

# County Administrative Office

## Equal Opportunity Plan

2024



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## Section 1

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

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

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

DocuSigned by:  
  
9353DBA6C4ED434...

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**Sonia M. De La Rosa**  
**County Administrative Officer**

## Section 2

# Organizational Profile County Administrative Office

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

**County Administrative Officer**  
Sonia M. De La Rosa  
1HF

**Chief ACO**  
Nick Chiulos  
1WM

**Intergovernmental & Legislative Affairs**  
Debbie Paolinelli, Asst. CAO  
  
3APIF, 3HF, 4WF, 2WM  
  
*Cannabis Program Communications*  
*Community Engagement*  
*Legislative*  
*Sustainability*

**Finance & Administration**  
Ezequiel Vega, Asst CAO  
  
1APIF, 8HF, 2HM, 2WF, 1WM  
  
*Budget & Analysis*  
*Finance & Accounting*  
*Economic Development*

**Workforce Development Board**  
Chris Donnelly, WDB Executive Director  
  
2APIF, 2HF, 4HM, 3WF, 1WM  
  
*Administration*  
*Fiscal*  
*Business Services*  
*Regional Initiatives*  
*Special Grants*

**Contracts Purchasing**  
Debra Wilson, Contracts Purchasing Officer  
  
1AAF, 4HF, 4HM, 2WF  
  
*Contracts/Purchasing*

Self-reported gender and ethnicity:

M – Male; F – Female

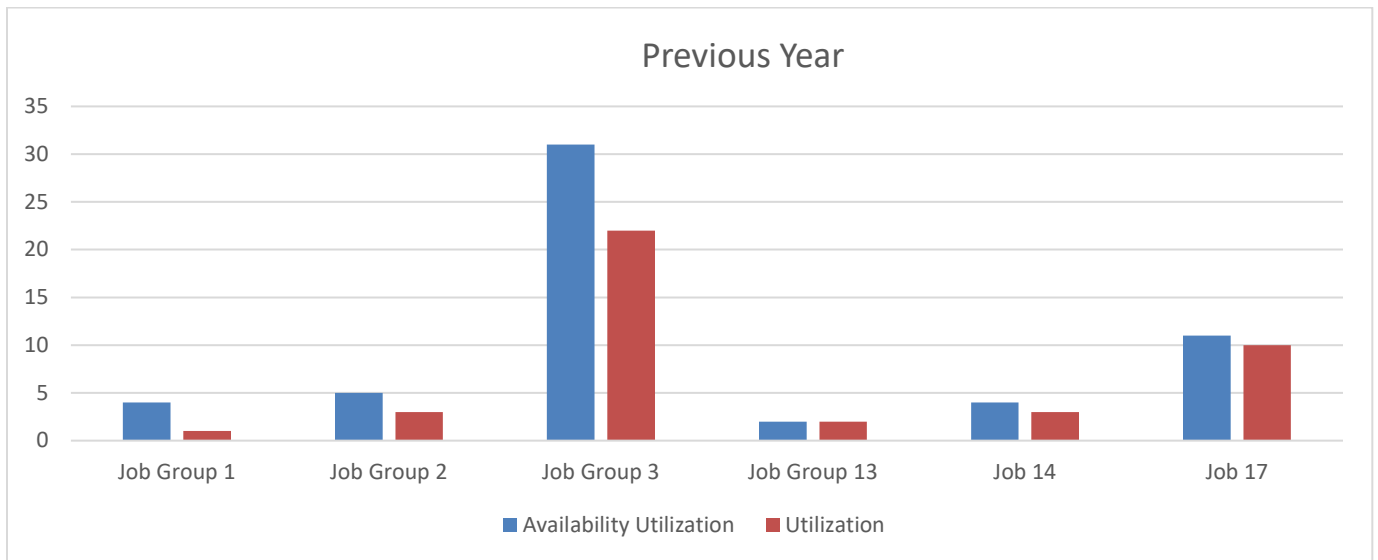
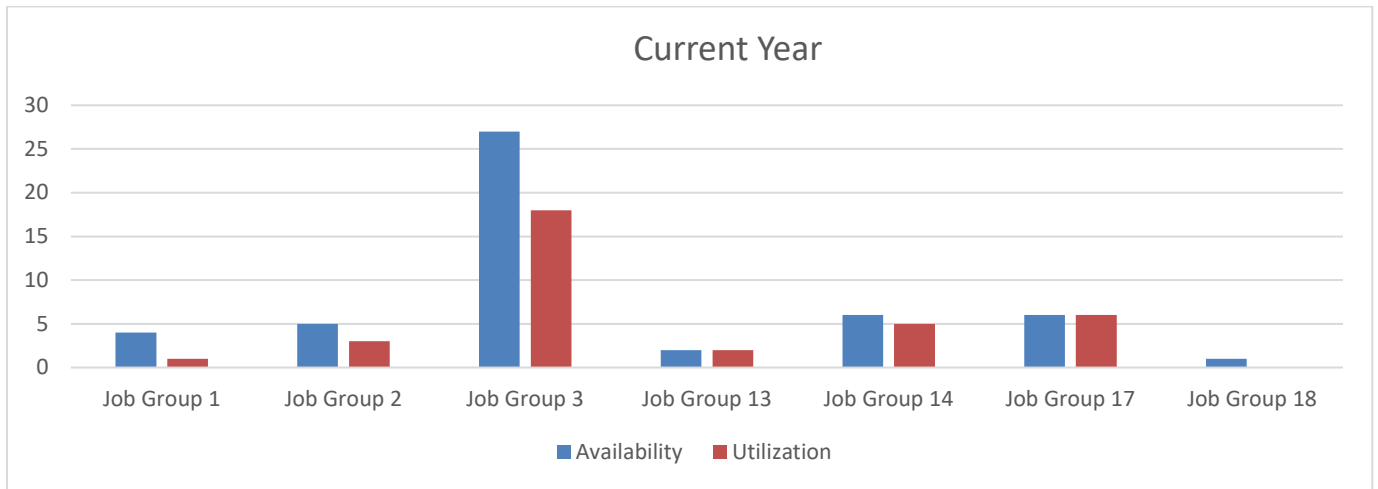
AA - African American; H – Hispanic; API –Asian/Pacific Islander; W - White other than Hispanic; AI – American Indian/Alaskan Native

### Section 3

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

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

Graphs for all job groups on utilization/availability:



## Section 4

### Personnel Activity (Current Year)

Job Group: 01	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	1	0	0	1	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	1	0	0	0	0	0
TOTAL (count each person only once)	0	1	1	0	1	0	1	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

## Personnel Activity (Previous Year)

Job Group: 01	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	1	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	1	0	0	0	0	0	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

## Section 4

### Personnel Activity (Current Year)

Job Group: 03	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	3	0	0	0	0	0	2
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	3	1	2	2	1
TOTAL (count each person only once)	1	3	0	3	1	2	2	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	1	0	0	0	0
TOTAL (count each person only once)	0	0	0	1	0	0	0	0



## Personnel Activity (Previous Year)

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

## Section 4

### Personnel Activity (Current Year)

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

## Personnel Activity (Previous Year)

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

## Section 4

### Personnel Activity (Current Year)

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

## Personnel Activity (Previous Year)

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	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	3	0	0	0	0	0	0
TOTAL (count each person only once)	0	3	0	0	0	0	0	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

## Section 5

### Recruitment – Data (Current Year)

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

Job Group:	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	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	In 2023, there were zero (0) recruitments that were opened for the County Administrative Officer that required selective certification.
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		
TOTAL (count each person once only)	0	0	0		

## Recruitment – Data (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.)**

Job Group:	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White	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	In 2022, there were zero (0) recruitments that were opened for the County Administrative Officer that required selective certification.
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)

#### Recruitment

What collaborative relationships has your department established with community groups and stakeholders?

The County Administrative Office (CAO) continuously maintains a diverse workforce that is reflective of the County's population. Promoting equal opportunity and inclusion while ensuring compliance with state, local and federal law is a top priority. To that end, the CAO is committed to hire, develop, and retain top talent who will play a key role in enhancing our customer's experience through service delivery with the utmost courtesy and respect, in accordance with our county values.

How have these relationships supported the department's recruitment efforts?

Recruitment efforts are spearheaded by the County's Human Resources Department, which utilizes local diversity groups and organizations to assist in advertising efforts geared towards the recruitment of qualified persons of color and women. By engaging with our local and community-based sources, we strengthen professional relationships, build continuity, and demonstrate our ongoing efforts to recruit and retain a diverse workforce in our organization.

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

The CAO requested no selective certification waivers last year.

How many were granted and why?

Not applicable.

#### Hiring

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

The CAO continues to utilize a rating scale system for responses to supplemental questions as part of the application process. Various factors are considered when determining fit during the interview process, including qualifications and expertise, demonstrated communication skills, adaptability, problem-solving capabilities, conflict management, and customer service.

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



The CAO remains committed to ensuring a diverse panel is present during the screening and interview process. To further advance this effort, the CAO engages a diverse group of panel members including women and people of color. Consequently, these panels are comprised of internal and external subject matter experts including county personnel and representatives from outside jurisdictions, agencies, and community groups.

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

To minimize bias in the decision-making process, screeners identify whether the applicant meets the minimum qualifications for the position, restricted to basic information to assess the applications received. To minimize potential bias, panelists are provided with copies of applications the day of the interview, briefed, and invited to ask questions. This process is completed in adherence to federal, state, and local laws.

### **Promotions**

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

The CAO provides staff with opportunities to enhance their skillsets to support internal/departmental and/or external/organizational advancement opportunities as available. These opportunities include mentoring, training, special assignment pay, and working-out-of-class opportunities. Supporting our team members has proven to be successful throughout the years, in that the CAO has experienced various female and minority staff promoting from entry/clerical level positions to advanced supervisory/managerial positions. During the reporting period, the CAO experienced a total of 11 promotions; of which, 7 were female minorities and 2 were male minorities.

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

The CAO promotes its diverse staff into higher level positions based on job performance and/or completed evaluations which capture performance achievement, knowledge, and demonstrated skills and abilities.

### **Retention and Inclusion**

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?

The CAO partners with the County's Human Resources Department to capture turnover and attrition information. Data is compiled via the County's Advantage Human Resource System and during the reporting period displayed an overall workforce comprised of 70% female and 68% minority. The CAO

experienced seven voluntary terminations and/or retirements, which equated to a turnover rate of approximately 13%; of these 57% were female and 68% minority.

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

The CAO is committed to increasing positive trends in future reporting periods.

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

The CAO complies with the County's Lactation in the Workplace Policy. Designated lactation rooms exist within the County Government Center and throughout county owned buildings. All new hires are informed of, and sign receipt of, said policy during the onboarding process. As requested, alternate work schedules, which may include longer lunches or breaks to utilize lactation rooms or to allow for travel time for staff to breastfeed children at home/daycare are granted.

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

Every effort is made to facilitate requests in accordance with the County's Reasonable Accommodation Policy. Further, employees are empowered to communicate with their management any concerns about executing their duties or need for accommodation, regardless of direct supervisory relationships. Following requests for accommodation, management meets and engages with employees as part of the interactive process to work towards the shared goal of identifying effective reasonable accommodations.

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?

Voluntary exit interviews are facilitated by the County's Human Resources Department. Data collected is documented, summarized, and submitted to CAO executive management, as appropriate.

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

The CAO continues to provide mentorship and cross training opportunities to enhance employee skill set, abilities, and knowledge to help employees promote as internal or external opportunities arise. Investment in staff has resulted in eleven promotions during the reporting period.

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

The CAO is committed to increasing performance evaluation completion rates through enhanced internal processes. Lines of communication will be bolstered throughout the organization and positive trends related to recruitment and promotion of underrepresented groups will show marked improvement.

## 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.

<b>Harassment &amp; Discrimination Prevention Training</b>	Total Number of Employees	# of Employees who Completed Training	Percentage of Employees Completed Training
Supervisors/Managers	40	34	85%
Employees (non-supervisor/non-manager)	15	14	93%
<b>Totals</b>	55	48	87%

<b>Civil Rights Training</b>	Total Number of Employees	# of Employees who Completed Training	Percentage of Employees Completed Training
Supervisors/Managers	40	37	93%
Employees (non-supervisor/non-manager)	15	13	87%
<b>Totals</b>	55	50	91%

## **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.

The County Administrative Office (CAO) has not been requested to follow-up on any items as of the previous reporting period.

## 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	Posted in employee breakrooms (2)	Y	Completed several years ago
	Internal process to forward discrimination complaints to Civil Rights Office	Employees encouraged (and trained) to forward complaints to the Civil Rights Office, as appropriate	Ongoing	Training is ongoing as new personnel join workforce
	Nonstandard contracts include a nondiscrimination clause	Contract templates, which include a nondiscrimination clause, are utilized by the department.	Y	Templates in place for several years
	Data is collected on the ethnicity and language of the people served	NA		
<b>Language Access</b>	Departmental language assessment completed	Employees are evaluated and tested by the County's Human Resources Department staff. Approximately 14% of the department's employees are currently receiving bilingual pay.	Ongoing	Assessments completed as requested by the Department Head
	Vital documents translated into	The department continues	N	Ongoing effort

	Spanish	working towards assessing published documents for conversion to English/Spanish versions. Every effort was made towards ensuring the translation of outgoing notices, press releases, and social media pushes in English/Spanish during the reporting period (2023).		
	Website – minimize PDFs. When using PDFs, include a Spanish version	As noted above, the department continues working towards assessing published documents and converting to English/Spanish versions	N	Ongoing effort
	Procedures and budget for the use of interpretation and translation services	The department utilizes existing master agreements to procure interpretation/translation services as needed and continues to budget for such services on an ongoing basis	Y	Budgeted annually
	Communication services for people who are deaf or hard of hearing	Similar to the above, the department utilizes existing master agreements to procure sign language services as needed and budgets for such services on an ongoing basis	Y	Budgeted annually
	Public voicemails in English and Spanish	The department’s main line includes voicemail greetings in English and Spanish	Y	Completed several years ago
	Public counters: language charts available			

	Public counters: all signage in English and Spanish	The CAO continues assessing the use of signage and will modify as needed to include both in English and Spanish on an ongoing basis.	N	Ongoing effort
	Public counters: procedures to have bilingual staff available	The department employs several bilingual staff to ensure the provision of services to the public.	Y	Completed several years ago
<b>Community Engagement</b>	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds	The department engages the community on projects, programs, and services by providing outreach through the media, social media platforms, fairs, and community meetings.		Ongoing effort
	Analyzed potential disproportionate adverse human health or environmental effects on communities of color, tribal communities, or others underrepresented in the public process	During the 2023 reporting period, the department spearheaded ongoing weekly discussions with internal and external parties to address the 2023 winter storms disparate impact on communities of color and other underrepresented communities within the County.		Ongoing effort
	Considerations taken to ensure equitable engagement			
	Key community engagement contacts established	Department has established contacts with NAACP, MILPA, Veterans Transition Centers, Housing Authority, local jurisdictions (cities), schools,	Y	Completed several years ago; however, list of community contacts may continue to expand as new

		colleges, water agencies, and fire districts		organizations are established
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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.