

**2023 BI-ANNUAL  
WORKFORCE STATISTICS REPORT**

*Child Support Services*

*Dalen Frederickson, Director*

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## DIVERSITY POLICIES AND EFFORTS QUESTIONNAIRE

***IF ANY QUESTION HAS A “NON-APPLICABLE” ANSWER, PLEASE EXPLAIN WHY.***

(1) Please provide a brief description of the services and functions provided by your department.

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

- *Locating parents and other child support case participants*
- *Establishing parentage*
- *Establishing a child support order*
- *Establishing a medical support order*
- *Collecting on a support order and enforcing medical support*
- *Modification of a support order when circumstances change*
- *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 are often promoted 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 recruitment 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 an additional three and a half (3-1/2) weeks of casework training, which teaches them how to perform various child support processes. Child Support Officers (CSO) receive the same training as the OSII class in addition to further training that covers CSO responsibilities.*

*Additionally, the Department maintains a Continuing Education Program. Within this program are required courses and elective courses, which are developed to meet the needs of specific job classifications. The Department also encourages its employees to attend courses offered by the County's Training and Organization Development Office and training 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 primarily relies on the Employment Services Division, within the Department of Personnel Services (DPS), to participate in local job fairs, and high school or college events as a method of reaching and educating the community regarding job opportunities available both within the Department and the County of Sacramento. DCSS has participated directly in some job fairs. In addition, 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 and, when appropriate, the National Child Support Engagement Association (NCSEA) website. 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. Other social media may be used such as the Department's accounts with LinkedIn, X (Twitter), Instagram, and YouTube.*

- (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 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 Training and Organization Development. To prepare for positions within management the department sends interested staff to the Child Support Directors Association (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 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 leadership and personal development training by FranklinCovey. All staff have access to an extensive library of programs to promote their growth 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 promotions are 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 follow the Civil Service process. Those candidates wishing to be interviewed for promotion are allowed to interview, provided the candidate is on the list and/or meets the minimum qualifications (provisional appointments). Interview questions are developed by the supervisory and management team. Interviews may include a writing assignment or*

*performance assessment exercise. These assessments are carefully designed to relate directly to the skills required for the position. The assessments are graded in a blind process where the candidates' identities are not known to the graders. Interviews are usually scheduled and conducted on specific days. Interview panels usually consist of a manager and one to two (1-2) supervisors and a member of executive staff. Most panels include participation by a diverse cross-section of interviewers. The Department recognizes the importance of 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.*

#### 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 Support Awareness Month. DCSS takes this opportunity to perform additional outreach to increase public knowledge regarding 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 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.

*The Department had no complaints with violation of County Policy during the reporting period.*

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

<i>ETHNICITY</i>	Census Data	Census Data	Workforce Composition				Workforce Composition			
	2010	2020	County of Sacramento				CHILD SUPPORT SERVICES			
			2017 (1)		2022 (2)		2018 Report (3)		2023 Report (4)	
	%	%	#	%	#	%	#	%	#	%
<b>2 or More Races</b>	4.4%	6.5%	268	2.4%	437	3.8%	14	5.0%	22	7.2%
<b>American Indian/Alaskan Native</b>	1.3%	0.5%	117	1.0%	102	0.9%	2	0.7%	2	0.7%
<b>Asian</b>	13.6%	17.4%	1,710	15.2%	1,938	16.9%	34	12.1%	46	15.0%
<b>Black/African American</b>	10.5%	9.2%	1,368	12.2%	1,312	11.5%	45	16.1%	59	19.2%
<b>Hispanic/Latino</b>	17.9%	23.6%	1,836	16.3%	2,272	19.8%	41	14.6%	68	22.1%
<b>Native Hawaiian/Pacific Islander</b>	1.0%	1.1%	113	1.0%	136	1.2%	3	1.1%	6	2.0%
<b>Other</b>		0.6%								
<b>White/Non-Hispanic</b>	51.4%	41.0%	5,824	51.8%	5,257	45.9%	141	50.4%	104	33.9%
<b>Total</b>	100.0%	100.0%	11,236	100.0%	11,454	100.0%	280	100.0%	307	100.0%
<b>Minority Representation</b>	48.6%	59.0%	5,412	48.2%	6,197	54.1%	139	49.6%	203	66.1%
<b>Female Representation</b>	50.8%	51.1%	5,812	51.7%	5,867	51.2%	227	81.1%	228	74.3%

<sup>1</sup> Sacramento County Workforce as of pay period 26 ending 12/23/2017

<sup>2</sup> Sacramento County Workforce as of pay period 26 ending 12/17/2022

<sup>3</sup> Employed by County of Sacramento as of pay period 26 ending 12/23/2017

<sup>4</sup> Employed by County of Sacramento as of pay period 26 ending 12/17/2022



**TABLE 2**  
**JOB CATEGORIES COMPARISON**  
**BETWEEN 2020 AND 2022 REPORTS**

JOB Categories	REPORT:	Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2021*	2023**	2021*	2023**	2021*	2023**	2021*	2023**	2021*	2023**
1. Officials/Administrators	#	4	1	1	1	5	2	7	5	10	10
	%	40.0%	10.0%	10.0%	10.0%	50.0%	20.0%	70.0%	50.0%	100.0%	100.0%
2. Professionals	#	64	87	21	28	85	115	121	134	172	186
	%	37.2%	46.8%	12.2%	15.1%	49.4%	61.8%	70.3%	72.0%	100.0%	100.0%
3. Technicians	#										
	%										
4. Protective Services	#										
	%										
5. Para-Professionals	#										
	%										
6. Office/Clerical Workers	#	67	74	10	12	77	86	92	89	112	111
	%	59.8%	66.7%	8.9%	10.8%	68.8%	77.5%	82.1%	80.2%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#										
	%										
Total	#	135	162	32	41	167	203	220	228	294	307
	%	45.9%	52.8%	10.9%	13.4%	56.8%	66.1%	74.8%	74.3%	100.0%	100.0%

**TABLE 2**

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

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

**TABLE 3.1**  
**Personnel Actions Report**  
**HIRES/RE-HIRES - Permanent Position Employees**  
**(From 01/01/2021 to 12/31/2022)**

<b>NEW HIRES</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	14	13%	10	9.2%	24	22.2%
American Indian/Alaskan Native	1	0.9%	0	0.0%	1	1.0%
Asian	11	10.1%	6	5.6%	17	15.7%
Black	16	14.8%	8	7.4%	24	22.2%
Native Hawaiian/Pacific Islander	0	0.0%	1	1.0%	1	0.9%
2 or More Races	10	9.3%	1	0.9%	11	10.2%
Hispanic	25	23.2%	5	4.6%	30	27.8%
<b>TOTAL MINORITY HIRES</b>	<b>63</b>	<b>58.3%</b>	<b>21</b>	<b>19.5%</b>	<b>84</b>	<b>77.8%</b>
<b>TOTAL NEW HIRES</b>	<b>77</b>	<b>71.3%</b>	<b>31</b>	<b>28.7%</b>	<b>108</b>	<b>100.0%</b>

<b>NEW RE-HIRES</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	3	37.5%	0	0.0%	3	37.5%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	0	0.0%	1	12.5%	1	12.5%
Black	2	25.0%	0	0.0%	2	25.0%
Native Hawaiian/Pacific Islander	0	0.0%	1	12.5%	1	12.5%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	1	12.5%	0	0.0%	1	12.5%
<b>TOTAL MINORITY RE-HIRES</b>	<b>3</b>	<b>37.5%</b>	<b>2</b>	<b>25%</b>	<b>5</b>	<b>62.5%</b>
<b>TOTAL NEW RE-HIRES</b>	<b>6</b>	<b>75%</b>	<b>2</b>	<b>25%</b>	<b>8</b>	<b>100.0%</b>

**COMMENTS FOR TABLE 3.1**

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**TABLE 3.2**  
**Personnel Action Report**  
**TERMINATIONS – Permanent Position Employees**  
**(From 01/01/2021 to 12/31/2022)**

<b>TERMINATIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	29	33.7%	11	12.8%	40	46.5%
American Indian/Alaskan Native	0	0.0%	1	1.2%	1	1.2%
Asian	6	7%	6	7%	12	14%
Black	12	13.9%	2	2.3%	14	16.2%
Native Hawaiian/Pacific Islander	0	0.0%	1	1.2%	1	1.2%
2 or More Races	1	1.2%	2	2.3%	3	3.5%
Hispanic	13	15.1%	2	2.3%	15	17.4%
<b>TOTAL MINORITY TERMINATIONS</b>	<b>32</b>	<b>37.2%</b>	<b>14</b>	<b>16.2%</b>	<b>46</b>	<b>53.4%</b>
<b>TOTAL TERMINATIONS</b>	<b>61</b>	<b>70.9%</b>	<b>25</b>	<b>29.1</b>	<b>86</b>	<b>100.0%</b>

<b>REASON TERMINATED</b>	<b>Number</b>	<b>% of Total</b>	<b># of Female</b>	<b># of Minority</b>
RETIRED OR DISABILITY RETIREMENT	21	24.4%	8	8
RESIGN OTHER EMPLOYMENT	8	9.3%	4	4
EMPLOYEE INITIATED / NO REASON GIVEN	51	59.3%	34	18
DECEASED	2	2.3%	1	0
LAI D OFF/REDUCTION IN FORCE	0	0.0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	4	4.7%	1	2
AUTOMATIC RESIGNATION	0	0%	0	0
OTHER– Please list:	0	0%	0	0
Totals:	86	100%	68	32

**COMMENTS FOR TABLE 3.2**

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**TABLE 3.4**  
**Personnel Action Report**  
**PROMOTIONS/DEMOTIONS - Permanent Positions**  
**(From 01/01/2021 to 12/31/2022)**

<b>PROMOTIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	18	26.1%	14	20.3%	32	43.4%
American Indian/Alaskan Native	1	1.5%	1	1.4%	2	2.9%
Asian	5	7.2%	5	7.3%	10	14.5%
Black	3	4.3%	2	2.9%	5	7.2%
Native Hawaiian/Pacific Islander	1	1.5%	0	0.0%	1	1.5%
2 or More Races	6	8.7%	1	1.4%	7	10.1%
Hispanic	8	11.6%	4	5.8%	12	17.4%
<b>TOTAL MINORITY PROMOTIONS</b>	<b>24</b>	<b>34.8%</b>	<b>13</b>	<b>18.8%</b>	<b>37</b>	<b>53.6%</b>
<b>TOTAL PROMOTIONS</b>	<b>42</b>	<b>60.9%</b>	<b>27</b>	<b>39.1</b>	<b>69</b>	<b>100.0%</b>

<b>DEMOTIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	0	0.0%	0	0.0%	0	0.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	0	0.0%	0	0.0%	0	0.0%
Black	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%
<b>TOTAL MINORITY DEMOTIONS</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>TOTAL DEMOTIONS</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>100.0%</b>

**COMMENTS FOR TABLE 3.4**

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**TABLE 4**  
**Discrimination/Harassment Complaint Activity**  
(From 01/01/2021 to 12/31/2022)

*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		D									1
Disability/Medical Condition/Genetic Information		B, C									2
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry		A, D									2
Religion											
Retaliation											
Sex/Gender		D									1
Sexual Orientation											
<b>TOTAL Allegations:</b>		6									<b>6</b>

Note: Use an alpha to represent each complaint. **[Child Support Services had a total of 4 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.*