

City of Winter Haven Equal Employment Opportunity Plan

Introduction

Policy Statement:

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

- No person shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination or retaliation under any program or activity because of race, color, national origin, sex, age, disability, marital or religious status or any other status protected by law.
- All persons regardless of race, color, religion, sex, national origin, marital status or disability will be afforded equal opportunity to pursue employment opportunities, access City facilities, and utilize City services.
- Unless otherwise required or authorized by law, no job applicant, present employee, citizen, visitor, or program user will be treated preferentially, with bias or partiality because of race, color, sex, age, physical condition, disability, national origin, marital status and political or religious affiliations.
- Non-discrimination will be promoted through a positive continuing program of equal opportunity initiatives. The City will:
 - Recruit, hire, and promote individuals for all job classifications without regard to race, color, religion, age, sex, national origin, marital status, disability or any other status protected by law. Employment decisions will be made with equal opportunity principles in mind; all applicants for employment will be judged on the basis of individual capability in relation to bona fide occupational qualifications.
 - Ensure personnel actions and benefits are administered in a non-discriminatory manner.
 - Ensure that all City facilities and programs will be available to employees and candidates for employment on a non-discriminatory basis.
 - Improve program accessibility for limited English proficient (LEP) persons by utilizing bilingual employees, state and local partners, faith based organizations and community groups, and other language services to provide oral interpretation and translation of program documents as required.

- Endeavor to improve accessibility to City facilities, programs, and other activities by members of the public and incumbent employees. Barriers to accessing important benefits, exercising rights and generally participating in City offered facilities and functions will be identified and minimized, or eliminated, without unduly burdening the fundamental mission of the City. The City's objective will be to attain a balance that ensures meaningful access to critical services by everyone, including LEP persons.
- Continuously promote and emphasize the recruitment, employment, and promotion of minorities and females at all levels within the organization.

Effective Date: October 1, 2012

Duration: One year ending September 30, 2013

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, 2011 through September 30, 2012***

Activity	Total	Males	%	Females	%	Minorities	%
Job Opportunities	128						
Applications Received	1878	1108	59.0	770	41.0	611	32.5
Referred for Interview	539	353	65.5	186	34.5	144	26.7
Offered Employment	133	80	60.2	53	39.8	42	31.6
New Hires	93	52	55.9	41	44.1	31	33.3
Promotions/Transfers	19	12	63.2	7	36.8	1	5.3

**Applications Received
A Fiscal Year Comparison**

Activity	FY10/11	FY11/12	% Increase/(Decrease)
Job Opportunities	110	128	16.4
Applications Received			
Male	1224	1108	(9.5)
Female	562	770	37.0
Minority	566	611	8.0
Total	1786	1878	5.2
Referred for Interview			
Male	279	353	26.5
Female	164	186	13.4
Minority	109	144	32.1
Total	443	539	21.7
Offered Employment			
Male	65	80	23.1
Female	49	53	8.2
Minority	36	42	16.7
Total	114	133	16.7
New Hires			
Male	55	52	(5.5)
Female	39	41	5.1
Minority	28	31	10.7
Total	94	93	(1.1)
Promotions/Transfer Effected			
Male	6	12	100
Female	3	7	133.3
Minority	3	1	(66.7)
Total	9	19	111.1

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

Job Category	Females			Minorities		
	FY10/11	FY11/12	%Incl/(Dec)	FY10/11	FY11/12	%Incl/(Dec)
Officials/Administrators	14	15	7.1	8	8	0
Professionals	24	25	4.2	5	6	20.0
Technicians	6	5	(16.7)	5	4	(20.0)
Protective Services: Sworn	8	12	50.0	15	21	40.0
Protective Services: Non-Sworn	5	5	0	3	3	0
Administrative Support	53	56	5.7	11	12	9.1
Skilled Craft	3	3	0	14	19	35.7
Service Maintenance	14	17	21.4	21	25	19.0
Total	127	138	8.7	82	98	19.5

Workforce Analysis

City Workforce - October 1, 2011 through September 30, 2012

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 56.3	4 8.3	1 2.1	1 2.1				33 68.8	13 27.1	2 4.2						15 31.3	
Professionals	29 50.0	3 5.2	1 1.7					33 56.9	23 39.7	1 1.7		1 1.7				25 43.1		
Technicians	25 67.6	1 2.7	4 10.8	1 2.7				31 83.8	6 16.2							6 16.2		
Protective Services (Sworn)	93 78.2	8 6.7	7 5.9					108 90.8	7 5.9	2 1.7	2 1.7					11 9.2		
Protective Services (Non-Sworn)	3 30.0	1 10.0		1 10.0				5 50.0	4 40.0	1 10.0						5 50		
Administrative Support	5 8.1		1 1.6					6 9.7	45 72.6	9 14.5	2 3.2					56 90.3		
Skilled Craft	58 72.5	13 16.3	6 7.5					77 96.3	3 3.8							3 3.8		
Service Maintenance	55 59.8	12 13.0	7 7.6		1 1.1			75 81.5	11 12.0	4 4.3	2 2.2					17 18.5		
Total	295 58.3	42 8.3	27 5.3	3 .6	1 .2			368 72.7	112 22.1	19 3.8	6 1.2	1 .2				138 27.3		

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 Human Resources' Division records.

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

Police Department Workforce - October 1, 2011 through September 30, 2012

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	1 100							1 100								
Captains/ Inspectors	2 66.7							2 66.7	1 33.3							1 33.3	2.7
Lieutenants	4 66.7							4 66.7	2 33.3							2 33.3	6 5.4
Sergeants, Detectives	16 72.7	1 4.5	2 9.1					19 86.4	3 13.7							3 13.7	22 19.6
Patrol Officers	39 69.6	6 10.7	3 5.4					48 85.7	4 7.1	2 3.6	2 3.6					8 14.3	56 50.0
Protective Service (Non-Sworn)	2 25.0	1 12.5		1 12.5				4 50	3 37.5							4 50	8 7.1
Office/Clerical	2 12.5							2 12.5	13 81.3	1 6.3						14 87.5	16 14.3
Total	66 58.9	8 7.1	5 4.5	1 .9				80 71.4	26 23.2	4 3.6	2 1.8					32 28.6	112 100

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Source: City of Winter Haven Human Resources' Division records.

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

Community Labor Statistics

Polk County Workforce

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			
Officials Administrators	13,530 48.5	1,080 3.9	1,305 4.7	360 1.3	60 0.2	0	65 0.23	16,400 58.8	8,835 31.7	1,035 3.7	1,050 3.8	405 1.4	125 0.4	0	60 0.2	11,510 41.2	27,910 10.1			
Professionals	11,110 29.9	1,210 3.3	1,035 2.8	560 1.5	135 0.4	20 0.05	50 0.1	14,120 38.0	17,115 46.1	3,350 9.0	1,800 4.8	490 1.3	85 0.2	20 0.05	155 0.4	23,015 62.0	37,135 13.8			
Technicians	1,730 26.7	235 3.6	165 2.5	45 0.7	40 0.6	0	4 0.06	2,219 34.3	3,060 47.3	625 9.7	385 6.0	50 0.8	65 1.0	25 0.4	40 0.6	4,250 65.7	6,469 2.4			
Protective Services (Sworn)	3,500 61.0	610 10.6	360 6.3	25 0.4	24 0.4	20 0.3	110 1.9	4,649 81.1	755 13.2	310 5.4	20 0.3	0	0	0	0	1,085 18.9	5,734 2.1			
Protective Services (Non-Sworn)	235 44	60 11.2	74 13.9	0	0	0	0	369 69.1	115 21.5	40 7.5	10 1.9	0	0	0	0	165 30.9	534 0.2			
Administrative Support	17,760 24	2,980 4.0	2,870 3.9	640 0.9	155 0.2	0	120 0.2	24,525 33.2	35,290 47.8	6,720 9.1	6,100 8.3	865 1.2	235 0.3	0	170 0.2	49,380 66.8	73,905 27.5			
Skilled Craft	18,580 67.5	2,015 7.3	5,340 19.4	220 0.8	115 0.4	0	90 0.3	26,360 95.8	800 2.9	125 0.4	175 0.6	60 0.2	0	0	0	1,160 4.2	27,520 10.2			
Service Maintenance	29,335 32.6	8,105 9.0	14,780 16.4	705 0.8	260 0.3	55 0.06	180 0.2	53,420 59.4	19,925 22.2	7,665 8.5	7,685 8.6	780 0.9	250 0.3	15 0.002	135 0.2	36,455 40.6	89,875 33.4			
Total	95,780 35.6	16,295 6.1	25,929 9.6	2,555 0.9	789 0.3	95 0.04	619 0.2	142,062 52.8	85,895 31.9	19,870 7.4	17,225 6.4	2,650 1.0	760 0.3	60 0.02	560 0.2	127,020 47.2	269,082 100			

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Source: U.S. Department of Commerce, Bureau of the Census, 2010 Census, EEO-ALL06R, EEO Tabulation 2006-2010 (5-year ACS data)

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

Utilization Analysis Table

Polk County and City of Winter Haven Workforce Comparison - October 1, 2011 through September 30, 2012

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+
Off./Admin. PC %	48.5	3.9	4.7	1.3	0.2	0	0.23	58.8	31.7	3.7	3.8	1.4	0.4	0	0.2	41.2
COWH %	56.3	8.3	2.1	2.1	0	0	0	68.8	27.1	4.2	0	0	0	0	0	31.3
Use %	7.8	4.4	-2.6	0.8	-0.2	0	-0.23	10	-4.6	0.5	-3.8	-1.4	-0.4	0	-0.2	-9.9
Professionals PC %	29.9	3.3	2.8	1.5	0.4	0.05	0.1	38	46.1	9.0	4.8	1.3	0.2	0.05	0.4	62
COWH %	50.0	5.2	1.7	0	0	0	0	56.9	39.7	1.7	0	1.7	0	0	0	43.1
Use %	20.1	1.9	-1.1	-1.5	-0.4	-0.05	-0.1	18.9	-6.4	-7.3	-4.8	0.4	-0.2	-0.05	-0.4	-18.9
Technicians PC %	26.7	3.6	2.5	0.7	0.6	0	0.06	34.3	47.3	9.7	6.0	0.8	1.0	0.4	0.6	65.7
COWH %	67.6	2.7	10.8	2.7	0	0	0	83.8	16.2	0	0	0	0	0	0	16.2
Use %	40.9	-0.9	8.3	2	-0.6	0	-0.06	49.5	-31.1	-9.7	-6.0	-0.8	-1.0	-0.4	-0.6	-49.5
Prot. Svcs.(S) PC %	61	10.6	6.3	0.4	0.4	0.3	1.9	81.1	13.2	5.4	0.3	0	0	0	0	18.9
COWH %	78.2	6.7	5.9	0	0	0	0	90.8	5.9	1.7	1.7	0	0	0	0	9.2
Use %	17.2	-3.9	-0.4	-0.4	-0.4	-0.3	-1.9	9.7	-7.3	-3.7	1.4	0	0	0	0	-9.7

Polk County and City of Winter Haven Workforce Comparison - October 1, 2011 through September 30, 2012

(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
Prot.Srvs.(NS)																	
PC %	44	11.2	13.9	0	0	0	0	69.1	21.5	7.5	1.9	0	0	0	0	30.9	0.2
COWH %	30.0	10.0	0	10.0	0	0	0	50.0	40.0	10.0	0	0	0	0	0	50.0	2.0
Use %	-14	-1.2	-13.9	10	0	0	0	-19.1	18.5	2.5	-1.9	0	0	0	0	19.1	1.8
Admin.Support																	
PC %	24	4.0	3.9	0.9	0.2	0	0.2	33.2	47.8	9.1	8.3	1.2	0.3	0	0.2	66.8	27.5
COWH %	8.1	0	1.6	0	0	0	0	9.7	72.6	14.5	3.2	0	0	0	0	90.3	12.3
Use %	-15.9	-4.0	-2.3	-0.9	-0.2	0	-0.2	-23.5	24.8	5.4	-5.1	-1.2	-0.3	0	-0.2	23.5	-15.2
Skilled Craft																	
PC %	67.5	7.3	19.4	0.8	0.4	0	0.3	95.8	2.9	0.4	0.6	0.2	0	0	0	4.2	10.2
COWH %	72.5	16.3	7.5	0	0	0	0	96.3	3.8	0	0	0	0	0	0	3.8	15.8
Use %	5	9	-11.9	-0.8	-0.4	0	-0.3	0.50	0.90	-0.4	-0.6	-0.2	0	0	0	-0.4	5.6
Srv. Mnt.																	
PC %	32.6	9.0	16.4	0.8	0.3	0.06	0.2	59.4	22.2	8.5	8.6	0.9	0.3	0.002	0.2	40.6	33.4
COWH %	59.8	13.0	7.6	0	1.1	0	0	81.5	12.0	4.3	2.2	0	0	0	0	18.5	18.2
Use %	27.2	4	-8.8	-0.8	1.07	-0.06	-0.2	22.1	-10.2	-4.2	-6.4	-0.9	-0.3	-0.002	-0.2	-22.1	-15.2
Total																	
PC %	35.6	6.1	9.6	0.9	0.3	0.04	0.2	52.8	31.9	7.4	6.4	1.0	0.3	0.02	0.2	47.2	100
COWH %	58.3	8.3	5.3	0.6	0.2	0	0	72.7	22.1	3.8	1.2	0.2	0	0	0	27.3	100
Use %	22.7	2.2	-4.3	-0.3	-0.1	-0.04	-0.2	19.9	-9.8	-3.6	-5.2	-0.8	-0.3	-0.02	-0.2	-19.9	0

Source: U.S. Department of Commerce, Bureau of the Census, 2010 Census, EEO-ALL06R, EEO Tabulation 2006-2010 (5-year ACS data)

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

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; A/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.

Utilization Analysis Narrative Findings

There were 18 additional job opportunities in FY12, and a 5.2% increase in employment applications received. There was a 37% upsurge in female applicants and 8% more minorities applied for available positions with the City of Winter Haven in FY12 versus FY11.

Female and minority referrals for interview increased as well, 13.4% and 32.1% respectively. Offers of employment extended to females rose 8.2%, and employment offers posed to minorities grew by 16.7%.

The actual number of individuals hired in FY12 versus FY11 declined 1.1%; however, there were 5.1% more females and 10.7% more minorities among those engaged for service.

With respect to the City's incumbent workforce by job category, the female population within the Protective Service Sworn job category increased 50%, and within the Service Maintenance category there was a 21.4% gain. The minority populace improved by a 50% margin in the Protective Service Sworn category, a 20% margin in the Professional category, and a 19% margin in the Skilled Craft category.

Exclusive of the Technician job category, the City's female and minority workforce profile remained the same or improved substantially from FY11 to FY12. Overall 8.7% more females and 19.5% more minorities are gainfully employed.

From the standpoint of a comparative with the local labor market, the City's female population surpasses that of the Polk County area in only two job classifications, Protective Service Non-sworn and Administrative Support. In all other job categories there is a shortfall of females.

Likewise, deficiencies linger in the minority comparison, with the exception of the number of Hispanic or Latino males employed in the Technician category, which is 8.3% more than the local market, and the Black or Black and White Male category which in total is 2.2% more favorable than that of the surrounding community.

Goals/Objectives

It is the goal of the City of Winter Haven to establish and provide equal employment opportunities for all individuals and develop means to attain an employee profile reflective of the representation of minorities and women in the local labor market, subject to available funding.

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 mirrors the community profile and labor force availability. Achieving this long range goal will take a number of years, especially in light of funding deficiencies and a consequential diminished number of employment opportunities. Nevertheless, this Plan will be used as a flexible, working tool to facilitate goal achievement.

To attain this specified goal contingent upon funding, the City will actively recruit minorities and women for positions which may become vacant in the future. Where and when necessary and possible, recruitment efforts will be modified or expanded to seek out qualified minority and female candidates.

It is minimally expected that department and division personnel will cooperate and actively participate in achieving the City goal as well. If a division has no minority or female professionals currently employed, for example, the division head will be encouraged to employ minorities and females to fill most if not all of the incurred 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; include the phrase "An Equal Opportunity Employer" on all job announcements and
 - Post open competitive advertisements a minimum of ten working days to ensure there is sufficient time for all interested persons to apply;
 - Distribute job announcements internally;
 - Publish advertisements in Polk County newspapers and state and national professional journals, bulletins and other publications, when appropriate
 - List available jobs with the Florida State Employment Service, and
 - Regularly mail job notices 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 to allow for 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 to create promotional and/or career progression opportunities which could include the development of training 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’s 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 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
- Including the phrase "Equal Opportunity Employer" on City forms such as employment applications, purchase orders, etc.

Ultimate responsibility for implementing the Equal Employment Opportunity Plan is vesting 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:



Deric C. Feacher, 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.

EEOP Utilization Report



Wed Aug 07 14:40:55 EDT 2013

Step 1: Introductory Information

Grant Title:	Print the City	Grant Number:	2013 - JAGC-POLK-12-D7-127
Grantee Name:	City of Winter Haven	Award Amount:	\$8,760.00
Grantee Type:	Local Government Agency		
Address:	125 N. Lake Silver Dr. NW Winter Haven, Florida 33881		
Contact Person:	Janet Holaway	Telephone #:	863-291-5858
Contact Address:	125 N. Lake Silver Dr. NW Winter Haven, Florida 33881		
DOJ Grant Manager:	Gary J. Carmichael	DOJ Telephone #:	850-617-1270

Policy Statement:

It is the policy of the City of Winter Haven, Florida that:

No person shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination or retaliation under any program or activity because of race, color, national origin, sex, age, disability, marital or religious status or any other status protected by law.

All persons regardless of race, color, religion, sex, national origin, marital status or disability will be afforded equal opportunity to pursue employment opportunities, access City facilities, and utilize City services.

Unless otherwise required or authorized by law, no job applicant, present employee, citizen, visitor, or program user will be treated preferentially, with bias or partiality because of race, color, sex, age, physical condition, disability, national origin, marital status and political or religious affiliations.

Step 4b: Narrative Underutilization Analysis

A review of the Utilization Analysis Chart reveals that within the Protective Service Sworn Officials classification there is an underutilization of Black males (-6%) and Asian males (-1%). Moreover, there is an underutilization of Black females (-6%) within this same category. The deficits in this regard may be attributed to the limited number of available Sworn Official positions within the organization.

There is a noticeable deficiency in the number of minority females employed within the Administrative Support category too. There are 7% fewer Hispanic/Latino females and 2% fewer Black females in comparison to the workforce population in the local labor market. Turnover within this classification is nominal, which could be a factor contributing to this variance.

The most significant underutilization lies with Hispanic/Latino males and White females within the Protective Service Sworn Patrol Officer category; the variance is 10% and 15% respectively. In an effort to overcome this deficiency, the City will review all aspects of its recruitment and employment system to assure real or imagined barriers to applying and qualifying for entry level police officer positions are non-existent.

Step 5 & 6: Objectives and Steps

1. Strengthen Recruitment Efforts

- a. Review job descriptions to ensure currency, accuracy, and consistency. Evaluate qualification standards to assure job relatedness and flexibility to allow for the substitution of relevant experience for educational requirements or vice versa, if and where appropriate.
- b. Advertise available positions a minimum of ten working days, and distribute job notices internally and externally. Publish advertisements on the City's web-site; in Polk County newspapers, bulletins, and other publications; list jobs with the Florida State Employment Service, and regularly mail job notices to community church, business, education, civic, and charitable organizations.
- c. Establish and maintain a courtesy mailing list to facilitate future notice to females and minorities that entry level police officer positions are available and they may apply.
- d. Develop volunteer or trainee positions to enhance the potential for females and minorities to be exposed to the requirements and benefits of a career in law enforcement.

2. Promote the Availability and Attractiveness of a Career in Law Enforcement

- a. Participate whenever possible in female and minority emphasized career days, career fairs, etc. sponsored by schools, civic groups, and other organizations.
- b. Periodically forward to professional organizations, training academies, etc. letters announcing positions available for minorities and females.
- c. Seek to have local newspapers public feature articles concerning minority and female employees and the desirability of a career in law enforcement.
- d. Publicize the City's community and family oriented events to attract female and minority candidates to the area.

Step 7a: Internal Dissemination

The referenced report will be disseminated to incumbent employees electronically, via e-mail, with a copy posted in all respective City work areas.

New employees will be issued a copy upon hire.

A copy of the report will likewise be posted on the City's internal and external web sites.

Step 7b: External Dissemination

The referenced report will be posted on the City's internal and external web sites.

A bound copy will be mailed to all unions in which City employees belong.

Vendors and others having business with the City will be informed the report is available and a copy of same will be presented upon request.

Utilization Analysis Chart
Relevant Labor Market: Polk County, Florida

Job Categories	Male							Female								
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators																
Workforce #/%	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/
CLS #/%	11,375/49%	945/4%	855/4%	30/0%	360/2%	0/0%	60/0%	65/0%	7,370/32%	810/4%	820/4%	20/0%	160/1%	0/0%	70/0%	60/0%
Utilization #/%																
Professionals																
Workforce #/%	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/
CLS #/%	10,290/31%	750/2%	1,085/3%	20/0%	600/2%	20/0%	100/0%	60/0%	14,970/46%	1,625/5%	2,740/8%	4/0%	385/1%	20/0%	90/0%	95/0%
Utilization #/%																
Technicians																
Workforce #/%	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/
CLS #/%	1,340/24%	140/3%	175/3%	20/0%	75/1%	0/0%	20/0%	4/0%	2,805/50%	365/7%	445/8%	0/0%	50/1%	25/0%	40/1%	60/1%
Utilization #/%																
Protective Services: Sworn-Officials																
Workforce #/%	23/72%	2/6%	1/3%	0/0%	0/0%	0/0%	0/0%	0/0%	6/19%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	2,810/64%	150/3%	390/9%	0/0%	25/1%	20/0%	4/0%	35/1%	690/16%	10/0%	270/6%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%	8%	3%	-6%	0%	-1%	-0%	-0%	-1%	3%	-0%	-6%	0%	0%	0%	0%	0%
Protective Services: Sworn-Patrol Officers																
Workforce #/%	39/70%	3/5%	6/11%	0/0%	0/0%	0/0%	0/0%	0/0%	4/7%	2/4%	2/4%	0/0%	0/0%	0/0%	0/0%	0/0%
Civilian Labor Force #/%	10,360/33%	4,785/15%	2,480/8%	65/0%	190/1%	0/0%	205/1%	160/1%	7,055/22%	3,070/10%	2,810/9%	65/0%	175/1%	0/0%	55/0%	80/0%
Utilization #/%	37%	-10%	3%	-0%	-1%	0%	-1%	-1%	-15%	-6%	-5%	-0%	-1%	0%	-0%	-0%
Protective Services: Non-sworn																

Job Categories	Male							Female								
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Workforce #/%	2/25%	0/0%	1/12%	0/0%	1/12%	0/0%	0/0%	0/0%	3/38%	0/0%	1/12%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	200/61%	0/0%	35/11%	0/0%	0/0%	0/0%	0/0%	0/0%	90/27%	0/0%	4/1%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%	-36%	0%	2%	0%	12%	0%	0%	0%	10%	0%	11%	0%	0%	0%	0%	0%
Administrative Support																
Workforce #/%	2/12%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	13/81%	0/0%	1/6%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	14,950/25%	2,040/3%	1,980/3%	25/0%	490/1%	0/0%	0/0%	80/0%	30,005/50%	3,975/7%	5,045/8%	85/0%	575/1%	0/0%	195/0%	115/0%
Utilization #/%	-13%	-3%	-3%	-0%	-1%	0%	-0%	-0%	31%	-7%	-2%	-0%	-1%	0%	-0%	-0%
Skilled Craft																
Workforce #/%	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/
CLS #/%	14,210/69%	3,710/18%	1,390/7%	10/0%	160/1%	0/0%	0/0%	80/0%	705/3%	145/1%	85/0%	0/0%	45/0%	0/0%	0/0%	0/0%
Utilization #/%		%														
Service/Maintenance																
Workforce #/%	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/
CLS #/%	22,700/33%	10,800/16%	6,570/10%	65/0%	385/1%	55/0%	220/0%	135/0%	15,315/22%	5,610/8%	5,895/9%	115/0%	600/1%	15/0%	145/0%	90/0%
Utilization #/%	%	%	%						%							

Significant Underutilization Chart

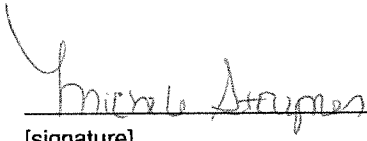
Job Categories	Male						Female									
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Protective Services: Sworn-Patrol Officers		✓							✓							

Law Enforcement Category Rank Chart

Job Categories	Male							Female								
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Sergeants/Detectives																
Workforce #/%	16/73%	2/9%	1/5%	0/0%	0/0%	0/0%	0/0%	0/0%	3/14%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Lieutenants																
Workforce #/%	4/67%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	2/33%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Captains/Inspectors																
Workforce #/%	2/67%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	1/33%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Police Chief																
Workforce #/%	1/100%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Protective Services:																
Sworn-Patrol Officers																
Workforce #/%	39/70%	3/5%	6/11%	0/0%	0/0%	0/0%	0/0%	0/0%	4/7%	2/4%	2/4%	0/0%	0/0%	0/0%	0/0%	0/0%

I understand the regulatory obligation under 28 C.F.R. § 42.301-.308 to collect and maintain extensive employment data by race, national origin, and sex, even though our organization may not use all of this data in completing the EEOP Utilization Report.

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



Executive and Support Services Director

08/07/2013

[signature]

[title]

[date]