

**2019 ANNUAL  
WORKFORCE STATISTICS REPORT**

*Department of Child, Family, & Adult Services*

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**DIVERSITY POLICIES AND EFFORTS  
QUESTIONNAIRE**

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

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

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

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

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

Selection and Hiring

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

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

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

### Training and Development

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

DCFAS managers and supervisors may also receive announcements directly from outside training vendors on a variety of subjects. These announcements are posted on worksite bulletin boards as items of interest to employees.

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

The divisions in DCFAS have books and videos relevant to their program areas in order to provide training tools to their employees. In addition, the Child Protective Services (CPS) have set aside sizeable accounts for employee training and the purchase of training materials. Senior and Adult Services (SAS) works with community partners to bring culturally relevant training to staff as it relates to the populations served.

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

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

In CPS, the Workforce Development Unit (WDU) conducts various recruitment efforts to fill vacant Social Worker positions. These efforts include, but are not limited to:

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

In SAS, Outreach for employment opportunities include but are not limited to, events sponsored by HIREvents (a division of the California Job Journal); CSU Sacramento; SacJobs; The Sacramento Bee, and Sacramento Employment and Training Agency.

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

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

DCFAS also has an electronic job board that is available to all employees on the Department's intranet. The electronic job board advertises vacancies represented under the California Nurses Association, United Public Employees-Office Technical, United Public Employees-Welfare Non-Supervisory, and SEIU Local 1021 Welfare Supervisory bargaining agreements. These labor unions have contract requirements that mandate posting of all job vacancies for specific periods of time so their members can bid on vacancies that interest them. The job board not only links to the Department's intranet website for easy access, but also to the Department of Human Assistance's electronic job board. In addition, each morning DPS staff reviews the job board and checks for new postings. New postings are then emailed to DCFAS worksites for placement on bulletin boards. This step is taken to allow all employees to have the opportunity to view the job postings, as some employees do not have computer access.

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

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

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

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

For informal career development, the divisions in DCFAS use a variety of performance appraisal tools. DCFAS relies on each employee's supervisor to provide informal career counseling. Supervisors are expected to provide employees with requested information about career options

or opportunities and to assist employees in setting and meeting realistic development and career goals. DPS staff can also serve as a support network for supervisors and employees in providing career-relevant information.

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

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

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

Sacramento County is home to one of the most diverse populations in the United States. The divisions within DCFAS offer a wide range of programs designed and funded to meet the needs of these populations. Programs work with diverse population include services for LGBTQ youth, Mexican Consulate Resources, alcohol and drug treatment programs, homeless services, and a variety of language interpretations providers.

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

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

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

DCFAS is continuously in contact with various community-based organizations that provide health and human services, such as La Familia Counseling Center, Women Escaping a Violent Environment, Sacramento Crisis Nursery, Lilliput Children's Services, and Southeast Asian Assistance Center. The Department's service providers give referrals to clients to obtain various services from these and other community resources.

(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.

Not Applicable – No finding of merit.

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

<i>ETHNICITY</i>	Census Data	Workforce Composition				Workforce Composition			
	2010	County of Sacramento				DHHS		DCFAS	
		2013 (1)	2018 (2)		2014 Report (3)		2019 Report (4)		
	%	#	%	#	%	#	%	#	%
<b>2 or More Races</b>	4.4%	132	1.2%	297	2.6%	34	2.0%	43	3.7%
<b>American Indian/Alaskan Native</b>	1.3%	127	1.2%	112	1.0%	17	1.0%	14	1.2%
<b>Asian</b>	13.6%	1,492	13.9%	1,761	15.4%	291	16.7%	189	16.4%
<b>Black/African American</b>	10.5%	1,295	12.1%	1,379	12.1%	345	19.8%	289	25.1%
<b>Hispanic/Latino</b>	17.9%	1,521	14.2%	1,921	16.8%	245	14.1%	192	16.7%
<b>Native Hawaiian/Pacific Islander</b>	1.0%	83	0.8%	117	1.0%	10	0.6%	7	0.6%
<b>White/Non-Hispanic</b>	51.4%	6,094	56.7%	5,840	51.1%	799	45.9%	417	36.2%
<b>Total</b>	100.0%	10,744	100.0%	11,427	100.0%	1,741	100.0%	1,151	100.0%
<b>Minority Representation</b>	48.6%	4,650	43.3%	5,587	48.9%	942	54.1%	734	63.8%
<b>Female Representation</b>	50.8%	5,560	51.7%	5,892	51.6%	1,389	79.8%	935	81.2%

A reorganization in 2018 separated the Department of Health & Human Services into the Departments of Children, Family, & Adult Services and Health Services.

<sup>1</sup> Sacramento County Workforce as of pay period 26 ending 12/14/2013

<sup>2</sup> Sacramento County Workforce as of pay period 26 ending 12/22/2018

<sup>3</sup> Employed by County of Sacramento as of pay period 26 ending 12/14/2013

<sup>4</sup> Employed by County of Sacramento as of pay period 26 ending 12/22/2018



**TABLE 2**  
**JOB CATEGORIES COMPARISON**  
**BETWEEN 2018 AND 2019 REPORTS**

JOB Categories	REPORT:	Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2018*	2019*	2018*	2019*	2018*	2019*	2018*	2019*	2018*	2019*
1. Officials/Administrators	#	31	10	9	4	40	14	67	25	85	33
	%	36.5%	30.3%	10.6%	12.1%	47.1%	42.4%	78.8%	75.8%	100.0%	100.0%
2. Professionals	#	578	419	119	87	697	506	975	662	1192	788
	%	48.5%	53.2%	10.0%	11.0%	58.5%	64.2%	81.8%	84.0%	100.0%	100.0%
3. Technicians	#	25	1	9	0	34	1	33	2	56	5
	%	44.6%	20.0%	16.1%	0.0%	60.7%	20.0%	58.9%	40.0%	100.0%	100.0%
4. Protective Services	#										
	%										
5. Para-Professionals	#	109	50	30	13	139	63	156	72	199	86
	%	54.8%	58.1%	15.1%	15.1%	69.8%	73.3%	78.4%	83.7%	100.0%	100.0%
6. Office/Clerical Workers	#	200	111	54	39	254	150	310	174	399	239
	%	50.1%	46.4%	13.5%	16.3%	63.7%	62.8%	77.7%	72.8%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#	5		8		13		6		17	
	%	29.4%		47.1%		76.5%		35.3%		100.0%	
Total	#	948	591	229	143	1177	734	1547	935	1948	1151
	%	48.7%	51.3%	11.8%	12.4%	60.4%	63.8%	79.4%	81.2%	100.0%	100.0%

**TABLE 2**

\* The numbers for the 2018 Report are taken from pay period 26, ending December 23, 2017 (Health & Human Services)

\*\* The numbers for the 2019 Report are taken from pay period 26 ending December 22, 2018 (Child, Family, & Adult Services).

A reorganization in 2018 separated Health & Human Services into the Departments of Children, Family, & Adult Services and Health Services.

**TABLE 3.1**  
**Personnel Actions Report**  
**HIRES/RE-HIRES - Permanent Position Employees**  
**(From 01/01/2018 to 12/31/2018)**

<b>NEW HIRES</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	17	19%	4	4%	21	23%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	16	18%	3	3%	19	21%
Black	22	24%	3	3%	25	28%
Native Hawaiian/Pacific Islander	0	0.0%	1	1%	1	1%
2 or More Races	7	8%	1	1%	8	9%
Hispanic	13	14%	3	3%	16	18%
<b>TOTAL MINORITY HIRES</b>	<b>58</b>	<b>64%</b>	<b>11</b>	<b>12%</b>	<b>69</b>	<b>77%</b>
<b>TOTAL NEW HIRES</b>	<b>75</b>	<b>83%</b>	<b>15</b>	<b>17%</b>	<b>90</b>	<b>100.0%</b>

<b>NEW RE-HIRES</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	4	50%	0	0.0%	4	50%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	13%	0	0.0%	1	13%
Black	0	0.0%	0	0.0%	0	0.0%
Native Hawaiian/Pacific Islander	1	13%	0	0.0%	1	13%
2 or More Races	2	25%	0	0.0%	2	25%
Hispanic	0	0.0%	0	0.0%	0	0.0%
<b>TOTAL MINORITY RE-HIRES</b>	<b>4</b>	<b>50%</b>	<b>0</b>	<b>0.0%</b>	<b>4</b>	<b>50%</b>
<b>TOTAL RE-HIRES</b>	<b>8</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>8</b>	<b>100.0%</b>

**COMMENTS FOR TABLE 3.1**

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**TABLE 3.2**  
**Personnel Action Report**  
**TERMINATIONS – Permanent Position Employees**  
**(From 01/01/2018 to 12/31/2018)**

<b>TERMINATIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	15	21%	11	15%	26	36%
American Indian/Alaskan Native	3	4%	0	0.0%	3	4%
Asian	8	11%	2	3%	10	14%
Black	16	22%	2	3%	18	25%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	4	5%	0	0.0%	4	5%
Hispanic	11	15%	1	1%	12	16%
<b>TOTAL MINORITY TERMINATIONS</b>	<b>42</b>	<b>58%</b>	<b>5</b>	<b>7%</b>	<b>47</b>	<b>64%</b>
<b>TOTAL TERMINATIONS</b>	<b>57</b>	<b>78%</b>	<b>16</b>	<b>22%</b>	<b>73</b>	<b>100.0%</b>

<b>REASON TERMINATED</b>	<b>Number</b>	<b>% of Total</b>	<b># of Female</b>	<b># of Minority</b>
RETIRED OR DISABILITY RETIREMENT	27	37%	21	13
RESIGN OTHER EMPLOYMENT	5	7%	5	4
EMPLOYEE INITIATED / NO REASON GIVEN	33	45%	27	24
DECEASED	0	0%	0	0
LAID OFF/REDUCTION IN FORCE	0	0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	7	10%	4	5
AUTOMATIC RESIGNATION	1	1%	0	1
OTHER– Please list:	0	0%	0	0
<b>Totals:</b>	<b>73</b>	<b>100%</b>	<b>57</b>	<b>47</b>

**COMMENTS FOR TABLE 3.2**

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**TABLE 3.4**  
**Personnel Action Report**  
**PROMOTIONS/DEMOTIONS - Permanent Positions**  
**(From 01/01/2018 to 12/31/2018)**

<b>PROMOTIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	21	29%	4	6%	25	35%
American Indian/Alaskan Native	1	1%	0	0.0%	1	1%
Asian	7	10%	3	4%	10	14%
Black	12	17%	2	3%	14	19%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	4	6%	0	0.0%	4	6%
Hispanic	16	22%	2	3%	18	25%
<b><i>TOTAL MINORITY PROMOTIONS</i></b>	<b><i>40</i></b>	<b><i>56%</i></b>	<b><i>7</i></b>	<b><i>10%</i></b>	<b><i>47</i></b>	<b><i>65%</i></b>
<b><i>TOTAL PROMOTIONS</i></b>	<b><i>61</i></b>	<b><i>85%</i></b>	<b><i>11</i></b>	<b><i>15%</i></b>	<b><i>72</i></b>	<b><i>100.0%</i></b>

<b>DEMOTIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	1	20%	0	0.0%	1	20%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	2	40%	0	0.0%	2	40%
Black	1	20%	0	0.0%	1	20%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	1	20%	0	0.0%	1	20%
<b><i>TOTAL MINORITY DEMOTIONS</i></b>	<b><i>4</i></b>	<b><i>80%</i></b>	<b><i>0</i></b>	<b><i>0.0%</i></b>	<b><i>4</i></b>	<b><i>80%</i></b>
<b><i>TOTAL DEMOTIONS</i></b>	<b><i>5</i></b>	<b><i>100%</i></b>	<b><i>0</i></b>	<b><i>0.0%</i></b>	<b><i>5</i></b>	<b><i>100%</i></b>

**COMMENTS FOR TABLE 3.4**

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**TABLE 4**  
**Discrimination/Harassment Complaint Activity**  
(From 01/01/2018 to 12/31/2018)

*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		B, F									2
Disability/Medical Condition/Genetic Information		D, F									2
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancstry		B, D							A		3
Religion											
Retaliation		B, C, D, F							A		5
Sex/Gender		C, E, G									3
Sexual Orientation											
<b>TOTAL Allegations:</b>		13							2		<b>15</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..