

Emergency Communications Department

Equal Opportunity Plan

2022



Table of Contents

	Page
Section 1: Department Head's Acknowledgment & Commitment to the 2021 Departmental Equal Opportunity Plan	3
Section 2: Organizational Profile	4
Section 3: Department's Workforce Analysis Chart	5
Section 4: Personnel Activity	6
Section 5: Recruitment Data	7
Section 6: Action-Oriented Programs	8
Section 7: Accomplishments and Resource Needs	10
Section 8: EOCRAC Follow up	11
Section 9: Title VI of the Civil Rights Act	12

Section 1

Department Head's Acknowledgment & Commitment to the 2021 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 communication channel for County officials and employees, applicants for employment, and business relationships with the County. Through the adoption of the Nondiscrimination, Prevention of Sexual Harassment, Reasonable Accommodation for Persons with Disabilities, and the Language Access and Effective Communication Policies, the Board of Supervisors 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.



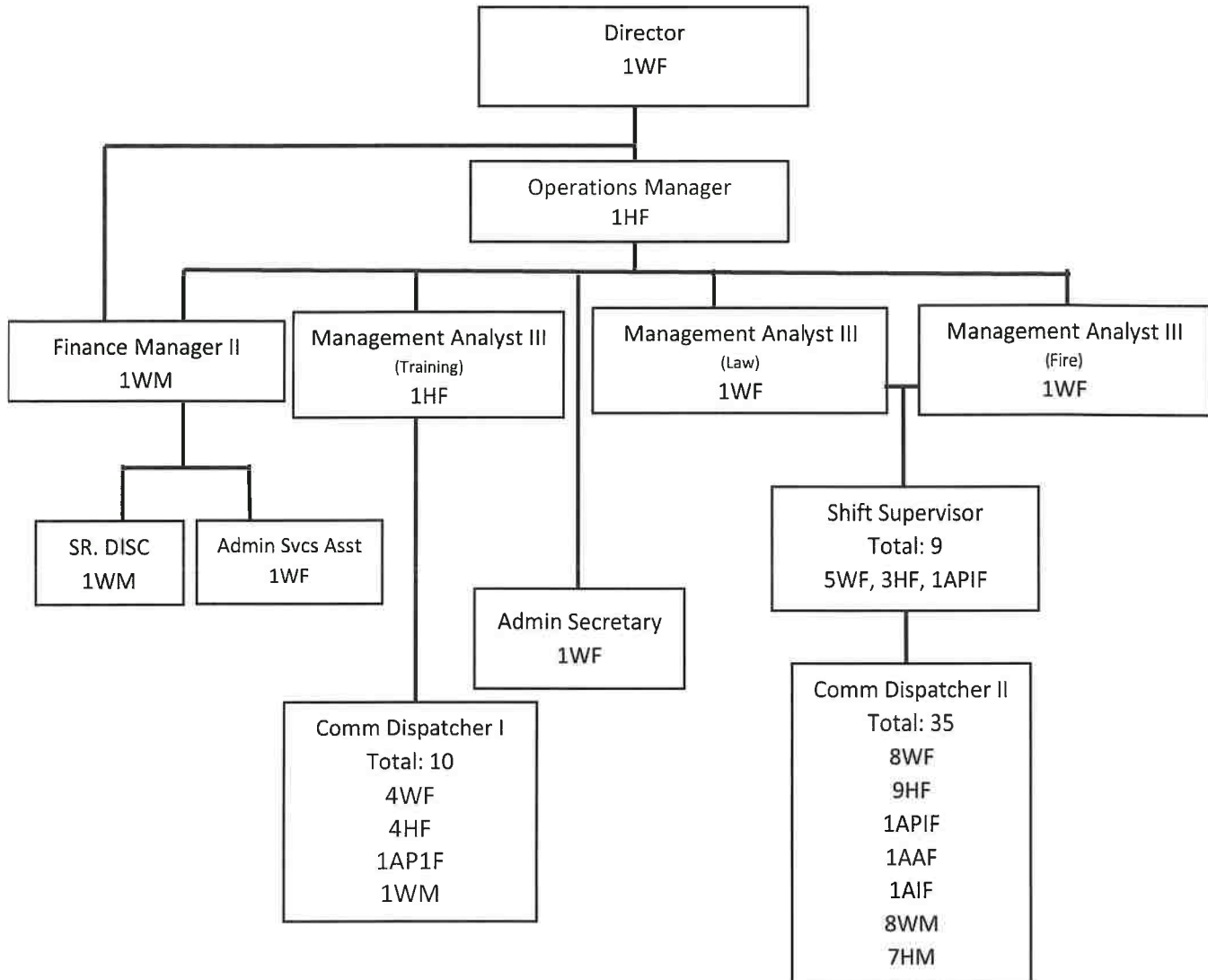
Lee Ann Magoski

Director of Emergency Communications

Section 2

Organizational Profile

Emergency Communications Department



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

Updated: 3/15/22

Section 3

Department's Workforce Analysis Chart (MC-HRM-EO-0003)

This is the cover sheet for this section. Place a copy of your Department's workforce analysis chart here.

Run Date : 03/16/2022

Run Time : 1:43 PM

Job Group Within Department
2020-2021 Job Group Metrics

1520 - Emergency Communication

JOB GROUP 01: Management II - (30.4% Minority Availability) - (51.1% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours									
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T			
EMERGENCY COMMUNICATIONS OPERATIONS MANAGER	OA	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
TOTAL Management II		0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
		100.0%																														

JOB GROUP 02: Management I - (32.7% Minority Availability) - (48.2% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours								
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T		
FINANCE MANAGER II	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
TOTAL Management I		1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
		100.0%																													

JOB GROUP 03: Professionals - Administration - (49.2% Minority Availability) - (62% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours								
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T		
ADMINISTRATIVE SERVICES ASSISTANT	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	1	0
MANAGEMENT ANALYST III	P	0	3	3	0	1	1	0	0	0	0	0	2	0	1	0	0	2	0	0	1	0	0	2	0	0	1	0	0	3	0
TOTAL Professionals - Administration		0	4	4	0	1	1	0	0	0	0	0	3	0	1	0	0	3	0	0	1	0	0	3	0	0	1	0	0	4	0
		100.0%																													

JOB GROUP 14: Paraprofessional - Technicians I - (51.5% Minority Availability) - (70.9% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours								
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T		
SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINA	PP	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	1	0
TOTAL Paraprofessional - Technicians I		1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	1	0
		100.0%																													

Job Group Within Department
2020-2021 Job Group Metrics

1520 - Emergency Communication

JOB GROUP 17: Office Clerical II - (79.1% Minority Availability) - (85.9% Female Availability)

Title	EEO Cat	Total Employees			Minorities			Male					Female					Totals					Hours								
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T		
ADMINISTRATIVE SECRETARY-CONFIDENTIAL	OC	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	1	0
EMERGENCY COMMUNICATIONS SHIFT SUPERVISOR	OC	0	9	9	0	4	4	0	0	0	0	5	0	3	1	0	5	0	3	1	0	5	0	3	1	0	5	0	3	1	0
TOTAL Office Clerical II		0	10	10	0	4	4	0	0	0	0	6	0	3	1	0	6	0	3	1	0	6	0	3	1	0	6	0	3	1	0
												100.0%					40.0%						60.0%	0.0%	30.0%	10.0%	0.0%				

JOB GROUP 18: Office Clerical I - (57.8% Minority Availability) - (79% Female Availability)

Title	EEO Cat	Total Employees			Minorities			Male					Female					Totals					Hours									
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T			
COMMUNICATIONS DISPATCHER I	OC	1	9	10	0	5	5	1	0	0	0	4	0	4	1	0	5	0	4	1	0	5	0	4	1	0	5	0	4	1	0	
COMMUNICATIONS DISPATCHER II	OC	15	20	35	7	12	19	8	0	7	0	8	1	9	1	1	16	1	16	1	1	16	1	16	1	1	16	1	1	1	35	0
TOTAL Office Clerical I		16	29	45	7	17	24	9	0	7	0	12	1	13	2	1	21	1	20	2	1	21	1	20	2	1	21	1	20	2	45	0
												64.4%					53.3%						46.7%	2.2%	44.4%	4.4%	2.2%					

TOTAL - 1520	Emergency Communication	Total Employees			Minorities			Male					Female					Totals					Hours									
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T			
		18	44	62	7	23	30	11	0	7	0	11	0	7	0	0	21	1	18	3	1	32	1	25	3	3	1	62	0			
												71.0%					48.4%						51.6%	1.6%	40.3%	4.8%	1.6%					

GRAND TOTAL	Total Employees			Minorities			Male					Female					Totals					Hours										
	M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T				
	18	44	62	7	23	30	11	0	7	0	0	21	1	18	3	1	32	1	25	3	3	51.6%	1.6%	40.3%	4.8%	1.6%	62	0				
												71.0%					48.4%						51.6%	1.6%	40.3%	4.8%	1.6%					

Section 4

Personnel Activity

Job Group: 18	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	2	5		1			2	3
African American								1
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic	1	7	1	1			2	2
TOTAL (count each person only once)	3	11	1	2	0	0	4	6
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White				1				
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic			1	1				
TOTAL (count each person only once)	0	0	1	2	0	0	0	0

Section 4 Personnel Activity

Job Group: 03	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
	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

(Please include information for each underutilized job group. Please include information about the Department's challenges in recruiting a diverse and qualified applicant pool.)

Job Group: 18	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	47	105	47	105	2	14	4	14	2	5
African American	9	16	9	16	1	1		1		
Asian/Pacific Islander	21	19	21	19	3	5		1		1
American Indian/Alaskan Native	6	15	6	15	1	1	1			
Hispanic	102	233	102	233	8	21	3	15	1	8
TOTAL (count each person once only)	185	388	185	388	15	42	8	31	3	14

Job Group:	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		<ul style="list-style-type: none"> • Local colleges and Universities • Monterey County Civil Rights Office Talent Acquisition Database • County Website • Employee referral
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic		1		1	
TOTAL (count each person once only)		2	1	1	

Section 6

(Under the County's Equal Opportunity Plan Chapter 5: Designation of Responsibility)

Action-Oriented Programs

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?

- ECD consults with Civil Rights Office as needed.
- Throughout the years, the Department continues to maintain an excellent partnership with Hartnell College, Monterey Peninsula College, Deaf and Hard of Hearing Service Center, Monterey Bay Aquarium Leadership Team and Greenfield High School. ECD conducts presentations and discuss career opportunities whenever possible. These events provide an opportunity to be visible to the community and recruit potential applicants. The audience are of a diverse group including females and minorities.
- ECD uses the Talent Acquisition Database to notify community organizations and Equal Opportunity Commission members of new recruitments.
- No selective certification waivers were requested.

Hiring

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

- ECD uses a structured final selection interview process designed to solicit information regarding each candidates' skills and abilities. Questions address communication, interpersonal skills, work environment and general work habits that include getting along with others. During the Pandemic all interviews were conducted via zoom and towards the middle of 2021, we began to slowly do in-person interviews. The questions are updated on a regular basis to ensure questions are geared towards finding suitable and trainable candidates specifically for our 911 Public Safety Dispatcher positions.
- A thorough Background Investigation and Psychological Assessment is used for all Public Safety Dispatchers which is designed to help find suitable candidates for this profession.

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

- ECD uses a combination of internal and external subject matter experts (SMEs) and is committed to ensuring there is always a diverse group participating based on expertise, gender and ethnicity.

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

- ECD conducts both verbal and written standardized guidance to the screeners and interviewers prior to the start of any process as well as a standard debriefing at the end of the process. This includes a review of the job expectations, confidentiality, Equal Opportunity employer, review of the structured questions being asked, and identify any known candidates to panel to avoid conflict of interest.

Promotions

What processes, 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?

- ECD actively recruits from within its ranks for promotional opportunities. We provide opportunities for all employees to attend trainings that will enhance their professional career and personal growth.
- ECD purchased a license of the Better Up Coaching program as recommended by the Human Resources Department. This program is design to provide coaching, mentoring, training, leadership related topics to staff both personal and professional. Several employees participated in this program and received positive reviews.
- ECD supports training opportunities including webinars, seminars both internal and external.

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?

- Performance evaluations are completed on all employees on a regular basis. The Department promotes a diverse group into the supervisory positions based on job performance, and work habits that reflect excellence in the workplace.

Retention and Inclusion

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

- ECD collects turnover data for frequent review. Exit interviews are conducted at the time of separation. We also review all of the training program material to ensure it is accurate and take any recommendations from employees into consideration to improve its program. The information from exit interviews is carefully reviewed to determine the reason/s employee is leaving and to gain valuable information that can assist ECD to make appropriate changes in retaining employees when possible.

What does the data show regarding turnover rates of protected groups compared to your Department's general population?

- The majority of turnover occurs in the position of Communications Dispatcher Trainee. In general, our research indicates a variety of areas that contribute to turnover equally to all groups. This includes: the 24/7 operation work environment (working holidays, nights, weekends), inability to multi-task, unable to deal with the type of calls coming in and lack of commitment to learning the job and unwilling to work the required overtime.

Based on the data collected, what are the negative and positive trends you have found, and how will you act on them?

- ECD has been able to successfully hire qualified females and minority candidates consistently. We continue to review work schedules shifts that will have a better balance for all employees.
- Continue to provide information about the job opportunities, the demands, the work environment, the type of calls received to be able to recruit a diverse group of applicants.

What steps has the Department taken to ensure lactation accommodations for all its employees?

- ECD is committed and complies with the requirements as outlined in the County Lactation Workplace Policy. The Department has a designated Quiet/Lactation Room available for all employees to use.

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

- ECD responds to all requests for accommodation. Each request is evaluated and is committed to working with the employee through the interactive process.

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?

- ECD conducts exit interviews. A standard exit interview form with questions is used to conduct the interviews. The information obtained during the interview is shared with the Director and Managers. ECD has received constructive feedback and suggestions on how to improve the training program and make necessary changes that will continue to promote diversity and inclusion.

What has been the greatest success/es regarding inclusiveness in your Department?

- The diversity in the Department in all job categories.
- Keeping the lines of communication open on every level.

What opportunities for improvement have you found, and how will you address them?

- Began conducting Stay interviews with all staff in 2021. This has been very productive in the sense that it has given Management an opportunity to review processes and practices that have been identify by staff. We have received positive and constructive feedback.
- Continue to increase minority hires in all classifications.

Section 7

Accomplishments and Resource Needs

Please highlight your Department's successes in achieving a diverse workforce in this section. Describe your Department's assessment of resource needs from the Civil Rights Office. Please share any suggestions and recommendations for improvement you can offer regarding current policies and procedures. Feel free to use examples or specify by job group.

Please include your Department's current compliance rates with required training offered by the Civil Rights Office. All employees must complete the Harassment and Discrimination Prevention Training and the Civil Rights Training every two years.

	Harassment and Discrimination Prevention Training	Civil Rights Training
Total number of Managers	15	15
Managers completed	15	7*
Percent of Managers completed	100%	47%
Total number of Employees (non-supervisors/managers)	47	47
Employees (non-supervisors/managers) completed	46	5**
Percent of Employees (non-supervisors/managers) completed	98%	11%

Note on Civil Rights Training-

(*) Civil Rights Training for Managers and Supervisor was only offered once. All Managers completed this training; however, 911 Supervisors did not due to the 24/7 nature of the job, mandatory staffing levels and the worldwide pandemic

(**) During this time frame Civil Rights Training was only offered in person and due to the 24/7 nature of the job, mandatory staffing levels and the worldwide pandemic, we were unable to have our 911 Dispatch personnel attend. We are in communication with the Civil Rights Officer about our specialized needs for online training and it was acknowledged.

Section 8

Follow up requested by the Commission

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

N/A

Section 9

Title VI of the Civil Rights Act Implementation (Under the County's [Title VI of the Civil Rights Act Implementation Plan](#))

	Requirement	Implementation Notes	Completed
General	Title VI notice at public counters		N/A
	Internal process to forward discrimination complaints to Civil Rights Office		Yes
	Nonstandard contracts include a nondiscrimination clause	The department uses the County's contract templates which include a nondiscrimination clause.	Yes
	Data is collected on the ethnicity and language of people served	Department does not directly serve the public	N/A
Language Access	Departmental language assessment completed	Department does not directly serve the public	N/A
	Vital documents translated into Spanish	Department does not directly serve the public	N/A
	Website – minimize PDFs. When using PDFs, include a Spanish version	The Department has recently completed updating website along with Spanish version forms.	Yes
	Procedures and budget for the use of interpretation and translation services	The Department contracts with Voiance Language Services which provides over the phone interpretation as needed.	Yes
	Public voicemails in English and Spanish	Department does not directly serve the public	N/A
	Public counters: language charts available	Department does not directly serve the public	N/A
	Public counters: all signage in English and Spanish	Department does not directly serve the public	N/A
	Public counters: procedures to have bilingual staff available	Department does not directly serve the public	N/A
Community Engagement	Projects, programs, policies, and services	Department does not directly serve the public	N/A

	reflect County stakeholders and are sensitive to diverse demographic backgrounds		
	Analyzed potential disproportionate adverse human health or environmental effect on communities of color, tribal communities, or others underrepresented in the public process	Department does not directly serve the public	N/A
	Considerations taken to ensure equitable engagement	Department does not directly serve the public	N/A
	Key community engagement contacts established	Department does not directly serve the public	N/A