

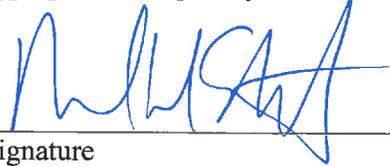
**CITY OF KISSIMMEE EQUAL EMPLOYMENT OPPORTUNITY PLAN**

**Grant Title:** Multiple Grants  
**Grant Number:** Multiple Grants  
**Grantee Name:** City of Kissimmee  
**Award Amount:** Multiple Award Amounts  
**Address:** City of Kissimmee, 101 Church Street,  
Kissimmee, FL 34741  
**Contact Person:** Beth Stefek  
**Telephone #:** 407-518-2110  
**Date and effective duration of EEOP:** June 2018-June 2020

**Policy Statement**

It is the policy of the City of Kissimmee to provide equal employment opportunity in city government for all persons: to prohibit discrimination in employment on the basis of race, color, sex, national origin, religion, age, marital status, or disability; and to promote the full utilization of all incumbent employees in the City. The City of Kissimmee will follow this policy in recruitment, hiring, promotion into all classifications, compensation, benefits, transfers, assignments, tours of duty, shifts, layoffs, return from layoffs, demotions, terminations, training, educational opportunity, and use of City facilities. It is not the intent of this policy to permit or require the lowering of bona fide job requirements or qualification standards to give preference to any employee or applicant for employment; however, the City will take positive affirmative measures in accordance with prevailing Federal and state law to recruit minorities, females, and persons with disabilities to all levels of City government.

Any employee of the City of Kissimmee who fails to comply with this policy is subject to appropriate disciplinary action.

  
\_\_\_\_\_  
Signature

CITY MANAGER  
\_\_\_\_\_  
Title

5/30/18  
\_\_\_\_\_  
Date

## **Utilization Analysis Narrative**

Statistics from the US Census Bureau (2014) show the Osceola County population consists of the following minority population: 52.3.7% Hispanic, 13.6% African American, 2.9% Asian, 0.8% American Indian and Alaskan Native, 0.2% Native Hawaiian and 2.7% two or more races. Located in a diversified county, the City of Kissimmee has much opportunity to reach a variety of minority candidates and pledges to continue efforts to attract such candidates. Changes in the workforce population have been significant as reflected in the analysis below.

The attached utilization charts identify the following conclusions regarding the use of minorities in the City of Kissimmee workforce as it relates to the available labor force in Osceola County.

**Officials/Managers** Males in minority groups are underutilized by the following percentages: African American (0.50%); American Indian and Alaskan Native (0.20%); SOR (0.20%). Females are also underutilized by the following percentages White (8.3%), Hispanic (0.70%), Asian (1.30%) and SOR (0.70%).

**Professionals** Males in minority groups are underutilized by the following percentages: Hispanic (1.70%), Asian (0.20%); SOR (0.70%). Females are underutilized by the following percentages: White (11.10%); Hispanic (16.10%); Asian (2.40%); and SOR (0.40%).

**Technicians** Males in minority groups are underutilized by the following percentages: Asian (1.30%). Females are underutilized by the following percentages: White (16.0%), African American (1.30%), Asian (1.90%).

**Protective Services Sworn** Males in minority groups are underutilized by the following percentages: Hispanic (1.10%), Asian (1.50%), and SOR (0.50%). Females in minority groups are underutilized by the following percentages; White (7.0%), African American (1.10%), and Hispanic (6%).

**Protective Services Non-Sworn** Males in minority groups are underutilized by the following percentages: Asian (9.50%). Females in minority groups are underutilized by the following percentages; all minority groups are represented favorably in this category.

**Administrative Support** Males are underutilized in every group but with the greatest underutilization is White (2.5%), African American (2.8%) and Hispanic (10.20%). Females are underutilized in Asian (1.9%), and SOR (.30%) ethnic groups.

**Skilled Craft** Hispanic males are underutilized by (20.90%). In addition, there is slight underutilization of Asian males (0.50%) and the SOR males (0.10%). Females are underutilized in the White (2.50%), African American (0.20), Hispanic (2.70%), and SOR (0.10%) ethnic groups.

**Service Maintenance** Males are underutilized in Asian (1.60), and American Indian and Alaskan Native (.20%). Females are underutilized as follows: White (10.60%), Hispanic (11.10%), and Asian (1.10%).

## **Objectives**

The City of Kissimmee is committed to making its workforce profile reflective of the available diverse labor force in Osceola County. The newest census data clearly indicates the demographics of Osceola County are changing rapidly. Additionally, the devastation of the 2017 hurricanes on Puerto Rico and other Caribbean islands has created a large influx of new residents to Osceola County and at this point there are no solid numbers on that growth. Estimates suggest that the greater Orlando area could see as many as 24,000 to 56,000 additional working adults in our area permanently settling from the Caribbean. With relatively low turnover and no major growth in employee population planned, the progress towards establishing a workforce diversity profile totally representative of our community will continue to be a challenge.

A review of the results of the underutilization analysis highlights the following objectives over the next two years.

- 1) The City has made progress in hiring African Americans males and females in most categories. Males have improved in four categories: Professionals, Technicians, Skilled Craft, and Service Maintenance. Females have improved in all categories except Administrative Support. Progress needs to continue especially in the areas of Protective Services (sworn and non-sworn), Officials and as with all males, Administrative Support. The City will continue to monitor promotional and recruitment practices to ensure that African Americans receive equal opportunity to secure employment. The City will continue to review hiring procedures to ensure that no unnecessary barriers exist that would deny African Americans equal employment opportunity in any category.
- 2) The City has made progress in hiring Hispanics in most male and female categories when you review actual employee numbers but the rapid increase of Hispanics to the Osceola County area after the 2017 hurricane season results in an abnormal growth rate in Hispanic residents resulting in underutilization numbers that do not show the entire picture. Strides to continue to improve hiring in all Hispanic groups will be a goal in 2018 and beyond with emphasis on males in Administrative Support and Skilled Craft and females in Professionals, Protective Services-Sworn and Service Maintenance. The City will continue to monitor promotional and recruitment practices to ensure that Hispanics receive equal opportunity to secure employment. The City will review current hiring procedures to ensure that no unnecessary barriers exist that would deny Hispanics equal employment opportunity in any category.
- 3) The City has made progress in hiring females in several categories including Officials, Professionals, and Protective Services (Sworn and Non-Sworn). While the overall percentage of females in these categories has increased, the City is underutilized

in the majority of ethnic groups and will need to make strides in hiring minority females. The City will attempt to attract more qualified women for all positions. The City will review current hiring procedures to ensure that no unnecessary barriers exist that would deny females equal employment opportunity in any category.

4) Minorities with less representation in the Osceola County labor force are underutilized in most categories with the most progress coming in SOR 2+. The City will continue to attempt to attract more qualified minorities for all position vacancies.

### **Steps to Achieve Objectives**

- Continue advertising that targets minority populations. Increase the number of avenues utilized to reach the minority population.
- Where possible, actively recruit at local academies and educational institutions to target the local minority population hoping to keep them working in their Community.
- Review and update annually the City departments' recruitment methods, practices and policies to promote equal employment opportunity.
- Provide training on Equal Employment Opportunity for employees involved in the hiring or promotional processes to ensure they understand their responsibilities as it relates to achieving diversity in the City's workforce reflective of the community.

### **Dissemination**

A representative from Personnel and Risk Management will be designated to implement the Equal Employment Opportunity Program for the City of Kissimmee.

#### **External Dissemination**

Include the statement "Equal Opportunity Employer" or "EEO" on all job announcements, recorded job listings and employment advertisements

Include the following statement on all job postings and on the City website: "Equal Opportunity Employer. Women, minorities and the disabled are encouraged to apply."

Post the EEO plan on the City website.

Include the EEO plan on the City website with easy accessibility for anyone interested in reviewing the plan including applicants and employees.

#### **Internal Dissemination**

Include a statement in the City's monthly GEO newsletter advising of the availability of the EEO plan.

Post the EEO policy statement on bulletin boards throughout the City.

Post the EEO plan on the City intranet site and on the Personnel and Risk Management intranet web page.

Annually meet with the City's department directors to distribute the EEO plan and ensure they are familiar with the EEO plan's objectives.

Utilization Analysis  
City of Kissimmee  
May 2018 Update

MALE

FEMALE

Job Category	W	B	H	A	AI OR AN	NH/OPI	SOR 2+	W	B	H	A	AI	NH/OPI	SOR 2+
OFFICIALS/EXECUTIVES														
Workforce #%	46.40%	3.60%	14.30%	0.00%	0.00%	0.00%	0.20%	17.90%	5.40%	10.70%	0.00%	0.00%	0.00%	0.00%
CLS #%	37.80%	4.10%	12.20%	2.40%	0.20%	0.00%	0.40%	26.20%	3.20%	11.40%	1.30%	0.00%	0.00%	0.70%
Utilization	8.60%	-0.50%	2.10%	-2.40%	-0.20%	0.00%	-0.20%	-8.30%	2.20%	-0.70%	-1.30%	0.00%	0.00%	-0.70%
PROFESSIONALS														
Workforce #%	49.30%	5.30%	9.30%	1.30%	1.30%	1.30%	0.00%	20.00%	8.00%	2.60%	0.00%	1.30%	0.00%	0.00%
CLS #%	25.30%	3.20%	11.00%	1.10%	0.20%	0.00%	0.70%	31.10%	5.70%	18.70%	2.40%	0.10%	0.00%	0.40%
Utilization	24.00%	2.10%	-1.70%	0.20%	1.10%	1.30%	-0.70%	-11.10%	2.30%	-16.10%	-2.40%	1.20%	0.00%	-0.40%
TECHNICIANS														
Workforce #%	22.20%	11.10%	48.50%	0.00%	0.00%	0.00%	1.60%	9.50%	9.50%	19.00%	0.00%	0.00%	1.60%	0.00%
CLS #%	20.90%	4.90%	16.00%	1.30%	0.00%	0.00%	0.00%	25.50%	10.80%	17.60%	1.90%	0.00%	0.00%	0.00%
Utilization	1.30%	6.20%	32.50%	-1.30%	0.00%	0.00%	1.60%	-16.00%	-1.30%	1.40%	-1.90%	0.00%	1.60%	0.00%
PROTECTIVE SERVICES SWORN														
Workforce #%	51.00%	6.30%	25.70%	0.10%	0.00%	0.00%	0.20%	7.30%	2.00%	4.40%	0.00%	0.00%	0.00%	0.10%
CLS #%	38.10%	4.20%	26.80%	1.60%	0.00%	0.00%	0.70%	14.30%	3.10%	10.40%	0.00%	0.00%	0.00%	0.10%
Utilization	12.90%	2.10%	-1.10%	-1.50%	0.00%	0.00%	-0.50%	-7.00%	-1.10%	-6.00%	0.00%	0.00%	0.00%	0.00%
PROTECTIVE SERVICES NON-SWORN														
Workforce #%	20.00%	13.30%	20.00%	0.00%	0.00%	0.00%	0.00%	26.70%	0.00%	13.30%	0.00%	6.70%	0.00%	0.00%
CLS #%	42.90%	9.50%	19.00%	9.50%	0.00%	0.00%	0.00%	9.50%	0.00%	11.90%	0.00%	0.00%	0.00%	0.00%
Utilization	-22.90%	3.80%	1.00%	-9.50%	0.00%	0.00%	0.00%	17.20%	0.00%	1.40%	0.00%	6.70%	0.00%	0.00%
ADMINISTRATIVE SUPPORT														
Workforce #%	11.90%	0.10%	4.00%	0.10%	0.00%	0.10%	0.00%	37.60%	7.90%	32.00%	0.00%	0.10%	0.10%	0.20%
CLS #%	14.40%	2.90%	14.20%	1.40%	0.10%	0.10%	0.20%	30.20%	5.30%	27.80%	1.90%	0.00%	0.10%	0.50%
Utilization	-2.50%	-2.80%	-10.20%	-1.30%	-0.10%	0.00%	-0.20%	7.40%	2.60%	4.20%	-1.90%	0.10%	0.00%	-0.30%
SKILLED CRAFT														
Workforce #%	51.00%	23.30%	26.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CLS #%	40.40%	5.70%	46.90%	0.50%	0.00%	0.00%	0.10%	2.50%	0.20%	2.70%	0.00%	0.00%	0.00%	0.10%
Utilization	10.60%	17.60%	-20.90%	-0.50%	0.00%	0.00%	-0.10%	-2.50%	-0.20%	-2.70%	0.00%	0.00%	0.00%	-0.10%
SERVICE MAINTENANCE														
Workforce #%	21.30%	21.30%	34.70%	0.00%	0.00%	0.00%	2.80%	4.10%	6.90%	9.70%	0.00%	0.00%	0.00%	0.20%
CLS #%	21.30%	6.80%	28.10%	1.60%	0.20%	0.00%	0.10%	14.70%	4.60%	20.80%	1.10%	0.00%	0.00%	0.20%
Utilization	0.00%	14.50%	6.60%	-1.60%	-0.20%	0.00%	2.70%	-10.60%	2.30%	-11.10%	-1.10%	0.00%	0.00%	0.00%

Improvement  
Worse  
No Change  
Decreased