



Department of Children and Families

EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION PLANNING

State Fiscal Year 2016-2017

Prepared by Office of Civil Rights
November 2016



FLORIDA DEPARTMENT
OF CHILDREN AND FAMILIES
MYFLFAMILIES.COM



**Department of Children and Families
Affirmative Action Plan
July 2016-June 2017**

I have reviewed and approve this Affirmative Action Plan and will ensure that all necessary and appropriate steps are taken to ensure that this department does provide Equal Employment Opportunities to all employees and applicants for employment.

Signature on file in Office of Civil Rights

Mike Carroll
Secretary
(850) 487-1111

11/30/2016

Date

Prepared by:
Kathy Scott Bush, Operations and Management Consultant II – CR
(850 717-4567)

Signature on file in Office of Civil Rights

Herschel C. Minnis
Human Resources Administrator – Civil Rights
(850) 717-4564

11/30/2016


Date

Location and Mailing Address: 1317 Winewood Boulevard, Building 1, Room 110, Tallahassee, Florida 32399-0700



TABLE OF CONTENTS

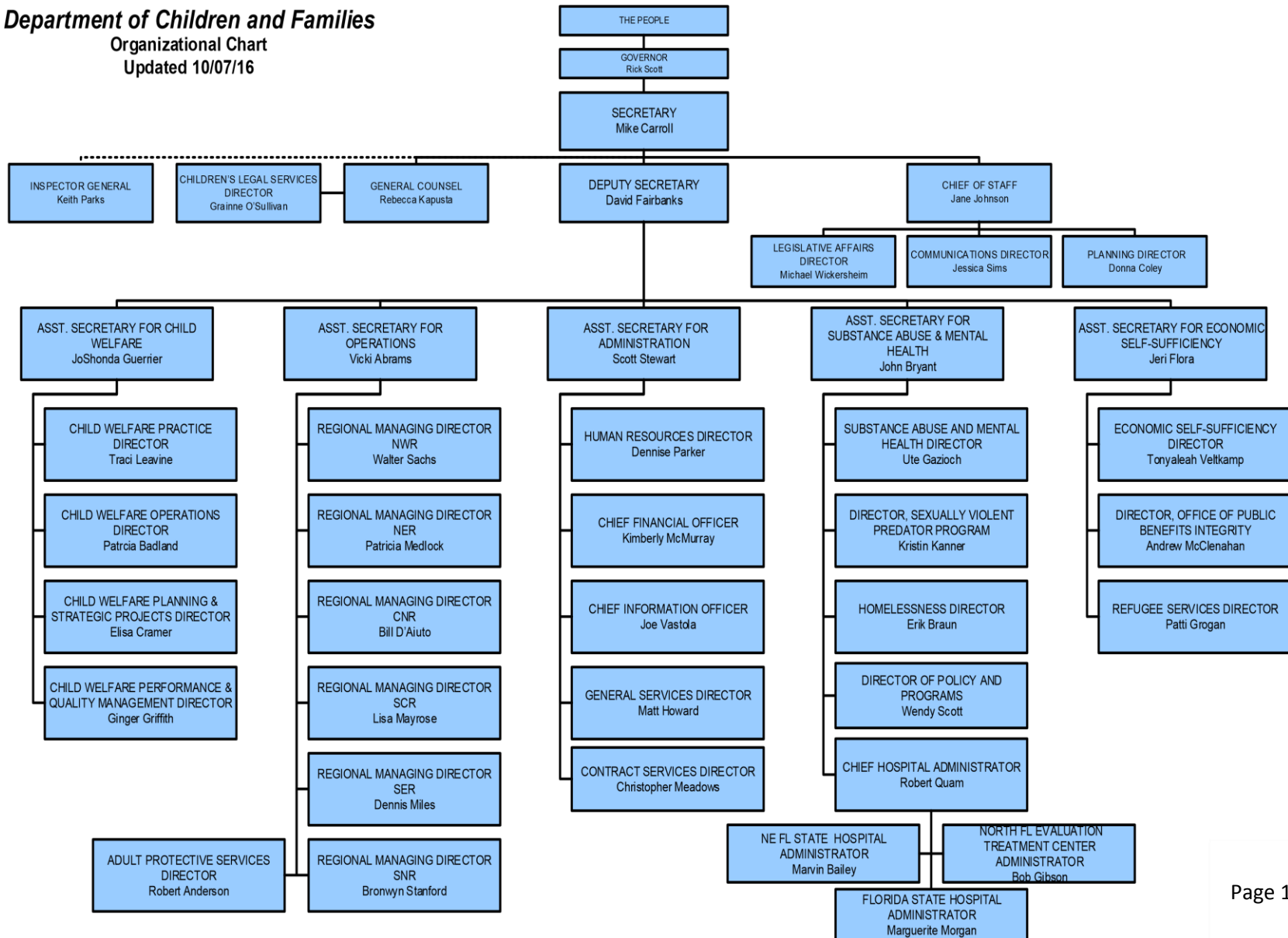
<u>Section</u>	<u>Page</u>
I. Organizational Chart	1
II. Policy Statement	2
III. Legal Requirements	2
IV. Program Objectives	4
V. Introduction	4
VI. Affirmation of Policy.....	6
VII. Policy Dissemination	6
VIII. EEO/AA Officer Information	6
IX. Responsibility for Implementation	6
X. Goals	7
XI. Areas of Concern	8
XII. Plan of Action	10
XIII. Internal Audit and Reporting System	10
XIV. Appendix	



I. Organizational Chart

The Department of Children and Families Organizational Chart is located on below and on the intranet at [Organizational Chart, Appendix 1](#).

Department of Children and Families
Organizational Chart
 Updated 10/07/16



II. Policy Statement

The Department assures to each applicant or employee an equal employment opportunity (EEO) without regard to their age, race, color, sex, religion, national origin, genetic information, political opinions or affiliations, military status, marital status or disability, except as provided by law or when such requirement constitutes a bona fide occupational qualification necessary to perform the tasks associated with the position. Equal employment opportunity will be attained using both objective and subjective merit principles and shall apply to agency practices relating to recruitment, examination, appointment, training, promotion, demotion, compensation, retention, discipline, separation, or other employment action. (See [CFOP 60-15, Equal Employment Opportunity/Affirmative Action, Appendix 2](#)).

No person shall be retaliated against, harassed, intimidated, threatened, coerced or discriminated against for making a charge, testifying, assisting, or participating in any manner in an investigation, proceeding or hearing, or for opposing alleged unlawful discriminatory employment practices prohibited by the Department's policy or related State and Federal laws, rules and regulations.

It is the policy of the Department that harassment based on sex, race, religion, national origin, age, disability, marital status or color will not be tolerated. See the Employee Handbook page 1-1, (See [CF 60-1, Employee Handbook, Appendix 3](#)). Harassment on these bases is illegal and appropriate disciplinary action will be taken. Each employee is entitled to work in an environment that is free from harassment.

III. Legal Requirements

Congress, through Title VII of the Civil Rights Act of 1964, as amended, established a national policy against discrimination in public employment on the grounds of race, color, religion, sex and national origin. Various federal and state laws expanded the coverage to include age, genetic information and persons with disabilities. The Florida Civil Rights Act of 1992, section 760.10, Florida Statutes, also includes marital status and individuals under the age of 40. Equal employment opportunity reflects the results of an employer's commitment that all personnel activities will be conducted in a manner that assures equal opportunity for all. Such activities will be based solely on the individual merit of applicants and employees without regard to race, color, religion, sex, age, national origin, disability, or marital status - except when a specific requirement constitutes a bona fide occupational qualification.

On the state level, section 110.112, Florida Statutes, establishes the State's affirmative action and equal employment opportunity policies and assigns to each agency the following responsibilities:

- Develop and implement an affirmative action plan.

- Establish annual goals for ensuring full utilization of groups underrepresented in its workforce as compared to the relevant labor market and to design its affirmative action plan to meet its established goals.
- Annually report to the Department of Management Services its progress toward increasing employment of women, minorities and individuals with a disability.
- The agency head shall appoint an affirmative action, equal employment opportunity officer. The responsibilities of this officer include determining annual goals, monitoring agency compliance, and providing consultation to managers regarding progress, deficiencies, and developing appropriate corrective action.
- Report to the Department of Management Services information in its Annual Workforce Report relating to the implementation, continuance, updating, and results of the agency's affirmative action plan for the previous fiscal year. The Annual Workforce Report must also include data relating to employment levels among women, minorities and individuals with a disability.
- Provide to all supervisory personnel of the executive agencies training in the principles of equal employment opportunity and affirmative action, the development and implementation of affirmative action plans, and the establishment of annual affirmative action goals.
- By January 1, 2017, the agency is required to develop an agency-specific plan that addresses how to promote employment opportunities for individuals with a disability.

The Department updates its affirmative action plan annually. In addition, to assure continuing compliance with state and federal civil rights laws, each Region, Hospital Facility and Headquarters Program Office should carefully review its overall staffing patterns in comparison with its client population. The results of the review could help explain the make-up of the workforce. For instance, effective delivery of services to clients might be dependent upon the number of available staff sharing the unique characteristics of the client population being served. Such efforts should be conducted in conjunction with annual Civil Rights Compliance Reviews, as described in Methods of Administration: Equal Opportunity in Service Delivery, found at CFOP 60-16, Chapter 6, dated November 3, 2014. (See [CFOP 60-16, Methods of Administration: Equal Opportunity in Service Delivery, Appendix 4](#)).

IV. DCF Program Objectives

The major objectives of the department's Equal Employment Opportunity Program are:

1. Prevent discrimination.
2. As feasible, employ a greater number of minorities, women, aged and persons with a disability in those job classifications or categories where there is underutilization.
3. Create a workforce reasonably reflective of the composition of those individuals in the available labor market, dependent upon service delivery needs of the client population.
4. Ensure compliance with all applicable State and Federal laws, rules, regulations, and executive orders as they relate to equal employment opportunity and affirmative action.

V. Introduction

The **Mission** of the Department of Children and Families is to work in partnership with local communities to protect the vulnerable, promote strong and economically self-sufficient families, and advance personal and family recovery and resiliency. Section 20.19, Florida Statutes.

The **Vision** of the Department is to have a highly skilled workforce committed to empowering people with complex and varied needs to achieve the best outcomes for themselves and their families. In collaboration with community stakeholders, the Department will deliver world-class and continuously improving service focused on providing the people served with the level and quality that we expect for our own families.

The **Core Values** of the Department are to have a workforce that operates with **Integrity**, and maintains loyalty to a code of ethics that require the **Courage** to take responsibility for providing the highest quality of service to the vulnerable. The Department is a solutions-focused learning organization built on a foundation of transparency in action and **Accountability** of results. Both within the organization and among our stakeholders, we thrive in a culture of **Respect** for diversity of opinion that is nurtured through open communication. High performing and committed, we are unified in our goal of **Excellence** in achieving quality outcomes for those we serve.

The Department's **Organizational Competencies** include:

System Integration: The Department oversees diverse and multi-faceted systems of care that must be designed, managed and continuously improved. We must be experts in the systematic integration and coordination of services to

optimize available resources and drive the best possible outcomes for each person we serve.

Vendor Relationship Management: The services for which we are responsible are delivered through a complex network of vendors and community partners. It is critical that we ensure vendors and community partners share in our mission and vision – it is not enough for them to simply deliver services. They must uphold our values and maintain a commitment to world class service and outcomes. We must balance partnership with accountability.

Data Analytics: Everything we do must be outcome-based and solution-focused. We must analyze data and information in multidimensional ways to gain deep understanding of system issues and challenges. We use analytic data to drive daily actions; inform strategic, operational, and financial decision-making; and improve outcomes.

World Class Workforce: Because we have a sacred mission to protect the vulnerable with the same passion we have for our own families, we must have a committed and competent workforce. Our workforce is truly our most valuable asset. We are committed to recruiting, developing, and retaining a world class workforce to support this organization now and into the future.

VI. Affirmation of Policy

Affirmative Action reflects any action that is included to correct the effects of past discrimination, to eliminate present discrimination or to prevent future discrimination. The management team within the Department shares the responsibilities for the implementation of the Affirmative Action Program. In order for the affirmative action plan to be successful, managers must be committed to ensuring that each employee, applicant for employment, client and potential client is treated fairly. Managers must ensure that staff under their supervision or control are in compliance with applicable laws, rules, regulations and procedures, that staff are provided with accommodations required by various civil rights laws and that staff attend equal employment opportunity training and functions. In addition, managers must ensure that employees are provided with a work environment that is free from harassment.

Employees and applicants for employment may file complaints of discrimination through the Department of Children and Families, Office of Civil Rights; the Florida Commission on Human Relations; the United States Equal Employment Opportunity Commission; the United States Department of Health and Human Services, Office for Civil Rights; and the United States Department of Justice. Internal employees have 365 days from the date of the alleged incident to file a complaint with the Department of Children and Families, Office of Civil Rights.

VII. Policy Dissemination

The Department's policy requires that the Non-Discrimination Policy statement be displayed in appropriate areas for employees and the public to see. The Department of Children and Families' Employee Handbook also contains an equal employment opportunity statement.

VIII. EEO/AA Officer Information

The Human Resources Administrator for Civil Rights is the EEO/AA Officer for the Department of Children and Families. The office is located at 1317 Winewood Boulevard, Building 1, Room 110, Tallahassee, Florida 32399-0700.

IX. Responsibility for Implementation

The Human Resources Administrator for Civil Rights is responsible for developing policies and procedures to implement the Department's Equal Employment Opportunity and Affirmative Action Programs and to assure department staff and contracted client services providers comply with the applicable civil rights laws. The Administrator for Civil Rights will also:

- Collect workforce diversity data about employees and applicants by race, sex, job classification, pay grade, age, disability and other pertinent information, as required;
- Maintain workforce diversity records, as required;
- Process complaints of discrimination in accordance with CFOP 60-15, dated March 15, 2016, as amended from time to time;
- Serve as a liaison between the Department and the Florida Commission on Human Relations (FCHR), the Equal Employment Opportunity Commission (EEOC), and local Fair Employment Practice Agencies;
- Provide technical assistance and guidance to department staff; and,
- Develop an active recruitment program designed to recruit persons in identified underutilized EEO Job Categories.

Civil Rights Officers are responsible for overall coordination of Equal Employment Opportunity and Affirmative Action Programs activities, including:

- Monitoring Civil Rights program functions;
- Investigating complaints of alleged discrimination;
- Coordinating preparation of required reports, including the region or hospital facility workforce diversity plan and reports;
- Participating in and conducting Civil Rights related technical assistance activities; and,
- Ensuring that the Department's Statement of Policy, federal Civil Rights posters and other related civil rights materials are displayed in appropriate areas for employees and the public to see.

The Deputy Secretary, Assistant Secretaries, Program Office Directors, and Hospital Facility Administrators will implement, maintain and monitor affirmative action efforts within their organizational jurisdiction.

Regional Managing Directors, Program Directors and Hospital Facility Administrators will ensure Civil Rights compliance by implementing, maintaining and monitoring workforce diversity efforts in their respective organizational jurisdiction.

Program Administrators and Supervisory Personnel will ensure that:

- Workforce diversity efforts are implemented, maintained and monitored in their respective organizational units;
- Personnel under their supervision are in compliance with applicable laws, rules, regulations and procedures pertaining to civil rights laws; and,
- Personnel under their supervision attend Civil Rights training and functions when scheduled.

The Training and Talent Development Management Unit will be responsible for providing Civil Rights training.

X. Goals

To establish Goals for the review and analysis as of June 30, 2016, the Incumbency to Availability Analysis Report ([Appendix 5](#)), available in the People First Data Warehouse, was considered. For this Plan, as required by CFOP 60-15, Section 7-4, paragraph c, the percentage of underutilization is converted to the nearest number of Full Time Equivalent (FTE) positions and that number is the hiring goal.

Goals ([Appendix 6](#)) cannot be used to supersede Merit Selection Systems. Affirmative Action Programs do not require the appointment of a person who lacks the qualifications to perform the job. Affirmative Action Programs also do not require preferential hiring of a less qualified person over a more qualified person. Goals do not require preferential treatment to any individual or group because of race, color, religion, sex, age, national origin, genetic information, military status, marital status. Goals do not require preferential treatment to an individual with a disability on account of an imbalance in an employer's workforce which may exist with respect to the total number of persons in the group that are employed by the Department. Under no circumstance should the numeric goal(s) be construed or expressed as a "Quota". No goal will be established in any EEO Category in which underutilization does not exist or in which a protected class represents fifty (50) percent or more of the workforce.

The Incumbency to Availability Analysis Report was based on the EEO4 Workforce Report (Summary) ([Appendix 7](#)) which provides the Department's staffing effective June 30, 2016.

XI. Areas of Concern

The purpose of the Impact Ratio Analysis (IRA) is to determine if there is a substantial difference between the selection rates of Favorably Treated and Less Favorably Treated EEO Groups. An adverse IRA is a preliminary indicator of possible discriminatory areas not proof of discrimination. The IRA serves as an indicator that an employment activity needs closer scrutiny to determine reasons for the disparity.

To determine Areas of Concern, the Applicant Flow Data ([Appendix 8](#)), New Hires ([Appendix 9](#)), Promotions ([Appendix 10](#)), Reassignments ([Appendix 11](#)), and Demotions ([Appendix 12](#)) reports were considered. Applicant Flow data is considered a positive employment action. When applying the 80% Rule the Favorably Treated Group is the group with the highest selection rate.

The Department must also determine and consider the Impact Ratio Analyses for negative employment actions such as Voluntary Terminations ([Appendix 13](#)), Involuntary Terminations ([Appendix 14](#)), Demotions Impact Ratio Analysis ([Appendix 15](#)) and Disciplinary Actions ([Appendix 16](#)). In these reports the Favorably Treated Group is the group with the lowest selection rate.

Careful analyses must be made in evaluating these reports. The studies may indicate a need for additional review and validation of personnel action procedures, or the need for supervisory training on personnel actions. Also, the data may be distorted by excessive recruitment, multiple applications from the same individuals, or a lack of well-qualified applicants. A

discrepancy in the ratio does not establish discrimination or unlawful employment practices. However, legitimate nondiscriminatory reasons for business or operational necessity must be demonstrated for practices that have a disproportionate effect on protected groups.

For the Progress Towards Goals Report ([Appendix 17](#)) the Department did a comparison of the workforce from 2015 to the workforce as of June 30, 2016.

The primary report used to identify underutilization is the Incumbency to Workforce Analysis. Based on Incumbency to Workforce Analysis report the Department established goals for fiscal year 2016-2017.

Within the Department at the statewide level:

- Hispanic Males are underrepresented in all categories
- Hispanic Females are underrepresented in every category except Professionals
- Black Males are underrepresented in the categories of Administrative Support and Skilled Craft
- Other Males are underrepresented in the categories of Officials and Administrators, Professionals, Protective Service, Administrative Support and Service Maintenance
- White Females are underrepresented in the categories of Protective Service and Paraprofessional
- Other Females are underrepresented in the categories of Officials and Administrators, Professionals, Protective Service, Paraprofessionals, Skilled Craft, and Service Maintenance
- While White Males are not part of Affirmative Action Programs, the analysis shows that White Males are underrepresented in Officials and Administrators, Professionals, Paraprofessionals, Administrative Support, and Service Maintenance.

XII. Plan of Action

Meet with executive leadership to report the status of the various Affirmative Action Programs and Plan analyses.

The Civil Rights Officers will continue to evaluate hiring selections.

The Department is required to develop an agency-specific plan that addresses how to promote employment opportunities for individuals who have a disability by January 1, 2017. This Plan will be a six-month plan for the period of January 1, 2017 through June 30, 2017. It will be added to the Department's Annual Affirmative Action Plan beginning with the July 1, 2017 through June 30, 2018 Plan Year.

Dissemination:

1. Distribute a hard copy of the Department's Affirmative Action Plan to the Human Resources Director.
2. Post a copy of the Affirmative Action Plan to the Department's intranet and internet web sites.
3. E-mail the Assistant Secretaries, General Counsel, and Human Resource Director a hyperlink to the Affirmative Action Plan.
4. A complete hardcopy of the Affirmative Action Plan will be available in the Department's Office of Civil Rights for review, upon reasonable request.
5. A complete hardcopy of the Affirmative Action Plan is subject to review, inspection and photocopying pursuant to Florida's Public Records law.

XIII. Internal Audit and Reporting System

The Department's Audit and Reporting System will include quarterly reports indicating efforts to fulfill the Affirmative Action Plan responsibilities. The system is designed to:

- Measure the effectiveness of the plan;
- Document employment recruiting and selection activities;

- Identify areas of employment recruiting and selection needing modifications in practices or procedures; and
- Determine the degree to which the goals and objectives are met.

Division and Regional Directors and Hospital Administrators, or their respective designee, will perform ongoing monitoring of selection decisions involving new hires, promotions, reassignments and transfers to ensure all persons are being treated in a nondiscriminatory manner. Division and Regional Directors and Hospital Administrators, or their respective designee, will also closely examine all disciplinary actions prior to approval to ensure there are no disparities based upon the employee's protected class status. Attendees for career development and professional training opportunities will also be monitored to ensure equitable representation.

APPENDIX

Title

1. [Organizational Chart](#)
2. [CFOP 60-15, Equal Employment Opportunity/Affirmative Action](#)
3. [CFP 60-1, Employee Handbook](#)
4. [CFOP 60-16, Methods of Administration: Equal Opportunity in Service Delivery](#)
5. [Incumbency to Availability Analysis](#)
- 5.1 [Northwest Region](#) (page 7 of 96)
 - 5.1.1 [Family Safety](#) (page 10 of 96)
 - 5.1.2 [Economic Self-Sufficiency](#) (page 13 of 96)
- 5.2 [Northeast Region](#) (page 16 of 96)
 - 5.2.1 [Family Safety](#) (page 20 of 96)
 - 5.2.2 [Economic Self-Sufficiency](#) (page 23 of 96)
- 5.3 [Suncoast Region](#) (page 26 of 96)
 - 5.3.1 [Family Safety](#) (page 29 of 96)
 - 5.3.2 [Economic Self-Sufficiency](#) (page 32 of 96)
- 5.4 [Central Region](#) (page 35 of 96)
 - 5.4.1 [Family Safety](#) (page 38 of 96)
 - 5.4.2 [Economic Self-Sufficiency](#) (page 41 of 96)
- 5.5 [Southeast Region](#) (page 44 of 96)
 - 5.5.1 [Family Safety](#) (page 48 of 96)
 - 5.5.2 [Economic Self-Sufficiency](#) (page 52 of 96)
- 5.6 [Southern Region](#) (page 55 of 96)
 - 5.6.1 [Family Safety](#) (page 58 of 96)
 - 5.6.2 [Economic Self-Sufficiency](#) (page 61 of 96)

APPENDIX

Title

- 5.7 [Florida State Hospital](#) (page 64 of 96)
- 5.8 [Northeast Florida State Hospital](#) (page 69 of 96)
- 5.9 [North Florida Evaluation and Treatment Center](#) (page 74 of 96)
- 5.10 [Headquarters Executive Direction and Support Services](#) (page 79 of 96)
- 5.11 [Headquarters Information Technology](#) (page 82 of 96)
- 5.12 [Headquarters Family Safety and Preservation Services](#) (page 85 of 96)
- 5.13 [Headquarters Mental Health Facilities](#) (page 88 of 96)
- 5.14 [Headquarters Economic Self-Sufficiency Services](#) (page 90 of 96)
- 5.15 [Headquarters Substance Abuse and Mental Health](#) (page 94 of 96)
- 6. [Goals](#)
- 6.1 [Northwest Region](#)
- 6.2 [Northeast Region](#)
- 6.3 [Suncoast Region](#)
- 6.4 [Central Region](#)
- 6.5 [Southeast Region](#)
- 6.6 [Southern Region](#)
- 6.7 [Florida State Hospital](#)
- 6.8 [Northeast Florida State Hospital](#)
- 6.9 [North Florida Evaluation and Treatment Center](#)
- 6.10 [Headquarters Executive Direction and Support Services](#)
- 6.11 [Headquarters Information Technology](#)
- 6.12 [Headquarters Family Safety and Preservation Services](#)
- 6.13 [Headquarters Mental Health Facilities](#)
- 6.14 [Headquarters Economic Self-Sufficiency Services](#)

APPENDIX

Title

- 6.15 [Headquarters Substance Abuse and Mental Health](#)
- 7. [EEO4 Workforce Report \(Summary\)](#)
 - 7.1 [Northwest Region](#) (page 51 of 202)
 - 7.2 [Northeast Region](#) (page 60 of 202)
 - 7.3 [Suncoast Region](#) (page 70 of 202)
 - 7.4 [Central Region](#) (page 79 of 202)
 - 7.5 [Southeast Region](#) (page 88 of 202)
 - 7.6 [Southern Region](#) (page 97 of 202)
 - 7.7 [Florida State Hospital](#) (page106 of 202)
 - 7.8 [Northeast Florida State Hospital](#) (page 126 of 202)
 - 7.9 [North Florida Evaluation and Treatment Center](#) (page 145 of 202)
 - 7.10 [Headquarters Executive Direction and Support Services](#) (page 158 of 202)
 - 7.11 [Headquarters Information Technology](#) (page 172 of 202)
 - 7.12 [Headquarters Family Safety and Preservation Services](#) (page 180 of 202)
 - 7.13 [Headquarters Mental Health Services](#) (page 187 of 202)
 - 7.14 [Headquarters Economic Self-Sufficiency](#) (page 191 of 202)
 - 7.15 [Headquarters Substance Abuse and Mental Health](#) (page 199 of 202)
- 8. [Applicant Flow Hires](#)
- 9. [New Hires](#)
 - 9.1 [Northwest Region](#) (page 25 of 98)
 - 9.2 [Northeast Region](#) (page 30 of 98)
 - 9.3 [Suncoast Region](#) (page 34 of 98)
 - 9.4 [Central Region](#) (page 40 of 98)
 - 9.5 [Southeast Region](#) (page 44 of 98)

APPENDIX

Title

- 9.6 [Southern Region](#) (page 49 of 98)
- 9.7 [Florida State Hospital](#) (page 53 of 98)
- 9.8 [Northeast Florida State Hospital](#) (page 62 of 98)
- 9.9 [North Florida Evaluation and Treatment Center](#) (page 72 of 98)
- 9.10 [Headquarters Executive Direction and Support Services](#) (page 79 of 98)
- 9.11 [Headquarters Information Technology](#) (page 85 of 98)
- 9.12 [Headquarters Family Safety and Preservation Services](#) (page 89 of 98)
- 9.13 [Headquarters Mental Health Facilities](#) (page 92 of 98)
- 9.14 [Headquarters Economic Self-Sufficiency Services](#) (page 94 of 98)
- 9.15 [Headquarters Substance Abuse and Mental Health](#) (page 97 of 98)
- 10. [Promotions](#)
- 10.1 [Northwest Region](#) (page 13 of 56)
- 10.2 [Northeast Region](#) (page 16 of 56)
- 10.3 [Suncoast Region](#) (page 19 of 56)
- 10.4 [Central Region](#) (page 22 of 56)
- 10.5 [Southeast Region](#) (page 25 of 56)
- 10.6 [Southern Region](#) (page 28 of 56)
- 10.7 [Florida State Hospital](#) (page 30 of 56)
- 10.8 [Northeast Florida State Hospital](#) (page 36 of 56)
- 10.9 [North Florida Evaluation and Treatment Center](#) (page 40 of 56)
- 10.10 [Headquarters Executive Direction and Support Services](#) (page 43 of 56)
- 10.11 [Headquarters Information Technology](#) (page 46 of 56)
- 10.12 [Headquarters Family Safety and Preservation Services](#) (page 49 of 56)
- 10.13 [Headquarters Mental Health Services](#) (page 51 of 56)

APPENDIX

Title

- 10.14 [Headquarters Economic Self-Sufficiency](#) (page 53 of 56)
- 10.15 [Headquarters Substance Abuse and Mental Health](#) (page 55 of 56)
- 11. [Reassignments](#)
 - 11.1 [Northwest Region](#) (page 15 of 60)
 - 11.2 [Northeast Region](#) (page 19 of 60)
 - 11.3 [Suncoast Region](#) (page 22 of 60)
 - 11.4 [Central Region](#) (page 25 of 60)
 - 11.5 [Southeast Region](#) (page 28 of 60)
 - 11.6 [Southern Region](#) (page 31 of 60)
 - 11.7 [Florida State Hospital](#) (page 33 of 60)
 - 11.8 [Northeast Florida State Hospital](#) (page 40 of 60)
 - 11.9 [North Florida Evaluation and Treatment Center](#) (page 45 of 60)
 - 11.10 [Headquarters Executive Direction and Support Services](#) (page 48 of 60)
 - 11.11 [Headquarters Information Technology](#) (page 50 of 60)
 - 11.12 [Headquarters Family Safety and Preservation Services](#) (page 53 of 60)
 - 11.13 [Headquarters Mental Health Services](#) (page 55 of 60)
 - 11.14 [Headquarters Economic Self-Sufficiency](#) (page 56 of 60)
 - 11.15 [Headquarters Substance Abuse and Mental Health](#) (page 59 of 60)
- 12. [Demotions](#)
 - 12.1 [Northwest Region](#) (page 8 of 42)
 - 12.2 [Northeast Region](#) (page 10 of 42)
 - 12.3 [Suncoast Region](#) (page 13 of 42)
 - 12.4 [Central Region](#) (page 16 of 42)
 - 12.5 [Southeast Region](#) (page 19 of 42)

APPENDIX

Title

- 12.6 [Southern Region](#) (page 21 of 42)
- 12.7 [Florida State Hospital](#) (page 23 of 42)
- 12.8 [Northeast Florida State Hospital](#) (page 26 of 42)
- 12.9 [North Florida Evaluation and Treatment Center](#) (page 28 of 42)
- 12.10 [Headquarters Executive Direction and Support Services](#) (page 31 of 42)
- 12.11 [Headquarters Information Technology](#) (page 33 of 42)
- 12.12 [Headquarters Family Safety and Preservation Services](#) (page 35 of 42)
- 12.13 [Headquarters Mental Health Facilities](#) (page 37 of 42)
- 12.14 [Headquarters Economic Self-Sufficiency](#) (page 38 of 42)
- 12.15 [Headquarters Substance Abuse and Mental Health](#) (page 41 of 42)
- 13. [Voluntary Terminations Impact Ratio Analysis](#)
- 13.1 [Northwest Region](#) (page 6 of 48)
- 13.2 [Northeast Region](#) (page 9 of 48)
- 13.3 [Suncoast Region](#) (page 12 of 48)
- 13.4 [Central Region](#) (page 15 of 48)
- 13.5 [Southeast Region](#) (page 18 of 48)
- 13.6 [Southern Region](#) (page 21 of 48)
- 13.7 [Florida State Hospital](#) (page 24 of 48)
- 13.8 [Northeast Florida State Hospital](#) (page 28 of 48)
- 13.9 [North Florida Evaluation and Treatment Center](#) (page 32 of 48)
- 13.10 [Headquarters Executive Direction and Support Services](#) (page 36 of 48)
- 13.11 [Headquarters Information Technology](#) (page 39 of 48)
- 13.12 [Headquarters Family Safety and Preservation Services](#) (page 41 of 48)
- 13.13 [Headquarters Mental Health Facilities](#) (page 43 of 48)

APPENDIX

Title

- 13.14 [Headquarters Economic Self-Sufficiency](#) (page 45 of 48)
- 13.15 [Headquarters Substance Abuse and Mental Health](#) (page 47 of 48)
- 14. [Involuntary Terminations Impact Ratio Analysis](#)
 - 14.1 [Northwest Region](#) (page 6 of 38)
 - 14.2 [Northeast Region](#) (page 8 of 38)
 - 14.3 [Suncoast Region](#) (page 10 of 38)
 - 14.4 [Central Region](#) (page 12 of 38)
 - 14.5 [Southeast Region](#) (page 14 of 38)
 - 14.6 [Southern Region](#) (page 16 of 38)
 - 14.7 [Florida State Hospital](#) (page 18 of 38)
 - 14.8 [Northeast Florida State Hospital](#) (page 21 of 38)
 - 14.9 [North Florida Evaluation and Treatment Center](#) (page 24 of 38)
 - 14.10 [Headquarters Executive Direction and Support Services](#) (page 27 of 38)
 - 14.11 [Headquarters Information Technology](#) (page 29 of 38)
 - 14.12 [Headquarters Family Safety and Preservation Services](#) (page 31 of 38)
 - 14.13 [Headquarters Mental Health Facilities](#) (page 33 of 38)
 - 14.14 [Headquarters Economic Self-Sufficiency](#) (page 35 of 38)
 - 14.15 [Headquarters Substance Abuse and Mental Health](#) (page 37 of 38)
- 15. [Demotions Impact Ratio Analysis](#)
 - 15.1 [Northwest Region](#) (page 5 of 34)
 - 15.2 [Northeast Region](#) (page 7 of 34)
 - 15.3 [Suncoast Region](#) (page 9 of 34)
 - 15.4 [Central Region](#) (page 11 of 34)
 - 15.5 [Southeast Region](#) (page 13 of 34)

APPENDIX

Title

- 15.6 [Southern Region](#) (page 15 of 34)
- 15.7 [Florida State Hospital](#) (page 17 of 34)
- 15.8 [Northeast Florida State Hospital](#) (page 19 of 34)
- 15.9 [North Florida Evaluation and Treatment Center](#) (page 21 of 34)
- 15.10 [Headquarters Executive Direction and Support Services](#) (page 23 of 34)
- 15.11 [Headquarters Information Technology](#) (page 25 of 34)
- 15.12 [Headquarters Family Safety and Preservation Services](#) (page 27 of 34)
- 15.13 [Headquarters Mental Health Facilities](#) (page 29 of 34)
- 15.14 [Headquarters Economic Self-Sufficiency](#) (page 31 of 34)
- 15.15 [Headquarters Substance Abuse and Mental Health](#) (page 33 of 34)
- 16. [Disciplinary Action Report](#)
- 17. [Progress Towards Goals](#)
- 18. [Glossary](#)

Appendix 18, Glossary

Adverse Impact: A situation in which discrimination results from neutral employment policies and practices which are applied evenhandedly to all employees and applicants, but which have the effect of disproportionately excluding certain EEO groups.

Affirmative Action: The voluntary steps taken by an agency to promote equal employment opportunities as required by Section 110.112, Florida Statutes, and to address underutilization of any EEO group.

Affirmative Action Plan: The written plan which contains an analysis of an agency's work force and which, upon identification of underutilization of an EEO group, sets forth the specific actions, goals, and timetables by which the agency will seek to reduce or eliminate the underutilization, as much as possible.

Available Labor Market (ALM): The composition of the labor force that has the requisite skills for a specific position, a class of positions, or an EEO job category as determined by each agency.

Barrier: A personnel principle, policy, or practice which restricts or tends to limit the representative employment of applicants and employees, especially minorities, women and individuals with disabilities.

Class of Positions: Those positions bearing the same title and pay range due to their similarity in kind or subject matter of work, level of difficulty or responsibility, and qualification requirements.

EEO Groups: Groups categorized as Black male, Black Females, Hispanic Males, Hispanic Females, Asian Males, Asian Females, Pacific Islander Males, Pacific Islander Females, American Indian/Alaskan Native Males, American Indian/Alaskan Native Females, White Males, and White Females identified for the purpose of data collection, when the incidence of representation in any group is at least two percent of the labor force in the available labor area.

White (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East. It includes people who indicate their race as "White" or report entries such as Irish, German, Italian, Lebanese, Near Easterner, Arab or Polish.

Black (not of Hispanic origin): All persons having origins in any of the Black racial groups of Africa. It includes people who indicate their race as "Black, African Am., or Negro," or provide written entries such as African American, Afro-American, Kenyan, or Haitian.

Hispanic: All persons whose origins are from Spain, the Spanish-speaking countries of Central or South America, the Dominican Republic, or people identifying themselves generally as Spanish, Spanish-American, Hispanic,

Hispano, Latino, and so on or who report such entries as Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Asian: All persons having origins in any of the original peoples of the Far East, Southeast Africa, the Indian Subcontinent, including Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam.

American Indian or Alaskan Native: All persons having origins in any of the original peoples of North and South America (including Central America) and who maintain tribal affiliation or community attachment. It includes people who indicate American Indian, Canadian Indian, French American Indian, Spanish American Indian or who enter the name of an Indian tribe. It also includes people who indicate Eskimo, Aleut, Alaska Indian, as well as entries such as Artic Slope, Iñupiat, Yup'ik, Alutiiq, Egegik and Pribilovian. It includes the Alaska tribes of Alaskan Athabascan, Tlingit, and Haida.

Native Hawaiian or Other Pacific Islander: All persons having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands. It includes people who indicate their race as "Native Hawaiian," "Guamanian or Chamorro," Samoan," and "Other Pacific Islander."

EEO Job Categories: The position designations applied for the purpose of data collection are as follows:

01 Officials and Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.

02 Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.

03 Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or thorough equivalent on-the-job training.

04 Protective Service Workers: Occupations in which workers are entrusted with public safety, security and protection from destructive forces.

05 Paraprofessionals: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a

“New Careers” concept.

06 Administrative Support (Office and Clerical): Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

07 Skilled Craft Workers: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or thorough apprenticeship or other formal training programs.

08 Service Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery.

Parity: A situation in which the percentage of an EEO group within a given specific position, a class of positions, or an EEO job category is equal to the corresponding percentage in the available labor market.

Underrepresentation/underutilization: A situation in which the percentage of an EEO group within a given specific position, a class of positions, or an EEO job category is lower than the corresponding percentage in the available labor market.

Underutilization: This term is used two ways in affirmative action planning.

1. A situation in which a person, or EEO group of persons, is underemployed, i.e., employed below the level that would be expected for a person with their qualifications.
2. Underrepresentation where the number of employees in a category is not representative of the available labor market.