

**SANTA CRUZ COUNTY  
BOARD OF SUPERVISORS INDEX SHEET**

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**Creation Date:** 6/12/13

**Source Code:** PERSX

**Agenda Date:** 6/18/13

**INVENUM:** 68048

**Resolution(s):**  
\_\_\_\_\_

**Ordinance(s):**  
\_\_\_\_\_

**Contract(s):**  
\_\_\_\_\_

**Continue Date(s):**  
\_\_\_\_\_

**Index:** --Letter of Personnel Department dated June 3, 2013  
--Equal Employment Opportunity and Cultural Competence Plan

**Item: 11.** APPROVED the 2013-2016 Equal Opportunity Employment and Cultural Competency Plan, as recommended by the Director of Personnel



# COUNTY OF SANTA CRUZ

## PERSONNEL DEPARTMENT

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### APPROVED AND FILED BOARD OF SUPERVISORS

June 3, 2013

DATE: 6-18-13  
COUNTY OF SANTA CRUZ

Agenda: June 18, 2013

SUSAN A. MAURIELLO  
EX-OFFICIO CLERK OF THE BOARD

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

BY: Ajita Patel DEPUTY

RE: 2013 - 2016 Equal Employment Opportunity  
and Cultural Competence Plan

Dear Members of the Board:

Attached for your review and approval please find the proposed 2013 - 2016 Equal Employment Opportunity and Cultural Competence (EEO/CC) Plan for the County of Santa Cruz. Your Board has long been committed to full compliance with the Civil Rights Act of 1964 and all other applicable local, State and Federal laws related to equal employment opportunity and non-discrimination. The proposed EEO/CC Plan is designed to facilitate and ensure such compliance.

The mission of the EEO Office is to encourage full participation in the employment process by all segments of the County population and to create a workplace environment that promotes diversity and inclusion. The EEO Office, in collaboration with the EEO Commissioners and department heads, has developed the proposed 2013 - 2016 EEO/CC Plan to promote this mission.

As you know, the County receives significant Federal and State grant funding. As a condition of receiving this funding, the County is required to provide the Federal and State government with an EEO Plan which compares and contrasts the available workforce in the local metropolitan statistical area (the County boundaries) with the actual County government workforce by gender and ethnicity; describes the County's outreach and recruitment techniques for underutilized groups (i.e., groups where there is a significant gap between the available local workforce and the actual County

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workforce) and articulates specific steps to promote outreach and ensure equal employment opportunity for Federally-designated protected groups.

The 2010 Census EEO workforce information released this January is an integral component of this Plan and is used to compare between the County's actual workforce figures for women, men, and designated ethnicities/minorities and the availability of women, men and the various ethnic groups in the local labor market.

The 2013 - 2016 EEO/CC Plan also includes pro-active measures to promote a workplace that is reflective of the community it serves and values the diversity of all its employees.

### PLAN PROCESS

The Equal Employment Opportunity/Cultural Competence Plan was developed through a collaborative process involving department heads, departmental EEO liaisons, the Equal Employment Opportunity Commissioners and the Equal Employment Opportunity Office. Working together, each department's workforce statistics, recruitment, hiring and promotional practices were reviewed and new strategies were designed to promote equal employment opportunity within each department. Representatives from the Latino Affairs Commission, Women's Commission and the Commission on Disabilities reviewed the proposed Plan and provided comments that have been incorporated into the Plan.

The 2013 - 2016 EEO/CC Plan is divided into six sections:

- Section I - Introduction and Overview - reviews the history and purpose of the EEO/CC Plan and explains the methodology utilized for the statistical analyses.
- Section II - provides an overview of EEO Office Responsibilities and Recommendations.
- Section III - Countywide Workforce Statistics - provides a breakdown of the County wide workforce by ethnicity, gender and age.
- Section IV - Departmental EEO/CC Plans with ethnicity and gender workforce statistics.
- Section V - Dissemination policy for the 2013 - 2016 EEO/ CC Plan.
- Section VI - Cultural Competency Definitions, Standards and Guidelines.

### WORKFORCE COMPOSITION OVER THE LAST TEN YEARS

Section II of this Plan presents a detailed comparison of the demographic composition of the County wide workforce at three points in time over the past ten years: 2002, 2007 and 2012. The following are significant patterns over the course of the last ten years:

Women: The overall representation of women in the County's workforce has fluctuated very little over the past ten years, at all times exceeding the availability of women in the local labor market as measured by the U.S. Census. However, the distribution of women across occupational categories in the following categories is noteworthy:

- In the category of Officials/Administrators, women increased from 48% in 2002 to 60% in 2012. The local available workforce is 39% women in that occupational category and as such our County has a 21% *overutilization* of women in this category.
- In the Professionals category, women have remained at 63% for the last ten years, and are 9% over the local available workforce.
- In the category of Protective Services, women remained steady during the last ten years, from 29% in 2002 to 27% in 2012, and are now slightly overutilized (13%) compared to the available workforce of 14%.
- The percentage of women in Service/Maintenance positions, another traditionally male occupational category, increased from 15% in 2002, to 23% in 2012. Although the availability of women in the local workforce is at 44%, the applicant reports reveal that very few women apply for positions in this category.

Minorities/People of Color: Overall representation in the County workforce has steadily increased since the last Plan, from 24% in 2002, to 36% in 2007, to 40% in 2012. The percentage of minorities in the County government workforce slightly exceeds the availability of minorities in the Santa Cruz County labor market, which the 2010 U.S. Census measured at 35%. The utilization of minorities in the following categories is noteworthy:

- In the category of Officials/Administrators, minorities increased from 16% in 2007 to 22% in 2012 and are now slightly over the available workforce of 18%.
- In the Professionals category, minorities increased from 26% in 2007 to 29% in 2012, and were above the utilization of the local available workforce of 18%.
- In the Protective Service category, minorities increased from 36% in 2007 to 40% in 2012, and are slightly over the available workforce of 34%.

Overall, minorities/people of color are well represented in the Officials/Administrators, Professionals, Technicians, Protective Service and Administrative Support categories. They have a minor underutilization of 3% in the Skilled Craft category and an underutilization of 15% in the Service/Maintenance category.

Men:

For the first time, this Plan includes the same workforce comparisons for men as for women. In 2002, men comprised 39% of the County workforce, and have remained steady at 41% in 2007 and 2012. The following comparisons are noteworthy:

- In the Officials/Administrators category, men went from 55% in 2002 to 40% in 2012 and are below the available workforce of 61%.
- In the Professionals category, men have remained at 37% and are also underutilized as compared with the available workforce, which is at 46%.
- In the Administrative Support category, men account for only 10% of the workforce and are underutilized by 26% compared to of the available workforce.

From this preliminary review, the results show that some traditionally male jobs (Service/Maintenance and Skilled Craft) still have low percentages of women, however over the past ten years, women have made significant gains in the higher level Official/Administrator, Professional and Protective Service categories. In general, most of the applicant pools are still very much divided as women apply overwhelmingly for social and health services and Administrative Support jobs, while men apply to Skilled Craft, Service and Maintenance jobs. The applicant pools for the rest of the occupational categories, Administrators and Professional (non-social or health services) are more evenly divided. The applicant reports reflect the trend that in the last ten years more women have completed college and post college education and are working in higher level professional jobs. Minorities as a whole also continue to increase in all occupational categories. In addition, due to the increasing need for bilingual (Spanish/English) language skills for positions that provide direct services to the Santa Cruz County community, Latinos in particular continue to apply at higher numbers for those positions in the different occupational categories.

ADMINISTRATIVE REVIEW

In the 2008 - 2010 EEO/CC Plan, the Sheriff's Office, General Services, Public Works, Auditor-Controller, County Clerk and Information Services worked with the Personnel Department on the administrative review process due to underutilization of total minorities or women in comparison to the local available workforce. In the five years since the last Plan, the County Clerk is no longer part of the administrative review process. Due to very little hiring and low turnovers during the last five years, the departments named above, along with the Planning Department, the County Administrative Office and the Board of Supervisors Office will work with the Personnel Department on the administrative review process to ensure equal employment.

Section III describes in detail the steps that the departments under administrative review have taken to ensure non-discrimination. In Section IV, each department provides their own EEO/CC Plan with action steps toward equal employment opportunity, diversity and inclusion, and non-discrimination.

## CULTURAL COMPETENCE

As our County becomes increasingly diverse, the manner in which public services are provided must be monitored and in some cases modified in order to ensure that County residents are being served appropriately and effectively. This concept is defined as Cultural Competence (CC): understanding one's consumers/customers/clients and serving them appropriately and effectively. In November 2001, the Board directed the Human Services Department to develop Cultural Competence standards for County-supported Community Programs. In April 2003, the Board directed the Personnel Department to develop CC guidelines appropriate for implementation by County departments. In November 2003, the Board approved the following five basic Cultural Competence standards that each County department is expected to implement according to their programs and services:

1. Each department shall develop, approve and integrate a Cultural Competence Plan to assure attainment of cultural competence within manageable but established timelines.
2. All levels of the department, including management and staff, shall be proportionally representative of the consumer populations to be served, knowledgeable in the area of cultural competence and held accountable for the successful implementation of the Cultural Competence Plan.
3. Each department shall track the progress made toward implementation of its Cultural Competence Plan and evaluate the outcome of that Plan.
4. Each department shall collect and analyze data to make informed decisions and to demonstrate progress toward successful implementation of its Cultural Competence Plan.
5. Each department's services shall be culturally accessible to all potential consumers, provided in an appropriate, effective and understandable manner, compatible with consumers' cultural beliefs and practices and preferred language. The department's services shall be representative of the consumer demographics and geographic area.

At your Board's direction, the Plan presented to you today includes, as did the 2008 - 2010 Plan, a CC Plan for each County department based upon the above standards. In addition, in March 2012, your Board directed the Santa Cruz County Women's Commission to work with the Personnel Department and the County Administrative Office to develop a survey to assess information about gender statistics collected by County Departments. In April 2013, your Board accepted the Women's Commission's report and review regarding the evaluation of departments' gender survey information along with the following recommendations:

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- (A) Departments shall collect disaggregated gender information for their services and programs.
- (B) Departments serving the low income community that report serving men and women equally should review outreach efforts to determine whether there are impediments to low income women accessing the programs.
- (C) Future gender survey efforts should include County contracted service agencies.

These recommendations have been incorporated into the Cultural Competence Definitions, Standards & Guidelines section of this Plan.

CONCLUSION

The EEO Office would like to thank the County Administrative Officer and each department head for their invaluable contributions to the EEO/CC Plan process. The EEO Office thanks the EEO Commissioners for their thorough review of the Plan and to the Latino Affairs Commission, Commission on Disabilities and Women's Commission for their recommendations.


The EEO Office is pleased to present the proposed 2013 - 2016 Equal Employment Opportunity and Cultural Competence Plan to your Board for approval and adoption.

IT IS THEREFORE RECOMMENDED THAT YOUR BOARD:

Approve the 2013-2016 Equal Employment Opportunity and Cultural Competence Plan.

Sincerely,

  
 \_\_\_\_\_  
 Ana Ventura Phares  
 Equal Employment Opportunity Officer

  
 \_\_\_\_\_  
 Michael J. McDougall  
 Personnel Director

RECOMMENDED:

  
 \_\_\_\_\_  
 Susan A. Mauriello  
 County Administrative Officer

- cc: Each Department Head  
 Equal Employment Opportunity Commission  
 Women's Commission  
 Commission on Disabilities  
 Latino Affairs Commission

**COUNTY OF SANTA CRUZ**  
**EQUAL EMPLOYMENT OPPORTUNITY**  
**&**  
**CULTURAL COMPETENCE PLAN**



**2013 - 2016**

Adopted by the Board of Supervisors on June 18, 2013



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COUNTY OF SANTA CRUZ

2013 - 2016

EQUAL EMPLOYMENT OPPORTUNITY & CULTURAL COMPETENCE PLAN

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**SECTION I**

**INTRODUCTION**

**AND**

**OVERVIEW**

