



# **NATIVIDAD**

## **Equal Opportunity Plan**

### **2023**

**CHARLES R. HARRIS, M.D.**  
HOSPITAL CHIEF EXECUTIVE OFFICER

**JANINE BOUYEA**  
HOSPITAL ASSISTANT ADMINISTRATOR

**CARRIE RAMIREZ**  
SUPERVISING HUMAN RESOURCES ANALYST

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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.

A handwritten signature in blue ink, appearing to read 'C. Harris', is written over a horizontal blue line.

**Charles R. Harris, M.D.**

**Hospital Chief Executive Officer**

## Section 2

## Organizational Profile - Page 1 of 4

**NATIVIDAD**

NMC CEO 1WM ADMINISTRATION SUPPORT TOTAL 5 3HF, 2WF					
<b>CHIEF NURSING OFFICER</b>  1WF	<b>CHIEF MEDICAL OFFICER</b>  1WM	<b>CHIEF FINANCIAL OFFICER</b>  1AM	<b>CHIEF INFORMATION OFFICER</b>  1WM	<b>ASSISTANT ADMINISTRATOR- OPERATIONS &amp; SUPPORT</b>  1WF	<b>ASSISTANT ADMINISTRATOR- HUMAN RESOURCES</b>  1AAF
<b>INTENSIVE CARE UNIT</b>  <i>TOTAL 34</i>  16AF, 4AM, 7HF, 1HM, 3WF, 3WM	<b>PHYSICIANS</b>  <i>TOTAL 46</i>  3HF, 4AM, 2AF, 1AAM, 20WF, 15WM, 1TF	<b>PURCHASING &amp; MATERIALS MANAGEMENT</b>  <i>TOTAL 20</i>  1AF, 2AM, 3HF, 11HM, 1WF, 2WM	<b>INFORMATION TECHNOLOGY</b>  <i>TOTAL 26</i>  1AF, 1AM, 1AAM, 6HF, 5HM, 1AIM, 4WF, 7WM	<b>DIETARY &amp; CLINICAL NUTRITION</b>  <i>TOTAL 40</i>  7AF, 4AM, 1AAF, 18HF, 4HM, 4WF, 2APIF	<b>HUMAN RESOURCES</b>  <i>TOTAL 15</i>  1AM, 1AAF, 8HF, 3WF, 1HM, 1TF
<b>NEONATAL INTENSIVE CARE UNIT</b>  <i>TOTAL 27</i>  5AF, 2AM, 8HF, 12WF	<b>FAMILY PRACTICE RESIDENCY</b>  <i>TOTAL 40</i>  2AF, 1AAM, 1AM, 11HF, 5HM, 9WF, 10WM, 1UF	<b>GENERAL ACCOUNTING</b>  <i>TOTAL 9</i>  2AF, 5HF, 1WF, 1HM	<b>HEALTH INFORMATION MANAGEMENT</b>  <i>TOTAL 27</i>  1AF, 1AM, 2AAF, 1AAM, 16HF, 2HM, 1AIF, 3WF	<b>ENVIRONMENTAL SERVICES</b>  <i>TOTAL 67</i>  5AF, 9AM, 3AAM, 28HF, 20HM, 2WM	<b>EMPLOYEE HEALTH</b>  <i>TOTAL 5</i>  2AF, 2HF, 1HM
<b>MEDICAL SURGICAL UNIT</b>  <i>TOTAL 116</i>  36AF, 8AM, 1AAM, 3AAF, 35HF, 6HM, 3APIF, 20WF, 4WM	<b>PHARMACY</b>  <i>TOTAL 32</i>  6AF, 1AM, 2AAF, 12HF, 3HM, 2WF, 5WM, 1HU	<b>PATIENT ACCOUNTING</b>  <i>TOTAL 22</i>  2AF, 17HF, 2WF, 1HM		<b>ENGINEERING &amp; SAFETY</b>  <i>TOTAL 16</i>  1HF, 8HM, 1AIF, 6WM	<b>RECORDS &amp; RETENTION</b>  <i>TOTAL 3</i>  3HF
<b>PEDIATRIC UNIT</b>  <i>TOTAL 12</i>  2AF, 2HF, 8WF	<b>MEDICAL STAFF OFFICE / LIBRARY</b>  <i>TOTAL 6</i>  1AF, 3HF, 1WF, 1WM	<b>PHYSICIAN BILLING</b>  <i>TOTAL 2</i>  2HF		<b>LABORATORY</b>  <i>TOTAL 48</i>  18AF, 3AM, 1AAF, 1AAM, 11HF, 4HM, 2AIF, 8WF	<b>VOLUNTEER AUXILIARY</b>  <i>TOTAL 1</i>  1WF

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 2

**Organizational Profile - Page 2 of 4**  
**NATIVIDAD**

CHIEF NURSING OFFICER 1WF	CHIEF MEDICAL OFFICER 1WM	CHIEF FINANCIAL OFFICER 1AM	CHIEF INFORMATION OFFICER 1WM	ASSISTANT ADMINISTRATOR- OPERATIONS & SUPPORT 1WF	ASSISTANT ADMINISTRATOR- HUMAN RESOURCES 1AAF
<b>MENTAL HEALTH UNIT</b> TOTAL 39 4AF, 3AM, 2AAF, 15HF, 4HM, 8WF, 3WM	<b>QUALITY MANAGEMENT</b> TOTAL 11 1AF, 1HF, 1AM, 8WF	<b>ADMITTING &amp; REGISTRATION</b> TOTAL 31 26HF, 2WF, 3HM		<b>RADIOLOGY</b> TOTAL 33 1AF, 1AM, 12HF, 3HM, 1AAM, 7WF, 8WM	<b>STAFFING RESOURCES</b> TOTAL 6 1AF, 4HF, 1HM
<b>MATERNAL INFANT &amp; LACTATION/NINOS CLINICS</b> TOTAL 52 17AF, 1AAF, 24HF, 2HM, 1APIF, 7WF	<b>INFECTION CONTROL</b> TOTAL 2 1HF, 1WM	<b>MANAGED CARE/FINANCIAL COUNSELING</b> TOTAL 10 7HF, 2WF, 1HM		<b>ULTRASOUND</b> TOTAL 7 2WF, 3HF, 1HM, 1AIF	<b>INTERPRETER SERVICES</b> TOTAL 10 6HF, 4HM
<b>ACUTE REHABILITATION UNIT</b> TOTAL 57 17AF, 6AM, 2AAF, 22HF, 2HM, 1AIF, 4WF, 3WM	<b>EDUCATION ADMIN/MED STAFF</b> TOTAL 4 2HF, 1WF, 1HM	<b>DECISION SUPPORT</b> TOTAL 2 1HF, 1HM		<b>COMMUNICATIONS</b> TOTAL 8 5HF, 3HM	
<b>EMERGENCY DEPARTMENT</b> TOTAL 70 7AF, 2AM, 1AAM, 23HF, 7HM, 22WF, 8WM	<b>COUMADIN CLINIC</b> TOTAL 1 1WF			<b>THERAPY SERVICES</b> TOTAL 23 3AF, 2AM, 6HF, 7WF, 1HM, 4WM	
<b>LABOR &amp; DELIVERY / ANTENATAL</b> TOTAL 58 10AF, 32HF, 15WF, 1TF	<b>CASE MANAGEMENT</b> TOTAL 11 2AAF, 1HF, 5AF, 1AM, 2WF			<b>MARKETING</b> TOTAL 1 1WF	
<b>SURGERY &amp; RECOVERY</b> TOTAL 38 6AF, 4AM, 1AAF, 1AAM, 10HF, 4HM, 8WF, 4WM	<b>SOCIAL SERVICES</b> TOTAL 4 4HF			<b>NUCLEAR MEDICINE</b> TOTAL 1 1HF	
<b>OUTPATIENT SURGICAL SERVICES / ENDOSCOPY</b> TOTAL 14 2AF, 9HF, 1HM, 2WF	<b>GERIATRIC-PALLIATIVE</b> TOTAL 2 1HF, 1WF				

Self-reported gender and ethnicity:

M – Male F – Female

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## Section 2

### Organizational Profile - Page 3 of 4 **NATIVIDAD**

CHIEF NURSING OFFICER  1WF	CHIEF MEDICAL OFFICER  1WM	CHIEF FINANCIAL OFFICER  1AM	CHIEF INFORMATION OFFICER  1WM	ASSISTANT ADMINISTRATOR- OPERATIONS & SUPPORT  1WF	ASSISTANT ADMINISTRATOR- HUMAN RESOURCES  1AAF
TRAUMA SERVICES  <i>TOTAL 12</i> 2AF, 3HF, 5WF, 1HM, 1WM	BATES ELDREDGE CLINIC <i>TOTAL 1</i>  1WF				
PACU <i>TOTAL 8</i> 1AF, 5HF, 1HM, 1WF					
INTERVENTIONAL RADIOLOGY (NURSING) <i>TOTAL 13</i> 1AF, 2HF, 1AIF, 4WF, 2HM, 3WM					
CENTRAL STERILE <i>TOTAL 8</i> 1AF, 1 AM, 5HF, 1WF					
NURSING ADMINISTRATION <i>TOTAL 12</i> 2AF, 4HF, 3WF, 3WM					
NURSING EDUCATION/TRAINING  <i>TOTAL 8</i> 1AF, 1AM, 1HM, 1AIM, 4WF					
NURSING FLOAT POOL <i>TOTAL 39</i> 10AF, 5AM, 1AAF, 19HF, 1HM, 3WF					
CARDIOPULMONARY SERVICES / CARDIAC ULTRASOUND <i>TOTAL 33</i> 2AF, 3AM, 11HF, 7HM, 6WF, 4WM					

Self-reported gender and ethnicity:

M – Male F – Female

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## Section 2

### Organizational Profile - Page 4 of 4 NATIVIDAD

CHIEF NURSING OFFICER 1WF	CHIEF MEDICAL OFFICER 1WM	CHIEF FINANCIAL OFFICER 1AM	CHIEF INFORMATION OFFICER 1WM	ASSISTANT ADMINISTRATOR- OPERATIONS & SUPPORT 1WF	ASSISTANT ADMINISTRATOR- HUMAN RESOURCES 1AAF
BARIATRIC SERVICES TOTAL 5 3HF, 1WF, 1WM					
JUVENILE HALL TOTAL 4 4HF					
CENTRAL TRANSPORTATION TOTAL 6 3HF, 1HM, 1AAM, 1WF					
CARDIOLOGY CLINIC TOTAL 13 11HF, 2WF					
NATIVIDAD MEDICAL GROUP TOTAL 9 7HF, 1HM, 1WF					
SPECIALTY CLINIC TOTAL 21 3AF, 11HF, 2HM, 1WF, 2WM, 2AAM					
DIABETIC CLINIC TOTAL 2 2HF					
CRISIS TEAM TOTAL 6 1AF, 1HF, 1WF, 3HM					
PRUNEDALE CLINIC TOTAL 8 4HF, 1AIF, 2WF, 1HM					

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  
Run Date : 01/05/2023  
Run Time : 2:58 PM

County of Monterey Workforce Analysis Chart  
Job Group Within Department  
2022-2023 Job Group Metrics

### Cover Page

#### Parameters and Prompts

Home Department:	9600
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).

AMS infoAdvantage



Report ID :MC-HRM-EO-0003  
 Run Date : 01/05/2023  
 Run Time : 2:58 PM

County of Monterey Workforce Analysis Chart  
 Job Group Within Department  
 2022-2023 Job Group Metrics

9600 - Natividad Medical Center

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
HOSPITAL ASSISTANT ADMINISTRATOR	OA	0	2	2	0	1	1	0	0	0	0	0	1	1	0	0	0	1	1	0	0	0	2	0
HOSPITAL CHIEF FINANCIAL OFFICER	OA	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0
HOSPITAL CHIEF NURSING OFFICER	OA	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
<b>TOTAL Management II</b>		1	3	4	1	1	2	0	0	0	1	0	2	1	0	0	0	5	2	1	0	1	4	0
		75.0%			50.0%													50.0%	25.0%	0.0%	25.0%	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
DIRECTOR OF MARKETING AND COMMUNITY RELATIONS	OA	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	1	0
DIRECTOR OF RESPIRATORY CARE SERVICES	OA	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
HOSP DIRECTOR OF ENGINEERING AND SAFETY	OA	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
HOSPITAL CHIEF INFORMATION OFFICER	OA	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
HOSPITAL CONTROLLER	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0
HOSPITAL DIRECTOR OF ENVIRONMENTAL SERVICES	OA	1	0	1	1	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0
HOSPITAL PATIENT ADMITTING MANAGER	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
HOSPITAL PURCHASING & MATERIALS SUPPORT DIRECTOR	OA	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	1	0
INFORMATION TECHNOLOGY MANAGER	P	1	1	2	0	1	1	1	0	0	0	0	0	0	1	0	0	1	0	1	0	0	2	0
MANAGER OF DIAGNOSTIC IMAGING SERVICES	P	1	0	1	1	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0
PATIENT ACCOUNT MANAGER	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
PATIENT FINANCIAL SERVICES DIRECTOR	P	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	1	0
<b>TOTAL Management I</b>		6	7	13	4	4	8	2	2	2	0	0	3	0	3	1	0	5	2	5	1	0	13	0
		53.8%			61.5%													38.5%	15.4%	38.5%	7.7%	0.0%		

Report ID : MC-HRM-EO-0003  
 Run Date : 01/05/2023  
 Run Time : 2:58 PM

County of Monterey Workforce Analysis Chart  
 Job Group Within Department  
 2022-2023 Job Group Metrics

9600 - Natividad Medical Center

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
ACCOUNTANT III	P	0	2	2	0	2	2	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	2	0
ADMINISTRATIVE SERVICES ASSISTANT	P	0	2	2	0	2	2	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	2	0
ASSOCIATE PERSONNEL ANALYST	P	1	1	2	1	1	2	0	0	1	0	0	0	1	0	0	0	0	1	1	0	0	2	0
BUYER II	P	0	2	2	0	2	2	0	0	0	0	0	0	2	0	0	0	0	2	0	0	2	0	
CHIEF HOSPITAL ACCOUNTANT	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	1	0	0	1	0	
HOSPITAL DECISION SUPPORT ANALYST	P	0	1	1	0	1	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
HOSPITAL DECISION SUPPORT MANAGER	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	1	0	0	1	0	
HOSPITAL REVENUE CYCLE EXAMINER	P	0	1	1	0	1	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
HOSPITAL SECURITY & DATABASE ADMINISTRATOR	P	2	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0	
HOSPITAL SOFTWARE ANALYST II	P	2	3	5	2	2	4	0	0	2	0	0	1	0	2	0	0	1	0	4	0	5	0	
HOSPITAL SOFTWARE ANALYST III	P	2	2	4	2	2	4	0	0	1	1	0	0	0	2	0	0	0	0	3	1	0	4	0
INFORMATION TECHNOLOGY PROJECT MANAGER III	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	
INFORMATION TECHNOLOGY SYSTEMS ANALYST III	P	2	0	2	1	0	1	1	0	0	0	1	0	0	0	0	0	1	0	0	0	1	2	0
MANAGEMENT ANALYST I	P	1	2	3	1	2	3	0	0	1	0	0	0	1	1	0	0	0	2	1	0	3	0	
MANAGEMENT ANALYST II	P	1	3	4	1	2	3	0	0	1	0	0	1	0	1	1	0	1	0	2	1	0	4	0
MANAGEMENT ANALYST III	P	1	1	2	1	0	1	0	0	1	0	0	1	0	0	0	0	1	0	1	0	2	0	
MEDICAL STAFF COORDINATOR	P	1	1	2	0	1	1	1	0	0	0	0	0	1	0	0	0	1	0	1	0	2	0	
PERSONNEL ANALYST	P	0	3	3	0	3	3	0	0	0	0	0	0	3	0	0	0	0	3	0	0	3	0	
PHYSICAL PLANT MANAGER	QA	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	
PROJECT MANAGER III	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	
SENIOR PERSONNEL ANALYST	P	1	3	4	1	2	3	0	0	0	1	0	1	1	1	0	0	1	1	1	1	0	4	0
SUPERVISING PERSONNEL ANALYST	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0	
<b>TOTAL Professionals - Administration</b>		19	28	47	12	23	35	7	0	9	2	1	5	2	19	2	0	12	2	28	4	1	47	0
		59.6%			74.5%													25.5% 4.3% 59.6% 8.5% 2.1%						

Report ID : MC-HRM-EO-0003

County of Monterey Workforce Analysis Chart

Run Date : 01/05/2023

Job Group Within Department

Run Time : 2:58 PM

2022-2023 Job Group Metrics

9600 - Natividad Medical Center

JOB GROUP 05: Professionals - Human Services - (47.4% Minority Availability) - (76.7% 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
PSYCHIATRIC SOCIAL WORKER I	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
PSYCHIATRIC SOCIAL WORKER II	P	1	3	4	1	2	3	0	0	1	0	0	1	0	1	1	0	1	0	2	1	0	3	1
SOCIAL WORKER V	P	0	5	5	0	5	5	0	0	0	0	0	0	0	5	0	0	0	0	5	0	0	4	1
SOCIAL WORK SUPERVISOR II	P	1	1	2	1	1	2	0	0	1	0	0	0	0	1	0	0	0	0	2	0	0	2	0
<b>TOTAL Professionals - Human Services</b>		<b>3</b>	<b>9</b>	<b>12</b>	<b>3</b>	<b>8</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>7</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>10</b>	<b>2</b>
		75.0%			91.7%								8.3% 0.0% 83.3% 8.3% 0.0%											

JOB GROUP 07: Professionals - Health, Administration - (34.9% Minority Availability) - (64.8% 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
BEHAVIORAL HEALTH SERVICES MANAGER I	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1
CLINICAL LABORATORY MANAGER	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
DIRECTOR OF HEALTH INFORMATION MANAGEMENT	P	0	1	1	0	1	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0
DIRECTOR OF MEDICAL CENTER PHYSICIAN SERVICES	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
HOSPITAL DIRECTOR OF FOOD SERVICES	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
HOSPITAL INTERPRETER SERVICES MANAGER	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
MANAGED CARE OPERATIONS MANAGER	OA	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
OUTPATIENT SERVICES MANAGER II	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
PHARMACY DIRECTOR	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
QUALITY/COMPLIANCE ADMINISTRATOR	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
REHABILITATIVE SERVICES MANAGER	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
<b>TOTAL Professionals - Health, Administration</b>		<b>3</b>	<b>8</b>	<b>11</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>1</b>
		72.7%			36.4%								63.6% 9.1% 27.3% 0.0% 0.0%											

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County of Monterey Workforce Analysis Chart

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Job Group Within Department

Run Time : 2:58 PM

2022-2023 Job Group Metrics

9600 - Natividad Medical Center

JOB GROUP 08: Professionals - Health, Ancillary - (42.6% Minority Availability) - (73.8% 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
CLINICAL PHARMACY COORDINATOR	P	1	1	2	0	1	1	1	0	0	0	0	0	0	0	1	0	1	0	0	1	0	2	0
DIETITIAN	P	0	4	4	0	1	1	0	0	0	0	0	3	0	0	1	0	3	0	0	1	0	3	1
OCCUPATIONAL THERAPIST	P	3	7	10	1	3	4	2	0	1	0	0	4	0	2	0	1	6	0	3	0	1	7	3
PHARMACIST I	P	3	9	12	1	6	7	2	0	1	0	0	3	1	1	4	0	5	1	2	4	0	5	7
PHYSICAL THERAPIST	P	4	6	10	1	3	4	3	0	0	1	0	3	0	0	3	0	6	0	0	4	0	8	2
SPEECH PATHOLOGIST	P	1	2	3	0	2	2	1	0	0	0	0	0	0	2	0	0	1	0	2	0	0	3	0
SUPERVISING CLINICAL LABORATORY SCIENTIST	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0
SUPERVISING DIETITIAN	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1
SUPERVISING RESPIRATORY CARE PRACTITIONER	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
SUPERVISING THERAPIST	P	1	1	2	0	0	0	1	0	0	0	0	1	0	0	0	0	2	0	0	0	0	2	0
<b>TOTAL Professionals - Health, Ancillary</b>		<b>14</b>	<b>32</b>	<b>46</b>	<b>4</b>	<b>17</b>	<b>21</b>	<b>10</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>15</b>	<b>1</b>	<b>5</b>	<b>10</b>	<b>1</b>	<b>25</b>	<b>1</b>	<b>8</b>	<b>11</b>	<b>1</b>	<b>32</b>	<b>14</b>
		69.6%			45.7%								54.3% 2.2% 17.4% 23.9% 2.2%											

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County of Monterey Workforce Analysis Chart  
 Job Group Within Department  
 2022-2023 Job Group Metrics

9600 - Natividad Medical Center

JOB GROUP 09: Professionals - Health, Doctors - (34.5% Minority Availability) - (37.1% 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 FAMILY PRACTICE RESIDENCY PROG	OA	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
CHIEF OB/GYN SURGEON	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
CHIEF OF SURGERY	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
CONTRACT PHYSICIAN	P	20	28	48	5	7	12	15	1	0	4	0	20	0	5	2	0	35	1	5	6	0	37	11	
DIRECTOR OF SURGICAL SERVICES	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
HOSPITAL CHIEF MEDICAL OFFICER	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
RESIDENT PHYSICIAN I	P	3	7	10	1	3	4	2	0	1	0	0	4	0	2	1	0	6	0	3	1	0	10	0	
RESIDENT PHYSICIAN II	P	5	5	10	3	4	7	2	0	2	1	0	1	0	4	0	0	3	0	6	1	0	10	0	
RESIDENT PHYSICIAN III	P	6	4	10	3	4	7	3	1	2	0	0	0	0	3	1	0	3	1	5	1	0	10	0	
<b>TOTAL Professionals - Health, Doctors</b>		<b>39</b>	<b>44</b>	<b>83</b>	<b>12</b>	<b>18</b>	<b>30</b>	<b>27</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>14</b>	<b>4</b>	<b>0</b>	<b>52</b>	<b>2</b>	<b>19</b>	<b>9</b>	<b>0</b>	<b>72</b>	<b>11</b>	
		53.0%			36.1%													62.7% 2.4% 22.9% 10.8% 0.0%							

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County of Monterey Workforce Analysis Chart  
 Job Group Within Department  
 2022-2023 Job Group Metrics

9600 - Natividad Medical Center

JOB GROUP 10: Professionals - Health, Nurses - (37.9% Minority Availability) - (87.1% 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	
ADMIN NURSE/HOUSE SUPV	P	1	5	6	0	3	3	1	0	0	0	0	2	0	1	2	0	3	0	1	2	0	0	6	
CASE MANAGEMENT NURSE	P	1	13	14	1	8	9	0	0	0	1	0	5	1	2	5	0	5	1	2	6	0	8	6	
CLINICAL NURSE SPECIALIST	P	1	2	3	1	0	1	0	0	0	0	1	2	0	0	0	0	2	0	0	0	0	1	3	0
CLINIC NURSE	P	0	2	2	0	2	2	0	0	0	0	0	0	0	1	1	0	0	0	1	1	0	2	0	
CLINIC NURSE PRACTITIONER	P	0	2	2	0	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	0	0	0	1	1
HOSPITAL DIRECTOR OF NURSING EDUCATION	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	1	0
HOSPITAL NURSE PRACTITIONER	P	1	10	11	0	1	1	1	0	0	0	0	9	0	0	1	0	10	0	0	1	0	4	7	
HOSPITAL QUALITY ASSURANCE NURSE	P	1	5	6	1	1	2	0	0	0	1	0	4	0	1	0	0	4	0	1	1	0	5	1	
INFECTION CONTROL NURSE	P	1	1	2	0	1	1	1	0	0	0	0	0	0	1	0	0	1	0	1	0	0	2	0	
NURSING SERVICES DIVISION MANAGER	P	1	4	5	0	2	2	1	0	0	0	0	2	1	1	0	0	3	1	1	0	0	5	0	
NURSING SERVICES UNIT MANAGER	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
SENIOR CENTRAL STERILE TECHNICIAN	T	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	
SENIOR CLINIC NURSE	P	1	9	10	0	8	8	1	0	0	0	0	1	0	6	2	0	2	0	6	2	0	4	6	
SENIOR OBSTETRICAL TECHNICIAN	T	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	
STAFF NURSE I	P	4	21	25	4	17	21	0	0	2	2	0	4	0	13	4	0	4	0	15	6	0	0	25	
STAFF NURSE II	P	57	283	340	36	204	240	21	2	16	18	0	78	5	101	98	0	99	7	117	116	0	12	328	
STAFF NURSE III	P	8	23	31	7	15	22	1	0	4	3	0	8	2	3	10	0	9	2	7	13	0	14	17	
SUPERVISING CLINIC NURSE	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0
SUPERVISING NURSE I	P	2	13	15	1	8	9	1	0	0	1	0	5	0	4	4	0	6	0	4	5	0	10	5	
SUPERVISING NURSE II	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
TRAUMA PROGRAM MANAGER	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
<b>TOTAL Professionals - Health, Nurses</b>		<b>79</b>	<b>400</b>	<b>479</b>	<b>51</b>	<b>273</b>	<b>324</b>	<b>28</b>	<b>2</b>	<b>22</b>	<b>26</b>	<b>1</b>	<b>126</b>	<b>9</b>	<b>135</b>	<b>129</b>	<b>0</b>	<b>154</b>	<b>11</b>	<b>157</b>	<b>155</b>	<b>1</b>	<b>75</b>	<b>404</b>	
		83.5%			67.6%													32.2% 2.3% 32.8% 32.4% 0.2%							

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County of Monterey Workforce Analysis Chart  
 Job Group Within Department  
 2022-2023 Job Group Metrics

9600 - Natividad Medical Center

JOB GROUP 13: Paraprofessional - Technicians II - (65.2% Minority Availability) - (71.2% 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	
ANESTHESIA TECHNICIAN	T	1	2	3	0	1	1	1	0	0	0	0	0	1	0	0	1	0	2	0	0	1	0	1	2
CARDIAC SONOGRAPHER	T	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	1
CENTRAL STERILE TECHNICIAN	T	1	6	7	1	6	7	0	0	0	1	0	0	0	5	1	0	0	0	0	5	2	0	0	7
DIAGNOSTIC IMAGING SUPERVISOR	T	0	2	2	0	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	0	0	0	2	0
ENDOSCOPY TECHNICIAN	T	0	3	3	0	2	2	0	0	0	0	0	1	0	2	0	0	1	0	2	0	0	0	1	2
HEALTH CARE TECHNICIAN	T	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1
HEALTH INFORMATION MANAGEMENT CODING SUPERVISOR	PP	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0
HOSPITAL MEDICAL INTERPRETATION COORDINATOR	PP	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0
HOSPITAL SOFTWARE ANALYST I	PP	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
LICENSED VOCATIONAL NURSE	T	2	7	9	1	7	8	1	0	1	0	0	0	0	6	1	0	1	0	7	1	0	0	6	3
NUCLEAR MEDICINE TECHNOLOGIST	T	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0
OBSTETRICAL TECHNICIAN	T	1	4	5	1	4	5	0	1	0	0	0	0	0	4	0	0	0	1	4	0	0	0	0	5
ORTHOPEDIC TECHNICIAN	T	1	0	1	1	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
PHYSICAL THERAPIST ASSISTANT	PP	2	2	4	2	2	4	0	0	0	2	0	0	1	1	0	0	0	1	1	2	0	0	4	0
SENIOR CLINICAL LABORATORY ASSISTANT	PP	1	1	2	1	1	2	0	0	1	0	0	0	0	1	0	0	0	0	2	0	0	0	2	0
SENIOR CLINICAL LABORATORY SCIENTIST	T	1	7	8	1	7	8	0	0	0	1	0	0	0	0	7	0	0	0	0	8	0	0	8	0
SENIOR RADIOLOGIC TECHNOLOGIST	T	3	0	3	1	0	1	2	0	1	0	0	0	0	0	0	0	2	0	1	0	0	0	3	0
SENIOR RESPIRATORY CARE PRACTITIONER	T	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
SENIOR SONOGRAPHER	T	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1	0
SONOGRAPHER	T	2	5	7	1	3	4	1	0	1	0	0	2	0	3	0	0	3	0	4	0	0	0	4	3
SURGICAL TECHNICIAN	T	5	6	11	4	4	8	1	0	3	1	0	2	0	3	1	0	3	0	6	2	0	0	1	10
TELEMETRY TECHNICIAN	T	1	4	5	1	3	4	0	0	0	1	0	1	0	2	1	0	1	0	2	2	0	0	0	5
<b>TOTAL Paraprofessional - Technicians II</b>		25	53	78	17	43	60	8	2	8	7	0	10	1	28	13	1	18	3	36	20	1	39	39	
		67.9%			76.9%											23.1% 3.6% 46.2% 25.6% 1.3%									

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County of Monterey Workforce Analysis Chart  
 Job Group Within Department  
 2022-2023 Job Group Metrics

9600 - Natividad Medical Center

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
BUYER I	PP	2	1	3	2	1	3	0	0	2	0	0	0	0	1	0	0	0	0	3	0	0	3	0
CLINICAL LABORATORY ASSISTANT	T	3	19	22	3	14	17	0	1	2	0	0	5	1	10	2	1	5	2	12	2	1	11	11
CLINICAL LABORATORY SCIENTIST	T	1	8	9	1	8	9	0	0	0	1	0	0	0	0	8	0	0	0	0	9	0	7	2
COMMUNITY SERVICE AIDE III	PP	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1
DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	PP	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0
DIETITIAN AIDE	PP	1	6	7	1	6	7	0	0	1	0	0	0	0	4	2	0	0	0	5	2	0	6	1
EDUCATOR AND VOLUNTEER COORDINATOR	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
EEG TECH	T	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
HEALTH EDUCATION ASSISTANT	PP	0	2	2	0	2	2	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	2	0
HEALTH INFORMATION MANAGEMENT CODER I	T	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
HEALTH INFORMATION MANAGEMENT CODER II	T	0	5	5	0	4	4	0	0	0	0	0	1	0	3	1	0	1	0	3	1	0	5	0
HOSPITAL INFORMATION SYSTEMS SUPPORT TECHNICIAN	T	4	0	4	3	0	3	1	1	2	0	0	0	0	0	0	0	1	1	2	0	0	4	0
INTERVENTIONAL RADIOLOGIC TECHNOLOGIST	T	1	2	3	0	1	1	1	0	0	0	0	1	0	1	0	0	2	0	1	0	0	2	1
MEDICAL LABORATORY TECHNICIAN	T	1	2	3	1	1	2	0	0	1	0	0	1	0	0	0	1	1	0	1	0	1	2	1
PERSONNEL TECHNICIAN-CONFIDENTIAL	PP	0	3	3	0	2	2	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	3	0
PHARMACY TECHNICIAN	T	4	9	13	3	9	13	1	0	2	1	0	0	0	8	1	0	1	0	11	2	0	8	6
PHYSICAL THERAPIST HELPER	PP	2	1	3	2	1	3	0	0	2	0	0	0	0	1	0	0	0	0	3	0	0	3	0
RADIOLOGIC TECHNOLOGIST	T	9	11	20	4	6	10	5	0	3	1	0	5	0	5	1	0	10	0	8	2	0	16	4
RESPIRATORY CARE PRACTITIONER	T	9	17	26	7	13	20	2	0	5	2	0	4	0	11	2	0	6	0	16	4	0	1	25
SENIOR INTERVENTIONAL RADIOLOGIC TECHNOLOGIST	T	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1	0
SENIOR PHARMACY TECHNICIAN	T	0	2	2	0	2	2	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	2	0
SOCIAL SERVICES AIDE II	PP	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
<b>TOTAL Paraprofessional - Technicians I</b>		39	93	132	29	73	103	10	2	21	6	0	19	1	52	17	3	29	3	74	23	3	81	52
		70.5%			78.0%													22.0%	2.3%	56.1%	17.4%	2.3%		

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County of Monterey Workforce Analysis Chart  
 Job Group Within Department  
 2022-2023 Job Group Metrics

9600 - Natividad Medical Center

JOB GROUP 16: Skilled Craft I - (63.2% Minority Availability) - (8.3% 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
HOSPITAL MAINTENANCE MECHANIC	SC	7	0	7	5	0	5	2	0	5	0	0	0	0	0	0	0	2	0	5	0	0	7	0
MAINTENANCE PAINTER	SC	2	0	2	1	0	1	1	0	1	0	0	0	0	0	0	0	1	0	1	0	0	2	0
<b>TOTAL Skilled Craft I</b>		9	0	9	6	0	6	3	0	6	0	0	0	0	0	0	0	3	0	6	0	0	9	0
		0.0%			66.7%													33.3%	0.0%	66.7%	0.0%	0.0%		

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County of Monterey Workforce Analysis Chart

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Job Group Within Department

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2022-2023 Job Group Metrics

9600 - Natividad Medical Center

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	
ACCOUNTING CLERICAL SUPERVISOR	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0
ACCOUNTING TECHNICIAN	OC	0	2	2	0	2	2	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1	0	2	0
ADMINISTRATIVE SECRETARY	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0
ADMINISTRATIVE SECRETARY-CONFIDENTIAL	OC	0	3	3	0	3	3	0	0	0	0	0	0	0	3	0	0	0	0	0	3	0	0	3	0
HOSPITAL MEDICAL INTERPRETER	OC	2	6	8	2	6	8	0	0	2	0	0	0	0	6	0	0	0	0	0	8	0	0	6	2
HOSPITAL SUPERVISING COMMUNICATIONS OPERATOR	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0
MEDICAL ASSISTANT	SM	0	4	4	0	3	3	0	0	0	0	0	1	0	3	0	0	1	0	3	0	0	1	3	
OFFICE ASSISTANT III	OC	0	16	16	0	15	15	0	0	0	0	0	1	0	15	0	0	1	0	15	0	0	15	1	
PRINCIPAL OFFICE ASSISTANT	OC	2	11	13	2	10	12	0	1	1	0	0	1	1	8	1	0	1	2	9	1	0	13	0	
SENIOR ACCOUNT CLERK	OC	0	3	3	0	2	2	0	0	0	0	0	1	0	1	0	1	1	0	1	0	1	3	0	
SENIOR PATIENT ACCOUNT REPRESENTATIVE	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
SENIOR PATIENT SERVICES REPRESENTATIVE	OC	1	3	4	1	3	4	0	0	1	0	0	0	0	3	0	0	0	0	4	0	0	4	0	
SENIOR SECRETARY	OC	0	6	6	0	4	4	0	0	0	0	0	2	0	2	2	0	2	0	2	2	0	5	1	
SUPERVISING OFFICE ASSISTANT I	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
SUPERVISING OFFICE ASSISTANT II	OC	1	2	3	1	2	3	0	1	0	0	0	0	1	0	0	1	0	2	0	0	1	3	0	
SUPERVISING PATIENT ACCOUNT REPRESENTATIVE	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
SUPERVISING PATIENT SERVICES REPRESENTATIVE	OC	0	3	3	0	3	3	0	0	0	0	0	0	0	3	0	0	0	0	3	0	0	3	0	
<b>TOTAL Office Clerical II</b>		6	65	71	6	59	65	0	2	4	0	0	6	2	51	4	2	6	4	55	4	2	64	7	
			91.5%			91.5%								8.5%	5.6%	77.5%	5.6%	2.8%							

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County of Monterey Workforce Analysis Chart

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Run Date :01/05/2023

Job Group Within Department

Run Time :2:58 PM

2022-2023 Job Group Metrics

9600 - Natividad Medical Center

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
CASHIER	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0
COURIER	OC	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
HOSPITAL COMMUNICATIONS OPERATOR II	OC	3	3	6	3	3	6	0	0	3	0	0	0	0	3	0	0	0	0	6	0	0	6	0
MEDICAL UNIT CLERK	OC	2	29	31	2	27	29	0	0	1	1	0	2	0	26	1	0	2	0	27	2	0	17	14
OFFICE ASSISTANT I	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
OFFICE ASSISTANT II	OC	3	1	4	3	1	4	0	0	2	1	0	0	0	1	0	0	0	0	3	1	0	4	0
PATIENT ACCOUNT REPRESENTATIVE II	OC	1	24	25	1	23	24	0	0	1	0	0	1	0	21	2	0	1	0	22	2	0	24	1
PATIENT SERVICES REPRESENTATIVE I	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
PATIENT SERVICES REPRESENTATIVE II	OC	5	47	52	5	43	48	0	0	5	0	0	4	0	42	1	0	4	0	47	1	0	45	7
SECRETARY	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
STOREKEEPER	OC	8	1	9	7	1	8	1	0	6	1	0	0	0	1	0	0	1	0	7	1	0	9	0
<b>TOTAL Office Clerical I</b>		23	109	132	21	102	123	2	0	18	3	0	7	0	97	5	0	9	0	115	8	0	110	22
		82.6%			93.2%								6.8% 0.0% 87.1% 6.1% 0.0%											

JOB GROUP 19: Service Maintenance II - (80% Minority Availability) - (45.2% 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
HEAD COOK	SM	1	1	2	1	1	2	0	0	0	1	0	0	0	1	0	0	0	0	1	1	0	2	0
HOSPITAL MAINTENANCE SUPERVISOR	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
HOSPITAL SENIOR ENVIRONMENTAL SERVICES AIDE	SM	3	1	4	3	1	4	0	0	0	3	0	0	0	1	0	0	0	0	1	3	0	3	1
HOSPITAL SUPERVISING ENVIRONMENTAL SERVICES AIDE	SM	1	1	2	1	1	2	0	0	1	0	0	0	0	0	1	0	0	0	1	1	0	2	0
SENIOR COOK	SM	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 Service Maintenance II</b>		6	4	10	5	4	9	1	0	1	4	0	0	0	3	1	0	1	0	4	5	0	9	1
		40.0%			90.0%								10.0% 0.0% 40.0% 50.0% 0.0%											

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County of Monterey Workforce Analysis Chart

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Run Date :01/05/2023

Job Group Within Department

Run Time :2:58 PM

2022-2023 Job Group Metrics

9600 - Natividad Medical Center

JOB GROUP 20: Service Maintenance I - (76.8% Minority Availability) - (56.1% 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
COOK	SM	0	5	5	0	5	5	0	0	0	0	0	0	0	4	1	0	0	0	4	1	0	5	0
CUSTODIAN	SM	1	2	3	1	2	3	0	0	1	0	0	0	0	2	0	0	0	0	3	0	0	3	0
FOOD SERVICE WORKER II	SM	6	11	17	6	11	17	0	0	3	3	0	0	1	6	4	0	0	1	9	7	0	16	1
GROUNDSKEEPER	SM	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
HOSPITAL ENVIRONMENTAL SERVICES AIDE	SM	26	30	56	24	30	54	2	1	17	6	0	0	0	26	4	0	2	1	43	10	0	40	16
NURSING ASSISTANT	SM	12	83	95	12	74	86	0	0	6	6	0	9	2	56	16	0	9	2	62	22	0	50	45
PATIENT TRANSPORTER	SM	2	3	5	2	2	4	0	1	1	0	0	1	0	2	0	0	1	1	3	0	0	5	0
<b>TOTAL Service Maintenance I</b>		48	134	182	46	124	170	2	2	29	15	0	10	3	96	25	0	12	5	125	40	0	120	62
		73.6%			93.4%								6.6% 2.7% 68.7% 22.0% 0.0%											

TOTAL - 9600 Natividad Medical Center	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
	320	969	1,309	219	751	971	101	14	133	70	2	235	21	511	212	7	336	35	645	282	9	695	615
	75.6%			74.2%								25.7% 2.7% 49.3% 21.5% 0.7%											



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 Run Date :01/05/2023  
 Run Time :2:58 PM

County of Monterey Workforce Analysis Chart  
 Job Group Within Department  
 2022-2023 Job Group Metrics

9600 - NOT AVAILABLE

JOB GROUP 07: Professionals - Health, Administration - (34.9% Minority Availability) - (64.8% 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	
OUTPATIENT SERVICES MANAGER I	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
<b>TOTAL Professionals - Health, Administration</b>		0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
		100.0%			100.0%													0.0%	0.0%	0.0%	0.0%	0.0%	####		

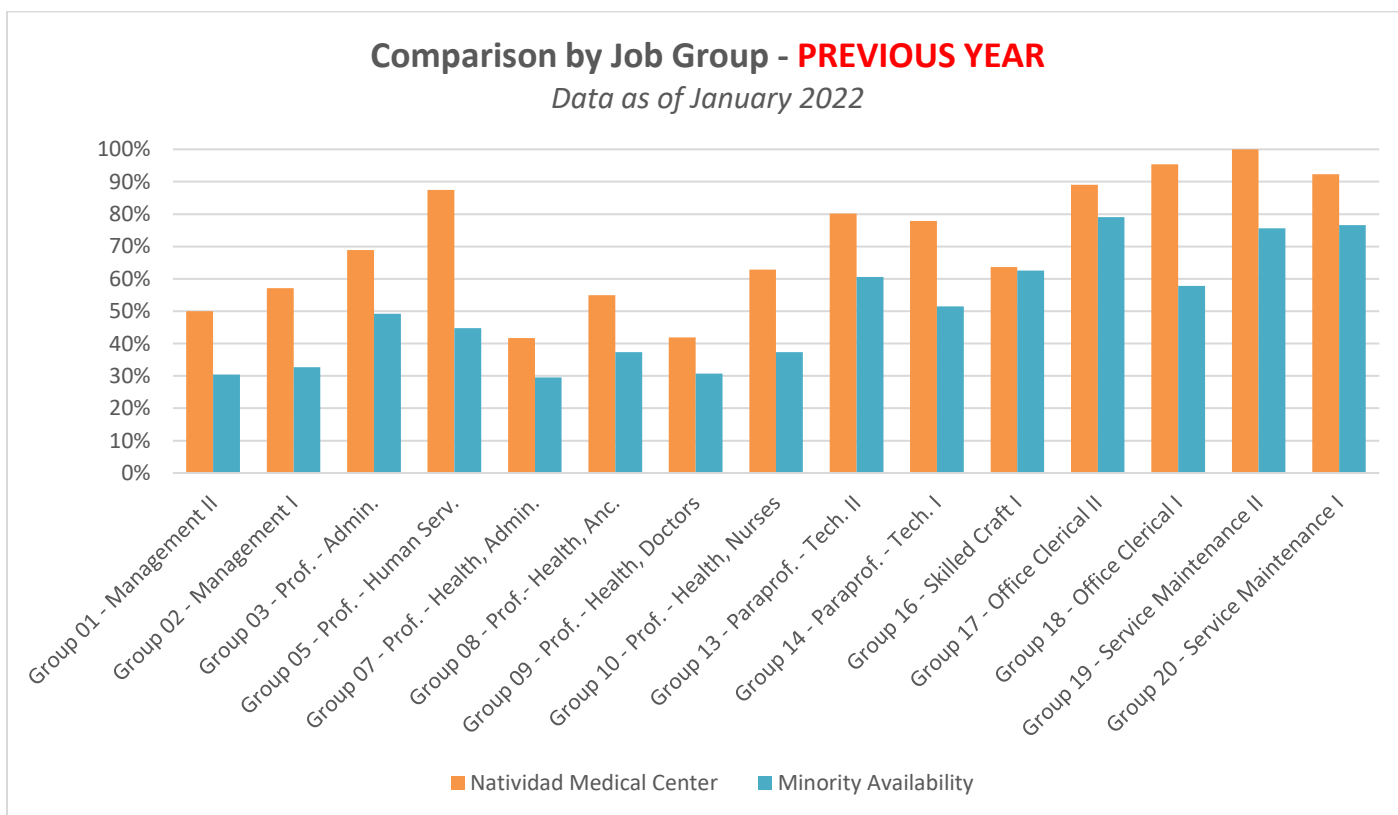
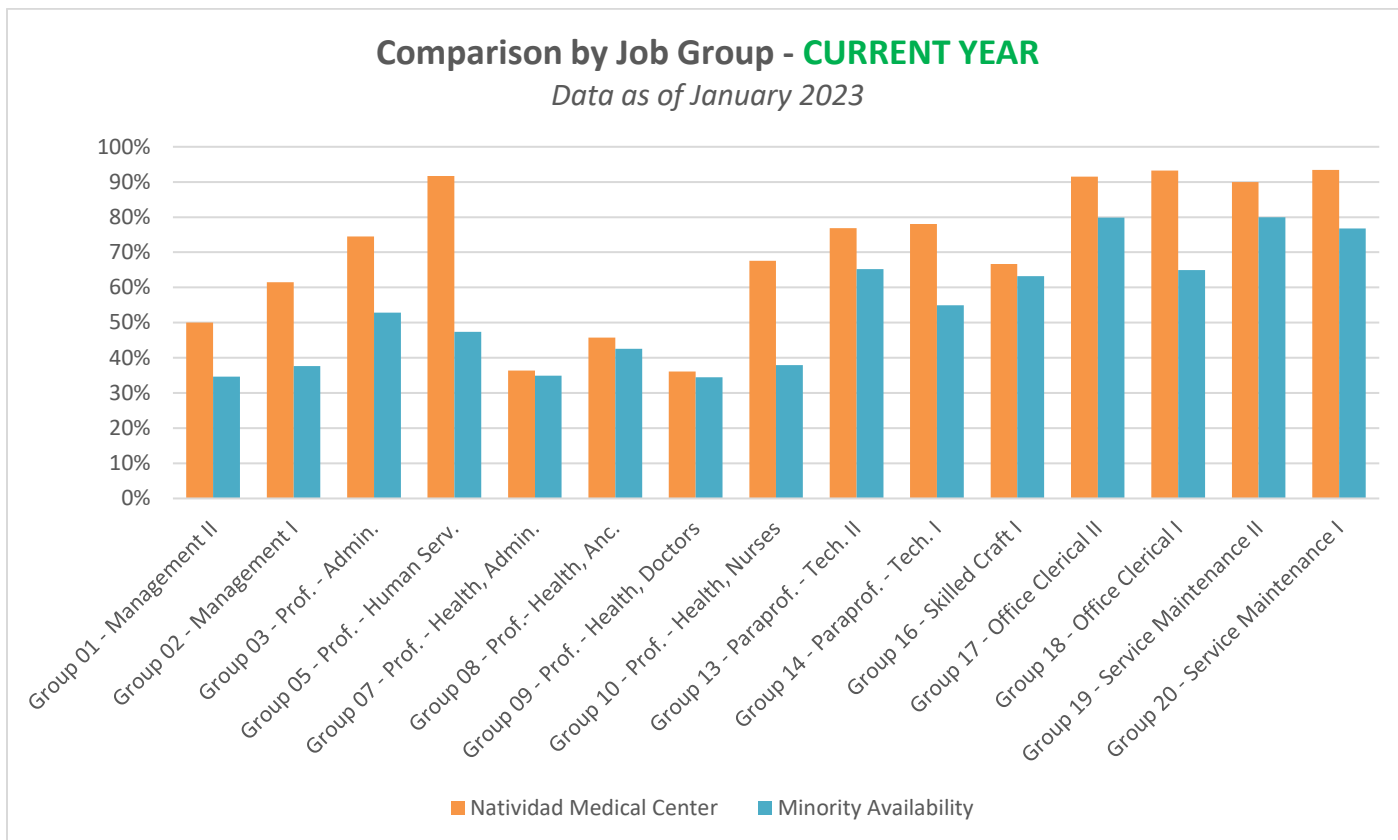
JOB GROUP 18: Office Clerical I - (64.9% Minority Availability) - (69.9% Female Availability)

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	
PATIENT SERVICES REPRESENTATIVE II	OC	1	1	2	1	1	2	0	0	1	0	0	0	0	1	0	0	0	0	2	0	0	0	2	0
<b>TOTAL Office Clerical I</b>		1	1	2	1	1	2	0	0	1	0	0	0	0	1	0	0	0	0	2	0	0	0	2	0
		50.0%			100.0%													0.0%	0.0%	100.0%	0.0%	0.0%			

TOTAL - 9600 NOT AVAILABLE	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
	1	2	3	1	2	3	0	0	1	0	0	0	0	1	0	1	0	0	2	0	1	3	0
	66.7%			100.0%													0.0%	0.0%	66.7%	0.0%	33.3%		

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
	321	991	1,312	220	753	974	101	14	134	70	2	235	21	512	212	8	336	35	647	282	10	698	615
	75.5%			74.2%													25.6%	2.7%	49.3%	21.5%	0.8%		

Please see charts below, showing Natividad’s Utilization vs. the Minority Availability in each Job Group for the current and previous year (Job Groups 4, 6, 11, 12, & 15 are not included, as no positions exist in these job groups at Natividad).



## FOCUSED REVIEW AND ANALYSIS OF NATIVIDAD’S WORKFORCE

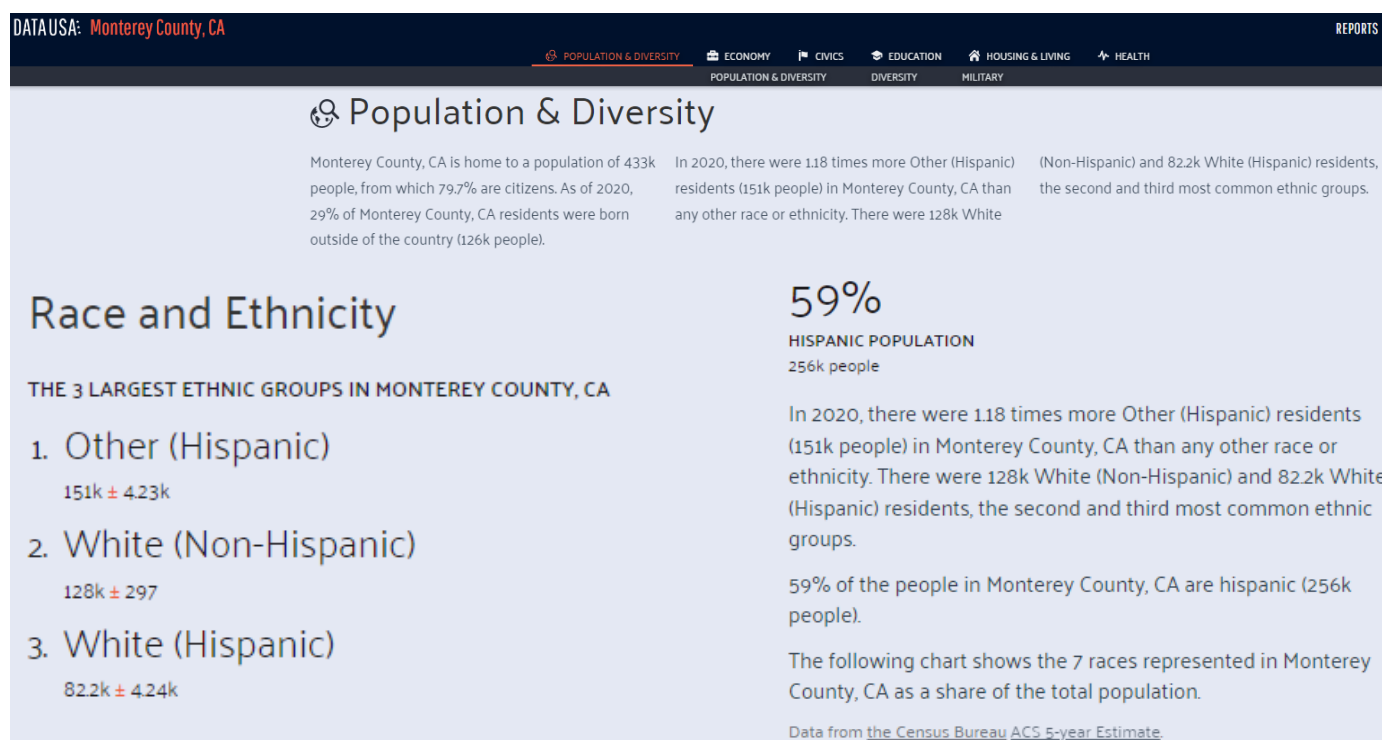
Natividad’s minority representation continues to exceed availability in all job groups for the fourth year in a row, after 2022’s recruitment efforts. Our Human Resources Department performs a detailed review every year within each job group to identify areas for improvement and create a plan of action. Although each job group on the Workforce Analysis Chart continues to show that the hospital meets or exceeds availability for minorities and females overall within the organization every year, there are still job groups in which females are underrepresented when compared to listed availability, and specific categories within the minority designation that have low representation in the hospital’s workforce.

Natividad HR facilitates collaborative involvement between the Recruitment Team, department managers/supervisors/SMEs, our advertising firm, and several focused outside agencies in order to identify outreach sources in order to achieve our goal of increasing the diversity within the individual minority categories in each job group. This practice will continue in 2023.

During a review of our workforce statistics, we compared Natividad’s current workforce to the most recent demographic data available for Monterey County residents (see items 1-3 below). As a hospital providing care and services to all residents of this community, regardless of age or ethnic background, the diversity of our workforce should closely resemble the population that we serve.

- 1) According to the data below, the 5 largest ethnic groups in Monterey County, CA are: Other (Hispanic) 34.9%; White (Non-Hispanic) 29.5%; White (Hispanic) 19%; Asian (Non-Hispanic) 5.57%; and Black or African American (Non-Hispanic) 2.42%, comprising 91.4% of the County’s population. *The ethnic groups representing the remaining 8.6% of the population are: Multi-Racial, Asian (Hispanic), Native Hawaiian & Other Pacific Islander, American Indian & Alaska Native, and Other (Non-Hispanic).*

Source: <https://datausa.io/profile/geo/monterey-county-ca>



# Other (Hispanic)

34.9%

# White (Hispanic)

19%

# Multiracial (Hispanic)

4.08%

American Indian & Alaska Native (Hispanic)  
0.56%

Asian (Hispanic)  
0.24%

# White (Non-Hispanic)

29.5%

# Asian (Non-Hispanic)

5.57%

# Multiracial (Non-Hispanic)

2.76%

# Black or African American (Non-Hispanic)

2.42%

Native Hawaiian & Other...  
0.42%

Other...  
0.18%

0.15%

- White
- Other
- Multiracial
- Asian
- Black or African American
- American Indian & Alaska Native
- Native Hawaiian & Other Pacific Islander

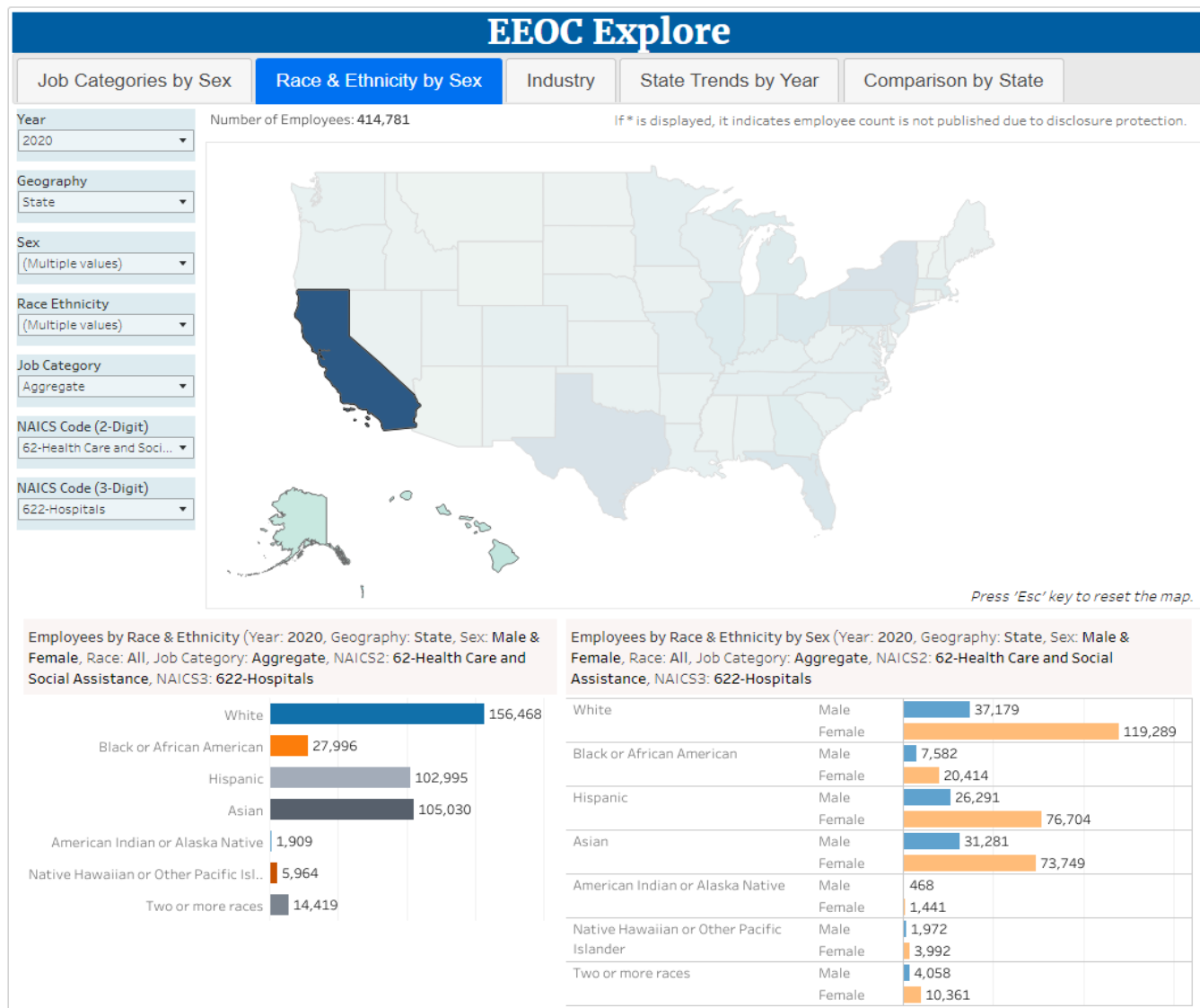
Natividad’s organization-wide representation in each ethnic category compared to the demographic data above for the population of Monterey County is detailed below. This data shows that representation within the organization is similar to the community in which we serve, as well as the pool from which a majority of our prospective employees live. *(According to applicant records for CY 2022, 78.3% of all applicants lived in Monterey County, 18.7% lived in other California counties, 2.6% lived out-of-state, and 0.4% were international applicants.)*

As the data shows, Natividad’s workforce representation in each ethnic category as listed below has closely reflected the representation in Monterey County’s population in each of the last 2 years.

ETHNIC CATEGORY	Current Year Comparison County Population to Natividad Workforce			Natividad Workforce Comparison January 2022 to January 2023	
	% REPRESENTATION IN MONTEREY COUNTY, CA POPULATION (Approx. 70% Minorities)	% REPRESENTATION IN NATIVIDAD WORKFORCE January 2023 (Total Minorities: 74.2%)	VARIANCE BETWEEN MONTEREY COUNTY DATA & NATIVIDAD WORKFORCE (+ / -)	% REPRESENTATION IN NATIVIDAD WORKFORCE January 2022 (Total Minorities: 72.8%)	VARIANCE IN NATIVIDAD WORKFORCE January 2022 vs. January 2023 (+ / -)
WHITE (Non-Hispanic)	29.50%	25.6%	-3.9%	27.30%	-1.7%
HISPANIC (Includes All with Hispanic listed above)	58.78%	49.3%	-9.48%	47.20%	+2.1%
ASIAN (Includes Native Hawaiian & Other Pacific Islander)	5.99%	21.5%	+15.51%	21.60%	+0.1%
BLACK or AFRICAN AMERICAN	2.42%	2.7%	+0.28%	3.20%	-0.5%
AMERICAN INDIAN & ALASKA NATIVE	0.15%	0.80%	+0.65%	0.80%	NO CHANGE
MULTIRACIAL (Non-Hispanic)	2.76%	DATA NOT AVAILABLE	N/A	DATA NOT AVAILABLE	N/A

- 2) In December 2020, the U.S. Equal Employment Opportunity Commission (EEOC) launched “EEOC Explore” - an interactive data query tool that Natividad uses to review and analyze its workforce. The data EEOC compiles is from more than 54 million employees and 71,000 employers nationwide. This tool provides valuable comparative information and data trends by location, sex, race & ethnicity, and *industry* - which is an integral part of the analysis of our organization’s workforce statistics, as many hospital positions require specific licensure and skills that cannot be acquired without higher education. Locally, these programs (e.g., Registered Nurse, Respiratory Therapist) are highly competitive academically and not all applicants are accepted into the program, which also impacts the diversity of the applicant pool.

The EEOC Explore data below shows all hospital employees in the State of California by race & ethnicity. This is another data set Natividad considers when doing an analysis of our workforce.



Source: <https://www.eeoc.gov/statistics/employment/jobpatterns/eeo1>

Race / Ethnic Category	Representation in California Hospitals	Representation in Natividad's Workforce	Variance (+ / -)
White	37.72%	25.6%	-12.12%
Black or African American	6.74%	2.7%	-4.04%
Hispanic	24.83%	49.3%	+24.47%
Asian (25.32%) + Native Hawaiian or Other Pacific Islander below (1.43%)	26.75%	21.5%	-5.25%
American Indian or Alaska Native	0.46%	0.80%	+0.34%
Native Hawaiian or Other Pacific Islander	1.43%	*included in Asian above	N/A
Two or More Races	3.47%	Data not available	N/A

The EEOC data shows that in comparison to the State-wide figures, Natividad does employ a diverse workforce, with an expected higher variance in the percentage of employees that are Hispanic, which

is the largest ethnic group in Monterey County. Although Natividad’s workforce closely represents the County population data for the community we serve, the information above shows that in comparison to all hospitals in the State of California, Natividad’s workforce is underrepresented in some specific minority categories as indicated above.

When comparing Natividad’s workforce to the Statewide data above for males/females in the workforce, the hospital’s representation is comparable, with female representation slightly higher than the data shows for California hospitals. However, Natividad has identified through this analysis that there are specific job groups in which our representation does not meet the availability in the County, so additional recruitment efforts are needed to target females for positions in those specific job groups.

Male / Female	Representation in California Hospitals	Representation in Natividad’s Workforce	Variance (+ / -)
Male	26.24%	24.5%	-1.74%
Female	73.76%	75.5%	+1.74%

- 3) As stated in our previous EO Plans, Natividad’s HR Department conducted a review of the minimum qualifications for all classifications that have historically required second language skills, such as Bilingual in Spanish, to determine if this requirement is warranted based on the essential job duties of each position within the specified hospital unit (i.e., front-line customer contact positions in Admitting & Registration, Clinics, or Patient Accounting departments). As a result of this review, some positions previously designated as “Bilingual Only” were changed for positions where bilingual skills may be desired, but are not required, to perform the essential duties of the position. This decision was made in order to improve the diversity of the employees in positions where resources are immediately available to provide services to a Spanish-speaking patient or visitor within the department through our Interpreter Services Department, without affecting client services. Natividad saw requiring these skills, when not imperative to the performance of the essential job functions of the individual position, created an adverse impact on the applicant pool and the diversity of our workforce. Removing this barrier when possible not only helps to increase the overall number of minority employees in other ethnic categories within the hospital’s workforce, but also in specific departments within the hospital where some ethnic categories may have little to no representation.

## Section 4

## Personnel Activity (Current Year - 2022)

Job Group 01: Management II <i>No activity in 2022</i>	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	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
	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 4

## Personnel Activity (Previous Year - 2021)

<b>Job Group 01: Management II</b> <b>*No activity in 2021</b>	<b>New Hires</b>		<b>Promotions – Into Job Group</b>		<b>Promotions – Within Job Group</b>		<b>Voluntary Terminations &amp; Retirements</b>	
	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
	<b>Involuntary Terminations (Non-Probationary)</b>		<b>Releases During Probationary Period</b>		<b>Corrective Actions</b>		<b>Layoffs</b>	
	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 4

## Personnel Activity (Current Year - 2022)

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	0	0	0	0	0	0	0	0
African American	1	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)	1	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	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	1	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

## Section 4

## Personnel Activity (Previous Year - 2021)

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	0	0	0	0	0	0	1	0
African American	1	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	1	0	0	0	0	0
TOTAL (count each person only once)	1	0	1	0	0	0	1	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 4

## Personnel Activity (Current Year - 2022)

Job Group 03: Professionals - Administration	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	2	0	0	0	0	0	0	4
African American	0	1	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	1	0	0
American Indian/ Alaskan Native	0	0	0	0	1	0	0	0
Hispanic	2	1	0	0	0	6	0	1
TOTAL (count each person only once)	4	2	0	0	1	7	0	5
	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 4

## Personnel Activity (Previous Year - 2021)

<b>Job Group 03: Professionals - Administration</b>	<b>New Hires</b>		<b>Promotions – Into Job Group</b>		<b>Promotions – Within Job Group</b>		<b>Voluntary Terminations &amp; Retirements</b>	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	3	0	2
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	1	0	0	0
American Indian/ Alaskan Native	0	0	1	0	0	0	0	0
Hispanic	0	2	1	2	2	0	2	0
TOTAL (count each person only once)	0	2	2	2	3	3	2	2
	<b>Involuntary Terminations (Non-Probationary)</b>		<b>Releases During Probationary Period</b>		<b>Corrective Actions</b>		<b>Layoffs</b>	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	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)	1	0	0	0	0	0	0	0

## Section 4

### Personnel Activity (Current Year - 2022)

Job Group 04: N/A	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								
TOTAL (count each person only once)								
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								

## Section 4

## Personnel Activity (Previous Year - 2021)

Job Group 04: N/A	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								
TOTAL (count each person only once)								
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								

## Section 4

## Personnel Activity (Current Year - 2022)

Job Group 05: Professionals – Human Services	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	0	0	1
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	1	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	1	0	0	1	1	0	0
TOTAL (count each person only once)	0	1	0	0	1	2	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



## Section 4

## Personnel Activity (Previous Year - 2021)

<b>Job Group 05: Professionals – Human Services</b>	<b>New Hires</b>		<b>Promotions – Into Job Group</b>		<b>Promotions – Within Job Group</b>		<b>Voluntary Terminations &amp; Retirements</b>	
	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	1	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	1	0	0	1	1	0	1
TOTAL (count each person only once)	0	1	0	0	1	2	0	1
	<b>Involuntary Terminations (Non-Probationary)</b>		<b>Releases During Probationary Period</b>		<b>Corrective Actions</b>		<b>Layoffs</b>	
	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 4

### Personnel Activity (Current Year - 2022)

Job Group 06: N/A	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								
TOTAL (count each person only once)								
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								

## Section 4

## Personnel Activity (Previous Year - 2021)

Job Group 06: N/A	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								
TOTAL (count each person only once)								
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								

## Section 4

## Personnel Activity (Current Year - 2022)

Job Group 07: Professionals – Health, Administration	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	1	0	0	0	1
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	1
American Indian/ Alaskan Native	0	1	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	2	0	1	0	0	0	2
	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 4

## Personnel Activity (Previous Year - 2021)

<b>Job Group 07: Professionals – Health, Administration</b>	<b>New Hires</b>		<b>Promotions – Into Job Group</b>		<b>Promotions – Within Job Group</b>		<b>Voluntary Terminations &amp; Retirements</b>	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	1	0	0	0	0	0	1
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	1
	<b>Involuntary Terminations (Non-Probationary)</b>		<b>Releases During Probationary Period</b>		<b>Corrective Actions</b>		<b>Layoffs</b>	
	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 4

## Personnel Activity (Current Year - 2022)

Job Group 08: Professionals – Health, Ancillary	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	2	2	2	0	0	0	0	3
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	1	0	0	0	0	1	5
American Indian/ Alaskan Native	0	0	0	0	0	0	0	1
Hispanic	1	2	0	0	0	0	2	3
TOTAL (count each person only once)	3	5	2	0	0	0	3	12
	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 4

## Personnel Activity (Previous Year - 2021)

<b>Job Group 08: Professionals – Health, Ancillary</b>	<b>New Hires</b>		<b>Promotions – Into Job Group</b>		<b>Promotions – Within Job Group</b>		<b>Voluntary Terminations &amp; Retirements</b>	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	3	0	0	1	2	1	1
African American	0	0	0	0	0	0	0	2
Asian/Pacific Islander	0	3	0	0	0	0	0	4
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	1	0	0	0
TOTAL (count each person only once)	1	6	0	0	2	2	1	7
	<b>Involuntary Terminations (Non-Probationary)</b>		<b>Releases During Probationary Period</b>		<b>Corrective Actions</b>		<b>Layoffs</b>	
	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	1	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 4

## Personnel Activity (Current Year - 2022)

Job Group 09: Professionals – Health, Doctors	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	5	10	0	0	5	1	5	3
African American	0	0	0	0	1	0	0	0
Asian/Pacific Islander	0	3	0	0	1	1	0	2
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	2	2	0	0	4	7	2	4
TOTAL (count each person only once)	7	15	0	0	11	9	7	9
	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 4

## Personnel Activity (Previous Year - 2021)

<b>Job Group 09: Professionals – Health, Doctors</b>	<b>New Hires</b>		<b>Promotions – Into Job Group</b>		<b>Promotions – Within Job Group</b>		<b>Voluntary Terminations &amp; Retirements</b>	
	Males	Females	Males	Females	Males	Females	Male	Females
White	<b>3</b>	<b>5</b>	<b>1</b>	0	<b>5</b>	<b>1</b>	<b>6</b>	<b>5</b>
African American	0	0	0	0	<b>1</b>	0	0	0
Asian/Pacific Islander	<b>1</b>	<b>1</b>	0	0	0	<b>3</b>	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	<b>2</b>	<b>4</b>	0	0	<b>3</b>	<b>7</b>	<b>1</b>	<b>1</b>
TOTAL (count each person only once)	<b>6</b>	<b>10</b>	<b>1</b>	0	<b>9</b>	<b>11</b>	<b>7</b>	<b>6</b>
	<b>Involuntary Terminations (Non-Probationary)</b>		<b>Releases During Probationary Period</b>		<b>Corrective Actions</b>		<b>Layoffs</b>	
	Males	Females	Males	Females	Males	Females	Male	Females
White	<b>1</b>	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)	<b>1</b>	0	0	0	0	0	0	0

## Section 4

## Personnel Activity (Current Year - 2022)

Job Group 10: Professionals – Health, Nurses	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	5	20	0	0	6	15	10	37
African American	2	2	0	0	0	0	2	1
Asian/Pacific Islander	3	14	0	0	1	12	4	10
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	6	20	0	0	5	17	2	15
TOTAL (count each person only once)	16	56	0	0	12	44	18	63
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	3	0	1	3	2	0	0
African American	0	1	0	0	0	0	0	0
Asian/Pacific Islander	1	4	0	0	0	1	0	0
American Indian/ Alaskan Native	0	0	0	0	1	0	0	0
Hispanic	1	1	1	1	0	3	0	0
TOTAL (count each person only once)	3	9	1	2	4	6	0	0

## Section 4

## Personnel Activity (Previous Year - 2021)

Job Group 10: Professionals – Health, Nurses	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	5	28	0	0	3	12	4	30
African American	2	1	0	0	0	1	0	4
Asian/Pacific Islander	6	18	0	0	4	10	4	8
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	8	26	0	0	2	17	4	19
TOTAL (count each person only once)	21	73	0	0	9	40	12	61
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	1	0	2	0	0	0	0
African American	0	0	0	1	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	1	0	0	0	0
TOTAL (count each person only once)	0	1	0	4	0	0	0	0

## Section 4

### Personnel Activity (Current Year - 2022)

Job Group 11: <span style="background-color: yellow;">N/A</span>	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								
TOTAL (count each person only once)								
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								

## Section 4

### Personnel Activity (Previous Year - 2021)

<b>Job Group 11: N/A</b>	<b>New Hires</b>		<b>Promotions – Into Job Group</b>		<b>Promotions – Within Job Group</b>		<b>Voluntary Terminations &amp; Retirements</b>	
	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)								
	<b>Involuntary Terminations (Non-Probationary)</b>		<b>Releases During Probationary Period</b>		<b>Corrective Actions</b>		<b>Layoffs</b>	
	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 4

### Personnel Activity (Current Year - 2022)

Job Group 12: N/A	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								
TOTAL (count each person only once)								
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								

## Section 4

## Personnel Activity (Previous Year - 2021)

Job Group 12: N/A	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								
TOTAL (count each person only once)								
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								

## Section 4

## Personnel Activity (Current Year - 2022)

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	1	4	1	0	0	0	1	3
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	2	0	0	1	0	0	2
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	3	0	0	0	1	4	3
TOTAL (count each person only once)	1	9	1	0	1	1	5	8
	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	1	0	0
African American	0	2	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	1	1	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	1	2	0	0
TOTAL (count each person only once)	0	2	0	2	2	3	0	0



## Section 4

## Personnel Activity (Previous Year - 2021)

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	1	5	1	0	0	2	3	7
African American	0	0	0	0	1	1	0	0
Asian/Pacific Islander	0	2	0	0	0	1	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	2	1	0	0	0	4	2	2
TOTAL (count each person only once)	3	8	1	0	1	8	5	9
	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	1	0	0	0	0
American Indian/ Alaskan Native	1	0	0	0	0	0	0	0
Hispanic	0	0	1	0	0	0	0	0
TOTAL (count each person only once)	1	0	1	1	0	0	0	0

## Section 4

## Personnel Activity (Current Year - 2022)

Job Group 14: Paraprofessional – Technicians I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	2	0	0	0	0	0	5
African American	0	0	0	0	0	0	1	0
Asian/Pacific Islander	0	1	0	0	0	1	1	2
American Indian/ Alaskan Native	0	0	0	1	0	0	0	0
Hispanic	0	4	1	2	0	0	2	5
TOTAL (count each person only once)	1	7	1	3	0	1	4	12
	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 4

## Personnel Activity (Previous Year - 2021)

Job Group 14: Paraprofessional – Technicians I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	4	2	0	0	2	2	4	6
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	3	2	0	0	0	0	3	3
American Indian/ Alaskan Native	0	0	0	0	0	0	0	1
Hispanic	3	4	0	1	0	7	2	3
TOTAL (count each person only once)	10	8	0	1	2	9	9	13
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	0	0	0	0	0	0	0
African American	0	0	1	0	1	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	1	0	0	0	0	0
TOTAL (count each person only once)	1	0	2	0	1	0	0	0

## Section 4

## Personnel Activity (Current Year - 2022)

Job Group 15: N/A	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								
TOTAL (count each person only once)								
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White								
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)								

## Section 4

## Personnel Activity (Previous Year - 2021)

<b>Job Group 15: N/A</b>	<b>New Hires</b>		<b>Promotions – Into Job Group</b>		<b>Promotions – Within Job Group</b>		<b>Voluntary Terminations &amp; Retirements</b>	
	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)								
	<b>Involuntary Terminations (Non-Probationary)</b>		<b>Releases During Probationary Period</b>		<b>Corrective Actions</b>		<b>Layoffs</b>	
	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 4

## Personnel Activity (Current Year - 2022)

Job Group 16: Skilled Craft I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	2	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	3	0	0	0	0	0	1	0
TOTAL (count each person only once)	5	0	0	0	0	0	1	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	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	3	0	0	0	0	0
TOTAL (count each person only once)	1	0	3	0	0	0	0	0

## Section 4

## Personnel Activity (Previous Year - 2021)

Job Group 16: Skilled Craft I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	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	1
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	4	0	0	0	2	0	4	0
TOTAL (count each person only once)	5	0	0	0	2	0	4	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

## Section 4

## Personnel Activity (Current Year - 2022)

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	1	1	0	0	0	0	1	1
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	1	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	5	0	2	1	8	0	1
TOTAL (count each person only once)	2	7	0	2	1	8	1	2
	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	1	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 4

## Personnel Activity (Previous Year - 2021)

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	0	0	0	1	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	1	0	0	0	0	0	1
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	4	0	4	0	5
TOTAL (count each person only once)	0	1	0	5	0	4	0	6
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	1	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	1	0	0	0

## Section 4

## Personnel Activity (Current Year - 2022)

Job Group 18: Office Clerical I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	2	0	0	0	0	0	1
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	4	10	0	0	0	5	0	12
TOTAL (count each person only once)	4	12	0	0	0	5	0	13
	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	1	1	0	0	0	0
TOTAL (count each person only once)	0	0	1	1	0	0	0	0

## Section 4

## Personnel Activity (Previous Year - 2021)

Job Group 18: Office Clerical I	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	1	2
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	2	0	0	0	0	1	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	12	0	3	3	11	2	20
TOTAL (count each person only once)	1	14	0	3	3	12	4	22
	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	1	1	0	1	0	0
TOTAL (count each person only once)	0	0	1	1	0	1	0	0

## Section 4

## Personnel Activity (Current Year - 2022)

Job Group 19: Service Maintenance II	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	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	2	0	0	0	0	0
American Indian/ Alaskan Native	0	0	1	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	3	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 4

## Personnel Activity (Previous Year - 2021)

Job Group 19: Service Maintenance II	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	1	0	0	0	0	1
African American	0	0	0	0	0	0	0	1
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	1	0	0	0	0
TOTAL (count each person only once)	0	0	1	1	0	0	0	2
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	1	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	1	0	0	0	0	0

## Section 4

## Personnel Activity (Current Year - 2022)

Job Group 20: Service Maintenance I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	0	0	0	0	0	2	1
African American	0	0	0	0	0	0	1	0
Asian/Pacific Islander	0	2	0	0	0	0	3	2
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	13	0	0	0	0	5	8
TOTAL (count each person only once)	2	15	0	0	0	0	11	11
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	1	0	0	1	1	0	0
African American	0	0	0	2	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	1	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	3	3	2	3	5	0	0
TOTAL (count each person only once)	1	4	3	4	4	7	0	0

## Section 4

## Personnel Activity (Previous Year - 2021)

Job Group 20: Service Maintenance I	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	4	0	0	3	4	1	6
African American	1	0	0	0	1	3	2	1
Asian/Pacific Islander	1	2	0	0	3	2	1	3
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	3	9	0	0	4	20	4	21
TOTAL (count each person only once)	6	15	0	0	11	29	8	31
	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	1	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	2	0	1	0	2	0	0
TOTAL (count each person only once)	0	2	1	1	0	2	0	0

## Section 5

### Recruitment – Data (Current Year - 2022)

*Natividad's workforce is underrepresented for females in the following job groups according to the Workforce Statistics Report dated January 5, 2023. Please see Recruitment Data for 2022 below:*

Job Group 05: Professionals – Human Services	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	2	6	1	2	1	2	0	3	0	1
African American	0	4	0	0	0	0	0	1	0	0
Asian/Pacific Islander	0	2	0	0	0	0	0	1	0	0
American Indian/ Alaskan Native	2	2	0	0	0	0	0	0	0	0
Hispanic	0	14	0	0	0	0	0	3	1	2
TOTAL (count each person once only)	4	28	1	2	1	2	0	8	1	3

Job Group 05: Professionals – Human Services	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	0	0	0	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards, membership/certification mailings and alternate eligible lists as needed. Natividad is proud to also advertise and partner with several specialized publications &amp; groups that target females, minorities, persons with disabilities and/or the LGBTQ+ communities. In addition, Natividad has dedicated time each week to focus on targeted recruitment outreach utilizing Linked In Recruiter, Handshake and various membership connections to attract and secure more qualified &amp; diverse candidates.</p> <p>Target Female for this group is 76.7% and we are slightly under at 75%. Females accounted for 85.5% of all applications and 75% of the hires into this job group in 2022. Job classifications in this group are specialized and require higher education and licensure/certifications, which contributes to the limited applicant pool.</p> <p>Goal: Continue to identify and target female groups where we can access qualified candidates in our recruitment efforts.</p>
African American	0	0	0	0	
Asian/Pacific Islander	0	0	1	0	
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	1	1	1	2	
TOTAL (count each person once only)	1	1	2	2	



## Section 5

## Recruitment – Data (Current Year - 2022)

Job Group 08: Professionals – Health, Ancillary	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	6	12	0	0	3	1	4	15	3	4
African American	0	0	0	0	0	0	0	1	1	0
Asian/Pacific Islander	0	2	0	0	2	2	3	14	1	2
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0	0	0
Hispanic	0	4	0	0	0	0	2	1	0	2
TOTAL (count each person once only)	6	18	0	0	5	3	9	31	5	8

Job Group 08: Professionals – Health, Ancillary	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	2	2	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards, membership/certification mailings and alternate eligible lists as needed. Natividad is proud to also advertise and partner with several specialized publications &amp; groups that target females, minorities, persons with disabilities and/or the LGBTQ+ communities. In addition, Natividad has dedicated time each week to focus on targeted recruitment outreach utilizing Linked In Recruiter, Handshake and various membership connections to attract and secure more qualified &amp; diverse candidates.</p> <p>Target Female for this group is 73.8% and we are slightly under at 69.6%. Females accounted for 75% of all applications and 61.5% of the hires into this job group in 2022. Job classifications in this group are specialized and require higher education and licensure/certifications, which contributes to the limited applicant pool.</p> <p>Goal: Continue to identify and target female groups where we can access qualified candidates in our recruitment efforts.</p>
African American	0	0	0	0	
Asian/Pacific Islander	0	1	1	1	
American Indian/ Alaskan Native	0	1	0	1	
Hispanic	0	0	0	2	
TOTAL (count each person once only)	1	3	3	6	

## Section 5

## Recruitment – Data (Current Year - 2022)

Job Group 10: Professionals – Health, Nurses	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	14	98	0	0	2	26	22	79	8	24
African American	2	9	0	0	0	3	3	7	0	2
Asian/Pacific Islander	35	52	0	0	3	15	22	47	6	15
American Indian/ Alaskan Native	2	4	0	0	0	1	0	4	0	0
Hispanic	16	80	0	0	6	12	16	60	9	31
TOTAL (count each person once only)	69	243	0	0	11	57	63	197	23	75

Job Group 10: Professionals – Health, Nurses	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	0	1	3	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards, membership/certification mailings and alternate eligible lists as needed. Natividad is proud to also advertise and partner with several specialized publications &amp; groups that target females, minorities, persons with disabilities and/or the LGBTQ+ communities. In addition, Natividad has dedicated time each week to focus on targeted recruitment outreach utilizing Linked In Recruiter, Handshake and various membership connections to attract and secure more qualified &amp; diverse candidates.</p> <p>Target Female for this group is 87.1% and we are slightly under at 83.5%. Females accounted for 77.8% of all applications, and 76.5% of the hires into this job group in 2022. Job classifications in this group are specialized and require higher education and licensure/certifications, which contributes to the limited applicant pool.</p> <p>Goal: Continue to identify and target female groups where we can access qualified candidates in our recruitment efforts.</p>
African American	0	0	0	1	
Asian/Pacific Islander	0	0	0	1	
American Indian/ Alaskan Native	0	0	0	1	
Hispanic	0	1	1	1	
TOTAL (count each person once only)	0	1	2	7	

## Section 5

## Recruitment – Data (Current Year - 2022)

Job Group 13: Para- Professionals –Technicians II	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	16	43	0	0	1	6	6	21	5	7
African American	6	12	0	0	1	0	2	7	1	1
Asian/Pacific Islander	12	22	0	0	1	2	6	17	1	5
American Indian/ Alaskan Native	2	7	0	0	1	0	0	4	1	0
Hispanic	54	146	0	0	2	13	17	52	3	8
TOTAL (count each person once only)	90	230	0	0	6	21	31	101	11	21

Job Group 13: Para- Professionals –Technicians II	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	1	2	3	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards, membership/certification mailings and alternate eligible lists as needed. Natividad is proud to also advertise and partner with several specialized publications &amp; groups that target females, minorities, persons with disabilities and/or the LGBTQ+ communities. In addition, Natividad has dedicated time each week to focus on targeted recruitment outreach utilizing Linked In Recruiter, Handshake and various membership connections to attract and secure more qualified &amp; diverse candidates.</p> <p>Target Female for this group is 71.2% and we are slightly under at 67.9%. Females accounted for only 71.8% of all applications, and 65.6% of the hires into this job group in 2022. Job classifications in this group are specialized and require higher education and licensure/certifications, which contributes to the limited applicant pool.</p> <p>Goal: Continue to identify and target female groups where we can access qualified candidates in our recruitment efforts.</p>
African American	0	0	1	1	
Asian/Pacific Islander	0	1	1	1	
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	0	2	0	2	
TOTAL (count each person once only)	0	4	4	7	

## Section 5

### Recruitment – Data (Current Year - 2022)

Job Group 14: Para-Professionals –Technicians 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	14	52	0	0	5	13	6	10	1	6
African American	6	10	0	0	1	1	4	3	0	0
Asian/Pacific Islander	14	30	0	0	1	7	10	13	0	2
American Indian/Alaskan Native	2	2	0	0	0	1	1	1	0	1
Hispanic	85	272	0	0	17	59	8	48	4	13
TOTAL (count each person once only)	121	366	0	0	24	81	29	75	5	22

Job Group 14: Para-Professionals –Technicians I	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	1	2	2	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards, membership/certification mailings and alternate eligible lists as needed. Natividad is proud to also advertise and partner with several specialized publications &amp; groups that target females, minorities, persons with disabilities and/or the LGBTQ+ communities. In addition, Natividad has dedicated time each week to focus on targeted recruitment outreach utilizing Linked In Recruiter, Handshake and various membership connections to attract and secure more qualified &amp; diverse candidates.</p> <p>Target Female for this group is 73.6% and we are slightly under at 70.5%. Females accounted for only 62.3% of all applications, and 76.4% of the hires into this job group in 2022. Job classifications in this group are specialized and require higher education and licensure/certifications, which contributes to the limited applicant pool.</p> <p>Goal: Continue to identify and target female groups where we can access qualified candidates in our recruitment efforts.</p>
African American	0	2	1	2	
Asian/Pacific Islander	0	0	0	2	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	2	1	1	
TOTAL (count each person once only)	0	5	4	7	

## Section 5

## Recruitment – Data (Current Year - 2022)

Job Group 16: Skilled Craft 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	13	0	0	0	3	0	11	0	2	0
African American	6	0	0	0	1	0	0	0	0	0
Asian/Pacific Islander	8	0	0	0	0	0	2	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	1	0	0	0
Hispanic	93	0	0	0	17	0	31	0	2	0
TOTAL (count each person once only)	120	0	0	0	21	0	45	0	4	0

Job Group 16: Skilled Craft I	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	0	1	0	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards, membership/certification mailings and alternate eligible lists as needed. Natividad is proud to also advertise and partner with several specialized publications &amp; groups that target females, minorities, persons with disabilities and/or the LGBTQ+ communities. In addition, Natividad has dedicated time each week to focus on targeted recruitment outreach utilizing Linked In Recruiter, Handshake and various membership connections to attract and secure more qualified &amp; diverse candidates.</p> <p>Target Female for this group is 8.3% and Natividad has 0% female representation. We received 0 applications from females in 2022. Job classifications in this group are labor/maintenance positions (e.g., Hospital Maintenance Mechanic), which contributes to the limited female applicant pool.</p> <p>Goal: Continue to identify and target female groups where we can access qualified candidates in our recruitment efforts.</p>
African American	0	0	0	0	
Asian/Pacific Islander	0	0	0	0	
American Indian/ Alaskan Native	1	0	1	0	
Hispanic	0	1	1	0	
TOTAL (count each person once only)	1	1	3	0	

## Section 5

## Recruitment – Data (Current Year - 2022)

Job Group 19: Service Maintenance II	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	16	15	0	0	2	0	7	2	0	0
African American	4	6	0	0	1	2	7	1	1	0
Asian/Pacific Islander	2	4	0	0	6	2	3	3	1	0
American Indian/ Alaskan Native	6	2	0	0	2	0	1	0	1	0
Hispanic	103	119	0	0	22	26	48	24	11	6
TOTAL (count each person once only)	131	146	0	0	33	30	66	30	14	6

Job Group 19: Service Maintenance II	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	0	0	0	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards, membership/certification mailings and alternate eligible lists as needed. Natividad is proud to also advertise and partner with several specialized publications &amp; groups that target females, minorities, persons with disabilities and/or the LGBTQ+ communities. In addition, Natividad has dedicated time each week to focus on targeted recruitment outreach utilizing Linked In Recruiter, Handshake and various membership connections to attract and secure more qualified &amp; diverse candidates.</p> <p>Target Female for this group is 45.2% and we are slightly under at 40%. Females accounted for 52.7% of all applications, and 30% of the hires into this job group in 2022. Job classifications in this group are in our Dietary and Environmental Services departments, where it is not common to have such a limited female applicant pool.</p> <p>Goal: Continue to identify and target female groups where we can access qualified candidates in our recruitment efforts.</p>
African American	0	0	1	0	
Asian/Pacific Islander	0	0	0	0	
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	0	1	1	2	
TOTAL (count each person once only)	0	1	2	2	

## Section 5

### Recruitment – Data (Previous Year – 2021)

*Natividad's workforce was underrepresented for females in the following job groups, and Recruitment Data as of January 2022 (below) was included in the last Equal Opportunity Plan submitted in March 2022.*

**\*NOTE:** As of January 2023, data for Job Group 03: Professionals–Administration shows that this group is **no longer underrepresented** for females.

Job Group <b>03:</b> Professionals – Administration	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	<b>9</b>	<b>10</b>	0	0	0	0	<b>4</b>	<b>3</b>	0	0
African American	<b>2</b>	<b>1</b>	0	0	0	0	<b>3</b>	0	0	0
Asian/Pacific Islander	<b>11</b>	<b>6</b>	0	0	0	0	<b>1</b>	<b>3</b>	0	0
American Indian/ Alaskan Native	<b>3</b>	0	0	0	0	0	0	0	0	0
Hispanic	<b>26</b>	<b>16</b>	0	0	0	0	<b>3</b>	<b>15</b>	0	<b>2</b>
TOTAL (count each person once only)	<b>51</b>	<b>33</b>	0	0	0	0	<b>11</b>	<b>21</b>	0	<b>2</b>

Job Group <b>03:</b> Professionals – Administration	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	<b>2</b>	<b>1</b>	<b>3</b>	<b>4</b>	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards and alternate eligible lists as needed, and specialized publications &amp; groups that target both females, minorities and/or the LGBTQ+ communities.</p> <p>Target Female for this group is 62% and we are slightly under at 60%. Females accounted for only 39.28% of all applications, and 100% of the hires in this job group were females. Although still slightly below the target range, we did have an improvement of 4.7%. Natividad increased the amount of female screeners &amp; panel members from CY2020 by nearly 70% in this job group.</p> <p>Goal: Continue to identify and target female groups in the recruitment specialties.</p>
African American	0	0	<b>1</b>	<b>3</b>	
Asian/Pacific Islander	0	<b>1</b>	<b>2</b>	<b>1</b>	
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	0	<b>1</b>	<b>1</b>	<b>3</b>	
TOTAL (count each person once only)	<b>2</b>	<b>3</b>	<b>7</b>	<b>11</b>	

## Section 5

## Recruitment – Data (Previous Year – 2021)

Job Group 10: Professionals – Health, Nurses	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	16	80	0	18	0	18	19	111	5	30
African American	2	6	1	2	1	2	7	16	2	2
Asian/Pacific Islander	11	70	6	22	6	22	19	90	7	27
American Indian/ Alaskan Native	0	1	0	2	0	2	0	3	0	0
Hispanic	13	73	4	12	4	12	22	80	5	27
TOTAL (count each person once only)	42	230	11	56	11	56	67	300	19	86

Job Group 10: Professionals – Health, Nurses	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	0	2	6	<p><b>Advertising:</b> Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards and alternate eligible lists as needed, and specialized publications and groups that target both females, minorities and/or the LGBTQ+ communities.</p> <p>Target Female for this group is 88.1% and we are slightly under at 83.5%, even though 84.5% of all applicants and 81.9% of new hires were females. CY2021 saw an overall reduction of 33% in total applications in this job group due to COVID-19 and the reduction of educators in nursing clinical programs, resulting in delayed program completion. Licensed nursing professionals returned to frontline care, and others decided to retire earlier than planned. We anticipate this number will normalize in CY2022, as local programs &amp; clinical rotations have resumed.</p> <p>Goal: Identify and target female groups in the recruitment specialties.</p>
African American	0	0	0	2	
Asian/Pacific Islander	0	1	2	3	
American Indian/ Alaskan Native	0	0	0	1	
Hispanic	0	1	1	8	
TOTAL (count each person once only)	0	2	5	20	



## Section 5

## Recruitment – Data (Previous Year – 2021)

Job Group 13: Paraprofessional – Technicians II	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	15	41	0	0	0	0	1	28	2	8
African American	7	7	1	0	1	0	3	5	0	2
Asian/Pacific Islander	8	25	2	1	2	1	5	13	1	1
American Indian/ Alaskan Native	1	3	0	0	0	0	0	2	0	0
Hispanic	24	101	1	3	1	3	7	36	5	8
TOTAL (count each person once only)	55	177	4	4	4	4	16	84	8	19

Job Group 13: Paraprofessional – Technicians II	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	0	3	8	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards and alternate eligible lists as needed and specialized publications and groups that target both females, minorities and/or the LGBTQ+ communities.</p> <p>Target Female for this group is 70.8% and we are slightly under at 69.1%. In CY2021, 76.3% of all applications and 70.4% of new hires were females. Although we are still slightly below the target range we did have an improvement of 1.6%</p> <p>Goal: Continue to identify and target female groups in the recruitment specialties.</p>
African American	0	0	0	2	
Asian/Pacific Islander	1	1	1	3	
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	0	5	1	4	
TOTAL (count each person once only)	1	6	5	17	

## Section 5

## Recruitment – Data (Previous Year – 2021)

Job Group <b>14:</b> Paraprofessional – Technicians 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	<b>54</b>	<b>81</b>	<b>4</b>	<b>12</b>	<b>4</b>	<b>12</b>	<b>14</b>	<b>35</b>	<b>4</b>	<b>9</b>
African American	<b>12</b>	<b>21</b>	0	<b>3</b>	0	<b>3</b>	<b>2</b>	<b>7</b>	0	<b>1</b>
Asian/Pacific Islander	<b>43</b>	<b>40</b>	<b>5</b>	<b>14</b>	<b>5</b>	<b>14</b>	<b>23</b>	<b>21</b>	<b>4</b>	<b>5</b>
American Indian/ Alaskan Native	<b>3</b>	<b>3</b>	0	0	0	0	<b>2</b>	<b>1</b>	0	0
Hispanic	<b>118</b>	<b>308</b>	<b>22</b>	<b>68</b>	<b>22</b>	<b>68</b>	<b>37</b>	<b>74</b>	<b>4</b>	<b>27</b>
TOTAL (count each person once only)	<b>230</b>	<b>453</b>	<b>31</b>	<b>97</b>	<b>31</b>	<b>97</b>	<b>78</b>	<b>138</b>	<b>12</b>	<b>42</b>

Job Group <b>14:</b> Paraprofessional – Technicians I	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	<b>1</b>	<b>2</b>	<b>4</b>	<b>9</b>	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards and alternate eligible lists as needed and specialized publications and groups that target both females, minorities and/or the LGBTQ+ communities.</p> <p>Target Female for this group is 70.9% and we are slightly under at 70.2%. In CY 2021, 66.3% of all applications and 77.8% of new hires were females. This is an increase from CY2020 by 3%. We increased the amount of female screeners &amp; panel members from CY2020 by nearly 70% in this job group.</p> <p>Goal: Identify and target female groups in the recruitment specialties.</p>
African American	0	<b>1</b>	<b>1</b>	<b>3</b>	
Asian/Pacific Islander	0	0	<b>3</b>	<b>5</b>	
American Indian/ Alaskan Native	0	0	<b>1</b>	<b>2</b>	
Hispanic	0	<b>7</b>	<b>3</b>	<b>4</b>	
TOTAL (count each person once only)	<b>1</b>	<b>10</b>	<b>12</b>	<b>23</b>	

## Section 5

## Recruitment – Data (Previous Year – 2021)

Job Group 16: Skilled Craft 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	9	0	0	0	0	0	10	0	0	0
African American	1	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	6	0	0	0	0	0	5	0	0	0
American Indian/ Alaskan Native	1	0	0	0	0	0	1	0	0	0
Hispanic	33	0	0	0	0	0	14	0	6	0
TOTAL (count each person once only)	50	0	0	0	0	0	30	0	6	0

Job Group 16: Skilled Craft I	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	1	1	0	<p>Advertising: Monterey County Website, Natividad Website, Local newspapers (tri-county area), LinkedIn, Social Media platforms, Cal Jobs, Coast Weekly, Career Builder, Indeed, Monterey Bay Jobs, all certification applicable job boards and alternate eligible lists as needed and specialized publications and groups that target both females, minorities and/or the LGBTQ+ communities.</p> <p>Target Female for this group is 9.5% and as of January 2022, representation for females in this job group is 0%. This is a reduction of 9.1% from the previous CY. The one (1) female incumbent elected to retire early in 2021.</p> <p>Goal: Work with trade schools to ensure we are part of job placement boards, increase educational outreach &amp; internship programs. Identify and target female groups in the recruitment specialties.</p>
African American	0	0	0	0	
Asian/Pacific Islander	0	0	0	0	
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	0	1	2	0	
TOTAL (count each person once only)	0	2	3	0	

## 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?**

*Natividad currently works collaboratively with the institutions and agencies listed below to provide clinical rotations and/or job shadow assignments to students in order to target and provide guidance and/or training to students seeking education and career opportunities in various healthcare specialties.*

Name of University and/or College	Student Clinical Rotation
Hartnell College	RN Students, RCP Students
University of the Pacific	Pharmacy Students
Walden University	BSN, MSN, and DNP RN Students
Albuquerque Area Indian Health Science	Family Residency Program
American Medical Response West (NCTI Bay Area)	EMT and Paramedic Students
Aspen University	Undergraduate and Graduate Studies
Bay Area Medical Academy	Phlebotomy Students
Baylor University	Physical Therapy Doctoral Students
Boise State University	MSN Program
California State University, Dominguez Hills	Undergraduate and Graduate Studies
Cabrillo College	RCP Students, Radiology Tech Students
Carrington College	RCP Students, Radiology Tech Students
CBD College (Community Based Development, Inc)	Ultrasound Tech Students
Central Coast College	Phlebotomy Students and Ultrasound Tech Students
Chamberlain University	MSN and DNP RN Students
Creighton University	Medical Students
California State University, Monterey Bay	Clinical Practicum and Physician Assistant Program (MSPA)
Foothill De Anza Community College	Clinical Practicum

Name of University and/or College	Student Clinical Rotation
Frontier Nursing University	BSN & MSN Students
Grand Canyon University	Undergraduate and Graduate Studies
Iowa State University of Science and Technology	Dietetic Internship Students
Monterey Peninsula College	RN Students
Mee Memorial Hospital	RNs for preceptorship
National College of Technical Instruction (NCTI)	Paramedic Students
Samuel Merritt University	Physician Assistant Students, OT Students, Podiatric Medicine, Physical Therapy, Nursing Pre-licensure BSN Students, Family Nurse Practitioner Students, Nurse Anesthesia Students
San Jose State University	Undergraduate and Graduate Studies (Clinical Laboratory Scientist, BSN RN Students, Physical Therapy Students, Occupational Therapy Students, and Speech Language Pathologist Students)
Silicon Valley Surgical Tech Institute (SVSTI)	Surgical Tech and Sterile Processing Students
South Bay Regional Public Safety Training Consortium	EMT and Paramedic Students
University of California San Francisco School of Medicine	Medical Students, Resident Physicians and Fellows, Physical Therapy Students, Occupational Therapy Students, Clinical Psychology Fellows, and Nurse Practitioner Students
University of San Francisco	BSN, MSN, and DNP Program
University of South Alabama	DNP Program
Touro University California	Clinical Preceptorship (Pharmacy and Osteopathic Medicine)
Vanderbilt University	Undergraduate and Graduate Studies
Western Governor's University	Undergraduate and Graduate Studies
Unitek College	BSN and MSN RN Students
CA Transplant Donor Network	(Not for clinical rotation) – Service to identify potential organ donors
Donor Network West	(Not for clinical rotation) – Service to identify potential organ donors
Musculoskeletal Transplant Foundation, Inc. ("MTF")	(Not for clinical rotation) – Service for asset transfer agreement with designated organ procurement organization
CMQCC - Stanford University	(Not for clinical rotation) - Collaborative agreement for hospital performance data reporting and performance improvement metrics for maternity and labor and delivery units in California

Name of University and/or College	Student Clinical Rotation
CPQCC - Stanford University Medical Center	(Not for clinical rotation) - Collaborative agreement for development and implementation of performance improvement strategies in maternity and neonatal care
Mo. Co. Health Dept. – UCSF Family Practice Residency Program	Family Residency Program
Salinas Adult School	(Not for clinical rotation) - Childbirth classes to employees/clientele of Natividad
University of the Pacific	Pharmacy Program
Starlight Children’s Foundation	(Not for clinical rotation) – Service to provide donated units (entertainment to pediatric patients) as a gift from Starlight
Veterans Affairs Palo Alto	Medical Residency and Fellowship

*In addition to the institutions listed above, Natividad also collaborates with:*

- **Multi-industry employers in subcommittees and other partnerships** (e.g., Workforce Investment Board, Bay Area Community College Consortium) to assess local workforce needs and discuss education and training opportunities (or deficiencies) in the County and State. Identifying educational needs and working collaboratively to create programs locally is one method to recruit a diverse workforce of qualified individuals to fill critical positions;
- **Salinas Valley Memorial Health System**, as a participant hospital in their annual Summer Health Institute program, which provides high school Seniors and current year graduates interested in, or planning to pursue, a career in the healthcare industry with tours and job shadowing opportunities;
- **The Department of Rehabilitation** as a Spotlight employer to present Natividad’s jobs & services and extend our recruitment efforts to individuals with disabilities. We connected with the local Monterey County Chapter in 2022, and were also referred to present to chapters in Santa Clara County, San Benito County, and Santa Cruz County. During our presentation, we highlight our company brand, company history, current job openings, information on how to apply to Natividad, and provide attendees with resources on the application process and preparing for an interview. This collaboration will continue throughout 2023.
- **The Monterey County Department of Social Services’ HR Department** on a recruitment initiative to provide information and education to underrepresented ethnic groups in the community on the variety of jobs available within Monterey County, and teach and mentor them on the process to apply and interview in order to be successful in the County’s selection process. This outreach helps to better equip underrepresented groups in our community to enter the County’s applicant pool, as our process truly is different from the norm and in some instances may be a cumbersome application and screening process that deters qualified applicants from pursuing a County position. The registration process for this monthly web-based training collects demographic data such as: current County employee, ethnicity, gender, primary language, location, LGBTQ+ identification, and what keys or tips they are hoping to achieve (this is used to ensure training can be enhanced in advance if needed to provide participants with all information requested). Once registered, the candidates are sent reminders of the training & emailed the training materials upon completion. This year, we

registrations to this training increased from 31 in 2021 to 69 people in 2022. Demographic information collected from 2022 attendees is as follows:

- Ethnicity: Asian – 8; Hispanic – 37; White – 7; Black – 8; American Indian - 4; Prefer not to answer -5
  - Gender: Male – 24; Female – 34; Prefer not to answer - 11
  - Employee: No – 44; Yes - 25
  - LGBTQ+: No – 32; Yes – 24; Prefer not to answer - 13
  - Location: Monterey County – 34; Santa Cruz County – 10; Santa Clara County – 15; Out of State – 4; International – 6;
  - Primary Language: English – 32; Spanish – 25; Other – 12
- **The Center for Employment Training (CET)** to enhance their current certification programs to better prepare applicants for entry level jobs at the hospital. The first program = is the Janitorial/Custodian certificate program. Natividad reviewed and provided feedback on their educational content to include healthcare/hospital related information and skills in an effort to grow the applicant pool for our Hospital Environmental Services Aide recruitment and offer job placement opportunities to students upon completion of the program.

In addition to the lists of recruitment advertising sources specific to healthcare and to licensures/certifications required of many of our jobs, Natividad also utilizes the Civil Rights Office Talent Acquisition Database for additional sources to target minorities and females.

### **How have these relationships supported the department’s recruitment efforts?**

The above-mentioned relationships allow Natividad to better plan its recruitment strategies and outreach efforts to expand its pool of qualified candidates to include minorities in all categories, as well as females, directly with the institutions. Building relationships with these educational institutions and providing job shadowing and educational/clinical rotations is essential to expanding the diversity within the workforce. Advising prospective and current employees on ways to obtain the education needed in order to qualify for employment and promotional opportunities at the hospital also assists Natividad with recruitment & retention efforts, as well as provides employees with opportunities for growth within the organization. In addition, the job shadowing and learning programs we offer provide potential future employee(s) the opportunity to experience working alongside the diverse highly skilled and culturally competent staff Natividad prides itself on.

### **How many selective certification waivers did your department request last year?**

Natividad requested 0 selective certification waivers in 2022.

### **How many were granted and why? n/a**

## **❖ Hiring**

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

An interview panel should not only be able to assess the knowledge, skills and abilities needed to identify a successful candidate to fulfill the role in the organization, but also to assess a candidate’s cultural competence and fit within the organization as a whole, while being sensitive to the diversity of the candidate pool. Natividad HR coordinates all selection interviews to ensure a diverse panel is used, and

*that interviews are fair and equitable for all candidates. We have rating tools that panel members must complete that assess not only the technical skills of the position, but also the candidate's personal attributes and interpersonal skills to determine if they demonstrate fit with the hospital's universal standards of performance. Natividad has required that every interview panel have at least one minority member for the last several years, and increased our female representation on interview panels over the last 3 years to ensure panels have a well-rounded perspective when evaluating the attributes and skills needed for a candidate to be successful at Natividad. This allows the panel to identify whether the candidate can fulfill not only the essential duties of the job, but also the mission and values of the organization and its commitment to serve a diverse patient/customer population. In addition, Natividad coordinates inter-departmental interview panels that include peer level panel members and/or meet- and greet-style meetings with top candidates in supervisory and/or management positions in order to determine overall fit from the candidates demonstrating the strongest technical knowledge, skills and abilities.*

*In addition, Natividad is using the DDI Targeted Selection system with all interview questions consistently. This behavioral interviewing system reduces bias in interviewing with an objective and consistent framework and methodology, so panel members focus on specific job-related skills and behaviors in order to better evaluate candidates and find the best fit, which will improve hiring success and reduce turnover.*

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

*Natividad HR schedules all interviews, and has required at least one minority member on every interview panel for the last several years. In previous EO Plans, Natividad recommended this best practice, which is one reason panel member statistics were added to the Recruitment Section of the EO Plan template for all County Departments to report. Our HR Team works closely with the hiring authority(ies) to identify the best targeted advertising sources in order to recruit minorities and females, as well as the most appropriate members for screening applications and participating on selection interview panels. Natividad HR staff reviews the Workforce Analysis Chart when creating the recruitment plan to determine not only if we meet the overall minority availability, but also to identify any ethnic category that is underrepresented in the specific job group, and makes every effort to include a panel member (even if in a peer classification) that belongs to the underrepresented category. This practice was put in place to ensure that there was diverse ethnic representation within the selection process, in order to recruit a diverse pool of candidates in all job groups, as reflected in this year's report – the fourth year in which we meet minority availability in all job groups. Our HR staff continues to work towards maximizing recruitment efforts in individual minority categories that may be underrepresented by involving qualified minority Subject Matter Experts and panel members.*

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

*Natividad HR holds a one-on-one informational training session with prospective screeners and conducts a competency assessment with sample screenings that must be returned to HR and reviewed prior to "signing off" a subject matter expert to become a screener. HR also reviews the screenings to*



*ensure that the ratings are in-line with the minimum qualifications and examples of education and experience an ideal candidate would have as indicated in the application materials. If there is a discrepancy found, a meeting is scheduled with the screener(s) and the HR representative to discuss reasons for the ratings and may include a separate Subject Matter Expert screener review. HR also provides direction on the interview process, rating criteria, and required materials that must be included in an interview file to ensure each panel is fair and consistent in their process. All interviews are coordinated through the HR Department at Natividad, utilizing the DDI Targeted Selection program, and paperwork is reviewed by HR staff when submitted after completion of interviews to ensure that sufficient documentation about candidate ratings is received for the interview file. In addition, HR recruitment staff is responsible for extending all job offers, which is not done until interview documentation on all candidates is received and reviewed by the HR Analyst.*

## ❖ **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 Natividad Human Resources Department mandates that at least one member of every interview panel be a minority to ensure that a diverse ethnic representation is included in the selection process when considering employees for promotional opportunities. This is required for panels interviewing from referrals, and for internal transfers/flexible promotion opportunities. Natividad HR may also be present during the interviews for internal flexible promotions if needed, and reviews the interview notes and rankings from every interview to ensure all candidates interviewed were considered equally based on the qualifications for the job.*

*Natividad utilizes the HealthStream Learning Management System for required regulatory hospital education courses, which also has an extensive library of elective courses that are available for employees to take courses of interest at their discretion for their own professional growth. Natividad supports on-going education & on-the-job mentorship to staff wanting to grow within their profession. Specifically, Natividad's education department provides continuing education and resources for students in various programs needing to obtain internship hours. Hospital senior leadership also has volunteers that serve as professional mentors to staff participating in educational programs for advanced degrees.*

*Natividad HR also began hosting internal brown bag lunch events in 2022, where employees can attend to learn more about HR recruitment and selection processes related to promotional & transfer opportunities.*

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

*CY 2022 data indicates that of the 117 employees promoted, either within their job group or into a new job group at Natividad, 86 were people of color (73.5%), and 83 were females (70.9%). Further details and a year-by-year comparison of the percentage of promoted employees from each ethnic category is listed below:*

<b><i>Ethnic Category</i></b>	<b><i>CY 2020</i></b> <i>90 Total:</i> <i>66.7% Minorities</i> <i>73.3% Females</i>	<b><i>CY 2021</i></b> <i>162 Total:</i> <i>75.9% Minorities,</i> <i>74.7% Females</i>	<b><i>CY 2022</i></b> <i>117 Total:</i> <i>73.5% Minorities,</i> <i>70.9% Females</i>	<b><i>Variance</i></b> <b><i>2021 to 2022</i></b> <i>(+) / (-)</i>
<i>White</i>	<i>9 Male; 22 Female</i> <i>(34.4%)</i>	<i>12 Male; 27 Female</i> <i>(24%)</i>	<i>14 Male; 17 Female</i> <i>(26.5%)</i>	<b>+2.5%</b>
<i>African American</i>	<i>2 Females</i> <i>(2.2%)</i>	<i>2 Male; 5 Female</i> <i>(4.3%)</i>	<i>1 Male; 0 Female</i> <i>(0.9%)</i>	<b>-3.4%</b>
<i>Asian/Pacific Islander</i>	<i>5 Male; 11 Female</i> <i>(17.8%)</i>	<i>8 Male; 14 Female</i> <i>(13.6%)</i>	<i>5 Male; 16 Female</i> <i>(17.9%)</i>	<b>+4.3%</b>
<i>American Indian/Alaskan Native</i>	<i>1 Female</i> <i>(1.1%)</i>	<i>1 Male</i> <i>(0.6%)</i>	<i>2 Male; 1 Female</i> <i>(2.6%)</i>	<b>+2.0%</b>
<i>Hispanic</i>	<i>10 Male; 31 Female</i> <i>(45.6%)</i>	<i>18 Male; 75 Female</i> <i>(57.4%)</i>	<i>12 Male; 49 Female</i> <i>(52.1%)</i>	<b>-5.3%</b>

As detailed in the data above, Natividad promoted a significant number of female and minority employees in CY 2022.

**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?**

Every hospital employee must sign a commitment to practice and uphold Natividad's Standards of Performance (10 standards are: Attitude, Appearance, Communication, Attentiveness, Commitment to Co-workers, Helpfulness, Professional Etiquette, Privacy, Safety Awareness, and Sense of Ownership) upon hire. These standards are embedded in the hospital's Universal Performance Standards section in every evaluation template, and employees are assessed on these standards on an annual basis at the time of their performance review. Items within this section of the evaluation template address topics such as: respect for others, fostering an environment of teamwork, customer service, and other personal attributes and interpersonal skills that are considered when rating an employee in these areas. If an employee does not meet the standard in any one of these areas, the HealthStream electronic evaluation system requires the rater to create a "Reflective Plan" (performance improvement plan) with a date when the employee will be reevaluated. When considering employees for promotional opportunities, managers determine if they possess the knowledge, skills and abilities to perform the essential duties of the job, and the internal candidate must also be in good standing in their current role/unit and a role model for performance related to these standards. Employees that are in a current disciplinary process or performance improvement plan are ineligible for transfer or promotion per our Employee Job Transfer policy. Hiring authorities within Natividad communicate with one another to obtain appropriate references, which includes a review of the employee's most recent performance evaluation, when considering an employee for an internal transfer or promotion. This practice ensures that they are selecting an employee for a promotional opportunity who upholds these standards and consistently demonstrates their commitment to Natividad's mission of employing a culturally competent and inclusive workforce to best serve our diverse community.

## ❖ **Retention and Inclusion**

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

*Natividad Human Resources tracks hospital-wide turnover in all permanent positions in its HR Performance Measurement Report that is reported to the Human Resources Performance Improvement Team on a quarterly basis, and to a multi-disciplinary committee, Natividad's Quality Council, twice per year. Data is tracked and monitored using the HR system and reports are provided to Senior Leadership and the committees as indicated above to include turnover at the organization-wide level, as well as the level of job classification and/or gender & ethnicity.*

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

*The CY 2022 data indicates that of the 171 voluntary resignations/retirements, 111 (64.9%) were minorities and 146 (85.3%) were females; and of the 37 involuntary terminations and probationary releases, 28 (75.6%) were minorities and 25 (67.5%) were females.*

*During the past year, it has been reported that nation-wide average hospital turnover rates increased by 6.4% and currently stands at 25.9%, with turnover rate for RNs alone increasing by 8.4% to 27.1%. Natividad's overall turnover rate historically is below the national turnover rate by 3%-5% each year, and with the staffing challenges throughout the pandemic, Natividad experienced a higher than usual turnover rate of 13.5% in FY 2020-2021. This decreased to 12.0% FY 2021-2022, and is sitting at just under 8% so far in FY 2022-23 (data from the HR Performance Measurement Report).*

### **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 above information, the percentage of minorities and females exiting the organization voluntarily was higher than the previous calendar year. With resignations and retirements of minorities and females at such high numbers in the past year, Natividad's recruitment efforts still achieved success, as our workforce analysis chart for January 2023 shows we still exceed availability of minorities in each job group, and did not decrease as much as would be expected for females, given that 85.3% of all voluntary separations in 2022 were females. The COVID-19 Pandemic did have a factor in the significant increase in voluntary separations, as some employees made the decision to end employment temporarily due to family reasons, while others elected to retire earlier than planned. Without an impartial system for exit interviews, we do not have data to share related to reasons for voluntary separations, as our current system of in-person interviews by department leaders is not a consistent and reliable way to track and monitor this data. However, as we indicate in this report, Natividad entered into an agreement with a vendor to perform online anonymous exit interviews, and anticipate that the detailed information this system will provide will allow Natividad to better monitor turnover and help us identify issues in order to make the improvements needed to retain our high quality employees.*

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

*In accordance with Senate Bill (SB 502), Natividad currently complies with the Hospital Infant Feeding Act. Natividad educates new employees on the benefits of breastfeeding at New Employee Orientation. In addition, at the time of Leave of Absence Coordination, the expectant mother is provided with a Maternity Leave Packet, which includes the Natividad Interdisciplinary Policy (IDP 5:2600, Breastfeeding Friendly Workplace Policy). Upon return to the workplace from maternity leave, the employee is provided with the code to enter our staff Lactation Room. Staff may use this room as needed, as it is accessible 24/7 and equipped with running water, electrical outlets and privacy screens for added comfort. Staff is also encouraged to use their Wellness hours for breastfeeding education & support classes.*

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

*Upon receipt of a staff member's medical certification & prior to their return to work, the Natividad Leave Coordinator invites and schedules the employee to participate in an Interactive Process Meeting with the Senior HR Analyst or designee. During this meeting, the work restrictions are reviewed and a temporary alternative work assignment is discussed. Natividad has successfully reassigned employees to alternative job assignments (modified duty) for the duration of the disability. An Interactive Process meeting is held each time the work restrictions change, no matter how minor the change is, to ensure the employee's safety and that the accommodation is a right fit.*

## **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?**

*In September 2022, Natividad began using a system for exit interviews administered by a third-party partner, Skill Survey. Natividad elected to utilize this system in an effort to capture exit information from employees upon separation via an anonymous survey, as it was found that many employees were not voluntarily sharing their reason(s) for leaving or other valuable feedback about their experience with their manager or supervisor.*

*SkillSurvey, Inc., provides online automated software to conduct post-separation, confidential exit interviews that provide valuable insight on reasons employees leave and feedback to be used by organizations to improve engagement and retention of staff. Separated employees are sent an online anonymous survey to share their reason(s) for leaving and provide feedback on their experience in the department and at Natividad as a whole. This method is a more reliable way to obtain honest feedback to determine if improvement is needed, as an in-person meeting with department leadership may not occur prior to an employee's departure. The management team on each unit is responsible for determining if a performance improvement initiative needs to be implemented in response to the feedback received.*

*The detailed reports from SkillSurvey provide Natividad with the information needed to strengthen our ability to identify areas of concern and develop plans of action when needed to assist the hospital with retaining highly qualified employees.*





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

*Natividad has been successful in meeting or exceeding availability in all job groups for the past four years, and we attribute this success to the hospital HR Department's oversight and consistent involvement in every step of the selection process, including monitoring the ethnicity and gender of screeners and members of the interview panels. Our HR Team works closely with the hiring authority(ies) to identify the best targeted advertising sources in order to recruit minorities and females, as well as selecting the most appropriate members for selection interview panels to include at least one minority and one female panel member at all times. This consistent practice has resulted in successful recruitment of a diverse pool of candidates and a workforce inclusive of staff from all ethnic groups, and thereby further enhancing the healthcare services Natividad provides to our patients and the community.*

*In addition to inclusiveness in recruitment practices, Natividad established the IDEAL Committee to strategically plan and align the inclusion, diversity, equity and awareness efforts of the hospital. The opportunities for growth and either improvement (in areas as needed) or capitalization (of the areas that we already see successes in throughout the hospital) are the primary focus of this Committee.*



**Inclusion, Diversity, Equity & Awareness Leaders**

-  Address Systemic Issues
-  Create Equity
-  Build Healthy Communities
-  Promote Inclusive Growth

In 2021, Hospital CEO, Dr. Chad Harris, committed to sharing our journey and learning from other organizations' journeys to find opportunities for impact as they relate to diversity & inclusion by becoming a signatory of the CEO Action for Diversity & Inclusion™ pledge. A unique coalition of nearly 2,000 CEOs have signed on to this commitment, agreeing to take action to cultivate environments where diverse experiences and perspectives are welcomed and where employees feel comfortable and encouraged to discuss diversity and inclusion. Natividad strives to incorporate the four goals of the CEO Action for Diversity & Inclusion Pledge into its day-to-day operations:

**We're Proud to Be A Signatory of CEO Action for Diversity & Inclusion™**

CEO ACTION FOR DIVERSITY & INCLUSION

1. We will continue to make our workplaces trusting places to have complex, and sometimes difficult, conversations about diversity and inclusion
2. We will implement and expand unconscious bias education
3. We will share best—and unsuccessful—practices
4. We will create and share strategic inclusion and diversity plans with our board of directors

Monthly opportunities for training and education, as well as numerous toolkits and resources, are available through this program to assist us as we continue to engage in crucial conversations to ensure that Natividad is an organization that promotes and nurtures its diverse and inclusive community.

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

- 1) *Natividad is finalizing a way for current and future employees to update their demographic information with updated options that include more race/ethnicity options, SO/GI, veteran and disability status on a continuous basis. Completion of these forms will be voluntary and confidential. Information will be collected and stored electronically in the same system that is currently used to store Employee Health information. Only confidential Natividad HR Team members will be responsible for entering and retrieving the data that is collected and entered in the system. Multiple ways to provide the information are also being established. The information collected may be used to start interactive processes (i.e., if a disability is disclosed) and explore reasonable accommodations. Information will also be used to get a better understanding of how inclusive and equitable Natividad is, measuring representation and taking action to ensure that we are conscious of the differences that exist in our workforce and respect/value them.*
- 2) *Forming Employee Resource Groups (ERGs) is a goal that Natividad would like to realize in the next five years. Having staff help to inform us as an employer of ways that we can improve the bottom line through the way we recruit, train, treat and develop certain affinity groups is the ultimate goal. Natividad HR Team members are continuing to attend the COLIBRI cohort, Safety Net Institute (SNI) Community of Practice events and training sessions to prepare the implementation plan for affinity groups. Affinity groups are a group of employees that are linked by a common purpose, ideology or interest. Once employees find a group that they feel valued, included, empowered and make contributions that are received and implemented, they are more likely to contribute more ideas that have a wider scope of impact.*
- 3) *One of the IDEAL Committee's goals/objectives for the upcoming year is to identify gaps/needs of the current and future workforce. The first step is to implement/launch all the methods to voluntarily self-identify so that we understand the current workforce. The second step is to actively create affinity groups and encourage employees to create as many groups as needed to ensure everyone belongs to at least one. The third step is to train and encourage leadership within each of the established affinity groups to grow to the point where they identify goals and objectives to positively influence and improve the bottom line as it pertains to the recruitment and retention of a diverse workforce, the high-quality healthcare that is provided to this community, and the overall satisfaction and engagement of the workforce.*

### **OTHER RELATED RESOURCES**

Natividad has always taken initiative to search for innovative resources to provide employees with the tools and resources needed to excel within their roles and foster employee engagement. We believe that providing personal and professional development resources ensures equal access for all eligible individuals to become more engaged in the organization, which may result in advancement opportunities and help to minimize the impacts of unconscious bias within our organization. Additionally, in the last fiscal year, Natividad invested in the BetterUp Care Program to provide individual coaching services, which is available to all regular Natividad employees. This includes on-demand coaching in various categories such as Self Discovery, Purpose & Impact, Emotional Well-being, Communication, Connection & Support, and includes items specific to the topic of Diversity and Inclusion.

## Section 7

### Accomplishments and Resource Needs

Department-wide, Natividad’s workforce is well represented for minorities and females; however, the data shows a need to further diversify our workforce within each job group to achieve better representation for all minority categories as well as females. In 2022, Natividad made improvements, as indicated in this report, to processes throughout all aspects of human resources – from recruitment outreach and selection practices, to performance evaluation and training – in order to create opportunities for employment and professional growth for people of color and females. Natividad will continue to focus on utilizing targeted advertising sources based on the particular job being filled, and recruitment practices that involve minorities in all ethnic categories, as well as females, throughout the entire selection process. Continued collaboration with the larger community will be key in assisting Natividad with improving the number of females and minorities in the less-represented ethnic categories of our workforce.

Current compliance rates with required trainings offered by the Civil Rights Office are detailed below. All employees 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	102	102	100%
Employees (non-supervisor/non-manager)	1,253	1,236	98.6%
	1,355	1,338	98.7%
<b>Totals</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	102	102	100%
Employees (non-supervisor/non-manager)	1,253	1,238	98.8%
	1,355	1,340	98.9%
<b>Totals</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.

*None.*

*The Commission did not request follow-up information after their review of Natividad's 2022 Departmental Equal Opportunity Plan, nor were there follow-up items requested during the department's last presentation to the Commission in November 2022.*



## Section 9

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

	Requirement	Implementation Notes (explain how your department fulfilled or plans to fulfill this requirement. Also include outcomes of the implementation if applicable)	Completed (Y/N)	Completion Date (include actual completion dates and expected completion dates for requirements not yet completed)
<b>General</b>	Title VI notice at public counters	Natividad has language assistance notices in all access points to the hospital written in several languages.	Y	Completed prior to 2019
	Internal process to forward discrimination complaints to Civil Rights Office	HR has a dedicated staff member as the coordinator for Civil Rights complaints from hospital staff.	Y	Completed prior to 2019
		The hospital's Quality Assurance Department is responsible for managing patient or visitor/customer complaints and HR is included as needed. The Compliance Officer position is currently vacant, and the policy is under review to include civil rights complaints, and the process to identify when & how Natividad will involve the Civil Rights Office.	N (In progress)	December 2023
	Nonstandard contracts include a nondiscrimination clause	In progress. Per Natividad Contracts Department, an audit was performed to identify non-standard service agreements which did not include a non-discrimination clause, and 118 were found. This clause is being added to all current active agreements as they are up for amendment/renewal/negotiation (85 of the over 500 agreements Natividad manages remain, which is less than 18%). The non-discrimination clause is included in all new agreements.	N (In progress)	December 2024
Data is collected on the ethnicity and language of people served	Natividad collects this data (race, ethnicity, preferred language) during the registration process.	Y	Completed prior to 2019	

		Natividad is currently working on a Sexual Orientation/Gender Identity (SO/GI) project to expand selections from which patients can choose, and to update the Electronic Medical Record (EMR) in order for their preferences to be accessible by necessary staff at points of service to improve the patient experience.	N (In progress)	December 2023
<p><b>Language Access</b></p> <p><i>See note below for additional information.</i></p>	Departmental language assessment completed	Department Assessment - all of the information for the “Language Access Plan” is contained in our Policy: PROVISION OF CULTURALLY COMPETENT & EFFECTIVE COMMUNICATION TO PATIENTS	Y	Completed prior to 2019
	Vital documents translated into Spanish	Our vital documents are translated by Standard Register and our Interpreter Services Department, and materials developed and published by hospital departments are generally translated. The strategic marketing plan works with Interpreter Services and our marketing firm for translation.	Y	Completed prior to 2019
	Website – minimize PDFs. When using PDFs, include a Spanish version	Natividad has a Website in Spanish	Y	Completed prior to 2019
	Procedures and budget for use of interpretation and translation services	Natividad has on site and remote interpreter services that are budgeted annually.	Y	Completed prior to 2019
	Communication services for people who are deaf or hard of hearing	Natividad has a remote video interpreter for deaf patients 24/7 and in-person services can be coordinated upon request.	Y	Completed prior to 2023
	Public voicemails in English and Spanish	As appropriate, voicemails that are public are in both English and Spanish (e.g., main hospital line, patient complaint line, etc.)	Y	Completed prior to 2019
	Public counters: language charts available	Language charts are available in access points to hospital.	Y	Completed prior to 2019
	Public counters: all signage in English and Spanish	Public signage is in both English and Spanish.	Y	Completed prior to 2019

	Public counters: procedures to have bilingual staff available	Title VI signage posted in public areas and the patient handbook includes how to access interpreter services. Custom staff badge template used for bilingual and Qualified Interpreter staff so patients and visitors can easily identify them.	Y	Completed prior to 2019
<b>Community Engagement</b>	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds	1. COLIBRI – Racial Equity Cohort: Natividad actively participates in the Building Health Communities (BHC) cohort focused on Esperanza Care. This cohort was initiated to identify a plan to broaden the collaboration with Communities Organized for Relational Power in Action (COPA), Monterey County and Natividad Medical Center to offer low-income undocumented immigrants greater access to free healthcare. BHC also hosts monthly Big Tent sessions that focus on educating and training on the general topic of racial equity. COPA is a faith/community-based organization for Santa Cruz, Monterey and San Benito counties that assists uninsured patients who are not eligible for health insurance. This program provides primary care, limited specialty care and limited diagnostic testing for qualified individuals.	Y	Completed prior to 2019, and subject to change as new relevant programs or events come available.
		2. Natividad outreach attends many community events annually to promote Natividad services to groups and agencies. Examples are: Ciclovía (annual community event promoting exercise), Bi-National Health Week (annual community event promoting Hispanic health services), grade school/high school parent organizations, attend employer health fairs, and CISNE forums (Monterey County Immigrant Services Network)	Y	Completed prior to 2019, and subject to change as new relevant programs or events come available.

	<p>Empowerment - collaborative to share services and information concerning immigrants).</p> <p>During the COVID pandemic, community events have been limited to conference calls and Zoom meetings. We have been using the CISNE (Monterey County Immigrant Services Network Empowerment) monthly forums to provide information to a wide-range of community representatives to share information and resources during these challenging times. Natividad gets referrals from these community representatives to assist people with health care access and assist with financial resources for health care services.</p> <p>3. Natividad is partnering with the Department of Rehabilitation to provide recruitment outreach resources, and to coordinate future volunteer and job shadowing/on-the-job training opportunities for people with disabilities.</p>		
		In progress	July 2023
Analyzed potential disproportionate adverse human health or environmental effect on communities of color, tribal communities, or others underrepresented in the public process	Evaluated annually during strategic planning with focus groups.	Y	Completed prior to 2019
Considerations taken to ensure equitable engagement	Community focus groups are held on and off campus during the strategic planning process.	Y	Completed prior to 2019

	Key community engagement contacts established	1. Please see the community calendar of events for this information. 2. Center for Community Advocacy 3. Promotores	Y	Completed prior to 2019
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❖ **NOTE:** *In addition to the above information on Interpreter Services, the language assessments at Natividad validate staff that are bilingual and adds to the quality of care, since patients can express themselves in their primary language when receiving care. Natividad's Interpreter Services Department provides interpretations in Spanish, Indigenous languages, and American Sign Language (ASL). Natividad employs five (5) tri-lingual indigenous interpreters, who are instrumental in providing interpretive services and allowing us to better serve the indigenous community in Monterey County.*

*Our Qualified Interpreter (QI) program is unique. We are licensed through Cross Culture Communication, a nationally recognized instruction program for medical interpreters. We have trained over 100 dual staff at Natividad and presently we have over 70 active QI's. With this training, all of our QI's fully comply with the Title VI requirements. Natividad historically has offered the Qualified Interpreter Training to members of the Health Department and Behavioral Health Division, as well as members of the public. In 2022, Natividad continued to offer Qualified Interpreter Trainings.*

\* 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.