

**2024 ANNUAL
WORKFORCE STATISTICS REPORT**

Department of Human Assistance

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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 core purpose of the Department of Human Assistance (DHA) is to improve the lives of families and individuals. The primary goal of the Department is to provide the tools, training, and temporary support to assist people in their transition from welfare to self-sufficiency. DHA is setting the bar high for premier performance in service delivery, steadfast commitment to empowered staff, innovation, and technology.

DHA employs approximately 1,817 skilled and dedicated employees to plan, implement, and oversee a spectrum of programs and services designed to move people from public assistance to self-sufficiency. Programs offered address many facets of daily life, including employment, housing, health care, transportation, education, and childcare. DHA's programs are specifically designed to assist low-income families and individuals find workable solutions to daily-living obstacles.

DHA is responsible for the initial application processing and ongoing case maintenance, including yearly redeterminations of financial assistance programs for families, single adults, and children. Specific programs are listed below.

- **Foster Care** provides cash and health insurance benefits for children placed into protective custody by Child Protective Services (CPS) or Probation in approved placement homes, agencies, or facilities.
- **Extended Foster Care Program (AB 12)** allows eligible youth to remain in Foster Care until the age of 21.
- **Adoption Assistance Program (AAP)** provides financial and/or health insurance coverage support to facilitate the adoption of children who otherwise would remain in long-term foster care.
- **Approved Relative Caregiver (ARC)** provides basic foster care assistance rates to caretaker relatives of non-federally eligible dependent children.
- **Kinship Guardianship Assistance Payment (Kin-Gap)** provides cash assistance to legal guardian relative caretakers of foster children whose court dependency is terminated.
- **CalFresh, federally known as the Supplemental Nutrition Assistance Program (SNAP)**, issues monthly electronic benefits that can be used to buy food at most grocery stores and local Farmer's Markets. The federal food assistance program provides the means for low-income individuals and families to purchase food and raise the nutritional level among low-income families.

The Elderly, Disabled, and/or Homeless individuals can use their CalFresh benefits to purchase prepared meals at restaurants that participate in the CalFresh Restaurant Meals Program.

- **California Work Opportunity and Responsibility to Kids (CalWORKs)** provides financial support for families with dependent children who experience deprivation due to a parent's absence, incapacity, death, unemployment, or underemployment.
- **Cash Assistance Program for Immigrants (CAPI)** is a 100 percent state funded program that provides financial assistance to aged, blind, or disabled non-citizens who are ineligible for Supplemental Security Income (SSI) solely due to their immigrant status.
- **County Medically Indigent Services Program (CMISP)** provides necessary medical care to indigent adults who are Sacramento County residents not eligible for any other available health coverage programs.
- **General Assistance (GA)** is a re-payment program providing short-term financial assistance and limited services for adults without children who are at least eighteen (18) years of age.
- **Medi-Cal / Insurance Affordability Programs** provide health insurance for low-income families and individuals. Insurance Affordability Programs either reduce the amount individuals pay for their monthly health insurance premiums or discount out-of-pocket costs for health-care expenses.
- **Refugee Cash Assistance (RCA)** provides cash benefits for new refugees who are not eligible for CalWORKs.

DHA offers a range of Employment Services through the following programs: the CalWORKs-based Welfare-to-Work (WTW), Cal-Learn, General Assistance Training and Employment (GATE), and CalFresh Employment and Training (CFET). These programs assist individuals and families to find and keep jobs by providing pre-employment training workshops, resume writing assistance, job referrals, on-the-job training, and "dress for success" seminars. For the WTW program, DHA administers the Stage One Childcare program, which provides subsidized childcare for CalWORKs aided customers in the WTW program. Stage Two and Three subsidized childcare programs are administered by our contractor Child Action, Inc.

DHA also manages the Sacramento County Veterans Services Office. Staff in this office assist veterans with filing VA disability and pension claims and enrolling in VA health care. In addition, the Veterans Services Office administers the CALVET College Fee Waiver program for dependents of disabled veterans. The Veterans Services Office also processes applications for death benefits for surviving spouses and dependent children of veterans.

- (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.).**

DHA follows all Civil Service Rules and applicable County Personnel Policies and Procedures when hiring staff. These are the steps the Department follows:

- 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 eligible current staff an opportunity to apply for transfer opportunities.
- If a vacancy is not filled through the above internal transfer process, a list of candidates is pulled from an established eligibility list. Eligibility lists are scored and ranked by the Department of Personnel Services (DPS), based on their application and scoring practices.

The most qualified candidates are hired from the top three ranks of the eligible candidate list to fill the available position(s).

The Department works to establish interview panels whose members reflect the diversity of our staff and the community which we serve. Customer statistics are reviewed quarterly for language and culture thresholds. That information is utilized to determine if there is a need for additional staffing with special skills (language and/or culture) based on the indicated customer populations. DHA currently offers 14 different language and/or culture classifications.

The onboarding process focuses on introductions to key team members, job-specific training, performance feedback, and continuous communication to address challenges and concerns. The Department provides a three-day introduction to DHA which includes the following training: Security and Confidentiality, Computer Security, Building Security, Civil Rights, Intro to services DHA offers, and the Mission, Vision and Values. In addition, ongoing support, training, and resources are provided to our new hires to ensure their productivity, engagement, and retention.

(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.

The Department practice has been to perform active recruitment through various community-based organizations whose clientele are from diverse populations and, in addition to bringing needed skills to the Department programs, may speak one of the languages required to serve our customers. DHA has a dedicated outreach team focused entirely on recruitment at job fairs to ensure that the Department gets the diversity needed in the workforce. The Department participated in various recruitment outreach events in the last year including SETA Talent Connect Job Fair, SETA Community Resource Fair, the Sacramento Job Fair, the Folsom Cordova Job Center Fair, and the SacJobs Spring and Summer Career fairs.

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

When a vacancy occurs, the Department posts Announcement Bulletins (ABs) on myDHAnet, DHA's internal intranet website. Eligible employees can submit their interest to the hiring contact for the transfer opportunity. The posting is also available on the Countywide Job Board, which is visible to all county departments.

Additionally, the County of Sacramento Department of Personnel Services posts open competitive examinations on their website (governmentjobs.com).

(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 currently uses several methods to ensure all employees have an equal and fair opportunity to compete for and attain County promotional opportunities. DHA informs employees of job opportunities (promotional exams, transfers, jobs outside of the County) by posting them on the Department's intranet (myDHAnet). DHA managers send out relevant announcements for all promotional exams via email to staff along with providing exam announcements to the Caucuses to distribute to their members and community agencies to enhance DHA's ability to build a diverse workforce.

Sacramento County utilizes the MyLearning portal which allows employees to schedule their own training and to view their training history. Employees can review the courses that are offered in the County training catalog and then if they would like to register for a training, they use MyLearning to submit their request to their supervisor.

DHA uses the Performance Evaluation and Goals program with an automated evaluation form that contains a goal library with 500 ready-to-use goals and 86 competencies organized by categories and job classifications. These specific job-tailored resources allow employees and supervisors to jointly complete the evaluation with relevant goals and competencies based on the employee's position. This allows employees to target individual goals that they can work toward attaining, to obtain experience and prepare for career advancement.

The County of Sacramento employee *Leadership Dashboard Learning and Coaching Portal* invites employees to access over 300 free resources created by subject matter experts via two to 20-minute YouTube & TED Talk videos, podcasts, apps, websites, articles, blogs, books, etc. on various topics such as: Change Leadership, Communication, Emotional Intelligence, Stress Management and Resilience, Team Building, and more. Employees can also connect to a wide variety of learning and leadership coaching resources.

(6) 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 the County and the Department 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 a large department within the County of Sacramento with approximately 1,817 employees. There are more than 130 job classifications within the Department. These classifications include positions in the field of administrative support, social work, eligibility, staff development, employment services, supervision, management, accounting, and law enforcement. Opportunities for advancement to a variety of specialized positions, both within the Department and throughout the County, are continually available.

Over 70 percent of DHA's workforce is classified as part of a minority group. DHA has bilingual staff and provides services in 14 languages. The department also has 13 vendors who assist with our customers' language needs in our offices and over the phone. The vendors support up to 200 languages including sign language. In addition, the department utilizes the California Relay Service, a state organization that assists hearing impaired customers communicate with staff.

The Department's six Civil Rights Advisory Groups (Caucuses), also referred to as African American, Asian and Pacific Islander, Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ), Latino, Native American, and Slavic, serve in an advisory capacity to the Department of Child, Family and Adult Services, Department of Health Services, and DHA Directors. These caucuses champion the civil rights of customers as well as employees. The Department Caucuses deliver cultural awareness training and education as well as raise money to award college scholarships for children of diverse families on our public assistance, and eligible community members. The department's Director Ethan Dye, and two caucus leads, Jeneda Veale and Allison Keene, are on the Diversity, Equity and Inclusion Cabinet that promotes strategic coordination, cooperation, and collaboration to include policy/procedure analysis, identifying best practices in local government, and engagement with the community and County employees.

DHA provides basic services and care to the neediest in our community and in recent years, the Department has broadened the mission statement to include goals of fostering economic stability and self-sufficiency for those served. DHA provides quality assistance to our customers and curtails the cycle of poverty through education and job training.

DHA has demonstrated innovative policy development, implementation, service delivery, and best practices to achieve workforce diversity. DHA stays current with data on its customer base and reinforces the need to address broad customer diversity with diversity training for all employees. DHA provides specially trained employees, special skilled language employees, and customized literature for its varied customer populations. The Department maintains direct contact with community organizations and the various caucuses and keeps open communication with representation units. The Department is offering a Learning Collaborative series presented by Anavo Solutions for CalWORKs and CalFresh supervisors and managers. The Racial Equity and Implicit Bias (REIB) Bold: Learning Collaborative is designed to leverage the power of cohort shared learning and managerial skills building. The collaborative is designed for managers and supervisors motivated to strengthen their knowledge and skills to incorporate REIB practices and procedures into their day-to-day operations. The Learning Collaborative will bring together county CalWORKs and CalFresh manager and supervisor cohorts from a specified region to share and exchange knowledge, skills, resources, challenges and successes, to promote the effective integration of REIB practices among their staff.

- (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.)**

DHA performs outreach with many agencies in the community and works collaboratively with several other County departments, including Probation; Sheriff; Child, Family and Adult Services; Homeless Services and Housing; Sacramento Steps Forward; Sacramento Housing and Redevelopment Agency; and Health Services. DHA also has staff members located in schools and other non-profit organizations to provide access to services for residents.

DHA offices throughout the County play an active role in the community. The Department has a website that has information on the various services provided that can be accessed by the public.

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

There were no complaints that resulted in a Violation of County Policy during this period.

TABLE 1
WORKFORCE COMPARATIVE ANALYSIS

	Census Data 2010	Census Data 2020	Workforce Composition				Workforce Composition			
			County of Sacramento				Human Assistance			
			2018 (1)		2023 (2)		2019 Report (3)		2024 Report (4)	
<i>ETHNICITY</i>	%	%	#	%	#	%	#	%	#	%
2 or More Races	4.4%	6.5%	268	2.4%	504	4.2%	50	2.6%	64	3.6%
American Indian/Alaskan Native	1.3%	0.5%	117	1.0%	107	0.9%	18	0.9%	14	0.8%
Asian	13.6%	17.4%	1,710	15.2%	2,070	17.3%	422	21.7%	449	25.5%
Black/African American	10.5%	9.2%	1,368	12.2%	1,360	11.4%	324	16.6%	271	15.4%
Hispanic/Latino	17.9%	23.6%	1,836	16.3%	2,424	20.3%	431	22.1%	417	23.7%
Native Hawaiian/Pacific Islander	1.0%	1.1%	113	1.0%	167	1.4%	25	1.3%	31	1.8%
Other		0.6%								
White/non-Hispanic	51.4%	41.0%	5,824	51.8%	5,300	44.4%	677	34.8%	517	29.3%
Total	100.0%	100.0%	11,237	100.0%	11,932	100.0%	1,947	100.0%	1,763	100.0%
Minority Representation	48.6%	59.0%	5,412	48.2%	6,632	55.6%	1,270	65.2%	1,246	70.7%
Female Representation	50.8%	51.1%	5,812	51.7%	6,142	51.5%	1,370	70.4%	1,255	71.2%

¹ Sacramento County Workforce as of pay period 26 ending 12/22/2018

² Sacramento County Workforce as of pay period 26 ending 12/16/2023

³ Employed by County of Sacramento as of pay period 26 ending 12/22/2018

⁴ Employed by County of Sacramento as of pay period 26 ending 12/16/2023

TABLE 2.1
JOB CATEGORIES COMPARISON
BETWEEN 2023 AND 2024 REPORTS

JOB Categories	REPORT:	Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2023*	2024**	2023*	2024**	2023*	2024**	2023*	2024**	2023*	2024**
1. Officials/Administrators	#	13	15	5	6	18	21	28	28	39	41
	%	33.3%	36.6%	12.8%	14.6%	46.2%	51.2%	71.8%	68.3%	100.0%	100.0%
2. Professionals	#	664	660	226	222	890	882	926	900	1277	1233
	%	52.0%	53.5%	17.7%	18.0%	69.7%	71.5%	72.5%	73.0%	100.0%	100.0%
3. Technicians	#	4	3	1	1	5	4	5	4	8	8
	%	50.0%	37.5%	12.5%	12.5%	62.5%	50.0%	62.5%	50.0%	100.0%	100.0%
4. Protective Services	#	0	0	6	6	6	6	3	2	22	22
	%	0.0%	0.0%	27.3%	27.3%	27.3%	27.3%	13.6%	9.1%	100.0%	100.0%
5. Para-Professionals	#	30	31	20	20	50	51	45	46	75	77
	%	40.0%	40.3%	26.7%	26.0%	66.7%	66.2%	60.0%	59.7%	100.0%	100.0%
6. Office/Clerical Workers	#	182	203	75	79	257	282	249	275	350	382
	%	52.0%	53.1%	21.4%	20.7%	73.4%	73.8%	71.1%	72.0%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#										
	%										
Total	#	893	912	333	334	1226	1246	1256	1255	1771	1763
	%	50.4%	51.7%	18.8%	18.9%	69.2%	70.7%	70.9%	71.2%	100.0%	100.0%

TABLE 2

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

** The numbers for the 2024 Report are taken from pay period 26 ending December 16, 2023

TABLE 2.2
JOB CATEGORIES DETAIL (End of 2023 Data)

	Female							Female Total	Male							Male Total	Grand Total
	2+	AIAN	ASN	BLK	HIS	NHPI	WHT		2+	AIAN	ASN	BLK	HIS	NHPI	WHT		
Human Assistance	54	9	307	212	309	21	343	1255	10	5	142	59	108	10	174	508	1763
41 – Officials/Administrators			2	4	9		13	28			2	1	3		7	13	41
Accounting Mgr, Admin Svcs Officer 3, Asst Chief Criminal Investigator, Chief Criminal Investigator, Chief Departmental Admin Svcs, County Veterans Service Officer, Dep Director Human Services, Dir of Human Assistance, Human Services Division Mgr Rng B, Human Services Program Mgr, Sr Accounting Mgr, Sr Administrative Analyst Rng B																	
42 – Professionals	38	5	227	165	213	12	240	900	6	5	93	43	69	6	111	333	1233
Accountant, Admin Svcs Officer 1 & 2, Child Development Supv 2, Human Services Program Planner Rng B, Human Services Program Specialist, Human Svcs Program Integrity Specialist, Human Svcs Social Wkr & Rng B (African Amer CL, Hmong LC, Russian LC, Span LG Latin CL), Human Svcs Spec Lv 1 & Lv 2 (AfricAmer CL, ArabicLGMidEastCL, Armenian, Chinese LC, Farsi LG Persian , Hmong LC, Korean LC Lao LC, Mien LC, NativeAm CL, Russian LC, Russian LC, SpanLGLatinCL, Vietnamese LC), Human Svcs Supv, Sr Accountant, Vocational Assessment Counselor, Workforce Career Assessment Supv, Workforce Coord (African Amer CL)																	
43 – Technicians			1		2		1	4				1			3	4	8
Accounting Technician, Sr Veterans Claims Representative																	
44 – Protective Service Workers							2	2	1		2		2	1	14	20	22
Criminal Investigator Lv 2, Supv Criminal Investigator																	
45 - Paraprofessionals	1	1	10	3	16		15	46			10	3	7		11	31	77
Child Development Specialist 2, Human Svcs Asst (Chinese LC, Farsi LG Persian CL, Lao LC, Russian LC, Spanish LG Latin CL, Vietnamese LC), Investigative Assistant																	
46 – Admin Support/Office Clerical	15	3	67	40	69	9	72	275	3		35	11	27	3	28	107	382
Account Clerk Lv 2, Clerical Supv 2, Executive Secretary, Human Svcs Q & R Spec (Lao LC, Russian LC, Span LG Latin CL), Office Assistant Lv 2, Secretary Conf, Sr Account Clerk, Sr Office Assistant, Stock Clerk, Storekeeper 1, Veterans Claims Representative																	

TABLE 3.1
Personnel Actions Report
HIRES/RE-HIRES - Permanent Position Employees
(From 01/01/2023 to 12/31/2023)

NEW HIRES	FEMALE	%	MALE	%	TOTAL	%
White	44	16.5%	17	6.4%	61	22.8%
American Indian/Alaskan Native	1	.4%	0	0.0%	1	.4%
Asian	61	22.8%	23	8.6%	84	31.5%
Black	29	10.9%	4	1.5%	33	12.4%
Native Hawaiian/Pacific Islander	5	1.9%	4	1.5%	9	3.4%
2 or More Races	17	6.4%	1	.4%	18	6.7%
Hispanic	45	16.9%	16	6.0%	61	22.8%
TOTAL MINORITY HIRES	158	59.2%	48	18%	206	77.2%
TOTAL NEW HIRES	202	75.7%	65	24.3%	267	100.0%

NEW RE-HIRES	FEMALE	%	MALE	%	TOTAL	%
White	1	4.8%	3	14.3%	4	19%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	5	23.8%	1	4.8%	6	28.6%
Black	2	9.5%	2	9.5%	4	19%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	1	4.8%	0	0.0%	1	4.8%
Hispanic	5	23.8%	1	4.8%	6	28.6%
TOTAL MINORITY RE-HIRES	13	61.9%	4	19%	17	81%
TOTAL RE-HIRES	14	66.7%	7	33.3%	21	100.0%

COMMENTS FOR TABLE 3.1

TABLE 3.2
Personnel Actions Report
TERMINATIONS – Permanent Position Employees
(From 01/01/2023 to 12/31/2023)

TERMINATIONS	FEMALE	%	MALE	%	TOTAL	%
White	45	23%	17	8.7%	62	31.6%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	25	12.8%	19	9.7%	44	22.4%
Black	31	15.8%	6	3.1%	37	18.9%
Native Hawaiian/Pacific Islander	2	1.0%	0	0.0%	2	1.0%
2 or More Races	5	2.6%	3	1.5%	8	4.1%
Hispanic	33	16.8%	10	5.1%	43	21.9%
TOTAL MINORITY TERMINATIONS	96	49%	38	19.4%	134	68.4%
TOTAL TERMINATIONS	141	71.9%	55	28.1%	196	100.0%

REASON TERMINATED	Number	% of Total	# of Female	# of Minority
RETIRED OR DISABILITY RETIREMENT	71	36.2%	45	38
RESIGN OTHER EMPLOYMENT	6	3.1%	2	5
EMPLOYEE INITIATED / NO REASON GIVEN	90	45.9%	74	68
DECEASED	4	2%	3	1
LAI D OFF/REDUCTION IN FORCE	0	0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	24	12.2%	16	21
AUTOMATIC RESIGNATION	0	0%	0	0
OTHER– Please list: Medically Disqualified	1	0.5%	1	1
Totals:	196	100%	141	134

COMMENTS FOR TABLE 3.2

TABLE 3.4
Personnel Actions Report
PROMOTIONS/DEMOTIONS - Permanent Positions
(From 01/01/2023 to 12/31/2023)

PROMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	33	22.0%	16	10.7%	49	32.7%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	29	19.3%	12	8%	41	27.3%
Black	17	11.3%	6	4%	23	15.3%
Native Hawaiian/Pacific Islander	2	1.3%	0	0.0%	2	1.3%
2 or More Races	4	2.7%	1	0.7%	5	3.3%
Hispanic	20	13.3%	10	6.7%	30	20%
TOTAL MINORITY PROMOTIONS	72	48%	29	19.3%	101	67.3%
TOTAL PROMOTIONS	105	70%	45	30%	150	100.0%

DEMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	1	8.3%	2	16.7%	3	25%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	2	16.7%	0	0.0%	2	16.7%
Black	2	16.7%	0	0.0%	2	16.7%
Native Hawaiian/Pacific Islander	1	8.3%	0	0.0%	1	8.3%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	3	25%	1	8.3%	4	33.3%
TOTAL MINORITY DEMOTIONS	8	66.7%	1	8.3%	9	75%
TOTAL DEMOTIONS	9	75%	3	25%	12	100%

COMMENTS FOR TABLE 3.4

TABLE 4
Discrimination/Harassment Complaint Activity
(From 01/01/2023 to 12/31/2023)

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

Complaint Types	In House				Outside Investigator				CRD or EEOC		Total Allegat.
	Violation	No Violation	Insuff Evid	On-going	Violation	No Violation	Insuff Evid	On-going	Closed	On-going	
Age		M							S		2
Disability/Medical Condition/Genetic Information		C, F, K		T					Q, U	V, W	8
Marital Status											
Pregnancy											
Political Affiliation or Beliefs		E									1
Race/Color/National Origin/Ancestry		A, B, E, F, G, J, K, M, N, P		O, X, Y					L, S	W	16
Religion		I		X					S		3
Retaliation											
Sex/Gender		A, D, G, H, I, J, M, N		R					L	W	11
Sexual Orientation		C, D		R							3
TOTAL Allegations:		26		7					7	4	44

Note: Use an alpha to represent each complaint. [Human Assistance had a total of 26 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.