

**2019 BI-ANNUAL
WORKFORCE STATISTICS REPORT**

Department of Child Support Services

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TABLE OF CONTENTS

Departmental Diversity Policies and Efforts Questionnaire.....	1
Workforce Comparative Analysis - Table 1	6
Job Categories Summary - Table 2	7
Personnel Actions Report: Hires/Rehires - Table 3.1	8
Personnel Actions Report: Terminations - Table 3.2	9
Personnel Actions Report: Promotions/Demotions - Table 3.4	10
Discrimination Complaints - Table 4	11

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; advertisements 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 Principal 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 based on access to highly confidential information.

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 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) receives 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, Indeed.com, California Welfare

Directors Association (CWDA), PublicCEO, California State Association of Counties (CSAC), and Craigslist Sacramento to advertise job vacancies. The department also relies on the Employment Services division to post on the official County Facebook page.

- (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 and continues to be active.

The CSO III lead workers attend a Lead Academy presented by the County Training Office. To prepare for positions within management the department sends interested staff to the CSDA Leadership Institute; in addition several staff attend the CSDA Annual Training Conference where attendees can participate in workshops focused on leadership development. The department also has developed a leadership development program that is open to staff in lead positions who are interested in promoting into higher level leadership positions.

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.

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.

The department also utilizes a proprietary program called Investment in Excellence which focuses on helping staff increase their self-efficacy in order to increase reaching their potential. All staff attend this program as a part of their on-boarding process. It helps staff to establish goals both personally and professionally.

- (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 work toward meeting 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 performance assessment 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 makes presentations at schools and to groups within our community throughout the year. DCSS does outreach to the organizations and community groups that work with homeless veterans, fragile families, single parent households, victims of domestic violence, fathers and teens 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 presents 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. This program continues to grow as more schools ask the department to present this information to 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 from 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 the County's local jails; both Rio Cosumnes Correctional Center (RCCC) and the main County jail. The Department currently holds workshops and one-on-one interviews with incarcerated parents on a regular basis at RCCC.

Legal Programs

The Department's outreach staff and attorneys make presentations to community organizations concerning child support programs, policy, legislation, and legal topics. Some of these organizations include the private bar association, various domestic violence agencies, and the Family Law Facilitator. 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 outreach in an effort to increase public knowledge with regard to the services the Department offers to 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 *Violation of County Policy*, 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.

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%	11	3.7%	14	5.0%
American Indian/Alaskan Native	1.3%	127	1.2%	112	1.0%	3	1.0%	2	0.7%
Asian	13.6%	1,492	13.9%	1,761	15.4%	44	14.7%	41	14.6%
Black/African American	10.5%	1,295	12.1%	1,379	12.1%	43	14.3%	46	16.4%
Hispanic/Latino	17.9%	1,521	14.2%	1,921	16.8%	35	11.7%	43	15.4%
Native Hawaiian/Pacific Islander	1.0%	83	0.8%	117	1.0%	2	0.7%	3	1.1%
White/Non-Hispanic	51.4%	6,094	56.7%	5,840	51.1%	162	54.0%	131	46.8%
Total	100.0%	10,744	100.0%	11,427	100.0%	300	100.0%	280	100.0%
Minority Representation	48.6%	4,650	43.3%	5,587	48.9%	138	46.0%	149	53.2%
Female Representation	50.8%	5,560	51.7%	5,892	51.6%	234	78.0%	217	77.5%

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 COMPARISON
BETWEEN 2016 AND 2018 REPORTS

JOB Categories		Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2017*	2019*	2017*	2019*	2017*	2019*	2017*	2019*	2017*	2019*
1. Officials/Administrators	#	3	3	0	0	3	3	7	7	9	9
	%	33.3%	33.3%	0.0%	0.0%	33.3%	33.3%	77.8%	77.8%	100.0%	100.0%
2. Professionals	#	52	49	9	14	61	63	106	103	134	137
	%	38.8%	35.8%	6.7%	10.2%	45.5%	46.0%	79.1%	75.2%	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	#										
	%										
5. Para-Professionals	#										
	%										
6. Office/Clerical Workers	#	72	70	17	13	89	83	110	106	140	133
	%	51.4%	52.6%	12.1%	9.8%	63.6%	62.4%	78.6%	79.7%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#										
	%										
Total	#	127	122	26	27	153	149	224	217	284	280
	%	44.7%	43.6%	9.2%	9.6%	53.9%	53.2%	78.9%	77.5%	100.0%	100.0%

TABLE 2

* The numbers for the 2017 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 01/01/2017 to 12/31/2018)

NEW HIRES	FEMALE	%	MALE	%	TOTAL	%
White	18	27.70%	10	15.38%	28	43.08%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	8	12.31%	1	1.54%	9	13.85%
Black	10	15.38%	0	0.0%	10	15.38%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	4	6.15%	2	3.08%	6	9.23%
Hispanic	8	12.31%	4	6.15%	12	18.46%
TOTAL MINORITY HIRES	30	46.15%	7	10.77%	37	56.92%
TOTAL NEW HIRES	48	73.85%	17	26.15%	65	100.0%

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

COMMENTS FOR TABLE 3.1

TABLE 3.2
Personnel Action Report
TERMINATIONS – Permanent Position Employees
(From 01/01/2017 to 12/31/2018)

TERMINATIONS	FEMALE	%	MALE	%	TOTAL	%
White	34	39.08%	11	12.64%	45	51.72%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	10	11.49%	2	2.3%	12	13.79%
Black	13	14.94%	2	2.3%	15	17.24%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	3	3.45%	1	1.15%	4	4.60%
Hispanic	7	8.05%	4	4.6%	11	12.65%
TOTAL MINORITY TERMINATIONS	33	37.93%	9	10.35%	42	48.28%
TOTAL TERMINATIONS	67	77.01%	20	22.99%	87	100.0%

REASON TERMINATED	Number	% of Total	# of Female	# of Minority
RETIRED OR DISABILITY RETIREMENT	35	40.23%	29	12
RESIGN OTHER EMPLOYMENT	9	10.34%	8	4
EMPLOYEE INITIATED / NO REASON GIVEN	31	35.63%	20	20
DECEASED	2	2.30%	1	1
LAID OFF/REDUCTION IN FORCE	0	0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	7	8.05%	6	4
AUTOMATIC RESIGNATION	2	2.30%	2	1
OTHER– Please list: Medically Disqualified	1	1.15%	1	0
Totals:	87	100%	67	42

COMMENTS FOR TABLE 3.2

TABLE 3.4
Personnel Action Report
PROMOTIONS/DEMOTIONS - Permanent Positions
(From 01/01/2017 to 12/31/2018)

PROMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	17	36.95%	4	8.70%	21	45.65%
American Indian/Alaskan Native	0	0.0%	1	2.17%	1	2.17%
Asian	3	6.52%	3	6.52%	6	13.04%
Black	8	17.39%	2	4.35%	10	21.74%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	2	4.35%	0	0.0%	2	4.35%
Hispanic	4	8.70%	2	4.35%	6	13.05%
<i>TOTAL MINORITY PROMOTIONS</i>	<i>17</i>	<i>36.96%</i>	<i>8</i>	<i>17.39%</i>	<i>25</i>	<i>54.35%</i>
<i>TOTAL PROMOTIONS</i>	<i>34</i>	<i>73.91%</i>	<i>12</i>	<i>26.09%</i>	<i>46</i>	<i>100.0%</i>

DEMOTIONS	FEMALE	%	MALE	%	TOTAL	%
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	100.0%	0	0.0%	1	100.0%
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>1</i>	<i>100.0%</i>	<i>0</i>	<i>0.0%</i>	<i>1</i>	<i>100.0%</i>
<i>TOTAL DEMOTIONS</i>	<i>1</i>	<i>0.0%</i>	<i>0</i>	<i>0.0%</i>	<i>1</i>	<i>100.0%</i>

COMMENTS FOR TABLE 3.4

TABLE 4
Discrimination/Harassment Complaint Activity
(From 01/01/2017 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.
	Violation	No Violation	Insuff Evid	On-going	Violation	No Violation	Insuff Evid	On-going	Closed	On-going	
Age											
Disability/Medical Condition/Genetic Information											
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry											
Religion											
Retaliation											
Sex/Gender											
Sexual Orientation											
TOTAL Allegations:											0

Note: Use an alpha to represent each complaint. *[Child Support Services had a total of 0 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 annual number of complaints.