

# **Housing & Community Development**

**(Resource Management Agency)**

## **Equal Opportunity Plan**

**2022**



## Table of Contents

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

## Section 1

### Department Head's Acknowledgment & Commitment to the 2021 Departmental Equal Opportunity Plan

The Monterey County Board of Supervisors adopted an ordinance reaffirming their long-standing commitment to the principles of providing equal opportunities for all and preventing and eliminating unlawful discrimination. The Board of Supervisors values providing an open and empathetic communication channel for County officials and employees, applicants for employment, and business relationships with the County. Through the adoption of the Nondiscrimination, Prevention of Sexual Harassment, Reasonable Accommodation for Persons with Disabilities, and the Language Access and Effective Communication Policies, the Board of Supervisors reaffirms its expectation that each County official and employee is responsible for maintaining a workplace that is free from unlawful discrimination, harassment, and retaliation.

As Department Head, my signature below verifies the accuracy of this report and affirms my commitment to equal opportunity and civil rights, as outlined in County policies and ordinances.

DocuSigned by:  
*Erik V. Lundquist, AICP*  
75F46D591F65425...

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Erik Lundquist

Director (HCD)

## Section 2

### Organizational Profile

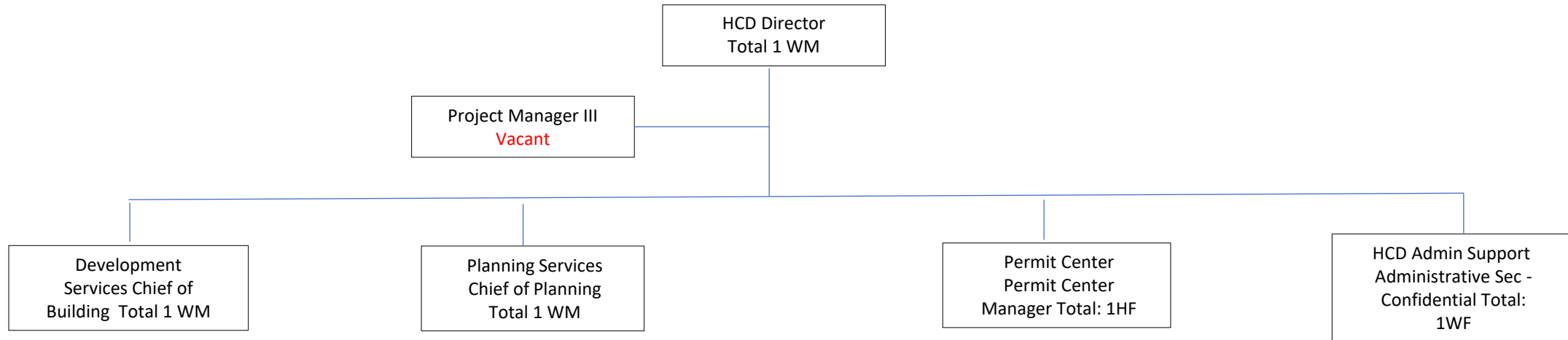
**NOTE:** The final stage of the dissolution of the Resource Management Agency occurred on July 1, 2021, when the positions were budgetarily moved into the Public Works, Facilities and Parks Department and the Housing and Community Development Department. Consequently, the data collected from January 1, 2021 through June 30, 2021 was combined, resulting in data representative of both departments. As such, to produce a report that is accurately reflective of the available data, the report was initially combined.

The EOP report was completed and signed on March 31, 2022 (**Attachment A**). A typographical error was found on the report in which at the request of the Director, the report was modified and re-routed for signature on April 1, 2022 (**Attachment B**).

On April 3, 2022, at the request of the Civil Rights Office the report was requested to be submitted into two separate reports.

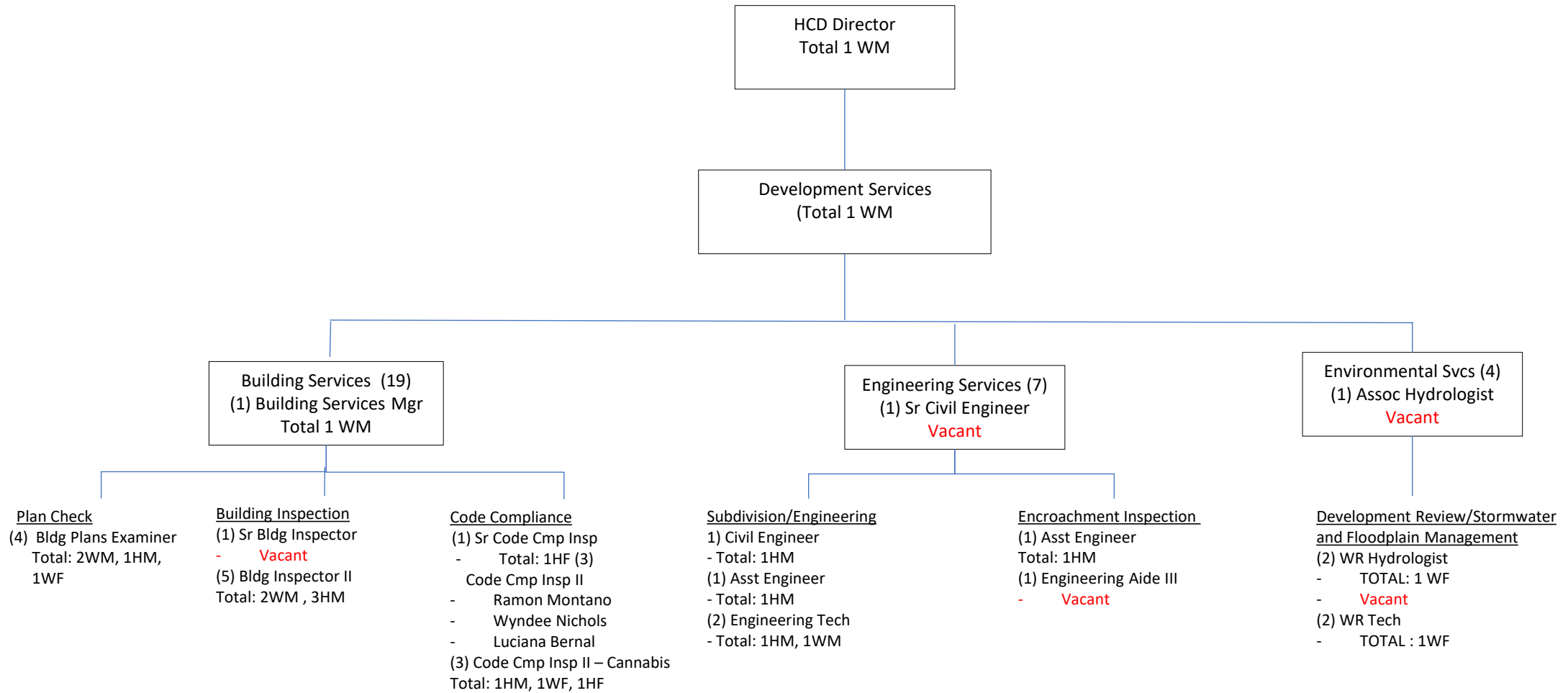
To the best of our ability, this report reflects data for the Housing and Community Development Department.

# Housing and Community Development

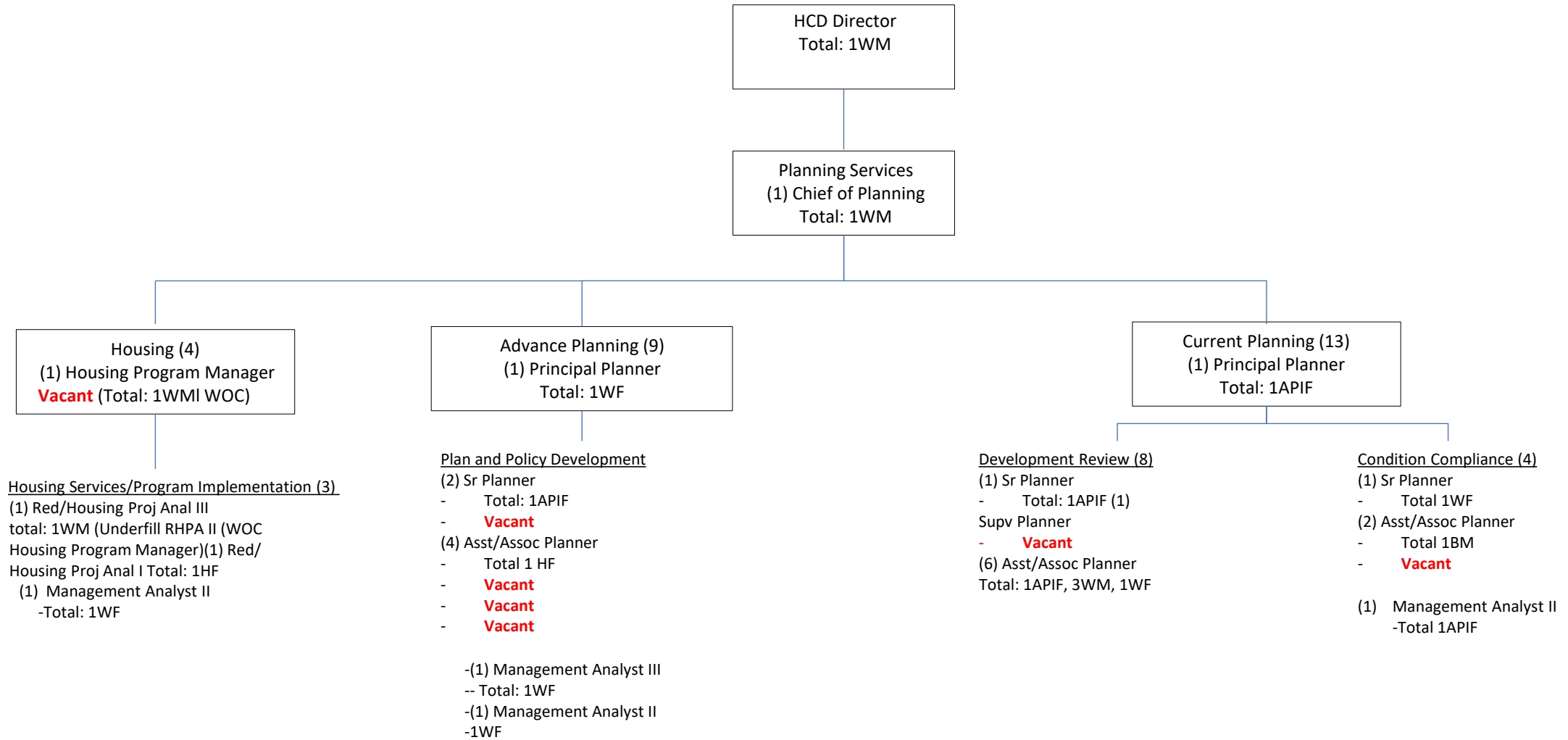


# Housing and Community Development Department

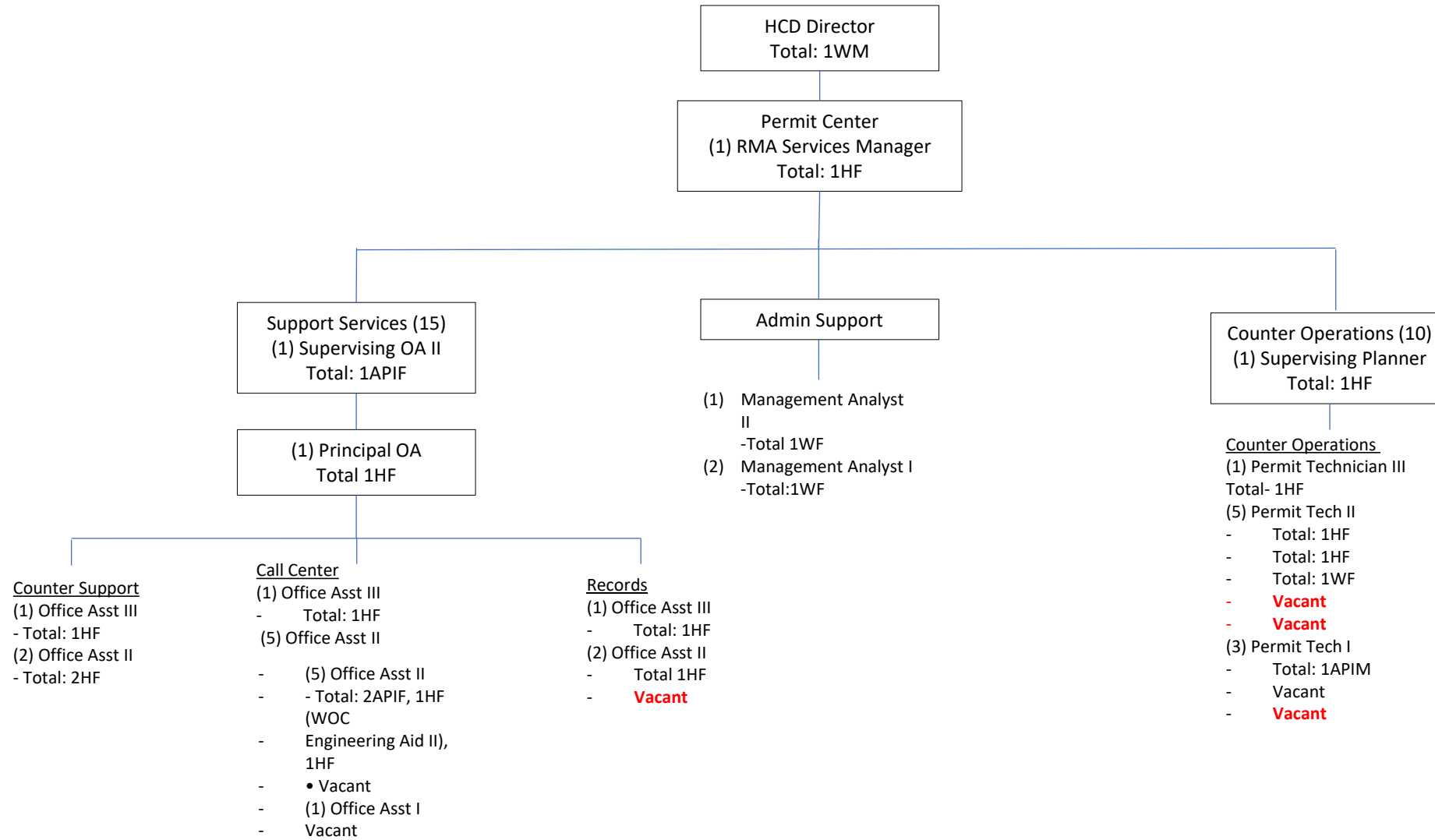
## Development Services



# Housing and Community Development Planning and Housing Services

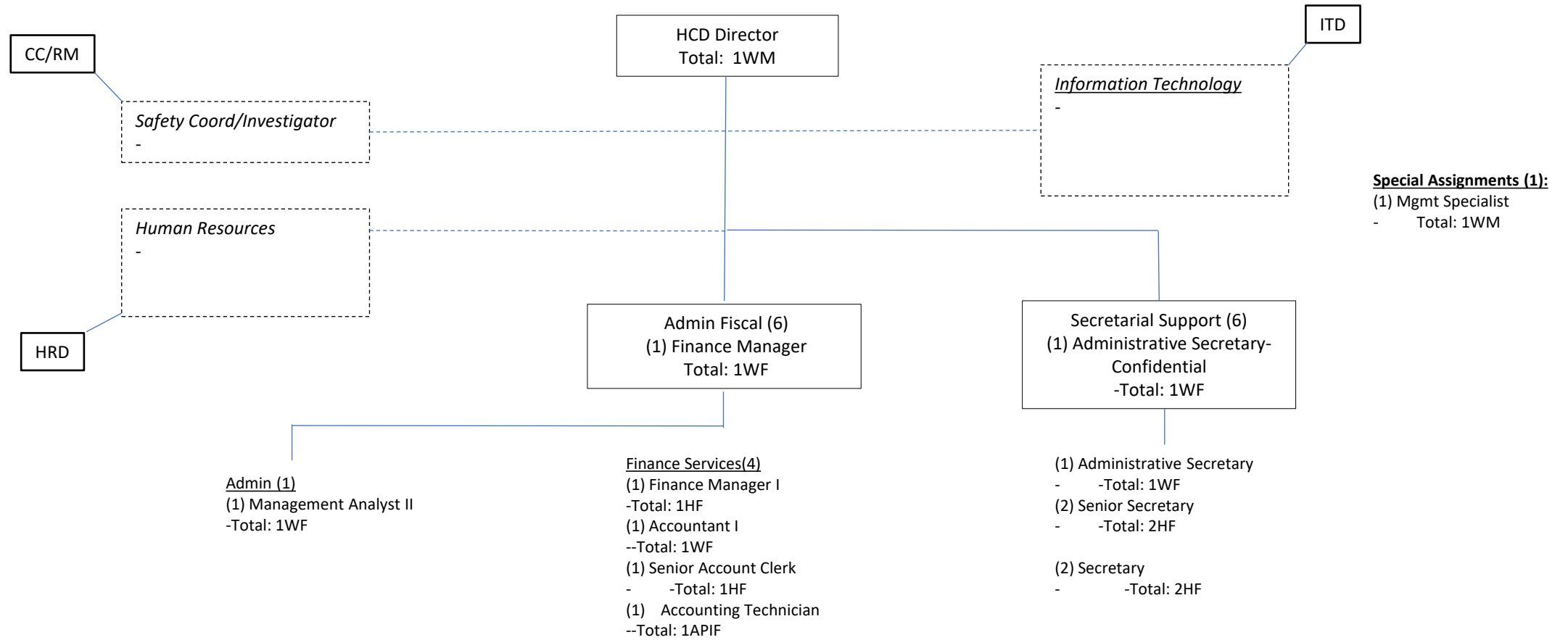


# Housing & Community Development Permit Center Operations





# Housing and Community Development HCD Administrative Support



## **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.

# County of Monterey Workforce Analysis Chart

## Job Group Within Department

Run Date : 01/14/2022

Run Time : 7:42 AM

### Cover Page

#### Parameters and Prompts

Home Department:	3100
Occupational Group:	*
Title:	*

#### Report Description

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

## County of Monterey Workforce Analysis Chart

### Job Group Within Department

Run Date : 01/14/2022

Run Time : 7:42 AM

### 3100 - Housing and Community Development

**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
CHIEF OF BUILDING SERVICES	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
CHIEF OF PLANNING	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
FINANCE MANAGER I	P	0	2	2	0	1	1	0	0	0	0	0	1	0	1	0	0	1	0	1	0	0	2	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	5	5	0	2	2	0	0	0	0	0	3	0	1	1	0	3	0	1	1	0	5	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
REDEVELOPMENT/HOUSING PROJECT ANALYST I	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
REDEVELOPMENT/HOUSING PROJECT ANALYST II	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
<b>TOTAL Professionals - Administration</b>		3	10	13	0	4	4	3	0	0	0	0	6	0	3	1	0	9	0	3	1	0	13	0
		76.9%			30.8%								69.2%					0.0%	23.1%	7.7%	0.0%			

**JOB GROUP 06: Professionals - Land Use - (29.9% Minority Availability) - (40.7% 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 ENGINEER	P	2	0	2	2	0	2	0	0	2	0	0	0	0	0	0	0	0	0	2	0	0	2	0
ASSISTANT PLANNER	P	2	3	5	1	2	3	1	1	0	0	0	1	0	1	1	0	2	1	1	1	0	5	0
ASSOCIATE PLANNER	P	2	1	3	1	0	1	1	1	0	0	0	1	0	0	0	0	2	1	0	0	0	3	0
ASSOCIATE WATER RESOURCES HYDROLOGIST	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
BUILDING PLANS EXAMINER	P	3	1	4	1	0	1	2	0	1	0	0	1	0	0	0	0	3	0	1	0	0	4	0
CIVIL ENGINEER	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
PRINCIPAL PLANNER	P	1	3	4	0	2	2	1	0	0	0	0	1	0	1	1	0	2	0	1	1	0	4	0
SENIOR PLANNER	P	0	3	3	0	2	2	0	0	0	0	0	1	0	0	1	1	1	0	0	1	1	3	0
SUPERVISING PLANNER	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
WATER RESOURCES HYDROLOGIST	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
<b>TOTAL Professionals - Land Use</b>		12	13	25	7	8	15	5	2	5	0	0	5	0	4	3	1	10	2	9	3	1	25	0
		52.0%			60.0%								40.0%					8.0%	36.0%	12.0%	4.0%			

Run Date : 01/14/2022

Job Group Within Department

Run Time : 7:42 AM

**3100 - Housing and Community Development**

**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		
ENGINEERING TECHNICIAN	T	2	0	2	1	0	1	1	0	0	1	0	0	0	0	0	1	0	0	1	0	2	0			
PERMIT TECHNICIAN I	T	1	1	2	1	1	2	0	0	0	1	0	0	1	0	0	0	0	1	1	0	2	0			
PERMIT TECHNICIAN II	T	1	2	3	1	1	2	0	0	1	0	0	1	0	1	0	0	1	0	2	0	0	3	0		
WATER RESOURCES TECHNICIAN	T	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	2	0		
<b>TOTAL Paraprofessional - Technicians II</b>		4	4	8	3	2	5	1	0	1	2	0	2	0	2	0	0	3	0	3	2	0	9	0		
		50.0%			62.5%													37.5%	0.0%	37.5%	25.0%	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		
ACCOUNTANT I	PP	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0		
BUILDING INSPECTOR I	T	2	1	3	2	1	3	0	0	2	0	0	0	0	1	0	0	0	0	3	0	0	3	0		
BUILDING INSPECTOR II	T	3	0	3	1	0	1	2	0	1	0	0	0	0	0	0	0	2	0	1	0	0	3	0		
CODE COMPLIANCE INSPECTOR II	T	3	3	6	2	2	4	1	0	2	0	0	1	0	2	0	0	2	0	4	0	0	6	0		
SENIOR CODE COMPLIANCE INSPECTOR	T	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0		
<b>TOTAL Paraprofessional - Technicians I</b>		8	6	14	5	4	9	3	0	5	0	0	2	0	4	0	0	5	0	9	0	0	14	0		
		42.9%			64.3%													35.7%	0.0%	64.3%	0.0%	0.0%				

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

Run Date : 01/14/2022

Run Time : 7:42 AM

**3100 - Housing and Community Development**

**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	0	1	0	0	0	0	1	0	1	0
ADMINISTRATIVE SECRETARY-CONFIDENTIAL	OC	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	1	0
OFFICE ASSISTANT III	OC	0	3	3	0	1	1	0	0	0	0	2	0	1	0	0	0	2	0	1	0	0	3	0
PRINCIPAL OFFICE ASSISTANT	OC	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	1	0
SENIOR ACCOUNT CLERK	OC	0	1	1	0	1	1	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0
SENIOR SECRETARY	OC	0	3	3	0	3	3	0	0	0	0	0	0	3	0	0	0	0	0	3	0	0	3	0
SUPERVISING OFFICE ASSISTANT II	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	1	0
<b>TOTAL Office Clerical II</b>		0	11	11	0	7	7	0	0	0	0	4	0	5	2	0	4	0	5	2	0	11	0	
		100.0%			63.6%													36.4%	0.0%	45.5%	18.2%	0.0%		

**JOB GROUP 18: Office Clerical I - (57.8% Minority Availability) - (79% 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
OFFICE ASSISTANT I	OC	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	1	0
OFFICE ASSISTANT II	OC	0	7	7	0	5	5	0	0	0	0	2	0	3	2	0	0	2	0	3	2	0	7	0
SECRETARY	OC	0	2	2	0	2	2	0	0	0	0	0	0	2	0	0	0	0	0	2	0	0	2	0
<b>TOTAL Office Clerical I</b>		0	10	10	0	7	7	0	0	0	0	3	0	5	2	0	3	0	5	2	0	10	0	
		100.0%			70.0%													30.0%	0.0%	50.0%	20.0%	0.0%		

TOTAL - 3100 Housing and Community Development	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
	27	54	81	15	32	47	12	2	11	2	0	22	0	23	8	1	34	2	34	10	1	82	0
	66.7%			58.0%													42.0%	2.5%	42.0%	12.3%	1.2%		

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

Run Date : 01/14/2022

Run Time : 7:42 AM

	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
<b>GRAND TOTAL</b>	27	54	81	15	32	47	12	2	11	2	0	22	0	23	8	1	34	2	34	10	1	82	0
	66.7%			58.0%													42.0% 2.5% 42.0% 12.3% 1.2%						

## Section 4

### Personnel Activity

Job Group:	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	1	4	3	2
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	1	0	1	1	1
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	1	3	4	1	1
TOTAL (count each person only once)	3	1	4	3	4	9	5	4
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	1	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	1	0	0	0	0



## Section 5

### Recruitment - Data

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

*No data to report.*

## 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 Housing & Community Development Department (HCD), formerly Resource Management Agency (RMA) is committed to making a good faith effort to improve its female and minority presence in the various job classifications. To achieve this, the department have developed and maintained a collaborative relationship with the Civil Rights office, who provides ongoing guidance and support related to minority groups and targeted outreach efforts. Additionally, the department actively identify and eliminate artificial barriers to employment by assuring fair and equitable treatment for all applicants who participate in the recruitment, testing, and selection processes and promotional opportunities. The department are committed to hiring the best qualified persons based on merit.*

*Efforts the department has undertaken or will undertake to recruit, hire, promote, and retain qualified minorities and women include:*

- Managers will receive regular updates on the departmental Workforce Analysis report and continue to support minority and female outreach efforts.*
- Utilize outside screeners and panel members, including women and minority organizations to further enhance neutrality and fairness in the selection process.*
- The department will reach out to other cities, Counties, web search, veteran affairs, social media and other County Departments to increase and enhance methods to communicate employment opportunities to reach a more diverse applicant pool.*
- The department will seek consultation with EOO for recommendations on minority and female outreach resources for recruitments.*

- *Targeted recruitment efforts have included and will continue to include targeted outreach to women and minority groups.*
- *Continue supporting upward mobility; working with managers and supervisors to help identify staff career development and training.*
- *Improve opportunities for upward mobility of minorities in all job groups where female representation is below placement goal.*
- *All hiring decisions will continue to be reviewed and approved by the Hiring Authority in collaboration with the HR Analyst conducting the recruitment.*
- *The department will ensure that all managers and supervisors complete the required EEO anti-discrimination/ harassment training. The department will continue to encourage on-going formal and managerial training courses, especially those that promote an understanding of how to maintain a non-discriminatory and harassment free work environment.*
- *The department shall conduct in-house training on performance evaluations and follow up with Managers, as needed, in efforts to meet 100% compliance of timely completion of performance evaluations that articulate and evaluate employee strengths and areas for improvement. Additional strategy includes incorporating a review process of the evaluations prior to meeting with employee and help identify career development opportunities.*
- *Increase training, development and promotional opportunities to retain employees.*
- *Continue to conduct exit interviews to identify reasons why employees leave, evaluate how issues can be addressed to reduce turnover.*

*The department did not have any recruitments that did not meet selective certification*

## **Hiring**

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

*The department strives to ensure that the candidates that are most qualified, based on knowledge, skill and ability are moved forward for consideration when filling vacancies. There are several steps that are taken to achieve this, and it begins with subjective screening of the applicant response to supplemental questions, resulting in a list of candidates that is ranked based on qualifications. Depending on several factors, including but not limited to if there are internal candidates, the volume of candidates on the eligible list, and the level of the position vacancy, candidates may be invited to interview more than once. When this occurs, generally the first interview is designed to further qualify candidates, often using outside panelists that are subject matter experts, and only the most qualified move forward to a second interview or a Meet & Greet with departmental managers. The purpose*

*of the second step is to confirm skill and ability, and determine “fit”. The department determines “fit” by assessing candidates based on their strengths and opportunities and matching them to those most needed in the department and/or agency as a whole. For example, an individual may have exceptional knowledge of planning codes, but struggle in their ability to communicate with the public and internal partners. More often than not, the “soft skills”, or interpersonal skills are measured to determine if the individual will be able to achieve results with success in the performance of the job.*

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

*Panelist and screeners are selected with diversity in mind. The department strives to ensure that the recruitment process is fair and equitable and by being inclusive, we are able to eliminate bias and any possible perception of bias.*

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

*The screening process is managed by the Analyst responsible for the recruitment.*

*Subject Matter Experts (SME’s) screening the application pool are only provided with information necessary for determining qualifications. Each screener is provided with guidance and direction regarding the process, and expectations that include providing justification for scoring. The Analyst reviews the scoring and verifies justification is fair, consistent, and sufficiently matches the scores provided.*

*The interview process in HCD and formerly the RMA is proctored by either the assigned Analyst, or a qualified and trained Personnel Technician. Exceptions to this are made when training is provided to the managerial staff participating in the panel is provided with training, and there are no immediate concerns that bias could be present in the process. For example, when internal candidates are under consideration for position vacancies. Panelists serving on the interview panel are briefed prior to the start of the interview process regarding the process and what is expected of them. The de-brief is proctored to ensure only information relevant to the position and candidate responses is considered in the selection.*

## **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 department provide a fair opportunity for career advancement to all individuals, based on demonstrated performance results, supporting professional development opportunities, and ongoing training and development. Individuals in job groups throughout the department are provided a fair opportunity to learn new skills through a rotation of job duties, which ensures an equity for competing for advancement. \*Success in achieving equity in promotional advancement of individuals in diverse groups is evident in that 80% of promotional opportunities in 2021 were a minority. \*Combined data for HCD & PWFP*

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 department is committed to providing all employees, regardless of ethnicity or gender, communication regarding their performance. Currently the departmental employees are receiving performance evaluations for the 2021 calendar year, and HR has received 98% of completed performance evaluations for HCD employees to date. As part of the evaluation process, employees are measured on their interpersonal skills, which includes working relationships, communication, and when applicable, supervisory skills. Any issues regarding a failure to promote an inclusive work environment, consistent with departmental and County of Monterey expectations would be documented and addressed appropriately.*

## **Retention and Inclusion**

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

*The department tracks employee retention for all employees, categorizing the reason for the separation and documenting exit interviews conducted.*

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

*During 2021, 47% of employment separations were of a minority group. \* Of these, 47% left when they were offered an opportunity for career advancement/ better job, 32% retired, 18% left for reasons unrelated to employer, and 2% were released involuntarily (including probation release). \*Combined data for HCD & PWF*

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

*The 2021 calendar year brought about increased changes to the workforce. Following a year of societal and workplace accommodations related to the pandemic, there was a significant shift or evolution in the overall needs and expectations of the workforce as it relates to the employment experience. Within our department, we were proactive to supporting the needs of staff related to COVID19 and took active steps to ensure employee health and safety. Our department supported staff in numerous ways, including approving staff needs for accommodations related to distance learning, increased telework, and implementation of measures to increase social distancing in the workplace, including but not limited to closing to the public, implementation of self-assessment and temperature checks, modifications within the building to increase protections against the spread of the virus, and modifications to cubicle spaces to ensure compliance with directives from the County Health Officer. While these efforts were significant in helping to retain existing talent, the workforce supporting the industry had revolutionized, embracing telework and offering new and innovative benefits for employees and opening the platform of employment competitors significantly. In the 2021 calendar year, 47% of those leaving our employ*

*communicated they were offered a position with increased pay and/ or benefits. While the impact of the global workforce changes was felt within our department, staff have communicated that the shifts we have made are in alignment the “new norm” of employer cultures and we continue to offer opportunities that are competitive with others, and this has contributed to increased retention within our department. Additionally, it should be noted that many communicated at the time of separation that their time with our department provided them with the training and experience necessary for that advancement. \*Combined data for HCD & PWWP*

*In prior years, we have observed trends that have resulted in an amplified focus on increased managerial coaching during the recruitment process and conducting prudent reference checks. In prior years, managers have communicated frustration with delayed processes for recruitment and exam, so they are more willing to accept candidates that don't meet their full expectations, with the hope they can provide additional training to make up for insufficient skill set at the time of hire. As a result, HR staff are working to ensure that there is increased partnership with managers in completion of the Job Analysis to better understand the needs of the position, and with executive staff to ensure priorities are set consistent with the urgency of needed support in the department. As a result, our retention of probationary employees increased in 2021.*

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

*The department supports all employees requiring accommodation for lactation. It should be noted that a significant percentage of employees were afforded increased opportunity to work from home during the 2021 calendar year, due to the COVID19 pandemic, enabling many employees to meet their lactation needs in the privacy of their own homes.*

*The Schilling Place building, which is the usual/primary work location for a large percentage of employees in both the Housing & Community Development Department, has a lactation room, and employees are granted access as needed. Employees returning from pregnancy disability leave are provided information and resources related to lactation, and the department has a pump available for loan in the event one is requested/needed.*

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

*Employees are provided information related to lactation and granted badge and code access to the lactation room.*

### **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?**

*Yes, whenever possible the department conducts exit interviews with exiting staff. Reasons for leaving and information regarding overall satisfaction and dissatisfaction is gathered. Information presenting significant concerns are addressed expeditiously and overall trends are reported out on a periodic basis with the executive team.*

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

*The data collected supports that our department is successful in ensuring opportunities are provided to diverse individuals.*

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

*While data supports that the processes and outcomes reflect inclusiveness and broad acceptance of diversity, there are instances where people perceive a desire for preselection may exist. In response to this, the HR Analysts in the department are proactive to implementing steps in the recruitment and exam process that eliminate the ability for this to occur. This is most frequently the case when internal candidates are involved in an opportunity for competitive promotion. In these instances, additional measures are taken, including but not limited to requiring all applicants to be screened through an entirely external interview panel and only the top candidates move forward for further consideration.*

## 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.

### Housing & Community Development

	Harassment and Discrimination Prevention Training	Civil Rights Training
Total number of Managers	11	11
Managers completed	11	7
Percent of Managers completed	100%	64%
Total number of Employees (non-supervisors/managers)	69	69
Employees (non-supervisors/managers) completed	30	15
Percent of Employees (non-supervisors/managers) completed	43%	22%



## **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.

**Response:**

*The County of Monterey utilizes contracted-external agencies for executive vacancies. Current contracted agencies include: Avery and Associates, CPS HR Consulting, MGT of America Consulting LLC, and Management Partners.*

## Section 9

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

	<b>Requirement</b>	<b>Implementation Notes</b>	<b>Completed</b>
<b>General</b>	Title VI notice at public counters	Posted.	X
	Internal process to forward discrimination complaints to Civil Rights Office	Implemented by department Analysts. Analysts have advised management regarding this process since implementation.	X
	Nonstandard contracts include a nondiscrimination clause	Contracts developed outside of the Standard agreement typically will include a nondiscrimination provision.	X
	Data is collected on the ethnicity and language of people served	Language needs are communicated/assessed at the public counter and documented in the que, as appropriate. Subsequent communication with the customer is in the language needed.	X
<b>Language Access</b>	Departmental language assessment completed	Yes; however assessment is dated. The department is in the process of re-evaluating and updating to ensure it meets current needs.	X
	Vital documents translated into Spanish	Yes. Critical documents have been translated into Spanish, and less critical documents are being translated on an ongoing basis.	X
	Website – minimize PDFs. When using PDFs, include a Spanish version	Typically information is in English only; however documents that are critical and/or safety sensitive are usually offered in English and Spanish.	X

	Procedures and budget for the use of interpretation and translation services	Yes, bilingual employees are onsite in critical positions and contracts are in place to provide translation services as needed.	X
	Public voicemails in English and Spanish	Yes.	X
	Public counters: language charts available	Available in Spanish.	X
	Public counters: all signage in English and Spanish	Yes.	X
	Public counters: procedures to have bilingual staff available	Yes.	X

<b>Community Engagement</b>	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds	Yes, consideration is made when establishing, maintaining and revising policy and program to evaluate the ripple effects on low income and underrepresented groups.	X
	Analyzed potential disproportionate adverse human health or environmental effect on communities of color, tribal communities, or others underrepresented in the public process	Yes, consideration is made when establishing, maintaining and revising policy and program to evaluate the ripple effects on low income and underrepresented groups.	X
	Considerations taken to ensure equitable engagement	Yes, in partnership with the Civil Rights Office and other key contacts.	X
	Key community engagement contacts established	Contacts are established and maintained to ensure inclusion.	X

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**Signer Events**

Randell Ishii  
IshiiR@co.monterey.ca.us  
Director of PWFP  
County of Monterey  
Security Level: Email, Account Authentication  
(None)

**Signature**

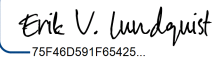
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Erik V. Lundquist  
lundquiste@co.monterey.ca.us  
Director  
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(None)

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HR ANALYST  
RMA  
Security Level: Email, Account Authentication  
(None)

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**Signer Events**

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IshiiR@co.monterey.ca.us  
Director of PWWP  
County of Monterey  
Security Level: Email, Account Authentication (None)

**Signature**

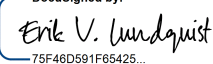
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Erik V. Lundquist  
lundquiste@co.monterey.ca.us  
Director  
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rodriguezjp1@co.monterey.ca.us  
Civil Rights Officer  
Civil Rights Office  
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