

EEO Utilization Report

Organization Information

Name: San Mateo County Sheriff's Office

City: Redwood City

State: CA

Zip: 94063

Type: County/Municipal Law Enforcement

Step 1: Introductory Information

Policy Statement:

It is the continuing policy of the San Mateo County Sheriff's Office to afford equal employment opportunity to qualified individuals regardless of their sex, pregnancy, childbirth or related medical conditions, race, veteran status, religion, color, national origin or ancestry, physical or mental disability, medical condition, marital status, age, gender (including gender identity and gender expression), sexual orientation, use of family medical leave, genetic testing, or any other basis protected by federal or state law, and to conform to applicable laws and regulations. Equal employment encompasses all aspects of employment practices to include, but not limited to, recruiting, hiring, training, compensation, benefits, promotions, transfers, layoffs, recall from layoffs, discipline, and department-sponsored educational, social, and recreational programs. Additionally, it is the policy of this department to provide its members a viable means for communicating and resolving grievances and complaints regarding unlawful discriminatory employment practices. Any employee of the San Mateo County Sheriff's Office who fails to comply with this policy is subject to appropriate disciplinary action. See also County of San Mateo EEO Policy: <http://hr.smcgov.org/eoo-policy>

Step 4b: Narrative of Interpretation

A comparison of the San Mateo County Sheriffs Office workforce to the community labor statistics for San Mateo County indicates under-utilization of:

- Asian Males (-6%) and Females (-10%) in Administration
- Asian Males (-5%) and Females (-6%) in Sworn Official Positions
- Hispanic or Latino Males (-19%) and Females (-17%) in Sworn Patrol Officer positions
- White Males in Administrative Support (-12%) and Skilled Craft (-41%) positions

Step 5: Objectives and Steps

1. Ensure Equality of Opportunity in Succession Planning

- a. Continue presenting County programs related to employee engagement and career development, such as Career Development Day and the Career Development Assessment Center.
- b. The EEO Advisory Committee will continue to offer support to the Succession Planning Implementation and Evaluation Committee as a resource for County diversity history and minority growth in management and other positions.
- c. Remain committed to Succession Planning efforts, with focus on the following components:
 - Professional development
 - Retaining institutional knowledge
 - A structured internship program which provides opportunities to youths from diverse economic and ethnic backgrounds
 - Utilizing enhanced online technology as a cost-effective way to open doors for training and educational opportunities.
 - Continuation of the First Line Supervisor's Academy
 - Ensuring that all managers work with individual employees to produce employee development plans.
- d. Continue responsibility for managing the successful Management Talent Exchange Program.
- e. Continue to enforce policy against discrimination, harassment, and retaliation.

2. Provide Training to Staff Regarding Equal Employment Opportunity and Diversity and Inclusion

- a. On a County-wide basis, offer regular trainings directed toward supervisory and management staff regarding County EEO policy, both in-person and online.
- b. Distribute and post Federal and State labor law posters in areas visible to employees.
- c. In collaboration with departments, the Human Resources Training Division will continue training and educational opportunities such as:
 - Promotion of educational incentives to encourage personnel to advance their education in pursuit of promotional goals
 - Customized Departmental Training Programs
 - Continue with Fair and Impartial Policing training to enhance recognition and eradication of bias based policing, enhance cultural awareness and communication skills
- d. Participate in the Bay Area Counties EEO Officers Group, meeting regularly to share best practices and participate in educational forums.
- e. Continue regular meetings of the EEO Advisory Committee to provide a forum for Departments to share successes and challenges related to attracting, training, and retaining a diverse and inclusive workforce.
- f. Continue to enforce policy against discrimination, harassment, and retaliation.
- g. On an ongoing basis, monitor and respond appropriately to changes in law, guidance, and best practices regarding EEO and Diversity and Inclusion.

3. Provide Equal Opportunity to Candidates During the Recruitment and Selection Process

- a. Use County website and other methods, such as advertising law enforcement careers in various social media, radio, and magazine ads to ensure that job postings are available to a wide pool of qualified applicants.

- b. On an ongoing basis, review and evaluate hiring processes, working to identify and remove artificial barriers to employment.
- c. Continue outreach efforts to attract the most qualified candidates for employment who represent the diverse community we serve. Continued emphasis will be given towards attracting all under-represented groups to meet individual departmental needs, using methods such as informational sessions and "boot camps."
- d. Continue to reinforce County policies regarding selection of candidates, including reviewing interview questions regularly to ensure that they do not have an improper adverse impact on applicants.
- e. Continue to enforce policy against discrimination, harassment, and retaliation.
- f. Continue to notify applicants that the County is an Equal Opportunity employer on its application materials/ website.

4. Offer Staff Career Development Opportunities and Retain a Diverse Workforce

- a. Explore additional ways to actively support and enhance the County and departmental Succession Planning programs and career development initiatives.
- b. Support departments to provide work experience opportunities and special assignments to support Succession Planning efforts including:
 - Work out of classification assignments
 - Acting assignments
 - Temporary/provisional appointments
 - Job rotation
 - Short term projects
 - Committee assignments
 - Enhanced training opportunities
 - Development experience opportunities
 - Coaching and mentoring projects
- c. Provide management development and leadership programs with a focus on developing future leaders.
- d. Create, sponsor and/or support educational/ diversity events, speakers, panels, and/or programs that will offer additional opportunities to employees to gain experience and knowledge about jobs and careers beyond their current one.
- e. Conduct career planning and development courses for employees interested in promotional opportunities.
- f. Continue to enforce policy against discrimination, harassment, and retaliation.
- g. Provide appropriate support services to employees, such as EAP and Primer.

5. Continue to Increase Recruitment and Outreach to Attract a Diverse Applicant Pool

- a. Continue to use a variety of channels for attracting a diverse pool of applicants, such as social media, websites, billboards, movie theaters, college and universities, job fairs, athletic and community events, and festivals.
- b. Continue to identify and explore new ways of attracting applicants, such as the "boot camp" program for men and women interested in learning more about Sheriff's Office careers, which included physical fitness training in addition to information about how to apply for Sheriff's Office positions.
- c. Review applicant data to identify barriers to attracting a diverse applicant pool.
- d. Continue to enforce policy against discrimination, harassment, and retaliation.

Step 6: Internal Dissemination

In March, 2014, and June, 2017 the County's EEO policy was distributed to all Sheriff's Office employees, including procedures on how to resolve or file a complaint. Additionally, all Sheriff's Office employees have signed an acknowledgement that they have received the County EEO policy, that they have read it, and that they will abide by it. All new hire personnel receive EEO training during their New Hire Orientation week.

Additionally, the County plans to:

- Make a copy of this Sheriff's Office EEO Utilization Report available on the County's intranet page, for any interested employees;
- Make physical copies of the Sheriff's Office EEO Utilization Report available in the County's Human Resources Office;

- Notify Sheriff's Office staff of the existence of the Sheriff's Office EEO Utilization Report and its location, via email;
- Provide Sheriff's Office management staff with the Sheriff's Office EEO Utilization Report, via email, and;
- Communicate to all supervisory staff to ensure they are familiar with the Sheriff's Office's EEO objectives.

Step 7: External Dissemination

- Post the Sheriff's Office EEO Utilization Report on the Countys public internet site;
- Make physical copies of the Sheriffs Office EEO Utilization Report available in the Countys Human Resources Office;
- Use County internet to notify vendors and contractors of the existence of the Sheriffs Office EEO Utilization Report, and;
- Continue to include the statement The County of San Mateo is an Equal Opportunity Employer in job applications and postings.

Utilization Analysis Chart
Relevant Labor Market: San Mateo County, California

| Job Categories | Male | | | | | | | | Female | | | | | | | |
|---|------------|--------------------|---------------------------|----------------------------------|------------|---|-------------------|--------|------------|--------------------|---------------------------|----------------------------------|------------|---|-------------------|--------|
| | White | Hispanic or Latino | Black or African American | American Indian or Alaska Native | Asian | Native Hawaiian or Other Pacific Islander | Two or More Races | Other | White | Hispanic or Latino | Black or African American | American Indian or Alaska Native | Asian | Native Hawaiian or Other Pacific Islander | Two or More Races | Other |
| Officials/Administrators | | | | | | | | | | | | | | | | |
| Workforce #/% | 3/21% | 1/7% | 0/0% | 0/0% | 1/7% | 0/0% | 0/0% | 0/0% | 8/57% | 0/0% | 1/7% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% |
| CLS #/% | 21,670/37% | 3,315/6% | 590/1% | 95/0% | 7,565/13% | 235/0% | 460/1% | 135/0% | 13,490/23% | 2,730/5% | 705/1% | 40/0% | 6,045/10% | 270/0% | 465/1% | 60/0% |
| Utilization #/% | -16% | 1% | -1% | -0% | -6% | -0% | -1% | -0% | 34% | -5% | 6% | -0% | -10% | -0% | -1% | -0% |
| Professionals | | | | | | | | | | | | | | | | |
| Workforce #/% | 18/24% | 4/5% | 1/1% | 0/0% | 9/12% | 0/0% | 2/3% | 0/0% | 23/31% | 6/8% | 0/0% | 0/0% | 10/14% | 0/0% | 1/1% | 0/0% |
| CLS #/% | 24,445/29% | 2,815/3% | 985/1% | 30/0% | 14,180/17% | 265/0% | 725/1% | 585/1% | 22,340/26% | 3,695/4% | 975/1% | 25/0% | 12,330/15% | 180/0% | 600/1% | 480/1% |
| Utilization #/% | -5% | 2% | 0% | -0% | -5% | -0% | 2% | -1% | 5% | 4% | -1% | -0% | -1% | -0% | 1% | -1% |
| Technicians | | | | | | | | | | | | | | | | |
| Workforce #/% | 3/27% | 1/9% | 0/0% | 0/0% | 2/18% | 0/0% | 0/0% | 0/0% | 2/18% | 1/9% | 0/0% | 0/0% | 2/18% | 0/0% | 0/0% | 0/0% |
| CLS #/% | 2,790/27% | 625/6% | 290/3% | 0/0% | 1,945/19% | 120/1% | 100/1% | 85/1% | 1,655/16% | 500/5% | 210/2% | 0/0% | 1,835/18% | 65/1% | 115/1% | 20/0% |
| Utilization #/% | 0% | 3% | -3% | 0% | -1% | -1% | -1% | -1% | 2% | 4% | -2% | 0% | 0% | -1% | -1% | -0% |
| Protective Services: Sworn-Officials | | | | | | | | | | | | | | | | |
| Workforce #/% | 51/60% | 16/19% | 3/4% | 2/2% | 6/7% | 0/0% | 0/0% | 0/0% | 5/6% | 2/2% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% |
| CLS #/% | 1,985/38% | 775/15% | 315/6% | 0/0% | 645/12% | 60/1% | 40/1% | 25/0% | 470/9% | 300/6% | 120/2% | 60/1% | 285/6% | 50/1% | 35/1% | 0/0% |
| Utilization #/% | 22% | 4% | -3% | 2% | -5% | -1% | -1% | -0% | -3% | -3% | -2% | -1% | -6% | -1% | -1% | 0% |
| Protective Services: Sworn-Patrol Officers | | | | | | | | | | | | | | | | |
| Workforce #/% | 203/52% | 70/18% | 23/6% | 2/1% | 35/9% | 9/2% | 9/2% | 0/0% | 26/7% | 10/3% | 1/0% | 0/0% | 6/2% | 0/0% | 0/0% | 0/0% |
| Civilian Labor Force #/% | 3,265/15% | 7,800/36% | 410/2% | 15/0% | 1,805/8% | 480/2% | 195/1% | 90/0% | 1,430/7% | 4,155/19% | 260/1% | 20/0% | 935/4% | 470/2% | 50/0% | 125/1% |
| Utilization #/% | 36% | -19% | 4% | 0% | 0% | 0% | 1% | -0% | -0% | -17% | -1% | -0% | -3% | -2% | -0% | -1% |
| Protective Services: Non-sworn | | | | | | | | | | | | | | | | |

| Job Categories | Male | | | | | | | | Female | | | | | | | |
|-------------------------------|------------|--------------------|---------------------------|----------------------------------|------------|---|-------------------|--------|------------|--------------------|---------------------------|----------------------------------|------------|---|-------------------|--------|
| | White | Hispanic or Latino | Black or African American | American Indian or Alaska Native | Asian | Native Hawaiian or Other Pacific Islander | Two or More Races | Other | White | Hispanic or Latino | Black or African American | American Indian or Alaska Native | Asian | Native Hawaiian or Other Pacific Islander | Two or More Races | Other |
| Workforce #/% | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ |
| CLS #/% | 200/27% | 20/3% | 0/0% | 0/0% | 250/34% | 0/0% | 0/0% | 35/5% | 140/19% | 10/1% | 15/2% | 0/0% | 45/6% | 25/3% | 0/0% | 0/0% |
| Utilization #/% | | | | | | | | | | | | | | | | |
| Administrative Support | | | | | | | | | | | | | | | | |
| Workforce #/% | 5/6% | 6/7% | 1/1% | 0/0% | 8/9% | 0/0% | 0/0% | 0/0% | 27/31% | 17/20% | 4/5% | 1/1% | 13/15% | 1/1% | 3/3% | 0/0% |
| CLS #/% | 15,765/18% | 6,990/8% | 1,490/2% | 60/0% | 10,270/12% | 420/0% | 375/0% | 335/0% | 21,495/25% | 11,385/13% | 1,990/2% | 205/0% | 13,380/15% | 1,050/1% | 885/1% | 510/1% |
| Utilization #/% | -12% | -1% | -1% | -0% | -3% | -0% | -0% | -0% | 7% | 7% | 2% | 1% | -0% | -0% | 2% | -1% |
| Skilled Craft | | | | | | | | | | | | | | | | |
| Workforce #/% | 0/0% | 1/100% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% |
| CLS #/% | 10,465/41% | 8,585/33% | 745/3% | 50/0% | 3,820/15% | 260/1% | 295/1% | 175/1% | 430/2% | 345/1% | 50/0% | 0/0% | 395/2% | 0/0% | 14/0% | 0/0% |
| Utilization #/% | -41% | 67% | -3% | -0% | -15% | -1% | -1% | -1% | -2% | -1% | -0% | 0% | -2% | 0% | -0% | 0% |
| Service/Maintenance | | | | | | | | | | | | | | | | |
| Workforce #/% | 4/12% | 9/26% | 2/6% | 0/0% | 8/24% | 0/0% | 1/3% | 0/0% | 3/9% | 6/18% | 0/0% | 0/0% | 1/3% | 0/0% | 0/0% | 0/0% |
| CLS #/% | 11,405/14% | 23,415/28% | 1,805/2% | 85/0% | 10,045/12% | 650/1% | 410/0% | 580/1% | 9,480/11% | 14,400/17% | 845/1% | 65/0% | 8,505/10% | 505/1% | 360/0% | 310/0% |
| Utilization #/% | -2% | -2% | 4% | -0% | 11% | -1% | 2% | -1% | -3% | 0% | -1% | -0% | -7% | -1% | -0% | -0% |

Significant Underutilization Chart

| Job Categories | Male | | | | | | | | Female | | | | | | | |
|---|-------|--------------------|---------------------------|----------------------------------|-------|---|-------------------|-------|--------|--------------------|---------------------------|----------------------------------|-------|---|-------------------|-------|
| | White | Hispanic or Latino | Black or African American | American Indian or Alaska Native | Asian | Native Hawaiian or Other Pacific Islander | Two or More Races | Other | White | Hispanic or Latino | Black or African American | American Indian or Alaska Native | Asian | Native Hawaiian or Other Pacific Islander | Two or More Races | Other |
| Protective Services: Sworn-Officials | | | | | | | | | | | | | ✓ | | | |
| Protective Services: Sworn-Patrol Officers | | ✓ | | | | | | | | ✓ | | | ✓ | ✓ | | |
| Administrative Support | ✓ | | | | | | | | | | | | | | | |

Law Enforcement Category Rank Chart

| Job Categories | Male | | | | | | | | Female | | | | | | | |
|---|---------|--------------------|---------------------------|----------------------------------|-------|---|-------------------|--------|--------|--------------------|---------------------------|----------------------------------|-------|---|-------------------|-------|
| | White | Hispanic or Latino | Black or African American | American Indian or Alaska Native | Asian | Native Hawaiian or Other Pacific Islander | Two or More Races | Other | White | Hispanic or Latino | Black or African American | American Indian or Alaska Native | Asian | Native Hawaiian or Other Pacific Islander | Two or More Races | Other |
| Sheriff | | | | | | | | | | | | | | | | |
| Workforce #/% | 0/0% | 1/100% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% |
| Undersheriff | | | | | | | | | | | | | | | | |
| Workforce #/% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 1/100% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% |
| Assistant Sheriff | | | | | | | | | | | | | | | | |
| Workforce #/% | 1/33% | 1/33% | 0/0% | 1/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% |
| Captain | | | | | | | | | | | | | | | | |
| Workforce #/% | 2/33% | 1/17% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 1/17% | 0/0% | 2/33% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% |
| Lieutenant | | | | | | | | | | | | | | | | |
| Workforce #/% | 10/62% | 1/6% | 0/0% | 1/12% | 2/12% | 0/0% | 0/0% | 0/0% | 2/12% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% |
| sergeant | | | | | | | | | | | | | | | | |
| Workforce #/% | 38/62% | 12/20% | 3/5% | 0/7% | 4/7% | 0/0% | 0/0% | 1/2% | 3/5% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% |
| Protective Services: Sworn-Patrol Officers | | | | | | | | | | | | | | | | |
| Workforce #/% | 203/42% | 70/14% | 23/5% | 2/7% | 35/7% | 9/2% | 9/2% | 78/16% | 26/5% | 10/2% | 1/0% | 0/0% | 6/1% | 0/0% | 0/0% | 16/3% |

I understand the regulatory obligation under 28 C.F.R. ~ 42.301-.308 to collect and maintain extensive employment data by race, national origin, and sex, even though our organization may not use all of this data in completing the EEO Utilization Report.

I have reviewed the foregoing EEO Utilization Report and certify the accuracy of the reported workforce data and our organization's employment policies.

Certified As Final By: Shalah Turner

EEO Analyst

12-22-2020

[signature]

[title]

[date]