

Probation Department

Equal Opportunity Plan

2022



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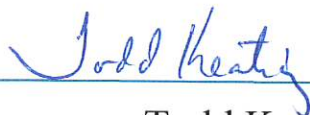
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Section 1

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.



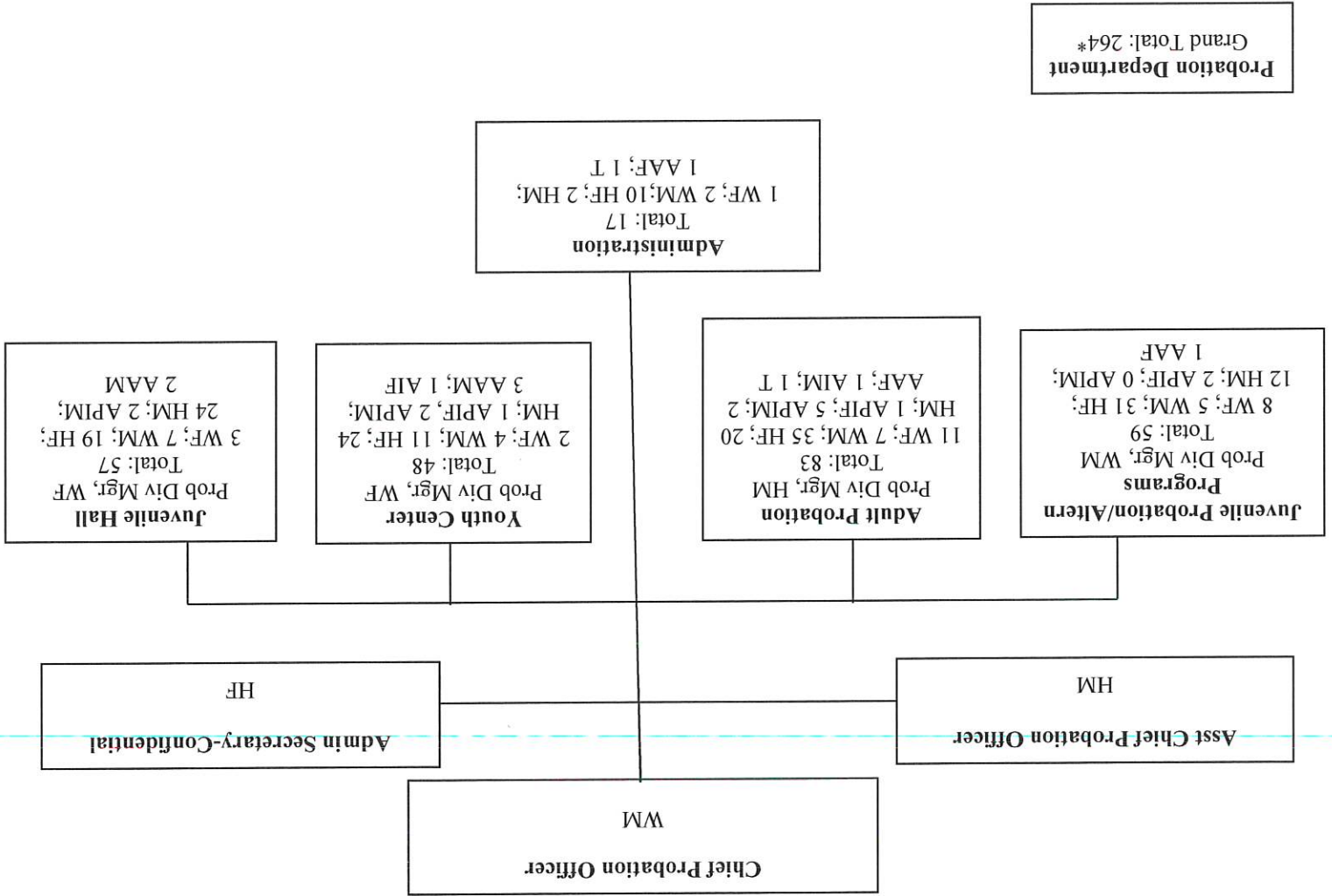
Todd Keating

Chief Probation Officer

Section 2

Organizational Profile
Probation Department

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



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; T-Two or more races; O-Other

*Department had one retirement at the end of the 2021 calendar year (end of December), this will match the Workforce Analysis Chart total that shows the grand total of 263 staff

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.

Report ID : MC-HRM-EO-0003

County of Monterey Workforce Analysis Chart
Job Group Within Department

Page 1 of 5

Run Date : 12/16/2021

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2550 - Probation

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	F/T	P/T
ASSISTANT CHIEF PROBATION OFFICER	OA	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
TOTAL Management II		1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	1	0	0	1	0	
		0.0%			100.0%													0.0% 0.0%		100.0% 0.0% 0.0%				

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	F/T	P/T
FINANCE MANAGER II	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0
PROGRAM 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
TOTAL Management I		0	2	2	0	1	1	0	0	0	0	0	1	0	1	0	0	1	0	1	0	0	2	0
		100.0%			50.0%													50.0% 0.0%		50.0% 0.0% 0.0%				

JOB GROUP 03: Professionals - Administration - (49.2% Minority Availability) - (52% 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
ACCOUNTANT III	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
DEPARTMENTAL INFORMATION SYSTEMS MANAGER I	P	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
FOOD ADMINISTRATOR-PROBATION	OA	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
MANAGEMENT ANALYST II	P	1	3	4	1	3	4	0	0	1	0	0	0	0	3	0	0	0	0	4	0	0	4	0
MANAGEMENT ANALYST III	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
TOTAL Professionals - Administration		3	5	8	1	4	5	1	0	1	0	0	1	0	4	0	0	2	0	5	0	0	8	0
		62.5%			62.5%													25.0% 0.0%		62.5% 0.0% 0.0%				

County of Monterey Workforce Analysis Chart
 Job Group Within Department

2550 - Probation

JOB GROUP 11: Law Enforcement II - (53.6% Minority Availability) - (30% Female Availability)

Title	EEO Code	M	F	T	Total Employees		Minorities	M	F	T	Female Availability					Hours										
					W	AA					HIS	API	AI	W	AA		HIS	API	AI							
DEPUTY PROBATION OFFICER III	P	14	7	21	12	4	19	2	0	10	2	0	3	0	4	0	0	6	0	14	2	0	21	0		
JUVENILE INSTITUTIONS SUPERVISOR	P	7	2	9	5	2	7	2	0	4	1	0	0	0	2	0	0	0	2	0	2	0	0	9	0	
PROBATION DIVISION MANAGER	OA	2	2	4	1	0	1	1	0	1	0	0	2	0	0	0	0	0	0	3	0	0	1	0	4	0
PROBATION SERVICES MANAGER	P	10	4	14	4	3	7	8	0	4	0	0	1	3	3	0	0	0	7	0	7	0	0	14	0	
TOTAL Law Enforcement II		33	15	48	22	8	31	11	0	19	3	0	6	9	9	0	0	17	0	28	3	0	48	0		
				31.3%		64.6%							35.4% 0.0% 58.3% 8.3% 0.0%													

JOB GROUP 12: Law Enforcement I - (42.1% Minority Availability) - (33.9% Female Availability)

Title	EEO Code	M	F	T	Total Employees		Minorities	W	AA	HIS	API	AI	Female Availability					Hours							
					W	AA							HIS	API	AI	W	AA		HIS	API	AI				
DEPUTY PROBATION OFFICER I	P	2	0	2	2	0	2	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	0	2	0
DEPUTY PROBATION OFFICER II	P	18	48	67	15	37	52	4	0	13	1	1	11	2	33	2	0	15	2	46	3	1	67	0	
JUVENILE INSTITUTIONS OFFICER I	P	8	2	10	6	2	8	2	1	5	0	0	0	0	2	0	0	0	2	1	7	0	0	10	0
JUVENILE INSTITUTIONS OFFICER II	P	32	19	51	29	18	47	3	3	24	2	0	1	0	18	0	0	4	3	42	2	0	51	0	
SENIOR JUVENILE INSTITUTIONS OFFICER	P	9	4	13	8	3	11	1	0	7	1	0	1	0	3	0	0	2	0	10	1	0	13	0	
TOTAL Law Enforcement I		70	73	143	80	60	120	10	4	60	5	1	13	2	56	2	0	23	6	106	7	1	143	0	
				51.0%		83.9%							16.1% 4.2% 74.1% 4.9% 0.7%												

JOB GROUP 13: Paraprofessional - Technicians II - (60.5% Minority Availability) - (70.8% Female Availability)

Title	EEO Code	M	F	T	Total Employees		Minorities	W	AA	HIS	API	AI	Female Availability					Hours									
					W	AA							HIS	API	AI	W	AA		HIS	API	AI						
ACCOUNTANT II	PP	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	1	0	
BUSINESS TECHNOLOGY ANALYST II	PP	2	0	2	1	0	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	2	0	2	0
VICTIM ASSISTANCE ADVOCATE	PP	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	2	0
TOTAL Paraprofessional - Technicians II		2	3	5	1	3	4	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	3	1	4	0
				60.0%		80.0%							20.0% 0.0% 80.0% 20.0% 0.0%														

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County of Monterey Workforce Analysis Chart
 Job Group Within Department

2550 - Probation

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
ACCOUNTANT I	PP	0	2	2	0	1	1	0	0	0	0	0	1	0	1	0	0	1	0	1	0	0	2	0
PERSONNEL TECHNICIAN-CONFIDENTIAL	PP	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
PROBATION AIDE	PP	5	11	16	5	10	15	0	0	5	0	0	1	0	10	0	0	1	0	15	0	0	15	1
TOTAL Paraprofessional - Technicians I		5	14	19	5	12	17	0	0	5	0	0	2	0	12	0	0	2	0	17	0	0	18	1
		73.7%			89.5%													10.5% 0.0% 89.5% 0.0% 0.0%						

JOB GROUP 15: Skilled Craft II - (60.9% Minority Availability) - (14.9% 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
SENIOR BUILDING MAINTENANCE WORKER	SC	1	0	1	1	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0
TOTAL Skilled Craft II		1	0	1	1	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0
		0.0%			100.0%													0.0% ##### 0.0% 0.0% 0.0%						

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	0	4	4	0	4	4	0	0	0	0	0	0	3	0	0	0	0	1	3	0	0	4	0
ADMINISTRATIVE SECRETARY-CONFIDENTIAL	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
OFFICE ASSISTANT III	OC	0	8	8	0	8	8	0	0	0	0	0	0	1	5	2	0	0	1	5	2	0	8	0
SENIOR ACCOUNT CLERK	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
SUPERVISING OFFICE ASSISTANT I	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
SUPERVISING OFFICE ASSISTANT II	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
TOTAL Office Clerical II		0	16	16	0	16	16	0	0	0	0	0	0	2	12	2	0	0	2	12	2	0	16	0
		100.0%			100.0%													0.0% 12.5% 75.0% 12.5% 0.0%						

County of Monterey Workforce Analysis Chart
Job Group Within Department

2550 - Probation

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

Title	EEO Cat	Total Employees		Minorities	Male	Female	Totals									
		M	F				W	AA	HIS	API	AI	Hours				
OFFICE ASSISTANT II	OC	3	8	11	2	6	8	2	0	0	0	0	0	0	0	11
SECRETARIAL ASSISTANT	CC	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1
SECRETARY	CC	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1
WORD PROCESSOR	CC	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1
TOTAL Office Clerical I		3	11	14	2	8	10	1	0	2	0	0	2	0	0	14
		78.8%		71.4%		21.4% 0.0% 71.4% 0.0% 0.0%										

JOB GROUP 19: Service Maintenance II - (75.6% Minority Availability) - (47.4% Female Availability)

Title	EEO Cat	Total Employees		Minorities	Male	Female	Totals									
		M	F				W	AA	HIS	API	AI	Hours				
HEAD COOK	SM	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1
SENIOR COOK	SM	3	1	4	3	1	4	0	0	0	0	0	0	0	0	4
TOTAL Service Maintenance II		3	2	5	3	2	5	0	0	3	0	0	0	0	0	5
		40.0%		100.0%		0.0% 0.0% 80.0% 0.0% 20.0%										

JOB GROUP 20: Service Maintenance I - (76.6% Minority Availability) - (53.7% Female Availability)

Title	EEO Cat	Total Employees		Minorities	Male	Female	Totals									
		M	F				W	AA	HIS	API	AI	Hours				
LAUNDRY WORKER I	SM	1	0	1	0	0	1	0	0	0	0	0	0	0	0	1
TOTAL Service Maintenance I		1	0	1	0	0	1	0	0	0	0	0	0	0	0	1
		0.0%		100.0%		0.0% 0.0% 100.0% 0.0% 0.0%										

County of Monterey Workforce Analysis Chart
Job Group Within Department

2550 - Probation

GRAND TOTAL

Total Employees	Minorities	Male	Female	Totals																				
				W	AA	HIS	API	AI	Hours															
122	141	263	97	115	212	24	5	82	9	1	25	4	106	4	1	18	6%	3.4%	71.5%	4.9%	0.8%			
M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	Hours	F/T	P/T						
122	141	263	97	115	212	24	5	82	9	1	25	4	106	4	1	18	6%	3.4%	71.5%	4.9%	0.8%	2	262	1

Section 4

Personnel Activity

Job Group: 3	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								
American Indian/ Alaskan Native								
Hispanic	1*	1						
TOTAL (count each person only once)								
	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)								

*This was a lateral transfer from another department, maintained same classification

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

Job Group: 12	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White			3	1			4	1
African American	1							
Asian/Pacific Islander			1					
American Indian/ Alaskan Native								
Hispanic	4	2	1		3		1	1
TOTAL (count each person only once)								
	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)								

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			1			1		
African American								
Asian/Pacific Islander								
American Indian/Alaskan Native								
Hispanic								
TOTAL (count each person only once)								
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			1			1		
African American								
Asian/Pacific Islander								
American Indian/Alaskan Native								
Hispanic								
TOTAL (count each person only once)								
Job Group: 13	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)								

Job Group: 14	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			1	
TOTAL (count each person only once)								
	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)								

Job Group: 15	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American					1			
Asian/Pacific Islander								
American Indian/Alaskan Native								
Hispanic								
TOTAL (count each person only once)								
White	Males	Females	Males	Females	Males	Females	Male	Females
Involuntary Terminations (Non-Probationary)			Releases During Probationary Period		Corrective Actions		Layoffs	
TOTAL (count each person only once)								

Job Group: 17	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		1		3				
TOTAL (count each person only once)								
	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)								

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

Job Group: 19	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American							1	
Asian/Pacific Islander								
American Indian/ Alaskan Native				1				
Hispanic		1						
TOTAL (count each person only once)								
	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)								

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.)

*In 2021, there were zero (0) recruitments that were opened for underutilized groups

Job Group:	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										
African American										
Asian/Pacific Islander										
American Indian/Alaskan Native										
Hispanic										
TOTAL (count each person once only)										

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	Males	Females
White						
African American						
Asian/Pacific Islander						
American Indian/Alaskan Native						
Hispanic						
TOTAL (count each person once only)						

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?

The Probation Department continues to cultivate collaborative relationships with various community groups that include local higher education institutions to provide internship opportunities. The department continues to work with schools like San Jose State University, California State University, Monterey Bay (CSUMB), Hartnell Community College and Monterey Peninsula College (MPC). These relationships have allowed students to gain hands-on experience in the field of probation.

Other agencies that the Probation Department works closely with are Sheriff's Office, District Attorney's Office, Behavioral Health, Salinas Police Department, and Public Defender's Office among other agencies. Maintaining and growing these relationships has provided the interns an opportunity to learn how vital interdisciplinary relationships with these agencies is as well as getting familiarized with other County departments. Unfortunately, due to COVID, the Probation Department refrained from obtaining interns for all of 2021. The department hopes to resume the internship program in Fall of 2022.

In addition, every year we have various staff attend and participate in school-related events that focus on providing career specific information to their students. For example, in the past, a few of our supervisors and managers have attended Career Day for local high schools and colleges. This is an opportunity for our staff to inform students, teachers, and other faculty on what probation work consists of, experience and education needed to get into this field, and explain some of what the background process consists of. This is an important way to disperse accurate information of what our department is all about.

The Probation Department did not request any selective certification waivers last year.

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

- Prior to the interview, applicants are provided an overview of the department and the position, desired skills and experience, the specificity of working for a law enforcement agency, and the requirement of successfully completing a background investigation process prior to hire.

The Department uses specific criteria that focuses on experience, education, training and distinct abilities to select the most qualified candidate. Panel members discuss and compare strengths and weaknesses, as well as skills, experience and training expressed or demonstrated during the interview as they pertain to the position's role and responsibilities.

Further suitability for the position is established via working references and through the background investigation process.

For internal promotional opportunities, the Department has developed a grid with percentages weighted for interview skills, work performance and leadership abilities.

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

- The department ensures that there is at least one minority and at least one female participating in the panel for the screening process and on the interview panel. The Department has accomplished this by reaching out to internal and external panelists who are familiar with the position under recruitment. As an example, in 2021, we invited a Supervising Office Assistant from Department of Social Services to participate as a panel member for interviews for a promotional opportunity to fill a Supervising Office Assistant I position. This position had been vacated due to a retirement from a staff that had +35 years of service. The panelists are solicited and confirmed when completing the recruitment plan. If any changes occur, then every attempt is made to replace that panelist with the same gender and ethnicity.

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

- For the past three years, the Human Resources Analyst has provided the screeners and interview panelists with a short training before they complete the screening or interview. The information reviewed is the County of Monterey's Knowledge Level Definitions form, Screening Benchmark Definitions, Good vs. Poor Behavioral Statements form, Subject Matter Expert Instructions, and the Panel Member Sign-In sheet. All this information is reviewed via ZOOM and sent via email to the screeners. Before each interview, the information is provided in an organized binder that is distributed to all the panel members along with other interview materials (i.e. interview questions, candidate applications, resume, etc.). Also, being discussed, prior to the interview, is the description of what the hiring manager is looking for in an ideal candidate. The last thing reviewed is the rating system and what is considered a passing/failing score.

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?

- The Probation Department does not have a specific system in place to support protected groups moving into senior job classifications. Career progression is based on professional performance within the department and everyone who is interested in participating in the recruitments for promotions to senior job classifications is welcome to participate. The department has a transfer system in place which encourages individuals who are interested in transferring to a different unit or division within the department to submit a transfer request form to express their interest. By transferring to a different unit or division, the employee could gain varied professional experience and are looking to expand their knowledge and growth opportunities when they become available. This wealth of knowledge is a career enhancement tool and part of the internal promotional process.

In 2021, a promotional-only recruitment for a managerial position (Probation Services Manager) became available when the incumbent was promoted to Division Director (White female). Once the recruitment concluded, the candidate that was selected was a White male. This demonstrates how the Probation Department provides opportunities for internal staff to grow and promote within the department.

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 rate employees in areas of interpersonal skills, adaptability, positive attitude, tolerance and team work, as well as motivation,

For internal promotions, staff are also assessed in the area of leadership, as all of these traits are valued in the management and supervision of staff. Probation's professional approach, with staff as well as with offender clients, is to start from existing personal strengths and build upon them to overcome possible shortcomings.

The Department culture fosters a sense of participation, inclusion, and a family-type environment, along with adherence to rules and regulations. Management and staff really pull together in times of personal crisis, professional interventions, community needs (such as food, socks and toy drives, collections for Special Olympics, and support to victims of crime, especially gang crimes) and assistance with colleagues.

The Department maintains the highest level of participation in Civil Rights trainings and other County required training, as well as others managed by Probation's Training Unit in the areas of gender identity, intergenerational issues, cultural sensitivity and indigenous issues, and motivational interviewing.

Retention and Inclusion

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

- Human Resources staff maintains a spreadsheet that tracks all personnel transactions (e.g. promotions, new hires, terminations, retirements, etc.) on an

annual basis that includes ethnicity and gender. Human Resources staff and the Office of the Chief perform exit interviews for non-sworn employees and Officers, respectively, which give the Department insight into reasons employees may leave (e.g. retirement, better opportunities, better pay, support for family members, relocation, etc.).

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

- The 2021 data on turnover rates continues to show the same trend as years past where most of the separations are due to retirements. Similar to 2020, the 2021 data shows that out of a total of 17 separations, 11 were due to retirements. Out of those 11 retirements, 7 belonged to protected groups. The remaining 6 separations (non-retirement) 3 belonged to a protected group as well. This trend is not alarming as most of our workforce belongs to a protected group. In comparison in 2020, minority employees represented 79.4% and 53.4% of the staff were female; while in 2021 80.6% were part of a minority group and 53.6% were female. This data demonstrates an incremental increase in female employees with a slight increase each year, and minority representation has continued to increase in the last 3 years as well.

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

- The data does not indicate a negative or concerning trend related to minority turnover. As previously noted, most of the department's separations continue to be due to retirements. This data confirms that staff tend to choose probation as their career from which they retire from.
As described above, the Department has steadily increased minority representation of employees over the last several years while maintaining female representation to over 50% of the employee population. This data shows the department has been able to maintain consistency in minority and female population among its employees and even slightly increase these populations each year.

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

- The department is committed to ensuring lactation accommodation for all employees by providing the County's Lactation Accommodation packet to expecting mothers prior to their leave of absence. Prior to the employee's return to work, Human Resources staff will connect with the employee to ask if a lactation accommodation is requested/needed. If so, Human Resources will contact the supervisor to make them aware of the request and discuss what accommodation is available. For example, the supervisor and Human Resources representative will identify the location and schedule that would be most appropriate for the staff depending on their position/assignment. Since there are various locations, the supervisor and employee are advised to check-in to discuss the specifics and possible accommodations prior to their return to work.

- A location that has been identified for our department so far is located in the Adult Building where there is a room that has been designated as the lactation room. The room adheres to the guidelines set forth in the County's Lactation in the Workplace Policy. At Juvenile Hall, staff may use one of the managers rooms and/or an interview room for which they are provided a key, so they can easily access the rooms as needed. There is a refrigerator where they can store their milk nearby. When there is no designated lactation room, the manager/supervisor will work with Human Resources staff to find an appropriate place that follows the guidelines for employees to use. The room will then be designated as the lactation room for the remainder of the time that the employee needs to use it. The employees are provided with a privacy sign to be placed outside the door showing that the room is being used and therefore, need to provide privacy. The signs are provided by the County's Health Promotion staff.

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

- For Lactation Accommodation, the Department follows the steps noted above. For other types of accommodations, the Department's recruitments contain contact information if the applicant has a disability that would require an accommodation. If there is an employee requesting a work accommodation, the Department follows the guidelines set forth in the County's Equal Opportunity for Persons with Disabilities and Reasonable Accommodation Policy. In the last year, requests for

reasonable accommodation have included Interactive Process Meetings with the employee and Employee Relations Manager, determining the essential functions of the job/position with the manager/supervisor, and purchasing ergonomic items for employees based on the recommendation of the ergonomic evaluation.

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?

- The Department currently conducts exit interviews with Officers and non-sworn staff who agree to participate. During the exit interviews, staff have an open conversation with Human Resources or the Assistant Chief Probation Officer where questions are posed that focus on ways the department can improve overall. Also, this is a safe space for staff to suggest any ways the department can increase morale, improve training, etc. Currently, there are no suggestions from employees in the results to promote diversity and inclusion. Most of the time, the reason(s) as to why the employee is separating have been included in the letter of resignation written by the employee. This has not been a requirement, rather the employees have chosen to let the Department know the reason(s) for their separation.

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

- In the past, inclusiveness in the Probation Department was achieved through several events held on an annual basis. Although Covid-19 halted all social events/gatherings for much of the last two years, staff continued to showcase inclusiveness and this family-type environment. For example, there are events that staff participate in on a yearly basis that help promote assistance to the communities that are served. One example is when our staff deliver food for the public during the holidays. Last year, we had a few staff deliver turkeys meal dinners to families in need all the way down to South County. Also, every year the Family Violence Unit will host the “Adopt-a-Child/Family” during the holidays. Staff volunteer to adopt a child(ren) during the month of December and will purchase and wrap gifts for the kid(s) they adopt. Many times there will be units who come together and adopt a family and will shop for gifts, food items, and then will help deliver these to the families in need.

• The department's opportunities for improvement include an increase in two-way communication and developing a succession plan. As noted in sections above, most of the department's separations over the past few years have been due to retirements. As more staff become eligible for retirement, there will be more vacancies, thus more opportunities for current staff to promote into these positions. As a result, the Department's focus will continue to improve on efforts of "Growing Our Own" to be better prepared to promote when that time comes.

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

Since annual events were put on pause and to help disperse pertinent information to all staff, the departmental Human Resources unit introduced the quarterly newsletter this past year. This newsletter includes a section called "High Fives" where staff are encouraged to submit an accomplishment or acknowledge a fellow coworker or staff member for a job well done. This section has had much success, so much so that winter's newsletter consisted of over 5 pages of High Fives. The department is also looking forward to resuming some or all of the past events that helped to foster inclusiveness later this year. Some of these events include the quarterly Chief's Forum, Little Hat Barbeque, and the Holiday Party.

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	42	42
Managers completed	32	19
Percent of Managers completed	76%	45%
Total number of Employees (non-supervisors/managers)	222	222
Employees (non-supervisors/managers) completed	198	130
Percent of Employees (non-supervisors/managers) completed	90%	58%

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.

The Probation Department last presented the Equal Opportunity Plan in 2020 to the Commission and there were no follow-up items requested.

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	Notices were placed in all public counters in all the Department's locations	Yes
	Internal process to forward discrimination complaints to Civil Rights Office		Yes
	Nonstandard contracts include a nondiscrimination clause	A clause has been added for all future non-standard agreements processed as they occur	Yes
	Data is collected on the ethnicity and language of people served		Yes
Language Access	Departmental language assessment completed	About 35% of our staff are bilingual. All employees requesting a bilingual status are evaluated and tested with the assistance of Human Resources.	Yes
	Vital documents translated into Spanish	Our case management system maintains both client communication letters in Spanish and English. These are easily accessed by all our staff	Yes
	Website – minimize PDFs. When using PDFs, include a Spanish version		Yes
	Procedures and budget for the use of interpretation and translation services	The department contracts with two translation agencies for in-person and over the phone translations. The department primarily works with Fast Translation and Language	Yes

	line. The annual budget is \$9,200.		Public voicemails in English and Spanish		Yes
		Public counters: language charts available			Yes
		Public counters: all signage in English and Spanish			Yes
		Public counters: have bilingual staff available	Last year there were about 87 staff that had been designated as bilingual this includes sworn and non-sworn staff		Yes

Community Engagement	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds		Yes
	Analyzed potential disproportionate adverse human health or environmental effect on communities of color, tribal communities, or others underrepresented in the public process		Yes
	Considerations taken to ensure equitable engagement		Yes
	Key community engagement contacts established	CASP-Community Alliance for Safety and Peace through City of Salinas, CAB-Community Action Board, Local colleges and universities	Yes

