
**EQUAL EMPLOYMENT OPPORTUNITY/
AFFIRMATIVE ACTION PLAN**

2020-2021 PLAN YEAR

**Prepared by:
Bureau of Personnel Services
October 11, 2021
850-617-3202**

Our Mission: *Providing Highway Safety and Security through Excellence in Service, Education, and Enforcement.*

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EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

STATEMENT OF POLICY

The Florida Department of Highway Safety and Motor Vehicles (FLHSMV) assures each member and applicant fair consideration in Department employment. Employment includes recruitment, examination, hiring, promotion, demotion, and separation. All employment decisions will be based on objective, job-related criteria designed to evaluate an individual's knowledge, skills, and abilities needed to perform the duties of a particular job.

Title VII of the Civil Rights Act of 1964, (as amended), the Age Discrimination in Employment Act of 1967 (ADEA), the Americans with Disabilities Act of 1990 (ADA) and 2008 (ADAAA), the Lilly Ledbetter Fair Pay Act of 2009, the Genetic Information Nondiscrimination Act of 2008 (GINA), and the Florida Civil Rights Act of 1992 prohibit discrimination in employment based on age, sex, religion, race, color, national origin, marital status, disability, and genetic information. Sexual harassment of employees and applicants is a form of sex discrimination. An act of unlawful discrimination by any employee will lead to disciplinary or administrative action, up to and including dismissal.

A person who feels he or she is a victim of discrimination should file a complaint with the Intake Officer, who is the Chief of Personnel Services. Details are outlined in FLHSMV Policy 3.05, Claims of Discrimination to include Sexual Harassment. Complaints may be faxed, mailed, or emailed to the Bureau of Personnel Services, Neil Kirkman Building, 2900 Apalachee Parkway, Room A420, Tallahassee, Florida 32399-0503, Fax 850-617-5177. The telephone number is 850-617-3207, and the email is OER@flhsmv.gov.

Supervisors or managers who become aware of conduct that is or may be an act of unlawful discrimination must immediately report it through their chain of command and to the Bureau of Personnel Services' Office of Employee Relations. Failure to do so subjects them to disciplinary action, which may include dismissal.

The Department prohibits retaliation against, coercion, or intimidation of any individual who has complained about unlawful discrimination, filed a charge of unlawful discrimination, or participated in an employment discrimination investigation or lawsuit. Action will be taken against any member found to have committed these acts.

Any member or applicant who has questions or concerns about employment practices should call or visit the Bureau of Personnel Services' Office of Employee Relations at (850) 617-3202, Neil Kirkman Building, 2900 Apalachee Parkway, Room A413, Tallahassee, Florida 32399-0503 or email the intake officer at KimWard@flhsmv.gov. Each inquiry will be dealt with promptly and respectfully and each person who requests information will be informed of the degree of confidentiality that will be maintained.

All members have access to and receive mandatory annual training on FLHSMV Policies that underscore our commitment to a workplace based on equal opportunity for all, respect for and understanding of diversity, venues for members and others to report concerns and have them addressed at a high level in the agency, and zero tolerance for any acts of retaliation or retribution.

Kimberly Sisko Ward, Chief of Personnel Services

Printed Name and Title of EEO/AA Officer



Signature of EEO/AA Officer

REVIEW AND DISSEMINATION OF POLICY

Members shall have access to the Affirmative Action Plan and to the FLHSMV Policies that underscore our commitment to equal employment opportunity. Policies are posted on the FLHSMV Intranet, and a statement affirming and supporting our principles and practices is posted in the offices throughout the state. By doing so, all members have access to these policies. These policies are reviewed annually to ensure equal access. Where required, contractors and recruitment sources are notified of the Department's Affirmative Action policy. As required by Florida Statute, all vacancy advertisements include an Equal Employment Opportunity and Affirmative Action statement.

TRAINING PLAN

FLHSMV is committed to ensuring a safe and productive work environment and recognizes the importance of regularly training members on related policies and procedures. In line with this commitment, Department members are required to complete several courses that are assigned as part of the Annual Mandatory Learning Plan. This learning curriculum contains twelve (12) required courses, including The Americans with Disabilities Act, Title VI, and Claims of Discrimination to include Sexual Harassment.

All new hires are required to complete all Annual Mandatory courses within 30 days of assignment, and all members are required to complete the courses by May 1st of each year.

OVERVIEW OF THE DEPARTMENT

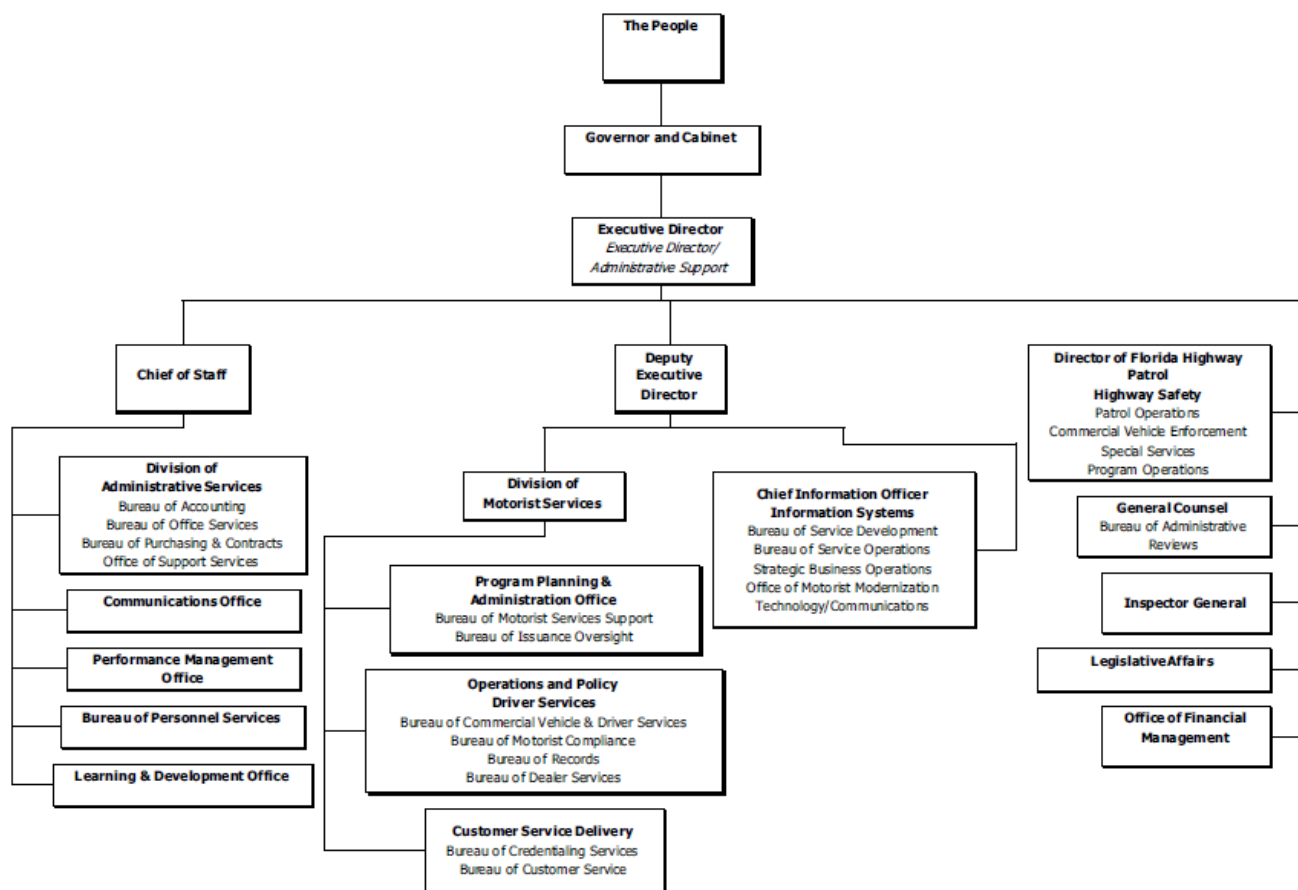
The Florida Department of Highway Safety and Motor Vehicles was created by Section 20.24, Florida Statutes. It exists to facilitate highway safety through excellence in service, education, and enforcement. It is composed of five divisions or division comparable operations: Florida Highway Patrol, Motorist Services, Administrative Services, Information Systems Administration, and the Office of the Executive Director.

The Department-head of FLHSMV is the Executive Director who is appointed by the Governor with the approval of the Cabinet. The Executive Director supervises, directs, coordinates, and administers all activities of the Department.

The Department has approximately 4,339 FTE authorized positions and requested a budget for 2020-21 in excess of 499 million dollars.ⁱ

Florida Highway Safety and Motor Vehicles

ORGANIZATIONAL STRUCTURE



ROLES OF THE EXECUTIVE DIRECTOR AND EEO OFFICER

Executive Director:

The Executive Director ensures that the Equal Employment Opportunity and Affirmative Action policies and practices are designed to effectively achieve the goals of the program; monitors the program; and assists the EEO Officer in requiring managers and supervisors to actively participate in its effective implementation. The Executive Director requires that equal opportunity is present not only in recruitment and hiring, but that under-utilization of minority employees is considered by focusing on career development through training and support.

EEO Officer:

The Chief of Personnel Services has been appointed by the Executive Director to serve as the EEO Officer of the Department. The EEO Officer is responsible for implementing the plan, monitoring its progress, and ensuring the continuing identification and elimination of possible sources of discrimination or employment practices that could lead to discrimination.

EEO/AA COMPLAINT PROCEDURE

FLHSMV Policy 3.01, Equal Employment Opportunity (EEO) and Affirmative Action (AA), describes the Department's commitment to equal opportunity. FLHSMV Policy 3.05, Claims of Discrimination to include Sexual Harassment, provides that any applicant or member who feels that he or she has been unlawfully discriminated against may address a complaint to: Florida Highway Safety and Motor Vehicles, EEO Officer, Chief of Personnel Services, Room A420, Neil Kirkman Building, 2900 Apalachee Parkway, Tallahassee, Florida 32399-0500,

An aggrieved person may also telephone the Bureau of Personnel Services' Office of Employee Relations at (850) 617-3202 or send an email to OER@flhsmv.gov for consultation or assistance in filing a claim. The Department has zero tolerance for acts of unlawful discrimination whether based on race, national origin, color, sex, age, disability, veteran's status or the basis of any other class protected under applicable law. Sexual harassment, a form of unlawful discrimination, is expressly prohibited as well.

The complaint must detail the alleged act or acts describing how, when, and where they occurred and identify all parties who were present, involved or who may have pertinent information about the claim. All complaints are handled thoroughly, fully, fairly, respectfully, and promptly. An inquiry necessary to determine the facts of a situation will be undertaken. The EEO Officer will issue a decision on the complaint, and, if it is sustained, direct and ensure that corrective action be taken.

SUMMARY AND COMPARISON OF 2020 AND 2021 REPORTS

An analysis of the agency’s utilization rates shows the Department’s diversity rates generally parallel Florida’s Available Labor Market (ALM). As shown in the chart below, the Department’s overall diversity levels for 2021 differ only slightly from 2020, where there was no change in population distribution rates for any EEO group over 1%, except for White females, who experienced a decrease of 2.16%. Further analysis of FLHSMV’s population distribution can be found in the Utilization Analysis section of the report, beginning on page 17.

White males and females experienced notable decreases in hiring rates, at 5.29% and 7.33% respectively. Meanwhile marginal increases in hiring rates are seen among Black/African American and Hispanic males and females. Hispanic males experienced the most drastic increase at 9.46%.

Nearly all minority groups experienced slight increases in promotion rates during the year, the largest of which were attributed to Hispanic females and Other males, at 2.53% and 2.67% respectively. Black/African American females, however, were the only group to experience a decrease in promotions at a rate of nearly 2%.

Demotion rates among males and females nearly parallels last year’s rates, where only Other males and females experienced a change greater than 1%. The Analysis of Employment Actions, found on page 24, offers further insight into hiring, promotion, and demotion rates, as well as a look at voluntary and involuntary separations for the 2020-2021 reporting period.

2020 and 2021 Fiscal Year Comparison												
EEO Group	DHSMV Population Distribution			Hiring Rates			Promotion Rates			Demotion Rates		
	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change	2020	2021	% Change
White Males**	34.03%	34.65%	0.62%	30.33%	25.05%	-5.29%	3.88%	3.65%	-0.23%	0.58%	0.68%	0.10%
White Females	18.22%	16.06%	-2.16%	18.32%	10.99%	-7.33%	2.55%	3.12%	0.57%	1.29%	1.15%	-0.14%
Black Males	9.57%	10.05%	0.48%	11.11%	13.15%	2.04%	3.94%	5.25%	1.31%	0.53%	0.26%	-0.27%
Black Females	15.50%	14.87%	-0.63%	17.57%	18.92%	1.35%	3.94%	1.95%	-1.99%	1.13%	0.35%	-0.78%
Hispanic Males	12.54%	13.00%	0.46%	9.46%	18.92%	9.46%	2.91%	3.04%	0.13%	1.20%	0.81%	-0.39%
Hispanic Females	7.10%	7.65%	0.55%	7.81%	10.45%	2.64%	1.95%	4.48%	2.53%	0.65%	0.69%	0.04%
Other Males*	1.53%	1.98%	0.45%	1.80%	1.26%	-0.54%	1.33%	4.00%	2.67%	0.00%	1.33%	1.33%
Other Females*	1.51%	1.74%	0.23%	3.60%	1.26%	-2.34%	1.37%	3.03%	1.66%	1.41%	0.00%	-1.41%
Total Males**	57.67%	59.68%	2.01%	52.70%	58.38%	5.68%	3.60%	3.80%	0.20%	0.69%	0.66%	-0.03%
Total Females	42.33%	40.32%	-2.01%	47.30%	41.62%	-5.68%	2.88%	2.94%	0.06%	1.12%	0.72%	-0.40%

*Population sizes represent less than 2% of the sample.

**Majority group.

ANALYSIS OF FLHSMV

Snapshot of a FLHSMV Member:

FLHSMV consists of 2,263 (59.68%) males and 1,529 (40.32%) females. The agency is comprised of 1,869 (49.29%) minorities, though White males are most prevalent. Of the eight EEO job categories, the greatest proportion of members (47.23%) work in the Protective Services category, which consists of Driver Licenses Examiners, Duty Officers, Troopers, Corporals, Sergeants, etc. The average age of FLHSMV members is 44 years old, with over fourteen years of service, and an average yearly salary of \$50,433. Therefore, an average FLHSMV member is:

Average FLHSMV Member

White male

44 Years Old

Protective Services

14 Years of Service

\$50,433 Annually

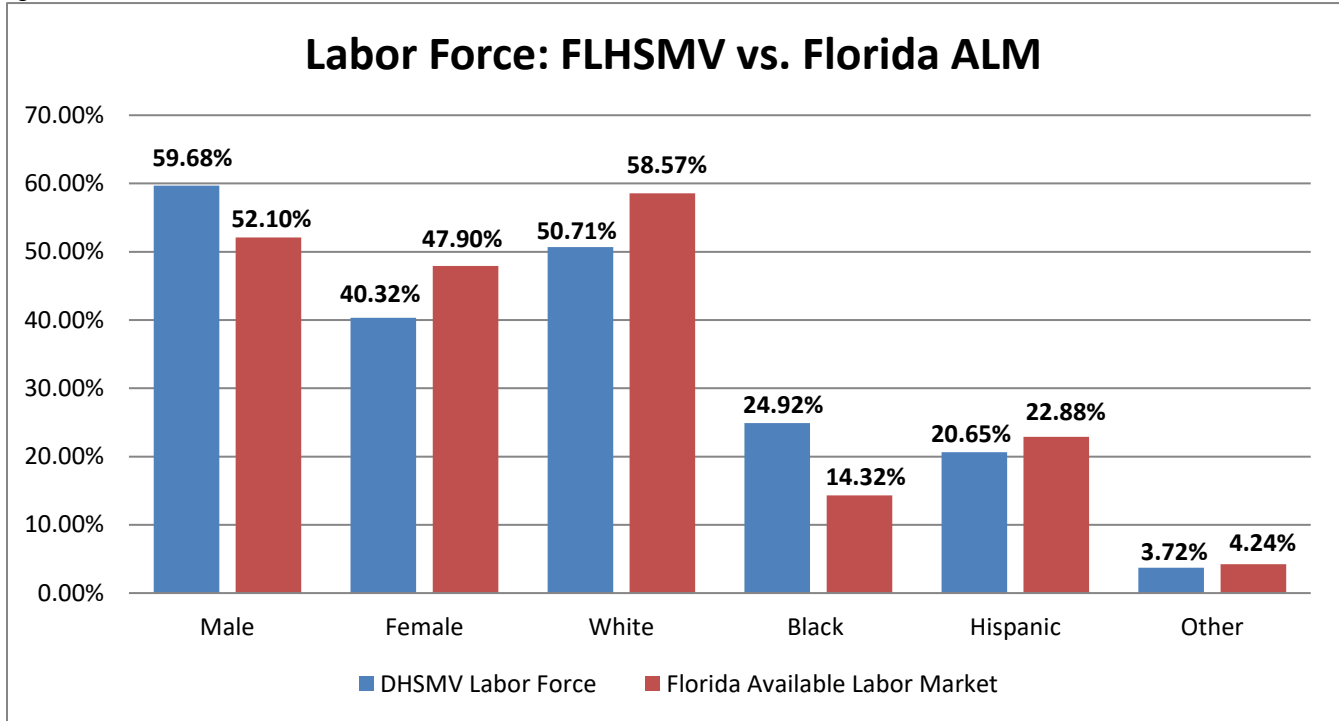


FLHSMV compared to the State of Florida:

To effectively analyze the Department's EEO practices, it is necessary to compare the employment data of the Department to the State of Florida's Available Labor Market (ALM). The Florida ALM is the civilian workforce of those ages 16 and older who are either currently employed or searching for employment.

On the following page, Figure 1 presents the labor force representation of our Department compared to Florida's ALM. The Department's representation by males and females is comparable to the ALM of Florida, with females represented roughly 7% less when compared to the ALM representation. There are slightly fewer Whites and Hispanics in the Department's labor force than Florida's ALM, wherein Whites compose roughly 8% less, and Hispanics compose roughly 2% less than the State's available labor force. On the other hand, Blacks/African Americans are overrepresented in the Department's labor force by over 10% when compared to Florida's ALM.

Figure 1



EMPLOYMENT TRENDS AND PROJECTIONS

As the agency sets hiring goals, it is vital that we consider the current national and statewide employment trends, future projections, a hybrid work force, the effect of the COVID-19 pandemic, and the underrepresented talent. A hybrid workforce is being adopted by many employers, which is partly due to the pandemic, which reflects a vast difference in the employment trends and projections than it has in previous years. The COVID-19 pandemic has impacted demographic groups disparately. Although all groups were affected, persons identifying as Black/African American or Hispanic/Latino and younger workers experienced higher peaks in unemployment and steep declines in labor force participation than any other EEO groups. Additionally, educational attainment trends suggest an increase in unemployment rates and a lower labor force participation throughout the pandemic. According to the Bureau of Labor Statistics (BLS), the current labor force is the number of people who are either working, or looking for work, and are 16 years of age or older. Workforce participation is defined as the percentage of the population that is either employed or actively seeking employment.

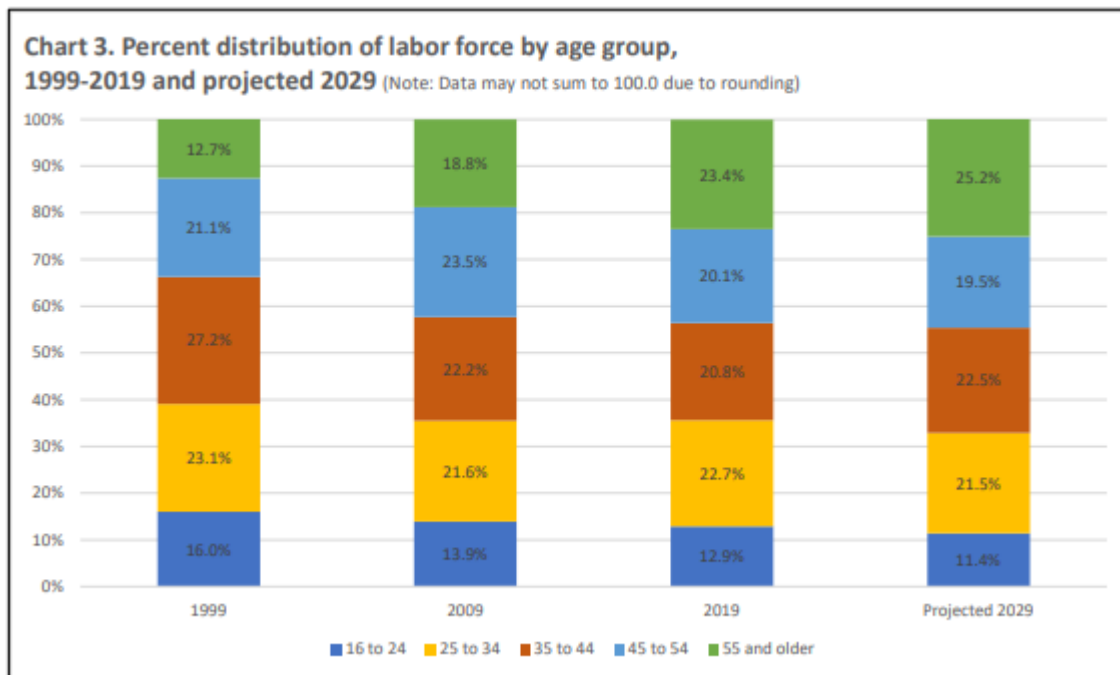
In April of 2020, the unemployment rate reached 14.8% the highest rate observed since data collection began in 1948. The labor force participation rate declined to 60.2% -- a level not seen since the 70's -- but started to partially recover in May of 2020. In May of 2021, the labor force participation rate was 61.6%, 1.8% below January's 2020 pre-pandemic level, and unemployment remained higher (5.8%) than it has been since February 2020, (3.5%). As of May 2021, the civilian labor force of Florida has been estimated at 10.3 million people, of which over 1.1 million are attributed to government jobs.ⁱⁱ Florida saw a slight increase in the civilian labor force over the last year while there was a small decline in the number of civilians employed in government jobs since June 2020.ⁱⁱ

The U.S. labor force is expected to increase by 8.0 million from 163.5 million in 2019 to 171.5 million in 2029. The participation rate is projected to decline from 63.1 percent in 2019 to 61.2 percent in 2029.ⁱⁱⁱ The decline in labor force participation is due to the aging of the baby boomer generation, a continuation of the declining trend in men’s participation, a slight decline in women’s participation, and an increase in the hybrid workforce. The civilian noninstitutional population growth rate is projected to decline slightly, from 0.9 percent annually in 2009-19 to 0.8 percent annually in 2019-29.ⁱⁱⁱ This results in an increase of 21.2 million over the 2019-29 projections horizon to a level of 280.4 million.

Age:

The Bureau of Labor Statistics 2019-2029 Employment Projections show that by 2029 the labor force is expected to increase among ages 35 to 44 and ages 55 and older; meanwhile decreases are expected among age groups 16 to 24, 25 to 34, and 45 to 54.^{iv} These projections are charted in Figure 2 along with the percent distribution of labor force by age group for 1999-2019.

Figure 2



iv

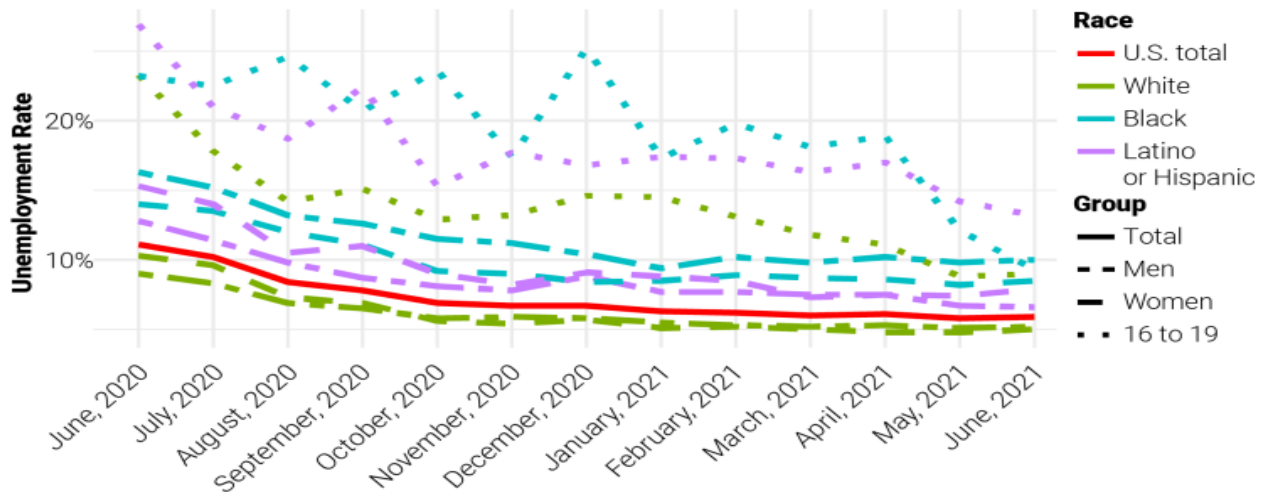
As shown in Figure 3 below, unemployment rates tend to increase more for younger workers and were higher for women early in the recession. Between February and April 2020, the rate for women ages 16-19 increased by 25% to 36% in contrast, the rates for men in the same age range increased by 16% to 28%. Since that time the gap between younger men and women has reversed. On average, Black/African American teens ages 16 to 19 have the highest unemployment rate between June 2020 to June 2021 (a 13-month period) at 19.4%, while White men over 20 had the lowest, at 6.1%.

The unemployment rate for teenage men (10%) was higher than the rate for teenage women (9%) in May 2021, although both rates roughly equal pre-recession levels. In May 2021, the unemployment rate for women ages 25 to 54 (4.9%) was lower than rate for men (5.5%) in the same age range, while the rate for women ages 55 and over (5.0%) was slightly higher than that of men ages 55 and over (4.6%)

Figure 3

Figure 2. Young people and Black men continue to struggle in labor market

Unemployment rate by race, age, and gender



Source: U.S. Bureau of Labor Statistics.

B Metropolitan Policy Program
at BROOKINGS

A growing percentage of the population is found in the higher age categories. By 2029, all baby boomers will be at least 65 years old. The increase in median age and share of people age 65 years and older contributes to slower projected growth in the labor force, and a continued decline in the labor force participation rate.^{iv} These trends are important for the labor force because older people are less likely to work than those ages 25 to 54. The participation rate of youth, ages 16 to 24, has also declined in correspondence with a higher fraction of young people attending school.

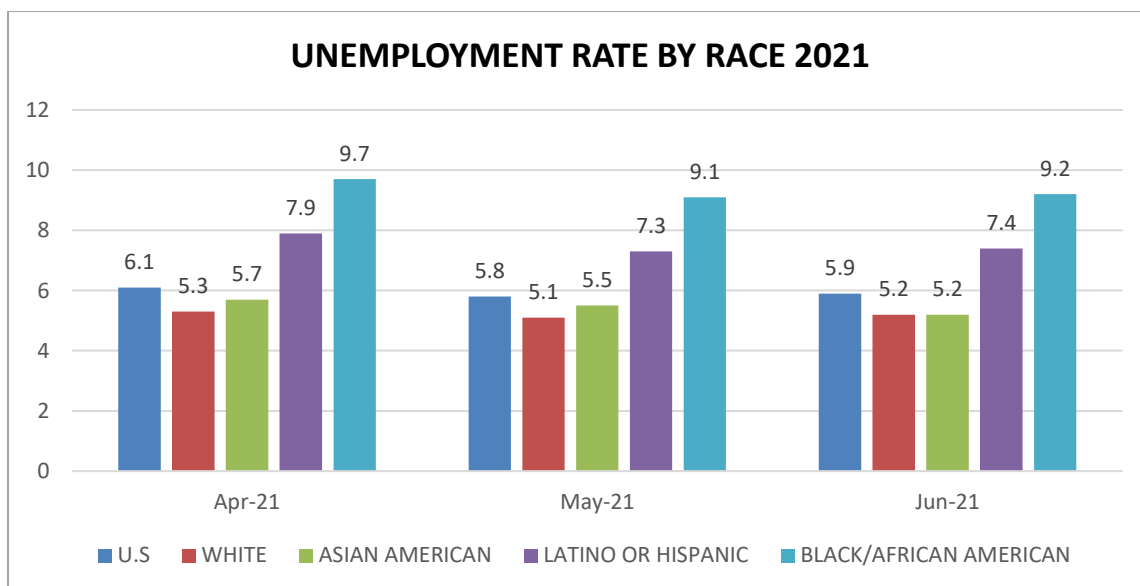
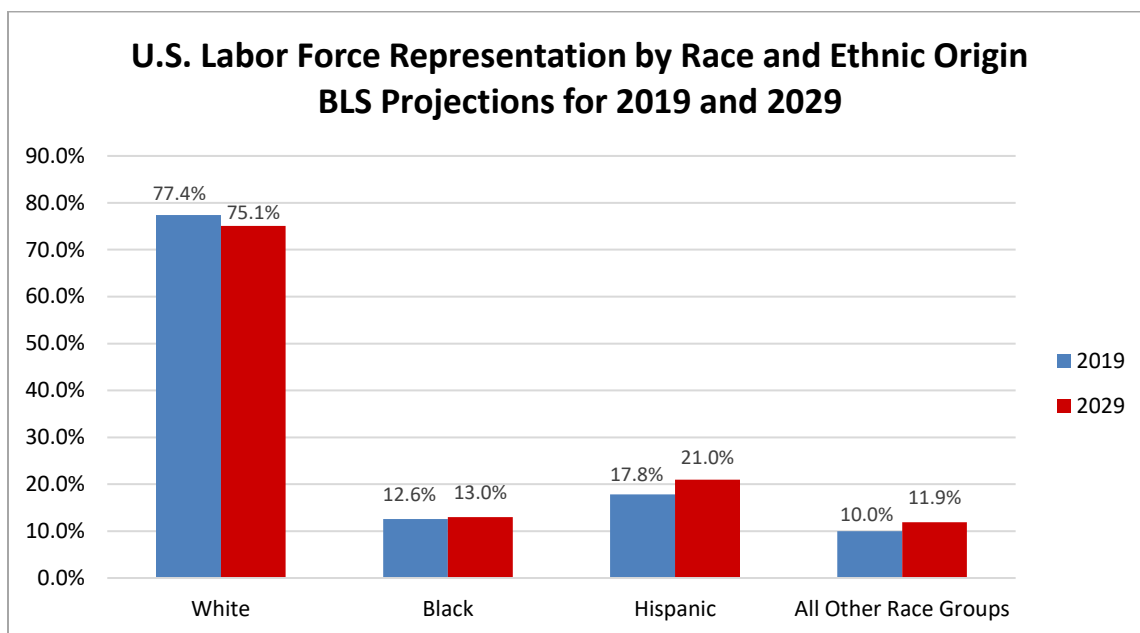
The aging population is expected to continue to drive strong demand for a variety of healthcare services, with 3.1 million jobs projected to be added in the healthcare and social assistance sector through 2029.^{iv} Service-providing sectors will account for most of the jobs added by 2029, led by strong growth in the healthcare and social assistance sector. The aging population will continue to create strong demand for industries and occupations that provide healthcare and related services.

Race and Ethnicity:

According to Bureau of Labor Statistics (BLS), Whites make up the majority of the labor force, 78%, while Blacks/African Americans and Asians constitute an additional 13% and 6%, respectively. American Indians and Alaska Natives made up 1% of the labor force. Bureau of Labor Statistics (BLS), June's 2021 statistic shows continuing economic recovery from COVID-19.^v Nationally, there were 850,000 jobs added, but the employee rate increased slightly, 5.9% after decreasing from 6.1% in April and 5.8 percent in May. This trend continues to be uneven specifically across the racial lines. Among the EEO groups, Black/African American workers had the highest unemployment rate of 9.2% compared to the Whites at 5.2% and Latino or Hispanics at 7.4%.

The segment of the labor force held by minorities will continue to experience growth, the greatest increase occurring among Hispanics. The 2029 projected percent distribution by race and ethnicity for Whites is 75.1%, Hispanics 21%, Blacks 13%, and all other groups 11.9%. This compares to 2019's distribution of Whites of 77.4%, Hispanics 17.8%, Blacks 12.6%, and all other groups 10%.^{vi} These labor force projections, reflected in Figure 4 below, should be taken into consideration when forming future employment goals.

Figure 4



Gender:

The United States unemployment rate by race and gender for June 2021 reflects that overall Black/African American men and women have the highest unemployment rate in the United States (19.44%) when compared to other racial groups such as White men and women (13.8%) and Hispanic men and women (18.02%).

While June's 2021, 850,000 job increase is promising, the number of people who want jobs but remain unemployed has increased to 6.4 million from 1.4 million since February 2020. These individuals are not included in the unemployment rate because they have not actively sought employment in the last four weeks.

Trends in Educational Attainment:

In the past decade, the rate of labor force participation of the population age 25 and over fell for all education groups except those who had not completed high school, whose rate was not statistically different. Labor force participation fell 3.1% for people with a bachelor's degree or higher, 5.1% among those with some college or an associate degree, and 4.5% for those who completed high school.^{vii}

BLS reported the share of the labor force in 2018 among people 25 years and older with at least a high school diploma was more than 90% each for Whites, Blacks/African Americans, and Asians. Seventy-six percent of Hispanics in the labor force had attained at least a high school diploma. 63% of Asians in the labor force had a bachelor's degree and higher, compared with 41% of Whites, 31% of Blacks, and 21% of Hispanics.

In 2019, high school was the highest level of education completed by 28.1% of the population age 25 and older, whereas 22.5% of the population finished four years of college. From 2010 to 2019, the percentage of people age 25 and older with a bachelor's degree or higher increased from 29.9% to 36.0%. In 2019, about 28.4% of the population in Florida aged 25 years and over were high school graduates, 19.3% held a bachelor's degree, and 11.4% held a master's degree or higher.

As of April 2020, the unemployment rate for workers with less than a high school diploma peaked at 21.0%, which is higher than the peak for those at all other education levels. The May 2021 rate for workers less than a high school diploma (9.1%) was also higher than the rate for all other education levels. Among all educational levels, workers with a bachelor's degree or higher, the highest education level classified here, had the lowest peak unemployment rate (8.4% in April 2020) and the lowest in May 2021 rate (3.2%).

Trends in Job Recruiting:

The shifting age, ethnicity, and need for social distancing will alter the way job recruitment is done in America and around the world. The Coronavirus Disease 2019 (COVID -19) pandemic affected the labor market of every state economic sector and major demographic group in the United States. Effective and efficient job recruitment is vital to any occupation to avoid high turnover costs.

The need for social distancing will be the driving force behind healthcare, scientific and technological services, the fastest growing industries over the next decade. Technology will be the driving force behind major changes in society as employers utilize the Internet as a key method in attracting external and internal candidates by using social media websites such as Facebook, LinkedIn, and Twitter to attract job applicants. Software like Zoom is used to conduct interviews and hold meetings while the use of Microsoft Teams is a way to communicate with existing employees and train new ones. Recruiting via social media is growing, with reportedly 84% of organizations currently using it, and 9% planning to use it. Furthermore, 71% of HR professionals surveyed reported social media recruitment as effective in decreasing time to fill for non-management and salaried positions.^{viii} Social media recruiting is also used by organizations to recruit passive job candidates, increase employer brand and recognition, and target job candidates with a specific set of skills. Additionally, advertising on social networking sites can be a convenient way to target applicants. For example, while advertising on Facebook, employers can filter who sees their advertisement by education, interests, work history, etc. Employers can also set their own daily advertising budget and can specify what time(s) an advertisement is run by the website.

Necessary changes must also be made to recruit long term employees to replace the baby-boomer generation that is on the edge of retirement. To combat recruiting and retention difficulties, it is critical for public sector employers to properly market the benefits of working in government, especially to the career focused applicants. The Department may accomplish this by educating prospective candidates on the great benefits of state government, such as on-going education benefits, skill development opportunities, and comprehensive benefit packages, to include health care and retirement benefits, which full time OPS can benefit from as well. In addition, public employers must help prospective candidates better understand the industry and potential opportunities. For example, simplifying job opportunity announcements so applicants can better understand the basic requirements of the positions advertised. The average applicant initially looks for the Who, What, Where and How in the positions for which they apply: Who will I be working for? What will I be doing? Where is this position located? How much will I get paid? In addition, the Department could benefit from setting up computer stations linked only to our employment site at our highly visited offices such as Motor Services and Florida Highway Patrol. These computer stations would display information such as benefits, contacts, job opportunities and more.

Key recruitment trends of 2020 include increasing focus on company culture, use of artificial intelligence to aid in recruitment processes, mobile recruiting, and prioritization of diversity and inclusion by HR Managers.^{viii} While pay remains a top motivating factor for employees today, younger members of the labor force, including Generation Z and millennials, are beginning to prioritize culture above pay. Employers are beginning to respond to this by focusing on improving candidate experiences during the application process and increasing employee engagement throughout the organization. Studies have shown improved performance, innovation, customer satisfaction, talent acquisition and business decisions are influenced by strong company culture.^{ix}

Smart recruiting using AI will enable employers to upgrade traditional hiring processes and benefit from more effective and efficient recruiting. Email automation and applicant tracking systems will lend to the incorporation of candidate screening software and digital skills analysis. AI tools such as these can help

improve the hiring experience, reduce cost per hire, shorten time to hire, and assist in unbiased decision making.

The use of mobile devices to conduct job searches is expected to increase significantly in the new decade, underscoring the need for companies to optimize the mobile application process. Social media recruiting is also expected to continue to grow as a likely and potential source for mobile job searches.

With an increased focus on company culture will come the prioritization of diversity and inclusion by HR Managers. Diversity and inclusion strategies can be used to drive employee engagement and improve the candidate experience. In the hiring process, HR should focus on removing barriers to inclusion in the application process and eliminating unconscious bias in job descriptions, advertisements, and interviews.

The COVID-19 pandemic has required recruiters to adapt and learn to recruit and hire during social distancing. Additionally, an increase in remote work poses challenges to building and maintaining strong company culture. As many companies face talent shortages and struggle to attract and retain talent, it will be increasingly important to modernize our hiring process through the incorporation of AI recruiting tools, tap into diverse talent pools through mobile and social media markets, and concentrate on improving candidate experiences and employee engagement at all levels.

ANALYSIS OF PRIOR YEAR'S GOALS

This analysis uses the concept of utilization to evaluate the workforce of the Department. Utilization is the term used to define how well a minority demographic is represented in the labor force. To analyze utilization, we must compare the 3,792 current non-OPS employees of the FLHSMV with the State of Florida's ALM from the 2010 United States Census Data. The Florida ALM is the civilian workforce of those ages 16 and older who are either currently employed or searching for employment.

To determine proper utilization in proportion to the ALM, we use the 80% Rule. The 80% Rule states that there is underutilization if the EEO group reflects less than 80% of the availability of that same group in the ALM.^x Please note, as a statistical practice, adverse impact is not calculated for groups that represent less than 2% of the pool, which in this case would be the labor force of the Department. White males are a "majority group;" so, underutilization does not apply to these EEO groups.

Figure 5 below displays the attainment of last year's goals, broken down with the EEO job categories as the horizontal rows, and the EEO groups as vertical columns. Each EEO group has two sub-columns; one labeled as "Goal" and one labeled as "Met." The "Goal" column reflects the goal that was set for each EEO group in that job category. If there is an N/A, no goal was set because underutilization was not significant for that EEO group in that job category. If we had met any of last year's goals, a "Y" with a corresponding number (indicating the percentage of increase above the goal) would have been indicated in the "Met" column. The groups with "N" reflected in this column indicate we did not meet last year's goal.

Last year’s goals were set to reflect a specific percentage of individuals that we wanted to hire or promote for each EEO group. For example, we set a goal of increasing hiring/promotions among Black/African American females by 4% in EEO Job Category 4. This means that last year we set a goal to hire or promote an additional four percent of Black/African American females to the Protective Service Workers job group from July 1, 2020, to June 30, 2021.

No goals were set for those in the Other male and Other female EEO groups because these groups only represent approximately 2% of the Florida ALM and of the Department. No goals were set for Paraprofessionals, Skilled Craft Workers, and Service Maintenance groups, as they represented less than 2% of the Department’s work force. Due to this, the entire columns of goals under Other males, Other females, and White males are labeled as “N/A,” as well as the rows for Paraprofessionals, Skilled Craft Workers, and Service Maintenance groups. As previously mentioned, no goals were set for White males, because they are referred to as a “majority group.”

Figure 5

Analysis of Prior Year's Goals																
EEO JOB CATEGORY	EEO GROUP															
	White Males**		White Females		Black Males		Black Females		Hispanic Males		Hispanic Females		Other Males*		Other Females*	
	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?
1 - OFFICIALS & ADMINISTRATORS	N/A		N/A		N/A		N/A		6%	N	N/A		N/A		N/A	
2 - PROFESSIONALS	N/A		2%	N	N/A		N/A		1%	Y	N/A		N/A		N/A	
3 - TECHNICIANS	N/A		20%	N	N/A		N/A		N/A		5%	N	N/A		N/A	
4 - PROTECTIVE SERVICE	N/A		2%	N	N/A		4%	N	N/A		N/A		N/A		N/A	
5 - PARA PROFESSIONALS*	N/A		N/A		N/A		N/A		N/A		N/A		N/A		N/A	
6 - ADMINISTRATIVE SUPPORT	N/A		12%	N	N/A		N/A		1%	N	N/A		N/A		N/A	
7 - SKILLED CRAFT*	N/A		N/A		N/A		N/A		N/A		N/A		N/A		N/A	
8 - SERVICE MAINTENANCE*	N/A		N/A		N/A		N/A		N/A		N/A		N/A		N/A	

*Population sizes represent less than 2% of the sample, thus it is not appropriate to calculate adverse impact with such a small representation.

**No goals were set for this group, as they are the "majority group."

Figure 6 displays the change in representation for each EEO group in each job category. The bolded percentages indicate goals were set for these categories last year. For the Professional’s job category, we were able to achieve our goal of increasing Hispanic males by 1%. We were not able to satisfy our utilization goals set for the remaining eight job categories. White males experienced the greatest change in representation at -5.15% in the Service Maintenance Category. No significant decreases in representation were seen among any of the minority EEO groups.

Figure 6

% Representation Changes by Job Category from 2020 to 2021										
EEO4 Category	White Males	White Females	Black Males	Black Females	Hispanic Males	Hispanic Females	Other Males	Other Females	Total Males	Total Females
01 OFFICIALS AND ADMINISTRATOR	0.41	-1.58	0.06	1.88	-0.88	-0.86	0.05	0.93	-0.38	0.38
02 PROFESSIONALS	-0.21	-1.09	0.92	-0.27	0.74	-0.03	-0.02	-0.02	1.44	-1.44
03 TECHNICIANS	2.90	-0.94	0.39	-0.21	0.58	-0.85	-0.08	-1.78	3.80	-3.80
04 PROTECTIVE SERVICE WORKERS	-0.71	-0.23	0.00	-0.35	1.09	0.01	0.18	0.02	0.56	-0.56
05 PARAPROFESSIONALS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
06 ADMINISTRATIVE SUPPORT	0.56	-2.35	-0.07	3.34	-0.31	-0.32	-0.18	-0.69	0.02	-0.02
07 SKILLED CRAFT WORKERS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
08 SERVICE MAINTENANCE	-5.15	0.00	1.47	2.94	0.37	0.00	0.37	0.00	-2.94	2.94

UTILIZATION ANALYSIS

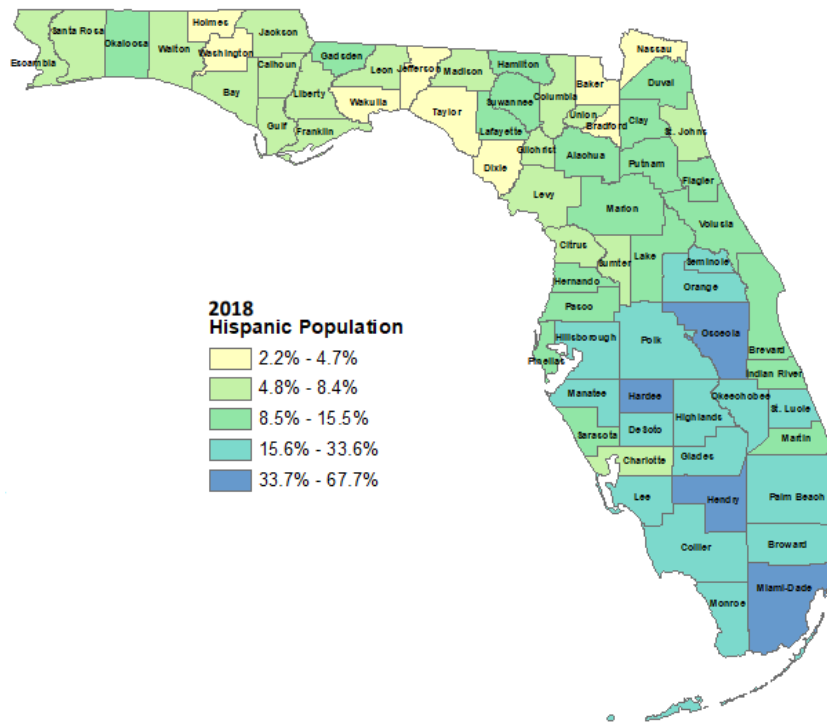
This section introduces the methods and results of this year’s analyses and describes our planned action to achieve next year’s goals. This year’s analyses use the same concept of utilization, which was used to evaluate the workforce of the Department last year.

Florida’s ALM is comprised of 58.57% Whites, 22.88% Hispanics, and 14.32% Black/African Americans, with the remaining percentage reflected as “Other.” The Hispanic population in Florida has been on an upward trend. According to the 2010 Census, Hispanics represented about 22.5% of Florida's population. Currently, approximately 26% of Florida’s population is Hispanic. By 2030, Hispanics are forecast to represent 30% of the state’s population. ^{xi}

Though the Hispanic population in Florida is increasing, it is not evenly distributed throughout the state. Figure 7 below illustrates Florida’s Hispanic population by county, most of which is located in South and Central Florida. The counties with the greatest percentage of Hispanic populations include Miami-Dade, Hardee, Hendry, and Osceola. ^{xv}

The Utilization Analysis shows that many of our job categories reflect underutilization for Hispanic males and females. This may be contributed to the disbursement of employees and job locations throughout the State: approximately 45% of FLHSMV employees are located in North Florida, as opposed to 31% in South Florida and 23% in Central Florida.

Figure 7



xv

In examining and analyzing the following statistical information, our utilization analysis revealed an underutilization for White and Hispanic females when looking at FLHSMV as a whole. The utilization analysis shows an underutilization for Hispanic males in two of the eight EEO Job Categories, for White females in four of the eight EEO Job Categories, Hispanic females in two of the eight EEO Job Categories. Black/African American males exceed the minimum 80% utilization requirement in all EEO Job Categories, and Black/African American females were underutilized in one of the eight EEO Job categories.

Other males and females, e.g., persons of Native American/American Indian, Pacific Islander, South Asian, or Alaskan Native descent, or persons defining themselves of mixed or multiple heritage, are technically under-represented in all EEO job categories. Some 2% of our membership is in this category, and it is a group growing in size. The Paraprofessionals, Skilled Craft Workers, and Service Maintenance groups also represent a small fraction of our workforce, with each group making up less than 1% of our workforce individually. These groups constitute a very small percentage of the statistically available workforce. As previously noted, using the 80% Rule for a utilization analysis is not appropriate for such a small sample; therefore, goals have not been set for these groups. In addition, no goals were set for White males, because they are known as the “majority group.” We indicated that no goal was set with an “N/A” in each of the EEO Job Categories for instances where the EEO group was not underutilized, or for when the population size was statistically insignificant.

The results of the utilization analysis enabled us to design our promotion/hiring goals for each job category and for the entire Department. Our goals were set as percentage increases to attain for specific EEO group(s) in a certain EEO job category over the course of the next year. These goals are detailed below, and a summary of the goals can be found in Figure 8.

GOALS BY EEO JOB CATEGORY

A. Officials and Administrators (EEO Job Category 01)

(This category contains such positions as the Executive Director, Division Directors, Deputy Directors, Law Enforcement Majors, Troop Commanders & Chiefs, Attorneys, and the Inspector General.)

Analysis of Current Situation: Hispanic males and females are underutilized in the Officials and Administrators job category by 6.37% and 0.72%, respectively.

Objective and Steps:

To encourage Hispanic males and females to apply for vacancies in the Officials and Administrators job categories.

- *FLHSMV's Bureau of Personnel Services will review the Applicant Selection Guide for all vacancies in this job category for fiscal year of July 1, 2020, to June 30, 2021 to determine whether any step in the selection process for these positions may have a significant impact on screening out Hispanic male and female applicants. A report of BPS' findings and recommendations for modifying the selection process will be submitted to the Chief of Personnel Services by March 31, 2022.*
- *FLHSMV's Bureau of Personnel Services will conduct a detailed workforce analysis to identify offices or positions that represent significant under-utilization of Hispanic males and females in this job category. A report of BPS' findings and recruitment plan to address under-utilization will be submitted to the Chief of Personnel Services by March 31, 2022 for implementation prior to June 30, 2022.*
- *FLHSMV's Bureau of Personnel Services' Recruitment & Selection Section will enhance outreach efforts that target Hispanic male and female applicants (alternative talent pools, job fairs, professional associations) for recruitment.*

Planned Action: Through targeted recruitment, we will continue to work to obtain diverse and qualified applicant pools. Of the 110 employees in the category, we have set a goal of increasing the labor force of Hispanic males by 7% and Hispanic females by 1% through hiring or promotions.

B. Professionals (EEO Job Category 02)

(This category contains such positions as Managers, Accountants, Supervisors, Hearing Officers, Management Analysts and Law Enforcement Captains and Lieutenants.)

Analysis of Current Situation: White females are underutilized by 2.88% in the Professionals category.

Objective and Steps

To encourage White females to apply for vacancies in the Professionals job categories.

- *FLHSMV's Bureau of Personnel Services will review the Applicant Selection Guide for all vacancies in this job category for fiscal year of July 1, 2020, to June 30, 2021 to determine whether any step in the selection process for these positions may have a significant impact on screening out White females' applicants. A report of BPS' findings and recommendations for modifying the selection process will be submitted to the Chief of Personnel Services by March 31, 2022.*
- *FLHSMV's Bureau of Personnel Services will conduct a detailed workforce analysis to identify offices or positions that represent significant under-utilization of White females in this job category. A report of BPS' findings and recruitment plan to address under-utilization will be submitted to the Chief of Personnel Services by March 31, 2022 for implementation prior to June 30, 2022.*
- *FLHSMV's Bureau of Personnel Services' Recruitment & Selection Section will enhance outreach efforts that target White females' applicants (alternative talent pools, job fairs, professional associations) for recruitment.*

Planned Action: Through targeted recruitment, we will continue to work to obtain diverse and qualified applicant pools. Of the 1,293 employees in the category, we have a goal of increasing the White female labor force by 3% through hiring or promotions.

C. Technicians (EEO Job Category 03)

(This category contains such positions as Computer Programmers, Systems Programmers, and Telecommunications Specialists.)

Analysis of Current Situation: White and Hispanic females are underutilized in the Technicians category by 20.39% and 5.11% respectively. Women overall are underutilized by 20.06%.

Objective and Steps

To encourage White and Hispanic females to apply for vacancies in the Technicians job categories.

- *FLHSMV's Bureau of Personnel Services will review the Applicant Selection Guide for all vacancies in this job category for fiscal year of July 1, 2020, to June 30, 2021 to determine whether any step in the selection process for these positions may have a significant impact on screening out White and Hispanic females' applicants. A report of BPS' findings and recommendations for modifying the selection process will be submitted to the Chief of Personnel Services by March 31, 2022.*
- *FLHSMV's Bureau of Personnel Services will conduct a detailed workforce analysis to identify offices or positions that represent significant under-utilization of White and Hispanic females in this job category. A report of BPS' findings and recruitment plan to address under-utilization will be submitted to the Chief of Personnel Services by March 31, 2022 for implementation prior to June 30, 2022.*
- *FLHSMV's Bureau of Personnel Services' Recruitment & Selection Section will enhance outreach efforts that target White and Hispanic females' applicants (alternative talent pools, job fairs, professional associations) for recruitment.*

Planned Action: Through targeted recruitment, we will continue to work to obtain diverse and qualified applicant pools. Of the 126 employees in the category, we have a goal of increasing the overall utilization of women by 21%, including an increase in the labor force of White females by 21% and Hispanic females by 6%.

D. Protective Services (EEO Job Category 04)

(This category contains such positions as Sergeants, Corporals, Troopers, and Duty Officers)

Analysis of Current Situation: In the Protective Services category, Black/African American females are underutilized by 3.67%, and White females by 1.50%. Overall, females are underutilized by 4.01% in this category.

Objective and Steps

To encourage Black/African American females to apply for vacancies in the Protective Services job categories.

- *FLHSMV's Bureau of Personnel Services will review the Applicant Selection Guide for all vacancies in this job category for fiscal year of July 1, 2020, to June 30, 2021 to determine whether any step in the selection process for these positions may have a significant impact on screening out Black/African American females' applicants. A report of BPS' findings and recommendations for modifying the selection process will be submitted to the Chief of Personnel Services by March 31, 2022.*
- *FLHSMV's Bureau of Personnel Services will conduct a detailed workforce analysis to identify offices or positions that represent significant under-utilization of Black/African American females in this job category. A report of BPS' findings and recruitment plan to address under-utilization will be submitted to the Chief of Personnel Services by March 31, 2022 for implementation prior to June 30, 2022.*
- *FLHSMV's Bureau of Personnel Services' Recruitment & Selection Section will enhance outreach efforts that target White females' applicants (alternative talent pools, job fairs, professional associations) for recruitment.*

Planned Action: Through targeted recruitment, we will continue to work to obtain diverse and qualified applicant pools. Of the 1,791 employees in the category, we have a goal of increasing the labor force of Black/African American and White females by 4% and 2%, respectively, through hiring or promotions.

E. Paraprofessionals (EEO Job Category 05)

(This category contains such positions as Fiscal Assistants, License Fee & Tax Auditors, and Purchasing Technicians.)

Analysis of Current Situation: Black/African American and Hispanic males and females may be underutilized in the Paraprofessionals category.

Planned Action: ***Not applicable due to statistically insignificant number of positions within the Paraprofessionals category (0.21% of the Department's labor force).*

F. Administrative Support (EEO Job Category 06)

(This category contains such positions as Administrative Secretaries and Assistants, Senior Clerks and Records Technicians.)

Analysis of Current Situation: In the Administrative Support category, while females overall are overrepresented, White females are underutilized by 13.59%. Hispanic males are also slightly underutilized by 1.02%.

Objective and Steps

To encourage White females and Hispanic males to apply for vacancies in the Administrative Support job categories.

- *FLHSMV's Bureau of Personnel Services will review the Applicant Selection Guide for all vacancies in this job category for fiscal year of July 1, 2020, to June 30, 2021 to determine whether any step in the selection process for these positions may have a significant impact on screening out White females' and Hispanic male applicants. A report of BPS' findings and recommendations for modifying the selection process will be submitted to the Chief of Personnel Services by March 31, 2022.*
- *FLHSMV's Bureau of Personnel Services will conduct a detailed workforce analysis to identify offices or positions that represent significant under-utilization of White females and Hispanic males in this job category. A report of BPS' findings and recruitment plan to address under-utilization will be submitted to the Chief of Personnel Services by March 31, 2022 for implementation prior to June 30, 2022.*
- *FLHSMV's Bureau of Personnel Services' Recruitment & Selection Section will enhance outreach efforts that target White females' applicants (alternative talent pools, job fairs, professional associations) for recruitment.*

Planned Action: Through targeted recruitment, we will continue to work to obtain qualified applicant pools. Of the 432 employees in the category, we have a goal of increasing the White female labor force by 14% and Hispanic male labor force by 2% through hiring or promotions.

G. Skilled Craft Workers (EEO Job Category 07)

(This category contains such positions as Heavy Equipment Operators, Printers and Electricians.)

Analysis of Current Situation: Hispanic males and females, and White females, may be underutilized in the Skilled Craft Workers category.

Planned Action: ***Not applicable due to statistically insignificant number of positions within the Skilled Craft category (0.42% of the Department's labor force).*

H. Service/ Maintenance (EEO Job Category 08)

(This category contains such positions as Custodial Workers, Groundskeepers and Motor Vehicle Operators.)

Analysis of Current Situation: Hispanic males and females, and White females, may be underutilized in the Service/ Maintenance category.

Planned Action: ***Not applicable due to statistically insignificant number of positions within the Skilled Craft category (0.42% of the Department’s labor force).*

I. Total (Florida Highway Safety & Motor Vehicles)

(This category contains the entire FLHSMV workforce, including all eight EEO Job Categories.)

Analysis of Current Situation: In terms of overall agency utilization, we meet or exceed 80% representation for nearly all EEO groups except for White and Hispanic females with White females being underutilized by 6.12% of the available labor force and Hispanic females underutilized slightly by 0.55%. At 14.87%, Black/African American females are represented nearly twofold in the FLHSMV labor force, compared to 7.86% in the ALM.

Planned Action: Through targeted recruitment efforts, we will continue working to obtain diverse applicant pools. Thus, of the 3,792 non-OPS employees in the Department, we have set a goal of increasing the White female labor force by 7% and Hispanic female labor force by 1% through hiring or promotions.

Figure 8

Utilization Goals by EEO Job Category and Demographic										
EEO4 Job Category/Population Size	Race/Sex/Population Size									
	White Males (1366)**	White Females (667)	Black Males (381)	Black Females (581)	Hispanic Males (481)	Hispanic Females (308)	Other Males (75)*	Other Females (73)*	Total Males (2303)**	Total Females (1632)
01 Officials And Administrator (111)	n/a	n/a	n/a	n/a	6%	n/a	n/a	n/a	n/a	n/a
02 Professionals (1350)	n/a	2%	n/a	n/a	1%	n/a	n/a	n/a	n/a	n/a
03 Technicians (123)	n/a	20%	n/a	n/a	n/a	5%	n/a	n/a	n/a	17%
04 Protective Service Workers (1848)	n/a	2%	n/a	4%	n/a	n/a	n/a	n/a	n/a	4%
05 Paraprofessionals (8)*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
06 Administrative Support (462)	n/a	12%	n/a	n/a	1%	n/a	n/a	n/a	n/a	n/a
07 Skilled Craft Workers (16)*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
08 Service Maintenance (17)*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
DHSMV (3935)	n/a	6%	n/a	n/a	n/a	1%	n/a	n/a	n/a	n/a

*Population sizes represent less than 2% of the sample, thus it is not appropriate to calculate adverse impact with such a small representation.
 ** No goals were set for this group, as they are the "majority group."

ANALYSIS OF EMPLOYMENT ACTIONS

Where it appears that the workforce does not reflect the area's ALM, or where there is evidence of past discrimination, courts and federal enforcement agencies have traditionally relied on "Adverse Impact" studies as indicators of unlawful discrimination. Adverse impact is defined as "a substantially different rate of selection in hiring, promotion or other employment decision which works to the disadvantage of members of a race, sex or ethnic group."^{xii} There are four employment actions that are examined by this adverse impact study: new hires, promotions, demotions, and separations.

To determine if a particular employment practice is adversely impacting an EEO group, we analyze data from all 3,792 non-OPS employees within the FLHSMV, and again the 80% rule is used. This rule states that when looking at "positive" employment practices such as hiring or promotions, the selection rate of any EEO group must be at least 80% of the availability of the group for new hires, or 80% of the selection rate of the majority group (males, White males) for promotions. For example, any EEO group whose promotion rate is less than 80% of the majority group is adversely impacted. However, when considering "negative" employment practices, EEO groups are compared to the majority groups by dividing the separation/demotion rate of the majority group by the rate of the other EEO groups. If the result is less than 80%, adverse impact may be present.

Other males and females, e.g., Native Americans/ American Indians, Asians, Pacific Islanders, people from the Indian subcontinent, Alaskan Natives or persons defining themselves of mixed or multiple heritage are technically under the 80% Rule cutoff in many of our employment actions. Some 2% of our membership is in this category, and it is a group growing in size. Using the 80% Rule for our analysis of adverse impact in employment actions is not appropriate for such a small sample; this, goals have not been set for the Other males and Other female groups. Additionally, since males (during a gender analysis) and White males (during a race/ethnicity analysis) is a majority group, adverse impact cannot be present in these EEO groups.

Keep in mind when analyzing each employment action that a finding of adverse impact does not mean that unlawful discrimination exists. It is only to be used as an indicator that the situation needs to be studied carefully to determine why a disparity exists.

The results for the analysis of employment actions can be found on pages 25 – 32. As you can see by the results, a few problem areas may be present. In our 'New Hires' analysis, we found adverse impact may be present for White females, who fell 11.19% respectively below the 80% Rule Cutoff. The 'Promotions' analysis revealed that overall females fell below by 2.56% with Black/African American females being the highest disparity at 26.61% below the cutoff. The 'Demotions' analysis shows adverse impact may be present for White females who fell 20.41% below the 80% Rule Cutoff. While the analysis of our voluntary separations shows adverse impact may be present for females overall and in all minority groups except for Black/African American males, the involuntary separations reflect that females overall fell below the 80% cutoff by 44.61%, with Hispanic females experiencing the highest separation rate at 62.34%. An analysis of overall (voluntary and involuntary) separations shows possible adverse impact for Hispanic males and all female EEO groups with females overall falling below the 80% rule cutoff by 4.8%.

As an agency, we will fully study these possible problem areas. As far as efforts to further equal opportunity and affirmative action, the agency will continue to concentrate effort in the advancement and promotion of women and minority members, which has been an ongoing focus.

We plan to focus on the hiring and promotion of minorities and of women by continuing efforts in broadening the applicant pool by recruiting at minority and Women’s colleges, attending job fairs, offering internships, and forming partnerships with minority, multilingual, and multicultural agencies, as well as on-going maintenance of hiring modules to ensure selection materials remain current and job-related.

NEW HIRES

Between July 2020 and June 2021, the Department hired 555 new employees which is about 14% of its workforce:

- 58.38% (324) of the new hires were Males.
- 41.62% (231) of the new hires were Females.
- 36.57% (203) of the new hires were White.
- 32.07% (178) of the new hires were Black/African American.
- 29.36% (163) of the new hires were Hispanic.
- 2.52% (14) of the new hires were Other.

To determine if adverse impact may be present in the new hires’ employment action, we first divided the number of employees hired in each EEO category by the 555 total hires. The result is shown in the “Hiring Rate” category of Figure 9. Then, for a positive employment practice such as new hires, we compare the Hiring Rate to the Florida Available Labor Market (ALM) from the 2010 U.S. Census. We compare to the ALM instead of the applicant pool, due to the high volume and inaccuracies of People First applications. To compare, we found the 80% cutoff value for the Florida ALM for each EEO group and placed that value in the “80% Rule Cutoff” category. Presence of adverse impact is possible if the hiring rate is lower than the 80% cutoff value. If the hiring rate is higher than the 80% cutoff value, there is no adverse impact. The possibility of adverse impact is indicated in the “Adverse Impact Possible?” category.

The new hires analysis based on gender is indicated by the gray section of the Figure 10, while ethnicity and race data analysis are indicated by the blue section. The following two figures display the hiring rates of our agency by race/ethnicity, and gender.

Shown in the table below, the presence of adverse impact is a possibility for White females, as their selection rate is 11.19% below the 80% cutoff value. This indicates that recruitment tactics and the hiring process need to be studied more closely to determine if changes to the process may be necessary. Overall, there was a decrease in all the groups except for Hispanic males and females. Decreases in hiring rates may be partially attributed to a slowdown in hiring due to the COVID-19 pandemic.

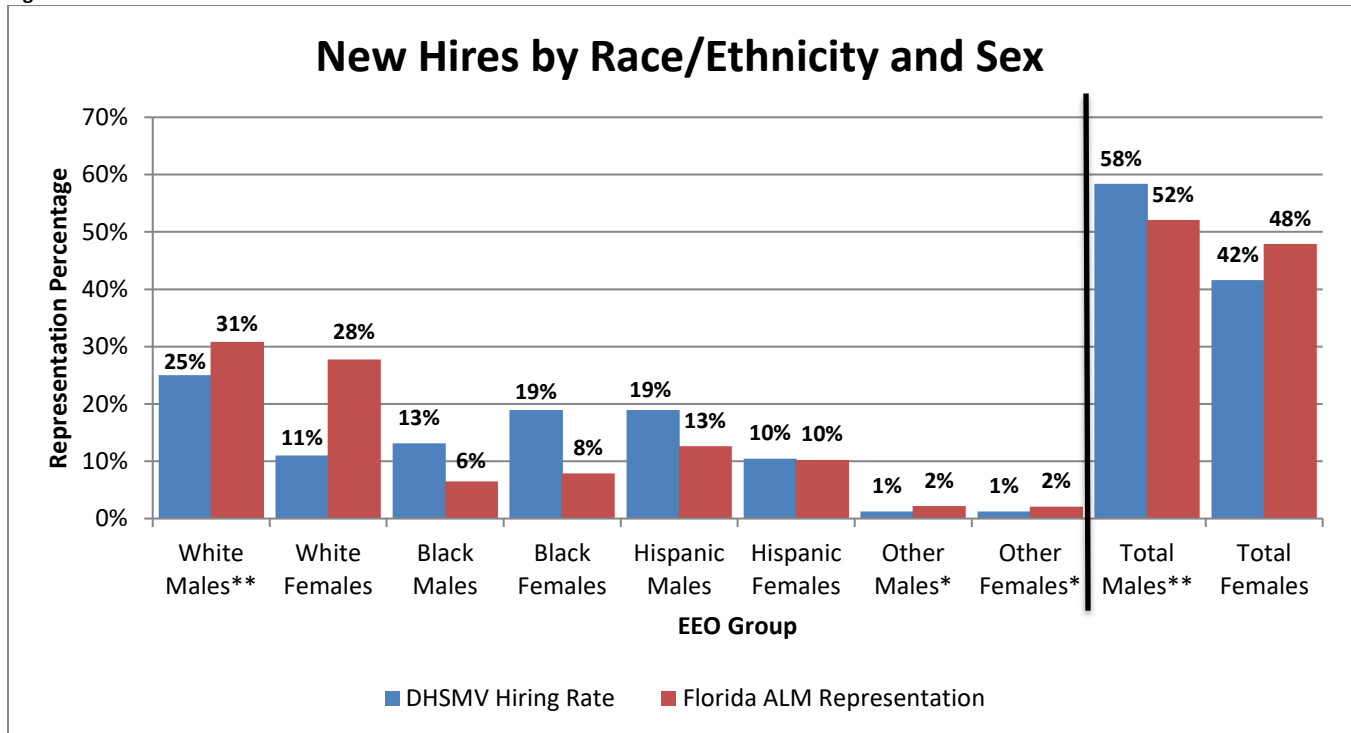
Figure 9

New Hires Analysis					
EEO Group	% in Florida ALM	80% Rule Cutoff	# Hired	Hiring Rate	Adverse Impact Possible?
White Males**	30.84%	N/A	139	25.05%	N/A
White Females	27.73%	22.18%	61	10.99%	YES
Black Males	6.46%	5.17%	73	13.15%	NO
Black Females	7.86%	6.29%	105	18.92%	NO
Hispanic Males	12.63%	10.10%	105	18.92%	NO
Hispanic Females	10.25%	8.20%	58	10.45%	NO
Other Males*	2.17%	1.74%	7	1.26%	N/A
Other Females*	2.07%	1.66%	7	1.26%	N/A
Total Males**	52.10%	N/A	324	58.38%	N/A
Total Females	47.90%	38.32%	231	41.62%	NO

*Population sizes represent less than 2% of the sample, thus it is not appropriate to calculate adverse impact with such a small representation.

** It is not appropriate to calculate Adverse Impact for this group, as they are the "majority group."

Figure 10



PROMOTIONS

Last fiscal year, 131 members were promoted, which amounts to a little greater than 3% of the workforce:

- 65.64% (86) were Males.
- 34.35% (45) were Females.
- 51.14% (67) were White.
- 23.66% (31) were Black/African American.
- 21.37% (28) were Hispanic.
- 3.81% (5) were Other.

To determine if adverse impact may be present in the promotional employment process, we first found the number of members promoted in each EEO group. Those results are in the “# Promoted” category of Figure 11. To find the “Promotion Rate,” we divided the number of members promoted by the total members in that same EEO category, which is the number reflected in the “FLHSMV Population” column.

To determine if adverse impact may be present for a positive employment action such as promotions, we divided the promotion rate of each EEO group by the promotion rate of the majority group (males, White males). The results are in the “80% Rule Cutoff” column. If the rate is more than 80%, adverse impact is not present. If the result is lower than 80%, a presence of adverse impact may be possible.

The promotions analysis based on gender is indicated by the gray section of the spreadsheet, while ethnicity and race are indicated by the blue section. The following two figures display the promotion rates of our agency by race/ethnicity and gender. Our analysis reveals an adverse impact could be present for Black/African American females as they are 26.61% below the 80% Rule Cutoff. Further analysis is needed to determine the cause of disparity within the promotion process.

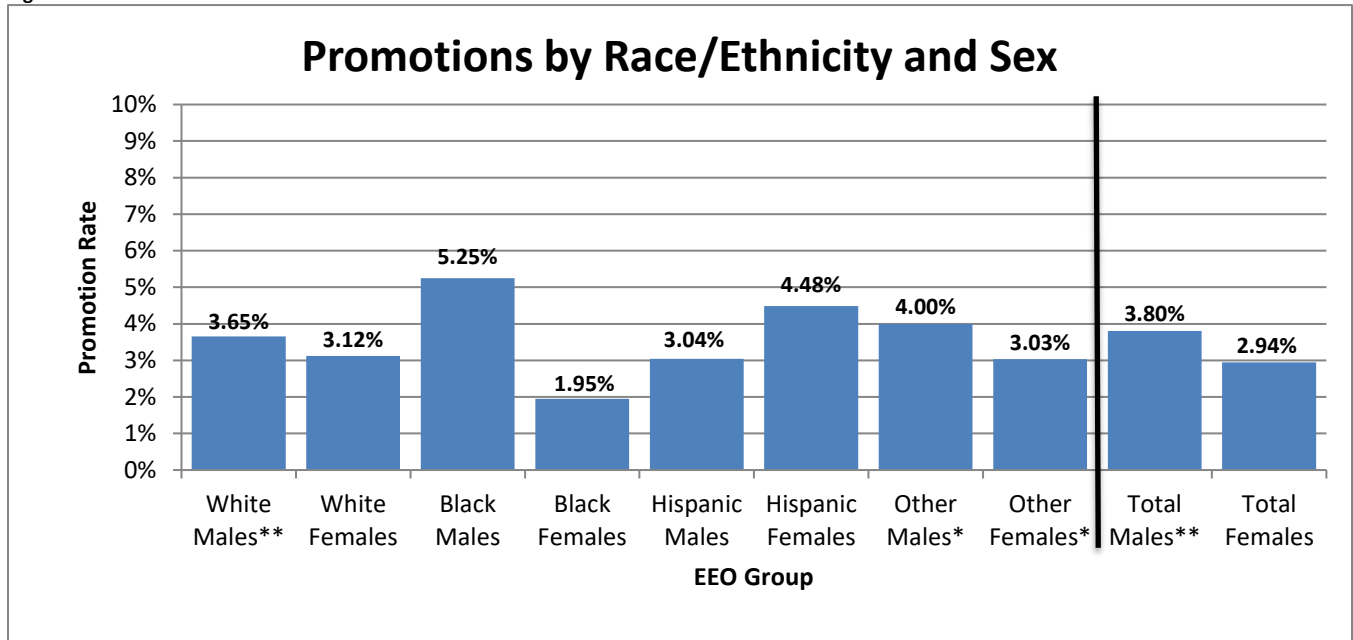
Figure 11

Promotions Analysis					
EEO Group	DHSMV Population	# Promoted	Promotion Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males**	1314	48	3.65%	N/A	N/A
White Females	609	19	3.12%	85.41%	NO
Black Males	381	20	5.25%	143.70%	NO
Black Females	564	11	1.95%	53.39%	YES
Hispanic Males	493	15	3.04%	83.29%	NO
Hispanic Females	290	13	4.48%	122.72%	NO
Other Males*	75	3	4.00%	109.50%	N/A
Other Females*	66	2	3.03%	82.95%	N/A
Total Males**	2263	86	3.80%	N/A	N/A
Total Females	1529	45	2.94%	77.44%	YES

*Population sizes represent less than 2% of the sample, thus it is not appropriate to calculate adverse impact with such a small representation.

** It is not appropriate to calculate Adverse Impact for this group, as they are the "majority group."

Figure 12



DEMOTIONS

Between July 2020 and June 2021, 26 members were demoted, which is less than 1% of the workforce.

- 57.69% (15) were Males.
- 42.30% (11) were Females.
- 61.53% (16) were White.
- 11.53% (3) were Black/African American.
- 23.07% (6) were Hispanic.
- 3.84% (1) was Other.

When determining adverse impact for the demotion’s employment activity (Figure 13), we first found the number of members demoted in each EEO group. Those results are in the “# Demoted” category. To find the “Demotion Rate,” we divided the number of members demoted by the total FLHSMV members in that same EEO category, which is the number reflected in the first column. To determine if adverse impact may be present for a negative employment action such as demotions, we divided the demotion rate of the majority group (males, White males) by the demotion rate of each EEO group. The result is found in the “80% Rule Cutoff” category. If the rate is more than 80%, adverse impact is not present. If the result is lower than 80%, a presence of adverse impact may be possible. The demotions analysis based on gender is indicated by the gray section of the spreadsheet, while ethnicity and race is indicated by the blue section of Figure 13. Note that this is an inverse relationship as we are looking to prevent overrepresentation by minority groups in demotions.

Figure 13 shows a possibility of adverse impact for White females, who fell 20.41% below the 80% Rule Cutoff. Further consideration may be needed to determine the cause of disparity within the demotion process. Figure 14 displays the demotion rates of our agency by race/ethnicity, and gender.

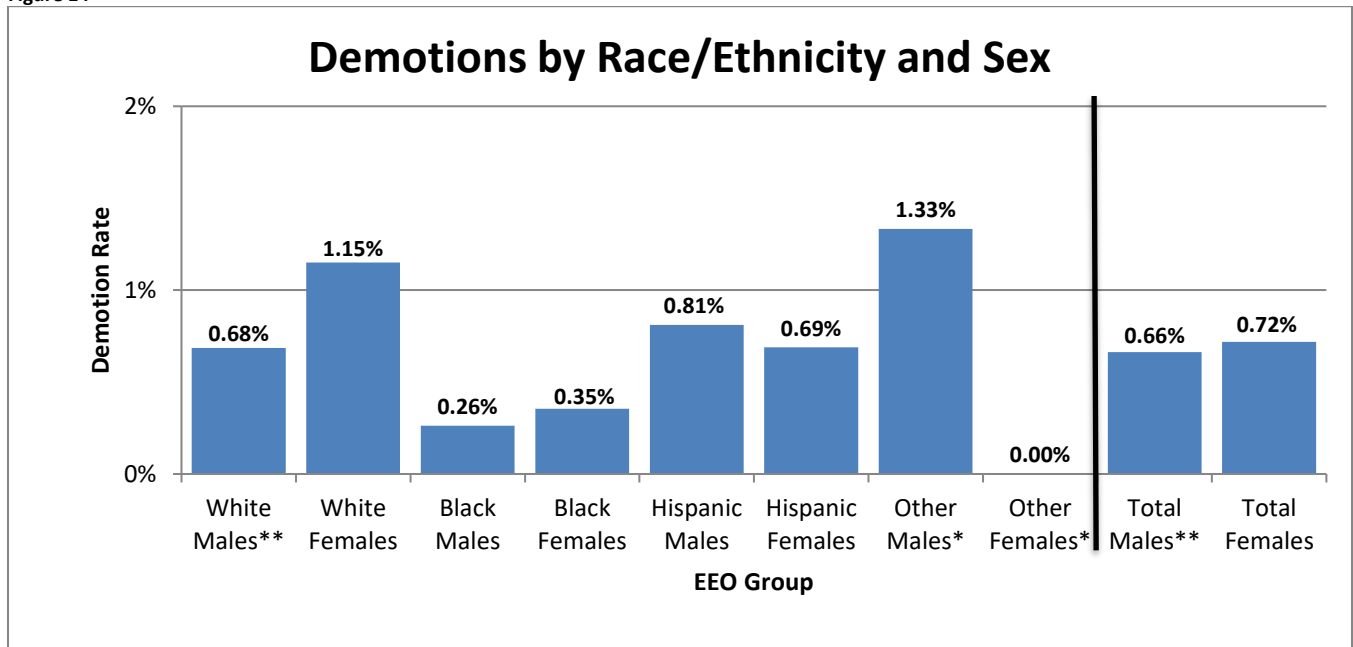
Figure 13

Demotions Analysis					
EEO Group	DHSMV Population	# Demoted	Demotion Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males**	1314	9	0.68%	N/A	N/A
White Females	609	7	1.15%	59.59%	YES
Black Males	381	1	0.26%	260.96%	NO
Black Females	564	2	0.35%	193.15%	NO
Hispanic Males	493	4	0.81%	84.42%	NO
Hispanic Females	290	2	0.69%	N/A	NO
Other Males*	75	1	1.33%	N/A	N/A
Other Females*	66	0	0.00%	N/A	N/A
Total Males**	2263	15	0.66%	N/A	N/A
Total Females	1529	11	0.72%	92.13%	NO

*Population sizes represent less than 2% of the sample, thus it is not appropriate to calculate adverse impact with such a small representation.

** It is not appropriate to calculate Adverse Impact for this group, as they are the "majority group."

Figure 14



SEPARATIONS

Last fiscal year, 748 members or approximately 19% of the Department's workforce separated from employment:

- 52.67% (394) were Males.
- 47.32% (354) were Females.
- 44.65% (334) were White.
- 26.33% (197) were Black/African American.
- 24.46% (183) were Hispanic.
- 4.54% (34) were Other.

To determine if adverse impact may be present for the separation's employment activity, we analyzed involuntary separations, which include those who were dismissed from employment, resigned while under investigation or in lieu of dismissal, were identified as layoffs, or died while employed with the agency (Figure 15), voluntary separations, which include those who retired, resigned, or left for another job (Figure 16), and both voluntary and involuntary separations together (Figure 17). Figure 18 displays the agency's separation rates by race/ethnicity, and gender.

For each type of separation activity, we first found the number of separations in each EEO group and placed the value in the "# Separated" category. Next, we divided the "# Separated" by the amount of FLHSMV members in that EEO category to give us the "Separation Rate" for that group. For negative employment actions such as separations, we divided the separation rate of the majority group (males, White males) by the separation rate of each EEO group. The result is found in the "80% Rule Cutoff" category. If the rate is more than 80%, adverse impact is not present. If the result is lower than 80%, a presence of adverse impact may be possible. Note that this is an inverse relationship as we are looking to prevent overrepresentation by minority groups in separations.

The separations analysis based on gender is indicated by the gray section, while ethnicity and race is indicated by the blue section on the following figures. The results for involuntary separations may be the most significant. This is because involuntary separations are what we normally think of as an employee getting "fired," and reflect an employment action completed solely by the Department. An analysis of involuntary separations, as shown in Figure 16 below, reveals a possibility of adverse impact among all minority groups and females overall. The greatest disparity can be seen among Hispanic females, who fell 62.34% below the 80% Rule Cutoff.

In an analysis of voluntary actions, shown in Figure 16, adverse impact may be a possibility for all minority groups and females overall, except for Black/African American males. When analyzing voluntary and involuntary separation actions together, seen in Figure 17, adverse impact remains possible for all female groups. Females overall fell below the 80% cutoff by 4.8%, with Hispanic females experiencing the highest separation rate at just under 23.75%. Further analysis is needed to determine the cause of adverse impact and remove or reduce disparities in voluntary and involuntary separations.

Figure 15

Involuntary Separations Analysis					
EEO Group	DHSMV Population	# Separated	Separation Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males**	1314	4	0.30%	N/A	N/A
White Females	609	7	1.15%	26.48%	YES
Black Males	381	4	1.05%	29.00%	YES
Black Females	564	8	1.42%	21.46%	YES
Hispanic Males	493	2	0.41%	75.04%	YES
Hispanic Females	290	5	1.72%	17.66%	YES
Other Males*	75	1	1.33%	22.83%	N/A
Other Females*	66	1	1.52%	N/A	N/A
Total Males**	2263	11	0.49%	N/A	N/A
Total Females	1529	21	1.37%	35.39%	YES

*Population sizes represent less than 2% of the sample, thus it is not appropriate to calculate adverse impact with such a small representation.

** It is not appropriate to calculate Adverse Impact for this group, as they are the "majority group."

Figure 16

Voluntary Separations Analysis					
EEO Group	DHSMV Population	# Separated	Separation Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males**	1314	205	15.60%	N/A	N/A
White Females	609	118	19.38%	80.52%	NO
Black Males	381	64	16.80%	92.88%	NO
Black Females	564	121	21.45%	72.72%	YES
Hispanic Males	493	99	20.08%	77.69%	YES
Hispanic Females	290	77	26.55%	58.76%	YES
Other Males*	75	15	20.00%	78.01%	N/A
Other Females*	66	17	25.76%	60.57%	N/A
Total Males**	2263	383	16.92%	N/A	N/A
Total Females	1529	333	21.78%	77.71%	YES

*Population sizes represent less than 2% of the sample, thus it is not appropriate to calculate adverse impact with such a small representation.

** It is not appropriate to calculate Adverse Impact for this group, as they are the "majority group."

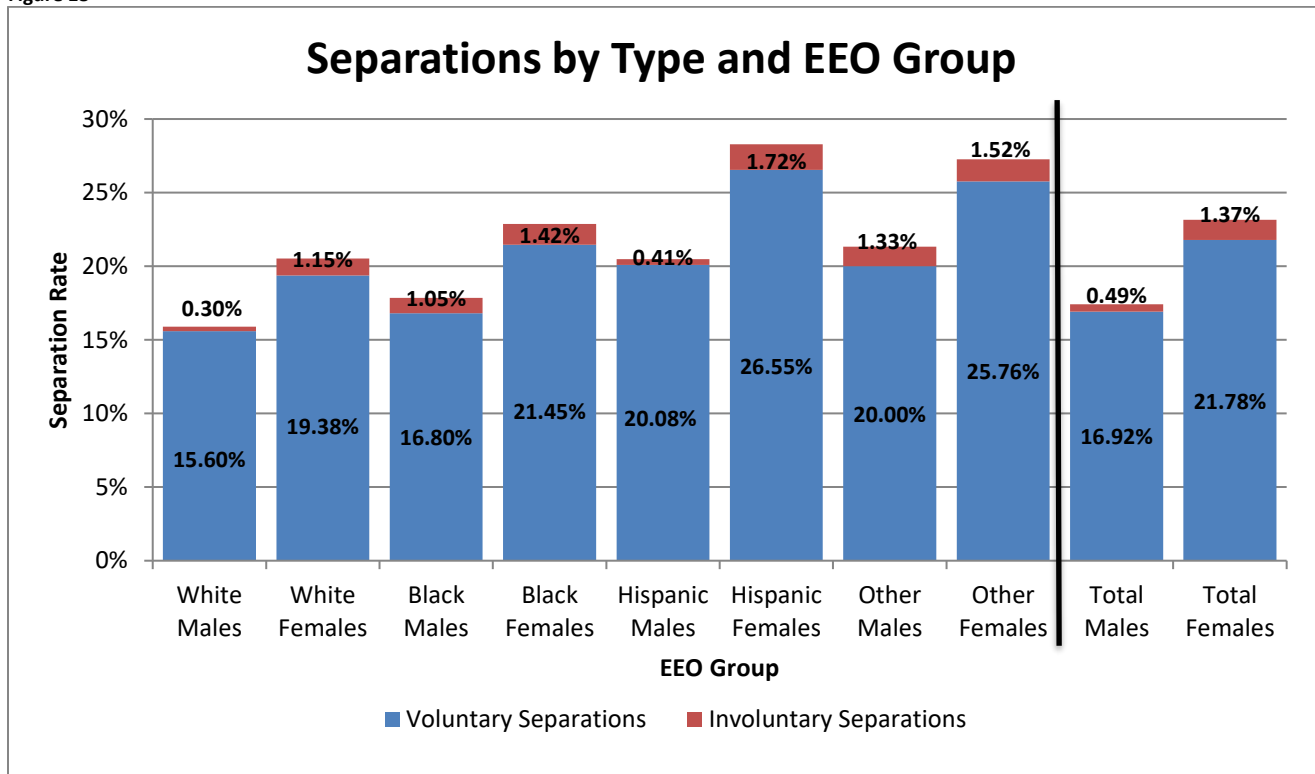
Figure 17

Voluntary & Involuntary Separations Analysis					
EEO Group	DHSMV Population	# Separated	Separation Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males**	1314	209	15.91%	N/A	N/A
White Females	609	125	20.53%	77.49%	YES
Black Males	381	68	17.85%	89.12%	NO
Black Females	564	129	22.87%	69.54%	YES
Hispanic Males	493	101	20.49%	77.64%	YES
Hispanic Females	290	82	28.28%	56.25%	YES
Other Males*	75	16	21.33%	74.56%	N/A
Other Females*	66	18	27.27%	58.32%	N/A
Total Males**	2263	394	17.41%	N/A	N/A
Total Females	1529	354	23.15%	75.20%	YES

*Population sizes represent less than 2% of the sample, thus it is not appropriate to calculate adverse impact with such a small representation.

** It is not appropriate to calculate Adverse Impact for this group, as they are the "majority group."

Figure 18



INDIVIDUALS WITH DISABILITIES ANALYSIS

FLHSMV is committed to implementing an annual Affirmative Action (AA) Plan for individuals with Disabilities (IWD). FLHSMV fully recognizes the importance of recruiting qualified individuals with disabilities and is diligent in its efforts by working in corroboration with local agencies who specialize in placing IWD with prospective employers. The Department is promoting all aspects of this AA Plan.

FLHSMV has conducted a comparison of Florida's Available Labor Market demographics and the Department's workforce and identified key areas and goals to ensure employment opportunities for IWD within the Department. The IWD Plan is fully endorsed by the Department's Executive Director and is supported by its Executive Leadership Team. The goal is to reduce disparity by recruiting and hiring qualified individuals with disabilities throughout the Department.

The Department implemented its IWD Plan and worked diligently to promote and make members aware of opportunities for IWD. The Department shared the information with all members on the intranet and through online training programs.

The Department collected relevant labor market data related to the employment of individuals with disabilities. This information will allow FLHSMV to evaluate the effectiveness of the Affirmative Action Plan for Individuals with Disabilities (IWD) for hiring and retaining individuals with disabilities.

Reasonable Accommodation Program:

The Americans with Disabilities Act (ADA) and the Americans with Disabilities Amendments Act (ADAAA) require employers upon request, to provide reasonable accommodations to individuals with known physical or mental limitations, regardless of whether it is a qualified applicant, prospective employee, or current member.

The Department's Internal ADA Coordinator is the Chief of Personnel Services. Under the direction of the Chief, the Office of Employee Relations (OER) will provide requesting individuals a form to request the accommodation.

When contacted by a supervisor, manager, member, or applicant, OER will explain the accommodation process and provided the appropriate forms. The process will ensure confidentiality is maintained and the individual meets qualifications under the ADA. Qualified individuals are those with a physical or mental impairment that substantially limits at least one major life activity or whom have a record of having a disability or are regarded as having a disability.

The OER, in conjunction with the Office of Workforce Efficiency (OWE), will ensure the individual with the disability is able to perform the essential functions of the job with or without a reasonable accommodation. The OER will ensure every effort is made to provide a reasonable accommodation but recognizes that the Department does not have to provide a specific accommodation as requested by the member.

REVIEW OF PERSONNEL PROCESSES

A review of the following processes is completed by the Bureau of Personnel Services subject matter experts that significantly reduces stereotyping a qualified individual with a disability in any manner that may limit their access to any job for which they are qualified:

- ❖ Recruitment, position requisitions, and selection procedures.
- ❖ Documenting new hire, promotion, demotion, termination, and layoff employment actions.
- ❖ Implementing reasonable accommodation policies and procedures
- ❖ Reviewing position classification and the position descriptions
- ❖ In compliance with the affirmative action plan; i.e., internal and external dissemination, and availability of information access for candidates and members.

Physical and Mental Qualifications

The physical and mental qualification of position are the first step of the recruitment and selection position procedural process. Position descriptions and requisitions are approved by FLHSMV Policy 5.12, Position Classification, to eliminate barriers. Bureau of Personnel ensures the qualifications are job-related and consistent with FLHSMVs' business needs and the safe performance of the job that allows qualified individuals with disabilities to be eligible for consideration.

Audit and Reporting

The Chief of Personnel Services and Division Directors shall perform an ongoing review and monitoring of employment decisions involving new hires, promotions, demotions, reassignments, transfer, and other employment actions to ensure all decisions are applied in a non-discriminatory manner. The Chief of Personnel Services and OER must examine all disciplinary actions and terminations prior to approval to ensure there are no inconsistencies based on the employee's protected class status.

Managers and supervisors are encouraged to report any current or foreseeable EEO concerns and are asked to outline them for solutions.

The EEO/AA Officer will monitor the workforce to succeed the FLHMSV EEO and AA responsibilities and report their Affirmative Action and Equal Opportunity goals to include other EEO accomplishments obtained throughout the year. Upon the workforce review, the EEO/AA Officer will meet with the agency's department team to discuss their progress and collaborate to develop and implement an action plan(s) to provide for an effective AA program. The EEO/AA officer will also meet with the Executive Director, quarterly to inform her of the agency's EEO and AA program initiatives and progress, areas of concern, and recommended remedial actions.

**Disability Available Labor Market Analysis
Florida Highway Safety and Motor Vehicles**

	Officials and Administrators	Professionals	Technicians	Protective Service Workers	Para Professionals	Administrative Support	Skilled Craft Workers	Service Maintenance	Total
Total Civilian Labor Force (CLF) 16 years old and over	838,181	1,716,558	300,243	232,443	450,159	2,468,425	956,513	2,020,266	8,982,788
# With Disability	38,258	73,867	14,429	13,659	27,114	140,915	58,464	146,508	513,214
% CLF With Disability	4.56%	4.30%	4.81%	5.88%	6.02%	5.71%	6.11%	7.25%	5.71%
# No Disability	799,923	1,642,691	285,814	218,784	423,045	2,327,510	898,049	1,873,758	8,469,574
% CLF No Disability	95.44%	95.70%	95.19%	94.12%	93.98%	94.29%	93.89%	92.75%	94.29%

Figure 19

The Disability Available Labor Market Analysis, found in Figure 19, was compiled using data from the 2008-2010 American Community Survey and reflects EEO data for individuals who have a disability. In Florida, individuals with disabilities constitute 5.71% of the available labor market (ALM) as a whole. The largest representation of individuals with disabilities, 7.25%, is seen in the Service Maintenance category, while the smallest representation, 4.30%, fall within the Professionals category.

Disability Incumbency to Availability Analysis

DATA AS OF: 6/30/21

80% Rule

	Officials and Administrators	Professionals	Technicians	Protective Service Workers	Para Professionals	Administrative Support	Skilled Craft Workers	Service Maintenance	Total
Total Workforce #	110	1,306	132	2,015	8	504	16	17	4,108
Status Not Disclosed #	107	1,204	126	1,970	8	488	15	16	3,970
IWD in Workforce #	3	66	6	45	0	16	1	1	138
IWD in Workforce %	2.73%	5.05%	4.55%	2.23%	0.00%	3.17%	6.25%	5.88%	3.36%
IWD ALM #	38,258	73,867	14,429	13,659	27,114	140,915	58,464	146,508	513,214
IWD ALM %	4.56%	4.30%	4.81%	5.88%	6.02%	5.71%	6.11%	7.25%	
Expected Availability	5.02	56.16	6.35	118.48	0.48	28.78	0.98	1.25	
80% of Expected Availability	4.01	44.93	5.08	94.79	0.39	23.02	0.78	0.99	
Goal	4.56%			5.88%	6.02%	5.71%			

Figure 20

Figure 20, Disability Incumbency to Availability Analysis – Goals, uses the concept of utilization to evaluate the workforce of the Department. To determine proper utilization in proportion to the ALM, we use the 80% Rule. The 80% Rule states that there is underutilization if the EEO4 job group reflects less than 80% of the availability of that same group in the Available Labor Market (ALM). This analysis reveals an underutilization of individuals with disabilities in the following EEO4 Job Categories: Officials and Administrators, Protective Service Workers, Paraprofessionals, and Administrative Support.

A further breakdown of the utilization analysis can be found on the next page in Figures 21 and 22. The figures below compare the current workforce of the agency to the relevant ALM data and gives a more in depth look at the EEO4 Job Categories that are being underutilized.

DISABILITY AVAILABLE LABOR MARKET ANALYSIS				
LABOR GROUPS - 80% RULE	TOTAL WORKFORCE FOR DHSMV	TOTAL CIVILIAN LABOR FORCE IN FL (16 YRS AND UP)	IWD IN WORKFORCE % IN DHSMV	IWD IN WORKFORCE % IN FLORIDA
Officials and Administrators	110	838,181	2.73%	4.56%
Professionals	1,306	1,716,558	5.05%	4.30%
Technicians	132	300,243	4.55%	4.81%
Protective Service Workers	2,015	232,443	2.23%	5.88%
Paraprofessionals	8	450,159	0.00%	6.02%
Administrative Support	504	2,468,425	3.17%	5.71%
Skilled Craft Workers	16	956,513	6.25%	6.11%
Service Maintenance	17	2,020,266	5.88%	7.25%
Totals in DHSMV	4,108		3.36%	
Totals in FL (16 years and over)		8,982,788		5.71%

Figure 21

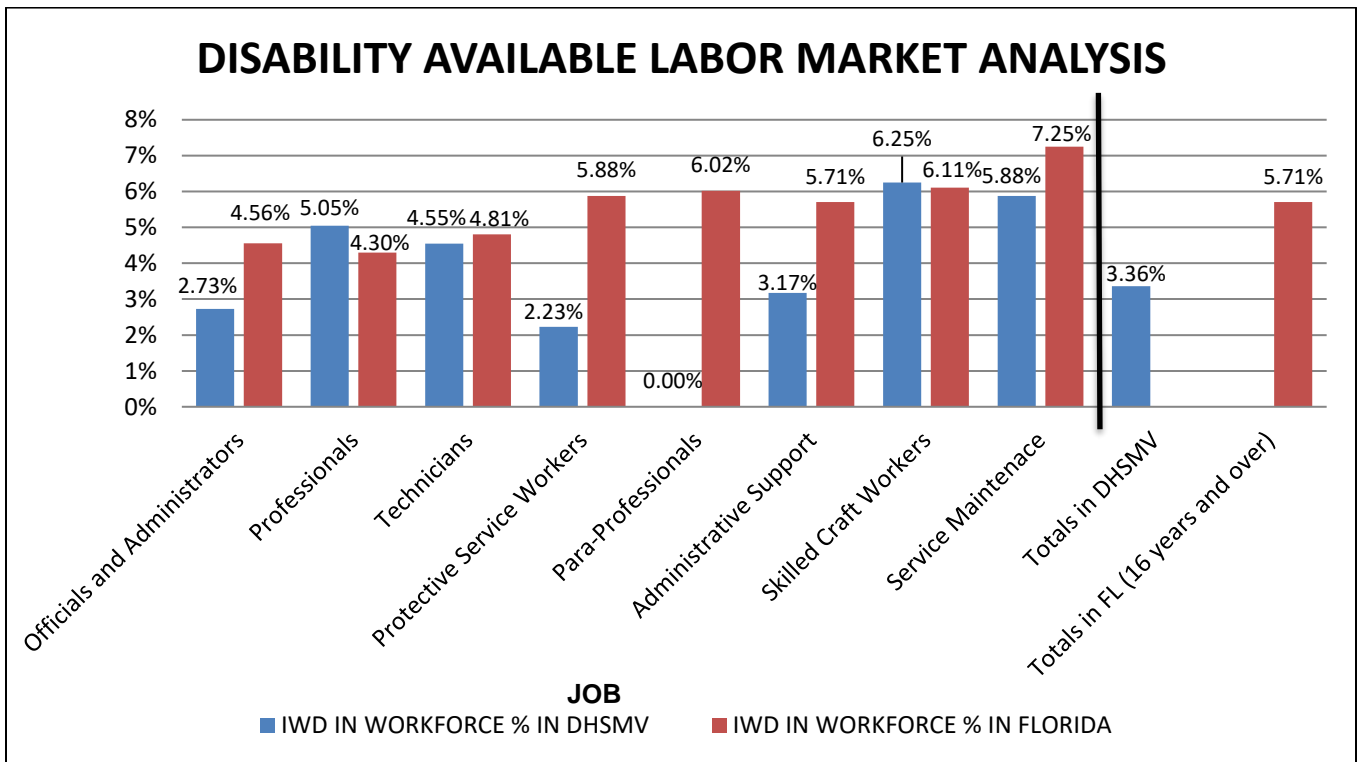


Figure 22

Disability Personnel Activity
Florida Highway Safety and Motor Vehicles
DATA AS OF: 6/30/21

EEO-4 Job Category	Hires		Applicants		Promotions - Into Job Group		Separations		Demotions	
	Total	IWD	Total	IWD	Total	IWD	Total	IWD	Total	IWD
01 Officials and Administrators	1	0	262	13	0	0	11	1	0	0
02 Professionals	107	11	8,766	385	65	3	185	5	6	0
03 Technicians	12	1	437	29	6	0	10	0	1	0
04 Protective Service Workers	196	4	8,674	288	78	1	253	11	20	0
05 Paraprofessionals	0	0	0	0	0	0	0	0	0	0
06 Administrative Support	100	5	3,796	158	3	1	122	8	1	0
07 Skilled Craft Workers	0	0	0	0	0	0	0	0	0	0
08 Service Maintenance	1	0	102	8	0	0	1	0	0	0
Total All EEO4 Categories	417	21	22,037	880	152	5	582	25	28	0

Figure 23

Disability Personnel Activity is presented in Figure 23. This report provides the number of new hires, applicants, promotions, demotions, and separations by EEO4 job category. The disclosure of a disability is completely voluntary. The data provided is voluntary; so, there is no way to validate it. As a result, the Department cannot confirm that these numbers are an accurate reflection of its members. However, out of a total of 22,037 applicants, 880 self-disclosed as individuals with disabilities. Of 417 total hires, 21 indicated that they were individuals with disabilities.

Disability Utilization Analysis - Progress
Florida Highway Safety and Motor Vehicles
DATA AS OF: 6/30/21

EEO4 Job Category	Total Employees #	Total Employees with Disability #	Employees with Disability %	Disability ALM %	Percentage Point Difference	ALM % Met (Y/N)
01 Officials and Administrators	110	3	2.73%	4.56%	-1.83	N
02 Professionals	1,306	66	5.05%	4.30%	0.75	Y
03 Technicians	132	6	4.55%	4.81%	-0.26	N
04 Protective Service Workers	2,015	45	2.23%	5.88%	-3.65	N
05 Paraprofessionals	8	0	0.00%	6.02%	-6.02	N
06 Administrative Support	504	16	3.17%	5.71%	-2.54	N
07 Skilled Craft Workers	16	1	6.25%	6.11%	0.14	Y
08 Service Maintenance	17	1	5.88%	7.25%	-1.37	N
Total All EEO4 Categories	4,108	138	3.36%			

Figure 24

Disability Utilization Analysis – Progress, shown in Figure 24, calculates the difference between the percentage of employees who identified as having a disability to the percentage of individuals who have a disability in the Available Labor Market (ALM). This analysis is used to determine if the agency has met the IWD ALM percentage. The self-identification option only became available effective January 2017. Although the analysis reveals that the Department is under-represented in most EEO4 Job Categories, it shows a significant increase from last year in all categories except for Paraprofessionals and Administrative Support. Last year, the Department only met the ALM in one category (Professionals) and this year the Department can add Skilled Craft Workers as another category in which the ALM has been met.

CONCLUSION: DEPARTMENT PLAN OF ACTION

FLHSMV is committed to continuing a workplace environment that values and demands equal opportunity and treatment for all potential and current employees regardless of their race, ethnicity, age, gender, religion, disability, or status as a member of any other protected class. Primary barriers to lack of advancement of underrepresented talent include unclear career paths and steps to advancement, not enough exposure to senior leaders and lack of mentors or career support.^{xiii} FLHSMV can eliminate barriers and advance underrepresented talent by increasing organizational investment in diversity, equity, and inclusion strategies, including: (1) building healthy manager-employee relationships, (2) enabling growth-focused employee networking, and (3) redesigning talent processes to mitigate hidden biases.

Leaders and managers can alleviate barriers and challenges experienced by underrepresented talent in the workplace and increase diversity representation by building healthy manager-employee relationships. To do so, BPS will work in cooperation with FLHSMV's Executive Leadership Team (ELT) and Learning and Development Office (LDO) to provide training for leaders and managers to effectively coach and develop employees, evaluate performance, deliver feedback, recognize effort, and provide a positive employee experience. BPS will work together with ELT to identify organizational barriers such as unsupportive cultures, biased talent and business processes, and non-inclusive stakeholders, and to enable growth-focused networks to engage, develop and promote underrepresented talent.

BPS will assess recruitment and selection, promotion, performance management and other talent processes to mitigate bias and remove barriers to inclusion and advancement efforts. BPS will review the Applicant Selection Guide for all vacancies in job categories where underrepresentation exists for fiscal year of July 1, 2020, to June 30, 2021 to determine whether any step in the selection process for these positions may have a significant impact on screening out qualified minority applicants. A report of BPS' findings and recommendations for modifying the selection process will be submitted to the Chief of Personnel Services by March 31, 2022. BPS will also conduct a detailed workforce analysis to identify offices or positions that represent significant under-utilization of qualified minorities and individuals with disabilities. A report of BPS' findings and recruitment plan to address under-utilization will be submitted to the Chief of Personnel Services by March 31, 2022 for implementation prior to June 30, 2022.

BPS' Recruitment & Selection Section will enhance outreach efforts that target qualified minorities and individuals with disabilities (alternative talent pools, job fairs, professional associations) for recruitment. The Department will also actively target and recruit individuals of protected classes through outreach to local, state and community colleges, civic and professional associations, and other community organizations. In the last year, the agency participated in four (4) hiring fairs, two (2) of which targeted transitioning and former military personnel, and two (2) were held at local state university and colleges and were specifically geared to government and non-profit hiring. The agency will also continue to partner with the Division of Vocational Rehabilitation in the hiring and placement of individuals with disabilities.

LDO and BPS will deliver interactive online training courses to FLHSMV members on anti-discrimination and harassment policies and procedures and the Americans with Disabilities Act (ADA). They will also

administer an effective, reasonable accommodation and retention program. This will ensure that all employees receive training on reasonable accommodation process and procedures. In addition, BPS Member Selection training will focus on familiarizing hiring managers with best practices in recruitment and selection, including extended exercise on avoiding bias and discrimination in the employment process. These trainings will be reviewed annually in collaboration to ensure contents remain accurate and up to date.

The COVID-19 pandemic has accelerated FLHSMV's digital transformation. Human resources technology and processes must integrate with essential programs and tools used by the Department to increase ease and productivity and should consider employee needs and work experiences to ensure it remains inclusive and accessible for all. HR analytics will be used to support objective, data-driven decisions that fairly consider underrepresented talent for managerial and leadership positions.

Overall, we aim to hire and promote the most qualified employees we can and to ensure equal and fair treatment of all employees. We accomplish this by exploring approaches to building an inclusive workplace and maintaining the equal opportunity environment we value as an agency. The growing increase in minorities and employees with disabilities in some job categories gives us encouragement that we are headed in the right direction with our current plans. We will continue to strive to identify innovative ways to find and hire qualified minorities and individuals with disabilities, design better candidate and employee experiences, and bolster retention by improving internal career paths. Our ability to implement and become more proficient in talent analytics will play an important role in advancing the agency's potential to improve in terms of efficient and effective human resource decisions, including strategic workforce planning and talent acquisition.

ⁱ Transparency Florida, 2020-21 Operating Budget & Spending, http://www.transparencyflorida.gov/OperatingBudget/Agency_Public.aspx (July 2021).

ⁱⁱ Bureau of Labor Statistics, Economics at a Glance: Florida, <http://www.bls.gov/eag/eag.fl.htm> (September 2020).

ⁱⁱⁱ Bureau of Labor Statistics, Employment Projections – 2019-2029, <https://www.bls.gov/news.release/pdf/ecopro.pdf> (September 2020).

^{iv} Bureau of Labor Statistics, *Projections overview and highlights, 2019–29*, <https://www.bls.gov/opub/mlr/2020/article/projections-overview-and-highlights-2019-29.htm> (September 2020).

^v Bureau of Labor Statistics, Employment Situation News Release, https://www.bls.gov/news.release/archives/empsit_07022021.htm (July 2021).

^{vi} Bureau of Labor Statistics, Employment Projections, Civilian labor force, by age, sex, race, and ethnicity, <https://www.bls.gov/emp/tables/civilian-labor-force-summary.htm> (September 2020).

^{vii} United States Census Bureau, Education Attainment in the United States: 2019, <https://www.census.gov/content/census/en/data/tables/2019/demo/educational-attainment/cps-detailed-tables.html> (March 2020).

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xiii Gartner, Inc. *3 Ways to Advance Underrepresented Talent*, <https://www.gartner.com/en/documents/4001786-3-ways-to-advance-underrepresented-talent> (May 2021).