

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

Juan P. Rodriguez, Civil Rights Officer
(831) 759-6614
rodriguezpj1@countyofmonterey.gov

Natalie Alfaro Frazier, Senior DEI Analyst
(831) 759-6626
alfarofraziern@countyofmonterey.gov

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



80% agree that the County provides an environment for the free and open expression of ideas, opinions, and beliefs

88% described the County as a welcoming work environment

STRATEGIES FOR INCLUSION AND BELONGING

49% want more information about Employee Resource Groups (ERGs) - [Join here](#)

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!



ROOM FOR IMPROVEMENT

36% don't feel valued as an employee

Top reasons people feel out of place at work:

- 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?

- Less than a year
- 1-2 years
- 3-5 years
- 6-10 years
- 11-20 years
- More than 20 years

Q3. What is your employment status?

- Full-time, temporary
- Part-time, temporary

- Full-time, permanent
- Part-time, permanent
- Contract
- Intern
- Other

Q4. Do you supervise one or more employees?

- Yes
- 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.

- Yes
- No

Q6.

Do you require **accommodations** due to your disability?

Accommodation means modifying or adjusting practices, procedures, policies, job duties, or the work or application environment so that a qualified individual with a disability can perform a position's essential functions and enjoy equal employment opportunity.

Yes

No

Q7. What is your age group?

18-24

25-34

35-44

45-54

55-64

65+

Q8. What is your gender?

Female

Gender Queer/Gender Non-Binary

- Male
- Transgender Female
- Transgender Male
- Not Listed
- Unsure
- Declines to State
- Did Not Ask
- Other

Q9. Which of the following best describes you?

- Asexual
- Bi-sexual
- Gay
- Lesbian
- Pansexual
- Straight or Heterosexual
- Decline o State
- Not Listed
- Other

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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The County workplace culture and environment promote fair treatment of all employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The County fosters a workplace that allows employees to be themselves at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The County provides an environment for the free and open expression of ideas, opinions, and beliefs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.

The County has done a good job providing educational programs that promote diversity, equity, inclusion, and belonging in our workplace.

I believe all employees have a responsibility to promote workplace diversity, equity, inclusion, and belonging.

I believe employees with diverse backgrounds are beneficial for the County to conduct operations.

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...

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

	Strongly Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
...allocates sufficient funding and resources to equity-related	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...adequately trains employees to recognize biases that can foster workplace discrimination or exclusion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...helps employees of different backgrounds or cultures to interact effectively in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...is committed to a workforce representative of all segments of Monterey County.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...allocates sufficient funding and resources to equity-related	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...provides adequate mentorship and professional development opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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)

Racist work environment (1) to Anti-racist work environment (5)

Non-diverse workforce (1) to Diverse workforce (5)

Disrespectful work environment (1) to Respectful work environment (5)

Combative work environment (1) to harmonious work environment (5)

Sexist work environment (1) to Non-sexist work environment (5)

1

2

3

4

5

Competitive
work
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)
to Non-elitist
work
environment (5)

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 Agree Somewhat Agree nor Disagree Somewhat Disagree Strongly Disagree

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



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

I have considered leaving my employment at the County 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 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.



Q20. I have felt out of place at work because of my (check all that apply):

- Life experiences
- Sex
- Educational background
- Race
- Ethnicity
- Culture
- Accent when speaking
- Language skills
- Religion
- Gender identity
- Sexual orientation
- Age
- Disability
- Family Caregiver role
- Part/flex-time work status
- Remote work status
- Position/Title
- Other

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

workplace?

- 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?

- Very Often
- Often
- Sometimes
- Rarely

Never

Q24. How often have you **witnessed** any form of discrimination or bias within the workplace?

Very Often

Often

Sometimes

Rarely

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

...whose political opinions are different from your own

...who are immigrants or from an immigrant family

...who are of a different nationality than your own

...who are of a different race or ethnicity than your own

...whose gender identity is different than your own

...whose sexual orientation is different than your own

...who are from a different social class

...who have physical or other observable disabilities

...who have learning, psychological, or other disabilities that are not readily apparent

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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