Information Technology

Equal Opportunity Plan

2020

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Section 1

Department Head's Acknowledgment & Commitment to the 2020 Departmental Equal Opportunity Plan

The Monterey County Board of Supervisors adopted an ordinance reaffirming their long-standing commitment to the principles of providing equal opportunities for all and preventing and eliminating unlawful discrimination. The Board of Supervisors values providing an open and empathetic channel of communication for County officials and employees, applicants for employment, and for business relationships with the County. Through the adoption of the Nondiscrimination, Prevention of Sexual Harassment, Reasonable Accommodations for Persons with Disabilities, and the Language Access and Effective Communication Policies, the Board of Supervisors also reaffirms its expectation that each County official and employee is responsible for maintaining a workplace that is free from unlawful discrimination, harassment, and retaliation.

As Department Head my signature below verifies the accuracy of this report and affirms my commitment to equal opportunity and civil rights, as outlined in County policies and ordinances.
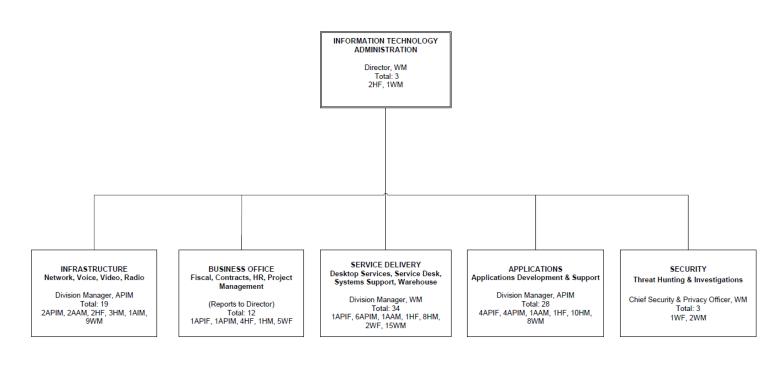
Eric A. Chatham

Eric A. Chatham

Director of Information Technology

Section 2

Organizational Profile
Information Technology

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

Self-reported gender and ethnicity:

M – Male   F – Female

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

Section 3

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

This is the coversheet for this section. Place a copy of your department's workforce analysis chart here.

See ATTACHMENT A

Section 4

Personnel Activity

Job Group: 02	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	0	1	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	1	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	1	0	1	1	0	0	0	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

Section 4

Personnel Activity (continued)

Job Group: 03	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	1	0	0	0	0	0	4	2
African American	0	0	0	0	0	0	1	0
Asian/Pacific Islander	4	0	0	0	0	0	2	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	2	1	1	0	2	0	2	0
TOTAL (count each person only once)	7	1	1	0	2	0	9	2
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

Section 4

Personnel Activity (continued)

Job Group: 13	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	3	0	0	0	1	0	2	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	1	0	0	1	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	4	1	0	0	1	0	0	1
TOTAL (count each person only once)	8	1	0	1	2	0	2	1

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

Section 4

Personnel Activity (continued)

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

Section 4

Personnel Activity (continued)

Job Group: 17	New Hires		Promotions – Into Job Group		Promotions – Within Job Group		Voluntary Terminations & Retirements	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	1	0	1	0	0	0	0
TOTAL (count each person only once)	0	1	0	1	0	0	0	0
	Involuntary Terminations (Non-Probationary)		Releases During Probationary Period		Corrective Actions		Layoffs	
	Males	Females	Males	Females	Males	Females	Male	Females
White	0	0	0	0	0	0	0	0
African American	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0
TOTAL (count each person only once)	0	0	0	0	0	0	0	0

Section 5

Recruitment – Data

(Please include information for each underutilized job group. Please also include information about challenges the Department encountered in recruiting a diverse qualified pool of applicants.)

Job Group: 02	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	42	5	25	2	25	2	17	2	2	0
African American	6	0	3	0	3	0	3	0	0	0
Asian/Pacific Islander	14	4	7	4	7	4	4	4	0	1
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0	0	0
Hispanic	4	3	2	3	2	3	0	0	0	0
TOTAL (count each person once only)	66	12	37	9	37	9	24	6	2	1

Job Group: 02	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	2	4	2	**Outreach includes online and hard copy advertising targeting a diverse array of minority groups such as:**
African American	0	0	0	0	• Minority Professional Network (MPN)
Asian/Pacific Islander	2	2	2	0	• Women in Technology International (WITI)
American Indian/ Alaskan Native	0	0	0	0	• Monterjobs.com + diversity outreach • Local colleges and Universities
Hispanic	0	0	2	0	• Monterey County Civil Rights Office Talent Acquisition Database (includes various local diverse groups including African American, Asian/Pacific Islander, Native American, Hispanic/Latino)
TOTAL (count each person once only)	2	4	8	2	

Section 5

Recruitment – Data (continued)

Job Group: 03	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	46	14	27	9	27	9	27	9	1	0
African American	4	2	1	1	1	1	1	1	0	0
Asian/Pacific Islander	34	10	15	5	15	5	15	5	4	0
American Indian/ Alaskan Native	2	0	0	0	0	0	0	0	0	0
Hispanic	47	7	16	3	16	3	16	3	1	0
TOTAL (count each person once only)	133	33	59	18	59	18	59	18	6	0

Job Group:03	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	1	1	6	2	**Outreach includes online and hard copy advertising targeting a diverse array of minority groups such as:**
African American	0	0	0	0	• Minority Professional Network (MPN)
Asian/Pacific Islander	2	3	3	3	• Women in Technology International (WITI) • Monterjobs.com + diversity outreach
American Indian/ Alaskan Native	0	0	0	0	• Local colleges and Universities • Monterey County Civil Rights Office Talent Acquisition Database (includes various local diverse
Hispanic	3	0	2	1	groups including African American, Asian/Pacific Islander, Native American, Hispanic/Latino)
TOTAL (count each person once only)	6	4	11	6	

Section 5

Recruitment – Data (continued)

Job Group: 13	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	44	1	17	0	17	0	17	0	2	0
African American	5	1	3	1	3	1	3	1	0	0
Asian/Pacific Islander	21	5	7	2	7	2	7	2	0	1
American Indian/ Alaskan Native	1	0	0	0	0	0	0	0	0	0
Hispanic	43	5	23	3	23	3	23	3	7	1
TOTAL (count each person once only)	114	12	50	6	50	6	50	6	9	2

Job Group: 13	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	2	1	2	1	**Outreach includes online and hard copy advertising targeting a diverse array of minority groups such as:**
African American	0	0	0	0	• Minority Professional Network (MPN)
Asian/Pacific Islander	2	0	3	2	• Women in Technology International (WITI)
American Indian/ Alaskan Native	0	0	0	0	• Monterjobs.com + diversity outreach • Local colleges and Universities
Hispanic	1	0	3	0	• Monterey County Civil Rights Office Talent Acquisition Database (includes various local diverse groups including African American, Asian/Pacific Islander, Native American, Hispanic/Latino)
TOTAL (count each person once only)	5	1	8	3	

Section 5

Recruitment – Data (continued)

Job Group: 14	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	4	10	2	4	2	4	2	4	1	1
African American	0	5	0	1	0	1	0	1	0	0
Asian/Pacific Islander	7	9	2	4	2	4	2	4	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0	0	0
Hispanic	16	34	6	4	6	4	6	4	0	0
TOTAL (count each person once only)	27	58	10	13	10	13	10	13	1	1

Job Group: 14	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	1	1	2	1	**Outreach includes online and hard copy advertising targeting a diverse array of minority groups such as:**
African American	0	0	0	1	• Minority Professional Network (MPN)
Asian/Pacific Islander	0	0	1	0	• Women in Technology International (WITI)
American Indian/ Alaskan Native	0	0	0	0	• Monterjobs.com + diversity outreach • Local colleges and Universities
Hispanic	2	0	0	1	• Monterey County Civil Rights Office Talent Acquisition Database (includes various local diverse
TOTAL (count each person once only)	3	1	3	3	groups including African American, Asian/Pacific Islander, Native American, Hispanic/Latino)

Section 5

Recruitment – Data (continued)

Job Group: 17	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	4	12	3	7	3	7	1	1	0	0
African American	0	1	0	0	0	0	0	0	0	0
Asian/Pacific Islander	1	5	0	3	0	3	0	2	0	0
American Indian/ Alaskan Native	0	0	0	0	0	0	0	0	0	0
Hispanic	7	44	2	23	2	23	1	15	0	2
TOTAL (count each person once only)	12	62	5	33	5	33	2	18	0	2

Job Group: 17	Application Screeners (SMEs)		Interview/Oral Board Panelists		Targeted outreach locations that received the job announcement and discuss any challenges
	Males	Females	Males	Females	
White	0	2	1	2	**Outreach includes online and hard copy advertising targeting a diverse array of minority groups such as:**
African American	0	0	0	0	• Minority Professional Network (MPN)
Asian/Pacific Islander	0	0	0	0	• Women in Technology International (WITI)
American Indian/ Alaskan Native	0	0	0	0	• Monterjobs.com + diversity outreach • Local colleges and Universities
Hispanic	0	2	1	3	• Monterey County Civil Rights Office Talent Acquisition Database (includes various local diverse groups including African American, Asian/Pacific Islander, Native American, Hispanic/Latino)
TOTAL (count each person once only)	0	4	2	5	

Section 6

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

Action-Oriented Programs

Recruitment

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

Collaborative relationships include partnerships with local high schools and colleges including, but not limited to, Monterey Peninsula College (MPC), Hartnell College, California State University, Monterey Bay (CSUMB), and North Salinas Highschool. This includes activities such as HR participation in the annual local high school senior mock interviews to prepare local students for real world job interviews. In addition, ITD has collaborated with several local colleges for internship placements in technical teams such as application development and support, network systems, and information security. Students who have participated in the Department's internship program have developed and enhanced their knowledge, skills, and abilities in current technologies, making them stronger candidates for current and future job opportunities within the organization. These internship opportunities have led to the employment of several interns in full-time positions over the last few years. Further, many of the candidates for internships, and the individuals who were selected for the opportunities, are minority and/or female.

ITD did not request any selective certification waivers in 2019.

Hiring

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

ITD utilizes a structured final selection interview strategy, asking all candidates the same job-related questions designed to solicit specific information regarding each candidates' skills and abilities directly related to successful performance in the position. This includes both technical questions and questions related to team work, conflict resolution, and customer service experience to evaluate "soft skills" necessary to function in ITD's highly team-oriented environment.

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

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ITD consistently makes a concerted effort to employ diverse panel members and subject matter experts (SMEs) at each step in the recruitment and selection process. This is achieved by identifying potential internal or external screeners and/or panelists with appropriate professional backgrounds with the hiring manager, or through communications with other jurisdictions or members of applicable professional organizations.

As evidenced by the data provided in Section 5, ITD has been able to successfully identify and include screeners/panelists with varying ethnicity and gender to support and enhance diversity in candidate selections.

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

ITD-HR provides all screening and final selection panel members with verbal and/or written guidance on the procedures and evaluation of applicants/candidates in support of a fair, objective, and unbiased process. The following is sample of the "briefing" provided to final selection panel members to illustrate the training/information provided. Similar instruction is provided to screening panelists:

General Process:
- All candidates are on an active Eligible List and were referred for determination of selection recommendation(s).
- Confidentiality: no discussions of candidates outside of interview room; only with HR representative.
- Equal opportunity employer: avoid asking questions related to, and rate without regard to, protected characteristics such as race, color, national origin, ancestry, religion, creed, age (over 40), physical or mental disability, sex, gender (including pregnancy, childbirth, breastfeeding, or related medical conditions), sexual orientation, gender identity, gender expression, medical condition, genetic information, marital status, military and veteran status, or any other characteristic protected by state or federal law.
- Panel member materials: panel member sign-in and confidentiality agreement, schedule, job description, job flyer, documentation guidelines, copy of applications, copy of questions for each applicant, and exercise materials (as applicable).
- Review schedule and identify any conflicts of interest (i.e. related persons such as family member or spouse (married, dating, etc.) Any panel member with a conflict should recuse themselves from the interview and/or process.
- Identify candidates known to panel. Objectivity is essential; confirm each panel member can evaluate all candidates objectively.

Rating/selection of candidates:
- Review job description and job flyer to identify required knowledge, skills, and abilities.
- Review "Good vs. Poor Behavioral Statements" guideline (i.e. documentation guidelines); document to support outcome and related recommendation(s).
- Review content and format of interview questions; determine how questions will be asked (e.g. rotating between panel members for each question, start with first panel member for the first few questions, etc.)
- Review content and format of exercise documents (if applicable).
- The panel will discuss as a group the outcome of the interviews and determine overall recommendation(s) during the debrief at the conclusion of the interview process.

Promotions

What process, 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?

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

- **Recruitment advertising utilizing broad outreach for diverse candidate pools.**
- **Diverse panels and SMEs at each step in the recruitment and selection process.**
- **Objective and job-related recruitment and selection criteria.**
- **Team decision-making related to recommendations for selection of candidates.**
- **Performance management practices and evaluation focusing on employee abilities and progress toward departmental and personal professional objectives.**
- **Availability, access, and management support for career development and training activities for employees.**

In 2019, ITD conducted hiring activities for lead/senior level technical positions such as Software Programmer III and Systems Programmer Analyst III. The outcome was 67% of the candidates selected were both internal and minority; however, all selected candidates were male. Also, ITD conducted hiring activities for two IT Manager positons. The outcome was 100% of selected candidates were internal and 50% were both minority and female. In addition, ITD provided development opportunities on a temporary basis for existing employees through "Working Out of Class" assignments in lead or management level classes; 67% of the employees selected for these assignments were both minority and female.

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?

ITD's performance evaluation consists of performance feedback in the following areas: job competencies/knowledge/skills, work habits/reliability, quantity of work, quality of work, working relationships, communication skills, and supervisory skills (when applicable). Each performance evaluation area is accompanied by definitions to help guide the supervisor with appropriate and related content corresponding to each area. For example, under working relationships, a defined evaluation factor is, "Extent to which employee contributes to a positive work environment; extent to which employee builds effective working relationships; employee's honesty, integrity, and ability to build and maintain trust with others; extent to which employee respects the dignity of others; employee's acceptance of diversity of others." Also, under supervisory skills, a defined evaluation factor is, " Employee relations: the extent to which the supervising employee effectively relates to employees, shares information, listens and responds, allows participation, and recognizes and

acknowledges employee accomplishments; ability to successfully resolve complaints or grievances of subordinates," and, "Objectivity: the extent to which a supervisor is able to minimize personal biases/being impartial and fair in decision-making." Given these defined factors, the supervisor rates the employee in these areas and provides facts or supportive examples relating to successes and/or opportunities in the evaluation narratives.

With respect to promotional opportunities, ITD follows a consistent practice of gathering background and/or reference information prior to making offers of employment for promotion. This includes review of issued performance evaluations housed in the personnel file; any deficiencies in performance, including diversity and inclusion factors, are considered when making selection decisions.

Retention and Inclusion

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

ITD HR staff have utilized available HR Information Management Systems (HRIS) to track data related to exiting employees and correlating demographic information to identify any trends that may lead equal opportunity concerns within the organization. To date, no concerning trends relating to protected groups have been identified.

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

In 2016, minority employees represented 47% of the workforce, and female employees represented approximately 26% of the workforce; in 2017, minority employees represented 52% of the workforce, and female employees represented approximately 23% of the workforce; in 2018, minority employees represented 54% of the workforce, and female employees represented approximately 24% of the workforce; and in 2019, minority employees represented 56% of the workforce, and female employees represented approximately 25% of the workforce. This data demonstrates an overall increase in representation of minority employees compared to previous years, and a minor decrease in female representation.

According to 2016 turnover and demographic data, approximately 33% of the workforce that exited regular, full-time positions were minority, and 33% were female; in 2017, 30% were minority and 30% were female; in 2018, 60% were minority, and 30% were female; and in 2019, 44% were minority, and 25% were female.

The data does not indicate a negative or concerning trend related to minority or female turnover. The proportion of minorities exiting the Department in 2019 is less than the proportion of minorities in the Department's general population (minorities exiting is 44%; general population is 56%). In addition, the percentage of exiting female employees has remained flat (i.e. no significant change) over the last

few years at around 30% with a slight decrease in female turnover of 25% in 2019. Further, the percentage of female employees exiting is equal to the percentage of females in the general population (approximately 25%).

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

Overall, ITD can demonstrate a trend of increasing diversity over the last several years (see "Accomplishments and Resource Needs" below). Also, last years' data shows a decrease in the percentage of minority and female employees exiting compared to the previous year. In 2018, we saw a spike in minority employees exiting; however, the percentage of minorities exiting was comparable to the percentage of minorities in the general poplution and was offset by the percentage of minorities hired that year. To maintain the trend of increasing diversity in its' general population, ITD will continue its efforts to retain it's current talented staff, attract a diverse pool of applicants, and conduct fair and objective recruitment practices which includes: job advertising utilizing broad outreach for diverse candidate pools; diverse panels and SMEs at each step in the examination and selection process; objective and job-related recruitment and selection criteria; and team decision-making related to recommendations for selection of candidates.

What steps have been taken by the department taken to ensure lactation accommodations for all its employees?

ITD complies with requirements outlined in the County Lactation in the Workplace Policy. This includes:

- **Distributing the breastfeeding education pamphlet and policy in the new employee orientation packet.**
- **Providing the breastfeeding education pamphlet, policy, and breastfeeding resources to employees prior to their parental leave.**
- **Displaying a poster promoting the benefits of breastfeeding in break rooms.**
- **Supporting employee attendance of Wellness Program breastfeeding education classes.**
- **Supporting employee and supervisor completion of the "WIC: Lactation Accommodation" training.**
- **Allowing a flexible schedule and time for pumping breast milk or breastfeeding.**
- **Designating and providing the use of a clean, comfortable, convenient, and private space or "Lactation Area".**
- **Addressing any incident of harassment of a lactating employee and supporting an inclusive work environment.**

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

ITD's practice related to lactation and/or disability accommodation includes timely response to any requests and to conduct an "interactive process" with the employee to learn the specifics of the employee's needs/requests. The department considers all proposed accommodation options/ideas and implements approved accommodations in a timely manner. The interactive process is typically

conducted between the Departmental Reasonable Accommodation Coordinator or HR professional, and the employee. Since each accommodation case is unique, the precise steps taken vary.

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?

ITD conducts exit interviews and exit surveys with separating employees. The answers/feedback we receive are aggregated, anonymized, and reported to management for action planning to address any trending areas of opportunity for improvement. Any report received regarding allegations of harassment or discrimination are addressed in accordance with the Civil Rights Office policies.

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

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

In 2015, ITD HR launched a SharePoint site with easy access to employment forms and information. Content includes: Employee Self-Service (ESS), Timekeeping, Benefits, Career Advancement, Classification and Compensation, Training, Leave of Absence, Workers' Compensation, Employee/Labor Relations, Equal Employment Opportunity, Internship Program, Policies and Guidelines, Meetings, ITD Information and Resources, and a Manager's Toolkit. Additionally, the site includes quick links to the HR Department website, County job opportunities, and event calendars. This site is updated regularly with current information as it becomes available.

Also, ITD integrates a "SMART Objectives" component to the performance appraisal process where employees work with their supervisors to identify career related objectives, suggest training, and establish a clear plan designed to lead the employee successfully to the desired departmental business objectives and individual career objectives.

In 2017, ITD launched an annual employee engagement survey program and now participates in the County annual engagement survey program launched in 2018. A major component of the program is the annual survey which provides employees an opportunity to confidentially express their views on a variety of topics related to the work environment, department, division, and experiences relative to their job. The data gathered through the survey is used to determine where improvements should be made in the organization.

Lastly, employees within ITD have come together to form a "Social Committee". This employee-driven, voluntary committee supports and produces social events throughout the year such as retirement farwell events and holiday/seasonal events. Examples of holiday/seasonal event themes include International Day, Valentine's Day, Pi Day, St. Patrick's Day, Hollywood Halloween, Día de

los Muertos, Easter, Thanksgiving, and various events to support charitable initiatives within the County.

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

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

ITD developed action items around the key findings of the ITD and County-wide engagement surveys in 2017 and 2018. To include all levels of staff in the process, focus groups were convened to further define the issues and to develop action plans. The following areas were identified for action: career development, training, onboarding, compensation and communication. The developed action plans have been communicated to staff, and implementation progress has been made, including a project portfolio presentation at the monthly "All Hands" meetings to enhance project status communication, training plans and resources for technical and leadership growth, and a classification and compensation study is underway to address outdated job descriptions and pay. In addition, ITD HR conducted a presentation of the recruitment process to staff to provide clarity and transparency around the County hiring process, and plans to develop a mentorship program to encourage cross training and support upward mobility of employees are underway. Lastly, based on recent feedback from the 2019 survey, ITD is partnering with the Human Resources Department to conduct focus groups with staff in teams where improvement opportunities were identified, to conduct action planning activities based on the most result survey results, and to implement management/supervisory training emphasizing a "coaching" supervisory/management approach.

Section 7

Accomplishments and Resource Needs

In this section, please highlight your department's successes in achieving a diverse workforce. Describe your department's assessment of resource needs from the Civil Rights Office and please share any suggestions and/or recommendations for improvement you can offer regarding current policies and procedures. Feel free to use examples or specify by job group.

ITD can demonstrate a trend of increasing diversity over the last several years. To illustrate the trend toward increased diversity, data by job group is shown below for 2016, 2017, 2018 and 2019, which shows in increase in minority representation in a majority of job groups over the four-year period, an increase in minority representation for the overall department, and an increase of female representation in job groups 2 (Management I), 3 (Professionals/Administration), and 17 (Office Clerical II).

	2016 Female	2017 Female	2018 Female	2019 Female	2016 Minority	2017 Minority	2018 Minority	2019 Minority
Job Group 2:	13%	11.1%	12.5%	18.2%	38%	33.3%	37.5%	36.4%
Job Group 3:	24%	24.5%	27.5%	27.1%	41%	50.9%	47.1%	52.1%
Job Group 13:	31%	5.0%	9.5%	14.3%	46%	50.0%	61.9%	67.9%
Job Group 14:	23%	28.6%	0.0%	20.0%	46%	71.4%	100.0%	40.0%
Job Group 17:	63%	66.7%	66.7%	66.7%	75%	66.7%	83.3%	83.3%
Overall	26%	22.9%	23.6%	24.5%	47%	52.1%	53.9%	56.1%

ITD does not currently have feedback regarding resource needs from the Civil Rights Office and/or recommendations for improvement to policies and procedures.

Section 7

Accomplishments and Resource Needs (continued)

Please include your department's current compliance rates with required trainings offered by the Civil Rights Office. All employees complete the Prevention of Sexual Harassment and Discrimination Training and the Civil Rights Training every two years.

	Prevention of Sexual Harassment and Discrimination Training	Civil Rights Training
Total number of Managers	19	19
Managers completed	15	1
Percent of Managers completed	79%	5%
Total number of Employees (non-supervisors/managers) completed	84	84
Employees (non-supervisors/managers) completed	74	4
Percent of Employees (non-supervisors/managers) completed	88%	5%

Section 8
Follow up requested by the Commission

In this section, please discuss any follow up requested by the Commission during past years' presentations on the Departmental Equal Opportunity Plan. Follow up may occur via action, memorandum, or additional presentation to the Commission.

There are no follow up requests to report.

Section 9

Title VI of the Civil Rights Act Implementation
(In accordance with the County's Title VI of the Civil Rights Act Implementation Plan)

	Requirement	Implementation Notes	Completed
General	Title VI notice at public counters	Notice was posted outside the public counter on 8/2/2018.	Yes
	Internal process to forward discrimination complaints to Civil Rights Office		Yes
	Nonstandard contracts include nondiscrimination clause	Contracts team to work with Counsel to add appropriate language	No
	Data is collected on the ethnicity and language of people served	ITD does not directly serve public	N/A
Language Access	Departmental language assessment completed	ITD does not directly serve public	N/A
	Vital documents translated into Spanish	ITD does not directly serve public	N/A
	Website – minimize PDFs. When using PDFs, include a Spanish version	This has been our practice since November 2018.	Yes
	Procedures and budget for use of interpretation and translation services	ITD does not directly serve public	N/A
	Public voicemails in English and Spanish	ITD does not directly serve public	N/A
	Public counters: language charts available	ITD does not directly serve public	N/A
	Public counters: all signage in English and Spanish	ITD does not directly serve public	N/A
	Public counters: procedures to have bilingual staff available	The banner has been posted outside the Public counter.	Yes
Community Engagement	Projects, programs, policies, and services reflect County stakeholders and are	ITD does not directly serve public	N/A

	sensitive to diverse demographic backgrounds		
	Analyzed potential disproportionate adverse human health or environmental effect on communities of color, tribal communities, or others underrepresented in the public process	ITD does not directly serve public	N/A
	Considerations taken to ensure equitable engagement	ITD does not directly serve public	N/A
	Key community engagement contacts established	ITD does not directly serve public	N/A