

**2018 ANNUAL  
WORKFORCE STATISTICS REPORT**

*Health and Human 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 and Human Services (HHS) delivers health, mental health and social services to the Sacramento community through the divisions of Behavioral Health Services, Child Protective Services, Primary Health Services, Public Health, Senior and Adult Services, and In-Home Supportive Services Public Authority. The Office of Finance, Contracts and Administration 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 HHS, 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 and Human 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.

DHHS 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, DHHS 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, DHHS 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 DHHS 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 DHHS to allow them to nominate employees for job-related training programs.

The semi-monthly e-newsletter, *The Pulse*, is e-mailed to every employee as well as posted on the Department's intranet website. *The Pulse* routinely includes announcements of upcoming trainings and classes available from DPS or the division and their vendors or community partners. The DPS training coordinator may also email announcements of training opportunities directly to supervisors and managers or all employees.

DHHS 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 DHHS, 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 DHHS have books and videos relevant to their program areas in order to provide training tools to their employees. In addition, the Child Protective Services and the Mental Health divisions each have 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. While the Department did not participate in 2014, it is committed to participating in such job fairs starting in 2015.

- (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 DHHS 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.

Through its e-newsletter, *The Pulse*, DHHS 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 HHS worksites for posting on bulletin boards.

DHHS also has an electronic job board that is available to all employees on the Department's intranet as well as through a link in *The Pulse*. 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 faxed to DHHS 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 Child Protective Services division communicates regularly with its liaison at California State University, 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 Careers-County Exams section of *The Pulse* e-newsletter opens with the following question: "Promotion/Transfer Opportunities: Looking to transfer or promote to another job class?" It then gives specific instructions on how employees can learn about transfer and promotional opportunities as well as how to apply. 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 DHHS Job Board, which has internal job announcements posted as described in question #4.

In addition, DPS staff regularly conducts trainings for all DHHS 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 DHHS use a variety of performance appraisal tools. DHHS 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 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 DHHS 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 HHS 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 DHHS employees to help ensure services are provided appropriately to all clients regardless of their backgrounds. Virtually all DHHS employees, supervisors and managers have attended mandatory sexual harassment prevention and diversity training offered by the County. Since DHHS 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.

DHHS 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 findings of merit.

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

| <i>ETHNICITY</i>                        | Census Data | Workforce Composition |        |          |        | Workforce Composition   |        |                 |        |
|---|-------------|-----------------------|--------|----------|--------|-------------------------|--------|-----------------|--------|
|   | 2010        | County of Sacramento  |        |          |        | HEALTH & HUMAN SERVICES |        |                 |        |
|   |             | 2012 (1)              |        | 2017 (2) |        | 2013 Report (3)         |        | 2018 Report (4) |        |
|   | %           | #                     | %      | #        | %      | #                       | %      | #               | %      |
| <b>2 or More Races</b>                  | 4.4%        | 132                   | 1.2%   | 268      | 2.4%   | 28                      | 1.5%   | 56              | 2.9%   |
| <b>American Indian/Alaskan Native</b>   | 1.3%        | 127                   | 1.2%   | 117      | 1.0%   | 18                      | 1.0%   | 21              | 1.1%   |
| <b>Asian</b>                            | 13.6%       | 1,492                 | 13.9%  | 1,710    | 15.2%  | 305                     | 16.9%  | 340             | 17.5%  |
| <b>Black/African American</b>           | 10.5%       | 1,295                 | 12.1%  | 1,368    | 12.2%  | 353                     | 19.5%  | 421             | 21.6%  |
| <b>Hispanic/Latino</b>                  | 17.9%       | 1,521                 | 14.2%  | 1,836    | 16.3%  | 251                     | 13.9%  | 327             | 16.8%  |
| <b>Native Hawaiian/Pacific Islander</b> | 1.0%        | 83                    | 0.8%   | 113      | 1.0%   | 10                      | 0.6%   | 12              | 0.6%   |
| <b>White/Non-Hispanic</b>               | 51.4%       | 6,094                 | 56.7%  | 5,824    | 51.8%  | 843                     | 46.6%  | 771             | 39.6%  |
| <b>Total</b>                            | 100.0%      | 10,744                | 100.0% | 11,236   | 100.0% | 1,808                   | 100.0% | 1,948           | 100.0% |
| <b>Minority Representation</b>          | 48.6%       | 4,650                 | 43.3%  | 5,412    | 48.2%  | 965                     | 53.4%  | 1,177           | 60.4%  |
| <b>Female Representation</b>            | 50.8%       | 5,560                 | 51.7%  | 5,812    | 51.7%  | 1,424                   | 78.8%  | 1,547           | 79.4%  |

<sup>1</sup> Sacramento County Workforce as of pay period 26 ending 12/15/2012

<sup>2</sup> Sacramento County Workforce as of pay period 26 ending 12/23/2017

<sup>3</sup> Employed by County of Sacramento as of pay period 26 ending 12/15/2012

<sup>4</sup> Employed by County of Sacramento as of pay period 26 ending 12/23/2017



**TABLE 2**  
**JOB CATEGORIES COMPARISON**  
**BETWEEN 2017 AND 2018 REPORTS**

| Job Categories              |   | Minority Females |        | Minority Males |        | Minority Total |        | Female Total |        | Total Employees |        |
|-----------------------------|---|------------------|--------|----------------|--------|----------------|--------|--------------|--------|-----------------|--------|
|                             |   | 2017*            | 2018** | 2017*          | 2018** | 2017*          | 2018** | 2017*        | 2018** | 2017*           | 2018** |
| 1. Officials/Administrators | # | 29               | 31     | 9              | 9      | 38             | 40     | 66           | 67     | 84              | 85     |
|                             | % | 34.5%            | 36.9%  | 10.7%          | 10.7%  | 45.2%          | 47.6%  | 78.6%        | 79.8%  | 100.0%          | 100.0% |
| 2. Professionals            | # | 522              | 578    | 110            | 119    | 632            | 697    | 908          | 975    | 1116            | 1192   |
|                             | % | 46.8%            | 48.5%  | 9.9%           | 10.0%  | 56.6%          | 58.5%  | 81.4%        | 81.8%  | 100.0%          | 100.0% |
| 3. Technicians              | # | 28               | 25     | 10             | 9      | 38             | 34     | 42           | 33     | 71              | 56     |
|                             | % | 39.4%            | 44.6%  | 14.1%          | 16.1%  | 53.5%          | 60.7%  | 59.2%        | 58.9%  | 100.0%          | 100.0% |
| 4. Protective Services      | # |                  |        |                |        |                |        |              |        |                 |        |
|                             | % |                  |        |                |        |                |        |              |        |                 |        |
| 5. Para-Professionals       | # | 107              | 109    | 29             | 30     | 136            | 139    | 153          | 156    | 195             | 199    |
|                             | % | 54.9%            | 54.8%  | 14.9%          | 15.1%  | 69.7%          | 69.8%  | 78.5%        | 78.4%  | 100.0%          | 100.0% |
| 6. Office/Clerical Workers  | # | 191              | 200    | 57             | 54     | 248            | 254    | 308          | 310    | 400             | 399    |
|                             | % | 47.8%            | 50.1%  | 14.3%          | 13.5%  | 62.0%          | 63.7%  | 77.0%        | 77.7%  | 100.0%          | 100.0% |
| 7. Skilled Craft Workers    | # |                  |        |                |        |                |        |              |        |                 |        |
|                             | % |                  |        |                |        |                |        |              |        |                 |        |
| 8. Service Maintenance      | # | 8                | 5      | 7              | 8      | 15             | 13     | 9            | 6      | 19              | 17     |
|                             | % | 42.1%            | 29.4%  | 36.8%          | 47.1%  | 78.9%          | 76.5%  | 47.4%        | 35.3%  | 100.0%          | 100.0% |
| Total                       | # | 885              | 948    | 222            | 229    | 1107           | 1177   | 1486         | 1547   | 1885            | 1948   |
|                             | % | 46.9%            | 48.7%  | 11.8%          | 11.8%  | 58.7%          | 60.5%  | 78.8%        | 79.5%  | 100.0%          | 100.0% |

**TABLE 2**

\* The numbers for the 2017 Report are taken from pay period 26, ending December 24, 2016.

\*\* 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 01/01/2017 to 12/31/2017)**

| <b>NEW HIRES</b>                 | <b>FEMALE</b> | <b>%</b>      | <b>MALE</b> | <b>%</b>      | <b>TOTAL</b> | <b>%</b>      |
|----------------------------------|---------------|---------------|-------------|---------------|--------------|---------------|
| White                            | 68            | 35.42%        | 15          | 34.09%        | 83           | 35.17%        |
| American Indian/Alaskan Native   | 2             | 1.04%         | 0           | 0.0%          | 2            | 0.85%         |
| Asian                            | 20            | 10.42%        | 15          | 34.09%        | 35           | 14.83%        |
| Black                            | 36            | 18.75%        | 6           | 13.64%        | 42           | 17.80%        |
| Native Hawaiian/Pacific Islander | 2             | 1.04%         | 2           | 4.55%         | 4            | 1.69%         |
| 2 or More Races                  | 14            | 7.29%         | 0           | 0.0%          | 14           | 5.93%         |
| Hispanic                         | 50            | 26.04%        | 6           | 13.64%        | 56           | 23.73%        |
| <b>TOTAL MINORITY HIRES</b>      | <b>124</b>    | <b>64.58%</b> | <b>29</b>   | <b>65.91%</b> | <b>153</b>   | <b>64.83%</b> |
| <b>TOTAL NEW HIRES</b>           | <b>192</b>    | <b>81.36%</b> | <b>44</b>   | <b>18.64%</b> | <b>236</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                            | 7             | 35.00%       | 1           | 20.0%        | 8            | 32.0%         |
| American Indian/Alaskan Native   | 0             | 0.0%         | 0           | 0.0%         | 0            | 0.0%          |
| Asian                            | 2             | 10.0%        | 0           | 0.0%         | 2            | 8.0%          |
| Black                            | 7             | 35.0%        | 4           | 80.0%        | 11           | 44.0%         |
| 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                         | 4             | 20.0%        | 0           | 0.0%         | 4            | 16.0%         |
| <b>TOTAL MINORITY RE-HIRES</b>   | <b>13</b>     | <b>65.0%</b> | <b>4</b>    | <b>80.0%</b> | <b>17</b>    | <b>68.0%</b>  |
| <b>TOTAL RE-HIRES</b>            | <b>20</b>     | <b>80.0%</b> | <b>5</b>    | <b>20.0%</b> | <b>25</b>    | <b>100.0%</b> |

**COMMENTS FOR TABLE 3.1**

One employee was not included in any Female New Hire category as her ethnicity was not reported.

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**TABLE 3.2**  
**Personnel Action Report**  
**TERMINATIONS – Permanent Position Employees**  
**(From 01/01/2017 to 12/31/2017)**

| <b>TERMINATIONS</b>                | <b>FEMALE</b> | <b>%</b>      | <b>MALE</b> | <b>%</b>      | <b>TOTAL</b> | <b>%</b>      |
|------------------------------------|---------------|---------------|-------------|---------------|--------------|---------------|
| White                              | 74            | 42.29%        | 23          | 52.27%        | 97           | 44.29%        |
| American Indian/Alaskan Native     | 1             | 0.57%         | 1           | 2.27%         | 2            | 0.91%         |
| Asian                              | 21            | 12.0%         | 6           | 13.64%        | 27           | 12.33%        |
| Black                              | 41            | 23.43%        | 6           | 13.64%        | 47           | 21.46%        |
| Native Hawaiian/Pacific Islander   | 1             | 0.57%         | 0           | 0.0%          | 1            | 0.46%         |
| 2 or More Races                    | 7             | 4.0%          | 2           | 4.55%         | 9            | 4.11%         |
| Hispanic                           | 30            | 17.14%        | 6           | 13.64%        | 36           | 16.44%        |
| <b>TOTAL MINORITY TERMINATIONS</b> | <b>101</b>    | <b>57.71%</b> | <b>21</b>   | <b>47.73%</b> | <b>122</b>   | <b>55.71%</b> |
| <b>TOTAL TERMINATIONS</b>          | <b>175</b>    | <b>79.91%</b> | <b>44</b>   | <b>20.09%</b> | <b>219</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 - Service                 | 62            | 28.31%            | 51                 | 17                   |
| RESIGN OTHER EMPLOYMENT                                    | 21            | 9.59%             | 14                 | 9                    |
| EMPLOYEE INITIATED / NO REASON GIVEN                       | 88            | 40.18%            | 76                 | 49                   |
| DECEASED   | 2             | 0.91%             | 2                  | 0                    |
| LAID OFF/REDUCTION IN FORCE                                | 0             | 0.00%             | 0                  | 0                    |
| DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION | 16            | 7.31%             | 12                 | 9                    |
| AUTOMATIC RESIGNATION                                      | 4             | 1.83%             | 2                  | 2                    |
| OTHER– Please list: Release from Temp                      | 21            | 9.59%             | 14                 | 11                   |
| OTHER– Please list: Medically Disqualified                 | 3             | 1.37%             | 3                  | 2                    |
| OTHER– Please list: Academic                               | 2             | 0.91%             | 2                  | 2                    |
| Totals:  | 219           | 100%              | 176                | 101                  |

**COMMENTS FOR TABLE 3.2**

One employee was included in the Female Release From Probation category, but not included in any minority category, as her ethnicity was not reported.

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

| <b>TRANSFERS OUT</b>                   | <b>FEMALE</b>    | <b>%</b>            | <b>MALE</b>     | <b>%</b>            | <b>TOTAL</b>     | <b>%</b>             |
|--|------------------|---------------------|-----------------|---------------------|------------------|----------------------|
| White                                  | 14               | 40.0%               | 3               | 8.6%                | 17               | 48.6%                |
| American Indian/Alaskan Native         | 0                | 0.0%                | 0               | 0.0%                | 0                | 0.0%                 |
| Asian                                  | 4                | 11.4%               | 2               | 5.6%                | 6                | 17.1%                |
| Black                                  | 4                | 11.4%               | 1               | 2.9%                | 5                | 14.2%                |
| Native Hawaiian/Pacific Islander       | 0                | 0.0%                | 1               | 2.9%                | 1                | 2.9%                 |
| 2 or More Races                        | 1                | 2.9%                | 0               | 0.0%                | 1                | 2.9%                 |
| Hispanic                               | 4                | 11.4%               | 1               | 2.9%                | 5                | 14.2%                |
| <b><i>TOTAL MINORITY TRANSFERS</i></b> | <b><i>13</i></b> | <b><i>37.1%</i></b> | <b><i>5</i></b> | <b><i>14.3%</i></b> | <b><i>18</i></b> | <b><i>51.3%</i></b>  |
| <b><i>TOTAL TRANSFERS</i></b>          | <b><i>27</i></b> | <b><i>77.1%</i></b> | <b><i>8</i></b> | <b><i>22.9%</i></b> | <b><i>35</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 01/01/2017 to 12/31/2017)**

| <b>PROMOTIONS</b>                | <b>FEMALE</b> | <b>%</b>      | <b>MALE</b> | <b>%</b>      | <b>TOTAL</b> | <b>%</b>      |
|----------------------------------|---------------|---------------|-------------|---------------|--------------|---------------|
| White                            | 27            | 35.06%        | 9           | 45.00%        | 36           | 37.11%        |
| American Indian/Alaskan Native   | 0             | 0.0%          | 0           | 0.0%          | 0            | 0.0%          |
| Asian                            | 14            | 18.18%        | 4           | 20.00%        | 18           | 18.56%        |
| Black                            | 15            | 19.48%        | 5           | 25.0%         | 20           | 20.62%        |
| Native Hawaiian/Pacific Islander | 1             | 1.30%         | 0           | 0.0%          | 1            | 1.03%         |
| 2 or More Races                  | 5             | 6.49%         | 1           | 5.0%          | 6            | 6.19%         |
| Hispanic                         | 15            | 19.48%        | 1           | 5.0%          | 16           | 16.49%        |
| <b>TOTAL MINORITY PROMOTIONS</b> | <b>50</b>     | <b>64.94%</b> | <b>11</b>   | <b>55.0%</b>  | <b>61</b>    | <b>62.89%</b> |
| <b>TOTAL PROMOTIONS</b>          | <b>77</b>     | <b>79.38%</b> | <b>20</b>   | <b>20.62%</b> | <b>97</b>    | <b>100.0%</b> |

| <b>DEMOTIONS</b>                 | <b>FEMALE</b> | <b>%</b>      | <b>MALE</b> | <b>%</b>      | <b>TOTAL</b> | <b>%</b>      |
|----------------------------------|---------------|---------------|-------------|---------------|--------------|---------------|
| White                            | 9             | 64.29%        | 0           | 0.0%          | 9            | 56.25%        |
| American Indian/Alaskan Native   | 0             | 0.0%          | 0           | 0.0%          | 0            | 0.0%          |
| Asian                            | 1             | 7.14%         | 1           | 50.0%         | 2            | 12.50%        |
| Black                            | 3             | 21.43%        | 1           | 50.0%         | 4            | 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                         | 1             | 7.14%         | 0           | 0.0%          | 1            | 6.25%         |
| <b>TOTAL MINORITY DEMOTIONS</b>  | <b>5</b>      | <b>35.71%</b> | <b>2</b>    | <b>100.0%</b> | <b>7</b>     | <b>43.75%</b> |
| <b>TOTAL DEMOTIONS</b>           | <b>14</b>     | <b>87.50%</b> | <b>2</b>    | <b>12.50%</b> | <b>16</b>    | <b>100.0%</b> |

**COMMENTS FOR TABLE 3.4**

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**TABLE 4**  
**Discrimination/Harassment Complaint Activity**  
**(From 01/01/2017 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 Allegat. |
|-------------------------------------|----------|--------------------|-------------|----------|----------------------|----------|-------------|----------|--------------|----------|----------------|
|                                     | Merit    | No Merit           | Insuff Evid | On-going | Merit                | No Merit | Insuff Evid | On-going | Closed       | On-going |                |
| Age                                 |          | A,C,S              |             |          |                      |          |             |          |              |          | 3              |
| Disability/Medical Condition        |          | D,L,N,P<br>S,U     |             | R        |                      |          |             |          | E            |          | 8              |
| Marital Status                      |          |                    |             |          |                      |          |             |          |              |          |                |
| Pregnancy                           |          |                    |             |          |                      |          |             |          |              |          |                |
| Political Affiliation or Beliefs    |          |                    |             |          |                      |          |             |          |              |          |                |
| Race/Color/National Origin/Ancestry |          | A,C,F,H<br>K,N,T,U |             | O        |                      |          |             |          | B            |          | 10             |
| Religion                            |          |                    |             |          |                      |          |             |          |              |          |                |
| Retaliation                         |          | C,F,I,J<br>L,N,P   |             |          |                      |          |             |          |              |          | 7              |
| Sex                                 |          | C,G,Q,T            |             | O,R      |                      |          |             |          |              |          | 6              |
| Sexual Orientation                  |          | M                  |             |          |                      |          |             |          |              |          | 1              |
| <b>TOTAL Allegations:</b>           |          | 29                 |             | 4        |                      |          |             |          | 2            |          | <b>35</b>      |

Note: Use an alpha to represent each complaint. **[DHHS had a total of 21 EEO RELATED 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 number of complaints..*