

**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, sex, 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 fair, non-discriminatory manner.
- Ensure all City provided benefits, facilities and programs are available to employees and candidates for employment on a non-discriminatory basis.
- Continuously promote and emphasize the recruitment, employment and promotion of minorities and females at all levels within the organization.

**Effective Date:**           October 1, 2010 through September 30, 2011

**Plan Maintainer:**                 Shawn Dykes, Human Resources Division Director  
Equal Employment Opportunity Plan Officer (Appointed)  
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**Status of EEO Efforts:**

***Recruitment and Employment Statistics  
For the Period October 1, 2009 through September 30, 2010***

Activity	Total	Males	%	Females	%	Minorities	%
Job Opportunities	111						
Applications Received	1837	1191	64.8	646	35.2	694	37.7
Referred for Interview	441	263	59.6	178	40.4	126	28.6
Offered Employment	114	63	55.3	51	44.7	30	26.3
New Hires	85	47	55.3	38	44.7	25	29.4
Promotions/Transfers	11	6	54.5	5	45.5	1	9.1

**Applications Received  
A Fiscal Year Comparison**

Activity	FY08/09	FY09/10	% Increase/(Decrease)
Job Opportunities	134	111	(17.2)
Applications Received			
Male	1418	1191	(16.0)
Female	585	646	10.4
Minority	713	694	(2.7)
Total	2003	1837	(8.3)
Referred for Interview			
Male	334	263	(21.3)
Female	139	178	28.1
Minority	135	126	(6.7)
Total	473	441	(6.8)
Offered Employment			
Male	79	63	(20.3)
Female	48	51	6.3
Minority	35	30	(14.3)
Total	127	114	(10.2)
New Hires			
Male	60	47	(21.7)
Female	43	38	(11.6)
Minority	31	25	(19.4)
Total	103	85	(17.5)
Promotions/Transfer Effected			
Male	15	6	(60.0)
Female	4	5	25.0
Minority	2	1	(50.0)
Total	19	11	(42.1)

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

Job Category	Females			Minorities		
	FY08/09	FY09/10	%Inc/(Dec)	FY08/09	FY09/10	%Inc/(Dec)
Officials/Administrators	16	14	(12.5)	8	8	0
Professionals	29	28	(3.4)	8	8	0
Technicians	6	6	0	3	4	33.3
Protective Services: Sworn	11	8	(27.3)	20	16	(20.0)
Protective Services: Non-Sworn	5	4	(.20)	2	3	50.0
Administrative Support	56	54	(3.6)	16	14	(12.5)
Skilled Craft	5	3	(40.0)	13	13	0
Service Maintenance	19	15	(21.1)	33	26	(21.2)
Total	147	132	(10.2)	103	92	(10.7)

**Workforce Analysis**

**City Workforce - October 1, 2009 through September 30, 2010**

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	28 58.3	4 8.3	1 2.1	1 2.1				34 70.8	12 25.0	2 4.2						14 29.2	48 10.2
Professionals	24 42.1	3 5.3	1 1.8					28 49.1	25 43.9	3 5.3		1 1.8				29 50.9	57 12.1
Technicians	25 71.4	1 2.9	2 5.7	1 2.9				29 82.9	6 17.1							6 17.1	35 7.4
Protective Services (Sworn)	85 79.4	7 6.5	6 5.6	1 .9				99 92.5	6 5.6	1 .9	1 .9					8 7.5	107 22.8
Protective Services (Non-Sworn)	3 33.3	1 11.1		1 11.1				5 55.6	3 33.3	1 11.1						4 44.4	9 1.9
Administrative Support	4 6.8		1 1.7	1 1.7				5 8.5	41 69.5	10 16.9	3 5.1					54 91.5	59 12.6
Skilled Craft	61 79.2	10 13.0	3 3.9					74 96.1	3 3.9							3 3.9	77 16.4
Service Maintenance	42 53.8	14 17.9	6 7.7		1 1.3			63 80.8	10 12.8	4 5.1	1 1.3					15 19.2	78 16.6
Total	272 57.9	40 8.5	20 4.3	4 .9	1 .2			337 71.7	106 22.6	21 4.5	5 1.1	1 .2				133 28.3	470 100

**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 includes American Indian/Alaskan Native and Black, Non-Hispanic or Latino.

**Source:** City of Winter Haven Human Resources' Division records. (Percentages may not add to total due to rounding)

**Police Department Workforce - October 1, 2009 through September 30, 2010**

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		
	Chiefs, Deputy Chiefs	1							1								0	
Captains/ Inspectors	2							2								1	3	
Lieutenants	2							2								2	4	
Sergeants, Detectives	17	1	2					20								2	22	
	77.3	4.5	9.1					90.9								9.1	21.8	
Patrol Officers	34	5	2	1				42	5	1	1					7	49	
	69.4	10.2	4.1	2.0				85.7	10.2	2.0	2.0					14.3	48.5	
Protective Service (Non-Sworn)	2	1		1				4	2	1						3	7	
	28.6	14.3		14.3				57.1	28.6	14.3						42.9	6.9	
Office/Clerical	1							1	13	1						14	15	
	6.7							6.7	86.7	6.7						93.3	14.9	
Total	59	7	4	2				72	25	3	1					29	101	
	58.4	6.9	4.0	2.0				71.3	24.8	3.0	1.0					28.7	100	

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**Source:** City of Winter Haven Human Resources' Division records. (Percentages may not add to total due to rounding.)

Community Labor Statistics

**Polk County Workforce**

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	13,975 53.5	640 2.5	835 3.2	235 0.9	105 0.4	0	80 0.3	15,870 60.8	8,740 33.5	815 3.1	490 1.9	135 0.5	25 0.09	0	25 0.09	10,230 39.2	26,100 12.0
Professionals	9,780 34.0	670 2.3	675 2.3	385 1.3	75 0.3	0	15 0.05	11,600 40.3	14,080 48.9	1,895 6.6	690 2.4	345 1.2	135 0.5	0	50 0.02	17,195 59.7	28,795 13.2
Technicians	1,785 32.7	115 2.1	120 2.2	45 0.8	24 0.4	0	0	2,089 38.3	2,665 48.9	390 7.1	225 4.1	40 0.7	24 0.4	15 0.3	4 0.07	3,363 61.6	5,452 2.5
Protective Services (Sworn)	2,995 65.2	280 6.1	185 4.0	14 0.3	4 0.09	0	15 0.3	3,493 76.0	865 18.8	180 3.9	30 0.7	10 0.2	14 0.3	0	4 0.09	1,103 24.0	4,596 2.0
Protective Services (Non-Sworn)	175 65.1	4 1.5	10 3.7	0 0	0 0	0	0	189 70.3	50 18.6	30 11.1	0 0	0 0	0 0	0	0	80 29.7	269 0.1
Administrative Support	12,835 23.4	1,514 2.7	1,100 2.0	245 0.4	90 0.2	0	95 0.2	15,879 28.9	31,190 56.9	4,435 8.1	2,300 4.2	500 0.9	290 0.5	15 0.03	180 0.3	38,910 71.0	54,789 25.2
Skilled Craft	18,890 74.5	1,885 7.4	2,635 10.4	155 0.6	285 1.1	15 0.06	140 0.5	24,005 94.6	1,040 4.1	125 0.5	110 0.4	45 0.2	14 0.05	0	10 0.04	1,344 5.3	25,349 11.7
Service Maintenance	28,035 38.7	6,990 9.7	7,470 10.3	505 0.7	405 0.5	20 0.03	410 0.6	43,835 60.6	18,255 25.2	5,745 7.9	3,385 4.7	395 0.5	370 0.5	20 0.03	340 0.5	28,510 39.4	72,345 33.3
Total	88,470 40.7	12,098 5.5	13,030 5.9	1,584 0.7	988 0.4	35 0.02	755 0.3	116,960 53.8	76,885 35.3	13,615 6.2	7,230 3.3	1,470 0.7	872 0.4	50 0.02	613 0.3	100,735 46.2	217,695 100.0

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**Source:** U.S. Department of Commerce, Bureau of the Census, 2000 Census Population, EEO Special File. (Percentages may not add to total due to rounding.)

Utilization Analysis Table

**Polk County and City of Winter Haven Workforce Comparison - October 1, 2009 through September 30, 2010**

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	
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	12.0
COWH %	58.3	8.3	2.1	2.1	0	0	0	70.8	25.0	4.2	0	0	0	0	0	29.2	10.2
Use %	4.8	5.8	-1.1	1.2	-0.4	0	-0.3	10.0	-8.5	1.1	-1.9	-0.5	-0.09	0	-0.09	-10.0	-1.8
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	13.2
COWH %	42.1	5.3	1.8	0	0	0	0	49.1	43.9	5.3	0	1.8	0	0	0	50.9	12.1
Use %	8.1	3.0	-0.5	-1.3	-0.3	0	-0.05	8.8	-5.0	-1.3	-2.4	.06	-0.5	0	-0.02	-8.8	-1.1
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	2.5
COWH %	71.4	2.9	5.7	2.9	0	0	0	82.9	17.1	0	0	0	0	0	0	17.1	7.4
Use %	38.7	0.8	3.5	2.1	-0.4	0	0	44.6	-31.8	-7.1	-4.1	-0.7	-0.4	-0.3	-0.07	-44.5	4.9
Prot. Svcs.(S)																	
PC %	65.2	6.1	4.0	0.3	0.09	0	0.3	76.0	18.8	3.9	0.7	0.2	0.3	0	0.09	24.0	2.0
COWH %	79.4	6.5	5.6	.9	0	0	0	92.5	5.6	.9	.9	0	0	0	0	7.5	22.8
Use %	14.2	0.4	1.6	0.6	-0.09	0	-0.3	16.5	-13.2	-3.0	0.2	-0.2	-0.3	0	-0.09	-16.5	20.8

**Polk County and City of Winter Haven Workforce Comparison - October 1, 2009 through September 30, 2010 (Continued)**

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
Prof.Svs.(NS)	65.1	1.5	3.7	0	0	0	0	70.3	18.6	11.1	0	0	0	0	0	29.7	0.1
PC %	33.3	11.1	0	11.1	0	0	0	55.6	33.3	11.1	0	0	0	0	0	44.4	1.9
COWH %	-31.8	9.6	-3.7	11.1	0	0	0	-14.7	14.7	0	0	0	0	0	0	14.7	1.8
Use %																	
Admin.Support	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
PC %	6.8	0	1.7	0	0	0	0	8.5	69.5	16.9	5.1	0	0	0	0	91.5	12.6
COWH %	-16.6	-2.7	-0.3	-0.4	-0.2	0	-0.2	-20.4	12.6	8.8	0.9	-0.9	-0.5	-0.03	-0.3	20.5	-12.6
Use %																	
Skilled Craft	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
PC %	79.2	13.0	3.9	0	0	0	0	96.1	3.9	0	0	0	0	0	0	3.9	16.4
COWH %	4.7	5.6	-6.5	-0.6	-1.1	-0.06	-0.5	1.5	-0.2	-0.5	-0.4	-0.2	-0.05	0	-0.04	-1.4	4.7
Use %																	
Srv. Mnt.	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
PC %	53.8	17.9	7.7	0	1.3	0	0	80.8	12.8	5.1	1.3	0	0	0	0	19.2	16.6
COWH %	15.1	8.2	-2.6	-0.7	0.8	-0.03	-0.6	20.2	-12.4	-2.8	-3.4	-0.5	-0.5	-0.03	-0.5	-20.2	-16.7
Use %																	
Total	40.7	5.5	5.9	0.7	0.4	0.02	0.3	53.8	35.3	6.2	3.3	0.7	0.4	0.02	0.3	46.2	100
PC %	57.9	8.5	4.3	0.9	0.2	0	0	71.7	22.6	4.5	1.1	0.2	0	0	0	28.3	100
COWH %	17.2	3.0	-1.6	0.2	-0.2	-0.02	-0.3	17.9	-12.7	-1.7	-2.2	-0.5	-0.4	-0.02	-0.3	-17.9	0
Use %																	

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**Source:** U.S. Department of Commerce, Bureau of the Census, 2000 Census Population, EEO Special File and City of Winter Haven Human Resources' Division records. (Percentages may not add to total due to rounding.)

### **Utilization Analysis Narrative Findings**

A FY09 and FY10 comparison reveals that City employment opportunities remain on the decline, due to the downfall in the economy and municipal revenues. Despite this, a 10.4% increase in female applications and a 28.1% increase in female referrals were achieved. In total, 6.3% more employment offers were made to females. The number of females promoted and transferred increased 25% as well.

The minority statistics for this same comparative period were not as favorable. Minority applications, referrals and new hires in total decreased in FY10, at a rate of 2.7%, 6.7% and 19.4% respectively.

From a job category incumbent workforce perspective, in FY10 there was no change in minorities in the Officials/Administrators, Professionals and Skilled Craft areas; there was a 20% decline in the Protective Sworn category and a 12.5% decrease in the Administrative Support grouping. On the upside, there was a 33.3% increase in minorities in the Technician job category and a 50% increase in the Protective Services Non-sworn area.

An examination of the City's workforce in relation to that of Polk County reveals a heightened male versus female workforce populace. Moreover, the City's minority male workforce is at or just slightly under the County level, from a job standpoint and particularly within the non-Hispanic or Latino category. There is an across the board deficit of females, which suggests work remains for the City to attain its workplace profile goal.

### **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 that accurately reflects the representation of minorities and women in the local labor market. This goal does not mean 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 financial challenges associated with the states property tax reform, as well as the economic hardships being experienced nationwide, 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 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 and where possible, take advantage of public and privately sponsored internship programs.
- 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.
- Any additional recruitment sources in the area (i.e. Florida State Employment Service, private employment agencies, etc.)

This will be accomplished by:

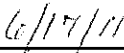
- Posting a copy of this plan on the City's internal and external websites.
- Distributing copies of this plan narrative to managers and supervisors and reminding them of their responsibilities for its implementation.
- Making each new employee aware of the Plan at the time of reporting for work.
- Informing 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

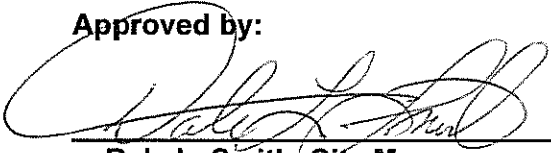
Director as the Equal Employment Opportunity Officer responsible for administering the program and making periodic status reports to the City Manager.


Prepared by:

  
\_\_\_\_\_  
Shawn Dykes, HR Division Director

  
\_\_\_\_\_  
Date

Approved by:

  
\_\_\_\_\_  
Dale L. Smith, City Manager

  
\_\_\_\_\_  
Date

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