



# Equal Employment Opportunity Plan 2024-2026



City of Lake Alfred  
155 E. Pomelo Street  
Lake Alfred, Florida 33850  
(863) 291-5270

## POLICY STATEMENT

The City of Lake Alfred is committed to equal employment opportunity for all qualified individuals without regard to race, color, sex, religion, age, national origin, or other factors that cannot lawfully be considered in employing people. We support and shall cooperate fully with all applicable laws, regulations, and executive orders in all of our employment policies, practices, and decisions. We shall take affirmative action to assure equal opportunity for employment is provided with regard to all personnel actions, including but not limited to:

- All recruiting, hiring, and promotion programs in all job categories.
- Decisions regarding employment.
- All personnel actions such as compensation, benefits, transfers, training, job opportunities, layoffs, recalls, education, and other terms and conditions of employment.
- Employee incentives.

We firmly believe that equal employment opportunity can only be achieved through demonstrated leadership and implementation of a viable Equal Opportunity Employment Plan. Our plan sets forth specific affirmative action and equal employment opportunity responsibilities for Department Heads, Managers, Superintendents, and all of our colleagues. All Associates are expected to comply with this policy. We expect all employees to demonstrate respect for all other employees. It is imperative that all Department Heads, Superintendents, and Managers make personnel and employment decisions in accordance with the City of Lake Alfred policies, practices, and procedures.

Our commitment to this policy is complete. It is our deliberate intention that City actions and decisions shall support the spirit of this policy and program. Recruiting, interviewing, testing, hiring, retention, compensation, training, and promoting shall continue to be an objective for securing and employing qualified individuals. All personnel actions such as transfers, layoffs, return from layoff, and the administration of City sponsored training sessions, education programs, tuition assistance, social and recreation programs, and employee compensation and benefits shall be administered nondiscriminatory.

This plan shall remain in effect until September 30, 2026.

## PREFACE

The concepts of Equal Employment Opportunity (EEO) and Affirmative Action (AA) are intended to promote fair and equitable personnel practices within the City of Lake Alfred. As such, the City continues a long-standing commitment to the philosophies of each program.

Equal Employment Opportunities can be defined as the method used by the City to identify and eliminate all barriers within the personnel management system which limit the ability of qualified employees to reach their full potential. This EEO program is based on the desire to provide equitable opportunities for employment and conditions of employment to all employees regardless of race, color, sex, religion, age, national origin, or other factors that cannot lawfully be considered in employing people.

Affirmative Action was a term first used that meant the removal of “artificial barriers” to the employment of women and minority group members; now it refers to compensatory opportunities for hitherto disadvantaged groups – specific efforts to recruit, hire, and promote qualified members of disadvantaged groups for the purpose of eliminating the present effects of past discrimination.

The Equal Employment Opportunity and Affirmative Action programs identify a specific goal, objectives, and a plan of action for the City to conform with Title VII of the Civil Rights Act of 1964, as amended in 1972, the Florida Civil Rights Act of 1992, the Age Discrimination in Employment Act of 1967 and all other relevant federal and state civil rights laws and funding agency guidelines.

## GOAL & OBJECTIVES

### GOAL

To recruit, establish, and maintain a qualified workforce representative of the surrounding population.

### OBJECTIVES

- Equality of employment opportunity shall be provided without regard to race, color, creed, religion, sex, national origin, age, sexual orientation, marital status, gender identity, genetic information, handicap or disability, veteran status, any other non-merit characteristic, or any other factors that cannot lawfully be considered in employing people.
- During the course of recruiting, hiring, and training; job transfers, assignments, and promotions; and taking disciplinary action; all applicants and members shall be evaluated solely upon their qualifications and merits.
- All advertisements for applicants, recruitment, transfers, promotions, training, compensation, benefits, terminations, and any other materials utilized in personnel actions shall clearly state that the City of Lake Alfred is an Equal Opportunity Employer.
- An organized, effective, and aggressive effort shall be conducted to identify and eliminate the specific causes of any under representation of qualified minorities and women in the work force including any employment practices which have an adverse impact on these individuals.

- Employment practices which have an adverse impact on or cause under representation of minorities, women, or others protected by law, shall be identified and eliminated.
- Employment practices based upon qualification, merit, and other job-related criteria shall be utilized.
- Diverse applicant pools shall be developed through special recruitment efforts and other appropriate measures to ensure sufficient numbers of these groups are included.
- Monitoring systems and procedures have been established to assure the effective operation of the Equal Employment Opportunity / Affirmative Action Programs.

### AFFIRMATIVE ACTION

The City's Affirmative Action Plan is divided into two separate areas. The first addresses equal employment opportunity elements and include analytical data for the year 2023 to assess equal employment operations in such areas as hiring, discipline, lateral transfers, and promotions. The second section addresses Affirmative Action issues such as analysis of the current workforce by equal employment opportunity Job Category, determines the extent of under-utilization, if any, of minorities and women, presents reasonable goals to correct the under-utilization and establishes measurable objectives to meet those goals.

This program does not establish quotas or lower minimum performance levels for entry level positions and promotional opportunities to correct any instances of under-utilization. However, it is designed to create a "level playing field" in which women and minorities can achieve their full potential based on equal employment opportunities.

### ADA Statement

The City also complies with the provisions of the Americans with Disability Act (ADA). The City does not discriminate against qualified individuals with a disability because of their disabilities. A qualified individual with a disability is one who can perform the essential functions of the job with or without a reasonable accommodation. All qualified individuals are encouraged to apply.

### EQUAL OPPORTUNITY

The responsibility for educating the City of Lake Alfred's programs rests with Human Resources.

These responsibilities include:

- Internal and external distribution of the Plan.
- Coordination of training to educate department members on the concepts of the Equal Employment Opportunity and Affirmative Action Programs.

- Determination, by job group, of the percentage of qualified minorities, women, persons with disabilities, covered veterans and other selected populations, who are currently available in the designated recruitment area.
- Analysis of the City's workforce, by job group, every other year to determine areas of under-utilization.
- Establishment of goals, objectives, and a plan of action to address any under-utilization.
- Serve as the City's liaison with enforcement agencies, minority organizations, and the general public regarding inquiries about this Equal Employment Opportunity Program.
- Systematic ongoing review of the City's recruitment, selection, and promotional procedures to ensure adherence to the Equal Employment Opportunity Program.
- Discussion of the policy during new employee orientation.
- Website availability for public awareness.
- Incorporation of an EEO clause into the Personnel Manual & Employee Handbook, employment applications, and position vacancy announcements.
- Posting of the policy along with job safety, minimum wage, and worker's compensation information.
- Provisions for the inspection of the Equal Employment Opportunity Plan by anyone who makes such a request.
- Ensure that advertisement for department activities, functions, or related programs are diversified.

This Equal Opportunity Plan, including its supporting data, is a public document. A complete copy of this plan shall be distributed to the departments with instructions to review the plan and share its contents with all staff.

All department heads shall be fully advised of their duties and responsibilities with respect to this plan. Since this is the level at which most employee selections are made, they must be aware at all times of the goals for their department, and all selections must be made in accordance with this plan.

All external recruitment sources used by this City shall be informed of the City's non-discrimination policy.

The application for employment form has been revised to include the statement.

*"The City of Lake Alfred is an Equal Employment Opportunity Employer. No person shall, on the basis of race, color, creed, religion, sex, national origin, age, sexual orientation, marital status, gender identity, genetic information, handicap or disability, or veteran status be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity under jurisdiction of the government of the City of Lake Alfred."*

## ASSESSMENT

As part of the review to the City's Equal Employment Opportunity Program, the City shall conduct an assessment of its employment practices. The intent of this assessment is to compare current employment practices with applicable laws and regulations. The current utilization schedules are attached.

The assessed positions fall into seven basic categories:

(1) Officials and Managers, (2) Professionals, (3) Technicians, (4) Protective Services: Sworn, (5) Administrative Support, (6) Skilled Craft, and (7) Service Maintenance.

## RECRUITMENT

Position vacancies can be advertised on the City's web page, with local newspapers, Career Source Polk (EmployFlorida.com), JazzHR.com and in house at the approval of the City Manager. All advertisements display "Equal Employment Opportunity Employer or EEO."

## HIRING PRACTICES

Applicants interested in positions with the City, must submit an Employment Application. The applications are reviewed to determine whether the applicant meets the minimum qualifications contained in the "Job Description." Applicants possessing the required education and/or experience are scheduled for an interview.

This applies to applicants of sworn positions who must be certified as meeting the minimum requirements as established by job descriptions.

All interviews are "content valid," i.e., they measure the knowledge, skills, and abilities necessary for the particular job.

At the end of the interview, the candidate who is ranked the highest may be offered the position. Where two applicants are equally well-qualified, and one is a minority, the City generally shall offer the position to the minority.

Entry-level positions may be subjected to review prior to employment. The elements of the selection process are critical in determining whether an applicant can perform the essential job functions for the position. These additional phases of the selection process:

- Background examinations may be used to check applicants such as criminal history, driving record, and reference verification. Applicants with backgrounds that do not meet minimum acceptable levels shall be eliminated from the selection process.
- Medical examinations are performed as a conditional employment offer which may be secured by employment authorization and a negative drug screen from the provider.

## PROMOTIONS

All employees have an equal opportunity to be “promoted.” Promotional openings are posted in departments and interested employees must submit an employment application.

Selection procedures vary. For Police and Fire Departments a “valid” written examination/oral interviews are utilized. The applicants are ranked, and the department head generally chooses the highest-ranked employee, although he/she may choose any one of the top three. For other positions, applicants work records are reviewed, and all applicants are interviewed, using criteria designed to predict future job performance. The applicants are then ranked, and the highest-ranking employee is generally selected.

**Utilization Analysis Chart**  
**Relevant Labor Market: Polk 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 #/%	4/50%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	3/38%	1/12%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	12,465/45%	1,795/7%	1,030/4%	120/0%	420/2%	80/0%	155/1%	8,415/31%	1,310/5%	1,210/4%	50/0%	255/1%	0/0%	165/1%
Utilization #/%	5%	-7%	-4%	-0%	-2%	-0%	-1%	7%	8%	-4%	-0%	-1%	0%	-1%
<b>Professionals</b>														
Workforce #/%	3/33%	0/0%	1/11%	0/0%	0/0%	0/0%	0/0%	3/33%	1/11%	1/11%	0/0%	0/0%	0/0%	0/0%
CLS #/%	11,380/29%	1,920/5%	1,715/4%	65/0%	800/2%	0/0%	345/1%	15,960/41%	2,685/7%	3,075/8%	20/0%	575/1%	0/0%	495/1%
Utilization #/%	4%	-5%	7%	-0%	-2%	0%	-1%	-8%	4%	3%	-0%	-1%	0%	-1%
<b>Technicians</b>														
Workforce #/%	4/100%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	5,985/34%	1,745/10%	1,175/7%	120/1%	260/1%	0/0%	70/0%	4,810/27%	2,055/12%	1,190/7%	45/0%	200/1%	10/0%	35/0%
Utilization #/%	66%	-10%	-7%	-1%	-1%	0%	-0%	-27%	-12%	-7%	-0%	-1%	-0%	-0%
<b>Protective Services: Sworn</b>														
Workforce #/%	4/31%	3/23%	1/8%	0/0%	1/8%	0/0%	2/15%	1/8%	0/0%	1/8%	0/0%	0/0%	0/0%	0/0%
CLS #/%	2,980/58%	325/6%	705/14%	0/0%	10/0%	0/0%	10/0%	755/15%	155/3%	210/4%	0/0%	15/0%	0/0%	0/0%
Utilization #/%	-27%	17%	-6%	0%	7%	0%	15%	-7%	-3%	4%	0%	-0%	0%	0%
<b>Protective Services: Non-sworn</b>														
Workforce #/%	4/67%	1/17%	0/0%	0/0%	0/0%	0/0%	0/0%	1/17%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	80/30%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	155/58%	10/4%	10/4%	0/0%	0/0%	0/0%	10/4%
Utilization #/%	36%	17%	0%	0%	0%	0%	0%	-42%	-4%	-4%	0%	0%	0%	-4%
<b>Administrative Support</b>														
Workforce #/%	2/13%	2/13%	0/0%	0/0%	0/0%	0/0%	4/27%	3/20%	3/20%	1/7%	0/0%	0/0%	0/0%	0/0%
CLS #/%	14,235/24%	4,150/7%	2,380/4%	50/0%	380/1%	10/0%	225/0%	25,570/43%	6,740/11%	4,990/8%	155/0%	675/1%	10/0%	305/1%

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 #/%	-10%	6%	-4%	-0%	-1%	-0%	26%	-23%	9%	-2%	-0%	-1%	-0%	-1%
<b>Skilled Craft</b>														
Workforce #/%	3/60%	1/20%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	1/20%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	12,300/60%	4,770/23%	1,790/9%	10/0%	155/1%	0/0%	130/1%	730/4%	610/3%	125/1%	0/0%	0/0%	0/0%	30/0%
Utilization #/%	0%	-3%	-9%	-0%	-1%	0%	-1%	-4%	17%	-1%	0%	0%	0%	-0%
<b>Service/Maintenance</b>														
Workforce #/%	5/28%	4/22%	3/17%	0/0%	0/0%	0/0%	1/6%	1/6%	4/22%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	21,870/30%	13,160/18%	8,190/11%	55/0%	535/1%	40/0%	495/1%	13,310/18%	6,585/9%	6,295/9%	90/0%	910/1%	0/0%	435/1%
Utilization #/%	-3%	4%	5%	-0%	-1%	-0%	5%	-13%	13%	-9%	-0%	-1%	0%	-1%

### 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
<b>Protective Services: Sworn</b>	✓													