

**2019 ANNUAL
WORKFORCE STATISTICS REPORT**

Department of Human Assistance

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DIVERSITY POLICIES AND EFFORTS QUESTIONNAIRE

IF ANY QUESTION HAS A “NON-APPLICABLE” ANSWER, PLEASE EXPLAIN WHY.

(1) Please provide a brief description of the services and functions provided by your department.

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

DHA brings together 1,932 skilled and dedicated employees to plan, implement and oversee a spectrum of programs and services. DHA’s core purpose is to improve lives. Department programs address many facets of daily life, including employment, housing, health care, transportation, education, and childcare.

DHA’s programs are specifically designed to assist low-income families and individuals find workable solutions to daily-living problems as they make the transition from welfare to the workplace. One out of five residents in Sacramento utilizes one form or another of DHA’s services.

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

- **Adoption Assistance Program (AAP)** provides financial and/or medical support to facilitate the adoption of children who otherwise would remain in long-term foster care.
- **California Work Opportunity and Responsibility to Kids (CalWORKs)** provides financial support for families with dependent children who experience deprivation due to a parent’s absence, incapacity, death, unemployment or underemployment.
- **Refugee Cash Assistance (RCA)** provides cash benefits for new refugees who are not eligible for CalWORKs.
- **CalFresh** provides supplemental nutritional assistance to allow low-income individuals and families to buy food and improve nutrition.
- **Cash Assistance Program for Immigrants (CAPI)** provides financial assistance to aged, blind or disabled immigrants who were in the United States prior to August 21, 1996; or sponsored immigrants who enter the United States on August 21, 1996 or later and whose sponsors are deceased, disabled or abusive, and who are ineligible for Supplemental Security Income (SSI) solely due to their immigrant status.

- **General Assistance (GA)** provides short-term cash assistance and services. It is a program of last resort to adults without children, who are at least eighteen (18) years of age.
- **Foster Care** provides cash and medical benefits for children placed into protective custody by Child Protective Services (CPS) or Probation in approved placement homes, agencies or facilities.
- **Approved Relative Caregiver (ARC)** mandated effective July, 1, 2017, provides basic foster care assistance rates to caretaker relatives of non-federally eligible dependent children.
- **Kinship Guardianship Assistance Payment (Kin-Gap)** provides continued cash assistance utilizing Aid to Families with Dependent Children (AFDC)/Foster Care rates to legal guardian relative caretakers of foster children whose court dependency is terminated.
- **Medi-Cal / Insurance Affordability Programs** provide health insurance for low-income families and individuals. Insurance Affordability Programs either reduce the amount individuals pay for their monthly health insurance premiums or discount out-of-pocket costs for health-care expenses.
- **County Medically Indigent Services Program (CMISP)** provides medically necessary care to indigent adults who are Sacramento County residents not eligible for any other available health coverage programs.

DHA offers a range of Employment Services through the CalWORKs-based Welfare-to-Work (WTW), General Assistance Training and Employment (GATE), and CalFresh Employment and Training (CFET) programs. These programs assist single adults and families to find and keep jobs by providing services such as pre-employment training workshops, resume writing assistance, job referrals, on-the-job training, and “dress for success” seminars. DHA also administers supportive services such as Child Care, which provides funding for childcare for those enrolled in Welfare-to-Work and those transitioning from CalWORKs.

In addition to the programs and supportive services listed above, DHA’s Homeless Services Division manages both direct and indirect services for persons experiencing homelessness. Included within these services are the County Initiatives to reduce homelessness which provide emergency shelter, rehousing programs and coordination for outreach and navigation services to persons experiencing homelessness.

DHA also includes the County Veterans Services Office, which assists veterans, their dependents, and survivors with applying for VA benefits.

- (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);

Selection and Hiring

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

1. Based on labor agreements with the Welfare Supervisory Unit, the Welfare Non-Supervisory Unit, and the Office Technical Unit, all vacancies are advertised to provide current staff an opportunity to change work locations within DHA.
2. If a vacancy is not filled through Step 1, the supervisor/manager requests an eligible list of candidates from the County Department of Personnel Services.
3. Supervisors/managers are required to consider all candidates on the Accommodation Transfer List (ATL). If there are no ATL candidates, they can consider the candidates from the top three ranks and candidates from the lateral transfer list.
4. For the Human Services Specialist and Eligibility Specialist induction classes, the most qualified candidates are hired from the top three ranks. If a rank is cleared (names are exhausted due to job offers or candidate non-interest), the candidates from the next rank are interviewed. The ATL rules also apply to these positions.

The Department establishes hiring panels whose members reflect the diversity amongst our staff and client populations. Client statistics are reviewed quarterly. DHA hires employees with special skills (language and/or culture) based on client populations. DHA currently has 14 different language and/or culture classifications.

Internships

DHA has an Educational Advancement policy that allows staff to flex their work hours if they are attending college classes and, on a limited basis, allows for staff to do required fieldwork or college internships on the job.

The County contracts with Cristo Rey High School, The Community College Foundation, and University Enterprises, Inc., to assist County departments interested in recruiting and hiring paid student interns. DHA takes advantage of this partnership to work with students to provide them with relevant work experience, which also benefits the Department's programs and services.

Education and Training Opportunities

DHA management works closely with five caucuses, which serve as advisory groups to the Director on issues relevant to the caucus members and their represented communities. The Department's caucuses: Asian Pacific Islander Caucus; African-American Caucus; Latino Caucus; Native American Caucus; and Lesbian, Gay, Bisexual, Transgender, Queer Caucus. A new Slavic Caucus is currently in the initial forming stage. The Caucuses provide their members and other employees training and career development opportunities. The Department funds these training opportunities in the amount of \$500 per year, per caucus.

In addition to working with the caucuses, the Department provides various training opportunities for employees, including computer, customer service, and diversity training. Some are optional and others mandatory. DHA supervisors and managers have AB1825 training every two years. Client confidentiality training is also provided.

Employees are also eligible to apply for the County's Education Reimbursement Program. The program offers a maximum of \$1,500 per year to employees who are going to school while working for the County. There are 55 DHA employees that currently take advantage of this program.

In October and November 2018, Sacramento County offered higher education events. There were 13 information sessions and three webinars for Ashford, Brandman and DeVry Universities. Representatives from these universities were in attendance to discuss how they could help employees reach their education goals. DHA staff attended these sessions and expressed interest in applying for various degree programs. Additionally, employees (and immediate family) receive tuition discount benefits through the County's partnerships with these universities.

- (3) Please describe what recruiting and/or informational events your department has participated in and how they help to ensure a workforce representative of Sacramento County. (Include, if applicable, high school or college job fairs, high school or college programs, church events, or community events.

The Department has done active recruitment through various community-based organizations whose clientele are predominantly minority and, in addition to bringing needed skills to the Department programs, may speak one of the languages required to service our customers. DHA has dedicated a hiring team focusing entirely on recruitment at job fairs to ensure that we get the diversity we need in our workforce. The Department participated in numerous outreach events in the last year, which included job fairs sponsored by County of Sacramento, Path to County Service Workshop at SETA, Rio Linda High School, Monterey Trail High School Career Fair, Workforce Wednesday @ Cosumnes River College, Pathways to Public Service for Community Colleges, CSUS Veterans Career Pathway Program, Sacramento State University College Assistance Migrant Program, La Familia Job Fair, William Jessup University, Human Resources Management Association, Galt High School Career Fair, San Juan Unified Adult Education Job and Career Resource Fair, Invest in your Success Workshop, CSUS Department of Gerontology Career Fair, American River College Career Fair, Volunteers of America "Hire Up" event, Folsom Lake College Career Fair, SacJobs.com, CSUS - Internship Awareness Week Event, Sacramento City College Career Day, Crossroads Diversified Employment and Resource Fair, DHA Susie Gaines-Mitchell Community Fair, Assemblyman Cooley's Career Fair, Sacramento Job Corps Center Career Fair, Beale AFB Job Fair, National Night Out, Tri Counties Job Fair, Veterans Business Forum, Career and Resource Fair, CSUS All Majors Career Fair, Feria de Educacion, UC Davis Fall Internship and Career Fair, Youth in Government Day, SETA Career Fair for Aerojet Employees, SETA Rapid Rehire event for Sears Employees, Travis Air Force Base, EDD

Veterans, GSLU 2018 Diversity Job Fair, Youth Job & Resource Fair, Sacramento Job Fair, Honor a Hero Hire a Vet, Girls Self Esteem.

Every month, DHA also holds Job Talk events. These are outreach events in which Workforce Coordinators provide referrals to current job openings, job search information, job fair information, access to employment and training resources, and job search assistance. Additionally, employers with current job openings are invited to present at Job Talk sessions.

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

DHA posts Announcement Bulletins (ABs) on DHAnet, the internal Department intranet website. When a vacancy occurs, the Department posts an AB on the site and interested employees can submit their interest to the hiring contact. Additionally, the County's Department of Personnel Services posts open competitive examinations on Neogov, which is the applicant tracking system the County uses. As exams are announced and posted on Neogov, interested candidates may apply and submit their applications. For job seekers who are interested in an exam which is not yet open to the public, they have the option to fill out a Job Interest Card within Neogov for a specific job classification. When an exam is announced for that classification, Neogov automatically sends an email to those who have completed a Job Interest Card informing them the exam is now open for applications.

- (5) Please describe your department's promotion and career advancement procedures designed to enable all employees to have an equal and fair opportunity to compete for and attain County Promotional opportunities. (Include, if applicable, mentoring, career development activities, etc.)

The Department currently uses several methods to ensure all employees have an equal and fair opportunity to compete for and attain County promotional opportunities. DHA informs employees of job opportunities (promotional exams, transfers, jobs outside of the County) by posting them on the Department's intranet (DHAnet). We also send out relevant announcements for all promotional exams via email to staff interested in taking the exams. In addition, paper copies of the above information are made available to employees to review at various work locations.

DHA also holds mock interviews for employees who have an interest in having their interviews critiqued by a panel of Program Managers. During these sessions, the Program Managers present information on their career journeys, give written exercises, present a PowerPoint on how to prepare for an interview, and hold mock interviews that are videotaped. The Program Managers provide feedback to the employees on how they can improve their interview skills. The recorded interviews are provided to the employees, so they can view their interview performance and review panel feedback to help them prepare for actual interviews. DHA also offers brown bag leadership lab sessions with managers on career paths and offers supplemental writing training to support employee advancement.

DHA has previously offered Management and Leadership Development courses through UC Davis for new supervisors and managers, and, through our Investment in Excellence curriculum, offers staff training geared towards personal and professional growth. .

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

It is the policy of the County and the Department to provide equal opportunities in all areas of employment to all people, regardless of race, color, sex, national origin, age, marital status, religion, ancestry, medical condition, disability, political affiliation, sexual orientation, or other factors not directly related to County job duties.

DHA is one of the largest departments in Sacramento County, with 1,932 employees. There are more than 47 job classifications within the Department, including social work, eligibility, supervision, management, accounting and law enforcement positions. Opportunities for advancement to a variety of specialized positions both within the Department and throughout the County are continually available.

Over 65 percent of DHA's workforce is classified as minority, and bilingual staff provides services in a dozen languages to our customers. The Department also has eleven vendors who assist with our customers' language needs, including sign language. In addition, a department-wide TDD-TTY (telephone device for the deaf/teletype) telephone was installed and the number was publicized to our customers. The Department's five Civil Rights Advisory Caucuses serve in an advisory capacity to the DHA Director. These caucuses champion the civil rights of clients as well as employees. Department Caucuses also raise funds to award college scholarships for children of diverse families on our public assistance caseloads.

Our job at DHA is to provide basic services and care to the neediest in our community. In recent years, we have broadened our mission to include goals of fostering economic stability and self-sufficiency for those we serve. The Department is dedicated to providing quality assistance to our customers and to curtailing the cycle of poverty through education and job training.

DHA has demonstrated innovative policy development, implementation, service delivery, and best practices to achieve workforce diversity. DHA stays current with data on its customer base and reinforces the need to address broad customer diversity with diversity training for all employees. DHA provides specially trained employees, special skilled language employees, and customized literature for its diverse customer population. The Department maintains direct contact with community organizations and through the various caucuses, and keeps open communication with representation units.

- (7) Please describe your department's method to ensure its EEO activities and efforts result in service delivery across all sectors of the community (e.g., systems or processes for communication between County agencies and direct contact with community organizations, etc.)

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

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

- (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.

There were no complaints found to have merit.

TABLE 1
WORKFORCE COMPARATIVE ANALYSIS

<i>ETHNICITY</i>	Census Data	Workforce Composition				Workforce Composition			
	2010	County of Sacramento				[DEPARTMENT]			
		2013 (1)		2018 (2)		2014 Report (3)		2019 Report (4)	
	%	#	%	#	%	#	%	#	%
2 or More Races	4.4%	132	1.2%	297	2.6%	25	1.3%	50	2.6%
American Indian/Alaskan Native	1.3%	127	1.2%	112	1.0%	26	1.4%	18	0.9%
Asian	13.6%	1,492	13.9%	1,761	15.4%	389	20.3%	422	21.7%
Black/African American	10.5%	1,295	12.1%	1,379	12.1%	330	17.2%	324	16.6%
Hispanic/Latino	17.9%	1,521	14.2%	1,921	16.8%	362	18.9%	431	22.1%
Native Hawaiian/Pacific Islander	1.0%	83	0.8%	117	1.0%	23	1.2%	25	1.3%
White/Non-Hispanic	51.4%	6,094	56.7%	5,840	51.1%	763	39.8%	677	34.8%
Total	100.0%	10,744	100.0%	11,427	100.0%	1,918	100.0%	1,947	100.0%
Minority Representation	48.6%	4,650	43.3%	5,587	48.9%	1,155	60.2%	1,270	65.2%
Female Representation	50.8%	5,560	51.7%	5,892	51.6%	1,401	73.0%	1,370	70.4%

¹ Sacramento County Workforce as of pay period 26 ending 12/14/2013

² Sacramento County Workforce as of pay period 26 ending 12/22/2018

³ Employed by County of Sacramento as of pay period 26 ending 12/14/2013

⁴ Employed by County of Sacramento as of pay period 26 ending 12/22/2018

TABLE 2
JOB CATEGORIES COMPARISION
BETWEEN 2018 AND 2019 REPORTS

JOB Categories		Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2018*	2019*	2018*	2019*	2018*	2019*	2018*	2019*	2018*	2019*
1. Officials/Administrators	#	7	6	4	5	11	11	23	22	33	32
	%	21.2%	18.8%	12.1%	15.6%	33.3%	34.4%	69.7%	68.8%	100.0%	100.0%
2. Professionals	#	381	382	133	135	514	517	605	593	816	803
	%	46.7%	47.6%	16.3%	16.8%	63.0%	64.4%	74.1%	73.8%	100.0%	100.0%
3. Technicians	#	1	2	0	1	1	3	4	4	6	7
	%	16.7%	28.6%	0.0%	14.3%	16.7%	42.9%	66.7%	57.1%	100.0%	100.0%
4. Protective Services	#	0	0	2	3	2	3	3	3	23	23
	%	0.0%	0.0%	8.7%	13.0%	8.7%	13.0%	13.0%	13.0%	100.0%	100.0%
5. Para-Professionals	#	55	51	19	20	74	71	78	72	112	106
	%	49.1%	48.1%	17.0%	18.9%	66.1%	67.0%	69.6%	67.9%	100.0%	100.0%
6. Office/Clerical Workers	#	690	470	193	195	883	665	691	676	988	976
	%	69.8%	48.2%	19.5%	20.0%	89.4%	68.1%	69.9%	69.3%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#										
	%										
Total	#	1134	911	351	359	1485	1270	1404	1370	1978	1947
	%	57.3%	46.8%	17.7%	18.4%	75.1%	65.2%	71.0%	70.4%	100.0%	100.0%

TABLE 2

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

** The numbers for the 2019 Report are taken from pay period 26 ending December 22, 2018.

TABLE 3.1
Personnel Actions Report
HIRES/RE-HIRES - Permanent Position Employees
(From 01/01/2018 to 12/31/2018)

NEW HIRES	FEMALE	%	MALE	%	TOTAL	%
White	21	20.0%	10	10.0%	31	30.0%
American Indian/Alaskan Native	1	1.0%	3	3.0%	4	4.0%
Asian	15	14.0%	8	7.0%	23	21.0%
Black	8	8.0%	5	4.0%	13	12.0%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	2	2.0%	2	2.0%	4	4.0%
Hispanic	23	22.0%	7	7.0%	30	29.0%
TOTAL MINORITY HIRES	49	47.0%	25	23.0%	74	70.0%
TOTAL NEW HIRES	70	67.0%	35	33.0%	105	100.0%

NEW RE-HIRES	FEMALE	%	MALE	%	TOTAL	%
White	2	40.0%	0	0.0%	2	40.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	20.0%	0	0.0%	1	20.0%
Black	0	0.0%	2	40.0%	2	40.0%
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%
TOTAL MINORITY RE-HIRES	1	20.0%	2	40.0%	3	60.0%
TOTAL RE-HIRES	3	60.0%	2	40.0%	5	100.0%

COMMENTS FOR TABLE 3.1

TABLE 3.2
Personnel Action Report
TERMINATIONS – Permanent Position Employees
(From 01/01/2018 to 12/31/2018)

TERMINATIONS	FEMALE	%	MALE	%	TOTAL	%
White	45	36.0%	13	10.0%	58	46.0%
American Indian/Alaskan Native	1	1.0%	0	0.0%	1	1.0%
Asian	16	13.0%	4	3.0%	20	16.0%
Black	13	11.0%	3	2.0%	16	13.0%
Native Hawaiian/Pacific Islander	0	0.0%	1	1.0%	1	1.0%
2 or More Races	2	2.0%	2	2.0%	4	4.0%
Hispanic	19	15.0%	5	4.0%	24	19.0%
TOTAL MINORITY TERMINATIONS	51	42.0%	15	12.0%	66	54.0%
TOTAL TERMINATIONS	96	78.0%	28	22.0%	124	100.0%

REASON TERMINATED	Number	% of Total	# of Female	# of Minority
RETIRED OR DISABILITY RETIREMENT	59	48%	46	25
RESIGN OTHER EMPLOYMENT	13	10%	7	8
EMPLOYEE INITIATED / NO REASON GIVEN	42	34%	36	28
DECEASED	0	0%	0	0
LAID OFF/REDUCTION IN FORCE	0	0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	10	8%	7	5
AUTOMATIC RESIGNATION	0	0%	0	0
OTHER– Please list:	0	0%	0	0
Totals:	124	100%	96	66

COMMENTS FOR TABLE 3.2

TABLE 3.4
Personnel Action Report
PROMOTIONS/DEMOTIONS - Permanent Positions
(From 01/01/2018 to 12/31/2018)

PROMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	20	21.0%	12	13.0%	32	34.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	13	14.0%	2	2.0%	15	16.0%
Black	10	10.0%	5	5.0%	15	15.0%
Native Hawaiian/Pacific Islander	1	1.0%	1	1.0%	2	2.0%
2 or More Races	2	2.0%	1	1.0%	3	3.0%
Hispanic	22	23.0%	7	7.0%	29	30.0%
TOTAL MINORITY PROMOTIONS	48	50.0%	16	16.0%	64	66.0%
TOTAL PROMOTIONS	68	71.0%	28	29.0%	96	100.0%

DEMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	4	57.0%	0	0.0%	4	57.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	2	29.0%	0	0.0%	2	29.0%
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	14.0%	0	0.0%	1	14.0%
TOTAL MINORITY DEMOTIONS	3	43.0%	0	0.0%	3	43.0%
TOTAL DEMOTIONS	7	100.0%	0	0.0%	7	100.0%

COMMENTS FOR TABLE 3.4

TABLE 4
Discrimination/Harassment Complaint Activity
(From 01/01/2018 to 12/31/2018)

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		B, Q		X							3
Disability/Medical Condition/ Genetic Information		B, K, L, Q		X					BB		6
Marital Status		B, L									2
Pregnancy											
Political Affiliation or Beliefs		F									1
Race/Color/National Origin/ Ancestry		B, C, D, F, G, H, I, M, Z		X					U	N	12
Religion											
Retaliation	O, P, R, S, V	A, B, C, E, H, Q							U, BB	N	14
Sex/Gender	J, Y, AA	B, C, H, L, M, T, W		X						N	12
Sexual Orientation											
TOTAL Allegations:	8	31		4					4	3	50

Note: Use an alpha to represent each 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 annual number of complaints..