

COUNTY OF SACRAMENTO

EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEE

Rami Zakaria, Chair

Kimberly Gin, Vice Chair

Date: April 1, 2021

To: Board of Supervisors
Ann Edwards, Interim County Executive
Joseph Hsieh, Acting Director, Department of Personnel Services

From: Equal Employment Opportunity Advisory Committee

Subject: **Equal Employment Opportunity Advisory Committee 2020 Report**

Introduction:

The Equal Employment Opportunity Advisory Committee (EEOAC) was established in July 2002. The purpose of the EEOAC is to advise the Civil Service Commission, Board of Supervisors, County Executive, Director of Personnel Services and other County agency administrators and department heads on the implementation of the County's equal employment policy to all areas of employment. This Committee will support and advance the Board of Supervisors' initiative to achieve workforce diversity through policy development, implementation, and effective service delivery strategies.

The EEOAC is tasked with the following:

- a) Review all agency efforts to develop and implement specific recruitment and selection procedures to ensure a workforce representative of Sacramento County, including internships and education.
- b) Review and recommend promotion and career advancement procedures to enable all employees to have an equal and fair opportunity to compete for and attain County promotional opportunities, including mentoring, education, and training.
- c) Review statistical information and data concerning the composition of the County workforce as compared to the demographics of the County for the purpose of evaluating the County's Equal Employment Opportunity program and identifying Equal Employment Opportunity problem areas.
- d) Recommend departmental and occupational priorities to guide the county in its EEO program.
- e) Review issues, terms and conditions of equal employment consistent with applicable employment policies, processes, and procedures following existing applicable state and federal laws.

- f) Review agency and service delivery procedure, communication between county agencies, and direct contact with community organizations relative to services provided.

Findings:

The EEOAC reviewed departmental 2019 – 2020 Workforce Statistic reports as well as County-wide workforce composition from 2017 – 2020 and makes the following findings:

- 1. Countywide workforce statistics are in line with the 2010 Census:

	Census Data	All Workforce Composition			
	2010	County of Sacramento			
		2017	2018	2019	2020
ETHNICITY	%	%	%	%	%
2 or More Races	4.4%	2.2%	2.4%	2.6%	2.8%
American Indian/Alaskan Native	1.3%	1.1%	1.0%	1.0%	0.9%
Asian	13.6%	15.9%	15.2%	15.4%	15.8%
Black/African American	10.5%	12.2%	12.2%	12.1%	11.7%
Hispanic/Latino	17.9%	15.8%	16.3%	16.8%	17.4%
Native Hawaiian/Pacific Islander	1.0%	0.0%	1.0%	1.0%	1.1%
White/Non-Hispanic	51.4%	52.9%	51.8%	51.1%	50.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
Minority Representation	48.6%	47.1%	48.2%	48.9%	49.8%
Female Representation	50.8%	51.4%	51.7%	51.6%	51.0%

- 2. Female and minorities representation vary widely between departments. Management and leadership positions have lower minorities representation.

	Census Data	Management Workforce Composition			
	2010	County of Sacramento			
		2017	2018	2019	2020
ETHNICITY	%	%	%	%	%
2 or More Races	4.4%	1.7%	1.8%	1.9%	2.3%
American Indian/Alaskan Native	1.3%	0.7%	0.6%	0.5%	0.4%
Asian	13.6%	12.8%	12.9%	13.4%	14.2%
Black/African American	10.5%	8.9%	9.3%	9.1%	7.7%
Hispanic/Latino	17.9%	8.9%	9.8%	10.1%	10.5%
Native Hawaiian/Pacific Islander	1.0%	0.4%	0.5%	0.7%	0.7%
White/Non-Hispanic	51.4%	66.6%	65.0%	64.3%	64.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
Minority Representation	48.6%	33.4%	35.0%	35.7%	35.7%
Female Representation	50.8%	45.8%	46.6%	46.7%	49.5%

3. Hiring and Promotion patterns. Following is an analysis of hiring and promotion patterns in 2012, 2016, and 2020:
- a. The County is making significant progress in hiring minorities on Countywide basis. Minority representation in hiring increased from 43.7% in 2012, to 54.6% in 2016, to 62% in 2020.
 - b. Management positions represent less than 10% of County positions. Minority hiring in management classification in 2012 was 11.8%, increased in 2016 to 50%, and decreased in 2020 to 45.5%. Promotions of minorities are increasing slightly year over year. Promotions increased from 30.9% in 2012, to 33.9% in 2016, to 36.7 in 2020. Representation of minorities is well behind the 2010 Census in management and leadership positions.
 - c. Promotions and external hires of females into management positions is increasing. In 2020, Countywide female hires were at (51.1%), and Management female hire were at 59.1%. Female Countywide promotions were at 56.2% and Female promotions into management were at (55.1%).

2020	Hire				Promotion			
	Countywide		Management		Countywide		Management	
<i>ETHNICITY</i>	#	%	#	%	#	%	#	%
2 or More Races	62	6.7%	2	9.1%	12	2.1%	2	2.0%
American Indian/Alaskan Native	4	0.4%	0	0.0%	6	1.1%	1	1.0%
Asian	164	17.6%	3	13.6%	96	17.0%	13	13.3%
Black/African American	107	11.5%	0	0.0%	60	10.6%	4	4.1%
Hispanic/Latino	228	24.5%	4	18.2%	105	18.6%	15	15.3%
Native Hawaiian/Pacific Islander	13	1.4%	1	4.5%	8	1.4%	1	1.0%
White/Non-Hispanic	354	38.0%	12	54.5%	277	49.1%	62	63.3%
Total	932	100.0%	22	100.0%	564	100.0%	98	100.0%
Minority Representation	578	62.0%	10	45.5%	287	50.9%	36	36.7%
Female Representation	476	51.1%	13	59.1%	317	56.2%	54	55.1%
2016	Hire				Promotion			
	Countywide		Management		Countywide		Management	
<i>ETHNICITY</i>	#	%	#	%	#	%	#	%
2 or More Races	70	5.4%	0	0.0%	23	3.2%	2	1.8%
American Indian/Alaskan Native	17	1.3%	1	3.1%	7	1.0%	0	0.0%
Asian	187	14.4%	6	18.8%	101	14.2%	12	11.0%
Black/African American	154	11.9%	4	12.5%	91	12.8%	13	11.9%
Hispanic/Latino	260	20.1%	5	15.6%	125	17.6%	10	9.2%
Native Hawaiian/Pacific Islander	19	1.5%	0	0.0%	4	0.6%	0	0.0%
White/Non-Hispanic	588	45.4%	16	50.0%	361	50.7%	72	66.1%
Total	1295	100.0%	32	100.0%	712	100.0%	109	100.0%
Minority Representation	707	54.6%	16	50.0%	351	49.3%	37	33.9%
Female Representation	667	51.5%	22	68.8%	415	58.3%	51	46.8%
	Hire				Promotion			

2012 <i>ETHNICITY</i>	Countywide		Management		Countywide		Management	
	#	%	#	%	#	%	#	%
2 or More Races	16	2.8%	0	0.0%	8	2.0%	1	1.8%
American Indian/Alaskan Native	5	0.9%	0	0.0%	10	2.5%	0	0.0%
Asian	71	12.5%	0	0.0%	53	13.1%	4	7.3%
Black/African American	55	9.6%	0	0.0%	54	13.3%	6	10.9%
Hispanic/Latino	93	16.3%	2	11.8%	67	16.5%	6	10.9%
Native Hawaiian/Pacific Islander	9	1.6%	0	0.0%	4	1.0%	0	0.0%
White/Non-Hispanic	321	56.3%	15	88.2%	209	51.6%	38	69.1%
Total	570	100.0%	17	100.0%	405	100.0%	55	100.0%
Minority Representation	249	43.7%	2	11.8%	196	48.4%	17	30.9%
Female Representation	256	44.9%	7	41.2%	224	55.3%	21	38.2%

4. Department of Personnel Services Update:

Since 2016, the Employment Services Division’s Talent Acquisition Team has attended over 190 outreach events. The team has worked to cast a wide recruitment net by participating in college and university career fairs/events; community outreach events (e.g., Feria de Educación, Aloha Festival, Diversity Employment Day, Sacramento Asian Sports Federation, etc.); high school career and education fairs; conducting career and technical education teacher training; partnering with not-for-profits working with individuals with disabilities as well as visiting military bases and veterans programs.

The team also works with student clubs/organizations, California State University, Sacramento’s Educational Equity and Opportunity programs, and outreach partners (e.g., Innovative Pathways to Public Service, Greater Sacramento Urban League, Sacramento Employment and Training Agency, Crossroads Diversified, Sacramento Job Corps, Department of Rehabilitation, etc.) to target a diverse candidate pool.

Additionally, the team conducts application workshops in underserved communities, at local libraries, neighborhood centers, and Career Connections/Job Club for the Department of Human Assistance.

Currently, the county is exploring countywide training on diversity and implicit bias and a pilot training was recently completed. Current personnel processes do not include analysis of systemic issues of bias due to race or sex.

Recommendation:

1. The EEOAC recommends that the County Department of Personnel Services revisit policies, procedures, and practices in recruitment and hiring processes to improve diversity within the County workforce, especially in management and leadership positions. This effort should include an outreach to community organizations, higher education, and subject matter experts in public and private sectors.
2. The EEOAC recommends implementing mandatory and recurring training related to recruitment and hiring best practices, including implicit bias that may exist in the hiring and promotional processes.
3. The EEOAC supports the County Board of Supervisors' Resolution Declaring Racism a Public Health Crisis and the intent to create a "Sacramento County Racial Equity Policy Cabinet." The Committee highlights the following items for consideration:
 - a. Actively work to nurture and enhance diversity across the County workforce, especially in Leadership and management positions; and
 - b. Review all policies, procedures, practices and protocols to ensure racial equity is a core value of Sacramento County, and work to eliminate those policies, procedures, practices and protocols that facilitate and/or harbor racial discrimination against specific population.
4. The EEOAC supports increasing the amount of the County's tuition reimbursement to encourage staff to pursue higher education and promotional opportunities.
5. The EEOAC recommends documenting career paths for broad level classifications.
6. The EEOAC recommends establishing communication channels with local universities, colleges, and trade schools to better prepare students for careers in County government.
7. The EEOAC recommends surveying County employees for ideas to improve preparedness for career advancement.
8. The EEOAC will track the effectiveness of newly adopted recommendations through the Work Force Statistical Reports and report back on the progress.