

**2021 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 employs approximately 1,800 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. 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..

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 health insurance coverage 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 for adults without children who are at least eighteen (18) years of age.
- **Foster Care** provides cash and health insurance 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)** 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** provides 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 necessary medical 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 following programs: the CalWORKs-based Welfare-to-Work (WTW), General Assistance Training and Employment (GATE), and CalFresh Employment and Training (CFET). These programs assist individuals 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 childcare funding for those enrolled in Welfare-to-Work and those transitioning from CalWORKs.

In addition to the programs listed above, DHA’s Homeless Services Division offers an array of supportive services to Sacramento County community members experiencing homelessness. Street outreach, sheltering, case management and rehousing services for families and single adults provide much needed assistance to move people from a precarious existence on the streets into stable shelter and housing. Close collaboration and service coordination with County partner agencies, local community based organizations and the Sacramento Continuum of Care ensures that people have long lasting connections needed to maintain housing stability and a fruitful existence.

DHA also manages the Veterans Services office. Staff in this office assist Veterans with filing claims for disability and education benefits. The Veteran Services office also assists with applications for death benefits for surviving spouses and dependent children of Veterans.

- (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 our labor agreements with the Welfare Supervisory Unit, the Welfare Non-Supervisory Unit, and the Office Technical Unit, all vacancies are advertised to provide eligible current staff an opportunity to apply.
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 lateral transfer list and the top three ranks are considered. .
4. For the Human Services Specialist induction classes, the most qualified candidates are hired from the top three available ranks. If a rank is cleared (names are exhausted due to job offers or candidate non-interest), the candidates from the next rank are included for consideration.

The Department works to establish interview panels whose members reflect the diversity of 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 of Sacramento 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 the various civil rights caucuses on issues relevant to the caucus members and their represented communities. The Department currently has six caucuses: Asian Pacific Islander Caucus; African-American Caucus; Latino Caucus; Native American Caucus, Lesbian Gay Bisexual Transgender Caucus, and the Slavic 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 are mandated to take the AB 1825 Discrimination and Harassment Prevention 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. DHA staff regularly take 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 practice has been to perform 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 a dedicated outreach team focused entirely on recruitment at job fairs to ensure that the Department gets the diversity needed in the workforce. Due to the Public Health Emergency, DHA participated in a limited number of events in the last year.

DHA resumed monthly Job Talk virtually in August 2021. 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. Workforce Coordinators send all job leads to customers and call them weekly to provide job leads and job matching services.

- (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 myDHAnet, the internal Department intranet website. When a vacancy occurs, the Department posts an AB on the site and eligible 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 an 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 (myDHAnet). DHA managers also send out relevant announcements for all promotional exams via email to staff. Additionally, the Department provides exam announcements to the Caucuses to distribute to their members and community agencies to enhance DHA's ability to build a diverse workforce. .

DHA periodically 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 various organizations for new supervisors and managers including Investment in Excellence curriculum. DHA also periodically offers brown bag leadership lab sessions with managers on career paths and offers supplemental writing training to support employee advancement.

Sacramento County uses the MyLearning portal that allows employees to schedule their own trainings and also to view their training history. Employees can review the courses that are offered in the County training catalog and then if they would like to register for a training, they use MyLearning to submit their request to their supervisor.

DHA uses the Performance Evaluation and Goals program with an automated evaluation form that contains a goal library with 500 ready-to-use goals and 86 competencies organized by categories and job classifications. These specific job-tailored resources allow employees and supervisors to jointly complete the evaluation with relevant goals and competencies based on the employee's position. This allows employees to target individual goals that they can work toward attaining, in order to obtain experience and prepare for career advancement.

The Leadership Dashboard Learning and Coaching Portal 1 invites employees to access over 300 free resources created by subject matter experts via 2 to 20 minute YouTube & TED Talk videos, podcasts, apps, websites, articles, blogs, books, etc. on various topics such as: Change Leadership, Communication, Emotional Intelligence, Stress Management and Resilience, Team Building and more. Employees can also connect to a wide variety of learning and leadership coaching resources.

- (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 approximately 1,800 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. DHA has bilingual staff and provides services in 14 languages. The department also has 15 vendors who assist with our customers' language needs in our offices and over the phone. The vendors support up to 200 languages including sign language. In addition, the department utilizes the California Relay Service, a state organization which assists hearing impaired customers communicate with staff.

The Department's five Civil Rights Advisory Caucuses serve in an advisory capacity to the DHA Director. These caucuses champion the civil rights of customers as well as employees. The Department Caucuses deliver cultural awareness training and education as well as raise money to award college scholarships for children of diverse families on our public assistance caseloads.

DHA provides basic services and care to the neediest in our community and in recent years, the Department has broadened the mission statement to include goals of fostering economic stability and self-sufficiency for those served. DHA 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 *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.

DHA had two complaints resulting in a finding of Violation of County Policy. For the two complaints resulting in a finding of Violation of County Policy, the respondents received disciplinary action.

TABLE 1
WORKFORCE COMPARATIVE ANALYSIS

ETHNICITY	2019 American Community Survey Data %	Workforce Composition				Workforce Composition			
		County of Sacramento				Human Assistance			
		2015 (1)		2020 (2)		2016 Report (3)		2021 Report (4)	
		#	%	#	%	#	%	#	%
2 or More Races	5.4%	204	1.9%	338	3.0%	34	1.7%	52	2.9%
American Indian/Alaskan Native	0.4%	117	1.1%	103	0.9%	19	1.0%	15	0.8%
Asian	15.4%	1,619	14.7%	1,819	16.1%	408	20.8%	405	22.5%
Black/African American	9.5%	1,352	12.3%	1,307	11.6%	342	17.5%	293	16.3%
Hispanic/Latino	23.2%	1,694	15.4%	2,010	17.8%	394	20.1%	411	22.9%
Native Hawaiian/Pacific Islander	1.1%	94	0.9%	120	1.1%	23	1.2%	25	1.4%
Other	0.3%								
White/Non-Hispanic	44.7%	5,934	53.9%	5,574	49.5%	738	37.7%	596	33.2%
Total	100.0%	11,014	100.0%	11,271	100.0%	1,958	100.0%	1,797	100.0%
Minority Representation	55.3%	5,080	46.1%	5,697	50.5%	1,220	62.3%	1,201	66.8%
Female Representation	51.1%	5,671	51.5%	5,752	51.0%	1,410	72.0%	1,277	71.1%

¹ Sacramento County Workforce as of pay period 26 ending 12/26/2015

² Sacramento County Workforce as of pay period 26 ending 12/19/2020

³ Employed by County of Sacramento as of pay period 26 ending 12/26/2015

⁴ Employed by County of Sacramento as of pay period 26 ending 12/19/2020

TABLE 2
JOB CATEGORIES COMPARISON
BETWEEN 2020 AND 2021 REPORTS

JOB Categories		Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2020*	2021**	2020*	2021**	2020*	2021**	2020*	2021**	2020*	2021**
1. Officials/Administrators	#	7	11	5	4	12	15	25	26	34	34
	%	20.6%	32.4%	14.7%	11.8%	35.3%	44.1%	73.5%	76.5%	100.0%	100.0%
2. Professionals	#	382	633	136	229	518	862	586	925	803	1285
	%	47.6%	49.3%	16.9%	17.8%	64.5%	67.1%	73.0%	72.0%	100.0%	100.0%
3. Technicians	#	2	3	1	1	3	4	4	5	7	8
	%	28.6%	37.5%	14.3%	12.5%	42.9%	50.0%	57.1%	62.5%	100.0%	100.0%
4. Protective Services	#	0	0	3	3	3	3	3	3	19	19
	%	0.0%	0.0%	15.8%	15.8%	15.8%	15.8%	15.8%	15.8%	100.0%	100.0%
5. Para-Professionals	#	46	34	18	13	64	47	68	49	98	74
	%	46.9%	45.9%	18.4%	17.6%	65.3%	63.5%	69.4%	66.2%	100.0%	100.0%
6. Office/Clerical Workers	#	409	196	171	74	580	270	593	269	853	377
	%	47.9%	52.0%	20.0%	19.6%	68.0%	71.6%	69.5%	71.4%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#										
	%										
Total	#	846	877	334	324	1180	1201	1279	1277	1814	1797
	%	46.6%	48.8%	18.4%	18.0%	65.0%	66.8%	70.5%	71.1%	100.0%	100.0%

TABLE 2

* The numbers for the 2020 Report are taken from pay period 26, ending December 21, 2019

** The numbers for the 2021 Report are taken from pay period 26 ending December 19, 2020

TABLE 3.1
Personnel Actions Report
HIRES/RE-HIRES - Permanent Position Employees
(From 01/01/2020 to 12/31/2020)

NEW HIRES	FEMALE	%	MALE	%	TOTAL	%
White	24	21.0%	5	4.4%	29	25.4%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	22	19.3%	6	5.3%	28	24.6%
Black	11	9.6%	3	2.6%	14	12.3%
Native Hawaiian/Pacific Islander	3	2.6%	0	0.0%	3	2.6%
2 or More Races	7	6.1%	2	1.8%	9	7.6%
Hispanic	26	22.8%	5	4.4%	31	27.2%
TOTAL MINORITY HIRES	69	60.5%	16	14.0%	85	74.6%
TOTAL NEW HIRES	93	81.6%	21	18.4%	114	100.0%

NEW RE-HIRES	FEMALE	%	MALE	%	TOTAL	%
White	1	11.1%	0	0.0%	1	11.1%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	11.1%	2	22.2%	3	33.3%
Black	1	11.1%	0	0.0%	1	11.1%
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	4	44.4%	0	0.0%	4	44.4%
TOTAL MINORITY RE-HIRES	6	66.7%	2	22.2%	8	88.9%
TOTAL RE-HIRES	7	77.8%	2	22.2%	9	100.0%

COMMENTS FOR TABLE 3.1

TABLE 3.2
Personnel Action Report
TERMINATIONS – Permanent Position Employees
(From 01/01/2020 to 12/31/2020)

TERMINATIONS	FEMALE	%	MALE	%	TOTAL	%
White	50	37.3%	9	6.7%	59	44.0
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	15	11.2%	9	6.7%	24	17.9%
Black	18	13.4%	4	3.0%	22	16.4%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	5	3.7%	0	0.0%	5	3.7%
Hispanic	15	11.2%	9	6.7%	24	17.9%
TOTAL MINORITY TERMINATIONS	53	39.6%	22	16.4%	75	56.0%
TOTAL TERMINATIONS	103	76.9%	31	23.1%	134	100.0%

REASON TERMINATED	Number	% of Total	# of Female	# of Minority
RETIRED OR DISABILITY RETIREMENT	59	44.0%	45	25
RESIGN OTHER EMPLOYMENT	13	9.7%	7	9
EMPLOYEE INITIATED / NO REASON GIVEN	51	38.1%	44	33
DECEASED	4	3.0%	2	3
LAID OFF/REDUCTION IN FORCE	0	0.0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	5	3.7%	4	4
AUTOMATIC RESIGNATION	2	1.5%	1	1
OTHER– Please list:	0	0.0%	0	0
Totals:	134	100%	103	75

COMMENTS FOR TABLE 3.2

TABLE 3.4
Personnel Action Report
PROMOTIONS/DEMOTIONS - Permanent Positions
(From 01/01/2020 to 12/31/2020)

PROMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	25	24.3%	7	6.8%	32	31.1%
American Indian/Alaskan Native	1	1.0%	1	1.0%	2	1.9%
Asian	16	15.5%	3	2.9%	19	18.4%
Black	13	12.6%	4	3.9%	17	16.5%
Native Hawaiian/Pacific Islander	3	2.9%	0	0.0%	3	2.9%
2 or More Races	4	3.9%	1	1.0%	5	4.9%
Hispanic	22	21.4%	3	2.9%	25	24.3%
TOTAL MINORITY PROMOTIONS	59	57.3%	12	11.7%	71	68.9%
TOTAL PROMOTIONS	84	81.6%	19	18.4%	103	100.0%

DEMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	3	30.0%	1	10.0%	4	40.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	3	30.0%	1	10.0%	4	40.0%
Black	1	10.0%	0	0.0%	1	10.0%
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	10.0%	0	0.0%	1	10.0%
TOTAL MINORITY DEMOTIONS	5	50.0%	1	10.0%	6	60.0%
TOTAL DEMOTIONS	8	80.0%	2	20.0%	10	100.0%

COMMENTS FOR TABLE 3.4

TABLE 4
Discrimination/Harassment Complaint Activity
(From 01/01/2020 to 12/31/2020)

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		A,		S							2
Disability/Medical Condition/Genetic Information		R, V		S, X					B, T	C	7
Marital Status											
Pregnancy										C	1
Political Affiliation or Beliefs		H, J									2
Race/Color/National Origin/Ancestry	J, M	A, D, F, G, H, I, K, N, Q, U, V		O, P, S					B, L		18
Religion		F, W									2
Retaliation		D, N, R, W		S							5
Sex/Gender		A, G, K, N, U	E							C	7
Sexual Orientation		A, N									2
TOTAL Allegations:	2	29	1	7					4	3	46

Note: Use an alpha to represent each complaint. **[Human Assistance had a total of 24 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..