

**2018 ANNUAL
WORKFORCE STATISTICS REPORT**

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. 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 2,100 skilled and dedicated employees to plan, implement and oversee a spectrum of programs and services designed to move people from public assistance to self-sufficiency. DHA's mission is to foster self-sufficiency in those it serves. 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 CalWORKs-based Welfare-to-Work (WTW), General Assistance Training and Employment (GATE), and CalFresh Employment and Training (CFET). These programs assist singles and families to find and keep jobs by providing 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 provides supportive services to Sacramento’s homeless community, such as the Homeless Return to Residence and Emergency Motel Voucher programs. DHA also coordinates services with the Sacramento Continuum of Care Administration Agency, Sacramento Steps Forward, as well as law enforcement and code enforcement agencies. The Homeless Services Division manages contracts for the Rapid Rehousing Program services provided through Sacramento Steps Forward, providing funding to house homeless individuals and couples. The Outreach Navigator contracts provide direct services to homeless persons.

DHA also contains the County Veterans Services Office that counsels veterans, their dependents and survivors, and determines eligibility for 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 & develop 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 our 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. The candidates from the top three ranks are considered. Supervisors/managers can also decide to consider candidates from the lateral transfer list.

4. For the Human Services Specialist and Eligibility Specialist induction classes, the most qualified 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 Department establishes 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 recently contracted 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 will take 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 the various civil rights caucuses on issues relevant to the caucus members and their represented communities. The Department currently has five caucuses: Asian Pacific Islander Caucus; African-American Caucus; Latino Caucus; Native American Caucus, and Lesbian Gay Bisexual Transgender Caucus. 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. Computer, customer service, and diversity training are offered to employees. 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. Many DHA staff takes advantage of this program.

- (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, California Employment Development Department, City of

West Sacramento, City of Yuba City, Travis Air Force Base, National Night Out, Path to County Service at Saint John's Shelter, American River College, Cosumnes River College, Folsom Lake College, Sacramento City College, SacJobs Career Fair, Aloha Festival, Festival de La Familia, Sacramento Indian Resource, Sacramento Hiring Expo, Tri-County Career Fair, Multicultural Business and Career Expo, William Jessup University, California State University Sacramento, Rio Linda High School, Galt High School, Monterey Trail High School, Sacramento Employment and Training Agency, San Juan Unified Adult Education, Volunteers of America, Crossroads Diversified Employment and Resource Fair, and Assemblyman Ken Cooley's Career Fair.

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. Individuals are encouraged to attend if they are job ready and can complete a job application, can communicate their job skills in an interview, can arrange for childcare, and have reliable transportation to and from work.

- (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, employees who are interested 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 Management and Leadership Development courses through UC Davis for new supervisors and managers and through our Investment in Excellence curriculum. DHA also offers brown bag leadership lab sessions with managers on career paths and offers supplemental writing training to support employee advancement.

- (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 the Sacramento County system, with approximately 2,100 employees. There are more than 130 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 50 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 raise money 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 varied customer populations. 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.

E: Released from probation

TABLE 1
WORKFORCE COMPARATIVE ANALYSIS

ETHNICITY	Census Data	Workforce Composition				Workforce Composition			
	2010	County of Sacramento				HUMAN ASSISTANCE			
		2012 (1)		2017 (2)		2013 Report (3)		2018 Report (4)	
	%	#	%	#	%	#	%	#	%
2 or More Races	4.4%	132	1.2%	268	2.4%	23	1.3%	51	2.6%
American Indian/Alaskan Native	1.3%	127	1.2%	117	1.0%	26	1.4%	18	0.9%
Asian	13.6%	1,492	13.9%	1,710	15.2%	382	20.9%	421	21.3%
Black/African American	10.5%	1,295	12.1%	1,368	12.2%	304	16.6%	330	16.7%
Hispanic/Latino	17.9%	1,521	14.2%	1,836	16.3%	339	18.5%	421	21.3%
Native Hawaiian/Pacific Islander	1.0%	83	0.8%	113	1.0%	21	1.1%	27	1.4%
White/Non-Hispanic	51.4%	6,094	56.7%	5,824	51.8%	733	40.1%	709	35.9%
Total	100.0%	10,744	100.0%	11,236	100.0%	1,828	100.0%	1,977	100.0%
Minority Representation	48.6%	4,650	43.3%	5,412	48.2%	1,095	59.9%	1,268	64.1%
Female Representation	50.8%	5,560	51.7%	5,812	51.7%	1,309	71.6%	1,403	71.0%

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

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

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

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

TABLE 2
JOB CATEGORIES COMPARISION
BETWEEN 2017 AND 2018 REPORTS

JOB Categories		Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		<i>REPORT:</i> 2017*	2018**	2017*	2018**	2017*	2018**	2017*	2018**	2017*	2018**
1. Officials/Administrators	#	6	7	4	4	10	11	23	23	33	33
	%	18.2%	21.2%	12.1%	12.1%	30.3%	33.3%	69.7%	69.7%	100.0%	100.0%
2. Professionals	#	372	381	127	133	499	514	599	605	806	816
	%	46.2%	46.7%	15.8%	16.3%	61.9%	63.0%	74.3%	74.1%	100.0%	100.0%
3. Technicians	#	1	1	0	0	1	1	4	4	4	6
	%	25.0%	16.7%	0.0%	0.0%	25.0%	16.7%	100.0%	66.7%	100.0%	100.0%
4. Protective Services	#	0	0	2	2	2	2	4	3	24	23
	%	0.0%	0.0%	8.3%	8.7%	8.3%	8.7%	16.7%	13.0%	100.0%	100.0%
5. Para-Professionals	#	58	55	15	19	73	74	82	78	112	112
	%	51.8%	49.1%	13.4%	17.0%	65.2%	66.1%	73.2%	69.6%	100.0%	100.0%
6. Office/Clerical Workers	#	474	473	196	193	670	666	706	690	1012	987
	%	46.8%	47.9%	19.4%	19.6%	66.2%	67.5%	69.8%	69.9%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#										
	%										
Total	#	911	917	344	351	1255	1268	1418	1403	1991	1977
	%	45.8%	46.4%	17.3%	17.8%	63.0%	64.1%	71.2%	71.0%	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)

NEW HIRES	FEMALE	%	MALE	%	TOTAL	%
White	23	20.2%	9	7.9%	32	28.1%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	15	13.2%	5	4.4%	20	17.6%
Black	13	11.4%	3	2.6%	16	14.0%
Native Hawaiian/Pacific Islander	0	0.0%	1	0.9%	1	0.9%
2 or More Races	8	7.0%	4	3.5%	12	10.5%
Hispanic	25	21.9%	8	7.0%	33	28.9%
TOTAL MINORITY HIRES	61	53.5%	21	18.4%	82	71.9%
TOTAL NEW HIRES	84	73.7%	30	26.3%	114	100.0%

NEW RE-HIRES	FEMALE	%	MALE	%	TOTAL	%
White	4	22.2%	1	5.6%	5	27.8%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	4	22.2%	0	0.0%	4	22.2%
Black	5	27.8%	0	0.0%	5	27.8%
Native Hawaiian/Pacific Islander	1	5.6%	1	5.6%	2	11.1%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	2	11.1%	0	0.0%	2	11.1%
TOTAL MINORITY RE-HIRES	12	66.6%	1	5.6%	13	72.2%
TOTAL RE-HIRES	16	88.8%	2	11.2%	18	100.0%

COMMENTS FOR TABLE 3.1

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

TERMINATIONS	FEMALE	%	MALE	%	TOTAL	%
White	41	25.8%	19	11.9%	60	37.7%
American Indian/Alaskan Native	1	0.6%	0	0.0%	1	0.6%
Asian	17	10.7%	11	7.0%	28	17.7%
Black	25	15.7%	8	5.0%	33	20.7%
Native Hawaiian/Pacific Islander	1	0.6%	0	0.0%	1	0.6%
2 or More Races	6	3.8%	0	0.0%	6	3.8%
Hispanic	26	16.4%	4	2.5%	30	18.9%
TOTAL MINORITY TERMINATIONS	76	47.8%	23	14.5%	99	62.3%
TOTAL TERMINATIONS	117	73.6%	42	26.4%	159	100.0%

REASON TERMINATED	Number	% of Total	# of Female	# of Minority
RETIRED OR DISABILITY RETIREMENT	65	40.9%	41	32
RESIGN OTHER EMPLOYMENT	17	10.7%	14	12
EMPLOYEE INITIATED / NO REASON GIVEN	55	34.6%	45	38
DECEASED	2	1.2%	2	0
LAID OFF/REDUCTION IN FORCE	0	0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	16	10.1%	11	13
AUTOMATIC RESIGNATION	4	2.5%	4	4
OTHER– Please list:		%		
Totals:	159	100%	117	99

COMMENTS FOR TABLE 3.2

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

TRANSFERS OUT	FEMALE	%	MALE	%	TOTAL	%
White	13	27.1%	7	14.6%	20	41.7%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	5	10.4%	3	6.3%	8	16.7%
Black	8	16.7%	1	2.1%	9	18.8%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	2	4.2%	0	0.0%	2	4.2%
Hispanic	7	14.5%	2	4.1%	9	18.6%
TOTAL MINORITY TRANSFERS	22	45.8%	6	12.5%	28	58.3%
TOTAL TRANSFERS	35	72.9%	13	27.1%	48	100.0%

COMMENTS FOR TABLE 3.3

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

PROMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	29	27.9%	16	15.4%	45	43.3%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	15	14.4%	4	3.8%	19	18.2%
Black	8	7.7%	1	1.0%	9	8.7%
Native Hawaiian/Pacific Islander	1	1.0%	0	0.0%	1	1.0%
2 or More Races	4	3.8%	3	2.8%	7	6.6%
Hispanic	14	13.5%	9	8.7%	23	22.2%
<i>TOTAL MINORITY PROMOTIONS</i>	<i>42</i>	<i>40.4%</i>	<i>17</i>	<i>16.3%</i>	<i>59</i>	<i>56.7%</i>
<i>TOTAL PROMOTIONS</i>	<i>71</i>	<i>68.3%</i>	<i>33</i>	<i>31.7%</i>	<i>104</i>	<i>100.0%</i>

DEMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	1	50.0%	0	0.0%	1	50.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	0	0.0%	1	50.0%	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	0	0.0%	0	0.0%	0	0.0%
<i>TOTAL MINORITY DEMOTIONS</i>	<i>0</i>	<i>0.0%</i>	<i>1</i>	<i>50.0%</i>	<i>0</i>	<i>50.0%</i>
<i>TOTAL DEMOTIONS</i>	<i>1</i>	<i>50%</i>	<i>1</i>	<i>50%</i>	<i>2</i>	<i>100.0%</i>

COMMENTS FOR TABLE 3.4

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				B						F	2
Disability/Medical Condition		H							C	D	3
Marital Status				B							1
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry		G,J		B						D,F,K	6
Religion											
Retaliation		I								D	2
Sex	E	A,L		B						F	5
Sexual Orientation											
TOTAL Allegations:	1	6		4					1	7	19

Note: Use an alpha to represent each complaint. **[DEPARTMENT had a total of 12 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..