

MONTEREY COUNTY

EQUAL OPPORTUNITY ADVISORY COMMISSION

168 WEST ALISAL STREET, THIRD FLOOR • SALINAS, CA 93901 • (831) 755-5117



EQUAL OPPORTUNITY ADVISORY COMMISSION

SPECIAL MEETING AGENDA (RETREAT)

**Wednesday, July 18, 2018
12:30 - 5:00 p.m.**

**Monterey County Government Center
1441 Schilling Place – Saffron Conference Room
Salinas, CA 93901**

THE MONTEREY COUNTY EQUAL OPPORTUNITY ADVISORY COMMISSION welcomes and encourages all interested persons to attend and participate in the discussion. Meetings are held on the third Wednesday of each month at 3:30 p.m. in the Government Center, 168 West Alisal Street, First Floor, Salinas CA 93901 - Board of Supervisors' Chambers, unless otherwise posted. All meetings are conducted in compliance with the Ralph M. Brown Act, Government Code §54950, et seq.

ANY PERSON WISHING TO ADDRESS THE COMMISSION on Agenda or non-agenda topics may do so at the appropriate time after receiving recognition from the Chairperson. Persons doing so should state their name and address or organization/ agency, prior to making their comments or asking questions. Persons speaking on non-agenda topics should do so only during the section of the Agenda reserved for "Public Comments and Petitions." Persons wishing to comment on an Agenda topic should do so when that topic has been reached on the Agenda. Comments should be brief and limited to the subject matter. Reasonable time limitations may be imposed at the discretion of the Chairperson. An emergency item (as defined by the Brown Act) may be added to the agenda only by vote of the Commission.

DISABILITY ACCESS The Board of Supervisors Chambers is wheelchair accessible. The following services are available when requests are made by Friday before the Commission meeting: American Sign Language interpreters or use of a reader during a meeting; large print agenda or minutes in alternative format; assistive listening devices. Please contact the Civil Rights Office (831) 755-5117, if you need assistance in order to participate in a public meeting or if you need the agenda and public documents modified as required by Section 202 of the Americans with Disabilities Act.

DOCUMENT DISTRIBUTION: Documents related to agenda items that are distributed to the Commission less than 72 hours prior to the meeting shall be available for public inspection at the Civil Rights Office, 168 W. Alisal Street, Third Floor, Salinas, CA 93901. Documents distributed to the Commission at the meeting by Staff will be available at the meeting; documents distributed to the Commission by members of the public shall be made available after the meeting.

RETREAT AGENDA ITEMS

1. Shared Luncheon and Discussion on Commission Roles (12:30 – 2:30 p.m.)
2. Overview of the Brown Act by Bill Litt, Deputy County Counsel (2:30 – 3:15 p.m.)
3. Break and Tour of New Civil Rights Office (3:15 – 3:30 p.m.)

REGULAR AGENDA ITEMS

1. Roll Call and Greeting of Visitors – Chairperson Ybarra 3 minutes
2. Public Comment 5 minutes
3. Action Item: Review and Approve Minutes 5 minutes
Minutes of June 20, 2018
4. Presentation of Certificate of Recognition to Patricia Butcher – Chairperson Ybarra 15 minutes
5. Department Head’s Equal Opportunity Plan Presentation – Eric Chatham – Information Technology Department 15 minutes
6. Report from the Human Resources Department on Centralization, Layoffs, and Cradle-to-Hire Process – Irma Ramirez-Bough, HR Director 30 minutes
7. Receive a Standing Report from the Civil Rights Office – Civil Rights Office Staff 15 minutes
8. Announcements
9. Future Agenda Items
 - Child Support Services EO Plan Presentation
 - Human Resources EO Plan Presentation
 - Library EO Plan Presentation
10. Date and Time of Next Meeting
Wednesday, September 19, 2018 at 3:30 p.m.
11. Adjournment

Information Technology Department

Equal Opportunity Plan

2018



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Section 1

Department Head's Acknowledgment & Commitment to the 2018 Departmental Equal Opportunity Plan

The Monterey County Board of Supervisors adopted an ordinance reaffirming their long-standing commitment to the principles of providing equal opportunities for all, and preventing and eliminating unlawful discrimination. The Board of Supervisors values providing an open and empathetic channel of communication for County officials and employees, applicants for employment and for business relationships with the County. Through the adoption of the Equal Opportunity and Non-Discrimination and Diversity Policies the Board of Supervisors also 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 as outlined in County policies and ordinance.



Eric A. Chatham

Director of Information Technology

**INFORMATION TECHNOLOGY
ADMINISTRATION**
Director, WM
Total: 3
2HF, 1WM

INFRASTRUCTURE
Network, Telephone, Radio
Division Manager, APIM
Total: 22
3APIM, 2AAM, 1HF, 4HM, 12WM

BUSINESS OFFICE
Fiscal, Contracts, Project
Management
Division Manager, Vacant
Total: 12
1API, 1APIF, 4HF, 2HM, 4WF

SERVICE DELIVERY
Desktop Services, Service Desk,
Data Center, Warehouse
Division Manager, WM
Total: 36
1 APIF, 6APIM, 1AAM, 1HF, 5HM,
1AIM, 3WF, 18WM

APPLICATIONS
Applications Development & Support
Division Manager, APIM
Total: 20
2APIF, 3APIM, 2AAM, 6HM, 2WF,
5WM

SECURITY
Threat Hunting & Investigations
Chief Security & Privacy Officer, WM
Total: 3
1HM, 1WF, 1WM

Section 3

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

The workforce analysis for the Information Technology Department, dated December 31, 2017, is attached as **ATTACHMENT A**.

Cover Page

Parameters and Prompts

Home Department: 1930

Report Description

The Monterey County Workforce Analysis Chart for Job Classifications within Job Groups Report is a listing and count of ethnicity, gender, classification and job group

1930 - Information Technology

JOB GROUP 02: Management I - (29.7% Minority Availability) - (48.1% Female Availability)

EEO Cat Code	Total Employees			Minorities			Male			Female			Totals			Hours					
	M	F	T	M	F	T	W	AA	HI	API	AI	W	AA	HIS	API	AI	FT	P/T			
OA	1	0	1	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0		
E	3	0	3	2	0	2	1	0	0	2	0	1	0	0	0	2	0	3	0		
P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0		
P	4	0	4	1	0	1	3	0	1	0	0	3	0	1	0	0	0	4	0		
TOTAL Management I	8	1	9	3	0	3	5	0	1	2	0	1	0	0	0	0	66.7%	0.0%	11.1%	22.2%	0.0%

JOB GROUP 03: Professionals - Administration - (44.6% Minority Availability) - (60.8% Female Availability)

EEO Cat Code	Total Employees			Minorities			Male			Female			Totals			Hours					
	M	F	T	M	F	T	W	AA	HI	API	AI	W	AA	HIS	API	AI	FT	P/T			
P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	1	0		
P	1	0	1	1	0	1	0	0	0	1	0	0	0	0	0	1	0	1	0		
P	1	0	1	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0		
P	1	0	1	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0		
P	1	1	2	0	1	1	1	0	0	0	0	1	0	0	1	0	0	2	0		
P	1	0	1	0	0	0	1	0	0	0	0	1	0	0	0	0	0	1	0		
P	1	2	3	1	2	3	0	0	1	0	0	1	0	0	2	1	0	3	0		
P	0	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0		
P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	1	0		
P	3	0	3	1	0	1	2	0	0	0	0	2	0	0	0	0	1	3	0		
P	2	0	2	0	0	0	2	0	0	0	0	2	0	0	0	0	0	2	0		
P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0		
P	3	2	5	3	1	4	0	0	2	1	0	1	0	0	2	2	0	5	0		
P	7	1	8	4	0	4	3	1	2	1	0	4	1	2	1	0	8	0			
P	11	2	12	6	1	7	5	1	3	2	0	6	1	3	3	0	13	0			
P	6	1	7	3	0	3	3	0	1	2	0	4	0	1	2	0	7	0			
P	1	0	1	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0			
TOTAL Professionals - Administration	40	13	53	20	7	27	20	2	10	7	1	6	0	3	4	0	49.1%	3.8%	24.5%	20.8%	1.9%

JOB GROUP 13: Paraprofessional - Technicians II - (58.3% Minority Availability) - (71.9% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male			Female			Totals			Hours								
		M	F	T	M	F	T	W	AA	HI	API	AI	W	AA	HI	API	AI	W	F/T	P/T					
COMMUNICATIONS TECHNICIAN III	T	4	0	4	1	0	1	3	0	0	0	0	0	0	0	0	0	3	0	0	1	4	0		
DATABASE ADMINISTRATOR I	PP	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
DATA CENTER OPERATIONS SUPERVISOR	T	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	
DATA CENTER OPERATIONS TECHNICIAN III	T	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	
INFORMATION TECHNOLOGY SUPPORT TECH III	T	3	0	3	1	0	1	2	0	0	1	0	0	0	0	0	0	2	0	0	1	0	3	0	
IT PROJECT MANAGEMENT ANALYST I	PP	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
NETWORK SYSTEMS ENGINEER I	PP	2	0	2	2	0	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
SOFTWARE PROGRAMMER ANALYST I	PP	2	0	2	2	0	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
SYSTEMS PROGRAMMER ANALYST I	PP	3	0	3	1	0	1	2	0	1	0	0	0	0	0	0	0	2	0	1	0	0	0	3	0
TELECOMMUNICATIONS SPECIALIST II	T	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
TELECOMMUNICATIONS TECHNICIAN III	T	1	0	1	1	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
TOTAL Paraprofessional - Technicians II		19	1	20	9	1	10	10	2	5	1	1	0	0	1	0	0	10	2	6	1	1	20	0	
																		50.0%	10.0%	30.0%	5.0%	5.0%			

JOB GROUP 14: Paraprofessional - Technicians I - (50.8% Minority Availability) - (70.7% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male			Female			Totals			Hours								
		M	F	T	M	F	T	W	AA	HI	API	AI	W	AA	HI	API	AI	W	F/T	P/T					
COMMUNICATIONS TECHNICIAN I	T	1	0	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
COMMUNICATIONS TECHNICIAN II	T	2	0	2	1	0	1	1	0	1	0	0	0	0	0	0	0	1	0	1	0	0	2	0	
DATA CENTER OPERATIONS TECHNICIAN II	T	1	2	3	1	1	2	0	0	0	1	1	0	1	0	0	0	1	0	1	0	0	1	3	0
TELECOMMUNICATIONS TECHNICIAN II	T	1	0	1	1	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
TOTAL Paraprofessional - Technicians I		5	2	7	4	1	5	1	1	2	0	1	1	0	1	0	0	2	1	3	0	1	7	0	
																		28.6%	14.3%	42.9%	0.0%	14.3%			

JOB GROUP 17: Office Clerical II - (74.1% Minority Availability) - (86.6% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male			Female			Totals			Hours								
		M	F	T	M	F	T	W	AA	HI	API	AI	W	AA	HI	API	AI	W	F/T	P/T					
ACCOUNTING TECHNICIAN	OC	1	2	3	1	0	1	0	0	0	1	0	2	0	0	0	0	2	0	0	1	0	3	0	
ADMINISTRATIVE SECRETARY-CONFIDENTIAL	OC	0	1	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0
PRINCIPAL OFFICE ASSISTANT	OC	0	1	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0
SENIOR STOREKEEPER	OC	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
TOTAL Office Clerical II		2	4	6	2	2	4	0	0	1	1	0	2	0	2	0	0	2	0	3	1	0	6	0	
																		66.7%	0.0%	50.0%	16.7%	0.0%			

JOB GROUP 18: Office Clerical I - (57% Minority Availability) - (80.5% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male			Female			Totals			Hours							
		M	F	T	M	F	T	W	AA	HI	API	AI	W	AA	HI	API	AI	W	F/T	P/T				
OFFICE ASSISTANT II	OC	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
TOTAL Office Clerical I		0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
																		100.0%	0.0%	100.0%	0.0%	0.0%		

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					
74	22	96	38	12	50	36	5	19	11	3	10	0	8	4	0	46	5	27	15	3	96	0
22.9%		52.1%									47.9%			28.1%			15.6%		3.1%			
TOTAL - 1930																						
Information Technology																						
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					
74	22	96	38	12	50	36	5	19	11	3	10	0	8	4	0	46	5	27	15	3	96	0
22.9%		52.1%									47.9%			28.1%			15.6%		3.1%			
GRAND TOTAL																						

Section 4

Personnel Activity

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	3	0	0	0	0	0	2	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)	3	0	0	0	0	0	2	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

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	5	2	0	0	2	2	2	1
African American	1	0	0	0	0	0	1	0
Asian/Pacific Islander	1	2	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	4	0	3	0	1	0	0	0
TOTAL (count each person only once)	11	4	3	0	3	2	3	1
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	1	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	1	0	0	0	0	0

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	1	0	0	0
African American	1	0	1	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	0	0	0	1	0	0	1
TOTAL (count each person only once)	4	0	3	0	2	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
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

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	1	0	0	0	0	0	2	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	0	0	0	0	0
TOTAL (count each person only once)	2	0	0	0	0	0	2	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

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	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
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

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	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	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	1	0	0	0	0	0	0	0
TOTAL (count each person only once)	1	0	0	0	0	0	0	0

Section 5

Recruitment - Data (Only under represented for minorities/females)

Job Group: 02	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females
White	74	11	44	8	44	8	3	0
African American	7	4	3	0	3	0	0	0
Asian/Pacific Islander	37	3	15	1	15	1	0	0
American Indian/Alaskan Native	1	0	0	0	0	0	0	0
Hispanic	19	7	11	6	11	6	0	0
TOTAL (count each person once only)	138	25	73	15	73	15	3	0

Job Group: 03	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females
White	127	34	87	23	87	23	8	3
African American	12	2	4	0	4	0	1	0
Asian/Pacific Islander	90	26	50	14	50	14	1	2
American Indian/Alaskan Native	2	3	2	2	2	2	0	0
Hispanic	73	21	42	11	42	11	6	0
TOTAL (count each person once only)	304	86	185	50	185	50	16	5

Job Group: 13	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females
White	25	6	11	3	11	3	1	0
African American	13	0	4	0	4	0	1	0
Asian/Pacific Islander	21	12	12	7	12	7	1	0
American Indian/Alaskan Native	0	1	0	0	0	0	0	0
Hispanic	15	2	6	1	6	1	2	0
TOTAL (count each person once only)	74	21	33	11	33	11	5	0

Job Group: 14	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females
White	16	0	9	0	9	0	1	0
African American	2	0	1	0	1	0	0	0
Asian/Pacific Islander	9	0	3	0	3	0	0	0
American Indian/Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	18	1	6	0	6	0	1	0
TOTAL (count each person once only)	45	1	18	0	18	0	2	0

Section 6

Recruitment Data from Section 5 – Overview

In this section, please provide any additional comments on each under represented job group (for women and minorities), with respect to, turnover rate, difficulties in recruitment, retention or other related issues:

ITD is under represented for women in all job groups except job group 18 and under represented for minorities in job groups 13 and 17. However, ITD has increased its overall representation of minority employees in the workforce over the last few years. In 2015, ITD data reflected minority representation of 42%, compared to 2016 data of 47%, and 2017 data of 52%. Meanwhile, female representation decreased a few percentages compared to the previous year.

According to recruitment data in Section 5, approximately 16% of the individuals selected and hired or promoted through open competitive selection processes were female and 46% were minority. Attracting and hiring minorities into our organization has proven fruitful over the last few years, demonstrated by our increased representation of minorities overall. However, attracting and hiring women in information technology positions has proven challenging in the past, and continues to be a challenge and focus throughout our recruitment and selection processes.

In recent years, ITD experienced unprecedented turnover with 23 regular, full-time employees exiting by retirement, resignation, or death in 2016, and 12 employees in 2017. As ITD is comprised of approximately 100 employees, this amount of turnover in a short period has been stressful on the organization. However, a benefit is that the vacancies provided ITD an opportunity to attract and hire new employees, which has contributed to our ability to increase our diversity and talent make-up.

One challenge for ITD which has adversely impacted minority and female representation in the under represented job groups is job offer acceptances. ITD made several offers to minority and female candidates who ultimately declined the offers for various reasons. Factors that may have contributed to offer declinations include location, benefits, established salary ranges, and U.S. employment authorization status.

Action-Oriented Programs

In addition, please identify the efforts the department has undertaken or will undertake to recruit, hire, promote, and retain qualified minorities and women.

ITD is committed to equal employment opportunity, diversity, and inclusion which includes:

- Implementation of a department specific equal opportunity policy.
- Recruitment and selection processes utilizing broad outreach for diverse candidate pools, diverse panels and subject matter experts (SMEs) at each step in the recruitment and selection process, objective and job-related selection criteria, and team decision-making on final candidates.
- Performance management practices and evaluation focusing on employee professional abilities and progress toward departmental and personal professional objectives.
- Availability of career development and training to create a workforce ready for upward mobility.
- Support of the completion of mandatory discrimination, harassment, diversity, and equal opportunity training by all departmental employees, including both manager/supervisor and regular staff.
- Formal and informal mechanisms for employees to give ongoing feedback and voice concerns, to include an “open door policy” and exit interviews conducted with employees exiting the department.
- Monthly “All Hands” meetings to discuss organizational updates with all staff and recognize individuals and teams for outstanding contributions to personal development and/or team objectives.
- Easy access to policy and other information on various topics via an online SharePoint site dedicated to equal employment opportunity policies and information, to include reasonable accommodation policy and procedures and complaint/incident reporting and resolution information and procedures.

ITD is committed to continuing its efforts in equal employment opportunity, diversity, and inclusion to include improving overall female and minority representation, and hopes to meet and/or exceed utilization goals in under represented job groups in the next reporting period.

The Department continues to employ an aging workforce, with a high percentage of employees eligible to retire. As such, retirements are occurring at a more frequent rate. The Department’s turnover rate is expected to continue to provide an opportunity to attract, hire, and retain an increasingly diverse workforce, and provide promotional opportunities for existing staff eager to take on more responsibility and learn new skills.

In addition, ITD is conducting a classification and compensation study starting in 2018 to address longstanding issues with outdated job descriptions and salary ranges. The expected outcome of the study is job descriptions, salary ranges, and operations that align with current/emerging technology and industry standards. This will enhance the Department’s ability to attract and retain qualified employees, with diverse characteristics, who can make significant contributions to our mission, goals, and objectives.

Accomplishments

In this section, please highlight your department's successes in achieving a diverse workforce. Feel free to use examples or specify by job group.

Overall, ITD can demonstrate a trend of increased diversity over the last several years. To demonstrate the trend of diversity, 2015, 2016 and 2017 data by job group are shown below, which shows an increase in minority representation in all job groups when comparing 2015 to 2017 and an increase of female representation in job groups 14, 17 and 18.

N/A = No positions in Job Group

	2015 Female	2016 Female	2017 Female	2015 Minority	2016 Minority	2017 Minority
Job Group 1:	N/A	0%	N/A	N/A	0%	N/A
Job Group 2:	11%	13%	11.1%	22%	38%	33.3%
Job Group 3:	25%	24%	24.5%	39%	41%	50.9%
Job Group 13:	25%	31%	5.0%	42%	46%	50.0%
Job Group 14:	25%	23%	28.6%	44%	46%	71.4%
Job Group 16:	0%	N/A	N/A	100%	N/A	N/A
Job Group 17:	63%	63%	66.7%	63%	75%	66.7%
Job Group 18:	0%	0%	100%	100%	100%	100%
Overall	26%	26%	22.9%	42%	47%	52.1%

Section 7

Department Specific Activities

(In accordance with the County's Equal Opportunity Plan
Chapter 5: Designation of Responsibility)

In this section, please answer the following questions.

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

Collaborative relationships include partnerships with local high schools and colleges such as Monterey Peninsula College (MPC), Hartnell College, and California State University, Monterey Bay (CSUMB). Other organizations include the Naval Postgraduate School (NPS) and Central Coast Broadband Consortium (CCBC). This includes activities such as HR staff's participation in local high school senior mock interviews to prepare the students for real world job interviews. In addition, ITD has collaborated with several local colleges for internship placements which has led to the employment of several interns in technical teams such as website design and development, network systems, technical drafting, and communication systems installation and maintenance.

- If so, how has this helped with the recruitment of and with the diversity of your candidates for employment and/or promotions

The organizations with which ITD has collaborated are local to Monterey County and represent minority demographics the Department is targeting with recruitment and selection activities.

Additionally, a majority of the candidates for internships, and the individuals who were selected for the opportunities, are minority and/or female. Students who have participated in the Department's internship program have developed and enhanced their knowledge, skills, and abilities in current technologies, making them stronger candidates for current and future job opportunities within the organization. Over the last year, ITD selected 5 individuals for regular or temporary, entry-level positions through competitive selection processes who were current/former interns with the Department. All of selected candidates are minority and 1 is female.

2. What process, procedures or systems have been implemented in your department to support protected groups moving into senior job classifications beyond regular career progression?

To achieve diversity in our selection outcomes, the Department consistently implements the following:

- Recruitment and selection processes utilizing broad outreach for diverse candidate pools
 - Diverse panels and SMEs at each step in the recruitment and selection process
 - Objective and job-related recruitment and selection criteria
 - Team decision-making on final candidates
 - Performance management practices and evaluation focusing on employee abilities and progress toward departmental and personal professional objectives
 - Availability and access to career development and training activities for existing Department employees
- If so, how have they supported vertical movement for protected groups? (data)

In 2017, ITD conducted hiring activities for several lead/senior level technical positions such as Communications Technician III, Software Programmer III, Systems Analyst III, Security Analyst III, Network Engineer III, and IT Project Manager III. The outcome was that 60% of the candidates selected were internal, and of those selected 33% were minority and 17% were female. In addition, ITD provided development opportunities on a temporary basis for existing employees through “Working Out of Class” assignments in lead or management level classes; 66% of the employees selected for these assignments were minority.

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

ITD HR staff have utilized available HR Management Systems (HRM) to track data related to exiting employees and correlating demographic information to identify any trends that may relate to equal opportunity concerns within the organization.

- What does the data show in regard to turnover rates of protected groups, compared to the general population in your department?

In 2015, the ITD workforce consisted of approximately 42% minority and 26% female; in 2016, minority employees represented 47% of the workforce, and female employees represented approximately 26% of the workforce; and in 2017, minority employees represented 52% of the workforce, and female employees represented

approximately 23% of the workforce. This data demonstrates an overall increase in representation of minority employees compared to previous years, and little change in female representation.

According to 2016 turnover and demographic data, approximately 33% of the workforce that exited due to voluntary termination or retirement was minority, and 33% was female. In 2017, 30% were minority and 30% were female.

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

The data does not indicate a negative or concerning trend related to minority turnover. The proportion of minorities exiting the Department is less than the proportion of minorities in the Department's general population. On the other hand, the percentage of women who exited the Department in 2016 and 2017 is greater than the percentage of women in the Department's general population. However, the overall representation of female employees has remained around the same (23-26%) when comparing 2015, 2016, and 2017. This is attributed to the quantity of women we hired during the year.

As described and shown in the "Accomplishments" section above, the Department has made great strides in increasing minority representation of employees over the last several years and strives to increase female representation. ITD consistently makes a good faith effort to attract a diverse pool of candidates. Outreach includes online and hard copy advertising targeting to a diverse array of minority groups such as:

- **Careers Now which includes: Hispanic Hotline, Black Careers Now, and Asian Pacific Careers**
- **Minority Professional Network**
- **Women in Technology International (WITI)**
- **Monsterjobs Diversity Job Ad**
- **Monterey County Equal Opportunity Office outreach mailing list**
- **Other mailings to various local diverse groups including African American, Asian/Pacific Islander, Native American, Hispanic/Latino**

In addition, ITD implements recruitment and selection processes utilizing broad outreach for diverse candidate pools, diverse panels and SMEs at each step in the recruitment and selection process, objective and job-related selection criteria, and team decision-making on final candidates

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

ITD conducts daily “stand-up” and weekly meetings with a diverse group of employee representatives from each division. During these meetings employees communicate and provide updates about current issues/projects and corresponding statuses. Monthly “All Hands” meetings are also conducted with all staff to provide updates for each division and recognize employees for length of service, outstanding contributions to departmental goals and initiatives, and personal achievements in training and development (certifications/education).

In 2015, ITD HR launched a SharePoint site with easy access to employment forms and information. Subject matter includes Employee Self-Service (ESS), Timekeeping, Benefits, Classification and Compensation, Training, Leave of Absence, Workers’ Compensation, Employee/Labor Relations, Equal Employment Opportunity, Internship Program, Policies and Guidelines, Meetings, ITD Information and Resources, and a Manager’s Toolkit. Additionally, the site includes quick links to the HR Department website, County job opportunities, and event calendars.

Also, ITD integrated a “SMART Objectives” component to the performance appraisal process where employees work with their supervisors to identify career related objectives, suggest training, and establish a clear plan that will lead the employee to the desired departmental business objectives and individual career paths.

Overall, ITD management considers and/or implements processes and ideas presented by staff at all levels, as appropriate. ITD promotes and encourages staff to provide input relative to projects or operations in their respective areas, as well as Department-wide projects and initiatives. ITD also encourages all staff to bring forward any questions or concerns related to their employment to their manager/supervisor, the Department Head, or HR, so that issues can be addressed timely and confidentially, to the extent possible.

In 2017, ITD launched an annual employee engagement program. A major component of the program is the annual survey which provides employees an opportunity to confidentially express their views on a variety of topics related to the work environment, department, division, and experiences relative to their job. The data gathered through the survey is used to determine where improvements should be made in the organization.

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

The newly launched survey program is expected to be an excellent tool in helping leadership to understand the perceptions of staff and identify improvement areas on

an ongoing basis. The survey concluded in November and the feedback was reviewed by senior management. Several key areas of improvement were identified to develop action plans for. These areas include training and development opportunities, career advancement, onboarding of new hires, and communication from senior management down to line staff. The first step to developing/refining an action plan is to understand the engagement survey results and underlying issues before moving on to action. Various levels of employees will be involved in the engagement activities and/or solutions, where appropriate. During this phase of the engagement process, one or more techniques/activities may be used to gather more information on improvement topics or develop action plan activities. The following are several examples:

- **Focus Groups** – a small group of individuals invited to actively participate in a structured discussion with a facilitator. The intended purpose is to collect qualitative data that enriches quantitative survey results.
- **One-on-One Interviews** – individual interviews conducted to ask follow-up questions that may not be possible in a survey or may be discouraged by the size, composition, or timing of a focus group. An exit interview is one example of a one-on-one interview that can serve the purpose of gathering satisfaction or engagement input.
- **Pulse Surveys** - a short measurement instrument designed to quickly obtain more information or understanding of employee opinion on an area of improvement, implemented action activities, or other opinions related to engagement efforts.
- **Survey Committee** - a group of individuals convened to evaluate survey results, make priority recommendations to management, monitor progress of action activities, and/or evaluate effectiveness of action plan activities.
- **Action Planning Sessions** – a meeting convened to discuss survey feedback, develop specific action activities designed to improve in priority areas, and expected outcomes, timelines, responsible parties etc., associated with action activities.

The activities involved in action development/refinement will lead to a comprehensive report of clear and specific improvement areas, issues, action activities, those responsible/accountable to lead the activities, timelines, and status to date.

5. Are there any suggestions and/or recommendations for improvement you can offer regarding current policies and procedures?

ITD does not have suggestions and/or recommendations for improvement at this time.

- Please explain your rationale and possible procedures for change and why?
N/A