

# Emergency Communications Department

## Equal Opportunity Plan

2023



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## Section 1

### **Department Head's Acknowledgment & Commitment to the 2023 Departmental Equal Opportunity Plan**

The Monterey County Board of Supervisors adopted an ordinance reaffirming their long-standing commitment to 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, Sexual Harassment, Reasonable Accommodation, 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.



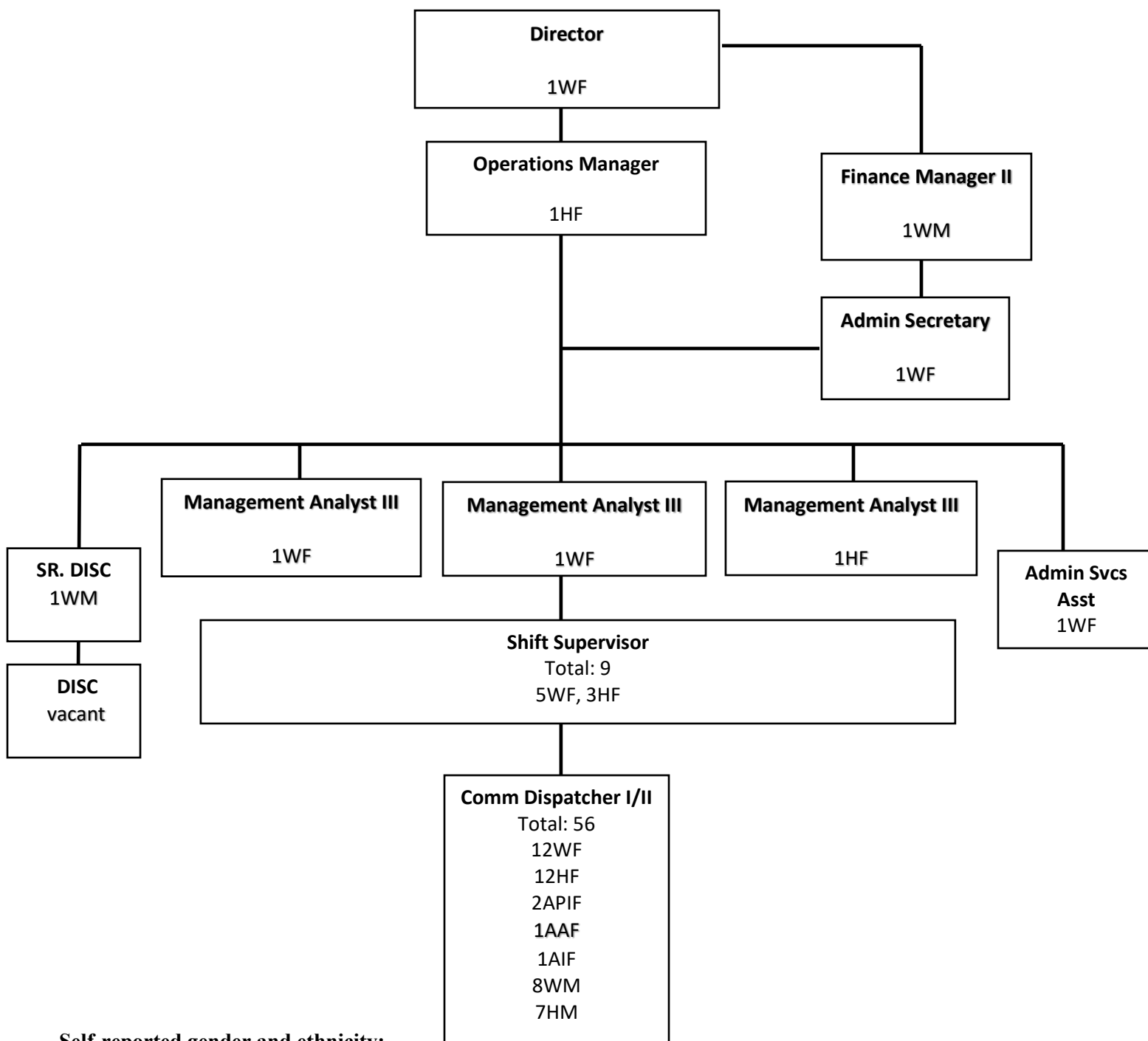
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Lee Ann Magoski

Director of Emergency Communications

## Section 2

# Organizational Profile Emergency Communications Department



Self-reported gender and ethnicity:

M – Male      F – Female

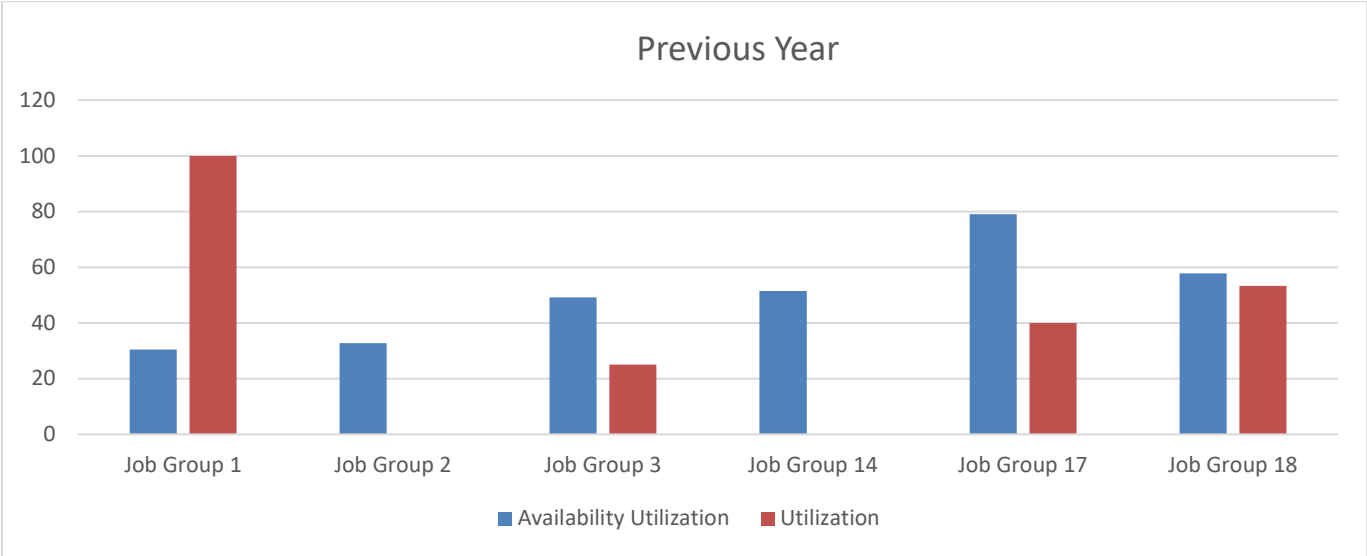
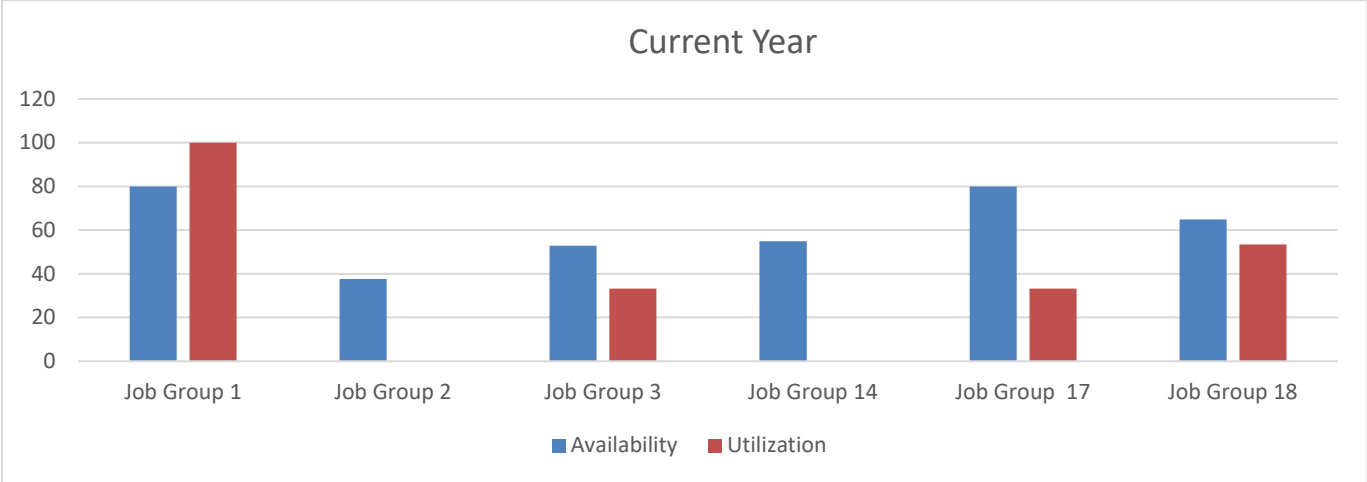
AA - African American; H – Hispanic; API – Asian/Pacific Islander; W - White other than Hispanic;  
AI – American Indian/Alaskan Native

Updated: 3/20/23

### Section 3

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

Graphs for all job groups on utilization/availability:



**1520 - Emergency Communication**

**JOB GROUP 01: Management II - (34.6% Minority Availability) - (52.8% 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	
ASSISTANT DIRECTOR OF EMERGENCY COMMUNICATIONS	OA	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0
<b>TOTAL Management II</b>		0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0
		100.0%			100.0%													0.0%	0.0%	100.0%	0.0%	0.0%			

**JOB GROUP 02: Management I - (37.6% Minority Availability) - (49.1% 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
FINANCE MANAGER 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 Management I</b>		1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
		0.0%			0.0%													100.0%	0.0%	0.0%	0.0%	0.0%		

**JOB GROUP 03: Professionals - Administration - (52.8% Minority Availability) - (59.6% 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
ADMINISTRATIVE SERVICES ASSISTANT	P	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	1	0
MANAGEMENT ANALYST III	P	0	2	2	0	1	1	0	0	0	0	1	0	1	0	0	0	1	0	1	0	0	2	0
<b>TOTAL Professionals - Administration</b>		0	3	3	0	1	1	0	0	0	0	2	0	1	0	0	0	2	0	1	0	0	3	0
		100.0%			33.3%													66.7%	0.0%	33.3%	0.0%	0.0%		

**JOB GROUP 14: Paraprofessional - Technicians I - (54.9% Minority Availability) - (73.6% Female Availability)**

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	PP	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
<b>TOTAL Paraprofessional - Technicians I</b>		1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
		0.0%			0.0%													100.0%	0.0%	0.0%	0.0%	0.0%		

1520 - Emergency Communication

JOB GROUP 17: Office Clerical II - (79.9% Minority Availability) - (84.6% 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
ADMINISTRATIVE SECRETARY-CONFIDENTIAL	OC	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
EMERGENCY COMMUNICATIONS SHIFT SUPERVISOR	OC	0	8	8	0	3	3	0	0	0	0	5	0	3	0	0	5	0	3	0	0	8	0	
<b>TOTAL Office Clerical II</b>		0	9	9	0	3	3	0	0	0	0	6	0	3	0	0	6	0	3	0	0	9	0	
		100.0%			33.3%													66.7%	0.0%	33.3%	0.0%	0.0%		

JOB GROUP 18: Office Clerical I - (64.9% Minority Availability) - (69.9% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
COMMUNICATIONS DISPATCHER I	OC	0	9	9	0	4	4	0	0	0	0	5	0	3	1	0	5	0	3	1	0	9	0	
COMMUNICATIONS DISPATCHER II	OC	15	19	34	7	12	19	8	0	7	0	7	1	9	1	1	15	1	16	1	1	34	0	
<b>TOTAL Office Clerical I</b>		15	28	43	7	16	23	8	0	7	0	12	1	12	2	1	20	1	19	2	1	43	0	
		65.1%			53.5%													46.5%	2.3%	44.2%	4.7%	2.3%		

TOTAL - 1520 Emergency Communication	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
	17	41	58	7	21	28	10	0	7	0	0	20	1	17	2	1	30	1	24	2	1	58	0
	70.7%			48.3%													51.7%	1.7%	41.4%	3.4%	1.7%		

GRAND TOTAL	Total Employees			Minorities			Male					Female					Totals					Hours	
	M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
	17	41	58	7	21	28	10	0	7	0	0	20	1	17	2	1	30	1	24	2	1	58	0
	70.7%			48.3%													51.7%	1.7%	41.4%	3.4%	1.7%		

## Section 4

### Personnel Activity (Current Year)

Job Group: 18	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White		3				2		4
African American								
Asian/Pacific Islander		1				1		
American Indian/ Alaskan Native		1						1
Hispanic	1	1				1		3
TOTAL (count each person only once)	1	6						8
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	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)								



## Personnel Activity (Previous Year)

Job Group: 18	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	2	5		1			2	3
African American								1
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic	1	7	1	1			2	2
TOTAL (count each person only once)	3	11	1	2	0	0	4	6
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White				1				
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic			1	1				
TOTAL (count each person only once)	0	0	1	2	0	0	0	0

## Section 4

### Personnel Activity (Current Year)

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

## Section 5

### Recruitment – Data (Current Year)

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

Job Group:  3	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	11	27	3	9	3	9	1	6		1
African American		3								
Asian/Pacific Islander		1								
American Indian/Alaskan Native		1								
Hispanic	7	42	1	12	1	12	1	10		
TOTAL (count each person once only)	21	82	4	21	4	21	2	16		

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	1			1	<ul style="list-style-type: none"> <li>• Monterey County Civil Rights Office Talent Acquisition Database</li> <li>• County Website</li> <li>• Employee referral</li> </ul>
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic		1		1	
TOTAL (count each person once only)					

## Section 5

### Recruitment – Data (Current Year)

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

Job Group:  18	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	43	81	2	17	6	14		9		3
African American	8	10		1		1	1			
Asian/Pacific Islander	15	19	3	3	3	3	1	2		1
American Indian/ Alaskan Native	3	10		2		2		1		1
Hispanic	139	257	11	23	13	23	5	8	1	1
TOTAL (count each person once only)	208	377	16	46	22	43	7	20	1	6

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		1			<ul style="list-style-type: none"> <li>• Local colleges and Universities</li> <li>• Monterey County Civil Rights Office Talent Acquisition Database</li> <li>• County Website</li> <li>• Employee referral</li> </ul>
African American					
Asian/Pacific Islander					
American Indian/ Alaskan Native					
Hispanic		1		3	
TOTAL (count each person once only)					

## Section 5

### Recruitment – Data (Previous Year)

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

Job Group: <b>18</b>	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	47	105	47	105	2	14	4	14	2	5
African American	9	16	9	16	1	1		1		
Asian/Pacific Islander	21	19	21	19	3	5		1		1
American Indian/Alaskan Native	6	15	6	15	1	1	1			
Hispanic	102	233	102	233	8	21	3	15	1	8
TOTAL (count each person once only)	185	388	185	388	15	42	8	31	3	14

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		1	1		<ul style="list-style-type: none"> <li>• Local colleges and Universities</li> <li>• Monterey County Civil Rights Office Talent Acquisition Database</li> <li>• County Website</li> <li>• Employee referral</li> </ul>
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic		1		1	
TOTAL (count each person once only)		2	1	1	

## Section 6

### Action-Oriented Programs

(Under the County's Equal Opportunity Plan  
Chapter 5: Designation of Responsibility)

#### 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?

- ECD consults with Civil Rights Office and Human Resources Department as needed.
- Throughout the years, the Department continues to maintain an excellent partnership with Hartnell College, Monterey Peninsula College, Deaf and Hard of Hearing Service Center, Monterey Bay Aquarium Leadership Team and Greenfield High School. ECD conducts presentations and discuss career opportunities throughout the year. These events provide an opportunity to be visible to the community and recruit potential applicants. The audience are of a diverse group including females and minorities.
- ECD uses the Talent Acquisition Database to notify community organizations and Equal Opportunity Commission members of new recruitments.
- No selective certification waivers were requested.

#### Hiring

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

- ECD uses a structured final selection interview process designed to solicit information regarding each candidates' skills and abilities for all job openings in the Department. Questions address communication, interpersonal skills, work environment and general work habits that include getting along with others. The questions are reviewed and updated on a regular basis prior to conducting interviews to ensure questions are geared towards finding suitable and trainable candidates specifically for our 911 Public Safety Dispatcher positions.

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

- ECD uses a combination of internal and external subject matter experts (SMEs) and is committed to ensuring there is always a diverse group participating based on expertise, gender, and ethnicity.

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

- ECD conducts both verbal and written standardized guidance to the screeners and interviewers prior to the start of any process as well as a standard debriefing at the end of the process. This includes a review of the job expectations, confidentiality, Equal Opportunity employer, review of the structured questions being asked, and identify any known candidates to panel to avoid conflict of interest.

## **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?

- ECD actively recruits from within its ranks for promotional opportunities.
- We provide training opportunities for all staff when feasible that will enhance their professional career and personal growth.
- Ensure all staff complete the P.O.S.T. Continuing Education requirements.
- Mentoring and coaching of employees to enhance their personal and professional development.
- ECD supports training opportunities including webinars, seminars both internal and external.

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

- Performance evaluations are completed on all staff on a regular basis. The Department promotes a diverse group into the supervisory positions based on job performance, and work habits that reflect excellence in the workplace.

## **Retention and Inclusion**

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

- ECD collects turnover data for frequent review. Exit interviews are conducted at the time of separation. We also review all training program material to ensure it continues to be relevant, and accurate. Additionally, we review all recommendations from staff into consideration to improve its program. The information from exit interviews is carefully reviewed to determine the reason/s employee is leaving and to gain valuable information that can assist ECD to make appropriate changes in retaining employees when possible

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

- The majority of turnover occurs in the position of Communications Dispatcher Trainee. In general, our research indicates a variety of areas that contribute to turnover equally to all groups. This includes: the 24/7 operation work environment (working holidays, nights, weekends), inability to multi-task, unable to deal with the type of calls coming in and lack of commitment to learning the job and unwilling to work the required overtime.
- During 2022, we had twelve (12) resignations/terminations in our department:
  - 3-Service Retirements
  - 2-Pursue Law Enforcement position
  - 2-Moved out of the area
  - 1-Pursue further education full-time
  - 3-work environment/overtime/difficulty keeping up with the job demands and training
  - 1-Probationary release

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

- Recruitment and retention continue to be a challenge. We had several candidates accept the job then declined after completing all processing including a background investigation. In addition, retaining employees within the first 12 months has also been a challenge. During this time, employees either determine the Dispatcher job is not for them or they just simply do not want to commit to working overtime and working traditional weekends on a regular basis.
- ECD has been able to successfully hire qualified females and minority candidates consistently. We continue to review work schedules shifts that will have a better balance for all employees.
- Continue to provide information about the job opportunities, the demands, the work environment, the type of calls received to be able to recruit a diverse group of applicants.

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

- ECD is committed and complies with the requirements as outlined in the County Lactation Workplace Policy. The Department has a designated Quiet/Lactation Room available for all employees to use.

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

- ECD responds to all requests for accommodation. Each request is evaluated and is committed to working with the employee through the interactive process.



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?

- ECD conducts exit interviews. A standard exit interview form with questions is used to conduct the interviews. The information obtained during the interview is shared with the Director and Managers. ECD has received constructive feedback and suggestions on how to improve the training program and make necessary changes that will continue to promote diversity and inclusion.

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

- The diversity in the Department in all job categories.
- Keeping the lines of communication open on every level.

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

- We continue to conduct Stay interviews with all staff. This has been very productive in the sense that it has given Management an opportunity to review processes and practices that have been identify by staff. We have received positive and constructive feedback.
- Continue to increase minority hires in all classifications.
- Provide promotional opportunities for all staff

## 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 the required training from the Civil Rights Office. All employees must complete the Harassment and Discrimination Prevention Training and the Civil Rights Training every two years.

<b>Harassment &amp; Discrimination Prevention Training</b>	<b>Total Number of Employees</b>	<b># of Employees who Completed Training</b>	<b>Percentage of Employees Completed Training</b>
Supervisors/Managers	22	22	100%
Employees (non-supervisor/non-manager)	46	45	98%
<b>Totals</b>	<b>68</b>	<b>66</b>	<b>98%</b>

<b>Civil Rights Training</b>	<b>Total Number of Employees</b>	<b># of Employees who Completed Training</b>	<b>Percentage of Employees Completed Training</b>
Supervisors/Managers	22	22	100%
Employees (non-supervisor/non-manager)	46	45	98%
<b>Totals</b>	<b>68</b>	<b>66</b>	<b>98%</b>

## **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.

N/A

## Section 9

### Title VI of the Civil Rights Act Implementation\*

	<b>Requirement</b>	<b>Implementation Notes (explain how your department fulfilled or plans to fulfill this requirement. Also include outcomes of the implementation if applicable)</b>	<b>Completed (Y/N)</b>	<b>Completion Date (include actual completion dates and expected completion dates for requirements not yet completed)</b>
<b>General</b>	Title VI notice at public counters		N/A	
	Internal process to forward discrimination complaints to Civil Rights Office	Manager is notified and forwards to Civil Rights Office	Yes	
	Nonstandard contracts include a nondiscrimination clause	The Department uses the County's contract templates which include a nondiscrimination clause	Yes	
	Data is collected on the ethnicity and language of the people served	N/A		
<b>Language Access</b>	Departmental language assessment completed	N/A		
	Vital documents translated into Spanish	N/A		
	Website – minimize PDFs. When using PDFs, include a Spanish version	Website updated including Spanish version	Yes	
	Procedures and budget for the use of interpretation and translation services	The Department contracts with Voiance Language Services providing over the phone interpretation when needed	Yes	
	Communication services for people who are deaf or hard of hearing	The Department uses California Relay Service, Text-2-911, and Viper 911 which has a built-in teletype writer service	Yes	
	Public voicemails in English and Spanish	N/A		
	Public counters: language charts available	N/A		

	Public counters: all signage in English and Spanish	N/A		
	Public counters: procedures to have bilingual staff available	N/A		
<b>Community Engagement</b>	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds	N/A		
	Analyzed potential disproportionate adverse human health or environmental effects on communities of color, tribal communities, or others underrepresented in the public process	N/A		
	Considerations taken to ensure equitable engagement	N/A		
	Key community engagement contacts established	N/A		

\* The County's [Title VI of the Civil Rights Act Implementation Plan](#) includes a general overview of how the County of Monterey will comply with requirements pertaining to Title VI of the Civil Right Act of 1964. Learn about the County's Title VI Plan by following the link.