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# SAN JOAQUIN COUNTY WORKPLACE DIVERSITY ACTION PLAN 2006-2008

## INTRODUCTION

As the employer of a diverse workforce, it is San Joaquin County's continuing goal to provide a work environment free of workplace discrimination and to provide equal opportunity for all employees and job applicants without regard to a person's 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.

Development of this Workplace Diversity Action Plan was initiated in fiscal year 2004/2005 when the Equal Employment Opportunity (EEO) Office and Equal Employment Opportunity Advisory Committee (EEOAC) Diversity Sub-Committee conducted a workplace diversity survey to learn more about the perceptions, attitudes, experiences, and concerns that County employees may have regarding diversity in the County. The main objective of the survey was to use the results to assist in the development of the County's next phase of diversity training that will be developed and offered to all employees.

Although the information from the survey showed that a majority of individuals felt that diversity is good for the County and do not perceive that there are large diversity-related problems, when examined across racial lines, some groups disproportionately felt otherwise and issues and concerns were identified that revealed that the County, like society, still has work to do in meeting the challenges of managing a diverse workforce.

This Workplace Diversity Action Plan will serve as a guide to assist the County in focusing on specific goals and objectives for developing, implementing and enhancing diversity strategies.

The goals set forth in this document are designed to provide the County with a proactive framework to meet and exceed its diversity commitments. Through the establishment of action-oriented goals, the Workplace Diversity Action Plan reflects the County's commitment to serving the diverse needs of its employees and community.

This Plan is a working document; as such, as more data is gathered and evaluated, this Plan may be changed or revised to achieve the County's diversity goals. However, the County's commitment to achieving these goals will not change.

## DIVERSITY GOALS

The County is committed to providing equal opportunity for all employees and promoting EEO strategies and programs. This Plan embodies that commitment and sets out the following six (6) goals for promoting access, diversity and equality in the workplace:

1. **Continue** to enhance a Countywide environment that respects differences and encourages inclusiveness.
2. **Develop** and implement the second phase of diversity training for all County employees.
3. **Track** retention and recruitment data in order to support the County's commitment for a diverse employee workforce.
4. **Enhance** communication strategies to inform employees about the County's EEO Program and diversity goals and objectives.
5. **Continue** to enhance the level of awareness and acceptance of diversity through increased employee participation in diversity and/or cultural events.
6. **Enhance** existing career and professional development programs that create opportunities for professional growth and advancement.

In addition to the six (6) goals listed above, this Plan encompasses objectives that will be undertaken to achieve those goals, desired outcomes, timelines by which the County's progress can be measured, and the responsible unit for accomplishing each objective.

Through the development and implementation of this Workplace Diversity Action Plan, and the continued encouragement, involvement, long-term commitment, and full support of the Board of Supervisors, senior management and line staff, we believe the goals, objectives, and outcomes outlined in the Plan will be accomplished.

**GOAL 1:**

**Continue to enhance a Countywide environment that respects differences and encourages inclusiveness.**

**Responsible Units:**

**EEO Office, EEOAC, Human Resources, Diversity Task Force.**

**Outcomes:**

**A shared understanding of the County's commitment to diversity and a Countywide culture of inclusiveness.**

	<b>Objectives</b>	<b>Completion Timeline</b>
1.1	Create a Diversity Task Force comprised of employees from various occupations in the County.	1 <sup>st</sup> Quarter 2006
1.2	Develop a clearly articulated definition of diversity, as it is applied within the County.	1 <sup>st</sup> Quarter 2006
1.3	Create and publicize an inclusive diversity vision statement.	1 <sup>st</sup> Quarter 2006
1.4	Review, revise as needed, and publicize the EEO Office and EEOAC mission statements to reflect the County's purpose and commitment.	1 <sup>st</sup> Quarter 2006
1.5	Conduct a workplace diversity survey every two to three years to assess progress toward achieving the goals outlined in this Plan.	Ongoing
1.6	Redesign the EEO Web Site to increase accessibility and awareness.	Completed 12/2005

**GOAL 2:**

**Develop and implement the second phase of diversity training for all County employees.**

**Responsible Units:**

**EEO Office, EEOAC, HR Staff Development.**

**Outcomes:**

**A deeper appreciation and greater understanding of the diversity of individuals in the County workforce and the community.**

	<b>Objectives</b>	<b>Completion Timeline</b>
2.1	Develop a mandatory diversity training program (Phase 2) for management and line staff that will recognize the diversity of our workforce and continue to improve opportunities for all County employees.	1 <sup>st</sup> Quarter 2006
2.2	Identify and train a sufficient number of internal facilitators to conduct Phase 2 diversity training.	Fiscal Year 2006/2007
2.3	Develop and implement an EEO Discrimination and Harassment Laws and Prevention training workshop for general employees.	Fiscal Year 2006/2007

**GOAL 3:****Track retention and recruitment data in order to support the County's commitment for a diverse employee workforce.****Responsible Units:****EEO Office, Human Resources Division.****Outcomes:****Process to measure the retention of qualified employees and expand diversity in the applicant pool.**

	<b>Objectives</b>	<b>Completion Timeline</b>
3.1	<p>The Human Resources Division will explore the feasibility of developing a centralized process to conduct exit interviews with employees who leave the County to assist in determining which factors contribute to employees leaving the County.</p> <p>3.1.1 The EEO Office, in collaboration with the Human Resources Division, will develop an EEO component to the exit interview instrument to assist in determining whether artificial barriers contributed to an employee's departure from the County.</p> <p>3.1.2 Effort will be made to address and provide follow up to any issues identified in the exit interview instrument data.</p>	Fiscal Year 2006/2007
3.2	<p>The EEO Office, in collaboration with the Human Resources Division, will establish a process to report applicant flow data on an annual basis by ethnicity, gender, and EEO-4 job categories and provide comparative data on any changes that occur over time.</p> <p><u>Objective 3</u> is also outlined in the County's 2004-2006 EEO Plan.</p>	Fiscal Year 2006/2007

**GOAL 4:****Enhance communication strategies to inform employees about the County's EEO Program and diversity goals and objectives.****Responsible Units:****EEO Office.****Outcomes:****Enhance employee awareness and knowledge of EEO and diversity.**

	<b>Objectives</b>	<b>Completion Timeline</b>
4.1	Continue to create, enhance and publish an EEO newsletter a minimum of two times a year.	Ongoing
4.2	Publish a diversity related calendar of local cultural events on EEO website.	Ongoing
4.3	Encourage and promote diversity workshops and cultural awareness events.	Ongoing
4.4	Continue to develop informational brochures that publicize EEO and diversity-related information.	Ongoing

**GOAL 5:**

**Continue to enhance the level of awareness and acceptance of diversity through increased employee participation in diversity and/or cultural events.**

**Responsible Units:**

**EEO Office, EEOAC, Diversity Task Force, Department Management.**

**Outcomes:**

**An environment that recognizes and celebrates diversity.**

	<b>Objectives</b>	<b>Completion Timeline</b>
5.1	Encourage staff to attend County sponsored cultural events and encourage departments to sponsor departmental activities that promote diversity within their agencies.	Ongoing
5.2	Sponsor or co-sponsor a minimum of three events per fiscal year related to diversity observances (i.e., Black History Month, Cinco de Mayo, National Disability Employment Awareness Month) to increase awareness of the contributions of diverse groups.	Ongoing
5.3	Continue to enhance strategies that promote management support and participation of Countywide EEO program activities and events.	Ongoing
5.4	Consider holding a minimum of three open forums per fiscal year for employees to discuss diversity-related topics and provide suggestions for strengthening and improving diversity within the County workforce.	Ongoing

**GOAL 6:**

**Enhance existing career and professional development programs that create opportunities for professional growth and advancement.**

**Responsible Units:**

**EEO Office, EEOAC, Department Management.**

**Outcomes:**

**Greater potential for professional growth and retention of qualified County employees.**

	<b>Objectives</b>	<b>Completion Timeline</b>
6.1	Continue to enhance strategies to increase employees' awareness and participation in the County's Mentor Partnership Program.	Ongoing
6.2	Explore other opportunities and resources for employee growth and development.	Ongoing

## **SUMMARY**

This Workplace Diversity Action Plan will serve as a framework to improve the County's efforts in sustaining an environment where diversity is welcomed, celebrated and appreciated. Achieving the goals listed in this Plan will require Countywide commitment and diligence. However, as the County moves forward in its quest to become an employer of choice, it is anticipated that the accomplishment of these goals will create an organizational culture that fosters individual understanding, accountability and an appreciation of employee differences and ensure that enhancing diversity is a core value that is practiced and communicated at all levels within the County.