

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, 2009

Duration: One year ending September 30, 2010

Plan Maintainer: Shawn Dykes, Human Resources Division Director
Equal Employment Opportunity Plan Officer (Appointed)
P.O. Box 2277, Winter Haven, FL 33883-2277
863*291*5651 (Office); 863*291*5617 (Fax)
sdykes@mywinterhaven.com

Status of EEO Efforts:

***Recruitment and Employment Statistics
For the Period October 1, 2008 through September 30, 2009***

| Activity | Total | Males | % | Females | % | Minorities | % |
|------------------------|-------|-------|------|---------|------|------------|------|
| Job Opportunities | 134 | | | | | | |
| Applications Received | 2003 | 1418 | 70.8 | 585 | 29.2 | 713 | 35.6 |
| Referred for Interview | 473 | 334 | 70.6 | 139 | 29.4 | 135 | 28.5 |
| Offered Employment | 127 | 79 | 62.2 | 48 | 37.8 | 35 | 27.6 |
| New Hires | 103 | 60 | 58.3 | 43 | 41.7 | 31 | 30.1 |
| Promotions/Transfers | 19 | 15 | 78.9 | 4 | 21.1 | 2 | 10.5 |

**Applications Received
A Fiscal Year Comparison**

| Activity | FY07/08 | FY08/09 | % Increase/(Decrease) |
|------------------------------|---------|---------|-----------------------|
| Job Opportunities | 232 | 134 | (42.2) |
| Applications Received | | | |
| Male | 1318 | 1418 | 7.6 |
| Female | 892 | 585 | (34.4) |
| Minority | 757 | 713 | (5.8) |
| Total | 2210 | 2003 | (9.4) |
| Referred for Interview | | | |
| Male | 526 | 334 | (36.5) |
| Female | 297 | 139 | (53.2) |
| Minority | 270 | 135 | (50.0) |
| Total | 823 | 473 | (42.5) |
| Offered Employment | | | |
| Male | 148 | 79 | (46.6) |
| Female | 85 | 48 | (43.5) |
| Minority | 70 | 35 | (50.0) |
| Total | 233 | 127 | (45.5) |
| New Hires | | | |
| Male | 103 | 60 | (41.7) |
| Female | 71 | 43 | (39.4) |
| Minority | 52 | 31 | (40.4) |
| Total | 174 | 103 | (40.8) |
| Promotions/Transfer Effected | | | |
| Male | 21 | 15 | (28.6) |
| Female | 7 | 4 | (42.9) |
| Minority | 8 | 2 | (75.0) |
| Total | 28 | 19 | (32.1) |

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

| Job Category | Females | | | Minorities | | |
|-----------------------------------|---------|---------|------------|------------|---------|------------|
| | FY07/08 | FY08/09 | %Inc/(Dec) | FY07/08 | FY08/09 | %Inc/(Dec) |
| Officials/Administrators | 16 | 16 | 0 | 7 | 8 | 14.2 |
| Professionals | 28 | 29 | 3.6 | 7 | 8 | 14.2 |
| Technicians | 7 | 6 | (14.3) | 4 | 3 | (25.0) |
| Protective Services: Sworn | 10 | 11 | (10) | 16 | 20 | 25 |
| Protective Services: Non-Sworn | 5 | 5 | 0 | 2 | 2 | 0 |
| Administrative Support | 57 | 56 | (1.8) | 15 | 16 | 6.7 |
| Skilled Craft | 4 | 5 | 25.0 | 15 | 13 | (13.3) |
| Service Maintenance | 18 | 19 | 5.6 | 33 | 33 | 0 |
| Total | 145 | 147 | 1.4 | 99 | 103 | 4.0 |

Workforce Analysis

City Workforce - October 1, 2008 through September 30, 2009

| 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 55.1 | 4 8.2 | 1 2.0 | 1 2.0 | | | | 33 67.3 | 14 28.6 | 2 4.1 | | | | | | 16 32.7 | 49 10.2 |
| Professionals | 24 43.6 | 2 3.6 | | | | | | 26 47.3 | 23 41.8 | 4 7.3 | 1 1.8 | 1 1.8 | | | | 29 52.7 | 55 11.5 |
| Technicians | 28 75.7 | | 2 8.1 | 1 2.7 | | | | 31 83.8 | 6 16.2 | | | | | | | 6 16.2 | 37 7.7 |
| Protective Services (Sworn) | 79 73.8 | 9 8.4 | 7 6.5 | 1 0.9 | | | | 96 89.7 | 8 7.5 | 2 1.9 | 1 0.9 | | | | | 11 10.3 | 107 22.3 |
| Protective Services (Non-Sworn) | 1 14.3 | 1 14.3 | | | | | | 2 28.6 | 4 57.1 | 1 14.3 | | | | | | 5 71.4 | 7 1.5 |
| Administrative Support | 5 8.2 | | | | | | | 5 8.2 | 40 65.6 | 12 19.7 | 4 6.6 | | | | | 56 91.8 | 61 12.7 |
| Skilled Craft | 59 77.6 | 10 13.2 | 2 2.6 | | | | | 71 93.4 | 4 5.3 | 1 1.3 | | | | | | 5 6.6 | 76 15.9 |
| Service Maintenance | 43 49.4 | 17 19.5 | 7 8.0 | | 1 1.1 | | | 68 78.2 | 13 14.9 | 4 4.6 | 2 2.3 | | | | | 19 21.8 | 87 18.2 |
| Total | 266 55.5 | 43 9.0 | 19 4.0 | 3 0.6 | 1 0.2 | | | 332 69.3 | 112 23.4 | 26 5.4 | 8 1.7 | 1 0.2 | | | | 147 30.7 | 479 100 |

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, 2008 through September 30, 2009

| 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 | | | | | | | | 0 0 | 1 1.1 |
| Captains/ Inspectors | 2 66.7 | | | | | | | 2 66.7 | 1 33.3 | | | | | | | 1 33.3 | 3 3.2 |
| Lieutenants | 2 50 | | | | | | | 2 50 | 2 50 | | | | | | | 2 50 | 4 4.2 |
| Sergeants, Detectives | 17 70.8 | 1 4.2 | 3 12.5 | | | | | 21 87.5 | 3 12.5 | | | | | | | 3 12.5 | 24 25.3 |
| Patrol Officers | 27 61.4 | 5 11.4 | 2 4.5 | 1 2.3 | | | | 35 79.5 | 6 13.6 | 2 4.5 | 1 2.3 | | | | | 9 20.5 | 44 46.3 |
| Protective Service (Non-Sworn) | 1 20.0 | 1 20.0 | | | | | | 2 40.0 | 2 40.0 | 1 20.0 | | | | | | 3 60.0 | 5 5.3 |
| Office/Clerical | 1 7.1 | | | | | | | 1 7.1 | 12 85.7 | 1 7.1 | | | | | | 13 92.9 | 14 14.7 |
| Total | 51 53.7 | 7 7.4 | 5 5.3 | 1 1.1 | | | | 64 67.4 | 26 27.4 | 4 4.2 | 1 1.1 | | | | | 31 32.6 | 95 100 |

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.

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 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 0 | 25 0.09 | 10,230 39.2 | 26,105 12.0 |
| Professionals | 9,780 34.0 | 670 2.3 | 675 2.3 | 385 1.3 | 75 0.3 | 0 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 0 | 50 0.02 | 17,195 59.7 | 28,790 13.2 |
| Technicians | 1,785 32.7 | 115 2.1 | 120 2.2 | 45 0.8 | 24 0.4 | 0 0 | 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 | 5,455 2.5 |
| Protective Services (Sworn) | 2,995 68.1 | 280 6.4 | 185 4.2 | 14 0.3 | 4 0.09 | 0 0 | 15 0.3 | 3,493 79.4 | 865 15.1 | 180 4.1 | 30 0.7 | 10 0.2 | 14 0.3 | 0 0 | 4 0.09 | 903 20.5 | 4,400 2.0 |
| Protective Services (Non-Sworn) | 175 64.8 | 4 1.5 | 10 3.7 | 0 0 | 0 0 | 0 0 | 0 0 | 189 70.0 | 50 18.5 | 30 11.1 | 0 0 | 0 0 | 0 0 | 0 0 | 0 0 | 80 29.6 | 270 0.1 |
| Administrative Support | 12,835 23.4 | 1,514 2.7 | 1,100 2.0 | 245 0.4 | 90 0.2 | 0 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 | 54,790 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 0 | 10 0.04 | 1,344 5.3 | 25,355 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 | 72,355 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 | 76,685 35.2 | 13,615 6.2 | 7,230 3.3 | 1,470 0.7 | 872 0.4 | 50 0.02 | 613 0.3 | 100,535 46.2 | 217,520 100.0 |

Key: W=White, Non-Hispanic or Latino; B/BW=Black or Black and White, Non-Hispanic or Latino; H/L=Hispanic or Latino; 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: 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, 2008 through September 30, 2009

| 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 % | 55.1 | 8.2 | 2.0 | 2.0 | 0 | 0 | 0 | 67.3 | 28.6 | 4.1 | 0 | 0 | 0 | 0 | 0 | 32.7 | 10.2 | |
| Use % | 1.6 | 5.7 | -1.2 | 1.1 | -0.4 | 0 | -0.3 | 6.5 | -4.9 | 1.0 | -1.9 | -0.5 | -0.09 | 0 | -0.09 | -6.5 | -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 % | 43.6 | 3.6 | 0 | 0 | 0 | 0 | 0 | 47.3 | 41.8 | 7.3 | 1.8 | 1.8 | 0 | 0 | 0 | 52.7 | 11.5 | |
| Use % | 9.6 | 1.3 | -2.3 | -1.3 | -0.3 | 0 | -0.05 | -7.0 | -7.1 | 0.7 | -0.6 | 0.6 | -0.5 | 0 | -0.02 | -7.0 | -1.7 | |
| 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% | 75.7 | 0 | 8.1 | 2.7 | 0 | 0 | 0 | 83.8 | 16.2 | 0 | 0 | 0 | 0 | 0 | 0 | 16.2 | 7.7 | |
| Use % | 43.0 | -2.1 | 5.9 | 1.9 | -0.4 | 0 | 0 | 45.5 | -32.7 | -7.1 | -4.1 | -0.7 | -0.4 | -0.3 | -0.07 | -45.4 | 5.2 | |
| 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 | 2.0 | |
| COWH % | 73.8 | 8.4 | 6.5 | 0.9 | 0 | 0 | 0 | 89.7 | 7.5 | 1.9 | 0.9 | 0 | 0 | 0 | 0 | 10.3 | 22.3 | |
| Use % | 5.7 | 2.0 | 2.3 | 0.6 | -0.09 | 0 | -0.3 | 10.3 | -7.6 | -2.2 | 0.2 | -0.2 | -0.3 | 0 | -0.09 | -10.2 | 20.3 | |

Polk County and City of Winter Haven Workforce Comparison - October 1, 2008 through September 30, 2009

(Continued)

| 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 | |
| Prot.Srvs.(NS) | | | | | | | | | | | | | | | | | |
| PC % | 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 |
| COWH % | 14.3 | 14.3 | 0 | 0 | 0 | 0 | 0 | 28.6 | 57.1 | 14.3 | 0 | 0 | 0 | 0 | 0 | 71.4 | 1.5 |
| Use % | -50.5 | 12.8 | -3.7 | 0 | 0 | 0 | 0 | -41.4 | 38.6 | 3.2 | 0 | 0 | 0 | 0 | 0 | 41.8 | 1.4 |
| Admin.Support | | | | | | | | | | | | | | | | | |
| PC % | 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 |
| COWH % | 8.2 | 0 | 0 | 0 | 0 | 0 | 0 | 8.2 | 65.6 | 19.7 | 6.6 | 0 | 0 | 0 | 0 | 91.8 | 12.7 |
| Use % | -15.2 | -2.7 | -2.0 | -0.4 | -0.2 | 0 | -0.2 | -20.7 | 8.7 | 11.6 | 2.4 | -0.9 | -0.5 | -0.03 | -0.3 | 20.8 | -12.5 |
| Skilled Craft | | | | | | | | | | | | | | | | | |
| PC % | 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 |
| COWH % | 77.6 | 13.2 | 2.6 | 0 | 0 | 0 | 0 | 93.4 | 5.3 | 1.3 | 0 | 0 | 0 | 0 | 6.6 | 15.9 | |
| Use % | 3.1 | 5.8 | -7.8 | -0.6 | -1.1 | -0.03 | -0.5 | -1.2 | 1.2 | 0.8 | -0.4 | -0.2 | -0.05 | 0 | -0.04 | 1.3 | 4.2 |
| Srv. Mnt. | | | | | | | | | | | | | | | | | |
| 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 % | 49.4 | 19.5 | 8.0 | 0 | 1.1 | 0 | 0 | 78.2 | 14.9 | 4.6 | 2.3 | 0 | 0 | 0 | 0 | 21.8 | 18.2 |
| Use % | 10.7 | 9.8 | -2.3 | -0.7 | 0.6 | -0.03 | -0.6 | 17.6 | -10.3 | -3.3 | -2.4 | -0.5 | -0.5 | -0.03 | -0.5 | -17.6 | -15.1 |
| Total | | | | | | | | | | | | | | | | | |
| PC % | 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 |
| COWH % | 55.5 | 9.0 | 4.0 | 0.6 | 0.2 | 0 | 0 | 69.3 | 23.4 | 5.4 | 1.7 | 0.2 | 0 | 0 | 0 | 30.7 | 100 |
| Use % | 14.8 | 3.5 | -1.9 | -0.1 | -0.2 | -0.02 | -0.3 | 15.5 | -11.8 | -0.8 | -1.6 | -0.5 | -0.4 | -0.02 | -0.3 | -15.5 | 0 |

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 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 Human Resources' Division records.

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

Utilization Analysis Narrative Findings

The City was adversely impacted by the nationwide economic downturn and an array of reduced revenues this fiscal year. As a consequence of the failing economy and legislative driven property tax reform with accompanying revenue losses, the City experienced a 42.2% reduction in job opportunities.

During the 2008-09 fiscal year 42.5% fewer referrals were made and 45.5% fewer jobs were offered to qualified candidates among the 9.4% reduced application pool. Overall, the City hired 40.8% fewer individuals and promotions and/or transfers of incumbent employees decreased 32.1%.

Despite this, the City in total successfully increased its female and minority workforce population by 1.4% and 4% respectively. Specific job categories in which a rise in female and minority populace is evident include the following:

| Job Category | Percentage Increase in Female Workforce | Percentage Increase in Minority Workforce |
|-----------------------------|---|---|
| Officials/Administrators | - | 14.2% |
| Professional | 3.6% | 14.2% |
| Protective Services – Sworn | - | 25% |
| Administrative Support | - | 6.7% |
| Skilled Craft | 25% | - |
| Service Maintenance | 5.6% | - |

Although progress has been made in enhancing the City's female and minority workforce, the Utilization Analysis reveals the City and Polk County workforce overall is less than comparable or mirror image from a gender and race perspective. Essentially, the need to proactively seek to recruit and employ more females and minorities to join the City's workforce remains.

Goals/Objectives

In the long-term, and subject to the availability of funding, the City of Winter Haven will develop means to achieve a voluntary, self-imposed goal of attaining a workforce profile reflective of the representation of minorities and females in the local labor market. Achieving this goal will take a number of years, especially in light of recurring financial challenges and unfunded legislative mandates. In any event, this Plan will serve as a flexible, working tool to facilitate accomplishing the stated objective.

To attain the goal of establishing workforce, community profile, and labor force availability comparability, 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; recruitment efforts will be modified, and if necessary expanded, to seek out qualified minority and female candidates.

Recruitment efforts will be coordinated through the Human Resources Division, to assure an adequate supply of applicants – male and female, minority and non-minority – are referred for consideration. The cooperation and active engagement of department and division personnel will be expected too. If a division lacks minority and/or female representation in any job category, for example, the division head will be encouraged where possible to employ minorities and females to fill expected openings.

Albeit serious about realizing the herein declared objective, the City will not resort to establishing rigid quotas or hiring or promoting non-qualified individuals into City positions simply to achieve the goal. Rather, the City will adhere to pertinent laws, regulations and policies to demonstrate accountability and commitment to ensuring equal employment opportunities for all individuals are afforded.

Hiring and promotion policies will be routinely monitored by the City's Human Resources Division Director who will likewise prepare and present to the City Manager reports on the progress being made in accomplishing the Equal Opportunity 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 personnel 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.
- Publicly advertise open competitive position vacancies for at least ten working days, so all interested persons have sufficient time to apply.
- Ensure all job notices contain the phrase "An Equal Opportunity Employer" and are:
 - 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
 - readily available 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 that allows 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 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 justifiable business necessity
- Personal and professional development programs – to ensure employees have multiple opportunities to earn required certificates and/or degrees essential for moving 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 job classification specific courtesy mailing lists to facilitate notifying females and minorities of position vacancies and inviting them to apply if interested.
- Participate in female and minority emphasized career days, career fairs, etc. sponsored by schools, civic groups, and other organizations.
- Forward to professional organizations, training academies, etc. letters announcing the availability of vacant positions for minorities and females.
- Encourage local newspapers to 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.

- Unions in which City employees belong
- 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 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.

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 serving as the Plan maintainer and program administrator.

Questions – Concerns

Any and all questions or concerns regarding the City's Equal Employment Opportunity Plan and related programs may be referred to the Equal Opportunity Officer (Human Resources Division Director).

Prepared by:



Shawn Dykes, Human Resources Division Director

4/6/2010

Date

Approved by:



Dale L. Smith, City Manager

4/6/10

Date

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