



# County of San Mateo

## Inter-Departmental Correspondence

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**Department:** HUMAN RESOURCES

**File #:** 16-815

Board Meeting Date: 12/12/2017

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**Special Notice / Hearing:** None  
**Vote Required:** Majority

**To:** Honorable Board of Supervisors

**From:** Donna Vaillancourt, Human Resources Director  
Anne Jenness, Interim EEO Manager  
Natasha Bourbonnais, Co-Chair, EEO Advisory Committee  
Rochelle Kiner, Co-Chair, EEO Advisory Committee

**Subject:** 2018-2021 County Equal Employment Opportunity Plan

**RECOMMENDATION:**

Accept the 2018-2021 San Mateo County Equal Employment Opportunity Plan.

**BACKGROUND:**

Every several years, the Equal Employment Opportunity (EEO) Advisory Committee completes an Equal Employment Opportunity Plan for the County. The Board of Supervisors last approved the 2014-2017 EEO Plan on December 10, 2013. The purpose of the plan is to:

- Reaffirm the County's commitment to equal employment opportunity and diversity and inclusion in its employment practices, program operations, and service delivery systems.
- Outline goals and action steps to:
  - Attract and retain a diverse workforce that is reflective of the community;
  - Increase inclusion among employees of differing identities and backgrounds to promote a welcoming and productive workforce that responds to the needs of a diverse 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, and;
- Recognize that the success of the County’s equal employment opportunity and diversity and inclusion programs depends on County leadership support, along with a commitment from department heads, managers, supervisors, and employees to advance these goals.

As a result of collaborative efforts among Human Resources staff including the Recruitment, Training, Risk Management, Employee Relations, and EEO Divisions, in conjunction with the County Manager, department heads and EEO Advisory Committee members, several accomplishments of the 2013-2017 EEO Plan are highlighted below:

- (1) Outreach efforts to attract a diverse pool of applicants including by continually exploring methods to broaden 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 groups;
- (2) Expanded internship and fellowship programs to broaden the pool of qualified applicants to County positions and increase work-related knowledge and experience among potential candidates from diverse backgrounds including community youth, emancipated foster youth, and others;
- (3) The County provided more than 70 department-specific and other training classes, covering approximately 1,600 employees, in the areas of diversity, EEO, and serving employees and applicants with disabilities and medical conditions;
- (4) Encouraged departments to use work out of class opportunities, training, and promotions from within as a means to provide equal opportunities, and encouraged the use of flexible schedules, Voluntary Time Off (VTO), Telecommuting, and other alternatives to maximize employee work/life balance, including family care-giving responsibilities, health recovery, education opportunities, and better commute alternatives;
- (5) Continued programs designed to develop internal candidates for future County employment opportunities, including Executive Leadership Academy, Management Development Program, Supervisory Academy, Management Talent Exchange Program, Public Sector Leadership Academy, Lead Worker Academy, and the Stepping Up and Leading Up Academy.

**DISCUSSION:**

Our Equal Employment Opportunity efforts continue to focus on recruitment, retention, and career development issues. Action steps identified for the next four years include:

- Launch and implement pilot program for Diversity and Inclusion (“D&I”) strategic initiative aimed at reinforcing D&I as a core County value and business goal to better serve an increasingly diverse workforce. The initiative is an opportunity for participating departments to learn, assess, set priorities, and develop D&I Action Plans to advance their diversity and inclusion efforts. This is anticipated to be a long-term multi-year initiative conducted in phases, beginning with 3 - 4 pilot departments or divisions.
- Increase countywide recruitment efforts to attract a broad and diverse candidate pool for positions in all categories, by continuing to build relationships with professional organizations

representing diverse underrepresented potential candidates for employment, and encouraging the use of diverse hiring panels.

The 2018-2021 EEO Plan reinforces San Mateo County’s commitment and goal to realize the potential of our diverse population to build strong communities, effective government and a prosperous economy. Through equal employment opportunity for all employees we can continue to attract and retain a workforce best able to serve our diverse community.

**PERFORMANCE MEASURES:**

Measure	EEO Plan 2014-2017	EEO Plan 2018-2021	Percent Change
Percentage of nonwhite workforce* in positions identified as Officials and Administrators	34.9%	41.8%	Increase of 6.9%
Percentage of nonwhite workforce in positions identified as Professionals	58.9%	65%	Increase of 6.1%
Percentage of women** in positions identified as Officials and Administrators	51.7%	55.0%	Increase of 3.3%
Percentage of women in positions identified as Professionals	66.2%	67.0%	Increase of 0.8%

\* 2018-2021 data includes employees of unspecified race, including those declining to provide race/ethnicity data. Total percentage of County workforce not identified as white in 2017 was 66.1%.

\*\* Total percentage of women in County workforce in 2017 was 62%.

**FISCAL IMPACT:**

There is no direct fiscal impact associated with the report.