

**EQUAL EMPLOYMENT
OPPORTUNITY PLAN**

Washoe County, Nevada

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Revised June 2005
Revised November 2003
December 2001

INTRODUCTION

Grant Title: Multiple

Grant Number: Multiple

Grantee Name: Washoe County

Award Amount: Multiple

Address: 1001 E. Ninth Street
Reno, NV 89520

Contact Person: Joanne Ray

Telephone #: (775) 328-2089

Date and effective duration of EEOP: November 2004, effective through October 2006

Policy Statement

Washoe County, as a political subdivision of the State of Nevada, is a merit system in which personnel actions, except for a limited number of unclassified appointments, are taken based upon merit and fitness. Washoe County, through its Board of County Commissioners, sets policy for all employment actions affecting Washoe County departments including elected and appointed officers and for Washoe County employees. The Board of County Commissioners hereby reaffirms its commitment to equal employment opportunity.

It is the policy of Washoe County to be fair and impartial in recruitment, retention, examination, appointment, training, promotion, compensation, discipline and any other aspect of human resources administration.

As an Equal Employment Opportunity Employer, Washoe County does not discriminate on the basis of sex, sexual orientation, race, color, age, religion, disability or national origin including in employment practices in which it operates, except where specific requirements constitute a bona fide occupational qualification.

This Equal Employment Opportunity Plan commits Washoe County, its officers, and employees to support and pursue in good faith the basic guarantees of equal employment opportunity.

As County Manager, my signature below shall signify that Washoe County, is working together in support of this program.

This Equal Employment Opportunity Plan (EEOP) supersedes Washoe County’s December 2001 EEOP and Washoe County’s November 2003 EEOP. This EEOP will remain in force and effect through October 31, 2006 or until further revision or amendment by the Board of County Commissioners.

County Manager

Date

Washoe County's Commitment

Board of County Commissioners

The Washoe County Board of County Commissioners pledge their support to the objectives of the plan, and shall:

- Provide, within budgetary limits, the necessary financial and staff support needed for the effective implementation of the Equal Employment Opportunity Plan (EEOP) and development of Diversity Strategic Plan and Diversity Program.
- Strive to establish Boards and Committees representative of the community labor force.
- Pledge the cooperation of all county officers and employees in the achievement of this plan's objectives

County Manager

The County Manager is responsible for the overall administration of this plan, and shall:

- Pledge the cooperation of all department heads, supervisors, and employees in the achievement of this plan's objectives
- Develop a Diversity Strategic Plan

Washoe County Objectives:

- To provide equal opportunity for employees and applicants to ensure a balanced workforce. Equal employment opportunity ensures equity in compensation and opportunity for growth and development
- To establish and make a good faith effort within the context of the County's merit selection and retention system to maintain employment levels representative of the changing demographics of the community in proportion to their availability in the County labor force
- To establish measurable objectives upon which to evaluate County efforts and performance in diversifying the workforce
- To take equal employment opportunity action as is necessary to distribute employment representation in accordance with the federal government EEO recognized categories of availability in the labor force through positions/job classes and in County service
- To make efforts to eliminate and prevent occurrence of arbitrary, unnecessary and artificial practices which relate to employment or promotion in County service
- To communicate the County's policy and activities regarding equal employment opportunity to all County employees and to the community
- To actively monitor and enforce the EEOP

- To actively recruit, retain, and promote a diverse mix of employees
- To prepare and present an annual report to the Board on measurable achievements focusing on the County diversity efforts

Human Resources Department

The Human Resources Department is responsible for implementing the EEOP. The Human Resources' staff is committed to maintaining assigned areas of the plan to ensure that its objectives are achieved. The Department provides the following:

- Policy direction on attainment of equal employment opportunities in each department
- Develop and implement a diversity program
- Training to improve understanding of the value of differences among county administrators, supervisors and employees
- Analysis of county jobs and selection procedures in order to develop job related selection standards that remove barriers to employment
- Annual analysis of the internal workforce to identify if sections of the population are underrepresented and develop objectives to address any findings of underutilization
- Investigation of discrimination complaints filed with the county
- Training for department managers and supervisors on the requirements of the EEOP
- Upon request, distribution of the EEOP to all employees and to the general public
- Guidance to employees and applicants regarding the employment process and equal employment opportunity practices
- Assistance to department supervisors in identifying and removing any barriers to recruitment, selection, and promotion based on EEO principles
- Advice to ensure that examination and interview panels are selected based upon knowledge of their ability as a subject matter expert and as a cross-section of the employees represented in the county

Departments (including elected and appointed department heads)

Each Department Head will attend training provided by the Human Resources Department, ensure staff participation in training, make the EEOP available to staff, review the workforce analysis, and work with the Human Resources Department to identify any additional action needed to ensure equal opportunity employment in their department.

Department heads and supervisors must be familiar with the County's EEOP. This knowledge is necessary for the continuance of coordinated equal employment opportunity efforts throughout the County. Department heads and supervisors are expected to:

- Promote this plan through equal employment opportunity practices
- Identify and establish measurable objectives to increase workforce diversity
- To actively network with community groups to enhance outreach recruitment efforts to promote a diverse mix of employees within the department
- Ensure that required EEO information is posted and provided to supervisors at department work locations
- Participate in training to recognize available resources and to intervene in matters related to equal employment in conjunction with the Human Resources Department
- Ensure that screening and selection committees reflect the community labor force
- Implement non-traditional/alternative employment practices that align with EEO and enhance diversity in the workforce

Employees

All employees are responsible for supporting and participating in the guidelines represented in this EEOP. These responsibilities include:

- Complying with the objectives of this plan
- Supporting equal opportunity practices
- Attending equal employment opportunity training
- Reporting conduct, which is prohibited by this policy whether or not they are personally involved. All employees have a right and responsibility to report conduct, which is a violation of this plan, and any policies or guidelines related to discrimination and harassment
- Participate in recruitment and outreach networking efforts targeted at diverse populations

WASHOE COUNTY WORKFORCE STATISTICS

	Total	MALE (1,130)							FEMALE (1,322)						
		White	Hispanic	Black	Asian	NH or OPI*	AI or AN**	Two or more races	White	Hispanic	Black	Asian	NH or OPI*	AI or AN**	Two or more races
Officials/Administrators															
Workforce #	158	91	4	0	2	1	1	0	54	2	1	1	1	0	0
Workforce %	100.00%	57.59%	2.53%	0.00%	1.27%	0.63%	0.63%	0.00%	34.18%	1.27%	0.63%	0.63%	0.63%	0.00%	0.00%
Professionals															
Workforce #	652	249	15	10	8	0	4	0	326	17	9	12	1	1	0
Workforce %	100.00%	38.19%	2.30%	1.53%	1.23%	0.00%	0.61%	0.00%	50.00%	2.61%	1.38%	1.84%	0.15%	0.15%	0.00%
Technicians															
Workforce #	71	30	1	0	1	0	1	0	27	8	1	2	0	0	0
Workforce %	100.00%	42.25%	1.41%	0.00%	1.41%	0.00%	1.41%	0.00%	38.03%	11.27%	1.41%	2.82%	0.00%	0.00%	0.00%
Protective Service Workers															
Officials Sworn															
Workforce #	418	311	21	5	2	3	4	0	62	6	0	2	0	2	0
Workforce %	100.00%	74.40%	5.02%	1.20%	0.48%	0.72%	0.96%	0.00%	14.83%	1.44%	0.00%	0.48%	0.00%	0.48%	0.00%
Patrol Officers Recruit															
Workforce #	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0
Workforce %	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Protective Service: Non-Sworn															
Workforce #	21	12	0	0	0	0	0	0	9	0	0	0	0	0	0
Workforce %	100.00%	57.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	42.86%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Administrative Support															
Workforce #	862	109	6	2	3	0	1	0	665	43	13	11	2	7	0
Workforce %	100.00%	12.65%	0.70%	0.23%	0.35%	0.00%	0.12%	0.00%	77.15%	4.99%	1.51%	1.28%	0.23%	0.81%	0.00%
Skilled Craft															
Workforce #	141	126	9	0	4	0	2	0	0	0	0	0	0	0	0
Workforce %	100.00%	89.36%	6.38%	0.00%	2.84%	0.00%	1.42%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Service/Maintenance															
Workforce #	123	78	7	0	1	0	0	0	27	6	1	1	0	2	0
Workforce %	100.00%	63.41%	5.69%	0.00%	0.81%	0.00%	0.00%	0.00%	21.95%	4.88%	0.81%	0.81%	0.00%	1.63%	0.00%

* Native Hawaiian or Other Pacific Islander

** American Indian or Alaska Native

WASHOE COUNTY 2000 COMMUNITY LABOR STATISTICS

	MALE						FEMALE							
	White	Hispanic	Black	Asian	NH or OPI*	AI or AN**	Two or more races	White	Hispanic	Black	Asian	NH or OPI*	AI or AN**	Two or more races
Officials/Administrators	13,810	850	105	340	30	100	300	8,315	490	145	250	25	155	165
	55.06%	3.39%	0.42%	1.36%	0.12%	0.40%	1.20%	33.15%	1.95%	0.58%	1.00%	0.10%	0.62%	0.66%
Professionals	11,370	545	245	570	25	125	200	12,860	780	175	565	4	105	270
	40.83%	1.96%	0.88%	2.05%	0.09%	0.45%	0.72%	46.18%	2.80%	0.63%	2.03%	0.01%	0.38%	0.97%
Technicians	1,580	80	20	90	10	10	34	1,710	80	30	140	10	20	70
	40.77%	2.06%	0.52%	2.32%	0.26%	0.26%	0.88%	44.13%	2.06%	0.77%	3.61%	0.26%	0.52%	1.81%
Protective Service: Officials Sworn	2,850	140	115	95	4	45	29	520	70	15	15	0	4	14
	72.61%	3.57%	2.93%	2.42%	0.10%	1.15%	0.74%	13.25%	1.78%	0.38%	0.38%	0.00%	0.10%	0.36%
Patrol Officers Sworn (Recruit)***	18,640	3,390	535	1,075	94	440	599	17,235	2,550	375	1,055	145	419	743
	39.41%	7.17%	1.13%	2.27%	0.20%	0.93%	1.27%	36.44%	5.39%	0.79%	2.23%	0.31%	0.89%	1.57%
Protective Service: Non-sworn	25	4	15	10	0	15	4	210	0	0	4	0	0	0
	8.93%	1.43%	5.36%	3.57%	0.00%	5.36%	1.43%	75.00%	0.00%	0.00%	1.43%	0.00%	0.00%	0.00%
Administrative Support	11,920	1,485	285	780	55	155	359	26,280	3,065	590	1,335	120	475	840
	24.97%	3.11%	0.60%	1.63%	0.12%	0.32%	0.75%	55.04%	6.42%	1.24%	2.80%	0.25%	0.99%	1.76%
Skilled Craft	13,140	2,670	250	210	65	335	474	810	125	4	50	0	65	29
	72.10%	14.65%	1.37%	1.15%	0.36%	1.84%	2.60%	4.44%	0.69%	0.02%	0.27%	0.00%	0.36%	0.16%
Service/Maintenance	20,020	8,565	860	1,340	145	495	505	13,130	4,865	345	1,380	145	485	624
	37.84%	16.19%	1.63%	2.53%	0.27%	0.94%	0.95%	24.82%	9.20%	0.65%	2.61%	0.27%	0.92%	1.18%

* Native Hawaiian or Other Pacific Islander

** American Indian or Alaska Native

*** Total Community Labor Force number for Patrol Officers Sworn (Recruit) includes the number of eligible labor force between the ages of 20-34 with at least a High School diploma (or equivalent)

Note: Figures provided by the U.S. Census Bureau based upon the 2000 Census.

UTILIZATION ANALYSIS WASHOE COUNTY AND THE COMMUNITY LABOR STATISTICS

JOB CATEGORY	MALE							FEMALE						
	White	Hispanic	Black	Asian	NH or OPI*	AI or AN**	Two or more races	White	Hispanic	Black	Asian	NH or OPI*	AI or AN**	Two or more races
Officials/Administrators														
Workforce %	57.59%	2.53%	0.00%	1.27%	0.63%	0.63%	0.00%	34.18%	1.27%	0.63%	0.63%	0.63%	0.00%	0.00%
Community LF %	55.06%	3.39%	0.42%	1.36%	0.12%	0.40%	1.20%	33.15%	1.95%	0.58%	1.00%	0.10%	0.62%	0.66%
Utilization %	2.53%	-0.86%	-0.42%	-0.09%	0.51%	0.23%	-1.20%	1.02%	-0.69%	0.05%	-0.36%	0.53%	-0.62%	-0.66%
Professional														
Workforce %	38.19%	2.30%	1.53%	1.23%	0.00%	0.61%	0.00%	50.00%	2.61%	1.38%	1.84%	0.15%	0.15%	0.00%
Community LF %	40.83%	1.96%	0.88%	2.05%	0.09%	0.45%	0.72%	46.18%	2.80%	0.63%	2.03%	0.01%	0.38%	0.97%
Utilization %	-2.64%	0.34%	0.65%	-0.82%	-0.09%	0.16%	-0.72%	3.82%	-0.19%	0.75%	-0.19%	0.14%	-0.22%	-0.97%
Technicians														
Workforce %	42.25%	1.41%	0.00%	1.41%	0.00%	1.41%	0.00%	38.03%	11.27%	1.41%	2.82%	0.00%	0.00%	0.00%
Community LF %	40.77%	2.06%	0.52%	2.32%	0.26%	0.26%	0.88%	44.13%	2.06%	0.77%	3.61%	0.26%	0.52%	1.81%
Utilization %	1.48%	-0.66%	-0.52%	-0.91%	-0.26%	1.15%	-0.88%	-6.10%	9.20%	0.63%	-0.80%	-0.26%	-0.52%	-1.81%
Protective Service: Sworn Officials														
Workforce %	74.40%	5.02%	1.20%	0.48%	0.72%	0.96%	0.00%	14.83%	1.44%	0.00%	0.48%	0.00%	0.48%	0.00%
Community LF %	72.61%	3.57%	2.93%	2.42%	0.10%	1.15%	0.74%	13.25%	1.78%	0.38%	0.38%	0.00%	0.10%	0.36%
Utilization %	1.79%	1.46%	-1.73%	-1.94%	0.62%	-0.19%	-0.74%	1.58%	-0.35%	-0.38%	0.10%	0.00%	0.38%	-0.36%
Protective Service: Patrol Officers (Recruit)***														
Workforce %	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Community LF %	39.41%	7.17%	1.13%	2.27%	0.20%	0.93%	1.27%	36.44%	5.39%	0.79%	2.23%	0.31%	0.89%	1.57%
Utilization %	60.59%	-7.17%	-1.13%	-2.27%	-0.20%	-0.93%	-1.27%	-36.44%	-5.39%	-0.79%	-2.23%	-0.31%	-0.89%	-1.57%
Protective Service: Non-Sworn														
Workforce %	57.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	42.86%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Community LF %	8.93%	1.43%	5.36%	3.57%	0.00%	5.36%	1.43%	75.00%	0.00%	0.00%	1.43%	0.00%	0.00%	0.00%
Utilization %	48.21%	-1.43%	-5.36%	-3.57%	0.00%	-5.36%	-1.43%	-32.14%	0.00%	0.00%	-1.43%	0.00%	0.00%	0.00%
Administrative Support														
Workforce %	12.65%	0.70%	0.23%	0.35%	0.00%	0.12%	0.00%	77.15%	4.99%	1.51%	1.28%	0.23%	0.81%	0.00%
Community LF %	24.97%	3.11%	0.60%	1.63%	0.12%	0.32%	0.75%	55.04%	6.42%	1.24%	2.80%	0.25%	0.99%	1.76%
Utilization %	-12.32%	-2.41%	-0.36%	-1.29%	-0.12%	-0.21%	-0.75%	22.10%	-1.43%	0.27%	-1.52%	-0.02%	-0.18%	-1.76%
Skilled Craft														
Workforce %	89.36%	6.38%	0.00%	2.84%	0.00%	1.42%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Community LF %	72.10%	14.65%	1.37%	1.15%	0.36%	1.84%	2.60%	4.44%	0.69%	0.02%	0.27%	0.00%	0.36%	0.16%
Utilization %	17.26%	-8.27%	-1.37%	1.68%	-0.36%	-0.42%	-2.60%	-4.44%	-0.69%	-0.02%	-0.27%	0.00%	-0.36%	-0.16%
Service/Maintenance														
Workforce %	63.41%	5.69%	0.00%	0.81%	0.00%	0.00%	0.00%	21.95%	4.88%	0.81%	0.81%	0.00%	1.63%	0.00%
Community LF %	37.84%	16.19%	1.63%	2.53%	0.27%	0.94%	0.95%	24.82%	9.20%	0.65%	2.61%	0.27%	0.92%	1.18%
Utilization %	25.57%	-10.50%	-1.63%	-1.72%	-0.27%	-0.94%	-0.95%	-2.87%	-4.32%	0.16%	-1.80%	-0.27%	0.71%	-1.18%

* Native Hawaiian or Other Pacific Islander

** American Indian or Alaska Native

*** Total Community Labor Force number for Patrol Officers Sworn (Recruit) includes the number of eligible labor force between the ages of 20-34 with at least a High School diploma (or equivalent)

UTILIZATION ANALYSIS - NARRATIVE

Comparisons of the Washoe County workforce to the community labor statistics for Washoe County have identified underutilization of females and minorities in several categories. Community labor statistics derived from 2000 census data show that the Black, Native Hawaiian/Other Pacific Islander, American Indian/Alaska Native, and Two or More Races populations are proportionately small in Washoe County (less than 3% - see chart below). Therefore, identified areas of underutilization are primarily restricted to specific job categories for Hispanic males, Asian males, White females, Hispanic females, and Asian females. Underutilization of a group in a specific category is identified where there is a corresponding labor market of at least 3 percent for Washoe County to draw from, and the labor force is underutilized by at least 2 percent.

Although the emphasis of this plan focuses on the larger areas of underutilization based on a gender or a minority population base of 3 percent or more, Washoe County will continue to explore ways of communicating job opportunities and facilitating employment opportunities among all gender, race, and ethnic groups.

*Labor Force Statistics EEO-4 Groups by Race/Sex 2000 Census of Population Database¹	
White	76.90%
Hispanic	13.30%
Black	1.80%
Asian	4.00%
Native Hawaiian or Other Pacific Islander	0.40%
American Indian or Alaska Native	1.50%
Two or More Races	2.10%
<small>*Source data for Labor Force Statistics obtained from the U.S. Census Bureau, EEO Data Tool as instructed by Office for Civil Rights (OCR). Instructions found at www.ojp.usdoj.gov/ocr/censusdata.htm Comparison statistics required by the Office for Civil Rights may differ from Community Population statistics for Washoe County found in the U.S. Census Bureau, 2000 Census Summary Files (see comparison in attachment A).</small>	

After reviewing the results of the utilization analysis, the Washoe County Human Resources Department has identified the following areas of concern:

Officials and Administrators – No underutilization is identified in this category.

Professionals – No underutilization is identified in this category.

Technicians – Washoe County demonstrates an underutilization of **White females** in the Technicians job category. White females representation in the community workforce in this job category is 44.13% while at Washoe County it is 38.03%.

¹ Labor Force Statistics extrapolated from the Bureau of Labor Statistics 2000 census data as instructed by OCR.

Protective Service Workers – Sworn Officials (also see Washoe County Sheriff's Department EEOP) – No underutilization is identified in this category.

Protective Service Workers – Patrol Officers Recruit (also see Washoe County Sheriff's Department EEOP) – Washoe County demonstrates an underutilization of **Hispanic males, Asian males**, and females in general to include **White females, Hispanic females, and Asian females**. Hispanic males representation in the community workforce for this job category is 7.17%, while at Washoe County it is 0%; Asian males representation in the community workforce for this job category is 2.27%, while at Washoe County it is 0%; White females representation in the community workforce for this job category is 36.44%, while at Washoe County it is 0%; Hispanic females representation in the community workforce for this job category is 5.39%, while at Washoe County it is 0%; Asian females representation in the community workforce for this job category is 2.23%, while at Washoe County it is 0%; There are six employees currently in this job category, all White males, resulting in underutilization in all the above listed minority and female categories. The utilization statistics used in this analysis are specific to October 25, 2004 data and results vary by time and recruitment. With only six employees in this job category at the time this data was collected, these percentages are derived from a statistically insignificant sample size that is not, in itself, indicative of underutilization over time (see Objective 2 and Steps to Achieve Objectives).

Protective Service Workers – Non-Sworn – Washoe County demonstrates an underutilization of **Asian males and White females** in the Protective Service Workers – Non-Sworn job category. Asian males representation in the community workforce for this job category is 3.57%, while at Washoe County it is 0.0%; White females representation in the community workforce in this job category is 75.00% while at Washoe County it is 42.86%.

Administrative Support – Washoe County demonstrates an underutilization of **Hispanic males** in this category. Hispanic males representation in the community workforce in this job category is 3.11%, while at Washoe County it is 0.70%.

Skilled Craft – Washoe County demonstrates an underutilization of **Hispanic males and White females** in the Skilled Craft job category. Representation in the community workforce for Hispanic males in this category is 14.65%, while at Washoe County it is 6.38%; White females representation in the community workforce in this category is 4.44%, while at Washoe County it is 0.0%.

Service/Maintenance – Washoe County demonstrates an underutilization of **Hispanic males, White females, and Hispanic females** in the Service/Maintenance job category. Hispanic males in the Service/ Maintenance job category are represented in the community workforce at 16.19% while at Washoe County it is 5.69%; White females in the Service/Maintenance job category are represented in the community workforce at 24.82%, while at Washoe County it is 21.95%; Hispanic females in the Service/Maintenance job category are represented in the community workforce at 9.20%, while at Washoe County it is 4.88%.

OBJECTIVES

Washoe County is committed to a workforce that closely reflects the available labor force in the community. From an overall gender perspective females constitute a greater percentage of the employee workforce at Washoe County than males; according to the 2000 census data, females make up 45.6% of the community labor force while at Washoe County females make up 53.92% of the employee workforce.

However, the results of this utilization analysis indicate that an increased effort in the recruitment and selection of **females** is warranted in the **Protective Service: Patrol Officers (Recruit)**, **Protective Service: Non-Sworn, Skilled Craft**, and **Service/Maintenance** job categories.

- Community labor force statistics indicate that **females** make up 47.62% of the labor force in the **Protective Service: Patrol Officers (Recruit)** job category, while at Washoe County they make up 0.00%;
- Community labor force statistics indicate that **females** make up 76.43% of the labor force in the **Protective Service: Non-Sworn** job category, while at Washoe County they make up 42.86%;
- Community labor force statistics indicate that **females** make up 5.94% of the labor force in the **Skilled Craft** job category while at Washoe County it is 0.0%;
- Community labor force statistics indicate that **females** make up 39.64% of the labor force in the **Service/Maintenance** job category while at Washoe County it is 30.08%.

Objective 1: The utilization analysis indicates there is an underutilization of **White** females within the **Technicians** job category. A review of classifications in this category indicates that 207% more applications were received from male applicants versus female applicants in 2004. Many of the single incumbent job classifications such as Hazardous Materials Specialist, Polygraph Examiner, Surveying Technician, and Systems Administrator attract male applicants versus female applicants.

Technician recruitments and promotional examinations will continue to be more closely monitored to determine ways to increase female job applicants to this job category. Specific steps to increase the number of **females** in **Technician** job categories include methods the Human Resources department will use to aggressively recruit and employ females into the job classes and to develop career paths into the higher-ranking job classes such as Senior Criminalist and Systems Administrator.

Objective 2: In the **Protective Service: Patrol Officers (Recruit)** job category, the utilization analysis indicates there is an underutilization of **Hispanic and Asian males, and White, Hispanic and Asian females**. The **Protective Service: Patrol Officers (Recruit)** job category includes Deputy Sheriff candidates who are not commissioned law enforcement officers, and are in training. Once their 15- week training is completed, they are covered under Protective

Service: Sworn Officials. Human Resources and the Washoe County Sheriff's Office work together closely to aggressively recruit and hire females and minorities into the Protective Service Areas job classes. Discussions with department administrators and current staff have generated ideas to recruit more females and minority candidates. Human Resources and Sheriff's Office staff attended several career fairs and talked with a number of college classes about a career in law enforcement. The partnership with the Sheriff's Office includes an employment brochure in Spanish and a Career Expo for Women in Law Enforcement. The efforts of the last year are expected to be reflected in the next academy with an increase in the number of female and minority recruits. The Human Resources department will aggressively recruit female and minority candidates. The next career path for a recruit would be as a Protective Service: Sworn Official and in this category there is no underutilization in Washoe County.

Objective 3: The utilization analysis indicates there is an underutilization of **Asian** males and **White** females in the **Protective Service Workers: Non-Sworn** job categories. The community labor force in this EEO category is 75% white female, which is difficult to mirror with the Washoe County employee population. The largest job class for employees in this category is Animal Services Officers; currently seven out of nine Animal Services Officers are women. The next largest area of employees in this category is the Park Ranger classification and there are two females out of six Park Rangers. Human Resources will continue to seek opportunities for increasing the female and minority candidates in this area. Human Resources will approach department administrators (e.g. Public Works, Animal Services, the Sheriff's Office and the Department of Regional Parks and Open Space) to aggressively recruit and employ females and minorities into the **Protective Service Workers: Non-Sworn** areas job classes.

Objective 4: The utilization analysis indicates there is an underutilization of **Hispanic males** in the job category of **Administrative Support**. According to historical recruitment data, Hispanic males were the smallest group to submit applications compared to all other EEOC categories for this job category. In order for Human Resources to increase the number of Hispanic male applicants in this job category, Human Resources will continue to work with the Department Administrators to develop new ideas and avenues for recruitment. Through discussion with departments, one of things that have been indicated by Department Administrators is a need for more bi-lingual candidates in this job category. Efforts will be made by Human Resources to find ways to accomplish this with research into diversity publications, job fairs, targeted advertising and community outreach.

Objective 5: The utilization analysis indicates there is an underutilization of **Hispanic males** and **White** females in the job category of **Skilled Craft**. The more populous classifications included in the Skilled Craft job category are Heavy Equipment Operators, Medium Equipment Operators, Heavy Diesel Equipment Mechanic, Utility Worker II and Building Maintenance Technician. Recruitment statistics for these classifications indicate primarily male applicants for positions filled in 2004. **Skilled Craft** recruitments and promotional examinations will be more closely monitored to determine ways to increase female and Hispanic male job applicants to this job category.

Objective 6: The utilization analysis indicates there is an underutilization of **Hispanic males and females, including White females and Hispanic females**, in the **Service/Maintenance** job

category. The most populous job classifications in this category are Community Health Aides, Maintenance Worker II's, and Inmate Work Program Leaders. A review of recruitment statistics for positions filled in 2004 indicate primarily male applicants with the exception of Community Health Aides, where the records indicate primarily female applicants. **Skilled Craft** recruitments and promotional examinations will be more closely monitored to determine ways to increase female and Hispanic male job applicants to this job category.

STEPS TO ACHIEVE THE OBJECTIVES

General: Situations where females and/or minorities are identified as underutilized are monitored and managed by Human Resources. Outreach efforts are researched and implemented, development programs are established for internal job candidates, and examination instruments and selection processes are reviewed to remove potential employment or promotional barriers to females and minorities competing for job classes within the identified job categories. Potential areas of underutilization are monitored when females and minority employee levels are identified as approaching underutilization levels or specific applicant pools for females and minorities are identified through historical recruitment data as being historically difficult to attract.

General steps supporting identified objectives represent ongoing efforts by the County to achieve EEOP objectives are as follows.

- Washoe County strives to maintain an inclusive organizational climate that recognizes and promotes the value of a diverse workforce that reflects the community and clients to which the County provides services by:
 - Requiring all new employees to attend a mandatory orientation session that covers workplace policies and including information on the Washoe County EEOP in the mandatory orientation session
 - Continuing to ensure all employees attend sexual harassment and discrimination and harassment training every two years in accordance with the Washoe County policy
 - Ensuring EEO posters are posted in County facilities
- Human Resources develops recruitment strategies and analyzes recruitment and promotion processes to determine the impact of equal employment opportunity efforts to attract and hire females and minorities into the respective categories of underutilization. Recruitment, selection and retention activities for job classes within job categories identified through the 2004/2006 utilization analysis will emphasize efforts to address underutilization within Technicians, Protective Service: Patrol Officers (Recruit), Protective Service: Non-Sworn, Administrative Support, Skilled Craft, and Service/Maintenance job levels by:
 - Analyzing current and historical recruitment patterns in preparation for recruitments to determine appropriate strategies for announcing job vacancies to specified ethnic/cultural groups, particularly in relation to job classes in job categories where underutilization has been identified through the EEOP Utilization Analysis

- Continually evaluating selection processes, including application forms, interviewing procedures, test administration, test validity, referral procedures and the final selection process to strengthen job relatedness and validity
- Keeping oral board members informed of the County's current EEOP objectives during the examination process and reviewing their roles as raters in the selection process in accordance with EEOP objectives and associated steps to achieve objectives
- Participating in job fairs, such as high school career days, college and community job fairs, and job fairs for persons with disabilities - with specific emphasis on recruiting specified groups of candidates to fill job classes in job categories where underutilization has been identified
- Advertising in media specifically directed toward underutilized groups
- Ensuring advertisements directed toward underutilized groups are delivered to both specialized and diverse labor market pools
- Identifying community groups and participating in local ethnic and cultural events in order to facilitate an employer friendly image which attracts the interest of current females and minority group employees, as well as potential females and minority group job candidates

Objective 1: Steps to increase the representation of **females** in the **Technician** job category will rely on targeted recruitment/advertising effort and development of career paths to the higher-level jobs, for example, Criminalist to Senior Criminalist; and by specifically doing the following:

Recruitment efforts will be directed toward the local community colleges when specific technical course work is required for the vacant position and at universities for jobs where a bachelor's degree is required. Recruitment efforts will take place within and outside the regional area so that female and other protected groups will be notified of specific employment opportunities. Local colleges include Truckee Meadows Community College, Western Nevada Community College, the University of Nevada, Clark County Community College and all member institutions of the University and Community College System of Nevada. Colleges and universities in Northern California will be targeted for job fair participation and specific recruitment advertising that may include Butte College, Contra Costa College, Folsom Lake College, Sacramento City College, Sierra College, Sacramento State University, San Jose State University, California State University Fresno and California State University Chico.

Additionally, targeted mailings, professional associations, and national advertising may supplement the recruitment advertising efforts based on targeting female applicants and matching the technical qualification requirements for the open recruitment. This approach will also supplement the efforts to fill the higher-level **Technician** recruitments when a limited

number of promotional candidates exist or when utilization statistics indicate a need to conduct targeted open competitive recruitment efforts.

Objective 2: While females and Hispanic and Asian minorities are underutilized in the **Protective Services Patrol Officers (Recruit)** job category, by far the largest underutilization is for females, in general, and most specifically for white females. The jobs contained in this category are entry-level positions and there is a good opportunity to increase the diversity in this area. Recruitment efforts are designed to attract females and minorities to Protective Services Patrol Officers (Recruit) jobs. **One of the steps taken is to allow candidates, who do not initially pass the physical ability test, to test again.** Recruitment efforts will be directed toward high schools, community colleges, as well as institutions of higher education, within and outside the region. Truckee Meadows Community College, Western Nevada Community College, the University of Nevada, Clark County Community College and all member institutions of the University and Community College System of Nevada will be targeted for Protective Services Patrol Officers (Recruit) job vacancy announcements. The Human Resources department will research Protective Services Patrol Officers (Recruit) academy programs, military outplacement services and other law enforcement retirement outplacement offerings to refine contacts and to advertise vacancies in this job category. Human Resources and the Washoe County Sheriff's Office will continue advertisements and career fairs to diverse communities in the western region.

Objective 3: While females and minorities are underutilized in the **Protective Service Workers: Non-Sworn** job category, by far the largest underutilization is for females, in general, and most specifically for white females. Since the jobs contained in this category include numerous entry-level job classes there are numerous opportunities to increase the diversity in this area by customizing qualification requirements as appropriate. Steps to increase the representation of females in the **Protective Service Workers: Non-Sworn** job category will rely on targeted recruitment/advertising effort and development of career paths to the higher-level jobs, for example, Lead Animal Services Officer, Animal Services Supervisor and Animal Services Manager; and by specifically doing the following:

Design recruitment efforts to attract females and minorities to jobs. Those efforts will be directed towards the local community colleges when specific technical course work is required for the vacant position and at universities for jobs where a bachelor's degree is required. Recruitment effort will take place within and outside the regional area so that female and other protected groups will be notified of specific employment opportunities. Local colleges include Truckee Meadows Community College, Western Nevada Community College, the University of Nevada, Clark County Community College and all member institutions of the University and Community College System of Nevada. Colleges and universities in Northern California will be targeted for specific recruitment advertising that may include Contra Costa College, American River Jr. College, Sacramento City College, Sierra College, Sacramento State University, San Jose State University, California State University Fresno and California State University Chico.

Additionally, expenditures will be sought for advertisements and career fairs to diverse communities in the western region, targeted mailings, professional associations, and national advertising may supplement the recruitment advertising efforts based on targeting female and

minority applicants and matching the qualification requirements for the open recruitment. This will also supplement the efforts to fill the higher-level **Protective Service Workers: Non-Sworn** recruitments (such as this year with the Animal Services Manager position) when a limited number of promotional candidates exist.

Objective 4: Targeted recruitment for qualified **Hispanic males** in the **Administrative Support** job category will require strategies and research into expanding advertising to community colleges, universities, vocational schools, and technical with a diverse minority culture. Outreach efforts to various minority groups, Hispanic in particular, will be key to making progress in our objective to increase the representation of Hispanic males in the Administrative Support job category. Continued advertising with Truckee Meadows Community College and University of Nevada, Reno and research into new advertising with San Jose State University, Fresno State University, Morrison College, University of Phoenix, and San Diego State University will be used to attract qualified Hispanic male applicants.

Since most of the jobs contained in the Administrative Support category are clerical and provide opportunity for promotion/advancement within Washoe County, this provides an opportunity for “career ladders” into other occupational areas as well. An example of a promotional opportunity would be from Account Clerk to Principal Account Clerk to Accountant. Research into new publications known to include diverse populations of minorities with job qualifications (i.e. Sacramento Bee targeting the Sacramento area, diversity publications such as the Ahora Newspaper, web-sites such as Nevada Job Connect) and continued advertising in local publications (i.e. Reno Gazette Journal) will be used to make recruitment more targeted. Human Resources will continue to direct mail to locations identified by departments for certain jobs within this category but will begin to provide additional information to departments about the need to increase Hispanic male representation in the Administrative Support job category.

Even though the most common job classes in this category require reading and reasoning in English, Human Resources and Department Administrators recognize that second language skills are needed and those that are fluent in more than one language are highly sought after. Examples of jobs classes that require fluency in the English language but have expressed a need for a second language include the Library Assistant job class series and Office Assistant series. These positions have been identified by Department Administrators, especially in Social Services and the Library, to indicate a need for bi-lingual candidates to serve their customer base. In order to target individuals with these skills, outreach efforts with Department Administrators, local Hispanic Chambers and with current minority employees will be used to help establish an outreach to the Hispanic/minority communities.

Objective 5: Targeted recruitment for females and **Hispanic males** in the **Skilled Crafts** job category will include outreach efforts to various minority groups, specifically, Hispanic. Outreach efforts will be key to making progress in our objective to increase the representation of Hispanic males in the Skilled Crafts job category. Advertising our vacancies with Truckee Meadows Community College, and Morrison College and networking with local agencies will be used to attract qualified female and Hispanic male applicants.

In addition, steps to increase the number of **females** and Hispanic males in **Skilled Crafts** job categories include the Human Resources department working with the departments who utilize the classifications to identify specific areas of recruitment. Another targeted recruitment will be to bring in females and Hispanic males for the position of Utility Worker I, which moves to a Utility Worker II upon successful completion of probation as a Utility Worker I.

Objective 6: Targeted recruitment for **Hispanic males and females including Hispanic females** in the **Service/Maintenance** job category will require outreach efforts to various minority groups, specifically, Hispanic. This will be key to making progress in our objective to increase the representation of Hispanic males in the **Service/Maintenance** job category. Continued advertising with Truckee Meadows Community College and Morrison College and networking with local agencies will attract qualified females including Hispanic and Hispanic male applicants.

Human Resources Analysts are working with department supervisors and managers to increase the number of **females**, in general, and **Hispanic males and females** in the **Service/Maintenance** job category by identifying specific job classes for targeted recruitments. The Community Health Aide (CHA) job class has been identified as one of the targeted job classes; many of the programs supported by the CHA's provide services to bi-lingual clients. Working closely with the Health Department who use the CHA's will be crucial in identifying recruitment resources. Working with vocational facilities and the local Hispanic Chamber will provide the opportunity for an increase in females including Hispanic females and Hispanic males. Our target will be to bring in members of these groups at the Maintenance Worker II level where there are promotional opportunities to Medium and Heavy Equipment Operator positions. A key component of this strategy is to increase the applicant/candidate pool in the representation of females and Hispanic males in the Service/Maintenance job category.

DISSEMINATION OF EEOP

- Copies of this plan are distributed to all department heads. Department heads will make the plan available to staff
- All new employees are provided a copy of the County's Sexual Harassment Policy and Discrimination and Harassment Policy during new employee orientation; and, familiarized with the County EEOP and how to access it on the Human Resources website
- The Human Resources Department staff conducts equal employment opportunity training for managers and supervisors
- All employment advertisements contain the phrase "An Equal Opportunity Employer" or abbreviation for same – "EOE"
- All County prime contractors, subcontractors, vendors and suppliers shall be notified in writing of the County's equal employment opportunity plan. In cases where there is utilization of federal funds, contractors shall be required to comply with all applicable federal equal opportunity employment regulations

ETHNICITY GROUP IDENTIFICATION

Each employee of Washoe County is identified with an ethnic, racial, color, national origin, gender or other covered category made either by visual observations, self-identification, or employment records, to the extent that individual privacy can be insured.

For this plan, the following group categories will be used:

Category	Definition
White	All persons having origins in any of the original peoples of Europe, the Middle East, or North Africa
Hispanic	All persons of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race
Black	All persons having origins in any of the Black racial groups of Africa
Asian	All persons having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent.
Native Hawaiian/Other Pacific Islander	All persons having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
American Indian or Alaskan Native	All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition
Two or More Races	Two or more races or national origins that may or may not be represented above

END NOTES

Community labor force statistics were extrapolated from the Bureau of Labor Statistics 2000 census data.

Washoe County Workforce Analysis figures are from data effective October 25, 2004.

Copies of/or information requested regarding this Equal Employment Opportunity Plan may be obtained by written or telephone request:

Washoe County Human Resources Department
P.O. Box 11130
Reno, NV 89520-0027
Phone: (775) 328-2080

The Washoe County Equal Employment Opportunity Plan is posted on the Washoe County Human Resources Department website at www.co.washoe.nv.us/humanresources

Attachment A:

Category	Definition	*Community Population	** Community Labor Statistics	Washoe County Work Force
White	All persons having origins in any of the original peoples of Europe, the Middle East, or North Africa	73.0%	76.9%	89.0%
Hispanic	All persons of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race	16.6%	13.3%	5.9%
Black	All persons having origins in any of the Black racial groups of Africa	2.0%	1.8%	1.7%
Asian	All persons having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent.	4.2%	4.0%	2.0%
Native Hawaiian/Other Pacific Islander	All persons having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.	0.4%	0.4%	0.3%
American Indian or Alaskan Native	All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition	1.5%	1.5%	1.0%
Two or More Races	Two or more races or national origins that may or may not be represented above	2.1%	2.1%	***N/A
<p>* Source: U.S. Census Bureau, 2000 Census Summary Files 1 & 3 ** U.S. Census Bureau, EEO Data Tool *** Employee data not available</p>				