

PALM BEACH COUNTY  
BOARD OF COUNTY COMMISSIONERS

AGENDA ITEM SUMMARY

Meeting Date: December 1, 2009 [X] Consent [ ] Regular  
[ ] Ordinance [ ] Public Hearing  
Department:  
Submitted By: Human Resources  
Submitted For: County Administration

I. EXECUTIVE BRIEF

**Motion and Title:** Staff recommends motion to approve: Palm Beach County's 2009-2010 Affirmative Action Plan, a voluntary effort to correct under-representation where it exists in the Board of County Commissioners' workforce.

**Summary:** Implementation of this year's Plan focuses on methods and procedures for achieving targeted work unit goals, enhancing special recruitment efforts, and continuing to develop systems to correct under-representation.

Minority representation for all job categories for 2008-2009 was 32.5% which is 4.5% above the availability. Females represented 36.4% of the County's workforce in 2008-2009 as compared to the availability of the labor force for all occupations of 46.0%. There is no fiscal impact. Countywide (EC)

**Background and Justification:** The 2009-2010 Affirmative Action Plan (AAP) presents a work force analysis for the period July 1<sup>st</sup> to June 30<sup>th</sup> of 2008-2009.

The County's EO/AA Policy Statement is included and has been signed by the County Administrator. Community organizations have been notified that the AAP is available. The AAP is also available on the Internet and Intra-net websites.

**Attachments:**

- 1. 2009 – 2010 Affirmative Action Plan

Recommended by: [Signature] Department Director 10/28/09 Date

Approved by: [Signature] Assistant County Administrator 11/23/09 Date



**PALM BEACH COUNTY  
BOARD OF COUNTY COMMISSIONERS**

**2009 - 2010  
AFFIRMATIVE ACTION PLAN**



**EFFECTIVE: OCTOBER 1, 2009**

## **AFFIRMATIVE ACTION PLAN FOR 2009-2010**

This Affirmative Action Plan identifies specific and result-oriented programs/procedures in which Palm Beach County is committed to applying in good faith to achieve prompt and full utilization of minorities and women at all levels and all segments of the work force where deficiencies exist.

### **PALM BEACH COUNTY BOARD OF COUNTY COMMISSIONERS**

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### **COUNTY ADMINISTRATOR**

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**Robert Weisman**

Employees, officials, or other interested persons should direct questions and/or comments about the Palm Beach County Affirmative Action Plan to:

Human Resources  
Fair Employment Programs Section  
100 Australian Avenue, Suite 300  
West Palm Beach, Florida 33406  
Phone: (561) 616-6860

*Upon request the information contained in this document can be made available in an alternative format.*

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**EQUAL EMPLOYMENT  
AFFIRMATIVE ACTION POLICY**

**DATE:** October 1, 2009  
**TO:** All Department and Division Heads  
**FROM:** Robert Weisman  
County Administrator  
**RE:** **EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION  
POLICY STATEMENT**

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Palm Beach County Board of County Commissioners is an Equal Opportunity/Affirmative Action employer. As such, the County is committed to using equal employment practices in all terms and conditions of employment and to employ protected groups consistent with their availability in the relevant labor market.

To accomplish this objective County administration and management staff will:

- recruit, hire, train and promote persons in all job categories without regard to race, color, religion, gender, national origin, age, disability, marital status, sexual orientation, and gender identity or expression;
- make and enforce employment decisions in such manner as to further the principle of equal employment opportunity;
- employ and advance in employment disabled and Vietnam Era Veterans and qualified persons with disabilities who, with or without reasonable accommodation, can perform the essential functions of a position; and
- ensure that all personnel actions including compensation, benefits, transfers, layoffs, County sponsored training, education, tuition reimbursement, social and recreational programs will be administered without regard to race, color, religion, gender, national origin, age, disability, marital status, or sexual orientation.

The Manager of Fair Employment Programs in the Human Resources Department is responsible for carrying out the provisions of the Affirmative Action Plan including monitoring and reporting, developing special Affirmative Action programs, and apprising managers and supervisors of their equal employment opportunity/affirmative action responsibilities.

The provisions of the Affirmative Action Plan and policy statement require a concerted effort and commitment by all employees. Each employee is expected to assist in establishing a representative work force and maintaining a work environment free of discrimination.

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**Robert Weisman, County Administrator**



**LEGAL BASIS**

**LEGAL BASES FOR EQUAL EMPLOYMENT OPPORTUNITY/  
AFFIRMATIVE ACTION (EEO/AA)**

Palm Beach County Board of County Commissioners, as a public-sector employer, shall comply with all federal, state and local laws, and rules and regulations concerning equal employment opportunity, including but not limited to:

**Title VII of the Civil Rights Act of 1964, as amended  
Executive Order 11246, as amended  
The Equal Pay Act of 1963, as amended  
The Age Discrimination Act of 1967, as amended  
The Rehabilitation Act of 1973, as amended  
The Vietnam Era Veterans Readjustment Act of  
1974  
The Florida Civil Rights Act of 1992, as amended  
The Americans With Disabilities Act of 1990, as  
amended  
The Family and Medical Leave Act of 1993, as  
amended  
Palm Beach County Ordinance 95-31 of 1995, as**

In addition to compliance with the above-mentioned regulations, the County is required to use a merit system of employment and follow the Uniform Guidelines on Employee Selection Procedures published by the federal Equal Employment Opportunity Commission (EEOC).

**RESPONSIBILITY FOR IMPLEMENTATION**

## DESIGNATION OF RESPONSIBILITY FOR IMPLEMENTATION

- **County Administrator**
  - provide authoritative leadership in assuring Countywide compliance with Equal Employment Opportunity/Affirmative Action (EEO/AA) legislation, regulations, policies and procedures
  - grant sufficient authority and resources to the Human Resources Department for the implementation of this Affirmative Action Plan (AAP)

- **Manager, Fair Employment Programs/Human Resources**

The Manager, Fair Employment Programs has the responsibility for designing and ensuring effective implementation of the AAP. These responsibilities include, but are not limited to the following:

- develop EEO policy statements, compliant Countywide policies and procedures, and affirmative action programs
- assist in the identification of EEO/AA problem areas
- assist management in arriving at effective solutions to EEO/AA problems
- design and implement an internal audit and reporting system which measures the effectiveness of the AAP and identifies the need for remedial action
- serve as the liaison between Palm Beach County and enforcement agencies
- participate in special recruitment efforts
- apprise managers, supervisors and staff of the EEO/AA obligations through training, technical assistance and information updates on a regularly scheduled basis
- investigate internal complaints of discrimination and recommend and/or implement remedial actions to prevent and resolve internal complaints of discrimination
- respond to charges of discrimination filed with federal and state enforcement agencies and provide assistance to management in resolving EEO issues

■ **Managers and supervisors**

It's the responsibility of all managerial and supervisory staff to implement the AAP. These responsibilities include, but are not limited to:

- assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when necessary
- reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner in all terms and conditions of employment including hiring, transfer, promotion, layoff, job assignment, discipline and termination
- taking action to prevent discrimination of employees on the basis of race, color, religion, gender, national origin, age, disability, marital status, sexual orientation, and gender identity or expression
- practicing nondiscrimination and making a concerted effort to achieve affirmative action goals
- ensuring that each work location displays EEO posters
- attend mandatory supervisory and EEO related training

**DISSEMINATION OF POLICY**

## DISSEMINATION OF POLICY

### ■ Internal Dissemination

- a) The County's EO/AA Countywide Policy (CW-P-029) is available to all employees.
- b) The nondiscrimination policy (1.01 A-5) is included in the County's Merit System Rules and Regulations which is distributed to all employees.
- c) Training sessions and/or special meetings are held with executive, management and supervisory personnel to explain the intent of the policy and individual responsibility for implementation.
- d) The nondiscrimination policy is reviewed with new employees in employee orientation and EEO training programs.
- e) Nondiscrimination clauses are included in Union agreements, and collective bargaining and contractual provisions are reviewed to ensure they are nondiscriminatory.
- f) The County Administrator's policy statement is distributed to all Department/Division Heads for implementation (see Policy Statement).

### ■ External Dissemination

- a) The County informs all recruiting sources verbally and/or in writing of the EO/AA policy.
- b) An Equal Opportunity clause is incorporated in all purchase orders, leases, contracts, etc. covered by Executive Order 11246, as amended.
- c) Minority and women's organizations, community agencies, community leaders, schools and colleges are notified of the County's policy verbally and/or in writing.
- d) Prospective employees are made aware of the anti-discrimination statutes through posting in the lobby of Recruitment and Selection, special recruitment contacts, and the media.
- e) Minority and non-minority men and women are pictured on County/employee publications.
- f) An acknowledgment that the county is an EO/AA employer, M/F/V/D, ends all classified ads and appears at the bottom of the employment

application.

- g) The Recruitment & Selection Section uses a Job-Line to run a 24-hour tape of open-competitive vacancies that provides a statement of the County's EO/AA policy.
- h) The Affirmative Action Plan is posted on the County's web page at [www.pbcgov.com](http://www.pbcgov.com).



**2009 - 2010  
ANNUAL AFFIRMATIVE ACTION PLAN  
REVIEW AND COMMENT**

The following organizations have been notified that the Affirmative Action Plan for 2009 - 2010 is complete and available for review and comment:

**Association for Retarded Citizens -  
Palm Beach County**  
1201 Australian Avenue  
Riviera Beach, FL 33404

**Palm Beach County Human Rights  
Council**  
3273 Grove Road  
Boynton Beach, FL 33435

**Coalition for Independent Living  
Options, Inc. (CILO)**  
6800 Forest Hill Blvd.  
West Palm Beach, FL 33413

**Seagull Industries for the Disabled**  
3879 West Industrial Way  
Riviera Beach, FL 33404

**Commission on the Status of Women**  
301 North Olive Avenue, 12th Floor  
West Palm Beach, FL 33401

**Urban League of the Palm Beaches,  
Inc.**  
1700 North Australian Avenue  
West Palm Beach, FL 33407

**Deaf Service Center of Palm Beach Co.**  
3111 S. Dixie Highway, Suite 237  
West Palm Beach, FL 33405

**Vocational Rehabilitation (Health and  
Rehabilitative Services)**  
3111 South Dixie Highway, Suite 100  
West Palm Beach, FL 33405

**Gulfstream Goodwill Industries, Inc.**  
1715 Tiffany Drive East  
Mangonia Park, FL 33407

**Vocational Rehabilitation**  
14600 Military Trail  
Delray Beach, FL 33484-3704

**Habilitation Center for the  
Handicapped, Inc.**  
22313 Boca Rio Road  
Boca Raton, FL 33433

**Vocational Rehabilitation**  
4362 North Lake Blvd., #117  
Palm Beach Gardens, FL 33407

**Hispanic Human Resources Council**  
1427 South Congress Avenue  
West Palm Beach, FL 33406

**Lighthouse for the Blind of the Palm  
Beaches, Inc.**  
7810 South Dixie Highway  
West Palm Beach, FL 33405

**Office of Equal Opportunity (OEO)**  
215 North Olive Avenue, Suite 130  
West Palm Beach, FL 33401

**WORKFORCE ANALYSIS**

**and**

**IDENTIFICATION OF  
PROBLEM AREAS**

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## **JOB GROUP ANALYSIS**

The work force statistics and narrative which follow are derived mainly from the County's annual EEO-4 Report to the State and Local Reporting Committee of the Equal Employment Opportunity Commission (EEOC) and an internal departmental breakdown of the same statistics for the reporting year of July 1, 2008, to June 30, 2009.

The Development and Execution of Action Oriented Programs/Procedures on page 46 is based on the analysis of the County's work force as compared to the 2000 Census data (SMSA) and identifies specific steps the County has taken or will take to achieve equal employment opportunity goals where underrepresentation exists.

The tables that follow are broken down by job category, race, and sex, including the relevant numbers and percentages, for full-time permanent-status employees. The labor force percentages from the 2000 Census data are also included for information and comparison purposes, where appropriate; however, the data cannot be directly compared to the County's work force data.

The tables that follow show the work force by job category. The EEOC's description of the eight (8) categories follows in abbreviated form:

**1. Officials/Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, superintendents, fire chiefs & inspectors, coroners, and kindred workers.

**2. Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes personnel & labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, lawyers, systems analysts, accountants, engineers, employment & vocational rehabilitation counselors, teachers or instructors, fire captains & lieutenants, librarians, management analysts, & kindred workers.

**3. Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes computer programmers, drafters, surveyors, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), fire sergeants, & kindred workers.

**4. Protective Service Workers:** Occupations in which workers are entrusted with public safety, security, and

protection from destructive forces. Includes police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, park rangers (except maintenance), & kindred workers.

**5. Paraprofessionals:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes research assistants, medical aides, child support workers, recreation assistants, homemakers' aides, home health aides, library assistants & clerks, ambulance drivers & attendants, & kindred workers.

**6. Administrative Support (Office & Clerical):** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes bookkeepers, messengers, clerk typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine & computer operators, legal assistants, cashiers, toll collectors, & kindred workers.

**7. Skilled Craft Workers:** Occupations in which workers perform jobs requiring special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience, apprenticeship, or other formal training programs. Includes mechanics & repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors & typesetters, power plant operators, water & sewage treatment plant operators, & kindred workers.

**8. Service/Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes chauffeurs, laundry & dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners & grounds keepers, refuse collectors, construction laborers, park rangers (maintenance), craft apprentices/trainees/helpers, & kindred workers.

## EXAMPLE JOB TITLES

Example Job Titles	Job Group Name	EEO-4 Category
County Administrator and Assistant County Administrators, Department Directors and Assistant Directors, Division Directors	Officials and Administrators	1
Assistant County Attorney, Battalion Chief, Section Coordinators, Supervisors, Engineers, Planners, Managers, Social Workers, Computer Specialists	Professionals	2
Construction Inspectors, Computer Specialist, Forensic Technician, Graphics Designer, Utility Plant Operator, Web Site Specialist	Technicians	3
Firefighter, Driver Engineer, Flight Medic, Fire Safety Inspector,	Protective Service Workers	4
Airport Operations Officer, Child Development Assistant, Equal Opportunity Technicians, Interpreter, Kennel Manager, Parks District Manager, Utility Construction Supervisor	Paraprofessionals	5
Animal Bite Coordinator, Communication Supervisor, Customer Service Specialist, Fiscal Specialist, Parking Facility Attendant, Storekeeper	Administrative Support	6
Assistant Public Works Superintendent, Carpenter, Painter, Plumber, Welder, Fire Apparatus Technician	Skilled Craft Workers	7
Airport Facility Manager, Animal Control Officer, Bindery Worker, Cook, Lft Station Technician, Pool Lifeguard, Passenger Driver, Security Door Technician	Service/Maintenance	8

## WORKFORCE STATISTICS

The work force statistics and narrative which follow are derived mainly from the County's annual EEO-4 Report which is prepared in accordance with §709(c) of Title VII of the Civil Rights Act of 1964, as amended, and EEOC regulations at 29 C.F.R, Chapter XIV, sections 1602.30-1602.38. The tables that follow are broken down by job category, race, and sex, including the relevant numbers and percentages, for full-time permanent-status employees. The labor force percentages from the 2000 Census data are also included for information and comparison purposes, where appropriate; however, the data cannot be directly compared to the County's work force data.

For example, Executive, Administrative, and Managerial positions are grouped together for the SMSA report; whereas, the County's "Officials/Administrators" job category does not include manager positions. In the County organization, managers below the division head level are categorized as "Professional," as required for EEO-4 reporting.

In addition, the labor force statistics do not include a separate category to compare to the County's "Paraprofessional" job category. For this reason, the labor force breakdown for Technicians and Related Support was used for comparison purposes only.

In the area of the labor force statistics for Service Occupations the labor force breakdown includes a broad range of positions. It does not adequately provide relevant percentages for comparison to County positions such as Lifeguards and Maintenance Worker positions where heavy labor and equipment operation may be involved.



## SUMMARY OF WORK FORCE STATISTICS AS PRESENTED IN TABLES A - H

### Officials/Administrators

The County currently employs a work force of 116 "Officials/Administrators" which includes 11(9.5%) Black and 4(3.4%) Hispanic employees. Utilization of Black employees in this category is 4.4% greater than the available labor pool. Hispanic representation is 4.3% below the available labor force availability.

For the reporting period 2007 to 2008 the County employed 109 "Officials/Administrators", including 11 (10.0%) Black and 4 (3.4%) Hispanic employees in this category. The labor force statistics indicate a 13.8% overall minority representation in the "Officials/Administrators" Job Category.

The County employed 30 females in this job category for the 2007-2008 reporting period. Currently the County employs 30(25.9%) females in the "Official/Administrators" job category. This utilization is 10.3% less than the labor force availability.

### Professionals

In the 2007-2008 reporting period the County employed 434 (30.8%) minorities in the "Professional" category. During the most current reporting period the utilization of minorities in the "Professional" job category decreased to 429 (31.6%). Minority representation in this job category is 13.3% greater than the available labor force.

Utilization of Blacks in the "Professional" Job Category is currently 17.6% which is 9.3% greater than the labor force availability. There were 245 Black employees in this job category for the 2007-08 reporting period and 239 Black employees for the 2008-09 reporting period.

The County currently employs 106(7.8%) Hispanics in this job category. This is 1.0% greater than the available labor force.

Labor force availability of females for the "Professional" job category is 52.1%. The County employs 725 (53.3%) females, which is 1.2% above availability. The prior year statistics show that the County employed 750 (53.3%) females in this job category.

Current overall representation of minorities in this job category is 31.6% which is 13.3% greater than labor force availability.

### **Technicians**

In this job category the County currently employs 662 persons, of which 68 (10.3%) are Black. In the previous reporting period the County employed 686 persons, of which 67 (9.8%) were Black. The current work force of Black employees is 4.6% less than the available labor force.

The current representation of Hispanic employees in this job category is 74 (11.2%). This is a decrease of 1 Hispanic employee from the prior reporting period.

Overall minority representation in this job category is 156 (23.6%) which is 3.3% less than labor force availability.

Female representation in this job category is currently 123 (18.6%). This figure shows a decrease of 5 females.

### **Protective Services**

The employees in this job category are the County's firefighters. There are currently 1240 employees in this job category, of which 96 (7.7%) are females. There is a 26.7% underrepresentation of females in this category.

Overall minority representation is 241 (19.4%) which is 7.6% below the available labor pool.

There are 69 Blacks employed in this job category which comprises 5.6% of the employees in this category. One hundred fifty-four "Protective Services" employees are Hispanic constituting 12.4% of the work force in this job category. Hispanic representation is 1.9% above the available labor force.

In the year prior there was a total of 1285 employees in this job category. There were 97 (7.5%) females, 68 (5.6%) Blacks and 161 (12.4%) Hispanics. Female and Black representation was below the available labor force. Overall minority representation in 2007-08 was 7.8% below labor force availability.

### **Paraprofessionals**

Currently there are 548 "Paraprofessional" employees. There are 196 Black employees, which comprise 35.8% of the workforce in this job category and is 24.0% above the available labor force.

Hispanics comprise 11.1% of the employees in this category with 61 employees. Hispanic representation is 1.2% greater than the available labor force.

Four hundred twenty-five females comprise 76.6% of the "Paraprofessional" workforce. Female representation is 10.1% above the labor force availability.

In the previous year there were 539 employees in this job category. Overall minority representation exceeded the available labor force.

### **Administrative Support**

The County employs 769 "Administrative Support" employees. Females comprise 83.9% of the persons in this job category with 645 employees. In the previous reporting period there were 688 (85.1%) female employees in a total work force of 808 persons.

Black representation in this job category exceeded the available labor force in the current and preceding year. There are currently 189 (24.6%) Black employees. There were 213 (26.3%) Black employees in the prior year. The available Black force for this job category is 11.8%.

The utilization of Hispanic employees in this job category was above the available labor force for the preceding year. Hispanics comprise 12.0% of the work force in the current and preceding year.

Overall minority representation in this job category is 39.3%. The available labor force is 23.3%. In the last reporting period overall minority representation was 38.6%.

### **Skill Craft**

There are 488 "Skill Craft" employees. Hispanic representation was below the available labor force for the prior year. Hispanics currently comprise 17.0% of the work force with 83 employees. In the 2007-08 reporting period Hispanics comprised 17.4% of the work force with 85 employees. The total work force decreased by two employees in the current year.

Black representation in this job category was below the available labor force in the 2007-08 reporting period. For this reporting period Black representation is 10.9% with 53 employees, which is .8% below the available labor force.

Female employees are 1.6% of the current "Skill Craft" job category with 8 employees. The total available labor force is 6.2%. In the previous year there were 9 females employed comprising 1.8% of the work force.

Overall minority representation is 30.3% which is 1.4% below the available labor force. In the 2007-08 reporting period minority representation was 30.1% which was 1.6% below the available labor force.

### **Service/Maintenance**

There are currently 862 "Service/Maintenance" employees. Of these 230 (26.7%) are Black. This is 4.1% greater than the available labor force. In the previous year there were 909 "Service/Maintenance" employees.

In the previous year Hispanic representation was 16.8% of the work force with 153 employees. In the current year Hispanics comprise 17.6% of the work force with 152 employees.

There are 146 female "Service/Maintenance" employees. This is 16.9% of the work force and 25.2% below the available labor force. For the previous reporting period, there were 157 female employees comprising 17.2% of the work force. The utilization of females was 24.9% below the available labor force.

Overall minority representation in this job category is .6% below the available labor force with 399 (46.3%) minority employees. In the prior year there were 403 (44.3%) minority employees. Minority representation was 2.6% below the available labor force in 2007-08.

#### **County Totals**

The County employed 6044 employees in 2008-09. Total Hispanic representation in the County work force is .9% below the available labor force. Black utilization exceeds the available labor force by 4.1%. Female employees are 9.6% less than the available labor force. Overall minority representation in the County work force for 2008-09 is 4.5% above the available labor force.

In the previous year the County employed 6231 employees. Of these, Blacks comprised 17.2% of the total work force. This utilization was 4.1% greater than the available labor force. Hispanic representation was 1.1% below the available labor force. There were 2169 (34.8%) females employed, which was 11.2% below the available labor force.

Table A

**UTILIZATION ANALYSIS OF TOTAL WORK FORCE – MALE/FEMALE  
2008 - 2009**

	TOTAL	WHITE (%)	BLACK (%)	HISPANIC (%)	ASIAN (%)	INDIAN (%)	MINORITY (%)
OFFICIAL/ADMINISTRATOR SMSA DIFFERENCE	116	100 (86.2) 84.4 +1.8	11 (9.5) 5.1 +4.4	4(3.4) 7.7 -4.3	1 (.9) 1.6 -7	0 (0) .1 -1	16 (13.8) 14.5 -7
PROFESSIONAL SMSA DIFFERENCE	1359	930 (68.4) 80.4 -12.0	239 (17.6) 8.3 +9.3	106(7.8) 6.8 +1.0	75 (5.5) 3.1 +2.4	9 (.7) .1 +6	429 (31.6) 18.3 +13.3
TECHNICIANS SMSA DIFFERENCE	662	506 (76.4) 71.6 +4.8	68 (10.3) 14.9 -4.6	74 (11.2) 9.3 +1.9	9 (1.4) 2.5 -1.1	5 (.7) .2 +5	156 (23.6) 26.9 -3.3
PROTECTIVE SERVICES SMSA DIFFERENCE	1240	999 (80.6) 69.9 +10.7	69 (5.6) 16.5 -10.9	154 (12.4) 10.5 +1.9	16(1.3) .0 +1.3	2 (.2) .0 +2	241 (19.4) 27.0 -7.6
PARAPROFESSIONAL SMSA DIFFERENCE	548	277 (50.5) 75.1 -24.6	196 (35.8) 11.8 +24.0	61 (11.1) 9.9 +1.2	12 (2.2) 1.4 +8	2(.4) .2 +2	271 (49.5) 23.3 +26.2
ADMIN SUPPORT SMSA DIFFERENCE	769	467 (60.7) 75.1 -14.4	189 (24.6) 11.8 +12.8	92 (12.0) 9.9 +2.1	20 (2.6) 1.4 +1.2	1 (.1) .2 -1	302 (39.3) 23.3 +16.0
SKILLED CRAFT SMSA DIFFERENCE	488	340 (69.7) 66.7 +3.0	53 (10.9) 11.7 -.8	83 (17.0) 18.7 -1.7	11 (2.3) 1.0 +1.3	1 (.2) .3 -1	148 (30.3) 31.7 -1.4
SERVICE/MAINTENANCE SMSA DIFFERENCE	862	463 (53.7) 49.7 +4.0	230 (26.7) 22.6 +4.1	152 (17.6) 22.3 -4.7	12 (1.4) 1.8 -4	5 (.6) .2 +4	399(46.3) 46.9 -6
COUNTY TOTAL SMSA DIFFERENCE	6044	4082 (67.5) 70.1 -2.6	1055 (17.5) 13.1 +4.4	726 (12.0) 12.9 -.9	156 (2.6) 1.8 +8	25 (.4) .2 +2	1962 (32.5) 28.0 +4.5

Table B

**UTILIZATION ANALYSIS OF TOTAL WORK FORCE--FEMALES ONLY  
2008 - 2009**

	TOTAL	WHITE(%)	BLACK (%)	HISPANIC (%)	ASIAN (%)	INDIAN (%)	MINORITY (%)
OFFICIAL/ADMINISTRATOR	30 (25.9)	25 (83.3)	4 (13.3)	0 (0)	1 (.3)	0 (0)	5 (16.7)
SMSA	36.2	29.3	2.6	3.2	.6	0	6.4
DIFFERENCE	-10.3	+54.0	+10.7	-3.2	-.3	0	+10.3
PROFESSIONAL	725(53.3)	463 (63.9)	167 (23.0)	63 (8.7)	30 (4.1)	2 (.2)	262 (36.1)
SMSA	52.1	40.7	5.5	3.6	1.4	0	10.5
DIFFERENCE	+1.2	+23.2	+17.5	+5.1	+2.7	+2	+25.6
TECHNICIANS	123 (18.6)	87 (70.7)	19 (15.4)	12 (9.8)	4 (3.3)	1 (.8)	36 (29.3)
SMSA	63.4	43.6	11.8	5.4	1.4	.1	18.7
DIFFERENCE	-44.8	+27.1	+3.6	+4.4	+1.9	+7	+10.6
PROTECTIVE SERVICES	96 (7.7)	79 (82.3)	3 (3.1)	10 (10.4)	4 (4)	0 (0)	17 (17.7)
SMSA	34.4	24.1	3.8	4.5	0	0	8.3
DIFFERENCE	-26.7	+58.2	-.7	+5.9	+4	0	+9.4
PARAPROFESSIONAL	425 (76.6)	200 (47.1)	172 (40.5)	45 (10.6)	8 (1.9)	0 (0)	225 (52.9)
SMSA	66.5	49.5	8.2	6.7	.9	.1	15.9
DIFFERENCE	+10.1	-2.4	+32.3	+3.9	+1.0	-.1	+37.0
ADMIN SUPPORT	645 (83.9)	387 (60.0)	165 (25.6)	76 (11.8)	17 (2.6)	0 (0)	258 (40.0)
SMSA	66.5	49.5	8.2	6.7	.9	.1	15.9
DIFFERENCE	+17.4	+10.5	+17.4	+5.1	+1.7	-.1	+24.0
SKILLED CRAFT	8 (1.6)	5 (62.5)	0 (0)	3 (37.5)	0 (0)	0 (0)	3 (37.5)
SMSA	6.2	3.7	.9	1.3	.2	0	2.4
DIFFERENCE	-4.6	+58.8	-.9	+36.2	-.2	0	+35.1
SERVICE/MAINTENANCE	146(16.9)	93 (63.7)	36 (24.7)	14 (9.6)	2 (1.4)	1 (.7)	53 (36.3)
SMSA	42.1	20.8	11.1	7.9	.9	.1	20.0
DIFFERENCE	-25.2	+42.9	+13.6	+1.7	+5	+6	+16.3
COUNTY TOTAL	2198(36.4)	1339(60.9)	566 (25.8)	223 (10.1)	66 (3.0)	4 (.2)	859 (39.1)
SMSA	46.0	32.0	9.6	5.2	.9	.1	13.1
DIFFERENCE	-9.6	+28.9	+16.2	+4.9	+2.1	+1	+26.0

**Table C1**

**UTILIZATION ANALYSIS OF TOTAL WORK FORCE  
BY SALARY LEVEL AND JOB CATEGORY -- MALE/FEMALE  
2008-2009**

<b>JOB CATEGORY</b>	<b>TOTAL</b>	<b>WHITE</b>	<b>BLACK</b>	<b>HISPANIC</b>	<b>ASIAN</b>	<b>INDIAN</b>	<b>FEMALE</b>
<b>OFFICIALS/ADMINISTRATORS</b>							
\$ 0.1 - 15.9							
16.0 - 19.9							
20.0 - 24.9							
25.0 - 32.9							
33.0 - 42.9	1	1					1
43.0 - 54.9							
55.0 - 69.9							
70.0 PLUS	115	99	11	4	1		29
<b>TOTAL</b>	<b>116</b>	<b>100</b>	<b>11</b>	<b>4</b>	<b>1</b>		<b>30</b>

Table C2

**UTILIZATION ANALYSIS OF TOTAL WORK FORCE  
BY SALARY LEVEL AND JOB CATEGORY -- MALE/FEMALE  
2008-2009**

JOB CATEGORY	TOTAL	WHITE	BLACK	HISPANIC	ASIAN	INDIAN	FEMALE
PROFESSIONALS							
\$ 0.1 - 15.9							
16.0 - 19.9							
20.0 - 24.9	6	3	2		1		3
25.0 - 32.9	15	6	7	1	1		10
33.0 - 42.9	160	85	52	19	4		116
43.0 - 54.9	323	200	71	35	14	3	223
55.0 - 69.9	344	222	63	34	21	4	182
70 PLUS	511	414	44	17	34	2	191
TOTAL	1359	930	239	106	75	9	725



**Table C3**

**UTILIZATION ANALYSIS OF TOTAL WORK FORCE  
BY SALARY LEVEL AND JOB CATEGORY -- MALE/FEMALE  
2008-2009**

JOB CATEGORY	TOTAL	WHITE	BLACK	HISPANIC	ASIAN	INDIAN	FEMALE
<b>TECHNICIANS</b>							
\$ 0.1 - 15.9							
16.0 - 19.9	1			1			1
20.0 - 24.9	1	1					
25.0 - 32.9	17	10	5	2			7
33.0 - 42.9	116	74	16	21	3	2	36
43.0 - 54.9	269	199	34	32	3	1	38
55.0 - 69.9	138	113	9	15	1		23
70 PLUS	120	109	4	3	2	2	18
<b>TOTAL</b>	<b>662</b>	<b>506</b>	<b>68</b>	<b>74</b>	<b>9</b>	<b>5</b>	<b>123</b>

Table C4

**UTILIZATION ANALYSIS OF TOTAL WORK FORCE  
BY SALARY LEVEL AND JOB CATEGORY -- MALE/FEMALE  
2008-2009**

JOB CATEGORY	TOTAL	WHITE	BLACK	HISPANIC	ASIAN	INDIAN	FEMALE
<b>PROTECTIVE SERVICE WORKERS</b>							
\$ 0.1 - 15.9							
16.0 - 19.9							
20.0 - 24.9							
25.0 - 32.9							
33.0 - 42.9							
43.0 - 54.9	53	40	5	7	1		3
55.0 - 69.9	283	196	19	61	7		29
70 PLUS	904	763	45	86	8	2	64
<b>TOTAL</b>	<b>1240</b>	<b>999</b>	<b>69</b>	<b>154</b>	<b>16</b>	<b>2</b>	<b>96</b>

Table C5

**UTILIZATION ANALYSIS OF TOTAL WORK FORCE  
BY SALARY LEVEL AND JOB CATEGORY -- MALE/FEMALE  
2008-2009**

JOB CATEGORY	TOTAL	WHITE	BLACK	HISPANIC	ASIAN	INDIAN	FEMALE
PARAPROFESSIONAL							
\$ 0.1 - 15.9	9	6	2		1		8
16.0 - 19.9	3	3					3
20.0 - 24.9	6	4	1	1			3
25.0 - 32.9	202	77	84	34	5	2	169
33.0 - 42.9	183	101	61	15	6		139
43.0 - 54.9	96	53	36	7			67
55.0 - 69.9	36	23	10	3			30
70 PLUS	13	10	2	1			6
TOTAL	548	277	196	61	12	2	425

Table C6

**UTILIZATION ANALYSIS OF TOTAL WORK FORCE  
BY SALARY LEVEL AND JOB CATEGORY -- MALE/FEMALE  
2008-2009**

JOB CATEGORY	TOTAL	WHITE	BLACK	HISPANIC	ASIAN	INDIAN	FEMALE
ADMINISTRATIVE SUPPORT							
\$ 0.1 - 15.9	9	6		3			5
16.0 - 19.9	1	1					1
20.0 - 24.9	26	10	13	3			23
25.0 - 32.9	299	167	74	49	9		257
33.0 - 42.9	208	132	43	24	8	1	170
43.0 - 54.9	152	98	44	9	1		131
55.0 - 69.9	70	50	15	3	2		56
70 PLUS	4	3		1			2
<b>TOTAL</b>	<b>769</b>	<b>467</b>	<b>189</b>	<b>92</b>	<b>20</b>	<b>1</b>	<b>645</b>

**Table C7**

**UTILIZATION ANALYSIS OF TOTAL WORK FORCE  
BY SALARY LEVEL AND JOB CATEGORY -- MALE/FEMALE  
2008-2009**

<b>JOB CATEGORY</b>	<b>TOTAL</b>	<b>WHITE</b>	<b>BLACK</b>	<b>HISPANIC</b>	<b>ASIAN</b>	<b>INDIAN</b>	<b>FEMALE</b>
<b>SKILL CRAFT</b>							
\$ 0.1 - 15.9							
16.0 - 19.9							
20.0 - 24.9							
25.0 - 32.9	35	21	4	9		1	1
33.0 - 42.9	179	102	26	43	8		3
43.0 - 54.9	127	93	12	21	1		1
55.0 - 69.9	73	59	6	7	1		3
70 PLUS	74	65	5	3	1		
<b>TOTAL</b>	<b>488</b>	<b>340</b>	<b>53</b>	<b>83</b>	<b>11</b>	<b>1</b>	<b>8</b>

Table C8

**UTILIZATION ANALYSIS OF TOTAL WORK FORCE  
BY SALARY LEVEL AND JOB CATEGORY -- MALE/FEMALE  
2008-2009**

JOB CATEGORY	TOTAL	WHITE	BLACK	HISPANIC	ASIAN	INDIAN	FEMALE
SERVICE MAINTENANCE							
\$ 0.1 - 15.9	41	27	10	2	1	1	13
16.0 - 19.9	9	2	4	3			2
20.0 - 24.9	6	5	1				2
25.0 - 32.9	301	119	101	72	6	3	45
33.0 - 42.9	293	170	61	58	3	1	55
43.0 - 54.9	141	89	37	14	1		22
55.0 - 69.9	55	38	15	1	1		6
70 PLUS	16	13	1	2			1
TOTAL	862	463	230	152	12	5	146

**Table D NEW HIRES BY JOB CATEGORY, RACE AND FEMALES  
2008-2009**

JOB CATEGORY	TOTAL	WHITE (%)	BLACK (%)	HISPANIC (%)	ASIAN (%)	INDIAN (%)	FEMALES (%)
Officials/Administrators	7	6 (85.7)			1 (14.3)		1 (14.3)
Professional	36	17 (47.2)	9 (25.0)	2 (5.6)	3 (8.3)	5 (13.9)	19 (52.8)
Technicians	20	13 (65.0)	5 (25.0)	2 (10.0)			5 (25.0)
Protective Services	2	2 (100)					1 (50.0)
Paraprofessional	29	13 (44.8)	9 (31.0)	5 (17.2)	1 (3.5)	1 (3.5)	26 (89.7)
Administrative Support	22	14 (63.6)	5 (22.7)	3 (13.6)			13 (59.1)
Skilled Craft	17	14 (82.4)	1 (5.9)	2 (11.8)			
Service Maintenance	36	15 (41.7)	7 (19.5)	11 (31.0)	1 (3.0)	1 (3.0)	7 (19.4)
<b>TOTAL</b>	<b>169</b>	<b>94 (55.6)</b>	<b>36 (21.3)</b>	<b>25 (14.8)</b>	<b>6 (3.6)</b>	<b>6 (3.6)</b>	<b>72 (42.6)</b>

<b>Table E TERMINATIONS BY JOB CATEGORY, RACE AND FEMALES 2008-2009</b>							
<b>JOB CATEGORY</b>	<b>TOTAL</b>	<b>WHITE (%)</b>	<b>BLACK (%)</b>	<b>HISPANIC (%)</b>	<b>ASIAN (%)</b>	<b>INDIAN (%)</b>	<b>FEMALES (%)</b>
Officials/Administrators	8	6 (75.0)	2 (25.0)				3 (37.5)
Professional	82	61 (74.4)	8 (9.8)	11 (13.4)	2 (2.4)		43 (52.4)
Technician	45	37 (82.2)	2 (4.4)	4 (9.0)		2 (4.4)	15 (33.3)
Protective Services	27	25 (92.6)	2 (7.4)				1 (3.7)
Paraprofessional	34	20 (58.8)	11 (32.4)	1 (2.9)	1 (2.9)	1 (2.9)	28 (82.4)
Administrative Support	53	37 (69.8)	9 (17.0)	5 (9.4)	2 (3.8)		42 (79.2)
Skilled Craft	20	14 (70.0)	2 (10.0)	4 (20.0)			
Service Maintenance	45	19 (42.2)	18 (40.0)	7 (16.0)		1 (2.2)	14 (31.1)
<b>TOTAL</b>	<b>314</b>	<b>219 (69.7)</b>	<b>54 (17.2)</b>	<b>32 (10.2)</b>	<b>5 (1.6)</b>	<b>4 (1.3)</b>	<b>146 (46.5)</b>



TABLE F

## HIRES AND TERMINATIONS BY DEPARTMENT-MALE/FEMALE 2008-2009

2007-2008	Terminations by race and sex						Hires by race and sex						
Administration	0	0	0	0	0	0	0	0	0	0	0	0	0
Airports	4	1	0	1	0	0	2	1	0	0	1	0	0
Community Services	1	11	2	15	0	3	2	9	1	12	0	5	0
Cooperative Extension	1	0	0	1	0	0	0	0	0	0	0	0	0
County Attorney	1	2	0	0	0	0	0	0	0	0	0	0	0
County Commission	2	2	0	1	0	1	2	3	0	1	0	0	0
Court Administration	1	1	0	1	0	0	0	1	1	0	0	0	1
Criminal Justice	0	0	0	0	0	0	0	0	0	0	0	0	0
Engineering	14	5	3	0	0	0	9	1	2	0	2	0	0
ERM	0	4	0	0	0	0	0	1	0	0	0	0	0
FD&O	11	2	1	0	3	1	6	0	2	0	4	0	0
Fire Rescue	26	5	2	0	2	0	11	3	0	0	0	0	0
HCD	1	0	2	1	0	0	1	0	0	0	0	0	0
Human Resources	0	1	0	0	0	0	0	0	0	0	0	0	0
Internal Audit	0	1	0	0	0	0	0	0	0	0	0	0	0
ISS	3	5	0	0	0	0	1	0	0	0	0	0	0
Library	5	15	1	0	1	1	2	7	0	5	1	0	0
MPO	1	0	0	0	0	0	0	0	0	0	0	0	0
Medical Examiner	0	3	0	0	0	0	1	2	0	1	0	0	0
OEO	0	0	0	0	0	0	0	0	0	0	0	0	0
OFMB	3	1	0	1	2	0	0	0	0	0	0	0	0
OSBA	0	1	0	0	0	0	0	0	0	0	0	0	0
Palm Tran	0	0	0	0	0	0	0	0	0	0	0	0	0
Parks & Recreation	9	6	4	1	3	2	5	2	2	0	2	0	0
PZ&B	20	9	1	4	2	1	0	0	0	0	0	0	0
Public Affairs	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Safety	9	18	1	6	2	2	2	7	0	2	0	2	0
Purchasing	1	1	0	1	0	0	0	0	0	0	0	0	0
Risk Management	0	0	0	0	0	0	0	0	0	0	0	0	0
Tourist Development	1	0	0	0	0	0	1	0	0	0	0	0	0
Water Utilities	7	4	4	0	4	1	10	2	4	2	7	0	0
TOTAL	121	98	21	33	19	12	55	39	12	23	17	8	0

**Table G PROMOTIONS BY JOB CATEGORY, RACE AND FEMALES  
2008-2009**

JOB CATEGORY	TOTAL	WHITE (%)	BLACK (%)	HISPANIC (%)	ASIAN (%)	INDIAN (%)	FEMALES (%)
Officials/Administrators	4	3 (75.0)	1 (25.0)				
Professionals	35	26 (74.3)	6 (17.1)	1 (2.9)	2 (5.7)		22 (62.9)
Technicians	10	8 (80.0)	1 (10.0)	1 (10.0)			4 (40.0)
Protective Services	0						
Paraprofessional	24	12 (50.0)	6 (25.0)	6 (25.0)			21 (87.5)
Administrative Support	10	4 (40.0)	3 (30.0)	3 (30.0)			10 (100)
Skilled Craft	12	8 (66.7)	2 (16.7)	2 (16.7)			1 (8.3)
Service Maintenance	11	9 (81.8)	1 (9.1)	1 (9.1)			2 (18.2)
<b>TOTAL</b>	<b>106</b>	<b>70 (66.0)</b>	<b>20 (18.9)</b>	<b>14 (13.2)</b>	<b>2 (1.9)</b>		<b>60 (56.6)</b>

## TARGETED POSITIONS FOR 2009 - 2010

### AIRPORTS

<b>Airport Operations Division (902)</b>	
22 - Professional	F 33.4%
<b>Airport Terminal Operations (903)</b>	
25 - Paraprofessional	F 64.8% B 11.8%
26 - Administrative Support	B 11.8% F 64.8%
<b>Airport Maintenance Division (905)</b>	
23 - Technician	F 50.0%
26 - Administrative Support	F 60.0%
<b>Airport Planning &amp; Development (906)</b>	
23 - Technician	F 50.0%
<b>Airport Technical Support (908)</b>	
22 - Professional	F 50.0%
<b>Airport Terminal Division (910)</b>	
23 - Technician	F 61.6%
27 - Skill Craft	B 8.7% H 17.4%

### COMMUNITY SERVICES

<b>Head Start &amp; Children Services (2110)</b>	
23 - Technician	F 50.0%
28 - Service/Maintenance	H 21.3%
<b>Childcare Food Program (2125)</b>	
28 - Service/Maintenance	H 22.3%
<b>Human Services (2150)</b>	
25 - Paraprofessional	F 50.0%

### COUNTY ATTORNEY

22 - Professional	H 3.9%
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### COUNTY COMMISSION

22 - Professional	B 7.2% F 50.0%
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### COUNTY COOPERATIVE EXT SVC

22 - Professional	F 50.0%
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### COURT ADMINISTRATION

<b>Administration (1900)</b>	
23 - Technician	F 57.2%

## TARGETED POSITIONS FOR 2009 - 2010

### ENGINEERING AND PUBLIC WORKS

#### Roadway Production (2307)

22 - Professional F 46.7%

23 - Technician F 54.6% B 9.1%

#### Construction Coordination (2310)

23 - Technician F 63.2% H 5.3% B 10.6%

#### Information Tech Section (2318)

22 - Professional F 50.0%

#### Engineering Services Division (2320)

22 - Professional F 44.5%

23 - Technician H 7.2% B 14.3% F 57.2%

#### Land Development (2340)

22 - Professional F 42.9%

#### Bridge Maint & Operations (2372)

23 - Technician F 50.0%

27 - Skill Craft B 8.7% H 17.4% F 4.4%

28 - Service/Maintenance B 21.0% F 41.9% H 21.0%

#### Road Maintenance Section (2377)

23 - Technician F 33.4%

27 - Skill Craft F 4.7%

28 - Service/Maintenance F 41.9% H 21.9%

#### Streetscape Maintenance Section (2379)

22 - Professional F 50.0%

23 - Technician F 60.0%

28 - Service/Maintenance F 25.0%

#### Traffic Engineering (2380)

22 - Professional F 50.0%

23 - Technician F 62.5% B 14.3% H 9.0%

28 - Service/Maintenance F 39.5% H 21.1%

### ENVIRONMENTAL RESOURCES

#### Administration (5300)

22 - Professional F 51.8% B 8.1% H 5.8%

23 - Technician F 58.9%

28 - Service/Maintenance F 40.0% H 20.0%

## TARGETED POSITIONS FOR 2009 - 2010

<b>Mosquito Control (5305)</b>	
28 - Service/Maintenance	F 33.4% B 22.3%
<b>FACILITIES DEVELOPMENT AND OPERATIONS</b>	
<b>Administration (2400)</b>	
23 - Technician	F 57.2% B 14.3%
<b>Property &amp; Real Estate Mgmt (2401)</b>	
22 - Professional	F 45.5%
<b>Capital Improvements (2402)</b>	
22 - Professional	F 50.0%
23 - Technician	F 54.6%
<b>Electronics Services Division (2405)</b>	
22 - Professional	F 44.5%
23 - Technician	F 61.3%
28 - Service Maintenance	F 41.9%
<b>Criminal Justice Complex (2912)</b>	
22 - Professional	F 50.0%
23 - Technician	F 60.0%
27 - Skill Craft	F 4.8%
<b>Governmental Center (2915)</b>	
23 - Technician	F 33.4%
26 - Administrative Support	H 9.1 F 63.7
27 - Skill Craft	F 4.6% B 9.1% H 18.2%
<b>North Region (2917)</b>	
27 - Skill Craft	H 16.7% B 8.4% F 4.2%
<b>Central Region (2919)</b>	
27 - Skill Craft	F 4.2%
<b>West Region (2921)</b>	
22 - Professional	F 50.0%
23 - Technician	F 33.4%
27 - Skill Craft	H 16.7%
<b>Fleet Management Direct (2390)</b>	
22 - Professional	F 50.0%
27 - Skill Craft	F 4.2% H 16.7%
28 - Service/Maintenance	H 12.5% F 37.5%

## TARGETED POSITIONS FOR 2009 - 2010

### FIRE RESCUE

#### Fire Rescue Support Services (151)

23 - Technician	F 62.5%
25 - Paraprofessional	F 50.0%
26 - Administrative Support	F 50.0%
27 - Skill Craft	H 15.8% F 5.3% B 10.6%

#### Fire Rescue Operations (152)

22 - Professional	F 50.0%
24 - Protective Services	H 8.7% B 13.1% F 30.5%

#### Fire Rescue Alarm Office (155)

22 - Professional	F 50.0%
26 - Administrative Support	F 64.8% H 9.9%

#### Fire Rescue Technology (156)

22 - Professional	F 50.0%
23 - Technician	F 50.0%

#### Fire Rescue Bureau of Safety Services (160)

24 - Protective Services	B 16.3% H 8.2%
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#### Fire Rescue Training (165)

23 - Technician	F 50.0%
24 - Protective Services	F 25.0% B 12.5%

#### Battalion #1 (170)

22 - Professional	F 40.0%
24 - Protective Services	B 15.9% F 33.9%

#### Battalion #2 (175)

22 - Professional	F 50.0%
24 - Protective Services	F 34.2% B 16.2% H 10.0%

#### Battalion #3 (180)

22 - Professional	F 42.9%
24 - Protective Services	B 16.4% F 34.2% H 10.2%

#### Battalion #4 (185)

22 - Professional	F 50.0%
24 - Protective Services	F 34.2% B 16.1%

#### Battalion #5 (190)

22 - Professional	F 50.0%
24 - Protective Services	F 33.8% B 15.9%

**TARGETED POSITIONS FOR 2009 - 2010**

<b>Battalion #7 (192)</b>	
22 - Professional	F 25.0%
24 - Protective Services	B 16.4% F 33.7%
<b>Battalion #8 (195)</b>	
24 - Protective Services	F 34.3% H 7.9%
<b>Battalion #9 (196)</b>	
22 - Professional	F 50.0%
24 - Protective Services	B 16.1% F 34.0%
<b>HOUSING &amp; COMMUNITY DEVELOPMENT</b>	
Administration (9810)	
23 - Technician	F 33.4%
<b>ISS</b>	
22 - Professional	B 8.3% F 51.6%
23 - Technician	F 61.8% B 14.8%
<b>LIBRARY (3700)</b>	
22 - Professional	B 7.5%
23 - Technician	F 62.5% B 12.5%
28 - Service/Maintenance	F 33.4%
Library Branch Public Services (3701)	
22 - Professional	H 5.8%
25 - Paraprofessional	B 11.5% H 7.1%
<b>MEDICAL EXAMINER (4800)</b>	
22 - Professional	F 50.0%
<b>OFMB</b>	
Fixed Assets (381)	
22 - Professional	F 33.4%
<b>PARKS &amp; RECREATION</b>	
Athletics (4102)	
22 - Professional	F 42.9%
Park Maintenance Division (4105)	
23 - Technician	F 57.2%
25 - Paraprofessional	F 57.2%
26 - Administrative Support	B 10.0%
27 - Skill Craft	F 42.0% B 22.3%
28 - Service/Maintenance	F 41.8% H 22.3%

## TARGETED POSITIONS FOR 2009 - 2010

<b>Planning, Design &amp; Construction (4108)</b>	
22 - Professional	F 50.0%
23 - Technician	F 33.4%
<b>Morikami (4112)</b>	
28 - Service/Maintenance	F 28.6%
<b>Aquatics/Ocean Rescue (4113)</b>	
28 - Service/Maintenance	F 41.7% B 21.7% H 21.7%
<b>Westgate Rec Center (4116)</b>	
22 - Professional	F 50.0%
<b>Okeeheelee Golf Course (4122)</b>	
28 - Service/Maintenance	F 38.5% B 15.4% H 15.4%
<b>Lake Lytal Pool (4123)</b>	
22 - Professional	F 50.0%
28 - Service/Maintenance	F 25.0%
<b>Aqua Crest Pool (4124)</b>	
28 - Service/Maintenance	F 33.4%
<b>North County Pool (4126)</b>	
28 - Service/Maintenance	F 25.0%
<b>Parks Security (4127)</b>	
28 - Service/Maintenance	B 21.8% F 39.2% H 21.8%
<b>John Prince Golf Center (4132)</b>	
28 - Service/Maintenance	B 16.7%
<b>Park Ridge Golf Course (4133)</b>	
22 - Professional	F 50.0%
28 - Service/Maintenance	B 22.3% H 22.3% F 33.4%
<b>PLANNING, ZONING &amp; BUILDING</b>	
<b>Administration (4500)</b>	
22 - Professional	F 50.0%
23 - Technician	B 11.2%
26 - Administrative Support	H 7.7%
<b>PZB Building Division (4510)</b>	
23 - Technician	F 62.8% H 8.5% B 14.5%
<b>PZB Code Enforcement Division (4513)</b>	
23 - Technician	B 14.8% F 61.8%



## TARGETED POSITIONS FOR 2009 - 2010

<b>PZB Cont Lic Cert Division (4520)</b>	
23 - Technician	F 57.2% B 14.3%
<b>PZB Planning Division (4530)</b>	
22 - Professional	F 50.0%
<b>PZB Zoning Division (4540)</b>	
23 - Technician	F 60.0%
<b>PUBLIC AFFAIRS</b>	
<b>Channel 20 (211)</b>	
23 - Technical	F 57.2% B 14.3%
<b>Cable Television (212)</b>	
23 - Technical	F 33.4%
<b>PUBLIC SAFETY</b>	
<b>Administration (4700)</b>	
22 - Professional	F 50.0%
<b>Animal Care and Control (4705)</b>	
26 - Administrative Support	B 11.5%
28 - Service/Maintenance	B 22.3% H 21.8%
<b>Emergency Management (4710)</b>	
22 - Professional	F 50.0%
23 - Technician	F 50.0%
25 - Paraprofessional	F 60.0%
<b>Consumer Affairs (4715)</b>	
25 - Paraprofessional	F 33.4%
<b>Highridge Family Center (4742)</b>	
28 - Service/Maintenance	F 40.0%
<b>PURCHASING</b>	
<b>Administration (4900)</b>	
25 - Paraprofessional	H 6.7%
<b>Stores/Warehouse/Courier (4915)</b>	
26 - Administrative Support	F 60.0%
<b>RISK MANAGEMENT</b>	
<b>Administration (5000)</b>	
22 - Professional	F 50.0%
<b>Casualty Self Insurance (5001)</b>	
22 - Professional	F 50.0%

**TARGETED POSITIONS FOR 2009 - 2010**

**WATER UTILITIES**

<b>Finance &amp; Administration (5200)</b>	
22 - Professional	F 32.0%
<b>WUD Engineering Svcs (5205)</b>	
22 - Professional	F 46.2% B 7.7%
23 - Technician	B 13.4% F 60.0%
<b>WUD Regs Compliance &amp; Lab (5206)</b>	
22 - Professional	F 50.0%
<b>WUD Customer Svc (5210)</b>	
28 - Service/Maintenance	F 40.9% B 22.5%
<b>WUD Lines/Lift Stations North (5215)</b>	
22 - Professional	F 50.0%
23 - Technician	F 60.0% B 10.0%
27 - Skill Craft	B 9.6% H 14.3% F 4.8%
28 - Service/Maintenance	F 41.6%
<b>WUD Lines/Lift Stations South (5216)</b>	
23 - Technician	F 60.0%
28 - Service/Maintenance	F 41.7%
<b>WUD Treatment Plants North (5220)</b>	
23 - Technician	F 63.1% B 13.1% H 8.7%
27 - Skill Craft	H 18.2% B 9.1%
<b>WUD Treatment Plants South (5221)</b>	
23 - Technician	F 61.4% B 13.7%
27 - Skill Craft	H 13.4%
28 - Service/Maintenance	F 40.0% H 20.0%

## PROBLEM AREAS

### Technicians

Although there has been an increase in Black representation from 9.8% to 10.3%, representation is still below the SMSA of 14.9%. Female representation is 44.8% below the SMSA.

### Protective Services

Minority representation is 19.4% which is still well below the SMSA of 27%. The greatest underrepresentation is among Blacks where the SMSA shows a 16.5% availability but only 5.6% is employed. Females are underrepresented with the greatest disparity which is 26.7% below the SMSA.

### Service/Maintenance

Females are underrepresented in this job group with 16.9% employed which is 25.2% below the SMSA of 42.1%.

## DEVELOPMENT AND EXECUTION OF ACTION ORIENTED PROGRAMS/PROCEDURES

The purpose of affirmative action is to achieve a work force that reflects the participation rate of minorities and females in the relevant labor force and to employ and advance in employment qualified individuals with disabilities and covered veterans. The County must ensure that employment decisions are based on job-related factors and that the system and/or programs themselves do not perpetuate societal wrongs of the past. The programs/procedures that follow have been developed and executed to achieve results and/or to ensure that the overall intent of equal employment opportunity is achieved by providing documentation sufficient to constitute a good faith effort.

### 1. Recruitment & Selection (R & S)

The County uses special recruitment efforts to publicize open-competitive job vacancies. These include: a display advertisement in The Palm Beach Post, including their web site, daily advertisement on the County's cable television channel, and the County's web page ([www.pbcgov.jobs](http://www.pbcgov.jobs)). Applications may be downloaded from the web page. Vacancy announcements are available 24 hours daily on the recorded telephone Job Hotline (561/616-6900). Keiosks are also available in the lobby of the first floor and in the lobby of the Human Resources Office. In addition, weekly job announcements are e-mailed to all departments within the County so that all employees may have access to available openings. Currently, complimentary printed copies are sent to the County Administrator, Assistant County Administrators, the Commissioners, Sheriff and Tax Collector.

Administrative, professional, and hard-to-fill positions may be advertised for two weeks instead of one or may remain open-until-filled. Advertising is also expanded to a larger geographic area, as appropriate, to enhance the County's ability to broaden the pool of qualified applicants. Advertisements may be placed with trade and/or association journals, newsletters, conferences and their web sites.

Positions with a Pay Grade of 35 or more (salary of \$51,001) may be advertised in a minority publication in each city in which those vacancies are advertised, if necessary. These

publication include: Westside Gazette (Ft. Lauderdale), Orlando Times, La Gaceta (Tampa), The Northeast Florida Advocate (Jacksonville), El Nuevo Herald (Miami), Capitol Outlook (Tallahassee), La Prensa (Orlando), and Nuevo Siglo (Tampa). On a weekly basis all open-competitive positions are listed in El Latino Semanal in West Palm Beach. In addition to minority papers in various cities, we advertise executive-level positions with National Forum for Black Public Administrators in Washington, D.C.

Training and Experience rating criteria are developed for positions before advertising based on the minimum job-related requirements as specified by the Job Specification for each position. Applications are then rated by members of the R & S staff who are not selecting officials. Interview questions are submitted by the selecting official to the Testing and Assessment staff for review and approval to ensure legal defensibility. R & S staff follow the Uniform Guidelines on Employee Selection Procedures and audit all unscored selection procedures to ensure objectivity. R & S is made up of a diverse staff who receive on-going training to ensure the selection processes remain nondiscriminatory.

## **2. Compensation and Records (C & R) Section**

There are three (3) Compensation Analysts who audit positions to ensure that they are properly classified. Salaries are reviewed in several different ways to be comparable for the knowledge, skills and abilities required for a position. Salary surveys are sent to other agencies to determine if we are competitive in the market.

Palm Beach County has a Living Wage ordinance that ensures wages are current with the market. This ordinance can be found in the Palm Beach County Administrative Code, Section 2-147 through 2-165. This Living Wage is also applied to construction contracts and subcontracts that are employed to do business with Palm Beach County.

### **3. Fair Employment Programs Section (FEP)**

Labor force statistics are reviewed annually. Comparison of the representation of females and minorities in the individual divisions of departments with the available labor force is made to ensure adequate utilization throughout the County.

FEP monitors the selection process for positions in which minorities and/or females are underrepresented for consistency in applying rating criteria. The Manager, Fair Employment Programs or designee may also make recommendations regarding referral list candidates. All Officials/Administrator positions are always targeted for increased representation of minorities and/or females. Whenever underrepresented group members appear on a Referral List, a "Special Selection Procedure" letter is sent to the selecting official that requires justification for the decision made on each candidate.

Requisitions for personnel are routed through the Fair Employment Programs Section prior to advertising vacancies to target for underrepresented group members, verify lifting requirements, and to review staffing requirements as they relate to Affirmative Action programs. Requisitions are also reviewed for possible placement of qualified employees with disabilities.

Accurate and up-to-date records are maintained on all referral lists, applications, hires, promotions, terminations, and disciplinary actions for review to assist in ensuring that all employees are treated on a fair and consistent basis. A computerized applicant tracking system is used to facilitate analysis of hiring patterns and maintenance of applicant flow data.

Additionally, FEP distribute posters to all departments and provides training on Federal, state and local anti-discrimination laws in an effort to insure that the County is in compliance.

#### **4. Employee Relations and Training & Organizational Development**

Seniority practices in clauses and contracts are reviewed to determine if any artificial barriers exist. Formal career counseling programs have been established which include development programs and individual counseling. Participation in any County-sponsored training, recreational, and social activities is accomplished without regard to race, color, religion, sex, national origin, age, disability, marital status, sexual orientation, and gender identity or expression.

## **COMPLIANCE WITH GENDER DISCRIMINATION GUIDELINES**

Palm Beach County recruits employees of both sexes and does not indicate a sex preference for any job. There are currently no jobs which indicate sex as a bona fide occupational qualification (BFOQ).

The County's policy prohibits discrimination on the basis of gender, and employees and applicants for employment of both genders are afforded equal opportunity for positions for which they meet the minimum qualifications.

The Classification and Pay Plan is developed, updated, and administered equally to employees of both genders. Salary levels are equal regardless of gender for positions of equal skill, effort and responsibility performed under the same working conditions.

The County prohibits discrimination based on pregnancy, childbirth, or related medical conditions by treating pregnancy like any other temporary medical condition. Employees of both genders are afforded equal access to training programs. The County takes affirmative action to recruit females for positions where underrepresentation exists and where they have been traditionally excluded.



**COMPLIANCE WITH THE REHABILITATION ACT OF 1973, THE AMERICANS WITH DISABILITIES ACT OF 1990, AND THE VIETNAM VETERANS READJUSTMENT ACT OF 1974**

Applicants for employment and employees are invited to identify themselves as an individual with a disability or a non-disabled Veteran, so that they may benefit from the County's Affirmative Action Program. The self-identification form invites applicants/employees to identify any accommodation they may need to participate in the application and selection processes or to perform the essential duties of positions they are seeking. The self-identification form is also used for statistical purposes and is detached from the application prior to initiation of the selection process. Preference is given to qualified disabled and non-disabled Veterans throughout the selection process in accordance with applicable statutes and the County's Affirmative Action Plan. Those applicants seeking Veteran preference must submit military documentation (DD214, etc.).

All medical information is kept in confidential files in the Occupational Health Clinic. The Occupational Health Clinic refers all medical holds and rejected applicants/employees for medical reasons to the Manager, Fair Employment Programs. The Manager, Fair Employment Programs reviews all referrals from the Occupational Health Clinic to determine, in consultation with the department and the applicant/employee, if the applicant/employee can be reasonably accommodated in the position the individual holds or desires.

The County's policies prohibit supervisors and managers from accepting or denying any accommodation request without consulting the Manager, Fair Employment Programs. The County makes reasonable accommodations to the known physical and mental disabilities of otherwise qualified employees and applicants for employment so long as such accommodation does not impose an undue hardship on the County or its employees.

The County maintains a policy for employees unable to perform the essential duties of their position due to illness/injury/disability. This policy requires that if an accommodation is requested by the employee, the possibility of reasonable accommodation is reviewed by the Manager, Fair Employment Programs. The Manager, Fair Employment Programs and employee will engage in an interactive process to clarify what the employee needs and identify the appropriate

reasonable accommodation. The County executes its policy to provide reasonable accommodations consistently and in accordance with federal guidelines.

The County implemented an Americans With Disabilities Act (ADA) policy (CW-P-054) which outlines responsibility for implementation of the ADA. Managers and supervisors receive training on the applicable law and guidelines of the ADA and all related policies and procedures.

Records of requests for accommodations, the actual accommodation provided, and any accommodations denied for the period specified by the records retention schedule are maintained in the office of the Manager, Fair Employment Programs. The County completed its Self-Evaluation and Transition Plan which identified any deficiencies and action required.

A procedure for accommodating applicants and employees has been developed and implemented. Applications, testing materials, and other personnel documents have been or can be made available in alternate formats. A TDD has been installed in the Recruitment and Selection Section and the number is printed on all relevant material, including advertisements and job postings.

ADA Position Descriptions identifying essential and marginal duties of positions are reviewed and maintained by the Compensation and Records Section.

The appropriate law posters are posted in the lobby of Recruitment and Selection and have been distributed to departments for posting.

Employee/applicant publications contain a notice inviting applicants or employees to inform the Human Resources Department if they need a special accommodation or assistive device to participate in any program; to apply for any job opening or service; or to be considered for any job opening.

**PARKS AND RECREATION DEPARTMENT  
SPECIAL AFFIRMATIVE ACTION PROGRAM**

Parks & Recreation has also been concerned with the lack of qualified minority applicants on Referral Lists for Lifeguard positions which are in the "Service/Maintenance" Job Category. To address this issue, Parks & Recreation has identified the following Affirmative Action steps for both long term and short term results in increasing the number of qualified applicants.

- The minimum hiring age for non-permanent Pool and Waterpark Lifeguards has been reduced to 16 years of age instead of 18.
- As a long term goal, Parks & Recreation offers swimming lessons to children in Schools and Pools programs to develop the basic skills necessary to successfully compete in future positions.
- Advertising and recruitment activities for vacant positions are accomplished in schools with a high concentration of minorities and/or females.
- Lifeguards or a representative of Parks & Recreation are included in Job Fairs and Career Days, as appropriate.
- A Junior Lifeguard Program is offered at pools, waterparks and beaches throughout the County which aids youths to become better swimmers and teaches them the art of lifeguarding.
- Aquatics works with the Drowning Prevention Coalition (DPC) to promote water safety education, and through a Memorandum of Understanding, Parks & Recreation accepts DPC vouchers for swim lessons. These vouchers provide free lessons for children.

## **DISCRIMINATION COMPLAINT PROCEDURE**

Applicants for employment and employees of Palm Beach County Board of County Commissioners may file a complaint of discrimination with the Manager of Fair Employment Programs in the Human Resources Department.

Employees and applicants also have the right to file a complaint with the Equal Employment Opportunity Commission (EEOC) in Miami. EEOC complaints can be filed locally at the Office of Equal Opportunity. Complaints may also be filed with the appropriate state agency, such as the Florida Commission on Human Relations (FCHR).

Complaints must be filed within 180 days of the alleged discriminatory act; however, employees/applicants are encouraged to seek resolution as soon as possible after an occurrence of an event which they believe to be discriminatory.

The County does not tolerate retaliation against any employee or applicant who opposes a practice they believe to be discriminatory, or who participates in the investigation of any complaint of discrimination.