

KINGS COUNTY

EQUAL EMPLOYMENT OPPORTUNITY PLAN



Adopted by the Board of Supervisors, September 14, 1999

EQUAL EMPLOYMENT OPPORTUNITY PLAN

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SECTION I: PLAN OVERVIEW

Policy Statement

It is the policy of the Kings County Board of Supervisors to assure equal opportunity to its employees and applicants for employment on the basis of fitness and merit without regard to race, color, religion, national origin, handicap, sex, age, marital status, political affiliation or sexual orientation. This policy shall be followed in recruitment, examination, selection, retention, promotion, compensation, job assignments and training to assure that protected groups are integrated within the system at all levels.

The Kings County Board of Supervisors continues to be committed to the concept of equal employment opportunity as a necessary element of basic merit systems principles. It is the purpose of this policy to promote equal employment opportunity in a positive and active manner. All managers and supervisors of Kings County shall take affirmative steps, within the context of their jobs, to implement this policy and to protect the rights it guarantees.

Plan Objectives

1. To achieve and maintain employment levels for protected group members in proportion to their availability in the relevant labor force.
2. To achieve and maintain an equitable distribution of protected group members throughout the EEO job categories of positions in County service including: Officials and Administrators; Professionals; Technicians; Protective Service Workers; Paraprofessionals; Administrative Support (Including Clerical and Sales); Skilled Craft Workers; Service - Maintenance.
3. To prevent any arbitrary or artificial employment practices by the County Human Resources system.

Principle Legislation and Guidelines

Kings County will be guided in our efforts to achieve Equal Employment Opportunity for all by the intent and mandates of all applicable laws and guidelines including, but not limited to the following:

FEDERAL:	The Civil Rights Act of 1866, 1870 and 1964 The Equal Pay Act of 1963 Executive Order 11246 & 11375 Equal Employment Opportunity Action of 1972 Age Discrimination in Employment Act of 1967 Rehabilitation Act of 1973 Uniform Guidelines in Employee Selection 1978 Title VI
STATE:	Welfare and Institutions Code 10000 California Employment and Housing Act Government Code 111555

Implementation Strategy

- A. The Board of Supervisors has policy responsibility for the Equal Employment Opportunity Plan (the Plan) and the setting and achievement of its objectives.
- B. The primary responsibility for implementing the Plan shall be delegated to the Deputy County Administrative Officer-Human Resources, who shall also be the Kings County Equal Employment Opportunity (EEO) Coordinator. The EEO Coordinator shall have responsibility and authority for:
 - 1. Developing, directing and monitoring the Plan.
 - 2. Assisting Department Heads in the development and implementation of department procedures to implement the Equal Employment Opportunity Policy and Plan adopted by the Board of Supervisors.
 - 3. Reviewing, evaluating, monitoring and revising, where necessary for compliance, the measures proposed by Department Heads to implement the Plan.
 - 4. Disseminating the Plan.
 - 5. Monitoring employee training programs, hiring and promotion practices, and recommending changes to facilitate achievement and maintenance of the goals of the Plan.

Implementation Strategy, cont'd.

6. Conducting an annual analysis of County work force to determine the effectiveness of the Plan and submitting a report to the Board of Supervisors.
 7. Providing all required data to applicable Federal and State agencies in conformance with reporting requirements.
 8. Reviewing, evaluating and monitoring the Human Resources system to insure that the objectives of the Plan are being achieved.
 9. Overseeing the recruitment and selection process to ensure ethnic minority, women and other protected groups are made available to County departments for initial appointments or promotions.
- C. The Kings County Affirmative Action Advisory Commission, established in 1991, and renamed the Equal Employment Opportunity Advisory Commission in 1996, reports to and assists the EEO Coordinator in the following areas:
1. The Commission will serve as a resource group to the Human Resources Division, the EEO Coordinator, and County staff for the review and formulation of ideas for equal employment opportunity improvement.
 2. The Commission will review, comment, and submit recommendations for action on achieving the Plan's objectives to the Human Resources Division and the EEO Coordinator.
 3. The Commission will review periodic EEO progress reports and work with County staff members in developing specific corrective actions.
 4. The Commission will maintain an up-to-date knowledge of revisions to federal, state and County Equal Employment Opportunity guidelines and staff policies.
 5. The Commission will maintain communications with the Human Resources Division and the EEO Coordinator on matters relative to Equal Employment Opportunity.
 6. The Commission will become cognizant of and familiar with the policies, procedures and resources available in the Human Resources Division.
 7. The Commission will periodically meet with individual department heads to encourage and delineate the equal employment opportunity process.

Implementation Strategy, cont'd.

8. The Commission will maintain a current awareness of the community's concerns relative to Equal Employment Opportunity, serve as a liaison body with interested groups in the community, and assist in outreach recruitment and communication efforts.
- D. Each Department Head shall promote and implement this Plan within their department and inform all employees in the department of the Plan and the policy of the Board of Supervisors. The Department Head may be responsible for providing statistical data and supplemental information as required by State and Federal funding agencies. Each Department Head shall periodically evaluate the success, failure or other impact of the Equal Employment Opportunity Program within his/her department, and initiate corrective action, if necessary.
- E. An operational understanding of equal employment opportunity as well as the County EEO Plan is a prime responsibility of all management and supervisory personnel.
- F. County employees are responsible for actively and positively supporting a work climate that is conducive to achieving the County's Equal Employment Opportunity objectives.

Dissemination

A. Internal Dissemination

The EEO Coordinator shall develop a plan for dissemination of Equal Employment Opportunity information. As part of the plan, the EEO Coordinator shall ensure that:

1. Department heads and employees involved in personnel selection receive copies of this Plan and other pertinent information.
2. Training shall be provided for managers and supervisors to explain the EEO Policy and Plan and to generate ideas and participation in the program.
3. The EEO Policy statement will be posted in conspicuous places easily accessible to employees and the public.

Dissemination, cont'd.

Managers and supervisors shall, as part of new employee orientation, inform all employees as to the meaning of the Plan and the employee's responsibility for its success in the context of their job. The County's attitude and active support for assuring that objectives are met will be emphasized. It is the responsibility of managers and supervisors to keep their employees informed of the EEO policy and programs.

B. External Dissemination

The EEO Coordinator is responsible for developing and maintaining an external dissemination program that shall include the following:

1. Recruitment sources including, but not limited to: community organizations and agencies, women's organizations, secondary schools, colleges and universities. The County will elicit their support and active participation in recruiting and referring qualified minorities and other protected group members for jobs at all levels of the County structure.
2. Job announcements will include the phrase "An Equal Employment Opportunity Employer."
3. Department Heads will be encouraged to use the above phrase on their letterhead as an indication of Kings County's commitment to Equal Employment Opportunity.
4. A copy of the Plan will be available to community members upon request.

Program Policy Measures

- A. In order to achieve the aforementioned objectives, the Kings County EEO Program will include, but not be limited to, the following actions:
1. The job classification structure of the County will be reviewed by the Human Resources Division in an ongoing manner to revise and affirm job requirements and ensure that they are nondiscriminatory.
 2. The Deputy CAO-Human Resources shall review the job classification structure periodically to ensure the availability of entry-level positions, promotional ladders and trainee level positions where appropriate, and to eliminate job titles which may discriminate against any protected class.

Program Policy Measures, cont'd

3. The Deputy CAO-Human Resources will review the examination processes to assure nondiscriminatory practices are being utilized.
4. The Deputy CAO-Human Resources shall prepare and revise annually a utilization analysis of the County work force to determine the utilization of protected group members at all levels of the work force and to compare those figures to the population and the relevant labor force.
5. The Deputy CAO-Human Resources shall recommend to the Board of Supervisors methods to achieve the Plan's objectives based on analysis of the work force and relevant labor force. Further, the Deputy CAO-Human Resources shall recommend modification of the objectives as changes in population and relevant labor force occur.
6. The Deputy CAO-Human Resources shall initiate rules and procedural changes as necessary to assure success in reaching Plan objectives.
7. Each Department Head shall administer the EEO Program within his/her department to actively work toward the objectives of the program and shall periodically evaluate the program within his/her department, and initiate corrective action, when necessary.

SECTION II: WORKFORCE AND COMMUNITY LABOR STATISTICS

The utilization chart on the following page summarizes the current Kings County workforce profile and contrasts it with similar data for our community labor workforce. Both gender and ethnicity are cross-referenced against various job group categories.

The purpose of this comparison is to determine if there are areas of under utilization overall as well as within particular job categories. Immediately following the chart is a narrative analysis of the findings as well as a discussion of specific objectives for improvement in specific areas.

EQUAL EMPLOYMENT OPPORTUNITY (EEO)-4 - UTILIZATION ANALYSIS

h:aff-act/eeopchart.xls

JOB GROUP CATEGORY
(CLS=Community Labor Statistics)

	MALE												FEMALE										TOTAL				
	White		Black		Hispanic		Asian		Indian/Other		Sub-T	Sub-T	White		Black		Hispanic		Asian		Indian/Other		Sub-T	Sub-T	Emp	Min.	%
	#	%	#	%	#	%	#	%	#	%	Males	Min.	#	%	#	%	#	%	#	%	Fem	Min.					
OFFICIALS/EXECUTIVE																											
Workforce # / %	29	61.7%	1	2.1%	3	6.4%	0	0.0%	0	0.0%	33	4	11	23.4%	0	0.0%	2	4.3%	1	2.1%	0	0.0%	14	3	47	7	14.9%
CLS # / %	2252	55.7%	64	1.6%	452	11.2%	72	1.8%	17	0.4%	2857	605	874	21.6%	73	1.8%	202	5.0%	36	0.9%	0	0.0%	1185	311	4042	916	22.7%
Utilization %		6.0%		0.5%		-4.8%		-1.8%		-0.4%				1.8%		-1.8%		-0.7%		1.2%		0.0%					-7.8%
PROFESSIONALS																											
Workforce # / %	50	29.4%	2	1.2%	13	7.6%	3	1.8%	1	0.6%	69	19	70	41.2%	7	4.1%	19	11.2%	4	2.4%	1	0.6%	101	31	170	50	29.4%
CLS # / %	1297	31.1%	25	0.6%	158	3.8%	75	1.8%	3	0.1%	1558	261	1922	46.1%	40	1.0%	484	11.6%	140	3.4%	23	0.6%	2609	687	4167	948	22.8%
Utilization %		-1.7%		0.6%		3.9%		0.0%		0.5%				-4.9%		3.2%		-0.4%		-1.0%		0.0%					6.7%
TECHNICIANS																											
Workforce # / %	59	23.1%	2	0.8%	13	5.1%	1	0.4%	2	0.8%	77	18	99	38.8%	9	3.5%	64	25.1%	5	2.0%	1	0.4%	178	79	255	97	38.0%
CLS # / %	646	54.3%	15	1.3%	79	6.6%	47	3.9%	0	0.0%	787	141	308	25.9%	0	0.0%	75	6.3%	14	1.2%	6	0.5%	403	95	1190	236	19.8%
Utilization %		-31.1%		-0.5%		-1.5%		-3.6%		0.8%				12.9%		3.5%		18.8%		0.8%		-0.1%					18.2%
PROTECTIVE SERVICES																											
Workforce # / %	131	52.4%	16	6.4%	33	13.2%	5	2.0%	3	1.2%	188	57	29	11.6%	7	2.8%	24	9.6%	1	0.4%	1	0.4%	62	33	250	90	36.0%
CLS # / %	774	53.2%	65	4.5%	269	18.5%	44	3.0%	23	1.6%	1175	401	151	10.4%	44	3.0%	77	5.3%	3	0.2%	6	0.4%	281	130	1456	531	36.5%
Utilization %		-0.8%		1.9%		-5.3%		-1.0%		-0.4%				1.2%		-0.2%		4.3%		0.2%		0.0%					-0.5%
PARA-PROFESSIONAL																											
Workforce # / %	2	3.7%	0	0.0%	2	3.7%	0	0.0%	0	0.0%	4	2	23	42.6%	2	3.7%	23	42.6%	2	3.7%	0	0.0%	50	27	54	29	53.7%
CLS # / %	61	5.7%	0	0.0%	4	0.4%	0	0.0%	0	0.0%	65	4	613	57.2%	113	10.6%	244	22.8%	15	1.4%	21	2.0%	1006	393	1071	397	37.1%
Utilization %		-2.0%		0.0%		3.3%		0.0%		0.0%				-14.6%		-6.8%		19.8%		2.3%		-2.0%					16.6%
OFFICE/CLERICAL																											
Workforce # / %	11	4.1%	2	0.7%	3	1.1%	1	0.4%	0	0.0%	17	6	173	64.1%	8	3.0%	65	24.1%	5	1.9%	2	0.7%	253	80	270	86	31.9%
CLS # / %	969	13.4%	33	0.5%	478	6.6%	70	1.0%	3	0.0%	1553	584	4091	56.7%	147	2.0%	1169	16.2%	183	2.5%	66	0.9%	5656	1565	7209	2149	29.8%
Utilization %		-9.4%		0.3%		-5.5%		-0.6%		0.0%				7.3%		0.9%		7.9%		-0.7%		-0.2%					2.0%
SKILLED CRAFT																											
Workforce # / %	33	78.6%	1	2.4%	6	14.3%	0	0.0%	0	0.0%	40	7	1	2.4%	0	0.0%	1	2.4%	0	0.0%	0	0.0%	2	1	42	8	19.0%
CLS # / %	2217	60.8%	96	2.6%	1004	27.5%	42	1.2%	28	0.8%	3387	1170	152	4.2%	13	0.4%	65	1.8%	26	0.7%	4	0.1%	260	108	3647	1278	35.0%
Utilization %		17.8%		-0.3%		-13.2%		-1.2%		-0.8%				-1.8%		-0.4%		0.6%		-0.7%		-0.1%					-16.0%
SVCS/MAINTENANCE																											
Workforce # / %	18	42.9%	1	2.4%	12	28.6%	0	0.0%	1	2.4%	32	14	6	14.3%	1	2.4%	2	4.8%	1	2.4%	0	0.0%	10	4	42	18	42.9%
CLS # / %	3977	28.8%	267	1.9%	4866	35.3%	182	1.3%	212	1.5%	9504	5527	1700	12.3%	178	1.3%	2076	15.0%	284	2.1%	62	0.4%	4300	2600	13804	8127	58.9%
Utilization %		14.0%		0.4%		-6.7%		-1.3%		0.8%				2.0%		1.1%		-10.3%		0.3%		-0.4%					-16.0%
TOTALS																											
Workforce	333	29.5%	25	2.2%	85	7.5%	10	0.9%	7	0.6%	460	127	412	36.5%	34	3.0%	200	17.7%	19	1.7%	5	0.4%	670	258	1130	385	34.1%
CLS	11419	32.5%	500	1.4%	7041	20.0%	488	1.4%	263	0.7%	19711	8292	9660	27.5%	564	1.6%	4315	12.3%	698	2.0%	182	0.5%	15419	5759	35130	14051	40.0%
		-3.0%		0.8%		-12.5%		-0.5%		-0.1%				9.0%		1.4%		5.4%		-0.3%		-0.1%					-5.9%

Workforce and Community Labor Statistics, *cont.'d*

Utilization Chart Narrative

Based on an analysis of the utilization chart, there are several areas where the County workforce could be more reflective of the community profile. Specifically, the most impacted area is Hispanic males which are underrepresented in five out of eight job categories. This accounts largely for the 16 percent underrepresentation by minorities in the job categories of Services/Maintenance and Skilled Crafts as well. Minorities are also underrepresented by 7.8 percent in the category of Officials/Executives.

Other categories which require attention are females (white and African-American) in the job category of para-professionals as well as Hispanic females in the category of Services/Maintenance. Additional representation of females in the job category of Professionals should also be encouraged.

In all other categories, minorities and women are well represented and no specific actions are warranted other than a continuation of the County's commitment to equal employment opportunity practices.

Underutilization Goals

The County is committed to creating a workforce at all levels of employment that represents the community it serves. Because Hispanic males are underrepresented in many job categories, it is our goal to increase representation by evaluating our promotional and recruitment practices to ensure this group receives equal opportunity to secure employment. Additionally, the County will expand our community outreach efforts to improve recruitment of qualified candidates in the job categories of Officials/Executives, Protective Services, Office/Clerical, Skilled Crafts, and Services/Maintenance.

A similar targeted effort will be made to attract females (specifically African-Americans) for positions within the Para-professional job category, and Hispanic females in the Services/Maintenance category.

In order to accomplish these goals, the following specific objectives will be pursued.

Underutilization Objectives

There are a number of resources available to Kings County in which to achieve the specific recruitment goals identified above. The County can develop stronger contacts in the community to use as a resource for marketing recruitment efforts. Presentations to appropriate community and professional groups will also provide the County a chance to make a connection with individuals from minority communities and develop referrals and a reputation for outreach.

Action Steps:

1) Visit local colleges such as West Hills, College of the Sequoias, Chapman University, and Fresno State University. These institutions offer courses, degrees and certification programs in many of our impacted job category areas. The County can establish a relationship with these schools to develop areas of mutual interest such as recruitment posting, job fairs/development programs, student internships, etc. Additionally, Lemoore Naval Air Station (LNAS) is located in Kings County and job postings can also be made available to the civilians living there.

2) Develop a list of key community and professional associations, churches, and cultural organizations to which recruitment flyers can be sent regularly. The County can cultivate these groups by offering to visit their meetings and provide programs on County employment opportunities and practices. Example of these local organizations serving or representing minority populations include: Kings Partnership, LULAC (United Latin American Citizens), Howard Chapter AME Zion Church (African-American), Primera Iglesia Bautista of Hanford (Hispanic); Hanford Spanish Seventh Day Adventist Church; American University Women (AUW); NetworKings (women's professional association); Hanford Soroptomists.

3) Develop and maintain a list of minority media sources for use in targeted job category recruitments such as Radio Rey: *KJOP-1240 am*, a Hispanic language station; *California Advocate*, Visalia, which targets African-Americans.

4) Review the County's recruitment methods, practices, and policies to promote Equal Employment Opportunity and ensure no artificial barriers exist in areas such as job requirements, written or psychological testing, examination and selection process, etc.

5) Market the County's EEO plan and outreach efforts to the local press to assist in communicating with the community (i.e. *Hanford Sentinel*, *Lemoore Advance*, *Avenal Progress*, *Corcoran Journal*, *Visalia Times Delta*, and *Fresno Bee*)

Workforce and Community Labor Statistics, *cont.'d*

6) Monitor performance in achieving goals by reviewing hiring practices on a quarterly basis and provide this information to individual departments. Advise the departments and Board of Supervisors on progress in attaining these goals.

7) Provide ongoing training to supervisors and managers on EEO goals, policies, and processes.

8) Provide development opportunities for all employees with emphasis on EEO goals for providing opportunities to minorities and women to compete successfully for promotions and retain these individuals through vehicles such as career counseling and mentoring programs. Exit interviews of positions within impacted job categories being vacated by women and minorities may yield useful feedback to improve the County's policies and practices.