

**2019 ANNUAL  
WORKFORCE STATISTICS REPORT**

***Airports***

***Cindy Nichol, Director of Airports***

***PREPARED BY:***     **Jessica Pellerin, Personnel Analyst, West Service Team**  
                              **Richard Chang, Personnel Analyst, EEO Unit**

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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 Sacramento County Department of Airports (Department) is responsible for the management and operation of the Sacramento County Airport System (County Airport System), consisting of Sacramento International Airport, Executive Airport, Mather Airport, and Franklin Field. Sacramento International Airport is the principal air carrier airport and serves the County of Sacramento and the surrounding area. Reliever airports include (1) Executive Airport, a general aviation airport, and (2) Mather Airport which serves as a cargo and general aviation facility. Franklin Field is a general aviation airstrip used mostly for training.

There are 21 sections/divisions within the Department: Accounting, Administration, Aircraft Rescue and Firefighting, Airside Operations, Landside Operations, Security and Communications Center, Parking and Ground Transportation, Operations Administration, General Aviation, Properties, Custodial, IT, Financial Planning and Analysis, Design and Development, Planning and Environment, Marketing and Public Relations, Facilities Management, Airfield Maintenance, Equipment Maintenance, Park Maintenance, and Central Warehouse and Purchasing Support.

- (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 advertises job openings in multiple national and local publications that reach a broad population. Specifically, the Department advertises employment opportunities in airport industry media such as Airports Council International-North America (ACI-NA) and the American Association of Airport Executives (AAAE). Internally, the Department provides employment information, such as current County of Sacramento job announcements, to all employees via email and hard copy postings when appropriate. These job announcements are also posted on the County's internet and intranet sites ensuring all Department employees as well as the general public can view them. In addition, our exam interview panels typically include internal, external and minority panel members to ensure diverse representation. As another means of gauging our recruitment and outreach successes, we continue gathering data from applicants to determine where they heard or learned about our vacancies by utilizing NEOGOV’s online hiring center.

- (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 actively participates in County sponsored job fairs and industry conferences and other professional events for professional development purposes, which provide exposure to a diverse group of potential candidates. Department staff has regularly been invited to speak at conferences and universities, and most recently the San Francisco State University and San Jose State University, as guest lecturers on the County's government structure and challenges and rewards working for a local municipality. In 2018, the Department also hosted a regional conference for airport professionals. The conference program included mentor and coach events targeting new soon-to-be graduates

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

All vacancies are advertised on the County website. Certain accounting and auditing vacancies are advertised on specialized sites such as California Society of Certified Public Accountants (CalCPA) and Government Finance Officers Association (GFOA). Additionally, many Department vacancies are advertised on airport industry websites, most notably Airports Council International – North America (ACI-NA) and the American Association of Airport Executives (AAAE). The County retained the services of ADK Executive Search to replace the Airport Director upon retirement in April, 2018. This position was filled by its current incumbent in October 2018.

- (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 of Personnel Services West Team Human Resources staff assists employees in determining the appropriate County career path depending on their experience and aspirations.

The Department has developed training on the County's Education Reimbursement Program to encourage employees to attain the education needed for some promotional opportunities. Department employees have access to the County Training Web Site and the Employment Services Division's Web Site. In addition, the Department has offered opportunities to full time employees to gain additional experience through special projects, training assignments and committee leadership.

The Department continues to work with the County's Employment Services Division to revise class specifications to better create advancement opportunities through a more specific and clear career path. The Human Resources team also collects and reports on exit interview feedback to further improve employee career advancement processes.

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

The Department continues to fully support the County's Equal Employment Opportunity program in creating a workforce representative of the County we serve. The Department strives to achieve that objective through a number of processes. As in years past, our hiring and selection procedures ensure that our employment opportunities are disseminated to a widely diverse population both locally and nationally.

The Department encourages all employees to pursue both personal and professional growth through strong development programs offered through the aviation industry (ACI, AAAE and Others). Additional coaching and leadership training are provided by the County's Training and Organization Development Office

- (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)

Employees in the Human Resources team are members of various Human Resources and Training Professional Organizations such as SAHRA (Sacramento Area Human Resources Association), SHRM (Society for Human Resources Management), IPMA-HR (International Public Management Association for Human Resources) and ASTD (American Society for Training and Development). Belonging to these organizations allows staff to learn from other local and national organizations about additional methods and resources used in recruiting, retaining employees, career advancement tools, succession planning and other Human Resources related issues. Membership in these organizations has helped us become better informed and active in community activities.

The Department's marketing efforts continue to be designed to reach residents in the Northern California region and beyond. These efforts include advertisements on a broad diversity of radio, billboard ads and online outlets. Our Marketing Division frequently makes special presentations to many different community groups. Department Planners actively seek diverse community participation in our on-going Master Planning efforts. Pre-bid conferences for County contracting opportunities always include outreach to minority and women owned businesses in the community. In addition, we are also seeking to promote greater public transportation options to the Airport such as added (electric) bus service.

- (8) For complaints reported in Table 4, if there were any with a finding of *merit*, 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.

As noted in Table 4, there were no reportable complaints with a finding of merit.

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

<i>ETHNICITY</i>	Census Data	Workforce Composition				Workforce Composition			
	2010	County of Sacramento				Airports			
		2013 (1)		2018 (2)		2014 Report (3)		2019 Report (4)	
	%	#	%	#	%	#	%	#	%
<b>2 or More Races</b>	4.4%	132	1.2%	297	2.6%	1	0.3%	7	2.4%
<b>American Indian/Alaskan Native</b>	1.3%	127	1.2%	112	1.0%	5	1.5%	3	1.0%
<b>Asian</b>	13.6%	1,492	13.9%	1,761	15.4%	46	13.8%	43	14.9%
<b>Black/African American</b>	10.5%	1,295	12.1%	1,379	12.1%	44	13.2%	30	10.4%
<b>Hispanic/Latino</b>	17.9%	1,521	14.2%	1,921	16.8%	67	20.1%	55	19.1%
<b>Native Hawaiian/Pacific Islander</b>	1.0%	83	0.8%	117	1.0%	7	2.1%	10	3.5%
<b>White/Non-Hispanic</b>	51.4%	6,094	56.7%	5,840	51.1%	163	48.9%	140	48.6%
<b>Total</b>	100.0%	10,744	100.0%	11,427	100.0%	333	100.0%	288	100.0%
<b>Minority Representation</b>	48.6%	4,650	43.3%	5,587	48.9%	170	51.1%	148	51.4%
<b>Female Representation</b>	50.8%	5,560	51.7%	5,892	51.6%	89	26.7%	79	27.4%

<sup>1</sup> Sacramento County Workforce as of pay period 26 ending 12/14/2013

<sup>2</sup> Sacramento County Workforce as of pay period 26 ending 12/22/2018

<sup>3</sup> Employed by County of Sacramento as of pay period 26 ending 12/14/2013

<sup>4</sup> Employed by County of Sacramento as of pay period 26 ending 12/22/2018

**TABLE 2**  
**JOB CATEGORIES COMPARISION**  
**BETWEEN 2018 AND 2019 REPORTS**

JOB Categories		Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2018*	2019*	2018*	2019*	2018*	2019*	2018*	2019*	2018*	2019*
1. Officials/Administrators	#	2	1	10	11	12	12	12	12	46	49
	%	4.3%	2.0%	21.7%	22.4%	26.1%	24.5%	26.1%	24.5%	100.0%	100.0%
2. Professionals	#	9	9	5	6	14	15	19	15	41	41
	%	22.0%	22.0%	12.2%	14.6%	34.1%	36.6%	46.3%	36.6%	100.0%	100.0%
3. Technicians	#	1	1	0	0	1	1	2	1	6	5
	%	16.7%	20.0%	0.0%	0.0%	16.7%	20.0%	33.3%	20.0%	100.0%	100.0%
4. Protective Services	#	0	0	4	3	4	3	0	0	14	14
	%	0.0%	0.0%	28.6%	21.4%	28.6%	21.4%	0.0%	0.0%	100.0%	100.0%
5. Para-Professionals	#										
	%										
6. Office/Clerical Workers	#	9	10	9	6	18	16	21	22	41	38
	%	22.0%	26.3%	22.0%	15.8%	43.9%	42.1%	51.2%	57.9%	100.0%	100.0%
7. Skilled Craft Workers	#	0	1	20	21	20	22	1	2	35	37
	%	0.0%	2.7%	57.1%	56.8%	57.1%	59.5%	2.9%	5.4%	100.0%	100.0%
8. Service Maintenance	#	23	22	57	57	80	79	27	27	106	104
	%	21.7%	21.2%	53.8%	54.8%	75.5%	76.0%	25.5%	26.0%	100.0%	100.0%
Total	#	44	44	105	104	149	148	82	79	289	288
	%	15.2%	15.3%	36.3%	36.1%	51.6%	51.4%	28.4%	27.4%	100.0%	100.0%

**TABLE 3.1**  
**Personnel Actions Report**  
**HIRES/RE-HIRES - Permanent Position Employees**  
**(From 01/01/2018 to 12/31/2018)**

<b>NEW HIRES</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	2	9.5%	10	47.6%	12	57.1%
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%	1	4.8%	1	4.8%
Native Hawaiian/Pacific Islander	1	4.8%	2	9.5%	3	14.3%
2 or More Races	1	4.8%	1	4.8%	2	9.5%
Hispanic	0	0.0%	3	14.3%	3	14.3%
<b>TOTAL MINORITY HIRES</b>	<b>2</b>	<b>9.5%</b>	<b>7</b>	<b>33.3%</b>	<b>9</b>	<b>42.8%</b>
<b>TOTAL NEW HIRES</b>	<b>4</b>	<b>19.0%</b>	<b>17</b>	<b>81.0%</b>	<b>21</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	0	0.0%	1	100.0%	1	100.0%
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 RE-HIRES</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>TOTAL RE-HIRES</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>100.0%</b>	<b>1</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 01/01/2018 to 12/31/2018)**

<b>TERMINATIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	4	26.7%	5	33.3%	9	60.0%
American Indian/Alaskan Native	0	0.0%	1	6.7%	1	6.7%
Asian	1	6.7%	0	0.0%	1	6.7%
Black	0	0.0%	2	13.3%	2	13.3%
Native Hawaiian/Pacific Islander	0	0.0%	1	6.7%	1	6.7%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	0	0.0%	1	6.7%	1	6.7%
<b>TOTAL MINORITY TERMINATIONS</b>	<b>1</b>	<b>6.7%</b>	<b>5</b>	<b>33.3%</b>	<b>6</b>	<b>40.0%</b>
<b>TOTAL TERMINATIONS</b>	<b>5</b>	<b>33.3%</b>	<b>10</b>	<b>66.7%</b>	<b>15</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	10	67%	2	4
RESIGN OTHER EMPLOYMENT	4	27%	3	2
EMPLOYEE INITIATED / NO REASON GIVEN	1	7%	0	0
DECEASED	0	0%	0	0
LAID OFF/REDUCTION IN FORCE	0	0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	0	0%	0	0
AUTOMATIC RESIGNATION	0	0%	0	0
OTHER– Please list:	0	0%	0	0
Totals:	15	100%	5	6

**COMMENTS FOR TABLE 3.2**

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

<b>PROMOTIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	4	15.4%	8	30.8%	12	46.2%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	2	7.7%	1	3.8%	3	11.5%
Black	1	3.8%	2	7.7%	3	11.5%
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	3	11.5%	5	19.2%	8	30.8%
<b><i>TOTAL MINORITY PROMOTIONS</i></b>	<b><i>6</i></b>	<b><i>23.1%</i></b>	<b><i>8</i></b>	<b><i>30.8%</i></b>	<b><i>14</i></b>	<b><i>53.8%</i></b>
<b><i>TOTAL PROMOTIONS</i></b>	<b><i>10</i></b>	<b><i>38.5%</i></b>	<b><i>16</i></b>	<b><i>61.5%</i></b>	<b><i>26</i></b>	<b><i>100.0%</i></b>

<b>DEMOTIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	1	50.0%	0	0.0%	1	50.0%
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%	1	50.0%	1	50.0%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	0	0.0%	0	0.0%	0	0.0%
<b><i>TOTAL MINORITY DEMOTIONS</i></b>	<b><i>0</i></b>	<b><i>0.0%</i></b>	<b><i>1</i></b>	<b><i>50.0%</i></b>	<b><i>1</i></b>	<b><i>50.0%</i></b>
<b><i>TOTAL DEMOTIONS</i></b>	<b><i>1</i></b>	<b><i>50.0%</i></b>	<b><i>1</i></b>	<b><i>50.0%</i></b>	<b><i>2</i></b>	<b><i>100.0%</i></b>

**COMMENTS FOR TABLE 3.4**

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**TABLE 4**  
**Discrimination/Harassment Complaint Activity**  
**(From 01/01/2018 to 12/31/2018)**

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

Complaint Types	In House				Outside Investigator				DFEH or EEOC		Total Allegat.
	Merit	No Merit	Insuff Evid	On-going	Merit	No Merit	Insuff Evid	On-going	Closed	On-going	
Age											
Disability/Medical Condition			C								1
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry			A								1
Religion											
Retaliation			C								1
Sex			B								1
Sexual Orientation											
<b>TOTAL Allegations:</b>			4								4

Note: Use an alpha to represent each complaint.  
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.