

# **EQUAL OPPORTUNITY PLAN**

**for**

**COUNTY OF MONTEREY  
168 West Alisal Street, 3<sup>rd</sup> Floor  
Salinas, California 93901**



**JANUARY 1, 2020 – DECEMBER 31, 2021**

## **EQUAL OPPORTUNITY PLAN FOR WOMEN AND PEOPLE OF COLOR**

**Civil Rights Office Contact:**

Juan P. Rodriguez  
Civil Rights Officer  
1441 Schilling Place, North Building  
Salinas, California 93901

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## **BACKGROUND**

The County of Monterey is committed to provide equal employment and promotional opportunities to all County employees and applicants for employment. The County of Monterey believes in treating all people with respect and dignity. We strive to foster a supportive working environment that celebrates the diverse county in which we live and serve. The purpose of the Equal Opportunity Plan (EOP) is to commit to a program that makes equal employment opportunity a reality for all employees, qualified applicants, and residents accessing our services.

The EOP is part of the framework for the County of Monterey policy of nondiscrimination. The EOP is a coordinated program of policies, practices, procedures, and initiatives to ensure equal employment opportunity principles are ingrained in our recruitment, retention, selection, and advancement practices. These practices are applied without regard to race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, medical conditions, genetic information, ancestry, marital status, age, sexual orientation, veteran status, service in the military, or any other characteristic protected by state and federal law.

Monterey County is a federal government supply and service contractor subject to the equal opportunity requirements of Executive Order 11246, the Rehabilitation Act of 1973 as amended, and the Vietnam Era Veterans' Readjustment Assistance Act of 1974, §4212. Because Monterey County has \$50,000 or more in annual contracts with the federal government and employs 50 or more employees, we are required to prepare written Equal Opportunity Plan for people of color and women. Failure to comply with these laws and their implementing regulations, which are enforced by the Office of Federal Contract Compliance Programs (OFCCP), can result in debarment from future contracts and subcontracts.

Equal Employment Opportunity is a term that encompasses any measure adopted by an employer to correct or to compensate for past or present discrimination or to prevent discrimination from recurring in the future. Equal Employment Opportunity goes beyond the simple termination of a discriminatory practice.

A prerequisite to the development of a satisfactory equal opportunity plan is the evaluation of opportunities for protected group members, as well as an identification and analysis of problem areas inherent in their employment. Also, where a statistical analysis of the employee workforce reveals a numeric disparity between incumbency and availability of minorities or women, an adequate equal opportunity plan details specific steps to guarantee equal employment opportunity. These steps are keyed to the problems and needs of protected group members. For people of color and women, such steps include the development of hiring and promotion goals to mitigate the disparity between incumbency and availability. It is toward this end that the following Equal Opportunity Plan of Monterey County was developed.

## **APPLICABLE LAWS AND REGULATIONS**

Monterey County's Equal Opportunity Plan for people of color and women has been prepared according to Executive Order No. 11246, as amended, and Title 41, Code of Federal Regulations, Part 60-1 (Equal Employment Opportunity Duties of Government Contractors), Part 60-2 (Equal Opportunity Programs of Government Non-Construction Contractors; also known as "Revised Order No. 4"), and Part 60-20 (Sex Discrimination Guidelines for Government Contractors).

## **PROTECTED GROUPS**

Coverage under equal employment opportunity laws and regulations applies to:

Women and minorities who are recognized as belonging to or identifying with the following race or ethnic groups: Blacks/African Americans, Hispanics/Latinos, Asians, Native Hawaiians or Pacific Islanders, American Indians or Alaskan Natives, and Two or More, i.e. mixed races.

Federal and State law, as well as County of Monterey policies, also prohibit discrimination against individuals with disabilities.

An individual with a disability: a person who has a physical or mental impairment that substantially limits one or more of his/her major life activities; (2) has a record of such impairment, or (3) is regarded as having such an impairment.

## **REPORTING PERIOD**

This Equal Opportunity Plan is designed to cover the following reporting period: January 1, 2020, through December 31, 2021.

## **CHAPTER 1: COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY**

The County of Monterey reaffirms its commitment to a policy of equal employment opportunity. The County of Monterey will continue to administer its personnel policies and conduct its employment practices in a manner that treats each employee and applicant for employment on the basis of merit, experience, and other work related criteria, without regard to race, religious creed, color, national origin, ancestry, disability, medical condition, marital status, sex, age, or sexual orientation.

The County of Monterey is committed to maintaining a meaningful, result-oriented equal opportunity plan in order to achieve a balanced workforce that reflects the sex and ethnic minority workforce composition of the County of Monterey's relevant labor market. It is the responsibility of the Civil Rights Office, under the general direction of the Board of Supervisors and County Administrative Officer, to ensure the spirit and intent of the equal opportunity plan is carried out.

The County of Monterey will designate the Civil Rights Officer to serve as the Equal Employment Opportunity Officer and will focus its equal employment opportunity efforts on enhanced outreach and training programs. The County of Monterey is committed to making a good faith effort to successfully achieve Equal Employment Opportunity.

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(Signature)

Charles J. McKee  
County Administrative Officer

April 21, 2020

## CHAPTER 2: ORGANIZATIONAL PROFILE

### **Workforce Analysis/Lines of Progression**

The County of Monterey conducted a workforce analysis to identify employees by gender and race/ethnicity in each job title. The data was collected from payroll records dated January 1, 2020.

Job titles are listed by organizational unit. Job titles are listed from lowest to highest paid. The list includes all job titles, including departmental supervision, exempt, and nonexempt titles.

For each job title, the lower threshold of the salary range is provided, as well as the Equal Employment Opportunity (EEO) Category to which the title is assigned. For each job title, the County of Monterey identified the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of White, African American/Black, Latino/Hispanic, Asian or Pacific Islander, American Indian or Alaskan Native, Native Hawaiian or Pacific Islander, and two or more race employees, and the male and female employees within each of these race/ethnic groups.

The County of Monterey carefully analyzed the workforce analysis to identify problem areas needing correction, such as concentrations or segregation of minorities or women by organizational unit, job, pay, or EEO Category. Problems, if any, are identified in Chapter 9: Identification of Problem Areas; programs to correct the identified problems are identified in Chapter 10: Action-Oriented Programs.

### **Lines of Progression**

Developed in conjunction with the workforce analysis is information on County of Monterey's lines of progression. Lines of progression (career ladders/career paths) identify the job titles through which an employee can move to the top of a line. For each line of progression, applicable departments are identified. These are the departments that employ persons in the job titles in the specified line of progression. Some lines of progression are limited to only one department, while others are found throughout several departments.

The lines of progression provide useful information regarding patterns of vertical and horizontal movement throughout our workforce. These patterns will be evaluated to ascertain whether they provide to our employees the optimum career mobility and opportunities for advancement.

See the *Workforce Analysis* for each organizational unit.

## CHAPTER 3: JOB GROUP ANALYSIS

Although the workforce analysis was conducted individually for every job title, after it was completed, the job titles were grouped for the comparison of incumbency to availability. There were several reasons for grouping jobs.

Many job titles are similar in content such that handling them individually in the Equal Opportunity Plan is not necessary. Grouping together these very similar titles is appropriate for the comparison of incumbency to availability.

For many job titles, the availability data that can be collected is limited, and the same data must be used for several related jobs. Therefore, grouping these related titles together is logical.

Many job titles have so few incumbents in them that identifying disparities between incumbency and availability by job title is meaningless – as problem areas would be identified in terms of fractions of people. By grouping several similar titles and increasing the number of employees involved, a meaningful comparison can be conducted; any identified problem areas are more likely to be in terms of whole people.

The three reasons for grouping job titles all discuss “similar” or “related” jobs. That is the most critical guideline in creating job groups. Above all, the job titles placed into a job group must be more similar or related to each other than the job titles in other job groups.

Listed below are the guidelines that were followed in developing the job groups for which disparities between incumbency and availability were identified.

### Job Grouping Guidelines

1. The content of the jobs included in a group must be similar. Similar content refers to job responsibilities and requisite skills required.
2. The wage or salary rate for the jobs included in a group must be similar. Pay rates should be considered in conjunction with job content. Large apparent differences in pay, when associated with differences in job title and/or location within an organization, suggest an unacceptable job grouping.
3. Job titles placed in a job group should be similar in opportunity. Opportunity refers to the ability to take advantage of training, transfers, promotions, mobility to desirable situations, and other employment benefits. Ideally, each job within a job group should have opportunities like other job titles within the same job group.
4. The groups should not include jobs with clearly different representation patterns. For example, jobs predominately filled with males should not be combined in the same group with jobs predominately filled with females.
5. Many job groups, if appropriately constructed, should cut across departmental or organizational units, but not across EEO Categories.

6. Employers with over 150 employees should not use EEO occupational categories as the only job groups in an equal opportunity plan. EEO categories are generally much too broad for proper availability analysis purposes. However, jobs placed in a group should generally belong to the same EEO Category.
7. Employers with less than 150 employers may use EEO categories as the only job groups.
8. The size of the employer's workforce is a major factor in determining how well the criteria above can be met in creating job groups.
  - a. Job groups must have enough incumbents to permit meaningful comparisons of incumbency to availability. No minimum size has been established for this purpose. However, since it is dependent not only on the size of the job group, but also on the size of the availability percentage and the number of minorities or women already employed in the job group.
9. Although Monterey County recognizes that it is not possible to adhere to every guideline above when creating job groups, we nevertheless did not combine job titles with different content, wages, or opportunities if doing so would have obscured problem areas (e.g., job groups which combine jobs in which minorities or women are concentrated with jobs in which they are underrepresented).

## CHAPTER 4: PLACEMENT OF INCUMBENTS IN JOB GROUPS

Each job group appears on a Job Group Analysis with a job group code and name. The report lists each job title in the job group. For each job title, the analysis provides the following information: EEO-4 reporting category, job title, employee headcounts for each job title, and overall percentages by gender and race/ethnicity as of January 1, 2020.

See the *Job Group Analysis* for the listing of the job titles and the associated race and gender headcounts per job group.

## CHAPTER 5: DETERMINING AVAILABILITY

“Availability” is an estimate of the proportion of each sex and race/ethnic group available and qualified for employment at Monterey County for a given job group in the relevant labor market during the life of the Equal Opportunity Plan. Availability indicates the approximate level at which each race/ethnic and sex group could reasonably be expected to be represented in a job group if Monterey County’s employment decisions are being made without regard to gender, race, or ethnic origin. Availability estimates, therefore, are a way of translating equal employment opportunity into concrete numerical terms. Correct comparisons of incumbency to availability and real increases in employment for problem groups depend on competent and accurate availability analyses. With valid availability data, we can compare the percentages of those who could reasonably be expected to be employed versus our current employment – from the job group analysis – and identify problem areas or areas of deficiency.

### Steps in Comparison of Incumbency to Availability

#### Identify Availability Factors

The following availability factors are required of federal government contractors for consideration when developing availability estimates for each job group:

1. External Factor: The external requisite skills data comes from the 2010 Census of Population.
  - a. Local labor area: An employee residence zip code analysis was conducted to identify the local labor areas. See Zip Code Analysis.
  - b. Reasonable labor area: National
2. Internal Factor: The percentage of minorities or women among those promotable, transferable, and trainable within the contractor’s organization. See the Feeder Job Group report.

Assign Internal and External Factor Weights: Weights were assigned to each factor for each job group. A combination of historical data and experience were used to determine the weights. Weights were never assigned in an effort to hide or reduce problem areas.

Identify Final Availability: Weights were multiplied by the component-specific data to produce weighted data for each component. Weighted data for each component was summed. This produced a final availability estimate for each sex and race/ethnic group, as well as for minorities in the aggregate.

See the *Availability Analysis* for the availability breakdown for each job group.

## CHAPTER 6: COMPARING INCUMBENCY TO AVAILABILITY

Once final availability estimates were made for each job group, Monterey County compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of January 1, 2020, and that group's final availability.

See the *Comparison of Incumbency to Availability and Placement Goals* reports for the results per job group.

## CHAPTER 7: PLACEMENT GOALS

Monterey County has established an annual percentage placement goal whenever it found that people of color or female representation within a job group was less than would reasonably be expected given their availability. In each case, the goal was set at the availability figure derived for women and/or minorities, as appropriate for that job group. These goals take into account the availability of basically qualified persons in the relevant labor area. They also take into account anticipated employment opportunities with our organization. Goals are not rigid and inflexible quotas which must be met but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AAP work. These goals will be reached primarily through recruiting and advertising to increase the pool of qualified minority and female applicants and through implementation of our action-oriented programs (*see* Chapter 10). Selections will occur only from among qualified applicants. Goals do not require the hiring of a person when there are no vacancies or the hiring of a person who is less likely to do well on the job (“less qualified”) over a person more likely to do well on the job (“better qualified”), under valid selection procedures. Goals do not require that Monterey County hire a specified number of people of color or women.

A goal is a guidepost against which Monterey County, a community group, or a compliance agency can measure progress in remedying identified deficiencies in Monterey County’s workforce. By setting realistic goals, the County of Monterey should be able to meet them, assuming we conduct effective recruitment and advertising efforts to ensure an adequate pool of qualified minority and/or female applicants.

See the *Comparison of Incumbency to Availability and Placement Goals* reports for the results per job group.

## CHAPTER 8: DESIGNATION OF RESPONSIBILITY

As part of its efforts to ensure equal employment opportunity to all individuals, Monterey County has designated specific responsibilities to various staff to ensure the EOP focuses on all components of the employment system. To that end, the Board of Supervisors, the County Administrative Officer, the Civil Rights Officer, and those employed as supervisors and managers have undertaken the responsibilities described below.

### **Board of Supervisors:**

The Board of Supervisors bears the responsibility to ensure that the County of Monterey is compliant with all federal and state laws and regulations mandating equal employment opportunity and nondiscrimination.

The Board's role includes the following:

1. Adoption of the Equal Opportunity Plan (EOP) on a County-wide basis.
2. Designate the Civil Rights Officer the responsibility for overseeing, administering, implementing, and monitoring the County of Monterey's EOP, and ensure that the Civil Rights Officer is identified in writing by name and job title.
3. Give the Civil Rights Officer the necessary authority and budgetary support and staffing to successfully implement the adopted EOP.
4. In accordance with County of Monterey policies, hold all officials, elected and appointed, accountable for the actions of their managers, supervisors, staff, and agents.
5. Ensure that the County of Monterey adheres to the stated policy of equal employment opportunity by monitoring the application of equal employment opportunity policies.
6. Ensure County of Monterey staff participation and completion of mandatory Civil Rights Office trainings.

### **Civil Rights Officer:**

The Civil Rights Officer is responsible for ensuring the directives of the Board of Supervisors are implemented. The Civil Rights Officer's duties include the following:

1. Provide direction to County of Monterey employees, as necessary, to carry out all actions required to meet the County of Monterey's equal employment opportunity goals and commitments.
2. Reviewing the County of Monterey's personnel policies to ensure they are consistent with the equal opportunity laws and the County of Monterey's Equal Opportunity Plan (EOP).
3. Review, report on, and update Monterey County's EOP at least once every two years.

4. Design and effectively implement the EOP.
5. Develop, implement, and maintain audit and reporting systems to measure effectiveness of equal employment opportunity programs, including those that will indicate the need for remedial action, and determine the degree to which goals and objectives have been met.
6. Advise management in the modification and development of County of Monterey policies to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.
7. Conduct periodic audits to ensure all required posters and those advertising Monterey County of Monterey's equal employment opportunity policies and EOP are displayed and that Monterey County of Monterey's equal opportunity policies are being thoroughly communicated to staff and potential employees.
8. Establish Employee Advisory Groups (ERGs) for women, people of color, and people with disabilities that support and align with Monterey County of Monterey's workforce goals in the areas of outreach, recruitment, leadership development, and retention.
9. Ensure that departmental EOPs are updated and submitted annually to the Civil Rights Office and to the Equal Opportunity and Civil Rights Advisory Commission (EOCRAC).
10. Audit a minimum of three oral examinations or interviews per quarter to ensure equal employment opportunity is afforded to applicants for employment.
11. In partnerships with Human Resources Department (HRD), identify underutilization in job groups and establish procedures, goals, and objectives to achieve adequate parity.
12. Keeping management informed of the latest developments in the equal employment opportunity area.
13. Provide guidance to department heads, managers, and supervisors in taking proper action to prevent employees from being discriminated or harassed in any way, through one-on-one contact, training, and/or corrective action.

**Equal Opportunity and Civil Rights Advisory Commission:**

The Equal Opportunity and Civil Rights Advisory Commission (EOCRAC) serves as an advisory commission to the Board of Supervisors in matters relating to equal employment opportunity and access to contracting opportunities.

The EOCRAC is a diverse commission comprised of representatives of protected groups, representatives appointed by the Board of Supervisors, and representatives of designated employee groups.

The specific duties of the EOCRAC include the following:

1. Review and provide recommendations on equal employment opportunity (EEO) programs and EEO-related trainings and activities.
2. Review County of Monterey recruitment, testing, selection, and promotion procedures and recommend changes when deemed necessary.
3. Hold meetings with department heads and appropriate employee and community groups to achieve full implementation of the EOP.
4. In coordination with the Civil Rights Officer, assist with the preparation and delivery of an annual report to the Board of Supervisors.
5. Review departmental EOPs and advise departments on best practices for attracting and retaining women and people of color in the County of Monterey workforce.

**County Administrative Officer:**

The County Administrative Officer (CAO) is responsible for achieving the objectives established in the County of Monterey's Equal Opportunity Plan and for the effective implementation of the Plan on a County-wide basis, as directed by the Board of Supervisors.

The CAO's specific duties include the following:

1. Evaluate department head performance in the EEO area.
2. Through administrative and budgetary direction, establish priorities for carrying out the various aspects of the EOP.
3. Manage subordinate department heads who consistently fail to comply with EOP guidelines, who fail to complete mandatory Civil Rights Office training, or where there is underutilization in their departments caused by a lack of good faith efforts in hiring, recruitment, and/or promotions.

**Human Resources Department:**

The Director of the Human Resources Department (HRD) has the principal responsibility of developing and maintaining the County of Monterey's personnel system including recruitment, selection, classification, testing, and compensation programs, and for ensuring that these systems are adhered to in accordance with federal and state mandates.

In addition, the Director of HRD is responsible for coordinating and implementing County of Monterey programs and policies which impact the EOP, which include the following:

1. Develop and implement recruitment, selection, promotion, transfer, and layoff programs which address the County of Monterey's equal opportunity policies and needs.
2. Evaluate recruitment and examination methodology to ensure the applied criteria is job-related, defensible, and free from adverse impact towards women, people of color, protected

veterans, and individuals with a disability.

3. Monitor County of Monterey recruitments and selection efforts to ensure compliance with the EOP.
4. Coordinate with the Civil Rights Officer to ensure compliance with EOP procedures and objectives.
5. Coordinate employee development programs designed to increase employee job skills and career opportunities and ensure that employees seeking career counseling are referred appropriately.
6. Collaborate with the Civil Rights Officer and all HRD staff, including decentralized staff, to assist departments in arriving at solutions to equal employment opportunity issues.
7. Address adverse impact implications in the hiring process by providing training on selection process, policy, the proper use of disposition codes for applicants, and consistent application of selection criteria.
8. Monitor hiring decisions, as necessary.
9. In collaboration with the Civil Rights Office, provide implicit bias training to all persons involved in the recruitment, hiring, and selection process.
10. Review all job descriptions and specification to ensure they are free of discriminatory provisions and artificial barriers and that all requirements are job-related, realistic, and that they reflect the actual work requirements of the essential job duties.
11. Provide updates and status reports on HRD policies and procedures to the Equal Opportunity and Civil Rights Advisory Commission.
12. Provide to the Civil Rights Office the prior year's applicant data from NEOGOV, or any other employment application software used by the County of Monterey, by January 31<sup>st</sup> of every year.
13. Ensure that HRD staff search and send job flyers to organizations in the Talent Acquisition Database (TAD) for recruitments where women and people of color are underutilized.

**Department Heads:**

Department heads – elected and appointed – are the appointing authorities within the County of Monterey who are responsible for all personnel actions within their departments. Department heads may delegate authority to unit managers or supervisors to make employment and promotion decisions, but the ultimate responsibility and authority remains with the department head.

Additionally, department heads are responsible for the following:

1. For all actions taken by departmental managers and supervisors and for ensuring their compliance with the provisions of the EOP, the County of Monterey's equal opportunity and nondiscrimination policies, and completion of mandatory Civil Rights Office training.
2. Submit, annually, to the Civil Rights Office and the Equal Opportunity and Civil Rights Advisory Commission (EOCRAC) their Department's EOP outlining the effectiveness of their equal employment opportunity efforts. The Department must use the format disseminated by the Civil Rights Office.
3. Every two years present their Department's EOP to the EOCRAC.
4. Coordinate and monitor employee training programs designed to increase employee job skills and career opportunities within their own departments and ensure, as is feasible, that all employees have equal access to job-related developmental programs and on-the-job training.
5. Provide opportunities for managers, supervisors, and employees to attend County of Monterey-sponsored equal employment opportunity training.
6. Support manager, supervisor, and employee leadership development by allowing their participation in Employee Resource Groups (ERGs), when feasible.
7. Ensure that managers, supervisors, and other employees in their departments understand and comply with the County of Monterey's equal opportunity and related policies.
8. Make a good faith effort to achieve a diverse workforce utilizing the most recent EOP data by monitoring and ensuring that their assigned Human Resource Department professionals follow equal opportunity and related policies so that recruitment, exam, and selection processes promote diversity and attempt to eliminate adverse impact.
9. Take positive measures to provide equal employment opportunity within their departments.
10. Within their area of expertise, identify professional, educational, and community organizations to recruit women, people of color, protected veterans, and individuals with disabilities, for the County of Monterey's Talent Acquisition Database (TAD), and communicate that information to the Civil Rights Office and/or the Human Resource Department.

**Managers and Supervisors:**

The County of Monterey recognizes that the cooperation of managers and supervisors is required to achieve the full potential of the EOP. In their direct day-to-day contact with County of Monterey employees, managers and supervisors have assumed certain responsibilities to help the County of Monterey ensure compliance with equal employment opportunity programs and effective implementation of the EOP.

These shared responsibilities include the following:

1. Apply all personnel policies and practices equitably to provide a workplace free of discrimination and, upon request, provide employees with copies of the written policies.
2. Assign employees to significant jobs that might lead to greater personal growth and value, and counsel them regarding what is needed for upward mobility within the employment structure.
3. Ensure that all interviews, offers of employment, and/or wage commitments are consistent with the Monterey County's policies.
4. Identify and support the internal promotion and transfer of all qualified employees under their supervision, consistent with EOP goals and objectives.
5. Assist in identifying underutilization and provide information for establishing and meeting department equal employment opportunity goals and objectives.
6. Undertake measures designed to prevent the harassment and discrimination of employees.

**Employees:**

All County of Monterey employees are responsible for creating and maintaining a work environment that is conducive to achieving equal employment opportunities and that is free of any form of unlawful discrimination or harassment.

## **CHAPTER 9: IDENTIFICATION OF PROBLEM AREAS**

In addition to comparing incumbency to availability within job groups, Monterey County has conducted studies to identify problem areas in each of its selection procedures (i.e. hires, promotions, and terminations) as well as by organizational unit. Monterey County will continue to monitor and update these studies during each EOP year.

In each case where potential problem areas have been identified, the County of Monterey will implement, as appropriate, equal employment opportunity measures that are consistent with any of the action-oriented programs described in Chapter 10 of this EOP.

### **41 C.F.R. § 60-2.17(b)(1): Workforce by Organizational Unit and Job Group**

An analysis of people of color and female distribution within each organizational unit was accomplished by a thorough investigation of the Workforce Analysis. *See* the Workforce Analysis by organizational unit.

An analysis of people of color and female utilization within each job group was accomplished by a thorough investigation of the Comparison of Incumbency to Availability reports. *See* the Comparison of Incumbency to Availability reports for each job group.

### **41 C.F.R. § 60-2.17(b)(2): Personnel Activity**

Information on applicants, hires, promotions, and terminations will be collected and analyzed by job group. The Human Resources Department has enterprise software that will ensure complete and accurate tracking of personnel activity to facilitate analysis of selection disparities.

An analysis of selection disparities in personnel activity between men/women and whites/people of color was accomplished by a thorough examination of transaction data. In order to avoid meaningless results, Impact Ratio Analyses were conducted only if there are at least 5+ transactions that occurred in a job group. *See* the Personnel Transaction reports for each job group.

### **41 C.F.R. § 60-2.17(b)(3): Compensation Systems**

Compensation analyses were conducted by comparing the mean salaries for men v. women, and whites v. people of color in each job title. Mean tenure within the organization was also considered as a moderating factor.

## CHAPTER 10: ACTION-ORIENTED PROGRAMS

The County of Monterey tailors its action-oriented programs every two years to ensure they are specific to the problem identified.

### **Action-Oriented Program (AOPs):**

The action-oriented programs are designed to address the underutilization of women and people of color, the utilization goal set for individuals with disabilities, and the hiring benchmark for the protected veterans, are listed below. These action-oriented programs will be carried out throughout the EOP years. Evaluation of these AOPs will be conducted annually.

The Civil Rights Officer, with the help of the County Administrative Officer, the Director of Human Resources Department (HRD), department heads, and managers, will be responsible for ensuring that the following is implemented to meet the County of Monterey's Equal Employment Opportunity Goals:

#### A. SELECTION PROCESS

1. Develop position descriptions that accurately reflect position functions, identify the essential job functions, and the physical and mental abilities required to perform the essential functions. Whenever Monterey County applies physical or mental qualification standards in the selection of applicants or employees, HRD will conduct a review of the class specification to be certain that the qualification standards are job-related and consistent with business necessity.
2. HRD will ensure that job classifications are continually reviewed to determine the knowledge, skills, abilities, and other requirements are current. Job classifications will not contain any requirements that would result in discrimination based on race, color, religion, sex, age, national origin, disability, veteran, status, or other characteristics protected by federal or state law.
3. The Civil Rights Officer will be advised of all new and revised job classifications and class specifications prior to their adoption, and may recommend changes, where necessary, to eliminate artificial barriers to employment and promotion.
4. Approved job classifications will be made available by the Human Resources Director to the Civil Rights Officer.
5. Monterey County will only use job classifications that include job-related criteria.
6. HRD will carefully select and train all personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes to eliminate bias in all personnel actions.
7. HRD will notify the appointing authorities when they are filling positions in underutilized job groups. This notice will include a reminder of Monterey County's commitment to equal opportunity and of making good faith efforts in the recruitment

and selection of people of color, women, and people with disabilities.

**B. RECRUITMENT PROCEDURES**

1. HRD will work to ensure that recruitments and examination processes are defensible and free from adverse impact.
2. Monterey County will place job opportunity announcements on its website, CalJobs, the County of Monterey's social media accounts, and post in appropriate locations throughout its offices.
3. Monterey County will inform local and regional educational and vocational institutions of current job opportunities.
4. If there is underutilization, HRD personnel will use the Talent Acquisition Database (TAD) to target outreach to the identified underutilized groups.
5. The County of Monterey will continue to strengthen relationships to encourage applicant referrals with the following organizations: minority groups, female groups, community action groups, state employment agencies, professional organizations, educational institutions, and recruitment agencies. All interested groups will be added to the TAD for future recruitments. Monterey County will make every effort to give these agencies a reasonable amount of time to locate and refer applicants before closing the recruitment.
6. Job-related applications, advertisements, and newsletters will always carry the Equal Employment Opportunity clause, as required by federal law.
7. People of color and female applicants will be considered for all positions for which they are qualified.
8. The County of Monterey will participate in job fair, career day, and community activities, when possible, to achieve parity throughout the workforce and to advertise career opportunities within the County of Monterey.
9. The County of Monterey acknowledges that, on occasion, the expertise and services of an outside recruitment agency may be required. When a recruitment is assigned to an outside recruitment firm, HRD and the appointing department head are responsible for monitoring the recruitment activities to ensure that the intent of equal employment opportunity principles are observed throughout all phases of the recruitment. The Civil Rights Office may request information regarding recruitments completed by outside entities to monitor compliance with the EOP.
10. The County of Monterey will encourage all Employee Resource Group participants to refer qualified applicants to HRD.
11. Where groups of employees are featured in recruitment brochures or other literature, the County of Monterey will include people of color, women, and individuals with disabilities.

12. If there is underutilization within a job group, a recruitment outreach plan must be submitted to and approved by the Civil Rights Office before the job announcement can be posted. The Civil Rights Officer shall recommend changes, where necessary, to eliminate artificial barriers to employment and promotion.
13. If there is underutilization, departments shall explore the potential use of the trainee status prior to conducting recruitment to determine if it would produce a more diverse candidate pool. The use of the trainee status shall be compliant with the elements outlined in the County of Monterey's Personnel Policies and Practices Resolution.
14. List all job openings of three days or more with the California Employment Development Department.
15. HRD will conduct formal briefing sessions with representatives from recruiting sources. These sessions may include facility tours, clear and concise explanations of current and future job openings, position descriptions, explanations of the County of Monterey's selection process, and recruitment literature. HRD will arrange for referral of applicants and follow-up with the recruiting sources.

#### C. PROMOTIONAL OPPORTUNITIES AND TRAINING

1. Post job announcements for promotional opportunities on bulletin boards, electronic bulletin boards, and distribute to all personnel.
1. HRD will ensure the development of a succession plan that will focus on retention and promotion of female and minority employees. The program will include leadership training, opportunities to participate in cross-functional project assignments, mentoring, and trainings and workshops to prepare employees for future leadership positions within the County of Monterey.
2. Women, people of color, protected veterans, and individuals with disabilities will be afforded a full opportunity for employment and promotion and will be encouraged to participate in all organization-sponsored educational and training programs.
3. Department heads, managers, and supervisors will encourage all employees to apply for promotional opportunities by providing career development opportunities and notices of promotional opportunities.
4. Departments are responsible for training and educating their management and supervisory staff about their responsibilities in providing equal employment opportunities.
5. Departments will encourage managers and supervisors to discuss their employees' career goals and help develop and record plans for them to achieve their goals.

6. Department heads, managers, and supervisors will encourage the promotion and overall career development of qualified employees without regard to their gender, race, disability, age, and all other characteristics protected by federal and state law.
7. Monterey County will use a formal employee evaluation process in accordance with its Performance Evaluation Policy and Program.
8. The County of Monterey will provide career development opportunities for employees and equal access to development and training classes sponsored by the County, as resources permit.
9. Where appropriate, the County of Monterey's flexible staffing program will be utilized to facilitate mobility and promotional opportunities within the County.
10. Monterey County acknowledges that the Tuition Assistance Program is a valuable tool for employees and the County of Monterey in aiding in the job advancement of County of Monterey employees. The County of Monterey suspended its program as a cost reduction measure. However, the County of Monterey is committed to re-establishing the program or an effective alternative when financially feasible.

#### D. SEPARATIONS

1. Departments will use the County of Monterey's Progressive Discipline Model before terminating employees. The Civil Rights Officer will monitor and conduct adverse impact analyses so that women, people of color, protected veterans, and individuals with disabilities do not leave the County of Monterey at rates substantially dissimilar to others.
2. HRD will submit an annual report in May of each year to the Equal Opportunity and Civil Rights Advisory Commission detailing the demographics of separating employees for the previous calendar year. If trends or adverse impacts are identified, the Civil Rights Office and HRD will work collaboratively to address any issues.
3. HRD has developed a standard exit interview form that has been disseminated as a tool for departments in conducting exit interviews. Each department will be responsible for reviewing information collected and reporting any areas of concern impacting equal opportunity to the Civil Rights Officer annually.

## CHAPTER 11: INTERNAL AUDIT AND REPORTING

To ensure that the County's Equal Opportunity Plan is fully implemented, it established the following internal audit system. The Civil Rights Officer:

1. Monitors records of all personnel activity, including referrals, placements, transfers, promotions, terminations, and compensation, at all levels to ensure the nondiscriminatory policies are carried out throughout the organization.
2. Requires internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained.
3. File an EEO-4 Report as required by the federal guidelines.
4. Reviews report results with all levels of management.
5. Advises top management of program effectiveness and submit recommendations to improve unsatisfactory performance.

When necessary, the County of Monterey will take the following steps to audit the effectiveness of the EOP:

1. The Civil Rights Officer, in conjunction with the Director of HRD, will monitor records of all personnel activity, including applicant flow, hires, transfers, promotions, terminations, layoffs, compensation, or any other type of record necessary to ensure the County of Monterey's nondiscriminatory policies are carried out.
2. Upon the request of the Civil Rights Office, the Director of HRD shall submit the following data for review, County-wide and by department:
  - a. **Applicant Flow** – reports that document the number of applicants for employment, interviewees, and new hires to assess overall applicant pool diversity by gender and ethnicity and to assess overall equity of the employment decisions in the recruitment and selection process.
  - b. **Recruitment and Selection** – reports that contain applicant data in selection decisions, including copies of recruitment plans that document special activities designed to increase the representation of women and people of color in the applicant pool.
  - c. **Periodic Review** – periodically, the Director of HRD and the Civil Rights Officer shall review and may jointly adjust the job groupings, to ensure that groupings and job categories are in line with, and appropriate to, the criteria, goals, and objectives specified in this Plan.
  - d. **Promotions and Demotions** – reports that contain data on promotions into and demotions out of job groups by gender and ethnicity.

- e. **Separations** – reports that contain data on separations, by type, and by gender and ethnicity.
  - f. **Corrective Actions** – reports that contain data on corrective actions other than terminations by gender and ethnicity.
  - g. Any other report or document necessary to ensure the County of Monterey’s nondiscrimination and related policies are carried out.
- 3. The Civil Rights Officer shall advise department heads of program effectiveness and submit recommendations to improve unsatisfactory performance, as needed.
  - 4. Progress in non-statistical aspects of the EOP, such as policy dissemination, training in equal opportunity policies and procedures, and corrective action, will be summarized and reviewed on a semiannual basis by the Civil Rights Officer and the Director of HRD.
  - 5. Meetings and Reports.
    - a. **Department Equal Opportunity Plans.** Every department will submit their EOP annually to the Civil Rights Office and the Equal Opportunity and Civil Rights Advisory Commission. The Civil Rights Office, in conjunction with the Equal Opportunity and Civil Rights Advisory Commission, shall determine the contents of the Departmental Equal Opportunity Plan, and shall revise it as needed. Department’s EOP will be due March 31 of every year. Extensions may be granted by the Equal Opportunity Advisory Commission and/or the Civil Rights Officer, on a case-by-case basis, when business needs necessitate an extension.
    - b. **Annual Status Report.** An annual status report, including a summary of the above information and an evaluation of the progress, problems, and trends in the EOP, may be presented to the Administrative Officer and the Board of Supervisors, in advance of its Fiscal Year budget deliberations, by the Civil Rights Officer and the Director of HRD. The report shall include their recommendations as well as those of the Equal Opportunity and Civil Rights Advisory Commission and interested citizen groups, addressing underutilization. If prepared, the report shall be submitted to the County Administrative Officer and the Board of Supervisors, as soon as practicable, each year.
    - c. Upon its review, and after consideration of the comments and/or recommendations, the Board of Supervisors may require that the EOP goals and objectives, as well as the annual department equal opportunity plans, be reviewed and/or revised in accordance with particular priorities set by the Board of Supervisors, or to deal appropriately with identified. The Board shall consider the fiscal implications of any such action.