

**2018 BI-ANNUAL  
WORKFORCE STATISTICS REPORT**

*County Counsel*

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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 County Counsel acts as the legal advisor to the Board of Supervisors and provides counsel and legal services, as required by the Charter and general law, to all county officers, agencies, departments, boards and commissions. The Office also provides legal services to certain special districts.

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

The Office of the County Counsel actively recruits for attorneys, but not for support staff. This may need to change, as the recruitments for legal secretary have been challenging. The support staff positions are allocated to County-wide classifications, while the classification of civil attorney is exclusive to this Office. Although the Office can justify separate recruitment of civil attorneys, any recruitment of support classifications (e.g., administrative services officers, legal secretaries, receptionists, etc.) requires a centralized effort through the Department of Personnel Services. However, in the selection of support staff from County-wide eligibility and transfer lists, this Office is committed to providing equal opportunity to all candidates and securing a diverse work force comprised of the best and brightest candidates.

- (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 Office generally seeks to hire experienced attorneys rather than those just out of law school. Accordingly, recruitment efforts are focused on this population of experienced attorneys. Recruitment is statewide, with advertisements placed in Los Angeles (Los Angeles Daily Journal), San Francisco (San Francisco Daily Journal), and Sacramento

(Sacramento Recorder) legal newspapers as well as on selected web sites, all of which actually reach a national candidate pool. Minority and women legal organizations in the Sacramento metropolitan area are also contacted, including the Asian Bar Association, La Raza Lawyers of Sacramento, Wiley Manuel Bar Association, and the Women Lawyers of Sacramento. These recruitment efforts are designed to reach the entire applicant pool of attorneys licensed by the State Bar of California, including all minority and female practitioners. Given the well-educated, professional population we are dealing with, and traditional hiring practices for attorneys, employing more traditional outreach strategies, such as assigning recruiters, attending job fairs or conducting pre-exam counseling sessions for this population would not be productive.

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

Although Personnel Services is normally responsible for advertising with various organizations such as Law Schools and Technical Schools, we have suggested that they post job vacancies on Craig's List, the Legal Secretaries' Association and the County Bar in addition to those associations mentioned above.

**(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 promotional opportunities for both attorneys and support staff are extremely limited. Moreover, the staffing and budgetary resources of the Office are restricted, with insufficient resources available to support the training of employees for promotional positions in other departments or agencies of the County. As a practical matter, there are no County promotional opportunities available to attorneys beyond the limited number of supervisory and management positions within this Office.

Periodically, attorneys are reassigned or given special assignments in order to broaden work experience. To the extent possible, the individual practice area interests of the attorneys are considered and the opportunity is provided for attorneys to volunteer for the identified reassignments. However, while we recognize that internal cross training enhances both the employee's career development and service delivery by the Office, we are not able to reduce workload in order to promote or institute this practice programmatically. It is our experience that while there is a high level of interest in cross-training, there are relatively few, if any, attorneys who are able to expend the enormous amount of time required to learn another job or train someone in their own job and still meet the demanding obligations of their assigned full-time workload. In our view, the promotional opportunities of an attorney would not be

significantly increased by any cross training that the Office might provide because of the extremely limited number of openings.

California attorneys are required to complete 25 hours of continuing legal education during every three-year period. One way in which the Office promotes continuing legal education is by encouraging, with release time and limited financial support for registration fees, attendance at lectures, seminars and conferences in selected, relevant areas of the law. The attorneys generally receive notice of educational or training opportunities through the Office, the California Bar, specialty sections of the County Counsels' Association or other legal organizations, or through other providers of legal education. Fortunately, the Office continues to be certified by the State Bar to provide its own continuing legal education and has established a program of regular education sessions. Further, the Office also offers internet access and training for use of the on-line continuing education programs available through the County Counsels' Association of California.

Secretarial and other administrative or technical support staff also have limited promotional opportunities within the Office. Where the rare opportunity arises, we have facilitated, through in-house training, the competition for, and promotion to, new openings in higher classifications within the Office. Because of formal educational and licensing requirements, the higher attorney classifications within the Office do not provide opportunities to support staff employees for successive promotion. Other than the very limited number of Supervising Legal Secretaries and Paralegals, the primary promotional opportunities for secretaries have been outside the Office, especially in the higher paying local, state or private sector positions. Support staff is encouraged to take promotional examinations whenever possible. However, the countywide examination process tests for job components that are generally more applicable to other departments or agencies than the proficiencies required of support staff to successfully perform within this Office.

It is not cost-effective for a small department to design and implement its own specialized training programs for promotional positions that do not exist within the department. Consequently, most training of secretaries or other support staff directed towards promotional opportunities, rather than for internal operations, is necessarily performed through centralized countywide training. The primary source of training information is provided by Personnel Services. This Office encourages and supports release time to attend classes and seminars provided by the Legal Secretaries' Association and County training programs. We also provide as much flexibility as possible, in addition to the County tuition reimbursement program, to allow these employees to pursue their higher education.

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

This Office has continuously and without exception sought to deliver legal services of the highest quality in the most efficient manner possible, and with complete fidelity to our professional ethics. To that end, our primary strategy has been to attract, train and keep a diverse, talented and dedicated staff of attorneys and office support. As detailed in responses

(2) and (3), above, this Office actively seeks to attract the largest and most diverse candidate pool of attorneys available in California. For both attorneys and support staff, all reasonably available resources are tapped to provide opportunities for continuing education, training and career development.

- (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)**

This inquiry is not applicable to the Office of the County Counsel. Our delivery of legal services is exclusively limited to the County as an institution.

- (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.**

This inquiry is not applicable due to the fact that there were no findings of *merit*.

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

<i>ETHNICITY</i>	Census Data	Workforce Composition				Workforce Composition			
	2010	County of Sacramento				COUNTY COUNSEL			
		2012 (1)		2017 (2)		2013 Report (3)		2018 Report (4)	
	%	#	%	#	%	#	%	#	%
<b>2 or More Races</b>	4.4%	132	1.2%	268	2.4%	3	4.1%	3	4.1%
<b>American Indian/Alaskan Native</b>	1.3%	127	1.2%	117	1.0%	0	0.0%	0	0.0%
<b>Asian</b>	13.6%	1,492	13.9%	1,710	15.2%	4	5.5%	4	5.5%
<b>Black/African American</b>	10.5%	1,295	12.1%	1,368	12.2%	3	4.1%	3	4.1%
<b>Hispanic/Latino</b>	17.9%	1,521	14.2%	1,836	16.3%	8	11.0%	10	13.7%
<b>Native Hawaiian/Pacific Islander</b>	1.0%	83	0.8%	113	1.0%	0	0.0%	0	0.0%
<b>White/Non-Hispanic</b>	51.4%	6,094	56.7%	5,824	51.8%	55	75.3%	53	72.6%
<b>Total</b>	100.0%	10,744	100.0%	11,236	100.0%	73	100.0%	73	100.0%
<b>Minority Representation</b>	48.6%	4,650	43.3%	5,412	48.2%	18	24.7%	20	27.4%
<b>Female Representation</b>	50.8%	5,560	51.7%	5,812	51.7%	53	72.6%	58	79.5%

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

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

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

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

**TABLE 2**  
**JOB CATEGORIES COMPARISON**  
**BETWEEN 2016 AND 2018 REPORTS**

JOB Categories		Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2016*	2018*	2016*	2018*	2016*	2018*	2016*	2018*	2016*	2018*
1. Officials/Administrators	#	0	0	0	0	0	0	3	4	3	4
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%
2. Professionals	#	6	7	1	1	7	8	34	35	49	47
	%	12.2%	14.9%	2.0%	2.1%	14.3%	17.0%	69.4%	74.5%	100.0%	100.0%
3. Technicians	#										
	%										
4. Protective Services	#										
	%										
5. Para-Professionals	#										
	%										
6. Office/Clerical Workers	#	8	10	3	2	11	12	16	19	21	22
	%	38.1%	45.5%	14.3%	9.1%	52.4%	54.5%	76.2%	86.4%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#										
	%										
Total	#	14	17	4	3	18	20	53	58	73	73
	%	19.2%	23.3%	5.5%	4.1%	24.7%	27.4%	72.6%	79.5%	100.0%	100.0%

**TABLE 2**

\* The numbers for the 2016 Report are taken from pay period 27, ending December 26, 2015.

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



**TABLE 3.1**  
**Personnel Actions Report**  
**HIRES/RE-HIRES – Permanent Position Employees**  
**(From 01/01/2016 to 12/31/2017)**

<b>NEW HIRES</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	4	50.0%	0	0.0%	4	50.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	12.5%	0	0.0%	1	12.5%
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	0	0.0%	0	0.0%	0	0.0%
Hispanic	3	37.5%	0	0.0%	3	37.5%
<b>TOTAL MINORITY HIRES</b>	<b>4</b>	<b>50.0%</b>	<b>0</b>	<b>0.0%</b>	<b>4</b>	<b>50.0%</b>
<b>TOTAL NEW HIRES</b>	<b>8</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>8</b>	<b>100.0%</b>

<b>RE-HIRES</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	3	75.0%	0	0.0%	3	75.0%
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	25.0%	0	0.0%	1	25.0%
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	0	0.0%	0	0.0%	0	0.0%
<b>TOTAL MINORITY RE-HIRES</b>	<b>1</b>	<b>25.0%</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>25.0%</b>
<b>TOTAL RE-HIRES</b>	<b>4</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>4</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 01/01/2016 to 12/31/2017)**

<b>TERMINATIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	8	57.0%	4	29.0%	12	86.00%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	7.0%	0	0.0%	1	7.0%
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	0	0.0%	0	0.0%	0	0.0%
Hispanic	1	7.0%	0	0.0%	1	7.0%
<b>TOTAL MINORITY TERMINATIONS</b>	<b>2</b>	<b>14.0%</b>	<b>0</b>	<b>0.0%</b>	<b>2</b>	<b>14.0%</b>
<b>TOTAL TERMINATIONS</b>	<b>10</b>	<b>71.0%</b>	<b>4</b>	<b>29.0%</b>	<b>14</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	7	50%	5	1
RESIGN OTHER EMPLOYMENT	1	7%	1	1
EMPLOYEE INITIATED / NO REASON GIVEN	5	36%	3	0
DECEASED	1	7%	1	0
LAID OFF/REDUCTION IN FORCE	0	0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	0	0%	0	0
AUTOMATIC RESIGNATION	0	0%	0	0
OTHER– Please list:	0	0%	0	0
Totals:	14	100%	10	2

**COMMENTS FOR TABLE 3.2**

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**TABLE 3.3**  
**Personnel Action Report**  
**TRANSFERS OUT – Permanent Position Employees**  
**(From 01/01/2016 to 12/31/2017)**

<b>TRANSFERS OUT</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	0	0.0%	0	0.0%	0	0.0%
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	0	0.0%	0	0.0%	0	0.0%
Hispanic	1	100.0%	0	0.0%	1	100.0%
<b><i>TOTAL MINORITY TRANSFERS</i></b>	<b><i>1</i></b>	<b><i>100.0%</i></b>	<b><i>0</i></b>	<b><i>0.0%</i></b>	<b><i>1</i></b>	<b><i>100.0%</i></b>
<b><i>TOTAL TRANSFERS</i></b>	<b><i>1</i></b>	<b><i>100.0%</i></b>	<b><i>0</i></b>	<b><i>0.0%</i></b>	<b><i>1</i></b>	<b><i>100.0%</i></b>

**COMMENTS FOR TABLE 3.3**

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**TABLE 3.4**  
**Personnel Action Report**  
**PROMOTIONS/DEMOTIONS - Permanent Positions**  
**(From 01/01/2016 to 12/31/2017)**

<b>PROMOTIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	2	50.0%	1	25.0%	3	75.0%
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	0	0.0%	0	0.0%	0	0.0%
Hispanic	1	25.0%	0	0.0%	1	25.0%
<b><i>TOTAL MINORITY PROMOTIONS</i></b>	<b><i>1</i></b>	<b><i>25.0%</i></b>	<b><i>0</i></b>	<b><i>0.0%</i></b>	<b><i>1</i></b>	<b><i>25.0%</i></b>
<b><i>TOTAL PROMOTIONS</i></b>	<b><i>3</i></b>	<b><i>75.0%</i></b>	<b><i>1</i></b>	<b><i>25.0%</i></b>	<b><i>4</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	0	0.0%	0	0.0%	0	0.0%
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	0	0.0%	0	0.0%	0	0.0%
Hispanic	0	0.0%	0	0.0%	0	0.0%
<b><i>TOTAL MINORITY DEMOTIONS</i></b>	<b><i>0</i></b>	<b><i>0.0%</i></b>	<b><i>0</i></b>	<b><i>0.0%</i></b>	<b><i>0</i></b>	<b><i>0.0%</i></b>
<b><i>TOTAL DEMOTIONS</i></b>	<b><i>0</i></b>	<b><i>0.0%</i></b>	<b><i>0</i></b>	<b><i>0.0%</i></b>	<b><i>0</i></b>	<b><i>100.0%</i></b>

**COMMENTS FOR TABLE 3.4**

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**TABLE 4**  
**Discrimination/Harassment Complaint Activity**  
**(From 01/01/2016 to 12/31/2017)**

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

Complaint Types	In House				Outside Investigator				DFEH or EEOC		Total Alleg:
	Merit	No Merit	Insuff Evid	On-going	Merit	No Merit	Insuff Evid	On-going	Closed	On-going	
Age											
Disability/Medical Condition											
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry		A									1
Religion		A									1
Retaliation											
Sex											
Sexual Orientation											
<b>TOTAL Allegations:</b>		2									2

Note: Use an alpha to represent each complaint. **[County Counsel had a total of 1 Complaint]**  
i.e. Employee Smith files a complaint involving Gender / Disability. You would place alpha A in columns Gender and Disability.  
Employee Lopez files a complaint involving Religion / Race. You would place alpha B in columns Religion and Race  
This information is collected for use by the Equal Employment Opportunity Advisory Committee to tabulate the County's total number of complaints..