

City of Winter Haven Equal Employment Opportunity Plan

Introduction

Policy Statement:

It is the policy of the City of Winter Haven to:

- Afford equal employment opportunity to all persons and ensure employment decisions are made without regard to any individual's race, color, religion, age, gender, national origin or disability.
- Promote non-discrimination and assure all applicants for employment are judged on the basis of individual capability.
- Ensure personnel actions are administered in a non-discriminatory manner.
- Ensure all City provided benefits, facilities and programs are available to employees and candidates for employment on a non-discrimination basis.
- Continuously promote and emphasize the recruitment, employment and promotion of minorities and females at all levels within the organization.

Effective Date: October 1, 2007

Duration: One year ending September 30, 2008

Plan Maintainer: Shawn Dykes, Human Resources Division Director
Equal Employment Opportunity Plan Officer (Appointed)
P.O. Box 2277, Winter Haven, FL 33883-2277
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Status of EEO Efforts:

Recruitment and Employment Statistics For the Period October 1, 2006 through September 30, 2007

Activity	Total	Males	%	Females	%	Minorities	%
Job Opportunities	216						
Applications Received	1788	1044	58.4	744	41.6	682	38.1
Referred for Interview	719	426	59.2	293	40.8	226	31.4
Offered Employment	222	119	53.6	103	46.4	72	32.4
New Hires	187	97	51.9	90	48.1	57	30.5
Promotions/Transfers	15	7	46.7	8	53.3	4	26.7

**Applications Received
A Fiscal Year Comparison**

Activity	FY05/06	FY06/07	% Increase/(Decrease)
Job Opportunities	263	216	(17.9)
Applications Received			
Male	1154	1044	(9.5)
Female	857	744	(13.2)
Minority	700	682	(2.6)
Total	2011	1788	(11.1)
Referred for Interview			
Male	526	426	(19)
Female	315	293	(7)
Minority	275	226	(17.8)
Total	841	719	(14.5)
Offered Employment			
Male	182	119	(34.6)
Female	104	103	(1.0)
Minority	94	72	(23.4)
Total	286	222	(22.4)
New Hires			
Male	130	97	(25.4)
Female	80	90	12.5
Minority	66	57	(13.6)
Total	210	187	(11.0)
Promotions/Transfer Effected			
Male	21	7	(66.7)
Female	13	8	(38.5)
Minority	5	4	(20.0)
Total	34	15	(55.9)

**Incumbent Workforce Female and Minority Representation
A Fiscal Year Comparison**

Job Category	Females			Minorities		
	FY05/06	FY06/07	%Inc/(Dec)	FY05/06	FY06/07	%Inc/(Dec)
Officials/Administrators	14	14	0	6	6	0
Professionals	24	27	12.5	8	6	(25)
Technicians	10	8	(20)	7	5	(28.6)
Protective Services: Sworn	6	8	33.3	13	15	15.4
Protective Services: Non-Sworn	5	4	(20)	2	2	0
Administrative Support	72	71	(1.4)	24	26	8.3
Skilled Craft	4	5	25	18	18	0
Service Maintenance	21	20	(4.8)	40	30	(25)
Total	156	157	.6	118	108	(8.5)

Workforce Analysis

City Workforce – October 1, 2006 through September 30, 2007

Job Category	Male (# - %)										Female (# - %)							Grand Total
	W	B/ BW	H/L	A/ AW	AI/ AN	NH/ OPI	Bal. 2+	Total Male	W	B/ BW	H/L	A/ AW	AI/ AN	NH/ OPI	Bal. 2+	Total Female		
	Officials Administrators	27	4		1				32	13	1						14	
Professionals	58.7	8.7		2.2				69.6	28.3	2.2						30.4		
Technicians	31	3						34	24	3						27		
Protective Services (Sworn)	50.8	4.9						55.7	39.3	4.9						44.3		
Protective Services (Non-Sworn)	30	2	2	1				35	8							8		
Administrative Support	69.8	4.7	4.7	2.3				81.4	18.6							18.6		
Skilled Craft	75	7	6	1				89	7	1						8		
Service Maintenance	77.3	7.2	6.2	1				91.8	7.2	1						8.2		
Total	4	1						5	3	1						4		
	44.4	11.1						55.6	33.3	11.1						44.4		
	6	2						8	47	20	4					71		
	7.6	2.5						10.1	59.5	25.3	5.1					89.9		
	55	13	3					71	3	2						5		
	72.4	17.1	3.9					93.4	3.9	2.6						6.6		
	40	20	5					65	15	3	2					20		
	47.1	23.5	5.9					76.5	17.6	3.5	2.4					23.5		
	268	52	16	3				339	120	31	6					157		
	54	10.5	3.2	.6				68.3	24.2	6.3	1.2					31.7		

Key: W=White, Non-Hispanic or Latino; B/BW=Black or Black and White, Non-Hispanic or Latino; H/L=Hispanic or Latino; A/AW=Asian or Asian and White, Non-Hispanic or Latino; AI/AN=American Indian/Alaskan Native, Non-Hispanic or Latino; NH/OPI=Native Hawaiian or Other Pacific Islander, Non-Hispanic or Latino and Bal. 2+=Two or more races, Non-Hispanic or Latino, not already categorized and includes American Indian/Alaskan Native and Black, Non-Hispanic or Latino.

Source: City of Winter Haven Workforce Services' Division records.

Note: Percentages may not add to total due to rounding.

Police Department Workforce – October 1, 2006 through September 30, 2007

Job Category	Male (# - %)										Female (# - %)						Grand Total
	W	B/ BW	H/L	A/ AW	A/ AN	NH/ OPI	Bal. 2+	Total Male	W	B/ BW	H/L	A/ AW	A/ AN	NH/ OPI	Bal. 2+	Total Female	
	Chiefs, Deputy Chiefs	2 100							2 100								
Captains/ Inspectors	1 50							1 50	1 50							1 50	
Lieutenants	6 100							6 100								6 5.1	
Sergeants, Detectives	12 70.6		1 5.9					13 76.5	4 23.5							4 23.5	
Patrol Officers	34 68	4 8	4 8	1 2				43 86	6 12	1 2						7 14	
Protective Service (Non-Sworn)	3 37.5	1 12.5						4 50	3 37.5	1 12.5						4 50	
Office/Clerical	4 12.5	2 6.3						6 18.8	16 50	10 31.3						26 81.3	
Total	62 53	7 6	5 4.3	1 .9				75 64.1	30 25.6	12 10.3						42 35.9	

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Source: City of Winter Haven Workforce Services' Division records.

Note: Percentages may not add to total due to rounding.

Community Labor Statistics

Polk County EEO Residence Data

Job Category	Male (# - %)										Female (# - %)										Grand Total
	W	B/ BW	H/L	A/ AW	AI/ AN	NH/ OPI	Bal. 2+	Total Male	W	B/ BW	H/L	A/ AW	AI/ AN	NH/ OPI	Bal. 2+	Total Female					
Officials	13,975	640	835	235	105	0	80	15,870	8,740	815	490	135	25	0	25	10,230	26,105				
Administrators	53.5	2.5	3.2	0.9	0.4	0	0.3	60.8	33.5	3.1	1.9	0.5	0.09	0	0.09	39.2	12.0				
Professionals	9,780	670	675	385	75	0	15	11,600	14,080	1,895	690	345	135	0	50	17,195	28,790				
	34.0	2.3	2.3	1.3	0.3	0	0.05	40.3	48.9	6.6	2.4	1.2	0.5	0	0.02	59.7	13.2				
Technicians	1,785	115	120	45	24	0	0	2,089	2,665	390	225	40	24	15	4	3,363	5,455				
	32.7	2.1	2.2	0.8	0.4	0	0	38.3	48.9	7.1	4.1	0.7	0.4	0.3	0.07	61.6	2.5				
Protective Services (Sworn)	2,995	280	185	14	4	0	15	3,493	665	180	30	10	14	0	4	903	4,400				
	68.1	6.4	4.2	0.3	0.09	0	0.3	79.4	15.1	4.1	0.7	0.2	0.3	0	0.09	20.5	2.0				
Protective Services (Non-Sworn)	175	4	10	0	0	0	0	189	50	30	0	0	0	0	0	80	270				
	64.8	1.5	3.7	0	0	0	0	70.0	18.5	11.1	0	0	0	0	0	29.6	0.1				
Administrative Support	12,835	1,514	1,100	245	90	0	95	15,879	31,190	4,435	2,300	500	290	15	180	38,910	54,790				
	23.4	2.7	2.0	0.4	0.2	0	0.2	28.9	56.9	8.1	4.2	0.9	0.5	0.03	0.3	71.0	25.2				
Skilled Craft	18,890	1,885	2,635	155	285	15	140	24,005	1,040	125	110	45	14	0	10	1,344	25,355				
	74.5	7.4	10.4	0.6	1.1	0.06	0.5	94.6	4.1	0.5	0.4	0.2	0.05	0	0.04	5.3	11.7				
Service Maintenance	28,035	6,990	7,470	505	405	20	410	43,835	18,255	5,745	3,385	395	370	20	340	28,510	72,355				
	38.7	9.7	10.3	0.7	0.5	0.03	0.6	60.6	25.2	7.9	4.7	0.5	0.5	0.03	0.5	39.4	33.3				
Total	88,470	12,098	13,030	1,584	988	35	755	116,960	76,685	13,615	7,230	1,470	872	50	613	100,535	217,520				
	40.7	5.5	5.9	0.7	0.4	0.02	0.3	53.8	35.2	6.2	3.3	0.7	0.4	0.02	0.3	46.2	100.0				

Key: W=White, Non-Hispanic or Latino; B/BW=Black or Black and White, Non-Hispanic or Latino; H/L=Hispanic or Latino; AI/AN=Asian or Asian and White, Non-Hispanic or Latino; AI/AN=American Indian/Alaskan Native, Non-Hispanic or Latino; NH/OPI=Native Hawaiian or Other Pacific Islander, Non-Hispanic or Latino and Bal. 2+=Two or more races, Non-Hispanic or Latino, not already categorized and/or non-declared, and includes American Indian/Alaskan Native and Black, Non-Hispanic or Latino.

Source: U.S. Department of Commerce, Bureau of the Census, 2000 Census Population, EEO Special File

Note: Percentages may not add to total due to rounding.

Utilization Analysis Table

Polk County and City of Winter Haven Workforce Comparison – October 1, 2006 through September 30, 2007

Job Category	Male							Female							Grand Total	
	W	B/ BW	H/L	A/ AW	A/ AN	NH/ OPI	Bal. 2+	Total Male	W	B/ BW	H/L	A/ AW	A/ AN	NH/ OPI		Bal. 2+
Off./Admin.																
PC %	53.5	2.5	3.2	0.9	0.4	0	0.3	60.8	33.5	3.1	1.9	0.5	0.09	0	0.09	39.2
COWH %	58.7	8.7	0	2.2	0	0	0	69.6	28.3	2.2	0	0	0	0	0	30.4
Use %	+5.2	+6.2	-3.2	+1.3	-0.4		-0.3	+8.8	-5.2	-0.9	-1.9	-0.5	-0.09	0	-0.09	-8.8
Professionals																
PC %	34.0	2.3	2.3	1.3	0.3	0	0.05	40.3	48.9	6.6	2.4	1.2	0.5	0	0.02	59.7
COWH %	50.8	4.9	0	0	0	0	0	55.7	39.3	4.9	0	0	0	0	0	44.3
Use %	+16.8	+2.6	-2.3	-1.3	-0.3	0	-0.05	+15.4	-9.6	-1.7	-2.4	-1.2	-0.5	0	-0.02	-15.4
Technicians																
PC %	32.7	2.1	2.2	0.8	0.4	0	0	38.3	48.9	7.1	4.1	0.7	0.4	0.3	0.07	61.6
COWH %	69.8	4.7	4.7	2.3	0	0	0	81.4	18.6	0	0	0	0	0	0	18.6
Use %	+37.1	+2.6	+2.5	+1.5	-0.4	0	0	+43.1	-30.3	-7.1	-4.1	-0.7	-0.4	-0.3	-0.07	-43
Prot. Svcs.(S)																
PC %	68.1	6.4	4.2	0.3	0.09	0	0.3	79.4	15.1	4.1	0.7	0.2	0.3	0	0.09	20.5
COWH %	77.3	7.2	6.2	1	0	0	0	91.8	7.2	1	0	0	0	0	0	8.2
Use %	+9.2	+0.8	+2	+0.7	-0.09	0	-0.3	+12.4	-7.9	-3.1	-0.7	-0.2	-0.3	0	-0.09	-12.3

Polk County and City of Winter Haven Workforce Comparison - October 1, 2006 through September 30, 2007 (Continued)

Job Category	Male										Female									
	W	B/ BW	H/L	A/ AW	AI/ AN	NH/ OPI	Bal. 2+	Total Male	W	B/ BW	H/L	A/ AW	AI/ AN	NH/ OPI	Bal. 2+	Total Female	Grand Total			
Prot.Srvs.(NS)	64.8	1.5	3.7	0	0	0	0	70.0	18.5	11.1	0	0	0	0	0	29.6	0.1			
PC %	44.4	11.1	0	0	0	0	0	55.6	33.3	11.1	0	0	0	0	0	44.4	1.8			
COWH %	-20.4	+9.6	-3.7	0	0	0	0	-14.4	+14.8	0	0	0	0	0	0	+14.8	+1.7			
Use %	23.4	2.7	2.0	0.4	0.2	0	0.2	28.9	56.9	8.1	4.2	0.9	0.5	0.03	0.3	71.0	25.2			
Admin.Support	7.6	2.5	0	0	0	0	0	10.1	59.5	25.3	5.1	0	0	0	0	89.9	15.9			
PC %	+15.8	-0.2	-2.0	-0.4	-0.2	0	-0.2	-18.8	+2.6	+17.2	0.9	-0.9	-0.5	-0.03	-0.3	+18.9	-9.3			
COWH %	74.5	7.4	10.4	0.6	1.1	0.06	0.5	94.6	4.1	0.5	0.4	0.2	0.05	0	0.04	5.3	11.7			
Use %	72.4	17.1	3.9	0	0	0	0	93.4	3.9	2.6	0	0	0	0	0	6.6	15.3			
Skilled Craft	-2.1	+9.7	-6.5	-0.6	-1.1	-0.06	-0.5	-1.2	-0.2	+2.1	-0.4	-0.2	-0.05	0	-0.04	+1.3	+3.6			
PC %	38.7	9.7	10.3	0.7	0.5	0.03	0.6	60.6	25.2	7.9	4.7	0.5	0.5	0.03	0.5	39.4	33.3			
COWH %	47.1	23.5	5.9	0	0	0	0	76.5	17.6	3.5	2.4	0	0	0	0	23.5	17.1			
Use %	+8.4	+13.8	-4.4	-0.7	-0.5	-0.03	-0.6	+15.9	-7.6	-4.4	-2.3	-0.5	-0.5	-0.03	-0.5	-15.9	-16.2			
Total	40.7	5.5	5.9	0.7	0.4	0.02	0.3	53.8	35.2	6.2	3.3	0.7	0.4	0.02	0.3	46.2	100			
PC %	54	10.5	3.2	0.6	0	0	0	68.3	24.2	6.3	1.2	0	0	0	0	31.7	100			
COWH %	+13.3	+5	-2.7	-0.1	-0.4	-0.02	-0.3	+14.5	-11	+0.1	-2.1	-0.7	-0.4	-0.02	-0.3	-14.5	0			
Use %	Key: W=White, Non-Hispanic or Latino; B/BW=Black or Black and White, Non-Hispanic or Latino; H/L=Hispanic or Latino; AI/AN=American Indian/Alaskan Native, Non-Hispanic or Latino; NH/OPI=Native Hawaiian or Other Pacific Islander, Non-Hispanic or Latino and Bal. 2+=Two or more races, Non-Hispanic or Latino, not already categorized and to include American Indian/Alaskan Native and Black, Non-Hispanic or Latino.																			

Source: U.S. Department of Commerce, Bureau of the Census, 2000 Census Population, EEO Special File and City of Winter Haven Workforce Services' Division records.

Note: Percentages may not add to total due to rounding.

Utilization Analysis Narrative Findings

In the areas of recruitment and employment, the City felt the effects of the State legislature's 2006-07 property tax reform initiatives. Job opportunities were reduced 17.9%, which consequently led to 11.1% fewer employment applications being received; 14.5% less referrals being made; a 22.4% decline in job offers and a 11% reduction in the number of new hires during this fiscal year.

Despite this, the City was successful in improving its incumbent workforce female representation in the professional (12.5%); protective services, sworn (33.3%) and skilled craft (25%) job categories. Overall, the City's incumbent workforce female population increased 0.6%. The total incumbent workforce minority representation, however, decreased 8.5% for the year, even though there was a 15.4% increase in the protective services, sworn category, and a 8.3% increase in the administrative support job category.

An examination of the City's workforce further reveals that with the exception of the administrative support job category, the number of incumbent minority males, in particular Black/African American males, surpassed the community profile in all job categories. The incumbent workforce Hispanic Latino male population is also superior to the local community profile in the technician and protective service, sworn categories, but is at a deficit in other job categories. The total incumbent workforce female population in the protective services, non-sworn; administrative support and skilled craft categories is far more favorable than that which is evident in the community, 14.8%, 18.9% and 1.3% greater respectively, but all other job categories have yet to achieve such distinction.

Goals/Objectives

It is the goal of the City of Winter Haven to establish and provide for equal employment opportunities for all individuals and subject to the availability of funding, develop a means to attain an employee profile which accurately reflects the representation of minorities and women in the local labor market. This goal in no way means that the City will establish rigid quotas nor does it imply that any unqualified individual will be hired or promoted into City positions. Rather, this is a voluntary, self-imposed method of accountability which demonstrates that the City is serious about its commitment to equal employment opportunity.

The goal of the City will be achieved when minorities and women employed by the City in various job categories and salary ranges is reflective of the community profile and labor force availability. Achieving this long range goal will take a number of years, especially in light of the impending financial challenges associated with property tax reform, and this Plan will be used as a flexible, working tool to facilitate goal achievement.

To attain the specified goal and contingent upon funding availability, the City will actively recruit minorities and women for positions which may become vacant in the future. Expected replacements, retirements, positions lost and newly authorized positions will be considered and recruitment efforts will be modified, and if necessary expanded, to seek out qualified minority and female candidates.

Department and division personnel will be expected to cooperate and actively participate in achieving the City goal as well. For example, if a division has no minority or female professionals currently employed, the division head will be encouraged to employ minorities and females to fill most if not all of the expected openings. Recruitment efforts will be coordinated with the Human Resources' Division to assure an adequate supply of applicants – male and female, minority and non-minority – are referred for consideration.

The Human Resources Division Director will monitor the City's hiring and promotion policies and determine what progress is being made toward meeting the City's Plan goal.

Steps to Achieve Goals and Objectives

To achieve established equal employment opportunity goals and objectives, the City will:

- Provide leadership, guidance and training for supervisory and managerial staff to enable them to become more knowledgeable of human relations issues, laws and practices.
- Routinely review all aspects of its recruitment and application system to assure that built-in discrimination barriers do not exist. All advertised job notices will contain the phrase "An Equal Opportunity Employer." All publicly advertised open competitive position vacancies will remain available for at least ten working days, so all interested persons have sufficient time to apply, and notice of such vacancies will be:
 - distributed internally;
 - published in Polk County newspapers and state and national professional journals, bulletins and other publications, when appropriate;
 - listed with the Florida State Employment Service and
 - regularly mailed to community church, business, education, civic and charitable organizations.
- Review and update the following:
 - Job descriptions - to ensure currency; accuracy and consistency
 - Qualification standards - to assure job relatedness and flexibility allow the substitution of relevant experience for educational requirements or vice versa
 - Classification and compensation programs – to assure competitiveness and equal pay for equal work; to eliminate "dead-end" positions and create promotional and/or career progression opportunities which could include the development of trainee positions

- Employment examinations (written, oral or otherwise) – to ensure validity; uniform application; job relatedness and justified by business necessity
- Personal and professional development programs – to ensure employees have multiple opportunities to earn required certificates and/or degrees which are necessary to move upward within the City personnel system.

To heighten the potential for recruiting and employing qualified minorities and females the City will:

- Inform females and minorities of employment and promotion opportunities via employment notice distribution and posting on the City's web-site.
- Prepare and distribute recruiting brochures and/or pamphlets informing the public of employment and promotion opportunities for minorities and females.
- Establish and maintain a courtesy mailing list for each job classification to facilitate future notice to females and minorities that positions of interest are available and they may apply.
- Participate whenever possible in female and minority emphasized career days, career fairs, etc. sponsored by schools, civic groups, and other organizations.
- Periodically forward to professional organizations, training academies, etc. letters announcing the availability of vacant positions for minorities and females.
- Seek to have local newspapers publish feature articles concerning minority and female employees and the desirability of various career fields for qualified minorities and females.
- Continuously consider minority and female employees for promotion into all job categories as vacant positions become available.
- Encourage clerical employees with administrative ability and potential for greater responsibility to apply for technical, professional, and trainee positions.
- Promote female and minority upward mobility through City sponsored employee training and education programs.
- Develop trainee positions.
- Publicize the City's community and family oriented events to attract female and minority candidates to the area.

Dissemination/Implementation

Knowledge of the City's Equal Employment Opportunity Plan will be disseminated to all employees within the organization and to the following outside agencies.

- All unions in which City employees belong;
- All vendors who conduct business with the City;
- Polk County organizations serving minorities and women and
- Any additional recruitment sources in the area (i.e. Florida State Employment Service, private employment agencies, etc.).

This will be accomplished by:

- Posting a copy of this plan on the City's internal and external websites.
- Distributing copies of this plan narrative to managers and supervisors and reminding them of their responsibilities for its implementation.
- Making each new employee aware of the Plan at the time of reporting for work.
- Informing employees through meetings, literature enclosed with pay checks or some other regular distribution and notices on bulletin boards.
- Appropriate City forms such as employment applications, purchase orders, etc., which will include the phrase "Equal Opportunity Employer."

Ultimate responsibility for implementing the Equal Employment Opportunity Plan is vested in the City Manager; however, the City Manager has appointed the Human Resources Division Director as the Equal Employment Opportunity Officer responsible for administering the program and making periodic status reports to the City Manager.

Prepared by:

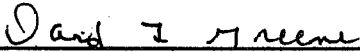


Shawn Dykes, HR Division Director

1/4/08

Date

Approved by:



David L. Greene, City Manager

1/4/08

Date

Note: Document format and job categories listings are intended to align with Equal Employment Opportunity Commission and Department of Justice standards for statistical reporting.