

# EEOP Utilization Report



Fri Aug 26 17:33:32 EDT 2016

## Step 1: Introductory Information

<b>Grant Title:</b>	JAG Round 11; 16.738 Edward Byrne Memorial Justice Assistance Grant Program	<b>Grant Number:</b>	2015-DJ-BX-0281
<b>Grantee Name:</b>	City of Baltimore	<b>Award Amount:</b>	\$693,488.00
<b>Grantee Type:</b>	Local Government Agency		
<b>Address:</b>	100 N. Holiday Street Baltimore, Maryland 21202		
<b>Contact Person:</b>	Jacob Knapp	<b>Telephone #:</b>	410-396-2607
<b>Contact Address:</b>	100 N. Holiday Street Baltimore, Maryland 21202		
<b>DOJ Grant Manager:</b>	Tracey Willis	<b>DOJ Telephone #:</b>	202-305-1766

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### Policy Statement:

The City of Baltimore (City) promotes a professional work environment free from unlawful discrimination and harassment, based on race, color, age, national origin, ancestry, marital status, sexual orientation, gender, religion, veteran status, physical or mental disability, genetic information, gender identity or expression, or any other status protected by law. The prohibition against unlawful employment discrimination and harassment includes all City employees (i.e., full and part-time, probationary, seasonal, temporary, at-will, elected officials, and their appointed staff) and extends to independent contractors, vendors, volunteers, and visitors. Unlawful employment discrimination includes, but is not limited to, actions such as recruitment, hiring, termination, discipline, transfers, training and career development, work assignments, promotions and demotions, compensation, benefit administration, and all other terms and conditions of employment. Further, the City strictly prohibits retaliation against any individual for having: (1) made a complaint of discrimination or harassment; (2) opposed discrimination or harassment at work; or (3) participated in a complaint investigation. The City is committed to complying with local, state, and federal laws prohibiting discrimination in employment.

## **Step 4b: Narrative Underutilization Analysis**

The City of Baltimore's Department of Human Resources ("DHR") has reviewed the Utilization Analysis comparing the City's workforce to the relevant labor market, and noted the following:

1. White females were significantly underrepresented (defined as underutilization numbers in the double digits) in 5 of 8 job categories: Officials (-14%), Professionals (-17%), Technicians (-21%), Administrative Support (-20%) and Service/Maintenance (-10%)., and slightly under-represented (-8%) in one job category: Protective Services non-sworn.
2. White males were significantly under-represented in 4 of 8 job categories: Protective Services Non-Sworn (-14%), Administrative Support (-12%), Skilled Craft (-25%), and Service/Maintenance (-13%). White males were slightly underrepresented in two job categories: Officials/Administrators (-6%), and Professionals (-2%).
3. Hispanic or Latino males were significantly underrepresented in only one job category: Skilled Craft (-15%).
4. Black females were significantly underrepresented in two job categories: Protective Services: Sworn (-14%) and Service/Maintenance (-13%).
5. Hispanic or Latina females were slightly underrepresented in the category: Protective Services Non-Sworn (-5%).
6. Asian females were slightly underrepresented (-5%) in the Technician job category.

Although the analysis indicates other instances of underrepresentation, the percentages, varying from 1-3% are relatively small, other factors, including a transient workforce and significant employer competition from neighboring jurisdictions made it difficult to draw any reliable conclusions regarding underutilization in some job categories.

In contrast, although the percentages of underutilization are small (1% - 3%) for some populations in the Professional, Technician and Administrative Support categories, the relatively large size of those workgroups and the underutilization across demographics, reveal opportunities for greater inclusion.

## **Step 5 & 6: Objectives and Steps**

**1. The City of Baltimore recognizes, understands, and appreciates the importance and value in having a diverse workforce. Diversity among employee groups will better enable City Leaders to understand and meet the needs of the community it serves. To address the deficiencies indicated in the Utilization Analysis Chart, the City has established the following objectives and steps to increase and maintain representation of the identified populations. The City is committed to:**

- a. Please see the attached hard copy document

## **Step 7a: Internal Dissemination**

1. A copy of this document will be disseminated and discussed with the Mayors Office and the Executive Cabinet.
2. A copy of this document will be posted on the City of Baltimore's intranet service.
3. A copy of this document will be available for review in the Department of Human Resources.
4. The Department of Human Resources will periodically conduct training about EEO policies and hiring procedures for staff, managers and supervisory personnel.

## **Step 7b: External Dissemination**

1. A copy of this document will be posted on the City of Baltimore public website.
2. A link to this document will be placed on the City of Baltimore's Employment Opportunities website page.
3. A copy of this EEOP will be provided to members of the public upon request. Requests may be made to City of Baltimore Department of Human Resources.

## **Step 5 & 6: Objectives and Steps**

The City of Baltimore recognizes, understands, and appreciates the importance and value in having a diverse workforce. Diversity among employee groups will better enable City Leaders to understand and meet the needs of the community it serves. To address the deficiencies indicated in the Utilization Analysis Chart, the City has established the following objectives and steps to increase and maintain representation of the identified populations. The City is committed to:

### **Ensuring Equal Employment Opportunities for Underutilized Populations within Identified Job Categories**

- a. Evaluate applicant data to ensure the City is attracting a sufficient pool of qualified White, Asian and Hispanic males and females and implement corrective measures to resolve deficiencies when identified.
- b. Examine hiring patterns, including applicant flow data, to determine whether White, Asian and Hispanic males and females were present in the applicant pool(s) or whether there were any identifiable obstacles in the recruitment and selection process that may have had an adverse effect on these candidates.
- c. Confer and consult with diverse stakeholder groups to develop a city-wide recruitment action plan for underutilized populations. Following these consultations and an in-depth review of data, develop and produce a detailed recruitment action plan.
- d. Solicit candidate referrals from current employees, especially for White, Asian and Hispanic males and females for future employment opportunities.

### **Refining and Analyzing Recruitment and Selection Processes**

- a. Engage in Civil Service Rule Reform to establish contemporary and progressive Civil Service Recruitment and Selection Rules to ensure that the City is best poised to compete for diverse applicants who can meet the current and future evolving business needs.
- b. Review job announcements, advertising practices, and selection criteria to ensure no barriers exist in the recruitment process.
- c. Monitor and review the candidate selection process with hiring managers at each agency to ensure skilled and diverse candidates are considered for interviews.

### **Broadening the City of Baltimore's Recruitment Advertising, Outreach, and Marketing**

- a. Develop and deploy a strategic outreach plan to enhance and improve recruitment efforts for underrepresented populations by partnering with community-based organizations, local churches, professional and non-profit organizations, and cultural associations including CASA, Hispanic Commission and Chamber of Commerce; and AAPIP (Asian Americans / Pacific Islanders in Philanthropy) in the Baltimore Metro area.
- b. Increase visibility of employment opportunities, by attending and participating in state and local job fairs that emphasize diversity.
- c. Host on-site quarterly recruitment fairs for targeted positions to facilitate immediate application processing and interviews.
- d. Ensure branding is reflective of the community and that all images, messaging, events, and interactions reinforce and align with the City's commitment to diversity and inclusion.
- e. Review current website content to ensure recruitment information is up-to-date; promotes images of a diverse workforce; and is accessible for all applicants.

- f. Explore implementation of Digital Billboard Advertising with Social media integration and creative messaging to provide a highly visible platform, to announce City employment opportunities.
- g. Attend cultural activities and events that facilitate diversity and inclusion within City government; develop outreach presentations for conferences and community meetings to increase the awareness and interest in employment with the City of Baltimore.

**Expanding Educational Initiatives to Increase and Attract Viable Candidates from Underrepresented Populations**

- a. Review current apprenticeship program to identify and remove enrollment barriers in an effort to improve opportunities for more diverse participation.
- b. Enhance relationships with state and local colleges, universities, community colleges and trade schools to broaden underrepresented applicant pools; increase the City's presence at job fairs, career centers, and hold on-site recruitment and interview fairs.
- c. Increase opportunities for underrepresented populations in the City's Academic Credit Internship Program to include placements within applicable job categories.
- d. Partner with Agencies across the City to explore and expand opportunities for adult education, job readiness, and workforce reentry.
- e. Encourage the development of formal and informal mentorship programs within all city agencies.

**Utilization Analysis Chart**  
**Relevant Labor Market: Baltimore city, Maryland**

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
<b>Officials/Administrators</b>																
Workforce #/%	93/31%	1/0%	69/23%	0/0%	4/1%	0/0%	0/0%	3/1%	40/13%	2/1%	87/29%	0/0%	1/0%	0/0%	0/0%	0/0%
CLS #/%	18,290/37%	605/1%	5,495/11%	55/0%	1,220/2%	0/0%	180/0%	70/0%	13,515/28%	545/1%	8,150/17%	20/0%	605/1%	0/0%	185/0%	65/0%
Utilization #/%	-6%	-1%	12%	-0%	-1%	0%	-0%	1%	-14%	-0%	12%	-0%	-1%	0%	-0%	-0%
<b>Professionals</b>																
Workforce #/%	702/25%	21/1%	600/21%	5/0%	49/2%	0/0%	0/0%	4/0%	475/17%	20/1%	929/33%	6/0%	36/1%	0/0%	0/0%	2/0%
CLS #/%	25,560/26%	895/1%	8,560/9%	40/0%	4,985/5%	0/0%	300/0%	345/0%	32,635/33%	1,445/1%	17,645/18%	130/0%	4,415/5%	15/0%	535/1%	265/0%
Utilization #/%	-2%	-0%	12%	0%	-3%	0%	-0%	-0%	-17%	-1%	15%	0%	-3%	-0%	-1%	-0%
<b>Technicians</b>																
Workforce #/%	704/33%	19/1%	729/34%	2/0%	12/1%	0/0%	0/0%	16/1%	126/6%	8/0%	509/24%	0/0%	8/0%	0/0%	0/0%	16/1%
CLS #/%	3,115/23%	155/1%	1,565/11%	10/0%	445/3%	0/0%	29/0%	65/0%	3,645/27%	255/2%	3,645/27%	20/0%	690/5%	0/0%	89/1%	25/0%
Utilization #/%	10%	-0%	23%	0%	-3%	0%	-0%	0%	-21%	-1%	-3%	-0%	-5%	0%	-1%	1%
<b>Protective Services:</b>																
<b>Sworn</b>																
Workforce #/%	1469/44%	177/5%	1039/31%	9/0%	49/1%	0/0%	0/0%	2/0%	171/5%	19/1%	396/12%	1/0%	2/0%	0/0%	0/0%	0/0%
CLS #/%	3,855/31%	205/2%	4,365/35%	0/0%	55/0%	0/0%	15/0%	4/0%	650/5%	65/1%	3,265/26%	0/0%	80/1%	0/0%	50/0%	15/0%
Utilization #/%	14%	4%	-3%	0%	1%	0%	-0%	0%	-0%	0%	-14%	0%	-1%	0%	-0%	-0%
<b>Protective Services: Non-sworn</b>																
Workforce #/%	6/2%	1/0%	91/26%	0/0%	0/0%	0/0%	0/0%	0/0%	23/7%	0/0%	222/64%	0/0%	0/0%	0/0%	0/0%	3/1%
Civilian Labor Force #/%	125/16%	0/0%	140/18%	0/0%	0/0%	0/0%	0/0%	0/0%	115/14%	40/5%	380/49%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%	-14%	0%	9%	0%	0%	0%	0%	0%	-8%	-5%	17%	0%	0%	0%	0%	1%
<b>Administrative Support</b>																
Workforce #/%	107/4%	6/0%	459/18%	2/0%	5/0%	0/0%	0/0%	1/0%	244/10%	11/0%	1716/67%	2/0%	12/0%	0/0%	0/0%	3/0%
CLS #/%	13,910/16%	1,045/1%	9,985/12%	150/0%	1,815/2%	0/0%	355/0%	285/0%	24,765/29%	1,470/2%	28,470/34%	105/0%	1,685/2%	20/0%	465/1%	415/0%

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	
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	
Utilization #/%	-12%	-1%	6%	-0%	-2%	0%	-0%	-0%	-20%	-1%	33%	-0%	-2%	-0%	-1%	-0%	
<b>Skilled Craft</b>																	
Workforce #/%	98/25%	3/1%	241/61%	1/0%	4/1%	0/0%	0/0%	0/0%	10/3%	0/0%	41/10%	0/0%	0/0%	0/0%	0/0%	0/0%	
CLS #/%	14,160/50%	4,590/16%	7,090/25%	50/0%	365/1%	45/0%	350/1%	140/0%	635/2%	205/1%	655/2%	0/0%	65/0%	0/0%	0/0%	25/0%	
Utilization #/%	-25%	-15%	36%	0%	-0%	-0%	-1%	-0%	0%	-1%	8%	0%	-0%	0%	0%	-0%	
<b>Service/Maintenance</b>																	
Workforce #/%	108/6%	6/0%	1324/77%	0/0%	2/0%	0/0%	0/0%	1/0%	23/1%	0/0%	262/15%	0/0%	1/0%	0/0%	0/0%	0/0%	
CLS #/%	15,455/19%	5,150/6%	22,005/27%	110/0%	1,445/2%	0/0%	360/0%	245/0%	9,500/12%	2,585/3%	22,465/28%	55/0%	1,195/1%	0/0%	395/0%	140/0%	
Utilization #/%	-13%	-6%	50%	-0%	-2%	0%	-0%	-0%	-10%	-3%	-13%	-0%	-1%	0%	-0%	-0%	

**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	✓								✓							
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 EEOP Utilization Report.

I have reviewed the foregoing EEOP Utilization Report and certify the accuracy of the reported workforce data and our organization's employment policies.

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[signature]

[title]

[date]