

EEO Utilization Report

Organization Information

Name: ORLANDO, CITY OF

City: ORLANDO

State: FL

Zip: 32802-4990

Type: County/Municipal Government

May 4, 2026

Section 1: EEO Policy Statement

Policy Statement:

Policy Statement:

The City of Orlando (the “City”) is dedicated to upholding equal employment opportunity (EEO) and maintaining a workforce that reflects the community it serves. This commitment applies to all officials and employees and aligns with all applicable federal and state laws, regulations, and guidelines governing employment practices.

Employment decisions are made based on merit and business needs, without consideration of race, color, ethnicity, national origin, gender, sexual orientation, age, religion, disability, or any other legally protected status. These principles extend to all aspects of employment, including recruitment, compensation, hiring, promotion, demotion, transfer, training, benefits, termination, layoff, and all other terms and conditions of employment.

To help ensure equal access to opportunities, the City conducts a utilization analysis every two years. This review compares the composition of the City’s workforce to that of the civilian labor force using the most recent census data. If the analysis identifies underrepresentation of any race or ethnic group within major job categories, the City will take appropriate, targeted actions to address those gaps and support its EEO goals.

Although all employees contribute to fostering an equitable workplace, primary responsibility for advancing EEO objectives rests with the City’s leadership and management team. As leaders, we are fully committed to implementing this policy and taking the necessary steps to ensure equal employment opportunity across the organization.

Section 2: 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 decline in applicants for certain job categories—particularly in skilled craft and service/maintenance roles—along with increased competition from private employers for these same positions, helps explain some of the underutilization. Additionally, low turnover in certain areas limits opportunities to address these gaps.

Other factors that may contribute to declines among certain demographic groups in specific job categories include:

- **Barriers to entry:** Licensing, certification requirements, or costs associated with training can disproportionately affect access.
- **Educational and pipeline gaps:** Fewer individuals from certain groups may be enrolled in or completing relevant technical or trade programs.
- **Geographic and transportation challenges:** Job locations or work hours may not align well with candidates' access to reliable transportation.
- **Compensation and benefits differences:** Private-sector roles may offer higher wages or incentives that attract candidates away from public-sector positions.

In reviewing the Utilization Analysis the following information was identified.

1. White females were significantly under-represented in the job categories of Officials/Administrators (-8), Professionals (-13), Technicians (-5), Protective Services: Non-sworn (-10), Administrative Support (-5), Skilled Craft (-2), and Service/Maintenance (-12).
2. Black females were significantly under-represented in the job category of Protective Services: Sworn (-8).
3. Hispanic females were significantly under-represented in the job categories of Technicians (-8), Protective Services: Sworn (-2), Protective Services: Non-sworn (-5), Skilled Craft (-2) and Service/Maintenance (-11).
4. White males were significantly under-represented in the job categories of Professional (-4), Administrative Support (-8), Skilled Craft (-24), and Service/Maintenance (-13).
5. Hispanic males were significantly under-represented in the job categories Administrative Support (-6), Skilled Craft (-17), and Service/Maintenance (-16).

Section 3: Objectives and Steps

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

- a. Conduct annual process reviews: Review recruitment, screening, and selection practices each year to identify and remove potential barriers for leadership roles (e.g., Director, Division Manager, and similar positions).
- b. Strengthen development and advancement pathways: Establish and maintain leadership development programs, including training, mentoring, and stretch assignments, to prepare qualified employees for promotional opportunities.
- c. Enhance outreach and recruitment efforts: Expand targeted outreach through professional associations, leadership networks, and industry groups to increase awareness of leadership opportunities.
- d. Provide leadership readiness resources: Offer workshops, coaching, and career planning tools focused on preparing employees for executive-level responsibilities, such as continuing our current Mayor's Executive Leadership Class..
- e. Monitor and analyze workforce data: Regularly review hiring, promotion, and retention data to identify trends and measure progress toward reducing underutilization.
- f. Strengthen retention initiatives: Assess workplace culture, engagement, and advancement opportunities to ensure

an environment that supports long-term career growth.

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

- a. Expand and diversify recruitment outreach: Increase outreach to attract qualified candidates by engaging with universities, professional associations, and relevant industry networks.
- b. Improve targeted recruitment strategies: Continue collaboration with hiring managers and supervisors to implement focused recruitment efforts for vacancies, using data and workforce insights. Continue to utilize Recruitment Coordinator position in Human Resources to work on effective recruitment strategies.
- c. Promote internal career progression: Encourage current employees to pursue Professional roles through career pathing, upskilling opportunities, and internal job postings.

3. Technicians: To reduce underutilization of Hispanic or Latino Females and White 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. Expand participation in recruitment events: Continue attending job fairs at military bases, colleges and universities, and community events to identify and attract qualified female candidates.
- b. Host targeted recruitment initiatives: The Police Department will continue organizing recruitment events at universities, with a focus on engaging female college athletes and other qualified candidates.
- c. Evaluate referral and selection processes: Review employee referral activities and hiring procedures annually to identify opportunities to strengthen female recruitment.
- d. Broaden geographic recruitment efforts: The Police Department will continue to conduct out-of-state recruitment events and offer initial hiring steps (e.g., testing and screening) on-site to increase accessibility and expand the candidate pool.
- e. Enhance alternative entry pathways: The Fire Department will continue developing and implementing multiple entry pathways into firefighter roles. This includes programs that allow recruits/cadets to be hired without prior fire service training, with the City covering training costs. Opportunities for current civilian employees to transition into firefighter positions will also be maintained.

5. Protective Services: Non-sworn: To reduce underutilization of White Females and 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. Expand and diversify recruitment outreach: Increase outreach to attract qualified candidates by engaging with universities, professional associations, and relevant industry networks.
- b. Improve targeted recruitment strategies: Continue collaboration with hiring managers and supervisors to implement focused recruitment efforts for vacancies, using data and workforce insights. Continue to utilize Recruitment Coordinator position in Human Resources to work on effective recruitment strategies.
- c. Promote internal career progression: Encourage current employees to pursue Professional roles through career pathing, upskilling opportunities, and internal job posting

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

- a. Review referral and selection processes: Evaluate employee referral practices and hiring procedures to identify opportunities to improve outreach and selection outcomes.
- b. Expand targeted recruitment efforts: Increase outreach to attract qualified candidates for roles such as Office Assistant, Supply Clerk, and Administrative Assistant through job boards, community organizations, and workforce programs.
- c. Standardize hiring practices: Use structured interviews and consistent evaluation criteria to support fair and transparent hiring decisions.
- d. Enhance visibility of career paths: Clearly communicate advancement opportunities within Administrative Support roles to attract a broader range of candidates.
- e. Leverage community partnerships: Collaborate with local workforce development programs, community groups, and training providers to continue building additional candidate pipelines.
- f. Promote internal mobility: Encourage current temporary and seasonal employees to apply for Administrative Support roles through internal postings and career development resources.

7. 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.
- f. Review recruiting apprenticeship and training pipelines: Partner with trade schools, unions, and technical programs to consider creating apprenticeship or pre-apprenticeship opportunities.

8. 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. Strengthen and expand partnerships: Maintain existing relationships and develop new partnerships with technical schools, universities offering technical programs, and local educational and community organizations to encourage applications from targeted groups.
- b. Broaden job posting and outreach efforts: Promote job openings across multiple online job boards and share postings with workforce organizations such as Central Florida Employment Council, Jobs Partnership of Florida, and CareerSource Central Florida. Evaluate outreach effectiveness annually.
- c. Leverage Recruitment Coordinator position: Utilize the Recruitment Coordinator position within Human Resources to design and implement targeted strategies and initiatives to address underutilization. Evaluate progress annually.
- d. Create entry-level pathways: Continue to evaluate if a "trainee" or entry-level roles are appropriate for difficult

to fill positions that allow candidates to gain experience and transition into permanent positions

e. Enhance onboarding and retention efforts: Continue to evaluate how to incorporate online practices related to onboarding and training, to improve retention and long-term success.

Section 4: 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 4: 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

Job Category / Male or Female/Race/ethnicity	M-White	M-Hispanic/Latino	M-Black/African American	M-American Indian/Alaska Native	M-Asian	M-Native Hawaiian/Pacific Islander	M-Two or More Races	F-White	F-Hispanic/Latino	F-Black/African American	F-American Indian/Alaska Native	F-Asian	F-Native Hawaiian/Pacific Islander	F-Two or More Races
Administrative Support – Workforce #/%	51/10.2%	30/6.0%	36/7.2%	0/0%	6/1.2%	0/0%	2/0.4%	110/22.0%	109/21.8%	130/26.0%	0/0%	15/3.0%	1/0.2%	10/2.0%
Administrative Support – CLS #/%	37,100/18.3%	23,400/11.5%	11,335/5.6%	110/0.1%	3,185/1.6%	35/0.0%	2,375/1.2%	55,325/27.3%	39,615/19.5%	23,230/11.5%	105/0.1%	3,790/1.9%	55/0.0%	3,160/1.6%
Administrative Support – Utilization #/%	-8%	-6%	2%	0%	0%	0%	-1%	-5%	2%	14%	0%	1%	2%	0%
Skilled Craft – Workforce #/%	58/14.8%	89/22.8%	198/50.6%	2/0.5%	12/3.0%	2/0.5%	9/2.3%	2/0.5%	5/1.3%	13/3.3%	0/0%	1/0.3%	0/0%	0/0%
Skilled Craft – CLS #/%	22,785/38.7%	23,455/39.8%	5,860/10.0%	165/0.3%	995/1.7%	4/0.0%	895/1.5%	1,555/2.6%	1,985/3.4%	920/1.6%	0/0%	130/0.2%	0/0%	110/0.2%
Skilled Craft – Utilization #/%	-24%	-17%	41%	0%	1%	0%	1%	-2%	-2%	2%	0%	0%	0%	0%
Service/Maintenance – Workforce #/%	16/7.6%	17/8.1%	127/60.2%	0/0%	2/1.0%	0/0%	2/1.0%	4/1.9%	7/3.2%	29/13.7%	0/0%	4/1.9%	0/0%	3/1.4%
Service/Maintenance – CLS #/%	45,500/20.7%	52,905/24.0%	26,240/11.9%	80/0.0%	4,590/2.1%	145/0.1%	2,470/1.1%	30,485/13.8%	31,445/14.3%	19,525/8.9%	150/0.1%	4,200/1.9%	20/0.0%	2,375/1.1%
Service/Maintenance – Utilization #/%	-13%	-16%	48%	0%	-1%	0%	0%	-12%	-11%	5%	0%	0%	0%	0%

Significant Underutilization Chart

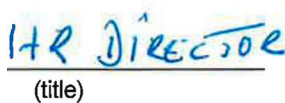
Job Category / Male or Female/Race/ethnicity	M-White	M-Hispanic/Latino	M-Black/African American	M-American Indian/Alaska Native	M-Asian	M-Native Hawaiian/Pacific Islander	M-Two or More Races	F-White	F-Hispanic/Latino	F-Black/African American	F-American Indian/Alaska Native	F-Asian	F-Native Hawaiian/Pacific Islander	F- Two or More Races
Officials/Administrators								✓						
Professionals	✓							✓						
Technicians								✓	✓					
Protective Services: Sworn									✓	✓				
Protective Services: Non-sworn								✓	✓					
Administrative Support	✓	✓						✓						
Skilled Craft	✓	✓						✓	✓					
Service/Maintenance	✓	✓						✓	✓					

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:


[signature]


(title)


(date)