



Policy Type: Board

Category: Personnel **Sub-Category:** Hiring Practices

Policy Name: Policy on Workforce Diversity - Board Policy 3.7

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3.7 POLICY ON WORKFORCE DIVERSITY (Adopted 1-12-93; Amended 3-14-17)

Santa Clara County's workforce has, for some time, reflected the "quilt" that is our community. We recognize that diversity includes but is not limited to racial and ethnic diversity and that valuing diversity is important in the way we do business and how we interact with each other. Valuing diversity must be embedded into our organizational culture.

We believe that a diverse workforce provides advantages both internally, in terms of the human resources potential offered by a variety of diverse perspectives, and externally, in increasing the County's ability to respond to an equally diverse community. In order to treat people fairly and provide equal opportunity, it is not enough to treat all people the same. The organization must respect all people and seek to accommodate and learn from the different perspectives and values they contribute.

The County will:

- 1) Consistent with Government Code section 11139.6:
 - a) Engage in general recruitment and outreach programs to all individuals, including persons who are economically disadvantaged.



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- b) Engage in inclusive public sector outreach and recruitment programs that, as a component of general recruitment, may include, but not be limited to, focused outreach and recruitment of minority groups (defined by race, ethnicity, and/or sexual orientation) and women if any such group is underrepresented in entry level positions at the County or determined to be significantly underutilized at any level of position at the County. Such focused outreach and recruitment may include, but is not limited to, placement of job announcements through:
 - i) General circulation newspapers, general circulation publications, and general market radio and television stations, including electronic media.
 - ii) Local and regional community newspapers.
 - iii) Newspapers, publications, and radio and television stations that provide information in languages other than English and whose primary audience is residents of minority and low-income communities.
 - iv) Publications, including electronic media, that are distributed to the general market and to newspapers, publications, and radio and television stations whose primary audience is comprised of minority groups or women.
 - v) Recruitment booths at job fairs or conferences oriented to both the general market and the economically disadvantaged as well as those events drawing a significant participation by minorities or women.
- 2) Build on the foundation of equal opportunity, and embrace this concept as necessary to ensure fair representation and treatment of our diverse groups. An organization cannot value diversity if this basic concept is not an integral practice of the organization.



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- 3) Ensure opportunities for upward mobility of our diverse workforce at all levels of the organization in order to move individuals beyond middle-management and break any perceived barrier or "glass ceiling."
- 4) Create an organizational culture that fosters individual understanding of and accountability for learning about and appreciating employee differences.
- 5) Make valuing diversity a core organizational value, one which is practiced and communicated at all levels of the organization.
- 6) Conduct employee training to help create an openness to the experience of others.
- 7) Hold all managers accountable for demonstrating leadership in valuing diversity.

Valuing diversity can have a synergetic effect. With this policy guiding our actions, the workforce of Santa Clara County will be greater than the sum of its parts.

Related Policies

None.

Related Forms and Information

None.

History

Date	Changes Made
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3/14/2017	Policy Amended. View legislative file.
1/23/2014	Policy Uploaded. (John Myers)
1/12/1993	Policy Adopted.