



COUNTY OF EL DORADO

**EQUAL EMPLOYMENT OPPORTUNITY PROGRAM**

*December 2017*

County of El Dorado  
**Human Resources Department**  
330 Fair Lane  
Placerville, CA 95667  
530.621.5565

## Table of Contents

|  |    |
|--|----|
| Equal Employment Opportunity Program Statement .....   | 1  |
| Review of Personnel Processes.....   | 1  |
| Current Recruitment/Examination Processes .....  | 1  |
| Equal Opportunity/Affirmative Action.....  | 2  |
| Review of Physical and Mental Job Qualification Standards .....  | 2  |
| Reasonable Accommodation to Physical and Mental Limitations.....   | 2  |
| Program Evaluations .....  | 3  |
| Responsibilities .....   | 3  |
| Director of Human Resources, Equal Employment Opportunity Officer (as designated by Board of Supervisors Policy E-5) ..... | 3  |
| County Board of Supervisors .....  | 4  |
| Chief Administrative Officer .....   | 4  |
| County Department Heads (Appointed and Elected) .....  | 4  |
| County Managers and Supervisors .....  | 4  |
| County Employees, Agents, Contractors, Interns/Volunteers, and Elected Officials .....                                     | 5  |
| Steps to Achieve a Diverse Workforce.....  | 5  |
| Workforce Analysis .....   | 6  |
| Job and Race/Ethnic Categories.....  | 6  |
| U.S. Federal Job Categories .....  | 6  |
| EEO-4 Race/Ethnic Categories .....   | 7  |
| Labor Market U.S. Census Data .....  | 8  |
| Workforce Analysis Data.....   | 8  |
| Action Plan to Address Under-Representation.....   | 12 |
| Dissemination .....  | 13 |
| External Dissemination of Program .....  | 13 |
| Internal Dissemination of Program.....   | 13 |

## Equal Employment Opportunity Program Statement

The County of El Dorado is an equal employment opportunity employer providing opportunities to all persons regardless of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition (e.g., cancer or genetic characteristics/information), marital status, sex (including pregnancy, childbirth, breastfeeding, and related medical conditions, and gender identity/expression), sexual orientation, age (40 or over), political affiliation, military and veteran status, or any other legally protected category pursuant to state or federal law or local ordinance in all aspects of employment, including, but not limited to, recruitment, hiring, placement, compensation, assignments, promotion, training, disciplinary action, layoff, recall, transfer, leave of absence, termination, and reinstatement. The rules governing employment practices for the County of El Dorado, Board of Supervisors' Resolution 015-2014, are administered and maintained by the County of El Dorado Human Resources Department.

The County of El Dorado Board of Supervisors' Policy E-5, adopted December 10, 2002, provides for the County's prohibition of unlawful discrimination, harassment, and/or retaliation, and establishes the reporting and administrative complaint procedures for alleged violations.

## Review of Personnel Processes

The County of El Dorado (County) will review its personnel practices annually to determine whether present procedures assure careful, thorough, and systematic consideration of the qualifications of known individuals of protected categories. This review will cover recruitment and selection practices either by hire or promotion, as well as training opportunities made available to employees.

Based upon the County's review of its personnel practices, the County will modify processes and procedures when necessary, and will include the development of new procedures to ensure equal employment opportunities. The current employment process consists of the following:

### Current Recruitment/Examination Processes

Applicants participate in a step-by-step process by which the County obtains the most qualified candidates for employment. The process includes various examinations which evaluate and objectively test each applicant's qualifications for the position. Examinations may be composed of a combination of the following procedures:

**Application Appraisal:** All applications are screened against the classification specification to determine if applicants meet the "Minimum Qualifications" for the position. Applications may be screened to determine whether applicants have any degree, special training, or certificate required for the position. Applications will also be screened to determine whether applicants meet the experience qualifications. For this reason, it is important that dates of employment, length of employment, whether it was full-time or part-time employment, and the number of hours worked per week is filled out completely for each job listed. If applicants do not meet the minimum qualifications, they will receive a notification stating such.

After the applications have been screened for minimum qualifications, they are screened further based on established job-related criteria per the requesting departments needs to determine which candidates will be selected to proceed in the examination/selection process.

**Supplemental Information:** The supplemental questionnaire (when applicable) consists of essay- or multiple-choice-type questions. They are used as an elaboration of the applicant's education and experience, and provide information to assist in determining which candidates will be selected to proceed in the examination/selection process. This screening process is based entirely on the information provided in the application.

**Selection Instruments:** The following selection instruments may be used independently or in conjunction with one another:

1. Written examination
  - a. When setting pass points for written examinations, multiple factors are considered such as standard error of measure, adverse impact, etc.
2. Performance examination
  - a. One or multiple subject matter experts review the performance examination and assign ratings based on pre-determined job-related criteria.
3. Oral examination
  - a. There is a pre-determined "pass point" for oral examinations. No one candidate can assign a failure rating and the rating must be supported by pre-determined criteria.

## Equal Opportunity/Affirmative Action

Accommodation in the recruitment/examination process can be requested by contacting the Human Resources Department at least five (5) working days prior to a scheduled examination.

## Review of Physical and Mental Job Qualification Standards

All job qualification requirements have been developed to be job-related and consistent with business necessity. The County will continue to review physical and mental job qualification requirements whenever a position is vacated and the County intends to fill it through either hiring or promotion, and will conduct a qualifications review whenever job duties change.

Pre-employment physical examinations are specific to the type of work to be performed, and are only required after a conditional job offer has been made. The County affirms that information obtained as a result of examinations will be kept confidential, except as otherwise provided for in Section 503 of the Rehabilitation Act and its associated regulations, and the results of examinations/inquiries will be used only in accordance with Section 503.

## Reasonable Accommodation to Physical and Mental Limitations

The County commits to making reasonable accommodation to applicants and employees with known disabilities consistent with the requirements of the ADA Amendments Act of 2008. All decisions regarding reasonable accommodation are made on the basis of the applicant's or employee's capacity to safely perform the essential functions of the position.

## Program Evaluations

The Director of Human Resources will evaluate the effectiveness of the County's EEO Program as noted below:

- Maintain a composition analysis of available data relating to the County workforce, area population, and workforce statistics;
- Maintain various records of persons of racial or ethnic minority, persons with disabilities, and women for equal employment opportunity;
- Monitor and enhance the County's hiring practices by ensuring processes and practices are job related and consistent with business necessity; and
- Document personnel actions and identify problem areas where remedial action is needed.

## Responsibilities

To ensure support and success of this EEO Program and to meet the established objectives, the County has assigned specific responsibilities to the following officials:

### Director of Human Resources, Equal Employment Opportunity Officer (as designated by Board of Supervisors Policy E-5)

The Director of Human Resources, as the County's Equal Employment Opportunity Officer, shall have the primary responsibility for the implementation of the EEO Program, in addition to the responsibility of developing and maintaining the personnel systems within the County, including recruitment, selection, classification, testing, compensation, risk management, benefits, and labor and employee relations programs; and for ensuring that these systems are adhered to and consistent with State and Federal mandates. These responsibilities include, but are not limited to:

- Policy direction, implementation, and administration of the EEO Program to facilitate achievement of equal employment opportunities County-wide;
- Reviewing personnel actions, policies, and procedures to ensure compliance with the County's EEO Program;
- Ensuring that qualified applicants and employees in a protected category who are capable of performing the essential functions of their positions are provided with reasonable accommodations;
- Ensuring individuals are treated in a non-discriminatory manner during all personnel actions, such as hire, promotion, transfer, termination, etc.;
- Assisting in the identification and resolution of problem areas;
- Providing opportunities for training programs designed to facilitate career advancement and promotional opportunities for all employees, including those in protected categories;
- Monitoring and measuring the effectiveness of the program on a continuous basis through the development and implementation of an internal audit and reporting system;

- Overseeing the investigation of complaints of alleged discrimination, harassment, or retaliation, and recommend corrective action as described in the County's Board of Supervisor's Policy E-5;
- Conducting regular analysis of the County's workforce in relation to the relevant labor market to identify any underutilization of protected classes;
- Advising the Chief Administrative Officer of EEO progress and problem areas within the County;
- Serving as a liaison between the County, enforcement agencies, and external organizations to achieve a diverse workforce; and
- Identifying and executing specific steps for the Human Resources (HR) Department to assist the County in achieving a diverse workforce.

## County Board of Supervisors

The County Board of Supervisors has the ultimate responsibility for approving, implementing, and monitoring the EEO Program.

## Chief Administrative Officer

The Chief Administrative Officer will ensure effective communication of and conformance with the EEO Program requirements.

## County Department Heads (Appointed and Elected)

County department heads will adhere to the County's EEO Program, in both spirit and intent, and are responsible for hiring decisions, disciplinary actions, ensuring that the County and department personnel policies are enforced, and achieving progress towards the goals and objectives of the EEO Program in their respective departments. Specific areas shall include:

- Providing opportunities for supervisors, managers, and employees to attend County sponsored EEO training;
- Ensuring that managers, supervisors, and employees are aware and comply with the County's EEO policies;
- Enforcing and maintaining policies to prevent and prohibit discrimination;
- Ensuring their respective departments make a good faith effort to achieve a diverse workforce consistent with identified underutilization;
- Taking positive measures to provide equal employment opportunities within their respective departments; and
- Providing reasonable accommodations that will enable a qualified person in a protected category to work.

## County Managers and Supervisors

County managers and supervisors are responsible for 1) taking steps to foster and maintain a work environment that is conducive to achieving equal employment opportunities, 2) maintaining a workplace free from discrimination or harassment, and 3) monitoring the workplace to ensure

compliance with the County's policies and procedures that prohibit discrimination in the workplace. Specific responsibilities shall include:

- Assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when necessary;
- Ensuring individuals are treated in a non-discriminatory manner during personnel actions such as hire, promotion, transfer, termination, etc.;
- Monitoring employees' performance to ensure that non-discrimination policies are adhered to in all personnel actions; and
- Reporting any current or foreseeable EEO problem areas. If problem areas arise, the manager or supervisor is to report problem areas immediately to the Director of Human Resources.

## County Employees, Agents, Contractors, Interns/Volunteers, and Elected Officials

All County employees, agents, contractors, interns/volunteers, and elected officials are responsible for supporting a work environment that is both conducive to achieving equal employment opportunities and free of any form of unlawful discrimination or harassment, as well as being aware of and understanding the County's policies and procedures that prohibit discrimination in the workplace. It is expected that all such individuals shall:

1. Understand and abide by the County's EEO Program, and the County's Policy Prohibiting Discrimination, Harassment, and Retaliation;
2. Respect the differences of others, act appropriately at work, and avoid engaging in unlawful discrimination, harassment, and/or retaliation in the workplace;
3. Promptly report any EEO violations that have been personally observed or those of which the individual has personal knowledge; and
4. Cooperate in any investigation or proceedings related to discrimination, harassment, and/or retaliation, and do not retaliate against any person who has raised a concern of, filed a complaint of, been witness to, and/or participated in such an investigation or proceeding.

## Steps to Achieve a Diverse Workforce

1. **Outreach and Recruitment** – The HR Department is responsible for:
  - Administering a recruitment process that will attract applicants who are representative of the community, including internship programs, as well as attendance at job fairs and expositions;
  - Exploring online testing for applicable recruitments, which may allow applicants with disabilities, transportation issues associated with socio-economic status, commitment to existing jobs, etc., an increased opportunity to compete for County positions; and
  - Increasing County-wide recruitment efforts to attract broad and diverse applicant pools for positions in all categories.

2. **Selection** - The County seeks to employ individuals whose backgrounds and abilities enhance the diversity of the demographics of the community it serves. All selection processes are based on merit, and shall include a fair, impartial examination of qualifications for all applicants based on job-related criteria. As such, the HR Department validates selection instruments to ensure that only job-related tests are used and do not adversely impact any protected categories.
3. **Exit Interview** - The County is committed to maintaining a positive work environment for its employees. The implementation of an exit interview for voluntary resignations will be one method used by the County to accomplish this goal. The feedback will be summarized and analyzed by the HR Department on a quarterly basis.
4. **New Employee Orientation** - New employee orientations will include a presentation regarding EEO, the County's EEO Program, as well as the County's Policy Prohibiting Discrimination, Harassment, and Retaliation.
5. **Training** - The HR Department is responsible for ensuring the training and development of the County's workforce. Training opportunities are provided to all County employees on a non-discriminatory basis and designed to:
  - Develop skills needed to improve current performance;
  - Provide opportunities for career development; and
  - Identify and resolve equal opportunity and diversity issues.
6. **Succession Planning** - The County is committed to succession planning efforts; the HR Department will explore development of a succession planning initiative with a focus on the following:
  - Minority growth in management and other positions;
  - Professional development;
  - Retaining institutional knowledge;
  - An internship program that provides an opportunity for college students and youth from diverse economic and ethnic backgrounds;
  - Re-vamp of the supervisor's academy.

## Workforce Analysis

### Job and Race/Ethnic Categories

The report for state and local government agencies sets forth the following eight designated job categories:

#### U.S. Federal Job Categories

1. **Officials/Administrators:** Occupations in which workers set broad policies, and 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:** 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:** 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:** Occupations that are directly connected with ensuring public safety, security, and protection. Included are deputy sheriffs, correctional officers, and security guards.
  - The County does not currently split sworn versus non-sworn data. However, current County processes are being revised and the data will accurately represent sworn versus non-sworn in future reports.
5. **Protective Services – Non-Sworn:** Occupations that perform technical and support work in safety or law enforcement which do not require a sworn person. Included are animal control workers, and community service officers.
  - The County does not currently split sworn versus non-sworn data. However, current County processes are being revised and the data will accurately represent sworn versus non-sworn in future reports.
6. **Administrative Support:** 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:** 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:** Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene, or safety of the general public. Responsible for the general care, cleaning, and upkeep of buildings, parks, or facilities. Included are housekeeper service workers, park and road maintenance workers, machine and tool setters and operators, food service workers, painters, and bus and truck drivers.

#### EEO-4 Race/Ethnic Categories

The following are the seven designated race/ethnic categories identified:

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.
  - The County does not currently collect data for this category. However, current County forms are being revised and the data will be represented in future reports.
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).
  - The County does not currently collect data for this category. However, current County forms are being revised and the data will be represented in future reports.

## Labor Market U.S. Census Data

The continuing long-range goal of the County is to achieve a workforce that is a general representation of the available workforce within the County.

The County used the 2000 State and Local Occupation Groups United States Census Data to compare its current workforce with the available community labor statistics within the boundaries of El Dorado County broken down by gender, ethnicity, and job categories to identify any potential areas of under-representation.

The term “under-representation” is used to describe the extent to which the County’s racial/ethnic and gender percentages by job categories are less than the El Dorado County Labor Market Census Data percentages. Full representation of racial/ethnic and gender groups is achieved when the County reaches parity with the relevant El Dorado County Labor Market Census Data.

## Workforce Analysis Data

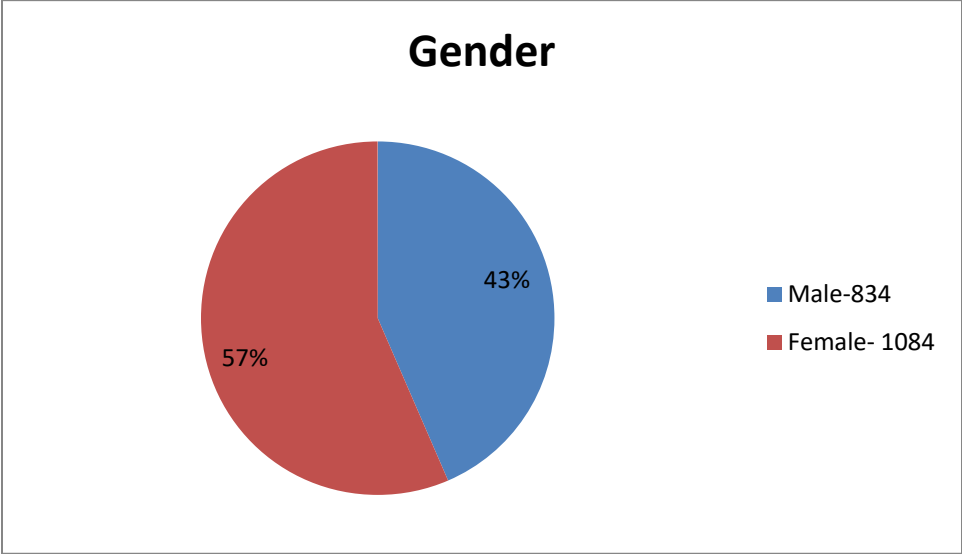
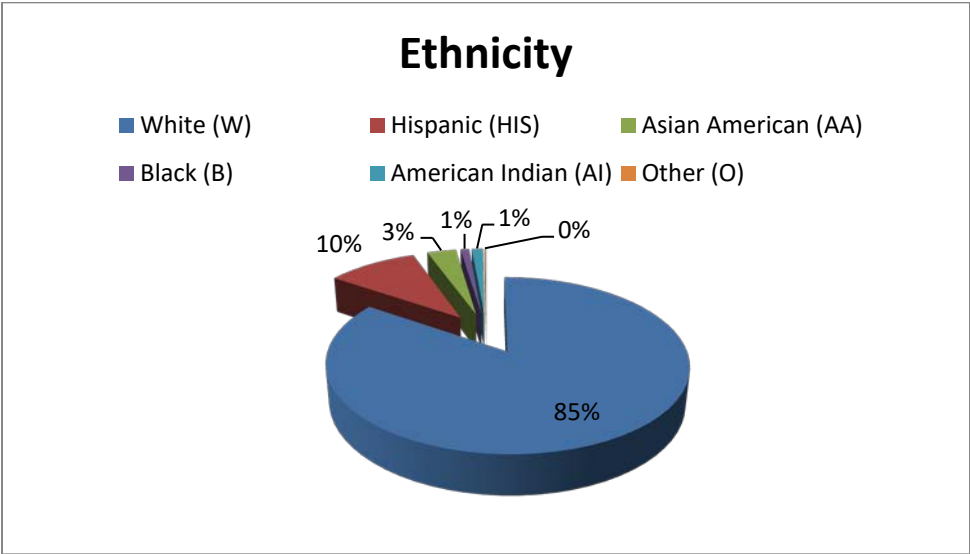
Based on the information provided in the Workforce Analysis Chart, the County noted the following:

- Underutilization of White males in Officials/Administrator (-10.7%), Professional (-13.6%), Technicians (-1.6%), Administrative Support (-18.8%), Protective Services (-5.4%) job categories.
- Underutilization of Hispanic males in the Administrative Support (-0.5%), Skilled Craft (-2.8%), Service Maintenance (-2.1%) job categories.
- Underutilization of Black males in the Officials/Administrators (-0.7%) Administrative Support (-0.2%), Skilled Craft, (-0.3%), and Services Maintenance (-0.3%) job categories.
- Underutilization of Asian males in the Officials/Administrators (-0.6%) job categories.
- Underutilization of American Indian or Alaska Native males in the Administrative Support (-0.1%), Skilled Craft, (-0.8%), and Service Maintenance (-0.8%) job categories.
- Underutilization of White females in the Skilled Craft (-3.1%) job categories.
- Underutilization of Hispanic females in the Technicians (-1.1%), Skilled Craft (-0.2%), and Service Maintenance (-1.4%) job categories.
- Underutilization of Black females in the Administrative Support (-0.3%) and Service Maintenance (-0.2%) job categories.
- Underutilization of Asian females in the Technicians (-0.7%), Skilled Craft (-0.2%), and Service Maintenance (-1.5%) job categories.

- Underutilization of American Indian or Alaska Native females in the Officials/Administrators (-0.1%), Technicians (-0.7%), Services Maintenance (-0.2%) job categories.

The County seeks to employ a diverse workforce that reflects the communities we serve; therefore, the HR Department will work to meet the utilization benchmarks for each of the categories previously described.

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.



County of El Dorado  
Equal Employment Opportunity Program

Workforce Analysis Chart  
Relevant Labor Market: El Dorado County, California

| Job Categories                                    | Male  |        |                    |       |                           |       |       |       |                                  |       | Female |       |                    |       |                           |       |       |       |                                  |       |  |
|---|-------|--------|--------------------|-------|---------------------------|-------|-------|-------|----------------------------------|-------|--------|-------|--------------------|-------|---------------------------|-------|-------|-------|----------------------------------|-------|--|
|   | White |        | Hispanic or Latino |       | Black or African American |       | Asian |       | American Indian or Alaska Native |       | White  |       | Hispanic or Latino |       | Black or African American |       | Asian |       | American Indian or Alaska Native |       |  |
| <b>Officials/Administrators</b>                   |       |        |                    |       |                           |       |       |       |                                  |       |        |       |                    |       |                           |       |       |       |                                  |       |  |
| County's Workforce #/%                            | 52    | 45.6%  | 4                  | 3.5%  | 0                         | 0.0%  | 1     | 0.9%  | 1                                | 0.9%  | 46     | 40.4% | 5                  | 4.4%  | 2                         | 1.8%  | 3     | 2.6%  | 0                                | 0.0%  |  |
| CLS #/%   | 7300  | 56.3%  | 350                | 2.7%  | 95                        | 0.7%  | 190   | 1.5%  | 40                               | 0.3%  | 4610   | 35.6% | 215                | 1.7%  | 15                        | 0.1%  | 140   | 1.1%  | 10                               | 0.1%  |  |
| Utilization Analysis %                            |       | -10.7% |                    | 0.8%  |                           | -0.7% |       | -0.6% |                                  | 0.6%  |        | 4.8%  |                    | 2.7%  |                           | 1.7%  |       | 1.5%  |                                  | -0.1% |  |
| <b>Professional</b>                               |       |        |                    |       |                           |       |       |       |                                  |       |        |       |                    |       |                           |       |       |       |                                  |       |  |
| County's Workforce #/%                            | 140   | 31.9%  | 17                 | 3.9%  | 7                         | 1.6%  | 10    | 2.3%  | 3                                | 0.7%  | 216    | 49.2% | 24                 | 5.5%  | 2                         | 0.5%  | 16    | 3.6%  | 4                                | 0.9%  |  |
| CLS #/%   | 6880  | 45.5%  | 260                | 1.7%  | 50                        | 0.3%  | 170   | 1.1%  | 75                               | 0.5%  | 7125   | 47.1% | 280                | 1.9%  | 45                        | 0.3%  | 170   | 1.1%  | 80                               | 0.5%  |  |
| Utilization Analysis %                            |       | -13.6% |                    | 2.2%  |                           | 1.3%  |       | 1.2%  |                                  | 0.2%  |        | 2.1%  |                    | 3.6%  |                           | 0.2%  |       | 2.5%  |                                  | 0.4%  |  |
| <b>Technicians</b>                                |       |        |                    |       |                           |       |       |       |                                  |       |        |       |                    |       |                           |       |       |       |                                  |       |  |
| County's Workforce #/%                            | 69    | 41.3%  | 7                  | 4.2%  | 2                         | 1.2%  | 3     | 1.8%  | 1                                | 0.6%  | 77     | 46.1% | 7                  | 4.2%  | 0                         | 0.0%  | 0     | 0.0%  | 1                                | 0.6%  |  |
| CLS #/%   | 650   | 42.9%  | 45                 | 3.0%  | 0                         | 0.0%  | 20    | 1.3%  | 0                                | 0.0%  | 690    | 45.5% | 80                 | 5.3%  | 0                         | 0.0%  | 10    | 0.7%  | 20                               | 1.3%  |  |
| Utilization Analysis %                            |       | -1.6%  |                    | 1.2%  |                           | 1.2%  |       | 0.5%  |                                  | 0.6%  |        | 0.6%  |                    | -1.1% |                           | 0.0%  |       | -0.7% |                                  | -0.7% |  |
| <b>Administrative Support</b>                     |       |        |                    |       |                           |       |       |       |                                  |       |        |       |                    |       |                           |       |       |       |                                  |       |  |
| County's Workforce #/%                            | 20    | 8.4%   | 4                  | 1.7%  | 0                         | 0.0%  | 3     | 1.3%  | 0                                | 0.0%  | 179    | 75.2% | 26                 | 10.9% | 0                         | 0.0%  | 3     | 1.3%  | 3                                | 1.3%  |  |
| CLS #/%   | 4745  | 27.2%  | 380                | 2.2%  | 30                        | 0.2%  | 65    | 0.4%  | 25                               | 0.1%  | 11000  | 63.1% | 830                | 4.8%  | 50                        | 0.3%  | 205   | 1.2%  | 115                              | 0.7%  |  |
| Utilization Analysis %                            |       | -18.8% |                    | -0.5% |                           | -0.2% |       | 0.9%  |                                  | -0.1% |        | 12.1% |                    | 6.1%  |                           | -0.3% |       | 0.1%  |                                  | 0.6%  |  |
| <b>Skilled Craft</b>                              |       |        |                    |       |                           |       |       |       |                                  |       |        |       |                    |       |                           |       |       |       |                                  |       |  |
| County's Workforce #/%                            | 91    | 93.8%  | 4                  | 4.1%  | 0                         | 0.0%  | 1     | 1.0%  | 0                                | 0.0%  | 1      | 1.0%  | 0                  | 0.0%  | 0                         | 0.0%  | 0     | 0.0%  | 0                                | 0.0%  |  |
| CLS #/%   | 7230  | 86.9%  | 570                | 6.9%  | 25                        | 0.3%  | 50    | 0.6%  | 70                               | 0.8%  | 340    | 4.1%  | 14                 | 0.2%  | 0                         | 0.0%  | 15    | 0.2%  | 4                                | 0.0%  |  |
| Utilization Analysis %                            |       | 6.9%   |                    | -2.8% |                           | -0.3% |       | 0.4%  |                                  | -0.8% |        | -3.1% |                    | -0.2% |                           | 0.0%  |       | -0.2% |                                  | 0.0%  |  |
| <b>Service Maintenance</b>                        |       |        |                    |       |                           |       |       |       |                                  |       |        |       |                    |       |                           |       |       |       |                                  |       |  |
| County's Workforce #/%                            | 22    | 44.0%  | 4                  | 8.0%  | 0                         | 0.0%  | 1     | 2.0%  | 0                                | 0.0%  | 20     | 40.0% | 3                  | 6.0%  | 0                         | 0.0%  | 0     | 0.0%  | 0                                | 0.0%  |  |
| CLS #/%   | 7790  | 42.3%  | 1855               | 10.1% | 55                        | 0.3%  | 275   | 1.5%  | 145                              | 0.8%  | 6540   | 35.6% | 1365               | 7.4%  | 40                        | 0.2%  | 285   | 1.5%  | 45                               | 0.2%  |  |
| Utilization Analysis %                            |       | 1.7%   |                    | -2.1% |                           | -0.3% |       | 0.5%  |                                  | -0.8% |        | 4.4%  |                    | -1.4% |                           | -0.2% |       | -1.5% |                                  | -0.2% |  |
| <b>Protective Services- Sworn &amp; Non-Sworn</b> |       |        |                    |       |                           |       |       |       |                                  |       |        |       |                    |       |                           |       |       |       |                                  |       |  |
| County's Workforce #/%                            | 209   | 74.6%  | 17                 | 6.1%  | 1                         | 0.4%  | 3     | 1.1%  | 1                                | 0.4%  | 41     | 14.6% | 5                  | 1.8%  | 0                         | 0.0%  | 2     | 0.7%  | 1                                | 0.4%  |  |
| CLS #/%   | 1730  | 80.0%  | 95                 | 4.4%  | 0                         | 0.0%  | 4     | 0.2%  | 4                                | 0.2%  | 330    | 15.3% | 0                  | 0.0%  | 0                         | 0.0%  | 0     | 0.0%  | 0                                | 0.0%  |  |
| Utilization Analysis %                            |       | -5.4%  |                    | 1.7%  |                           | 0.4%  |       | 0.9%  |                                  | 0.2%  |        | -0.7% |                    | 1.8%  |                           | 0.0%  |       | 0.7%  |                                  | 0.4%  |  |

CLS- Community Labor Statistics

Underutilization Chart  
 El Dorado County, California

| Job Categories                         | Male  |                    |                           |       |                                  | Female |                    |                           |       |                                  |
|--|-------|--------------------|---------------------------|-------|----------------------------------|--------|--------------------|---------------------------|-------|----------------------------------|
|  | White | Hispanic or Latino | Black or African American | Asian | American Indian or Alaska Native | White  | Hispanic or Latino | Black or African American | Asian | American Indian or Alaska Native |
| Officials/Administrators               | x     |                    | x                         | x     |                                  |        |                    |                           |       | x                                |
| Professional                           | x     |                    |                           |       |                                  |        |                    |                           |       |                                  |
| Technicians                            | x     |                    |                           |       |                                  |        | x                  |                           | x     | x                                |
| Administrative Support                 | x     | x                  | x                         |       | x                                |        |                    | x                         |       |                                  |
| Skilled Craft                          |       | x                  | x                         |       | x                                | x      | x                  |                           | x     |                                  |
| Service Maintenance                    |       | x                  | x                         |       | x                                |        | x                  | x                         | x     | x                                |
| Protective Services- Sworn & Non-Sworn | x     |                    |                           |       |                                  | x      |                    |                           |       |                                  |

## Action Plan to Address Under-Representation

While the County has made progress in diversifying its workforce, opportunities for improvement do exist. The 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 women and racial/ethnic groups that are at least equivalent to the percentage representation of women and racial/ethnic groups as identified in the most recent labor market census.

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 EEO.

1. Modernize recruitment practices in all areas to improve underutilization in all job category areas:
  - Increase social media presence regarding employment opportunities.
  - Meet with community organizations to discuss outreach opportunities that will target applicant groups consistent with the underutilized areas.
  - Increase participation in activities such as job fairs, and presentations at educational institutions such as high schools, colleges, etc. Require County employees to take advantage of outreach opportunities to attend community events, meetings and/or conferences.
  - Regularly review employment data to identify any issues that may pose barriers for applicants in all protected job categories. Based on the analysis of the data, implement adjustments to eliminate and/or reduce adverse impact.
2. Ensure promotional opportunities are consistently available to under-represented groups to ensure opportunities for advancement:
  - Review and revise the job descriptions to eliminate artificial barriers that prevent career growth opportunities.
  - Review and collect feedback from current employees within the organization to identify any perceived barriers in the County's recruitment and selection processes.
3. Develop a training and employee development program for all employees:
  - Conduct a training needs analysis to identify specific areas of need and/or of interest.
  - Develop a training curriculum that provides adequate training via various platforms to facilitate employee and career development and career growth opportunities for all employees, but especially for the under-represented categories.

## Dissemination

### External Dissemination of Program

1. A copy of the County's EEO Program shall be supplied to an individual or organization upon request.
2. A copy of the EEO Program Utilization Report shall be posted on the County's HR Department public website.
3. The phrase "Equal Employment Opportunity Employer" (and/or "EEO employer") will be included in all job announcements and recruitment publications, as well as in the County's bid and requests for proposal processes for the solicitation of supplies and services.
4. Local organizations, including organizations promoting the employment of minorities, women, veterans, and persons with disabilities shall be sent a link to access the County's online job board.
5. The County will participate in local job fairs, including those sponsored by organizations promoting the employment of minorities, women, veterans, and individuals with disabilities.

### Internal Dissemination of Program

1. All employees shall be informed of the County's EEO Program and the County's Policy Prohibiting Discrimination, Harassment, and Retaliation at the new employee orientation, and at least once per year thereafter.
2. The County's EEO Program Statement, and the Policy Prohibiting Discrimination, Harassment and Retaliation, and Reporting and Complaint Procedures are readily available on the County's internal HR Department employee website.
3. The County's EEO Program Statement and notices required by state and federal law will be posted conspicuously and prominently on employee bulletin boards in each department, and at locations where they can be readily seen by employees and applicants.
4. The Director of Human Resources or his/her designee shall periodically meet with department heads to discuss and disseminate information on the County's EEO Program, facilitate implementation of the Program within the departments, and review the workforce analysis.
5. All department heads and supervisors shall receive updates to the County's EEO Program through HR and receive any related training.