



City of Orlando

Equal Employment Opportunity Plan

Fiscal Year 2016 / 2017
(October 1, 2016 – September 30, 2017)

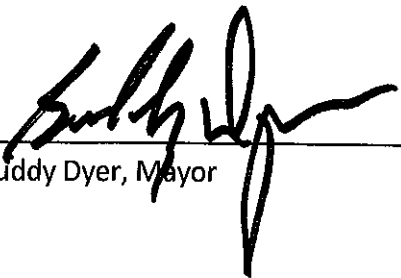
Ana Palenzuela
Human Resources Division Manager & EEO Administrator
Human Resources Division
Chief Administrative Office

**POLICY STATEMENT ON
EQUAL EMPLOYMENT OPPORTUNITY AND OBJECTIVES**

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.


Buddy Dyer, Mayor


Byron Brooks, Chief Administrative Officer

EXECUTIVE SUMMARY

An analysis of our total workforce determined that there is underrepresentation of Asian Females; Hispanic or Latina Females; White Females; and Hispanic Males compared to the Orange County labor market. Central Florida's Hispanic and Latino population has increased significantly in recent years. Due to fairly low turnover in many positions, our work force representation would be expected to lag behind rapid changes in demographics even when our on-going hiring is representative of the labor market. Comparing employee representation across just a few years shows that there have been considerable changes even though the labor market data remained the same during these years. When the data were divided into job categories, analyses of employee representation revealed that each job category had different issues and opportunities for improvement.

To reduce underrepresentation of Females and Hispanic Males, the following steps will be taken:

- a. Meet with senior leaders to review underutilization in their respective departments and to identify and eliminate potential barriers and improve opportunities to attract, retain and promote more Females and Hispanic Males.
- b. Work with hiring managers and supervisors to improve targeted recruitment of Females and Hispanic Males when vacancies occur in these job categories.
- c. Identify high potential Female employees and Hispanic male employees to attend the Mayor's Executive Leadership training program to enhance skills and improve mobility.
- d. Encourage underrepresented employees to attend job-related training programs and/or attend college courses through the educational reimbursement program.
- e. Encourage Females and Hispanic Males to apply for positions by sending job postings to professional associations such as Society of Women Engineers, Accounting & Financial Women's Alliance Hispanic Chamber of Commerce, the Association of Latino Professionals for America, the Florida Diversity Council, and other targeted recruiting efforts.
- f. Continue outreach to Hispanic communities through the City of Orlando's Hispanic Office for Local Assistance (H.O.L.A.) to attract Hispanic applicants.
- g. Encourage Females and Hispanic Males 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, and Florida Diversity Council.

This report will detail problem areas, proposed corrective actions, and the responsibilities of our city leadership

RESPONSIBILITY FOR IMPLEMENTATION

To assure the successful implementation of the City's equal employment opportunity policy and objectives, the following individuals have specific responsibility for implementation:

- (1) Buddy Dyer, Mayor, responsible for approving and supporting the equal employment opportunity policy including the action plan to achieve objectives and rectify underrepresentation.

- (2) Byron Brooks, City Administrative Officer (CAO), has overall responsibility for the successful execution of the equal employment opportunity policy including implementation of the action plan to meet the objectives. He shall provide the necessary support and staff assistance to the Human Resources Division Manager to assist in execution of the EEO Plan. The CAO shall inform department directors and division managers of their responsibility in the successful implementation of the EEO Plan and action steps to meet objectives in their respective departments and sections.

- (3) Ana Palenzuela, Human Resources Division Manager, has responsibility for coordinating the EEO policy and action plans to meet the objectives. Under the guidance of the CAO, she or her designee shall have responsibility for the implementation of the EEO Plan and programs. She shall develop policy statements, design programs to meet objectives, monitor and measure the effectiveness of programs, identify problem areas and necessary remedial action to meeting objectives. The Human Resources Division Manager is the primary contact person for all internal and external communication regarding the EEO policy and programs, serving as the liaison between the City and the enforcement agencies.

- (4) Department directors and division managers are responsible for implementing the EEO Plan and implementing action plans to meet the objectives of eliminating any barriers within their respective departments and sections. They shall cooperate with the Human Resources Division Manager in the identification of problem areas and establishing necessary action steps to meet objectives. Department directors and division managers shall communicate to their subordinate managers and supervisors the EEO policy and action plans to meet objectives, and evaluate their performance based on their good faith effort in complying with these.

- (5) EEO Coordinators: Large departments may designate an EEO Coordinator to assist in meeting EEO/AA goals and objectives, monitor progress, and keep management informed of progress and recommend remedial action. EEO Coordinators shall consult with the Human Resources Division Manager, or her designee, in matters related to the EEO policy and action plans to correct problem areas. EEO Coordinators are listed below:

Lillian Draisin, Police Planning Administrator, Police Department, serves as the EEO Coordinator and is responsible for monitoring and preparing reports on the progress in meeting EEO goals and objectives in the Police Department. Employees may contact her if they have questions or need assistance regarding equal employment opportunity policy matters.

Déonda Scott, Employment, Assessment and Development Manager, Human Resources Division, is responsible for monitoring and preparing reports on the progress in meeting EEO goals and objectives for the Skilled Craft and Service/Maintenance areas.

DISSEMINATION OF POLICY

The City's equal employment opportunity policy shall be made known internally and externally. External communication is equally important since overall success greatly depends on the support of individuals, institutions, and organizations in the community, especially those within the immediate labor area that are likely to be resources for applicant referrals.

Internal dissemination:

- a. The EEO policy shall be posted on the intranet website.
- 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. The City will periodically reaffirm commitment to the EEO policy using written communication or e-mail to employees.
- e. Newly appointed first-line supervisors and managers shall be made aware of their responsibilities regarding EEO Plan as soon as possible upon assumption of their new duties.
- f. When there are publications, both minority and non-minority men and women will be featured.
- g. 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.

External dissemination:

- 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

The following utilization analysis was prepared using data from 10/1/2016 to 9/30/2017, and comparing it to the data designated for comparison by the Department of Justice provided for Orange County for state and local government. The City's workforce is calculated in the same manner in order to compare the demographics of our workforce to the demographics of workers in the relevant labor market. As a general rule, comparison of our workforce to the relevant labor market is done for populations with more than 3% representation; populations with less than 3% representation are included, but no utilization analysis is done because the numbers are too small. The method used to determine underrepresentation of a population is the 4/5th or 80% rule. This means that when a group's representation in the City's workforce is less than 80% of their availability in the relevant labor market, it indicates significant underrepresentation. Groups with significant underrepresentation have been highlighted in the table below.

Total City Workforce 2016/2017	Total	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
Number of Employees	2972	1626	517	714	7	86	13	9	0
Number of CLS	688317	377230	162005	105475	1270	29495	575	5428	6839
City of Orlando %	100.0	54.7	17.4	24.0	0.2	2.9	0.4	0.3	0.0
Orange County %	100.0	54.8	23.5	15.3	0.2	4.3	0.1	0.8	1.0
Utilization	0.0	-0.1	-6.1	8.7	0.1	-1.4	0.4	-0.5	-1.0
4/5 Rule	100%	100%	74%	157%		68%			
Males	2139	1229	352	484	6	55	9	4	0
CLS #	369735	208695	88240	49785	755	15575	355	2625	3705
City of Orlando Percentage	72.0	41.4	11.8	16.3	0.2	1.9	0.3	0.1	0.0
Orange County Percentage	53.7	30.3	12.8	7.2	0.1	2.3	0.1	0.4	0.5
Utilization	18.3	11.0	-1.0	9.1	0.1	-0.4	0.3	-0.2	-0.5
4/5 Rule	134%	136%	92%	225%		82%			
Females	833	397	165	230	1	31	4	5	0
CLS #	318582	168535	73765	55690	515	13920	220	2803	3134
City of Orlando Percentage	28.0	13.4	5.6	7.7	0.0	1.0	0.1	0.2	0.0
Orange County Percentage	46.3	24.5	10.7	8.1	0.1	2.0	0.0	0.4	0.5
Utilization	-18.3	-11.1	-5.2	-0.4	0.0	-1.0	0.1	-0.2	-0.5
4/5 Rule	61%	55%	52%	96%		52%			

Based on the utilization analysis using the 80% rule comparison to the available labor market when considering race, national origin and gender together, there is significant underrepresentation of Asian females: 52% (which is improved from 41% in 2013/2014); and Hispanic or Latino females: 52% (which is improved from 43% in 2013/2014).

Of course, our community is not static. Central Florida's Hispanic and Latino population has increased significantly in recent decades. Because we have fairly low turnover in many positions, our labor force representation would be expected to lag behind rapid changes in demographics even when our on-going hiring is representative of the labor market. However, Hispanic or Latina Females are underrepresented whereas Hispanic or Latino Males are not. Comparing employee representation across just a few years shows that there have been considerable changes even though the labor market data remained the same during these years. The only underrepresented group to see a drop in representation from our 2013/2014 report was white females at 55% in 2016/2017 which dropped from 58% in 2013/2014.

Additional analyses have been performed to compare the percentage of eligible workers in each of the major job categories for state and local government agencies in the relevant labor market, cross-classified by race, national origin and gender to the same categories of workers in the city of Orlando workforce. It should be noted that, though there is a category Protective Services: Sworn, many of the positions the City of Orlando deems "sworn" are placed in other categories for EEO purposes. The positions were categorized as described below with examples of sworn positions in bold.

Officials-Administrators: Employees who set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district, or area basis. Job titles include: chiefs, deputy chiefs and assistant chiefs such as chief planner and **police deputy chief**; executive directors, directors and deputy directors such as director of public works; division managers such as venues operations division manager; advisors such as transportation policy advisor; city prosecutor; etc.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Job titles include: administrators such as applications administrator; managers, assistant managers and program managers such as customer service manager; **fire district chief and lieutenant, and police captain and lieutenant**; some coordinators and supervisors such as traffic safety supervisor; some analysts such as human resources analyst; some engineers such as civil engineer; accountant; applications developer; city prosecutor; landscape architect; planner; purchasing agent etc.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Job titles include: some technicians such as electrical

technician; some engineers such as **fire engineer**; some managers such as stadium operations manager; some coordinators and supervisors such as pool supervisor; some analysts such as computer systems analyst; examiners and inspectors such as fire prevention inspector; specialists such as environmental specialist; **police sergeant**, etc.

Protective Services: Sworn Occupations in which workers are entrusted with public safety, security, and protection from destructive forces and are considered sworn officers. Job titles include: code enforcement officer; community service officers; **firefighter**; **police officer**; vehicle-for-hire officer; parking enforcement specialist; security officer; etc.

Protective Services: Non-Sworn Occupations in which workers are entrusted with public safety, security, and protection from destructive forces in non-sworn positions. Job titles include: some supervisors such as street maintenance/construction supervisor; some coordinators such as fiscal coordinator; some specialists such as accounting specialist; some technicians such as planning technician, etc.

Administrative Support: Occupations in which workers are responsible for internal and external communication, recording, and retrieval of data and/or information and other paperwork required in an office. Job titles include: assistants such as administrative assistant; some specialists such as emergency communications specialist; clerks such as accounting clerk; secretaries such as legal secretary; some supervisors such as wastewater administrative supervisor; some technicians such as permit technician, etc.

Skilled Craft: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Job titles include: operators such as equipment operator-heavy; some supervisors and chiefs such as trades maintenance supervisor; carpenter; electrician; mechanic; painter; plumber; traffic maintenance; tree trimmer; some technicians such as irrigation technician; utility service worker, etc.

Service-Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Job titles include: crew leader; custodian; field supervisor; gate attendant; maintenance worker; parks service worker; recreation assistant; park service specialist; refuse collector, etc.

IDENTIFICATION AND ANALYSIS OF PROBLEM AREAS

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 annual utilization analysis comparing the City's workforce to the available labor market for each EEO-4 job category as computed in the Orange County, Florida data, significant underrepresentation exists.

In evaluating discriminatory practices in the workplace, courts have generally recognized that statistics showing underutilization of qualified employees (classified by race, national origin, or sex) by two standard deviations or more may be significant. Based on the data the city provided, the tables on the following pages display the job categories with underutilization of two or more standard deviations representing significant underutilization. Specifically, underrepresented groups are indicated with a percentage of underrepresentation and "yes" in the "Goals" column. In these cases, an appropriate action as recommended by Human Resources is necessary to rectify the problem.

The City's objective is to increase the representation of those groups so that the workforce reflects their availability in the community labor market per the census data. Progress in meeting these objectives will be monitored and reported to the Mayor and the CAO on a biannual and annual basis. In an effort to consider the impact of on-going efforts to rectify underrepresentation, the following tables present a comparison of the city of Orlando's 2013/2014 and 2016/2017 data.

**Male Incumbency Compared to Availability in Labor Market
Fiscal Year 2013/2014 and Fiscal Year 2016/2017**

Job Category	Male 2013/2014			Male 2016/2017		
	Employee %	CLS %	Goals	Employee %	CLS %	Goals
Officials						
White	52	44		48	44	
Hispanic or Latino	2	7	-5/yes	5	7	
Black or African American	16	4		17	4	
Asian	1	2		0	2	
Professionals						
White	39	34		43	34	
Hispanic or Latino	7	6		10	6	
Black or African American	11	4		10	4	
Asian	2	3		1	3	-2/yes
Technicians						
White	51	33		57	33	
Hispanic or Latino	12	8		12	8	
Black or African American	9	6		10	6	
Asian	1	3		2	3	

Job Category	Male 2013/2014			Male 2016/2017		
	Employee %	CLS %	Goals	Employee %	CLS %	Goals
Protective Services: Sworn						
White	62	42		55	42	
Hispanic or Latino	13	17	-4/yes	15	17	
Black or African American	11	12		11	12	
Asian	2	2		2	2	
Protective Services: Non-sworn						
White	29	33	-4/yes	16	33	-17/yes
Hispanic or Latino	19	21		8	21	-14/yes
Black or African American	11	8		10	8	
Asian	1	0		1	0	
Administrative Support						
White	10	22	-11/yes	10	22	-12/yes
Hispanic or Latino	2	8	-5/yes	2	8	-5/yes
Black or African American	3	6	-3/yes	4	6	
Asian	0	2	-2/yes	2	2	
Skilled Craft						
White	36	48	-12/yes	28	48	-20/yes
Hispanic or Latino	13	32	-18/yes	18	32	-14/yes
Black or African American	45	11		39	11	
Asian	2	2		7	2	
Service-Maintenance						
White	15	24	-9/yes	14	24	-10/yes
Hispanic or Latino	11	19	-8/yes	13	19	-6/yes
Black or African American	44	11		52	11	
Asian	2	2		0	2	

As the table reflects, some areas of Male incumbency representation improved, whereas others either showed little improvement or a less representative workforce such as in Protective Services: Non-sworn.

**Female Incumbency Compared to Availability in Labor Market
Fiscal Year 2013/2014 and Fiscal Year 2016/2017**

Job Category	Female 2013/2014			Female 2016/2017		
	Employee %	CLS %	Goals	Employee %	CLS %	Goals
Officials						
White	24	29	-5/yes	25	29	
Hispanic or Latino	2	6	-4/yes	1	6	-5/yes
Black or African American	2	5	-3/yes	3	5	
Asian	0	1		0	1	
Professionals						
White	25	32	-6/yes	18	32	-13/yes
Hispanic or Latino	4	8	-4/yes	5	8	-3/yes
Black or African American	9	9		9	9	
Asian	2	3		1	3	-2/yes
Technicians						
White	16	22	-7/yes	10	22	-12/yes
Hispanic or Latino	2	10	-8/yes	3	10	-7/yes
Black or African American	8	12	-4/yes	4	12	-9/yes
Asian	0	2		0	2	-1/yes
Protective Services: Sworn						
White	7	11	-5/yes	9	11	-2/yes
Hispanic or Latino	2	5	-3/yes	3	5	-2/yes
Black or African American	3	7	-5/yes	3	7	-5/yes
Asian	0	0		0	0	
Protective Services: Non-sworn						
White	22	21		21	21	
Hispanic or Latino	4	10	-6/yes	18	10	
Black or African American	13	3		25	3	
Asian	0	1		2	1	
Administrative Support						
White	38	33		34	33	
Hispanic or Latino	20	16		19	16	
Black or African American	24	10		25	10	
Asian	2	2		4	2	

Job Category	Female 2013/2014			Female 2016/2017		
	Employee %	CLS %	Goals	Employee %	CLS %	Goals
Skilled Craft						
White	1	3	-2/yes	2	3	
Hispanic or Latino	1	2		1	2	
Black or African American	2	1		3	1	
Asian	0	0		0	0	
Service-Maintenance						
White	7	16	-9/yes	6	16	-10/yes
Hispanic or Latino	4	13	-9/yes	4	13	-9/yes
Black or African American	15	10		11	10	
Asian	3	2		2	2	

Some areas of Female incumbency representation improved, whereas others either showed little improvement or a less representative workforce such as in the case of Professionals and Technicians.

ACTION STEPS TO ACHIEVE OBJECTIVES

The City's objective is to ensure equitable, objective, uniform, job related and appropriate personnel policies, procedures, and practices that affect equal employment opportunities for all employees and applicants. The City will take the necessary steps to eliminate any barriers to equal employment opportunity for underrepresented groups, and this may involve a review of personnel policies, procedures, and practices that may influence or may affect the quality and effectiveness of the equal employment opportunity plan. The first part of this EEO Plan is to determine where there is a problem and develop an action plan to correct it. The Plan includes providing training to first line supervisors and managers on acceptable selection methods and evaluation techniques for use in promotions and new hires as well as understanding of the City's EEO policy. The second part is described below and is more specific to the areas where underutilization was detected for the fiscal year ending 09/30/2017. The Human Resources Division Manager, or her designee, will monitor progress in meeting objectives and prepare a biannual and annual report with results and recommendations to the Mayor and CAO.

Problem Areas	Corrective Action Plan and Timetable	Responsibility
<p>Officials: This category has about 96 positions. There is under-representation of: Hispanic or Latina females (-5).</p>	<ol style="list-style-type: none"> 1. Review recruitment and selection process to determine if there are any barriers that can be eliminated for jobs such as: director, division manager, etc. 2. Develop training program or mentoring opportunities for individuals interested in promoting. Provide job assignments that prepare individuals for promotion. 	<p>Mayor, Buddy Dyer CAO, Byron Brooks</p>
<p>Professionals: This category has about 556 positions. There is under-representation of: White females (-13), Hispanic or Latina females (-2), Asian males (-2), and Asian Females (-1)</p>	<ol style="list-style-type: none"> 1. Expand outreach recruitment to attract qualified women to apply for job openings such as universities and professional associations such as in: systems network administrator, technology business analyst, project manager, civil engineer, applications developer, etc. 	<p>Department Directors and Division Managers</p>
<p>Technicians: This category has about 450 positions. There is under-representation of: White females (-12), Black or African American females (-9), Hispanic or Latina females (-7), and Asian females (-1).</p>	<ol style="list-style-type: none"> 1. Expand outreach recruitment to females at local vocational schools and training centers. Provide information about job opportunity in jobs such as construction inspector, fire engineer, systems network engineer, laboratory analyst, environmental specialist, etc. 2. Maintain applicant flow data and selection process results. 3. Review referral activities and selection process. 4. Provide training opportunities for employees in administrative support and service-maintenance jobs to promote. 	<p>Department Directors, Division Managers, and Section Managers</p>

Problem Areas	Corrective Action Plan and Timetable	Responsibility
<p>Protective Services: Sworn This job category has about 927 positions. There is underrepresentation of: Black or African American females (-5), Hispanic or Latino males (-3), White females (-2), and Hispanic or Latina females (-2).</p>	<ol style="list-style-type: none"> 1. Outreach recruitment to target females in: police officer, firefighter, code enforcement officer, parking enforcement specialist, community service officer, etc. 2. Provide training opportunities for employees who would like to move to these positions. 	<p>Department Directors and Division Managers</p>
<p>Protective Services: Non-sworn This job category has about 123 positions. There is underrepresentation of: White males (-17), and Hispanic or Latino males (-13).</p>	<ol style="list-style-type: none"> 1. Outreach recruitment to target White and Hispanic males such as in: code enforcement officer, parking enforcement specialist, community service officer, etc. 2. Provide training opportunities for employees who would like to attain these positions. 	<p>Department Directors and Division Managers</p>
<p>Administrative Support: This category has about 294 positions. There is underrepresentation of: White males (-12), and Hispanic or Latino males (-5).</p>	<ol style="list-style-type: none"> 1. Outreach recruitment to White and Hispanic males in jobs such as: accounting clerk, communications specialist positions, property clerk, office assistant, etc. 2. Maintain applicant flow data and selection process results. 3. Review referral activities and selection processes. 	<p>Department Directors, Division Managers, and other managers</p>

Problem Areas	Corrective Action Plan and Timetable	Responsibility
<p>Skilled Craft: This job category has about 348 positions. There is underrepresentation of: White males (-20), and Hispanic or Latino males (-14).</p>	<ol style="list-style-type: none"> 1. Outreach recruitment to underrepresented groups for jobs such as: mechanics, refrigeration, maintenance technicians, carpenters, wastewater technicians, equipment operators, irrigation technicians, horticultural technician, traffic maintenance, welders, etc. 2. Review applicant flow data and referral results. 3. Train managers on selection methods and EEO objectives. 4. Provide training opportunities for employees who would like to attain these positions. 	<p>Department Directors, Division Managers, and other managers</p>
<p>Service-Maintenance: This category has about 178 positions. There is underrepresentation of: White males (-10), White females (-10), Hispanic or Latina females (-9), and Hispanic or Latino males (-5).</p>	<ol style="list-style-type: none"> 1. Outreach to white females, and Hispanic females such as in: maintenance worker, recreation assistant, refuse collector, gate attendant, etc. 2. Review applicant flow data and referral results. 3. Train managers on selection methods and EEO objectives. 4. Provide training opportunities for employees who would like to attain these positions. 	<p>Department Directors, Division Managers, and other managers</p>

INTERNAL AUDIT AND REPORTING SYSTEM

The Human Resources Division Manager has the responsibility for developing auditing and monitoring systems, preparing formal documents, and reporting on progress in meeting EEO Plan and action steps to meet objectives. The following are some of the employment activities reviewed and modified as necessary to ensure nondiscrimination and equal employment opportunity for all individuals without regard to race, color, ethnicity, national origin, gender, sexual orientation, age, religion, disability, or other factors protected by law:

- Recruitment, advertisements, and job application procedures and documents.
- Applicant flow data showing name, race, sex, date of application, applicant pool data, referral status, interview results, and selection method used when filling job vacancies with underrepresentation.
- Hiring, promotion, transfer, reclassification, termination, and layoff procedures and practices.
- Benefits, conditions, and other terms or privileges of employment.
- Training and development programs.
- Bi-annual utilization analysis of workforce.
- Monitor and evaluate progress made in meeting goals and rectifying underrepresentation.
- Reports to the Mayor, CAO, and others as appropriate regarding equal employment opportunity and progress in meeting objectives.