

Human Resources Department

Equal Opportunity Plan

2022



Table of Contents

	Page
Section 1: Department Head's Acknowledgment & Commitment to the 2021 Departmental Equal Opportunity Plan	3
Section 2: Organizational Profile	4
Section 3: Department's Workforce Analysis Chart	5
Section 4: Personnel Activity	7
Section 5: Recruitment Data	9
Section 6: Action-Oriented Programs	10
Section 7: Accomplishments and Resource Needs	15
Section 8: EOCRAC Follow up	16
Section 9: Title VI of the Civil Rights Act	17

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 Accommodations 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:

Irma Ramirez-Bough

A7F557420637420...

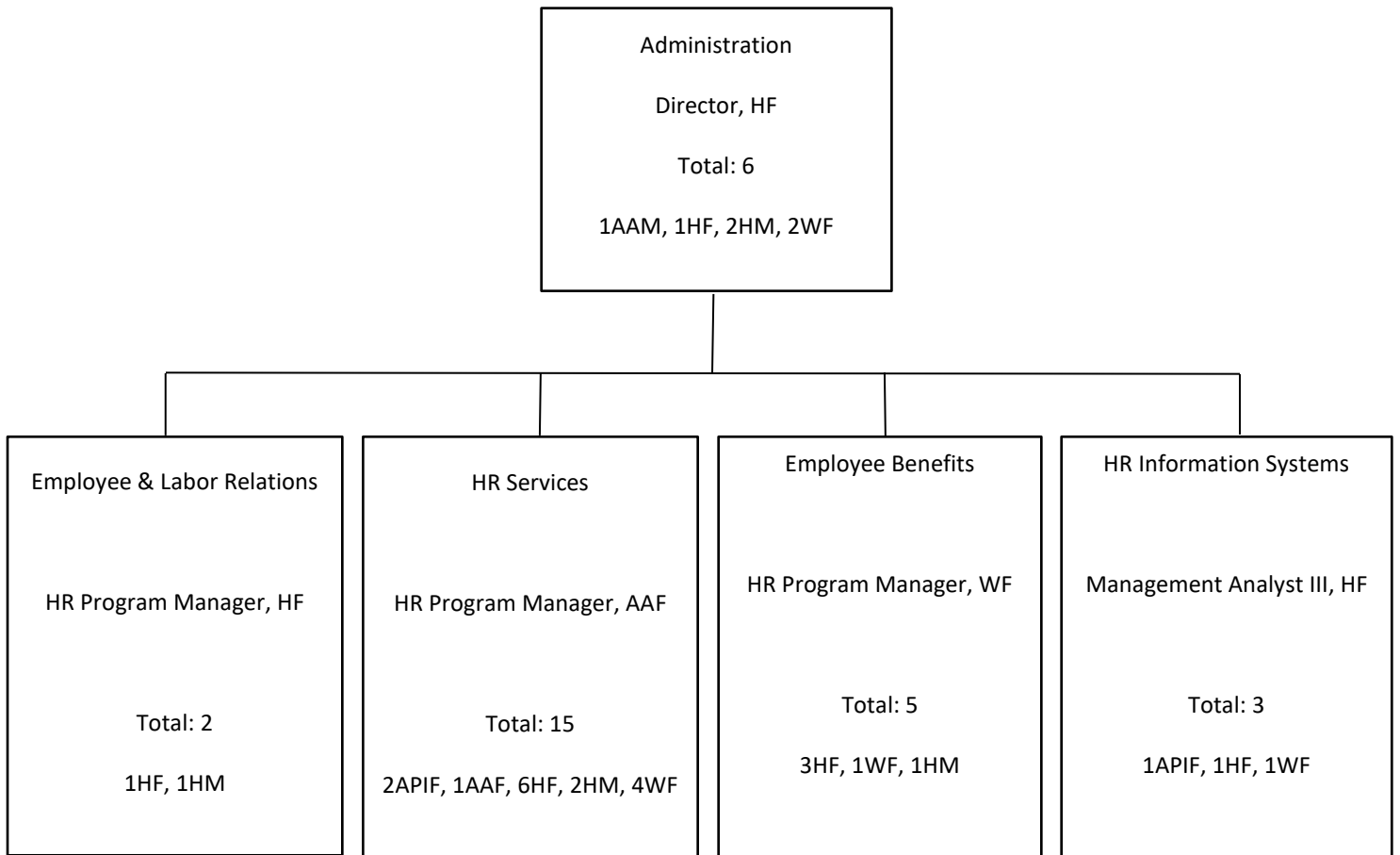
Irma Ramirez-Bough

Director of Human Resources

Section 2

Organizational Profile Human Resources Department

Organizational Profile
County of Monterey Human Resources Department



Self-reported gender and ethnicity:

M – Male F – Female

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

Section 3

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

Report ID : MC-HRM-EO-0003

County of Monterey Workforce Analysis Chart
Job Group Within Department

Page 1 of 3

Run Date : 12/31/2021

Run Time : 9:49 AM

1060 - Human Resources

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 DIRECTOR OF HUMAN RESOURCES	OA	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0
TOTAL Management II		0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0
		100.0%			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	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0
TOTAL Management I		1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0
		0.0%			100.0%																				

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

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
ASSOCIATE PERSONNEL ANALYST	P	0	6	6	0	3	3	0	0	0	0	0	3	1	2	0	0	3	1	2	0	0	6	0
ASSOCIATE RISK & BENEFITS ANALYST	P	1	1	2	1	0	1	0	0	1	0	0	1	0	0	0	0	1	0	1	0	0	2	0
HUMAN RESOURCES PROGRAM MANAGER	P	0	4	4	0	3	3	0	0	0	0	0	1	1	2	0	0	1	1	2	0	0	4	0
MANAGEMENT ANALYST I	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
MANAGEMENT ANALYST II	P	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0
MANAGEMENT ANALYST III	P	1	2	3	1	1	2	0	1	0	0	0	1	0	1	0	0	1	1	1	0	0	3	0
PERSONNEL ANALYST	P	1	3	4	1	2	3	0	0	1	0	0	1	0	1	1	0	1	0	2	1	0	4	0
SENIOR PERSONNEL ANALYST	P	2	4	6	2	3	5	0	0	2	0	0	1	0	2	1	0	1	0	4	1	0	6	0
SENIOR RISK & BENEFITS ANALYST	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
TOTAL Professionals - Administration		5	22	27	5	13	19	0	1	4	0	0	9	2	9	2	0	9	3	14	2	0	28	0
		81.5%			70.4%																			

Section 3

Department's Workforce Analysis Chart

(MC-HRM-EO-0003)

Report ID : MC-HRM-EO-0003

County of Monterey Workforce Analysis Chart

Page 2 of 3

Run Date : 12/31/2021

Job Group Within Department

Run Time : 9:49 AM

1060 - Human Resources

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
RISK & BENEFITS SPECIALIST-CONFIDENTIAL	PP	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0
TOTAL Paraprofessional - Technicians II		0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0
		100.0%			100.0%								0.0%					0.0%						

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

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
PERSONNEL TECHNICIAN-CONFIDENTIAL	PP	0	6	6	0	5	5	0	0	0	0	0	1	0	4	1	0	1	0	4	1	0	6	0
TOTAL Paraprofessional - Technicians I		0	6	6	0	5	5	0	0	0	0	0	1	0	4	1	0	1	0	4	1	0	6	0
		100.0%			83.3%								16.7%					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	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	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
		100.0%			100.0%								0.0%					0.0%						

TOTAL - 1060	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
TOTAL - 1060		6	31	37	6	20	27	0	1	5	0	0	11	2	15	3	0	11	3	21	3	0	38	0
Human Resources		83.8%			73.0%								29.7%					8.1%						

Total Employees	Minorities	Male	Female	Totals	Hours
-----------------	------------	------	--------	--------	-------

Report ID : MC-HRM-EO-0003

County of Monterey Workforce Analysis Chart

Page 3 of 3

Run Date : 12/31/2021

Job Group Within Department

Run Time : 9:49 AM

	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
GRAND TOTAL	6	31	37	6	20	27	0	1	5	0	0	11	2	15	3	0	11	3	21	3	0	38	0
	83.8%			73.0%								29.7%					8.1%						

Section 4

Personnel Activity

Job Group: 03	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	1	0	0
African American	0	0	0	0	0	1	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	1*	0	1*	1	0	1
TOTAL (count each person only once)	0	0	1	0	2	3	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

*Denotes individual transferred from another Department via competitive promotion.

Section 4

Personnel Activity

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	0	1	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	1	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	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

Section 5

Recruitment - Data

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

There were no recruitments conducted for underutilized Job Groups in 2021

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

Section 6

(In accordance with 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 Human Resources Department in 2021 worked closely with our local educational partners (California State University, Monterey Bay, Hartnell, Monterey Peninsula College, and Monterey Peninsula Unified School District) to create a pipeline for students to explore career opportunities with the County of Monterey. In addition, the Human Resources Department in collaboration with the Civil Rights Office and Mary Claypool member of the National Association for the Advancement of Colored People (NAACP) and Equal Opportunity and Civil Rights Advisory Commission to create a resource tool for qualified subject matter experts/professionals to volunteer in screening application materials and serve on oral examination panels. Furthermore, the Human Resources Department has continued to expand its Internship Program with our educational institutions. The Internship Program serves to proactively promote intern opportunities and provide ongoing on-the-job training to students as well as expand the candidate pool for full time positions.

The Human Resources Department utilizes local minority groups and organizations to advertise recruitments. In 2021 the Human Resources Department continued to update the Talent Acquisition Data (TAD) base by interviewing hiring managers and subject matter experts to identify additional minority organizations to add to TAD.

The Human Resources Department did not have any recruitments requiring selective certification or selective certification waivers for calendar year 2021.

Hiring

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

The Human Resources Department looks at qualifications, communication skills, and responses to the interview questions to determine organizational fit.

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

The Human Resources Department selects their screeners and oral exam panel members utilizing a diverse pool of subject matter experts in-house or from outside agencies focusing and ensuring that gender and ethnicity criteria are met. The Human Resources Department calls upon individuals from the community that represent participants of minority organizations.

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

The screeners are not given demographic information about the applicant and only review the answers to the supplemental questions in order to assess minimum qualifications of the job. This process is designed to eliminate biases such as gender, race, age, etc.

The oral panel members are not given demographic information about the applicant but are briefed prior to the interview and are provided with the applications, cover letters, resumes and interview questions. Our Human Resources professional administers the oral exams and provides clear direction on do's and don'ts for appropriate examination protocols.

Promotions

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

The Human Resources Department provides all employees an opportunity to learn new skills and knowledge that would help them promote internally or externally without regard to gender, race, age, etc. These opportunities include attending trainings, being mentored on new assignments, making public presentations, and assisting in new projects;

in turn, these opportunities facilitate upward mobility for employees and foster a diverse workforce.

The Human Resources Management team meets regularly to develop and implement succession planning strategies. Additionally, managers and supervisors provide weekly and monthly one-on-one check-ins with their respective staff for mentoring and coaching in career development. Based on those discussions, goals are established, and opportunities are provided with resources for growth and skill development. All promotional opportunities are advertised internally; as a result of the coaching, mentoring efforts, and opportunities for career advancement, four minorities have been able to be promoted within the department and two minorities outside the department in 2021.

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 Human Resources Department is committed to having a diverse and inclusive workforce; to that end, the performance appraisal includes criteria for assessing working relationships and customer service skills that address employees' commitment to contributing to diverse, inclusive, and harmonious team cohesiveness, and to providing exceptional service to our diverse community. The performance evaluation and review of the Personnel's file are essential components in assessing an individual's commitment to diversity but are not the only tools. The County utilizes Skill Survey to conduct reference checks on all new hires as well as promotional opportunities. Collectively, the information gathered from the aforementioned tools is utilized in the decision-making of promotional opportunities.

In addition, the Human Resources Department utilizes the resources developed by the Employee Engagement Manager for managers and supervisors to support their respective team members professionally. These resources and materials serve as a guide to managers and supervisors to effectively engage a diverse workforce.

The Human Resources' managers can use these resources to become more effective in maintaining ongoing performance conversations with staff, making the annual evaluation an experience throughout the year (rather than just one annual review). The tools help managers to gain knowledge in how to foster trust among their staff in addition to becoming more committed role models in championing employees for promotional opportunities.

Retention and Inclusion

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

The Advantage Human Resources Information System and Info Advantage reporting system are used to gather and report employee information. Turnover is calculated manually. In calendar year 2021, the Human Resources Department experienced one retirement of a Hispanic female.

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

For 2021, one individual retired, yielding a 2.77% turnover rate in the Department of Human Resources.

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

Based on the nature of the data for 2021, the Human Resources Department does not have trends to act upon. However, we will carefully monitor negative and positive trends as they arise.

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

The Human Resources Department adheres to the County's Lactation Policy. The Government Center provides accommodation in designated rooms throughout the building for lactation accommodations. In 2021, the Human Resources Department did not receive any requests for lactation accommodations.

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

The Human Resources Department adheres to the County's Reasonable Accommodation Policy. The Human Resources Department makes every effort to engage the employee requesting the accommodation to participate in the interactive process. The Human Resources Department has allocated a new position designated to serve as the County's Reasonable Accommodation Coordinator. The individual works closely with the Civil Rights Office and County departments on reasonable accommodation request as appropriate.

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 Human Resources Department offers and provides an exit interview to all its employees.

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

The Human Resources Department has implemented BetterUp Coaching to support employees short-term and long-term professional goals. In addition, the department's Employee Engagement Manager provides managers and staff resources which champions inclusiveness.

Furthermore, the Human Resources Department continues to recognize and acknowledge the team members during weekly staff meetings.

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

The Human Resources Department identified an opportunity for improving the efficiency of its processes. The department has collaborated with the Information Technology Department to develop and implement electronic systems that provide transparency and improved efficiencies through measuring turnaround time and customer satisfaction.

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.

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	31	31
Managers completed	21	12
Percent of Managers completed	68%	39%
Total number of Employees (non-supervisors/managers)	12	12
Employees (non-supervisors/managers) completed	7	4
Percent of Employees (non-supervisors/managers) completed	58%	33%

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.

Nothing 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](#))

	Requirement	Implementation Notes	Completed
General	Title VI notice at public counters		Yes
	Internal process to forward discrimination complaints to Civil Rights Office		Yes
	Nonstandard contracts include a nondiscrimination clause		N/A
	Data is collected on the ethnicity and language of people served		
Language Access	Departmental language assessment completed		
	Vital documents translated into Spanish		Yes
	Website – minimize PDFs. When using PDFs, include a Spanish version		Yes
	Procedures and budget for the use of interpretation and translation services		
	Public voicemails in English and Spanish		
	Public counters: language charts available		
	Public counters: all signage in English and Spanish		
	Public counters: procedures to have bilingual staff available		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		Yes