

**2022 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) operates four airports within Sacramento County, collectively known as the Sacramento County Airport System. Sacramento International Airport (SMF) 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 within the Department: Accounting, Administration, Air Service Development, Airport Concessions, Aircraft Rescue and Firefighting, Central Warehouse, Communication Center & Security Access Control, Design & Development, Facilities & Custodial Services, Financial Planning & Analysis, General Aviation, Maintenance Administration, Airfield Maintenance, Equipment Maintenance, Parks Maintenance, Media & Communications, Operations Administration, Airside Operations, Landside Operations, Parking & Ground Transportation, Planning & Environmental, Project Portfolio Office, Properties & Commercial Business Development and Safety Management Systems.

- (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’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).
- An Executive recruitment firm (ADK) was retained in 2021 to facilitate nationwide recruitment for two Deputy Director Positions, and was directed to reach out to diverse candidates who would increase the number of women

and minorities in positions of leadership in the County's Department of Airports. Outreach included the Airport Minority Advisory Council, Asian Americans in Public Finance, California State University System, California Certified Public Accountants, Government Finance Officers Association (GFOA), Airports Council International-North America (ACI-NA) and American Association of Airport Executives (AAAE). In addition, the Director of Airports reviewed a nationwide list of 253 candidates in airport roles similar to the Deputy Director, Finance & Administration (DD F&A), and 115 candidates in roles similar to the Deputy Director, Airport Commercial Development (DD ACD); then she personally contacted candidates who would enhance the Department's diversity. Interviews for DD F&A included two women (one American Indian, one white) and two men (both white). Interviews for DD ACD included one woman (white), one black man, and four white men.

- 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. For Airport Fire staff, the Department also advertises in Aircraft Rescue and Firefighting (ARFF) Working Group and military publications.

➤ Selection Process:

- As much as possible, interview panels include internal and external members, and women 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.

➤ Training and Development Assignments:

- The Department has taken advantage of opportunities under the County Charter, Section 21-J to give entry-level employees an opportunity to work in higher positions, gain experience, and then become competitive when permanent positions become available.
- The Department also rotates roles in its biggest sections, Operations and Maintenance, to help employees gain experience and be positioned to succeed in advancement opportunities.
- In 2021, the Department updated the New Employee Orientation (NEO) Training manual. The NEO training class and tour, which had been suspended in light of the pandemic, was restarted in November of 2021, and a total of three sessions are scheduled to occur in Fiscal Year 2022.
- Department staff are actively involved in the annual Sacramento Valley Leadership Academy as participants and mentors.

- (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.

Due to the ongoing COVID-19 pandemic and orders issued by the state and County during this reporting period, only a few in-person recruiting or informational events were available. The Department did hold a job fair at SMF in September 2021 at which positions with the department were promoted with attendees. The Department participated virtually in many industry conferences and other professional events for professional development purposes, but they provided limited exposure to any potential candidates.

The Department of Airports also drew benefit from recruitment events organized or participated in by the Department of Personnel Services over the course of 2021, at which Jobs across the County were advertised and applicants were guided to the County Jobs Portal. These events included events targeted at recruiting Military Personnel and Veterans through the “Path to County Service Workshop” in January, College Students through the “Sacramento State Virtual Job Fair” in March and the “Los Rios Community College Career Fair” in April, and Adults working toward a High School Diploma through the “Let’s Talk Jobs with Highlands Charter School” in May.

- (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 vacancies are advertised on specialized sites such as California Society of Certified Public Accountants (CalCPA), Government Finance Officers Association (GFOA), and the Southwest Chapter of the American Association of Airport Executives (SWAAAE). The Department advertises engineer, architect, and planner 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 retains higher-level positions through industry recruiters such as ADK Executive Search who was retained to find replacement of the Airport Director in 2018, as well as the Deputy Director of Finance & Administration and the Deputy Director of Airport Commercial Development (both in 2021). The Department’s outreach also includes military branches and academies for certain positions such as Firefighters.

- (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.)

- a. The Department encourages employees to attend industry training sessions to

develop skills that will build qualifications for promotional opportunities. Department employees also have access to the County Training Web Site and the Employment Services Division's Web Site.

- b. In addition, the Department has offered opportunities to full time employees to gain additional experience through special projects, training assignments and committee leadership.
- c. 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.
- d. 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. The Department also sends staff to participate in leadership development opportunities host by local chambers of commerce and professional organizations.

The Department's leadership has a strong focus on Diversity, Equity and Inclusion (DEI) and takes on leadership role in DEI committees in regional organizations such as Southwest Chapter of American Association of Airport Executives and Sacramento Asian Chamber of Commerce.

- (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 social media 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. This year, virtual pre-bid conferences for County contracting opportunities offered outreach efforts to minority and women owned businesses in the community. In addition, we will continue to promote greater public transportation options to the Airport such as the new Sacramento Regional Transit (SacRT) bus service.

In addition, as a Federal grant recipient, the Department adheres to Title VI of the Civil Rights Act of 1964, which prohibits discrimination on the grounds of race, color, or national origin.

- (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.

N/A This inquiry is not applicable due to the fact that there were no findings of Violation of County Policy.

TABLE 1
WORKFORCE COMPARATIVE ANALYSIS

<i>ETHNICITY</i>	Census Data	Census Data	Workforce Composition				Workforce Composition			
	2010	2020	County of Sacramento				Airports			
			2016 (1)		2021 (2)		2017 Report (3)		2022 Report (4)	
	%	%	#	%	#	%	#	%	#	%
2 or More Races	4.4%	6.5%	243	2.2%	366	3.3%	5	1.8%	11	3.5%
American Indian/Alaskan Native	1.3%	0.5%	119	1.1%	102	0.9%	4	1.4%	2	0.6%
Asian	13.6%	17.4%	1,670	14.9%	1,841	16.4%	41	14.4%	39	12.4%
Black/African American	10.5%	9.2%	1,369	12.2%	1,286	11.5%	34	12.0%	30	9.6%
Hispanic/Latino	17.9%	23.6%	1,769	15.8%	2,098	18.7%	54	19.0%	72	22.9%
Native Hawaiian/Pacific Islander	1.0%	1.1%	108	1.0%	128	1.1%	7	2.5%	13	4.1%
Other		0.6%								
White/Non-Hispanic	51.4%	41.0%	5,937	52.9%	5,383	48.0%	139	48.9%	147	46.8%
Total	100.0%	100.0%	11,215	100.0%	11,204	100.0%	284	100.0%	314	100.0%
Minority Representation	48.6%	59.0%	5,278	47.1%	5,821	52.0%	145	51.1%	167	53.2%
Female Representation	50.8%	51.1%	5,767	51.4%	5,733	51.2%	79	27.8%	95	30.3%

¹ Sacramento County Workforce as of pay period 26 ending 12/24/2016

² Sacramento County Workforce as of pay period 26 ending 12/18/2021

³ Employed by County of Sacramento as of pay period 26 ending 12/24/2016

⁴ Employed by County of Sacramento as of pay period 26 ending 12/18/2021

TABLE 2
JOB CATEGORIES COMPARISON
BETWEEN 2021 AND 2022 REPORTS

JOB Categories	REPORT:	Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2021*	2022**	2021*	2022**	2021*	2022**	2021*	2022**	2021*	2022**
1. Officials/Administrators	#	1	2	13	15	14	17	13	14	54	58
	%	1.9%	3.4%	24.1%	25.9%	25.9%	29.3%	24.1%	24.1%	100.0%	100.0%
2. Professionals	#	10	9	7	9	17	18	18	19	50	50
	%	20.0%	18.0%	14.0%	18.0%	34.0%	36.0%	36.0%	38.0%	100.0%	100.0%
3. Technicians	#	2	2	2	2	4	4	2	2	7	6
	%	28.6%	33.3%	28.6%	33.3%	57.1%	66.7%	28.6%	33.3%	100.0%	100.0%
4. Protective Services	#	0	0	7	8	7	8	0	0	16	17
	%	0.0%	0.0%	43.8%	47.1%	43.8%	47.1%	0.0%	0.0%	100.0%	100.0%
5. Para-Professionals	#										
	%										
6. Office/Clerical Workers	#	10	14	7	5	17	19	24	27	42	43
	%	23.8%	32.6%	16.7%	11.6%	40.5%	44.2%	57.1%	62.8%	100.0%	100.0%
7. Skilled Craft Workers	#	1	1	22	24	23	25	2	2	38	42
	%	2.6%	2.4%	57.9%	57.1%	60.5%	59.5%	5.3%	4.8%	100.0%	100.0%
8. Service Maintenance	#	25	25	56	51	81	76	30	31	106	98
	%	23.6%	25.5%	52.8%	52.0%	76.4%	77.6%	28.3%	31.6%	100.0%	100.0%
Total	#	49	53	114	114	163	167	89	95	313	314
	%	15.7%	16.9%	36.4%	36.3%	52.1%	53.2%	28.4%	30.3%	100.0%	100.0%

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

NEW HIRES	FEMALE	%	MALE	%	TOTAL	%
White	8	23.5%	12	35.3%	20	58.8%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	0	0.0%	2	5.9%	2	5.9%
Black	1	2.9%	0	0.0%	1	2.9%
Native Hawaiian/Pacific Islander	0	0.0%	2	5.9%	2	5.9%
2 or More Races	1	2.9%	1	2.9%	2	5.9%
Hispanic	2	5.9%	5	14.7%	7	20.6%
TOTAL MINORITY HIRES	4	11.8%	10	29.4%	14	41.2%
TOTAL NEW HIRES	12	35.3%	22	64.7%	34	100.0%

NEW RE-HIRES	FEMALE	%	MALE	%	TOTAL	%
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%
TOTAL MINORITY RE-HIRES	0	0.0%	0	0.0%	0	0.0%
TOTAL RE-HIRES	0	0.0%	1	100.0%	1	100.0%

COMMENTS FOR TABLE 3.1

The number and proportion of Female new hires increased from a total of 3 (or 14.3%) in 2020 to 12 (35.3%) in 2021. Of these, female minority candidates climbed as a proportion of new hires from 9.5% to 11.8% since the prior year. Overall, the count of minority new hires of either gender increased from 10 to 14, but decreased in proportion from 47.6% to 41.2%.

The Department was fortunate not to have had any layoffs or reductions in force in 2021. The only employee rehired in 2021 was a White Male, as was the case in the prior year.

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

TERMINATIONS	FEMALE	%	MALE	%	TOTAL	%
White	5	15.2%	16	48.5%	21	63.6%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	0	0.0%	5	15.2%	5	15.2%
Black	1	3.0%	1	3.0%	2	6.1%
Native Hawaiian/Pacific Islander	0	0.0%	1	3.0%	1	3.0%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	1	3.0%	3	9.1%	4	12.1%
TOTAL MINORITY TERMINATIONS	2	6.1%	10	30.3%	12	36.4%
TOTAL TERMINATIONS	7	21.2%	26	78.8%	33	100.0%

REASON TERMINATED	Number	% of Total	# of Female	# of Minority
RETIRED OR DISABILITY RETIREMENT	13	39.4%	1	7
RESIGN OTHER EMPLOYMENT	5	15.2%	0	1
EMPLOYEE INITIATED / NO REASON GIVEN	15	45.5%	6	4
DECEASED	0	0.0%	0	0
LAID OFF/REDUCTION IN FORCE	0	0.0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	0	0.0%	0	0
AUTOMATIC RESIGNATION	0	0.0%	0	0
OTHER– Please list:	0	0.0%	0	0
Totals:	33	100%	7	12

COMMENTS FOR TABLE 3.2

The total count of terminations impacting Minority Employees increased from 10 to 12 from 2020 to 2021, but the proportion of overall terminations declined from 45.5% to 36.4%. All minority and female terminations were attributable to retirement, other employment or another employee-initiated, non-punitive reason in 2020 as well as 2021.

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

PROMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	7	13.7%	18	35.3%	25	49.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	2.0%	3	5.9%	4	7.8%
Black	1	2.0%	4	7.8%	5	9.8%
Native Hawaiian/Pacific Islander	0	0.0%	4	7.8%	4	7.8%
2 or More Races	1	2.0%	1	2.0%	2	3.9%
Hispanic	2	3.9%	9	17.6%	11	21.6%
TOTAL MINORITY PROMOTIONS	5	9.8%	21	41.2%	26	51.0%
TOTAL PROMOTIONS	12	23.5%	39	76.5%	51	100.0%

DEMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	1	33.3%	1	33.3%	2	66.7%
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	33.3%	1	33.3%
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%
TOTAL MINORITY DEMOTIONS	0	0.0%	1	33.3%	1	33.3%
TOTAL DEMOTIONS	1	33.3%	2	66.7%	3	100.0%

COMMENTS FOR TABLE 3.4

Among employees who received a promotion over the year, the share of women increased from 18.8% in 2020 to 23.5% in 2021. The share of minorities also increased from 43.8% to 51% over the same period.

Of the demoted employees, women represented 33.3% in 2021, declining from 100% in 2020. Minorities represented 33.3% of demotions in 2021, up from 0% in 2020.

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

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				C							1
Religion											
Retaliation				C							1
Sex/Gender		B									1
Sexual Orientation											
TOTAL Allegations:		1		3							4

Note: Use an alpha to represent each complaint. **[Airports had a total of 3 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..