

EEO Utilization Report

Organization Information

Name: Waukesha County

City: Waukesha

State: WI

Zip: 53188

Type: County/Municipal Law Enforcement

Section 1: EEO Policy Statement

Policy Statement:

Waukesha County is committed to equal opportunity and nondiscrimination in employment, and will implement all Federal, State, and County Equal Employment Opportunity laws, policies, plans, rules, and regulations. The County recognizes and accepts its important leadership role in providing for equal employment opportunities for minorities, women, and persons with disabling conditions. It is the express policy of Waukesha County to promote equal employment opportunity among all who are employed by Waukesha County and who seek employment with Waukesha County.

Section 5: Narrative Interpretation of Data

Steps taken to meet prior objectives have not changed. The County has been conducting equitable recruitment efforts, promoting our Leadership/Mentoring programs, ensuring policies are inclusive, providing mandatory training on topics such as unconscious bias and disabilities and educating our workforce on the importance of attracting and retaining diverse talent. Waukesha Co. has explored pathways to balance underutilization. Departments have participated in job fairs and networked with tech colleges to reach untapped talent. We have also begun to evaluate minimum requirements in our job descriptions and adjust where possible to remove educational barriers. In doing so individuals can gain necessary skills through on-the-job training. A review of the information contained in this report suggests there is an underutilization of two or more standard deviations in the following job categories: Professionals - White males (22%) and Asian males (2%); Technicians - White males (16%); Protective Services Sworn Black/AA males (3%) and Black/AA females (3%); Administrative Support - White males (21%) and Black/AA males (1%); and Service/Maintenance - Hispanic/Latino males (4%), Black/AA males (4%), and White females (7%). While difficult to pinpoint reasons for relatively high percentages of underrepresentation, the County is aware of demographic shifts resulting from a talent shortage. As baby boomers retire and birth rates decline, the number of new workers entering the job market has declined. Employers are competing fiercely for the same talent and using many of the same avenues to do so. And government sector work does not necessarily provide the ability to meet the changing workforce's preferences such as remote work and flexible hours. Workers also find it easier to move between jobs, making it challenging for employers to retain talent. The County continues to promote diversity and inclusion, fostering a workplace culture that attracts diverse talent pools.

Section 6: Objectives and Steps

1. Identify opportunities to improve recruitment, selection and retention of women and minorities in protective service sworn positions.

- a. Assist the Sheriff's Department in creating a development plan that encourages personal and professional growth of female law enforcement officers of Waukesha County in an effort to prepare them for career advancement opportunities. In turn, they could serve as a role model and mentor to current staff and assist in the recruitment and mentorship of new hires.
- b. Evaluate the reasons for female sworn staff turnover through exit interviews and data analysis to determine what, if any, barriers exist.
- c. Continue to work with the Sheriff's Office on outreach efforts to technical colleges, community organizations and universities where potential female candidates may have an interest in law enforcement.

2. Continue to evaluate total compensation programs within the County to ensure wages and benefits are competitive with other agencies for recruitment and retention of qualified staff.

- a. Regularly evaluate the local and regional labor markets in the public and private sectors to ensure the County's total compensation package is competitive in order to attract qualified candidates and retain qualified staff. Continue to provide lateral benefits in recognition of prior years of related work experience.
- b. Evaluate turnover of staff through feedback provided in exit interviews and through analysis of turnover statistics. Share the data with departments for consideration in making necessary changes in practices and approaches in their recruitments as well as in retaining staff.

3. Work on County-wide initiatives to grow the culture within the organization and to enhance employee engagement.

- a. Communicate and promote the County's Standards of Service Excellence throughout departments and encourage staff to deliver services to their customers in manners which reflect the County's Pillars and Standards. In doing so, reinforce they are demonstrating the quality of the workforce to existing staff and setting an example for prospective employees.
- b. Continue to encourage personal and professional growth through the many training opportunities offered by the County, including the Standards of Service Excellence Certificate program, LEAN Continuous Improvement, Management University, Effective Supervision and Leadership, and the Service Excellence Leadership Mentoring

Program. Continue to engage management staff in areas such as diversity and inclusion, Effective Supervision, and Studer Group trainings related to general Service Excellence and their Nine Principles for Organizational Excellence. Encourage regular rounding with employees to keep current on concerns and to learn what is working well.

c. Human Resources shall continue to support managers and supervisors in employee relations efforts, promoting conduct that demonstrates a welcoming, respectful, open-minded, accepting and an environment free of discrimination.

4. Evaluate and work toward the expansion of an applicant pool in the areas suggested by the underutilization analysis.

a. Continue to utilize social media (Facebook, Twitter, etc.) and other electronic sourcing such as LinkedIn and Indeed. Create brief recruitment videos as a means of capturing the attention of potential candidates. Consider expanding distribution of job announcements. Utilize email to HR counterparts/professional organizations/colleges asking that they consider posting our vacancies in high traffic areas. Consider refreshing the look of our recruitment postings, condensing the content to capture attention. Promote availability of a public computer in the County Human Resources Office for individuals to utilize in completing online job applications.

b. The County will continue to evaluate the current methods of recruitment and sourcing of candidates. Where appropriate, alternate recruitment resources will be utilized.

c. The County will continue to seek out and participate in relevant community and educational institution job fairs.

d. Continue to evaluate programs designed to provide enhanced benefits upon hire for experienced applicants for certain protective service, professional and technical job groups.

Section 7: Dissemination Strategy: Internal

1. The EEOP will be posted on the Human Resources page of the County's Intranet page. County employees have access to a broad range of HR policies, procedures, and informational resources including the EEOP and the County Diversity & Inclusion Plan.

2. A copy of the Plan will be posted on the HR Office lobby bulletin board where it is accessible to employees and the public who visit the HR Office. A copy of the plan will be provided to individuals requesting such.

3. The County provides all new employees a comprehensive orientation program. Key County policies and procedures are reviewed and referenced in the orientation, including the County's Diversity and Inclusion Plan.

Section 7: Dissemination Strategy: External

1. The EEOP report will be posted on the Waukesha County Internet page for public access, viewing, and copying.

2. The EEOP report will be posted in the lobby of the Human Resources Office for public viewing.

3. A copy of the EEOP report will be made available to anyone making a request.

Utilization Analysis Chart
Relevant Labor Market: Waukesha County
, Wisconsin

Job Categories	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other
Officials/Administrators														
Workforce #/%	31/51%	1/2%	0/0%	0/0%	0/0%	0/0%	0/0%	28/46%	0/0%	0/0%	0/0%	1/2%	0/0%	0/0%
CLS #/%	19,025/52%	730/2%	370/1%	20/0%	500/1%	0/0%	125/0%	14,165/39%	515/1%	370/1%	45/0%	325/1%	0/0%	125/0%
Utilization #/%	-2%	-0%	-1%	-0%	-1%	0%	-0%	7%	-1%	-1%	-0%	1%	0%	-0%
Professionals														
Workforce #/%	97/20%	10/2%	4/1%	1/0%	3/1%	0/0%	3/1%	320/66%	12/2%	17/4%	3/1%	10/2%	1/0%	3/1%
CLS #/%	20,515/42%	465/1%	410/1%	35/0%	1,220/2%	0/0%	305/1%	23,695/48%	710/1%	570/1%	60/0%	895/2%	0/0%	375/1%
Utilization #/%	-22%	1%	-0%	0%	-2%	0%	0%	18%	1%	2%	0%	0%	0%	-0%
Technicians														
Workforce #/%	23/32%	2/3%	1/1%	0/0%	0/0%	0/0%	1/1%	41/57%	1/1%	2/3%	0/0%	1/1%	0/0%	0/0%
CLS #/%	11,520/48%	1,660/7%	1,095/5%	100/0%	690/3%	0/0%	115/0%	6,815/28%	730/3%	615/3%	60/0%	420/2%	0/0%	190/1%
Utilization #/%	-16%	-4%	-3%	-0%	-3%	0%	1%	29%	-2%	0%	-0%	-0%	0%	-1%
Protective Services: Sworn														
Workforce #/%	136/80%	4/2%	3/2%	1/1%	1/1%	0/0%	1/1%	22/13%	0/0%	1/1%	1/1%	0/0%	0/0%	0/0%
CLS #/%	1,425/70%	80/4%	105/5%	30/1%	10/0%	0/0%	50/2%	235/12%	0/0%	70/3%	0/0%	0/0%	0/0%	20/1%
Utilization #/%	10%	-2%	-3%	-1%	0%	0%	-2%	1%	0%	-3%	1%	0%	0%	-1%
Protective Services: Non-sworn														
Workforce #/%	79/53%	3/2%	7/5%	0/0%	0/0%	0/0%	4/3%	40/27%	2/1%	12/8%	1/1%	0/0%	0/0%	1/1%
CLS #/%	225/51%	4/1%	30/7%	0/0%	0/0%	0/0%	10/2%	145/33%	10/2%	0/0%	10/2%	4/1%	0/0%	0/0%
Utilization #/%	2%	1%	-2%	0%	0%	0%	0%	-6%	-1%	8%	-2%	-1%	0%	1%
Administrative Support														
Workforce #/%	52/12%	9/2%	2/0%	0/0%	2/0%	0/0%	0/0%	307/71%	32/7%	14/3%	1/0%	10/2%	0/0%	5/1%
CLS #/%	19,065/33%	985/2%	955/2%	55/0%	375/1%	0/0%	320/1%	31,845/55%	1,585/3%	1,960/3%	20/0%	550/1%	10/0%	575/1%

Job Categories	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other
	%							%						
Utilization #/%	-21%	0%	-1%	-0%	-0%	0%	-1%	16%	5%	-0%	0%	1%	-0%	0%
Skilled Craft														
Workforce #/%	31/89%	3/9%	0/0%	0/0%	0/0%	0/0%	0/0%	1/3%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	15,500/79%	1,615/8%	530/3%	60/0%	245/1%	0/0%	115/1%	1,090/6%	185/1%	100/1%	4/0%	140/1%	0/0%	0/0%
Utilization #/%	9%	0%	-3%	-0%	-1%	0%	-1%	-3%	-1%	-1%	-0%	-1%	0%	0%
Service/Maintenance														
Workforce #/%	195/61%	8/2%	3/1%	1/0%	2/1%	0/0%	5/2%	87/27%	8/2%	10/3%	0/0%	1/0%	0/0%	1/0%
CLS #/%	21,590/42%	3,570/7%	2,455/5%	140/0%	400/1%	4/0%	350/1%	17,475/34%	2,195/4%	1,990/4%	65/0%	630/1%	40/0%	245/0%
Utilization #/%	19%	-4%	-4%	0%	-0%	-0%	1%	-7%	-2%	-1%	-0%	-1%	-0%	-0%

Significant Underutilization Chart

Job Categories	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other
Professionals	✓				✓									
Technicians	✓													
Protective Services: Sworn			✓							✓				
Administrative Support	✓		✓											
Service/Maintenance		✓	✓					✓						

Law Enforcement Category Rank Chart

Job Categories	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other
Protective Services: Sworn-Officials														
Workforce #/%	42/82%	0/0%	1/2%	1/0%	0/0%	0/0%	0/0%	6/12%	0/0%	1/2%	0/0%	0/0%	0/0%	0/0%
Protective Services: Sworn-Patrol Officers														
Workforce #/%	94/79%	4/3%	2/2%	0/1%	1/1%	0/0%	1/1%	16/13%	0/0%	0/0%	1/1%	0/0%	0/0%	0/0%

