

**2019 ANNUAL
WORKFORCE STATISTICS REPORT**

Health 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 Health Services (DHS) delivers health, mental health and social services to the Sacramento community through the divisions of Behavioral Health Services, Primary Health Services, and Public Health. The Office of Finance, Contracts and Administration (OFCA) 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, improve well-being, and increase access to health-related services for individuals and families.

The Department of Personnel Services (DPS) provides human resource management support to DHS, 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 & develop assignments, etc.).

Selection and Hiring

The appointing authority is the Director of Health 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.

DHS also provides internship opportunities to local students who are looking to gain experience in such fields as social work, mental health and nursing. Upon graduation, these students may be hired as county employees. In addition to its student internship program,

DHS 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, DHS 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 DHS 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 DHS to allow them to nominate employees for job-related training programs. The DPS training coordinator may also email announcements of training opportunities directly to supervisors and managers or all employees.

DHS 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 DHS, 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 DHS have books and videos relevant to their program areas in order to provide training tools to their employees. In addition, the Mental Health division has set aside sizeable accounts for employee training and the purchase of training materials.

- (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.

Prior to the significant budget reductions starting in 2008, the Department actively participated in local job fairs, which included ones sponsored by HIREvents (a division of the California Job Journal); California State University; Sacramento; SacJobs; and The Sacramento Bee. Department representatives also attended special events such as Festival de la Familia and the Pacific Rim Street Fest. Department staff attended job fairs and special events to showcase employment opportunities in the Department as well as the benefits of County employment.

(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 DHS 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, exam announcements are sent electronically to local university job boards, including California State University, 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, Center for Public Health Practice, 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 the Sacramento Valley Dental Hygienists' Association, County Health Executives Association of California, California Welfare Directors Association, or the County Mental Health Directors. These electronic venues allow a wide range of individuals with diverse backgrounds and skills to become aware of job opportunities cost effectively.

DHS managers can also announce transfer and promotional opportunities to internal staff, who may utilize the information for themselves or forward it to others outside the County. From time to time DPS may receive hardcopy job announcements that are then distributed to DHS worksites for posting on bulletin boards.

DHS 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.

(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.)

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 DHS Job Board, which has internal job announcements posted as described in question #4.

In addition, DPS staff regularly conducts trainings for all DHS 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 DHS use a variety of performance appraisal tools. DHS 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 has just begun implementation of the new County-wide Performance Enhancement 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.

The primary objective of the County's Equal Employment Opportunity program is to provide equal opportunity to all within the community. The mission and values of DHS reflect that objective. Select values and goals state, in pertinent part:

- *To further our mission, we seek close working relationships among staff, with other government offices, and within the community.*
- *To pursue this mission, we will strive:*
 - *To develop and maintain programs which reflect community diversity and are the most responsive and cost effective.*
 - *To appreciate the multicultural and experiential diversity of employees and the community as a whole.*

Sacramento County is home to one of the most diverse populations in the United States. The divisions within DHS offer a wide range of programs designed and funded to meet the needs of these populations, such as the Southeast Asian Assistance Center, California Rural Indian Health Board, LaFamilia Counseling Center, Slavic Assistance Center, and Black Infant Health. In addition, the Department provides specific services and/or education for the County's diverse population, such as Dental Education and Prevention targeting school children at low income schools; SNAP-ED nutrition education and obesity prevention for low income persons; HIV Education, Preventing and Testing targeting high-risk populations; and Licensed Mental Provider delivering out-patient services to deaf and/or hard of hearing residents.

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 DHS employees to help ensure services are provided appropriately to all clients regardless of their backgrounds. Virtually all DHS employees, supervisors and managers have attended mandatory sexual harassment prevention and diversity training offered by the County. Since DHS provides services to a diverse group of patients and clients, the divisions regularly develop and provide a wide variety of in-service training for staff who deliver alcohol and drug, health, mental health, social, and human services. For staff involved with mental health promotion, treatment, and outreach, training is provided in clinical consideration when dealing with special populations. Likewise, physicians, nurses, and related health care providers receive training in parenting issues and strategies for women of color; delivery of service to non-English speaking clients; and cultural awareness. Also, 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.

DHS 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.

#L: Sexual Harassment

DPS staff conduct all EEO investigations. For all other investigations, DHS supervisors and managers follow guidelines provided by the Equal Employment Opportunity Office and Department of Personnel Services. Once a finding is made, DPS staff conducting or coordinating an investigation consult with County Counsel and recommend actions to the appropriate division chief. Letters are also sent to the complainant(s) and respondent(s)

briefly informing them of the findings and reminding them of the need to follow confidentiality and retaliation prevention guidelines. Recommendations range from operational changes, such as changes in procedures, to coaching, counseling, training or the most appropriate level of disciplinary action. The latter depends on the seriousness of the infraction and whether earlier disciplinary action has been taken.

DPS staff coach supervisors and managers regularly on harassment and discrimination prevention measures. Classes in conducting investigations and preventing and processing discipline are offered by DPS staff to ensure that supervisors and managers understand expectations, processes and documentation.

TABLE 1
WORKFORCE COMPARATIVE ANALYSIS

<i>ETHNICITY</i>	Census Data	Workforce Composition				Workforce Composition			
	2010	County of Sacramento				DHHS		Health Services	
		2013 (1)	2018 (2)		2014 Report (3)		2019 Report (4)		
	%	#	%	#	%	#	%	#	%
2 or More Races	4.4%	132	1.2%	297	2.6%	34	2.0%	23	2.4%
American Indian/Alaskan Native	1.3%	127	1.2%	112	1.0%	17	1.0%	7	0.7%
Asian	13.6%	1,492	13.9%	1,761	15.4%	291	16.7%	202	21.1%
Black/African American	10.5%	1,295	12.1%	1,379	12.1%	345	19.8%	166	17.4%
Hispanic/Latino	17.9%	1,521	14.2%	1,921	16.8%	245	14.1%	154	16.1%
Native Hawaiian/Pacific Islander	1.0%	83	0.8%	117	1.0%	10	0.6%	8	0.8%
White/Non-Hispanic	51.4%	6,094	56.7%	5,840	51.1%	799	45.9%	396	41.4%
Total	100.0%	10,744	100.0%	11,427	100.0%	1,741	100.0%	956	100.0%
Minority Representation	48.6%	4,650	43.3%	5,587	48.9%	942	54.1%	560	58.6%
Female Representation	50.8%	5,560	51.7%	5,892	51.6%	1,389	79.8%	754	78.9%

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

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

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

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

⁴ 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		Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2018*	2019*	2018*	2019*	2018*	2019*	2018*	2019*	2018*	2019*
1. Officials/Administrators	#	31	26	9	4	40	30	67	42	85	54
	%	36.5%	48.1%	10.6%	7.4%	47.1%	55.6%	78.8%	77.8%	100.0%	100.0%
2. Professionals	#	578	208	119	44	697	252	975	397	1192	504
	%	48.5%	41.3%	10.0%	8.7%	58.5%	50.0%	81.8%	78.8%	100.0%	100.0%
3. Technicians	#	25	47	9	9	34	56	33	65	56	84
	%	44.6%	56.0%	16.1%	10.7%	60.7%	66.7%	58.9%	77.4%	100.0%	100.0%
4. Protective Services	#										
	%										
5. Para-Professionals	#	109	70	30	16	139	86	156	98	199	124
	%	54.8%	56.5%	15.1%	12.9%	69.8%	69.4%	78.4%	79.0%	100.0%	100.0%
6. Office/Clerical Workers	#	200	105	54	18	254	123	310	146	399	173
	%	50.1%	60.7%	13.5%	10.4%	63.7%	71.1%	77.7%	84.4%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#	5	5	8	8	13	13	6	6	17	17
	%	29.4%	29.4%	47.1%	47.1%	76.5%	76.5%	35.3%	35.3%	100.0%	100.0%
Total	#	948	461	229	99	1177	560	1547	754	1948	956
	%	48.7%	48.2%	11.8%	10.4%	60.4%	58.6%	79.4%	78.9%	100.0%	100.0%

* 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 (Health Services).

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

TABLE 2

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

NEW HIRES	FEMALE	%	MALE	%	TOTAL	%
White	29	41.0%	6	8.0%	35	49.0%
American Indian/Alaskan Native	0	0.0%	2	3.0%	2	3.0%
Asian	11	15.0%	4	6.0%	15	21.0%
Black	5	7.0%	0	0.0%	0	7.0%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	4	6.0%	0	0.0%	4	6.0%
Hispanic	10	14.0%	0	0.0%	10	14.0%
TOTAL MINORITY HIRES	30	42.0%	6	8.0%	36	51.0%
TOTAL NEW HIRES	59	83.0%	12	17.0%	71	100.0%

NEW RE-HIRES	FEMALE	%	MALE	%	TOTAL	%
White	2	20.0%	2	20.0%	4	40.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	0	0.0%	0	0.0%	0	0.0%
Black	1	10.0%	0	0.0%	1	10.0%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	1	10.0%	1	10.0%	2	20.0%
Hispanic	3	30.0%	0	0.0%	3	30.0%
TOTAL MINORITY RE-HIRES	5	50.0%	1	10.0%	6	60.0%
TOTAL RE-HIRES	7	70.0%	3	30.0%	10	100.0%

COMMENTS FOR TABLE 3.1

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

TERMINATIONS	FEMALE	%	MALE	%	TOTAL	%
White	29	40.0%	8	11.0%	37	51.0%
American Indian/Alaskan Native	1	1.0%	0	0.0%	1	1.0%
Asian	9	12.0%	2	3.0%	11	15.0%
Black	5	7.0%	2	3.0%	7	10.0%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	4	6.0%	0	0.0%	4	6.0%
Hispanic	11	15.0%	1	1.0%	12	16.0%
TOTAL MINORITY TERMINATIONS	30	41.0%	5	7.0%	35	48.0%
TOTAL TERMINATIONS	59	82.0%	13	18.0%	72	100.0%

REASON TERMINATED	Number	% of Total	# of Female	# of Minority
RETIRED OR DISABILITY RETIREMENT	32	44%	26	13
RESIGN OTHER EMPLOYMENT	6	9%	6	5
EMPLOYEE INITIATED / NO REASON GIVEN	28	39%	23	15
DECEASED	2	3%	1	0
LAID OFF/REDUCTION IN FORCE	0	%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	2	3%	2	1
AUTOMATIC RESIGNATION	1	1%	0	0
OTHER– Please list: Medically Disqualified	1	1%	1	1
Totals:	72	100%	59	35

COMMENTS FOR TABLE 3.2

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

PROMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	16	31.0%	3	5.0%	19	36.0%
American Indian/Alaskan Native	1	2.0%	0	0.0%	1	2.0%
Asian	8	16.0%	5	9.0%	13	25.0%
Black	7	13.0%	0	0.0%	7	13.0%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	0	0.0%	1	2.0%	1	2.0%
Hispanic	8	16.0%	3	5.0%	11	21.0%
TOTAL MINORITY PROMOTIONS	24	46.0%	9	17.0%	33	64.0%
TOTAL PROMOTIONS	40	77.0%	12	23.0%	52	100.0%

DEMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	3	43.0%	0	0.0%	3	3.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	0	0.0%	0	0.0%	0	0.0%
Black	0	0.0%	0	0.0%	0	0.0%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	1	14.0%	1	14.0%	2	28.0%
Hispanic	2	28.0%	0	0.0%	2	28.0%
TOTAL MINORITY DEMOTIONS	3	43.0%	1	14.0%	4	57.0%
TOTAL DEMOTIONS	6	86.0%	1	14.0%	7	100.0%

COMMENTS FOR TABLE 3.4

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		A								E	2
Disability/Medical Condition/Genetic Information		B, D		I					C, F, G	E, J	8
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry		B, K									2
Religion											
Retaliation		B, D							F, G	E, J	6
Sex/Gender	L			H, I					G		4
Sexual Orientation											
TOTAL Allegations:	1	7		3					6	5	22

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..