

Assessor, County-Clerk Recorder

Equal Opportunity Plan

2022

**Reporting Period:
January – December 2021**



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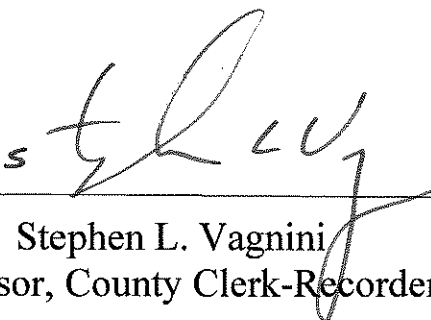
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Section 1

Department Head's Acknowledgment & Commitment to the 2022 Departmental Equal Opportunity Plan

The Monterey County Board of Supervisors adopted an ordinance reaffirming their long-standing commitment to the principles of providing equal opportunities for all and preventing and eliminating unlawful discrimination. The Board of Supervisors values providing an open and empathetic channel of communication for County officials and employees, applicants for employment, and for business relationships with the County. Through the adoption of the Nondiscrimination, Prevention of Sexual Harassment, Reasonable Accommodations for Persons with Disabilities, and the Language Access and Effective Communication Policies, the Board of Supervisors also reaffirms its expectation that each County official and employee is responsible for maintaining a workplace that is free from unlawful discrimination, harassment, and retaliation.

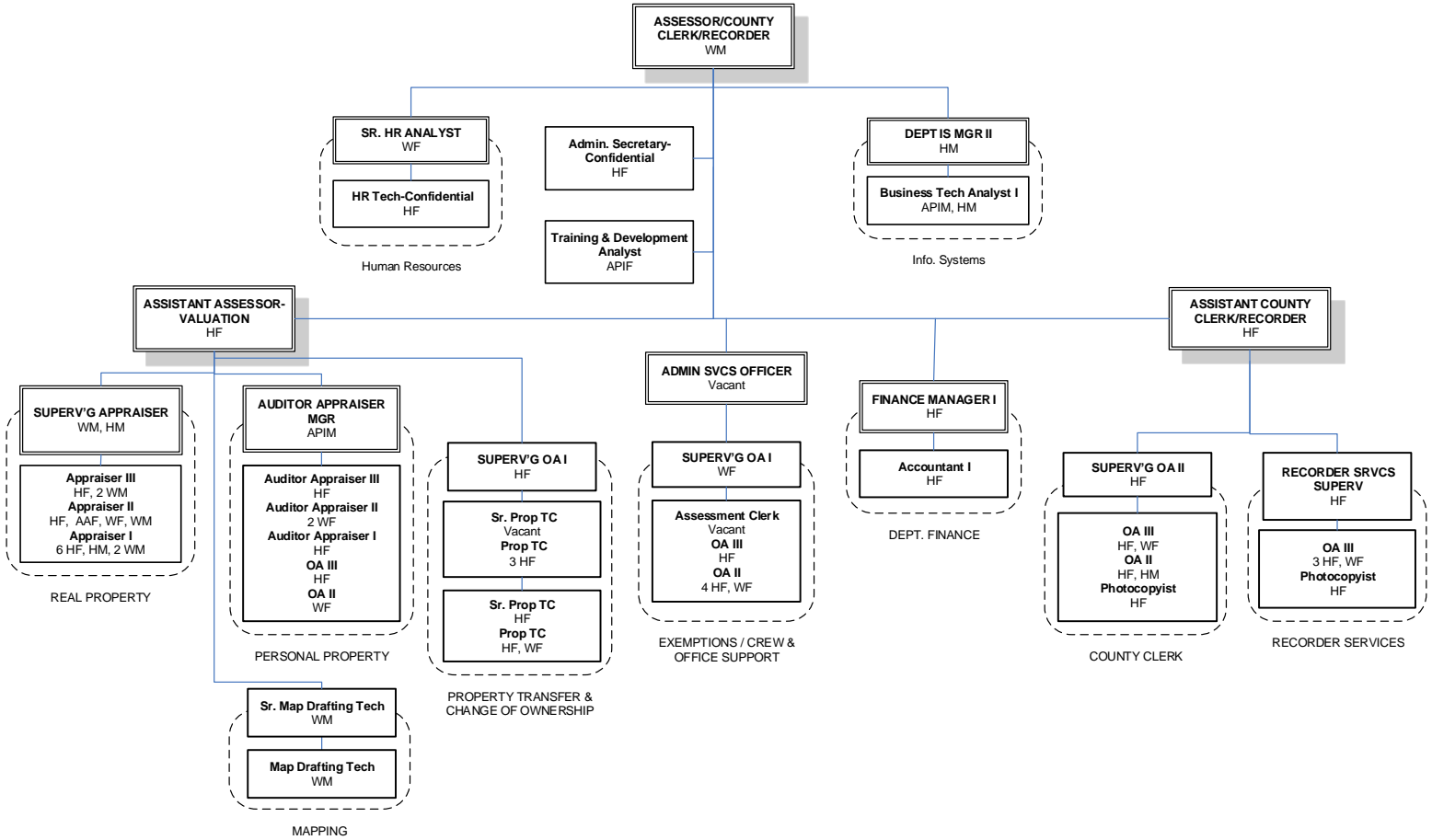
As Department Head my signature below verifies the accuracy of this report and affirms my commitment to equal opportunity and civil rights, as outlined in County policies and ordinances.



Stephen L. Vagnini
Assessor, County Clerk-Recorder

Section 2

Organizational Profile Assessor, County Clerk-Recorder



Self-reported gender and ethnicity:

M – Male F – Female

AA - African American; H – Hispanic; API – Asian/Pacific Islander; W - White other than Hispanic;
AI – American Indian/Alaskan Native

Data as of 12/31/21

Section 3

Department's Workforce Analysis Chart

**Minority Demographic Comparison by Job Group
Calendar Year 2021**



Data as of 12/31/21

*Numbers do not include the Elected Dept. Head or Student Intern

NOTES:

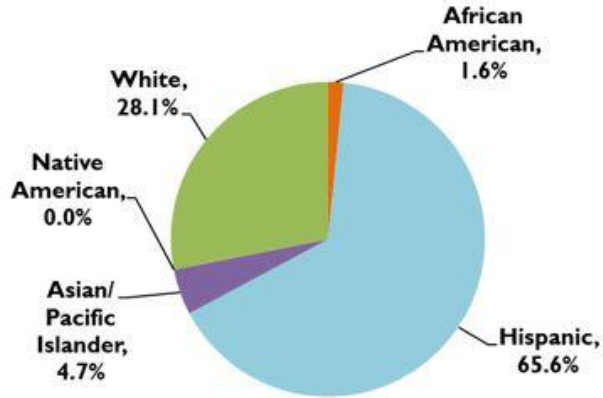
Elected Department Heads can designate certain positions to be “appointed”. These positions are filled without recruitment.

The Assessor, County-Clerk Recorder has 4 such positions:

- Assistant Assessor - Job Group 01 – Management II
- Assistant County-Clerk Recorder – Job Group 01 – Management II
- Administrative Services Officer – Job Group 03 – Professionals - Administration
- Administrative Secretary-Confidential - Job Group 17 – Office Clerical II

A Student Intern was hired this year with a tenure from March 1st to September 24th, but because the position is classified into Job Group 00 and that group has no Minority Availability target and also because the individual is no longer in that position, it is not included in the chart above.

Department-Wide Demographics by Race/Ethnicity Calendar Year 2021

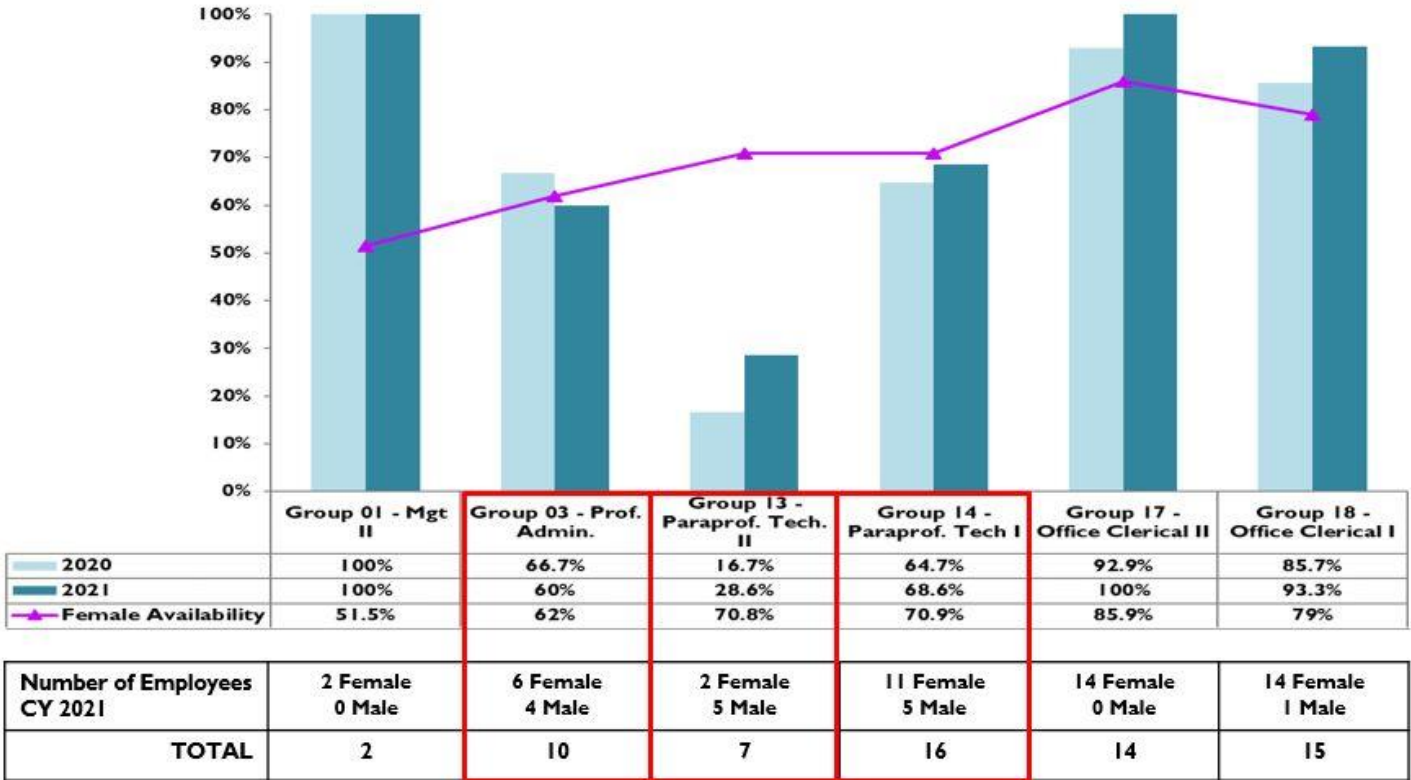


Number of Employees	White	African American	Hispanic	Asian/Pacific Islander	American Indian
2020	18	2	44	2	0
2021	18	1	42	3	0
GRAND TOTAL*	64 Employees		2020 = 65 Employees		
Minority Total*	46 Employees or 71.9%		2020 = 48 Employees or 73.8%		

Data as of 12/31/21

* Numbers do not include the Elected Dept. Head

Female Demographic Comparison by Job Group Calendar Year 2021



Data as of 12/31/21

*Numbers do not include the Elected Dept. Head or Student Intern

NOTES:

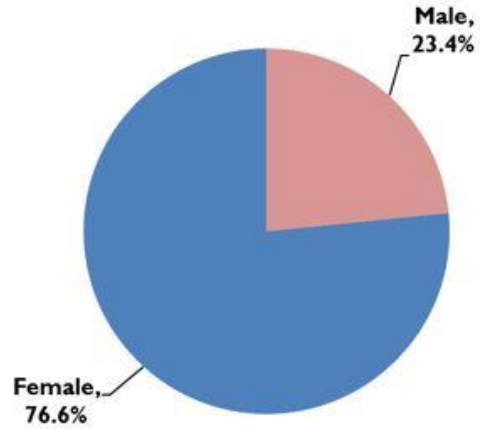
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- Administrative Services Officer – Job Group 03 – Professionals - Administration
- Administrative Secretary-Confidential - Job Group 17 – Office Clerical II

A Student Intern was hired this year with a tenure from March 1st to September 24th, but because the position is classified into Job Group 00 and that group has no Female Availability target and also because the individual is no longer in that position, it is not included in the chart above.

Department-Wide Demographics by Gender Calendar Year 2021



Number of Employees	Male	Female
2020	18	47
2021	15	49
GRAND TOTAL*	64 Employees 2020 = 65 Employees	
Female Total*	49 Employees or 76.6% 2020 = 47 Employees or 72.3%	

Data as of 12/31/21

* Numbers do not include the Elected Dept. Head

Section 4

Personnel Activity

Job Group: 00	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander	1							
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)	1	0	0	0	0	0	0	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

A Student Intern was hired this year with a tenure from March 1st to September 24th, 2021.

Job Group: 01 Management II	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander			No Personnel Activity in CY 2021					
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)	0	0	0	0	0	0	0	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander			No Personnel Activity in CY 2021					
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

Job Group: 03 Professional Administration	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								2
TOTAL (count each person only once)	0	0	0	0	0	0	0	2
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

Job Group: 13 Paraprofessional Technician II	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White							1	
African American								
Asian/Pacific Islander			1					
American Indian/ Alaskan Native								
Hispanic		1	1				1	
TOTAL (count each person only once)	0	1	2	0	0	0	2	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

Job Group: 14 Paraprofessional Technician I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1					1		
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic		2					1	1
TOTAL (count each person only once)	1	2	0	0	0	1	1	1
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

Job Group: 17 Office Clerical II	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic				1				
TOTAL (count each person only once)	0	0	0	1	0	0	0	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

Job Group: 18 Office Clerical I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White		1						
African American							1	
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic		2						
TOTAL (count each person only once)	0	3	0	0	0	0	1	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

Section 5

Recruitment - Data

Recruitment: Office Assistant II

Job Group: 18 Paraprofessional Technician I	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	M	F	M	F	M	F	M	F	M	F
White		3		3		2		1		
African American										
Asian/Pacific Islander		1		1						
American Indian/ Alaskan Native	1		1							
Hispanic	17	71	17	71	9	43	4	19		1
TOTAL (count each person once only)	18	75	18	75	9	45	4	20		1

Job Group: 18 Paraprofessional Technician I	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White			1	1	**County-wide recruitment from 2020** Posted: governmentjobs.com 29 applicants invited to interview 24 interviewed
African American					
Asian/Pacific Islander	System Scored				
American Indian/ Alaskan Native					
Hispanic				1	
TOTAL (count each person once only)			1	2	

Job Group: 14 Paraprofessional Technician I	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	M	F	M	F	M	F	M	F	M	F
White	6	3	6	3	5	3	2	1		
African American	4		3		2		1			
Asian/Pacific Islander	2	1	2	1		1		1		
American Indian/Alaskan Native										
Hispanic	5	11	5	9	4	5	3	3		2
TOTAL (count each person once only)	17	15	16	13	11	9	6	5		2

Job Group: 14 Paraprofessional Technician I	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	1	1	2		Posted: governmentjobs.com 14 applicants invited to interview 2 declined interview, 1 did not respond 11 interviewed
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic				1	
TOTAL (count each person once only)	1	1	2	1	

Job Group: 14 Paraprofessional Technician I	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	M	F	M	F	M	F	M	F	M	F
White		1		1		1		1		
African American										
Asian/Pacific Islander									No offers made	
American Indian/Alaskan Native										
Hispanic	1	2	1	2	1	2	1	1		
TOTAL (count each person once only)	1	3	1	3	1	3	1	2		

Job Group: 14 Paraprofessional Technician I	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	1	1	2		Posted: governmentjobs.com Talent Acquisition Database 4 applicants invited to interview 1 declined interview 3 interviewed No offers of employment for Appraiser II candidates
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic				1	
TOTAL (count each person once only)	1	1	2	1	

Job Group: 14 Paraprofessional Technician I	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	M	F	M	F	M	F	M	F	M	F
White	2	2	2	2	2		2		1	
African American										
Asian/Pacific Islander										
American Indian/Alaskan Native										
Hispanic	2	2	2	1	1					
TOTAL (count each person once only)	4	4	4	3	3		2		1	

Job Group: 14 Paraprofessional Technician I	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	1	1	1		Posted: governmentjobs.com Talent Acquisition Database 3 applicants invited to interview 1 did not respond 2 interviewed
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic			1	1	
TOTAL (count each person once only)	1	1	2	1	

Job Group: 13 Paraprofessional Technician I	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	M	F	M	F	M	F	M	F	M	F
White	3		3		3		3		1	
African American										
Asian/Pacific Islander										
American Indian/Alaskan Native										
Hispanic	2		1		1		1			
TOTAL (count each person once only)	5		4		4		4		1	

Job Group: 13 Paraprofessional Technician I	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	1	1	1		Posted: governmentjobs.com Talent Acquisition Database 4 applicants invited to interview Offered to WM 1 st choice candidate, offer declined, offered to WM 2 nd choice candidate, offer accepted, candidate hired.
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic			1	1	
TOTAL (count each person once only)	1	1	2	1	

Recruitment: Property Transfer Clerk

Job Group: 18 Paraprofessional Technician I	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	M	F	M	F	M	F	M	F	M	F
White	2	6	2	4	1	3	1	3		
African American		3		3		1		1		
Asian/Pacific Islander	2	4	2	4	1	1	1	1		
American Indian/Alaskan Native										
Hispanic	5	12	5	11	3	5	3	5		1
TOTAL (count each person once only)	9	25	9	22	5	10	5	10		1

Job Group: 18 Paraprofessional Technician I	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White		1			Posted: governmentjobs.com 15 applicants invited to interview 3 declined interview, but asked to stay on eligible list 1 declined interview, but asked to be removed from eligible list 11 interviewed
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic		1		3	
TOTAL (count each person once only)		1		3	

Job Group: 14 Paraprofessional Technician I	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	M	F	M	F	M	F	M	F	M	F
White	1		1		1		1			
African American	2	1								
Asian/Pacific Islander									Interviews held in 2022 *Pending*	
American Indian/Alaskan Native										
Hispanic	1	1	1		1		1			
TOTAL (count each person once only)	4	1	2		2		2			

Job Group: 14 Paraprofessional Technician I	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	1		1		Posted: governmentjobs.com Talent Acquisition Database 2 applicants invited to interview 2 interviewed Interviews held in 2022 *Pending*
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic			1	1	
TOTAL (count each person once only)	1		2	1	

Job Group: 14 Paraprofessional Technician I	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	M	F	M	F	M	F	M	F	M	F
White	11	4	10	3	9	1	5			
African American	5	1	3	1	3		1			
Asian/Pacific Islander										Interviews held in 2022 *Pending*
American Indian/Alaskan Native										
Hispanic	14	13	11	7	8	3	3	1		
TOTAL (count each person once only)	30	18	24	11	20	4	9	1		

Job Group: 14 Paraprofessional Technician I	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	1		1		Posted: governmentjobs.com 14 applicants invited to interview 1 declined interview, 3 did not respond 10 interviewed Interviews held in 2022 *Pending*
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic			1	1	
TOTAL (count each person once only)	1		2	1	

Recruitment Data from Section 5 – Overview

In this section, please provide any additional comments on each underrepresented job group (for women and minorities), with respect to turnover rate, difficulties in recruitment, retention or other related issues:

The Assessor, County Clerk-Recorder remains underrepresented in the following categories:

Job Group 03 (Professional Admin.) for females

Current Departmental Utilization: 60% for females Goal: 62%

Following the retirement of HF Administrative Services Officer, the department has announced that the HF Administrative Secretary-Confidential will be promoted into the position at the Administrative Services Assistant level. As their start date is not until January of 2022, they will be counted as a “Promotion” in next year’s report.

Note: This is an appointed position.

Job Group 13 (Paraprofessional Technician II) for minorities and females

Current Departmental Utilization: 57.1% for minorities Goal: 60.6%
28.6% for females Goal: 70.8%

Following the promotion of a HF Auditor-Appraiser II into the Auditor-Appraiser III position in 2020, a HF was hired into the position of Auditor-Appraiser I with a start date in February of 2021. Because the employee was not yet on staff as of December 31, 2020, they were not reflected in the CY 2020 demographic charts. They are instead reflected in this report.

Two Appraiser III’s (a HM and a WM) resigned from the County in calendar year 2021.

The APIM Student Intern was promoted into a vacant Business Technology Analyst I position ending his tenure as an intern and a HM Department Information Systems Coordinator was also promoted to the position of Business Technology Analyst I.

Job Group 14 (Paraprofessional Technician I) for females

Current Departmental Utilization: 68.6% for females Goal: 70.9%

Following the resignation of a HM and a HF Appraiser II and the promotion of a HF Appraiser I into a position in the Health Department, two HF’s were hired to fill vacant Appraiser I positions and a WF Appraiser I was promoted into a vacant Appraiser II position.

Following the resignations of two Appraiser III’s (a HM and a WM), a WM Appraiser II was re-hired following a tenure with San Benito County. Another WM was hired to into a second vacant Appraiser II position, but as their start date is not until January of 2022, they are not reflected in the demographic charts in this report but will be counted as a “New Hire” in next year’s report.

Job Group 17 (Office Clerical II) for minorities

Current Departmental Utilization: 78.6% for minorities Goal: 79.1%

Following the promotion of a HM Office Assistant III into a clerical position at with the Clerk of the Board, a HF Office Assistant II was promoted into the vacant Office Assistant III position.

Section 6

(In accordance with the County's Equal Opportunity Plan Chapter 5: Designation of Responsibility)

Action-Oriented Programs and Accomplishments

Recruitment

What collaborative relationships has your department established with community groups and stakeholders? How have these relationships supported the department's recruitment efforts? How many selective certification waivers did your department request last year? How many were granted and why?

Over the past few years, the Assessor, County Clerk-Recorder has established and maintained positive associations with schools and professional organizations.

Recruitment outreach depends upon the level of the position and possible qualified candidates in the local labor pool. Recruitments are posted locally, state-wide and nationally with different schools and organizations to reach a diverse recruitment pool.

All employees in the department are notified of postings and are encouraged to apply. Instructions on the use of the "Job Interest Cards" in the applicant tracking system is also provided to interested applicants and employees so that they are notified when a recruitment for a specific position is opened.

In calendar year 2021, our continued recruitment and outreach efforts resulted in the hiring of six (6) females, one (1) Asian/Pacific Islander, and five (5) Hispanics.

Hiring

What selection criteria does the department use in the interview for fit?

How does your department ensure diversity on panels of screeners and interviewer panelists?

What training or information is given to screeners and interview panelists to help minimize bias in decision-making?

The department asks a mixture of technical job-related questions, and behavioral base questions based upon past experiences.

The department utilizes a mixture of managers, supervisors, leads and peers including females and minorities. This depends upon the availability of these individuals.

Screener and interview panelists are briefed on the following:

- Maintain objectivity.
- Identify if a screener or panelist know a candidate. Discuss objectivity and have screener or panelist recuse themselves from rating or interviewing the candidate if they feel they cannot be objective.
- Discuss the halo/horns effect.
- Rating guidelines are provided.
- The requirement for documentation for scores.

- Focus is on the ability to perform the job based upon information provided by the candidate, either through responses to the supplemental and interview questions.

Promotions

What process, procedures, or systems have been implemented in your department to support protected groups moving into senior job classifications beyond regular career progression (e.g. training, leadership development, mentoring, etc.)? How effective have these initiatives been in supporting promotional opportunities for women and people of color?

The Office of the Assessor, County-Clerk Recorder may utilize the option of “promotional-only” recruitments as approved by County Administrative Office and the Civil Rights Office. The Department strives to include female and minority Subject Matter Experts in the recruitment and selection processes as much as possible. For each recruitment, the Department conducts an up-to-date job analysis of each classification to ensure that duties, tasks and responsibilities are appropriate and consistent and that these components do not constitute artificial barriers to employment of women and minorities.

In calendar year 2021, our continued recruitment, outreach and internal development efforts resulted in:

8 New Hires

- Student Intern APIM
- Office Assistant II HF,WF
- Appraiser I 2 HF
- Property Transfer Clerk HF
- Appraiser II WM

Auditor-Appraiser I HF

Hired in CY 2020, first day in office CY 2021

4 Promotions

- Office Assistant II → Office Assistant III HF
- Appraiser I → Appraiser II WF
- Student Intern → Business Technology Analyst I APIM
- Senior Department Information Systems Coordinator → Business Technology Analyst I HM

The Departmental Minority Total is 46 employees or 71.9%

The Departmental Female Total is 49 employees or 76.6%

Employee Development and Retention Programs

Workshops, Trainings and Seminars

The Office of the Assessor, County-Clerk Recorder strives to support the personal and professional development of all staff.

Our Department Head has made it a policy to actively encourage employees at all levels to attend Liebert Cassidy Whitmore and Wellness-sponsored supervisory and management training. Courses are marketed as “intended for managers, supervisors or non-supervisory employees interested in gaining supervisory skills”.

We have partnered with internal and external subject matter experts to offer a series of workshops to our employees.

**Training Offerings Held and Sponsored
Calendar Year 2021**

Date	Course Title	Duration	# of Attendees
July	Course 5 – Income Approach to Value <i>Partner: Board of Equalization</i>	32 hours	5
November	Carbon Free Homes <i>Partner: Southern California Edison</i>	3 hours	6
	High Performance Homes <i>Partner: Southern California Edison</i>	3 hours	6
	AED Training (2 sessions) <i>Partner: Tyler Heart Center</i>	45 min	3
Ongoing	CAASA Webex Courses (8 Sessions) <i>Partner: California Assessors’ Association</i>	3 hours	Multiple

The Assessor’s Office - in partnership with the California Assessors’ Association and Megabyte Systems - hosted a total of 8 webex courses for Appraisers, Property Transfer Clerks and the Appraisal Support Team members in CY 2021.

The Department Head is also the Chair of the Department Head Training Advisory Committee and the Department Head Succession Management Committee which partner with the Human Resources Department to advocate for the creation of County-wide training initiatives.

Alternative Work Schedule (AWS) Program

Due to the pandemic emergency, the Alternative Work Schedule Program in the Assessor’s Office extended its sixth program iteration. In normal circumstances, this program runs in 6-month long phases to allow for the rotation of in-demand work schedules. The program continues to be popular with the staff.

Feedback Program

In an effort to address the results of the 2018 Employee Engagement Survey, a departmental feedback program was created. This program included a memo encouraging open and honest communication sent to all staff by the Department Head in December of 2018 and the creation of an online Suggestion Box Survey monitored by a sub-committee of three non-supervisory employees and the department’s Union Steward. The sub-committee is responsible for holding meetings (as needed) to review the collected suggestions and presenting these suggestions directly to the Department Head.

In addition to the programs above, the department has also engaged in additional efforts to promote and retain qualified minorities and women:

- Ongoing partnership with the Human Resources Department to share best practices
- Department Head is Chair of the Department Head Training Advisory Committee and the Department Head Succession Planning Committee
- Continued support of employees wishing to participate in college-based programs
- Making learning materials available to employees (publications, journals, training programs)

Telework

The Office of the Assessor, County-Clerk Recorder was one of the first County departments to successfully implement teleworking during the pandemic emergency. A portion of our staff continues to telework on a full or part-time basis.

How does your department utilize performance evaluations to assess employees' commitment to building a diverse and inclusive workforce? How is this commitment considered when considering employees for promotional opportunities?

The Assessor, County-Clerk Recorder's management team, prior to issuing the evaluation to an employee, have the evaluation reviewed by the departmental Human Resources Senior Personnel Analyst. The Senior Personnel Analyst reviews the draft evaluation to ensure it is accurate, fair and unbiased.

Promotional opportunities are based upon knowledge and demonstrated performance. On-going training is provided so that their knowledge and skills are kept up to date.

Retention and Inclusion

What data collection procedures/tools have you implemented to track the turnover rate for protected groups?

Calendar Year 2020

Turnover

Demographic Group	General Population in Department		2020 Turnover		2020 New Hires		2020 Promotions	
	#	%	#	%	#	%	#	%
Female	47	72.3%	2	40%	7	63.6%	3	42.9%
Male	18	27.7%	3	60%	4	36.4%	4	57.1%
American Indian	0	0%	0	0%	0	0	0	0%
African American	2	3.1%	0	0%	1	9.1%	0	0%
Asian/Pacific Islander	2	3.1%	0	0%	0	0%	1	14.3%
Hispanic	44	67.7%	3	60%	8	72.7%	4	57.1%
White	17	26.2%	2	40%	2	18.2%	2	28.6%

Numbers do not include the Elected Dept. Head

Calendar Year 2021

Turnover

Demographic Group	General Population in Department		2021 Turnover		2021 New Hires		2021 Promotions	
	#	%	#	%	#	%	#	%
Female	49	76.6%	4	44.4%	6	75%	2	50%
Male	15	23.4%	5	55.6%	2	25%	2	50%
American Indian	0	0%	0	0%	0	0%	0	0%
African American	1	1.6%	1	11.1%	0	0%	0	0%
Asian/Pacific Islander	3	4.7%	0	0%	1	12.5%	1	25%
Hispanic	42	65.6%	7	77.8%	5	62.5%	2	50%
White	18	28.1%	1	11.1%	2	25%	1	25%

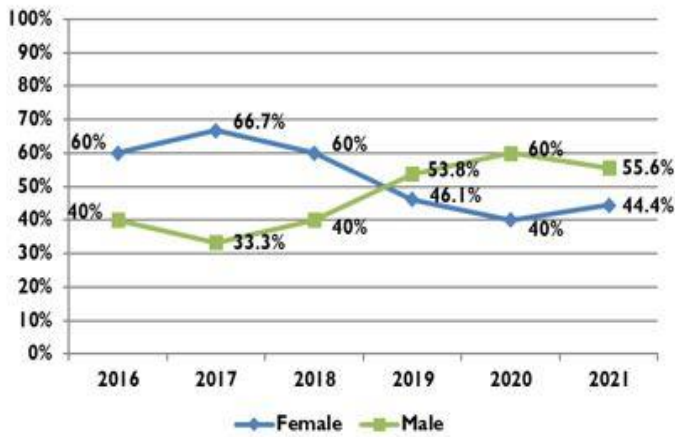
Numbers do not include the Elected Dept. Head

Analysis of the calendar year 2021 data yielded the following significant conclusions:

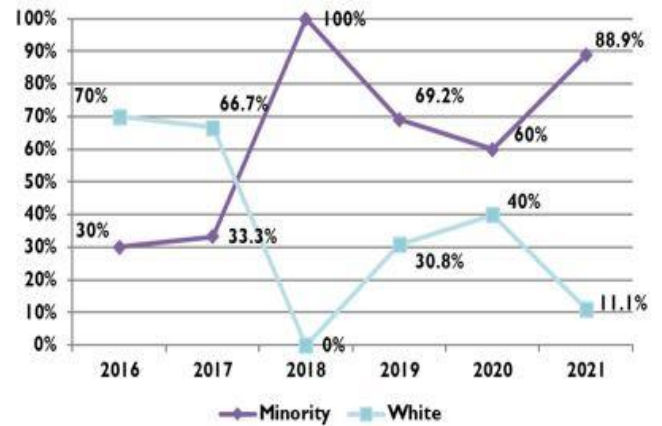
- 75% (6 of 8 employees) of new hires were minorities.
- 75% (6 of 8 employees) of new hires were females.
- 75% (3 of 4 employees) of promotions were minorities.
- 50% (2 of 4 employees) of promotions were females.
- 88.9% (8 of 9 employees) who left the department were minorities.
- 44.4% (4 of 9 employees) who left the department were females.

What does the data show regarding turnover rates of protected groups, compared to the general population in your department? Based on the data collected, what are the negative and/or positive trends you have found and how will you act on them?

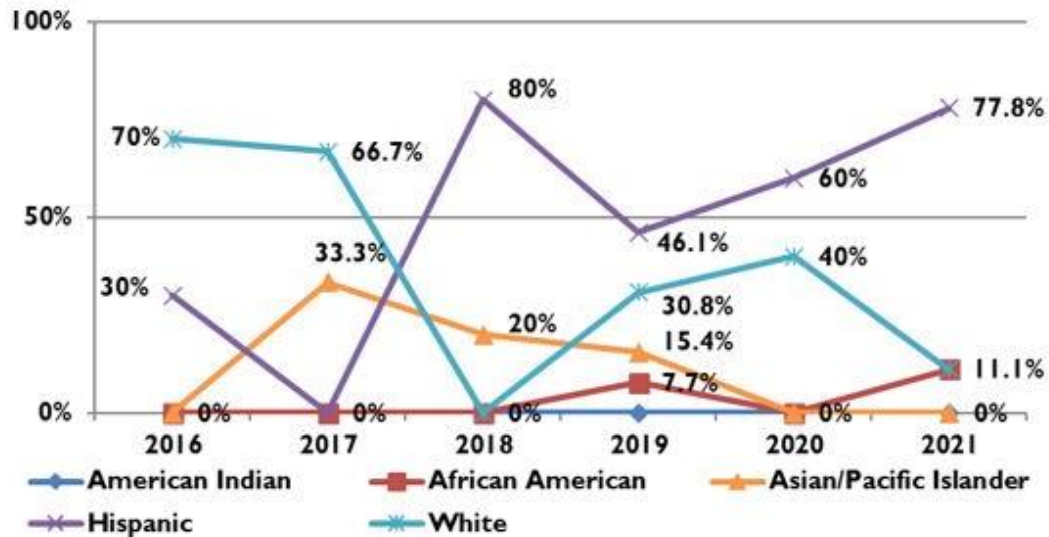
**Turnover Comparison - Gender
2016-2021**



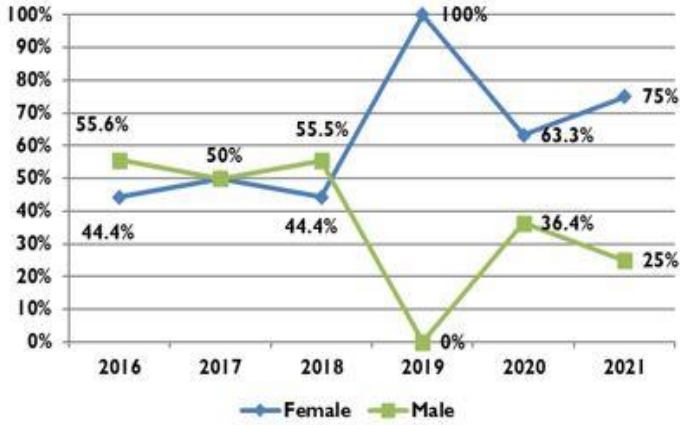
**Turnover Comparison - Minority
2016-2021**



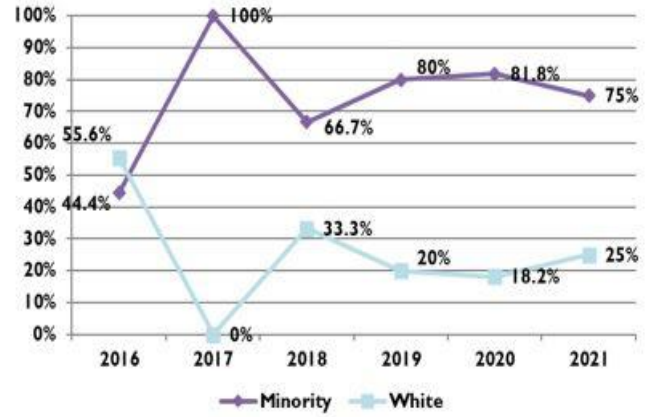
**Turnover Comparison by Group
2016-2021**



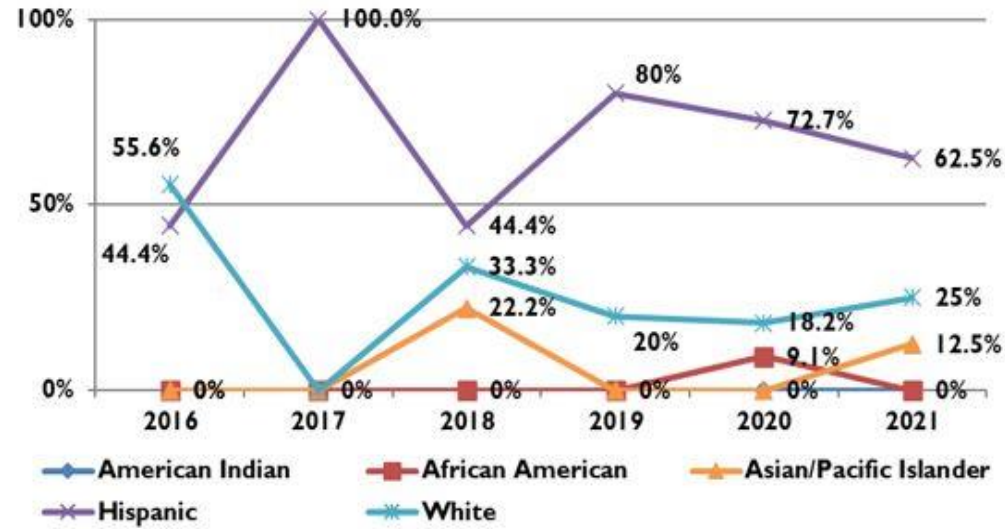
**New Hire Comparison - Gender
2016-2021**



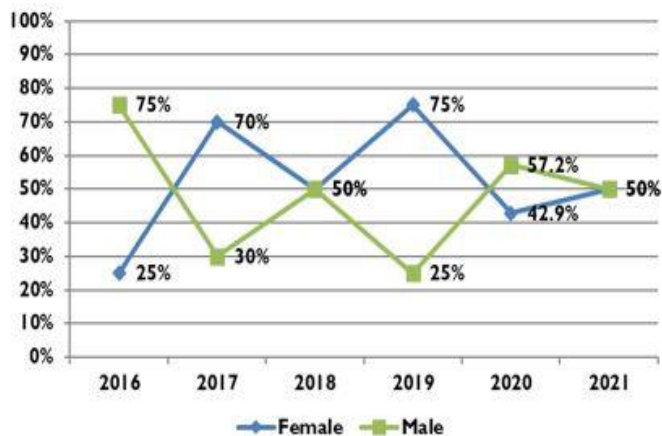
**New Hire Comparison - Minority
2016-2021**



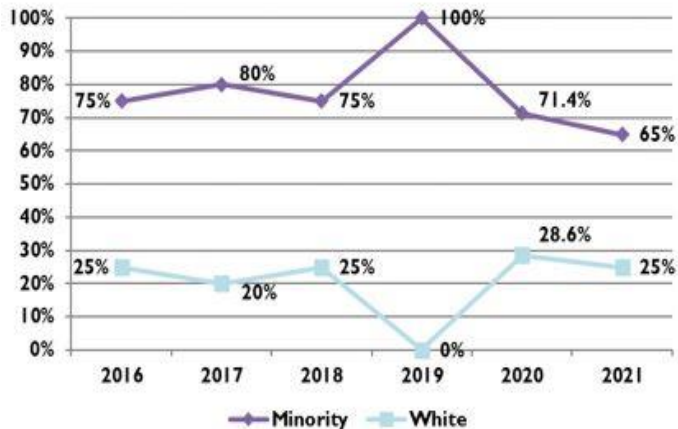
**New Hire Comparison by Group
2016-2021**



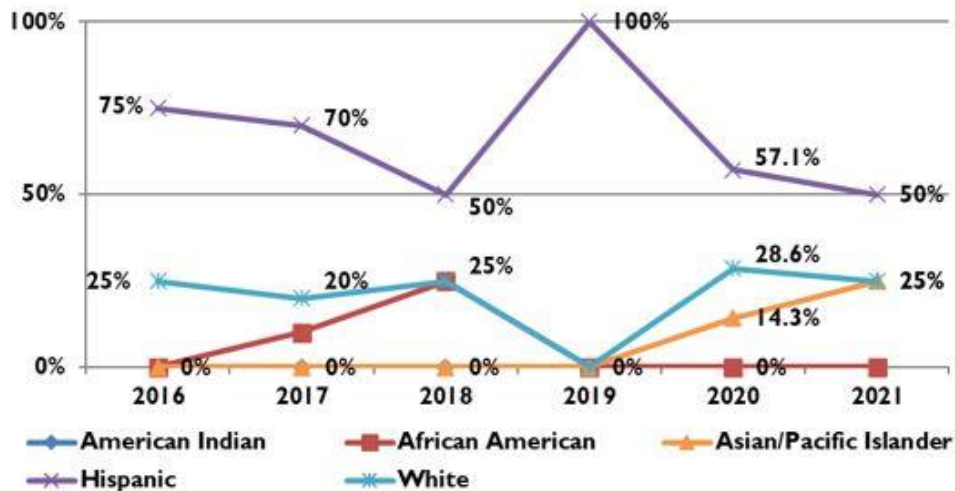
**Promotion Comparison - Gender
2016-2021**



**Promotion Comparison - Minority
2016-2021**



**Promotion Comparison by Group
2016-2021**



Analysis of the calendar year 2021 data in comparison to the data from the previous five years yielded the following significant conclusions:

- The number of female candidates hired equaled or exceeded the number of male candidates in four of the past six years. (Six Year Total = 27 female, 17 male)
- The number of minority candidates hired exceeded the number of white candidates in five of the past six years. (Six Year Total = 31 minority, 12 white)
- The number female employees promoted equaled or exceeded the number of male employees in four of the past six years. (Six Year Total = 18 female, 15 male)
- The number of minority employees promoted exceeded the number of white employees in all of the past six years. (Six Year Total = 26 minority, 7 white)
- The number of male employees leaving the department exceeded the number of female employees in three of the past six years. (Six Year Total = 26 female, 21 male)

It is necessary for the Office of the Assessor, County-Clerk Recorder to continue its efforts to attract, hire and promote females and minorities by:

- Making targeted recruitment efforts to attract diverse job applicants – especially from groups with lower representation in our Department.
- Utilizing diverse hiring and screening panels and maintaining documentation of the screening and hiring processes.
- Tracking turnover rates and reporting on significant conclusions for each year in addition to trends over time.
- Offering internal professional and technical workshops, trainings and seminars which will help our employees gain the skills necessary to promote.
- Partnering with external stakeholders to implement programs and initiatives to foster employee loyalty and better accommodate the needs of our workforce as it changes.

What steps have been taken by the department taken to ensure lactation accommodations for all its employees?

What is the department's practice when an employee requests an accommodation?

All new employees are provided the County's lactation policy and the Monterey County Supports Breastfeeding brochure. They are informed about the dedicated lactation room on the 1st floor.

Once an employee informs the departmental Human Resources staff of a pregnancy, Human Resources staff starts the conversation regarding leave options. Lactation information is also provided to the employee. Upon the return of the employee to the workplace, Human Resources staff speaks with the employee regarding lactation needs. The employee is shown the lactation room and the location of the current use schedule. Human Resources staff works with the employee and the supervisor to work out the lactation schedule. If for some reason the room becomes unexpectedly unavailable, Human Resources staff works with the employee to locate an alternative lockable room.

Does the department conduct exit interviews? If so, what do you do with the answers to promote diversity and inclusion? If not, what alternative methods do you use to collect information regarding reasons for separation?

Departmental Human Resources provides an opportunity for exit interviews.

Responses are discussed with appropriate department management. Appropriate actions/steps are taken as necessary.

Because Human Resources personnel are located within the department issues are addressed timely. Reason(s) for involuntary separations are known.

***What has been the greatest success/es regarding inclusiveness in your department?
What opportunities for improvement have you found and how will you address them?***

This department's greatest success likely lies in the creation of an environment in which all individuals can grow and enhance their knowledge, skills and abilities. This has been documented repeatedly in the many examples of minorities and women who have started in the department in entry/clerical positions and are now in executive, management and supervisory positions. These include the

Assistant County Clerk-Recorder and the Assistant Assessor, Administrative Services Officer, as well as one of our Supervising Appraisers and our four Clerical Supervisors.

Through surveys and individual interviews and focus groups, our department continues to collect feedback and suggestions from employees about how to improve the organizational culture in order to better support the professional development of each employee.

The department has made greater efforts to partner with County-wide work groups to share best practices and has received recognition from the Human Resources Department for being a model department for training and development opportunities and mandatory training course management.

We seek to continue to be an example to other departments by sharing our knowledge with others and challenging ourselves to offer even greater opportunities for growth and promotion with the initiatives that we have planned for the future.

Section 7

Accomplishments and Resource Needs

In this section, please highlight your department's successes in achieving a diverse workforce.

Describe your department's assessment of resource needs from the Civil Rights Office and please share any suggestions and/or recommendations for improvement you can offer regarding current policies and procedures. Feel free to use examples or specify by job group.

Suggestions for County-Wide Recruitment and Selection Efforts

County-Wide Diversity Recruitment Committee

The creation of a County-Wide Diversity Recruitment Committee comprised of interested employees and County HR and Civil Rights Office staff to drive diversity recruitment efforts and share best practices.

This committee could ensure that female and minority recruiters are sent to local job fairs, establish partnerships with local schools to recruit recent graduates and interns and provide consultation to departments on how to identify and eliminate barriers in the recruitment and selection processes.

Suggestions for the Revision of the Equal Opportunity Plan Format

Add option for "Promotion/Transfer to Another County Department" and "Promotion/Transfer from Another County Department"

Employees who are transferred or promoted from another department within the County are currently included in our department's "New Hire" statistics due to a lack of a more specific option, but they can be differentiated from candidates who are hired into the County for the first time or rehired after a tenure away with the addition of a separate category.

Employees who transfer or are promoted into another County department have neither "retired" nor been "voluntarily terminated" because they continue to be employed by the County, but they are no longer on or department's staff and thus are included in our turnover statistics.

Additional columns reflecting the categories above (at least the former if not the latter) should be added to the "Personnel Activity" charts in Section 4 to provide a more complete and accurate reflection of the personnel activity within each department.

Change "Voluntary Termination" to "Voluntary Separation"

We suggest changing the phrase "Voluntary Termination" to "Voluntary Separation" because the word "termination" implies firing while "separation" does not.

Recruitment Specific Reporting

Departments can be instructed to include recruitment data organized by job group and individual recruitment.

The inclusion of this data in the Equal Opportunity Plan will provide a deeper level of insight into each department's recruitment and selection practices.

Template or Guidance for Tracking Turnover

The Civil Rights Office could provide a template similar to the chart on Page 27 of this report to assist departments in tracking and reporting turnover data rather than giving each department the responsibility of establishing their own procedures for capturing this data. A template would allow for the uniform collection and reporting of metrics.

Suggestion for the Equal Opportunity Committee

Additional Committee Members

It would be a benefit to the Equal Opportunity Committee to have at least one committee member representing each of the four major minority groups (Asian/Pacific Islander, American Indian, African American, and Hispanic) as well as an advocate for persons with disabilities.

Suggestions for the Management of County-Wide Mandatory Training

24-Hour Requirement for Validation of Course Completion

Our LDN Coordinator has discovered that departments sponsoring mandatory courses (including the Civil Rights Office) do not always validate course completions in a timely manner.

We suggest that a policy be instituted requiring all departments listing training courses for open enrollment in the new Learning Management System (LMS) to record verification of individual course completions in the LMS within 24-hours of the end of the course.

Our department asks that all County-sponsored voluntary and mandatory training courses completed by an employee during a performance cycle to be documented in the employee's performance evaluation. In order to fulfill this requirement and comply with the County-wide requests for departmental compliance data regarding mandatory courses, it is absolutely necessary for the Training Coordinator to maintain up-to-date records at all times.

Heightened Effort to Differentiate Between Mandatory EOO Courses

Although the *Civil Rights Training* course has been a mandatory requirement for years, Training Coordinators continue to receive questions from employees who are confused about the difference between that course and the *Harassment and Discrimination Prevention* course.

We suggest that the Civil Rights Office highlight the difference between the two courses in its marking efforts.

Greater efficiency incorporated into the management of all mandatory training courses will help all departments to achieve full compliance.

We hope that they Civil Rights Office will give serious consideration to the suggestions posed in this report and look forward to working with them to further improve our recruitment, selection and employee development efforts.

Please include your department’s current compliance rates with required trainings offered by the Civil Rights Office.

Current departmental completion rates for mandatory CRO courses are as follows:

Notes:

- Numbers include the Elected Department Head.
- Numbers include three employees on extended leave.

	Prevention of Sexual Harassment and Discrimination	Civil Rights Training
Total number of Managers	14	14
Managers completed	14	13
Percent of Managers completed	100%	93%
<hr/>		
Total number of Employees (non-supervisors/managers) completed	51	51
Employees (non-supervisors/managers) completed	50	46
Percent of Employees (non-supervisors/managers) completed	98%	90%

Section 8

Follow up requested by the Commission

In this section, please discuss any follow up requested by the Commission during past years' presentations on the Departmental Equal Opportunity Plan. Follow up may occur via action, memorandum, or additional presentation to the Commission.

Section 9

Title VI of the Civil Rights Act Implementation

(In accordance with the County's Title VI of the Civil Rights Act Implementation Plan)

	Requirement	Implementation Notes	Completed
General	Title VI notice at public counters	Done	Done
	Internal process to forward discrimination complaints to Civil Rights Office		
	Nonstandard contracts include nondiscrimination clause	Ensure non-standard agreements include this language: ongoing	Ongoing
	Data is collected on the ethnicity and language of people served	The Department has elected not to collect this data from the public due to the potentially adversarial nature of our work functions (tax assessments).	
Language Access	Departmental language assessment completed	As all county residents are required by law to utilize our services, the language demographics of our customer base reflect those of the County at large.	Done
	Vital documents translated into Spanish	Compiled a list of all departmental forms not yet translated. Worked with managers and supervisors to assign translators and complete translation. Note: Official State of California forms cannot be translated by our department	Clerk-Recorder = Done (100% complete)
			Assessor = In Progress (83% complete)
	Website – minimize PDFs. When using PDFs, include a Spanish version		
	Procedures and budget for use of interpretation and translation services		
	Public voicemails in English and Spanish	Done	Done
	Public counters: language charts available		

	Public counters: all signage in English and Spanish	Compiled a list of all signs not yet translated. Worked with managers and supervisors to assign translators and complete translation. All signs are now translated.	Done
		Translation of Clerk-Recorder computer kiosks to Spanish	80% complete
	Public counters: procedures to have bilingual staff available	It is a departmental requirement that public counter staff members be bi-lingual (Spanish/English) and they must pass a Spanish proficiency test to be hired. 20 employees or 31% of the staff receive bilingual pay. There is at least 1 Spanish-speaking employee in each division.	Done
Community Engagement	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds	Ongoing, as part of our provision of multi-language services. Efforts are always made to send bi-lingual speakers to disaster relief public meetings.	Ongoing
	Analyzed potential disproportionate adverse human health or environmental effect on communities of color, tribal communities, or others underrepresented in the public process	N/A	N/A
	Considerations taken to ensure equitable engagement	All press releases published in both English and Spanish in English and Spanish-language periodicals. Efforts made to send bi-lingual staff to disaster relief and other public outreach events	Ongoing
	Key community engagement contacts established	N/A	N/A

Appendix

Department Positions Organized by Job Group

Job Group 00

Student Intern
(Term March 1st to September 24th, 2021)

Job Group 01: Management II

Assistant Assessor – Valuation (Appointed)
Assistant County Clerk – Recorder (Appointed)

Job Group 03: Professionals – Administration

Administrative Services Officer (Appointed)
Auditor-Appraiser II
Auditor-Appraiser III
Auditor-Appraiser Manager
Departmental Information Systems Manager II
Finance Manager I
Management Analyst I
Senior Personnel Analyst
Supervising Appraiser

Job Group 13: Paraprofessional – Technicians II

Appraiser III
Auditor-Appraiser I
Business Technology Analyst I
Senior Map Drafting Technician

Job Group 14: Paraprofessional – Technician I

Accountant I
Appraiser I
Appraiser II
Personnel Technician – Confidential
Map Drafting Technician

Job Group 17: Office Clerical II

Administrative Secretary – Confidential (Appointed)
Office Assistant III
Recorder Services Supervisor
Senior Property Transfer Clerk
Supervising Office Assistant I
Supervising Office Assistant II

Job Group 18: Office Clerical I

Assessment Clerk
Office Assistant II
Photocopyist
Property Transfer Clerk