

# EQUAL EMPLOYMENT OPPORTUNITY PLAN 2022 – 2025

Sutter County  
1160 Civic Center Boulevard  
Yuba City, CA 95993

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Sutter County  
Equal Employment Opportunity Plan

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## **INTRODUCTION**

This Equal Employment Opportunity Plan (EEO) is established in accordance with 28 CFR 42.301. It upholds the commitment to prohibitions against discrimination in any program or activity. Sutter County has maintained its commitment to the EEO Policy and has conducted active recruitment to reach all appropriate sources to obtain qualified employees for selection on a nondiscriminatory basis including minority, females, disabled and older workers. All efforts toward equal opportunity have been designed to meet Sutter County's staffing needs at all levels.

## **PURPOSE**

The purpose of the 2022-2025 Equal Employment Opportunity Plan (EEO) is to commit Sutter County to a program that makes equal employment opportunity a reality for all County employees. The plan will accomplish this purpose by:

Reaffirming the County's commitment to Equal Employment Opportunity and Federal Affirmative Action in its employment practices, program operations and service delivery systems.

Defining specific action steps to:

- Promote a work environment that is free from all forms of discrimination and harassment.
- Eliminate unnecessary or arbitrary practices that affect applicants and employees.
- Increase employee awareness and acceptance of race, cultural, sex, age, religion, gender, sexual orientation, and disability differences
- Provide opportunities for career development and advancement for all employees.
- Acknowledge the EEO occupational job categories where all employees, including minorities and women, continue to be under-represented and recommend recruitment, retention, and career development solutions to address these areas.

Recognizing the County's expanding workforce by fostering and supporting programs that enhance this diversity.

Assigning responsibility and accountability for the success of the Equal Employment Opportunity Program to department heads, managers, and supervisors.

This is a three-year plan that is intended to be a Countywide guide for a plan of action and reference resource.

**Comments and suggestions regarding this plan are welcomed and should be directed to:**

Gina Rowland, Director of Human Resources, 1160 Civic Center boulevard, Suite B, Yuba City, CA 95993, e-mail: [growland@co.sutter.ca.us](mailto:growland@co.sutter.ca.us); telephone (530) 822-7113. This plan is available for download at the Sutter County website: <http://www.co.sutter.ca.us> and on the County's internal *SutterNet* intranet site.

It is our hope that the 2022-2025 Equal Employment Opportunity Plan reaffirms Sutter County's commitment to the principles and philosophy of equal employment opportunity and reinforces the need for efforts to ensure that our County workforce is best able to serve the needs of our diverse community.

**RESPONSIBILITIES**

To assure support and success of this Equal Employment Opportunity Plan and to meet the established objectives, the following persons have been assigned specific responsibilities:

1. **Board of Supervisors**

The Board of Supervisors provides equal employment opportunity through:

- Encouragement and budgetary assistance to County departments;
- Dissemination of equal employment opportunity information to employees and the general public; and,
- Requiring and reviewing equal employment opportunity practices and procedures.

2. **County Administrative Officer (CAO)**

The County Administrative Officer (CAO) has the ultimate responsibility for the success of the Equal Employment Opportunity Plan. The CAO will assure effective communication of, and conformance with, the requirements of this Plan and assure that each Director takes such action as is necessary to achieve the Plan's objectives.

3. **Director of Human Resources**

The Director of Human Resources, in implementing the provisions of the County's Human Resources Department Programs, is responsible for the general administration of the Plan and will continually review all personnel policies, employment practices and procedures, and make recommendations on steps to achieve full equal employment opportunity.

4. **Directors of County Departments**

Directors will adhere to the County's Equal Employment Opportunity Plan, in both spirit and intent, and are responsible for achieving progress toward the goals and objectives of the Plan in their departments. Each Director will ensure that all employment decisions, including development of job knowledge and skill requirements, interviews, offers of employment and compensation commitments, assignment, training and evaluation, and employee relations are consistent with the County's personnel practices and equal employment opportunity principles.

5. **Managers and Supervisors**

County managers and supervisors are responsible for:

- Ensuring that all staff understand and work within Federal and State laws, as well as County policies and procedures, dealing with equal employment opportunity and affirmative action.
- Initiating steps to foster and maintain a work climate that is conducive to achieving equal employment opportunities and a workplace free from discrimination or harassment.

6. **County Employees**

County employees are responsible for supporting a work environment that is conducive to achieving equal employment opportunities and that is free of any form of discrimination or harassment.

## **EEO COORDINATOR RESPONSIBILITIES**

Steve Smith, CAO, has the ultimate responsibility for ensuring that equal employment opportunity receives high-level priority.

Gina Rowland, Director of Human Resources, has been designated as the EEO Coordinator and has the full support of the CAO in carrying out these duties. To implement the County's Equal Employment Opportunity Program, the following activities are carried out by the EEO Coordinator:

- Administer and monitor program progress and initiate corrective action when appropriate. All personnel actions will be monitored and analyzed to ensure the adherence of this policy. Regular annual reports are submitted to the County Administrative Officer for review and evaluation of progress.
- Serve as liaison between Sutter County and minority organizations, women's organizations, organizations representing individuals with disabilities and community action groups concerned with employment opportunities for minorities, the disabled and women.
- Inform managers and supervisors of the latest development in applicable laws and regulations relating to employment and to inform management of changes which may affect the non-discrimination program and to review the program as necessary.
- Inform employees of available opportunities for advancement and to assist in maintaining open lines of communications throughout the work force.
- Advise management on the employment needs of persons with disabilities, including accessibility and reasonable accommodation issues
- Audit Sutter County's orientation program, and its hiring, promotion, and termination practices periodically
- Ensure that EEO and non-discrimination statements are properly displayed and that minorities, the disabled and women are encouraged to participate in County sponsored activities.
- Ensure that supervisors understand that their responsibilities include carrying out Sutter County's commitment to equal employment opportunity and non-discrimination.
- Assume any contingent responsibilities necessary to ensure effective implementation of the County's non-discrimination program.

**AFFIRMATION OF SUTTER COUNTY EEO NON-DISCRIMINATION POLICY**

In our efforts to develop our equal employment opportunity program, we hereby reaffirm and formalize our commitment to equal employment opportunity (EEO).


It is the policy of Sutter County to provide EEO for all qualified persons, regardless of sex, race, color, ancestry, religion, national origin, ethnicity, age (40 and over), disability, sexual orientation, marital status, medical condition, or any other characteristics protected by state or federal employment laws. This commitment includes ensuring a non-discriminatory workplace where individuals are valued for their differences as well as their similarities. We pledge every good faith effort to ensure compliance with the Sutter County EEO Non-Discrimination Policy (Appendix B).

In developing our Equal Employment Opportunity Plan, we commit ourselves to:

- Recruiting, hiring, training, and promoting persons in all job classifications without regard to sex, race, color, ancestry, religion, national origin, ethnicity, age (40 and over), disability, sexual orientation, marital status, medical condition, or any other non-job-related characteristic protected by law.
- Ensuring that promotion decisions are in accordance with EEO requirements by imposing only valid, job-related requirements for promotional opportunities.
- Ensuring that all personnel actions relating to compensation, benefits, transfers, terminations, training, and education are administered in a non-discriminatory manner.

Gina Rowland, Director of Human Resources, has been designated as the Equal Employment Opportunity (EEO) Coordinator for Sutter County. The EEO Coordinator is responsible for monitoring and ensuring all elements of the program are implemented. The EEO Coordinator is also responsible for providing a presentation of the approved EEO Plan to their Executive Management. Individual managers and supervisors are responsible for ensuring that their employment decisions comply with principles embodied in Title VII of the Civil Rights Act, as amended, the Age Discrimination in Employment Act, Americans with Disabilities Act, as amended, Board of Supervisors Equal Employment Non-Discrimination Policy and all other relevant federal and state laws and County policies. Employees are encouraged to bring to the EEO Coordinator's attention any employment decision which he/she feels conflicts with the letter or spirit of this policy.

I, as CAO, have the responsibility to ensure that equal employment opportunities receive a sufficient level of priority and management support. I hold each manager accountable for the prompt execution of necessary preventive and corrective actions to ensure non-discrimination in County employment.

  
\_\_\_\_\_  
CAO's Signature

  
\_\_\_\_\_  
Date

**STATISTICS AND ANALYSIS**

**Agency Workforce Breakdown  
April 2022**

JOB CATEGORY	Total in CLS Pop	Total in SC WF Pop	MALE								FEMALE							
			W	B	H/PI	NA/A	H	A	Two or More	Totals	W	B	H/PI	NA/A	H	A	Two or More	Totals
Officials/Administrators	7020	73	26	0	0	0	4	3	0	33	27	0	1	2	8	2	0	40
% of position population			35.6%	0.0%	0.0%	0.0%	5.5%	4.1%	0.0%	45.2%	37.0%	0.0%	1.4%	2.7%	11.0%	2.7%	0.0%	54.8%
Professionals PLUS Para-Professionals	9135	268	29	1	2	0	15	14	3	64	106	5	0	7	46	35	5	204
% of position population			10.8%	0.4%	0.7%	0.0%	5.6%	5.2%	10.3%	23.9%	39.6%	1.9%	0.0%	2.6%	17.2%	13.1%	17.2%	76.1%
Technicians	2065	144	20	0	0	1	6	5	0	32	73	3	1	3	23	8	1	112
% of position population			13.9%	0.0%	0.0%	0.7%	4.2%	3.5%	0.0%	22.2%	50.7%	2.1%	0.7%	2.1%	16.0%	5.6%	5.0%	77.8%
Protective Svcs	1555	161	71	3	0	4	24	9	3	114	26	1	0	0	17	3	0	47
% of position population			44.1%	1.9%	0.0%	2.5%	14.9%	5.6%	4.2%	70.8%	16.1%	0.6%	0.0%	0.0%	10.6%	1.9%	0.0%	29.2%
Office/Clerical	8950	160	3	0	0	1	2	0	0	6	96	1	1	0	37	18	1	154
% of position population			1.9%	0.0%	0.0%	0.6%	1.3%	0.0%	0.0%	3.8%	60.0%	0.6%	0.6%	0.0%	23.1%	11.3%	33.3%	96.3%
Skilled Craft	4475	17	13	0	0	0	3	1	0	17	0	0	0	0	0	0	0	0
% of position population			76.5%	0.0%	0.0%	0.0%	17.6%	5.9%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Service/Maintenance	15005	58	14	5	0	1	9	3	0	32	10	1	0	0	13	2	0	26
% of position population			24.1%	8.6%	0.0%	1.7%	15.5%	5.2%	0.0%	55.2%	17.2%	1.7%	0.0%	0.0%	22.4%	3.4%	0.0%	44.8%

<b>KEY</b>	W =	White	0
	B =	Black	1
	H/PI =	Hawaiian/Pacific Islander	2
	NA/A =	Native American/Alaskan	3
	H =	Hispanic	4
	A =	Asian	5
	Two or More =	Two or More Races	6

Notes: Two or More category is NOT included for any calculations  
Totals may not always add to 100% due to rounding

Data Source One Solution Report as of April 6, 2022

**Workforce Data Categories**

Sutter County is a public agency and, therefore, utilizes the following EEO data category codes:

- 01 Officials and Administrators
- 02 Professionals
- 03 Technicians
- 04 Protective Services
- 05 Paraprofessionals
- 06 Office/Clerical
- 07 Skilled Craft
- 08 Service Maintenance

Agency data as of April 6, 2022 was extracted from the County's One Solution computer system.

**COMMUNITY LABOR STATISTICS  
(2014-2018 Census Data)**

**About the Community Labor Statistics (CLS) area:**

Sutter County is one of the major agricultural counties in north central California. The majority of the agencies employee population primarily resides in Yuba and Sutter Counties. Therefore, Yuba and Sutter County 2014-2018 Community Labor Statistics (CLS) were utilized.

COMMUNITY LABOR STATISTICS (CLS) - Sutter & Yuba Counties 2014-2018															
JOB CATEGORY	Total in Pop	MALE							FEMALE						
		W	B	H/PI	NA/A	H	A	2+	W	B	H/PI	NA/A	H	A	2+
Management, Business and Financial Workers	7020	2905	165	14	50	700	350	135	1855	115	10	30	415	195	80
% of position population		41.4%	2.4%	0.2%	0.7%	10.0%	5.0%	1.9%	26.4%	1.6%	0.1%	0.4%	5.9%	2.8%	1.1%
Science, Engineering and Computer Professionals PLUS Healthcare Practitioner Professionals PLUS Other Professional Workers	9135	2705	130	23	48	365	625	150	3360	65	18	55	715	609	300
% of position population		29.6%	1.4%	0.3%	0.5%	4.0%	6.8%	1.6%	36.8%	0.7%	0.2%	0.6%	7.8%	6.7%	3.3%
Technicians	2065	500	0	4	15	175	180	25	470	25	0	4	260	345	70
% of position population		24.2%	0.0%	0.2%	0.7%	8.5%	8.7%	1.2%	22.8%	1.2%	0.0%	0.2%	12.6%	16.7%	3.4%
Protective Service Workers	1555	955	60	0	0	215	14	40	190	25	0	0	45	10	0
% of position population		61.4%	3.9%	0.0%	0.0%	13.8%	0.9%	2.6%	12.2%	1.6%	0.0%	0.0%	2.9%	0.6%	0.0%
Administrative Support Workers	8950	1035	80	60	25	450	190	125	4230	150	39	45	1480	750	285
% of position population		11.8%	0.9%	0.7%	0.3%	5.0%	2.1%	1.4%	47.3%	1.7%	0.4%	0.5%	16.5%	8.4%	3.2%
Construction and Extractive Craft Workers	4475	2225	35	30	35	1860	160	120	10	0	0	0	10	0	0
% of position population		49.7%	0.8%	0.7%	0.8%	41.6%	3.6%	2.7%	0.2%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%
Installation, Maintenance and Repair Craft Workers PLUS Service Workers, except Protective	15005	3495	144	29	44	2215	565	140	3959	230	20	70	2885	855	350
% of position population		23.3%	1.0%	0.2%	0.3%	14.8%	3.8%	0.9%	26.4%	1.5%	0.1%	0.5%	19.2%	5.7%	2.3%

<b>KEY</b>	W =	White	0
	B =	Black	1
	H/PI =	Hawaiian/Pacific Islander	2
	NA/A =	Native American/Alaskan	3
	H =	Hispanic	4
	A =	Asian	5
	Two or More	Two or More Races	6

Notes: Two or More category is NOT included for any calculations  
Totals may not always add to 100% due to rounding

**Data Source** CA Employment Development Dept. EEO Tabulation 2014-2018  
[www.census.gov](http://www.census.gov)  
Data For Affirmative Action/EEO Plans  
[www.labormarketinfo.edd.ca.gov](http://www.labormarketinfo.edd.ca.gov)

Agency data as of April 6, 2022 was extracted from the County's One Solution computer system.



**COMMUNITY LABOR STATISTICS CATEGORIES**

CLS statistics were calculated by the following data categories:

- Management, Business and Financial Workers
- Science, Engineering and Computer Professionals
- Healthcare Practitioner Professionals
- Other Professional Workers
- Technicians
- Protective Service Workers
- Administrative Support Workers
- Construction and Extractive Craft Workers
- Installation, Maintenance and Repair Craft Workers
- Service Workers, except Protective

**NARRATIVE AND ANALYSIS**

The methodologies applied in this analysis were the 80% Rule, and the Exact Binomial Goodness of Fit (Exact) test. The 80% Rule compares incumbency (utilization) to availability. If the rate of utilization is less than 80% of the group’s availability, *underutilization*<sup>1</sup> may exist. Underutilization is not necessarily indicative of a denial of equal employment opportunity but requires further statistical analysis to determine if the underutilization is *statistically significant*<sup>2</sup>. The Exact test, a test of statistical significance, was applied to assist in determining if underutilization is statistically significant.

The following chart shows comparison categories and the percentage of utilization of the different gender and ethnic groups:

- White Male Officials/Administrators -5.8%
- Hispanic or Latino Male Officials/Administrators -4.5%
- White Male Professionals -18.8%
- White Male Technicians -10.3%
- White Male Protective Services -17.3%
- White Male Office/Clerical -9.7%
- Hispanic or Latino Male Skilled Craft -23.9%
- White Female Service/Maintenance -17.1%
- Asian Female Technicians -11.2%

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<sup>1</sup> *Underutilization* is having a statistically significant smaller percentage of persons of a group in an occupation or at a level within the County than would reasonably be expected by their percentage representation in the relevant area labor force.

<sup>2</sup> *Statistically Significant* results mean the underutilization is unlikely to have occurred by chance.

UTILIZATION ANALYSIS FOR 2014-2018 RECRUITMENT EFFORTS													
JOB CATEGORY	DATA SOURCE	MALE						FEMALE					
		W	B	H/PI	NA/A	H	A	W	B	H/PI	NA/A	H	A
Officials/Administrators	Workforce %	35.6%	0.0%	0.0%	0.0%	5.5%	4.1%	37.0%	0.0%	1.4%	2.7%	11.0%	2.7%
Management, Business and Financial Workers	-CLS %	41.4%	2.4%	0.2%	0.7%	10.0%	5.0%	26.4%	1.6%	0.1%	0.4%	5.9%	2.8%
	=Utilization %	-5.8%	-2.4%	-0.2%	-0.7%	-4.5%	-0.9%	10.6%	-1.6%	1.2%	2.3%	5.0%	0.0%
Professionals PLUS Para-Professionals	Workforce %	10.8%	0.4%	0.7%	0.0%	5.6%	5.2%	39.6%	1.9%	0.0%	2.6%	17.2%	13.1%
Science, Engineering and Computer Professionals PLUS Healthcare Practitioner Professionals PLUS Other Professional Workers	-CLS %	29.6%	1.4%	0.3%	0.5%	4.0%	6.8%	36.8%	0.7%	0.2%	0.6%	7.8%	6.7%
	=Utilization %	-18.8%	-1.0%	0.5%	-0.5%	1.6%	-1.6%	2.8%	1.2%	-0.2%	2.0%	9.3%	6.4%
Technicians	Workforce %	13.9%	0.0%	0.0%	0.7%	4.2%	4.2%	50.7%	2.1%	0.7%	2.1%	16.0%	5.6%
Technicians	-CLS %	24.2%	0.0%	0.2%	0.7%	8.5%	8.7%	22.8%	1.2%	0.0%	0.2%	12.6%	16.7%
	=Utilization %	-10.3%	0.0%	-0.2%	0.0%	-4.3%	-4.6%	27.9%	0.9%	0.7%	1.9%	3.4%	-11.2%
Protective Services	Workforce %	44.1%	1.9%	0.0%	2.5%	14.9%	5.6%	16.1%	0.6%	0.0%	0.0%	10.6%	1.9%
Protective Service Workers	-CLS %	61.4%	3.9%	0.0%	0.0%	13.8%	0.9%	12.2%	1.6%	0.0%	0.0%	2.9%	0.6%
	=Utilization %	-17.3%	-2.0%	0.0%	2.5%	1.1%	4.7%	3.9%	-1.0%	0.0%	0.0%	7.7%	1.2%
Office/Clerical	Workforce %	1.9%	0.0%	0.0%	0.6%	1.3%	0.0%	60.0%	0.6%	0.6%	0.0%	23.1%	11.3%
Administrative Support Workers	-CLS %	11.6%	0.9%	0.7%	0.3%	5.0%	2.1%	47.3%	1.7%	0.4%	0.5%	16.5%	8.4%
	=Utilization %	-9.7%	-0.9%	-0.7%	0.3%	-3.8%	-2.1%	12.7%	-1.1%	0.2%	-0.5%	6.6%	2.9%
Skilled Craft	Workforce %	76.5%	0.0%	0.0%	0.0%	17.6%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Construction and Extractive Craft Workers	-CLS %	49.7%	0.8%	0.7%	0.8%	41.6%	3.6%	0.2%	0.0%	0.0%	0.0%	0.2%	0.2%
	=Utilization %	26.7%	-0.8%	-0.7%	-0.8%	-23.9%	2.3%	-0.2%	0.0%	0.0%	0.0%	-0.2%	0.0%
Service/Maintenance Installation, Maintenance and Repair Craft Workers PLUS Service Workers, except Protective	Workforce %	24.1%	8.6%	0.0%	1.7%	15.5%	5.2%	17.2%	1.7%	0.0%	0.0%	22.4%	3.4%
	-CLS %	23.3%	1.0%	0.2%	0.3%	14.8%	3.8%	26.4%	1.5%	0.1%	0.5%	19.2%	5.7%
	=Utilization %	0.8%	7.7%	-0.2%	1.4%	0.8%	1.4%	-9.1%	0.2%	-0.1%	-0.5%	3.2%	-2.2%

<b>KEY</b>	W =	White	0
	B =	Black	1
	H/PI =	Hawaiian/Pacific Islander	2
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	H =	Hispanic	4
	A =	Asian	5
	Two or More =	Two or More Races	6

This analysis revealed some EEO groups were commensurate with their availability in the Relevant Area Labor Force (RALF). Hispanic or Latino males were significantly under-represented in the Skilled Craft (-23.9%) job categories. Sutter County only employs a small number of individuals (approx. 20) in the Skilled Craft category. Therefore, any change in the workforce dramatically impacts the utilization percentages for this category.

## **OBJECTIVES AND STEPS**

In order to ensure that Sutter County's EEOP is a result-oriented Program that goes beyond policy and philosophical commitment, the following Objectives and Steps to achieve the objectives have been implemented. The Objectives and Steps have been based on a review of the County's applicant flow data. These action-oriented programs are tailored in such a way that their execution will result either in an increase in the minority group/female representation in the group identified if vacancies occur or document the County's good faith efforts to do so.

Sutter County is committed to a workforce that closely reflects the available community labor force. The County will continue to review recruitment, examination, selection, promotion, compensation and training practices and policies to ensure equal employment opportunity for persons in all aspects of employment and career development.

The County will continue to examine available testing methods to ensure utilization of the most effective, equitable, and valid measurements possible and to ensure that testing procedures are reliable indicators of a candidate's suitability for hire or promotion.

Recruitment efforts will also include area colleges that have courses or programs related to County jobs in the Service Maintenance category; specifically, Yuba College and Butte College.

Specific contact will be made with CalWorks Welfare to Work Program, and also the One Stop Program. Contact will be made with other professional and civic organizations deemed appropriate to gain cooperation and assistance in recruiting qualified under-represented applicants. We will continue to identify additional specific minority and women's groups at the colleges indicated for outreach purposes.

## **RECRUITMENT AND SELECTION**

The County will 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 by doing the following:

1. Succession planning efforts will be expanded to partner with the Board of Supervisors and County departments to insure stability in the workforce.
2. Advertise employment opportunities online and in specialty publications geared toward diverse groups to reach a broad candidate pool.
3. Enhance employment referral relationships with community agencies and college career centers that provide services to diverse populations. Human Resources Department staff is encouraged to interact actively with contacts of recruiting sources. These contacts receive all employment opportunity bulletins. In the next year, the County will review its list of recruitment sources and its outreach efforts and revise as appropriate.
4. The County will participate in job fairs; and the booth will be staffed by a Human Resources representative and when possible, department hiring authorities. We will also evaluate more job fairs that are sponsored by community agencies and local area schools.
5. The County will continue to place recruitment advertising in online and in various media. All advertisements seeking applicants for employment identify the County as "An Equal Opportunity Employer/Americans with Disabilities Act" or "EOE/ADA".

6. The County will continue to evaluate the entire selection process to ensure it is nondiscriminatory. All personnel having any part in the selection processes are chosen with special care and receive ongoing training to ensure that these processes remain nondiscriminatory. Efforts are made to select diverse oral panel members, when possible. Interview rating sheets are required from all oral panel participants (interviewers), as a written justification for eligibility and ranking on eligibility list.
7. The County will continue to make every good faith effort to select persons according to ability and qualifications. Recruitment sources for all positions are notified of the County's policy of nondiscrimination. With the exception of a bona-fide occupational necessity (i.e. female correctional officer for female cell block), there is no department or job group in the County, which is limited or closed to employees of a particular race, color, religion, sex, or national origin.

**PROMOTIONAL OPPORTUNITIES**

The County does the following to ensure that employees have equal opportunity for all promotions:

1. Promotional opportunities are posted on the County website and are accessible through job announcements.
2. The County provides formal employee evaluation through its annual job performance appraisal program. Each month the Human Resources Department distributes reports to supervisors with employees that have upcoming review dates in that month. Prior to being given to the employee, performance appraisals are approved by the employee's department management, to ensure that the contents are consistent and job-related.
3. The County and the Human Resources Department have an open-door policy to provide professional and career counseling to County employees.

**CAREER DEVELOPMENT AND RETENTION**

The County will explore additional ways to actively support and enhance EEO through the following training and employee development activities:

1. Provide management development and leadership programs with a focus of developing future leaders.
2. Support career planning and development courses for employees interested in promotional opportunities.
3. Support departments in providing expanded work experience and staff development opportunities and special assignments to enhance career development including:
  - “Acting” assignments
  - Temporary/provisional appointments
  - Job rotation
  - Short term projects
  - Enhanced training opportunities
  - Development experience opportunities

**OTHER OBJECTIVES**

1. All County facilities, social and recreational activities are open to all employees and provide disability accommodations as required. All employees are encouraged to participate in County sponsored activities.
2. The County provides an Educational Incentive Program to assist employees continuing their education to prepare for other positions available within the County. The County also provides in-house and outside training to employees to prepare them to perform satisfactorily in positions they currently hold.
3. The County surveys employees and maintains a roster of non-English language speakers in the Human Resources Department to assist the County's customers, employees, and the public with their communication needs. Bilingual pay is designated for multiple positions within the County, where employees who possess certified bilingual skills are compensated for their services.
4. The Human Resources Director and other Human Resources staff regularly attend conferences, workshops, and legal briefings to stay up to date on the latest EEO and other employment law developments.

## **DISSEMINATION**

Sutter County recognizes that communication of these Equal Employment Opportunity policies and procedures is an integral part of consistent and effective implementation, and vital to the success of the Program. Accordingly, broad steps are taken to ensure adequate dissemination of the policies and procedures.

### **INTERNAL DISSEMINATION**

The County will continue to make its equal employment opportunity policy known internally by:

#### Reaffirmation of EEO Policy

The Board Resolution reaffirming the County EEO policy is disseminated to all new and existing employees and is conspicuously displayed throughout the County in employee breakrooms and in all places where candidates apply for employment. This Letter of Commitment will be reaffirmed annually with all postings updated and the affirmation communicated in writing to all employees.

#### Policy Manual

The County's Equal Employment Opportunity and Harassment Policy Statements are incorporated into the Personnel Rules and Regulations Manual, which is distributed to all supervisors and is also available on the County's website. The Employee Handbook also includes a statement of our commitment to being an equal opportunity employer. The Employee Handbook is given to each new employee in Orientation.

#### Recruitment

Participants (interviewers) on Oral Panels are advised of the County's EEO policy and coached regarding job-related interview questions and rating criteria before interviews begin. A Human Resources representative reviews all interview questions for job-relatedness prior to any interviews.

#### Communicating to employees

1. The Equal Employment Opportunity/Non-Discrimination on the Basis of Disability Policy is distributed during orientation sessions and Countywide training courses and distributed to all employees.
2. The County will continue to communicate to employees the existence of the EEO program and advise employees of such elements of this program, as it will enable our employees to know of and avail themselves of its benefits.
3. The County will offer education and training classes to employees to assist them in their personal development as well as to develop skills and abilities. Employees are given equal opportunity to participate in these classes, seminars, and programs.

## **EXTERNAL DISSEMINATION**

Sutter County's Equal Employment Opportunity Policy will continue to be disseminated externally in the following manner:

### Recruitment Sources Including Minority and Female Organizations

Recruitment sources will be maintained on a master list and will be informed annually in writing of the County's EEO policy and our commitment to equal employment opportunity. Organizations serving the employment needs of all under-represented groups including minorities, females and/or individuals with disabilities are emphasized. Job announcements are regularly mailed to the recruitment sources and they will be actively encouraged to refer applicants and assist in the implementation of our EEO policy. The master list will be reviewed annually to determine the effectiveness of the recruitment sources in referring a representative diversity of applicants. The County welcomes and considers suggestions of additional recruitment sources that will assist the County in meeting its EEO goals.

### Prospective Employees

Brochures, web postings and other written communications that solicit applicants using County letterhead include the words "Sutter County is an Equal Opportunity Employer" or be identified by "EOE/ADA".

### Employment Applications

The County's Employment Application is reviewed regularly to determine compliance with the latest Federal, State, and local EEO laws and regulations, and to ensure that each applicant is provided the maximum opportunity to display his or her job-related qualifications. The County's Application informs applicants of the existence of the County's Equal Opportunity Program.

APPENDIX A: EEO POLICY

SUTTER COUNTY'S EQUAL EMPLOYMENT OPPORTUNITY/NON-DISCRIMINATION  
ON THE BASIS OF DISABILITY POLICY STATEMENT

Equal Employment Opportunity/Non-Discrimination on the Basis of Disability Policy Statement

Sutter County is an equal employment opportunity (EEO) employer and is committed to an active non-discrimination program. It is the stated policy of Sutter County that all employees, and applicants, shall receive equal consideration and treatment. All recruitment, hiring, placements, transfers, and promotions will be on the basis of qualifications of the individual for the positions being filled regardless of race, color, religious creed, sex, marital status, age, national origin, medical condition (cancer or genetic characteristics/information), mental or physical disability (including AIDS or HIV), ancestry, sexual orientation, gender identity, gender expression, military and veteran status, pregnancy, childbirth and related medical conditions, or any other classification protected by federal, state or local laws or ordinance. All other personnel actions such as compensation, benefits (including Family and Medical Care Leave and Pregnancy Disability Leave), layoffs, returns from layoffs, terminations, training, and social and recreational programs are also administered regardless of race, color, religious creed, sex, marital status, age, national origin, medical condition (cancer or genetic characteristics/information), mental or physical disability (including AIDS or HIV), ancestry, sexual orientation, gender identity, gender expression, military and veteran status, pregnancy, childbirth and related medical conditions, or any other classification protected by federal, state or local laws or ordinance.

The object of Sutter County's Equal Employment Opportunity Program is to, wherever possible, actively recruit and include for consideration for employment qualified applicants including members of minority groups, females, and persons with disabilities. All decisions on employment and promotions must be made solely on an individual's qualifications (merit) and bona fide occupational qualifications for the job in question, and the reasonableness of any necessary job accommodations.

The County of Sutter will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee unless undue hardship would result. Any applicant or employee who requires an accommodation in order to perform the essential functions of the job should contact the Human Resources Department and request such an accommodation. The individual with the disability should specify what accommodation(s) he or she needs to perform the job. The County of Sutter will then conduct an investigation to identify the barriers that make it difficult for the applicant or employee to have an equal opportunity to perform the job. The County of Sutter will identify the possible accommodations, if any, that will help eliminate the barrier. If the accommodation(s) is reasonable and will not impose an undue hardship, the County of Sutter will make the accommodation(s).



APPENDIX B: SUTTER COUNTY DISCRIMINATORY WORKPLACE HARASSMENT POLICY

23.1 Policy Statement

General, Supervisory, Professional, Confidential, Management and Law Enforcement Units, Deputy County Counsels and Assistant County Counsel

It is the policy of the County of Sutter that employees have a working environment free of unlawful and improper discriminatory harassment. The work environment should be businesslike and assure fair, courteous treatment for employees and the public we serve. All employees should treat each other with dignity and respect. It is the responsibility of every employee, supervisor, and manager to make sure there is no discriminatorily harassing behavior in the workplace. Discriminatory harassment may constitute illegal discrimination and may violate both state and federal law. This policy is intended to address such conduct.

All employees should be informed of the discrimination complaint process and be assured of their right to file complaints without fear of reprisal. All employees, including supervisors and managers should be trained regarding behavior that constitutes discriminatory harassment. Employees should also understand the importance of reporting incidents promptly to assure that further incidents do not occur.

The Board of Supervisors expects County department heads to convey to their employee's strong disapproval of discriminatory harassment. All employees including supervisors and managers should be informed, clearly, regarding behavior that constitutes discriminatory harassment and the consequences of such actions. They should be aware that discriminatory harassment of another employee may be grounds for disciplinary action up to and including termination.

Definition of Discriminatory Harassment

1. Verbal Harassment – Epithets, derogatory comments, slurs, propositioning, or otherwise offensive words or comments on the basis of race, religious creed, color, national origin, ancestry, mental or physical disability (including AIDS or HIV), medical condition, marital status, sex, age, sexual orientation, gender identity, gender expression, military or veteran status, pregnancy, or childbirth and related medical conditions whether made in general, directed to an individual, or to a group of people regardless of whether the behavior was intended to harass. This includes but is not limited to inappropriate sexually orientated comments on appearance, including dress or physical features, sexual rumors, and race-oriented stories.
2. Physical Harassment – Assault, impeding or blocking movement, leering, or the physical interference with normal work, privacy or movement when directed at an individual on the basis of race, religious creed, color, national origin, ancestry, mental or physical disability (including AIDS or HIV), medical condition, marital status, sex, age, sexual orientation, gender identity, gender expression, military or veteran status, pregnancy, or childbirth and related medical conditions. This includes pinching, patting, grabbing, or making explicit or implied threats or promises in return for submission to physical acts.
3. Visual Forms of Harassment – Derogatory, prejudicial, stereotypical, or otherwise offensive posters, photographs, cartoons, notes, bulletins, drawings, or pictures on the basis of race, religious creed, color, national origin, ancestry, mental or physical disability (including AIDS or HIV), medical condition, marital status, sex, age, sexual orientation, gender identity,

gender expression, military or veteran status, pregnancy, or childbirth and related medical conditions. This applies to both posted material, or material maintained in or on County equipment or personal property in the workplace.

4. Sexual Harassment – Any act which is sexual in nature and is made explicitly or implicitly a term or condition of employment, is used as the basis of an employment decision, unreasonably interferes with an individual’s work performance, or creates an intimidating, hostile or offensive work environment.
5. This policy is intended not only to address and correct acts of discriminatory harassment, but to prevent them. Therefore, the County, as part of the implementation of this policy, may act to correct what is viewed as discriminatory harassment prior to the behavior reaching the level that would constitute “discriminatory harassment” as defined in law.

(Amended 02/10/15, General, Supervisory & Professional Units MOU)  
(Amended 02/10/15, Confidential Unit Agreement)  
(Amended 02/10/15, Resolution 15-008, Management Unit)  
(Amended 02/10/15, Deputy County Counsels & Assistant County Counsel Agreement)  
(Amended 03/10/15, Law Enforcement Unit MOU)

Fire Safety Unit

It is the policy of the County of Sutter that employees have a working environment free of unlawful and improper discriminatory harassment. The work environment should be businesslike and assure fair, courteous treatment for employees and the public we serve. All employees should treat each other with dignity and respect. It is the responsibility of every employee, supervisor, and manager to make sure there is no discriminatorily harassing behavior in the workplace. Discriminatory harassment may constitute illegal discrimination and may violate both state and federal law. This policy is intended to address such conduct.

All employees should be informed of the discrimination complaint process and be assured of their right to file complaints without fear of reprisal. All employees, including supervisors and managers should be trained regarding behavior that constitutes discriminatory harassment. Employees should also understand the importance of reporting incidents promptly to assure that further incidents do not occur.

The Board of Supervisors expects County department heads to convey to their employee’s strong disapproval of discriminatory harassment. All employees including supervisors and managers should be informed, clearly, regarding behavior that constitutes discriminatory harassment and the consequences of such actions. They should be aware that discriminatory harassment of another employee may be grounds for disciplinary action up to and including termination.

Definition of Discriminatory Harassment

1. Verbal Harassment – Epithets, derogatory comments, slurs, propositioning, or otherwise offensive words or comments on the basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation, whether made in general, directed to an individual, or to a group of people regardless of whether the behavior was intended to harass. This includes but is not limited to inappropriate sexually orientated comments on appearance, including dress or physical features, sexual rumors, and race-oriented stories.
2. Physical Harassment – Assault, impeding or blocking movement, leering, or the physical interference with normal work, privacy or movement when directed at an individual on the

basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation. This includes pinching, patting, grabbing, or making explicit or implied threats or promises in return for submission to physical acts.

3. Visual Forms of Harassment – Derogatory, prejudicial, stereotypical, or otherwise offensive posters, photographs, cartoons, notes, bulletins, drawings, or pictures on the basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation. This applies to both posted material, or material maintained in or on County equipment or personal property in the workplace.
4. Sexual Harassment – Any act which is sexual in nature and is made explicitly or implicitly a term or condition of employment, is used as the basis of an employment decision, unreasonably interferes with an individual’s work performance, or creates an intimidating, hostile or offensive work environment.
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(Amended 08/26/08, Fire Safety Unit MOU)

23.2 Department Obligation and Responsibility

Every department has an obligation to assure that the work environment is free from all types of unlawful discrimination. Prevention is the best tool. Prompt, appropriate action may help to avoid, or at least minimize, the incidence of discriminatory harassment.

By law, department heads, other managers and supervisors are responsible to ensure that employees, supervisors, and managers are aware of the County's policy. Supervisors' training should include information about the County's Discriminatory Workplace Harassment Policy.

- (Amended 01/11/00, General, Supervisory, Professional Units MOU)
- (Amended 02/01/00, Confidential Unit Agreement)
- (Amended 02/01/00, Resolution 2000-06, Management Unit)
- (Amended 02/01/00, Deputy County Counsels & Assistant County Counsel Agreement)
- (Amended 01/09/01, Fire Safety Unit MOU)
- (Amended 01/08/02, Law Enforcement Unit MOU)

23.3 Employee Action

Some people are not aware that their behavior is offensive or potentially harassment. Often simply advising someone of the offensive nature of their behavior can resolve the problem. Whenever possible, employees should inform the harassing party that his or her behavior is unwelcome, offensive, in poor taste or highly inappropriate. If this does not resolve the concern or if an employee feels uncomfortable, threatened, or has difficulty expressing his or her concern, informal assistance or counseling should be sought from any supervisor, manager, department head or the County Human Resources Director.

- (Amended 06/27/89, General, Supervisory, Professional Units MOU)
- (Amended 07/18/89, Confidential Unit Agreement)
- (Amended 08/01/89, Resolution 89-69, Management Unit)

(Amended 08/08/89, Deputy County Counsels & Assistant County Counsel Agreement)  
(Amended 07/18/89, Fire Safety Unit MOU)  
(Adopted 09/18/89, Letter of Approval, Law Enforcement Unit)

23.4 Investigative Procedure

Any complaint which cannot be satisfactorily resolved through a discussion between the aggrieved person and the harassing party should be referred to either (1) the department head or (2) the County Human Resources Director. Either person will have full authority to investigate all aspects of the complaint. The investigatory authority includes accessibility to records and cooperation of any involved employees. No influence will be used to suppress any complaint, and no one will be subject to any recrimination or reprisal for filing a complaint.

(Amended 06/27/89, General, Supervisory, Professional Units MOU)  
(Amended 07/18/89, Confidential Unit Agreement)  
(Amended 08/01/89, Resolution 89-69, Management Unit)  
(Amended 08/08/89, Deputy County Counsels & Asst. County Counsel Agreement)  
(Amended 07/18/89, Fire Safety Unit MOU)  
(Adopted 09/18/89, Letter of Approval, Law Enforcement Unit)

23.5 Informal Resolution

If an employee desires primarily to discuss personal thoughts and feelings or consider meetings in which to deal individually with the incident(s) the department head or the County Human Resources Director will offer consultation and advice.

When any complaint is received, the department head or the County Human Resources Director will ask the complainant to define his or her perception of the problem and the desired solution. The department head or County Human Resources Director will explain the rights involved and discuss potential solutions. The department head or County Human Resources Director may conduct a brief informal investigation and make every effort to resolve the problem on a very informal basis.

(Amended 11/14/00, General, Supervisory, Professional Units MOU)  
(Amended 11/21/00, Confidential Unit Agreement)  
(Amended 11/21/00, Resolution 2000-088, Management Unit)  
(Amended 11/21/00, Deputy County Counsels & Assistant County Counsel Agreement)  
(Amended 01/09/01, Fire Safety Unit MOU)  
(Amended 01/08/02, Law Enforcement Unit MOU)

23.6 Formal Investigation

If any informal investigation does not successfully resolve the issue, with the filing of a written complaint by the employee to the department head (with a copy to the Human Resources Director) or to the County Human Resources Director, or if in the opinion of the Human Resources Director and/or County Administrative Officer a formal investigation is warranted, a formal investigation will be initiated. As appropriate, the formal investigation may include, but not necessarily be limited to, the following:

- a. Obtaining the date and place of the alleged act and the names of persons alleged to be involved or to have relevant knowledge.
- b. Interviewing the persons named above and any other persons determined to possibly have relevant knowledge concerning the complaint. Providing a copy of the formal complaint to

the employee or employees being accused of harassment insofar as it relates to them at the onset of the investigation.

- c. Reviewing any pertinent documents or records. Making a survey of action in similar situations involving other employees or applicants for employment.
- d. A written report, including a proposed resolution of the matter will be made. The report will be forwarded to and reviewed by the department head who will determine the appropriate resolution, including the possibility of formal disciplinary action.
- e. The department head will provide a confidential written response to the employee who filed the complaint advising the employee of the resolution to the extent legally permitted. A copy of this response will be provided to the alleged harassing party.

(Amended 08/31/04 General, Supervisory & Professional Units MOU)  
(Amended 08/26/08, Fire Safety Unit MOU)  
(Amended 01/30/07, Confidential Unit Agreement)  
(Amended 01/30/07, Resolution 07-006, Management Unit)  
(Amended 01/30/07, Deputy County Counsels & Assistant County Counsel Agreement)  
(Amended 01/30/07, Law Enforcement Unit MOU)

23.7 Retaliation

Retaliation in any manner against a person for filing a harassment charge or initiating a harassment complaint, testifying in an investigation, providing information, or assisting in an investigation, is expressly prohibited and subject to disciplinary action up to and including termination. The Human Resources Director will take reasonable steps to protect the victim and other potential victims from further harassment, and to protect the victim from any retaliation as a result of communicating the complaint. This section will not prohibit the County from disciplining an employee pursuant to section 18.5(v), *Sutter County Personnel Rules and Regulations*.

(Amended 01/11/00, General, Supervisory, Professional Units MOU)  
(Amended 02/01/00, Confidential Unit Agreement)  
(Amended 02/01/00, Resolution 2000-06, Management Unit)  
(Amended 02/01/00, Deputy County Counsels & Assistant County Counsel Agreement)  
(Amended 01/09/01, Fire Safety Unit MOU)  
(Adopted 01/08/02, Law Enforcement Unit MOU)

23.8 FEHC/EEOC Complaints

The filing of a complaint pursuant to this policy or the decision of the department head does not prevent the employee from filing a complaint with the Fair Employment and Housing Commission (FEHC) or the Equal Employment Opportunity Commission (EEOC) or from filing any action in the courts.

(Amended 06/27/89, General, Supervisory, Professional Units MOU)  
(Amended 07/18/89, Confidential Unit Agreement)  
(Amended 08/01/89, Resolution 89-69, Management Unit)  
(Amended 08/08/89, Deputy County Counsels & Assistant County Counsel Agreement)  
(Amended 07/18/89, Fire Safety Unit MOU)  
(Adopted 09/18/89, Letter of Approval, Law Enforcement Unit)

23.9 Confidentiality

A. General, Supervisory, Professional, Confidential, Management and Law Enforcement Units, Deputy County Counsels and Assistant County Counsel

To the extent feasible, proceedings under this policy and all reports and records filed shall be confidential to the parties involved, and reasonable effort shall be made to protect the privacy interests of the parties. Confidentiality may not be feasible under certain circumstances, including, but not limited to: (1) disclosure of any fact is necessary to the appropriate investigation of or response to a harassment or discrimination incident; (2) disclosure of any fact is necessary to assure due process to any person accused of harassment or discrimination if that person may be subject to disciplinary action; or (3) disclosure of any fact is necessary to comply with lawful orders or rules governing any court proceeding.

(Amended 08/31/04 General, Supervisory & Professional Units MOU)  
(Amended 01/30/07 Confidential Unit Agreement)  
(Amended 01/30/07 Resolution 07-006, Management Unit)  
(Amended 01/30/07 Deputy County Counsels & Assistant County Counsel Agreement)  
(Amended 01/30/07 Law Enforcement Unit MOU)

B. Fire Safety Unit

To the extent feasible, proceedings under this policy and all reports and records filed shall be confidential to the parties involved, and reasonable effort shall be made to protect the privacy interests of the parties.

(Amended 07/18/89, Fire Safety Unit MOU)

23.10 Distribution

This policy and any revisions thereof, shall be distributed to all, County officers and employees.

(Amended 06/27/89, General, Supervisory, Professional Units MOU)  
(Amended 07/18/89, Confidential Unit Agreement)  
(Amended 08/01/89, Resolution 89-69, Management Unit)  
(Amended 08/08/89, Deputy County Counsels & Assistant County Counsel Agreement)  
(Amended 07/18/89, Fire Safety Unit MOU)  
(Adopted 09/18/89, Letter of Approval, Law Enforcement Unit)