



U.S. Department of Justice

Office of Justice Programs

Office for Civil Rights

Washington, D.C. 20531

November 27, 2018

Jasmine James
HR Research Specialist
Hillsborough County Sheriff's Office
2008 E 8th Ave
Tampa, FL 33605

Re: Equal Employment Opportunity Plan (EEOP) Utilization Report for Hillsborough County Sheriff's Office

Dear Ms. James,

The Office for Civil Rights, Office of Justice Programs, has reviewed and approved the Equal Employment Opportunity Plan (EEOP) Utilization Report that you submitted in accordance with the grant conditions set forth by either the Omnibus Crime Control and Safe Streets Act of 1968 (Safe Streets Act), Juvenile Justice and Delinquency Prevention Act of 1974, the Victims of Crime Act of 1984 or their implementing regulations. The approval of your EEOP Utilization Report is effective for two years from the date of this letter, and satisfies the EEOP reporting requirement for all open Department of Justice (DOJ) awards during the two-year period.

Your organization may, however, have additional civil rights compliance requirements if it receives funding from grant programs other than the ones listed above. For example, if your organization is a recipient of funding from the Office on Violence Against Women (OVW), your organization's non-discrimination policies and practices should also include prohibitions on discrimination on the bases of actual or perceived sexual orientation and gender identity.

If you have any questions regarding this matter, please contact the Office for Civil Rights at (202) 307-0690.

Sincerely,

X 

Michael L. Alston
Director
Signed by: OJP

EEO Utilization Report

Organization Information

Name: Hillsborough County Sheriff's Office

City: Tampa

State: FL

Zip: 33605

Type: County/Municipal Law Enforcement

Step 1: Introductory Information

Policy Statement:

It is the policy of the Hillsborough County Sheriff's Office to recruit and employ persons without regard to race, creed, sex to include sexual and gender orientation, age, or national origin. Persons seeking employment with or employed by the Hillsborough County Sheriff's Office shall be treated equally with respect to all employment practices including screening, advertising, recruitment, selection, appointment, promotion, demotion, assignment, hiring, leave practices, rates of pay, fringe benefits, and other forms of pay or credit for services rendered.

The Sheriff's Office has initiated steps necessary to ensure compliance with Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, Executive Order 11246, Executive Order 11375, and all other state and federal laws and regulations, as they apply to equal employment opportunities.

Affected persons who wish to file a complaint with the Equal Employment Opportunity Commission (EEOC) should contact the EEOC National Contact Center at 1-800-669-4000 to speak with a representative. Persons who wish to file a complaint may also go to the EEOC website and take an online assessment and fill out a questionnaire to be sent or taken to their local office. Complaints may also be filed in person at the local office located at: 501 Polk Street East, Suite 1000, Tampa, Florida 33602.

Step 4b: Narrative of Interpretation

The Utilization Analysis Chart compares the Hillsborough County Sheriff's Office workforce to the applicable Community Labor Statistics and Civilian Labor Force in Hillsborough County. Our agency uses the minimum age group and educational attainment parameters for entry-level deputies of age 20 to 34 and high school level graduate for the Protective Services: Sworn-Patrol Officers category. In an effort to mirror the population we serve, we recently adjusted our law enforcement criteria from some college for entry-level law enforcement positions to a high school diploma or equivalent with an accompanying steady workforce experience requirement. No positions are maintained in the job category of Service/Maintenance.

The Hillsborough County Sheriff's Office works to improve the underutilization represented on the entire Utilization Analysis Chart and provides management with the complete chart. However, minority job category significant underutilization, as detailed on the attached chart, is highlighted below.

Protective Services: Sworn Officials - underutilized at 3% males Black or African American.

Protective Services: Sworn-Patrol Officers - underutilized at 4% males Hispanic or Latino; underutilized at 11% females White; underutilized at 9% females Hispanic or Latino; underutilized at 7% females Black or African American.

Protective Services: Non-sworn - underutilized at 10% females White.

Administrative Support - underutilized at 3% males Hispanic or Latino; underutilized at 3% males Black or African American.

In a commitment to provide a diverse workplace and replenish vacancies to reflect the community in which we serve, the Hillsborough County Sheriff's Office continually examines its recruitment, selection, retention, and promotion policies in an effort to attract, employ, retain, and promote qualified individuals in underutilized categories.

Step 5: Objectives and Steps

1. Continue to evaluate and streamline our recruitment, hiring, and promotion processes to include currently under-represented categories: Protective Services: Sworn-Patrol Officers, Protective-Non-sworn, and Administrative Support.

- a. Evaluate changes made to agency minimum qualifications to gauge the impact on our qualified applicant pool within all job categories.
- b. Ensure the Recruiting Unit is focused on recruitment for all certified and civilian jobs categories remains diverse in an effort to mirror the relevant labor market and attract diverse qualified candidates. They will also research and recruit at job fairs and community events that target attendance by females and minorities.
- c. Continue to evaluate the effectiveness of the hiring process as a whole, from recruitment to employment. This involves meetings between representatives of different areas regarding certified and civilian recruitment and background investigation to ensure that processes on both sides are running smoothly. Capitalize on opportunities for improvement, such as adjusting minimum qualifications, bringing psychological testing online to our in-house testing center, and adding personnel to support efficient background processes.

2. Continue to execute proactive recruitment and advertisement strategies that focus on recruitment of qualified applicants.

- a. Place advertisements on electronic media in minority publications in order to raise awareness and increase the impact on target markets. Utilize electronic job boards to link HCSO job postings to a wider audience. Utilize our agency social media platforms (e.g., YouTube, English/Spanish Facebook, LinkedIn) to lend visual support to existing diversity, organizational culture, and job opportunities.

b. Focus on fostering relationships with transitioning military personnel through maintaining strong relationships with transition military bases. Utilize a military campaign slogan, flyers, and posters distributed throughout the various military installations and videos highlighting deputies with prior military experience. Conduct field visits when possible and focus on extensive follow-up to ensure qualified candidates become applicants. When strategically targeting college athletes, females, and minorities, the Hillsborough County Sheriff's Office will continue to partner with athletic departments and historically black colleges and universities using branding, field visits, and extensive follow up of viable candidates.

c. Forge new partnerships with high schools that have skilled worker programs that would coincide with agency needs. Utilize branding, field visits, and follow up for viable candidates.

3. Utilize our utilization analysis as a tool when selecting candidates for hire and promotion within the agency.

a. Command Staff will have the updated Utilization Analysis Charts as a tool when reviewing personnel for promotions.

b. The Employment Services Section personnel can utilize the utilization analysis charts as a tool when assessing the state of our qualified applicant pool.

c. Maintain mentoring relationships within the agency to encourage under-represented demographic groups to seek advancement.

4. Update utilization analysis at a minimum of once each year.

a. The Director of the Human Resources Division will review Equal Employment Opportunity policies and procedures annually and make revisions as necessary.

b. An updated utilization analysis chart and EEO analysis will be completed at a minimum once per year.

c. Agency demographics will be completed annually at the 6 month and 1 year mark.

Step 6: Internal Dissemination

To disseminate the EEO Utilization Report internally, we will do the following:

1. Include an electronic copy of the approved report on the agency Intranet.

Step 7: External Dissemination

To externally disseminate the EEO Utilization Report, we will do the following:

1. Include an electronic copy of the approved report on our public HCSO website.

Utilization Analysis Chart
Relevant Labor Market: Hillsborough 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
Officials/Administrators																
Workforce #/%	18/26%	12/17%	2/3%	0/0%	0/0%	0/0%	0/0%	0/0%	24/34%	5/7%	8/11%	0/0%	1/1%	0/0%	0/0%	0/0%
CLS #/%	39,170/45%	6,610/8%	2,935/3%	105/0%	1,530/2%	25/0%	260/0%	275/0%	26,675/31%	4,705/5%	3,675/4%	165/0%	925/1%	15/0%	250/0%	120/0%
Utilization #/%	-19%	10%	-0%	-0%	-2%	-0%	-0%	-0%	4%	2%	7%	-0%	0%	-0%	-0%	-0%
Professionals																
Workforce #/%	60/31%	7/4%	13/7%	0/0%	1/1%	1/1%	1/1%	0/0%	67/34%	17/9%	24/12%	1/1%	1/1%	0/0%	3/2%	0/0%
CLS #/%	36,600/32%	5,500/5%	4,205/4%	30/0%	3,255/3%	0/0%	235/0%	275/0%	41,940/37%	8,525/8%	8,280/7%	85/0%	3,055/3%	0/0%	615/1%	345/0%
Utilization #/%	-2%	-1%	3%	-0%	-2%	1%	0%	-0%	-3%	1%	5%	0%	-2%	0%	1%	-0%
Technicians																
Workforce #/%	54/26%	11/5%	10/5%	0/0%	3/1%	0/0%	4/2%	1/0%	91/44%	12/6%	18/9%	0/0%	1/0%	0/0%	3/1%	0/0%
CLS #/%	5,075/28%	1,325/7%	860/5%	15/0%	735/4%	0/0%	23/0%	40/0%	5,920/33%	1,710/9%	1,645/9%	20/0%	450/2%	0/0%	80/0%	110/1%
Utilization #/%	-2%	-2%	0%	-0%	-3%	0%	2%	0%	11%	-4%	-0%	-0%	-2%	0%	1%	-1%
Protective Services: Sworn-Officials																
Workforce #/%	333/60%	75/14%	42/8%	1/0%	3/1%	1/0%	9/2%	0/0%	49/9%	15/3%	23/4%	0/0%	0/0%	0/0%	1/0%	0/0%
CLS #/%	6,210/53%	1,605/14%	1,295/11%	70/1%	85/1%	0/0%	85/1%	85/1%	1,305/11%	225/2%	665/6%	25/0%	40/0%	0/0%	30/0%	15/0%
Utilization #/%	7%	-0%	-3%	-0%	-0%	0%	1%	-1%	-2%	1%	-1%	-0%	-0%	0%	-0%	-0%
Protective Services: Sworn-Patrol Officers																
Workforce #/%	879/54%	236/14%	186/11%	7/0%	16/1%	3/0%	41/2%	0/0%	156/10%	51/3%	50/3%	3/0%	7/0%	0/0%	7/0%	0/0%
Civilian Labor Force #/%	13,850/25%	10,355/18%	6,055/11%	40/0%	575/1%	4/0%	349/1%	175/0%	11,405/20%	7,055/13%	5,470/10%	23/0%	450/1%	15/0%	290/1%	295/1%
Utilization #/%	29%	-4%	1%	0%	-0%	0%	2%	-0%	-11%	-9%	-7%	0%	-0%	-0%	-0%	-1%
Protective Services: Non-sworn																

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
Workforce #/%	85/16%	38/7%	44/9%	0/0%	1/0%	0/0%	11/2%	0/0%	153/30%	66/13%	106/21%	0/0%	9/2%	1/0%	3/1%	0/0%
CLS #/%	295/34%	75/9%	25/3%	0/0%	0/0%	0/0%	0/0%	0/0%	345/39%	45/5%	95/11%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%	-17%	-1%	6%	0%	0%	0%	2%	0%	-10%	8%	10%	0%	2%	0%	1%	0%
Administrative Support																
Workforce #/%	25/8%	12/4%	4/1%	0/0%	1/0%	0/0%	1/0%	0/0%	139/47%	51/17%	47/16%	1/0%	3/1%	1/0%	11/4%	0/0%
CLS #/%	49,625/25%	13,730/7%	9,155/5%	45/0%	1,890/1%	80/0%	560/0%	555/0%	75,170/38%	23,000/12%	16,685/9%	190/0%	2,715/1%	105/0%	1,360/1%	495/0%
Utilization #/%	-17%	-3%	-3%	-0%	-1%	-0%	0%	-0%	8%	5%	7%	0%	-0%	0%	3%	-0%
Skilled Craft																
Workforce #/%	41/37%	53/47%	7/6%	0/0%	7/6%	1/1%	3/3%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	29,690/56%	14,745/28%	4,400/8%	85/0%	715/1%	20/0%	470/1%	220/0%	1,640/3%	865/2%	220/0%	0/0%	140/0%	0/0%	10/0%	25/0%
Utilization #/%	-19%	20%	-2%	-0%	5%	1%	2%	-0%	-3%	-2%	-0%	0%	-0%	0%	-0%	-0%
Service/Maintenance																
Workforce #/%	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/
CLS #/%	39,360/27%	28,675/20%	13,540/9%	140/0%	2,580/2%	80/0%	655/0%	250/0%	28,610/19%	18,660/13%	10,990/7%	60/0%	2,135/1%	65/0%	575/0%	385/0%
Utilization #/%																

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
Officials/Administrators	✓															
Protective Services: Sworn-Officials			✓					✓								
Protective Services: Sworn-Patrol Officers		✓						✓	✓	✓	✓					✓
Protective Services: Non-sworn	✓								✓							
Administrative Support	✓	✓	✓													
Skilled Craft	✓															

Law Enforcement Category Rank 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
Chief Deputy																
Workforce #/%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	1/100%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Colonel																
Workforce #/%	3/75%	1/25%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Major																
Workforce #/%	8/62%	1/8%	1/8%	0/0%	0/0%	0/0%	0/0%	0/0%	1/8%	1/8%	1/8%	0/0%	0/0%	0/0%	0/0%	0/0%
Captain																
Workforce #/%	7/64%	1/9%	1/9%	0/0%	0/0%	0/0%	0/0%	0/0%	1/9%	1/9%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Lieutenant																
Workforce #/%	30/62%	7/15%	6/12%	0/0%	0/0%	0/0%	0/0%	0/0%	2/4%	1/2%	2/4%	0/0%	0/0%	0/0%	0/0%	0/0%
Sergeant																
Workforce #/%	79/60%	16/12%	9/7%	0/2%	2/2%	0/0%	3/2%	0/0%	12/9%	2/2%	8/6%	0/0%	0/0%	0/0%	0/0%	0/0%
Corporal/Chief Pilot																
Workforce #/%	105/64%	15/9%	13/8%	0/0%	0/0%	1/1%	4/2%	0/0%	15/9%	3/2%	8/5%	0/0%	0/0%	0/0%	0/0%	0/0%
Detective/Pilot																
Workforce #/%	101/56%	34/19%	12/7%	1/1%	1/1%	0/0%	2/1%	0/0%	17/9%	7/4%	4/2%	0/0%	0/0%	0/0%	1/1%	0/0%
Protective Services: Sworn-Patrol Officers																
Workforce #/%	879/54%	236/14%	186/11%	7/1%	16/1%	3/0%	41/2%	0/0%	156/10%	51/3%	50/3%	3/0%	7/0%	0/0%	7/0%	0/0%

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: Michele Hamilton

Director of Human Resources

11-02-2018

[signature]

[title]

[date]