

County of San Bernardino



Equal Opportunity Commission

Biennial Report 2008-2009

Commissioners

First District

*Evelyn Glasper
Jiles Smith*

Second District

*Dobbin Lo
Ron Stark*

Third District

Reyes Quezada

Fourth District

*David Sakurai
James Willingham*

Fifth District

Luis Blanco

*Commission on the
Status of Women*

Roberta Shouse

In accordance with our mission, the Equal Opportunity Commission (EOC) submits this Biennial Report to the Board of Supervisors. This report provides a summary of each department's presentation that appeared before the Commission in 2008 and 2009. Each month a department is invited to present their Equal Employment Opportunity Plan (EEOP) to the Commission. The presentations are evaluated for efforts in achieving a diverse workforce through hiring and promotional practices, improving workforce representation, and providing career development opportunities for County employees. The Commission looks at new and creative ways to realize the EOC mission of achieving diversity in the workforce.

In January 2008, the Commission established an annual award to recognize one county department who demonstrated an exemplary effort and commitment to attain diversity in its workforce and for their efforts in striving to meet the overall goal of obtaining a workforce that is as diverse as the community served. In addition, the Commission implemented an evaluation form (attached) to effectively evaluate the department's Equal Employment Opportunity (EEO) efforts.

At the direction of the Commission, support staff created a power point template as a guideline for departments to follow in preparing their presentation. This has resulted in greater consistency in the content that is presented by departments, and a more effective means of comparing and evaluating the department's efforts and progress in EEO. Departments are provided with a power point presentation template prepared by support staff that incorporates recruitment, selection, and current workforce data. Additional workforce staffing reports (such workforce analysis report and comparable available workforce data) are provided to departments to aid in determining the representation of the workforce and assist in establishing objectives of departmental equal employment opportunity programs.

Summary of EOC Activity & Department Presentations for 2008

A. EOC Members

First District

Jiles Smith
Evelyn Glasper

Second District

Ron Stark
Dobbin Lo

Third District

Reyes Quezada
Roger Thompson

Fourth District

David Sakurai
James Willingham

Fifth District

Reginald Beamon
Luis Blanco

Commission on the Status of Women

Roberta Shouse

On March 4, 2008, Evelyn Glasper was appointed to represent the First District.

B. Elections of Officers

The Equal Opportunity Commission conducts an election of officers each year. The following Commissioners were elected as officers for 2008:

Ron Stark, Second District
James Willingham, Fourth District
Roger Thompson, Third District

Chair
First-Vice Chair
Second-Vice Chair

C. Support Staff

Janet Serros, EEO Supervisor, Human Resources Officer II
Jan Kaiser, Executive Secretary
Yvonne Johnson, Human Resources Analyst
Pearlie Holliday, Human Resources Analyst

D. Summary of Department Presentations for 2008

1. Dave Dobson, Director of Community Development & Housing – January

Mr. Dobson began by explaining that the department was reorganizing because of reduced federal funding. Mr. Dobson assured the Commission that the department's mission had not changed at all, but the way in which the department will be doing business in the future will be changing. This would include the culture of the department, how employees interact with one another, and how contracts/projects are managed.

Commissioners expressed concern that, while the department was reorganizing and downsizing, diversity be maintained and asked how that would be accomplished. Mr. Dobson said that "no stone would be left unturned" and that he did not recognize race or national origin when interviewing or hiring people.

The Commission asked what policies/procedures were in place for hiring a diverse work force. Mr. Dobson said they would be recruiting on a national basis and that "what you find in this area is lots of minorities with the proper skill sets working within the industry". Mr. Dobson stated that he had worked previously in Los Angeles County, where diversity was the norm. He acknowledged that San Bernardino County has traditionally been known to have white males in upper management positions and he would be working to bring more diversity to his department.

The male Hispanic population was underrepresented in the department in 2004 and it remained underrepresented for 2007; however, there was an increase in the representation from 5.41% to 8.33%.

2. Julie Rynerson-Rock, Director of Land Use Services Department- January

Ms. Rynerson-Rock explained that they are having a horrendous problem in recruiting for this department because not many people seek degrees in planning and other areas needed by Land Use Services Department (LUSD). Some employees leave to cities and private agencies because of salary, work hours, and responsibilities once they have been taught and trained by LUSD. There was a large lay-off in the 90's and the department has been working at rebuilding since 2000. There is a definite leadership gap between the new, younger employees and the staff who are nearing retirement age.

Ms. Rynerson-Rock explained that although there are many long-term employees, it has become increasingly difficult to attract new employees to the department. She is working closely with

surrounding colleges and universities to recruit graduates to the department. She is looking for anyone who has a degree, so they can be trained in the various positions within the department.

3. Larry Walker, Auditor-Controller/Recorder- February

Mr. Walker expounded on the roles of the different ethnicities in the County of San Bernardino, and the diversity represented. He stated that “we are all minorities” and that the Anglos were now becoming a plurality. According to what he has read, this was not the largest minority group, and Hispanics will be the largest minority group in the future.

Mr. Walker discussed the intern program the department offers. In the program, there are about one-third Asian, Anglo, and Hispanic. He has had several interns who worked out very well and were encouraged to apply for regular positions within the County. They often did not rank high enough on their tests to be interviewed, or they did not pass their background checks. He stated that there are some misdemeanors that can be overlooked when hiring in other departments, but anything that has to do with money cannot be overlooked in the Auditor-Controller/Recorder’s office, because they deal with money all day long.

Hispanic males are underrepresented in the Department. Women make up about 73% of the staff; and of that, 53% are white. The accounting profession seems to be trending toward women. He feels that departments need to go into the schools at the elementary level and demonstrate the positive example of careers in accounting and business.

Mr. Walker stated that if there are three candidates, equally qualified, he would tend to hire the minority applicant. He believes in promoting and hiring from within. There are both accounting and clerical duties, which are essentially separate operations. Office assistants normally do not move into the accounting section.

4. Connie Brunn, Director of the Department of Child Support Services- March

Ms. Brunn explained that the department operates as a collaborative effort, working with the State of California. In 2007, they had 479 staff and in 2008, they had 463. They are a “flat funding” department and receive no funding from the County.

Their workforce is comparable to the SMSA in the categories of White, Asian, and American Indian. They are over-represented by 10% in African-Americans, and nearly 85% of the staff is women. In 2005 they had 157,000 active cases and in 2008 they had 121,000 active cases. The department worked hard to close cases and now try to operate more efficiently by only keeping cases open that need to be open. She said the caseload has gone up, but their management has greatly improved.

5. Dave Gibson, Director of Facilities Management- March

The Facilities Management Department has the responsibility of building maintenance, grounds maintenance, the Home Repair Program, and the County’s use of utilities. They also pay all the utility bills for the County and monitor needs and consumption.

The department has about 140 employees and supplements them with contractors numbering about the same. The department uses outside vendors to do about half of the jobs required by the

department. There was a discussion about vendors and the process used for selection, and if any consideration was given to minorities. Mr. Gibson informed the Commission that he chose all his vendors through the Purchasing Department's process.

It was noted that the "direct" labor force was made up of mainly minorities, while the management staff is mostly white, and those numbers had actually increased. Mr. Gibson tried to get the best qualified person and the department actively does the best it can to maintain a diverse employee workforce. He cannot explain why there are more whites in his department than minorities.

Some commissioners expressed concern over not having an Affirmative Action process in place and felt that no tracking of vendor's ethnicity was a serious problem. It was also noted that the department was underrepresented in two areas – white and Hispanic females.

Mr. Gibson informed the Commission that the department has a contract with "Community Options", which is a vendor who provides custodial services, using developmentally disabled employees.

6. Harlow Cameron, Assistant Assessor – April

Property tax revenue is the largest single source of income to the County's General Fund. The Assessor's Office has 230 employees, the same number of employees they had in 1978.

Most of the higher level positions require BA degrees in business, public administration, accounting, or mathematics. They prefer to work with someone who is already in the Assessor's Office; they are willing to allow employees to flex their schedules so they can attend classes, in order to obtain their degrees or certification; and be considered for promotional opportunities.

Mr. Cameron stated that their advertising budget had been reduced to just \$2,000/year and that did not allow for much advertising. The department did experience an increase in the representation of Hispanic employees.

7. Allan Rawland, Director of the Department of Behavioral Health - April

The Department of Behavioral Health (DBH) has grown 54%, which is equal to a growth of 302 new employees, since their last presentation before the Commission almost two years ago.

Through the funding from Prop 63, the department has seen an increase of \$51 million. The Proposition will eventually add nearly \$2.8 billion in total tax revenue.

DBH offers a 24-hour/7-day per week mobile response team for children in crisis. If there is a crisis in Needles, for example, arrangements have been made with the Sheriff's Department to offer helicopter transportation in order to provide a rapid-response time to these locations. DBH covers the cost of fuel for these situations. They also have 24-hour clinics where people can go when in crisis, rather than having to go to a local hospital.

Mr. Rawland shared slides regarding the issues of cultural competency and language. He feels that the most important thing his department can do is to reach people where they are. His

employees understand the culture of the family, and the situations their clients are in, provide an invaluable service in the area of mental health.

Mr. Rawland is working to increase the hourly wage and to change the titles of some of the bilingual employees, to better reflect the important job they do for the County. Another area the Department is working on is to provide parity in salaries and in one example he presented, Mr. Rawland was able to secure an 18% increase in the salaries for his psychiatrists. There are approximately 2,000 working for the Department, including both contract and regular-status employees.

There are many languages spoken in the County, as the County is becoming very diverse. If a language has 3,000 people with Medi-Care or Medicaid use, the State has designated that language as a threshold language. The Department is striving to hire more bilingual employees, who speak the dozens of threshold languages, to embrace the ever-changing face of its clients.

DBH was the first department selected to be the recipient of the EOC annual award.

8. Laurie Milheiser, Director of Risk Management – June

Diversity is Ms. Milheiser's passion, and she expounded on her views of diversity and cultural experiences. She spoke of how she tries to see people in light of their culture and not separate them because of it. She related stories of different staff members sharing their perspective and how the diversity in her department helps her in serving the community's needs in Risk Management. Hispanic males are underrepresented in this department.

The department has 71 budgeted positions and handles approximately 4,000 claims per year. They have approximately 600 claims open at any time.

9. Nancy Swanson, Director of the Transitional Assistance Department- June

The department has about 2,000 employees; almost 60% of the staff is ethnic. The make up is approximately 88% female and about 12% male.

It was pointed out that there was a disparity between the mid- and upper-management ethnicity statistics. Ms. Swanson responded that it was probably due to the educational disparity. Educational requirements must be met. Most of the promotional hiring is done by recruiting from within the department.

There is a high turn-over in the entry-level positions within the department. There are many factors that have caused attrition – the workload is very high and some employees just do not like the job. As the economy is getting worse, there are more applicants needing services.

10. Tom Potter, Director of Regional Parks – August

Mr. Potter remarked that many of the summer positions require CPR and First Aid certification, and that can be a stumbling block to many city youths. It was suggested Regional Parks form partnerships with other departments, such as the Fire Department, to provide free CPR and First Aid training to youth who otherwise qualified to fill these positions.

The Hispanic male population has experienced an increase in representation, but Hispanic females have decreased.

11. Colleen Krygier, Director, Aging and Adult Services – September

The Department of Aging and Adult Services (DAAS) receives an average of 800 calls per month. Their services depend largely on the state budget and many of their programs are in jeopardy. They have lost staff to the Department of Behavioral Health due to funding for new programs. They have begun participating in a “Senior Services Provider Coalition” and it is seeing a lot of activity throughout the County. The department is underrepresented in Hispanic males and overrepresented in Black females.

12. John Gardner, Agricultural Commissioner/Sealer, Agriculture, Weights, and Measures Department – September

Mr. Gardner has been with the department over 30 years. The department is very small. It only has 65 employees with relatively little or no turnover. The department has 71% white males, many of whom will be retiring in the next five years.

The ethnic makeup of minorities majoring in life sciences (the major for many jobs in this department) is very low. Many of the positions require degrees and special licensing. Mr. Gardner is working with the State to try to change some of the licensing requirements. The rate of passing many of the exams is about 20 – 50%. An advanced degree is required for promotion to many supervisory positions.

13. DeAnna Avey-Motikeit, Director of Children’s Services – October

The Department of Children’s Services’ (DCS) primary mission is to ensure child safety.

Ms. Avey-Motikeit is a new director but a long time Children’s Services employee. She became director in 2007. This is the first time that she has presented to the EOC. Before she became director, the department experienced a decrease in funding, which resulted in a decrease in employees and an increase in workload. During the same time, the Department of Behavioral Health experienced an increase in funding. This allowed DBH to hire away some of their employees. DBH, DAAS, and DCS all compete for the same positions, in addition to competing with other counties.

There was a concern from the commissioners about staff ethnicity mirroring customers/clients. The director believes that Social Workers are trained to assist all ethnicities.

14. Ed Kieczkowski, Director of Library- October

The Library is a female-dominated industry with two-third of staff working part-time. The Hispanic population showed an increase in representation. The department has a lot of turnover; the average length of employment is about 2 – 4 years. 56% of Library supervision/management comes from promotions from within the Library.

15. Mike Ramos, District Attorney – November

Two-thirds of employees at the Office of the District Attorney (DA) are attorneys. Women make up 62% of support staff and 46% of attorneys.

The department is involved in mock trials at local high schools. They attended the National Black Prosecutors Association annual job fair. They do not really recruit for bilingual attorneys, but there are bilingual victim advocates/interpreters that can help with forms and actually sit in court with victims.

16. Ted Cooper, Employment Division Chief, Human Resources Department- December

Ted Cooper, Employment Division Chief and Summer Adams, Human Resources Analyst II, presented to the commission. The department is predominantly female and about 57.79% minority. Recruitment efforts and applicant flow was discussed. The commission liked the slides that HR used for their presentation. It was decided that it would be used as an example for future department presentations.

E. Annual EOC Recognition Award

Allan Rawland, Director of the Department of Behavioral Health, was presented the first Annual EOC Recognition Award at the Board of Supervisors meeting on February 10, 2009. DBH was recognized for its efforts to mirror the goals and mission of the County's Equal Employment Opportunity Plan.

F. Human Resources

On October 2, 2008, Ted Cooper, Employment Division Chief of Human Resources, was introduced to the Commission along with Patty Vargas, Assistant Employment Chief. Mr. Cooper explained that the Equal Employment Opportunity unit was being moved under the Employment Division of Human Resources and that both he and Ms. Vargas would be supporting the Commission. He further stated that he hoped the additional support of the Employment Division would assist in making available to the Commission information that they may be seeking about specific departments and positions that were being recruited for those departments.

G. Other Guests

In addition to the scheduled presenters, the commission had the following guests attend:

- Ken Hardy, County Counsel - June 2008
Mr. Hardy spoke to the Commission about the scope of their responsibility/authority.

H. Assembly Bill 1234 Training (AB1234)

AB1234 requires that local agencies provide ethics training to local agency officials by January 1, 2007, and every two years thereafter. The following Commissioners completed or renewed their training in 2008:

- Reginald Beamon, May 8, 2008
- Luis Blanco, June 4, 2008
- Evelyn Glasper, April 16, 2008

- Reyes Quezada, May 6, 2008
- Dave Sakurai, July 11, 2008
- Jiles Smith, February 15, 2008
- James Willingham, June 27, 2008

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On October 6, 2009, a vacancy was declared and posted in the Fifth District to fill Reginald Beamon's seat. Effective December of 2009, Roger Thompson vacated his seat, leaving a vacancy in the Third District. On December 15, 2009, the Board of Supervisors approved the reappointments of David T. Sakurai (4th District) and Dobbin Lo (2nd District) for an additional four years.

B. Election of Officers

The Equal Opportunity Commission conducts an election of officers each year. The following Commissioners were elected for 2009:

Ron Stark, Second District
Jiles Smith, First District
Luis Blanco, Fifth District

Chair
First Vice-Chair
Second Vice-Chair

C. Support Staff

Ted Cooper, Employment Division Chief
Patty Vargas, Assistant Employment Chief
Yvonne Johnson, Human Resources Analyst
Pearlie Holliday, Human Resources Analyst (thru June 2009)
Rudy Rodriguez, Human Resources Analyst
Christy Dycus, Personnel Technician
Jan Kaiser, Executive Secretary (thru September 2009)
Wendy Callis, EEO Secretary

D. Summary of Department Presentations for 2009

1. Patrick Petre, Director of Arrowhead Regional Medical Center – January

Arrowhead Regional Medical Center (ARMC) celebrated its 10th anniversary at the current site. They are a 347-bed facility and are adding an additional 83 beds this year. They are also adding a medical office building, a radiation/oncology unit, and an open heart surgery facility.

ARMC employs approximately 3,300 employees. Close to 70% of ARMC's employees are minorities. The majority of healthcare professionals are female and the predominance of applicants to ARMC is female. ARMC is competitive with their total compensation packages.

Mr. Petre discussed how the new mobile clinic will reach more constituents in the outlying areas to receive the care they need. They already have an asthma care unit that is mobile and with the new general health mobile clinic, more people will be receiving this much-needed care.

Mr. Petre feels that their outreach into the community, especially through the Boys' and Girls' Clubs and working with the youth to excite them about health care careers, is how they will succeed in enticing minorities to the field. He feels that the key to reaching these youth is to hook them at younger ages and by going out to the Hispanic and African-American communities where they live.

ARMC was the second department selected to be the recipient of the EOC annual award.

2. Jim Lindley, Director of the Department of Public Health – February

Hispanic males are underrepresented in the department. Supervision and management are predominantly White; with 59% at the supervisory level, and 83% in management.

Commissioners were interested in career paths available to employees and how the department assists employees in lower-level positions attain promotions into the supervisory and managerial levels.

Mr. Lindley explained that the department is partnered with school nursing programs to encourage students to pursue public health (PH) nursing careers. They also have a grant program partnership – PH Environmental Health and California State University San Bernardino.

3. Ron Griffin, Preschool Services Department – March

Ethnically, the Preschool Services Department (PSD) is one of the County's most diverse departments. Mr. Griffin acknowledged that there is a shortage of male applicants/hires. The nature of the work seems to attract more women.

The department plans to continue to improve an apprenticeship program and to encourage male involvement. The department encourages supervisory and management training and higher education.

4. Bill Moseley, Director of Veteran's Affairs – March

Veteran's Affairs has a small number of employees, who are predominately White. The Commission expressed concern that the minimum requirements for the Veteran's Services Representative (VSR) position limited opportunities and therefore affected diversity. It was recommended that the department broaden the minimum qualifications of the VSR position to make the requirements align with the federal government's VSR position requirement and therefore allow an opportunity for more diversity.

At the request of the Commission, HR staff worked collaboratively with Veterans Affairs in developing a minimum qualification for the VSR I that will meet the needs of the department and broaden the applicant pool.

5. Steve Hall, Chief Information Officer, ISD – April

It was noted that Hispanics and women were underrepresented in Information Services Department (ISD). It was recommended that Hispanics and females currently in supervisory and technical positions mentor females and Hispanics in entry-level positions. This would encourage their career development within ISD to gain entry and/or advancement into the IT technical fields.

6. Ruth Stringer, County Counsel – June

The hires of the Office of the Public Defender and District Attorney overall were of greater diversity than those of County Counsel. It was noted that County Counsel predominantly hires at the most senior levels. It was recommended that they implement a mentoring program to hire and groom less-experienced attorneys that may reflect more diversity.

The commission was also concerned about County Counsel's practice of rehiring retirees. This limits opportunities for less-experienced attorneys to enter into the county counsel attorney series.

There was also concern about whether or not diversity is taken into account when choosing outside law firms.

7. Laurie Rozko, Director of Purchasing – August

Ms. Rozko has been the interim director for the past year and a half. Their department was the recipient of the National Purchasing Institute's "Achievement of Excellence in Procurement" award.

The Commissioners and Ms. Rozko briefly discussed local vendor preferences and the policy for veteran and/or minority-owned businesses. Ms. Rozko explained that the County policy currently in place is in regards to local vendors and is a 5% cost preference. With all the community outreach the department does, Ms. Rozko felt that the department was reaching minority-owned businesses and was educating vendors on county procedures for becoming vendors.

8. Doreen Boxer, Public Defender – September

Ms. Boxer provided an overview of the functions performed by the individual divisions in her department. She discussed the mission and goals of the department and the steps they are taking towards meeting these goals. She discussed the importance of diversity within her department to meet the needs of the community in which they serve.

9. Richard Beemer, Undersheriff – October

Undersheriff Beemer acknowledged the need to improve the diversity of sworn employees. He explained that after the Deputy Sheriff level, the Sheriff's Department has a closed recruiting system, where officers work their way up through the organization. Undersheriff Beemer pointed out that the organizational chart reflects the department is mostly composed of White males from the Captain to Executive levels. The department is underrepresented by Hispanic's. Historically, diversity has not been as a high a priority as it is today. He discussed the importance of a diverse workforce in meeting the needs of the diverse communities served.

The Sheriff's Department instituted Rule 173, eighteen months ago, which requires all deputies to go from the jails to the field. This will ensure cross-training and increase promotional opportunities, as there is no career ladder available for deputies that choose to remain in the jails for the duration of their careers. This will help increase diversity in that there will be a larger pool from which to promote.

Undersheriff Beemer described the courses offered at the academy for officers preparing to take promotional exams. In addition, the department is developing courses for its management staff in budgeting, leadership, hiring, and procurement processes. Internally, the department also facilitates training on the composition of the various communities being served and how to best interact with the population of varying backgrounds.

E. Annual EOC Recognition Award

Arrowhead Regional Medical Center was selected to receive the Annual EOC Recognition Award for 2009. Director Patrick Petre accepted on behalf of ARMC at the Board of Supervisors meeting on February 23, 2010. The Department was recognized for its efforts in mirroring the goals and mission of the County's Equal Employment Opportunity Plan.

F. Other Guests

In addition to the scheduled presenters, the commission had the following guests attend:

- Summer Adams, Senior Human Resource Analyst – May
Ms. Adams presented on the use of NEOGOV for its recruiting, applicant tracking, testing, certification, and selection processes.
- Daniel Flores, Field Representative 5th District – October
Mr. Flores came to observe.

G. Assembly Bill 1234 Training

AB1234 requires that local agencies provide ethics training to local agency officials by January 1, 2007, and every two years thereafter. The following Commissioner renewed their training in 2009:

- Dobbin Lo, June 26, 2009

Biennial Summary

Overall, the County's workforce is representative of the community served. Areas of aggregate underrepresentation are Hispanic and White males. However, in the upper-level management positions, White males are the majority. The underutilization of Hispanic males is a phenomenon experienced across the board for most classifications within county departments. It is difficult to determine the underlying causes attributing to the underutilization of Hispanic males. Efforts will continue to be made to increase and balance the diversity of those areas of underrepresentation.

The next biennial report will determine how significantly the demographics of the Standard Metropolitan Statistical Area, which is the County's available workforce, changes based on the results of the 2010 Census.