



KERN COUNTY SHERIFF'S OFFICE
HUMAN RESOURCES BI-ANNUAL REPORT
YEAR TO DATE AS OF DECEMBER 2023

ABSTRACT

The analysis of information includes the race and gender distribution among existing staff, as well as demographics related to separations (attrition), new hires (appointments), and promotions. Additionally, the report will delve into the examination of trends and ongoing initiatives undertaken by KCSO to engage and include underrepresented groups.

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Introduction

This report presents the Human Resources (HR) activities and statistics of the Kern County Sheriff's Office (KCSO) for the 2023 calendar year. The staffing demographics are compared with the population of Kern County, using the 2020 Census Bureau statistics.

This report, which is produced bi-annually, provides an overview of KCSO's staffing figures as of December 2023. The analysis focuses on the race and gender distribution within the current staff, drawing comparisons with data presented in the initial Bi-Annual report from June 2023. Additionally, the report examines demographics related to attrition (separations), appointments (hires), and promotions. It also delves into trends and ongoing initiatives aimed at enhancing representation from underrepresented groups.

Background of Kern County & Kern County Sheriff's Office Demographics

The KCSO's workforce has slightly moved towards alignment with Kern County's demographics. The two leading race categories remain the same with Hispanic and White (not Hispanic). The County demographic labels are taken from the website: www.census.gov and site totals do not equal 100%.

For the purpose of the diversity charts, the department categories were adjusted to match the list of the Census Bureau, excluding White alone. Asian includes Filipino and Vietnamese, and Pacific Islander was combined with Native Hawaiian. The KCSO HR Section has updated procedures and data entry into our internal Human Resources Management System (HRMS), which will be in line with the Census Bureau reporting categories for those reporting only one race.

County of Kern vs. Kern County Sheriff's Office Demographics

Kern County's population totaled 909,235 based on the April 1, 2020, census.

In June 2023, the department employed 1,094 individuals whereas by the end of 2023, the department had a total of 1088 employees. The department's allocated number of positions remained at 1,444.

County of Kern Census & Kern County Sheriff's Office by Race

Race	Census	KCSO June 2023	KCSO Dec 2023
American Indian and Alaska Native alone	2.8%	1%	1%
Asian alone	5.8%	2.4%	2.57%
Black or African American	6.3%	2.3%	2.57%
Hispanic or Latino	56.8%	49.8%	53.68%
Native Hawaiian or Other Pacific Islander alone	0.3%	0.2%	.18%
White alone, not Hispanic or Latino	30.4%	43.3%	39.06%
White alone	81.5%	NA	NA
Two or More Races/Other	3.4%	1%	NA

Reference: <https://www.census.gov/quickfacts/fact/table/kerncountycalifornia,US/POP010220#POP010220>

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From the table above, we can observe minimal changes in the racial composition from June 2023 to December 2023. Comparing the census data to the data reported, we can see that KCSO staff is represented closely, if not exceeded the census percentages among White and Hispanic groups. KCSO reports lower percentages in all other race categories compared to the census data. The KCSO continues to collaborate with the Community Advisory Council (CAC) to aid in the recruitment of underrepresented groups. In addition, we continue collaboration with the County of Kern, Human Resources Division for recruitment and retention efforts taking place throughout the County.

Kern County Sheriff's Office- Diversity over the years

Since 2021, the racial makeup of staff has stayed consistent. The most notable change has been the growth in Hispanic personnel, showing an increase of 11% during this period. Also, there has been a decrease of approximately 11.5% in the number of White employees. Despite the differences, both Hispanic and White individuals continue to represent the majority within KCSO.

Kern County Sheriff's Office: Race 2021, 2022, 2023 & U.S. Census

Race	Census	KCSO 2021	KCSO YTD 2022	KCSO 2023
American Indian and Alaska Native alone	2.8%	.87%	.94%	1%
Asian alone	5.8%	2.18%	2.16%	2.57%
Black or African American	6.3%	2.79%	2.26%	2.57%
Hispanic or Latino	56.8%	42.72%	47.98%	53.68%
Native Hawaiian or Other Pacific Islander alone	0.3%	0%	0%	.18%
White alone, not Hispanic or Latino	30.4%	50.57%	45.34%	39.06%
White alone	81.5%	NA	NA	NA
Two or More Races/Other	3.4%	.87%	1.32%	NA

Classification Groups by Race and Gender

At the conclusion of December 2023, the proportion of female employees remained below the national average of 50.4% and lagged behind the Kern County average of 48.9%. Presently, within KCSO, women constitute 36.89% of the workforce. We noticed an increase in both female and male employee numbers. From June 2023 to December 2023, there was an increase of 15 female employees and 35 male employees. This trend reflects the prevailing national pattern in law enforcement careers, where females typically constitute the minority.

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Kern County Sheriff's Office: Race and Gender as of December 2023

Within the KCSO workforce, males continue to outnumber females in roles such as deputy sheriffs and detentions deputies, while females constitute the majority in civilian positions. As of the end of 2023, Hispanics and Whites make up the majority, with Native Hawaiians remaining a minority group.

KCSO Workforce by Gender

Gender	June '23	December '23
Female	37.20%	36.89%
Male	62.80%	63.11%
Total	100%	100%

Deputy Sheriff by Race and Gender

Deputy Sheriff by Race	Percentage
American Indian and Alaska Native	1.31%
Asian (includes Filipino and Vietnamese)	2.84%
Black or African American	1.75%
Hispanic or Latino	52.74%
Native Hawaiian or Other Pacific Islander	.22%
White	40.48%
Two or More Races/Other	0.66%

Gender	June '23	December '23
Female	10.60%	10.61%
Male	89.40%	89.39%
Total	100%	100%

From June 2023 to December 2023, the changeover in gender was minimal. The number of females and males remained constant. The majority continue to be Hispanic or Latino.

Detentions Deputy by Race and Gender

Detentions Deputy by Race	Percentage
American Indian and Alaska Native	0.00%
Asian (includes Filipino and Vietnamese)	2.25%
Black or African American	3.75%
Hispanic or Latino	63.67%
Native Hawaiian or Other Pacific Islander	0.37%
White alone	29.59%
Two or More Races/Other	0.37%

Gender	June '23	December '23
Female	34.10%	32.58%
Male	65.90%	67.42%
Total	100%	100%

From June 2023 to December 2023, KCSO saw about a 1.52% decrease in the number of females and an increase of 1.5% in male employees. For the race composition among detentions deputies, we continued to see Hispanic and White groups as the majority.

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Civilians by Race and Gender

Among civilians, Hispanic and White groups continue to be the majority. We saw a small decrease in the number of males and a slight increase in females.

Civilians by Race	Percentage
American Indian and Alaska Native	1.10%
Asian (includes Filipino and Vietnamese)	2.47%
Black or African American	2.75%
Hispanic or Latino	47.53%
Native Hawaiian or Other Pacific Islander	0.00%
White alone	44.23%
Two or More Races/Other	1.92%

Gender	June '23	December '23
Female	75.40	76.65%
Male	24.60%	23.35%
Total	100%	100%

Retention Efforts

The KCSO continues to see the benefits of the Kern County 5-year strategic plan with the key objective of being “a model of excellence in managing our business and workforce.” This plan was adopted by the Kern County Board of Supervisors. Kern County has implemented salary adjustments for most classifications and the KCSO has noted a decrease in separations. In November 2021, the Board approved a 22% salary increase to detentions safety employees. This salary equity adjustment provides KCSO the ability to offer competitive wages upon entry as compared to the California Department of Corrections and Rehabilitation. Additionally, a recruitment and retention bonus of \$15,000 was approved to be paid in full, with a 5-year service commitment for all new detentions deputy and deputy sheriff hires. For deputy sheriff lateral hires, those with prior law enforcement experience, a recruitment and retention bonus of \$25,000 is paid in full with a 5-year service commitment agreement. Additionally, the Board approved an employee referral award program rewarding employees \$3,000 for referring future full-time employees to hard to fill vacancies. The KCSO has 9 current eligible openings listed as hard to fill vacancies, which include deputy sheriff trainee, deputy sheriff lateral, detentions deputy trainee and detentions deputy lateral.

The KCSO is enhancing internal programs aimed at recruitment and retention. Among these initiatives is a peer support program accessible to all department personnel, offering invaluable resources during personal or professional crises or moments of stress. The Peer Support team, specialty trained department staff, extends support to employees, volunteers, and their families. Not only is this a great support program to staff in need, it provides those serving as a Peer Support team member the opportunity to develop skills related to de-escalation and active listening.

Demonstrating a dedicated commitment to improving morale and communication throughout the KCSO, the Sheriff and executive management team are actively engaged in initiatives. They actively participate in organizing and hosting recruitment and in-house events designed to create a relaxed setting and making themselves more accessible to all applicants and staff.

The KCSO compiled separation and hire data for the three 12-month periods over the past three years to establish a baseline of comparison. The total separations for fiscal year 21-22 were 176

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and hires totaled 142, resulting in a net loss of 34 employees. In comparison, fiscal year 22-23 total separations totaled 125 and hires totaled 185, resulting in a gain of 60 employees. For the calendar year 2023, we saw 107 separations and 209 new hires, which have resulted in a gain of 102 employees. Although fiscal year 22-23 and calendar year of 2023 overlap, we do see a marked increase in hires in a 12-month period. We will continue to compare and document the number of attritions, hires and promotions for FY 23-24.

ATTRITION (Separations): Reasons, Gender and Race

The KCSO consistently analyzes attrition trends by studying exiting staff separation questionnaires. This data guides our retention efforts and helps pinpoint areas for improvement. We utilize the County's Employee Exit Questionnaire (refer to Appendix A). In calendar year 2023, 107 full-time employees separated from the department for a variety of reasons.

To date, resignations are the main cause for separation. Resignations for 2023 amounted to 49% of all separations. Second was retirements with 18% of all separations. Safety personnel have the option to retire once they have completed 20 years of service, regardless of their age. Employees hired before 2012 fall under retirement Tier 1, often referred to as the 3% at age 50 plan. Staff, specifically sworn personnel, who reach 20 to 25 years of service and age 50, qualify them for retirement pensions. The detailed reasons for resignations can be viewed at the end of this report in Appendix B.

Separations by Reason for 2023

Reasons for Separation	June '23	December '23
Dismissal	NA	3.73%
Retirement	44%	18%
Resignation	31%	49%
Termination of Appointment	14%	14%
Transfer to Another County Department	11%	16%
Grand Total	100%	100%

In terms of gender breakdown, females contribute to 48% of attrition, while males account for 52%. These figures indicate that the majority of attrition among females is in civilian roles. In sworn positions, both in deputy sheriff and detentions deputy ranks, we see a higher attrition rate among male staff. This pattern aligns with the demographic makeup of our department, where there is a greater proportion of female staff in civilian roles and males in sworn positions.

Separations by Classifications for 2023

Classification	Male	Female	Count	Percentage
Deputy Sheriff	32	3	35	33%
Detentions Deputy	14	12	26	24%
Civilian	10	36	46	43%
Total	56	51	107	100%

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Separations by Gender and Race for 2023

Gender Separated YTD	Count of Gender
Female	51
American Indian and Alaska Native	1
Asian (includes Filipino and Vietnamese)	3
Black or African American	1
Hispanic or Latino	22
Two or More Races/Other	2
Native Hawaiian or Other Pacific Islander	0
White alone	22
Male	56
American Indian and Alaska Native	0
Asian (includes Filipino and Vietnamese)	3
Black or African American	0
Hispanic or Latino	29
Two or More Races/Other	1
Native Hawaiian or Other Pacific Islander	1
White alone	22
Grand Total	107

Separations by Race Year to Date

An analysis of separations based on race reveals that the highest attrition rate is among White individuals, standing at 44.37%. This is followed by Hispanic or Latino individuals at 42.96%. These statistics align with the demographics of KCSO staff.

Separations by Race for 2023

Race	Count	Percentage
American Indian and Alaska Native	1	.93%
Asian (includes Filipino and Vietnamese)	4	3.73%
Black or African American	3	2.80%
Hispanic or Latino	51	47.66%
Native Hawaiian or Other Pacific Islander	1	.93%
White alone	44	41.12%
Two or More Races/Other	3	2.80%
Total	107	100%

Half of the deputy sheriff attrition is comprised of White men, while only 6% of separations are accounted for by White female deputy sheriffs. Within the detentions staff, white males constitute the primary demographic for attrition, making up 24.14%. Lastly, among civilian staff, white females lead in attrition, comprising 31.75% of separations.

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Deputy Sheriff Separations by Gender and Race for 2023

Gender	Count of Gender
Female	3
American Indian and Alaska Native	0
Asian (includes Filipino and Vietnamese)	0
Black or African American	0
Hispanic or Latino	0
Native Hawaiian or Other Pacific Islander	0
White alone	3
Two or More Races/Other	0
Male	32
American Indian and Alaska Native	0
Asian (includes Filipino and Vietnamese)	2
Black or African American	0
Hispanic or Latino	13
Native Hawaiian or Other Pacific Islander	1
White alone	16
Two or More Races/Other	0
Grand Total	35

Detentions Deputy Separations by Gender and Race for 2023

Gender	Count of Gender
Female	12
American Indian and Alaska Native	1
Asian (includes Filipino and Vietnamese)	0
Black or African American	2
Hispanic or Latino	6
Native Hawaiian or Other Pacific Islander	0
White alone	2
Two or More Races/Other	1
Male	14
American Indian and Alaska Native	0
Asian (includes Filipino and Vietnamese)	0
Black or African American	0
Hispanic or Latino	11
Native Hawaiian or Other Pacific Islander	0
White alone	3
Two or More Races/Other	0
Grand Total	26

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Civilian Separations by Gender and Race for 2023

Gender	Count of Gender
Female	36
American Indian and Alaska Native	0
Asian (includes Filipino and Vietnamese)	1
Black or African American	1
Hispanic or Latino	16
Native Hawaiian or Other Pacific Islander	0
White alone	17
Two or More Races/Other	1
Male	10
American Indian and Alaska Native	0
Asian (includes Filipino and Vietnamese)	1
Black or African American	0
Hispanic or Latino	5
Native Hawaiian or Other Pacific Islander	0
White alone	3
Two or More Races/Other	1
Grand Total	46

Across classification groups, there is a decline in the attrition rate among detentions staff. This improved retention is credited to a substantial salary enhancement enacted in January 2023. Specifically, while deputy sheriffs experienced a 33% attrition rate, detentions deputies contributed 25% of this attrition, and civilians account for 42% attrition rate.

APPOINTMENTS (Hires): Gender and Race

Recruitment Efforts

In collaboration with Kern County HR, the CAC, and our internal recruitment team, KCSO is dedicated to recruitment efforts aimed at reaching underrepresented demographics. We have extended invitations to CAC members to recommend community partners or groups interested in hosting recruitment events within their respective areas. KCSO has shared our recruitment calendar on the CAC website, <https://kerncac.org>, and actively encourages the dissemination of information to connect prospective applicants with our upcoming events.

In 2023, the KCSO internal recruitment team actively engaged in over one hundred recruitment events across Kern County. Our participation in the Department of Human Services Job Fest program persisted, providing convenient same-day application and testing services to applicants. We extended our presence at Job Fest events in various outlying areas, including Mojave, Lamont, Ridgecrest, Lake Isabella, Taft, Shafter, and Delano.

Throughout the year, in collaboration with Kern County HR, KCSO hosted 12 on-site recruitment events. These events offered valuable assistance with the online application process, direct access to recruiters for Q&A sessions, preliminary background screening, and same-day testing

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opportunities. The impact of these events has been significant, attracting interest from several hundred candidates.

During this calendar year, the KCSO is realizing a net gain of staff. The KCSO is holding more academies per year, in both law enforcement (POST) and correctional (STC) fields. Prior to 2020, the KCSO held one to two academy courses per fiscal year. Attrition outpaced hires and vacancy rates grew. In 2023, the KCSO held 3 POST academies and 3 STC academies. Following years of budget reduction and limited hiring, the KCSO is in an aggressive hiring campaign to staff accumulated vacancies and bolster line staff in the field and in detentions facilities.

In addition to efforts to increase sworn staffing, the KCSO is realizing gains in civilian classifications as well. The KCSO developed new classifications such as Community Services Technician, Sheriff's Records Specialist and Background Investigator. The new classifications were implemented at current market compensation rates and generated new interest from applicants. These classifications are critical to supporting the KCSO's mission and operations.

Hires by Classification and Gender for 2023

Classification	Male	Female	Count	Percentage of Hires
Deputy Sheriff	55	10	65	31%
Detentions Deputy	46	22	68	33%
Civilian	13	63	76	36%
Total	114	95	209	100%

Deputy Sheriff Hires by Race for 2023

Gender-Race	Count	Percentage
Female	10	15.4%
Hispanic or Latino	5	7.7%
White alone	5	7.7%
Male	55	84.6%
Asian (includes Filipino and Vietnamese)	3	4.6%
Black or African American	2	3.1%
Hispanic or Latino	33	50.8%
Native Hawaiian or Other Pacific Islander	1	1.5%
White alone	16	24.6%
Grand Total	65	100%

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Detentions Deputy Hires by Race for 2023

Gender-Race	Count	Percentage
Female	22	32.4%
Black or African American	2	3%
Hispanic or Latino	20	29.4%
Male	46	67.6%
Asian (includes Filipino and Vietnamese)	4	5.9%
Black or African American	3	4.4%
Hispanic or Latino	29	42.6%
White alone	10	14.7%
Grand Total	68	100%

The KCSO persists in its recruitment endeavors to engage underrepresented communities. Recruitment patterns align with the existing demographics of the county. In total, 65.4% of sworn hires (including deputy sheriffs and detentions deputies) identify as Hispanic, 15.8% as White, with all other racial groups comprising 18.8%. Among sworn hires, males make up 76%, while females constitute 24%.

Recruitment Activity

For the period of January 1 through December 31, 2023, the KCSO participated in 102 recruitment events. The recruitment team participated in events in the following cities: Lamont, Greater Bakersfield area, Ridgecrest, Lake Isabella, Taft, Shafter, and Delano. Same day testing was offered in Ridgecrest, Taft, Shafter, and Bakersfield. We have also participated in community events at Kern County venues including colleges, high schools, churches and with various community organizations.

In addition to full time employment opportunities, we promote our Volunteer Cadet program, which is designed to prepare young adults (ages 15-21) for careers in law enforcement through mentorship and supervised field experience. The recruitment team has also established a partnership with Kern High School District - Career and Technical Education Center (ROC/CTEC) where we have been able to engage with high school juniors and seniors to create a feeder program into our STC academy for detentions deputy trainees and civilian job opportunities. Recruiters have been able to connect with students enrolled at ROC/CTEC law enforcement career pathways. Several ROC/CTEC-student events have been facilitated by KCSO personnel such as tours of KCSO facilities, presentations by specialized units, and Mock Interview Day.

The KCSO continues to reap the rewards of micro-recruitment events, which are strategically organized to target the deputy sheriff, detentions deputy, and civilian classification groups. These events for sworn positions take place at the Regional Training Center (RTC), offering applicants the opportunity to tour academy facilities and undergo on-site written examinations on the event day.

Following the KCSO's request for a tracking mechanism to assess the effectiveness of micro-recruitment events, Kern County HR has initiated manual tracking of hires. This process is labor-

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intensive and still in its initial phase. Presently, the KCSO receives recruitment data from Kern County HR and maintains a spreadsheet to document attendee information.

The KCSO remains committed to informing the CAC of upcoming recruitment events and actively encourages committee members to provide recommendations for recruitment strategies. Comprising citizens from various areas of the County, the committee is dedicated to enhancing community relations with KCSO.

In April 2022, Kern County HR began collecting more detailed applicant data, including zip codes, with the aim of analyzing applicant distribution and identifying underrepresented areas. In the previous Bi-Annual Report, the total number of applications received by zip code for deputy sheriff and detentions deputy trainee classifications included April 2022 to May 2023. In this update, below are the charts showing applications received for 2023. It is worth noting that while these totals include submitted applications, they do not reflect the number of applicants who may drop out of the process. Factors such as unresponsiveness to scheduling appointments or failure to pass written tests may prevent some applicants from advancing to the KCSO for hiring consideration. In fact, more than fifty percent of applicants do not progress to being considered qualified applicants by the KCSO.

Deputy Sheriff Trainee Application Totals by Zip-Code for 2023

City- Zip Code	No. of Applications
93203 – Arvin	17
93215 – Delano	53
93241 – Lamont	18
93250 – McFarland	18
93257 – Porterville	14
93263 – Shafter	32
93268 – Taft	16
93274 – Tulare	9
93280 – Wasco	28
93301 – Downtown Bakersfield	27
93304 – Central Bakersfield	65
93305 – East Bakersfield	44
93306 – E Bakersfield/ City in the Hills	123
93307 – Southeast Bakersfield/Lamont	137
93308 – Oildale	116
93309 – Southwest Bakersfield	107
93311 – Southwest Bakersfield	65
93312 – West Bakersfield	85
93313 – Southwest Bakersfield	77
93314 – Northwest Bakersfield	50
93535 – Lancaster	10
93555 – Ridgecrest	14
93560 – Rosamond	8
93561 – Tehachapi	29
Total	1162

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Detentions Deputy Trainee Application Totals by Zip-Code for 2023

City- Zip Code	No. of Applications
93203 - Arvin	15
93215 - Delano	57
93241 - Lamont	16
93250 - McFarland	21
93257 - Porterville	17
93263 - Shafter	36
93268 - Taft	11
93274 - Tulare	9
93280 - Wasco	23
93301 - Downtown Bakersfield	24
93304 - Central Bakersfield	57
93305 - East Bakersfield	49
93306 – E Bakersfield/ City in the Hills	109
93307 - Southeast Bakersfield/Lamont	108
93308 - Oildale	72
93309 - Southwest Bakersfield	106
93311 - Southwest Bakersfield	63
93312 - West Bakersfield	85
93313 - Southwest Bakersfield	76
93314 - Northwest Bakersfield	36
93555 - Ridgecrest	9
Total	999

Applicants who are referred to the KCSO participate in an in-depth background security clearance. Eligibility for hire as a sworn peace officer requires medical and psychological evaluations and clearance. Hires represent applicants who have passed a written examination and screening required for hire as a peace officer. The KCSO is in a continuous recruitment cycle and additional hires are pending background, medical and psychological screenings.

The KCSO will present hiring totals for January 2023 through December 2023, by zip code. Totals include lateral hires (those already employed as sworn officers).

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Deputy Sheriff Hires (Trainee & Lateral) by Zip-Code for 2023

City-Zip Code	Count
Delano- 93215	8
Lamont- 93241	1
Taft- 93268	2
Tulare- 93274	1
Wasco- 93280	1
Woody- 93287	1
Central Bakersfield - 93304	8
East Bakersfield - 93305	3
East Bakersfield /City in the Hills - 93306	5
SE Bakersfield - 93307	7
Oildale Bakersfield - 93308	8
SW Bakersfield - 93309	3
SW Bakersfield - 93311	4
West Bakersfield - 93312	4
West Bakersfield- 93313	2
West Bakersfield- 93314	1
Boron- 93516	1
Palmdale- 93551	2
Tehachapi- 93561	3
Grand Total	65

From January 2023 to December 2023, the KCSO received a total of 1,162 applications for deputy sheriff trainee positions. In summary, approximately 77% of these applications originated from the greater Bakersfield area, 4.7% from Delano, 2.4% from Wasco, and roughly 9% from outlying areas such as Arvin, Lamont, Shafter, Taft, and Tehachapi. Applications from outside Kern County accounted for less than 7% of the total.

KCSO hired a total of 65 deputy sheriffs (including trainees and laterals) in the 2023 calendar year. The majority of these hires reside in Bakersfield and Delano. Although the number of hires from outlying areas are few, we are seeing interest from areas like Boron, Palmdale, and Woody.

There were 99 applications received for Detentions Deputy Trainee from January 2023 through December 2023. In summary, 79% of these applications originated from the greater Bakersfield area, 6% from Delano, 2.3% from Wasco, 3.6% from Shafter, and about 7.8% from outlying areas such as Arvin, Lamont, Taft, and Tehachapi. Applications received from outside of Kern County totaled about 1.3%.

KCSO hired a total of 68 detentions deputies (including trainees and laterals) in the 2023 calendar year. 72% of the hires live in a Bakersfield zip code.

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Detentions Deputy Hires (Trainee & Lateral) by Zip-Code for 2023

City-Zip Code	Count
Arvin- 93203	1
Buttonwillow- 93206	1
Delano- 93215	6
Lamont- 93241	1
Lost Hills- 93249	1
McFarland- 93250	1
Richgrove- 93261	1
Shafter- 93263	2
Taft- 93268	1
Wasco- 93280	4
Central Bakersfield - 93304	5
East Bakersfield - 93305	6
East Bakersfield /City in the Hills - 93306	4
SE Bakersfield - 93307	6
Oildale Bakersfield - 93308	5
SW Bakersfield - 93309	5
SW Bakersfield - 93311	4
West Bakersfield - 93312	4
West Bakersfield- 93313	7
West Bakersfield- 93314	3
Grand Total	68

The following chart illustrates all the new hires by zip code in all classifications, including civilian classifications. This does not reflect addresses at the time of initiating the application process. Year to date, the majority of hires live in the greater Bakersfield Area. Additionally, the breakdown of civilian hires aligns with the pattern of hiring from the greater Bakersfield area.

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Hires by Zip Code for 2023

City-Zip Code	Count
Arvin- 93203	2
Buttonwillow- 93206	1
Corcoran- 93212	1
Delano- 93215	15
Kernville- 93238	1
Lamont- 93241	2
Lost Hills- 93249	1
McFarland- 93250	1
Richgrove- 93261	1
Shafter- 93263	2
Taft- 93268	4
Tulare- 93274	1
Wasco- 93280	6
Wofford Heights- 93285	1
Woody- 93287	1
Bakersfield- 93301	4
Central Bakersfield - 93304	19
East Bakersfield - 93305	9
East Bakersfield /City in the Hills - 93306	14
SE Bakersfield - 93307	20
Oildale Bakersfield - 93308	24
SW Bakersfield - 93309	18
SW Bakersfield - 93311	12
West Bakersfield - 93312	12
West Bakersfield- 93313	18
West Bakersfield- 93314	6
Boron- 93516	1
Edwards- 93523	1
Lancaster- 93534	2
Palmdale- 93551	2
Ridgecrest- 93555	1
Tehachapi- 93561	6
Grand Total	209

Link to Zip-codes.com: <https://www.zip-codes.com/county/ca-kern.asp>

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PROMOTIONS: Gender and Race

KCSO promotions typically occur to address attrition by filling vacancies. Data indicates a higher turnover rate among deputy sheriff staff compared to other positions, resulting in more promotions within the deputy sheriff ranks. We do see a lower representation of female staff on KCSO sworn promotional lists, suggesting a lack of female applicants overall. Promotional opportunities are announced department-wide, including recruitment dates, specified study materials for examination components, and examination dates.

Civilian promotions show a higher number of female promotions within non-sworn classifications, reflecting the gender breakdown of civilian staff.

Promotions by Classification and Gender for 2023

Classification	Male	Female	Count	Percentage
Deputy	46	5	51	46%
Detentions	16	3	19	17%
Civilian	10	31	41	37%
Total	72	39	111	100%

Conclusion

Hiring and separation trends indicate we will continue to see an increase amongst Hispanic staffing. Hispanics are being hired at a higher rate than any other category. Staffing amongst Whites are decreasing due to lower hiring results and attrition amongst this group. The KCSO is actively working with Kern County HR and the CAC to recruit and retain staff from all groups.

In 2023, recruitment and hiring efforts improved. KCSO launched a modernized recruitment website that is user friendly, and background processes were streamlined via an electronic application portal. Advertisements and recruitment address hiring processes, pay scales, and benefits. Applicants are provided resources to prepare for a career in law enforcement, including exam preparation and physical fitness guidelines. Moving ahead, the KCSO internal recruitment team plans to organize additional micro-hiring events aimed at engaging underrepresented groups. KCSO will continue to work closely with Kern County HR to pinpoint recruitment areas. Existing partnerships with Kern County High School District, Kern Community College District, and California State University of Bakersfield will remain pivotal in supporting KCSO's hiring initiatives. Additionally, new collaborations with various community organizations and other county departments are on the horizon.

Recruitment events will also be coordinated in out-of-County areas to attract candidates to Kern County. In addition to trainee hires, the KCSO will focus on lateral hires, those having prior law enforcement experience with other agencies. Lateral hire incentives may include a \$15k or \$25k recruitment and retention bonus, moving allowances, a monthly housing allowance, and a fast track to field training.

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As we continued to analyze the KCSO workforce by race and gender in the areas of appointments, attritions, and promotions, we have been able to revise the race definitions from HRMS to match the Census Bureau listings. Looking ahead, we will continue the work with KCSO Technology Services to develop uniform graphs (including descriptions) and collaborate with Kern County HR to identify the areas of Kern County that are underrepresented.

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Appendix A

County of Kern Employee Exit Questionnaire

I.D. or S.S. # _____

COUNTY OF KERN

EMPLOYEE EXIT QUESTIONNAIRE

I resign my job as of (date) _____ for the following reason(s) _____

1. Did you give notice: Yes No
 If yes: a) How much notice? _____ b) To whom did you give it? _____
2. Was there one last incident that finally made you decide to resign? Yes No
 If yes, what was it? _____

3. Were you satisfied with:

a) On-the-job-training	Yes <input type="radio"/> No <input type="radio"/>	d) Wage Rate	Yes <input type="radio"/> No <input type="radio"/>
b) Opportunities for advancement	Yes <input type="radio"/> No <input type="radio"/>	e) Fringe Benefits	Yes <input type="radio"/> No <input type="radio"/>
c) Hours of Work	Yes <input type="radio"/> No <input type="radio"/>	f) Supervision	Yes <input type="radio"/> No <input type="radio"/>
4. Did you discuss your work-related problems (if any) with your supervisor? Yes No
5. Please state job conditions (if any) which you felt to be unsatisfactory or unsafe _____

6. Were you informed of County policies and rules? Yes No
7. Did you request, or were you offered:

A transfer	Yes <input type="radio"/> No <input type="radio"/>
A leave of absence	Yes <input type="radio"/> No <input type="radio"/>

 a) If yes, please explain _____

 b) If no, would it have helped had one been available? Yes No
 Why? _____

8. Do you have any other job? Yes No
 If yes:
 - a) Name & address of employer _____

 - b) When do you start? _____
 - c) At what salary? (optional) _____
9. Would you be interested in re-employment in the future? Yes No
10. Additional comments (if any) _____

 Employee Signature Date Signed

DO NOT WRITE BELOW THIS LINE

Reviewed by: _____ Date Reviewed _____
 _____ Would Rehire _____ Comments of Reviewer _____
 _____ Would NOT Rehire _____

Original – Human Resources 1st Copy – Dept. 2nd Copy – Employee I:/FORMS/Employee Exit Questionnaire.doc

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Appendix B

Expanded charts for reasons for separations are provided below:

SEPARATION REASONS 2023 YTD	Count
RESIGNATION	51
ACCEPTED OTHER JOB	5
BETTER OPPORTUNITY/CAREER	2
DISSATISFIED--SUPERVISOR	1
DISSATISFIED--WORKING CONDITIONS	2
MEDICAL REASONS	2
MOVING OUT OF AREA	5
PERSONAL REASONS	29
RESIGNATION IN LIEU OF TERMINATION	1
RETURNING TO SCHOOL	2
WENT TO ANOTHER AGENCY FOR HIGHER PAY	2
RETIREMENT	19
RETIREMENT (YEARS OF SERVICE)	19
TERMINATION OF APPOINTMENT	18
CONDUCT UNBECOMING OF PEACE OFFICER	1
NOT PASING CORE COURSE	6
NOT PASSING PROBATION	7
UNABLE TO PERFORM JOB DUTIES	1
VIOLATION OF DEPT. POLICY	3
TRANSFER TO ANOTHER COUNTY DEPARTMENT	15
REVERT TO FORMER POSITION	2
DID NOT DISCLOSE	2
GRAND TOTAL	107