

# Information Technology

## Equal Opportunity Plan

2022



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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 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.

DocuSigned by:  
*Eric Chatham*  
747D862C7BD04AE...

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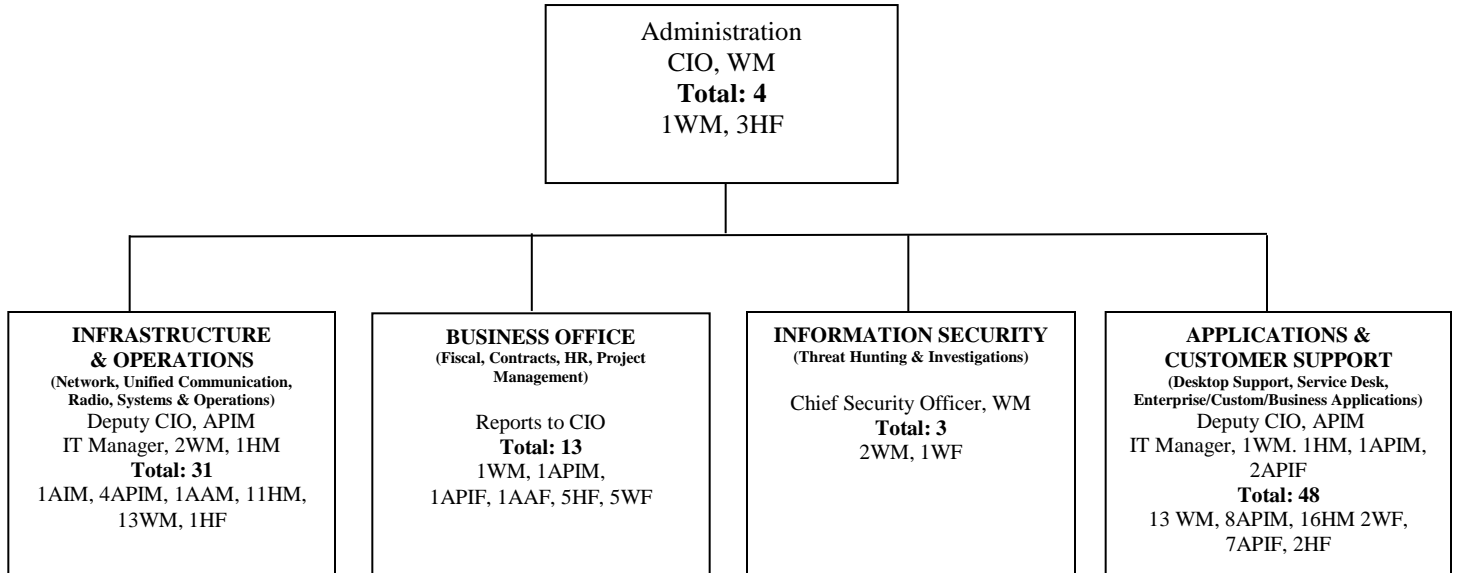
Eric A. Chatham

Chief Information Officer

## Section 2

# Organizational Profile Information Technology

**Please show the reporting structure in your organizational chart. Break the chart into separate pages by division, if necessary.**



Total Employees: 99

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

## **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.

See ATTACHMENT A

## Section 4

### Personnel Activity

Job Group: 02	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	1	0	0	0	0	0	1
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	1	0	0	0	0	0	1
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

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	0	2	0	1	1	0	4	1
African American	0	0	0	0	1	0	1	0
Asian/Pacific Islander	0	2	0	0	0	0	0	1
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	1	0	0	1	0	0	1
TOTAL (count each person only once)	1	5	0	1	3	0	5	3
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

Job Group: 13	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	2	0	0	0	0	0	1	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	2	0	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	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

No data to report for Job Groups 14 or 17.



## 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: 02	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	10	2	3	1	3	1	3	1	0	1
African American	0	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	4	0	3	0	3	0	3	0	0	0
American Indian/Alaskan Native	1	0	1	0	1	0	1	0	0	0
Hispanic	6	2	0	2	0	2	0	2	0	0
TOTAL (count each person once only)	21	4	7	3	7	3	7	3	0	1

Job Group: 02	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	0	1	0	<p><b>Outreach includes online and hard copy advertising targeting a diverse array of groups possessing the necessary qualifications such as:</b></p> <ul style="list-style-type: none"> <li>• Various government job boards such as: Monterey County, California County Information Services Directors Association (CCISDA), Municipal Information Systems Association of California, governmentjobs.com, careersingovernment.com, CalJobs.com</li> <li>• LinkedIn</li> <li>• Montereybayjobs.com</li> <li>• Craig's List (IT specific categories)</li> <li>• Black Tech Jobs</li> <li>• DiversityJobs.com</li> <li>• Monterey County Civil Rights Office Talent Acquisition Database (includes various local diverse groups including African American, Asian/Pacific Islander, Native American, Hispanic/Latino)</li> </ul>
African American	0	0	0	0	
Asian/Pacific Islander	0	1	2	0	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	0	1	0	
TOTAL (count each person once only)	1	1	4	0	

Job Group: 03	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	8	6	5	6	5	6	4	4	0	1
African American	1	2	1	1	1	1	1	1	0	0
Asian/Pacific Islander	13	9	10	8	10	8	9	7	0	1
American Indian/Alaskan Native	0	0	0	0	0	0	0	0	0	0
Hispanic	16	11	11	10	11	10	7	3	1	0
TOTAL (count each person once only)	38	28	27	25	27	25	21	15	1	2

Job Group: 03	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	2	<p><b>Outreach includes online and hard copy advertising targeting a diverse array of groups possessing the necessary qualifications such as:</b></p> <ul style="list-style-type: none"> <li>• Various government job boards such as: Monterey County, governmentjobs.com, careersingovernment.com, CalJobs.com</li> <li>• Project Management Institute</li> <li>• LinkedIn</li> <li>• Montereybayjobs.com</li> <li>• Craig's List (IT specific categories)</li> <li>• Black Tech Jobs</li> <li>• DiversityJobs.com</li> <li>• Monterey County Civil Rights Office Talent Acquisition Database (includes various local diverse groups including African American, Asian/Pacific Islander, Native American, Hispanic/Latino)</li> </ul>
African American	0	0	0	0	
Asian/Pacific Islander	0	1	1	2	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	2	1	0	2	
TOTAL (count each person once only)	3	3	3	6	

Job Group: 13	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	12	0	10	0	10	0	5	0	2	0
African American	4	0	3	0	3	0	0	0	0	0
Asian/Pacific Islander	8	0	8	0	8	0	4	0	0	0
American Indian/Alaskan Native	0	0	0	0	0	0	0	0	0	0
Hispanic	7	1	6	0	6	0	1	0	0	0
TOTAL (count each person once only)	31	1	27	0	27	0	10	0	2	0

Job Group: 13	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	0	1	1	<p><b>Outreach includes online and hard copy advertising targeting a diverse array of groups possessing the necessary qualifications such as:</b></p> <ul style="list-style-type: none"> <li>• Various government job boards such as: Monterey County, governmentjobs.com, careersingovernment.com, CalJobs.com</li> <li>• LinkedIn</li> <li>• Montereybayjobs.com</li> <li>• Craig's List (IT specific categories)</li> <li>• Black Tech Jobs</li> <li>• DiversityJobs.com</li> <li>• College/University job boards</li> <li>• Monterey County Civil Rights Office Talent Acquisition Database (includes various local diverse groups including African American, Asian/Pacific Islander, Native American, Hispanic/Latino)</li> </ul>
African American	0	0	0	0	
Asian/Pacific Islander	1	0	0	0	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	0	1	0	
TOTAL (count each person once only)	2	0	2	1	

No data to report for Job Groups 14 or 17.

## 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?

**Collaborative relationships include partnerships with local high schools and colleges including, but not limited to, Monterey Peninsula College (MPC), Hartnell College, California State University, Monterey Bay (CSUMB), and North Salinas High school. Although activities were temporarily on hold this year due to the COVID-19 pandemic, this collaboration typically includes activities such as participation in the annual local high school senior mock interviews to prepare local students for real world job interviews, and collaboration with several local colleges for internship placements in technical teams such as applications development and support, network systems, and information security. Students who have participated in the Department's internship program have developed and enhanced their knowledge, skills, and abilities in current technologies, making them stronger candidates for current and future job opportunities within the organization. These internship opportunities have led to the employment of several interns in full-time positions over the last several years. Further, many of the candidates for internships, and the individuals who were selected for the opportunities, are minority and/or female.**

**In March of 2022, ITD participated in the Career Exploration Fair Collaborative, hosted by the HR Department, for 152 Monterey Peninsula Unified School District high school juniors and seniors. This Career Fair highlighted career opportunities, including those in the information technology field, that are difficult to recruit for. Chief Information Officer, Eric Chatham kicked off the event with a video clip showcasing ITD's work in providing technology support to County departments.**

**Lastly, as noted in Section 5 above, ITD conducts recruitment advertising utilizing broad outreach for diverse candidate pools with appropriate qualifications, including local and national professional organizations, special interest organizations, and organizations in the Civil Rights Office talent acquisition database. The advertising efforts have led to diverse applicant pools, as well as increased representation of minorities possessing the necessary qualifications ITD is seeking.**

How many selective certification waivers did your department request last year? How many were granted and why?

**ITD did not request any selective certification waivers in 2021.**

## **Hiring**

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

**ITD utilizes a structured final selection interview strategy, asking all candidates the same job-related questions designed to solicit specific information regarding each candidates' skills and abilities directly related to successful performance in the position. This includes both technical questions and questions related to teamwork, conflict resolution, and customer service experience to evaluate "soft skills" necessary to function in ITD's highly team-oriented and collaborative environment.**

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

**ITD consistently makes a concerted effort to employ diverse panel members and subject matter experts (SMEs) at each step in the recruitment and selection process. This is achieved by identifying potential internal or external screeners and/or panelists with appropriate professional backgrounds with the hiring manager, or through communications with other jurisdictions or members of applicable professional organizations.**

**As evidenced by the data provided in Section 5, ITD has been able to successfully identify and include screeners/panelists with varying ethnicity and gender to support and enhance diversity in candidate selections.**

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

**ITD-HR provides all screening and final selection panel members with verbal and/or written guidance on the procedures and evaluation of applicants/candidates in support of a fair, objective, and unbiased process. The following is sample of the "briefing" provided to final selection panel members to illustrate the training/information provided. Similar instruction is provided to application screening panelists:**

### **General Process:**

- All candidates are on an active Eligible List and were referred for determination of selection recommendation(s).
- Confidentiality: no discussions of candidates outside of interview room; only with HR representative.
- Equal opportunity employer: avoid asking questions related to, and rate without regard to, protected characteristics such as race, color, national origin, ancestry, religion, creed, age (over 40), physical or

mental disability, sex, gender (including pregnancy, childbirth, breastfeeding, or related medical conditions), sexual orientation, gender identity, gender expression, medical condition, genetic information, marital status, military and veteran status, or any other characteristic protected by state or federal law.

- Panel member materials: panel member sign-in and confidentiality agreement, schedule, job description, job flyer, documentation guidelines, copy of applications, copy of questions for each applicant, and practical exercise materials (as applicable).
- Review schedule and identify any conflicts of interest (i.e., related persons such as family member or spouse (married, dating, etc.) Any panel member with a conflict should recuse themselves from the interview and/or process.
- Identify candidates known to panel. Objectivity is essential; confirm each panel member can evaluate all candidates objectively.

### **Rating/selection of candidates:**

- Review job description and job flyer to identify required knowledge, skills, and abilities.
- Review “Good vs. Poor Behavioral Statements” guideline (i.e., documentation guidelines); document to support outcome and related recommendation(s).
- Review content and format of interview questions; determine how questions will be asked (e.g., rotating between panel members for each question, start with first panel member for the first few questions, etc.)
- Review content and format of practical exercise documents (if applicable).
- The panel will discuss as a group the outcome of the interviews and determine overall recommendation(s) during the debrief at the conclusion of the interview process.

**In addition, due to the COVID-19 pandemic, the Department changed all selection interviews to remote participation via Zoom. Relatedly, ITD-HR leveraged the change in format as an opportunity to develop a PowerPoint presentation that provides a comprehensive overview of the interview process, materials, and expectations of the interview panel members, to include information and guidance to reduce or eliminate unconscious bias and promote equal opportunity.**

### **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?

**To achieve diversity in our selection outcomes, ITD consistently implements the following:**

- **Recruitment advertising utilizing broad outreach for diverse candidate pools.**
- **Diverse panels and SMEs at each step in the recruitment and selection process.**
- **Objective and job-related recruitment and selection criteria.**
- **Team decision-making related to recommendations for selection of candidates.**

- **Performance management practices and evaluation focusing on employee abilities and progress toward departmental and personal professional objectives.**
- **Availability, access, and management support for career development and training activities for employees at all levels.**

**In 2021, ITD conducted hiring activities for management and lead/senior level technical positions such as IT Manager, Management Analyst, Software Engineer III, and IT Systems Analyst III. The outcome was 44% of the candidates selected were internal; 57% were minority; and 57% were female.**

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?

**ITD's performance evaluation consists of performance feedback in the following areas: Job Competencies/Knowledge/Skills, Work Habits/Reliability, Quantity of Work, Quality of Work, Working Relationships, Communication Skills, and Supervisory Skills (when applicable). Each performance evaluation area is accompanied by definitions to help guide the supervisor with appropriate and related content corresponding to each area. For example, under working relationships, a defined evaluation factor is, "Extent to which employee contributes to a positive work environment; extent to which employee builds effective working relationships; employee's honesty, integrity, and ability to build and maintain trust with others; extent to which employee respects the dignity of others; employee's acceptance of diversity of others." Also, under supervisory skills, a defined evaluation factor is, "Employee relations: the extent to which the supervising employee effectively relates to employees, shares information, listens and responds, allows participation, and recognizes and acknowledges employee accomplishments; ability to successfully resolve complaints or grievances of subordinates," and, "Objectivity: the extent to which a supervisor is able to minimize personal biases/being impartial and fair in decision-making." Given these defined factors, the supervisor rates the employee in these areas and provides facts or supportive examples relating to successes and/or opportunities in the evaluation narratives.**

**With respect to promotional opportunities, ITD follows a consistent practice of gathering background and/or reference information prior to making offers of employment for promotion. This includes review of issued performance evaluations housed in the personnel file; any deficiencies in performance, including diversity and inclusion factors, are considered when making selection decisions.**

## **Retention and Inclusion**

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

**ITD HR staff have utilized available HR Information Management Systems (HRIS) to track data related to exiting employees and correlating demographic information to identify any trends that may lead equal opportunity concerns within the organization. To date, no concerning trends relating to protected groups have been identified.**

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

**In 2018, minority employees represented approximately 54% of the workforce, and female employees represented approximately 24% of the workforce; in 2019, minority employees represented 56% of the workforce, and female employees represented approximately 25% of the workforce; in 2020, minority employees represented 61% of the workforce, and female employees represented approximately 28% of the workforce; and in 2021, minority employees represented approximately 63% of the workforce, and female employees represented approximately 28% of the workforce. This data demonstrates an overall increase in representation of minority employees compared to previous years, and a minor increase in female representation as well.**

**According to 2018 turnover and demographic data, approximately 60% of the workforce that exited regular, full-time positions were minority, and 30% were female; in 2019, 44% were minority, and 25% were female; in 2020, 43% were minority, and 14% were female; and in 2021 30% were minority, and 40% were female.**

**The data does not indicate a negative or concerning trend related to minority turnover. The proportion of minorities exiting the Department in 2021 is significantly less than the proportion of minorities in the Department's general population (minorities exiting is 30%; general population is 63%). Although the percentage of exiting female employees increased in 2021 compared to previous years (females exiting is 40%; general population is 28%), the trend shows fluctuations are common when looking across multiple year data and representation of female employees in the Department remains stable because of hiring.**

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

**Overall, ITD can demonstrate a trend of increasing diversity over the last several years (see "Accomplishments and Resource Needs" below). Also, last years' data shows a decrease in the percentage of minority employees exiting compared to previous years. In 2021, we saw a spike in female employees exiting. However, the overall percentage of females in the department remains stable due to the offset of females hired last year; approximately 63% of new hires were female. To maintain the trend of increasing diversity in its' general population, ITD will continue its efforts to retain its current talented staff, attract a diverse pool of applicants, and conduct fair and objective recruitment practices which includes: job advertising utilizing broad outreach for diverse candidate pools; diverse panels and SMEs at each step in the examination and selection process; objective and job-related recruitment and selection criteria; and team decision-making related to recommendations for selection of candidates.**



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

**ITD complies with requirements outlined in the County Lactation in the Workplace Policy. This includes:**

- **Distributing the breastfeeding education pamphlet and policy in the new employee orientation packet.**
- **Providing the breastfeeding education pamphlet, policy, and breastfeeding resources to employees prior to their parental leave.**
- **Displaying a poster promoting the benefits of breastfeeding in break rooms.**
- **Supporting employee attendance of Wellness Program breastfeeding education classes.**
- **Supporting employee and supervisor completion of the “WIC: Lactation Accommodation” training.**
- **Allowing a flexible schedule and time for pumping breast milk or breastfeeding.**
- **Designating and providing the use of a clean, comfortable, convenient, and private space or “Lactation Area”.**
- **Addressing any incident of harassment of a lactating employee and supporting an inclusive work environment.**

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

**ITD’s practice related to lactation and/or disability accommodation includes timely response to any requests and to conduct an “interactive process” with the employee to learn the specifics of the employee’s needs/requests. The department considers all proposed accommodation ideas and implements approved accommodations in a timely manner. In accordance with the County’s Reasonable Accommodation Policy, the accommodation interactive process is conducted between the designated Departmental Reasonable Accommodation Coordinator (DRAC) and the employee. Since each accommodation case is unique, the precise steps taken may vary.**

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?

**ITD conducts exit interviews and exit surveys with separating employees. The feedback we receive is aggregated, anonymized, and reported to management for action planning to address any trending areas of opportunity for improvement. Any report received regarding allegations of harassment or discrimination are addressed in accordance with the Civil Rights Office policies.**

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

**ITD conducts daily “stand-up” and weekly meetings with a diverse group of employee representatives from each division. During these meetings, employees communicate and provide updates about current issues/projects and corresponding status. Monthly “All Hands” meetings are also conducted with all staff to provide updates for each division and recognize employees for**

**length of service, outstanding contributions to departmental goals and initiatives, and personal achievements in training and development (e.g., certifications/education).**

**In 2015, ITD HR launched a SharePoint site with easy access to employment forms and information. Content includes: Employee Self-Service (ESS), Timekeeping, Benefits, Career Advancement, Classification and Compensation, Training, Leave of Absence, Workers' Compensation, Employee/Labor Relations, Equal Employment Opportunity, Internship Program, Policies and Guidelines, Meetings, ITD Information and Resources, and a Manager's Toolkit. Additionally, the site includes quick links to the HR Department website, County job opportunities, and event calendars. This site is updated regularly with current information as it becomes available.**

**Also, ITD integrates a "SMART Objectives" component to the performance appraisal process where employees work with their supervisors to identify career related objectives, suggest training, and establish a clear plan designed to lead the employee successfully to the desired departmental business objectives and individual career objectives.**

**In 2017, ITD launched an annual employee engagement survey program and now participates in the County annual engagement survey program launched in 2018. A major component of the program is the annual survey which provides employees an opportunity to confidentially express their views on a variety of topics related to the work environment, department, division, and experiences relative to their job. The data gathered through the survey is used to determine action plans for improvements in the organization.**

**To continue to promote staff input for organizational improvement, the Department implemented a virtual "Idea Box" in August 2021 to learn staff ideas and thoughts for improvement in continuing to transform the organization. Any ITD employee can input ideas and/or solutions and identify themselves or enter anonymously. The ideas received and actions taken are shared with staff during regular departmental meetings.**

**Several years ago, employees elected to form a "Social Committee". This employee driven, voluntary committee supports and produces social events throughout the year such as retirement farewell events and holiday/seasonal events. Examples of holiday/seasonal event themes include International Day, Valentine's Day, Pi Day, St. Patrick's Day, Hollywood Halloween, Día de los Muertos, Easter, Thanksgiving, and various events to support charitable initiatives within the County. Due to the COVID-19 pandemic, these activities were temporarily put on hold in 2020; however, we anticipate resuming these activities once it is safe to do so.**

**Overall, ITD management considers and implements processes and ideas presented by staff at all levels, consistent with employee interests, operational needs, and customer demands. ITD promotes and encourages staff to provide input relative to projects or operations in their respective areas, as well as Department-wide projects and initiatives. ITD also encourages all staff to bring forward any questions or concerns related to their employment to their manager/supervisor, the Department Head, or HR, so that issues can be addressed appropriately, timely, and confidentially, to the extent possible.**

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

**ITD developed action items around the key findings of the ITD engagement surveys in 2017 and 2018 and County-wide engagement surveys in 2019 and 2020. To include all levels of staff in the process, focus groups were convened to further define the issues and to develop action plans. The following areas were identified for action: compensation, career development, communication, training, and onboarding. Progress on these action items is described below.**

**ITD requested a classification and compensation study be conducted to update job descriptions and learn if established salary ranges were at, below, or above market. The study findings revealed that a vast majority of ITD classes were below market and adjustments were implemented in January of 2022 to correct this issue.**

**After the County's engagement surveys in 2019 and 2020, ITD planned to partner with the Employee Engagement Manager to implement training emphasizing a "coaching" approach to supervision. Due to the COVID-19 pandemic, many of these activities were temporarily put on hold, or were performed on a limited basis, while the County focused resources toward coping with the crisis and modifying the work environment to comply with health and safety guidelines. Although, a couple of opportunities were provided to County management staff by the HR Department during the pandemic, in which ITD participated, such as the "Coach on Call" and "Better Up" coaching programs. ITD also anticipates leveraging leadership development resources that will be available through the County's Leadership Learning Exchange website that will be launched later this year.**

**Lastly, ITD implemented an automated system to input new user/employee requests and workflow notifications to departmental staff when onboarding support tasks are needed. This system was designed to assist the Department in preparing for new employee arrivals, ensuring a smoother onboarding experience for new hires or employees transferring into the department. In addition, ITD utilizes the NEOGOV Onboard module, which is a separate system that provides orientation resources, a checklist of forms to complete, and helpful links and contact information for new employees that can be accessed before their first day of work.**

## 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.

**ITD can demonstrate a trend of increasing diversity over the last several years. To illustrate the trend toward increased diversity, data by job group is shown below for 2018, 2019, 2020, and 2021, which shows an increase in minority representation in most job groups since 2018, an increase in minority representation for the overall Department, and an increase in female representation in all job groups and in the Department overall.**

	2018 Female	2019 Female	2020 Female	2021 Female	2018 Minority	2019 Minority	2020 Minority	2021 Minority
<b>Job Group 02:</b>	12.5%	18.2%	18.2%	20%	37.5%	36.4%	45.5%	50%
<b>Job Group 03:</b>	27.5%	27.1%	28.0%	31.3%	47.1%	52.1%	58.0%	60.4%
<b>Job Group 13</b>	9.5%	14.3%	20.7%	17.2%	61.9%	67.9%	69.0%	69.0%
<b>Job Group 14:</b>	0.0%	20.0%	40.0%	20%	100%	40%	40.0%	40.0%
<b>Job Group 17:</b>	66.7%	66.7%	71.4%	71.4%	83.3%	83.3%	85.7%	85.7%
<b>Overall:</b>	23.6%	24.5%	28.4%	28.3%	53.9%	56.1%	60.8%	62.6%

**ITD does not currently have feedback regarding resource needs from the Civil Rights Office and/or recommendations for improvement to policies and procedures.**

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	17	17
Managers completed	17	17
Percent of Managers completed	100%	100%
Total number of Employees (non-supervisors/managers)	82	82
Employees (non-supervisors/managers) completed	79	81
Percent of Employees (non-supervisors/managers) completed	96%	99%

## **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.

**There are no follow up requests to report.**

## Section 9

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

	<b>Requirement</b>	<b>Implementation Notes</b>	<b>Completed</b>
<b>General</b>	Title VI notice at public counters	Notice has been posted outside the public counter since August 2018	Yes
	Internal process to forward discrimination complaints to Civil Rights Office		Yes
	Nonstandard contracts include a nondiscrimination clause	When able, ITD negotiates with vendors to use the County's standard agreement, which contains a Nondiscrimination Clause, or inserts a Nondiscrimination Clause in non-standard agreements. However, with most IT contracts, the vendor has more negotiation power than the County and the Department may not be able to negotiate terms such as these.	Ongoing
	Data is collected on the ethnicity and language of people served	ITD does not directly serve the public	N/A
<b>Language Access</b>	Departmental language assessment completed	ITD does not directly serve the public	N/A
	Vital documents translated into Spanish	ITD does not directly serve the public	N/A
	Website – minimize PDFs. When using PDFs, include a Spanish version	This has been our practice since November 2018	Yes
	Procedures and budget for the use of interpretation and translation services	ITD does not directly serve the public	N/A

	Public voicemails in English and Spanish	ITD does not directly serve the public	N/A
	Public counters: language charts available	ITD does not directly serve the public	N/A
	Public counters: all signage in English and Spanish	ITD does not directly serve the public	N/A
	Public counters: procedures to have bilingual staff available	The banner has been posted outside the public counter	Yes
<b>Community Engagement</b>	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds	ITD does not directly serve the public	N/A
	Analyzed potential disproportionate adverse human health or environmental effect on communities of color, tribal communities, or others underrepresented in the public process	ITD does not directly serve the public	N/A
	Considerations taken to ensure equitable engagement	ITD does not directly serve the public	N/A
	Key community engagement contacts established	ITD does not directly serve the public	N/A



Run Date : 01/04/2022

Job Group Within Department

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## Cover Page

### Parameters and Prompts

Home Department:	1930
Occupational Group:	*
Title:	*

### Report Description

The Monterey County Workforce Analysis Chart for Job Classifications within Job Groups Report is a listing and count of ethnicity, gender, classification and job group within Department(s).

County of Monterey Workforce Analysis Chart  
 Job Group Within Department

Run Date : 01/04/2022

Run Time : 11:14 AM

1930 - Information Technology

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	F/T	P/T
CHIEF SECURITY AND PRIVACY OFFICER	OA	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
DIVISION MANAGER	E	2	0	2	2	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	2	0	2	0
FINANCE MANAGER II	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
INFORMATION TECHNOLOGY MANAGER	P	5	1	6	2	1	3	3	0	2	0	0	0	0	0	1	0	3	0	2	1	0	6	0
<b>TOTAL Management I</b>		8	2	10	4	1	5	4	0	2	2	0	1	0	0	1	0	5	0	2	3	0	10	0
		20.0%			50.0%													50.0%	0.0%	20.0%	30.0%	0.0%		

**County of Monterey Workforce Analysis Chart**  
**Job Group Within Department**

Run Date : 01/04/2022

Run Time : 11:14 AM

**1930 - Information Technology**

**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	F/T	P/T
DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	P	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0
GIS ANALYST II	P	0	1	1	0	1	1	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0
GIS ANALYST III	P	2	0	2	0	0	0	2	0	0	0	0	0	0	0	0	2	0	0	0	0	0	2	0
INFORMATION TECHNOLOGY BUSINESS MANAGER	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
INFORMATION TECHNOLOGY SUPERVISOR	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
IT PROJECT MANAGEMENT ANALYST II	P	0	1	1	0	1	1	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
IT PROJECT MANAGEMENT ANALYST III	P	1	2	3	0	2	2	1	0	0	0	0	0	1	1	0	1	0	1	1	0	0	3	0
MANAGEMENT ANALYST I	P	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0
MANAGEMENT ANALYST II	P	0	1	1	0	1	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0
MANAGEMENT ANALYST III	P	0	1	1	0	1	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0
NETWORK SYSTEMS ENGINEER II	P	4	0	4	3	0	3	1	0	3	0	0	0	0	0	0	1	0	3	0	0	0	4	0
NETWORK SYSTEMS ENGINEER III	P	2	0	2	1	0	1	1	0	0	1	0	0	0	0	0	1	0	0	1	0	0	2	0
SECURITY ANALYST III	P	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0
SENIOR PERSONNEL ANALYST	P	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0
SOFTWARE PROGRAMMER ANALYST II	P	4	2	6	2	1	3	2	0	1	1	1	0	0	1	0	3	0	1	2	0	0	6	0
SOFTWARE PROGRAMMER ANALYST III	P	5	1	6	4	1	5	1	0	3	1	0	0	0	1	0	1	0	3	2	0	0	6	0
SYSTEMS PROGRAMMER ANALYST II	P	7	2	9	5	1	6	2	0	3	2	0	1	0	1	0	3	0	3	3	0	0	9	0
SYSTEMS PROGRAMMER ANALYST III	P	6	0	6	3	0	3	3	0	1	2	0	0	0	0	0	3	0	1	2	0	0	6	0
<b>TOTAL Professionals - Administration</b>		33	15	48	19	10	29	14	0	11	8	0	5	1	4	5	0	19	1	15	13	0	48	0
		31.3%			60.4%													39.6%	2.1%	31.3%	27.1%	0.0%		

Run Date : 01/04/2022

Job Group Within Department

Run Time : 11:14 AM

1930 - Information Technology

JOB GROUP 13: Paraprofessional - Technicians II - (60.6% Minority Availability) - (70.8% 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	F/T	P/T	
COMMUNICATIONS TECHNICIAN III	T	3	0	3	1	0	1	2	0	0	0	1	0	0	0	0	0	2	0	0	0	0	1	3	0
INFORMATION TECHNOLOGY SUPPORT TECHNICIAN III	T	2	0	2	1	0	1	1	0	0	1	0	0	0	0	0	0	1	0	0	1	0	2	0	
IT PROJECT MANAGEMENT ANALYST I	PP	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
NETWORK SYSTEMS ENGINEER I	PP	3	1	4	1	1	2	2	0	1	0	0	0	0	1	0	0	2	0	2	0	0	4	0	
SECURITY ANALYST I	PP	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	
SOFTWARE PROGRAMMER ANALYST I	PP	9	2	11	8	2	10	1	0	7	1	0	0	0	0	2	0	1	0	7	3	0	11	0	
SYSTEMS PROGRAMMER ANALYST I	PP	4	1	5	3	1	4	1	0	3	0	0	0	0	1	0	0	1	0	4	0	0	5	0	
TELECOMMUNICATIONS SPECIALIST II	T	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	
TELECOMMUNICATIONS TECHNICIAN III	T	1	0	1	1	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	
<b>TOTAL Paraprofessional - Technicians II</b>		24	5	29	15	5	20	9	1	11	2	1	0	0	3	2	0	9	1	14	4	1	29	0	
		17.2%			69.0%													31.0%	3.4%	48.3%	13.8%	3.4%			

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	F/T	P/T
COMMUNICATIONS TECHNICIAN II	T	2	0	2	2	0	2	0	0	2	0	0	0	0	0	0	0	0	0	2	0	0	2	0
DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	PP	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
ENGINEERING AIDE II	T	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
PERSONNEL TECHNICIAN-CONFIDENTIAL	PP	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
<b>TOTAL Paraprofessional - Technicians I</b>		4	1	5	2	0	2	2	0	2	0	0	1	0	0	0	0	3	0	2	0	0	5	0
		20.0%			40.0%													60.0%	0.0%	40.0%	0.0%	0.0%		

Run Date : 01/04/2022

Job Group Within Department

Run Time : 11:14 AM

1930 - Information Technology

JOB GROUP 17: Office Clerical II - (79.1% Minority Availability) - (85.9% 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	F/T	P/T		
ACCOUNTING TECHNICIAN	OC	1	2	3	1	1	2	0	0	0	1	0	1	0	1	0	0	0	0	1	0	1	1	0	3	0
ADMINISTRATIVE SECRETARY-CONFIDENTIAL	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
PRINCIPAL OFFICE ASSISTANT	OC	0	2	2	0	2	2	0	0	0	0	0	0	0	0	2	0	0	0	0	0	2	0	0	2	0
SENIOR STOREKEEPER	OC	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0
<b>TOTAL Office Clerical II</b>		2	5	7	2	4	6	0	0	1	1	0	1	0	4	0	0	1	0	5	1	0	7	0		
		71.4%			85.7%													14.3%	0.0%	71.4%	14.3%	0.0%				

TOTAL - 1930 Information Technology	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	F/T	P/T
	71	28	99	42	20	62	29	1	27	13	1	8	1	11	8	0	37	2	38	21	1	99	0
	28.3%			62.6%													37.4%	2.0%	38.4%	21.2%	1.0%		

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	F/T	P/T
	71	28	99	42	20	62	29	1	27	13	1	8	1	11	8	0	37	2	38	21	1	99	0
	28.3%			62.6%													37.4%	2.0%	38.4%	21.2%	1.0%		