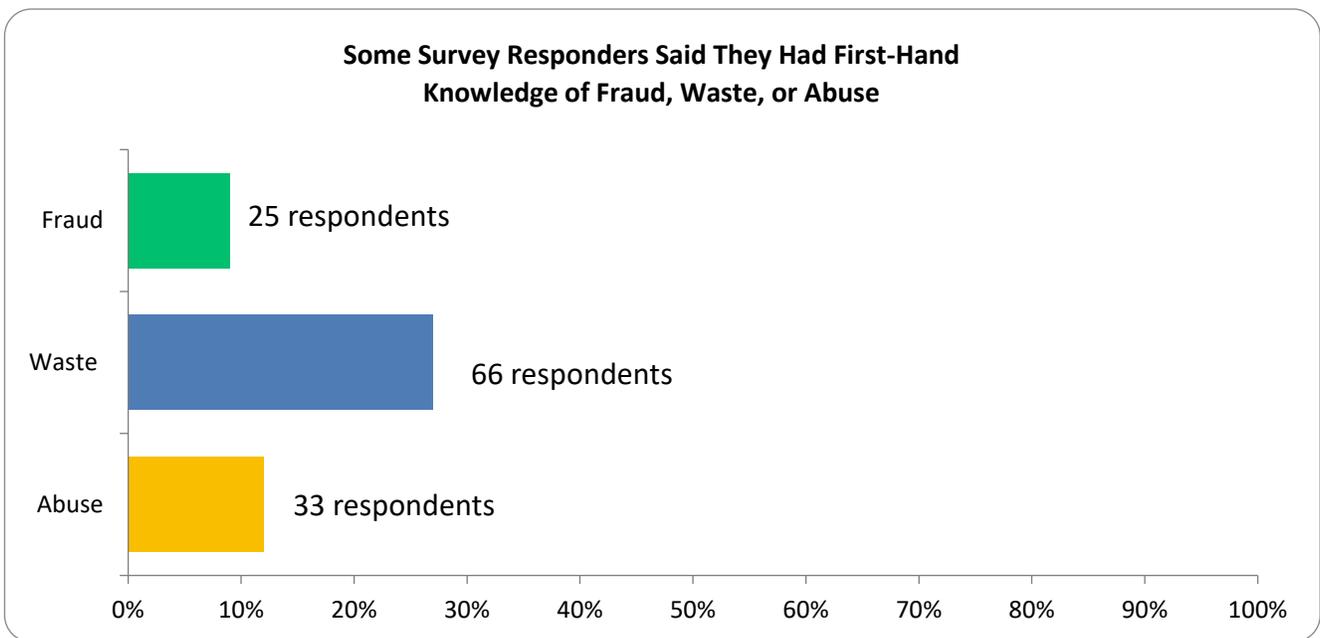


CITYWIDE SURVEY PARTICIPANTS & RESULTS

Participation in the survey was voluntary and anonymous. About 7 percent – or 279 of the City’s estimated 4,053-person workforce – participated.¹

First-Hand Knowledge of Fraud, Waste, or Abuse

Employees were asked if, in the past two years, they had first-hand knowledge of fraud, waste, or abuse occurring in the City. Fraud was defined as an attempt to personally benefit through wrongful or criminal deception. Waste was defined as an imprudent or careless use of the City’s resources. Finally, abuse was defined as misusing authority and access for personal benefit. The following exhibit shows the percentage of responding employees indicating they had first-hand knowledge of fraud, waste, or abuse.



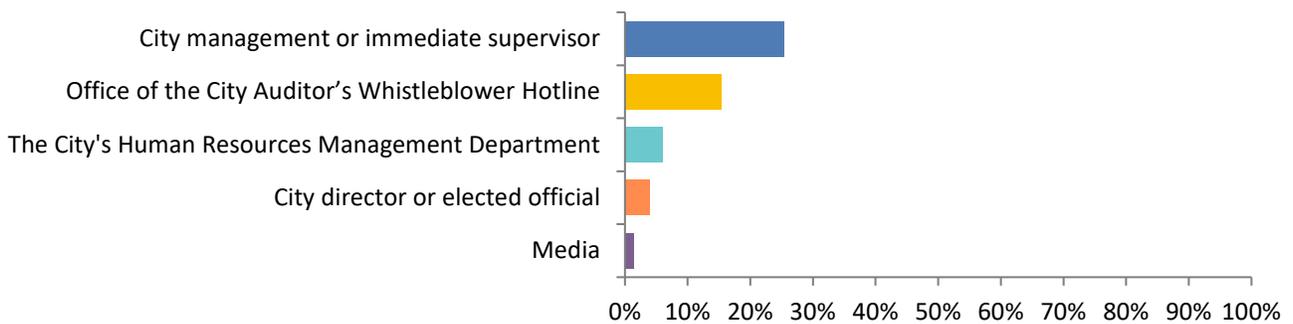
A higher percentage of respondents had knowledge of waste compared to abuse or fraud.

¹According to the November 2022 Semi-Annual Staffing Report, as of November 30, 2022, the City’s budgeted full-time-equivalent position count was 5,004.84, and 951.41 were vacant. Therefore, we estimate a workforce of 4,053.

Reporting Fraud, Waste, or Abuse

Several survey questions sought to determine where respondents reported first-hand knowledge of fraud, waste, or abuse. Specifically, we wanted to know if employees were aware of the Whistleblower Hotline and why they did or did not report their allegations to the Hotline. The following exhibit shows where survey respondents reported instances of fraud, waste, or abuse.

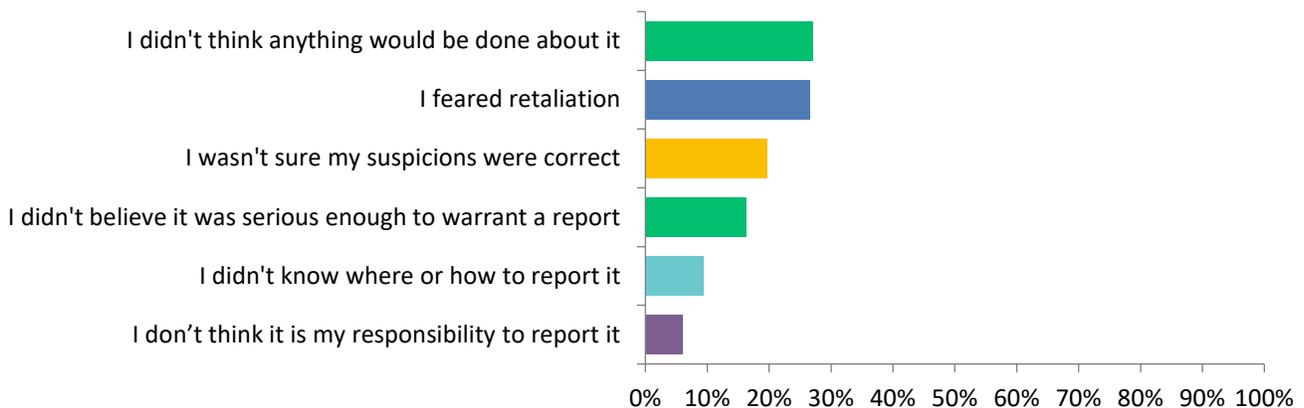
Of Survey Respondents Who Indicated They Reported Fraud, Waste, or Abuse, Most Said They Reported the Instance Internally to City Management or Immediate Supervisors



We found most survey respondents who indicated they reported fraud, waste, or abuse reported it internally to City Management.

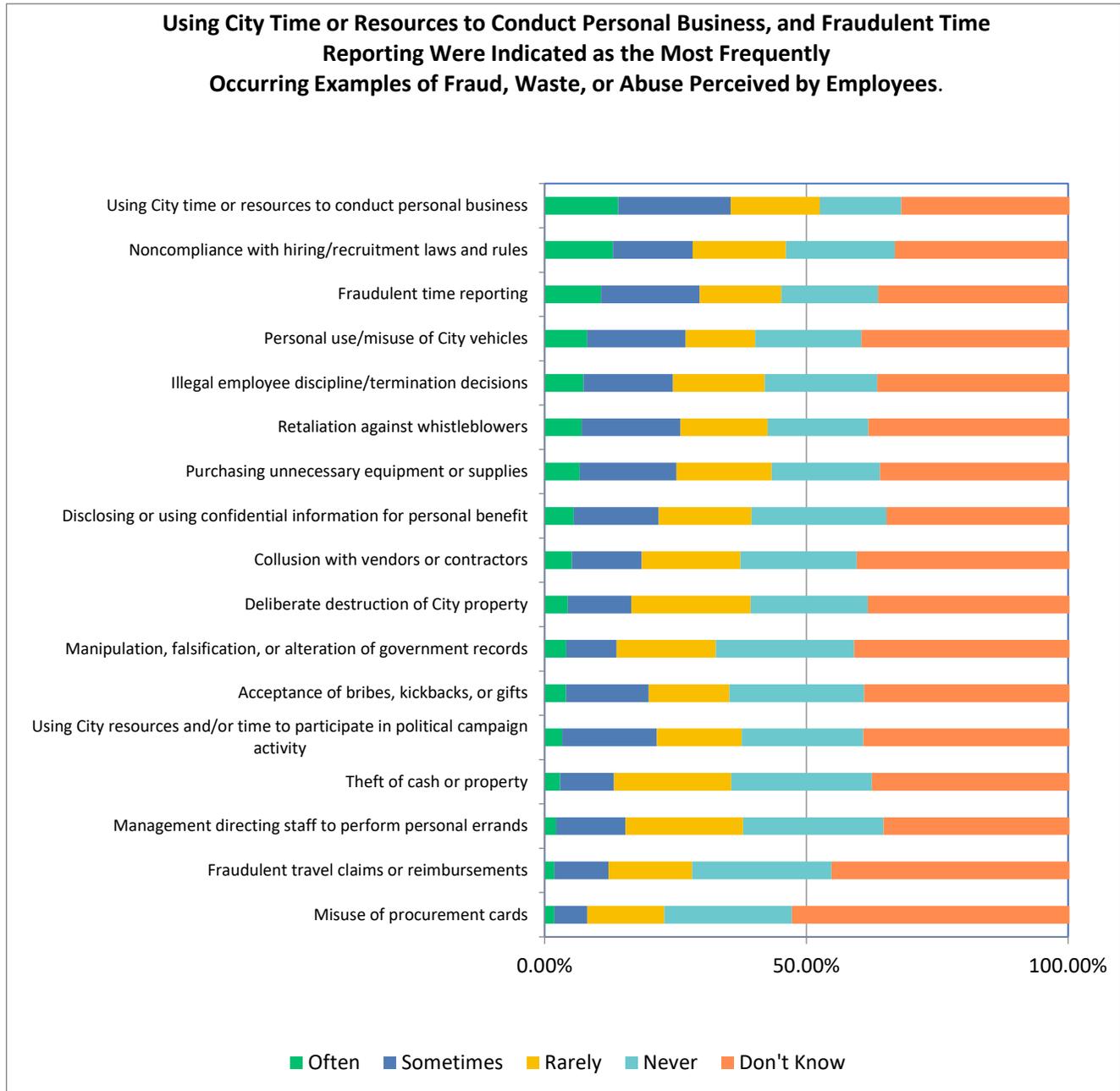
Some respondents reported having first-hand knowledge of fraud, waste, or abuse, but did not report it to the Whistleblower Hotline. The two most common reasons reported among these respondents were: they thought nothing would be done about it and they feared retaliation. The exhibit below shows the reasons why respondents did not use the Whistleblower Hotline to report first-hand knowledge of fraud, waste, or abuse.

Most Survey Respondents Who Did Not Report Fraud, Waste, or Abuse to the Whistleblower Hotline Said it Was Because They Didn't Think Anything Would Be Done About It or Feared Retaliation



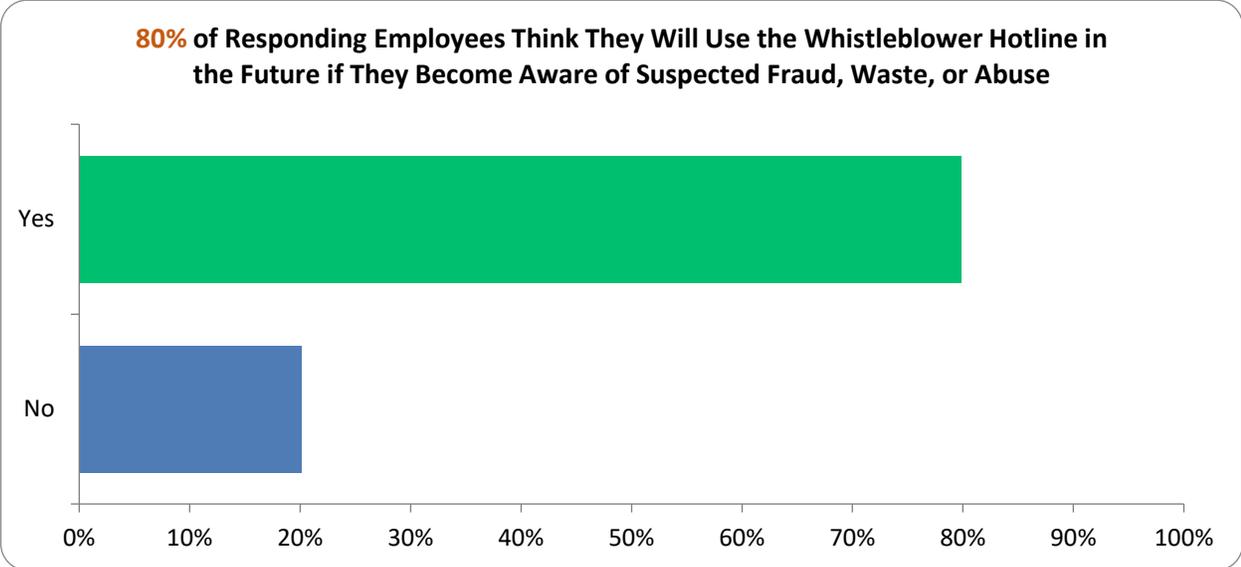
Perceived Occurrence of Fraud, Waste, and Abuse

To understand the perceptions of employees about the occurrence of fraud, waste, and abuse, we gave survey respondents about 17 examples of fraud, waste, or abuse that could occur in the City. The exhibit below shows the types of fraud, waste, or abuse employees perceive are taking place.



Reporting Fraud, Waste, or Abuse in the Future

We asked how employees feel about reporting suspected fraud, waste, and abuse in the future. The exhibit below shows the responses.



IMPLICATIONS OF SURVEY RESULTS

The survey results revealed areas for the Whistleblower Program to focus attention. For example, many participants reported they were not aware of the Whistleblower Hotline prior to taking the survey, but said they would use it now that they were aware of its existence. The survey also brought awareness to the fact that many employees did not report fraud, waste, or abuse because they did not believe anything will be done or feared retaliation.

The Office of the City Auditor is committed to increasing the public's trust in government and reducing the fear of submitting reports to the Whistleblower Hotline through education and awareness. Some of the initiatives that the Office plans to roll out are:

- ✓ Small group department sessions, led by the Whistleblower Program team, to provide an overview of the Whistleblower Program, including how to report, how investigations are conducted, types of protection available to whistleblowers, and to answer any other questions.
- ✓ Quarterly brown bag lunch series to spotlight local government cases of fraud, waste or abuse, and answer participants' questions about the Whistleblower Program.
- ✓ Monthly "See Something, Say Something" emails focused on fraud, waste, or abuse most important to Oakland employees.

Office of the City Auditor

1 Frank H. Ogawa Plaza • 4th Floor, City Hall • Oakland, CA 94612

(510) 238-3378

CityAuditor@OaklandCA.gov



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