

Human Resources Department

Equal Opportunity Plan

2023



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Section 1

Department Head's Acknowledgment & Commitment to the 2022 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:

Irma Ramirez-Bough

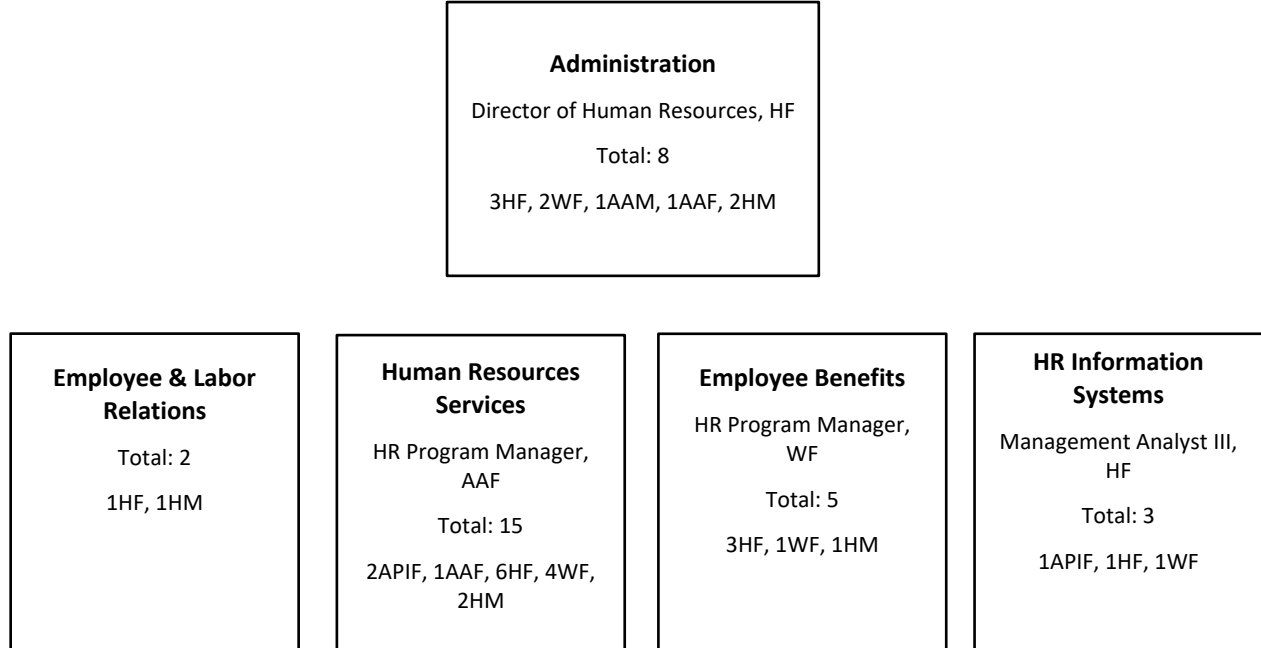
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Irma Ramirez-Bough

Director of Human Resources

Section 2

Organizational Profile Human Resources Department



Self-reported gender and ethnicity:

M – Male F – Female

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

Section 3

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

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

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1060 - Human Resources

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

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
ASSISTANT DIRECTOR OF HUMAN RESOURCES	OA	0	2	2	0	1	1	0	0	0	0	0	1	0	1	0	0	1	0	1	0	0	2	0
TOTAL Management II		0	2	2	0	1	1	0	0	0	0	0	1	0	1	0	0	1	0	1	0	0	2	0
		100.0%			50.0%								50.0% 0.0% 50.0% 0.0% 0.0%											

JOB GROUP 02: Management I - (37.6% Minority Availability) - (49.1% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
FINANCE MANAGER II	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
TOTAL Management I		1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
		0.0%			100.0%								0.0% 0.0% 100.0% 0.0% 0.0%											

JOB GROUP 03: Professionals - Administration - (52.8% Minority Availability) - (59.6% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
ASSOCIATE PERSONNEL ANALYST	P	0	4	4	0	3	3	0	0	0	0	0	1	1	2	0	0	1	1	2	0	0	4	0
ASSOCIATE RISK & BENEFITS ANALYST	P	1	1	2	1	0	1	0	0	1	0	0	1	0	0	0	0	1	0	1	0	0	2	0
HUMAN RESOURCES PROGRAM MANAGER	P	0	2	2	0	1	1	0	0	0	0	0	1	1	0	0	0	1	1	0	0	0	2	0
MANAGEMENT ANALYST I	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
MANAGEMENT ANALYST II	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
MANAGEMENT ANALYST III	P	1	2	3	1	1	2	0	1	0	0	0	1	0	1	0	0	1	1	1	0	0	3	0
PERSONNEL ANALYST	P	1	4	5	1	3	4	0	0	1	0	0	1	0	2	1	0	1	0	3	1	0	5	0
SENIOR PERSONNEL ANALYST	P	2	4	6	2	3	5	0	0	2	0	0	1	0	2	1	0	1	0	4	1	0	6	0
SENIOR RISK & BENEFITS ANALYST	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
TOTAL Professionals - Administration		6	19	25	6	13	19	0	1	5	0	0	6	2	9	2	0	6	3	14	2	0	25	0
		76.0%			76.0%								24.0% 12.0% 56.0% 8.0% 0.0%											

Section 3

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

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

JOB GROUP 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
PERSONNEL TECHNICIAN-CONFIDENTIAL	PP	0	5	5	0	4	4	0	0	0	0	0	1	0	3	1	0	1	0	3	1	0	5	0
TOTAL Paraprofessional - Technicians I		0	5	5	0	4	4	0	0	0	0	0	1	0	3	1	0	1	0	3	1	0	5	0
		100.0%			80.0%													20.0%	0.0%	60.0%	20.0%	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	W	AA	HIS	API	AI	F/T	P/T
ACCOUNTING TECHNICIAN	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
TOTAL Office Clerical II		0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
		100.0%			100.0%													0.0%	0.0%	100.0%	0.0%	0.0%		

TOTAL - 1060 Human Resources	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
	7	28	35	7	20	27	0	1	6	0	0	8	2	15	3	0	8	3	21	3	0	35	0
	80.0%			77.1%													22.9%	8.6%	60.0%	8.6%	0.0%		

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
	7	28	35	7	20	27	0	1	6	0	0	8	2	15	3	0	8	3	21	3	0	35	0
	80.0%			77.1%													22.9%	8.6%	60.0%	8.6%	0.0%		

Section 4

Personnel Activity from 2022

Job Group: 01	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				1				
TOTAL (count each person only once)				1				
	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 from 2022

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

Section 5

Recruitment – Data 2022

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

There were no recruitments conducted for underutilized Job Groups in 2022

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

Job Group:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White					
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic					
TOTAL (count each person once only)					

Recruitment – Data 2022

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

There were no recruitments conducted for underutilized Job Groups in 2022

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

Job Group:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White					
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic					
TOTAL (count each person once only)					

Section 6

Action-Oriented Programs

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

Recruitment

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

In 2022 the Human Resources Department established a collaboration with the Salinas Union High School District and other local educational partners (California State University, Monterey Bay, Hartnell and Monterey Peninsula College) with the intent to host onsite career exploration fairs at each of the high schools. To further support these events, the Human Resources Department will partner with Departments to create videos highlighting the County of Monterey's diverse career paths.

The Human Resources Department also collaborated with the LGBTQ+ Employee Resource Group to promote County career opportunities at the Monterey Peninsula Pride event. In addition, the department attended Career Fairs at California State University Monterey Bay (CSUMB) Hartnell College, and Monterey Peninsula College (MPC).

Additionally, the Human Resources Department began the process of creating a Recruitment Subject Matter Expert Database through partnership with the Civil Rights Office and Mary Claypool, NAACP Representative and member of the Equal Opportunity and Civil Rights Advisory Commission. The goal of this database is to establish a pool of community subject matter experts in various industries to serve as screeners and oral panel interviews for countywide recruitments.

The Human Resources Department did not have any recruitments requiring selective certification or selective certification waivers for calendar year 2022.

Hiring

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

The Human Resources Department looks at qualifications (i.e., knowledge, skills and abilities) and responses to the interview questions to determine whether an applicant is suited for employment in the department.

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

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

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

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

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

Promotions

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

The Human Resources Department encourages employees to seek promotional opportunities both internally and externally. In addition, the department provides all employees an opportunity to learn new skills and knowledge by attending trainings, being mentored on new assignments, making public presentations, and assisting in new projects.

The Human Resources Management team meets regularly to develop and implement succession planning strategies. Unit managers and supervisors provide weekly and monthly one-on-one check-ins with their respective staff for mentoring and coaching in career development. Based on those discussions, goals are established, and opportunities are provided with resources for growth and skill development.

These efforts have been successful in furthering staff development and resulting in some promotions within the department.

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

The Human Resources Department is committed to having a diverse and inclusive workforce; to that end, the performance evaluation includes criteria for assessing working relationships and customer service skills that address employees' commitment to contributing to diverse, inclusive, and harmonious team cohesiveness, and to providing exceptional service to our diverse community. The information gathered from employee performance evaluations is utilized in the decision-making of promotional opportunities.

Retention and Inclusion

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

The Advantage Human Resources Information System and Info Advantage reporting system are used to gather and report employee information. Turnover is calculated manually. In calendar year 2022, the Human Resources Department experienced two voluntary separations from two White females.

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

For 2022, two voluntary separations, yielding a 5.4% turnover rate in the Department of Human Resources.

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

Based on the nature of the data for 2022, the Human Resources Department does not have trends to act upon. However, we will carefully monitor negative and positive trends as they arise.

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

The Human Resources Department adheres to the County's Lactation Policy. The Government Center provides accommodation in designated rooms throughout the building for lactation accommodations. In 2022, the Human Resources Department did not receive any requests for lactation accommodations.

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

The Human Resources Department adheres to the County's Reasonable Accommodation Policy. The Human Resources Department makes every effort to engage the employee requesting the accommodation to participate in the interactive process.

Does the department conduct exit interviews? If so, what do you do with the answers to promote diversity and inclusion? If not, what alternative methods do you use to collect information regarding reasons for separation?

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

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

The Human Resources Department offers BetterUp Coaching to support employees short-term and long-term professional goals as well as NACO High Performance Leadership Academy training for executive management.

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

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

The Human Resources Department identified an opportunity for building efficiencies to facilitate services to our customers. The department continues to partner with the Information Technology Department to identify opportunities to further improve the efficiency of Human Resources processes through the enhancement of technology (e.g., electronic personnel and medical records).

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.

Harassment & Discrimination Prevention Training	Total Number of Employees	# of Employees who Completed Training	Percentage of Employees Completed Training
Supervisors/Managers	29	29	100%
Employees (non-supervisor/non-manager)	7	7	100%
Totals	36	36	100%

Civil Rights Training	Total Number of Employees	# of Employees who Completed Training	Percentage of Employees Completed Training
Supervisors/Managers	29	28	96.5%
Employees (non-supervisor/non-manager)	7	7	100%
Totals	36	35	96.5%

Section 8

Follow-Up Requested by the Commission

Please discuss any follow-up requested by the Commission during past years' presentations on the Departmental Equal Opportunity Plan in this section. Follow-up may occur via action, memorandum, or additional presentation to the Commission.

Nothing to report.

Section 9

Title VI of the Civil Rights Act Implementation*

	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)
General	Title VI notice at public counters		Yes	
	Internal process to forward discrimination complaints to Civil Rights Office		Yes	
	Nonstandard contracts include a nondiscrimination clause		N/A	
	Data is collected on the ethnicity and language of the people served			
Language Access	Departmental language assessment completed			
	Vital documents translated into Spanish		Yes	
	Website – minimize PDFs. When using PDFs, include a Spanish version		Yes	
	Procedures and budget for the use of interpretation and translation services			

	Communication services for people who are deaf or hard of hearing			
	Public voicemails in English and Spanish			
	Public counters: language charts available			
	Public counters: all signage in English and Spanish			
	Public counters: procedures to have bilingual staff available		Yes	
Community Engagement	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds		Yes	
	Analyzed potential disproportionate adverse human health or environmental effects on communities of color, tribal communities, or others underrepresented in the public process		Yes	
	Considerations taken to ensure equitable engagement		Yes	
	Key community engagement contacts established		Yes	

* 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.