



City of Lake Alfred
120 E Pomelo Street
Lake Alfred, Florida 33850
(863) 291-5270

Equal Employment Opportunity Plan
October 2012 – October 2014

INTRODUCTION

What is Affirmative Action?

With the passage of the Equal Employment Opportunity Act of 1972, all states and local governments became subject to the provisions against discrimination in employment in the Civil Rights Act of 1964. This act is enforced by the U.S. Equal Employment Opportunity Commission (EEOC) and the Department of Justice.

It has become apparent that passive non-discrimination is not enough to assure equal job opportunity for all persons. The effects of many years of discrimination and under-utilization of minorities and women still exist. Consequently, in recognition of this problem and in response to the requirements of many federal programs, local governments, such as the City of Lake Alfred, are taking voluntary steps to insure Equal Employment Opportunity through development of Affirmative Action Programs.

An effective Affirmative Action Program not only benefits those who may have been denied equal opportunity up to this time, but also benefits the City of Lake Alfred with qualified women and minorities. Local governments are now meeting the problem head-on through positive Affirmative Action initiatives.

Affirmative Action is a comprehensive effort by an employer to:

1. Identify all barriers in the personnel management system which limit the ability of applicants and employees to reach their full potential, regardless of race, sex, creed, color, age, national origin, religion, handicap or disability, marital status, or status as a disabled or Vietnam Era Veteran.
2. Eliminate these barriers in a timely, coordinated manner.
3. Develop any special programs necessary to accelerate the aforementioned.
4. To maintain harmony and good spirits in the workforce, so as to keep the high standard of quality work in force to which the people of the City of Lake Alfred are accustomed.

PREFACE

The concepts of Equal Employment Opportunity and Affirmative Action are intended to promote fair and equitable personnel practices within the City of Lake Alfred. As such, the City continues a long standing commitment to the philosophies of EEO.

Equal Employment Opportunities can be defined as the method used by the City to identify and eliminate all barriers within the personnel management system which limit the ability of minority and female employees to reach their full potential. This EEO program is based on the desire to provide equitable opportunities for employment and conditions of employment to all employees regardless of race, sex, creed, color, age, national origin, religion, handicap or disability, marital status, or status as a disabled or Vietnam Era Veteran.

The Equal Employment Opportunity Program identifies specific goals, objectives and a plan of action for the City to conform with Title VII of the Civil Rights Act of 1964, as amended in 1972, the Florida Civil Rights Act of 1992, the Age Discrimination in Employment Act of 1967 and all other relevant federal and state civil rights laws and funding agency guidelines.

The City's Affirmative Action Plan is divided into two separate areas. The first addresses EEO elements and includes analytical data for the Year 2003 to assess equal employment operations in such areas as hiring, discipline, lateral transfers, and promotions. The second section addresses Affirmative Action issues such as analysis of the current workforce by EEO Job Category, determines the extent of under-utilization, if any, of minorities and women, presents reasonable goals to correct the under-utilization and establishes measurable objectives to meet those goals.

This program does not establish quotas or lower minimum performance levels for entry level positions and promotional opportunities to correct any instances of under-utilization. However, it is designed to create a "level playing field" in which women and minorities can achieve their full potential based on equal employment opportunities.

Equal Employment Opportunity Policy

It is the policy of the City of Lake Alfred to afford equal employment opportunity to all applicants and members without discrimination based on race, sex, creed, color, age, national origin, religion, handicap or disability, marital status, or status as a disabled or Vietnam Era Veteran. Relevant personnel actions shall include, but are not limited to, the following:

- Application Process
- Testing
- Interviewing
- Hiring/Promotions
- Demotions
- Transfers
- Disciplinary Actions
- Retention
- Termination
- Rates of Pay or other Forms of Compensation
- Selection for Training

Recruiting, hiring, promoting and transferring will continue to have as an objective the securing of qualified individuals. All personnel actions such as transfers, layoffs, return from layoff, and the administration of City sponsored training and education programs, tuition assistance, social and recreation programs, and employee compensation and benefits will be administered without regard to race, color, religion, age, sex, national origin, handicap or disability, marital status, or status as a disabled Vietnam Era Veteran.

The City of Lake Alfred will maintain an atmosphere free from sexual harassment and intimidation. Managers, Directors, and Supervisors are responsible for taking appropriate action to assure that this is achieved.

This plan will be in effect for 24 months after the date printed below and reviewed at that time. After 12 months, the data continued with respect to employment figures will also be reviewed.

City of Lake Alfred



Ryan Leavengood
City Manager

Date: October 1, 2012

GOAL

To have a qualified workforce this, as closely as possible, represents the available area workforce.

OBJECTIVES

The following objectives are established to ensure equal employment opportunity for minorities and women:

- Equality of employment opportunity will be provided without regard to race, sex, creed, color, age, national origin, religion, handicap or disability, marital status, or status as a disabled or Vietnam Era Veteran, or any other non-merit characteristic.
- During the course of recruiting, hiring, and training; making transfers, job assignments, and promotions; granting compensation and benefits; and, taking disciplinary action; all applicants and members will be evaluated solely upon their qualifications and merits.
- All advertisements for applicants, recruitment, transfers, promotions, training, compensation, benefits, terminations, and any other materials utilized in personnel actions will clearly state that the City of Lake Alfred is an Equal Opportunity Employer.
- An organized, effective, and aggressive effort will be conducted to identify and eliminate the specific causes of any under representation of minorities and women in the work force and any employment practices which have an adverse impact on minorities and women.
 1. An annual analysis will be conducted to determine the extent to which minorities and women are under represented in employment categories.
 2. The specific causes of under representation will be identified and eliminated.
 3. Employment practices which have an adverse impact on minorities, women, and others protected by law, will be identified and eliminated.
- Employment practices which are based upon merit and other job-related criteria will be utilized.
- Applicant pools will be developed which contain substantial numbers of qualified minorities and women. These pools will be developed through special recruitment efforts and other appropriate measures to ensure sufficient numbers of these groups are included so as to reduce the potential for their under-representation in employment practices.
- Monitoring systems and procedures will be established to assure the effective operation of the Equal Employment Opportunity Program. Progress in meeting the goals of this program will be monitored and the program modified as needed.

EEO PROGRAM MANAGEMENT

The responsibility for implementing the City of Lake Alfred's Equal Employment Opportunity Program rests with the Human Resources Director. The Human Resources Director is responsible for managing the day to day implementation and overall monitoring of the program's effectiveness. These responsibilities include:

- Internal and external dissemination of the Equal Employment Opportunities Program.
- Coordination of training to educate Department members on the concepts of the Equal Employment Opportunity Program.
- Determination, by job group, of the percentage of women, minorities, and other selected populations, who are currently available in the designated recruitment area.
- Analysis of the Department's work force by job group on an annual basis to determine areas of under-utilization.
- Establishment of goals, objectives, and a plan of action to address any under-utilization.
- Serve as the City's liaison with enforcement agencies, minority organizations, and the general public regarding inquiries about this Equal Employment Opportunity Program.
- Systematic ongoing review of the City's recruitment, selection, and promotional procedures to ensure adherence to the Equal Employment Opportunity Program.

DISSEMINATION OF POLICY

The steps that the City is taking to communicate its Equal Employment Opportunity Program include the following:

- Discussion of the policy during new employee orientation.
- Incorporation of an EEO clause into the Personnel Administration Policies Manual, employment applications, and position vacancy announcements.
- Posting of the policy along with job safety, minimum wage, and worker's compensation information.
- Provisions for the inspection of the Equal Employment Opportunities Program by anyone who makes such a request.
- Ensure that advertisement for Department activities, functions, or related programs contain reference to minority members. Photographs should incorporate the use of females and minorities.

DISSEMINATION OF PLAN

This EEO Program, including its supporting data, is a public document. One or more copies of this complete document will be kept on file in the Human Resources Department, and made available to interested persons upon request.

- A complete copy of this plan will be given to each responsible department director with instructions to review the plan and make its contents known to all employees within the department.
- All department directors will be fully advised of their duties and responsibilities with respect to this plan. Since this is the level at which all employee selections are made, they must be aware at all times of the goals for their department, and all selections must be made with this in mind.
- All external recruitment sources used by this City will be informed of this City's non-discrimination policy. They will be requested to refer minorities and women for all positions with the City.
- City application for employment forms will be revised to include the statement.

"The City of Lake Alfred is an Equal Employment Opportunity Employer. No person shall, on the basis of race, sex, creed, color, age, national origin, religion, handicap or disability, marital status, or status as a disabled or Vietnam Era Veteran, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity under jurisdiction of the government of the City of Lake Alfred."

Equal Employment Opportunity

POLICY STATEMENT

It is the policy of the City of Lake Alfred Government to afford equal employment opportunity to all persons regardless of race, sex, creed, color, age, national origin, religion, handicap or disability, marital status, or status as a disabled or Vietnam Era Veteran, nor shall any employee be excluded from any benefits, training or programs in whole or in part sponsored by City employment because of race, sex, creed, color, age, national origin, religion, handicap or disability, marital status, or status as a disabled or Vietnam Era Veteran.

The City of Lake Alfred will take Affirmative Action to:

- Recruit, hire and promote all job classifications without regard to race, creed, color, age, national origin, religion, handicap or disability, marital status, or status as a disabled or Vietnam Era Veteran or sex except where sex is a bona fide occupational qualification. Any employment decision will be made to further the equal opportunity principles.
- Ensure that all personnel actions and benefits will be administrated without regard to race, sex, creed, color, age, national origin, religion, handicap or disability, marital status, or status as a disabled or Vietnam Era Veteran.
- Ensure that all benefits and facilities are available to staff members on a non-discrimination basis.

It is the intention of this policy to achieve full participation by and acceptance of minorities and women in the various departments of City government. By following this plan, maximum benefits to all citizens of Lake Alfred will be obtained.

The City will not discriminate against a qualified individual with a disability in the selection process, hiring, advancement, or discharge of employees, employee compensation, job training, and other terms, conditions, and privileges of employment. And will provide reasonable accommodation that does not cause an undue hardship.

ASSESSMENT OF EMPLOYMENT PRACTICES

As part of the annual revision to the City's Equal Employment Opportunity Program, the City will conduct an assessment of its employment practices. The intent of this assessment is to compare current employment practices with applicable laws and regulations.

These positions fall into seven basic categories:

1. Official/Administration
2. Professional
3. Technicians
4. Protective Services
5. Office/Clerical
6. Service Workers
7. Skilled Craft

RECRUITMENT

Position openings are advertised in all local papers, on the City's web page and in house for citizens that walk in to do business. The ads provide that the City is an "Equal Employment Opportunity Employer."

HIRING

Applicants for positions with the City submit an Employment Application. The applications are reviewed to determine whether the applicant meets the minimum requirements contained in the "Job Description." Those applicants possessing the required education and experience are then scheduled for an interview.

This applies to applicants of sworn positions who must be certified as meeting the minimum requirements as established by job descriptions.

All interviews are "content valid," i.e., they measure the knowledge, skills, and abilities necessary for the particular job.

At the end of the oral interviews, the interviewee who is ranked the highest is then offered the position, subject to the applicant's passing a physical exam (based upon the "essential job functions") and a drug screen. Where two applicants are equally well-qualified, and one is a minority, the City generally offers the position to the minority.

Entry-level positions are subjected to review prior to employment. The elements of the selection process are critical in determining whether an applicant can perform the essential job functions for the position. These additional phases of the selection process include:

- Background Examination – used to check important background elements of applicants such as Criminal Histories, driving records, and reference checks. Applicants with backgrounds that do not meet minimum acceptable levels are eliminated from the selection process.
- Medical Examination – a validated physical examination involving medical procedures and drug screens is administered by a licensed physician to all applicants given a conditional job offer to determine if an applicant has any medical condition that would render the applicant unable to perform the job’s essential functions.

PROMOTIONS

All employees have an opportunity to be “promoted.” Promotional openings are posted in departments and interested employees must submit an application.

Selection procedures vary. For Police and Fire Departments a “valid” written examination/oral interview is utilized. The applicants are ranked, and the Department Head and the Human Resources Director generally chooses the highest-ranked employee, although he/she may choose any one of the top three. For other positions, applicants work records are reviewed, and all applicants are interviewed, using criteria designed to predict future job performance. The applicants are then ranked, and the highest-ranking employee is generally selected.

The selection procedures used by the City of Lake Alfred are designed to assure that positions are equally accessible to all qualified persons, without regard to their race, sex, creed, color, age, national origin, religion, handicap or disability, marital status, or status as a disabled or Vietnam Era Veteran.

Promotions, terminations, disciplinary actions and other data were reviewed to identify any potential trends which could impact the City in terms of equal employment opportunities.

CURRENT CITY OF LAKE ALFRED WORKFORCE ANALYSIS

City wide underutilization analysis as of October 2012

(See attachment table 2)

Officials/Administrators

The analysis demonstrates an underutilization of Hispanic males (-1.1%), Asian/Pacific males (-0.2%), black females (-2.8%), white females (-21.8%), Hispanic females (-0.9%) and Asian/Pacific females (-0.3%).

Professionals

The analysis demonstrates an underutilization of black males (-2.2%), Hispanic males (-0.10%), Asian/Pacific males (-0.6%), white females (-6.6%), black females (-6.6%), Hispanic females (-1.1%), Asian/Pacific females (-0.5%).

Technicians

The analysis demonstrates an underutilization of black males (-3.2%), Hispanic males (-7%), Asian/Pacific males (-0.1), American Indian males (-.04), black females (-.05%), white females (-22.4%), Hispanic females (-0.3%), American Indian females (-0.1)

Protective Services

The analysis demonstrates an underutilization of black males (-6.6), Hispanic males (-1.4%), Asian/Pacific males (-.3%), black females (-0.2%), white females (-13.2%), Hispanic females (-3.5%), and American Indian females (-0.2%).

Clerical

The analysis demonstrates an underutilization of black males (-1.6%), white males (-10.6%), Hispanic males (-0.5%), black females (0%), Hispanic females (-1.9%), and American Indian females (-0.1%) and Asian/Pacific Island females (-0.2%).

Skilled Craft

The analysis demonstrates an underutilization of black males (-6.7%), Hispanic males (-.2%), Asian/Pacific males (-0.4%), American Indian males (-0.4%), black females (-0.9%), white females (-6.5%), Hispanic females (-0.6%) and Asian/Pacific females (-0.1%).

Service Maintenance

The analysis demonstrates an underutilization of black males (-1.8), Hispanic males (-3.4%), Asian/Pacific males (-0.3%), American Indian males (-0.3%) black females (-017.4%), white females (-42.4%), Hispanic females (-1.3%), Asian/Pacific females (-0.6%) and American Indian females (-0.4%).

CURRENT POLICE DEPARTMENT WORKFORCE ANALYSIS

Police department underutilization analysis as of October 2012

(See attachment table 3)

Professional

The analysis demonstrates an underutilization of black males (-2.2%), Hispanic males (-1%), Asian/Pacific males (-0.6%), American Indian (-0.1%), black females (-6.6%), white females (-49.1%), and Hispanic females (-1.1%), Asian/Pacific females (-0.5%).

Dispatchers

The analysis demonstrates an underutilization of black males (-3.2%), white males (-42.3%), Hispanic males (-0.7%), Asian/Pacific males (-0.1), American Indians (-0.4%), black females (-5%), Hispanic females (-0.3%), American Indian females (-0.1%).

Protective Services

The analysis demonstrates an underutilization of black males (-6.6%), Hispanic males (-1.1%), American Indian males (0%), Asian/Pacific Island males (-0.3%), black females (-2%), Hispanic females (-3.5%), and American Indian females (-0.2%).

Clerical

The analysis demonstrates an underutilization of black males (-1.6), white males (-16.9%), Hispanic males (-0.1), black females (-6.3%), Hispanic females (-1.9%), Asian/Pacific females (-.1%) and American Indian females (-0.2%).

ATTACHMENT TABLE I

Polk County Work Force

Job Category	Total	Total Male	B	W	H	A/PI	AI/AN	TOTAL Female	B	W	H	A/PI	A/PI
Official/Administrators	17,800 100%	10,166 57.1%	490 2.7%	9,589 53.8%	209 1.1%	38 .2%	40 .2%	7,634 42.8%	506 2.8%	6,909 38.8%	162 .9%	57 .3%	0 0%
Professionals	17,991 100%	7,631 42.4%	398 2.2%	6,905 38.3%	189 1%	118 .6%	21 .1%	10,360 55.5%	1,200 6.6%	8,847 49.1%	205 1.1%	93 .5%	7 0%
Technicians	5,111 100%	2,400 46.9%	167 3.2%	2,162 42.3%	39 7%	9 .1%	23 .4%	2,711 53.4%	260 5%	2,425 47.4%	17 .3%	2 0%	7 .1%
Protective Service	3,295 100%	2,624 79.6%	218 6.6%	2,345 71.1%	48 1.4%	2 0%	11 .3%	671 20.3%	69 2%	570 17.2%	24 3.5%	0 0%	8 .2%
Office & Clerical	26,481 100%	5,125 19.3%	441 1.6%	4,480 16.9%	158 .5%	25 .0%	21 0%	21,356 80.6%	1,686 6.3%	19,063 71.9%	512 1.9%	39 .1%	56 .2%
Skilled Craft Workers	24,169 100%	22,209 91.9%	1,618 6.7%	19,889 82.3%	497 2%	87 .4%	87 .4%	1,960 8.1%	214 .9%	1,555 6.5%	157 .6%	34 1%	0 0%
Service/Maintenance	24,879 100%	7,704 30.9%	1,831 7.3%	5,203 20.9%	539 2.1%	88 .3%	88 .3%	17,175 68.9%	4,337 17.4%	11,931 47.9%	345 1.3%	174 .6%	101 .4%

Key: B (Black), W (White), H (Hispanic), A/PI (Asian or Pacific Islander), AI/AN (American Indian or Alaskan Native).
 population Lakeland - Winter Haven Metropolitan Statistical Area.

ATTACHMENT TABLE 2

UTILIZATION ANALYSIS FOR CITY OF LAKE ALFRED

Job Category	MALE								FEMALE							
	TOTAL	TOTAL Male	B	W	H	A/PI	AI/AN	Total Female	B	W	H	A/PI	AI/AN			
Officials/ Administrators																
City of Lake Alfred Workforce	6	5	16.7%	66.6%	0%	0%	0%	1	0	16.7%	0%	0%	0%			
Polk County Workforce	10,166	57.1%	2.7%	53.8%	1.1%	0.2%	0.2%	7,634	2.8%	38.8%	0.9%	0.3%	0%			
Utilization			+13.9%	+12.6%	-1.1%	-0.2%	-0.2%		-2.8%	-21.8%	-0.9%	-0.3%	0%			
Professionals																
City of Lake Alfred Workforce	6	3	0%	50%	0%	0%	0%	3	0%	50%	0%	0%	0%			
Polk County Workforce	7,631	67%	2.2%	38.3%	0.1%	0.6%	0.1%	10,360	6.6%	49.1%	1.1%	0.5%	0%			
Utilization			-2.2%	+11.7%	+10%	-0.6%	+12.9%		-6.6%	-12.10%	-1.1%	-0.5%	0%			
Technicians																
City of Lake Alfred Workforce	4	3	0%	75%	0%	0%	0%	1	0%	25%	0%	0%	0%			
Polk County Workforce	2,400	95.2	3.2%	42.3%	7%	0.1%	0.4%	2,711	0.5%	47.4%	0.3%	0%	0.1%			
Utilization			-3.2%	+32.7%	-7%	-0.1%	-0.4%		-0.5%	-22.4%	-0.3%	0%	-0.1%			
Protective Service																
City of Lake Alfred Workforce	28	26	0%	89.5%	3.5%	0%	0%	2	0%	7%	0%	0%	0%			
Polk County Workforce	2,624	82.8%	6.6%	71.1%	1.4%	0%	0.3%	671	0.2%	17.2%	3.5%	0%	0.2%			
Utilization			-6.6%	+24.9%	-1.4%	0%	-0.3%		-0.2%	-13.2%	-3.5%	0%	-0.2%			
Clerical																
City of Lake Alfred Workforce	16	1	0%	6.3%	0%	0%	0%	14	6.3%	87.4%	0%	0%	0%			
Polk County Workforce	5,125	4.4%	1.6%	16.9%	0.5%	0%	0%	21,356	6.3%	71.9%	1.9%	0.1%	0.2%			
Utilization			-1.6%	-10.6%	-0.5%	0%	0%		0%	+15.5%	-1.9%	-0.1%	-0.2%			
Skilled Craft																
City of Lake Alfred Workforce	6	6	0%	100%	0%	0%	0%	0	0%	0%	0%	0%	0%			
Polk County Workforce	22,209	86.4%	6.7%	82.3%	0.2%	0.4%	0.4%	1,960	0.9%	6.5%	0.6%	0.1%	0%			
Utilization			-6.7%	+17.7%	-0.2%	-0.4%	-0.4%		-0.9%	-6.5%	-0.6%	-0.1%	0%			
Service/Maintenance																
City of Lake Alfred Workforce	18	17	5.5%	83.5%	5.5%	0%	0%	1	0%	5.5%	0%	0%	0%			
Polk County Workforce	7,704	75%	7.3%	20.9%	2.1%	0.3%	0.3%	17,175	17.4%	47.9%	1.3%	0.6%	0.4%			
Utilization			-1.8%	+62.6%	3.4%	-0.3%	-0.3%		-17.4%	-42.4%	-1.3%	-0.6%	-0.4%			

B = BLACK W = WHITE H = HISPANIC A/PI = ASIAN OR PACIFIC ISLANDER AI/IA = AMERICAN INDIAN OR ALASKAN NATIVE

ATTACHMENT TABLE 3

UTILIZATION ANALYSIS FOR POLICE DEPARTMENT

Job Category	MALE						FEMALE						
	TOTAL	TOTAL	B	W	H	A/PI	A/IAN	TOTAL	B	W	H	A/PI	A/IAN
Professional													
City of Lake Alfred Workforce	1	1	0	100%	0	0	0	0	0	0	0	0	0
Polk County Work Force	17,991	7631	2.2%	38.3%	1%	0.6%	0.1%	10360	6.6%	49.1%	1.1%	.5%	0%
Utilization			-2.2%	+61.7%	-1%	-0.6%	-0.1%		-6.6%	-49.1%	-1.1%	-5%	0%
Dispatchers													
City of Lake Alfred Workforce	4	0	0%	0%	0%	0%	0%	4	0	100%	0%	0%	0%
Polk County Workforce	5,111	2,400	3.2%	42.3%	0.7%	0.1%	0.4%	2,711	5%	47.4%	0.3%	0%	0.1%
Utilization			-3.2%	-42.3%	-0.7%	-0.1%	-0.4%		-5%	+52.6%	-0.3%	0%	-0.1%
Protective Services													
City of Lake Alfred Workforce	10	8	0%	70%	10%	0	0	2	0	20%	0%	0	0
Polk County Workforce	3,295	2,624	6.6%	71.1%	1.4%	0%	0.3%	671	2%	17.2%	3.5%	0%	.2%
Utilization			-6.6%	-1.1%	+8.6%	0%	-0.3%		-2%	+2.8%	-3.5%	0%	-2%
Clerical													
City of Lake Alfred Workforce	1	0	0%	0%	0	0	0	1	0%	100%	0%	0	0
Polk County Workforce	26,481	5,125	1.6%	16.9%	0.1%	0	0%	21,356	6.3%	71.9%	1.9%	.1%	.2%
Utilization			-1.6%	-16.9%	-0.1%	0%	0%		-6.3%	+28.1%	-1.9%	-1%	-.2%

B = BLACK W = WHITE H = HISPANIC A/PI = ASIAN OR PACIFIC ISLANDER A/IA = AMERICAN INDIAN OR ALASKAN NATIVE

The police department does not have positions of administrator, skilled craft workers or service/maintenance