

County Administrative Office

Equal Opportunity Plan

2025



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Section 1

Department Head's Acknowledgment & Commitment to the 2025 Departmental Equal Opportunity Plan

The County of Monterey's Board of Supervisors (Board) adopted an ordinance reaffirming their long-standing commitment to providing equal opportunities for all and preventing and eliminating unlawful discrimination. The Board values providing an open and empathetic communication channel for elected officials, department heads, employees, applicants for employment and, business relationships with the County of Monterey (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 County Administrative Officer and Department Head, my signature below verifies the accuracy of this report and reaffirms my commitment to equal opportunity and civil rights, as outlined in county policies and ordinances.



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
1HF

Chief ACAO
1WM

Intergovernmental & Legislative Affairs

2APIF, 6HF, 5WF, 1WM

Cannabis Program
Communications
Community Engagement
Legislative
Sustainability

Finance & Administrative

1APIF, 9HF, 2HM, 2WF, 2WM

Budget & Analysis
Finance & Accounting
Economic Development

Workforce Development Board

1APIF, 5HF, 3HM, 2WF, 1WM

Administrative
Fiscal
Business Services
Regional Initiatives
Special Grants

Contracts & Purchasing

4HF, 4 HM, 2WF, 1BF

Self-reported gender and ethnicity:

M – Male F – Female

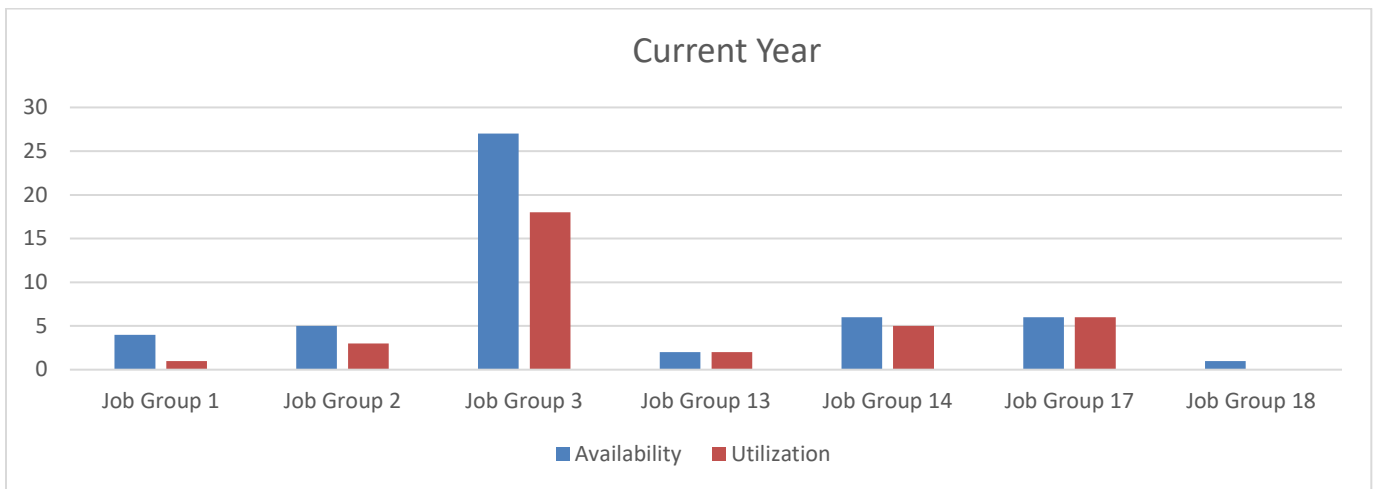
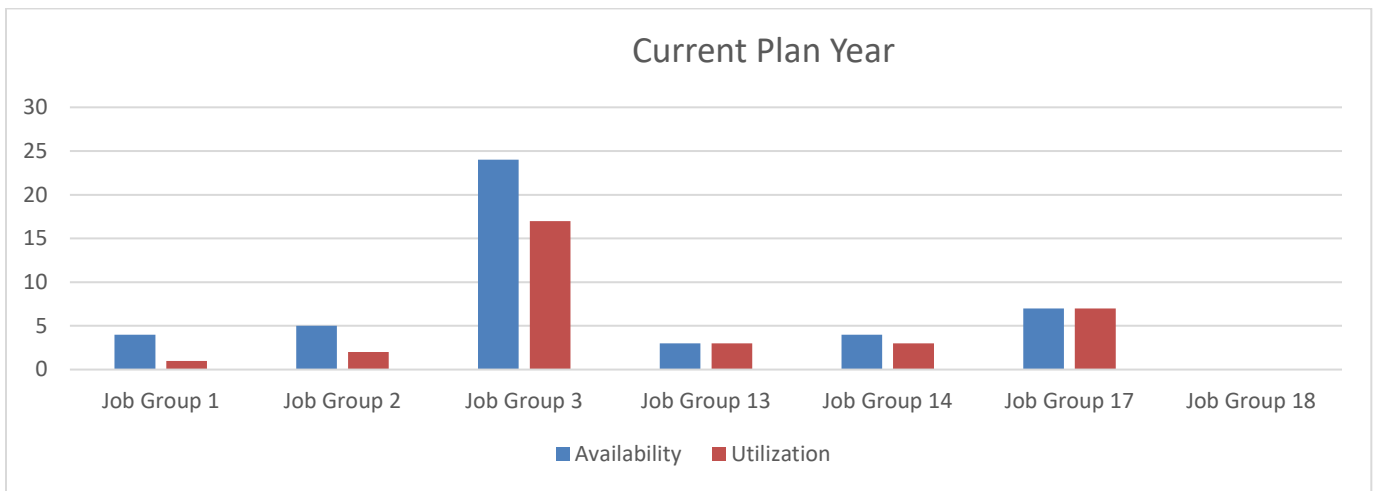
AA - African American; H – Hispanic/Latinx; API – Asian/Pacific Islander; W - White other than /Latinx;
AI – American Indian/Alaskan Native

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:



1050 - County Administrative Office

JOB GROUP 01: Management II - (34.5% Minority Availability) - (51.2% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
ASSISTANT COUNTY ADMINISTRATIVE OFFICER	OA	1	1	2	1	0	1	0	0	1	0	0	1	0	0	0	0	1	0	1	0	0	2	0
CHIEF ASSISTANT COUNTY ADMINISTRATIVE OFFICER	OA	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
WIB EXECUTIVE DIRECTOR	OA	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
TOTAL Management II		3	1	4	1	0	1	2	0	1	0	0	1	0	0	0	0	3	0	1	0	0	4	0
		25.0%			25.0%													#### 0.0% 25.0% 0.0% 0.0%						

JOB GROUP 02: Management I - (37.9% Minority Availability) - (49.7% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
CANNABIS PROGRAM MANAGER	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
ECONOMIC DEVELOPMENT MANAGER	P	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
FINANCE MANAGER II	P	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
LEGISLATIVE PROGRAM MANAGER	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0
SUSTAINABILITY PROGRAM MANAGER	P	0	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0
TOTAL Management I		2	3	5	1	1	2	1	0	1	0	0	2	0	0	1	0	3	0	1	1	0	5	0
		60.0%			40.0%													#### 0.0% 20.0% #### 0.0%						

JOB GROUP 03: Professionals - Administration - (54% Minority Availability) - (60.3% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
BUYER II	P	1	2	3	1	1	2	0	0	1	0	0	1	0	1	0	0	1	0	2	0	0	3	0
CONTRACTS & PURCHASING OFFICER	P	0	1	1	0	1	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0
FINANCE MANAGER I	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
MANAGEMENT ANALYST I	P	0	2	2	0	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	0	0	2	0
MANAGEMENT ANALYST II	P	0	5	5	0	4	4	0	0	0	0	0	1	0	3	1	0	1	0	3	1	0	5	0
MANAGEMENT ANALYST III	P	2	4	6	2	4	6	0	0	2	0	0	0	0	4	0	0	0	0	6	0	0	6	0
PRINCIPAL ADMINISTRATIVE ANALYST	P	0	3	3	0	2	2	0	0	0	0	0	1	0	2	0	0	1	0	2	0	0	3	0
SENIOR ADMINISTRATIVE ANALYST	P	1	1	2	0	0	0	1	0	0	0	0	1	0	0	0	0	2	0	0	0	0	2	0
WIB EMPLOYMENT PROGRAMS SUPERVISOR	P	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
TOTAL Professionals - Administration		4	20	24	3	14	17	1	0	3	0	0	6	1	12	1	0	7	1	15	1	0	24	0
		83.3%			70.8%													#### 4.2% 62.5% 4.2% 0.0%						

JOB GROUP 13: Paraprofessional - Technicians II - (66.2% Minority Availability) - (71.2% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
ACCOUNTANT II	P	1	2	3	1	2	3	0	0	1	0	0	0	0	1	1	0	0	0	2	1	0	3	0
TOTAL Paraprofessional - Technicians II		1	2	3	1	2	3	0	0	1	0	0	0	0	1	1	0	0	0	2	1	0	3	0
		66.7%			#####													0.0% 0.0% 66.7% ##### 0.0%						

JOB GROUP 14: Paraprofessional - Technicians I - (55.7% Minority Availability) - (72.9% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
SENIOR DEPARTMENTAL INFORMATION SYSTEMS COORDI	PP	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0
WIB EMPLOYMENT PROGRAMS REPRESENTATIVE II	PP	1	2	3	1	1	2	0	0	1	0	0	1	0	1	0	0	1	0	2	0	0	3	0
TOTAL Paraprofessional - Technicians I		2	2	4	2	1	3	0	0	2	0	0	1	0	1	0	0	1	0	3	0	0	4	0
		50.0%			75.0%													#### 0.0% 75.0% 0.0% 0.0%						

JOB GROUP 17: Office Clerical II - (81.8% Minority Availability) - (84.2% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
ACCOUNTING TECHNICIAN	OC	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0
ADMINISTRATIVE SECRETARY-CONFIDENTIAL	OC	0	2	2	0	2	2	0	0	0	0	0	0	2	0	0	0	0	2	0	0	2	0	
SENIOR ACCOUNT CLERK	OC	0	1	1	0	1	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	
SENIOR SECRETARY	OC	0	2	2	0	2	2	0	0	0	0	0	0	2	0	0	0	0	2	0	0	2	0	
SENIOR STOREKEEPER	OC	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	1	0	0	1	0	
TOTAL Office Clerical II		1	6	7	1	6	7	0	0	1	0	0	0	6	0	0	0	0	7	0	0	7	0	
		85.7%			#####													0.0% 0.0% ##### 0.0% 0.0%						

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
TOTAL - 1050		13	34	47	9	24	33	4	0	9	0	0	10	1	20	3	0	14	1	29	3	0	47	0
County Administrative Office		#####			70.2%													#### 2.1% 61.7% 6.4% 0.0%						

1050 - NOT AVAILABLE

JOB GROUP 02: Management I - (37.9% Minority Availability) - (49.7% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
COUNTY COMMUNICATIONS DIRECTOR	OA	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
COUNTY HOMELESS SERVICES DIRECTOR	OA	0	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	1	0
TOTAL Management I		1	1	2	0	1	1	1	0	0	0	0	0	0	1	0	0	1	0	0	1	0	2	0
		50.0%			50.0%													#### 0.0% 0.0% #### 0.0%						

JOB GROUP 03: Professionals - Administration - (54% Minority Availability) - (60.3% Female Availability)

Title	EEO Cat Code	Total Employees			Minorities			Male					Female					Totals					Hours	
		M	F	T	M	F	T	W	AA	HIS	API	AI	W	AA	HIS	API	AI	W	AA	HIS	API	AI	F/T	P/T
COUNTY MEDIA ANALYST	E	0	1	1	0	1	1	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0
MANAGEMENT ANALYST I	P	0	1	1	0	1	1	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0
MANAGEMENT ANALYST II	P	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0

MANAGEMENT ANALYST III	P	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	1	0
TOTAL Professionals - Administration		0	4	4	0	2	2	0	0	0	0	0	0	0	0	2	0	2	0	0	0	2	0	2	0	0	0	4	0
		#####			50.0%										#### 0.0% 50.0% 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	W	AA	HIS	API	AI	F/T	P/T
TOTAL - 1050	1	5	6	0	3	3	1	0	0	0	0	2	0	2	1	0	3	0	2	1	0	6	0
NOT AVAILABLE	#####			50.0%													#### 0.0% 33.3% #### 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	W	AA	HIS	API	AI	F/T	P/T
GRAND TOTAL	14	39	53	9	27	36	5	0	9	0	0	12	1	22	4	0	17	1	31	4	0	53	0
	73.6%			67.9%								32.1% 1.9% 58.5% 7.5% 0.0%											

Section 4

Personnel Activity (Current Plan Year)

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

Job Group: 13	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Separations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	-	-	-	-	-	-	-	-
African American	-	-	-	-	-	-	-	-
Asian/Pacific Islander	-	-	-	-	-	-	-	-
American Indian/ Alaskan Native	-	-	-	-	-	-	-	-
Hispanic/Latinx	-	-	-	1	-	-	-	-
TOTAL (count each person only once)	0	0	0	1	0	0	0	0
	Involuntary Separations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	-	-	-	-	-	-	-	-
African American	-	-	-	-	-	-	-	-
Asian/Pacific Islander	-	-	-	-	-	-	-	-
American Indian/ Alaskan Native	-	-	-	-	-	-	-	-
Hispanic/Latinx	-	-	-	-	-	-	-	-
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 Separations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	-	-	-	-	-	-	-	1
African American	-	-	-	-	-	-	-	-
Asian/Pacific Islander	-	-	-	-	-	-	-	-
American Indian/ Alaskan Native	-	-	-	-	-	-	-	-
Hispanic/Latinx	-	1	-	1	-	-	-	-
TOTAL (count each person only once)	0	1	0	1	0	0	0	1
	Involuntary Separations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	-	-	-	-	-	-	-	-
African American	-	-	-	-	-	-	-	-
Asian/Pacific Islander	-	-	-	-	-	-	-	-
American Indian/ Alaskan Native	-	-	-	-	-	-	-	-
Hispanic/Latinx	-	-	-	-	-	-	-	-
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

Personnel Activity (Previous Plan Year)

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

Job Group: 03	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Separations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	-	3	-	-	-	-	-	2
African American	-	-	-	-	-	-	-	-
Asian/Pacific Islander	-	-	-	-	-	-	-	-
American Indian/ Alaskan Native	-	-	-	-	-	-	-	-
Hispanic/Latinx	1	-	-	3	1	2	2	1
TOTAL (count each person only once)	1	3	0	3	1	2	2	3
	Involuntary Separations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	-	-	-	-	-	-	-	-
African American	-	-	-	-	-	-	-	-
Asian/Pacific Islander	-	-	-	-	-	-	-	-
American Indian/ Alaskan Native	-	-	-	-	-	-	-	-
Hispanic/Latinx	-	-	-	1	-	-	-	-
TOTAL (count each person only once)	0	0	0	1	0	0	0	0

Job Group: 14	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Separations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	-	-	-	-	-	-	-	-
African American	-	-	-	-	-	-	-	-
Asian/Pacific Islander	-	-	-	-	-	-	-	-
American Indian/ Alaskan Native	-	-	-	-	-	-	-	-
Hispanic/Latinx	-	-	-	1	-	-	-	-
TOTAL (count each person only once)	0	0	0	1	0	0	0	0
	Involuntary Separations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	-	-	-	-	-	-	-	-
African American	-	-	-	-	-	-	-	-
Asian/Pacific Islander	-	-	-	-	-	-	-	-
American Indian/ Alaskan Native	-	-	-	-	-	-	-	-
Hispanic/Latinx	-	-	-	-	-	-	-	-
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 Separations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	-	-	-	1	-	-	-	-
African American	-	-	-	-	-	-	-	-
Asian/Pacific Islander	-	-	-	-	-	-	-	1
American Indian/ Alaskan Native	-	-	-	-	-	-	-	-
Hispanic/Latinx	-	-	-	-	-	1	-	-
TOTAL (count each person only once)	0	0	0	1	0	1	0	1
	Involuntary Separations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	-	-	-	-	-	-	-	-
African American	-	-	-	-	-	-	-	-
Asian/Pacific Islander	-	-	-	-	-	-	-	-
American Indian/ Alaskan Native	-	-	-	-	-	-	-	-
Hispanic/Latinx	-	-	-	-	-	-	-	-
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

Section 5

Recruitment – Data (Current Plan Year)

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

Job Group:	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White										
African American										
Asian/Pacific Islander										
American Indian/Alaskan Native										
Hispanic/Latinx										
TOTAL (count each person once only)										

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					In 2024, there were zero (0) recruitments that were opened for the County Administrative Office that required selective certification.
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic/Latinx					
TOTAL (count each person once only)					

Recruitment – Data (Previous Plan Year)

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

Job Group:	Applicants		Applicants Who Met Minimum Qualifications (Initial Screening)		Applicants Placed on Eligible List		Applicants Interviewed		Applicant Hired for the Position	
	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females
White										
African American										
Asian/Pacific Islander										
American Indian/Alaskan Native										
Hispanic/Latinx										
TOTAL (count each person once only)										

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					In 2023, there were zero (0) recruitments that were opened for the County Administrative Office that required selective certification.
African American					
Asian/Pacific Islander					
American Indian/Alaskan Native					
Hispanic/Latinx					
TOTAL (count each person once only)					

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) is committed to maintaining a diverse workforce that reflects the County's population. Promoting equal opportunity and inclusion while ensuring compliance with state, local, and federal laws is a top priority. To that end, the CAO is committed to hiring, developing, and retaining top talent who will play a key role in enhancing our customers' experience through service delivery with the utmost courtesy and respect, in accordance with County of Monterey's values.

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

The County's Human Resources Department spearheads recruitment efforts, utilizing local diversity groups and organizations to assist in advertising efforts to recruit qualified individuals, including persons of color and women. Engaging with our local and community-based sources strengthens professional relationships, builds continuity, and demonstrates our ongoing efforts to recruit and retain a diverse workforce.

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, 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 is 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 comprise 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 copies of applications on 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 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 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 two promotions, both of which 2 were female 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 continues to promote its diverse staff into higher-level positions based on job performance and/or completed evaluations that 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 which during the reporting period displayed an overall workforce comprised of 53% females and 71% minorities. The CAO experienced four voluntary terminations and/or retirements, which equated to a turnover rate of approximately 7%; of these 50% were female and 50% 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 accommodation requests, management meets and engages with employees as part of the interactive process to work towards the shared goal of identifying adequate 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?

The County's Human Resources Department facilitated voluntary exit interviews. . 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 sets, abilities, and knowledge to help employees promote as internal or external opportunities arise. Investment in staff has resulted in two 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.

Harassment & Discrimination Prevention Training	Total Number of Employees	# of Employees who Completed Training	Percentage of Employees Completed Training
Supervisors/Managers	43	36	86%
Employees (non-supervisor/non-manager)	12	9	75%
Totals	55	45	82%

Civil Rights Training	Total Number of Employees	# of Employees who Completed Training	Percentage of Employees Completed Training
Supervisors/Managers	43	36	86%
Employees (non-supervisor/non-manager)	12	10	86%
Totals	55	46	84%

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.

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

Section 9

Title VI of the Civil Rights Act Implementation*

	Requirement	Implementation Notes (explain how your department fulfilled or plans to fulfill this requirement. Also include outcomes of the implementation if applicable)	Completed (Y/N)	Completion Date (include actual completion dates and expected completion dates for requirements not yet completed)
General	Title VI notice at public counters	Posted in employee breakrooms (2)	Y	Completed several years ago.
	Internal process to forward discrimination complaints to the Civil Rights Office	Employees were encouraged (and trained) to forward complaints to the Civil Rights Office as appropriate.	Ongoing	Training is ongoing as new personnel join the 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		
Language Access	Departmental language assessment completed	The County's Human Resources Department staff evaluates and tests employees. Approximately 13% of the department's employees are currently receiving bilingual pay.	Ongoing	Assessments were completed as requested by the Department Head.
	Vital documents translated into Spanish	The department continues	N	Ongoing effort

		working towards assessing published documents for conversion to English/Spanish versions. Every effort was made to ensure the translation of outgoing notices, press releases, and social media pushes in English/Spanish during the reporting period (2024).		
	Website – minimize PDFs. When using PDFs, include a Spanish version	As noted above, the department continues working towards assessing published documents and converting them 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	Like 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 it 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
Community Engagement	Projects, programs, policies, and services reflect County stakeholders and are sensitive to diverse demographic backgrounds	The department continues to engage 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 2024 winter storms, the department disseminated weather updates, shelter-in-place, and preparedness information to the community, including communities of color and underrepresented communities within the County.		Ongoing effort
	Considerations taken to ensure equitable engagement	The department ensures that messaging and engagement tools are accessible to the community, including non-English speakers, with culturally sensitive translations and interpretation.		Ongoing effort

	Key community engagement contacts established	The department has established contacts with NAACP, MILPA, Veterans Transition Centers, Housing Authority, local jurisdictions (cities), schools, colleges, water agencies, fire districts, and nonprofit agencies	Y	Completed several years ago; however, the list of community contacts may continue to expand as new organizations are established
	Do you have a process for accessing language interpretation or translation service providers for public events or community engagements?	The department utilizes existing master agreements to procure interpretation/translation services for public/community events.	Y	Budgeted annually

* 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 Rights Act of 1964. Learn about the County's Title VI Plan by visiting the [CRO's website](#).