



Equal Employment Opportunity Plan

October 2022 - September 2024

Prepared by:

San Joaquin County Human Resources Division

EEO Office and EEO Advisory Committee



SAN JOAQUIN COUNTY
2022 - 2024
EQUAL EMPLOYMENT OPPORTUNITY PLAN

TABLE OF CONTENTS

I.	Introduction.....	1
II.	Vision and Diversity Definition.....	3
III.	Policies.....	4
IV.	Equal Employment Opportunity Law	5
V.	Responsibilities.....	6
	A. Board of Supervisors.....	6
	B. County Administrator	6
	C. Human Resources Equal Employment Opportunity Office.....	6
	D. Human Resources Division.....	7
	E. Department Heads and Elected Officials	7
	F. Department EEO Coordinators	8
	G. Managers and Supervisors	8
	H. County Employees	9
VI.	Equal Employment Opportunity Advisory Committee	10
VII.	Steps to Achieve a Diverse Workforce	12
	A. Outreach and Recruitment	12
	B. Selection.....	12
	C. Exam Validation	12
	D. Oral Board Composition	12
	E. Certification	13
	F. Selective Certification.....	13
	G. Promotions	13
	H. Exit Interview Questionnaire	13
	I. Assessment of Full-Time Employment Applications	14
	J. Training.....	14
	1. EEO-Related Training	14
	2. New Employee Orientation.....	15
	3. Other Training and Participation	15
	A. Educational Reimbursement Program	15
	B. Shift Assignment.....	15
	K. Counseling	15
VIII.	2020 – 2022 EEO Program Activities and Accomplishments.....	16

IX.	2022 – 2024 EEO Program Objectives	18
X.	Disadvantaged Business Enterprise Program	20
XI.	Workforce Analysis	21
	A. EEO-4 Job Categories	21
	B. EEO-4 Race/Ethnic Categories	22
	C. Labor Market U.S. Census Data	23
	D. Establishment of Equal Employment Opportunity Goals	23
	E. Graphical and/or Statistical Information	24
	Attachment 1 Snapshot of County Employee Workforce	25
	Attachment 2 ACS-EEO 6r: State and Local Government Job Groups by Sex and Race/Ethnicity – 2018 San Joaquin County Civilian Labor Force	26
	Attachment 3 Full-Time County Employee Workforce as of June 30, 2022	27
	Attachment 4 County Utilization Analysis as of June 30, 2022	28
	Attachment 5 Composition of Full-Time County Employee Workforce by Gender and Race/Ethnicity	29
	Attachment 6 Comparison of 2018 County Civilian Labor Market U.S. Census Data to Full-Time County Workforce by Gender and Ethnicity as of June 30, 2022	30
	Attachment 7 Summary of Full-Time County Employee Workforce by U.S. Federal EEO-4 Job Category, Ethnicity and Gender as of June 30, 2022	31
	Attachment 8 County Under-Utilization by U.S. Federal EEO-4 Job Category as of June 30, 2022	32
	Attachment 9 Breakdown of County Management and Non-Management Employee by Race/Ethnicity as of June 30, 2022	33
	Attachment 10 County Applicant-Pool Analysis July 1, 2020 – June 30, 2021 and County Applicant-Pool Analysis July 1, 2021 - June 30, 2022	34
XII.	Employment Analysis	35
	Summary of New Hires for FY 2020 - 2022	35
	Summary of Promotions for FY 2020 – 2022	36
	Summary of Involuntary Terminations for FY 2020 – 2022	37
	Summary of Releases from Probation for FY 2020 – 2022	38
XIII.	Action Plan to Address Under-Representation	39
	A. Recruitment	39
	B. Training	40
	C. Career Development	40
	D. Retention and Diversity	40

SECTION I INTRODUCTION

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 791,000 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 Human Resources Equal Employment Opportunity Office (HR/EEO) and the Equal Employment Opportunity Advisory Committee (EEOAC) for the County of San Joaquin are pleased to present the 2022 - 2024 Equal Employment Opportunity Plan (EEOP).

The purpose of the 2022 - 2024 EEOP is to inform the Board of Supervisors, County departments, employees and local communities of the County's efforts to ensure equal employment opportunity in accordance with the County's EEO Policies 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 San Joaquin County 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, harassment, and retaliation in the workplace;
- Details the EEO Program accomplishments achieved during the past two years (October 2020 - September 2022), and outlines recommended objectives for the next two years (October 2022 - September 2024);

- 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.

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 <https://www.sjgov.org/department/hr/divisions/eo>, or by contacting the HR/EEO at (209) 468-3374.

In adopting this 2022 - 2024 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 HR/EEO or the EEOAC, at humanresources@sjgov.org or 44 North San Joaquin Street, Suite 330, Stockton, CA 95202.

SECTION II
VISION AND DIVERSITY DEFINITION

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 a 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.

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

SAN JOAQUIN COUNTY EQUAL EMPLOYMENT OPPORTUNITY & HARASSMENT-FREE WORK ENVIRONMENT POLICIES

San Joaquin County is committed to maintaining equal opportunity in all employment actions and public services in compliance with all applicable federal and state laws. The County's Workplace discrimination, harassment, and retaliation policies are intended to prohibit, eliminate, and prevent unlawful discrimination, harassment, and retaliation and its effects in the workplace. The policies are located in the County's Administrative Manual and online on the County's EEO website (<https://www.sjgov.org/departments/hr/divisions/eo/policies>).

CIVIL SERVICE RULE 20

Civil Service Rule 20 (Rule 20) is the administrative process used in the County for investigating and resolving complaints of discrimination and harassment. Rule 20 provides jurisdiction over complaints of discrimination, harassment, and retaliation based on age (40 and over), ancestry, color, creed, gender (including pregnancy, childbirth, breastfeeding or related medical conditions), gender expression, gender identity, genetic information, marital status, medical condition, military or veteran status, national origin, physical or mental disability, political affiliation or belief, race, religion, sex or sexual orientation. Copies of Rule 20 are located on the County's EEO website (<https://www.sjgov.org/departments/hr/divisions/eo/policies/complaint-process>) and the County's Human Resources Division website (<https://www.sjgov.org/departments/hr/policies-procedures/civil-service-rules>).

SECTION IV EQUAL EMPLOYMENT OPPORTUNITY LAW

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

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

A. Board of Supervisors

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

The Board of Supervisors actively and aggressively supports equal employment opportunity through:

1. Encouragement and budgetary assistance to County departments;
2. Dissemination of equal employment opportunity information to employees and the general public; and
3. Regular review of the County's equal employment opportunity practices and procedures.

B. County Administrator

The 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's HR/EEO. The County Administrator is an ex-officio member to the Equal Employment Opportunity Advisory Committee (EEOAC).

The County Administrator will assure effective communication of, and conformance with, the requirements of this Plan and ensure that each Department Head takes such action as is necessary to achieve the Plan's objectives. It is the duty of the County Administrator to provide guidance and oversight in assuring that the community is free from discrimination, harassment, and retaliation in public service and employment.

C. Human Resources Equal Employment Opportunity Office

The County's HR/EEO 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, harassment, and retaliation in every phase of personnel policy and practice in employment, development, advancement, and/or treatment of its employees. The HR/EEO, 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 HR/EEO has the following responsibilities:

1. Planning, coordinating, monitoring, and evaluating the County's EEO Program.
2. Reporting to the County Administrator the status and progress of the program.
3. Investigating complaints of discrimination, harassment, and retaliation as defined in San Joaquin County discrimination, harassment, and retaliation policies and working to resolve internal and external complaints of alleged discrimination, harassment, or retaliation.
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 the overall workforce on EEO-related matters.
7. Measuring the effectiveness of the County's Equal Employment Opportunity Plan, as well as individual department efforts.
8. Preparing reports and making presentations to County management, employees, and community groups.
9. Acting as a resource agency in the area of equal employment opportunity and affirmative action programs and serving as liaison with departments, enforcement agencies, special groups representing minorities, women, persons with disabilities, employee unions, and other community groups as appropriate.

D. 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, training and compensation programs, and for ensuring that these systems are adhered to in accordance with federal and state mandates. The HR/EEO is a unit within the Human Resources Division and is another area the Director of Human Resources is responsible for developing and maintaining. The Human Resources Division will support the EEO Program by:

1. Assisting management and Department Heads in problem identification and resolution.
2. Investigating complaints and working to resolve internal and external complaints of alleged discrimination, harassment, or retaliation.
3. Distributing information and handouts provided at the Equal Employment Opportunity Commission meeting back to employees in the office.

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.

E. 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 HR/EEO. Clarify their role in ensuring compliance with mandated training.
3. Requiring all supervisors, managers, and employees to attend mandated County-sponsored equal employment opportunity related training in accordance with timelines.
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.
7. Ensuring services provided to the community complies with all EEO-related policies.
8. Participating with the EEO Program Manager in identifying problem areas and working with departmental managers and staff to correct those problem areas.
9. Ensuring that all employment decisions, including development of job knowledge and skill requirements, interviews, offers of employment and compensation commitments, assignments, training and evaluation, and employee relations are consistent with the County's personnel practices and equal employment opportunity principles.

F. Department EEO Coordinators

Department EEO Coordinators are employees appointed by the Appointing Authority in their respective departments, and serve as a resource to employees on EEO-related matters. Department EEO Coordinators are responsible for keeping Appointing Authorities advised of EEO informal complaints, filed in accordance with San Joaquin County discrimination, harassment, and retaliation policies, within their agencies. Department EEO Coordinators' areas of responsibility include:

1. Making reasonable efforts to resolve informal complaints of discrimination, harassment, and retaliation filed in accordance with San Joaquin County discrimination, harassment, and retaliation policies.
2. Assisting Appointing Authorities in implementing the EEOP.
3. Providing advice, guidance, and information to employees within the department on EEO-related matters and activities under the guidance of the HR/EEO.
4. Ensuring that the HR/EEO is informed of the status and results of all informal complaints.
5. Attending Department EEO Coordinator trainings facilitated by the HR/EEO.
6. Serving as a liaison between the HR/EEO and department management regarding mandated EEO related training compliance information.

G. 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, harassment, and retaliation, and implementing the County's policies and procedures that prohibit discrimination, harassment, and retaliation in the workplace. This includes monitoring EEO related training compliance for all staff under their supervision. County managers and supervisors are also responsible for the following;

1. Complying with Government Code Section 12950.1 (AB1825 & SB1343) requiring all supervisors and managers, every 2 years, to attend at least two hours of training regarding sexual harassment in the workplace.
2. Ensuring that all staff understand and work within Federal and State laws, as well as County policies and procedures, dealing with equal employment opportunity and affirmative action.
3. Initiating steps to foster and maintain a work climate that is conducive to achieving equal employment opportunities and a workplace free from discrimination, harassment, or retaliation.
4. Following and reporting to appropriate personnel, any allegations of discrimination, harassment, or retaliation.

5. Being aware of the various County reports and demographic comparisons that are available.
6. Being mindful that our workforce should be a demographic representation of our Community at large.
7. Being attentive to the need of preventing intentional biases and external biases.

H. County Employees

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

1. Comply with Government Code Section 12950.1 (AB1825 & SB1343) requiring all non-supervisory employees, every 2 years, to attend at least one hour of training regarding sexual harassment.
2. Support a work climate that is conducive to achieving equal employment opportunities and that is free of any form of discrimination, harassment, or retaliation.

SECTION VI
EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEE

The Equal Employment Opportunity Advisory Committee (EEOAC) serves as an advisory committee to the Board of Supervisors concerning 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 Purpose Statement

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. Listed below is the EEOAC roster, as of the publish date of this EEO Plan.

- Felicia Caballero, At-Large Representative
- Jordan Giannoni Harless (Vice-Chairperson), At-Large Representative
- Toby Morelli, At-Large Representative
- Linda Patrick, At-Large Representative
- Mike Roman, At-Large Representative

- Johanna Shick, County Administrator Nominated Employee Representative
- Nadeja Steager (Chairperson), At-Large Representative
- Jeffery Woltkamp, County Administrator Nominated Department Head Representative

SECTION VII

STEPS TO ACHIEVE A DIVERSE WORKFORCE

San Joaquin County strives to achieve a fully diverse workforce. The County, will not discriminate against any applicant, employee, contractor, subcontractor, vendor, or client because of age (40 and over), ancestry, color, creed, gender (including pregnancy, childbirth, breastfeeding or related medical conditions), gender expression, gender identity, genetic information, marital status, medical condition, military or veteran status, national origin, physical or mental disability, political affiliation or belief, race, religion, sex or sexual orientation. Thus, the County places great emphasis on the outreach, recruitment, and the selection of diverse 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 County departments, services, and, job announcements, which may be accessed from the County's website at <https://jobapscloud.com/SJQ/>. A 24-hour telephone "job-line" is also maintained, as is an online "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." Additionally, all recruitment announcements are posted with the following statement. "San Joaquin County is an Equal Employment Opportunity (EEO) Employer and is committed to providing equal employment to all without regard to age, ancestry, color, creed, marital status, medical condition, national origin, physical or mental disability, political affiliation or belief, pregnancy, race, religion, sex, or sexual orientation. For more information go to www.sjgov.org/departments/hr/divisions/eo."

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-Examinations.

C. Exam Validation

Through a thorough process, the Human Resources Employment Services validates its exams 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 ensure that only valid exams are used.

D. Oral Board Examination Composition

The composition of oral boards will be in accordance with Civil Service Rule 5, Section 2-Character and Preparation of Examinations, and whenever practicable, 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.

Oral board members shall possess technical expertise, include protected classification diversity, and reflect the candidate pool.

E. Certification

The certification process is followed in accordance with Civil Service Rule 7-Certification and Waivers. Every Appointing Authority is advised 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 Director of Human Resources 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 Employment Services 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 on the Human Resources website and in the office of 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 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 HR/EEO. The information is summarized and analyzed in a database on an annual basis and used by the Human Resources Division to better understand the County's workplace.

I. Assessment of Full-Time Employment Applications

The HR/EEO conducts an assessment of the number of full-time employment applicants received in the County annually. The information is summarized and analyzed by ethnicity, gender and EEO-4 job categories, and used to assist Human Resources Employment Services 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 HR/EEO works continuously with SJC Engage to develop training programs intended to address equal employment opportunity and diversity issues within the work environment. The following training workshops are components of the EEO Program:

- Discrimination and Harassment Awareness & Prevention for General Employees
 - Discrimination and Harassment Laws & Prevention for Managers and Supervisors
 - Diversity, Respect, and Inclusion
- a. As a part of this Board-adopted EEO Plan, all employees are required to complete the Diversity, Respect, and Inclusion training every five (5) years.
 - b. AB 1825 requires that an employer having 50 or more employees provide at least 2 hours of training regarding the prevention of sexual harassment, discrimination, and retaliation to all supervisory and management employees once every two (2) years. As such, all supervisory and management employees are required to complete *Discrimination and Harassment Laws & Prevention for Managers and Supervisors*, once every two (2) years. The County offers this course as part of the Human Resources Leadership Academy curriculum.
 - c. SB 1343 requires that all non-supervisory employees be provided at least one (1) hour, and all supervisory employees be provided at least two (2) hours, of mandatory sexual harassment and abusive conduct prevention training once every two (2) years thereafter. The mandate includes full-time, part-time, temporary, and seasonal employees. All new hires are required to complete the required training within (6) six months) of employment, or date of promotion to a supervisory role. Temporary or seasonal employees hired to work less than six months must be trained within 30 calendar days from when they began working or 100 hours of work, whichever occurs first. As such all new-hires are required to complete *Discrimination and Harassment Awareness & Prevention for General Employees or Discrimination and Harassment Laws & Prevention for Managers and Supervisors*, during the new employee orientation program.

2. New Employee Orientation

Employees are required to participate in New Employee Orientation, which includes a training on the topic of sexual harassment and discrimination prevention that complies with AB 1825 and SB 1343.

3. Other Training and Participation

The following are available to County employees:

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, consideration shall be made with approval of the Department Head to modify the employee's work hours where operationally feasible. In addition, employees should select classes that do not conflict with their regular work schedule within the requirements of their curricula. Any such modifications shall be based on the department's staffing and operational needs.

K. Counseling

Employees who wish to discuss the County's EEO policies or concerns about discrimination and harassment, and retaliation should contact their Department EEO Coordinator. A Department EEO Coordinator may refer the employee to the County HR/EEO for further assistance when needed. Additionally, the County provides an Employee Assistance Program (EAP) to all County employees, which offers free counseling services and other resources to help with problems in the workplace.

SECTION VIII
ACTIVITIES AND ACCOMPLISHMENTS
July 1, 2020 – June 30, 2022

EEO Program Activities and Accomplishments:

1. In March 2020, San Joaquin County was impacted by the COVID-19 pandemic. To help mitigate the spread of COVID-19, Public Health Orders limited in-person gatherings County-wide through required social distancing guidelines. For this reason, the 23rd and 24th Annual Diversity Luncheons were canceled. Additionally, there was an indefinite suspension of in-person EEO-related trainings. This also required the Bi-monthly EEOAC meetings to move from in-person meetings to a virtual format. Due to the impact of COVID-19 on the County's EEO programs, the HR/EEO, with input from Department EEO Coordinators and the EEOAC, explored alternative options to continue employee engagement and the fulfillment of mandated EEO-related trainings through innovative social distancing measures.
2. Due to the COVID-19 pandemic, HR/EEO cancelled the Annual Diversity Luncheon in 2020. However, HR/EEO in collaboration with HR Staff Development presented "2020 Virtual Diversity Rewind," an online presentation of highlights from previous Diversity Award Luncheons featured on the HR/EEO and SJC Engage websites. The virtual diversity celebration included a re-broadcast of the 2018 keynote speaker and a slideshow of memorable pictures.
3. The HR/EEO received and processed a total of ninety (90) Civil Service Rule 20 (Rule 20) complaints, with forty-one (41) informal and forty-nine (49) formal complaints. This was a decrease from FY 2018-2020 with sixty-five (65) informal and sixty-five (65) formal complaints. In addition, there were seven (7) requests for Civil Service Commission Rule 20 Appeal Hearings. This was an increase from FY 2018-2020 with five (5) requests for Civil Service Commission Rule 20 Appeal Hearings.
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 HR/EEO, in coordination with SJC Engage, provided online *Discrimination and Harassment Laws & Prevention for Managers and Supervisors* training sessions. A total of 865 supervisors and managers attended the trainings.
5. In accordance with California SB 1343, all California employers with five (5) or more employees must provide at least one (1) hour, of mandatory sexual harassment and abusive conduct prevention training to all non-supervisory employees every two (2) years. The HR/EEO, in coordination with SJC Engage, provided online *Discrimination and Harassment Awareness & Prevention for General Employees* training sessions. A total of 4,425 non-supervisory employees attended the trainings.
6. In coordination with SJC Engage, the HR/EEO provided virtual *Diversity, Respect, and Inclusion* training sessions. A total of 2740 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 HR/EEO conducted one (1) 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.

**SECTION IX
OBJECTIVES
October 2022 – September 2024**

A. EEO Program Objectives:

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

B. EEO Office Goals:

The EEO Office will accomplish the following goals:

1. Update all County rules and policies on discrimination, harassment, and retaliation to be inclusive of the entire workforce and to ensure compliance and consistency with Federal and State laws.
2. Provide EEO-related education and training to County employees
 - a. Research, develop, and implement a training program on unconscious/implicit bias, for managers and supervisors
 - b. Research, develop, and implement a training program on civility in the workplace, for managers, supervisors and all county employees
 - c. Research, develop, and implement a training program on how to request a reasonable accommodation in the workplace
 - d. Continue to research, develop, and implement relevant and effective training programs to promote equal employment opportunity and diversity within the County workforce
3. 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
4. Research possible best practice program options to encourage and promote diversity, inclusion, and equal employment opportunity awareness such as:
 - a. The development of Employee Resource Groups (ERGs) to expand internal diverse groups that build community, provide support, and contribute to personal and professional development in the work environment
 - b. The development of a collaborative website with SJ Engage that promotes the County's EEO programs, and the diverse culture of our workforce

- c. The development of workshops/seminars that include educational topics designed to motivate, encourage, and expand positive workplace interactions
- 5. Monitor and investigate Civil Service Rule 20 complaints, and work with Department EEO Coordinators on Rule 20 processing steps, and required tracking, reporting, etc.
- 6. Establish a mediation process for resolving Civil Service Rule 20 complaints at the informal level
- 7. Advise and support departments and employees on EEO-related issues
- 8. Automate the exit-interview process in order to encourage participation
- 9. Sponsor countywide diversity events for 2023 and 2024
- 10. 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

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

San Joaquin County has a culturally rich and diverse population. It is the County's objective to include, versus, exclude this population, as it relates to the diversity of services and employment opportunities offered by the County. The County understands that diversity does not happen without welcoming the inclusion of all ethnicities. Therefore, inclusion is an essential basis of the County's EEO-4 to promote equal employment opportunity and diversity. San Joaquin County advocates diversity within the workplace and is fully committed to making equal employment opportunity a reality.

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 American Community Survey Data-United States Census EEO 6r, State and Local Government Job Groups by Sex, and Race/Ethnicity for San Joaquin County (ACS-EEO 6r).¹

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.

¹ Source: U.S. Census Bureau, 2014-2018 American Community Survey. Due to the impact of the COVID-19 pandemic, the Census Bureau changed the 2020 American Community Survey (ACS) release schedule. At the time of this report, the 2020 U.S. Census data was not available.

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.
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 house-keeper 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

As an employer, San Joaquin County aims to have its workforce representative 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 2014-2018 (ACS-EEO 6r) 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, 2020 through June 30, 2022 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, 2022:²

- Attachment 1** Snapshot of County Employee Workforce.
- Attachment 2** ACS-EEO 6r: State and Local Government Job Groups by Sex and Race/Ethnicity – 2018 San Joaquin County Civilian Labor Force.
- Attachment 3** Full-Time County Employee Workforce as of June 30, 2022.
- Attachment 4** County Utilization Analysis as of June 30, 2022.
- Attachment 5** Composition of Full-Time County Employee Workforce by Gender and Ethnicity.
- Attachment 6** Comparison of 2018 County Civilian Labor Market U.S. Census Data to Full-time County Workforce by Gender and Ethnicity as of June 30, 2022.
- Attachment 7** Summary of Full-Time County Employee Workforce by EEO-4 Job Category, Ethnicity, and Gender as of June 30, 2022.
- Attachment 8** County Underutilization by U.S. Federal EEO-4 Job Category
- Attachment 9** Breakdown of County Management and Non-Management Employees by race/ethnicity as of June 30, 2022
- Attachment 10** County Applicant-Pool Analysis

² 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 2014-2018 ACS- 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 **303,665** in 2010 to **327,489** in 2018; an increase of **23,824**, or **7.9%**.
 - U.S. Census County Labor Market availability for Hispanic/Latino increased by **4.3%**, from **35.5%** in 2010 to **39.8%** in 2018.
 - U.S. Census County Labor Market availability for Asian increased by **1.3%**, from **13.9%** in 2010 to **15.2%** in 2018.
 - U.S. Census County Labor Market availability for Black has remained unchanged at **6.4%** in 2010 to **6.4%** in 2018.
 - U.S. Census County Labor Market availability for White decreased by **6.1%**, from **40.8%** in 2010 to **34.7%** in 2018.
-
- The total full-time County workforce decreased from **5,758** employees as of June 30, 2020, to **5,531** employees as of June 30, 2022, a decrease of **227** employees, or **3.9%**.
 - Total full-time female employees decreased from **3,725** to **3,587**, a decrease of **138** employees, or **3.7%**.
 - Female employee representation (**64.9%**) compared to U.S. Census County Labor Market availability (**44.7%**) is overrepresented by **20.1%**.
 - Total full-time male employees decreased from **2,033** to **1,944**, a decrease of **89** employees, or **4.4%**.
 - Male employee representation (**35.1%**) compared to U.S. Census County Labor Market availability (**55.3%**) is under-represented by **20.1%**.
 - Asian male employee representation in the workforce has increased by **0.1%**, from June 30, 2020 (**5.5%**) to June 30, 2022 (**5.6%**); but is below the 2018 U.S. Census County Labor Market availability (**8.2%**) by **2.6%**.
 - Hispanic/Latino male employee representation in the workforce has remained unchanged from June 30, 2020 (**8.0%**) to June 30, 2022 (**8.0%**); but is still below the 2018 U.S. Census County Labor Market availability (**22.9%**) by **14.9%**.
 - Hispanic/Latino male employees are under-represented in **7** out of **8** EEO-4 job categories, with the highest under-representation in the Skilled Craft (**20.9%**), Technicians (**17.1%**), Service maintenance (**17.0%**) and Administrative Support (**7.4%**) job categories.
 - Black employees received **8.9%** of promotions compared to White employees (**39.1%**), Hispanic/Latino employees (**25.5%**), and Asian employees (**14.2%**).
 - Black employees received **24.5%** of releases from probation compared to White employees (**30.0%**), Hispanic/Latino employees (**15.5%**), and Asian employees (**7.1%**).

ATTACHMENT 2

**ACS-EEO 6r: STATE AND LOCAL GOVERNMENT JOB GROUPS BY SEX AND RACE/ETHNICITY
2018 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	31,770	10,230	3,770	865	2,610	95	75	630	6,605	3,560	795	1,955	35	50	495
	100%	32.2%	11.9%	2.7%	8.2%	0.3%	0.2%	2.0%	20.8%	11.2%	2.5%	6.2%	0.1%	0.2%	1.6%
Professionals	44,540	9,225	3,345	950	4,925	80	25	695	11,740	5,700	1,770	4,980	120	65	920
	100%	20.7%	7.5%	2.1%	11.1%	0.2%	0.1%	1.6%	26.4%	12.8%	4.0%	11.2%	0.3%	0.1%	2.1%
Technicians	27,685	3,945	6,605	620	3,265	110	0	300	3,765	4,690	955	2,955	35	40	400
	100%	14.2%	23.9%	2.2%	11.8%	0.4%	0.0%	1.1%	13.6%	16.9%	3.4%	10.7%	0.1%	0.1%	1.4%
Protective Service: Sworn	8,154	3,055	1,760	735	610	75	45	265	570	650	345	4	0	0	40
	100%	37.5%	21.6%	9.0%	7.5%	0.9%	0.6%	3.2%	7.0%	8.0%	4.2%	0.0%	0.0%	0.0%	0.5%
Protective Service: Non-Sworn	255	70	45	0	0	0	0	0	70	45	25	0	0	0	0
	100%	27.5%	17.6%	0.0%	0.0%	0.0%	0.0%	0.0%	27.5%	17.6%	9.8%	0.0%	0.0%	0.0%	0.0%
Administrative Support	73,740	10,355	8,280	1,360	3,740	150	35	940	18,200	18,940	3,165	6,275	230	135	1,935
	100%	14.0%	11.2%	1.8%	5.1%	0.2%	0.0%	1.3%	24.7%	25.7%	4.3%	8.5%	0.3%	0.2%	2.6%
Skilled Craft	29,480	10,200	13,850	1,075	1,950	45	40	815	405	670	85	305	0	0	40
	100%	34.6%	47.0%	3.6%	6.6%	0.2%	0.1%	2.8%	1.4%	2.3%	0.3%	1.0%	0.0%	0.0%	0.1%
Service Maintenance	111,865	15,055	37,470	4,525	9,875	320	75	1,905	10,185	20,830	3,765	6,205	330	80	1,245
	100%	13.5%	33.5%	4.0%	8.8%	0.3%	0.1%	1.7%	9.1%	18.6%	3.4%	5.5%	0.3%	0.1%	1.1%
TOTAL	327,489	62,135	75,125	10,130	26,975	875	295	5,550	51,540	55,085	10,905	22,679	750	370	5,075
	100%	19.0%	22.9%	3.1%	8.2%	0.3%	0.1%	1.7%	15.7%	16.8%	3.3%	6.9%	0.2%	0.1%	1.5%

ATTACHMENT 3

**FULL-TIME COUNTY EMPLOYEE WORKFORCE
AS OF JUNE 30, 2022**

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	303	63	20	5	23	2	1	6	13	96	16	15	26	2	1	4	10
	100%	20.8%	6.6%	1.7%	7.6%	0.7%	0.3%	2.0%	4.3%	31.7%	5.3%	5.0%	8.6%	0.7%	0.3%	1.3%	3.3%
Professionals	2,020	217	109	38	155	9	2	25	46	422	335	132	353	23	9	50	95
	100%	10.7%	5.4%	1.9%	7.7%	0.4%	0.1%	1.2%	2.3%	20.9%	16.6%	6.5%	17.5%	1.1%	0.4%	2.5%	4.7%
Technicians	294	53	20	9	28	3	0	5	8	53	37	12	46	5	0	6	9
	100%	18.0%	6.8%	3.1%	9.5%	1.0%	0.0%	1.7%	2.7%	18.0%	12.6%	4.1%	15.6%	1.7%	0.0%	2.0%	3.1%
Protective Service: Sworn	671	307	120	21	43	1	0	10	9	64	61	13	10	1	1	4	6
	100%	45.8%	17.9%	3.1%	6.4%	0.1%	0.0%	1.5%	1.3%	9.5%	9.1%	1.9%	1.5%	0.1%	0.1%	0.6%	0.9%
Protective Service: Non-Sworn	66	15	12	2	1	0	0	1	2	17	10	5	0	0	0	0	1
	100%	22.7%	18.2%	3.0%	1.5%	0.0%	0.0%	1.5%	3.0%	25.8%	15.2%	7.6%	0.0%	0.0%	0.0%	0.0%	1.5%
Administrative Support	1,684	72	64	15	38	4	2	8	15	419	553	128	149	15	15	96	91
	100%	4.3%	3.8%	0.9%	2.3%	0.2%	0.1%	0.5%	0.9%	24.9%	32.8%	7.6%	8.8%	0.9%	0.9%	5.7%	5.4%
Skilled Craft	165	79	43	4	12	2	2	8	14	0	0	0	0	1	0	0	0
	100%	47.9%	26.1%	2.4%	7.3%	1.2%	1.2%	4.8%	8.5%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	0.0%
Service Maintenance	328	64	54	13	12	1	2	8	4	42	48	25	33	4	4	6	8
	100%	19.5%	16.5%	4.0%	3.7%	0.3%	0.6%	2.4%	1.2%	12.8%	14.6%	7.6%	10.1%	1.2%	1.2%	1.8%	2.4%
TOTAL	5,531	870	442	107	312	22	9	71	111	1,113	1,060	330	617	51	30	166	220
	100%	15.7%	8.0%	1.9%	5.6%	0.4%	0.2%	1.3%	2.0%	20.1%	19.2%	6.0%	11.2%	0.9%	0.5%	3.0%	4.0%

ATTACHMENT 4

COUNTY UTILIZATION ANALYSIS AS OF JUNE 30, 2022

(Comparison of the 2018 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 %	20.8%	6.6%	1.7%	7.6%	0.7%	0.3%	2.0%	4.3%	31.7%	5.3%	5.0%	8.6%	0.7%	0.3%	1.3%	3.3%
	Labor Market%	32.2%	11.9%	2.7%	8.2%	0.3%	0.2%	2.0%	N/A	20.8%	11.2%	2.5%	6.2%	0.1%	0.2%	1.6%	N/A
	Utilization %	-11.4%	-5.3%	-1.1%	-0.6%	0.4%	0.1%	0.0%	N/A	10.9%	-5.9%	2.4%	2.4%	0.5%	0.2%	-0.2%	N/A
Professionals	Workforce %	10.7%	5.4%	1.9%	7.7%	0.4%	0.1%	1.2%	2.3%	20.9%	16.6%	6.5%	17.5%	1.1%	0.4%	2.5%	4.7%
	Labor Market%	20.7%	7.5%	2.1%	11.1%	0.2%	0.1%	1.6%	N/A	26.4%	12.8%	4.0%	11.2%	0.3%	0.1%	2.1%	N/A
	Utilization %	-10.0%	-2.1%	-0.3%	-3.4%	0.3%	0.0%	-0.3%	N/A	-5.5%	3.8%	2.6%	6.3%	0.9%	0.3%	0.4%	N/A
Technicians	Workforce %	18.0%	6.8%	3.1%	9.5%	1.0%	0.0%	1.7%	2.7%	18.0%	12.6%	4.1%	15.6%	1.7%	0.0%	2.0%	3.1%
	Labor Market%	14.2%	23.9%	2.2%	11.8%	0.4%	0.0%	1.1%	N/A	13.6%	16.9%	3.4%	10.7%	0.1%	0.1%	1.4%	N/A
	Utilization %	3.8%	-17.1%	0.8%	-2.3%	0.6%	0.0%	0.6%	N/A	4.4%	-4.4%	0.6%	5.0%	1.6%	-0.1%	0.6%	N/A
Protective Service: Sworn	Workforce %	45.8%	17.9%	3.1%	6.4%	0.1%	0.0%	1.5%	1.3%	9.5%	9.1%	1.9%	1.5%	0.1%	0.1%	0.6%	0.9%
	Labor Market%	37.5%	21.6%	9.0%	7.5%	0.9%	0.6%	3.2%	N/A	7.0%	8.0%	4.2%	0.0%	0.0%	0.0%	0.5%	N/A
	Utilization %	8.3%	-3.7%	-5.9%	-1.1%	-0.8%	-0.6%	-1.8%	N/A	2.5%	1.1%	-2.3%	1.4%	0.1%	0.1%	0.1%	N/A
Protective Service: Non-Sworn	Workforce %	22.7%	18.2%	3.0%	1.5%	0.0%	0.0%	1.5%	3.0%	25.8%	15.2%	7.6%	0.0%	0.0%	0.0%	0.0%	1.5%
	Labor Market%	27.5%	17.6%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	27.5%	17.6%	9.8%	0.0%	0.0%	0.0%	0.0%	N/A
	Utilization %	-4.7%	0.5%	3.0%	1.5%	0.0%	0.0%	1.5%	N/A	-1.7%	-2.5%	-2.2%	0.0%	0.0%	0.0%	0.0%	N/A
Administrative Support	Workforce %	4.3%	3.8%	0.9%	2.3%	0.2%	0.1%	0.5%	0.9%	24.9%	32.8%	7.6%	8.8%	0.9%	0.9%	5.7%	5.4%
	Labor Market%	14.0%	11.2%	1.8%	5.1%	0.2%	0.0%	1.3%	N/A	24.7%	25.7%	4.3%	8.5%	0.3%	0.2%	2.6%	N/A
	Utilization %	-9.8%	-7.4%	-1.0%	-2.8%	0.0%	0.1%	-0.8%	N/A	0.2%	7.2%	3.3%	0.3%	0.6%	0.7%	3.1%	N/A
Skilled Craft	Workforce %	47.9%	26.1%	2.4%	7.3%	1.2%	1.2%	4.8%	8.5%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	0.0%
	Labor Market%	34.6%	47.0%	3.6%	6.6%	0.2%	0.1%	2.8%	N/A	1.4%	2.3%	0.3%	1.0%	0.0%	0.0%	0.1%	N/A
	Utilization %	13.3%	-20.9%	-1.2%	0.7%	1.1%	1.1%	2.1%	N/A	-1.4%	-2.3%	-0.3%	-1.0%	0.6%	0.0%	-0.1%	N/A
Service Maintenance	Workforce %	19.5%	16.5%	4.0%	3.7%	0.3%	0.6%	2.4%	1.2%	12.8%	14.6%	7.6%	10.1%	1.2%	1.2%	1.8%	2.4%
	Labor Market%	13.5%	33.5%	4.0%	8.8%	0.3%	0.1%	1.7%	N/A	9.1%	18.6%	3.4%	5.5%	0.3%	0.1%	1.1%	N/A
	Utilization %	6.1%	-17.0%	-0.1%	-5.2%	0.0%	0.5%	0.7%	N/A	3.7%	-4.0%	4.3%	4.5%	0.9%	1.1%	0.7%	N/A
TOTAL	Workforce %	15.7%	8.0%	1.9%	5.6%	0.4%	0.2%	1.3%	2.0%	20.1%	19.2%	6.0%	11.2%	0.9%	0.5%	3.0%	4.0%
	Labor Market%	19.0%	22.9%	3.1%	8.2%	0.3%	0.1%	1.7%	N/A	15.7%	16.8%	3.3%	6.9%	0.2%	0.1%	1.5%	N/A
	Utilization %	-3.3%	-14.9%	-1.2%	-2.6%	0.1%	0.1%	-0.4%	N/A	4.4%	2.4%	2.7%	4.3%	0.7%	0.4%	1.5%	N/A

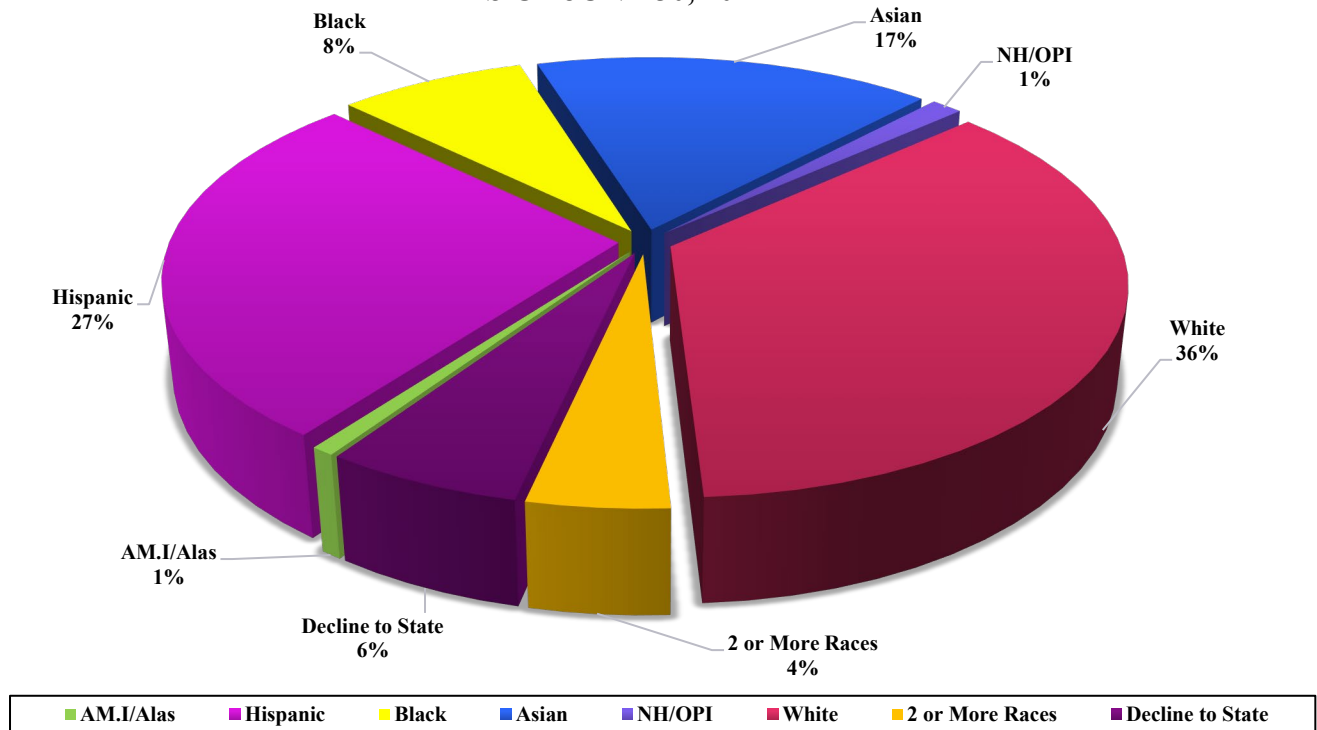
ATTACHMENT 5

**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, 2022.

TOTAL FULL-TIME EMPLOYEES	5,531	100.0%
Male	1,944	35.1%
Female	3,587	64.9%
RACE/ETHNICITY		
White	1,983	35.9%
Hispanic/Latino	1,502	27.2%
Black	437	7.9%
Asian	929	16.8%
Native Hawaiian/Other Pacific Islander	73	1.3%
American Indian/Alaskan Native	39	0.7%
Two Or More Races	237	4.3%
Decline To State	331	6.0%

**SUMMARY OF FULL-TIME COUNTY WORKFORCE BY
RACE/ETHNICITY
AS OF JUNE 30, 2022**



ATTACHMENT 6

**COMPARISON OF 2018 COUNTY CIVILIAN LABOR MARKET U.S. CENSUS DATA
TO FULL-TIME COUNTY WORKFORCE BY GENDER AND ETHNICITY
AS OF JUNE 30, 2022**

Gender		2018 Labor Market	2022 County Employee Workforce	2022 Workforce Utilization
Male		55.3%	35.1%	-20.1%
Female		44.7%	64.9%	20.1%
Ethnicity		2018 Labor Market	2022 County Employee Workforce	2022 Workforce Utilization
White		34.7%	35.9%	1.1%
Hispanic/Latino		39.8%	27.2%	-12.6%
Black		6.4%	7.9%	1.5%
Asian		15.2%	16.8%	1.6%
Native Hawaiian/Other Pacific Islander		0.5%	1.3%	0.8%
American Indian/Alaskan Native		0.2%	0.7%	0.5%
Two Or More Races		3.2%	4.3%	1.0%
Decline To State		N/A	6.0%	N/A
Gender and Ethnicity		2018 Labor Market	2022 County Employee Workforce	2022 Workforce Utilization
White	Male	19.0%	15.7%	-3.3%
	Female	15.7%	20.1%	4.4%
Hispanic/Latino	Male	22.9%	8.0%	-14.9%
	Female	16.8%	19.2%	2.4%
Black	Male	3.1%	1.9%	-1.2%
	Female	3.3%	6.0%	2.7%
Asian	Male	8.2%	5.6%	-2.6%
	Female	6.9%	11.2%	4.3%
Native Hawaiian/ Other Pacific Islander	Male	0.3%	0.4%	0.1%
	Female	0.2%	0.9%	0.7%
American Indian/ Alaska Native	Male	0.1%	0.2%	0.1%
	Female	0.1%	0.5%	0.4%
Two Or More Races	Male	1.7%	1.3%	-0.4%
	Female	1.5%	3.0%	1.5%
Decline To State	Male	N/A	2.0%	N/A
	Female	N/A	4.0%	N/A

ATTACHMENT 7

**SUMMARY OF FULL-TIME COUNTY EMPLOYEE WORKFORCE
BY U.S. FEDERAL EEO-4 JOB CATEGORY, ETHNICITY AND GENDER
AS OF JUNE 30, 2022**

EEO-4 JOB CATEGORIES	TOTAL	WHITE		HISPANIC		BLACK		ASIAN		NH/OPI		AM.I/ 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	303	63	96	20	16	5	15	23	26	2	2	1	1	6	4	13	10
Professionals	2020	217	422	109	335	38	132	155	353	9	23	2	9	25	50	46	95
Technicians	294	53	53	20	37	9	12	28	46	3	5	0	0	5	6	8	9
Protective Services Sworn	671	307	64	120	61	21	13	43	10	1	1	0	1	10	4	9	6
Protective Services Non- Sworn	66	15	17	12	10	2	5	1	0	0	0	0	0	1	0	2	1
Administrative Support	1684	72	419	64	553	15	128	38	149	4	15	2	15	8	96	15	91
Skilled Craft	165	79	0	43	0	4	0	12	0	2	1	2	0	8	0	14	0
Service Maintenance	328	64	42	54	48	13	25	12	33	1	4	2	4	8	6	4	8
Total	5,531	870	1113	442	1060	107	330	312	617	22	51	9	30	71	166	111	220

ATTACHMENT 8

**COUNTY UNDER-UTILIZATION
BY U.S. FEDERAL EEO-4 JOB CATEGORY
AS OF JUNE 30, 2022**

EEO-4 JOB CATEGORIES	WHITE		HISPANIC		BLACK		ASIAN		NH/OPI		AMI/ALAS		2+ RACES	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials/ Administrators	-11.4%		-5.3%	-5.9%	-1.1%		-0.6%							-0.2%
Professionals	-10.0%	-5.5%	-2.1%		-0.3%		-3.4%						-0.3%	
Technicians			-17.1%	-4.4%			-2.3%					-0.1%		
Protective Ser- vices Sworn			-3.7%		-5.9%	-2.3%	-1.1%		-0.8%		-0.6%		-1.8%	
Protective Ser- vices Non- Sworn	-4.7%	-1.7%		-2.5%		-2.2%								
Administrative Support	-9.8%		-7.4%		-1.0%		-2.8%						-0.8%	
Skilled Craft		-1.4%	-20.9%	-2.3%	-1.2%	-0.3%		-1.0%						-0.1%
Service Mainte- nance			-17.0%	-4.0%	-0.1%		-5.2%							

ATTACHMENT 9

**BREAKDOWN OF COUNTY MANAGEMENT AND
NON-MANAGEMENT EMPLOYEES
BY RACE/ETHNICITY
AS OF JUNE 30, 2022**

Management Employees	SJC Workforce #	SJC Workforce %	County Laborforce %
White	205	55.0%	35.9%
Hispanic/Latino	51	13.7%	27.2%
Black	29	7.8%	7.9%
Asian	48	12.9%	16.8%
NH/OPI	5	1.3%	1.3%
Am. I/ Alas	1	0.3%	0.7%
2+	10	2.7%	4.3%
DTS	24	6.3%	6.0%
TOTAL	373	100.0%	100.0%

Non-Management Employees	SJC Workforce #	SJC Workforce %	County Laborforce %
White	1778	34.5%	35.9%
Hispanic/Latino	1451	28.1%	27.2%
Black	408	7.9%	7.9%
Asian	881	17.1%	16.8%
NH/OPI	68	1.3%	1.3%
Am. I/ Alas	38	0.7%	0.7%
2+	227	4.4%	4.3%
DTS	307	6.0%	6.0%
TOTAL	5158	100.0%	100.0%

ATTACHMENT 10

**COUNTY APPLICANT-POOL ANALYSIS
JULY 1, 2020 - JUNE 30, 2021**

Applications Total: 25,666			
RACE/ETHNICITY	APPLICANTS #	APPLICANTS %	County Workforce%
White	5570	21.7%	35.9%
Hispanic/Latino	8416	32.8%	27.2%
Black	3155	12.3%	7.9%
Asian	4276	16.7%	16.8%
NH/OPI	478	1.9%	1.3%
Am. I/ Alas	206	0.8%	0.7%
2+	2309	9.0%	4.3%
DTS	1256	4.9%	6.0%
MALES	7866	30.6%	35.1%
FEMALES	17748	69.1%	64.9%

**COUNTY APPLICANT-POOL ANALYSIS
JULY 1, 2021 - JUNE 30, 2022**

Applications Total: 23,335			
RACE/ETHNICITY	APPLICANTS #	APPLICANTS %	County Workforce%
White	4695	20.1%	35.9%
Hispanic/Latino	8207	35.2%	27.2%
Black	2820	12.1%	7.9%
Asian	3988	17.1%	16.8%
NH/OPI	359	1.5%	1.3%
Am. I/ Alas	191	.8%	0.7%
2+	2013	8.6%	4.3%
DTS	1059	4.5	6.0%
MALES	6156	26.4%	35.1%
FEMALES	16988	72.8%	64.9%

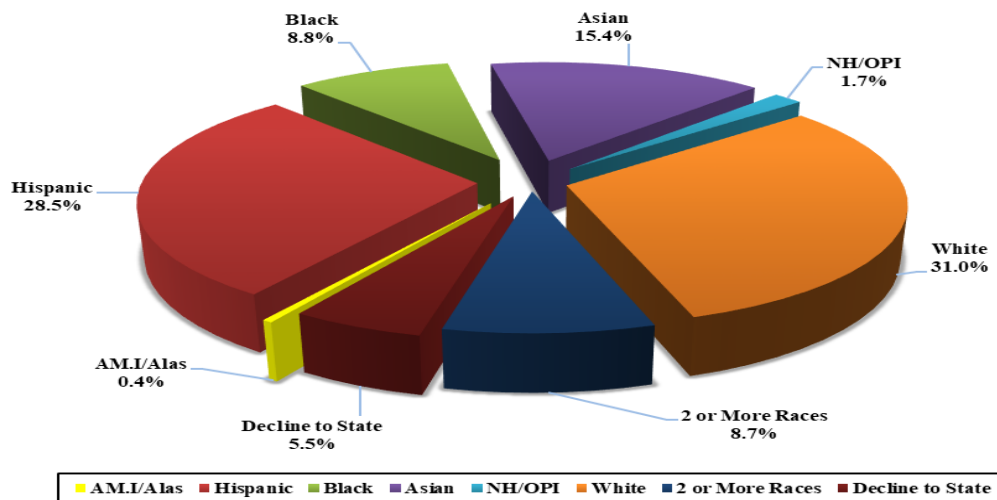
**SECTION XII
EMPLOYMENT ANALYSIS**

The employment analysis of new hires, promotions, and terminations/releases from probation for full-time County employees from July 1, 2020 through June 30, 2022 is summarized below:³

**SUMMARY OF NEW HIRES
FOR FISCAL YEAR JULY 1, 2020 – JUNE 30, 2022
BY GENDER AND ETHNICITY**

	NUMBER OF EMPLOYEES	PERCENTAGE
MALE	304	31.5%
FEMALE	661	68.5%
WHITE	299	31.0%
HISPANIC/LATINO	275	28.5%
BLACK	85	8.8%
ASIAN	149	15.4%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	16	1.7%
AMERICAN INDIAN/ALASKAN	4	0.4%
TWO OR MORE RACES	84	8.7%
DECLINE TO STATE	53	5.5%
TOTAL NEW HIRES	965	100.00%

**SUMMARY OF NEW HIRES
FROM JULY 1, 2020 - JUNE 30, 2022 BY ETHNICITY**

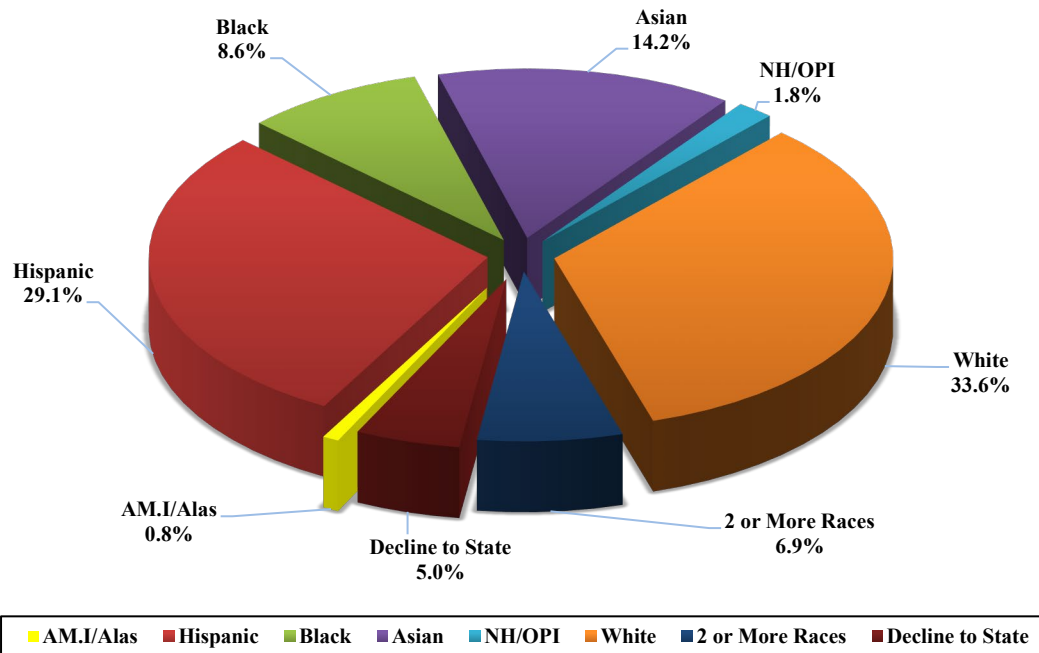


³ The figures presented in the tables and charts have been rounded off. For the purposes of analysis, calculated percentages of .05 or higher were rounded up to the nearest decimal. Since the figures and data were rounded separately, they do not necessarily reflect the sum or difference of the values 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, 2020 – JUNE 30, 2022
BY GENDER AND ETHNICITY**

	NUMBER OF EMPLOYEES	PERCENTAGE
MALE	415	29.3%
FEMALE	1002	70.7%
WHITE	476	33.6%
HISPANIC/LATINO	413	29.1%
BLACK	122	8.6%
ASIAN	201	14.2%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	25	1.8%
AMERICAN INDIAN/ALASKAN	11	0.8%
TWO OR MORE RACES	98	6.9%
DECLINE TO STATE	71	5.0%
TOTAL PROMOTIONS	1,417	100.0%

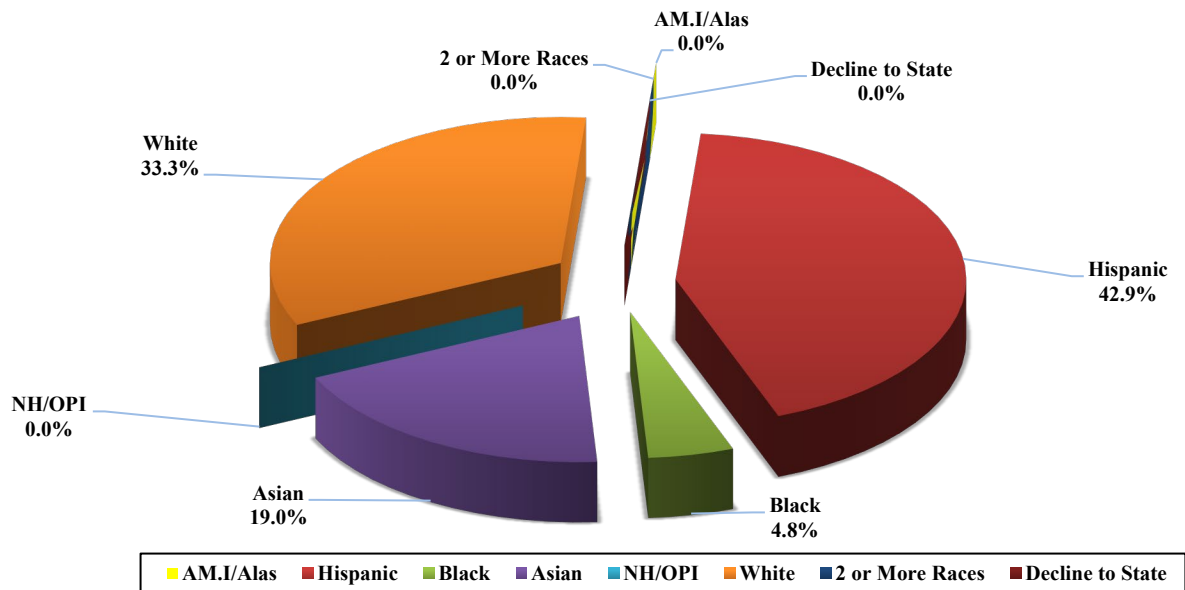
**SUMMARY OF PROMOTIONS
FOR FISCAL YEAR JULY 1, 2020 - JUNE 30, 2022
BY GENDER AND ETHNICITY**



**SUMMARY OF INVOLUNTARY TERMINATIONS
FOR FISCAL YEAR JULY 1, 2020 – JUNE 30, 2022
BY GENDER AND ETHNICITY**

	NUMBER OF EMPLOYEES	PERCENTAGE
MALE	8	38.1%
FEMALE	13	61.9%
WHITE	7	33.3%
HISPANIC/LATINO	9	42.9%
BLACK	1	4.8%
ASIAN	4	19.0%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0.0%
AMERICAN INDIAN/ALASKAN	0	0.0%
TWO OR MORE RACES	0	0.0%
DECLINE TO STATE	0	0.0%
TOTAL INVOLUNTARY TERMINATIONS	21	100.0%

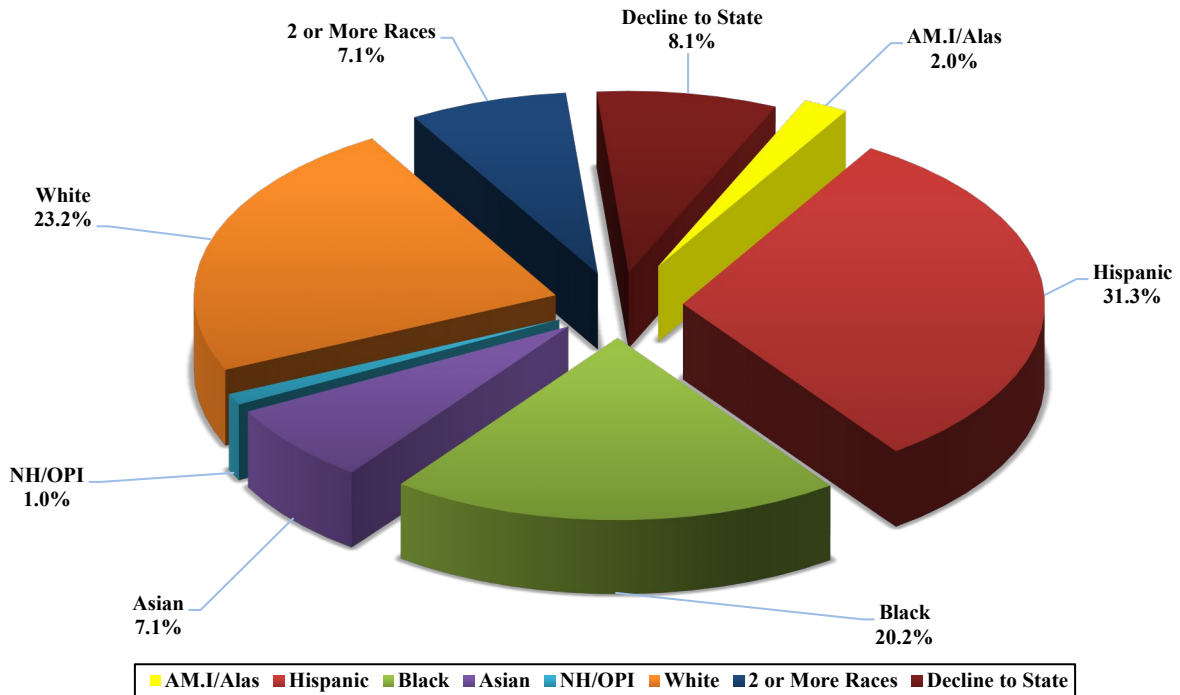
**SUMMARY OF INVOLUNTARY TERMINATIONS
FOR FISCAL YEAR JULY 1, 2020 - JUNE 30, 2022
BY GENDER AND ETHNICITY**



**SUMMARY OF RELEASES FROM PROBATION
FOR FISCAL YEAR JULY 1, 2020 – JUNE 30, 2022
BY GENDER AND ETHNICITY**

	NUMBER OF EMPLOYEES	PERCENTAGE
MALE	33	33.3%
FEMALE	66	66.7%
WHITE	23	23.2%
HISPANIC/LATINO	31	31.3%
BLACK	20	20.2%
ASIAN	7	7.1%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	1	1.0%
AMERICAN INDIAN/ALASKAN	2	2.0%
TWO OR MORE RACES	7	7.1%
DECLINE TO STATE	8	8.1%
TOTAL RELEASES FROM PROBATION	99	100.0%

**SUMMARY OF RELEASES FROM PROBATION
FOR FISCAL YEAR JULY 1, 2020 - JUNE 30, 2022
BY GENDER AND ETHNICITY**



SECTION XIII

ACTION PLAN TO ADDRESS UNDER-REPRESENTATION

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 is 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 2022-2024 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 Employment Services 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 Employment Services include but are not limited to:

- Establishing contact with colleges, universities, trade schools and other educational institutions as sources for outreach of qualified candidates.
- Informing recruiting sources of County job vacancies published in the Employment Bulletin and posted to the Human Resources Website. Those recruiting sources include community and governmental organizations, colleges, schools, and organizations representing minorities, females, veterans, and individuals with disabilities.
- Placing recruitment advertisements on social media and web-based job boards in an attempt to increase applicants in all job categories where under-representation exists.
- Electronically distributing recruitment announcement information to all County departments.
- Notifying applicants via employment application forms that the County is an equal opportunity employer.
- In coordination with the Human Resources Employment Services, the HR/EEO may be involved 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.
- Human Resources Employment Services has received feedback from the EEOAC on exploring ways to highlight the County's diversity on their website and the County's Employment Opportunities page. As a goal during the period of this EEO Plan, Human Resources Employment Services will actively participate in the rebranding process to ensure that the website pages reflect eye-catching examples of our diverse workforce.

- As in-person events are occurring more frequently, Human Resources Employment Services and the Economic & Employment Development Department (WorkNet) have collaboratively worked together to create County Employer focused Job Fairs. These Job Fairs will be County Employer focused and will allow applicants to communicate with Human Resources Employment Services on the application and selection process as well as meet with County department representatives to learn more about the broad range of employment opportunities we have to offer. The first Job Fair occurred in early November 2022 and was very successful. Human Resources Employment Services and WorkNet intend to continue holding County Employer events like this twice a year.
- The Human Resources Director, or designee presents a report of the County's outreach and recruitment efforts, 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 Employment Services 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 Staff Development Unit will continue to educate County employees on benefits available to them that promote personal and professional growth.
- Human Resources Staff Development Unit will centralize the internship and volunteer programs to ensure continuity and consistency of the program models.
- The Human Resources Staff Development Unit created the first Civil Service Apprenticeship Program in the United States. This program allows incumbent staff to attend classes and participate in an on the job training component that will make them eligible for career advancement in specific County job classifications.

D. Retention and Diversity

- Through a coordinated effort, the HR/EEO and Employment Services will continue to track applicant flow data by ethnicity, gender, and EEO-4 job categories.
- Through a coordinated effort, the HR/EEO and Employment Services will review, summarize, and analyze completed exit interview questionnaires on an annual basis. This will assist in identifying ways to enhance the County's work environment, and assessing the overall quality of work life in the County.