

# Health Department

## Equal Opportunity Plan

2024



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## Section 1

### Department Head's Acknowledgment & Commitment to the 2024 Departmental Equal Opportunity Plan

The County of Monterey 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 Jimenez  
Director of Health

**Section 2**  
**Organizational Profile**  
**Health Department**

Please See Attached

# Health Department Organizational Chart



**DIRECTOR OF HEALTH**  
Elsa Jimenez

**Administration Bureau (WACANT)**  
Assistant Director of Health Bureau Chief  
M: W 7 AA 1 A/P1 A/AIAN 0 H 9  
F: W 4 AA 0 A/P1 A/AIAN 0 H 13  
Total 36

- Facilities
- Capital Projects
- Facilities Management
- Accounts Payable and Receivable
- Budget Coordination & Oversight
- Financial Compliance
- Payroll
- Information Systems
- Automated Information Systems
- PC Technical Support
- Procurement
- Privacy/Compliance
- Privacy Training, Investigations, policies
- Compliance Committee, trainings, policies
- Contract Management
- Board Reports, Agreement processing

**Animal Services Division**  
Cindy Burnham  
Administrator  
M: W 3 AA 1 A/P1 A/AIAN 0 H 2  
F: W 6 AA 0 A/P1 A/AIAN 1 H 10  
Total 25

- Field Services
- Aggressive Animal Response
- Bite Investigation
- Complaint Investigation
- Education
- Stray & Injury dog/cat pickup
- Shelter Program
- Adoption
- Animal Behavioral Education and Community Classes
- Licensing
- Owner Returns
- Quarantine Services
- Stray Animal Shelters
- Spay/Neuter Clinic
- Dog & Cat Spays and Neuters

**Behavioral Health Bureau**  
Katy Eckert  
Bureau Health Director  
M: W 20 AA 3 A/P1 A/AIAN 0 H 36  
F: W 62 AA 3 A/P1 A/AIAN 4 H 222 N 3  
Total 375

**Behavioral Health Prevention & Treatment Mental Health**

- Case Management
- Community Housing
- Crisis Services
- Day Treatment
- Early Intervention
- Homeless Services
- Intensive Home-Based Services
- Mental Illness Prevention
- School Based Services
- Substance Abuse
- Transitional Housing

**COMMUNITY HEALTH CENTER BOARD**

**Clinic Services Bureau**  
Prashant Shinde  
Bureau Chief  
M: W 7 AA 3 A/P1 A/AIAN 0 H 17  
F: W 16 AA 1 A/P1 A/AIAN 0 H 230  
Total 269

- 9 - Federally Qualified Health Center/Look-Alike
- Governance
- Public Health Clinics
- Access
- Quality Improvement

**Emergency Medical Services Agency**  
Teresa Rios  
EMS Director  
Bureau Chief  
M: W 2 AA 0 A/P1 A/AIAN 0 H 0  
F: W 1 AA 0 A/P1 A/AIAN 0 H 4  
Total 17

- Administration CSA 74
- Annual Assessment Reports
- EMS Systems Administration
- EMS Communications
- Certificate & Training Standards
- Medical Disaster Preparedness
- Medical Response & Transportation
- Ambulance Contracting/Licensing
- Public Information & Education
- Quality Assurance & Data Collection
- Beta Collection and Analysis
- Medical Treatment Protocols
- Specialty Care Center Designation
- Paramedic Base/Receiving Hospital
- Tracking of Hospital Ambulance Diversion
- Training for First Responders
- Countywide Frst Responders Training Program
- CRT
- Emergency Medical Technician

**Environmental Health Bureau**  
Ric Encarnacion  
Bureau Chief  
M: W 6 AA 0 A/P1 A/AIAN 0 H 8  
F: W 7 AA 1 A/P1 A/AIAN 0 H 16  
Total 60

- Cannabis Management Services
- Consumer Health Protection Services
- Drinking Water Protection Services
- and Well Program
- Hazardous Material Management Services
- Environmental Health Review Services
- Recycling and Resources Recovery Services
- Solid Waste Management Services

**Human Resources Branch**  
Cindy Girard-Berry  
HR Manager  
M: W 1 AA 0 A/P1 A/AIAN 0 H 1  
F: W 4 AA 0 A/P1 A/AIAN 0 H 6  
Total 16

- American with Disabilities Act
- Benefits Administration
- Budget Position Control
- Classification Studies
- Employee Relations
- HR Policies & Procedures
- Labor Memoranda of Understanding
- Performance Evaluations
- Recruitment
- Personnel Records
- Safety Coordination
- Training & Development
- Worker's Compensation

**Planning, Evaluation, and Policy (Vacant)**  
Public Health Program Manager II  
M: W 0 AA 0 A/P1 A/AIAN 0 H 1  
F: W 1 AA 0 A/P1 A/AIAN 0 H 7  
Total 11

- Access to Care
- Active Living Opportunities
- Communications
- Grant Submittals
- Health In all Policies
- National Accreditation
- Partnership to Advance Equity
- Program Evaluation
- Performance Management and Continuous Quality Improvement

**Public Administrator/ Public Guardian Division**  
Sarah Solano  
Chief Deputy  
Operations Manager  
M: W 1 AA 0 A/P1 A/AIAN 0 H 1  
F: W 1 AA 0 A/P1 A/AIAN 0 H 10  
Total 14

- Decedent Estate
- Administration
- Investigation
- LPS Conservatorships
- Probate
- Public Administration
- Public Representative
- Payee

**Public Health Bureau**  
Dr. Edward Moreno  
Health Officer  
Bureau Chief  
M: W 5 AA 0 A/P1 A/AIAN 0 H 12  
F: W 25 AA 2 A/P1 A/AIAN 0 H 69 N 2  
Total 152

- California Children's Services
- Communicable Disease Unit
- Environmental Health Laboratory
- Health Promotion and Disease
- Maternal Child and Adolescent Health
- Medical Marijuana ID Cards
- Monterey County Employee Wellness Program
- Prevention Division
- Public Health Emergency Preparedness Program
- Public Health Field Nurses
- Public Health Laboratory
- Women, Infants and Children
- Vital Records Office
- SART – Countywide response for examinations of victims and suspects of sexual assaults

Category Descriptions  
White (W) | African American (AA) | Asian/Pacific Islander (API) | American Indian/Alaska Native (AI/AN) | Hispanic (H) | No Identifier/Other/Two or more (NI)  
Organizational Chart employee total count includes Department Head (Elsa) that is not included in the Workforce Analysis. Employees: 975 + 1 = 976 Department Total 976

December 31, 2023

**Section 3**  
**Department's Workforce Analysis Chart**  
**(MC-HRM-EO-0003)**

Please See Attached



Report ID : MC-HRM-EO-0002  
 Run Date : 12/31/2023  
 Run Time : 10:47 AM

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

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Title	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	
BUREAU CHIEF	3	2	5	3	1	4	0	0	1	2	0	1	0	1	0	2	0	5	0
PUBLIC HEALTH PROGRAM MANAGER II	1	1	2	0	1	1	1	0	0	0	0	0	0	1	0	1	0	2	0
<b>*TOTAL Management II</b>	4	3	7	3	2	5	1	0	1	2	0	1	0	2	0	3	2	7	0
	42.9%			71.4%			28.6%			0.0%			42.9%			28.6%		0.0%	



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

Report ID : MC-HRM-EO-0002  
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**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	F/T	P/T		
ASSISTANT BUREAU CHIEF	OA	1	2	3	0	0	0	1	0	0	0	2	0	0	0	0	3	0	0		
ASSISTANT DIRECTOR - PUBLIC HEALTH LABORATORY	E	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0		
DEPARTMENTAL HR MANAGER	OA	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0		
DEPARTMENTAL INFORMATION SYSTEMS MANAGER III	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0		
DEPUTY DIRECTOR BEHAVIORAL HEALTH	OA	0	3	3	0	1	1	0	0	0	0	2	0	1	0	0	3	0	0		
DIRECTOR OF PUBLIC HEALTH NURSING	OA	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0		
DIRECTOR PUBLIC HEALTH LABORATORY	OA	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	1	0	0		
FINANCE MANAGER III	P	3	1	4	2	1	3	1	0	2	0	0	0	0	1	0	3	0	0		
FINANCE MANAGER III	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	1	0	0		
OUTPATIENT SERVICES DIRECTOR	OA	0	1	1	0	1	1	0	0	0	0	0	0	1	0	0	1	0	0		
<b>*TOTAL Management I</b>		5	12	17	2	5	7	3	0	2	0	7	0	4	1	0	10	0	6	1	0
																	58.8%	0.0%	35.3%	5.9%	0.0%

AMS infoAdvantage



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

Title	EEO Cat Code	Total Employees				Minorities				Male				Female				Totals				Hours												
		M		F		M		F		W		AA		HIS		API		AI		W		AA		HIS		API		AI		F/T		P/T		
PSYCHIATRIC SOCIAL WORKER I	P	12	66	78	12	56	68	0	1	11	0	0	9	1	50	4	1	9	2	61	4	1	78	0										
PSYCHIATRIC SOCIAL WORKER II	P	7	42	49	2	28	30	5	0	2	0	0	14	1	25	2	0	19	1	27	2	0	46	3										
SENIOR PSYCHIATRIC SOCIAL WORKER	P	4	17	21	3	10	13	1	0	3	0	0	7	0	10	0	0	8	0	13	0	0	21	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>		23	126	149	17	95	112	6	1	16	0	0	30	2	86	6	1	36	3	102	6	1	146	3										
		84.6%				75.2%												24.2%		2.0%		68.5%		4.6%		0.7%								

AMS info Advantage



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

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**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	FT	P/T					
BEHAVIORAL HEALTH UNIT SUPERVISOR	P	2	24	26	0	14	14	2	0	0	0	10	0	11	2	1	12	0	11	2	1	26	0	
CHRONIC DISEASE PREVENTION SPECIALIST II	P	1	10	11	1	10	11	0	0	0	1	0	1	9	0	0	0	1	9	1	0	11	0	
CLINICAL PSYCHOLOGIST	P	1	4	5	0	4	4	1	0	0	0	0	0	3	1	0	1	0	3	1	0	5	0	
EMERGENCY MEDICAL SERVICES ANALYST	P	2	1	3	0	0	0	2	0	0	0	1	0	0	0	0	3	0	0	0	0	3	0	
ENVIRONMENTAL HEALTH SPECIALIST IV	P	4	4	8	2	2	4	2	0	2	0	2	0	1	1	0	4	0	3	1	0	8	0	
HEALTH PROGRAM COORDINATOR	P	1	2	3	1	0	1	0	0	1	0	2	0	0	0	0	2	0	1	0	0	3	0	
OCCUPATIONAL THERAPIST-PHYSICALLY HANDICAPPED C	P	0	5	5	0	2	2	0	0	0	0	3	0	1	1	0	3	0	1	1	0	1	4	
PATIENT RIGHTS ADVOCATE	P	0	1	1	0	1	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
PHYSICAL THERAPIST-PHYSICALLY HANDICAPPED CHILDF	P	1	1	2	1	0	1	0	0	1	0	1	0	0	0	0	1	0	1	0	0	1	1	
PUBLIC HEALTH CHEMIST	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0	
PUBLIC HEALTH EPIDEMIOLOGIST III	P	2	1	3	1	1	2	1	0	1	0	0	0	0	1	0	1	0	1	1	0	3	0	
PUBLIC HEALTH NUTRITION ST III	P	0	3	3	0	1	1	0	0	0	0	2	0	0	1	0	2	0	0	1	0	0	3	
SENIOR THERAPIST-PHYSICALLY HANDICAPPED CHILDRE	P	1	1	2	1	0	1	0	0	0	1	1	0	0	0	0	1	0	0	1	0	0	2	
SUPERVISING PUBLIC HEALTH EPIDEMIOLOGIST	P	0	2	2	0	2	2	0	0	0	0	0	0	0	2	0	0	0	0	2	0	2	0	
SUPERVISING PUBLIC HEALTH NUTRITION ST	P	0	2	2	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	0	0	1	1	
<b>*TOTAL Professionals - Health, Ancillary</b>		15	62	77	7	36	45	8	0	5	2	24	1	26	10	1	32	1	31	12	1	66	11	
		80.5%		56.4%						41.6%			1.3%			40.3%			15.6%		1.3%			

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

JOB GROUP 09: Professionals - Health, Doctors - (34.5% Minority Availability) - (37.1% Female Availability)		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	
<b>Title</b>	<b>EEO Cat Code</b>																			
CLINIC PHYSICIAN III	P	1	3	4	1	3	4	0	0	1	0	0	0	2	1	0	0	0	2	2
CLINIC SERVICES MEDICAL DIRECTOR	P	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1
CONTRACT PHYSICIAN	P	16	22	38	7	15	22	9	1	3	3	7	1	8	6	0	16	2	11	9
GENERAL INTERNIST	P	0	2	2	0	1	1	0	0	0	0	1	0	0	1	0	1	0	0	1
VETERINARIAN	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	1	0
<b>*TOTAL Professionals - Health, Doctors</b>		17	29	46	8	20	28	9	1	4	3	9	1	10	9	0	18	2	14	12
		63.0%		60.9%									38.1% 4.3% 30.4% 26.1% 0.0%			30		16		

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

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Title	EEO Cat Code	Total Employees				Minorities				Male				Female				Totals				Hours											
		M		F		M		F		W		AA		HIS		API		AI		W		AA		HIS		API		AI		FIT		P/T	
CLINIC NURSE	P	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
CLINIC NURSE PRACTITIONER	P	1	7	8	1	3	4	0	0	0	1	0	4	0	2	1	0	4	0	2	1	0	4	0	2	2	0	0	5	3			
CLINIC PHYSICIAN ASSISTANT	P	2	4	6	2	1	3	0	1	1	0	0	3	0	1	0	0	3	1	2	0	0	3	1	2	0	0	4	2				
PSYCHIATRIC NURSE PRACTITIONER	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0				
PSYCHIATRIC PHYSICIAN ASSISTANT	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
PUBLIC HEALTH NURSE III	P	5	12	17	3	9	12	2	0	2	1	0	2	0	6	3	0	4	0	8	4	0	4	0	8	4	0	17	0				
PUBLIC HEALTH NURSE III	P	0	2	2	0	1	1	0	0	0	0	0	1	0	0	1	0	1	0	0	1	0	1	0	0	1	0	2	0				
SENIOR CLINIC NURSE	P	1	5	6	1	2	3	0	0	1	0	0	3	0	2	0	0	3	0	3	0	0	3	0	3	0	0	6	0				
SUPERVISING PUBLIC HEALTH NURSE	P	0	5	5	0	4	4	0	0	0	0	0	1	1	2	1	0	1	1	2	1	0	1	1	2	1	0	5	0				
<b>*TOTAL Professionals - Health, Nurses</b>		10	38	48	7	22	29	3	1	4	2	0	15	1	14	7	0	18	2	18	9	0	37.5%	4.2%	37.5%	18.8%	0.0%	42	6				
							60.4%																										

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

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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	FT	P/T						
ACCOUNTANT II	P	1	2	3	1	2	3	0	0	1	0	0	0	0	2	0	0	0	3	0	3	0			
ACCOUNTANT III	PP	0	4	4	0	4	4	0	0	0	0	0	0	0	4	0	0	0	4	0	4	0			
BUSINESS TECHNOLOGY ANALYST III	PP	2	0	2	2	0	2	0	1	1	0	0	0	0	0	0	0	0	1	1	0	0	2	0	
COMMUNITY SERVICE AIDE IV	PP	0	2	2	0	2	2	0	0	0	0	0	0	0	2	0	0	0	2	0	0	0	2	0	
ENVIRONMENTAL HEALTH SPECIALIST III	T	3	6	9	2	5	7	1	0	0	2	0	1	0	5	0	0	2	0	5	2	0	9	0	
RECYCLING/RESOURCE RECOVERY SPECIALIST	P	0	3	3	0	3	3	0	0	0	0	0	0	0	3	0	0	0	0	3	0	0	3	0	
SENIOR PUBLIC HEALTH MICROBIOLOGIST	T	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	
SOCIAL WORKER III	PP	10	43	53	10	42	52	0	2	8	0	0	1	0	41	1	0	1	2	49	1	0	53	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	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	1	0	
<b>*TOTAL Paraprofessional - Technicians II</b>		17	62	79	16	58	74	1	3	11	2	0	4	0	57	1	0	5	3	68	3	0	79	0	
		78.5%		83.7%			6.3%			3.8%			86.1%			3.8%		0.0%							

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

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JOB GROUP 14: Paraprofessional - Technicians I - (54.9% Minority Availability) - (73.6% Female Availability)		Total Employees						Minorities						Male						Female						Totals						Hours	
EEO Cat Code	Title	M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	FIT	PIT				
PP	ACCOUNTANT I	1	3	4	0	3	3	1	0	0	0	0	0	0	2	1	0	0	0	2	1	0	1	0	2	1	0	4	0				
PP	CA CHILDRENS SERVICES CASE WORKER II	0	2	2	0	2	2	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	0	0	2	0	2	0					
PP	CHRONIC DISEASE PREVENTION SPECIALIST I	1	22	23	1	22	23	0	0	1	0	0	0	0	21	1	0	0	0	22	1	0	0	0	22	1	0	23	0				
PP	COMMUNITY SERVICE AIDE III	1	9	10	1	8	9	0	0	1	0	0	0	0	8	0	0	0	0	9	0	0	0	0	9	0	10	0					
PP	COMMUNITY SERVICE AIDE III	0	4	4	0	4	4	0	0	0	0	0	0	0	4	0	0	0	0	4	0	0	0	0	4	0	3	1					
PP	DEPARTMENTAL INFORMATION SYSTEMS COORDINATOR	2	3	5	1	3	4	1	0	1	0	0	0	0	3	0	0	0	1	4	0	0	1	0	4	0	5	0					
PP	DEPARTMENTAL INFORMATION SYSTEMS SPECIALIST	4	5	9	2	5	7	2	0	1	1	0	0	1	3	1	0	0	2	4	2	0	2	1	4	2	9	0					
T	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVAT	3	1	4	2	1	3	1	0	1	1	0	0	0	1	0	0	0	1	2	1	0	1	0	2	1	0	3	1				
T	DEPUTY PUBLIC ADMINISTRATOR/GUARDIAN/CONSERVAT	0	3	3	0	2	2	0	0	0	0	0	1	0	2	0	0	0	1	0	2	0	1	0	2	0	0	3	0				
P	EDUCATOR AND VOLUNTEER COORDINATOR	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	1	0	0	0	0	1	0				
PP	ENVIRONMENTAL HEALTH SPECIALIST I	1	1	2	1	1	2	0	0	0	1	0	0	1	0	0	0	0	1	0	1	0	0	1	0	1	0	2	0				
T	ENVIRONMENTAL HEALTH SPECIALIST II	10	4	14	7	4	11	3	0	6	1	0	0	0	1	3	0	0	3	0	7	4	0	3	0	7	4	0	14	0			
PP	HEALTH EDUCATION ASSISTANT	0	9	9	0	9	9	0	0	0	0	0	0	0	9	0	0	0	0	9	0	0	0	0	9	0	9	0					
T	LABORATORY ASSISTANT	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	1	0			
PP	MEDICAL RECORD TECHNICIAN I	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0			
PP	PERSONNEL TECHNICIAN-CONFIDENTIAL	1	3	4	0	2	2	1	0	0	0	0	1	0	2	0	0	0	2	0	2	0	2	0	2	0	4	0					
T	PUBLIC HEALTH LICENSED VOCATIONAL NURSE	1	9	10	1	9	10	0	0	0	1	0	0	0	8	1	0	0	0	8	2	0	0	0	8	2	0	10	0				
T	PUBLIC HEALTH MICROBIOLOGIST II	0	3	3	0	1	1	0	0	0	0	0	2	0	1	0	0	0	2	0	1	0	0	2	0	1	0	3	0				
PP	REGISTERED VETERINARY TECHNICIAN	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	1	0				
PP	SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORD	2	0	2	2	0	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0				
PP	SUPERVISING DEPARTMENTAL INFORMATION SYSTEMS C	2	0	2	2	0	2	0	0	1	1	0	0	0	0	0	0	0	0	0	1	1	0	0	0	1	1	2	0				
<b>*TOTAL Paraprofessional - Technicians I</b>		30	84	114	21	78	99	9	0	14	7	0	5	2	68	8	0	14	2	82	15	0	14	2	82	15	0	112	2				
		73.7%		86.8%				12.3%		1.8%		71.5%		13.2%		0.0%																	

AMS info advantage

Report ID : MC-HRM-EO-0002

County of Monterey Workforce Analysis Chart

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Run Date : 12/31/2023

Job Classifications Within Job Group

Run Time : 10:47 AM

2022-2023 Job Group Metrics

Title	EEO Cat Code		Total Employees		Minorities		Male			Female			Totals			Hours					
	M	F	M	F	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	FT	P/T		
BUILDING MAINTENANCE WORKER	1	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	
<b>*TOTAL Skilled Craft I</b>	1	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	
			0.0%				0.0%						0.0%			0.0%				0.0%	

AMS info advantage



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

Title	EEO Cat Code			JOB GROUP 18: Office Clerical I - (64.9% Minority Availability) - (69.9% Female Availability)						Totals						Hours								
	Total Employees			Minorities			Male			Female			W_AA			HIS			API			AI		
	M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	FT	P/T	
OFFICE ASSISTANT I	1	2	3	1	1	2	0	0	1	0	0	1	0	1	0	0	1	0	2	0	0	1	2	
OFFICE ASSISTANT II	1	8	9	1	7	8	0	0	0	1	0	1	0	7	0	0	1	0	7	1	0	9	0	
PATIENT FINANCIAL SERVICES SPECIALIST II	1	14	15	1	14	15	0	0	1	0	0	0	0	14	0	0	0	0	15	0	0	15	0	
PATIENT SERVICES REPRESENTATIVE III	6	60	66	6	60	66	0	1	5	0	0	0	0	60	0	0	0	1	65	0	0	66	0	
SECRETARY	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
TELEPHONE OPERATOR	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 Office Clerical I</b>	9	86	95	9	84	93	0	1	7	1	0	2	0	84	0	0	2	1	91	1	0	93	2	
	90.5%			97.9%			2.1%			1.1%			95.8%			1.1%			0.0%					

AMS info advantage

Report ID : MC-HRM-EO-0002  
 Run Date : 12/31/2023  
 Run Time : 10:47 AM

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

Title	EEO Cat Code	Total Employees		Minorities		Male			Female			Totals			Hours					
		M	F	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T		
		100.0%		66.7%																
ANIMAL SERVICES SUPERVISOR	SM	0	2	0	2	2	0	0	0	0	0	0	1	0	1	0	1	2	0	
SENIOR ANIMAL CARE TECHNICIAN	SM	0	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0	
<b>*TOTAL Service Maintenance II</b>		0	3	0	2	2	0	0	0	0	1	0	1	0	1	1	0	1	3	0
		100.0%		66.7%								33.3%			0.0%		33.3%			

AMS info advantage

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

Report ID : MC-HRM-EO-0002  
 Run Date : 12/31/2023  
 Run Time : 10:47 AM

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				
ANIMAL CARE TECHNICIAN I	SM	0	2	2	0	1	1	0	0	0	0	1	0	0	1	0	0	1	0	2	0		
ANIMAL CARE TECHNICIAN II	SM	3	1	4	2	1	3	1	1	1	0	0	0	1	0	0	1	1	2	0	4	0	
ANIMAL CONTROL OFFICER	SM	2	3	5	0	2	2	2	0	0	0	1	0	2	0	0	3	0	2	0	0	5	0
BEHAVIORAL HEALTH AIDE	SM	4	13	17	4	12	16	0	0	4	0	0	0	12	0	0	0	0	16	0	0	15	2
<b>*TOTAL Service Maintenance I</b>		9	19	28	6	16	22	3	1	5	0	2	0	15	1	0	5	1	20	1	0	26	2
		67.9%			78.6%									17.9% 3.6% 71.4% 3.6% 0.0%									

Title	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					
<b>Grand Total</b>	168	807	975	116	673	789	52	8	87	21	0	129	7	611	50	5	181	15	688	71	5	931	44
	82.8%			80.9%						18.6% 1.5% 71.6% 7.3% 0.5%													

Two or More Races: 5  
0.5%

AMS infoAdvantage

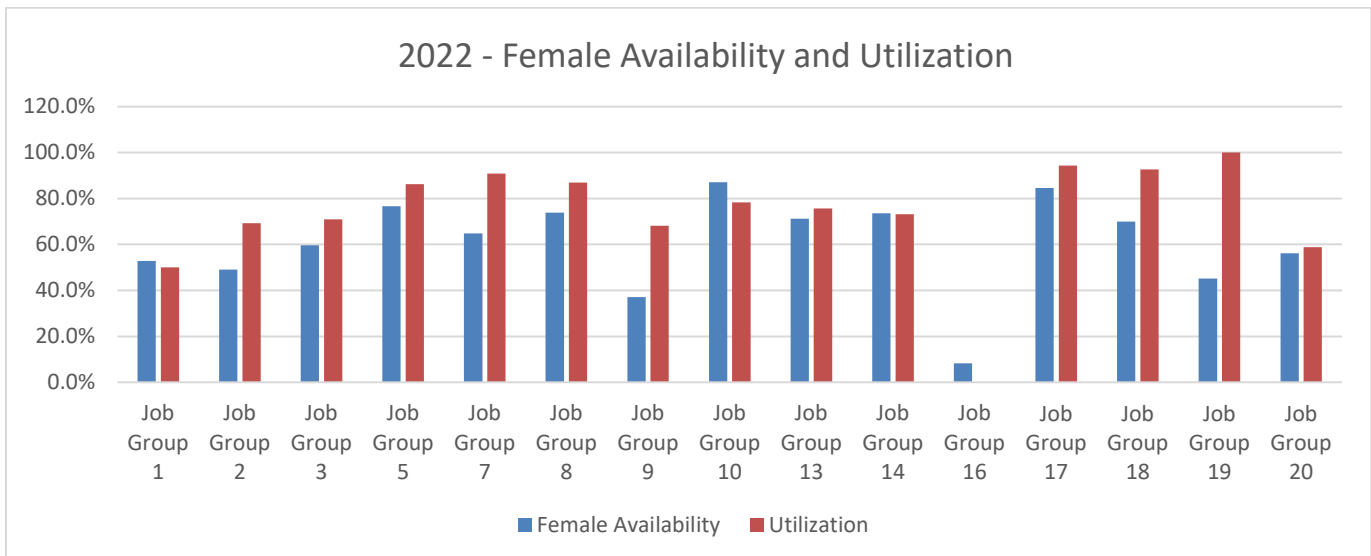
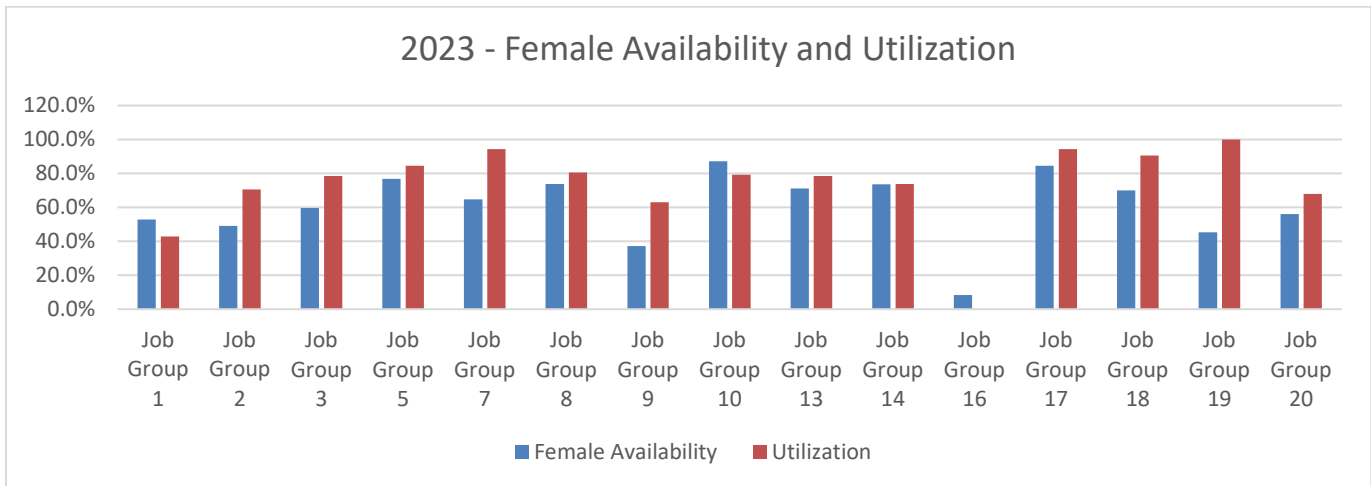
Graphs for all job groups on utilization/availability:

### Female Availability and Utilization 2023 vs 2022

In 2023, the Health Department enjoyed 82.8% of the workforce being female. This compares to 83.1% of the workforce being female in 2022. Despite the small 0.3% reduction in females, the Health Department still has robust representation in most Job Groups in 2023 with the exception of Job Group 1 (9.9% from goal); Job Group 10 (7.9% from goal); and Job Group 16 (8.3% from goal).

2023 Female Underutilized: Job Group 1, 10, 16

2022 Female Underutilized: Job Group 1, 10, 14, 16

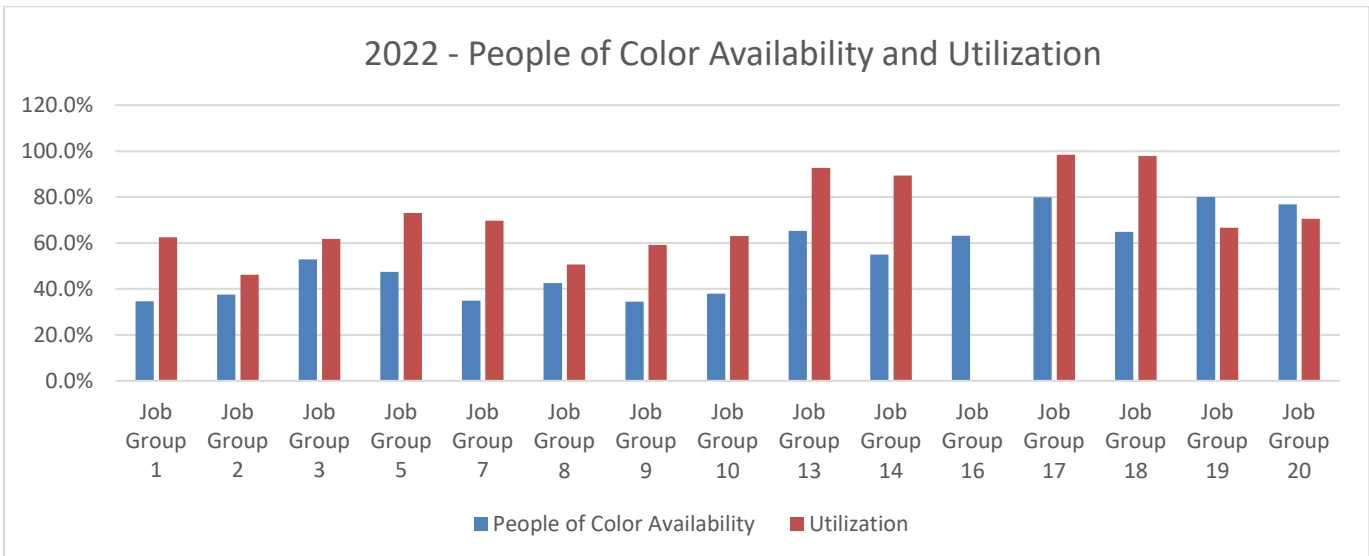
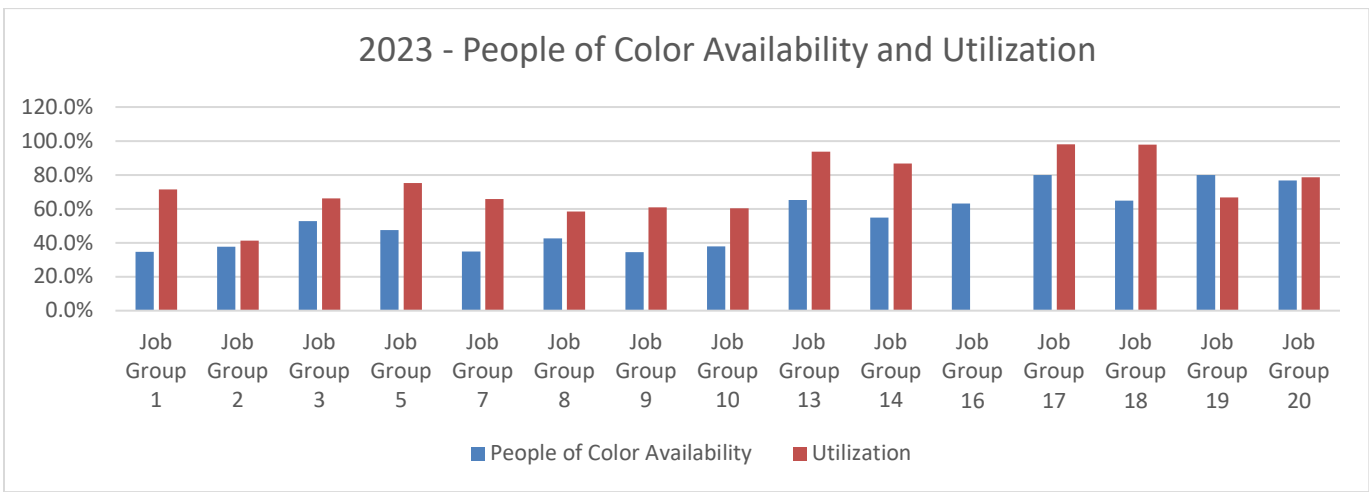


## People of Color Availability and Utilization 2023 vs 2022

In 2023, the Health Department workforce overall representation was 81.4% people of color, compared to 2022 of 79.9%. This represents a 1.5% increase. Despite the increase in overall representation in 2023, the Health Department does not meet goals in two Job Groups: Job Group 16 (63.2% to reach goal) and Job Group 19 (13.3% from goal).

2023 People of Color Underutilized: Job Group 16, 19

2022 People of Color Underutilized: Job Group 16, 19, 20





## Section 4 Personnel Activity (2023 – Current Year)

All Job Group Summary	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	7	15	3	10	1	4	2	22
African American	2	1	0	0	0	2	0	2
Asian/Pacific Islander	4	7	2	1	1	3	0	9
American Indian/ Alaskan Native	0	1	0	0	0	0	1	1
Hispanic	13	90	7	28	9	12	7	43
Two or more races	0	2	0	0	0	0	0	0
TOTAL (count each person only once)	26	116	12	39	11	21	10	77
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	2	3	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	1	3	10	0	9	0	0
Two or more races	0	0	0	1	0	0	0	0
TOTAL (count each person only once)	1	1	5	14	0	9	0	0

2023 Job Group: 1	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	1
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	1
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

2023 Job Group: 2	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	2	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	0	0	1	0	0	1	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	1	0	0	3	0	0	1	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

2023 Job Group: 3	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	3	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	1	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	1	0
Hispanic	1	4	0	5	1	0	0	1
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	1	4	0	8	1	1	1	1
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

2023 Job Group: 5	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	3	0	0	0	1	0	8
African American	0	1	0	0	0	2	0	2
Asian/Pacific Islander	0	2	0	0	0	0	0	1
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	2	9	1	1	2	6	0	9
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	2	15	1	1	2	9	0	20
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	1	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	1	0	0	1	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	1	1	0	1	0	0

2023 Job Group: 7	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	1	0	2	0	0	0	1
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	3	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	4	0	2	0	0	0	1
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

2023 Job Group: 8	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	2	1	1	0	1	0	4
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	1	0	3
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	3	4	5	0	0	1	4
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	2	5	5	6	0	2	1	11
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	1	1	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	1	1	0	0	0	0

2023 Job Group: 9	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	2	0	0	0	0	0	0	3
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	1	0	0	0	0	0	2
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	1	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	2	2	0	0	0	0	0	5
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0



2023 Job Group: 10	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	2	6	0	0	0	0	2	3
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	1	1	0	0	0	1	0	2
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	3	0	0	0	1	0	2
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	3	10	0	0	0	2	2	7
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	1	1	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	1	1	0	0	0	0

2023 Job Group: 13	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	2	0	0	0	0	0
African American	1	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	2	1	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	2	2	3	0	0	2	1
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	2	2	6	4	0	0	2	1
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	1	1	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	1	1	0	0	0	0

2023 Job Group: 14	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	2	0	0	1	1	1	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	1	3	0	0	1	0	0	1
American Indian/ Alaskan Native	0	1	0	0	0	0	0	1
Hispanic	3	14	0	5	4	1	1	9
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	6	18	0	6	6	2	1	11
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	0	1	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	1	0	1	0	0	0	0	0

2023 Job Group: 16	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

2023 Job Group: 17	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	2	0	1	0	1	0	1
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	1	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	2	28	0	8	1	4	2	9
Two or more races	0	1	0	0	0	0	0	0
TOTAL (count each person only once)	3	31	0	9	1	5	2	10
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	1	0	4	0	5	0	0
Two or more races	0	0	0	1	0	0	0	0
TOTAL (count each person only once)	0	1	0	5	0	5	0	0

2023 Job Group: 18	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	1	0	0	0	0	0	1
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	1	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	14	0	0	1	0	0	7
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	2	15	0	0	1	0	0	8
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	4	0	3	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	4	0	3	0	0

2023 Job Group: 19	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

2023 Job Group: 20	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	1	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	9	0	0	0	0	0	1
Two or more races	0	1	0	0	0	0	0	0
TOTAL (count each person only once)	2	10	0	0	0	0	0	1
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	1	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	1	0	0	0	0



## Personnel Activity (2022 - Previous Year)

2022 All Job Group Summary	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
T – Two or More Races/Other	0	2	0	0	0	0	0	2
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

2022 Job Group: 1	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

2022 Job Group: 2	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	2	0	0	1	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	1	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	3	0	0	1	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

2022 Job Group: 3	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	1	0	2	2	0	2
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	2	0	1	0	2
American Indian/ Alaskan Native	1	0	0	0	0	0	0	1
Hispanic	1	2	0	4	1	3	0	0
Two or more races	0	1	0	0	0	0	0	0
TOTAL (count each person only once)	2	3	1	6	3	6	0	5
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

2022 Job Group: 5	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	7	0	1	5	5	3	6
African American	1	1	0	0	0	0	0	1
Asian/Pacific Islander	0	2	0	0	0	0	0	1
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	5	7	0	2	1	23	5	11
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	6	17	0	3	6	28	8	19
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	2	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	1	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	1	2	0	0	0	0

2022 Job Group: 7	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	1	0	1	0	0	2	1
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	1	0
American Indian/ Alaskan Native	0	0	0	1	0	0	0	0
Hispanic	0	2	0	2	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	3	0	4	0	0	3	1
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

2022 Job Group: 8	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	2	3	1	3	0	1	1	6
African American	0	0	0	0	0	0	0	2
Asian/Pacific Islander	0	2	0	0	0	1	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	2	0	0	0	0	1	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	2	7	1	3	0	2	2	8
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	1	0	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	1	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	2	0	0	0	0

2022 Job Group: 9	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	1
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	1	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	1	0	0	0	0	0	1
TOTAL (count each person only once)	0	1	0	0	0	0	1	2
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0



2022 Job Group: 10	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	1	0	0	0	1	0	6
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	1	0	0	0	1	0	0
American Indian/ Alaskan Native	1	0	0	0	0	0	1	0
Hispanic	1	2	0	0	0	0	0	2
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	3	4	0	0	0	2	1	8
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

2022 Job Group: 13	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	1	1	0	0	1	1
African American	0	0	0	0	0	0	1	1
Asian/Pacific Islander	0	0	0	0	0	0	1	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	1
Hispanic	3	6	1	12	1	0	1	1
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	3	6	2	13	1	0	4	4
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

2022 Job Group: 14	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	1	0	0	0	0	0	0
African American	1	2	0	0	1	1	0	0
Asian/Pacific Islander	2	1	0	0	0	0	0	1
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	7	11	0	2	1	3	2	10
Two or more races	0	0	0	0	0	0	0	1
TOTAL (count each person only once)	10	15	0	2	2	4	2	12
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	1	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	1	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	2	0	0	0	0

2022 Job Group: 16	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

2022 Job Group: 17	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	1
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	17	1	2	0	3	0	11
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	17	1	2	0	3	0	12
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	0	0	1	1	2	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	1	0	0	1	1	2	0	0

2022 Job Group: 18	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	1
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	1	0	0	0	0	0	1	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	1	14	0	0	0	1	0	5
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	2	14	0	0	0	1	1	6
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	1	1	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	1	1	0	0	0	0

2022 Job Group: 19	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

2022 Job Group: 20	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	0	0	0	0	0	2	1
African American	0	1	0	0	0	0	0	1
Asian/Pacific Islander	0	1	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	2	0	0	1	1	1	1
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	1	4	0	0	1	1	3	3
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
Two or more races	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0



## Section 5

### Recruitment – Data (2023 - 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.)**

2023 Job Group Underutilized Summary:	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	13	48	11	38	11	37	9	20	2	6
African American	6	7	4	7	3	6	2	5	0	0
Asian/Pacific Islander	12	35	6	25	6	24	3	11	1	2
American Indian/ Alaskan Native	0	1	0	0	0	0	0	0	0	0
Hispanic	9	42	3	27	3	25	2	18	0	4
TOTAL (count each person once only)	40	133	24	97	23	92	16	54	3	12

Job Group:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	1	3	1	10	<b>Job Group 1: Management II</b> Female Availability was underutilized by 9.9% Met People of Color Availability No Recruitments for 2023
African American	0	0	0	1	
Asian/Pacific Islander	0	0	0	2	<b>Job Group 10: Professionals - Health, Nurses</b> Female Availability was underutilized by 7.9% Met People of Color Availability
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	1	4	1	24	<b>Job Group 16: Skilled Craft I</b> Female Availability was underutilized by 8.3%; People of Color Availability was underutilized by 63.2% No Recruitments for 2023
TOTAL (count each person once only)	2	7	2	37	
					<b>Job Group 19: Service Maintenance II</b> Met Female Availability People of Color Availability was underutilized by 13.3% No Recruitments for 2023

## Recruitment – Data (2023 - Current Year)

### Job Group 1: Management II

Female Availability was underutilized by 9.9%

Met People of Color Availability

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

2023 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	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:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	0	0	0	<p><b>Job Group 1: Management II</b>                      Female Availability was underutilized by 9.9%                      Met People of Color Availability</p> <p><b>No Recruitments for 2023</b></p>
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 (2023 - Current Year)

### Job Group 10: Professionals - Health, Nurses

Female Availability was underutilized by 7.9%

Met People of Color Availability

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

2023 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	13	48	11	38	11	37	9	20	2	6
African American	6	7	4	7	3	6	2	5	0	0
Asian/Pacific Islander	12	35	6	25	6	24	3	11	1	2
American Indian/Alaskan Native	0	1	0	0	0	0	0	0	0	0
Hispanic	9	42	3	27	3	25	2	18	0	4
TOTAL (count each person once only)	40	133	24	97	23	92	16	54	3	12

Job Group:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	1	3	1	10	<p><b>Public Health Nurse III</b> APHN, ANA, CCLHO, CHEAC, DPHN, www.healthcarenewssite.com, County Jobs Website,</p> <p><b>Supervising Public Health Nurse</b> Ad Club, Craigslist, Indeed, Nurse - Family Partnership, American Nursing Association, Social Media, www.healthcarenewssite.com</p> <p><b>Clinic Nurse   Sr Clinic Nurse (22/52A22/08SS)   Supervising Clinic Nurse (21/52A83/12SS)</b> Outside Recruitment - Referral List used to hire/fill</p> <p><b>Clinic Nurse Practitioner</b> Ad Club, Craigslist, Indeed, Facebook, Twitter, County of Monterey Website</p> <p><b>Clinic Physician Assistant</b> Indeed, Craigslist, Zip Recruiter, AAPA.org, CAPanet.org, CPCA.org, NACHC.org, Facebook, Twitter, LinkedIn, County of Monterey Website</p> <p><b>Senior Clinic Nurse</b> American Nurses Association, American Public Health Association, National Association of Community Health, ziprecruiter, craigslist, Facebook, LinkedIn, Indeed, Twitter</p> <p><b>Public Health Nurse II</b> Twitter, LinkedIn, Facebook, AD Club, Craigslist, Indeed, Nurse-Family Partnership, American Nursing Association</p>
African American	0	0	0	1	
Asian/Pacific Islander	0	0	0	2	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	1	4	1	24	
TOTAL (count each person once only)	2	7	2	37	

## Recruitment – Data (2023 - Current Year)

### Job Group 16: Skilled Craft I

Female Availability was underutilized by 8.3%;

People of Color Availability was underutilized by 63.2%

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

2023 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:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	0	0	0	<p><b>Job Group 16: Skilled Craft I</b>                      Female Availability was underutilized by 8.3%;                      People of Color Availability was underutilized by 63.2%</p> <p><b>No Recruitments for 2023</b>                      The Department only has one budgeted position that has been filled by the same incumbent for a lengthy period of time.</p>
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 (2023 - Current Year)

### Job Group 19: Service Maintenance II

Met Female Availability

People of Color Availability was underutilized by 13.3%

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

2023 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	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:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	0	0	0	<p><b>Job Group 19: Service Maintenance II</b> Met Female Availability People of Color Availability was underutilized by 13.3%</p> <p><b>No Recruitments for 2023</b></p>
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 (2022 -Previous Year)

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

2022 Job Group Underutilized Summary:	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	27	54	10	34	12	36	4	20	1	3
African American	10	8	3	8	3	8	2	6	1	3
Asian/Pacific Islander	17	33	9	25	9	26	5	17	1	1
American Indian/ Alaskan Native	3	6	2	5	2	5	3	1	0	0
Hispanic	87	288	59	239	50	207	36	113	6	13
TOTAL (count each person once only)	144	389	83	311	76	282	50	157	9	20

Job Group:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	1	12	10	25	<b>Job Group 10: Professionals - Health, Nurses</b> Met People of Color; Underutilized in Female by 8.8%  <b>Job Group 14: Paraprofessional - Technicians I</b> Met People of Color; Underutilized in Female by 0.5%  <b>Job Group 16: Skilled Craft I</b> Did not meet ethnic goal in Female or People of Color; only 1 position in Department; No Recruitments for 2022  <b>Job Group 19: Service Maintenance II</b> Met Female goal; Underutilized in People of Color by 13.3%; No Recruitments for 2022
African American	0	2	0	0	
Asian/Pacific Islander	0	10	0	5	
American Indian/ Alaskan Native	0	0	0	0	
Hispanic	1	11	2	27	
TOTAL (count each person once only)	2	35	12	57	

## Recruitment – Data (2022 -Previous Year)

### Job Group 10: Professionals - Health, Nurses

Met People of Color; Underutilized in Female by 8.8%

2022 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	12	31	8	26	10	28	2	13	1	3
African American	0	3	0	2	0	3	0	1	0	0
Asian/Pacific Islander	5	14	5	11	5	12	1	7	0	0
American Indian/Alaskan Native	1	0	1	0	1	0	1	0	0	0
Hispanic	5	25	4	17	4	17	4	14	1	2
TOTAL (count each person once only)	23	73	18	56	20	60	8	35	2	5

Job Group:	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	1	10	5	11	<p><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</p> <p><b>Clinic Nurse Practitioner / Clinic Physician Assistant</b> Ad Club   Social Media: Facebook/Twitter   Craigslist   Indeed   County of Monterey Website</p> <p><b>Psychiatric Nurse Practitioner</b> Ad Club   Social Media: Facebook/Twitter   Craigslist   Indeed   American Nursing Assoc.   County of Monterey-Health Dept. S.M.</p> <p><b>Psychiatric Physician Assistant</b> Ad Club   Social Media: Facebook/Twitter   Craigslist   Indeed   County of Monterey-Health Dept. Social Media (S.M.)</p> <p><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</p> <p><b>SART Coordinator</b> Healthcare News Site   National Association of Community Health Centers (NACHC)   Social Media   counties.org/public-sector/job</p> <p><b>Supervising Public Health Nurse</b> Ad Club   Craigslist   Indeed   American Nursing Assoc.   Healthcare News Site   Social Media</p>
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	
TOTAL (count each person once only)	2	20	6	27	

## Recruitment – Data (2022 -Previous Year)

**Job Group 14: Paraprofessional - Technicians I**  
Met People of Color; Underutilized in Female by 0.5%

2022 Job Group: 14	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	15	23	2	8	2	8	2	7	0	0
African American	10	5	3	6	3	5	2	5	1	3
Asian/Pacific Islander	12	19	4	14	4	14	4	10	1	1
American Indian/Alaskan Native	2	6	1	5	1	5	2	1	0	0
Hispanic	82	263	55	222	46	190	32	99	5	11
TOTAL (count each person once only)	121	316	65	255	56	222	42	122	7	15

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	0	2	5	14	<p><b><u>Chronic Disease Prevention Specialist</u></b> Social Media: Facebook, Twitter   CSU Monterey Bay   San Jose State University   Health Everyone   County of Monterey Website</p> <p><b><u>Communication Service Aide II</u></b> Social Media: Facebook, Twitter   Craigslist   Indeed   County of Monterey-Health Dept. Social Media   Hartnell College   Cabrillo College   Health Everyone</p> <p><b><u>Department Information Systems Specialist</u></b> Social Media: Facebook, Twitter } County of Monterey-Health Dept Email</p> <p><b><u>Environmental Health Specialist I-Trainee</u></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</p> <p><b><u>Licensed Vocational Nurse</u></b> Social Media: Facebook, Twitter, LinkedIn   Healthcare News Site   County of Monterey Website</p> <p><b><u>Public Health Microbiologist</u></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</p>
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	
TOTAL (count each person once only)	0	15	6	30	



## Recruitment – Data (2022 -Previous Year)

### Job Group 16: Skilled Craft I

Did not meet goals in Female or People of Color

2022 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:	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	<b>Only 1 budgeted position in Department No Recruitments for 2022</b>
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 (2022 -Previous Year)****Job Group 19: Service Maintenance II**

Met Female goal; Underutilized in People of Color by 13.3%;

2022 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	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:	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	<b>No Recruitments for 2022</b>
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	

## Section 6 Action-Oriented Programs

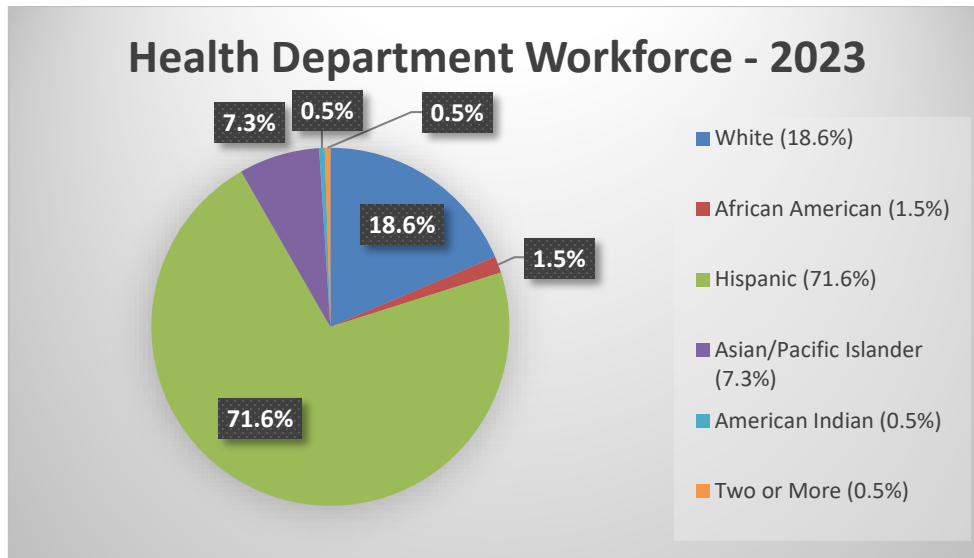
### (Under the County's Equal Opportunity Plan Chapter 5: Designation of Responsibility)

The Health Department is one of the largest departments in the County with approximately 1,292 budgeted positions, and a budget of approximately \$371.69 million as of December 31, 2023. The Health Department has four (4) strategic goals:

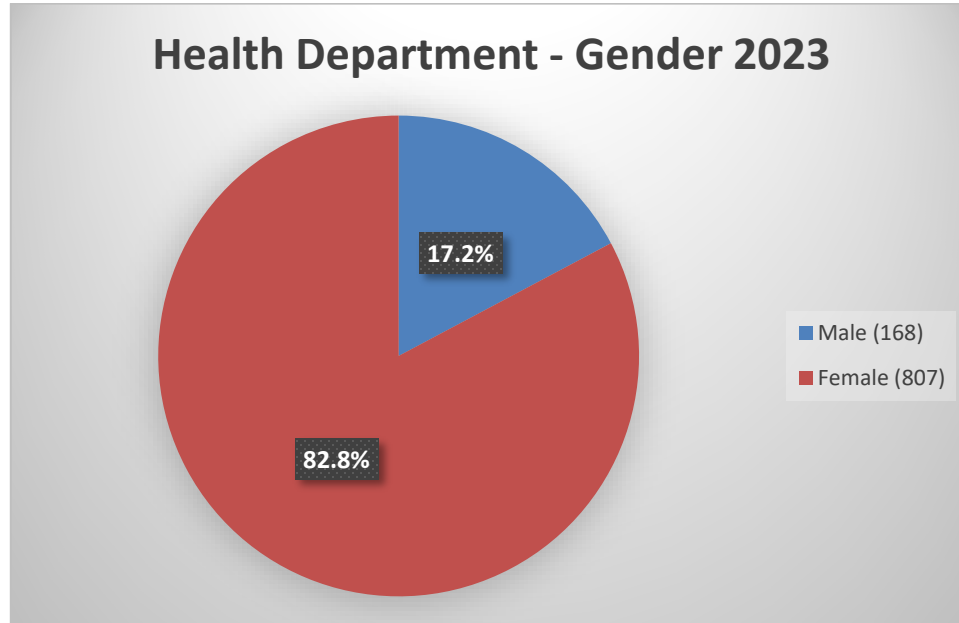
- Empower the community to improve health
- Enhance public health and safety through prevention
- Ensure access to culturally and linguistically appropriate, customer-friendly, quality health services
- Engage Health Department workforce and improve operational functions to meet current and developing 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 81.4%. The specific identification includes: 71.6% of the workforce identifying as Hispanic; 18.6% identifying as White; 7.3% identifying as Asian/Pacific Islander; 1.5% identifying as African American; 0.5% identifying as American Indian; and 0.5% identifying as two (2) or more races.



The Health Department workforce is also approximately 82.8% 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:** County of Monterey 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 2023, the MCHD utilized approximately 45 Health recruitments and made approximately 215 referrals to fill vacancies.

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, beginning in 2021 the Health Department participated in the pilot program with “Better Up” to provide individualized career coaching and support to managers. Approximately 44 individuals have participated in this program through February, 2024.

In 2023, the Health Department has continued to “grown their own” and have promoted 83 individuals during the calendar year. Of those promoted, 72% were female (60) and 78% of those promoted (65) were people of color.

As a summary of the promotions, approximately:

- 51 employees were promoted **into** a Job Group
  - Of the 51 promoted into a Job Group, 39 were female (76%)
  - Of the 51 promoted into a Job Group, 38 were people of color (75%)
- 32 employees were promoted **within** a Job Group
  - Of the 32 promoted within a Job Group, 21 were female (66%)
  - Of the 32 promoted within a Job Group, 27 were people of color (84%)

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 1,292 budgeted positions and tracks vacancy rates on a monthly basis. The Health Department had approximately 111 staff separate from the organization in 2023 which is equivalent to a turnover rate of approximately 8.6%. Of those that left, approximately 84.7% were female and 73.9% 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 82.8% and people of color representation at 81.4%.

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 11 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 High School students to be engaged as a mechanism for career growth; enhancing the tuition or educational reimbursement program for Health Department positions to “grow our own”; and the new “Employment Bonus” program. Each of these areas are discussed further below.

### **Salary / Market Competitiveness**

The high cost of living in the County of Monterey 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 County of Monterey 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 2023 spent approximately \$38,900 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. This effort 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). Students that participated learned about Health Department careers in Environmental Health; Animal Services Behavioral Health; and Planning, Evaluation and Policy (PEP).

That effort continued in 2023 when the Health Department participating in a Career Fair with the Salinas Union High School District on October 24, 2023. This effort was a result of collaboration between Salinas Union High School District and Mission Trails ROP Career Technical Education (CTE). Students that participated learned about Health Department careers in Environmental Health; Animal Services; and Public Health.

The goal of each of the Career Fairs is to provide a holistic experience of future career possibilities for High School students at MCHD. 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 both of these Career Fairs, 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. That support was finalized with the new Education and Tuition Reimbursement policy that was approved by the Board of Supervisors in July, 2023.

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.

### **Employment Bonus**

An additional effort was made to support Employment Bonuses for "difficult to fill" classifications. A new Employment Bonus program was approved by the Board of Supervisors in October, 2023. The Health Department will continue to advocate that current employees in lower level classifications are eligible for the employment bonus upon selection through a competitive process.

### **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 County of Monterey 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 82.8% and representation of people of color of 81.4% 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.

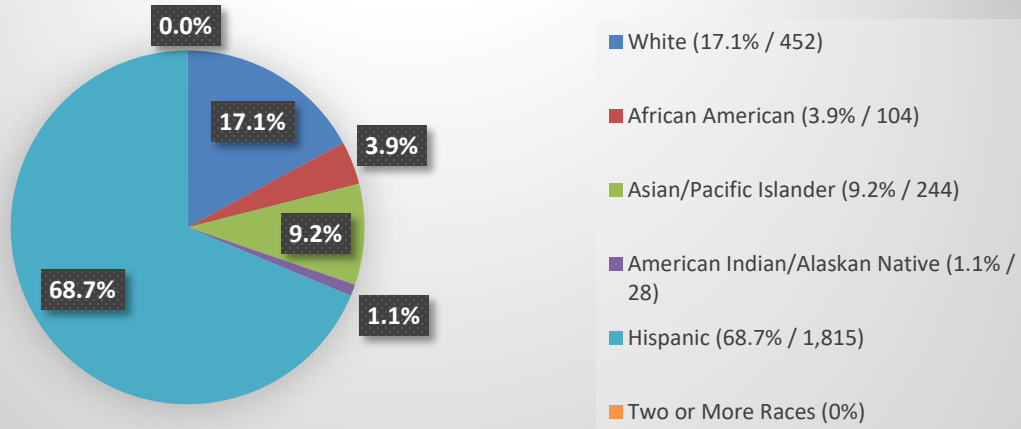
The Health Department has spent a significant amount of funds in an effort to attract a pool of diverse qualified applicants, spending in 2023 approximately \$38,900. The Department continues to review other mechanisms to attract qualified candidates to maximize the ability to attract a diverse pool of qualified applicants.

In 2023, the Department utilized approximately 45 Health recruitments and generated approximately 215 referrals to fill open positions.

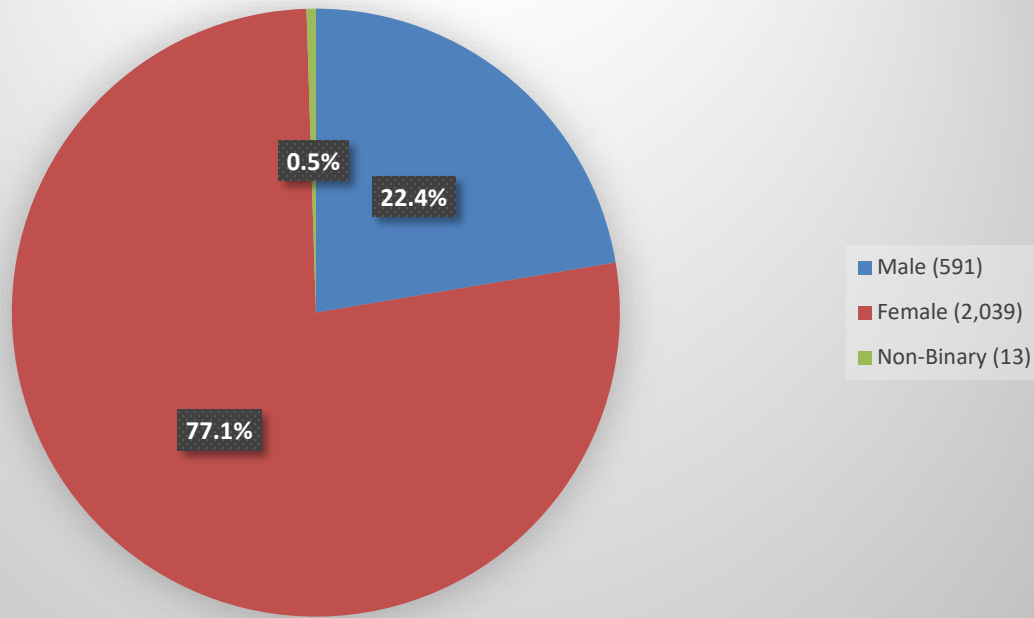
In 2023, the Department received approximately 2,643 applications in response to recruitment efforts. In 2022, the Department received approximately 2,490 applications in response to recruitment efforts. This is an increase from the low in 2021, when the department received only approximately 1,630 applications. Overall, the Department still has not received the number of applications since 2020 which was 3,506 applicants.

Of the applications received in 2023, approximately 2,039 were female (77%) and approximately 2,191 were people of color (83%). This is generally consistent with prior year applications received as in 2022, approximately 1,876 of the applications were female (76.3%) and approximately 2,064 were people of color (83.0%). A summary of the applications received in 2023 is as follows:

### Health Department Applications - 2023



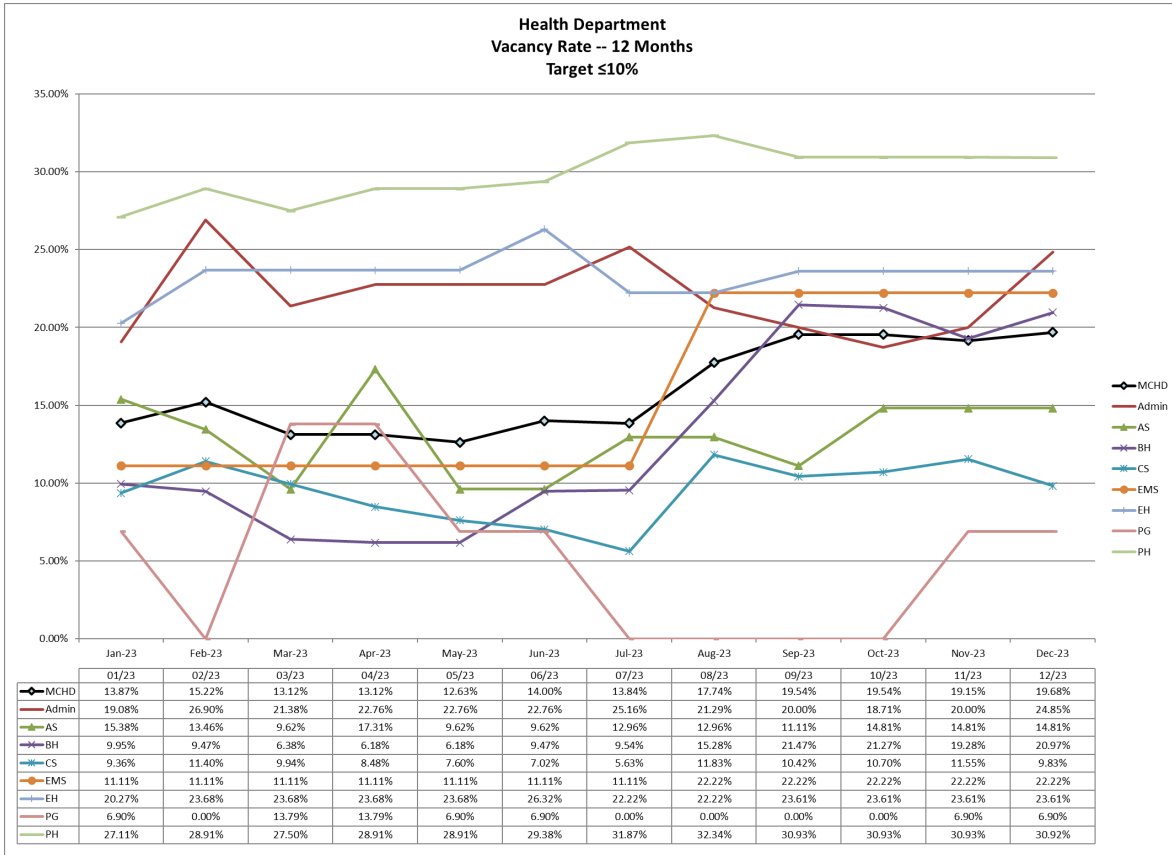
### Health Department Applications by Gender - 2023



As of December 31, 2023, the Department has approximately 1,292 approved positions in the budget, with approximately 958.79 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, 2023, there were approximately 333.51 total vacancies, and of those vacancies approximately 254.35 were approved to fill.

The figure below shows the monthly positions by Bureau that were approved to recruit for in Calendar Year 2023.



**Training**

The details for MCHD training participation rates are below:

<b>Harassment &amp; Discrimination Prevention Training</b>	<b>Total Number of Employees</b>	<b># of Employees who Completed Training</b>	<b>Percentage of Employees Completed Training</b>
Supervisors/Managers	188	174	90%
Employees (non-supervisor/non-manager)	818	786	94%
<b>Totals</b>	<b>1006</b>	<b>960</b>	<b>93%</b>

<b>Civil Rights Training</b>	<b>Total Number of Employees</b>	<b># of Employees who Completed Training</b>	<b>Percentage of Employees Completed Training</b>
Supervisors/Managers	190	155	80%
Employees (non-supervisor/non-manager)	831	740	89%
<b>Totals</b>	1021	895	87%

### **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.

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: County of Monterey Health Department has not been requested to follow-up with any item.**

## 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 supplement the current ones.	In progress	Long standing practice and documented in 2019.
<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 mono-lingual speaking public counter staff (when applicable)	Yes.	Long standing practice and Documented in 2019.
<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.

	<p><b>Key community engagement contacts established</b></p>	<p>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).</p>	<p>Yes.</p>	<p>Long standing practice and Documented in 2019.</p>
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\* 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.