



A statistical analysis of the County's workforce is attached as Exhibit B. The analysis includes a breakdown of the County's current workforce according to the State and Local Government Occupation Groups used in the 2000 Census. For each occupational grouping, the number of employees of both genders and, within each gender, the number of employees of the White, Hispanic, Black, Asian, Native Hawaiian/Other Pacific Islander, and American Indian/Alaskan Native races are included. These groupings conform to the racial and ethnic groupings used in the 2000 Census data.

## COMMUNITY LABOR STATISTICS

Exhibit C provides data about the labor workforce in the community which forms the County's applicant pool. The data is taken from the Lancaster County data gathered in the 2000 Census. (See [www.census.gov/eo2000/index.html](http://www.census.gov/eo2000/index.html).) Geographically, the County is situated in the northern middle part of South Carolina. It borders Mecklenburg and Union Counties (North Carolina) to the north and in South Carolina, it borders York, Chester, Fairfield, Kershaw and Chesterfield Counties. Lancaster County's principal cities are Lancaster and Kershaw. Major cities near Lancaster County are Charlotte (N.C.) and Rock Hill. The County is situated near, but is not believed to be a part of, the Charlotte-Gastonia-Rock Hill Metropolitan Statistical Area (MSA).

The bulk of the County's workers and the bulk of its applicant pool are believed to come from Lancaster County. Outlying areas are not included in the analysis because the major metropolitan areas of Rock Hill and Charlotte are believed to attract the bulk of the labor pool working in the areas surrounding Lancaster County. For this reason, the outlying areas are not believed to be a significant source of labor for the County.

## UTILIZATION ANALYSIS

### *Utilization Analysis Chart*

The EEOP includes an analysis of the current gender and racial make up of the County's workforce versus the gender and racial make up of the County's labor pool in each of the State and Local Government Occupation Groups used in the 2000 Census. The utilization analysis is found at Exhibit D. Where the employees of a particular gender and race make up a lower percentage of the County's workforce within an occupational group than the corresponding percentage of the labor pool for that occupational group, the County is considered to be "underutilizing" the gender and racial group in question.

### *Utilization Analysis Narrative*

A comparison of the County's workforce to the labor pool shows that the County's workforce reflects the degree of diversity of the labor pool. Overall, females are under-represented in some areas and over-represented in others. Black persons are under-represented in most categories, although by narrow percentages in some categories. Hispanic persons, while present in the community in some numbers, make up a negligible percentage of the available labor pool. Within the County, Hispanics are under-represented by slim percentages that are

likely insignificant given the extremely small percent of the available labor pool they make up. Persons claiming Asian, Native Hawaiian/Other Pacific Islander, American Indian/Alaskan Native or two or more races are non-existent in the County's workforce. A breakdown of underutilization in each of the State and Local Government Occupational Groups follows.

Officials and Managers Relative to the labor pool, white males are over-utilized by 20%. White females are under-utilized by an almost corresponding 15%. Minorities overall are under-utilized by very small percentages (less than 3% at greatest and most less than 1%), which is again reflective of their relatively low numbers in the County's labor pool.

Professionals There is only one employee in this category, which leads to an underutilization of white males and of minorities that appears substantial. However, with only one employee within this category, it is impossible to have any meaningful analysis versus the labor pool.

Technicians Relative to the available labor pool, white males are over-utilized and white females are under-utilized in this category. Minorities, however, are practically non-existent in this category in the labor pool, and that is reflected in Lancaster County's workforce, as well.

Protective Service This category includes both sworn and non-sworn employees and these sub-categories are analyzed separately. Within the County workforce, Protective Service includes both police and fire functions, however, there is only one paid firefighter on staff. Fire protection service is provided in the County by and large by volunteer fire companies. The workforce breakdown of the Sheriff's Office exclusive of fire protection is contained in Exhibit E. Also shown in Exhibit E is the utilization of the Sheriff's Office versus the labor pool in the Sworn and Non-sworn categories.

*Sub-category Sworn* Black and white males are slightly under-represented in the County's workforce. However, the percentage is small and considered to be insignificant. White and black females, correspondingly, are over-utilized in the workforce. Again, however, the imbalance versus the available workforce is quite small and believed to be insignificant. Other races are virtually non-existent in the community labor pool and that is reflected in the County's workforce, as well.

*Sub-category Non-sworn* Non-sworn protective services employees are virtually non-existent throughout the County's labor pool, with only 29 such employees available in the community. The County employs only six non-sworn employees, and they are all white females. In the utilization analysis, the lack of numbers in the labor pool and in the County leads to statistical distortions that make the analysis virtually meaningless.

Administrative Support Minority representation in this category is close to par with the available labor force. White males, however, are under-utilized while white females are over-utilized.

Skilled Craft Utilization in this category is close to par in both genders and across all races. White males, however, tend to be slightly over-represented in this category in the County's workforce.

Service Maintenance In this category, white males are over-represented significantly and white females are under-utilized by about 18%. However, the County employs only a total of 16 employees in this category, and it is difficult to meaningful comparisons to the labor pool as a whole with such a small sample.

## OBJECTIVES

While some of the statistical differences between the County's workforce and the overall community labor pool are doubtless the product of Census errors, low numbers of particular categories of employees in the labor pool and the County's workforce, and the unique nature of the functions of government, the County nevertheless is committed to casting as wide a net in the search for qualified applicants as is possible. The County views this as a cornerstone principle of equal opportunity in employment.

Among the higher levels of management in the County, females tend to be underutilized. The County's objective is to attract more female applicants for management level positions by evaluating its current recruitment and promotion practices to ensure those practices target female applicants as equally as they do males.

Male employees are under-utilized in the Administrative Services area while in the Service Maintenance sector females tend to be overall underutilized. While the County perceives much of this under-representation to be reflective of a lack of interest among males in administrative jobs that have historically been dominated by females and, likewise, among female applicants in sanitation, heavy equipment operator and similar jobs, there may also be opportunities for change given the apparent availability in the labor pool. The County will review its recruitment practices through out these categories to determine whether females are targeted for recruitment. The County will also determine whether there are any physical requirements for particularly underutilized jobs that may exclude females from considering application that may not be essential to the job.

Within Protective Services the County's utilization is very close the available labor pool with the exception of non-sworn personnel. However, because non-sworn personnel are virtually non-existent in the community labor pool, no meaningful analysis can be had.

## STEPS TO OBJECTIVES

Broadly, the County will review its current recruitment and hiring practices to make sure that its departments are using methods that are consistent with the County's goal of equal employment opportunity. During the effective dates of this EEOP, the County will also review its policies and practices for consistency with its goals and to look for opportunities for change. Where the County finds that under-utilization is chronic and not attributable to factors outside

the County's influence, the County will look for opportunities to encourage its managers to meet its goals, such as through changes in the system of evaluation.

Black and female underutilization is apparent in several categories within the County's workforce. Addressing female under-representation may require recruitment targeting at institutions such as the nearby female-only undergraduate colleges or advertising in publications with heavy female readership. Promotion opportunities from within will also be examined for remedying black and female underutilization in the County's workforce.

The County will continue to utilize job advertising methods that cast a wide net such as advertising in local publications of general circulation, posting openings on the County's website and using the state Employment Security Commission's resources. The County will also continue to conduct and review data from exit interviews to examine attrition and reasons for attrition in the County's workforce.

## DISSEMINATION

The County's Administrator and Human Resources Director are responsible for the implementation of the EEOP. These individuals may be reached at (803) 285-1565, or by mail: P.O. Box 1809, Lancaster, S.C. 29721 (physical address: 116 W. Dunlap St.)

The County will disseminate this EEOP internally and externally by posting it on the County's website and on County bulletin boards, through meetings with Human Resources and County officials and employees to discuss the EEOP, and through other opportunities as they may from time to time come available.

## **Exhibit A**

### Lancaster County's Equal Employment Opportunity Policy

Lancaster County is an Equal Employment Opportunity Employer. Federal and state laws prohibit employment decisions from being made based on race, color, religion, sex, national origin, citizenship, age or disability. The County's goal of equal employment opportunity and nondiscrimination extends to recruitment, employment, advancement and promotion, compensation and benefits administration, training and development, and other personnel actions. Anyone who believes he has encountered discrimination should report it to the Human Resource Director.