

EQUAL EMPLOYMENT OPPORTUNITY PLAN

2022-2025



COUNTY OF SAN MATEO
EQUAL EMPLOYMENT OPPORTUNITY PLAN

for a

Four Year Period Ending on December 31, 2025
adopted on _____, 2022

by

BOARD OF SUPERVISORS
COUNTY OF SAN MATEO

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Table of Contents

I.	PURPOSE	4
II.	POLICIES	10
III.	EQUAL EMPLOYMENT FOR PERSONS WITH DISABILITIES..	18
IV.	WORKFORCE ANALYSIS	24
V.	ACCOMPLISHMENTS AND OBJECTIVES.....	37
VI.	APPENDIX	43

I. PURPOSE

Section I-A: PURPOSE

The County of San Mateo is pleased to present this 2022-2025 Equal Employment Opportunity Plan. The Plan reiterates the County’s commitment to equal employment opportunity in its employment practices, program operations, and service delivery systems. This EEO Plan is a combined four-year plan and is intended as an informational resource to provide an overview of the County’s key policies, efforts, and plans relating to equal employment opportunity. The Plan also highlights many of its ongoing and new diversity, equity and inclusion initiatives.

The purpose of the Equal Employment Opportunity Plan is to:

Reaffirm the County's commitment to equal employment opportunity and diversity, equity, and inclusion in its employment practices, program operations, and service delivery systems.

Outline goals and objectives to:

- Attract and retain a diverse workforce that is reflective of the community
- Promote a work environment that is free from all forms of discrimination and harassment, including unfair treatment based on sex, pregnancy, childbirth or related medical conditions, race, veteran status, religion, color, national origin or ancestry, physical or mental disability, medical condition, marital status, age, gender (including gender identity and gender expression), sexual orientation, use of family medical leave, genetic testing, or any other basis protected by federal or state law
- Provide opportunities for career development and advancement for all employees, and identify barriers and challenges to diversity and inclusion and remove them or develop solutions
- Increase the pool of qualified, diverse applicants, particularly for job categories or areas that are underrepresented
- Increase inclusion among employees of differing identities and backgrounds to promote a welcoming and productive workforce that responds to the needs of an increasingly diverse community

Recognize that the success of the County’s equal employment opportunity and diversity, equity, and inclusion programs depends on County leadership support, along with a commitment from department heads, managers, supervisors, and employees to advance these goals.

Section I-B: RESPONSIBILITIES

The County’s commitment to equal employment opportunity requires the support of County leadership, department heads, management, supervisors and all employees as set forth in the following roles and responsibilities:

1. BOARD OF SUPERVISORS

The Board of Supervisors actively supports equal employment opportunity through:

- Recognizing and supporting the mission and goals of equal employment opportunity and diversity, equity and inclusion in its employment practices, program operations, and service delivery systems
- Providing support, resources, and budgetary assistance to County departments
- Encouraging and communicating County equal employment opportunity and diversity, equity, and inclusion goals and initiatives to employees and the public
- Supporting and recognizing programs, initiatives, and efforts that promote equal employment opportunity and diversity, equity, and inclusion so that the County can better support the increasingly diverse workforce and communities that it serves

2. COUNTY MANAGER

The County Manager is responsible for providing executive leadership and oversight to ensure that department heads and the Chief Equity Officer act as necessary to achieve and implement the County’s goals, plans, and objectives relating to equal employment opportunity as well as diversity, equity and inclusion by:

- Communicating and providing leadership support to reiterate the County’s commitment to equal employment opportunities at all levels, and to create a diverse and inclusive workforce that reflects the community it serves
- Ensuring that all departments and staff are aware, understand, and work within Federal and State laws, as well as County policies and procedures, dealing with equal employment opportunity
- Requiring every Department head to incorporate equity in performance measures and goals that meet the needs of underrepresented and/or diverse groups within the community and workforce

3. CHIEF EQUITY OFFICER

The Chief Equity Officer is responsible for planning, organizing, and managing all functions that support Countywide equity efforts. The Chief Equity Officer evaluates, designs and implements programs and policies that advance systematic changes in areas where the County has control or

influence to address the cumulative impacts of institutional and structural inequities including as follows:

- Establishing and providing guidance to a Core Equity team and Equity Committees to evaluate programs and practices and ensure that departments include equity in performance measures
- Evaluating existing structures through the lens of equity and inclusion
- Developing a County Racial and Social Equity Plan, and assisting departments with equity plans, goals, and implementation
- Deepening current diversity, equity, and inclusion efforts by collaborating with other County departments, officials, outside agencies, and the public
- Identifying areas of structural and systemic racial and economic disparity in the community while simultaneously cultivating partnerships and networks with communities to create meaningful institutional changes

4. **COUNTYWIDE EQUITY COMMITTEES:**

Under the guidance of the Chief Equity Officer, the Countywide Equity Committees will function as a County internal group focusing on diversity, equity, and inclusion initiatives and programs to support and promote the County's equity goals. The Committee members will be comprised of representatives from County Departments. The Committees consist of a Core Equity Team and other Equity Committees including the:

- **Internal Communications Committee:** develops a plan for communicating internally about the work of the Core Equity Team
- **Data Committee:** creates an inventory of equity indicators and data portals across County departments, including developing a demographic tool that departments can use to evaluate the reach of their programs and services
- **Staff Training and Capacity Building Committee:** supports the development of equity training series for staff
- **Staff Wellbeing and Support Committee:** develops employee resource groups based on affinity supported by facilitators but driven by employee interests
- **Community Engagement and Communications Committee:** supports the development of an equity-focused community engagement training and/or tool for staff
- **Equity Tools Committee:** develops racial equity questions or tools that staff can utilize while developing new programs
- **Policy Anchor Committee:** focuses on inclusive procurement, hiring and investments
- **Performance Committee:** builds a stronger performance equity program for next budget cycle

Together these Committees encompass a Countywide initiative to focus on diversity, equity, and inclusion. The Equity Committee will conduct and review the Countywide Racial and Social

Equity Survey to gauge and open communication with County employees, as well as assist in developing and implementing the County Equity Plan and Department Equity Plans.

5. **HUMAN RESOURCES DEPARTMENT**

Under the guidance of the Director of Human Resources, the Human Resources Department, in implementing the provisions of the Civil Service Rules, Ordinance Code, and Resolutions pertaining to the County's Human Resources Programs, is responsible for reviewing personnel policies, employment practices and procedures, and making improvements or recommendations on steps to promote equal employment opportunity. The Department is responsible for:

Hiring/ Recruitment:

- Partnering with Departments to ensure that hiring and recruitment at all levels of the County are based on merit in accordance with equal employment opportunity principles, laws, and policies
- Increasing countywide recruitment efforts to attract a broad and diverse candidate pool for positions in all categories particularly for underrepresented groups to maintain a workforce reflective of the community it serves
- Providing guidance to Departments on compliance with civil service requirements, merit principles, and ensuring equal employment opportunity in all aspects of hiring, recruitment and selection
- Reviewing testing and qualifications for positions to ensure they are job-related and consistent with equal employment opportunity for all applicants and employees
- Identifying areas of improvement, removing potential barriers in hiring/ recruitment, and expanding access/ opportunities for underrepresented groups

Training/ Compliance/ Organizational Development:

- Developing tools, guidance, and/or trainings to create awareness, promote equal employment opportunities, and reduce implicit bias in the hiring process
- Foster professional development by offering work-out-of-class opportunities, job rotation, committee assignments, enhanced training opportunities, coaching and mentoring opportunities
- Conducting trainings regarding workplace discrimination, harassment, and diversity, equity, and inclusion to foster positive intergroup relationships and reaffirm the County's commitment to providing a welcoming, safe and inclusive environment for all employees
- Creating or supporting educational/ diversity events, panels, and programs that offer additional opportunities to employees to gain experience and knowledge about jobs and career paths
- Investigating and working to resolve complaints of alleged discrimination or harassment
- Providing technical guidance on matters and policies relating to equal employment opportunity

- Collaborating with Departments and other stakeholders to identify areas that may require special attention or technical guidance on equal employment opportunity issues

6. DEPARTMENT HEADS

Department Heads are responsible for ensuring that their Departments adhere to equal employment opportunity principles and policies at all levels with respect to hiring, selection, and retention. They are expected to create objectives and actions to foster an inclusive work environment that is free of discrimination and harassment. They are responsible for achieving progress toward advancing equal employment opportunity and diversity, equity, and inclusion in the goals and objectives in their departments. Specifically, department heads will:

- Ensure that all employment decisions, including interviews, offers of employment and compensation commitments, assignments, training, development of job-related knowledge and skills, evaluation, and employee relations, are consistent with the County's personnel practices and equal employment opportunity principles, laws, and policies
- Respond to the needs of an increasingly diverse workforce by developing and implementing policies and practices that foster an inclusive and productive workplace
- Develop goals and monitor their effectiveness with respect to policies, programs or initiatives relating to employment opportunity, and diversity, equity and inclusion
- Prevent, report, and address any potential discrimination and harassment
- Create and foster work environments free of discrimination and harassment
- Identify challenges and obstacles and work to address problem areas and implement changes or improvements

9. COUNTY EMPLOYEES

All County employees including managers, supervisors, and staff employees are responsible for:

- Supporting and maintaining a work climate that is conducive to achieving equal employment opportunities and that is free of any form of discrimination or harassment
- Adhering to County policies regarding workplace discrimination and harassment and timely reporting any behavior or actions that may violate the County's EEO or conduct policies to their chain of command or human resources
- Learning and applying the County's policies, guidance, and trainings with respect to equal employment opportunity, professionalism/ conduct, and inclusion in their daily work and conducting themselves in a manner that adheres to the County's policies and guidance

II. POLICIES

Section II-A: POLICY ON EQUAL EMPLOYMENT OPPORTUNITY

The Board of Supervisors of the County of San Mateo takes this opportunity to express its philosophy that an essential component of excellence in County government is the diversity of its community. As a result of our long-standing commitment to equal employment opportunity, the County of San Mateo has become a model of diversity among public sector entities.

We recognize, welcome, and appreciate our diverse and multi-cultural workforce. Our diversity allows us to respond to the needs of our customers in a more effective and culturally sensitive manner and provides a reflection of the community we serve.

Through adoption and dissemination of this policy to employees, the Board of Supervisors commits the County and all employees to an inclusive, results-oriented, equal employment opportunity environment aimed at a diverse workforce free of illegal discrimination and harassment.

Section II-B: POLICY ON LANGUAGE DIVERSITY

While the County recognizes English as the primary language of the workplace and encourages its mastery, it also acknowledges the fact that other languages are both necessary and welcome in providing the best service possible to the residents of our County. For employees for whom English is a second language, the County affirms the right to speak another language freely without threat of discrimination or reprisal. It is important, however, that the right to speak a language other than English is not used as a tool to exclude or demean co-workers.

Section II-C: POLICY ON DISCRIMINATION

The Board of Supervisors hereby restates its commitment to ensuring that no employee, or applicant shall be discriminated against based on sex, pregnancy, childbirth or related medical conditions, race, veteran status, religion, color, national origin or ancestry, physical or mental disability, medical condition, marital status, age, gender (including gender identity and gender expression), sexual orientation, use of family medical leave, genetic testing, or any other basis protected by federal or state law. This policy shall apply to all employment practices.

The County will take proactive measures toward eliminating artificial barriers to employment and achieving equal opportunity through its continued implementation and coordination of the County's

Equal Employment Opportunity Plan, diversity and inclusion initiative, and through its review and evaluation of hiring and recruitment policies and procedures.

It is the policy of the Board of Supervisors that equal employment opportunity is consistent with the basic merit system principle that all persons are afforded equal access to positions in public service based on their knowledge, skills, and ability to do the job. Hiring will be made solely on the basis of job-related criteria, and all employment decisions will be made on the basis of merit, in conformity with these principles of equal opportunity.

The County considers violation of this policy, on the basis of any EEO-protected categories, to constitute misconduct that undermines the integrity of the employment relationship. Corrective action up to and including dismissal shall be taken against individuals who violate any provision of this policy.

Section II-D: POLICY ON HARASSMENT

It is the policy of the County of San Mateo to maintain an environment free from illegal harassment in the workplace. The County will not tolerate any action that illegally harasses, disrupts, or interferes with another's work performance, or creates an intimidating, offensive, or hostile work environment. The County of San Mateo encourages its employees and contractors to respect the differences of others. All are expected to act in a responsible, professional manner and to contribute to a productive work environment that is free from harassing or disruptive activity. All can expect to work in an environment free from harassing behaviors.

This policy unequivocally extends to all forms of harassment based on the criteria set forth in 'Section II. Discrimination.' The County considers harassment on the basis of any of these categories to constitute misconduct that undermines the integrity of the employment relationship. Protection against harassment covers all employees, applicants, and independent contractors (as defined by the California Fair Employment and Housing Act). Corrective action, up to and including dismissal, shall be taken against individuals who violate this policy.

Harassment is severe or pervasive conduct that unreasonably interferes with an employee's work performance or creates an intimidating, hostile, or offensive work environment based on any of the foregoing EEO-protected categories.

Harassing behavior includes, but is not limited to:

- Verbal conduct, such as epithets, derogatory or insulting comments, taunting, heckling, slurs, jokes, stories, disparaging terms, or unwanted sexual advances or comments;
- Physical conduct, such as impeding or blocking movement, gestures, physical interference with normal work movement, unwelcome touching, or assault;
- Visual conduct, such as derogatory or sexually oriented posters, photographs, letters or other writings, e-mail, cartoons, graffiti, or drawings; or
- Nonverbal conduct, such as staring, leering, winks, or other gestures

In addition to the above, sexual harassment shall include unwelcome, unwanted sexual advances or overtures, requests for sexual favors, and other verbal, physical, or body language of a sexual nature. The actions above will be considered sexual harassment when:

1. Submission to such conduct is made, either explicitly or implicitly, a term or condition of an individual’s employment;
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.

Section II-E: POLICY ON RETALIATION

Retaliation is defined as unlawful punishment or adverse action against an employee because that employee reported unlawful discriminatory conduct, participated in an investigation of discrimination, or engaged in other protected conduct. The most obvious types of retaliation include denial of promotion, refusal to hire, denial of job benefits, demotion, suspension and discharge. Other types of retaliation may include threats, reprimands, or negative evaluations. The source of retaliation may be from a manager or supervisor toward an employee, or from one employee or group of employees toward another employee.

The County does not tolerate any acts of retaliation. County employees are prohibited from retaliating against the efforts of any employee or applicant in reporting any violation of this Equal Employment Opportunity Policy. Corrective action, up to and including dismissal, shall be taken against individuals in violation of any provision of this policy.

Section II-F: REASONABLE ACCOMMODATIONS

The Americans with Disabilities Act (ADA) and California’s Fair Employment and Housing Act (FEHA) prohibit employment discrimination on the basis of a disability. It is the policy of the County that no qualified applicant or employee with a disability shall be excluded from participation, be denied the benefits, or be subjected to discrimination because of their disability. The County is committed to provide reasonable accommodations to qualified individuals with disabilities if it does not result in an undue hardship on the operations of the County. The ADA Manager in Human Resources can assist applicants, employees and departments in providing accommodations. The ADA Manager can be contacted at: (650) 363-4738.

Section II-G: POLICY ON RESPONSIBILITIES

All County employees (including managers and supervisors) have the responsibility to:

- Understand and abide by the County’s Equal Employment Opportunity Policy, and comply with its terms.
- Respect the differences of others.
- Contribute to a harassment-free environment by acting and behaving in an appropriate, respectful, and professional manner.
- Immediately report any violations of this policy that they personally observe, or have knowledge of.
- Cooperate completely in any investigation of violations of this policy.

All Managers and Supervisors have additional responsibility to be proactive and:

- Foster a work environment free of discrimination and harassment.
- Incorporate equity into Department performance measures.
- Eliminate personal biases based on EEO protected classifications from employment decisions and practices.
- Ensure employment, performance or conduct decisions and practices are based on a consistent set of criteria that is applied equally to all employees and not based on non-job-related factors.
- Ensure that tradition and stereotypes do not create barriers to advancement of persons historically excluded from middle and upper management positions.
- Set a positive example.
- Keep consistent documentation on all employees.
- Take each complaint concerning violations of this policy seriously. Failure to report an incident of harassing or discriminatory conduct is itself a violation of this policy.
- Ensure that all employees are aware of this policy and the procedures for communicating a complaint.
- Collaborate with the EEO Division in assisting in or conducting investigations of potential violations of this policy.
- Take corrective action whenever an investigation results in a finding that this policy has been violated.
- Make a referral to the County’s Employee Assistance Program where appropriate.
- Prohibit retaliation against an employee or applicant who has complained of a violation of this policy, or who has participated in an investigation of complaints.
- Maintain a record of both informal and formal complaints and resolutions.
- Respect confidentiality to the greatest extent possible by only sharing information regarding complaints and investigations with those who have a “need to know.”

Section II-H: COMPLAINT RESOLUTION PROCEDURES

1. County Complaint Procedures

Employees and applicants are encouraged to attempt resolution of complaints as quickly as possible at the lowest and least formal level. However, if deemed inappropriate in the judgment of the individual, then the individual is encouraged to pursue resolution at a higher level. The most important consideration should be resolution of the issue in a prompt and fair manner. The County of San Mateo recognizes four (4) internal reporting procedures:

a. Resolution within the Department

An employee can discuss the complaint/issue and seek a remedy with the employee’s immediate supervisor. If the complaint/issue is not resolved, or the behavior of the employee’s supervisor is an issue, the employee is encouraged to pursue resolution through discussion with the next higher-level manager up to the department director.

b. Filing an Internal Complaint

Any employee or applicant (“Complainant”) for employment may file an internal complaint with the County’s Equal Employment Opportunity Manager in the Human Resources Department:

**EEO Manager HRD 121
455 County Center, 5th Floor
Redwood City, California, 94063-1663 (650) 363-4340**

To be timely, a Complainant must submit or report the complaint no later than one year after the alleged discriminatory act/ violation took place or the Complainant should have first become aware of the alleged discriminatory act/ violation.

The EEO Manager, or designee, shall take all timely complaints seriously and investigate with due diligence. Confidentiality shall be maintained to the greatest extent possible, recognizing the rights of the complainant, the accused, and all third party witnesses. No Complainant shall be subjected to intimidation, coercion, or retaliation of any kind as a result of filing a complaint pursuant to this policy or as a result of being a witness in an investigation.

c. Filing a Grievance

Employees covered by a Memorandum of Understanding (MOU) have the right to file a grievance for violation of a provision contained in that MOU. Each MOU prescribes timeframes within which grievances must be filed to be considered timely and outlines the

process. The grievance must state the provision of the MOU that is alleged to have been violated.

d. Filing an Appeal

An employee or applicant can file for a hearing with the Civil Service Commission on items covered by the Civil Service Rules by submitting a written petition to the Human Resources Director identifying the section of the Civil Service Rules that is alleged to have been violated. If an employee files an appeal with the Commission on a specific item, the employee is precluded from also filing a grievance or an internal County administrative discrimination complaint on that item.

2. External Agencies

In addition to the above, or in place of the above procedure, employees and applicants have the option of filing a complaint with either, or both, the state and federal external compliance agencies. The address and phone numbers for each agency are listed below:

California Department of Fair Employment and Housing
State Headquarters
2218 Kausen Drive, Suite 100
Elk Grove, CA 95758
(800) 884-1684 (800)
700-2320 (TTY)
www.dfeh.ca.gov

United States Equal Employment Opportunity Commission
San Francisco District Office
450 Golden Gate Avenue
5 West, PO Box 36025
San Francisco, CA 94102-3661
(800) 669-4000 VP:
(510) 735-8909
www.eeoc.gov

3. Guidelines for Resolution of Discrimination or Harassment Issues

Guidelines and complaint resolution procedures have been developed for the purpose of providing assistance to employees, applicants for employment or services, and supervisors/managers, to help successfully resolve problems or concerns regarding possible harassment and/or discrimination, or otherwise related to the County's EEO Policy. Any party may contact the County's Equal Employment Opportunity Manager for assistance and/or advice.

(A) Employees

Employees seeking resolution of any alleged act of discrimination or harassment using County complaint procedures should:

- Notify your supervisor, manager, human resources, or the County’s EEO Manager immediately after the alleged incident(s) of discrimination/ harassment occurs.
- Ask your supervisor, manager, human resources, or the EEO Manager to explain the different options available to you.
- Provide documentation and names of witnesses.
- Clearly state the alleged act(s) in question and any remedy sought.

(B) Supervisors or Managers

Supervisors and managers are held to a higher level of responsibility, and have a duty to be aware of the day-to-day functioning of the unit, and the conduct of staff members. Supervisors and managers must take proactive measures to prevent or stop all forms of harassing behavior. When an employee chooses to approach a supervisor or manager with a concern of discrimination or harassment, the supervisor or manager should:

- Listen objectively to the concerns and to the remedy being sought by the employee, allowing the employee to fully express these concerns.
- Determine what the specific issues are, and gather factual information about date, time, place, potential witnesses, and documentation or written records related to the concern.
- Advise the employee of any limitations on confidentiality. Do not guarantee total confidentiality, as such confidentiality may not be appropriate or possible based on the particulars of the concern.
- Assure employees that retaliation is prohibited.
- Document the allegation, investigation conducted, and actions taken.
- Contact the EEO Manager for guidance and advice, including the options that might be available to resolve the incident.
- Handle all allegations in a confidential manner and share information only on a need-to-know basis.
- Determine if a referral to the Employee Assistance program is necessary or if any other referral can be made.

(C) Applicants for Employment

Any applicant(s) for employment who believe that they may have been discriminated against should contact the Human Resources Department.

(D) Applicants for Services

Any applicant(s) for service who feel they have been discriminated against shall be provided with appropriate information by the department involved, regarding the procedure to pursue the concern(s) with the respective department.

(E) Respondents

Once an allegation of discrimination has been filed, and an investigation is initiated with the potential for adverse findings, the respondent has the right to:

- An investigation that is thorough, objective and timely.
- Notification of the nature of the allegations.
- Respond to and rebut the allegations.
- Provide documents and witnesses to support the Respondent's perspective.
- Be advised that information will be handled as confidentially as possible, but complete confidentiality is not promised or guaranteed.

Once an allegation of discrimination has been filed, the respondent has a duty to:

- Meet and cooperate with the investigator and answer all questions honestly and fully.
- Be forthcoming with information and not be deceitful in any way.
- Keep information confidential during the pendency of the investigation as needed to protect the integrity of the investigation or for other reasons necessary to conduct a fair and thorough review.
- Not retaliate against individuals who participated in, or that are suspected of participating in, the investigation.

III. EQUAL EMPLOYMENT FOR PERSONS WITH DISABILITIES

Section III-A: PURPOSE

The County of San Mateo is committed to providing equal employment opportunities to persons with disabilities. The County of San Mateo does not and will not discriminate against any applicant or employee because of physical or mental disability in regard to any position for which the applicant or employee is qualified. This commitment shall include, but not be limited to, hiring, promotion, workout-of-class, training, demotion or transfer, recruitment, recruitment advertising, layoff or termination, and rates of pay and other forms of compensation. Decisions related to personnel policies and practices shall be made on the basis of an individual’s capacity to perform a particular job and the feasibility of any necessary job accommodation. The County of San Mateo will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities in accordance with the federal Americans with Disabilities Act (ADA) and the California Fair Employment and Housing Act (FEHA).

Section III-B: REASONABLE ACCOMMODATIONS

The County of San Mateo is committed to providing reasonable accommodations to applicants and employees with disabilities.

I. WHO IS PROTECTED

The law covers qualified applicants and employees with legally qualifying disabilities. A qualified individual is defined as an individual with a legally qualifying disability who meets the skill, experience, education and other job-related requirements of a position held or sought, and who, with or without reasonable accommodation, can perform the essential functions of the job.

A person with a **legally qualifying** disability is an individual who:

- has a legally qualifying physical or mental disability that limits a major life activity; or has a record of such a legally qualifying disability, which is known to the employer; or is regarded as having a legally qualifying disability.

Major life activities include seeing, hearing, breathing, walking, speaking, learning, working, caring for oneself, performing manual tasks, lifting, and other physical, mental and social activities.

II. WHAT IS A REASONABLE ACCOMMODATION?

A reasonable accommodation is a modification or adjustment to a job, employment practice, or work environment that enables a qualified individual with a disability to perform the essential functions of the position and to have an equal employment opportunity. Each request is considered on a case-by-case basis, so that one accommodation may be offered at a particular job, but may not be available at a different job or location. Accommodation requests must be reasonable and should not pose an undue hardship. Undue hardships are also determined on a case-by-case basis, and could include anything that is unduly costly, extensive, disruptive, or fundamentally alters the nature or operation of business.

III. RIGHTS AND RESPONSIBILITIES UNDER THE LAW

A. Applicants

- The County of San Mateo will provide equal employment opportunity for qualified applicants with disabilities to enable them to participate in the job application process and to be considered for a job.
- Reasonable accommodations will be provided, as needed, to ensure that individuals with disabilities have equal opportunity in the application and selection process, unless to do so would be an undue hardship or pose a direct threat to the health and safety of self or others.
- The County of San Mateo is not required to accommodate individuals who are not otherwise qualified for the position that they seek.

B. Employees

- The law prohibits discrimination in all employment practices, including, but not limited to, promotion, transfer, termination, compensation, job assignments, leaves of absence, benefits, training activities, and any other terms, conditions, or privileges of employment.
- The County of San Mateo will provide reasonable accommodations to qualified employees with disabilities, unless to do so would be an undue hardship or pose a direct threat to the health and/or safety of the employee or others.
- The process of determining whether an accommodation can be made requires an interactive process where the employee, the supervisor/manager and the employee's health care provider actively work with the County's ADA Manager.

C. Medical Examinations and Inquiries

- The County of San Mateo may ask a job applicant or employee about the applicant's or employee's ability to perform job-related functions and may respond to an applicant's or employee's request for reasonable accommodation.
- Once a conditional offer of employment has been made, the County of San Mateo may require a medical examination, provided that the examination is consistent with business necessity.
- The County of San Mateo may require medical documentation to evaluate a request for reasonable accommodation by an employee or an applicant.

- The County of San Mateo may send an employee to see a health care professional of the County's choice when insufficient documentation is provided.
- Tests to detect illegal use of drugs are permitted under the law and are not subject to the above restrictions.

D. Confidentiality

Medical-related information shall be kept confidential. Supervisors, safety personnel, compliance officers, or other individuals who have a need to know, may be informed only of necessary work restrictions or duties, or if the disability may require emergency treatment.

IV. HOW TO REQUEST A REASONABLE ACCOMMODATION

In general, it is the responsibility of the individual with a disability to inform the County of San Mateo that an accommodation is needed. An employee may be represented in this process by their union, attorney, or another appropriate individual designated by the employee.

A. Applicants

- Request a reasonable accommodation in the application and selection process by contacting the recruiting analyst (at the number or address on the job announcement) as soon as you are aware that an accommodation will be needed.
- The County of San Mateo may require medical documentation to evaluate a request for reasonable accommodation.
- Once a conditional offer of employment has been made, the County of San Mateo may require a medical examination provided that the examination is job-related and consistent with business necessity.

B. Employees

- Request a reasonable accommodation by notifying the manager, supervisor, department head or ADA Manager at 363-4738. Such requests may be made verbally or in writing by the employee or representative. The employee will be provided with information on the process and the necessary information to be provided by the employee and the employee's doctor or health care provider.
- When the necessary information is received the ADA Manager will review to determine if the employee is a qualified individual with a permanent disability, and if so, whether an accommodation is appropriate. The Manager will confer with the employee's supervisor or may contact the employee's health care provider to review the requested accommodation or other alternatives. The Manager will also contact the employee to discuss the requested accommodation or alternatives.
- This process will be completed as quickly as possible. However, if the information provided is incomplete or unclear, the process may be delayed. The employee who is requesting reasonable accommodation should make sure that forms are completed accurately and returned as soon as possible.

- The ADA Manager will review the recommended action with the department head or representative, and will notify the employee of the department's decision. If the request is not approved, the employee will be informed of other options that could be explored.
- The County of San Mateo may ask the employee about the employee's ability to perform job-related functions and will respond to a request for reasonable accommodation.
- The County of San Mateo may require medical documentation to evaluate a request for reasonable accommodation by an employee and may send an employee to see a health care professional of the County's choice when insufficient documentation is provided.

Tests to detect illegal use of drugs are permitted under the law and are not subject to the above restrictions.

V. APPEAL AND COMPLAINT PROCEDURE

An employee or applicant who has a concern about the handling of, or decision about, reasonable accommodation should contact the employee or applicant's supervisor or manager and the County's ADA Manager to discuss and attempt to resolve the concern. If the employee or applicant is unable to resolve the concern, the employee or applicant may appeal a department's interpretation or implementation of the reasonable accommodation decision or process as follows:

A. EEO Manager

HRD 121 or
455 County Center, 5th floor
Redwood City, CA 94063-1663
(650) 363-4340

The EEO Manager, or designee, shall receive all complaints and review or investigate as appropriate. Confidentiality shall be maintained at all times to the greatest extent possible, although complete confidentiality cannot be guaranteed depending on the review or investigation needed.

No employee shall be subjected to intimidation, coercion, or retaliation of any kind as a result of filing a complaint pursuant to this policy or as a result of being a witness in an investigation.

B. Filing a Grievance

Employees covered by a Memorandum of Understanding (MOU) have the right to file a grievance for violation of the union agreement within the time frames set in the applicable MOU. Employees may seek the assistance of their respective union representative. The grievance procedure is outlined in each respective MOU.

C. Filing an Appeal

An employee can file for a hearing with the Civil Service Commission on items covered by the Civil Service Rules by submitting a written petition to the Human Resources Department Director that identifies the violation of the Civil Services Rules and specify discrimination as the reason. If an employee files a petition for hearing with the Commission on a specific item the employee is precluded from also filing a grievance or an internal County administrative discrimination complaint on that item.

D. External Agencies

In addition to the above, employees and applicants have the option of filing a complaint with either, or both, of the state and federal external compliance agencies. The address and phone number(s) for each agency is listed below:

California Department of Fair Employment and Housing State

Headquarters

2218 Kausen Drive, Suite 100

Elk Grove, CA 95758

(800) 884-1684

(800) 700-2320 (TTY)

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United States Equal Employment Opportunity Commission

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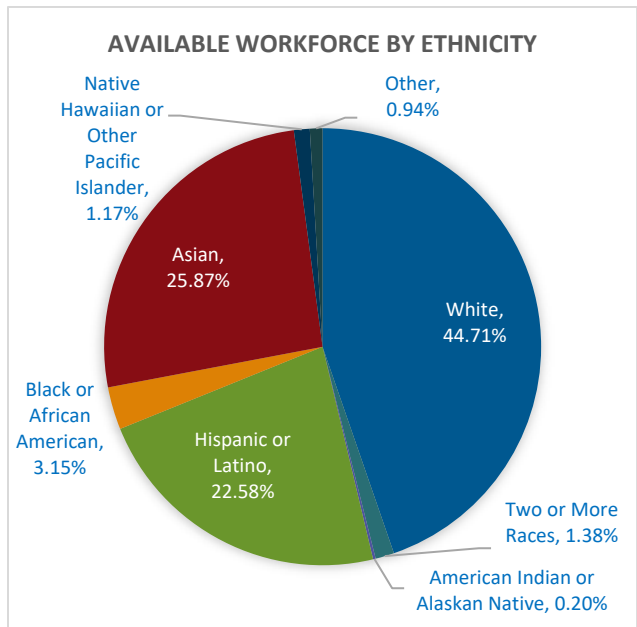
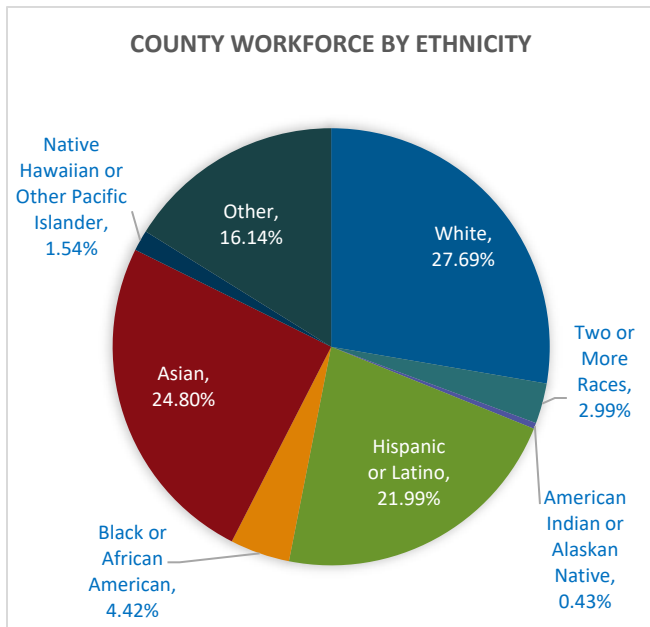
www.eeoc.gov

IV. WORKFORCE ANALYSIS

The following series of data represents an analysis of the ethnicity and gender of the County’s workforce in 2021 compared to the Countywide available workforce. This section also identifies over- and under-represented groups by job category.

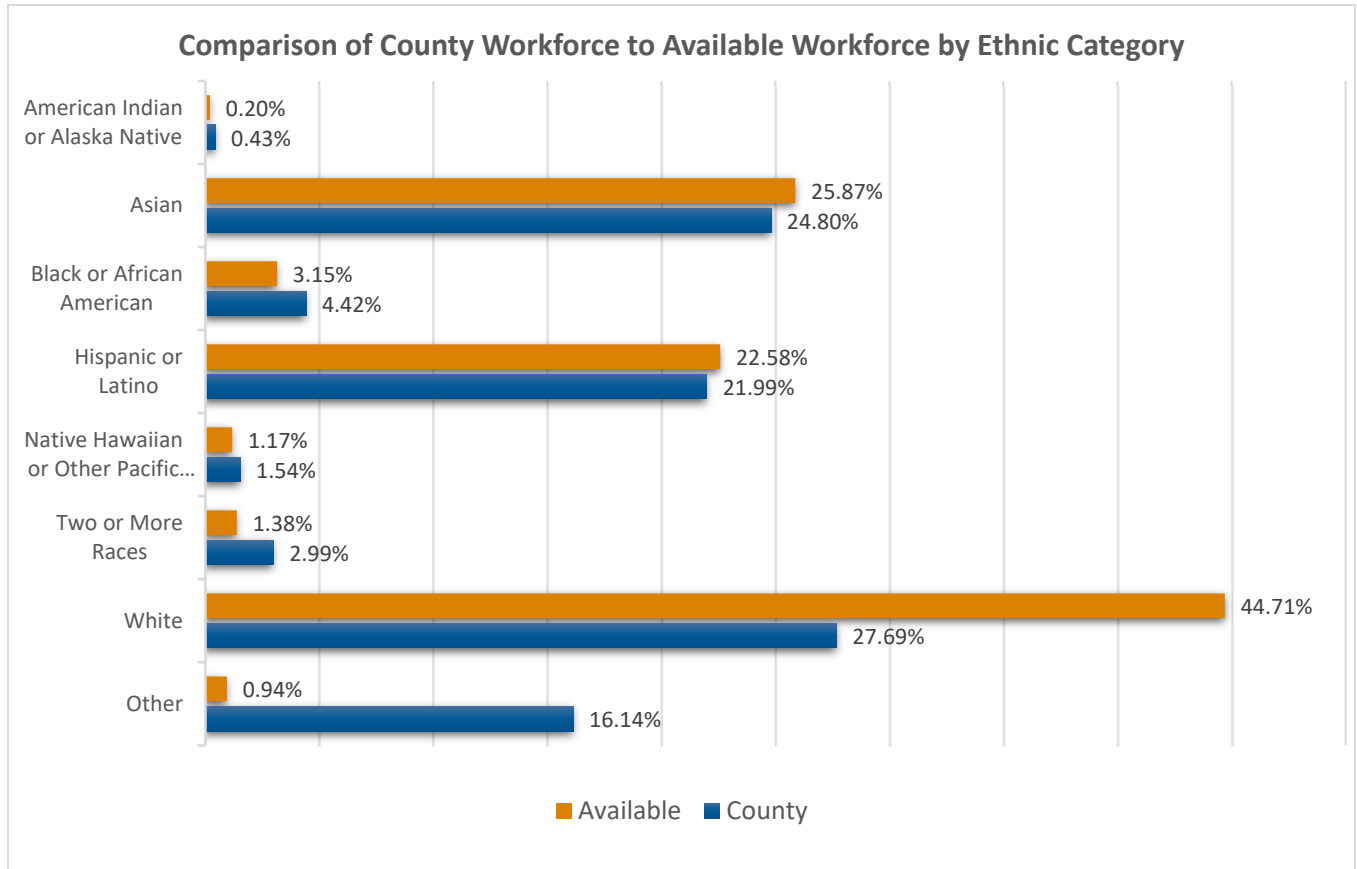
Summary:

- The County of San Mateo’s non-white workforce comprises 72.31% of the total workforce, with Asian (24.80%) and Hispanic or Latino (21.99%) employees having the highest representation among non-white staff members. White staff members represent 27.69% of the County’s total workforce. 16.14% of County employees identified their race/ethnicity as “other.”
- County of San Mateo employee representation is roughly equal to or exceeds the Countywide available workforce for the following employee groups: American Indian or Alaskan Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, Two or More Races, and Female.
- County of San Mateo employee representation is below the County population for the following employee groups: White and Male.

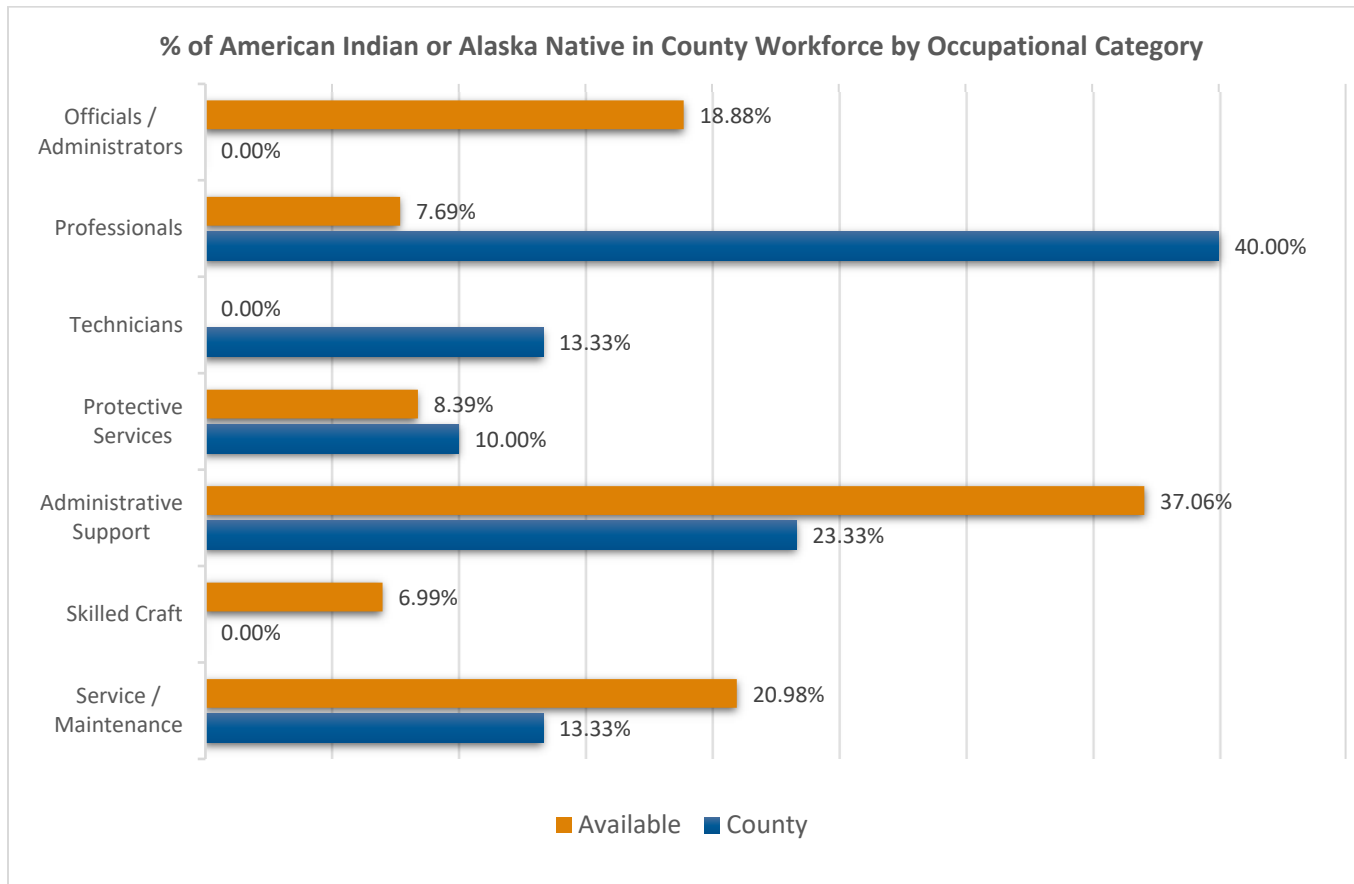


Data obtained from the 2021 EEOP Utilization Report

COMPARISON OF COUNTY WORKFORCE TO AVAILABLE WORKFORCE BY ETHNICITY



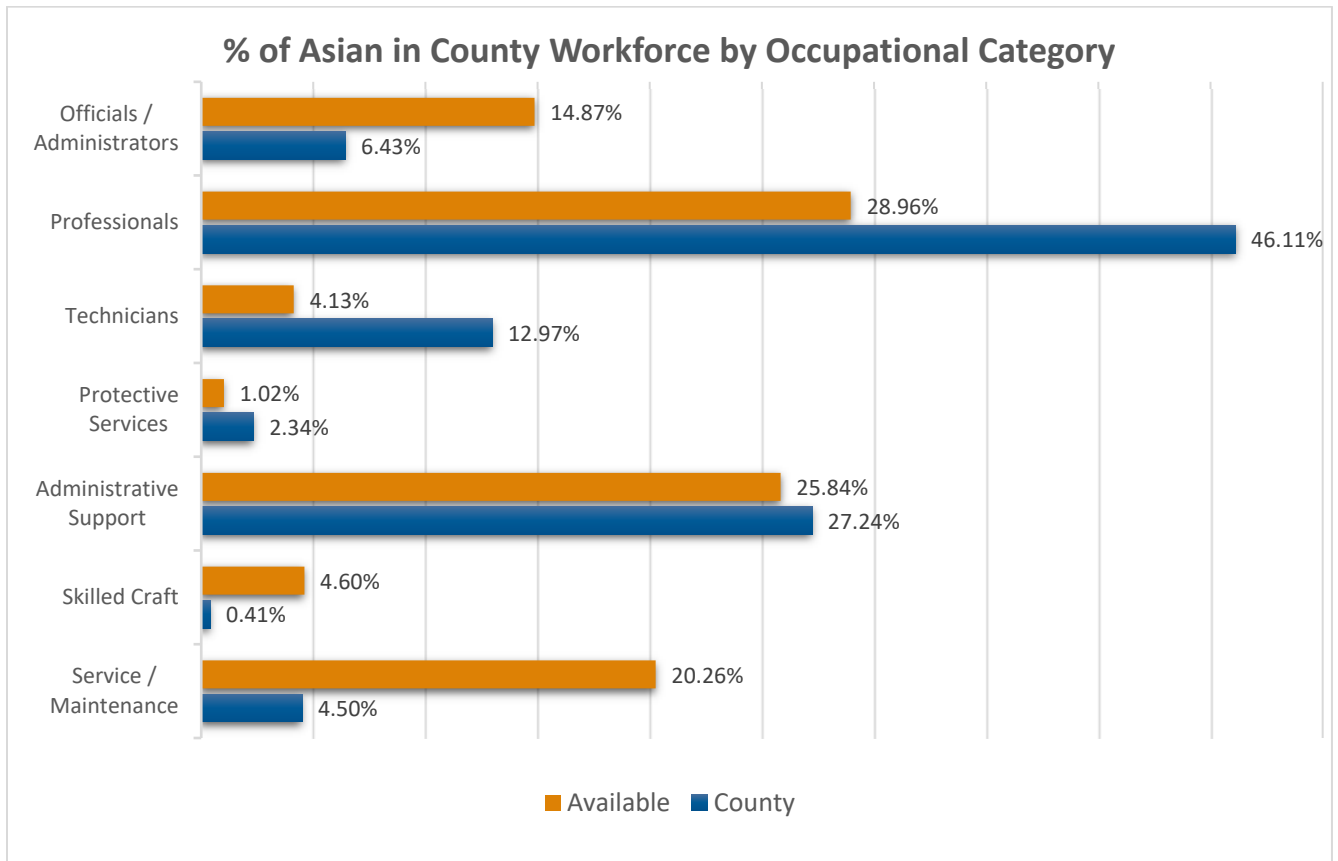
**SUMMARY OF AMERICAN INDIAN OR ALASKA
NATIVE WORKFORCE**



- Represents 0.4% of the County’s workforce, and 0.2% of the available workforce.
- Representation in the County workforce exceeds the available workforce by 0.2%, and is roughly equal to or exceeds the available workforce in three of the seven occupational categories:
 - o Professionals (32.3%)
 - o Technicians (13.3%)
 - o Protective Services (1.6%)
- Under-represented in four of the seven occupational categories:
 - o Officials/Administrators (-18.9%)
 - o Administrative Support (-13.7%)
 - o Skilled Craft (-6.9%)
 - o Service/Maintenance (-7.6%)

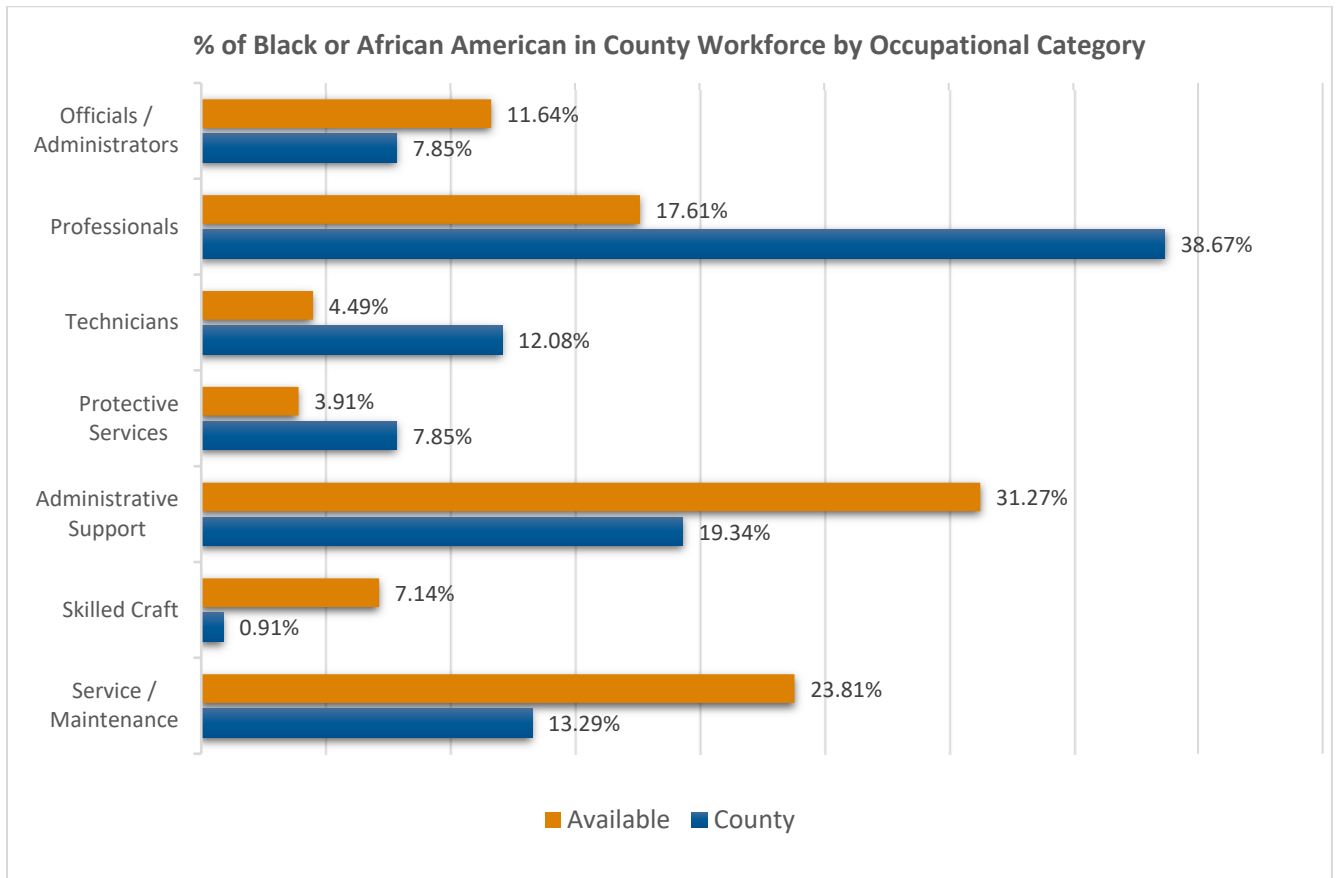
Data by occupational categories obtained from the 2021 EEOP Utilization Report

SUMMARY OF ASIAN WORKFORCE



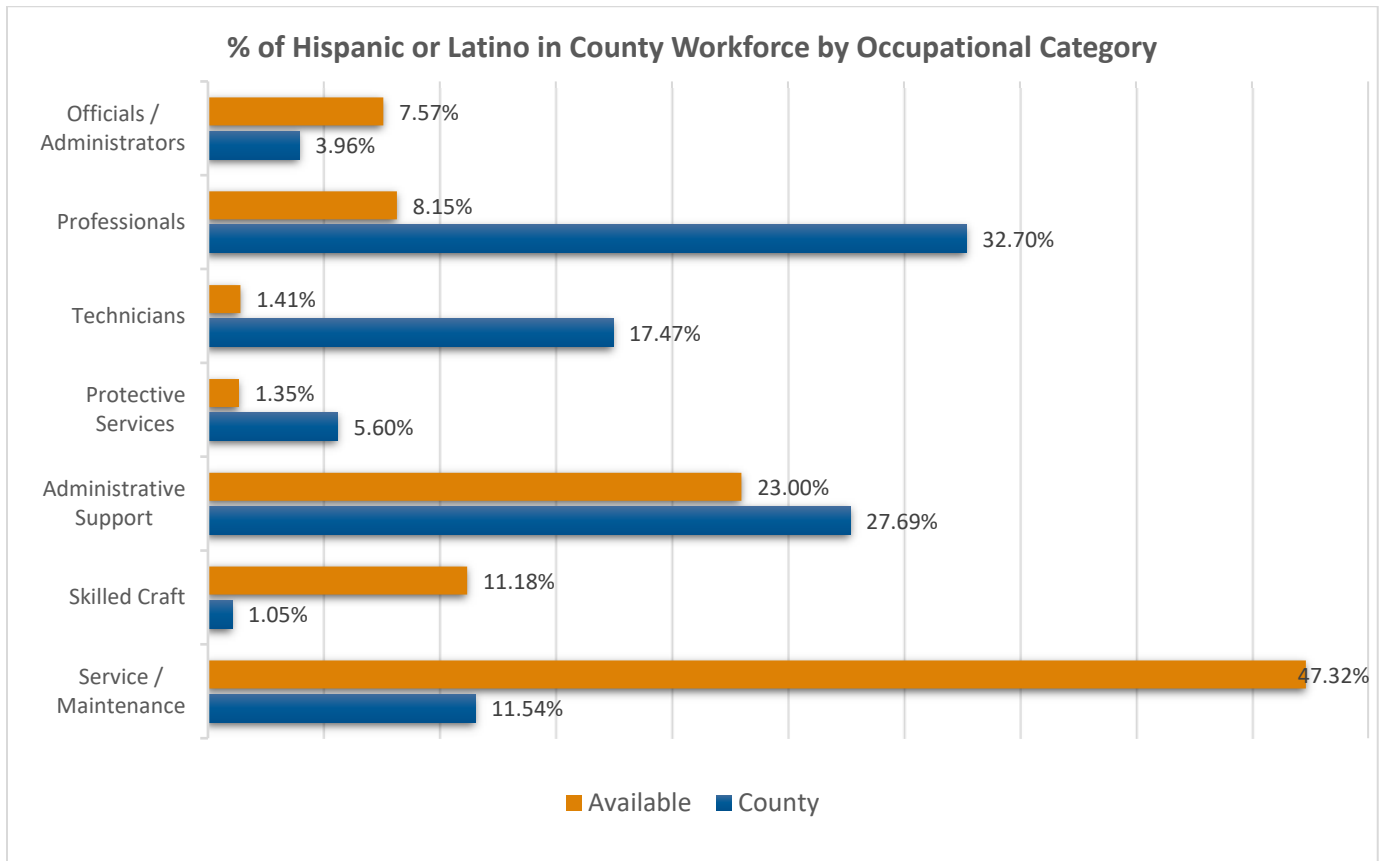
- Represents 24.8% of the County’s workforce, and 25.9% of the available workforce.
- Current representation is roughly equal to or exceeds available workforce in four occupational categories:
 - Professionals (17.2%)
 - Technicians (8.84%)
 - Protective Services (1.32%)
 - Administrative Support (1.4%)
- Under-represented in three of the seven occupational categories:
 - Officials/Administrators (-8.4%)
 - Skilled Craft (-4.2%)
 - Service/Maintenance (15.8%)

SUMMARY OF BLACK OR AFRICAN AMERICAN WORKFORCE



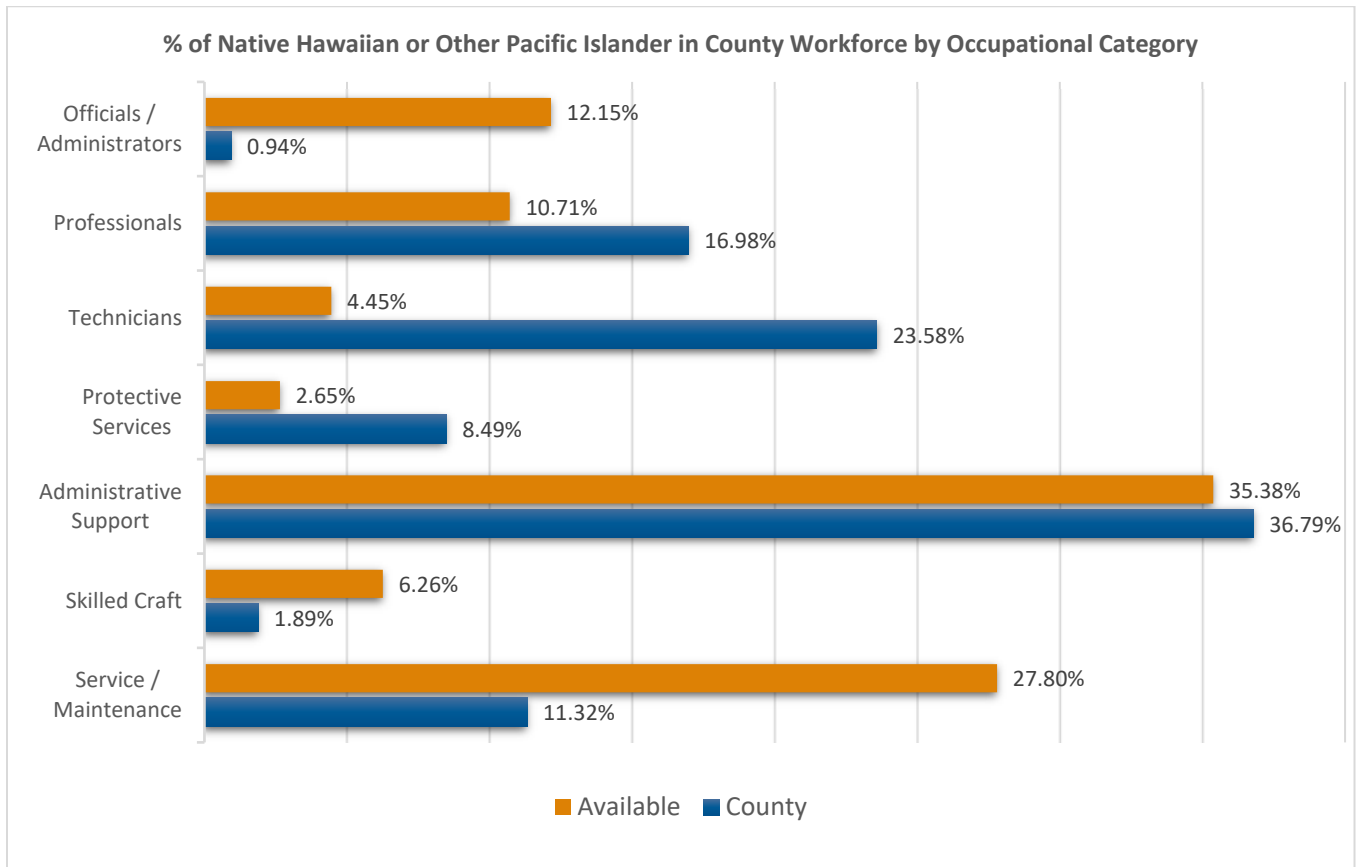
- Represents 4.4% of the County’s workforce, and 3.5% of the available workforce.
- Representation in the County workforce exceeds the available workforce by 1.3%, and is roughly equal to or exceeds available workforce in the following occupational categories:
 - o Professionals (21.0%)
 - o Technicians (7.6%)
 - o Protective Services (3.9%)
- Under-represented in four of the seven occupational categories:
 - o Officials/Administrators (-3.8%)
 - o Administrative Support (-11.9%)
 - o Skilled Craft (-6.2%)
 - o Service Maintenance (-10.5%)

**SUMMARY OF HISPANIC OR LATINO
WORKFORCE**



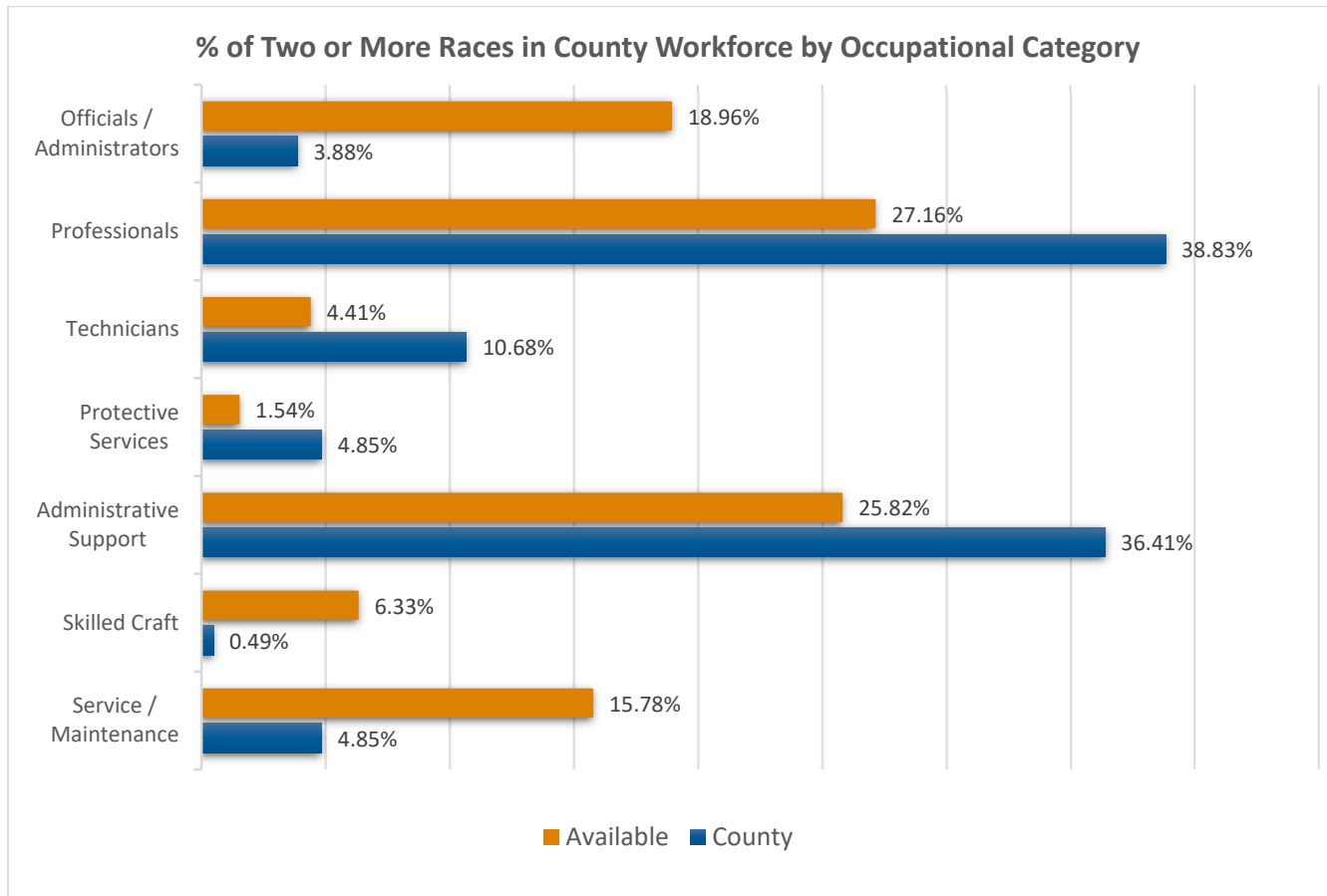
- Represents 21.9% of the County’s workforce, and 22.6% of the available workforce.
- Current representation is roughly equal to or exceeds available workforce in four occupational categories:
 - Professionals (24.5%)
 - Technicians (16.1%)
 - Protective Services (4.2%)
 - Administrative Support (4.7%)
- Under-represented in three of the seven occupational categories:
 - Officials/Administrators (-3.6%)
 - Skilled Craft by (-10.13%)
 - Service Maintenance (-35.8%)

SUMMARY OF NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER WORKFORCE



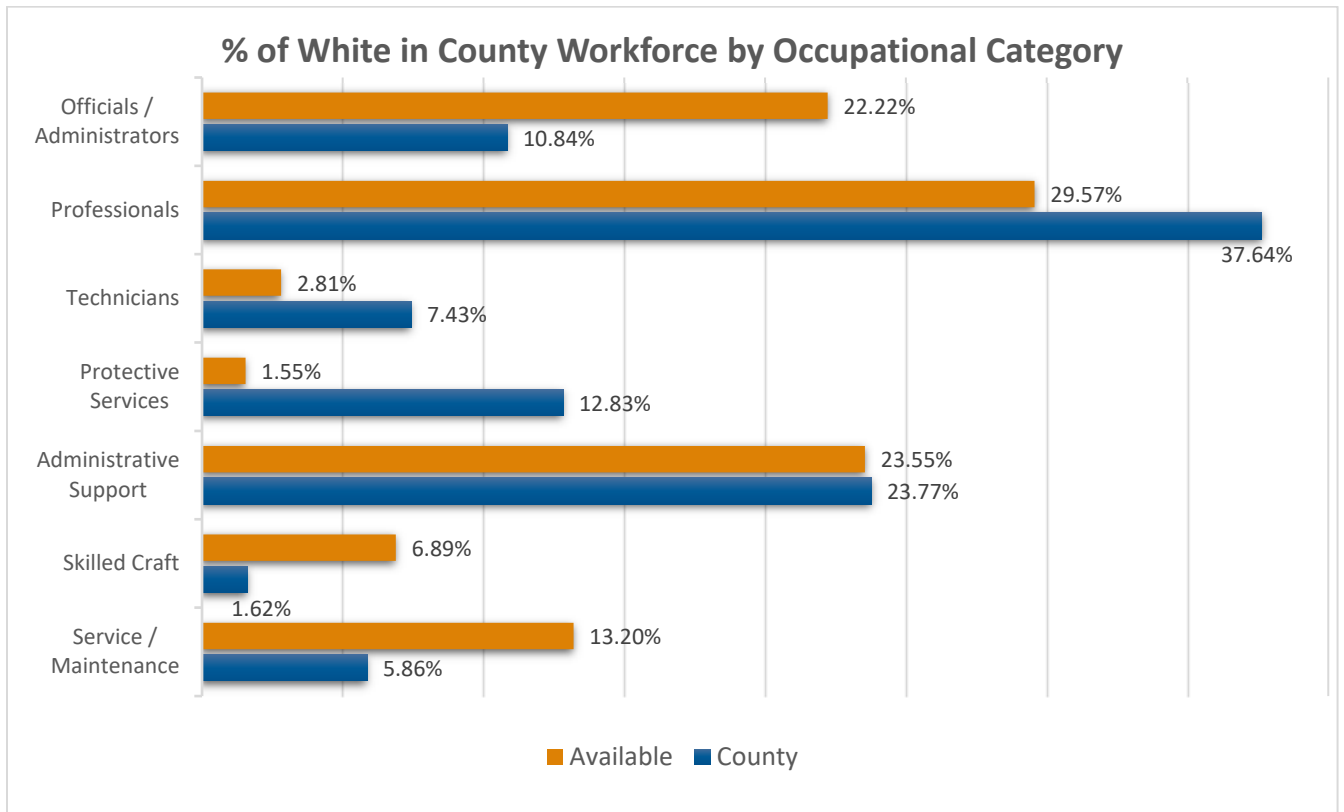
- Represents 1.5% of the County’s workforce, and 1.2% of the available workforce.
- Representation in the County workforce exceeds the available workforce by 0.3%, and is roughly equal to or exceeds available workforce in four occupational categories:
 - o Professionals (6.3%)
 - o Technicians (19.1%)
 - o Administrative Support (1.4%)
 - o Protective Services (5.8%)
- Under-represented in three of the seven occupational categories:
 - o Officials/Administrators (-11.21%)
 - o Skilled Craft (-4.37%)
 - o Service Maintenance (-16.5%)

**SUMMARY OF TWO OR MORE RACES
WORKFORCE**



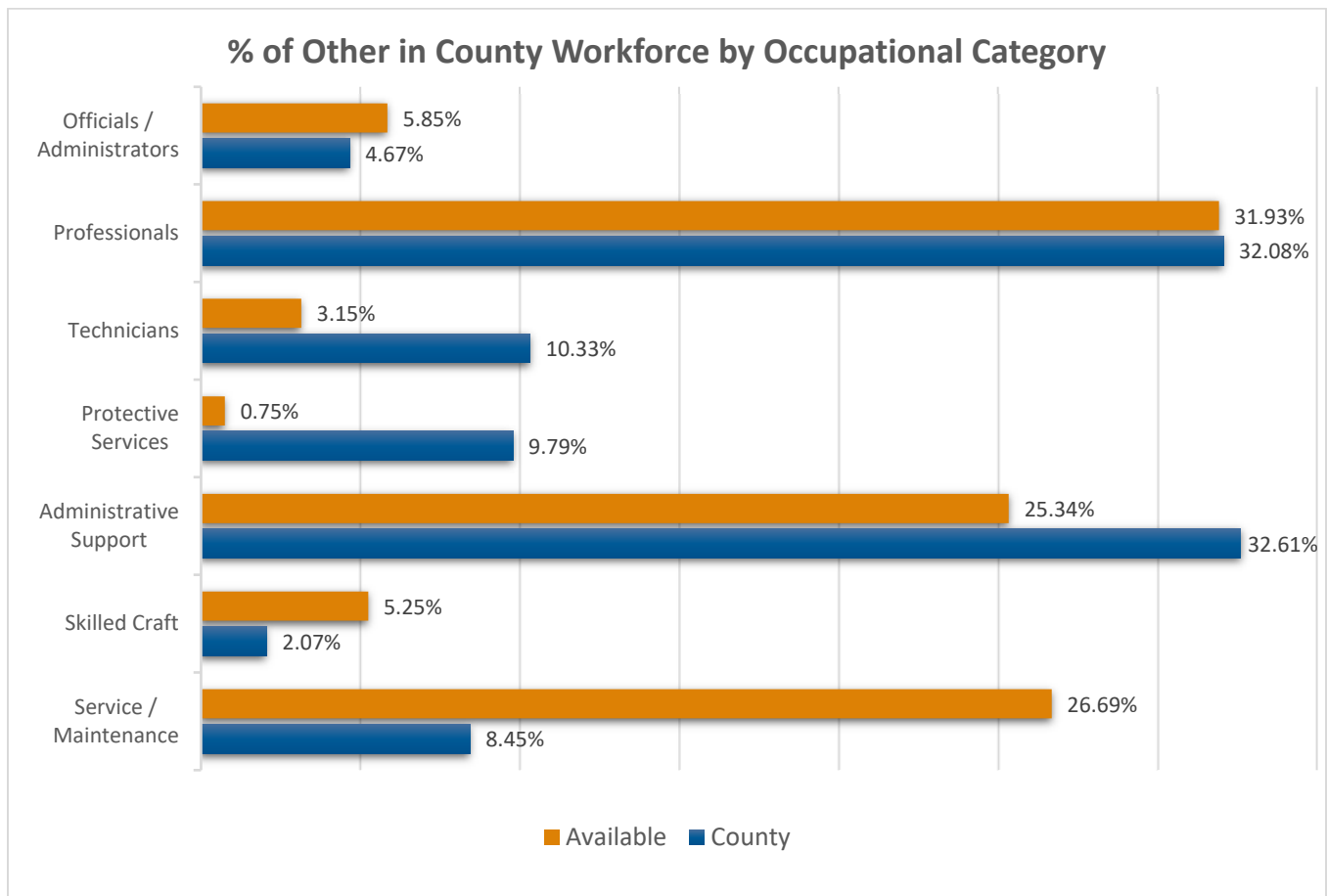
- Represents 2.9% of the County’s workforce, and 1.4% of the available workforce.
- Representation in the County workforce exceeds the available workforce by 1.6%, and is roughly equal to or exceeds available workforce in four occupational categories:
 - o Professionals (11.67%)
 - o Technicians (6.3%)
 - o Protective Services (3.3%)
 - o Administrative Support (10.6%)
- Under-represented in three of the seven occupational categories:
 - o Officials/Administrators (-15.1%)
 - o Skilled Craft (-5.8%)
 - o Service Maintenance (-10.9%)

SUMMARY OF WHITE WORKFORCE



- Represents 27.7% of the County’s workforce, and 44.7% of the available workforce.
- Representation is roughly equal to or exceeds available workforce in four occupational categories:
 - o Technicians (4.6%)
 - o Protective Services (11.3%)
 - o Administrative Support (0.2%)
 - o Professionals (8.1%)
- Under-represented in three of the seven occupational categories:
 - o Officials/Administrators (-11.4%)
 - o Skilled Craft (-5.3%)
 - o Service Maintenance (-7.3%)

SUMMARY OF OTHER WORKFORCE

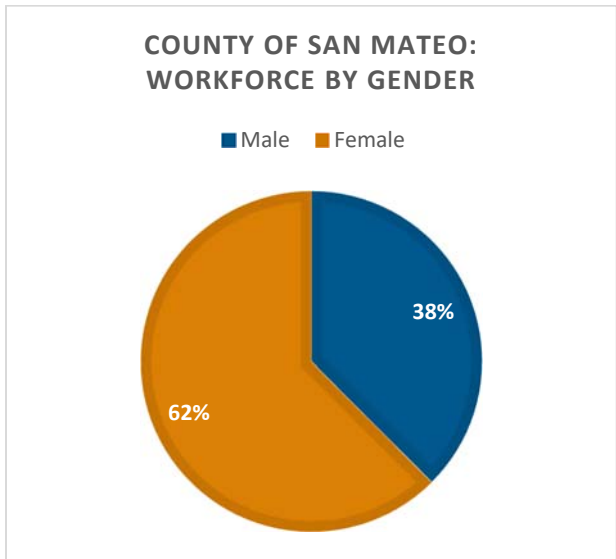
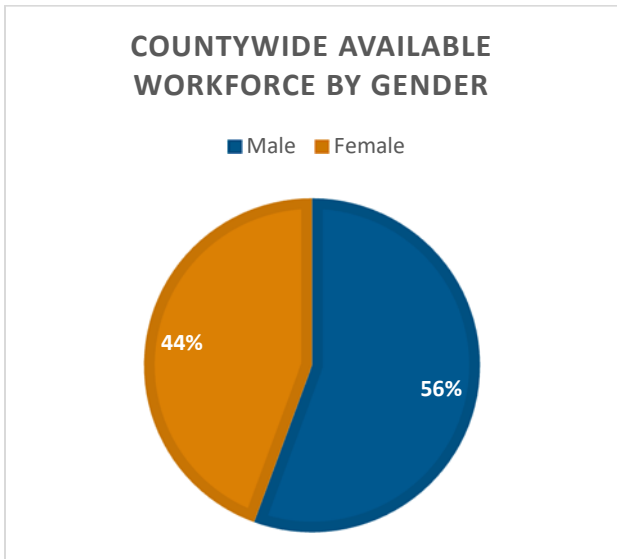


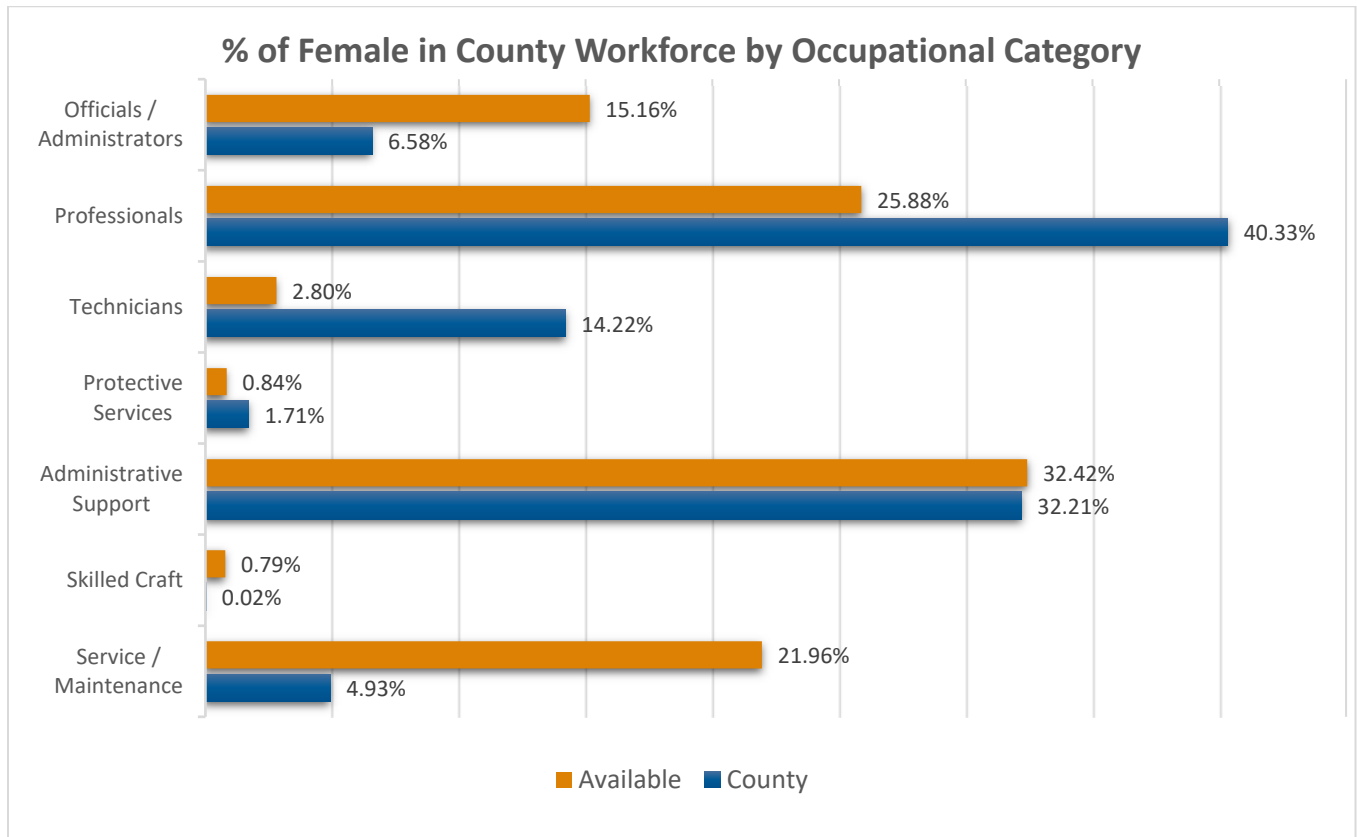
- Represents 16.1% of the County’s workforce, and 0.9% of the available workforce.
- Representation in the County workforce exceeds the available workforce by 15.2%, and is roughly equal to or exceeds available workforce in four occupational categories:
 - Officials/Administrators (-1.2%)
 - Professionals (.15%)
 - Technicians (7.18%)
 - Protective Services (9.0%)
 - Administrative Support (7.3%)
- Under-represented in three of the seven occupational categories:
 - Skilled Craft (-3.18%)
 - Service Maintenance (-18.29%)

COMPARISON OF COUNTY WORKFORCE TO AVAILABLE WORKFORCE BY GENDER

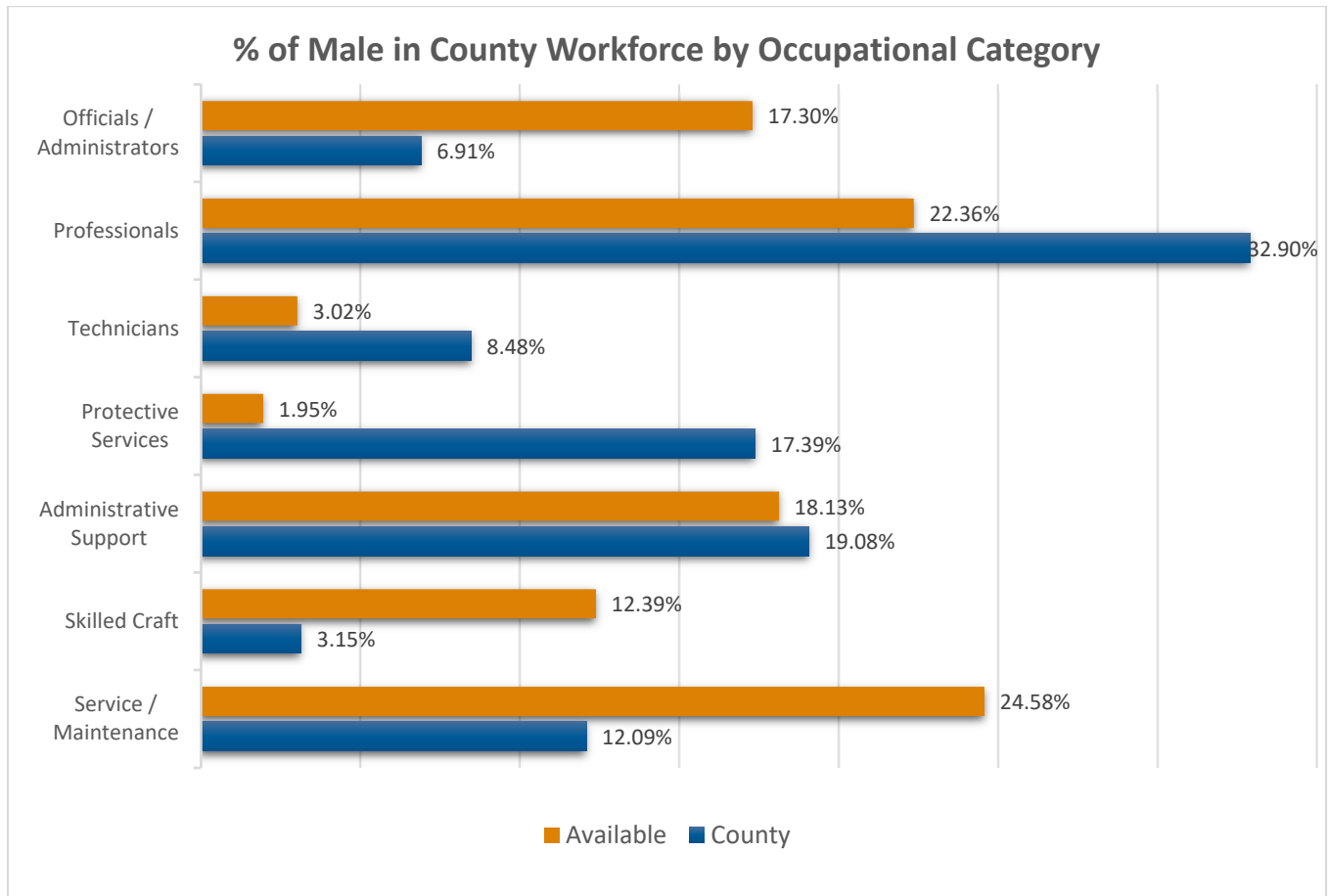
Summary:

- The County’s workforce is predominantly female, while the available workforce is predominantly male
- Females comprise 62% of the County’s workforce and 44% of the available workforce. Representation in the County workforce exceeds the available workforce by 18%
- Males comprise 38% of the County’s workforce and 56% of the available workforce





- Representation is roughly equal to or exceeds available workforce in four occupational categories:
 - o Technicians (11.4%)
 - o Protective Services (0.9%)
 - o Administrative Support (-0.2%)
 - o Professionals (14.4%)
 - o Skilled Craft (-0.8%)
- Under-represented in three of the seven occupational categories:
 - o Officials/Administrators (-8.6%)
 - o Service Maintenance (-17.0%)



- Representation is roughly equal to or exceeds available workforce in four occupational categories:
 - Technicians (5.5%)
 - Protective Services (15.4%)
 - Administrative Support (0.9%)
 - Professionals (10.5%)
- Under-represented in three of the seven occupational categories:
 - Officials/Administrators (-10.4%)
 - Skilled Craft (-9.2%)
 - Service Maintenance (-12.1%)

V. 2018-2021 ACCOMPLISHMENTS AND 2022-2025 OBJECTIVES

Section V-A: 2018-2021 ACCOMPLISHMENTS

The following highlights many of the County's key accomplishments from 2018-2021 that reiterate and advance the County's commitment to equal employment opportunity and diversity, equity, and inclusion.

1. INCREASED EFFORTS TO INCREASE OUTREACH AND DIVERSITY IN RECRUITMENT AND SELECTION

- Increased representation of diverse and underrepresented employees to reflect the increasingly diverse community that we serve
- Expanded online candidate testing for employment opportunities, reducing barriers caused by need for transportation to County facilities, which may be particularly challenging for candidates with disabilities, children or other family responsibilities, or candidates of lower socio-economic status
- Broadened outreach efforts to attract a diverse pool of applicants by exploring methods to expand the reach of recruitment activities, including participation in career and job fairs, expos, and community events, and targeted advertising of job opportunities to professional organizations representing women, minority, and other underrepresented groups
- Expanded internship programs including Jobs for Youth to provide opportunities for community youth from a variety of diverse backgrounds to learn about potential careers, including those in government service
- Formalized County Fellowship program, to broaden pool of qualified applicants and bolster talent pipeline with candidates of diverse backgrounds
- Expanded STEP (Supported Internship and Employment Program) to a year-round program, providing additional opportunities for the community's foster youth to expand work-related knowledge through job-readiness training, job shadowing, employment coaching, and hands-on work experience in a County department

2. EXPANDED CAREER DEVELOPMENT AND RETENTION PROGRAMS

The County expanded and continued successful career development and retention strategies including the following programs:

- Management Development Program, which furthers the professional development of managers and helped prepare employees to assume high-level leadership positions
- County's Executive Leadership Program, which trains and identifies managers for promotion to Director, Assistant Director, Deputy Director, and similar positions

- Management Talent Exchange Program (MTEP), which allows aspiring managers in local governments within San Mateo and Santa Clara counties the opportunity to develop skills and competencies, gain valuable hands-on experience, and build relationships through participation in a 3-month exchange in another government agency
- Public Sector Leadership Academy, which provides information to management employees about innovative concepts and practices in the public sector, with topics including public policy, employee engagement, trends, and ethics
- Lead Worker Academy, designed for current and future lead workers, which introduces the core responsibilities for working in a lead role, including sessions on effective communication and career growth
- Stepping Up and Leading Up Academy, which helps line employees identify and explore career goals and develop leadership, communication, and other relevant skills
- Leadership Forum to discuss equity, inclusion, and other emerging issues that move our organization forward
- Career Talk Series, which introduces County jobs through the eyes and experiences of the individuals who work or have worked in the profession
- Coaching Initiative where new and current managers are provided with the opportunity to select an internal coach that will support them during their first six months as part of their on-boarding/transition experience
- Career Development Assessment Centers (CDAC), which is an all-day event where participants perform job-related simulations, exercises, oral presentations, role-playing, as well as individual assessments, analysis and report writing, and are partnered with a mentor to create a Development Plan, receive targeted training, tools, and resources to successfully explore, develop and manage their career
- Essential Supervisory Skills (ESS) Academy, which includes 16 hours of interactive workshop training on how to supervise as a coach, set performance and development goals, provide value-added feedback as well as conduct meaningful performance evaluations, designed to help supervisors and managers become more capable and confident as they carry out their critical role and strengthen their relationship with the employees and teams who report to them
- Tuition Reimbursement Program, which provides financial assistance for job-related education that will enhance work performance and value to the County
- Academy/University Partnerships and certificate programs, which offer accessible, accelerated and diverse degree programs with neighboring colleges to meet the unique needs of working adults
- Offered e-libraries available to all staff levels, containing numerous learning categories and over 1,400 online trainings available on-demand with topics including communication, active listening, public speaking, written communication, delegation, coaching, workplace influence, driving organizational culture change, and more

The County further advanced equal employment opportunity, career development, and retention by the following practices and efforts:

- Encouraged departments to use work out of class opportunities, training, and promotions from within as a means to provide equal opportunities
- Encouraged departments to offer flexible schedules, Voluntary Time Off (VTO), telecommuting, and other alternatives to maximize employees work/life balance, including

child care, parental and sibling care, health recovery, education opportunities, and better commute alternatives (recognizing the high percentage of employees that live more than 30 minutes away from their county worksite)

- Created a continuous performance coaching model called the Performance Development Program that focuses on pulse surveys, improved 1:1 communication, recognition and goal planning
- Provided guidance and expertise in placing and/or accommodating employees and job applicants with disabilities and medical conditions
- Transitioned many employees to telework and provided COVID-19 resources, promoting wellness for teleworkers and on-site employees during the pandemic
- Created Pulse surveys to enhance employee engagement and obtain feedback
- Created a Performance and Development Program (PDP), which replaces Annual Reviews with a continuous coaching model, so employees and supervisors get actionable feedback for immediate support and future growth

3. DEVELOPED NEW POLICIES AND TRAININGS FOCUSED ON EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY, EQUITY, AND INCLUSION

- Developed and implemented the County's first Transgender Policy, which reaffirms the County's commitment to providing a welcoming and inclusive environment for all employees. The Transgender Policy provides guidance to address the issues that arise pertaining to transgender and transitioning employees, clarifies expectations and the process for managers, supervisors, and employees, and fosters a safe and productive work environment.
- Launched a new Gender Identity, Transgender Policy and Inclusion training, in partnership with the County of San Mateo Pride Center, to provide an overview of gender identities/pronouns and best practices regarding to how to create a welcoming, inclusive work environment for transgender and transitioning employees.
- Developed and implemented, in partnership with the Board of Supervisors, the County's first lactation accommodation resolution in order to promote a healthy and comfortable work environment for nursing staff returning to work. The resolution at the time exceeded legal requirements, and required new buildings (and encouraged existing buildings) to have a dedicated nursing room for staff with enhanced features that improved the comfort and privacy for nursing staff.
- Expanded mandatory training on harassment and discrimination prevention to all employees, including all managers, supervisors, and staff.
- Deployed a new training to hundreds of managers and staff on Reducing Implicit Bias, including how to identify and reduce implicit bias in daily interactions and decision-making, and foster positive intergroup relationships, culture, and inclusion.

4. PROMOTED AND RECOGNIZED DIVERSITY, EQUITY AND INCLUSION

- Successfully held biennial Women's Leadership Conferences led by the Commission on the Status of Women focused on women of color, leadership development, corporate and nonprofit career advancement, mental health and wellness, and youth advocacy. These Conferences were attended (in-person and virtually) by hundreds of members of the

community, with many sessions that were livestreamed with thousands of views. The Commission also held the Women’s Hall of Fame, which recognizes several outstanding women leaders who have dedicated their time to creating positive change in the community.

- The LGBTQ Commission continued to hold an annual event, the Transgender Day of Remembrance (TDOR), which recognizes the epidemic of transgender individuals across the U.S. who are violently killed because of their gender identity or expression. This event is a collaboration between several community groups and provides awareness and education to the County about transgender lives.
- The LGBTQ Commission held several campaigns recognizing Pride month, which resulted in every city, including the County, recognizing Pride with a Proclamation and by flying a Pride flag in the County of San Mateo. The San Mateo County Pride Initiative also held annual Pride Celebrations and events, in collaboration with community groups and the LGBTQ Commission. The celebration is a space to champion inclusion and wellness for LGBTQ+ folks and allies in San Mateo County.
- The Commission on the Status of Women along with Women in County Government hosted a Women’s Equality Day event focused on networking and topics such as leadership programs, childcare resources, collaborating on project, career opportunities and adapting to change in the workplace.
- The County created a new Diversity, Equity and Inclusion Award as part of its STARS Awards recognition program, which highlights and rewards deserving County programs and initiatives that effectively serve underrepresented and at risk groups and communities.

5. CREATED NEW OFFICE OF EQUITY AND SOCIAL JUSTICE AND HIRED NEW CHIEF EQUITY OFFICER TO PRIORITIZE AND ADVANCE EQUITY WORK

The County took action steps to prioritize and advance equity work, including:

- Created a new Office of Equity and Social Justice and hired a new Chief Equity Officer in the County Manager’s Office who is responsible for advancing racial and social equity work, identifying areas for improvement, and partnering with Departments and stakeholders to prioritize equity and address needs, challenges, and inequities. Many of these new efforts are currently underway.

Section V-B: OBJECTIVES

The following provides an overview of the County’s key objectives for 2022-2025 relating to ensuring equal employment opportunities at all levels. It also highlights some of the County’s efforts and initiatives relating to advancing diversity, equity and inclusion.

1. PRIORITIZE AND ADVANCE RACIAL AND SOCIAL EQUITY WORK

Under the guidance of the Chief Equity Officer, the County is working to prioritize and advance racial and social equity work at the County and in the community. Some of the efforts and objectives include:

- Develop a County Racial and Social Equity Plan with countywide and departmental actions that will include priorities, performance measures, and goals
- Conduct ongoing review of the Racial and Social Equity Plan to monitor demographic changes, effectiveness of programs or initiatives to remediate any gaps, and provide improvements or changes as needed to further equity goals
- Advance the work and collaboration of the Equity Team and Committees to promote equity and equitable practices, policies, and procedures
- Review and assess the results of baseline or other equity surveys to assess priorities, needs, understanding, and training needs relating to equipping staff to advance racial and social equity work
- Evaluate existing structures to identify areas that can be enhanced or improved to promote equity and inclusion across departments
- Develop solutions to reduce structural biases and disparities for both employees and County residents

2. EXPAND RECRUITMENT AND SELECTION EFFORTS TO INCREASE OUTREACH AND DIVERSITY

The County’s objectives and action steps to ensure equal employment opportunity in recruitment and selection include:

- Conduct a comprehensive review of the County’s recruitment efforts and programs with the goal of identifying improvements needed and recommending new, inclusive and innovative approaches to attract and retain qualified and diverse individuals
- Continue to expand and enhance recruitment and outreach efforts to expand the pool of diverse and underrepresented applicants based on assessments, reviews, and data
- Attend career fairs and conferences at local schools, universities, and non-profit organizations
- Participate in various community events and expos to build partnerships with diverse community organizations as well as connect with potential candidates with diverse backgrounds
- Participate in virtual career fairs and pilot offering information about our civil service interview process to external candidates

3. INCREASE CAREER DEVELOPMENT AND RETENTION PROGRAMS AND STRATEGIES

The County’s goals include increasing career development and retention programs and strategies including as follows:

- Conduct a comprehensive review of the County’s retention efforts and programs with the goal of identifying improvements needed and recommending new, inclusive and innovative approaches to develop and retain qualified and diverse individuals
- Provide management development and leadership programs with a focus on developing future leaders

- Create, sponsor and/or support educational/ diversity events, speakers, panels, and/or programs that will offer additional opportunities to employees to gain experience and knowledge about jobs and career paths
- Foster professional development by offering work-out-of-class opportunities, job rotation, committee assignments, enhanced training opportunities, coaching and mentoring opportunities, continuing internship programs that provide opportunities to interns from diverse economic and ethnic backgrounds

4. EXPAND DIVERSITY, EQUITY, AND INCLUSION TRAININGS

The County’s goals and action plans include expanding trainings, forums, and learning on equal employment opportunity and diversity, equity and inclusion including the following:

- Continue to develop or expand trainings regarding workplace discrimination, harassment, implicit bias, and inclusion, to ensure equal employment opportunities for all
- Continue to develop or expand trainings regarding County policies that promote diversity, equity and inclusion to foster positive intergroup relationships and a welcoming environment for all employees

VI. APPENDIX

EEO OCCUPATIONAL JOB CATEGORIES¹

Officials/Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

Protective Service: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers

Administrative Support: Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

Skilled Craft: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters,

¹ Relevant County of San Mateo Occupational Categories, based on 2021 Equal Employment Opportunity EEO-4 Instruction Booklet.

compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

Service/Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.