



City of Orlando

Equal Employment Opportunity Plan

Fiscal Year 2013 / 2014

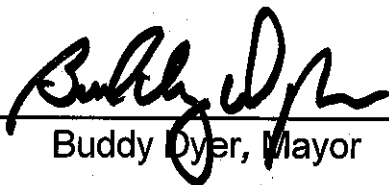
(October 1, 2013 – September 30, 2014)

RECEIVED
DEC 22 2014
Mayor's Office

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

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DEC 18 2014
Office of the
CAO

APPROVED:


Buddy Dyer, Mayor

DATE:

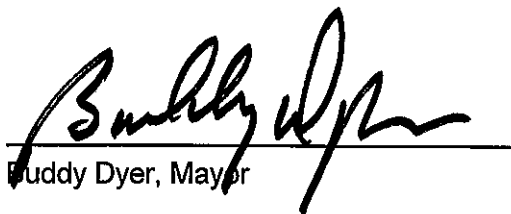
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POLICY STATEMENT ON EQUAL EMPLOYMENT OPPORTUNITY AND OBJECTIVES

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

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 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 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 in November of 2013, using data from the end of fiscal year, and comparing it to the data designated for comparison by the Department of Justice provided for Orange County for state and local government. The choices from the Department of Justice available this year were either Orange County or the city of Orlando. Orlando MSA (Metropolitan Statistical Area), which had been used prior to this year, was not an option this year. The Orlando MSA used in the past included the principal cities of Orlando, Kissimmee and Sanford and consisted of Lake, Orange (including Orlando), Osceola, and Seminole Counties.

The statistics from the U.S. Census available through the Department of Justice website for completing the EEO Utilization Report were used to show the percentage of eligible workers in each of the major job categories for state and local government agencies including relevant labor market, cross-classified by race, national origin and gender.

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.

Total City Workforce	Total	White	Hispanic or Latino	Black or African American	AIAN	Asian	NHOPI	2 or more Races	Other
All Employees	2891	1669	433	709	4	71	4	1	0
Agency Percentage	100	57.7	15.0	24.5	0.1	2.5	0.1	0.0	0.0
Orange County %	100	54.8	23.5	15.3	0.2	4.3	0.1	0.8	1.0
Utilization		2.9	-8.6	9.2	0.0	-1.8	0.1	-0.8	-1.0
80% Rule		105	64	160		57			
Males	2097	1258	301	483	3	47	4	1	0
Agency Percentage	72.5	43.5	10.4	16.7	0.1	1.6	0.1	0.0	0.0
Orange County %	53.7	30.3	12.8	7.2	0.1	2.3	0.1	0.4	0.5
Utilization of Males	18.8	13.2	-2.4	9.5		-0.6			
80% Rule	135	144	81	231		72			
Females	794	411	132	226	1	24	0	0	0
Agency Percentage	27.5	14.2	4.6	7.8	0.0	0.8	0.0	0.0	0.0
Orange County %	46.3	24.5	10.7	8.1	0.1	2.0	0.0	0.4	0.5
Utilization of Females	-18.8%	-10.3	-6.2	-0.3	0.0	-1.2	0.0	0.0	0.0
80% Rule	59	58	43	97		41			

Based on the utilization analysis using the 80% rule comparison to the available labor market for race and national origin the city has an overall underrepresentation of Asians (57%), and Hispanics or Latinos (64%). When considering gender, the city has an overall underrepresentation of females (59%). When considering race, national origin and gender together, there is significant underrepresentation of Asian females (41%), Hispanic or Latino females (43%), Asian males (57%) and white females (58%).

Additional analyses are 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. The positions were categorized as described below.

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: Chief Administrative Officer, department heads such as Director of Housing; division managers such as Human Resources Division Manager; Chief Information Officer; City Attorney; City Architect, City Treasurer, 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: accountant, auditor, civil engineer, architect, landscape architect, city prosecutor, assistant city attorney, compensation analyst, human resources analyst, programmer analyst, applications developer, purchasing agent, economic development coordinator, planner, chief plans examiner, captain, lieutenant, recreation program coordinator, parks manager, risk manager, transportation manager, stormwater compliance manager, wetlands manager, 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: computer cartographer, construction supervisor, crime scene technician, fingerprint technician, engineering assistant, survey technician, development review technician, plans examiner, traffic analyst, GIS technician, systems network specialist, laboratory technician, police evidence supervisor, sergeant, etc.

Protective Services Workers: Occupations in which workers are entrusted with public safety, security, and protection from destructive forces, including sworn and non-sworn positions. Job titles include: police officer, firefighter, community service officers, code enforcement officers, vehicle-for-hire officers, security officers, 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: executive assistant, administrative assistant, staff assistant, paralegal, legal assistant, accounting specialist, accounts payable specialist, wastewater billing specialist, labor relations specialist, asset control specialist, membership specialist, emergency communications specialist, police communications specialist, mail services supervisor, property clerk, supply clerk, ticket seller, etc.

Skilled Craft Workers: 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: carpenter, electrician, mechanic, painter, plumber, welder, locksmith, instrumentation chief, wastewater technician, treatment plant operators, lift station operators, irrigation technician, aquatic chemical technician, pool technician, equipment operators, parking meter technicians, general maintenance technician, maintenance coordinator, recreation maintenance supervisor, 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. Workers in this group may operate machinery. Job titles include: custodian, gate attendant, parking enforcement specialist, entertainment facility service worker, box maintenance worker, recreation assistant, park service specialist, park service worker, tree trimmer, horse groomer, refuse collector, hydraulic cleaning specialist, lift station operator trainee, maintenance worker, crew leader, field supervisor, 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. The Utilization Analysis and Significant Underutilization Charts from the city of Orlando's 2013 EEO Utilization Report were used to prepare the following table. 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 Significant Underutilization table on the following pages displays the job categories with underutilization of two or more standard deviations.

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 of females and Hispanic or Latinos exists. Specifically, underrepresented groups are indicated below 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.

Comparison of Incumbency to Availability in Labor Market And Annual Hiring Goals for Fiscal Year 2013 / 2014

<i>Job Category</i>	<i>Male</i>			<i>Female</i>		
	<i>Employee %</i>	<i>CLS %</i>	<i>Goals</i>	<i>Employee %</i>	<i>CLS %</i>	<i>Goals</i>
Officials						
White	52	44		24	29	-5/yes
Hispanic or Latino	2	7	-5/yes	2	6	-4/yes
Black or African American	16	4		2	5	-3/yes
Asian	1	2		0	1	
Professionals						
White	39	34		25	32	-6/yes
Hispanic or Latino	7	6		4	8	-4/yes
Black or African American	11	4		9	9	
Asian	2	3		2	3	
Technicians						
White	51	33		16	22	-7/yes
Hispanic or Latino	12	8		2	10	-8/yes
Black or African American	9	6		8	12	-4/yes
Asian	1	3		0	2	

Job Category	Male			Female		
Protective Services: Sworn						
White	62	42		7	11	-5/yes
Hispanic or Latino	13	17	-4/yes	2	5	-3/yes
Black or African American	11	12		3	7	-5/yes
Asian	2	2		0	0	
Protective Services: Non-sworn	Employee %	CLS %	Goals	Employee %	CLS %	Goals
White	29	33	-4/yes	22	21	
Hispanic or Latino	19	21		4	10	-6/yes
Black or African American	11	8		13	3	
Asian	1	0		0	1	
Administrative Support						
White	10	22	-11/yes	38	33	
Hispanic or Latino	2	8	-5/yes	20	16	
Black or African American	3	6	-3/yes	24	10	
Asian	0	2	-2/yes	2	2	
Skilled Craft						
White	36	48	-12/yes	1	3	-2/yes
Hispanic or Latino	13	32	-18/yes	1	2	
Black or African American	45	11		2	1	
Asian	2	2		0	0	
Service-Maintenance						
White	15	24	-9/yes	7	16	-9/yes
Hispanic or Latino	11	19	-8/yes	4	13	-9/yes
Black or African American	44	11		15	10	
Asian	2	2		3	2	

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 and the turnover rate for the fiscal year ending 09/30/2013. 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. Based on the utilization analysis, below are the areas with underrepresentation:

Problem Areas	Corrective Action Plan and Timetable	Responsibility
<p>Officials: This category has 87 positions with a 11.5% turnover rate; there is underrepresentation of: White females, Hispanic or Latino males and females, Black or African American females</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 394 positions with a 5.8% turnover rate; there is underrepresentation of: White females, Hispanic or Latino females</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>

Problem Areas	Corrective Action Plan and Timetable	Responsibility
<p>Technicians: This category has about 221 positions with a 7.2% turnover rate; there is underrepresentation of: Hispanic or Latino females, White females, Black or African American females</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>
<p>Protective Services: Sworn This job category has about 1159 positions with a 3.2% turnover rate; there is underrepresentation of: White females Black or African American females, Hispanic or Latino males, Hispanic or Latino females</p>	<ol style="list-style-type: none"> 1. Outreach recruitment to target females and Hispanic or Latino males such as 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 83 positions with a 12% turnover rate; there is underrepresentation of: Hispanic or Latino females, White males</p>	<ol style="list-style-type: none"> 1. Outreach recruitment to target females 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>

Problem Areas	Corrective Action Plan and Timetable	Responsibility
<p>Administrative Support: This category has about 375 positions with a 9.3% turnover rate; there is underrepresentation of: White males, Hispanic or Latino males, Black or African American males, Asian males</p>	<ol style="list-style-type: none"> 1. Outreach recruitment to all 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>
<p>Skilled Craft: This job category has about 373 positions with 8% turnover rate; there is underrepresentation of: Hispanic or Latino males, White males, White females</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 199 positions with a 10.6% turnover rate; there is underrepresentation of: White males and females Hispanic or Latino females and males</p>	<ol style="list-style-type: none"> 1. Outreach to white males, white females, and Hispanic females and males 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.
- 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.