

The CROWN Act of 2019 and the Possible Implementation of it in Title VII of the Civil
Rights Act of 1964

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ABSTRACT

The original Title VII of the Civil Rights Act of 1964 was meant to resolve many issues in the U.S. as it pertained to racial discrimination. The present study seeks to determine ways Title VII of the Civil Rights Act of 1964 may be expanded. One proposal is to expand the protection of African Americans from being discriminated against based on their innate hair texture or desired hairstyle. Dove, as a part of Unilever, developed a petition to initiate the discussion of race-based discrimination, which targets individuals whose desired hairstyle is its natural state or a cultural staple.

From this discussion, the Creating a Respectful and Open World for Natural Hair (CROWN) Act was formed. This Act aims to further protect African Americans in the workplace and other public places from discrimination because they have chosen to leave their hair in its natural texture or wear styles like braids, dreadlocks, twists, cornrows, and/or afros. Presently, 27 states have no CROWN legislation; however, 40 states and territories collectively have some form of CROWN laws in place (Gonzales, 2023). The study herein collected data from Duval, Palm Beach, Broward, and Miami-Dade Counties in the state of Florida from the years prior to CROWN being adopted in the state and after the first 2 counties incorporated the laws. In Palm Beach County, where CROWN was not adopted until July 1, 2023, when the rest of the state enacted the legislation, there was a statistically significant difference between groups as determined by one-way ANOVA ($F(3,271) = 38.35, p = .000, \eta_p^2 = 1.52 \times 10^{-35}$). Broward County, however, which had adopted Crown earlier (December 1, 2020), showed a statistically significant difference between racial groups that were promoted between the years 2019 to 2023 as determined by one-way ANOVA ($F(7,1966) = 2.33, p = .023, \eta_p^2 = 4.07 \times 10^{-33}$).

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DEDICATION

This dissertation is dedicated to my grandparents: Renix Graham, Leola Graham, Ferris Everett, Sr., and Pluma Everett. The greatness you exhibited and the legacy you left continues from generation to generation.

Chapter I

INTRODUCTION

The African American experience in the U.S. has come with many ups and downs. Because of the systematic ways in which this group has been discriminated against and subjected to disparaging treatment, many laws have been created to ameliorate somewhat the impact of social injustices impinging on the entire race. While the U.S.'s laws have improved to include African Americans as equal citizens to the European American majority, there is still a long way to go. For example, African Americans wealth accumulation is 15 percent less than that of their European American counterparts (Bhutta et al., 2020). This is due in part to African Americans' historical roots as enslaved people in the U.S. evolving into systemic racism which supported generational wealth concentrated in the hands of European Americans. Bhutta et al. (2020) report that European Americans are more likely to have accumulated wealth resulting from an inheritance or gift from their families than African Americans. This wealth accumulation, or lack thereof, is often the catalyst for disparaging treatment which promotes housing, education, and workplace discrimination (Bhutta et al., 2020).

The CROWN Act of 2019 was created to diminish the effects of subjective treatment against African Americans (especially women) because of their decision to wear their natural (not chemically or heat altered) hair in the workplace (CROWN Act of 2020, 2020). Many beliefs surround how African Americans should present themselves in the U.S. to fit in and receive somewhat equitable treatment with their European

American counterparts. The highest grossing companies in the U.S. are typically owned and/or operated by mostly European American men.

According to Leppert (2023), in 2020, European Americans accounted for 86 percent of businesses owned in the U.S. Consequently, those businesses earned 93 percent of overall business revenue (Leppert, 2023). Moreover, males own 63 percent of all businesses (Leppert, 2023). Because organizations typically receive directives from upper management, employees reflect the cultural norms and standards of those to whom they report. Thus, grooming standards in the workplace are perhaps a subculture of European American appearance.

Contribution

The goal of this study is to bring about an awareness of prejudicial treatment against African Americans who wear their natural hair in the workplace and companies which fail to fill positions for which they are qualified. Moreover, the intention is to have employers (especially in the public sector) reevaluate their grooming policies which may include language that perpetuates disparaging treatment. As a result of this study, it is the expectation that African Americans will be hired in the U.S. based on their qualifications and not their outward appearance.

Problem Statement

According to the results of a study conducted by Unilever (2019), workplace discrimination of African American women has been perpetuated even in recent times. Title VII of the Civil Rights Act of 1964 was historically intended to end workplace discrimination based on race, color, religion, sex, and national origin (U.S. Equal Employment Opportunity Commission, n.d.). Since its 1964 origin, Title VII has had

many revisions to include a wider range of vulnerable populations like pregnant women and disabled persons. Thus, the CROWN Act's purpose seeks to bridge this gap where it concerns the natural texture and styling of one's hair in the workplace (namely those of African descent or who have textured, tightly curled, or a coiled hair pattern).

CROWN stands for Creating a Respectful and Open World for Natural Hair (Unilever, 2019). While many states have adopted some version of the CROWN Act, 27 states have yet to incorporate some form of protection against workplace discrimination for those who wear their hair in its natural state. Goodman (2021) found that some employers had policies which seemingly violate their employees' civil rights when the employees were wearing hairstyles like braided hair and dreadlocks. While these hairstyles presented no health hazard to the specific employee or to others when worn, the employers insisted the hairstyles either be covered or changed. Overall, human resource departments overseeing 15 or more employees must follow Title VII, principally speaking, to avoid litigious action where an employee feels he or she was treated unfairly for what is immutable (SHRM, 2014).

The CROWN Act challenges employers to review how they have chosen to define a professional appearance by often ousting demographics from consideration for promotion or, at a minimum, employment. From a Public Administration standpoint, considerations of Social Constructionism Theory are paramount in this concern for the fine line that exists between hairstyle choice and discriminatory practices. In defining Social Constructionism Theory, Cunliffe (2008) explores how individuals determine how to conduct themselves and define the meaning of life based on the premise of their culture. While culture is not specified within the context of Title VII, national origin is.

Because of this shortcoming, Social Interactionism Theory and Social Identity Theory add some contextual basis for how and why various cultures interact within their group and with others in society. Some who have been adversely affected by policies that are discriminatory against hairstyles, which reflect a person's heritage, may have a more compelling argument should the CROWN Act become more widespread in the U.S.

Purpose/Aim/Research Question(s)

Because Title VII of the Civil Rights Act of 1964 has been accepted nationwide, yet the CROWN Act of 2019 has not been, there is a push to have the CROWN Act of 2019 be more widely considered throughout the nation. The ideology of increasing the authority of the CROWN Act of 2019 stems from the fact that not all 50 states have legislation that protects against natural hair discrimination towards those of African descent. Title VII of the Civil Rights Act of 1964 protects African Americans who identify by race. However, when considering physical attributes associated with what makes up the racial category, Title VII of the Civil Rights Act of 1964 does not have any such safeguard. Thus, this study supports the hope that other state legislators will largely consider how adding The Crown Act to their state's laws will be beneficial to their entire constituencies. Furthermore, industries within the workforce should use legislative efforts to include diverse groups of prospective employees by revisiting and amending their current policies to determine if they have the potential to be prejudicial toward minorities. Since the CROWN Act of 2019 has been passed federally, government subgroups at the state and local levels are encouraged to align with this gesture as it is a generally progressive notion for our country's future. Since the CROWN Act has had sporadic

passage throughout the U.S., the results of the impact of the CROWN Act in those areas lead to the following research questions:

1. Has there been a significant increase in African American employment rates in areas with CROWN legislation compared to areas with no legislation?
2. Is there a significant increase in African Americans holding supervisory and upper management positions since 2019?

Chapter II

LITERATURE REVIEW

Theory Base for the Research

Social constructs are primarily how a society defines its structure and the interactions that occur among the citizens within its borders (Cunliffe, 2008).

Additionally, social constructs categorize people based on their similarities and differences. Making such distinctions between people and their experiences is known as Social Constructionism Theory. This theory suggests that meaning is applied to the world based on the observations of those with similar experiences or characteristics. Examples of social constructs include race, sex, gender, religious beliefs/ affiliation, socioeconomic status, national origin, and so forth. These groupings of individuals within their context drive overall behavior within society.

Historically, the meaning that has been assigned to social constructs which exaggerate the differences between individual groups has catapulted some individuals and groups into places of high power while leaving others who are outside of the group in poverty. Because this behavior was the norm in the U.S., the laws of past times mirrored what was considered justifiable by some members of society. By contrast, when the norms of society were challenged, laws were typically amended to acquiesce to groups challenging those norms. While it usually takes many court approvals before issues with societal norms become constitutional, it is not impossible. So far, many groups of individuals have gained more rights to just treatment because they challenged what was

acceptable. When one challenges perceived injustices, the culture is reshaped, and behavior is modified.

Furthermore, Aksan, Kisac, Aydin, and Demirbuken (2009) purport that Social Interactionism Theory discusses how meaning, language, and thinking are attributed to interactions between and among people. While Social Interactionism does not address the origin of meaning, it provides context for how societal interactions shape the thoughts, feelings, and behaviors of individuals (Aksan et al., 2009). Thus, individuals derive their overall disposition from their environment. Based on where an individual is located, their preconceptions, and what they innately believe can either be supported or contradicted once a social interaction has occurred. As it relates to The CROWN Act, social interaction will differ between the African American who has chosen to wear their natural hair and how non-African Americans perceive it.

Social Identity Theory, however, narrows the gap that exists in Social Interactionism Theory. According to Bagby and Rector (1992), Social Identity Theory is defined by the social group an individual is a member of. The meaning an individual makes of the world is an extension of how his/her social group believes (Bagby & Rector, 1992). Therefore, those who belong to the same social group have favorable opinions of each other. By contrast, those who belong to different social groups view each other based on the acceptable beliefs of the group that society has made him/her a member. Social Constructionism, Social Identity Theory, and Social Interactionism Theory support the notion that lawmakers should consider expanding the scope of Title VII.

Prior Research on the Topic

African American Hair from Slavery to Civil Rights

African American hair discrimination in the U.S. has its foundation in Africans being enslaved to work on plantations (Powell, 2018). As enslaved people, their hair was sometimes shaved as punishment and to dissociate the person from his/her former identity in Africa. Furthermore, they were rarely provided with the proper tools to care for their hair or the time to maintain it. African American hair was not only marginalized due to its racial characteristics, but it was also historically seen as a marker to identify a social class (e.g. slave).

Once freed, some people of African descent worked hard to alter their appearance to assimilate into the world, which favored European Americans' likeness and its accompanying features as the most attractive and desirable (Powell, 2018). Physical characteristics of African Americans, such as skin tone and hair texture, were used to continue to contrast appearances, which allowed for the implementation of more laws to further the societal ousting of African Americans from gaining the benefits of citizenry. Instances of discriminatory practices which contributed to intergroup racism occurred when African Americans with loosely curled hair and lighter skin received better opportunities for work and education than those who were darker skinned and had tighter kinkier hair (Byrd & Tharps, 2014). During segregation, race was a marker for a wage gap that existed not just between men and women but also between European American women and African American women. Over the past 150 years, African American women have altered their appearance to fit into the broader workforce for consideration as equal to their counterparts, which would earn them a livable wage. Powell (2018) suggests African American women have been assimilating to European American standards of beauty for so long that it is perceived as an act of deviance when an African

American woman chooses to wear her natural hair texture. Moreover, African American hair discrimination is an extension of racial discrimination, which has been prevalent in the U.S. since those of African descent are commonly associated with hair textures and styles. Despite the effort to provide higher education to African Americans by establishing Historically Black Colleges and Universities, photos of students and alumni of those institutions depict light-skinned African Americans who wore their versions of European American hairstyles (Byrd & Tharps, 2014). The disparity in treatment of African Americans who sought higher educational opportunities based on their skin hue inadvertently supported workplace discrimination towards those who were less educated and did not subscribe to the European American aesthetic (Byrd & Tharps, 2014).

Blackness (related to alternative names associated with African Americans) and all characteristics associated with being African have historically been viewed as inferior to the European American majority and as unprofessional (Discrimination: Hairstyles, 2019). To support this claim, Goodman (2021) adds that harsher treatment was administered to those enslaved persons whose hairstyle was least like their European American owners. This treatment continued after slavery by socially considering African American women who could achieve Eurocentric hairstyles as well adjusted (Goodman, 2021). Hairstyles predominantly worn by those of African descent, like cornrows (a style of braiding hair to the scalp with rows between each braid), dates to 300 B. C., and visuals of such hairstyling are portrayed on Stone Age tablets (Goodman, 2021). Nevertheless, it was not until the Civil Rights Movement in the 1960s that African American people began to popularize the notion that “Black is Beautiful” and embrace the natural styles of African American culture openly, which led to them wearing their

innate texture of hair unabashedly. There were movements in the U.S. that ignited a sense of pride in African Americans that preceded the Civil Rights Movement. Yet, the Civil Rights Movement was impactful in history because, unlike other historically relevant movements meant to improve the conditions of African Americans in the U.S., it was televised.

Title VII of the Civil Rights Act of 1964

Title VII of the Civil Rights Act of 1964 protects unprotected classes of people by factors deemed immutable (Jaima, 2023). While initially protecting persons by race, sex, and color, Title VII has expanded to consider aspects of sex like pregnancy and gender identity. Unlike hair texture and styling potential, pregnancy and gender identity are temporary conditions. Moreover, when considering Title VII's protected classes, Powell (2018) purports that religion is not immutable; however, the law protects against religious discrimination. Color discrimination is prohibited by law, yet European Americans may tan, and African Americans may bleach their skin tones, making skin tone a mutable facet of human characteristics.

The dichotomy of European/African American has expanded in recent years since considering those who are White as being of European descent (Jaima, 2023). Presently, a person of Irish, Italian, European Jewish, or Hispanic descent can be classified as a European American. Jaima (2023) declares this reclassification of race to include otherwise non-European Americans has its roots in politics and is to denote social class rather than race. Nevertheless, these differences present the same kind of difference in features as natural hair texture. The courts have yet to determine which area of Title VII hair discrimination belongs (Goodman, 2021). Most literature, however, considers hair

texture and hairstyle an attribute of race. Racial discrimination's definition was expanded by the State of California's State Legislature to include hair texture since racial categories have been historically selected by variations in outward appearances (Discrimination: Hairstyles, 2019).

For a current Title VII violation case to be heard, the plaintiff must show himself/herself to be a member of a protected class and meet the job criteria yet have been subsequently not hired or terminated (Goodman, 2021). Next, the employer will be responsible for showing the reason for the candidate's or employee's respective indisiscrimination or dismissal. The tertiary check for a Title VII case then places the burden back on the plaintiff to show that what the employer has provided as the reason for non-selection or termination is fictitious and, in fact, discriminatory based upon his/her protective classification. The courts have yet to acknowledge hairstyle and hair texture as a component of race; therefore, it has not been legally outlined as a depiction of race based on Title VII. Prior to the CROWN Act, the U.S. Court of Appeal's Eleventh Circuit deemed the afro an acceptable natural hairstyle to be sported in the workplace indiscriminately (Powell, 2018). In *Equal Employment Opportunity Commission v. Catastrophe Management Solutions*, the court decided that the afro is an immutable characteristic of African American hair, but braids are mutable (Powell, 2018). Furthermore, one who chooses to wear locks may be subject to reprimands up to termination (Powell, 2018).

Jaima (2023) concludes that the mutable/immutable measure that has been used to amend aspects of Title VII is flawed because some aspects that are subject to change are protected while other characteristics of one's existence are permanent yet receive no such

protection. Additionally, concepts such as obesity, parental status, and criminal history may have a more permanent place in an individual's life. Yet, these circumstances are not protected by Title VII, and those who are in such situations may receive disparaging treatment. However, the Equal Employment Opportunity Commission (EEOC) has made such an observation, citing that when considering hairstyles as mutable, certain hairstyles worn by African Americans may be directly linked to their culture and nationality (Powell, 2018). This would make it immutable as it is part of the African American identity.

The EEOC and Hair Discrimination

The Equal Employment Opportunity Commission (EEOC) interprets Title VII's prohibition of racial discrimination to include an individual's physical characteristics, which are distinguishable by a person's race such as color, hair, culture, and ethnicity (Powell, 2018). Furthermore, attributes like dialect, name, dress style, and grooming standards may be considered with race or national origin. The EEOC asserts that appearance policies imposed by employers should encompass both general guidelines for cleanliness and neatness. They further identify that these policies also contain specific mandates that consider ethnic differences. The Federal Court, however, has not been as progressive in its rulings regarding African American hair discrimination. Except where plaintiffs may show how an employer deliberately caused disparate treatment towards the employee based on race, court cases have not always been favorable towards African Americans. Thus, the question courts should consider in African American hair discrimination cases is not whether the hair can characteristically change texture or style, but should employees require it to be changed?

One such hairstyle that the EEOC has agreed is immutable is dreadlocks (Jaima, 2023). Once dreadlocks have formed, they cannot be undone without cutting the hair. Dreadlocks are predominantly associated with people of African descent; therefore, it is racially discriminatory to create policies that ban the hairstyle. Furthermore, Jaima (2023) suggests that some courts have decided that hairstyle choices are not considered a characteristic of one's race. Employers and school districts have the right to determine what is considered a professional and kempt appearance, regardless of its impact on one group over another (Jaima, 2023). Such attitudes have been the catalyst for many states choosing not to adopt the CROWN Act. By not considering hair texture and style as a part of the overall Title VII of the Civil Rights Act of 1964 (1964) they do not see hair texture and style as extensions of race. The impact of such beliefs has been discriminatory to many African-descended populations.

In schools, policies promoting anti-bullying in their rules have developed punishment mechanisms to handle such offenses; however, these rules are protective of physical and verbal bullying. There is no known inclusion of hair bullying included in such school rules (Mbilishaka et al., 2020). For example, school-aged children and young adults who attend grade school and post-secondary educational facilities have been made to adhere to strict guidelines regarding hairstyles or prohibiting hairstyles altogether to participate in sports or even attend graduation. While such policies have placed racially biased limitations on students, there is still not a definitive definition for which attributes are inclusive of one's race which is inclusive in Title VII.

Post Title VII Policies and Legislation

Ortiz and Roscigno (2009) studied sex and race-based discrimination among African American and European American women 1988 to 2003. They found an inverse relationship between African American female employment and those same women occupying supervisory and managerial roles. According to Ortiz and Roscigno (2009), invisible barriers have kept African American women from being promoted to higher positions in their workplace, or they have been overlooked for employment opportunities at all despite meeting and often exceeding the job qualifications. The employment inequality which African American women experience is attributed to both racial and class discrimination. Without regularly auditing an employer, it is difficult to uncover discriminatory hiring practices. Nevertheless, discrimination which occurs after hiring includes lack of promotion and the employee receiving lower salaries than their counterparts.

Many employers who are tasked with employee selection are European Americans who have intrinsic racial bias towards African Americans (Ortiz & Roscigno, 2009). African American females reported feeling their race mattered more than other racial groups; therefore, when experiencing occupational discrimination, reports initiated by African American women are filed based on racism. Jones and Shorter-Gooden (2004) concur, since they found that African American women experience racism predominantly at work over any other place. Almost 70% of the women who participated in the African American Women's Voices Project reported that when being hired or promoted workplace racism was most prevalent (Jones & Shorter-Gooden, 2004). Nevertheless,

they are often victimized and discriminated against for both (Jones & Shorter-Gooden, 2004).

While nearly 500,000 African American women have a master's degree, the women are not always regarded as intellectual (Jones & Shorter-Gooden, 2004). Albeit African American women are constantly shifting themselves in the workplace to fit the cultural norms (Jones & Shorter-Gooden, 2004). Jones and Shorter-Gooden (2004) define shifting as the assimilation of African American women into European American culture. This shifting enables the women to present themselves in ways which ensures their safety and survival. The shift entails changes in behavior, speech, and appearance.

Despite being one of the highest educated subgroups in the United States, African American women are many times the victim of structural discrimination or hired into positions which have no upward mobility (Kalev & Dobbin, 2005). Without regularly auditing an employer, it is difficult to discover discriminatory practices (Ortiz & Roscigno, 2009). Affirmative Action is an executive order which extended Title VII to promote anti-discrimination practices by employers and contractors (Kalev & Dobbin, 2005). Regulated by the U.S. Department of Labor and the Office of Federal Contract Compliance Programs, Affirmative Action is enforced by the threat of discrimination lawsuits and compliance reviews. Both lawsuits and compliance reviews act as deterrents for human resource departments to hire and terminate employees fairly and without prejudice. Audits or compliance reviews determine whether employers are adhering to Affirmative Action laws.

The Executive Branch of government may alter how administrators apply compliance reviews; however, it is difficult to impact Title VII since violations of the Act

are heard by the Judicial Branch which the President has no direct control (Kalev & Dobbin, 2005). Kalev and Dobbin (2005) studied the effect of lawsuits and compliance reviews on employment of African Americans and European American women from 1971 to 2002. With an awareness of President Reagan's leniency towards compliance reviews in the 1980s in mind, Kalev and Dobbin (2005) saw steady increases in the employment of and the assumption of managerial roles of the target group, primarily African Americans. On the other hand, employers became slacker in their hiring and promotions of African Americans and European American women when they were not expressly forced to adhere to the policies. Likewise, contractors show similar trends in African Americans occupying more employment roles than European Americans in times when Affirmative Action is fully supported and enforced; moreover, African Americans also hold managerial roles in higher numbers than other groups (Kalev & Dobbin, 2005). Employers with Affirmative Action plans have regular compliance reviews are more likely to hire African Americans as well as other disadvantaged groups, provide on-the-job-training, and provide thorough performance evaluations to their employees (Kalev & Dobbin, 2005).

African American employees have been asked to alter their natural hairstyles because such styles have been viewed as messy, unkempt, and unprofessional (Goodman, 2021). Workplace grooming standards have longstanding discriminatory impacts on African Americans. Defining professionalism involves the exclusion of the natural texture of achievable hairstyles associated with African American hair. Mbilishaka, et al. (2020) describe such policies as biased and as a hyper regulation of African American hair meant to imitate a European American appearance. The New York City Commission

on Human Rights interprets workplace grooming policies and definition of professionalism as foundationally and purposely prejudicial towards African Americans because it upholds professionalism as everything that is non-African American. Thus, in their natural state, African Americans are not (by professional definitions) suited to work in a professional atmosphere. Because of this, the New York City Commission on Human Rights urges businesses to inspect the language of their grooming policies to ensure it is free of discriminatory language which considers African American hairstyles unprofessional. Additionally, grooming policies should be free of language which upholds Eurocentric attributes and hairstyles as the standard (Discrimination: Hairstyles, 2019).

Within the past five years, the Armed Forces imposed policies that banned protective hairstyles like cornrows, afros, twists, and braids because they were “matted” (Goodman, 2021). Even predominately African American business schools have deemed African American hair texture and hairstyles as widely unacceptable based on the belief that hairstyles such as braids and locks are inappropriate in the European-dominated corporate sector (Powell, 2018). Wilson, Roscigno, and Huffman (2015) conducted a study which determined whether racial disparity in the public sector perpetuates the wealth gap. Many African Americans have been able to find employment in the public sector whether they have college degrees or not (Ortiz, & Roscigno, 2009). The increased presence of African Americans employed in the public sector occurred after the Civil Rights Movement of the 1960s (Wilson, Roscigno, & Huffman, 2013). Government reform, however, may be ending this long-standing occupational option for African Americans (Wilson, et al., 2013). The belief that because the public sector is increasingly

adopting a new governance model (a performance-based model) which causes their structure to be less rigid and bureaucratic but increasingly privatized (smaller staff where direct management holds the most authority in relation to employment decisions), this environment increases the vulnerability of the instances of protected class discrimination, namely African Americans, (Wilson, et al., 2015). Because managers in the new governance model are provided more discretion and autonomy, they are more likely to treat their African American employees more discriminately (Wilson, et al., (2013).

In the new governance model, African Americans are less likely to be promoted. Furthermore, they have a higher propensity to have a European American manager which increases the likelihood of harsher performance evaluations. These factors directly impact the wealth gap. Wilson, et al. (2013) found that the new governance model of government perpetuates downward mobility of African Americans who are employed in the public sector. The goal of smaller staff sizes and higher efficiency present in the new governance model negatively impacts African Americans because new governance models cause furloughs and layoffs which are the catalyst for increased unemployment among African Americans (Wilson, et al. (2013).

Discretion-based employment practices (also known as at-will employment) have disproportionately adversely impacted African Americans in the public sector. According to Wilson, et al. (2013), public sector managers whose agency uses the new governance model use their discretion with preexisting biases held towards African Americans. Thus, African Americans in the public sector may be the last to be hired and the first to be fired. With respect to the current topic's consideration of natural hair discrimination, African Americans are no exception to the rules where states have implemented new governance

and follow at-will employment. Wilson et al. (2015) found that prior to the new governance and since its implementation, the wage gap between European American men and African American men has increased from 31 percent to 54 percent, respectively. Moreover, a similar trend may be found between European American women, at 18 percent, and African American women, at 38 percent. Since the date of this study and other policies that have systematically discriminated against African Americans for one reason or another have been conducted, federal legislation has been created to promote the fair treatment of all races.

The CROWN Act of 2019

The federal CROWN Act is much more expansive than the individual states' versions because it includes anti-hair discrimination in federal assistance programs, housing, and public accommodations (Goodman, 2021). Furthermore, the CROWN Act fills voids in Title VII which leave hair discrimination on the table for employers' policies. So, courts have no need to bridge the gap between hair texture/ hairstyle and race or national origin because the CROWN Act makes this connection. It is important to note the federal government's acknowledgement of historical discriminatory policies which have targeted African Americans based on their hair texture and hairstyles; however, the CROWN Act conveys the message that the federal government now understands appearance and performance have no relationship. However, the results of a study conducted by Unilever (2019), workplace discrimination of African Americans has been perpetuated in recent times. Because courts have been reluctant to expand Title VII to consider hair as an extension of race, the CROWN Act is the most sensible solution (Goodman, 2021).

While the federal court may not adequately apply protections towards African American hair discrimination, the individual states may broaden the scope of Title VII's reach or implement their own variation of the CROWN Act (Powell, 2018). Like California's State bill protecting against hair discrimination, New Jersey also defines race as characteristics associated with race like hair texture, hair type, and protective styling (Goodman, 2021). The New Jersey Act was followed by New York, which cited the cultural significance of the hairstyles worn by African Americans represented much more than merely selection. Examples of hairstyles associated with race include afros, cornrows, Bantu knots, twists, locks, braids, tight coils or curls, and head wraps (Race Trait Hairstyle, 2020). Because such styles are synonymous with African American hair, prohibiting such opportunities to those who wear such styles is discriminatory (Discrimination: Hairstyles, 2019).

States that have rejected CROWN Act legislation suggest, if hairstyle was a direct extension of race, Title VII would already cover it (Goodman, 2021). Furthermore, other states have decided their state requires no such legislation. Some states even cite a safety concern for styles which may be dangerous like styles that may be extremely lengthy. Nevertheless, states may not leave room in their laws which cause disparate treatment or have an overall disparate impact on one group over another. Such negligence could be detrimental to both African Americans and corporations.

Natural Hair Studies and Statistics

Natural hair of African American people is defined as hair that is not permed, relaxed, color treated, or chemically processed (Unilever, 2019). Altering African American hair to be chemically straightened costs approximately \$50 million annually

which imposes a financial and social burden on the entire population of African American women who undergo these processes (Powell, 2018). The African American hair care industry is a multi-billion-dollar industry. In the early 20th century, the first female millionaire in the U.S., Madame C.J. Walker, earned her fortune by producing hair products which were formulated to straighten African American women's hair (Pitts, 2021). The marketing campaign for these products promised to provide African American women with a clean and neat appearance. This marketing technique was strategic as it opposed the derogatory language which traditionally described African American women's appearance.

According to the Dove CROWN Research Study for Girls (2021), hair discrimination among African American girls is reported to start as early as age five. These instances are generally heightened when a student attends a predominantly European American school. In another study performed by Unilever (2019) which surveyed women, found this form of discrimination continues into adulthood. 80 percent of African American women felt pressured to alter their natural hair to be accepted at work in a recent survey (Unilever, 2019). Unilever (2019) selected 2,067 women aged 25-64 to participate in a survey regarding workplace grooming and appearance standards. All women surveyed had to either currently work in sales, a corporate office, or an office setting full-time within the last six months. Participants were asked to rate photos of African American and European American women wearing various hairstyles on a scale with attributes like: Appropriate for management, Appropriate for non-management, and qualified for my position. The results found that an African American woman's hair is 3.4 times more likely to be seen as unprofessional.

20 percent of African American women from the study reported feeling compelled to alter their natural hair texture because of societal norms which suggest straight, smooth, and silky hair is the best quality hair. European American women participants reported their idea of natural African American hair to be unprofessional and exhibited an overall disdain towards African American hair in its natural state. Furthermore, African American women reported feelings of anxiety associated with ostracism which emanated from their choosing to wear their natural hair. According to Unilever (2019) African American women stated, “I have to change my hair from its natural state to fit in at the office.” The contention European Americans have generally expressed about African American hair perpetuates an idea that African Americans are still viewed as inferior and the characteristics of the hair grossly undesirable.

Mbilishaka, et al. (2020) found that European American women had the most negative attitudes towards African American women’s natural hair followed by European American men, African American men, and African American women respectively. Additionally, older African American women reported a more negative attitude towards natural hairstyles than younger African American women. African American men, on the other hand, reported less experience with being discriminated against for hairstyle choices than African American women. However, Mbilishaka, et al. (2020) attributes this finding to women having a secondary standard of beauty compared to men which imposes an additional layer of vulnerability to discriminatory practices from other women who are of different races and ethnic backgrounds.

To support the latter findings, Mbilishaka, et al. (2020) claims that there needs to be a permanent and widely accepted form of anti-discrimination policies for African

American hair. People of all races have been socialized to some degree to esteem European hair texture and style choices as optimal and perceive Afro textured hair as the opposite. These ideas have transcended time and space. In grade school-aged children, Mbilishaka, et al. (2020) found that African Americans experience some form of hair discrimination (usually in the form of negative comments or comparing it to other family members with looser textured hair) from their own family members. African Americans who have had an adverse experience about natural hair from other African Americans is due to the indoctrination that European hair is the best hair (Mbilishaka, 2020). Moreover, African Americans impose this concept on each other because they have historically experienced discrimination themselves and teach others to conform or assimilate to the overarching culture (Mbilishaka, 2020). Furthermore, these notions are passed down from one generation to the other regardless of race.

Policy Analysis, Evaluation, and Implementation

Patton, Sawicki, and Clark (2016) define policy analysis as a process of identifying laws which would improve conditions within society. Policies may be analyzed prior to or after implementation (Patton, et al., 2016). To measure a policy's success, it is important to note whether the policy has achieved or accomplished the goal which was the basis of its origin (Patton, et al., 2016). Lindblom (1959) recommends identifying historical policies which promote the principles of the current policy to weigh the potential consequences or outcomes of the policy. Often administrators face conflicting values when attempting to make the best policy decisions because it is difficult to determine which facet of the policies to prioritize (Lindblom, 1959).

Administrators, therefore, make policy decisions which alleviate the social issues at the expense of their own public favorability (Lindblom, 1959).

According to Lindblom (1959), policy implementation is not meant to be a complete overhaul of enacted laws. New policies are designed to incrementally change existing legislation (Lindblom, 1959). Further evaluation of implemented policies helps to determine if legislation requires additional amendments and it allows for foreknowledge of the outcomes of formulating and implementing similar laws (Patton, et al., 2016). Lindblom (1959) and Patton, et al. (2016) agree that the means or reasons for policy development justify the ends of outcomes of implementation. The goal of policy implementation is to significantly decrease the risks involved while simultaneously increasing the benefits towards its target population (Lindblom, 1959).

Generally, administrators need to know whether policies are politically acceptable, ethical, legal, and what expenses will passage incur once passed (Patton, et al., 2016). The disappearance of the problems which existed prior to implementation of the legislation supports the efficacy of the laws (Patton, et al., 2016). Policy evaluators seek the absence of social problems to make the determination that the policy goals were met. When establishing criteria to evaluate public policies by, the equity of the policy is to be considered (Patton, et al., 2016). Some questions to consider which test the policy's equity are: Does the policy serve vulnerable and typically underserved communities in a way that enhances their lives meaningfully? Moreover, does the implementation of the equitable policies' benefits outweigh the overall costs of implementation? An analysis of policies and procedures in Florida law enforcement agencies will be used in the present

study to determine if those policies and procedures contain bias towards African American employees in the areas of selection and promotion.

Hypotheses

According to the 2020 U.S. Census, the state of Florida is the third most populous state in the country (America Counts Staff, 2021). The most populous counties in the state include Miami-Dade, Broward, Palm Beach, Hillsborough, Orange, and Duval respectively. Additionally, the state comprises 57.7% European Americans, 15.1% African Americans, and 27.2% other racial groups or ethnicities. Despite the diversity represented in the state, two of Florida's 67 counties spearheaded the adoption of CROWN legislation to protect against hair discrimination among African Americans. As noted in Appendix A, the two most populous CROWN counties are Miami-Dade and Broward. According to data collected and reported by Florida Legislature Office of Economic and Demographic Research (2024c) Miami's racial make-up is nearly 69 percent Hispanic, 13 percent European American, 14 percent African American, 2 percent multi-racial, 1.5 percent Asian, and the remaining population are Alaskan Natives or some other race.

Broward County initiated the acceptance of natural hair equality, enacting CROWN on December 1, 2020 (Local10.com, 2020). Having CROWN in Broward County opened the option for African Americans to freely wear their hair in locks, twists, bantu knots, or head wraps while being considered professional in their appearance (Local10.com, 2020). The Florida Legislature Office of Economic and Demographic Research (2024a) reported Broward County is comprised of 33 percent European Americans, 31 percent Hispanic, 26 percent African American, 4 percent Asian, 4 percent

multi-racial, and the remainder of the population is Alaskan Native, or of another race. Following Broward County's lead, Miami-Dade County began enforcing CROWN on October 26, 2022 (Da Silva, 2022). Da Silva (2022) discusses the perception of straight hair versus tightly coiled hair. The idea is that straight hair is more professional in appearance. However, Da Silva (2022) acknowledges that this ideology is stereotypical. While Miami-Dade and Broward Counties are the most populous, the top 6 most populous counties have similar populations. This will provide a basis for the argument that overall approval of the CROWN Act is necessary.

Despite large counties in the State of Florida taking the initiative and being forerunners in the inception of CROWN, other counties with similar demographics and populations did not. Palm Beach County, for example, is 52 percent European American, 17 percent African American, 24 percent Hispanic, 3 percent multi-racial, 3 percent Asian, and other racial groups make up the rest of the population (Florida Legislature Office of Economic and Demographic Research, 2024d). Like Palm Beach County, Duval County did not follow Broward and Miami-Dade County by incepting CROWN. Duval County is 49 percent European American, 29 percent African American, 11 percent Hispanic, 5 percent multi-racial, 5 percent Asian, and the remainder represents other racial groups (Florida Legislature Office of Economic and Demographic Research, 2024b). Having CROWN statewide may be beneficial for areas of Florida like Palm Beach and Duval County, which are racially diverse.

By July 1, 2023, Senator Bobby Powell introduced Bill 590 in the Florida Senate, which imposed CROWN within the Florida public school system beginning in Kindergarten (Florida Educational Equity, 2023). Bill 590 amended the Florida

Educational Equity Act of 2021 to add hair-based discrimination within the context of other forms of racial and familial discrimination (Florida Educational Equity, 2023). Additionally, the Bill prohibits school-aged children in the State of Florida from being ousted from participating in sports programs and academic endeavors. The bill provides students with equitable service provisions like counseling services within the school system as well. While the Senate Bill acknowledges a need for CROWN in the school system, there are other public areas where the legislation needs to be a focal point. Having CROWN perhaps dissuades employers and those rendering services to African Americans from prejudicial acts.

Based on the literature, African Americans in the general workplace are being discriminated against based on hair preferences. This discrimination is perhaps more prevalent in settings that are considered professional. Both public and private sector employers have cultures that may host a professional atmosphere. For the sake of the present study, the public sector is the predominant focus. Of the other states that have accepted CROWN as law, Florida is the only state of its magnitude that has no statewide legislation.

H₁: The presence of CROWN Act legislation in a jurisdiction has a significantly higher rate of African Americans employed in the public sector.

H₂: There has been a significant increase in the number of African Americans holding supervisory and upper management positions since 2019.

Chapter III

METHODOLOGY

Research Approach

Previous research on Title VII of the Civil Rights Act of 1964 and the CROWN Act of 2019 has shown how the latter is an extension of the former. However, the states have not caught onto this concept. Because a gap exists in the definition of race, which may cause inequity in public spaces, there is room for expansion. The present study uses scientific methodology to determine how impactful CROWN legislation has been in a state (Florida) where there is localized adoption of the Act but not statewide acceptance. Florida's Public Records Law is liberal in that public records are provided to any person requesting records except where such records are exempt from public disclosure or are confidential (Office of the Attorney General, 2023).

Once Institutional Review Board, see Appendix B, approval was received from the Valdosta State University, public records were requested from the Miami-Dade and Broward County governments, as well as the Palm Beach County government and the Consolidated City of Jacksonville. These Public Records Requests were from each of the largest bodies of government in each of the counties represented in the present study. A request for each county's employee demographical makeup by race, sex, and ranking will be made to each of the counties. A quantitative measure of the impact of the CROWN Act was taken to show why it should be adopted to expand the definition of race in Title VII. Requesting public records prior to the inception of the CROWN Act in 2019 and

2020, determining significant change in those counties with CROWN legislation and those without it, will allow for quantifying how much has having the CROWN Act increased African American employment in the public sector and increase the number of African Americans who hold supervisory and management positions within the public sector. A one-way analysis of variance will be used to measure whether there is a significant difference in each of the four Florida counties that have either accepted the CROWN Act or have yet to adopt legislation.

Table 1

Counties assessed in this study based on adopted Crown Legislation

CROWN Legislation	No CROWN Legislation
Miami Dade	Palm Beach
Broward	Duval

Table 1 displays whether a county adopted the legislation or not. Counties that have the legislation have adopted it after 2020. Because policies may have changed from 2020 to the present, a One-Way ANOVA will also be performed to determine if there has been a significant increase or decrease in African American employment in the public sector, the number of dress code related reprimands on the job, employee retention, and the number of African Americans who hold supervisory and management positions within the public sector. Each variable will be coded as before 2020 and after 2020.

Table 2

Factors Tested

2019-2020	2021-2023
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African American employment rate in the public sector	African American employment rate in the public sector
African Americans in supervisory positions	African Americans in supervisory positions

Table 2 shows each factor that was tested based on the findings from the public records requests in which there has been anticipated change since the beginning of the CROWN Act of 2019. The purpose of collecting these measures is to target how public sector employers have enhanced their policies since the enactment of CROWN to decrease discriminatory practices that overwhelmingly disadvantage African Americans. Also, the expectation is that since the CROWN Act, more African Americans have been hired, retained, and promoted in the public sector.

The requests submitted to each of the four counties included a letter that read: Please provide any and all records which include the demographics of all candidates for employment by race, sex, and age from 2019-2023. Please provide the race, sex, and age of employees hired from 2019-2023. Please provide any and all reprimands for dress code or appearance violations from 2019-2023 to include the race, sex, age, and job title of the employee. Also, provide a copy of your dress code policy to include changes in the policies from 2019-2023. Please provide the race, sex, and age of any and all employees who were promoted from 2019-2023 to include the former and most recent job title.

Quantitative research is conducted in the present study to find out whether CROWN has a significant impact once incepted. A One-way Analysis of Variance is used as the statistical tool which will compare the means of racial groups hired and promoted within each law enforcement agencies' employee pool. The ANOVA results

will be used to determine whether there is a significant difference between African Americans and other racial groups hired and promoted in those agencies with CROWN in comparison to those without having passed the legislation. Furthermore, the test will be compared whether there is a significant difference in the means for each agency before CROWN or prior to 2020 and after CROWN or after 2020. Lastly, changes in each agencies' policies, procedures, or directives will be noted to determine if the policies align with the hiring and promotion trends.

A limitation of this study is that the CROWN Act of 2019 is still relatively new and has not yet been adopted by the entire country. Therefore, measuring the full scope of the CROWN Act's impact is difficult. There is no basis to measure each of the variables or framework which supports the methodology herein. Despite the stated shortcomings of the study, the overall findings are compelling and suitable to argue for a more widespread incorporation of the CROWN Act. Presently, the target is to receive full acceptance of the CROWN Act or legislation like it throughout the entire state of Florida. Should the results of this study achieve such a feat, perhaps other states will follow.

Chapter IV

RESULTS

Table 3 shows the number of new hires in Palm Beach County’s Sheriff’s Office from 2019-2023. Palm Beach County did not provide the race or age of the new hires, but the sex was provided. The total of all new hires is 1,319. During the test period (2019-2023), Palm Beach County hired 617 females and 698 males. The females represent approximately 47 percent of the new hires. Meanwhile, males account for approximately 53 percent of new hires.

Table 3

Palm Beach County Sheriff’s Office New Hires from 2019-2023 by Gender, Frequencies for V2

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	0.10%	0.10%	0.10%
	F	617	46.90%	46.90%	47.00%
	M	698	53.00%	53.00%	100.00%
Total		1316	100.00%		

Palm Beach County Sheriff’s Office provided a data set to include the race of their employees who were promoted during the test period 2019-2023. Table 4 shows the following results of this analysis. During this period, a total of 275 employees were promoted. Of the 275 employees, one person of Asian descent was promoted. This individual accounts for .4% of the total population of employees who received a

promotion. There were 182 African Americans promoted during the time period 2019-2023. From 2019-2023, 66.2% of the promotions in Palm Beach County’s Sheriff’s Office were given to African Americans. Hispanic Americans accounted for 7.3 percent of the promotions received at the Palm Beach County Sheriff’s Office from 2019-2023. There were 20 total employees of Hispanic descent who received a promotion. Lastly, 72 European Americans received promotions between 2019 and 2023. This group accounts for 26.2% of the total population.

Table 4

Palm Beach County Sherrif’s Office Promotions by Race Frequency from 2019-2023

		Race		Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Asian	1	0.40%	0.40%	0.40%
	Black or African American	182	66.20%	66.20%	66.50%
	Hispanic	20	7.30%	7.30%	73.80%
	White	72	26.20%	26.20%	100.00%
Total		275	100.00%		

A One-Way Analysis of Variance (ANOVA) test was used to determine if there is a difference in the promotion dates of the Palm Beach County Sheriff’s Office employees (See Table 5). This statistical analysis was used to test the hypothesis that more African Americans would be promoted at a higher frequency once CROWN is implemented than prior to its inception. There was a statistically significant difference between groups as determined by one-way ANOVA ($F(3,271) = 38.35, p = .000, \eta_p^2 = 1.52 \times 10^{-35}$).

Table 5*Palm Beach County One-Way ANOVA Test*

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Date_of_Promotion	Between Groups	1.60E+17	3	5.20E+16	38.35	0
	Within Groups	3.70E+17	271	1.40E+15		
	Total	5.20E+17	274			

A Tukey post hoc test revealed (See Table 6) that there is no significant difference between the promotion frequency in Asian Americans and African Americans ($p = .571$), Asian Americans and Hispanic Americans ($p = 1.000$), or Asian Americans and European Americans ($p = 1.00$). There is, however, a significant difference in the promotion frequency between African Americans and Hispanic Americans ($p = .000$) and between African Americans and European Americans ($p = .000$). There is no significant difference in the promotion frequency between Hispanic Americans and European Americans ($p = .990$).

Table 6*One-Way ANOVA Results of Palm Beach County by Race and Promotion Date***Table: Multiple Comparisons (Date_of_Promotion)**

		(I) Family	(J) Family	Mean Difference (I - J)	Std. Error	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Tukey HSD	Asian		Black or African American	-5.00E+07	36937632	0.571	1.00E+08	47877516

	Hispanic	548640	37746253	1	1.00E+08	98124300
	White	3378000	37091499	1	9.00E+07	99261092
Black or African American	Asian	47607824	36937632	0.571	5.00E+07	1.40E+08
	Hispanic	48156464	8677691	0	25724266	70588663
	White	50985824	5128544	0	37728320	64243328
Hispanic	Asian	-548640	37746253	1	1.00E+08	97027020
	Black or African American	-5.00E+07	8677691	0	7.00E+07	3.00E+07
	White	2829360	9310904	0.99	2.00E+07	26898441
White	Asian	-3378000	37091499	1	1.00E+08	92505092
	Black or African American	-5.00E+07	5128544	0	6.00E+07	4.00E+07
	Hispanic	-2829360	9310904	0.99	3.00E+07	21239721

In Table 7 below, the mode was calculated for the date of promotions in Palm Beach County from 2019-2023. The first promotion date in 2019 was January 27, 2019. The last date of promotion was November 27, 2023. The mode date was April 27, 2021, when 23 of the total 275 individuals promoted were promoted on that day.

Table 7

Palm Beach County Mode Date of Promotion by Race

Date of Promotion	
N VALID	275
Missing	94
Mode	27-APR-2021
Std Dev	43724445
Minimum	27-Jan-2019
Maximum	27-Nov-2023

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	27-Jan-19	7	2.50%	2.50%	2.50%
	12-Feb-19	3	1.10%	1.10%	3.60%
	12-Mar-19	7	2.50%	2.50%	6.20%
	27-Apr-19	6	2.20%	2.20%	8.40%
	12-Jun-19	10	3.60%	3.60%	12.00%
	27-Jun-19	1	0.40%	0.40%	12.40%
	12-Jul-19	3	1.10%	1.10%	13.50%
	27-Aug-19	1	0.40%	0.40%	13.80%
	12-Sep-19	1	0.40%	0.40%	14.20%
	27-Sep-19	7	2.50%	2.50%	16.70%
	27-Oct-19	3	1.10%	1.10%	17.80%
	12-Nov-19	2	0.70%	0.70%	18.50%
	27-Dec-19	7	2.50%	2.50%	21.10%
	12-Jan-20	1	0.40%	0.40%	21.50%
	27-Jan-20	4	1.50%	1.50%	22.90%
	12-Feb-20	6	2.20%	2.20%	25.10%
	27-Mar-20	1	0.40%	0.40%	25.50%
	12-Apr-20	2	0.70%	0.70%	26.20%
	27-Apr-20	2	0.70%	0.70%	26.90%
	12-May-20	2	0.70%	0.70%	27.60%
	27-May-20	2	0.70%	0.70%	28.40%
	12-Jun-20	5	1.80%	1.80%	30.20%
	27-Jun-20	2	0.70%	0.70%	30.90%
	27-Jul-20	3	1.10%	1.10%	32.00%
	12-Aug-20	1	0.40%	0.40%	32.40%
	27-Sep-20	3	1.10%	1.10%	33.50%
	12-Oct-20	6	2.20%	2.20%	35.60%
	12-Dec-20	1	0.40%	0.40%	36.00%
	12-Jan-21	4	1.50%	1.50%	37.50%
	27-Jan-21	9	3.30%	3.30%	40.70%
	12-Feb-21	1	0.40%	0.40%	41.10%
	27-Mar-21	2	0.70%	0.70%	41.80%
	27-Apr-21	23	8.40%	8.40%	50.20%
	12-May-21	2	0.70%	0.70%	50.90%
	12-Jun-21	3	1.10%	1.10%	52.00%
	27-Jun-21	5	1.80%	1.80%	53.80%
	27-Jul-21	2	0.70%	0.70%	54.50%
	12-Aug-21	1	0.40%	0.40%	54.90%
	27-Aug-21	10	3.60%	3.60%	58.50%
	12-Oct-21	5	1.80%	1.80%	60.40%
	27-Oct-21	1	0.40%	0.40%	60.70%

12-Nov-21	4	1.50%	1.50%	62.20%
12-Dec-21	4	1.50%	1.50%	63.60%
27-Dec-21	2	0.70%	0.70%	64.40%
12-Jan-22	4	1.50%	1.50%	65.80%
12-Mar-22	1	0.40%	0.40%	66.20%
27-Mar-22	2	0.70%	0.70%	66.90%
12-Apr-22	1	0.40%	0.40%	67.30%
27-Apr-22	11	4.00%	4.00%	71.30%
27-May-22	5	1.80%	1.80%	73.10%
12-Jun-22	6	2.20%	2.20%	75.30%
27-Jun-22	1	0.40%	0.40%	75.60%
12-Jul-22	1	0.40%	0.40%	76.00%
27-Aug-22	4	1.50%	1.50%	77.50%
12-Sep-22	3	1.10%	1.10%	78.50%
27-Sep-22	1	0.40%	0.40%	78.90%
12-Oct-22	1	0.40%	0.40%	79.30%
27-Oct-22	4	1.50%	1.50%	80.70%
12-Nov-22	1	0.40%	0.40%	81.10%
27-Dec-22	1	0.40%	0.40%	81.50%
27-Jan-23	13	4.70%	4.70%	86.20%
27-Feb-23	1	0.40%	0.40%	86.50%
12-Mar-23	1	0.40%	0.40%	86.90%
27-Mar-23	9	3.30%	3.30%	90.20%
12-Apr-23	4	1.50%	1.50%	91.60%
12-Jun-23	2	0.70%	0.70%	92.40%
27-Jun-23	1	0.40%	0.40%	92.70%
12-Jul-23	5	1.80%	1.80%	94.50%
27-Jul-23	4	1.50%	1.50%	96.00%
12-Sep-23	2	0.70%	0.70%	96.70%
27-Sep-23	3	1.10%	1.10%	97.80%
27-Oct-23	1	0.40%	0.40%	98.20%
12-Nov-23	2	0.70%	0.70%	98.90%
27-Nov-23	3	1.10%	1.10%	100.00%
Total	275	100.00%		

Appendix C shows the promoted positions based on reported race. Each position that received a promotion is named. Furthermore, the number of employees who received a promotion based on their race is displayed. The percentage of individuals who received a particular position is shown in the table. Of the 275 employees at the Palm Beach

County Sheriff’s Office who were promoted between 2019 and 2023, 182 or 66.2% were African American. 72 or 26.2% of the promotions received were given to European Americans. Hispanic Americans received 20 or 7.3% of the total promotions.

Table 8 shows Broward County Sheriff’s Office data for all new hires between the years 2019 and 2023. There was a total of 2,023 new hires. Four of the new hires were American Indian, 30 were Asian, 935 were African American, 524 were Hispanic, 68 made up multiple ethnic groups, 23 did not specify their race. One Pacific Islander, and 438 European Americans were hired during the test period. The largest percentage hired was African American. Pacific Islanders represented the lowest percentage of new hires.

Table 8

Broward County New Hires Frequency 2019-2023

		Race			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AMIND	4	0.20%	0.20%	0.20%
	ASIAN	30	1.50%	1.50%	1.70%
	BLACK	935	46.20%	46.20%	47.90%
	HISPA	524	25.90%	25.90%	73.80%
	MULTIPLE	68	3.40%	3.40%	77.20%
	NSPEC	23	1.10%	1.10%	78.30%
	PACIF	1	0.00%	0.00%	78.30%
	WHITE	438	21.70%	21.70%	100.00%
Total		2023	100.00%		

Broward County’s Sheriff’s Office also provided data showing the promotions that took place during the years 2019-2023. This data can be seen in Table 9. The Sheriff’s Office promoted 1,974 employees. African Americans represent the largest racial group to receive promotions during the test period showing 39.8% of the total. European Americans followed this rate of promotion at 31.4%. Hispanic Americans were the third

largest racial group promoted in Broward County’s Sherrif’s Office at a rate of 24.0%. Multiple raced persons represented 2.2% of the total population of employees who received promotions. Asians represented 2.1% of the ethnicities who were promoted between 2019 to 2023. .5% of the population who received promotions did not racially identify themselves. Pacific Islanders and American Indians each made up .1% of the total population who was promoted.

Table 9

Broward County Promotion Frequency by Race

		Race			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AMIND	1	0.10%	0.10%	0.10%
	ASIAN	41	2.10%	2.10%	2.10%
	BLACK	785	39.80%	39.80%	41.90%
	HISPA	474	24.00%	24.00%	65.90%
	MULTIPLE	43	2.20%	2.20%	68.10%
	NSPEC	9	0.50%	0.50%	68.50%
	PACIF	2	0.10%	0.10%	68.60%
	WHITE	619	31.40%	31.40%	100.00%
Total		1974	100.00%		

There was a statistically significant difference between racial groups that were promoted between the years 2019 to 2023 as determined by one-way ANOVA ($F(7,1966) = 2.33, p = .023, \eta_p^2 = 4.07 \times 10^{-33}$). See Table 10.

Table 10*Broward County One-Way ANOVA Test*

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
PROMOTION_DATE	Between Groups	3.60E+16	7	5.20E+15	2.33	0.023
	Within Groups	4.40E+18	1966	2.20E+15		
	Total	4.40E+18	1973			

Table 11 shows results from a Tukey post hoc test which, was conducted to display differences in the population of employees promoted by the Broward County Sheriff's Office from 2019 to 2023. The Tukey post hoc test shows a statistically significant difference between African Americans and European Americans ($p = .037$). None of the other racial groups showed a significant difference between them.

Table 11*One-Way ANOVA Results of Broward County by Race and Promotion Date***Multiple Comparisons (PROMOTION_DATE)**

				Mean Difference (I - J)	Std. Error	Sig.	95% Confidence Interval	
(I) Family	(J) Family						Lower Bound	Upper Bound
Tukey HSD	AMIND	ASIAN		-5.00E+07	47614606	0.964	2.00E+08	93728331
		BLACK		-6.00E+07	47074305	0.898	2.00E+08	81437531
		HISPA		-6.00E+07	47093949	0.915	2.00E+08	83815482
		MULTIPLE		-6.00E+07	47588234	0.877	2.00E+08	79907871
		NSPEC		-4.00E+07	49589099	0.987	2.00E+08	1.10E+08

	PACIF	-1.00E+08	57617327	0.58	3.00E+08	67770693
	WHITE	-5.00E+07	47082335	0.949	2.00E+08	89385130
ASIAN	AMIND	50742088	47614606	0.964	9.00E+07	2.00E+08
	BLACK	-1.00E+07	7536518	0.851	3.00E+07	12215574
	HISPA	-8333092	7658258	0.959	3.00E+07	14903302
	MULTIPLE	-1.00E+07	10268830	0.884	4.00E+07	17416849
	NSPEC	6409288	17317265	1	5.00E+07	58952671
	PACIF	-6.00E+07	34067069	0.718	2.00E+08	47057489
	WHITE	-2728206	7586513	1	3.00E+07	20290501
BLACK	AMIND	61393529	47074305	0.898	8.00E+07	2.00E+08
	ASIAN	10651441	7536518	0.851	1.00E+07	33518456
	HISPA	2318349	2736506	0.99	-5984652	10621350
	MULTIPLE	-3089002	7368067	1	3.00E+07	19266907
	NSPEC	17060729	15771088	0.961	3.00E+07	64912760
	PACIF	-5.00E+07	33307728	0.871	1.00E+08	55404966
	WHITE	7923235	2528779	0.037	250510	15595959
HISPA	AMIND	59075180	47093949	0.915	8.00E+07	2.00E+08
	ASIAN	8333092	7658258	0.959	1.00E+07	31569486
	BLACK	-2318349	2736506	0.99	1.00E+07	5984652
	MULTIPLE	-5407350	7492545	0.996	3.00E+07	17326243
	NSPEC	14742380	15829625	0.983	3.00E+07	62772022
	PACIF	-5.00E+07	33335485	0.839	1.00E+08	53170837
	WHITE	5604886	2871330	0.515	-3107193	14316965
MULTIPLE	AMIND	64482530	47588234	0.877	8.00E+07	2.10E+08

	ASIAN	13740442	10268830	0.884	2.00E+07	44897734
	BLACK	3089002	7368067	1	2.00E+07	25444910
	HISPA	5407350	7492545	0.996	2.00E+07	28140944
	NSPEC	20149730	17244621	0.941	3.00E+07	72472702
	PACIF	-4.00E+07	34030200	0.916	1.00E+08	60686065
	WHITE	11012236	7419197	0.816	1.00E+07	33523281
NSPEC	AMIND	44332800	49589099	0.987	1.00E+08	1.90E+08
	ASIAN	-6409288	17317265	1	6.00E+07	46134095
	BLACK	-2.00E+07	15771088	0.961	6.00E+07	30791303
	HISPA	-1.00E+07	15829625	0.983	6.00E+07	33287263
	MULTIPLE	-2.00E+07	17244621	0.941	7.00E+07	32173242
	PACIF	-6.00E+07	36776260	0.684	2.00E+08	48868325
	WHITE	-9137494	15795040	0.999	6.00E+07	38787212
PACIF	AMIND	1.10E+08	57617327	0.58	7.00E+07	2.80E+08
	ASIAN	56307512	34067069	0.718	5.00E+07	1.60E+08
	BLACK	45656071	33307728	0.871	6.00E+07	1.50E+08
	HISPA	47974420	33335485	0.839	5.00E+07	1.50E+08
	MULTIPLE	42567070	34030200	0.916	6.00E+07	1.50E+08
	NSPEC	62716800	36776260	0.684	5.00E+07	1.70E+08
	WHITE	53579306	33319076	0.746	5.00E+07	1.50E+08
WHITE	AMIND	53470294	47082335	0.949	9.00E+07	2.00E+08
	ASIAN	2728206	7586513	1	2.00E+07	25746913
	BLACK	-7923235	2528779	0.037	2.00E+07	-250510

HISPA	-5604886	2871330	0.515	1.00E+07	-	3107193
MULTIPLE	-1.00E+07	7419197	0.816	3.00E+07	-	11498809
NSPEC	9137494	15795040	0.999	4.00E+07	-	57062200
PACIF	-5.00E+07	33319076	0.746	2.00E+08	-	47516163

Appendix D shows the mode date in which promotions at the Broward County Sheriff's Office occurred. The highest number of promotions occurred on 11/4/23, when 58 employees received a promotion. The first promotion during the test period was on 1/5/2019. The last promotion occurred on 12/16/2023. Appendix E shows the position titles of each Broward County Sheriff's Office employee who was promoted to during the years 2019-2023. The positions are further categorized by the race of each employee who received the position. Furthermore, each racial category shows how many employees were promoted in each race and which percentage of the total group of those who received promotion the employee represents. 39.8% or 785 total African Americans received the overall promotions during 2019-2023. They were followed by 619 European Americans, or 31.4% of the total population of employees who received promotions.

Between 2019 and 2023, the Jacksonville Sheriff's Office recorded 8 total dress code violations, which can be seen in Table 12. Of these violations, African Americans made up 50% of them. European Americans sustained 37.5% of the violations, and 12.5% were from Hispanic Americans. Females and males equally represent those who received reprimands for dress code violations, 50% each.

Table 12

Jacksonville Sheriff's Office Dress Code Violations

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	B	4	50.00%	50.00%	50.00%
	H	1	12.50%	12.50%	62.50%
	W	3	37.50%	37.50%	100.00%
Total		8	100.00%		

Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	F	4	50.00%	50.00%	50.00%
	M	4	50.00%	50.00%	100.00%
Total		8	100.00%		

Dress Code Policies

All law enforcement agencies provided copies of their dress code policies or standard operational procedures from 2019-2023. Broward County Sheriff's Office kept the same hair policy from January 14, 2019, to August 13, 2021. Prior to August 13, 2021, uniformed employees were prohibited from wearing hairstyles which followed fads like shaved areas of the head that incorporates designs, shapes, numbers, letters, and/or lines (Broward County Sheriff's Office, 2019). This restriction also applies to Mohawks and tails. Employees were not able to wear spikes, dreadlocks, beads, and ornaments. Males were not permitted to wear braids. Females could wear their hair braided if styled in an upward sweep or bun. Civilian employees were allowed to have more relaxed, neatly groomed hair. In their policy that took effect on August 13, 2021, the Broward

County Sheriff's Office permitted braids, twists, locks, and cornrows no greater than ½" wide (Broward County Sheriff's Office, 2021).

The Jacksonville Sheriff's Office provided two variations of their policy. One is called "Dress and Personal Appearance" which provides standards for both males and females, civilians, sworn officers, and corrections personnel. The other standard operational procedure provided is "Uniforms and Personal Appearance". This policy is specific to uniformed personnel, i.e., police officers and corrections officers. The latest revision went into effect on 5/4/2023 (Jacksonville Sheriff's Office, 2023). Year over year, in the "Dress and Personal Appearance" policy, the rules for males and females remained the same from May 22, 2019, to October 10, 2022 (Jacksonville Sheriff's Office, 2022). The Jacksonville Sheriff's Office prohibits its male employees from wearing hairstyles such as braids, twists, or similar hairstyles. While females are permitted to wear the styles that males are restricted from, uniformed females cannot wear those styles which extend longer than the seam of the backs of their uniform shirt. These rules do not apply to undercover personnel. Moreover, employees' commanding officers have discretion regarding whether their subordinates properly adhere to the policies. From January 19, 2020, to April 19, 2023, the Miami-Dade Police Department has kept the same grooming guidelines. All male employees are prohibited from wearing spikes, dreadlocks, "New-Wave," or braids of any kind. Neither male or female employees may have letters, words, or designs shaved into their heads. Uniformed females, however, may wear braids that do not touch or pass their shoulders. Otherwise, the restriction for spikes, dreadlocks, and "New-Wave" hairstyles also apply to females.

Civilian females may wear long hair that surpasses the shoulders if it is neat and is not a safety hazard (Miami-Dade Police Department, 2022).

Palm Beach County Sheriff's Office has had one amendment to its "Physical Appearance and Grooming" Standard Operating Procedure since 2018. The most recent revision went into effect on May 5, 2022 (Palm Beach County Sheriff's Office, 2022). Males' hair must be no longer than 1 ½" in length and evenly tapered. All uniformed officers (sworn and civilian) must wear their hair in a manner that allows the proper wear of their hats and helmets. Females with longer hair may wear their hair in a bun or ponytail that is above the collar. All employees must wear their hair conservatively and professionally. Of the four agencies, Broward County provided distinctive language, such as braids, twists, locks, and cornrows, to their policies which coincides with hairstyles that sparked the passage of CROWN.

Chapter V

DISCUSSION

Key Findings

Palm Beach County hired 1,319 new employees from 2019 – 2023. Neither the new hire date nor the race of the new employees was provided; therefore, there was no way of knowing hiring trends before the state first implemented CROWN or after its inception. Nevertheless, when considering the ($N = 275$) employees who received promotions, more African Americans received promotions than any other ethnic group. This phenomenon likely occurred because African Americans represent the second-largest racial group in the county. Only 99 of the totals ($N = 369$) received promotions after CROWN was introduced in other jurisdictions in the nation. There were more promotion dates during the years 2019-2023 than individuals who received them, so it is possible that individuals received multiple promotions.

Most promotions in Palm Beach County occurred on April 27, 2021. At the time, only Broward County had CROWN legislation. While the reason is unknown that most promotions happened on this date, we can see which positions were awarded to a specific racial group. Many African Americans were promoted to supervisory positions or higher. Most promotions took place after the year 2020. Perhaps this is the case since Palm Beach neighbors Broward. While Palm Beach County did not have any CROWN legislation at the time, the county promoted more African Americans after its adoption by neighboring Broward County. Table 8 shows 100% of promotions to the position of

Bureau Director. Many other director positions were also awarded to African Americans. They include the Department Director Chief Financial Officer, the Department Director Chief Information Officer, and the Department Director Chief Procurement Officer.

Some other supervisory positions were awarded to African Americans where they were either split with another racial group, like Europeans, or were the majority in percentage. An example is the Law Enforcement Captain position. The distribution was split evenly, and 90% were either African American or European American. The other 10% of Law Enforcement Captains were Hispanic. Similar trends are present in the positions with terms like Major, Sergeant, and Manager in their titles.

Like the Palm Beach County Sheriff's Office, the Broward County Sheriff's Office shows African Americans receiving numerous promotions which are at or beyond the supervisory level. Broward County provided the racial makeup of their new hires. The majority of those hired were African Americans, 46.2%. Since African Americans make up 26% of the total population in Broward County, the mass hiring of African Americans may be mostly attributed to CROWN being the law in the jurisdiction. The Broward County Sheriff's Office did not provide the hire dates, so it is unknown specifically when the new employees were onboarded. African Americans also received more promotions than any other racial group from 2019 to 2023. Most employees who received promotions received them on November 4, 2023. It is unknown what events with the agency caused the simultaneous promotions of 58 employees. Despite African Americans being the third largest racial group in the area, the trends shown in Broward County support both hypotheses that the presence of CROWN increased African

Americans being hired and African Americans represented most promotions to supervisory and higher positions.

There were several supervisory level positions in Broward County that predominantly African Americans received the promotions. All of the employees promoted to the following positions during the test period are African American: Accounting Supervisor, Assistant Director Reg Comm, Assistant Manager HR, Assistant Manager EEO, Assistant Director of Community Programs, Assistant Manager of Worker's Compensation, Background Investigator Assistant Manager, Assistant Manager of Records/Warrants, CPIS Manager, Lieutenant Colonel of the DOD and Cash Bonds Supervisor to name a few. Many other positions have 100% African Americans who were awarded promotions to Supervisors and Managers. However, some positions were evenly awarded to both African Americans and European Americans. Those positions include Assistant Manager of Benefits, Major of the DOD, and Records/Warrants Supervisor. While Broward County promoted more African Americans overall from 2019-2023, the Sheriff's Office showed variation in employee race where the positions were a higher level, such as a Major DOD and Major DLE, Assistant General Counsel, Lieutenant Colonel Detention, Lieutenant Colonel DLE, and Lieutenant Colonel DOD.

Limitations

Despite the same records request being sent to the four law enforcement agencies, the responses varied greatly. The Miami-Dade Police Department only provided copies of their dress code policies from 2019 to 2023 at no cost. However, the other records were offered at an exorbitant amount. Because of the limited response from this department, comparison to the other departments were difficult. Furthermore, comparing the results to

Broward County would have enhanced the outcome of the study. While the two jurisdictions have comparable population sizes, Miami-Dade has a predominantly Hispanic population. Therefore, hiring and promotion trends may have differed despite the county having CROWN legislation. Thus, whether African Americans reaped benefits or remained unaffected by the legislation was unable to be determined, specifically in Miami-Dade County.

Likewise, Duval County (Jacksonville Sheriff's Office) did not provide all the records requested. They provided reprimands for dress code and appearance from 2019-2023 and the dress code policies for the same period. However, they advised there were no records responsive to any and all employees by race, sex, and age who were prospective employees, new hires, and employees who received promotion from 2019-2023. A subsequent request was made to the City of Jacksonville's Public Records Department, and the response that there were no records responsive to the request was also the result. The absence of records which would provide insight in hiring and promotion trends during the time when CROWN was initiated in other areas of the state increases the difficulty to determine if there is a difference in having the legislation or not. Moreover, the argument to include CROWN into larger laws like Title VII is slightly weakened because the actual data is limited or does not exist.

Nevertheless, the Broward County Sheriff's Office, a law enforcement agency that introduced CROWN shortly after its passage, and Palm Beach County Sheriff's Office, an agency that did not have the legislation until 2023 provided almost all the records requested. Neither of the agencies provided records that included reprimands for dress code or appearance violations from 2019 to 2023, with the exception of the

Jacksonville Sheriff's Office. Therefore, the research questions were able to be answered, and the data provided was able to be analyzed to determine if the initial hypotheses were supported. There is room for more data samples to be collected from other jurisdictions. Also, the scope of the time frame may be expanded to include 2018 and now 2024.

Overall, the prescribed data collection method did not yield the expected results. Inferences from the statistical data were limited. Most of the variables tested were limited to a comparison between two agencies instead of four. While the two agencies represented each CROWN (Broward County) and No CROWN (Palm Beach County), there is space to test similarly sized agencies which did not have CROWN during the time frame. However, no other jurisdiction in the state had CROWN from which to collect data. More data collection from Miami Dade could have occurred if sponsorship were available to undertake this research. Despite the records not being available in the format requested, a search using the search engine on the County's website which has links to its previously released record was completed. However, none fit the format of the present study.

Policy Implications

Historical discrimination is engrained in the policies and procedures of many organizations. Limitations which exist in policies may be observed in educational institutions as well as in the marketplace. Policies have been systematically used to disqualify African Americans from employment opportunities by prohibiting them from occupying positions in the workplace based on their personal grooming preferences. The public sector has been one area of employment that has been accepting of African

Americans. New governance mechanisms which are being implemented into the public sector are changing the dynamic of the employee base.

While new governance models support efficiency and professionalism, these policies do not substantiate policy equity for public agency employees. Hence, new governance does not align with the idea that policies should serve vulnerable and underserved communities in a manner which enhances their lives. However, one could argue that new governance is more beneficial to the bottom line than the costs to implement it. Considering this argument, the goal is likely service provision to citizens, in which case, new governance would be considered the quick solution. Yet, new governance models lack regard for human capital among the employees of public agencies.

Because new governance models give so much discretionary authority to managers, there exists a risk that African Americans would become casualties of discriminatory practices under new governance policies. Moreover, African Americans could lose the ability to work in jobs based on their appearance over their capability or inability to perform their duties. African Americans could also lose the capacity to compete for promotions or not be considered for public sector employment at all if they look a certain way. Based on the previous literature, we know that appearance has no bearing on performance. Therefore, policies within the public sector should be regularly audited and reviewed to detect whether vulnerable groups within the organization are subject to inequitable practices.

Because the hypothesis which states, the presence of CROWN Act legislation in a jurisdiction has a significantly higher rate of African Americans employed in the public

sector was supported by the data collected from Broward County Sheriff's Office, it can be inferred that CROWN directly serves vulnerable and typically underserved communities in a way which enhances their lives. Furthermore, the hypothesis that there has been a significant increase in the number of African Americans holding supervisory and upper management positions since 2019 was also supported by the findings from the Broward County Sheriff's Office. Without knowing the cost to implement CROWN, the explicit benefits of having policies which include language from the legislation are clear. The relationship between African Americans in the workplace and African Americans holding supervisory positions is positive where CROWN exists. Accordingly, natural hairstyles attributed to African Americans are being permitted in the workplace.

Implementing CROWN into Title VII undermines centuries of discriminatory practices within the workforce. Where African Americans are treated as subhuman because of their appearance, CROWN opens opportunities which prohibits appearance-based discrimination. Based on the findings from Broward County Sheriff's Office, it is apparent that African Americans have the capacity to obtain and retain employment within the public sector at a minimum. African Americans are also qualified to hold supervisory and managerial positions. Who African Americans are intrinsically cannot be reduced to outward appearance. While suffering class and racial discrimination, African Americans have been prohibited from participating in various sports, academic endeavors, and employment opportunities.

Legislation like Title VII of the Civil Rights Act of 1964, the creation of the Equal Employment Opportunity Commission, and Affirmative Action have all lessened the derogatory impact of inequitable workplace policies to some degree. As

recommended in the by Lindblom (1959), change policies in the direction of the end goal incrementally. The CROWN Act of 2019 is one more piece of legislation which alleviates societal issues. Moreover, African American culture is not considered a subculture where CROWN is law. The acceptance of African American culturally worn hairstyles can be seen in Broward County Sheriff's Office's dress code policies where the policy language specifies these hairstyles are permitted in the workplace. Allowing these styles to be worn by employees impedes systemic racism. Overall, CROWN is important because it provides one less reason for African Americans to be excluded from their unalienable rights to life, liberty, and the pursuit of happiness within the United States.

Future Research

The present study can be replicated in other states that have adopted CROWN. Additionally, other public agencies like schools, state agencies, or federal agencies may be good areas to explore how having or not having CROWN impacts their employees and/or constituents. This study may also be expanded within the jurisdictions that were selected by testing populations from other agencies within the same geographic location. Nonetheless, as CROWN reaches further toward the masses, new policies may develop that expand the definition of professionalism. Thus, an area of policy analysis was covered at the surface but not profoundly approached.

Furthermore, the State of Florida has had CROWN legislation in the public school system for one year. An area of research would be specific to CROWN's impact on the student body. Moreover, staff member's attitude towards CROWN is another area that could be explored. One could also determine if there is a significant difference between African American students' sports participation and scholarship award rate since the

legislation's passage. Overall, the intended benefits of CROWN are characterized by where it has passed and even in neighboring jurisdictions based on the results of this study.

Conclusion

Because the jurisdictions which have passed the CROWN Act of 2019 and adjacent jurisdictions have shown increased amounts of African Americans employed in the public sector and increased numbers of African Americans holding supervisory and managerial roles, implementing CROWN in Title VII of the Civil Rights Act of 1964 is ideal. CROWN was created to fill the void where African Americans have continued to be the target of workplace discrimination despite additional layers of legislation since Title VII which intended to cover areas of vulnerability in policy creation and implementation. Despite the lack of other studies which have found any effect CROWN has had since its inception, this study serves as an advocate for the furtherance of the legislation into the entire state of Florida and across the United States. It is important that CROWN becomes a standard for employers because the legislation protects against workplace discrimination towards those who may otherwise be qualified for the jobs for which they have applied. Additionally, CROWN reduces African American unemployment when those African Americans choose to wear their natural hair.

One of the areas that was explored in evaluating the dress code policies of the test organizations was that their policies permitted hairstyles which are culturally attributed to African Americans to be worn in the workplace. With the inclusion of such policies, employers show that they intentionally serve vulnerable and underserved individuals in their own communities. Furthermore, they are invested in closing the wealth gap

between African Americans and those of other races. Thus, the policies implemented by Broward County show they are invested in ties with their own community by establishing equitable treatment for their potential employees and those who have tenure. The reasons to enforce CROWN which include equity in the workplace regardless of public or private sector are beyond hair.

It is possible that even in the state of Florida, some jurisdictions which do not have CROWN do not hire or promote African Americans at the same rate as Broward County. Palm Beach County Sheriff's Office, however, was an exception to the idea that lack of CROWN would show negative effects on hiring and promotions of African Americans in the public sector. Without the results of Jacksonville Sheriff's Office hiring and promotional data, it is difficult to determine how public sector employers treated African Americans when there is no policy or legislation in place forcing the employer to exhibit this behavior. Furthermore, the response that the demographics of newly hired employees and employees that have been promoted did not exist is inconceivable. Without maintaining demographic data of applicants and internal employees who are promoted, it is extremely difficult to attest that there is no discrimination in hiring and promotional practices. Those demographic records of those who had violated the dress code policy was provided over employee selection and promotion trends calls to question what tools the agency's Personnel department, managers, and Internal Affairs department uses to measure objectivity in hiring, promotions, evaluations, reprimands, and terminations.

Had funding to obtain the records from Miami Dade County been available, analysis of these records would have likely been similar to what was found in Broward

County. Both jurisdictions have implemented CROWN. Though Miami Dade passed CROWN later than Broward, the impact of how Broward's influence on jurisdictions in proximity can be seen in the hiring and promotion trends of Palm Beach which had no CROWN. Thus, the likelihood of having results which show increased amounts of African Americans employed in the public sector and increased numbers of African Americans receiving promotions in the public sector is high. Also, collecting data from the other large counties in Florida which are Orange County and Hillsborough County may have shown how other counties which are not near to the south Florida region have treated African Americans in the workplace.

From these findings, employers can plan to treat employees with a sense of fairness. Employers can begin by reviewing their established policies and incrementally work towards increasing the equity of those historical policies by including language which is unbiased. Additionally, employers may take stock of their current trends in hiring, promoting, disciplining, and terminating in a manner which shows they have applied the current policies, and those policies do what they are intended to do. The goals of policies which include the fair treatment of all employees should take into account that all candidates for employment and promotions who qualify should be given the opportunity to perform and not be overlooked for arbitrary reasons that do not pertain to their lack of qualifications.

The discriminatory actions against African Americans surpass legislation to correct flaws within the system that also created them. Extending CROWN into Title VII is a small step in the right direction. In all the years since slavery, African Americans

have fought for the rights to be treated equally. Present-day workplace discrimination indicates that there remains areas of improvement.

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APPENDIX A

CROWN Coverage in the US by State and Area

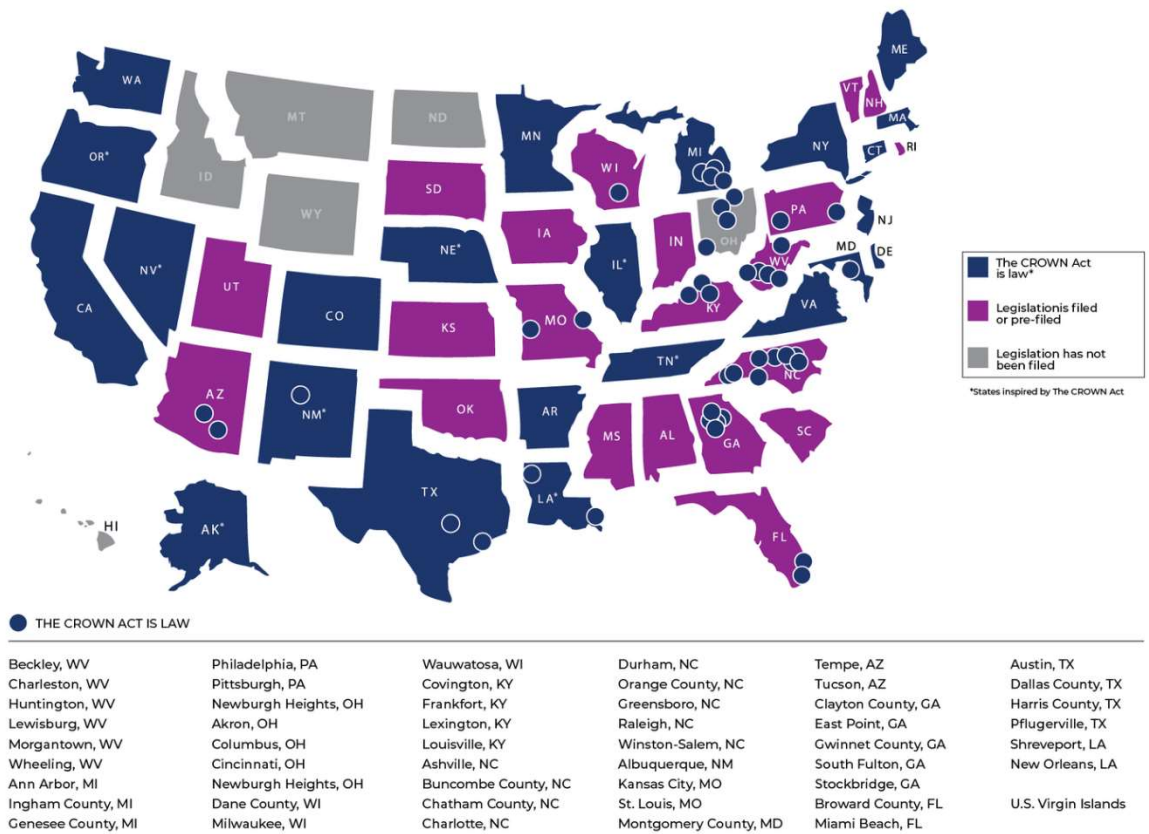


Image from Dove Crown Coalition (2023).

APPENDIX B

IRB Approval



**Institutional Review Board (IRB)
for the Protection of Human Research Participants**

PROTOCOL EXEMPTION REPORT

Protocol Number: 04495-2024

Responsible Researcher(s): Barbara K. Berry

Supervising Faculty: Dr. Shani Wilfred

Co-Investigator: n/a

Project Title: *Implementing CROWN in Title VII*

INSTITUTIONAL REVIEW BOARD DETERMINATION:

This research protocol is **exempt** from Institutional Review Board (IRB) oversight under 45 CFR 46.101(b) of the federal regulations, **category 4**. If the nature of the research changes such that exemption criteria no longer apply, please consult with the IRB Administrator (irb@valdosta.edu) before continuing your research study.

ADDITIONAL COMMENTS:

- Upon completion of the research study all data (e.g. data sets, pseudonym list, transcript, etc.) must be securely maintained (e.g. locked file cabinet, password protected computer, etc.) and accessible only by the researcher for a **minimum of 3 years**. At the end of the required time, collected data must be permanently destroyed.

Please submit any documents you revise to the IRB Administrator at tmwright@valdosta.edu to ensure an updated record of your exemption.

Elizabeth W. Ophie

02.29.2024

Elizabeth W. Ophie, IRB Administrator

Date

Thank you for submitting an IRB application.
Please direct questions to irb@valdosta.edu or 229-259-5045.

Revised: 06.02.16

APPENDIX C

Palm Beach County Promoted Position by Race

Palm Beach County Promoted Position by Race

Current Position by Race

Current_Position	Race					
	Asian	Black or African American	Hispanic	White		
Total						
Bureau Director	Count 0	2	0	0	2	
	Row %0.00%	100.00%	0.00%	0.00%	100.00%	
	Column %	0.00%	1.10%	0.00%	0.00%	0.70%
	Total %	0.00%	0.70%	0.00%	0.00%	0.70%
Bureau Director-Chief Accounting Officer	Count 0	1	0	0	1	
	Row %0.00%	100.00%	0.00%	0.00%	100.00%	
	Column %	0.00%	0.50%	0.00%	0.00%	0.40%
	Total %	0.00%	0.40%	0.00%	0.00%	0.40%
Bureau Director-Chief Human Resources Officer	Count 0	1	0	0	0	
1	Row %0.00%	100.00%	0.00%	0.00%	100.00%	
	Column %	0.00%	0.50%	0.00%	0.00%	0.40%
	Total %	0.00%	0.40%	0.00%	0.00%	0.40%
Captain Corrections	Count 0	4	1	3	8	
	Row %0.00%	50.00%	12.50%	37.50%	100.00%	
	Column %	0.00%	2.20%	5.00%	4.20%	2.90%
	Total %	0.00%	1.50%	0.40%	1.10%	2.90%
Captain LE	Count 0	9	2	9	20	

Row %	0.00%	45.00%	10.00%	45.00%	100.00%		
Column %	0.00%	4.90%	10.00%	12.50%	7.30%		
Total %	0.00%	3.30%	0.70%	3.30%	7.30%		
Chief Deputy	Count	0	0	0	1	1	
Row %	0.00%	0.00%	0.00%	100.00%	100.00%		
Column %	0.00%	0.00%	0.00%	1.40%	0.40%		
Total %	0.00%	0.00%	0.00%	0.40%	0.40%		
Colonel Corrections	Count	0	1	0	0	1	
Row %	0.00%	100.00%	0.00%	0.00%	100.00%		
Column %	0.00%	0.50%	0.00%	0.00%	0.40%		
Total %	0.00%	0.40%	0.00%	0.00%	0.40%		
Colonel Law Enforcement	Count	0	0	0	1	1	
Row %	0.00%	0.00%	0.00%	100.00%	100.00%		
Column %	0.00%	0.00%	0.00%	1.40%	0.40%		
Total %	0.00%	0.00%	0.00%	0.40%	0.40%		
Communications Supervisor	Count	911	0	5	1	4	10
Row %	0.00%	50.00%	10.00%	40.00%	100.00%		
Column %	0.00%	2.70%	5.00%	5.60%	3.60%		
Total %	0.00%	1.80%	0.40%	1.50%	3.60%		
Department Director	Count	0	1	0	0	1	
Row %	0.00%	100.00%	0.00%	0.00%	100.00%		
Column %	0.00%	0.50%	0.00%	0.00%	0.40%		
Total %	0.00%	0.40%	0.00%	0.00%	0.40%		

Department Director-Chief Financial Officer	Count	0	1	0	0	1
Row %	0.00%	100.00%	0.00%	0.00%	100.00%	
Column %	0.00%	0.50%	0.00%	0.00%	0.40%	
Total %	0.00%	0.40%	0.00%	0.00%	0.40%	
Department Director-Chief Information Officer	Count	0	1	0	0	
1						
Row %	0.00%	100.00%	0.00%	0.00%	100.00%	
Column %	0.00%	0.50%	0.00%	0.00%	0.40%	
Total %	0.00%	0.40%	0.00%	0.00%	0.40%	
Department Director-Chief Procurement Officer	Count	0	1	0	0	
1						
Row %	0.00%	100.00%	0.00%	0.00%	100.00%	
Column %	0.00%	0.50%	0.00%	0.00%	0.40%	
Total %	0.00%	0.40%	0.00%	0.00%	0.40%	
Department Director-Chief Risk Officer	Count	0	0	1	0	1
Row %	0.00%	0.00%	100.00%	0.00%	100.00%	
Column %	0.00%	0.00%	5.00%	0.00%	0.40%	
Total %	0.00%	0.00%	0.40%	0.00%	0.40%	
Division Manager	Count	0	9	2	6	17
Row %	0.00%	52.90%	11.80%	35.30%	100.00%	
Column %	0.00%	4.90%	10.00%	8.30%	6.20%	
Total %	0.00%	3.30%	0.70%	2.20%	6.20%	
Lieutenant Corrections	Count	0	15	0	4	19

Row %	0.00%	78.90%	0.00%	21.10%	100.00%
Column %	0.00%	8.20%	0.00%	5.60%	6.90%
Total %	0.00%	5.50%	0.00%	1.50%	6.90%

Lieutenant LE Count 0 16 1 14 31

Row %	0.00%	51.60%	3.20%	45.20%	100.00%
Column %	0.00%	8.80%	5.00%	19.40%	11.30%
Total %	0.00%	5.80%	0.40%	5.10%	11.30%

Major Corrections Count 0 1 0 1 2

Row %	0.00%	50.00%	0.00%	50.00%	100.00%
Column %	0.00%	0.50%	0.00%	1.40%	0.70%
Total %	0.00%	0.40%	0.00%	0.40%	0.70%

Major Law Enforcement Count 0 3 0 0 3

Row %	0.00%	100.00%	0.00%	0.00%	100.00%
Column %	0.00%	1.60%	0.00%	0.00%	1.10%
Total %	0.00%	1.10%	0.00%	0.00%	1.10%

Section Manager Count 0 8 0 2 10

Row %	0.00%	80.00%	0.00%	20.00%	100.00%
Column %	0.00%	4.40%	0.00%	2.80%	3.60%
Total %	0.00%	2.90%	0.00%	0.70%	3.60%

Sergeant Corrections Count 0 37 4 2 43

Row %	0.00%	86.00%	9.30%	4.70%	100.00%
Column %	0.00%	20.30%	20.00%	2.80%	15.60%
Total %	0.00%	13.50%	1.50%	0.70%	15.60%

Sergeant LE	Count	1	53	8	24	86
	Row %	1.20%	61.60%	9.30%	27.90%	100.00%
	Column %	100.00%		29.10%	40.00%	33.30%
			31.30%			
	Total %	0.40%	19.30%	2.90%	8.70%	31.30%
Unit Manager	Count	0	13	0	1	14
	Row %	0.00%	92.90%	0.00%	7.10%	100.00%
	Column %	0.00%	7.10%	0.00%	1.40%	5.10%
	Total %	0.00%	4.70%	0.00%	0.40%	5.10%
Total	Count	1	182	20	72	275
	Row %	0.40%	66.20%	7.30%	26.20%	100.00%
	Column %	100.00%	100.00%	100.00%	100.00%	100.00%
			100.00%			
	Total %	0.40%	66.20%	7.30%	26.20%	100.00%

APPENDIX D

Broward County Mode Date of Promotion

Promotion Date

PROMOTION_DATE

N	Valid	1974
	Missing	0
Mode		11/4/2023
Std Dev		47155102
Minimum		1/5/2019
Maximum		12/16/2023

Percent	Frequency	PercentValid	Percent	Cumulative	
Valid	1/5/2019	12	0.60%	0.60%	0.60%
	1/8/2019	1	0.10%	0.10%	0.70%
	1/9/2019	3	0.20%	0.20%	0.80%
	1/14/2019	4	0.20%	0.20%	1.00%
	1/16/2019	2	0.10%	0.10%	1.10%
	1/17/2019	1	0.10%	0.10%	1.20%
	1/18/2019	4	0.20%	0.20%	1.40%
	1/19/2019	10	0.50%	0.50%	1.90%
	1/24/2019	2	0.10%	0.10%	2.00%
	1/25/2019	2	0.10%	0.10%	2.10%
	1/28/2019	2	0.10%	0.10%	2.20%
	1/30/2019	11	0.60%	0.60%	2.70%
	2/1/2019	2	0.10%	0.10%	2.80%
	2/2/2019	10	0.50%	0.50%	3.30%
	2/3/2019	1	0.10%	0.10%	3.40%
	2/11/2019	2	0.10%	0.10%	3.50%

2/12/2019	1	0.10%	0.10%	3.50%
2/16/2019	7	0.40%	0.40%	3.90%
3/2/2019	9	0.50%	0.50%	4.40%
3/16/2019	37	1.90%	1.90%	6.20%
3/20/2019	12	0.60%	0.60%	6.80%
3/22/2019	1	0.10%	0.10%	6.90%
3/30/2019	1	0.10%	0.10%	6.90%
4/13/2019	1	0.10%	0.10%	7.00%
4/16/2019	2	0.10%	0.10%	7.10%
4/17/2019	2	0.10%	0.10%	7.20%
4/18/2019	1	0.10%	0.10%	7.20%
4/19/2019	1	0.10%	0.10%	7.30%
4/20/2019	2	0.10%	0.10%	7.40%
4/21/2019	1	0.10%	0.10%	7.40%
4/22/2019	2	0.10%	0.10%	7.50%
4/23/2019	30	1.50%	1.50%	9.10%
4/24/2019	1	0.10%	0.10%	9.10%
4/25/2019	1	0.10%	0.10%	9.20%
4/26/2019	1	0.10%	0.10%	9.20%
4/27/2019	14	0.70%	0.70%	9.90%
4/28/2019	1	0.10%	0.10%	10.00%
4/29/2019	1	0.10%	0.10%	10.00%
4/30/2019	1	0.10%	0.10%	10.10%
5/1/2019	2	0.10%	0.10%	10.20%
5/2/2019	1	0.10%	0.10%	10.20%
5/11/2019	10	0.50%	0.50%	10.70%
5/25/2019	9	0.50%	0.50%	11.20%

6/1/2019	1	0.10%	0.10%	11.20%
6/8/2019	23	1.20%	1.20%	12.40%
6/22/2019	8	0.40%	0.40%	12.80%
7/6/2019	40	2.00%	2.00%	14.80%
7/9/2019	1	0.10%	0.10%	14.90%
7/12/2019	11	0.60%	0.60%	15.50%
7/20/2019	1	0.10%	0.10%	15.50%
8/3/2019	7	0.40%	0.40%	15.90%
8/17/2019	5	0.30%	0.30%	16.10%
8/21/2019	14	0.70%	0.70%	16.80%
8/23/2019	3	0.20%	0.20%	17.00%
8/31/2019	1	0.10%	0.10%	17.00%
9/6/2019	1	0.10%	0.10%	17.10%
9/7/2019	10	0.50%	0.50%	17.60%
9/11/2019	1	0.10%	0.10%	17.60%
9/14/2019	10	0.50%	0.50%	18.10%
9/28/2019	3	0.20%	0.20%	18.30%
10/12/2019	9	0.50%	0.50%	18.70%
10/20/2019	1	0.10%	0.10%	18.80%
10/21/2019	1	0.10%	0.10%	18.80%
10/22/2019	1	0.10%	0.10%	18.90%
10/23/2019	1	0.10%	0.10%	18.90%
10/24/2019	1	0.10%	0.10%	19.00%
10/25/2019	1	0.10%	0.10%	19.00%
10/26/2019	6	0.30%	0.30%	19.40%
10/28/2019	1	0.10%	0.10%	19.40%
10/29/2019	1	0.10%	0.10%	19.50%

10/30/2019	4	0.20%	0.20%	19.70%
10/31/2019	1	0.10%	0.10%	19.70%
11/1/2019	1	0.10%	0.10%	19.80%
11/2/2019	1	0.10%	0.10%	19.80%
11/3/2019	1	0.10%	0.10%	19.90%
11/4/2019	1	0.10%	0.10%	19.90%
11/5/2019	1	0.10%	0.10%	20.00%
11/6/2019	1	0.10%	0.10%	20.00%
11/7/2019	1	0.10%	0.10%	20.10%
11/8/2019	1	0.10%	0.10%	20.10%
11/9/2019	36	1.80%	1.80%	21.90%
11/10/2019	1	0.10%	0.10%	22.00%
11/11/2019	1	0.10%	0.10%	22.00%
11/12/2019	1	0.10%	0.10%	22.10%
11/13/2019	1	0.10%	0.10%	22.10%
11/14/2019	1	0.10%	0.10%	22.20%
11/15/2019	1	0.10%	0.10%	22.20%
11/16/2019	17	0.90%	0.90%	23.10%
11/23/2019	7	0.40%	0.40%	23.50%
12/7/2019	28	1.40%	1.40%	24.90%
12/11/2019	2	0.10%	0.10%	25.00%
12/14/2019	23	1.20%	1.20%	26.10%
12/17/2019	1	0.10%	0.10%	26.20%
1/4/2020	9	0.50%	0.50%	26.60%
1/11/2020	1	0.10%	0.10%	26.70%
1/18/2020	20	1.00%	1.00%	27.70%
1/19/2020	2	0.10%	0.10%	27.80%

1/20/2020	2	0.10%	0.10%	27.90%
1/21/2020	2	0.10%	0.10%	28.00%
1/22/2020	2	0.10%	0.10%	28.10%
1/23/2020	2	0.10%	0.10%	28.20%
1/24/2020	2	0.10%	0.10%	28.30%
1/25/2020	2	0.10%	0.10%	28.40%
1/26/2020	2	0.10%	0.10%	28.50%
1/27/2020	2	0.10%	0.10%	28.60%
1/28/2020	2	0.10%	0.10%	28.70%
1/29/2020	2	0.10%	0.10%	28.80%
1/30/2020	1	0.10%	0.10%	28.90%
1/31/2020	1	0.10%	0.10%	28.90%
2/1/2020	9	0.50%	0.50%	29.40%
2/2/2020	1	0.10%	0.10%	29.40%
2/15/2020	9	0.50%	0.50%	29.90%
2/29/2020	6	0.30%	0.30%	30.20%
3/14/2020	5	0.30%	0.30%	30.40%
3/19/2020	1	0.10%	0.10%	30.50%
3/28/2020	2	0.10%	0.10%	30.60%
4/11/2020	8	0.40%	0.40%	31.00%
4/18/2020	1	0.10%	0.10%	31.10%
4/25/2020	4	0.20%	0.20%	31.30%
5/2/2020	1	0.10%	0.10%	31.30%
5/9/2020	2	0.10%	0.10%	31.40%
5/20/2020	15	0.80%	0.80%	32.20%
5/21/2020	14	0.70%	0.70%	32.90%
5/23/2020	1	0.10%	0.10%	32.90%

5/28/2020	5	0.30%	0.30%	33.20%
6/6/2020	17	0.90%	0.90%	34.00%
7/4/2020	13	0.70%	0.70%	34.70%
7/11/2020	23	1.20%	1.20%	35.90%
7/15/2020	1	0.10%	0.10%	35.90%
7/18/2020	6	0.30%	0.30%	36.20%
8/1/2020	6	0.30%	0.30%	36.50%
8/8/2020	1	0.10%	0.10%	36.60%
8/15/2020	10	0.50%	0.50%	37.10%
8/29/2020	2	0.10%	0.10%	37.20%
9/12/2020	4	0.20%	0.20%	37.40%
9/20/2020	1	0.10%	0.10%	37.40%
9/26/2020	6	0.30%	0.30%	37.70%
10/9/2020	16	0.80%	0.80%	38.60%
10/10/2020	5	0.30%	0.30%	38.80%
10/15/2020	16	0.80%	0.80%	39.60%
10/21/2020	1	0.10%	0.10%	39.70%
10/24/2020	19	1.00%	1.00%	40.60%
11/7/2020	15	0.80%	0.80%	41.40%
11/14/2020	18	0.90%	0.90%	42.30%
11/20/2020	11	0.60%	0.60%	42.90%
11/21/2020	4	0.20%	0.20%	43.10%
12/5/2020	4	0.20%	0.20%	43.30%
12/19/2020	11	0.60%	0.60%	43.80%
1/2/2021	3	0.20%	0.20%	44.00%
1/9/2021	1	0.10%	0.10%	44.00%
1/16/2021	18	0.90%	0.90%	44.90%

1/17/2021	2	0.10%	0.10%	45.00%
1/18/2021	2	0.10%	0.10%	45.10%
1/19/2021	2	0.10%	0.10%	45.20%
1/20/2021	1	0.10%	0.10%	45.30%
1/21/2021	1	0.10%	0.10%	45.30%
1/22/2021	1	0.10%	0.10%	45.40%
1/23/2021	1	0.10%	0.10%	45.40%
1/24/2021	1	0.10%	0.10%	45.50%
1/25/2021	1	0.10%	0.10%	45.50%
1/26/2021	1	0.10%	0.10%	45.60%
1/30/2021	1	0.10%	0.10%	45.60%
2/1/2021	1	0.10%	0.10%	45.70%
2/12/2021	17	0.90%	0.90%	46.60%
2/13/2021	21	1.10%	1.10%	47.60%
2/18/2021	1	0.10%	0.10%	47.70%
2/27/2021	1	0.10%	0.10%	47.70%
3/13/2021	2	0.10%	0.10%	47.80%
3/27/2021	18	0.90%	0.90%	48.70%
4/10/2021	34	1.70%	1.70%	50.50%
4/17/2021	19	1.00%	1.00%	51.40%
4/19/2021	15	0.80%	0.80%	52.20%
4/21/2021	1	0.10%	0.10%	52.20%
4/24/2021	2	0.10%	0.10%	52.30%
4/27/2021	1	0.10%	0.10%	52.40%
4/30/2021	11	0.60%	0.60%	52.90%
5/1/2021	18	0.90%	0.90%	53.90%
5/5/2021	2	0.10%	0.10%	54.00%

5/8/2021	6	0.30%	0.30%	54.30%
5/12/2021	1	0.10%	0.10%	54.30%
5/22/2021	6	0.30%	0.30%	54.60%
6/5/2021	6	0.30%	0.30%	54.90%
6/19/2021	6	0.30%	0.30%	55.20%
7/3/2021	18	0.90%	0.90%	56.10%
7/9/2021	1	0.10%	0.10%	56.20%
7/10/2021	1	0.10%	0.10%	56.20%
7/17/2021	4	0.20%	0.20%	56.40%
7/31/2021	3	0.20%	0.20%	56.60%
8/14/2021	5	0.30%	0.30%	56.80%
8/28/2021	3	0.20%	0.20%	57.00%
9/11/2021	7	0.40%	0.40%	57.30%
9/17/2021	10	0.50%	0.50%	57.90%
9/25/2021	9	0.50%	0.50%	58.30%
10/1/2021	6	0.30%	0.30%	58.60%
10/6/2021	1	0.10%	0.10%	58.70%
10/9/2021	23	1.20%	1.20%	59.80%
10/16/2021	2	0.10%	0.10%	59.90%
10/23/2021	15	0.80%	0.80%	60.70%
11/6/2021	2	0.10%	0.10%	60.80%
11/20/2021	20	1.00%	1.00%	61.80%
12/1/2021	1	0.10%	0.10%	61.90%
12/4/2021	7	0.40%	0.40%	62.20%
12/11/2021	18	0.90%	0.90%	63.10%
12/18/2021	4	0.20%	0.20%	63.30%
1/1/2022	7	0.40%	0.40%	63.70%

1/15/2022	16	0.80%	0.80%	64.50%
1/29/2022	3	0.20%	0.20%	64.60%
2/12/2022	6	0.30%	0.30%	64.90%
2/26/2022	9	0.50%	0.50%	65.40%
3/12/2022	17	0.90%	0.90%	66.30%
3/26/2022	11	0.60%	0.60%	66.80%
4/2/2022	10	0.50%	0.50%	67.30%
4/9/2022	7	0.40%	0.40%	67.70%
4/16/2022	4	0.20%	0.20%	67.90%
4/23/2022	25	1.30%	1.30%	69.10%
4/29/2022	2	0.10%	0.10%	69.30%
4/30/2022	1	0.10%	0.10%	69.30%
5/7/2022	6	0.30%	0.30%	69.60%
5/14/2022	8	0.40%	0.40%	70.00%
5/21/2022	15	0.80%	0.80%	70.80%
6/4/2022	9	0.50%	0.50%	71.20%
6/18/2022	6	0.30%	0.30%	71.50%
6/25/2022	2	0.10%	0.10%	71.60%
6/28/2022	1	0.10%	0.10%	71.70%
7/2/2022	11	0.60%	0.60%	72.20%
7/16/2022	10	0.50%	0.50%	72.70%
7/30/2022	6	0.30%	0.30%	73.00%
8/3/2022	1	0.10%	0.10%	73.10%
8/6/2022	22	1.10%	1.10%	74.20%
8/13/2022	8	0.40%	0.40%	74.60%
8/20/2022	1	0.10%	0.10%	74.70%
8/27/2022	2	0.10%	0.10%	74.80%

8/30/2022	1	0.10%	0.10%	74.80%
9/10/2022	3	0.20%	0.20%	75.00%
9/24/2022	14	0.70%	0.70%	75.70%
9/28/2022	1	0.10%	0.10%	75.70%
10/8/2022	14	0.70%	0.70%	76.40%
10/15/2022	9	0.50%	0.50%	76.90%
10/22/2022	23	1.20%	1.20%	78.10%
11/5/2022	20	1.00%	1.00%	79.10%
11/19/2022	8	0.40%	0.40%	79.50%
11/20/2022	1	0.10%	0.10%	79.50%
12/3/2022	16	0.80%	0.80%	80.30%
12/17/2022	4	0.20%	0.20%	80.50%
12/24/2022	1	0.10%	0.10%	80.60%
12/31/2022	2	0.10%	0.10%	80.70%
1/14/2023	17	0.90%	0.90%	81.60%
1/28/2023	4	0.20%	0.20%	81.80%
2/11/2023	23	1.20%	1.20%	82.90%
2/20/2023	1	0.10%	0.10%	83.00%
2/25/2023	3	0.20%	0.20%	83.10%
2/27/2023	1	0.10%	0.10%	83.20%
3/11/2023	18	0.90%	0.90%	84.10%
3/25/2023	12	0.60%	0.60%	84.70%
4/5/2023	1	0.10%	0.10%	84.80%
4/8/2023	29	1.50%	1.50%	86.20%
4/22/2023	18	0.90%	0.90%	87.10%
4/27/2023	1	0.10%	0.10%	87.20%
5/6/2023	45	2.30%	2.30%	89.50%

5/13/2023	7	0.40%	0.40%	89.80%
5/20/2023	11	0.60%	0.60%	90.40%
5/25/2023	1	0.10%	0.10%	90.40%
6/3/2023	5	0.30%	0.30%	90.70%
6/17/2023	8	0.40%	0.40%	91.10%
7/1/2023	3	0.20%	0.20%	91.20%
7/15/2023	10	0.50%	0.50%	91.70%
7/29/2023	5	0.30%	0.30%	92.00%
8/3/2023	1	0.10%	0.10%	92.00%
8/7/2023	1	0.10%	0.10%	92.10%
8/12/2023	7	0.40%	0.40%	92.50%
8/26/2023	10	0.50%	0.50%	93.00%
8/27/2023	1	0.10%	0.10%	93.00%
9/9/2023	1	0.10%	0.10%	93.10%
9/23/2023	6	0.30%	0.30%	93.40%
10/7/2023	25	1.30%	1.30%	94.60%
10/21/2023	4	0.20%	0.20%	94.80%
10/28/2023	8	0.40%	0.40%	95.20%
11/2/2023	1	0.10%	0.10%	95.30%
11/4/2023	58	2.90%	2.90%	98.20%
11/8/2023	2	0.10%	0.10%	98.30%
11/18/2023	12	0.60%	0.60%	98.90%
11/21/2023	10	0.50%	0.50%	99.40%
12/2/2023	3	0.20%	0.20%	99.60%
12/16/2023	8	0.40%	0.40%	100.00%

Total

1974 100.00%

APPENDIX E

Broward County Promoted Position by Race

Current Job Title by Race

CURRENT_ JOB_TITLE	Count	RACE								Total
		AMIND NSPEC	ASIAN	BLACK	HISPAMULTIPLE	PACIF WHITE				
	Count	0	0	0	1	0	0	0	0	1
	Row %	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
	Column %	0.00%	0.00%	0.00%	0.20%	0.00%	0.00%	0.00%	0.00%	0.10%
	Total %	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
Accountability Specialist	Count	0	0	1	1	0	0	0	0	3
	Row %	0.00%	0.00%	33.30%	33.30%	0.00%	0.00%	0.00%	0.00%	100.00%
	Column %	0.00%	0.00%	0.10%	0.20%	0.00%	0.00%	0.00%	0.20%	0.20%
	Total %	0.00%	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.10%	0.20%
Accountant I	Count	0	0	3	2	1	0	0	0	6
	Row %	0.00%	0.00%	50.00%	33.30%	16.70%	0.00%	0.00%	0.00%	100.00%
	Column %	0.00%	0.00%	0.40%	0.40%	2.30%	0.00%	0.00%	0.00%	0.30%
	Total %	0.00%	0.00%	0.20%	0.10%	0.10%	0.00%	0.00%	0.00%	0.30%
Accountant II	Count	0	1	0	0	0	0	0	0	1

Row %0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 2.40% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Accounting Spec II Count 0 1 3 2 0 0 0 0
 6

Row %0.00% 16.70% 50.00% 33.30% 0.00% 0.00% 0.00%
 0.00% 100.00%

Column % 0.00% 2.40% 0.40% 0.40% 0.00% 0.00% 0.00% 0.00% 0.30%
 Total % 0.00% 0.10% 0.20% 0.10% 0.00% 0.00% 0.00% 0.00% 0.30%

Accounting Supervisor Count 0 0 2 0 0 0 0
 0 2

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.30% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Admin Asst to the Sheriff Count 0 0 1 0 0 0 0
 2 3

Row %0.00% 0.00% 33.30% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.30% 0.20%
 Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.10% 0.20%

Admin Specialist I	Count	0	0	18	3	1	0	0	1
		23							
	Row %	0.00%	0.00%	78.30%	13.00%	4.30%	0.00%	0.00%	4.30%
		100.00%							
	Column %	0.00%	0.00%	2.30%	0.60%	2.30%	0.00%	0.00%	0.20%
	Total %	0.00%	0.00%	0.90%	0.20%	0.10%	0.00%	0.00%	0.10%
Admin Specialist II	Count	0	1	16	4	0	0	0	6
		27							
	Row %	0.00%	3.70%	59.30%	14.80%	0.00%	0.00%	0.00%	
		22.20%	100.00%						
	Column %	0.00%	2.40%	2.00%	0.80%	0.00%	0.00%	0.00%	1.00%
	Total %	0.00%	0.10%	0.80%	0.20%	0.00%	0.00%	0.00%	0.30%
Administrative Assistant	Count	0	1	10	4	0	0	0	
		3	18						
	Row %	0.00%	5.60%	55.60%	22.20%	0.00%	0.00%	0.00%	
		16.70%	100.00%						
	Column %	0.00%	2.40%	1.30%	0.80%	0.00%	0.00%	0.00%	0.50%
	Total %	0.00%	0.10%	0.50%	0.20%	0.00%	0.00%	0.00%	0.20%
Administrative Coordinator	Count	0	0	2	1	0	0	0	
		1	4						
	Row %	0.00%	0.00%	50.00%	25.00%	0.00%	0.00%	0.00%	
		25.00%	100.00%						
	Column %	0.00%	0.00%	0.30%	0.20%	0.00%	0.00%	0.00%	0.20%

Total %	0.00%	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.10%	0.20%
Administrative Support Spec Count	0	0	4	0	0	0	0	0	0
1	5								
Row %	0.00%	0.00%	80.00%	0.00%	0.00%	0.00%	0.00%	20.00%	
	100.00%								
Column %	0.00%	0.00%	0.50%	0.00%	0.00%	0.00%	0.00%	0.20%	0.30%
Total %	0.00%	0.00%	0.20%	0.00%	0.00%	0.00%	0.00%	0.10%	0.30%
Assist Chief ? Fire Rescue Count	0	1	1	0	0	0	0	0	0
1	3								
Row %	0.00%	33.30%	33.30%	0.00%	0.00%	0.00%	0.00%	0.00%	
	33.30%	100.00%							
Column %	0.00%	2.40%	0.10%	0.00%	0.00%	0.00%	0.00%	0.20%	0.20%
Total %	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%	0.20%
Assistant Director ? Reg Comm Count	0	0	1	0	0	0	0	0	0
0	0	1							
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
	100.00%								
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Assistant Director? DOD Count	0	0	0	0	0	0	0	0	0
1	1								
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	100.00%								

Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%

Assistant District Chief ? FR Count 0 0 0 0 0 0 0 0

1 1

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%

100.00%

Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
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Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
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Assistant Manager ? Benefits Count 0 0 1 0 0 0 0 0

1 2

Row %0.00% 0.00% 50.00% 0.00% 0.00% 0.00% 0.00% 50.00%

100.00%

Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
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Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
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Assistant Manager ? EEO Count 0 0 1 0 0 0 0 0

0 1

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%

100.00%

Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
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Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
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Assistant Manager ? Grants Count 0 0 0 1 0 0 0 0

0 1

Row %0.00% 0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.00% 0.20% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.10%

Assistant Manager HRIM Count 0 0 1 0 0 0 0
 0 1

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Assistant Treatment Manager Count 0 0 0 0 0 0 0
 1 1

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%
 100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.20% 0.10%
 Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Asst Dir ? Community Programs Count 0 0 1 0 0 0
 0 0 1

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Asst Dir DOD Facilities Mgmt	Count	0	0	0	0	0	0	0
		0	1	1				
Row %		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		100.00%						
Column %		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%
								0.10%
Total %		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
								0.10%
Asst Manager ? Workers' Comp	Count	0	0	1	0	0	0	0
		0	0	1				
Row %		0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
		100.00%						
Column %		0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%
								0.10%
Total %		0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%
								0.10%
Asst Manager?Records/Warrants	Count	0	0	1	0	0	0	0
		0	0	1				
Row %		0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
		100.00%						
Column %		0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%
								0.10%
Total %		0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%
								0.10%
Asst Mgr ? Selection & Assess	Count	0	0	1	1	0	0	0
		0	1	3				
Row %		0.00%	0.00%	33.30%	33.30%	0.00%	0.00%	0.00%
		33.30%	100.00%					
Column %		0.00%	0.00%	0.10%	0.20%	0.00%	0.00%	0.00%
								0.20%
								0.20%

Total %	0.00%	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.10%	0.20%
Asst Mgr?Background Investigat	Count	0	0	1	0	0	0	0	0
		0	0	1					
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		100.00%							
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Asst. Communications Site Mgr	Count	0	0	2	0	0	0	0	0
		0	1	3					
Row %	0.00%	0.00%	66.70%	0.00%	0.00%	0.00%	0.00%	33.30%	0.00%
		100.00%							
Column %	0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.20%	0.20%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%	0.20%
Asst.Director?DODCP BusinAdmin	Count	0	0	1	0	0	0	0	0
		0	0	1					
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		100.00%							
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Battalion Chief ? FR Prevent	Count	0	0	0	0	0	0	0	0
		1	1						
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
		100.00%							

Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%

Battalion Chief FR 96 Count 0 0 3 1 0 0 0 8
12

Row %	0.00%	0.00%	25.00%	8.30%	0.00%	0.00%	0.00%	66.70%	
	100.00%								

Column %	0.00%	0.00%	0.40%	0.20%	0.00%	0.00%	0.00%	1.30%	0.60%
Total %	0.00%	0.00%	0.20%	0.10%	0.00%	0.00%	0.00%	0.40%	0.60%

Battalion Chief Fire Rescue 80 Count 0 0 0 0 0 0 0
0 2 2

Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	100.00%								

Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.30%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%

Benefits Manager Count 0 0 0 0 0 0 0 1
1

Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	100.00%								

Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%

Budget Analyst I Count 0 0 0 1 0 0 0 0
1

Row %0.00% 0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.00% 0.20% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.10%

Budget Analyst II Count 0 0 0 1 0 0 0 0
 1

Row %0.00% 0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.00% 0.20% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.10%

Budget Operations Liaison Count 0 0 1 1 1 0 0
 0 3

Row %0.00% 0.00% 33.30% 33.30% 33.30% 0.00% 0.00%
 0.00% 100.00%

Column % 0.00% 0.00% 0.10% 0.20% 2.30% 0.00% 0.00% 0.00% 0.20%
 Total % 0.00% 0.00% 0.10% 0.10% 0.10% 0.00% 0.00% 0.00% 0.20%

CPIS ManagerCount 0 0 3 0 0 0 0 0 3
 Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%

100.00%
 Column % 0.00% 0.00% 0.40% 0.00% 0.00% 0.00% 0.00% 0.00% 0.20%

Total % 0.00% 0.00% 0.20% 0.00% 0.00% 0.00% 0.00% 0.00% 0.20%

Captain ? DLECount 0 0 4 8 0 0 0 21 33

Row %	0.00%	0.00%	12.10%	24.20%	0.00%	0.00%	0.00%		
	63.60%	100.00%							
Column %	0.00%	0.00%	0.50%	1.70%	0.00%	0.00%	0.00%	3.40%	1.70%
Total %	0.00%	0.00%	0.20%	0.40%	0.00%	0.00%	0.00%	1.10%	1.70%
Captain ? Detention	Count	0	0	4	2	0	0	0	4
	10								

Row %	0.00%	0.00%	40.00%	20.00%	0.00%	0.00%	0.00%		
	40.00%	100.00%							
Column %	0.00%	0.00%	0.50%	0.40%	0.00%	0.00%	0.00%	0.60%	0.50%
Total %	0.00%	0.00%	0.20%	0.10%	0.00%	0.00%	0.00%	0.20%	0.50%
Captain ? Detention/CC	Count	0	0	3	1	0	0	0	
	0	4							

Row %	0.00%	0.00%	75.00%	25.00%	0.00%	0.00%	0.00%	0.00%	
	100.00%								
Column %	0.00%	0.00%	0.40%	0.20%	0.00%	0.00%	0.00%	0.00%	0.20%
Total %	0.00%	0.00%	0.20%	0.10%	0.00%	0.00%	0.00%	0.00%	0.20%

Captain ? Fire Rescue	Count	80	0	0	0	2	0	0	0
	3	5							
Row %	0.00%	0.00%	0.00%	40.00%	0.00%	0.00%	0.00%	60.00%	
	100.00%								
Column %	0.00%	0.00%	0.00%	0.40%	0.00%	0.00%	0.00%	0.50%	0.30%
Total %	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.20%	0.30%

Captain ? Fire Rescue 96	Count	0	0	1	8	0	0	0
	21	30						
Row %	0.00%	0.00%	3.30%	26.70%	0.00%	0.00%	0.00%	70.00%
	100.00%							
Column %	0.00%	0.00%	0.10%	1.70%	0.00%	0.00%	0.00%	3.40%
Total %	0.00%	0.00%	0.10%	0.40%	0.00%	0.00%	0.00%	1.10%
Captain?DLE/CC	Count	0	1	6	0	0	0	3
	10							
Row %	0.00%	10.00%	60.00%	0.00%	0.00%	0.00%	0.00%	30.00%
	100.00%							
Column %	0.00%	2.40%	0.80%	0.00%	0.00%	0.00%	0.00%	0.50%
Total %	0.00%	0.10%	0.30%	0.00%	0.00%	0.00%	0.00%	0.20%
Case Filing Specialist	Count	0	0	0	0	0	0	2
	2							
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
	100.00%							
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.30%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Cash Bonds Supervisor	Count	0	0	1	0	0	0	0
	0	1						
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	100.00%							
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%

Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Central Supply Manager	Count	0	0	0	0	0	0	0	0
	1	1							
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	100.00%								
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Chaplain Services Coordinator	Count	0	0	1	0	0	0	0	0
	0	0	1						
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	100.00%								
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Chief ?Fire Rescue	Count	0	0	1	0	0	0	0	1
	2								
Row %	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	50.00%	
	100.00%								
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Chief Of Staff	Count	0	0	0	0	0	0	1	1
	2								
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	100.00%								
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%

Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Child Protective Invest Mgr	Count	0	0	0	0	0	0	0	0
	1	1							
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	100.00%								
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Child Protective Invest Super	Count	0	0	4	0	0	0	0	0
	0	4							
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
	100.00%								
Column %	0.00%	0.00%	0.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%
Total %	0.00%	0.00%	0.20%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%
Child Protective Investigator	Count	0	0	4	0	0	0	0	1
	0	5							
Row %	0.00%	0.00%	80.00%	0.00%	0.00%	0.00%	20.00%		0.00%
	100.00%								
Column %	0.00%	0.00%	0.50%	0.00%	0.00%	0.00%	50.00%		0.00%
	0.30%								
Total %	0.00%	0.00%	0.20%	0.00%	0.00%	0.00%	0.10%	0.00%	0.30%
Civil Process Server	Count	0	0	5	4	0	0	0	0
	9								

Row %0.00% 0.00% 55.60% 44.40% 0.00% 0.00% 0.00% 0.00%
100.00%

Column % 0.00% 0.00% 0.60% 0.80% 0.00% 0.00% 0.00% 0.00% 0.50%

Total % 0.00% 0.00% 0.30% 0.20% 0.00% 0.00% 0.00% 0.00% 0.50%

Civil Process Server Supervisr Count 0 0 1 0 0 0
0 1 2

Row %0.00% 0.00% 50.00% 0.00% 0.00% 0.00% 0.00% 50.00%
100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.20% 0.10%

Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Civil Process Specialist I Count 0 0 2 1 0 0 0
0 3

Row %0.00% 0.00% 66.70% 33.30% 0.00% 0.00% 0.00% 0.00%
100.00%

Column % 0.00% 0.00% 0.30% 0.20% 0.00% 0.00% 0.00% 0.00% 0.20%

Total % 0.00% 0.00% 0.10% 0.10% 0.00% 0.00% 0.00% 0.00% 0.20%

Civil Process Specialist II Count 0 0 3 1 0 0 0
0 4

Row %0.00% 0.00% 75.00% 25.00% 0.00% 0.00% 0.00% 0.00%
100.00%

Column % 0.00% 0.00% 0.40% 0.20% 0.00% 0.00% 0.00% 0.00% 0.20%

Total % 0.00% 0.00% 0.20% 0.10% 0.00% 0.00% 0.00% 0.00% 0.20%

Claims/Investigator Adjuster	Count	0	0	0	0	1	0	0
		0	1					
Row %		0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
		100.00%						
Column %		0.00%	0.00%	0.00%	0.00%	2.30%	0.00%	0.00%
Total %		0.00%	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%
Clerical Assistant To Sheriff	Count	0	0	1	0	0	0	0
		0	1					
Row %		0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
		100.00%						
Column %		0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%
Total %		0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%
Code Inspector	Count	0	0	1	1	1	0	0
		5						
Row %		0.00%	0.00%	20.00%	20.00%	20.00%	0.00%	0.00%
		40.00%	100.00%					
Column %		0.00%	0.00%	0.10%	0.20%	2.30%	0.00%	0.00%
Total %		0.00%	0.00%	0.10%	0.10%	0.10%	0.00%	0.00%
Colonel ? DLE/CC	Count	0	0	2	0	0	0	0
		2						
Row %		0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
		100.00%						
Column %		0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%

Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	
Colonel ? Detention	Count	0	0	1	1	0	0	0	0	
		2								
Row %	0.00%	0.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
		100.00%								
Column %	0.00%	0.00%	0.10%	0.20%	0.00%	0.00%	0.00%	0.00%	0.10%	
Total %	0.00%	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%	
Colonel?DLE	Count	0	1	2	1	0	0	0	2	6
Row %	0.00%	16.70%	33.30%	16.70%	0.00%	0.00%	0.00%	0.00%	0.00%	
		33.30%	100.00%							
Column %	0.00%	2.40%	0.30%	0.20%	0.00%	0.00%	0.00%	0.30%	0.30%	
Total %	0.00%	0.10%	0.10%	0.10%	0.00%	0.00%	0.00%	0.10%	0.30%	
Colonel?Undersheriff	Count	0	0	1	0	0	0	0	0	
		1								
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
		100.00%								
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	
Comm Operator II	Count	0	1	17	4	2	0	0	6	
		30								
Row %	0.00%	3.30%	56.70%	13.30%	6.70%	0.00%	0.00%	0.00%	0.00%	
		20.00%	100.00%							
Column %	0.00%	2.40%	2.20%	0.80%	4.70%	0.00%	0.00%	1.00%	1.50%	

Total %	0.00%	0.10%	0.90%	0.20%	0.10%	0.00%	0.00%	0.30%	1.50%
Comm Operator III	Count	0	3	23	4	1	1	0	1
		33							
Row %	0.00%	9.10%	69.70%	12.10%	3.00%	3.00%	0.00%	3.00%	100.00%
Column %	0.00%	7.30%	2.90%	0.80%	2.30%	11.10%	0.00%	0.20%	1.70%
Total %	0.00%	0.20%	1.20%	0.20%	0.10%	0.10%	0.00%	0.10%	1.70%
Comm Programs Supervision Spec	Count	0	0	13	0	0	1		
		0	0	14					
Row %	0.00%	0.00%	92.90%	0.00%	0.00%	7.10%	0.00%	0.00%	100.00%
Column %	0.00%	0.00%	1.70%	0.00%	0.00%	11.10%	0.00%	0.00%	0.70%
Total %	0.00%	0.00%	0.70%	0.00%	0.00%	0.10%	0.00%	0.00%	0.70%
Comm Super Prog QA Coordinat	Count	0	0	1	0	0	0		
		0	0	1					
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Commissary Storeroom Super	Count	0	0	1	0	0	0		
		0	0	1					

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Communications Duty Officer Count 0 0 2 1 0 0
 0 2 5

Row %0.00% 0.00% 40.00% 20.00% 0.00% 0.00% 0.00%
 40.00% 100.00%

Column % 0.00% 0.00% 0.30% 0.20% 0.00% 0.00% 0.00% 0.30% 0.30%
 Total % 0.00% 0.00% 0.10% 0.10% 0.00% 0.00% 0.00% 0.10% 0.30%

Communications Site Manager Count 0 0 1 0 0 0
 0 0 1

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Community Affairs Manager Count 0 0 0 2 0 0 0
 1 3

Row %0.00% 0.00% 0.00% 66.70% 0.00% 0.00% 0.00% 33.30%
 100.00%

Column % 0.00% 0.00% 0.00% 0.40% 0.00% 0.00% 0.00% 0.20% 0.20%
 Total % 0.00% 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.10% 0.20%

Community Job Dev Coord	Count	0	0	0	0	0	0	0	0
		2	2						
Row %		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		100.00%							
Column %		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.30%	0.10%
Total %		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Community Programs Supervisor	Count	0	0	4	0	0	0	0	0
		0	2	6					
Row %		0.00%	0.00%	66.70%	0.00%	0.00%	0.00%	0.00%	33.30%
		100.00%							
Column %		0.00%	0.00%	0.50%	0.00%	0.00%	0.00%	0.30%	0.30%
Total %		0.00%	0.00%	0.20%	0.00%	0.00%	0.00%	0.10%	0.30%
Community Service Aide	Count	0	0	2	0	0	0	0	0
		0	2						
Row %		0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		100.00%							
Column %		0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %		0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
Confinement Status Spec I	Count	0	0	6	0	0	0	0	0
		0	6						
Row %		0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		100.00%							
Column %		0.00%	0.00%	0.80%	0.00%	0.00%	0.00%	0.00%	0.30%

Total %	0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.30%
Confinement Status Spec II	Count	0	0	8	0	0	0	0	0
		0	8						
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		100.00%							
Column %	0.00%	0.00%	1.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.40%
Total %	0.00%	0.00%	0.40%	0.00%	0.00%	0.00%	0.00%	0.00%	0.40%
Contract Manager	Count	0	0	0	0	0	0	0	2
		2							
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
		100.00%							
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.30%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Contract Specialist	Count	0	0	1	0	0	0	0	0
		1							
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		100.00%							
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Courier Supervisor	Count	0	0	0	0	0	0	0	1
		1							
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
		100.00%							

Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Crime Analyst Count	0	0	3	2	0	0	0	4	9
Row %	0.00%	0.00%	33.30%	22.20%	0.00%	0.00%	0.00%	44.40%	100.00%
Column %	0.00%	0.00%	0.40%	0.40%	0.00%	0.00%	0.00%	0.60%	0.50%
Total %	0.00%	0.00%	0.20%	0.10%	0.00%	0.00%	0.00%	0.20%	0.50%
Crime Lab Projects Manager Count	0	0	1	0	0	1	0	0	2
Row %	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	100.00%
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	11.10%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.10%	0.00%	0.00%	0.10%
Crime Lab Quality Assurance Sp	Count	0	0	0	0	0	0	0	0
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Crime Scene Technician II	Count	0	0	0	0	0	0	0	0
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%

100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.30% 0.10%

Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Crime Stoppers Specialist	Count	0	0	1	0	0	0	0	0
		0	1						

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%

100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Criminalist II	Count	0	0	1	0	0	0	0	1	2
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Row %0.00% 0.00% 50.00% 0.00% 0.00% 0.00% 0.00% 50.00%

100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.20% 0.10%

Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Criminalist III	Count	0	0	2	3	0	0	0	4	9
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Row %0.00% 0.00% 22.20% 33.30% 0.00% 0.00% 0.00%

44.40% 100.00%

Column % 0.00% 0.00% 0.30% 0.60% 0.00% 0.00% 0.00% 0.60% 0.50%

Total % 0.00% 0.00% 0.10% 0.20% 0.00% 0.00% 0.00% 0.20% 0.50%

DOCP Supervision Program Mgr	Count	0	0	2	0	0	0
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0 0 2

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%
100.00%

Column % 0.00% 0.00% 0.30% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%
Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Deputy Chief ? Fire Rescue Count 0 0 0 0 0 0 0 0
1 1

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%
100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.20% 0.10%
Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Deputy General Counsel Count 0 0 0 0 0 0 0 0
1 1

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%
100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.20% 0.10%
Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Deputy General Counsel?Sworn Count 0 0 0 0 0 0 0 0
0 1 1

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%
100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.20% 0.10%
Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Deputy Sheriff ? DLE Count 0 9 93 139 17 1 0 110

369

Row %0.00% 2.40% 25.20% 37.70% 4.60% 0.30% 0.00%

29.80% 100.00%

Column % 0.00% 22.00% 11.80% 29.30% 39.50%

11.10% 0.00% 17.80% 18.70%

Total % 0.00% 0.50% 4.70% 7.00% 0.90% 0.10% 0.00% 5.60%

18.70%

Deputy Sheriff ? DLE/CC Count 0 0 1 1 1 0 0

0 3

Row %0.00% 0.00% 33.30% 33.30% 33.30% 0.00% 0.00%

0.00% 100.00%

Column % 0.00% 0.00% 0.10% 0.20% 2.30% 0.00% 0.00% 0.00% 0.20%

Total % 0.00% 0.00% 0.10% 0.10% 0.10% 0.00% 0.00% 0.00% 0.20%

Deputy Sheriff ? Detention Count 0 4 170 48 5 0 0

23 250

Row %0.00% 1.60% 68.00% 19.20% 2.00% 0.00% 0.00% 9.20%

100.00%

Column % 0.00% 9.80% 21.70% 10.10% 11.60% 0.00%

0.00% 3.70% 12.70%

Total % 0.00% 0.20% 8.60% 2.40% 0.30% 0.00% 0.00% 1.20%

12.70%

Det Staffing Mgmt Systems Spec	Count	0	0	1	0	0	0	0
		0	0	1				
Row %		0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
		100.00%						
Column %		0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.10%
Total %		0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.10%

Detention Classification Mgr	Count	0	0	1	0	0	0	0
		0	1					
Row %		0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
		100.00%						
Column %		0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.10%
Total %		0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.10%

Detention Classification Spec	Count	0	0	9	0	0	0	0
		0	9					
Row %		0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
		100.00%						
Column %		0.00%	0.00%	1.10%	0.00%	0.00%	0.00%	0.50%
Total %		0.00%	0.00%	0.50%	0.00%	0.00%	0.00%	0.50%

Detention Classification Super	Count	0	0	1	1	0	0
		0	0	2			
Row %		0.00%	0.00%	50.00%	50.00%	0.00%	0.00%
		100.00%					
Column %		0.00%	0.00%	0.10%	0.20%	0.00%	0.10%

Total %	0.00%	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
Detention Communications Sup	Count	0	0	1	0	0	0	0	0
	0	0	1						
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	100.00%								
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Detention Facilities Maint Sup	Count	0	0	0	0	0	0	0	0
	0	1	1						
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
	100.00%								
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Detention Facilities Mgmt Mgr	Count	0	0	0	0	0	0	0	0
	0	1	1						
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
	100.00%								
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Detention Staffing Mgmt Spvr.	Count	0	0	0	0	0	0	0	0
	0	1	1						
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
	100.00%								

Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Detention Technician Count	0	0	5	1	0	0	0	0	0
	6								
Row %	0.00%	0.00%	83.30%	16.70%	0.00%	0.00%	0.00%	0.00%	0.00%
	100.00%								
Column %	0.00%	0.00%	0.60%	0.20%	0.00%	0.00%	0.00%	0.00%	0.30%
Total %	0.00%	0.00%	0.30%	0.10%	0.00%	0.00%	0.00%	0.00%	0.30%
Digital Evidence Supervisor Count	0	0	0	0	0	0	0	0	0
	1	1							
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	100.00%								
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Digital Evidence Technician Count	0	0	0	0	0	0	0	0	0
	2	2							
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	100.00%								
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.30%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Digital Forensic Assistant Count	0	0	0	0	0	0	0	0	0
	1	1							

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%

100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.20% 0.10%

Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Digital Forensic Examiner	Count	0	0	0	1	1	0	0
0	2							

Row %0.00% 0.00% 0.00% 50.00% 50.00% 0.00% 0.00% 0.00%

100.00%

Column % 0.00% 0.00% 0.00% 0.20% 2.30% 0.00% 0.00% 0.00% 0.10%

Total % 0.00% 0.00% 0.00% 0.10% 0.10% 0.00% 0.00% 0.00% 0.10%

Digital Forensic Video Special	Count	0	0	0	0	0	0
0	1	1					

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%

100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.20% 0.10%

Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Director ? Reg Communications	Count	0	0	0	0	0	0
0	1	1					

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%

100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.20% 0.10%

Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

District Chief ? Fire Rescue	Count	0	0	2	1	0	0	0
	5	8						
Row %	0.00%	0.00%	25.00%	12.50%	0.00%	0.00%	0.00%	
	62.50%	100.00%						
Column %	0.00%	0.00%	0.30%	0.20%	0.00%	0.00%	0.00%	0.80%
Total %	0.00%	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.30%

Division Chief ? Fire Rescue	Count	0	1	0	0	0	0	0
	8	9						
Row %	0.00%	11.10%	0.00%	0.00%	0.00%	0.00%	0.00%	88.90%
	100.00%							
Column %	0.00%	2.40%	0.00%	0.00%	0.00%	0.00%	0.00%	1.30%
Total %	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.40%

Driver Engineer 80	Count	0	0	0	0	0	0	0	2
	2								
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	100.00%								
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.30%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%

Driver Engineer 96	Count	0	0	18	28	0	2	0	43
	91								
Row %	0.00%	0.00%	19.80%	30.80%	0.00%	2.20%	0.00%		
	47.30%	100.00%							

Column % 0.00% 0.00% 2.30% 5.90% 0.00% 22.20% 0.00% 6.90%
4.60%

Total % 0.00% 0.00% 0.90% 1.40% 0.00% 0.10% 0.00% 2.20% 4.60%

EEO Analyst Count 0 1 0 0 0 0 0 0 1

Row %0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%
100.00%

Column % 0.00% 2.40% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Total % 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Electronic Surveillance Tech Count 0 0 0 1 0 0 0
0 1

Row %0.00% 0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00%
100.00%

Column % 0.00% 0.00% 0.00% 0.20% 0.00% 0.00% 0.00% 0.00% 0.10%

Total % 0.00% 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.10%

Emergency Mgmt Prog Coord Count 0 0 0 0 0 0 0
0 1 1

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%
100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.20% 0.10%

Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Equal Employ Opportunity Mgr Count 0 0 1 0 0 0
0 0 1

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Evidence Unit Supervisor Count 0 0 0 0 0 0 0 0
 1 1

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%
 100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.20% 0.10%
 Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Exec Asst to the Sheriff Count 0 0 1 0 0 0 0 0
 0 1

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Fingerprint Analyst I Count 0 0 1 0 0 0 0 0
 1

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Fingerprint Analyst II	Count	0	0	2	2	0	0	0	1
		5							
Row %		0.00%	0.00%	40.00%	40.00%	0.00%	0.00%	0.00%	
		20.00%	100.00%						
Column %		0.00%	0.00%	0.30%	0.40%	0.00%	0.00%	0.00%	0.20%
Total %		0.00%	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.10%

Fingerprint Analyst III	Count	0	0	1	1	0	0	0
		1	3					
Row %		0.00%	0.00%	33.30%	33.30%	0.00%	0.00%	0.00%
		33.30%	100.00%					
Column %		0.00%	0.00%	0.10%	0.20%	0.00%	0.00%	0.00%
Total %		0.00%	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%

Fire Prevention Officer (FPO)	Count	0	0	0	0	0	0	0
		0	5	5				
Row %		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		100.00%						
Column %		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.80%
Total %		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.30%

Fire Rescue Analyst	Count	0	0	0	1	0	0	0
		1						
Row %		0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
		100.00%						
Column %		0.00%	0.00%	0.00%	0.20%	0.00%	0.00%	0.00%

Total %	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
Firefighter/Paramedic	Count	0	0	14	59	6	0	0	
47	126								
Row %	0.00%	0.00%	11.10%	46.80%	4.80%	0.00%	0.00%		
37.30%	100.00%								
Column %	0.00%	0.00%	1.80%	12.40%	14.00%		0.00%	0.00%	
7.60%	6.40%								
Total %	0.00%	0.00%	0.70%	3.00%	0.30%	0.00%	0.00%	2.40%	6.40%
Fleet Service Specialist	Count	0	0	0	0	0	0	0	0
1	1								
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
100.00%									
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
General Counsel	Count	0	0	0	0	0	0	0	1
1									
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
100.00%									
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Geographic Info System Analyst	Count	0	1	0	0	0	0	0	0
0	0	1							

Row %0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%

100.00%

Column % 0.00% 2.40% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Total % 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Health and Wellness Prog Cord Count 0 0 0 0 0 0

0 1 1

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%

100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.20% 0.10%

Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Human Resources Analyst Count 0 0 4 1 0 0 0

2 7

Row %0.00% 0.00% 57.10% 14.30% 0.00% 0.00% 0.00%

28.60% 100.00%

Column % 0.00% 0.00% 0.50% 0.20% 0.00% 0.00% 0.00% 0.30% 0.40%

Total % 0.00% 0.00% 0.20% 0.10% 0.00% 0.00% 0.00% 0.10% 0.40%

Human Resources Coordinator Count 0 0 1 1 0 0

0 3 5

Row %0.00% 0.00% 20.00% 20.00% 0.00% 0.00% 0.00%

60.00% 100.00%

Column % 0.00% 0.00% 0.10% 0.20% 0.00% 0.00% 0.00% 0.50% 0.30%

Total % 0.00% 0.00% 0.10% 0.10% 0.00% 0.00% 0.00% 0.20% 0.30%

Human Resources Specialist	Count	0	0	5	0	0	0	0	0
		0	5						
	Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		100.00%							
	Column %	0.00%	0.00%	0.60%	0.00%	0.00%	0.00%	0.00%	0.30%
	Total %	0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.30%
I.D. Unit Supervisor	Count	0	0	2	0	0	0	0	0
		2							
	Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		100.00%							
	Column %	0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.10%
	Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
Info Tech Systems Admin	Count	0	1	1	0	0	0	0	0
		0	2						
	Row %	0.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		100.00%							
	Column %	0.00%	2.40%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
	Total %	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
Information Tech Supervisor	Count	0	1	4	2	0	0	0	0
		2	9						
	Row %	0.00%	11.10%	44.40%	22.20%	0.00%	0.00%	0.00%	0.00%
		22.20%	100.00%						
	Column %	0.00%	2.40%	0.50%	0.40%	0.00%	0.00%	0.00%	0.30%
									0.50%

Total %	0.00%	0.10%	0.20%	0.10%	0.00%	0.00%	0.00%	0.10%	0.50%
Information Technology Manager	Count	0	1	1	0	0	0	0	0
	0	1	3						
Row %	0.00%	33.30%	33.30%	0.00%	0.00%	0.00%	0.00%	0.00%	
	33.30%	100.00%							
Column %	0.00%	2.40%	0.10%	0.00%	0.00%	0.00%	0.00%	0.20%	0.20%
Total %	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%	0.20%
Inmate Asset Specialist II	Count	0	0	3	0	0	0	0	0
	0	3							
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
	100.00%								
Column %	0.00%	0.00%	0.40%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%
Total %	0.00%	0.00%	0.20%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%
Inmate Property Coordinator	Count	0	0	1	0	0	0	0	0
	0	1							
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
	100.00%								
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Inmate Property Supervisor	Count	0	0	3	0	0	0	0	0
	0	3							
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
	100.00%								

Column %	0.00%	0.00%	0.40%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%
Total %	0.00%	0.00%	0.20%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%
Intervention Counselor	Count	0	0	2	0	0	0	0	0
	0	2							
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	100.00%								
Column %	0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Investigative Aide I	Count	0	0	1	1	0	0	0	1
	3								
Row %	0.00%	0.00%	33.30%	33.30%	0.00%	0.00%	0.00%	0.00%	0.00%
	33.30%	100.00%							
Column %	0.00%	0.00%	0.10%	0.20%	0.00%	0.00%	0.00%	0.20%	0.20%
Total %	0.00%	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.10%	0.20%
Investigative Aide II	Count	0	0	4	2	0	0	0	0
	6								
Row %	0.00%	0.00%	66.70%	33.30%	0.00%	0.00%	0.00%	0.00%	0.00%
	100.00%								
Column %	0.00%	0.00%	0.50%	0.40%	0.00%	0.00%	0.00%	0.00%	0.30%
Total %	0.00%	0.00%	0.20%	0.10%	0.00%	0.00%	0.00%	0.00%	0.30%
Learning Mgmt Sys Specialist	Count	0	0	1	0	0	0	0	0
	0	0	1						

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Legal Assistant Count 0 0 0 0 0 0 0 0 2
 2

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%
 100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.30% 0.10%
 Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Legal Clerical Assistant Count 0 0 2 0 0 0 0 0
 0 2

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.30% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Lieutenant ? DLE Count 0 0 8 12 0 1 0 27
 48

Row %0.00% 0.00% 16.70% 25.00% 0.00% 2.10% 0.00%
 56.30% 100.00%

Column % 0.00% 0.00% 1.00% 2.50% 0.00% 11.10% 0.00% 4.40%
 2.40%

Total % 0.00% 0.00% 0.40% 0.60% 0.00% 0.10% 0.00% 1.40% 2.40%

Lieutenant ? DLE/CC	Count	0	0	2	0	0	0	0	2
		4							
Row %		0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	50.00%
		100.00%							
Column %		0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.30%
Total %		0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
Lieutenant ? Detention	Count	0	0	10	1	0	0	0	
		3	14						
Row %		0.00%	0.00%	71.40%	7.10%	0.00%	0.00%	0.00%	21.40%
		100.00%							
Column %		0.00%	0.00%	1.30%	0.20%	0.00%	0.00%	0.00%	0.50%
Total %		0.00%	0.00%	0.50%	0.10%	0.00%	0.00%	0.00%	0.20%
Lieutenant ? Detention/CC	Count	0	0	3	1	0	0	0	
		0	4						
Row %		0.00%	0.00%	75.00%	25.00%	0.00%	0.00%	0.00%	0.00%
		100.00%							
Column %		0.00%	0.00%	0.40%	0.20%	0.00%	0.00%	0.00%	0.20%
Total %		0.00%	0.00%	0.20%	0.10%	0.00%	0.00%	0.00%	0.20%
Lieutenant Colonel ? DLE	Count	0	0	1	0	0	0	0	
		2	3						
Row %		0.00%	0.00%	33.30%	0.00%	0.00%	0.00%	0.00%	66.70%
		100.00%							
Column %		0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.30%

Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%	0.20%
Lieutenant Colonel ? DLE/CC	Count	0	1	0	1	0	0		
	0	0	2						
Row %	0.00%	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	100.00%								
Column %	0.00%	2.40%	0.00%	0.20%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.10%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
Lieutenant Colonel ? DOD	Count	0	0	2	0	0	0	0	
	0	2							
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
	100.00%								
Column %	0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Lieutenant Colonel ? DOD/CC	Count	0	0	1	0	0	0	0	
	0	1	2						
Row %	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	50.00%	
	100.00%								
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Lieutenant Fire Rescue 80	Count	0	0	0	0	0	0	0	0
	1	1							
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	100.00%								

Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Lieutenant?FR Prevention	Count	0	0	0	1	0	0	0	0
	0	1							
Row %	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	100.00%								
Column %	0.00%	0.00%	0.00%	0.20%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
Lieutenant?Fire Rescue 96	Count	0	0	12	20	0	2	0	0
	41	75							
Row %	0.00%	0.00%	16.00%	26.70%	0.00%	2.70%	0.00%	0.00%	0.00%
	54.70%	100.00%							
Column %	0.00%	0.00%	1.50%	4.20%	0.00%	22.20%	0.00%	6.60%	3.80%
Total %	0.00%	0.00%	0.60%	1.00%	0.00%	0.10%	0.00%	2.10%	3.80%
Litigation Assistant	Count	0	0	0	1	0	0	0	0
	1								
Row %	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	100.00%								
Column %	0.00%	0.00%	0.00%	0.20%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
Maintenance Specialist	Count	0	1	0	0	0	0	0	0
	2	3							

Row %	0.00%	33.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	66.70%	
	100.00%									
Column %	0.00%	2.40%	0.00%	0.00%	0.00%	0.00%	0.00%	0.30%	0.20%	
Total %	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.20%	
Major ? DLE	Count	0	1	2	1	0	0	0	12	16
Row %	0.00%	6.30%	12.50%	6.30%	0.00%	0.00%	0.00%	75.00%		
	100.00%									
Column %	0.00%	2.40%	0.30%	0.20%	0.00%	0.00%	0.00%	1.90%	0.80%	
Total %	0.00%	0.10%	0.10%	0.10%	0.00%	0.00%	0.00%	0.60%	0.80%	
Major ? DOD/CC	Count	0	0	2	1	0	0	0	1	
	4									
Row %	0.00%	0.00%	50.00%	25.00%	0.00%	0.00%	0.00%			
	25.00%	100.00%								
Column %	0.00%	0.00%	0.30%	0.20%	0.00%	0.00%	0.00%	0.20%	0.20%	
Total %	0.00%	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.10%	0.20%	
Major?DLE/CC	Count	0	1	2	0	0	0	0	2	
	5									
Row %	0.00%	20.00%	40.00%	0.00%	0.00%	0.00%	0.00%			
	40.00%	100.00%								
Column %	0.00%	2.40%	0.30%	0.00%	0.00%	0.00%	0.00%	0.30%	0.30%	
Total %	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%	0.30%	
Major?DOD	Count	0	0	1	0	0	0	0	1	2

Row %0.00% 0.00% 50.00% 0.00% 0.00% 0.00% 0.00% 50.00%
 100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.20% 0.10%
 Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Neighborhood Support Special Count 0 0 0 0 0 0
 0 2 2

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%
 100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.30% 0.10%
 Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Occupational Health and Safety Count 0 0 0 1 0 0
 0 0 1

Row %0.00% 0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.00% 0.20% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.10%

Payroll Specialist Count 0 0 0 1 0 0 0 0
 1

Row %0.00% 0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.00% 0.20% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.10%

Property Specialist I	Count	0	0	1	0	0	0	0	0
	1								
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	100.00%								
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Property Specialist II	Count	0	0	0	2	0	0	0	1
	3								
Row %	0.00%	0.00%	0.00%	66.70%	0.00%	0.00%	0.00%	33.30%	
	100.00%								
Column %	0.00%	0.00%	0.00%	0.40%	0.00%	0.00%	0.00%	0.20%	0.20%
Total %	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.10%	0.20%
Public Records Specialist	Count	0	0	1	0	0	0	0	0
	2	3							
Row %	0.00%	0.00%	33.30%	0.00%	0.00%	0.00%	0.00%	66.70%	
	100.00%								
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.30%	0.20%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%	0.20%
Public Records Supervisor	Count	0	0	1	0	0	0	0	0
	1	2							
Row %	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	50.00%	
	100.00%								
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%

Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Public Records Technician	Count	0	0	2	0	0	0	0	0
		0	2						
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		100.00%							
Column %	0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Purchasing Agent I	Count	0	0	2	0	0	0	0	0
		2							
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		100.00%							
Column %	0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Purchasing Agent II	Count	0	2	3	0	0	0	1	0
		6							
Row %	0.00%	33.30%	50.00%	0.00%	0.00%	0.00%	16.70%		
		0.00%	100.00%						
Column %	0.00%	4.90%	0.40%	0.00%	0.00%	0.00%	50.00%	0.00%	
		0.30%							
Total %	0.00%	0.10%	0.20%	0.00%	0.00%	0.00%	0.10%	0.00%	0.30%
Records/Warrants Specialist	Count	0	0	4	2	0	0	0	0
		0	6						

Row %0.00% 0.00% 66.70% 33.30% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.50% 0.40% 0.00% 0.00% 0.00% 0.00% 0.30%

Total % 0.00% 0.00% 0.20% 0.10% 0.00% 0.00% 0.00% 0.00% 0.30%

Records/Warrants Supervisor Count 0 0 1 0 0 0 0

1 2

Row %0.00% 0.00% 50.00% 0.00% 0.00% 0.00% 0.00% 50.00%

100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.20% 0.10%

Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Records/Warrants Technician Count 0 0 8 1 1 0 0

0 10

Row %0.00% 0.00% 80.00% 10.00% 10.00% 0.00% 0.00%

0.00% 100.00%

Column % 0.00% 0.00% 1.00% 0.20% 2.30% 0.00% 0.00% 0.00% 0.50%

Total % 0.00% 0.00% 0.40% 0.10% 0.10% 0.00% 0.00% 0.00% 0.50%

Regional Comm Asst Site Mgr Count 0 0 1 0 0 0

0 2 3

Row %0.00% 0.00% 33.30% 0.00% 0.00% 0.00% 0.00% 66.70%

100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.30% 0.20%

Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.10% 0.20%

Regional Comm Duty Officer	Count	0	0	9	3	0	0	0
	4	16						
Row %	0.00%	0.00%	56.30%	18.80%	0.00%	0.00%	0.00%	
	25.00%	100.00%						
Column %	0.00%	0.00%	1.10%	0.60%	0.00%	0.00%	0.00%	0.60% 0.80%
Total %	0.00%	0.00%	0.50%	0.20%	0.00%	0.00%	0.00%	0.20% 0.80%
Regional Comm Operator I	Count	0	0	11	2	0	0	0
	0	13						
Row %	0.00%	0.00%	84.60%	15.40%	0.00%	0.00%	0.00%	0.00%
	100.00%							
Column %	0.00%	0.00%	1.40%	0.40%	0.00%	0.00%	0.00%	0.00% 0.70%
Total %	0.00%	0.00%	0.60%	0.10%	0.00%	0.00%	0.00%	0.00% 0.70%
Regional Comm Operator II	Count	0	0	20	8	0	0	0
	8	36						
Row %	0.00%	0.00%	55.60%	22.20%	0.00%	0.00%	0.00%	
	22.20%	100.00%						
Column %	0.00%	0.00%	2.50%	1.70%	0.00%	0.00%	0.00%	1.30% 1.80%
Total %	0.00%	0.00%	1.00%	0.40%	0.00%	0.00%	0.00%	0.40% 1.80%
Regional Comm Operator III	Count	0	0	19	7	1	0	0
	10	37						
Row %	0.00%	0.00%	51.40%	18.90%	2.70%	0.00%	0.00%	
	27.00%	100.00%						
Column %	0.00%	0.00%	2.40%	1.50%	2.30%	0.00%	0.00%	1.60% 1.90%

Total %	0.00%	0.00%	1.00%	0.40%	0.10%	0.00%	0.00%	0.50%	1.90%
Regional Comm Operator?Trainee	Count	0	0	2	0	0	0	0	0
		0	0	2					
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
			100.00%						
Column %	0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Regional Comm Site Manager	Count	0	0	0	1	0	0	0	0
		0	0	1					
Row %	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
				100.00%					
Column %	0.00%	0.00%	0.00%	0.20%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
Research Specialist	Count	0	0	1	0	0	0	0	0
		1							
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
			100.00%						
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Selection & Assessment Manager	Count	0	0	0	1	0	0	0	0
		0	1	2					
Row %	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	50.00%	0.00%
				100.00%					

Column %	0.00%	0.00%	0.00%	0.20%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.10%	0.10%
Senior Aircraft Technician	Count	0	0	0	0	0	0	0	0
	1	1							
Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	100.00%								
Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Senior Background Investigator	Count	0	0	0	2	0	0		
	0	0	2						
Row %	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	
	100.00%								
Column %	0.00%	0.00%	0.00%	0.40%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
Senior Claims/Investigator Adj	Count	0	0	0	0	1	0		
	0	0	1						
Row %	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	
	100.00%								
Column %	0.00%	0.00%	0.00%	0.00%	2.30%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.10%
Senior HRIM Analyst	Count	0	0	1	0	0	0	0	0
	1								

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Senior Human Resources Analyst Count 0 0 0 1 0 0
 0 1 2

Row %0.00% 0.00% 0.00% 50.00% 0.00% 0.00% 0.00% 50.00%
 100.00%

Column % 0.00% 0.00% 0.00% 0.20% 0.00% 0.00% 0.00% 0.20% 0.10%
 Total % 0.00% 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.10% 0.10%

Senior Litigation Assistant Count 0 0 0 1 0 0 0
 0 1

Row %0.00% 0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00%
 100.00%

Column % 0.00% 0.00% 0.00% 0.20% 0.00% 0.00% 0.00% 0.00% 0.10%
 Total % 0.00% 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.10%

Senior Purchasing Agent Count 0 0 0 0 0 0 0
 2 2

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%
 100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.30% 0.10%
 Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10% 0.10%

Senior Systems Technician	Count	0	1	2	3	2	0	0
		0	8					
Row %		0.00%	12.50%	25.00%	37.50%	25.00%	0.00%	0.00%
		0.00%	0.00%	100.00%				
Column %		0.00%	2.40%	0.30%	0.60%	4.70%	0.00%	0.00%
		0.00%	0.10%	0.10%	0.20%	0.10%	0.00%	0.40%

Sergeant ? DLE	Count	1	3	8	26	0	0	0	78
		116							
Row %		0.90%	2.60%	6.90%	22.40%	0.00%	0.00%	0.00%	67.20%
		100.00%							
Column %		100.00%	7.30%	1.00%	5.50%	0.00%	0.00%	0.00%	
		12.60%	5.90%						
Total %		0.10%	0.20%	0.40%	1.30%	0.00%	0.00%	0.00%	4.00%
		5.90%							

Sergeant ? DLE/CC	Count	0	0	8	1	0	0	0	3
		12							
Row %		0.00%	0.00%	66.70%	8.30%	0.00%	0.00%	0.00%	25.00%
		100.00%							
Column %		0.00%	0.00%	1.00%	0.20%	0.00%	0.00%	0.00%	0.50%
		0.60%							
Total %		0.00%	0.00%	0.40%	0.10%	0.00%	0.00%	0.00%	0.20%
		0.60%							

Sergeant ? Detention	Count	0	0	40	4	0	0	0	0
		44							
Row %		0.00%	0.00%	90.90%	9.10%	0.00%	0.00%	0.00%	0.00%
		100.00%							

Column %	0.00%	0.00%	5.10%	0.80%	0.00%	0.00%	0.00%	0.00%	2.20%
Total %	0.00%	0.00%	2.00%	0.20%	0.00%	0.00%	0.00%	0.00%	2.20%

Sergeant ? Detention/CC	Count	0	1	9	3	0	0	0
1	14							
Row %	0.00%	7.10%	64.30%	21.40%	0.00%	0.00%	0.00%	7.10%
	100.00%							

Column %	0.00%	2.40%	1.10%	0.60%	0.00%	0.00%	0.00%	0.20%	0.70%
Total %	0.00%	0.10%	0.50%	0.20%	0.00%	0.00%	0.00%	0.10%	0.70%

Sergeant/Pilot/DLE	Count	0	0	0	1	0	0	0	1
2									
Row %	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	50.00%	
	100.00%								

Column %	0.00%	0.00%	0.00%	0.20%	0.00%	0.00%	0.00%	0.20%	0.10%
Total %	0.00%	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.10%	0.10%

Special Projects Coordinator	Count	0	0	1	2	0	0	0
0	3							
Row %	0.00%	0.00%	33.30%	66.70%	0.00%	0.00%	0.00%	0.00%
	100.00%							

Column %	0.00%	0.00%	0.10%	0.40%	0.00%	0.00%	0.00%	0.00%	0.20%
Total %	0.00%	0.00%	0.10%	0.10%	0.00%	0.00%	0.00%	0.00%	0.20%

Sr Assistant General Counsel	Count	0	0	0	0	0	0	0
3	3							

Row %0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 100.00%

100.00%

Column % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.50% 0.20%

Total % 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.20% 0.20%

Sr Budget Analyst Count 0 0 2 0 0 0 0 0 0

2

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%

100.00%

Column % 0.00% 0.00% 0.30% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Sr Information Technology Mgr Count 0 0 0 1 0 0

0 0 1

Row %0.00% 0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00%

100.00%

Column % 0.00% 0.00% 0.00% 0.20% 0.00% 0.00% 0.00% 0.00% 0.10%

Total % 0.00% 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.10%

Systems Technician Count 0 0 1 0 0 0 0 0 0

1

Row %0.00% 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%

100.00%

Column % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Total % 0.00% 0.00% 0.10% 0.00% 0.00% 0.00% 0.00% 0.00% 0.10%

Terminal Agency Coordinator	Count	0	0	1	0	0	0	0	0
		0	0	1					
	Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		100.00%							
	Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
	Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
Training Specialist	Count	0	0	2	0	0	0	0	1
		3							
	Row %	0.00%	0.00%	66.70%	0.00%	0.00%	0.00%	0.00%	33.30%
		100.00%							
	Column %	0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.20%	0.20%
	Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.10%	0.20%
Treatment Counselor	Count	0	0	2	0	0	0	0	0
		2							
	Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		100.00%							
	Column %	0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.10%
	Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.10%
Treatment Manager	Count	0	0	0	0	0	0	0	1
		1							
	Row %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		100.00%							
	Column %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%
		0.10%							

Total %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%
Treatment Programs Q.A. Coord.	Count	0	0	1	0	0	0	0	0	0
	0	0	1							
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	100.00%									
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Victim Advocate	Count	0	0	1	0	0	0	0	0	0
	1									
Row %	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	100.00%									
Column %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total %	0.00%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%
Total	Count	1	41	785	474	43	9	2	619	1974
Row %	0.10%	2.10%	39.80%	24.00%	2.20%	0.50%	0.10%	31.40%	100.00%	
Column %	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Total %	0.10%	2.10%	39.80%	24.00%	2.20%	0.50%	0.10%	31.40%	100.00%	