

CPCS Equal Employment Opportunity Demographic Report – Winter 2021

This narrative supports the Equal Employment Opportunity statistics for the workforce of the Committee for Public Counsel Services, for fiscal years 2021 and 2022. The paragraphs that follow provide summary observations and prospective ideas that I hope will resonate, become part of our collective efforts, and help us build better representation of diverse and/or underrepresented individuals across our CPCS team.

Our data touches on all groupings of CPCS employees, including colleagues who serve as managers or supervisors, administrative assistants, social workers, investigators, and those who work in our key Human Resources, IT and Finance Departments. As an organization overall, among our 678 employees (as of late September 2021), a total of 148 colleagues are people of color, which represents 21.83% of our agency workforce, including an increase of 10 employees of color, which improves on our prior profile of 138 colleagues of color and a 20.29% demographic representation from May 2021. This number reflects a positive improvement over a short time frame, and was significantly impacted by recruitment efforts within HR and PDD, which we are planning to expand to reach all divisions and departments, as discussed below.

We continue to build and include people across race, ethnicity, gender, LGBTQ status to a degree that is favorable, and we are increasing to act on our desire and intent to include more people from underrepresented communities. We nonetheless remain under a challenge, and one that is societal in nature, to improve on the range of difference in our core service of providing representation to clients who cannot afford an attorney. It is therefore necessary that we continue on this trajectory, and build on our resources and embrace of each other to encourage our colleagues to stay and build their careers within CPCS.

The CPCS EEO News – The Basics, our Challenge and Key Factors and New Strategies

The Basics

- Women across the CPCS workforce of 678 in this period number 448 (66.08%), which is less by one woman from the previous reporting period this past summer, when among a workforce of 680 people, we had 449 female colleagues (66%). Within this group in FY 22, women of color now account for 16.08% (109), an increase of five colleagues from the prior representation percentage for women of 15.29% (104) among CPCS employees. This number includes a representation of 7.67% (52) Black women, 5.75% (39) Latinx women and 2.65% (18) (AAPI) women, as compared with our prior numbers of 7.35% (50) Black women, 5.74% (39) Latinx women and 2.21% (15) AAPI women. The overall numbers reflect a decrease among white women (from 345 to 339), an increase of two black women (50 to 52), no change among Latinx woman (39) and an increase of three AAPI women (15 to 18).
- Males within the CPCS workforce of 678 in this period number 230 (33.92%), which reflects a decrease of one male colleague from the prior reporting period, when males within the CPCS workforce of 680 in FY 21 numbered 231 (33.97%). Within this group, in FY 22, men of color grew to 5.75% (39), an increase of four from the prior numbers of 5% (34) among the total males employed by CPCS. Our overall numbers reflect a decrease of six white males (from 197 to 191), an increase of four black males (from 16 to 20) and no change among the four AAPI Asian colleagues working for CPCS. The total percentages and numbers among males working for CPCS include white males at 230 (33.92%), Black males at 20 (2.95%) Latinx males at 15 (2.21%) and an unchanged 4 (0.59%) for AAPI males.

- The greatest source of diversity within CPCS continues to exist within the Professional and Office & Clerical Worker categories.
- Among the total Professional employee group of 478 for this FY 22 reporting period, the percentage for white staff members is 388 (81.17%) and 90 (18.83%) for Professionals of color. This compares with the prior figures for white Professionals of 396 (83%), and the total for Professionals of color of 81 (16.98%).
- Within the Professional grouping, for this period there are 37 (7.74%) Black employees, 35 (7.32%) Latinx employees and 18 (3.77%) AAPI employees. For the prior reporting period, among Professionals there were 31 (6.50%) Black employees, 33 (6.92%) Latinx employees and 17 (3.56%) AAPI employees.
- There are 299 (62.55%) women and 179 (37.45) males in the Professional category, compared in the last report to 296 (62.05%) women and 181 (37.95%) males.
- Within the Office & Clerical Workers cohort for this reporting period, out of a total 100 employees in this category, there are 58 (58%) White employees and 42 (42%) employees of color, as compared with our prior numbers out of a total 102 employees, when there were 60 (58.82%) White employees and 42 (41.18%) employees of color.
- Among the people of color within the Office and Clerical Workers cohort for this period, 24 (24%) are Black employees, 15 (15%) are Latinx employees and 3 (3%) are AAPI employees. During the prior period, 25 (24.51%) were Black employees, 16 (15.69%) were Latinx employees and 1 (0.98%) was an AAPI employee.
- In terms of sex, there are 91 (91%) women and 9 (9%) males in the Office and Clerical Workers Category, compared to the prior period of 94 (92.16%) women and 8 (7.84%) males in this grouping.

The EEO spreadsheets that set forth this CPCS Demographic data for the periods ending in April 2021 and September 2021 are located immediately below, for reference.

CPCS EEO DATA - SNAPSHOT 09/20/2021													
JOB GROUPS: ALL EES	TOTALS: ALL EES			WHITE	% WHITE	BLACK	% BLACK	HISPANIC/ LATINX	% HISPANIC/ LATINX	ASIAN	% ASIAN	TOTAL EES OF COLOR	% EES OF COLOR
Officials & Administrators	94			80	85.11%	9	9.57%	4	4.26%	1	1.06%	14	14.89%
Professionals	478			388	81.17%	37	7.74%	35	7.32%	18	3.77%	90	18.83%
Technicians	6			4	66.67%	2	33.33%	0	0.00%	0	0.00%	2	33.33%
Office & Clerical Workers	100			58	58.00%	24	24.00%	15	15.00%	3	3.00%	42	42.00%
TOTALS	678			530	78.17%	72	10.62%	54	7.96%	22	3.24%	148	21.83%
JOB GROUPS: WOMEN	TOTALS: ALL EES	TOTAL WOMEN	% WOMEN	TOTAL WHITE WOMEN	% WHITE WOMEN	TOTAL BLACK WOMEN	% BLACK WOMEN	TOTAL HISPANIC/ LATINX WOMEN	% HISPANIC/ LATINX WOMEN	TOTAL ASIAN WOMEN	% ASIAN WOMEN	TOTAL WOMEN EES OF COLOR	% WOMEN EES OF COLOR
Officials & Administrators	94	57	60.64%	47	50.00%	7	7.45%	2	2.13%	1	1.06%	10	10.64%
Professionals	478	299	62.55%	237	49.58%	24	5.02%	23	4.81%	15	3.14%	62	12.97%
Technicians	6	1	16.67%	1	16.67%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Office & Clerical Workers	100	91	91.00%	54	54.00%	21	21.00%	14	14.00%	2	2.00%	37	37.00%
TOTALS	678	448	66.08%	339	50.00%	52	7.67%	39	5.75%	18	2.65%	109	16.08%
JOB GROUPS: MEN	TOTALS: ALL EES	TOTAL MEN	% MEN	TOTAL WHITE MEN	% WHITE MEN	TOTAL BLACK MEN	% BLACK MEN	TOTAL HISPANIC/ LATINX MEN	% HISPANIC/ LATINX MEN	TOTAL ASIAN MEN	% ASIAN MEN	TOTAL MEN EES OF COLOR	% MEN EES OF COLOR
Officials & Administrators	94	37	39.36%	33	35.11%	2	2.13%	2	2.13%	0	0.00%	4	4.26%
Professionals	478	179	37.45%	151	31.59%	13	2.72%	12	2.51%	3	0.63%	28	5.86%
Technicians	6	5	83.33%	3	50.00%	2	33.33%	0	0.00%	0	0.00%	2	33.33%
Office & Clerical Workers	100	9	9.00%	4	4.00%	3	3.00%	1	1.00%	1	1.00%	5	5.00%
TOTALS	678	230	33.92%	191	28.17%	20	2.95%	15	2.21%	4	0.59%	39	5.75%

CPCS EEO DATA - SNAPSHOT 4/24/2021													
JOB GROUPS: ALL EES	TOTALS: ALL EES			WHITE	% WHITE	BLACK	% BLACK	HISPANIC/ LATINX	% HISPANIC/ LATINX	ASIAN	% ASIAN	TOTAL EES OF COLOR	% EES OF COLOR
Officials & Administrators	95			82	86.32%	8	8.42%	4	4.21%	1	1.05%	13	13.68%
Professionals	477			396	83.02%	31	6.50%	33	6.92%	17	3.56%	81	16.98%
Technicians	6			4	66.67%	2	33.33%		0.00%		0.00%	2	33.33%
Office & Clerical Workers	102			60	58.82%	25	24.51%	16	15.69%	1	0.98%	42	41.18%
TOTALS	680			542	79.71%	66	9.71%	53	7.79%	19	2.79%	138	20.29%

JOB GROUPS: WOMEN	TOTALS: ALL EES	TOTAL WOMEN	% WOMEN	TOTAL WHITE WOMEN	% WHITE WOMEN	TOTAL BLACK WOMEN	% BLACK WOMEN	TOTAL HISPANIC/ LATINX WOMEN	% HISPANIC/ LATINX WOMEN	TOTAL ASIAN WOMEN	% ASIAN WOMEN	TOTAL WOMEN EES OF COLOR	% WOMEN EES OF COLOR
Officials & Administrators	95	58	61.05%	49	51.58%	6	6.32%	2	2.11%	1	1.05%	9	9.47%
Professionals	477	296	62.05%	239	50.10%	21	4.40%	22	4.61%	14	2.94%	57	11.95%
Technicians	6	1	16.67%	1	16.67%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Office & Clerical Workers	102	94	92.16%	56	54.90%	23	22.55%	15	14.71%	0	0.00%	38	37.25%
TOTALS	680	449	66.03%	345	50.74%	50	7.35%	39	5.74%	15	2.21%	104	15.29%

JOB GROUPS: MEN	TOTALS: ALL EES	TOTAL MEN	% MEN	TOTAL WHITE MEN	% WHITE MEN	TOTAL BLACK MEN	% BLACK MEN	TOTAL HISPANIC/ LATINX MEN	% HISPANIC/ LATINX MEN	TOTAL ASIAN MEN	% ASIAN MEN	TOTAL MEN EES OF COLOR	% MEN EES OF COLOR
Officials & Administrators	95	37	38.95%	33	34.74%	2	2.11%	2	2.11%	0	0.00%	4	4.21%
Professionals	477	181	37.95%	157	32.91%	10	2.10%	11	2.31%	3	0.63%	24	5.03%
Technicians	6	5	83.33%	3	50.00%	2	33.33%	0	0.00%	0	0.00%	2	33.33%
Office & Clerical Workers	102	8	7.84%	4	3.92%	2	1.96%	1	0.98%	1	0.98%	4	3.92%
TOTALS	680	231	33.97%	197	28.97%	16	2.35%	14	2.06%	4	0.59%	34	5.00%

The Challenging News

- There are 457 Attorneys and Managers-Legal in our agency for this reporting period, of whom 385 (84.25%) are white colleagues, and 72 (15.75%) are colleagues of color. Of this total, 285 (62.36%) colleagues are women and 172 (37.64%) are males.
- These numbers, broken down by race over this reporting period, continue to indicate gaps among Black, Latinx and AAPI males in roles as Attorneys or Managers-Legal, although we experienced a slight increase to 20 (4.28%) among total males of color out of 457 people in these categories, as compared to the previous figures of 17 (3.88%) total representation of males of color, among the then 438 Managers-Legal (75) and Attorney (363) from the previous reporting period.

- The total representation by race reflects 29 (6.35%) Black colleagues, 28 (6.13%) Latinx colleagues and 15 (3.28%) AAPI colleagues.
- Broken down further, among Black males, we continue to reflect 2 (2.17%) colleagues in the Managers-Legal category, comparable to the 2 (2.67%) representation for Black men as Managers–Legal during the last reporting period, and among Attorneys, 6 (1.64%) colleagues on staff, a slight increase over the prior representation of 4 (1.10%) among Black males in this position. Overall, there is a 1.75% representation in this category among Black males, as compared to 1.37% in the last reporting cycle.
- The representation numbers among male Latinx Managers-Legal increased by one person to 2 (2.17%) in this category, over the 1 (1.33%) person noted in the last reporting period. There has also been an increase of one person for a total of 8 (2.19%) colleagues among Latinx males in the Attorney category over 7 (1.93%) during the last reporting period.
- There continues to be a lack of AAPI males in the Manager–Legal category, in the Attorney position we identified a decline to 2 (0.44%) people in this position, as compared to 3 (.083%) from the previous cycle.
- The difference between the numbers in these two most recent periods is slight, and are being weighed against a total increase to 457 colleagues in the Attorney and Manager-Legal categories during this reporting period over 438 from this past April, though there has clearly been some positive movement.
- Among women of color in the Attorney and Managers-Legal positions, the percentages remain larger across Black, Latinx and AAPI cohort groups in these roles, as compared to males of color in our agency in these categories. There is a total representation of 52 (11.38%) in this category, compared to 45 (10.27%) among colleagues in this role from the spring reporting period, among the 457 Managers-Legal (92) and Attorney (365) positions currently staffed within our agency.
- Broken down further, there are 7 (12.28%) Black women in the Manager-Legal category, compared to 5 (10.20%) from the last reporting cycle, and there are 14 (6.14%) Black female attorneys, compared to 12 (5.33%) during the last reporting cycle. There is a total representation among Black women in the Manager-Legal and Attorney categories of 21 (4.60%), as compared to the prior 18 (3.88%) representation of Black women overall in these CPCS positions.
- Among Latinx women, there continue to be 2 (3.51%) colleagues in the Managers–Legal category, as compared to 2 (4.08%) during the last reporting period. There are 16 (7.02%) Latinx women in the Attorney category, as compared to 15 (6.67%) from the last reporting period.
- Among AAPI women, there was an increase to 1 (1.75%) person in the Managers-Legal role and 12 (5.26%) in the Attorney role, as compared to 11 (4.89%) from the previous period.

CPCS MANAGERS & ATTORNEY STAFF EEO DATA - SNAPSHOT SEPTEMBER 2021 - FY21													
JOB GROUPS: ALL EES	TOTALS: ALL EES			WHITE	% WHITE	BLACK	% BLACK	HISPANIC /LATINX	% HISPANIC /LATINX	ASIAN	% ASIAN	TOTAL EES OF COLOR	% EES OF COLOR
Managers - Legal	92			78	84.78%	9	9.78%	4	4.35%	1	1.09%	14	15.22%
Attorney Staff	365			307	84.11%	20	5.48%	24	6.58%	14	3.84%	58	15.89%
TOTALS	457			385	84.25%	29	6.35%	28	6.13%	15	3.28%	72	15.75%
JOB GROUPS: WOMEN	TOTALS: ALL EES	TOTAL WOMEN	% WOMEN	TOTAL WHITE WOMEN	% WHITE WOMEN	TOTAL BLACK WOMEN	% BLACK WOMEN	TOTAL HISPANIC /LATINX WOMEN	% HISPANIC /LATINX WOMEN	TOTAL ASIAN WOMEN	% ASIAN WOMEN	TOTAL WOMEN EES OF COLOR	% WOMEN EES OF COLOR
Managers - Legal	92	57	61.96%	47	82.46%	7	12.28%	2	3.51%	1	1.75%	10	17.54%
Attorney Staff	365	228	62.47%	186	81.58%	14	6.14%	16	7.02%	12	5.26%	42	18.42%
TOTALS	457	285	62.36%	233	50.98%	21	4.60%	18	3.94%	13	2.84%	52	11.38%
JOB GROUPS: MEN	TOTALS: ALL EES	TOTAL MEN	% MEN	TOTAL WHITE MEN	% WHITE MEN	TOTAL BLACK MEN	% BLACK MEN	TOTAL HISPANIC /LATINX MEN	% HISPANIC /LATINX MEN	TOTAL ASIAN MEN	% ASIAN MEN	TOTAL MEN EES OF COLOR	% MEN EES OF COLOR
Managers - Legal	92	35	38.04%	31	33.70%	2	2.17%	2	2.17%	0	0.00%	4	4.35%
Attorney Staff	365	137	37.53%	121	33.15%	6	1.64%	8	2.19%	2	0.55%	16	4.38%
TOTALS	457	172	37.64%	152	33.26%	8	1.75%	10	2.19%	2	0.44%	20	4.38%

CPCS MANAGERS & ATTORNEY STAFF EEO DATA - SNAPSHOT APRIL 2021 - FY21													
JOB GROUPS: ALL EES	TOTALS: ALL EES			WHITE	% WHITE	BLACK	% BLACK	HISPANIC /LATINX	% HISPANIC /LATINX	ASIAN	% ASIAN	TOTAL EES OF COLOR	% EES OF COLOR
Managers - Legal	75			65	86.67%	7	9.33%	3	4.00%	0	0.00%	10	13.33%
Attorney Staff	363			311	85.67%	16	4.41%	22	6.06%	14	3.86%	52	14.33%
TOTALS	438			376	85.84%	23	5.25%	25	5.71%	14	3.20%	62	14.16%
JOB GROUPS: WOMEN	TOTALS: ALL EES	TOTAL WOMEN	% WOMEN	TOTAL WHITE WOMEN	% WHITE WOMEN	TOTAL BLACK WOMEN	% BLACK WOMEN	TOTAL HISPANIC /LATINX WOMEN	% HISPANIC /LATINX WOMEN	TOTAL ASIAN WOMEN	% ASIAN WOMEN	TOTAL WOMEN EES OF COLOR	% WOMEN EES OF COLOR
Managers - Legal	75	49	65.33%	42	85.71%	5	10.20%	2	4.08%	0	0.00%	7	14.29%
Attorney Staff	363	225	61.98%	187	83.11%	12	5.33%	15	6.67%	11	4.89%	38	16.89%
TOTALS	438	274	62.56%	229	52.28%	17	3.88%	17	3.88%	11	2.51%	45	10.27%
JOB GROUPS: MEN	TOTALS: ALL EES	TOTAL MEN	% MEN	TOTAL WHITE MEN	% WHITE MEN	TOTAL BLACK MEN	% BLACK MEN	TOTAL HISPANIC /LATINX MEN	% HISPANIC /LATINX MEN	TOTAL ASIAN MEN	% ASIAN MEN	TOTAL MEN EES OF COLOR	% MEN EES OF COLOR
Managers - Legal	75	26	34.67%	23	30.67%	2	2.67%	1	1.33%	0	0.00%	3	4.00%
Attorney Staff	363	138	38.02%	124	34.16%	4	1.10%	7	1.93%	3	0.83%	14	3.86%
TOTALS	438	164	37.44%	147	33.56%	6	1.37%	8	1.83%	3	0.68%	17	3.88%

Key Factors and New Strategies

Our current EEO numbers are showing some positive movement, albeit slight, in terms of the inclusion of more people from diverse or underrepresented communities on our workforce. There is strong reason for hope for additional change reflected in the numerous efforts we are making, described below. The outreach and recruitment work that PDD and HR collaborated on was a significant influence toward this current change, and it is part of thinking and resource building that we are expanding to reach all of our divisions and departments.

Efforts underway include:

- With Arnie Stewart and Duci Gonsalves joining the Senior Management Team, CPCS is reflecting a stronger commitment for including talented people of color into significant leadership positions. We wish you every success, Arnie and Duci, and thank you for your willingness to lead within our great agency!!!
- The ongoing commitment from Chief Counsel Anthony Benedetti and the SMT to increasing salaries has enabled CPCS to be more competitive among public defender agencies across the United States. A study by NAPD, analyzed by our Recruiting and Hiring Manager

Kevin Ruderman, shows that our starting salary is one of the highest on the East Coast (and on the higher side across the country), among 38 organizations that responded to the survey.

- Our new hiring process guidance is nearing completion, under HR's leadership, with an emphasis on moving processes along in a more timely, inclusive and measured way.
- The SMT has hired an Executive Search firm to help us hire a new Human Resources Director, and this team and our managing directors have provided her with solid information on our agency and our vision of the ideal qualities in a candidate to take on this leadership role, especially concerning our focus on matters of racial equity and cultural awareness.
- We have created and filled an Internship Coordinator Rotation position, which will provide a more coordinated, consistent and impactful experience for the 140 students we take on during the year. Interns are an essential source of potential future hires, and our efforts to provide guidance, support and encouragement to the students we engage are vital to our future endeavors.
- We will be providing a limited number of paid internship opportunities to students who are underrepresented and cannot afford to work for CPCS in a volunteer capacity.
- CPCS has just posted a job offering for a Talent Acquisition Specialist to support Human Resources and our Equity, Inclusion and Diversity Agenda, thanks to the thoughtful recommendations of the EID Working Group Recruitment Committee, and strong Human Resources work to define this new position to help CPCS build its ability to draw in good talent. This role will expand reach to existing and untapped sources of potential candidates, provide for greater collaboration with staff on identifying talent, provide leadership on recruiting interns, and support our need for talented attorneys in both CPCS and the private bar. Here is a 2021 report from the ABA on the profile of the legal profession, with sobering demographics on race and other key considerations on the impact of COVID, gender and commitment to social justice, for reference. https://www.americanbar.org/news/reporter_resources/profile-of-profession/
- We continue working with our Committee's Personnel Subcommittee to build understanding of our efforts and seek advice and support.
- We continue to provide management training and are now focusing, under Racial Equity Statewide Training Lead Theresa Coney's efforts, on expanding anti-racism training to all staff, based on program delivered to directors and managers this past summer.
- In July 2022, we will roll out a revised performance appraisal strategy that will weigh how we perform our several functions, set meaningful goals and evaluate how we live our agency values in what we do.
- This fall, we conducted an Utilization analysis in support of a federal grant within the Innocence Project, based on current Census data. We will soon provide a link to this data on the Human Resources webpage, and provide the link to all staff once it is ready to access. We will continue to work with our staff data to improve our representation in all areas of underrepresentation.
- We continue to participate in the attorney wellness movement at both an agency level and within the SJC Standing Committee on Attorney Well-Being, to identify and implement strategies to combat the bias that attorneys of color feel in their practices.

- Note: The Job Groupings used by CPCS for this report are included on the next page.

Category 1 - Officials & Administrators	Category 2 - Professionals	Category 3 - Technicians	Category 6 - Office & Clerical Workers
Acting Director of Parole Unit	Accounting Manager	IT Support Specialist - CPC	Admin Assistant I-CPC
Assistant Director HR Unit- CPC	Accounts Payable Asst - CPC	Training Technologist - CPC	Admin Assistant II-CPC
Assistant Director, YAP - CPC	Accounts Payable Manager		Admin Assistant III-CPC
Attorney In Charge - CPC	Appeals Attorney - CPC		Admin Assistant IV -CPC
Chief Auditor	Appellate Co-Counsel		Clerk III - CPC
Chief Counsel - CPC	Benefit Specialist		Contract Coordinator
Chief Financial Officer - CPC	Business System Analyst		Executive Assistant - CPC
Chief Information Officer-CPCS	Database Systems Analyst & Sup		Paralegal - CPC
Chief Investigator	Database Systems Analyst II		Receptionist
Communications Director	Financial Analyst		Supervising AAIII - CPC
Dep Chief Counsel - CPC	Forensic Support Attorney-CPC		Supervising AAIV - CPC
Dir of Criminal Appeals - CPC	Human Resources Generalist CPC		
Dir of Private Social Work Ser	Infrastructure Administrator		
Dir of Social Service Advocacy	Investigator - CPC		
Dir,Human Resources Mgt-CPC	Legal Training Attorney - CPC		
Dir. of Infrastructure - CPC	Payment Analyst I		
Director - Alt Comm & Reg Supp	Payment Analyst II		
Director of Appeals - CAFL	Payroll Manager		
Director of Applications-CPC	Recruiting & Hiring Mngr-CPC		
Director of Criminal Trials	Senior Payment Analyst - CPC		
Director of Education Advocacy	Senior Payment Analyst I - CPC		
Director of Facilities	Senior Payment Analyst II		
Director of Juvenile Appeals	Senior Trial Counsel - CPC		
Director of Social Work - CAFL	Social Services Advocate		
Director, A & O - CPC	Social Worker - CPC		
Director, Admin & Operations	Special Counsel		
Director, Immigration Impact	Sr Web Application Developer		
Director, Innocence Program	SSA Supervisor		
Director, Juvenile Defender Dp	Staff Accountant		
Director, Legal Training - CPC	Staff Counsel - CPC		
Director, Mental Health- CPC	Staff Counsel II - CPC		
Director-Mental Health Appeals	Supervising Investigator - CPC		
Equity & Inclusion Director	Supervising Sr Trial Counsel		
General Counsel - CPC	Supervising Staff Attorney-CPC		
Managing Director	SW Supervisor		
Strategic Litigation Director	Trial Attorney - CPC		
Training Chief - CPC	Vendor Specialist II		
Trial Panel Director			
YAD Trial Panel Director			