

# EEO Utilization Report

## Organization Information

Name: ORLANDO, CITY OF

City: ORLANDO

State: FL

Zip: 32802-4990

Type: County/Municipal Government

## Section 1: EEO Policy Statement

### Policy Statement:

Policy Statement:

The City of Orlando (hereinafter the City) is committed to the concept and spirit of equal employment opportunity (EEO) which ensures a workforce that fairly reflects the community it serves. In keeping with this concept, the City's EEO policy is binding on all officials and employees and fully complies with all federal and state laws, regulations, and guidelines regarding employment activities. Employment decisions are based on merit and business necessity and not on race, color, ethnicity, national origin, gender, sexual orientation, age, religion, disability, or other factors protected by law. The principles of equal employment opportunity apply to all employment practices and personnel actions throughout the City including, but not limited to, recruitment, compensation, hiring, promotion, demotion, transfer, training, benefits, termination, layoff, and all other terms and conditions of employment.

To assure that no artificial barriers exist that may deny applicants or employees equal employment opportunities, a utilization analysis shall be performed every two years that compares the City's workforce with the community's civilian labor force based on the most current census data. When the utilization analysis indicates underrepresentation of any race or ethnic group in any of the major job categories, the City will take appropriate action steps to meet its EEO objective and rectify the problem as appropriate.

The City recognizes that overall responsibility for achieving equal employment objectives primarily rests with the leadership and management staff, although all employees are responsible for ensuring the success of equal employment. As leaders in this organization, our commitment to this important policy is complete and we accept overall responsibility for ensuring equal employment opportunity is implemented and that appropriate steps are taken to achieve the objectives of the policy.

## Section 5: Narrative Interpretation of Data

The City's primary objective is to have a workforce that reflects the community labor market and to rectify significant underrepresentation where it exists. Based on the utilization analysis comparing the City's workforce to the available labor market for each job category as computed in the Orange County, Florida data, significant underrepresentation exists in the categories described below.

A decrease in applicants for certain job categories (skilled craft and service/maintenance areas) and increased competition from private employers (skilled craft and service/maintenance) can help explain some of the underutilization areas. Additionally, a lack of turnover in certain areas allows more limited opportunities to address underutilization.

In reviewing the Utilization Analysis the following information was identified.

1. White females were significantly under-represented in the job categories of Professionals (-13), Technicians (-8), Skilled Craft (-2), and Service/Maintenance (-12).
2. Black females were significantly under-represented in the job categories of Technicians (-5) and Protective Services: Sworn (-8).
3. Hispanic females were significantly under-represented in the job categories of Professional (-3), Technicians (-10), Protective Services: Sworn (-2), Protective Services: Non-sworn (-13), Skilled Craft (-2) and Service/Maintenance (-10).
4. Asian females were significantly under-represented in the job categories of Professionals (-2) and Technicians (-2).
5. White males were significantly under-represented in the job categories of Administrative Support (-10), Skilled Craft (-19), and Service/Maintenance (-15).
6. Hispanic males were significantly under-represented in the job categories of Technicians (-3), Administrative Support (-6), Skilled Craft (-21), and Service/Maintenance (-14).
7. Asian males were significantly under-represented in the job categories of Officials/Administrators (-3) and Professionals (-2).

## Section 6: Objectives and Steps

### **1. Officials/Administrators: To reduce the underutilization of Asian Males in the category of Officials/Administrators. Responsibility for this objective: Chief Administrative Officer and Human Resources Director**

- a. Review recruitment and selection processes on a yearly basis to determine if there are any barriers that can be eliminated for jobs such as: director, division manager, etc...
- b. Develop training programs or mentoring opportunities for individuals interested in promoting. Provide job assignments that prepare individuals for promotion. Evaluate this objective on a yearly basis.

### **2. Professionals: To reduce the underutilization of Asian Males, White Females, Hispanic or Latino Females and Asian Females in the category of Professional positions. Responsibility for this objective: Department Directors, Division Managers, Section Managers, and Human Resources staff**

- a. Expand outreach of recruitment to attract qualified women to apply for Professional job openings such as universities and professional associations. Evaluate on a yearly basis.
- b. Focus on diversity branding initiatives for these positions.
- c. Review applicant flow and selection process results a yearly basis.
- d. Work with hiring managers and supervisors to improve targeted recruitment for these positions when vacancies occur. Evaluate progress on a yearly basis.

### **3. Technicians: To reduce underutilization of Hispanic or Latino Males and Females, White Females, Black of African American Females and Asian Females in the category of Technician positions. Responsibility for this objective: Department Directors, Division Managers, Section Managers, and Human Resources staff**

- a. Provide training opportunities for employees and continue to offer education reimbursement incentives for employees who would like to move to these positions. Evaluate on a yearly basis.
- b. Establish and maintain relationships with professional networking groups for this job category and advertise job openings on professional networking websites to reach a broader base of candidates.
- c. Utilize the newly created position of Recruitment Coordinator in Human Resources to address underutilization for Technicians through the use of different recruiting strategies, such as attending job fairs for Technician jobs. Evaluate on a yearly basis.

**4. Protective Services: Sworn: To reduce underutilization of Hispanic or Latino Females, and Black or African American Females in the category of Protective Services: Sworn positions. Responsibility for this objective: Orlando Police Department, Orlando Fire Department, Department Directors**

- a. Continue to attend job fairs at military bases, colleges and universities, and community functions in order to identify and recruit female candidates.
- b. The Police Department will continue to hold targeted job fairs at universities, specifically geared towards female college athletes.
- c. Review referral activities and selection processes to enhance female recruitment. Progress will be evaluated on a yearly basis.
- d. The Police Department is traveling to different states to hold recruiting events and administer the initial steps of the hiring process, in order to enhance recruitment efforts. Progress will be evaluated on a yearly basis.
- e. The Fire Department will continue to implement different pathways for applicants to be hired as firefighters. Recently a program was developed to hire recruits/cadets without fire service training. The City pays for the training programs for these employees so they can ultimately become firefighters with our organization. Also, pathways exist for current civilian employees to transition to the firefighter role. We will evaluate the effectiveness of these programs on a yearly basis.

**5. Protective Services: Non-sworn: To reduce underutilization of Hispanic or Latino Females in the category of Protective Services: Non-Sworn positions. Responsibility for this objective: Department Directors, Division Managers, and Human Resources staff**

- a. Work with hiring managers and supervisors to improve targeted recruitment when vacancies occur in the category of Protective Services: Non-Sworn.
- b. Maintain applicant flow data and selection process results and review on a yearly basis.
- c. Provide training opportunities for employees who would like to attain these positions.

**6. Administrative Support: To reduce underutilization of White and Hispanic or Latino Males in the category of Administrative Support positions. Responsibility for this objective: Department Directors, Division Managers, other managers and Human Resources staff**

- a. Review referral activities and selection processes for these positions.
- b. Outreach recruitment to White and Hispanic or Latino Males in jobs such as: office assistant, supply clerk, administrative assistant, etc

**7. Service/Maintenance: To reduce underutilization of White and Hispanic or Latino Males and White and Hispanic or Latino Females in the category of Service/Maintenance positions. Responsibility for this objective: Department Directors, Division Managers, other managers and Human Resources staff**

- a. Establish and maintain relationships with technical schools, universities with technical programs, and other local educational and community programs to encourage underutilized groups to apply for vacancies in these job categories.
- b. Encourage underutilized groups to apply for positions by posting our openings on several searchable internet job sites and sending job postings to a wide variety of organizations including Central Florida Employment Council, Jobs Partnership of Florida, Career Source Central Florida. Progress will be evaluated on a yearly basis.
- c. Utilize the newly created position of Recruitment Coordinator in Human Resources to create strategies and projects to address underutilization in these areas. Progress will be evaluated on a yearly basis.

**8. Skilled Craft: To reduce underutilization of White and Hispanic or Latino Males and White and Hispanic or Latino Females in the category of Skilled Craft positions. Responsibility for this objective: Human Resources, Department Directors, Division Managers, other managers and Human Resources staff**

- a. Work with hiring managers and supervisors to improve targeted recruitment of Skilled Craft positions.
- b. Continue to locate job fairs which target these types of positions. Progress will be evaluated on a yearly basis.
- c. Train managers on selection methods and EEO objectives.
- d. Monitor employment and promotional selection for these positions and provide feedback to management. Progress will be evaluated on a yearly basis.
- e. Focus on diversity branding initiatives for these positions.

**Section 7: Dissemination Strategy: Internal**

- a. The EEO policy shall be posted on the intranet website for all City employees to access.
- b. Job postings and other publications shall include language that the City is an Equal Employment Opportunity employer.
- c. Employees shall be made aware of the City's EEO policy during the new employee orientation session, including where complaints should be submitted.
- d. When there are publications, both minority and non-minority men and women will be featured.
- e. EEO, ADA, ADEA, and related employment posters shall be displayed in a conspicuous location such as bulletin boards in the City as required by federal and state laws.

**Section 7: Dissemination Strategy: External**

- a. The EEO policy shall be posted on the internet website.
- b. Recruitment resources shall be informed in writing of the City's EEO policy.
- c. Recruitment material shall include the City's EEO statement.
- d. Employment advertisements for City positions shall contain the phrase Equal Employment Opportunity Employer.
- e. Publications shall feature both minority and non-minority men and women.

**Utilization Analysis Chart**  
**Relevant Labor Market: Orange County**  
**, Florida**

Job Categories	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other
<b>Officials/Administrators</b>														
Workforce #/%	47/45%	7/7%	13/12%	0/0%	0/0%	0/0%	1/1%	21/20%	7/7%	7/7%	0/0%	1/1%	0/0%	1/1%
CLS #/%	43,570/39%	11,630/10%	5,020/4%	70/0%	3,210/3%	10/0%	1,680/1%	27,310/24%	11,055/10%	5,560/5%	135/0%	1,795/2%	75/0%	1,375/1%
Utilization #/%	6%	-4%	8%	-0%	-3%	-0%	-1%	-4%	-3%	2%	-0%	-1%	-0%	-0%
<b>Professionals</b>														
Workforce #/%	249/39%	63/10%	74/12%	1/0%	11/2%	0/0%	5/1%	108/17%	44/7%	55/9%	2/0%	11/2%	0/0%	8/1%
CLS #/%	44,210/29%	13,195/9%	7,705/5%	125/0%	5,475/4%	50/0%	2,140/1%	47,345/31%	15,125/10%	12,110/8%	35/0%	5,470/4%	60/0%	1,975/1%
Utilization #/%	11%	1%	7%	0%	-2%	-0%	-1%	-13%	-3%	1%	0%	-2%	-0%	-0%
<b>Technicians</b>														
Workforce #/%	235/49%	63/13%	58/12%	0/0%	14/3%	0/0%	5/1%	41/9%	28/6%	24/5%	0/0%	3/1%	2/0%	3/1%
CLS #/%	11,955/26%	7,665/17%	3,675/8%	40/0%	1,260/3%	0/0%	560/1%	7,690/17%	7,385/16%	4,640/10%	15/0%	1,095/2%	15/0%	305/1%
Utilization #/%	24%	-3%	4%	-0%	0%	0%	-0%	-8%	-10%	-5%	-0%	-2%	0%	-0%
<b>Protective Services: Sworn</b>														
Workforce #/%	426/47%	196/22%	128/14%	2/0%	19/2%	8/1%	8/1%	64/7%	27/3%	12/1%	0/0%	3/0%	0/0%	4/0%
CLS #/%	6,940/39%	3,435/19%	2,655/15%	0/0%	350/2%	0/0%	245/1%	1,200/7%	865/5%	1,725/10%	35/0%	130/1%	0/0%	105/1%
Utilization #/%	8%	2%	-1%	0%	0%	1%	-0%	0%	-2%	-8%	-0%	-0%	0%	-0%
<b>Protective Services: Non-sworn</b>														
Workforce #/%	23/24%	20/21%	16/17%	0/0%	2/2%	0/0%	1/1%	17/18%	5/5%	12/12%	0/0%	0/0%	0/0%	0/0%
CLS #/%	600/19%	505/16%	145/5%	0/0%	0/0%	0/0%	80/3%	720/23%	560/18%	375/12%	0/0%	50/2%	0/0%	55/2%
Utilization #/%	5%	4%	12%	0%	2%	0%	-2%	-6%	-13%	0%	0%	-2%	0%	-2%
<b>Administrative Support</b>														
Workforce #/%	39/9%	26/6%	30/7%	0/0%	6/1%	1/0%	3/1%	114/26%	90/20%	112/25%	0/0%	14/3%	0/0%	10/2%
CLS #/%	37,100/18%	23,400/12%	11,335/6%	110/0%	3,185/2%	35/0%	2,375/1%	55,325/27%	39,615/20%	23,230/11%	105/0%	3,790/2%	55/0%	3,160/2%

Job Categories	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other
	%	%						%	%	%				
Utilization #/%	-10%	-6%	1%	-0%	-0%	0%	-0%	-2%	1%	14%	-0%	1%	-0%	1%
<b>Skilled Craft</b>														
Workforce #/%	72/20%	70/19%	183/50%	3/1%	11/3%	2/1%	7/2%	4/1%	5/1%	7/2%	0/0%	0/0%	0/0%	0/0%
CLS #/%	22,785/39%	23,455/40%	5,860/10%	165/0%	995/2%	4/0%	895/2%	1,555/3%	1,985/3%	920/2%	0/0%	130/0%	0/0%	110/0%
Utilization #/%	-19%	-21%	40%	1%	1%	1%	0%	-2%	-2%	0%	0%	-0%	0%	-0%
<b>Service/Maintenance</b>														
Workforce #/%	11/6%	20/10%	115/59%	0/0%	2/1%	1/1%	2/1%	4/2%	8/4%	24/12%	0/0%	5/3%	0/0%	2/1%
CLS #/%	45,500/21%	52,905/24%	26,240/12%	80/0%	4,590/2%	145/0%	2,470/1%	30,485/14%	31,445/14%	19,525/9%	150/0%	4,200/2%	20/0%	2,375/1%
Utilization #/%	-15%	-14%	47%	-0%	-1%	0%	-0%	-12%	-10%	4%	-0%	1%	-0%	-0%

### Significant Underutilization Chart

Job Categories	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other
<b>Officials/Administrators</b>					✓									
<b>Professionals</b>					✓			✓	✓			✓		
<b>Technicians</b>		✓						✓	✓	✓		✓		
<b>Protective Services: Sworn</b>									✓	✓				
<b>Protective Services: Non-sworn</b>									✓					
<b>Administrative Support</b>	✓	✓												
<b>Skilled Craft</b>	✓	✓						✓	✓					
<b>Service/Maintenance</b>	✓	✓						✓	✓					

I understand the regulatory obligation under 28 C.F.R. ~ 42.301-.308 to collect and maintain extensive employment data by race, national origin, and sex, even though our organization may not use all of this data in completing the EEO Utilization Report.

I have reviewed the foregoing EEO Utilization Report and certify the accuracy of the reported workforce data and our organization's employment policies.

Certified As Final By: Ana Palenzuela

HR Director

04-15-2024

---

[signature]

[title]

[date]