

**2023 ANNUAL  
WORKFORCE STATISTICS REPORT**

*Human Assistance*

*Ethan E. Dye, 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 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. Programs offered 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.
- **Approved Relative Caregiver (ARC)** provides basic foster care assistance rates to caretaker relatives of non-federally eligible dependent children.
- **CalFresh, federally known as the Supplemental Nutrition Assistance Program (SNAP)**, issues monthly electronic benefits that can be used to buy most foods at many markets and food stores. The CalFresh Program assists qualified households and individuals by providing a means to meet nutritional needs.
- **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.
- **Cash Assistance Program for Immigrants (CAPI)** is a 100 percent state funded program that provides financial assistance to aged, blind or disabled non-citizens who are ineligible for Supplemental Security Income (SSI) solely due to their immigrant status.
- **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.

- **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.
- **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.
- **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.
- **Refugee Cash Assistance (RCA)** provides cash benefits for new refugees who are not eligible for CalWORKs.

DHA offers a range of Employment Services through the following programs: the CalWORKs-based Welfare-to-Work (WTW), Cal-Learn, 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. For the WTW program, DHA administers the Stage One Childcare program, which provides subsidized childcare for CalWORKs aided customers in the Welfare-to-Work program. Stage Two and Three subsidized childcare programs are administered by our contractor Child Action, Inc.

DHA also manages the Sacramento County Veterans Services Office. Staff in this office assist veterans with filing VA disability and pension claims and enrolling in VA health care. In addition, the Veterans Services Office administers the CALVET College Fee Waiver program for dependents of disabled veterans. The Veterans Services Office also processes 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 & develop assignments, etc.).**

DHA follows all Civil Service Rules and applicable County Personnel Policies and Procedures when hiring staff. These are the steps the Department follows:

- 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 for transfer opportunities.

- If a vacancy is not filled through the above internal transfer process, a list of candidates is pulled from an established eligibility list. Eligibility lists are scored and ranked by the Department of Personnel Services (DPS), based on their application and scoring practices.
- The most qualified candidates are hired from the top three ranks of the eligible candidate list to fill the available position(s).

The Department works to establish interview panels whose members reflect the diversity of our staff and the community which we serve. Customer statistics are reviewed quarterly for language and culture thresholds. That information is utilized to determine if there is a need for additional staffing with special skills (language and/or culture) based on the indicated customer populations. DHA currently has 14 different language and/or culture classifications.

**(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 serve 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. The Department participated in various recruitment outreach events in the last year including: the Sacramento County Virtual Career Fair, the Talent Connect Job Fair, District 8 Job Fair, the Galt Job & Resource Fair, Tri-County Job Fair, and SacJobs Summer Career Fair.

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

When a vacancy occurs, the Department posts Announcement Bulletins (ABs) on myDHANet, DHA's internal intranet website. Eligible employees can submit their interest to the hiring contact for the transfer opportunity. The posting is also posted on the Countywide Job Board, which is visible to all county departments.

Additionally, the County of Sacramento Department of Personnel Services posts open competitive examinations on their website ([www.SacCountyJobs.net](http://www.SacCountyJobs.net)).

**(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 (myDHA.net). DHA managers send out relevant announcements for all promotional exams via email to staff along with providing exam announcements to the Caucuses to distribute to their members and community agencies to enhance DHA's ability to build a diverse workforce.

Sacramento County utilizes the MyLearning portal which allows employees to schedule their own training and 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, to obtain experience and prepare for career advancement.

The County of Sacramento employee *Leadership Dashboard Learning and Coaching Portal* 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 a large department within the County of Sacramento with approximately 1,800 employees. There are more than 130 job classifications within the Department. These classifications include positions in the field of administrative support, social work, eligibility, supervision, management, accounting, and law enforcement. Opportunities for advancement to a variety of specialized positions, both within the Department and throughout the County, are continually available.

Almost 50 percent of DHA's workforce is classified as part of a minority group. 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 that assists hearing impaired customers communicate with staff.

The Department's six 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. These activities were modified during the pandemic. The department's Director, Ethan Dye, and two caucus leads, Jeneda Veale and Allison Keene, are on the Sacramento County Racial Equity Cabinet.

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 provides quality assistance to our customers and curtails 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.

The Department mandated an Implicit (Unconscious) Bias Awareness and Mitigation Training presented by Dr. Bryant T. Marks, Sr. for managers and made it voluntary for line staff. The training discussed group-based biases, which involve varying degrees of stereotyping, prejudice, and/or discrimination that occur above or below conscious awareness. Implicit bias has become very important to understand given systemic inequities and disparate outcomes in society for different racial groups. The impact of implicit bias on others depends on social and professional roles in society. This training addressed the ability to implement practices or policies that reduce the likelihood that implicitly biased beliefs will lead to biased behaviors

**(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 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.**

There were no complaints that resulted in a Violation of County Policy during this period.

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

<i>ETHNICITY</i>	Census Data	Census Data	Workforce Composition				Workforce Composition			
	2010	2020	County of Sacramento				HUMAN ASSISTANCE			
			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%	51	2.6%	57	3.2%
<b>American Indian/Alaskan Native</b>	1.3%	0.5%	117	1.0%	102	0.9%	18	0.9%	14	0.8%
<b>Asian</b>	13.6%	17.4%	1,710	15.2%	1,938	16.9%	421	21.3%	428	24.2%
<b>Black/African American</b>	10.5%	9.2%	1,368	12.2%	1,312	11.5%	330	16.7%	282	15.9%
<b>Hispanic/Latino</b>	17.9%	23.6%	1,836	16.3%	2,272	19.8%	421	21.3%	418	23.6%
<b>Native Hawaiian/Pacific Islander</b>	1.0%	1.1%	113	1.0%	136	1.2%	27	1.4%	27	1.5%
<b>Other</b>		0.6%								
<b>White/Non-Hispanic</b>	51.4%	41.0%	5,824	51.8%	5,257	45.9%	709	35.9%	545	30.8%
<b>Total</b>	100.0%	100.0%	11,237	100.0%	11,454	100.0%	1,977	100.0%	1,771	100.0%
<b>Minority Representation</b>	48.6%	59.0%	5,412	48.2%	6,197	54.1%	1,268	64.1%	1,226	69.2%
<b>Female Representation</b>	50.8%	51.1%	5,812	51.7%	5,867	51.2%	1,404	71.0%	1,256	70.9%

<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 2022 AND 2023 REPORTS**

JOB Categories	REPORT:	Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2022*	2023**	2022*	2023**	2022*	2023**	2022*	2023**	2022*	2023**
1. Officials/Administrators	#	11	13	4	5	15	18	26	28	36	39
	%	30.6%	33.3%	11.1%	12.8%	41.7%	46.2%	72.2%	71.8%	100.0%	100.0%
2. Professionals	#	645	664	225	226	870	890	918	926	1272	1277
	%	50.7%	52.0%	17.7%	17.7%	68.4%	69.7%	72.2%	72.5%	100.0%	100.0%
3. Technicians	#	3	4	1	1	4	5	5	5	7	8
	%	42.9%	50.0%	14.3%	12.5%	57.1%	62.5%	71.4%	62.5%	100.0%	100.0%
4. Protective Services	#	0	0	5	6	5	6	3	3	22	22
	%	0.0%	0.0%	22.7%	27.3%	22.7%	27.3%	13.6%	13.6%	100.0%	100.0%
5. Para-Professionals	#	29	30	17	20	46	50	43	45	71	75
	%	40.8%	40.0%	23.9%	26.7%	64.8%	66.7%	60.6%	60.0%	100.0%	100.0%
6. Office/Clerical Workers	#	187	182	70	75	257	257	250	249	352	350
	%	53.1%	52.0%	19.9%	21.4%	73.0%	73.4%	71.0%	71.1%	100.0%	100.0%
7. Skilled Craft Workers	#										
	%										
8. Service Maintenance	#										
	%										
Total	#	875	893	322	333	1197	1226	1245	1256	1760	1771
	%	49.7%	50.4%	18.3%	18.8%	68.0%	69.2%	70.7%	70.9%	100.0%	100.0%

**TABLE 2**

\* The numbers for the 2022 Report are taken from pay period 26, ending December 18, 2021

\*\* 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 01/01/2022 to 12/31/2022)**

<b>NEW HIRES</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	22	10.9%	16	8.0%	38	18.9%
American Indian/Alaskan Native	2	0.5%	0	0.0%	1	0.5%
Asian	45	22.4%	27	13.4%	72	35.8%
Black	13	6.5%	7	3.5%	20	10.0%
Native Hawaiian/Pacific Islander	1	0.5%	2	1.0%	3	1.5%
2 or More Races	11	5.5%	3	1.5%	14	7.0%
Hispanic	40	19.9%	13	6.5%	53	26.4%
<b>TOTAL MINORITY HIRES</b>	<b>111</b>	<b>55.2%</b>	<b>52</b>	<b>25.9%</b>	<b>163</b>	<b>81.1%</b>
<b>TOTAL NEW HIRES</b>	<b>133</b>	<b>66.2%</b>	<b>68</b>	<b>33.8%</b>	<b>201</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	5	35.7%	0	0.0%	5	35.7%
American Indian/Alaskan Native	1	7.1%	0	0.0%	1	7.1%
Asian	2	14.3%	0	0.0%	2	14.3%
Black	3	21.4%	1	7.1%	4	28.6%
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	7.1%	1	7.1%	2	14.3%
<b>TOTAL MINORITY RE-HIRES</b>	<b>7</b>	<b>50.0%</b>	<b>2</b>	<b>14.3%</b>	<b>9</b>	<b>64.3%</b>
<b>TOTAL RE-HIRES</b>	<b>12</b>	<b>85.7%</b>	<b>2</b>	<b>14.3%</b>	<b>14</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 01/01/2022 to 12/31/2022)**

<b>TERMINATIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	36	19.4%	21	11.3%	57	30.6%
American Indian/Alaskan Native	1	0.5%	0	0.0%	1	0.5%
Asian	28	15.1%	12	6.5%	40	21.5%
Black	19	10.2%	11	5.9%	30	16.1%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	13	7.0%	2	1.1%	15	8.1%
Hispanic	31	16.7%	12	6.5%	43	23.1%
<b><i>TOTAL MINORITY TERMINATIONS</i></b>	<b><i>92</i></b>	<b><i>49.5%</i></b>	<b><i>37</i></b>	<b><i>19.9%</i></b>	<b><i>129</i></b>	<b><i>69.4%</i></b>
<b><i>TOTAL TERMINATIONS</i></b>	<b><i>128</i></b>	<b><i>68.8%</i></b>	<b><i>58</i></b>	<b><i>31.2%</i></b>	<b><i>186</i></b>	<b><i>100.0%</i></b>

<b>REASON TERMINATED</b>	<b>Number</b>	<b>% of Total</b>	<b># of Female</b>	<b># of Minority</b>
RETIRED OR DISABILITY RETIREMENT	61	32.8%	40	39
RESIGN OTHER EMPLOYMENT	21	11.3%	16	12
EMPLOYEE INITIATED / NO REASON GIVEN	89	47.8%	63	68
DECEASED	3	1.6%	1	1
LAI D OFF/REDUCTION IN FORCE	0	0.0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	10	5.4%	6	8
AUTOMATIC RESIGNATION	0	0.0%	0	0
OTHER– Please list:	2	1.1%	2	1
Totals:	186	100.0%	128	129

**COMMENTS FOR TABLE 3.2**

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

<b>PROMOTIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	10	8.7%	9	7.8%	19	16.5%
American Indian/Alaskan Native	1	0.9%	0	0.0%	1	0.9%
Asian	20	17.4%	5	4.3%	25	21.7%
Black	10	8.7%	6	5.2%	16	13.9%
Native Hawaiian/Pacific Islander	3	2.6%	0	0.0%	3	2.6%
2 or More Races	7	6.1%	0	0.0%	7	6.1%
Hispanic	30	26.1%	14	12.2%	44	38.3%
<b>TOTAL MINORITY PROMOTIONS</b>	<b>71</b>	<b>61.7%</b>	<b>25</b>	<b>21.7%</b>	<b>96</b>	<b>83.5%</b>
<b>TOTAL PROMOTIONS</b>	<b>81</b>	<b>70.4%</b>	<b>34</b>	<b>29.6%</b>	<b>115</b>	<b>100.0%</b>

<b>DEMOTIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	1	33.3%	0	0.0%	1	33.3%
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	1	33.3%	1	33.3%	2	66.7%
<b>TOTAL MINORITY DEMOTIONS</b>	<b>1</b>	<b>33.3%</b>	<b>1</b>	<b>33.3%</b>	<b>2</b>	<b>66.7%</b>
<b>TOTAL DEMOTIONS</b>	<b>2</b>	<b>66.7%</b>	<b>1</b>	<b>33.3%</b>	<b>3</b>	<b>100.0%</b>

**COMMENTS FOR TABLE 3.4**

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**TABLE 4**  
**Discrimination/Harassment Complaint Activity**  
(From 01/01/2022 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											
Disability/Medical Condition/Genetic Information		A, B, F, G, N		K, L						C, J, O, P	11
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry		N, Q	E							D, O	5
Religion											
Retaliation				L				M		D	3
Sex/Gender		H		I, R						D	4
Sexual Orientation											
<b>TOTAL Allegations:</b>		8	1	5				1		8	<b>23</b>

Note: Use an alpha to represent each complaint. **[Human Assistance had a total of 18 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.*