

**2022 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 and mental health services to the Sacramento community through the divisions of Behavioral Health, Primary Health, and Public Health. The Office of Finance, Contracts and Administration (OFCA) includes several units that perform essential administrative and support functions for the Department, including Fiscal, Budget, Contracts, and Facilities Management. Resources are directed toward creative strategies and programs that prevent community 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 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, and 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.

#### Training and Development

The DPS training coordinator supporting DHS periodically 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 as per the applicable labor agreement or personnel policy/procedure.

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 Behavioral Health division has set aside sizeable accounts for employee training and the purchase of training materials.

While the County is looking into a pilot program for the Leadership Development Academy, DHS is in the process of developing a Supervisor Academy to support, develop, and retain supervisors through technical and adaptive skills needed to be successful.

**(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 the COVID-19 pandemic, the Department has not participated in any in-person events, but the Department of Personnel Services has offered multiple on-line events including, but not limited to the following:

- CSU Sacramento Virtual Job & Internship Fair
- University of San Francisco Career Premier Government & Healthcare Session
- CSU Sacramento Fall Job & Internship Fair
- UC Davis Fall Job & Internship Fair
- CSU Chico Fall Career Fair
- Sacramento City & SETA Career Fair
- Tri-County Career Fair

On May 17, 2022, the Department participated in the County sponsored Virtual Career Fair which provided job seekers an opportunity to meet County department representatives and learn about available jobs, day-to-day work activities, and what it is like to grow a career at the County. The Department of Personnel Services offered two application and exam process presentations where its staff shared helpful tips when applying for County positions.

**(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 and LinkedIn.com. 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, or the County Behavioral Health Directors Association. 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 set 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.

DPS anticipates going live in June 2022 with a County-wide Vacancy Posting intranet site, which will offer one central countywide job site versus a department specific site. Benefits

include providing transparency to all current transfer and promotional opportunities, creating a larger pool of candidates, and retention of staff within the County.

**(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.

Due to the COVID-19 pandemic, the training DPS staff conducted for DHS employees on how to apply and interview successfully for promotional opportunities has been suspended until further notice. DPS does offer an interactive tutorial on their site that provides tips and resources to succeed in the application and interview process. As mentioned in the response to question #3, DPS offered two application and exam process presentations at the Virtual Job Fair, where its staff shared helpful tips when applying for County positions.

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, identifying training, and development opportunities for staff.

The Department utilizes the 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 in all areas of employment 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 Sacramento Cultural & Linguistic Center, La Familia 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 Health Providers 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 – can 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 substance use, prevention & treatment, health, and mental health 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. DHS has also introduced a new series of job classifications, Behavioral Health Peer Specialist Series. The three classifications in this new series are Behavioral Health Peer Specialist, Senior Behavioral Health Peer Specialist, and Behavioral Health Peer Specialist Program Manager. This series was created to help bridge the gap between those that are in need of mental health care and those that can best provide it. It is open to members of the community who have

personal lived experience as a former consumer or close family member/caregiver of a former consumer of public behavioral health or substance programs.

DHS is continuously in contact with various community-based organizations that provide health services, such as La Familia Counseling Center and Sacramento Cultural & Linguistic 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 *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.**

The Department of Health Services had six complaints during this reporting period. There was one (1) complaint with a Violation of County Policy. The respondent received an appropriate disciplinary action. As a result, there has been no subsequent recurrences of the behavior.

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

<b>ETHNICITY</b>	<b>Census Data</b>	<b>Census Data</b>	<b>Workforce Composition</b>				<b>Workforce Composition</b>			
	<b>2010</b>	<b>2020</b>	<b>County of Sacramento</b>				<b>Health Services</b>			
			<b>2016 (1)</b>		<b>2021 (2)</b>		<b>2017 Report (3)</b>		<b>2022 Report (4)</b>	
	<b>%</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>2 or More Races</b>	4.4%	6.5%	243	2.2%	366	3.3%	50	2.7%	38	3.6%
<b>American Indian/Alaskan Native</b>	1.3%	0.5%	119	1.1%	102	0.9%	20	1.1%	7	0.7%
<b>Asian</b>	13.6%	17.4%	1,670	14.9%	1,841	16.4%	331	17.6%	249	23.6%
<b>Black/African American</b>	10.5%	9.2%	1,369	12.2%	1,286	11.5%	404	21.4%	168	15.9%
<b>Hispanic/Latino</b>	17.9%	23.6%	1,769	15.8%	2,098	18.7%	293	15.5%	193	18.3%
<b>Native Hawaiian/Pacific Islander</b>	1.0%	1.1%	108	1.0%	128	1.1%	9	0.5%	8	0.8%
<b>Other</b>		0.6%								
<b>White/Non-Hispanic</b>	51.4%	41.0%	5,937	52.9%	5,383	48.0%	778	41.3%	393	37.2%
<b>Total</b>	100.0%	100.0%	11,215	100.0%	11,204	100.0%	1,885	100.0%	1,056	100.0%
<b>Minority Representation</b>	48.6%	59.0%	5,278	47.1%	5,821	52.0%	1,107	58.7%	663	62.8%
<b>Female Representation</b>	50.8%	51.1%	5,767	51.4%	5,733	51.2%	1,486	78.8%	814	77.1%

<sup>1</sup> Sacramento County Workforce as of pay period 26 ending 12/24/2016

<sup>2</sup> Sacramento County Workforce as of pay period 26 ending 12/18/2021

<sup>3</sup> Employed by County of Sacramento as of pay period 26 ending 12/24/2016

<sup>4</sup> Employed by County of Sacramento as of pay period 26 ending 12/18/2021

**TABLE 2**  
**JOB CATEGORIES COMPARISON**  
**BETWEEN 2021 AND 2022 REPORTS**

JOB Categories	REPORT:	Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2021*	2022**	2021*	2022**	2021*	2022**	2021*	2022**	2021*	2022**
1. Officials/Administrators	#	27	29	3	4	30	33	48	51	60	64
	%	45.0%	45.3%	5.0%	6.3%	50.0%	51.6%	80.0%	79.7%	100.0%	100.0%
2. Professionals	#	232	258	48	60	280	318	439	462	546	584
	%	42.5%	44.2%	8.8%	10.3%	51.3%	54.5%	80.4%	79.1%	100.0%	100.0%
3. Technicians	#	49	50	16	19	65	69	68	69	92	96
	%	53.3%	52.1%	17.4%	19.8%	70.7%	71.9%	73.9%	71.9%	100.0%	100.0%
4. Protective Services	#										
	%										
5. Para-Professionals	#	63	77	22	27	85	104	92	99	123	134
	%	51.2%	57.5%	17.9%	20.1%	69.1%	77.6%	74.8%	73.9%	100.0%	100.0%
6. Office/Clerical Workers	#	94	97	27	26	121	123	124	126	161	161
	%	58.4%	60.2%	16.8%	16.1%	75.2%	76.4%	77.0%	78.3%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#	6	7	9	9	15	16	6	7	17	17
	%	35.3%	41.2%	52.9%	52.9%	88.2%	94.1%	35.3%	41.2%	100.0%	100.0%
Total	#	471	518	125	145	596	663	777	814	999	1056
	%	47.1%	49.1%	12.5%	13.7%	59.7%	62.8%	77.8%	77.1%	100.0%	100.0%

**TABLE 2**

\* The numbers for the 2021 Report are taken from pay period 26, ending December 19, 2020

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

**TABLE 3.1**  
**Personnel Actions Report**  
**HIRES/RE-HIRES - Permanent Position Employees**  
**(From 01/01/2021 to 12/31/2021)**

<b>NEW HIRES</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	25	18.4%	10	7.4%	35	25.7%
American Indian/Alaskan Native	2	1.5%	0	0.0%	2	1.5%
Asian	33	24.3%	12	8.8%	45	33.1%
Black	9	6.6%	6	4.4%	15	11.0%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	7	5.1%	2	1.5%	9	6.6%
Hispanic	27	19.9%	3	2.2%	30	22.1%
<b>TOTAL MINORITY HIRES</b>	<b>78</b>	<b>57.4%</b>	<b>23</b>	<b>16.9%</b>	<b>101</b>	<b>74.3%</b>
<b>TOTAL NEW HIRES</b>	<b>103</b>	<b>75.7%</b>	<b>33</b>	<b>0.0%</b>	<b>136</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	2	28.6%	1	14.3%	3	42.9%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	0	0.0%	0	0.0%	0	0.0%
Black	2	28.6%	0	0.0%	2	28.6%
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	14.3%	1	14.3%	2	28.6%
<b>TOTAL MINORITY RE-HIRES</b>	<b>3</b>	<b>42.9%</b>	<b>1</b>	<b>14.3%</b>	<b>4</b>	<b>57.1%</b>
<b>TOTAL RE-HIRES</b>	<b>5</b>	<b>71.4%</b>	<b>2</b>	<b>28.6%</b>	<b>7</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 01/01/2021 to 12/31/2021)**

<b>TERMINATIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	46	38.3%	10	8.3%	56	46.7%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	14	11.7%	2	1.7%	16	13.3%
Black	22	18.3%	2	1.7%	24	20.0%
Native Hawaiian/Pacific Islander	1	0.8%	0	0.0%	1	0.8%
2 or More Races	1	0.8%	0	0.0%	1	0.8%
Hispanic	16	13.3%	6	5.0%	22	18.3%
<b>TOTAL MINORITY TERMINATIONS</b>	<b>54</b>	<b>45.0%</b>	<b>10</b>	<b>8.3%</b>	<b>64</b>	<b>53.3%</b>
<b>TOTAL TERMINATIONS</b>	<b>100</b>	<b>83.3%</b>	<b>20</b>	<b>16.7%</b>	<b>120</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	41	34.2%	35	15
RESIGN OTHER EMPLOYMENT	7	5.8%	7	5
EMPLOYEE INITIATED / NO REASON GIVEN	61	50.8%	52	40
DECEASED	5	4.2%	2	1
LAI D OFF/REDUCTION IN FORCE	0	0.00%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	3	2.5%	3	2
AUTOMATIC RESIGNATION	2	1.7%	1	0
OTHER– Please list:	1	0.8%	0	0
Totals:	120	100%	100	63

**COMMENTS FOR TABLE 3.2**

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**TABLE 3.4**  
**Personnel Action Report**  
**PROMOTIONS/DEMOTIONS - Permanent Positions**  
**(From 01/01/2021 to 12/31/2021)**

<b>PROMOTIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	21	28.8%	6	8.2%	27	37.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	11	15.1%	6	8.2%	17	23.3%
Black	13	17.8%	0	0.0%	13	17.8%
Native Hawaiian/Pacific Islander	1	1.4%	0	0.0%	1	1.4%
2 or More Races	1	1.4%	1	1.4%	2	2.7%
Hispanic	9	12.3%	4	5.5%	13	17.8%
<b>TOTAL MINORITY PROMOTIONS</b>	<b>35</b>	<b>47.9%</b>	<b>11</b>	<b>15.1%</b>	<b>46</b>	<b>63.0%</b>
<b>TOTAL PROMOTIONS</b>	<b>56</b>	<b>76.7%</b>	<b>17</b>	<b>23.3%</b>	<b>73</b>	<b>100.0%</b>

<b>DEMOTIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	1	14.3%	0	0.0%	1	14.3%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	14.3%	1	14.3%	2	28.6%
Black	1	14.3%	0	0.0%	1	14.3%
Native Hawaiian/Pacific Islander	0	0.0%	1	14.3%	1	14.3%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	1	14.3%	1	14.3%	2	28.6%
<b>TOTAL MINORITY DEMOTIONS</b>	<b>3</b>	<b>42.9%</b>	<b>3</b>	<b>42.9%</b>	<b>6</b>	<b>85.7%</b>
<b>TOTAL DEMOTIONS</b>	<b>4</b>	<b>57.1%</b>	<b>3</b>	<b>42.9%</b>	<b>7</b>	<b>100.00%</b>

**COMMENTS FOR TABLE 3.4**

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**TABLE 4**  
**Discrimination/Harassment Complaint Activity**  
(From 01/01/2021 to 12/31/2021)

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

Complaint Types	In House				Outside Investigator				DFEH or EEOC		Total Allegat.
	Violation	No Violation	Insuff Evid	On-going	Violation	No Violation	Insuff Evid	On-going	Closed	On-going	
Age		D, H								I	3
Disability/Medical Condition/Genetic Information		H		B, E					F		4
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry	A	H				G			C		4
Religion											
Retaliation				E					C, F	I	4
Sex/Gender		D									1
Sexual Orientation				E							1
<b>TOTAL Allegations:</b>	1	5		4		1			4	2	17

Note: Use an alpha to represent each complaint. **[Health Services had a total of 9 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.*