

**2018 ANNUAL  
WORKFORCE STATISTICS REPORT**

***Probation***

***Lee Seale, County Probation Officer***

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## TABLE OF CONTENTS

Departmental Diversity Policies and Efforts Questionnaire .....	1
Workforce Comparative Analysis - <b>Table 1</b> .....	7
Job Categories Summary - <b>Table 2</b> .....	8
Personnel Actions Report: Hires/Rehires - <b>Table 3.1</b> .....	9
Personnel Actions Report: Terminations - <b>Table 3.2</b> .....	10
Personnel Actions Report: Transfers Out - <b>Table 3.3</b> .....	11
Personnel Actions Report: Promotions/Demotions - <b>Table 3.4</b> .....	12
Discrimination Complaints - <b>Table 4</b> .....	13

## 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 operates and maintains the Youth Detention Facility, a secured, detention facility for juvenile offenders. The Probation Department is responsible for the preparation of social history reports of juvenile offenders and pre-sentence investigations of adult offenders for the Sacramento County Superior Courts.*

*The Sacramento County Probation Department supervises juvenile and adult offenders placed on Probation by the Courts, in addition to realigned adult offenders (AB 109) from State and County Prison placed on Post-Release Community Supervision or Mandatory Supervision, respectively.*

*The Department operates three Adult Day Reporting Centers and Drug Court, participates with schools, community based organizations, and multi-jurisdictional law enforcement teams, along with the citizens of Sacramento County to build productive partnerships with the underlying goal of public safety and reducing recidivism.*

- (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 & development assignments, etc);

*Probation’s Backgrounds Unit actively conducts background investigations on sworn candidates, including Probation Aides. The unit consists of one Supervising Probation Officer, two Senior Deputy Probation Officers, three Deputy Probation Officers, and a Senior Office Specialist with oversight of the unit provided by a Division Chief.*

*The Department’s public internet site provides on-line access to a Juvenile Correctional candidate orientation booklet, a Deputy Probation Officer candidate orientation booklet, along with Title 15 Minimum Standards provided by the Board of State Community Corrections, to assist candidates in the preparation of taking a County exam.*

*The Personal History Statement located on the public internet site also allows immediate access to all potential new hires. In reviewing the document, candidates are able to view the expectations of holding a position in law enforcement. The Department extends an opportunity for candidates to tour the Youth Detention facility as part of the hiring process so that one can be educated and ask pertinent questions about the job duties and responsibilities. The Department also has unpaid interns and opportunities for a ride-along.*

*All new-hire candidates attend a six (6) week Academy held at the Youth Detention Facility.*

### Selection and Hiring Procedures:

*The Probation Department has a thorough and multi-phased selection and hiring process, which provides significant advancement opportunities to sworn personnel. All reachable candidates on the department's delegated eligibility lists for sworn classifications are considered for hire. Additionally, as a rank of candidates on the list is cleared, the next rank of candidates would be considered for hire.*

*Selection of non-sworn personnel involves a structured hiring interview, including written exercises to assess an applicant's qualification for vacant positions. Probation Department employees are encouraged to apply and interview for vacancies.*

### Training

*The Staff Development/Training Coordinator is responsible for ensuring all staff meet training requirements. The Training Coordinator ensures all staff comply with county/state mandatory training by maintaining oversight on a training database. Training is specific to career development and/or related to the current job assignment.*

*Training is administered both externally and internally. All employees may take advantage of county-generated training or may use the tuition reimbursement program for training that is not county provided. Sworn staff must receive training in certain areas and in certain increments to maintain the Standards for Training in Corrections (STC) required by the Board of State and Community Corrections (BSCC). Some grant-funded positions require mandatory training for the staff associated with specific programs.*

*Sworn staff enroll for training with the approval of their supervisor via the online training application each training year. Any class/training additions are distributed to staff via email and/or are added to the application. County training opportunities are distributed by email.*

*The department pays for all required training with reimbursement by the BSCC or through the cost centers attributed to the employee. Employees may be given time off for special training beyond the required number of hours. Training that is deemed crucial to job effectiveness or related to the expansion of professional knowledge and skill is paid with a manager's approval, as are job-related professional memberships. Judicious planning, with respect to the training budget, has allowed employees to receive additional training.*

*Written materials for training, with respect to a particular job assignment, are available within the department. In addition, the training office maintains resources such as articles and publications related to criminal justice/probation issues.*

*All Clerical Supervisors are enrolled through the county's supervisor training programs (Workforce Effectiveness and Workforce Compliance), and Senior Office Assistants attend Lead Academy trainings. In addition, the Office-Technical employees attend computer training to assist them in the performance of their jobs. Clerical and administrative supervisors may also attend human resource management-related trainings offered by the Department of Personnel Services Parkway Team.*

*Since implementation in 2005, all sworn and non-sworn staff in lead, supervisory or management positions have been required to take AB1825 harassment and discrimination prevention training bi-annually. Since implementation in 2008, employees in all other job classes have also been required to attend harassment and discrimination prevention training*

*specific to their job class level and work environment every three years. These programs are designed to help supervisors and employees understand the needs of diverse client populations as well as work together in a safe, productive environment.*

- (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.

*A Supervising Probation Officer is assigned to organize and oversee recruitment. The administration supports recruitment efforts as an integral part of departmental activities. The department recruiters were given direction to reach a diverse candidate pool for hiring.*

*The department actively recruited at local junior colleges, Sacramento State University and job fairs. The Probation Department increased its visibility to the community by having staff recruiters attend community job fairs and special celebrations, particularly in areas where minorities represent a high percentage of the population.*

Some of the events Probation participated in during 2017 included:

- *The Links to Law Enforcement Career Fair; sponsored by Asian Resources Inc., a program to provide participants who identify as Asian Pacific Islander, Latino/Hispanic, or African American with an opportunity to gain valuable information, resources, and mentorship in a law enforcement career.*
- *Career Fair; Greater Sacramento Urban League offered a forum to students to learn the hiring and background process, as well as, showcase what a rewarding career working with people in the community can be.*
- *Sacramento County Career Fair; provided an opportunity to answer any questions regarding the department, as well as, information about the department divisions and positions available along with the application process.*
- *District Attorney Youth Academy Graduation; the department had the opportunity to speak with teenagers from more than 15 local schools; students engaged in learning about the criminal justice system through interacting with officers, attorneys and judges.*
- *The Career Fair, at the Youth Detention Facility; a collaboration between Sacramento County Office of Education (SCOE) and the Probation Department, fostered engagement between students from all over the region, allowing the young people to ask questions at each booth and receive flyers, brochures, and applications.*
- *The Katherine Albiani Middle School “KAMS” Career Day; Parents, guardians and KAMS community members were able to share their career fields and help inspire the next generation.*
- *Career Day- Creative Communications Arts Academy; Officers spoke with students in 6<sup>th</sup>-12<sup>th</sup> grade about the role of Probation Officers in the Criminal Justice system.*
- *18<sup>th</sup> Annual Public Safety and Community Appreciation Luncheon, hosted by the Sacramento County District Attorney’s Office. With many different Law Enforcement Agencies in attendance, we showcased department contributions to the community and help one child at a time by identifying trauma in a child at an early age and providing them the help and support they need.*

- *The Community Justice Skate Walk and Roll for All Victims of Crime; Officers joined the Sacramento County Sheriff's Department, Sacramento Police Department and 916 Hollywood Initiative, and community members to march against violence as well as set up an information booth to provide resources about our agency.*
- *National Night Out; Oak Park Community event provided community engagement between first responders, law enforcement, service providers, community resources; continuing education and developing relationships.*
- *District Attorney Youth Shadow Day; 9<sup>th</sup>-12<sup>th</sup> graders are able to shadow professionals from various criminal justice agencies. Over 100 students from 50 local schools participated in the event. Probation provided students insight into the positive work we do in our community, challenges which come with working with our clients, the benefits and risks associated with participating in social media, and probation as a career choice.*
- *Sacramento Latino Community Round Table; brought about discussion in a forum type setting for business owners, organizations, and individuals which encouraged exchange of information and ideas about growth in the community.*
- *California Law Enforcement Hiring Expo; a hiring event dedicated exclusively to meeting the hiring needs of local and regional Law Enforcement Agencies. Recruiting those interested in careers as sworn officer as well as civilian support staff.*
- *5<sup>th</sup> Annual Youth Job and Resource Fair; the Probation Department provided information and resources to more than 600 Sacramento Youth. The department was able to provide information about summer and year around internships and employment opportunities.*
- *SCIPfi; a weekly program at local schools where the Probation Department partners with the Sheriff's department officers to volunteer their time to engage students in various activities, and to get students moving and motivated. During the Youth Service Center Summer Program, Officers spend the summer interacting with at-risk youth in the community. They also take the students with them to assist in organizing items and separate food and sundry items at the Sacramento Food Bank and Family Services*
- *Black Child Legacy Campaign of Fruitridge/Stockton in providing Halloween Trunk or Treat for more than 350 families and allowing families to learn about the resources available at the Fruitridge Community Collaborative.*

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

*In addition to County Personnel website, the Sacramento County Probation Department utilizes social media, such as Facebook and Twitter, to announce Probation Department job exams.*

(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.)

*All Probation Department positions (sworn and non-sworn) which are announced in County open examinations are sent electronically as an announcement for Probation employees.*

*The department has a longstanding practice of periodically transferring staff in all sworn classes (Probation Division Chief, Assistant Probation Division Chief, Supervising Probation Officer, Senior Deputy Probation Officer and Deputy Probation Officer). This practice is in place to provide employees with an opportunity to broaden their knowledge and advance their careers by receiving on-the-job training in all areas of Probation.*

*Historically, sworn employees submit a job preference sheet every 6 months to indicate their preferred assignment which allows for employee input into opportunities to diversify their experience. This job preference sheet was recently expanded to include non-sworn employees. In addition, employee evaluations included a “career goals” section on which the employee and supervisor can collaborate.*

*In 2014, the Department created an internal promotional selection process to include input on promotions from the Supervising Probation Officers. The Department also held a promotional workshop for candidates testing for the Assistant Division Chief and Division Chief positions. In March 2015, the Sacramento County Probation Association, in collaboration with the Department, hosted a career development workshop.*

*We encourage internal candidates to take exams and rank on eligibility lists so they can be considered for advanced level positions as they become available. Additional training, special projects and inter-departmental transfers are utilized for the professional development of our non-sworn staff. Additionally, many of our entry level clerical positions were filled by temporary employees, who were encouraged to take exams to become permanent.*

*In February 2014, the Probation Department established a Career Development Committee to provide a discussion / action forum which included, but not limited to: creating opportunities department-wide (committees), discussion regarding the internal promotional selection process, development of mentors outside of institutional assignments, development of a career development competencies assessment, an individual development planning, workshops, identifying resources and training needs, and evaluations. The committee is comprised of representatives from management, supervisors, and line staff to include a labor union representative at each level.*

*In 2017, the department held numerous career development forums to assist employees in preparing for interviews.*

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

*Diversification is an extremely important consideration in the department’s provision of services. The department serves clients of all races, socio-economic levels, national origins, and cultures throughout the county. Therefore, the objectives of the EEO program are incorporated into strategic and operational decision making to ensure optimal services for all clients. The department is always working to ensure that a sufficient cross-section of employees is located at each facility to meet all types of clients’ needs.*

- (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 works with other County agencies and many community and minority organizations in the course of providing services to the community. The department routinely collaborates with such organizations in the implementation of grant programs, community activities and enforcement efforts. Additionally, the department's employees who are actively involved in these organizations provide a valuable connection between the department and the community-based organizations.*

- (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.

*No complaints listed with a finding of merit.*



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

<i>ETHNICITY</i>	Census Data	Workforce Composition				Workforce Composition			
	2010	County of Sacramento				PROBATION			
		2012 (1)		2017 (2)		2013 Report (3)		2018 Report (4)	
	%	#	%	#	%	#	%	#	%
<b>2 or More Races</b>	4.4%	132	1.2%	268	2.4%	4	0.6%	8	1.3%
<b>American Indian/Alaskan Native</b>	1.3%	127	1.2%	117	1.0%	5	0.8%	5	0.8%
<b>Asian</b>	13.6%	1,492	13.9%	1,710	15.2%	78	12.4%	84	13.2%
<b>Black/African American</b>	10.5%	1,295	12.1%	1,368	12.2%	87	13.9%	85	13.3%
<b>Hispanic/Latino</b>	17.9%	1,521	14.2%	1,836	16.3%	123	19.6%	145	22.7%
<b>Native Hawaiian/Pacific Islander</b>	1.0%	83	0.8%	113	1.0%	6	1.0%	9	1.4%
<b>White/Non-Hispanic</b>	51.4%	6,094	56.7%	5,824	51.8%	324	51.7%	302	47.3%
<b>Total</b>	100.0%	10,744	100.0%	11,236	100.0%	627	100.0%	638	100.0%
<b>Minority Representation</b>	48.6%	4,650	43.3%	5,412	48.2%	303	48.3%	336	52.7%
<b>Female Representation</b>	50.8%	5,560	51.7%	5,812	51.7%	284	45.3%	309	48.4%

<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	#	4	5	2	3	6	8	11	12	25	25
	%	16.0%	20.0%	8.0%	12.0%	24.0%	32.0%	44.0%	48.0%	100.0%	100.0%
2. Professionals	#	8	8	0	0	8	8	14	15	16	18
	%	50.0%	44.4%	0.0%	0.0%	50.0%	44.4%	87.5%	83.3%	100.0%	100.0%
3. Technicians	#	0	0	0	0	0	0	1	1	1	1
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%
4. Protective Services	#	120	125	145	146	265	271	221	224	516	514
	%	23.3%	24.3%	28.1%	28.4%	51.4%	52.7%	42.8%	43.6%	100.0%	100.0%
5. Para-Professionals	#										
	%										
6. Office/Clerical Workers	#	29	31	8	8	37	39	42	45	56	60
	%	51.8%	51.7%	14.3%	13.3%	66.1%	65.0%	75.0%	75.0%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#	9	8	3	2	12	10	12	12	21	20
	%	42.9%	40.0%	14.3%	10.0%	57.1%	50.0%	57.1%	60.0%	100.0%	100.0%
Total	#	170	177	158	159	328	336	301	309	635	638
	%	26.8%	27.7%	24.9%	24.9%	51.7%	52.7%	47.4%	48.4%	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	8	15.7%	12	23.5%	20	39.2%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	2	3.9%	3	5.9%	5	9.8%
Black	7	13.7%	5	9.8%	12	23.5%
Native Hawaiian/Pacific Islander	1	2.0%	1	2.0%	2	3.9%
2 or More Races	1	2.0%	0	0.0%	1	2.0%
Hispanic	8	15.7%	3	5.9%	11	21.6%
<b>TOTAL MINORITY HIRES</b>	<b>19</b>	<b>37.3%</b>	<b>12</b>	<b>23.5%</b>	<b>31</b>	<b>60.8%</b>
<b>TOTAL NEW HIRES</b>	<b>27</b>	<b>52.9%</b>	<b>24</b>	<b>47.1%</b>	<b>51</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	0	0.0%	0	0.0%	0	0.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	50.0%	0	0.0%	1	50.0%
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	50.0%	0	0.0%	1	50.0%
<b>TOTAL MINORITY RE-HIRES</b>	<b>2</b>	<b>100.0%</b>	<b>0</b>	<b>0.0%</b>	<b>2</b>	<b>100.0%</b>
<b>TOTAL RE-HIRES</b>	<b>2</b>	<b>100.0%</b>	<b>0</b>	<b>0.0%</b>	<b>2</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 01/01/2017 to 12/31/2017)**

<b>TERMINATIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	9	20.9%	17	39.5%	26	60.5%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	2.3%	1	2.3%	2	4.7%
Black	3	7.0%	6	14.0%	9	20.9%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	0	0.0%	1	2.3%	1	2.3%
Hispanic	2	4.7%	3	7.0%	5	11.6%
<b>TOTAL MINORITY TERMINATIONS</b>	<b>6</b>	<b>14.0%</b>	<b>11</b>	<b>25.6%</b>	<b>17</b>	<b>39.5%</b>
<b>TOTAL TERMINATIONS</b>	<b>15</b>	<b>34.9%</b>	<b>28</b>	<b>65.1%</b>	<b>43</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	32	74.4%	10	13
RESIGN OTHER EMPLOYMENT	0	0%	0	0
EMPLOYEE INITIATED / NO REASON GIVEN	7	16.3%	4	2
DECEASED	0	0%	0	0
LAID OFF/REDUCTION IN FORCE	0	0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	2	4.7%	0	2
AUTOMATIC RESIGNATION	0	0%	0	0
OTHER– Please list: Medically Disqualified	2	4.7%	1	0
Totals:	43	100%	15	17

**COMMENTS FOR TABLE 3.2**

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**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		0.0%		0.0%		0.0%
American Indian/Alaskan Native		0.0%		0.0%		0.0%
Asian		0.0%		0.0%		0.0%
Black		0.0%		0.0%		0.0%
Native Hawaiian/Pacific Islander		0.0%		0.0%		0.0%
2 or More Races		0.0%		0.0%		0.0%
Hispanic		0.0%		0.0%		0.0%
<b><i>TOTAL MINORITY TRANSFERS</i></b>		0.0%		0.0%		<b><i>0.0%</i></b>
<b><i>TOTAL TRANSFERS</i></b>		0.0%		0.0%		<b><i>0.0%</i></b>

**COMMENTS FOR TABLE 3.3**

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There were no transfers out of the department during this time.

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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	25	23.6%	34	32.1%	59	55.7%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	4	3.8%	3	2.8%	7	6.6%
Black	4	3.8%	6	5.7%	10	9.4%
Native Hawaiian/Pacific Islander	1	0.9%	1	0.9%	2	1.9%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	16	15.1%	12	11.3%	28	26.4%
<b>TOTAL MINORITY PROMOTIONS</b>	<b>25</b>	<b>23.6%</b>	<b>22</b>	<b>20.8%</b>	<b>47</b>	<b>44.3%</b>
<b>TOTAL PROMOTIONS</b>	<b>50</b>	<b>47.2%</b>	<b>56</b>	<b>52.8%</b>	<b>106</b>	<b>100.0%</b>

<b>DEMOTIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	0	0.0%	1	33.3%	1	33.3%
American Indian/Alaskan Native	0	0.0%	0	0.0%		0.0%
Asian	0	0.0%	0	0.0%		0.0%
Black	1	33.3%	0	0.0%	1	33.3%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%		0.0%
2 or More Races	0	0.0%	0	0.0%		0.0%
Hispanic	1	33.3%	0	0.0%	1	33.3%
<b>TOTAL MINORITY DEMOTIONS</b>	<b>2</b>	<b>66.7%</b>	<b>0</b>	<b>0.0%</b>	<b>2</b>	<b>66.7%</b>
<b>TOTAL DEMOTIONS</b>	<b>2</b>	<b>66.7%</b>	<b>1</b>	<b>33.3%</b>	<b>3</b>	<b>100.0%</b>

**COMMENTS FOR TABLE 3.4**

All 3 demotions were "Return to Former Class" actions.

**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											
Disability/Medical Condition									C		1
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry											
Religion											
Retaliation									C	B	2
Sex/Gender		A								B	2
Sexual Orientation											
<b>TOTAL Allegations:</b>		1							2	2	<b>5</b>

Note: Use an alpha to represent each complaint. **[PROBATION had a total of 3 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..