

2026

Kern County Sheriff's Office Promotional Plan



Kern County Sheriff's Office
Human Resources
Kern County Human Resources
6/1/2026

Our Team

Kern County Human Resources (KCHR)

Nancy Anderson, Chief Administrative Officer
Stacy Kuwahara, Chief Operations Officer
Tracey Eldridge, Chief Human Resources Officer
Michael Goulart, Assistant Chief Human Resources Officer
Brenda Guerra, Deputy Chief Human Resources Officer
Nesrine Annan, Human Resources Analyst

Kern County Sheriff's Office (KCSO HR)

Sheriff Donny Youngblood
Undersheriff Larry McCurtain
Chief Deputy Erik Levig
Commander Jason Colbert
Commander Danisha Ashley
Carmen Gonzalez, HR Manager



Subject Matter Expert Selection:

The KCSO Human Resources Manager, in consultation with the Administrative Services Division Commander, selected a group of individuals from KCSO, representing a diverse level of ranks and experience. This group has served as a panel of Subject Matter Experts (SME) to develop the Promotional Plan and Promotional Policy, in conjunction with KCSO and KCHR. The SME Panel reviewed existing procedures and practices, as well as the Stipulated Judgment requirements. The implementation of the Promotional Plan and Promotional Policy incorporates several improvements to the promotional process and ensuring compliance with policy, law, and the Stipulated Judgment.

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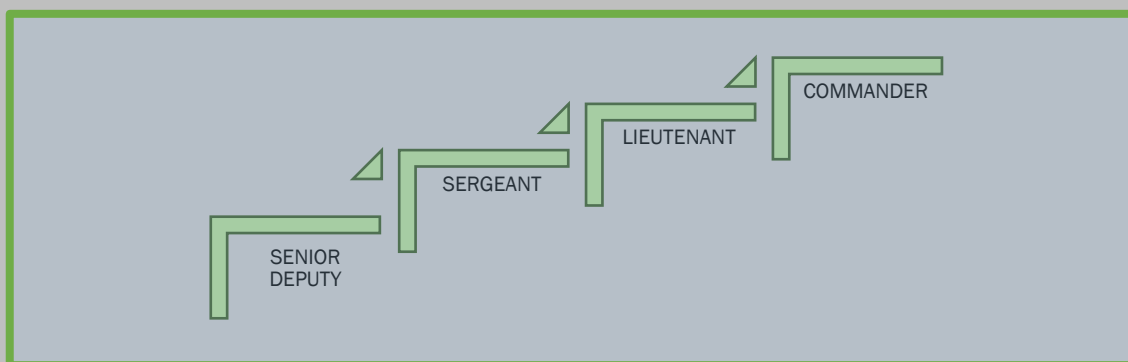
Accelerate Success: The Promotional Roadmap

The Kern County Sheriff's Office has a rich history of dedication and service to the community. As an organization, we continue to evolve and look to improve our service, commitment, trust, diversity, and values. Envisioning and adapting to change throughout our organization is at the forefront of our guiding principles. In anticipation of future challenges, the Kern County Sheriff's Office is working hard with the Kern County Human Resources (KCHR) Division to achieve a qualified and diverse workforce representing our growing community.

We have had many successes hiring highly qualified, diverse employees in recent years, given the many challenges affecting our society. The Kern County Sheriff's Office continues working diligently with the County Administrative Office and the KCHR Division in addressing compensation issues, developing a dedicated Public Safety Recruitment Team within the KCHR Division, and implementing critical operational changes. Many hurdles exist, such as distributing promotional information, promoting diverse candidates, and retaining qualified personnel. Efforts to overcome these hurdles include providing information on promotional opportunities, increasing transparency around the process, and better educating our staff on what core competencies are required to serve our community effectively.

We look forward to the future and our continued work with the Community Advisory Council (CAC), as well as other organizations, to help us reach out to the members of our community to overcome these challenges. In doing so, we will be able to provide hiring information readily available on multiple platforms, engage with the community we serve at events and other community functions, explore new ideas to ensure deputy safety and accountability, and promote trust and community policing within Kern County.

This Promotional Plan will serve as a testament to our fundamental goal of maintaining a diverse and qualified workforce dedicated to maintaining a high level of quality service while ensuring our partnership, respect, innovation, dedication, and excellence in service to our community. The Kern County Sheriff's Office is proud to implement this Promotional Plan to ensure our workforce is not only reflective of the community we serve, but qualified to provide a high level of service in accordance with the Sheriff's Office's mission.



Mission Statement

The Kern County Sheriff's Office is committed to working in partnership with our community to enhance the safety, security, and quality of life for the residents and visitors of Kern County through professional public safety services.

Vision Statement

Our vision is to ensure promotional decisions are made without favoritism or unlawful discrimination, increase transparency around the promotional process, and enhance understanding of promotional criteria/decisions in order to promote qualified applicants who reflect a broad cross section of the Kern County community.

Strategy Statement

This Promotional Plan serves to identify and publish, both internally and externally, for the ranks of senior deputy, sergeant, lieutenant, and commander, the duties, eligibility criteria, knowledge, skills, and abilities considered to select qualified candidates who are effective supervisors in compliance with County policy and Sheriff's Office policy.

Core Values

The following are the core values the Sheriff has identified as vital to the success of the Kern County Sheriff's Office.

Community Policing: The Sheriff is committed to the philosophy of community policing and problem-solving. Members of the Kern County Sheriff's Office should consider themselves as problem solvers. It is easy to point out a problem, but it is not so easy to find solutions. The phrase, "We can't do it because..." is unacceptable and must be dismissed. Let's figure out how we can.

Integrity: This is a noble profession, not a job. Any misconduct that reflects negatively on this organization or the community we serve will be dealt with swiftly and decisively.

Uniformity and Pride: The Kern County Sheriff's Office is built on tradition, pride, and earned respect. Treat the public with respect and never tarnish the badge or good reputation of our organization.

Honesty: We demand honesty. Honesty, credibility, and ethical conduct should describe who we are, and nothing less is acceptable.

Accountability: The Kern County community will hold us accountable. We hold each other and ourselves accountable.

Education and Experience: Future leaders should pursue educational opportunities and diversity in experience to become well-rounded and informed.

Ideal Candidate

The Kern County Sheriff's Office seeks to retain and promote qualified individuals who maintain a high moral character, are ethical in all facets of life, and maintain professionalism. To that end, the following traits, skills, and abilities serve as the seven (7) pillars of the Ideal Candidate Profile. The Ideal Candidate Profile serves as the North Star toward which all employees should strive in upholding the high standards of the law enforcement profession and ensuring a successful career with the Kern County Sheriff's Office:

Integrity/Honesty: All Kern County Sheriff's Office employees must be honest and ethical.

Decision Making and Judgement: Deputies should have the ability to use logic and reasoning to identify alternative solutions, conclusions, or approaches to problems. They need to use inductive reasoning by combining pieces of information to form general conclusions. They need to use deductive reasoning by applying general rules to specific problems to produce an answer that makes sense.

Bias/Social and Cultural Sensitivity/Tolerance: Deputies shall provide services and enforce laws equally. They shall uphold the rights of all people, regardless of their race/ethnicity, sex, gender identity, nationality, religion, disability, citizenship status, sexual orientation, or association with a person or group with one or more of these actual or perceived characteristics. Bias is not a stand-alone dimension but is thoroughly assessed throughout all stages of an employee's career.

Stress Tolerance: Deputies should have the ability to accept constructive criticism and calmly and effectively deal with high-stress situations. Deputies should be able to reasonably communicate with unpleasant, angry, or hostile community members while maintaining composure, reserving emotions, and managing anger in very difficult situations.

Conscientiousness: Deputies must be reliable, responsible, and dependable by fulfilling obligations and have a willingness to take on responsibilities and challenges. Deputies must display meticulous attention to detail and be thorough in completing work tasks and investigations, including observing, receiving, and otherwise obtaining information from all relevant resources.

Interpersonal Skills: Deputies must have the ability to effectively communicate with diverse segments of the public and provide a complete range of policing and law enforcement services, such as obtaining statements, conducting investigations, and providing services in concert with other public and private agencies, such as mental health agencies, community-based organizations, or local church organizations. Deputies must be able to display concern for others, show empathy, and be helpful toward coworkers and members of the public. Deputies should be able to give their full attention to the individuals they encounter and understand the information being provided to them. Deputies should ask follow-up questions when appropriate and always be courteous. When feasible, deputies should utilize community-based policing and collaborative problem-solving with community stakeholders to build public trust.

Communication Skills: Deputies need the ability to process information and ideas presented through verbal communication. Deputies need the ability to de-escalate stressful situations. Deputies also need the ability to speak and write competently so they can effectively relay information through appropriate channels.



The Ideal Candidate traits were developed based on the same core competencies outlined in the California Commission on Peace Officer Standards and Training (POST) Dimensions. They are explained in detail in the POST Regulations, the POST Background Investigation Manual, the POST Peace Officer Psychological Screening Manual, and the KCSO Background Investigation Unit Operations Manual.

The POST psychological screening dimensions include the following:

- Social Competence
- Teamwork
- Adaptability/Flexibility
- Conscientiousness/Dependability
- Impulse Control
- Integrity/Ethics
- Emotional Regulation/Stress Tolerance
- Decision Making/Judgement
- Assertiveness/Persuasiveness
- Avoiding Substance Abuse and Other Risk-Taking Behavior.

These dimensions are further defined in Chapter 4 of the POST Peace Officer Psychological Screening Manual. The required competencies and screening dimensions are also outlined in POST Regulations 1955(a)(2) and 1955(d)(2), which include all of the above.

The Peace Officer Psychological Screening Manual offers comprehensive guidance on all of the above dimensions, which also correlates with those found in the Ideal Candidate Profile:

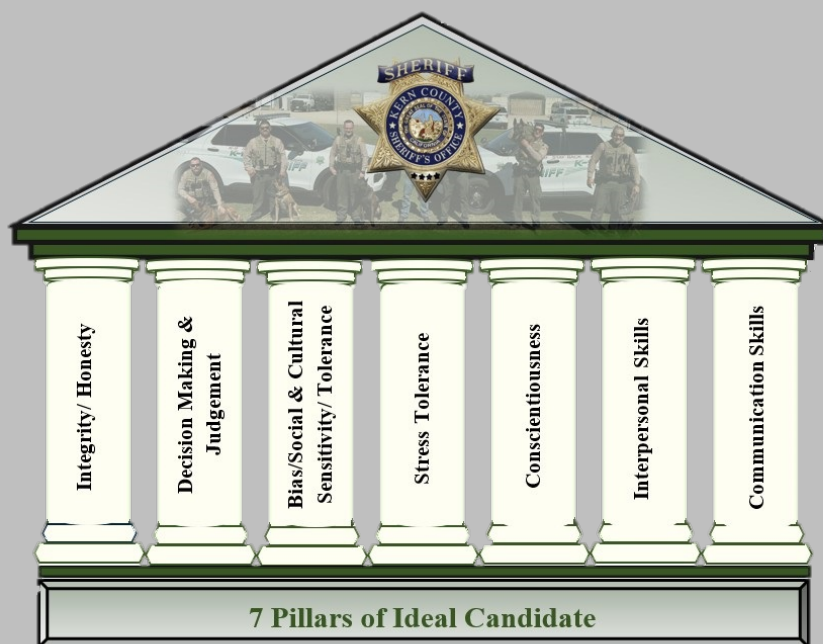
- Integrity/Honesty
- Decision Making/Judgment
- Social/Cultural Sensitivity
- Stress Tolerance
- Conscientiousness
- Interpersonal Skills (Related to Social Competence/Teamwork & Assertiveness/Persuasiveness)
- Communication Skills (Related to Adaptability/Flexibility, Emotional Regulation/Stress Tolerance, & Assertiveness/Persuasiveness)

The Administrative Services Commander reviews and either approves or disqualifies applicants based on the POST dimensions outlined in 1955(d)(2), which inherently encompass the qualities of the Ideal Candidate.

The Ideal Candidate Profile has been distributed through Sheriff's Office Training Bulletins, integrated into recruitment materials, displayed on posters throughout the Academy and Sheriff's Office facilities, incorporated into Promotional Policy and Plan, highlighted during Recruitment Team meetings, featured in a video message from the Sheriff for a personal touch, and included as a clause in job bulletins with a link to our website.

The Hiring Process | [The Hiring Process](#) | [Join Kern County Sheriff's Office \(kcsjobs.org\)](#)

The Kern County Sheriff's Office uses the POST Background Manual, which serves as the industry standard in providing the framework for minimum standards and mandatory disqualification factors. However, the Sheriff's Office seeks to attract, hire, and promote individuals who exceed POST minimum standards and possess the skills, attributes, and qualities consistent with the Ideal Candidate Profile. This profile seeks to incorporate the law enforcement code of ethics into practice and reinforce these tenets throughout an employee's career. These seven pillars will continually be assessed through related performance dimensions contained in annual Employment Performance Reports (EPRs). These qualities can be improved through time, training, and experience.



KCSO Core Competencies for Effective Supervision & Management

We are committed to actively identifying and implementing opportunities for succession training within our organization. This ensures that all staff members have equitable access to professional development, enabling them to grow within their roles and prepare for future leadership opportunities. We prioritize mentorship and the development of our staff, providing guidance, support, and opportunities for skill-building that align with their individual career goals. By fostering a culture of continuous learning and leadership development, we aim to empower our employees to reach their full potential and contribute to the long-term success of the organization.

The Ideal Candidate develops and maintains positive relationships with the general public, working to resolve issues, promote compliance, and build trust within the community. By practicing community-based policing and utilizing conflict de-escalation techniques, they ensure a proactive and respectful approach to addressing concerns. They enforce laws impartially, upholding the rights of all individuals regardless of race, ethnicity, gender, nationality, religion, disability, citizenship status, sexual orientation, or any association with individuals or groups possessing these characteristics. Throughout all duties, they maintain both personal and professional integrity, adhering to the Law Enforcement Code of Ethics in every action taken.

This section outlines core competencies needed to ensure effective supervision and management at all levels. For further detail on the criteria for promotions, a complete list of essential duties may be found on the respective job bulletin for each position.

For active promotional opportunities, candidates may visit:

<https://www.governmentjobs.com/careers/kernco>

For general information about position descriptions and salaries, candidates may visit:

<https://www.governmentjobs.com/careers/kernco/classspecs>

Supervisor–Senior Deputy / Sergeants

- Remarkable leadership skills that inspire employees to deliver high-quality work.
- Well-versed in policies and laws affecting their community, unit, and staff.
- Highly knowledgeable in criminal and administrative procedures, including Sheriff's Office policies, county policies, civil service rules, and the Public Safety Officers' Bill of Rights Act (P.O.B.R.).
- Proficient in communicating clearly and concisely using positive language.
- The capacity to lead by example through maintaining a visible and active presence and conducting oneself personally and professionally in a highly ethical manner and beyond reproach.
- A strong collaborator who communicates effectively and is comfortable assuming a leadership role.
- The ability to learn and grow professionally.
- Communicates updates and status reports to management and demonstrates a willingness to seek and provide solutions when issues arise.
- Confident in seeking assistance when needed, demonstrating a proactive approach to problem-solving and teamwork.
- Demonstrates the ability to listen actively, hold employees accountable, and provide constructive feedback.
- Optimizes processes and maximizes resource efficiency.
- Sets clear expectations and job standards and ensures accountability among employees.
- Develops and maintains good relations with the general public and interacts with the public to resolve issues, gain compliance, and build trust.
- Practices community-based policing and conflict de-escalation.
- Enforces laws equally and upholds the rights of all people, regardless of their race/ethnicity, gender, nationality, religion, disability, citizenship status, sexual orientation, or association with a person or groups with one or more of these actual or perceived characteristics.
- Maintains personal and professional integrity by carrying out all duties in a manner commensurate with the Law Enforcement Code of Ethics.

Mid-Management - Lieutenants

- Shows genuine interest and concern for the success and well-being of team members.
- Has a comprehensive understanding of the broader perspective.
- Conducts analysis of external and internal trends impacting the department.
- Maintains a focus on productivity and achieving results.
- Fosters a robust culture of teamwork and ensures quality control in service delivery.
- Proficient in providing succession training and developing subordinates.
- Thorough understanding of budget principles and adherence to county purchasing guidelines.
- Collaborates effectively with other county departments to achieve organizational goals.
- Ensures supervisors adhere to established work standards.
- Ability to work with all members of the department to promote positive change.
- Develops and maintains good relations with the general public and interacts with the public to resolve issues, gain compliance, and build trust.
- Practices community-based policing and conflict de-escalation.
- Enforces laws equally and upholds the rights of all people, regardless of their race/ethnicity, gender, nationality, religion, disability, citizenship status, sexual orientation, or association with a person or groups with one or more of these actual or perceived characteristics.
- Maintains personal and professional integrity by carrying out all duties in a manner commensurate with the Law Enforcement Code of Ethics.

Management - Commanders

- Shows genuine interest and concern for the success and well-being of team members.
- Has a comprehensive understanding of the broader perspective.
- Provides visionary leadership and strategic direction for major organizational divisions.
- Conducts analysis of external and internal trends impacting the department.
- Is productive and results-oriented.
- Fosters a strong culture of teamwork and quality control in the delivery of services.
- Proficient in providing succession training and developing subordinates.
- Thorough understanding of budget principles and adherence to county purchasing guidelines.
- Works cooperatively with other county departments to accomplish organizational goals.
- Effectively deploys employees and resources in a fiscally responsible manner and commensurate with community-based policing practices.
- Regularly review and track “training and tactical review” related to use of force and complaints to ensure that informal supervisory feedback does not replace the need for formal discipline.
- Effectively interact and collaborate with the public and community-based organizations at community meetings and through other easy access points for community feedback, such as social media and “talk to your commander” links on the KCSO website.
- Liaises with other governmental entities to identify problems, develop solutions, and execute law enforcement functions effectively.
- Enforces laws equally and upholds the rights of all people, regardless of their race/ethnicity, gender, nationality, religion, disability, citizenship status, sexual orientation, or association with a person or groups with one or more of these actual or perceived characteristics.
- Maintains personal and professional integrity by carrying out all duties in a manner commensurate with the Law Enforcement Code of Ethics.

Executive Management – Chief Deputies

- Considerable judgment and initiative are required in determining facts; interpreting and applying the law when making decisions without reference to higher authority.
- Effectively interact and collaborate with the public, community-based organizations, and other governmental entities to identify problems, develop solutions, and effectively carry out law enforcement functions.
- Candidates should have a balance of diversity in experience, education, positive outlook, and be team-oriented, demonstrated through collateral assignments, degrees, training, and projects to better the department or County.
- Excels in identifying issues, forming innovative solutions, working collaboratively with stakeholders, and seeing the solution to fruition.
- Well-versed in Criminal and Administrative Procedures, including but not limited to Sheriff's Office Policies, County Policies, Civil Service Rules, and the Public Safety Officers' Bill of Rights Act (P.O.B.R.).
- Well-informed on internal and external trends that may impact operations and be able to forecast and implement the changes needed.
- Works in collaboration with stakeholders.
- Enforces laws equally and upholds the rights of all people, regardless of their race/ethnicity, gender, nationality, religion, disability, citizenship status, sexual orientation, or association with a person or groups with one or more of these actual or perceived characteristics.
- Maintains personal and professional integrity by carrying out all duties in a manner commensurate with the Law Enforcement Code of Ethics.

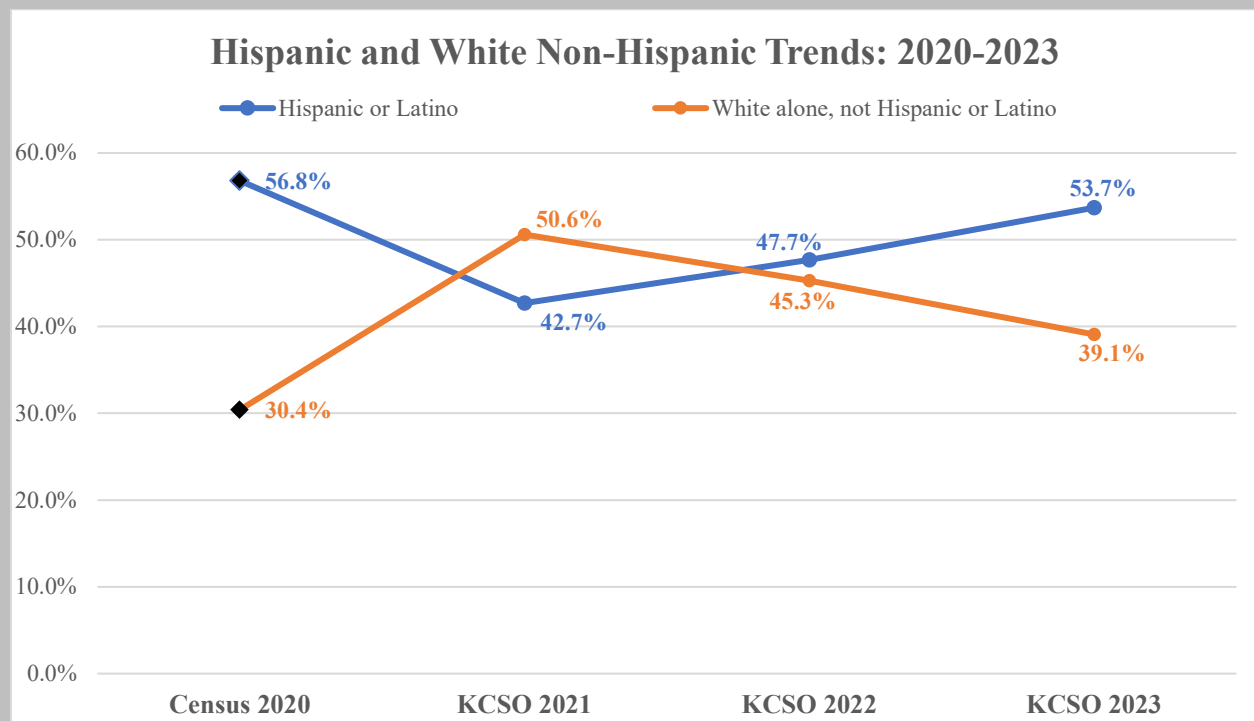
KCSO Workforce Demographics and Promotional Outcomes

In 2021, the Kern County Sheriff's Office released its first comprehensive annual report, addressing a range of topics of significant public interest. The report includes data analysis on key areas such as use of force, canine operations, Racial and Identity Profiling Act (RIPA) stops, language access, and community engagement initiatives. It also highlights promotional activities, outcomes, and workforce demographics.

This Promotional Plan presents a three-year retrospective (2021-2023) aimed at evaluating the extent to which KCSO personnel reflect the diverse makeup of the Kern County community. It establishes a foundational benchmark for ongoing assessment. Staffing demographics are compared with Kern County's population using data from the 2020 U.S. Census, the most recent decennial census conducted every ten years.

It is important to note that while the U.S. Census provides the most authoritative population data available, comparisons may involve a margin of error due to factors such as population shifts since 2020, rounding in census estimates, and differences in data collection methods between the census and internal staffing records.

Figure 1 - Kern County Census Data vs. KCSO Demographics

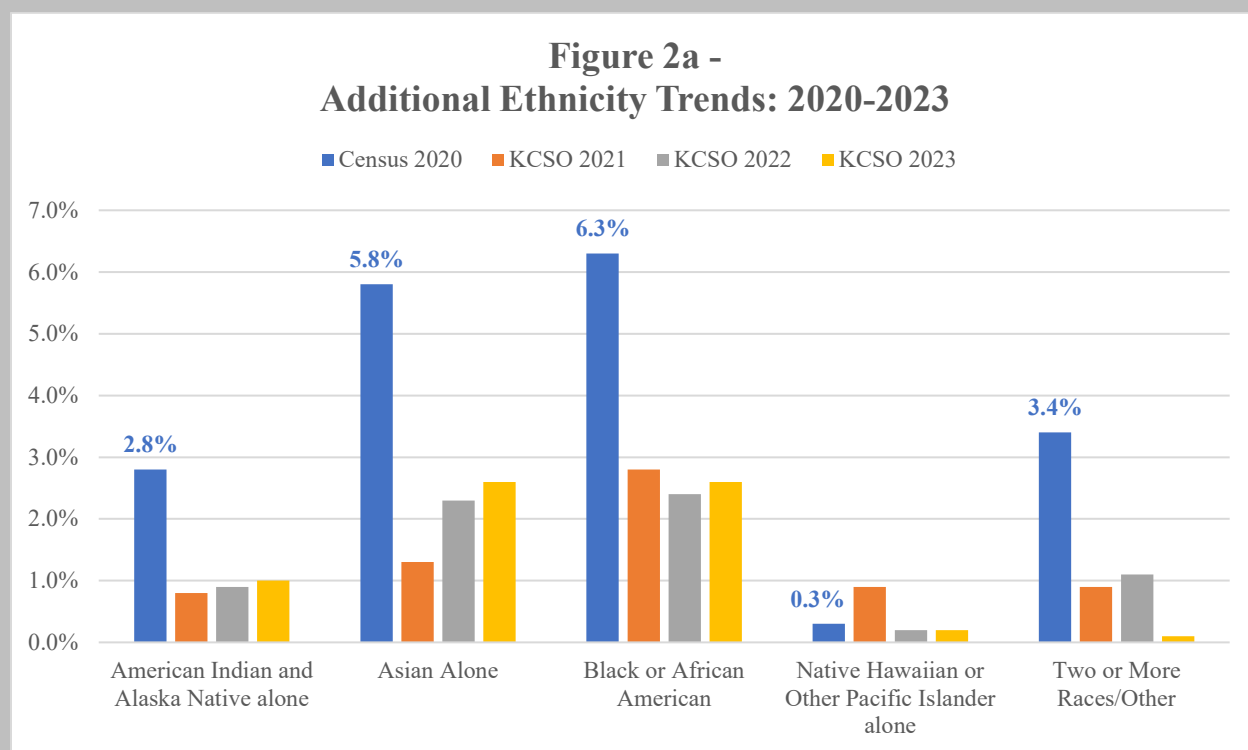


<https://www.census.gov/quickfacts/fact/table/kerncountycalifornia/>

Figure 1 above shows Kern County’s major race (Hispanic or Latino and White alone, not Hispanic or Latino) demographic percentages as of the 2020 Census, along with the corresponding percentage of KCSO employees in each race over the last three years. In 2021, the proportion of KCSO employees identified as White alone, not Hispanic or Latino (50.6%) was notably higher than the 2020 Census benchmark, while the proportion of KCSO Hispanic or Latino representation (42.7%) was lower.

Recent trends show this gap narrowing, suggesting that KCSO staffing is gradually aligning more closely with Kern County’s population distribution. These shifts appear to correspond with KCSO’s ongoing efforts over this same time period to expand outreach, enhance access to the hiring process, and strengthen diversity within recruitment. These initiatives may have contributed to a more representative applicant pool over time, which have helped increase Hispanic representation to more closely align with the population, while balancing overall workforce demographics.

Figure 2a – Additional Ethnicity Trends 2020-2023



<https://www.census.gov/quickfacts/fact/table/kerncountycalifornia/>

Figure 2a above shows Kern County’s additional race demographics as of the 2020 Census and the percentage of KCSO employees in each category. The same data may also be found in table format in Figure 2b below.

Figure 2b – Race/Ethnicity Counts & Percentages 2020-2023

Census 2020 vs. KCSO 2020 - 2023

Race/Ethnicity	Census 2020	KCSO 2021	KCSO 2022	KCSO 2023
American Indian and Alaska Native alone	2.8%	0.8%	0.9%	1%
Asian alone	5.8%	1.3%	2.3%	2.6%
Black or African American	6.3%	2.8%	2.4%	2.6%
Hispanic or Latino	56.8%	42.7%	47.7%	53.7%
Native Hawaiian or Other Pacific Islander alone	0.3%	0.9%	0.2%	0.2%
White alone, not Hispanic or Latino	30.4%	50.6%	45.3%	39.1%
Two or More Races	3.4%	0.9%	1.1%	.08%
Total Counts	909,235	1,147	1,065	1,144

*Internal Demographics from April 2021-2023

<https://www.census.gov/quickfacts/fact/table/kerncountycalifornia/PST045224>

Compared with Census 2020 data, the Native Hawaiian or Other Pacific Islander alone demographic group was representative of the population overall. For all other groups, the data shows they are underrepresented. Asian alone and Black or African American demographic groups show 2.6% as of 2023 data, which is underrepresented for both groups compared to the Kern County population, with 5.4% (Asian alone) and 6.3% (Black or African American).

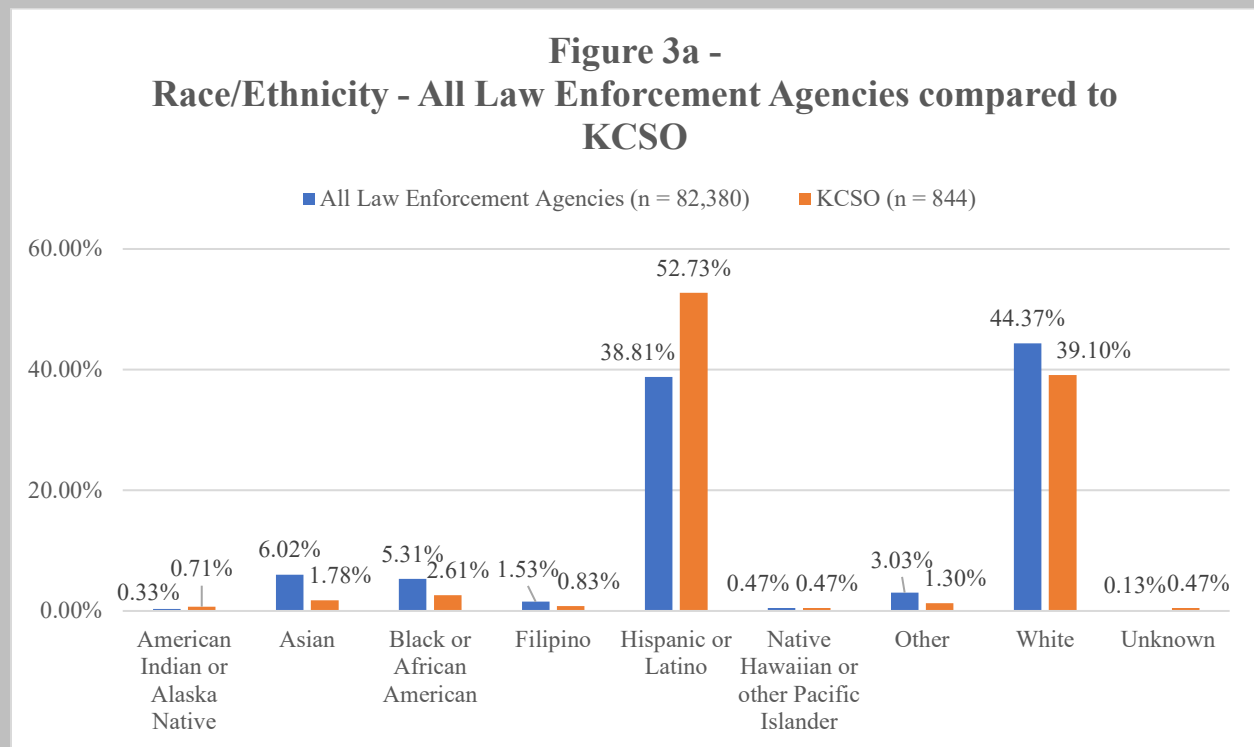
Based upon 2024 Census projections*, Kern County's Black population has declined by an estimated 6.0% since the 2020 Census and now account for about 4.8% of the overall population. Despite this population decrease, KCSO has seen gradual increases in black representation in its Deputy ranks and overall black representation has remained steady. According to the same projections, Kern County's Asian population has grown by an estimated 4.4% with a 1.3% increase in KCSOs workforce. In KCSO jurisdictions, these populations are less concentrated which reinforces KCSO's recruitment strategies in broadly holding recruitment events amongst various zip codes.

* <https://www.censusdots.com/race/kern-county-ca-demographics>

The California Commission on Peace Officer Standards and Training (POST) serves approximately 600 California law enforcement agencies, 80,000 peace officers, 5,000 reserve peace officers and 8,000 law enforcement dispatchers. California law enforcement agencies within the POST program are required to adhere to the regulations of the California Code of Regulations (CCR).

Figures 3 and 4 below display specific demographics, such as average age, ethnicity, and gender, that have been reported to California Commission on Peace Officer Standards and Training (POST) for all California law enforcement agencies. These numbers include Deputies, Reserve deputies, and Dispatchers.

Figure 3a – Race/Ethnicity: All LE vs KCSO



<https://post.ca.gov/Law-Enforcement-Demographics>

*Statistics taken from May 2025

Compared to all California Law Enforcement Agencies, KCSO has **fewer White employees** (39.10% compared to 44.37% for California agencies) and **more Hispanic employees** (52.37% compared to 38.81%). In reviewing this data with that of the Census, it is important to note the Census includes Filipino as part of the Asian Population and does not include “Unknown.” American Indian/Alaskan Native, Native Hawaiian/Pacific Islander, and Unknown meet or exceed the state averages. All other demographic groups among KCSO staff are underrepresented relative to California law enforcement agencies overall.

Figure 3b – Race/Ethnicity Counts and Percentages

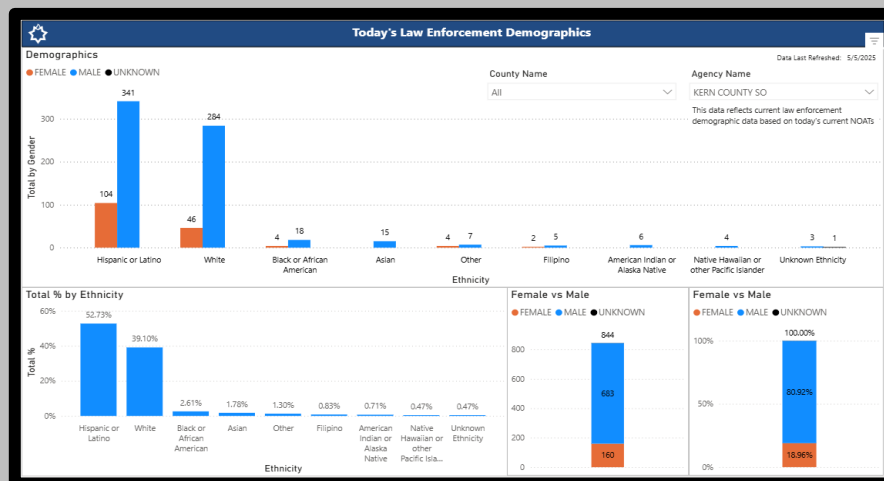
KCSO vs. All Law Enforcement Agencies

Race/Ethnicity	All Law Enforcement Agencies		KCSO	
	Count	%	Count	%
American Indian or Alaska Native	268	0.33%	6	0.71%
Asian	4,961	6.02%	15	1.78%
Black or African American	4,374	5.31%	22	2.61%
Filipino	1,262	1.53%	7	0.83%
Hispanic or Latino	31,975	38.81%	445	52.73%
Native Hawaiian or Other Pacific Islander	384	0.47%	4	0.47%
Other	2,499	3.03%	11	1.30%
White	36,550	44.37%	330	39.10%
Unknown	107	0.13%	4	0.47%
Total Counts	82,380	100%	844	100%

<https://post.ca.gov/Law-Enforcement-Demographics>

*Statistics taken from May 2025

Figure 3b above displays the same data in table format. For further details, more information may be found on the CA POST Website:

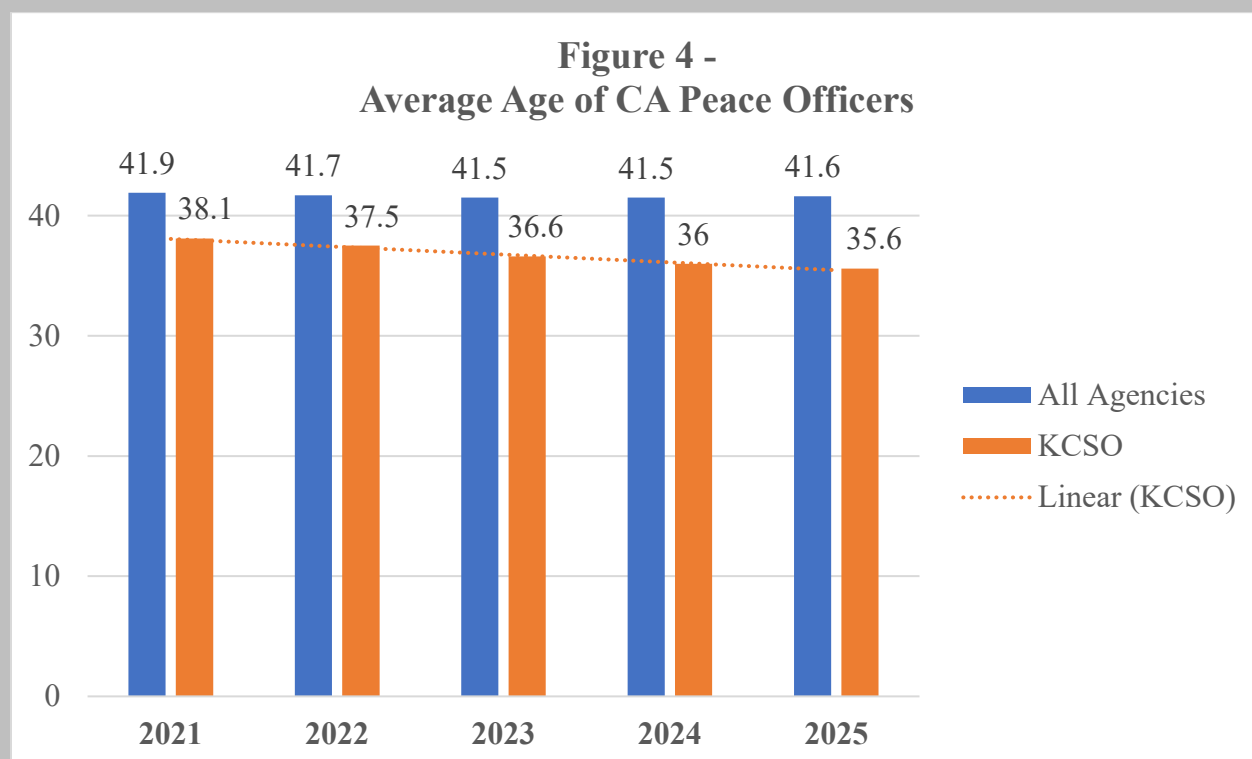


<https://post.ca.gov/Law-Enforcement-Demographics>

*STATISTICS
TAKEN FROM
MAY 2025

Compared to the average age of all California law enforcement agencies, KCSO's average age of peace officers is lower. In 2000, KCSO's average age for deputies was **42.2**, which has been trending downward since that time. As of 2025, KCSO average age is **35.6**, which is the lowest it has ever been since 1991. Figure 4 shows the last 5 years of KCSO data illustrating this downward trend.

Figure 4 – Average Age of CA Peace Officers



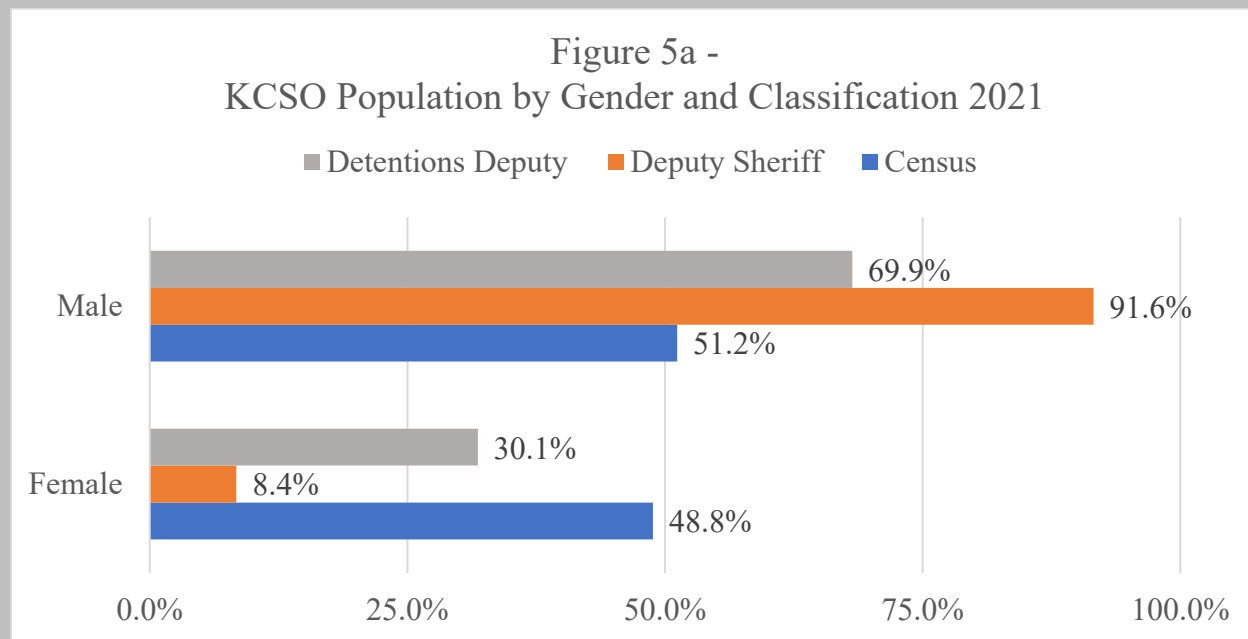
<https://post.ca.gov/Law-Enforcement-Demographics>

*Statistics taken from May 2025

KCSO's younger workforce is likely the result of recent retirements, coupled with a robust recruitment campaign to fill all vacancies and build a diverse workforce. A younger workforce suggests a lower immediate risk of retirement, providing greater short-term staffing stability and allowing KCSO more predictably in strategic planning. This demographic trend supports the promotional pipeline identified in the report, as a larger group of early-career deputies can develop into future supervisors and leaders over time. However, it also means higher training demands, including continued investment in mentorship, skill development, and adequate Field Training Officer (FTO) capacity to support newer personnel. While leadership gaps are not an immediate concern, KCSO's implementation of this Promotional Plan serves as a vital step in long-term succession planning to ensure experienced leadership is available as this younger population progresses through the ranks.

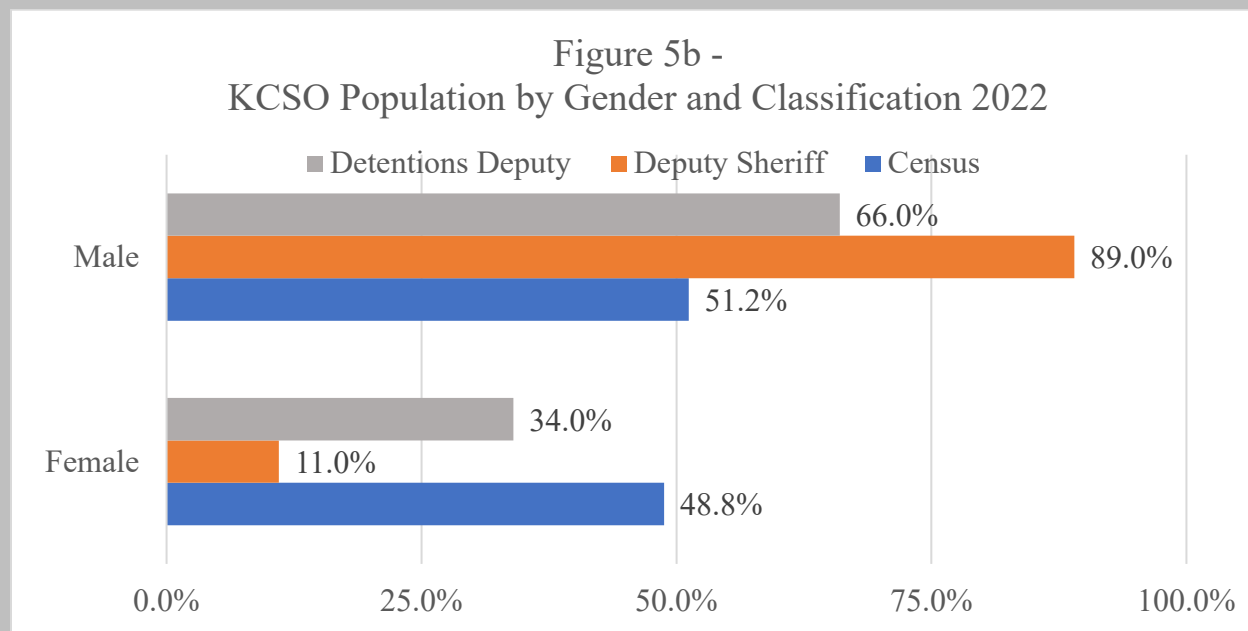
Figures 5a-c below shows the gender distribution of the overall census population compared to Deputy Sheriff and Detentions Deputy positions from 2021 to 2023, highlighting differences and trends in female and male representation over time.

Figures 5a-c – KCSO by Gender/Classification (2021-2023)



*Internal Demographics from April 2021-2023

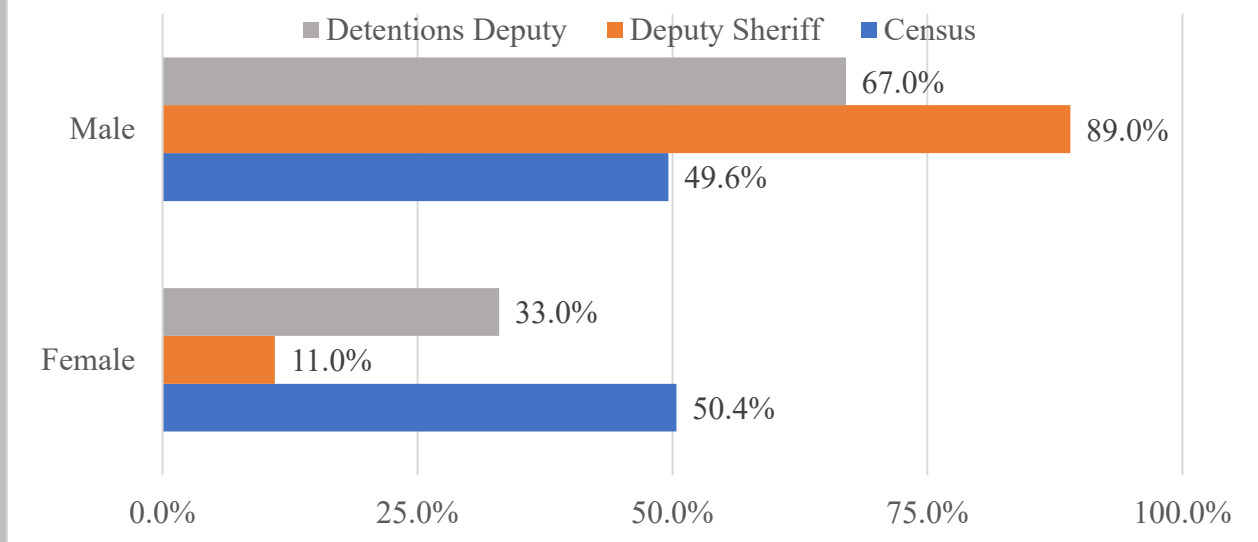
<https://www.census.gov/quickfacts/fact/table/kerncountycalifornia/PST045224>



*Internal Demographics from April 2021-2023

<https://www.census.gov/quickfacts/fact/table/kerncountycalifornia/PST045224>

Figure 5c -
KCSO Population by Gender and Classification 2023



*Internal Demographics from April 2021-2023
<https://www.census.gov/quickfacts/fact/table/kerncountycalifornia/PST045224>

From 2021 to 2023, females made up roughly half of the overall census population, increasing slightly from 48.8% to 50.4%. However, females remained underrepresented within KCSO classifications during this period. In California, females made up about 13–14% of sworn law enforcement officers in 2021 and about 14% in 2024, according to the Public Policy Institute of California report Law Enforcement Staffing in California*. Female representation among Deputy Sheriffs increased modestly from 8.4% in 2021 to 11% in 2022 and remained the same in 2023, while males continued to be overrepresented in this classification.

Female representation was consistently higher in the Detentions Deputy classification than in Deputy Sheriff positions. The percentage of female Detentions Deputies increased from 30.1% in 2021 to 34% in 2022 and slightly decreased to 33% in 2023.

Over the last 3 years, female representation within custodial operations has consistently exceeded the national average. Although this reflects gradual improvement, males still comprised the majority in this classification, though their representation has decreased from 70% in 2021 to 67% in 2023.

*For more information on California law enforcement staffing, please visit:

<https://www.ppic.org/publication/law-enforcement-staffing-in-california/>

For readers' information:

The County demographic labels are taken from the website www.census.gov, and site totals do not sum to 100%. The Census data offers a snapshot in time, while both workforce demographics and the general population continually change. The Census data was not broken down by age to isolate adult demographics, and such filtering is limited. For example, the Census Bureau's race statistics encompass all recorded individuals, including children, elderly persons, and incarcerated populations. These groups may not accurately reflect the available workforce and may skew overall ratios. Some adults are retired, some are unwilling or unable to work, children cannot work, and incarcerated individuals are ineligible for employment. The data also captures adults who might be employable in general, but are ineligible under peace officer hiring standards, including those with disqualifying criminal histories, inadequate education, or who are under the minimum age requirement.

For the diversity charts, the KCSO HRMS race categories were adjusted to match the Census Bureau categories for individuals reporting only one race. Unless noted otherwise, Asian includes Filipino and Vietnamese, and Pacific Islander was combined with Native Hawaiian.

For further information about POST statistics, please visit:

<https://post.ca.gov/Law-Enforcement-Demographics>

Please reference KCSO's Recruitment Plan for further details and information on the census tables above:

https://www.kernsheriff.org/document-library/20240229094721_2023-Kern-County-Recruitment-%26-Hiring-Plan-for-KCSO.pdf

The subsequent pages present promotional charts that incorporate race and classification data, offering a detailed analysis of demographic representation within organizational advancement. This inclusion is pivotal for identifying potential disparities in career progression among different racial and ethnic groups. By examining this data, KCSO can offer transparency, ensure that all employees have equitable opportunities for advancement, and develop strategies to address underrepresentation and bias, ultimately contributing to a more diverse workplace that aligns with our community.



In reviewing Figure 6 & 7 to follow, the ethnicities of employees are arranged for ease of reading from left to right, with the larger groups shown first. No preference is given to any race/ethnicity.

The Deputy Trainee position is considered a promotion for both civilians and individuals transitioning from Detentions roles.

For civilians, it represents an upward career move within the organization as they transition into law enforcement positions.

Similarly, for those moving from Detentions, the Deputy Trainee role marks a transition to a more advanced position in law enforcement.

This opportunity provides both groups with the chance to advance their careers, develop new skills, and take on greater responsibilities within the Sheriff's Office.

Figure 6 - Operations Promotional Data (2021-2023)

Operations Promotional Data 2021-2023 - By Race

Year	White	Hispanic	Black	Asian	American Indian/Alaska Native	Native Hawaiian/Other Pacific Islander
2021	52%	39%	4%	4%	0%	0%
2022	49%	51%	0%	0%	0%	0%
2023	60%	30%	2%	4%	2%	2%

Operations Promotional Data 2021 - Classification & Race

Class	White	Hispanic	Black	Asian	American Indian/Alaska Native	Native Hawaiian/Other Pacific Islander	Total	%
Undersheriff	0	0	0	0	0	0	0	0%
Chief Deputy	2	0	0	0	0	0	2	3%
Commander	1	2	0	0	0	0	3	4%
Lieutenant	3	1	0	0	0	0	4	6%
Sergeant	7	2	1	1	0	0	11	16%
Senior Deputy	18	12	0	2	0	0	32	46%
Deputy	3	10	1	0	0	0	14	20%
Deputy Trainee	2	0	1	0	0	0	3	4%
Total	36	27	3	3	0	0	69	100%
%	52%	39%	4%	4%	0%	0%	100%	

Operations Promotional Data 2022 - Classification & Race

Class	White	Hispanic	Black	Asian	American Indian/Alaska Native	Native Hawaiian/Other Pacific Islander	Total	%
Undersheriff	1	0	0	0	0	0	1	1%
Chief Deputy	1	0	0	0	0	0	1	1%
Commander	2	2	0	0	0	0	4	6%
Lieutenant	4	0	0	0	0	0	4	6%
Sergeant	6	4	0	0	0	0	10	14%
Senior Deputy	10	6	0	0	0	0	16	23%
Deputy	10	24	0	0	0	0	34	49%
Deputy Trainee	0	0	0	0	0	0	0	0%
Total	34	36	0	0	0	0	70	100%
%	49%	51%	0%	0%	0%	0%	100%	

Operations Promotional Data 2023 - Classification & Race

Class	White	Hispanic	Black	Asian	American Indian/Alaska Native	Native Hawaiian/Other Pacific Islander	Total	%
Undersheriff	0	0	0	0	0	0	0	0%
Chief Deputy	2	0	0	0	1	0	3	6%
Commander	2	1	0	0	0	0	3	6%
Lieutenant	3	3	0	0	0	1	7	14%
Sergeant	12	3	1	0	0	0	16	32%
Senior Deputy	11	8	0	2	0	0	21	42%
Deputy	0	0	0	0	0	0	0	0%
Deputy Trainee	0	0	0	0	0	0	0	0%
Total	30	15	1	2	1	1	50	100%
%	60%	30%	2%	4%	2%	2%	100%	

Figure 7 – Detentions Promotional Data (2021-2023)

Detentions Promotional Data 2021-2023 – By Race

Year	White	Hispanic	Black	Asian	American Indian/Alaska Native	Native Hawaiian/Other Pacific Islander
2021	46%	54%	0%	0%	0%	0%
2022	36%	57%	6%	0%	0%	0%
2023	56%	44%	0%	0%	0%	0%

Detentions Promotional Data 2021 - Classification & Race

Class	White	Hispanic	Black	Asian	American Indian/Alaska Native	Native Hawaiian/Other Pacific Islander	Total	%
Detentions Lieutenant	3	1	0	0	0	0	4	10%
Detentions Sergeant	5	2	0	0	0	0	7	17%
Detentions Senior Deputy	10	3	0	0	0	0	13	32%
Detentions Deputy	1	16	0	0	0	0	17	41%
Detentions Deputy Trainee	0	0	0	0	0	0	0	0%
Total	19	22	0	0	0	0	41	100%
%	46%	54%	0%	0%	0%	0%	100%	

Detentions Promotional Data 2022 - Classification & Race

Class	White	Hispanic	Black	Asian	American Indian/Alaska Native	Native Hawaiian/Other Pacific Islander	Total	%
Detentions Lieutenant	4	1	0	0	0	0	5	11%
Detentions Sergeant	6	1	1	0	0	0	8	17%
Detentions Senior Deputy	4	7	1	0	0	0	12	26%
Detentions Deputy	3	18	1	0	0	0	22	47%
Detentions Deputy Trainee	0	0	0	0	0	0	0	0%
Total	17	27	3	0	0	0	47	100%
%	36%	57%	6%	0%	0%	0%	100%	

Detentions Promotional Data 2023 - Classification & Race

Class	White	Hispanic	Black	Asian	American Indian/Alaska Native	Native Hawaiian/Other Pacific Islander	Total	%
Detentions Lieutenant	2	3	0	0	0	0	5	28%
Detentions Sergeant	4	1	0	0	0	0	5	28%
Detentions Senior Deputy	4	4	0	0	0	0	8	44%
Detentions Deputy	0	0	0	0	0	0	0	0%
Detentions Deputy Trainee	0	0	0	0	0	0	0	0%
Total	10	8	0	0	0	0	18	100%
%	56%	44%	0%	0%	0%	0%	100%	

It is important to note that these data tables represent the **final outcomes** of the promotional process. There are many different factors that may be considered by employees seeking to participate in the voluntary competitive promotional process, such as: eligibility or educational requirements, written tests, oral examinations, personal decisions, loss of seniority, scheduling changes, family needs, and in some cases changes from hourly to salary wages. Once an employee chooses to engage in the promotional process, there are also various rules, as outlined in the Promotional Policy, which may impact how far they are able to move through the process (e.g. Rule of 3). KCSO does not have access to individual application data or examination results from Kern County Human Resources, but these variables are important to note, as it explains some of the various issues that may impact outcomes.

Attrition occurs for many reasons. Voluntary resignation is the main reason for employee separations. In 2024, resignations amounted to 45% of attrition. Retirements accounted for 20% of attrition. While attrition has affected staffing levels, it has also created numerous opportunities for career advancement within the organization. As personnel retire, resign, or transition to different roles, vacancies arise, allowing current employees to step into higher positions and advance their careers. These openings enable individuals to grow professionally, take on new responsibilities, and advance through various ranks or specialized areas. Although staffing levels are affected, the opportunities for promotion and career progression remain a significant benefit, as employees can move into roles that might not have been available under normal circumstances.



Frequency of Promotional Opportunities

The Kern County Sheriff's Office Human Resources Section will advise KCHR of anticipated vacancies. It is the responsibility of the KCHR Division to establish and maintain active eligible lists for the following ranks:

Operations	Detentions
Senior Deputy Sergeant Lieutenant Commander Chief Deputy	Detentions Senior Deputy Detentions Sergeant Detentions Lieutenant

At a minimum, the following steps will serve as a standardized process, absent unforeseen issues or additional departmental needs:

- First Quarter:
KCSO Human Resources will assess and forecast vacancies at all ranks.
- Second Quarter:
KCSO Human Resources will coordinate testing with KCHR to promote eligible candidates to fill existing or anticipated vacancies.
- Third Quarter:
KCSO Human Resources will coordinate with KCHR and promote eligible candidates to fill any unanticipated vacancies.
- Fourth Quarter:
KCSO Human Resources will announce and release promotional study material, as well as any recommended training, in anticipation of First Quarter Forecasting and Promotions.

Throughout the year, if any promotional list is exhausted or unanticipated vacancies arise, KCHR will conduct a promotional exam to establish a new list.



Promotional Process Awareness

In an effort to increase transparency and awareness of the promotional process, the Kern County Sheriff's Office has developed a policy that thoroughly details the applicable rules. In furtherance of the policy, the following summary delineates the responsibilities of the Kern County Sheriff's Office Human Resources (KCSO HR) and Kern County Human Resources (KCHR) for various steps in the promotion process.

- 1) Upon determining vacancies, KCSO HR notifies KCHR.
- 2) KCHR opens recruitment and posts job announcements with opening/closing dates.
- 3) KCSO HR confirms the job announcement is posted and distributes the job bulletin to all staff.
- 4) KCHR receives all applications, evaluates eligibility, and accepts or rejects applications.
- 5) KCHR sets the date and time for testing and administers exam components.
- 6) KCHR handles all written exam components, including test materials, proctoring, and scoring.
- 7) KCHR notifies applicants of written exam results.
- 8) KCHR determines appropriate examination components, which may include a County oral examination.
- 9) KCHR coordinates a panel of experts from other agencies and proctors oral exams.
- 10) KCHR maintains all test documents, handles scoring, and determines pass/fail.
- 11) Upon completion of the testing, KCHR notifies candidates of whether they achieved a passing score and ranks those who passed, based on the total scores for the respective written test and/or oral exam.
- 12) Upon request, KCHR certifies the list and sends KCSO HR a list of candidate names based on the number of positions requested, and the length of the list is determined by the rule of 3 (e.g., Promoting 1 = 3 Candidates or Promoting 3 = 5 Candidates).
- 13) KCSO HR will coordinate the selection of three panel members for the in-house (hiring) interview.
 - Senior Deputy interviews will be conducted by Lieutenants and Commanders.
 - Sergeant interviews will be conducted by Lieutenants, Commanders, and/or Chiefs.
 - Lieutenant and Commander interviews will be conducted by Chiefs.
 - Detentions Senior Deputy interviews will be conducted by Detentions Lieutenants and Commanders.
 - Detentions Sergeant interviews will be conducted by Detentions Lieutenants, Commanders, and/or Chiefs.
 - Detentions Lieutenant interviews will be conducted by Chiefs.
- 14) Prior to the in-house interview, the candidate will be required to submit a supplemental PREA questionnaire.
- 15) Prior to the in-house interview, panel members will review each candidate's personnel file to assess for experience, commendations, and disciplinary history.
- 16) As outlined in the Promotional Policy, the panel will ask a series of questions designed to

evaluate the candidates' knowledge and experience.

17) The candidate interview questions should cover the following areas:

- Community Policing and Problem-Oriented Policing Strategies –
Candidates will be asked to provide examples of activities/projects exemplifying these activities or explain the lack thereof.
 - For example, if the candidate is currently in an assignment that limits exposure to these types of activities, this will afford an opportunity to explain and allow the panel to thoroughly assess whether the candidate's assignment limited such opportunities.
- Problem Solving & Interpersonal Skills –
Candidates will be asked to provide specific examples of activities/projects they believe best exemplifies their problem-solving and interpersonal skills (e.g., cooperation with peers, developing solutions to problems, etc.).
- Support for Departmental Integrity Measures –
Candidate will be asked to describe any activities/projects they have participated in with support departmental integrity measures, as well as any ideas for improving upon existing integrity measures.
- Supervisory Skills –
Sworn applicants for supervisory positions (Sergeant and Above) will be asked to describe their skills as a supervisor and provide specific examples of how they held subordinates accountable or ensure compliance with departmental policies.
 - For example, this may include but is not limited to: Specific examples of discipline, training, developing personnel, giving expectations, implementing new procedure to improve process and accountability measures.

18) At the completion of each interview, the panel will discuss the strengths and weaknesses of the candidate's interview.

19) The panel will rank all promotional recommendations and will provide them to the Sheriff. The final selection of personnel for promotion shall rest exclusively with the Sheriff.

20) KCSO HR will ensure all candidates are notified of the results.

To view Kern County Human Resources, please visit:

<https://www.kerncounty.com/government/county-administrative-office/human-resources>

Promotional Preparation

This section is intended to provide awareness and transparency regarding the promotion process and the steps personnel can take to increase their likelihood of success in seeking promotion.

Study Materials

The KCSO HR Library will contain the latest study materials, with an established process for checking these out. Interested personnel should contact KCSO HR for details.

Recommended reading includes:

- California Search & Seizure Survival Guide: A Field Guide for Law Enforcement – Anthony Bandiero, Esq.
- Command Leadership – Keith Bushey www.keithbushey.com.
- Extreme Ownership – Jocko Willink and Leif Babin
- Leaders Eat Last – Simon Sinek
- Ideal Candidate Profile (KCSO Policy A-0500 – Attachment B)

Interested personnel should routinely review and be familiar with the Sheriff's Office policy and procedures, including the ideal candidate profile previously discussed. Some written and in-house interview questions may include questions based on the Kern County Sheriff's Office Policy and Procedures Manual (KCSOPPM), training bulletins, and recent trends affecting the law enforcement profession.

Mentorship

Interested personnel are encouraged to seek information and advice from their supervisors and others in leadership positions, including but not limited to seeking a mentor through the KCSO mentorship program, as outlined below and in KCSO Policy A-0600.

Education

Applicants are encouraged to continue pursuing higher education to expand their core competencies and capabilities. Pursuing higher education not only enhances knowledge but also helps applicants obtain additional POST Certificates. In addition to degrees, a variety of professional certificates are available.

Experience

Applicants are encouraged to seek out training opportunities and different assignments to diversify their experience and expertise. This can include any combination of regular, specialized, and other collateral assignments. Those interested in promotion are encouraged

to demonstrate initiative and commitment to expanding their experience base to become well-rounded.

Even if candidates are not successful, the promotional process is designed with self-betterment in mind. If a candidate diligently prepares for these opportunities with a learning mindset, it is hoped that the candidate will increase their knowledge through participation, thereby improving their chances of success in future promotional opportunities. Candidates can increase their chances of success by recognizing that the promotional process is not just an arbitrary test or formality, but an opportunity to further develop themselves.

Training

There are many types of free online training available to employees. If an applicant attends any such training, they should send the certificate of completion to the Training Section for inclusion in Training Records. Applicants may also request additional training opportunities via their chain of command to the Training Section. The KCSO Training Section may develop and/or provide relevant training and staff development opportunities based on such requests and overall demand.

The following is a non-exhaustive list of relevant training topics, which may aid applicants in further developing their skills:

- 21st Century Policing
- Leadership
- Community Policing
- Interpersonal Skills and Emotional Intelligence
- Conflict Resolution & De-Escalation
- Recruitment & Hiring
- Bias & Diversity
- Search & Seizure / Procedural Justice



Mentorship Program

The Mentorship Program was created to assist employees with their transition to or within the Kern County Sheriff's Office by providing an understanding of the Sheriff's Office culture, policies, and procedures. This is accomplished by creating a welcoming, positive, and professional work environment. The Mentorship Program also assists employees in outlining their career development goals and objectives.

The Mentorship Program offers valuable resources on two fronts. For employees aspiring to advance, it serves as a crucial avenue for learning to succeed. For those who have already been promoted, it provides essential support to ensure their success in their new roles.

Informal training courses will be held annually or as needed. These courses will cater to individuals aiming for promotion to the next rank and will be categorized by the rank they seek to advance to, such as senior deputy, sergeant, and management classes. The courses will include information on the job duties associated with the next rank, interview tips and techniques, as well as question and answer sessions.

The Mentorship Program will provide newly promoted employees with a mentor, a knowledgeable resource to turn to for guidance when questions arise. The program aims to support the success of all employees, thereby ensuring the Sheriff's Office operates at peak efficiency. Mentors will be carefully selected and held to stringent standards and expectations, which will be regularly evaluated.

The guiding principles of the Mentorship Program, along with comprehensive details, can be found in the Sheriff's Office policy A-0600.

Promotional Plan Assessment

Every two (2) years, KCSO HR and KCHR will evaluate this promotional plan and the KCSO promotional policy to assess KCSO's promotions processes for the ranks of senior deputy, sergeant, lieutenant, and commander. The purpose of this assessment will be to ensure that the promotional practices comply with the law, are transparent, and are consistent with the promotional policy.

The methodology for this assessment will include, but is not limited to:

- Policy review and updates
- Legislative Changes to Job Requirements
- Exam Review (Written and Oral)
- Eligibility Criteria
- Compensation/Benefits/Compaction Issues

Within 60 days of the completion of the promotions assessment, KCSO HR, in conjunction with KCHR, will develop an implementation plan to address any recommendations identified in the assessment, including any recommended modifications to the promotions processes, along with a timeline for implementation.

Pursuant to Government Code § 3502.3, KCHR will present the status of vacancies, recruitment, and retention efforts during a public hearing before the governing board, at least once per fiscal year. The presentation must be made before the adoption of a final budget for the fiscal year. During this presentation, KCHR will identify any changes to policies, procedures, or recruitment activities that may create obstacles to the hiring process.

KCSO, in conjunction with KCHR, shall report annually to the Board of Supervisors and to the public on its website on its promotional activities and outcomes, including the number of applicants, interviewees, and selectees, broken down by gender, race, ethnicity, and national origin. The promotional activities and biennial assessment shall be documented via publication of the "KCSO Annual Report" produced by the Compliance and Standards Division of the Kern County Sheriff's Office. In addition, workforce demographics are reported in the HR Annual Reports. These reports shall accompany KCHR's annual presentation.

These reports may be accessed on the Kern County Sheriff's Office Transparency Page:

<https://www.kernsheriff.org/Transparency/AnnualReports>