

**2024 ANNUAL
WORKFORCE STATISTICS REPORT**

Child, Family & Adult Services

Michelle Callejas, Director

PREPARED BY: Melissa Chavez, Chief Administrative Services, DCFAS
Stacie Kennedy, Senior Personnel Analyst, DPS
Richard Chang, Personnel Analyst, EEO

TABLE OF CONTENTS

Departmental Diversity Policies and Efforts Questionnaire	3
Workforce Comparative Analysis - Table 1	7
Job Categories Summary - Table 2.1	8
Job Categories Detail - Table 2.2	9
Personnel Actions Report: Hires/Rehires - Table 3.1	10
Personnel Actions Report: Terminations - Table 3.2	11
Personnel Actions Report: Promotions/Demotions - Table 3.4	12
Discrimination Complaints - Table 4	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 of Child, Family and Adult Services provides services and supports to promote the safety, health and well-being of children, families, individuals with disabilities and older adults through the following programs: Quality Management and Administrative Services, Child Protective Services, Senior and Adult Services and In-Home Supportive Services Public Authority

Quality Management and Administrative Services (QMAS) provides central support and technical assistance for all programs within the department. Quality Management (QM) includes Continuous Quality Improvement (CQI), quality assurance reviews, hiring, training and workforce development, policies and procedures, data and analytics, Public Records Act (PRA) requests, and more. Administrative Services (AS) includes Budget, Contract, Fiscal, Procurement, Asset and Facility Management, Volunteer/Intern, and Quality Assurance.

Child Protective Services (CPS) investigates allegations of child abuse and neglect and provides services and support to strengthen families, promote child well-being and keep children and families together when safe to do so. CPS programs and services are for newborns to young adults up to age 21 and can be voluntary or court mandated. CPS provides services to promote family stabilization and permanency, including family reunification, adoption and legal guardianship. The division also recruits and trains resource families who provide loving and stable homes for foster children.

Senior and Adult Services (SAS) operate Adult Protective (APS) Services, In-Home Supportive Services (IHSS), Public Administrator/Public Guardian/Conservator's Office and Senior Volunteer Services. Adult Protective Services investigates allegations of abuse and neglect of older (60+) and dependent adults (18-59), and when possible, provides linkages to housing, health care and other needed support. IHSS provides administrative and social work services to low-income aged, blind and disabled persons who need assistance to perform activities of daily living which allow them to remain safely in their own homes. The Public Administrator is responsible for the estates of deceased Sacramento County residents who do not have a will or anyone to manage their estate. The Public Guardian/Conservator manages the personal and financial affairs of individuals with mental disabilities, consents to health/mental health care of conservatees, and serves individuals with physical disabilities who are unable to provide for their own well-being. Senior Volunteer Services recruits retired and senior volunteers to tutor children, visit isolated seniors, and volunteer at local community-based organizations

In-Home Supportive Services Public Authority provides staff and allocated costs for the In-Home Supportive Services Public Authority program.

- (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

The Director of Child, Family and Adult Services serves as the appointing authority. Supervisors and managers within DCFAS conduct interviews and extend employment offers on the Director's behalf to candidates who are reachable on an established eligibility list, ensuring a non-discriminatory and merit-based selection process. Hiring staff receive training on effective, non-discriminatory interviewing and testing practices.

In Child Protective Services (CPS), the Workforce Development Unit coordinates mass hiring events for bachelor and master-level social workers, utilizing a panel interview format that includes both written and verbal components. Other divisions, such as Administrative Services and Senior and Adult Services, handle their own recruitment, interviewing, and hiring for various positions.

An exception to the standard hiring process occurs when a provisionally appointed employee is a reachable candidate on a newly established eligibility list. In such cases, the provisional employee must undergo the same rigorous examination process for placement on the eligibility list to be appointed to their position.

DCFAS offers internship opportunities to local students seeking experience in social work, with many graduates subsequently joining the County workforce. The department also runs an active volunteer program, engaging community volunteers in a variety of activities. Many volunteers later become full county employees.

Training and Development

The DPS training coordinator for DCFAS regularly disseminates announcements about county-sponsored and relevant non-county training opportunities to managers and supervisors, who then nominate employees for job-related training programs. Managers and supervisors may also share direct announcements from external training vendors with staff, allowing enrollment in relevant courses.

The Workforce Development Unit ensures that social workers receive comprehensive training on the expectations and legal aspects required for their roles. Additional training is provided by program staff and through the CSU Sacramento College of Continuing Education. For mandatory training, DCFAS covers costs and allows attendance during work hours. Optional external training may also be permitted during work hours, though employees are typically responsible for associated costs.

All DCFAS divisions maintain online resources, webinars, books, and videos to support employee training. The department collaborates with the California Department of Social Services, UC Davis, and community partners to offer culturally relevant training related to the populations served.

(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.

DCFAS participates in various job fairs and events to promote employment opportunities and the benefits of County employment. The Workforce Development Unit (WDU) undertakes multiple recruitment efforts, including:

- *Visiting colleges across California, such as UC Berkeley, CSU East Bay, UC Davis, CSU San Francisco, CSU San Jose, CSU Chico, and CSU Sacramento, to connect with career centers and MSW Title IV-E coordinators.*
- *Conducting online recruitment through platforms like Indeed and Handshake.*
- *Coordinating with the Department of Personnel Services for social media recruitment on platforms like X (formerly Twitter) and Facebook.*
- *Attending the Annual Title IV-E Virtual Employment Summit to engage with Title IV-E graduates and network with other counties.*
- *Organizing regular hiring events to fill vacancies.*
- *Participating in local job fairs, including the Sacramento County Job Fair and the Diversity Job Fair.*
- *Maintaining MOUs with CSU Sacramento, CSU Chico, CSU Stanislaus, and various online colleges for student internships.*
- *Providing information sessions to graduating social work classes at CSU Sacramento.*

For certain positions, DCFAS also recruits through professional and advocacy organizations such as CWDA, CBHDA, Casey Family Programs, and CSAC.

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

DCFAS primarily relies on targeted internet recruiting. Subject Matter Experts (SMEs) from DCFAS collaborate with DPS to identify effective venues for posting exam announcements to create large, diverse eligibility lists. Job postings are distributed to local university job boards, including Handshake, Indeed, CSU Sacramento, UC Davis, University of Phoenix, and Cosumnes River College. Announcements are also shared on websites like Governmentjobs.net and LinkedIn, as well as social media platforms such as X and Facebook. SMEs also post exam announcements on membership boards of professional organizations they belong to, ensuring wide and diverse outreach.

The department uses the County's electronic job board to advertise all vacancies. This job board is accessible to all County employees and fulfills contractual obligations with labor unions regarding job postings. Regular communication with CSU Sacramento ensures that social work students are informed of internship and employment opportunities.

- (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 County Exams Announcements are emailed to all department employees, encouraging them to apply for positions of interest. Training is regularly conducted to help employees apply and interview successfully for promotional opportunities, providing tips and resources for success.

For informal career development, supervisors provide career counseling and assist employees in setting and achieving career goals. DPS staff support supervisors and employees by offering career-relevant information. Performance appraisal tools, including the County-wide Performance Evaluation System, provide quantitative and qualitative feedback, identifying areas for improvement and opportunities for training and development.

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

Sacramento County is home to one of the most diverse populations in the United States. DCFAS offers programs designed to meet the needs of this diverse population, including services for LGBTQ youth, resources from the Mexican Consulate, alcohol and drug treatment programs, housing and homeless services, and language interpretation providers. The department actively recruits candidates with language skills and cultural knowledge to serve these communities, ensuring that programs meet strategic and operational goals.

- (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.)

DCFAS promotes awareness and responsibility among all employees to provide equitable services to all clients. Mandatory sexual harassment prevention and diversity training is required for virtually all DCFAS employees. Regular in-service training covers issues unique to special populations, such as ethnic groups and developmentally disabled clients.

The department maintains continuous contact with community-based organizations like La Familia Counseling Center, Women Escaping a Violent Environment, Sacramento Crisis Nursery, and the Southeast Asian Assistance Center. The DCFAS Ombudsman serves as a neutral party to resolve complaints and answer questions, ensuring fair and respectful treatment. The Civil Rights Coordinator ensures compliance with Division 21 regulations, upholding non-discrimination in state and federally assisted programs.

- (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.

There were no complaints with Violation of County Policy during this reporting period.

TABLE 1
WORKFORCE COMPARATIVE ANALYSIS

	Census Data 2010	Census Data 2020	Workforce Composition				Workforce Composition			
			County of Sacramento				Child, Family & Adult Services			
			2018 (1)		2023 (2)		2019 Report (3)		2024 Report (4)	
ETHNICITY	%	%	#	%	#	%	#	%	#	%
2 or More Races	4.4%	6.5%	268	2.4%	504	4.2%	43	3.7%	62	5.2%
American Indian/Alaskan Native	1.3%	0.5%	117	1.0%	107	0.9%	14	1.2%	13	1.1%
Asian	13.6%	17.4%	1,710	15.2%	2,070	17.3%	189	16.4%	215	18.1%
Black/African American	10.5%	9.2%	1,368	12.2%	1,360	11.4%	289	25.1%	260	21.8%
Hispanic/Latino	17.9%	23.6%	1,836	16.3%	2,424	20.3%	192	16.7%	256	21.5%
Native Hawaiian/Pacific Islander	1.0%	1.1%	113	1.0%	167	1.4%	7	0.6%	7	0.6%
Other		0.6%								
White/Non-Hispanic	51.4%	41.0%	5,824	51.8%	5,300	44.4%	417	36.2%	378	31.7%
Total	100.0%	100.0%	11,237	100.0%	11,932	100.0%	1,151	100.0%	1,191	100.0%
Minority Representation	48.6%	59.0%	5,412	48.2%	6,632	55.6%	734	63.8%	813	68.3%
Female Representation	50.8%	51.1%	5,812	51.7%	6,142	51.5%	935	81.2%	956	80.3%

¹ Sacramento County Workforce as of pay period 26 ending 12/22/2018

² Sacramento County Workforce as of pay period 26 ending 12/16/2023

³ Employed by County of Sacramento as of pay period 26 ending 12/22/2018

⁴ Employed by County of Sacramento as of pay period 26 ending 12/16/2023

TABLE 2.1
JOB CATEGORIES COMPARISON
BETWEEN 2023 AND 2024 REPORTS

JOB Categories		Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2023*	2024**	2023*	2024**	2023*	2024**	2023*	2024**	2023*	2024**
1. Officials/Administrators	#	16	17	3	3	19	20	34	34	42	41
	%	38.1%	41.5%	7.1%	7.3%	45.2%	48.8%	81.0%	82.9%	100.0%	100.0%
2. Professionals	#	422	481	90	113	512	594	636	713	767	868
	%	55.0%	55.4%	11.7%	13.0%	66.8%	68.4%	82.9%	82.1%	100.0%	100.0%
3. Technicians	#	2	1	0	0	2	1	5	2	8	5
	%	25.0%	20.0%	0.0%	0.0%	25.0%	20.0%	62.5%	40.0%	100.0%	100.0%
4. Protective Services	#										
	%										
5. Para-Professionals	#	39	38	13	14	52	52	52	53	67	70
	%	58.2%	54.3%	19.4%	20.0%	77.6%	74.3%	77.6%	75.7%	100.0%	100.0%
6. Office/Clerical Workers	#	97	110	46	36	143	146	146	154	210	207
	%	46.2%	53.1%	21.9%	17.4%	68.1%	70.5%	69.5%	74.4%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#										
	%										
Total	#	576	647	152	166	728	813	873	956	1094	1191
	%	52.7%	54.3%	13.9%	13.9%	66.5%	68.3%	79.8%	80.3%	100.0%	100.0%

* The numbers for the 2023 Report are taken from pay period 26, ending December 17, 2022

** The numbers for the 2024 Report are taken from pay period 26 ending December 16, 2023

TABLE 2

TABLE 2.2
JOB CATEGORIES DETAIL (End of 2023 Data)

	Female							Female Total	Male							Male Total	Grand Total
	2+	AIAN	ASN	BLK	HIS	NHPI	WHT		2+	AIAN	ASN	BLK	HIS	NHPI	WHT		
Child, Family & Adult Services	53	10	158	210	211	5	309	956	9	3	57	50	45	2	69	235	1191
41 – Officials/Administrators	1		5	6	5		17	34			1	2			4	7	41
Accounting Mgr, Admin Svcs Officer 3, Chief Departmental Admin Svcs, Dep Director Human Services, Dir of Child Family and Adult Services, Human Services Division Mgr Rng B, Human Services Program Mgr, Sr Administrative Analyst Rng B																	
42 – Professionals	44	4	123	154	153	3	232	713	5	2	40	35	31		42	155	868
Accountant, Admin Svcs Officer 1 & 2, Child Development Supv 2, Family Service Supv, Human Services Program Planner Rng B, Human Services Program Specialist, Human Svcs Soc Wkr Mstr Dgr (AfricAmer CL, Hmong LC, Russian LC, SpanLGLatinC, VietnameseLC), Human Svcs Social Wkr (AfricAmer CL Rng B, African Amer CL, Armenian LC, Chinese LC, Hmong LC, Hmong LC Rng B, Lao LC, Native Amer C RngB, Human Svcs Social Wkr Rng B, Russian LC, Russian LC Rng B, Span LG Latin CL, SpanLG LatCL Rng B, Wkr Vietnamese LC, Vietnamese LC RngB), Human Svcs Spec Lv 2 (Russian LC Lv 2, SpanLGLatinCL Lv 2), Human Svcs Supv, Human Svcs Supv Mstr Dgr, Public Health Nurse Lv 1 & Lv 2, Sr Accountant, Sr Public Health Nurse, Supv Public Health Nurse, Volunteer Program Coordinator, Volunteer Program Specialist																	
43 – Technicians					1		1	2							3	3	5
Accounting Technician, Dep Public Guardian/Conservator Lv 2, Estate Property Officer																	
45 - Paraprofessionals	2	1	5	22	8		15	53	2		4	2	4	2	3	17	70
Child Development Specialist 1 & 2, Family Service Wkr Lv 1 & Lv 2																	
46 – Admin Support/Office Clerical	6	5	25	28	44	2	44	154	2	1	12	11	10		17	53	207
Account Clerk Lv 2, Clerical Supv 2, Estate Inventory Specialist, Executive Secretary, Human Svcs Q & R Spec, Legal Transcriber, Office Assistant Lv 1 & Lv 2, Paralegal, Secretary, Secretary Conf, Sr Account Clerk, Sr Office Assistant, Sr Office Specialist, Stock Clerk, Storekeeper 1 & 2																	

TABLE 3.1
Personnel Actions Report
HIRES/RE-HIRES - Permanent Position Employees
(From 01/01/2023 to 12/31/2023)

NEW HIRES	FEMALE	%	MALE	%	TOTAL	%
White	27	15.4%	5	2.8%	32	18.2%
American Indian/Alaskan Native	2	1.1%	0	0.0%	2	1.1%
Asian	27	15.4%	7	4.0%	34	19.4%
Black	30	17.3%	10	5.7%	40	23.0%
Native Hawaiian/Pacific Islander	1	0.5%	0	0.0%	1	0.5%
2 or More Races	12	6.8%	3	1.7%	15	8.5%
Hispanic	43	24.8%	8	4.5%	51	29.3%
TOTAL MINORITY HIRES	115	65.9%	28	15.9%	143	81.8%
TOTAL NEW HIRES	142	81.3%	33	18.7%	175	100.0%

NEW RE-HIRES	FEMALE	%	MALE	%	TOTAL	%
White	1	6.2%	0	0.0%	1	6.2%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	2	12.5%	0	0.0%	2	12.5%
Black	8	50.1%	2	12.5%	10	62.6%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	1	6.2%	0	0.0%	1	6.2%
Hispanic	2	12.5%	0	0.0%	2	12.5%
TOTAL MINORITY RE-HIRES	11	81.3%	2	12.5%	13	93.8%
TOTAL RE-HIRES	14	87.5%	2	12.5%	16	100.0%

COMMENTS FOR TABLE 3.1

TABLE 3.2
Personnel Action Report
TERMINATIONS – Permanent Position Employees
(From 01/01/2023 to 12/31/2023)

TERMINATIONS	FEMALE	%	MALE	%	TOTAL	%
White	31	26.6%	3	2.5%	34	29.1%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	13	11.4%	10	8.9%	23	20.3%
Black	29	25.0%	3	2.5%	32	27.5%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	5	4.4%	3	2.5%	8	6.9%
Hispanic	16	13.7%	3	2.5%	19	16.2%
TOTAL MINORITY TERMINATIONS	63	54.5%	19	16.4%	82	70.9%
TOTAL TERMINATIONS	94	81.1%	22	18.9%	116	100.0%

REASON TERMINATED	Number	% of Total	# of Female	# of Minority
RETIRED OR DISABILITY RETIREMENT	35	30.0%	24	11
RESIGN OTHER EMPLOYMENT	9	7.7%	8	1
EMPLOYEE INITIATED / NO REASON GIVEN	56	48.7%	47	9
DECEASED	1	0.8%	0	1
LAI D OFF/REDUCTION IN FORCE	0	0.0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	12	10.3%	11	1
AUTOMATIC RESIGNATION	2	1.7%	2	0
OTHER– Please list: Medically Disqualified	1	0.8%	0	0
Totals:	116	100%		

COMMENTS FOR TABLE 3.2

TABLE 3.4
Personnel Action Report
PROMOTIONS/DEMOTIONS - Permanent Positions
(From 01/01/2023 to 12/31/2023)

PROMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	27	21.2%	8	6.3%	35	27.5%
American Indian/Alaskan Native	0	0.0%	1	0.7%	1	0.7%
Asian	14	11.7%	6	4.7%	20	16.4%
Black	25	19.6%	4	3.1%	29	22.7%
Native Hawaiian/Pacific Islander	1	0.7%	1	0.7%	2	1.4%
2 or More Races	8	6.3%	2	1.4%	10	7.8%
Hispanic	24	18.9%	6	4.7%	30	23.6%
TOTAL MINORITY PROMOTIONS	72	57.2%	20	15.3%	92	72.5%
TOTAL PROMOTIONS	99	78.4%	28	21.6%	127	100.0%

DEMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	1	25.0%	0	0.0%	1	25.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	0	0.0%	1	25.0%	1	25.0%
Black	0	0.0%	1	25.0%	1	25.0%
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	25.0%	0	0.0%	1	25.0%
TOTAL MINORITY DEMOTIONS	1	25.0%	2	50.0%	3	75.0%
TOTAL DEMOTIONS	2	50.0%	2	50.0%	4	100.0%

COMMENTS FOR TABLE 3.4

TABLE 4
Discrimination/Harassment Complaint Activity
(From 01/01/2023 to 12/31/2023)

The purpose of this section is to provide the Committee with an overview of the department’s complaint activity. Please supply information pertaining to the last 12 months if the department is reviewed annually or the last two years if the department is reviewed bi-annually.

Complaint Types	In House				Outside Investigator				CRD or EEOC		Total Allegat.
	Violation	No Violation	Insuff Evid	On-going	Violation	No Violation	Insuff Evid	On-going	Closed	On-going	
Age		A									1
Disability/Medical Condition/Genetic Information								C		D	2
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry				E				B, C			3
Religion											
Retaliation											
Sex/Gender				F							1
Sexual Orientation											
TOTAL Allegations:		1		2				3		1	7

Note: Use an alpha to represent each complaint. **[Child, Family & Adult Services had a total of 6 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.