

# 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, age, 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, 2019

**Duration:** One year ending September 30, 2020

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

***Recruitment and Employment Statistics  
 For the Period October 1, 2017 through September 30, 2018***

| Activity               | Total | Males | %    | Females | %    | Minorities | %    |
|------------------------|-------|-------|------|---------|------|------------|------|
| Job Opportunities      | 193   |       |      |         |      |            |      |
| Applications Received  | 1971  | 864   | 43.8 | 1107    | 56.2 | 725        | 36.8 |
| Referred for Interview | 603   | 378   | 62.7 | 225     | 37.3 | 247        | 41.0 |
| Offered Employment     | 204   | 118   | 57.8 | 86      | 42.2 | 83         | 40.7 |
| New Hires              | 134   | 74    | 55.2 | 60      | 44.8 | 57         | 42.5 |
| Promotions/Transfers   | 53    | 36    | 67.9 | 17      | 32.1 | 14         | 26.4 |

***Recruitment and Employment Statistics  
 For the Period October 1, 2018 through September 30, 2019***

| Activity               | Total | Males | %    | Females | %    | Minorities | %    |
|------------------------|-------|-------|------|---------|------|------------|------|
| Job Opportunities      | 191   |       |      |         |      |            |      |
| Applications Received  | 1457  | 791   | 54.3 | 666     | 45.7 | 572        | 39.3 |
| Referred for Interview | 619   | 404   | 65.3 | 215     | 34.7 | 212        | 34.2 |
| Offered Employment     | 217   | 136   | 62.7 | 81      | 37.3 | 70         | 32.3 |
| New Hires              | 142   | 78    | 54.9 | 64      | 45.1 | 46         | 32.4 |
| Promotions/Transfers   | 43    | 34    | 79.1 | 9       | 20.9 | 14         | 32.6 |

**Applications Received  
A Fiscal Year Comparison**

| Activity                               | FY 16/17 | FY 17/18 | FY 17/18 Increase/(Decrease) | % Increase/(Decrease) | FY 17/18 | FY 18/19 | FY 18/19 Increase/(Decrease) | % Increase/(Decrease) |
|--|----------|----------|------------------------------|-----------------------|----------|----------|------------------------------|-----------------------|
| Job Opportunities                      | 193      | 193      | 0                            | 0                     | 193      | 191      | (1.0)                        |                       |
| Applications Received                  |          |          |                              |                       |          |          |                              |                       |
| Male                                   | 714      | 864      | 21.0                         | 21.0                  | 864      | 791      | (8.4)                        |                       |
| Female                                 | 583      | 1107     | 89.9                         | 89.9                  | 1107     | 666      | (39.8)                       |                       |
| Minority                               | 471      | 725      | 53.9                         | 53.9                  | 725      | 572      | (21.1)                       |                       |
| Total                                  | 1297     | 1971     | 52%                          | 52%                   | 1971     | 1457     | (26.1)                       |                       |
| Referred for Interview                 |          |          |                              |                       |          |          |                              |                       |
| Male                                   | 379      | 378      | (0.3)                        | (0.3)                 | 378      | 404      | 6.9                          |                       |
| Female                                 | 204      | 225      | 10.3                         | 10.3                  | 225      | 215      | (4.4)                        |                       |
| Minority                               | 205      | 247      | 20.5                         | 20.5                  | 247      | 212      | (14.2)                       |                       |
| Total                                  | 583      | 603      | 3.4                          | 3.4                   | 603      | 619      | 2.7                          |                       |
| Offered Employment                     |          |          |                              |                       |          |          |                              |                       |
| Male                                   | 126      | 118      | (6.3)                        | (6.3)                 | 118      | 136      | 15.3                         |                       |
| Female                                 | 84       | 86       | 2.4                          | 2.4                   | 86       | 81       | (5.8)                        |                       |
| Minority                               | 71       | 83       | 16.9                         | 16.9                  | 83       | 70       | (15.7)                       |                       |
| Total                                  | 210      | 204      | (2.9)                        | (2.9)                 | 204      | 217      | 6.4                          |                       |
| New Hires                              |          |          |                              |                       |          |          |                              |                       |
| Male                                   | 86       | 74       | (14.0)                       | (14.0)                | 74       | 78       | 5.4                          |                       |
| Female                                 | 67       | 60       | (10.4)                       | (10.4)                | 60       | 64       | 6.7                          |                       |
| Minority                               | 55       | 57       | 3.6                          | 3.6                   | 57       | 46       | (19.3)                       |                       |
| Total                                  | 153      | 134      | (12.4)                       | (12.4)                | 134      | 142      | 6.0                          |                       |
| Promotions/Transfer                    |          |          |                              |                       |          |          |                              |                       |
| Male                                   | 27       | 36       | 33.3                         | 33.3                  | 36       | 34       | (5.6)                        |                       |
| Female                                 | 10       | 17       | 70.0                         | 70.0                  | 17       | 9        | (47.1)                       |                       |
| Minority                               | 8        | 14       | 75.0                         | 75.0                  | 14       | 14       | 0.0                          |                       |
| Total                                  | 37       | 53       | 43.2                         | 43.2                  | 53       | 43       | (18.9)                       |                       |
| Terminations (Includes Seasonal Staff) |          |          |                              |                       |          |          |                              |                       |
| Male                                   | 74       | 78       | 5.4                          | 5.4                   | 78       | 67       | (14.1)                       |                       |
| Female                                 | 50       | 64       | 28.0                         | 28.0                  | 64       | 57       | (10.9)                       |                       |
| Minority                               | 47       | 50       | 6.4                          | 6.4                   | 50       | 35       | (30.0)                       |                       |
| Total                                  | 124      | 142      | 14.5                         | 14.5                  | 142      | 124      | (12.7)                       |                       |

**Incumbent Workforce Female and Minority Representation  
A Fiscal Year Comparison  
For the Period October 1, 2017 through September 30, 2018**

| Job Category                      | Females |         |            | Minorities |         |            |
|-----------------------------------|---------|---------|------------|------------|---------|------------|
|                                   | FY16/17 | FY17/18 | %Inc/(Dec) | FY16/17    | FY17/18 | %Inc/(Dec) |
| Officials/Administrators          | 10      | 10      | 0          | 4          | 5       | 25.0       |
| Professionals                     | 23      | 24      | 4.0        | 8          | 10      | 25.0       |
| Technicians                       | 10      | 8       | (2.0)      | 4          | 4       | 0          |
| Protective Services:<br>Sworn     | 13      | 17      | 30.8       | 27         | 32      | 43.5       |
| Protective Services:<br>Non-Sworn | 4       | 12      | 200.0      | 1          | 6       | 500        |
| Administrative Support            | 54      | 50      | (7.4)      | 18         | 21      | 16.7       |
| Skilled Craft                     | 4       | 4       | 0          | 15         | 19      | 26.7       |
| Service Maintenance               | 14      | 12      | (14.3)     | 36         | 27      | (25.0)     |
| Total                             | 132     | 137     | 3.8        | 113        | 124     | 9.7        |

**Incumbent Workforce Female and Minority Representation  
A Fiscal Year Comparison  
For the Period October 1, 2018 through September 30, 2019**

| Job Category                      | Females |         |            | Minorities |         |            |
|-----------------------------------|---------|---------|------------|------------|---------|------------|
|                                   | FY17/18 | FY18/19 | %Inc/(Dec) | FY17/18    | FY18/19 | %Inc/(Dec) |
| Officials/Administrators          | 10      | 11      | 10.0       | 5          | 6       | 20.0       |
| Professionals                     | 23      | 25      | 8.7        | 10         | 10      | 0.0        |
| Technicians                       | 10      | 9       | (10.0)     | 4          | 4       | 0.0        |
| Protective Services:<br>Sworn     | 13      | 16      | 23.1       | 32         | 30      | (6.3)      |
| Protective Services:<br>Non-Sworn | 4       | 7       | 75.0       | 6          | 2       | (66.7)     |
| Administrative Support            | 54      | 48      | (11.1)     | 21         | 21      | 0.0        |
| Skilled Craft                     | 4       | 3       | (25.0)     | 19         | 21      | 10.5       |
| Service Maintenance               | 14      | 15      | 7.1        | 27         | 32      | (18.5)     |
| Total                             | 132     | 134     | 1.5        | 124        | 126     | 1.6        |

**Workforce Analysis**

**City Workforce - October 1, 2017 through September 30, 2018**

| Job Category                          | Male<br>(# - %) |            |            |           |           |            |            |               | Female<br>(# - %) |            |           |          |           |            |            |                 | Grand Total |
|---------------------------------------|-----------------|------------|------------|-----------|-----------|------------|------------|---------------|-------------------|------------|-----------|----------|-----------|------------|------------|-----------------|-------------|
|                                       | W               | B/<br>BW   | H/L        | A/<br>AW  | AI/<br>AN | NH/<br>OPI | Bal.<br>2+ | Total<br>Male | W                 | B/<br>BW   | H/L       | A/<br>AW | AI/<br>AN | NH/<br>OPI | Bal.<br>2+ | Total<br>Female |             |
| Officials<br>Administrators           | 33<br>70.2      | 1<br>2.1   | 1<br>2.1   | 2<br>4.3  |           |            |            | 37<br>78.7    | 9<br>19.1         |            | 1<br>2.1  |          |           |            |            | 10<br>21.3      | 47<br>9.4   |
| Professionals                         | 33<br>50.8      | 3<br>4.6   | 4<br>6.2   | 1<br>1.5  |           |            |            | 41<br>63.1    | 22<br>33.8        | 2<br>3.1   |           |          |           |            |            | 24<br>36.9      | 65<br>13.1  |
| Technicians                           | 28<br>71.8      | 2<br>5.1   | 1<br>2.6   |           |           |            |            | 31<br>79.5    | 7<br>17.9         |            | 1<br>2.6  |          |           |            |            | 8<br>20.5       | 39<br>7.8   |
| Protective<br>Services<br>(Sworn)     | 73<br>62.9      | 7<br>6.0   | 14<br>12.1 | 4<br>3.4  |           | 1<br>0.9   |            | 99<br>85.3    | 11<br>9.5         | 3<br>2.6   | 3<br>2.6  |          |           |            |            | 17<br>14.7      | 116<br>23.3 |
| Protective<br>Services<br>(Non-Sworn) | 8<br>32.0       |            | 2<br>8.0   | 3<br>12.0 |           |            |            | 13<br>52.0    | 11<br>44.0        |            |           |          |           |            | 1<br>4.0   | 12<br>48.0      | 25<br>5.0   |
| Administrative<br>Support             | 3<br>5.4        | 1<br>1.8   | 1<br>1.8   | 1<br>1.8  |           |            |            | 6<br>10.7     | 32<br>57.1        | 11<br>19.6 | 7<br>12.5 |          |           |            |            | 50<br>89.3      | 56<br>11.2  |
| Skilled Craft                         | 59<br>72.0      | 9<br>11.0  | 9<br>11.0  |           | 1<br>1.2  |            |            | 78<br>95.1    | 4<br>4.9          |            |           |          |           |            |            | 4<br>4.9        | 82<br>16.5  |
| Service<br>Maintenance                | 32<br>47.8      | 14<br>20.9 | 6<br>9.0   |           |           |            | 3<br>4.5   | 55<br>82.1    | 8<br>11.9         | 2<br>3.0   | 2<br>3.0  |          |           |            |            | 12<br>17.9      | 67<br>13.5  |
| <b>Total</b>                          | 269<br>54.1     | 37<br>7.4  | 38<br>7.6  | 11<br>2.2 | 1<br>0.2  | 1<br>0.2   | 3<br>0.6   | 360<br>72.4   | 104<br>20.9       | 18<br>3.6  | 14<br>2.8 |          |           |            | 1<br>0.2   | 137<br>27.5     | 497<br>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, 2017 through September 30, 2018**

| Job Category                      | Male<br>(# - %)    |                  |                    |                  |           |                  |            |                  | Female<br>(# - %)  |                  |                  |          |           |            |            |                    | Grand Total        |
|-----------------------------------|--------------------|------------------|--------------------|------------------|-----------|------------------|------------|------------------|--------------------|------------------|------------------|----------|-----------|------------|------------|--------------------|--------------------|
|                                   | W                  | B/<br>BW         | H/L                | A/<br>AW         | AI/<br>AN | NH/<br>OPI       | Bal.<br>2+ | Total<br>Male    | W                  | B/<br>BW         | H/L              | A/<br>AW | AI/<br>AN | NH/<br>OPI | Bal.<br>2+ | Total<br>Female    |                    |
| Chiefs,<br>Deputy Chiefs          | 2<br>100           |                  |                    |                  |           |                  |            | 2<br>100         |                    |                  |                  |          |           |            |            |                    | 2<br>1.8           |
| Captains/<br>Inspectors           | 2<br>100           |                  |                    |                  |           |                  |            | 2<br>100         |                    |                  |                  |          |           |            |            |                    | 2<br>1.8           |
| Lieutenants                       | 3<br>50.0          | 1<br>16.7        | 1<br>16.7          |                  |           |                  |            | 5<br>83.3        | 1<br>16.7          |                  |                  |          |           |            |            | 1<br>16.7          | 6<br>5.5           |
| Sergeants,<br>Detectives          | 13<br>68.4         |                  | 1<br>5.3           |                  |           |                  |            | 14<br>73.7       | 3<br>15.8          |                  | 2<br>10.5        |          |           |            |            | 5<br>26.3          | 19<br>17.3         |
| Patrol Officers                   | 29<br>50.0         | 6<br>10.3        | 8<br>13.8          | 4<br>6.9         |           | 1<br>1.7         |            | 48<br>82.8       | 6<br>10.3          | 3<br>5.2         | 1<br>1.7         |          |           |            |            | 10<br>17.2         | 58<br>52.7         |
| Protective Service<br>(Non-Sworn) | 1<br>16.7          |                  | 2<br>33.3          |                  |           |                  |            | 3<br>50.0        | 3<br>50.0          |                  |                  |          |           |            |            | 3<br>50.0          | 6<br>5.5           |
| Office/Clerical                   | 2<br>11.8          |                  | 1<br>5.9           |                  |           |                  |            | 3<br>17.6        | 9<br>52.9          | 4<br>23.5        | 1<br>5.9         |          |           |            |            | 14<br>82.4         | 17<br>15.5         |
| <b>Total</b>                      | <b>52<br/>47.3</b> | <b>7<br/>6.4</b> | <b>13<br/>11.8</b> | <b>4<br/>3.6</b> |           | <b>1<br/>0.9</b> |            | <b>77<br/>70</b> | <b>22<br/>20.0</b> | <b>7<br/>6.4</b> | <b>4<br/>3.6</b> |          |           |            |            | <b>33<br/>30.0</b> | <b>110<br/>100</b> |

**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.

### Workforce Analysis

**City Workforce - October 1, 2018 through September 30, 2019**

| Job Category                          | Male<br>(# - %) |            |            |          |           |            |            |               | Female<br>(# - %) |            |           |          |           |            |            |                 | Grand Total |
|---------------------------------------|-----------------|------------|------------|----------|-----------|------------|------------|---------------|-------------------|------------|-----------|----------|-----------|------------|------------|-----------------|-------------|
|                                       | W               | B/<br>BW   | H/L        | A/<br>AW | AI/<br>AN | NH/<br>OPI | Bal.<br>2+ | Total<br>Male | W                 | B/<br>BW   | H/L       | A/<br>AW | AI/<br>AN | NH/<br>OPI | Bal.<br>2+ | Total<br>Female |             |
| Officials<br>Administrators           | 35<br>68.6      | 1<br>2.0   | 2<br>3.9   | 2<br>3.9 |           |            |            | 40<br>78.4    | 10<br>19.6        |            | 1<br>2.0  |          |           |            |            | 11<br>21.6      | 51<br>10.3  |
| Professionals                         | 33<br>50.0      | 3<br>4.5   | 4<br>6.1   | 1<br>1.5 |           |            |            | 41<br>62.1    | 23<br>34.8        | 1<br>1.5   |           | 1<br>1.5 |           |            |            | 25<br>37.9      | 66<br>13.4  |
| Technicians                           | 28<br>71.8      | 1<br>2.6   | 1<br>2.6   |          |           |            |            | 30<br>76.9    | 7<br>17.9         | 1<br>2.6   | 1<br>2.6  |          |           |            |            | 9<br>23.1       | 39<br>7.9   |
| Protective<br>Services<br>(Sworn)     | 69<br>61.6      | 7<br>6.3   | 15<br>13.4 | 4<br>3.6 |           | 1<br>0.9   |            | 96<br>85.7    | 13<br>11.6        | 2<br>1.8   | 1<br>0.9  |          |           |            |            | 16<br>14.3      | 112<br>22.7 |
| Protective<br>Services<br>(Non-Sworn) | 5<br>38.5       |            | 1<br>7.7   |          |           |            |            | 6<br>46.2     | 6<br>46.2         |            | 1<br>7.7  |          |           |            |            | 7<br>53.8       | 13<br>2.6   |
| Administrative<br>Support             | 3<br>5.7        | 1<br>1.9   | 1<br>1.9   |          |           |            |            | 5<br>9.4      | 29<br>54.7        | 12<br>22.6 | 6<br>11.3 |          |           |            | 1<br>1.9   | 48<br>90.6      | 53<br>10.8  |
| Skilled Craft                         | 59<br>71.1      | 9<br>10.8  | 10<br>12.0 |          | 1<br>1.2  |            | 1<br>1.2   | 80<br>96.4    | 3<br>3.6          |            |           |          |           |            |            | 3<br>3.6        | 83<br>16.8  |
| Service<br>Maintenance                | 37<br>48.1      | 17<br>22.1 | 6<br>7.8   |          |           |            | 2<br>2.6   | 62<br>80.5    | 8<br>10.4         | 2<br>2.6   | 4<br>5.2  |          |           |            | 1<br>1.3   | 15<br>19.5      | 77<br>15.6  |
| <b>Total</b>                          | 269<br>54.6     | 39<br>7.9  | 40<br>8.1  | 7<br>1.4 | 1<br>0.2  | 1<br>0.2   | 3<br>0.6   | 359<br>72.8   | 99<br>20.1        | 18<br>3.7  | 14<br>2.8 | 1<br>0.2 |           |            | 2<br>0.4   | 134<br>27.2     | 494<br>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, 2018 through September 30, 2019**

| Job Category                      | Male<br>(# - %) |           |            |          |           |            |            |               | Female<br>(# - %) |           |           |          |           |            |            |                 | Grand Total |
|-----------------------------------|-----------------|-----------|------------|----------|-----------|------------|------------|---------------|-------------------|-----------|-----------|----------|-----------|------------|------------|-----------------|-------------|
|                                   | W               | B/<br>BW  | H/L        | A/<br>AW | AI/<br>AN | NH/<br>OPI | Bal.<br>2+ | Total<br>Male | W                 | B/<br>BW  | H/L       | A/<br>AW | AI/<br>AN | NH/<br>OPI | Bal.<br>2+ | Total<br>Female |             |
| Chiefs,<br>Deputy Chiefs          | 2<br>100        |           |            |          |           |            |            | 2<br>100      |                   |           |           |          |           |            |            |                 | 2<br>1.8    |
| Captains/<br>Inspectors           | 1<br>33.3       | 1<br>33.3 | 1<br>33.3  |          |           |            |            | 3<br>100      |                   |           |           |          |           |            |            |                 | 3<br>2.7    |
| Lieutenants                       | 5<br>83.3       |           |            |          |           |            |            | 5<br>83.3     | 1<br>16.7         |           |           |          |           |            |            | 1<br>16.7       | 6<br>5.5    |
| Sergeants,<br>Detectives          | 12<br>66.7      | 1<br>5.6  | 1<br>5.6   | 1<br>5.6 |           |            |            | 15<br>83.3    | 3<br>16.7         |           |           |          |           |            |            | 3<br>16.7       | 18<br>16.4  |
| Patrol Officers                   | 28<br>49.1      | 5<br>8.8  | 9<br>15.8  | 3<br>5.3 |           | 1<br>1.8   |            | 46<br>80.7    | 8<br>14.0         | 2<br>3.5  | 1<br>1.8  |          |           |            |            | 11<br>19.3      | 57<br>51.8  |
| Protective Service<br>(Non-Sworn) | 2<br>20.0       |           | 1<br>10.0  |          |           |            |            | 3<br>30.0     | 4<br>40.0         | 1<br>10.0 | 2<br>20.0 |          |           |            |            | 7<br>70.0       | 10<br>9.1   |
| Office/Clerical                   | 2<br>14.3       |           | 1<br>7.1   |          |           |            |            | 3<br>21.4     | 8<br>57.1         | 3<br>21.4 |           |          |           |            |            | 11<br>78.6      | 14<br>12.7  |
| Total                             | 52<br>47.3      | 7<br>6.4  | 13<br>11.8 | 4<br>3.6 |           | 1<br>0.9   |            | 77<br>70.0    | 24<br>21.8        | 6<br>5.5  | 3<br>2.7  |          |           |            |            | 33<br>30.0      | 110<br>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        | 13,530<br>48.5         | 1,080<br>3.9          | 1,305<br>4.7          | 360<br>1.3           | 60<br>0.2          | 0<br>0             | 65<br>0.23         | 16,400<br>58.8          | 8,835<br>31.7          | 1,035<br>3.7          | 1,050<br>3.8          | 405<br>1.4           | 125<br>0.4         | 0<br>0             | 60<br>0.2          | 11,510<br>41.2          | 27,910<br>10.4         |
| Professionals                   | 11,110<br>29.9         | 1,210<br>3.3          | 1,035<br>2.8          | 560<br>1.5           | 135<br>0.4         | 20<br>0.05         | 50<br>0.1          | 14,120<br>38.0          | 17,115<br>46.1         | 3,350<br>9.0          | 1,800<br>4.8          | 490<br>1.3           | 85<br>0.2          | 20<br>0.05         | 155<br>0.4         | 23,015<br>62.0          | 37,135<br>13.8         |
| Technicians                     | 1,730<br>26.7          | 235<br>3.6            | 165<br>2.5            | 45<br>0.7            | 40<br>0.6          | 0<br>0             | 4<br>0.06          | 2,219<br>34.3           | 3,060<br>47.3          | 625<br>9.7            | 385<br>6.0            | 50<br>0.8            | 65<br>1.0          | 25<br>0.4          | 40<br>0.6          | 4,250<br>65.7           | 6,469<br>2.4           |
| Protective Services (Sworn)     | 3,500<br>61.0          | 610<br>10.6           | 360<br>6.3            | 25<br>0.4            | 24<br>0.4          | 20<br>0.3          | 110<br>1.9         | 4,649<br>81.1           | 755<br>13.2            | 310<br>5.4            | 20<br>0.3             | 0<br>0               | 0<br>0             | 0<br>0             | 0<br>0             | 1,085<br>18.9           | 5,734<br>2.1           |
| Protective Services (Non-Sworn) | 235<br>44              | 60<br>11.2            | 74<br>13.9            | 0<br>0               | 0<br>0             | 0<br>0             | 0<br>0             | 369<br>69.1             | 115<br>21.5            | 40<br>7.5             | 10<br>1.9             | 0<br>0               | 0<br>0             | 0<br>0             | 0<br>0             | 165<br>30.9             | 534<br>0.2             |
| Administrative Support          | 17,760<br>24           | 2,980<br>4.0          | 2,870<br>3.9          | 640<br>0.9           | 155<br>0.2         | 0<br>0             | 120<br>0.2         | 24,525<br>33.2          | 35,290<br>47.8         | 6,720<br>9.1          | 6,100<br>8.3          | 865<br>1.2           | 235<br>0.3         | 0<br>0             | 170<br>0.2         | 49,380<br>66.8          | 73,905<br>27.5         |
| Skilled Craft                   | 18,580<br>67.5         | 2,015<br>7.3          | 5,340<br>19.4         | 220<br>0.8           | 115<br>0.4         | 0<br>0             | 90<br>0.3          | 26,360<br>95.8          | 800<br>2.9             | 125<br>0.4            | 175<br>0.6            | 60<br>0.2            | 0<br>0             | 0<br>0             | 0<br>0             | 1,160<br>4.2            | 27,520<br>10.2         |
| Service Maintenance             | 29,335<br>32.6         | 8,105<br>9.0          | 14,780<br>16.4        | 705<br>0.8           | 260<br>0.3         | 55<br>0.06         | 180<br>0.2         | 53,420<br>59.4          | 19,925<br>22.2         | 7,665<br>8.5          | 7,685<br>8.6          | 780<br>0.9           | 250<br>0.3         | 15<br>0.002        | 135<br>0.2         | 36,455<br>40.6          | 89,875<br>33.4         |
| <b>Total</b>                    | <b>95,780<br/>35.6</b> | <b>16,295<br/>6.1</b> | <b>25,929<br/>9.6</b> | <b>2,555<br/>0.9</b> | <b>789<br/>0.3</b> | <b>95<br/>0.04</b> | <b>619<br/>0.2</b> | <b>142,062<br/>52.8</b> | <b>85,895<br/>31.9</b> | <b>19,870<br/>7.4</b> | <b>17,225<br/>6.4</b> | <b>2,650<br/>1.0</b> | <b>760<br/>0.3</b> | <b>60<br/>0.02</b> | <b>560<br/>0.2</b> | <b>127,020<br/>47.2</b> | <b>269,082<br/>100</b> |

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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, 2017 through September 30, 2018

| Job Category           | Male |          |      |          |          |            |            | Female        |       |          |      |          |          |            | Grand Total |            |
|------------------------|------|----------|------|----------|----------|------------|------------|---------------|-------|----------|------|----------|----------|------------|-------------|------------|
|                        | W    | B/<br>BW | H/L  | A/<br>AW | A/<br>AN | NH/<br>OPI | Bal.<br>2+ | Total<br>Male | W     | B/<br>BW | H/L  | A/<br>AW | A/<br>AN | NH/<br>OPI |             | Bal.<br>2+ |
| Off./Admin.<br>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 %                 | 70.2 | 2.1      | 2.1  | 4.3      | 0        | 0          | 0          | 78.7          | 19.1  | 0        | 2.1  | 0        | 0        | 0          | 0           | 21.3       |
| Use %                  | 21.7 | -1.8     | -2.6 | 3.0      | -0.2     | 0          | -0.23      | 19.9          | -12.6 | -3.7     | -1.7 | -1.4     | -0.4     | 0          | -0.2        | -19.9      |
| Professionals<br>PC %  | 29.9 | 3.3      | 2.8  | 1.5      | 0.4      | 0.05       | 0.1        | 38.0          | 46.1  | 9.0      | 4.8  | 1.3      | 0.2      | 0.05       | 0.4         | 62         |
| COWH %                 | 50.8 | 4.6      | 6.2  | 1.5      | 0        | 0          | 0          | 63.1          | 33.8  | 3.1      | 0    | 0        | 0        | 0          | 0           | 36.9       |
| Use %                  | 20.9 | 1.3      | 3.4  | 0        | -0.4     | -0.05      | -0.1       | 25.1          | -12.3 | -5.9     | -4.8 | -1.3     | -0.2     | -0.05      | -0.4        | -25.1      |
| Technicians<br>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 %                 | 71.8 | 5.1      | 2.6  | 0        | 0        | 0          | 0          | 79.5          | 17.9  | 0        | 2.6  | 0        | 0        | 0          | 0           | 20.5       |
| Use %                  | 45.1 | 1.5      | 0.1  | -0.7     | -0.6     | 0          | -0.06      | 45.2          | -29.4 | -9.7     | -3.4 | -0.8     | -1.0     | -0.4       | -0.6        | -45.2      |
| Prot. Svcs.(S)<br>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 %                 | 62.9 | 6.0      | 12.1 | 3.4      | 0        | .9         | 0          | 85.3          | 9.5   | 2.6      | 2.6  | 0        | 0        | 0          | 0           | 14.7       |
| Use %                  | 1.9  | -4.6     | 5.8  | 3.0      | -0.4     | 0.6        | -1.9       | 4.2           | -3.7  | -2.8     | 2.3  | 0        | 0        | 0          | 0           | -4.2       |

Polk County and City of Winter Haven Workforce Comparison - October 1, 2017 through September 30, 2018

(Continued)

| Job Category   | Male |          |      |          |           |            |            |               | Female |          |      |          |           |            |            |                 | Grand Total |
|----------------|------|----------|------|----------|-----------|------------|------------|---------------|--------|----------|------|----------|-----------|------------|------------|-----------------|-------------|
|                | W    | B/<br>BW | H/L  | A/<br>AW | AI/<br>AN | NH/<br>OPI | Bal.<br>2+ | Total<br>Male | W      | B/<br>BW | H/L  | A/<br>AW | AI/<br>AN | NH/<br>OPI | Bal.<br>2+ | Total<br>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 %         | 32   | 0        | 8.0  | 12.0     | 0         | 0          | 0          | 52.0          | 44.0   | 0        | 0    | 0        | 0         | 0          | 4.0        | 48.0            | 5.0         |
| Use %          | -12  | -11.2    | -5.9 | 12.0     | 0         | 0          | 0          | -17.1         | 22.5   | -7.5     | -1.9 | 0        | 0         | 0          | 4.0        | 17.1            | 4.8         |
| Admin.Support  |      |          |      |          |           |            |            |               |        |          |      |          |           |            |            |                 |             |
| PC %           | 24.0 | 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 %         | 5.4  | 1.8      | 1.8  | 1.8      | 0         | 0          | 0          | 10.7          | 57.1   | 19.6     | 12.5 | 0        | 0         | 0          | 0          | 89.3            | 11.2        |
| Use %          | -    | -        | -    | -        | -         | -          | -          | -             | -      | -        | -    | -        | -         | -          | -          | -               | -           |
|                | 18.6 | -2.2     | -2.1 | 0.9      | -0.2      | 0          | -0.2       | -22.5         | 9.3    | 10.5     | 4.2  | -1.2     | -0.3      | 0          | -0.2       | 22.5            | -16.3       |
| 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 %         | 72.0 | 11.0     | 11.0 | 0        | 1.2       | 0          | 0          | 95.1          | 4.9    | 0        | 0    | 0        | 0         | 0          | 0          | 4.9             | 16.5        |
| Use %          | 4.5  | 3.7      | -8.4 | -0.8     | 0.8       | 0          | -0.3       | -0.7          | 2.0    | -0.4     | -0.6 | -0.2     | 0         | 0          | 0          | 0.7             | 6.3         |
| 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 %         | 47.8 | 20.9     | 9.0  | 0        | 0         | 0          | 4.5        | 82.1          | 11.9   | 3.0      | 3.0  | 0        | 0         | 0          | 0          | 17.9            | 13.5        |
| Use %          | 15.2 | 11.9     | -7.4 | -0.8     | -0.3      | -0.06      | 4.3        | 22.7          | -10.3  | -5.5     | -5.6 | -0.9     | -0.3      | 0.002      | -0.2       | -22.7           | -19.9       |
| 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 %         | 54.1 | 7.4      | 7.6  | 2.2      | 0.2       | 0.2        | 0.6        | 72.4          | 20.9   | 3.6      | 2.8  | 0        | 0         | 0          | 0.2        | 27.5            | 100         |
| Use %          | 18.5 | 1.3      | -2.0 | 1.3      | -0.1      | 0.16       | 0.4        | 19.6          | -11.0  | -3.8     | -3.6 | -1.0     | -0.3      | -0.02      | 0          | -19.7           | 0           |

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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, 2018 through September 30, 2019

| 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.<br>PC %<br>COWH %<br>Use %    | 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         | 10.4 |  |  |             |
|   | 68.6 | 2.0   | 3.9  | 3.9   | 0     | 0       | 0       | 78.4       | 19.6  | 0     | 2.0  | 0      | 0     | 0       | 0       | 21.6         | 10.3 |  |  |             |
|   | 20.1 | -1.9  | -0.8 | 2.6   | -0.2  | 0       | -0.23   | 19.6       | -12.1 | -3.7  | -1.8 | -1.4   | -0.4  | 0       | -0.2    | -19.6        | -0.1 |  |  |             |
| Professionals<br>PC %<br>COWH %<br>Use %  | 29.9 | 3.3   | 2.8  | 1.5   | 0.4   | 0.05    | 0.1     | 38.0       | 46.1  | 9.0   | 4.8  | 1.3    | 0.2   | 0.05    | 0.4     | 62           | 13.8 |  |  |             |
|   | 50.0 | 4.5   | 6.1  | 1.5   | 0     | 0       | 0       | 62.1       | 34.8  | 1.5   | 0    | 1.5    | 0     | 0       | 0       | 37.9         | 13.4 |  |  |             |
|   | 20.1 | 1.2   | 3.3  | 0     | -0.4  | -0.05   | -0.1    | 24.1       | -11.3 | -7.5  | -4.8 | 0.2    | -0.2  | -0.05   | -0.4    | -24.1        | -0.4 |  |  |             |
| Technicians<br>PC %<br>COWH %<br>Use %    | 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         | 2.4  |  |  |             |
|   | 71.8 | 2.6   | 2.6  | 0     | 0     | 0       | 0       | 76.9       | 17.9  | 2.6   | 2.6  | 0      | 0     | 0       | 0       | 23.1         | 7.9  |  |  |             |
|   | 45.1 | -1.0  | 0.1  | -0.7  | -0.6  | 0       | -0.06   | 42.6       | -29.4 | -7.1  | -3.4 | -0.8   | -1.0  | -0.4    | -0.6    | -42.6        | 5.5  |  |  |             |
| Prot. Svcs.(S)<br>PC %<br>COWH %<br>Use % | 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         | 2.1  |  |  |             |
|   | 61.6 | 6.3   | 13.4 | 3.6   | 0     | 0.9     | 0       | 85.7       | 11.6  | 1.8   | 0.9  | 0      | 0     | 0       | 0       | 14.3         | 22.7 |  |  |             |
|   | 0.6  | -4.3  | 7.1  | 3.2   | -0.4  | 0.6     | -1.9    | 4.6        | -1.6  | -3.6  | 0.6  | 0      | 0     | 0       | 0       | -4.6         | 20.6 |  |  |             |

**Polk County and City of Winter Haven Workforce Comparison - October 1, 2018 through September 30, 2019**

(Continued)

| Job Category   | Male |          |      |          |           |            |            |               | Female |          |      |          |           |            |            |                 | Grand Total |
|----------------|------|----------|------|----------|-----------|------------|------------|---------------|--------|----------|------|----------|-----------|------------|------------|-----------------|-------------|
|                | W    | B/<br>BW | H/L  | A/<br>AW | AI/<br>AN | NH/<br>OPI | Bal.<br>2+ | Total<br>Male | W      | B/<br>BW | H/L  | A/<br>AW | AI/<br>AN | NH/<br>OPI | Bal.<br>2+ | Total<br>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 %         | 38.5 | 0        | 7.7  | 0        | 0         | 0          | 0          | 46.2          | 46.2   | 0        | 7.7  | 0        | 0         | 0          | 0          | 53.8            | 2.6         |
| Use %          | -5.5 | -11.2    | -6.2 | 0        | 0         | 0          | 0          | -22.9         | 24.7   | -7.5     | 5.8  | 0        | 0         | 0          | 0          | 22.9            | 2.4         |
| 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 %         | 5.7  | 1.9      | 1.9  | 0        | 0         | 0          | 0          | 9.4           | 54.7   | 22.6     | 11.3 | 0        | 0         | 0          | 1.9        | 90.6            | 10.8        |
| Use %          | -    |          |      |          |           |            |            |               |        |          |      |          |           |            |            |                 |             |
|                | 18.3 | -2.1     | -2.0 | -0.9     | -0.2      | 0          | -0.2       | -23.8         | 6.9    | 13.5     | 3.0  | -1.2     | -0.3      | 0          | 1.7        | 23.8            | -16.7       |
| 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 %         | 71.1 | 10.8     | 12.0 | 0        | 1.2       | 0          | 1.2        | 96.4          | 3.6    | 0        | 0    | 0        | 0         | 0          | 0          | 3.6             | 16.8        |
| Use %          | 3.6  | 3.5      | -7.4 | -0.8     | 0.8       | 0          | 0.9        | 0.6           | 0.7    | -0.4     | -0.6 | -0.2     | 0         | 0          | 0          | -0.6            | 6.6         |
| 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 %         | 48.1 | 22.1     | 7.8  | 0        | 0         | 0          | 2.6        | 80.5          | 10.4   | 2.6      | 5.2  | 0        | 0         | 0          | 1.3        | 19.5            | 15.6        |
| Use %          |      |          |      |          |           |            |            |               |        |          |      |          |           |            |            |                 |             |
|                | 15.5 | 13.1     | -8.6 | -0.8     | -0.3      | -0.06      | 2.4        | 21.1          | -11.8  | -5.9     | -3.4 | -0.9     | -0.3      | 0.002      | 1.1        | -21.1           | -17.8       |
| 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 %         | 54.6 | 7.9      | 8.1  | 1.4      | 0.2       | 0.2        | 0.6        | 72.8          | 20.1   | 3.7      | 2.8  | 0.2      | 0         | 0          | 0.4        | 27.2            | 100         |
| Use %          | 19.0 | 1.8      | -1.5 | 0.2      | -0.1      | 0.16       | 0.4        | 20.0          | -11.8  | -3.7     | -3.6 | -0.8     | -0.3      | -0.02      | 0.2        | -20.0           | 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, 2010 Census, EEO-ALL06R, EEO Tabulation 2006-2010 (5-year ACS data)

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

## **Utilization Analysis Narrative Findings**

A FY17 and FY18 comparison reveals City employment opportunities remained steady, yet there was a 52% increase in applications received. There was an 89.9% expansion of the female applicant pool and 53.9% increase in the minority applicant pool. Coupled with this, interview referrals for females rose 10.3% and 20.5% for minorities.

Employment offers extended to males declined 6.3% in FY18, whereas 2.4% more females and 16.9% more minorities were invited to join the workforce. The actual FY18 new hire count was 12.4% less than FY17; however, in total, 3.6% minorities were among those hired. Internal promotions and transfers of females and minorities increased as well, at a rate of 70% and 75% respectively.

From a job category incumbent workforce perspective, in FY18 there was a rise in minorities in the Officials/Administrators grouping (25%). There was also as a vastly improved representation of females and minorities in the Protective Services Sworn and Non-Sworn categories combined (70.6% more females and 35.7% minorities), which suggests the Police and Fire Departments and making strides to enhance diversity within their departments. The organization make-up in total is 72.4% male and 27.5% female. In FY18, the female population favorably increased 3.8% and the minority population increased 9.7%.

A FY18 and FY19 comparison reveals there was a 1% decrease in City employment opportunities and an overall 26.1% decline in the number of applications received. The most significant decline is evident in the female category, a 39.8% decline in the number of applications tendered by females is shown. Additionally, there was a 21.1% decline in the number of minorities who remitted applications for consideration for employment with the City.

As a consequence of a diminished applicant pool, there were fewer female and minority interview referrals and employment offers extended. There was, however, a 6.7% rise in the number of females actually hired. The same cannot be said for minorities hired; a 19.3% decrease in minority hires was found. Moreover, the City's promotion and transfer activity declined 18.9% overall, yet the number of minorities promoted remained steady.

Within the varied job categories, there is a favorable incline of incumbent workforce females in the Officials/Administrators, Professional, Protective Services Sworn, Protective Services Non-Sworn, and Service Maintenance categories 10%, 8.7%, 23.1%, 75%, and 7.1% respectively, with a total 1.5% increase in females across all job categories. The incumbent workforce minority population increased 20% in the Officials/Administrators category and 10.5% in the Skilled Craft category; however, a shortfall in minorities in the Protective Services Sworn, Protective Services Non-Sworn, and the Service Maintenance categories remains.

An examination of the City's workforce in relation to that of Polk County reveals the City's Hispanic/Latino and Asian/Asian- White minority male representation in the Protective Services Sworn category surpasses that which is present in the community, but is trailing in the Black/Black-White percentages. The Black/Black-White minority male representation is also lagging in the Official/Administrator, Technician, Protective Services Non-Sworn, and Administrative Support categories too. With the exception of the Protective Services Non-Sworn, Administrative Support, and Service Maintenance job categories, the City's female workforce, remains subpar to that of the community, which suggests efforts to attain a better aligned workforce profile needs to continue.

### **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 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 challenges. 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 Manager 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 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 allow sufficient time for all interested persons to apply;
- Distribute job announcements internally and post on the City's web-site;
- Publish advertisements in Polk County newspapers and state and national professional journals, bulletins and other publications, when appropriate
- List available jobs with Career Source Polk, 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.
- Continue to advance the City's commitment to diversity and inclusion to establish equity as a shared value and operating principle within the workplace and community to:
  - Foster an environment where employees and citizens feel a sense of belonging;
  - Cultivate a culture organizationally and among the community that encourages collaboration, flexibility, and fairness, and
  - Proactively seek to connect different minds in different ways to achieve common goals.
- Develop a Diversity and Inclusivity Strategic Plan to address and implement long term goals which may entail
  - Modifying recruitment processes
  - Implementing outreach efforts to encourage diverse hiring
  - Implementing employee retention and advancement programs
  - Providing on-going diversity and inclusivity training
  - Implementing citizen involvement efforts such as culturally diverse community events, citizen advisory groups, community input meetings, citizen leadership academies, etc.
  - Implementing and overseeing programs designed to ensure fair and equitable treatment of employees and citizens.
  - Establishing and administering an Employee Diversity and Inclusivity Committee (EDIC) and a Citizens Diversity and Inclusivity Committee (CDIC) to promote engagement and furtherance of the diversity and inclusivity cause

**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.

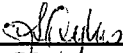
- All unions in which City employees belong
- All vendors who conduct business with the City
- Polk County organizations serving minorities and women
- Any additional recruitment sources in the area (i.e. Career Source Polk, private employment agencies, etc.)

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 vested in the City Manager; however, the City Manager has appointed the Human Resources Manager as the Equal Employment Opportunity Officer responsible for administering the program and providing periodic status reports.

**Prepared by:**

  
\_\_\_\_\_  
**Shawn Dykes, HR Manager**

10/23/2020  
\_\_\_\_\_  
**Date**

**Approved by:**

  
\_\_\_\_\_  
**Mike Herr, City Manager**

10/26/20  
\_\_\_\_\_  
**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.*