

**2023 ANNUAL
WORKFORCE STATISTICS REPORT**

Child, Family and Adult Services

Michelle Callejas, Director

PREPARED BY: **Melissa Chavez, Chief Administrative Services**
Nicole Simons, Personnel Analyst, DPS
Christina Meyers, Personnel Analyst, EEO

TABLE OF CONTENTS

Departmental Diversity Policies and Efforts Questionnaire1

Workforce Comparative Analysis - **Table 1**5

Job Categories Summary - **Table 2**6

Personnel Actions Report: Hires/Rehires - **Table 3.1**7

Personnel Actions Report: Terminations - **Table 3.2**8

Personnel Actions Report: Promotions/Demotions - **Table 3.4**9

Discrimination Complaints - **Table 4**10

DIVERSITY POLICIES AND EFFORTS QUESTIONNAIRE

IF ANY QUESTION HAS A “NON-APPLICABLE” ANSWER, PLEASE EXPLAIN WHY.

- (1) Please provide a brief description of the services and functions provided by your department.

The Department of Child, Family and Adult Services (DCFAS) delivers social services to the Sacramento community through the divisions of Child Protective Services and Senior and Adult Services, and In-Home Supportive Services Public Authority. The Administrative Division includes several units that perform essential administrative, fiscal and support functions for the Department. Resources are directed toward creative strategies and programs that prevent problems and improve the well-being for individuals and families.

The Department of Personnel Services (DPS) provides human resource management support to DCFAS, including but not limited to hiring, training, employee relations, investigations, and payroll.

- (2) Please describe your department’s selection and hiring procedures and how they help ensure a workforce representative of Sacramento County. (Include, if applicable, hiring interview procedures & policies; internships; education & training opportunities; training & development assignments, etc);

Selection and Hiring

The appointing authority is the Director of Child, Family and Adult Services. Supervisors and managers in DCFAS interview and make offers of employment to job candidates on the Director's behalf who are reachable on an established eligibility list. Use of the eligibility lists ensures the candidates are qualified and selected through a non-discriminatory process. Hiring staff are encouraged to attend trainings designed to educate them on effective, non-discriminatory interviewing and testing practices.

In Child Protective Services (CPS), the Workforce Development Unit coordinates mass hiring events for bachelor and master level social workers with managers, program specialists, and supervisors as interviewers. The interviews are conducted in panel style and incorporate both a written and verbal portion.

Administrative Services and Senior and Adult Services do their own recruitment, interviewing, and hiring for positions in Administrative Services, In-Home Supportive Services, Adult Protective Services, IHSS Public Authority and the Public Administrator/Guardian/Conservator program.

An exception to this interviewing and hiring practice would be a case in which a provisionally appointed employee is a reachable candidate on a newly established eligibility list. In such cases, the provisional employee must still undergo the same rigorous examination process for placement on the appropriate eligibility list in order to be appointed to his/her position.

DCFAS also provides internship opportunities to local students who are looking to gain experience in social work. Upon graduation, these students may be hired as county employees.

In addition to its student internship program, DCFAS also has a very active volunteer program which utilizes volunteers from the community to assist the Department in a wide range of activities. These volunteers often are interested in potential employment with the county and are informed of how to apply for county positions. Several current employees have started in the volunteer program and then became full county employees. Finally, DCFAS can offer training and development assignments to employees, which allow them to gain experience in another occupation group while retaining their status in their current classification. Eligible employees may then work in a classification that they otherwise would not have the background or work experience to qualify for.

Training and Development

The DPS training coordinator supporting DCFAS regularly receives announcements on county-sponsored training or on relevant non-county, vendor-provided training. These announcements are distributed electronically to managers and supervisors in DCFAS to allow them to nominate employees for job-related training programs.

DCFAS managers and supervisors may also receive announcements directly from outside training vendors on a variety of subjects. These announcements are distributed electronically to staff in DCFAS to allow them to enroll as necessary and applicable to their job duties.

In CPS, the Workforce Development Unit coordinates internal trainings that develop a uniformly high level of competence around the expectations and legal aspects social workers must possess in order to serve the families and children in our community.

In Senior and Adult Services, staff within the programs provide core training on job duties and staff also take trainings provided by the state CSU Sacramento College of Continuing Education.

For training required by DCFAS, the Department pays for the cost and employees attend on County work time. If an outside training opportunity is desirable but not required, then attendance on county time will often be authorized, depending on staffing needs, but the employee must cover the costs for travel and training fees. In most cases, outside training and educational programs offered to assist employees with career advancement are expected to be on the employees' time, with education reimbursement usually available.

The divisions in DCFAS have online resources and webinars, books and videos relevant to their program areas in order to provide training tools to their employees. In addition, CPS has set aside sizeable accounts for employee training and the purchase of training materials. SAS works with the California Department of Social Services, the Sacramento State College of Continuing Education, and community partners to bring culturally relevant training to staff as it relates to the populations served.

- (3) Please describe what recruiting and/or informational events your department has participated in and how they help to ensure a workforce representative of Sacramento County. (Include, if applicable, high school or college job fairs, high school or college programs, church events, or community events.

Department staff attended job fairs and special events to showcase employment opportunities in the Department as well as the benefits of County employment.

In DCFAS, the Workforce Development Unit (WDU) conducts various recruitment efforts to fill vacancies. These efforts include, but are not limited to:

- Visit various colleges to recruit across California, such as the University of California Berkeley, California State University (CSU) East Bay, CSU San Francisco, CSU San Jose, CSU Chico, and CSU Sacramento. During these recruitment visits, the WDU visits the career centers and connects with the MSW Title IV-E coordinators.*
- Conduct online recruitment by posting available Sacramento County CPS jobs on the Indeed jobs website.*
- Attend the Annual Title IV-E Summit. This includes networking with other counties who attend to expand possibilities for future recruitment.*
- Organize routine hiring events and hire new staff to fill vacancies.*
- Attend multiple local job fairs, including the Sacramento County Job Fair and the Diversity Job Fair*
- Ongoing Memorandum of Understanding (MOU) with CSU Sacramento, and CSU Chico for student internships.*
- WDU speaks to the graduating social work class regarding the Sacramento County application and hiring process and answers any questions.*
- WDU is available to answer general CPS hiring questions that come in from the public regarding employment.*

For some positions, DCFAS also recruits by posting available positions through professional and/or advocacy organizations, e.g., CWDA, CBHDA, Casey Family Programs, CSAC, etc.

- (4) Please describe all websites your department advertises its job vacancies to help ensure a workforce representative of Sacramento County.

The Department relies primarily on targeted internet recruiting. Subject Matter Experts (SMEs) from DCFAS work closely with DPS when exams are being developed to identify the most effective venues for posting exam announcements in order to establish large and diverse eligibility lists. For example, announcements are sent electronically to local university job boards, including Handshake; CSU Sacramento; University of California, Davis; University of Phoenix; and Cosumnes River College. In addition, exam announcements are sent to a variety of Internet recruiting sites, such as Governmentjobs.net, LinkedIn.com, and local Craig's List job boards. Finally, many of the SMEs also have exam announcements posted to membership boards they belong to, such as California Welfare Directors Association. These electronic venues allow a wide range of individuals with diverse backgrounds and skills to become aware of job opportunities cost effectively.

DCFAS also has an electronic job board that is available to all employees on the Department's intranet. The electronic job board advertises vacancies represented under the California Nurses Association, United Public Employees-Office Technical, United Public Employees Welfare Non-Supervisory, and SEIU Local 1021 Welfare Supervisory bargaining agreements. These labor unions have contract requirements that mandate the posting of all job vacancies for specific periods of time so their members can bid on vacancies that interest them. The job board not only links to the Department's intranet website for easy access, but

also to the Department of Human Assistance's electronic job board. In addition, each morning DPS staff reviews the job board and checks for new postings. New postings are then emailed to DCFAS worksites for placement on bulletin boards. This step is taken to allow all employees to have the opportunity to view the job postings, as some employees do not have computer access.

Finally, the Department communicates regularly with its liaison at CSU Sacramento, to inform the social work students of internship and employment opportunities in the Department.

- (5) Please describe your department's promotion and career advancement procedures designed to enable all employees to have an equal and fair opportunity to compete for and attain County Promotional opportunities. (Include, if applicable, mentoring, career development activities, etc.)

The County Exams Announcements are distributed by email to all Department employees. Employees are encouraged to submit applications for job classes in which they are interested as exams are announced and to click on the Employment Information link, which shows all exam opportunities, as well as the DCFAS Job Board, which has internal job announcements posted as described in question #4.

In addition, DPS staff regularly conducts trainings for all DCFAS employees on how to apply and interview successfully for promotional opportunities. This training provides tips and resources to succeed in the application and interview process.

For informal career development, the divisions in DCFAS use a variety of performance appraisal tools. DCFAS relies on each employee's supervisor to provide informal career counseling. Supervisors are expected to provide employees with requested information about career options or opportunities and to assist employees in setting and meeting realistic development and career goals. DPS staff can also serve as a support network for supervisors and employees in providing career-relevant information.

The performance appraisal tools provide performance standards and include quantitative and qualitative feedback to identify when employees have met or exceeded standards or need additional training or support to meet goals. Supervisors can receive training in providing constructive feedback and identifying training and development opportunities for staff.

The Department utilizes the County-wide Performance Evaluation System to provide a more consistent performance appraisal process and reporting capabilities. This tool, as others used by the divisions before it, includes an employee development component. Within these tools, the supervisor is encouraged to create a development action plan and comment on the employee's responses to the development plan questions.

- (6) Please describe how the County's Equal Employment Opportunity program objectives are incorporated into your department's strategic and operational priorities.

Sacramento County is home to one of the most diverse populations in the United States. The divisions within DCFAS offer a wide range of programs designed and funded to meet

the needs of these populations. Programs work with diverse population include services for LGBTQ youth, Mexican Consulate Resources, alcohol and drug treatment programs, homeless services, and a variety of language interpretations providers.

The Department actively recruits candidates with special skills in languages and cultural knowledge to provide services for these programs. Once employed, the candidates - depending on their job class - will provide services; seek funding for additional programs or services; design, develop and/or evaluate programs; or manage programs to ensure the Department meets its strategic and operational goals.

- (7) Please describe your department's method to ensure its EEO activities and efforts result in service delivery across all sectors of the community (e.g. systems or processes for communication between County agencies and direct contact with community organizations, etc)

The Department has made a wide range of efforts to promote awareness and responsibilities for all DCFAS employees to help ensure services are provided appropriately to all clients regardless of their backgrounds. Virtually all DCFAS employees, supervisors and managers have attended mandatory sexual harassment prevention and diversity training offered by the County. Since DCFAS provides services to a diverse group of clients, the divisions regularly develop and provide a wide variety of in-service training for staff social services. New social workers are required to complete division-specific training under the tutelage of experienced social workers before they are assigned a regular caseload. The training includes client issues unique to special populations, such as ethnic groups and developmentally disabled clients.

DCFAS is continuously in contact with various community-based organizations that provide health and human services, such as La Familia Counseling Center, Women Escaping a Violent Environment, Sacramento Crisis Nursery, Lilliput Children 's Services, and Southeast Asian Assistance Center. The Department's service providers give referrals to clients to obtain various services from these and other community resources. To assist this process, the DCFAS Ombudsman is a neutral party who helps resolves complaints or answer questions about DCFAS Agency policies or practices. The Ombudsman is a liaison between DCFAS and the public, clients, and other governmental and private agencies. The Ombudsman conducts reviews in an independent and impartial manner to ensure that agency policies or practices are consistent with DCFAS goals and missions. The Ombudsman seeks to resolve issues in a fair, thorough, and timely manner and to ensure that individuals are treated fairly, respectfully, and with dignity.

DCFAS's Civil Rights Coordinator is responsible for CPS and SAS adhere to Division 21 regulations. The purpose of Division 21 Civil Rights Nondiscrimination in State and Federally assisted programs is to effectuate the provisions of the following laws, as amended to ensure that the administration of public assistance and social services programs are nondiscriminatory and that no person shall, because of race, color, national origin, political affiliation, religion, marital status, sex, age, disability or sexual orientation be excluded from participation in, be denied the benefits of, or be subjected

to discrimination under any program or activity receiving federal or state financial assistance:

- *Title VI of the Civil Rights Act of 1964*
- *Section 504 of the Rehabilitation Act of 1973*
- *Title II of the Americans with Disabilities Act of 1990*
- *The Age Discrimination Act of 1975*
- *The Food Stamp Act of 1977*
- *California Civil Code, Section 51 et seq.*
- *California Government Code, Section 11135 et seq.*
- *California Government Code, Section 4450*
- *California Welfare and Institution Codes*

Other applicable federal and state laws and their implementing regulations

- (8) For complaints reported in Table 4, if there were any with a finding of *Violation of County Policy*, for each category of complaints (i.e. race, gender, age, etc.) please provide a description of the measures taken to prevent recurrences. Please do not provide specifics regarding the case(s), individual(s) involved, or corrective/disciplinary action taken.

There were no complaints with Violation of County Policy during this reporting period.

TABLE 1
WORKFORCE COMPARATIVE ANALYSIS

	Census Data	Census Data	Workforce Composition				Workforce Composition			
	2010	2020	County of Sacramento				Child Family and Adult Services			
			2017 ¹		2022 ²		2018 Report ³		2023 Report ⁴	
<i>ETHNICITY</i>	%	%	#	%	#	%	#	%	#	%
2 or More Races	4.4%	6.5%	268	2.4%	437	3.8%	56	2.9%	53	4.8%
American Indian/Alaskan Native	1.3%	0.5%	117	1.0%	102	0.9%	21	1.1%	11	1.0%
Asian	13.6%	17.4%	1,710	15.2%	1,938	16.9%	340	17.5%	195	17.8%
Black/African American	10.5%	9.2%	1,368	12.2%	1,312	11.5%	421	21.6%	247	22.6%
Hispanic/Latino	17.9%	23.6%	1,836	16.3%	2,272	19.8%	327	16.8%	217	19.8%
Native Hawaiian/Pacific Islander	1.0%	1.1%	113	1.0%	136	1.2%	12	0.6%	5	0.5%
Other		0.6%								
White/Non-Hispanic	51.4%	41.0%	5,824	51.8%	5,257	45.9%	771	39.6%	366	33.5%
Total	100.0%	100.0%	11,237	100.0%	11,454	100.0%	1,948	100.0%	1,094	100.0%
Minority Representation	48.6%	59.0%	5,412	48.2%	6,197	54.1%	1,177	60.4%	728	66.5%
Female Representation	50.8%	51.1%	5,812	51.7%	5,867	51.2%	1,547	79.4%	873	79.8%

¹ Sacramento County Workforce as of pay period 26 ending 12/23/2017.

² Sacramento County Workforce as of pay period 26 ending 12/17/2022.

³ Employed by County of Sacramento as of pay period 26 ending 12/23/2017.

⁴ Employed by County of Sacramento as of pay period 26 ending 12/17/2022.

TABLE 2
JOB CATEGORIES COMPARISON
BETWEEN 2022 AND 2023 REPORTS

JOB Categories		Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2022*	2023**	2022*	2023**	2022*	2023**	2022*	2023**	2022*	2023**
1. Officials/Administrators	#	14	16	3	3	17	19	31	34	37	42
	%	37.8%	38.1%	8.1%	7.1%	45.9%	45.2%	83.8%	81.0%	100.0%	100.0%
2. Professionals	#	411	442	90	90	501	532	631	636	760	767
	%	54.1%	57.6%	11.8%	11.7%	65.9%	69.4%	83.0%	82.9%	100.0%	100.0%
3. Technicians	#	2	2	0	0	2	2	3	5	6	8
	%	33.3%	25.0%	0.0%	0.0%	33.3%	25.0%	50.0%	62.5%	100.0%	100.0%
4. Protective Services	#										
	%										
5. Para-Professionals	#	45	39	9	13	54	52	63	52	74	67
	%	60.8%	58.2%	12.2%	19.4%	73.0%	77.6%	85.1%	77.6%	74.0%	100.0%
6. Office/Clerical Workers	#	85	97	43	46	128	143	142	146	204	210
	%	41.7%	46.2%	21.1%	21.9%	62.7%	68.1%	69.6%	69.5%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#										
	%										
Total	#	557	596	145	152	702	748	870	873	1081	1094
	%	51.5%	54.5%	13.4%	13.9%	64.9%	68.4%	80.5%	79.8%	100.0%	100.0%

TABLE 2

* The numbers for the 2022 Report are taken from pay period 26, ending December 18, 2021

** The numbers for the 2023 Report are taken from pay period 26 ending December 17, 2022

TABLE 3.1
Personnel Actions Report
HIRES/RE-HIRES - Permanent Position Employees
(From 01/01/2022 to 12/31/2022)

NEW HIRES	FEMALE	%	MALE	%	UNDECLARED	%	TOTAL	%
White	24	17.6%	6	4.4%	1	0.7%	31	22.1%
American Indian/Alaskan Native	1	0.7%	0	0.0%	0	0.0%	1	0.7%
Asian	18	13.2%	3	2.2%	0	0.0%	21	15.4%
Black	18	13.2%	3	2.2%	0	0.0%	21	15.4%
Native Hawaiian/Pacific Islander	2	1.5%	1	0.7%	0	0.0%	3	2.2%
2 or More Races	8	5.9%	5	3.7%	0	0.0%	13	9.6%
Hispanic	37	27.2%	9	6.6%	0	0.0%	46	33.8%
TOTAL MINORITY HIRES	84	61.8%	21	15.4%	0	0.0%	105	77.2%
TOTAL NEW HIRES	108	79.4%	27	19.9%	1	0.7%	136	99.3%

NEW RE-HIRES	FEMALE	%	MALE	%	TOTAL	%
White	4	21.1%	1	5.3%	5	26.3%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	2	10.5%	3	15.8%	5	26.3%
Black	4	21.1%	1	5.3%	5	26.3%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	4	21.1%	0	0.0%	4	21.1%
TOTAL MINORITY RE-HIRES	10	52.6%	4	21.1%	14	73.7%
TOTAL RE-HIRES	14	73.7%	5	26.3%	19	100.0%

COMMENTS FOR TABLE 3.1

TABLE 3.2
Personnel Action Report
TERMINATIONS – Permanent Position Employees
(From 01/01/2022 to 12/31/2022)

TERMINATIONS	FEMALE	%	MALE	%	TOTAL	%
White	31	24.6%	7	5.6%	38	30.2%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	15	11.9%	3	2.4%	18	14.3%
Black	25	19.8%	3	2.4%	28	22.2%
Native Hawaiian/Pacific Islander	3	2.4%	0	0.0%	3	2.4%
2 or More Races	6	4.8%	0	0.0%	6	4.8%
Hispanic	29	23.0%	4	3.2%	33	26.2%
TOTAL MINORITY TERMINATIONS	78	61.9%	10	7.9%	88	69.8%
TOTAL TERMINATIONS	109	86.5%	17	13.5%	126	100.0%

REASON TERMINATED	Number	% of Total	# of Female	# of Minority
RETIRED OR DISABILITY RETIREMENT	30	23.8%	26	16
RESIGN OTHER EMPLOYMENT	5	4.0%	4	4
EMPLOYEE INITIATED / NO REASON GIVEN	82	65.1%	70	62
DECEASED	1	0.8%	1	0
LAID OFF/REDUCTION IN FORCE	0	0.0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	6	4.8%	6	4
AUTOMATIC RESIGNATION	2	1.6%	2	2
OTHER– Please list:	0	0.0%	0	0
Totals:	126	100.0%	109	88

COMMENTS FOR TABLE 3.2

TABLE 3.4
Personnel Action Report
PROMOTIONS/DEMOTIONS - Permanent Positions
(From 01/01/2022 to 12/31/2022)

PROMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	25	22.5%	9	8.1%	34	30.6%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	15	13.5%	5	4.5%	20	18.0%
Black	23	20.7%	3	2.7%	26	23.4%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	5	4.5%	1	0.9%	6	5.4%
Hispanic	18	16.2%	7	6.3%	25	22.5%
TOTAL MINORITY PROMOTIONS	61	55.0%	16	14.4%	77	69.4%
TOTAL PROMOTIONS	86	77.5%	25	22.5%	111	100.0%

DEMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	3	21.4%	0	0.0%	3	21.4%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	7.1%	1	7.1%	2	14.3%
Black	4	28.6%	2	14.3%	6	42.9%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	1	7.1%	0	0.0%	1	7.1%
Hispanic	2	14.3%	0	0.0%	2	14.3%
TOTAL MINORITY DEMOTIONS	8	57.1%	3	21.4%	11	78.6%
TOTAL DEMOTIONS	11	78.6%	3	21.4%	14	100.0%

COMMENTS FOR TABLE 3.4

TABLE 4
Discrimination/Harassment Complaint Activity
(From 01/01/2022 to 12/31/2022)

The purpose of this section is to provide the Committee with an overview of the complaint activity in the department. Please supply information pertaining to the last 12 months if your department is reviewed annually or the last two years if your department is reviewed bi-annually.

Complaint Types	In House				Outside Investigator				DFEH or EEOC		Total Allegat.
	Violation	No Violation	Insuff Evid	On-going	Violation	No Violation	Insuff Evid	On-going	Closed	On-going	
Age								D			1
Disability/Medical Condition/Genetic Information								D			1
Marital Status								D			1
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry		C, F		A						E	4
Religion											
Retaliation											
Sex/Gender		B									1
Sexual Orientation											
TOTAL Allegations:		3		1				3		1	8

Note: Use an alpha to represent each complaint. **[Child Family and Adult Services had a total of 6 COMPLAINTS]**
i.e. Employee Smith files a complaint involving Gender / Disability. You would place alpha A in columns Gender and Disability.
Employee Lopez files a complaint involving Religion / Race. You would place alpha B in columns Religion and Race
This information is collected for use by the Equal Employment Opportunity Advisory Committee to tabulate the County's total annual number of complaints.