MONTEREY COUNTY

2024 CSAC Challenge Award Entry
Issue Area: Government Finance, Administration and Technology
Population: Suburban County Category
Monterey County – Equity Survey and Focus Groups

OVERVIEW: The Civil Rights Office (CRO) designed a participatory action research model to foster a social change culture and showcase community engagement strategies.

CHALLENGE: The County of Monterey (County) leadership has asked for a concerted effort to prioritize community engagement that demonstrates a commitment to racial equity. County employees struggle to prioritize community engagement because it takes time and resources. "Community engagement" is often viewed as an external strategy to make services more equitable. However, the well-being of employees can be inadvertently ignored when the focus is only on improving services, which does not create an optimal workforce culture, thus impacting the quality of services.

SOLUTION: CRO designed and launched an Equity Data Project to create social change within the organizational structure. The design centered on community engagement strategies, broadening the focus of the community to residents *and* employees of the County. This project engaged employees at all workforce levels and set a baseline for understanding the workplace culture at the County. The CRO recognized that many employees are also County residents, giving them a unique, but often untapped, perspective on addressing major challenges. A County-wide employee survey kickstarted the project to gather baseline data on employee perceptions of the County as a workplace. This was followed by facilitated focus groups for deeper conversations about inclusion and belonging in the workplace. The results from the project provide necessary data to inform the next phase of the Governing for Racial Equity Action Plan, which will be presented to the Board of Supervisors in 2024 for implementation in the coming years.

INNOVATION: In a commitment to adopt more meaningful community engagement practices, the CRO is engaging employees in this project as "the community" to garner helpful feedback to be able to impact the workforce culture. However, this has taken a step further in that the CRO is modeling community engagement best practices for the workforce to show how effective these strategies are in garnering buy-in and providing feedback. This emboldens employees to adopt new practices that improve the workplace culture while teaching community engagement strategies.

RESULTS: The initial survey was sent to ~5,500 employees, including a county hospital. It received over 1,500 unique responses, a response rate of over 30%. A snapshot of key findings and recommendations was sent out to all County employees, and detailed report was provided to the Board of Supervisors. Additionally, CRO prepared reports with disaggregated data for each department. Based on initial data, CRO organized focus groups to understand employee perceptions of equity-related initiatives. This is an iterative process that will provide insights that impact organizational change and prioritize equity, improving how county services are provided.

REPLICABILITY: This was a cost-effective set of strategies to gather meaningful data about the County's equity-related initiatives. The data collection strategies can easily be replicated, and the Civil Rights Office now has baseline data to analyze future results. Other departments can utilize the data to improve workplace culture and customer service and implement some of the same strategies for their community engagement efforts.

CONTACT

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OPTIONAL SUBMISSION: Attached: Survey Data Snapshot, Equity Survey Questionnaire



2024 EQUITY SURVEY SNAPSHOT

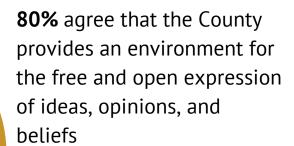
EMPLOYEE PERCEPTION

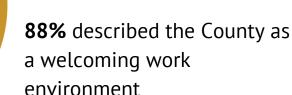
*Data based on over 1,400 respondents across the County workforce

82% described the County as a supportive work environment

82% agree that the County workplace culture and environment promote fair treatment of all employees

87% described the County as a more respectful work environment than disrespectful





STRATEGIES FOR INCLUSION AND BELONGING

here

49% want more information about Employee Resource Groups (ERGs) - <u>Join</u>

ROOM FOR IMPROVEMENT

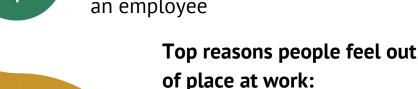
36% don't feel valued as an employee

Experiential DEIB learning modules coming soon

In-person development opportunities

Have ideas that will help?
We want to hear from you.

Be on the look out for focus groups coming in August!



- Race/Ethnicity/Culture
- Life experiences
- Position/Title
- Educational Background
- Age







Intro

Intro. CRO Equity Survey 2023

The Civil Rights Office and the Governing for Racial Equity Leadership Team are looking for your participation in the 2023 Civil Rights Office Equity Survey. Your feedback will impact the activities and goals for the 2024–2028 Governing for Racial Equity Action Plan and improve County of Monterey policies and practices.

There will be raffle prizes throughout the survey window for individuals and departments that participate by the survey closing on December 8, 2023. To maintain anonymity, at the end of the survey, a new window will appear where you can input your name, department, and email address to enter the raffle.

Participate to impact change!

If you have any questions, please contact the Civil Rights Office: civilrights@co.monterey.ca.us	
Individual	
Q1. Select the Department you work for:	
	~
Q2. How long have you worked for County of Monterey?	
O Less than a year	
O 1-2 years	
O 3-5 years	
O 6-10 years	
O 11-20 years	
O More than 20 years	
Q3. What is your employment status?	
O Full-time, temporary	
O Part-time, temporary	

O Full-time, permanent
O Part-time, permanent
O Contract
OIntern
Other
Q4. Do you supervise one or more employees?
O Yes O No
Q5. Do you have a disability ?
A disability is a physical or mental impairment that limits the performance of one or more major life activities, has a record of impairment, or is perceived as having such impairment.
O Yes O No

\bigcirc	Male	
\bigcirc	Transgender Female	
\bigcirc	Transgender Male	
\bigcirc	Not Listed	
\bigcirc	Unsure	
\bigcirc	Declines to State	
\bigcirc	Did Not Ask	
\bigcirc	Oth	ner
(Q9. Which of the follow	wing best describes you?
	Q9. Which of the follow	wing best describes you?
0		wing best describes you?
	Asexual	wing best describes you?
	Asexual Bi-sexual	wing best describes you?
	Asexual Bi-sexual Gay	wing best describes you?
	Asexual Bi-sexual Gay Lesbian	wing best describes you?
	Asexual Bi-sexual Gay Lesbian Pansexual	wing best describes you?
	Asexual Bi-sexual Gay Lesbian Pansexual Straight or Heterosexual	wing best describes you?

Q10. What language(s) do you speak?

	English
	Spanish
	Tagalog
	Chinese
	Korean
	Arabic
	Vietnamese
	Mixteco
	Triqui
	Zapoteco
	Other
(Q11. What do you consider yourself?
	American Indian/Alaskan Native
	Asian/Pacific Islander
	Black/African American
	Hispanic/Latino/Latinx/Latine
	White
	Other (please specify)

Organization

Q12. To what extent do you agree or disagree with the following statements?

	Strongly Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
I am aware that County policies promote fair treatment of all employees.	0		0	0	0
The County workplace culture and environment promote fair treatment of all employees.				0	0
The County fosters a workplace that allows employees to be themselves at work.	0			0	0
The County provides an environment for the free and open expression of ideas, opinions, and beliefs.	0	0	0	0	0

Q13. To what extent do you agree or disagree with the following statements?

	Strongly Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
I believe the County will take appropriate action in response to incidents of discrimination and/or bias.	0	0	0	0	0
The County has done a good job providing educational programs that promote diversity, equity, inclusion, and belonging in our workplace.	0	0			
I believe all employees have a responsibility to promote workplace diversity, equity, inclusion, and belonging.	0	0			
I believe employees with diverse backgrounds are beneficial for the County to conduct operations.	0			0	0

Q14. This question is about overall administration leadership of County of Monterey. You will be asked about your direct supervisor in the next question.

Administration of County of Monterey...

	Neither				
	Strongly Agree	Somewhat agree	agree nor disagree	Somewhat disagree	Strongly disagree
values having employees with diverse views or encourages opinions from others.	0	0		0	
adequately trains employees to recognize biases that can foster workplace discrimination or exclusion.	0			0	0
helps employees of different backgrounds or cultures to interact effectively in the workplace.	0			0	0
aims to make employees of different cultures/identities feel welcomed/valued in the workplace.					
is committed to a workforce representative of all segments of Monterey County.	0	0	0	0	0

	Neither				
	Strongly Agree	Somewhat agree	agree nor disagree	Somewhat disagree	Strongly disagree
allocates sufficient funding and resources to equity- related	0	0	\circ	0	0

Q15. My direct supervisor(s)...

	Strongly Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
values having employees with diverse views or encourages opinions from others.	0	0	0	0	0
adequately trains employees to recognize biases that can foster workplace discrimination or exclusion.	0			0	0
helps employees of different backgrounds or cultures to interact effectively in the workplace.	0				0

	Strongly Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
aims to make employees of different cultures/identities feel welcomed/valued in the workplace.		0			0
is committed to a workforce representative of all segments of Monterey County.				0	0
allocates sufficient funding and resources to equity- related		0	0	0	0
provides adequate mentorship and professional development opportunities.	0	0			0

Q16. Rate between each set of adjectives to indicate which of the two best represents how you would rate the work environment at County of Monterey based on **your direct experiences**.

	1	2	3	4	5
Hostile work environment (1) to Friendly work environment (5)	0				
Racist work environment (1)	0				
to Anti-racist work environment (5)					
Non-diverse	0				
workforce (1) to Diverse					
workforce (5)					
Disrespectful work	0				
environment (1) to Respectful					
work environment (5)					
Combative work environment (1)	0				
to					
harmonious work environment (5)					
Sexist work environment (1)	0				
to Non-sexist					
work environment (5)					

Competitive		
work	0	
environment (1)		
to Cooperative		
work		
environment (5)		
Unsupportive		
work		
environment (1)		
to Supportive		
work		
environment (5)		
, ,		
Ageist work		
environment (1)		
to Non-ageist		
work		
environment (5)		
,		
Unwelcoming		
work		
environment (1)		
to Welcoming		
work		
environment (5)		
,		
Elitist work		
environment (1)	O	
to Non-elitist		
work		
environment (5)		

1 2

Q17. Do you have anything you would like to add about the County of Monterey's diversity, equity, inclusion, belonging (DEIB) efforts?
Q18. Do you have anything you would like to add or provide more details about working for the County of Monterey?
Employee Experience

Q19. To what extent do you agree or disagree with the following statements?

> Neither Agree Strongly Somewhat nor Somewhat Strongly Agree Agree Disagree Disagree

I don't feel valued as an employee at the County.



Neither Agree

Strongly Somewhat nor Somewhat Strongly Agree Agree Disagree Disagree Disagree

I have considered leaving my employment at the County	0	
because I feel unsafe.		
I have considered leaving my employment at the County because I feel undervalued.		
I have considered leaving my employment at the County because I feel	0	

isolated.

Neither Agree

Strongly Somewhat nor Somewhat Strongly Agree Agree Disagree Disagree Disagree

My working experiences at the County have not led me to become more understanding of differences among my coworkers and the community at large.

The County does
not provide
sufficient
training and
professional
development to
support deeper
understanding
of differences
among my
coworkers and
the community
at large.

all that apply):	
Life experiences	
Sex	
☐ Educational backgrou	nd
Race	
☐ Ethnicity	
Culture	
Accent when speaking	g
☐ Language skills	
Religion	
☐ Gender identity	
Sexual orientation	
☐ Age	
Disability	
☐ Family Caregiver role	
☐ Part/flex-time work st	atus
Remote work status	
☐ Position/Title	
	Other

Q20. I have felt out of place at work because of my (check

Q21. Are you aware the County has Employee Resource Groups (ERGs) dedicated to inclusion and belonging in the

١	workplace?
0	Yes No
	Q22. When thinking about Employee Resource Groups (ERGs), which of the following are true (select all that apply)
	I am interested in ERGs I need more information about ERGs I do not think management will approve my participation in ERGs I am not interested in ERGs I do not see the value in ERGs There is not an ERG created that I am interested in joining I am afraid of what my association with an ERG will cause in my workplace I don't have the capacity to participate in an ERG
	Q23. How often have you personally experienced any form of discrimination or bias within the workplace?
0	Very Often Often Sometimes Rarely

○ Never ☐ Nexer ☐ Never ☐ Never ☐ Never ☐ Never ☐ Never
Q24. How often have you witnessed any form of discrimination or bias within the workplace?
O Very Often
Often
O Sometimes
Rarely
O Never
Q25. What form(s) of discrimination have you experienced and/or witnessed?

Q26. During the past 12 months at County of Monterey, how often have you interacted in a meaningful way with people...

	Never	Rarely	Sometimes	Very Often
whose religious beliefs are different than your own	\bigcirc		\circ	0
whose political opinions are different from your own	0		0	0
who are immigrants or from an immigrant family	\bigcirc		\circ	0
who are of a different nationality than your own	0		\circ	0
who are of a different race or ethnicity than your own	0		0	0
whose gender identity is different than your own	0		\circ	0
whose sexual orientation is different than your own	0		0	0
who are from a different social class	\circ	\circ	\bigcirc	\circ
who have physical or other observable disabilities	0	0	\circ	0
who have learning, psychological, or other disabilities that are not readily apparent	0			0

Q27. Do you have anything you would like to add or provide
more details about the working environment at County of
Monterey?

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