

**2016 ANNUAL  
WORKFORCE STATISTICS REPORT**

*Child Support 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 primary purpose of the Sacramento County Department of Child Support Services (DCSS) is to collect child support payments for families. Various activities are undertaken to achieve this objective including; locating parents obligated to pay support, establishing parentage, and obtaining child and medical support orders. The following services are available to parents and to legal guardians:

- Locating parents obligated to pay support
- Establishing parentage
- Establishing a support order
- Establishing a medical support order
- Collecting on a support order and enforcing medical support
- Modification of a support order
- Intergovernmental (across state and country) child support activities

(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.);

The Department uses County-developed eligibility lists to hire and fill vacant positions; advertisement for available testing opportunities are done through a variety of media outlets. Employees in the Office Specialist II (OSII) positions often promote to Child Support Officer (CSO) positions. Department-specific classifications include CSO I/II, CSO III, Supervising CSO, Child Support Program Planner (CSPP), Child Support Program Manager (CSPM), Child Support Attorney I-IV, and Child Support Principle Attorney. The Department utilizes the assistance of County classification and selection staff for recruitments of Director and Assistant Director positions. A background check is performed on all candidates.

Certain State training is mandatory for all Department members and additional training is mandatory for specific job classes and duties. Most developmental training is “On-the-Job” (OJT). Non-mandated or Department-specific training is assigned either by need or request. Typically, all supervisors attend the County supervisor’s training.

The State mandates that all DCSS employees, regardless of class, receive two (2) hours of training and take a test on “Complaint Resolution.” All DCSS employees also take another

two (2) full days of State-mandated training entitled Child Support Program Orientation. This training covers the history of the Child Support System, Goals, Confidentiality, Customer Service, and Work Processes. The aforementioned trainings are given within the first two (2) weeks of new employee training but must take place within ninety (90) days of entry into the department. Additionally, Security and Confidentiality training is given annually.

DCSS also provides more extensive training that is job-specific for employees within the department. Those in the Office Assistant II (OAI) class receive one (1) week of additional training that includes the computerized business systems, case systems, the previous legacy systems, and general computer training. Account Clerks (AC) and specific OAI positions, depending on the job assignment, may receive two to three (2-3) weeks of additional classroom training that is desk or task-specific.

Employees in the Office Specialist II (OSII) class receive all of the above plus an additional three and a half (3-1/2) weeks of case work training, which teaches them how to perform various child support processes. Child Support Officers (CSO) receive the same training as the OSII class in addition to further training that covers CSO responsibilities.

Additionally, the Department maintains a Continuing Education Program. Within this program are required courses and elective courses, which are developed to meet the needs of specific job classifications. The Department also encourages their employees to attend courses offered by the County Training Office and trainings presented by outside vendors that will enhance their knowledge and skills.

- (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 relies on the Employment Services Division, within the Department of Personnel Services (DPS), to participate in local job fairs, high school or college events as a method of outreaching and educating the community regarding job opportunities available both within the Department and the County of Sacramento. DCSS has utilized outreach events to provide information about department recruitments (i.e. outreach events at high schools or community events); however, this is typically not the primary purpose of the event so it is done with discretion.

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

The Department advertises on the official Sacramento County Department of Personnel Services internet site using Neo Gov. DCSS also advertises on the California Child Support

Directors Association (CSDA) website, which is headquartered in Sacramento, CA. In addition, the Department has utilized Monster.com, California Welfare Directors Association (CWDA), PublicCEO, California State Association of Counties (CSAC), and Craigslist Sacramento to advertise job vacancies.

- (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 notifies employees of potential promotional opportunities/recruitments in an effort to give employees time to apply and achieve ranking on County eligible lists.

The Department has a Mentoring Program for employees with a mission of offering opportunities to further develop both professionally and personally. This program was established in January 2013.

The CSO III lead workers attend a Lead Academy presented by the County Training Office.

The Department utilizes an internal transfer book, which allows interested staff the ability to request a move to the same classification located in a different unit within DCSS. This tool has effectively allowed employees to gain experience and exposure, and prepares them for the future when they may seek a promotion.

The Executive Team and Leadership Team go through specialized programs focusing on personal and organizational change. These programs are being offered to the general work group. It is envisioned that employees will take advantage of these opportunities and will be able to utilize them as tools for personal and professional growth.

Additionally, there is a Job Shadowing Program in place, which offers multiple options for all classifications within DCSS to observe peers for functional and educational purposes. This program has been implemented to assist DCSS employees in further development of competencies and by enhancing the child support knowledge they already possess. The program provides an opportunity to observe the duties, skills, and talents of other child support professionals.

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

The Department's hiring statistics are reflective of EEOC goals and objectives. Hiring and promotion is based on merit and the ability to grow towards the Department's vision and mission. Candidates are invited to interview from eligible lists established by DPS, which follows the Civil Service process. Those candidates wishing to be interviewed for promotion are allowed to interview, providing the candidate is on the list and/or meets the minimum

qualifications (provisional appointments). Interview questions are developed by the supervisory and management team and are subject to the Director for final approval. Interviews may include a writing assignment or “in basket” exercise. Interviews are usually scheduled and conducted on specific days. Interview panels usually consist of a manager and one to two (1-2) supervisors; second interviews are conducted by executive staff. Most panels include women. The Department recognizes the importance for interview panels to be reflective of regional demographics and makes an effort to include minority panel members whenever possible.

- (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 is available to make presentations at schools and to groups within our community. They perform outreach to the organizations and community groups that work with homeless Veterans, Relationship Skills Center, various Birth and Beyond Family Resource Centers, Planned Parenthood Teen Success, Sacramento Head Start, and others on topics related to child support issues. The staff serving the community comes from a broad cultural ethnic group. This is achieved simply by the overall demographic makeup of the Department.

Interpretive services are not offered at these events; however, they can be provided at the request of the host site. The Department has certified interpreters for the following languages: Spanish, Cantonese, Hmong, Vietnamese, and Russian.

### School Programs

The Department’s program for Middle and High School aged kids present them with some of the financial and social realities of early parenthood. It is presented in a non-judgmental way and encourages audience participation. DCSS has been pleased with the very positive responses received from faculty and students. The Department employees also donated school supplies to the Sacramento Children’s Home to be used in their activities and outreach to children in need.

### Loaves and Fishes

The volunteer attorney with Americourt working at Loaves and Fishes may contact the DCSS outreach coordinator either by telephone or email with questions from individuals receiving services by Loaves and Fishes. The Department will present an overview of their services at Loaves and Fishes at their request.

### Prison Outreach

There is a statewide outreach program where inmates can fill out a form, mail it to one location, and then be referred to the Local Child Support Agency who has case management responsibility over their case. Upon receipt of these referrals, the Department has direct contact with those inmates to assist them with their current status and provide them information on what actions they will need to take when they are released from prison.

DCSS also provides various services at one of the County's local jails, Rio Cosumnes Correctional Center, and is working to provide the same or similar service to the main County jail. The Department currently holds workshops and one-on-one interviews with incarcerated parents on a regular basis.

### Legal Programs

The Department's outreach staff and attorneys are available to make presentations to community organizations concerning child support programs, policy, legislation, and legal topics. Programs are tailored to the needs of the particular organization.

### Child Support Awareness Month

During the month of August, in addition to carrying out regular child support duties, the Department recognizes Child Awareness Month. DCSS takes this opportunity to perform additional outreaches in an effort to increase public knowledge with regard to the services the Department offers within the community. The DCSS website, as well as the Sacramento County website, is updated with a message announcing August as Child Support Awareness Month. The Department works with the County Public Information Officer to issue a News Release to several different media outlets to publicize the Child Support Awareness month. In addition to the media coverage, DCSS places Child Support Awareness Posters throughout the community and creates a display in the Sacramento County Administration building located downtown.

### Volunteers of America – Mather Community Campus

Staff from DCSS make presentations and conduct workshops at the Mather Community Campus. The Mather Community Campus assists the homeless, individuals in rehabilitation, and recent parolees.

- (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 – there is no merit found on the completed in-house investigation and the DFEH/EEOC investigation is still on-going.

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

<b>ETHNICITY</b>	<b>Census Data</b>	<b>Workforce Composition</b>				<b>Workforce Composition</b>			
	<b>2010</b>	<b>County of Sacramento</b>				<b>Child Support Services</b>			
		<b>2010 (1)</b>		<b>2015 (2)</b>		<b>2011 Report (3)</b>		<b>2016 Report (4)</b>	
	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>2 or More Races</b>	4.4%	168	1.5%	204	1.9%	8	2.4%	10	3.6%
<b>Asian/Pacific Islander</b>	13.6%	1,613	14.4%	1,713	15.6%	48	14.4%	47	17.0%
<b>American Indian/Alaskan Native</b>	1.3%	131	1.2%	117	1.1%	3	0.9%	1	0.4%
<b>Black/African American</b>	10.5%	1,321	11.8%	1,352	12.3%	42	12.6%	46	16.6%
<b>Hispanic/Latino</b>	17.9%	1,493	13.3%	1,694	15.4%	35	10.5%	32	11.6%
<b>White/Non-Hispanic</b>	51.4%	6,491	57.9%	5,934	53.9%	198	59.3%	141	50.9%
<b>Total</b>	100.0%	11,217	100.0%	11,014	100.0%	334	100.0%	277	100.0%
<b>Minority Representation</b>	48.6%	4,726	42.1%	5,080	46.1%	136	40.7%	136	49.1%
<b>Female Representation</b>	50.8%	5,832	52.0%	5,671	51.5%	255	76.3%	224	80.9%

<sup>1</sup> Sacramento County Workforce as of pay period 26 ending 12/18/2010

<sup>2</sup> Sacramento County Workforce as of pay period 27 ending 12/26/2015

<sup>3</sup> Employed by County of Sacramento as of pay period 26 ending 12/18/2010

<sup>4</sup> Employed by County of Sacramento as of pay period 26 ending 12/26/2015



**TABLE 2**  
**JOB CATEGORIES COMPARISON**  
**BETWEEN 2015 AND 2016 REPORTS**

JOB Categories		Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2015*	2016*	2015*	2016*	2015*	2016*	2015*	2016*	2015*	2016*
1. Officials/Administrators	#	4	4	0	0	4	4	8	7	8	8
	%	50.0%	50.0%	0.0%	0.0%	50.0%	50.0%	100.0%	87.5%	100.0%	100.0%
2. Professionals	#	41	40	10	7	51	47	101	99	133	125
	%	30.8%	32.0%	7.5%	5.6%	38.3%	37.6%	75.9%	79.2%	100.0%	100.0%
3. Technicians	#	0	0	0	0	0	0	2	2	3	2
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	66.7%	100.0%	100.0%	100.0%
4. Protective Services	#										
	%										
5. Para-Professionals	#										
	%										
6. Office/Clerical Workers	#	68	70	15	15	83	85	121	116	149	142
	%	45.6%	49.3%	10.1%	10.6%	55.7%	59.9%	81.2%	81.7%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#										
	%										
Total	#	113	114	25	22	138	136	232	224	293	277
	%	38.6%	41.2%	8.5%	7.9%	47.1%	49.1%	79.2%	80.9%	100.0%	100.0%

**TABLE 2**

\* The numbers for the 2015 Report are taken from pay period 26, ending December 13, 2014.

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

**TABLE 3.1**  
**Personnel Actions Report**  
**HIRES/RE-HIRES - Permanent Position Employees**  
**(From 01/01/2015 to 12/31/2015)**

NEW HIRES	NUMBER	PERCENTAGE OF TOTAL
TOTAL FEMALES HIRED	9	75%
TOTAL MALES HIRED	3	25%
TOTAL MINORITIES HIRED	9	75%
TOTAL CAUCASIANS HIRED	3	25%
TOTAL NEW EMPLOYEES HIRED	12	100%

RE-HIRES	NUMBER	PERCENTAGE OF TOTAL
TOTAL FEMALES RE-HIRED	0	0%
TOTAL MALES RE-HIRED	0	0%
TOTAL MINORITIES RE-HIRED	0	0%
TOTAL CAUCASIANS RE-HIRED	0	0%
TOTAL EMPLOYEES RE-HIRED	0	0%

**COMMENTS FOR TABLE 3.1**

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**TABLE 3.2**  
**Personnel Action Report**  
**TERMINATIONS – Permanent Position Employees**  
**(From 01/01/2015 to 12/31/2015)**

TERMINATIONS	NUMBER	PERCENTAGE OF TOTAL
TOTAL FEMALES TERMINATED	18	66.7%
TOTAL MALES TERMINATED	9	33.3%
TOTAL MINORITIES TERMINATED	9	33.3%
TOTAL CAUCASIANS TERMINATED	18	66.7%
TOTAL EMPLOYEES TERMINATED	27	100%

REASON TERMINATED	Number	% of Total	# of Female	# of Minority
RETIRED OR DISABILITY RETIREMENT	14	51.9%	10	1
RESIGN OTHER EMPLOYMENT	2	7.4%	1	2
EMPLOYEE INITIATED / NO REASON GIVEN	9	33.3%	5	4
DECEASED	0	0%	0	0
LAI D OFF/REDUCTION IN FORCE	0	0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	2	7.4%	2	2
AUTOMATIC RESIGNATION	0	0%	0	0
OTHER– Please list:	0	0%	0	0
Totals:	27	100%	66.7%	33.3%

**COMMENTS FOR TABLE 3.2**

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**TABLE 3.3**  
**Personnel Action Report**  
**TRANSFERS OUT – Permanent Position Employees**  
**(From 01/01/2015 to 12/31/2015)**

<b>TRANSFERS</b>	<b>NUMBER</b>	<b>PERCENTAGE OF TOTAL</b>
TOTAL FEMALE TRANSFERS	1	50%
TOTAL MALE TRANSFERS	1	50%
TOTAL MINORITY TRANSFERS	1	50%
TOTAL CAUCASIANS TRANSFERS	1	50%
TOTAL EMPLOYEE TRANSFERS	2	100%

**COMMENTS FOR TABLE 3.3**

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**TABLE 3.4**  
**Personnel Action Report**  
**PROMOTIONS/DEMOTIONS - Permanent Positions**  
**(From 01/01/2015 to 12/31/2015)**

PROMOTIONS	NUMBER	PERCENTAGE OF TOTAL
TOTAL FEMALE PROMOTIONS	10	90.9%
TOTAL MALE PROMOTIONS	1	9.1%
TOTAL MINORITY PROMOTIONS	2	18.2%
TOTAL CAUCASIAN PROMOTIONS	9	81.8%
TOTAL EMPLOYEE PROMOTIONS	11	100%

DEMOTIONS	NUMBER	PERCENTAGE OF TOTAL
TOTAL FEMALE DEMOTIONS	0	0%
TOTAL MALE DEMOTIONS	1	100%
TOTAL MINORITY DEMOTIONS	1	100%
TOTAL CAUCASIAN DEMOTIONS	0	0%
TOTAL EMPLOYEE DEMOTIONS	1	100%

**COMMENTS FOR TABLE 3.4**

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**TABLE 4**  
**Discrimination/Harassment Complaint Activity**  
**(From 01/01/2015 to 12/31/2015)**

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

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..