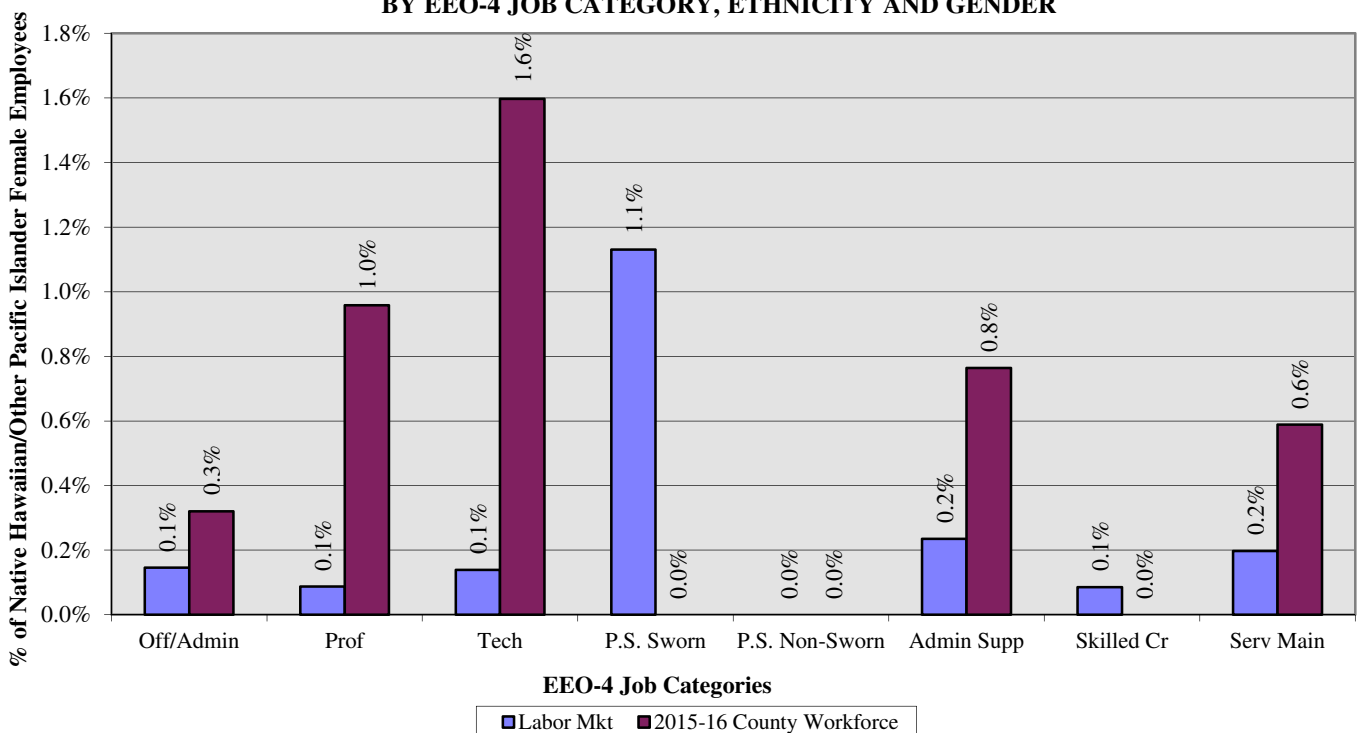


## SUMMARY OF FULL-TIME COUNTY NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER FEMALE EMPLOYEES BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

Based on the 2010 Labor Market Census Data, the available workforce for Native Hawaiian/Other Pacific Islander female representation is 0.2%.

- Out of the total County full-time employees of 5,325, there are 38 Native Hawaiian/Other Pacific Islander female employees. Representation has remained the same from fiscal year 2013-14 to fiscal year 2015-16 at 0.7%.
- Native Hawaiian/Other Pacific Islander female employees are over-represented in 5 out of 8 EEO-4 job categories.
  - Officials/Administrators by +0.2%
  - Professionals by +0.9%
  - Technicians by +1.5%
  - Administrative Support by +0.5%
  - Service Maintenance by +0.4%
- Native Hawaiian/Other Pacific Islander female employees are under-represented in 2 out of 8 EEO-4 job categories:
  - Protective Services Sworn by -1.1%
  - Skilled Craft by -0.1%
- Native Hawaiian/Other Pacific Islander female employees have a balanced representation in 1 out of 8 EEO-4 job categories:
  - Protective Services Non-Sworn at 0.0%

**COMPARISON OF 2010 COUNTY LABOR MARKET CENSUS DATA TO FULL-TIME COUNTY WORKFORCE AS OF JUNE 30, 2016 BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER**

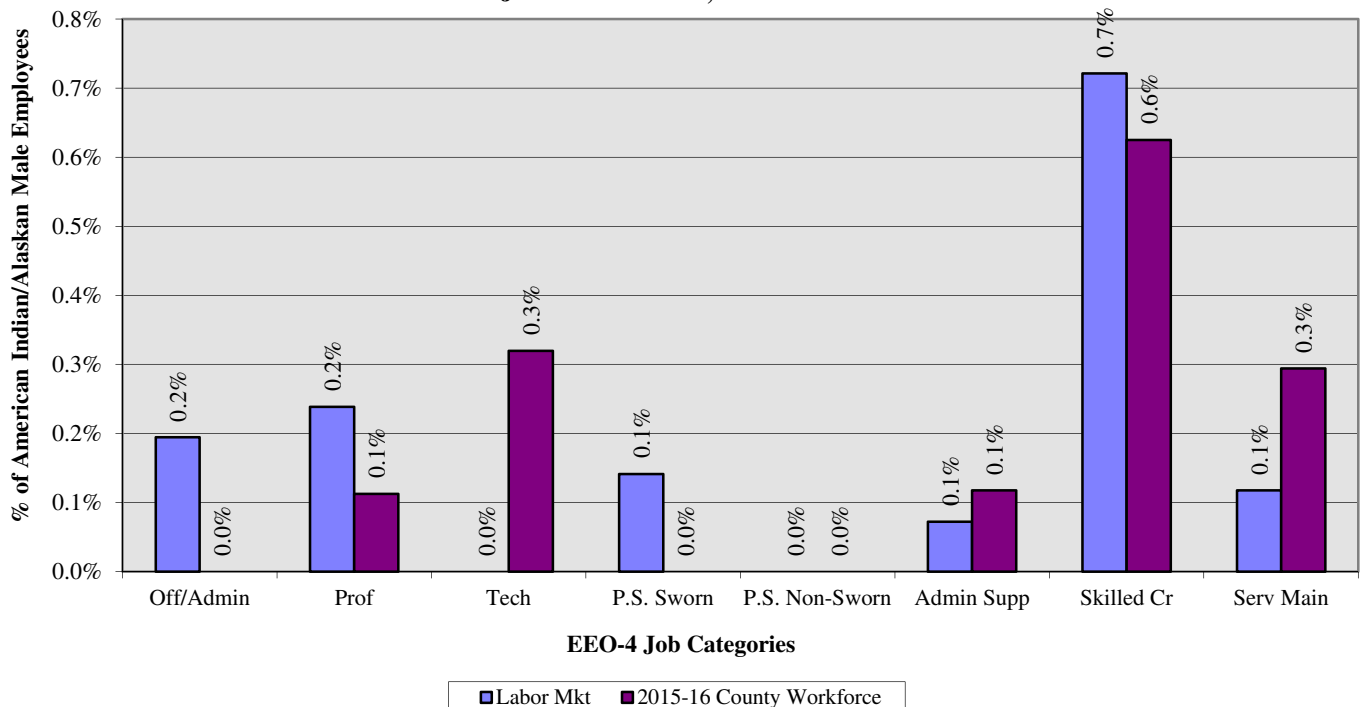


## SUMMARY OF FULL-TIME COUNTY AMERICAN INDIAN/ALASKAN NATIVE MALE EMPLOYEES BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

Based on the 2010 Labor Market Census Data, the available workforce for American Indian/Alaskan Native male representation is 0.2%.

- Out of the total County full-time employees of 5,325, there are 7 American Indian/Alaskan Native male employees. Representation has remained the same from fiscal year 2013-14 to fiscal year 2015-16 at 0.1%.
- American Indian/Alaskan Native male employees are over-represented in 2 out of 8 EEO-4 job categories.
  - Technicians by +0.3%
  - Service Maintenance by +0.2%
- American Indian/Alaskan Native male employees are under-represented in 4 out of 8 EEO-4 job categories:
  - Officials/Administrators by -0.2%
  - Professionals by -0.1%
  - Protective Services Sworn by -0.1%
  - Skilled Craft by -0.1%
- American Indian/Alaskan Native male employees have a balanced representation in 2 out of 8 EEO-4 job categories:
  - Protective Services Non-Sworn at 0.0%
  - Administrative Support at 0.1%

**COMPARISON OF 2010 COUNTY LABOR MARKET CENSUS DATA TO FULL-TIME COUNTY WORKFORCE AS OF JUNE 30, 2016 BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER**



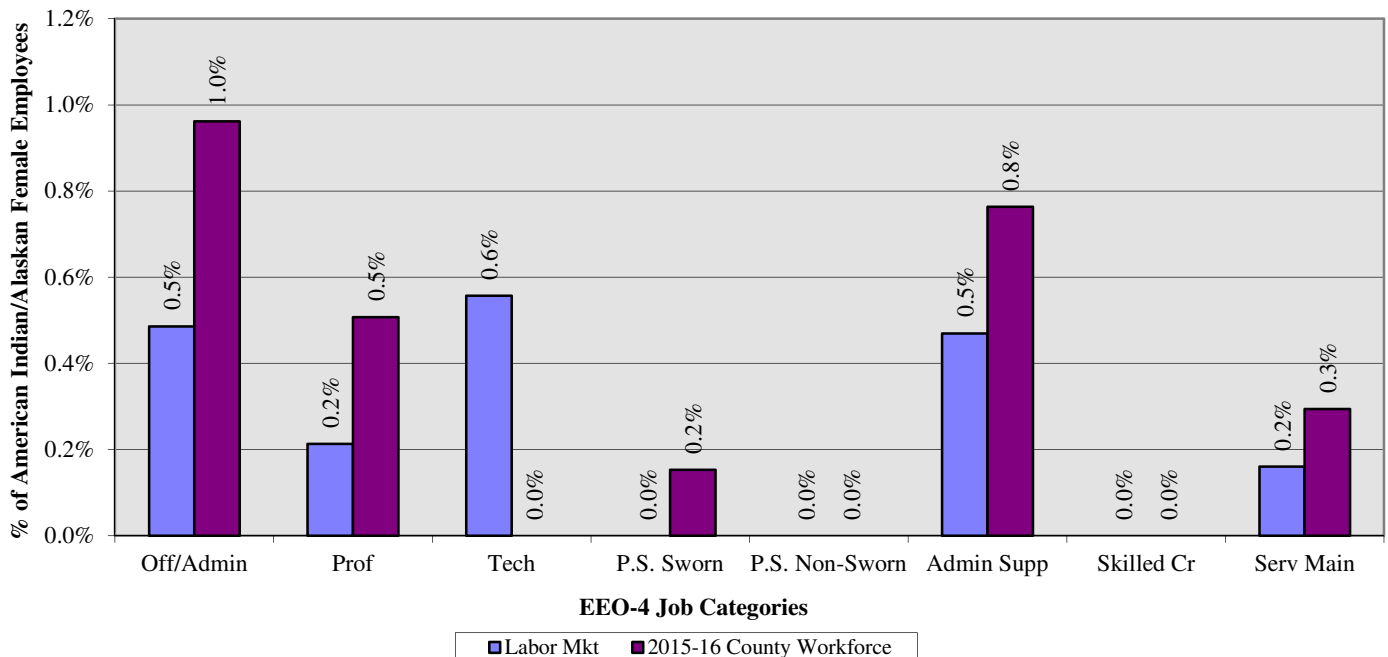


## SUMMARY OF FULL-TIME COUNTY AMERICAN INDIAN/ALASKAN NATIVE FEMALE EMPLOYEES BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

Based on the 2010 Labor Market Census Data, the available workforce for American Indian/Alaskan female representation is 0.3%.

- Out of the total County full-time employees of 5,325, there are 27 American Indian/Alaskan Native female employees. Representation has remained the same from fiscal year 2013-14 to fiscal year 2015-16 at 0.5%.
- American Indian/Alaskan Native female employees are over-represented in 5 out of 8 EEO-4 job categories:
  - Officials/Administrators by +0.5%
  - Professionals by +0.3%
  - Protective Services Sworn by +0.2%
  - Administrative Support by +0.3%
  - Service Maintenance by +0.1%
- American Indian/Alaskan Native female employees are under-represented in 1 out of 8 EEO-4 job categories:
  - Technicians by -0.6%
- American Indian/Alaskan Native female employees have a balanced representation in 2 out of 8 EEO-4 job categories:
  - Protective Services Non-Sworn at 0.0%
  - Skilled Craft at 0.0%

### COMPARISON OF 2010 COUNTY LABOR MARKET CENSUS DATA TO FULL-TIME COUNTY WORKFORCE AS OF JUNE 30, 2016 BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

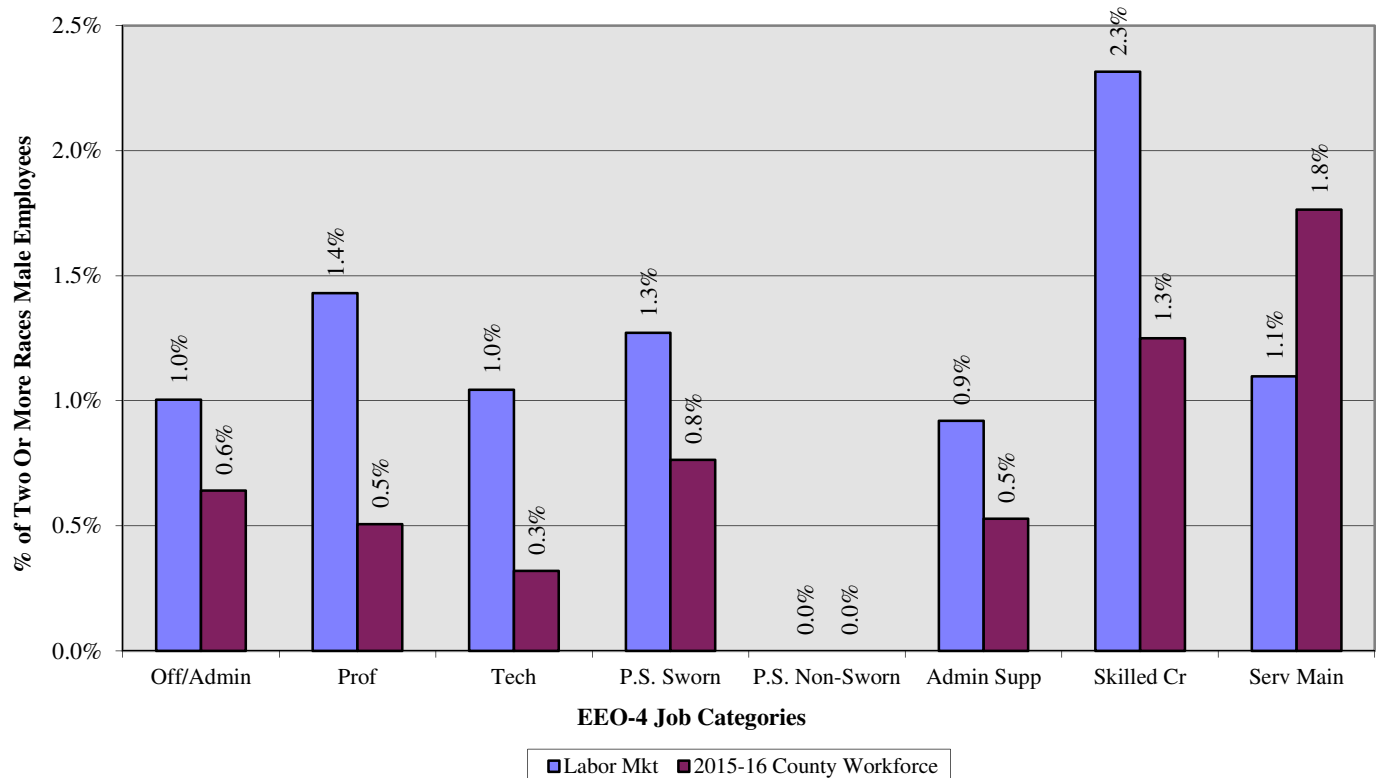


## SUMMARY OF FULL-TIME COUNTY TWO OR MORE RACES MALE EMPLOYEES BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

Based on the 2010 Labor Market Census Data, the available workforce for Two or More Races male representation is 1.2%.

- Out of the total County full-time employees of 5,325, there are 34 Two or More Races male employees. Representation has increased from 0.5% in fiscal year 2013-14 to 0.6% in fiscal year 2015-16.
- Two or More Races male employees are over-represented in 1 out of 8 EEO-4 job categories.
  - Service Maintenance by +0.7%
- Two or More Races male employees are under-represented in 6 out of 8 EEO-4 job categories:
  - Officials/Administrators by -0.4%
  - Professionals by -0.9%
  - Technicians by -0.7%
  - Protective Services Sworn by -0.5%
  - Administrative Support by -0.4%
  - Skilled Craft by -1.1%
- Two or More Races male employees have a balanced representation in 1 out of 8 EEO-4 job categories:
  - Protective Services Non-Sworn at 0.0%

### COMPARISON OF 2010 COUNTY LABOR MARKET CENSUS DATA TO FULL-TIME COUNTY WORKFORCE AS OF JUNE 30, 2016 BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

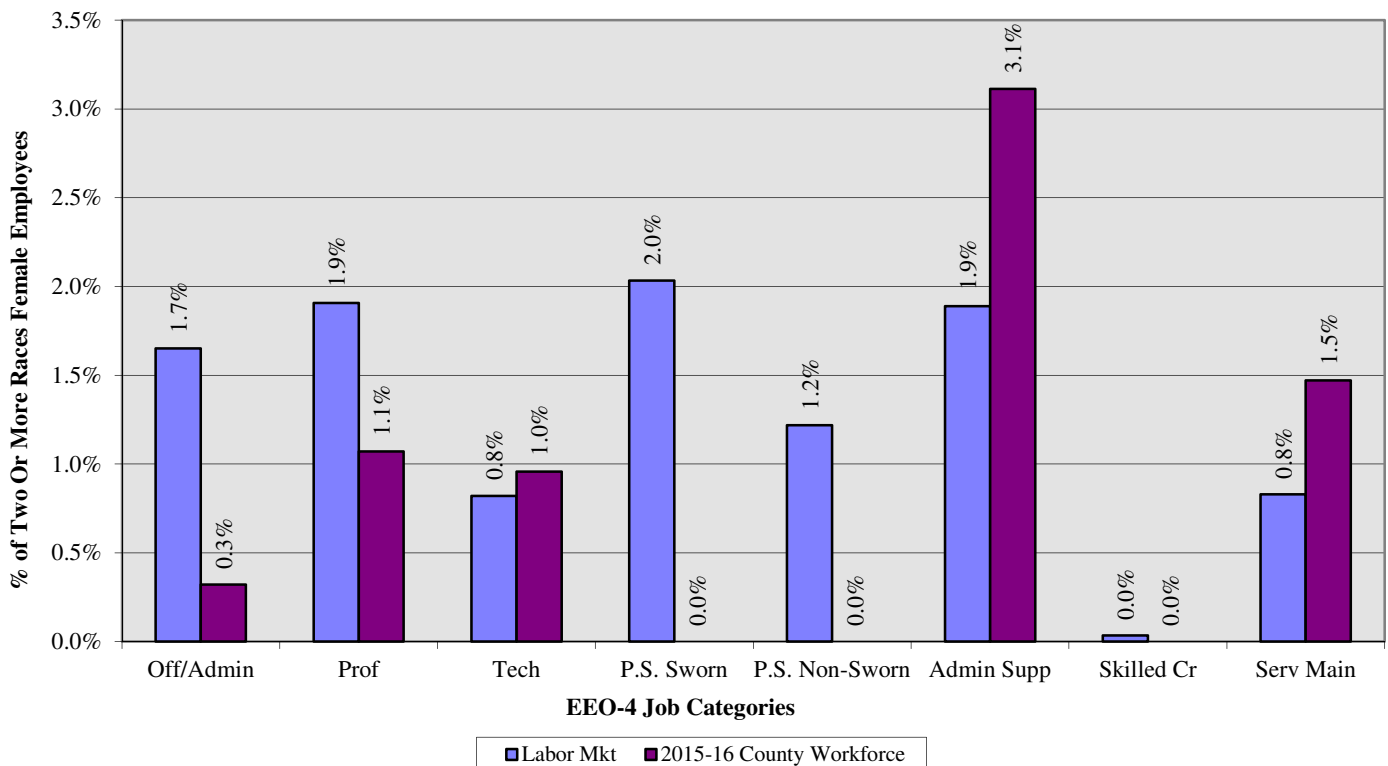


## SUMMARY OF FULL-TIME COUNTY TWO OR MORE RACES FEMALE EMPLOYEES BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER

Based on the 2010 Labor Market Census Data, the available workforce for Two or More Races female representation is 1.3%.

- Out of the total County full-time employees of 5,325, there are 81 Two or More Races female employees. Representation has increased from 1.1% in fiscal year 2013-14 to 1.5% in fiscal year 2015-16.
- Two or More Races female employees are over-represented in 3 out of 8 EEO-4 job categories.
  - Technicians by +0.1%
  - Administrative Support by +1.2%
  - Service Maintenance by +0.6%
- Two or More Races female employees are under-represented in 4 out of 8 EEO-4 job categories:
  - Officials/Administrators by -1.3%
  - Professionals by -0.8%
  - Protective Services Sworn by -2.0%
  - Protective Services Non-Sworn by -1.2%
  -
- Two or More Races female employees have a balanced representation in 1 out of 8 EEO-4 job categories:
  - Skilled Craft at 0.0%

### COMPARISON OF 2010 COUNTY LABOR MARKET CENSUS DATA TO FULL-TIME COUNTY WORKFORCE AS OF JUNE 30, 2016 BY EEO-4 JOB CATEGORY, ETHNICITY AND GENDER



**ATTACHMENT 6**

**EEO 6r: STATE AND LOCAL GOVERNMENT JOB GROUPS BY SEX AND RACE/ETHNICITY  
2010 SAN JOAQUIN COUNTY CIVILIAN LABOR FORCE**

EEO-4 JOB CATEGORY	TOTAL	MALE							FEMALE						
		White	Hispanic	Black	Asian	NH/OPI	Am.I/Alaska N.	Two or More Races	White	Hispanic	Black	Asian	NH/OPI	Am.I/Alaska N.	Two or More Races
Officials/ Administrators	30,870	11,195	3,395	885	1,810	30	60	310	7,225	2,830	910	1,515	45	150	510
	100%	36.3%	11.0%	2.9%	5.9%	0.1%	0.2%	1.0%	23.4%	9.2%	2.9%	4.9%	0.1%	0.5%	1.7%
Professionals	39,860	8,565	2,415	1,205	3,350	120	95	570	12,740	3,840	1,610	4,470	35	85	760
	100%	21.5%	6.1%	3.0%	8.4%	0.3%	0.2%	1.4%	32.0%	9.6%	4.0%	11.2%	0.1%	0.2%	1.9%
Technicians	7,184	1,435	575	205	840	30	0	75	1,465	920	225	1,305	10	40	59
	100%	20.0%	8.0%	2.9%	11.7%	0.4%	0.0%	1.0%	20.4%	12.8%	3.1%	18.2%	0.1%	0.6%	0.8%
Protective Service: Sworn	7,079	3,040	1,245	550	465	60	10	90	740	240	225	190	80	0	144
	100%	42.9%	17.6%	7.8%	6.6%	0.8%	0.1%	1.3%	10.5%	3.4%	3.2%	2.7%	1.1%	0.0%	2.0%
Protective Service: Non-Sworn	328	60	95	0	0	0	0	0	155	14	0	0	0	0	4
	100%	18.3%	29.0%	0.0%	0.0%	0.0%	0.0%	0.0%	47.3%	4.3%	0.0%	0.0%	0.0%	0.0%	1.2%
Administrative Support	83,115	12,545	9,050	2,145	4,685	150	60	765	23,840	17,625	3,745	6,350	195	390	1,570
	100%	15.1%	10.9%	2.6%	5.6%	0.2%	0.1%	0.9%	28.7%	21.2%	4.5%	7.6%	0.2%	0.5%	1.9%
Skilled Craft	29,109	12,025	11,525	1,015	2,145	165	210	674	700	300	115	200	25	0	10
	100%	41.3%	39.6%	3.5%	7.4%	0.6%	0.7%	2.3%	2.4%	1.0%	0.4%	0.7%	0.1%	0.0%	0.0%
Service Maintenance	106,120	17,010	34,785	3,615	8,425	190	125	1,165	11,190	18,935	2,870	6,550	210	170	880
	100%	16.0%	32.8%	3.4%	7.9%	0.2%	0.1%	1.1%	10.5%	17.8%	2.7%	6.2%	0.2%	0.2%	0.8%
<b>TOTAL</b>	<b>303,665</b>	<b>65,875</b>	<b>63,085</b>	<b>9,620</b>	<b>21,720</b>	<b>745</b>	<b>560</b>	<b>3,649</b>	<b>58,055</b>	<b>44,704</b>	<b>9,700</b>	<b>20,580</b>	<b>600</b>	<b>835</b>	<b>3,937</b>
	<b>100%</b>	<b>21.7%</b>	<b>20.8%</b>	<b>3.2%</b>	<b>7.2%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>1.2%</b>	<b>19.1%</b>	<b>14.7%</b>	<b>3.2%</b>	<b>6.8%</b>	<b>0.2%</b>	<b>0.3%</b>	<b>1.3%</b>

**ATTACHMENT 7**

**FULL-TIME COUNTY EMPLOYEE WORKFORCE  
AS OF JUNE 30, 2016**

EEO-4 JOB CATEGORY	TOTAL	MALE								FEMALE							
		White	Hispanic	Black	Asian	NH/OPI	Am.I/Alas	Two or More Races	DTS	White	Hispanic	Black	Asian	NH/OPI	Am.I/Alas	Two or More Races	DTS
Officials/Administrators	312	87	17	6	20	1	0	2	12	99	23	16	18	1	3	1	6
	100%	27.9%	5.4%	1.9%	6.4%	0.3%	0.0%	0.6%	3.8%	31.7%	7.4%	5.1%	5.8%	0.3%	1.0%	0.3%	1.9%
Professionals	1,775	240	70	35	130	3	2	9	53	480	231	115	274	17	9	19	88
	100%	13.5%	3.9%	2.0%	7.3%	0.2%	0.1%	0.5%	3.0%	27.0%	13.0%	6.5%	15.4%	1.0%	0.5%	1.1%	5.0%
Technicians	313	59	23	5	34	3	1	1	11	65	34	13	41	5	0	3	15
	100%	18.8%	7.3%	1.6%	10.9%	1.0%	0.3%	0.3%	3.5%	20.8%	10.9%	4.2%	13.1%	1.6%	0.0%	1.0%	4.8%
Protective Service: Sworn	654	335	95	32	38	0	0	5	6	75	35	20	6	0	1	0	6
	100%	51.2%	14.5%	4.9%	5.8%	0.0%	0.0%	0.8%	0.9%	11.5%	5.4%	3.1%	0.9%	0.0%	0.2%	0.0%	0.9%
Protective Service: Non-Sworn	69	25	5	3	5	0	0	0	5	12	11	2	0	0	0	0	1
	100%	36.2%	7.2%	4.3%	7.2%	0.0%	0.0%	0.0%	7.2%	17.4%	15.9%	2.9%	0.0%	0.0%	0.0%	0.0%	1.4%
Administrative Support	1,702	78	54	17	33	3	2	9	13	558	470	143	147	13	13	53	96
	100%	4.6%	3.2%	1.0%	1.9%	0.2%	0.1%	0.5%	0.8%	32.8%	27.6%	8.4%	8.6%	0.8%	0.8%	3.1%	5.6%
Skilled Craft	160	88	39	2	12	0	1	2	15	1	0	0	0	0	0	0	0
	100%	55.0%	24.4%	1.3%	7.5%	0.0%	0.6%	1.3%	9.4%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Service Maintenance	340	66	55	15	13	1	1	6	7	49	59	22	29	2	1	5	9
	100%	19.4%	16.2%	4.4%	3.8%	0.3%	0.3%	1.8%	2.1%	14.4%	17.4%	6.5%	8.5%	0.6%	0.3%	1.5%	2.6%
<b>TOTAL</b>	5,325	978	358	115	285	11	7	34	122	1,339	863	331	515	38	27	81	221
	100%	18.4%	6.7%	2.2%	5.4%	0.2%	0.1%	0.6%	2.3%	25.1%	16.2%	6.2%	9.7%	0.7%	0.5%	1.5%	4.2%

**ATTACHMENT 8**

**COUNTY UTILIZATION ANALYSIS AS OF JUNE 30, 2016  
(Comparison of the 2010 Civilian Labor Market U.S. Census Data to Full-time County Employee Workforce)**

EE0-4 JOB CATEGORY	TOTAL	MALE								FEMALE							
		White	Hisp.	Black	Asian	NH/OPI	Am.I/Alas	Two or More Races	DTS	White	Hisp.	Black	Asian	NH/OPI	Am.I/Alas	Two or More Races	DTS
Officials/ Administrators	Workforce %	27.9%	5.4%	1.9%	6.4%	0.3%	0.0%	0.6%	3.8%	31.7%	7.4%	5.1%	5.8%	0.3%	1.0%	0.3%	1.9%
	Labor Market%	36.3%	11.0%	2.9%	5.9%	0.1%	0.2%	1.0%	N/A	23.4%	9.2%	2.9%	4.9%	0.1%	0.5%	1.7%	N/A
	Utilization %	-8.4%	-5.5%	-0.9%	0.5%	0.2%	-0.2%	-0.4%	N/A	8.3%	-1.8%	2.2%	0.9%	0.2%	0.5%	-1.3%	N/A
Professionals	Workforce %	13.5%	3.9%	2.0%	7.3%	0.2%	0.1%	0.5%	3.0%	27.0%	13.0%	6.5%	15.4%	1.0%	0.5%	1.1%	5.0%
	Labor Market%	21.5%	6.1%	3.0%	8.4%	0.3%	0.2%	1.4%	N/A	32.0%	9.6%	4.0%	11.2%	0.1%	0.2%	1.9%	N/A
	Utilization %	-8.0%	-2.1%	-1.1%	-1.1%	-0.1%	-0.1%	-0.9%	N/A	-4.9%	3.4%	2.4%	4.2%	0.9%	0.3%	-0.8%	N/A
Technicians	Workforce %	18.8%	7.3%	1.6%	10.9%	1.0%	0.3%	0.3%	3.5%	20.8%	10.9%	4.2%	13.1%	1.6%	0.0%	1.0%	4.8%
	Labor Market%	20.0%	8.0%	2.9%	11.7%	0.4%	0.0%	1.0%	N/A	20.4%	12.8%	3.1%	18.2%	0.1%	0.6%	0.8%	N/A
	Utilization %	-1.1%	-0.7%	-1.3%	-0.8%	0.5%	0.3%	-0.7%	N/A	0.4%	-1.9%	1.0%	-5.1%	1.5%	-0.6%	0.1%	N/A
Protective Service: Sworn	Workforce %	51.2%	14.5%	4.9%	5.8%	0.0%	0.0%	0.8%	0.9%	11.5%	5.4%	3.1%	0.9%	0.0%	0.2%	0.0%	0.9%
	Labor Market%	42.9%	17.6%	7.8%	6.6%	0.8%	0.1%	1.3%	N/A	10.5%	3.4%	3.2%	2.7%	1.1%	0.0%	2.0%	N/A
	Utilization %	8.3%	-3.1%	-2.9%	-0.8%	-0.8%	-0.1%	-0.5%	N/A	1.0%	2.0%	-0.1%	-1.8%	-1.1%	0.2%	-2.0%	N/A
Protective Service: Non-Sworn	Workforce %	36.2%	7.2%	4.3%	7.2%	0.0%	0.0%	0.0%	7.2%	17.4%	15.9%	2.9%	0.0%	0.0%	0.0%	0.0%	1.4%
	Labor Market%	18.3%	29.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	47.3%	4.3%	0.0%	0.0%	0.0%	0.0%	1.2%	N/A
	Utilization %	17.9%	-21.7%	4.3%	7.2%	0.0%	0.0%	0.0%	N/A	-29.9%	11.7%	2.9%	0.0%	0.0%	0.0%	-1.2%	N/A
Administrative Support	Workforce %	4.6%	3.2%	1.0%	1.9%	0.2%	0.1%	0.5%	0.8%	32.8%	27.6%	8.4%	8.6%	0.8%	0.8%	3.1%	5.6%
	Labor Market%	15.1%	10.9%	2.6%	5.6%	0.2%	0.1%	0.9%	N/A	28.7%	21.2%	4.5%	7.6%	0.2%	0.5%	1.9%	N/A
	Utilization %	-10.5%	-7.7%	-1.6%	-3.7%	0.0%	0.0%	-0.4%	N/A	4.1%	6.4%	3.9%	1.0%	0.5%	0.3%	1.2%	N/A
Skilled Craft	Workforce %	55.0%	24.4%	1.3%	7.5%	0.0%	0.6%	1.3%	9.4%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Labor Market%	41.3%	39.6%	3.5%	7.4%	0.6%	0.7%	2.3%	N/A	2.4%	1.0%	0.4%	0.7%	0.1%	0.0%	0.0%	N/A
	Utilization %	13.7%	-15.2%	-2.2%	0.1%	-0.6%	-0.1%	-1.1%	N/A	-1.8%	-1.0%	-0.4%	-0.7%	-0.1%	0.0%	0.0%	N/A
Service Maintenance	Workforce %	19.4%	16.2%	4.4%	3.8%	0.3%	0.3%	1.8%	2.1%	14.4%	17.4%	6.5%	8.5%	0.6%	0.3%	1.5%	2.6%
	Labor Market%	16.0%	32.8%	3.4%	7.9%	0.2%	0.1%	1.1%	N/A	10.5%	17.8%	2.7%	6.2%	0.2%	0.2%	0.8%	N/A
	Utilization %	3.4%	-16.6%	1.0%	-4.1%	0.1%	0.2%	0.7%	N/A	3.9%	-0.5%	3.8%	2.4%	0.4%	0.1%	0.6%	N/A
TOTAL	Workforce %	18.4%	6.7%	2.2%	5.4%	0.6%	0.1%	0.6%	2.3%	25.1%	16.2%	6.2%	9.7%	0.7%	0.5%	1.5%	4.2%
	Labor Market%	21.7%	20.8%	3.2%	7.2%	0.2%	0.2%	1.2%	N/A	19.1%	14.7%	3.2%	6.8%	0.2%	0.3%	1.3%	N/A
	Utilization %	-3.3%	-14.1%	-1.0%	-1.8%	0.4%	-0.1%	-0.6%	N/A	6.0%	1.5%	3.0%	2.9%	0.5%	0.2%	0.2%	N/A

**ATTACHMENT 9**

**SAN JOAQUIN COUNTY FISCAL YEAR EEO TABLE  
FOR FULL-TIME COUNTY EMPLOYEES**

YEAR	TOTAL Employees	WHITE			BLACK			HISPANIC			ASIAN/PACIFIC ISLANDER			AMERICAN INDIAN			Total Male	Total Male %	Total Female	Total Female %
		M	F	%	M	F	%	M	F	%	M	F	%	M	F	%				
1991-92	5,291	1,456	2,104	67.2	111	274	7.2	278	517	15.0	205	330	10.1	1	15	0.30	2,051	38.8	3,240	61.2
1992-93	4,760	1,313	1,919	67.9	94	231	6.8	249	450	14.6	182	307	10.2	2	13	0.32	1,840	38.7	2,920	61.3
1993-94	4,621	1,232	1,398	65.5	93	228	6.9	257	460	15.5	188	326	11.1	14	25	0.84	1,784	38.6	2,837	61.4
1994-95	4,594	1,197	1,760	64.3	88	221	6.7	262	479	16.1	194	349	11.8	13	31	0.96	1,754	38.2	2,840	61.8
1995-96	4,138	1,148	1,544	65.0	82	206	6.9	240	445	16.5	172	267	10.6	10	24	0.82	1,652	39.9	2,486	60.1
1996-97	4,710	1,210	1,769	63.2	88	231	6.7	262	548	17.2	202	366	12.0	12	22	0.72	1,774	37.6	2,936	62.3
1997-98	4,870	1,235	1,812	62.5	94	249	7.0	273	580	17.5	215	377	12.1	13	22	0.73	1,830	37.5	3,040	62.4
1998-99	5,069	1,252	1,882	61.8	106	276	7.5	283	631	18.0	220	386	11.9	12	21	0.65	1,873	36.9	3,196	63.0
1999-00	5,372	1,291	1,983	60.9	112	306	7.7	313	688	18.6	230	417	12.0	12	20	0.59	1,958	36.4	3,414	63.5
2000-01	5,713	1,349	2,044	59.3	123	340	8.1	343	760	19.3	255	466	12.6	9	24	0.57	2,079	36.3	3,634	63.6
2001-02	6,199	1,474	2,178	58.9	146	382	8.5	374	813	19.1	286	508	12.8	11	27	0.61	2,291	36.9	3,904	63.0
2002-03	6,198	1,437	2,136	57.6	134	403	8.7	392	842	19.9	297	521	13.2	10	26	0.6	2,270	36.6	3,928	63.4
2003-04	5,790	1,290	1,994	56.7	125	358	8.3	361	838	20.7	278	518	13.7	6	22	0.5	2,060	35.6	3,730	64.4

YEAR	TOTAL Employees	WHITE			BLACK			HISPANIC			ASIAN			NATIVE HAW./ OTHER PAC. IS.			AMERICAN INDIAN/ ALASKAN NATIVE			TWO OR MORE RACES			DECLINE TO STATE			Total Male	Total Male %	Total Female	Total Female %
		M	F	%	M	F	%	M	F	%	M	F	%	M	F	%	M	F	%	M	F	%	M	F	%				
2004-05	5,336	1,183	1,727	54.54	113	338	8.45	353	767	20.99	244	460	13.19	2	0	0.04	7	23	0.56	7	17	0.45	44	51	1.78	1,953	36.60	3,383	63.40
2005-06	5,380	1,170	1,675	52.88	109	329	8.14	360	777	21.13	248	463	13.22	6	3	0.17	8	24	0.59	9	22	0.58	70	107	3.29	1,980	36.80	3,400	63.20
2006-07	5,354	1,142	1,650	52.15	113	318	8.05	366	787	21.54	245	460	13.17	0	1	0.02	9	26	0.65	0	0	0.00	100	137	4.43	1,975	36.89	3,379	63.11
2007-08	5,386	1,140	1,638	51.58	130	307	8.11	365	801	21.65	236	464	13.00	1	4	0.09	7	27	0.63	4	13	0.32	101	148	4.62	1,984	36.84	3,402	63.16
2008-09	5,354	1,136	1,570	50.54	128	308	8.14	360	790	21.48	229	462	12.91	2	6	0.15	6	25	0.58	8	16	0.45	118	190	5.75	1,987	37.11	3,367	62.89
2009-10	4,958	1,040	1,449	50.20	115	284	8.05	338	743	21.80	214	438	13.15	2	6	0.16	4	24	0.56	8	15	0.46	109	169	5.61	1,830	36.91	3,128	63.09
2010-11	4,866	1,023	1,369	49.16	114	279	8.08	332	735	21.93	229	442	13.79	2	10	0.25	3	25	0.58	7	16	0.47	103	177	5.75	1,813	37.26	3,053	62.74
2011-12	4,779	981	1,302	47.77	108	283	8.18	328	744	22.43	229	443	14.06	2	13	0.31	4	26	0.63	12	22	0.71	100	182	5.90	1,764	36.91	3,015	63.09
2012-13	4,990	977	1,310	45.83	111	311	8.46	340	770	22.24	256	491	14.97	5	22	0.54	5	24	0.58	19	37	1.12	116	196	6.25	1,829	36.65	3,161	63.35
2013-14	5,146	991	1,353	45.55	116	322	8.51	346	789	22.06	262	491	14.63	9	34	0.84	6	24	0.58	27	55	1.59	119	202	6.24	1,876	36.45	3,270	63.54
2014-15	5,217	968	1,333	44.11	116	327	8.49	353	823	22.54	264	514	14.91	10	38	0.92	8	25	0.63	34	73	2.05	121	210	6.34	1,874	35.92	3,343	64.08
2015-16	5,325	978	1,339	43.51	115	331	8.38	358	863	22.93	285	515	15.02	11	38	0.92	7	27	0.64	34	81	2.16	122	221	6.44	1,910	35.87	3,415	64.13

**ATTACHMENT 10**

**2000 AND 2010 CIVILIAN LABOR MARKET U.S. CENSUS DATA  
FOR SAN JOAQUIN COUNTY BY RACE/ETHNICITY AND GENDER**

<b>Race/Ethnicity</b>	<b>2000</b>	<b>%</b>	<b>2010</b>	<b>%</b>	<b>Change In Labor Market %</b>
<b>Total Labor Market</b>	240,196	100.0	303,665	100.0	<b>(+63,469)</b>
Total Male	132,052	55.0	165,254	54.4	<b>- 0.6</b>
Total Female	108,144	45.0	138,411	45.6	<b>+ 0.6</b>
<b>Total White</b>	126,885	52.8	123,930	40.8	<b>- 12.0</b>
White Male	67,975	28.3	65,875	21.7	<b>- 6.6</b>
White Female	58,910	24.5	58,055	19.1	<b>- 5.4</b>
<b>Total Hispanic</b>	67,109	27.9	107,789	35.5	<b>+ 7.6</b>
Hispanic Male	40,095	16.7	63,085	20.8	<b>+ 4.1</b>
Hispanic Female	27,014	11.2	44,704	14.7	<b>+ 3.5</b>
<b>Total Black</b>	12,959	5.4	19,320	6.4	<b>+ 1.0</b>
Black Male	6,250	2.6	9,620	3.2	<b>+ 0.6</b>
Black Female	6,709	2.8	9,700	3.2	<b>+ 0.4</b>
<b>Total Asian</b>	22,569	9.4	42,300	13.9	<b>+ 4.5</b>
Asian Male	11,900	5.0	21,720	7.2	<b>+ 2.2</b>
Asian Female	10,669	4.4	20,580	6.8	<b>+ 2.4</b>
<b>Total American Indian/Alaskan Native</b>	1,483	0.6	1,395	0.5	<b>- 0.1</b>
American Indian/Alaskan Native Male	779	0.3	560	0.2	<b>- 0.1</b>
American Indian/Alaskan Native Female	704	0.3	835	0.3	<b>0.0</b>
<b>Total Native Hawaiian/OPI</b>	780	0.3	1,345	0.4	<b>+ 0.1</b>
Native Hawaiian/Other Pacific Islander Male	430	0.2	745	0.2	<b>0.0</b>
Native Hawaiian/Other Pacific Islander Female	350	0.1	600	0.2	<b>+ 0.1</b>
<b>Total Two or More Races</b>	8,411	3.5	7,586	2.5	<b>- 1.0</b>
Two or More Races Male	4,623	1.9	3,649	1.2	<b>- 0.7</b>
Two or More Races Female	3,788	1.6	3,937	1.3	<b>- 0.3</b>



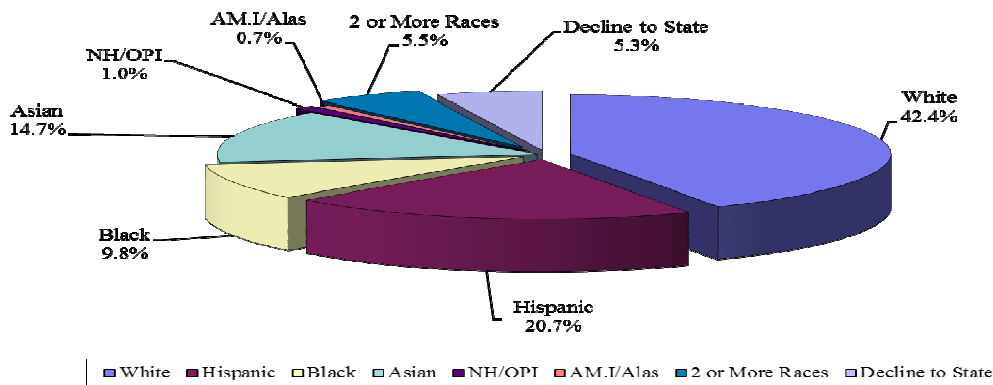
**SECTION XII  
EMPLOYMENT ANALYSIS**

The employment analysis of new hires, promotions, and terminations/releases from probation for full-time County employees from July 1, 2014 through June 30, 2016 is summarized below:<sup>1</sup>

**SUMMARY OF NEW HIRES  
FOR FISCAL YEAR JULY 1, 2014 – JUNE 30, 2016  
BY GENDER AND ETHNICITY**

	NUMBER OF EMPLOYEES	PERCENTAGE
MALE	297	35.5%
FEMALE	540	64.5%
<b>ETHNICITY</b>		
WHITE	355	42.4%
HISPANIC/LATINO	173	20.7%
BLACK	82	9.8%
ASIAN	123	14.7%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	8	1.0%
AMERICAN INDIAN/ALASKAN	6	0.7%
TWO OR MORE RACES	46	5.5%
DECLINE TO STATE	44	5.3%
<b>TOTAL NEW HIRES</b>		
	837	100.00%

**SUMMARY OF NEW HIRES  
FROM JULY 1, 2014 - JUNE 30, 2016 BY ETHNICITY**

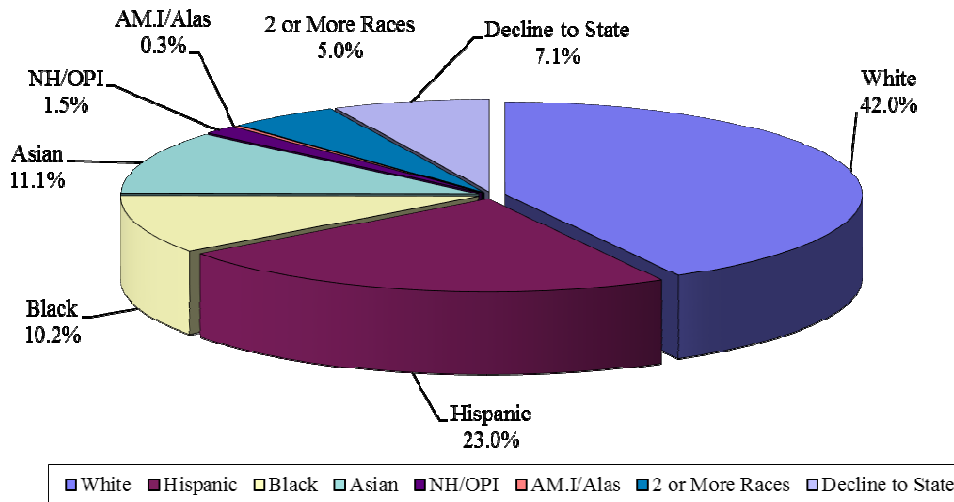


<sup>1</sup> The figures presented in the tables and charts have been rounded off. For the purposes of analysis, calculated percentages of .05 or higher were rounded up to the nearest decimal. Since the figures and data were rounded separately, they do not necessarily reflect the sum or difference of the values in each category. Similarly, the sum of percentages, which were calculated from the rounded data, does not necessarily total 100.

**SUMMARY OF PROMOTIONS  
FOR FISCAL YEAR JULY 1, 2014 – JUNE 30, 2016  
BY GENDER AND ETHNICITY**

	NUMBER OF EMPLOYEES	PERCENTAGE
MALE	389	34.7%
FEMALE	731	65.3%
<b>ETHNICITY</b>		
WHITE	470	42.0%
HISPANIC/LATINO	257	22.9%
BLACK	114	10.2%
ASIAN	124	11.1%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	17	1.5%
AMERICAN INDIAN/ALASKAN	3	0.3%
TWO OR MORE RACES	56	5.0%
DECLINE TO STATE	79	7.1%
<b>TOTAL PROMOTIONS</b>		
	1,120	100.0%

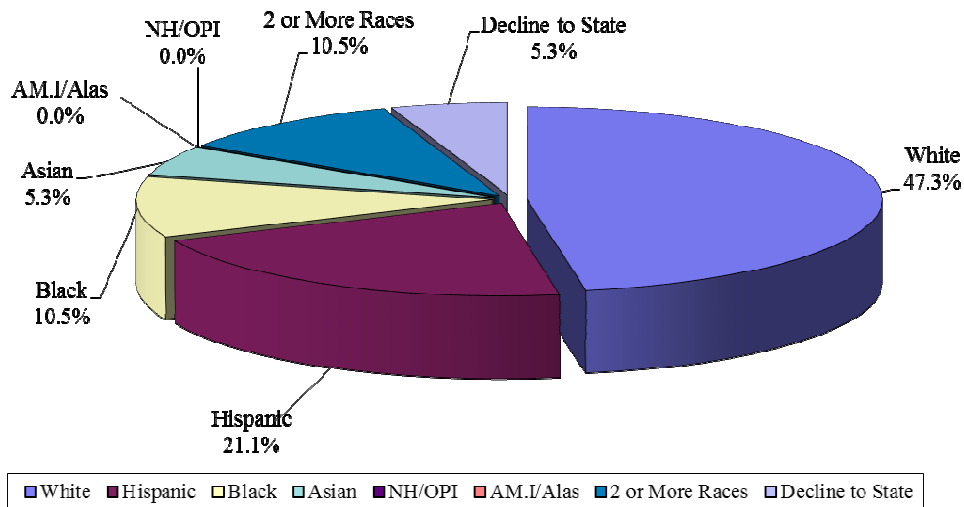
**SUMMARY OF PROMOTIONS  
FROM JULY 1, 2014 - JUNE 30, 2016 BY ETHNICITY**



**SUMMARY OF INVOLUNTARY TERMINATIONS  
FOR FISCAL YEAR JULY 1, 2014 – JUNE 30, 2016  
BY GENDER AND ETHNICITY**

	NUMBER OF EMPLOYEES	PERCENTAGE
MALE	11	57.9%
FEMALE	8	42.1%
<b>ETHNICITY</b>		
WHITE	9	47.4%
HISPANIC/LATINO	4	21.1%
BLACK	2	10.5%
ASIAN	1	5.3%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0.0%
AMERICAN INDIAN/ALASKAN	0	0.0%
TWO OR MORE RACES	2	10.5%
DECLINE TO STATE	1	5.3%
<b>TOTAL INVOLUNTARY TERMINATIONS</b>		
	19	100.0%

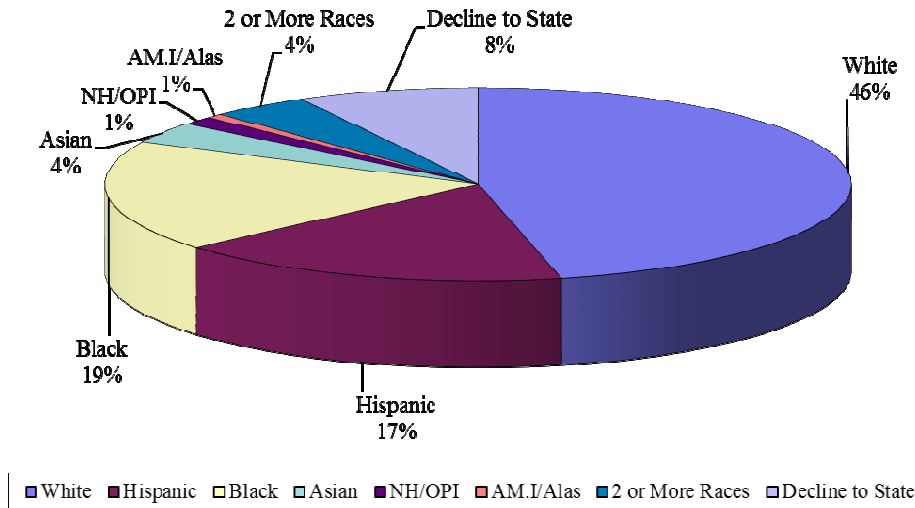
**SUMMARY OF INVOLUNTARY TERMINATIONS  
FROM JULY 1, 2014 - JUNE 30, 2016 BY ETHNICITY**



**SUMMARY OF RELEASES FROM PROBATION  
FOR FISCAL YEAR JULY 1, 2014 – JUNE 30, 2016  
BY GENDER AND ETHNICITY**

	<b>NUMBER OF EMPLOYEES</b>	<b>PERCENTAGE</b>
MALE	38	27.1%
FEMALE	102	72.9%
<b>WHITE</b>	<b>65</b>	<b>46.4%</b>
<b>HISPANIC/LATINO</b>	<b>24</b>	<b>17.1%</b>
<b>BLACK</b>	<b>26</b>	<b>18.6%</b>
<b>ASIAN</b>	<b>5</b>	<b>3.6%</b>
<b>NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER</b>	<b>2</b>	<b>1.4%</b>
<b>AMERICAN INDIAN/ALASKAN</b>	<b>1</b>	<b>0.7%</b>
<b>TWO OR MORE RACES</b>	<b>6</b>	<b>4.3%</b>
<b>DECLINE TO STATE</b>	<b>11</b>	<b>7.9%</b>
<b>TOTAL RELEASES FROM PROBATION</b>	<b>140</b>	<b>100.0%</b>

**SUMMARY OF INVOLUNTARY TERMINATIONS  
FROM JULY 1, 2014 - JUNE 30, 2016 BY ETHNICITY**



## SECTION XIII

### ACTION PLAN TO ADDRESS UNDER-REPRESENTATION

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While the County has made progress in diversifying its workforce, opportunities for improvement exist. San Joaquin County is committed to making its workforce profile more closely reflect the available labor market in the community. In all job categories where under-representation has been identified in the County workforce, hiring goals have been established. The County's goal in recruitment of all job categories is to maintain a hiring rate for females and racial/ethnic groups that are at least equivalent to the percentage representation of females and racial/ethnic groups as identified in the most recent labor market census. Therefore, the County's hiring goals for the 2016-2018 plan years are equivalent to the availability of genders and racial/ethnic groups indicated in the County Utilization Analysis (Section XI).

The actions and/or strategies indicated below are to create a sufficient pool of qualified applicants for the under-represented job categories for entry-level or above employment and through promotional opportunities when positions are available.

The following is an action plan that the County has formulated to address under-representation and to achieve the hiring goals established in the Utilization Analysis. The specific actions associated with achieving stated hiring goals are in addition to the County's overall commitment to equal employment opportunity.

#### **A. Recruitment**

The County Human Resources Division will continue to identify and utilize local and regional recruitment sources to increase applicants in all job categories where under-representation exists. Specific recruitment activities implemented by Human Resources include but are not limited to:

- Establishing contact with colleges, universities, trade schools and other educational institutions as sources for outreach recruitment of qualified candidates.
- Recruiting sources, which include community and governmental organizations, colleges, schools, and organizations representing minorities, females, veterans, and individuals with disabilities, are informed of county job vacancies published in the Employment Bulletin and posted to the Human Resources Website.
- Placing recruitment advertisements in newspapers, publications, and web-based job boards in an attempt to increase applicants in all job categories where under-representation exists.
- Distributing information on job vacancies to all County departments through the printed employment bulletin and posted to the Human Resources Website.
- Notifying applicants via employment application forms that the County is an equal opportunity employer.
- In coordination with the Human Resources Division, the EEO Office, and EEOAC may have involvement with local and regional women, minority, and other under-represented cultural organizations, events, job fairs, and oral board participation, where the County can be established as a viable employer for all qualified candidates.

- A report of the County's outreach and recruitment efforts is made by the Human Resources Director, or designee, to the EEOAC on an annual basis.

**B. Training**

- SJC Engage will continue to provide employee training and development to enhance advancement and career potential for all County employees.
- SJC Engage will continue to publish a training catalog that identifies and summarizes the training workshops offered each year so employees can better plan and coordinate their training needs.
- The Human Resources Division will establish and/or maintain a process that ensures that all people serving on oral boards, including supervisors and managers, are trained and/or have the appropriate resources available to them to conduct proper, legal, and effective interviews for selection process.

**C. Career Development**

- The Human Resources Division will continue to educate County employees on benefits available to them that promote personal and professional growth.

**D. Retention and Diversity**

- Through a coordinated effort, the EEO Office and Human Resources Division will continue to track applicant flow data by ethnicity, gender, and EEO-4 job categories.
- Through a coordinated effort between the EEO Office and Human Resources Division, completed exit interview questionnaires will be reviewed, summarized, and analyzed on an annual basis to assist in identifying ways to enhance the County's work environment, and to assess the overall quality of work life in the County.