

# Health Department

## Equal Opportunity Plan

2023



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## Section 1

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

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

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

DocuSigned by:  
  
C7A30BA59CA8423...

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Elsa Mendoza-Jimenez

Director, Health Services

# Section 2

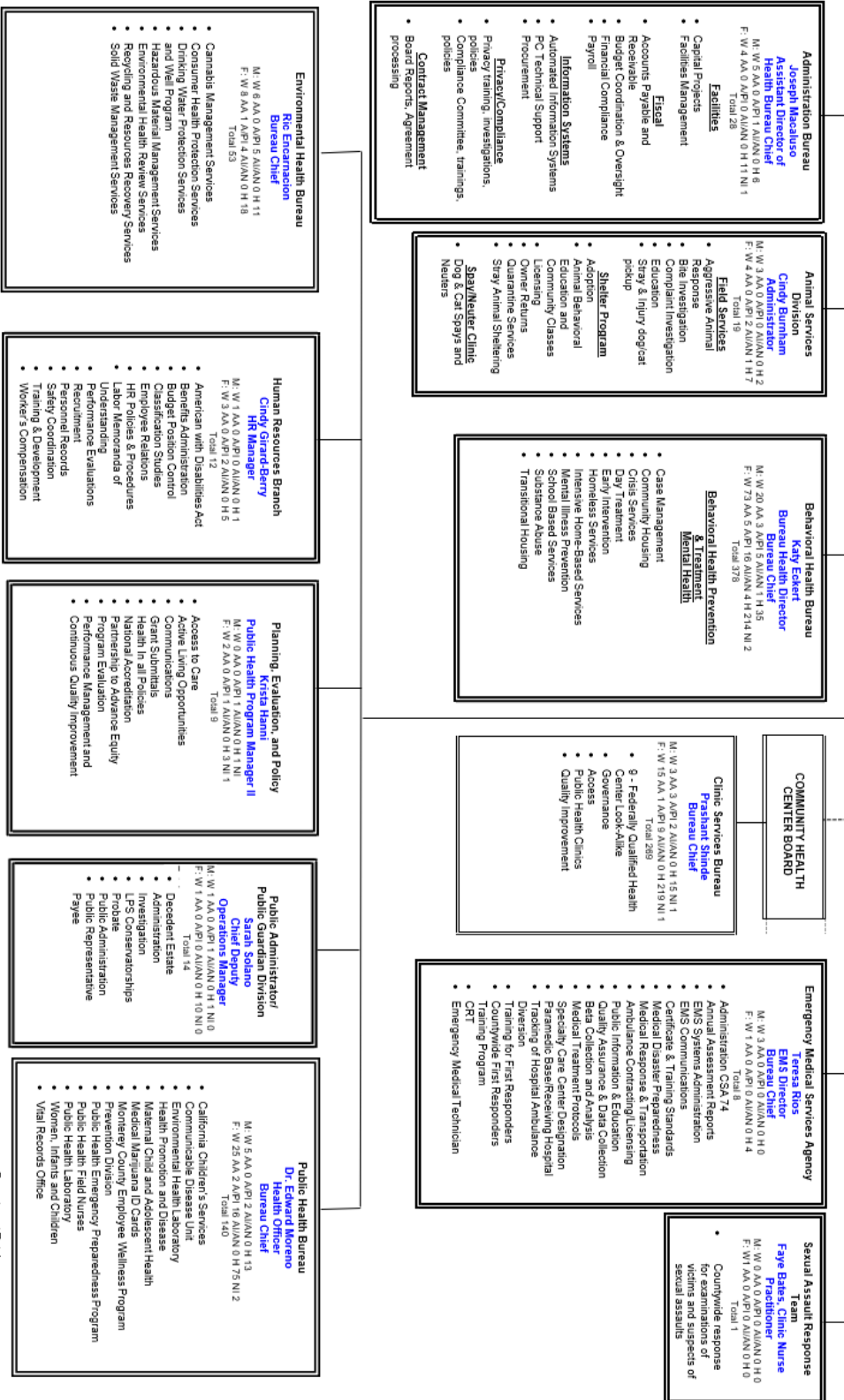
## Organizational Profile

### Health Department



## Health Department Organizational Chart

**DIRECTOR OF HEALTH**  
Ella Jimenez



**Category Descriptions**

White (W) | African American (AA) | Asian/Pacific Islander (A/P) | American Indian/Alaska Native (AI/AN) | Hispanic (H) | No Identifier/Other/Two or more (NI)  
Male (M) | Female (F)

Department Total  
831

December 31, 2022

### Section 3

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

The Health Department workforce analysis chart is attached.

**Report ID : MC-HRM-EO-0003**  
**Run Date : 12/31/2022**  
**Run Time : 10:10 AM**

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

**Cover Page**

**Parameters and Prompts**  
**Home Department:** 4000  
**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).

Report ID : MC-HRM-EO-0003  
 Run Date : 12/31/2022  
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County of Monterey Workforce Analysis Chart  
 Job Group Within Department  
 2022-2023 Job Group Metrics

4000 - Health

JOB GROUP 01: Management II - (34.6% Minority Availability) - (52.8% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours F/T P/T																					
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI																						
BU REAU CHIEF	OA	3	2	5	3	1	4	0	0	1	2	0	1	0	1	0	0	1	0	2	2	0	5	0																				
PUBLIC HEALTH PROGRAM MANAGER II	OA	1	2	3	0	1	1	1	0	0	0	0	1	0	1	0	0	2	0	1	0	0	3	0																				
<b>TOTAL Management II</b>		<b>4</b>	<b>4</b>	<b>8</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>8</b>	<b>0</b>																				
		50.0%																					62.5%		37.5%					0.0%					37.5%					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 F/T P/T																							
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI																								
ASSISTANT BUREAU CHIEF	OA	1	1	2	0	0	0	1	0	0	0	0	1	0	0	0	0	2	0	0	0	0	2	0																						
ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY	E	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0																						
DEPUTY DIRECTOR BEHAVIORAL HEALTH	OA	1	3	4	1	1	2	0	0	1	0	0	2	0	1	0	0	2	0	2	0	0	4	0																						
DIRECTOR OF PUBLIC HEALTH NURSING	OA	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0	0																						
DIRECTOR PUBLIC HEALTH LABORATORY	OA	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0																						
FINANCE MANAGER II	P	2	1	3	1	1	2	1	0	1	0	0	0	0	1	0	0	1	0	2	0	0	3	0																						
FINANCE MANAGER III	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0																						
<b>TOTAL Management I</b>		<b>4</b>	<b>9</b>	<b>13</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>13</b>	<b>0</b>																						
		69.2%																					46.2%		53.8%					0.0%					38.5%					7.7%					0.0%	

Report ID : MC-HRM-EO-0003  
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County of Monterey Workforce Analysis Chart  
 Job Group Within Department  
 2022-2023 Job Group Metrics

4000 - Health

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	1	6	7	0	5	5	1	0	0	0	0	1	0	5	0	0	2	0	5	0	0	7	0	
ADMINISTRATIVE SERVICES ASSISTANT	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
ASSOCIATE PERSONNEL ANALYST	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
BUSINESS TECHNOLOGY ANALYST III	PP	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
BUSINESS TECHNOLOGY ANALYST IV	P	2	0	2	1	0	1	1	0	1	0	0	0	0	0	0	0	1	0	1	0	0	2	0	
DEPARTMENTAL HR 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	
DEPARTMENTAL INFORMATION SYSTEMS MANAGER II	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	
FINANCE MANAGER I	P	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	1	0
MANAGEMENT ANALYST I	P	0	2	2	0	1	1	0	0	0	0	0	1	0	1	0	0	1	0	1	0	0	2	0	
MANAGEMENT ANALYST II	P	5	14	19	3	8	11	2	0	2	0	1	5	0	6	2	0	7	0	8	2	1	19	0	
MANAGEMENT ANALYST III	P	3	7	10	2	4	6	1	0	2	0	0	3	0	3	0	1	4	0	5	0	1	10	0	
OPERATIONS 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	
PERSONNEL ANALYST	P	0	3	3	0	3	3	0	0	0	0	0	0	0	1	2	0	0	0	1	2	0	3	0	
PROJECT MANAGER 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	
SENIOR PERSONNEL ANALYST	P	1	2	3	0	1	1	1	0	0	0	0	1	0	1	0	0	2	0	1	0	0	3	0	
<b>TOTAL Professionals - Administration</b>		<b>16</b>	<b>39</b>	<b>55</b>	<b>8</b>	<b>26</b>	<b>34</b>	<b>8</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>13</b>	<b>0</b>	<b>20</b>	<b>4</b>	<b>1</b>	<b>38.2%</b>	<b>0.0%</b>	<b>47.3%</b>	<b>9.1%</b>	<b>3.6%</b>	<b>55</b>	<b>0</b>	
				<b>70.9%</b>			<b>61.8%</b>																		

Two or More Races: 1

Two or More Races: 1.8%

Report ID :MC-HRM-EO-0003  
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County of Monterey Workforce Analysis Chart  
 Job Group Within Department  
 2022-2023 Job Group Metrics

4000 - Health

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	11	71	82	11	58	69	0	1	10	0	0	12	4	50	2	1	12	5	61	2	1	81	1
PSYCHIATRIC SOCIAL WORKER II	P	8	47	55	2	31	33	5	0	2	0	0	16	0	29	3	0	21	0	30	3	0	51	4
SENIOR PSYCHIATRIC SOCIAL WORKER	P	4	19	23	2	11	13	2	0	2	0	0	8	0	11	0	0	10	0	13	0	0	23	0
SOCIAL WORKER V	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
<b>TOTAL Professionals - Human Services</b>		22	138	160	15	102	117	7	1	14	0	0	36	4	91	5	1	43	5	105	5	1	155	5
			86.3%			73.1%							26.9%	3.1%	65.6%	3.1%	0.6%							

JOB GROUP 07: Professionals - Health, Administration - (34.9% Minority Availability) - (64.8% Female Availability)

Two or More Races: 1 Two or More Races: 0.6%

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 II	P	1	12	13	0	3	3	1	0	0	0	0	9	0	2	0	1	10	0	2	0	1	13	0
CHRONIC DISEASE PREVENTION COORDINATOR	P	2	10	12	2	10	12	0	0	2	0	0	0	0	10	0	0	0	0	12	0	0	11	1
OUTPATIENT SERVICES MANAGER I	P	0	4	4	0	4	4	0	0	0	0	0	0	0	3	1	0	0	0	3	1	0	4	0
OUTPATIENT SERVICES MANAGER II	P	0	4	4	0	4	4	0	0	0	0	0	0	0	4	0	0	0	0	4	0	0	4	0
<b>TOTAL Professionals - Health, Administration</b>		3	30	33	2	21	23	1	0	2	0	0	9	0	19	1	1	10	0	21	1	1	32	1
			90.9%			69.7%							30.3%	0.0%	63.6%	3.0%	3.0%							



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

4000 - Health

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	
BEHAVIORAL HEALTH UNIT SUPERVISOR	P	1	25	26	0	13	13	1	0	0	0	0	12	0	10	2	1	13	0	10	2	1	26	0	
CHRONIC DISEASE PREVENTION SPECIALIST II	P	1	6	7	1	5	6	0	0	0	1	0	1	1	4	0	0	1	1	1	4	1	0	7	0
CLINICAL PSYCHOLOGIST	P	1	6	7	0	6	6	1	0	0	0	0	0	0	4	2	0	2	0	4	2	0	8	0	
EMERGENCY MEDICAL SERVICES ANALYST	P	3	1	4	0	0	0	3	0	0	0	0	1	0	0	0	0	4	0	0	0	0	4	0	
ENVIRONMENTAL HEALTH SPECIALIST IV	P	3	4	7	1	2	3	2	0	1	0	0	2	0	1	1	0	4	0	2	1	0	7	0	
HEALTH EDUCATOR	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
HEALTH PROGRAM COORDINATOR	P	0	4	4	0	0	0	0	0	0	0	0	4	0	0	0	0	4	0	0	0	0	4	0	
OCCUPATIONAL THERAPIST	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	
OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED CHI	P	0	5	5	0	2	2	0	0	0	0	0	2	0	1	1	0	2	0	1	1	0	0	4	
PATIENT RIGHTS ADVOCATE	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0
PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	P	0	3	3	0	0	0	0	0	0	0	0	4	0	0	0	0	4	0	0	0	0	1	3	
PUBLIC HEALTH CHEMIST	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
PUBLIC HEALTH EPIDEMIOLOGIST I	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
PUBLIC HEALTH EPIDEMIOLOGIST II	P	0	2	2	0	2	2	0	0	0	0	0	0	0	0	2	0	0	0	0	0	2	0	2	0
PUBLIC HEALTH NUTRITIONIST II	P	0	3	3	0	1	1	0	0	0	0	0	2	0	0	1	0	2	0	0	1	0	0	3	
SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDREN	P	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	1
SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST	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
SUPERVISING PUBLIC HEALTH NUTRITIONIST	P	0	3	3	0	1	1	0	0	0	0	0	2	0	1	0	0	2	0	1	0	0	2	1	
<b>TOTAL Professionals - Health, Ancillary</b>		<b>10</b>	<b>67</b>	<b>77</b>	<b>3</b>	<b>36</b>	<b>39</b>	<b>7</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>32</b>	<b>1</b>	<b>22</b>	<b>12</b>	<b>1</b>	<b>39</b>	<b>1</b>	<b>23</b>	<b>14</b>	<b>1</b>	<b>64</b>	<b>13</b>	
			<b>87.0%</b>			<b>50.6%</b>							<b>50.6%</b>					<b>50.6%</b>	<b>1.3%</b>	<b>29.9%</b>	<b>18.2%</b>	<b>1.3%</b>			

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

4000 - Health

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	
CLINIC PHYSICIAN II	P	1	3	4	1	3	4	0	0	1	0	0	0	0	2	1	0	0	0	0	3	1	0	2	2
CLINIC SERVICES MEDICAL DIRECTOR	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	
CONTRACT PHYSICIAN	P	13	23	36	7	13	20	6	1	3	3	0	10	1	6	6	0	16	2	9	9	0	25	11	
GENERAL INTERNIST	P	0	2	2	0	1	1	0	0	0	0	0	1	0	0	1	0	1	0	0	1	0	0	2	
VETERINARIAN	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	
<b>TOTAL Professionals - Health, Doctors</b>		14	30	44	8	18	26	6	1	4	3	0	12	1	8	9	0	18	2	12	12	0	29	15	
			68.2%			59.1%												40.9%	4.5%	27.3%	27.3%	0.0%			

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	
CLINIC NURSE	P	0	3	3	0	3	3	0	0	0	0	0	0	0	1	2	0	0	0	0	1	2	0	3	0
CLINIC NURSE PRACTITIONER	P	0	5	5	0	2	2	0	0	0	0	0	3	0	1	1	0	3	0	1	1	0	3	2	
CLINIC PHYSICIAN ASSISTANT	P	2	3	5	2	1	3	0	1	1	0	0	2	0	1	0	0	2	1	1	2	0	1	4	
PSYCHIATRIC NURSE PRACTITIONER	P	1	1	2	0	0	0	1	0	0	0	0	1	0	0	0	0	2	0	0	0	0	1	1	
PSYCHIATRIC PHYSICIAN ASSISTANT	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	
PUBLIC HEALTH NURSE II	P	4	12	16	3	10	13	1	0	2	1	0	1	0	6	4	0	2	0	8	5	0	15	1	
PUBLIC HEALTH NURSE III	P	0	2	2	0	1	1	0	0	0	0	0	1	0	1	0	0	1	0	1	1	0	1	1	
SENIOR CLINIC NURSE	P	1	4	5	1	2	3	0	0	1	0	0	2	0	2	0	0	2	0	3	0	0	5	0	
SUPERVISING PUBLIC HEALTH NURSE	P	1	6	7	0	3	3	1	0	0	0	0	3	1	1	1	0	4	1	1	1	1	0	7	
<b>TOTAL Professionals - Health, Nurses</b>		10	36	46	6	23	29	4	1	4	1	0	13	1	13	8	0	17	2	17	9	0	36	10	
			78.3%			63.0%												37.0%	4.3%	37.0%	19.6%	0.0%			

Two or More Races: 1

Two or More Races: 2.2%

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

4000 - Health

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		
ACCOUNTANT II	PP	1	5	6	1	5	6	0	0	1	0	0	0	0	0	5	0	0	0	0	0	0	0	0	6	0
BUSINESS TECHNOLOGY ANALYST I	PP	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
BUSINESS TECHNOLOGY ANALYST II	PP	0	1	1	0	0	0	0	0	1	0	0	1	0	0	0	0	0	1	0	0	0	0	0	1	0
COMMUNITY SERVICE AIDE IV	PP	1	2	3	1	2	3	0	0	1	0	0	0	0	0	2	0	0	0	0	0	0	0	0	3	0
ENVIRONMENTAL HEALTH SPECIALIST III	T	6	6	12	5	5	10	1	0	4	1	0	1	0	4	1	0	2	0	8	2	0	0	12	0	
RECYCLING/RESOURCE RECOVERY SPECIALIST	T	0	3	3	0	3	3	0	0	0	0	0	0	0	3	0	0	0	0	3	0	0	0	3	0	
SOCIAL WORKER III	PP	11	43	54	11	42	53	0	2	9	0	0	1	0	41	1	0	1	2	50	1	0	0	54	0	
SUPERVISING THERAPIST-MED THER PROG	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	
WATER QUALITY SPECIALIST	T	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0	
<b>TOTAL Paraprofessional - Technicians II</b>		20	62	82	19	57	76	1	2	16	1	0	5	0	55	2	0	6	2	71	3	0	0	82	0	
			75.6			92.7%							7.3%	2.4%	86.5%	3.7%	0.0%									

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

4000 - Health

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		
ACCOUNTANT I	PP	1	2	3	0	2	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0
CA CHILDRENS SERVICES CASE WORKER II	PP	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
CHRONIC DISEASE PREVENTION SPECIALIST I	PP	1	23	24	1	23	24	0	0	1	0	0	0	0	0	0	21	2	0	0	0	0	0	22	2	0
COMMUNITY SERVICE AIDE II	PP	2	7	9	2	6	8	0	0	2	0	0	0	0	0	6	0	0	0	0	0	0	0	8	0	0
COMMUNITY SERVICE AIDE III	PP	0	5	5	0	5	5	0	0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0	5	0
DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	PP	2	2	4	1	2	3	1	0	1	0	0	0	0	0	2	0	0	0	1	0	3	0	0	4	0
DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	PP	2	7	9	1	7	8	1	0	0	1	0	0	0	1	6	0	0	1	1	6	1	0	9	0	
DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR	T	3	1	4	2	1	3	1	0	1	1	0	0	0	1	0	0	0	0	1	0	2	1	0	3	1
DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVATOR	T	0	3	3	0	2	2	0	0	0	0	0	1	0	2	0	0	0	0	1	0	2	0	0	3	0
EDUCATOR AND VOLUNTEER COORDINATOR	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	1	0
ENVIRONMENTAL HEALTH SPECIALIST I	PP	6	1	7	5	1	6	1	0	4	1	0	0	1	0	0	0	0	1	1	4	1	0	7	0	
ENVIRONMENTAL HEALTH SPECIALIST II	T	6	4	10	4	4	8	2	0	2	2	0	0	0	2	2	0	0	2	0	4	4	0	10	0	
HEALTH EDUCATION ASSISTANT	PP	0	5	5	0	5	5	0	0	0	0	0	0	0	5	0	0	0	0	0	5	0	0	5	0	
LABORATORY ASSISTANT	T	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 RECORD TECHNICIAN I	PP	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0
PERSONNEL TECHNICIAN-CONFIDENTIAL	PP	0	3	3	0	2	2	0	0	0	0	0	1	1	1	0	0	0	0	1	1	1	0	0	3	0
PUBLIC HEALTH LICENSED VOCATIONAL NURSE	T	0	8	8	0	8	8	0	0	0	0	0	0	0	7	1	0	0	0	0	7	1	0	8	0	
PUBLIC HEALTH MICROBIOLOGIST II	T	1	1	2	1	0	1	0	0	1	0	0	1	0	0	0	0	0	1	0	1	0	0	0	2	0
REGISTERED VETERINARY TECHNICIAN	PP	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0	
SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	PP	2	0	2	2	0	2	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0	2	0
SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	PP	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0
<b>TOTAL Paraprofessional - Technicians I</b>		<b>28</b>	<b>76</b>	<b>104</b>	<b>21</b>	<b>72</b>	<b>93</b>	<b>7</b>	<b>0</b>	<b>14</b>	<b>7</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>63</b>	<b>5</b>	<b>0</b>	<b>11</b>	<b>3</b>	<b>77</b>	<b>12</b>	<b>0</b>	<b>102</b>	<b>2</b>		
			<b>73.1%</b>			<b>89.4%</b>												<b>10.6%</b>	<b>2.9%</b>	<b>74.0%</b>	<b>11.5%</b>	<b>0.0%</b>				

Two or More Races: 1

Two or More Races: 1.0%

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

4000 - Health

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	F/T	P/T	
BUILDING MAINTENANCE WORKER	SC	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0
<b>TOTAL Skilled Craft I</b>		<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
			0.0%				0.0%													

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	F/T	P/T					
ACCOUNTING TECHNICIAN	OC	1	6	7	1	6	7	0	0	1	0	0	0	0	5	1	0	0	6	1	0			
ADMINISTRATIVE SECRETARY-CONFIDENTIAL	OC	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0		
CLINIC OPERATIONS SUPERVISOR	OC	0	5	5	0	5	5	0	0	0	0	0	0	0	5	0	0	0	0	5	0	0		
MEDICAL ASSISTANT	SM	6	133	139	6	132	138	0	0	6	0	0	1	0	132	0	0	1	0	138	0	0		
OFFICE ASSISTANT III	OC	1	17	18	1	16	17	0	0	1	0	0	1	0	16	0	0	1	0	17	0	0		
PRINCIPAL OFFICE ASSISTANT	OC	0	4	4	0	4	4	0	0	0	0	0	0	0	4	0	0	0	0	4	0	0		
SENIOR ACCOUNT CLERK	OC	1	4	5	1	4	5	0	0	1	0	0	0	0	4	0	0	0	0	5	0	0		
SENIOR PATIENT SERVICES REPRESENTATIVE	OC	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0		
SENIOR SECRETARY	OC	0	4	4	0	4	4	0	0	0	0	0	0	0	3	1	0	0	0	3	1	0		
SUPERVISING OFFICE ASSISTANT II	OC	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0		
SUPERVISING PATIENT ACCOUNT REPRESENTATIVE	OC	0	2	2	0	2	2	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0		
SUPERVISING PATIENT SERVICES REPRESENTATIVE	OC	0	5	5	0	5	5	0	0	0	0	0	0	0	5	0	0	0	0	5	0	0		
SUPERVISING VITAL RECORDS SPECIALIST	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0		
<b>TOTAL Office Clerical II</b>		<b>11</b>	<b>182</b>	<b>193</b>	<b>11</b>	<b>179</b>	<b>190</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>177</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>188</b>	<b>2</b>	<b>0</b>	<b>192</b>	<b>1</b>
			94.3%				98.4%													1.6%	0.0%	97.4%	1.0%	0.0%

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

4000 - Health

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 F/T P/T		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI			
OFFICE ASSISTANT I	OC	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
OFFICE ASSISTANT II	OC	0	8	8	0	7	7	0	0	0	0	0	1	0	7	0	0	1	0	7	0	0	8	0	0
PATIENT ACCOUNT REPRESENTATIVE II	OC	0	15	15	0	15	15	0	0	0	0	0	0	0	15	0	0	0	0	15	0	0	15	0	0
PATIENT SERVICES REPRESENTATIVE II	OC	6	62	68	6	61	67	0	1	5	0	0	1	0	61	0	0	1	1	66	0	0	68	0	0
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	0
TELEPHONE OPERATOR	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	0
TOTAL Office Clerical I		7	87	94	7	85	92	0	1	6	0	0	2	0	85	0	0	2	1	91	0	0	94	0	0
				92.6%			97.9%													2.1%	1.1%	96.8%	0.0%	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 F/T P/T		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI			
ANIMAL SERVICES SUPERVISOR	SM	0	2	2	0	2	2	0	0	0	0	0	0	0	1	0	1	0	0	1	0	0	1	2	0
SENIOR ANIMAL CARE TECHNICIAN	SM	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	1	0
TOTAL Service Maintenance II		0	3	3	0	2	2	0	0	0	0	0	1	0	1	0	1	1	0	1	0	0	3	0	0
				100.0%			66.7%													33.3%	0.0%	33.3%	0.0%	33.3%	

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 F/T P/T		
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI			
ANIMAL CARE TECHNICIAN I	SM	0	2	2	0	1	1	0	0	0	0	0	1	0	0	1	0	1	0	0	0	1	0	2	0
ANIMAL CARE TECHNICIAN II	SM	2	1	3	1	1	2	1	0	1	0	0	0	0	1	0	0	1	0	2	0	0	3	0	
ANIMAL CONTROL OFFICER	SM	2	1	3	0	0	0	2	0	0	0	0	1	0	0	0	0	3	0	0	0	0	3	0	
BEHAVIORAL HEALTH AIDE	SM	3	6	9	3	6	9	0	0	3	0	0	0	0	6	0	0	0	0	6	0	0	7	2	
TOTAL Service Maintenance I		7	10	17	4	8	12	3	0	4	0	0	2	0	7	1	0	5	0	11	1	0	15	2	
				58.8%			70.6%													29.4%	0.0%	64.7%	5.9%	0.0%	

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County of Monterey Workforce Analysis Chart

Run Date : 12/31/2022

Run Time : 10:10 AM

Job Group Within Department  
2022-2023 Job Group Metrics

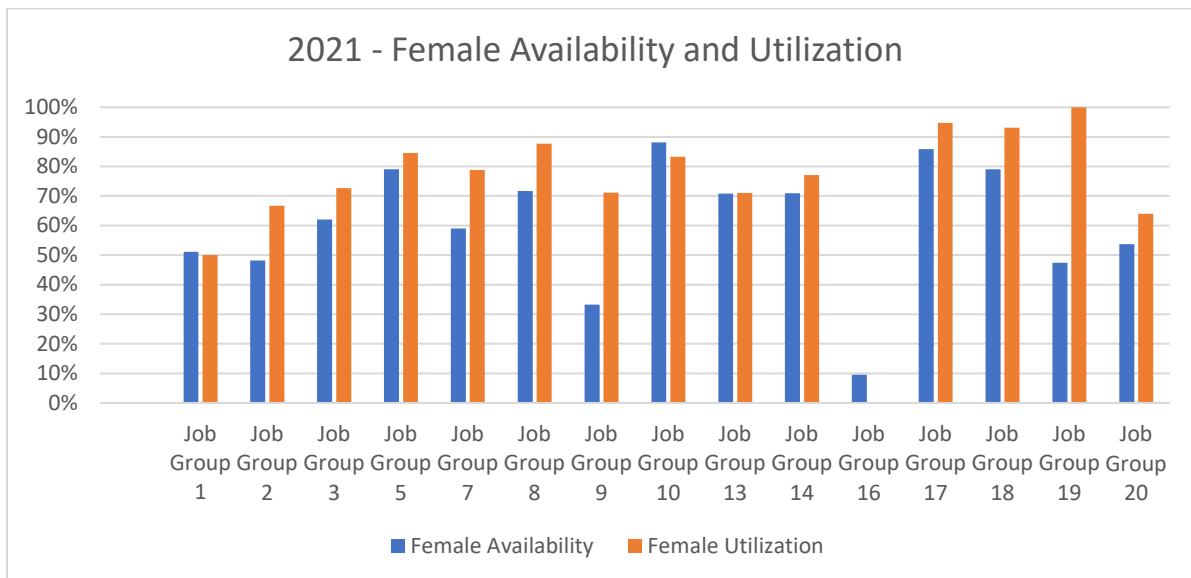
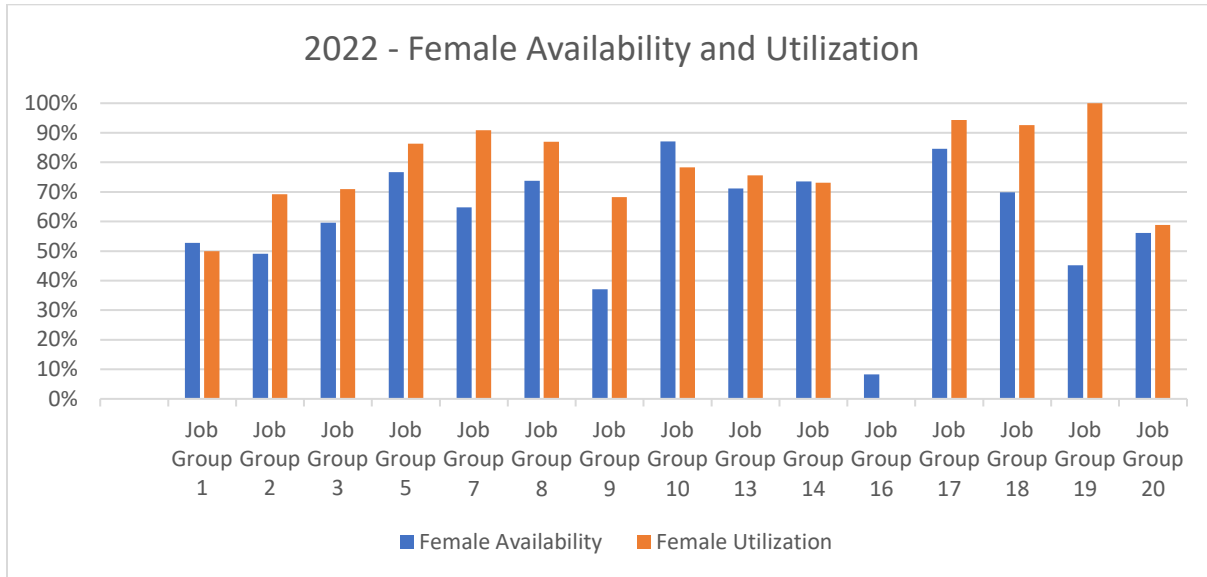
4000 - Health

	Total Employees			Minorities			Male					Female					Totals					Hours	
	M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
TOTAL - 4000	157	773	930	109	634	743	48	6	85	17	1	139	9	566	50	5	187	15	651	67	6	881	49
Health	83.1%			79.9%			Two or More Races: 4					Two or More Races: 4					20.1% 1.6% 70.0% 7.2% 0.6%						

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
	157	773	930	109	634	743	48	6	85	17	1	139	9	566	50	5	187	15	651	67	6	881	49
	83.1%			79.9%			Two or More Races: 4					Two or More Races: 0.4%					20.1% 1.6% 70.0% 7.2% 0.6%						

## Female Availability and Utilization 2022 vs 2021

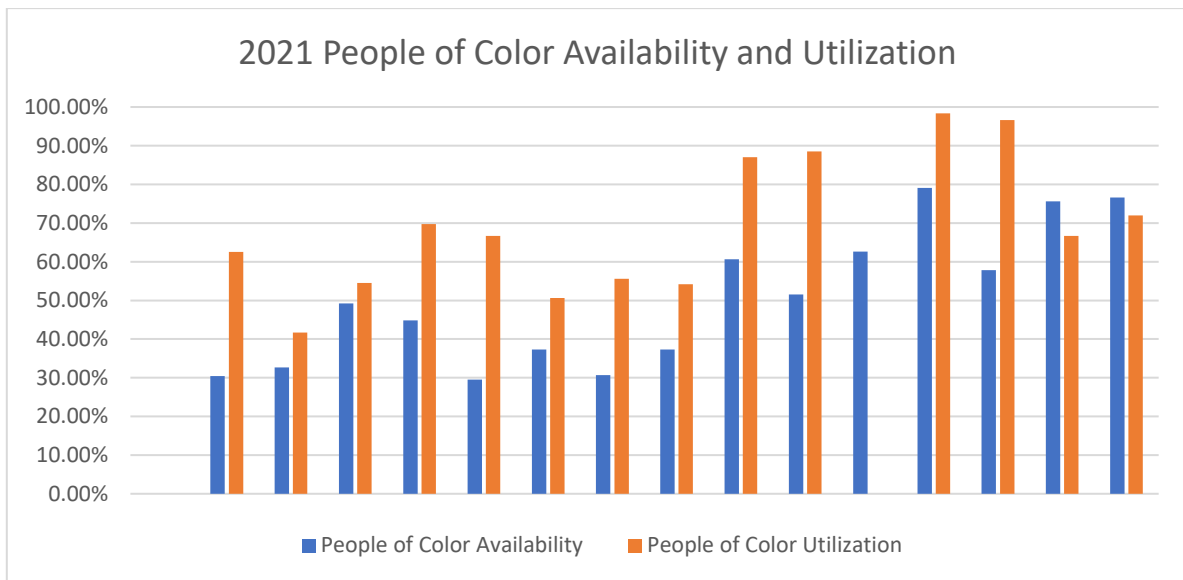
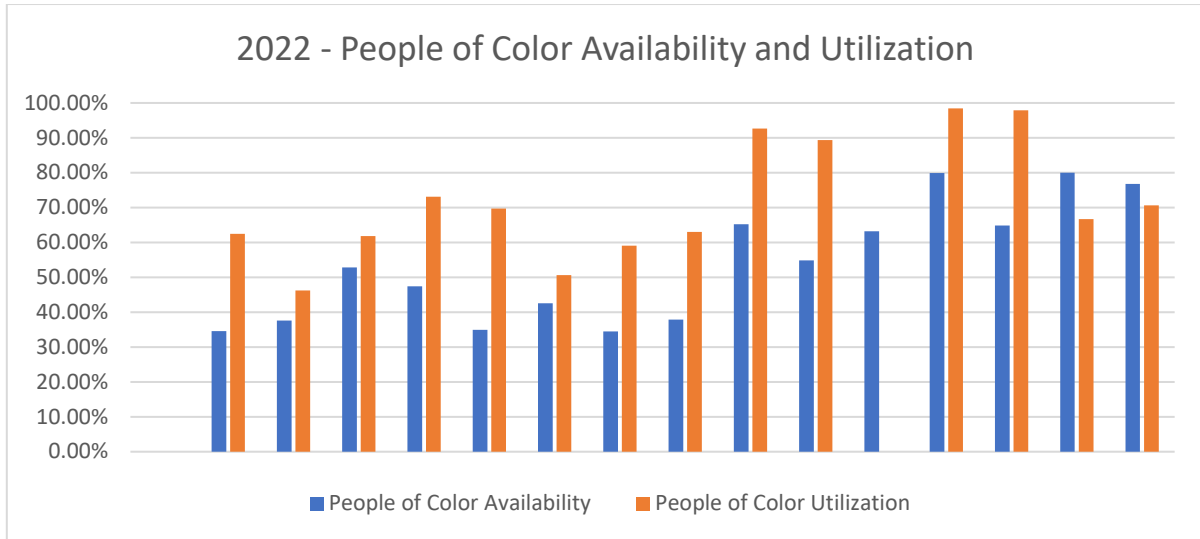
In 2022, the Health Department enjoyed 83.1% of the workforce being female. This compares to 83.3% of the workforce being female in 2021. Despite the small .2% reduction in females, the Health Department still has robust representation in most Job Groups in 2022 with the exception of Job Group 1 (2.8% from goal); Job Group 10 (8.8% from goal); Job Group 14 (.5% from goal); and Job Group 16 (8.3% from goal).





## People of Color Availability and Utilization 2022 vs 2021

In 2022, the Health Department workforce overall representation was 79.9% people of color, compared to 2021 of 77.0%. This represents a 2.9% increase. Despite the increase in overall representation in 2022, the Health Department does not meet goals in three Job Groups: Job Group 16 (63.2% to reach goal); Job Group 19 (13.3% from goal); and Job Group 20 (6.2% from goal).



## Section 4 – Current Year 2022

### Personnel Activity Summary of All Job Groups - 2022

Job Group:	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	4	13	3	8	7	9	10	25
African American	2	4	0	0	1	1	1	5
Asian/Pacific Islander	3	7	0	2	0	3	4	5
American Indian/ Alaskan Native	2	0	0	1	0	0	1	2
Hispanic	18	65	2	25	5	34	10	41
TOTAL (count each person only once)	29	91	5	36	13	47	26	80
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	3	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	1	0	2	4	1	2	0	0
TOTAL (count each person only once)	1	0	2	8	1	2	0	0

## Section 4 – Previous Year 2021

### Personnel Activity – Summary of All Job Groups – Previous Year 2021

Job Group:	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	2	16	0	3	4	9	4	27
African American	0	1	0	0	0	1	0	8
Asian/Pacific Islander	2	6	1	3	3	3	1	10
American Indian/ Alaskan Native	0	3	0	0	0	1	0	0
Hispanic	8	66	1	7	6	24	7	30
T – Two or More Races/Other	0	4	0	0	0	0	0	1
TOTAL (count each person only once)	12	96	2	13	13	38	12	76
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	3	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	2	0	4	0	0
TOTAL (count each person only once)	0	0	0	5	1	4	0	0

## Section 5

### Recruitment – Data (Current Year - 2022) Recruitment – Data - Job Group 1: Management II (Met Minority; Underutilized in Female by 2.8%)

Job Group: 1	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired		Promotions Within the Job Group		Promotions Into the Job Group	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
White	12	18	5	9	1	3	0	3	0	0	0	0	0	0
African American	5	10	1	3	1	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	7	6	5	5	2	0	2	0	0	0	0	0	0	0
American Indian/ Alaskan Native	1	4	1	1	0	0	0	0	0	0	0	0	0	0
Hispanic	7	14	2	4	1	0	1	0	0	0	0	0	0	0
T - Two or More Races / Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b> (count each person once only)	32	52	14	22	5	3	3	3	0	0	0	0	0	0

Job Group: 1	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Male	Female	Male	Female	
White	0	2	2	3	<p style="text-align: center;"><b>Environmental Health Bureau Chief</b>            Healthcare News <a href="https://www.healthcarenewssite.com/">https://www.healthcarenewssite.com/</a>            CSAC (California State Association of Counties) <a href="https://www.counties.org/">https://www.counties.org/</a>            National Association of County and City Health Officials <a href="https://www.naccho.org/">https://www.naccho.org/</a>            County Health Executives Association of California <a href="https://cheac.org/">https://cheac.org/</a>            California Conference of Local Health Officers <a href="http://www.cclho.org/">http://www.cclho.org/</a>            County of Monterey Website   County of Monterey - Health Dept. Email            Twitter   Facebook</p> <p style="text-align: center;"><b>Assistant Director of Health Services</b>            Facebook, Twitter, LinkedIn   National Hispanic Medical Association   Latino Coalition for a Health California            Craigslist   Job Journal   NAACHO   CHEAC   CA State Association of Counties            Public Health Jobs.net   CA Public Health Association   Southern California Public Health Association  <b>*1 Applicant Hired in 2023; 1 Applicant hire effective in 2020 due to personnel rules*</b></p>
African American	0	0	0	0	
Asian/Pacific Islander	0	0	0	0	
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	1	0	0	3	
T - Two or More Races / Other	0	0	0	0	
<b>TOTAL</b> (count each person once only)	1	2	2	6	

## Recruitment – Data (Current Year - 2022)

### Recruitment – Data - Job Group 10: Professionals - Health, Nurses (Met Minority; Underutilized in Female by 8.8%)

Job Group: 10	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired		Promotions Within the Job Group		Promotions Into the Job Group	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
White	12	31	8	26	10	28	2	13	1	3	0	0	0	0
African American	0	3	0	2	0	3	0	1	0	0	0	0	0	0
Asian/Pacific Islander	5	14	5	11	5	12	1	7	0	0	0	0	0	0
American Indian/Alaskan Native	1	0	1	0	1	0	1	0	0	0	0	0	0	0
Hispanic	5	25	4	17	4	17	4	14	1	2	0	0	0	0
T - Two or More Races / Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b> (count each person once only)	23	73	18	56	20	60	8	35	2	5	0	0	0	0

Job Group: 10	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Male	Female	Male	Female	
White	1	10	5	11	<b>Clinic Nurse (PHNII Recruitment Used) / Public Health Nurse II</b> Ad Club   Social Media: Facebook/Twitter   Craigslist   Indeed   American Nursing Assoc.   Nurse-Family Partnership <b>Clinic Nurse Practitioner / Clinic Physician Assistant</b> Ad Club   Social Media: Facebook/Twitter   Craigslist   Indeed   County of Monterey Website <b>Psychiatric Nurse Practitioner</b> Ad Club   Social Media: Facebook/Twitter   Craigslist   Indeed   American Nursing Assoc.   County of Monterey-Health Dept. S.M. <b>Psychiatric Physician Assistant</b> Ad Club   Social Media: Facebook/Twitter   Craigslist   Indeed   County of Monterey-Health Dept. Social Media (S.M.) <b>Senior Clinic Nurse</b> LinkedIn   Indeed   National Health Serv. Corp-Nurse Corp   National Assoc. of County and City Health Officials (NACCHO)   Healthcare News Site   County of Monterey Website   County of Monterey-Health Dept Email Distribution <b>SART Coordinator</b> Healthcare News Site   National Association of Community Health Centers (NACHC)   Social Media   counties.org/public-sector/job <b>Supervising Public Health Nurse</b> Ad Club   Craigslist   Indeed   American Nursing Assoc.   Healthcare News Site   Social Media
African American	0	1	0	0	
Asian/Pacific Islander	0	6	0	3	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	1	3	1	13	
T - Two or More Races / Other	0	0	0	0	
<b>TOTAL</b> (count each person once only)	2	20	6	27	

## Recruitment – Data (Current Year - 2022)

### Recruitment – Data - Job Group 14: Paraprofessional - Technicians I

(Met Minority; Underutilized in Female by 0.5%)

Job Group: 14	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired		Promotions Within the Job Group		Promotions Into the Job Group	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
White	15	23	2	8	2	8	2	7	0	0	0	0	0	0
African American	10	5	3	6	3	5	2	7	1	3	0	0	0	0
Asian/Pacific Islander	12	19	4	14	4	14	4	10	1	1	0	0	0	0
American Indian/Alaskan Native	2	6	1	5	1	5	2	1	0	0	0	0	0	0
Hispanic	82	267	55	227	46	195	32	99	5	11	2	4	0	1
T - Two or More Races / Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b> (count each person once only)	121	320	65	260	56	227	42	124	7	15	2	4	0	1

Job Group: 14	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Male	Female	Male	Female	
White	0	2	5	14	<b>Chronic Disease Prevention Specialist</b> Social Media: Facebook, Twitter   CSU Monterey Bay   San Jose State University   Health Everyone   County of Monterey Website <b>Communication Service Aide II</b> Social Media: Facebook, Twitter   Craigslist   Indeed   County of Monterey-Health Dept. Social Media   Hartnell College   Cabrillo College   Health Everyone <b>Department Information Systems Specialist</b> Social Media: Facebook, Twitter   County of Monterey-Health Dept Email <b>Environmental Health Specialist I-Trainee</b> NEHA <a href="https://www.neha.org/professional-development/careers">https://www.neha.org/professional-development/careers</a>   CEHA <a href="https://www.ceha.org/jobs.htmlwebsites">https://www.ceha.org/jobs.htmlwebsites</a> CSU-Monterey Bay   Monterey Peninsula College <b>Licensed Vocational Nurse</b> Social Media: Facebook, Twitter, LinkedIn   Healthcare News Site   County of Monterey Website <b>Public Health Microbiologist</b> Ad Club   Healthcare News Site   Craigslist   Indeed   USA Jobs   Social Media: Facebook, Twitter   California Association of Public Health Laboratory Directors (CAPHLD)   County of Monterey Website
African American	0	1	0	0	
Asian/Pacific Islander	0	4	0	2	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	8	1	14	
T - Two or More Races / Other	0	0	0	0	
<b>TOTAL</b> (count each person once only)	0	15	6	30	

## Recruitment – Data (Current Year - 2022)

### Recruitment – Data - Job Group 16: Skilled Craft I (Underutilized in both Female and Minority)

Job Group: 16	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired		Promotions Within the Job Group		Promotions Into the Job Group	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
White	0	0	0	0	0	0	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0	0	0	0	0	0	0
American Indian/Alaskan Native	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T - Two or More Races / Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b> (count each person once only)	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Job Group:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Male	Female	Male	Female	
White	0	0	0	0	No Recruitments for 2022
African American	0	0	0	0	
Asian/Pacific Islander	0	0	0	0	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	0	0	0	
T - Two or More Races / Other	0	0	0	0	
<b>TOTAL</b> (count each person once only)	0	0	0	0	

## Recruitment – Data (Current Year - 2022)

### Recruitment – Data - Job Group 19: Service Maintenance I

(Met Female goal; Underutilized in Minority category by 8.9%)

Job Group: 19	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired		Promotions Within the Job Group		Promotions Into the Job Group	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
White	0	0	0	0	0	0	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0	0	0	0	0	0	0
American Indian/Alaskan Native	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T - Two or More Races / Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b> (count each person once only)	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Job Group:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Male	Female	Male	Female	
White	0	0	0	0	No Recruitments for 2022
African American	0	0	0	0	
Asian/Pacific Islander	0	0	0	0	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	0	0	0	
T - Two or More Races / Other	0	0	0	0	
<b>TOTAL</b> (count each person once only)	0	0	0	0	



## Recruitment – Data (Current Year - 2022)

### Recruitment – Data - Job Group 20: Service Maintenance II

(Met Minority goal; Underutilized in Female category by 4.6%)

Job Group: 20	Applicants			Applicants Who Met Minimum Qualifications (Initial Screening)			Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired		Promotions Within the Job Group		Promotions Into the Job Group	
	M	F	Non-Binary	M	F	Non-Binary	M	F	M	F	M	F	M	F	M	F
White	16	29	0	12	24	0	5	14	2	4	1	1	0	0	0	0
African American	3	7	0	2	5	0	2	3	1	2	0	1	0	0	0	0
Asian/Pacific Islander	4	2	0	4	1	0	1	1	1	1	0	1	0	0	0	0
American Indian/Alaskan Native	0	3	0	0	3	0	0	2	1	1	0	0	0	0	0	0
Hispanic	69	135	1	54	118	1	13	49	10	21	0	1	1	1	0	0
T - Two or More Races / Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b> (count each person once only)	92	176	1	72	151	1	21	69	15	29	1	4	1	1	0	0

Job Group:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Male	Female	Male	Female	
White	0	3	2	8	<b>Animal Control Officer</b> County of Monterey Website   Health Department’s Social Media   Ad Club   Craigslist   City of Salinas Advisory Board   One-Stop-Career Center   Local Universities: CSU-Monterey Bay, UC-Santa Cruz, Cabrillo College, Hartnell College, Central Coast College, Monterey Peninsula College   Minority Government Jobs   State Humane Association of CA   National Animal Control Association   AnimalSheltering.org   Cal Animals  <b>Animal Care Technician / Animal Care Technician II /</b> Monster Diversity: Monster’s Strategic Partner Network (400,000+) includes relationships with the following partners: BET.com, Essence, Gay Work.Com, HispanicOnline, NAACP, The Retired Enlisted Association, ThirdAge, Women’s Sports Service, LLC, MiGente, Black Planet Glee.com, One Economy, Hire Disability Solutions, Workplace Diversity, Community Connect   LGBTConnect.com: Posts on workplacediversity.com, veteransconnect.com, hispanicdiversity.com, disabilityconnect.com, outandequal.com and alldiversity.com.   Nativehire.org  <b>Behavioral Health Aide:</b> Craigslist   LULAC Council #2055 (LULAC #2055) - chrisbarrera@salinaslulac.org   www.hispanic-jobs.com/   NAACP Monterey County (NAACP)   www.minoritygovernmentjobs.com/ - mcbnaacp1049@att.net
African American	0	0	0	0	
Asian/Pacific Islander	0	2	2	0	
American Indian/Alaskan Native	0	2	0	0	
Hispanic	0	3	0	3	
T - Two or More Races / Other	0	0	0	0	
<b>TOTAL</b> (count each person once only)	0	10	4	11	

**Recruitment – Data (Previous Year - 2021)**  
**Job Group 1: Management II**  
**(Met Minority; Underutilized in Female by 1.1%)**

Job Group: 1	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	5	13	1	8	1	8	1	8	0	1
African American	11	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	4	6	2	1	2	1	1	1	0	0
American Indian/Alaskan Native	0	2	0	1	0	1	0	1	0	0
Hispanic	4	15	0	2	0	2	0	1	0	0
TOTAL (count each person once only)	24	36	3	12	3	12	2	11	0	1

Job Group: 1	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	0	1	<u>Assistant Director of Health Services</u> County Health Executives Association of Ca. (CHEAC) California Public Health Association California State Association of Counties Craigslist Social Media: Facebook/Twitter/LinkedIn Indeed Publichealthjobs.org (ASPPH)
African American	0	0	0	0	
Asian/Pacific Islander	0	0	0	0	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	1	0	1	0	
TOTAL (count each person once only)	1	1	1	1	

**Recruitment – Data (Previous Year - 2021)**  
**Job Group 10: Professionals-Health, Nurses**  
(Met Minority goal; Underutilized in Female category by 4.80%)

Job Group: 10	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	5	24	2	20	2	20	1	10	1	4
African American	1	4	1	2	1	2	1	3	0	0
Asian/Pacific Islander	1	5	1	5	1	5	1	4	1	1
American Indian/Alaskan Native	0	1	0	1	0	1	0	1	0	0
Hispanic	3	22	1	14	1	14	2	11	2	4
TOTAL (count each person once only)	10	56	5	42	5	42	5	29	4	9

Job Group: 10	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	3	2	4	<u><b>Public Health Nurse</b></u> American Nursing Association Craigslist CSU Monterey Bay Career Center SJSU Career Center UC San Francisco Career Services Center <u><b>Sr Clinic Nurse</b></u> HealthcareNews NACCHO.org <u><b>Psy Nurse Practitioner</b></u> AANP.Org American Association of Nurse Practitioners APNA.Org American Psychiatric Nurses Association Canpweb.org CANP California Association for Nurse Craigslist Indeed Social Media: LinkedIn
African American	0	1	0	1	
Asian/Pacific Islander	0	1	0	1	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	1	0	5	
TOTAL (count each person once only)	0	6	2	11	

**Recruitment – Data (Previous Year - 2021)**  
**Job Group 16: Skilled Craft I**  
**(Underutilized in both Female and Minority)**

Job Group: 16	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	0	0	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0	0	0
American Indian/Alaskan Native	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0
TOTAL (count each person once only)	0	0	0	0	0	0	0	0	0	0

Job Group: 16	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	Only 1 position in the Department; no recruitments were conducted.
African American	0	0	0	0	
Asian/Pacific Islander	0	0	0	0	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	0	0	0	
TOTAL (count each person once only)	0	0	0	0	

**Recruitment – Data (Previous Year - 2021)**  
**Job Group 19: Services Maintenance**  
(Met Female goal; Underutilized in Minority category by 8.9%)

Job Group: 19	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	1	4	0	1	0	1	0	0	0	1*
African American	0	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	1	0	1	0	1	0	0	0	0
American Indian/Alaskan Native	0	1	0	1	0	1	0	1	0	1
Hispanic	3	6	1	0	1	0	0	0	0	0
TOTAL (count each person once only)	4	12	1	3	1	3	0	1	0	2

Job Group: 19	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	1	<u>Animal Services Supervisor</u> Animalsheltering.org Animal Sheltering Cabrillo College Career Center Central Coast College Career Center CSU Monterey Bay Career Center Hartnell College Career Center Nacanet - National Animal Care & Control Assoc. Monterey Peninsula College Career Center UC Santa Cruz Career Center
African American	0	0	0	0	
Asian/Pacific Islander	1	0	0	0	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	0	1	0	
TOTAL (count each person once only)	1	1	2	1	

\*Applicant interviewed in 2020 and hired in January, 2021

**Recruitment – Data (Previous Year - 2021)**  
**Job Group 20: Service Maintenance II**  
(Met Minority goal; Underutilized in Female category by 4.6%)

Job Group: 20	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	3	4	0	2	0	2	0	0	0	0
African American	0	1	0	1	0	1	0	0	0	0
Asian/Pacific Islander	3	0	0	0	0	0	0	0	0	0
American Indian/Alaskan Native	0	0	0	0	0	0	0	0	0	0
Hispanic	10	10	2	2	2	2	0	3	0	2
TOTAL (count each person once only)	16	15	2	5	2	5	0	3	0	2

Job Group: 20	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	0	0	0	<u><b>Animal Control Officer</b></u> Animalsheltering.org Animal Sheltering Cabrillo College Career Center Central Coast College Career Center CSU Monterey Bay Career Center Hartnell College Career Center Nacanet - National Animal Care & Control Assoc. Monterey Peninsula College Career Center UC Santa Cruz Career Center <u><b>Behavioral Health Aide</b></u> Asianjobs.com Craigslis – California – Monterey Bay Hispanicjobs.com Minoritygovernmentjobs.com
African American	0	0	0	0	
Asian/Pacific Islander	0	1	0	0	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	1	1	0	0	
TOTAL (count each person once only)	2	2	0	0	

## Recruitment Data Section 5 – Summary

The Health Department overall has a very robust representation of females at 83.1% of the workforce (which is .2% below last year) and representation of people of color at 79.9% (which is 2.9% above the prior year).

Overall, despite the excellent representation of female and people of color within the Health Department, of the 15 job groups utilized, we did not meet the representation for females in 3 job groups, people of color in 2 job groups, and either females and people of color in 1 job group, as outlined below:

### **Job Group 01 – Management II**

Minority Availability is 34.6%; Department utilization is 62.5%

**Female Availability is 52.8%; Department utilization is 50.0%**

In 2022, the department exceeded representation for people of color, but did not meet the goal for females by 2.8%.

There is a total of 8 incumbents in this Job Group. The Department had 1 recruitment in progress in 2022, with the hire being made in 2023.

\*Note that another recruitment was conducted in 2022 in this job group, however due to personnel rules, the person of color was hired with an effective date of 2020.

### **Job Group 10 – Professionals – Health, Nurses.**

Minority Availability is 37.9%; Department utilization is 63.0%

**Female Availability is 87.1%; Department utilization is 78.3%**

In 2022, the department exceeded representation for people of color but did not meet utilization for females by 8.8% in this category.

There is a total of 46 incumbents in this Job Group. The Department had seven new hires during plan year. Of the seven hires, a total of five, or 71%, were people of color and four, or 57%, were females.

### **Job Group 14 – Paraprofessionals – Technicians I.**

Minority Availability is 54.90%; Department utilization is 89.4%

**Female Availability is 73.6%; Department utilization is 73.1%**

In 2022, the department exceeded representation for people of color but did not meet utilization for females by .5% in this category.

There is a total of 104 incumbents in this Job Group. The Department had twenty-five new hires during the plan year. Of the twenty-five new hires, twenty-four, or 96%, were people of color and fifteen, or 60%, were females.

### **Job Group 16– Skilled Craft:**

**Minority Availability is 63.2%; Department utilization is 0.0%**

**Female Availability is 8.3%; Department utilization is 0.0%**

In 2022, the department did not meet the goals for people of color or females in this category.

There is currently only 1 position in this job group which has been filled by an employee with long-standing service with the Health Department. There were no recruitments or new hires made during the plan year.

**Job Group 19– Service Maintenance II:**

**Minority Availability is 80.0%; Department utilization is 66.7%**

Female Availability is 45.2%; Department utilization is 100%

In 2022, the department exceeded representation for females, but did not meet utilization for people of color by 13.3% in this category.

There is a total of 3 incumbents in this Job Group; there were no recruitments or new hires in the plan year.

**Job Group 20 – Service Maintenance I:**

**Minority Availability is 76.8%; Department utilization is 70.6%**

Female Availability is 56.1%; Department utilization is 58.8%

In 2022, the department exceeded representation for females, but did not meet utilization for people of color by 2.7% in this category.

There was a total of 17 incumbents in this Job Group. The Department hired five new employees during the plan year. Of the five new hires, four, or 80%, were people of color and four, or 80%, were female.



## Section 6

### Action-Oriented Programs

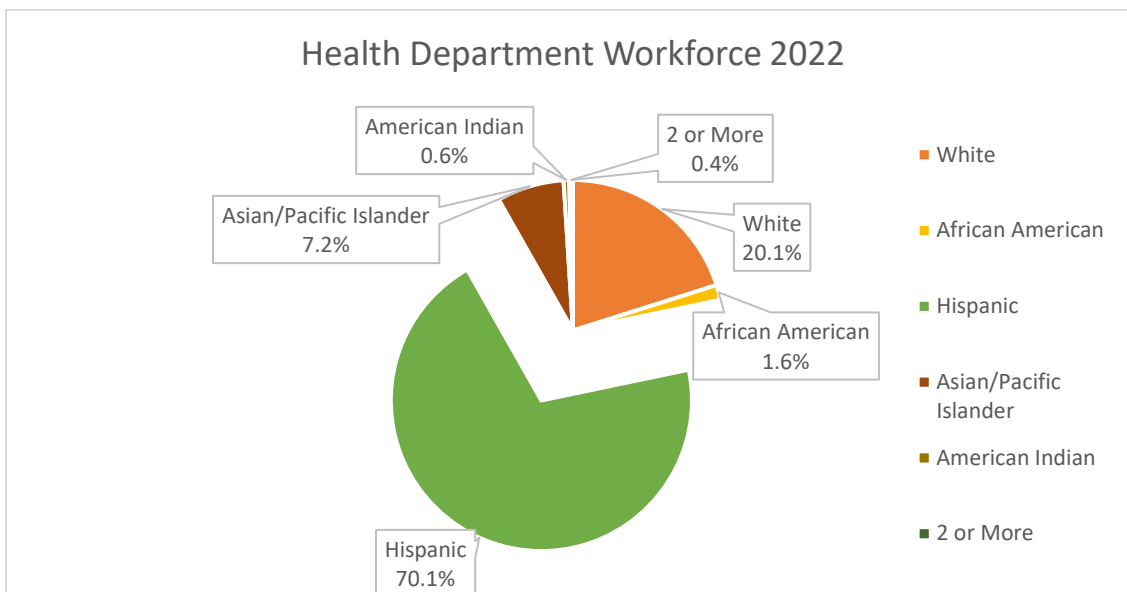
(Under the County’s Equal Opportunity Plan  
Chapter 5: Designation of Responsibility)

The Health Department is one of the largest departments in the County with approximately 1,213.80 budgeted positions, and a budget of approximately \$352.1 million for Fiscal Year 2022 - 2023. The Health Department has four (4) strategic goals:

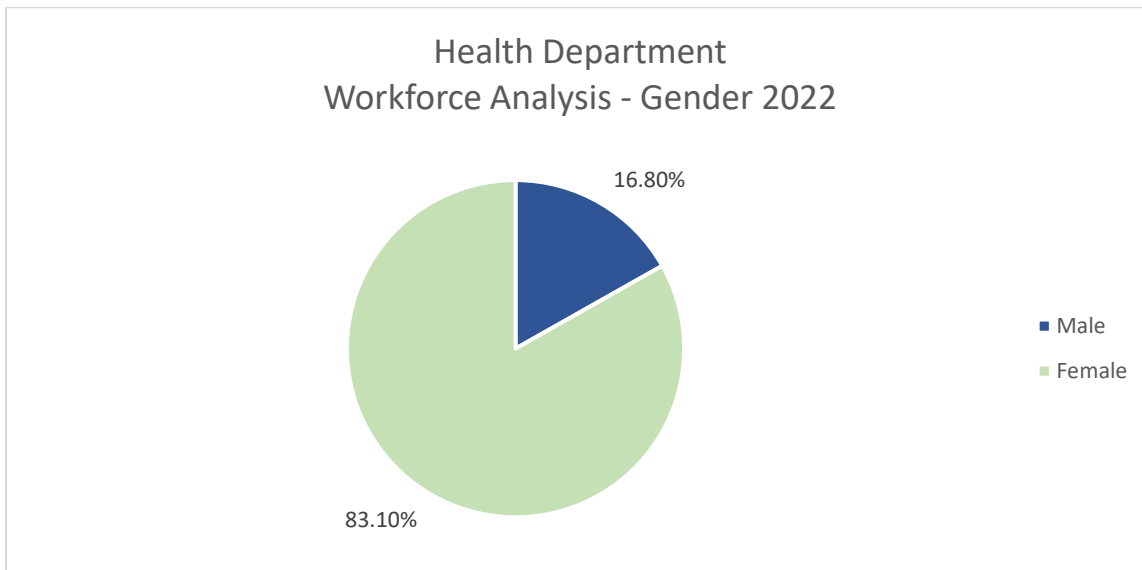
- Empower the community to improve health
- Enhance public health and safety through prevention
- Ensure access to culturally and linguistically appropriate, customer-friendly, quality health services
- Engage Health Department workforce and improve operational functions to meet current and developing population health needs

The Department is organized into eight (8) Bureaus or Divisions as follows: Administrative Services, Animal Services Division, Behavioral Health, Clinic Services, Emergency Medical Services, Environmental Health, Public Administrator/Guardian/Conservator Division, and Public Health Services.

The Health Department enjoys a robust representation of people of color of 79.9%. The specific identification includes: 70% of the workforce identifying as Hispanic; 20.1% identifying as White; 7.2% identifying as Asian/Pacific Islander; 1.6% identifying as African American;.6% identifying as American Indian; and .4% identifying as 2 or more Races.



The Health Department workforce is also approximately 83.1% female. The detailed summary is below:



### Recruitment

What collaborative relationships has your department established with community groups and stakeholders? How have these relationships supported the department's recruitment efforts? How many selective certification waivers did your department request last year? How many were granted and why?

**MCHD Response:** Monterey County Health Department (MCHD) continues to have a vast network of partnerships. The Department relies on this network to add value and capacity to all planning and community outreach efforts. These alliances often begin with individual Bureaus linking with local communities or stakeholder groups, but they have been greatly enhanced through Department-wide initiatives. These relationships have become stronger during the COVID-19 pandemic to ensure support for all the community during this national emergency. Additionally, MCHD has continued to maintain collaborative relationships with local universities to implement internship programs for students seeking Master's Degrees in Social Work, Public Health or a Bachelor's of Nursing. Collaborative relationships with the local universities allowed MCHD to obtain a steady stream of diverse and qualified applicants for several of its continuous recruitments, such as the Psychiatric Social Worker series, the Public Health Nursing series, and Medical Assistants.

The Health Department did not request any selective certification waivers for 2022.

### Hiring

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

**MCHD Response:** In 2022, the MCHD opened approximately 60 recruitments for different classifications. After candidates are assessed as possessing the minimum qualifications and placed on an eligible list, comprehensive and competitive interviews are conducted. Hiring managers work closely with Human Resources staff to ensure that interview questions are appropriate and measure the critical minimum knowledge, skills, and abilities as identified in the job analysis and recruitment planning process for the specific recruitment. Typically interview questions consist of specific program knowledge areas; training and experience; customer service; cultural competency; and

situational questions. Interview questions are modified as necessary depending upon the type of recruitment but, once finalized, the same interview questions are asked of each applicant.

As mentioned above, interviews include a question on cultural competency. Some examples of cultural competency questions that may be used include:

- Please describe your bilingual capabilities.
- Describe a cross cultural experience you had with a patient that was difficult or challenging or didn't turn out well. What did you learn from that experience?
- Describe your experience working with clients from diverse cultures and language groups. Describe any experience you have working with clients who have serious mental illness, substance abuse issue, or unstable housing.
- What has prepared you to be able to effectively provide health care services to persons who may look, talk, act, believe, or think differently than you do?
- Tell us about a time that you successfully adapted to a culturally different environment.
- Tell us about a time that you had adapted your style in order to work effectively with those who were different from you.

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

**MCHD Response:** In the recruitment and planning process, hiring managers and Human Resources staff identify potential subject matter experts that can assist with assessing the applicant's knowledge, skills, and abilities. MCHD makes every effort to ensure that there are subject matter experts that are people of color and gender-diverse on interview panels to ensure that the best candidate is chosen for the position.

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

**MCHD Response:** Prior to interviewing applicants, panel members are provided the class specification, a copy of the flyer, and any other information critical of which a panel member should be aware. Additionally, panel members are provided detailed instructions regarding the confidential interview questions, interview process, and objective notetaking. Interviews are generally proctored with a subject matter expert that is familiar with the formal interviewing process and a de-briefing occurs after the interview.

## Promotions

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

**MCHD Response:** Career development is a crucial component of each employee's experience at the Health Department. Managers and Supervisors are required to provide specific and detailed

information during the annual performance evaluation process with each employee to assist employees with their individualized career goals.

As an additional career enhancement, in 2021 the Health Department participated in the pilot program with “Better Up” to provide individualized career coaching and support to managers. Approximately 27 managers have participated in this program so far.

In 2022, the Health Department has continued to “grow their own” and have promoted 101 individuals during the calendar year with 82% being female and 73% of those promoted being people of color.

As a summary of key activities, approximately:

- 83 of the promotions were female (82%)
- 74 of the promotions were people of color (73%)
- 41 employee’s were promoted **into** a Job Group
  - Of the 41, 36 were female (87.8%)
  - Of the 41, 30 were people of color (73.1%)
- 60 employee’s were promoted **within** a Job Group
  - Of the 60, 47 were female (78.3%)
  - Of the 60, 44 were people of color (73.3%)

2. 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?

**MCHD Response:** Employees’ commitment to building a diverse and inclusive workforce is assessed in the performance evaluation process by specifically rating each employee utilizing the collaboration performance dimension. MCHD defines collaboration as follows:

Works collaboratively and cooperatively with others. Proactively adjusts own style and efforts to complement those of others in a bureau or team; treat others with courtesy and respect; ability to interact harmoniously and productively with diverse groups of people, including colleagues, supervisors, managers, and the public. Effectively demonstrates cultural competence and tolerance of others. The ability to learn and function in an environment that consists of varying situations and circumstances, many of which may be stressful, while showing patience in the face of conflicting demands.

It is MCHD expectation that all employees meet performance standards in this dimension and those that do not meet standards are provided the necessary guidance, mentoring, coaching, and/or training to help employees meet standards.

As a service department, it is imperative that staff possess the soft skills and cultural competency to develop and maintain positive and productive interpersonal relationships with peers, customers/clients, management, stakeholders, community groups and agencies to support MCHD’s strategic goals.

## Retention and Inclusion

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

**MCHD Response:** The Health Department is a large department with approximately 1,213.80 budgeted positions and tracks vacancy rates on a monthly basis. The Health Department had approximately 117 staff separate from the organization in 2022 which is equivalent to a turnover rate of approximately 9.64%. Of those that left, approximately 75.0% were female and 67.5% were people of color. The turnover rate is generally consistent with current staffing and new hire utilization rates. The Health Department will continue to monitor turnover data to see if trends in separation are related to the continuation of anomalies in retention experienced during the COVID-19 pandemic.

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

**MCHD Response:** MCHD Employee Wellness Program staff have continued to be instrumental in maintaining and modifying the County's Lactation in the Workplace Policy. Wellness staff continue to provide advice and support for all County Departments on the Lactation Policy. Additionally, MCHD's Employee Wellness Program in collaboration with MCHD's WIC staff, coordinate, plan, and host workshops regarding Lactation and Breastfeeding to all County employees, mothers to be, relatives and spouses, educators and anyone interested in learning more about lactation/breastfeeding.

MCHD abides by the County's Lactation in the Workplace policy and has assigned offices for lactation and/or has made arrangements for lactating mothers to have a private, comfortable, and clean space to express milk. All new hires are informed and have signed receipt of the County's Lactation in the Workplace policy during MCHD's new hire orientation. MCHD's personnel staff provide the lactation accommodation brochure to staff when planning their PDL/FMLA/CFRA leave. In addition, alternative work schedules are granted, which may include longer lunches or breaks to express milk or allow sufficient travel time for mothers to breastfeed children at home/daycare.

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

**MCHD Response:** When an employee requests an accommodation, supervisors/managers direct the employee to speak and schedule a meeting with one of the two Health Department Reasonable Accommodation Coordinators (DRAC). In accordance with the County's Reasonable Accommodation Policy, the DRAC meets with the employee to explain:

- the interactive process;
- inform the employee of any documentation that may be necessary to request reasonable accommodation;
- discuss the essential functions of his/her duties;
- seek employee input on reasonable and possible accommodations; and

- provides the employee the opportunity to review a written recap of their conversation with the DRAC and possible next steps.

Depending upon the situation, in collaboration with the MCHD's Human Resources staff, the employee seeking reasonable accommodation may be informed of potential impacts to their benefits, such as what happens when the employee exhausts their protected leaves (such as PDL/FMLA/CFRA/WC/LOA) if they transition to an unpaid/unprotected status.

4. 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?

**MCHD Response:** MCHD has a well-established practice to conduct voluntary exit interviews for employees leaving the department. In 2021, the exit interview process was enhanced to allow staff to complete the survey electronically or have an exit interview with a Human Resources Analyst.

Exit interview data is gathered, documented, and summarized for review as appropriate. MCHD Human Resources staff follow up individually with employees that are exiting the organization as appropriate on a case-by-case-basis.

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

**MCHD Response:** MCHD continues to enjoy a diverse workforce with female representation at 83.1% and people of color representation at 79.9%.

The Department Director has continued emphasizing to the Executive team and managers the importance of inclusion and engagement of staff at all levels.

As a large employer, MCHD remains committed to making each team member feel valued and respected.

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

**MCHD Response:** MCHD met representation standards in 9 of the 15 utilized job groups. Consistent with our response last year, MCHD has continued to identify opportunities for improvement in the area of market competitiveness for positions; increasing the number of job applicants to meet the workforce needs; providing opportunities for Community College and High School students to be engaged as a mechanism for career growth; and an additional area of enhancing the tuition or educational reimbursement program for Health Department positions to "grow our own". Each of these areas are discussed further below.

### **Salary / Market Competitiveness**

The high cost of living in the Monterey County area continues to be a barrier to recruit potential applicants. To further advance recruitment efforts, attract, and retain the most qualified applicants, the Health

Department will continue to advocate for wages commensurate with market competitors especially given current economic challenges and record inflation rates.

### **Increasing Job Applicants**

MCHD continues to have more vacant positions than qualified applicants to fill them. Many of the recruitments are “difficult to fill” and with the high cost of living in the Monterey County area as a barrier to recruit potential applicants, MCHD continues to have difficulty recruiting qualified applicants. MCHD will continue to recruit qualified applicants utilizing diverse and comprehensive outreach efforts, with an emphasis on increasing opportunities for applicants to work in the community in which they live.

MCHD has enjoyed a healthy budget for conducting outreach, and in 2022 spent approximately \$146,500 providing an extensive outreach to attract a diverse pool of candidates.

As the labor market continues to tighten, MCHD will be identifying other recruitment methods to identify applicants possessing the required knowledge, skills, and abilities to successfully fill vacant positions.

### **Engaging High School Students**

MCHD began engaging students at the High School levels in an interactive Career Fair that was piloted on March 8, 2022. The Career Fair was a result of collaboration between the Monterey Peninsula Unified School District (MPUSD), California State University Monterey Bay (CSUMB), Hartnell College, and Monterey Peninsula College (MPC). The goal was to provide a holistic experience of future career possibilities for High School students within the County of Monterey. MCHD was one of the departments that was able to provide an interactive tour to students and highlighted the essential services provided by MCHD. Students participated and learned about careers in four of the eight divisions: Environmental Health; Animal Services; Behavioral Health; and Planning, Evaluation and Policy (PEP). By providing this experience, the goal is that MCHD has created a pipeline of talent for the MCHD as an early intervention. Given the success of this Career Fair, MCHD hopes to provide this to other school districts within the County as staffing resources allow.

### **Tuition and Educational Reimbursement**

In 2022, the Health Department began to seek support to enhance the tuition and educational reimbursement program at the County, which has not been funded since 2007. It is the Health Department’s goal to have tuition and educational reimbursement available for employees in “difficult to fill” lower-level classifications so that they can successfully compete for higher-level positions, depending upon their qualifications.

Recent conversations in 2023 with CSUMB and Hartnell Pathways also seek to further opportunities to encourage applicants who are attending local Community Colleges and CSUMB to seek employment with the County of Monterey Health Department.

### **Summary**

MCHD remains committed to Equal Employment Opportunity which includes:

- Objective employment decisions free of discrimination;
- Skill oriented and competency driven performance management practices that assess employees’ commitment to building a diverse and inclusive workforce;
- Recruitment/Selection processes utilizing broad outreach for large candidate pools; objective selection criteria; and team decision-making on final candidates;

- Commitment to bi-annual Monterey County Prevention of Sexual Harassment and Discrimination Training, as well as the Civil Rights Training, for all MCHD employees and managers/supervisors;
- Commitment to providing training for job advancement skills;
- Formal and informal feedback mechanisms for employees to give feedback and voice concerns; and
- Accountability of employees at all levels to uphold the County Values of treating fellow employees with Respect, Dignity and Courtesy.



## Section 7

### Accomplishments and Resource Needs

Please highlight your department’s successes in achieving a diverse workforce in this section. Describe your department’s assessment of resource needs from the Civil Rights Office. Please share any suggestions and recommendations for improvement you can offer regarding current policies and procedures. Feel free to use examples or specify by job group. Please include your department’s current compliance rates with the required training from the Civil Rights Office. All employees must complete the Harassment and Discrimination Prevention Training and the Civil Rights Training every two years.

**MCHD Response:** MCHD has achieved much success in achieving a diverse workforce with an overall representation of females of 83.1% and representation of people of color of 79.9% in the workforce.

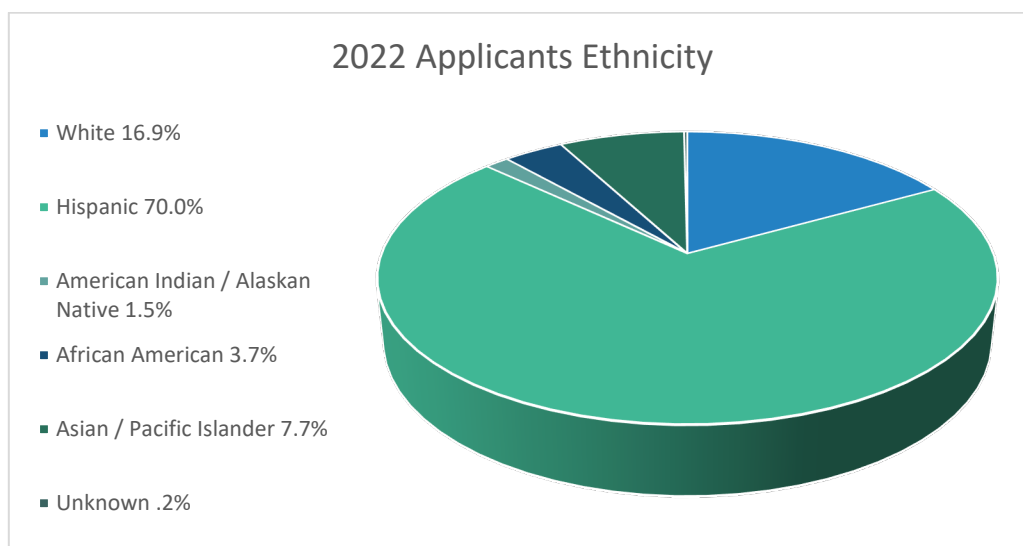
The Health Department continues to track vacancies on a monthly basis. This level of monitoring ensures recruiting efforts are mobilized to meet the demands of each Bureau and to mitigate any negative impacts on protected groups.

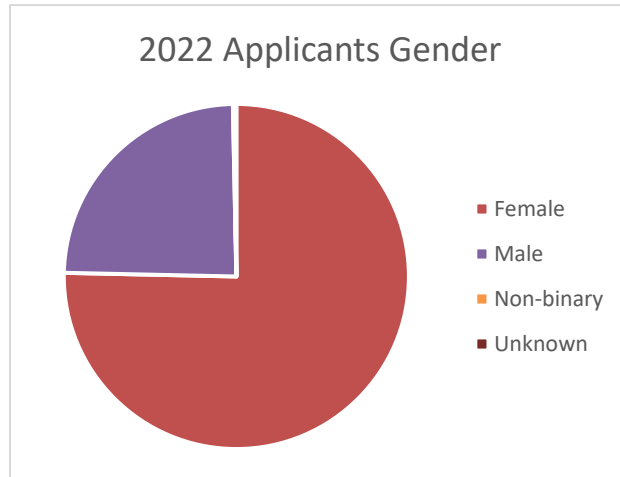
The Health Department has spent a significant amount of funds in an effort to attract a pool of diverse qualified applicants, spending in 2022 approximately \$146,500. The Department will be reviewing other mechanisms to attract qualified candidates as this may not be sustainable.

In 2022, the Department had a total of 60 open recruitments including 18 “continuous” recruitments.

In 2022, the Department received approximately 2,490 applications in response to recruitment efforts. This is an increase from the low in 2021, when the department received only approximately 1,630 applications. Overall, the Department still has not received the number of applications since 2020 which was 3,506 applicants.

Of the applications received in 2022, approximately 1,876 were female (75.3%) and approximately 2,064 were people of color (83%). A summary of the applications received is as follows:



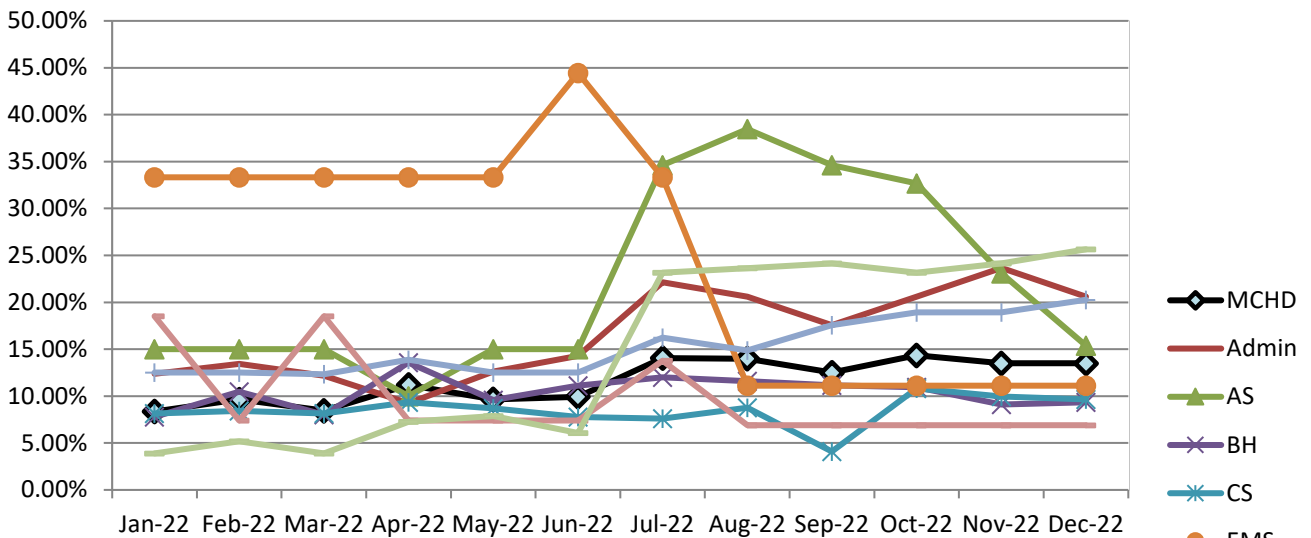


As of December 31, 2022, the Department has approximately 1,213.80 approved positions in the budget, with approximately 922.9438 active employees.

The Department vacancy rate has been trending upward due to the difficulty in finding qualified applicants and due to a shortage of Human Resources staff to recruit for available vacancies. As of December 31, 2022, there were approximately 290.8562 total vacancies (23.96%), however only approximately 163.85 of those were approved to recruit (13.50%). This is compared to 2021 levels when the Department had a total vacancy rate of approximately 18.53%, with approximately 8.9% of the positions approved for recruitment.

The figure below shows the monthly positions by Bureau that were approved to recruit for in Calendar Year 2022.

### Health Department Vacancy Rate -- 12 Months Target ≤10%



	01/22	02/22	03/22	04/22	05/22	06/22	07/22	08/22	09/22	10/22	11/22	12/22
MCHD	8.36%	9.64%	8.44%	11.20%	9.66%	9.93%	14.06%	13.98%	12.50%	14.35%	13.50%	13.50%
Admin	12.39%	13.45%	12.17%	9.24%	12.61%	14.29%	22.14%	20.61%	17.56%	20.61%	23.66%	20.61%
AS	15.00%	15.00%	15.00%	10.00%	15.00%	15.00%	34.62%	38.46%	34.62%	32.69%	23.08%	15.38%
BH	7.79%	10.45%	8.03%	13.57%	9.56%	11.12%	11.99%	11.58%	11.17%	10.96%	9.12%	9.32%
CS	8.13%	8.43%	8.13%	9.34%	8.68%	7.78%	7.60%	8.77%	4.09%	10.82%	9.94%	9.65%
EMS	33.33%	33.33%	33.33%	33.33%	33.33%	44.44%	33.33%	11.11%	11.11%	11.11%	11.11%	11.11%
EH	12.50%	12.50%	12.33%	13.89%	12.50%	12.50%	16.22%	14.86%	17.57%	18.92%	18.92%	20.27%
PG	18.52%	7.41%	18.52%	7.41%	7.41%	7.41%	13.79%	6.90%	6.90%	6.90%	6.90%	6.90%
PH	3.89%	5.19%	3.89%	7.26%	7.87%	6.05%	23.15%	23.65%	24.15%	23.15%	24.15%	25.65%

### Training

Additional on-line Civil Rights Training was offered in 2022 allowing the Department to make great strides in staff completing mandatory training as it was not offered in 2019 and 2020 due to the pandemic. As a result of the availability of online training, the Department has improved attendance at the mandatory training for both Harassment and Discrimination Prevention and Civil Rights Training as shown below:

Harassment & Discrimination Prevention Training	Total Number of Employees	# of Employees who Completed Training	Percentage of Employees Completed Training
Supervisors/Managers	187	165	88%

Employees (non-supervisor/non-manager)	855	770	90%
<b>Totals*</b>	1,042	935	90%

<b>Civil Rights Training</b>	Total Number of Employees	# of Employees who Completed Training	Percentage of Employees Completed Training
Supervisors/Managers	187	154	82%
Employees (non-supervisor/non-manager)	855	651	76%
<b>Totals*</b>	1,042	805	77%

\*Totals include temporary and student intern staff that are required to take training.

### **Future Resource Needs from the Civil Rights Office**

Additional resource needs from the Civil Rights Office include an enhancement to the Workforce Analysis report that would include the “2 or More Races” category. The current report does not have this as a category and it requires manipulation of the data to be inclusive of all staff.

Additional communication would also be appreciated related to various monthly and quarterly Civil Rights meetings that are open to the public, and those that are chaired by a member of the Board of Supervisors. Civil Rights does not announce meetings to the Human Resources staff, and therefore, Human Resources and other staff do not have the regular meetings on the calendar so that they may attend and hear about critical discussions.

**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.

**MCHD Response: Monterey County Health Department has not been requested to follow-up with any item during past years' presentations.**

## Section 9

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

	<b>Requirement</b>	<b>Implementation Notes (explain how your department fulfilled or plans to fulfill this requirement. Also include outcomes of the implementation if applicable)</b>	<b>Completed (Y/N)</b>	<b>Completion Date (include actual completion dates and expected completion dates for requirements not yet completed)</b>
<b>General</b>	Title VI notice at public counters	Posters were posted near public counters, in areas with limited space and where client information is shared.	Yes.	Documented in 2019.
	Internal process to forward discrimination complaints to Civil Rights Office	Currently, known client discrimination complaints are being forwarded to the Bureau Directors and Compliance Officer, and then forwarded to the CRO Office and Department Human Resources (if applicable). Employee discrimination complaints are forwarded to the Department Human Resources staff, and if applicable forwarded to the CRO office.	Yes.	Documented in 2019.
	Nonstandard contracts include a nondiscrimination clause	Non-Standard contract templates will be reviewed to ensure non-discrimination language is included/negotiated as contract(s) are up for review.	Yes.	Documented in 2019.
	Data is collected on the ethnicity and language of the people served	Health Department Bureaus are collecting ethnicity and language in various systems and formats. MCHD is continuing to explore additional data collection methods that may	In Progress.	Long standing practice and Documented in 2019.

		supplement the current ones.		
<b>Language Access</b>	Departmental language assessment completed	Currently client language needs assessments are done verbally by MCHD staff.	Yes.	Long standing practice and Documented in 2019.
	Vital documents translated into Spanish	MCHD vital documents are either already translated into Spanish or are in the process of being translated.	Yes.	Long standing practice and Documented in 2019.
	Website – minimize PDFs. When using PDFs, include a Spanish version	MCHD Bureau webpages are continually being assessed to ensure the availability of Spanish PDF's.	Continuous	Long standing practice and Documented in 2019.
	Procedures and budget for the use of interpretation and translation services	Master Language Agreement list is used to provide interpretation and translation services if needed.	Yes.	Long standing practice and Documented in 2019.
	Communication services for people who are deaf or hard of hearing	Individuals are able to request Human Resources intervention for interviews as appropriate.	Yes.	Long standing practice.
	Public voicemails in English and Spanish	Public voicemails either already have a bilingual (English/Spanish) message or are in the process of being changed to be bilingual.	Yes.	Long standing practice and Documented in 2019.
	Public counters: language charts available	MCHD continually identifies a language chart that will meet local language needs.	Continuous.	Long standing practice and Documented in 2019.
	Public counters: all signage in English and Spanish	Public counter signage either have bilingual (English/Spanish) signage or are in the process of including signage that is bilingual.	Continuous.	Long standing practice and Documented in 2019.
	Public counters: procedures to have bilingual staff available	MCHD Bureaus' are intentional about hiring bilingual staff for public counter positions, and establishing verbal procedures for bilingual back-up staff to support	Yes.	Long standing practice and Documented in 2019.

		mono-lingual speaking public counter staff (when applicable)		
<b>Community Engagement</b>	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds	Various forms of community input meetings, educational sessions, and other program assessments have been completed to ensure input from diverse communities. Interpretation and translation of documents are provided.	Yes.	Long standing practice and Documented in 2019.
	Analyzed potential disproportionate adverse human health or environmental effects on communities of color, tribal communities, or others underrepresented in the public process	Input from various stakeholders continues	Continuous.	Long standing practice and Documented in 2019.
	Considerations taken to ensure equitable engagement	MCHD continues to support bilingual meetings (English/Spanish) as appropriate.	Yes.	Long standing practice and Documented in 2019.
	Key community engagement contacts established	MCHD makes great effort to maintain key community contacts by inviting / sharing public meetings to the community. Due to the COVID-19 pandemic, meetings have occurred remotely via zoom or via a webinar. Additional engagement is maintained via bilingual social media (Spanish and English).	Yes.	Long standing practice and Documented in 2019.

\* 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.