

# Diversity Review of City Employment Applications, Hires, and Separations: February 1, 2021, through January 31, 2024

Report# 2023/24-15 | June 2024



*City of*  
**SACRAMENTO**  

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**Office of the City Auditor**  
*Research and Analysis Division*

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### Our Mission

*To provide a catalyst for improvements of municipal operations and promote a credible, efficient, effective, equitable, fair, focused, transparent, and fully accountable City government.*

### Our Vision

*To improve City services by providing independent, objective, and reliable information regarding the City's ability to meet its goals and objectives and establish an adequate system of internal controls, root out improper governmental activities (i.e., fraud, waste, or abuse), and address racial, gender, and ethnic inequities.*

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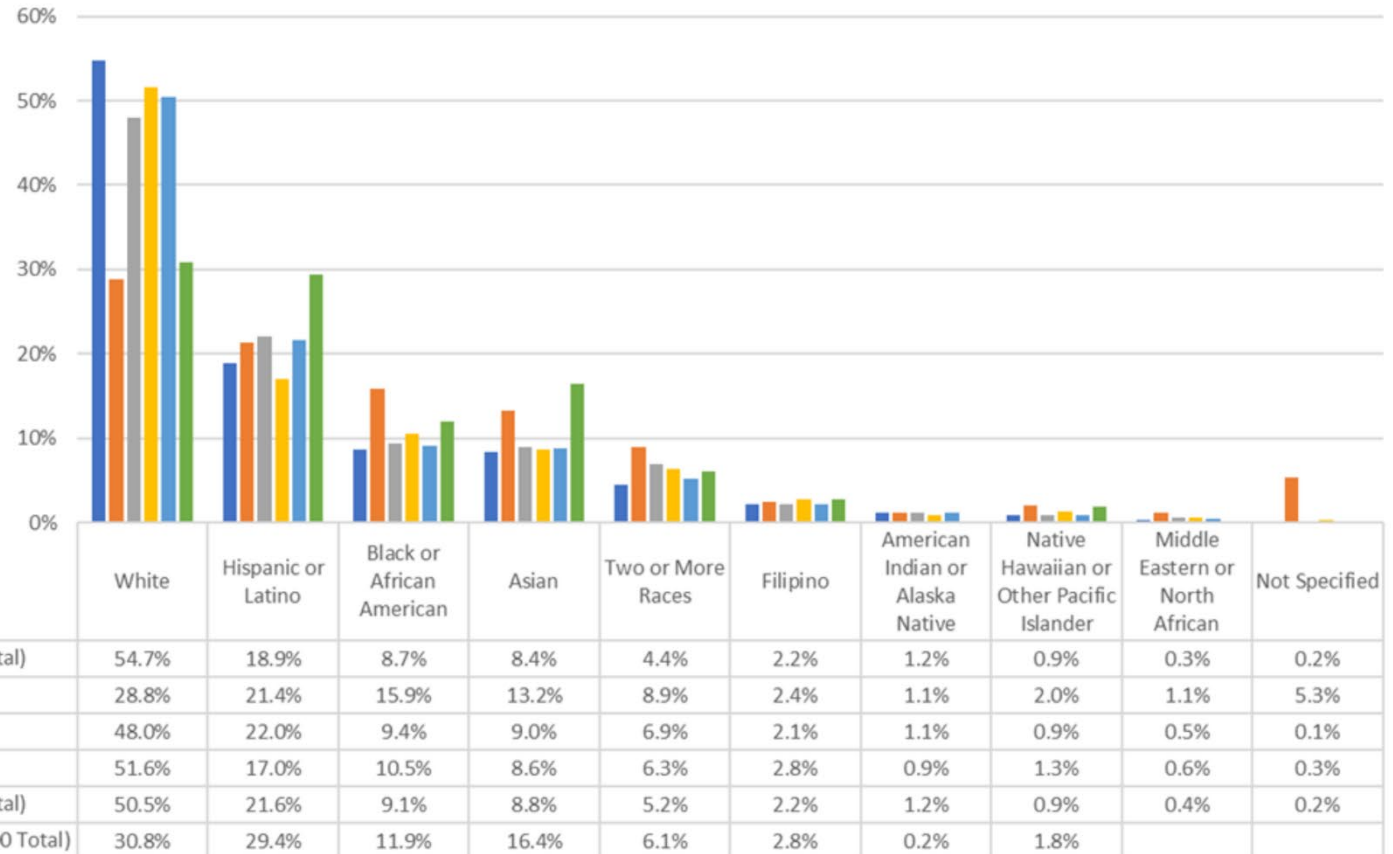
# Diversity Review of City Employment Applications, Hires, and Separations: February 1, 2021, through January 31, 2024

Total Applications: 85,156

Total Hires: 6,816

Total Separations: 3,536

Summarized Ethnic/Racial Composition of Regular, Full-Time City Positions Compared to City Residents



## Applications:

Regular, Full-Time Applications: 60,898  
 Sworn Police and Fire Applications: 5,913  
 Management Applications: 2,785

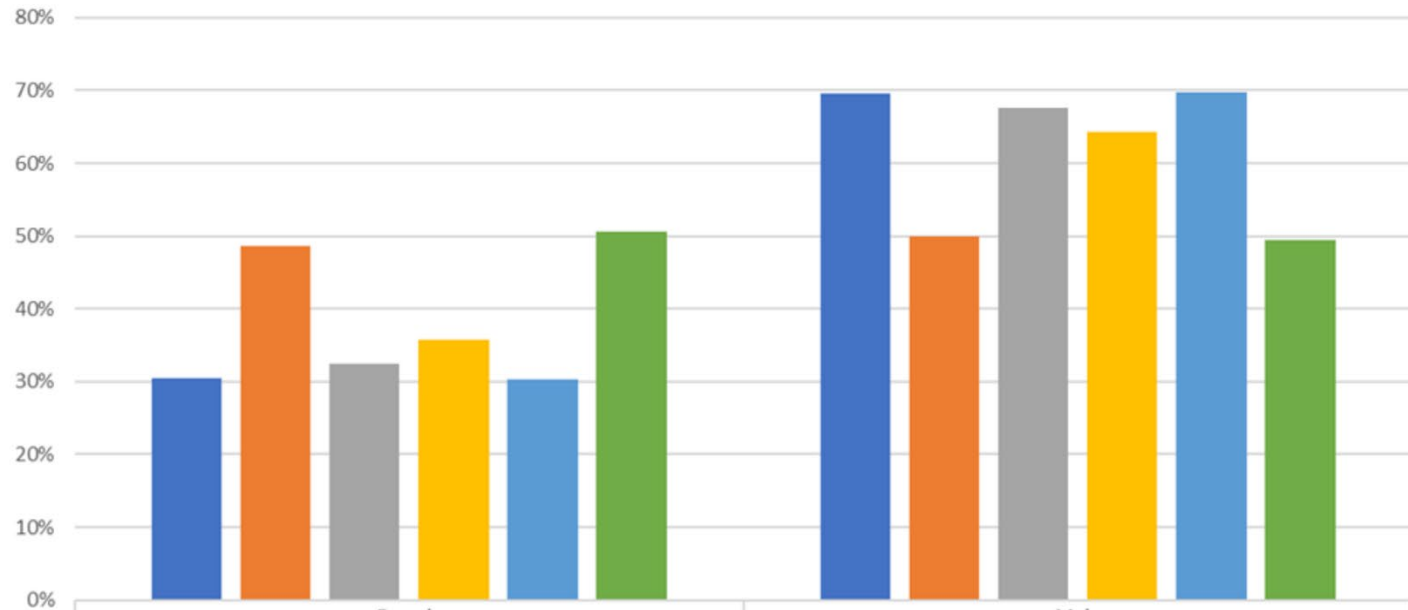
## New Hires and Promotions:

Regular, Full-Time New Hires: 886  
 Regular, Full-Time Promotions: 1,432  
 Sworn Police and Fire New Hires: 302  
 Sworn Police and Fire Promotions: 454  
 Regular, Full-Time Management New Hires: 41  
 Regular, Full-Time Management Promotions: 140

## Separations:

Regular, Full-Time Separations: 1,198  
 Sworn Police and Fire Separations: 390  
 Regular, Full-Time Management Separations: 105

## Summarized Gender Composition of Regular, Full-Time City Positions Compared to City Residents



■ Regular, Full-Time Employees as of February 1, 2021 (3,775 Total)	30.4%	69.6%
■ All Regular, Full-Time Applicants (60,898 Total)	48.6%	49.9%
■ All Regular, Full-Time Hires (3,441 Total)	32.4%	67.6%
■ All Regular, Full-Time Separations (1,198 Total)	35.7%	64.2%
■ Regular, Full-Time Employees as of February 1, 2024 (3,882 Total)	30.3%	69.7%
■ City Residents as of 2022 American Community Survey (523,600 Total)	50.6%	49.4%

## Introduction

In accordance with the City Auditor's 2023/24 Audit Plan, we have completed the *Diversity Review of Employment Applications, Hires, and Separations: February 1, 2021, through January 31, 2024*. We believe this report meets our objective of providing an informative overview of the City of Sacramento employees and applicants, in accordance with Generally Accepted Government Auditing Standards Section 8.128. We did not test internal controls, such as those related to the City's hiring, development, management, and retention of City employees.

We conducted this performance audit in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The City Auditor's Office would like to thank the City Manager's Office, Human Resources Department, and City Attorney's Office for their cooperation during the audit process.

## Background

In January 2021, the City Council directed the City Auditor to conduct an analysis of the gender and ethnic diversity of City job applicants, new employees, promoted employees, and separated employees and compare the results to the demographics of the City of Sacramento residents. In June 2021, the City Auditor issued the *Diversity Review of City Employment Applications, Hires, and Separations: July 1, 2018 through January 31, 2021*. The City Council subsequently approved the *Diversity Review of City Employment Applications, Hires, and Separations* be conducted on a triennial basis.

## Process for Collecting Ethnicity/Race and Gender Information

When completing an employment application for the City of Sacramento, prospective employees are asked to disclose their ethnicity/race and gender. In most cases, the City of Sacramento uses a software program called NeoGov to recruit for positions and intake job applications. Executive recruitments are typically done by third-party recruiting firms and applications are generally not contained in NeoGov. There are also some other positions in the City, such as Youth Aides in the Youth, Parks, and Community Enrichment Department, that switched from recruitments outside of NeoGov to within NeoGov during the period. Therefore, some City job applications, especially for executive recruitments and youth aide positions, may be missing from the NeoGov data and are not included in our analysis in this report.

Once hired, the Human Resources Department inputs the new employee’s information, including gender and ethnicity/race, into the City’s Electronic Citywide Accounting and Personnel System (eCAPS). Since the disclosure of gender or ethnicity/race on the application is voluntary, some applicants may choose not to provide this information on the application. The following ethnicity/race categories are available to choose from in the City’s NeoGov and eCAPS programs:

- **American Indian or Alaska Native** – A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- **Asian** – A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including for example, Cambodia, China, Japan, Korea, Malaysia, Pakistan, Thailand, and Vietnam.
- **Black or African American** – A person having origins in any of the Black racial groups of Africa.
- **Filipino** – All persons having origins from the Philippine Islands.
- **Hispanic or Latino** – A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- **Middle Eastern or North African** – All persons having origins in any of the original peoples of the Middle East or North Africa.
- **Native Hawaiian or Other Pacific Islander** – A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White** – All persons having origins in any of the original peoples of Europe.
- **Two or More Races** – Persons who identify with two or more ethnic/racial categories named above.
- **Not Specified** – Applicant or Employee declined to provide their ethnicity/race.

The NeoGov system that collects City employment applications has male, female, non-binary, and declined to answer as gender options. However, the City’s eCAPS does not have non-binary nor declined to answer as options. Therefore, applicants who selected non-binary or declined to answer in NeoGov, and are subsequently hired, are combined with those who selected not specified in eCAPS.

## Management Classifications

In 2020, the City’s Human Resources Department classified management positions into the following categories:

- **Mid-Level** – Responsible for one or more program(s) or section(s) of varied complexity; makes decisions that impact daily operations; typically reports directly or indirectly to a division manager and typically manages clerical, maintenance, technical and/or professional employees.
- **Senior** – Responsible for a division; directs the development and implementation of division goals and strategic plans; oversees the operation of division activities and functions; monitors organizational structure, staff assignments, service levels, and administrative systems; typically reports directly to a department head and typically manages mid-level managers.
- **Executive** – Responsible for a department or multiple departments; directs the development and implementation of department goals and strategic plans; oversees the operation of department activities and functions; establishes organizational structure, staff assignments, service levels, and administrative systems; makes critical decisions with Citywide impact; typically reports directly to the City Manager or Mayor and Council, typically manages senior managers; and retains final hiring authority.

A complete list of management classifications can be found in Appendix A. For the purposes of this analysis, we have combined Mid-Level, Senior, and Executive into one ‘management’ category.

## Sworn Classifications

The Human Resources Department provided a list of sworn positions in the City’s Police (SPD) and Fire (SFD) departments. Sworn SPD and SFD employees are required to take an oath to serve and protect the community. Some positions may require certifications, educational requirements, City training programs or completion of an academy. These employees have roles in emergency medical services, fire, police, and emergency management. In some of our analysis in this report, we reviewed the gender and ethnicity/race of only sworn SPD and SFD positions to assess how they may differ from the City’s workforce as a whole. The following positions are classified as sworn positions by the Human Resources Department:



Figure 1: Sworn Positions in the City’s Police and Fire Departments

Sworn Classes - Sacramento Fire Department & Sacramento Police Department		
Deputy Fire Chief	Fire Investigator I	Police Chief
Deputy Police Chief	Fire Investigator II	Police Lieutenant
Fire Assistant Chief	Fire Marshal	Police Officer
Fire Battalion Chief	Fire Prevention Officer I	Police Sergeant
Fire Battalion Chief (Admin)	Fire Prevention Officer II	Reserve Police Officer I
Fire Captain	Firefighter	Reserve Police Officer II
Fire Captain (Admin)	Firefighter (Admin)	Reserve Police Officer III
Fire Chief	Firefighter (Paramedic-Admin)	Reserve Police Sergeant
Fire Engineer	Police Captain	Senior Fire Prevention Officer
Fire Engineer (Admin)		

Source: Auditor generated from data provided by the City’s Human Resources Department

Generally, police officers and firefighters in the City are originally hired as recruits and are promoted to police officers and firefighters after they graduate from their respective academy. In addition, in the Police Department, Community Service Officer I and Community Service Officer II positions are similar to Police Officer recruit positions in that recruits and Community Service Officers are not considered sworn positions. However, in this report, positions listed above in addition to the Police Officer recruit, Fire recruit, Community Service Officer I, and Community Service Officer II positions have been classified as ‘sworn’ positions.

### Reasons for Separation

Employees may leave City employment for many reasons. When an employee separates from City employment, eCAPS is updated to reflect that the individual is no longer an active City employee. The reason for separation is also added in eCAPS. This information is included in a Personnel Action Request (PAR) that is completed by the former employee’s department and submitted to the Human Resources Department. Figure 2 below identifies the reasons for separation that were selected for employees who separated from City employment between February 1, 2021, and January 31, 2024, and provides a short description of the situation in which each reason would be selected.

Figure 2: Reasons and Descriptions for Employee Separations Between February 1, 2021, and January 31, 2024

Reason for Separation	Description
<b>Death</b>	Employee passed away
<b>Did not begin work</b>	Employee did not begin work on their first day
<b>Disability Retirement</b>	Employee retired due to a disability
<b>End of Council Term</b>	Elected employee's term on City Council ended
<b>End Temporary Employment</b>	Employee's temporary employment was completed
<b>Indus. Disability Retirement</b>	Employee retired due to industrial disability
<b>Job Abandonment</b>	Employee failed to report to work
<b>Layoff</b>	Employee was laid off
<b>No Reasonable Accommodation</b>	Employee released when no reasonable accommodation was available for the employee
<b>Release</b>	Civil service or at-will/management employee was terminated
<b>Released Probation</b>	Employee was released from probation
<b>Resignation</b>	Employee resigned from City service
<b>Service Retirement</b>	Employee retired from City service
<b>Termination</b>	Employee terminated from City employment

Source: Auditor generated from eCAPS data and information provided by the City's Human Resources Department

We grouped the “Indus. Disability Retirement” and “Disability Retirement” categories listed in the table above into “Service Retirement” as these reasons for separation are all forms of service retirement from the City.

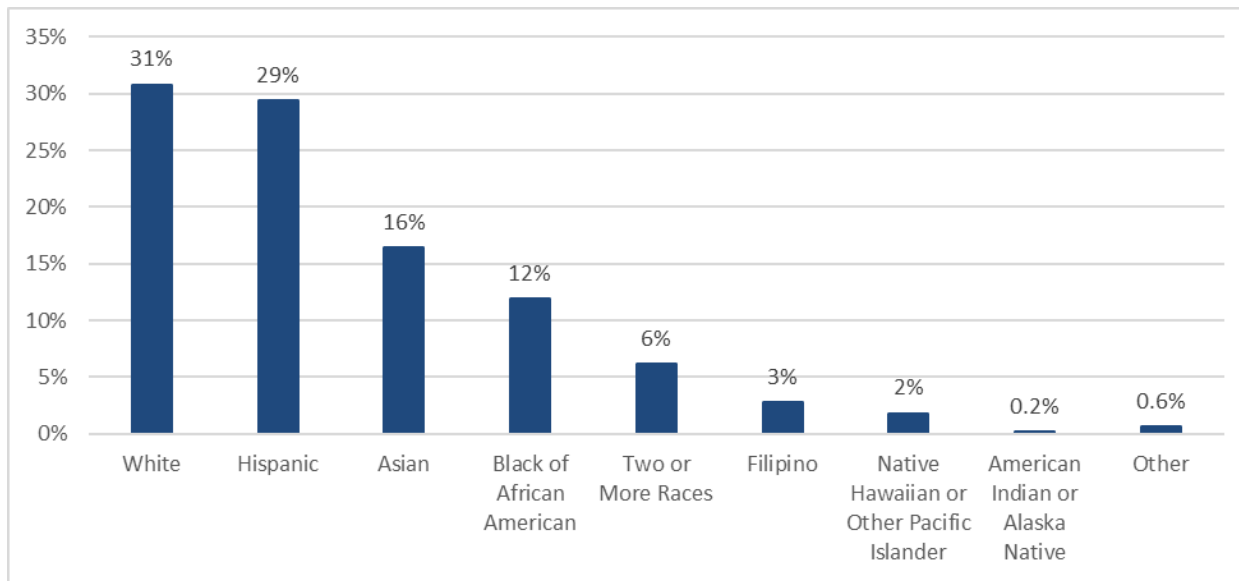
## Objective, Scope, and Methodology

The objective of this audit was to assess the diversity of City job applicants, hired employees, and separated employees as it compares to the diversity of City of Sacramento residents. To conduct this assessment, we primarily analyzed applicant information from NeoGov and employee personnel information from eCAPS. Additionally, the U.S. Census Bureau’s 2022 American Community Survey was used to identify the gender and ethnic/racial composition of City of Sacramento residents. Our analysis of job applicants focused on all eligible job applications received through the City’s NeoGov database from February 1, 2021, through January 31, 2024. Our analysis of hired employees focused on regular, full-time employees who were identified in the City’s eCAPS database with a hire date between February 1, 2021, through January 31, 2024. Our analysis of separated employees focused on regular, full-time employees who were identified in the City’s eCAPS database with a separation date between February 1, 2021, through January 31, 2024. Additionally, we analyzed trends to identify potential equity concerns.

## Chapter 1: Demographics of City of Sacramento Residents

The City of Sacramento prides itself on being one of the most diverse cities in the country. In 2002, Sacramento was named America’s most integrated city in research conducted by the Civil Rights Project at Harvard University for TIME magazine. In addition, it has been identified as one of the most diverse cities in the United States for many years. We relied on data from the U.S. Census Bureau’s American Community Survey for the most recent year, 2022, to identify the gender and ethnic/racial composition of the City’s residents. The total population of the City of Sacramento is estimated to be 523,600 residents. Figure 3 below shows the ethnic/racial composition of the City of Sacramento’s residents.

Figure 3: Composition of City of Sacramento Residents by Ethnicity/Race

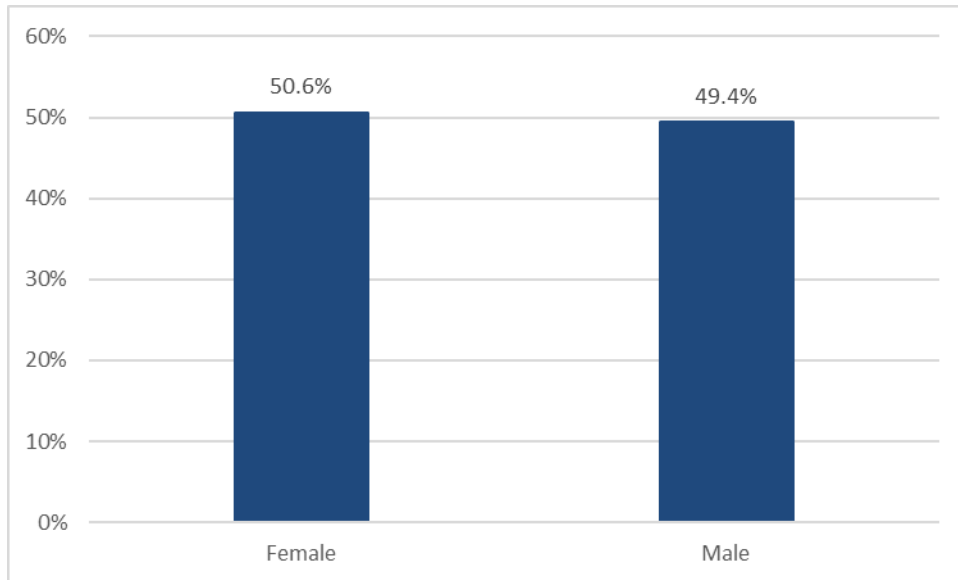


Source: Auditor generated from 2022 American Community Survey data for the City of Sacramento.

Although the City’s eCAPS tracks the ethnic/racial group Middle Eastern or North African separately, the U.S Census Bureau’s American Community Survey does not track it separately and groups those identifying as Middle Eastern or North African in the White category.

The gender composition of City of Sacramento is split nearly evenly between male and female residents. Figure 4 below identifies the gender composition of the City’s residents.

Figure 4: Composition of City of Sacramento Residents by Gender



Source: Auditor generated from 2022 American Community Survey data for the City of Sacramento.

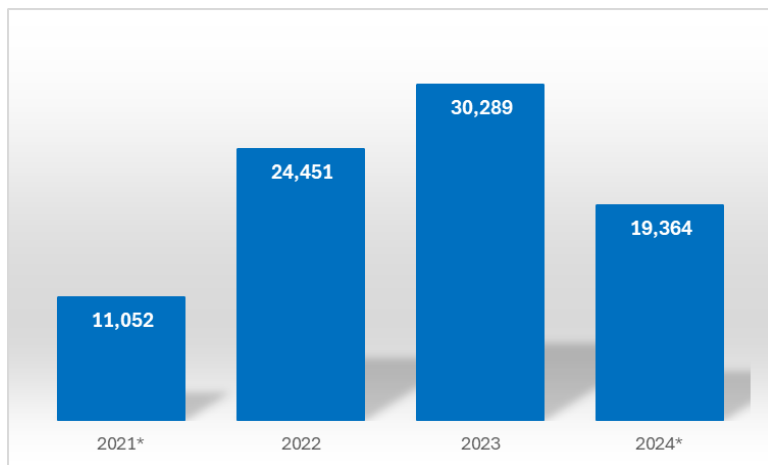
In the subsequent chapters of this report, we compare the gender and ethnic/racial composition of applicants, hired employees, and former employees to the demographics of Sacramento residents.

## Chapter 2: Diversity Review of City Employment Applications: February 1, 2021, through January 31, 2024

A total of 85,156 applications were received in NeoGov from February 1, 2021, through January 31, 2024. These include applications received for all types of recruitments including regular and temporary positions and full-time and part-time positions. In our previous audit, we focused our analysis on applicants who had been classified as ‘eligible’ for the positions in which they applied in the City’s NeoGov system. During this new audit period, the Human Resources Department updated their processes and candidate eligibility is assessed at a different step in the recruitment process to increase candidate eligibility; for example, candidates who previously were deemed ‘ineligible’ because they did not submit proof of education with their applications can now move through the recruitment process and can submit these documents at a later date. Therefore, we focused our analysis on the diversity of the total 85,156 applications received in the City’s NeoGov system between February 1, 2021, and January 31, 2024.

Figure 5 below identifies the number of applicants by fiscal year. Note that fiscal years 2021 and 2024 are partial years; fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024. Additionally, please note that individuals who applied to more than one recruitment are counted for each recruitment they applied to.

Figure 5: Number of All Applications by Fiscal Year (85,156 Total)

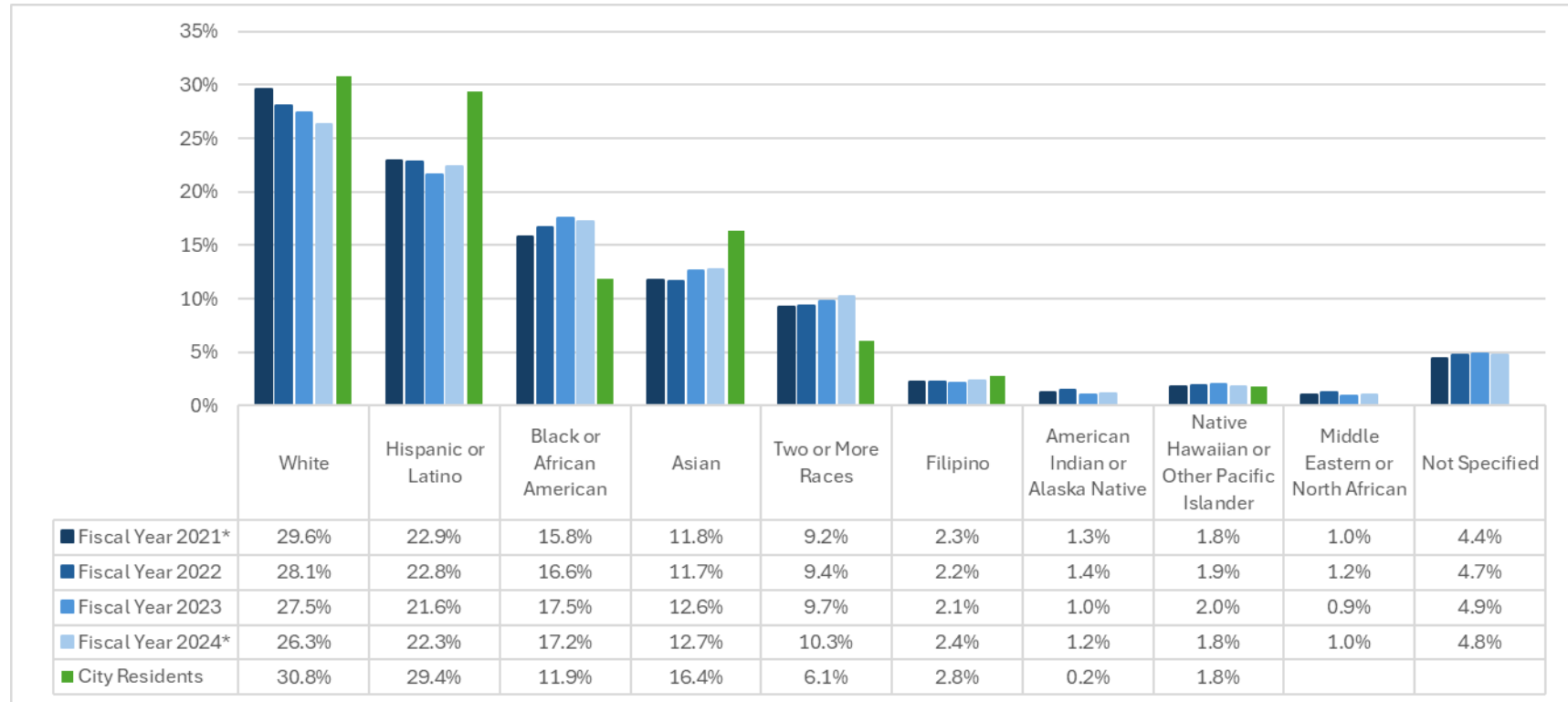


\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento NeoGov data.

Figure 6 below analyzes the ethnicity/race of applications by fiscal year and compares it to the ethnic/racial composition of City residents. As shown in the figure below, a decreasing percentage of the annual applications were submitted by individuals identifying as White. About 22 percent of the annual applications were submitted by individuals identifying as Hispanic or Latino and about 12 percent were submitted by Asian applicants while nearly 30 percent of the City’s residents are Hispanic or Latino and more than 16 percent are Asian.

Figure 6: Ethnic/Racial Composition of All Applicants by Fiscal Year Compared to the Composition of City Residents (85,156 Total)

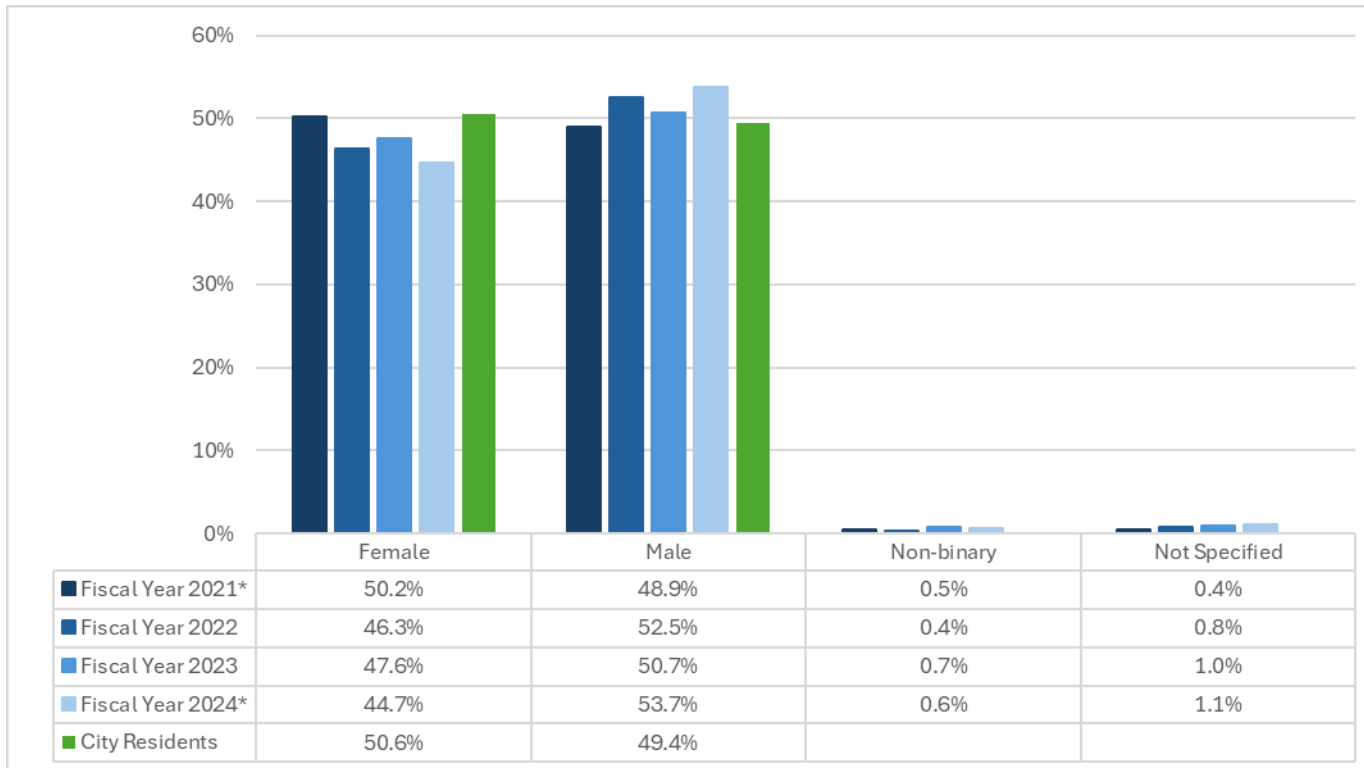


\* Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento NeoGov data.

Figure 7 below analyzes the gender of all applicants by fiscal year and compares it to the gender composition of City residents. As shown in the figure below, the percentage of female applicants has decreased since fiscal year 2021.

Figure 7: Gender Composition of All Applicants by Fiscal Year Compared to the Composition of City Residents (85,156 Total)



\* Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento NeoGov data.



Figure 8 below identifies the number and percent of all applicants by ethnicity/race and gender. As seen in the figure below, 8.6 percent of applicants identified as Black or African American females and 8.3 percent of applicants identified as Black or African American males. Additionally, 5.2 percent of applicants identified as Two or More Races female and 4.3 percent of applicants identified as Two or More Races male. Note that 627 applicants (0.7%) did not specify their ethnicity nor their gender.

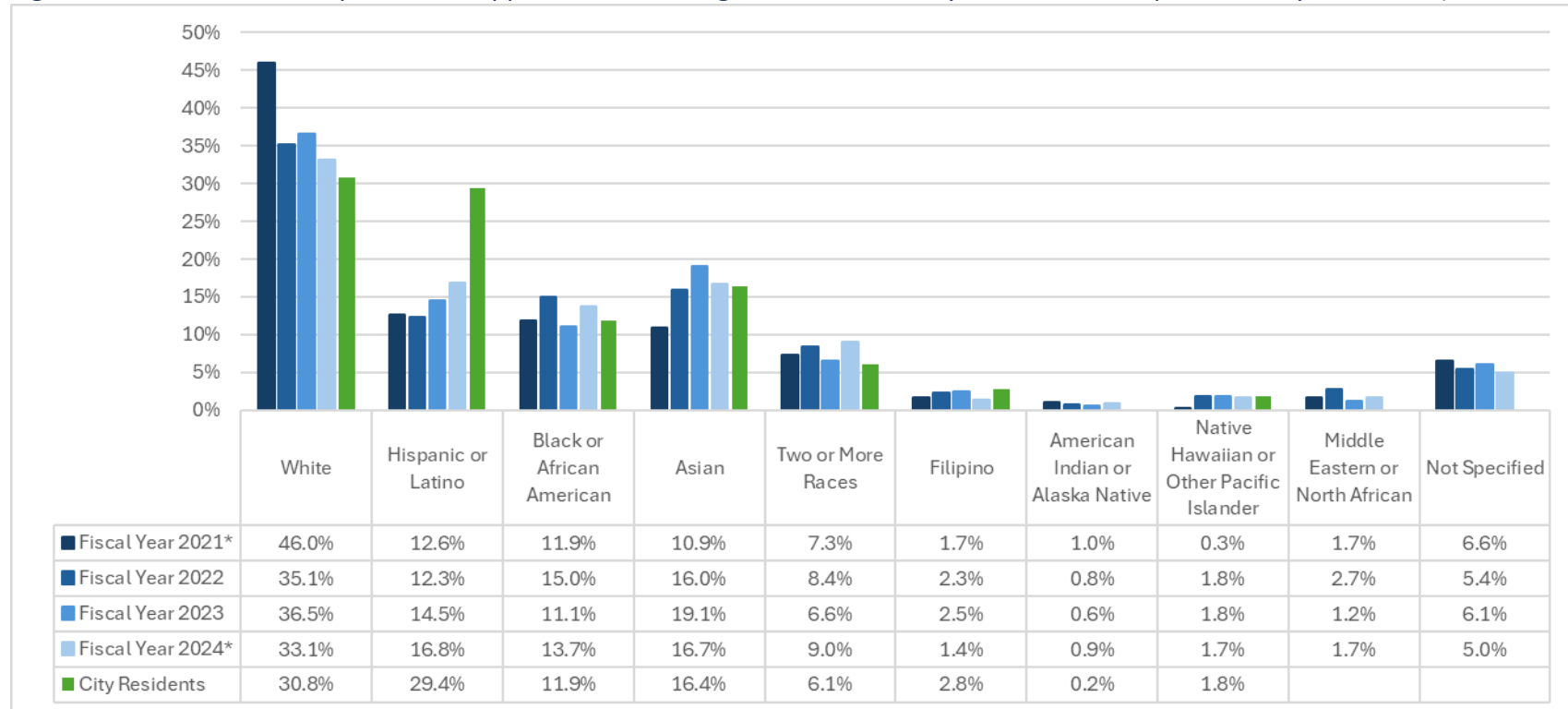
Figure 8: Number and Percent of All Applicants by Ethnicity/Race and Gender from February 1, 2021, through January 31, 2024

Ethnicity/Race	Female	Male	Non-binary	Not Specified	Grand Total	Female	Male	Non-binary	Not Specified	Percent of Grand Total
White	10,864	12,502	149	34	23,549	12.8%	14.7%	0.2%	0.0%	<b>27.7%</b>
Hispanic or Latino	8,550	10,311	113	13	18,987	10.0%	12.1%	0.1%	0.0%	<b>22.3%</b>
Black or African American	7,292	7,101	48	17	14,458	8.6%	8.3%	0.1%	0.0%	<b>17.0%</b>
Asian	4,704	5,697	28	19	10,448	5.5%	6.7%	0.0%	0.0%	<b>12.3%</b>
Two or More Races	4,450	3,685	71	34	8,240	5.2%	4.3%	0.1%	0.0%	<b>9.7%</b>
Filipino	840	1,041	8	5	1,894	1.0%	1.2%	0.0%	0.0%	<b>2.2%</b>
American Indian or Alaska Native	416	591	19	0	1,026	0.5%	0.7%	0.0%	0.0%	<b>1.2%</b>
Native Hawaiian or Other Pacific Islander	741	890	4	1	1,636	0.9%	1.0%	0.0%	0.0%	<b>1.9%</b>
Middle Eastern or North African	316	557	1	1	875	0.4%	0.7%	0.0%	0.0%	<b>1.0%</b>
Not Specified	1,770	1,619	27	627	4,043	2.1%	1.9%	0.0%	0.7%	<b>4.7%</b>
<b>Grand Total</b>	<b>39,943</b>	<b>43,994</b>	<b>468</b>	<b>751</b>	<b>85,156</b>	<b>46.9%</b>	<b>51.7%</b>	<b>0.5%</b>	<b>0.9%</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento NeoGov data.

We reviewed the gender and ethnic diversity of applicants applying for management positions in the City. Female applicants consisted of 35 percent of the 2,785 applications received for management positions between February 1, 2021, and January 31, 2024. As shown in the figure below, White applicants have generally been making up a smaller proportion of the applicants for management positions each year while Hispanic or Latino applicants and Asian applicants have generally been making up a larger proportion of the applicants for management positions each year.

Figure 9: Ethnic/Racial Composition of Applicants for Management Positions by Fiscal Year Compared to City Residents (2,785 Total)

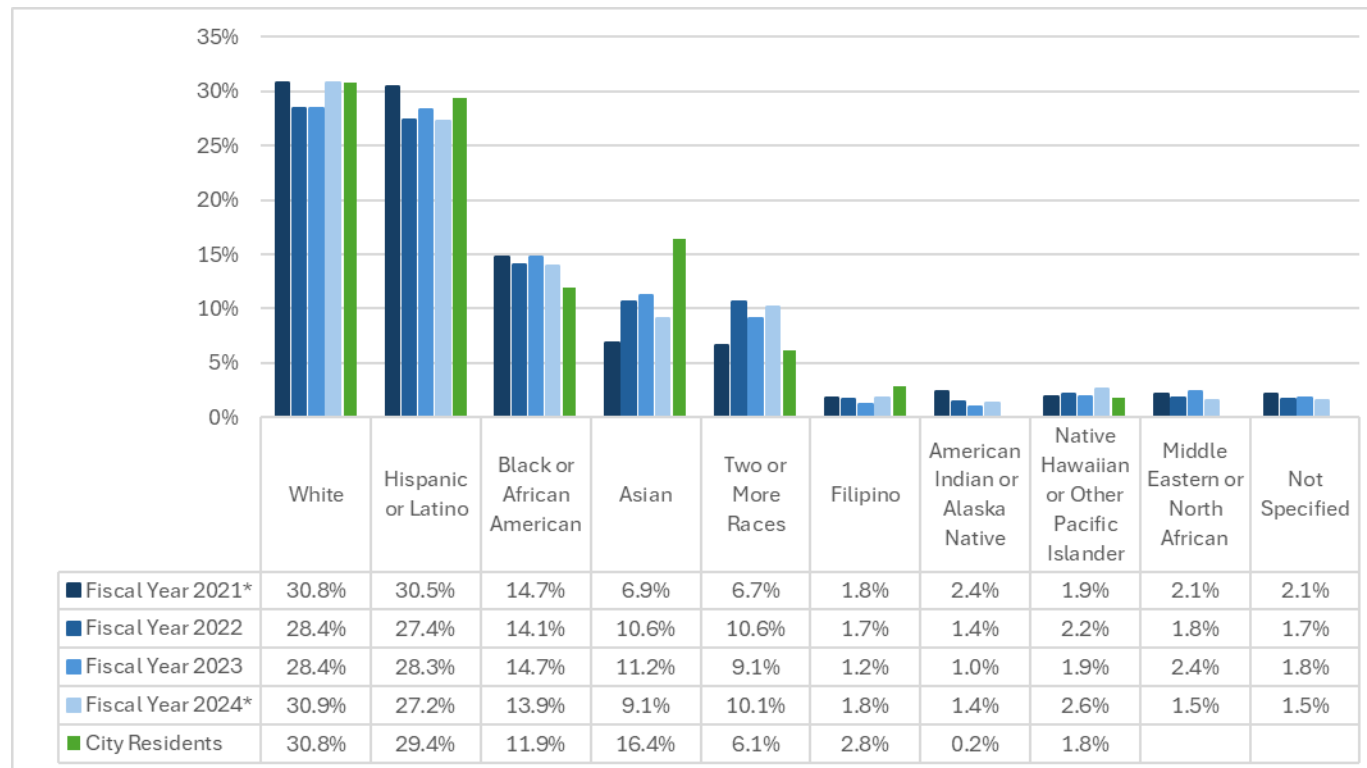


\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento NeoGov data.

We reviewed the gender and ethnic/racial diversity of applications for sworn positions in the Police Department. We found female applicants composed less than 20 percent of the applications submitted for sworn positions in the Police Department from February 1, 2021, through January 31, 2024. Figure 10 below analyzes the ethnic/racial composition of the applications received for all sworn positions (including regular, temporary, full-time, and part-time positions) in the Police Department by fiscal year. As indicated in the figure below, Black or African American and applicants of Two or More Races compose a larger percentage than City residents while Asian applicants compose a smaller percentage than City residents.

Figure 10: Ethnic/Racial Composition of All Applicants for All Sworn Police Department Positions by Fiscal Year (3,927 Total)

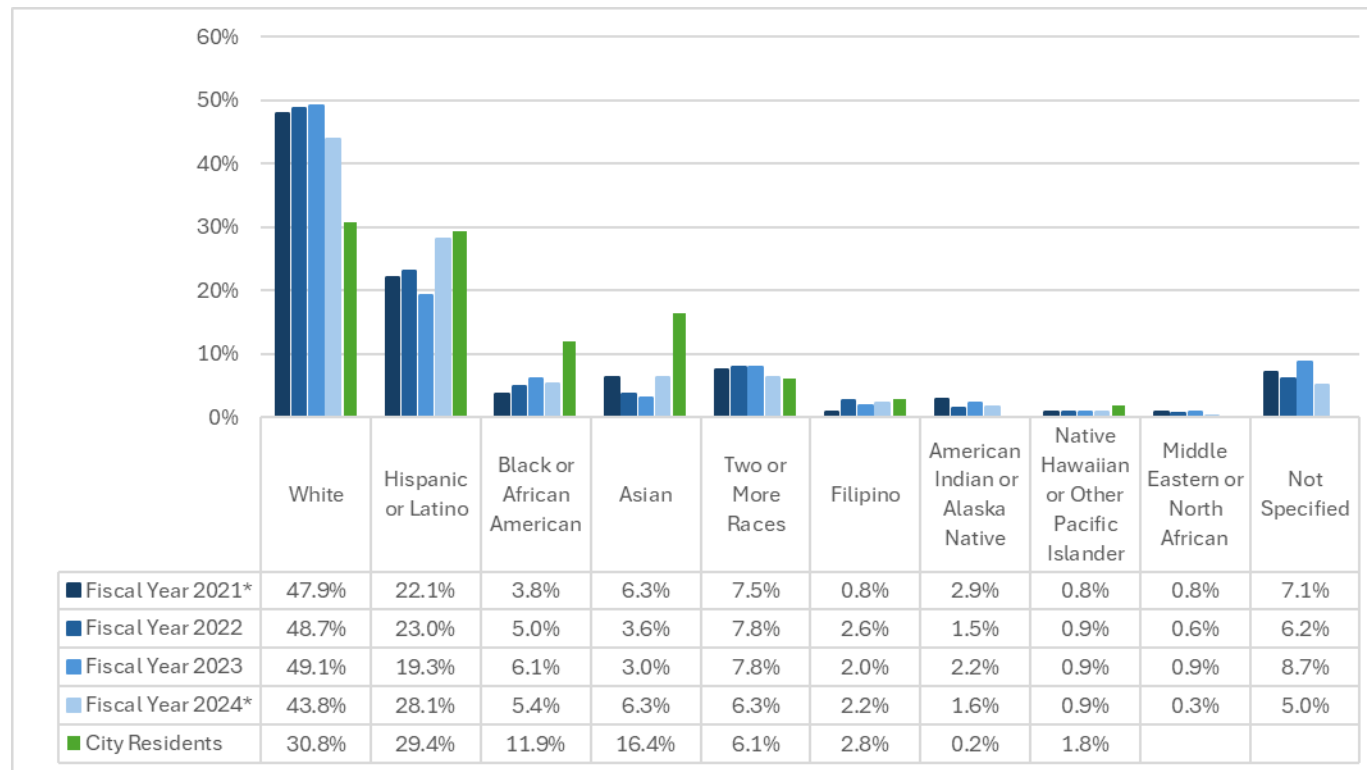


\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento NeoGov data.

We reviewed the gender and ethnic/racial diversity of NeoGov applications for sworn positions in the Fire Department. We found female applicants composed less than 5 percent of the applications submitted for sworn positions in the Fire Department from February 1, 2021, through January 31, 2024. Figure 11 below analyzes the ethnic/racial composition of the applications received for all sworn positions (including regular, temporary, full-time, and part-time positions) in the Fire Department by fiscal year. Note that some Fire Department recruitments from February 1, 2021, through January 31, 2024, for some sworn classifications may not be contained in NeoGov. Therefore, these recruitments would not be included in our analysis.

Figure 11: Ethnic/Racial Composition of All Applicants for All Sworn Fire Department Positions by Fiscal Year (1,986 Total)

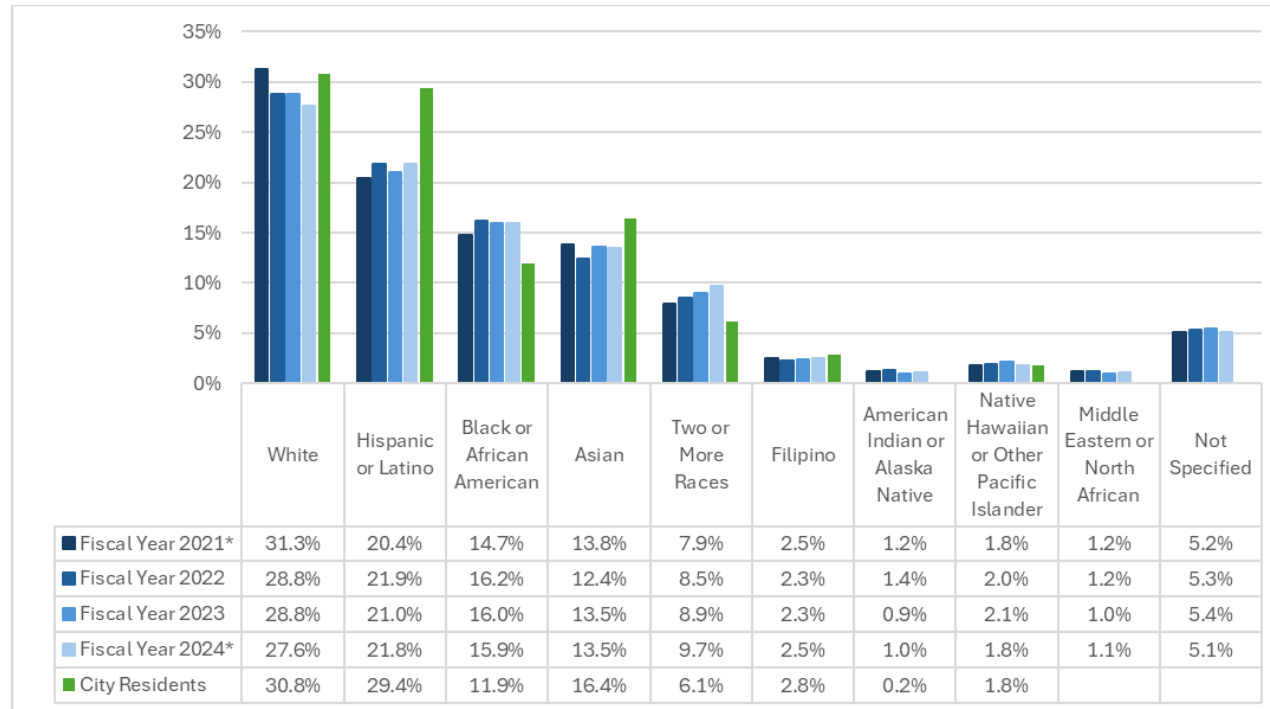


\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento NeoGov data.

Similar to our analysis in the next two chapters, we also reviewed the gender and ethnic composition of applicants who applied to full-time, regular positions in the City. Of the 85,156 applications the City received in NeoGov between February 1, 2021, and January 31, 2024, nearly 60,898<sup>1</sup> of them were for full-time career positions. We found that the gender of the full-time, regular applicants was nearly evenly split at 48.6 percent female applicants and 49.9 percent male applicants. Figure 12 below analyzes the ethnic/racial composition of the full-time, regular applications received each fiscal year and compares it to the composition of the City’s residents.

Figure 12: Ethnic/Racial Composition of Full-Time, Regular Applicants by Fiscal Year Compared to City Residents (60,898 Total)



\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento NeoGov data.

<sup>1</sup> Notably, some recruitments may be used for both full-time and part-time positions. Because this information was not disaggregated in our dataset, we included these recruitments in our analysis, which could include some part-time positions.

### Chapter 3: Diversity Review of Hired Employees: February 1, 2021, through January 31, 2024

We used the information in eCAPS to conduct the analysis in this chapter. This analysis encompasses a holistic view of hires including new hires, rehires, promotions, transfers, appointments from eligible lists, and certain demotions (voluntary and management appointments) from February 1, 2021, through January 31, 2024. Figure 13 below identifies the number of hires during the audit period by type of hire. Please note that individuals who were newly hired, promoted, transferred, etc. were counted for each instance they were hired.

Figure 13: All Hired Employees Between February 1, 2021, and January 31, 2024, by Type of Hire

Type of Hire	Regular Employees	Temporary Employees	Total Number of Employees
Appointments	17	0	<b>17</b>
Demotions*	48	36	<b>84</b>
New Hires	895	2,247	<b>3,142</b>
Promotions	1,438	276	<b>1,714</b>
Rehires	108	584	<b>692</b>
Transfers	957	210	<b>1,167</b>
<b>Grand Total</b>	<b>3,463<sup>1</sup></b>	<b>3,353<sup>2</sup></b>	<b>6,816</b>

\*Only voluntary demotions and management appointment demotions are included in this analysis.

Note 1: Of the 3,463 regular employees, 22 were hired for part-time positions.

Note 2: Of the 3,353 temporary employees, 2,917 were hired for part-time positions.

Source: Auditor generated from City of Sacramento eCAPS data.

As shown in the figure above, nearly half of the hired employees were hired for temporary positions. Additionally, of the 6,816 hires, 2,939 were for part-time positions. Temporary positions are filled on a temporary basis generally lasting less than twelve months and part-time positions are those where the work schedule calls for less than the normal eight hours per day. We focused the majority of our analysis in this chapter on the 3,441 regular, full-time employees hired between February 1, 2021, and January 31, 2024. Employees hired to fill part-time or temporary positions have been removed from the bulk of this analysis.

The following subsections of this chapter contain analysis of overall hires as well as separate analyses of new hires and promotions<sup>2</sup>.

<sup>2</sup> Due to the relatively small number of employees in certain hire types, we focused our analysis on new hires and promotions.

### Chapter 3.1: Summary Analysis of All Hired Employees: February 1, 2021, through January 31, 2024

We analyzed the hired employees from February 1, 2021, through January 31, 2024, and found that nearly half of all hired employees were temporary and part-time employees. Figure 14 below identifies the number of all hired employees from February 1, 2021, through January 31, 2024, by regular/temporary and full-time/part-time status.

Figure 14: All Hired Employees Between February 1, 2021, and January 31, 2024, by Temporary/Regular and Full-Time/Part-Time Status

Regular/Temporary	Full-Time	Part-Time	Grand Total
Regular	3,441	22	<b>3,463</b>
Temporary	436	2,917	<b>3,353</b>
<b>Grand Total</b>	<b>3,877</b>	<b>2,939</b>	<b>6,816</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 15 below analyzes the age composition of all hired employees between February 1, 2021, and January 31, 2024, by regular/temporary and full-time/part-time status.

Figure 15: Age Composition of All Hired Employees Between February 1, 2021, and January 31, 2024, by Temporary/Regular and Full-Time/Part-Time Status

Employment Status	0-20	21-30	31-40	41-50	51-60	60 +	Grand
	Years Old (1,979)	Years Old (1,908)	Years Old (1,456)	Years Old (937)	Years Old (421)	Years Old (115)	Total (6,816)
Regular, Full-Time	0.6%	29.5%	35.2%	24.0%	9.5%	1.3%	<b>3,441</b>
Regular, Part-Time	0.0%	27.3%	40.9%	13.6%	18.2%	0.0%	<b>22</b>
Temporary, Full-Time	7.8%	67.4%	19.5%	3.0%	1.6%	0.7%	<b>436</b>
Temporary, Part-Time	66.0%	20.4%	5.2%	3.2%	2.9%	2.3%	<b>2,917</b>
<b>Grand Total</b>	<b>29.0%</b>	<b>28.0%</b>	<b>21.4%</b>	<b>13.7%</b>	<b>6.2%</b>	<b>1.7%</b>	<b>6,816</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 16 below identifies the gender and ethnicity/race of all regular, full-time hired employees by fiscal year.

Figure 16: Gender and Ethnic/Racial Composition of All Hired Regular, Full-Time Employees by Fiscal Year

Ethnicity/Race	FY 2021* (510 Total)		FY 2022 (1,264 Total)		FY 2023 (1,034 Total)		FY 2024* (633 Total)		Grand Total (3,441 Total)	
	Female (130)	Male (380)	Female (386)	Male (878)	Female (354)	Male (680)	Female (245)	Male (388)	Female (1,115)	Male (2,326)
White	11.8%	43.3%	13.8%	35.8%	13.4%	30.8%	15.3%	30.2%	13.7%	34.4%
Hispanic or Latino	4.9%	13.7%	5.9%	15.1%	7.8%	16.5%	8.1%	14.7%	6.7%	15.3%
Black or African American	2.4%	5.9%	3.1%	5.8%	4.3%	6.2%	4.7%	4.7%	3.6%	5.7%
Asian	2.4%	4.5%	3.5%	5.5%	4.5%	4.6%	5.2%	4.9%	4.0%	5.0%
Two or More Races	2.5%	4.5%	2.6%	3.9%	2.9%	3.9%	4.4%	3.6%	3.0%	3.9%
Filipino	0.6%	1.4%	0.8%	1.7%	0.7%	1.2%	0.8%	0.8%	0.7%	1.3%
American Indian or Alaska Native	0.4%	0.2%	0.5%	0.7%	0.1%	1.2%	0.2%	1.1%	0.3%	0.8%
Native Hawaiian or Other Pacific Islander	0.2%	0.4%	0.3%	0.3%	0.2%	1.2%	0.0%	1.1%	0.2%	0.7%
Middle Eastern or North African	0.4%	0.6%	0.1%	0.6%	0.2%	0.2%	0.0%	0.0%	0.1%	0.3%
Not Specified	0.0%	0.0%	0.0%	0.1%	0.1%	0.1%	0.0%	0.2%	0.0%	0.1%
<b>Grand Total</b>	<b>25.5%</b>	<b>74.5%</b>	<b>30.5%</b>	<b>69.5%</b>	<b>34.2%</b>	<b>65.8%</b>	<b>38.7%</b>	<b>61.3%</b>	<b>32.4%</b>	<b>67.6%</b>

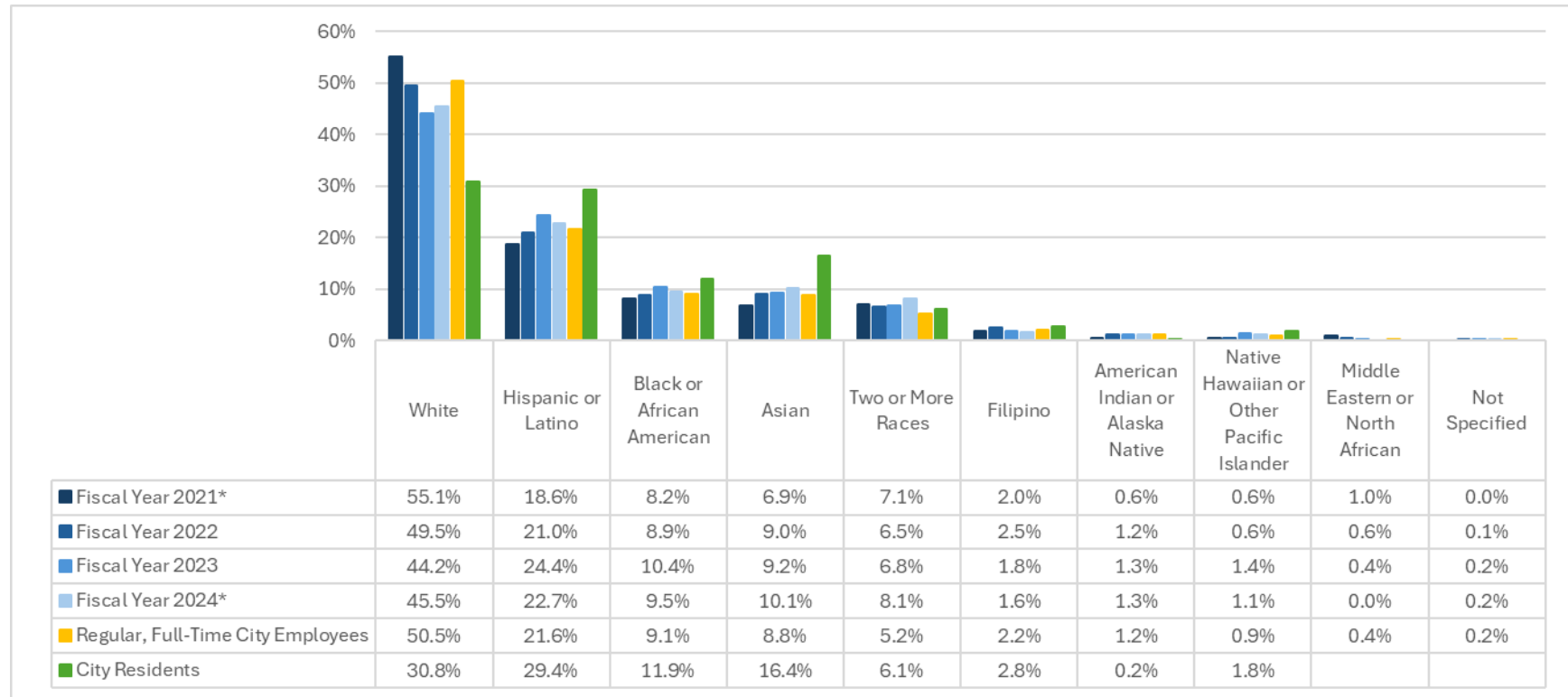
\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento eCAPS data.



Figure 17 below analyzes all hired regular, full-time employees' ethnic/racial composition by fiscal year and compares it to the ethnic/racial composition of City employees and City residents. Based on the figure below, it appears employees of two or more races are hired at a greater percentage each fiscal year than the current ethnic composition of regular, full-time employees (blue bars for Two or More Races in the chart below are greater than the yellow bar).

Figure 17: Ethnic/Racial Composition of All Hired Regular, Full-Time Employees by Fiscal Year Compared to City Employees and City Residents (3,441 Total)

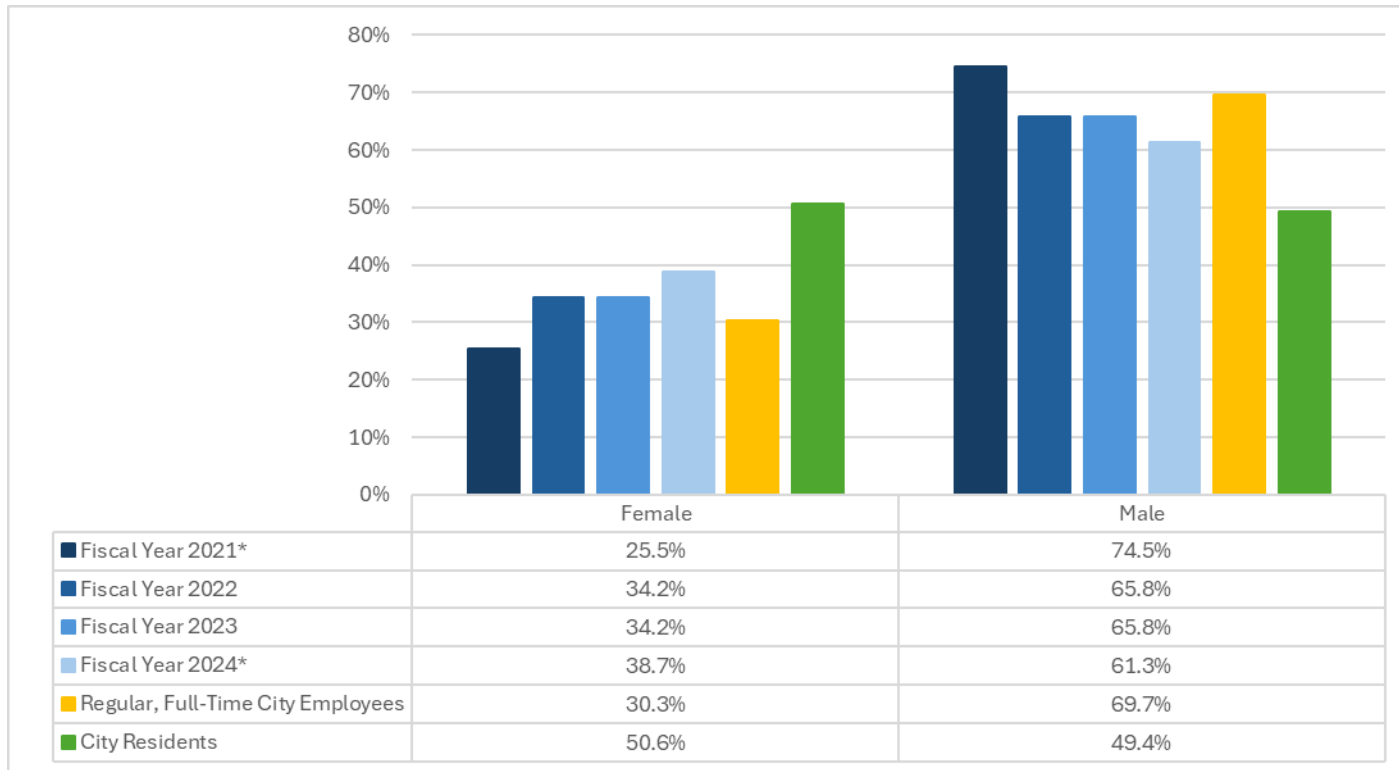


\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 18 below analyzes the City’s hired regular, full-time employees’ gender composition by fiscal year hired and compares it to the gender composition of the City employees and City residents. As shown in the figure below, female employees are generally hired at a greater percentage each fiscal year than the current gender composition of the City’s regular, full-time employees (blue bars for females in the chart below are greater than the yellow bar).

Figure 18: Gender Composition of All Hired Regular, Full-Time Employees by Fiscal Year Compared to City Employees and City Residents (3,441 Total)



\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.  
 Source: Auditor generated from City of Sacramento eCAPS data.

Figure 19 analyzes the ethnic/racial composition of regular, full-time employees hired between February 1, 2021, and January 31, 2024, by department.

Figure 19: Ethnic/Racial Composition of All Regular, Full-Time Employees Hired Between February 1, 2021, and January 31, 2024, by Department

Department Name	White	Hispanic or Latino	Black or African American	Asian	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified	Grand Total
City Attorney	42.9%	17.1%	14.3%	11.4%	8.6%	5.7%	0.0%	0.0%	0.0%	0.0%	<b>35</b>
City Auditor	25.0%	25.0%	0.0%	25.0%	12.5%	0.0%	0.0%	0.0%	12.5%	0.0%	<b>8</b>
City Clerk	57.4%	12.8%	17.0%	8.5%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>47</b>
City Manager	40.7%	14.8%	16.0%	7.4%	12.3%	4.9%	0.0%	0.0%	3.7%	0.0%	<b>81</b>
City Treasurer	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>2</b>
Community Development	41.9%	20.3%	14.5%	11.1%	7.4%	2.0%	0.7%	0.7%	0.7%	0.7%	<b>296</b>
Community Response	36.2%	17.0%	8.5%	21.3%	12.8%	2.1%	0.0%	2.1%	0.0%	0.0%	<b>47</b>
Convention & Cultural Services	55.3%	18.8%	8.2%	7.1%	3.5%	3.5%	0.0%	1.2%	2.4%	0.0%	<b>85</b>
Finance	28.9%	25.0%	11.8%	15.8%	10.5%	5.3%	0.0%	2.6%	0.0%	0.0%	<b>76</b>
Fire	64.5%	14.6%	4.7%	4.3%	8.0%	1.6%	2.1%	0.2%	0.2%	0.0%	<b>515</b>
Human Resources	31.4%	21.4%	22.9%	14.3%	4.3%	4.3%	0.0%	1.4%	0.0%	0.0%	<b>70</b>
Information Technology	42.2%	14.8%	5.2%	27.4%	4.4%	3.7%	0.7%	1.5%	0.0%	0.0%	<b>135</b>
Mayor/Council	31.7%	28.6%	9.5%	19.0%	7.9%	3.2%	0.0%	0.0%	0.0%	0.0%	<b>63</b>
Police	57.2%	19.4%	6.6%	7.9%	6.5%	0.6%	1.0%	0.5%	0.2%	0.1%	<b>881</b>
Public Works	34.7%	32.2%	12.0%	7.7%	5.9%	2.8%	1.4%	2.8%	0.2%	0.2%	<b>426</b>
Utilities	48.2%	26.3%	6.6%	6.1%	7.1%	2.7%	1.5%	1.0%	0.5%	0.0%	<b>407</b>
Youth, Parks, and Community Enrichment	31.8%	31.5%	16.5%	8.2%	6.7%	1.9%	1.5%	0.7%	1.1%	0.0%	<b>267</b>
<b>Grand Total</b>	<b>48.0%</b>	<b>22.0%</b>	<b>9.4%</b>	<b>9.0%</b>	<b>6.9%</b>	<b>2.1%</b>	<b>1.1%</b>	<b>0.9%</b>	<b>0.5%</b>	<b>0.1%</b>	<b>3,441</b>

Note: The Office of Public Safety Accountability is included in Mayor/Council.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 20 below analyzes the gender composition of all regular, full-time hired employees between February 1, 2021, and January 31, 2024, by department.

Figure 20: Gender Composition of All Regular, Full-Time Employees Hired between February 1, 2021, and January 31, 2024, by Department

Department Name	Female (1,113)	Male (2,326)	Grand Total (3,441)
City Attorney	60.0%	40.0%	<b>35</b>
City Auditor	62.5%	37.5%	<b>8</b>
City Clerk	91.5%	8.5%	<b>47</b>
City Manager	70.4%	29.6%	<b>81</b>
City Treasurer	100.0%	0.0%	<b>2</b>
Community Development	40.2%	59.8%	<b>296</b>
Community Response	36.2%	63.8%	<b>47</b>
Convention & Cultural Services	37.6%	62.4%	<b>85</b>
Finance	64.5%	35.5%	<b>76</b>
Fire	8.9%	91.1%	<b>515</b>
Human Resources	81.4%	18.6%	<b>70</b>
Information Technology	37.8%	62.2%	<b>135</b>
Mayor/Council	58.7%	41.3%	<b>63</b>
Police	33.9%	66.1%	<b>881</b>
Public Works	18.1%	81.9%	<b>426</b>
Utilities	21.6%	78.4%	<b>407</b>
Youth, Parks, and Community Enrichment	43.1%	56.9%	<b>267</b>
<b>Grand Total</b>	<b>32.4%</b>	<b>67.6%</b>	<b>3,441</b>

Note: The Office of Public Safety Accountability is included in Mayor/Council.

Source: Auditor generated from City of Sacramento eCAPS data.

We analyzed the gender and ethnicity/race of the management employees who were hired during this time. Figure 21 below identifies the gender and ethnic/racial composition of the 265 regular, full-time management employees who were hired between February 1, 2021, and January 31, 2024. Percentages in the Female and Male columns in the table are a percent of the Grand Total (265). For example, as shown in the figure below, nearly 42 percent of all regular, full-time management employees hired during this time were White males.

Figure 21: Gender and Ethnic/Racial Composition of All Regular, Full-Time Management Employees Hired between February 1, 2021, and January 31, 2024

Ethnicity/Race	Female (96)	Male (169)	Grand Total (265)	Percent of Grand Total
White	19.6%	41.9%	163	<b>61.5%</b>
Hispanic or Latino	3.4%	6.8%	27	<b>10.2%</b>
Black or African American	3.4%	4.5%	21	<b>7.9%</b>
Asian	5.7%	4.5%	27	<b>10.2%</b>
Two or More Races	3.0%	4.9%	21	<b>7.9%</b>
American Indian or Alaska Native	0.8%	1.1%	5	<b>1.9%</b>
Middle Eastern or North African	0.4%	0.0%	1	<b>0.4%</b>
<b>Grand Total</b>	<b>36.2%</b>	<b>63.8%</b>	<b>265</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 22 below analyzes the gender and ethnic/racial composition of all Police and Fire Department sworn employees hired between February 1, 2021, and January 31, 2024. We included part-time and temporary employees in the analysis of sworn employees as police officer recruit and fire recruit positions are temporary but once these employees graduate the academy, they may become regular, full-time employees.

Figure 22: Gender and Ethnic/Racial Composition of All Police and Fire Department Sworn Employees Hired between February 1, 2021, and January 31, 2024

Ethnicity/Race	Police Department			Fire Department			Grand Total (1,535)	Percent of Grand Total
	Female (221)	Male (728)	Police Total (949)	Female (23)	Male (563)	Fire Total (586)		
White	11.2%	42.3%	507	2.4%	62.1%	378	<b>885</b>	<b>57.7%</b>
Hispanic or Latino	6.7%	15.1%	207	0.5%	15.7%	95	<b>302</b>	<b>19.7%</b>
Black or African American	1.2%	5.3%	61	0.0%	4.3%	25	<b>86</b>	<b>5.6%</b>
Asian	1.3%	6.4%	73	0.2%	2.7%	17	<b>90</b>	<b>5.9%</b>
Two or More Races	2.0%	5.5%	71	0.5%	7.0%	44	<b>115</b>	<b>7.5%</b>
Filipino	0.0%	0.7%	7	0.0%	1.5%	9	<b>16</b>	<b>1.0%</b>
American Indian or Alaska Native	0.5%	0.4%	9	0.3%	2.0%	14	<b>23</b>	<b>1.5%</b>
Native Hawaiian or Other Pacific Islander	0.4%	0.3%	7	0.0%	0.3%	2	<b>9</b>	<b>0.6%</b>
Middle Eastern or North African	0.0%	0.7%	7	0.0%	0.2%	1	<b>8</b>	<b>0.5%</b>
Not Specified	0.0%	0.0%	0	0.0%	0.2%	1	<b>1</b>	<b>0.1%</b>
<b>Grand Total</b>	<b>23.3%</b>	<b>76.7%</b>	<b>949</b>	<b>3.9%</b>	<b>96.1%</b>	<b>586</b>	<b>1,535</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

As show in the figure above, 23 percent of all hired sworn employees in the Police Department were female while less than 4 percent of all hired sworn employees in the Fire Department were female. In addition, more than 57 percent of all hired sworn employees in the Police and Fire Departments were White.

### Chapter 3.2: Analysis of Newly Hired Employees: February 1, 2021, through January 31, 2024

We analyzed the newly hired employees from February 1, 2021, through January 31, 2024, and found that more than half of newly hired employees were temporary and part-time employees. Figure 23 below identifies the number of newly hired employees from February 1, 2021, through January 31, 2024, by regular/temporary and full-time/part-time status.

Figure 23: Newly Hired Employees Between February 1, 2021, and January 31, 2024, by Temporary/Regular and Full-Time/Part-Time Status

Regular/Temporary	Full-Time	Part-Time	Grand Total
Regular	886	9	<b>895</b>
Temporary	328	1,919	<b>2,247</b>
<b>Grand Total</b>	<b>1,214</b>	<b>1,928</b>	<b>3,142</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 24 below analyzes the age composition of newly hired employees between February 1, 2021, and January 31, 2024, by regular/temporary and full-time/part-time status.

Figure 24: Age Composition of Newly Hired Employees Between February 1, 2021, and January 31, 2024, by Temporary/Regular and Full-Time/Part-Time Status

Employment Status	0-20	21-30	31-40	41-50	51-60	60 +	Grand Total
	Years Old (1,377)	Years Old (856)	Years Old (477)	Years Old (243)	Years Old (136)	Years Old (53)	
Regular, Full-Time	1.4%	31.9%	34.7%	21.0%	9.5%	1.6%	<b>886</b>
Regular, Part-Time	0.0%	11.1%	33.3%	22.2%	33.3%	0.0%	<b>9</b>
Temporary, Full-Time	5.2%	69.8%	22.0%	2.7%	0.3%	0.0%	<b>328</b>
Temporary, Part-Time	70.2%	17.9%	5.0%	2.4%	2.5%	2.0%	<b>1,919</b>
<b>Grand Total</b>	<b>43.8%</b>	<b>27.2%</b>	<b>15.2%</b>	<b>7.7%</b>	<b>4.3%</b>	<b>1.7%</b>	<b>3,142</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 25 below identifies the gender and ethnicity/race of newly hired regular, full-time employees by fiscal year.

Figure 25: Gender and Ethnic/Racial Composition of Newly Hired Regular, Full-Time Employees by Fiscal Year

Ethnicity/Race	FY 2021* (84 Total)		FY 2022 (295 Total)		FY 2023 (337 Total)		FY 2024* (170 Total)		Grand Total (886 Total)	
	Female (29)	Male (55)	Female (114)	Male (181)	Female (121)	Male (216)	Female (76)	Male (94)	Female (340)	Male (546)
White	13.1%	29.8%	13.9%	25.8%	15.4%	22.8%	15.9%	18.8%	14.8%	23.7%
Hispanic or Latino	6.0%	9.5%	9.5%	16.3%	7.7%	16.0%	8.8%	18.2%	8.4%	15.9%
Black or African American	2.4%	10.7%	4.1%	5.1%	4.5%	7.7%	6.5%	6.5%	4.5%	6.9%
Asian	4.8%	8.3%	5.4%	6.1%	3.9%	6.5%	5.3%	7.6%	4.7%	6.8%
Two or More Races	3.6%	4.8%	3.7%	4.4%	3.0%	5.3%	5.9%	1.2%	3.8%	4.2%
Filipino	3.6%	2.4%	1.4%	1.7%	0.9%	2.1%	1.8%	1.2%	1.5%	1.8%
American Indian or Alaska Native	0.0%	0.0%	0.3%	0.7%	0.0%	0.6%	0.6%	0.0%	0.2%	0.5%
Native Hawaiian or Other Pacific Islander	0.0%	0.0%	0.3%	0.0%	0.0%	2.4%	0.0%	1.2%	0.1%	1.1%
Middle Eastern or North African	1.2%	0.0%	0.0%	1.0%	0.3%	0.3%	0.0%	0.0%	0.2%	0.5%
Not Specified	0.0%	0.0%	0.0%	0.3%	0.3%	0.3%	0.0%	0.6%	0.1%	0.3%
<b>Grand Total</b>	<b>34.5%</b>	<b>65.5%</b>	<b>38.6%</b>	<b>61.4%</b>	<b>35.9%</b>	<b>64.1%</b>	<b>44.7%</b>	<b>55.3%</b>	<b>38.4%</b>	<b>61.6%</b>

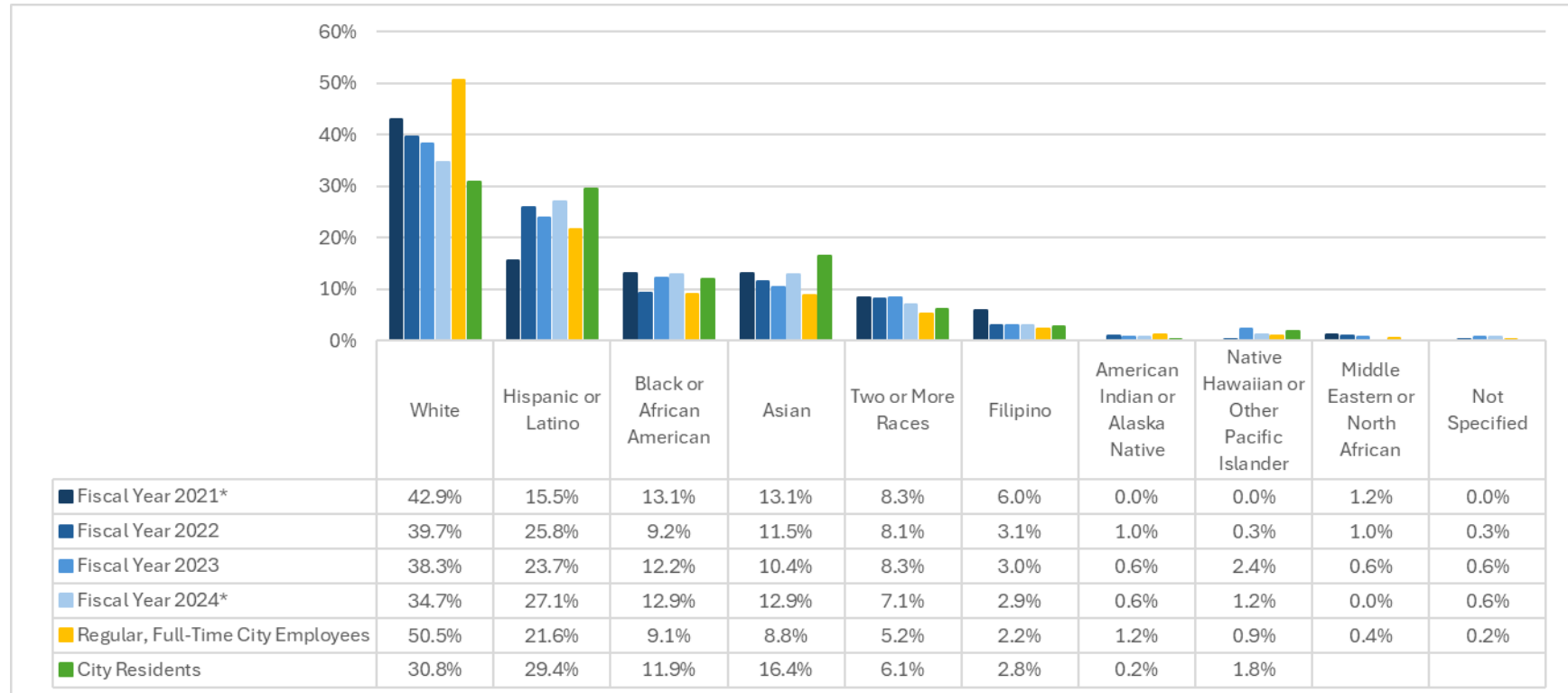
\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento eCAPS data.



Figure 26 below analyzes the City’s newly hired regular, full-time employees’ ethnic/racial composition by fiscal year and compares it to the ethnic/racial composition of City employees and City residents. Based on the figure below, it appears the percentage of newly hired White employees has decreased each fiscal year.

Figure 26: Ethnic/Racial Composition of Newly Hired Regular, Full-Time Employees by Fiscal Year Compared to City Employees and City Residents (886 Total)

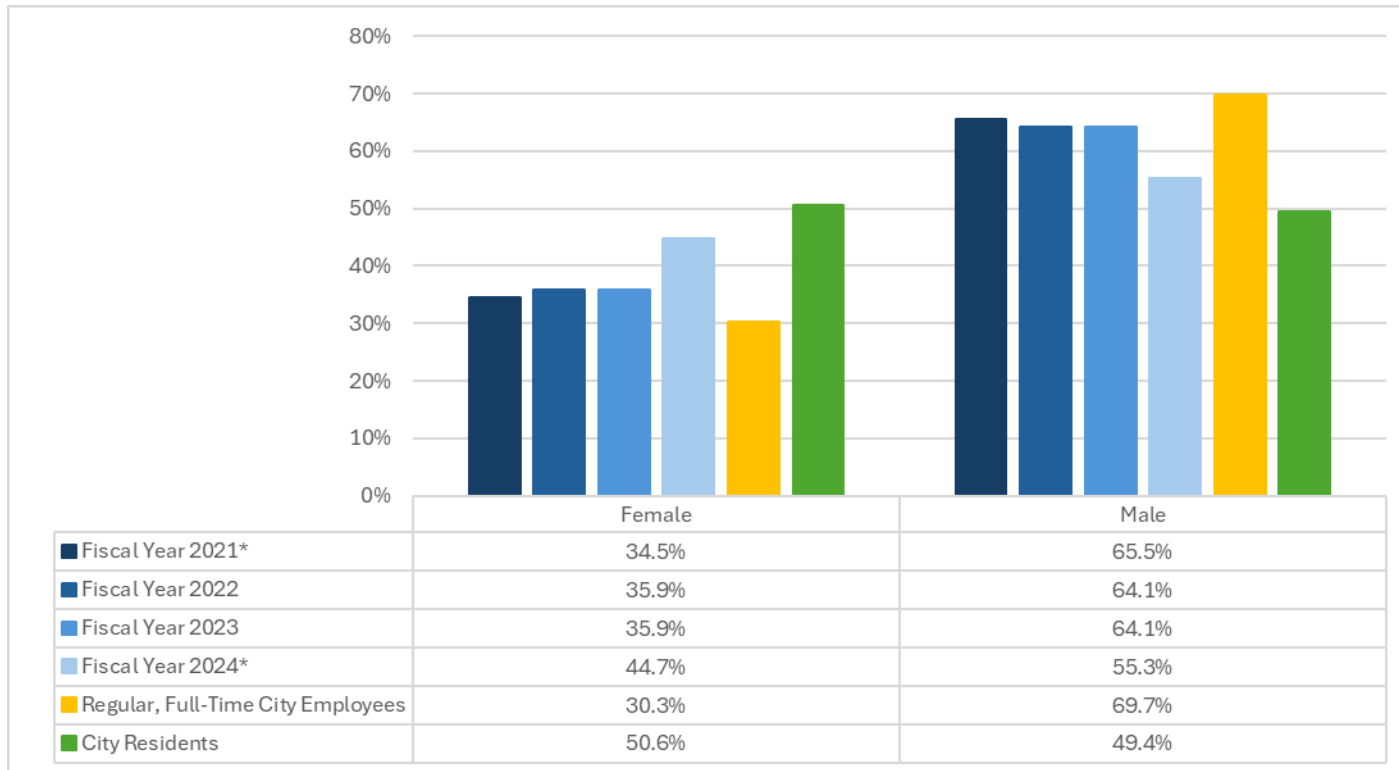


\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 27 below analyzes newly hired regular, full-time employees' gender composition by fiscal year hired and compares it to the gender composition of City employees and City residents. As shown in the figure below, newly hired female employees were hired at a greater percentage each fiscal year than the current gender composition of the City's regular, full-time employees (blue bars for females in the chart below are greater than the yellow bar).

Figure 27: Gender Composition of Newly Hired Regular, Full-Time Employees by Fiscal Year Compared to City Employees and City Residents (886 Total)



\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.  
 Source: Auditor generated from City of Sacramento eCAPS data.

Figure 28 analyzes the ethnic/racial composition of regular, full-time employees newly hired between February 1, 2021, and January 31, 2024, by department.

Figure 28: Ethnic/Racial Composition of Newly Hired Regular, Full-Time Employees Between February 1, 2021, and January 31, 2024, by Department

Department Name	White	Hispanic or Latino	Black or African American	Asian	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified	Grand Total
City Attorney	46.7%	13.3%	6.7%	20.0%	13.3%	0.0%	0.0%	0.0%	0.0%	0.0%	15
City Auditor	25.0%	25.0%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4
City Clerk	25.0%	18.8%	31.3%	12.5%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	16
City Manager	33.3%	20.0%	10.0%	16.7%	6.7%	10.0%	0.0%	0.0%	3.3%	0.0%	30
City Treasurer	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1
Community Development	39.3%	19.6%	13.4%	12.5%	8.9%	0.9%	0.9%	1.8%	0.9%	1.8%	112
Community Response	45.8%	12.5%	12.5%	12.5%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	24
Convention & Cultural Services	50.0%	23.9%	10.9%	4.3%	4.3%	4.3%	0.0%	0.0%	2.2%	0.0%	46
Finance	21.4%	39.3%	10.7%	7.1%	17.9%	3.6%	0.0%	0.0%	0.0%	0.0%	28
Fire	42.5%	12.5%	10.0%	15.0%	15.0%	2.5%	2.5%	0.0%	0.0%	0.0%	40
Human Resources	31.4%	28.6%	14.3%	11.4%	5.7%	5.7%	0.0%	2.9%	0.0%	0.0%	35
Information Technology	42.9%	10.2%	8.2%	28.6%	4.1%	6.1%	0.0%	0.0%	0.0%	0.0%	49
Mayor/Council	33.3%	30.0%	10.0%	16.7%	6.7%	3.3%	0.0%	0.0%	0.0%	0.0%	30
Police	51.7%	17.2%	8.6%	10.3%	5.2%	1.7%	1.7%	0.0%	1.7%	1.7%	58
Public Works	32.0%	29.8%	13.5%	9.6%	5.6%	3.4%	0.6%	4.5%	0.6%	0.6%	178
Utilities	41.9%	26.9%	8.1%	8.8%	8.8%	4.4%	0.6%	0.0%	0.6%	0.0%	160
Youth, Parks, and Community Enrichment	35.0%	35.0%	13.3%	6.7%	6.7%	1.7%	1.7%	0.0%	0.0%	0.0%	60
<b>Grand Total</b>	<b>38.5%</b>	<b>24.3%</b>	<b>11.4%</b>	<b>11.5%</b>	<b>8.0%</b>	<b>3.3%</b>	<b>0.7%</b>	<b>1.2%</b>	<b>0.7%</b>	<b>0.5%</b>	<b>886</b>

Note: The Office of Public Safety Accountability is included in Mayor/Council.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 29 below analyzes the gender composition of regular, full-time newly hired employees between February 1, 2021, and January 31, 2024, by department.

Figure 29: Gender Composition of Regular, Full-Time Employees Newly Hired between February 1, 2021, and January 31, 2024, by Department

Department Name	Female (340)	Male (546)	Grand Total (886)
City Attorney	66.7%	33.3%	<b>15</b>
City Auditor	50.0%	50.0%	<b>4</b>
City Clerk	87.5%	12.5%	<b>16</b>
City Manager	56.7%	43.3%	<b>30</b>
City Treasurer	100.0%	0.0%	<b>1</b>
Community Development	46.4%	53.6%	<b>112</b>
Community Response	20.8%	79.2%	<b>24</b>
Convention & Cultural Services	41.3%	58.7%	<b>46</b>
Finance	60.7%	39.3%	<b>28</b>
Fire	20.0%	80.0%	<b>40</b>
Human Resources	85.7%	14.3%	<b>35</b>
Information Technology	40.8%	59.2%	<b>49</b>
Mayor/Council	46.7%	53.3%	<b>30</b>
Police	72.4%	27.6%	<b>58</b>
Public Works	17.4%	82.6%	<b>178</b>
Utilities	20.0%	80.0%	<b>160</b>
Youth, Parks, and Community Enrichment	43.3%	56.7%	<b>60</b>
<b>Grand Total</b>	<b>38.4%</b>	<b>61.6%</b>	<b>886</b>

Note: The Office of Public Safety Accountability is included in Mayor/Council.

Source: Auditor generated from City of Sacramento eCAPS data.

We analyzed the gender and ethnicity/race of the management employees who were newly hired during this time. Figure 30 below identifies the gender and ethnic/racial composition of the 41 regular, full-time management employees who were newly hired between February 1, 2021, and January 31, 2024. Percentages in the Female and Male columns in the table are a percent of the Grand Total (41). For example, as shown in the figure below, more than 36 percent of all regular, full-time management employees hired during this time were White males.

Figure 30: Gender and Ethnic/Racial Composition of Regular, Full-Time Management Employees Newly Hired between February 1, 2021, and January 31, 2024

Ethnicity/Race	Female (14)	Male (27)	Grand Total (41)	Percent of Grand Total
White	14.6%	36.6%	21	<b>51.2%</b>
Hispanic or Latino	2.4%	7.3%	4	<b>9.8%</b>
Black or African American	0.0%	7.3%	3	<b>7.3%</b>
Asian	12.2%	4.9%	7	<b>17.1%</b>
Two or More Races	4.9%	9.8%	6	<b>14.6%</b>
<b>Grand Total</b>	<b>34.1%</b>	<b>65.9%</b>	<b>41</b>	<b>100%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 31 below analyzes the gender and ethnic/racial composition of Police and Fire Department sworn employees newly hired between February 1, 2021, and January 31, 2024. We included part-time and temporary employees in the analysis of sworn employees as police officer recruit and fire recruit positions are temporary but once these employees graduate the academy, they may become regular, full-time employees.

Figure 31: Gender and Ethnic/Racial Composition of Police and Fire Department Sworn Employees Newly Hired between February 1, 2021, and January 31, 2024

Ethnicity/Race	Police Department			Fire Department			Grand Total (302)	Percent of Grand Total
	Female (49)	Male (121)	Police Total (170)	Female (6)	Male (126)	Fire Total (132)		
White	8.8%	23.5%	55	2.3%	48.5%	67	<b>122</b>	<b>40.4%</b>
Hispanic or Latino	10.6%	24.1%	59	1.5%	21.2%	30	<b>89</b>	<b>29.5%</b>
Black or African American	2.4%	5.3%	13	0.0%	6.8%	9	<b>22</b>	<b>7.3%</b>
Asian	1.8%	6.5%	14	0.0%	3.8%	5	<b>19</b>	<b>6.3%</b>
Two or More Races	3.5%	7.6%	19	0.0%	9.1%	12	<b>31</b>	<b>10.3%</b>
Filipino	0.0%	1.2%	2	0.0%	1.5%	2	<b>4</b>	<b>1.3%</b>
American Indian or Alaska Native	1.2%	0.0%	2	0.8%	3.0%	5	<b>7</b>	<b>2.3%</b>
Native Hawaiian or Other Pacific Islander	0.6%	0.0%	1	0.0%	0.8%	1	<b>2</b>	<b>0.7%</b>
Middle Eastern or North African	0.0%	2.9%	5	0.0%	0.0%	0	<b>5</b>	<b>1.7%</b>
Not Specified	0.0%	0.0%	0	0.0%	0.8%	1	<b>1</b>	<b>0.3%</b>
<b>Grand Total</b>	<b>28.8%</b>	<b>71.2%</b>	<b>170</b>	<b>4.5%</b>	<b>95.5%</b>	<b>132</b>	<b>302</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

As shown in the figure above, nearly 29 percent of newly hired sworn employees in the Police Department were female while less than 5 percent of newly hired sworn employees in the Fire Department were female. In addition, 40 percent of newly hired sworn employees in the Police and Fire Departments were White and nearly 30 percent were Hispanic or Latino.

### Chapter 3.3: Analysis of Promoted Employees: February 1, 2021, through January 31, 2024

We analyzed the promoted employees from February 1, 2021, through January 31, 2024, and found that the majority of promoted employees were full-time, regular positions. Figure 32 below identifies the number of promoted employees from February 1, 2021, through January 31, 2024, by regular/temporary and full-time/part-time status.

Figure 32: Promoted Employees Between February 1, 2021, and January 31, 2024, by Temporary/Regular and Full-Time/Part-Time Status

Regular/Temporary	Full-Time	Part-Time	Grand Total
Regular	1,432	6	<b>1,438</b>
Temporary	65	211	<b>276</b>
<b>Grand Total</b>	<b>1,497</b>	<b>217</b>	<b>1,714</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 33 below analyzes the age composition of promoted employees between February 1, 2021, and January 31, 2024, by regular/temporary and full-time/part-time status.

Figure 33: Age Composition of Promoted Employees Between February 1, 2021, and January 31, 2024, by Temporary/Regular and Full-Time/Part-Time Status

Employment Status	0-20	21-30	31-40	41-50	51-60	60 +	Grand
	Years Old (136)	Years Old (522)	Years Old (513)	Years Old (355)	Years Old (158)	Years Old (30)	Total (1,714)
Regular, Full-Time	0.3%	28.7%	34.4%	24.3%	10.8%	1.4%	<b>1,432</b>
Regular, Part-Time	0.0%	33.3%	50.0%	16.7%	0.0%	0.0%	<b>6</b>
Temporary, Full-Time	18.5%	73.8%	6.2%	0.0%	0.0%	1.5%	<b>65</b>
Temporary, Part-Time	56.4%	28.9%	6.2%	2.8%	1.4%	4.3%	<b>211</b>
<b>Grand Total</b>	<b>7.9%</b>	<b>30.5%</b>	<b>29.9%</b>	<b>20.7%</b>	<b>9.2%</b>	<b>1.8%</b>	<b>1,714</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 34 below identifies the gender and ethnicity/race of promoted regular, full-time employees by fiscal year.

Figure 34: Gender and Ethnic/Racial Composition of Promoted Regular, Full-Time Employees by Fiscal Year

Ethnicity/Race	FY 2021* (188 Total)		FY 2022 (474 Total)		FY 2023 (458 Total)		FY 2024* (312 Total)		Grand Total (1,432 Total)	
	Female (53)	Male (135)	Female (144)	Male (330)	Female (164)	Male (294)	Female (115)	Male (197)	Female (476)	Male (956)
White	13.3%	39.4%	13.5%	33.1%	14.0%	30.1%	15.7%	31.1%	14.1%	32.5%
Hispanic or Latino	4.3%	19.1%	4.6%	17.9%	8.5%	18.8%	8.0%	15.1%	6.6%	17.7%
Black or African American	4.8%	3.7%	3.2%	6.8%	4.6%	5.2%	2.6%	4.2%	3.7%	5.3%
Asian	2.7%	4.3%	4.6%	5.1%	4.8%	3.9%	6.4%	4.5%	4.8%	4.5%
Two or More Races	2.1%	3.7%	2.1%	3.2%	2.8%	3.3%	3.8%	5.1%	2.7%	3.7%
Filipino	0.0%	1.1%	0.6%	1.3%	0.4%	1.1%	0.3%	0.3%	0.4%	1.0%
American Indian or Alaska Native	0.5%	0.0%	0.8%	1.1%	0.0%	0.7%	0.0%	1.6%	0.3%	0.9%
Native Hawaiian or Other Pacific Islander	0.5%	0.0%	0.6%	0.6%	0.4%	0.9%	0.0%	1.3%	0.4%	0.8%
Middle Eastern or North African	0.0%	0.5%	0.2%	0.6%	0.2%	0.2%	0.0%	0.0%	0.1%	0.3%
Not Specified	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Grand Total</b>	<b>28.2%</b>	<b>71.8%</b>	<b>30.4%</b>	<b>69.6%</b>	<b>35.8%</b>	<b>64.2%</b>	<b>36.9%</b>	<b>63.1%</b>	<b>33.2%</b>	<b>66.8%</b>

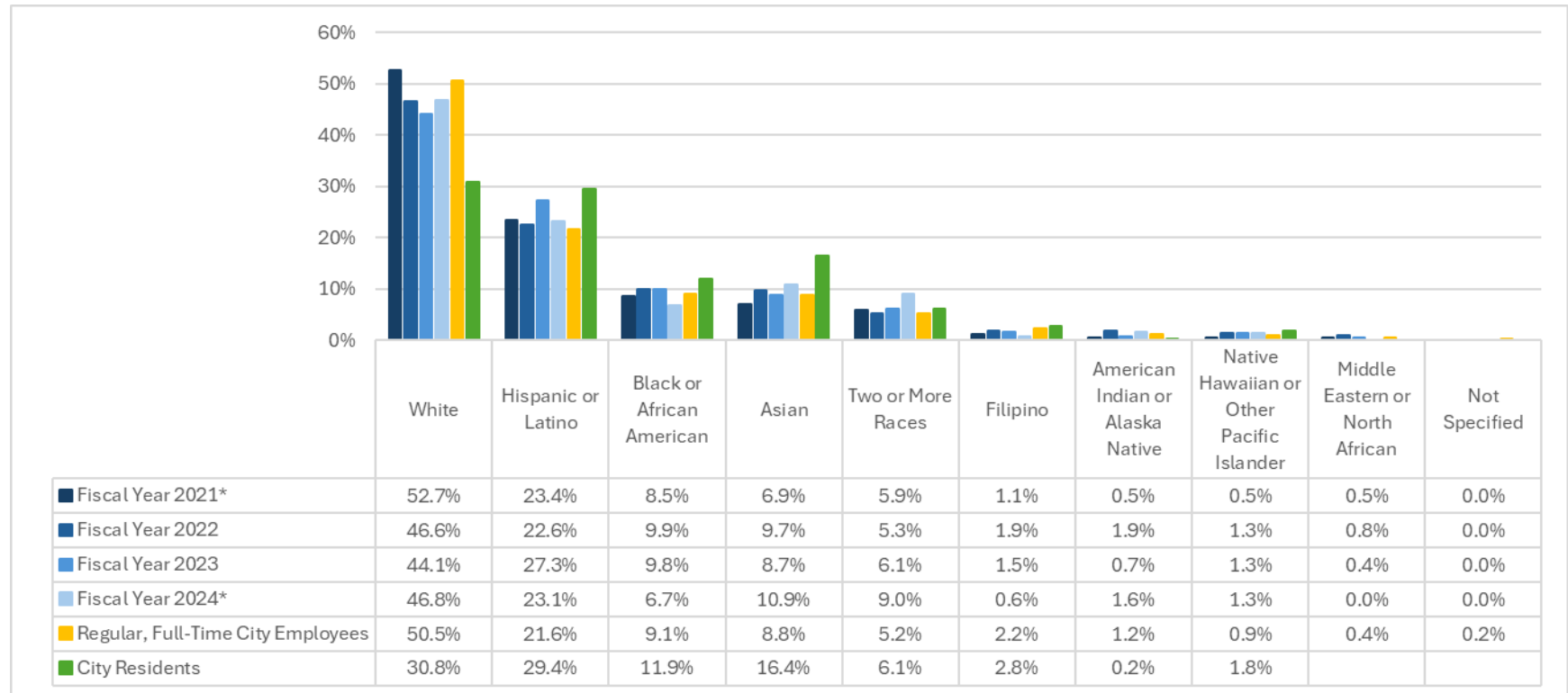
\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento eCAPS data.



Figure 35 below analyzes the City’s promoted regular, full-time employees’ ethnic/racial composition by fiscal year and compares it to the ethnic/racial composition of City employees and City residents.

Figure 35: Ethnic/Racial Composition of Promoted Regular, Full-Time Employees by Fiscal Year Compared to City Employees and City Residents (1,432 Total)

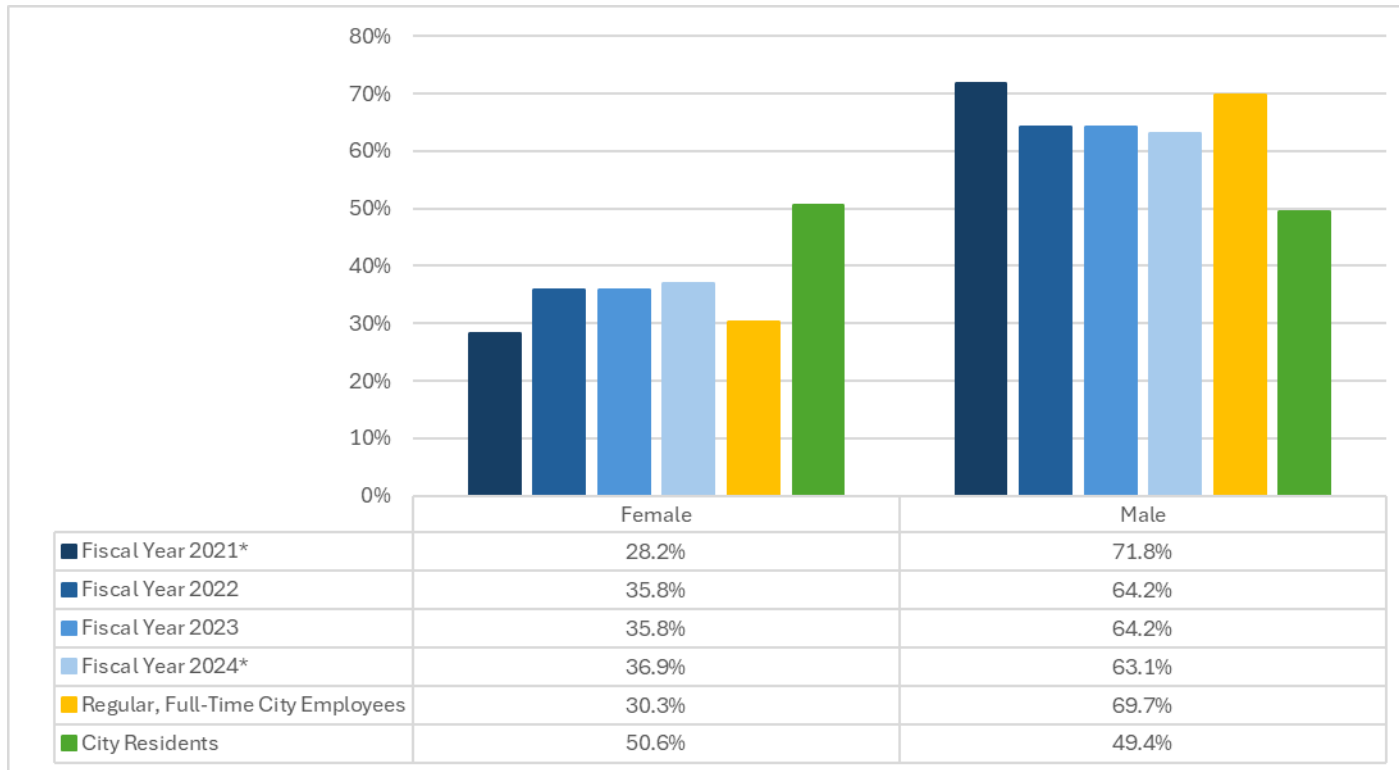


\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 36 below analyzes promoted regular, full-time employees' gender composition by fiscal year and compares it to the gender composition of City employees and City residents. As shown in the figure below, female employees were generally promoted at a greater percentage each fiscal year than the current gender composition of the City's regular, full-time employees (blue bars for females in the chart below are greater than the yellow bar).

Figure 36: Gender Composition of Promoted Regular, Full-Time Employees by Fiscal Year Compared to City Employees and City Residents (1,432 Total)



\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.  
 Source: Auditor generated from City of Sacramento eCAPS data.

Figure 37 analyzes the ethnic/racial composition of regular, full-time employees promoted between February 1, 2021, and January 31, 2024, by department.

Figure 37: Ethnic/Racial Composition of Promoted Regular, Full-Time Employees Between February 1, 2021, and January 31, 2024, by Department

Department Name	White	Hispanic or Latino	Black or African American	Asian	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified	Grand Total
City Attorney	37.5%	25.0%	25.0%	6.3%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>16</b>
City Auditor	25.0%	25.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	<b>4</b>
City Clerk	73.9%	13.0%	8.7%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>23</b>
City Manager	33.3%	18.5%	18.5%	3.7%	18.5%	0.0%	0.0%	0.0%	7.4%	0.0%	<b>27</b>
City Treasurer	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>1</b>
Community Development	42.5%	19.9%	15.1%	13.0%	5.5%	2.7%	0.7%	0.0%	0.7%	0.0%	<b>146</b>
Community Response	35.3%	11.8%	5.9%	23.5%	11.8%	5.9%	0.0%	5.9%	0.0%	0.0%	<b>17</b>
Convention & Cultural Services	61.3%	12.9%	3.2%	12.9%	3.2%	0.0%	0.0%	3.2%	3.2%	0.0%	<b>31</b>
Finance	33.3%	11.1%	18.5%	22.2%	7.4%	3.7%	0.0%	3.7%	0.0%	0.0%	<b>27</b>
Fire	63.4%	16.5%	4.6%	4.1%	7.2%	1.0%	2.6%	0.0%	0.5%	0.0%	<b>194</b>
Human Resources	31.6%	15.8%	26.3%	21.1%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>19</b>
Information Technology	41.8%	19.4%	3.0%	26.9%	3.0%	1.5%	1.5%	3.0%	0.0%	0.0%	<b>67</b>
Mayor/Council	27.8%	27.8%	11.1%	22.2%	5.6%	5.6%	0.0%	0.0%	0.0%	0.0%	<b>18</b>
Police	53.5%	23.6%	6.0%	8.8%	6.6%	0.0%	0.9%	0.6%	0.0%	0.0%	<b>318</b>
Public Works	34.7%	37.2%	9.0%	7.0%	6.0%	2.5%	1.5%	2.0%	0.0%	0.0%	<b>199</b>
Utilities	51.4%	28.1%	5.4%	3.2%	5.9%	1.6%	2.2%	2.2%	0.0%	0.0%	<b>185</b>
Youth, Parks, and Community Enrichment	30.7%	30.0%	17.1%	10.0%	7.9%	1.4%	0.7%	1.4%	0.7%	0.0%	<b>140</b>
<b>Grand Total</b>	<b>46.6%</b>	<b>24.3%</b>	<b>9.0%</b>	<b>9.3%</b>	<b>6.4%</b>	<b>1.4%</b>	<b>1.3%</b>	<b>1.2%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>1,432</b>

Note: The Office of Public Safety Accountability is included in Mayor/Council.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 38 below analyzes the gender composition of regular, full-time promoted employees between February 1, 2021, and January 31, 2024, by department.

Figure 38: Gender Composition of Regular, Full-Time Employees Promoted between February 1, 2021, and January 31, 2024, by Department

Department Name	Female (476)	Male (956)	Grand Total (1,432)
City Attorney	50.0%	50.0%	<b>16</b>
City Auditor	75.0%	25.0%	<b>4</b>
City Clerk	95.7%	4.3%	<b>23</b>
City Manager	70.4%	29.6%	<b>27</b>
City Treasurer	100.0%	0.0%	<b>1</b>
Community Development	35.6%	64.4%	<b>146</b>
Community Response	47.1%	52.9%	<b>17</b>
Convention & Cultural Services	32.3%	67.7%	<b>31</b>
Finance	66.7%	33.3%	<b>27</b>
Fire	7.7%	92.3%	<b>194</b>
Human Resources	68.4%	31.6%	<b>19</b>
Information Technology	35.8%	64.2%	<b>67</b>
Mayor/Council	61.1%	38.9%	<b>18</b>
Police	43.7%	56.3%	<b>318</b>
Public Works	18.1%	81.9%	<b>199</b>
Utilities	21.6%	78.4%	<b>185</b>
Youth, Parks, and Community Enrichment	40.7%	59.3%	<b>140</b>
<b>Grand Total</b>	<b>33.2%</b>	<b>66.8%</b>	<b>1,432</b>

Note: The Office of Public Safety Accountability is included in Mayor/Council.

Source: Auditor generated from City of Sacramento eCAPS data.

Figures 39 and 40 analyze the ethnic/racial and gender compositions of promoted regular, full-time employees between February 1, 2021, and January 31, 2024, by their tenure at the time of promotion. As seen in figure 39, 23.7 percent of promoted regular, full-time employees were White with 0 to 5 years tenure. As seen in figure 40, 39 percent of promoted regular, full-time employees were male with 0 to 5 years tenure.

Figure 39: Ethnic/Racial Composition of Promoted Regular, Full-Time Employees by Tenure February 1, 2021, through January 31, 2024

Employment Status	0-5 Years (849)	6-10 Years (219)	11-15 Years (89)	16-20 Years (155)	21-25 Years (80)	26-30 Years (29)	31-35 Years (8)	35+ Years (3)	Grand Total (1,432)	Percent of Grand Total
White	23.7%	8.0%	3.3%	7.3%	3.1%	1.0%	0.2%	0.1%	668	46.6%
Hispanic or Latino	16.3%	3.4%	1.0%	2.0%	1.0%	0.4%	0.1%	0.0%	348	24.3%
Black or African American	6.1%	1.0%	0.5%	0.5%	0.6%	0.2%	0.1%	0.1%	129	9.0%
Asian	5.3%	1.4%	0.6%	0.7%	0.8%	0.3%	0.1%	0.0%	133	9.3%
Two or More Races	4.7%	0.9%	0.4%	0.3%	0.0%	0.0%	0.1%	0.1%	92	6.4%
Filipino	1.1%	0.1%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	20	1.4%
American Indian or Alaska Native	0.8%	0.2%	0.1%	0.1%	0.0%	0.1%	0.0%	0.0%	18	1.3%
Native Hawaiian or Other Pacific Islander	0.8%	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%	17	1.2%
Middle Eastern or North African	0.4%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7	0.5%
<b>Grand Total</b>	<b>59.3%</b>	<b>15.3%</b>	<b>6.2%</b>	<b>10.8%</b>	<b>5.6%</b>	<b>2.0%</b>	<b>0.6%</b>	<b>0.2%</b>	<b>1,432</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 40: Gender Composition of Promoted Regular, Full-Time Employees by Tenure February 1, 2021, through January 31, 2024

Employment Status	0-5 Years (849)	6-10 Years (219)	11-15 Years (89)	16-20 Years (155)	21-25 Years (80)	26-30 Years (29)	31-35 Years (8)	35+ Years (3)	Grand Total (1,432)	Percent of Grand Total
Female	20.3%	5.4%	1.9%	2.9%	1.5%	0.8%	0.3%	0.1%	476	33.2%
Male	39.0%	9.9%	4.3%	8.0%	4.1%	1.2%	0.3%	0.1%	956	66.8%
<b>Grand Total</b>	<b>59.3%</b>	<b>15.3%</b>	<b>6.2%</b>	<b>10.8%</b>	<b>5.6%</b>	<b>2.0%</b>	<b>0.6%</b>	<b>0.2%</b>	<b>1,432</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

We analyzed the gender and ethnicity/race of the management employees who were promoted during this time. Figure 41 below identifies the gender and ethnic/racial composition of the 140 regular, full-time management employees who were promoted between February 1, 2021, and January 31, 2024. Percentages in the Female and Male columns in the table are a percent of the Grand Total (140). For example, as shown in the figure below, 39 percent of all regular, full-time management employees promoted during this time were White males.

Figure 41: Gender and Ethnic/Racial Composition of Regular, Full-Time Management Employees Promoted between February 1, 2021, and January 31, 2024

Ethnicity/Race	Female (56)	Male (84)	Grand Total (140)	Percent of Grand Total
White	21.4%	39.3%	85	<b>60.7%</b>
Hispanic or Latino	3.6%	7.9%	16	<b>11.4%</b>
Black or African American	5.0%	3.6%	12	<b>8.6%</b>
Asian	6.4%	4.3%	15	<b>10.7%</b>
Two or More Races	2.9%	4.3%	10	<b>7.1%</b>
American Indian or Alaska Native	0.0%	0.7%	1	<b>0.7%</b>
Middle Eastern or North African	0.7%	0.0%	1	<b>0.7%</b>
<b>Grand Total</b>	<b>40.0%</b>	<b>60.0%</b>	<b>140</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 42 below analyzes the gender and ethnic/racial composition of Police and Fire Department sworn employees promoted between February 1, 2021, and January 31, 2024. We included part-time and temporary employees in the analysis of sworn employees as police officer recruit and fire recruit positions are temporary but once these employees graduate the academy, they may become regular, full-time employees.

Figure 42: Gender and Ethnic/Racial Composition of Police and Fire Department Sworn Employees Promoted between February 1, 2021, and January 31, 2024

Ethnicity/Race	Police Department			Fire Department			Grand Total (454)	Percent of Grand Total
	Female (84)	Male (188)	Police Total (272)	Female (6)	Male (176)	Fire Total (182)		
White	13.2%	34.2%	129	1.6%	63.7%	119	<b>248</b>	<b>54.6%</b>
Hispanic or Latino	9.6%	16.9%	72	0.5%	15.4%	29	<b>101</b>	<b>22.2%</b>
Black or African American	1.8%	4.8%	18	0.0%	3.8%	7	<b>25</b>	<b>5.5%</b>
Asian	1.8%	6.3%	22	0.0%	3.8%	7	<b>29</b>	<b>6.4%</b>
Two or More Races	2.9%	5.9%	24	0.5%	6.6%	13	<b>37</b>	<b>8.1%</b>
Filipino	0.0%	0.0%	0	0.0%	1.1%	2	<b>2</b>	<b>0.4%</b>
American Indian or Alaska Native	0.4%	0.4%	2	0.5%	1.6%	4	<b>6</b>	<b>1.3%</b>
Native Hawaiian or Other Pacific Islander	1.1%	0.4%	4	0.0%	0.0%	0	<b>4</b>	<b>0.9%</b>
Middle Eastern or North African	0.0%	0.4%	1	0.0%	0.5%	1	<b>2</b>	<b>0.4%</b>
<b>Grand Total</b>	<b>30.9%</b>	<b>69.1%</b>	<b>272</b>	<b>3.3%</b>	<b>96.7%</b>	<b>182</b>	<b>454</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

As show in the figure above, nearly 31 percent of promoted sworn employees in the Police Department were female while less than 4 percent of promoted sworn employees in the Fire Department were female. In addition, nearly 55 percent of promoted sworn employees in the Police and Fire Departments were White and more than 22 percent were Hispanic or Latino.

## Chapter 4: Diversity Review of Employee Separations: February 1, 2021, through January 31, 2024

We analyzed the diversity of employees who separated from City employment between February 1, 2021, and January 31, 2024, and found that most of the separated employees were temporary and part-time employees. Figure 43 below identifies the number of all employees who left City employment between February 1, 2021, and January 31, 2024, by temporary/regular and full-time/part-time status.

Figure 43: All Separated Employees Between February 1, 2021, and January 31, 2024, by Regular/Temporary and Full-Time/Part-Time Status

Regular/Temporary	Full-Time	Part-Time	Grand Total
Regular	1,198	15	1,213
Temporary	116	2,207	2,323
<b>Grand Total</b>	<b>1,314</b>	<b>2,222</b>	<b>3,536</b>

Source: Auditor generated from City of Sacramento eCAPS data.

As shown in the figure above, more than half of the employees who left City employment were in temporary and part-time positions. Temporary positions are filled on a temporary basis generally lasting less than twelve months and part-time positions are those where the work schedule calls for less than the normal eight hours per day. Because separations for temporary and part-time positions are expected due to the nature of the positions, we focused our analysis in this chapter on the 1,198 regular, full-time employees who left City employment between February 1, 2021, and January 31, 2024, to identify any potential areas of concern.



Figure 44 identifies the number of regular, full-time employee separations by fiscal year and reason for separation. Note that we relied on the reason for separation identified in the City’s eCAPS system. Although in the past we conducted testing to ensure the information in the Personnel Action Requests (PAR) submitted by departments were correctly input into eCAPS, we did not conduct testing to ensure the accuracy of the reason for separations in the PARs. For example, a former employee may have taken an offer to resign prior to being terminated and therefore the data in the PAR and eCAPS would identify the separation as ‘Resignation’ instead of ‘Termination.’ As shown in the figure below, the top two reasons for separation each fiscal year were resignations and service retirements.

Figure 44: Separation of All Regular, Full-Time Employees by Fiscal Year and Reason for Separation

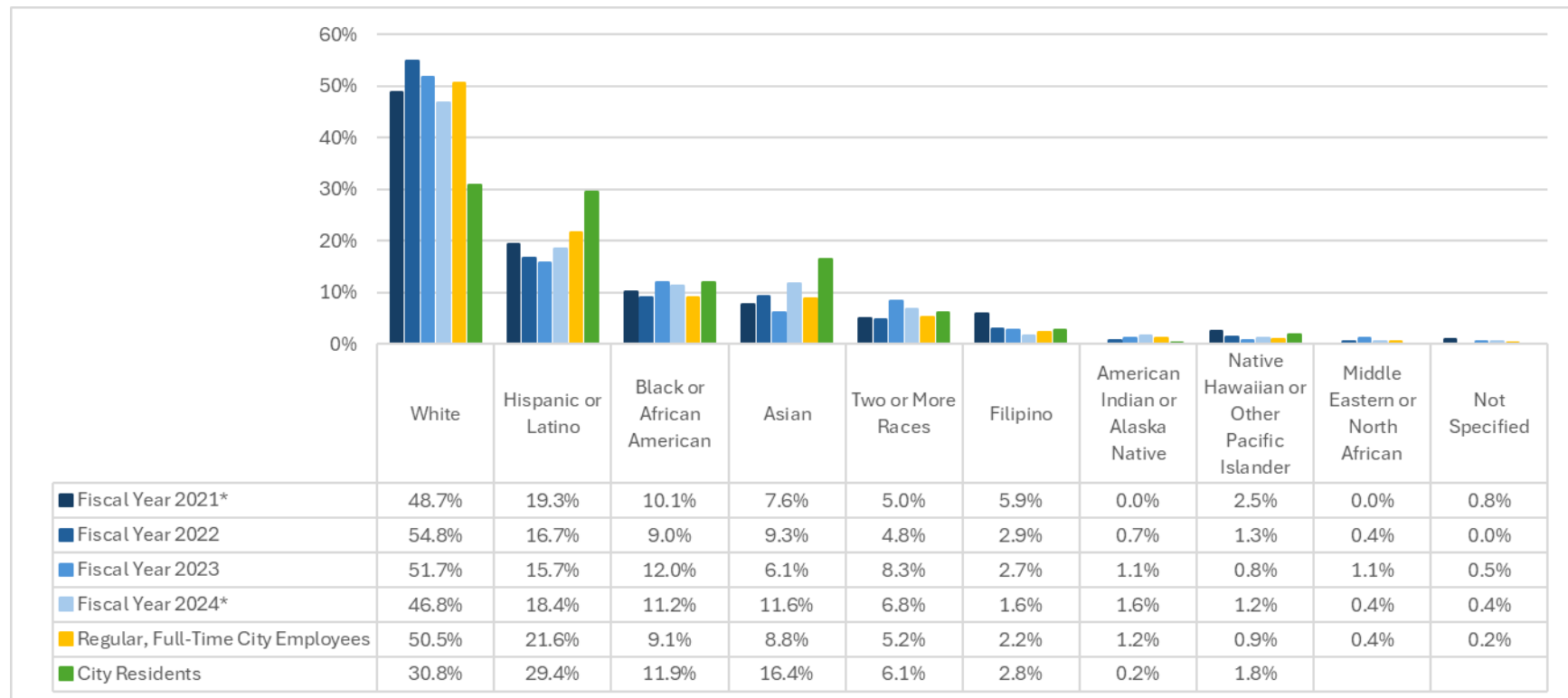
Reason for Separation	Fiscal Year 2021*		Fiscal Year 2022		Fiscal Year 2023		Fiscal Year 2024*		Grand Total	Percent of Grand Total
	Separations	Percent of FY Total	Separations	Percent of FY Total	Separations	Percent of FY Total	Separations	Percent of FY Total		
Resignation	57	47.9%	237	52.2%	191	50.9%	125	50.0%	<b>610</b>	<b>50.9%</b>
Service Retirement	43	36.1%	159	35.0%	127	33.9%	88	35.2%	<b>417</b>	<b>34.8%</b>
Released Probation	0	0.0%	16	3.5%	36	9.6%	25	10.0%	<b>77</b>	<b>6.4%</b>
Release	12	10.1%	20	4.4%	7	1.9%	7	2.8%	<b>46</b>	<b>3.8%</b>
Did not begin work	2	1.7%	10	2.2%	5	1.3%	4	1.6%	<b>21</b>	<b>1.8%</b>
Layoff	4	3.4%	5	1.1%	0	0.0%	0	0.0%	<b>9</b>	<b>0.8%</b>
Death	0	0.0%	4	0.9%	2	0.5%	0	0.0%	<b>6</b>	<b>0.5%</b>
End of Council Term	0	0.0%	0	0.0%	5	1.3%	0	0.0%	<b>5</b>	<b>0.4%</b>
No Reasonable Accommodation	1	0.8%	0	0.0%	1	0.3%	1	0.4%	<b>3</b>	<b>0.3%</b>
Job Abandonment	0	0.0%	1	0.2%	1	0.3%	0	0.0%	<b>2</b>	<b>0.2%</b>
Termination	0	0.0%	1	0.2%	0	0.0%	0	0.0%	<b>1</b>	<b>0.1%</b>
End Temporary Employment	0	0.0%	1	0.2%	0	0.0%	0	0.0%	<b>1</b>	<b>0.1%</b>
<b>Grand Total</b>	<b>119</b>	<b>100.0%</b>	<b>454</b>	<b>100.0%</b>	<b>375</b>	<b>100.0%</b>	<b>250</b>	<b>100.0%</b>	<b>1,198</b>	<b>100%</b>

\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 45 below identifies the regular, full-time employee separations by fiscal year and ethnicity/race and compares it to regular, full-time City employees and City residents.

Figure 45: Ethnic/Racial Composition of Regular, Full-Time Employee Separations from February 1, 2021, through January 31, 2024, by Fiscal Year Compared to Regular, Full-Time City Employees and City Residents (1,198 Total)



\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 46 identifies the ethnicity/race and reason for separation of all regular, full-time employee separations between February 1, 2021, and January 31, 2024. As shown in the figure below, more than 50 percent of the separations were due to employee resignation and nearly 35 percent were due to employee retirement.

Figure 46: Number of All Regular, Full-Time Employee Separations by Ethnicity/Race and Reason for Separation

Reason for Separation	White	Hispanic or Latino	Black or African American	Asian	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified	Grand Total	Percent of Grand Total
Resignation	277	114	66	67	51	16	4	8	5	2	610	50.9%
Service Retirement	282	51	31	16	6	16	7	5	1	2	417	34.8%
Released Probation	22	12	17	10	14	0	0	1	1	0	77	6.4%
Release	20	7	8	4	5	1	0	1	0	0	46	3.8%
Did not begin work	7	6	4	3	0	1	0	0	0	0	21	1.8%
Layoff	2	7	0	0	0	0	0	0	0	0	9	0.8%
Death	2	2	0	2	0	0	0	0	0	0	6	0.5%
End of Council Term	1	3	0	1	0	0	0	0	0	0	5	0.4%
No Reasonable Accommodation	2	1	0	0	0	0	0	0	0	0	3	0.3%
Job Abandonment	1	1	0	0	0	0	0	0	0	0	2	0.2%
Termination	1	0	0	0	0	0	0	0	0	0	1	0.1%
End Temporary Employment	1	0	0	0	0	0	0	0	0	0	1	0.1%
<b>Grand Total</b>	<b>618</b>	<b>204</b>	<b>126</b>	<b>103</b>	<b>76</b>	<b>34</b>	<b>11</b>	<b>15</b>	<b>7</b>	<b>4</b>	<b>1,198</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 47 below analyzes the ethnic/racial composition of all regular, full-time employee separations by reason for separation. Of the employees who retired from City service, more than 67 percent of them were White. In addition, 22 percent of the employees who were released from probation were Black or African American and nearly 78 percent of the employees who were laid off were Hispanic or Latino. More than 51 percent of the regular, full-time employees who separated from City employment between February 1, 2021, and January 31, 2024, were White.

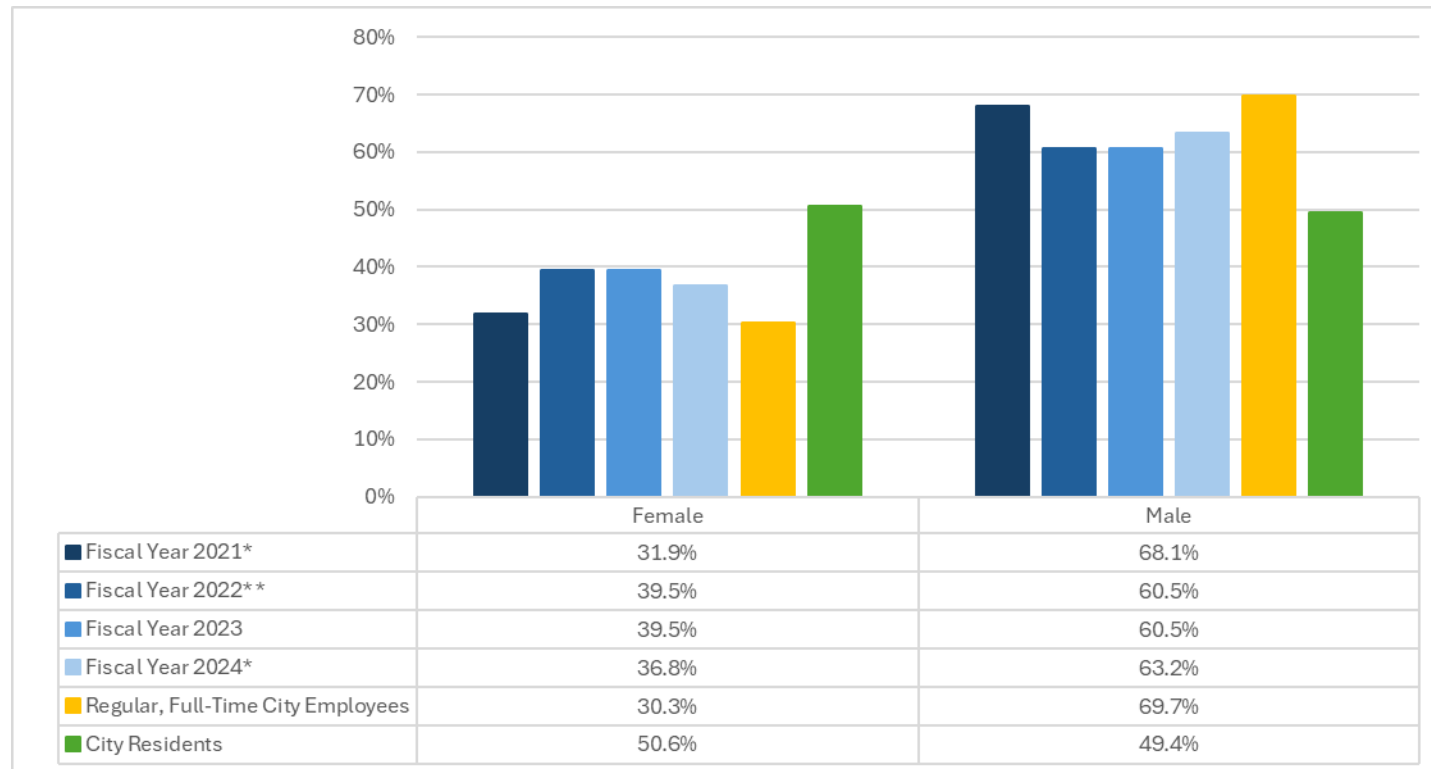
Figure 47: Ethnic/Racial Composition of All Regular, Full-Time Employee Separations by Reason for Separation (1,198 Total)

Reason for Separation	White	Hispanic or Latino	Black or African American	Asian	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified	Grand Total
Resignation	45.4%	18.7%	10.8%	11.0%	8.4%	2.6%	0.7%	1.3%	0.8%	0.3%	100.0%
Service Retirement	67.6%	12.2%	7.4%	3.8%	1.4%	3.8%	1.7%	1.2%	0.2%	0.5%	100.0%
Released Probation	28.6%	15.6%	22.1%	13.0%	18.2%	0.0%	0.0%	1.3%	1.3%	0.0%	100.0%
Release	43.5%	15.2%	17.4%	8.7%	10.9%	2.2%	0.0%	2.2%	0.0%	0.0%	100.0%
Did not begin work	33.3%	28.6%	19.0%	14.3%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	100.0%
Layoff	22.2%	77.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Death	3.3%	33.3%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
End of Council Term	20.0%	60.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
No Reasonable Accommodation	66.7%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Job Abandonment	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Termination	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
End Temporary Employment	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
<b>Grand Total</b>	<b>51.6%</b>	<b>17.0%</b>	<b>10.5%</b>	<b>8.6%</b>	<b>6.3%</b>	<b>2.8%</b>	<b>0.9%</b>	<b>1.3%</b>	<b>0.6%</b>	<b>0.3%</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 48 analyzes all regular, full-time employee separations by fiscal year and gender and compares it to regular, full-time City employees and City residents. As shown in the figure below, there was a higher percentage of female employees leaving City employment each fiscal year than the current gender composition of the City’s employees.

Figure 48: Gender Composition of All Regular, Full-Time Employee Separations from February 1, 2021, through January 31, 2024, by Fiscal Year Compared to Regular, Full-Time City Employees and City Residents (1,198 Total)



\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

\*\* The gender of one former employee was not specified in fiscal year 2022.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 49 below identifies the gender and reason for separation of all regular, full-time employee separations.

Figure 49: Reason for Separation of All Regular, Full-Time Employee Separations by Gender

Reason for Separation	Female		Male		Grand Total	
	Separations	Percent of Grand Total	Separations	Percent of Grand Total		
Resignation	256	42.0%	353	57.9%	<b>610</b>	<b>100.0%</b>
Service Retirement	113	27.1%	304	72.9%	<b>417</b>	<b>100.0%</b>
Released Probation	24	31.2%	53	68.8%	<b>77</b>	<b>100.0%</b>
Release	11	23.9%	35	76.1%	<b>46</b>	<b>100.0%</b>
Did not begin work	8	38.1%	13	61.9%	<b>21</b>	<b>100.0%</b>
Layoff	9	100.0%	0	0.0%	<b>9</b>	<b>100.0%</b>
Death	0	0.0%	6	100.0%	<b>6</b>	<b>100.0%</b>
End of Council Term	3	60.0%	2	40.0%	<b>5</b>	<b>100.0%</b>
No Reasonable Accommodation	1	33.3%	2	66.7%	<b>3</b>	<b>100.0%</b>
Job Abandonment	1	50.0%	1	50.0%	<b>2</b>	<b>100.0%</b>
Termination	1	100.0%	0	0.0%	<b>1</b>	<b>100.0%</b>
End Temporary Employment	1	100.0%	0	0.0%	<b>1</b>	<b>100.0%</b>
<b>Grand Total</b>	<b>428</b>	<b>35.7%</b>	<b>769</b>	<b>64.2%</b>	<b>1,198</b>	<b>100.0%</b>

Note: The gender of one employee resignation was not specified in fiscal year 2022.

Source: Auditor generated from City of Sacramento eCAPS data.

As shown in the figure above, nearly 69 percent of employees released from probation and more than 76 percent of employees released from City service were male.

Figure 50 identifies the gender and ethnic/racial composition of all regular, full-time employee separations by fiscal year.

Figure 50: Gender and Ethnic/Racial Composition of All Regular, Full-Time Employee Separations by Fiscal Year (1,198 Total)

Ethnicity/Race	Fiscal Year 2021* (119 total)		Fiscal Year 2022** (454 Total)		Fiscal Year 2023 (375 Total)		Fiscal Year 2024* (250 Total)		Grand Total (1,198)	
	Female (38)	Male (81)	Female (150)	Male (303)	Female (148)	Male (227)	Female (92)	Male (158)	Female (428)	Male (769)
White	16.0%	32.8%	18.5%	36.3%	16.8%	34.9%	16.8%	30.0%	17.4%	34.2%
Hispanic or Latino	7.6%	11.8%	5.7%	11.0%	7.5%	8.3%	4.8%	13.6%	6.3%	10.8%
Black or African American	1.7%	8.4%	2.2%	6.8%	5.3%	6.7%	4.8%	6.4%	3.7%	6.8%
Asian	3.4%	4.2%	2.9%	6.2%	2.1%	4.0%	6.0%	5.6%	3.3%	5.2%
Two or More Races	0.8%	4.2%	2.6%	2.2%	4.8%	3.5%	3.2%	3.6%	3.3%	3.1%
Filipino	1.7%	4.2%	0.7%	2.2%	1.6%	1.1%	0.4%	1.2%	1.0%	1.8%
American Indian or Alaska Native	0.0%	0.0%	0.0%	0.7%	0.5%	0.5%	0.4%	1.2%	0.3%	0.7%
Native Hawaiian or Other Pacific Islander	0.8%	1.7%	0.4%	0.9%	0.3%	0.5%	0.0%	1.2%	0.3%	0.9%
Middle Eastern or North African	0.0%	0.0%	0.0%	0.4%	0.3%	0.8%	0.0%	0.4%	0.1%	0.5%
Not Specified	0.0%	0.8%	0.0%	0.0%	0.3%	0.3%	0.4%	0.0%	0.2%	0.2%
<b>Grand Total</b>	<b>31.9%</b>	<b>68.1%</b>	<b>33.0%</b>	<b>66.7%</b>	<b>39.5%</b>	<b>60.5%</b>	<b>36.8%</b>	<b>63.2%</b>	<b>35.7%</b>	<b>64.2%</b>

\*Fiscal years 2021 and 2024 are partial years. Fiscal year 2021 includes February 1, 2021, through June 30, 2021, and fiscal year 2024 includes July 1, 2023, through January 31, 2024.

\*\* The gender of one former employee was not specified in fiscal year 2022.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 51 below identifies the ethnic/racial composition of regular, full-time employee separations by department.

Figure 51: Ethnic/Racial Composition of Regular, Full-Time Employee Separations by Department

Department	White	Hispanic or Latino	Black or African American	Asian	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified	Grand Total
City Attorney	60.0%	13.3%	13.3%	6.7%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>15</b>
City Auditor	33.3%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>3</b>
City Clerk	40.0%	20.0%	10.0%	0.0%	20.0%	0.0%	0.0%	10.0%	0.0%	0.0%	<b>10</b>
City Manager	43.5%	26.1%	4.3%	4.3%	13.0%	4.3%	0.0%	0.0%	4.3%	0.0%	<b>23</b>
City Treasurer	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>3</b>
Community Development	49.1%	13.2%	12.3%	7.9%	13.2%	0.9%	0.9%	0.0%	0.9%	1.8%	<b>114</b>
Community Response	42.9%	14.3%	14.3%	7.1%	7.1%	14.3%	0.0%	0.0%	0.0%	0.0%	<b>14</b>
Convention & Cultural Services	67.6%	16.2%	5.4%	2.7%	0.0%	5.4%	0.0%	0.0%	2.7%	0.0%	<b>37</b>
Finance	45.8%	25.0%	4.2%	8.3%	12.5%	4.2%	0.0%	0.0%	0.0%	0.0%	<b>24</b>
Fire	70.6%	6.7%	5.0%	5.0%	2.5%	3.4%	4.2%	1.7%	0.8%	0.0%	<b>119</b>
Human Resources	30.0%	13.3%	16.7%	23.3%	10.0%	6.7%	0.0%	0.0%	0.0%	0.0%	<b>30</b>
Information Technology	37.5%	16.7%	12.5%	16.7%	6.3%	4.2%	0.0%	4.2%	2.1%	0.0%	<b>48</b>
Mayor/Council	41.2%	35.3%	2.9%	11.8%	8.8%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>34</b>
Police	67.6%	7.6%	6.8%	8.4%	5.2%	2.0%	1.2%	0.8%	0.0%	0.4%	<b>250</b>
Public Works	43.3%	26.4%	12.5%	8.7%	4.8%	4.3%	0.0%	1.9%	0.0%	0.0%	<b>208</b>
Utilities	51.6%	18.0%	10.6%	8.7%	6.8%	1.9%	0.0%	1.2%	1.2%	0.0%	<b>161</b>
Youth, Parks, and Community Enrichment	28.6%	27.6%	23.8%	9.5%	3.8%	1.9%	1.9%	1.9%	0.0%	1.0%	<b>105</b>
<b>Grand Total</b>	<b>51.6%</b>	<b>17.0%</b>	<b>10.5%</b>	<b>8.6%</b>	<b>6.3%</b>	<b>2.8%</b>	<b>0.9%</b>	<b>1.3%</b>	<b>0.6%</b>	<b>0.3%</b>	<b>1,198</b>

Note: The Office of Public Safety Accountability is included in Mayor/Council.

Source: Auditor generated from City of Sacramento eCAPS data.



Figure 52 analyzes the gender composition of all regular, full-time employee separations by department.

Figure 52: Gender Composition of Regular, Full-Time Employee Separations by Department

Department	Female (428)	Male (769)	Grand Total (1,198)
City Attorney	60.0%	40.0%	15
City Auditor	66.7%	33.3%	3
City Clerk	90.0%	10.0%	10
City Manager	60.9%	39.1%	23
City Treasurer	33.3%	66.7%	3
Community Development	50.9%	49.1%	114
Community Response	42.9%	57.1%	14
Convention & Cultural Services	51.4%	48.6%	37
Finance	79.2%	20.8%	24
Fire	14.3%	85.7%	119
Human Resources	76.7%	23.3%	30
Information Technology	41.7%	58.3%	48
Mayor/Council	50.0%	50.0%	34
Police	39.2%	60.8%	250
Public Works	16.3%	83.7%	208
Utilities	19.3%	80.1%	161
Youth, Parks, and Community Enrichment	48.6%	51.4%	105
<b>Grand Total</b>	<b>35.7%</b>	<b>64.2%</b>	<b>1,198</b>

Note 1: The Office of Public Safety Accountability is included in Mayor/Council.

Note 2: The gender of one employee resignation was not specified in fiscal year 2022.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 53 analyzes the age composition for all regular, full-time employee separations by reason for separation. As shown in the figure below most of the employees who retired from City service were more than 50 years old and most of the employees who resigned were less than 51 years old.

Figure 53: Age Composition of All Regular, Full-Time Employee Separations by Reason for Separation

Reason for Separation	0-20 Years Old	21-30 Years Old	31-40 Years Old	41-50 Years Old	51-60 Years Old	60+ Years Old	Grand Total	Percent of Grand Total
Resignation	0.2%	24.1%	43.0%	21.6%	9.7%	1.5%	<b>610</b>	<b>50.9%</b>
Service Retirement	0.0%	0.2%	1.2%	11.8%	52.0%	34.8%	<b>417</b>	<b>34.8%</b>
Released Probation	2.6%	24.7%	29.9%	32.5%	9.1%	1.3%	<b>77</b>	<b>6.4%</b>
Release	0.0%	26.1%	45.7%	15.2%	10.9%	2.2%	<b>46</b>	<b>3.8%</b>
Did not begin work	0.0%	42.9%	14.3%	38.1%	4.8%	0.0%	<b>21</b>	<b>1.8%</b>
Layoff	0.0%	0.0%	66.7%	22.2%	11.1%	0.0%	<b>9</b>	<b>0.8%</b>
Death	0.0%	0.0%	50.0%	33.3%	16.7%	0.0%	<b>6</b>	<b>0.5%</b>
End of Council Term	0.0%	20.0%	20.0%	20.0%	40.0%	0.0%	<b>5</b>	<b>0.4%</b>
No Reasonable Accommodation	0.0%	0.0%	0.0%	33.3%	66.7%	0.0%	<b>3</b>	<b>0.3%</b>
Job Abandonment	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	<b>2</b>	<b>0.2%</b>
Termination	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	<b>1</b>	<b>0.1%</b>
End Temporary Employment	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	<b>1</b>	<b>0.1%</b>
<b>Grand Total</b>	<b>0.3%</b>	<b>15.8%</b>	<b>27.2%</b>	<b>18.9%</b>	<b>24.8%</b>	<b>13.0%</b>	<b>1,198</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 54 identifies the tenure composition of all regular, full-time employee separations by reason for separation. As shown in the figure below, 68 percent of the 610 employees who resigned worked at the City five years or less prior to resigning.

Figure 54: Tenure Composition of All Regular, Full-Time Employees by Reason for Separation

Reason for Separation	0-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	31-35 Years	35+ Years	Grand Total	Percent of Grand Total
Resignation	68.2%	17.4%	5.6%	6.1%	2.3%	0.5%	0.0%	0.0%	<b>610</b>	<b>50.9%</b>
Service Retirement	3.4%	5.5%	4.6%	24.5%	22.8%	21.6%	12.2%	5.5%	<b>417</b>	<b>34.8%</b>
Released Probation	96.1%	1.3%	1.3%	1.3%	0.0%	0.0%	0.0%	0.0%	<b>77</b>	<b>6.4%</b>
Release	78.3%	10.9%	4.3%	2.2%	2.2%	2.2%	0.0%	0.0%	<b>46</b>	<b>3.8%</b>
Did not begin work	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>21</b>	<b>1.8%</b>
Layoff	0.0%	0.0%	55.6%	33.3%	11.1%	0.0%	0.0%	0.0%	<b>9</b>	<b>0.8%</b>
Death	33.3%	16.7%	0.0%	33.3%	16.7%	0.0%	0.0%	0.0%	<b>6</b>	<b>0.5%</b>
End of Council Term	60.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>5</b>	<b>0.4%</b>
No Reasonable Accommodation	33.3%	33.3%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	<b>3</b>	<b>0.3%</b>
Job Abandonment	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	<b>2</b>	<b>0.2%</b>
Termination	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>1</b>	<b>0.1%</b>
End Temporary Employment	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>1</b>	<b>0.1%</b>
<b>Grand Total</b>	<b>47.6%</b>	<b>11.6%</b>	<b>5.1%</b>	<b>12.3%</b>	<b>9.4%</b>	<b>7.8%</b>	<b>4.3%</b>	<b>1.9%</b>	<b>1,198</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

We also analyzed the gender and ethnicity/race of the regular, full-time management employees who separated from City employment during the same period. Figure 55 below identifies the gender and ethnic/racial composition of the 105 regular, full-time management employee separations between February 1, 2021, and January 31, 2024.

Figure 55: Gender Composition of Regular, Full-Time Management Employee Separations by Ethnicity/Race (105 Total)

Ethnicity/Race	Female (40)	Male (65)	Grand Total (105)	Percent of Grand Total
White	17.1%	35.2%	55	52.4%
Hispanic or Latino	7.6%	13.3%	22	21.0%
Black or African American	2.9%	2.9%	6	5.7%
Asian	5.7%	4.8%	11	10.5%
Two or More Races	2.9%	2.9%	6	5.7%
Filipino	0.0%	2.9%	3	2.9%
American Indian or Alaska Native	1.0%	0.0%	1	1.0%
Not Specified	1.0%	0.0%	1	1.0%
<b>Grand Total</b>	<b>38.1%</b>	<b>61.9%</b>	<b>105</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 56 below identifies the ethnic/racial composition of regular, full-time management employee separations by reason for separation. As shown in the figure below, nearly 44 percent of the regular, full-time management employees separated from City employment by retiring and 52 percent of the regular, full-time management employees who separated were White.

Figure 56: Ethnic/Racial Composition of Regular, Full-Time Management Employee Separations by Reason for Separation (105 Total)

Reason for Separation	White	Hispanic or Latino	Black or African American	Asian	Two or More Races	Filipino	American Indian or Alaska Native	Not Specified	Grand Total	Percent of Grand Total
Resignation	43.5%	21.7%	4.3%	17.4%	10.9%	2.2%	0.0%	0.0%	<b>54</b>	<b>51.4%</b>
Service Retirement	61.1%	18.5%	7.4%	3.7%	1.9%	3.7%	1.9%	1.9%	<b>46</b>	<b>43.8%</b>
End of Council Term	0.0%	66.7%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	<b>3</b>	<b>2.9%</b>
Release	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>2</b>	<b>1.9%</b>
<b>Grand Total</b>	<b>52.4%</b>	<b>21.0%</b>	<b>5.7%</b>	<b>10.5%</b>	<b>5.7%</b>	<b>2.9%</b>	<b>1.0%</b>	<b>1.0%</b>	<b>105</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 57 below identifies the gender composition of regular, full-time management employee separations by reason for separation. As shown in the figure below, 72 percent of the regular, full-time management employees who resigned from City employment were male and nearly 28 percent were female. However, female employees composed 50 percent of the regular, full-time management employees who retired from City service.

Figure 57: Gender Composition of Regular, Full-Time Management Employee Separations by Reason for Separation (105 Total)

Reason for Separation	Female (40)	Male (65)	Grand Total (105)	Percent of Grand Total
Resignation	27.8%	72.2%	<b>54</b>	<b>51.4%</b>
Service Retirement	50.0%	50.0%	<b>46</b>	<b>43.8%</b>
End of Council Term	66.7%	33.3%	<b>3</b>	<b>2.9%</b>
Release	0.0%	100.0%	<b>2</b>	<b>1.9%</b>
<b>Grand Total</b>	<b>38.1%</b>	<b>61.9%</b>	<b>105</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

We analyzed the gender and ethnicity/race of all sworn employees who separated from City employment during the same time period. Figure 58 below identifies the gender and ethnic/racial composition of all Police and Fire Department sworn employee separations between February 1, 2021, and January 31, 2024. We included part-time and temporary employees in the analysis of sworn employees as police officer recruit and fire recruit positions are temporary but once these employees graduate the academy, they may become regular, full-time employees.

Figure 58: Gender Composition of All Police and Fire Department Sworn Employee Separations by Ethnicity/Race

Ethnicity/Race	Police Department			Fire Department			Grand Total (390)	Percent of Grand Total
	Female (47)	Male (215)	Police Total (262)	Female (11)	Male (117)	Fire Total (128)		
White	10.3%	51.5%	162	7.0%	63.3%	90	<b>252</b>	<b>64.6%</b>
Hispanic or Latino	2.7%	7.3%	26	0.8%	7.8%	11	<b>37</b>	<b>9.5%</b>
Black or African American	0.8%	6.5%	19	0.0%	3.1%	4	<b>23</b>	<b>5.9%</b>
Asian	1.9%	6.9%	23	0.8%	3.9%	6	<b>29</b>	<b>7.4%</b>
Two or More Races	1.5%	5.3%	18	0.0%	1.6%	2	<b>20</b>	<b>5.1%</b>
Filipino	0.0%	1.9%	5	0.0%	3.1%	4	<b>9</b>	<b>2.3%</b>
American Indian or Alaska Native	0.8%	0.4%	3	0.0%	4.7%	6	<b>9</b>	<b>2.3%</b>
Native Hawaiian or Other Pacific Islander	0.0%	0.8%	2	0.0%	2.3%	3	<b>5</b>	<b>1.3%</b>
Middle Eastern or North African	0.0%	1.5%	4	0.0%	0.8%	1	<b>5</b>	<b>1.3%</b>
Not Specified	0.0%	0.0%	0	0.0%	0.8%	1	<b>1</b>	<b>0.3%</b>
<b>Grand Total</b>	<b>17.9%</b>	<b>82.1%</b>	<b>262</b>	<b>8.6%</b>	<b>91.4%</b>	<b>128</b>	<b>390</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 59 below identifies the ethnic/racial composition of all sworn employee separations by reason for separation.

Figure 59: Ethnic/Racial Composition of All Sworn Employee Separations by Reason for Separation

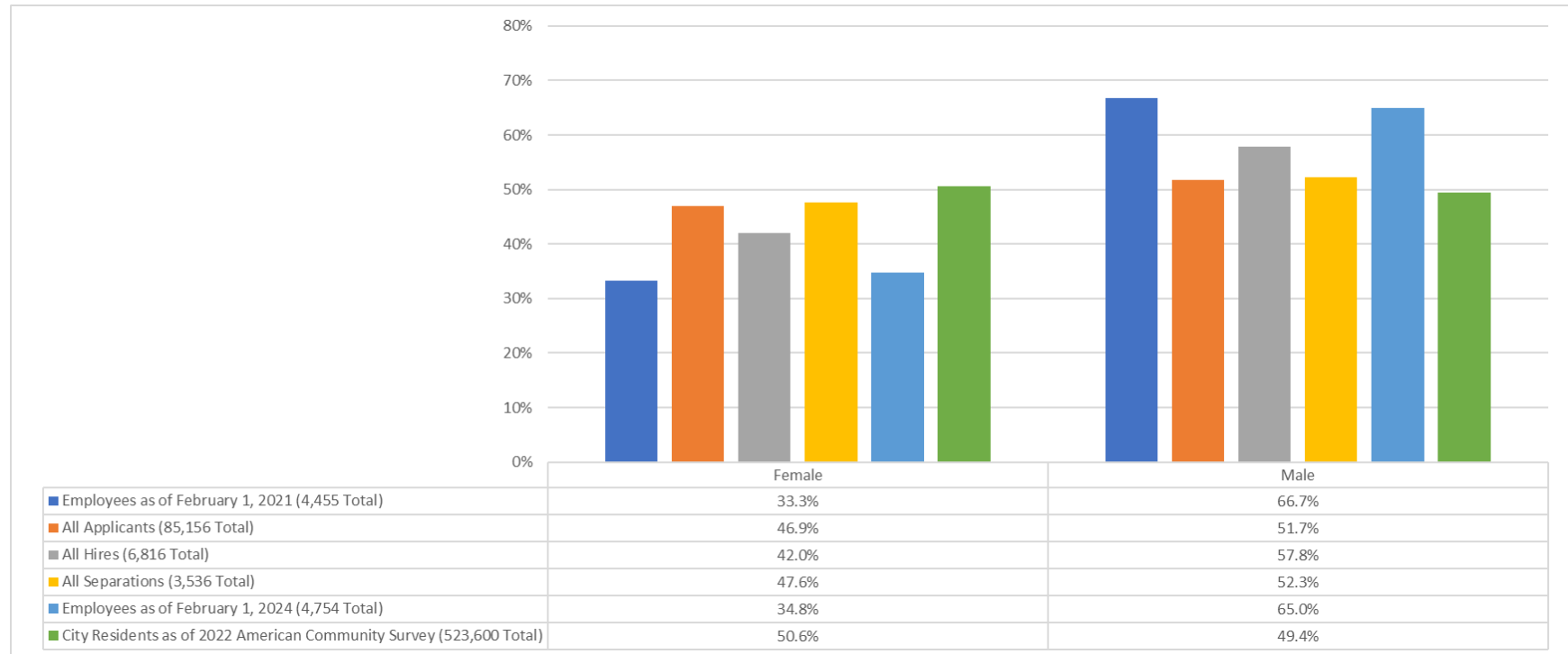
Reason for Separation	White	Hispanic or Latino	Black or African American	Asian	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified	Grand Total	Percent of Grand Total
Resignation	59.8%	10.1%	7.8%	11.2%	6.1%	1.1%	1.1%	0.6%	2.2%	0.0%	<b>179</b>	<b>45.9%</b>
Service Retirement	78.8%	6.0%	2.0%	3.3%	0.7%	4.0%	4.0%	1.3%	0.0%	0.0%	<b>151</b>	<b>38.7%</b>
Release	37.8%	18.9%	13.5%	8.1%	13.5%	2.7%	0.0%	2.7%	2.7%	0.0%	<b>37</b>	<b>9.5%</b>
Did not begin work	50.0%	16.7%	0.0%	8.3%	0.0%	0.0%	8.3%	8.3%	0.0%	8.3%	<b>12</b>	<b>3.1%</b>
Released Probation	44.4%	11.1%	11.1%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>9</b>	<b>2.3%</b>
Death	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>1</b>	<b>0.3%</b>
End Temporary Employment	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>1</b>	<b>0.3%</b>
<b>Grand Total</b>	<b>64.6%</b>	<b>9.5%</b>	<b>5.9%</b>	<b>7.4%</b>	<b>5.1%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>1.3%</b>	<b>1.3%</b>	<b>0.3%</b>	<b>390</b>	<b>100.0%</b>

Source: Auditor generated from City of Sacramento eCAPS data.

## Chapter 5: Summarized Diversity Review of City Employees, Applications, Hires, and Separations: February 1, 2021, through January 31, 2024

This chapter summarizes the gender and ethnic/racial diversity analysis conducted in the previous chapters of this report. Figure 60 below analyzes the gender composition of all City employees as of February 1, 2021; all applications received in NeoGov between February 1, 2021, through January 31, 2024; all employees hired during that timeframe; all employee separations during that timeframe; all City employees as of February 1, 2024; and City residents as of the 2022 American Community Survey. Please note that individuals who were newly hired, promoted, transferred, etc. were counted for each instance they were hired; therefore, the number of hires and separations does not reflect the change in the number of employees during the period.

Figure 60: Summarized Gender Composition of All City Positions Compared to City Residents

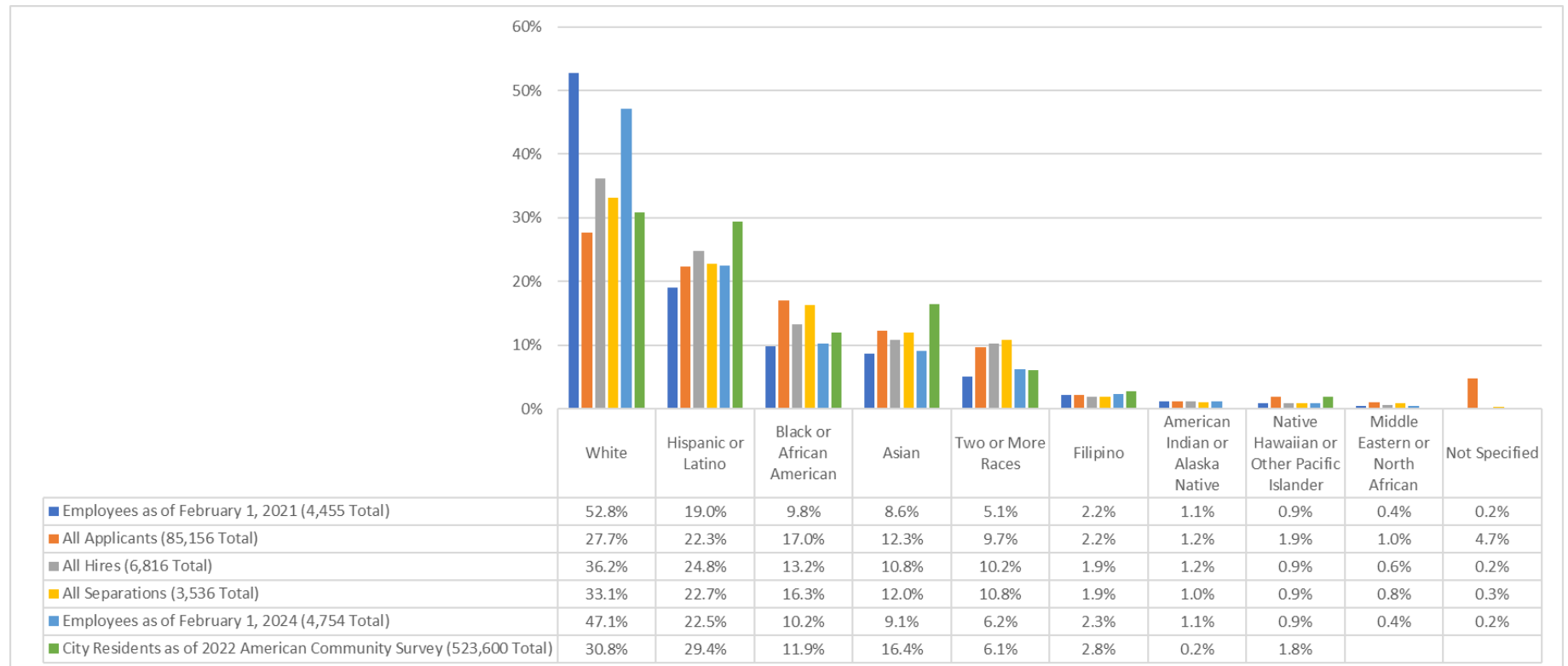


Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.



Figure 61 below analyzes the ethnic/racial composition of all City employees as of February 1, 2021; all applications received in NeoGov between February 1, 2021, through January 31, 2024; all employees hired during that timeframe; all employee separations during that timeframe; all City employees as of February 1, 2024; and City residents as of the 2022 American Community Survey.

Figure 61: Summarized Ethnic/Racial Composition of All City Positions Compared to City Residents

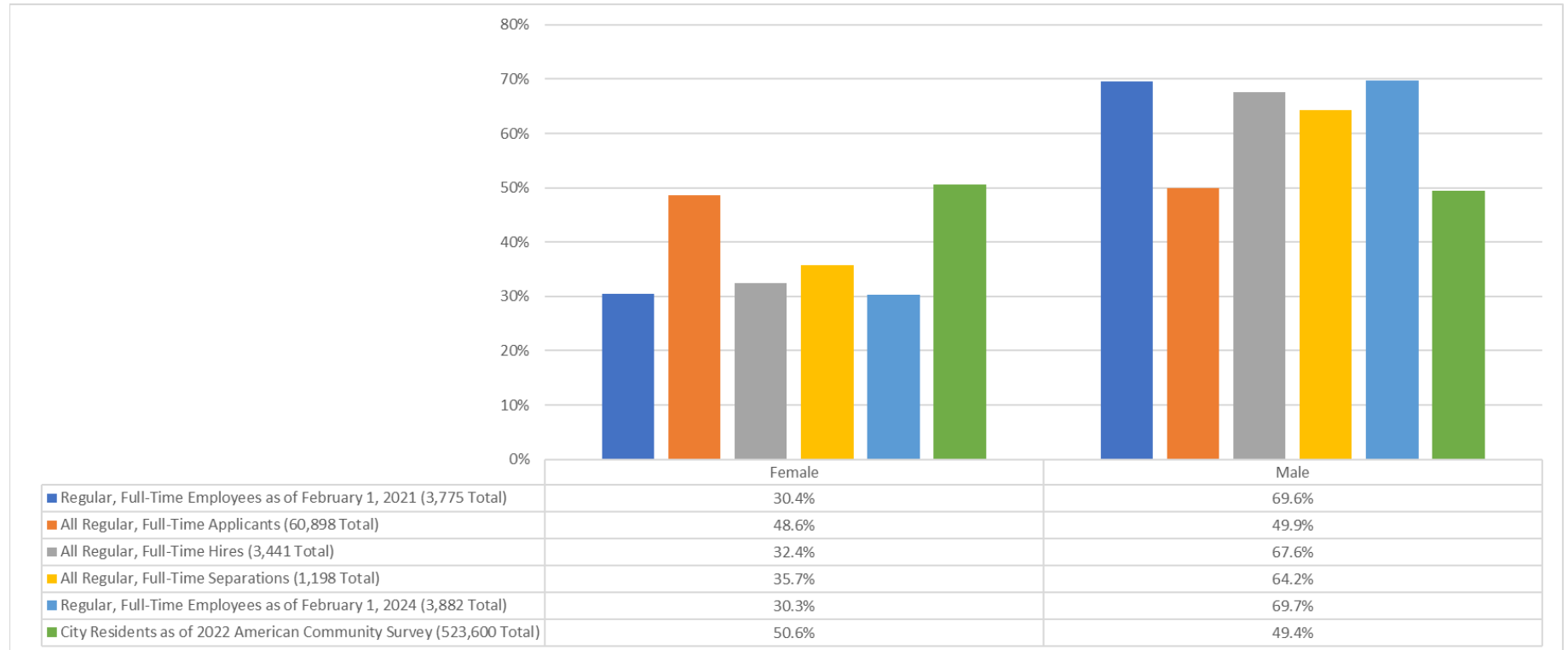


Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.

As shown in the figure above, for some ethnic/racial categories, the ethnic/racial composition of the applicants are not consistent with the ethnic/racial composition of City residents. Additionally, for some ethnic/racial categories, the ethnic/racial composition of the hires are not consistent with the ethnic/racial composition of the applicants.

Figure 62 below analyzes the gender composition of regular, full-time City employees as of February 1, 2021; regular, full-time applications received in NeoGov between February 1, 2021, through January 31, 2024; regular, full-time employees hired during that timeframe; regular, full-time employee separations during that timeframe; regular, full-time City employees as of February 1, 2024; and City residents as of the 2022 American Community Survey.

Figure 62: Summarized Gender Composition of Regular, Full-Time Positions Compared to City Residents

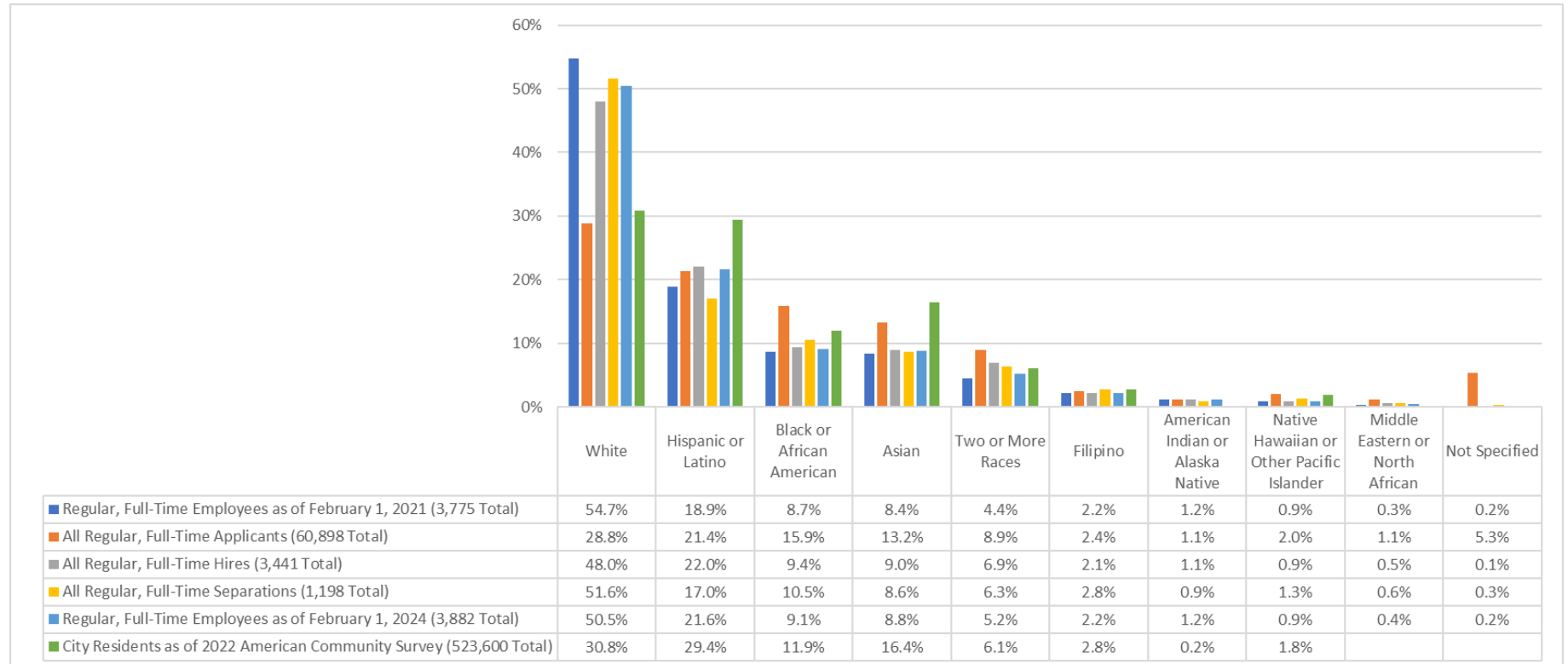


Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.

As shown in figure 62 above, female applicants made up 48.6 percent of the applicants for regular, full-time positions, but they made up only 32.4 percent of the hired regular, full-time employees.

Figure 63 below analyzes the ethnic/racial composition of regular, full-time City employees as of February 1, 2021; regular, full-time applications received in NeoGov between February 1, 2021, through January 31, 2024; regular, full-time employees hired during that timeframe; regular, full-time employee separations during that timeframe; regular, full-time City employees as of February 1, 2024; and City residents as of the 2022 American Community Survey.

Figure 63: Summarized Ethnic/Racial Composition of Regular, Full-Time Positions Compared to City Residents

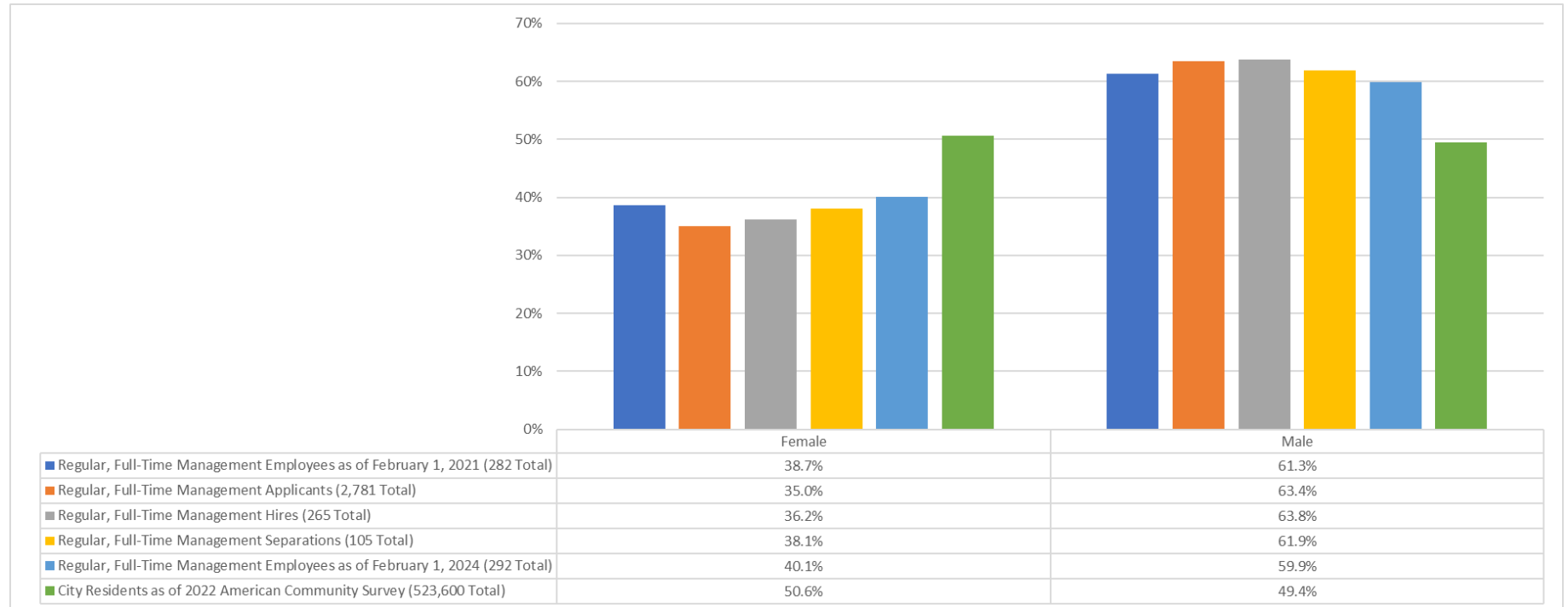


Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.

As shown in the figure above, White applicants only made up 28.8 percent of the applicants for regular, full-time positions but they composed 48 percent of the employees hired to fill regular, full-time positions.

Figure 64 below analyzes the gender composition of regular, full-time management City employees as of February 1, 2021; regular, full-time management applications received in NeoGov between February 1, 2021, through January 31, 2024; regular, full-time management employees hired during that timeframe; regular, full-time management employee separations during that timeframe; regular, full-time City management employees as of February 1, 2024; and City residents as of the 2022 American Community Survey.

Figure 64: Summarized Gender Composition of Regular, Full-Time Management Positions Compared to City Residents

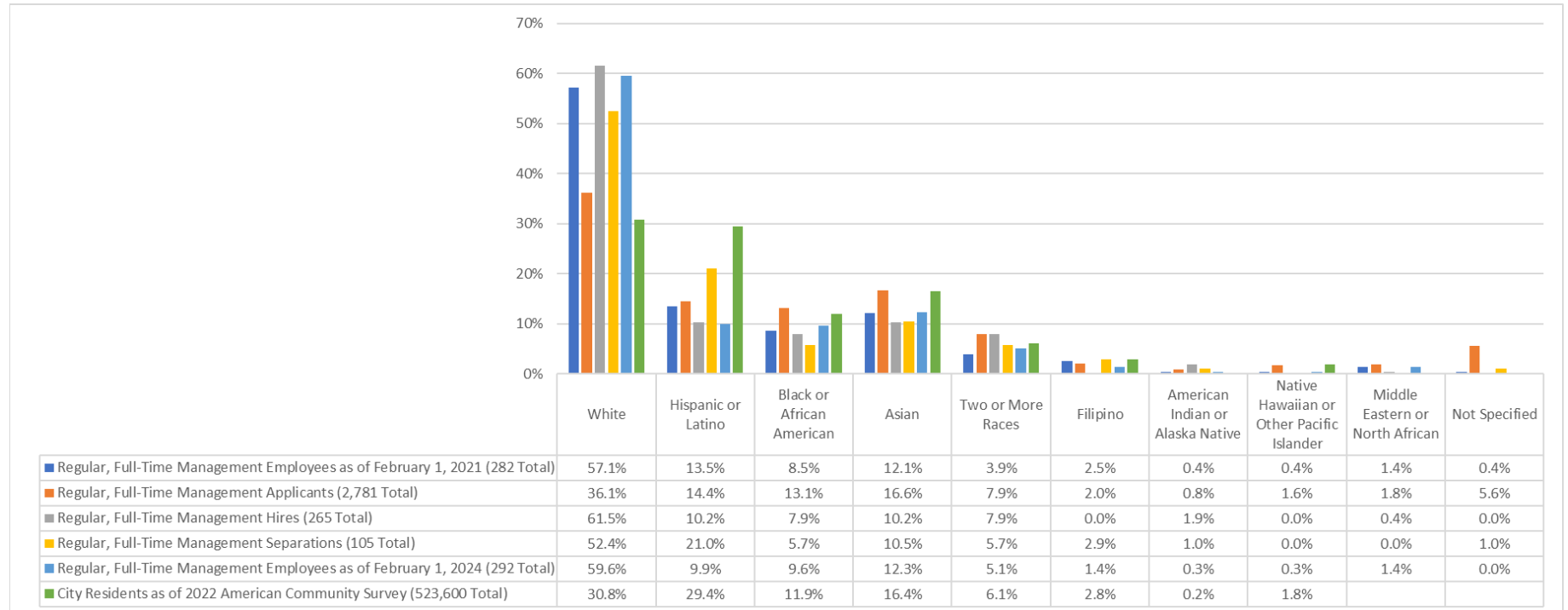


Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.

As shown in the figure above, when analyzing regular, full-time management recruitments, female hires appeared similar to the female applicant pool. Overall, the makeup of females in these positions increased slightly from 38.7 percent as of February 1, 2021, to 40.1 percent as of February 1, 2024.

Figure 65 below analyzes the ethnic/racial composition of regular, full-time management City employees as of February 1, 2021; regular, full-time management applications received in NeoGov between February 1, 2021, through January 31, 2024; regular, full-time management employees hired during that timeframe; regular, full-time management employee separations during that timeframe; regular, full-time City management employees as of February 1, 2024; and City residents as of the 2022 American Community Survey.

Figure 65: Summarized Ethnic/Racial Composition of Regular, Full-Time Management Positions Compared to City Residents

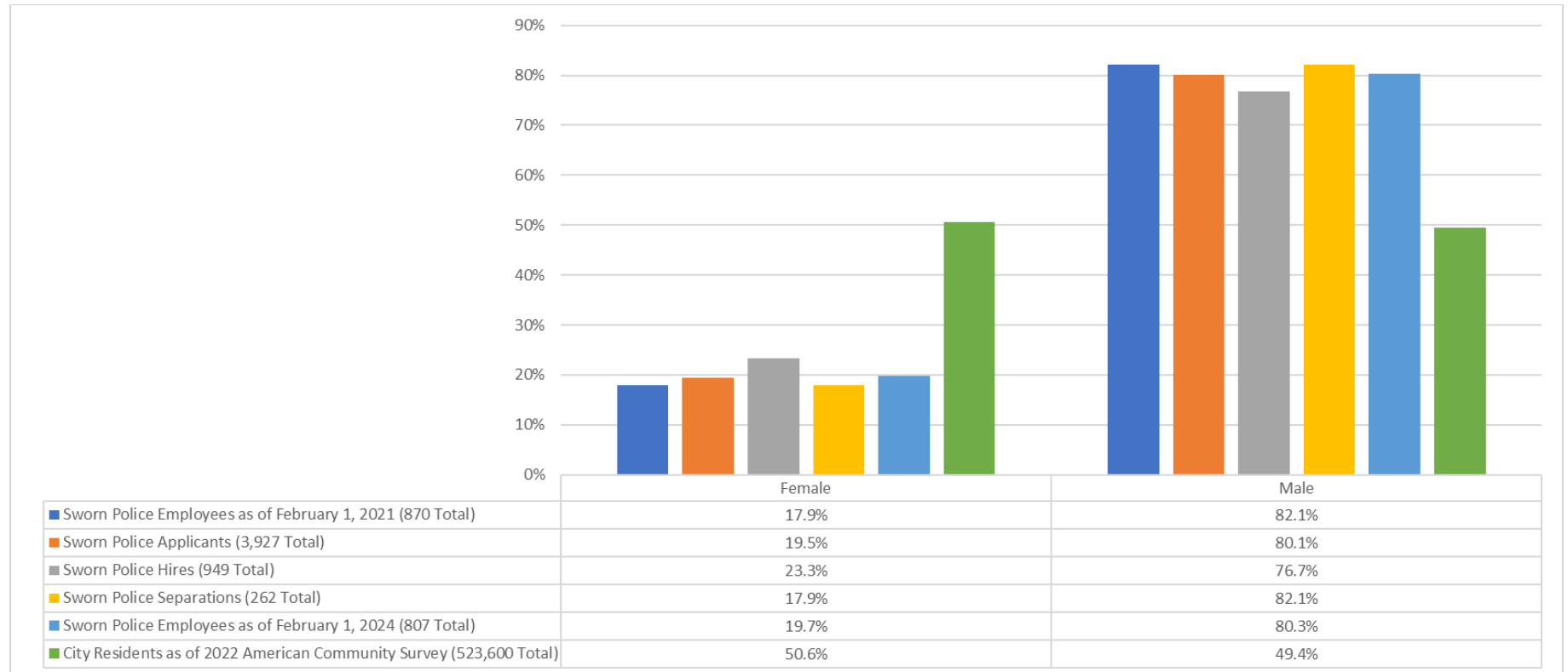


Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.

As shown in the figure above, White applicants composed only 36.1 percent of the regular, full-time management applicant pool, but composed 61.5 percent of regular, full-time management hires. Overall, the percentage of White regular, full-time management employees increased 2.5 percent during the period while the percentage of Hispanic or Latino regular, full-time management employees decreased 3.6 percent.

Figure 66 below analyzes the gender composition of sworn Police Department employees as of February 1, 2021; all sworn Police Department applications received in NeoGov between February 1, 2021, through January 31, 2024; all sworn Police Department employees hired during that timeframe; all sworn Police Department employee separations during that timeframe; all sworn Police Department employees as of February 1, 2024; and City residents as of the 2022 American Community Survey. As seen in the figure, female percentages for all groups continue to be well below the composition of City residents; however, female sworn Police Department employees increased slightly during the period.

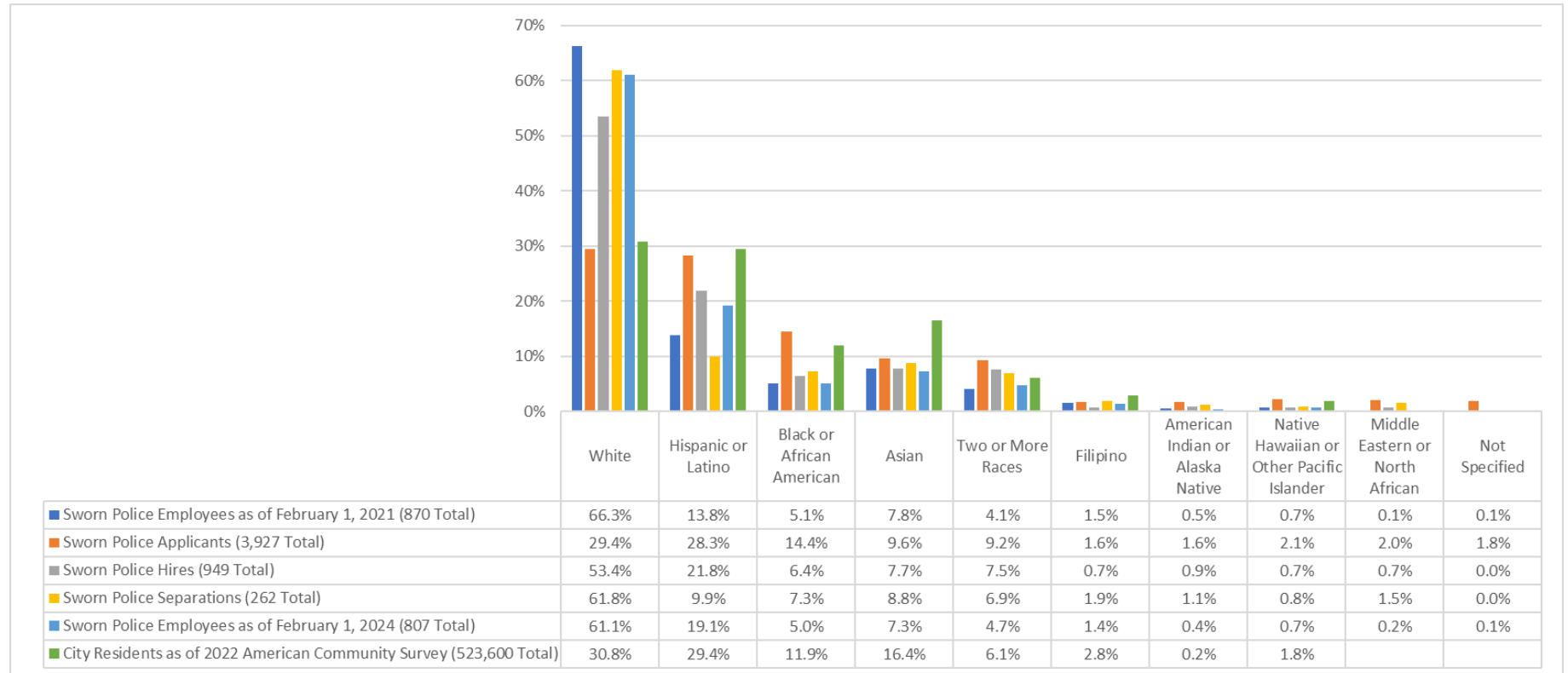
Figure 66: Summarized Gender Composition of Sworn Police Department Positions Compared to City Residents



Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.

Figure 67 below analyzes the ethnic/racial composition of sworn Police Department employees as of February 1, 2021; all sworn Police Department applications received in NeoGov between February 1, 2021, through January 31, 2024; all sworn Police Department employees hired during that timeframe; all sworn Police Department employee separations during that timeframe; all sworn Police Department employees as of February 1, 2024; and the ethnic/racial composition of City residents as of the 2022 American Community Survey.

Figure 67: Summarized Ethnic/Racial Composition of Sworn Police Department Positions Compared to City Residents

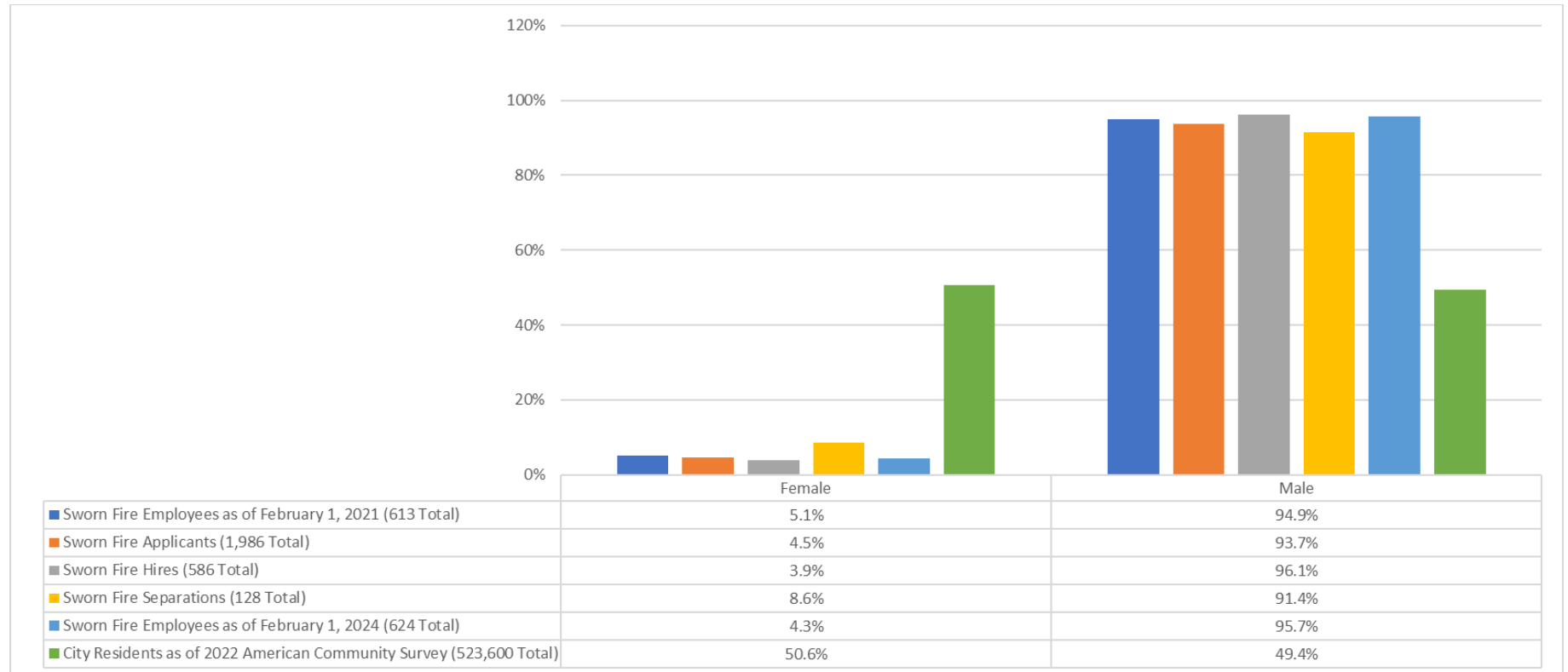


Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.

As shown in figure 67, Hispanic or Latinos composed 28.3 percent of the sworn Police Department applicants, 21.8 percent of hires, and only 9.9 percent of separations. This helped Hispanic or Latino sworn Police Department employees to increase 5.3 percentage points during the period.

Figure 68 below analyzes the gender composition of sworn Fire Department employees as of February 1, 2021; all sworn Fire Department applications received in NeoGov between February 1, 2021, through January 31, 2024; all sworn Fire Department employees hired during that timeframe; all sworn Fire Department employee separations during that timeframe; all sworn Fire Department employees as of February 1, 2024; and City residents as of the 2022 American Community Survey. As seen in the figure, female percentages for all groups continue to be well below the composition of City residents and female sworn Fire Department employees decreased slightly during the period.

Figure 68: Summarized Gender Composition of Sworn Fire Department Positions Compared to City Residents

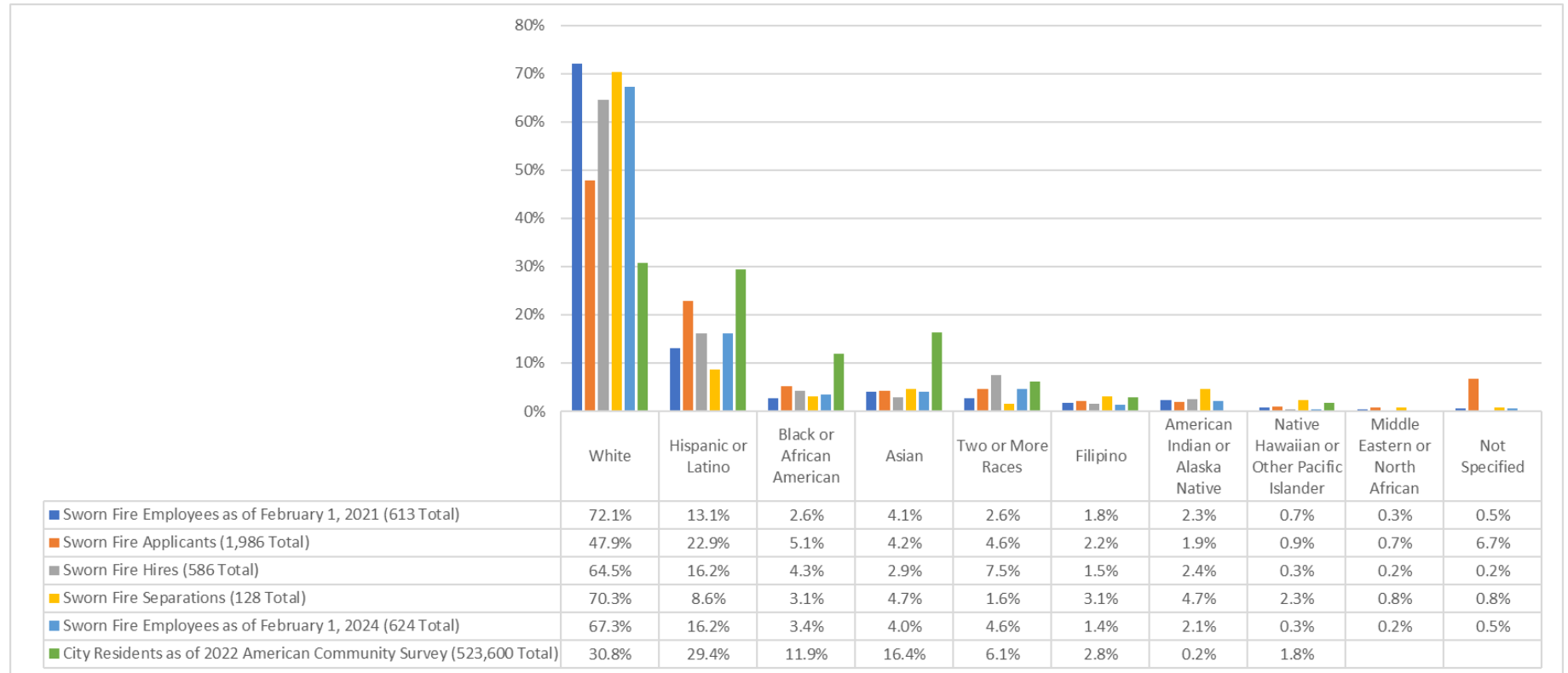


Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.



Figure 69 below analyzes the ethnic/racial composition of sworn Fire Department employees as of February 1, 2021; all sworn Fire Department applications received in NeoGov between February 1, 2021, through January 31, 2024; all sworn Fire Department employees hired during that timeframe; all sworn Fire Department employee separations during that timeframe; all sworn Fire Department employees as of February 1, 2024; and the ethnic/racial composition of City residents as of the 2022 American Community Survey.

Figure 69: Summarized Ethnic/Racial Composition of Sworn Fire Department Positions Compared to City Residents



Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.

As shown in the figure above, the racial/ethnic composition of Hispanic or Latino, Black or African American, and Two or More Races sworn employees in the Fire Department increased slightly between February 1, 2021, and February 1, 2024.

Figure 70 below summarizes the gender composition of applications received in NeoGov between February 1, 2021, and January 31, 2024, and compares them to City Residents. It appears the gender composition of regular, full-time applicants most closely resembles the composition of City residents.

Figure 70: Gender Composition of Applicants Compared to City Residents

Applicants	Female	Male	Unknown	Non-Binary
All Applicants (85,156 Total)	46.9%	48.9%	0.4%	0.5%
Regular, Full-Time Applicants (60,898 Total)	48.6%	49.9%	1.0%	0.5%
Regular, Full-Time Management Applicants (2,781 Total)	35.0%	63.4%	1.0%	0.6%
Sworn Police Applicants (3,927 Total)	19.5%	80.1%	0.3%	0.2%
Sworn Fire Applicants (1,986 Total)	4.5%	93.7%	1.5%	0.4%
City Residents (523,600 Total)	50.6%	49.4%		

Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.

Figure 71 below summarizes the ethnic/racial composition of applications received in NeoGov between February 1, 2021, and January 31, 2024, and compares them to City Residents. It appears Hispanic or Latino applicants are most underrepresented when compared to City residents.

Figure 71: Ethnic/Racial Composition of Applicants Compared to City Residents

Applicants	White	Hispanic or Latino	Black or African American	Asian	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified
All Applicants (85,156 Total)	27.7%	22.3%	17.0%	12.3%	9.7%	2.2%	1.2%	1.9%	1.0%	4.7%
Regular, Full-Time Applicants (60,898 Total)	28.8%	21.4%	15.9%	13.2%	8.9%	2.4%	1.1%	2.0%	1.1%	5.3%
Regular, Full-Time Management Applicants (2,781 Total)	36.1%	14.4%	13.1%	16.6%	7.9%	2.0%	0.8%	1.6%	1.8%	5.6%
Sworn Police Applicants (3,927 Total)	29.4%	28.3%	14.4%	9.6%	9.2%	1.6%	1.6%	2.1%	2.0%	1.8%
Sworn Fire Applicants (1,986 Total)	47.9%	22.9%	5.1%	4.2%	4.6%	2.2%	1.9%	0.9%	0.7%	6.7%
City Residents (523,600 Total)	30.8%	29.4%	11.9%	16.4%	6.1%	2.8%	0.2%	1.8%		

Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.

Figure 72 below summarizes the gender composition of hired employees between February 1, 2021, and January 31, 2024, and compares them to City Residents. It appears the lowest rates of female hires is for sworn positions. Please note that individuals who were newly hired, promoted, transferred, etc. were counted for each instance they were hired.

Figure 72: Gender Composition of Hired Employees Compared to City Residents

Hired Employees	Female	Male
Hired Employees (6,816 Total)	42.0%	57.8%
Hired Regular, Full-Time Employees (3,441 Total)	32.4%	67.6%
Hired Regular, Full-Time Management Employees (265 Total)	36.2%	63.8%
Hired Sworn Police Employees (949 Total)	23.3%	76.7%
Hired Sworn Fire Employees (586 Total)	3.9%	96.1%
City Residents (523,600 Total)	50.6%	49.4%

Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.

Figure 73 below summarizes the ethnic/racial composition of hired employees between February 1, 2021, and January 31, 2024, and compares them to City Residents. It appears White employees are hired at a greater rate for regular, full-time management positions.

Figure 73: Ethnic/Racial Composition of Hired Employees Compared to City Residents

Hired Employees	White	Hispanic or Latino	Black or African American	Asian	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified
Hired Employees (6,816 Total)	36.2%	24.8%	13.2%	10.8%	10.2%	1.9%	1.2%	0.9%	0.6%	0.2%
Hired Regular, Full-Time Employees (3,441 Total)	48.0%	22.0%	9.4%	9.0%	6.9%	2.1%	1.1%	0.9%	0.5%	0.1%
Hired Regular, Full-Time Management Employees (265 Total)	61.5%	10.2%	7.9%	10.2%	7.9%	0.0%	1.9%	0.0%	0.4%	0.0%
Hired Sworn Police Employees (949 Total)	53.4%	21.8%	6.4%	7.7%	7.5%	0.7%	0.9%	0.7%	0.7%	0.0%
Hired Sworn Fire Employees (586 Total)	64.5%	16.2%	4.3%	2.9%	7.5%	1.5%	2.4%	0.3%	0.2%	0.2%
City Residents (523,600 Total)	30.8%	29.4%	11.9%	16.4%	6.1%	2.8%	0.2%	1.8%		

Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.

Figure 74 below summarizes the gender composition of separated employees between February 1, 2021, and January 31, 2024, and compares them to City Residents.

Figure 74: Gender Composition of Separated Employees Compared to City Residents

Separated Employees	Female	Male
Separated Employees (3,536 Total)	47.6%	52.3%
Separated Regular, Full-Time Employees (1,198 Total)	35.7%	64.2%
Separated Regular, Full-Time Management Employees (105 Total)	38.1%	61.9%
Separated Sworn Police Employees (262 Total)	17.9%	82.1%
Separated Sworn Fire Employees (128 Total)	8.6%	91.4%
City Residents (523,600 Total)	50.6%	49.4%

Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.

Figure 75 below summarizes the ethnic/racial composition of separated employees between February 1, 2021, and January 31, 2024, and compares them to City Residents. White employees composed a higher percentage of separated employees in each category but as shown in the charts above, they also composed a higher percentage of hired employees and the City’s current employee composition.

Figure 75: Ethnic/Racial Composition of Separated Employees Compared to City Residents

Separated Employees	White	Hispanic or Latino	Black or African American	Asian	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified
Separated Employees (3,536 Total)	33.1%	22.7%	16.3%	12.0%	10.8%	1.9%	1.0%	0.9%	0.8%	0.3%
Separated Regular, Full-Time Employees (1,198 Total)	51.6%	17.0%	10.5%	8.6%	6.3%	2.8%	0.8%	1.3%	0.6%	0.3%
Separated Regular, Full-Time Management Employees (105 Total)	52.4%	21.0%	5.7%	10.5%	5.7%	2.9%	1.0%	0.0%	0.0%	1.0%
Separated Sworn Police Employees (262 Total)	61.8%	9.9%	7.3%	8.8%	6.9%	1.9%	1.1%	0.8%	1.5%	0.0%
Separated Sworn Fire Employees (128 Total)	70.3%	8.6%	3.1%	4.7%	1.6%	3.1%	4.7%	2.3%	0.8%	0.8%
City Residents (523,600 Total)	30.8%	29.4%	11.9%	16.4%	6.1%	2.8%	0.2%	1.8%		

Source: Auditor generated with data from City of Sacramento eCAPS, City of Sacramento NeoGov, and the U.S. Census 2022 American Community Survey data for the City of Sacramento.

## Appendix A: Management Classifications

The table below contains the list of management classifications and their associated management level as identified in eCAPS, the City's personnel system. See the Background section of this report for definitions of the Mid-Level, Senior, and Executive management levels.

Figure 76: Management Classifications and Levels

Management Classification	Management Level	Management Classification	Management Level
311 Manager	Senior	City Auditor	Executive
Administrative Officer	Mid-Level	City Clerk	Executive
Animal Care Services Manager	Senior	City Historian	Senior
Arts Administrator	Mid-Level	City Housing Manager	Mid-Level
Assistant City Attorney	Executive	City Manager	Executive
Assistant City Auditor	Executive	City Treasurer	Executive
Assistant City Clerk	Senior	Code Enforcement Manager	Mid-Level
Assistant City Manager	Executive	Code&Housing Enforcement Chief	Senior
Assistant Director	Executive	Convention Center General Mgr	Senior
Assistant to the City Manager	Senior	Council/Clerk Operations Mngr	Mid-Level
Auditor	Mid-Level	Cultural&Creative Economy Mgr	Senior
Banking Operations Manager	Senior	Deputy Chief Building Official	Mid-Level
Budget Manager	Senior	Deputy City Attorney I	Mid-Level
Building Services Manager	Mid-Level	Deputy City Attorney II	Senior
Business Services Manager	Senior	Deputy Convntn Ctr General Mgr	Mid-Level
Cannabis Manager	Senior	Deputy Fire Chief	Senior
Chief Animal Control Officer	Mid-Level	Deputy Police Chief	Senior
Chief Building Official	Senior	Director of Community Developmt	Executive
Chief Information Officer	Executive	Director of Convntion&Culture	Executive
Chief Investment Officer	Senior	Director of Economic Developmnt	Executive
Chief of Staff to the Mayor	Senior	Director of Emergency Mgmt	Senior
City Attorney	Executive	Director of Finance	Executive

Management Classification	Management Level	Management Classification	Management Level
Director of Govtal Affairs	Mid-Level	Integrated Waste Collctns Supt	Mid-Level
Director of Human Resources	Executive	Integrated Waste General Mgr	Senior
Director of Public Works	Executive	Integrated Waste General Supv	Mid-Level
Director of PubSafety Acctblty	Executive	Integrated Waste Planning Supt	Mid-Level
Director of Utilities	Executive	Investment Operations Analyst	Mid-Level
Director of Yth Parks&Comm Enr	Executive	IT Manager	Senior
Diversity and Equity Manager	Senior	IT Supervisor	Mid-Level
Economic Development Manager	Senior	Law Office Administrator	Senior
Emergency Communications Mgr	Mid-Level	Marina Manager	Mid-Level
Engineering Manager	Senior	Media & Communications Officer	Mid-Level
Environmental Hlth & Sfty Mngr	Mid-Level	Neighborhood Services Area Mgr	Mid-Level
Environmental Hlth & Sfty Offr	Mid-Level	Neighborhood Services Manager	Senior
Equal Employment Manager	Mid-Level	Operations General Supervisor	Mid-Level
Ethics Program Compliance Ofc	Mid-Level	OPSA Assistant Director	Executive
Events Services Manager	Mid-Level	Park Maintenance Manager	Senior
Executive Director SAC CCOMWP	Executive	Park Maintenance Superintdnt	Mid-Level
Facilities & Real Prop Supt	Mid-Level	Park Plan Design & Devlpmt Mgr	Senior
Facilities Manager	Senior	Parking Manager	Senior
Finance Manager	Senior	Permit Services Manager	Mid-Level
Fire Assistant Chief	Senior	Planning Director	Senior
Fire Chief	Executive	Police Captain	Senior
Fire Marshal	Senior	Police Chief	Executive
Fiscal Policy Analyst	Mid-Level	Police Lieutenant	Mid-Level
Fleet Manager	Senior	Police Social Services Admnstr	Mid-Level
Homeless Services Manager	Senior	Principal Building Inspector	Mid-Level
Human Resources Manager	Senior	Principal Engineer	Mid-Level
Human Resources Manager-Rep20	Senior	Principal Fiscal Policy Anlyst	Senior

Management Classification	Management Level	Management Classification	Management Level
Principal Planner	Mid-Level	Senior Fiscal Policy Analyst	Mid-Level
Process Control Supervisor	Mid-Level	Special Districts Manager	Senior
Procurement Services Manager	Senior	Streets Manager	Senior
Program Manager	Mid-Level	Supervising Deputy City Atty	Executive
Public Safety Admin. Manager	Senior	Support Services Manager	Senior
Public Safety Communicatns Mgr	Senior	Treasury Manager	Senior
Recreation Manager	Senior	Urban Design Manager	Mid-Level
Recreation Superintendent	Mid-Level	Util Operations & Maint Supt	Mid-Level
Risk Manager	Senior	Utilities Ops and Maint Mgr	Mid-Level
Senior Auditor	Mid-Level	Website Administrator	Mid-Level
Senior Council Representative	Mid-Level	Workers Comp Claims Mgr	Mid-Level
Senior Deputy City Attorney	Executive		



**Department Response to the Diversity Review of City Employment Applications, Hires, and Separations: February 1, 2021, through January 31, 2024**



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## Human Resources Response

We are pleased to receive the findings from the recent audit of diversity within the City's applications, hires, and separations have provided critical insights that will drive our diversity and inclusion initiatives forward. The audit has highlighted strengths in our current practices, particularly the increase in diversity of our applicant pool. It is encouraging to see that our efforts are attracting a broad range of candidates from various backgrounds. This affirms that our initial steps toward inclusive recruitment are effective and resonate with a diverse audience.

Moreover, the audit highlights some significant successes in our hiring practices. The analysis shows that the diversity of our hires is moving in the right direction to more closely match the diversity of our applicant pool and the diversity of the City. This is a strong indication that our efforts to implement fair and unbiased hiring processes are yielding positive results. We are heartened by these findings, which suggest that our commitment to equal opportunity is being reflected in our hiring outcomes. This success is a testament to the dedication of our hiring teams and the effectiveness of our current strategies.

Additionally, the audit has provided valuable insights into our employee retention and separation patterns. The audit revealed an inconsistency in the diversity of separating employees, indicating that certain demographic groups are leaving the City at higher rates than others. This pattern suggests that while our hiring practices may be improving, there remains opportunities for improvement within the workplace environment that disproportionately affect the retention of these groups. Identifying and addressing these issues is crucial to ensuring that all employees feel valued and supported, and to fostering a truly inclusive environment where diverse talent can thrive and grow within the City of Sacramento. We are committed to building on current practices and addressing any areas for improvement, ensuring that our organization remains a place where diversity is not only welcomed but celebrated.

Lastly, it is important to note the significant changes in the labor market that have noticeably influenced the diversity of applicants, hires, and employee retention within our organization. The increasing emphasis on diversity and inclusion across industries has led to a more diverse pool of applicants, as candidates from varied backgrounds seek employers who prioritize these values. Concurrently, the rise of remote work and flexible job arrangements has expanded our reach to talent from underrepresented communities. However, this competitive labor market has also heightened the challenges of retaining diverse talent, as employees now have more options and are more likely to leave if they feel their inclusion and advancement needs are not met. To remain competitive and retain a diverse workforce, we must continue to adapt by fostering an inclusive culture and offering growth opportunities that align with the evolving expectations of a dynamic workforce.

The following highlights efforts made by City departments to enhance diversity in their recruitment, hiring, and termination processes. They outline specific initiatives and strategies implemented to attract a diverse pool of candidates, ensure equitable hiring practices, and address

disparities in employee retention and separation. These efforts reflect their commitment to fostering an inclusive workplace where diversity is valued and supported at every stage of the employment lifecycle.

## City Department’s Diversity, Equity, and Inclusion (DEI) Efforts

### Departments Reporting to the City Manager

Departments reporting to the City Manager are all required to follow Human Resources processes and the Human Resources Citywide Recruitment, Selection & Hiring Manual.

#### **Recruitment Outreach and Sourcing**

The City Manager<sup>3</sup> is dedicated to advancing DEI standards across all facets of recruitment, outreach, and sourcing citywide. Recognizing the importance of fostering a diverse workforce that reflects our community, the Department of Human Resources (HR) has developed robust resources aimed at supporting all departments in these critical areas. HR also collaborates closely with City departments to develop tailored recruitment strategies that align with our organizational commitment to DEI principles. By providing comprehensive guidance and tools, HR strives to enhance our recruitment processes to attract and retain a diverse pool of talent that enriches our workplace culture. The following are notable contributions implemented to support DEI efforts in recruitment, outreach, and sourcing:

- Proactively work to remove gender-specific language and derogatory terminology from classification specifications and in civil service examinations.
- The City of Sacramento has launched a study that is examining the City’s job classification and compensation system to ensure that it accurately reflects the work employees perform while allowing the City the flexibility it needs to effectively attract, manage, and retain employees.
- Regularly provide the Police and Fire departments with gender and ethnicity data for Police Officer Recruit, Dispatcher Recruit, and Fire Recruit to aide in the departments identifying areas for additional outreach improvement.
- Working with executive recruitment firms who support City DEI initiatives to reach underrepresented individuals and women to fill executive-level positions.
- Developed the Emergency Medical Services (EMS) Trainee, Sacramento Fire Paramedic, and Sacramento Fire Emergency Medical Technician classifications to support the Sacramento Fire Department’s internship program and to create a separate EMS classification to address the City’s growing medical operational needs.

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<sup>3</sup> When City Manager is referenced, it is referring to the City Manager and all departments reporting to the City Manager.

- Created a General Intern classification intended to provide a pathway to help develop our local workforce and build a pipeline of workers for City employment. This is an entry level classification designed to provide access to workforce services and employment opportunities and requires no experience or education to qualify.
- Ramping up recruitment efforts by attending and recruiting at both public and private career fairs, with an emphasis on recruiting in community spaces reflective of the community we serve.
- Providing community-based Job Talks where HR personnel can speak and educate the community about City of Sacramento job opportunities, the selection process, and provide helpful recommendations and resources relative to becoming a City employee.
- Implemented adjustments to the application screening process for minimum qualifications to remove barriers for applicants in the recruitment process including:
  - Requiring proof of education, certification, and licensing at time of appointment rather than time of application.
  - Allowing consideration of unpaid experience such as internships and volunteer experience to meet the qualification standards of the job posting.
- Advertising through industry related organizations, government job boards, social media sites, and state networks such as Government Alliance on Race and Equity (GARE), Urban League job fair, Sacramento Pride event, resource events organized by City Council members, and emailing job opportunities to all City employees within our department. With executive level recruitment professional firms are used and outreach is extensive and vast. To maximize outreach within the local workforce, the City Manager also job shares with Sacramento community partners which may include California Black Chamber of Commerce, Sacramento Hispanic Chamber of Commerce, California Asian Chamber of Commerce, and the Sacramento Promise Zone network to distribute the job announcements through social equity networks and to careholders.

### **Hiring Interview Panels**

The City Manager has taken proactive steps to embed DEI standards into hiring panels, reflecting the commitment to fair and inclusive hiring practices. Interview panels are required to be diverse in terms of gender, ethnicity, professional history, and background, aiming to bring varied perspectives to the evaluation process. HR provides training and resources to panel members on recognizing and mitigating biases, emphasizing the importance of fair assessment based on qualifications and skills. Departments are required to form inclusive panels by encouraging representation from different organizational levels and ensuring transparency in the selection criteria.

By fostering inclusive hiring panels, the City aims to cultivate an environment where all candidates have an equitable opportunity to showcase their abilities, thereby strengthening our organization with diverse talent that reflects and serves our community effectively. To aide in this initiative, HR implemented the mandatory, “Hiring: Uncovering Unconscious Bias in Hiring and Interviewing” training that all City staff who sit on

an interview panel are required to complete. The training is designed to help interview panel members recognize and address personal, hidden biases that may interfere with hiring decisions and can potentially lead to illegal, discriminatory behavior.

### **Interview Process**

The City Manager employs a blind application process and incorporates diversity-related questions into interviews to promote an inclusive selection process. Through the blind application procedure, the personal identification information is removed from the candidate's application. Thus, candidates are selected for interviews based only on experience, training, and educational background.

The City Manager has made significant strides in integrating DEI standards into our interview processes, highlighting our commitment to fostering a fair and inclusive workplace. We have developed citywide comprehensive resources and guidelines aimed at ensuring that our interview procedures are structured to mitigate biases and promote equity. HR provides training to interviewers on recognizing unconscious biases, emphasizing the importance of using standardized, job-related interview questions that assess candidates fairly based on their qualifications and experience. The set of questions include at least one City HR "sample diversity interview question" to give insight on what DEI means to the applicant, why they think it is important for the position, or how they would interact with stakeholder and community members who are from different communities or groups than they are. By embedding DEI principles into our interview processes, the City strives to create an environment where all candidates, regardless of background, have equal opportunities to succeed, ultimately contributing to a more diverse and innovative workforce that better serves our organization and community.

To maintain consistency and fairness, departments are required to use the HR "tiered candidate ranking" form as a standardized scoring rubric along with thoroughly documenting the responses to the interview questions when evaluating candidates. The panel debriefs and begins the collaborative review of each interviewee to develop a summary "tiered candidate ranking" form after measuring relevant experience, cultural competency, problem-solving abilities, and alignment with core values to the classification of the position.

Candidates have the option to schedule interviews virtually or in person, accommodating those where it is difficult to take time off their current jobs or responsibilities, mobility, and/or accessibility challenges.

### **Training**

The City Manager has prioritized the development and implementation of DEI standards training to foster a supportive and equitable workplace environment. We have designed robust training programs aimed at enhancing employees' understanding of DEI principles and practices, ensuring they are equipped to contribute to a culture of inclusivity. These initiatives encompass a range of topics, including unconscious bias awareness, cultural competence, and respectful workplace behaviors. HR collaborates closely with department leaders to tailor training sessions that address

specific organizational needs and challenges. By investing in ongoing DEI training and development, the City Manager aims to empower employees at all levels to actively promote diversity, equity, and inclusion in their daily interactions and decision-making processes. This strategic approach not only enriches employee engagement and retention but also reinforces our organization's commitment to fostering a workplace where everyone feels valued and respected. The following are notable course offerings provided by HR to support DEI in the training and development of City staff:

- Women in Leadership w/Bold Speaker Series
- Virtual Supervisory Training Series
- The 21-Day Racial Equity Habit Building Challenge
- Leadership Challenge
- Equity and Inclusion Leadership Series

### **Termination**

The City Manager is committed to upholding DEI standards in the termination process by developing comprehensive resources that ensure fairness and consistency for citywide, departmental use. HR collaborates closely with department managers to provide clear guidelines and training on unbiased termination practices. This includes support that emphasizes objectivity and equitable treatment, ensuring that terminations are conducted with respect and integrity. By incorporating DEI principles into the termination process, HR aims to mitigate potential biases and maintain a fair working environment. Furthermore, transparent documentation and review protocols help ensure that all termination decisions are made based on performance and conduct, fostering trust and accountability within the organization.

In 2023, HR created the Employee Separations and Off-Boarding website to ensure equitable access to pertinent information related to the separation process and to ensure a smooth and organized transition for employees separating from City service or transitioning to a new department within the City.

### **Exit Interviews**

The City Manager leverages exit interviews as a crucial tool to enhance DEI standards within the City. By systematically gathering feedback from separating employees, the HR gains valuable insights into the separating employee's experiences and perceptions that may influence DEI practices. This feedback is meticulously analyzed to identify recurring themes and potential areas for improvement and is shared with departments, when appropriate. HR uses this data to inform strategic initiatives aimed at addressing any identified gaps and fostering a more inclusive workplace culture. Additionally, the insights from exit interviews help HR develop targeted training programs and policy adjustments

that promote equity and inclusivity. By incorporating the honest perspectives of former employees, HR ensures that DEI efforts are continuously refined and aligned with the evolving needs of the workforce, ultimately contributing to a more supportive and diverse organizational environment.

In 2023, HR worked with the Information Technology Department (IT) to automate an email notification to employees separating from City service upon completion of the separation paperwork. The email notification contains a link to the Employee Separations and Off-Boarding website and strongly encourages separating employees to participate in the City's exit survey. Having the exit survey available online promotes inclusivity by ensuring that all separating employees, regardless of their location or accessibility needs, can conveniently provide feedback.

## Fire Department

In addition to adherence to all City Manager DEI efforts outlined above, the Sacramento Fire Department (SFD) has engaged in the following practices to increase diversity within the department.

### **Recruitment Outreach and Sourcing**

In early 2021, the City Council directed the then-current Fire Chief to address the Department's workforce diversity issues identified in the City Auditor's 2020 Audit of City Employees' Workforce Diversity and Salary Trends (Report#2020/21-10 | November 2020). The report underscored the SFD's lowest representation among City departments for people of color (29%) and women (10%). Consequently, the department was tasked with presenting a plan to enhance racial and gender representation within its ranks. On May 25, 2021, the SFD presented its Proposed Budget for FY2021/2022, which outlined the following objectives:

#### Goals:

- Develop and institutionalize a Diversity, Outreach, and Recruitment (DOR) program aimed at broadening diversity and equity within our applicant pool.
- Create pathways for people of color and youth in our community who aspire to pursue careers in the Fire Service.

#### Objectives:

- Establish Outreach and Recruitment initiatives.
- Define measurable outcomes aligned with the City's Race & Gender Equity Action Plan (RGEAP).

Council approved a three-year funding proposal for DOR, allocating \$2.2 million for Year 1 implementation costs and an additional \$1.5 million for DOR Year 2 in the fiscal year (FY) 2021/22 Approved Budget. Although Year 3 funding was not approved, continues to operate at the Year 2 implementation level with a current budget of \$3.75 million.

The Outreach and Recruitment Unit emphasizes local outreach to ensure that the SFD recruits individuals deeply connected to and representative of the community they serve. Through active engagement at local events, fairs, and community gatherings, we aim to cultivate a diverse and dedicated workforce. Efforts focus on key areas:

- Community Engagement: Participation in local events to promote career opportunities within the SFD.
- Educational Outreach: Partnerships with schools and colleges to introduce firefighting careers.
- Mentorship Programs: Establishing mentorship opportunities for potential recruits.
- Diversity and Inclusion Initiatives: Incorporating diversity into recruitment strategies and materials.
- Accessible Information: Providing clear guidance on the application process and required qualifications.

The Youth Programs Unit plays a vital role in providing educational and career-oriented programs that introduce youth to careers within the SFD. By partnering with schools, community organizations, and Youth Parks and Community Enrichment (YPCE), SFD offers various initiatives and programs that foster diversity, equity, and inclusion by creating pathways for youth, irrespective of background, to explore and pursue careers in firefighting.

- Sacramento Regional Firefighter Youth Academy
- Sacramento Area Girls Fire Camp
- Fire and Emergency Services Career Technical Education (CTE) Pathways at Valley High School, Inderkum High School, and Arthur A. Benjamin Health Professions High School

The Pipeline Programs Unit supports adults transitioning into Fire and EMS services, emphasizing inclusivity and leveraging diverse backgrounds:

- Sacramento Volunteer Fire Reserve Program: A structured mentorship program enhancing public safety.
- EMS Internship Program: Provides hands-on experience and academic sponsorship for Emergency Medical Technician (EMT) and Paramedic training, promoting diversity within emergency medical services.



### **Hiring Interview Panels**

Recent changes to hiring requirements for Fire Recruits and EMS Trainees include removing Citizenship requirements, revising age criteria, and introducing veteran's preference points and service credits for local candidates.

### **Additional Information**

The Fire Equity Core Team collaborates with Office of Diversity and Equity in the HR Department to enhance workforce representation and create an inclusive workplace aligned with the City's Race and Gender Equity Action Plan (RGEAP). Ongoing initiatives include employee satisfaction surveys and partnerships to support professional development and retention efforts for a diverse workforce. With the RGEAP 2020-2025, we have focused on the following two outcomes that were identified as most important to SFD and should be of the highest priority:

#13 - The City of Sacramento demonstrates a commitment to investing in professional development, capacity building, and training to advance equity among the workforce.

#14 - The City of Sacramento hires and supports retention efforts to support a diverse workforce.

### **Projects:**

- Employee Satisfaction Survey –adapted and developed from the Belonging Survey. Administered in January of 2023. 519 members completed the survey (81%).
- After extensive research, the team identified the most qualified company to provide consultation and training for the SFD. Behavior Leader is a company developed by behavior analysts and firefighters. Its services are unique and different from those of other diversity, equity, and inclusion consultants for two main reasons: its application of evidence-based practices of Applied Behavior Analysis (ABA) and its unique knowledge and expertise in the fire service. A comprehensive 5-year contract will start in FY2024/25.

### **IT**

In addition to adherence to all City Manager DEI efforts above, the IT Department has engaged in the following practices to increase diversity within the department.

### **Recruitment Outreach and Sourcing**

Since 2021, the IT Department has made tremendous strides to build a diverse pipeline from the local community and our wealth of colleges into student internships and IT Trainee positions, eventually promoting to higher classifications. The Chief Information Officer serves on the California State University, Sacramento (CSUS) Information Systems and Business Analytics (ISBA) Fellows Board and helps advise the University on the skills and curriculum needed for their various programs. CSUS stands out as the fourth most diverse university in the western United States.

Participation allows the department to participate in semi-annual career fairs for all ISBA and Computer Science students. The IT Department also hosted information nights for the CSUS Management Information Systems Association, the CSUS Women in Business Club, and the UC Davis Women in Computer Science Club. IT utilizes these partnerships to broadcast open recruitments for paid student internships and IT Trainee openings. Since 2021 IT successfully recruited three Student Assistant Trainees from our internship programs and hired them as part of the 21 IT Trainees the department hired between 2021-2024. IT's talented youth employed through this diverse pipeline have been promoted to careers in IT Support Services and Applications Developer positions.

Each year, the Assistant Director serves as the mentor for an eight-member Senior Project Team at the College of Engineering and Computer Science at Sacramento State. This two-semester project gives undergraduate students the chance to collaborate with IT Department staff, preparing them for their future careers. Successful delivery of the desired software product will fulfill the requirement for the students to graduate. Many of these students have gone on to secure jobs with City and state agencies.

Through the budget process, the IT Department has taken several hard-to-fill senior technical positions and split them into multiple junior IT trainee positions or under-fill the junior positions with entry-level roles. This strategy has allowed the department to recruit fresh graduates and train them internally.

The IT Department has also participated in many community youth development programs, such as Summer at City Hall for high school interns, STEAM in the PARK to engage participants in hands-on activities that integrate Science, Technology, Engineering, Arts, and Mathematics, the Sacramento City Unified School District Career Day to educate students on technology career paths, and the UC Davis, City of Sacramento, and SETA Resource Fair focused on connecting Oak Park residents with workforce resources and pathways into careers.

The IT Department has an internal policy/directive to open all recruitments to the public to attract a diverse pool of candidates. The department utilizes the City's recruitment software, NeoGov, to automatically share each job posting on employment-focused social media platforms such as LinkedIn, Dice, Indeed, and Glassdoor. Furthermore, posting jobs with advertising partners such as Government Jobs, Zip Recruiter, Indeed, Recruitics, Startwire, Jobs2Career, Recruit.Net, CollegeRecruiter, Jooble, and ResumeLibrary. Staff also posted and shared job opportunities on various listservs and social media platforms. In addition, each job opportunity is shared in an IT-wide email to encourage internal staff to apply for promotional opportunities.

## **Training**

**Virtual Speed Mentoring:** The IT Department hosts informal mentoring sessions, Virtual Speed Mentoring, to allow our employees to meet many mentors in a short period to gain perspective, education, and skills to develop personally and professionally. Speed mentoring is a series of short, focused conversations about specific questions. It allows employees to get acquainted with Senior Management staff they might not normally work with, ask questions to learn more about a specific career path, job, division, or unit, and solicit guidance about how to approach a problem or further their career.

**IT Leadership Academy:** The IT Management Team created and facilitated an 11-month program that was available to all IT staff to gain the soft skills necessary to supplement their technical skills to become leaders in their roles. Monthly topics were selected for Acumen coursework and group discussions such as Communication Skills, Emotional Intelligence, Interpersonal Effective and Inclusive Conversations, Conflict Management, Time Management, and Strategic Planning. IT partnered with CPS HR for a DiSC Assessment and Interviewing Skills and brought in Gartner experts to discuss Emerging Trends. Twenty-five employees took advantage of the training from a diverse group of classifications, and they completed the course in May 2023. The program will come back next year to help support another group of employees.

**Supervisor Leadership:** The IT Department is dedicated to the development and growth of its staff, ensuring equal opportunities for everyone. Annually, the department invests in staff training. Training topics cover leadership, supervision, and technology. Each employee collaborates with their supervisor to identify their specific training needs.

## **Additional Information**

The IT Department has created an Equity Team that is currently working to develop department goals and strategies that align with the City's RGEAP while working closely with the Office of Diversity and Equity. The Equity Team was split into two teams: the Core Team and the Outreach Team. The Core Team focuses on the RGEAP efforts to bridge the equity gaps within the department. The Outreach team focuses on departmental communications such as Lunch & Learn sessions (with guest speakers) and quarterly newsletters that highlight DEI-related events, historical events, and news. In addition to the IT Equity Team, IT department members have participated in multiple technical projects to aid the City's efforts in minimizing the digital divide. Projects such as "WiFi in the Parks" and Sacramento's Equity Explore Design Tool (SEED).

## **Police Department**

In addition to adherence to all City Manager DEI efforts above, the Police Department has engaged in the following practices to increase diversity within the department.

### **Recruitment Outreach and Sourcing**

The Recruiting Unit has developed an online platform dedicated to showcasing career opportunities within our department. On the website, individuals can explore a wide range of job openings available, providing a transparent overview of the variety of roles within our organization. The Recruiting Unit with the help of our social media team has produced videos that offer an insight into both the vibrant City we serve and the diverse culture of our department. These videos not only spotlight the variety of employment opportunities available at the Police Department but also emphasize the Department's commitment to diversity and inclusion, showcasing the different backgrounds and experiences represented within our ranks. The recruiting website and videos serve as powerful tools in recruitment efforts, providing prospective candidates with a glimpse into the rewarding career paths and inclusive environment offered.

Recruiters engage with diverse communities and institutions like Sacramento City College, which is self-proclaimed, one of the most diverse colleges in the City. Recruiters speak to various classes at the college, informing students of the many opportunities within the Police Department. They also set up a recruiting table once a month proactively trying to attract potential candidates from diverse backgrounds. Recruiters also spend time at CSUS speaking to different classes and host recruiting tables and office hours at the University.

The recruiters actively engage with students who take part in the Magnet Academy, held in five diverse high schools, fostering a meaningful dialogue about the diverse job opportunities and positions available within the department. Working with the Magnet Officers, recruiters go beyond information sharing. For students expressing interest in a career with the Police Department, recruiters offer hands-on support through mock oral sessions, Physical Ability Test (PAT) hours, and guidance throughout the job application process. This personalized approach not only educates students about potential roles but also empowers them with practical skills and insights needed to pursue a fulfilling career with the Sacramento Police Department. The Recruiting Unit hosts open practice PAT sessions for the community and recruiting tables at different businesses throughout the diverse areas of the City.

The department collaborated with the International Rescue Committee (IRC) demonstrating a commitment to helping refugee families establish themselves in our community by providing resources and career information. In addition, the unit conducts mobile recruiting events throughout the City, ensuring accessibility to diverse communities.

In our commitment to supporting women in law enforcement, we have implemented a multifaceted approach aimed at empowerment, recruitment, and community engagement. As part of the 30x30 initiative, we are dedicated to increasing the representation of women in the department to at least thirty percent by 2030. To encourage physical fitness and camaraderie among female officers, we host the Female Fitness Challenge, a series of events designed to promote health and wellness within our ranks. We have a female liaison officer who provides individualized mentoring, offering support in both mock interviews and physical fitness training to aspiring female candidates. We have also expanded our outreach to local gyms, setting up recruiting booths at establishments like Crunch and Orange Theory, both of which sponsor our Female Fitness Challenge. Recognizing the importance of community involvement, we attend events like the Women's Fitness Festival and

Women’s History Month celebrations, fostering connections and showcasing opportunities for women within our department. Through these initiatives, we are not only creating pathways for women to thrive in law enforcement but also building a supportive and inclusive environment where all individuals, regardless of gender and race, can excel and contribute to the safety and well-being of our community.

We also have a computer lab at our headquarters which is available for applicants without computer access. This allows the applicant the ability to complete required background documents in the online background system and ask any questions they have regarding the process.

### **Training**

The Sacramento Police Department has implemented and participated in several training programs to promote diversity and inclusivity in its recruitment and hiring practices:

1. **Unconscious Bias Training for Hiring Interview Panel Members:** This mandatory City training provided by HR educates panel members on recognizing and mitigating unconscious biases that can affect hiring decisions. It ensures that all candidates are evaluated fairly and based on their qualifications and potential.
2. **Cultural Competency/Implicit Bias Training:** This course is for peace officers to understand the concepts of implicit bias and de-escalation in order to adequately interact with the community that they police. It is to increase awareness and understanding of different cultural backgrounds and perspectives.
3. **Equal Employment Opportunity (EEO) Training:** This training ensures that all department members understand EEO laws and the importance of preventing discrimination in the workplace. It reinforces the department's commitment to fair and equitable treatment of all employees.
4. **Leadership Development Programs:** These programs focus on developing leaders who value and promote diversity and inclusion within the department. They include training on inclusive leadership practices and how to foster a diverse and equitable work environment.
5. **LGBTQ Awareness Training:** Background investigators are trained in LGBTQ awareness to ensure non-discriminatory background investigations.
6. **The RGEAP “A Way Forward: History of Race Relations in Sacramento.”** This course covers topics such as implicit bias, historical laws, practices, and events that shaped California and the United States, housing history, education, protest and unrest, and law enforcement and the criminal justice system with the resulting historical impacts on the legitimacy of law enforcement and the criminal justice system.

Through these comprehensive training programs, the Sacramento Police Department aims to create a more diverse, inclusive, and equitable workplace, enhancing its ability to serve and represent the community effectively.

### **Termination**

Probationary employees receive monthly evaluations to document their performance. During these evaluations, supervisors thoroughly review and discuss any performance issues or concerns they have identified. Employees are given clear, constructive feedback and specific examples of areas needing improvement.

To support their development, employees are provided with ample opportunities to address these issues. This includes access to additional training programs, resources, and mentorship. Supervisors work closely with the employees to create personalized improvement plans, setting achievable goals and timelines. This structured approach ensures that employees have the support and guidance needed to enhance their performance and succeed in their roles. Non-probationary employees have a mid-year and yearly evaluation done to document their performance.

Internal Affairs cases that result in termination go through a thorough investigation which includes interviews of witnesses and accused. The finished case is reviewed by the Division Captain, presented to Executive Command Staff, reviewed with Labor Relations and, depending on the level of discipline, the City Manager. Prior to final disposition being imposed, the accused employee is given the opportunity for a *Skelly* meeting. After termination, the employee may file an appeal to have their case heard before an impartial hearing officer.

### **Exit Interviews**

Every employee who separates from the department is given the opportunity to participate in an exit interview. The interview is conducted by the Personnel Captain, or the employee may choose to meet with another member of the department. The feedback gathered during the interview is shared up the chain of command, then is used to identify and improve areas within our department, including efforts to enhance DEI efforts.

Additionally, when the department learns that an employee is considering leaving for another organization, the employee's Captain will reach out to understand their reasons and explore what the organization can do to retain them. This proactive approach helps us address any concerns and make necessary improvements to foster a more inclusive and supportive work environment.

## **YPCE**

In addition to adherence to all City Manager DEI efforts above, the YPCE Department has engaged in the following practices to increase diversity within the department.

### **Recruitment Outreach and Sourcing**

YPCE continues to develop various strategies for outreach. Hiring managers and management staff try to meet candidates where they are.

- YPCE does extensive outreach at Sacramento high schools with a significant number of on campus visits throughout the year to reach the communities we serve. YCPC has a presence at local job fairs, and always strives to stand up hiring and recruitment opportunities and YPCE events.
- YPCE uses their Commissions as platforms to assist in recruitment. Sacramento Youth Commission and Youth, Parks, & Community Enrichment Commissions meet monthly. YPCE provides updates on current opportunities along with sharing various links and flyers. This allows us to utilize our partners in the community we serve.
- YPCE has a dedicated marketing team who shares all upcoming seasonal hiring opportunities on all social media platforms, along with creating easy to use QR codes to direct the community to these opportunities.
- YPCE has recruitment information and opportunities available at all Community Centers, along with customer service staff who assist with answering and assisting with questions related to hiring in real time.
- YPCE collaborates with other agencies as well as recruitment posts on other platforms outside of the City website to ensure a robust and qualified candidate pool.
- Lifeguard certification is a requirement for most aquatic positions, YPCE has implemented free lifeguard skill workshops to help interested candidates work on the water skills needed for the lifeguard certification class. Also, YPCE offers a lifeguard scholarship to candidates who demonstrate financial need to remove the financial barrier to becoming lifeguard certified.

## **City Attorney**

### **Recruitment, Outreach and Sourcing**

Law Day – The City Attorney’s Office hosts an annual Law Day event to celebrate the rule of law and enhance understanding of the legal system. The most recent event, held on May 1, 2024, featured open-house tours of the City Attorney’s Office for city employees and presentations on the theme “Voices of Democracy.” This event is open to the public and is promoted through the City of Sacramento’s public information officer and the City Council.

Career Fairs – Attorneys and support staff regularly participate in career fairs, including the University of the Pacific McGeorge School of Law Externship Fair, the Sacramento Region Diversity Career Fair, the UC Davis School of Law Public Interest & Government Career Fair, and the

American River College Spring Career Fair. At these events, employees engage directly with prospective hires to discuss the office, the hiring process, and the office’s dedication to diversity, equity, and inclusion.

Law Clerk Program – The City Attorney’s Office recruits and hires local law-school students as law clerks throughout the academic year and summer. This program provides students with exposure to various legal areas practiced within the office. In 2023, the City Attorney’s Office received approval to offer a stipend to summer law clerks, broadening access to those who might otherwise be unable to participate due to financial constraints. Many former law clerks have subsequently secured full-time attorney positions within the office.

Expanded Job Advertising – Job advertisements are managed through the Neogov recruitment software, with postings boosted across several recruiters and job websites. Additionally, attorney positions are advertised through the League of California Cities and the International Municipal Lawyers Association. Job announcements are also distributed to local county bar associations and their affiliates, such as the Asian Bar Association of Sacramento, SacLegal, and the Wiley W. Manuel Bar Association.

### **Hiring Interview Panel**

The interview panels are generally composed of subject matter experts with a broad range of professional titles and experience. Typically, at least one panelist is an external member from outside the organization. Panelists are carefully selected to ensure a diverse mix of individuals and perspectives.

### **Interview Process**

In each interview process, all applicants are contacted uniformly and provided with equal opportunities to respond to interview invitations. Additionally, all candidates are interviewed by the same panel and asked identical questions to ensure consistency and fairness.

### **Training**

DEI Training at All-Staff Meetings – The City Attorney’s Office has dedicated at least one of the mandatory quarterly all-staff meetings to DEI (Diversity, Equity, and Inclusion) training. In November 2022, the City’s Diversity and Equity Manager, Aimee Barnes, led a discussion on two racially charged incidents involving public officials in Los Angeles and Sacramento. In February 2023, Ms. Barnes introduced and discussed the development and implementation of the CAO Equity Impact Inquiry Tool for staff use in advising clients. The November 2023 meeting was held at the Center for Sacramento History and included the viewing of two documentary videos about the civil rights movement to end discrimination in public housing in Sacramento and beyond.



Mandatory Continuing Legal Education – The State Bar of California requires licensed attorneys to complete the following within each three-year compliance period: at least two credit hours focused on the recognition and elimination of bias in the legal profession and society based on, but not limited to, sex, color, race, religion, ancestry, national origin, physical disability, age, or sexual orientation (Elimination of Bias Credit). One hour of this requirement must concentrate on implicit bias and the promotion of bias-reducing strategies to address how unintended biases regarding race, ethnicity, gender identity, sexual orientation, socioeconomic status, or other characteristics undermine confidence in the legal system (Implicit Bias/Bias-Reducing Strategies Credit).

### **Terminations**

The City Attorney’s Office adheres to the termination policies and procedures of the City, consulting with Labor Relations and the HR/Labor Advisory attorney to ensure that all terminations are in compliance with city policy and align with established practices.

### **Exit Interviews**

Upon separation, all employees receive a letter containing information on their out-processing and a barcode for accessing the city’s exit survey. Additionally, the City Attorney conducts an exit interview. Feedback is collected from these sources, and adjustments are made as necessary based on the gathered information.

### **Additional Information**

Diversity Mission Statement – In 2022, the City Attorney’s Office established a Diversity Mission Statement. This statement is available on our public website, in informational brochures about the office, and in job advertisements.

Mentorship Program – Starting in 2023, the office began connecting all newly hired employees with more experienced colleagues. This program aims to promote inclusion, career development, and retention.

DEI Leadership Seal – In 2023, the office enrolled in the State Bar of California’s DEI Leadership Seal program, which challenges law firms and government law offices to achieve specific DEI goals within a year. The office is set to complete the program later this month.

## City Treasurer

### **Recruitment Outreach and Sourcing**

In addition to posting job announcements on the City's website and governmentjobs.com, recent recruitment efforts for Senior Debt Analyst and Debt Analyst positions have included direct advertising on the job bulletins of finance-specific organizations such as California Society of Municipal Finance Officers (CSMFO) and California Municipal Treasurers Association (CMTA). These organizations, with statewide memberships numbering in the thousands, have been integral in widening and diversifying our candidate pool.

### **Hiring Interview Panels**

Interview panels have been composed of subject matter experts representing diverse demographics including gender, age, nationality, and positions/classifications within the City. This diversity ensures a comprehensive evaluation of candidates in facets of debt financing and management.

### **Interview Process**

Interview questions are structured to assess candidates' comprehension and experience in the intricacies of debt financing and management.

### **Training**

All employees serving as interview panel member are required by the City to complete implicit bias training. Certification of training completion is mandatory prior to participating in interviews.

### **Exit Interviews**

Departing employees are currently encouraged to complete an online exit questionnaire as part of the City's off-boarding process.

## Office of Public Safety Accountability

### **Recruitment Outreach and Sourcing**

The Office of Public Safety Accountability is a member of the National Association for Civilian Oversight of Law Enforcement (NACOLE) which creates community support for independent, civilian oversight entities that seek to make their local law enforcement agencies, jails, and prisons more transparent, accountable, and responsive to the communities they serve. OPSA utilized the NACOLE's platform to assist in attracting diverse candidates for the new oversight positions in OPSA.

OPSA's partnerships with the Sacramento Community Police Review Commission (SCPRC) and the African American Employee Leadership Council (AAELC) assisted with ensuring the community were aware of the newly posted positions in OPSA.

### **Hiring Interview Panels**

The Office of Public Safety Accountability has conducted several hiring interview panels for various positions. All of the hiring interview panels have consisted of staff from OPSA and staff from the City Auditor's Office. Each office has diverse staff which ensures that the hiring interview panels are diverse. The panels include panelists with differences in race, gender, age, oversight/audit experience, investigative experience, and management experience.

### **Interview Process**

The interview process for the Office of Public Safety Accountability (OPSA) positions includes standardized interview questions pertaining to the actual position that candidates will be interviewing for. Depending upon the position, the candidates are required to respond to the standardized interview questions as well as complete written exercises during the interview process. The standardized interview questions include DEI interview questions. These questions as well as the candidates' responses are essential in evaluating candidate values and how those values may impact diversity and inclusion in the workplace. OPSA is responsible for upholding the principles impartiality, respect, fairness, legitimacy, and transparency in reference to the City's public safety agencies. The Office of Public Safety Accountability must be representative of communities served in the City of Sacramento.

### **Training**

The Office of Public Safety Accountability staff have completed DEI training programs offered through the City of Sacramento RGEAP Workforce Equity City Teams.

### **Termination**

The Office of Public Safety Accountability has only conducted one termination. The termination process was applied consistently and equitably by directly working with Human Resources Labor Relations Manager.