



County of Marin 2021 Equal Employment Update

Roger Crawford, Equal Employment Director

2021 County of Marin Equal Employment Update



Introduction

The County of Marin's Equal Employment Opportunity Plan, or "EEOP," is a management tool designed to help the County provide equal employment opportunities to Women and People of Color or "POC."

Equal Employment Policy

The EEOP helps the County comply with its policy on equal employment opportunity as described in Personnel Management Regulation 21 ("PMR 21"). PMR 21 provides that, "all personnel actions including, but not limited to, recruiting, hiring, training, promoting, compensating, transferring and laying off, shall be based on merit and job requirements, without regard to Protected Class." The County's definition of "Protected Status" includes race and gender.

Methodology

Refer to the Method of Analysis on page 3 of the 2020 Equal Employment Opportunity Plan.

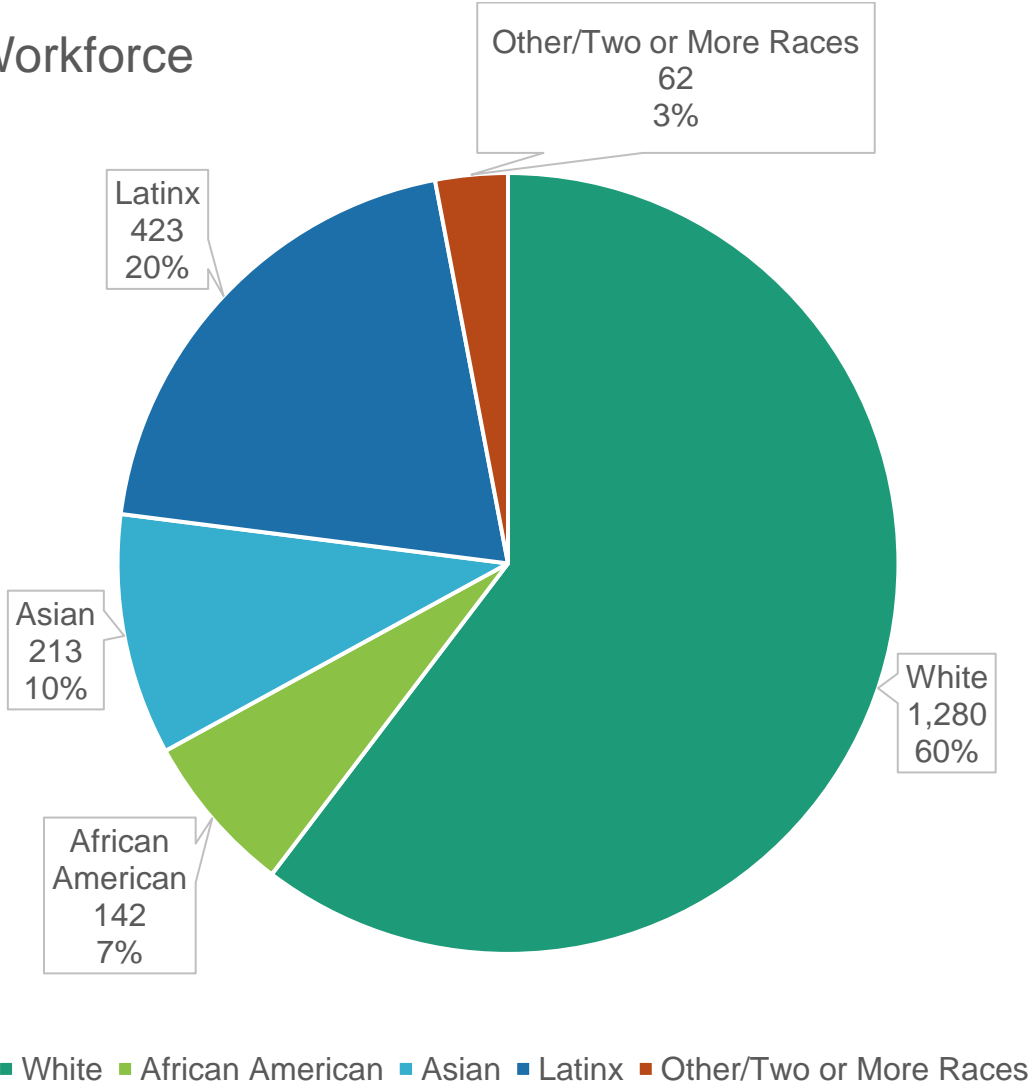
<https://www.marincountyhr.org/get-to-know-us/equal-employment/equal-employment-plan>

Our Commitment to Diversity, Equity, Inclusion and Belonging

The County of Marin remains committed to the recruitment, hiring, retention, and promotion of a diverse workforce. The Human Resource Department strives to support the County's efforts to create an environment where employees have a sense of purpose and value to do their very best work. Policies and procedures are in place, and are regularly reviewed and revised, to ensure that all decisions regarding recruitment, hiring, promotions, special assignments, training and other terms and conditions of employment will be made without discrimination on grounds of race, color, national origin, sex, sexual orientation, religion, creed, age, disability, marital status or any other non-merit factor that cannot be used as a basis for an employment decision.

June 30, 2021
County of Marin Workforce:
2,120 Full Time Equivalents (FTEs)
White: 1,280 FTEs
People of Color: 840 FTEs

Workforce



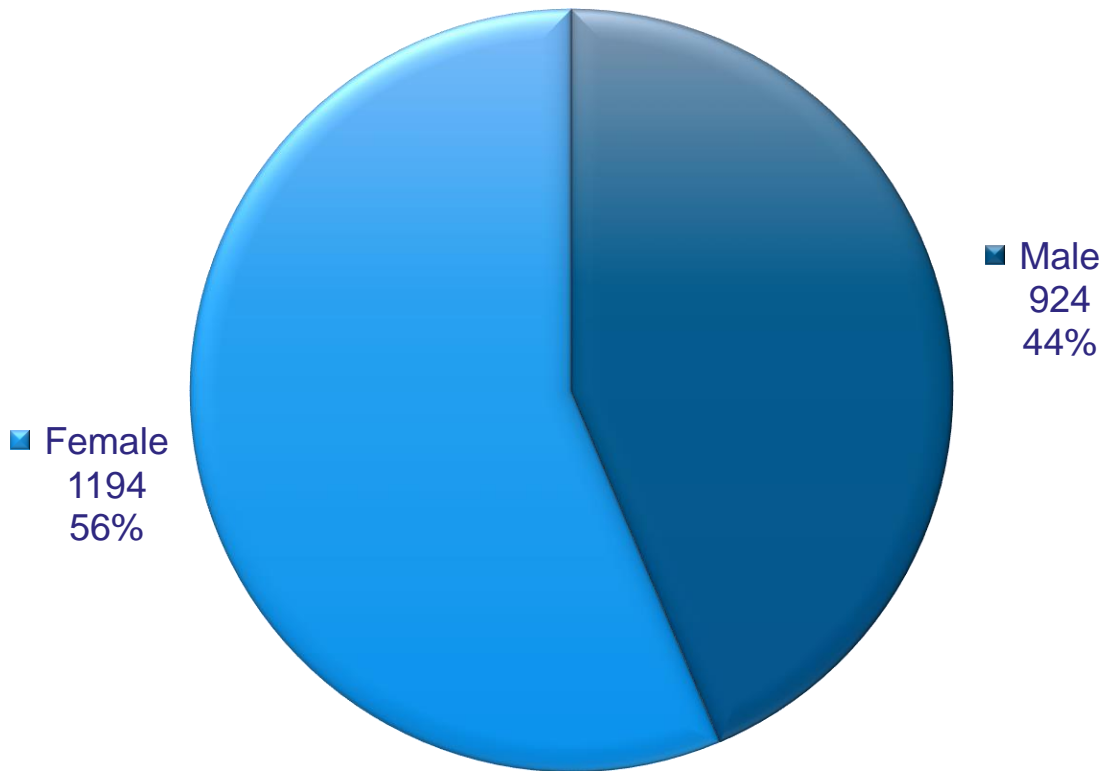
Workforce Trend



The chart below is a breakdown of the County's workforce by race and gender from 2016 to the Present (6/30/2021).

Gender & Ethnicity	WORKFORCE											
	COUNTY-WIDE											
	2016		2017		2018		2019		2020		6/30/2021	
	#	%	#	%	#	%	#	%	#	%	#	%
Male	931	43.8	914	43.5	925	44.0	937	43.9	933	43.6	924	43.6
Female	1,194	56.2	1,188	56.5	1,179	56.0	1,195	56.1	1208	56.4	1,194	56.3
White	1,428	67.2	1,388	66.0	1,357	64.5	1,337	62.7	1,303	61	1,280	60.4
Black/African American	121	5.7	116	5.5	122	5.8	131	6.1	142	6.6	142	6.7
Hispanic or Latino	355	16.7	369	17.6	379	18.0	401	18.8	427	19.9	423	20.0
Asian	204	9.6	205	9.8	219	10.4	220	10.3	217	10.1	213	10.0
American Indian, Alaskan Native	14	0.7	14	0.7	13	.6	14	.7	14	.7	6	.3
Two + Races	3	0.1	9	0.4	13	.6	28	1.3	36	1.7	52	2.5
Native Hawaiian, Other Pacific Islander (NHOPI)	0	0.0	1	0.0	1	0.0	1	0.0	2	0.0	4	.2
Total People of Color (POC)	697	32.8	714	34.0	747	35.5	795	37.3	838	39.1	840	39.6
Total	2,125		2,102		2,104		2,132		2,141		2,120	

Workforce by Gender as of June 30, 2021



Race/Ethnicity	Male	Female	Non-Binary
White	601 (28.3%)	677(32%)	2 (.05%)
African American	65 (3.1%)	77 (3.6%)	0
Latinx	142 (6.7%)	281 (13.2%)	0
Asian	84 (4%)	129 (6.1%)	0
Native American	3 (.1%)	3 (.1%)	0
Pacific Islander	2 (.05%)	2 (.05%)	0
Two or More Races	27 (1.3%)	25 (1.2%)	0

County-wide Utilization by Job Group

- The next 5 pages illustrate the representation of Women and People of Color (POC) in certain job groups from 2018 to Present (6/30/2021). The job groups selected for review are those in which Women and/or People of Color are underutilized. Areas of underutilization in each job group are highlighted in yellow.



Job Group 11A includes Department Heads, Assistant Department Heads and Deputy Directors (aka County Executives) Women remain underutilized by 5 Full Time Equivalents (FTEs).

11 A Upper Management				
	2018	2019	2020	6/30/2021
Total FTEs	60	58	56	54
Male	37 61.7%	34 58.6%	32 57.1%	31 57.4%
Female	23 38.3% (7 FTEs)	24 41.4% (5 FTEs)	24 42.9% (5 FTEs)	23 42.6% (5 FTEs)
White	41 68.3%	38 65.5%	34 60.7%	32 59.3%
POC	19 31.7%	20 34.5%	22 39.3%	22 40.7%
AA	3 5%	5 8.6%	8 14.3%	8 14.8%
Asian	9 15%	9 15.5%	7 12.5%	7 13%
Latinx	7 11.7%	6 10.3%	6 10.7%	5 9.3%
NA/NHOPI	0	0	0	0
2+	0	0	1 1.8%	2 3.7%



Job Group 11B (Mid-Managers) includes Division Heads and Program Managers/Directors. People of Color and Latinx remain underutilized in this job group. African Americans are no longer underutilized in this job group.

11 B Mid-Management				
	2018	2019	2020	6/30/2021
Total FTEs	95	104	120	130
Male	44 46.3%	47 45.2%	56 45.7%	55 42.3%
Female	51 53.7%	57 54.8%	64 53.3%	75 57.7%
White	75 78.9%	81 77.9%	93 77.5%	97 74.6%
POC	20 21.1% (4 FTEs)	23 22.1% (4 FTEs)	27 22.5% (5 FTEs)	33 25.4% (2 FTEs)
AA	6 6.3%	6 5.8%	6 5% (1 FTE)	9 6.9%
Asian	5 5.3% (2 FTEs)	7 6.7% (1 FTE)	11 9.2%	10 7.7%
Latinx	8 8.4% (2 FTEs)	9 8.7% (2 FTEs)	9 7.5% (4 FTEs)	12 9.2% (3 FTEs)
NA/NHOPI	1 1.1%	1 1.15%	1 .8%	1 .8%
2+	0	0	0 (1 FTE)	1 .8%



Job Group 11C (Lower-Level Management) includes Program Managers (Smaller Programs) and Supervisors. People of Color, Asian and Latinx remain underutilized in this job group.



11 C Lower Management				
	2018	2019	2020	6/30/2021
Total FTEs	155	142	137	124
Male	64 41.3%	59 41.5%	57 41.6%	54 42.3%
Female	91 58.7%	83 58.5%	80 58.4%	70 56.5% (1 FTE)
White	114 73.5%	102 71.8%	96 70.1%	86 69.4%
POC	41 26.5% (11 FTEs)	40 26.2% (9 FTEs)	41 29.9% (8 FTEs)	38 30.6% (6 FTEs)
AA	13 8.4%	11 7.7%	13 9.5%	12 9.7%
Asian	12 7.7% (3 FTEs)	12 8.5% (1 FTE)	10 7.3% (3 FTEs)	10 8.1% (1 FTE)
Latinx	15 9.7% (11 FTEs)	16 11.3% (8 FTEs)	16 11.7% (9 FTEs)	12 9.7% (10 FTEs)
NA/NHOPI	1 .6%	1 .7%	1 .7%	1 .8%
2+	0 (1 FTE)	0 (2 FTEs)	1 .7% (1 FTE)	3 2.4%



Job Group 13ii (Business/Financial Operations Professional)s includes Accountants, and Analysts. Latinx are underutilized in this job group.



13ii Business/Financial Operations Prof				
	2018	2019	2020	6/30/2021
Total FTEs	135	136	143	145
Male	50 37%	48 35.3%	46 32.2%	46 31.7%
Female	85 63%	88 64.7%	97 67.8%	99 68.3%
White	83 61.5%	83 61%	93 65%	96 66.2%
POC	52 38.5%	53 39%	50 35%	49 33.8%
AA	9 6.7%	10 7.4%	10 7%	9 6.2%
Asian	24 17.8%	24 17.6%	21 14.7%	20 13.8%
Latinx	17 12.6%	15 11%	15 10.5% (4 FTEs)	16 11% (3 FTEs)
NA/NHOPI	0	0	0	0
2+	2 1.5%	4 2.9%	4 2.8%	4 2.8%



Job Group 15 (Computer & Mathematical) includes Systems Engineer and Technology Systems Specialists. Progress has been made in the utilization of People of Color. However, Latinx remain underutilized in this job group.

15 Computer & Mathematical				
	2018	2019	2020	6/30/2021
Total FTEs	82	84	85	78
Male	53 64.6%	57 67.9%	59 69.4%	53 67.9%
Female	29 35.4%	27 32.1%	26 30.6%	25 32.1%
White	55 67.1%	57 67.9%	58 68.2%	50 64.1%
POC	27 32.9% (1 FTE)	27 32.1% (4 FTEs)	27 31.8% (2 FTEs)	28 35.9%
AA	5 6.1%	6 7.1%	6 7.1%	5 6.4%
Asian	17 20.7%	15 17.9%	15 17.6%	14 17.9%
Latinx	5 6.1% (2 FTEs)	5 6% (4 FTEs)	5 5.9% (3 FTEs)	4 5.1% (3 FTEs)
NA/NHOPI	0	0	0	0
2+	0 (4 FTEs)	1 1.2% (4 FTEs)	1 1.2% (3 FTEs)	5 6.4%

21 Community & Social Service Professional				
	2018	2019	2020	6/30/2021
Total FTEs	152	155	166	163
Male	35 23%	39 25.2%	43 25.9%	41 25.2%
Female	117 77%	116 74.8%	123 74.1%	122 74.8%
White	71 46.7%	70 45.2%	68 41%	70 42.9%
POC	81 53.3%	85 54.8%	98 59%	93 57.1%
AA	5 3.3% (8 FTEs)	7 4.5% (7 FTEs)	11 6.6% (4 FTEs)	8 4.9% (7 FTEs)
Asian	16 10.5%	15 9.7%	17 10.2%	16 9.8%
Latinx	58 38.2%	58 37.4%	66 39.8%	64 39.3%
NA/NHOPI	0	0	0	0
2+	2 1.3%	5 3.2%	4 2.4%	5 3.1%



Job Group 21 (Community & Social Service Professional) Includes Social Service Workers and Employment Development Counselors. African Americans remain underutilized in this job group.



Job Group 33
(Protective Service/Law
1st Line Supervisors)
which includes Fire
Captains, Sheriff's
Lieutenants, and
Sergeants. All
demographics except
White Men are
underutilized in this job
group. There are no
African Americans and
Asians in this job group.

33 Protective Service Fire/Law Enforcement 1 st Line Supervisor				
	2018	2019	2020	6/30/2021
Total FTEs	60	57	60	60
Male	57 95%	54 94.7%	56 93.3%	56 93.3%
Female	3 5% (7 FTEs)	3 5.3% (6FTEs)	4 6.7% (6 FTEs)	4 6.7% (6 FTEs)
White	54 90%	51 89.5%	56 93.3%	56 93.3%
POC	6 10% (8 FTEs)	6 10.5% (7 FTEs)	4 6.7% (10 FTEs)	4 6.7% (10 FTEs)
AA	0 (2 FTEs)	0 (1 FTE)	0 (2 FTEs)	0 (2 FTEs)
Asian	2 3.3%	2 3.5%	0 (2 FTEs)	0 (2 FTEs)
Latinx	4 6.7% (5 FTEs)	4 7% (4 FTEs)	4 6.7% (5 FTEs)	3 5% (6 FTEs)
NA/NHOPI	0	0	0	0
2+	0	0	0	1 1.7%

33A Protective Service Law Enforcement



Job Group 33A
(Protective Service
Law Enforcement)
which includes
Juvenile Correction
Officers, Deputy
Sheriffs and
Deputy Probation
Officers. African
American,
Employees of 2 or
more races and
NIHOPI remain
underutilized in this
job group.

	2018	2019	2020	6/30/2021
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Total FTEs	218	227	214	213
Male	144 66.1%	150 66.1%	140 65.4%	140 65.7%
Female	74 33.9%	77 33.9%	74 34.6%	73 34.3%
White	141 64.7%	145 63.9%	133 62.1%	134 62.9%
POC	77 35.3%	82 36.1%	81 37.9%	79 37.1%
AA	16 7.3% (5 FTEs)	17 7.5% (5 FTEs)	16 7.5% (5 FTEs)	15 7% (5 FTEs)
Asian	12 5.5%	12 5.3%	11 5.1%	11 5.2%
Latinx	47 21.6%	50 22%	49 22.9%	49 23%
NHOPI	0 (1 FTE)	0 (1FTE)	0 (1 FTE)	0 (1 FTE)
NA/AN	1 .5%	1 .4%	2 .9%	2 .9%
2+	1 .5% (7 FTEs)	2 .9% (6 FTEs)	3 1.4% (4 FTEs)	2 .9% (5 FTEs)



Job Group 33B (Protective Service Fire) which includes Fire Engineers, Firefighters and Paramedics. People of Color and African Americans remain underutilized in this job group. As of 6/30/2021, there are no African Americans in this job group.

33B Protective Service Fire				
	2018	2019	2020	6/30/2021
Total FTEs	49	54	51	58
Male	48 98%	53 98.1%	50 98%	57 98.3%
Female	1 2%	1 1.9%	1 2%	1 1.7%
White	42 85.7%	5 21.7%	44 86.3%	48 82.8%
POC	7 14.3% (4 FTEs)	7 13% (5 FTEs)	7 13.7% (5 FTEs)	10 17.2% (3 FTEs)
AA	0 (2 FTEs)	0 (3 FTEs)	0 (3 FTEs)	0 (3 FTEs)
Asian	2 4.1%	2 3.7%	2 3.9%	2 3.4%
Latinx	5 10.2%	5 9.3%	5 9.8%	7 12.1%
NA/NHOPI	0	0	0	0
2+	0 (1 FTE)	0 (1 FTE)	0 (1 FTE)	1 1.7%

37 Building & Grounds Cleaning & Maintenance

	2018	2019	2020	6/30/2021
Total FTEs	20	23	21	22
Male	18 90%	21 91.3%	19 90.5%	20 90.9%
Female	2 10% (3 FTEs)	2 8.7% (3 FTEs)	2 9.5% (3 FTEs)	2 9.1% (3 FTEs)
White	5 25%	5 21.7%	2 9.5%	2 9.1%
POC	15 75%	18 78.3%	19 90.5%	20 90.9%
AA	4 20%	5 21.7%	6 28.6%	6 27.3%
Asian	5 25%	7 30.4%	7 33.3%	7 31.8%
Latinx	6 30% (5 FTEs)	6 26.1% (6 FTEs)	6 28.6% (5 FTEs)	7 31.8% (5 FTEs)
NA/NHOPI	0	0	0	0
2+	0	0	0	0



Job Group 37 (Building & Grounds Cleaning & Maintenance) which includes Custodians, Housekeepers and Landscape Service Workers. Women and Latinx remain underutilized in this job group.



Job Group 45ii (Farming, Fishing and Forestry) which includes Park Rangers and Open Space Park Rangers. People of Color and Latinx remain underutilized in this job group as of 6/30/2021. Although, there is no underutilization for African Americans and Asians, they are not represented in this job group.

45ii Farming, Fishing & Forestry – Park Rangers				
	2018	2019	2020	6/30/2021
Total FTEs	26	26	27	25
Male	19 73.1%	18 69.2%	19 70.4%	18 72%
Female	7 26.9%	8 30.8%	8 29.6%	7 28%
White	20 76.9%	21 80.8%	20 74.1%	18 72%
POC	6 23.1% (4 FTEs)	5 19.2% (5 FTEs)	7 25.9% (4 FTEs)	7 28% (3 FTEs)
*AA	0	0	0	0
*Asian	0	0	0	0
Latinx	5 19.2% (4 FTEs)	4 15.4% (5 FTEs)	6 22.2% (4 FTEs)	6 24% (3 FTEs)
NA/NHOPI	1 3.8%	1 3.8%	1 3.7%	0 0%
2+	0	0	0	1 4%

47ii Construction & Extraction, Maintenance & Repair				
	2018	2019	2020	6/30/2021
Total FTEs	50	55	53	51
Male	48 96%	52 94.5%	50 94.3%	48 94.1%
Female	2 4%	3 5.5%	3 5.7%	3 5.9%
White	41 82%	42 76.4%	41 77.4%	40 78.4%
POC	9 18% (5 FTEs)	13 23.6% (2 FTEs)	12 22.6% (2 FTEs)	11 21.6% (3 FTEs)
AA	2 4% (1 FTE)	3 5.5%	3 5.7%	3 5.9%
Asian	1 2%	2 3.6%	2 3.8%	2 3.9%
Latinx	6 12% (3 FTEs)	8 14.5% (2 FTEs)	7 13.2% (3 FTEs)	6 11.8% (3 FTEs)
NA/NHOPI	0	0	0	0
2+	0	0	0	0



Job Group 47ii (Construction and Extraction, Maintenance and Repair) which includes Building Inspectors, Road Maintenance Workers and Maintenance Equipment Operators. People of Color and Latinx remain underutilized.



Job Group 49 (Installation, Maintenance & Repair) which includes Building Maintenance Workers, Installers, Mechanics and Communication Technicians. Women and People of Color (POC) remain underutilized. After the departure of the one female in this job group in 2019, women have remained underutilized in this job group for over two years.

49 Installation, Maintenance & Repair				
	2018	2019	2020	6/30/2021
Total FTEs	38	36	35	31
Male	37 97.4%	36 100%	35 100%	31 100%
Female	1 2.6% (1 FTE)	0 0% (2 FTEs)	0 0% (2 FTEs)	0 0% (2 FTEs)
White	27 71.1%	25 69.4%	25 71.4%	23 74.2%
POC	11 28.9% (1 FTE)	11 30.6%	10 28.6% (1 FTEs)	8 25.8% (1 FTE)
AA	4 10.5%	4 11.1%	3 8.6%	2 6.5%
Asian	1 2.6%	1 2.8%	1 2.9%	0 0% (1 FTE)
Latinx	5 13.2%	5 13.9%	5 14.3%	5 16.1%
NA/NHOPI	0	0	0	0
2+	1 2.6%	1 2.8%	1 2.9%	1 3.2%



There are 19 job groups in the County with more than 15 employees, of those the following two have a sufficient representation of Women and People of Color (including African American, Asian, Latinx and Two or more races).

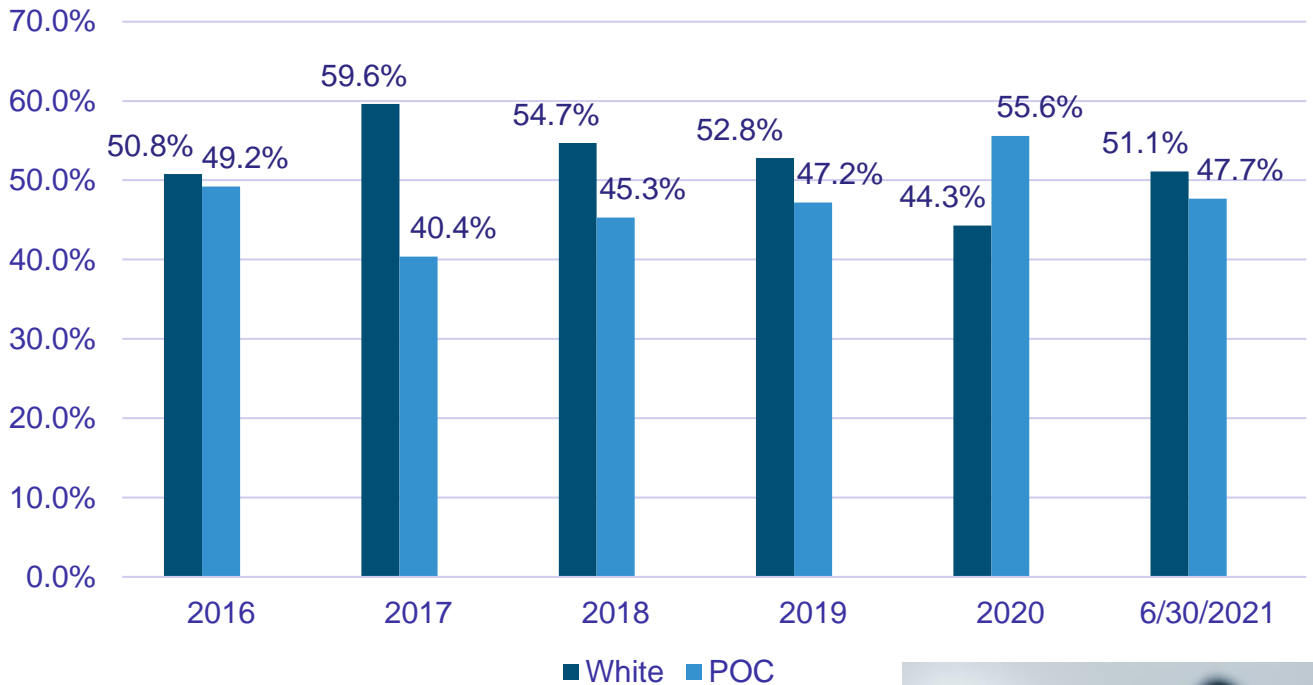
Excluded in this list are job groups in which Women or People of Color are disproportionately represented in the labor market.

19 Life, Physical & Social Science Prof 78.3% Female 28.3% POC
 23A Legal Professionals - Prof 56.6% Female 28.3% POC



Through the efforts of the Five-Year Business and Race Equity Plans, the County made substantial improvements in providing equal employment opportunities to Women and People of Color. This next section provides charts and graphs illustrating the current status of this progress since the implementation of those plans in hiring, promotions and separations. This data will be used to establish benchmarks for the County's Two-Year Business Plan.

Hiring Trend



People of Color continue to be hired into the County at rates greater than their representation in the workforce. (POC are 39.6% of the County Workforce as of 6/30/2021)

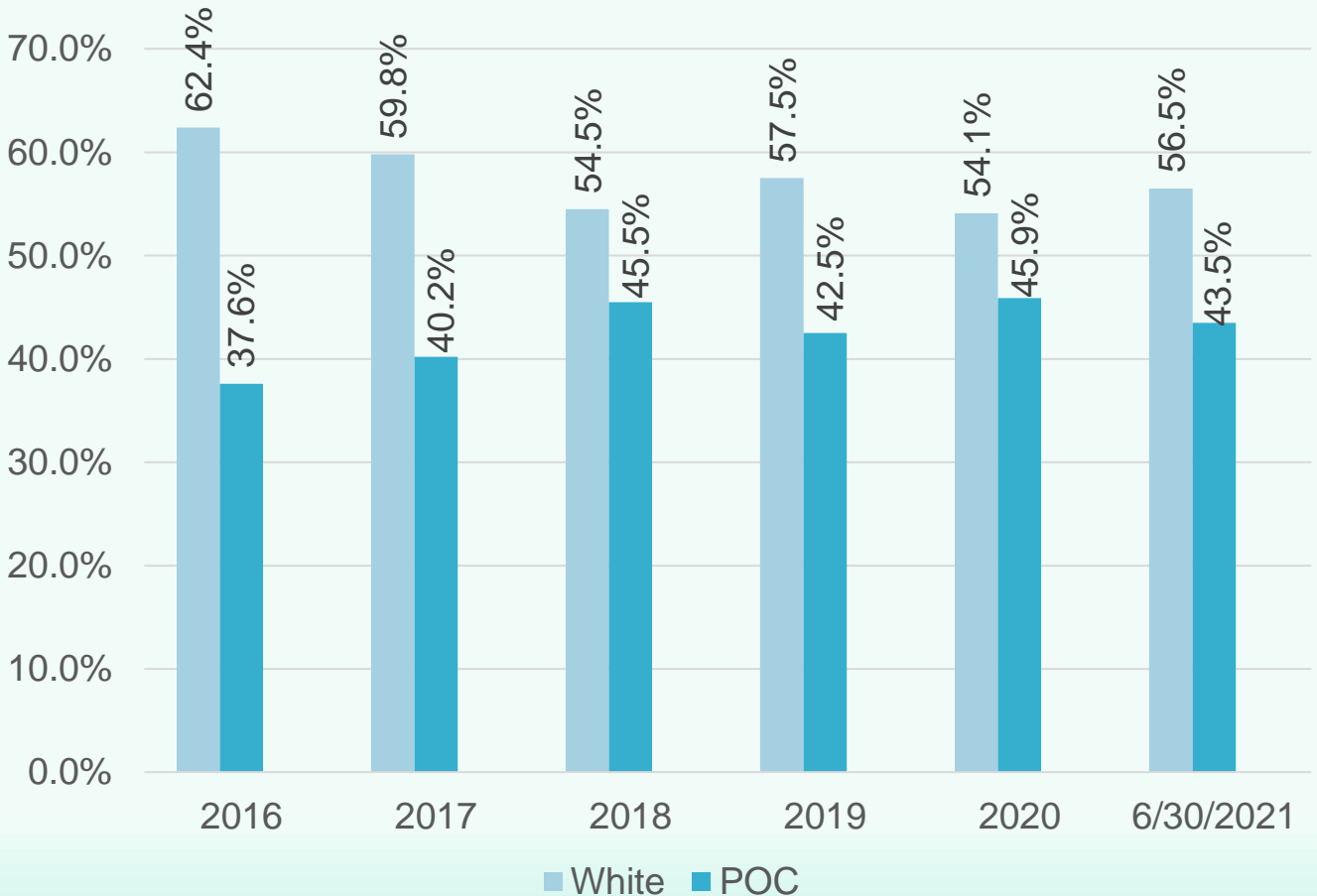


In 2020 the County Hired:

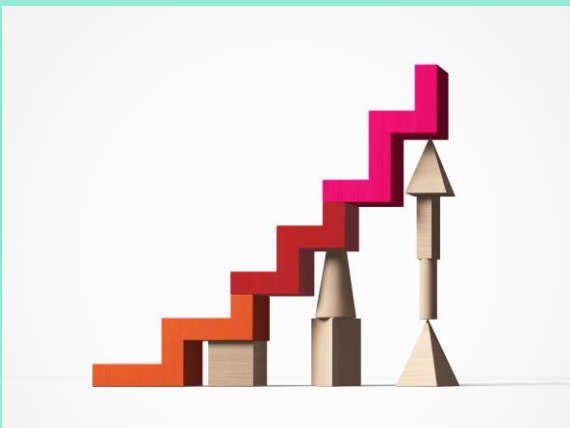
- 203 Full Time Employees (FTEs)
- POC 55.7% (113 FTEs)
- White 44.3% (90 FTEs)
- Native American/Alaskan Native 1% (2 FTEs)
- Asian 8.4% (17 FTEs)
- African American 8.9% (18 FTEs)
- Latinx 30.5% (62 FTEs)
- NHOPI .5% (1 FTE)
- Two or More Races 6.4% (13 FTEs)

Competitive Promotions Trend

2016-June 30, 2021 Competitive Promotions



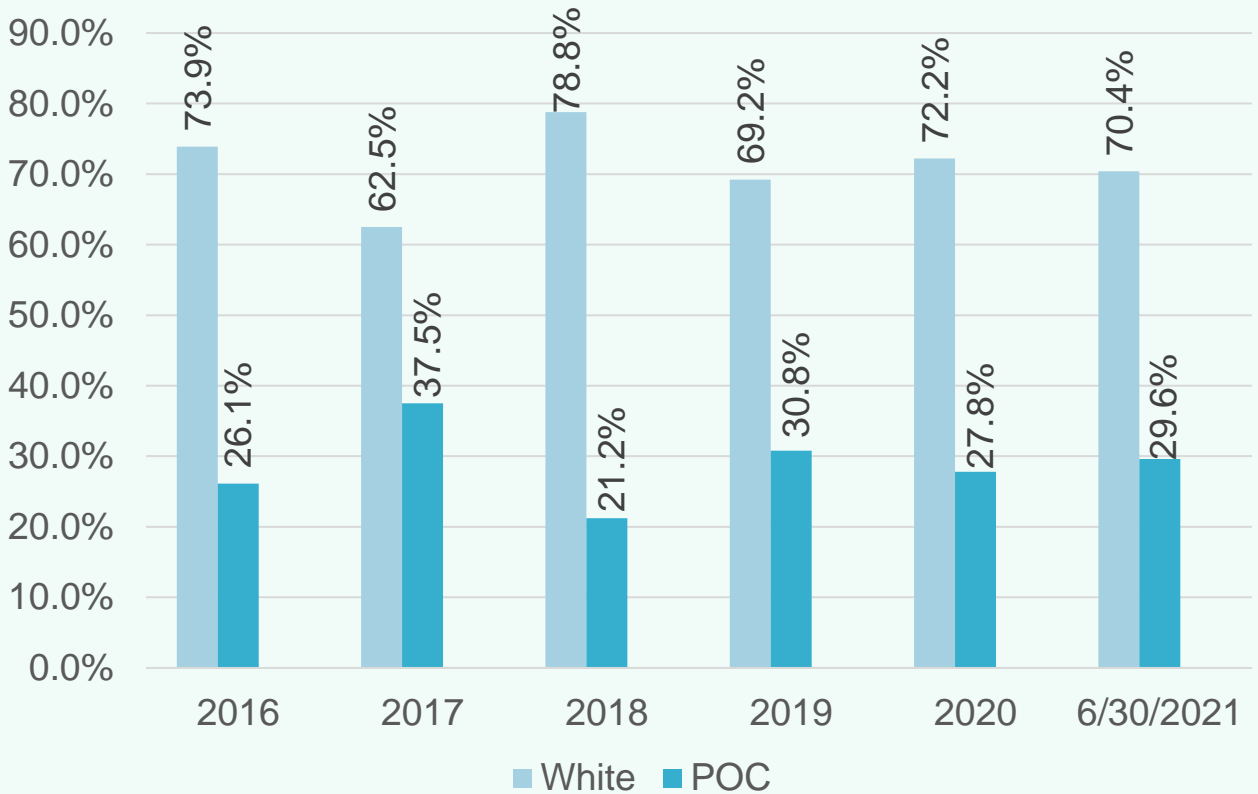
People of Color are regularly promoted at a rate greater than their representation in the workplace. (POC are 39.6% of the County Workforce as of 6/30/2021)



In 2020:

98 Promotions
 54.1% (53 FTEs) White
 45.9% (45 FTEs) POC
 10.2% (10 FTEs) African American
 11.2% (11 FTEs) Asian
 21.4% (21 FTEs) Latinx
 2% (2 FTEs) Two or more Races
 1% (1 FTE) American Indian/Alaskan Native

Competitive Promotions into Management by Race/Ethnicity (2016 – June 30, 2021)



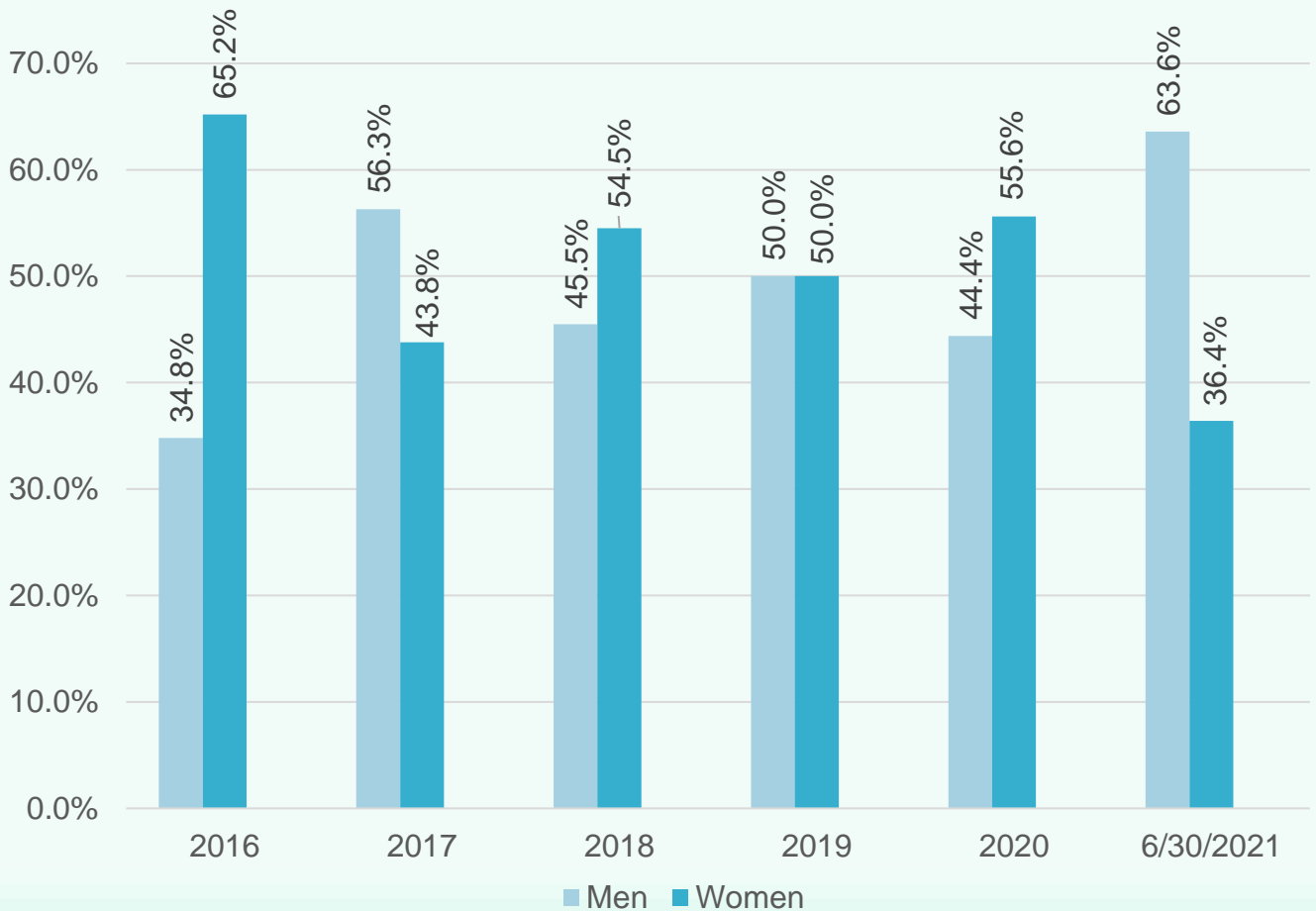
For the first six months of 2021, People of Color were promoted into management at a rate below their representation in the workforce. That rate of promotion reflects an ongoing trend of POC not receiving promotions into management, at a rate at least equivalent to their representation in the workforce. (POC are 39.6% of the County Workforce as of 6/30/2021)



In 2020:

- 27 Promotions into Management
- 70.4% (19 FTEs) White
- 29.6% (8 FTEs) POC
- 3.7% (1 FTE) African American
- 7.4% (2 FTEs) Asian
- 14.8% (4 FTEs) Latinx
- 3.7% (1 FTE) Native American/Alaskan Native

Competitive Promotions into Management by Gender



In the last six years, Women have typically received promotions into management at a rate close to their representation in the workforce. Women are 56% of the workforce as of 6/30/2021.

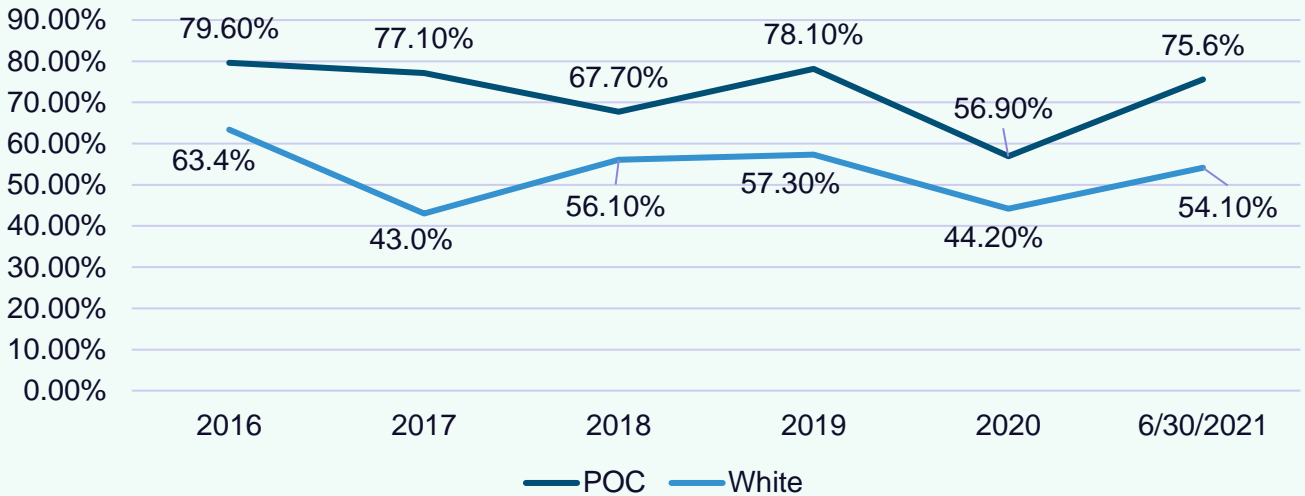


In 2020:
 18 Promotions into Management
 44.4% (8 FTEs) Men
 55.6% (10 FTEs) Women

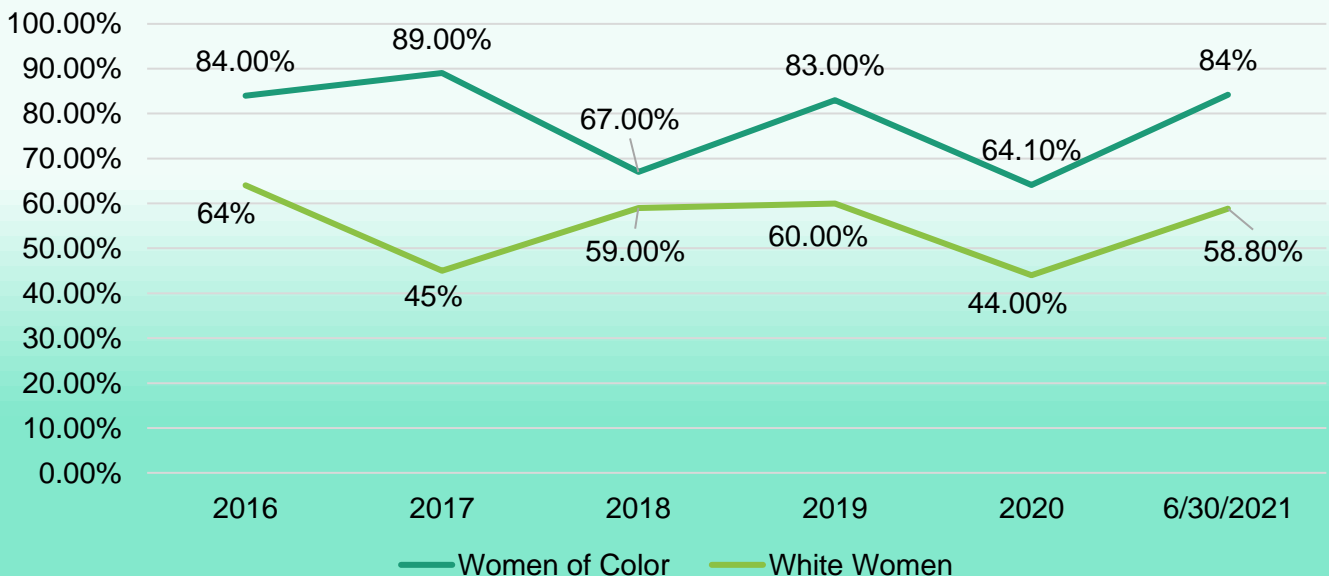
Voluntary Non-Retirement Separations

The County's success in hiring People of Color has been offset in part by its difficulty retaining POC and Women of Color at rates equivalent to their white employees. Under the County's revised business/equity plans (relevant highlights can be found on P. 26 below and at [\[link\]](#)), specific and measurable actions are in place to address this disparity.

Rate of Non-retirement Separation for People of Color



Rate of Non-retirement Separation for Women of Color



Voluntary Non-retirement Separation Rates by Race and Gender

People of Color resign from County employment for non-retirement reasons at a rate greater than their White counterparts. When the data is disaggregated, Asians, Latinx and Women of Color resign at even higher separation rates than Whites or People of Color as a group.

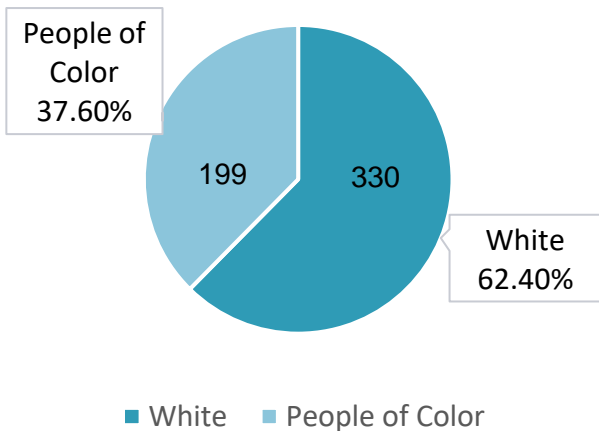
The percentage in each cell represents the rate of separation for that group, and the fraction below the percentage is what was used to calculate that rate. The numerator represents the number of employees from the respective demographic group who resigned for voluntary reasons not related to retirement; the denominator represents the number of employees from that group who resigned for voluntary reasons including retirement.

	White Males	White Females	African American Males	African American Females	Asian Males	Asian Females	Latinx Males	Latinx Females
2016	48.8% 20/41	59.7% 40/67	60% 3/5	70% 7/10	75% 3/4	77.8% 7/9	100% 5/5	85% 17/20
2017	40.8% 20/49	48.8% 40/82	33.3% 3/9	87.5% 7/8	60% 3/5	87.5% 7/8	55.6% 5/9	94.4% 17/18
2018	50% 25/50	54% 47/87	0% 0/2	85.7% 6/7	100% 4/4	57.1% 4/7	62.5% 5/8	60% 15/25
2019	51.9% 27/52	58.1% 43/74	33.3% 1/3	70% 7/10	57.1% 4/7	87.5% 7/8	66.7% 6/9	81.8% 18/22
2020	44.4% 24/54	44.1% 26/59	33.3% 1/3	66.7% 2/3	22.2% 2/9	36.4% 4/11	60% 3/5	61.5% 16/26
6/30/21	48.1% 13/27	58.8% 20/34	50% 3/6	83.3% 5/6	100% 4/4	100% 2/2	55.6% 5/9	77.8% 7/9

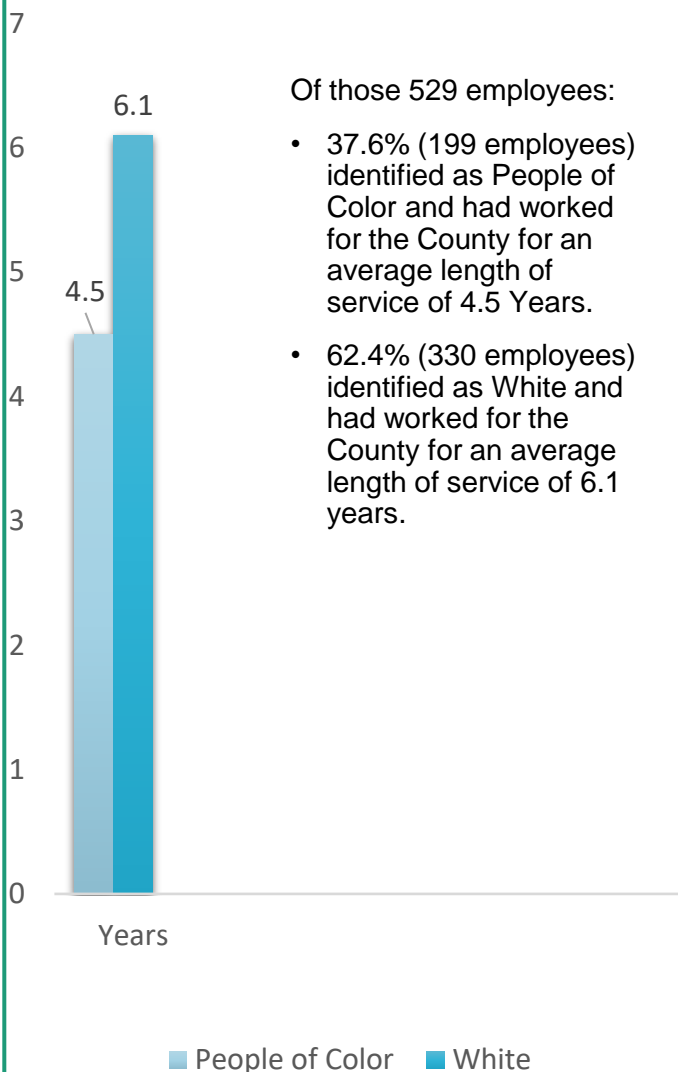
A total of 529 employees voluntarily separated from the County for reasons other than retirement between 2016 – 2020.



529 Full Time Employees, voluntarily left the County for non-retirement reasons between 2016 and 2020



Average Length Of Service for employees who left for reasons other than retirement between 2016-2020.

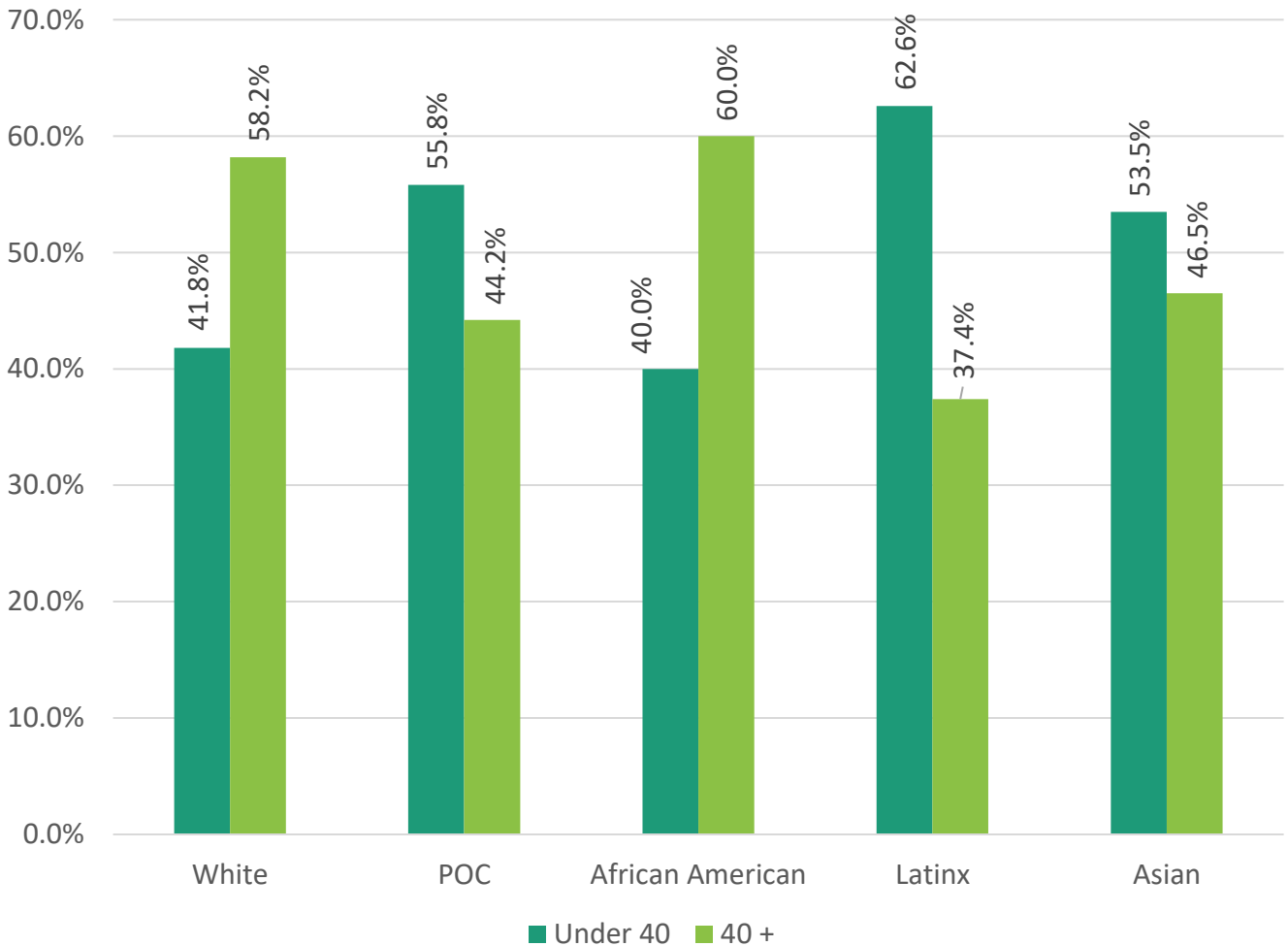


529 employees voluntarily left the County for reasons other than retirement between 2016-2020.

59% of the People of Color who separated for reasons other than retirement, left within 3 years of hiring. (118 out of 199).

46% of the White Employees who separated for reasons other than retirement, left within 3 years of hiring. (148 out of 319).

Rates of Non-Retirement Voluntary Separation by Race and Age

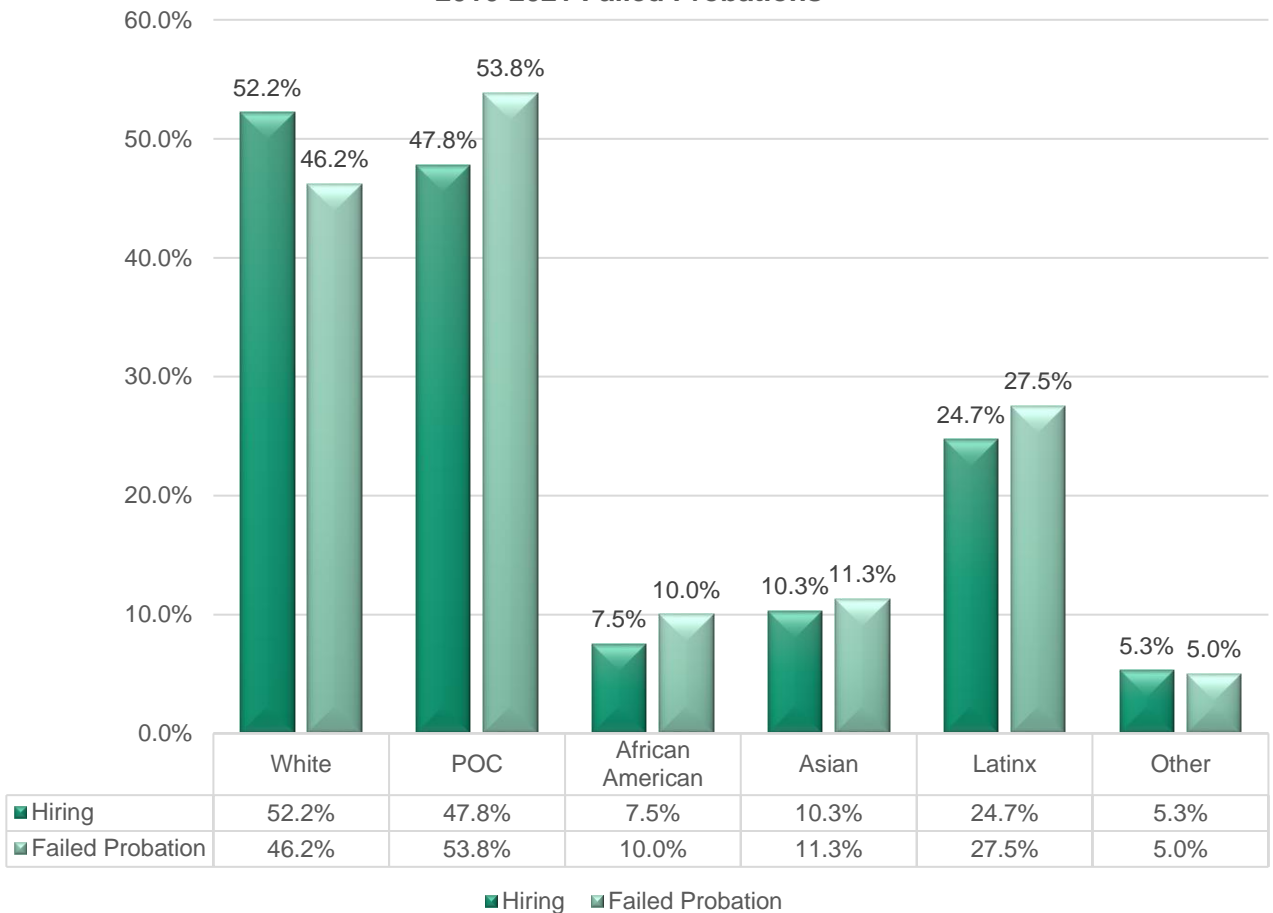


For each demographic group identified above, the first bar shows the percentage of employees from that group under the age of 40 who left the County for non-retirement reasons between 2016 – 2020. The second bar represents employees from that same demographic group who left the county for non-retirement reasons who are 40 years old or older. Latinx employees are the only demographic group in which employees under 40 are resigning at a significantly disproportionate rate.



Failed Probation Rate compared to Rate of Hiring by Race/Ethnicity 2016 – Present (6/30/2021)

2016- 2021 Hiring and
2016-2021 Failed Probations



The above graph shows the percentage of employees who failed probation by demographic group compared to the percentage of employees hired from that same demographic group for the period 2016 to 6/30/2021. The first bar for each group shows the percentage of employees hired from that group out of all employees hired by the County during the time period specified. The second bar shows the percentage of those who failed probation from that group out of the total who failed probation within the County. For the time period specified, People of Color across demographic groups have failed probation at a rate slightly higher than the rate at which they have been hired into the County.

Employees who failed probation compared to total hired by Race/Ethnicity 2016-Present (6/30/2021)

2016-2021	# Hired	# Failed Probation	% of those hired who failed probation within Race/Ethnicity
White	583	37	6.3%
People of Color	534	43	8%
African American	84	8	9.5%
Asian	115	9	7.8%
Latinx	276	22	8%
Other	60	4	6.6%

The above chart shows the total number of employees hired by the County by ethnic group and the number of those employees who failed probation between 2016 – 6/30/2021. During the specified period, POC failed probation at a rate greater than white employees. African Americans failed probation at the highest rate.





Increasing Diversity, Equity, Inclusion and Belonging through the HR Process

To help ensure that the County continues to have a diverse workforce that appreciates and reflects the community it serves, and to retain those diverse workers once they are hired, the County's Human Resources department will partner with County leadership and staff to:

- Review recruitment and selection data to administer the EEOP.
- Review and revise minimum qualifications for job classifications to increase job opportunities in underutilized job classes.
- Coordinate trainings for managers in the County to provide them with the skills necessary to hire and promote for diversity and to manage a diverse workforce.
- Ask candidates seeking employment with the County how they appreciate and understand the importance of diversity in the workplace and how they will help the County achieve its goals of creating a more diverse and inclusive workplace.
- Use diverse hiring panels to help eliminate any potential bias from the hiring process.
- Implement BiasSync, the first science-based assessment and development software solution designed to help organizations reduce the negative impact of unconscious bias. See a reduction in or maintain Personnel Management Regulation 21, harassment, discrimination and retaliation formal complaints at 2% of the workforce from Fiscal Year 2020/2021.
- Identify and dismantle artificial barriers to employment within the County of Marin for People of Color (POC), persons with disabilities, and those historically disadvantaged.
- Expand our employment marketing sources to include local schools, professional diversity networks, transition assistance programs and HHS clients.
- Identify partners to collaborate like associations, affinity groups and employee resource groups.
- Analyze applicant data for each open recruitment. Develop a specified marketing plan for underutilized population



Internal & External Dissemination

Internal

- A copy of this EEOP will be posted on the County's website. An email will be sent to all County employees to inform them that the EEOP is posted on the County website, with a link to the EEOP.

External

- A copy of this EEOP will be posted on the County's website. All job announcements will contain a link to the County's Human Resources website, where the EEOP will be prominently displayed.