

# **Public Works, Facilities, and Parks**

## **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:  
*Randell Ishii*  
C09779208FE94F3...

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Randell Ishii

Director of Public Works, Facilities & Parks

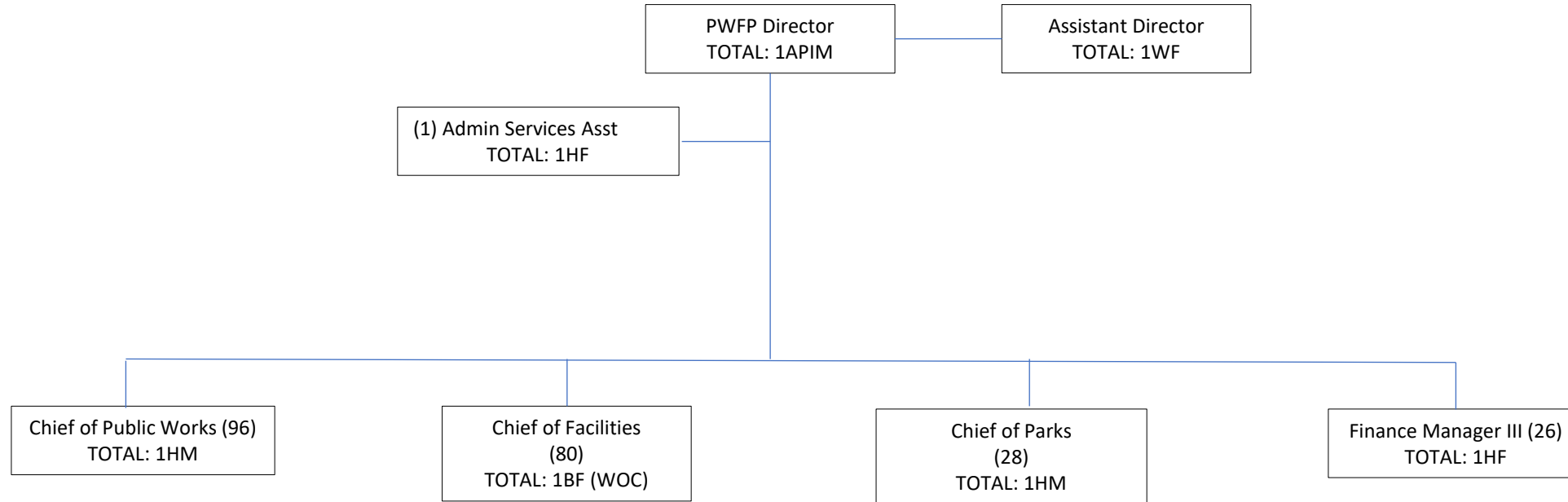
## **Section 2**

### **Organizational Profile Public Works, Facilities, and Parks**

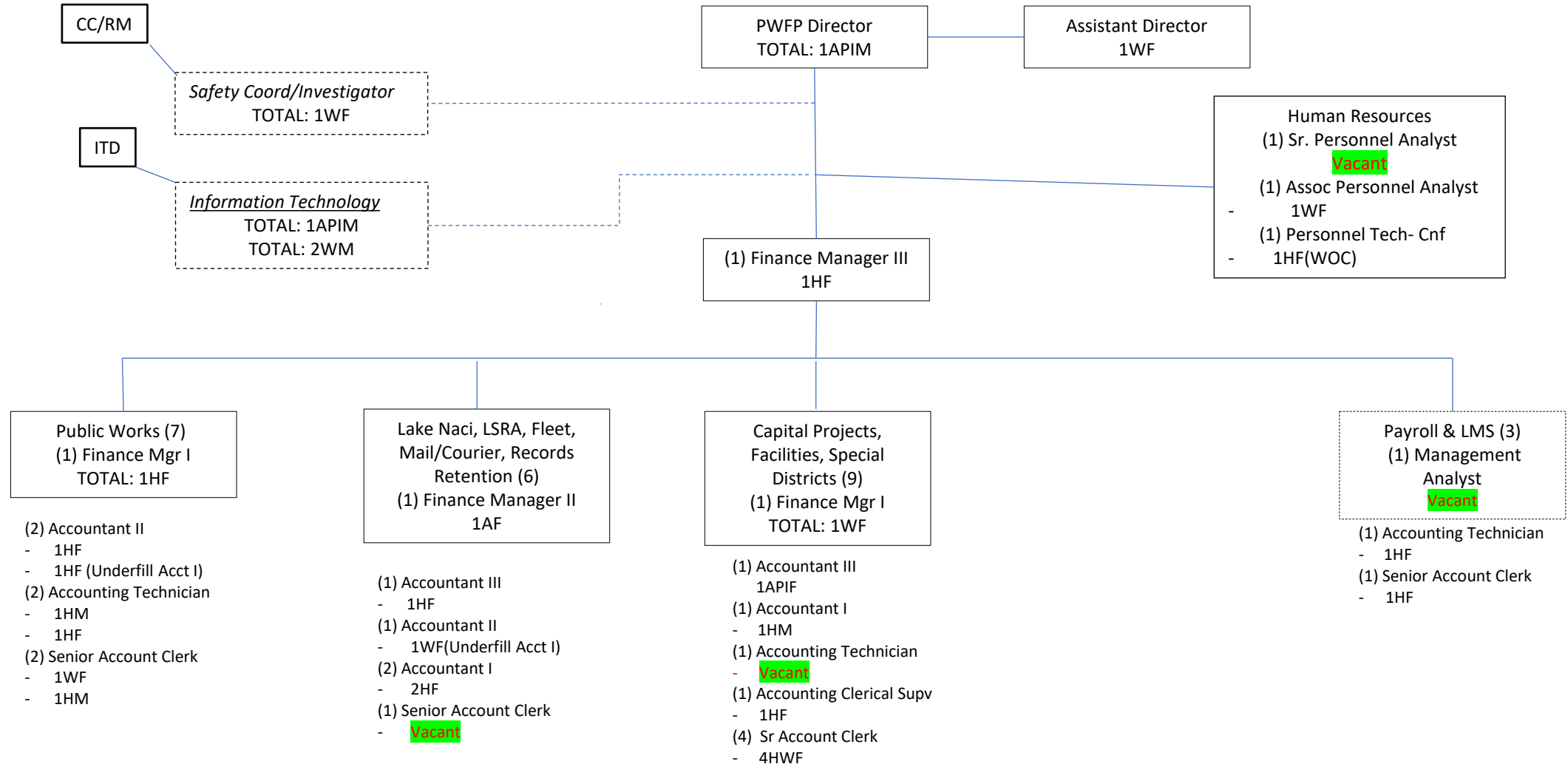
**Please show the reporting structure in your organizational chart. Break the chart into separate pages by division, if necessary.**

**SEE ATTACHED**

# Public Works, Facilities, & Parks Department

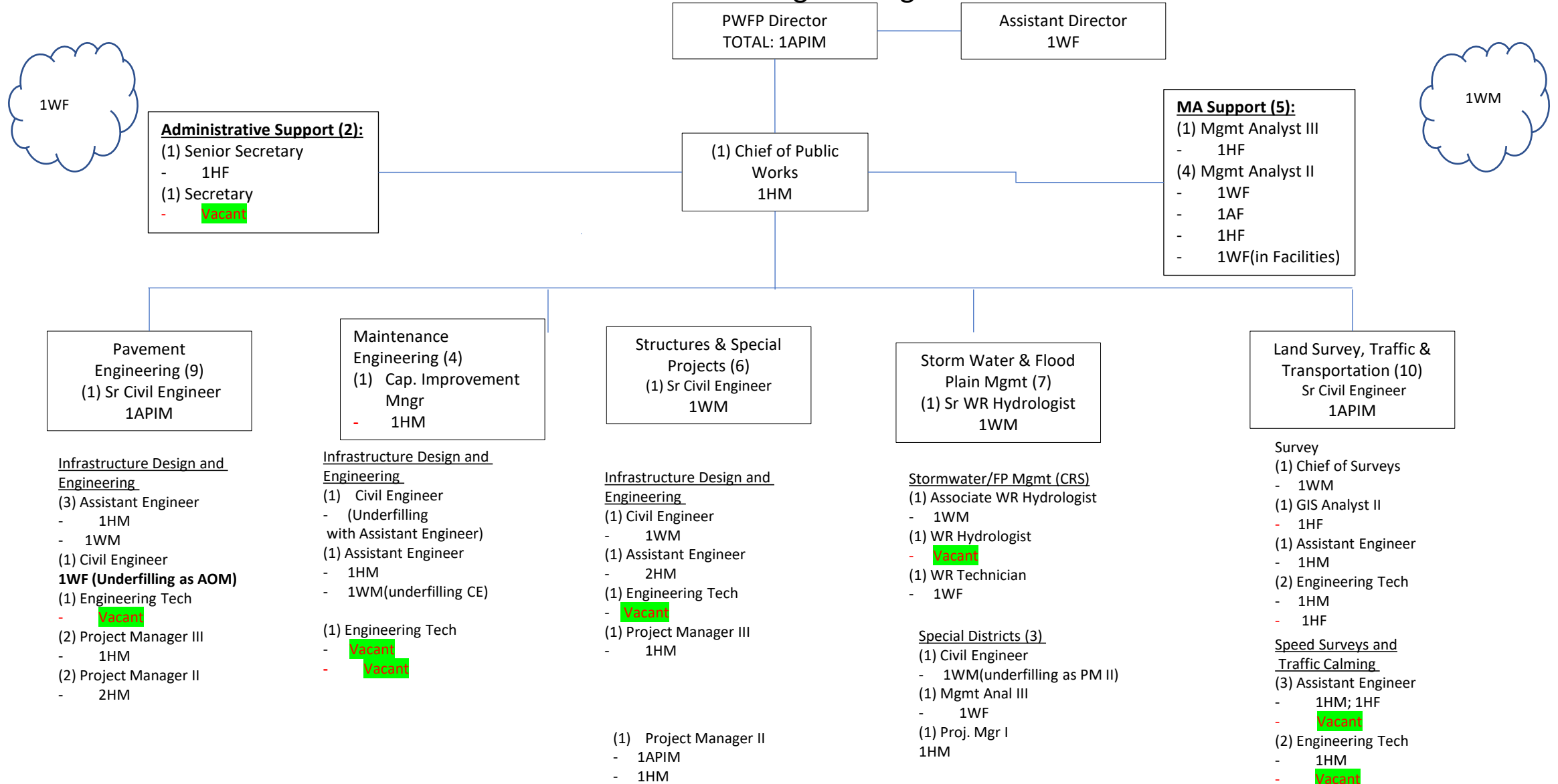


# Public Works, Facilities & Parks Department Finance, Safety, HR and IT



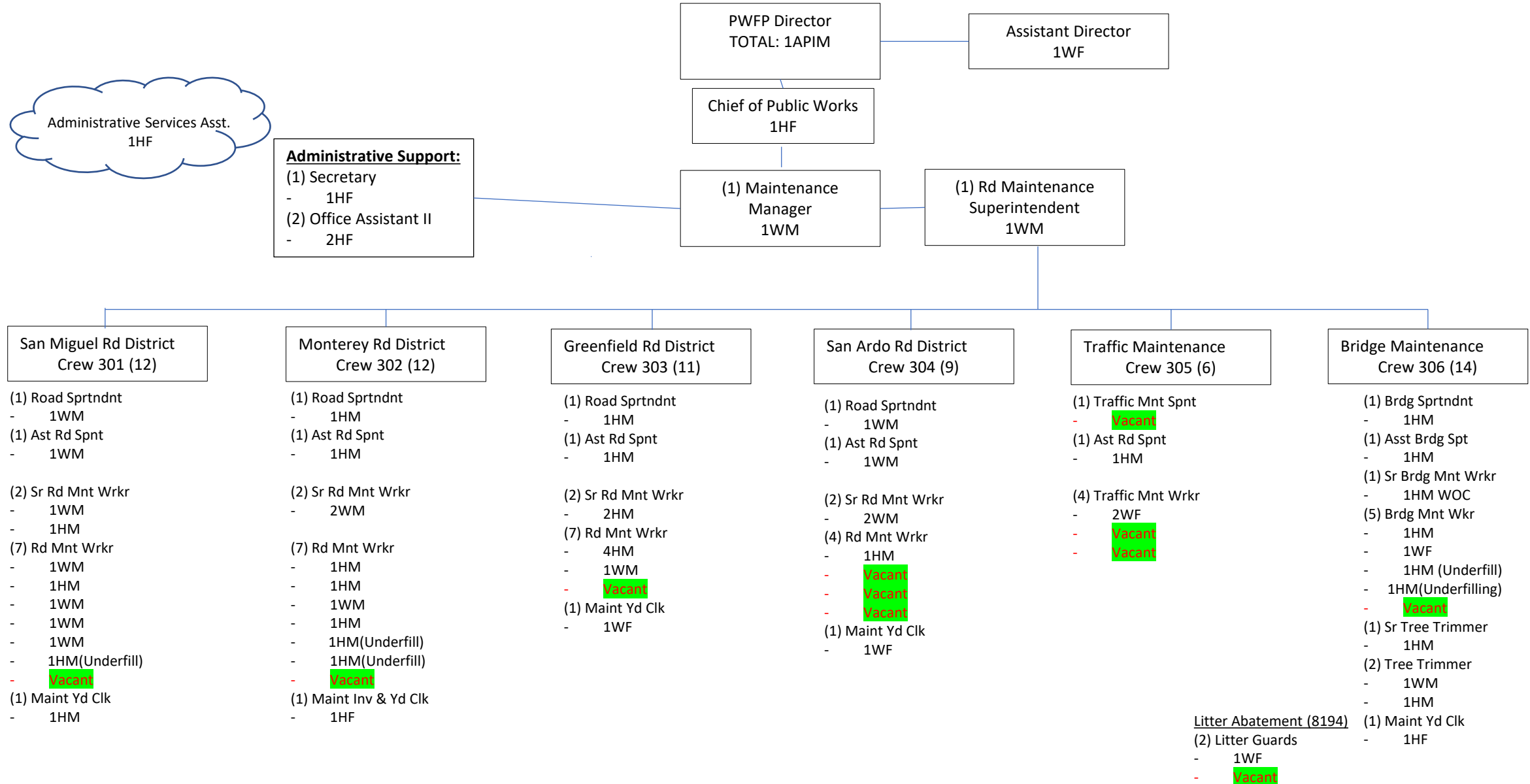
# Public Works, Facilities & Parks Department

## Public Works Engineering



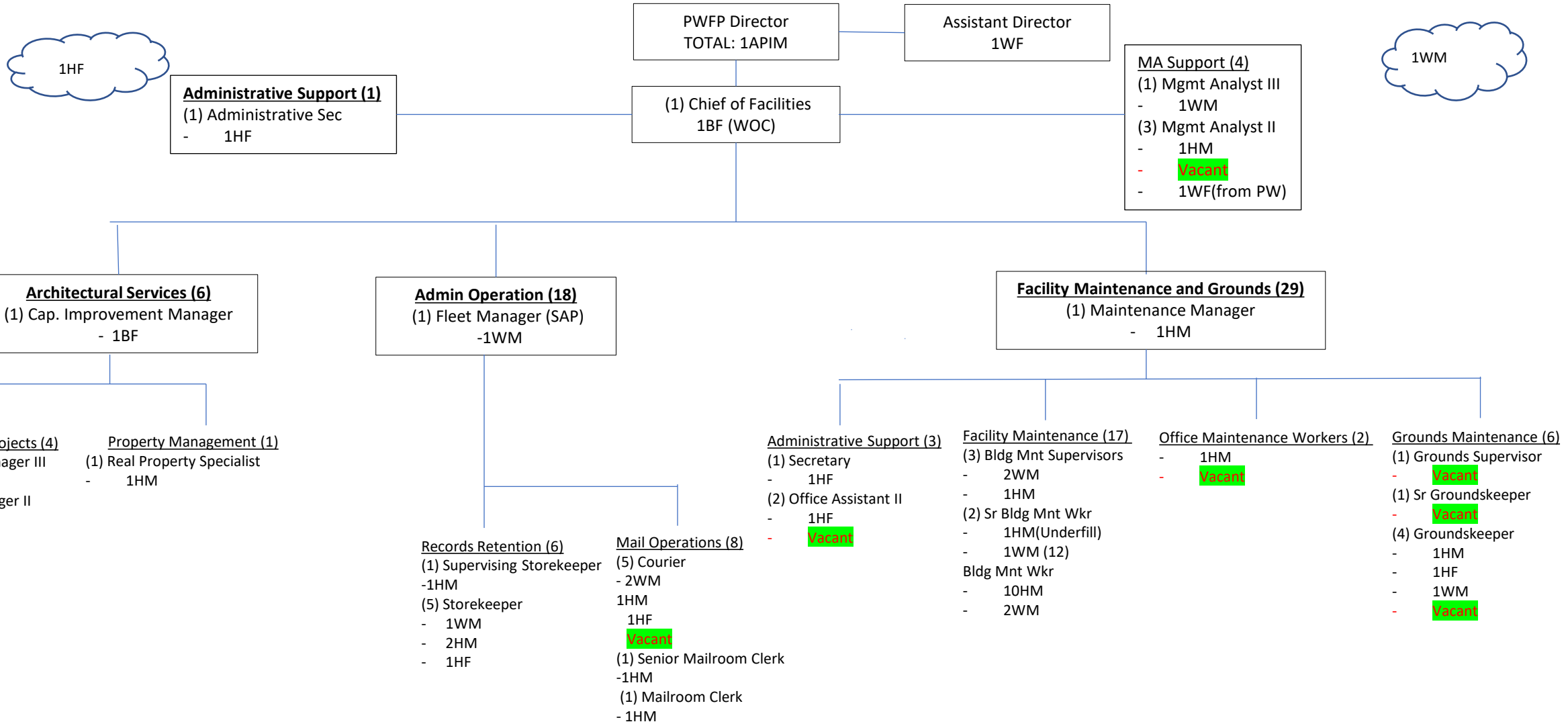
# Public Works, Facilities & Parks Department

## Public Works Maintenance & Operations



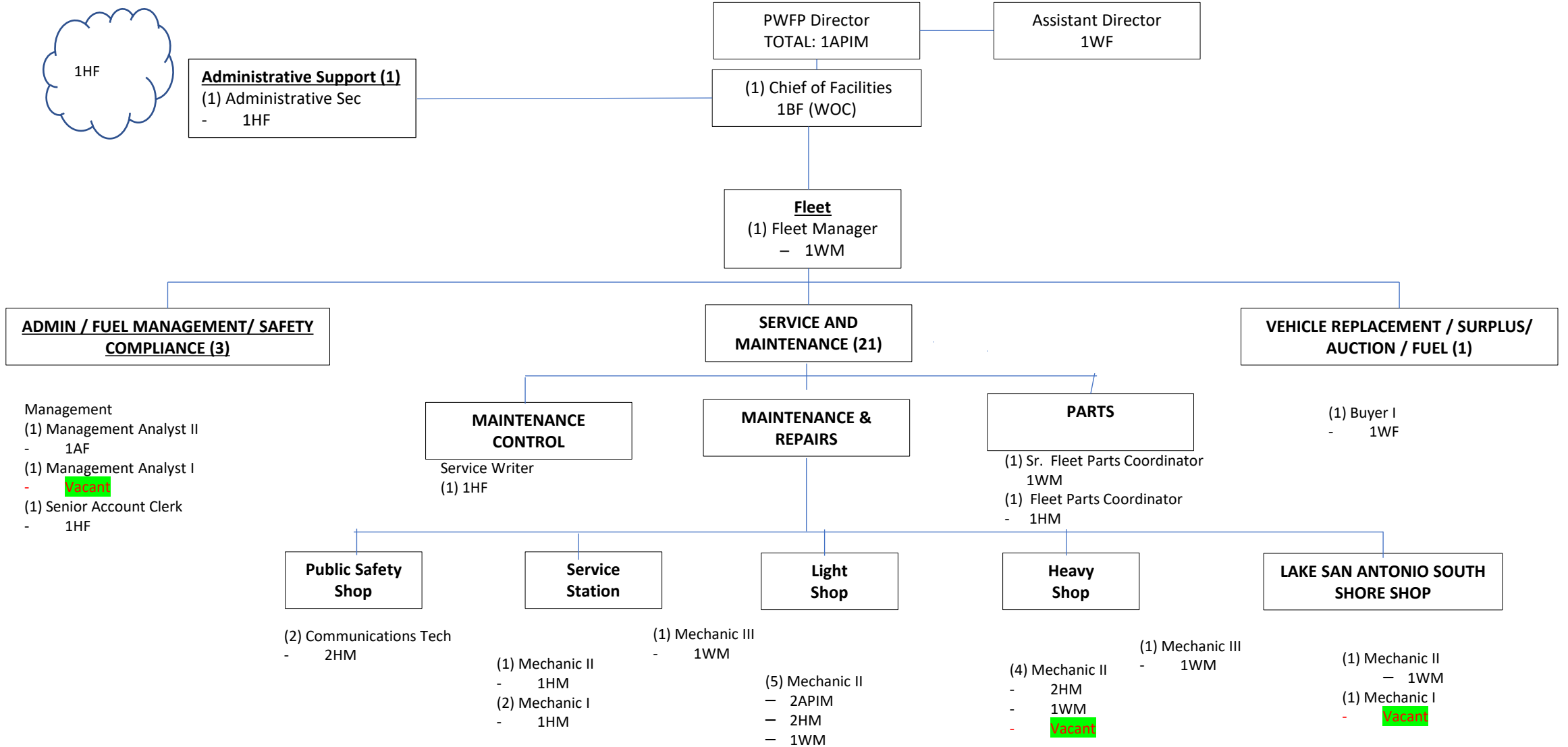


# Public Works, Facilities & Parks Department Architectural Services, Facilities & Grounds



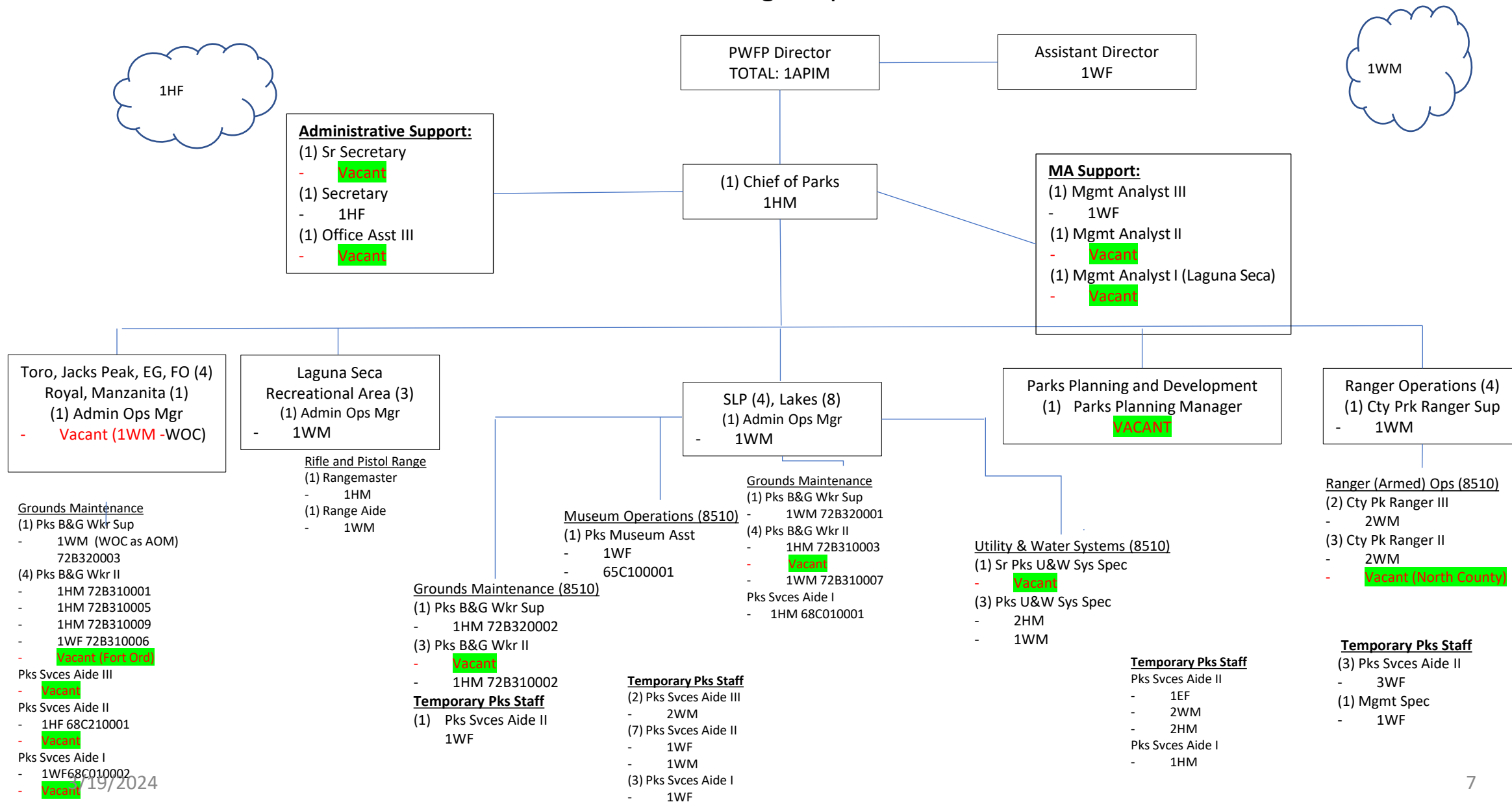
# Public Works, Facilities & Parks Department

## Fleet



Management  
(1) Management Analyst II  
- 1AF  
(1) Management Analyst I  
- Vacant  
(1) Senior Account Clerk  
- 1HF

# Public Works, Facilities & Parks Department Park and Ranger Operations

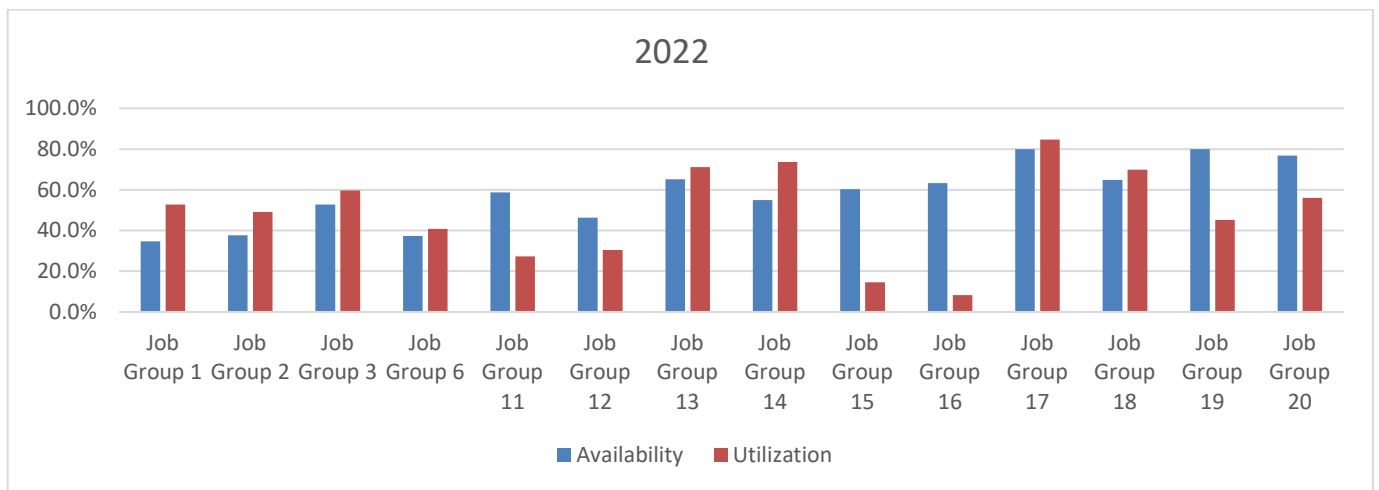
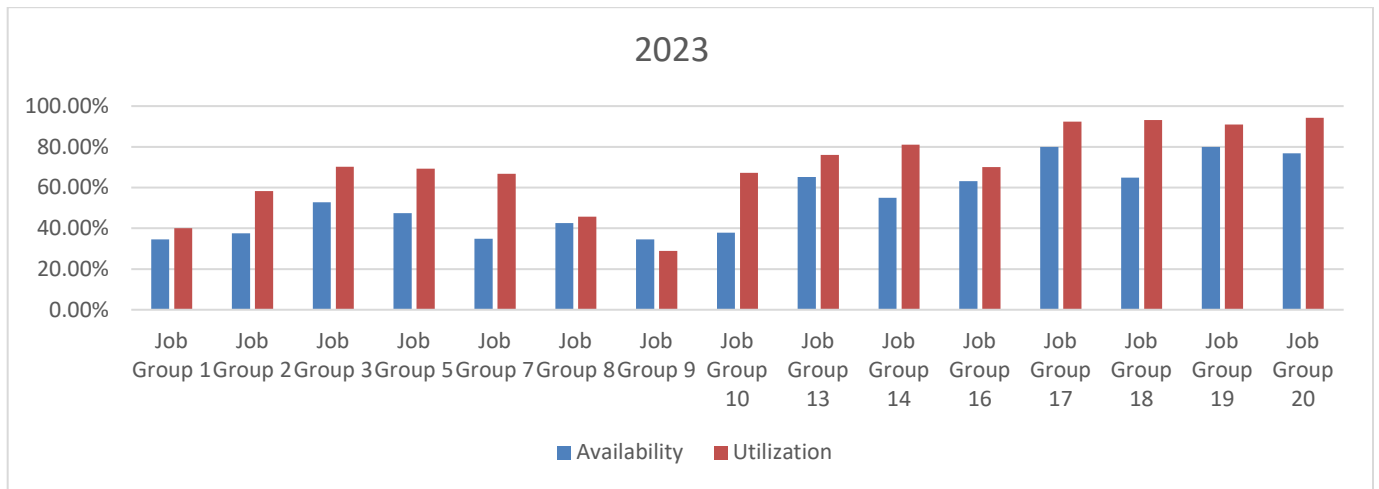


### Section 3

## 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 (2023)

Job Group: ALL JOB GROUPS COMBINED	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	6		7	2	3	2	2	2
African American							1	
Asian/Pacific Islander	1		1	1			2	
American Indian/ Alaskan Native								
Hispanic	16	6	9	2	4	3	8	1
TOTAL (count each person only once)	<b>23</b>	<b>6</b>	<b>17</b>	<b>5</b>	<b>7</b>	<b>5</b>	<b>13</b>	<b>3</b>
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White			1					
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)			<b>1</b>					

































## Section 4

### Personnel Activity (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	2							
African American							1	
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic	7				1		2	
TOTAL (count each person only once)	9				1		3	
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White			1					
African American								
Asian/Pacific Islander								
American Indian/ Alaskan Native								
Hispanic								
TOTAL (count each person only once)			1					



## Section 5

### Selective Certification Recruitments (2023)

<b>Job #</b>	<b>Job Title</b>	<b>Adv. From</b>	<b>Adv. To</b>	<b>EOO Status</b>
23/68A41/03JA	County Park Ranger II	2/27/2023	3/24/2023 23:59	See Attached
23/72B32/12JA	Parks Building & Grounds Worker Supervisor	12/18/2023	1/22/2024 23:59	See Attached
23/74D13/03JA	Senior Road Maintenance Worker	3/1/2023	4/3/2023 23:59	See Attached
23/72C82/10MZ	Supervising Mechanic	10/20/2023	11/20/2023 23:59	See Attached

## Section 5

### Recruitment – Data (County Park Ranger II, 23/68A41/03JA)

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	10	1	7	0	7	0	7	0	2	0
African American	0	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	1	0	0	0	0	0	0	0	0	0
American Indian/Alaskan Native	0	0	0	0	0	0	0	0	0	0
Hispanic	14	0	6	0	6	0	6	0	1	0
TOTAL (count each person once only)	25	1	13	0	13	0	13	0	3	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	1	0	1	0	TAD. Process included a blind screening, where only the applicant response to the supplemental questions were visible to the screeners. By blocking visibility to candidate information, potential bias to protected characteristics was impossible.
African American	0	0	0	0	
Asian/Pacific Islander	0	0	0	0	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	1	0	1	1	
TOTAL (count each person once only)	2	0	2	1	

## Section 5

### Recruitment – Data

#### (Parks Building & Grounds Worker Supervisor, 23/72B32/12JA)

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	6	4	4	3	4	3	4	3	1	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	12	0	10	0	10	0	10	0	1	0
TOTAL (count each person once only)	18	4	14	3	14	3	14	3	2	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	<i>1</i>	<i>1</i>	<i>2</i>	<i>1</i>	TAD. Process included a blind screening, where only the applicant response to the supplemental questions were visible to the screeners. By blocking visibility to candidate information, potential bias to protected characteristics was impossible.
African American	0	0	0	0	
Asian/Pacific Islander	0	0	0	0	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	0	1	0	
TOTAL (count each person once only)	1	1	3	1	



## Section 5

### Recruitment – Data (Senior Road Maintenance Worker, 23/74D13/03JA)

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	6	0	6	0	6	0	6	0	3	0
African American	0	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	2	0	2	0	2	0	2	0	0	0
American Indian/Alaskan Native	0	0	0	0	0	0	0	0	0	0
Hispanic	9	0	8	0	8	0	8	0	1	0
TOTAL (count each person once only)	16	0	16	0	16	0	16	0	4	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	1	0	3	0	<p>TAD. Attempts to include female representation on the panel was unsuccessful due to limited resources that are qualified. Requests for support were declined.</p> <p>Process included a blind screening, where only the applicant response to the supplemental questions were visible to the screeners. By blocking visibility to candidate information, potential bias to protected characteristics was impossible.</p>
African American	0	0	0	0	
Asian/Pacific Islander	0	0	0	0	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	1	0	2	0	
TOTAL (count each person once only)	2	0	5	0	

## Section 5

### Recruitment – Data (Supervising Mechanic, 23/72C82/10MZ)

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	3	0	3	0	3	0	3	0	1	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	7	0	7	0	7	0	6	0	0	0
TOTAL (count each person once only)	10	0	10	0	10	0	9	0	1	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	1	0	2	0	TAD. Process included a blind screening, where only the applicant response to the supplemental questions were visible to the screeners. By blocking visibility to candidate information, potential bias to protected characteristics was impossible.
African American	0	1	0	0	
Asian/Pacific Islander	0	0	0	1	
American Indian/Alaskan Native	0	0	0	0	
Hispanic	0	0	0	1	
TOTAL (count each person once only)	1	1	2	2	

## Section 6

### Action-Oriented Programs

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

#### Recruitment

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

*The Public Works, Facilities, and Parks Department (PWF), formerly Resource Management Agency (RMA) is committed to making a good faith effort to improve its female and minority presence in the various job classifications. To achieve this, the department have developed and maintained a collaborative relationship with the Civil Rights office, who provides ongoing guidance and support related to minority groups and targeted outreach efforts. Additionally, the department actively identify and eliminate artificial barriers to employment by assuring fair and equitable treatment for all applicants who participate in the recruitment, testing, and selection processes and promotional opportunities. The department is committed to hiring the best qualified persons based on merit.*

*Efforts the department has undertaken or will undertake to recruit, hire, promote, and retain qualified minorities and women include:*

- Managers will receive regular updates on the departmental Workforce Analysis report and continue to support minority and female outreach efforts.*
- Utilize outside screeners and panel members, including women and minority organizations to further enhance neutrality and fairness in the selection process.*
- The department will reach out to other cities, Counties, web search, veteran affairs, social media and other County Departments to increase and enhance methods to communicate employment opportunities to reach a more diverse applicant pool.*
- The department will seek consultation with EOO for recommendations on minority and female outreach resources for recruitments.*
- Targeted recruitment efforts have included and will continue to include targeted outreach*

*to women and minority groups.*

- *Continue supporting upward mobility; working with managers and supervisors to help identify staff career development and training.*
- *Improve opportunities for upward mobility of minorities in all job groups where female representation is below placement goal.*
- *All hiring decisions will continue to be reviewed and approved by the Hiring Authority in collaboration with the HR Analyst conducting the recruitment.*
- *The department will ensure that all managers and supervisors complete the required EOO anti-discrimination/ harassment training. The department will continue to encourage on-going formal and managerial training courses, especially those that promote an understanding of how to maintain a non-discriminatory and harassment free work environment.*
- *The department shall conduct in-house training on performance evaluations and follow up with Managers, as needed, in efforts to meet 100% compliance of timely completion of performance evaluations that articulate and evaluate employee strengths and areas for improvement. Additional strategy includes incorporating a review process of the evaluations prior to meeting with employee and help identify career development opportunities.*
- *Increase training, development and promotional opportunities to retain employees.*
- *Continue to conduct exit interviews to identify reasons why employees leave, evaluate how issues can be addressed to reduce turnover.*

## **Hiring**

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

*The department strives to ensure that the candidates that are most qualified, based on knowledge, skill and ability are moved forward for consideration when filling vacancies. There are several steps that are taken to achieve this, and it begins with subjective screening of the applicant response to supplemental questions, resulting in a list of candidates that is ranked based on qualifications. Depending on several factors, including but not limited to if there are internal candidates, the volume of candidates on the eligible list, and the level of the position vacancy, candidates may be invited to interview more than once. When this occurs, generally the first interview is designed to further qualify candidates, often using outside panelists that are subject matter experts, and only the most qualified move forward to a second interview or a Meet & Greet with departmental managers. The purpose*

*of the second step is to confirm skill and ability, and determine “fit”. The department determines “fit” by assessing candidates based on their strengths and opportunities and matching them to those most needed in the department and/or agency as a whole. For example, an individual may have exceptional knowledge of planning codes, but struggle in their ability to communicate with the public and internal partners. More often than not, the “soft skills”, or interpersonal skills are measured to determine if the individual will be able to achieve results with success in the performance of the job.*

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

*Panelist and screeners are selected with diversity in mind. The department strives to ensure that the recruitment process is fair and equitable and by being inclusive, we are able to eliminate bias and any possible perception of bias.*

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

*The screening process is managed by the Analyst responsible for the recruitment.*

*Subject Matter Experts (SME’s) screening the application pool are only provided with information necessary for determining qualifications. Each screener is provided with guidance and direction regarding the process, and expectations that include providing justification for scoring. The Analyst reviews the scoring and verifies justification is fair, consistent, and sufficiently matches the scores provided.*

*Staff in PWWP have been trained to proctor interviews. In instances where trained staff are not present for interviews, or when the interview panel consists of external panelists, the interview process is proctored by either the assigned Analyst, or a qualified and trained Personnel Technician. Exceptions to this are made when training is provided to the managerial staff participating in the panel is provided with training, and there are no immediate concerns that bias could be present in the process. For example, when internal candidates are under consideration for position vacancies.*

*Panelists serving on the interview panel are briefed prior to the start of the interview process regarding the process and what is expected of them. The de-brief is proctored to ensure only information relevant to the position and candidate responses is considered in the selection.*

## **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 department provides a fair opportunity for career advancement to all individuals, based on demonstrated performance results, supporting professional development opportunities, and ongoing training and development. Individuals in job groups throughout the department are provided a fair opportunity to learn new skills through a rotation of job duties, which ensures an equity for competing for advancement. Success in achieving equity in promotional advancement of individuals in diverse groups is evident in that 71% of promotional opportunities in 2023 were a minority.*

**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 department is committed to providing all employees, regardless of ethnicity or gender, communication regarding their performance. Currently the departmental employees are administering performance evaluations for the 2023 calendar year, and currently 86% of employees are compliant with the departments expectations regarding annual performance evaluations. As part of the evaluation process, employees are measured on their interpersonal skills, which includes working relationships, communication, and when applicable, supervisory skills. Any issues regarding a failure to promote an inclusive work environment, consistent with departmental and County of Monterey expectations would be documented and addressed appropriately.*

## **Retention and Inclusion**

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

*The department tracks employee retention, categorizing the reason for the separation and documenting exit interviews conducted.*

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

*During 2023, 5% of employment separations identified themselves as White, 9% identified themselves as Hispanic, 2% identified themselves as API, 1% identified themselves as African American.*

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

*As workplace accommodations related to the pandemic have settled into workplace norms and expectations, there was a significant shift or evolution in the overall needs and expectations of the workforce as it relates to the employment experience. Within our department, we have been proactive to supporting the needs of staff related to COVID19 and took active steps to ensure employee health*

*and safety. As the pandemic has settled, many of the widely used accommodations previously necessary to continue business have dissolved, however, to remain an employer of choice, the Department has continued to offer options for telework to employees with demonstrated ability to perform in alternate settings.*

*In the 2023 calendar year, 100% of employees leaving our employ communicated they left for reasons unrelated to satisfaction with the work, the benefits, or the work culture (53% of those leaving our employ retired, 6% communicated they were leaving for personal / non-work related reasons, 29% left for advancement opportunities, 6% relocated, and 6% were involuntarily released). While the impact of the global workforce changes was felt within our department, staff have communicated that the shifts we have made are in alignment the “new norm” of employer cultures and we continue to offer opportunities that are competitive with others, and this has contributed to increased retention within our department.*

*In prior years, we have observed trends that have resulted in an amplified focus on increased managerial coaching during the recruitment process and conducting prudent reference checks. In prior years, managers have communicated frustration with delayed processes for recruitment and exam, so they are more willing to accept candidates that don't meet their full expectations, with the hope they can provide additional training to make up for insufficient skill set at the time of hire. As a result, HR staff are working to ensure that there is increased partnership with managers in completion of the Job Analysis to better understand the needs of the position, and with executive staff to ensure priorities are set consistent with the urgency of needed support in the department.*

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

*Information related to lactation accommodations is provided to employees at the time of hire and training is available in the Learning Management System (LMS). HR typically meets with employees in advance of pregnancy disability leave and provides information related to lactation accommodation, including access request forms.*

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

*In instances where an employee is requesting ongoing need for lactation accommodation, HR provides information related to lactation accommodation, including the access request form. Request for one time access is granted to as needed and a point of contact is identified to support in accessing the facilities.*

**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?**

*Yes, whenever possible the department conducts exit interviews with exiting staff. Reasons for leaving and information regarding overall satisfaction and dissatisfaction is gathered. Information presenting*

*significant concerns are addressed expeditiously and overall trends are identified and the department works with Human Resources to identify actionable steps to improve the employment experience in areas of dissatisfaction.*

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

*The data collected supports that our department is successful in ensuring opportunities are provided to diverse individuals.*

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

*While data supports that the processes and outcomes reflect inclusiveness and broad acceptance of diversity, there are instances where people perceive a desire for preselection may exist. In response to this, the HR Analysts in the department are proactive to implementing steps in the recruitment and exam process that eliminate the ability for this to occur. This is most frequently the case when internal candidates are involved in an opportunity for competitive promotion. In these instances, additional measures are taken, including but not limited to requiring all applicants to be screened through an entirely external interview panel and only the top candidates move forward for further consideration.*



## 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	82	72	93%
Employees (non-supervisor/non-manager)	162	150	93%
<b>Totals</b>	244	226	93%

<b>Civil Rights Training</b>	Total Number of Employees	# of Employees who Completed Training	Percentage of Employees Completed Training
Supervisors/Managers	82	61	74%
Employees (non-supervisor/non-manager)	162	151	93%
<b>Totals</b>	244	212	87%

## **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.

*Not Applicable.*

## Section 9

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

	<b>Requirement</b>	<b>Implementation Notes</b> (explain how your department fulfilled or plans to fulfill this requirement. Also include outcomes of the implementation if applicable)	<b>Completed</b> (Y/N)	<b>Completion Date</b> (include actual completion dates and expected completion dates for requirements not yet completed)
<b>General</b>	Title VI notice at public counters	Posted.	X	Unknown
	Internal process to forward discrimination complaints to Civil Rights Office	Implemented by department Analysts. Analysts have advised management regarding this process since implementation.	X	Ongoing
	Nonstandard contracts include a nondiscrimination clause	Contracts developed outside of the Standard agreement typically will include a nondiscrimination provision.	X	Ongoing
	Data is collected on the ethnicity and language of the people served	Language needs are communicated/assessed at the public counter and documented in the que, as appropriate. Subsequent communication with the customer is in the language needed.	X	Ongoing
<b>Language Access</b>	Departmental language	Yes; however assessment is dated. The department is in the	X	7/1/23

	assessment completed	process of re-evaluating and updating to ensure it meets current needs.		
	Vital documents translated into Spanish	Yes. Critical documents have been translated into Spanish, and less critical documents are being translated on an ongoing basis.	X	Ongoing
	Website – minimize PDFs. When using PDFs, include a Spanish version	Typically information is in English only; however documents that are critical and/or safety sensitive are usually offered in English and Spanish.	X	Ongoing
	Procedures and budget for the use of interpretation and translation services	Yes, bilingual employees are onsite in critical positions and contracts are in place to provide translation services as needed.	X	Ongoing
	Communication services for people who are deaf or hard of hearing	Yes, translation service available.	X	Ongoing
	Public voicemails in English and Spanish	Yes.	X	Ongoing
	Public counters: language charts available	Yes.	X	Ongoing
	Public counters: all signage in English and Spanish	Yes.	X	Ongoing
	Public counters: procedures to have bilingual staff available	Yes.	X	Ongoing

<b>Community Engagement</b>	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds	Yes.	X	Ongoing
	Analyzed potential disproportionate adverse human health or environmental effects on communities of color, tribal communities, or others underrepresented in the public process	Yes.	X	Ongoing
	Considerations taken to ensure equitable engagement	Yes.	X	Ongoing
	Key community engagement contacts established	Yes.	X	Ongoing

\* 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.