

**2020 ANNUAL  
WORKFORCE STATISTICS  
REPORT**

*Airports*

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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 24 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, Mather, Properties, Air Services Development IT, Financial Planning and Analysis, Design and Development, Planning and Environment, Media & Communications, Facilities Management, Airfield Maintenance, Equipment Maintenance, Park Maintenance, Project Portfolio Management, Safety Management Systems 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 & develop assignments, etc);

The Department’s selection and hiring procedures includes:

➤ Advertising

- Job announcements are posted on the County's internet and intranet sites ensuring all Department employees as well as the general public can view them.
- Job openings are advertised 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).
- The Department attends and exhibits the County’s Airports at local job fairs and annual industry meetings such as the Transportation Research Board (TRB) as noted in (3) below.
- For technical positions such as engineers, architects and planners, the Department advertises in professional organizations such as American Society of Civil Engineers, Construction Management Association of America, American Institute of Architect, and American Planning Association.

- Selection Process:
    - As much as possible, interview panels include internal, external and minority panel members to ensure diverse representation.
    - As another means of gauging our recruitment and outreach successes, we query applicants to determine where they heard or learned about our vacancies by utilizing NEOGOV's online hiring center.
  - New Employee Orientation Training:
    - In 2019, the Department updated the New Employee Orientation (NEO) Training manual. A NEO manual is provided to all new airport employees by the hiring manager. A NEO training class and tour will be conducted when the number of new employees warrants it; usually 10 or more in a single month.
- (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 is regularly invited to speak at conferences and universities, and most recently at a local Construction Management Association of America luncheon event and, as guest lecturers to students at San Jose and San Francisco State Universities on the County's government structure and challenges and rewards working for a local municipality. In 2020, the Department will be hosting two national conferences for airport professionals (ACI-NA CFO Summit and Western Region Airport Property Managers (WRAPM)). The conference forum will provide opportunity to target certain skill sets.

Also, to address the difficulty regional fire agencies are having in diversity hiring, the Sacramento County Fire Chiefs formed a "Regional Diversity Committee in 2018. The committee, of which the Department of Airports is a member, partners with various racial/ethnic minority advocacy groups, veteran and community based groups, regional faith based groups, and the education community to increase the ability of the regional fire service providers to reach different segments of our community. The committee provides awareness of the fire service as a potential career field, and, where possible, provides increased access to pre-career training programs for those facing social-economic limitations.

- (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). The Department advertises engineers, architects and planners vacancies in professional organizations such as American Society of Civil Engineers, Construction Management Association of America, American Institute of Architect, and American Planning Association. 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 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 provided by the County's Training and Organization Development Office are encouraged.

- (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'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 on-going noise forums and 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 the new Sacramento Regional Transit (SacRT) bus service.

- (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.

As noted in Table 4, there was one complaint that has been closed without a finding.

**TABLE 1**

<i>ETHNICITY</i>	Census Data	Workforce Composition				Workforce Composition			
	2010	County of Sacramento				AIRPORTS			
		2014 (1)		2019 (2)		2015 Report (3)		2020 Report (4)	
	%	#	%	#	%	#	%	#	%
<b>2 or More Races</b>	4.4%	177	1.6%	318	2.8%	1	0.3%	11	3.6%
<b>American Indian/Alaskan Native</b>	1.3%	122	1.1%	104	0.9%	5	1.7%	2	0.6%
<b>Asian</b>	13.6%	1,543	14.3%	1,796	15.8%	38	13.0%	43	13.9%
<b>Black/African American</b>	10.5%	1,313	12.2%	1,335	11.7%	40	13.7%	33	10.7%
<b>Hispanic/Latino</b>	17.9%	1,593	14.8%	1,981	17.4%	62	21.2%	61	19.7%
<b>Native Hawaiian/Pacific Islander</b>	1.0%	87	0.8%	120	1.1%	5	1.7%	13	4.2%
<b>White/Non-Hispanic</b>	51.4%	5,923	55.1%	5,708	50.2%	142	48.5%	146	47.2%
<b>Total</b>	100.0%	10,758	100.0%	11,362	100.0%	293	100.0%	309	100.0%
<b>Minority Representation</b>	48.6%	4,835	44.9%	5,654	49.8%	151	51.5%	163	52.8%
<b>Female Representation</b>	50.8%	5,571	51.8%	5,794	51.0%	79	27.0%	85	27.5%

<sup>1</sup> Sacramento County Workforce as of pay period 26 ending 12/13/2014

<sup>2</sup> Sacramento County Workforce as of pay period 26 ending 12/21/2019

<sup>3</sup> Employed by County of Sacramento as of pay period 26 ending 12/13/2014

<sup>4</sup> Employed by County of Sacramento as of pay period 26 ending 12/21/2019

**TABLE 2**  
**JOB CATEGORIES COMPARISON**  
**BETWEEN 2019 AND 2020 REPORTS**

JOB Categories		Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2019*	2020**	2019*	2020**	2019*	2020**	2019*	2020**	2019*	2020**
1. Officials/Administrators	#	1	1	11	12	12	13	12	10	49	50
	%	2.0%	2.0%	22.4%	24.0%	24.5%	26.0%	24.5%	20.0%	100.0%	100.0%
2. Professionals	#	9	9	6	7	15	16	15	19	41	47
	%	22.0%	19.1%	14.6%	14.9%	36.6%	34.0%	36.6%	40.4%	100.0%	100.0%
3. Technicians	#	1	1	0	0	1	1	0	1	5	4
	%	20.0%	25.0%	0.0%	0.0%	20.0%	25.0%	0.0%	25.0%	100.0%	100.0%
4. Protective Services	#	0	0	3	4	3	4	0	0	14	16
	%	0.0%	0.0%	21.4%	25.0%	21.4%	25.0%	0.0%	0.0%	100.0%	100.0%
5. Para-Professionals	#	0	1	0	0	0	1	0	1	0	1
	%		100.0%		0.0%		100.0%		100.0%		100.0%
6. Office/Clerical Workers	#	10	10	6	8	16	18	22	23	38	42
	%	26.3%	23.8%	15.8%	19.0%	42.1%	42.9%	57.9%	54.8%	100.0%	100.0%
7. Skilled Craft Workers	#	1	1	21	22	22	23	2	2	37	38
	%	2.7%	2.6%	56.8%	57.9%	59.5%	60.5%	5.4%	5.3%	100.0%	100.0%
8. Service Maintenance	#	22	24	57	63	79	87	27	29	104	111
	%	21.2%	21.6%	54.8%	56.8%	76.0%	78.4%	26.0%	26.1%	100.0%	100.0%
Total	#	44	47	104	116	148	163	78	85	288	309
	%	15.3%	15.2%	36.1%	37.5%	51.4%	52.8%	27.1%	27.5%	100.0%	100.0%

**TABLE 2**

\* The numbers for the 2019 Report are taken from pay period 26, ending December 22, 2018

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



**TABLE 3.1**  
**Personnel Actions Report**  
**HIRES/RE-HIRES - Permanent Position Employees**  
**(From 01/01/2019 to 12/31/2019)**

<b>NEW HIRES</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	8	13.1%	22	36.1%	30	49.2%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	0	0.0%	3	4.9%	3	4.9%
Black	1	1.6%	3	4.9%	4	6.6%
Native Hawaiian/Pacific Islander	1	1.6%	5	8.2%	6	9.8%
2 or More Races	3	4.9%	3	4.9%	6	9.8%
Hispanic	1	1.6%	11	18.0%	12	19.7%
<b>TOTAL MINORITY HIRES</b>	<b>6</b>	<b>9.8%</b>	<b>25</b>	<b>41.0%</b>	<b>31</b>	<b>50.8%</b>
<b>TOTAL NEW HIRES</b>	<b>14</b>	<b>23.0%</b>	<b>47</b>	<b>77.0%</b>	<b>61</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	1	20.0%	1	20.0%	2	40.0%
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%	1	20.0%	1	20.0%
Native Hawaiian/Pacific Islander	1	20.0%	0	0.0%	1	20.0%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	0	0.0%	1	20.0%	1	20.0%
<b>TOTAL MINORITY RE-HIRES</b>	<b>1</b>	<b>20.0%</b>	<b>2</b>	<b>40.0%</b>	<b>3</b>	<b>60.0%</b>
<b>TOTAL RE-HIRES</b>	<b>2</b>	<b>40.0%</b>	<b>3</b>	<b>60.0%</b>	<b>5</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 01/01/2019 to 12/31/2019)**

<b>TERMINATIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	10	22.2%	20	44.4%	30	66.7%
American Indian/Alaskan Native	0	0.0%	2	4.4%	2	4.4%
Asian	1	2.2%	3	6.7%	4	8.9%
Black	0	0.0%	3	6.7%	3	6.7%
Native Hawaiian/Pacific Islander	0	0.0%	1	2.2%	1	2.2%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	1	2.2%	4	8.9%	5	11.1%
<b>TOTAL MINORITY TERMINATIONS</b>	<b>2</b>	<b>4.4%</b>	<b>13</b>	<b>28.9%</b>	<b>15</b>	<b>33.3%</b>
<b>TOTAL TERMINATIONS</b>	<b>12</b>	<b>26.7%</b>	<b>33</b>	<b>73.3%</b>	<b>45</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	22	48.9%	5	8
RESIGN OTHER EMPLOYMENT	9	20.0%	4	3
EMPLOYEE INITIATED / NO REASON GIVEN	7	15.6%	1	0
DECEASED	2	4.4%	0	2
LAI D OFF/REDUCTION IN FORCE	0	0.0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	4	8.9%	2	2
AUTOMATIC RESIGNATION	0	0.0%	0	0
OTHER– Please list:	1	2.2%	0	1
Totals:	45	100%	12	16

**COMMENTS FOR TABLE 3.2**

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**TABLE 3.3**  
**Personnel Action Report**  
**PROMOTIONS/DEMOTIONS - Permanent Positions**

<b>PROMOTIONS</b>	<b>FEMALE</b>	<b>%</b>	<b>MALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
White	9	16.1%	17	30.4%	26	46.4%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	6	10.7%	3	5.4%	9	16.1%
Black	1	1.8%	3	5.4%	4	7.1%
Native Hawaiian/Pacific Islander	1	1.8%	0	0.0%	1	1.8%
2 or More Races	1	1.8%	0	0.0%	1	1.8%
Hispanic	3	5.4%	12	21.4%	15	26.8%
<b><i>TOTAL MINORITY PROMOTIONS</i></b>	<b><i>12</i></b>	<b><i>21.4%</i></b>	<b><i>18</i></b>	<b><i>32.1%</i></b>	<b><i>30</i></b>	<b><i>53.6%</i></b>
<b><i>TOTAL PROMOTIONS</i></b>	<b><i>21</i></b>	<b><i>37.5%</i></b>	<b><i>35</i></b>	<b><i>62.5%</i></b>	<b><i>56</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	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	1	33.3%	0	0.0%	1	33.3%
Native Hawaiian/Pacific Islander	0	0.0%	1	33.3%	1	33.3%
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>1</i></b>	<b><i>33.3%</i></b>	<b><i>1</i></b>	<b><i>33.3%</i></b>	<b><i>2</i></b>	<b><i>66.7%</i></b>
<b><i>TOTAL DEMOTIONS</i></b>	<b><i>2</i></b>	<b><i>66.7%</i></b>	<b><i>1</i></b>	<b><i>33.3%</i></b>	<b><i>3</i></b>	<b><i>100.0%</i></b>

**COMMENTS FOR TABLE 3.3**

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**TABLE 4**

*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		1
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry											
Religion											
Retaliation											
Sex/Gender									A		1
Sexual Orientation											
<b>TOTAL Allegations:</b>									2		<b>2</b>

Note: Use an alpha to represent each complaint. **[AIRPORTS had a total of 1 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..*