I. INTRODUCTION

A. Basic Information

This Equal Employment Opportunity Plan ("EEOP" or "EEO Plan") applies to the Flagler County Board of County Commissioners ("Flagler County" or "County") and all of its employees.

This EEOP will be in effect from April 1, 2018 through April 1, 2020.

The official address and contact information for Flagler County is:

C/O Office of Human Resources
Flagler County Board of County Commissioners
1769 East Moody Blvd, Bldg #2
Bunnell, FL 32110
(386) 313-4007

B. Statement of Equal Employment Opportunity

Policy Statement

The Flagler County Board of County Commissioners is an equal opportunity employer and makes all employment decisions based on merit. It is recognized that all people regardless of race, color, religion, sex, national origin, age, disability or any other consideration made unlawful by federal, state or local laws have an inherently equal opportunity to compete for positions with the Flagler County BOCC, and they must be evaluated for such on the basis of their individual abilities.

The County is committed to complying with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in the operations of the County and prohibits unlawful discrimination by any employee of the County, including supervisors and co-workers.

In order to comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, the County will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee unless undue hardship would result.

Any applicant or employee who requires accommodation in order to perform the essential functions of the job should contact Human Resources. The individual with the disability should specify what accommodation he or she needs in order to effectively perform the job. The County will conduct an assessment to identify the barriers that make it difficult for the applicant or employee to have an equal opportunity to perform his or her job. The County will identify possible reasonable accommodations, if any, which will help
eliminate or mitigate the limitation. If an accommodation is reasonable and will not impose
an undue hardship, Flagler County will make the accommodation.

The Flagler County Board of County Commissioners has an Equal Employment
Opportunity Plan to assure that equal employment opportunity affecting employment
practices, including (but not limited to) recruiting, testing, hiring, transfer, promotion,
training, compensation, benefits, discipline, layoffs and terminations. All management and
supervisory personnel share in the responsibility for implementing and maintaining this
plan.

The Board of County Commissioners has the overall responsibility for the
administration of the Equal Employment Opportunity Plan. The Human Resources
Director is ultimately responsible for the implementation of the Plan and making reports
annually to the County Administrator for the Administrator’s export to the Board.

A. Training of Managers and Supervisors

While the Board of County Commissioners is responsible for the County being
committed to equal opportunity, the Department Heads carry out the responsibilities of
hiring, promoting, training, discipline, and other employee actions. The Human Resources
Director provides the leadership and guidance for Department Heads and supervisors to
assure there is uniformity in the approach taken within departments to discharge the
responsibilities in accordance with this policy.

B. Selection System

1. Promotion

Notice of all vacancies are posted so that all interested employees may be
considered for promotional opportunities that arise. Qualified employees from all
departments are considered for vacancies except where prohibited by union agreements.

2. Recruitment and Application

A notice of all vacancies is kept on file in the Human Resources Department.

The employment application only requests pre-employment information that is job
related and nondiscriminatory.

3. Job Descriptions and Qualification Standards

All job descriptions are reviewed as necessary to assure that they accurately reflect
major job functions. Qualification standards are job-related and call for the minimum
education and/or experience needed to perform the job successfully.
4. **Testing**

All examinations, whether written, oral, or a test of actual performance are job-related and designed to predict accurately the future job performance of the applicant.

5. **Interviews**

Hiring managers and supervisors ask only questions that relate to a candidate’s ability to perform the functions of the job for which the candidate has applied.

6. **Hiring**

Flagler County recruits and hires the best qualified candidates without regard to race, color, religion, sex, national origin, age, disability, marital status or other protected groups. Whenever two or more candidates are equally qualified, preference will be given to the candidate whose hire will advance the County’s EEO objectives.

**EEO Procedures**

1. **Policy**

   a. The Board of County Commissioners, aware of the legal and moral responsibility to serve all the community’s citizens by practicing fair and equal employment opportunity, affirms its commitment to the tenets of Title VII of the Civil Rights Act of 1964 and the Equal Employment Opportunity Act of 1978 (as amended). It is recognized that all people, regardless of race, color, sex, religion, ancestry, national origin, age, disability, marital status or other protected group status have an inherently equal opportunity to compete for positions with the Flagler County Board of Commissioners and they must be evaluated for such on the basis of their individual abilities. Whatever an applicant’s race, color, sex, religion, ancestry, national origin, age, disability, marital status or other protected group status may be, he or she has a constitutional right to have his or her application considered on its individual merits in a neutral, unbiased manner. However, it is the policy of the Flagler County Board of County Commissioners that no applicant is entitled to any advantages by reason of race, color, sex, religion, ancestry, national origin, age, disability, marital status or other protected group status.

   The Flagler County Board of County Commissioners reciprocally expects to benefit from the program through more efficient utilization, development, and management of human resources. The Board will comply with all equal opportunity policies, laws, and directives, both State and Federal that may be set forth to assure non-discrimination in so far as such policies, laws, and directives do not offend the equal protection clause of the United States Constitution.

   The EEOP/Affirmative Action program affects all aspects and departments of the Flagler County Board of Commissioners and employment practices, including (but not
limited to) recruiting, testing, hiring, transfer, promotion, training, compensation, benefits, discipline, layoff, and termination.

All management and supervisory personnel share in the responsibility for implementing and maintaining this program. Their performance in the area of affirmative action is evaluated in the same way that performance of assigned duties is evaluated.

The Flagler County Board of County Commissioners has charged the Human Resources Director with proper administration of the EEOP/Affirmative Action Program for the Board. The Flagler County Board of County Commissioners has undertaken and maintains this program voluntarily to assure that equal employment opportunity is a reality as well as ideal.

b. Discrimination against any person in recruitment, examination, appointment, training, promotion, or any other employee action because of race, color, sex, religion, ancestry, national origin, age, disability, marital status, or other protected group status is strictly prohibited.

c. Veterans’ Preference shall be given to eligible veterans in accordance with Florida Statutes.

2. EEO Complaint Procedures

a. Any employee or applicant for employment shall have the right to file a discrimination complaint.

b. Complaints received by the Equal Opportunity Office are reviewed for jurisdiction before being accepted for formal investigation, i.e., the alleged discriminatory act must be based on race, color, religion, sex, national origin, age, disability or other protected group status (as covered under these Regulations).

c. However, upon request, the Equal Opportunity Office will assist to the greatest extent possible, in the resolution of any employee concern or complaint brought to its attention, and offer mediation as another option for resolving employee conflicts.

3. Retaliation

a. Retaliation against any person for bringing a good faith allegation forward, filing a complaint, or participating in an investigation of alleged unlawful discrimination is strictly prohibited.

b. Under no circumstances will an employee be penalized for reporting unlawful or improper conduct prohibited by these policies.
c. Any employee who feels that he or she is being retaliated against for filing a complaint or participating in an investigation must report the retaliation to the Equal Opportunity Office immediately.

C. Personnel Management and Operations Overview

The County conducts an assessment of its employment practices on a biannual basis. The intent of this biannual assessment is to compare current employment practices with applicable laws and regulations. The positions within Flagler County fall within the following seven (7) basic categories: (see next page)

1. Officials and Administrators
2. Professionals
3. Technicians
4. Protective Service – Unsworn
5. Skilled Craft
6. Administrative Support
7. Service/Maintenance

The County trains all management and supervisory personnel who have responsibilities in hiring, promoting, training and disciplining in the area of equal employment opportunity. The Human Resources Director provides leadership and guidance to management and supervisory personnel to ensure uniformity in the approach each department takes in discharging its responsibilities. Because all management and supervisory personnel share in the responsibility for implementing and maintaining the County’s EEO objectives, their performance in this area is evaluated in the same way that performance of assigned duties is evaluated.

B. Narrative Underutilization Analysis

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

1. Hispanic or Latino males were significantly under-represented in the Protective Services non-sworn category (-48%).
2. White females and Hispanic or Latino females were also under-represented in the Protective Services non-sworn category. White females (-15%), Hispanic or Latino females (-21%).
3. White males were under-represented in the category of Administrative Support (-14%).
4. White females were under-represented in the category of Service/Maintenance (-20%).

In reviewing the EEOP Utilization Report that the County submitted to OCR two years ago we were able to track significant improvements in the recruitment and retention of Male Hispanic or Latino Professionals, Female Black or African American Non-sworn
Protective Services category as well as Male Hispanic or Latino Service/Maintenance job categories.

We have developed our current objectives and steps to achieve them based on our successful recruitment efforts over the last two years.

V. OBJECTIVES

The County is committed to maintaining a qualified workforce that more closely represents the available labor force in the community. Based upon the results of the underutilization analysis, the County has established the objectives set forth below.

The County’s goal is to increase representation by evaluating its promotional and recruitment practices and to encourage male Latino or Hispanic’s and female white and Hispanic or Latino’s to apply for vacancies in the Protective Non-Sworn category. The County will also commit to the same practice of encouraging white males to apply for Administrative Support vacancies as well as encouraging white females to apply for Service/Maintenance vacancies.

The County will review its job requirements and hiring procedures to ensure there are no unnecessary barriers that exist with respect to females or minorities.

VI. STEPS TO ACHIEVE OBJECTIVES

- Continue the effective contact with minority groups and females and establish and/or strengthen working relationships with these organizations
- Advertise job opportunities with local organizations
- Consider advertising job opportunities with local minority publications
- Evaluate testing procedures and opportunities and consider opportunities to provide greater access, such as off-site or evening testing
- Continue to provide training to supervisors and managers regarding EEO policies
- Encourage females and minorities to take advantage of the County’s educational assistance program

VII. DISSEMINATION

The Human Resources Director is responsible for managing the day-to-day implementation and monitoring of the County’s EEO Policy. The Human Resources Director will ensure that the County’s EEO Policy is available to its work force and the community as follows:

1. A copy of the Equal Employment Opportunity Policy will be available to all employees.
2. A copy of the Equal Employment Opportunity Policy will be maintained on file in the Human Resource Office and the County Administrator’s Office.

3. The Equal Employment Opportunity Policy will be discussed at staff meetings and management training sessions.

4. Notice that the County is an Equal Opportunity Employer will continue to appear on job postings.

5. The Equal Employment Opportunity Policy is also available to the general public on the County’s website at www.flaglercounty.org.
EEO Utilization Report

Organization Information
Name: Flagler County BOCC
City: Bunnell
State: FL
Zip: 32110
Type: County/Municipal Government (not law enforcement)
Step 1: Introductory Information

Policy Statement:
Flagler County values diversity and welcomes input from all interested parties, regardless of cultural identity, background or income level. Moreover, the County will not exclude participation in, deny the benefits of, or subject to discrimination anyone on the grounds of race, color, national origin, sex, age, disability, religion or familial status.
Step 4b: Narrative of Interpretation
The County's Human Resources Office reviewed the Utilization Analysis (comparing the County's workforce to the relevant labor market) and noted the following:

1. Hispanic or Latino males were significantly under-represented in the Protective Services non-sworn category (-48%).
2. White females and Hispanic or Latino females were also under-represented in the Protective Services non-sworn category. White females (-15%), Hispanic or Latino females (-21%).
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In reviewing the EEOP Utilization Report that the County submitted to OCR two years ago we were able to track significant improvements in the recruitment and retention of Male Hispanic or Latino Professionals, Female Black or African American Non-sworn Protective Services category as well as Male Hispanic or Latino Service/Maintenance job categories.

We have developed our current objectives and steps to achieve them based on our successful recruitment efforts over the last two years.

Following File has been uploaded:FLAGLER COUNTY EEOP Utilization Report 2018.docx

Step 5: Objectives and Steps
1. Increase representation by encouraging male Latino or Hispanic’s to apply for vacancies
   a. Advertise job opportunities with local organizations to include local minority publications.

2. Encourage white males to apply for Administrative Support vacancies
   a. Encourage these individuals to take advantage of the County’s educational assistance program.

3. Encourage white females to apply for Service/Maintenance vacancies
   a. Continue to contact minority groups and females and establish/strengthen working relationships with these organizations to try and recruit more white females in this category.

4. Encourage Hispanic or Latino females to apply for vacancies in the Protective Non-Sworn category
   a. Advertise these particular job vacancies with local organizations and minority groups.

Step 6: Internal Dissemination
1. A copy of Equal Employment Opportunity Policy will be available to all employees.
2. A copy of the Equal Employment Opportunity Policy will be maintained on file in the Human Resources Office and the County Administrator’s office.
3. The Equal Employment Opportunity Plan will be discussed at staff meeting and management training sessions.
4. Notice that the County is an Equal Opportunity Employer will continue to appear on all job postings.

Step 7: External Dissemination
A copy of the Equal Employment Opportunity Plan will be available to the general public on the County’s website at www.flaglercounty.org.
## Utilization Analysis Chart

**Relevant Labor Market: Flagler County, Florida**

<table>
<thead>
<tr>
<th>Job Categories</th>
<th>White</th>
<th>Hispanic or Latino</th>
<th>Black or African American</th>
<th>American Indian or Alaska Native</th>
<th>Asian</th>
<th>Native Hawaiian or Other Pacific Islander</th>
<th>Two or More Races</th>
<th>Other</th>
<th>White</th>
<th>Hispanic or Latino</th>
<th>Black or African American</th>
<th>American Indian or Alaska Native</th>
<th>Asian</th>
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<th>Two or More Races</th>
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<td>Asian</td>
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USDOJ, Office of Justice Programs, EEO Utilization Report page 5 of 7
<table>
<thead>
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<tr>
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</tbody>
</table>
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.

[Signature]  [Title]  [Date]