

During the March 28, 2022, an EEO Advisory Committee (EEOAC) member requested documentation that authorizes EEOAC to move forward with actions, reports or recommendations made, and over time the data included in Workforce Statistics Reports (WFSR). Below an overview of attachments included.

Letters, Recommendations, Reports, County Code, and Rules & Regulations

1. Affirmative Action Advisory Committee (AAAC) Letter from Robert Ryan, regarding the Brown Act Discrimination/Harassment Complaint Process
2. Board of Supervisors (BOS) Letter from the Director of Human Resources, regarding Affirmative Action Annual Report - January-December 1999
3. Board of Supervisors Letter from AAAC, dated July 25, 2020
4. Board of Supervisors Letter from Director of Human Resources, regarding AAAC and Recommended Implementation Actions, EEO Policy, [Sacramento County Code \(SCC\) 1230 EEOAC](#), dated September 17, 2002
5. Board of Supervisors Letter from EEO Advisory Committee, dated April 1, 2021
6. EEOAC Recommendations for ['22-'23 Budget Priorities \[PDF\]](#) submitted to Board of Supervisors on September 27, 2021 via Survey Monkey
7. [Clerk of the Board Appointment List](#) - EEOAC purpose & member list 12/31/21 (other format PDF pages 48-49 only)

WFSR over time (2002-2018)

8. Probation 2002 Affirmative Action Goals & Timetables Report
9. Human Assistance (DHA) 2005 WFSR & Notes-DHA Report
10. General Services (DGS) 2009 WFSR
11. Sanitation District Agency (SDA) 2013 WFSR
12. [Airports](#) 2018 WFSR (start of current WFSR format)

Attachment 1

COUNTY OF SACRAMENTO
OFFICE OF THE COUNTY COUNSEL
Inter-Department Correspondence

Date: April 1, 1999

To: Affirmative Action Advisory Committee

From: Robert A. Ryan, Jr.
Acting County Executive and County Counsel

Subject: Sacramento County's Discrimination/Harassment Complaint Process

The purpose of this memorandum is twofold: 1) to reaffirm the importance of compliance with the Brown Act requirements; and 2) to request the AAAC's assistance in recommending necessary modifications to the County's sexual harassment and discrimination policies and procedures.

Brown Act Requirements

On March 22, 1999, the AAAC met to discuss the subcommittee recommendations relating to the District Attorney's Office. At that meeting, extensive discussion occurred regarding an investigation of a specific complaint against the District Attorney and others in her office. During the course of those discussions, it was determined that the AAAC would defer any action relating to the specific complaint until the completion of the investigation and the resolution of any legal claims arising from the complaint. It was further determined that the AAAC would issue a report to the Board of Supervisors, seeking reaffirmation of the County's existing harassment/discrimination policies. After the conclusion the meeting, a draft report has been circulated for comment and revision among members of the AAAC.

Based on the foregoing, it appears that there have been a number of unintentional Brown Act violations. In order to protect against the recurrence of similar violations, I am providing you with a brief summary of the Brown Act requirements.

As an advisory body to the Board of Supervisors, the AAAC is required to conduct its business in accordance with the provisions of the Brown Act, Government Code Sections 54950 *et seq.* Except in certain limited circumstances, the Brown Act requires that all of the deliberative processes by legislative bodies, including discussion, debate and the acquisition of information, be open and available for public scrutiny.

Sacramento Newspaper Guild v. Sacramento Co. Bd. of Supervisors (1968) 263 Cal.App.2d 41. In order to ensure such public access, the Brown Act requires, as discussed more fully below, that the times and dates of all meetings are noticed and that an agenda is prepared providing a brief general description of all matters to be discussed or considered at the meeting

The Brown Act requires, among other things, that 1) an agenda for a regular meeting must be posted 72 hours prior to the meeting; 2) the agenda must contain a brief general description of each item to be transacted or discussed at the meeting. Discussion items must be placed on the agenda, as well as items which may be the subject of action by the body. Govt. C. §54954.2(a). The purpose of the brief description is to inform interested members of the public about the subject matter under consideration so that they can determine whether to monitor or participate in the meeting.

There are limited exceptions to the agenda requirements in which the body is permitted to discuss or take action on a matter at a regular meeting where the matter was not first described on a duly noticed agenda. Those exceptions are as follows:

1. The body may discuss a nonagenda item at a regular meeting if, by majority vote, the body determines that the matter in question constitutes an emergency pursuant to Government Code Section 54956.5. An emergency for purposes of the Brown Act is defined as a crippling disaster, work stoppage or other activity which severely impairs public health, safety or both. Prior to an emergency meeting, telephonic notice must be provided to all media outlets that have requested that they receive notice of any special meetings.

2. The body may discuss an item which was not previously placed on an agenda at a regular meeting when the body determines that there is a need for immediate action which cannot reasonably wait for the next regularly scheduled meeting. Govt. C. §54954.2(b)(2). In order to take advantage of this exception, the need for immediate action must have come to the attention of the body after the agenda had already been posted. In addition, the determination that a need for immediate action exists must be made by two-thirds of the total body or, if two-thirds of the body is not present, by a unanimous vote of those remaining.

3. Where an item has been posted on an agenda for a prior meeting, the item may be continued to a subsequent meeting which is held within five days of the meeting for which the item was properly posted. Under these circumstances, the items need not be posted for the subsequent meeting. Govt. C. §54954.2(b)(3).

The Brown Act also expressly prohibits serial meetings which are conducted through direct communications, intermediaries or technological devices for the purpose of developing a concurrence as to action to be taken. Govt. C. §54952.2(b); *Stockton Newspapers, Inc. v. Redevelopment Agency* (1985) 171 Cal.App.3d 95. A serial meeting is a series of communications, each of which involves less than a quorum of

the legislative body, but which taken as a whole involves a majority of the body's members. If the serial communications were used to develop a concurrence as to action to be taken, those communications constitute a meeting which is subject to the Brown Act.

The Brown Act provides criminal misdemeanor penalties for certain violations, including but not limited to, attendance by a member of a body at a meeting where action is taken in violation of the Act and where the member intends to deprive the public of information to which the member knows or has reason to know the public is entitled. Govt. C. §54959. The term "action taken" includes a collective decision, commitment or promise by a majority of the members of the body.

The Brown Act also provides civil remedies in the form of injunction, mandamus or declaratory relief. Govt. C. §54960. Either interested persons or the district attorney may seek to have actions taken in violation of the Brown Act declared null and void by a court. Govt. C. §54960.1. The Brown Act also provides for the award of attorney fees against the agency which violated the Brown Act. Govt. C. §54960.5.

Recommendations for Proposed Changes to the County's Sexual Harassment and Racial Discrimination Policies and Procedures

The AAAC is charged exclusively with 1) reviewing and recommending the departmental affirmative action plans; 2) reviewing and recommending specific affirmative action employment programs; 3) reviewing and recommending on employment selection procedures; 4) reviewing statistical information covering ethnic minority persons and women employed by the County to evaluate affirmative action progress and identifying affirmative action problem areas; and 5) recommending departmental and occupational priorities to guide the County's affirmative action program. SCC §2.27.025. Although these duties can be broadly interpreted, it is my opinion that the Board of Supervisors has not authorized the AAAC, under the existing ordinance, to review and/or advise regarding the handling of individual complaints of harassment or discrimination.

There is, of course, nothing to prevent the AAAC from recommending that the Board of Supervisors confer such authority, through an ordinance amendment. However, given the AAAC's decision on March 22, 1999 to defer all inquiry into the individual complaint and investigation until the resolution of all litigation, I recommend a more systemic approach to re-examining the County's policies and procedures relating to investigation of sexual harassment and racial discrimination.

It is my view that the AAAC is uniquely suited to review those policies and procedures and to make recommendations on any proposed systemic changes to the County Executive and, ultimately, the Board of Supervisors. In particular, I am requesting your assistance in addressing the following type of issues:

1) whether there should be a single entity responsible for investigating and responding to all complaints of harassment and/or discrimination made by or against County employees and contractors;

2) whether, and to what extent, individual departments should be responsible for investigating complaints relating to departmental employees and/or contractors;

3) whether the responsibility for investigating and responding to complaints should be dependent, under current policies and procedures, upon the entity with which the complaint is filed;

4) if jurisdiction to investigate complaints remains vested in both the department and the Affirmative Action Office, what criteria should be utilized for determining primary responsibility for the investigation;

5) whether, because of an inherent conflict in the Affirmative Action Officer both advocating on behalf of the complainant employee and conducting an investigation on behalf of the County, responsibilities for those functions are more appropriately segregated;

6) whether the County should utilize professional, private sector investigators, rather than County employees, to conduct harassment and discrimination investigations;

7) procedures for responding to complaints relating to elected officials (including the Assessor, the Sheriff and the District Attorney); and

8) similar systemic and fiscal issues.

Therefore, I recommend that the AAAC undertake a systemic review of the above policies and provide the County Executive with its advice and recommendation.

ROBERT A. RYAN, JR.
County Counsel

cc: Members, Board of Supervisors
Agency Administrators
Department Heads
Michele Bach

Attachment 2

County Of Sacramento California

For Agenda of:

TO : Board of Supervisors
FROM : Director of Human Resources
SUBJECT : **Affirmative Action Annual Report -- January - December 1999**

Recommendation Receive and file.

Background At its February 22, 1994 meeting, the Board of Supervisors directed the Human Resources Agency Administrator to establish and maintain a regular countywide Affirmative Action reporting program. In keeping with this direction, attached is the annual report for the period January through December, 1999.

Content of Annual Report Data analyzed in this report are compared to the 1990 United States Census information and the Sacramento County Affirmative Action goals. This report is summarized as follows:

- Graphs displaying countywide representation of minorities and females in the total County workforce by department, supervisors, managers, and by employees with disabilities.
 - A narrative analysis of representation of minorities and females by both total County workforce and department.
-

The most notable changes from the end of 1998 to the end of 1999, are:

- Overall County workforce increased by 1,173 employees (10.9%), from 10,756 to 11,929.
- Minority representation increased by 516 (15.2%) employees, from 3,402 to 3,918.
 - Minorities now comprise 32.8% of the County's total workforce; this is above goal by 2.4% (30.40%).
- Female representation increased by 695 (12.9%) employees, from 5,376 to 6,071.
 - Females now comprise 50.9% of the County's total workforce: this is 1.06% below goal (51.06%).

Report to Board, continued:

- The total number of managers decreased by 14 (1.6%), from 876 to 862.
 - Managers now comprise 7.2% of the workforce.
 - The number of minority managers increased by 11 (6.1%), from 179 to 190.
 - Minorities now comprise 22.0% of all managers; this is 8.4% below goal (30.4%).
 - The number of female managers increased by 63 (21.0%) employees, from 300 to 363.
 - Females now comprise 42.1% of all managers; this is 8.9% below goal (51.06%).
 - The total number of supervisors increased by 137 (9.5%) employees, from 1,437 to 1,574.
 - Supervisors now comprise 13.2% of the total workforce.
 - The number of minority supervisors increased by 90 (23.9%) employees, from 311 to 401.
 - Minorities now comprise 25.5% of all supervisors.
 - The number of female supervisors increased by 35 (4.4%) from 792 to 827.
 - Females now comprise 52.5% of all supervisors.
-

Respectfully Submitted,

Approval Recommended,

ANGELA M. SHERROD
Director of Human Resources Department

TERRYSCHUTTEN
County Executive

AMS/dn

Contact Person: Deborah Norman, Personnel Analyst, 874-7981

cc: County Executive; Human Resources Administrator; Director of Human Resources; Chair, Affirmative Action Committee; Members of Affirmative Action Committee; Chief of Special Employment/Affirmative Action

SACRAMENTO COUNTY
AFFIRMATIVE ACTION ANNUAL REPORT
January through December 1999

COUNTY EXECUTIVE

Terry Schutten

HUMAN RESOURCES AGENCY ADMINISTRATOR

Mike DeBord

DIRECTOR OF HUMAN RESOURCES DEPARTMENT

Angela M. Sherrod

**CHIEF, SPECIAL EMPLOYMENT AND
AFFIRMATIVE ACTION**

Manuela M. Sema

AFFIRMATIVE ACTION STAFF

Michael A. Peart, Sr. Personnel Analyst
Deborah Norman, Personnel Analyst
Ofelia Castillon, Personnel Assistant

***AFFIRMATIVE ACTION
COMMITTEE MEMBERS***

Dirulislam Abdullah

Joyce Austin

Sgt. Sharon Cadogan

** Cheryl Creson*

** Paulino Duran*

Roy George

Verronda Molden

Sally Nickaloff

Simeon Okoroike

Cynthia Oropeza

Barbara Ray

** Verne Speirs*

** Cindy Turner*

Royce Van Tassel

** Department Heads*

TABLE OF CONTENTS

Analysis of Sacramento County Workforce Composition

- Total County Workforce Analysis 1
- Total County Workforce Minority Representation 2
- Total County Workforce by Gender..... 3
- Minority Composition by Gender 4
- Workforce Gender Comparison 6
- Departments Meeting Parity for females and/or Minorities 7
- Ethnic Survey Report by Department..... 8
- Ethnic Survey Report by Occupational Group 11
- Examples of classes within Occupational Groups 12
- Occupational Categories Meeting Parity..... 13
- Sacramento County Managers Statistical Analysis..... 14
- Sacramento County Supervisors Statistical Analysis..... 15

Departmental Analysis of Minorities and Gender Composition in the Workforce*

*Recommendations and Commendations for departments reviewed by AAAC during the reporting period are included with the department statistics

- Agricultural Commission 17
- Airport * 18
- Animal Care & Regulations* 20
- Assessor 22
- Board of Supervisors 23
- Civil Service Commission 24
- Cooperative Extension..... 25
- Coroner 26
- County Counsel 27
- County Executive* 28
- District Attorney* 30
- Environmental Management..... 32
- Environmental Review & Assessment* 33
- Finance 35
- Health & Human Services * 36

Departmental Analysis of Minorities and Gender Composition in the Workforce

(Continued)

Human Assistance *	38
Human Resources*	40
Medical Systems *	42
Office of Communication Information & Technology*	44
Parks & Recreation	46
Planning	47
Probation *	48
Public Defender	50
Public Works *	51
Retirement Administration	53
Sheriff *	54
Superior Court*	56
Voters Registration And Election/Revenue Recovery *	57

Departmental Analysis of Managers, Supervisors

Agricultural Commission	59
Airport	60
Animal Care & Regulations	61
Assessor	62
Board of Supervisors	63
Civil Service Commission	64
Cooperative Extension	65
Coroner	66
County Counsel	67
County Executive	68
District Attorney	69
Environmental Management	70
Environmental Review & Assessment	71
Finance	72
Health & Human Services	73
Human Assistance	74
Human Resources	75
Medical Systems	76

Departmental Analysis of Managers, Supervisors

(Continued)

Office of Communication Information & Technology.....	77
Parks & Recreation	78
Planning	79
Probation	80
Public Defender	81
Public Works	82
Retirement Administration.....	83
Sheriff	84
Superior Court	85
Voter Registration and Elections.....	86

1999 TOTAL COUNTY WORKFORCE ANALYSIS

The following table compares the current period's figures for the individual ethnic and gender groups to the 1990 census-based goals. Since 1990 minority representation has increased from 26.93% to 32.8%. Female representation has also increased from 49.64% to 50.9%.

ETHNIC GROUP	EMPLOYMENT GOALS BASED ON 1990 CENSUS DATA	12/31/90 FIGURES	12/31/98 FIGURES	12/31/99 FIGURES	OVER/ (UNDER) GOAL BY*
Caucasian	69.30%	73.07%	68.40%	67.16%	-2.14%
African Am.	9.30%	9.75%	10.50%	11.03%	1.73%
Hispanic	11.70%	8.06%	10.00%	10.13%	-1.57%
Amer. Ind.	0.90%	1.34%	1.30%	1.43%	0.53%
Japanese	1.31%	2.22%	2.00%	1.99%	0.68%
Chinese	5.33%	3.37%	4.70%	4.73%	-0.60%
Filipino	0.88%	1.55%	1.90%	2.10%	1.22%
Asian Indian	0.56%	0.34%	0.60%	0.91%	0.35%
Polynesian	0.43%	0.31%	0.50%	0.53%	0.10%
TOTAL MALE	48.94%	50.36%	50.00%	49.11%	0.17%
TOTAL FEMALE	51.06%	49.64%	50.00%	50.89%	-0.17%
TOTAL MINORITY	30.40%	26.93%	31.60%	32.84%	2.44%

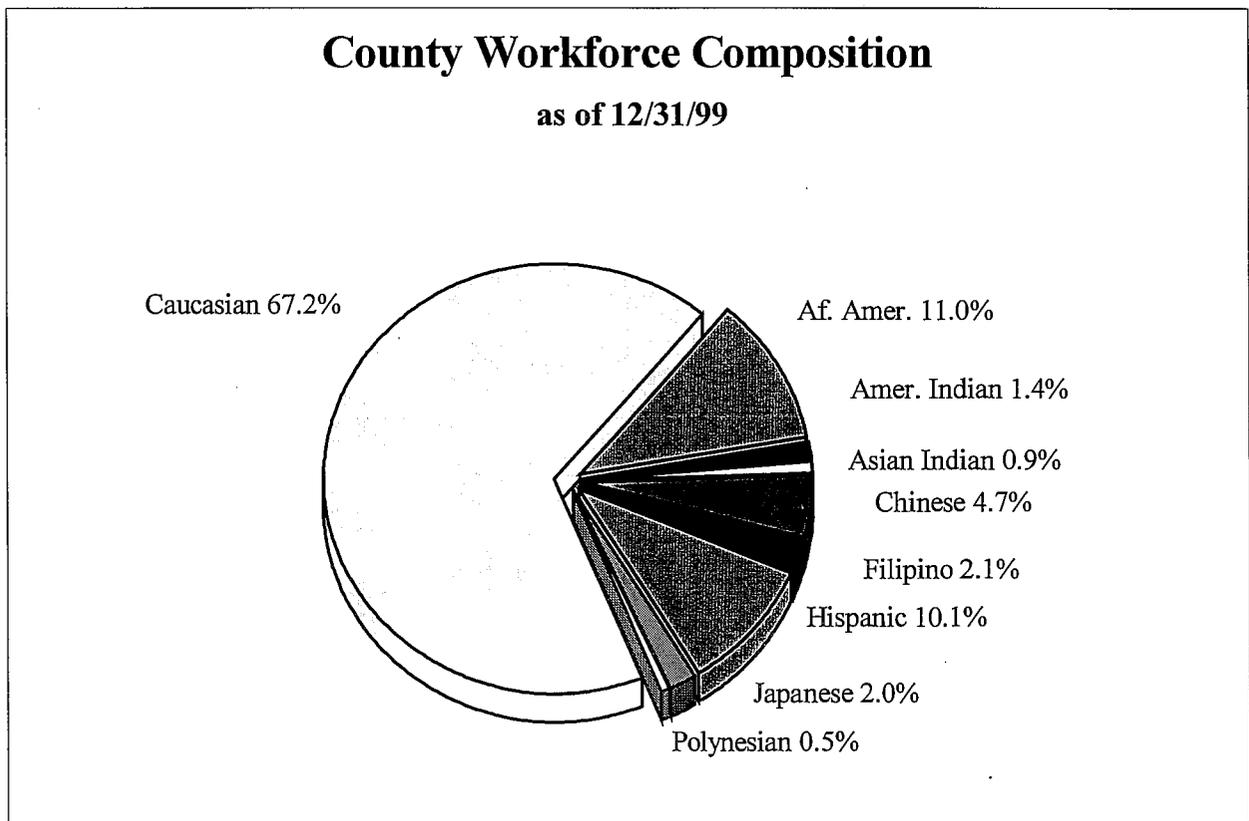
* Figures represent comparison of 1999 statistics and 1990 goals.

TOTAL COUNTY WORKFORCE MINORITY REPRESENTATION As of 12/31/1999

This chart represents the ethnic composition of the County's workforce as of 12/31/99. During 1999, the workforce increased from 10,756 to 11,929. This is an increase of 1,173 employees (10.9%). Minority representation increased by 516 employees from 3,402 (8.9%) to 3,918 (15.2%). Since 1990, minority representation has improved from 26.93% to 32.8%

		1974	1990	1999*
CAUCASIAN	#	4793	6687	8,011
	%	86.18%	73.07%	67.16
MINORITIES	#	769	2465	3,918
	%	13.82%	26.93%	32.8%

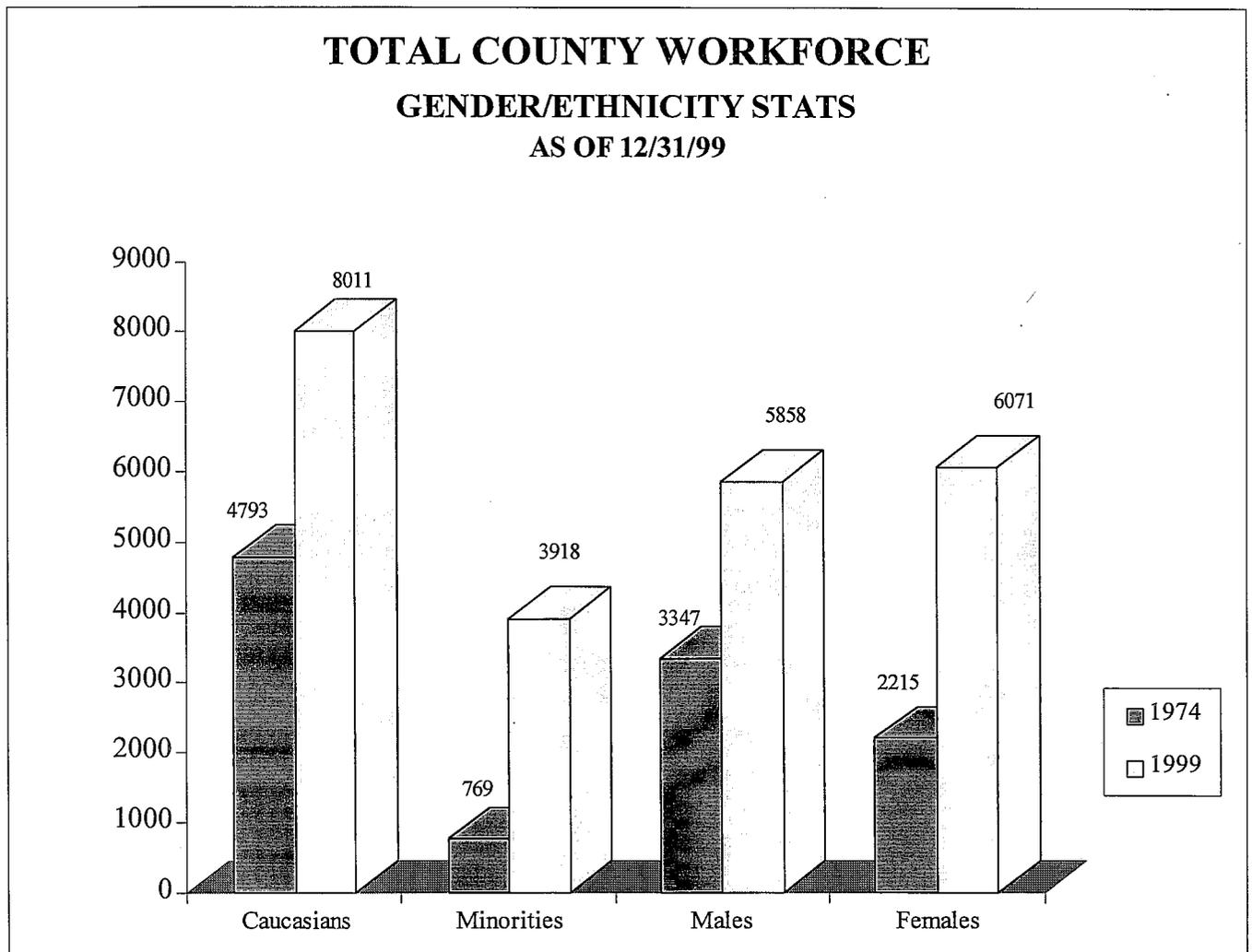
Total County Employees = 11,929



TOTAL COUNTY WORKFORCE BY GENDER As of 12/31/1999

This chart compares 1974 statistics with the statistics for 1999. The County's total workforce increased by 6,397 employees. The number of female employees increased by 3,856 and the number of minority employees increased by 3,149. The County has made significant strides toward meeting parity goals over the past two decades.

Female parity is at 50.9% compared to 1990 goal of 51.06%. Minorities are at goal with 32.8%. Currently, there are 6,071 female employees and 3,918 minority employees. Of the 1,173 new hires in this period, 478 (40.8%) were male, and 695 (59.2%) were female. Additionally, among the new hires, 516 (44.0%) were minority and 657 (56.0%) were Caucasian.



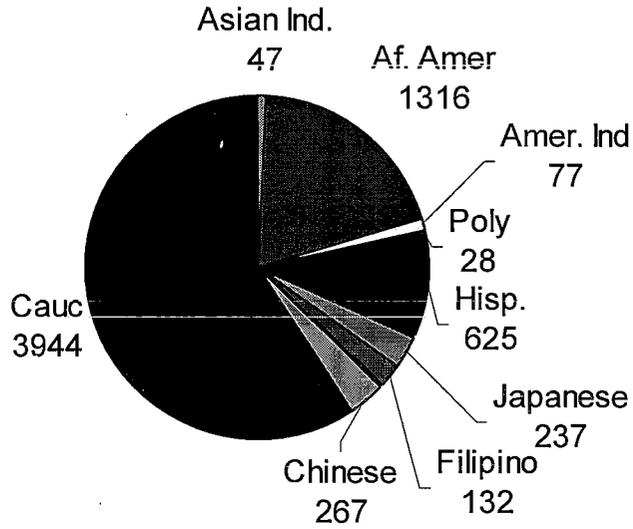
MINORITY COMPOSITION BY GENDER

The following table provides the total number of males and females in each minority group as of 12/31/1999. The next page illustrates the same information in pie chart format.

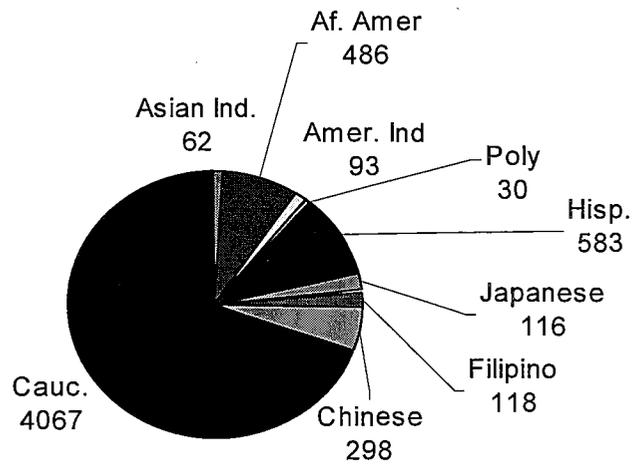
As of 12/31/99, minority male representation is at 1,791 (15.0%) of the workforce. Minority female representation is at 2,127 (17.8%) of the workforce.

		MALE	FEMALE	TOTAL
African American	#	486	830	1316
	%	4.1%	7.0%	11.0%
American Indian	#	93	77	170
	%	0.8%	0.6%	1.4%
Asian Indian	#	62	47	109
	%	0.5%	0.4%	0.9%
Chinese	#	298	267	565
	%	2.5%	2.2%	4.7%
Filipino	#	118	132	250
	%	1.0%	1.1%	2.1%
Hispanic	#	583	625	1208
	%	4.9%	5.2%	10.1%
Japanese	#	116	121	237
	%	1.0%	1.0%	2.0%
Polynesian	#	35	28	63
	%	0.3%	0.2%	0.5%
Total Minority	#	1,791	2,127	3918
	%	15.0%	17.8%	32.8%
Caucasian	#	4,067	3,944	8011
	%	34.1%	33.1%	67.2%

**County Workforce
Females by Ethnicity as of 12/31/99**



**County Workforce
Males by Ethnicity as of 12/31/99**

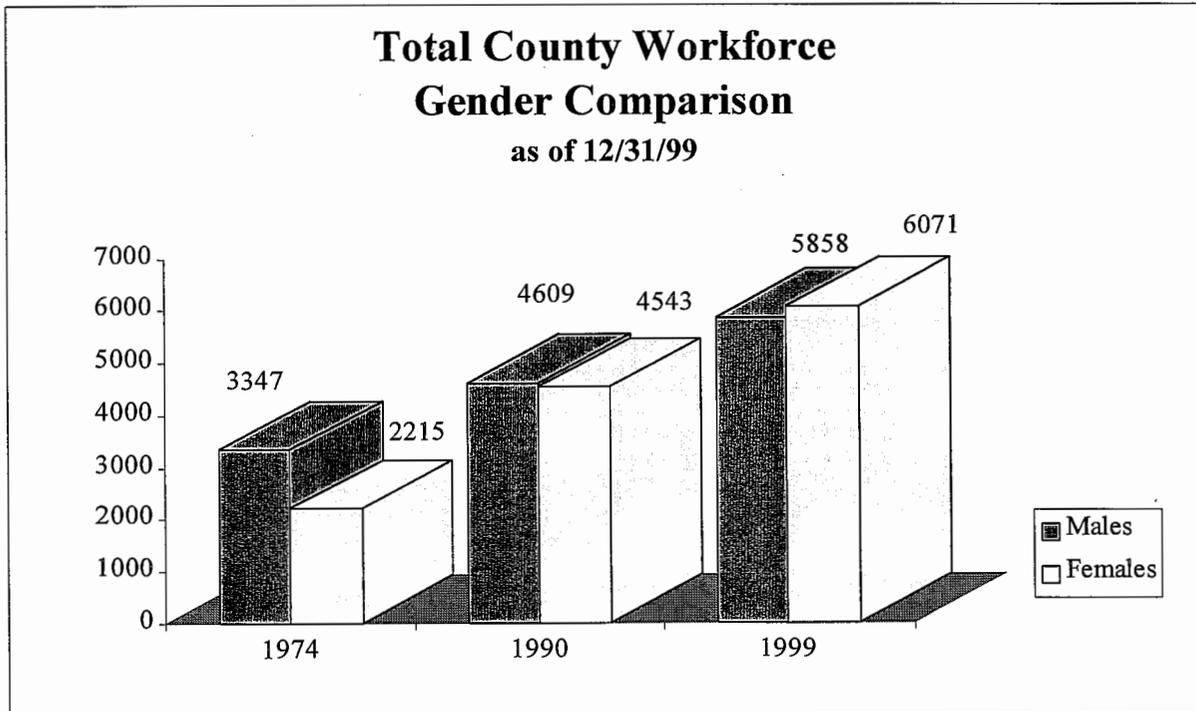


WORKFORCE GENDER COMPARISON

This chart displays the gender breakdown of the Sacramento County workforce as of 12/31/1999. It also compares the total number of males and females in the workforce and shows the changes from 1974 to 1990 and to the end of 1999. Of the 1,173 new employees the County hired in 1999, 478 (40.8%) were male, and 695 (59.2%) were female.

		1974	1990	1999*
MALES	#	3347	4609	5858
	%	60.2%	50.3%	49.11%
FEMALES	#	2215	4543	6071
	%	39.8%	49.7%	50.89%

*as of 12/31/99



DEPARTMENTS MEETING PARITY GOALS FOR FEMALES AND/OR MINORITIES

The County's 1990 affirmative action employment goals are 51.06% for females and 30.40% for minorities. The following departments have met or exceeded employment goals in either one or both categories for this reporting period.

	Female	Minority
Agricultural Commission		*
Agricultural Extension	*	
Airports		*
Animal Control	*	
Board of Supervisors	*	
Civil Service Commission	*	
Coroner		*
County Counsel	*	
County Executive	*	
District Attorney	*	
Environmental Management	*	
Environmental Review	*	
Finance	*	
Health & Human Services	*	*
Human Assistance	*	*
Human Resources	*	*
Medical Systems	*	
Probation		*
Public Defender	*	
Regional Parks & Recreation		*
Retirement Administration	*	
Revenue Recovery	*	*
Sheriff	*	*
Superior Court	*	*
Voter Registration	*	

ETHNIC SURVEY REPORT DEPARTMENT AT A GLANCE

Department		Am. Ind.	As. Ind.	Afr. Am.	Cauc.	Chinese	Filipino	Japanese	Hispanic	Poly.	Male	Female	Minority	Total
Agricultural Commission	#	0	1	2	15	0	0	2	5	0	13	12	10	25
	%	0.0%	4.0%	15.4%	60.0%	0.0%	0.0%	8.0%	20.0%	0.0%	52.0%	48.0%	40.0%	100.0%
Cooperative Extension	#	0	0	0	4	0	0	0	0	0	0	4	0	4
	%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
Airport	#	9	11	53	193	11	15	2	58	8	265	95	167	360
	%	2.5%	3.1%	20.0%	53.6%	3.1%	4.2%	0.6%	16.1%	2.2%	73.6%	26.4%	46.4%	100.0%
Animal Control	#	1	0	1	31	0	0	0	4	0	12	25	6	37
	%	2.7%	0.0%	7.9%	83.8%	0.0%	0.0%	0.0%	10.8%	0.0%	32.4%	67.6%	16.2%	100.0%
Assessor	#	0	2	6	125	10	2	6	5	0	86	70	31	156
	%	0.0%	1.3%	6.9%	80.1%	6.4%	1.3%	3.8%	3.2%	0.0%	55.1%	44.9%	19.9%	100.0%
Board of Supervisors	#	0	0	2	22	3	0	2	2	0	3	28	9	31
	%	0.0%	0.0%	54.2%	71.0%	9.7%	0.0%	6.5%	6.5%	0.0%	9.7%	90.3%	29.0%	100.0%
Civil Service Commission	#	0	0	0	2	0	0	0	0	0	0	2	0	2
	%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
Coroner	#	0	0	2	14	0	0	1	3	0	10	10	6	20
	%	0.0%	0.0%	18.7%	70.0%	0.0%	0.0%	5.0%	15.0%	0.0%	50.0%	50.0%	30.0%	100.0%
County Counsel	#	1	0	3	37	1	0	1	8	0	18	33	14	51
	%	2.0%	0.0%	16.0%	72.5%	2.0%	0.0%	2.0%	15.7%	0.0%	35.3%	64.7%	27.5%	100.0%

ETHNIC SURVEY REPORT DEPARTMENT AT A GLANCE

Department		Am. Ind.	As. Ind.	Afr. Am.	Cauc.	Chinese	Filipino	Japanese	Hispanic	Poly.	Male	Female	Minority	Total
County Executive	#	0	0	0	42	3	0	3	1	0	17	32	7	49
	%	0.0%	0.0%	0.0%	85.7%	6.1%	0.0%	6.1%	2.0%	0.0%	34.7%	65.3%	14.3%	100.0%
District Attorney	#	5	5	45	482	25	11	18	60	0	228	423	169	651
	%	0.8%	0.8%	6.9%	74.0%	3.8%	1.7%	2.8%	9.2%	0.0%	35.0%	65.0%	26.0%	100.0%
Environmental Mgt.	#	0	0	12	65	6	0	2	6	0	39	52	26	91
	%	0.0%	0.0%	30.4%	71.4%	6.6%	0.0%	2.2%	6.6%	0.0%	42.9%	57.1%	28.6%	100.0%
Environmental Review	#	0	0	2	21	0	0	2	1	0	10	16	5	26
	%	0.0%	0.0%	18.2%	80.8%	0.0%	0.0%	7.7%	3.8%	0.0%	38.5%	61.5%	19.2%	100.0%
Finance	#	1	2	9	140	14	9	4	9	0	58	130	48	188
	%	0.5%	1.1%	15.4%	74.5%	7.4%	4.8%	2.1%	4.8%	0.0%	30.9%	69.1%	25.5%	100.0%
Health & Human Services	#	26	25	301	1113	100	50	43	181	7	455	1391	733	1846
	%	1.4%	1.4%	66.0%	60.3%	5.4%	2.7%	2.3%	9.8%	0.4%	24.6%	75.4%	39.7%	100.0%
Human Assistance	#	30	24	237	1007	220	44	22	225	6	521	1294	808	1815
	%	1.7%	1.3%	12.4%	55.5%	12.1%	2.4%	1.2%	12.4%	0.3%	28.7%	71.3%	44.5%	100.0%
Human Resources	#	1	1	15	74	4	5	5	8	1	26	88	40	114
	%	0.9%	0.9%	56.3%	64.9%	3.5%	4.4%	4.4%	7.0%	0.9%	22.8%	77.2%	35.1%	100.0%
Medical Systems	#	2	1	31	181	8	9	3	17	2	64	190	73	254
	%	0.8%	0.4%	47.7%	71.3%	3.1%	3.5%	1.2%	6.7%	0.8%	25.2%	74.8%	28.7%	100.0%
Regional Parks & Recreation	#	4	0	3	55	0	2	1	14	0	58	21	24	79
	%	5.1%	0.0%	5.1%	69.6%	0.0%	2.5%	1.3%	17.7%	0.0%	73.4%	26.6%	30.4%	100.0%
Planning & Community Dev.	#	2	1	9	62	0	0	5	9	1	51	38	27	89
	%	2.2%	1.1%	17.5%	69.7%	0.0%	0.0%	5.6%	10.1%	1.1%	57.3%	42.7%	30.3%	100.0%

ETHNIC SURVEY REPORT DEPARTMENT AT A GLANCE

Department		Am. Ind.	As. Ind.	Afr. Am.	Cauc.	Chinese	Filipino	Japanese	Hispanic	Poly.	Male	Female	Minority	Total
Probation	#	10	1	91	416	12	6	15	61	6	358	260	202	618
	%	1.6%	0.2%	25.4%	67.3%	1.9%	1.0%	2.4%	9.9%	1.0%	57.9%	42.1%	32.7%	100.0%
Public Defender	#	1	1	11	103	0	0	2	13	1	59	73	29	132
	%	0.8%	0.8%	22.4%	78.0%	0.0%	0.0%	1.5%	9.8%	0.8%	44.7%	55.3%	22.0%	100.0%
Public Works	#	39	19	207	1602	79	53	37	235	15	1865	421	684	2286
	%	1.7%	0.8%	11.1%	70.1%	3.5%	2.3%	1.6%	10.3%	0.7%	81.6%	18.4%	29.9%	100.0%
Retirement Administration	#	0	0	3	18	1	1	0	1	1	7	18	7	25
	%	0.0%	0.0%	37.5%	72.0%	4.0%	4.0%	0.0%	4.0%	4.0%	28.0%	72.0%	28.0%	100.0%
Sheriff	#	26	9	123	1490	39	21	41	166	9	1331	593	437	1124
	%	1.4%	0.5%	9.2%	77.4%	2.0%	1.1%	2.1%	8.6%	0.5%	69.2%	30.8%	22.7%	58.4%
Superior Court	#	10	5	109	448	18	13	13	86	6	131	577	260	708
	%	1.4%	0.7%	82.8%	63.3%	2.5%	1.8%	1.8%	12.1%	0.8%	18.5%	81.5%	36.7%	100.0%
Office of Comm. & Information Technology	#	2	1	21	150	7	6	3	15	0	132	73	55	205
	%	1.0%	0.5%	15.8%	73.2%	3.4%	2.9%	1.5%	7.3%	0.0%	64.4%	35.6%	26.8%	100.0%
Voter Registration & Revenue Recovery	#	0	0	17	94	4	3	2	14	0	34	100	40	134
	%	0.0%	0.0%	49.3%	70.1%	3.0%	2.2%	1.5%	10.4%	0.0%	25.4%	74.6%	29.9%	100.0%

**ETHNIC SURVEY REPORT
BY OCCUPATIONAL GROUP
As of 12/31/1999**

Department		Am. Ind.	As. Ind.	Afr. Am.	Cauc.	Chinese	Filipino	Japanese	Hispanic	Poly.	Male	Female	Minority	Total
OFFICIALS (0)	#	2	1	6	88	4	0	3	7	0	67	44	23	111
	%	1.8%	0.9%	3.4%	79.3%	3.6%	0.0%	2.7%	6.3%	0.0%	60.4%	39.6%	20.7%	100.0%
ADMINISTRATIVE SERVICES (1)	#	10	2	41	474	13	2	17	34	9	266	336	128	602
	%	1.7%	0.3%	6.8%	78.7%	2.2%	0.3%	2.8%	5.6%	1.5%	44.2%	55.8%	21.3%	100.0%
FISCAL & SYSTEMS SERVICES (2)	#	5	10	85	631	68	42	22	58	5	385	541	295	926
	%	0.5%	1.1%	1.3%	68.1%	7.3%	4.5%	2.4%	6.3%	0.5%	41.6%	58.4%	31.9%	100.0%
OFFICE & FACILITY SUPPORT (3)	#	30	18	354	1637	57	57	40	245	14	468	1984	815	2452
	%	1.2%	0.7%	75.6%	66.8%	2.3%	2.3%	1.6%	10.0%	0.6%	19.1%	80.9%	33.2%	100.0%
COMMUNITY SERVICES (4)	#	2	0	7	57	1	0	2	9	0	39	39	21	78
	%	2.6%	0.0%	17.9%	73.1%	1.3%	0.0%	2.6%	11.5%	0.0%	50.0%	50.0%	26.9%	100.0%
HEALTH SERVICES (5)	#	5	12	105	522	53	25	21	66	3	256	556	290	812
	%	0.6%	1.5%	41.0%	64.3%	6.5%	3.1%	2.6%	8.1%	0.4%	31.5%	68.5%	35.7%	100.0%
PROTECTIVE & REGULATORY (6)	#	38	12	210	2008	60	26	59	257	11	1899	782	673	2681
	%	1.4%	0.4%	11.1%	74.9%	2.2%	1.0%	2.2%	9.6%	0.4%	70.8%	29.2%	25.1%	100.0%
SOCIAL SERVICES (7) Revenue Recovery	#	32	24	302	1136	239	33	39	252	5	546	1516	926	2062
	%	1.6%	1.2%	55.3%	55.1%	11.6%	1.6%	1.9%	12.2%	0.2%	26.5%	73.5%	44.9%	100.0%
TECHNICAL SERVICES (8)	#	8	16	36	569	44	19	27	67	3	679	110	220	789
	%	1.0%	2.0%	5.3%	72.1%	5.6%	2.4%	3.4%	8.5%	0.4%	86.1%	13.9%	27.9%	100.0%
SKILLED CRAFT & MAINTENANCE (9)	#	37	14	164	846	26	45	5	209	11	1206	151	511	1357
	%	2.7%	1.0%	13.6%	62.3%	1.9%	3.3%	0.4%	15.4%	0.8%	88.9%	11.1%	37.7%	100.0%
TOTAL *	#	169	109	1310	7968	565	249	235	1204	61	5811	6059	3902	11870
	%	1.4%	0.9%	22.5%	67.1%	4.8%	2.1%	2.0%	12.1%	0.5%	49.0%	51.0%	32.9%	100.0%

EXAMPLES OF CLASSES WITHIN OCCUPATIONAL GROUPS

OCCUPATIONAL GROUP (#)	EXAMPLES OF CLASSES
OFFICIALS (0)	Department heads, Chief Assistants, Judges, Board Members, Elected Officials.
ADMINISTRATIVE SERVICES (1)	Buyers, Planners, Real Estate Agents, Environmental Analyst, and most classes from the Human Resources Agency.
FISCAL & SYSTEMS (2)	Account Clerk, Accountant, Property Appraiser, Data Entry, Financial Analyst, Auditor, and all computer related classes.
OFFICE & FACILITY SUPPORT(3)	Cashier, Clerical Supervisors, Clerks, Secretaries, Medical Recorders and Transcribers, Court Reporters, Communication Dispatcher, Election Assistant, Sheriff's Recorder, and Parking Lot Attendants.
COMMUNITY SERVICES (4)	Recreation Leader and Aide, Librarian, Library Technician, Public Guardian, Estate Property, Lifeguard, Landscape Architect.
HEALTH SERVICES (5)	Biologist, Community Health Aid, Health Program Managers, Laboratory Assistant, Dietitian, X-ray Technician, Pharmacist, Mental Health Director, Industrial Hygienist, Nurses.
PROTECTIVE & REGULATORY (6)	Animal Control Officer, Attorney, Legal Research, Building Security, Sheriff's Officer, Park Ranger, Court Commissioner, Probation Chief and Deputy, Weights & Measures Inspector, Coroner Deputies.
SOCIAL SERVICES (7)	Family Court Counselor, Social Service Worker, Welfare Program Specialist, Vocational Rehabilitation, Family Worker Specialist, Eligibility Supervisor.
TECHNICAL SERVICES (8)	Surveyor, Electrician, Drafting Technician, Civil Engineer, Traffic Signal Operator, Building Inspector, Engineering Technician, Communications Technician, Treatment Plant Operator.
SKILLED CRAFT & MAINTENANCE (9)	Automotive Mechanic, Custodian, Cook, Baker, Highway Maintenance Worker, Park Maintenance, Tree Trimmer, Bridge Maintenance Operator, Food Service Worker, Landfill Equipment Operator.

OCCUPATIONAL CATEGORIES MEETING PARITY GOALS FOR FEMALES AND/OR MINORITIES

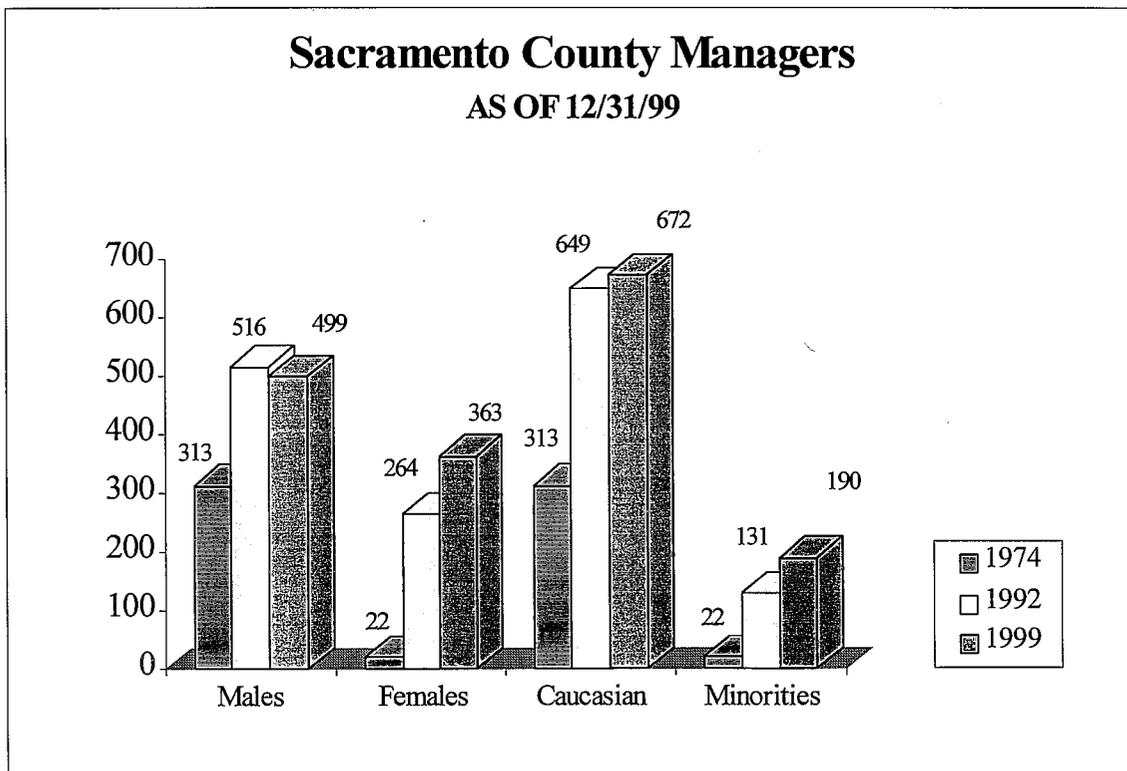
The County has met female parity in six occupational categories and has met minority parity in five categories. The following is a list of those categories.

	Female	Minority
Administrative Services	*	
Fiscal Systems & Services	*	*
Office & Facility Support	*	*
Community Services	*	
Health Services	*	*
Social Services	*	*
Skilled Craft & Maintenance		*

SACRAMENTO COUNTY MANAGERS Statistical Analysis

From 1974 to the end of 1999, the number of managers in Sacramento County increased by 527 from 335 to 862. The number of female managers increased from 22 to 363. Additionally, the number of minority managers increased from 22 to 190. The number of female and minority managers has shown dramatic increases over the base year (1974). Currently, females represent 42.1% (363) of the managerial staff in the County, and minorities represent 22.0% (190).

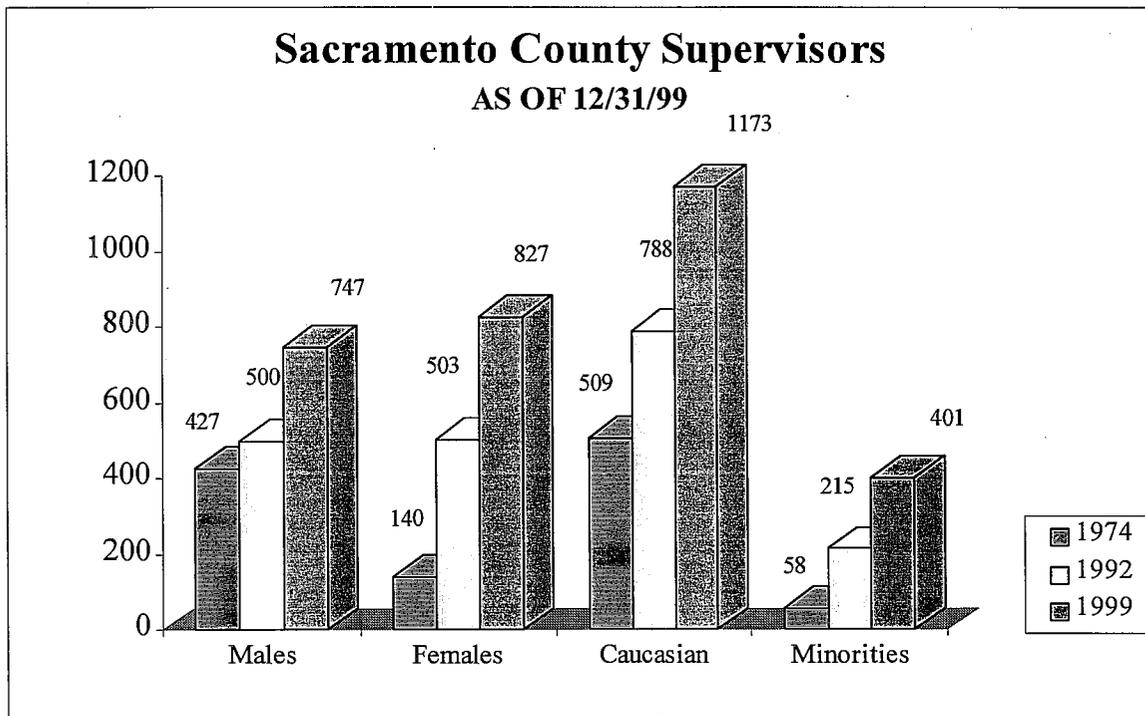
Since 1992, the number of managers has increased from 780 to 862. Female representation increased from 264 to 363 and minority representation increased from 131 to 190.



SACRAMENTO COUNTY SUPERVISORS Statistical Comparison

From 1974 to the end of 1999, the number of supervisors in Sacramento County increased from 567 to 1,574. Since the Base Year, 1974, the number of females in this category increased from 140 to 827, and the number of minority supervisors increased from 58 to 401. Currently, females represent 52.5% of the supervisors, and minorities represent 25.5 of supervisors.

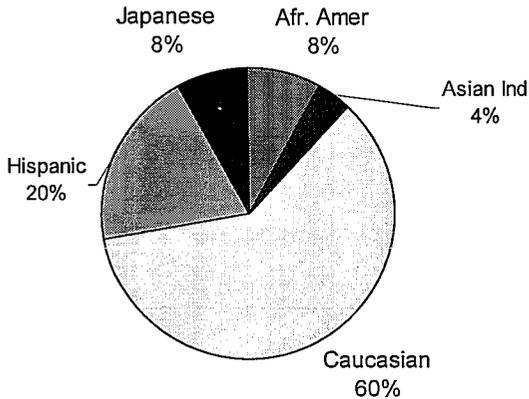
Compared to 1992, the number of supervisors has increased by 571 (36.3%) from 1003 to 1,574. Female representation increased from 503 to 827 and minority representation increased from 215 to 401.



DEPARTMENTAL ANALYSIS OF MINORITIES & GENDER
COMPOSITION IN THE WORKFORCE

AGRICULTURAL COMMISSION

Agricultural Commission Composition as of 12/31/99



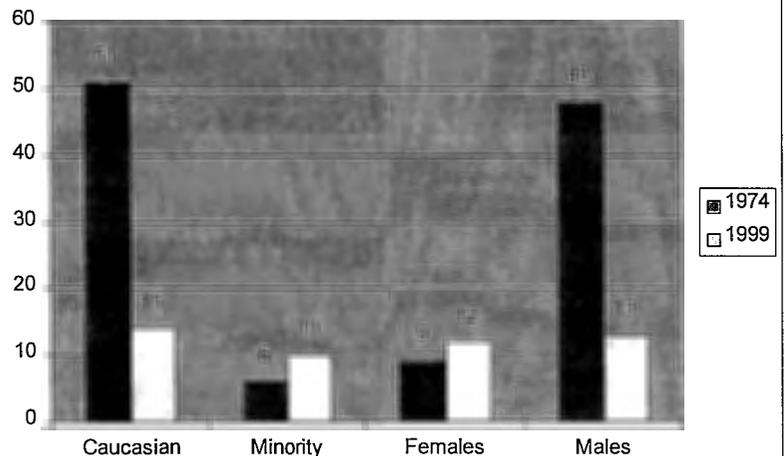
This chart provides the ethnic breakdown of the workforce by percentage for the department as of the end of 1999.

There are 25 employees in the department. Minority representation is at 40.0% or ten employees. This is above the County's goal of 30.4%.

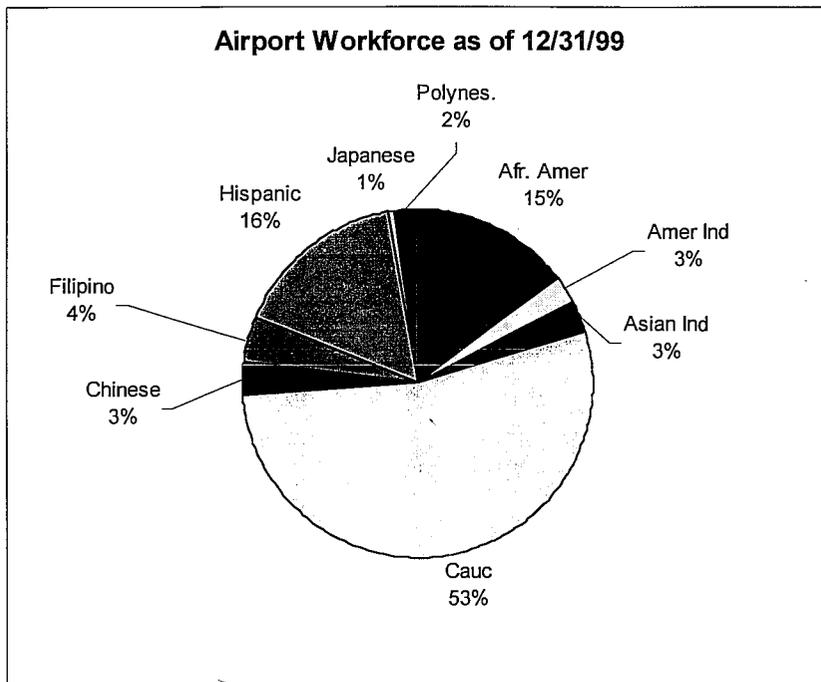
This chart provides the total number of female and minority employees as of the end of 1999.

Of the 25 employees, 12 (48.0%) are female and 10 (40.0%) are minority. The department is above the goal for minority representation.

Sex/Ethnic Stats as of 12/31/99



AIRPORTS



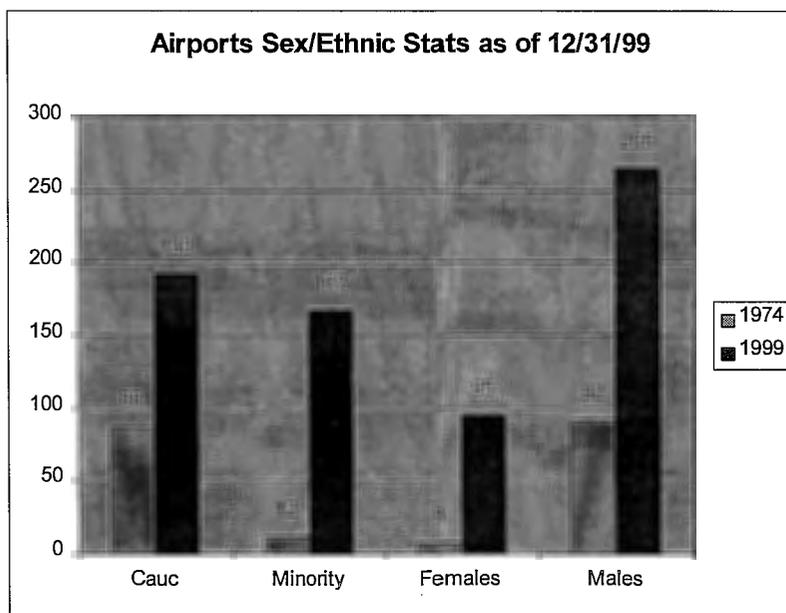
This chart provides the ethnic breakdown of the workforce by percentage for the department as of the end of 1999.

There are 360 employees in the department. Of this total 61.0% (167) are minority. The department continues to be above parity for minority representation.



The chart provides the total number of female and minority employees as of the end of 1999.

Of the 360 employees, 95 (26.4%) are female. Minority representation is at 61.1%. Female representation is below the county goal of 51.06% and minority representation is above the goal of 30.4%.



DEPARTMENT OF AIRPORTS

1999 Recommendations and Commendations

Recommendations:

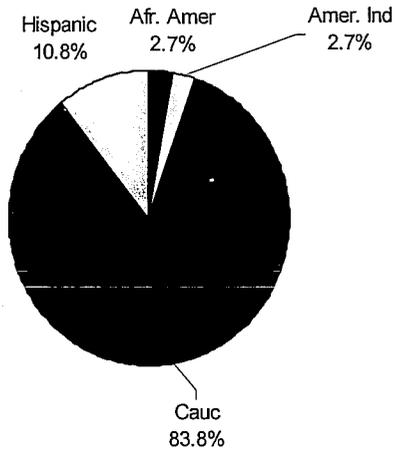
1. Department request Personnel Services Department do a class study on the "Fire Operations Worker series in order to bring the salaries to a level that will attract and retain employees.

Commendations:

1. For creating the "Airport Operations Worker" class to serve as trainees for the "Fire Operations Worker".
2. For allowing employees one year to pass the physical agility test for the Fire Operations Worker.

ANIMAL CARE & REGULATIONS

Animal Care & Regulations Workforce as of 12/31/99



This chart provides the ethnic breakdown of the workforce by percentage in the Department as of the end of 1999. There is a total of 37 employees in the department.

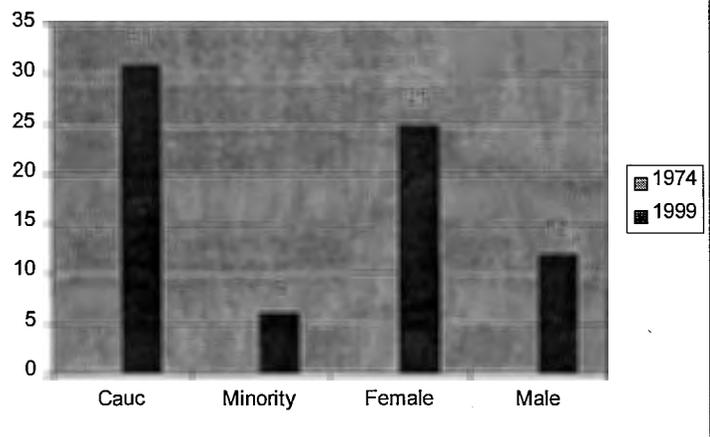
During 1999, the number of minority employees increased from four, (12.9%) to six (16.2%). The department is below parity for minorities.



This chart provides the total number of female and minority employees as of the end of 1999.

At the end of 1999, female representation was at 67.6% or 25 employees. Minority representation was at 16.2% or six employees. The department is below goal for minorities. However, it exceeds the goal for females.

Animal Care & Regulation - Workforce composition as of 12/31/98



ANIMAL CARE AND REGULATION

1999 Recommendations and Commendations

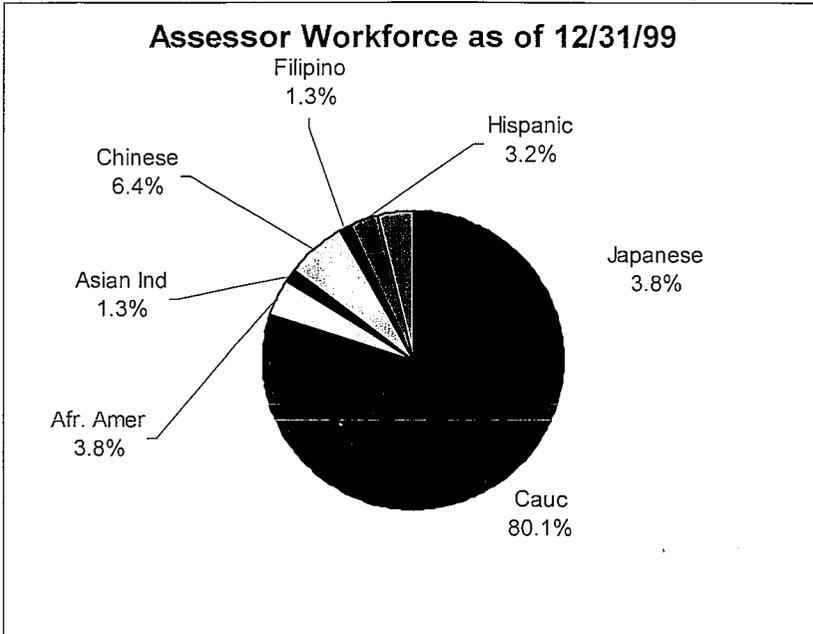
Recommendations:

1. The department makes Office Assistant vacancies more attractive to potential candidates in recognition of the nature of the department's mission and the duties required.
2. The department implement customer service training for all Office Assistants.
3. The department seeks to increase minority representation in all occupational categories in the department.

Commendations:

1. For providing training assessment of Animal Control Officers.
2. For maintaining parity despite cutbacks and budget constraints.

ASSESSOR



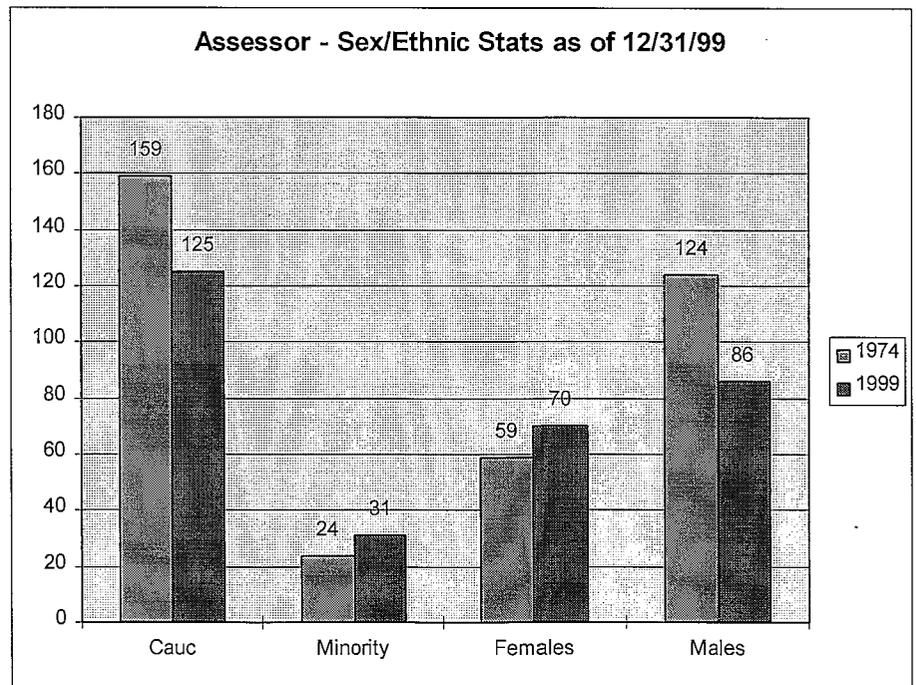
This chart provides the ethnic breakdown of the workforce by percentage for the Assessor's office as of the end of 1999.

There are 156 employees in the department. Minority representation is at 19.9% (31 employees). It continues to be below the County's goal of 30.4%.



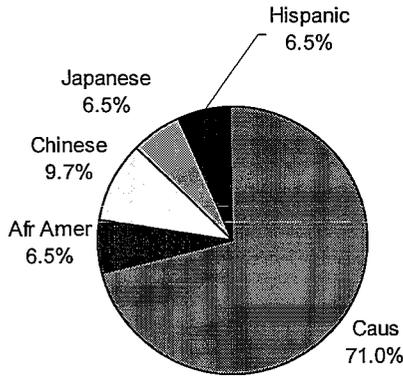
This chart provides the total number of female and minority employees at the Assessor's office as of the end of 1999.

During 1999, the number of female employees in the department increased from 64 (45.1%) to 70 (44.9%). Minority representation increased from 27 (19.0%) to 31 (19.9%).



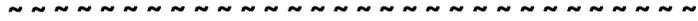
BOARD OF SUPERVISORS

Board of Supervisors Workforce Composition as of 12/31/99



This chart provides the ethnic breakdown of the workforce by percentage for the Board of Supervisors' office as of the end of 1999.

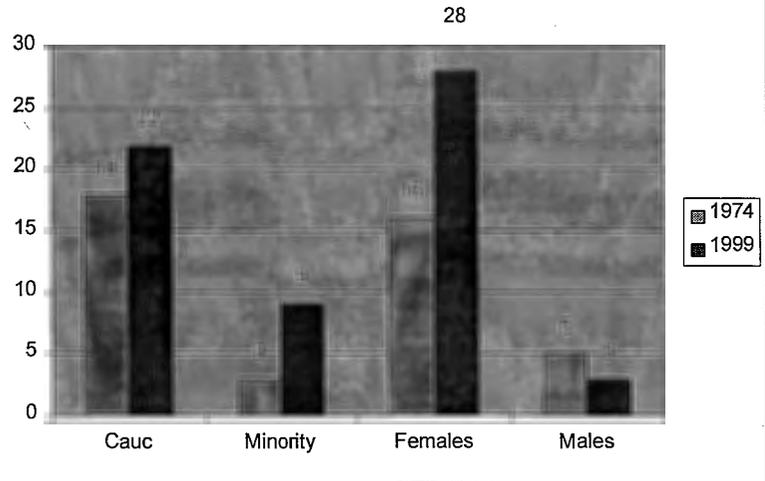
There are 31 employees in the department since the last report. Overall minority representation is at nine employees (29.0%).



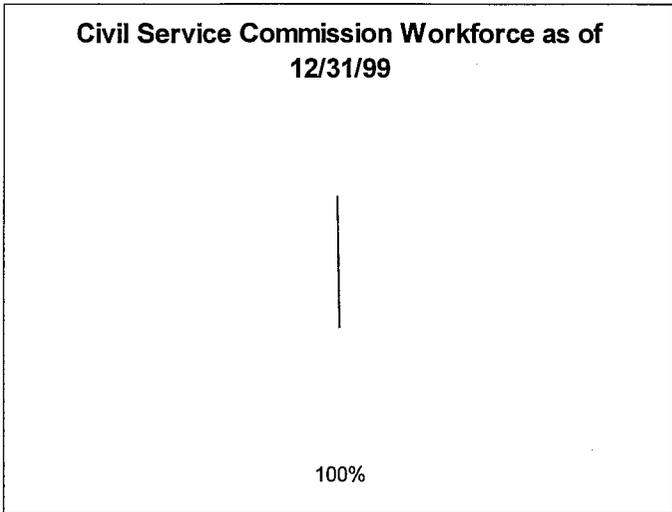
This chart provides the total number of female and minority employees as of the end of 1999.

Female representation is at 90.3% (28 employees). Minority representation increased from 28.6% (8 employees) to 29.0% (9 employees). These figures put the department above parity for females and below for minorities.

Board of Supervisors Sex/Ethnic Stats as of 12/31/99



CIVIL SERVICE COMMISSION



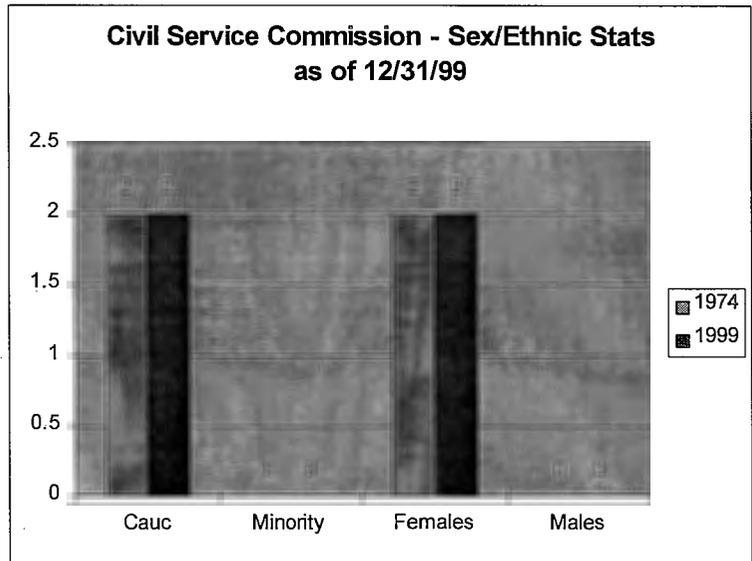
This chart provides the ethnic breakdown of the workforce by percentage as of the end of 1999.

There were no changes in the Commission's workforce during the last year. The commission has only two employees, both of whom are Caucasian females.

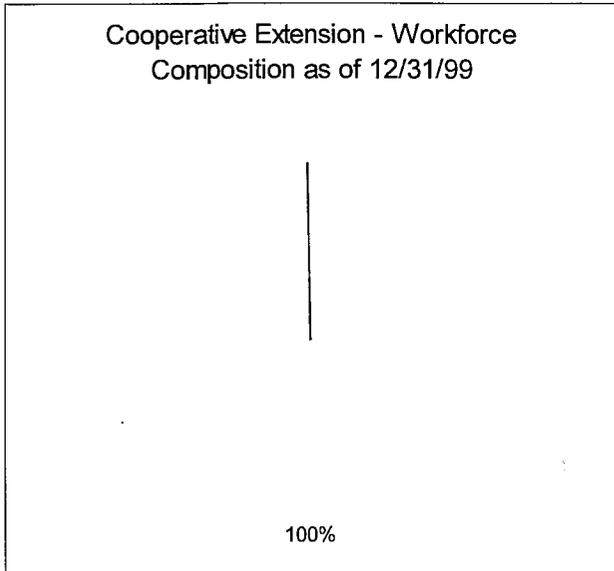
~~~~~

This chart provides the total number of female and minority employees as of the end of 1999.

The department has two female employees and no minorities. The Commission is at parity for female representation but below parity for minority representation.



# COOPERATIVE EXTENSION



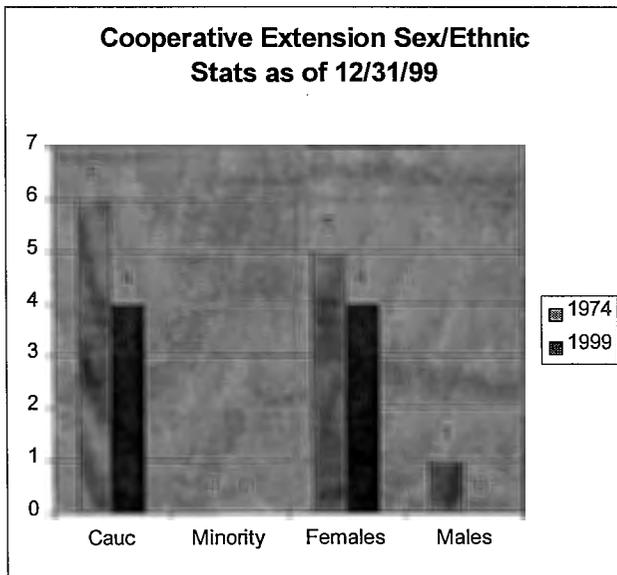
This chart provides the ethnic breakdown of the "county" workforce by percentage for the Cooperative Extension department as of the end of 1999.

There is no minority representation in this department as of the end of 1999.

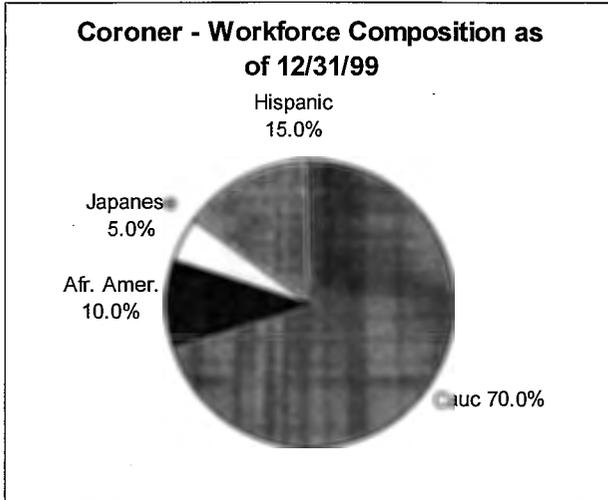
~~~~~

This chart provides the total number of female and minority "county employees" at the Cooperative Extension department as of the end of 1999.

All four employees are female, which puts the department above parity for female representation. There is no minority representation.



CORONER



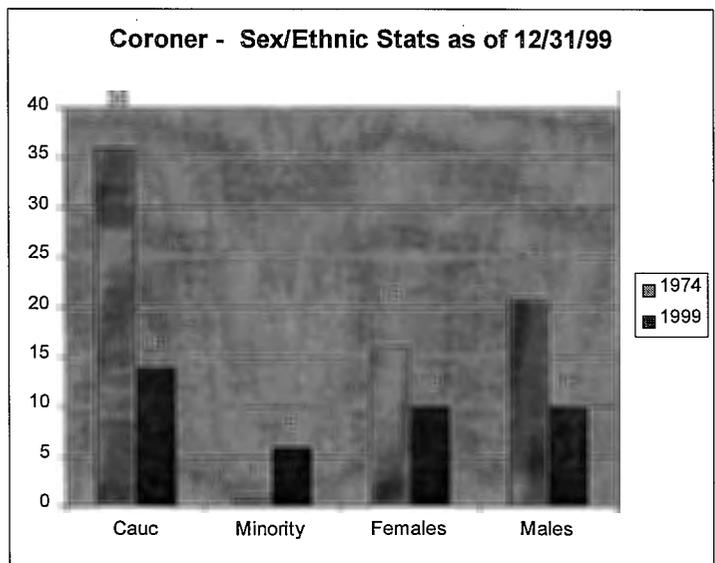
This chart provides the ethnic breakdown of the workforce by percentage as of the end of 1999.

The department has a total of 20 employees. Minority representation is at 30.0% (6 employees).

~~~~~

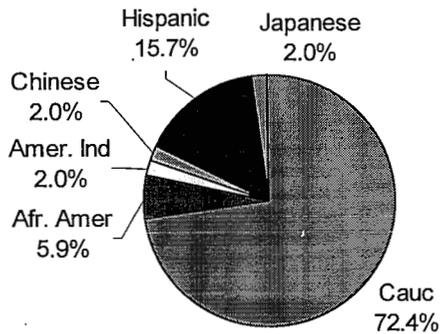
This chart provides the total number of female and minority employees at the Coroner's office as of the end of 1999.

Female representation is at ten (50.0%). There are six minorities (30.0%). The Coroner's office is very close to meeting the county's goal of 30.4% for minorities and 51.06% for females.



# COUNTY COUNSEL

**County Counsel - Workforce Composition as of 12/31/99**



This chart provides the ethnic breakdown of the workforce by percentage for the County Counsel's office as of the end of 1999.

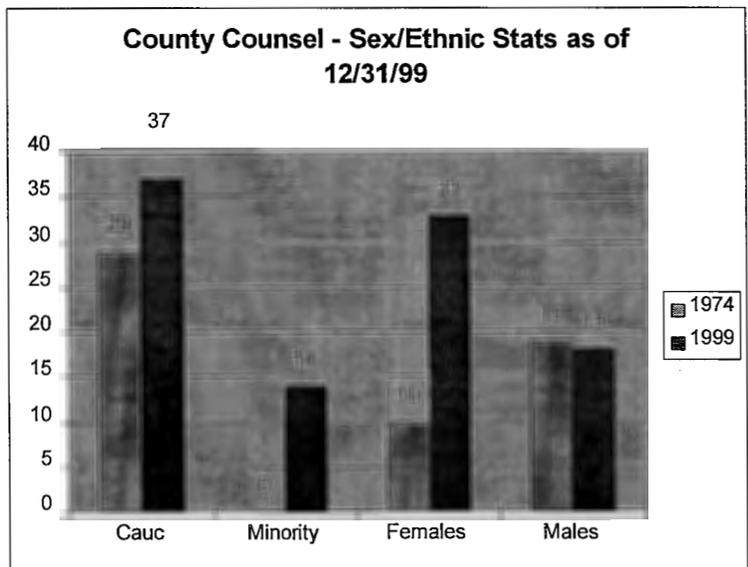
During the last year, the total number of employees increased from 45 to 51. Minority representation is at 27.5% (14 employees).



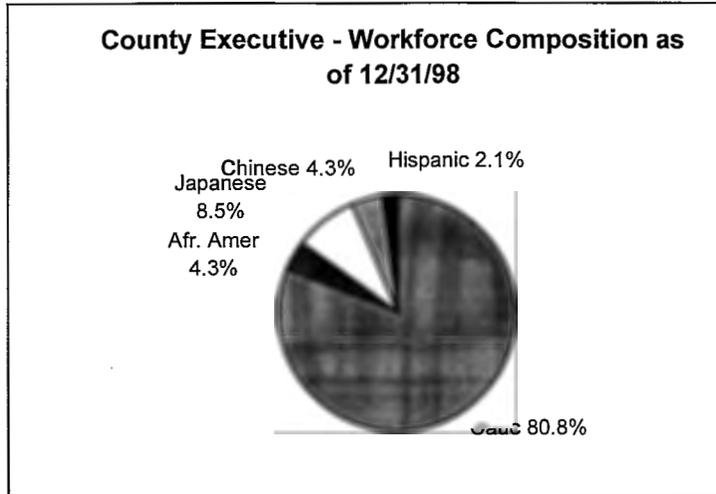
This chart provides the total number of female and minority employees as of the end of 1999.

During 1999, female representation increased from 28 to 33 (64.7%). There are 14 (27.5%) minorities. The department has achieved parity for females but is below parity for minority representation.

**County Counsel - Sex/Ethnic Stats as of 12/31/99**



# COUNTY EXECUTIVE



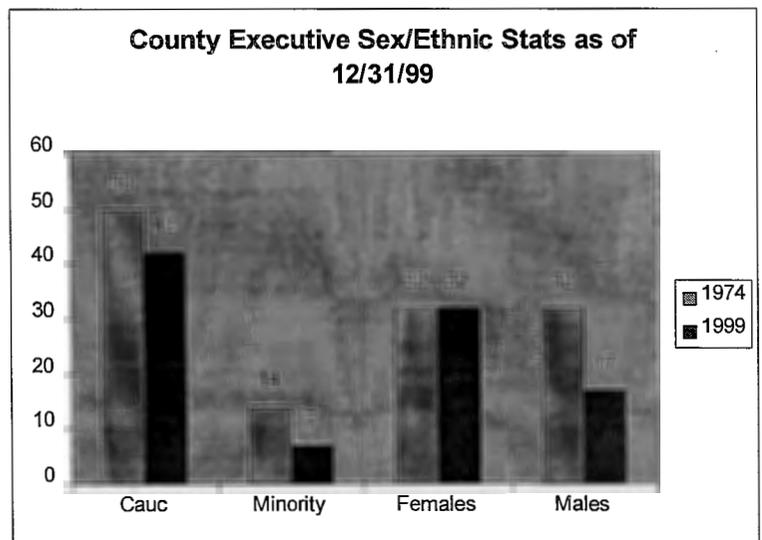
This chart provides the ethnic breakdown of the workforce by percentage as of the end of 1999

There are 49 employees in the department. Minority representation decreased from 19.1% (nine employees) to 14.3 (seven employees). This is below the goal of 30.4%.

~~~~~

This chart provides the total number of female and minority employees as of the end of 1998.

The number of Females increased from 28 employees (59.6%) to 32 (65.3%). Minority representation decreased from nine employees to seven. The department exceeds the goal for female representation. However is below the goal for minority representation.



COUNTY EXECUTIVE

1999 Recommendations and Commendations

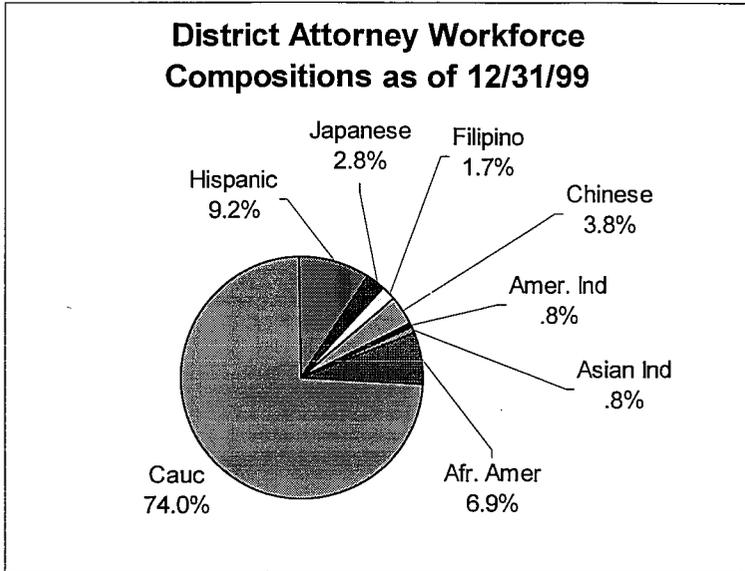
Recommendations:

1. Seek to improve outreach efforts to increase representation for African Americans and Hispanics in the Officials occupational category.
2. Seek to improve outreach efforts for attracting qualified minorities in groups which are underrepresented in the Administrative occupational category.
3. Seek to improve outreach efforts for attracting qualified minorities in groups which are underrepresented in the Office & Facility Support occupational category.
4. Explore using the student intern program to increase outreach efforts by bringing in more minorities in the student intern job class.
6. The department add at least one minority to its recruitment team.
7. Update recruitment material for use in outreach and recruitment efforts, and formalize the outreach/recruitment process.

Commendations for:

1. Excellent Asian representation within the department, as well as increasing overall minority representation.
2. For achieving/exceeding parity for Asians in the Administrative occupational category.
3. Successfully upgrading two clerical positions and the incumbents to professional level classes.
4. Continuing and diligent efforts in working with a Filipino temporary agency employee to help her become successful on the County's Entry Clerical examination.
5. Maintaining good-faith efforts to recruit and assist minorities for promotion in light of budgetary constraints and organizational changes.
6. For the low number of discrimination/harassment complaints presented in this year's report.

DISTRICT ATTORNEY



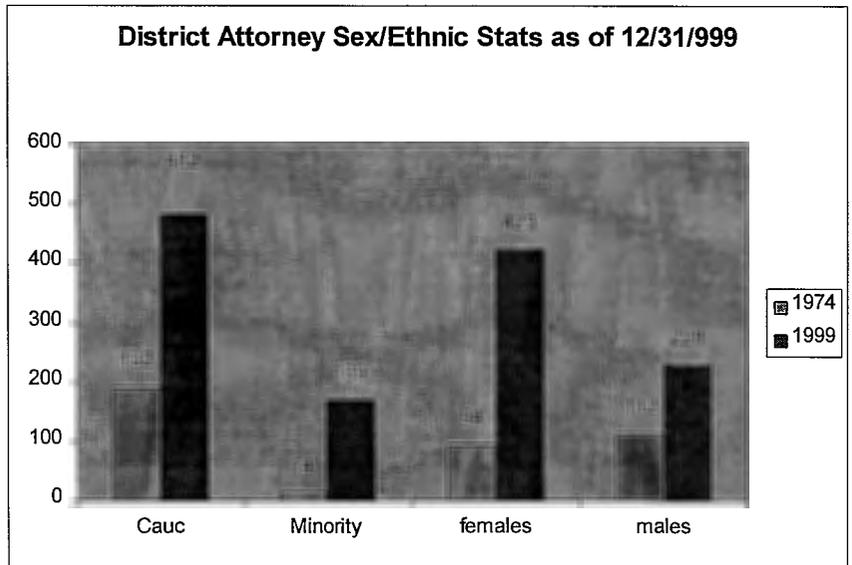
This chart provides the ethnic breakdown of the workforce by percentage as of the end of 1999.

There are 651 employees in the department. Minority representation increased from 24.3% to 26.0%)

~~~~~

This chart provides the total number of female and minority employees as of the end of 1999.

Female representation increased from 385 (63.5%) to 423 (65.0%). Minority representation increased from 147 to 169.



# DISTRICT ATTORNEY

## 1999 Recommendations and Commendations

---

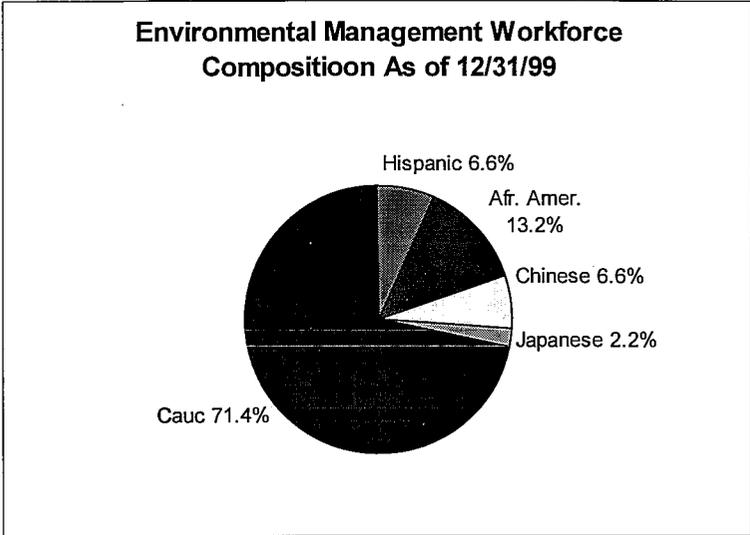
### Recommendations:

1. Department report statistical information on the student interns and Legal Research Assistants separate from the regular, permanent employees.
2. Department continue with its efforts to improve African American and Hispanic parity.

### Commendations:

1. For the three minority Attorneys (represents 43% of attorneys hired; difficult given percentage minorities in CA Bar) hired this review period. (Refer to table 4.1 "New Hires", two Hispanics and one American Indian).
2. To Paul Verma for consistently submitting a quality Goals and Timetables Report.
3. To the senior management for taking an assertive role in getting the staff through the "Meet You at the Crossroads" Training.
4. Outreach efforts to make use of Student Interns, Social Workers and Legal Research Assistant classes to increase the diversity of the pool from which to draw.
  5. Willingness to assign interns to more difficult and challenging areas within the office.
  6. Female Attorney's achieving more senior positions.
  7. District Attorney's outreach efforts in the community.
  8. Developing the Victim/witness brochure in nine languages.
  9. For offering potential new employees starting salary above step three.

# ENVIRONMENTAL MANAGEMENT



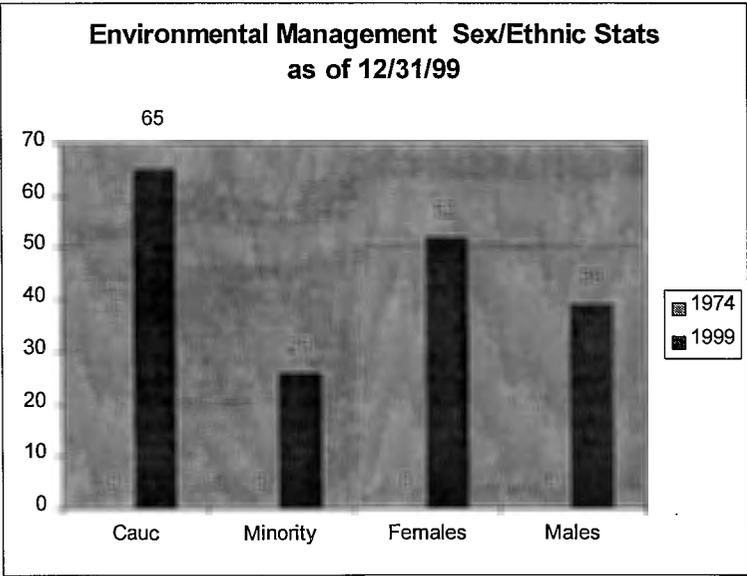
This chart provides the ethnic breakdown of the workforce by percentage as of the end of 1999.

The number of employees in the department increased from 87 to 91. Minority representation increased from 27.6% to 28.6%.

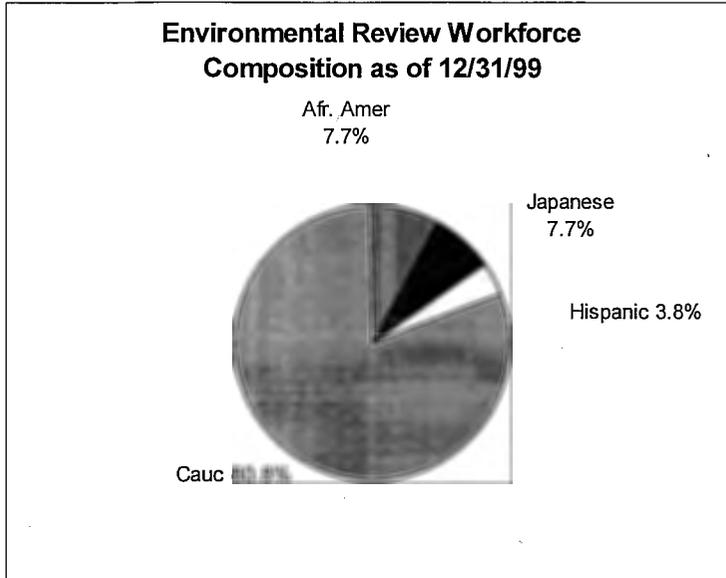


This chart provides the total number of female and minority employees in the Environmental Management department as of the end of 1999.

The number of females in the department increased from 49 to 52 (56.3%). Minority representation increased from 24 to 26.



# ENVIRONMENTAL REVIEW & ASSESSMENT



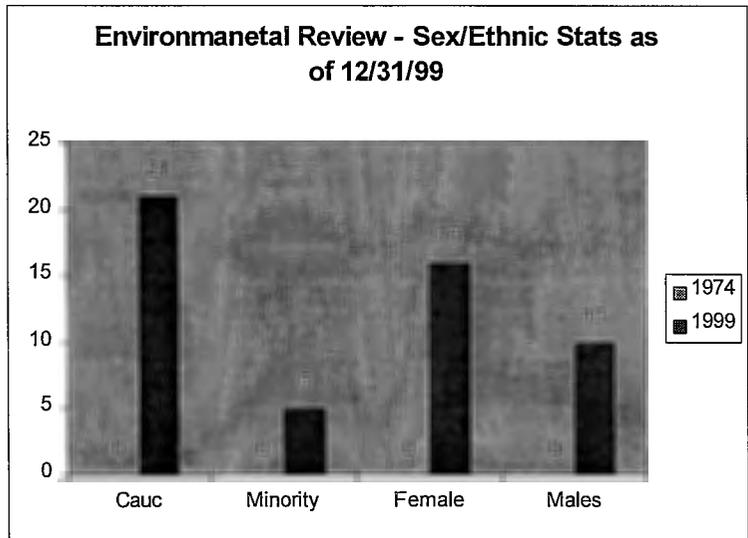
This chart provides the ethnic breakdown of the workforce by percentage for the Department of Environmental Review & Assessment as of the end of 1999.

There are 26 employees in the department. Of this total, five are minority (19.2%).



This chart provides the total number of female and minority employees as of the end of 1999.

The number of female employees remained at 16 (61.5%). Minority representation is at five (19.2%).



# DEPARTMENT OF ENVIRONMENTAL REVIEW AND ASSESSMENT

## 1999 Recommendations and Commendations

---

### Recommendations:

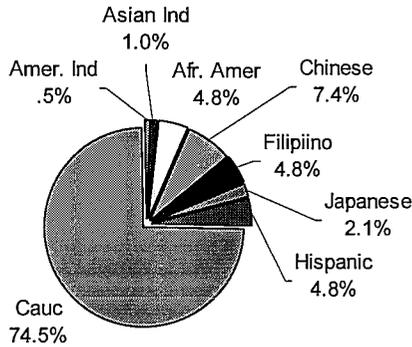
1. Continue working with the Affirmative Action unit to expand outreach efforts for recruiting and informing public of possible career path.

### Commendations for:

1. Director's participation in the California State University, Sacramento career class. This serves as a way to inform and enlighten students about career opportunities in the field.

# FINANCE

**Department of Finance Workforce Composition as of 12/31/99**



This chart provides the ethnic breakdown of the workforce by percentage as of the end of 1999

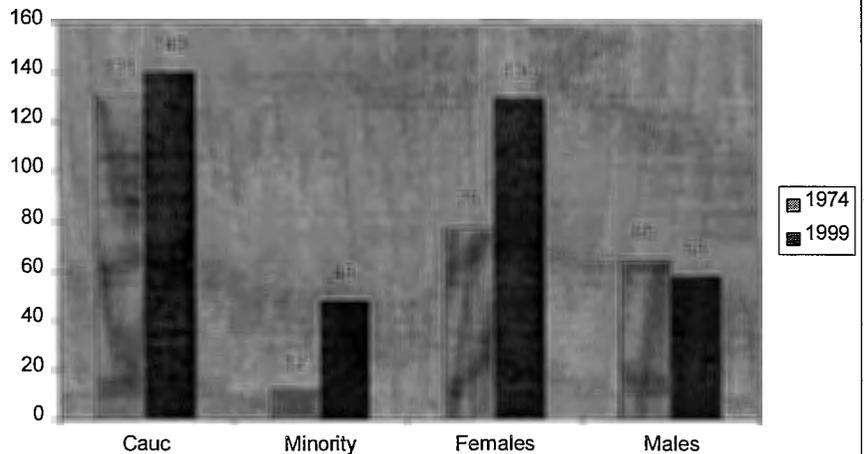
There are 188 employees in the department. Of this total, 25.5% are minority.



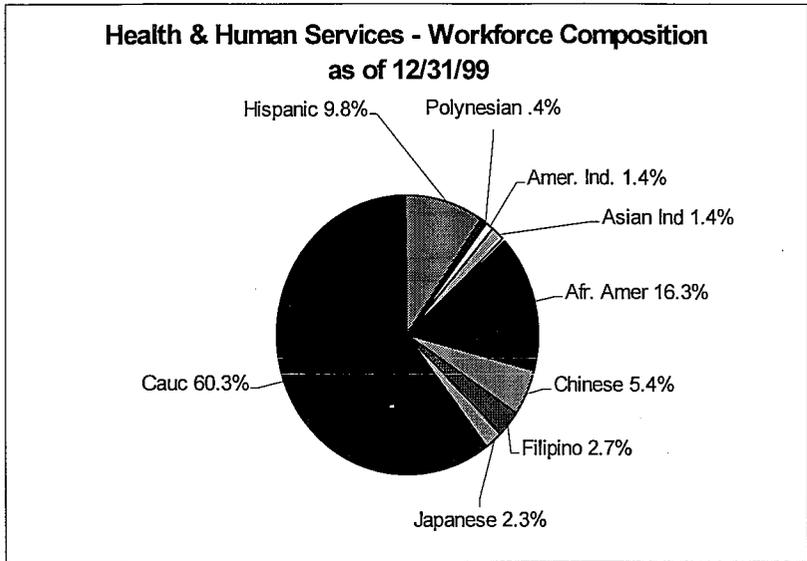
This chart provides the total number of female and minority employees in the department as of the end of 1999.

In 1999 the number of females has increased from 120 (69.8%) to 130 (69.1%). The department has exceeded parity for females. Minority representation decreased from 52 (30.2%) to 48 (25.5%)

**Department of Finance - Sex/Ethnic Stats as of 12/31/99**



# HEALTH & HUMAN SERVICES



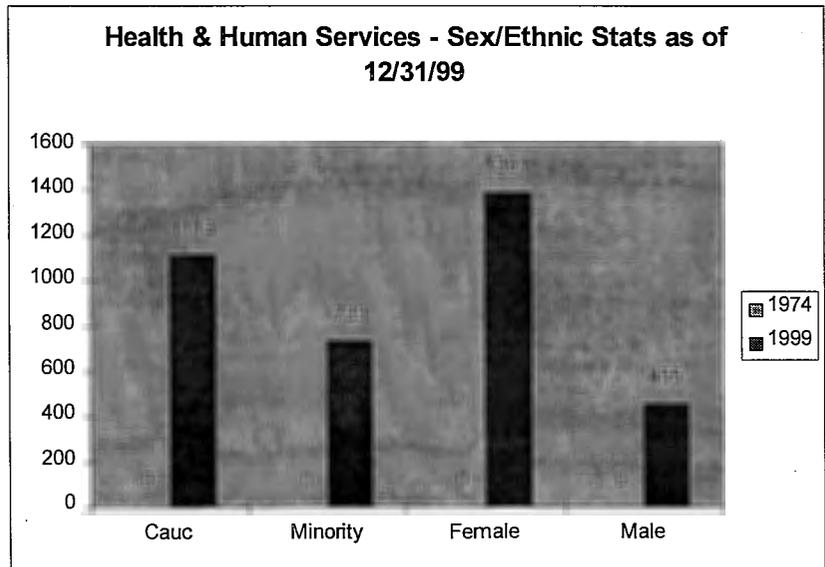
This chart provides the ethnic breakdown of the workforce by percentage as of the end of 1999.

During the last year, the department increased its workforce from 1461 1,846. Minority representation increased from 39.2 to 39.7%.

~~~~~

This chart provides the total number of female and minority employees in the department. As of the end of 1999.

Female representation increased from 1,090 (74.6%) to 1,391 (75.4%). Minority representation increased from 572 (39.2%) to 733 (39.7%).



HEALTH & HUMAN SERVICES

1999 Recommendations and Commendations

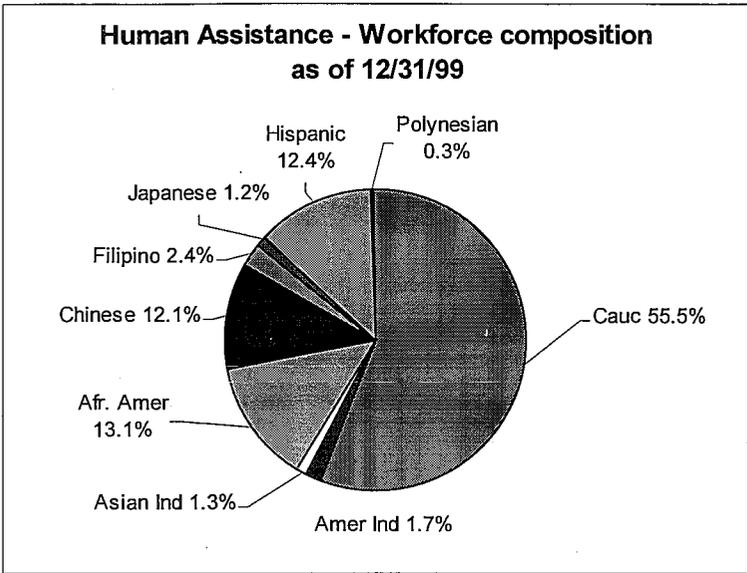
Recommendations:

1. Seek assistance from Public Works Agency on the development of a Mentoring Program.
2. Include a reference in the Affirmative Action Report to the department's involvement of minorities to supplement the Human Resources recruitment team.
3. Department expand support to attend conferences to all Caucuses.
4. The department seek to achieve gender balance.

Commendations:

1. For exceeding County hiring goals and for being at parity in eight of the nine occupational categories in the department.
2. For participating with the Department of Human Assistance in the "Welfare to Work" program by inclusion of program participants in the departments workforce.
3. For the Department heads continued active support and involvement with the department civil rights caucuses.
4. To Carl Lord for his voluntary presentation of a supervisory/management course for employee development which now has countywide participation.
5. The inclusion of "career ladders" and other employee development information in the Affirmative Action reports.
6. For the department's participation and, support of the "Latino Social Workers Network Conference".

HUMAN ASSISTANCE



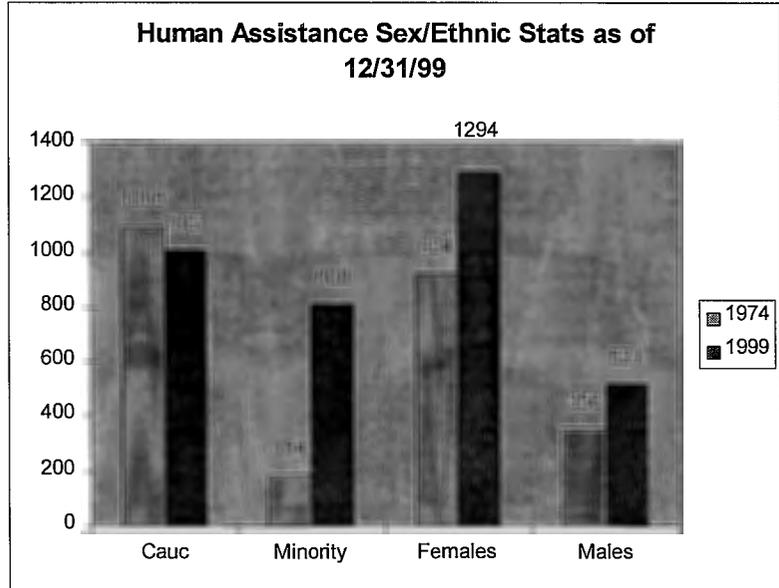
This chart provides the ethnic breakdown of the workforce by percentage for the department as of the end of 1999.

Since the end of 1999, the department increased their workforce from 1,671 to 1,815. Minority representation increased from 43.9% to 44.5%.



This chart provides the total number of female and minority employees in the department as of the end of 1999.

The department increased female representation from 1,200 (71.8%) to 1,294 (71.3%). Minority representation increased from 734 to 808.



HUMAN ASSISTANCE

1999 Recommendations and Commendations

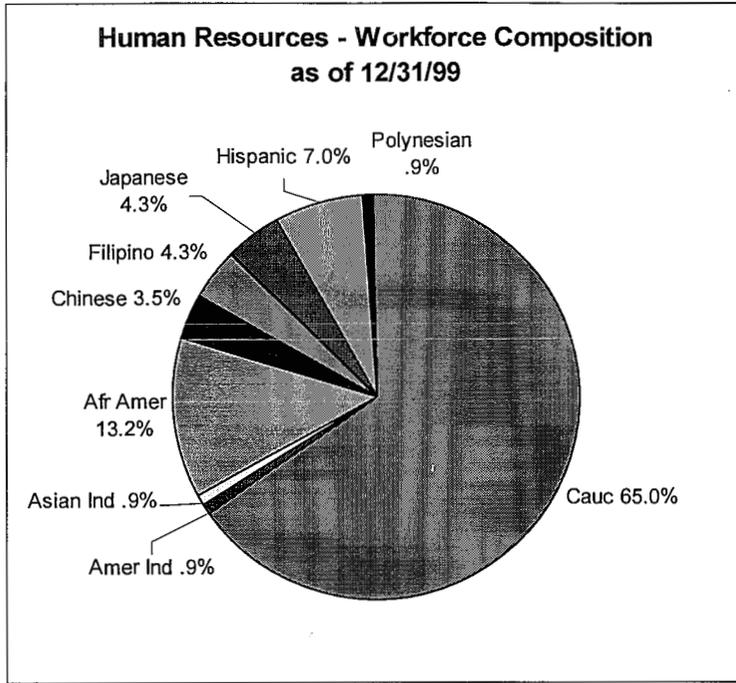
Recommendations:

1. In relation to "special skills" positions and the inability to transfer to other positions, pursue contract reopen to update transfer language as it relates to new programs and classifications.
2. Include client breakdown statistics and data in next year's report.

Commendations:

1. To department for the relationship they have established with the various Caucasus.
2. Department's effectiveness in dealing with complex funding bodies at all levels and for meeting these requirements established by those bodies.
3. Acting quickly and successfully with the recommendations that the AAAC made in 1998.

HUMAN RESOURCES AGENCY



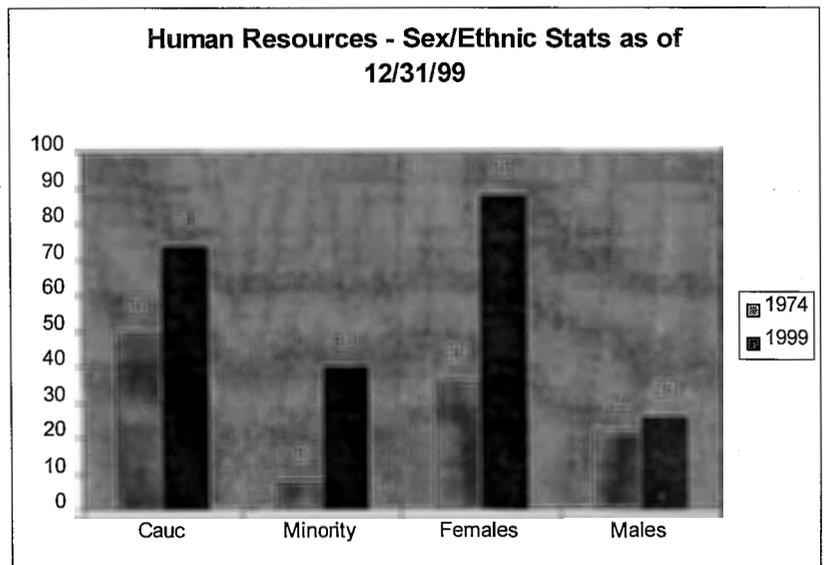
This chart provides the ethnic breakdown of the workforce by percentage for the department as of the end of 1999.

During 1999, the agency's workforce increased from 101 to 114. Minority representation is at 35.0%



This chart provides the total number of female and minority employees in the department as of the end of 1999.

As of the end of 1999, the number of female employees increased from 79 (78.2%) to 88 (77.2%). Minority representation increased from 38 to 40 employees.



HUMAN RESOURCES AGENCY

1999 Recommendations and Commendations

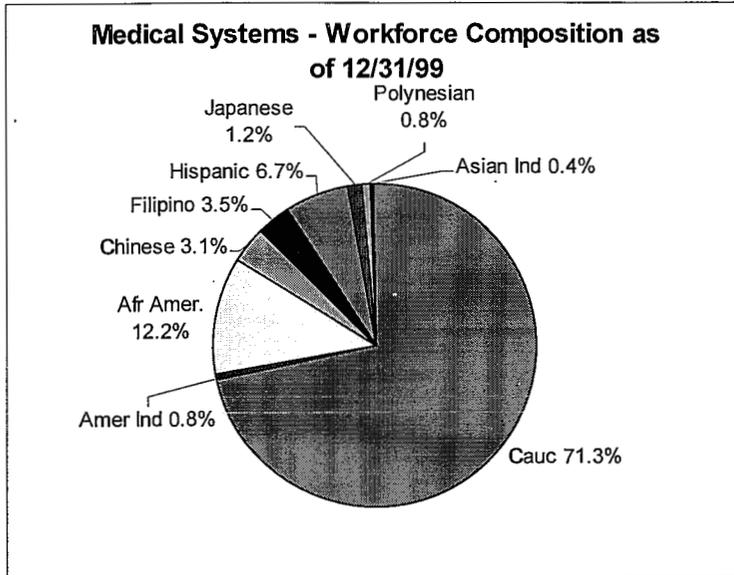
Recommendations:

1. Continue to work toward achieving gender and ethnic balance within the Agency.

Commendations for:

1. The Agency's continued commitment and demonstrated leadership in achieving a diverse workforce consistent with the spirit and intent of the County's AA/EEO policies.
2. The Agency's staff development opportunities which provide a solid foundation for sustained career progression by employees.

MEDICAL SYSTEMS



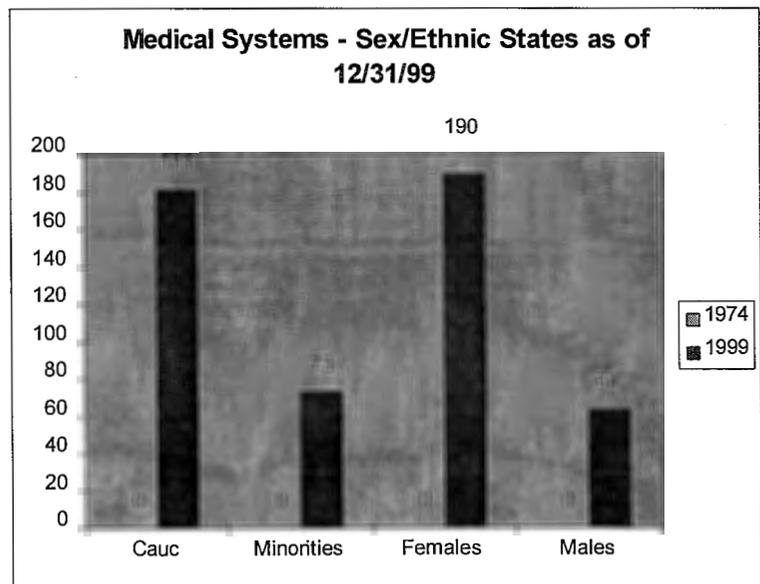
This chart provides the ethnic breakdown of the workforce by percentage for the department as of the end of 1999.

The department's workforce increased from 221 to 254. Minority representation increased from 27.6% to 28.7%.



This chart provides the total number of female and minority employees in the department as of the end of 1999.

As of the end of 1999, female representation increased from 174 (78.7) to 190 (74.8%). Minority representation increased from 61 (27.6%) to 73 (28.7%).



MEDICAL SYSTEMS

1999 Recommendations and Commendations

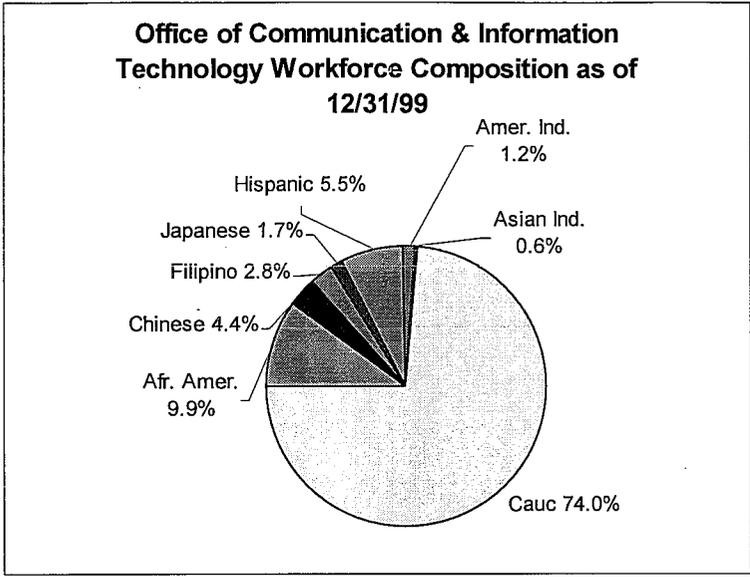
Recommendations:

1. The department accelerate efforts to recruit Hispanics particularly in the "Health Services" category.
2. The department obtain the "Community " contact list from the Affirmative Action staff and utilize it for future recruitment efforts.
3. Department put together a diversified recruitment team that meets regularly and is trained on community recruitment outreach.

Commendations:

1. For efforts to reach a diverse workforce particularly in the "Fiscal & Systems Services" Category.
2. For efforts to improve diversity by exceeding goal for both "New Hires" and "Promotions".
3. The efforts in developing a formal mentoring progress and for conducting Employee Workshops.
3. For leadership in providing 80% of staff "Sexual Harassment and Diversity Training" in 1998, and their goal to reach 100% by the end of 1999.
5. For using the County's X-CEL evaluation System.

OFFICE OF COMMUNICATION & INFORMATION TECHNOLOGY



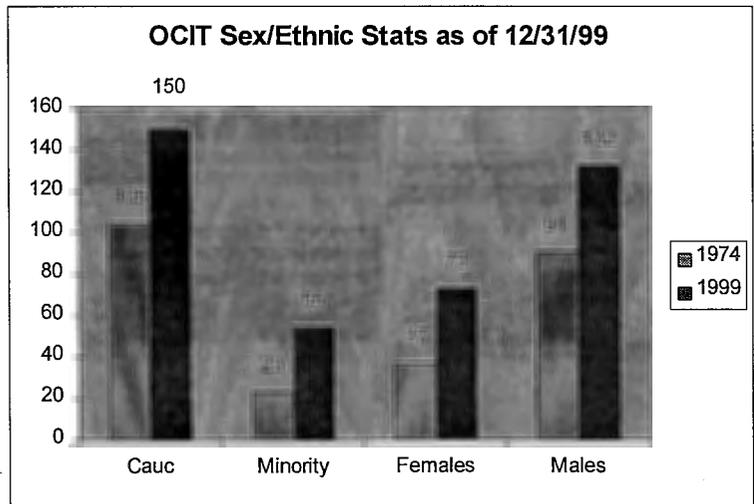
This chart provides the ethnic breakdown of the workforce by percentage for the department as of the end of 1999.

The department's workforce increased from 181 to 205. Minority representation increased from 26.0% to 26.8%.



This chart provides the total number of female and minority employees in the department as of the end of 1999.

Female representation increased from 66 (36.5%) to 73 (35.6%). Minority representation increased from 46 to 55 employees. The department is below parity for females and minority representation.



OFFICE OF COMMUNICATIONS AND INFORMATION TECHNOLOGY

1999 Recommendations and Commendations

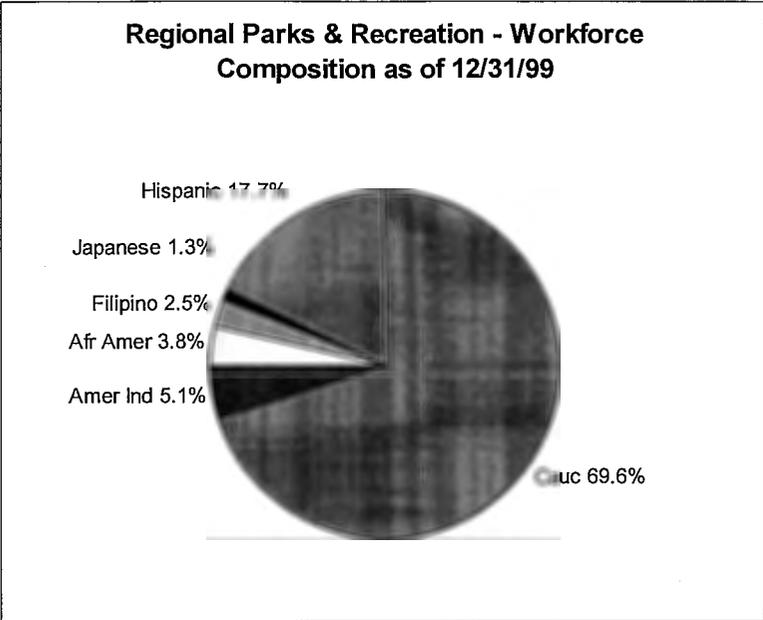
Recommendations:

1. Continue to develop and maintain its outstanding, innovative outreach and recruitment efforts.

Commendations for:

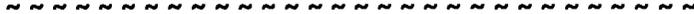
1. Efforts to increase female representation and minimize impact on minority representation given the uniquely volatile nature of the IT industry
2. Recruitment efforts as evidenced by the statistics on page 12 of this year's report.
3. Innovative advertising efforts.

PARKS & RECREATION



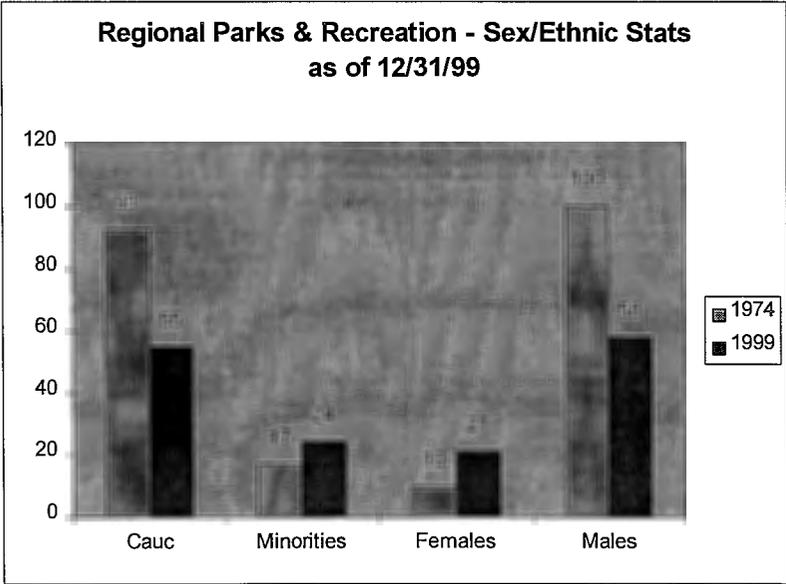
This chart provides the ethnic breakdown of the workforce by percentage for the department as of the end of 1999.

During 1999, the workforce increased from 76 to 79 employees. The number of minority employees is at 31.6%.

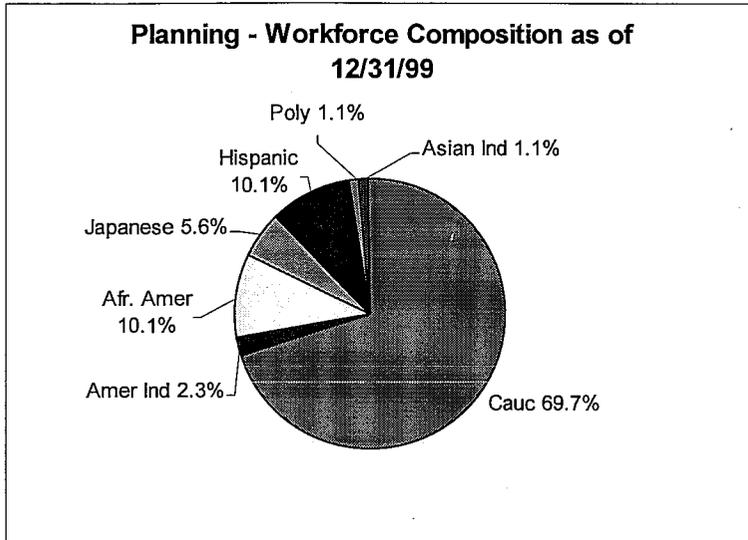


This chart provides the total number of female and minority employees in the department as of the end of 1999.

Female representation increased from 19 employees (25.0%) to 21 (26.6%). Minority representation remained at 24 employees (31.6%).



PLANNING



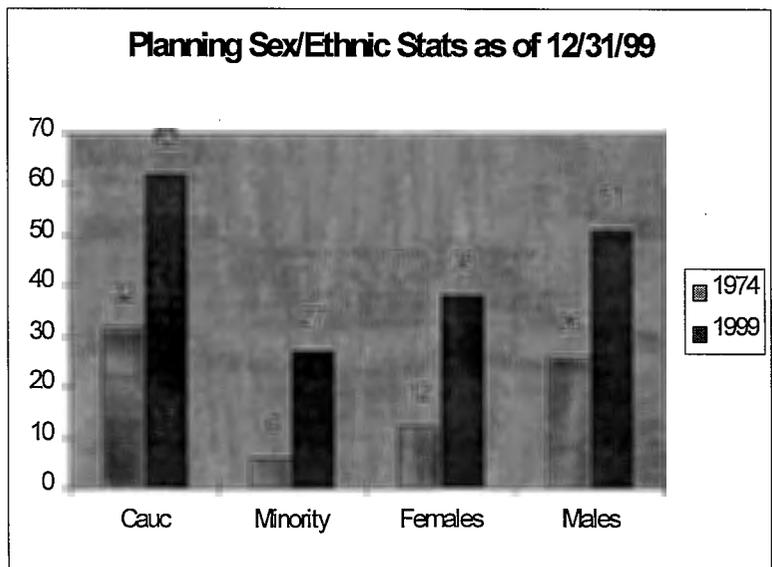
This chart provides the ethnic breakdown of the workforce by percentage for the department as of the end of 1999.

The department increased its workforce from 83 to 89 employees. Minority representation increased from 27.7% to 30.3%.

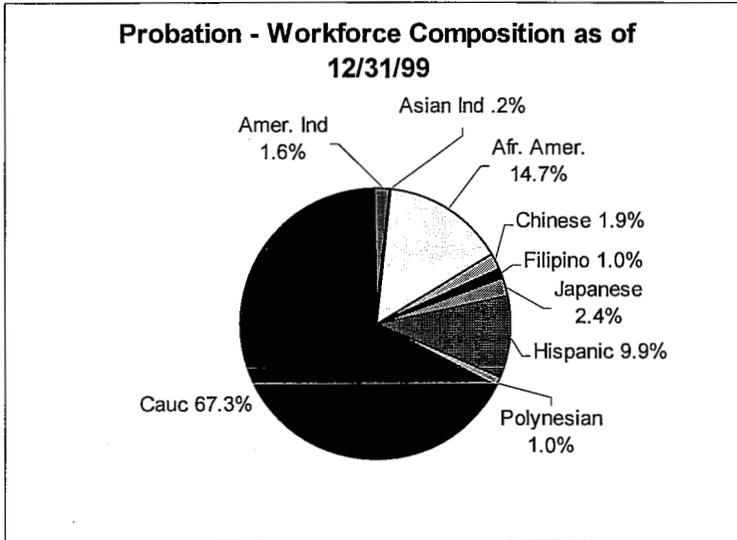


This chart provides the total number of female and minority employees as of the end of 1999.

Female representation increased from 35 (42.2%) to 38 (42.7%). Minority representation increased from 23 to 27 employees (30.3%).



PROBATION



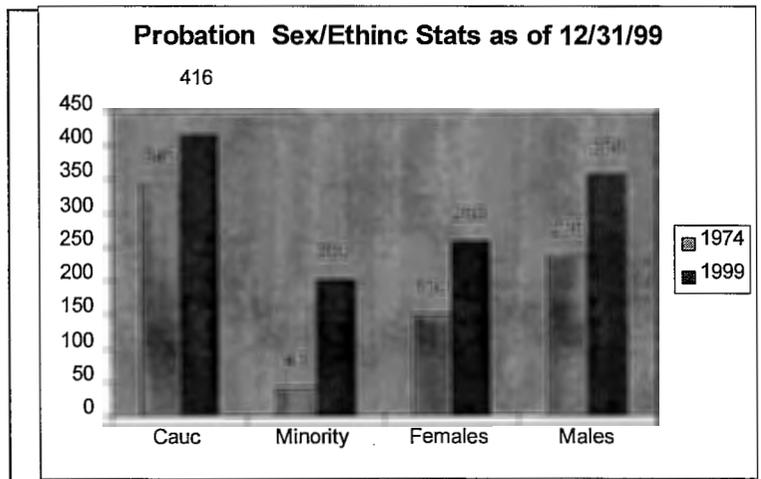
This chart provides the ethnic breakdown of the workforce by percentage for the department as of the end of 1999.

The department's workforce increased from 571 to 618 employees. The number of minority employees has increased from 31.5% to 32.7%. This puts the department above the county's goal.



This chart provided the total number of female and minority employees in the department as of the end of 1999.

Female representation increased from 236 (41.3%) to 260 (42.1%). Minority representation increased from 180 to 202 employees (32.7%).



PROBATION DEPARTMENT
1999 Recommendations and Commendations

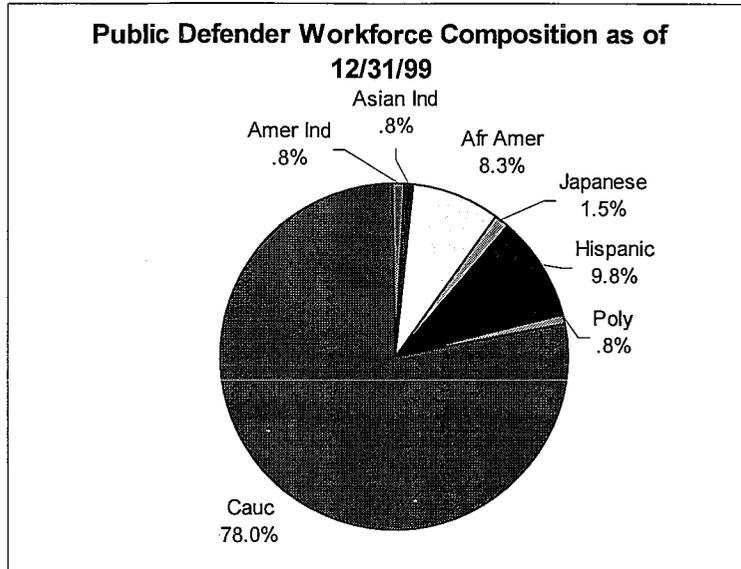
Recommendations:

1. Continue efforts to reach parity for overall female representation in the department.
2. Continue efforts to reach parity for females in the "Supervisor and Management" positions.

Commendations for:

1. The department meeting parity for minority representation.
2. Meeting parity for minority representation in the "Protective & Regulatory Services" category.
3. Meeting parity for minorities in the "New Hires" category.
4. Department's extensive recruitment efforts.
5. Diverse representation of the recruitment team.
6. Developing a mentoring program at the entry level classes.
7. Allowing employees time off to attend training.
8. Presenting a detailed and well prepared Goals & Timetables report.

PUBLIC DEFENDER



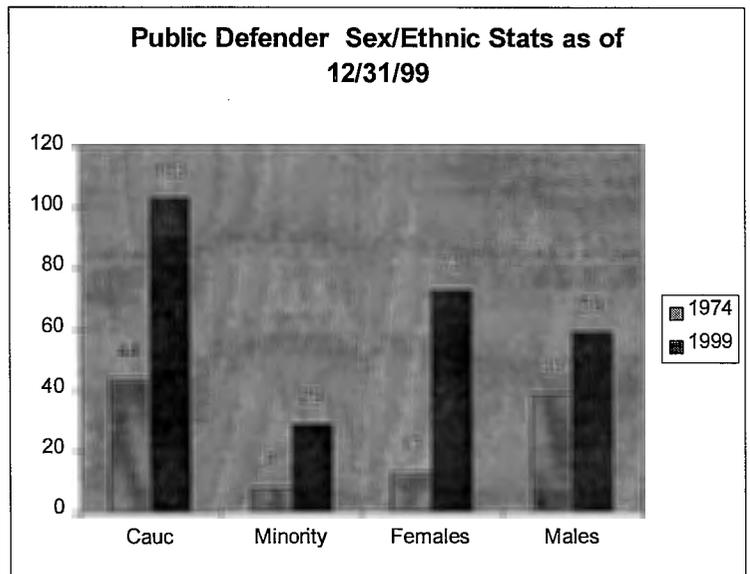
This chart provides the ethnic breakdown of the workforce by percentage as of the end of 1999.

The department's workforce showed an increase from 122 to 132. Minority representation changed from 22.2% to 22.0%.

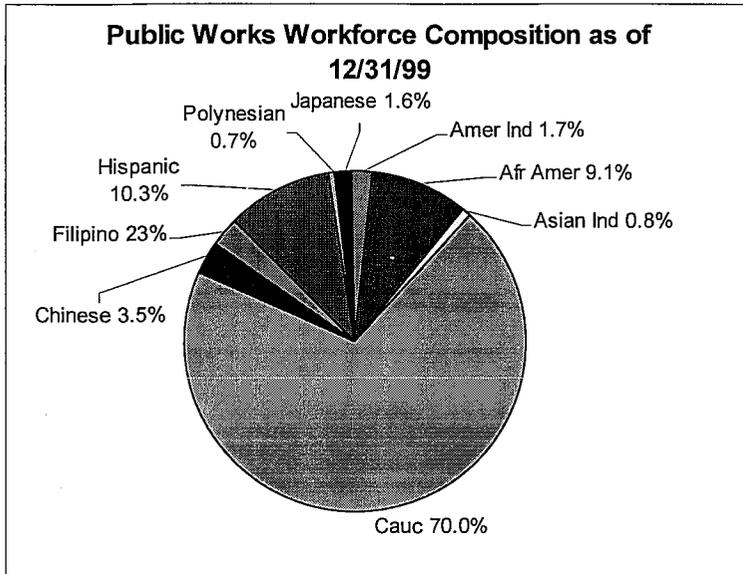


This chart provides the total number of female and minority employees in the department as of the end of 1999.

Female representation increased from 66 (54.1%) to 73 (55.3%). Minority representation increased from 27 to 29 (22.0%).



PUBLIC WORKS



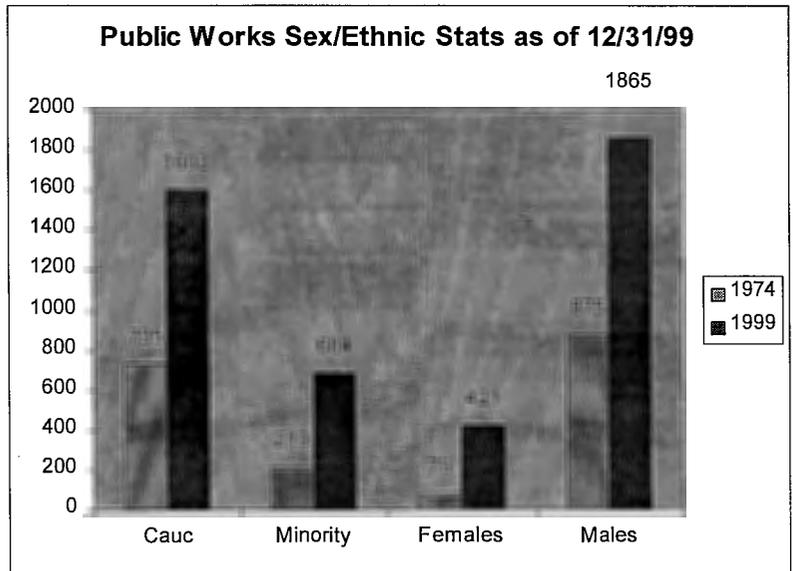
This chart provides the ethnic breakdown of the workforce by percentage for the department as of the end of 1999

The agency increased their workforce from 2,101 to 2,286 employees. Minority representation increased from 27.6% to 29.9%.



This chart provides the total number of female and minority employees in the department as of the end of 1999.

The number of female employees increased from 377 (17.9%) to 421 (18.4). Minority representation increased from 486 to 603.



PUBLIC WORKS AGENCY

1999 Recommendations and Commendations

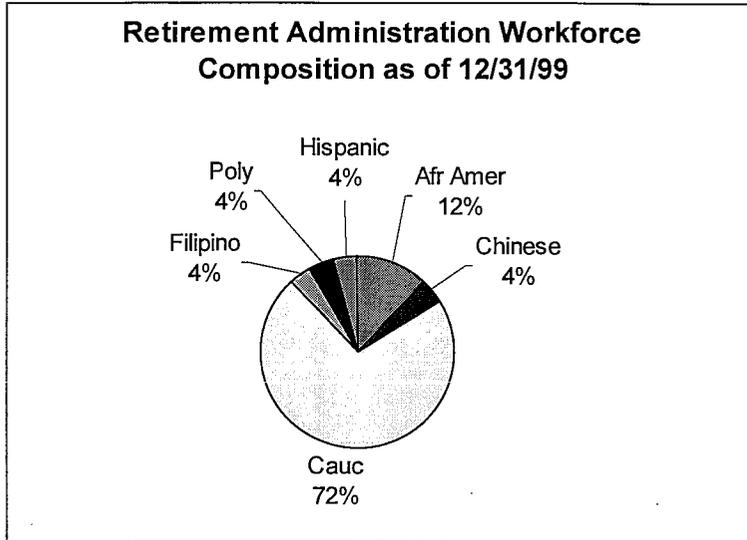
Recommendations:

1. Add County departments and W.E.A.V.E. to recruitment list.
2. Department look into providing childcare for employees with children who wish to attend Pathways training.
3. Department implement mentoring program to encourage more women to consider non-traditional jobs.

Commendations for:

1. Providing the "Career Ladders for the Public Works Agency".
2. Using the "Conduit" as an effective communication tool which focuses on the mission of the department employee recognition.
3. The department's leadership for maintaining commitment to employee development programs.

RETIREMENT ADMINISTRATION



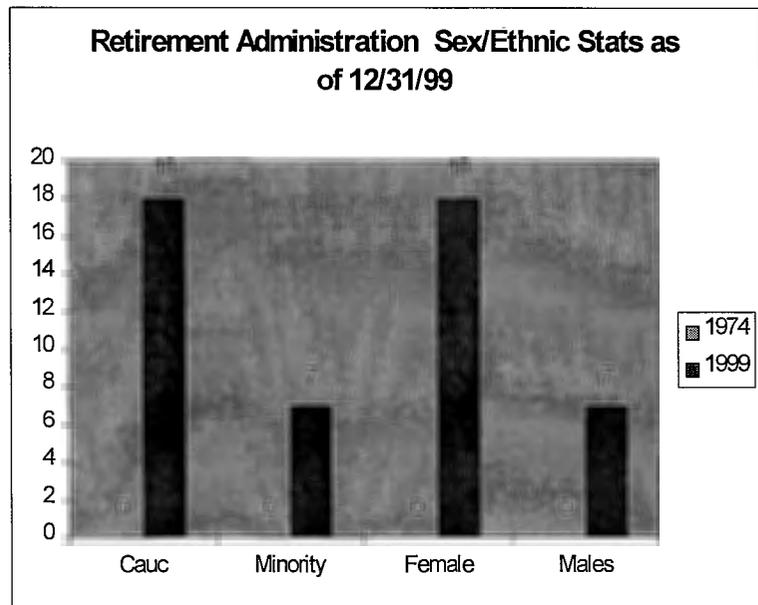
This chart provides the ethnic breakdown of the workforce by percentage as of the end of 1998.

The department's workforce increased from 22 to 25 employees. Minority representation is at 28.9% (7 employees).

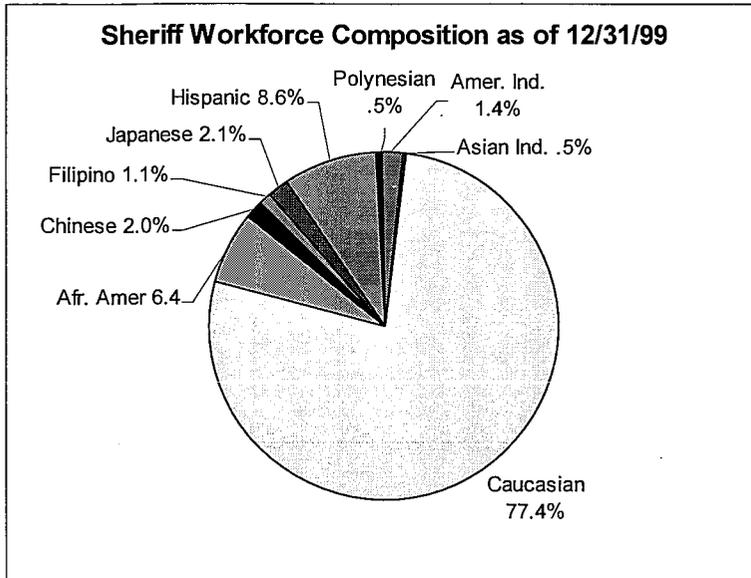


This chart provides the total number of female and minority employees in the department as of the end of 1999.

The number of female employees remains at 18 (72.0%) employees. Minority representation increased from six (24.0%) to seven (28.0%) employees.



SHERIFF



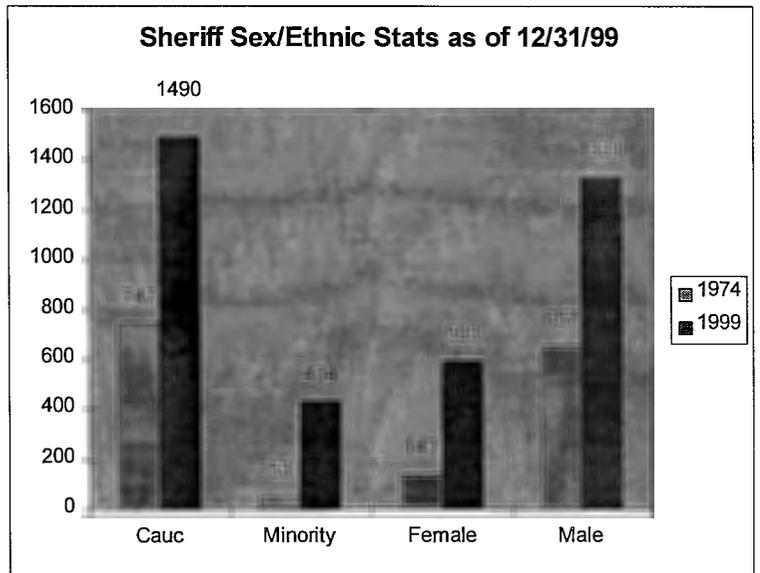
This chart provides the ethnic breakdown of the workforce by percentage for the department as of the end of 1999.

The department's workforce increased from 1,840 to 1,924. Minority representation increased from 21.8% to 22.6%.

~~~~~

This chart provides the total number of female and minority employees in the department as of the end of 1999.

Female representation increased from 549 (29.8%) to 593 (30.8%).  
 Minority representation increased from 401 (21.8%) to 434 (22.6%).



# SHERIFF'S DEPARTMENT

## 1999 Recommendations and Commendations

---

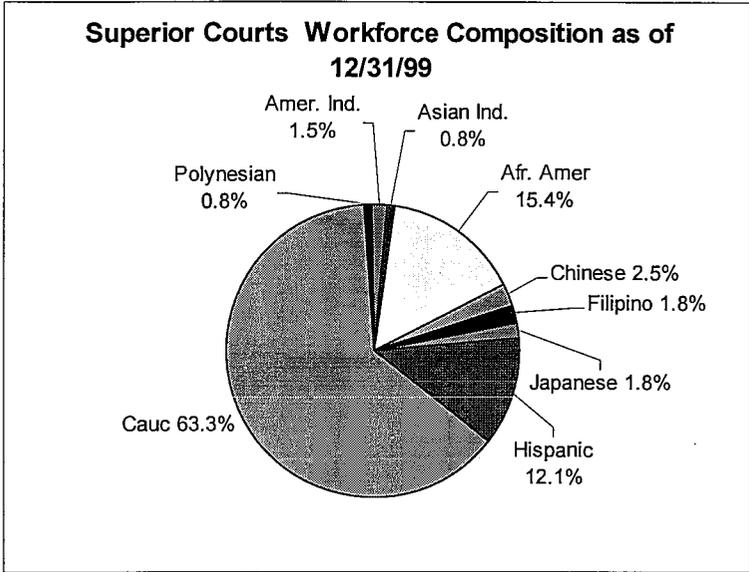
### **Recommendations:**

1. The department continue recruitment and hiring efforts for both minority and women particular in Sworn position.
2. The department increase efforts to improve the diversity of promotions for both minorities and women.
3. The department provide additional discrimination liability training to the staff and units involved.

### **Commendations:**

1. For assigning a full-time department recruiter. (Hispanic Male)
2. For the department's general orders on employee discrimination and discriminatory practices and their endorsement of the County Personnel Policies and Procedures, H3 (Discrimination) and H4 (Sexual Harassment).
3. For establishing the "Employee Discrimination Hotline".
4. For development of the Supervisory update course on Liability and Discrimination issues.
5. For establishment of the Citizen Advisory Council.
6. For mandatory Cultural diversity Training for all sworn and non-sworn employees.

# SUPERIOR COURT



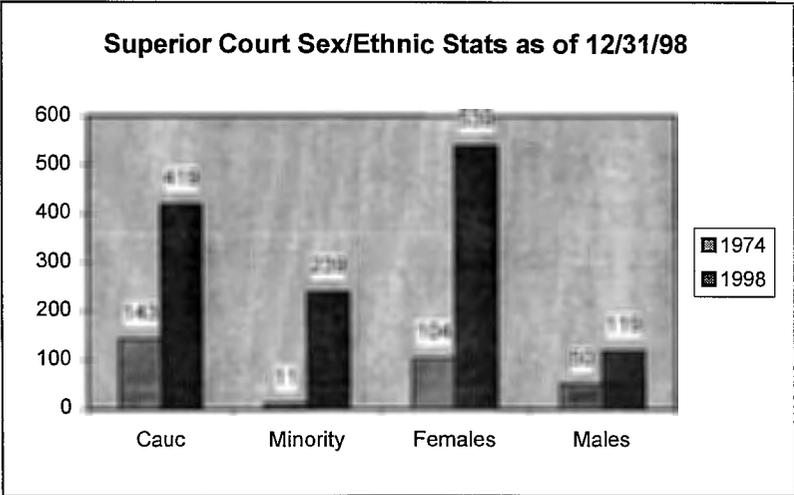
This chart provides the ethnic breakdown of the workforce by percentage for the department as of the end of 1999.

Superior Court's workforce increased from 658 to 708. Minority representation increased from 36.3% to 36.7%.



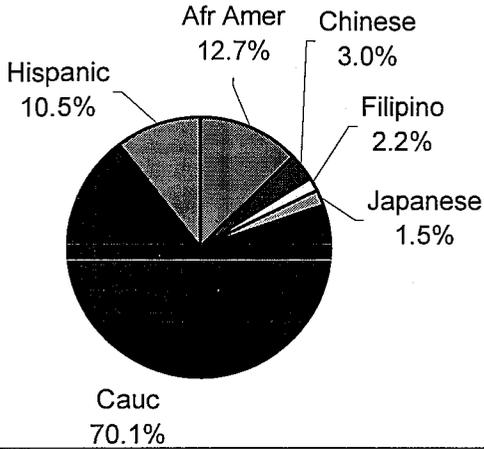
This chart provides the total number of female and minority employees in the department as of the end of 1999.

Female representation increased from 539 (81.9%) to 577 (81.5%). Minority representation increased from 239 (36.3%) to 260 (36.7%)



# VOTERS REGISTRATION/ REVENUE RECOVERY

**Revenue Recovery/Voters Registration Workforce Composition as of 12/31/99**



This chart provides the ethnic breakdown of the workforce by percentage for the department as of the end of 1998.

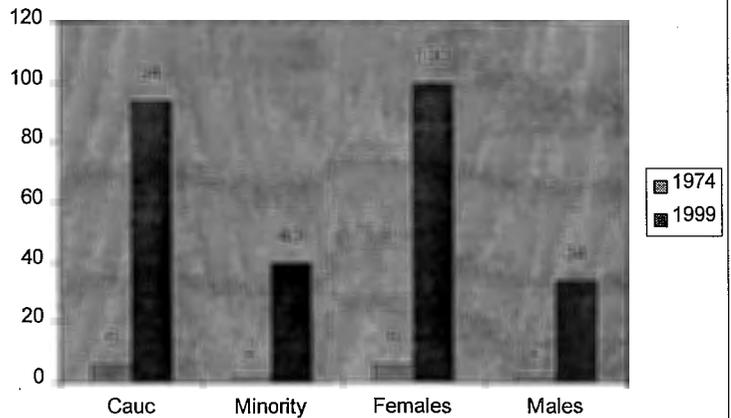
The department's workforce increased from 89 to 134 employees. Minority representation is at 29.9%.



This chart provides the total number of female and minority employees in the department as of the end 1999.

The number of females increased from 66 (74.2%) 100 (74.6). Minority representation is at 40 (29.9%) employees. The department exceeds parity for females and is below for minorities.

**Revenue Recovery Sex/Ethnic Stats as of 12/31/99**

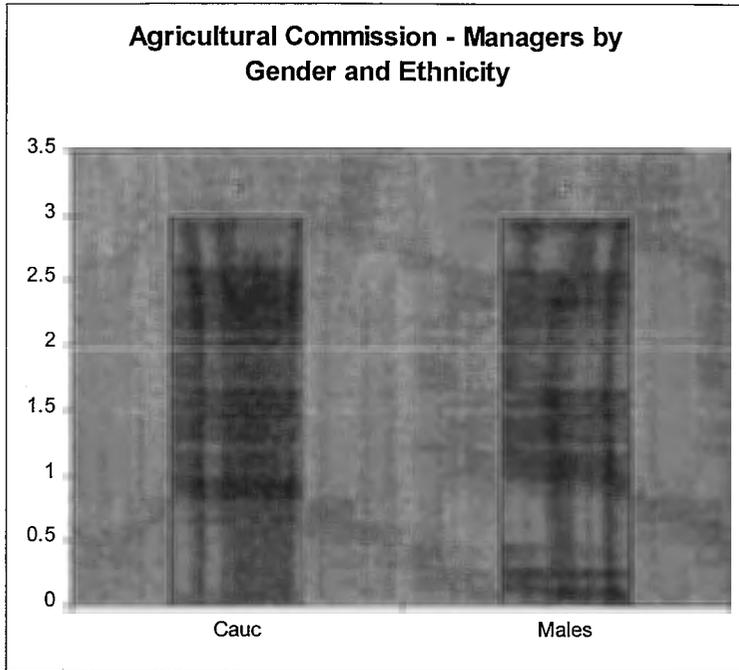


---

**DEPARTMENTAL ANALYSIS OF  
MANAGERS AND SUPERVISORS**

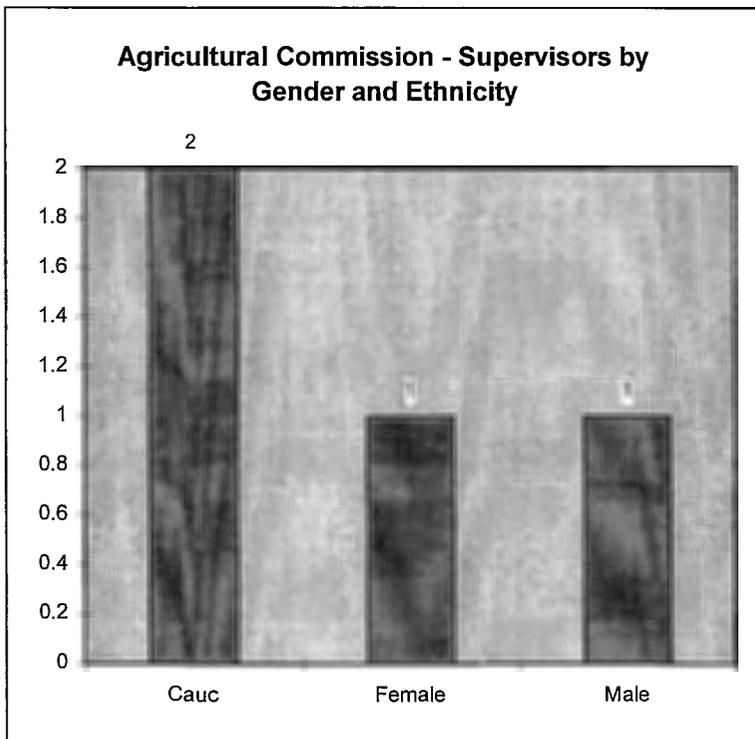
---

# AGRICULTURAL COMMISSION



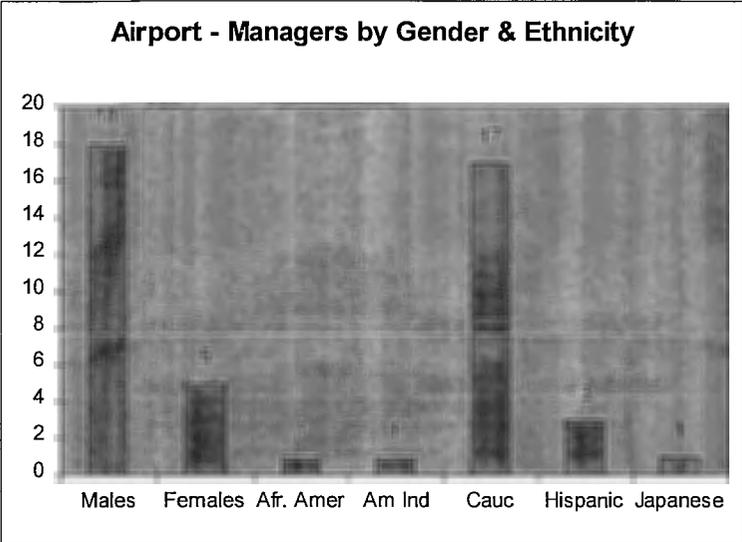
There are a total of three management positions in the department. All three positions are held by Caucasian males

~~~~~

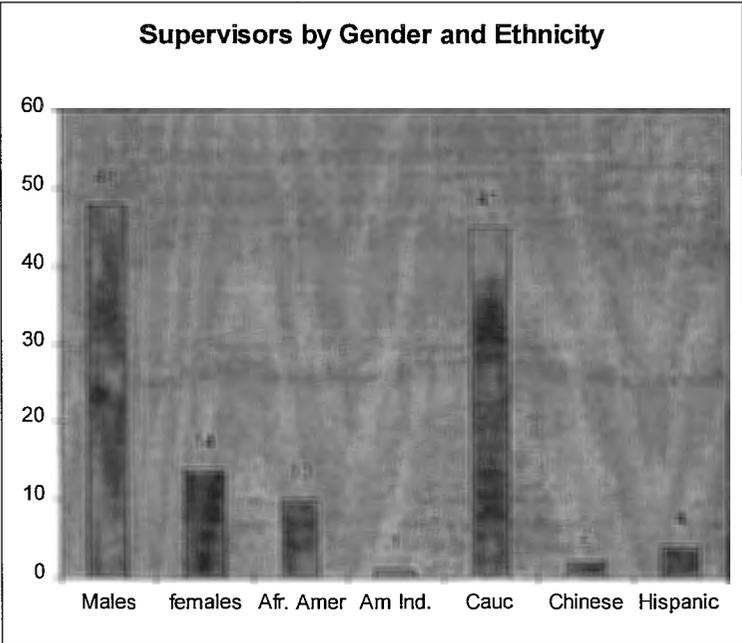
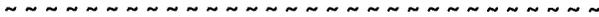


There are two supervisors positions in the department. One is female (50.0%) There is no minority representation.

AIRPORTS

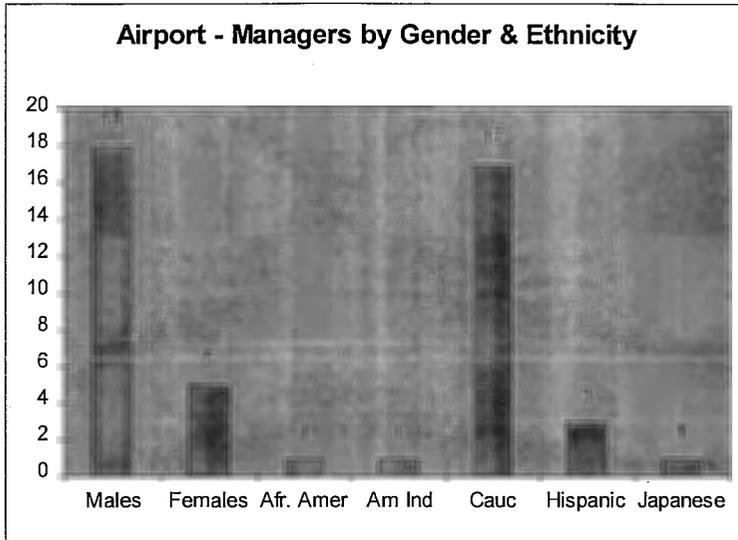


During 1999, the number of managerial employees decreased from 25 to 23. Female representation decreased from seven (28.0%) to five (21.7%). Minority representation decreased from nine (36.0%) to six (26.1%).



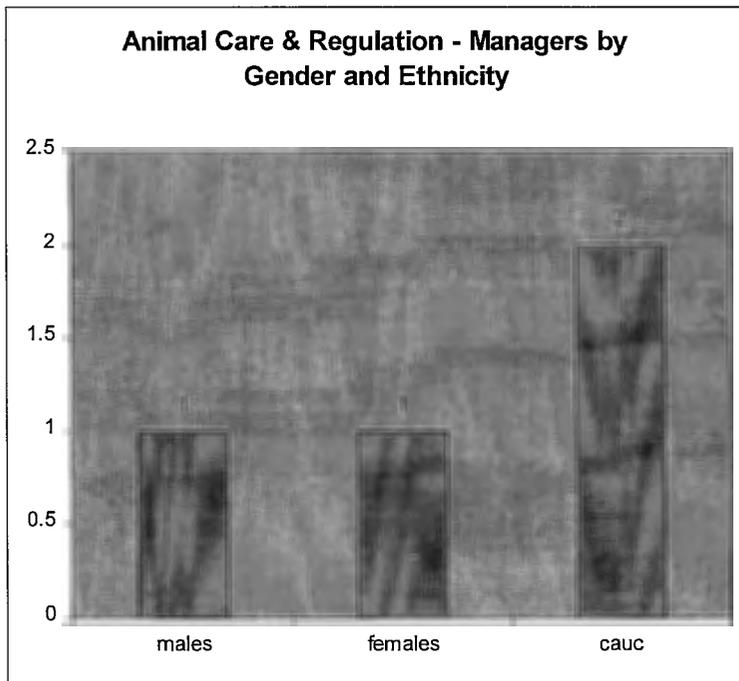
Supervisory positions increased from 59 to 62. The number of female supervisors decreased from 16 (27.1%) to 14 (22.6%). Minority representation remained at 17 (27.4%).

ANIMAL CARE & REGULATIONS



During 1999, the number of Managerial positions in the department increased from one to two. Female representation is at 50.0% (one employee). There is no minority representation.

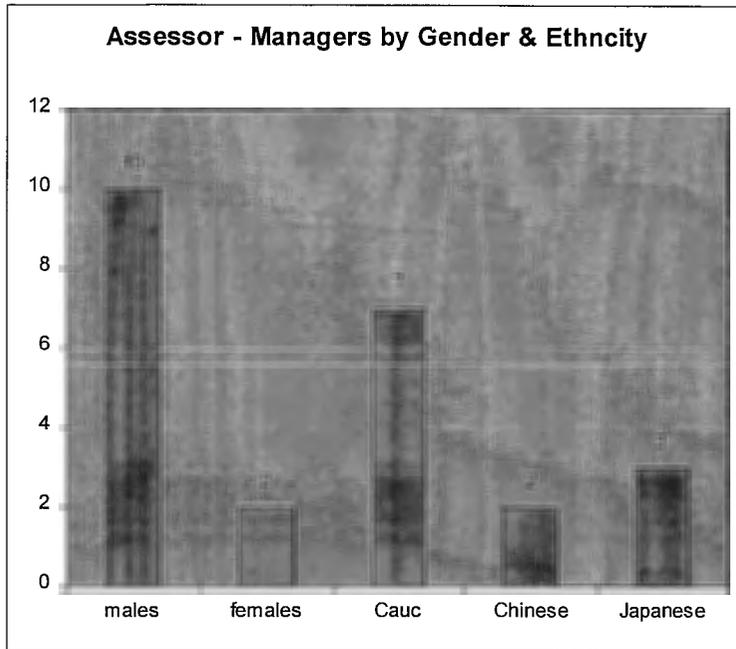
~~~~~



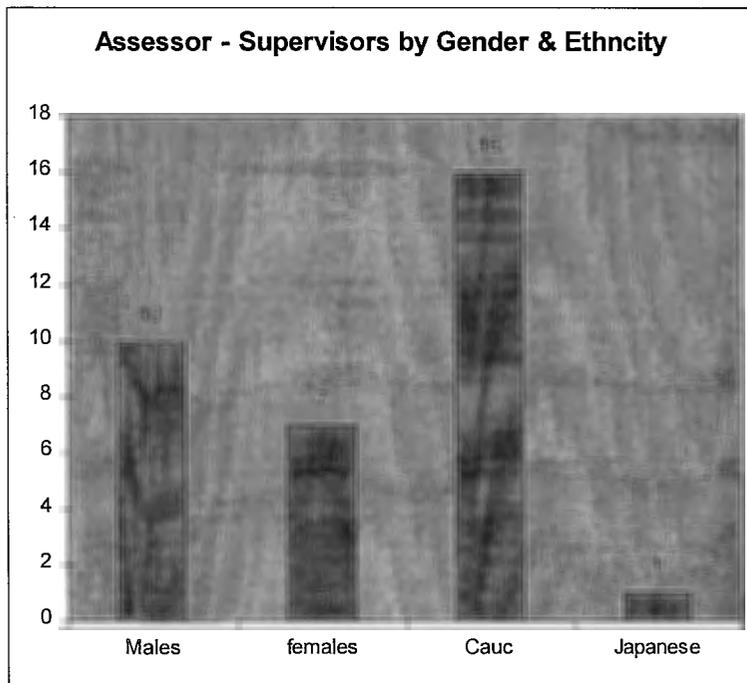
There are two supervisors in the department the Animal Care & Regulations department. One of the positions is held by a female, (50.0%). There is no minority representation.

# ASSESSOR

---

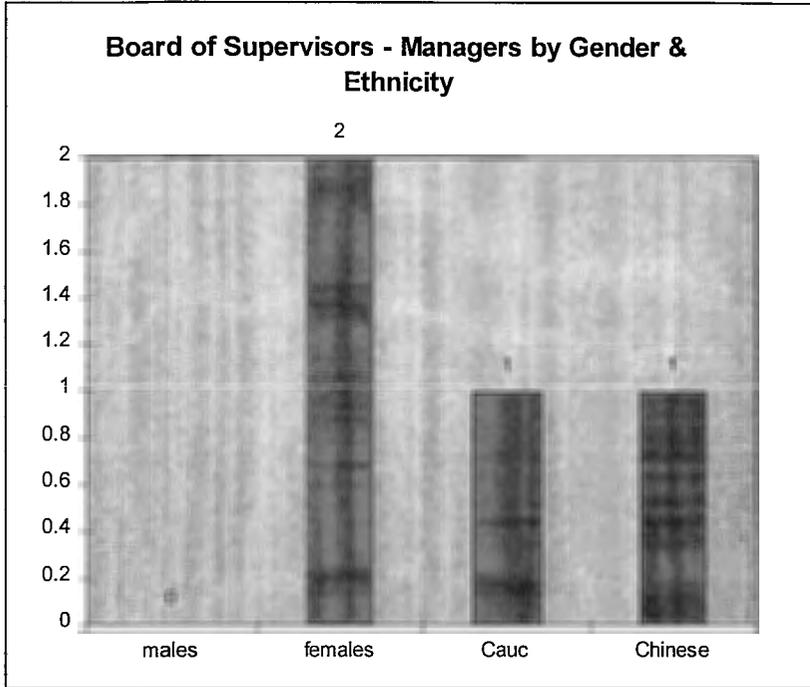


During 1999, the number of managers in the Assessor's Office increased from 10 to 12. Female managers increased from one (10.0%) to two (16.7%) employees. Minority representation increased from four employees (40.0%) to five (41.7%).



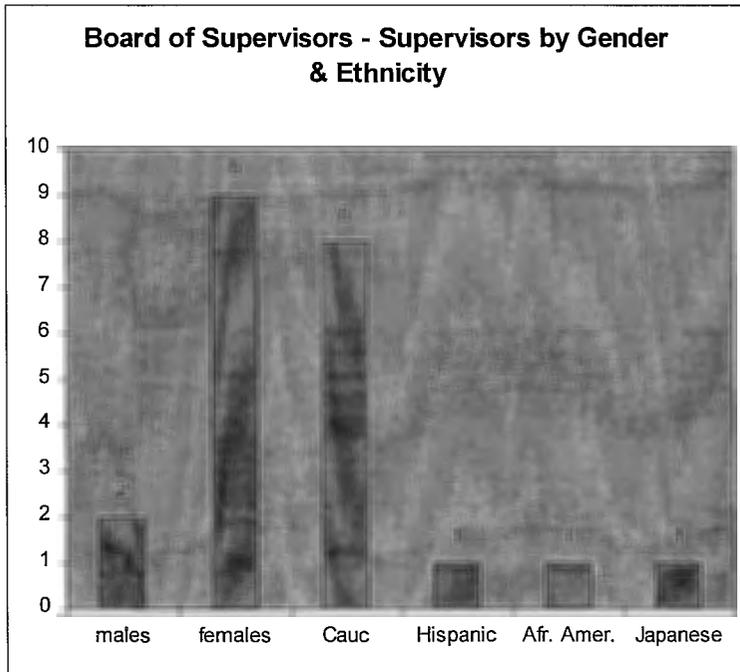
The number of supervisors increased from 15 to 17. Female representation increased from six (40.0%) to seven (41.2%). Minority representation remains at one (5.1%).

# BOARD OF SUPERVISORS



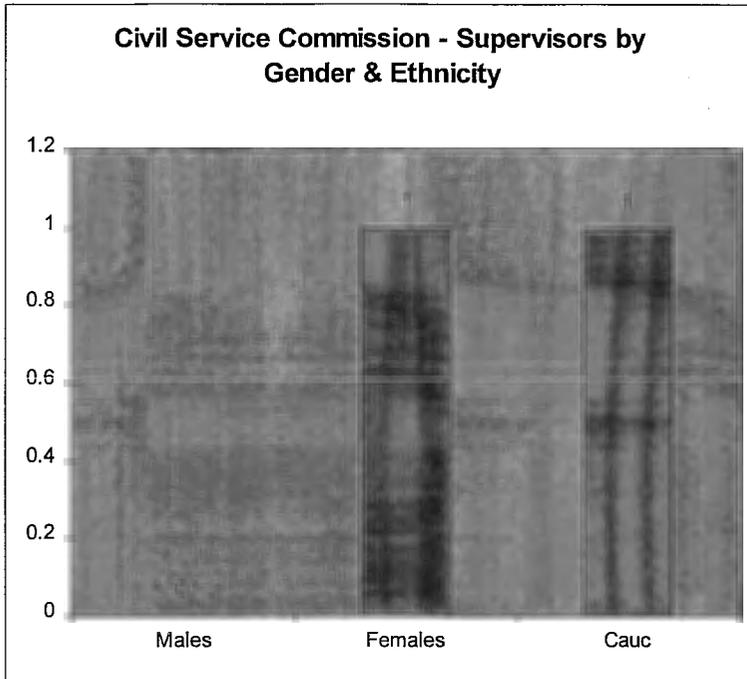
During 1999, the number of managers in the department remained at two. Both employees are female. Minority parity is at 50.0% (one employee).

~~~~~



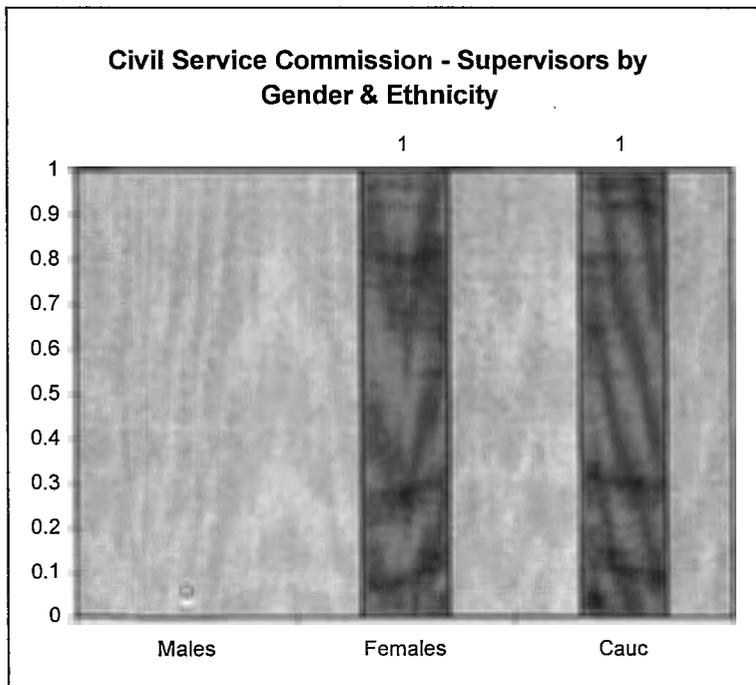
The number of supervisory employees increased from nine to 11. Female representation increased from eight (88.8%) to nine (81.8%). Minority representation increased from two (22.2%) to three (27.3%).

CIVIL SERVICE COMMISSION



The Commission has one managerial position which is held by a Caucasian female.

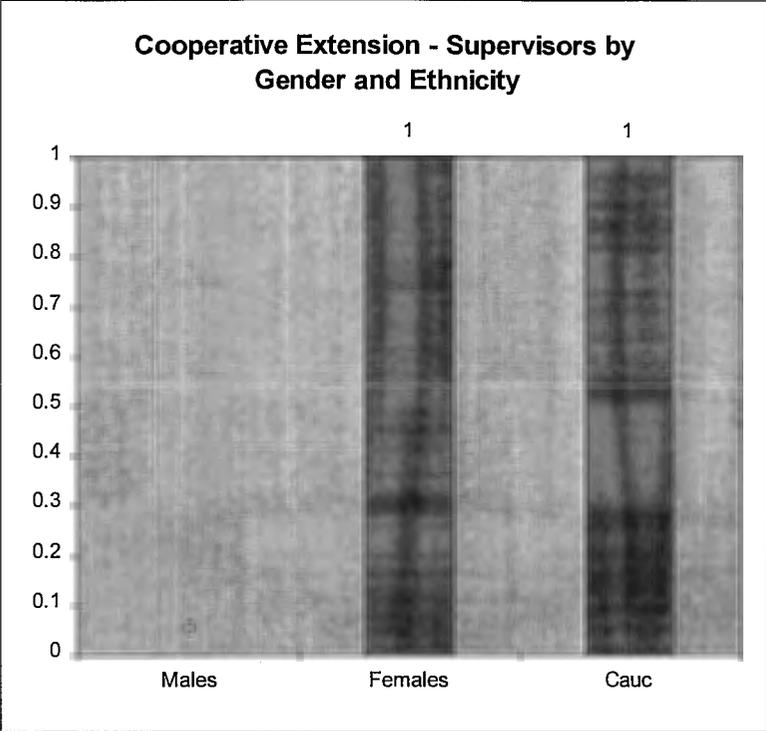
~~~~~



There is one supervisory position which is filled by a Caucasian female.

# COOPERATIVE EXTENSION

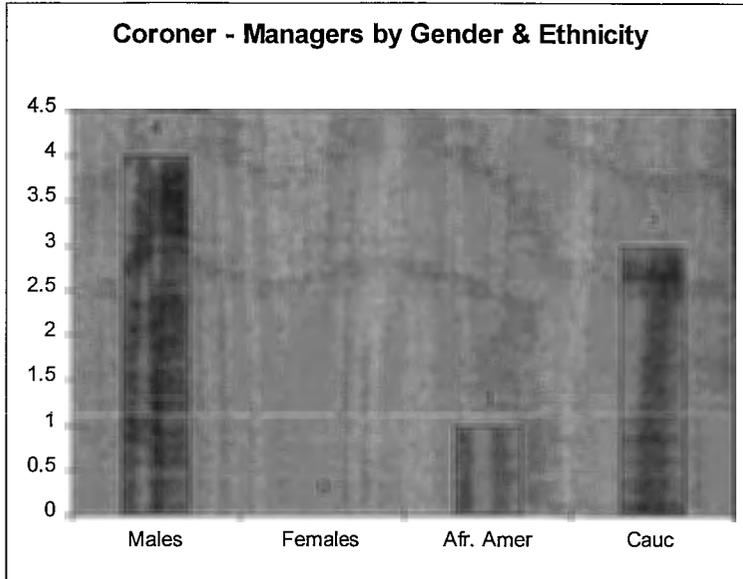
---



The UC Cooperative Extension has no management staff assigned from the County.

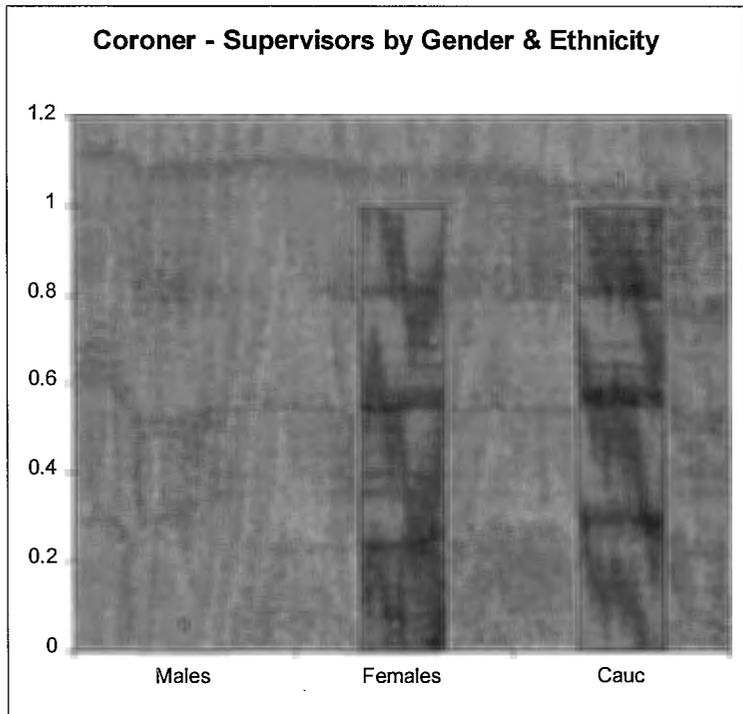
There is one Supervisory position which is filled by a Caucasian female.

# CORONER



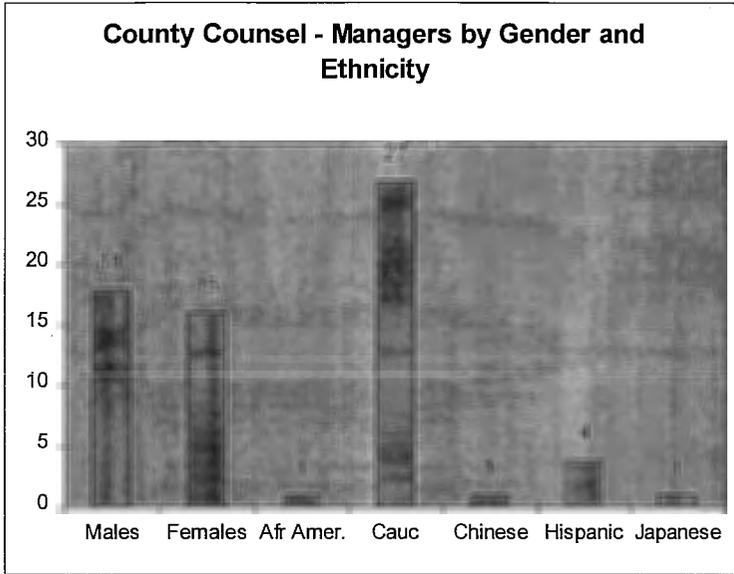
During 1999, the number of managers at the Coroner's office increased from three to four. Minorities representation is at one employee or 25.0%. There are no female managers in the department.

~~~~~



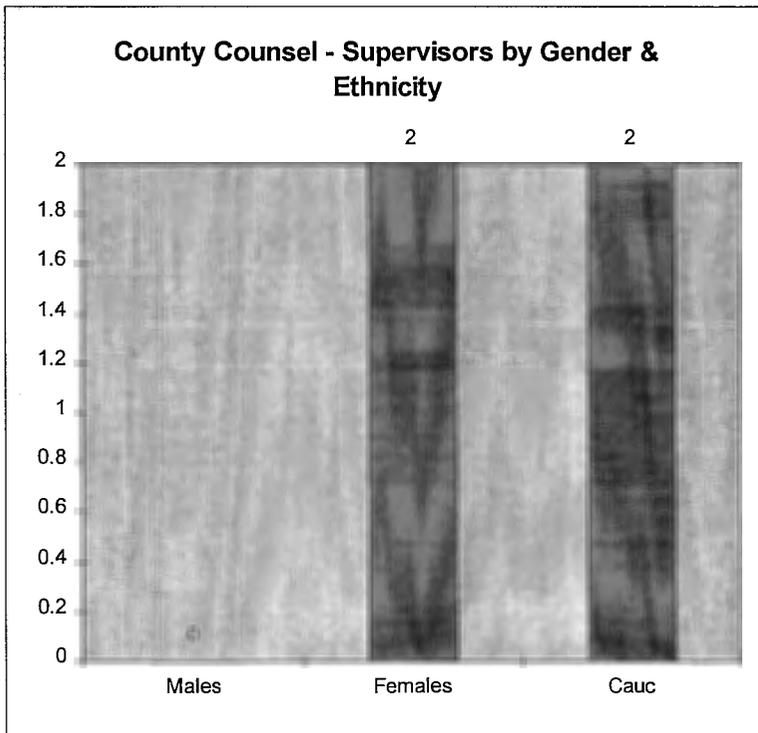
The number of supervisor positions remains at one. This position is held by a Caucasian female

COUNTY COUNSEL



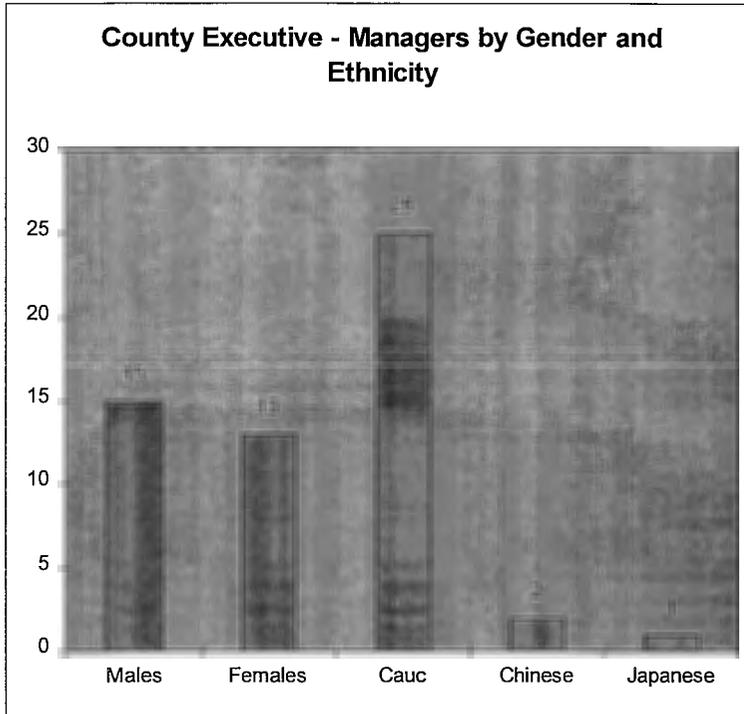
During 1999, managerial staff at the County Counsel's office increased from 31 to 34. Female representation increased from 14 (45.2%) 16 (47.1%). Minority representation remained at seven (20.6%).

~~~~~

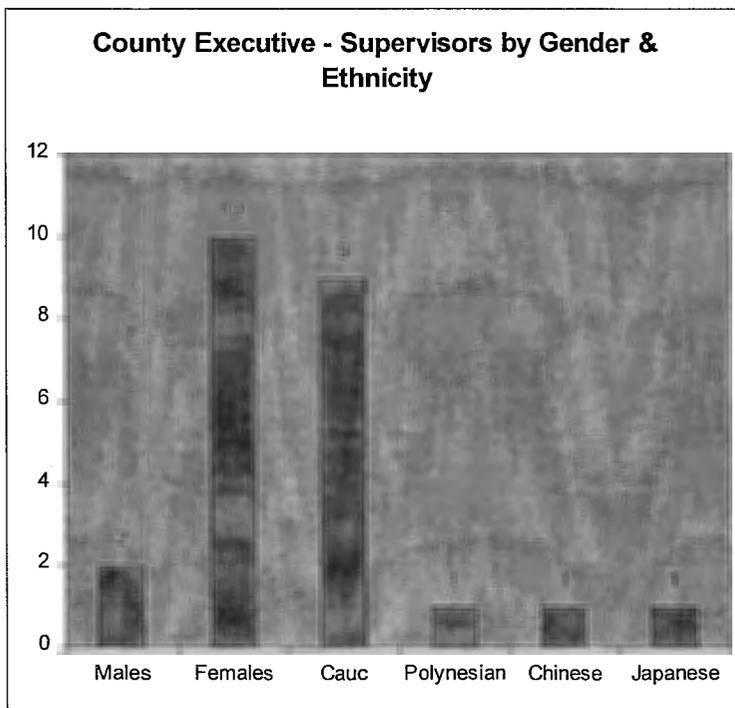


The number of supervisors in the department remained at two Caucasian females.

# COUNTY EXECUTIVE

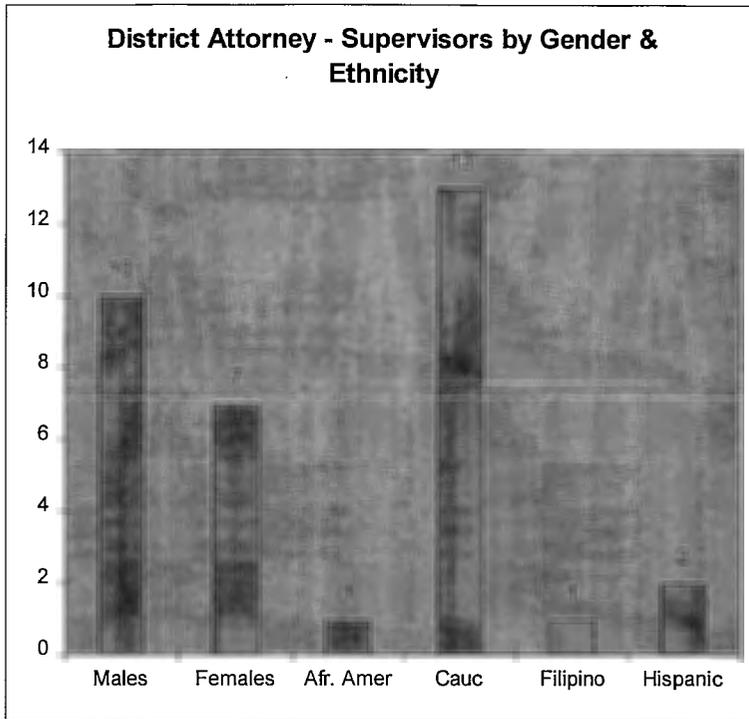


During 1999, the number of managerial positions at the County Executive's office increased from 22 to 28. Female representation increased from 11 (50.0%) to 13 (46.4%). Minority representation decreased from four (18.2%) to three (10.7%).



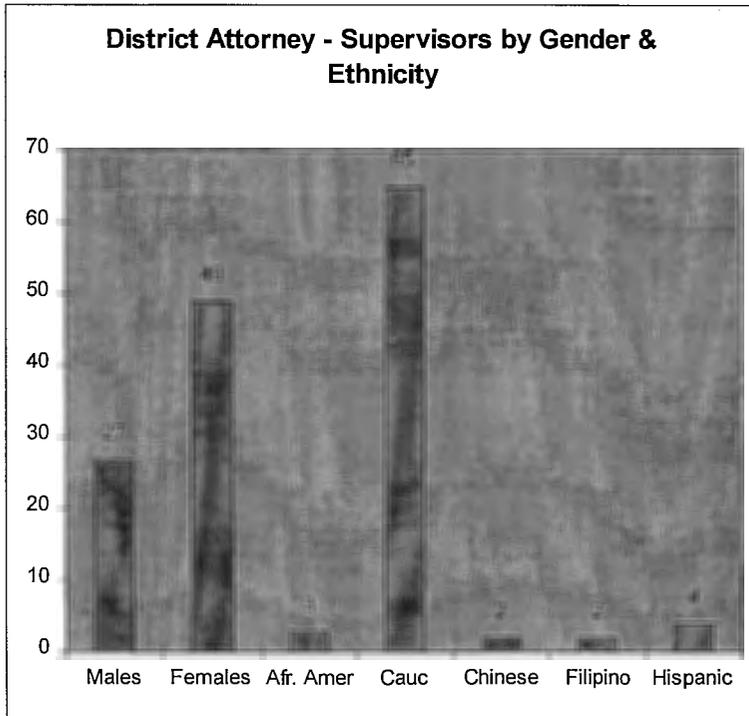
Supervisory staff decreased from 13 to 12. Female Supervisors increased nine (69.2%) to 10 (83.3%). The number of minority supervisors increased from two (15.4%) to three (25.0%).

# DISTRICT ATTORNEY



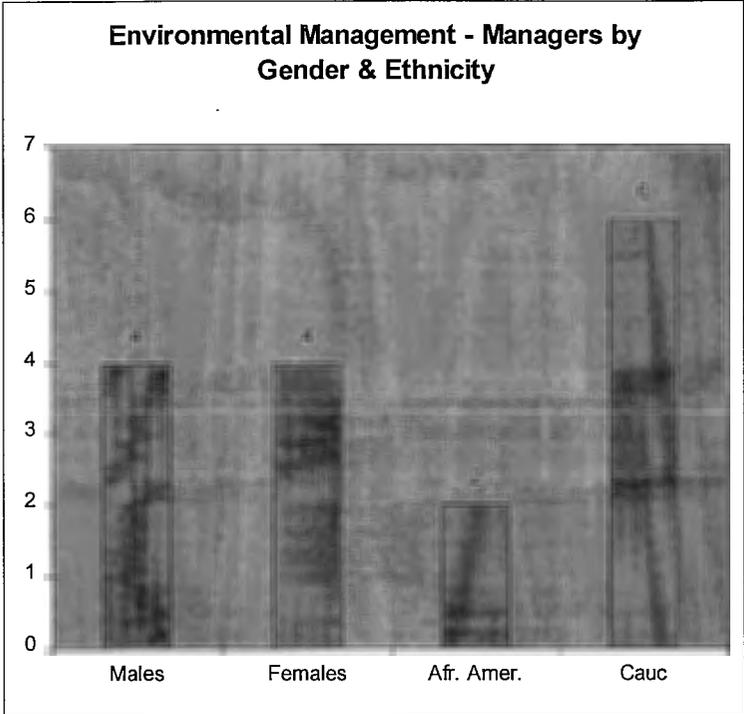
The number of managerial staff in the District Attorney's office is 17. Female representation decreased from 12 (26.1%) to seven (41.2%). Minority representation remained at four (23.5%).

~ ~ ~ ~ ~

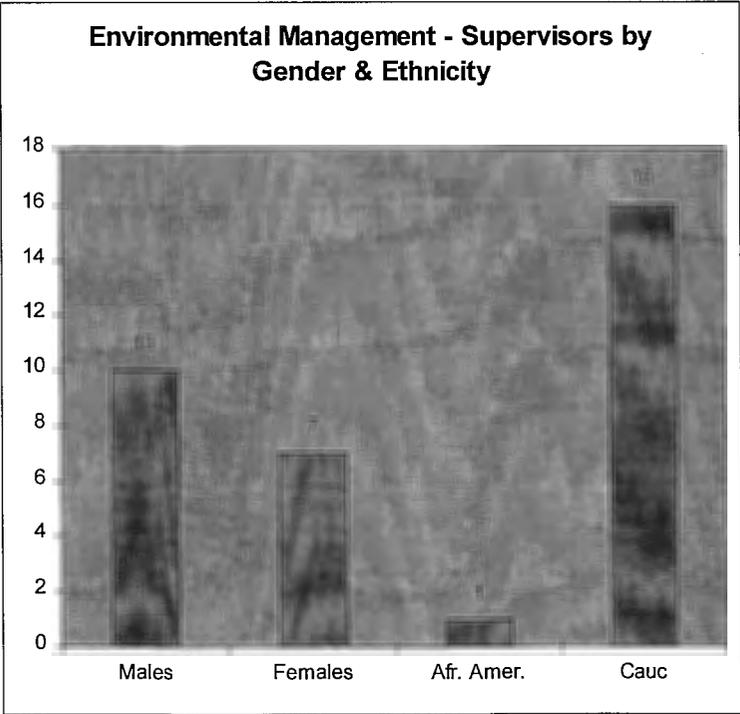
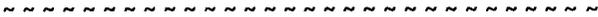


Of the 76 supervisor positions in the department, 49 (64.5%) are female, and 11 (14.5%) are minority

# ENVIRONMENTAL MANAGEMENT

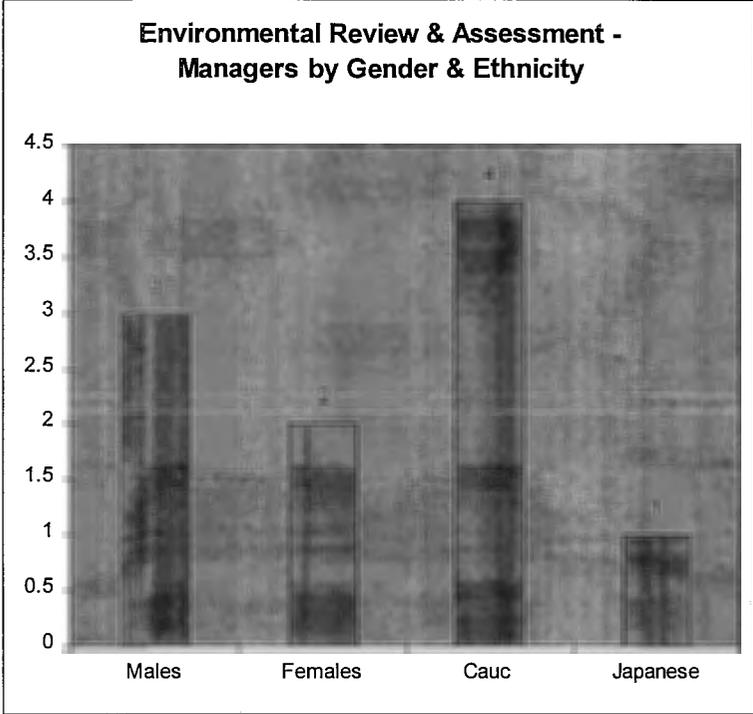


During 1999, the number of management positions in the Environmental Management department increased from six to eight. Female representation increased from two (33.3%) to four (50.0%). Minority representation remained at two (25.0%)



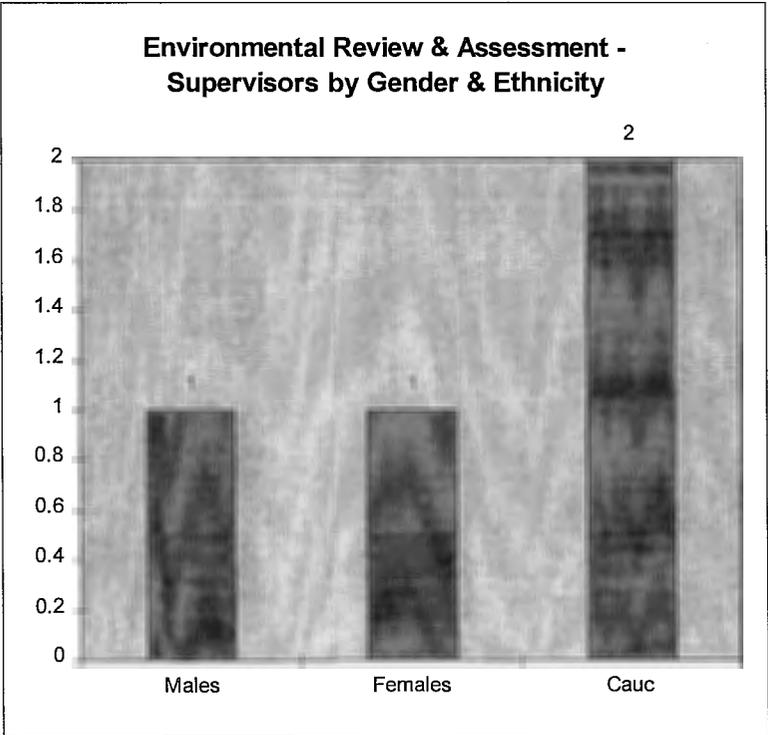
The number of supervisors increased from 13 to 15. Female representation increased from four (30.8%) to six (40.0%). Minority representation remains at one (6.3%).

# ENVIRONMENTAL REVIEW & ASSESSMENT



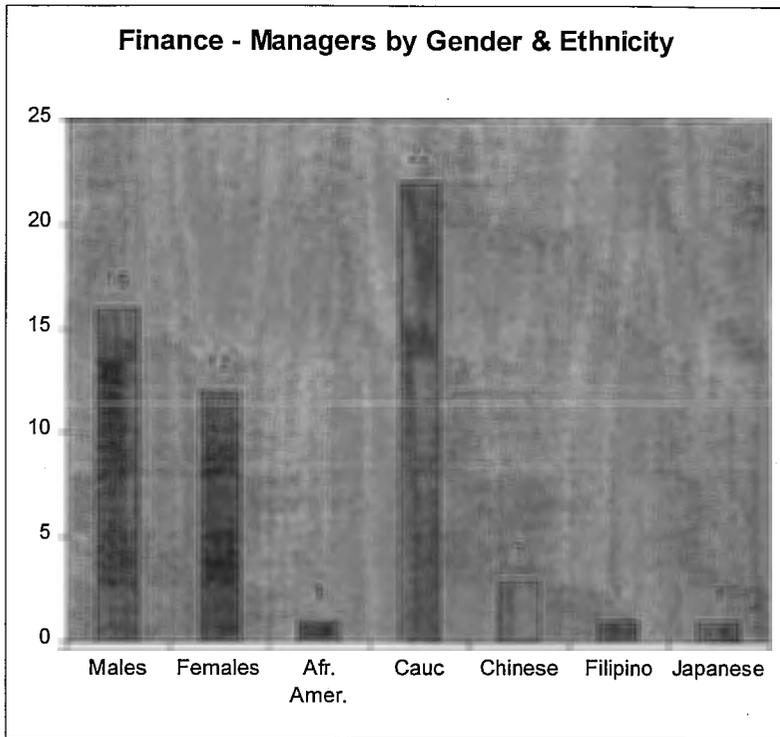
During 1999, the number of managers remained at five. Female representation also was unchanged at two (40.0%)

~~~~~

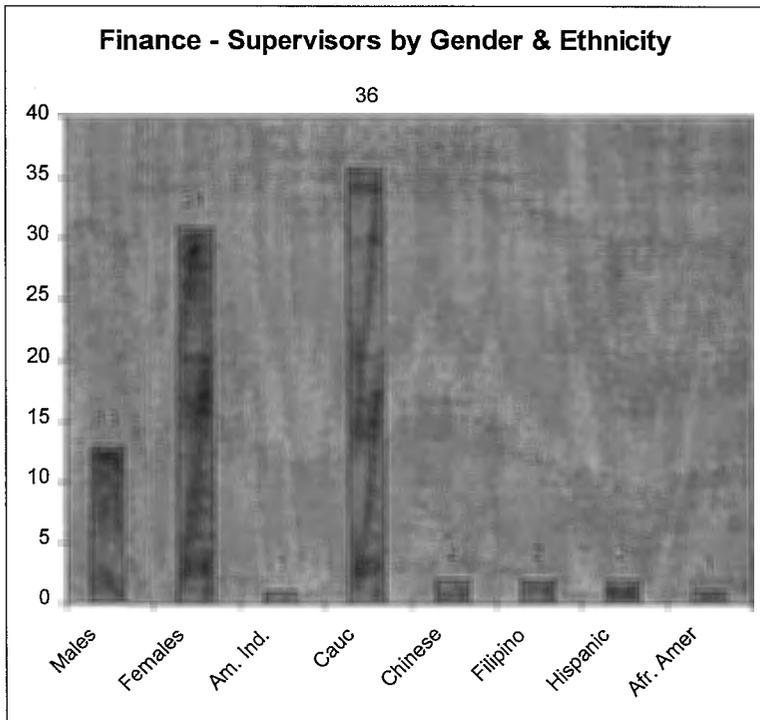


The number of supervisors remained at two. Female representation remained at one (50.0%). There is no minority representation.

FINANCE

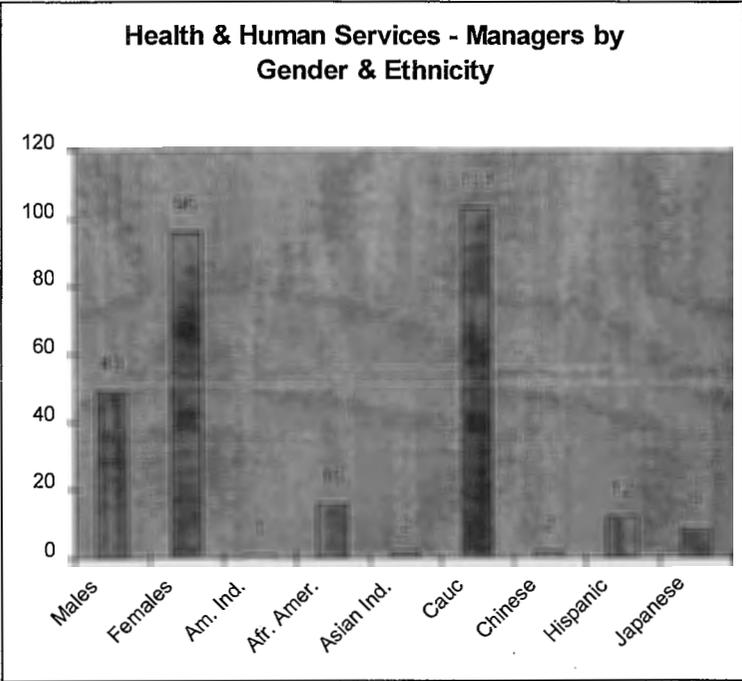


During 1999, the number of managers in the department increased from 23 to 28. Female representation increased from nine (39.1%) to 12 (42.9%). Minority representation increased from five (21.7%) to six (21.4%).

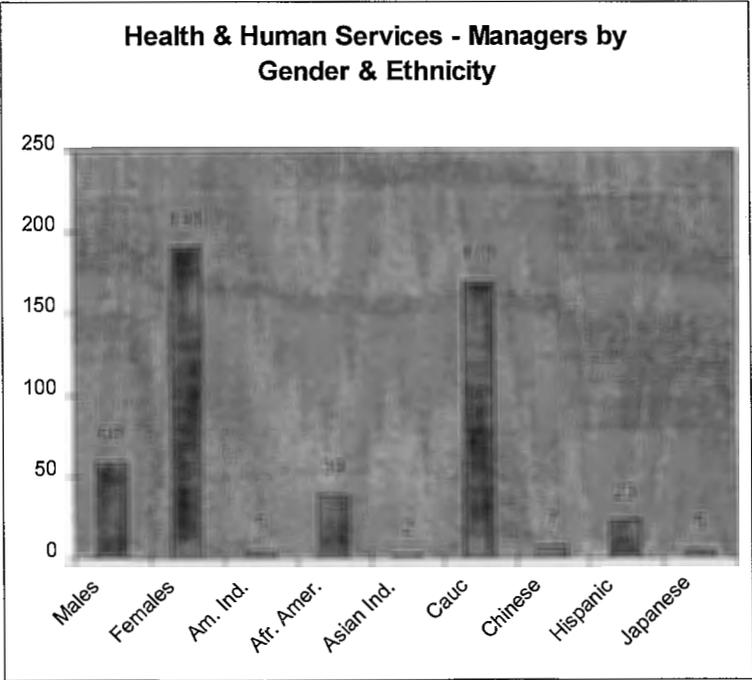


The number of supervisors decreased from 49 to 44. Female representation is at 31 (70.4%). Minority representation decreased from 11 (22.4%) to eight (18.2%).

HEALTH & HUMAN SERVICES

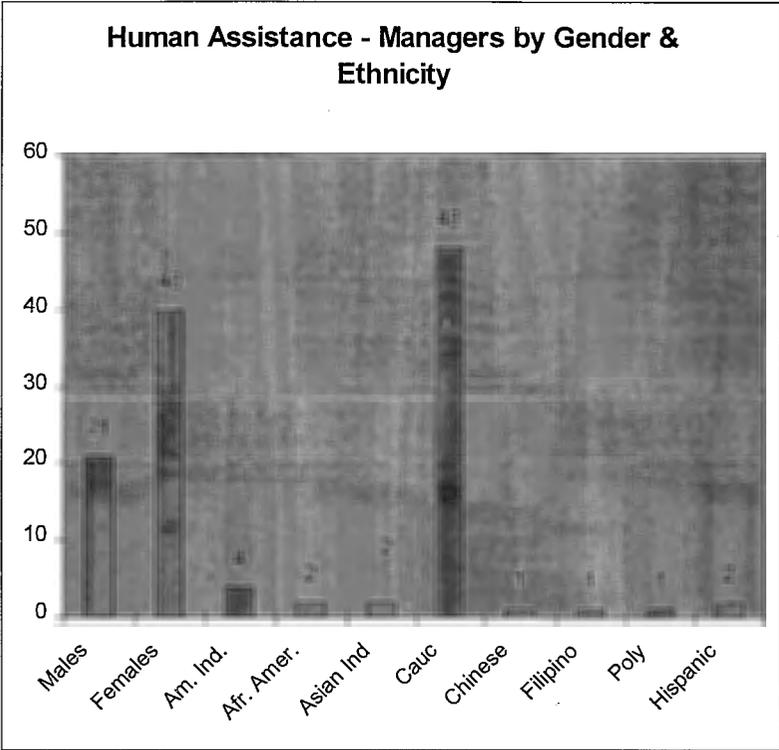


During 1999, managerial staff increased from 108 to 145. Female representation increased from 68 (63.0%) to 96 (66.2%). Minority representation increased from 29 (26.9%) to 42 (29.0%).

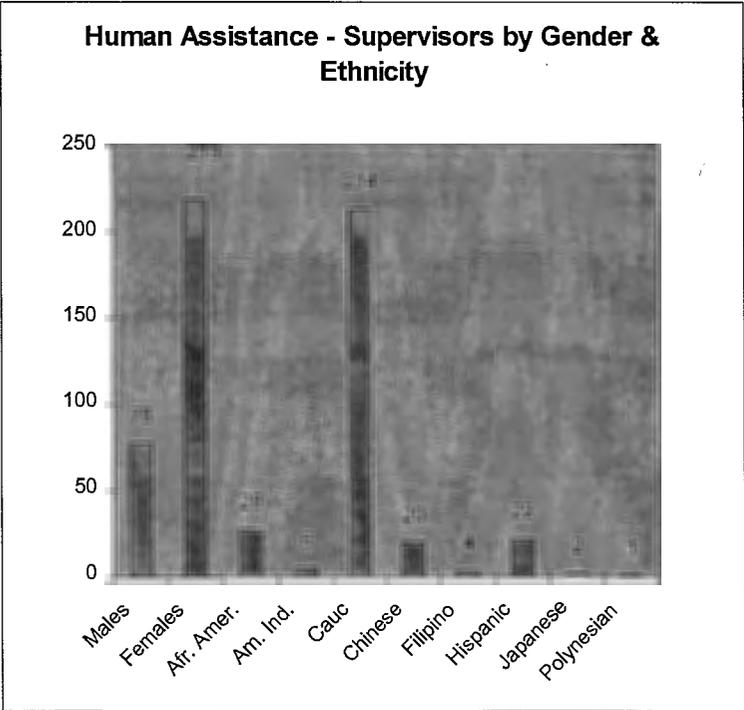
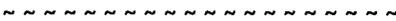


The number of supervisors increased from 169 to 251. Female representation increased from 124 (73.4%) to 191 (76.1%). Minority representation increased from 50 (29.6%) to 81 (32.3%).

HUMAN ASSISTANCE

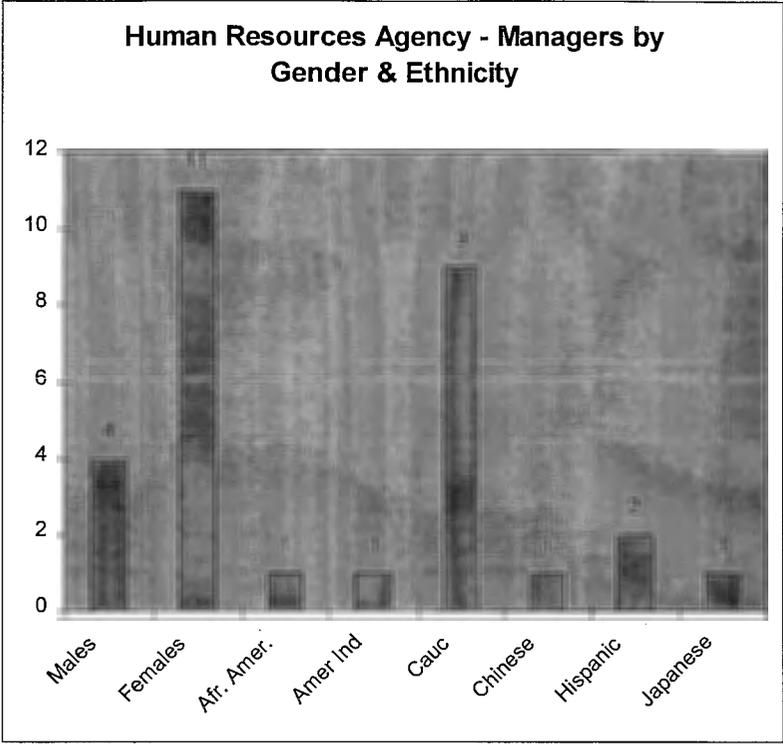


There are 61 managers in the department. Female representation increased from 29 (59.2%) to 40 (65.6%). Minority representation increased from 11 (22.4%) to 13 (21.3%).

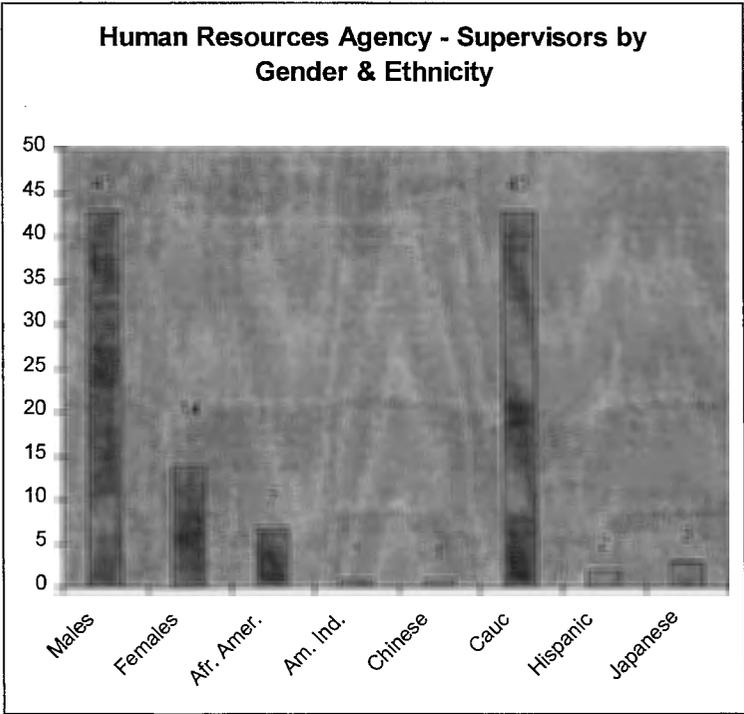


Supervisory positions increased from 251 to 297. Female representation increased from 190 (75.7%) to 219 (73.7%). Minority representation increased from 75 (29.9%) to 83 (27.9%).

HUMAN RESOURCES AGENCY

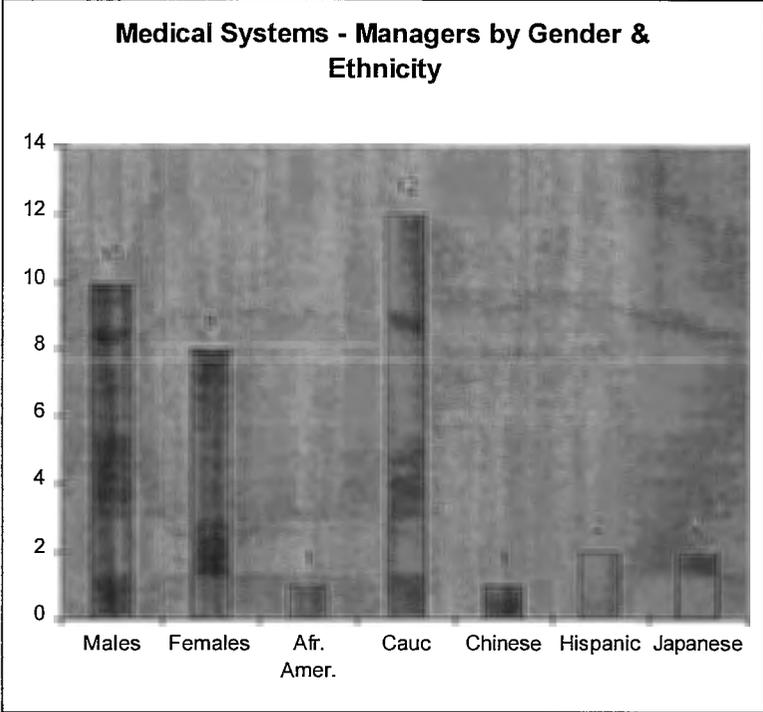


The number of managers remained at 15. Female representation decreased from 11 (64.7%) to nine (60.0%). Minority representation remained at six (40.0%).

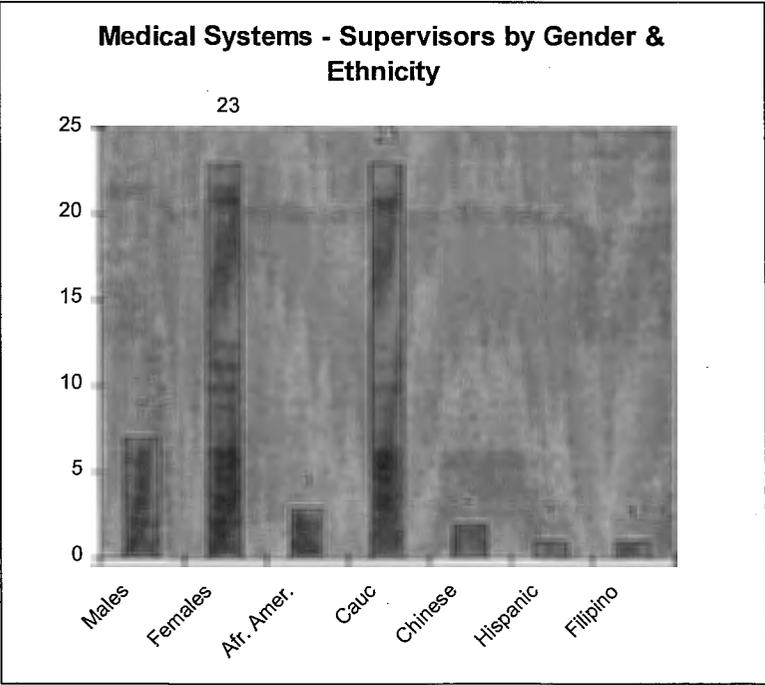


The number of supervisory employees in the department increased from 50 to 57. Female representation is at 14 (24.6%). Minority representation decreased from 17 (34.0%) to 14 (24.6%).

MEDICAL SYSTEMS

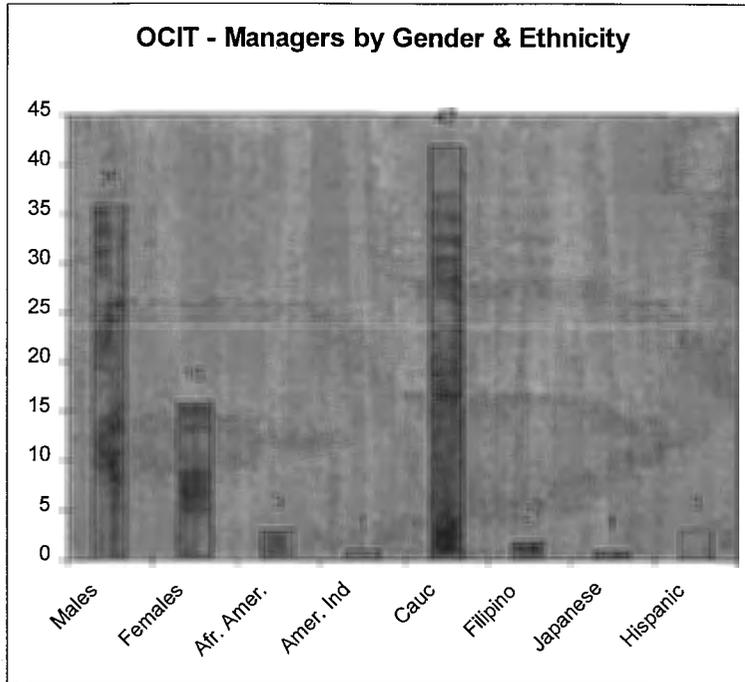


The number of managerial staff in the department decreased from 16 to 15. Female representation increased from seven (43.8%) to eight (53.3%). Minority representation remained at three (20.0%).

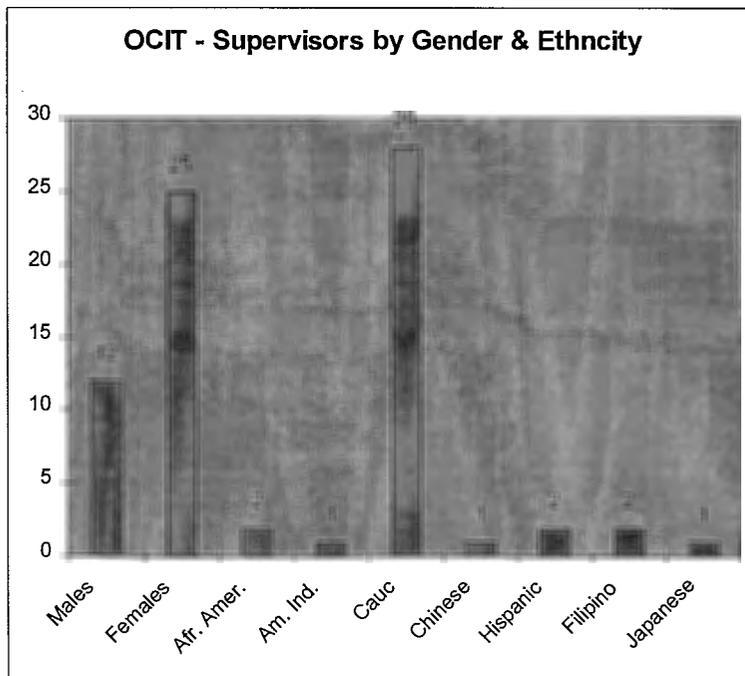


The number of supervisory staff increased from 21 to 30. Female representation increased from 17 (81.0%) to 23 (76.7%). Minority representation increased from three (14.3%) to seven (23.3%).

OFFICE OF COMMUNICATIONS & INFORMATION TECHNOLOGY

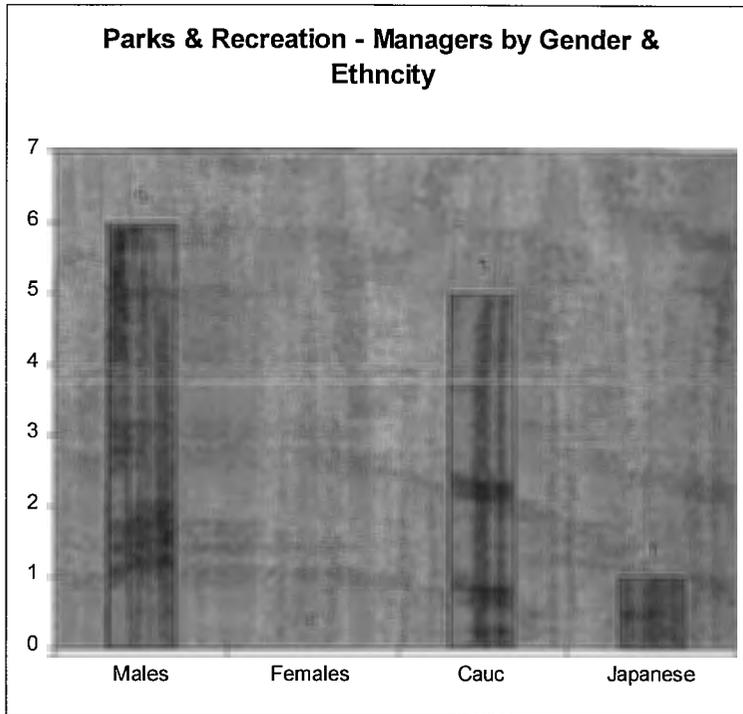


During 1999, the number of managerial staff decreased from 38 to 22. Female representation increased from eight (21.1%) to 11 (50.0%). Minority representation decreased from six (15.8%) to four (18.2%).

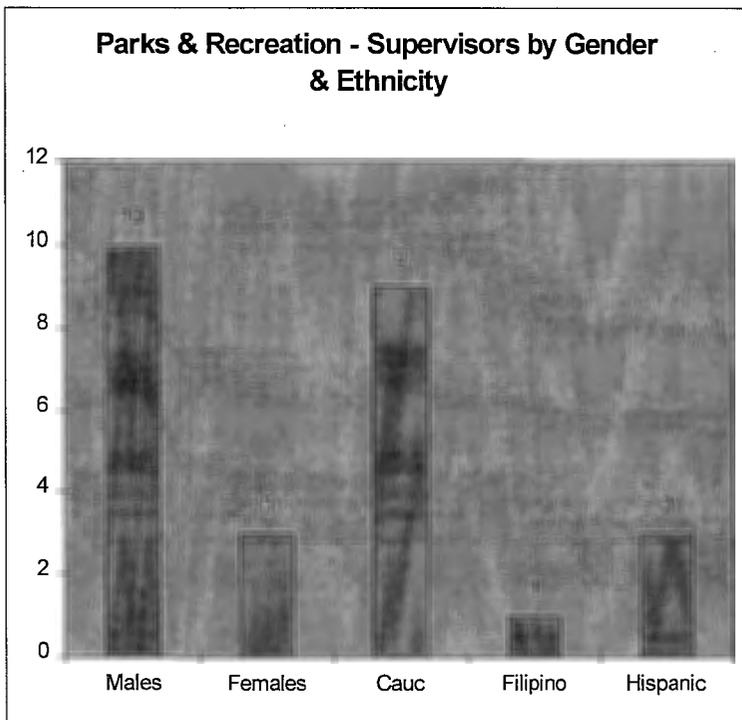
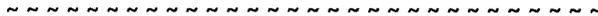


The number of supervisory staff increased from 12 to 37. Female representation increased from 12 (100.0%) to 25 (67.6%). Minority representation increased from five (41.7%) to nine (24.3%).

PARKS & RECREATION

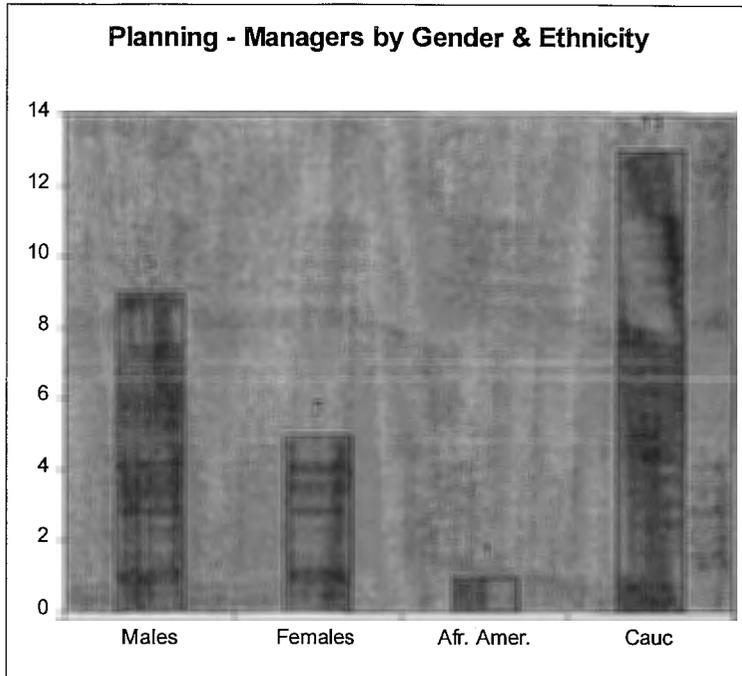


The number of managerial staff in the department increased from five to six. There is no female representation. Minority representation remained one (16.7%).

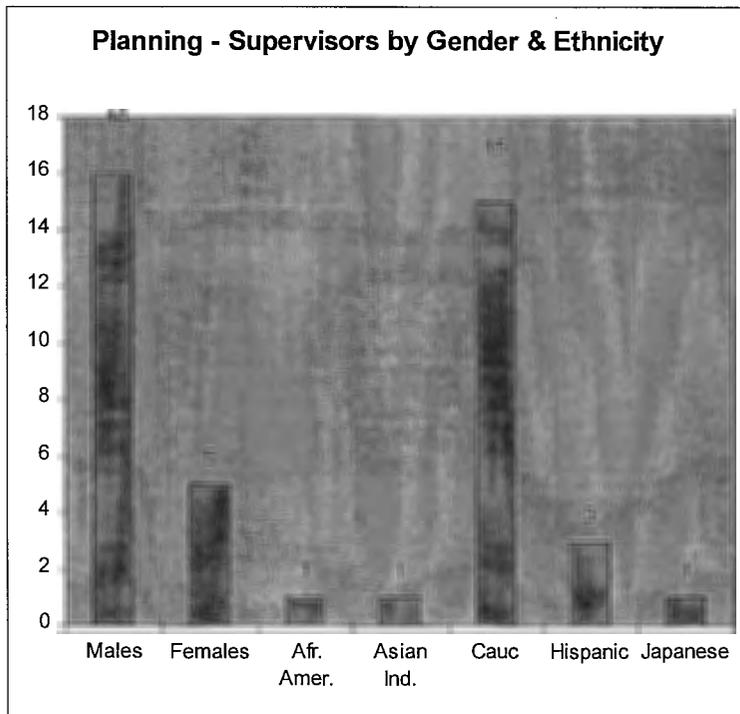


The number of supervisors in the department remained at 13. Female representation decreased from four (30.8%) to three (23.1%). Minority representation increased from three (23.1%) to four (30.8%).

PLANNING

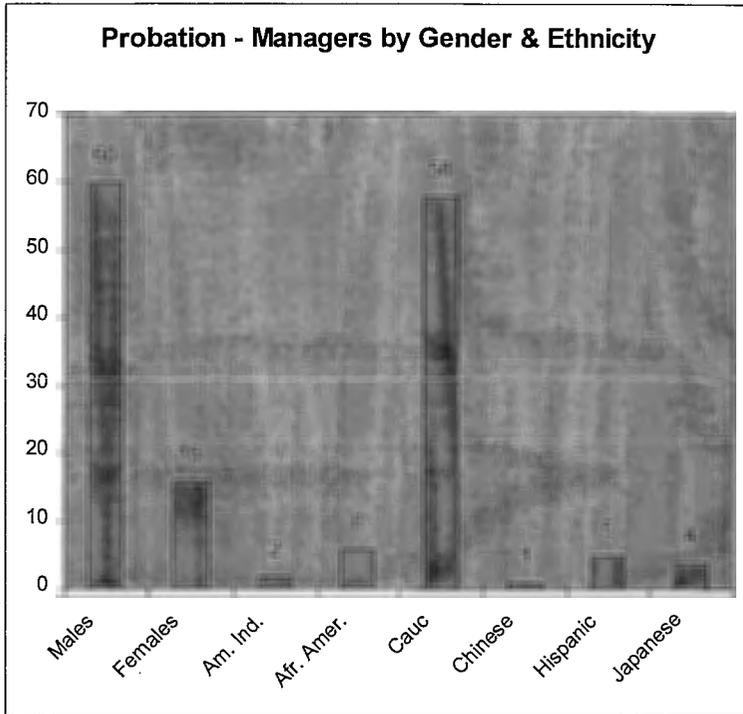


The number of managerial staff in the department increased from 12 to 14. The number of female managers increased from three (25.0%) to five (35.7%). Minority representation remains at one (7.1%)

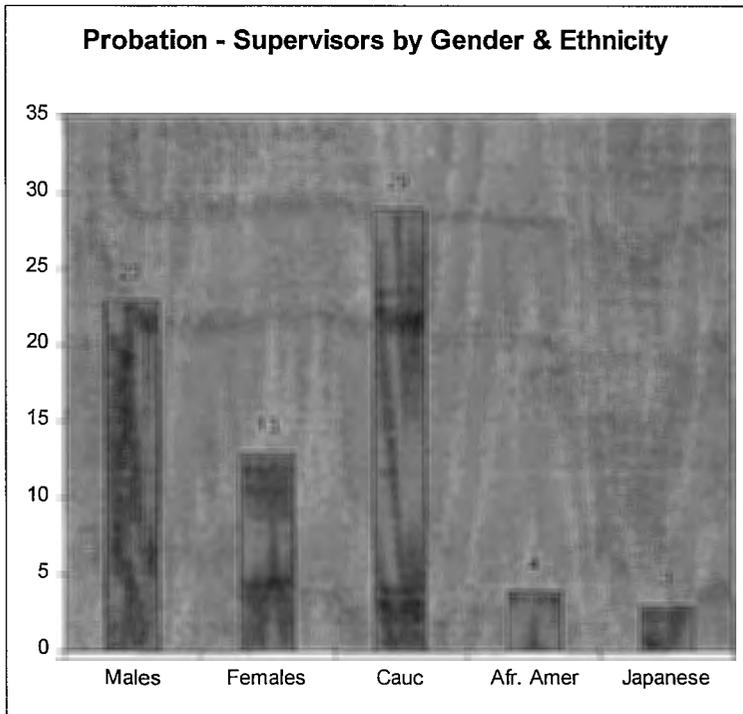
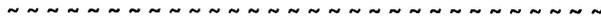


There are 21 supervisory positions in the department. Female representation remained five (23.8%). Minority representation increased from five (22.7%) to six (28.6%).

PROBATION

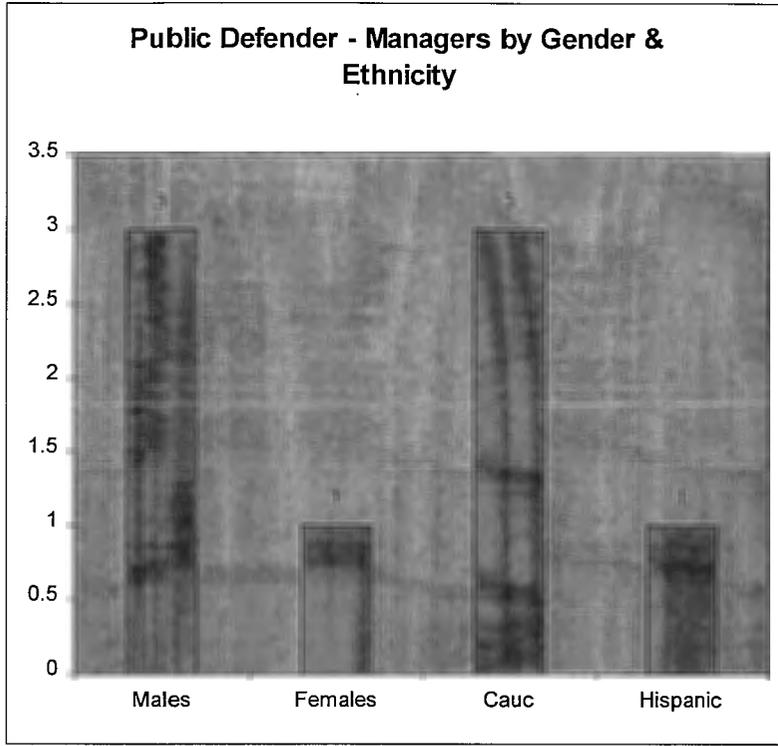


During 1999, the total number of managers increased from 65 to 76. Female representation increased from 11 (16.9) to 16 (21.1%). Minority representation increased from 15 (23.1%) to 18 (23.7%).



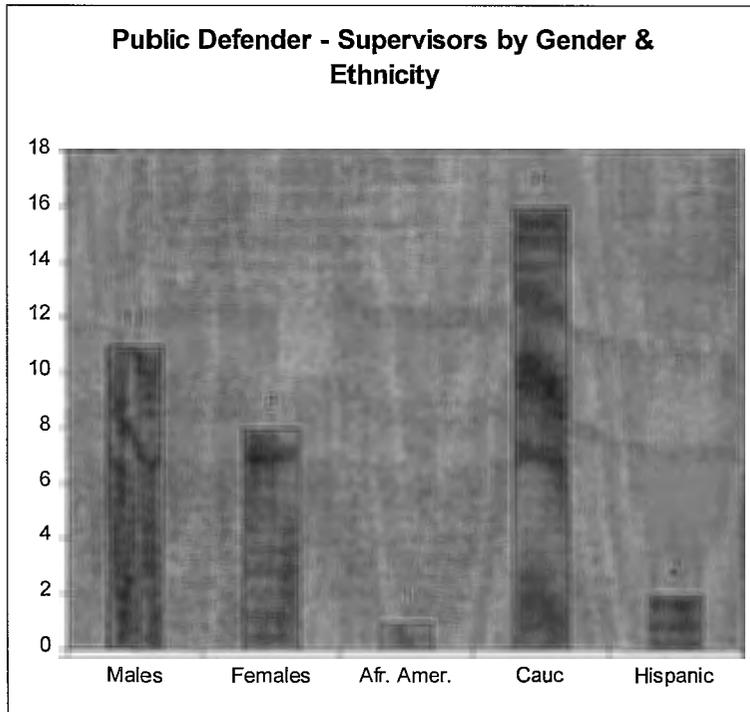
There are 36 supervisors in the department. Female representation increased from nine (90.0%) to 13 (36.1%). Minority representation increased from two (20.0%) to seven (19.4%).

PUBLIC DEFENDER



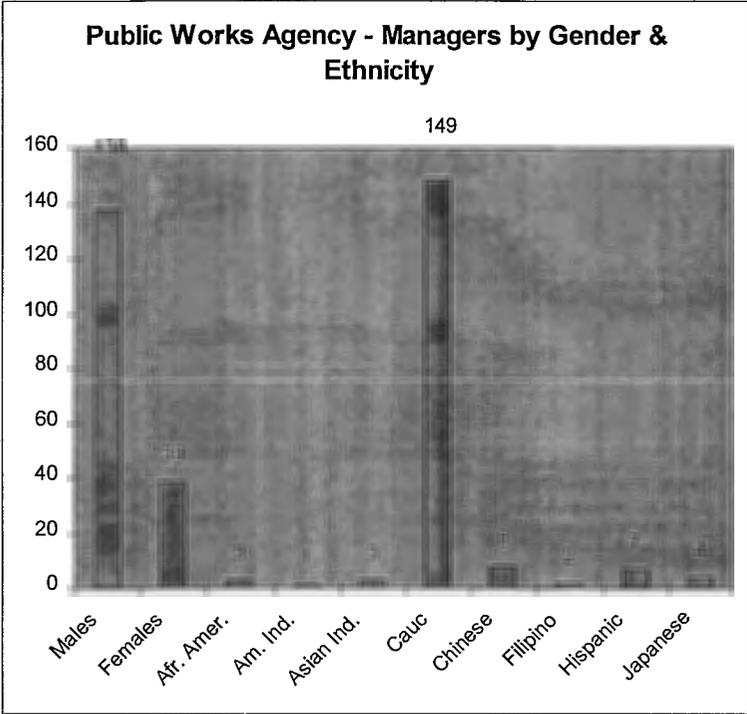
There are four managers in the department. Female representation is at one (25.0%). Minority representation is at one (25.0%)

~~~~~

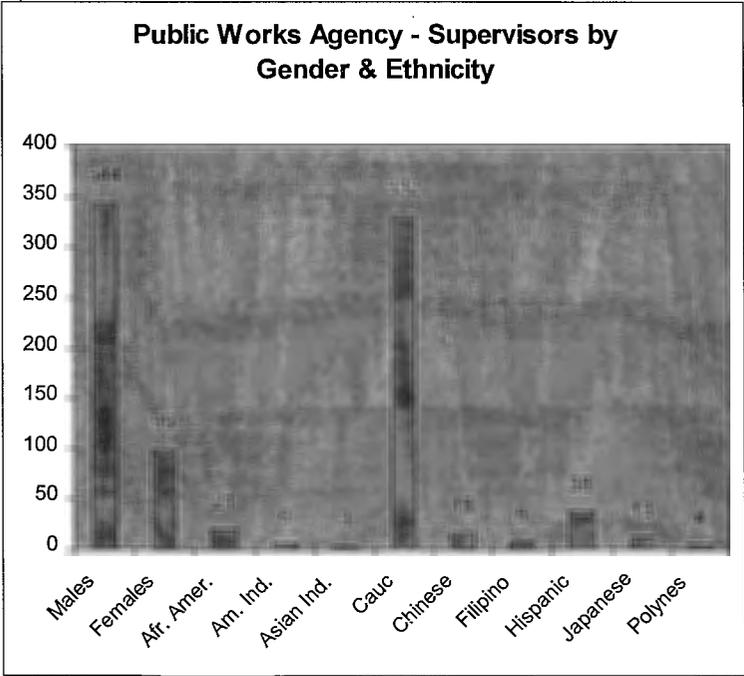
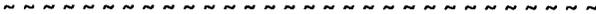


There are 19 supervisors in the department. Female representation is at eight (42.1%). Minority representation is at three (15.8%).

# PUBLIC WORKS AGENCY

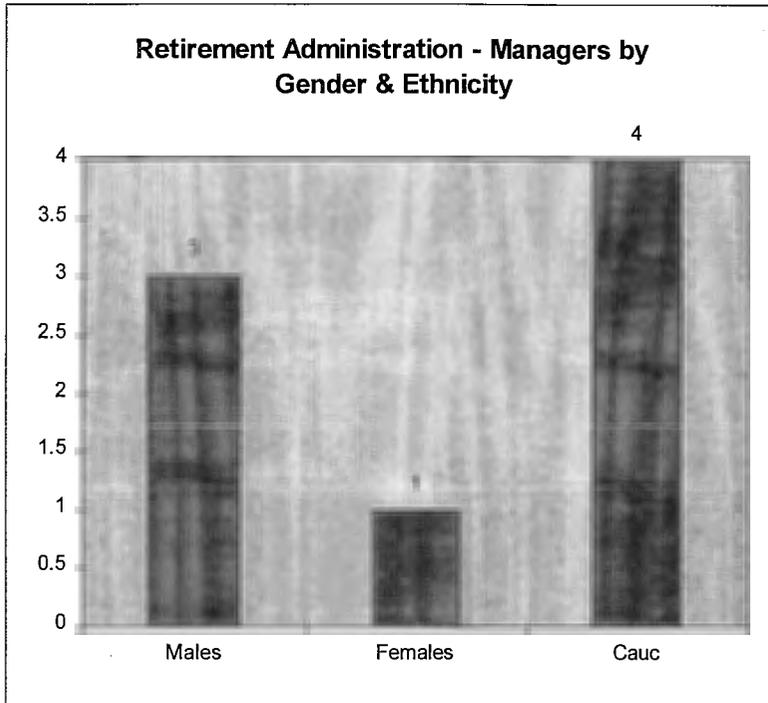


There are 177 manager in the department. Female representation increased from 31 (16.9%) to 39 (22.0%) and minority representation is at 28 (15.8%)



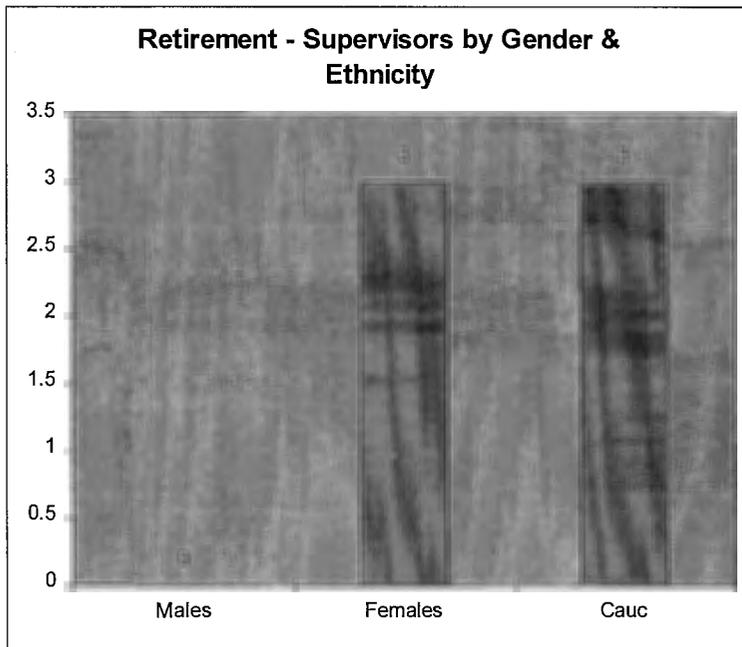
The number of supervisory staff increased from 391 to 443. Females representation increased from 81 (20.7%) to 99 (22.3%). Minority representation is at 111 (25.1%)

# RETIREMENT ADMINISTRATION



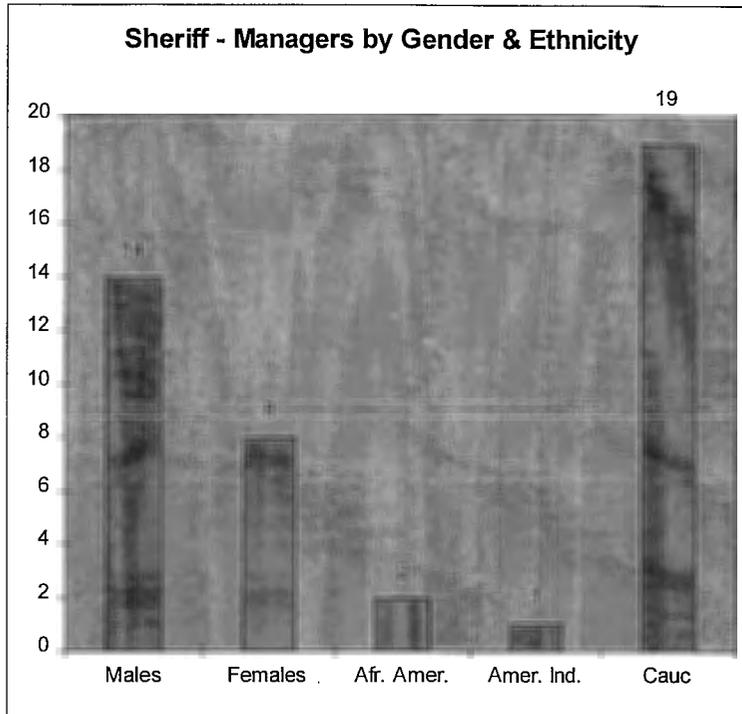
During 1999, the number of managerial staff in the department remained at four. Female representation remained at one (25.0%).

~~~~~

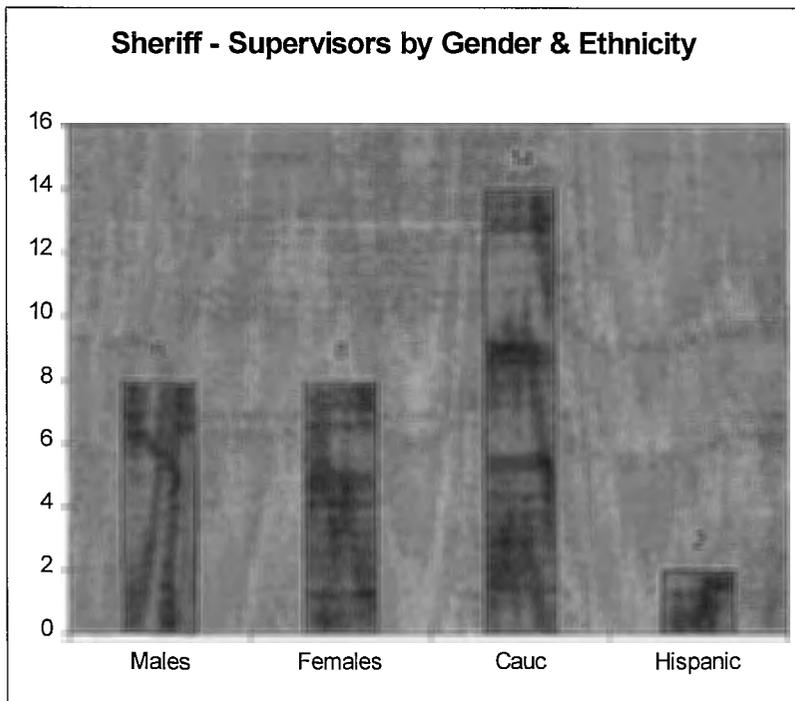
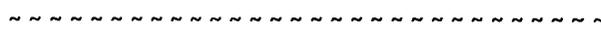


The number of supervisors in the department decreased from five to three. The number of females supervisors in the department decreased from four (80.0%) to three (100.0%)

SHERIFF

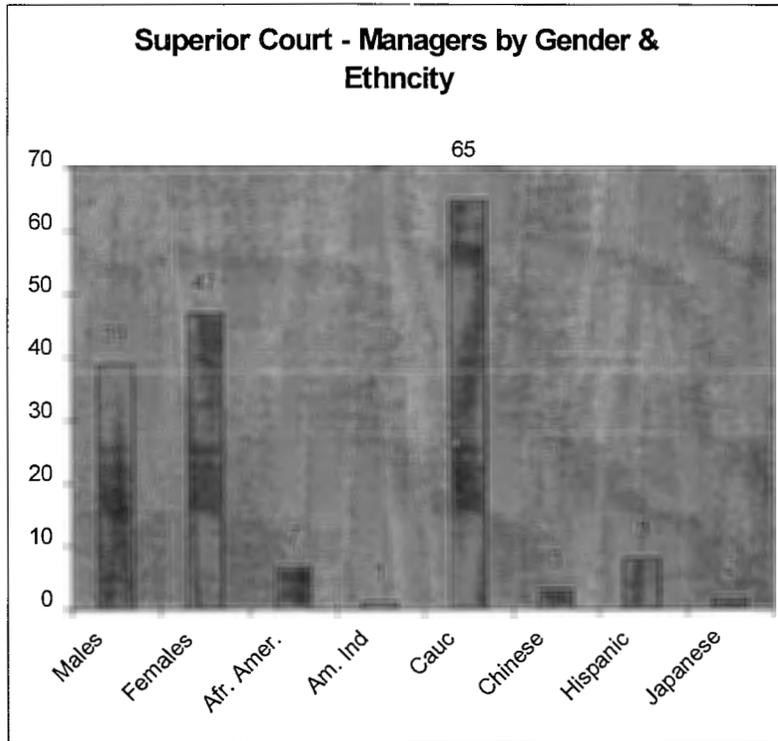


There are 22 managers in the department. Female representation is at 14 (63.6%). Minority representation is at three (13.6%)

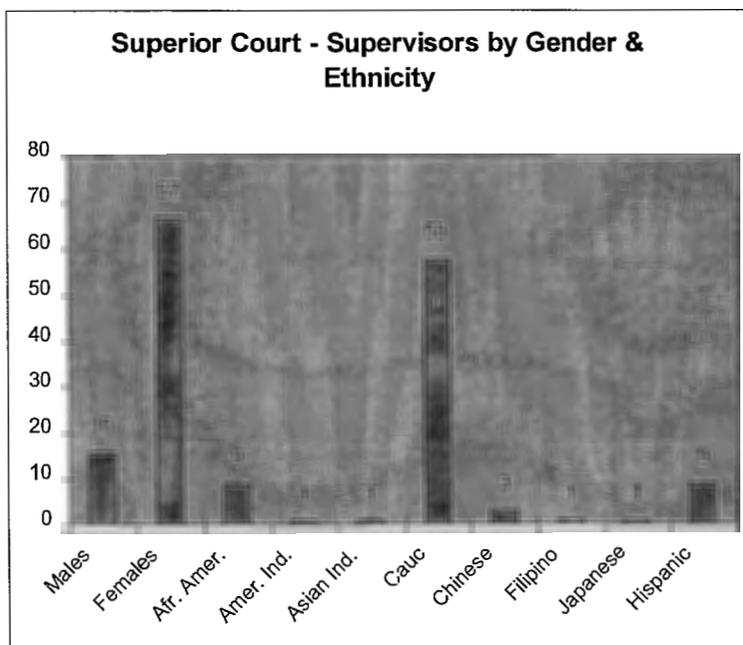


Supervisory staff is at 16. Female representation is at eight (50.0%). Minority representation decreased from four (12.9%) to two (12.5%)

SUPERIOR COURT

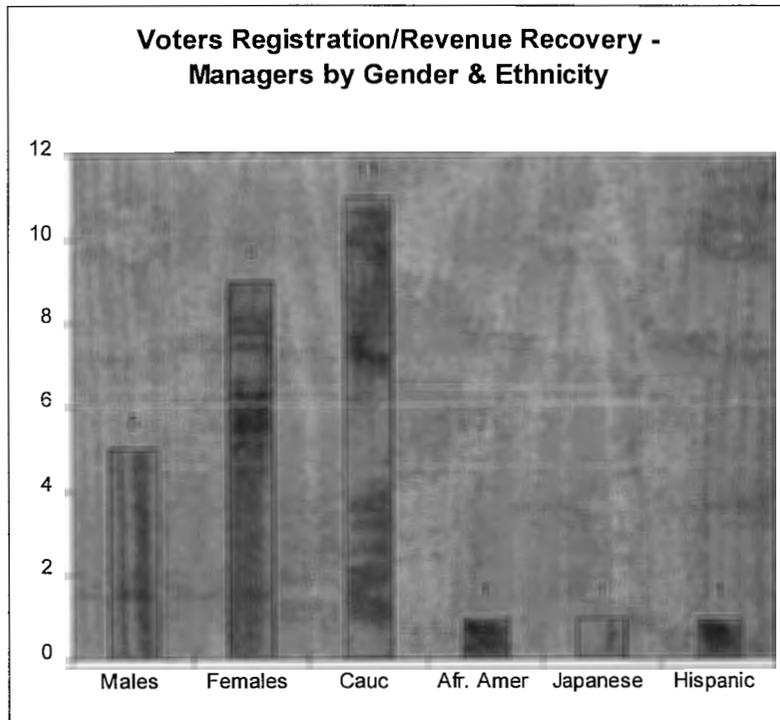


During 1999 managerial staff increased from 75 to 86. Female representation increased from 41 (54.7%) to 47 (54.7%). Minority representation increased from 17 (22.7%) to 21 (24.4%).



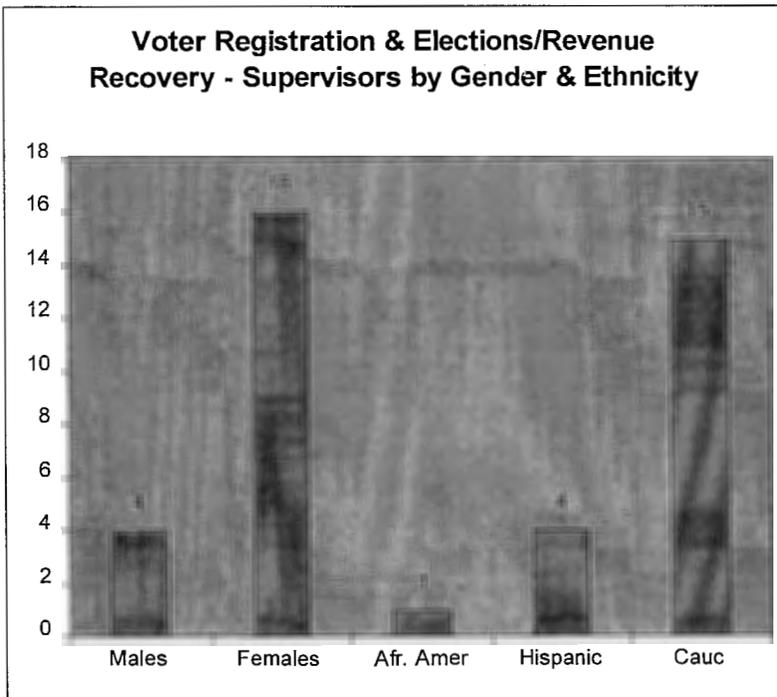
The number of supervisory staff increased from 72 to 83. Female representation increased from 60 (83.3%) to 67 (80.7%). Minority representation increased from 22 (30.6%) to 25 (30.1%).

VOTER REGISTRATION/REVENUE RECOVERY



There are 14 managers in this department. Female representation is at nine (64.3%). Minority representation is at three (21.4%)

~~~~~



The number of supervisory staff is at 20. Female representation is at 16 (80.0%) Minority representation is at five (25.0%)

---

**Due to the change from Legacy to Compass, we are not able to access information on Disabled employees in County Service at this time. We hope to have this problem resolved by the next reporting period.**

---

**DEPARTMENTAL GOALS & TIMETABLES SCHEDULE – YEAR 1999**

| <i>DEPARTMENT</i>                                                                                                                                 | J<br>A<br>N | F<br>E<br>B | M<br>A<br>R | A<br>P<br>R | M<br>A<br>Y | J<br>U<br>N | J<br>U<br>L | A<br>U<br>G | S<br>E<br>P | O<br>C<br>T | N<br>O<br>V | D<br>E<br>C |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <i>General Services</i> <i>Analyst:</i> Deborah Norman                                                                                            |             |             |             |             |             |             |             |             |             |             |             |             |
| <i>Parks &amp; Recreation</i> <i>Analyst:</i> Michael Peart<br><br>Sub-comm. Review (11/09/98)<br><b>AAC Review</b>                               | 25          |             |             |             |             |             |             |             |             |             |             |             |
| <i>Probation</i> <i>Analyst:</i> Deborah Norman<br><br>Sub-comm. Review<br><b>AAC Review</b>                                                      | 12          | 22          |             |             |             |             |             |             |             |             |             |             |
| <i>Medical Systems</i> <i>Analyst:</i> Deborah Norman                                                                                             |             |             |             |             |             |             |             |             |             |             |             |             |
| <i>Environmental Review</i> <i>Analyst:</i> Michael Peart<br><br>Sub-comm. Review<br><b>AAC Review</b>                                            |             | 9           | 22          |             |             |             |             |             |             |             |             |             |
| <i>Sheriff</i> <i>Analyst:</i> Deborah Norman<br><br>Sub-comm. Review<br><b>AAC Review</b>                                                        |             |             | 9           | 26          |             |             |             |             |             |             |             |             |
| <i>Courts</i> <i>Analyst:</i> Deborah Norman                                                                                                      |             |             |             |             |             |             |             |             |             |             |             |             |
| <i>Human Resources Agency</i> <i>Analyst:</i> Michael Peart<br><br>Sub-comm. Review<br><b>AAC Review</b>                                          |             |             |             | 13          | 24          |             |             |             |             |             |             |             |
| <i>Office of Communications &amp; Info. Tech. (formerly S&amp; DP)</i> <i>Analyst:</i> Michael Peart<br><br>Sub-comm. Review<br><b>AAC Review</b> |             |             |             |             | 11          | 28          |             |             |             |             |             |             |
| <i>Public Works</i> <i>Analyst:</i> Deborah Norman<br><br>Sub-comm. Review<br><b>AAC Review</b>                                                   |             |             |             |             |             | 8           | 26          |             |             |             |             |             |

**DEPARTMENTAL GOALS & TIMETABLES SCHEDULE – YEAR 1999**

**(Cont'd)**

| <i>DEPARTMENT</i>                                                                                      | J<br>A<br>N | F<br>E<br>B | M<br>A<br>R | A<br>P<br>R | M<br>A<br>Y | J<br>U<br>N | J<br>U<br>L | A<br>U<br>G | S<br>E<br>P | O<br>C<br>T | N<br>O<br>V | D<br>E<br>C |
|--------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <i>Airports</i><br><i>Analyst:</i> Deborah Norman                                                      |             |             |             |             |             |             |             |             |             |             |             |             |
| <i>Animal Care &amp; Regulation</i><br><i>Analyst:</i> Michael Peart<br>Sub-comm. Review<br>AAC Review |             |             |             |             |             |             | 13          | 23          |             |             |             |             |
| <i>Health &amp; Human Services</i><br><i>Analyst:</i> Deborah Norman<br>Sub-comm. Review<br>AAC Review |             |             |             |             |             |             |             | 10          | 27          |             |             |             |
| <i>Human Assistance</i><br><i>Analyst:</i> Deborah Norman                                              |             |             |             |             |             |             |             |             |             |             |             |             |
| <i>Environmental Management</i><br><i>Analyst:</i> Michael Peart<br>Sub-comm. Review<br>AAC Review     |             |             |             |             |             |             |             |             | 14          | 25          |             |             |
| <i>District Attorney</i><br><i>Analyst:</i> Deborah Norman<br>Sub-comm. Review<br>AAC Review           |             |             |             |             |             |             |             |             |             | 12          | 22          |             |

**1999 MEETING SCHEDULE COMMITTEE  
AFFIRMATIVE ACTION ADVISORY**

**AAAC Committee meets every 4th Monday of each month**

**Location**

County Administration Building  
700 "H" Street, 7th Floor Conference Room  
Sacramento, CA 95814

**Time**

3:30 p.m. - 5:00 p.m.

|               |                           |
|---------------|---------------------------|
| <b>Monday</b> | <b>January 25, 1999</b>   |
| <b>Monday</b> | <b>February 22, 1999</b>  |
| <b>Monday</b> | <b>March 22, 1999</b>     |
| <b>Monday</b> | <b>April 26, 1999</b>     |
| <b>Monday</b> | <b>May 24, 1999</b>       |
| <b>Monday</b> | <b>June 28, 1999</b>      |
| <b>Monday</b> | <b>July 26, 1999</b>      |
| <b>Monday</b> | <b>August 23, 1999</b>    |
| <b>Monday</b> | <b>September 27, 1999</b> |
| <b>Monday</b> | <b>October 25, 1999</b>   |
| <b>Monday</b> | <b>November 22, 1999</b>  |

**1999 MEETING SCHEDULE  
AFFIRMATIVE ACTION SUBCOMMITTEE**

**Subcommittee meets every 2nd Tuesday of each month**

**Location**

County Administration Building  
700 "H" Street, 5th Floor Conference Room  
Sacramento, CA 95814

**Time**

**3:00 p.m. - 5:00 p.m.**

|         |                    |
|---------|--------------------|
| Tuesday | January 12, 1999   |
| Tuesday | February 9, 1999   |
| Tuesday | March 9, 1999      |
| Tuesday | April 13, 1999     |
| Tuesday | May 11, 1999       |
| Tuesday | June 8, 1999       |
| Tuesday | July 13, 1999      |
| Tuesday | August 10, 1999    |
| Tuesday | September 14, 1999 |
| Tuesday | October 12, 1999   |
| Tuesday | November 9, 1999   |

# **Attachment 3**

# COUNTY OF SACRAMENTO

## AFFIRMATIVE ACTION ADVISORY COMMITTEE

LEE ISMAIL  
Deputy County Executive

ANGELA M. SHERROD  
Director of Human Resources

MANUELA SERNA  
Chief, Affirmative Action/Special Employment

July 25, 2000

**TO:** Board of Supervisors  
Terry Schutten, County Executive

**FROM:** Affirmative Action Advisory Committee

**SUBJECT:** AAAC REPORT ON SACRAMENTO COUNTY'S  
DISCRIMINATION AND SEXUAL HARASSMENT COMPLAINT  
PROCESS

---

### Background

In an April 1, 1999 memo, Acting County Executive, Robert Ryan, asked the Affirmative Action Advisory Committee (AAAC) for assistance in re-examining the County's policies and procedures regarding Discrimination (Policy H-3) and Sexual Harassment (Policy H-4) and investigations under these policies (memo attached). The AAAC, through a task force comprised of members of the Committee, had conducted that review and was prepared to report its findings and recommendations to the County Executive, and to the Board of Supervisors in its role as an advisory body to the Board. The item was scheduled to be heard on June 27, 2000. However, at the request of the Sheriff and District Attorney, the item was pulled in order to provide them with the opportunity to more fully provide input into the final report.

There were a series of meetings culminating with a final meeting on July 25, 2000 in which representatives of the AAAC, County Counsel, and staff met with the Sheriff and the District Attorney to receive their input and to address their concerns. The proposed revisions to the County's policies and procedures regarding Discrimination (Policy H-3) and Sexual Harassment (Policy H-4) reflect that meeting's results and agreements.

### Scope of Review

The review focused on the following issues:

1. Create a "purpose statement" for the existing County Personnel Policies and Procedures.

2. Determine whether existing County policies and procedures for handling discrimination and sexual harassment complaints effectively address the issues specifically with regard to the following:
  - a. Are the avenues provided for filing a complaint effective?
  - b. Who controls what avenue is selected for filing a complaint?
  - c. Who is responsible for conducting an investigation upon filing of a complaint?
  
3. How are these policies and procedures enforced in departments headed by elected officials?

### **Method of Review**

Task Force members met separately with representatives from five large, prominent county departments who have internal Human Resource Units to discuss their handling of Personnel Policies & Procedures concerning Discrimination (H-3) and Sexual Harassment (H-4) complaints in the workplace. The departments interviewed were Human Assistance, Health & Human Services, Public Works, Sheriff and District Attorney. The County's Affirmative Action Unit (AAU) staff was also consulted for their input. Generally, all other county departments use the services of the County's Affirmative Action Unit or one of the aforementioned department's Human Resource Unit's for advice and/or help in handling these issues. The interviews with these departments were aimed at understanding how the policy works in practice and also to gather comments and suggestions for improvement.

The Committee also requested a legal opinion from County Counsel regarding forum selection, investigation procedures and the enforceability of these policies and procedures on elected officials.

### **Findings**

Overall, Sacramento County's Personnel Policies & Procedures regarding Discrimination (Policy H-3) and Sexual Harassment (Policy H-4) in the workplace are generally being followed. It is clear that these policies provide adequate guidance and procedures to handle complaints. However, it is essential that uniform investigation standards be developed; mandatory investigation training be provided; and, a core of county investigators be developed to handle these complaints. Uniform standards and training of investigators will remove the concern expressed by some departments that only their investigators can investigate internal complaints.

#### **A. Existing County Policies & Procedures concerning Discrimination & Sexual Harassment complaints in the workplace**

- Departments are interested in insuring not only the existence of a fair process but also the perception of fairness.
- Departments follow the county's policies & procedures concerning discrimination and/or sexual harassment.
- Some departments have written policies & procedures supplementing the County's policies & procedures.
- Concern exists regarding the inconsistent application and investigation of these policies & procedures throughout the County, e.g., who does the investigation, what is the scope of the investigation, what is the quality of the investigation, formal vs. informal process, etc.
- Departments agree that the choice of where a complaint is made should be left to the complainant but this may not be the practice in all instances.
- Departments have a chain-of-command that must be followed whenever a complaint is made and/or received.
- Departments support using outside investigators (from other county departments or contracting out) whenever the complaint may be sensitive or against a high official within the department.
- Some departments are concerned that the duties of an investigator and those of the decision-maker are not clearly distinguished.
- Investigation requirements are generally similar throughout the County. However, special and/or specific rights do apply to certain people/groups being interviewed or investigated.
- A need for uniform, standardized investigator training exists. Such training should be mandated and provided by the county.
- Investigation guidelines will insure that complaints are handled consistently, effectively and efficiently throughout the county.
- Uniform training of investigators increases the availability of this category of employees throughout the county.

**B. Enforcing County Policies & Procedures concerning  
Discrimination & Sexual Harassment complaints in the workplace  
All County Officials**

- It is clear that all County officials, elected and appointed, must comply with federal and state laws and statutes regarding discrimination and sexual harassment in the workplace.<sup>1</sup>
- The issue is how are these laws and statutes, along with county policies & procedures, enforced when dealing with elected officials? The Committee has requested a legal opinion from County Counsel regarding this issue.

**C. The role of the County's Affirmative Action Unit (AAU) with  
regard to Discrimination & Sexual Harassment complaints in the  
workplace.**

- It is imperative that County employees have confidence in the process used to determine whether violations of discrimination & sexual harassment in the workplace have occurred.
- The complaint process outlined in the County's Personnel Policies & Procedures regarding Discrimination (Policy H-3) and Sexual Harassment (Policy H-4) provides a variety of avenues for employees to choose in bringing alleged violations to the attention of the proper authorities as stated in the "Employee Options" section of these policies.
- The County's Policies & Procedures in these two areas allow the complaining employee to control where and to whom the complaint is made.
- The County's Affirmative Action Unit (AAU) should serve as an expert, apolitical, fact-finder for investigating discrimination and

---

<sup>1</sup> . Federal and state civil rights laws and statutes [including Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act (ADEA), the Americans with Disabilities Act (ADA), the Fair Employment and Housing Act (FEHA), and Labor Code 1102] prohibit any person from engaging in discrimination on the basis of race, gender, national origin, color, age, religion, marital status, medical condition, disability, sexual orientation, or other factors not related to the job.

sexual harassment complaints in the workplace. Its findings are subsequently presented to the appointing authority, who may then take whatever corrective action it deems appropriate.

- The AAU does not champion the rights of either the employee or the employer. Its duty is to insure compliance with the law.
- The AAU is the official County agency for departments and employees to contact for information and advise in matters involving discrimination and sexual harassment in the workplace.
- Whenever a complaint is made directly to the AAU, the involved department is contacted, informed of the complaint and an inquiry is made as to whether the investigation is to be conducted by the AAU or, if appropriate, returned to the involved department. A similar process is followed for complaints received from outside agencies such as the Equal Employment Opportunity Commission and the Department of Fair Employment and Housing.
- Better coordination needs to exist between the departments and the AAU whenever complaints (formal and informal) are made surrounding discrimination and sexual harassment in the workplace.

## Recommendations

### 1. County Policies & Procedures - Purpose Statement

The Affirmative Action Advisory Committee recommends the following Purpose Statement be added to the County's Personnel Policies & Procedures regarding Discrimination (Policy H-3) and Sexual Harassment (Policy H-4).

“Due process to all parties is imperative to the operation of the County's policies & procedures. It is essential that county employees have confidence in the process outlined in these policies & procedures. To this end, these policies & procedures are promulgated with the express intent of building trust in county employees that their concerns and complaints will be fairly heard, weighed and acted on.”

### 2. Existing Policies & Procedures

The Affirmative Action Advisory Committee (AAAC) recommends:

- That your Board reaffirms the County's Personnel Policies & Procedures regarding Discrimination (Policy H-3) and Sexual Harassment (Policy H-4) in the workplace.

These policies & procedures are generally being followed, and it is clear that they provide adequate guidance and procedures to handle complaints.

- That uniform investigation standards be developed; mandatory investigation training be provided; and, a core of county investigators be developed to handle these complaints. This core can continue to be comprised of each department's Discrimination & Sexual Harassment investigator(s) or a special unit can be formed within the AAU. Uniform standards and training of investigators will remove the concern expressed by some departments that only "their" investigators can investigate internal complaints.
- That the County continues its practice of allowing employees to determine where and to whom a complaint is made—consistent with policies & procedures H-3 & H-4, "Employee Options" section. "Perception is reality", consequently, the County's policies & procedures must not only be fair but must also have the appearance of fairness.
- The AAU continues to be the quality control agent in the application of these policies & procedures throughout the county; that all complaints (formal and informal) be documented; and, that all complaints (formal & informal) be reported to the AAU and statistics kept. In addition, effective and efficient coordination be established between the departments and the AAU whenever formal complaints are made, and a copy of the report is provided to the AAU—consistent with policies & procedures H-3 & H-4, "Management Responsibilities for Formal Investigation" section, item #8.

All formal complaints, including those received from outside agencies such as the Equal Employment Opportunity Commission and the Department of Fair Employment and Housing, be reported to the AAU within 48 hours of the department receiving the notice of the complaint. This will allow the AAU to provide timely assistance, advice, or monitoring in the event of potential litigation. Informal complaints may be submitted to the AAU in an annual report. The AAU will compile a final product that includes both formal and informal complaints for annual submission to the Board of Supervisors.

### 3. Applicability of Policies & Procedures

The AAAC feels that no County official stands above the law and recommends that the Board of Supervisors take meaningful steps to insure that all department heads fully comply with the County's policies & procedures, H-3 & H4.

Therefore, the AAAC recommends that the Board of Supervisors reiterate to all department heads, elected and appointed, that they are public officials who hold the public trust and have a responsibility to act to the highest standard of conduct. As such, they must faithfully and diligently discharge the duties of their respective offices, which includes upholding and abiding by the laws and policies of the County. To act otherwise would place such action outside the course and scope of their duties.

# **Attachment 4**

*Bush J.*

SCC-1230

**APPROVED**  
BY RESOLUTION # SCC-1230  
BOARD OF SUPERVISORS

For the Agenda of:  
September 10, 2002

SEP 17 2002

By *Cindy H. Turner*  
Clerk of the Board

TO: Board of Supervisors  
FROM: Department of Human Resources

SUBJECT: **Transmittal Of Report From Affirmative Action Advisory Committee And Recommended Implementation Actions**

CONTACT: **Angela Sherrod, Director of Human Resources, 874-7099**

**Overview**

The Affirmative Action Advisory Committee has completed a review of the County's Affirmative Action policy, and the applicable sections of the County Code. The review was necessary in order to ensure compliance with current laws while maintaining an effective and viable equal employment opportunity program.

The Committee is now submitting its recommendations for your Board's approval. Also, included in the recommendations is an ordinance change for adoption.

**Recommendation**

1. Approve revised Equal Employment Opportunity Policy
2. Approve Affirmative Action Advisory Committee name change to Equal Employment Opportunity Advisory Committee
3. Introduce the attached ordinance change, which sets forth the duties and responsibilities of the Equal Employment Opportunity Advisory Committee, waive full reading and continue one week for adoption.

**Fiscal Impact**

None.

**BACKGROUND**

In mid-2001, as a result of various changes in the law, County Counsel expressed concerns about the County's Affirmative Action policy to the Affirmative Action Advisory Committee (AAAC). In response, the AAAC undertook an effort to review and revise, as appropriate, the County's Affirmative Action policy to ensure compliance with current law as well as to ensure the County maintained an effective and viable Equal Employment Opportunity program, consistent with the

Board of Supervisors' philosophy and directives. The effort also included changing the name of the AAAC. The proposed name is the Equal Employment Opportunity Advisory Committee.

In December 2001, after the *Connerly v. State Personnel Bd.* (2001) 92 Cal. App. 4<sup>th</sup> 16 decision became final, the Committee was advised by County Counsel that some of the "County's affirmative action practices and procedures [were] legally suspect." In response, the Committee ceased its practice of conducting departmental Goals and Timetables reviews in accordance with one of County Counsel's recommendations. The Committee also began a review of its governing ordinance in order to bring it into compliance with the current state of the law, as recommended by County Counsel.

The Committee has completed its review and is now submitting its recommendations for your Board's approval.

## **DISCUSSION**

### **Recommendation 1**

Adopt the proposed revised and re-titled County Affirmative Action policy. The proposed title is Equal Employment Opportunity Policy. The primary changes are removal of references to 'affirmative action', and deletion of the requirement to conduct goals and timetables reviews. The proposed policy states that the County will provide Equal Employment Opportunity to all individuals, as well as maintain a workforce which is representative of the community served by the County. These changes bring the policy in line with the current applicable laws and reflect more accurately the purpose and objectives of the County in this area.

### **Recommendation 2**

Approve the name change of the Affirmative Action Advisory Committee to the Equal Employment Opportunity Advisory Committee. The name change is necessary to remain consistent with both the policy and ordinance changes.

### **Recommendation 3**

Introduce the attached ordinance change, which sets forth the duties and responsibilities of the Equal Employment Opportunity Advisory Committee, waive full reading and continue one week for adoption.

The Ordinance established the Affirmative Action Advisory Committee and sets forth the general purpose and scope of its responsibilities and duties. As with the policy, the changes to the ordinance are designed to conform with the current law by: 1) revising section 2.27.010, "Establishment", to change the Committee's name; 2) revising section 2.27.020, "Purpose" to eliminate minority and female specific references, and require the Committee to be responsible for advising on the County's employment policies and practices as they affect equal opportunities for all employees; and, 3) revising section

Transmittal Of Report From Affirmative Action Advisory Committee And Recommended  
Implementation Actions

Page 3 of 3

2.27.070 to define a quorum of the committee as eight or more members, which represents at least fifty percent of the membership.

**FISCAL ANALYSIS**

None.

**CONCLUSION**

It is recommended that your Board approve the proposed changes to the County's Affirmative Action policy, the Affirmative Action Advisory Committee's name change, introduce the attached ordinance changing section 2.27, title 2 of the County Code, waive full reading and continue one week for adoption.

Respectfully submitted,

APPROVED:

---

Angela Sherrod, Director,  
Human Resources Department

Terry Schutten,  
County Executive

By: \_\_\_\_\_  
Dale Anderson, Administrator  
Human Resources Agency

cc: Affirmative Action Advisory Committee Members

Attachment (2)

**Sacramento County Agenda and Record Processing Application  
Approval List**

**Approval List for Agenda Item 97338**  
08/30/2002 Approved

Page 1

Dale Anderson

# **SACRAMENTO COUNTY EQUAL EMPLOYMENT OPPORTUNITY POLICY**

It is the policy of the Sacramento County Board of Supervisors to provide equal opportunities in all areas of employment to all people, regardless of race, color, sex, national origin, age, marital status, religion, ancestry, medical condition, disability, political affiliation, sexual orientation, or other factors not directly related to the duties of the county jobs involved.

This Board encourages and supports the Civil Service Commission, County Executive and Human Resource Administrator in efforts to develop and implement such personnel rules and procedures necessary to create a workforce representative of the county in which we serve. The Board commits all personnel of Sacramento County in this initiative to innovative policy development, implementation, and service delivery best practices to achieve workforce diversity. This includes increased uniform communication between county agencies and direct contact with community organizations.

As a matter of policy, achieving equal opportunity within the County government shall be given a high priority by all departments of the County and shall receive prompt and full attention at all times. As such, each department head shall analyze all aspects of employment in his or her department to identify underutilization or inequalities in the county workforce. All actions taken must cover all elements of personnel policy and management practices and must be consistent and supportive of the Board's Equal Opportunity Policy.

All personnel policies and procedures regarding employment and utilization shall preserve the concept of equal opportunity in all terms, conditions and

benefits of employment and compliance with the state federal laws and guidelines.

Revised 5/02

SCC NO. 1230

AN ORDINANCE AMENDING SECTIONS 2.27.010, 2.27.020, 2.27.025,  
2.27.045, 2.27.060 and 2.27.070 OF CHAPTER 2.27, TITLE 2  
OF THE SACRAMENTO COUNTY CODE RELATING TO THE EQUAL EMPLOYMENT  
OPPORTUNITY COMMITTEE

The Board of Supervisors of the County of Sacramento, State of California, ordains as follows:

SECTION 1. Section 2.27.010 of Chapter 2.27, Title 2, of the Sacramento County Code is hereby amended to read as follows:

**2.27.010 ESTABLISHMENT.** There is created within the county an Equal Employment Opportunity Committee.

SECTION 2. Section 2.27.020 of Chapter 2.27, Title 2, of the Sacramento County Code is hereby amended to read as follows:

**2.27.020 PURPOSE.** The purpose of the Equal Employment Opportunity Committee is to advise the civil service commission, board of supervisors, county executive, director of human resources and other county agency administrators and department heads on the implementation of the County's equal employment policy to all areas of employment. This committee will support and advance the Board of Supervisors' initiative to achieve workforce diversity through policy development, implementation and effective service delivery strategies.

SECTION 3. Section 2.27.025 of Chapter 2.27, Title 2 of the Sacramento County Code is hereby amended to read as follows:

**2.27.025 SPECIFIC DUTIES.** The specific duties of the Equal Employment Opportunity Committee are to conduct the following activities to meet the needs of a diversified community:

- (1) Review all agency efforts to develop and implement specific recruitment and selection procedures to ensure a workforce representative of Sacramento County, including internships and education;
- (2) Review and recommend promotion and career advancement procedures to enable all employees to have an equal and fair opportunity to complete for and attain County promotional opportunities, including mentoring, education and training;
- (3) Review statistical information and data concerning the composition of the County workforce as compare to the demographics

of the County for the purpose of evaluating the effectiveness of the County's Equal Employment Opportunity program and identifying Equal Employment Opportunity problem areas;

(4) Recommend departmental and occupational priorities to guide the county in its Equal Employment Opportunity program;

(5) Review issues, terms and conditions of equal employment consistent with applicable employment policies, processes and procedures following existing applicable state and federal laws;

(6) Review agency service delivery procedures, communication between county agencies and direct contact with community organizations relative to services provided.

SECTION 4. Section 2.27.45 of Chapter 2.27, Title 2 of the Sacramento County Code is hereby amended to read as follows:

**2.27.045 SERVICE AT PLEASURE.** Each member of the Equal Employment Opportunity Committee shall serve at the pleasure of the board of supervisors, and may be removed during the member's term at the will of the Board.

SECTION 5. Section 2.27.60 of Chapter 2.27, Title 2 of the Sacramento County Code is hereby amended to read as follows:

**2.27.060 CHAIRMAN-SECRETARY.** At its first meeting the committee shall select a chairman and a vice-chairman who shall serve in that capacity at the pleasure of the committee. The director of human resources or his/her designee shall serve as non-voting secretary of the committee.

SECTION 6. Section 2.27.070 of Chapter 2.27, Title 2 of the Sacramento County Code is hereby amended to read as follows:

**2.27.070 QUORUMS.** Eight or more members of the committee shall constitute a quorum. A majority vote of the members present at any meeting shall be required for any action.

This ordinance was introduced and the title thereof read at the regular meeting of the Board of Supervisors on September 10, 2002 and on September 10, 2002 further reading was waived by the unanimous vote of the Supervisors present.

This ordinance shall take effect and be in full force on and after thirty (30) days from the date of its passage, and before the expiration of fifteen (15) days from the date of its passage it shall be published once with the names of the members of the Board of Supervisors voting for and against the same, said publication to be made in a newspaper of general circulation published in the County of Sacramento.

On a motion by Supervisor Dickinson, seconded by Supervisor Johnson, the foregoing ordinance was passed and adopted by the Board of Supervisors of the County of Sacramento, State of California, this 17th day of September, 2002, by the following vote:

AYES: Supervisors, Dickinson, Johnson, Niello, Nottoli  
NOES: Supervisors, None  
ABSENT: Supervisors, Collin



*Don Nottoli*

Chairperson of the Board of Supervisors  
of Sacramento County California

In accordance with Section 25103 of the Government Code  
of the State of California a copy of the document has been  
delivered to the Chairman of the Board of Supervisors, County  
of Sacramento on

SEP 17 2002

By *Kay Johnson*  
Deputy Clerk, Board of Supervisors

ATTEST: *Gideon H. Turner*  
Clerk of the  
Board of Supervisors

**FILED**

SEP 17 2002

BOARD OF SUPERVISORS  
BY *Gideon H. Turner*  
CLERK OF THE BOARD

Chapter 2.27 Equal Employment Opportunity  
Committee (Click to link to County Code or  
view the next few pages)

[Sacramento County Code](#)

[Up](#)   [Previous](#)   [Next](#)   [Main](#)   [Collapse](#)   [Search](#)   [Print](#)   [Print](#)   [No Frames](#)

[Title 2 ADMINISTRATION AND PERSONNEL](#)

[Title 2 ADMINISTRATION AND PERSONNEL](#)

Chapter 2.27 EQUAL EMPLOYMENT OPPORTUNITY COMMITTEE

[2.27.010 Establishment.](#)

There is created within the County an Equal Employment Opportunity Committee. (SCC 1230 § 1, 2002; SCC 267 § 2, 1976; SCC 221 § 1, 1975; SCC 179 § 1, 1974; SCC 86 § 1, 1972.)

[2.27.020 Purpose.](#)

The purpose of the Equal Employment Opportunity Committee is to advise the Civil Service Commission, Board of Supervisors, County Executive, Director of Human Resources and other County agency administrators and department heads on the implementation of the County's equal employment policy to all areas of employment. This Committee will support and advance the Board of Supervisors' initiative to achieve workforce diversity through policy development, implementation and effective service delivery strategies. (SCC 1230 § 2, 2002; SCC 309 § 1, 1977; SCC 267 § 3, 1976; SCC 219 § 1, 1975; SCC 179 § 2, 1974; SCC 131 § 1, 1973; SCC 86 § 1, 1972.)

[2.27.025 Specific Duties.](#)

The specific duties of the Equal Employment Opportunity Committee are to conduct the following activities to meet the needs of a diversified community:

- a. Review all agency efforts to develop and implement specific recruitment and selection procedures to ensure a workforce representative of Sacramento County, including internships and education;
- b. Review and recommend promotion and career advancement procedures to enable all employees to have an equal and fair opportunity to complete for and attain County promotional opportunities, including mentoring, education and training;
- c. Review statistical information and data concerning the composition of the County workforce as compared to the demographics of the County for the purpose of evaluating the effectiveness of the County's Equal Employment Opportunity program and identifying Equal Employment Opportunity problem areas;
- d. Recommend departmental and occupational priorities to guide the county in its Equal Employment Opportunity program;
- e. Review issues, terms and conditions of equal employment consistent with applicable employment policies, processes and procedures following existing applicable state and federal laws;
- f. Review agency service delivery procedures, communication between county agencies and direct contact with community organizations relative to services provided. (SCC 1230 § 3, 2002; SCC 309 § 2, 1977; SCC 267 § 4, 1976; SCC 219 § 2, 1975.)

[2.27.030 Appointment.](#)

The Committee shall consist of fifteen (15) members who shall be appointed by the Board of Supervisors as follows:

1. Seven citizen members appointed from persons who are registered voters of the County and are not County employees and who have submitted letters to the Board requesting appointment and indicating their interest in and qualifications for serving on the Committee.
2. Four County department heads appointed from nominations submitted to the Board by the County Executive;
3. Four representatives of recognized employee organizations appointed from nominations submitted to the Board by recognized employee organizations. (SCC 179 § 3, 1974; SCC 86 § 1, 1972.)

#### [2.27.033 Terms.](#)

The terms of office of three citizen members of the Committee, two County department head members of the Committee, and two representatives of recognized employee organization members of the Committee shall expire December 31, 1982, and on the 31st day of December of each second year thereafter. The terms of office of four citizen members of the Committee, two County department head members of the Committee, and two representatives of recognized employee organization members of the Committee shall expire December 31, 1983, and on the 31st day of December of each second year thereafter. The expiration of the term of each existing member of the

Committee, whether December 31, 1982 or December 31, 1983, shall be determined by the Committee by lot in advance of December 1, 1981, and, upon completion of such determination, the Secretary of the Committee shall record in the Committee's official minutes the date of expiration of office of each member of the Committee. Members of the Committee shall serve beyond the expiration of their terms until appointment of their successors. A vacancy during an unexpired term shall be filled solely for the remainder of the term. (SCC 484 § 1, 1981.)

#### [2.27.040 Compensation—Terms—Removal.](#)

Members shall serve without compensation until expiration of the Committee. A member may be removed by the Board. Any member who fails to attend three consecutive meetings, unless excused by the Committee, shall automatically cease to be a member. (SCC 86 § 1, 1972.)

#### [2.27.045 Service at Pleasure.](#)

Each member of the Equal Employment Opportunity Committee shall serve at the pleasure of the Board of Supervisors, and may be removed during the member's term at the will of the Board. (SCC 1230 § 4, 2002; SCC 512 § 5, 1982.)

#### [2.27.050 Meetings.](#)

The Committee shall meet at least once a month at a regularly appointed time, which meeting shall be open to the public in accordance with the provisions of the [Government Code](#) commencing with Section 54950. (SCC 86 § 1, 1972.)

#### [2.27.060 Chair—Secretary.](#)

At its first meeting the Committee shall select a Chair and a Vice-Chair who shall serve in that capacity at the pleasure of the Committee. The Director of Human Resources or designee shall serve as non-voting secretary of the Committee. (SCC 1230 § 5, 2002; SCC 131 § 2, 1973; SCC 86 § 1, 1972.)

#### [2.27.070 Quorums.](#)

Eight or more members of the Committee shall constitute a quorum. A majority vote of the members present at any meeting shall be required for any action. (SCC 1230 § 6, 2002; SCC 131 § 3, 1973; SCC 86 § 1, 1972.)

#### [2.27.080 Rules and Procedures.](#)

The Committee shall adopt such rules and procedures as it deems necessary or convenient for the conduct of its business and shall keep a record of its actions and determinations. (SCC 86 § 1, 1972.)

---

View the [mobile version.](#)



TITLE 2 ADMINISTRATION AND PERSONNEL\*

---

**Chapter 2.27 EQUAL EMPLOYMENT OPPORTUNITY COMMITTEE**2.27.010 Establishment.2.27.020 Purpose.2.27.025 Specific Duties.2.27.030 Appointment.2.27.033 Terms.2.27.040 Compensation--Terms--Removal.2.27.045 Service at Pleasure.2.27.050 Meetings.2.27.060 Chairman--Secretary.2.27.070 Quorums.2.27.080 Rules and Procedures.**2.27.010 Establishment.**

There is created within the County an Equal Employment Opportunity Committee. (SCC 1230 § 1, 2002; SCC 267 § 2, 1976; SCC 221 § 1, 1975; SCC 179 § 1, 1974; SCC 86 § 1 (part), 1972.)

**2.27.020 Purpose.**

The purpose of the Equal Employment Opportunity Committee is to advise the Civil Service Commission, Board of Supervisors, County Executive, Director of Human Resources and other County agency administrators and department heads on the implementation of the County's equal employment policy to all areas of employment. This Committee will support and advance the Board of Supervisors' initiative to achieve workforce diversity through policy development, implementation and effective service delivery strategies. (SCC 1230 § 2, 2002; SCC 309 § 1, 1977; SCC 267 § 3, 1976; SCC 219 § 1, 1975; SCC 179 § 2, 1974; SCC 131 § 1, 1973; SCC 86 § 1 (part), 1972.)

**2.27.025 Specific Duties.**

The specific duties of the Equal Employment Opportunity Committee are to conduct the following activities to meet the needs of a diversified community:

- a. Review all agency efforts to develop and implement specific recruitment and selection procedures to ensure a workforce representative of Sacramento County, including internships and education;
- b. Review and recommend promotion and career advancement procedures to enable all employees to have an equal and fair opportunity to complete for and attain County promotional opportunities, including mentoring, education and training;
- c. Review statistical information and data concerning the composition of the County workforce as compared to the demographics of the County for the purpose of evaluating the effectiveness of the

County's Equal Employment Opportunity program and identifying Equal Employment Opportunity problem areas;

- d. Recommend departmental and occupational priorities to guide the county in its Equal Employment Opportunity program;
- e. Review issues, terms and conditions of equal employment consistent with applicable employment policies, processes and procedures following existing applicable state and federal laws;
- f. Review agency service delivery procedures, communication between county agencies and direct contact with community organizations relative to services provided. (SCC 1230 § 3, 2002; SCC 309 § 2, 1977; SCC 267 § 4, 1976; SCC 219 § 2, 1975.)

#### **2.27.030 Appointment.**

The Committee shall consist of fifteen (15) members who shall be appointed by the Board of Supervisors as follows:

1. Seven citizen members appointed from persons who are registered voters of the County and are not County employees and who have submitted letters to the board requesting appointment and indicating their interest in and qualifications for serving on the Committee.
2. Four County department heads appointed from nominations submitted to the Board by the County Executive;
3. Four representatives of recognized employee organizations appointed from nominations submitted to the Board by recognized employee organizations. (SCC 179 § 3, 1974; SCC 86 § 1 (part), 1972.)

#### **2.27.033 Terms.**

The terms of office of three citizen members of the Committee, two County department head members of the Committee, and two representatives of recognized employee organization members of the Committee shall expire December 31, 1982, and on the 31st day of December of each second year thereafter. The terms of office of four citizen members of the Committee, two County department head members of the Committee, and two representatives of recognized employee organization members of the Committee shall expire December 31, 1983, and on the 31st day of December of each second year thereafter. The expiration of the term of each existing member of the Committee, whether December 31, 1982 or December 31, 1983, shall be determined by the Committee by lot in advance of December 1, 1981, and, upon completion of such determination, the Secretary of the Committee shall record in the Committee's official minutes the date of expiration of office of each member of the Committee. Members of the Committee shall serve beyond the expiration of their terms until appointment of their successors. A vacancy during an unexpired term shall be filled solely for the remainder of the term. (SCC 484 § 1, 1981.)

#### **2.27.040 Compensation--Terms--Removal.**

Members shall serve without compensation until expiration of the Committee. A member may be removed by the Board. Any member who fails to attend three consecutive meetings, unless excused by the Committee, shall automatically cease to be a member. (SCC 86 § 1 (part), 1972.)

#### **2.27.045 Service at Pleasure.**

Each member of the Equal Employment Opportunity Committee shall serve at the pleasure of the Board of Supervisors, and may be removed during the member's term at the will of the Board. (SCC 1230 § 4, 2002; SCC 512 § 5, 1982.)

#### **2.27.050 Meetings.**

The Committee shall meet at least once a month at a regularly appointed time, which meeting shall be open to the public in accordance with the provisions of the Government Code commencing with Section 54950. (SCC 86 § 1 (part), 1972.)

**2.27.060 Chairman--Secretary.**

At its first meeting the Committee shall select a Chairman and a Vice-Chairman who shall serve in that capacity at the pleasure of the Committee. The Director of Human Resources or his/her designee shall serve as non-voting secretary of the Committee. (SCC 1230 § 5, 2002; SCC 131 § 2, 1973; SCC 86 § 1 (part), 1972.)

**2.27.070 Quorums.**

Eight or more members of the Committee shall constitute a quorum. A majority vote of the members present at any meeting shall be required for any action. (SCC 1230 § 6, 2002; SCC 131 § 3, 1973; SCC 86 § 1, (part), 1972.)

**2.27.080 Rules and Procedures.**

The Committee shall adopt such rules and procedures as it deems necessary or convenient for the conduct of its business and shall keep a record of its actions and determinations. (SCC 86 § 1 (part), 1972.)

[<< previous](#) | [next >>](#)

# **Attachment 5**

# COUNTY OF SACRAMENTO

## EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEE

Rami Zakaria, Chair

Kimberly Gin, Vice Chair

**Date:** April 1, 2021

**To:** Board of Supervisors  
Ann Edwards, Interim County Executive  
Joseph Hsieh, Acting Director, Department of Personnel Services

**From:** Equal Employment Opportunity Advisory Committee

**Subject:** **Equal Employment Opportunity Advisory Committee 2020 Report**

### **Introduction:**

The Equal Employment Opportunity Advisory Committee (EEOAC) was established in July 2002. The purpose of the EEOAC is to advise the Civil Service Commission, Board of Supervisors, County Executive, Director of Personnel Services and other County agency administrators and department heads on the implementation of the County's equal employment policy to all areas of employment. This Committee will support and advance the Board of Supervisors' initiative to achieve workforce diversity through policy development, implementation, and effective service delivery strategies.

The EEOAC is tasked with the following:

- a) Review all agency efforts to develop and implement specific recruitment and selection procedures to ensure a workforce representative of Sacramento County, including internships and education.
- b) Review and recommend promotion and career advancement procedures to enable all employees to have an equal and fair opportunity to compete for and attain County promotional opportunities, including mentoring, education, and training.
- c) Review statistical information and data concerning the composition of the County workforce as compared to the demographics of the County for the purpose of evaluating the County's Equal Employment Opportunity program and identifying Equal Employment Opportunity problem areas.
- d) Recommend departmental and occupational priorities to guide the county in its EEO program.
- e) Review issues, terms and conditions of equal employment consistent with applicable employment policies, processes, and procedures following existing applicable state and federal laws.

- f) Review agency and service delivery procedure, communication between county agencies, and direct contact with community organizations relative to services provided.

**Findings:**

The EEOAC reviewed departmental 2019 – 2020 Workforce Statistic reports as well as County-wide workforce composition from 2017 – 2020 and makes the following findings:

- 1. Countywide workforce statistics are in line with the 2010 Census:

|                                  | <b>Census Data</b> | <b>All Workforce Composition</b> |               |               |               |
|----------------------------------|--------------------|----------------------------------|---------------|---------------|---------------|
|                                  | <b>2010</b>        | <b>County of Sacramento</b>      |               |               |               |
|                                  |                    | <b>2017</b>                      | <b>2018</b>   | <b>2019</b>   | <b>2020</b>   |
| <b>ETHNICITY</b>                 | <b>%</b>           | <b>%</b>                         | <b>%</b>      | <b>%</b>      | <b>%</b>      |
| 2 or More Races                  | 4.4%               | 2.2%                             | 2.4%          | 2.6%          | 2.8%          |
| American Indian/Alaskan Native   | 1.3%               | 1.1%                             | 1.0%          | 1.0%          | 0.9%          |
| Asian                            | 13.6%              | 15.9%                            | 15.2%         | 15.4%         | 15.8%         |
| Black/African American           | 10.5%              | 12.2%                            | 12.2%         | 12.1%         | 11.7%         |
| Hispanic/Latino                  | 17.9%              | 15.8%                            | 16.3%         | 16.8%         | 17.4%         |
| Native Hawaiian/Pacific Islander | 1.0%               | 0.0%                             | 1.0%          | 1.0%          | 1.1%          |
| White/Non-Hispanic               | 51.4%              | 52.9%                            | 51.8%         | 51.1%         | 50.2%         |
| <b>Total</b>                     | <b>100.0%</b>      | <b>100.0%</b>                    | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> |
| <b>Minority Representation</b>   | <b>48.6%</b>       | <b>47.1%</b>                     | <b>48.2%</b>  | <b>48.9%</b>  | <b>49.8%</b>  |
| <b>Female Representation</b>     | <b>50.8%</b>       | <b>51.4%</b>                     | <b>51.7%</b>  | <b>51.6%</b>  | <b>51.0%</b>  |

- 2. Female and minorities representation vary widely between departments. Management and leadership positions have lower minorities representation.

|                                  | <b>Census Data</b> | <b>Management Workforce Composition</b> |               |               |               |
|----------------------------------|--------------------|-----------------------------------------|---------------|---------------|---------------|
|                                  | <b>2010</b>        | <b>County of Sacramento</b>             |               |               |               |
|                                  |                    | <b>2017</b>                             | <b>2018</b>   | <b>2019</b>   | <b>2020</b>   |
| <b>ETHNICITY</b>                 | <b>%</b>           | <b>%</b>                                | <b>%</b>      | <b>%</b>      | <b>%</b>      |
| 2 or More Races                  | 4.4%               | 1.7%                                    | 1.8%          | 1.9%          | 2.3%          |
| American Indian/Alaskan Native   | 1.3%               | 0.7%                                    | 0.6%          | 0.5%          | 0.4%          |
| Asian                            | 13.6%              | 12.8%                                   | 12.9%         | 13.4%         | 14.2%         |
| Black/African American           | 10.5%              | 8.9%                                    | 9.3%          | 9.1%          | 7.7%          |
| Hispanic/Latino                  | 17.9%              | 8.9%                                    | 9.8%          | 10.1%         | 10.5%         |
| Native Hawaiian/Pacific Islander | 1.0%               | 0.4%                                    | 0.5%          | 0.7%          | 0.7%          |
| White/Non-Hispanic               | 51.4%              | 66.6%                                   | 65.0%         | 64.3%         | 64.3%         |
| <b>Total</b>                     | <b>100.0%</b>      | <b>100.0%</b>                           | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> |
| <b>Minority Representation</b>   | <b>48.6%</b>       | <b>33.4%</b>                            | <b>35.0%</b>  | <b>35.7%</b>  | <b>35.7%</b>  |
| <b>Female Representation</b>     | <b>50.8%</b>       | <b>45.8%</b>                            | <b>46.6%</b>  | <b>46.7%</b>  | <b>49.5%</b>  |

3. Hiring and Promotion patterns. Following is an analysis of hiring and promotion patterns in 2012, 2016, and 2020:
- a. The County is making significant progress in hiring minorities on Countywide basis. Minority representation in hiring increased from 43.7% in 2012, to 54.6% in 2016, to 62% in 2020.
  - b. Management positions represent less than 10% of County positions. Minority hiring in management classification in 2012 was 11.8%, increased in 2016 to 50%, and decreased in 2020 to 45.5%. Promotions of minorities are increasing slightly year over year. Promotions increased from 30.9% in 2012, to 33.9% in 2016, to 36.7 in 2020. Representation of minorities is well behind the 2010 Census in management and leadership positions.
  - c. Promotions and external hires of females into management positions is increasing. In 2020, Countywide female hires were at (51.1%), and Management female hire were at 59.1%. Female Countywide promotions were at 56.2% and Female promotions into management were at (55.1%).

| 2020                             | Hire        |               |            |               | Promotion  |               |            |               |
|----------------------------------|-------------|---------------|------------|---------------|------------|---------------|------------|---------------|
|                                  | Countywide  |               | Management |               | Countywide |               | Management |               |
| <i>ETHNICITY</i>                 | #           | %             | #          | %             | #          | %             | #          | %             |
| 2 or More Races                  | 62          | 6.7%          | 2          | 9.1%          | 12         | 2.1%          | 2          | 2.0%          |
| American Indian/Alaskan Native   | 4           | 0.4%          | 0          | 0.0%          | 6          | 1.1%          | 1          | 1.0%          |
| Asian                            | 164         | 17.6%         | 3          | 13.6%         | 96         | 17.0%         | 13         | 13.3%         |
| Black/African American           | 107         | 11.5%         | 0          | 0.0%          | 60         | 10.6%         | 4          | 4.1%          |
| Hispanic/Latino                  | 228         | 24.5%         | 4          | 18.2%         | 105        | 18.6%         | 15         | 15.3%         |
| Native Hawaiian/Pacific Islander | 13          | 1.4%          | 1          | 4.5%          | 8          | 1.4%          | 1          | 1.0%          |
| White/Non-Hispanic               | 354         | 38.0%         | 12         | 54.5%         | 277        | 49.1%         | 62         | 63.3%         |
| <b>Total</b>                     | <b>932</b>  | <b>100.0%</b> | <b>22</b>  | <b>100.0%</b> | <b>564</b> | <b>100.0%</b> | <b>98</b>  | <b>100.0%</b> |
| <b>Minority Representation</b>   | <b>578</b>  | <b>62.0%</b>  | <b>10</b>  | <b>45.5%</b>  | <b>287</b> | <b>50.9%</b>  | <b>36</b>  | <b>36.7%</b>  |
| <b>Female Representation</b>     | <b>476</b>  | <b>51.1%</b>  | <b>13</b>  | <b>59.1%</b>  | <b>317</b> | <b>56.2%</b>  | <b>54</b>  | <b>55.1%</b>  |
| 2016                             | Hire        |               |            |               | Promotion  |               |            |               |
|                                  | Countywide  |               | Management |               | Countywide |               | Management |               |
| <i>ETHNICITY</i>                 | #           | %             | #          | %             | #          | %             | #          | %             |
| 2 or More Races                  | 70          | 5.4%          | 0          | 0.0%          | 23         | 3.2%          | 2          | 1.8%          |
| American Indian/Alaskan Native   | 17          | 1.3%          | 1          | 3.1%          | 7          | 1.0%          | 0          | 0.0%          |
| Asian                            | 187         | 14.4%         | 6          | 18.8%         | 101        | 14.2%         | 12         | 11.0%         |
| Black/African American           | 154         | 11.9%         | 4          | 12.5%         | 91         | 12.8%         | 13         | 11.9%         |
| Hispanic/Latino                  | 260         | 20.1%         | 5          | 15.6%         | 125        | 17.6%         | 10         | 9.2%          |
| Native Hawaiian/Pacific Islander | 19          | 1.5%          | 0          | 0.0%          | 4          | 0.6%          | 0          | 0.0%          |
| White/Non-Hispanic               | 588         | 45.4%         | 16         | 50.0%         | 361        | 50.7%         | 72         | 66.1%         |
| <b>Total</b>                     | <b>1295</b> | <b>100.0%</b> | <b>32</b>  | <b>100.0%</b> | <b>712</b> | <b>100.0%</b> | <b>109</b> | <b>100.0%</b> |
| <b>Minority Representation</b>   | <b>707</b>  | <b>54.6%</b>  | <b>16</b>  | <b>50.0%</b>  | <b>351</b> | <b>49.3%</b>  | <b>37</b>  | <b>33.9%</b>  |
| <b>Female Representation</b>     | <b>667</b>  | <b>51.5%</b>  | <b>22</b>  | <b>68.8%</b>  | <b>415</b> | <b>58.3%</b>  | <b>51</b>  | <b>46.8%</b>  |
|                                  | Hire        |               |            |               | Promotion  |               |            |               |

| 2012<br><i>ETHNICITY</i>         | Countywide |               | Management |               | Countywide |               | Management |               |
|----------------------------------|------------|---------------|------------|---------------|------------|---------------|------------|---------------|
|                                  | #          | %             | #          | %             | #          | %             | #          | %             |
| 2 or More Races                  | 16         | 2.8%          | 0          | 0.0%          | 8          | 2.0%          | 1          | 1.8%          |
| American Indian/Alaskan Native   | 5          | 0.9%          | 0          | 0.0%          | 10         | 2.5%          | 0          | 0.0%          |
| Asian                            | 71         | 12.5%         | 0          | 0.0%          | 53         | 13.1%         | 4          | 7.3%          |
| Black/African American           | 55         | 9.6%          | 0          | 0.0%          | 54         | 13.3%         | 6          | 10.9%         |
| Hispanic/Latino                  | 93         | 16.3%         | 2          | 11.8%         | 67         | 16.5%         | 6          | 10.9%         |
| Native Hawaiian/Pacific Islander | 9          | 1.6%          | 0          | 0.0%          | 4          | 1.0%          | 0          | 0.0%          |
| White/Non-Hispanic               | 321        | 56.3%         | 15         | 88.2%         | 209        | 51.6%         | 38         | 69.1%         |
| <b>Total</b>                     | <b>570</b> | <b>100.0%</b> | <b>17</b>  | <b>100.0%</b> | <b>405</b> | <b>100.0%</b> | <b>55</b>  | <b>100.0%</b> |
| <b>Minority Representation</b>   | <b>249</b> | <b>43.7%</b>  | <b>2</b>   | <b>11.8%</b>  | <b>196</b> | <b>48.4%</b>  | <b>17</b>  | <b>30.9%</b>  |
| <b>Female Representation</b>     | <b>256</b> | <b>44.9%</b>  | <b>7</b>   | <b>41.2%</b>  | <b>224</b> | <b>55.3%</b>  | <b>21</b>  | <b>38.2%</b>  |

4. Department of Personnel Services Update:

Since 2016, the Employment Services Division’s Talent Acquisition Team has attended over 190 outreach events. The team has worked to cast a wide recruitment net by participating in college and university career fairs/events; community outreach events (e.g., Feria de Educación, Aloha Festival, Diversity Employment Day, Sacramento Asian Sports Federation, etc.); high school career and education fairs; conducting career and technical education teacher training; partnering with not-for-profits working with individuals with disabilities as well as visiting military bases and veterans programs.

The team also works with student clubs/organizations, California State University, Sacramento’s Educational Equity and Opportunity programs, and outreach partners (e.g., Innovative Pathways to Public Service, Greater Sacramento Urban League, Sacramento Employment and Training Agency, Crossroads Diversified, Sacramento Job Corps, Department of Rehabilitation, etc.) to target a diverse candidate pool.

Additionally, the team conducts application workshops in underserved communities, at local libraries, neighborhood centers, and Career Connections/Job Club for the Department of Human Assistance.

Currently, the county is exploring countywide training on diversity and implicit bias and a pilot training was recently completed. Current personnel processes do not include analysis of systemic issues of bias due to race or sex.

**Recommendation:**

1. The EEOAC recommends that the County Department of Personnel Services revisit policies, procedures, and practices in recruitment and hiring processes to improve diversity within the County workforce, especially in management and leadership positions. This effort should include an outreach to community organizations, higher education, and subject matter experts in public and private sectors.
2. The EEOAC recommends implementing mandatory and recurring training related to recruitment and hiring best practices, including implicit bias that may exist in the hiring and promotional processes.
3. The EEOAC supports the County Board of Supervisors' Resolution Declaring Racism a Public Health Crisis and the intent to create a "Sacramento County Racial Equity Policy Cabinet." The Committee highlights the following items for consideration:
  - a. Actively work to nurture and enhance diversity across the County workforce, especially in Leadership and management positions; and
  - b. Review all policies, procedures, practices and protocols to ensure racial equity is a core value of Sacramento County, and work to eliminate those policies, procedures, practices and protocols that facilitate and/or harbor racial discrimination against specific population.
4. The EEOAC supports increasing the amount of the County's tuition reimbursement to encourage staff to pursue higher education and promotional opportunities.
5. The EEOAC recommends documenting career paths for broad level classifications.
6. The EEOAC recommends establishing communication channels with local universities, colleges, and trade schools to better prepare students for careers in County government.
7. The EEOAC recommends surveying County employees for ideas to improve preparedness for career advancement.
8. The EEOAC will track the effectiveness of newly adopted recommendations through the Work Force Statistical Reports and report back on the progress.

# **Attachment 6**

## **Equal Employment Opportunity Advisory Committee Budget Priorities**

### **1. Recruitment:**

- Direct funds to outreach and recruitment of underrepresented groups to attract a diverse applicant pool to improve equity and career opportunities of entry level through management positions for all departments and County positions.
- Direct funds to create uniform recruitment and recruitment tracking efforts for all departments to ensure a more diverse candidate pool reflective of the diversity within the County.
- Direct funds to invest in recruitment policies and procedures review and update to enhance diversity in the County management and leadership positions.

### **2. Hiring:**

- Direct funds to locate and utilize a contractor that could identify hiring inequities in the County.
- Direct funds to review and update hiring policies and procedures to enhance diversity in the County management and leadership positions.

### **3. Engagement:**

- Direct funds to create a community engagement team in every County department that creates work plans and report progress with a focus on service delivery, diversity, equity and inclusion.
- Direct funds to create and implement innovative diversity and equity programs to help and improve employee progress and outcomes for promotional opportunities (entry level through management positions).

### **4. Cultural Competency:**

- Direct funds to cultural competency training for hiring supervisors and managers (modeled after DHA best practices).

### **5. Job Class Review:**

- Direct funds to reexamine/revise job classifications with higher education requirements to allow for apprenticeships and more entry level opportunities.

# **Attachment 7**

**EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEE**

- ESTABLISHED:** Sacramento County Code SCC-86 (1972) and revised by SCC-131 (1973); SCC-179 (1974); SCC-219 (1975); SCC-221 (1975); SCC-267 (1976); SCC-309 (1977); SCC-484 (1981); and SCC-512 (1982), being Chapter 2.27 of the Sacramento County Code. Name change adopted by SCC-1230 on September 17, 2002.
- PURPOSE:** The purpose of the Equal Employment Opportunity Committee is to advise the Civil Service Commission, Board of Supervisors, County Executive, Director of Human Resources and other County agency administrators and department heads on the implementation of the County's equal employment policy to all areas of employment. This Committee will support and advance the Board of Supervisors' initiative to achieve workforce diversity through policy development, implementation and effective service delivery strategies.
- MEMBERSHIP:** The Committee shall consist of 15 members who shall be appointed by the Board of Supervisors - Seven citizen members appointed from persons who are registered voters of the County and are not County employees and who have submitted letters to the board requesting appointment and indicating their interest in and qualifications for serving on the Committee; Four County department heads appointed from nominations submitted to the Board by the County Executive and Four representatives of recognized employee organizations appointed from nominations submitted to the Board by recognized employee organizations.
- WEBSITE:** <http://www.personnel.saccounty.net/Pages/EEOAC.aspx>
- TERM:** Two years, staggered.
- CONTACT PERSON:** Cori Stillson at (916) 874-6494
- FINANCIAL DISCLOSURE:** NONE

**EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEE**

| <b>Seat No.</b> | <b>Category</b>                  | <b>Name</b>                        | <b>Appointed</b> | <b>Expires</b> |
|-----------------|----------------------------------|------------------------------------|------------------|----------------|
| 1.              | Department Head*                 | Rami Zakaria                       | 12-31-15         | 12-31-21       |
| 2.              | Department Head*                 | Courtney Bailey-Kanelos            | 12-15-20         | 12-31-22       |
| 3.              | Department Head*                 | Doug Sloan                         | 12-15-20         | 12-31-22       |
| 4.              | Department Head*                 | Kim Gin                            | 02-27-18         | 12-31-21       |
| 5.              | Employee Organization*           | Patrice Pratt                      | 09-24-19         | 12-31-22       |
| 6.              | Employee Organization*           | Lt. Shelly Hodgkins                | 01-11-22         | 12-31-22       |
| 7.              | Empl Org <b>(UPE, Local #1)*</b> | Patrick Hunter                     | 02-08-22         | 12-31-23       |
| 8.              | Empl Org <b>(UPE, Local #1)*</b> | Roland Shield                      | 02-08-22         | 12-31-23       |
| 9.              | Citizen                          | Robert Reisig                      | 05-05-20         | 12-31-23       |
| 10.             | Citizen                          | Amar Shergill <b>(vacant)</b>      | 12-12-17         | 12-31-22       |
| 11.             | Citizen                          | Kristy Lac                         | 03-19-19         | 12-31-22       |
| 12.             | Citizen                          | Inderjit Kallirai <b>(vacant)</b>  | 10-17-17         | 12-31-19       |
| 13.             | Citizen                          | Martin Ross                        | 06-15-21         | 12-31-22       |
| 14.             | Citizen                          | Jerry Yamashita                    | 03-12-19         | 12-31-22       |
| 15.             | Citizen                          | Rosalind Gottfried <b>(vacant)</b> | 03-12-19         | 12-31-20       |

\* Ratified

# **Attachment 8**

County of Sacramento  
Inter-department Correspondence

**DATE:** October 18, 2001 \*Revised Dates

**TO:** [Verne Speirs, Chief Probation Officer](#)

**FROM:** **Manuela Serna, Chief  
Special Employment and Affirmative Action**

**SUBJECT:** **AFFIRMATIVE ACTION GOALS & TIMETABLES REPORT**

Attached is the Goals & Timetables Report, which is to be completed by your department. This report will serve as a basis for the annual review of your department's affirmative action progress. The Board of Supervisors has charged the Affirmative Action Committee with the task of assisting County departments and agencies achieve their affirmative action goals by annually reviewing their Departmental Goals and Timetables Reports. This review process generally involves two steps: (1) a subcommittee meeting is scheduled and attended by three to four members of the Affirmative Action Committee, representatives from the Affirmative Action Division and the department being reviewed; and (2) an Affirmative Action Committee meeting where formal discussion of the report takes place and the final list of Commendations & Recommendations for the department is approved. The dates for your department's review are as follows:

**\*REPORT DUE BACK:** **January 17, 2002**

**\*GOALS & TIMETABLES SUBCOMMITTEE REVIEW:** **February 12, 2002**  
**3:00 - 5:00 p.m., 700 H Street, 5th floor Training Room**

**\*AFFIRMATIVE ACTION COMMITTEE REVIEW:** **March 25, 2002**  
**3:30 - 5:00 p.m., 700 H Street, 7th floor Conference Room**

As a reminder, it is the policy of this committee for **all Department Heads or Agency Administrators be present at the Affirmative Action Committee meetings** in order to ensure that all issues raised by the committee are addressed. The Subcommittee review can be attended by a representative of the Department Heads or Agency Administrators.

[Deborah Norman](#) will be the analyst working on this report. If you have any questions about the report or the process, please do not hesitate to call me at 874-7982 or [Deborah at 874-7981](#).

**2002 AFFIRMATIVE ACTION  
GOALS & TIMETABLES REPORT**

***PROBATION DEPARTMENT***

***Verne Speirs  
Chief Probation Officer***

***PREPARED BY:*** *(Department Representative)*  
**Deborah Norman, Personnel Analyst, SE/AA Unit**

# TABLE OF CONTENTS

Year to Year Comparative Analysis - **Table 1** .....1

Occupational Categories Summary - **Table 2** .....2

Year to Year Comparison of Occupational Categories:

- Officials - **Table 3.1** .....3
- Administrative Services - **Table 3.2** .....4
- Fiscal & Systems Services - **Table 3.3** .....5
- Office and Facility Support - **Table 3.4** .....6
- Health Services - **Table 3.5** .....7
- Protective & Regulatory Services - **Table 3.6** .....8
- Skilled Craft & Maintenance - **Table 3.7** .....9

Personnel Actions Report: New Hires - **Table 4.1** .....10

Personnel Actions Report: Promotions - **Table 4.2** .....11

Personnel Actions Report: Transfers - **Table 4.3** .....12

Personnel Actions Report: Terminations - **Table 4.4** .....13

Review of Previous Year's Affirmative Action Plan .....14

Human Resources Questions .....15

Discrimination Complaints Activity and Results - **Table 5** .....18

**TABLE 1  
YEAR TO DATE COMPARATIVE ANALYSIS**

**PROBATION DEPARTMENT: 2002**

**LAST REVIEW CONDUCTED: 2001**

|                  | Employment<br>Goals Based on<br>1990 Census | Ethnic Breakdown of Employees |        |      |        | Increase/<br>(Decrease) |
|------------------|---------------------------------------------|-------------------------------|--------|------|--------|-------------------------|
|                  |                                             | 2001                          |        | 2002 |        | #                       |
|                  |                                             | #                             | %      | #    | %      |                         |
| African American | 9.3%                                        | 101                           | 14.6%  | 126  | 15.1%  | 25                      |
| American Indian  | 0.9%                                        | 10                            | 1.4%   | 13   | 1.6%   | 3                       |
| Asian Indian     | 0.6%                                        | 3                             | 0.4%   | 5    | 0.6%   | 2                       |
| Caucasian        | 69.6%                                       | 455                           | 65.9%  | 533  | 63.9%  | 78                      |
| Chinese          | 5.3%                                        | 13                            | 1.9%   | 19   | 2.3%   | 6                       |
| Filipino         | 0.9%                                        | 7                             | 1.0%   | 10   | 1.2%   | 3                       |
| Hispanic         | 11.7%                                       | 78                            | 11.3%  | 106  | 12.7%  | 28                      |
| Japanese         | 1.3%                                        | 16                            | 2.3%   | 15   | 1.8%   | (1)                     |
| Polynesian       | 0.4%                                        | 7                             | 1.0%   | 7    | 0.8%   | 0                       |
| <b>Total</b>     | 100.0%                                      | 690                           | 100.0% | 834  | 100.0% | 144                     |
| Minority Parity  | 30.4%                                       | 188                           | 34.1%  | 301  | 36.1%  | 113                     |
| Female Parity    | 51.06%                                      | 252                           | 36.5%  | 378  | 45.3%  | 126                     |

**ANALYSIS:**

There are 834 employees in the department. This is an increase of 144 employees since the departments last review in 2001. The department exceeds the goal for minority representation by 5.7%. Female representation is below the goal by 6.3% and climbing. We commend the department for meeting parity for minority representation. Continue recruitment efforts to seek and appoint qualified females as vacancies occur.

**TABLE 2**  
**OCCUPATIONAL CATEGORIES COMPARISON**  
**BETWEEN 2001 AND 2002**

| Occupational Categories               |   | Minority Males |       | Minority Females |       | Minority Parity |       | Female Parity |       | Total Employees |        |
|---------------------------------------|---|----------------|-------|------------------|-------|-----------------|-------|---------------|-------|-----------------|--------|
|                                       |   | 2001           | 2002  | 2001             | 2002  | 2001            | 2002  | 2001          | 2002  | 2001            | 2002   |
| Officials                             | # | 0              | 0     | 0                | 0     | 0               | 0     | 0             | 0     | 2               | 3      |
|                                       | % | 0.0%           | 0.0%  | 0.0%             | 0.0%  | 0.0%            | 0.0%  | 0.0%          | 0.0%  | 100.0%          | 100.0% |
| Administrative Services               | # | 0              | 0     | 0                | 1     | 0               | 1     | 4             | 10    | 5               | 12     |
|                                       | % | 0.0%           | 0.0%  | 0.0%             | 8.3%  | 0.0%            | 8.3%  | 80.0%         | 83.3% | 100.0%          | 100.0% |
| Fiscal & Systems Services             | # | 1              | 2     | 3                | 3     | 4               | 5     | 8             | 13    | 13              | 23     |
|                                       | % | 7.7%           | 8.7%  | 23.1%            | 13.0% | 30.8%           | 21.7% | 61.5%         | 56.5% | 100.0%          | 100.0% |
| Office & Facility Support             | # | 4              | 8     | 23               | 41    | 27              | 49    | 88            | 107   | 103             | 129    |
|                                       | % | 3.9%           | 6.2%  | 22.3%            | 31.8% | 26.2%           | 38.0% | 85.4%         | 82.9% | 100.0%          | 100.0% |
| Community Services                    | # |                |       |                  |       |                 |       |               |       |                 |        |
|                                       | % |                |       |                  |       |                 |       |               |       |                 |        |
| Health Services                       | # | 0              | 0     | 1                | 1     | 1               | 1     | 1             | 1     | 2               | 2      |
|                                       | % | 0.0%           | 0.0%  | 50.0%            | 50.0% | 50.0%           | 50.0% | 50.0%         | 50.0% | 100.0%          | 100.0% |
| Protective & Regulatory Services      | # | 123            | 142   | 69               | 88    | 192             | 230   | 182           | 233   | 541             | 637    |
|                                       | % | 22.7%          | 22.3% | 12.8%            | 13.8% | 35.5%           | 36.1% | 33.6%         | 36.6% | 100.0%          | 100.0% |
| Social Services                       | # |                |       |                  |       |                 |       |               |       |                 |        |
|                                       | % |                |       |                  |       |                 |       |               |       |                 |        |
| Technical Services                    | # |                |       |                  |       |                 |       |               |       |                 |        |
|                                       | % |                |       |                  |       |                 |       |               |       |                 |        |
| Skilled Crafts & Maintenance Services | # | 3              | 4     | 8                | 11    | 11              | 15    | 11            | 14    | 24              | 28     |
|                                       | % | 12.5%          | 14.3% | 33.3%            | 39.3% | 45.8%           | 53.6% | 45.8%         | 50.0% | 100.0%          | 100.0% |
| Total                                 | # | 131            | 156   | 104              | 145   | 235             | 301   | 294           | 378   | 690             | 834    |
|                                       | % | 19.0%          | 18.7% | 15.1%            | 17.4% | 34.1%           | 36.1% | 42.6%         | 45.3% | 100.0%          | 100.0% |

**TABLE 3.1: YEAR TO YEAR COMPARISON**

| <b>OFFICIALS: 3 of 834 TOTAL EMPLOYEES</b> |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
|--------------------------------------------|--------------|-----------------|------------------|------------------|------------------|-------------------|----------------|-----------------|-----------------|-----------------|-------------------|
|                                            | <b>Total</b> | <b>Minority</b> | <b>Caucasian</b> | <b>Afr. Amr.</b> | <b>Amr. Ind.</b> | <b>Asian Ind.</b> | <b>Chinese</b> | <b>Filipino</b> | <b>Hispanic</b> | <b>Japanese</b> | <b>Polynesian</b> |
| <b>MALE</b>                                |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
| <b>2002</b>                                | 3<br>100.0%  | 0<br>0.0%       | 3<br>100.0%      | 0<br>0.0%        | 0<br>0.0%        | 0<br>0.0%         | 0<br>0.0%      | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%         |
| <b>2001</b>                                | 2<br>100.0%  | 0<br>0.0%       | 2<br>100.0%      | 0<br>0.0%        | 0<br>0.0%        | 0<br>0.0%         | 0<br>0.0%      | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%         |
| <b>FEMALE</b>                              |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
| <b>2002</b>                                | 0<br>0.0%    | 0<br>0.0%       | 0<br>0.0%        | 0<br>0.0%        | 0<br>0.0%        | 0<br>0.0%         | 0<br>0.0%      | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%         |
| <b>2001</b>                                | 0<br>0.0%    | 0<br>0.0%       | 0<br>0.0%        | 0<br>0.0%        | 0<br>0.0%        | 0<br>0.0%         | 0<br>0.0%      | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%         |

**ANALYSIS BY STAFF OF THE AFFIRMATIVE ACTION UNIT: Examples of classes included are: County Probation Officer and Assistant Chief Probation.**

There are three Caucasian male employees in this category. The Chief Probation Officer is appointed by the Juvenile Court Judges. As vacancies occur, we encourage the department to seek and appoint qualified minorities and females.

**GOAL: additional number of positions needed to meet parity:**

Afr American   1   Or Hispanic   1   Other        Total Minority   1   Total Female   2  

**DEPARTMENT'S RESPONSE: (Attach additional paper if needed).**

**TIMETABLE: Check length of time in which goal may be reasonably met:**

**Minority:** 1 yr        2 yrs        3 yrs                             **Females** 1 yr        2 yrs        3 yrs

**TABLE 3.2: YEAR TO YEAR COMPARISON**

| <b>ADMINISTRATIVE SERVICES: 12 OF 834 TOTAL EMPLOYEES</b> |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
|-----------------------------------------------------------|--------------|-----------------|------------------|------------------|------------------|-------------------|----------------|-----------------|-----------------|-----------------|-------------------|
|                                                           | <b>Total</b> | <b>Minority</b> | <b>Caucasian</b> | <b>Afr. Amr.</b> | <b>Amr. Ind.</b> | <b>Asian Ind.</b> | <b>Chinese</b> | <b>Filipino</b> | <b>Hispanic</b> | <b>Japanese</b> | <b>Polynesian</b> |
| <b>MALE</b>                                               |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
|                                                           | <b>2002</b>  | 2<br>16.7%      | 0<br>0.0%        | 2<br>16.7%       | 0<br>0.0%        | 0<br>0.0%         | 0<br>0.0%      | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%         |
| <b>2001</b>                                               | 1<br>20.0%   | 0<br>0.0%       | 1<br>20.0%       | 0<br>0.0%        | 0<br>0.0%        | 0<br>0.0%         | 0<br>0.0%      | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%         |
| <b>FEMALE</b>                                             |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
|                                                           | <b>2002</b>  | 10<br>83.3%     | 1<br>8.3%        | 9<br>75.0%       | 1<br>8.3%        | 0<br>0.0%         | 0<br>0.0%      | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%         |
| <b>2001</b>                                               | 4<br>80.0%   | 0<br>0.0%       | 4<br>80.0%       | 0<br>0.0%        | 0<br>0.0%        | 0<br>0.0%         | 0<br>0.0%      | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%         |

**ANALYSIS BY STAFF OF THE AFFIRMATIVE ACTION UNIT: Administrative Services Officer II,, I, Personnel Analyst and Personnel Assistant**

There are 12 employees in this category. Of this total, one (8.3%) is minority and ten (83.3%) are female. The department is below the minority goal of 30.4% by 22.1%. Female representation exceeds the goal of 51.04% by 32.2%. We encourage the department to seek and appoint qualified minorities as vacancies occur.

**GOAL: additional number of positions needed to meet parity:**

Afr American   1   And Hispanic   2   Other        Total Minority   3   Total Female   0  

**DEPARTMENT'S RESPONSE: (Attach additional paper if needed).**

**TIMETABLE: Check length of time in which goal may be reasonably met:**

**Minority:** 1 yr        2 yrs        3 yrs             **Females:** 1 yr        2 yrs        3 yrs

**TABLE 3.3: YEAR TO YEAR COMPARISON**

| FISCAL & SYSTEMS SERVICES: 23 OF 834 EMPLOYEES |             |            |             |            |           |            |           |           |           |           |            |
|------------------------------------------------|-------------|------------|-------------|------------|-----------|------------|-----------|-----------|-----------|-----------|------------|
|                                                | Total       | Minority   | Caucasian   | Afr. Amr.  | Amr. Ind. | Asian Ind. | Chinese   | Filipino  | Hispanic  | Japanese  | Polynesian |
| <b>MALE</b>                                    |             |            |             |            |           |            |           |           |           |           |            |
| <b>2002</b>                                    | 10<br>43.5% | 2<br>8.7%  | 8<br>34.8%  | 1<br>4.3%  | 1<br>4.3% | 0<br>0.0%  | 0<br>0.0% | 0<br>0.0% | 0<br>0.0% | 0<br>0.0% | 0<br>0.0%  |
| <b>2001</b>                                    | 5<br>38.5%  | 1<br>7.7%  | 4<br>30.8%  | 0<br>0.0%  | 1<br>7.7% | 0<br>0.0%  | 0<br>0.0% | 0<br>0.0% | 0<br>0.0% | 0<br>0.0% | 0<br>0.0%  |
| <b>FEMALE</b>                                  |             |            |             |            |           |            |           |           |           |           |            |
| <b>2002</b>                                    | 13<br>56.5% | 3<br>13.0% | 10<br>43.5% | 1<br>4.3%  | 1<br>4.3% | 0<br>0.0%  | 1<br>4.3% | 0<br>0.0% | 0<br>0.0% | 0<br>0.0% | 0<br>0.0%  |
| <b>2001</b>                                    | 8<br>61.5%  | 3<br>23.1% | 5<br>38.5%  | 2<br>15.4% | 0<br>0.0% | 0<br>0.0%  | 1<br>7.7% | 0<br>0.0% | 0<br>0.0% | 0<br>0.0% | 0<br>0.0%  |

**ANALYSIS BY STAFF OF THE AFFIRMATIVE ACTION UNIT: Examples of classes included are listed on the attached printout.**

There are 23 employees in this category. Of this total five (41.7%) are minority and 13 (56.5%) are female. The department exceeds the goal for both minority and female representation.

**GOAL: additional number of positions needed to meet parity:**

Afr American \_\_\_\_\_ Hispanic \_\_\_\_\_ Other \_\_\_\_\_ Total Minority 0 Total Female 0

**DEPARTMENT'S RESPONSE: (Attach additional paper if needed).**

**TIMETABLE: Check length of time in which goal may be reasonably met:**

**Minority:** 1 yr \_\_\_\_\_ 2 yrs \_\_\_\_\_ 3 yrs \_\_\_\_\_ **Females:** 1 yr \_\_\_\_\_ 2 yrs \_\_\_\_\_ 3 yrs \_\_\_\_\_

**TABLE 3.4: YEAR TO YEAR COMPARISON**

| <b>OFFICE AND FACILITY SUPPORT: 129 OF 834 TOTAL EMPLOYEES</b> |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
|----------------------------------------------------------------|--------------|-----------------|------------------|------------------|------------------|-------------------|----------------|-----------------|-----------------|-----------------|-------------------|
|                                                                | <b>Total</b> | <b>Minority</b> | <b>Caucasian</b> | <b>Afr. Amr.</b> | <b>Amr. Ind.</b> | <b>Asian Ind.</b> | <b>Chinese</b> | <b>Filipino</b> | <b>Hispanic</b> | <b>Japanese</b> | <b>Polynesian</b> |
| <b>MALE</b>                                                    |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
| <b>2002</b>                                                    | 22<br>17.1%  | 8<br>6.2%       | 14<br>10.9%      | 7<br>5.4%        | 1<br>0.8%        | 0<br>0.0%         | 0<br>0.0%      | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%         |
| <b>2001</b>                                                    | 15<br>14.6%  | 4<br>3.9%       | 11<br>10.7%      | 4<br>3.9%        | 0<br>0.0%        | 0<br>0.0%         | 0<br>0.0%      | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%       | 0<br>0.0%         |
| <b>FEMALE</b>                                                  |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
| <b>2002</b>                                                    | 107<br>82.9% | 41<br>31.8%     | 66<br>51.2%      | 21<br>16.3%      | 1<br>0.8%        | 0<br>0.0%         | 1<br>0.8%      | 1<br>0.8%       | 15<br>11.6%     | 1<br>0.8%       | 1<br>0.8%         |
| <b>2001</b>                                                    | 88<br>85.4%  | 23<br>22.3%     | 65<br>63.1%      | 13<br>12.6%      | 1<br>1.0%        | 0<br>0.0%         | 0<br>0.0%      | 0<br>0.0%       | 7<br>6.8%       | 1<br>1.0%       | 1<br>1.0%         |

**ANALYSIS BY STAFF OF THE AFFIRMATIVE ACTION UNIT: Examples of classes included are listed on the attached printout.**

There are 129 employees in this category. Of this total, 49 (38.0%) are minority and 107 (82.9%) are female. The department exceeds the goal for both minority and female representation in this category.

**GOAL: additional number of positions needed to meet parity:**

Afr American \_\_\_\_\_ Hispanic \_\_\_\_\_ Other \_\_\_\_\_ Total Minority   0   Total Female   0  

**DEPARTMENT’S RESPONSE: (Attach additional paper if needed).**

**TIMETABLE: Check length of time in which goal may be reasonably met:**

**Minority:** 1 yr \_\_\_\_\_ 2 yrs \_\_\_\_\_ 3 yrs \_\_\_\_\_      **Females:** 1 yr \_\_\_\_\_ 2 yrs \_\_\_\_\_ 3 yrs \_\_\_\_\_

**TABLE 3.5: YEAR TO YEAR COMPARISON**

| HEALTH SERVICES: 2 OF 834 EMPLOYEES |            |            |            |           |           |            |           |           |            |           |            |
|-------------------------------------|------------|------------|------------|-----------|-----------|------------|-----------|-----------|------------|-----------|------------|
|                                     | Total      | Minority   | Caucasian  | Afr. Amr. | Amr. Ind. | Asian Ind. | Chinese   | Filipino  | Hispanic   | Japanese  | Polynesian |
| <b>MALE</b>                         |            |            |            |           |           |            |           |           |            |           |            |
| <b>2002</b>                         | 1<br>50.0% | 0<br>0.0%  | 1<br>50.0% | 0<br>0.0% | 0<br>0.0% | 0<br>0.0%  | 0<br>0.0% | 0<br>0.0% | 0<br>0.0%  | 0<br>0.0% | 0<br>0.0%  |
| <b>2001</b>                         | 1<br>33.3% | 0<br>0.0%  | 1<br>33.3% | 0<br>0.0% | 0<br>0.0% | 0<br>0.0%  | 0<br>0.0% | 0<br>0.0% | 0<br>0.0%  | 0<br>0.0% | 0<br>0.0%  |
| <b>FEMALE</b>                       |            |            |            |           |           |            |           |           |            |           |            |
| <b>2002</b>                         | 1<br>50.0% | 1<br>50.0% | 0<br>0.0%  | 0<br>0.0% | 0<br>0.0% | 0<br>0.0%  | 0<br>0.0% | 0<br>0.0% | 1<br>50.0% | 0<br>0.0% | 0<br>0.0%  |
| <b>2001</b>                         | 2<br>66.7% | 0<br>0.0%  | 2<br>66.7% | 0<br>0.0% | 0<br>0.0% | 0<br>0.0%  | 0<br>0.0% | 0<br>0.0% | 0<br>0.0%  | 0<br>0.0% | 0<br>0.0%  |

**ANALYSIS BY STAFF OF THE AFFIRMATIVE ACTION UNIT:** Examples of classes included are listed on the attached printout.

There are two employees in this category. Of this total, one is minority (50.0%) and one is female (50.0%). The department exceeds the goal for minority and is very close for female representation.

**GOAL: additional number of positions needed to meet parity:**

Afr American \_\_\_\_\_ Hispanic \_\_\_\_\_ Other \_\_\_\_\_ Total Minority 0 Total Female 0

**DEPARTMENT'S RESPONSE: (Attach additional paper if needed).**

**TIMETABLE: Check length of time in which goal may be reasonably met:**

**Minority:** 1 yr \_\_\_\_\_ 2 yrs \_\_\_\_\_ 3 yrs \_\_\_\_\_ **Females:** 1 yr \_\_\_\_\_ 2 yrs \_\_\_\_\_ 3 yrs \_\_\_\_\_

**TABLE 3.6: YEAR TO YEAR COMPARISON**

| <b>PROTECTIVE &amp; REGULATORY SERVICES: 637 OF 834 EMPLOYEES</b> |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
|-------------------------------------------------------------------|--------------|-----------------|------------------|------------------|------------------|-------------------|----------------|-----------------|-----------------|-----------------|-------------------|
|                                                                   | <b>Total</b> | <b>Minority</b> | <b>Caucasian</b> | <b>Afr. Amr.</b> | <b>Amr. Ind.</b> | <b>Asian Ind.</b> | <b>Chinese</b> | <b>Filipino</b> | <b>Hispanic</b> | <b>Japanese</b> | <b>Polynesian</b> |
| <b>MALE</b>                                                       |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
|                                                                   | <b>2002</b>  | 404<br>63.4%    | 142<br>22.3%     | 262<br>41.1%     | 59<br>9.3%       | 5<br>0.8%         | 4<br>0.6%      | 10<br>1.6%      | 4<br>0.6%       | 50<br>7.8%      | 6<br>0.9%         |
| <b>2001</b>                                                       | 359<br>66.4% | 123<br>22.7%    | 236<br>43.6%     | 54<br>10.0%      | 4<br>0.7%        | 2<br>0.4%         | 8<br>1.5%      | 4<br>0.7%       | 40<br>7.4%      | 7<br>1.3%       | 4<br>0.7%         |
| <b>FEMALE</b>                                                     |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
|                                                                   | <b>2002</b>  | 233<br>36.6%    | 88<br>13.8%      | 145<br>22.8%     | 33<br>5.2%       | 3<br>0.5%         | 1<br>0.2%      | 4<br>0.6%       | 3<br>0.5%       | 35<br>5.5%      | 8<br>1.3%         |
| <b>2001</b>                                                       | 182<br>33.6% | 69<br>12.8%     | 103<br>19.0%     | 25<br>4.6%       | 3<br>0.6%        | 1<br>0.2%         | 3<br>0.6%      | 2<br>0.4%       | 26<br>4.8%      | 8<br>1.5%       | 1<br>0.2%         |

**ANALYSIS BY STAFF OF THE AFFIRMATIVE ACTION UNIT: Examples of classes included are listed on the attached printout.**

There are 637 employees in this category. Of this total, 230 (36.1%) are minority and 233 (36.6%) are female. The department exceeds the goal for minority representation. As vacancies occur the department should seek and appoint qualified females.

**GOAL: additional number of positions needed to meet parity:**

Afr American \_\_\_\_\_ Hispanic \_\_\_\_\_ Other \_\_\_\_\_ Total Minority   0   Total Female  86 

**DEPARTMENT’S RESPONSE: (Attach additional paper if needed).**

**TIMETABLE: Check length of time in which goal may be reasonably met:**

**Minority:** 1 yr \_\_\_\_\_ 2 yrs \_\_\_\_\_ 3 yrs \_\_\_\_\_      **Females:** 1 yr \_\_\_\_\_ 2 yrs \_\_\_\_\_ 3 yrs \_\_\_\_\_

**TABLE 3.7: YEAR TO YEAR COMPARISON**

| <b>SKILLED CRAFT &amp; MAINTENANCE SERVICES: 28 OF 834 EMPLOYEES</b> |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
|----------------------------------------------------------------------|--------------|-----------------|------------------|------------------|------------------|-------------------|----------------|-----------------|-----------------|-----------------|-------------------|
|                                                                      | <b>Total</b> | <b>Minority</b> | <b>Caucasian</b> | <b>Afr. Amr.</b> | <b>Amr. Ind.</b> | <b>Asian Ind.</b> | <b>Chinese</b> | <b>Filipino</b> | <b>Hispanic</b> | <b>Japanese</b> | <b>Polynesian</b> |
| <b>MALE</b>                                                          |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
| <b>2002</b>                                                          | 14<br>50.0%  | 4<br>14.3%      | 10<br>35.7%      | 1<br>3.6%        | 0<br>0.0%        | 0<br>0.0%         | 1<br>3.6%      | 0<br>0.0%       | 2<br>7.1%       | 0<br>0.0%       | 0<br>0.0%         |
| <b>2001</b>                                                          | 13<br>54.2%  | 3<br>12.5%      | 10<br>41.7%      | 1<br>4.2%        | 0<br>0.0%        | 0<br>0.0%         | 0<br>0.0%      | 0<br>0.0%       | 2<br>8.3%       | 0<br>0.0%       | 0<br>0.0%         |
| <b>FEMALE</b>                                                        |              |                 |                  |                  |                  |                   |                |                 |                 |                 |                   |
| <b>2002</b>                                                          | 14<br>50.0%  | 11<br>39.3%     | 3<br>10.7%       | 2<br>7.1%        | 1<br>3.6%        | 0<br>0.0%         | 2<br>7.1%      | 2<br>7.1%       | 3<br>10.7%      | 0<br>0.0%       | 1<br>3.6%         |
| <b>2001</b>                                                          | 11<br>45.8%  | 8<br>33.3%      | 3<br>12.5%       | 2<br>8.3%        | 1<br>4.2%        | 0<br>0.0%         | 1<br>4.2%      | 1<br>4.2%       | 2<br>8.3%       | 0<br>0.0%       | 1<br>4.2%         |

**ANALYSIS BY STAFF OF THE AFFIRMATIVE ACTION UNIT: Examples of classes included are listed on the attached printout.**

There are 28 employees in this category. Of this total, 15 (53.6%) are minority and 14 (50.0%) are female. The department exceeds the goal of 30.4% by 23.2% for minority representation. Female representation meets the goal for female representation.

**GOAL: additional number of positions needed to meet parity:**

Afr American \_\_\_\_\_ Hispanic \_\_\_\_\_ Other \_\_\_\_\_ Total Minority \_\_\_\_\_ Total Female \_\_\_\_\_

**DEPARTMENT'S RESPONSE: (Attach additional paper if needed).**

---



---



---

**TIMETABLE: Check length of time in which goal may be reasonably met:**

**Minority:** 1 yr \_\_\_\_\_ 2 yrs \_\_\_\_\_ 3 yrs \_\_\_\_\_ **Females:** 1 yr \_\_\_\_\_ 2 yrs \_\_\_\_\_ 3 yrs \_\_\_\_\_

**TABLE 4.1  
PERSONNEL ACTIONS REPORT  
NEW HIRES  
November 2000 – November 2001**

| <u>CLASSIFICATION</u> | <u>ETHNIC ORIGIN</u>        | <u>GENDER</u> |
|-----------------------|-----------------------------|---------------|
|                       | (write full name of origin) |               |
|                       |                             |               |
|                       |                             |               |
|                       |                             |               |
|                       |                             |               |
|                       |                             |               |
|                       |                             |               |
|                       |                             |               |
|                       |                             |               |
|                       |                             |               |

|                        | <b>NUMBER</b> | <b>PERCENTAGE<br/>OF TOTAL</b> |
|------------------------|---------------|--------------------------------|
| TOTAL FEMALES HIRED    |               |                                |
| TOTAL MALES HIRED      |               |                                |
| TOTAL MINORITIES HIRED |               |                                |
| TOTAL CAUCASIANS HIRED |               |                                |
| TOTAL EMPLOYEES HIRED  |               |                                |

**COMMENTS:**

**TABLE 4.2  
PERSONNEL ACTION REPORT  
PROMOTIONS  
November 2000 – November 2001**

| <u>OLD CLASSIFICATION</u> | <u>NEW CLASSIFICATION</u> | <u>ETHNIC ORIGIN</u>        | <u>GENDER</u> |
|---------------------------|---------------------------|-----------------------------|---------------|
|                           |                           | (write full name of origin) |               |
|                           |                           |                             |               |
|                           |                           |                             |               |
|                           |                           |                             |               |
|                           |                           |                             |               |
|                           |                           |                             |               |
|                           |                           |                             |               |

|                           | <b>NUMBER</b> | <b>PERCENTAGE OF TOTAL</b> |
|---------------------------|---------------|----------------------------|
| TOTAL FEMALES PROMOTED    |               |                            |
| TOTAL MALES PROMOTED      |               |                            |
| TOTAL MINORITIES PROMOTED |               |                            |
| TOTAL CAUCASIANS PROMOTED |               |                            |
| TOTAL EMPLOYEES PROMOTED  |               |                            |

**COMMENTS:**

**Table 4.3  
PERSONNEL ACTIONS REPORT  
TRANSFERS OUT  
November 2000 – November 2001**

| <u>OLD CLASSIFICATION</u> | <u>NEW CLASSIFICATION</u> | <u>ETHNIC ORIGIN</u>        | <u>GENDER</u> |
|---------------------------|---------------------------|-----------------------------|---------------|
|                           |                           | (write full name of origin) |               |
|                           |                           |                             |               |
|                           |                           |                             |               |
|                           |                           |                             |               |
|                           |                           |                             |               |
|                           |                           |                             |               |
|                           |                           |                             |               |

|                              | <b>NUMBER</b> | <b>PERCENTAGE OF TOTAL</b> |
|------------------------------|---------------|----------------------------|
| TOTAL FEMALES TRANSFERRED    |               |                            |
| TOTAL MALES TRANSFERRED      |               |                            |
| TOTAL MINORITIES TRANSFERRED |               |                            |
| TOTAL CAUCASIANS TRANSFERRED |               |                            |
| TOTAL EMPLOYEES TRANSFERRED  |               |                            |
|                              |               |                            |

**COMMENTS:**

**TABLE 4.4  
PERSONNEL ACTIONS REPORT  
TERMINATIONS  
November 2000 – November 2001**

| <u>CLASSIFICATION</u> | <u>REASON FOR TERMINATION</u> | <u>ETHNIC ORIGIN</u>        | <u>GENDER</u> |
|-----------------------|-------------------------------|-----------------------------|---------------|
|                       |                               | (write full name of origin) |               |
|                       |                               |                             |               |
|                       |                               |                             |               |
|                       |                               |                             |               |
|                       |                               |                             |               |
|                       |                               |                             |               |
|                       |                               |                             |               |

|                             | <b>NUMBER</b> | <b>PERCENTAGE OF TOTAL</b> |
|-----------------------------|---------------|----------------------------|
| TOTAL FEMALES TERMINATED    |               |                            |
| TOTAL MALES TERMINATED      |               |                            |
| TOTAL MINORITIES TERMINATED |               |                            |
| TOTAL CAUCASIANS TERMINATED |               |                            |
| TOTAL EMPLOYEES TERMINATED  |               |                            |

**COMMENTS:**

**REVIEW OF PREVIOUS YEAR'S  
AFFIRMATIVE ACTION PLAN**

- I. Please state whether the recommendation(s) of the Affirmative Action Committee from the previous review (listed below) have been implemented. If so, please describe how and state whether the desired results were achieved. If not, please explain why.

1. **Keep up the good work.**

- II. Please attach a copy of your department's organization chart and career ladder chart.

## HUMAN RESOURCES QUESTIONS

### **INSTRUCTIONS:**

***When responding to these questions, please use the following guidelines:***

***If no major changes have occurred since your department was last reviewed by the Affirmative Action Committee, provide only a brief summary of last year's responses. Otherwise, provide a complete answer to each question.***

### Training & Career Development:

1. Please describe any training programs currently utilized by the department.
2. How is training administered - externally, internally, or via county-wide training?
3. Who is training administered to? How are trainees selected?
4. How are employees informed of training opportunities?
5. Do employees get time off for training?
6. What resources are available for training - (books, videos, financial resources and so on)?
7. How could the Affirmative Action Committee or the Affirmative Action Unit assist you in achieving the department's training goals?
8. Do you perceive a need to coordinate training activities with other departments?

### Recruitment (internal & external):

9. Does the department do any active recruiting?
10. Where does the department recruit and why?
11. Which specific organizations does the department contact when it has job openings?

12. Does the department have regular contact with any minority or women organizations? If yes, which ones?
13. Who are the assigned recruiters in the department and what are their job titles, gender, and ethnicity?
14. Does this department make use of recruitment brochures? If so, please attach a copy.
15. What specific job fairs, if any, has your department attended in the last year?
16. Does your department advertise job openings in newspapers or professional journals? If so, please list those publications.
17. Has the department collaborated with the Affirmative Action Unit to conduct any pre-exam counseling sessions? If so, please provide a list of all the pre-exam counseling sessions conducted since the last review.

Hiring Practices:

18. What process or practice does the department have for tracking non selection of minorities and females?
19. Are all reachable candidates on the list interviewed? If not, how are candidates selected for interviews?

Diversity Training Efforts:

20. Has this department conducted any diversity training programs? If yes, please provide an overview of the program or training, including who is being sent to that training, i.e., managers, supervisors or line staff, and indicate who conducts the training.
21. How does your department deal with the growing need for communicating with customers who speak little or no English?
22. Does your department have any minority or female caucuses or groups? If yes, how does the department get feedback from these groups?
23. How can the Affirmative Action Committee or the Affirmative Action Unit assist this department in its Diversity Training efforts?

Special Employment Programs and Outreach Efforts:

24. Which special employment programs does the department participate in?
25. Does the department have any employees who are currently in special employment programs?

Available Mentoring Programs or Support Network:

Mentoring programs are essential in ensuring the success and development of all employees, but more specifically, new employees. They could also be especially beneficial to minorities and females.

26. Please describe any mentoring program or established “support networks” in the department. What are the goals of the program, participants and the results?

**TABLE 5**  
**DISCRIMINATION COMPLAINTS**  
**ACTIVITY AND RESULTS**  
 November 2000 TO November 2001

*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.*

|                    | FORMAL * | INFORMAL** | OUTSIDE AGENCY*** | MERIT | NO MERIT | ON-GOING | TOTAL |
|--------------------|----------|------------|-------------------|-------|----------|----------|-------|
| RACE               |          |            |                   |       |          |          |       |
| GENDER             |          |            |                   |       |          |          |       |
| AGE                |          |            |                   |       |          |          |       |
| RELIGION           |          |            |                   |       |          |          |       |
| DISABILITY         |          |            |                   |       |          |          |       |
| SEXUAL HARASSMENT  |          |            |                   |       |          |          |       |
| SEXUAL ORIENTATION |          |            |                   |       |          |          |       |
| OTHER              |          |            |                   |       |          |          |       |
| <b>TOTAL</b>       |          |            |                   |       |          |          |       |

\* Formal Complaints: Investigation conducted and witnesses interviewed.

\*\* Informal Complaints: No actual investigation. Situation resolved through informal interviews and counseling.

\*\*\* Complaints filed with outside agencies: State Department of Fair Employment and Housing, Equal Employment Opportunity Commission, or any other agencies.

# **Attachment 9**

Countywide Services Agency

**Department of  
Human Assistance**

Bruce Wagstaff, Director

Daniel Kim, Deputy Director

Dave Mowery, Deputy Director



**County of Sacramento**

Terry Schutten, County Executive  
Penelope Clarke, Agency Administrator

TO: Manuela Serna  
Special Employment/Equal Employment Opportunity

FROM: Bruce Wagstaff  
Department of Human Assistance

DATE: June 23, 2005

SUBJECT: **2005 WORKFORCE STATISTICS REPORT for the  
DEPARTMENT OF HUMAN ASSISTANCE**

Attached is the Department of Human Assistance 2005 Workforce Statistics Report. Should you have any questions or need additional information, please contact our Human Resources Manager, Ron Maccini, at 875-3515 or [maccinir@saccounty.net](mailto:maccinir@saccounty.net).

---

BRUCE WAGSTAFF

C: DHA Executive Management

*Enriching people's lives by building bridges to better futures*

**2005 WORKFORCE STATISTICS  
REPORT**

*Department of Human Assistance*

*Bruce Wagstaff, Director*

*PREPARED BY: Ron Maccini, HR Manager*

## TABLE OF CONTENTS

|                                                                 |   |
|-----------------------------------------------------------------|---|
| Departmental Diversity Policies and Efforts Questionnaire ..... | 1 |
| Workforce Comparative Analysis - <b>Table 1</b> .....           | 2 |
| Occupational Categories Summary - <b>Table 2</b> .....          | 3 |
| Personnel Actions Report: New Hires - <b>Table 3.1</b> .....    | 4 |
| Personnel Actions Report: Terminations - <b>Table 3.2</b> ..... | 4 |
| Personnel Actions Report: Transfers - <b>Table 3.3</b> .....    | 6 |
| Personnel Actions Report: Promotions - <b>Table 3.4</b> .....   | 6 |
| Discrimination Complaints - <b>Table 4</b> .....                | 7 |

## **DIVERSITY POLICIES AND EFFORTS QUESTIONNAIRE**

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

The Sacramento County Department of Human Assistance brings together approximately 2,000 employees each day to plan, implement and oversee a spectrum of programs and services designed to move people from public assistance to independence. DHA's mission of fostering self-sufficiency among those it serves touches every facet of our client's daily life, from employment, housing and health care to transportation, education and childcare. Guided by the specific needs of the Sacramento community, DHA's primary goal is to create and carry out programs and activities that help families and individuals reach their highest potential.

The Sacramento Department of Human Assistance operates throughout the community, including school-based sites and neighborhood multiservice centers. Foreign language and American sign interpreters are available in some locations. A mentoring program for high school students, a scholarship program for college-bound students and an advisory panel to assist clients are additional DHA services.

- (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 & develop assignments, etc)**

### **SELECTION AND HIRING**

The Department of Human Assistance (DHA) follows all Civil Service Rules and applicable County Personnel Policies and Procedures when hiring staff. These are the steps the department follows:

1. Based on our labor agreements with the Welfare Supervisory Unit, the Welfare Non-Supervisory Unit, and the Office Technical Unit, all vacancies are advertised to provide current staff an opportunity to change work locations within DHA if interested.
2. If a vacancy is not filled through the process described in #1 above, the supervisor/manager requests an eligible list from the County Department of Employment Services and Risk Management.
3. The candidates from the top three ranks are considered. Supervisors/managers can also decide to consider candidates from the lateral transfer list.
4. For induction classes for the Human Services Specialist and Eligibility Specialist classes, the most qualified are hired from the first three ranks. If a rank is cleared (there are no more viable names), the candidates from the next rank are interviewed.

The Department utilizes diverse interview panel members, which reflect the diversity amongst our staff and client population. Client statistics are reviewed quarterly. DHA hires employees with special skills (language and/or culture) based on the client population we serve. DHA currently has 15 different language and/or culture classifications that we utilize.

### **Educational Opportunities**

DHA has an Educational Advancement policy that allows staff to flex their work hours if they are attending college classes and, on a limited basis, allows for staff to do required fieldwork or college internships on the job. Many DHA staff also take advantage of the County's Educational Reimbursement Program to further their career aspirations.

- (3) 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.)**

DHA uses various methods to ensure that all employees in the department have equal and fair opportunity to compete for and attain County promotional opportunities.

Currently, the department informs our employees about a variety of job opportunities (promotions, transfers, examinations) through posting of the opportunity on the department's Intranet (DHAnet). In addition to the DHAnet, hard copies of job postings are available to employees to review at various DHA work locations, primarily those where employees may not have direct access to the Internet. Employees can also obtain information about career development activities by connecting to the department's Human Resources Intranet page. This site provides information on various internal career paths within the department, computer and other types of trainings offered by the Office of Training and Development, and the County's Education Reimbursement and Career Enrichment Program.

The department has periodically offered employees job examination preparation workshops and "brown bag" seminars on interviewing and completing supplemental questionnaires to assist all our employees in preparing for upcoming promotional opportunities. In July 2005, the department will be conducting a workshop for potential candidates for the Human Services Specialist classification. The workshop includes a description of the position duties, review of expectations from the Supervisory staff, a sample of what to expect in the examination process and other information designed to assist the candidates to be more competitive and successful in securing their desired career objectives.

In the recent past, DHA has offered Mock Oral Interview Training to staff interested in promoting to supervisor. The mock oral boards consisted of DHA managers who interviewed and provided on-the-spot feedback to potential candidates.

The department has a strong history and continues to be a full supporter of the various civil rights caucuses that operate within DHA. In addition to working with DHA management on issues relevant to the caucus members and the represented communities, the caucuse groups provide training and career development activities to their members to aid them in their employment advancement within the County. The funding for these training opportunities is provided by the department up to a maximum of \$500 per year for each caucus.

The department is in the process of finalizing a "Career Development Manual" which will be used as a reference guide to help employees better identify potential career opportunities within the department and the County. The manual discusses career assessment tools and

provides an outline of resources (both internal to the County and outside of the County) available to help our staff make good career decisions. This manual will also provide employees with information on the types of skills and knowledge that are needed to qualify for the various positions within DHA and the various ways to obtain them.

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

It is the policy of both the Sacramento County Board of Supervisors and Director of the Department of Human Assistance to provide equal opportunities in all areas of employment to all people, regardless of race, color, sex, national origin, age, marital status, religion, ancestry, medical condition, disability, political affiliation, sexual orientation, or other factors not directly related to county job duties.

DHA is one of the largest departments in the Sacramento County system, with approximately 2,000 employees. The department administers more than 20 programs mandated by federal, state and local government, as well as a budget in excess of \$606 million. State and federal revenues fund eighty-nine percent of the department's budget, and DHA spends more than \$430 million on direct assistance payments and client benefits.

DHA employees work at more than 100 locations throughout the county, including neighborhood-based offices, schools, hospitals, career centers and law enforcement agencies. There are more than 130 job classifications within the department, including social work, information technology, accounting and food service. Because of this, opportunities for advancement to a variety of specialized positions both within the department and throughout the county are continually made available. Nearly 50 percent of DHA's workforce is classified as minority, and bilingual staff provides services in over a dozen languages, including American Sign Language for the hearing impaired.

The Department has six Civil Rights Advisory Caucuses: African American Caucus, Asian & Pacific Islander Caucus; Latino Caucus; Native American Caucus, Slavic Caucus, and the Gay and Lesbian Caucus. These six caucuses serve as civil rights advisory groups to the Director of the Department of Human Assistance. These caucuses champion the civil rights of our clients, as well as our employees.

Our job at the Department of Human Assistance is to provide basic services and care to the neediest in our community. In recent years, however, we have broadened our mission to also include fostering goals of economic stability and self-sufficiency among those we serve. Today we are as much dedicated to curtailing the cycle of poverty through education and job training, as we are to providing financial aid.

DHA has demonstrated innovative policy development, implementation, and service delivery best practices to achieve workforce diversity including direct contact with community organizations via the Department Caucuses. Many of the department's caucuses fund college scholarships for children on our public assistance caseloads.

The Senior Management of DHA continually analyze all aspects of employment in the department to identify underutilization or inequalities in the department workforce and the management team is consistently supportive of the Board's Equal Opportunity Policy.

**(5) 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).**

DHA performs outreach with many agencies in the community and works collaboratively with several other county departments. Other departments we work closely with include the Probation Dept, Sheriff Dept, and Health and Human Services. DHA also has staff members located in schools and other non-profit organizations throughout our community.

The Department has offices located geographically throughout the county and plays an active role in the community where we conduct business. Staff regularly attend neighborhood meetings and are also members of the various chambers and community based associations. The Department's meeting rooms are also made available for the community's use.

In addition, the Department along with its six caucuses: African-American, Asian and Pacific Islander, Latino, Native American, Slavic and the Gay and Lesbian caucus network with other community organizations. In addition to serving on some of the non-profit boards, several of the caucuses participate in ethnic festivities (e.g. Pacific-Rim Street Fest and Festival De La Familia), staffing booths to inform participants about the department's services and to recruit potential employees in targeted job classifications. The caucuses also bring in speakers from the community and provide career development training to caucus members.

DHA also has knowledgeable staff members available to speak to community groups and organizations about welfare reform, department programs and other topics of public interest. Neighborhood and church groups, service clubs, professional and business associations, and landlords find the DHA speakers' bureau a valuable resource.

In our recruitment activities, the Department participates in outreach activities such as community based job fairs and organized college campus recruitment events. We have established a internet "hot link" on the Los Rios Community College Job site for their students that direct the students to DHA positions and potential job vacancies.

There is also a DHA internet webpage that can be accessed by members of the general public providing information on our organization and services available to our clients.

**(6) For complaints reported in Table 4, if there were any with a finding of *merit*, 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.**

In the reporting period, there were a total of 15 formal complaints filed at the Department of Human Assistance. Two complaints were filed with the Dept. of Fair Employment & Housing. Out of the 17 total complaints, 3 were found to be of merit. One was a matter of **race** discrimination. In this case, the complainant was an agency temporary. She was moved to a different assignment at a different location. The accused received a corrective action. The second matter was a case of **sexual harassment**. In this case, the accused will receive a corrective action. The third matter involved **outside employment** activities. The accused retired from employment before any corrective action was issued.

Besides utilizing formal corrective actions, the department has had a consistent track record in implementing preventative measures in dealing with discrimination and harassment issues in the workplace. Even when a case is found to be of no merit or insufficient evidence, the investigator has the discretion to write an “administrative concern” to the supervisor of the accused about issues that the investigator feels need to be corrected in order to prevent future complaints.

Each year, employees at DHA also go through an annual mandatory training that explains employee’s rights, responsibilities and protections under discrimination and harassment laws and regulations. The department’s harassment policies are also redistributed each year to all employees and are readily accessible to all employees via our intranet site.

Additionally, representatives from the Human Resources division go out once a year to the various work locations during the director’s “conversations” to speak to employees about the functions and responsibilities of Senior Personnel Analysts, which include their role in investigating discrimination and harassment complaints and to review our internal reporting and complaint procedures.

**(7) For all complaints in Table 4, please provide the costs for of departmental staff to investigate the complaint, and legal costs, if any.**

The department presently has four Senior Personnel Analysts assigned to conduct harassment and discrimination complaints within DHA. Each Senior Personnel Analyst is assigned to specific work locations within the department.

Because other costs such as, witnesses' time, administrative costs, and other indirect costs are difficult to calculate accurately, the department has elected not to include these costs in the total. Instead, the department has chosen to use the direct labor costs associated with conducting an investigation by each Senior Personnel Analyst to measure the total cost to investigate formal complaints in the department. In determining this total cost, both the estimated average time of each investigation and the Senior Personnel Analyst's hourly rate will be used. By multiplying the average time spent on each investigation with the Senior Personnel Analyst's hourly rate, the department has determined a total cost of \$61,200 for the 17 complaints received in this reporting period.

**TABLE 1**  
**WORKFORCE COMPARATIVE ANALYSIS**

|                     | 2000 Census <sup>1</sup> | Workforce Composition                    |        |                                  |        |
|---------------------|--------------------------|------------------------------------------|--------|----------------------------------|--------|
|                     |                          | Sacramento County Workforce <sup>2</sup> |        | Dept Human Assistance (DHA) 2005 |        |
|                     |                          | #                                        | %      | #                                | %      |
| African American    | 9.3%                     | 1570                                     | 11.7%  | 280                              | 14.5%  |
| Native American     | 0.9%                     | 163                                      | 1.2%   | 23                               | 1.2%   |
| Asian Indian        | 0.6%                     | 181                                      | 1.4%   | 47                               | 2.4%   |
| Caucasian           | 69.6%                    | 8429                                     | 63.1%  | 939                              | 48.7%  |
| Chinese             | 5.3%                     | 744                                      | 5.6%   | 277                              | 14.4%  |
| Filipino            | 0.9%                     | 383                                      | 2.9%   | 45                               | 2.3%   |
| Hispanic            | 11.7%                    | 1609                                     | 12.0%  | 297                              | 15.4%  |
| Japanese            | 1.3%                     | 215                                      | 1.6%   | 16                               | 0.8%   |
| Polynesian          | 0.4%                     | 69                                       | 0.5%   | 6                                | 0.3%   |
| <b>Total</b>        | 100.0%                   | 13363                                    | 100.0% | 1930                             | 100.0% |
| Min. Representation | 30.4%                    | 4934                                     | 36.9%  | 991                              | 51.3%  |
| Fem. Representation | 51.06%                   | 6997                                     | 52.4%  | 1342                             | 69.5%  |

(generic.tab.xls)

100.0%

**TABLE 1**

<sup>1</sup> Sacramento County Area

<sup>2</sup> Employed by County of Sacramento

**TABLE 2**  
**OCCUPATIONAL CATEGORIES COMPARISON**  
**BETWEEN 2004 AND 2005**

| Occupational Categories               |   | Minority Males |       | Minority Females |       | Minority Total |       | Female Total |        | Total Employees |        |
|---------------------------------------|---|----------------|-------|------------------|-------|----------------|-------|--------------|--------|-----------------|--------|
|                                       |   | 2004           | 2005  | 2004             | 2005  | 2004           | 2005  | 2004         | 2005   | 2004            | 2005   |
| Officials                             | # | 1              | 1     | 0                | 0     | 1              | 1     | 1            | 0      | 3               | 4      |
|                                       | % | 33.3%          | 25.0% | 0.0%             | 0.0%  | 33.3%          | 25.0% | 33.3%        | 0.0%   | 100.0%          | 100.0% |
| Administrative Services               | # | 5              | 6     | 13               | 11    | 18             | 17    | 38           | 43     | 58              | 61     |
|                                       | % | 8.6%           | 9.8%  | 22.4%            | 18.0% | 31.0%          | 27.9% | 65.5%        | 70.5%  | 100.0%          | 100.0% |
| Fiscal & Systems Services             | # | 14             | 14    | 37               | 39    | 51             | 53    | 76           | 74     | 128             | 126    |
|                                       | % | 10.9%          | 11.1% | 28.9%            | 31.0% | 39.8%          | 42.1% | 59.4%        | 58.7%  | 100.0%          | 100.0% |
| Office & Facility Support             | # | 52             | 53    | 145              | 124   | 197            | 177   | 281          | 252    | 383             | 346    |
|                                       | % | 13.6%          | 15.3% | 37.9%            | 35.8% | 51.4%          | 51.2% | 73.4%        | 72.8%  | 100.0%          | 100.0% |
| Community Services                    | # |                |       |                  |       |                |       |              |        |                 |        |
|                                       | % |                |       |                  |       |                |       |              |        |                 |        |
| Health Services                       | # | 0              | 0     | 0                | 1     | 0              | 1     | 2            | 3      | 2               | 3      |
|                                       | % | 0.0%           | 0.0%  | 0.0%             | 33.3% | 0.0%           | 33.3% | 100.0%       | 100.0% | 100.0%          | 100.0% |
| Protective & Regulatory Services      | # | 4              | 4     | 6                | 7     | 10             | 11    | 33           | 33     | 56              | 56     |
|                                       | % | 7.1%           | 7.1%  | 10.7%            | 12.5% | 17.9%          | 19.6% | 58.9%        | 58.9%  | 100.0%          | 100.0% |
| Social Services                       | # | 214            | 219   | 450              | 480   | 664            | 699   | 892          | 907    | 1266            | 1278   |
|                                       | % | 16.9%          | 17.1% | 35.5%            | 37.6% | 52.4%          | 54.7% | 70.5%        | 71.0%  | 100.0%          | 100.0% |
| Technical Services                    | # |                |       |                  |       |                |       |              |        |                 |        |
|                                       | % |                |       |                  |       |                |       |              |        |                 |        |
| Skilled Crafts & Maintenance Services | # | 16             | 16    | 11               | 16    | 27             | 32    | 25           | 30     | 52              | 56     |
|                                       | % | 30.8%          | 28.6% | 21.2%            | 28.6% | 51.9%          | 57.1% | 48.1%        | 53.6%  | 100.0%          | 100.0% |
| Total                                 | # | 306            | 313   | 662              | 678   | 968            | 991   | 1348         | 1342   | 1948            | 1930   |
|                                       | % | 15.7%          | 16.2% | 34.0%            | 35.1% | 49.7%          | 51.3% | 69.2%        | 69.5%  | 100.0%          | 100.0% |

**TABLE 3.1**  
**Personnel Action Report**  
**NEW HIRES**  
**(AS OF 12/31/2004)**

|                        | NUMBER | PERCENTAGE<br>OF TOTAL |
|------------------------|--------|------------------------|
| TOTAL FEMALES HIRED    | 136    | 71%                    |
| TOTAL MALES HIRED      | 56     | 29%                    |
| TOTAL MINORITIES HIRED | 126    | 66%                    |
| TOTAL CAUCASIANS HIRED | 66     | 34%                    |
| TOTAL EMPLOYEES HIRED  | 192    | N/A                    |

COMMENTS

---



---



---



---

**TABLE 3.2**  
**Personnel Action Report**  
**TERMINATIONS**  
**(AS OF 12/31/2004)**

|                             | NUMBER | PERCENTAGE<br>OF TOTAL |
|-----------------------------|--------|------------------------|
| TOTAL FEMALES TERMINATED    | 112    | 72%                    |
| TOTAL MALES TERMINATED      | 43     | 28%                    |
| TOTAL MINORITIES TERMINATED | 70     | 45%                    |
| TOTAL CAUCASIANS TERMINATED | 85     | 55%                    |
| TOTAL EMPLOYEES TERMINATED  | 155    | N/A                    |

| REASON TERMINATED                                                                                                                                             | NUMBER | PERCENTAGE OF TOTAL |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------|
| RETIRED                                                                                                                                                       | 49     | 32%                 |
| NEW JOB OUTSIDE OF COUNTY                                                                                                                                     | 1      | 1%                  |
| RELOCATED                                                                                                                                                     |        |                     |
| EMPLOYEE INITIATED / /NO REASON GIVEN                                                                                                                         | 64     | 41%                 |
| DECEASED                                                                                                                                                      | 6      | 4%                  |
| OTHER / PLEASE LIST:<br>Disciplinary Action           6<br>Release from Probation       7<br>Release from Provisional     5<br>Release from Temporary      17 | 35     | 23%                 |

COMMENTS:

---



---



---



---

**TABLE 3.3**  
**Personnel Action Report**  
**TRANSFERS**  
 (as of 12/31/04)

|                              | <b>NUMBER</b> | <b>PERCENTAGE<br/>OF TOTAL</b> |
|------------------------------|---------------|--------------------------------|
| TOTAL FEMALES TRANSFERRED    | 45            | 76%                            |
| TOTAL MALES TRANSFERRED      | 14            | 24%                            |
| TOTAL MINORITIES TRANSFERRED | 34            | 56%                            |
| TOTAL CAUCASIANS TRANSFERRED | 25            | 42%                            |
| TOTAL EMPLOYEES TRANSFERRED  | 59            | N/A                            |

COMMENTS:

---



---



---

**TABLE 3.4**  
**Personnel Action Report**  
**PROMOTIONS**  
 (as of 12/31/04)

|                           | <b>NUMBER</b> | <b>PERCENTAGE<br/>OF TOTAL</b> |
|---------------------------|---------------|--------------------------------|
| TOTAL FEMALES PROMOTED    | 83            | 68%                            |
| TOTAL MALES PROMOTED      | 39            | 32%                            |
| TOTAL MINORITIES PROMOTED | 54            | 44%                            |
| TOTAL CAUCASIANS PROMOTED | 68            | 56%                            |
| TOTAL EMPLOYEES PROMOTED  | 122           | N/A                            |

COMMENTS:

---



---



---

**TABLE 4**  
**Discrimination/Harassment Complaint Activity**  
(As of 04/20/05)

*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 |          |         | DFEH or EEOC |          |         | Outside Investigator |          |         | Total |
|---------------------------|----------|----------|---------|--------------|----------|---------|----------------------|----------|---------|-------|
|                           | Merit    | No Merit | Status* | Merit        | No Merit | Status* | Merit                | No Merit | Status* |       |
| <b>RACE</b>               | 1        | 2        | 3-Open  |              | 2        |         |                      |          |         | 8     |
| <b>GENDER</b>             |          | 1        |         |              |          |         |                      | 1        |         | 2     |
| <b>AGE</b>                |          | 1        |         |              |          |         |                      |          |         | 1     |
| <b>RELIGION</b>           |          |          |         |              |          |         |                      |          |         |       |
| <b>DISABILITY</b>         |          |          |         |              |          |         |                      |          |         |       |
| <b>SEXUAL HARASSMENT</b>  | 1        |          |         |              |          |         |                      |          |         | 1     |
| <b>SEXUAL ORIENTATION</b> |          |          |         |              |          |         |                      |          |         |       |
| <b>OTHER</b>              | 1        | 3        | 1-Open  |              |          |         |                      |          |         | 5     |
| <b>TOTAL</b>              | 3        | 7        | 4-Open  |              | 2        |         |                      | 1        |         | 17    |

\*Case status is: On-going or Closed (cases closed due to insufficient evidence = Closed) i.e. 3 on-going (or open) 2 closed

Note: If using an alpha to represent complaints that cross multiple categories please use a single alpha for the complaint and a different alpha for each complaint.  
i.e. Employee Smith files a complaint involving Gender / Disability. You would place alpha A in columns Gender and Disability.  
Employee Smith files a second 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.



## **Notes – Department of Human Assistance**

### **Table 1**

Table 1 shows an employee population of 1,930 for the department. It's minority and female representation is 51 and 69 percent respectively which puts it far above the County workforce.

### **Table 2**

Looking at Table 2, you will see where the female total went down, however the minority total increased.

### **Table 3.1 – New Hires**

There were 192 new hires in 2004 and 126 – or 66% -- were minorities and 136 were females -- 71%.

### **Table 3.2 – Terminations**

155 employees left the department – 49 retired, 1 took a job outside of the County, 64 left with no reason given, 6 passed away, and 35 people left because of release from either probation, a provisional appointment, temporary service or because of disciplinary action.

### **Table 3.3 – Transfers**

59 people transferred – 34 -- or 56% -- were minorities. 45 were females.

### **Table 3.4 – Promotions**

122 people promoted – 83 – 68 % were female and 54, or 44% were minorities.

### **Table 4 – Complaint Activity**

The department had 17 sexual harassment/discrimination complaints in 2004 and four are still out-standing. Three were found to have merit, 10 were found to have no merit.

The department uses Senior Personnel Analysts to investigate complaints and estimates that \$61, 200 was the total cost for the 17 complaints. This is not a weighted cost but the hourly rate of a Senior Personnel Analyst.

# **Attachment 10**

**2009 WORKFORCE STATISTICS  
REPORT**

*General Services*

*Mike Morse, Director*

***PREPARED BY:*** Lori Kleczka, Sr. Personnel Analyst, Department of Personnel Services, and Deborah Norman, Sr. Personnel Analyst, EEO Unit

## TABLE OF CONTENTS

|                                                                 |   |
|-----------------------------------------------------------------|---|
| Departmental Diversity Policies and Efforts Questionnaire.....  | 1 |
| Workforce Comparative Analysis - <b>Table 1</b> .....           | 2 |
| Occupational Categories Summary - <b>Table 2</b> .....          | 3 |
| Personnel Actions Report: New Hires - <b>Table 3.1</b> .....    | 4 |
| Personnel Actions Report: Terminations - <b>Table 3.2</b> ..... | 5 |
| Personnel Actions Report: Transfers - <b>Table 3.3</b> .....    | 6 |
| Personnel Actions Report: Promotions - <b>Table 3.4</b> .....   | 7 |
| Discrimination Complaints - <b>Table 4</b> .....                | 8 |

## **DIVERSITY POLICIES AND EFFORTS QUESTIONNAIRE**

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

The Department of General Services provides a variety of support services to Sacramento County departments. The Department of General Services is organized into 3 operating divisions: Facility Services; Fleet Services, including Parking Enterprise and Administration/Support Services:

The Department of General Services is part of the Internal Services Agency and reports to the Internal Services Agency Administrator.

### **DIVISION RESPONSIBILITIES**

Administration provides centralized administrative support services in several key areas: Accounting, Budget/Fiscal, Environmental Compliance, and Information Technology. The division provides financial control services, information technology support and provides general administrative support.

Facility Services consists of four Facility Maintenance and Operations Districts which provide for the maintenance, remodeling, repair and security of County facilities.

Fleet Services purchases and repairs County owned light and heavy vehicles and equipment.

Contract and Purchasing Services provides purchasing support to all County departments.

Parking provides basic parking services to the public and County employees.

Support Services provides a variety of services to all County Departments. These Services include: printing, mail delivery, records management and retention, surplus property storage, internal recycling, and scanning services.

- (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);

The department follows Civil Service Rules and County policy to ensure that employment is based upon merit principles; that appointment to a position in the Civil Service shall be made

to a person who is qualified and available to perform that particular position; and that determination of qualifications shall be based upon competitive examination for the position.

Further, the department fully supports the doctrine that the county will employ the best-qualified person reasonably available; that the tenure of every employee will be based upon demonstrated need for the work performed, availability of funds, faithful effective performance, and continuing fitness for his or her position; and that each employee will be encouraged, trained, and developed to assure optimum performance.

The department encourages and practices the hiring of student interns to provide them with experience working in their field of study and to encourage continuing employment with Sacramento County upon completion of their course of study.

In the past the department has created training and development (T&D) assignments utilizing authority granted under section 21-J (Training and Development) of the Sacramento County Charter. The T&D assignments have provided employees the opportunity to gain experience and training to qualify for jobs outside of their career field or in a different job class or field, to allow employees to temporarily transfer employees from one classification to another in order for the employees to gain training and experience which would help them successfully test for permanent placement in the new classification.

In order to assure compliance with Civil Service policies listed above, we follow the administrative requirements stated in Civil Service Rules, Section 7; as well as Sacramento County Code, Chapter 2.78 (Personnel Ordinance). The department also follows requirements spelled out in various labor agreements.

The department also works with the County EEO Office to ensure the department complies with Equal Opportunity Reporting requirements and best practices recommended by the EEOC.

To maximize our internal and external community presence, we maintain Internet and County Intranet web presence. We also refer applicants to the Department of Personnel Services website which promotes the county's equal opportunity employment practices.

- (3) 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.)

## EMPLOYEE DEVELOPMENT

The department offers training in Model-Netics as an employee development tool to personnel throughout the department. The Basic Course in Model-Netics is composed of 151 management models that function as guides to thought and action. The basic training

program takes about 20 weeks to complete, and provides participants with an understanding of management concepts and practices as well as a common understanding of how organizations work. The department has two employees on staff trained to be Model-Netics instructors enabling the department to continue the program which was started four years ago. The department plans to continue offering this course although the program may be somewhat reduced by budget constraints.

The department uses an automated Performance Enhancement Program (PEP) to bring consistent and regular performance reviews to the department's employees. DGS's managers and supervisors use PEP as a tool in the development of their employees. Using PEP, supervisors provide constructive feedback on how to improve performance for job or career advancement and to initiate dialogue on future growth and development goals.

The department provides training opportunities within the department and encourages our employees to participate in County-wide training opportunities. We are committed to the Sacramento County workforce vision "To build and maintain a workplace environment that will attract, develop, retain and value our employees."

## PROMOTIONAL OPPORTUNITIES

### Posting of Job Opportunities

Administration receives notice of all promotional opportunities County-wide and disseminates the information via e-mail and postings. Department vacancy announcements are disseminated by e-mail and posted on bulletin boards.

Divisions are encouraged to make internal and external flyers announcing positions within the department. Vacant position reports are shared with all division chiefs, who in turn share the information with supervisors and managers for further dissemination to staff members.

The department offers the opportunity of an exit interview to employees leaving county service or transferring to other departments to help identify if there is a perceived lack of promotional opportunities.

## GENERAL TRAINING OPPORTUNITIES

The department utilizes outside training offered by National Seminars Group and Fred Pryor to provide its employees training in subjects such as communication and conflict management. Employees are also sent to classes offered internally by the Office of Communication and Information Technology (OCIT) to build their computer skills.

Employees are given departmental time to attend County and Managed Health Network (MHN) sponsored classes on budget, inter-personal skills, and career advancement topics such as resume writing and interviewing. Department employees are also encouraged to

attend County Application Supplement training which focuses on how to fill out county applications and answer supplemental questions when it is periodically offered by the County's Training and Development Department.

The department also provides technical training to many of its employees in its Fleet Services Division through outside companies such as PEMA, Automotive Training Authority and Automotive Training Group. Employees in the trades receive training through NTT and Lewellyn on topics such electrical, engineering, boilers and combustion.

The department also encourages its employees to use the County's Education Reimbursement program which reimburses employees for up to \$1,200 per year for education expenses.

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

The department fully utilizes Civil Service Commission rules, along with personnel policies and procedures developed by the Personnel Services Department to create a workforce representative of county demographics. We look for innovative ways to develop policies that meet the county's EEO program and service delivery methods to achieve workforce diversity by interviewing all available candidates for open positions within the department. We have analyzed our underutilization and/or inequities in the county workforce and actively encourage our supervisors to interview and select the most qualified candidates for these positions.

In order to achieve these goals, we rely heavily on making our department more "reachable" and "understandable" to the local community, both internally and externally, by maintaining a presence on the Internet and Intranet. Department information on both the Intranet and Internet is accessible and complies with County accessibility standards.

- (5) 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)

General Services maintains a website in an effort to increase awareness of the Department in the community. Advertising in community newspapers and the County's website communicate our commitment to EEO. The Department offers information in alternate formats and ensures that its facilities are accessible.

Parking is the only General Services division which provides services directly to the public. The Parking Division delivers services across all sections of the community and makes efforts to make its facilities and services accessible.

- (6) For complaints reported in Table 4, if there were any with a finding of *merit*, 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

None of the complaints filed during the reporting period were found to have merit.

- (7) For all complaints in Table 4, please provide the *weighted* costs for departmental staff to investigate the complaint, and legal costs, if any.

This information is not available.

**TABLE 1**  
**WORKFORCE COMPARATIVE ANALYSIS**

|                     | <b>Workforce Composition</b>       |                                                         |        |                                                     |        |
|---------------------|------------------------------------|---------------------------------------------------------|--------|-----------------------------------------------------|--------|
|                     | <b>2000<br/>Census<sup>1</sup></b> | <b>2008 Sacramento<br/>County Workforce<sup>2</sup></b> |        | <b>General Services<br/>2009 Report<sup>3</sup></b> |        |
|                     | %                                  | #                                                       | %      | #                                                   | %      |
| Native American     | 0.9%                               | 158                                                     | 1.2%   | 11                                                  | 2.3%   |
| Asian Indian        | 0.6%                               | 294                                                     | 2.2%   | 10                                                  | 2.1%   |
| African American    | 9.3%                               | 1668                                                    | 12.3%  | 44                                                  | 9.1%   |
| Caucasian           | 69.6%                              | 7952                                                    | 58.9%  | 313                                                 | 64.7%  |
| Chinese             | 5.3%                               | 885                                                     | 6.6%   | 13                                                  | 2.7%   |
| Filipino            | 0.9%                               | 472                                                     | 3.5%   | 29                                                  | 6.0%   |
| Japanese            | 1.3%                               | 178                                                     | 1.3%   | 5                                                   | 1.0%   |
| Hispanic            | 11.7%                              | 1818                                                    | 13.5%  | 54                                                  | 11.2%  |
| Polynesian          | 0.4%                               | 86                                                      | 0.6%   | 5                                                   | 1.0%   |
| <b>Total</b>        | 100.0%                             | 13511                                                   | 100.0% | 484                                                 | 100.0% |
| Min. Representation | 30.4%                              | 5559                                                    | 41.1%  | 171                                                 | 35.3%  |
| Fem. Representation | 51.06%                             | 7175                                                    | 53.1%  | 83                                                  | 17.1%  |

**TABLE 1**

<sup>1</sup> Sacramento County Area

<sup>2</sup> Employed by County of Sacramento as of pay period 13, ending 06/21/08.

<sup>3</sup> The numbers are from pay-period 13, ending 6/21/08.

**TABLE 2**  
**OCCUPATIONAL CATEGORIES COMPARISON**  
**BETWEEN 2008 AND 2009**

| Occupational Categories               |   | Minority Females |        | Minority Males |        | Minority Total |        | Female Total |        | Total Employees |        |
|---------------------------------------|---|------------------|--------|----------------|--------|----------------|--------|--------------|--------|-----------------|--------|
|                                       |   | 2008*            | 2009** | 2008*          | 2009** | 2008*          | 2009** | 2008*        | 2009** | 2008*           | 2009** |
| Officials                             | # | 0                | 0      | 0              | 0      | 0              | 0      | 0            | 0      | 1               | 1      |
|                                       | % | 0.0%             | 0.0%   | 0.0%           | 0.0%   | 0.0%           | 0.0%   | 0.0%         | 0.0%   | 100.0%          | 100.0% |
| Administrative Services               | # | 1                | 2      | 2              | 3      | 3              | 5      | 11           | 10     | 29              | 27     |
|                                       | % | 3.4%             | 7.4%   | 6.9%           | 11.1%  | 10.3%          | 18.5%  | 37.9%        | 37.0%  | 100.0%          | 100.0% |
| Fiscal & Systems Services             | # | 3                | 4      | 2              | 3      | 5              | 7      | 18           | 19     | 25              | 28     |
|                                       | % | 12.0%            | 14.3%  | 8.0%           | 10.7%  | 20.0%          | 25.0%  | 72.0%        | 67.9%  | 100.0%          | 100.0% |
| Office & Facility Support             | # | 8                | 8      | 12             | 12     | 20             | 20     | 18           | 19     | 55              | 56     |
|                                       | % | 14.5%            | 14.3%  | 21.8%          | 21.4%  | 36.4%          | 35.7%  | 32.7%        | 33.9%  | 100.0%          | 100.0% |
| Community Services                    | # |                  |        |                |        |                |        |              |        |                 |        |
|                                       | % |                  |        |                |        |                |        |              |        |                 |        |
| Health Services                       | # | 2                | 2      | 0              | 0      | 2              | 2      | 2            | 2      | 2               | 2      |
|                                       | % | 100.0%           | 100.0% | 0.0%           | 0.0%   | 100.0%         | 100.0% | 100.0%       | 100.0% | 100.0%          | 100.0% |
| Protective & Regulatory Services      | # | 3                | 3      | 15             | 14     | 18             | 17     | 3            | 4      | 29              | 30     |
|                                       | % | 10.3%            | 10.0%  | 51.7%          | 46.7%  | 62.1%          | 56.7%  | 10.3%        | 13.3%  | 100.0%          | 100.0% |
| Social Services                       | # |                  |        |                |        |                |        |              |        |                 |        |
|                                       | % |                  |        |                |        |                |        |              |        |                 |        |
| Technical Services                    | # | 2                | 2      | 0              | 0      | 2              | 2      | 2            | 2      | 4               | 4      |
|                                       | % | 50.0%            | 50.0%  | 0.0%           | 0.0%   | 50.0%          | 50.0%  | 50.0%        | 50.0%  | 100.0%          | 100.0% |
| Skilled Crafts & Maintenance Services | # | 21               | 21     | 91             | 97     | 112            | 118    | 29           | 27     | 325             | 336    |
|                                       | % | 6.5%             | 6.3%   | 28.0%          | 28.9%  | 34.5%          | 35.1%  | 8.9%         | 8.0%   | 100.0%          | 100.0% |
| Total                                 | # | 40               | 42     | 122            | 129    | 162            | 171    | 83           | 83     | 470             | 484    |
|                                       | % | 8.5%             | 8.7%   | 26.0%          | 26.7%  | 34.5%          | 35.3%  | 17.7%        | 17.1%  | 100.0%          | 100.0% |

**TABLE 2**

\*The numbers are from pay-period 13 ending June 23, 2007

\*\*The numbers are from pay-period 13 ending June 21, 2008

**TABLE 3.1**  
**Personnel Action Report**  
**NEW HIRES**  
**(From 01/01/2008 to 12/31/2008)**

| NEW HIRES              | NUMBER | PERCENTAGE<br>OF TOTAL |
|------------------------|--------|------------------------|
| TOTAL FEMALES HIRED    | 2      | 9%                     |
| TOTAL MALES HIRED      | 20     | 91%                    |
| TOTAL MINORITIES HIRED | 7      | 32%                    |
| TOTAL CAUCASIANS HIRED | 15     | 68%                    |
| TOTAL EMPLOYEES HIRED  | 22     | 100%                   |

**COMMENTS FOR TABLE 3.1**

---



---



---



---



---



---



---



---

**TABLE 3.2**  
**Personnel Action Report**  
**TERMINATIONS**  
**(From 01/01/2008 to 12/31/2008)**

| TERMINATIONS                | NUMBER | PERCENTAGE<br>OF TOTAL |
|-----------------------------|--------|------------------------|
| TOTAL FEMALES TERMINATED    | 6      | 33%                    |
| TOTAL MALES TERMINATED      | 12     | 67%                    |
| TOTAL MINORITIES TERMINATED | 8      | 44%                    |
| TOTAL CAUCASIANS TERMINATED | 10     | 56%                    |
| TOTAL EMPLOYEES TERMINATED  | 18     | 100%                   |

| REASON TERMINATED                                                         | NUMBER | PERCENTAGE<br>OF TOTAL |
|---------------------------------------------------------------------------|--------|------------------------|
| RETIRED                                                                   | 9      | 50%                    |
| NEW JOB OUTSIDE OF COUNTY                                                 | 2      | 11%                    |
| RELOCATED                                                                 | 0      | 0                      |
| EMPLOYEE INITIATED / NO REASON GIVEN                                      | 3      | 17%                    |
| DECEASED                                                                  | 0      | 0                      |
| OTHER / PLEASE LIST: 2 probationary releases, 2 disciplinary terminations | 4      | 22%                    |

**COMMENTS FOR TABLE 3.2**

---



---



---



---



---



---



---



---

**TABLE 3.3**  
**Personnel Action Report**  
**TRANSFERS**  
**(From 01/01/2008 to 12/31/2008)**

| <b>TRANSFERS</b>             | <b>NUMBER</b> | <b>PERCENTAGE<br/>OF TOTAL</b> |
|------------------------------|---------------|--------------------------------|
| TOTAL FEMALES TRANSFERRED    | 2             | 33%                            |
| TOTAL MALES TRANSFERRED      | 4             | 67%                            |
| TOTAL MINORITIES TRANSFERRED | 3             | 50%                            |
| TOTAL CAUCASIANS TRANSFERRED | 3             | 50%                            |
| TOTAL EMPLOYEES TRANSFERRED  | 6             | 100%                           |

**COMMENTS FOR TABLE 3.3**

---



---



---



---



---



---



---



---

**TABLE 3.4**  
**Personnel Action Report**  
**PROMOTIONS**  
**(From 01/01/2008 to 12/31/2008)**

| PROMOTIONS                | NUMBER | PERCENTAGE<br>OF TOTAL |
|---------------------------|--------|------------------------|
| TOTAL FEMALES PROMOTED    | 1      | 10%                    |
| TOTAL MALES PROMOTED      | 9      | 90%                    |
| TOTAL MINORITIES PROMOTED | 6      | 60%                    |
| TOTAL CAUCASIANS PROMOTED | 4      | 40%                    |
| TOTAL EMPLOYEES PROMOTED  | 10     | 100%                   |

**COMMENTS FOR TABLE 3.4**

---



---



---



---



---



---



---



---

**TABLE 4**  
**Discrimination/Harassment Complaint Activity**  
**(January 1, 2008 through December 31, 2008)**

*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    |
|-------------------------------------|----------|----------|-------------|----------|----------------------|----------|-------------|----------|--------------|----------|----------|
|                                     | Merit    | No Merit | Insuff Evid | On-going | Merit                | No Merit | Insuff Evid | On-going | Closed       | On-going |          |
| Age                                 |          |          |             |          |                      |          |             |          |              |          |          |
| Disability/Medical Condition        |          |          |             |          |                      |          |             |          |              |          |          |
| Marital Status                      |          |          |             |          |                      |          |             |          |              |          |          |
| Pregnancy                           |          |          |             |          |                      |          |             |          |              |          |          |
| Political Affiliation or Beliefs    |          |          |             |          |                      |          |             |          |              |          |          |
| Race/Color/National Origin/Ancestry |          |          |             | C        |                      |          |             |          | A            |          | 2        |
| Religion                            |          |          |             |          |                      |          |             |          |              |          |          |
| Retaliation                         |          |          | D           | C        |                      |          |             |          |              |          | 2        |
| Sex                                 |          |          | B           |          |                      |          |             |          |              |          | 1        |
| Sexual Orientation                  |          |          |             |          |                      |          |             |          |              |          |          |
| <b>TOTAL</b>                        |          |          | 2           | 2        |                      |          |             |          | 1            |          | <b>5</b> |

Note: Use an alpha to represent each complaint.  
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..

# **Attachment 11**

**2013 ANNUAL  
WORKFORCE STATISTICS REPORT**

*Sanitation Districts Agency*

*Prabhakar Somavarapu, Agency Administrator*

***PREPARED BY:*** Mark Galimba, Senior Personnel Analyst  
Bradshaw HR Service Team  
Ellen Humphrey, Personnel Technician, EEO Unit

## TABLE OF CONTENTS

|                                                                 |   |
|-----------------------------------------------------------------|---|
| Departmental Diversity Policies and Efforts Questionnaire.....  | 1 |
| Workforce Comparative Analysis - <b>Table 1</b> .....           | 2 |
| Occupational Categories Summary - <b>Table 2</b> .....          | 3 |
| Personnel Actions Report: Hiring - <b>Table 3.1</b> .....       | 4 |
| Personnel Actions Report: Terminations - <b>Table 3.2</b> ..... | 5 |
| Personnel Actions Report: Transfers - <b>Table 3.3</b> .....    | 6 |
| Personnel Actions Report: Promotions - <b>Table 3.4</b> .....   | 7 |
| Discrimination Complaints - <b>Table 4</b> .....                | 8 |

## **DIVERSITY POLICIES AND EFFORTS QUESTIONNAIRE**

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

**The County of Sacramento Sanitation Districts Agency (SDA) provides the workforce that staffs the Sacramento Area Sewer District and the Sacramento Regional County Sanitation District.**

**The Sacramento Area Sewer District (SASD) is a sewer utility providing service to more than one million people in the Sacramento region, including the unincorporated areas of Sacramento County, the cities of Citrus Heights, Rancho Cordova, and Elk Grove, as well as portions of the cities of Folsom and Sacramento. We serve residential, commercial and industrial customers.**

**SASD owns and operates thousands of miles of lower lateral and main line pipes and is responsible for the day-to-day operations and maintenance of these sewer pipes. Once collected in our system, sewage flows into the Sacramento Regional County Sanitation District interceptor system, where it is conveyed to the Sacramento Regional Wastewater Treatment Plant near Elk Grove.**

**SASD was formed in 1978, and is governed by a 10-member Board of Directors representing the various jurisdictions within its service area.**

**The Sacramento Regional County Sanitation District (Regional San) provides regional wastewater conveyance and treatment services to residential, industrial and commercial customers throughout unincorporated Sacramento County; the cities of Citrus Heights, Elk Grove, Folsom, Rancho Cordova, Sacramento and West Sacramento; and the communities of Courtland and Walnut Grove. The wastewater travels through 168 miles of interceptor pipelines to the Sacramento Regional Wastewater Treatment Plant in Elk Grove, where approximately 150 million gallons of wastewater are treated each day and safely discharged into the Sacramento River.**

**Regional San was formed in 1973, and in 1982 the Sacramento Regional Wastewater Treatment Plant began service. Regional San is governed by a 17-member Board of Directors representing the jurisdictions in the contributing agencies served by Regional San.**

(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 & develop assignments, etc);

**The Agency complies with the guidelines provided in the Civil Service Rules regarding interviewing and appointment from lists.**

**The Agency currently provides At-A-Glance training and literature for hiring managers and supervisors. These include: Interviewing and Making a Selection, Documenting your Selection, Hiring an Intern, Welcoming and Orientating a New Employee, and conducting performance evaluations. Providing this type of training ensures a standard for interviewing, selecting, and evaluating candidates.**

- (3) 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 Department has collaborated with the Leadership and Organizational Development Office in presenting the Leadership Development series, and with coordinating training activities for the “Supervisor Academy” and “Facilitation Training” workshops. These training classes are beneficial for promotion and career advancement opportunities.**

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

**The County requires that all employees attend diversity training. All Lead, supervisory and management employees are required to take Sexual Harassment and Discrimination Prevention (AB1825), while all other employees attend the Mutual Respect in the Workplace training.**

- (5) 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 Agency works to support two independent sewer districts in their efforts to provide wastewater-related services to the residents of Sacramento and Yolo counties. The Agency works to support the employees assigned to the Districts in order to provide safe, efficient and environmentally beneficial services to the Districts’ customers.**

- (6) For complaints reported in Table 4, if there were any with a finding of *merit*, 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.

**TABLE 1**  
**WORKFORCE COMPARATIVE ANALYSIS**

| <i>ETHNICITY</i>                      | Census Data |        | Workforce Composition |        |          |        | Workforce Composition |      |                 |        |
|---------------------------------------|-------------|--------|-----------------------|--------|----------|--------|-----------------------|------|-----------------|--------|
|                                       | 2000        | 2010   | County of Sacramento  |        |          |        | SEWER DISTRICT AGENCY |      |                 |        |
|                                       |             |        | 2007 (1)              |        | 2012 (2) |        | 2008 Report (3)       |      | 2013 Report (4) |        |
|                                       | %           | %      | #                     | %      | #        | %      | #                     | %    | #               | %      |
| <b>American Indian/Alaskan Native</b> | 0.9%        | 1.3%   | 152                   | 1.2%   | 127      | 1.2%   | n/a                   | 0.0% | 10              | 1.5%   |
| <b>Asian/Pacific Islander</b>         | 8.1%        | 13.6%  | 1,793                 | 13.7%  | 1,579    | 14.7%  | n/a                   | 0.0% | 87              | 12.8%  |
| <b>Black/African American</b>         | 9.3%        | 10.5%  | 1,607                 | 12.3%  | 1,295    | 12.0%  | n/a                   | 0.0% | 35              | 5.2%   |
| <b>Hispanic/Latino</b>                | 11.7%       | 17.9%  | 1,740                 | 13.3%  | 1,485    | 13.8%  | n/a                   | 0.0% | 87              | 12.8%  |
| <b>White/Non-Hispanic</b>             | 69.6%       | 51.4%  | 7,769                 | 59.5%  | 6,100    | 56.7%  | n/a                   | 0.0% | 449             | 66.1%  |
| <b>2 or More Races</b>                | n/a         | 4.4%   | 0                     | 0.0%   | 171      | 1.6%   | n/a                   | 0.0% | 11              | 1.6%   |
| <b>Total</b>                          | 100.0%      | 100.0% | 13,061                | 100.0% | 10,757   | 100.0% | n/a                   | 0.0% | 679             | 100.0% |
| <b>Minority Representation</b>        | 30.4%       | 48.6%  | 5,292                 | 40.5%  | 4,657    | 43.3%  | n/a                   | 0.0% | 230             | 33.9%  |
| <b>Female Representation</b>          | 51.1%       | 50.8%  | 6,890                 | 52.8%  | 5,567    | 51.8%  | n/a                   | 0.0% | 149             | 21.9%  |

<sup>1</sup> Sacramento County Workforce as of pay period 26 ending 12/22/2007

<sup>2</sup> Sacramento County Workforce as of pay period 26 ending 12/15/2012

<sup>3</sup> Employed by County of Sacramento as of pay period 26 ending 12/22/2007

<sup>4</sup> Employed by County of Sacramento as of pay period 26 ending 12/15/2012

**TABLE 2**  
**JOB CATEGORIES COMPARISON**  
**BETWEEN 2012 AND 2013 REPORTS**

| JOB Categories<br><i>REPORT:</i> |   | Minority Females |        | Minority Males |        | Minority Total |        | Female Total |        | Total Employees |        |
|----------------------------------|---|------------------|--------|----------------|--------|----------------|--------|--------------|--------|-----------------|--------|
|                                  |   | 2012*            | 2013** | 2012*          | 2013** | 2012*          | 2013** | 2012*        | 2013** | 2012*           | 2013** |
| 1. Officials/Administrators      | # | 6                | 6      | 9              | 9      | 15             | 15     | 23           | 21     | 67              | 64     |
|                                  | % | 9.0%             | 9.4%   | 13.4%          | 14.1%  | 22.4%          | 23.4%  | 34.3%        | 32.8%  | 100.0%          | 100.0% |
| 2. Professionals                 | # | 33               | 34     | 38             | 40     | 71             | 74     | 63           | 68     | 170             | 176    |
|                                  | % | 19.4%            | 19.3%  | 22.4%          | 22.7%  | 41.8%          | 42.0%  | 37.1%        | 38.6%  | 100.0%          | 100.0% |
| 3. Technicians                   | # | 19               | 18     | 17             | 17     | 36             | 35     | 31           | 28     | 95              | 90     |
|                                  | % | 20.0%            | 20.0%  | 17.9%          | 18.9%  | 37.9%          | 38.9%  | 32.6%        | 31.1%  | 100.0%          | 100.0% |
| 4. Protective Services           | # |                  |        |                |        |                |        |              |        |                 |        |
|                                  | % |                  |        |                |        |                |        |              |        |                 |        |
| 5. Para-Professionals            | # | 0                | 0      | 1              | 1      | 1              | 1      | 3            | 2      | 6               | 4      |
|                                  | % | 0.0%             | 0.0%   | 16.7%          | 25.0%  | 16.7%          | 25.0%  | 50.0%        | 50.0%  | 100.0%          | 100.0% |
| 6. Office/Clerical Workers       | # | 6                | 6      | 7              | 6      | 13             | 12     | 27           | 26     | 39              | 37     |
|                                  | % | 15.4%            | 16.2%  | 17.9%          | 16.2%  | 33.3%          | 32.4%  | 69.2%        | 70.3%  | 100.0%          | 100.0% |
| 7. Skilled Craft Workers         | # | 1                | 1      | 87             | 91     | 88             | 92     | 5            | 4      | 301             | 307    |
|                                  | % | 0.3%             | 0.3%   | 28.9%          | 29.6%  | 29.2%          | 30.0%  | 1.7%         | 1.3%   | 100.0%          | 100.0% |
| 8. Service Maintenance           | # | 0                | 0      | 1              | 1      | 1              | 1      | 0            | 0      | 2               | 1      |
|                                  | % | 0.0%             | 0.0%   | 50.0%          | 100.0% | 50.0%          | 100.0% | 0.0%         | 0.0%   | 100.0%          | 100.0% |
| Total                            | # | 65               | 65     | 160            | 165    | 225            | 230    | 152          | 149    | 680             | 679    |
|                                  | % | 9.6%             | 9.6%   | 23.5%          | 24.3%  | 33.1%          | 33.9%  | 22.4%        | 21.9%  | 100.0%          | 100.0% |

**TABLE 2**

\* The numbers for the 2012 Report are taken from pay period 01 ending December 31, 2011.

\*\* The numbers for the 2013 Report are taken from pay period 26 ending December 15, 2012.

**TABLE 3.1**  
**Personnel Actions Report**  
**HIRING – Permanent Position Employees**  
**(From 01/01/2012 to 12/31/2012)**

| NEW HIRES                 | NUMBER | PERCENTAGE<br>OF TOTAL |
|---------------------------|--------|------------------------|
| TOTAL FEMALES HIRED       | 4      | 20%                    |
| TOTAL MALES HIRED         | 16     | 80%                    |
| TOTAL MINORITIES HIRED    | 4      | 20%                    |
| TOTAL CAUCASIANS HIRED    | 16     | 80%                    |
| TOTAL NEW EMPLOYEES HIRED | 20     | 100%                   |

| RE-HIRES                  | NUMBER | PERCENTAGE<br>OF TOTAL |
|---------------------------|--------|------------------------|
| TOTAL FEMALES RE-HIRED    | 1      | 100%                   |
| TOTAL MALES RE-HIRED      | 0      | 0%                     |
| TOTAL MINORITIES RE-HIRED | 0      | 0%                     |
| TOTAL CAUCASIANS RE-HIRED | 1      | 100%                   |
| TOTAL EMPLOYEES RE-HIRED  | 1      | 100%                   |

**COMMENTS FOR TABLE 3.1**

---



---



---



---



---



---



---

**TABLE 3.2**  
**Personnel Action Report**  
**TERMINATIONS – Permanent Position Employees**  
**(From 01/01/2012 to 12/31/2012)**

| TERMINATIONS                | NUMBER | PERCENTAGE<br>OF TOTAL |
|-----------------------------|--------|------------------------|
| TOTAL FEMALES TERMINATED    | 8      | 23%                    |
| TOTAL MALES TERMINATED      | 27     | 77%                    |
| TOTAL MINORITIES TERMINATED | 8      | 23%                    |
| TOTAL CAUCASIANS TERMINATED | 27     | 77%                    |
| TOTAL EMPLOYEES TERMINATED  | 35     | 100%                   |

| REASON TERMINATED                                             | Number | % of<br>Total | # of<br>Female | # of<br>Minority |
|---------------------------------------------------------------|--------|---------------|----------------|------------------|
| RETIRED OR DISABILITY RETIREMENT                              | 23     | 66%           | 5              | 5                |
| RESIGN OTHER EMPLOYMENT                                       | 2      | 6%            | 1              | 1                |
| EMPLOYEE INITIATED / NO REASON GIVEN                          | 5      | 14%           | 1              | 2                |
| DECEASED                                                      | 0      | 0%            | 0              | 0                |
| LAID OFF/REDUCTION IN FORCE                                   | 0      | 0%            | 0              | 0                |
| DISCIPLINARY, PENDING DISCIPLINE OR<br>RELEASE FROM PROBATION | 4      | 11%           | 0              | 0                |
| AUTOMATIC RESIGNATION                                         | 1      | 3%            | 1              | 0                |
| OTHER– Please list:                                           | 0      | 0%            | 0              | 0                |
| Totals:                                                       | 35     | 100%          | 8              | 8                |

**COMMENTS FOR TABLE 3.2**

---



---



---



---



---

**TABLE 3.3**  
**Personnel Action Report**  
**TRANSFERS OUT – Permanent Position Employees**  
**(From 01/01/2012 to 12/31/2012)**

| TRANSFERS                  | NUMBER | PERCENTAGE<br>OF TOTAL |
|----------------------------|--------|------------------------|
| TOTAL FEMALE TRANSFERS     | 0      | 0%                     |
| TOTAL MALE TRANSFERS       | 0      | 0%                     |
| TOTAL MINORITY TRANSFERS   | 0      | 0%                     |
| TOTAL CAUCASIANS TRANSFERS | 0      | 0%                     |
| TOTAL EMPLOYEE TRANSFERS   | 0      | 0%                     |

**COMMENTS FOR TABLE 3.3**

---



---



---



---



---



---



---



---

**TABLE 3.4**  
**Personnel Action Report**  
**PROMOTIONS/DEMOTIONS - Permanent Positions**  
**(From 01/01/2012 to 12/31/2012)**

| PROMOTIONS                 | NUMBER | PERCENTAGE<br>OF TOTAL |
|----------------------------|--------|------------------------|
| TOTAL FEMALE PROMOTIONS    | 8      | 23%                    |
| TOTAL MALE PROMOTIONS      | 27     | 77%                    |
| TOTAL MINORITY PROMOTIONS  | 8      | 23%                    |
| TOTAL CAUCASIAN PROMOTIONS | 27     | 77%                    |
| TOTAL EMPLOYEE PROMOTIONS  | 35     | 100%                   |

| DEMOTIONS                 | NUMBER | PERCENTAGE<br>OF TOTAL |
|---------------------------|--------|------------------------|
| TOTAL FEMALE DEMOTIONS    | 0      | 0%                     |
| TOTAL MALE DEMOTIONS      | 0      | 0%                     |
| TOTAL MINORITY DEMOTIONS  | 0      | 0%                     |
| TOTAL CAUCASIAN DEMOTIONS | 0      | 0%                     |
| TOTAL EMPLOYEE DEMOTIONS  | 0      | 100%                   |

**COMMENTS FOR TABLE 3.4**

---



---



---



---



---



---



---



---

**TABLE 4**  
**Discrimination/Harassment Complaint Activity**  
**(From 01/01/2012 to 12/31/2012)**

*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. |
|-------------------------------------|----------|----------|-------------|----------|----------------------|----------|-------------|----------|--------------|----------|----------------|
|                                     | Merit    | No Merit | Insuff Evid | On-going | Merit                | No Merit | Insuff Evid | On-going | Closed       | On-going |                |
| Age                                 |          |          |             |          |                      |          |             |          |              |          |                |
| Disability/Medical Condition        |          |          |             |          |                      |          |             |          |              | C        | 1              |
| Marital Status                      |          |          |             |          |                      |          |             |          |              |          |                |
| Pregnancy                           |          |          |             |          |                      |          |             |          |              |          |                |
| Political Affiliation or Beliefs    |          |          |             |          |                      |          |             |          |              |          |                |
| Race/Color/National Origin/Ancestry |          |          |             |          |                      |          |             |          |              |          |                |
| Religion                            |          |          |             |          |                      |          |             |          |              |          |                |
| Retaliation                         |          | A,B      |             |          |                      |          |             |          | D            | C        | 4              |
| Sex                                 |          |          |             |          |                      |          |             |          |              | C        | 1              |
| Sexual Orientation                  |          |          |             |          |                      |          |             |          |              |          |                |
| <b>TOTAL Allegations:</b>           |          | 2        |             |          |                      |          |             |          | 1            | 3        | <b>6</b>       |

Note: Use an alpha to represent each complaint. **(SDA HAD A TOTAL OF 4 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..

# **Attachment 12**

**2018 ANNUAL  
WORKFORCE STATISTICS REPORT**

***AIRPORTS***

***John Wheat, Director***

***PREPARED BY:*** Kelly Stephan, Personnel Analyst, West Team  
Ellen Humphrey, Personnel Technician, EEO Unit

## TABLE OF CONTENTS

|                                                                         |   |
|-------------------------------------------------------------------------|---|
| Departmental Diversity Policies and Efforts Questionnaire .....         | 1 |
| Workforce Comparative Analysis - <b>Table 1</b> .....                   | 2 |
| Job Categories Summary - <b>Table 2</b> .....                           | 3 |
| Personnel Actions Report: Hires/Rehires - <b>Table 3.1</b> .....        | 4 |
| Personnel Actions Report: Terminations - <b>Table 3.2</b> .....         | 5 |
| Personnel Actions Report: Transfers Out - <b>Table 3.3</b> .....        | 6 |
| Personnel Actions Report: Promotions/Demotions - <b>Table 3.4</b> ..... | 7 |
| Discrimination Complaints - <b>Table 4</b> .....                        | 8 |

## **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 Sacramento County Department of Airports (Department) is responsible for the management and operation of the Sacramento County Airport System (County Airport System), consisting of Sacramento International Airport, Executive Airport, Mather Airport, and Franklin Field. Sacramento International Airport is the principal air carrier airport and serves the County of Sacramento and the surrounding area. Reliever airports include (1) Executive Airport, a general aviation airport, and (2) Mather Airport which serves as a cargo and general aviation facility. Franklin Field is a general aviation airstrip used mostly for training.

There are 21 sections/divisions within the Department: Accounting, Administration, Aircraft Rescue and Firefighting, Airside Operations, Landside Operations, Security and Communications Center, Parking and Ground Transportation, Operations Administration, General Aviation, Properties, Custodial, IT, Financial Planning and Analysis, Design and Development, Planning and Environment, Marketing and Public Relations, Facilities Management, Airfield Maintenance, Equipment Maintenance, Park Maintenance, and Central Warehouse and Purchasing Support.

- (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 & develop assignments, etc);

The Department advertises job openings in multiple national and local publications that reach a broad population. Specifically, the Department advertises employment opportunities in airport industry media such as Airports Council International-North America (ACI-NA) and the American Association of Airport Executives (AAAE). Internally, the Department provides employment information, such as current County of Sacramento job announcements, to all employees via email and hard copy postings when appropriate. These job announcements are also posted on the County's internet and intranet sites ensuring all Department employees as well as the general public can view them. In addition, our exam interview panels typically include internal, external and minority panel members to ensure diverse representation. As another means of gauging our recruitment and outreach successes, we continue gathering data from applicants to determine where they heard or learned about our vacancies by utilizing NEOGOV's online hiring center.

- (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.

Due to a limited number of hiring opportunities, the Department has not recently participated in job fairs or other community informational events. However, we continue to participate in industry conferences and other professional events for professional development purposes, which provide exposure to a diverse group of potential candidates.

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

All vacancies are advertised on the County website. Additionally, many Department vacancies are advertised on airport industry websites, most notably Airports Council International – North America (ACI-NA) and the American Association of Airport Executives (AAAE). The County has retained the services of ADK Executive Search to replace the Airport Director upon retirement in April, 2018.

- (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 Department of Personnel Services West Team Human Resources staff assists employees in determining the appropriate County career path depending on their experience and aspirations.

The Department has developed training on the County's Education Reimbursement Program to encourage employees to attain the education needed for some promotional opportunities. Department employees have access to the County Training Web Site and the Employment Services Division's Web Site. In addition, the Department has offered opportunities to full time employees to gain additional experience through special projects, training assignments and committee leadership.

The Department continues to work with the County's Employment Services Division to revise class specifications to better create advancement opportunities through a more specific and clear career path. The Human Resources team also collects and reports on exit interview feedback to further improve employee career advancement processes.

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

The Department continues to fully support the County's Equal Employment Opportunity program in creating a workforce representative of the County we serve. The Department strives to achieve that objective through a number of processes. As in years past, our hiring and selection procedures ensure that our employment opportunities are disseminated to a widely diverse population both locally and nationally.

The Department encourages all employees to pursue both personal and professional growth through strong development programs offered through the aviation industry (ACI, AAAE and Others). Additional coaching and leadership training are provided by the County's Training and Organization Development Office.

- (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)

Employees in the Human Resources team are members of various Human Resources and Training Professional Organizations such as SAHRA (Sacramento Area Human Resources Association), SHRM (Society for Human Resources Management), IPMA-HR (International Public Management Association for Human Resources) and ASTD (American Society for Training and Development). Belonging to these organizations allows staff to learn from other local and national organizations about additional methods and resources used in recruiting, retaining employees, career advancement tools, succession planning and other Human Resources related issues. Membership in these organizations has helped us become better informed and active in community activities.

The Department's marketing efforts continue to be designed to reach residents in the Northern California region and beyond. These efforts include advertisements on a broad diversity of radio, billboard ads and online outlets. Our Marketing Division frequently makes special presentations to many different community groups. Department Planners actively seek diverse community participation in our on-going Master Planning efforts. Pre-bid conferences for County contracting opportunities always include outreach to minority and women owned businesses in the community. In addition, we are also seeking to promote greater public transportation options to the Airport such as added (electric) bus service.

- (8) For complaints reported in Table 4, if there were any with a finding of *merit*, 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.

As noted in Table 4, there were no reportable complaints with a finding of merit.

**TABLE 1**  
**WORKFORCE COMPARATIVE ANALYSIS**

| <i>ETHNICITY</i>                        | Census Data | Workforce Composition |        |          |        | Workforce Composition |        |                 |        |
|-----------------------------------------|-------------|-----------------------|--------|----------|--------|-----------------------|--------|-----------------|--------|
|                                         | 2010        | County of Sacramento  |        |          |        | AIRPORTS              |        |                 |        |
|                                         |             | 2012 (1)              |        | 2017 (2) |        | 2013 Report (3)       |        | 2018 Report (4) |        |
|                                         | %           | #                     | %      | #        | %      | #                     | %      | #               | %      |
| <b>2 or More Races</b>                  | 4.4%        | 132                   | 1.2%   | 268      | 2.4%   | 0                     | 0.0%   | 5               | 1.7%   |
| <b>American Indian/Alaskan Native</b>   | 1.3%        | 127                   | 1.2%   | 117      | 1.0%   | 5                     | 1.4%   | 4               | 1.4%   |
| <b>Asian</b>                            | 13.6%       | 1,492                 | 13.9%  | 1,710    | 15.2%  | 50                    | 13.7%  | 44              | 15.2%  |
| <b>Black/African American</b>           | 10.5%       | 1,295                 | 12.1%  | 1,368    | 12.2%  | 47                    | 12.9%  | 32              | 11.1%  |
| <b>Hispanic/Latino</b>                  | 17.9%       | 1,521                 | 14.2%  | 1,836    | 16.3%  | 73                    | 20.1%  | 56              | 19.4%  |
| <b>Native Hawaiian/Pacific Islander</b> | 1.0%        | 83                    | 0.8%   | 113      | 1.0%   | 7                     | 1.9%   | 8               | 2.8%   |
| <b>White/Non-Hispanic</b>               | 51.4%       | 6,094                 | 56.7%  | 5,824    | 51.8%  | 182                   | 50.0%  | 140             | 48.4%  |
| <b>Total</b>                            | 100.0%      | 10,744                | 100.0% | 11,236   | 100.0% | 364                   | 100.0% | 289             | 100.0% |
| <b>Minority Representation</b>          | 48.6%       | 4,650                 | 43.3%  | 5,412    | 48.2%  | 182                   | 50.0%  | 149             | 51.6%  |
| <b>Female Representation</b>            | 50.8%       | 5,560                 | 51.7%  | 5,812    | 51.7%  | 105                   | 28.8%  | 82              | 28.4%  |

<sup>1</sup> Sacramento County Workforce as of pay period 26 ending 12/15/2012

<sup>2</sup> Sacramento County Workforce as of pay period 26 ending 12/23/2017

<sup>3</sup> Employed by County of Sacramento as of pay period 26 ending 12/15/2012

<sup>4</sup> Employed by County of Sacramento as of pay period 26 ending 12/23/2017

**TABLE 2**  
**JOB CATEGORIES COMPARISON**  
**BETWEEN 2017 AND 2018 REPORTS**

| JOB Categories              |   | Minority Females |        | Minority Males |        | Minority Total |        | Female Total |        | Total Employees |        |
|-----------------------------|---|------------------|--------|----------------|--------|----------------|--------|--------------|--------|-----------------|--------|
|                             |   | 2017*            | 2018** | 2017*          | 2018** | 2017*          | 2018** | 2017*        | 2018** | 2017*           | 2018** |
| 1. Officials/Administrators | # | 2                | 2      | 11             | 10     | 13             | 12     | 13           | 12     | 43              | 46     |
|                             | % | 4.7%             | 4.3%   | 25.6%          | 21.7%  | 30.2%          | 26.1%  | 30.2%        | 26.1%  | 100.0%          | 100.0% |
| 2. Professionals            | # | 8                | 9      | 5              | 5      | 13             | 14     | 14           | 19     | 38              | 41     |
|                             | % | 21.1%            | 22.0%  | 13.2%          | 12.2%  | 34.2%          | 34.1%  | 36.8%        | 46.3%  | 100.0%          | 100.0% |
| 3. Technicians              | # | 0                | 1      | 0              | 0      | 0              | 1      | 3            | 2      | 6               | 6      |
|                             | % | 0.0%             | 16.7%  | 0.0%           | 0.0%   | 0.0%           | 16.7%  | 50.0%        | 33.3%  | 100.0%          | 100.0% |
| 4. Protective Services      | # | 0                | 0      | 5              | 4      | 5              | 4      | 0            | 0      | 14              | 14     |
|                             | % | 0.0%             | 0.0%   | 35.7%          | 28.6%  | 35.7%          | 28.6%  | 0.0%         | 0.0%   | 100.0%          | 100.0% |
| 5. Para-Professionals       | # | 0                | 0      | 0              | 0      | 0              | 0      | 1            | 0      | 1               | 0      |
|                             | % | 0.0%             | 0.0%   | 0.0%           | 0.0%   | 0.0%           | 0.0%   | 100.0%       | 0.0%   | 100.0%          | 0.0%   |
| 6. Office/Clerical Workers  | # | 8                | 9      | 10             | 9      | 18             | 18     | 20           | 21     | 40              | 41     |
|                             | % | 20.0%            | 22.0%  | 25.0%          | 22.0%  | 45.0%          | 43.9%  | 50.0%        | 51.2%  | 100.0%          | 100.0% |
| 7. Skilled Craft Workers    | # | 0                | 0      | 17             | 20     | 17             | 20     | 1            | 1      | 34              | 35     |
|                             | % | 0.0%             | 0.0%   | 50.0%          | 57.1%  | 50.0%          | 57.1%  | 2.9%         | 2.9%   | 100.0%          | 100.0% |
| 8. Service Maintenance      | # | 23               | 23     | 56             | 57     | 79             | 80     | 27           | 27     | 108             | 106    |
|                             | % | 21.3%            | 21.7%  | 51.9%          | 53.8%  | 73.1%          | 75.5%  | 25.0%        | 25.5%  | 100.0%          | 100.0% |
| Total                       | # | 41               | 44     | 104            | 105    | 145            | 149    | 79           | 82     | 284             | 289    |
|                             | % | 14.4%            | 15.2%  | 36.6%          | 36.3%  | 51.1%          | 51.6%  | 27.8%        | 28.4%  | 100.0%          | 100.0% |

**TABLE 2**

\* The numbers for the 2017 Report are taken from pay period 26, ending December 24, 2016.

\*\* The numbers for the 2018 Report are taken from pay period 26 ending December 23, 2017.

**TABLE 3.1**  
**Personnel Actions Report**  
**HIRES/RE-HIRES - Permanent Position Employees**  
**(From 01/01/2017 to 12/31/2017)**

| <b>NEW HIRES</b>                 | <b>FEMALE</b> | <b>%</b>     | <b>MALE</b> | <b>%</b>     | <b>TOTAL</b> | <b>%</b>      |
|----------------------------------|---------------|--------------|-------------|--------------|--------------|---------------|
| White                            | 2             | 9.0%         | 13          | 57.0%        | 15           | 65.0%         |
| American Indian/Alaskan Native   |               | 0.0%         |             | 0.0%         |              | 0.0%          |
| Asian                            | 2             | 9.0%         | 2           | 9.0%         | 4            | 17.0%         |
| Black                            |               | 0.0%         | 1           | 4.0%         | 1            | 4.0%          |
| Native Hawaiian/Pacific Islander |               | 0.0%         |             | 0.0%         |              | 0.0%          |
| 2 or More Races                  |               | 0.0%         |             | 0.0%         |              | 0.0%          |
| Hispanic                         | 1             | 4.0%         | 2           | 9.0%         | 3            | 18.0%         |
| <b>TOTAL NEW HIRES</b>           | <b>5</b>      | <b>22.0%</b> | <b>18</b>   | <b>78.0%</b> | <b>23</b>    | <b>100.0%</b> |
| <b>TOTAL MINORITY HIRES</b>      | <b>3</b>      | <b>13.0%</b> | <b>5</b>    | <b>22.0%</b> | <b>8</b>     | <b>35.0%</b>  |

| <b>NEW RE-HIRES</b>              | <b>FEMALE</b> | <b>%</b>    | <b>MALE</b> | <b>%</b>      | <b>TOTAL</b> | <b>%</b>      |
|----------------------------------|---------------|-------------|-------------|---------------|--------------|---------------|
| White                            |               | 0.0%        |             | 0.0%          |              | 0.0%          |
| American Indian/Alaskan Native   |               | 0.0%        |             | 0.0%          |              | 0.0%          |
| Asian                            |               | 0.0%        |             | 0.0%          |              | 0.0%          |
| Black                            |               | 0.0%        |             | 0.0%          |              | 0.0%          |
| Native Hawaiian/Pacific Islander |               | 0.0%        |             | 0.0%          |              | 0.0%          |
| 2 or More Races                  |               | 0.0%        |             | 0.0%          |              | 0.0%          |
| Hispanic                         |               | 0.0%        | 1           | 100.0%        | 1            | 100.0%        |
| <b>TOTAL RE-HIRES</b>            |               | <b>0.0%</b> | <b>1</b>    | <b>100.0%</b> | <b>1</b>     | <b>100.0%</b> |
| <b>TOTAL MINORITY RE-HIRES</b>   |               | <b>0.0%</b> | <b>1</b>    | <b>100.0%</b> | <b>1</b>     | <b>100.0%</b> |

**COMMENTS FOR TABLE 3.1**

---



---



---



---



---



---



---



---

**TABLE 3.2**  
**Personnel Action Report**  
**TERMINATIONS – Permanent Position Employees**  
**(From 01/01/2017 to 12/31/2017)**

| <b>TERMINATIONS</b>                | <b>FEMALE</b> | <b>%</b>     | <b>MALE</b> | <b>%</b>     | <b>TOTAL</b> | <b>%</b>      |
|------------------------------------|---------------|--------------|-------------|--------------|--------------|---------------|
| White                              | 2             | 8.0%         | 11          | 46.0%        | 13           | 54.0%         |
| American Indian/Alaskan Native     |               | 0.0%         |             | 0.0%         |              | 0.0%          |
| Asian                              |               | 0.0%         | 4           | 17.0%        | 4            | 17.0%         |
| Black                              | 1             | 4.0%         | 3           | 13.0%        | 4            | 17.0%         |
| Native Hawaiian/Pacific Islander   |               | 0.0%         |             | 0.0%         |              | 0.0%          |
| 2 or More Races                    |               | 0.0%         | 1           | 4.0%         | 1            | 4.0%          |
| Hispanic                           | 1             | 4.0%         | 1           | 4.0%         | 2            | 8.0%          |
| <b>TOTAL TERMINATIONS</b>          | <b>4</b>      | <b>17.0%</b> | <b>20</b>   | <b>83.0%</b> | <b>24</b>    | <b>100.0%</b> |
| <b>TOTAL MINORITY TERMINATIONS</b> | <b>2</b>      | <b>8.0%</b>  | <b>9</b>    | <b>38.0%</b> | <b>11</b>    | <b>46.0%</b>  |

| <b>REASON TERMINATED</b>                                   | <b>Number</b> | <b>% of Total</b> | <b># of Female</b> | <b># of Minority</b> |
|------------------------------------------------------------|---------------|-------------------|--------------------|----------------------|
| RETIRED OR DISABILITY RETIREMENT                           | 14            | 58%               | 1                  | 6                    |
| RESIGN OTHER EMPLOYMENT                                    |               | %                 |                    |                      |
| EMPLOYEE INITIATED / NO REASON GIVEN                       | 6             | 25%               | 2                  | 3                    |
| DECEASED                                                   | 1             | 4%                | 1                  |                      |
| LAID OFF/REDUCTION IN FORCE                                |               | %                 |                    |                      |
| DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION | 3             | 13%               | 0                  | 2                    |
| AUTOMATIC RESIGNATION                                      |               | %                 |                    |                      |
| OTHER– Please list:                                        |               | %                 |                    |                      |
| <b>Totals:</b>                                             | <b>24</b>     | <b>100%</b>       | <b>4</b>           | <b>11</b>            |

**COMMENTS FOR TABLE 3.2**

---



---



---



---



---

**TABLE 3.3**  
**Personnel Action Report**  
**TRANSFERS OUT – Permanent Position Employees**  
**(From 01/01/2017 to 12/31/2017)**

| <b>TRANSFERS OUT</b>                   | <b>FEMALE</b>   | <b>%</b>            | <b>MALE</b>     | <b>%</b>            | <b>TOTAL</b>    | <b>%</b>             |
|----------------------------------------|-----------------|---------------------|-----------------|---------------------|-----------------|----------------------|
| White                                  | 1               | 20.0%               | 3               | 60.0%               | 4               | 80.0%                |
| American Indian/Alaskan Native         |                 | 0.0%                |                 | 0.0%                |                 | 0.0%                 |
| Asian                                  |                 | 0.0%                |                 | 0.0%                |                 | 0.0%                 |
| Black                                  |                 | 0.0%                |                 | 0.0%                |                 | 0.0%                 |
| Native Hawaiian/Pacific Islander       |                 | 0.0%                |                 | 0.0%                |                 | 0.0%                 |
| 2 or More Races                        |                 | 0.0%                |                 | 0.0%                |                 | 0.0%                 |
| Hispanic                               | 1               | 20.0%               |                 | 0.0%                | 1               | 20.0%                |
| <b><i>TOTAL TRANSFERS</i></b>          | <b><i>2</i></b> | <b><i>40.0%</i></b> | <b><i>3</i></b> | <b><i>60.0%</i></b> | <b><i>5</i></b> | <b><i>100.0%</i></b> |
| <b><i>TOTAL MINORITY TRANSFERS</i></b> | <b><i>1</i></b> | <b><i>20.0%</i></b> |                 | <b><i>0.0%</i></b>  |                 | <b><i>20.0%</i></b>  |

**COMMENTS FOR TABLE 3.3**

---



---



---



---



---



---



---



---

**TABLE 3.4**  
**Personnel Action Report**  
**PROMOTIONS/DEMOTIONS - Permanent Positions**  
**(From 01/01/2017 to 12/31/2017)**

| <b>PROMOTIONS</b>                       | <b>FEMALE</b>   | <b>%</b>            | <b>MALE</b>      | <b>%</b>            | <b>TOTAL</b>     | <b>%</b>             |
|-----------------------------------------|-----------------|---------------------|------------------|---------------------|------------------|----------------------|
| White                                   | 4               | 17.0%               | 6                | 25.0%               | 10               | 42.0%                |
| American Indian/Alaskan Native          |                 | 0.0%                |                  | 0.0%                |                  | 0.0%                 |
| Asian                                   | 2               | 8.0%                | 1                | 4.0%                | 3                | 13.0%                |
| Black                                   |                 | 0.0%                |                  | 0.0%                |                  | 0.0%                 |
| Native Hawaiian/Pacific Islander        |                 | 0.0%                |                  | 0.0%                |                  | 0.0%                 |
| 2 or More Races                         |                 | 0.0%                |                  | 0.0%                |                  | 0.0%                 |
| Hispanic                                | 1               | 4.0%                | 10               | 42.0%               | 11               | 46.0%                |
| <b><i>TOTAL PROMOTIONS</i></b>          | <b><i>7</i></b> | <b><i>29.0%</i></b> | <b><i>17</i></b> | <b><i>71.0%</i></b> | <b><i>24</i></b> | <b><i>100.0%</i></b> |
| <b><i>TOTAL MINORITY PROMOTIONS</i></b> | <b><i>3</i></b> | <b><i>13.0%</i></b> | <b><i>11</i></b> | <b><i>46.0%</i></b> | <b><i>14</i></b> | <b><i>58.0%</i></b>  |

| <b>DEMOTIONS</b>                       | <b>FEMALE</b>   | <b>%</b>            | <b>MALE</b>     | <b>%</b>            | <b>TOTAL</b>    | <b>%</b>             |
|----------------------------------------|-----------------|---------------------|-----------------|---------------------|-----------------|----------------------|
| White                                  |                 | 0.0%                |                 | 0.0%                |                 | 0.0%                 |
| American Indian/Alaskan Native         | 1               | 50.0%               |                 | 0.0%                | 1               | 50.0%                |
| Asian                                  |                 | 0.0%                |                 | 0.0%                |                 | 0.0%                 |
| Black                                  |                 | 0.0%                |                 | 0.0%                |                 | 0.0%                 |
| Native Hawaiian/Pacific Islander       |                 | 0.0%                |                 | 0.0%                |                 | 0.0%                 |
| 2 or More Races                        |                 | 0.0%                |                 | 0.0%                |                 | 0.0%                 |
| Hispanic                               |                 | 0.0%                | 1               | 50.0%               | 1               | 50.0%                |
| <b><i>TOTAL DEMOTIONS</i></b>          | <b><i>1</i></b> | <b><i>50.0%</i></b> | <b><i>1</i></b> | <b><i>50.0%</i></b> | <b><i>2</i></b> | <b><i>100.0%</i></b> |
| <b><i>TOTAL MINORITY DEMOTIONS</i></b> | <b><i>1</i></b> | <b><i>50.0%</i></b> | <b><i>1</i></b> | <b><i>50.0%</i></b> | <b><i>2</i></b> | <b><i>100.0%</i></b> |

**COMMENTS FOR TABLE 3.4**

---



---



---



---



---



---



---



---

**TABLE 4**  
**Discrimination/Harassment Complaint Activity**  
(From 01/01/2017 to 12/31/2017)

*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. |
|-------------------------------------|----------|----------|-------------|----------|----------------------|----------|-------------|----------|--------------|----------|----------------|
|                                     | Merit    | No Merit | Insuff Evid | On-going | Merit                | No Merit | Insuff Evid | On-going | Closed       | On-going |                |
| Age                                 |          |          |             |          |                      |          |             |          |              |          |                |
| Disability/Medical Condition        |          |          |             |          |                      |          |             |          |              |          |                |
| Marital Status                      |          |          |             |          |                      |          |             |          |              |          |                |
| Pregnancy                           |          |          |             |          |                      |          |             |          |              |          |                |
| Political Affiliation or Beliefs    |          |          |             |          |                      |          |             |          |              |          |                |
| Race/Color/National Origin/Ancestry |          |          |             |          |                      |          |             |          |              |          |                |
| Religion                            |          |          |             |          |                      |          |             |          |              |          |                |
| Retaliation                         |          |          |             |          |                      |          |             |          |              |          |                |
| Sex                                 |          | A        |             |          |                      |          |             |          |              |          | 1              |
| Sexual Orientation                  |          |          |             |          |                      |          |             |          |              |          |                |
| <b>TOTAL Allegations:</b>           |          | 1        |             |          |                      |          |             |          |              |          | <b>1</b>       |

Note: Use an alpha to represent each complaint. **[AIRPORTS had a total of 1 COMPLAINT]**  
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 number of complaints..*