



# County of Santa Cruz

## PERSONNEL DEPARTMENT

### EQUAL EMPLOYMENT OPPORTUNITY OFFICE

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ANA VENTURA PHARES, EQUAL EMPLOYMENT OPPORTUNITY OFFICER

September 19, 2001

Agenda: October 2<sup>3</sup>, 2001

Board of Supervisors  
County of Santa Cruz  
701 Ocean Street  
Santa Cruz, CA 95060

### **EQUAL EMPLOYMENT OPPORTUNITY REPORT REGARDING DEPARTMENTAL ADMINISTRATIVE REVIEW PROCESS**

Dear Members of the Board:

On June 26, 2001, your Board asked for a report back on the Equal Employment Opportunity statistics for those departments on Personnel administrative review. In particular, your Board requested comparison information on the status of women and minorities in historically nontraditional jobs.

#### **I. The Administrative Review Process**

As you may know, your Board created the administrative review process in 1994 and directed the County's Equal Employment Opportunity Program (EEO Office) to provide additional support to those departments that have underutilization of more than ten percent (10%) of the local available workforce statistics for women, which is 44%, and minorities (Asians, African-Americans, Native American Indians and Latinos) 24%. Under-utilization exists when the County's actual workforce for one group is less than the availability of such group from the local labor workforce statistics. These statistics are derived from the U.S. Census and provide available local workforce data by ethnicity and gender for each of the seven Equal Employment Opportunity Commission (EEOC) defined job categories. The EEOC job categories are: 1) Administrators/Officials; 2) Professionals; 3) Technicians; 4) Para-Professionals; 5) Office and Clerical; 6) Skilled Craft; and 7) Service and Maintenance.

Also, Federal laws require that County governments maintain EEO records of available labor workforce comparison statistics to the federal EEOC, the Department of Justice, Civil Rights Division and the Office of Criminal Justice and Planning. In addition, our County criminal justice departments (District Attorney and the Sheriffs office) must submit EEO

reports annually in order to comply and retain federal grant awards. These reports include a review of the EEO statistics with an analysis of any significant under-utilization of a particular group to ensure that there is no discrimination or adverse impact on such group.

Adverse impact occurs when personnel practices disproportionately excludes members of a particular group (ethnicity or gender) over other groups. If adverse impact exists, the personnel practice is reviewed to determine whether the particular personnel action is job related and consistent with business necessity. For example, if one group has failed in one particular level by a significantly greater amount than other groups, i.e., a physical agility test, the examination and the job analysis is reviewed to ensure that any artificial barriers are eliminated and that only relevant skills related to the jobs are tested.

The County's Administrative Review allows the Personnel Department EEO Office to work closely with departments to assist in hiring the most qualified candidates by reviewing all personnel transactions: recruitment and outreach time lines; examination process; certification of candidate lists and appointment memos justifying reason for hire. The EEO Office also provides additional assistance to expand the recruiting outreach to ensure the greatest representation of candidates included in our relevant local and/or state labor force statistics. As such, the EEO Office reviews the entire Personnel process to ensure equal employment opportunity and nondiscrimination for all candidates. This process has also heightened hiring supervisors' awareness of ensuring that all candidates are reviewed on merit alone in order that the best qualified candidates are appointed to County government.

As you are aware, the EEO Office and your EEO Commission will provide a more detailed Countywide EEO plan based on the new U.S. Census Bureau labor statistics sometime next year pending the release of these statistics by the Census Bureau. Therefore, the statistics in this report are based on the 1990 labor statistics, as no other information is available at this time.

## **II. Significant Accomplishments**

In 1994, there were 13 departments on Administrative Review which has been reduced to seven departments. In the 2000 EEO annual report, your Board placed the following seven departments on administrative review: 1) Agricultural Commissioner, 2) Assessor, 3) General Services, 4) Health Services (Officials and Administrators category only), 5) Public Works, 6) Sheriff, and 7) Redevelopment Agency. We are pleased to report that the Agricultural Commissioner, Assessor, and Redevelopment Agency statistics are now also less than 10% of the available workforce for minorities and therefore recommend removal of those departments from administrative review.

Over the past five years, the County as a whole has increased its minority and female workforce. Both groups are equal to or slightly above the 1990 available labor workforce statistics for each EEOC ethnicity and gender category. Chart A attached illustrates a five-year comparison of the County workforce by ethnicity and gender and the available labor workforce for each EEOC category. As demonstrated by the statistics in the chart, your Board's commitment to our EEO policy and the administrative review process continues to ensure equal employment opportunity in all departments and for all applicants.

### **III. Analysis of the total workforce comparison statistics for departments on administrative review.**

As you know, departments are on administrative review if there is more than a 10% difference than the available workforce for either women or minorities. Public Works, the Sheriff's Office and General Services are placed on administrative review, because the available workforce for women was significantly greater than our actual workforce. The Agricultural Commissioner, the Assessor's Office, General Services, Health Services (for Official and Administrators category only), and Redevelopment are on administrative review because the available workforce for minorities was significantly greater than our actual workforce.

The following two charts provide a two-year comparison of the actual workforce for women and minorities for the particular departments on administrative review. The second column shows the local available workforce statistics, which is 24% for minorities and **44%** for women. The fifth column shows the increase or decrease from the last two years. The last column shows if there is any underutilization (the difference between the available workforce and our actual workforce). The plus sign (+) signifies that there is more of this group in the actual County workforce than the available local workforce. Under-utilization statistics are based on the 1990 Census local labor availability information.

#### **1. Minorities in the County Workforce**

The chart reveals that the Agricultural Commissioner, the Assessor, General Services, and Redevelopment had increases in their minority workforce and there is now less than a 10% difference from the available workforce statistics for that group. The available labor workforce statistics are based on the 1990 Census. Note that the local available workforce for the Health Services Officials/Administrators category is 13% for minorities and no change had occurred in that category. The individual department accomplishments will be discussed individually in detail further in the report.

<b>MINORITIES IN THE COUNTY WORKFORCE</b>					
<b>DEPARTMENT</b>	<b>Available Workforce %</b>	<b>1998</b>	<b>2001</b>	<b>Increase/ Decrease</b>	<b>Under Utilization</b>
Agricultural Commission	24%	13%	15%	+2%	-9%
Assessor	24%	11%	22%	+11%	-2%
General Services	24%	13%	22%	+9%	-2%
Health (only administrators)	13%	0%	0%	---	-13%
Redevelopment	24%	9%	15%	+6%	-9

## 2. Women in the County Workforce

This chart shows a two-year comparison for those departments on administrative review for women. The labor statistics from the 1990 Census show that women are **44%** of the local available workforce. The chart reveals that the Sheriffs Office increased its women by 1% or by 13 employees. The General Services Department decreased its female workforce by 9% or three employees. Public Works also decreased by 1% or five employees in its female workforce. Because these three departments include the most historically non-traditional jobs for women, Personnel's EEO Office will focus on creating new recruitment strategies to encourage women into the non-traditional job categories.

<b>WOMEN IN THE COUNTY WORKFORCE</b>					
<b>Department</b>	<b>Available Workforce %</b>	<b>1998</b>	<b>2001</b>	<b>Increase/ Decrease</b>	<b>Under Utilization</b>
<b>General Services</b>	<b>44%</b>	<b>33%</b>	<b>24%</b>	<b>-9%</b>	<b>-20%</b>
<b>Public Works</b>	<b>44%</b>	<b>18%</b>	<b>17%</b>	<b>-1%</b>	<b>-27%</b>
<b>Sheriff</b>	<b>44%</b>	<b>27%</b>	<b>28%</b>	<b>+1%</b>	<b>-16%</b>

## III. **Comparison of Women and Minorities for departments with the most historically non-traditional and underutilized job categories by occupational categories.**

The following charts show a breakdown by occupational job category for those departments that have more than 10% difference from the local available workforce statistics in women and/or minorities. The charts will include only those job categories that are considered historically non-traditional for women and/or minorities.

1. Public Works

<b>WOMEN IN PUBLIC WORKS</b>				
<b>EEC Occupational Category</b>	<b>1998</b>	<b>2001</b>	<b>Increase/ Decrease</b>	<b>Under Utilization</b>
Officials/Administrators	17%	17%	----	-20%
Professionals (Engineers)	30%	32%	+2%	-16%
Technicians	29%	26%	-3%	-11%
Skilled Craft	2%	2%	---	-7%
Service/Maintenance	4%	3%	-1%	-34%

Summary of Public Works

Public Works maintained the same percentage of women, 17%, in the Officials/Administrators category and gained in the professional category. In the past fiscal year, Public Works hired seven women: one technician, three professionals and three administrative support. The department also promoted eight women: three technicians, one administrative support and four professionals. Also, the applicant reports show men and minority men continue to apply at a much higher rate than women in the skilled craft and service and maintenance job category and, as a result, more men and minority men were hired in these two categories.

Because women are still highly underutilized and have not applied for these jobs in significant numbers, Public Works' personnel has expanded its outreach to include the Cabrillo College Fast Track to Employment Center, the County's One-Stop Centers, the Center for Employment and Training, and the Employment Development Department, as well as radio stations and the Internet. In addition, Public Works has made extra efforts to attract and maintain women by arranging work site visits for students from the Women's Venture Project including a presentation by our female Public Works supervisor. Public Works and Personnel continue to actively outreach and recruit to all possible groups and to various and diverse professional organizations. Most significantly, Public Works has found that our own diverse employees are the best recruiting source to encourage others to apply for our vacancies.

2. Sheriff's Office

<b>WOMEN IN NONTRADITIONAL JOBS WITH THE SHERIFF'S OFFICE</b>				
<b>Job Category</b>	<b>1998</b>	<b>2001</b>	<b>Increase/ Decrease</b>	<b>Under Utilization</b>
Officials/Administrators	0%	0%	--	-37%
Professionals	67%	44%	-23%	-4%
Technicians	11%	19%	+8%	-18%
Protective Services	18%	18%	--	+4%
Service/Maintenance	25%	22%	-3%	-15%

Sheriff's Office Summary

The Protective Service category maintained the same percentage for women at 18% but actually gained an additional six women employees in that past two years. Women also increased by 8% in the Technical category. Women decreased by 23% in the Professional category but actually gained four female employees in the last two years. (Male employees increased by eight employees in the same category.) Women continue to apply significantly less than men and minority men in the above non-traditional job categories. However and most significantly, three female sworn officers were promoted during the last two years and the Sheriffs Department now has three female sergeants.

With the addition of resources to the Personnel Department, the EEO Office will work closely with the Sheriffs Office to expand its recruiting strategies and outreach to local colleges and high schools to encourage and inform all people, including women, about the many job opportunities in the Sheriff's Office.

3. General Services Department

<b>WOMEN IN THE GENERAL SERVICES DEPARTMENT</b>				
<b>EEC Occupational Category</b>	<b>1998</b>	<b>2001</b>	<b>Increase/ Decrease</b>	<b>Under Utilization</b>
Officials/Administration	50%	50%	--	+13%
Professionals	60%	29%	-31%	-19%
Technicians	0%	50%	+50%	+13%
Skilled Craft	11%	5%	-6%	-4%
Service/Maintenance	22%	17%	-5%	-20%

<b>MINORITIES IN GENERAL SERVICES DEPARTMENT</b>				
<b>EEC Occupational Category</b>	<b>1998</b>	<b>2001</b>	<b>Increase/ Decrease</b>	<b>Under- utilization</b>
Official/Administrator	0%	0%	---	<b>-13%</b>
Professional	0%	<b>14%</b>	<b>+14%</b>	<b>-2%</b>
Office/clerical	<b>11%</b>	0%	<b>-11%</b>	<b>-17%</b>
Skilled craft	0%	<b>14%</b>	<b>+14%</b>	<b>-5%</b>
Service/Maintenance	<b>33%</b>	<b>43%</b>	<b>+10%</b>	<b>-5%</b>

#### Summary of General Services

In 1998, General Services was the only department on administrative review for both minorities and women. However in the past two years, minorities increased significantly in non-traditional jobs, i.e. professional, skilled craft, and service and the department is no longer on administrative review for minorities. Also, women made gains in the official/administrator and the professional category. Women decreased by one employee in the professional category but now have one minority in the same category. Men and minority men applied at a much greater level than women in the professional, skilled craft, and service and maintenance category. GSD did maintain four female employees in the service category even though the percentage decreased by 5%. Since women are less likely to apply to the skilled craft and service/maintenance categories, recruiting strategies similar to Public Works and the Sheriffs Office must continue and expand to encourage and educate women about non-traditional job opportunities.

#### 4. Health Services Agency (Officials/Administrators Only)

<b>Minorities in Health Services</b>				
<b>EEO Occupational category</b>	<b>1998</b>	<b>2001</b>	<b>Increase/ Decrease</b>	<b>Under Utilization</b>
Officials/Administrators	0%	0%	----	<b>-13%</b>

#### Summary of Health Services Agency (HSA)

As you know, HSA requested the administrative review process for the Officials/Administrative category, because they wanted additional assistance from our office. Many of the jobs in the professional category are also reviewed, because many of the employees/candidates from that category are potential candidates for the Officials/Administrators category. Although Health Services has no minorities in this category,

minorities have increased from 15% to 20% (67 employees) in the professional category, thus the potential promotional opportunities for minorities increase. HSA and the EEO Office is partnering with community and educational organizations to develop long-term programs in order to increase the applicant pools for difficult to recruit health positions. We believe that this will result in a greater diverse pool of potential candidates.

### Conclusion

As demonstrated, the Administrative Review process has been highly successful. Since, 1994, the number of departments on administrative review has decreased from 13 to 4. In fiscal year 2001, we are recommending that the Agricultural Commissioner, Assessor, and Redevelopment Agency be removed from administrative review because they have made substantial gains and are now less than 10% underutilized for minorities. Just a few years ago, these departments had no or very few minorities and have worked to retain the employees that they hired. The Agricultural Commissioner, Assessors Office, the Redevelopment Agency, along with General Services, made significant gains in their minority workforce and are commended for their commitment to equal employment.

The Sheriff's Office, Public Works and General Services should continue the administrative review process due to the great under-utilization of women in non-traditional jobs. Also, the Health Service Agency Administrator requests the continuation of administrative review to allow additional support in the Officials/Administrator category.

Administrative review and the County's policy to value and encourage a diverse representation of our community to apply and become part of our government workforce has also improved and expanded services for the entire population of Santa Cruz County.

It is THEREFORE RECOMMENDED that your Board

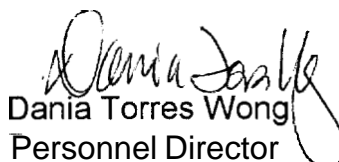
1. Accept and file this report and
2. remove the Agricultural Commissioner, the Assessor and the Redevelopment Agency from administrative review.

Sincerely,



Ana Ventura Phares

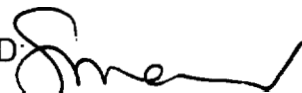
Equal Employment Opportunity Officer



Dania Torres Wong

Personnel Director

RECOMMENDED



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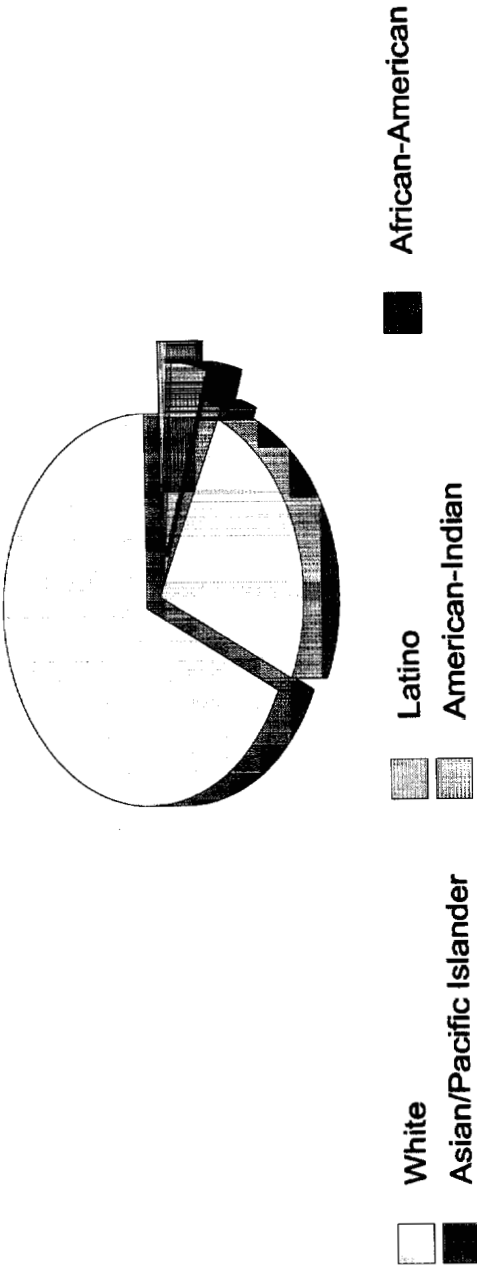
County Administrative Officer



CHART A

# Santa Cruz County Government

Workforce By Ethnicity and Gender - June 2001



## 5 year Comparison of the County Workforce

	1996	2001	Available Labor % **
White	74% (1580 employees)	69% (1736)	19%
Latino	20% (427)	25% (621)	1%
African-American	2% (34)	2% (44)	4%
Asian/Pacific Islander	3% (71)	4% (92)	1%
American-Indian	1% (19)	1% (31)	44%
Women	59% (1255)	60% (1513)	56%
Men	41% (876)	40% (1011)	
Total	2131	2524	

\*\* Available workforce for the specific group. Statistics are based on the 1990