

2022

EMPLOYMENT OPPORTUNITY PLAN

OFFICE OF THE TREASURER-TAX COLLECTOR

Reporting Period: January – December 2021



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Treasurer-Tax Collector
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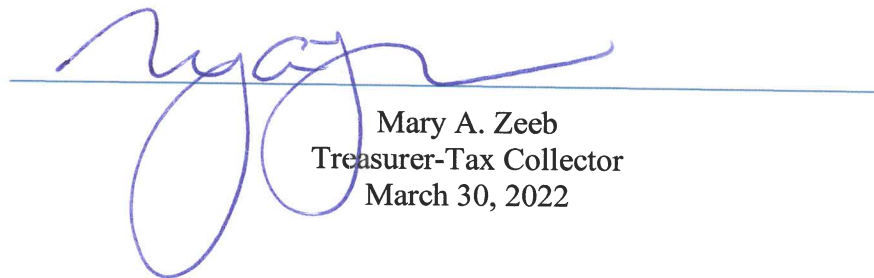
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Section 1
Department Head's Acknowledgment & Commitment to the
2022 Departmental Equal Opportunity Plan

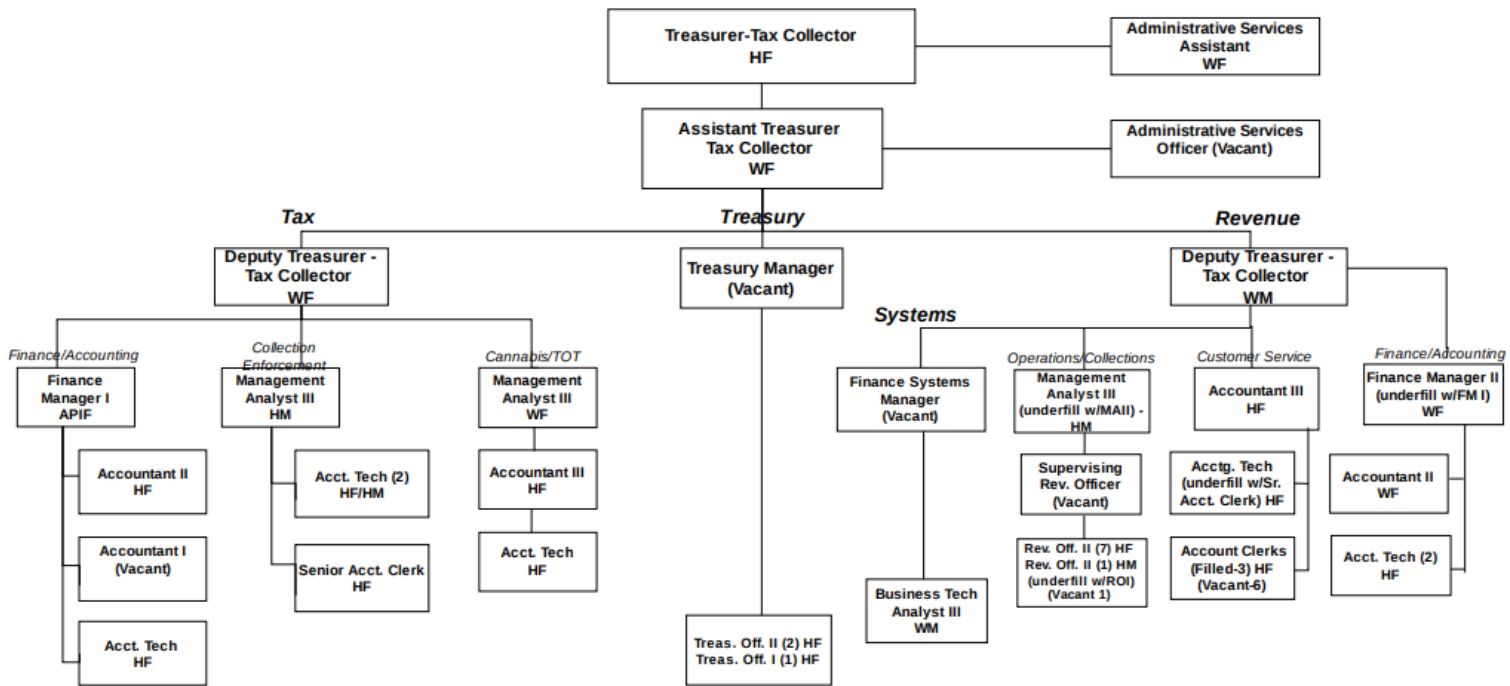
The Monterey County Board of Supervisors adopted an ordinance reaffirming their long-standing commitment to the principles of providing equal opportunities for all and preventing and eliminating unlawful discrimination. The Board of Supervisors values providing an open and empathetic communication channel 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.


Mary A. Zeeb
Treasurer-Tax Collector
March 30, 2022

Section 2 Organizational Profile

OFFICE OF THE TREASURER-TAX COLLECTOR



Legend:
Self-reported gender and ethnicity:
M-Male F-Female

AA - African American
H - Hispanic
API - AsianPacific Islander
W - White other than Hispanic
AI - American Indian/Alaskan Native

Effective 12/31/2021
37 filled positions
49 authorized positions

In this Organizational Profile, the elected department head is included in the total filled position count. However, the department head's gender and ethnicity are not included in the department-wide demographics and workforce analysis data.

Section 3

Workforce Analysis Chart

(MC-HRM-EO-0003)

The Office of the Treasurer-Tax Collector (TTC) divides its workforce of 36 current staff members across the following seven job groups:

- Group 01 – Management II
- Group 02 – Management I
- Group 03 – Professional-Administration
- Group 13 – Paraprofessional – Technician II
- Group 14 – Paraprofessional – Technician I
- Group 17 – Office Clerical II
- Group 18 – Office Clerical I

Within these job groups, the department establishes a diverse workforce in which inclusionary growth, skill development, and training are paramount across all demographics. The departmental workforce analyses identify TTC’s current employee workforce based on race, ethnicity, minority, and gender, according to the following comparisons:

- Analysis 1 - Minority Demographic Comparison by Job Group
- Analysis 2 - Department-wide Demographics by Race/Ethnicity
- Analysis 3 - Female Demographic Comparison by Job Group
- Analysis 4 - Department-wide Demographics by Gender

All racial, ethnic, and gender demographics are self-reported.

In the instance of female and minority demographics, within job groups, each demographic is compared against a minimum threshold in each job group, i.e. *female availability*, *minority availability* (Analyses 1 and 3).

In the instance of gender and race/ethnicity demographics, each demographic is defined as a percentage of the entire department (Analysis 2 and 4).

Except where specified, all data represented for the 2021 year is captured between January 1 and December 31, 2021. Gender, race, and ethnicity abbreviations are identified throughout as follows:

Legend:	
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	

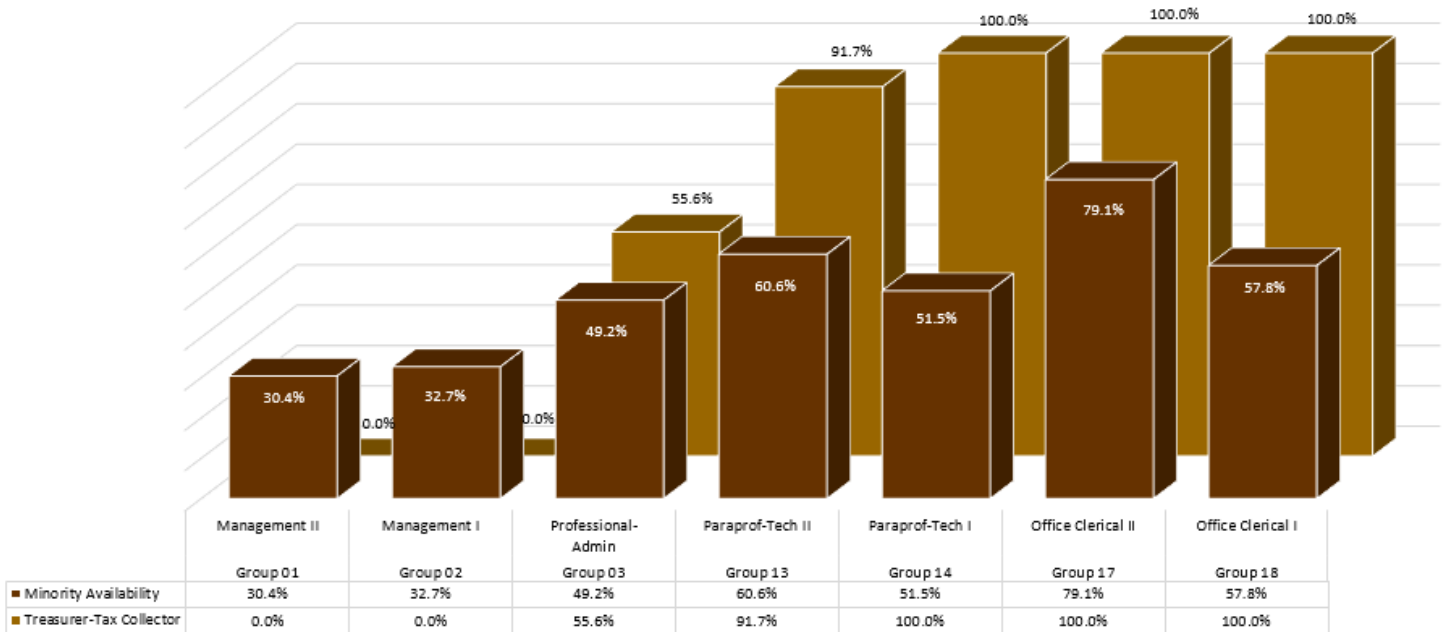
Workforce Analysis 1 – Minority Demographic Comparison by Job Group.

In this analysis, within each job group, minority employees are represented in comparison with the department’s overall workforce. Minority groups, by race and ethnicity, are African American, Hispanic, Asian/Pacific Islander, and American Indian/Alaskan Native.

Minority Demographic Comparison by Job Group

	Group 01	Group 02	Group 03	Group 13	Group 14	Group 17	Group 18
	Management II	Management I	Professional-Admin	Paraprof-Tech II	Paraprof-Tech I	Office Clerical II	Office Clerical I
Employee Demographics	0 Minority 1 White	0 Minority 2 White	5 Minority 4 White	11 Minority 1 White	1 Minority 0 White	8 Minority 0 White	3 Minority 0 White
Total Employees	1	2	9	12	1	8	3

MINORITY DEMOGRAPHIC COMPARISON BY JOB GROUP



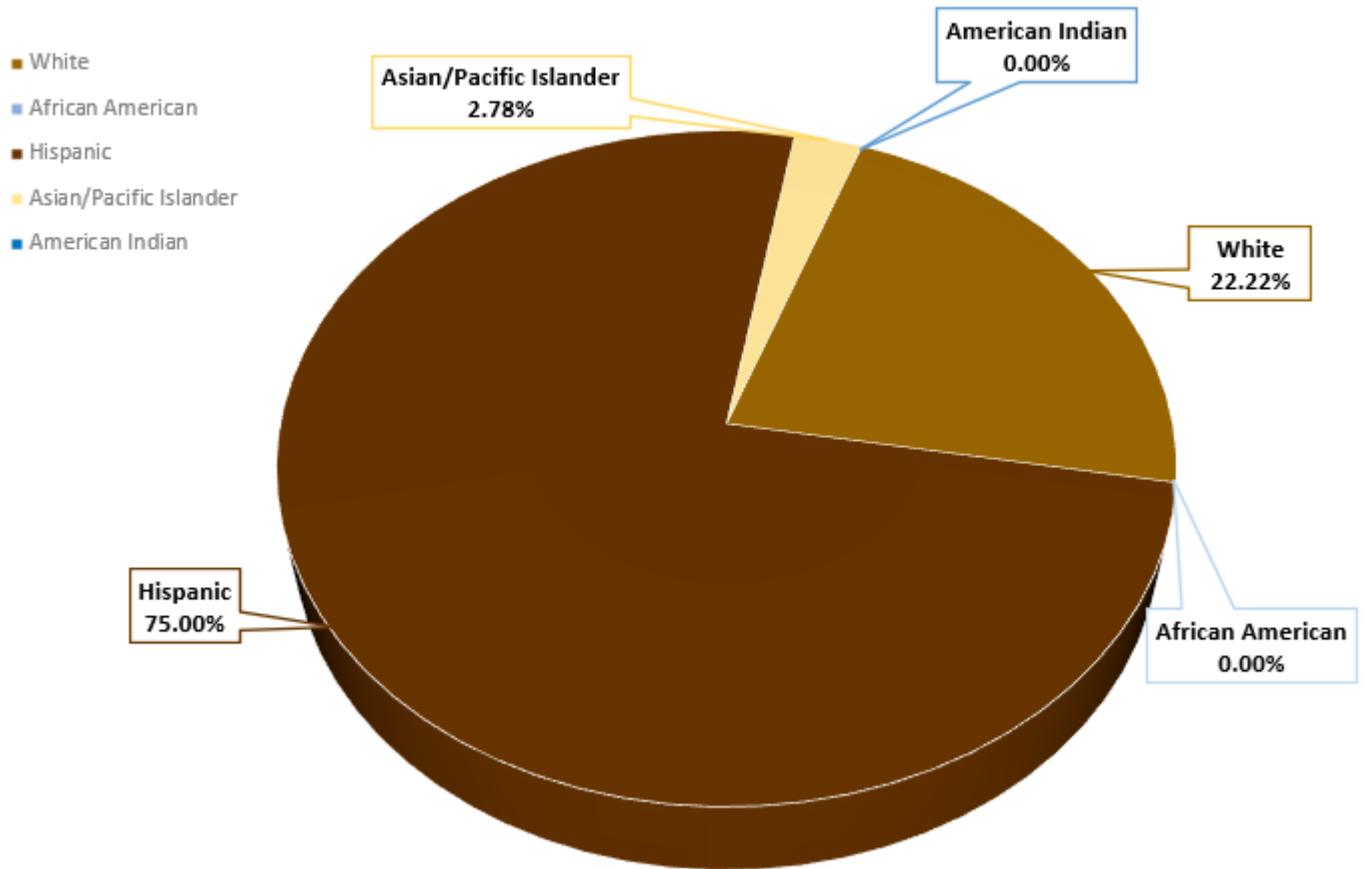
Workforce Analysis 2 – Department-wide Demographics by Race/Ethnicity.

In this department-wide analysis, minority employees account for 77.8% of the total employee base.

Department-wide Demographics by Race/Ethnicity

	White	African American	Hispanic	Asian/Pacific Islander	American Indian	Total # Employees	Total Minority Employees	Minority Percentage
Employees	8	0	27	1	0	36	28	77.8%
	22.22%	0.00%	75.00%	2.78%	0.00%			

DEPARTMENT-WIDE DEMOGRAPHICS BY RACE/ETHNICITY



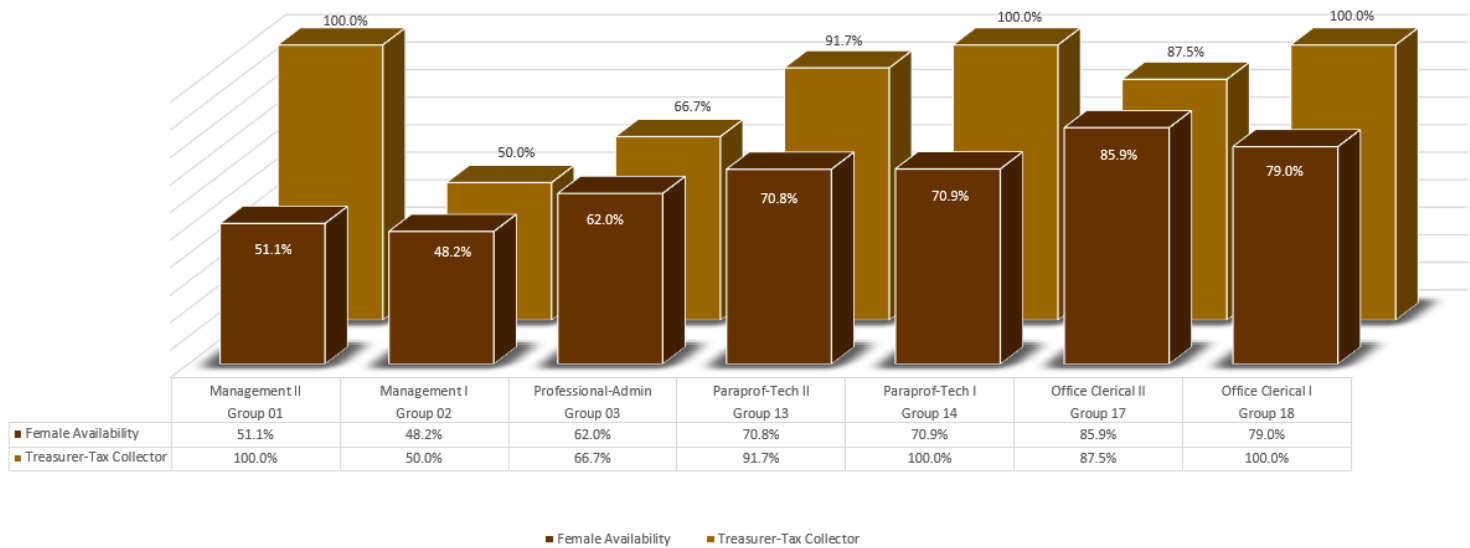
Workforce Analysis 3 – Female Demographic Comparison by Job Group

This analysis determines the percentage of female employees by job group. In each category, from upper management to entry level, the percentages exceed the minimum thresholds.

Female Demographic Comparison by Job Group

	Group 01	Group 02	Group 03	Group 13	Group 14	Group 17	Group 18
	Management II	Management I	Professional-Admin	Paraprof-Tech II	Paraprof-Tech I	Office Clerical II	Office Clerical I
Employee Demographics	1 Female 0 Male	1 Female 1 Male	6 Female 3 Male	11 Female 1 Male	1 Female 0 Male	7 Female 1 Male	3 Female 0 Male
Female Employees	1	1	6	11	1	7	3

FEMALE DEMOGRAPHIC COMPARISON BY JOB GROUP



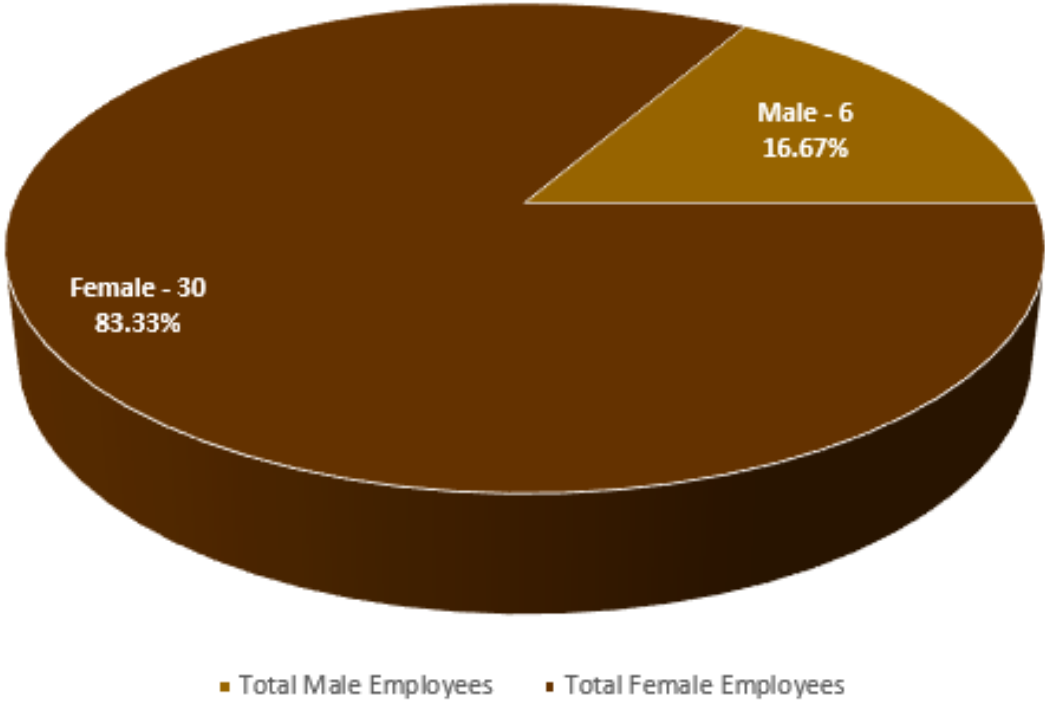
Workforce Analysis 4 – Department-wide Demographics by Gender

This analysis provides straight department-wide comparisons by gender.

Department-wide Demographics by Gender

Gender	Male	Female	TOTAL DEPARTMENT EMPLOYEES
Number of Employees by Gender	6	30	36
Percentage of Department	16.67%	83.33%	

DEPARTMENT-WIDE DEMOGRAPHICS BY GENDER



Section 4 Personnel Activity

Personnel Activity identifies the movement of staff into and out of each job group, dependent upon a variety of conditions – promotions, new hires, terminations, corrective actions, etc. The only job groups experiencing activity within the past year were Job Groups 02, 03, 13, 14, and 18. All data represented for 2021 Personnel Activity is captured between January 1 and December 31, 2021.

Personnel Activity Job Group 01

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

Personnel Activity Job Group 02

Job Group: 02-Management I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White								1
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)	0	0	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									
African American			NO ACTIVITY						
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 03

Job Group: 03-Professionals-Admin	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				1				
TOTAL (count each person only once)	0	0	0	2	0	0	0	1

	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American			NO ACTIVITY						
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 13

Job Group: 13-Paraprofessional-Technicians II	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								1
TOTAL (count each person only once)	0	0	0	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									
African American			NO ACTIVITY						
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 14

Job Group: 14-ParaProfessional Technician I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic				1				
TOTAL (count each person only once)	0	0	0	1	0	0	0	0

	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American			NO ACTIVITY						
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 17

Job Group: 17-Office Clerical II	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American			NO ACTIVITY						
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American			NO ACTIVITY						
Asian/Pacific Islander									
American Indian/ Alaskan Native									
Hispanic									
TOTAL (count each person only once)	0	0	0	0	0	0	0	0	

Personnel Activity Job Group 18

Job Group: 18-Office Clerk I	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						3
TOTAL (count each person only once)	0	2	0	0	0	0	0	3

	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs		
	Males	Females	Males	Females	Males	Females	Male	Females	
White									
African American			NO ACTIVITY						
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

The following recruitment data reflects applicants' gender, race, and ethnicity as they move through the recruitment process from application to screening, eligibility, interviewing, and ultimately the final hiring decision. Within the job group, the second set of data shows the diversity of screeners and interview panels, as well as the processes employed and challenges encountered, to secure the acceptable diversity of candidates. All data represented for 2021 Recruitment Data is captured between January 1 and December 31, 2021. The section entitled *Targeted outreach locations and challenges* is also addressed at the end of the recruitment section and addresses all the job groups. Job groups 03, 14, and 18 experienced recruitments in 2021.

Recruitment Data Job Group 03 – Accountant III

Job Group: 03 Accountant III*	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	0	0	0	0	0	0	0	1	0	0
African American	0	0	0	0	0	0	0	0	0	0
Asian/ Pacific Islander	0	0	0	0	0	0	0	1	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	7	0	1
Total (count each person once only)	0	0	0	0	0	0	0	9**	0	1

* Recruitment run by Natividad Medical Center

**Applicants Interviewed: Invited-11; Declined to interview-1; Did not respond-1.

	Applicant Screeners (SME)		Interview/ Oral Board Panelists		Targeted outreach locations and challenges
	Males	Females	Males	Females	
White	0	0	1	0	N/A - Recruitment conducted by Natividad.
African American	0	0	0	0	
Asian/ Pacific Islander	0	0	0	0	
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	0	0	0	1	
Total (count each person once only)	0	0	1	1	

Recruitment Data Job Group 14 – Treasury Officer I

Job Group: 14 Treasury Officer I	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	1	3	1	3	1	1	1	0	0	0
African American	0	0	0	0	0	0	0	0	0	0
Asian/ Pacific Islander	1	1	0	1	0	0	0	0	0	0
American Indian/ Alaskan Native	0	2	0	1	0	0	0	0	0	0
Hispanic	11	26	10	19	2	10	2	7	0	1
Total (count each person once only)	13	32	11	24	3	11	3	7	0	1

	Applicant Screeners (SME)		Interview/ Oral Board Panelists		Targeted outreach locations and challenges
	Males	Females	Males	Females	
White	0	0	0	0	CRO Talent Acquisition Database list as saved in electronic recruitment folder
African American	0	0	0	0	
Asian/ Pacific Islander	0	0	0	0	
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	0	2	1	2	
Total (count each person once only)	0	2	1	2	

Recruitment Data Job Group 14 – Accountant I

We recruited for the Accountant I position in this job group. However, we did not hire from that recruitment until 2022. Consequently, this recruitment and new hire will reflect in next year’s EOP.

Recruitment Job Group 18 – Account Clerk

Job Group: 18 Account Clerk	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	0	1	0	1	0	1	0	1	0	0
African American	0	0	0	0	0	0	0	0	0	0
Asian/ Pacific Islander	0	0	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0	0	0
Hispanic	7	53	0	53	7	37	4	25	0	1
Total (count each person once only)	7	54	0	54	7	38	4	26	0	1

	Applicant Screeners (SME)*		Interview/ Oral Board Panelists		Targeted outreach locations and challenges
	Males	Females	Males	Females	
White	0	0	1	0	CRO Talent Acquisition Database list as saved in electronic recruitment folder.
African American	0	0	0	0	
Asian/ Pacific Islander	0	0	0	0	
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	0	0	0	2	
Total (count each person once only)	0	0	1	2	

***N/A - System scored.**

Applicants for Account Clerk were screened and invited from an Account Clerk recruitment and from established Senior Account Clerk and Office Assistant II lists. All three groups totaled 77 candidates. Two were ultimately hired – one from the SAC list and the second from the OAll list. The second hiring was deferred to January 2022 and will be reported in next year’s EOP.

The Account Clerk recruitment, conducted by TTC-HR, comprised 45 applicants. Thirty were interviewed, 12 did not respond, 2 declined to interview, 1 declined our offer.

Another Account Clerk who was recruited in 2020 began working in January 2021, immediately after the new year. She was erroneously reported in last year’s EOP as a white female (WF) instead of as a Hispanic female (HF). Because she was actually hired in 2021, we are re-reporting her here and as a separate recruitment from that reported in the table immediately above since she came from a different recruitment stream.

Job Group: 18 Account Clerk (recruited in 2020, hired in January 2021)	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	0	3	0	3	0	2	0	1	0	0
African American	0	0	0	0	0	0	0	0	0	0
Asian/ Pacific Islander	0	1	0	1	0	0	0	0	0	0
American Indian/ Alaskan Native	1	0	1	0	0	0	0	0	0	0
Hispanic	17	71	17	71	9	43	4	19	0	1
Total (count each person once only)	18	75	18	75	9	45	4	20	0	1

	Applicant Screeners (SME)**		Interview/ Oral Board Panelists		Targeted outreach locations and challenges
	Males	Females	Males	Females	
White	0	0	1	1	CRO Talent Acquisition Database list as saved in electronic recruitment folder.
African American	0	0	0	0	
Asian/ Pacific Islander	0	0	0	0	
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	0	0	0	1	
Total (count each person once only)	0	0	1	2	

The Office of the Treasurer-Tax Collector employs a variety of recruiting outreach venues to achieve the greatest diversity of applicants, including the Civil Rights Organization Talent Acquisition database. Within this database, the departmental HR Analyst develops a query for each recruitment. The filters chosen for the query are dependent upon the position being recruited.

Challenges were greatly reduced this year due to a gratifyingly high applicant response and caliber across all classifications. No challenges were encountered in one job group more than any other. However, with the Account Clerk recruitments, three eligibility lists were required to secure the final candidates. See *Recruitment Data Job Group 18 – Account Clerk* table for a more detailed explanation.

Section 6
(In accordance with the County's Equal Opportunity Plan
Chapter 5: Designation of Responsibility)
Action-Oriented Programs

COVID-19

Nearly all TTC's programs and initiatives were affected by COVID in 2021 and continue into 2022 depending on future covid constraints. The same cash handling and customer relationship standards applied in 2021 remain in place. The necessity for the Office of the Treasurer-Tax Collector to integrate new and mandated working environment restrictions continue to be the department's priority as TTC manages its focus on the health and safety of its staff and members of the public.

Generally, managers integrate team building exercises into staff meetings throughout the year. Our department conducts trainings facilitated by internal subject matter experts which help staff understand the supportive roles of each division. The result is that every team within each division continues to flex to achieve the same outstanding results.

As COVID becomes less restricting, the department managers will re-introduce in-person workshop opportunities using prior years' training tools and solutions as needed. Still accessible on the department's Learning Management System, subject matter courses are available and offered as requested by staff and as suggested by management.

These constraints should be taken into consideration when reviewing TTC's results.

Recruitment

What collaborative relationships has your department established with community groups and stakeholders?

The Office of the Treasurer-Tax Collector establishes and maintains ongoing positive associations with schools, four-year universities, and professional organizations throughout Monterey County, and the tri-county area, plus the San Francisco Bay Area, and Santa Clara County. The institutions and associations explored include, but are not limited to, local community colleges and minority organizations.

In addition to the searching talent acquisition databases, collaborative relationships were established with community groups, professional organizations, and other stakeholders, such as the following entities:

CRO Talent Acquisition Database list as saved in
electronic recruitment folder. College campuses via
Handshake -
San Jose State University
University of California, Santa Cruz
Scripps College
Santa Clara University
Pepperdine University
Stanford University
University of San Diego
Whittier College

Harvey Mudd College
Claremont Graduate University
Mills College
Point Loma Nazarene University
Claremont McKenna College
Pitzer College
California Polytechnic State University-San Luis Obispo
Keck Graduate Institute
California State University, San Bernardino
Biola University
Pomona College
Chapman University
University of California Berkeley

As COVID eases, and restrictions are lifted, re-establishing relationships with community groups will be reincorporated into our efforts, especially for the new recruiting year.

How have these relationships supported the Department's recruitment efforts?

In our effort to reach the most diverse recruitment pool, TTC advertises its recruitments with various schools and organizations locally, statewide, and nationally. Outreach depends upon the level of the position and the potential for qualified candidates in the local labor pool. In addition to external outreach efforts, TTC notifies all employees within the department of new postings and encourages them to apply. Interested applicants and employees are provided with instructions on the use of the "Job Interest Cards" in the applicant tracking system. Employees are notified when a recruitment for a specific position is opened.

Continued recruitment, outreach and internal development efforts of the Office of the Treasurer-Tax Collector resulted in hiring one (1) Hispanic female, internally promoting two females one (1) being Hispanic and seeing three (3) Hispanic females promote to higher level positions in other departments.

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

No certification waivers were requested, and none were granted in 2021. We asked for and were granted one recruitment waiver, in order to run an Account Clerk-Bilingual recruitment utilizing NEOGOV system scoring, instead of a review and scoring, of responses to supplemental questions.

Hiring

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

Interviewers ask behavioral-based and specific job-related questions to determine an applicant's fit for a position. Such questions are devised by subject matter experts (SMEs) in that field who intrinsically understand the tasks and behavioral requirements necessary for the role.

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

To ensure diversity among the screeners on the interviewing panels, and dependent upon their availability, the department utilizes a mixture of managers, supervisors, leads and peers that represent minorities and genders.

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

Screeners and panelists are briefed by the departmental Senior Personnel Analyst on objectivity, rating, impression, and scoring, with guidelines regarding rating and documenting scores. This briefing is a necessary step in the interviewers' decision-making process concerning an applicant or application. Screeners and panelists understand the importance of remaining objective or recusing themselves from rating or interviewing if they know the candidate or if they feel they cannot remain objective. Direction is also given to not be swayed by negative or positive first impressions, but to focus on the applicant's ability to perform the job based upon information provided in their responses to the supplemental and/or interview questions.

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.)?

The Office of the Treasurer-Tax Collector continues to operate as a model department, with an environment of inclusion where all employees are valued. Continuing to provide opportunities for cross-training and for upward mobility to all interested employees, TTC provides periodic training sessions and remote team building exercises for skill development. These trainings prove to be instrumental in helping staff grow and advance in their chosen careers. Generally, throughout the year, managers, supervisors, and staff attend trainings and workshops, including the yearly conferences and workshops pertinent to the sections of the Treasurer-Tax Collector Office. With the continuation of COVID during the 2021 year, the necessity for the TTC to scale back these trainings remained necessary.

How effective have these initiatives been in supporting promotional opportunities for women and people of color?

TTC supports each staff member to take advantage of trainings inside and outside the agency, in which numerous employees attend workshops on subjects such as Career Development, Personality Styles, and Engagement Generational Workshops. Monterey County provides courses through Alliance Career Training Solutions, offering computer/program training classes. These courses are beneficial to staff who attend, learning Microsoft Excel and Accounting Fundamentals. These opportunities aid staff in technical and professional development, gaining and/or keeping their skills current, and are helpful for advancement or promotion.

The percentages reflected in the Retention and Inclusion section reflect favorable numbers of women and individuals of color who are hired, promoted, and retained. The department Organizational Profile also reflects a positive number of managers who are female and people of color, and in some job groups all positions are comprised of female employees who are also people of color.

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

The office of the Treasurer-Tax Collector utilizes performance evaluations as a tool to improve performance and behavior. During performance evaluations, the employee and manager discuss and document the employee’s career goals and the potential training needed to support those goals.

Part of the supervisor’s and the manager’s responsibility is to identify where performance is lacking and work with the employee to bring performance to an acceptable level. It is incumbent upon the supervisor or manager to work with the employee to address performance issues, in a timely fashion. Training and skill development are some of the methods used to improve performance, and continuous feedback and communication is expected of the supervisor and the manager, as well as the employee.

Retention and Inclusion

What data collection procedures/tools have you implemented to track the turnover rate for protected groups? What does the data show regarding turnover rates of protected groups compared to your department’s general population? Based on the data collected, what are the negative and positive trends you have found, and how will you act on them?

The Office of the Treasurer-Tax Collector tracks its own demographic trends and has done so since 2016. Trends for 2021 show as follows:

Group	General Population in Department		2021 Turnover		2021 New Hires		2021 Promotions	
	#	%	#	%	#	%	#	%
Female	30	83.33%	6	100%	2	100%	2	100%
Male	6	16.67%	0	0.00%	0	0%	0	0%
American Indian	0	0.00%	0	0.00%	0	0	0	0
Asian/Pacific Islander	1	2.78%	0	0.00%	0	0	0	0
African American	0	0.00%	0	0.00%	0	0	0	0
Hispanic	27	75.00%	4	66.67%	2	100%	1	50%
White	8	22.22%	2	33.33%	0	0	1	50%

2021 data analysis yields the following conclusions:

- New hires – Two new hires. 100% are Hispanic. 100% female.
- Promotions – Two promotions. 50% white; 50% Hispanic. 100% female.
- Staff turnover – Six staff turnovers – two retirements; four promoted to other departments.
- Turnover details – 67% Hispanic. 33% white. 100% female.

Looking back on previous and current data, the Office of the Treasurer-Tax Collector continues in its efforts to hire and promote females and minorities. The department ensures its efforts to utilize diverse hiring and screening panels, track turnover rates, and report on significant trends. Continued workshops, trainings, and seminars are offered to staff for professional and technical development, again within the constraints of local and State Covid restrictions. To better accommodate the needs of our changing workforce, and to foster employee loyalty, the department continues to collaborate with external stakeholders to implement programs and initiatives.

Not the least of these is the department's efforts to offer training and development to enable employees to advance in their careers. Many of our employees have advanced through the ranks from entry-level positions into senior roles, due to the training, support, and opportunities made available to them over their tenure with the department.

**What steps are taken by the Department to ensure lactation accommodations for all its employees?
What is the Department's practice when an employee requests an accommodation?**

The Office of the Treasurer-Tax Collector offers each new employee information on the County's lactation policy and the *Monterey County Supports Breastfeeding* brochure. At this time, new employees are informed about the lactation room located on the first floor.

Likewise, upon being informed by an employee of their pregnancy, the department's Human Resources (HR) representative initiates the conversation regarding leave options and provides the employee with lactation information. Upon the employees' return to the workplace, HR staff discusses lactation needs including the lactation schedule and the location of the lactation room. A lactation schedule is worked out between HR, the employee, and her supervisor. If for some reason, the room is unexpectedly unavailable, HR staff finds an alternative lockable location that can be provided.

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?

TTC's Human Resources provides each employee the opportunity for an exit interview. When the employee requests an exit interview, Human Resources will discuss those instances where the employee feels the department should do more to promote greater diversity and inclusion. Responses are discussed with the department manager and necessary actions and/or steps are taken to achieve the necessary changes.

Department managers are encouraged to establish open and consistent communication with their teams. This would include talking about career goals, making plans to achieve the stated career goals, and providing support for the employee to cross-train, attend trainings, and take classes to better prepare themselves for promotional opportunities.

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

The department's greatest successes rest in providing an environment in which all individuals may grow and enhance their knowledge, skills, and abilities. This example is seen many times where minorities and women, who began their employment in the department in entry/clerical positions and are now in executive, supervisory and advanced positions – either in this department or in other departments throughout the county.

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

The Office of the Treasurer-Tax Collector continues to build on this survey information provided, to develop our own employees for promotion and to help them reach their career goals, provide promotional opportunities, and to encourage input on new ideas for processes, training, and overall improvements. The TTC continues to recognize and celebrate staff successes and their years of dedication to the County. This type of recognition contributes to the morale, productivity, and overall job satisfaction within the department.

In the upcoming year, TTC will provide the necessary training and cross-training for staff growth, success, and advancement. In addition, leadership will continue to ensure that equal opportunity is applied for all applicants

in the areas of recruitment, hiring, promotions, performance evaluations, and career development, and that no instances of unlawful discrimination occur at any point in the process.

Section 7 Accomplishments and Resource Needs

In this section, please highlight your Department’s successes in achieving a diverse workforce. Describe your department’s assessment of resource needs from the Civil Rights Office. 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.

The following chart identifies represented and under-represented minority and gender categories by the Office of the Treasurer-Tax Collector. All results reflect data captured between January 1 and December 31, 2021.

REPRESENTED AND UNDER-REPRESENTED MINORITY AND GENDER COMPARISONS						
Job Group	MINORITIES			FEMALES		
	Current Dept. Utilization	Goal	Results	Current Dept. Utilization	Goal	Results
Job Group 01 (Management II)	0%	30.4%	Not Met	100%	51.10%	Met
No Personnel Activity in job group 01 in 2021						
Job Group 02 (Management I)	0%	32.7%	Not Met	66.70%	48.20%	Met
Job Group 03 (Professionals-Administration)	55.6%	49.2%	Met	62.50%	62%	Met
Job Group 13 (Para-Professional-Technicians II)	92.9%	60.6%	Met	92.90%	70.80%	Met
Job Group 14 (Para-Professional-Technicians I)	100%	51.5%	Met	100%	70.90%	Met
No Personnel Activity in job group 17 in 2021						
Job Group 17 (Office Clerical II)	100%	79.1%	Met	88.90%	85.90%	Met
Job Group 18 (Office Clerical I)	100%	57.8%	Met	100%	79.00%	Met

Again this year, TTC obtained a waiver from the Civil Rights Office to allow account clerk applications to be system scored, using a process for scoring minimum qualifications using NeoGov. The process enabled applicants, who would normally be screened out due to the sheer volume of applicants, to be fully screened and considered for advancement accordingly. This relationship with CRO made a daunting task manageable, resulting in more qualified candidates making the eligible list. As a result, the ultimate pool of candidates invited to interview was much richer.

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.

The following chart reflects TTC’s Civil Rights and Harassment and Discrimination Prevention training, including compliance rates for 2021.

TRAINING/COMPLIANCE RATES

	Harassment and Discrimination Prevention Training	Civil Rights Training
Total number of Managers	13	13
Managers completed	13	12
Percent of Managers completed	100%	92.31%
<hr/>		
Total number of Employees (non-supervisors/managers)	23	NA*
Employees (non-supervisors/managers) completed	23	NA
Percent of Employees (non-supervisors/managers) completed	100%	NA
* Civil Rights Trainings are biennial. Non-supervisor/manager trainings were completed in 2020. NA in 2021.		

In addition to the department’s ongoing effort to establish policies and services reflecting the County’s sensitivity to diverse demographic backgrounds, TTC held scheduled training based on best practices for providing services to the Deaf and Hard of Hearing (DHH) in March 2021.

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 Commission did not request follow-up in 2021 to TTC’s prior year’s Equal Opportunity Plan.

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	Located on bulletin board in lobby.	✓
	Internal process to forward discrimination complaints to Civil Rights Office	Incorporated into department procedure.	✓
	Nonstandard contracts include a nondiscrimination clause	Ongoing reference in contracts questionnaire.	✓
	Data is collected on the ethnicity and language of people served	Data used is provided by the County.	✓
Language Access	Departmental language assessment completed	70% Spanish/English 30% English	✓
	Vital documents translated into Spanish	Customer Service Survey, correspondence, and working on Update of Tax Bills.	✓
	Website – minimize PDFs. When using PDFs, include a Spanish version	Project is ongoing and efforts continue to translate as many key documents as possible.	✓
	Procedures and budget for the use of interpretation and translation services	Procedure written. Utilize Language Line services via master agreement with the County.	✓
	Public voicemails in English and Spanish	On the main line and department, after hours or closure messaging.	✓
	Public counters: language charts available	Posted on bulletin board.	✓
	Public counters: all signage in English and Spanish	Provided on signage and JumboTron	✓
	Public counters: procedures to have bilingual staff available	Department policy requirement for staff.	✓
Community Engagement	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds	Bilingual Staff Engaged Language Line	✓
	Analyzed potential disproportionate adverse human health or environmental effect on communities of color, tribal communities, or others underrepresented in the public process	N/A	N/A
	Considerations taken to ensure equitable engagement	Bilingual Staff Engaged Language Line	✓
	Key community engagement contacts established	N/A	N/A