



U.S. Department of Justice

Office of Justice Programs

Office for Civil Rights

Washington, D.C. 20531

April 14, 2021

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, 21-OCR-0640

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*

Michael L. Alston
Director
Signed by: Michael Alston

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:

See attachment.

Following File has been uploaded:SOP GEN 200.01 Equal Employment Opportunity.pdf

Step 4b: Narrative of Interpretation

The Hillsborough County Sheriff's Office (HCSO) 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. A high school diploma or equivalent is still required of entry-level law enforcement and detention positions.

HCSO works to improve the underutilization represented on the entire Utilization Analysis Chart and provides management with the complete chart. However, HCSO does not consider underutilization indicators less than two standard deviations though figures for all job categories are provided for management in the Utilization Analysis Chart.

Minority job category under-representation of two or more standard deviations are highlighted below:

Technicians - Asian males under-represented 3%.

Protective Services: Sworn Officials - Black or African American males under-represented 4%; White females under-represented 3%.

Protective Services: Sworn-Patrol Officer - Hispanic or Latino males under-represented 3%; White females under-represented 10%; Hispanic or Latino females under-represented 9%; Black or African American females under-represented 7%.

Protective Services: Non-sworn - White females under-represented 8%.

Administrative Support - Black or African American males under-represented 4%.

In a commitment to provide a diverse workplace and replenish vacancies to reflect the community in which we serve, HCSO 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: Technicians, Protective Services: Sworn-Officials, 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 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 as well as capitalize on any virtual recruitment events in light of the COVID-19 pandemic.
- 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 on online certified qualification exams (Criminal Justice Basic Abilities Test and State Officer Certification Exam) within our in-house testing center, and maintaining personnel to support efficient background processes.

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

- a. The Chief Human Resources Officer 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/or EEO analysis will be completed at a minimum once per year.

c. Agency demographics will be completed on a monthly basis and provided to command staff for decision making.

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

a. 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 adjusting activities to online mediums to account for COVID-19.

b. 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 & Facebook Live, LinkedIn, Instagram, Twitter) to lend visual support to existing diversity, organizational culture, and job opportunities.

c. 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 adjusting activities to online mediums to account for COVID-19.

4. 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 and Recruitment and Screening 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.

Step 6: Internal Dissemination

Michele Hamilton, Chief Human Resources Officer of the Human Resources Division, is the assigned EEO Representative and is responsible for implementation of the agency's Equal Employment Opportunity Program. In order to ensure that employees are informed of the commitment to a diverse workforce and current state of the agency, we commit to the following internal dissemination methods of the EEOP Utilization Report:

1. Post an electronic copy of the HCSO EEOP Utilization Report on the agency intranet website for access by all employees.
2. Post an agency announcement on the announcement board of the agency intranet to all employees letting them know that hard copies of the HCSO EEOP Utilization Report are available upon request from the Human Resources Division.
3. Distribute electronic copies of the HCSO EEOP Utilization Report to all Command Staff personnel.
4. Include on the internal job announcement page for HCSO positions that employees may obtain a copy of the HCSO EEOP Utilization Report upon request from the Human Resources Bureau.
5. Include a bound copy of the HCSO EEOP Utilization Report among the materials displayed in the lobby of the HCSO Human Resources Division.

Step 7: External Dissemination

Michele Hamilton, Chief Human Resources Officer of the Human Resources Division, is the assigned EEO Representative and is responsible for implementation of the agency's Equal Employment Opportunity Program. In order to ensure that employees are informed of the commitment to a diverse workforce and current state of the agency, we commit to the following external dissemination methods of the EEOP Utilization Report:

1. Post an electronic copy of the HCSO EEOP Utilization Report on the HCSO public website for access by contractors, vendors, and the general public.

2. Post an announcement to the contractors, vendors, and the general public on the HCSO public website notifying them that hard copies of the HCSO EEOP Utilization Report can be requested from the HCSO Human Resources Division.
3. Display a bound copy of the EEOP Utilization Report among the materials displayed in the lobby of the HCSO Human Resources Division.
4. Link to the HCSO EEOP Utilization Report on the Career Opportunities page of the HCSO public website and include that applicants may obtain a copy of the HCSO EEOP Utilization Report upon request from the Human Resources Division.

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 #/%	33/31%	10/9%	7/7%	0/0%	2/2%	0/0%	1/1%	0/0%	32/30%	9/8%	10/9%	0/0%	1/1%	0/0%	1/1%	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 #/%	-14%	2%	3%	-0%	0%	-0%	1%	-0%	-0%	3%	5%	-0%	-0%	-0%	1%	-0%
Professionals																
Workforce #/%	44/25%	10/6%	10/6%	0/0%	1/1%	1/1%	1/1%	0/0%	59/34%	20/11%	23/13%	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 #/%	-7%	1%	2%	-0%	-2%	1%	0%	-0%	-3%	4%	6%	0%	-2%	0%	1%	-0%
Technicians																
Workforce #/%	49/23%	11/5%	12/6%	0/0%	2/1%	0/0%	4/2%	0/0%	101/47%	15/7%	16/7%	0/0%	1/0%	0/0%	5/2%	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 #/%	-5%	-2%	1%	-0%	-3%	0%	2%	-0%	14%	-3%	-2%	-0%	-2%	0%	2%	-1%
Protective Services: Sworn-Officials																
Workforce #/%	342/61%	72/13%	39/7%	1/0%	2/0%	1/0%	11/2%	0/0%	47/8%	16/3%	24/4%	0/0%	0/0%	0/0%	2/0%	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 #/%	9%	-1%	-4%	-0%	-0%	0%	1%	-1%	-3%	1%	-1%	-0%	-0%	0%	0%	-0%
Protective Services: Sworn-Patrol Officers																
Workforce #/%	841/52%	247/15%	166/10%	7/0%	17/1%	4/0%	45/3%	0/0%	170/11%	53/3%	48/3%	3/0%	8/0%	0/0%	9/1%	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 #/%	27%	-3%	-0%	0%	0%	0%	2%	-0%	-10%	-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 #/%	81/14%	37/6%	49/9%	0/0%	2/0%	0/0%	10/2%	0/0%	181/32%	68/12%	123/22%	0/0%	9/2%	1/0%	10/2%	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 #/%	-19%	-2%	6%	0%	0%	0%	2%	0%	-8%	7%	11%	0%	2%	0%	2%	0%
Administrative Support																
Workforce #/%	19/6%	15/5%	3/1%	0/0%	0/0%	0/0%	2/1%	0/0%	144/49%	52/18%	44/15%	1/0%	5/2%	1/0%	8/3%	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 #/%	-19%	-2%	-4%	-0%	-1%	-0%	0%	-0%	11%	6%	6%	0%	0%	0%	2%	-0%
Skilled Craft																
Workforce #/%	39/36%	51/48%	7/7%	1/1%	8/7%	0/0%	1/1%	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%	1%	6%	-0%	0%	-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	✓															
Professionals	✓															
Technicians					✓											
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 #/%	1/33%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	1/33%	0/0%	1/33%	0/0%	0/0%	0/0%	0/0%	0/0%
Major																
Workforce #/%	10/71%	0/0%	2/14%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	1/7%	1/7%	0/0%	0/0%	0/0%	0/0%	0/0%
Captain																
Workforce #/%	6/50%	1/8%	2/17%	0/0%	0/0%	0/0%	0/0%	0/0%	2/17%	1/8%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Lieutenant																
Workforce #/%	27/59%	6/13%	5/11%	0/0%	0/0%	0/0%	0/0%	0/0%	2/4%	2/4%	4/9%	0/0%	0/0%	0/0%	0/0%	0/0%
Sergeant																
Workforce #/%	87/66%	12/9%	7/5%	0/1%	1/1%	0/0%	4/3%	0/0%	15/11%	0/0%	6/5%	0/0%	0/0%	0/0%	0/0%	0/0%
Corporal																
Workforce #/%	107/61%	20/11%	17/10%	0/1%	1/1%	1/1%	3/2%	0/0%	11/6%	5/3%	10/6%	0/0%	0/0%	0/0%	1/1%	0/0%
Detective/Pilot																
Workforce #/%	104/60%	33/19%	6/3%	1/0%	0/0%	0/0%	4/2%	0/0%	15/9%	7/4%	2/1%	0/0%	0/0%	0/0%	1/1%	0/0%
Protective Services: Sworn-Patrol Officers																
Workforce #/%	841/52%	247/15%	166/10%	7/1%	17/1%	4/0%	45/3%	0/0%	170/11%	53/3%	48/3%	3/0%	8/0%	0/0%	9/1%	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

Chief Human Resources Officer

10-28-2020

[signature]

[title]

[date]