

Policy Statement: COUNTY OF VENTURA

Grantee Name: County of Ventura
Address: County of Ventura Executive Office
Human Resources Division
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Date and effective duration of Equal Employment Opportunity Plan (EEOP): May 1, 2021, to April 30, 2023.

Policy Statement

It is the policy of the County of Ventura to ensure equal employment opportunity to its employees and applicants for employment on the basis of fitness and merit, without regard to race, color, national origin, citizenship status, religion, sex, gender identity/expression, sexual orientation, medical condition or disability, genetic information, age, marital status, familial/parental status, military/veteran status, political activities/affiliations or status as a victim of domestic violence, assault or stalking, and, to otherwise adhere to all state and federal EEO-related mandates.

The County of Ventura will follow this policy in all areas of employment including, but not limited to, recruitment, hiring, and promotion into all classifications; and with respect to matters of compensation, benefits, transfers, assignments, tours of duty, shifts, layoffs, returns from layoff, demotions, terminations, training, educational leave, social and recreational programs, and use of County facilities. It is not the intent of this policy to permit or require the lowering of bona fide job requirements or qualification standards to give preference to any employee or applicant for employment.

Any employee of the County of Ventura who fails to comply with this policy is subject to appropriate disciplinary action.

As Chairperson of the Board of Supervisors, I hereby direct that this policy be implemented in accordance with the County's Equal Employment Opportunity Plan.



Chair, Board of Supervisors

ATTEST: MICHAEL POWERS
Clerk of the Board of Supervisors
County of Ventura, State of California

By: 
Deputy Clerk of the Board



County of Ventura Equal Employment Opportunity Plan: Utilization Report**BACKGROUND**

The Equal Employment Opportunity Plan (EEOP) is a report of the County's workforce by gender and race or ethnicity, which is required by the Department of Justice (DOJ) as a condition to receive grant funding. The DOJ's online automated survey compares the County's workforce to the community labor market in Ventura County and computes a statistical Utilization Analysis to determine areas of underutilization (or underrepresentation). A chart of the Underutilization Analysis provides a visual representation of the areas that would benefit from greater diversity. The County has established objectives to address the areas of underrepresentation in the workforce, as well as strategies to meet those objectives. Finally, the County is required to make this Plan available to personnel within the County and the public. Once approved, plans are viewable on the County's Human Resources Website at: <https://hr.ventura.org/equal-employment-opportunity>.

METHODOLOGY

The following analysis is based on Community Labor Statistics (CLS) derived from the 2010 census. Unfortunately, as of the date of this letter, the EEOC has not yet incorporated 2020 census data into their software system. The numbers describing the County workforce are based on a "snapshot" of data taken on March 31, 2021, from the Ventura County Human Resources Payroll System (VCHRP). A primary component of the plan is the Utilization Analysis which reflects a comparison of County employees to labor market availability (using CLS) by race/ethnicity and gender in defined occupational categories. An occupational category is a broad grouping of job classes that require similar levels of skills or training. The County's job classifications are each mapped to an occupational category based upon the U.S. Equal Employment Opportunity Commission (EEOC) definitions and descriptions of the category.

The process for this specific plan is consistent with the 2019-2021 EEOP. The Department of Justice made no changes in the method of formulation and presentation of the data. Jobs are classified as recommended by the U.S. Department of Justice by way of the U.S. Census Bureau's *Occupational Crosswalk to State and Local Government Job Categories*. The structure of our current job categories, a definition of what they entail, a list of prominent classifications that are included in each category, and the corresponding number of full-time equivalent positions (FTE) are illustrated in Table 1.

**Table 1: EEO Occupational Categories –
Prominent Classifications and Total Number of FTE Within the County**

EEO Occupational Categories	Definition	Prominent Classifications	# of County FTE per Category
Officials/Administrators	Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.	County Executive Officer, Deputy Executive Officer, Department Director (non-elected), Assistant Department Director	350
Professionals	Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.	Attorney, Engineer, Planner, Accountant, Program Administrator, Staff/Services Manager	3786
Technicians	Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.	Client Benefit Specialist, Phlebotomist, Programmer, Survey Technician, Water Resource Specialist	1298
Protective Services: Sworn - Officials	Occupations in which senior managers are entrusted with public safety, security and protection from destructive forces with arrest powers.	Sheriff's Captain, Sheriff's Sergeant, Supervising Deputy Probation Officer	145
Protective Services - Sworn	Occupations in which workers are entrusted with public safety, security and protection from destructive forces with arrest powers.	Correction Services Officer, Deputy Probation Officer, Deputy Sheriff, District Attorney Investigator	869
Protective Services: Non - Sworn	Occupations in which workers are entrusted with public safety, security and protection from destructive forces without arrest powers.	Firefighter, Fire Investigator and Fire Specialist, Harbor Patrol Officer, Sheriff's Service Technician	339
Administrative Support	Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.	Office Assistant, Accounting Assistant, Records Technician, Courier, Medical Billing Specialist	1425
Skilled Craft	Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.	Auto Mechanic, Heavy Equipment Mechanic, Maintenance Electrician, Equipment Operator	114
Service/Maintenance	Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.	Maintenance Worker, Jail Cook, Parks Service Ranger, Warehouse Coordinator	636

**Data current as of March 31, 2021 reflecting a total of 8962 permanent employees.*

RESULTS

The Utilization Analysis Table (Table 2) indicates underutilization as well as overrepresentation of various groups in the County's workforce when compared to the availability of those same groups in Ventura County's general population.

The data was generated using an internet-based software application provided by the United States DOJ-OJP, which in turn was derived from the 2010 U.S. Census. The software identifies underutilizations and overutilizations which it deems statistically significant. That is, for each job category with greater than 30 employees, a statistical analysis is performed and then displayed for any job categories with underutilizations of two or more standard deviations. Each of these underutilizations, deemed statistically significant by the DOJ-OJP software, is addressed in the following narrative. Underutilizations that were not deemed statistically significant, while recognized, are not addressed in the narrative. Please note the occupational category of skilled craft yielded no statistically significant underutilizations. Therefore, the category is excluded from the chart on the following page.

As set forth in the "Objectives" portion of this plan, corrective measures, consistent with federal and California law, are being taken in each instance where there is statistically significant underutilization. As a whole, the County workforce is reflective of the community we serve although under-representations exist in some areas, particularly in Protective Services and to a lesser degree the Service/Maintenance categories.

NARRATIVE UTILIZATION ANALYSIS

While the underutilization for each gender/ethnicity is listed below, there are also overutilizations reflected in Table 3. The orange values are underutilizations and the blue values are overutilizations. The following narrative utilization format is standard of Equal Employment Opportunity plans and outlines how to mitigate the significant underutilizations.

- **Black/African American males** remain underutilized by 1% in the Technicians category and by 4% in the Protective Services-Sworn Officials category. These underutilizations would be diminished to less than 1% with the additional employment of 12 and 7 individuals of the aforementioned race and gender employed with jobs within each of the respective categories.
- **Black/African American females** are not underutilized in any categories.
- **White males** are underutilized by 6% in the Officials/Administrators category, 13% in the Professionals category, 10% in the Technicians category, and 13% in the Administrative Support category. Those underutilizations may be brought to within 1% with the additional employment of 19, 451, 107, and 169 individuals of the aforementioned race and gender in jobs within each of the respective categories.
- **White females** are underutilized by 6% in the Professionals category, 5% in the Technicians category, 28% in the Protective Services non-sworn category, 10% in the Administrative Support category, and 4% in the Service/Maintenance category. These underutilizations would be brought to within 1% with the additional employment of 171, 51,

90, 123, 14 individuals of the aforementioned race and gender employed in jobs within each of the respective categories. While the underutilization of white females in the Protective Services non-sworn category appears to be comparatively significant, it should be noted that the sample used to calculate this includes seven classifications in the Fire Service that make up close to half of the sample. The underutilization of females in the fire service is a widely recognized issue and challenge across the nation.

- **Hispanic/Latino males** are underutilized by 3%. Those underutilizations may be brought to within 1% percent with the additional employment of 7 individuals of the aforementioned race and gender in jobs within each of the respective categories. Underutilization of 11% exists in the Protective Services: Sworn Patrol Officers category, which would be brought to within 1% with the additional employment of 88 individuals of the aforementioned race and gender. Underutilization in Administrative Support and Service/Maintenance categories remains at 6% and 7%. These underutilizations would be brought to within 1% percent with the additional employment of 58 and 35 individuals of the aforementioned race and gender employed in jobs within each of the respective categories.
- **Hispanic/Latino females** are underutilized by 5% in the Service/Maintenance category and 11% in the Protective Services: Sworn Patrol Officers category. These underutilizations would be brought to within 1% with the additional employment of 22 and 90 individuals of the aforementioned race and gender employed in jobs within each of the respective categories.
- **Asian males** are underutilized by 4% in the Officials/Administrators category, by 3% in the Professionals category, 7% in the Technicians category, 5% in the Protective Services - Sworn Officials category, and 2% in the administrative support category. These underutilizations would be brought to within 1% with the additional employment of 9, 49, 69, 5, and 9 individuals of the aforementioned race and gender employed in jobs within each of the respective categories.
- **Asian females** remain underutilized by 3% in the Technicians category and are no longer significantly underutilized in the Service/Maintenance category. The underutilization may be brought to within 1% with the additional employment of 24 individuals of the aforementioned race and gender employed in jobs within this category.
- **American Indian or Alaskan Native males and females** are not underutilized in any categories.

**Table 2: Overview by Ethnicity Only
Ventura County Workforce & Community Labor Statistics Comparison**

Males and Females		*Community Labor Statistics	Ventura County Workforce	Variance
B/AA	Black/African American	2.05%	2.87%	+0.81%
W	White	47.66%	43.81%	-3.85%
H/L	Hispanic/Latino	40.78%	43.80%	+3.02%
AI/AN	American Indian or Alaskan Native	0.24%	0.65%	+0.41%
A	Asian	7.41%	7.79%	+0.38%
NH/PI	Native Hawaiian or Pacific Islander	0.17%	1.09%	+0.92%

* The Community Labor Statistics column listed above does not reflect those identifying as "other" or "two or more race".

**Table 3: All Workforce Over/Underutilizations
By Job Category, Race and Gender**

Job Category	Male						Female					
	W	H/L	B/AA	AI/AN	A	NA/PI	W	H/L	B/AA	AI/AN	A	NA/PI
Officials/Administrators	-6%	-3%	-1%		-4%		3%	7%	2%		3%	
Professionals	-13%	3%			-3%		-6%	18%	1%		1%	1%
Technicians	-10%	1%	-1%		-7%	1%	-5%	27%		1%	-3%	1%
Protective Services: Sworn-Officials	14%	-3%	-4%		-5%			2%				
Protective Services: Sworn-Patrol Officers	20%	-11%		1%	3%		-2%	-11%				
Protective Services: Non-sworn	14%	6%	-1%	1%	2%		-28%	4%	2%	1%	1%	
Administrative Support	-13%	-6%			-2%		-10%	31%	1%			
Skilled/Craft	-5%	9%	1%		-1%	2%	-1%	-2%			-1%	
Service/Maintenance	15%	-7%	1%	1%	1%	1%	-4%	-5%			-1%	

**Table 4: EEO Required Reporting –
Statistically Significant Workforce Underutilizations**

Job Category	Male							Female						
	W	H/L	B/AA	AI/AN	A	NA/PI	Other	W	H/L	B/AA	AI/AN	A	NA/PI	Other
Officials/Administrators	-6%	-3%			-4%									
Professionals	-13%				-3%			-6%						
Technicians	-10%		-1%		-7%			-5%				-3%		
Protective Services: Sworn-Officials			-4%		-5%									
Protective Services: Sworn-Patrol Officers		-11%							-11%					
Protective Services: Non-sworn								-28%						
Administrative Support	-13%	-6%			-2%			-10%						
Service/Maintenance		-7%						-4%	-5%					

OBJECTIVES

The County of Ventura is committed to ongoing efforts, within the legal framework set by both state and federal law, to ensure there are no artificial barriers in place to prevent its workforce from being reflective of the local community labor workforce and to otherwise ensure equal opportunity in all aspects of employment.

With the leadership of our Board of Supervisors and support of the CEO, the Diversity, Equity, and Inclusion Council (Formerly Task Force) was launched in February of 2017. The Council has a goal of promoting diversity, equity, and inclusion across all layers of the organization. As such, all areas of Human Resources have these concepts embedded within their goals/objectives.

Steps to achieve the objectives above include the following:

Recruitment and Selection

Recruitment

- 1. Continue holding specially tailored recruitment events and job fairs** for specific occupations including those in the Sheriff’s Office, Fire Protection District, and Health Care Agency. We also hold our own annual job fair geared toward all County of Ventura jobs and plan to continue that practice.
- 2. Continue to execute a thorough and inclusive recruitment and selection process for firefighter trainees** which is engineered to avoid adverse impact, shifts from technical expertise to generalizable characteristics which suggest a candidate may be successful

in the academy and allows for all qualified candidates to participate. Our goal is to work to mitigate our underutilization of females in the fire department.

3. **Continue to execute recruitment strategies which are engineered to attract females to consider a career in the fire service** such as our camps geared to girls ages 14 to 18, our female-focused fitness events, and outreach to female collegiate athletic programs. We recognize the need to plant the seed early and work to develop interest.
4. **Continue to execute recruitment strategies which are engineered to attract females to the Sheriff's Office.** The Sheriff's Office held a successful women's empowerment and recruitment campaign 2019-2020 with events, speakers, and marketing demonstrating successful career paths and opportunities with Ventura County Sheriff's Office and is continuing this endeavor into 2021, although this has been slowed by the pandemic.
5. **Continue to utilize social and print media and various other outlets to advertise our job opportunities** as we recognize the need to reach all segments of our community and to reach out nationally for many of our vacancies including those at the leadership level. LinkedIn and Instagram are a few platforms we consistently leverage. We also translate select recruitment bulletins to Spanish if data suggests it would expand our level of outreach.
6. **Continue to attend job fairs to engage all sectors of our community** including areas that may be underserved, underrepresented, or disadvantaged. The goal is to illustrate our commitment to welcome all in the community to compete for an opportunity to become a public servant.
7. **Continue to reconfigure our job announcements so they are appealing to all cultures and generations** and to highlight the meaningful work we do at the County of Ventura. Our goal is to highlight the most pertinent information to draw in prospective candidates.
8. **Continue to administer our internship programs** which are engineered to establish talent pipelines with various sectors of the community while exposing and marketing the benefits, rewards and opportunities afforded to those in public service.

Selection

1. **Continue to manage a full scope competitive executive (at-will) recruitment program** where we are committed to developing and administering nationwide customized search strategies that focus on locating and recruiting well qualified candidates who match the agency's unique needs while being mindful of the County's commitment to diversity, equity, and inclusion.
2. **Continue to advocate for open competitive recruitments as frequently as possible to promote EEO/DEI outcomes.** For each recruitment, we will determine if the field of competition will be open, countywide, or department/agency promotional. We evaluate these on a case-by-case basis and recommend the field best suited for the subject vacancy. During the last calendar year, approximately 70% of our recruitments were open competitive, allowing anyone from the public the opportunity to apply whereas the other 30% were promotional opportunities exclusively available to County employees which is appropriate when there is a large pool of internal candidates for consideration.

3. **Continue to allow and accept the maximum number of applications possible for our recruitment processes.** We are one of very few public agencies that accepts online and paper applications, but we recognize for some technology may be an artificial barrier and strive to be as inclusive as possible. We also require only a resume/cover letter for executive recruitments so as to maximize the number of applicants we receive. We recognize our applicants as our customers and work tirelessly to ensure they have a positive experience during the selection process.
4. **Continue to be inclusive in accepting and screening employment applications.** We have removed/diminished the use of potential barriers to employment, including fixed filing periods and random selection for large candidate pools. Further, when possible, we employ the use of inclusive minimum qualifications allowing for experience to substitute for educational requirements (and vice versa) whenever feasible. Our goal is to allow as many qualified candidates to compete in our selection processes as possible.
5. **Continue to strike Personally Identifiable Information (PII)** during the administration of structured application screening processes such as those for minimum qualifications and related measures of training and experience and during select executive recruitment processes.
6. **Continue to provide training to raters for all exams including structured interviews** to ensure raters are aware of how both conscious and unconscious bias may contaminate their ratings and diminish the quality and integrity of the process.
7. **Pilot, Test, and Implement a Competency Modeling approach to Job Analysis** to allow for the identification of selection criteria that facilitate greater emphasis on diversity such as value orientation and personality characteristics. Further, competency models provide higher face validity, are preferred by subject matter experts, and present a variety of functional advantages. We shall also continue to use our very thorough and robust job analysis processes in order to validate our examination processes.
8. **Pilot, Test, and Implement a Broad-Based Testing Program** to allow for improved quality, reliability, and efficiency. The program shall allow for a reduction of redundant testing, reduce time to place candidates on eligible lists, ensure lists are always available and allow more opportunities for employment when a candidate is successful on an employment examination.
9. **Continue to review, develop, and administer operating guidelines for the development and administration of employment examinations,** including written examinations, training & experience evaluations, practical examinations, and structured interviews. These documents shall promote the utmost quality in exam administration and will result in consistency in the administration of our employment testing program across the 26 agencies of the County of Ventura. We also have controls in place to ensure our processes are free of bias.
10. **Continue to conduct (and train staff to conduct) item analyses of written exams** to ensure tests are psychometrically sound, reliable, and do not result in any adverse impact. We will also periodically analyze examination results to review for potential disparate or adverse impact prior to placing names on an eligible list.

11. **Continue to implement psychometrically sound scoring models used for existing examinations** to ensure all employment exams are fair, efficient, equitable, defensible, and refrain from any adverse or disparate impact. These models shall comply with industry standards including those outlined in the EEOC Uniform Guidelines on Employee Selection Procedures, Principles for the Validation and Use of Personnel Selection Procedures (SIOP), and Standards for Educational and Psychological Testing.

EEO Compliance

1. **Continue to administer a full EEO Compliance Program**, including the review of County policies to ensure a non-discriminatory environment, maintenance of the County Employee Misconduct Hotline and the administration of investigations into complaints of discrimination, harassment, or discourteous treatment.
2. **Continue to train professional-level analytical staff in best practices related to administrative investigations** to allow for the organization to conduct a fair, timely, and thorough investigations that provide all parties appropriate due process and will reach conclusions based upon the evidence collected in alignment with our Discrimination, Harassment, and Retaliation Prevention Policy.
3. **Continue to notify and market the County's complaint resolution procedure** which outlines how individuals who believe they have been discriminated against or harassed in any manner may have their complaints investigated.
4. **Continue to monitor EEO data**, including rates of promotions, hires, and separations for the County workforce demographics, especially in areas of underutilization.
5. **Continue to review exit interview surveys** to assess employee satisfaction, work climate, and understanding of turnover. Survey forms are given to exiting employees to be completed externally and returned to a centralized location to minimize possible discomfort in revealing the reasons for leaving. Centralizing the feedback data permits improved monitoring and allows action to be taken to improve the working environment across the County.

Classification & Compensation

1. **Continue to create, revise, delete, and update classification specifications** to ensure the scope of each job reflects the appropriate knowledge, skills, and abilities and has qualifications that are in alignment with our commitment to diversity, equity, and inclusion. Further, we ensure requirements are necessary and equitable and do not burden any one group.
2. **Continue reviewing all Department/Agency requests for classification studies** to determine if positions are appropriately classified and reflect the current job specifications, or if they need re-classification or revision based on a thorough review of the assigned job duties.
3. **Continue to conduct total compensation studies** to ensure the County is setting salaries for new positions at the appropriate level sufficient to attract well qualified candidates and to ensure we retain top talent within the organization and the County.

4. **Continue to conduct job evaluation studies** evaluating internal equity and alignment to ensure employees are compensated fairly and equitably based upon objective job evaluation methods.
5. **Establish career ladders** so prospective candidates can anticipate what jobs to submit job interest cards for and to ensure they are eligible to compete for all applicable promotional opportunities.
6. **Review our processes within Classification & Compensation to ensure they are free from bias.** The examination shall be through the lens of Diversity, Equity, and Inclusion to ensure there are no unintended consequences that require correction.
7. **Conduct a Gender Pay Equity Parity Study** to ensure County salary appointment practices are equitable, appropriate, and do not unintentionally cause a compensation divide between different groups that are similarly situated.

In addition to recruitment, compliance, and efforts maintaining the classification structure, the County CEO Learning & Organizational Development team will continue to provide employees multiple training and professional growth opportunities to raise awareness of equal employment opportunity and diversity, equity, and inclusion.

Learning and Organizational Development

1. **Continue to Administer Training which promotes Diversity, Equity, and Inclusion.** The County has initiated and implemented training to enhance employees' ability to work effectively in cross-cultural situations and to recognize implicit bias. Plans are underway to further promote a broad series of other topics related to Diversity, Equity, and Inclusion subject matter.
2. **Continue to administer the mentorship program.** The County has launched a Mentorship Program designed to help prepare professional staff to be successful candidates for management and senior management positions by providing participants one-on-one time with effective senior managers.
3. **Continue to administer the DAFN (People with Disabilities, Access and Functional Needs) training element** that was established to ensure County employees recognize those in the DAFN community and support people who have unique circumstances, especially in responding to (and recovering from) disasters and emergencies.
4. **Continue to refine our Diversity, Equity, & Inclusion Library** so it may be utilized by County Employees. The library shall have articles, print resources, and videos
5. **Continue to facilitate a process to solicit ideas/suggestions** from staff and the community so as to promote engagement, idea generation, collaboration, and facilitation of concepts that promote Diversity, Equity & Inclusion.
6. **Continue to host Diversity, Equity, and Inclusion Race Dialogue** so as to promote open and constructive discussions on many issues related to Diversity, Equity & Inclusion.
7. **Continue to market our Educational Incentive Program** that rewards employees who develop generalizable knowledge, skills, and abilities by attaining advanced education that is not a requirement for their position.

8. **Continue to market our Textbook and Tuition Reimbursement Programs** and requesting that where operationally feasible, department/agency heads be sensitive to the need for variable work schedules to accommodate vocational, certificate, and college coursework.
9. **Continue to administer our Leadership, Excellence, and Action Program (LEAP)** to ensure County leadership has a strong commitment to principles of diversity, equity, and inclusion as well as equal employment opportunity. The program is focused on increasing the awareness and emotional intelligence necessary to be an effective leader. We are also amending the program to focus on a curriculum focused on developing competencies necessary for emerging leaders.
10. **Continue to administer our Nuts & Bolts Management Training Program** in order to provide coaching, resources, and support to new County managers. The training focuses on how to manage the business operation, oneself, and (most importantly) people.
11. **Continue to manage mandatory training compliance.** Continuing to enroll all County employees in Discrimination and Sexual Harassment Prevention classes every two (2) years. Further, all newly appointed staff will continue to be required to attend these two training workshops within six (6) months of appointment. These training workshops, in particular, are designed to educate and assist managers and supervisors in eliminating bias in the application, selection, staff development, and retention process. This training is mandatory for all employees and completion is tracked.
12. **Continue to develop and maintain the County Workforce Development Program** which has two objectives. First, to educate prospective candidates and the public about the origin and structure of our recruitment and selection processes to promote transparency and allow better candidate preparation. Second, to provide the specific tools, guidance, and resources necessary to increase the likelihood that a prospective candidate's performance during the selection process is reflective of their true capabilities. This is accomplished by extensive literature published on our County HR website, including the following:
 - a. A summary of our application screening process includes five instructional videos titled as follows:
 - i. How to Successfully Complete an Application (Part 1)
 - ii. How to Successfully Complete an Application (Part 2)
 - iii. Common Application Mistakes
 - iv. Finding the Right Job Opportunity
 - v. How to Submit a Successful Job Interest Card

In addition, the *How to Submit a Successful Application* page on the HR website explains how we screen applications, what the raters are looking for, suggestions of what to you should do, and what you should not do.

- b. A summary of how we prepare written tests, what we test for, how to prepare, and practical resources such as publications and locations where more information can be found. Further, there are tips for what to do before, during and after a written exam to facilitate success.

- c. A summary of how to prepare for an oral exam, including a thorough description of what an exam looks like, how panels are convened, and the types of questions to prepare for. There are also some practical techniques such as the STAR technique which robust research has found to be effective.
- d. A summary of what practical exams look like, a taxonomy of practical exams, how to identify which one a candidate may see, and how to prepare for them.
- e. A summary of how to prepare for a selection interview, including what makes them different from oral exams. The page is intended to educate candidates, so they are aware of what to expect.
- f. Within the next two years, we hope to have established training in areas a through e above available in both in-person and online formats.