

**2023 BI-ANNUAL
WORKFORCE STATISTICS REPORT**

Waste Management & Recycling

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DIVERSITY POLICIES AND EFFORTS QUESTIONNAIRE

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

1. Please briefly describe the services and functions provided by your department.

The Department of Waste Management & Recycling’s (DWMR) mission is to enhance the quality of life in the unincorporated areas of Sacramento County by providing:

- Solid waste management and recycling programs in a fiscally responsible manner.
- Public and employee health and safety.
- Stewardship of our natural resources and environment.
- Consumer protection.
- Outstanding customer service.

DWMR manages the operations, maintenance, and development of the solid waste management system within the unincorporated area of Sacramento County. DWMR completes its mission through:

- Residential curbside collection services for garbage, recycling, organics, used oil/filters, and bulky waste pickup to households.
- Transfer and disposal services for residential, including household hazardous waste and electronic waste, commercial, and self-haul customers at the North Area Recovery Station and the Kiefer Landfill drop-off facilities.
- Illegal dumping cleanup in the unincorporated areas.
- Numerous interagency and public/private agreements related to waste management services.
- Public education and regulation of commercial solid waste and recycling requirements for businesses/commercial and multifamily properties.
- Regional coordination of multi-jurisdictional programs:
 - Staff to the Sacramento Cities and County and Assembly Bill (AB) 939 Task Force.
- Energy producer at the Kiefer Landfill Gas to Energy Plant.
 - Compliance with all regulatory permits for the Kiefer Landfill, Elk Grove Landfill, Grand Island Landfill, North Area Recovery Station, and South Area Transfer Station.

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.);

DWMR adheres to County policies and procedures and Civil Service Rules to select the best-qualified person. The determination of qualification is based upon a competitive examination for the position. Moreover, vacancies in the Civil Service-exempt classes are generally filled following a recruitment process that may encompass a nationwide, statewide, or local search, depending on the specific needs of the department.

Interviews

From 2021 through current the Department has provided at-a-glance training and literature for hiring managers and supervisors. These include:

- Interviewing and Making a Selection,
- Documenting Your Selection,
- Hiring an Intern, Student Intern Recruitment and Placement
- Welcoming and Orientating a New Employee, and
- Conducting Performance Evaluations.

Providing this type of training ensured a standard for interviewing, selecting, and evaluating candidates.

Additionally, in 2022, interviews for many operations positions included a three-person panel interview, and a practical test, encompassing operating the vehicle within an obstacle course. Different supervisors, DPS, and other industry guest interviewers graded each portion of the interview. Then the results were compiled along with the candidates' reference checks into a spreadsheet listing the candidate by a number, not their name. Finally, the operations managers determined the successful candidate(s) based on their results listed on the spreadsheet. This created an equitable candidate selection process based on their abilities and interview rankings and removed any preconceived impressions of the potential candidates.

Internships

DWMR hired interns directly through the appropriate eligibility list and utilized contract interns via the available Student Intern Services Agencies. During 2021-2022, DWMR hired seven (7) employee interns in the field of Engineering and five (5) agency interns. With their knowledge and training, three (3) of these interns were eventually hired as professional staff for the department.

Education and Training

In 2021 and 2022 DWMR supported employees by offering time away from their regular duties for job-related or career-development training.

- Employees were encouraged to participate in available individual online courses provided by DPS via the LMS that covered a variety of career-related and personal relationship-building topics.
- DWMR also provided 3rd party training sessions throughout 2021-2022. Examples include:

- In 2022, approximately 50 employees attended Situational Leadership, a leadership skills development program.
- In 2022, CPS HR provided online and in-person courses available to all DWMR employees in self-development.
- Twenty-five (25) DWMR employees attended industry conferences to advance their careers, network, and learn the latest technology and processes related to solid waste management. The conferences were hosted by: WasteCon, Solid Waste Association of North America (SWANA), Waste Expo, BIOGAS AMERICAS, National Safety Council (NSC), California Resource Recovery Association (CRRA), and RouteWare.
- DWMR offered an internal department Job Shadowing Program giving employees the opportunity for personal and professional growth, to network, and to gain a more thorough understanding of the various team's duties within DWMR. Each quarter, employees had the opportunity to voluntarily shadow or host someone in the department.

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.)

All vacancies are advertised on the County website. The Countywide Recruitment team hosts and attends several recruitment activities and formal career discussions (e.g. job talks, etc.) every month.

May 6 and May 7, 2022, DWMR Hiring Fair

With the change in the law, SB 1383, DWMR needed additional staff to cover the now weekly organics collections. DPS held a job fair specifically for commercial drivers for DWMR on May 6 and 7, 2022, which netted approximately 24 permanent new employees of which 62% identified as minorities.

To notify the public of the Hiring fair on May 4, 2022, DWMR hosted a pre-event for the media to report on. The media got to work the grabber arm on the collection truck and interview management for their news segments. The media was also invited to the Hiring Event. The following media outlets covered the event: KCRA, My 58, Fox40, CBS13, CW31, and the Sac Bee.

The hiring fair was also advertised:

Internal County Communications

- DWMR-All Email
- Sacramento County Employee Email Newsletter

- Inside.SacCounty Intranet Portal News:
<https://inside.saccounty.gov/StayingInformed/Pages/News-from-Around-the-County-2022.aspx>

External Communications

- County Calvine/Highway 99 Electronic Billboard
- County social media – Facebook, Twitter, NextDoor, LinkedIn
- DWMR public website Home – Slider Image, News Headline/News & Updates, and SacGreenTeam Hiring Event
- SacCountyNews Article: <https://www.saccounty.gov/news/latest-news/Pages/SacGreenTeam-Fast-Track-HIRING-EVENT.aspx>
- Supervisor Serna Email Newsletter

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

The Department complies with the guidelines provided in the Civil Service Rules regarding interviewing and appointment from lists. Exams that are announced are typically advertised on the County’s Employment website, local jurisdictions, and industry-specific internet and print publications.

DPS lists all County Civil Service employment examinations on the County’s Internet site at <http://agency.governmentjobs.com/sacramento/default.cfm?action=jobs>. This site includes a description of the County’s hiring process and a listing of all County job classifications and their specifications. Additionally, the site enables applicants to search and apply for current job examinations, and to request notification of future examinations.

In addition to the County’s Internet site, DPS has contracted with Careers in Government, <https://www.careersingovernment.com>, to advertise all open County exams. County exams are automatically posted to all of the following:

- Careers In Government Job Board
- Careers In Government’s social media platforms
 - Twitter
 - Facebook
 - LinkedIn
- Private sector and diversity job boards include the following:
 - Glassdoor
 - Zip Recruiter
 - Nexxt
 - African American Network
 - Asian Job Network
 - Disability Network
 - Latino Network
 - Retirement Network

- LGBT Network
- Women's Job Network
- Veteran Job Network

DWMMR's job vacancies are also posted on the following websites:

- <https://insidepersonnelservices.saccounty.gov/Jobs/Pages/default.aspx> - this site is specific to internal Sacramento County employees.
- <https://wmr.saccounty.gov/Pages/SacGreenTeamCareers.aspx> - Operations positions are outlined on DWMMR's public Sac Green Team website with a link to the Sac County Jobs website provided
- [SWANA Northern CA Gold Rush Chapter - Classified Ad Listing \(swananorcal.org\)](http://swananorcal.org)
- [California Resource Recovery Association - CRRRA Jobs Board \(wildapricot.org\)](http://wildapricot.org)

5. Please describe your department's promotion and career advancement procedures designed to give all employees an equal and fair opportunity to compete for and attain County Promotional opportunities. (Include, if applicable, mentoring, career development activities, etc.)

DWMMR informs and encourages employees to pursue a variety of job opportunities (promotions, transfers, examinations), both locally and within other agencies, through email and hard copies of the announcements posted at the locations. Employees are encouraged to access the County's NeoGov System which allows timely notifications for job opportunities and examinations.

- DWMMR communicates job postings and open lists to employees on a regular basis, specifically new promotional opportunities within the department.
- Onboarding of new hires includes speaking about the promotional opportunities in the future and the process is discussed at DWMMR's New Employee Orientation.
- DWMMR encourages employees to attend industry training sessions, earn industry-related certification, attend conferences, join committees, and participate in outreach events to develop skills that will build qualifications for promotional opportunities.
- The department also offered numerous Out-of-class and temporary upgrade opportunities enabling employees to learn the roles and duties of the positions in their career ladders.
- As mentioned above, employees may participate in the DWMMR Job Shadowing Program.

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

While adhering to Civil Service rules and County policies and procedures, DWMR engages in a continuous effort to attract and retain qualified staff that reflects the demographics of the community. This is accomplished by notification through web notification through numerous professional organizations as outlined in sections 3 and 4. Additionally, we maintain informative websites, both internal and external to Sacramento County, which describe our department.

- 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 works to support its employees to provide safe, efficient, and beneficial services to all citizens of Sacramento County as well as communicating information to the public and participating in discussions with neighborhood groups.

- 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.**

DWMR had 18 complaints during this reporting period. There were three (3) complaints resulting in findings of a 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				Waste Management & Recycling			
			2017 (1)		2022 (2)		2018 Report (3)		2023 Report (4)	
	%	%	#	%	#	%	#	%	#	%
2 or More Races	4.4%	6.5%	268	2.4%	437	3.8%	6	2.4%	20	7.1%
American Indian/Alaskan Native	1.3%	0.5%	117	1.0%	102	0.9%	4	1.6%	3	1.1%
Asian	13.6%	17.4%	1,710	15.2%	1,938	16.9%	19	7.6%	24	8.5%
Black/African American	10.5%	9.2%	1,368	12.2%	1,312	11.5%	47	18.9%	44	15.7%
Hispanic/Latino	17.9%	23.6%	1,836	16.3%	2,272	19.8%	44	17.7%	60	21.4%
Native Hawaiian/Pacific Islander	1.0%	1.1%	113	1.0%	136	1.2%	5	2.0%	6	2.1%
Other		0.6%								
White/Non-Hispanic	51.4%	41.0%	5,824	51.8%	5,257	45.9%	124	49.8%	124	44.1%
Total	100.0%	100.0%	11,236	100.0%	11,454	100.0%	249	100.0%	281	100.0%
Minority Representation	48.6%	59.0%	5,412	48.2%	6,197	54.1%	125	50.2%	157	55.9%
Female Representation	50.8%	51.1%	5,812	51.7%	5,867	51.2%	28	11.2%	38	13.5%

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

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

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

⁴ 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 <i>REPORT:</i>		Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2021*	2023**	2021*	2023**	2021*	2023**	2021*	2023**	2021*	2023**
1. Officials/Administrators	#	1	1	3	1	4	2	4	3	18	13
	%	5.6%	7.7%	16.7%	7.7%	22.2%	15.4%	22.2%	23.1%	100.0%	100.0%
2. Professionals	#	4	3	2	3	6	6	11	10	19	21
	%	21.1%	14.3%	10.5%	14.3%	31.6%	28.6%	57.9%	47.6%	100.0%	100.0%
3. Technicians	#	1	1	4	5	5	6	1	1	14	13
	%	7.1%	7.7%	28.6%	38.5%	35.7%	46.2%	7.1%	7.7%	100.0%	100.0%
4. Protective Services	#										
	%										
5. Para-Professionals	#		1		1		2		2		3
	%		33.3%		33.3%		66.7%		66.7%		100.0%
6. Office/Clerical Workers	#	4	4	0	0	4	4	9	8	10	9
	%	40.0%	44.4%	0.0%	0.0%	40.0%	44.4%	90.0%	88.9%	100.0%	100.0%
7. Skilled Craft Workers	#	0		24		24		1		43	
	%	0.0%		55.8%		55.8%		2.3%		100.0%	
8. Service Maintenance	#	4	9	90	128	94	137	13	14	167	222
	%	2.4%	4.1%	53.9%	57.7%	56.3%	61.7%	7.8%	6.3%	100.0%	100.0%
Total	#	14	19	123	138	137	157	39	38	271	281
	%	5.2%	6.8%	45.4%	49.1%	50.6%	55.9%	14.4%	13.5%	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)

NEW HIRES	FEMALE	%	MALE	%	TOTAL	%
White	1	10.0%	28	31.5%	29	29.3%
American Indian/Alaskan Native	0	0.0%	1	1.1%	1	1.0%
Asian	1	10.0%	6	6.7%	7	7.1%
Black	2	20.0%	14	15.7%	16	16.2%
Native Hawaiian/Pacific Islander	0	0.0%	1	1.1%	1	1.0%
2 or More Races	2	20.0%	14	15.7%	16	16.2%
Hispanic	4	40.0%	25	28.1%	29	29.3%
TOTAL MINORITY HIRES	9	90.0%	61	68.5%	70	70.7%
TOTAL NEW HIRES	10	101.0%	89	89.9%	99	100.0%

NEW RE-HIRES	FEMALE	%	MALE	%	TOTAL	%
White	0	0.0%	0	0.0%	0	0.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	2	66.7%	0	0.0%	2	50.0%
Black	0	0.0%	0	0.0%	0	0.0%
Native Hawaiian/Pacific Islander	1	33.3%	0	0.0%	1	25.0%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	0	0.0%	1	100.0%	1	25.0%
TOTAL MINORITY HIRES	3	100.0%	1	100.0%	4	100.0%
TOTAL NEW HIRES	3	75.0%	1	25.0%	4	100.0%

COMMENTS FOR TABLE 3.1

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

TERMINATIONS	FEMALE	%	MALE	%	TOTAL	%
White	3	27.3%	27	47.4%	30	44.1%
American Indian/Alaskan Native	0	0.0%	1	1.8%	1	1.5%
Asian	1	9.1%	5	8.8%	6	8.8%
Black	1	9.1%	10	17.5%	11	16.2%
Native Hawaiian/Pacific Islander	1	9.1%	1	1.8%	2	2.9%
2 or More Races	1	9.1%	1	1.8%	2	2.9%
Hispanic	4	36.4%	12	21.1%	16	23.5%
TOTAL MINORITY TERMINATIONS	8	72.7%	30	52.6%	38	55.9%
TOTAL TERMINATIONS	11	16.2%	57	83.8%	68	100.0%

REASON TERMINATED	Number	% of Total	# of Female	# of Minority
RETIRED OR DISABILITY RETIREMENT	24	35.3%	3	11
RESIGN OTHER EMPLOYMENT	19	27.9%	4	10
EMPLOYEE INITIATED / NO REASON GIVEN	13	19.1%	3	10
DECEASED	1	1.5%	0	0
LAI D OFF/REDUCTION IN FORCE	0	0.0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	10	14.7%	1	6
AUTOMATIC RESIGNATION	1	1.5%		1
OTHER– Please list:	0	0.0%	0	0
Totals:	68	100.0%	11	38

COMMENTS FOR TABLE 3.2

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

PROMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	8	88.9%	25	49.0%	33	55.0%
American Indian/Alaskan Native	0	0.0%	3	5.9%	3	5.0%
Asian	0	0.0%	4	7.8%	4	6.7%
Black	0	0.0%	6	11.8%	6	10.0%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	0	0.0%	6	11.8%	6	10.0%
Hispanic	1	11.1%	7	13.7%	8	13.3%
<i>TOTAL MINORITY PROMOTIONS</i>	<i>1</i>	<i>11.1%</i>	<i>26</i>	<i>51.0%</i>	<i>27</i>	<i>45.0%</i>
<i>TOTAL PROMOTIONS</i>	<i>9</i>	<i>15.0%</i>	<i>51</i>	<i>85.0%</i>	<i>60</i>	<i>100.0%</i>

DEMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	1	100.0%	1	100.0%	2	<i>100.0%</i>
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%
<i>TOTAL MINORITY DEMOTIONS</i>	<i>0</i>	<i>0.0%</i>	<i>0</i>	<i>0.0%</i>	<i>0</i>	<i>0.0%</i>
<i>TOTAL DEMOTIONS</i>	<i>1</i>	<i>50.0%</i>	<i>1</i>	<i>50.0%</i>	<i>2</i>	<i>100.0%</i>

COMMENTS FOR TABLE 3.4

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											
Disability/Medical Condition/Genetic Information		C,				J, I,					3
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry		F, G, M			B, E	A, I, J, K, L					10
Religion											
Retaliation		H			E	J					3
Sex/Gender		D, H									2
Sexual Orientation											
TOTAL Allegations:		7			3	8					18

Note: Use an alpha to represent each complaint. *[Waste Management & Recycling had a total of 13 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.