



U.S. Department of Justice

Office of Justice Programs

*Office for Civil Rights*

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Washington, D.C. 20531

December 27, 2018

GinNeal McVay  
Human Resources Director  
Okaloosa County Board Of County Commissioners  
1250 N. Eglin Pkwy  
Ste 100  
Shalimar, FL 32579

Re: Equal Employment Opportunity Plan (EEOP) Utilization Report for Okaloosa County Board Of County Commissioners

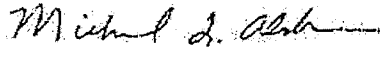
Dear Ms. McVay,

The Office for Civil Rights, Office of Justice Programs, has reviewed and approved the Equal Employment Opportunity Plan (EEOP) Utilization Report that you submitted in accordance with the grant conditions set forth by either the Omnibus Crime Control and Safe Streets Act of 1968 (Safe Streets Act), Juvenile Justice and Delinquency Prevention Act of 1974, the Victims of Crime Act of 1984 or their implementing regulations. The approval of your EEOP Utilization Report is effective for two years from the date of this letter, and satisfies the EEOP reporting requirement for all open Department of Justice (DOJ) awards during the two-year period.

Your organization may, however, have additional civil rights compliance requirements if it receives funding from grant programs other than the ones listed above. For example, if your organization is a recipient of funding from the Office on Violence Against Women (OVW), your organization's non-discrimination policies and practices should also include prohibitions on discrimination on the bases of actual or perceived sexual orientation and gender identity.

If you have any questions regarding this matter, please contact the Office for Civil Rights at (202) 307-0690.

Sincerely,

X 

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Michael L. Alston  
Director  
Signed by: MICHAEL ALSTON

# EEO Utilization Report

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## Organization Information

Name: Okaloosa County Board Of County Commissioners

City: Shalimar

State: FL

Zip: 32579

Type: County/Municipal Government (not law enforcement)

Thu 12-20-2018 12:25:26 EST

## Step 1: Introductory Information

### Policy Statement:

#### Section B Prohibited Harassment Policy

##### 1) Overall Statement

Okaloosa County is committed to providing its employees with a workplace free of unlawful harassment. The County maintains a strict policy prohibiting discrimination or harassment on the basis of actual or perceived race, national origin, color, religion, sex, physical or mental disability, sexual orientation, gender identity, genetic information, age, marital status, political affiliation, or protected activity.

This prohibition applies to all employees, vendors, and customers of the County. No county employee is expected to tolerate any conduct prohibited by this policy from anyone while at work or engaged in County business. The County does not consider conduct in violation of this policy to be within the course and scope of employment and does not sanction such conduct on the part of any employee, including supervisory and management employees.

Following File has been uploaded: Prohibited Harassment Policy - Okaloosa County BCC.docx

## Step 4b: Narrative of Interpretation

The County's Human Resources Department reviewed the Utilization Analysis (comparing the County's workforce to the relevant labor market), and noted the following:

1. White males were under-represented in the Protective Services: Sworn job category (-11%).
2. Hispanic or Latino males were under-represented in the Skilled Craft job category (-6%).
3. White and Asian females were under-represented in the Service/Maintenance job category (-17% and -4% respectively).

In 2016, the County conducted a market study of our wages and they are at least 10% below the average starting wages of surrounding agencies and/or private sector employers. There has been a lack of funding to address the low wages. In addition, we are on track to experience 13.9% agency-wide full-time turnover. Filling positions and keeping employees once hired is very difficult due to low wages and very low unemployment in Okaloosa County.

We will continue to look for ways to recruit white men, minorities and women in the categories listed above.

## Step 5: Objectives and Steps

**1. Our objective is to provide equal employment opportunities for White Men, Hispanic or Latino, Asian and Females when we fill vacancies that become available in the Protective Services: Sworn, Skilled Craft and Service/Maintenance job categories.**

- a. We will actively recruit white men, minorities and women in the noted areas by reaching out to more colleges/technical schools, minority groups and attending job fairs that target the noted areas of deficiency.
- b. Review of the qualifications of all employees seeking promotions or transfer to ensure that qualified minorities and women are given equal consideration. Assure that the overall selection process will be reviewed continually, including the training, transfer and promotion procedures, to ensure freedom from bias toward or stereotyping of white men, minorities and women. Assure that all employees involved in the recruitment, screening, selection, promotion, are carefully selected and trained to ensure that commitments to this equal employment opportunity program are fully implemented. Assure that qualified white men, minorities and women are given careful consideration for all available positions. Assure that efforts will continue to be made to find qualified white men, minority and female applicants through local recruitment organizations, and other organizations created to promote the employment opportunities of white men, minorities and females.
- c. Review the qualifications of all candidates seeking employment with Okaloosa County to ensure that qualified white men, minorities and women are given equal consideration. Assure that the overall selection process is reviewed continually to ensure freedom from bias toward or stereotyping of white men, minorities and women. We post all job vacancies on the County's website, Governmentjobs.com, MyFlorida.com (as required by law), send weekly job vacancies to the local NAACP representatives and military bases as well as some industry specific publications. Individuals are hired on the following criteria - qualifications, previous work history, objectives to provide affirmative action for equal employment opportunity, experience, other valid and appropriate criteria as well as providing preference to certain veterans and spouses of veterans as required by Florida Law.

## Step 6: Internal Dissemination

- i) The EEOP Utilization Report is a public document that will be easily and readily available to internal employees on the County's intranet and internet webpages.
- ii) Notice of the program will be disseminated to all county employees and be included in revisions to the Human Resources Rules, Regulations and Policies. These policies and the approved EEOP Utilization Report can be obtained in the Human Resources Department and will be posted on the County's intranet and internet webpages.
- iii) The Human Resources Director will discuss the program and the approved EEOP Utilization Report at employee orientation and management training programs and at other appropriate meetings. During these discussions the County's commitment to the program will be stressed. All participants will also be encouraged to use the Grievance Procedure or

Complaint Resolution Procedure and will be assured that any good faith claim will never result in retaliation.

**Step 7: External Dissemination**

i) The EEOP Utilization Report is a public document that will be easily and readily available to general public on the County's internet webpage.

ii) Copies of the approved EEOP Utilization Report will be available for citizens, vendors and contractors on the County's Human Resources internet webpage. Directions to find the EEOP Utilization Report will also be posted on the Purchasing Department's internet webpage. These policies and the approved EEOP Utilization Report can also be obtained in the Human Resources Department upon request.

**Utilization Analysis Chart**  
**Relevant Labor Market: Okaloosa County, Florida**

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
<b>Officials/Administrators</b>																
Workforce #/%	47/65%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	23/32%	1/1%	1/1%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	6,435/55%	275/2%	370/3%	4/0%	115/1%	0/0%	85/1%	0/0%	3,520/30%	125/1%	445/4%	65/1%	115/1%	0/0%	19/0%	65/1%
Utilization #/%	10%	-2%	-3%	-0%	-1%	0%	-1%	0%	2%	0%	-2%	-1%	-1%	0%	-0%	-1%
<b>Professionals</b>																
Workforce #/%	39/53%	0/0%	5/7%	1/1%	2/3%	0/0%	0/0%	0/0%	25/34%	0/0%	2/3%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	6,630/41%	205/1%	550/3%	0/0%	265/2%	0/0%	110/1%	110/1%	6,810/42%	365/2%	500/3%	105/1%	300/2%	0/0%	90/1%	40/0%
Utilization #/%	11%	-1%	3%	1%	1%	0%	-1%	-1%	-9%	-2%	-0%	-1%	-2%	0%	-1%	-0%
<b>Technicians</b>																
Workforce #/%	56/47%	6/5%	3/3%	0/0%	1/1%	0/0%	0/0%	0/0%	50/42%	0/0%	2/2%	1/1%	0/0%	0/0%	0/0%	0/0%
CLS #/%	1,130/37%	89/3%	105/3%	35/1%	35/1%	15/0%	10/0%	20/1%	1,195/39%	70/2%	180/6%	0/0%	90/3%	10/0%	55/2%	0/0%
Utilization #/%	10%	2%	-1%	-1%	-0%	-0%	-0%	-1%	3%	-2%	-4%	1%	-3%	-0%	-2%	0%
<b>Protective Services: Sworn</b>																
Workforce #/%	60/52%	3/3%	11/9%	0/0%	3/3%	0/0%	0/0%	0/0%	27/23%	1/1%	11/9%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	1,405/63%	145/7%	165/7%	0/0%	25/1%	0/0%	65/3%	70/3%	295/13%	30/1%	30/1%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%	-11%	-4%	2%	0%	1%	0%	-3%	-3%	10%	-0%	8%	0%	0%	0%	0%	0%
<b>Protective Services: Non-sworn</b>																
Workforce #/%	3/75%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	1/25%	0/0%	0/0%	0/0%	0/0%	0/0%
Civilian Labor Force #/%	70/61%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	45/39%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%	14%	0%	0%	0%	0%	0%	0%	0%	-39%	0%	25%	0%	0%	0%	0%	0%
<b>Administrative Support</b>																
Workforce #/%	34/23%	1/1%	9/6%	1/1%	0/0%	0/0%	0/0%	0/0%	91/61%	6/4%	6/4%	1/1%	1/1%	0/0%	0/0%	0/0%
CLS #/%	6,005/27%	315/1%	570/3%	0/0%	165/1%	0/0%	90/0%	65/0%	12,220/54%	960/4%	1,345/6%	100/0%	345/2%	0/0%	274/1%	90/0%

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
	%								%							
Utilization #/%	-4%	-1%	3%	1%	-1%	0%	-0%	-0%	6%	-0%	-2%	0%	-1%	0%	-1%	-0%
<b>Skilled Craft</b>																
Workforce #/%	147/88%	3/2%	9/5%	1/1%	2/1%	0/0%	0/0%	0/0%	5/3%	1/1%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	7,240/77%	740/8%	570/6%	10/0%	55/1%	0/0%	60/1%	55/1%	425/5%	35/0%	60/1%	0/0%	125/1%	0/0%	10/0%	10/0%
Utilization #/%	10%	-6%	-1%	0%	1%	0%	-1%	-1%	-2%	0%	-1%	0%	-1%	0%	-0%	-0%
<b>Service/Maintenance</b>																
Workforce #/%	68/65%	4/4%	10/10%	2/2%	1/1%	0/0%	0/0%	0/0%	16/15%	0/0%	2/2%	1/1%	0/0%	0/0%	0/0%	0/0%
CLS #/%	9,160/39%	1,050/5%	1,525/7%	120/1%	435/2%	0/0%	210/1%	70/0%	7,600/33%	760/3%	1,060/5%	50/0%	885/4%	0/0%	220/1%	50/0%
Utilization #/%	26%	-1%	3%	1%	-1%	0%	-1%	-0%	-17%	-3%	-3%	1%	-4%	0%	-1%	-0%

**Significant Underutilization Chart**

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Protective Services: Sworn	✓															
Skilled Craft		✓														
Service/Maintenance									✓				✓			



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

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

Certified As Final By: GinNeal McVay

Human Resources Director

12-12-2018

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[signature]

[title]

[date]

## **CHAPTER III – AMERICANS WITH DISABILITIES ACT STATEMENT, PROHIBITED HARASSMENT POLICY AND AFFIRMATIVE ACTION FOR EQUAL OPPORTUNITY PLAN**

### Section A – Americans With Disabilities Act Statement

It is the intent of Okaloosa County to comply with the mandates of the Americans with Disabilities Act as amended in 2008. In that regard, qualified individuals with disabilities are encouraged to apply for positions and the County will reasonably accommodate such individuals, both in any pre-employment testing and/or with respect to the job applied for. In circumstances where a disabled individual is the most qualified for a position, with or without a reasonable accommodation, that individual will be selected. It is primarily the responsibility of the disabled applicants and employees to call to the County's attention any need for a reasonable accommodation in testing or with respect to the position the individual seeks or holds.

Employees who believe they have not been afforded their rights under the Americans with Disabilities Act as amended in 2008 may file a complaint by contacting the EEO Officer or Human Resources Director, by following the grievance procedure set forth in the Grievance/Appeal Procedure Chapter, or by following the Complaint Resolution Procedure set forth in this chapter.

### Section B – Prohibited Harassment Policy

#### 1) Overall Statement

Okaloosa County is committed to providing its employees with a workplace free of unlawful harassment. The County maintains a strict policy prohibiting discrimination or harassment on the basis of actual or perceived race, national origin, color, religion, sex, physical or mental disability, sexual orientation, gender identity, genetic information, age, marital status, political affiliation, or protected activity.

This prohibition applies to all employees, vendors, and customers of the County. No county employee is expected to tolerate any conduct prohibited by this policy from anyone while at work or engaged in County business. The County does not consider conduct in violation of this policy to be within the course and scope of employment and does not sanction such conduct on the part of any employee, including supervisory and management employees.

#### 2) Prohibition Against Harassment

As mentioned in the overall statement above, the County prohibits discrimination or harassment on the basis of actual or perceived race, national origin, color, religion, sex, physical or mental disability, sexual orientation, gender identity, genetic information, age, marital status, political affiliation, or protected activity. Such prohibited harassment includes, but is not limited to, the following examples of offensive conduct:

- a) Physical conduct such as assault, unwanted touching, or blocking normal movement;
- b) Retaliation for making or threatening to make harassment reports to the County, or for participating in an investigation into harassment allegations;
- c) Verbal conduct such as threats, epithets, derogatory comments, or slurs;

- d) Visual conduct such as derogatory posters, photographs, cartoons, drawings, or gestures;
- e) Written communications containing statements that may be offensive to individuals in a particular protected group, such as racial or ethnic stereotypes or caricatures.

If you feel that you or any of your fellow employees have experienced unlawful harassment on the job, please file a complaint by contacting the EEO Officer, Human Resources Director or any suitable member of management. Use the Complaint Resolution Policy and Procedure.

### 3) Prohibition Against Sexual Harassment

Okaloosa County is opposed to and will not tolerate sexual harassment in the workplace. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- a) Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- b) Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual;
- c) Such conduct has the purpose of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Sexual harassment includes but is not limited to the following examples of prohibited offensive conduct:

- a) Unwanted sexual advances;
- b) Offering employment benefits in exchange for sexual favors;
- c) Making or threatening retaliation after a negative response to sexual advances;
- d) Visual conduct such as leering, making indecent or sexual gestures, and displaying sexually suggestive objects, pictures, cartoons, calendars or posters;
- e) Verbal conduct such as making or using derogatory comments, using demeaning or inappropriate terms (such as "Babe"), telling sexually explicit jokes and making comments about an employee's body or dress;
- f) Written communication of a sexual nature, suggestive or obscene letters, notes or invitations, whether in hard copy or via a computer;
- g) Verbal sexual advances or propositions;
- h) Physical conduct such as unwanted touching, assault, impeding, or blocking movements;
- i) Sabotaging work;
- j) Retaliation for making harassment reports or threatening to report harassment.

Note that not all of these are sexual in nature. In some of these examples the behavior is based on gender (such as sabotaging a woman's work) and is therefore considered sexual harassment. Note also that sexual harassment can occur between employees of the same sex. It is unlawful for males to sexually harass females or other males, and for females to sexually harass males or other females.

If you feel that you or any of your fellow employees have experienced sexual harassment on the job, please file a complaint by contacting the EEO Officer, Human Resources Director or any suitable member of management. Use the Complaint Resolution Procedure.

### Section C – Prohibition Against Retaliation

Okaloosa County strictly prohibits retaliation against any employee by another employee or by the County through the actions of its supervisors and managers. Employees are protected against retaliation for:

- 1) Using the County's Complaint Resolution Policies and Procedures or Grievance Procedure;
- 2) Reporting harassment;
- 3) Filing, testifying, assisting, or participating in any manner in any investigation, proceeding or hearing conducted by the County or a government enforcement agency.

### Section D – Complaint Resolution Policy and Procedures

Okaloosa County establishes the following procedure for investigating and resolving claims of racial or sexual harassment or other types of equal opportunity claims or problems.

#### 1) Grievance Right

Employees who believe they have been unlawfully harassed or discriminated against, including sexual harassment, may file a grievance with their supervisor or file it directly with their department director, the County Administrator, the Human Resources Director, or the EEO Officer as set forth in the Grievance/Appeal Procedure Chapter.

#### 2) Complaint Resolution Policy

This Complaint Resolution Procedure is in addition to the Grievance Procedure set forth in the Grievance/Appeal Procedure Chapter and does not replace that procedure. Although employees may use both or either of these procedures, use of the Complaint Resolution Procedure does not extend the time for filing under the Grievance Procedure. (The Complaint Resolution Procedure, unlike the Grievance Procedure, has no deadline.)

The County encourages any person who believes he or she has been unfairly treated or harassed due to their actual or perceived race, national origin, color, religion, sex, physical or mental disability, sexual orientation, gender identity, genetic information, age, marital status, political affiliation, or protected activity to utilize the Complaint Resolution Procedure. It is the County's intent to take timely and appropriate corrective action, including discipline, whenever it determines that unlawful harassment has occurred in violation of this policy. The goal of such corrective action will be to stop the unlawful harassment, correct its effects if possible, and ensure that it does not recur.

Because the County recognizes that sometimes people are reluctant to come forward with claims of harassment, favoritism or unfair treatment and may wait weeks, months, or even years to do so, and because the County does not want anyone to be precluded from voicing their concern, this procedure is always available.

Employees are encouraged however, to make a complaint as soon as possible and not to wait because a timely investigation is much more productive. It is difficult for the County to investigate such allegations if they are not reported timely. Witnesses may have departed the County's employ, memories may have faded and the County may be less able to accomplish an in-depth investigation if complaints are not brought to attention expeditiously.

This policy applies to every person in county employ and to applicants for county employment.

### 3) Complaint Resolution Procedure

- a) Any employee who believes he/she has been subjected to harassment prohibited by this policy should immediately tell the harasser to stop the unwanted behavior. The employee is strongly encouraged to then report the behavior, preferably in writing, to the EEO Officer, Human Resources Director, or any suitable member of management.
- b) If an employee becomes aware of unlawful harassing conduct engaged in or suffered by a county employee, regardless of whether the observing employee is directly affected, the employee should immediately report that information, preferably in writing, to the EEO Officer, Human Resources Director, or any suitable member of management.
- c) Any employee who wishes to make a complaint under this procedure should contact the EEO Officer, the Human Resources Director or any suitable member of management. Any complaint may be made orally, but the Human Resources Director will request the complaint be reduced to writing.
- d) Any member of management who receives a report of prohibited harassment must immediately notify the Human Resources Director or designee. Any and all complaints or observations of unlawful harassment will be investigated as promptly and as thoroughly as possible by the Human Resources Director or designee. To investigate the complaint, the Human Resources Director or designee may interview witnesses, research files and/or take such action deemed necessary. Files opened for each complaint will be maintained separately from the human resources files of the individuals involved. However, disciplinary actions taken as a result of complaint investigations will be placed in the recipient employee's file.
- e) The Human Resources Director may recommend to the County Administrator any remedial relief considered appropriate including back pay, transfer, promotion, etc. The Human Resources Director may also recommend any disciplinary action found appropriate up to and including dismissal. The type of discipline administered will depend on the severity of the conduct, as well as any other factors presented in the particular circumstances. If disciplinary action is appropriate, the department director will take such action. If the claim is against a department director, such disciplinary action will be taken by the County Administrator. However, nothing contained herein shall prevent the County Administrator from taking actions against department directors at any time.

- f) The employee who made the complaint and all other persons directly involved will be made aware of the determination as to whether unlawful harassment occurred. If the determination resulted in discipline of any employee (e.g., written reprimand, suspension or dismissal), a copy of the actual notice of disciplinary action will be placed in the employee's human resources file.
- g) Because of the extremely sensitive nature of these types of claims and cases, investigators will request all persons interviewed to keep the contents of their interview confidential to the extent permitted by law. To the extent permitted by law, all complaints, reports and recommendations will be kept confidential.
- h) Supervisory and management employees who discuss cases in which they or any of their employees are involved with anyone other than those persons directly involved, will be subject to discipline, including dismissal, unless they have been given specific instructions to the contrary.
- i) This procedure does not create any property rights or extend the time to file a grievance under the Grievance/Appeal Procedure or in any way constitute a waiver of any other statute of limitations.

#### Section E – Affirmative Action for Equal Opportunity Plan

##### 1) Statement of County Policy

Whereas, the Board prohibits unlawful discrimination, and will strive to ensure that all aspects of county employment are equally available to all minorities, on the same basis and under the same terms and conditions as they are available to non-minorities.

Whereas, the County believes that special measures and efforts are appropriate to preclude discrimination within its organization. The County will accordingly assure a determined and sustained effort in support of this belief and policies outlined in this equal employment opportunity program.

Pursuant to the goals of this program, all management and supervisory employees will share in the responsibility for implementing the program, and management performance in the area of equal employment opportunity will be evaluated in the same way that performance or other assigned duties are evaluated. Violations of this program for Affirmative Action for Equal Opportunity (hereafter program) will meet with appropriate action.

In order to effectively promote this program, the County will seek the assistance of appropriate entities including suppliers, government agencies, educational institutions, civil rights organizations and other community organizations.

It is the responsibility of each member of management, to give this program his/her full support by leadership and personal example. In addition, it is the duty of every county employee to create a job environment that is conducive to this program. Overall responsibility for the direction of this program, and its implementation, will reside with the Human Resources Director, who will serve as the County's Affirmative Action Coordinator. Therefore, the Board hereby enacts this program of Affirmative Action for Equal Opportunity.

##### 2) Terms of Program

a) Policy

Okaloosa County's policy statement on equal opportunity and non-discrimination is contained in this chapter. Okaloosa County will take affirmative action to ensure the implementation and enforcement of its Affirmative Action for Equal Opportunity program. Although the program is directed to minorities and females, any employee who believes he/she is being unlawfully discriminated against is covered by this program and encouraged to use the Grievance/Appeal Procedure or Complaint Resolution Procedure.

b) Responsibility for and Implementation of the Program

i) The Human Resources Director is hereby designated as the program coordinator and is responsible for the program. The coordinator has the support of the Commissioners and County management and is identified as the responsible official for the internal and external communications that relate to the program. These responsibilities include:

- (1) Developing and revising this program and devising techniques for communicating the County's affirmative action program both internally and externally;
- (2) Assisting in identifying any problem areas concerning the placement of minorities and female workers;
- (3) Assisting County management to devise solutions to any areas identified as potential or possible problem areas;
- (4) Serving as liaison between the County and minority and women's organizations and community action groups concerned with employment opportunities of minorities and women;
- (5) Assuring that the County Commission remains informed of the developments in the area of equal employment opportunity issues;
- (6) Reviewing the application form to ensure that:
  - (a) Any and all questions are job related. No questions, tests or other screening criteria have an unlawful discriminatory impact on minorities or females;
  - (b) Job titles are descriptive of job content;
  - (c) Job description and qualification standards do not cause inadvertent unlawful discrimination and are free from sex bias;
  - (d) Job requirements are known by all members of management involved in the recruitment, screening, placement and promotion process.

ii) In addition to these responsibilities, the Human Resources Director is also to provide for periodic review of applicable recruitment practices, training programs, hiring and promotion practices, and other applicable human resources practices to remove any

impediments that may exist for minorities and females. This review shall include, but not be limited to:

- (1) Regular discussions with managers and supervisors to assure that the County's affirmative action program is being followed;
- (2) Review of the qualifications of all employees seeking promotions or transfer to ensure that qualified minorities and women are given equal consideration;
- (3) Periodic review of such matters as:
  - (a) Display of EEO posters and notices;
  - (b) The quality of facilities provided for both sexes;
  - (c) The opportunity of all employees to participate in any county-sponsored recreation and social activity;
  - (d) Equal opportunity to attend county sponsored training, seminars, etc.;
  - (e) See that disabled employees and applicants needs are addressed;
- (4) Assurance that supervisors understand that their work performance is being evaluated, among other criteria, on the basis of their efforts to comply with this program and the results of such efforts;
- (5) Assurance that supervisors adequately address and respond to any reported and/or observed unlawful harassment of employees;
- (6) Assurance that supervisors adequately address and respond to any reported and/or observed comments, jokes, cartoons, etc., that are intended to be derogatory to minorities or women;
- (7) Assurance that the overall selection process will be reviewed continually, including the training, transfer and promotion procedures, to ensure freedom from bias toward or stereotyping of minorities and women;
- (8) Assurance that all employees involved in the recruitment, screening, selection, promotion, disciplinary and related processes are carefully selected and trained to ensure that commitments to this equal employment opportunity program are fully implemented;
- (9) Assurance that qualified minorities and women are given careful consideration for all available positions;
- (10) Assurance that efforts will continue to be made to find qualified minority and female applicants through local recruitment organizations, and other organizations created to promote the employment opportunities of minorities and females.

### 3) Dissemination of Policy



Okaloosa County recognizes that knowledge and understanding of the program is crucial to its effective implementation. Therefore the County will take steps to disseminate to the workforce and the community its policy regarding this Affirmative Action for Equal Employment Opportunity program.

a) Dissemination of the Equal Employment Opportunity Policy Within the County

- i) Notice of the program will be disseminated to all county employees and be included in revisions to the Human Resources Rules, Regulations and Policies.
- ii) The Human Resources Director will discuss the program at employee orientation and management training programs and at other appropriate meetings. During these discussions the County's commitment to the program will be stressed. All participants will also be encouraged to use the Grievance Procedure or Complaint Resolution Procedure and will be assured that any good faith claim will never result in retaliation.
- iii) Notice of the program, as well as a copy of the program, will be prominently posted on bulletin boards.
- iv) Periodic references to the program will be made in county publications.
- v) Through the above and other such steps, the County will communicate to the employees the specifics of the program in order that employees may know of and avail themselves of its benefits.

b) External Dissemination of the County's Equal Employment Opportunity Policy

- i) In those instances when the County seeks employees from external sources, those sources will be informed of the County's Affirmative Action for Equal Employment Opportunity program.
- ii) The County will notify organizations, community leaders, schools and colleges of the county's program.

4) Review of Recruitment and Hiring Process

- a) See the Employment, Vacancies and Promotions/Transfers Chapter for procedures followed regarding employment, vacancies and promotions/transfers.
- b) Because it is essential, in order to accomplish the objectives of the program of Affirmative Action for Equal Employment Opportunity that proper and legal criteria be applied and that favoritism or stereotyping not be the basis for any employment decision, and because the best way to ensure that these objectives are met is to have hiring decisions made by a professional who is also trained in employment law, with a county-wide perspective on employment issues, the decision of the Human Resources Director with regard to employment issues shall be final.

The County will provide training on interviewing skills to all department directors and other appropriate employees at the time of implementation of this policy and as appropriate thereafter. Deviations may be made from the above procedures only on the agreement of the department director and Human Resources Director.

The Human Resources Director shall periodically review recruitment and hiring procedures to ensure that they are meeting affirmative action and equal opportunity objectives.

5) Analysis by Department of Current Workforce Complement

A major focus of this program is to ensure that qualified minorities and females are appropriately represented in all aspects and levels of County management.

a) Therefore the program coordinator, or designee who shall report to the program coordinator, shall within three (3) months after the enactment of this program, analyze the placement, transfer, and promotion procedures. The coordinator or designee shall review each and every department of the County to determine whether or not minorities and females are represented in the employee and management complement. If the department population appears to be composed of persons of a particular race, national origin and/or sex, the coordinator or designee will also analyze whether one or more of the following placement or promotion/transfer factors explains the composition to determine if, when, and how the department may become less homogenous.

i) Placement

- (1) Is placement based upon preference stated by the applicant or determined by the County?
- (2) Have there been any openings in the last few years, and what is the turnover rate?
- (3) How have vacancies in the department been filled in the last two (2) years?
- (4) What recruiting sources, if any, have been utilized (word of mouth, employee referral, newspapers, internal recruitment, etc.)?

ii) Promotion/Transfer

- (1) If vacancies are routinely filled from internal sources, are the "feeder" groups diverse?
- (2) Have qualified minorities and females been encouraged to apply?
- (3) Have any employees been laid off and if so, what selection criteria was used?
- (4) Have any qualified individuals of a race, sex or national origin, different than the current complement, applied for the position(s)?
- (5) Are any openings expected in the next six (6) months?
- (6) If any vacancies are planned or anticipated due to turnover, are there any groups or organizations that could be used as recruitment sources for qualified individuals of a race, sex or national origin different than the current composite of the workforce?

- (7) Has the department director been advised that his/her performance is based in part on evidence of his/her commitment to this program of Affirmative Action for Equal Employment Opportunity?
  - (8) Has this program been communicated to employees?
  - (9) Have employees been advised that harassment based upon race, sex, and national origin is prohibited and may lead to dismissal?
  - (10) Have employees been advised of the prohibition against harassment including jokes, comments, or slurs, behaviors and mannerisms based upon race, sex or national origin?
  - (11) Are there any derogatory cartoons, pictures, including "cheesecake" or "beefcake" calendars or other printed material posted or visible in the department?
  - (12) Have all department employees, including managers and supervisors, received any training in relating to a culturally diverse workforce?
- b) Once the departments have been reviewed, then the following criteria, among other factors, should be considered to determine whether or not, (and if so, how) the workforce may be diversified through placement, promotion or transfer.

- i) Are the jobs in the department desirable in terms of:
  - (1) Current wages;
  - (2) Opportunity for promotion?
- ii) What is the turnover rate and if low, is there an opportunity to create vacancies through promotions, voluntary transfers, etc.?
- iii) Have affirmative efforts been made in the past to recruit minorities or females for these positions? If so, were they successful in generating qualified applicants? If not, what changes can be made to better ensure receipt of applications from qualified minorities and females?

6) Complaint Procedure for Program of Affirmative Action for Equal Employment Opportunity

See the Complaint Resolution Policy and Procedures Section.

Failure to follow any of these procedures in this program of Affirmative Action for Equal Opportunity shall not be grounds to invalidate any hire or employment decision, nor to create any right, expectation of right or other property interest in any applicant, would be applicant or employee.