Department of Emergency Management

Equal Opportunity Plan

2024

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Section 1

Department Head's Acknowledgment & Commitment to the 2024 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.
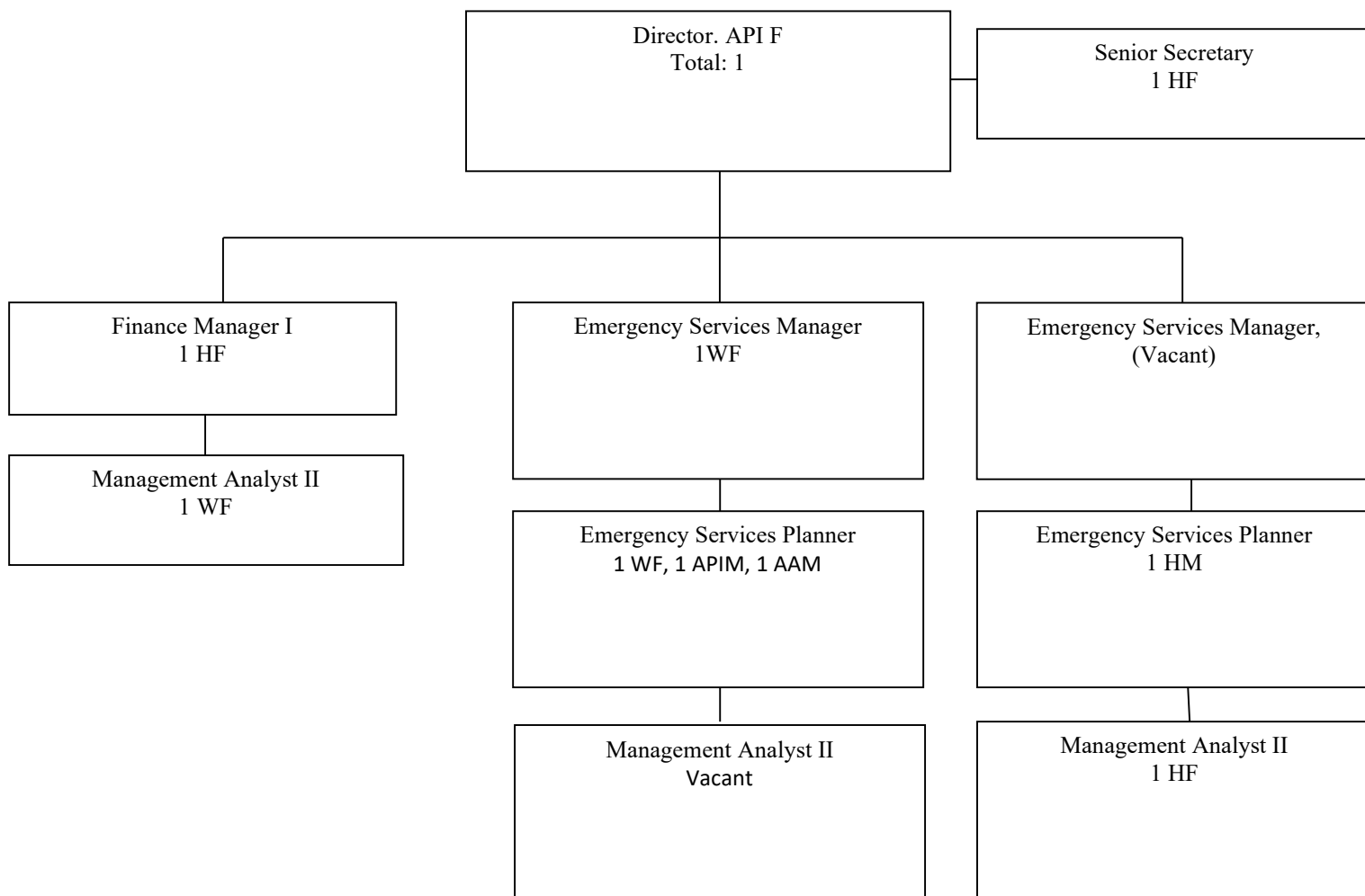
(Signature)

Kelsey Scanlon

Director of Emergency Management

Section 2

Organizational Profile
(Name of Department)

Please show the reporting structure in your organizational chart. Break the chart into separate pages by division, if necessary.

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                          ┌─────────────────────┐        ┌─────────────────────┐
                          │   Director. API F   │────────│  Senior Secretary   │
                          │      Total: 1       │        │        1 HF         │
                          └─────────────────────┘        └─────────────────────┘
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Director. API F — Total: 1	Senior Secretary — 1 HF

Finance Manager I — 1 HF	Emergency Services Manager — 1WF	Emergency Services Manager, (Vacant)
Management Analyst II — 1 WF	Emergency Services Planner — 1 WF, 1 APIM, 1 AAM	Emergency Services Planner — 1 HM
	Management Analyst II — Vacant	Management Analyst II — 1 HF

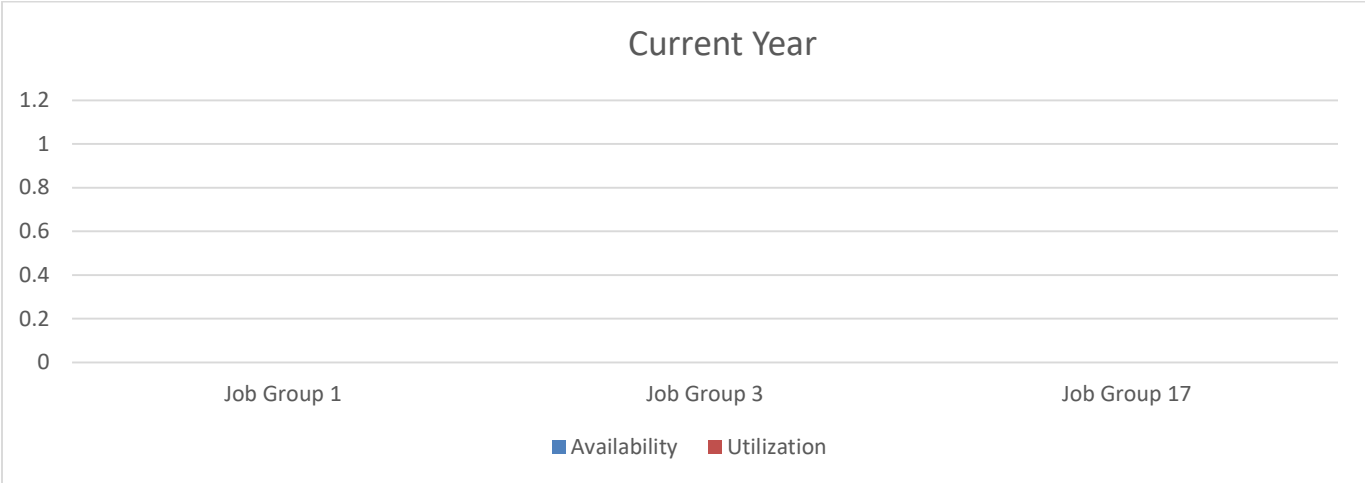Self-reported gender and ethnicity:

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)

This is the cover sheet for this section. Place a copy of your department's workforce analysis chart here.

Graphs for all job groups on utilization/availability:

Current Year

	Job Group 1	Job Group 3	Job Group 17

(y-axis: 0, 0.2, 0.4, 0.6, 0.8, 1, 1.2)

Legend: ■ Availability ■ Utilization

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

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1040 - Department of Emergency Management

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

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

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

Title	EEO Cat Code	Total Employees M	F	T	Minorities M	F	T	Male W	AA	HIS	API	AI	Female W	AA	HIS	API	AI	Totals W	AA	HIS	API	AI	Hours F/T	P/T
EMERGENCY SERVICES PLANNER	P	3	1	4	3	0	3	0	1	1	1	0	1	0	0	0	0	1	1	1	1	0	4	0
FINANCE MANAGER 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	0	2	2	0	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	0	0	2	0
TOTAL Professionals - Administration		3	4	7	3	1	4	0	1	1	1	0	3	0	1	0	0	3	1	2	1	0	7	0
			57.1%			57.1%													42.9%	14.3%	28.6%	14.3%	0.0%	

JOB GROUP 17: Office Clerical II   -   (79.9% Minority Availability)   -   (84.6% Female Availability)

Title	EEO Cat Code	Total Employees M	F	T	Minorities M	F	T	Male W	AA	HIS	API	AI	Female W	AA	HIS	API	AI	Totals W	AA	HIS	API	AI	Hours F/T	P/T
ADMINISTRATIVE 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
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 Employees M	F	T	Minorities M	F	T	Male W	AA	HIS	API	AI	Female W	AA	HIS	API	AI	Totals W	AA	HIS	API	AI	Hours F/T	P/T
TOTAL - 1040	3	6	9	3	2	5	0	1	1	1	0	4	0	2	0	0	4	1	3	1	0	9	0
Department of Emergency Management		66.7%			55.6%													44.4%	11.1%	33.3%	11.1%	0.0%	

Section 4

Personnel Activity (Current Year)

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

Recruitment – Data (Current Year)

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

Job Group:	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)	0	0	0	0	0	00			0	0	0

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)	0	0	0	0	

Section 6

Action-Oriented Programs

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

Recruitment

What collaborative relationships has your department established with community groups and stakeholders? How have these relationships supported the department's recruitment efforts?

- DEM consults with Civil Rights Office and Human Resources Department as needed.
- The Department of Emergency Management has actively engaged in relationship development with community groups and stakeholders throughout 2023 as a result of the back to back federal disaster and impacts to socially vulnerable populations, including but not limited to the unincorporated community of Pajaro. Through this process we have seen the value of having a well rounded and organized cadre of non-profit and advocacy partners that reflect the whole community of Monterey County. DEM is currently working to establish formal organization of community organizations active in disasters. Since this partnership we work directly with partners at the Community Foundation for Monterey County and CAO's Homeless Services Bureau in the recruitment of the Chief Resilience Officer position.

How many selective certification waivers did your department request last year? How many were granted and why?

- The Chief Resilience Officer position requested and received a certification waiver as the position it's self is new and novel, as such it is difficult to find qualified screeners and panelists that also meet the various demographic requirements. Regardless of the waiver, DEM worked tirelessly to ensure a well rounded panel that could provide a fair and equitable evaluation of all candidates.

Hiring

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

- DEM management staff evaluate fit based on the individuals professional goals and communication of shared values such as honesty, integrity, accountability, humility, and commitment to community service.

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

- DEM follows the guidance of Human Resources and Civil Rights to ensure diversity of panelists.
- DEM uses a combination of internal and external subject matter experts (SMEs) and is committed to ensuring there is always a diverse group participating based on expertise, gender, and ethnicity.

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

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

Promotions

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

- DEM actively recruits from within its ranks for promotional opportunities.
- DEM provides equal opportunity for staff to attend and participate in training, leadership development, and mentoring. Additionally, staff are offered/recommended specific training based on their engagement with their supervisor to further their professional development.
- Until recently, due to the lack of middle management in the organizational chart of the Office of Emergency Services, no promotions from the Emergency Services Planner job classification to the Emergency Services Manager job classification has ever occurred; This changed in the Summer of 2023 with the promotion of a WF

from Emergency Services Planner to Emergency Services Manager, in the Department of Emergency Management (Previously OES).

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?

- Historically, performance evaluations were sporadically completed and rarely referenced for promotional opportunities as promotional opportunities were rare.

Retention and Inclusion

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

- As a new department, DEM has not developed 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?

- As a new department, there is limited data regarding turnover, as only one person (WF) has separated from the Department since it's inception in July 2023.

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

- Lack of turnover/high retention rate can be correlated to a positive work environment, in which personnel feel fulfilled, supported, and accepted by their supervisors and peers.

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

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

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

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

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

- The department defers to the Human Resources department policies and procedures for offering and conducting exit interviews as the Department does not directly employ Personnel Analysts.

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

- The Department has successfully recruited and retained highly qualified emergency management, finance, administration, and management personnel that reflect the diverse communities of Monterey County and are passionate about government and community service.

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

- There is always opportunity for reflection and improvement.
- Continuous cultural sensitivity and discrimination training.
- Ongoing evaluation of plans for inequitable or discriminatory implicit policies and procedures.
- Continue to have difficult conversations and allow for open dialogue and learning about equity, discrimination, and bias in the workplace.
- Continued engagement with disenfranchised, marginalized, and socially vulnerable communities with in Monterey County.

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.

The three persons not having competed the required training are within their first 2-10 months of employment with the County.

Harassment & Discrimination Prevention Training	Total Number of Employees	# of Employees who Completed Training	Percentage of Employees Completed Training
Supervisors/Managers	3	3	100%
Employees (non-supervisor/non-manager)	9	8	88%
Totals	12	11	91%

Civil Rights Training	Total Number of Employees	# of Employees who Completed Training	Percentage of Employees Completed Training
Supervisors/Managers	3	3	100%
Employees (non-supervisor/non-manager)	9	6	66%
Totals	12	9	75%

Section 8

Follow-Up Requested by the Commission

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

- **None**

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		N/A	
	Internal process to forward discrimination complaints to Civil Rights Office	Emergency Services Manager or Director is notified and forwards to Civil Rights Office.	Y	
	Nonstandard contracts include a nondiscrimination clause	The Department uses the County's contract templates which include a nondiscrimination clause	Y	
	Data is collected on the ethnicity and language of the people served	Upon update of the Monterey County Emergency Operations Plan in 2024-2025, this data will be collected.	Y	
Language Access	Departmental language assessment completed		N	
	Vital documents translated into Spanish	DEM has hired 4 bi-lingual (Spanish) personnel who provide translation of vital documents, including emergency alerts.	Y	

	Website – minimize PDFs. When using PDFs, include a Spanish version	Website is offered in English and Spanish. Updates of plans posted to the website are formatted for ADA compliance.	Y
	Procedures and budget for the use of interpretation and translation services		Y
	Communication services for people who are deaf or hard of hearing	DEM has provided this service upon request at meetings and community events utilizing the county master services agreement.	Y
	Public voicemails in English and Spanish	DEM phones are managed by Bi-Lingual staff.	N
	Public counters: language charts available		N/A
	Public counters: all signage in English and Spanish		N/A
	Public counters: procedures to have bilingual staff available		Y
Community Engagement	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds	Community Resilience Plan; New legislation requires access and functional needs, and cultural sensitivity planning elements during the 2025 Emergency Operations Plan update.	Y

	Analyzed potential disproportionate adverse human health or environmental effects on communities of color, tribal communities, or others underrepresented in the public process	Community Resilience Plan; New legislation requires access and functional needs, and cultural sensitivity planning elements during the 2025 Emergency Operations Plan update.	Y	
	Considerations taken to ensure equitable engagement	An Equity Officer position has been established with the Emergency Operations Center organization chart.	Y	
	Key community engagement contacts established	DEM maintains a robust contact list of external non-profit, advocacy groups, and community leaders.	Y	

* 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.