



AFFIRMATIVE ACTION PLAN

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INTRODUCTION

All aspects of the agency's personnel program shall be administered without regard to race, color, religion, creed, sex, national origin, age, disability (except where sex, age, or physical requirements constitute a documented bona fide occupational qualification), or any other non-merit factor.

"Affirmative Action" can be defined as the method used by the employer to identify and eliminate all barriers within the personnel management system which limit the ability of minority and female employees to reach their full potential.

This Affirmative Action Plan is the City of Mulberry's method of documenting and formulating the City's commitment to equal employment opportunity for all City members and providing a yardstick for measuring the City's effectiveness. This Affirmative Action Plan is an integral element of the City's personnel management system and precludes preferential treatment, quota systems for arbitrary proportional representation, or reduction in job-related qualifications solely to increase minority or female employment.

NOTE: All City of Mulberry Office statistics in this Affirmative Action Plan are as of September 30, 2007.

**CITY OF MULBERRY'S OFFICE
AFFIRMATIVE ACTION PLAN
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I. POLICY STATEMENT

The City of Mulberry is an equal opportunity employer. No applicant or member shall be discriminated against in any phase of employment or promotional opportunity because of race, color, creed, age, sex, religion, national origin, or disability. The City of Mulberry strives to promote equal employment opportunity through a positive, continuing program. This Affirmative Action Plan is a plan of inclusion rather than exclusion.

ADA STATEMENT

The City of Mulberry complies with the provisions of the Americans with Disabilities Act (ADA). This agency does not discriminate against a qualified individual 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.

The City of Mulberry exercises affirmative action to:

- A. Recruit, hire and promote all job classifications without regard to race, color, creed, religion, age, sex, national origin, or disability. All employment decisions are made with equal opportunity principles in mind.
- B. Ensure that all personnel actions are administered in a non-discriminatory manner.
- C. Ensure that all member benefits and facilities of the City of Mulberry are available to all members on an equal and non-discriminatory basis.
- D. Ensure that special emphasis is continuously placed on the recruitment and promotion of qualified female and minority members.

II. DISSEMINATION

Distribution of Policy Statements

Knowledge of this policy shall be disseminated continuously to all members within the City of Mulberry and to agencies separate from the City of Mulberry, including, but not limited to:

INTERNAL

- 1. Organizations within Polk County who serve minorities, females and the disabled;
- 2. Managers and supervisors within City of Mulberry;
- 3. All members of the Recruiting Team;

EXTERNAL

- 4. Organizations outside Polk County, when appropriate, who serve minorities, females and the disabled;
- 5. Additional recruitment sources: i.e., Polk Works One Stop Career Center, private sector employment agencies, etc.

III. AFFIRMATION

This Program represents an affirmation of the City of Mulberry that local, State and Federal laws and regulations implementing equal employment opportunity objectives shall be fully complied with -- not only by meeting the letter of the law and its requirements, but also by carrying out the spirit and intent of the law.

IV. GOAL

The equal employment objective of the City of Mulberry is to achieve -- and to maintain -- a member profile, with respect to race and sex, that is an appropriate reflection of Polk County's labor force. This objective calls for striving for full utilization of minorities and females at all levels of management and non-management positions. An additional objective is to prohibit discrimination in employment based on race, color, religion, creed, national origin, sex, age, or disability and to have a work environment free of discrimination and harassment.

V. OBJECTIVES

All reasonable efforts shall be expended to attempt to achieve a community profile with respect to female and minority members in all categories, including the Protective Services category. This category encompasses the positions of Police Officer, Detective, and the supervisory ranks of these positions. Methods of recruiting female and minority members to achieve this profile are summarized in this Plan.

The major direction of the City of Mulberry's efforts to reach its stated objectives is through this Affirmative Action Plan, which includes a continuous procedure for monitoring and reporting progress to ensure the realization of stated objectives.

A. This shall be accomplished by:

1. Making each City of Mulberry member aware of this Plan, through policy statements in the General Orders Manual and other employment documents that are issued to all members;
2. Making copies of this Plan available for review by members and by applicants at the various work places of the City of Mulberry;
3. Combining copies of this Plan with the Recruiting Manuals for use by the Recruiting Teams;
4. Making available in the Human Resources Division the master copy of this Plan for review by members, applicants and the general public;
5. Printing on all recruitment, application and employment forms, employment advertisements and documents the phrase **Equal Opportunity Employer M/F/D/V**.

B. Responsibility for Administration

1. The City Manager is assigned overall responsibility for the administration of this Plan with ultimate responsibility vested in the City of Mulberry.
2. The Human Resources Director shall provide leadership and guidance for managers and supervisors to assure uniformity of employment and promotional opportunities in the City of Mulberry.

While the commitment to equal employment opportunity is that of the City of Mulberry, it is the individual supervisors who know the daily status of progress or problems in their particular areas of supervision and who are charged with the duty and responsibility to rectify such problems.

VI. STRATEGIES

The Employment Services Section continues to review the application process and the Fast Track Procedure. The procedure includes receiving applications, maintaining contact with applicants, recruiting outside the agency's jurisdictional area and outlining steps in processing applications.

The Employment Services Section continues to improve pre-employment interviews. The scheduling of interviews has been revised into time blocks for the convenience of the applicant and the interviewer.

Career Days were presented at various area high schools to instill values needed for a Law Enforcement career.

Programs presented included Criminal Investigations, Training Section and Recruiting.

The City of Mulberry continues to ensure that equal employment opportunities are provided to all applicants and to all members in each job category within the agency and reflect the relevant available community workforce regardless of race, national origin, or gender. To reach this goal, the City of Mulberry performs the following actions:

Action Steps:

- Participate in career days and job fairs at local schools, and other organizations to cultivate prospective minority members.
- Increase contacts and presence in minority communities by working with civic groups and community organizations.
- Distribute Job Opportunity Announcements and applications to Polk Works One Stop Career Centers to encourage minorities and females.
- Review surveys, studies, audits and statistics completed to incorporate changes in the applicant process to achieve a diverse workforce.
- Analyze the Application Equal Employment Opportunity Survey and the Pre-screen Application to identify the best sources for recruitment of minorities.
- Consider minority and female members who meet qualification requirements for promotion in the Protective Services and supervisory or management categories.
- Maintain a listing of current available job openings, job descriptions, supply applications and describe the application process on the Internet web site (www.cityofmulberryfl.com).
- Maintain Human Diversity training for all members.
- Offer Job Training for promotional purposes and provide educational opportunities to all members through the Academy and Member Development Bureau.

VII. UTILIZATION ANALYSIS FINDINGS

The Utilization Analysis indicates an under-representation of all females in the area of Protective Services Officials. Patrol Officers are under-represented by white and Hispanic females and this year by black females by 0.1%. Under representation is indicated for Hispanic males in all categories. The category of Administrative/Support, Professionals, and Technicians demonstrates an underutilization of black males and Hispanic females. The Protective Services/Non-Sworn category shows underutilization for black males and black females.

Although Asian/Pacific Islanders, American Indian\Alaskan natives and all other combined comprise less than one percent of Polk County's population, the City of Mulberry would welcome the opportunity to increase its utilization, both males and females. Therefore, for purposes of this Plan, Asian/Pacific Islanders, Native American/Alaskan Natives and all other combined will not be considered a target population. However, it is the intent of the City of Mulberry to disseminate this Plan and policy, as adopted throughout the community.

The percentage of African Americans working for the City of Mulberry in 2007 was 5.8%, an increase from 0.8% in 2005. The percentage of African Americans in the local labor force is 1.1% the percentage of African Americans in entry level Protective Services is 2.1%, with females consisting of 3.5%. Entry level female Protective Services has increased from 2000 by 5.1%. This increase will eventually provide a positive impact upon the higher positions of Sergeant, Lieutenant, Captain, Major and Chief.

The City of Mulberry will continue to review current employment procedures to eliminate the underutilizations as described above. We believe our recruitment commitment will also decrease the above deficiencies.

CITY OF MULBERRY WORKFORCE

Job Category	MALE							FEMALE					
	TOTAL	B	W	H	A/PI	AI/AN	O	B	W	H	A/PI	AI/AN	O
Administrative/ Legislative	17	1	8	0	0	0	0	4	3	0	1	0	0
	1.95%	0.12%	0.97%	0.00%	0.00%	0.00%	0.00%	0.048%	0.036%	0.00%	0.00%	0.00%	0.00%
Management/ Supervisory	9	1	5	1	0	0		2	1	1	0	0	0
	0.975%	0.012%	0.060%	0.00%	0.00%	0.00%	0.00%	0.024%	0.012%	0.00%	0.00%	0.00%	0.00%
Skilled Labor	19	2	13	3	0	0	0	0	0	0	0	0	0
	0.219%	0.024%	0.158%	0.036%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Protective Services	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%
Administrative/ Support	8	0	0	0	0	1	0	0	7	0	1	0	0
	0.0975%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.085%	0.012%	0.00%	0.00%	0.00%
Total Members	82	5	57	5	0	0	0	8	11	3	0	1	0

KEY

B - Black
W - White
H - Hispanic

A/PI - Asian or Pacific Islander
AI/AN - American Indian or Alaskan Native
O- Other or two races

**Protective Services consists of all certified and sworn Law Enforcement members.

Recruitment Process

The City of Mulberry is committed to achieving a work force that accurately reflects the local community profile with respect to females as well as to minorities. Special efforts are made to achieve this profile within the Protective Services category which includes the position of Detective.

The City of Mulberry aggressively recruits qualified applicants through the use of recruiting teams that include minorities and females, targeted advertising, personal contact, Internet and other means to fill job openings that become available during the year. It especially seeks to recruit females and minority applicants for available openings in the Protective Services categories.

Availability data shows by race and sex the percentage of individuals in the Polk County labor market who are qualified, or who are capable of acquiring skills, for employment in each job group.

According to the Bureau of Labor Statistics, the 2012 estimated population for Polk County is 542,912, an increase of 3.4% since 2004.

As of September 30, 2007, the City of Mulberry employed a total of 15 persons in all job categories. Two (2) persons, were minority members and 6 persons, were females. Thus, the agency is making noticeable progress toward achieving its diversity goals overall.

In the Protective Services-Sworn category, with a total of 26 persons 2 persons were minority members, while 9 persons were females and 0.1 percent or 2 members were Black, Hispanic & Indian females.

Although the percentage of minority and female members does not yet equal the ratio of the general population of Polk County, the total numbers have increased and maintained steady growth over the past nineteen years. The Profile of Progress on page 32 reflects the progress toward the agency's goals.

1. Recruitment of Minority Applicants

According to the 2000 Census, the City of Mulberry serves a population of 3600 citizens. Minorities comprise 24.2 percent of Polk County's total labor force of 219,005. A goal of the City is to achieve a work force reflecting this same percentage of minority and female members.

Generally, the following factors are considered in determining the availability of minorities:

- a. The minority population of the local labor market.
- b. The size of the minority unemployment force in the local labor market.
- c. The percentage of the minority work force as compared with the total work force in the local labor market.
- d. The general availability of minorities having requisite skills in the local labor market.
- e. The availability of minorities having requisite skills in the geographical area in which the agency can reasonably recruit.
- f. The availability of promotable and transferable minorities within the agency.
- g. The existence of local training institutions capable of training persons in the requisite skills.
- h. The degree of training which the agency is reasonably able to provide or make available as a means of making all job classes available to minorities.

2. Recruitment of Female Applicants

Although the law enforcement profession traditionally has attracted primarily male members, females in recent years have entered law enforcement in increasingly larger numbers.

According to the 2000 Census, the female labor force population is approximately 48.6 percent. A goal of the City of Mulberry is to achieve a work force reflecting this same percentage of female members.

The following factors should be considered in determining the availability of females:

- a. The number of unemployed females in the local labor market.
- b. The female work force as a percentage of the total work force in the local labor market.
- c. The general availability of females having requisite skills in the local labor market.
- d. The availability of females having requisite skills in the geographical area in which the agency can reasonably recruit.
- e. The availability of females seeking employment in the local labor or recruitment area.
- f. The availability of promotable and transferable female members within the agency.
- g. The existence of local training institutions capable of training persons in the requisite skills.
- h. The degree of training which the agency is reasonably able to provide or make available as a means of making all job classes available to females.

The Application Process

The City of Mulberry endeavors to make employment opportunities in all job categories equally accessible to all members of the community. Extra efforts are made to inform minorities and females of available openings, especially in the Protective Services category.

Additionally, the application and hiring process is constantly scrutinized for clarity, convenience, expediency and accessibility for all interested persons, while maintaining compliance with appropriate sections of F.S. 943 and with other State and Federal laws and regulations.

1. The Selection Process

The Human Resources Director evaluates the City of Mulberry's selection process annually to ensure the selection process is in compliance with case law, equal employment opportunity and related selection issues. During the 2011-2012 fiscal years, the following actions were taken to ensure such compliance:

- a. The Human Resources Director conducts an annual needs assessment to determine how best to serve the applicant and members, the staffing services, background investigations and the recruiting duties.

To better meet the needs of the City of Mulberry, we incorporate cost-saving measures and streamline the applicant processes, the following actions were initiated:

- b. Recruitment now focuses locally to recruit qualified candidates to fill vacancies. Efforts were increased to ensure the local workforce was prepared by speaking at schools, partnering with community leaders and involving internships.

Following is a summary of the application process for employment with the City of Mulberry:

2. Job Descriptions and Qualification Standards

Job descriptions are reviewed on an annual basis and revised as necessary to ensure that they accurately reflect essential functions and minimum qualifications. Such job descriptions are prepared after conducting job task analyses with agency members performing the duties of the respective classifications.

This review is to ensure that no qualified applicant is denied an employment opportunity on the basis of a disability, real or perceived. The agency strives to provide reasonable accommodations whenever possible for qualified applicants.

Qualification standards are reviewed annually to ensure that they are job related. These standards include the minimum education and/or experience needed to perform the job successfully. They are flexible enough, however, to allow the substitution of relevant experience for educational requirements or vice versa. The standards also eliminate traditional sex stereotypes in considering qualified persons for available positions.

Job Task Analyses and Job Descriptions of all job classifications and assignments with the City of Mulberry are on file with the Director of Human Resources, and are available for review by applicants, members, and the general public.

3. Interviews

The Interviewers include minority and female members. These interviewing members ask only questions concerning the individual's ability to perform the job in question.

The Interviewer calculates a numerical rating, and submits a brief written record of each candidate interviewed, the candidate's qualifications, and reasons for recommending or not recommending hiring or appointing the applicant.

Those applicants achieving the minimum score are placed in an eligibility pool for consideration when a vacancy occurs in the appropriate job classification.

Compensation and Classification Plan

The Compensation and Classification Plan for the City of Mulberry provides for an organized, logical progression through equitable pay levels within designated pay grades for each member of the classified service.

Increases in compensation for each member of the City of Mulberry may result from one or all of the following situations:

- Movement horizontally within a pay grade from a pay step to a higher step
- Movement by promotion from a pay grade to a higher pay grade
- A cost of living increase as budgeted
- Reclassification of a member's position into a higher pay grade

1. New Appointees

Under normal circumstances, a newly-hired or newly-appointed member enters the Compensation and Classification Plan in the pay grade established for the position at the entry pay level. Candidates for employment in positions requiring State certification (law enforcement and detention) will be placed into the pay grade established for a Trainee classification.

2. Pay Grade Advancements

The Compensation and Classification Plan recognizes advancements of career members to positions of increased authority and responsibility, with an attendant increase in compensation. While advancement within a pay grade is dependent upon satisfactory service, movement to a higher pay grade is a promotion and therefore subject to a higher standard -- advanced skills, greater responsibility, selection through competitive examination and review boards, etc.

3. Part-Time Employment

Part-time employees are compensated at an established hourly rate with advancement within a pay grade depending upon satisfactory service. In no case will this rate be less than the current Federal minimum wage.

4. Funding

The Compensation and Classification Plan is dependent upon adequate funding for full implementation. In the event that budget constraints prohibit full implementation in a particular fiscal year, the City of Mulberry may take whatever measures necessary to provide equitable and fair compensation to all members within limits of available funding.

Evaluation

An essential element of this Plan is to monitor actions, to measure periodically the progress being made and to evaluate success of the Plan. Without monitoring and evaluation, success of the agency's efforts to recruit females and minorities cannot be determined.

Accordingly, the Human Resources Director will track census information relative to the work force. The Director will institute and maintain a plan for affirmative action as necessary. The plan shall contain the following elements:

- A statement of measurable objectives
- A plan of action to correct any inequities, to include specific action steps to be taken
- Key activities timetables to implement corrective implementation and
- Annually evaluate the progress toward objectives and reverse/reissue the plan

CITY OF MULBERRY'S SEPARATIONS

Separation	Totals		Deceased	Dismissed	Resigned	Retired
White Males	10		0	4	6	0
White Females	13		0	5	7	1
Black Males	1		1	0	0	0
Black Females	0		0	0	0	0
Hispanic Males	1		0	0	1	0
Hispanic Females	1		0	1	0	0
Other Males	0		0	0	0	0
Other Females	0		0	0	0	0
Totals	26		1	10	14	1

Twenty-six separations were effective during the 2006-2007 fiscal years. Those separations included resignations, retirements, dismissals and deceased. Resignations represented 17.0% and retirements represented 0.012%. There were ten dismissals resulting in .12% and one deceased resulting in 0.012% for the fiscal year.

Profile of Progress

Efforts continue toward increasing the City of Mulberry's female and minority percentages of the total work force.

Year	#Members	%Minority	%Females
2004	50	18	40
2005	61	18	42
2006	65	18	57
2007	87	13	40