

**COUNTY OF SANTA CLARA BOARD OF SUPERVISOR'S**  
**POLICY ON DIVERSITY**

*America is not like 'a blanket -one piece of unbroken cloth, the same color, the same texture, the same size. America is more like a quilt - many pieces, many colors, many sizes, all woven and held together by a common thread. —*

*Jesse Jackson*

*In order to treat people fairly and provide equal opportunity, it is not enough to treat all people the same. The organization must instead respect all people and seek to accommodate and learn from the different perspectives and values they contribute. —Sally Reed*

Santa Clara County's workforce has, for sometime, reflected the "quilt" that is our community. We recognize that diversity includes more than cultural groups and that valuing diversity requires a change in the way we do business and how we interact with each other. Valuing diversity requires a change in 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 instead respect all people and seek to accommodate and learn from the different perspectives and values they contribute.

Our Diversity Program will:

Build on the foundation of Equal Opportunity and Affirmative Action, and embrace these concepts as necessary to ensure fair representation and treatment of our diverse groups. An organization cannot value diversity if these basic concepts are not an integral practice of the organization.

Ensure upward mobility of our diverse workforce at all levels of the organization in order to move individuals beyond middle management and break the barrier of the "glass ceiling".

Create an organizational culture that fosters individual understanding of and accountability for learning about and appreciating employee differences.

Make valuing diversity a core organizational value, one which is practiced and communicated at all levels of the organization.

Conduct employee training. The aim of this training will be to "individualize" each person, by creating openness to the experience of others.

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, ready to face the challenges of the 21st Century.

This Policy is approved and is effective

**JAN 12 1993**

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Signatures on File: Michael M. Honda, District 1; Zoe Lofgren District 2; Ron Gonzales, District 3; Rod Diridon, District 4; and Dianne McKenna, District 5