

# Affirmative Action Plan



Honoring those who served U.S.

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## Florida Department of Veterans' Affairs Affirmative Action (AA) Plan

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Data Year: April 1, 2014 – March 31, 2015  
Plan Years: April 1, 2015 – March 31, 2020

**Plan Completed By:** Leanne Grayston, Human Resource Analyst



**EEO Officer:**

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Leanne Grayston, Human Resource Analyst

**Agency Head:**

Mike Prendergast, Colonel, U.S. Army, Retired  
Executive Director, Florida Department of Veterans' Affairs

I have reviewed and approved this Affirmative Action Plan and will ensure that all necessary and appropriate steps are taken to ensure that this agency does provide equal employment opportunity to all employees and applicants.



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Agency Head Signature

# **SECTION ONE - OVERVIEW**

## Introduction

The Florida Department of Veterans' Affairs (FDVA) is committed to a policy of equal employment opportunity and to a program of affirmative action to fulfill that policy. This affirmative action plan serves as a guide for all parties responsible to implement FDVA's affirmative action program.

In 1988, Florida citizens endorsed a constitutional amendment to create the Florida Department of Veterans' Affairs, a Cabinet agency charged with providing advocacy and representation for Florida's veterans and intercession on their behalf with the U.S. Department of Veterans Affairs. Our advocacy increases federal benefits for Florida's veterans, improves the quality of life for veterans with service-connected disabilities, and provides access to federally funded medical care for eligible veterans. FDVA also provides quality long-term health care for veterans no longer able to live without assistance in seven State Veterans' Homes. It is our mission to advocate with purpose and passion for Florida veterans and link them to superior services, benefits and support.

To support FDVA in achieving its mission, this affirmative action plan reinforces equal employment opportunity principles. It ensures that all segments of the public have an equal opportunity to enter public service and work in an environment free of unlawful barriers to employment based upon race, color, national origin, sex, religion, disability, age and marital status, except as provided by law.



## Organizational Profile

Organizational Level	Total Employees	MALES							FEMALES								
		White	Black/ African American	Hispanic/ Latino	Asian	NH/OPI	AI/AN	Other/ 2 or more races	Total Males	White	Black/ African American	Hispanic/ Latino	Asian	NH/OPI	AI/AN	Other/ 2 or more races	Total Females
<b>Executive Direction &amp; Support Services</b>																	
Supervisor: Executive Director (HM)	<b>77</b>	21	5	1	0	1	0	0	28	37	8	2	2	0	0	0	49
<b>Division of Benefits and Assistance</b>																	
Supervisor: Director of Benefits and Assistance (WF)	<b>96</b>	43	12	5	0	0	1	1	62	17	10	7	0	0	0	0	34
<b>State Veterans' Homes Program</b>																	
Supervisor: Program Director (WM)	<b>888</b>	84	36	9	8	1	1	1	141	369	310	43	17	2	2	4	747

\* "Headquarters" includes Largo Headquarters and a satellite office in Tallahassee

\* Chart represents total FTE and OPS filled positions for which employees had claimed an ethnic/racial category on March 31, 2015 (the last day of the data year).

## Executive Director's Affirmation Statement In Support of Equal Employment Opportunity

The primary mission of the Florida Department of Veterans' Affairs is to advocate with purpose and passion for Florida veterans and link them to superior services, benefits and support. As we strive to meet our statutory responsibility to all Florida veterans, I reaffirm FDVA's commitment to equal opportunity in employment.

Equal opportunity in employment means opportunity for all. All appointments, terminations, assignments, and maintenance of status, compensation, privileges, and other terms and conditions of employment shall be made without regard to an individual's age, sex, race, color, gender, religion, creed, national origin, handicap, marital status, political opinions/affiliations, or disability, unless a specific requirement constitutes a bona fide occupational qualification. FDVA is committed to supporting all employees' freedom to exercise their rights in regard to equal opportunity. Retaliation against employees who engage in a protected activity will not be tolerated.

We honor and advocate for veterans without regard to how or when they served. As a natural extension of this inclusivity, we strive to ensure that every qualified applicant and employee has an equal chance to compete for a place in and contribute to our organization. We will respect and celebrate the diversity of our workforce and demonstrate our commitment to a work environment that honors excellence, fairness, and equity. Furthermore, we will continue to nurture an atmosphere free from all forms of illegal discrimination, hostility, harassment and retaliation.

It is a privilege and an honor to serve our veterans and their families. They deserve no less than our best. I trust that each of you will uphold and practice the principles of equal opportunity as we work tirelessly to support "the most veteran-friendly state in the nation".



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Mike Prendergast  
Colonel, United States Army, Retired  
Executive Director





## Dissemination of Policy

FDVA is committed to ensuring each employee is aware of his/her rights concerning affirmative action and discrimination. Supervisors and managers at all levels are expected to be familiar with FDVA policy 5030.101, Discrimination and Harassment (Including Sexual Harassment), and to communicate the content of this policy to their subordinates. The affirmative action plan and related policies/statements will be disseminated in the following ways:

### Internal

1. Copies of the Affirmative Action Plan will be distributed via email for employee use and posted on FDVA's intranet.
2. Per FDVA policy 5030.101, each facility and office shall conspicuously post upon its premises a notice approved by the Equal Employment Opportunity Commission on employee rights. The FDVA Human Resources Officer is responsible for ensuring that up to date notices are maintained at each office location.
3. The Equal Employment Opportunity Policy Statement and complaint contact information is included in the FDVA Employee Handbook provided upon original appointment. A signed acknowledgement of receipt of the handbook is included in each employee's Official Personnel File.
4. Upon original appointment, each employee of the department is provided a copy of F.A.C. Rule 60L-36.004 Sexual Harassment and FDVA policy 5030.101 Discrimination and Harassment (Including Sexual Harassment). The employee is given a reasonable opportunity to read the policy, have it explained, and discuss it. The employee signs a written statement to this effect, which is included in his/her Official Personnel File.
5. FDVA Policy 5030.101 Discrimination and Harassment (Including Sexual Harassment) is posted and available to employees on the intranet.
6. The department conducts a training program whereby all employees receive orientation training regarding equal employment opportunity; discrimination; sexual harassment; and heightened sensitivity toward cultural diversity in the workplace. Following orientation, each employee receives annual refresher training on these subjects, which is documented.

### External

1. The state employment application forms and recruitment documents/postings shall contain a statement regarding equal employment opportunity.
2. The Department's Affirmative Action Plan and related policies will be made available to interested parties on FDVA's internet site, [www.floridavets.org](http://www.floridavets.org)

## **SECTION TWO - IMPLEMENTATION**

## Responsibility for Implementation of the Affirmative Action Plan

### Executive Director and Senior Staff

In accordance with Section 110.112 Florida Statutes, the Executive Director of the Florida Department of Veterans' Affairs is responsible for the development and implementation of the Department's Affirmative Action Plan. All Division Directors, the Homes Program Director, Senior Managers, and Human Resources staff shall support the Executive Director in implementing the plan.

### EEO/AA Officer

The EEO/AA Officer shall be an employee in the Human Resources Bureau and be appointed to this role by the Executive Director after recommendation by the Human Resource Officer. The EEO/AA Officer reports to the Human Resource Officer and the Director of the Division of Administration and has access to the Board of Directors regarding matters relating to EEO/AA.

The EEO/AA Officer's responsibilities include:

1. Development of EEO/AA goals, monitoring, and compliance. This includes consultation with Division Directors, the Homes Program Director, and Bureau Chiefs regarding progress, deficiencies, and appropriate corrective action in achieving Departmental goals.
2. Maintenance of the Department's Affirmative Action Plan and policy statements and publication of their content.
3. Active monitoring of hiring, recruitment, promotion, lay-off, termination, training, and other conditions of employment to ensure compliance with EEO/AA goals and the Department's policy on discrimination and harassment.
4. Development and submission of reports as required by the state and federal governments in the administration of the Department's Affirmative Action Plan.
5. Assistance and cooperation, when needed, with the Office of the Inspector General and General Counsel in the investigation of employment discrimination complaints.
6. Regular communication with the Human Resource Officer regarding EEO/AA progress and potential problems.
7. Compilation of the annual March 31<sup>st</sup> Affirmative Action Plan Update, which details the Department's status regarding EEO/AA goals and objectives and updates management of the program's progress on any issue previously needing attention. The report will summarize the following processes used to monitor the program:
  - a. Conduct an analysis of the Department's workforce by race and gender
  - b. Report areas of concern to senior management for appropriate action
  - c. Review the effectiveness of programs in support of the Department's goals and objectives

8. Communication with managers/supervisors to ensure their compliance and continued documentation of their subordinates' compliance with annual training requirements in Equal Employment Opportunity; Affirmative Action; Sexual Harassment; and Cultural Diversity per FDVA policy 5030.010 Department Staff Development and Training.
9. Maintenance of progress records and complaint files.

### **Human Resource Officer**

The Human Resource Officer oversees and supports the actions of the EEO/AA Officer in the following ways:

1. Assists, when needed, the Inspector General and General Counsel with complaint investigations.
2. Presents the Affirmative Action Plan and annual updates to the Board of Directors for comment, correction, and final approval.
3. Keeps the Executive Director and the Board informed of EEO/AA progress and reports potential problems.
4. Reviews all disciplinary actions (with the assistance of the General Counsel) to ensure they are justified based solely on the employee's performance of his or her duties and responsibilities.
5. Updates and corrects FDVA policy 5030.101 Discrimination and Harassment (Including Sexual Harassment) biannually or when needed.

### **Bureau Chiefs and Nursing Home Administrators**

It is the responsibility of all Bureau Chiefs and Nursing Home Administrators to implement the following aspects of the Department's Affirmative Action Plan and related policies:

1. Monitor and ensure compliance with affirmative action goals in all areas under their authority
2. Ensure that all subordinate managers and supervisors understand FDVA's EEO/AA policies and solicit their full support in achieving the Department's goals and objectives.
3. Monitor all employment actions under their authority, such as hiring, promotion, training, and any other term or condition of employment. The goal is to ensure that no barriers preclude equal employment opportunity based on any legally protected category (gender, race, etc.).
4. Ensure that they, and all managers and supervisors subordinate to them, have completed annual mandatory training in Equal Employment Opportunity; Affirmative Action; Sexual Harassment; and Cultural Diversity per FDVA policy 5030.010 Department Staff Development and Training.
5. Report immediately any complaint of sexual harassment; hostile work environment; or discrimination to the Human Resources Office or the Inspector General.

### **All Supervisors with Direct Reports**

It is the responsibility of all supervisors at any level to implement the following aspects of the Department's Affirmative Action Plan and related policies:

1. Take steps to foster and maintain a work environment conducive to achieving equal employment opportunity and a workplace free from discrimination.
2. Identify barriers to equal employment opportunity and communicate those problem areas to the appropriate manager or authority.
3. Ensure all non-management employees are aware of the Department's policies and commitment to EEO/AA.
4. Ensure that no barriers exist which preclude equal opportunity in hiring, promotion, training, or any other term or condition of employment with the Department.
5. Ensure that they, and all employees under their supervision, have completed annual mandatory training in Equal Employment Opportunity; Affirmative Action; Sexual Harassment; and Cultural Diversity per FDVA policy 5030.010 Department Staff Development and Training.
6. Report immediately any complaint of sexual harassment; hostile work environment; or discrimination to the appropriate authority.

### **All Employees Involved with Hiring**

It is the responsibility of any employee assisting a hiring committee by reviewing applications; interviewing selectees; or conducting any other actions related to recruitment and selection to implement the following aspects of the Department's Affirmative Action Plan and related policies:

1. Familiarize oneself with the placement rate and recruiting goals outlined in the Plan.
2. If the position to be advertised is affiliated with a recruiting goal, confirm that all parties involved in hiring for the position are aware.
3. Work with the Human Resources staff member assigned to the advertisement to ensure the advertisement reaches members of the targeted EEO group.
4. During the final phase of the selection, if two applicants are equally suited for the position and one is from a group with an affirmative action goal, offer employment to the candidate from the targeted EEO group.
5. Ensure that no barriers exist which preclude equal opportunity in hiring, promotion, training, or any other term or condition of employment with the Department.

## **SECTION THREE – DATA ANALYSES**

## Statistical Analyses

Several analyses must be performed in order to identify problem areas in the hiring and retention of minorities and females that may warrant further examination of FDVA’s policies, procedures and employment practices. These analyses are also the basis for development of action-oriented programs to address areas in which disparities have been identified.

### Prior Year’s Goals Analysis

Each year, when an agency updates its affirmative action plan, it must conduct an analysis of the progress made toward attaining the prior year’s goals. This analysis also assists agencies in designing programs for the current plan year by identifying job groups for which additional “good faith efforts” must be directed. As this is the initial implementation of FDVA’s affirmative action plan, the first installment of this analysis will come due in the annual update conducted April 1, 2016.

### Labor Availability Analysis

The purpose of the availability analysis is to identify the relevant labor market available for employment in each EEO job group and EEO race/ethnic group. For the purpose of this plan, availability is defined as the percentage of minorities and females in the Florida available labor market based on the 2010 U.S. Census Bureau data that live within the geographic area from which applicants apply or are recruited and meet the required minimum qualifications for the jobs in the EEO job group. This analysis provides the basis for determining whether minorities and females are underutilized in the Department’s workforce. For an inclusive picture of the labor market available for FDVA’s numerous work sites, the data in Table 3.1(Available Labor Market) is based on location of work. The following Florida counties were included in the data set:

- |                  |                |
|------------------|----------------|
| 1. Alachua       | 12. Leon       |
| 2. Bay           | 13. Miami-Dade |
| 3. Brevard       | 14. Okaloosa   |
| 4. Broward       | 15. Orange     |
| 5. Charlotte     | 16. Palm Beach |
| 6. Clay          | 17. Pasco      |
| 7. Columbia      | 18. Pinellas   |
| 8. Duval         | 19. St. Johns  |
| 9. Escambia      | 20. Sumter     |
| 10. Hillsborough | 21. Volusia    |
| 11. Lee          |                |

**Table 3.1 – Available Labor Market**

EEO 4 Group / Class Titles	Total ALM	MALES							FEMALES							
		White	Black/ African American	Hispanic/ Latino	Asian/ Pacific Islander	AI/AN	Other/ 2 or more races	Total Males	White	Black/ African American	Hispanic/ Latino	Asian/ Pacific Islander	AI/AN	Other/ 2 or more races	Total Females	Total Minority
<b>01 Officials/Administrators</b>																
ALM #	615,531	264,666	24,590	72,068	9,978	802	3,984	376,088	157,392	26,889	46,262	5,617	376	2,907	239,443	193,473
ALM %		43.00%	3.99%	11.71%	1.62%	0.13%	0.65%	61.10%	25.57%	4.37%	7.52%	0.91%	0.06%	0.47%	38.90%	31.43%
<b>02 Professionals</b>																
ALM #	1,263,651	391,090	46,836	94,859	28,269	817	6,994	568,865	435,592	100,666	122,624	26,306	1,199	8,399	694,786	436,969
ALM %		30.95%	3.71%	7.51%	2.24%	0.06%	0.55%	45.02%	34.47%	7.97%	9.70%	2.10%	0.09%	0.66%	54.98%	34.58%
<b>03 Technicians</b>																
ALM #	215,784	64,389	11,574	22,419	5,099	223	1,586	105,290	63,079	23,041	19,057	3,374	162	1,781	110,494	88,316
ALM %		29.84%	5.36%	10.39%	2.36%	0.10%	0.73%	48.79%	29.23%	10.68%	8.83%	1.56%	0.08%	0.83%	51.21%	40.93%
<b>05 Paraprofessionals</b>																
ALM #	290,280	18,522	9,222	9,162	1,211	104	683	38,904	106,724	77,687	57,995	4,916	628	3,426	251,376	165,034
ALM %		6.38%	3.18%	3.16%	0.42%	0.04%	0.24%	13.40%	36.77%	26.76%	19.98%	1.70%	0.22%	1.18%	86.60%	56.85%
<b>06 Administrative Support</b>																
ALM #	1,710,763	368,449	86,637	153,475	18,831	1,103	8,809	637,304	598,371	170,668	263,372	23,758	1,606	15,684	1,073,459	743,943
ALM %		21.54%	5.06%	8.97%	1.10%	0.06%	0.51%	37.25%	34.98%	9.98%	15.40%	1.39%	0.09%	0.92%	62.75%	43.49%
<b>07 Skilled Craft</b>																
ALM #	652,682	327,349	67,770	186,801	10,808	1,265	7,728	601,721	24,512	7,456	16,306	1,858	147	682	50,961	300,821
ALM %		50.15%	10.38%	28.62%	1.66%	0.19%	1.18%	92.19%	3.76%	1.14%	2.50%	0.28%	0.02%	0.10%	7.81%	46.09%
<b>08 Service Maintenance</b>																
ALM #	1,276,781	331,175	152,822	272,897	19,068	1,771	9,077	786,810	211,573	90,302	159,242	20,746	980	7,128	489,971	734,033
ALM %		25.94%	11.97%	21.37%	1.50%	0.14%	0.71%	61.62%	16.57%	7.07%	12.47%	1.62%	0.08%	0.56%	38.38%	57.49%
<b>TOTAL</b>																
ALM #	6,183,920	1,834,094	421,854	837,180	94,998	6,284	40,510	3,234,920	1,614,853	510,240	691,386	86,879	5,192	40,450	2,949,000	2,734,973
ALM %		29.66%	6.82%	13.54%	1.54%	0.10%	0.66%	52.31%	26.11%	8.25%	11.18%	1.40%	0.08%	0.65%	47.69%	44.23%



## ***EEO-4 Job Group Category Definitions***

- 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. The following positions are included in this category at FDVA: Bureau Chiefs; Communications Specialists; Directors; Inspector Generals; General Counsel; Officers; Program Administrators; Program Directors; and Veterans' State Nursing Home Administrators
- 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. The following positions are included in this category at FDVA: Accountants; Accounting Administrators and Supervisors; Administrative Assistants; Audit Directors; Budget Analysts and Supervisors; Business Managers; Executive Assistants; Nursing Directors; Food Service Directors; Grants Specialists; Health Operations Managers; Human Resource Analysts; Human Services Counselors; Internal Auditors; Investigation Specialists; Nursing Program Specialists; Operations Consultants, Analysts, Managers, and Reviewers; Personnel Specialists and Technicians; Program Specialists; Purchasing Agents, Analysts, Specialists, and Supervisors; Recreation Therapy Analysts; Registered Nurses and Nursing Consultants; Senior Attorneys; Senior Registered Nurse Supervisors; Social Work Services Program Managers; Utilities and Maintenance Superintendents; and Veterans' Claims Examiners and Veterans' Claims Examiner Supervisors.
- 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 through equivalent on-the-job training. The following positions are included in this category at FDVA: Information Technology Specialists and Analysts; Licensed Practical Nurses; and Health Information Specialists.

**04 – Protective Service**

Occupations in which workers are entrusted with public safety, security and protection from destructive forces. There are no positions included in this category at FDVA.

**05 – Paraprofessionals**

Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires 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. The following positions are included in this category at FDVA: Certified Nursing Assistants; Fiscal Assistants; Paralegal Specialists; and Therapy Aides.

**06 – Administrative Support**

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. The following positions are included in this category at FDVA: Executive Secretaries; Receptionists; Senior Clerks; Staff Assistants; and Storekeepers.

**07 – Skilled Craft**

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on the job training and experience or through apprenticeship or other formal training programs. The following positions are included in this category at FDVA: Maintenance Mechanics and Maintenance Repairmen.

**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. The following positions are included in this category at FDVA: Custodial Workers and Supervisors; Food Production and Support Workers and Supervisors; Groundskeepers; Motor Vehicle Operators; and Support Service Aides.

## Incumbency to Availability Comparison

The Department’s current workforce should mirror the representation of minorities and females in the available labor market in Florida. This analysis compares the actual percentage of minorities and females within our Department’s workforce with their availability as calculated in the Available Labor Market analysis. There are four statistical methods in use for conducting this analysis. The most accurate and rigorous test is the Two Standard Deviation Analysis (2 SD) used here. The purpose of this test is to determine the statistical significance of any differences found between the Department’s workforce and the Available Labor Market. Identifying a statistically significant underutilization of a protected EEO race/ethnic group means that it is unlikely these differences occurred by chance, absent discrimination.

Sample groups in this analysis are broken down by FDVA’s major organizational areas identified in the Organizational Profile found on page 5. These divisions are both physically and functionally inherent in FDVA’s hierarchy and the employees in the sample are selected through assigned organizational codes. Our Largo Headquarters and Tallahassee satellite Headquarters offices are divided in our numeric organizational hierarchy by the Division of Benefits and Assistance. Because of this, two sets of data are presented. Despite the numerical separation, the analysis is treated as a whole. This means that any underutilization found in one area will be addressed as an underutilization in the other (even minus a corresponding result in the analysis).

In the tables that follow, the incumbents<sup>1</sup> in each organizational area are compared with the Available Labor Market (ALM). The analyses are limited by using the ALM data for each county in which there is a corresponding FDVA work location, so each data set is specialized. The data sets are based as follows:

HEADQUARTERS	BENEFITS AND ASSISTANCE		STATE VETERANS' HOMES PROGRAM
1. Leon	12. Alachua	12. Leon	1. Bay
2. Pinellas	13. Bay	13. Miami-Dade	2. Broward
	14. Brevard	14. Okaloosa	3. Charlotte
	15. Broward	15. Orange	4. Columbia
	16. Charlotte	16. Palm Beach	5. Pasco
	17. Clay	17. Pasco	6. St. Johns
	18. Columbia	18. Pinellas	7. Volusia
	19. Duval	19. St. Johns	
	20. Escambia	20. Sumter	
	21. Hillsborough	21. Volusia	
	22. Lee		

<sup>1</sup> Note that incumbent employee counts in each table are not exact counts of FTE and OPS positions in the Department. Rather, the data for employees claiming a racial/ethnic category throughout the data year of April 1, 2014 through March 31, 2015 are aggregated. This means that the incumbents counted in a category may exceed the actual number of FTE and OPS positions actually authorized for the Department.

**Table 3.2 – Incumbency to Availability Comparison – Headquarters**

EEO 4 Group / Class Titles	Total EMP	MALES							FEMALES									
		White	Black/ African American	Hispanic/ Latino	Asian	NH/OPI	A/AN	Other/ 2 or more races	Total Males	White	Black/ African American	Hispanic/ Latino	Asian	NH/OPI	A/AN	Other/ 2 or more races	Total Females	Total Minority
<b>01 Officials/Administrators</b>																		
Workforce #	8	2	1	1	0	0	0	0	4	4	0	0	0	0	0	0	4	2
Workforce %		25.00%	12.50%	12.50%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	25.00%
ALM %		50.37%	4.14%	3.50%	1.48%	0.00%	11.00%	56.00%	60.17%	32.96%	4.17%	1.60%	0.49%	0.00%	0.08%	0.54%	39.83%	16.67%
Z Score		-1.44	1.19	1.38	-0.35	0.00	-0.10	-0.21	-0.59	1.02	-0.59	-0.37	-0.20	0.00	-0.08	-0.21	0.59	0.63
Statistically Significant?		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Goal																		
<b>02 Professionals</b>																		
Workforce #	18	3	1	0	0	1	0	0	5	8	4	0	1	0	0	0	13	7
Workforce %		16.67%	5.56%	0.00%	0.00%	5.56%	0.00%	0.00%	27.78%	44.44%	22.22%	0.00%	5.56%	0.00%	0.00%	0.00%	72.22%	38.89%
ALM %		36.30%	3.34%	2.23%	2.10%	0.00%	0.13%	0.32%	44.42%	43.49%	6.64%	2.95%	1.80%	0.07%	0.03%	0.60%	55.58%	20.21%
Z Score		-1.73	0.52	-0.64	-0.62	0.00	-0.16	-0.24	-1.42	0.08	2.65	-0.74	1.21	-0.11	-0.08	-0.33	1.42	1.98
Statistically Significant?		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Goal																		
<b>05 Paraprofessionals</b>																		
Workforce #	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Workforce %		0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
ALM %		8.35%	5.63%	0.87%	0.41%	0.00%	0.06%	0.22%	15.54%	50.23%	24.87%	5.74%	1.60%	0.07%	0.42%	1.53%	84.46%	41.42%
Z Score		-0.30	4.10	-0.10	-0.07	0.00	-0.03	-0.04	2.35	-1.00	-0.58	-0.25	-0.12	-0.02	-0.07	-0.13	-2.35	1.20
Statistically Significant?		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	Y	N
Goal																	*N/A	
<b>06 Administrative Support</b>																		
Workforce #	4	0	1	0	0	0	0	0	1	2	1	0	0	0	0	0	3	2
Workforce %		0.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	25.00%	50.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	75.00%	50.00%
ALM %		28.60%	4.45%	2.42%	0.99%	0.03%	0.15%	0.36%	37.01%	47.45%	9.54%	3.94%	1.09%	0.06%	0.11%	0.80%	62.99%	23.95%
Z Score		-1.27	2.00	-0.31	-0.20	-0.04	-0.08	-0.12	-0.50	0.10	1.05	-0.40	-0.21	-0.05	-0.06	-0.18	0.50	1.23
Statistically Significant?		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Goal																		

**Underutilization**

\*N/A – Though the absence of a female is statistically significant, the incumbent is a male minority. No goal needed.

## ***Narrative Summary of Table 3.2***

### **Out of 31 employees:**

- There are currently 4 Black/African American males. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There is currently 1 Hispanic/Latino male. Representation has decreased from 6.3% in data year 2013-14 to 3.2% in data year 2014-15.
- There are currently no Asian males. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There is currently 1 Native Hawaiian/Other Pacific Islander male. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently no American Indian/Alaska Native males. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently no males identifying as Other/Two or more races. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently 14 White females. Representation has increased from 40.6% in data year 2013-14 to 45.2% in data year 2014-15.
- There are currently 5 Black/African American females. Representation has increased from 12.5% in data year 2013-14 to 16.1% in data year 2014-15.
- There are currently no Hispanic/Latino females. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There is currently 1 Asian female. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently no Native Hawaiian/Other Pacific Islander females. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently no American Indian/Alaska Native females. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently no females identifying as Other/Two or more races. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are 20 females in this Division. Representation has increased from 56.3% in data year 2013-14 to 64.5% in data year 2014-15.
- There are 12 minority employees in this Division. Representation has stayed constant from data year 2013-14 to data year 2014-15.

### **Underrepresentation**

- Paraprofessionals: Though the statistics indicate underrepresentation of females in this EEO-4 job group, there is only one employee in this Division and the incumbent is a male minority. The incumbent is from a protected class even less available than females in the labor market, so no goal has been set

### **Overrepresentation**

- Paraprofessionals: In direct relation to the underrepresentation noted above, Black/African American males and the total number of males are statistically over-represented in this EEO-4 job group. No goal has been set as this protected class is less available in the labor market than a statistically anticipated female incumbent.

**Table 3.3 – Incumbency to Availability Comparison – Headquarters**

EEO 4 Group / Class Titles	Total EMP	MALES							FEMALES									
		White	Black/ African American	Hispanic/ Latino	Asian	NH/OPI	A/I/AN	Other/ 2 or more races	Total Males	White	Black/ African American	Hispanic/ Latino	Asian	NH/OPI	A/I/AN	Other/ 2 or more races	Total Females	Total Minority
<b>01 Officials/Administrators</b>																		
Workforce #	7	3	0	0	0	0	0	0	3	2	1	1	0	0	0	0	4	2
Workforce %		42.86%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	42.86%	28.57%	14.29%	14.29%	0.00%	0.00%	0.00%	0.00%	57.14%	28.57%
ALM %		50.37%	4.14%	3.50%	1.48%	0.00%	0.11%	0.56%	60.17%	32.96%	4.17%	1.60%	0.49%	0.00%	0.08%	0.54%	39.83%	16.67%
Z Score		-0.40	-0.55	-0.50	-0.32	0.00	-0.09	-0.20	-0.93	-0.25	1.34	2.69	-0.19	0.00	-0.08	-0.20	0.93	0.84
Statistically Significant?		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Goal																		
<b>02 Professionals</b>																		
Workforce #	27	4	1	0	0	0	0	0	5	19	1	1	1	0	0	0	22	4
Workforce %		14.81%	3.70%	0.00%	0.00%	0.00%	0.00%	0.00%	18.52%	70.37%	3.70%	3.70%	3.70%	0.00%	0.00%	0.00%	81.48%	14.81%
ALM %		36.30%	3.34%	2.23%	2.10%	0.00%	0.13%	0.32%	44.42%	43.49%	6.64%	2.95%	1.80%	0.07%	0.03%	0.60%	55.58%	20.21%
Z Score		-2.32	0.11	-0.78	-0.76	0.00	-0.18	-0.30	-2.71	2.81	-0.61	0.23	0.74	-0.14	-0.09	-0.41	2.71	-0.70
Statistically Significant?		Y	N	N	N	N	N	N	Y	N	N	N	N	N	N	N	N	N
Goal		*N/A							*N/A									
<b>03 Technicians</b>																		
Workforce #	9	7	0	0	0	0	0	0	7	1	1	0	0	0	0	0	2	1
Workforce %		77.78%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	77.78%	11.11%	11.11%	0.00%	0.00%	0.00%	0.00%	0.00%	22.22%	11.11%
ALM %		37.75%	3.40%	4.30%	2.19%	0.00%	0.12%	0.49%	48.24%	38.39%	8.08%	2.75%	1.85%	0.00%	0.09%	0.58%	51.76%	23.86%
Z Score		2.48	-0.57	-0.63	-0.45	0.00	-0.11	-0.21	1.77	-1.68	0.33	-0.51	-0.42	0.00	-0.09	-0.23	-1.77	-0.90
Statistically Significant?		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Goal																		
<b>06 Administrative Support</b>																		
Workforce #	7	2	1	0	0	0	0	0	3	3	1	0	0	0	0	0	4	2
Workforce %		28.57%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	42.86%	42.86%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	57.14%	28.57%
ALM %		28.60%	4.45%	2.42%	0.99%	0.03%	0.15%	0.36%	37.01%	47.45%	9.54%	3.94%	1.09%	0.06%	0.11%	0.80%	62.99%	23.95%
Z Score		0.00	1.25	-0.41	-0.27	-0.04	-0.11	-0.16	0.32	-0.24	0.43	-0.54	-0.28	-0.07	-0.09	-0.23	-0.32	0.29
Statistically Significant?		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Goal																		

**Underutilization**

\*N/A – No affirmative action goal required. The employees are not in a protected category.

### ***Narrative Summary of Table 3.3***

#### **Out of 50 employees:**

- There are currently 2 Black/African American males. Representation has decreased from 6.0% in data year 2013-14 to 4.0% in data year 2014-15.
- There are currently no Hispanic/Latino males. Representation has decreased from 2.0% in data year 2013-14 to 0.0% in data year 2014-15.
- There are currently no Asian males. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently no Native Hawaiian/Other Pacific Islander males. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently no American Indian/Alaska Native males. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently no males identifying as Other/Two or more races. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently 25 White females. Representation has increased from 42.0% in data year 2013-14 to 50.0% in data year 2014-15.
- There are currently 4 Black/African American females. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently 2 Hispanic/Latino females. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There is currently 1 Asian female. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently no Native Hawaiian/Other Pacific Islander females. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently no American Indian/Alaska Native females. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently no females identifying as Other/Two or more races. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are 32 females in this Division. Representation has increased from 56.0% in data year 2013-14 to 64.0% in data year 2014-15.
- There are 9 minority employees in this Division. Representation has decreased from 22.0% in data year 2013-14 to 18.0% in data year 2014-15.

#### **Underrepresentation:**

- Professionals: White males and, in correlation, the total number of male employees are underrepresented in this EEO-4 job group. No goals have been set as these are not protected classes.

#### **Overrepresentation:**

- Officials/Administrators: Hispanic/Latino females are overrepresented in this EEO-4 job group. However, there is only one incumbent in this small sample of 7 employees. The one incumbent deviates from the norm because it was statistically anticipated that no Hispanic/Latino females would be employed.
- Professionals: White females and the total number of females are overrepresented in this EEO-4 job group. This correlates to the underrepresentation of White males. No action will be taken as White males are not in a protected class.
- Technicians: White males are overrepresented in this EEO-4 job group. Again, this is a small sample of 7 employees and no other categories correlate with statistically significant underrepresentation. No action to be taken.

**Table 3.4 – Incumbency to Availability Comparison – Division of Benefits and Assistance**

EEO 4 Group / Class Titles	Total EMP	MALES							FEMALES									
		White	Black/ African American	Hispanic/ Latino	Asian	NH/OPI	AI/AN	Other/ 2 or more races	Total Males	White	Black/ African American	Hispanic/ Latino	Asian	NH/OPI	AI/AN	Other/ 2 or more races	Total Females	Total Minority
<b>01 Officials/Administrators</b>																		
Workforce #	8	5	0	0	0	0	1	0	6	2	0	0	0	0	0	0	2	1
Workforce %		62.50%	0.00%	0.00%	0.00%	0.00%	12.50%	0.00%	75.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	25.00%	12.50%
ALM %		42.19%	4.14%	12.22%	1.67%	0.01%	0.13%	0.64%	61.01%	25.15%	4.50%	7.87%	0.92%	0.01%	0.05%	0.50%	38.99%	32.66%
Z Score		1.16	-0.59	-1.05	-0.37	-0.03	9.90	-0.22	0.81	-0.01	-0.61	-0.83	-0.27	-0.03	-0.07	-0.20	-0.81	-1.21
Statistically Significant?		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Goal																		
<b>02 Professionals</b>																		
Workforce #	76	36	12	4	0	0	0	0	52	13	9	2	0	0	0	0	24	27
Workforce %		47.37%	15.79%	5.26%	0.00%	0.00%	0.00%	0.00%	68.42%	17.11%	11.84%	2.63%	0.00%	0.00%	0.00%	0.00%	31.58%	35.53%
ALM %		30.49%	3.83%	7.83%	2.27%	0.03%	0.07%	0.56%	45.08%	33.71%	8.27%	10.08%	2.09%	0.03%	0.08%	0.66%	54.92%	35.80%
Z Score		3.20	5.44	-0.83	-1.33	-0.15	-0.23	-0.65	4.09	-3.06	1.13	-2.16	-1.27	-0.15	-0.24	-0.71	-4.09	-0.05
Statistically Significant?		N	N	N	N	N	N	N	N	Y	N	Y	N	N	N	N	Y	N
Goal										*N/A		*N/A					*N/A	
<b>06 Administrative Support</b>																		
Workforce #	13	3	0	1	0	0	0	1	5	2	1	5	0	0	0	0	8	8
Workforce %		23.08%	0.00%	7.69%	0.00%	0.00%	0.00%	7.69%	38.46%	15.38%	7.69%	38.46%	0.00%	0.00%	0.00%	0.00%	61.54%	61.54%
ALM %		21.06%	5.28%	9.35%	1.12%	0.02%	0.06%	0.52%	37.41%	33.85%	10.34%	15.95%	1.39%	0.04%	0.09%	0.92%	62.59%	45.09%
Z Score		0.18	-0.85	-0.21	-0.38	-0.05	-0.09	3.59	0.08	-1.40	-0.31	2.22	-0.43	-0.07	-0.11	-0.35	-0.08	1.19
Statistically Significant?		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Goal																		

**Underutilization**

\*N/A -- Goals are unrealistic due to the minimum qualifications of the positions in this job group and the true available labor market.



### ***Narrative Summary of Table 3.4***

#### **Out of 97 employees:**

- There are currently 12 Black/African American males. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently 5 Hispanic/Latino males. Representation has decreased from 7.1% in data year 2013-14 to 5.2% in data year 2014-15.
- There are currently no Asian males. Representation has decreased from 1.0% in data year 2013-14 to 0.0% in data year 2014-15.
- There are currently no Native Hawaiian/Other Pacific Islander males. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There is currently 1 American Indian/Alaska Native male. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There is currently 1 male identifying as Other/Two or more races. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently 17 White females. Representation has increased from 16.2%% in data year 2013-14 to 17.5% in data year 2014-15.
- There are currently 10 Black/African American females. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently 7 Hispanic/Latino females. Representation has increased from 4.0% in data year 2013-14 to 7.2% in data year 2014-15.
- There are currently no Asian females. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently no Native Hawaiian/Other Pacific Islander females. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently no American Indian/Alaska Native females. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently no females identifying as Other/Two or more races. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are 34 females in this Division. Representation has increased from 30.3% in data year 2013-14 to 35.1% in data year 2014-15.
- There are 36 minority employees in this Division. Representation has stayed constant from data year 2013-14 to data year 2014-15.

#### **Underrepresentation:**

- Professionals: White females, Hispanic/Latino females and, in correlation, the total number of female employees are underrepresented in this EEO-4 job group. Goals are unrealistic due to the minimum qualifications of the positions in this job group and the true available labor market. See the workforce analysis for more information.

#### **Overrepresentation:**

- Officials and Administrators: American Indian/Alaska Native females are overrepresented in this EEO-4 job group. However, there is only one incumbent in this small sample of 8 employees. This deviates from the norm as it was statistically anticipated that no females from this category would be employed.
- Professionals: White males, Black/African American males, and males in total are overrepresented in this EEO-4 job group. This is in correlation to the underrepresentation of females noted above. See the workforce analysis for further explanation.
- Administrative Support: Males identifying as Other/Two or more races and Hispanic/Latino females are overrepresented in this EEO-4 job group. This is a small sample of 13 employees. No corresponding underrepresentation exists, so there is no action to be taken.

**Table 3.5 – Incumbency to Availability Comparison – State Veterans’ Homes Program**

EEO 4 Group / Class Titles	Total EMP	MALES							FEMALES									
		White	Black/ African American	Hispanic/ Latino	Asian	NH/OPI	AI/AN	Other/ 2 or more races	Total Males	White	Black/ African American	Hispanic/ Latino	Asian	NH/OPI	AI/AN	Other/ 2 or more races	Total Females	Total Minority
<b>01 Officials/Administrators</b>																		
Workforce #	8	2	0	0	0	0	1	0	3	5	0	0	0	0	0	0	5	1
Workforce %		25.00%	0.00%	0.00%	0.00%	0.00%	12.50%	0.00%	37.50%	62.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	62.50%	12.50%
ALM %		45.01%	3.79%	9.57%	1.64%	0.00%	0.12%	0.63%	60.76%	27.30%	4.23%	5.95%	1.35%	0.00%	0.04%	0.38%	39.24%	27.70%
Z Score		-1.14	-0.56	-0.92	-0.36	0.00	9.90	-0.23	-1.35	2.23	-0.59	-0.71	-0.33	0.00	-0.05	-0.18	1.35	-0.96
Statistically Significant?		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Goal																		
<b>02 Professionals</b>																		
Workforce #	183	17	3	5	1	0	0	0	26	110	35	5	6	1	0	0	157	56
Workforce %		9.29%	1.64%	2.73%	0.55%	0.00%	0.00%	0.00%	14.21%	60.11%	19.13%	2.73%	3.28%	0.55%	0.00%	0.00%	85.79%	30.60%
ALM %		30.80%	4.21%	5.87%	1.83%	0.00%	0.08%	0.48%	43.27%	37.28%	8.90%	7.69%	1.98%	0.01%	0.10%	0.77%	56.73%	31.92%
Z Score		-6.30	-1.73	-1.81	-1.30	0.00	-0.39	-0.94	-7.94	6.39	4.86	-2.52	1.26	7.01	-0.43	-1.19	7.94	-0.38
Statistically Significant?		Y	N	N	N	N	N	N	Y	N	N	Y	N	N	N	N	N	N
Goal		*N/A							*N/A			7.69%						
<b>03 Technicians</b>																		
Workforce #	169	14	7	1	2	1	0	0	25	89	44	6	3	0	0	2	144	66
Workforce %		8.28%	4.14%	0.59%	1.18%	0.59%	0.00%	0.00%	14.79%	52.66%	26.04%	3.55%	1.78%	0.00%	0.00%	1.18%	85.21%	39.05%
ALM %		26.78%	5.49%	7.97%	1.56%	0.04%	0.09%	0.57%	42.49%	36.23%	13.20%	5.98%	1.29%	0.00%	0.13%	0.68%	57.51%	37.00%
Z Score		-5.43	-0.77	-3.54	-0.40	3.59	-0.39	-0.98	-7.28	4.44	4.93	-1.33	0.56	0.00	-0.47	0.80	7.28	0.55
Statistically Significant?		Y	N	Y	N	N	N	N	Y	N	N	N	N	N	N	N	N	N
Goal		*N/A		**N/A					**N/A									
<b>05 Paraprofessionals</b>																		
Workforce #	483	24	19	5	3	0	0	1	52	152	230	29	9	2	3	5	431	306
Workforce %		4.97%	3.93%	1.04%	0.62%	0.00%	0.00%	0.21%	10.77%	31.47%	47.62%	6.00%	1.86%	0.41%	0.62%	1.04%	89.23%	63.35%
ALM %		6.23%	2.98%	1.82%	0.19%	0.00%	0.08%	0.36%	11.67%	40.56%	30.30%	14.18%	1.72%	0.05%	0.23%	1.29%	88.33%	53.21%
Z Score		-1.15	1.23	-1.29	2.17	0.00	-0.62	-0.56	-0.62	-4.07	8.28	-5.15	0.24	3.59	1.80	-0.50	0.62	4.47
Statistically Significant?		N	N	N	N	N	N	N	N	Y	N	Y	N	N	N	N	N	N
Goal									40.56%		**N/A							

**Underutilization**

\*N/A – No affirmative action goal required. The employees are not in a protected category.

\*\*N/A – Goals are unrealistic due to the minimum qualifications of the positions in this job group and the true available labor market.

**Table 3.5 – Incumbency to Availability Comparison – State Veterans’ Homes Program – Continued**

CONTINUED FROM LAST PAGE		MALES							FEMALES									
EEO 4 Group / Class Titles	Total EMP	White	Black/ African American	Hispanic/ Latino	Asian	NH/ OPI	AI/ AN	Other/ 2 or more races	Total Males	White	Black/ African American	Hispanic/ Latino	Asian	NH/ OPI	AI/ AN	Other/ 2 or more races	Total Females	Total Minority
<b>06 Administrative Support</b>																		
Workforce #	50	4	0	1	0	0	0	0	5	29	9	6	1	0	0	0	45	17
Workforce %		8.00%	0.00%	2.00%	0.00%	0.00%	0.00%	0.00%	10.00%	58.00%	18.00%	12.00%	2.00%	0.00%	0.00%	0.00%	90.00%	34.00%
ALM %		22.90%	5.83%	6.45%	1.04%	0.01%	0.06%	0.73%	37.01%	38.13%	11.26%	11.23%	1.29%	0.02%	0.09%	0.96%	62.99%	38.97%
Z Score		-2.51	-1.76	-1.28	-0.72	-0.07	-0.18	-0.61	-3.96	2.90	1.50	0.17	0.44	-0.10	-0.21	-0.70	3.96	-0.72
Statistically Significant?		Y	N	N	N	N	N	N	Y	N	N	N	N	N	N	N	N	N
Goal		*N/A							*N/A									
<b>07 Skilled Craft Workers</b>																		
Workforce #	14	11	1	1	1	0	0	0	14	0	0	0	0	0	0	0	0	3
Workforce %		78.57%	7.14%	7.14%	7.14%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	21.43%
ALM %		56.34%	12.05%	20.49%	1.52%	0.03%	0.20%	1.70%	92.33%	4.16%	1.45%	1.76%	0.13%	0.01%	0.04%	0.12%	7.67%	39.50%
Z Score		1.67	-0.56	-1.24	1.71	-0.07	-0.16	-0.50	1.07	-0.78	-0.45	-0.50	-0.14	-0.04	-0.08	-0.13	-1.07	-1.38
Statistically Significant?		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Goal																		
<b>08 Service Maintenance</b>																		
Workforce #	111	26	10	2	2	0	0	0	41	34	34	1	1	0	0	0	70	50
Workforce %		23.42%	9.01%	1.80%	1.80%	0.00%	0.00%	0.00%	36.94%	30.63%	30.63%	0.90%	0.90%	0.00%	0.00%	0.00%	63.06%	45.05%
ALM %		29.34%	13.52%	14.81%	1.26%	0.01%	0.14%	0.89%	59.98%	20.80%	8.06%	9.14%	1.40%	0.00%	0.11%	0.50%	40.02%	49.85%
Z Score		-1.37	-1.39	-3.86	0.51	-0.10	-0.40	-1.00	-4.96	2.55	8.73	-3.01	-0.45	0.00	-0.35	-0.75	4.96	-1.01
Statistically Significant?		N	N	Y	N	N	N	N	Y	N	N	Y	N	N	N	N	N	N
Goal				14.81%					59.98%			9.14%						

**Underutilization**

\*N/A – No affirmative action goal required. The employees are not in a protected category.

### ***Narrative Summary of Table 3.5***

#### **Out of 1018 employees:**

- There are currently 40 Black/African American males. Representation has decreased from 4.0% in data year 2013-14 to 3.9% in data year 2014-15.
- There are currently 15 Hispanic/Latino males. Representation has decreased from 1.8% in data year 2013-14 to 1.5% in data year 2014-15.
- There are currently 9 Asian males. Representation has increased from 0.6% in data year 2013-14 to 0.9% in data year 2014-15.
- There is currently 1 Native Hawaiian/Other Pacific Islander male. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There is currently 1 American Indian/Alaska Native male. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There is currently 1 male identifying as Other/Two or more races. Representation has increased from 0.0% in data year 2013-14 to 0.1% in data year 2014-15.
- There are currently 419 White females. Representation has decreased from 41.7% in data year 2013-14 to 41.2% in data year 2014-15.
- There are currently 352 Black/African American females. Representation has increased from 33.2% in data year 2013-14 to 34.6% in data year 2014-15.
- There are currently 47 Hispanic/Latino females. Representation has decreased from 4.7% in data year 2013-14 to 4.6% in data year 2014-15.
- There are currently 20 Asian females. Representation has decreased from 2.5% in data year 2013-14 to 2.0% in data year 2014-15.
- There are currently 3 Native Hawaiian/Other Pacific Islander females. Representation has stayed constant from data year 2013-14 to data year 2014-15.
- There are currently 3 American Indian/Alaska Native females. Representation has increased from 0.2% in data year 2013-14 to 0.3% in data year 2014-15.
- There are currently 7 females identifying as Other/Two or more races. Representation has stayed increased from 0.4% in data year 2013-14 to 0.7% in data year 2014-15.
- There are 852 females in this Division. Representation has increased from 83.0% in data year 2013-14 to 83.7% in data year 2014-15.
- There are 499 minority employees in this Division. Representation has increased from 47.9% in data year 2013-14 to 49.0% in data year 2014-15.

#### **Underrepresentation:**

- Professionals: White males and, in correlation, the total number of male employees are underrepresented in this EEO-4 job group. No goals have been set as these are not protected classes. Hispanic/Latino females are also underrepresented. Goals have been set to correct this underrepresentation.
- Technicians: White males, Hispanic/Latino males, and the total number of male employees are underrepresented in this EEO-4 job group. Goals are unrealistic due to the minimum qualifications of the positions in this job group and the true available labor market. See the workforce analysis for more information.
- Paraprofessionals: White females and Hispanic/Latino females are underrepresented in this EEO-4 job group. Goals have been set for White females. Goals for Hispanic/Latino females are unrealistic due to the true available labor market for the positions in this group. See the workforce analysis for more information.
- Administrative Support: White males and, in correlation, the total number of male employees are underrepresented in this EEO-4 job group. No goals have been set as these are not protected classes.

- Service Maintenance: Hispanic/Latino males and females are underrepresented in this EEO-4 job group. Goals have been set to correct this underrepresentation.

#### **Overrepresentation:**

- Officials/Administrators: American Indian/Alaska Native males are overrepresented in this EEO-4 job group. However, there is only one incumbent in this small sample of 8 employees. The one incumbent deviates from the norm because it was statistically anticipated that no American Indian/Alaska Natives would be employed. White females are also overrepresented. Again, this is a small sample of employees and no other categories correlate with statistically significant underrepresentation. No action to be taken.
- Professionals: White and Black/African American females, as well as the total number of females, are overrepresented in this EEO-4 job group. This is to be expected due to the minimum qualifications of the positions in this job group and the true available labor market. See the workforce analysis for more information. In addition, Native Hawaiian/Other Pacific Islander females are overrepresented in this job group. In this large sample of 183 employees, there is only one incumbent female from this ethnic group. It was statistically anticipated that no incumbents from this ethnic group would be employed. There is no action to be taken as this is a protected class.
- Technicians: Native Hawaiian/Other Pacific Islander males are overrepresented in this EEO-4 job group. There is only one incumbent in this large sample of 169 employees. It was statistically anticipated that no incumbents from this ethnic group would be employed. There is no action to be taken as this is a protected class. In addition, White and Black/African American females, as well as the total number of females, are overrepresented in this job group. This is to be expected due to the minimum qualifications of the positions in this job group and the true available labor market. See the workforce analysis for more information.
- Paraprofessionals: Asian males are overrepresented in this EEO-4 job group. There is no correlating underrepresentation and this is a protected class. No action to be taken. In addition, Black/African American females, as well as the total number of females, are overrepresented in this job group. The overrepresentation of the total number of females corresponds to the true available labor market for positions within this job group, while the overrepresentation of Black/African American females is in direct correlation with the underrepresentation of White and Hispanic/Latino females. Goals have been set to achieve labor market parity. See the workforce analysis for more information. Finally, Native Hawaiian/Other Pacific Islander females are overrepresented in this job group. It was statistically anticipated that no incumbents would fall into this ethnic group. There are currently 2 incumbents in a sample size of 483 employees. No action to be taken as this is a protected class.
- Administrative Support: White females are overrepresented in this EEO-4 job group. There is no correlating underrepresentation and this is a protected class. No action to be taken.
- Service Maintenance: White and Black/African American females, as well as the total number of females, are overrepresented in this EEO-4 job group. This is in direct correlation to the underrepresentation of Hispanic/Latino females. Goals have been set to correct the underutilization. The overrepresentation requires no action as these are protected classes. See the workforce analysis for more information.

## **SECTION FOUR – WORKFORCE ANALYSIS**

## Workforce Analysis

This section utilizes the results of the statistical analyses to set affirmative action goals and explore the possibility of action-oriented programs in support of those goals.

### Affirmative Action Goals

Affirmative action goals help us to measure our success in attracting and employing underrepresented race/ethnic groups. Once we have identified the underrepresentation of race/ethnic groups in our workforce, we can decide where to direct our recruitment efforts. Affirmative action in recruitment begins by advertising to identify a satisfactory pool of qualified applicants. During the final phase of the selection, if two applicants are equally suited for the position and one is from a group with an affirmative action goal, we should extend employment to that candidate. Affirmative action does not mean hiring under-qualified persons to meet quotas or giving preference to persons in underrepresented groups. Veterans' Preference will always be provided regardless of affirmative action goals, in compliance with Chapter 295, Florida Statutes.

An affirmative action effort must be reasonable and take into consideration the extent of the underrepresentation; the availability of candidates; the number of vacancies; and the timeframe of the affirmative action plan. It should not impose disproportionate harm on the interests of qualified individuals who are not members of underrepresented groups. If significant numbers of employees in an underrepresented group must be hired to come close to the labor market, yet the turnover rate is low, it will take time before the goal can be reached. The availability of candidates is dependent upon effective community outreach; Department recruitment; applicant flow; relevant qualifications; training; and promotions. Problems and barriers to the employment of targeted groups should be identified and eliminated.

The overall goal is to attract and employ qualified minority and female candidates for the equal employment opportunity categories identified as underrepresented in our Department. In establishing affirmative action goals, we strive to achieve a workforce that closely reflects the labor force in our state. We also must take into consideration the specific qualifications of our workforce and evaluate the labor market one step further – feasibility of correcting an identified disparity rather than just the supposed availability of labor.

Though the goals set here may not be achievable in the timeframes indicated, managers and supervisors are encouraged to strive for equality in all equal opportunity groups over time.

### Overview of FDVA's Workforce

In general our Department is a veteran, minority, and female-friendly employer. With a total of 1061 employees as of March 31, 2015, FDVA's workforce was 15.2% veteran<sup>2</sup>, 46.18% minority, and 78.23% female. The percentages of minorities and females both exceed the State's available labor market (see table 3.6). In our assessment of separate divisions, we have found underrepresentation of minorities and females in very few instances. Our detailed evaluation of the underrepresentation follows (The table below represents all FTE and OPS filled positions for which employees had claimed an ethnic/racial category on March 31, 2015 – the last day of the data year).

**Table 3.6 – FDVA Workforce per EEO Job Group**

<b>EEO 4 Group / Class Titles</b>	<b>Total Employees</b>	<b>% Males</b>	<b>% Females</b>	<b>% Minority</b>
<b>01 Officials/Administrators</b>	31	51.61%	48.39%	19.35%
<b>02 Professionals</b>	256	31.25%	68.75%	29.65%
<b>03 Technicians</b>	160	19.37%	80.63%	36.25%
<b>05 Paraprofessionals</b>	455	10.11%	89.89%	62.86%
<b>06 Administrative Support</b>	56	21.43%	78.57%	42.86%
<b>07 Skilled Craft</b>	14	100.00%	0.00%	23.08%
<b>08 Service Maintenance</b>	89	35.96%	64.04%	49.44%
<b>FDVA TOTALS</b>	1061	21.77%	78.23%	46.18%
<b>STATE TOTALS (ALM)</b>	6,183,920	52.31%	47.69%	44.23%

<sup>2</sup> This number is based on an internal count of veteran employees dated December 11, 2014, which is within the data year for this plan.



## Utilization Analysis

This section expands on the narrative summaries within the Incumbency to Availability analysis. In those summaries, areas of statistically significant under and overrepresentation of EEO ethnic/race groups in our workforce were identified. This analysis is a further consideration of that data and is used to help us determine minimum placement rate goals in the affected EEO job group categories as well as to establish specific timetables to achieve those goals. This section also includes justification for instances in which statistically significant underrepresentation was identified and not considered for a placement rate goal based on the minimum qualifications required for the position and our educated assessment of the true available labor market.

A placement rate goal refers to a percentage of the workforce based on availability of candidates in a particular race/ethnic group and job category. Use of placement rate goals rather than headcount targets means that our goals can adjust accordingly when there is an unexpected growth or decline in the workforce. This is particularly important in the case of our State Veterans' Homes Program since we will be building a new Home in Port St. Lucie. In short, if the size of the job group is 100 and availability for females is 10%, a headcount target would set the goal at hiring 10 female incumbents and a placement rate goal would be 10%. If FDVA must hire 100 additional people during an affirmative action plan year, the job group increases from 100 to 200 employees. If a headcount target was set at 10 people, we will not have made progress toward correcting underutilization at the end of the plan year. Hiring only 10 people would mean the females would still be underutilized by 10%. With a placement rate goal of 10%, an increase in the workforce will proportionately increase our hiring goal – an increase to a workforce of 200 translates to 20 hires and underutilization can be corrected.

### **Underrepresentation of Classes Not Protected**

As a result of the Department's overwhelming majority of female employees, the most significant underrepresentation of any race/ethnic group in our organization is that of White males. They are underrepresented in categories (02) Professionals (divisions HDQTRS and SVH)<sup>3</sup>; (03) Technicians (division SVH); and (06) Administrative Support (division SVH).

Though White males are not in an EEO protected class, care should be taken to ensure that White male candidates for jobs in these categories are given due consideration so as not to cause disproportionate harm to the interests of these individuals. However, to preserve the integrity of our placement goals, all cases in which a White applicant and a Hispanic/Latino (male or female) applicant are equally qualified for the position in the final stage of evaluation, we should extend employment to the

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<sup>3</sup> HDQTRS is Headquarters and relates to tables 3.2 and 3.3. B&A is the Division of Benefits and Assistance and relates to table 3.4. SVH designates the State Veterans' Homes Program and relates to table 3.5.

Hispanic/Latino candidate.

### **Underrepresentation in the Division of Benefits and Assistance**

White females, Hispanic/Latino females, and, in correlation, the total number of female employees are underrepresented in category (02) Professionals for the Division of Benefits and Assistance. This is directly associated with the overrepresentation of White males, Black/African American males, and the total number of males in this category. When the minimum qualifications of the positions in this job category are considered, it is clear that the Available Labor Market (ALM) figures do not correspond in any way to the true number of individuals actually qualified for these positions. Any placement goals, in this case, would be unrealistic and based on flawed assumptions.

The (02) Professionals category in the Division of Benefits and Assistance is comprised almost exclusively of 70 Veterans' Claims Examiners and 9 Veterans' Claims Examiner Supervisors. The minimum qualifications for these positions include a Bachelor's Degree and honorably discharged veteran status. When these minimum requirements are taken into account, the ALM supposed in table 3.1 is greatly reduced. According to table 3.1, the Professional class should be comprised of 54.98% female employees in a total available labor population of 1,263,651 individuals, but only 10.1% of the veteran population is female.<sup>4</sup>

The U.S. Department of Veterans' Affairs Office of the Actuary projects the number of female veterans in Florida under age seventy at 130,489.<sup>5</sup> This is only 18.8% of the number of female Professionals assumed in the ALM. In addition, only 30% of women veterans have completed a Bachelor's or advanced degree, reducing the ALM even further to approximately 39,000 individuals or 5.6% of the ALM.<sup>6</sup> Finally, the ALM projects a 10.08% employment rate of Hispanic/Latino females, but only 7% of women veterans are in this race/ethnic category.

Though we have no way to determine this, these facts point us toward the likelihood that our female workforce of 31.58% and minority workforce of 35.53% for this job category is actually overrepresentation of the actual Available Labor Market.

### **Underrepresentation in the State Veterans' Homes Program**

Hispanic/Latino females are underrepresented in category (02) Professionals for the State Veterans' Homes Program. There

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<sup>4</sup> [http://www.va.gov/vetdata/veteran\\_population.asp](http://www.va.gov/vetdata/veteran_population.asp)

<sup>5</sup> See 3.

<sup>6</sup> *America's Women Veterans: Military Service History and VA Benefit Utilization Statistics*. National Center for Veterans Analysis and Statistics, Department of Veterans Affairs, Washington, DC. November 2011.

is a corresponding overrepresentation of White and Black/African American females, as well as the overall number of females in this category. Placement rate goals have been set at 7.69% of the workforce population for Hispanic/Latino females.

White males, Hispanic/Latino males, and the overall number of male employees are underrepresented in category (03) Technicians for the State Veterans' Homes Program. There is a corresponding overrepresentation of White and Black/African American females, as well as the overall number of females in this category. When the minimum qualifications of the positions in this job category are considered, it is clear that the Available Labor Market (ALM) figures do not correspond in any way to the true number of individuals actually qualified for these positions. Any placement goals, in this case, would be unrealistic and based on flawed assumptions.

The (03) Technicians category is comprised of 6 Health Information Specialists and 163 Licensed Practical Nurses. Considering the licensure requirement to practice as an LPN and the fact that only 8.1% of licensed LPNs are male<sup>7</sup>, our workforce population of 14.21% males in this category exceeds what we could reasonably expect to achieve in hiring for these positions. In addition, only 7.5% of LPNs identify as Hispanic/Latino<sup>8</sup>, so it appears that the expected Available Labor Market population of 7.97% does not correspond in any way to the true number of available Hispanic/Latino male nurses. As stated previously, placement goals for this supposed underrepresentation are unrealistic.

White females and Hispanic/Latino females are underrepresented in the (05) Paraprofessionals category. There is a corresponding overrepresentation of Black/African American females as well as the total number of females. This job group category consists almost entirely of Certified Nursing Assistant (CNA) positions in the State Veterans' Homes Program. According to the U.S. Department of Health and Human Services, CNAs are 92% female, which corresponds well to the Available Labor Market Projections.<sup>9</sup>

We run into difficulty, however, when considering that the ALM predicts a 14.18% workforce population of Hispanic/Latino females. About half of CNAs in the United States are White, slightly more than a third are Black/African-American, and about 10% are of other racial backgrounds.<sup>10</sup> The expected workforce population of the ALM does not correspond to the actual available candidates with the professional licensure needed for these positions. A placement rate goal of 40.56% has been

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<sup>7</sup> *Men in Nursing Occupations: American Community Survey Highlight Report*. U.S. Census Bureau. Washington, D.C. February 2013.

<sup>8</sup> <http://minoritynurse.com/nursing-statistics/>

<sup>9</sup> *Understanding Direct Care Workers: A Snapshot of Two of America's Most Important Jobs – Certified Nursing Assistants and Home Health Aides*. U.S. Department of Health and Human Services Office of the Assistant Secretary for Planning and Evaluation. Washington, D.C. March 2011.

<sup>10</sup> See 8, page 5.

set for White females, though a formal placement rate goal of more than our current 6.0% workforce population of Hispanic/Latino females is decidedly unrealistic.

Finally, Hispanic/Latino males and females are underrepresented in category (08) Service Maintenance. Placement rate goals of 14.81% and 9.14% have been set for male and female Hispanic/Latino employees. We anticipate that these goals will be difficult to reach. The bulk of the positions in this category are food service positions. Though Hispanic/Latino workers are overrepresented in food service in Florida, most of the Department's positions in this category require proficiency in English language skills as a minimum qualification. Cooks and food support workers must be able to read and follow strict dietary guidelines to ensure the health and safety of our residents in the Homes. Though Florida has the largest English-speaking proportion of Hispanics ages 25 and older in the South Atlantic, 57.4% of the adult Hispanic/Latino population are limited in English proficiency.<sup>11</sup> Limited English skills and the opportunity for higher wages in the private restaurant industry present a challenge for recruiting from this ethnic group.

### **Adverse Impact Analysis**

The race/ethnic group and sex composition of the Department is not the only indicator of whether barriers exist to equal employment opportunity. Adverse impact analysis evaluates the selection rates of minorities and females for various employment actions (hiring, promotions, voluntary and involuntary separations, demotions, reassignments, etc.) to determine if there are statistically significant rate of selection for these actions which work to disadvantage minorities or women. Adverse impact serves as a preliminary indicator of possible discriminatory problems, not proof of discrimination.

The only adverse impact found for this reporting period was a statistically significant rate of voluntary separation from the Agency on behalf of Hispanic/Latino employees in the (08) Service Maintenance category of the State Veterans' Homes Program. This EEO group has already been targeted for a placement rate goal. Because the separations were voluntary, it is difficult to ascertain whether this race/ethnic group is being disadvantaged. The EEO officer will examine these reports on a quarterly basis to determine our progress in this area. If the adverse impact persists, we will examine the need for targeted retention strategies for these employees.

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<sup>11</sup> *Latino Workers in Florida*. National Council of La Raza. Washington, D.C. December 2011.

### Short and Long Term Goals

The Bureau of Human Resources, Homes Program Personnel Technicians, and the Department’s individual hiring managers in the State Veterans’ Homes Program should closely monitor all positions filled with special attention focused on vacancies where underutilization can be corrected. The targeted EEO groups and positions are summarized in table 4.1.

**Table 4.1 – Summary of Placement Rate and Recruiting Goals**

EEO 4 Group / Class Titles	Race/Ethnic Group Underutilized	Sex	Division	Workforce Percentage	Placement Rate Goal	Positions Affected
<b>02 Professionals</b>	Hispanic/Latino	Female	SVH	2.73%	7.69%	Accountants; Business Managers; Directors (Nursing, Food Service, Social Work Services); Human Services Counselors; Nursing Program Specialists; Personnel Technicians; Purchasing Agents; Registered Nurses; RN Supervisors; and Utilities and Maintenance Superintendants
<b>05 Paraprofessionals</b>	White	Female	SVH	31.47%	40.56%	Certified Nursing Assistants and Therapy Aides
<b>08 Service Maintenance</b>	Hispanic/Latino	Female	SVH	0.90%	9.14%	Custodial Workers and Supervisors; Food Production and Support Workers and Supervisors; Groundskeepers; Motor Vehicle Operators; Support Service Aides
<b>08 Service Maintenance</b>	Hispanic/Latino	Male	SVH	1.80%	14.81%	

Though it was determined that placement rate goals were unrealistic for two categories with underrepresentation of Hispanic/Latino employees, it is still important that we make recruitment of Hispanic/Latino candidates a priority in all of our hiring actions. The Department of Management Services Annual Workforce Report for fiscal year 2013-2014 shows that

Hispanic/Latino representation in the State Personnel System is 12.6 percentage points below the ALM. It is our responsibility to attempt to remedy this underrepresentation to the best of our ability.

Managers filling vacancies in any EEO job category where underutilization has been identified should make a good faith effort to ensure that effective recruitment and advertisement strategies have been used to attract minority and female applicants. The Bureau of Human Resources, and specifically the EEO Officer, will examine online recruitment possibilities for these targeted areas prior to the annual update of this AA Plan due in April, 2016 for review by the Board of Directors. In addition, the EEO Officer will provide updates on areas of concern as well as progress updates to the Board of Directors as needed.

As this is our agency's inaugural AA Plan, our short term goal is to raise awareness of equal employment opportunity throughout the organization. Formal strategies for correcting underutilization will be introduced in each annual update of the Plan. It is our long term goal to achieve employment parity for each of the groups currently underutilized in our Department.

## **SECTION FIVE – ACHIEVING GOALS**

## Action Oriented Initiatives and Good Faith Efforts

As referenced throughout this plan, the equal employment opportunity and affirmative action initiatives and good faith efforts outlined below should be practiced throughout the Department, as they express FDVA's commitment to achieving our goals. The Department's expectation of is that all of our employees, but especially our leaders, will strive to make FDVA a diverse and discrimination-free workplace that espouses the highest values of equality.

### The EEO/AA Officer Will:

1. Ensure that goals for achieving employment parity are communicated to hiring managers as vacancies occur and to the Board of Directors as needed.
2. Develop, with the assistance and support of the Human Resource Officer, recruitment strategies to encourage women and minority applicants to apply for targeted positions.

### All Levels of Management Will:

1. Exercise good faith hiring practices and strategies as vacancies are filled.
2. When possible, mentor, cross-train, and develop women and minority employees for promotional opportunities in relation to employment parity goals.
3. Ensure that no barriers exist which preclude equal opportunity in hiring, promotion, training, or any other term or condition of employment with the Department.

### All Employees Will:

1. Complete annual mandatory training in Equal Employment Opportunity; Affirmative Action; Sexual Harassment; and Cultural Diversity per FDVA policy 5030.010 Department Staff Development and Training.
2. Make a firm commitment to the Department's EEO/AA programs, respect and celebrate the diversity of our workforce, and demonstrate our commitment to a work environment that honors excellence, fairness, and equity.
3. Support events celebrating diversity and differences within the workforce.



## **Mandatory Training**

Within the first 30 days of their start date and annually between July 1 and June 30 thereafter, all employees are required to complete training in Equal Employment Opportunity; Affirmative Action; Sexual Harassment; and Cultural Diversity per FDVA policy 5030.010 Department Staff Development and Training.

The Equal Employment Opportunity/Affirmative Action training outlines the (1) basic provisions of federal civil rights laws; (2) basic provisions of Florida's civil rights laws; (3) role of the Bureau of Human Resources in EEO/AA; (4) FDVA's role in EEO/AA; and (5) procedure for contacting the EEO/AA Officer and Inspector General to report discrimination.

The Sexual Harassment training outlines the (1) behavior that may constitute sexual harassment; (2) strategies for the prevention of sexual harassment in the workplace; (3) procedure for employees who feel they are a victim of sexual harassment; and (4) responsibilities of supervisors in responding to sexual harassment complaints.

The Cultural Diversity training explains various aspects of diversity and encourages a workplace environment that respects the differences of all individuals.

All trainings are available on the FDVA intranet.

## **Recruitment Strategies**

FDVA's goal in relation to this affirmative action plan is to increase diversity and the vision and expression of equality within our organization. In support of this, we should make a concerted effort to target recruitment resources toward underrepresented groups as identified in the workforce analysis. An integral part of any affirmative action program is an effective recruitment strategy. Our responsibilities in recruitment are as follows:

1. Make job announcements accessible to those with disabilities.
2. Advertise positions on People First in a way that enables candidates in various geographic locations to learn of and apply for the vacancies electronically.
3. Post vacancy announcements throughout our organization on bulletin boards and break areas as they occur.
4. When applicable, attend career fairs and recruiting activities sponsored by high schools, colleges, universities, and other organizations that will reach minorities and women in our targeted EEO job categories.
5. Make a commitment to advertise vacancies in newspapers, periodicals, magazines, and online where we may reach larger applicant pools of women and minority groups in our targeted EEO job categories.

6. Advise all applicants and organizations we may work with in our recruiting efforts of FDVA's policy on equal employment opportunity and affirmative action.
7. Periodically review assessment tools and employment actions to reduce the potential for a cultural employment bias.
8. Source and maintain information on minority professional organizations in order to contact those that may assist the Department in recruiting applicants for targeted positions.

# **APPENDICES**

## FDVA Equal Employment Opportunity Policy

The Florida Department of Veterans' Affairs (FDVA) hereby affirms our commitment that all appointments; terminations; assignments; retentions; maintenance of status; determinations of compensation; privileges, and other terms and conditions of employment shall be made without regard to an individual's age; sex; race; color; gender; religion; creed; national origin; handicap; marital status; political affiliation; or disability, unless a specific requirement constitutes a bona fide occupational qualification. Equal protection against discrimination will be afforded to all in recruitment, hiring, and promotion at all job levels within the department. Other personnel matters, including but not limited to decisions regarding benefits; transfers; discipline; department-sponsored training; education; and social and recreational programs, will also be administered in accordance with equal opportunity requirements.

Employment practices will be conducted in a nondiscriminatory manner for any qualified employee or applicant with a disability that can perform the essential functions of the job, with or without a reasonable accommodation. Requests for any accommodation may be made through the Human Resources Office, 11351 Ulmerton Road., Suite 311-K, Largo, Florida 33778-1630.

Any form of employment discrimination is strictly prohibited. No employee may be subjected to retaliation as a result of making a report; filing a complaint; testifying; assisting or participating in an investigation, proceeding, or hearing with regard to discrimination; or otherwise opposing any discriminatory practice prohibited by FDVA's policy, state and federal law or regulation.

It is FDVA's policy to investigate complaints of discrimination thoroughly and promptly. To the extent allowed by law, FDVA will keep complaints confidential. If an investigation confirms that unlawful discrimination has occurred, FDVA will promptly take corrective action. Such response may include a disciplinary action, up to and including dismissal.

An employee who believes she or he has been discriminated against or subjected to retaliation has the right to file a complaint. Complaints may be filed with FDVA's Equal Employment Opportunity Officer, Human Resources Office, 11351 Ulmerton Road, Suite 311-K, Largo, Florida 33778-1630. Complaints may also be filed with the Florida Commission on Human Relations or the U.S. Equal Employment Opportunity Commission.



Executive Director

23 Sep 2015

Date




EEO Officer

23 Sep 2015

Date

## FDVA Discrimination and Harassment Policy

### STATE OF FLORIDA DEPARTMENT OF VETERANS' AFFAIRS POLICIES AND PROCEDURES

SECTION Human Resources	NUMBER 5030.101	EFFECTIVE DATE: 1 May 2015
SUBJECT: Discrimination and Harassment (Including Sexual Harassment)		
APPROVED BY: EXECUTIVE DIRECTOR 		

#### I. AUTHORITY AND REFERENCES

- Title VII, Civil Rights Act of 1992
- Florida Civil Rights Act of 1992
- Age Discrimination in Employment Act of 1967
- Rehabilitation Act of 1973
- Americans with Disabilities Act of 1990
- Section 110.105, Florida Statutes, Employment Policy of the State
- Section 110.1221, Florida Statutes, Sexual Harassment
- Section 760.10, Florida Statutes, Unlawful Employment Activities
- Rule 60L-36.004, Florida Administrative Code, Sexual Harassment (Attachment A)

## **II. POLICY**

This policy is established to ensure all employees of the Florida Department of Veterans' Affairs (FDVA) have a clear understanding of conduct that constitutes discrimination and harassment, and the consequences of engaging in this prohibited conduct. All appointments, terminations, assignments and maintenance of status, compensation, privileges, and other terms and conditions of employment at FDVA are made without regard to age, sex, race, religion, national origin, political affiliation, marital status, or handicap, except when a specific sex, age, or physical requirement constitutes a bona fide occupational qualification necessary to proper and efficient administration. FDVA promotes a work environment free from harassment that may detract from an employee's ability to perform their job. Violation of this policy may result in disciplinary action up to and including dismissal.

## **III. DEFINITIONS**

- A. **Discrimination:** differential treatment in conditions of employment based upon race, color, sex (including pregnancy), religion, national origin, age, disability, or marital status.
- B. **Harassment:** offensive or unwelcome conduct based on race, color, sex (including pregnancy), religion, national origin, disability, or age, severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. Examples include, but are not limited to, offensive jokes, slurs, epithets or name calling, physical assaults or threats, intimidation, ridicule or mockery, insults or put-downs, offensive objects or pictures, and interference with work performance.
- C. **Harassment as Retaliation:** the law also prohibits harassment against individuals in retaliation for filing a discrimination charge, testifying or participating in an investigation, proceeding or lawsuit under the Equal Employment Opportunity laws, or opposing employment practices that they reasonably believe discriminate against individuals, in violation of these laws.
- D. **Sexual Harassment:** unwelcome sexual advances, requests for sexual favors, or other verbal or physical contact of a sexual nature from any person directed towards or in the presence of any employee or applicant when:
  - 1. Submission to such conduct is either explicitly or implicitly a term or condition of an individual's employment,
  - 2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or
  - 3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

E. Types of Sexual Harassment: There are two types of sexual harassment.

1. The first, Quid Pro Quo (something for something), occurs when the harasser is in a position of authority and uses that authority to seek sexual favors for job conditions or benefits such as: hiring, promotion, favorable performance evaluations, flexible schedules, no discipline, pay raises or any other privileges. The request for sexual favors may be stated or implied.
2. The second, Hostile Work Environment, occurs when the harasser exhibits hostile misconduct that unreasonably interferes with an individual's work performance or creates an intimidating or offensive work environment. The harasser may or may not be in a position of authority. A co-worker or non-employee of the agency, as well as a supervisor, may be the harasser in hostile environment sexual harassment.
3. Employees are expected to refrain from engaging in intimidating or offensive conduct, and supervisors are expected to put a stop to this conduct when witnessed, regardless of whether an employee voices a concern about the conduct. There is no requirement that an employee ask for the conduct to "stop" (although employees are encouraged to ask for conduct to stop without fear of retaliation).

#### **IV. EMPLOYEE RELATIONSHIPS**

A. FDVA strictly prohibits dating and sexual relationships between supervisors and subordinates.

B. Other relationships are permitted only if the employees work in separate work units, work outside each other's chain of command, and the relationship does not interfere with the operation of the workplace. These relationships should be reported to an immediate supervisor or human resources representative.

If you have any questions, please contact your supervisor, Human Resources or the FDVA General Counsel/Ethics Officer. Please also review FDVA's Ethics Policy 5030.129, especially the prohibitions on Misuse of Public Position, Conflicts of Interest and Avoiding the Appearance of Impropriety, and Employment of Relatives.

C. Employees who violate this policy or whose conduct interferes with the operation of the workplace may be subject to disciplinary action, up to and including dismissal from employment.

#### **IV. COMPLAINT PROCEDURE**

- A. Filing a Complaint – If you believe you are a victim of discrimination or harassment, you have the right to do any or all of the following:
1. An employee confronted with discrimination or harassment is encouraged to ask the offending person to cease the offensive conduct immediately. In many cases, this will be sufficient to end the conduct.
  2. Make a complaint to any supervisor within your agency. The supervisor is then required to report the complaint to their supervisor and to the FDVA Inspector General immediately. The supervisor shall then take reasonable measures to separate the employee who made the complaint from the alleged perpetrator(s) of the discrimination or harassment, pending completion of the agency investigation (*for example: temporarily reassigning the alleged perpetrator(s) to a different shift assignment*). If appropriate, the supervisor shall request authority from their facility Administrator or Bureau Chief to place the alleged perpetrator(s) on administrative leave with pay pending completion of the agency investigation. The employee who made the complaint must not be adversely affected by the separation or have any change in terms, conditions, or privileges of employment as a result of making a complaint.
  3. An employee who wishes to file a formal complaint of discrimination or harassment shall do so in writing. The complaint must be sent to the FDVA Inspector General at the address listed below. The attached Complaint Form (Attachment B) may be used. The complaint must be signed by the complainant and contain at least the following information:
    - a) The name, business address, and telephone number of the person filing the complaint;
    - b) The name of the person(s) who allegedly committed the act of discrimination or harassment and the alleged victim; and
    - c) A clear and concise statement of the facts, including pertinent dates, locations, witness (es) and other evidence in support of the complaint.
  4. All complaints of discrimination or harassment can be filed electronically via the FDVA intranet ([http://www.fdva.org/FORMS/IG/IG\\_form1.asp](http://www.fdva.org/FORMS/IG/IG_form1.asp)) or faxed or mailed to the FDVA Inspector General:

Inspector General  
Florida Department of Veterans' Affairs  
11351 Ulmerton Road, Suite 311-K  
Largo, Florida 33778-1630  
Phone: (727) 518-3202, Ext.5613  
Fax: (727) 518-3857



5. Any supervisory or managerial employee who has knowledge of alleged discrimination or harassment shall immediately report the matter directly to the FDVA Inspector General. Failure to do so shall subject the supervisor to disciplinary action, in accordance with Rule 60L-36.004, Florida Administrative Code.

## B. Investigation

1. Supervisors and managers should not investigate any allegations of discrimination or harassment themselves, but should immediately report all allegations of discrimination, harassment or improper conduct immediately to the FDVA Inspector General.
2. The FDVA Inspector General or assigned staff shall initiate prompt review of all complaints of discrimination or harassment. If the complaint does not contain all of the information required above, the complainant will be requested in writing to furnish the missing information.
2. All FDVA employees are required to take steps to protect the privacy of those involved during the review and any related investigation, to the extent feasible and permitted by law.
3. The FDVA Inspector General has the authority and discretion to investigate and recommend action on a complaint in the manner he or she considers appropriate, following applicable laws and best business practices. The FDVA Inspector General may investigate a complaint directly, or may request assistance from FDVA Division Directors to assign appropriate personnel to conduct or assist with conducting an investigation.
4. If, after review, it is determined that a complaint is not truly a complaint of discrimination or sexual harassment, but is instead a general employment grievance, a dispute over discipline, or other concern, the FDVA Inspector General shall direct the complainant to the appropriate policy, and document this guidance.
5. The FDVA Inspector General or designee shall investigate complaints of discrimination or harassment, document the findings, and make recommendations for resolution to the appropriate Division Director and the FDVA Deputy Executive Director.

## C. Resolution and Response

1. Resolution of a complaint may result in actions other than employee discipline. Sometimes disputes are a result of a misunderstanding or a breakdown of communication, and can be resolved through efforts to improve communication or clarify

expectations. Additional education, training, or review of FDVA policies are sometimes warranted. Changes may need to be made to the work environment, conditions of employment, or work procedures. Sometimes it is sufficient that the offending employee apologize to the complainant, and ensure that the conduct is not repeated. All FDVA employees are encouraged to cooperate to create an office environment conducive to productive work.

2. Resolution and Response: The appropriate FDVA Division Director shall determine the appropriate resolution to the complaint. This may require the consensus of more than one Division Director, depending upon the circumstances. The Division Director, or their designee, shall implement the resolution, and prepare a written response to the complaint, using the Response to Discrimination or Harassment Complaint Form (Attachment C). The response shall be reviewed by the FDVA General Counsel prior to submission to the complainant.
3. The Division Director or designee (usually the employee's direct supervisor) shall provide the written response to the complainant, and meet with the complainant to discuss the response, as appropriate.
4. The complainant shall be asked to indicate on the Response Form whether the matter has been satisfactorily resolved, provide comment, and sign the form. If the complainant is unwilling to sign, the designee shall write on the form that the complainant refused to sign, and the date and time the Response was provided to the complainant.
5. Note that the response process is similar to an exit interview, and the satisfaction of the complaining employee (although desired) is not required.

#### D. Retention

The complaint and the resolution will be maintained by the Inspector General for the period proscribed by the state retention schedule for public documents.

## V. DISCIPLINARY ACTION

- A. Any employee of the department who is found to have violated this policy will be subject to disciplinary action up to and including dismissal.
- B. Any employee in a supervisory capacity who has actual knowledge of impermissible discrimination or harassment, or who tolerates the existence of a hostile work environment, and does not take corrective action or report the matter, shall be subject to disciplinary action up to and including dismissal.

- C. Any employee, who knowingly files a false complaint of discrimination, or harassment against another employee, shall be subject to disciplinary action.
- D. It is prohibited to retaliate against any person who has in good faith filed a complaint, opposed a complaint, or participated in any manner in an investigation or proceeding involving allegations of discrimination or harassment. Retaliation by an employee will result in disciplinary action up to and including termination of employment.

## **VI. NOTICE AND TRAINING REQUIREMENTS**

- A. Each FDVA facility and office shall conspicuously post upon its premises, a notice approved by the Equal Employment Opportunity Commission on employee rights, where notices to employees, applicants for employment, and members are customarily posted. The FDVA Human Resources Officer is responsible for ensuring that up-to-date notices are maintained at each office location.
- B. Upon original appointment, each employee of the department shall be furnished a copy of Rule 60L-36.004, Sexual Harassment and this policy. The employee shall be given a reasonable opportunity to read the policy, have it explained, and discuss it. The employee will sign a written statement to this effect, which will be included in their personnel file.
- C. The department shall conduct a training program whereby all employees receive orientation training regarding discrimination, sexual harassment, and heightened sensitivity toward cultural diversity in the workplace.
- D. Each employee will receive annual refresher training on these subjects, which will be documented.

## **VII. COMPLAINANT'S RIGHT TO SEEK REMEDY OUTSIDE OF THE DEPARTMENT**

Employees also have the right to file a complaint with the United States Equal Employment Opportunity Commission within 300 calendar days of the alleged incident, or with the Florida Commission on Human Relations within 365 calendar days of the alleged incident.

- U.S. Equal Employment Opportunity Commission (EEOC): 1-800-669-4000.
- Florida Commission on Human Relations (FCHR): 1-800-342-8170

## Attachment A

### Florida Administrative Code

#### Rule 60L-36.004: Sexual Harassment.

(1) Agencies shall not tolerate sexual harassment within the work force. Sexual harassment means unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature from any person directed towards or in the presence of an employee or applicant when:

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

(2) Agencies shall make known to their employees that sexual harassment will not be tolerated. Each agency shall make available to employees a copy of this Rule 60L-36.004, F.A.C., and a copy of the agency's procedures for investigating and resolving complaints of sexual harassment. Each employee shall acknowledge understanding and acceptance of this rule and the agency procedure, and documented evidence of the acknowledgement shall be retained in the employee's personnel file.

(3) Agencies shall develop and implement procedures to investigate and resolve complaints of sexual harassment. Agencies shall designate a person or persons to receive complaints of sexual harassment. Complaints shall be reduced to writing, signed by the complainant, and contain at least the following information:

- (a) The name, business address, and telephone number of the person filing the complaint;
- (b) The name of the person who allegedly committed the act of sexual harassment and the alleged victim; and
- (c) A clear and concise statement of the facts, including pertinent dates, locations, witnesses and other evidence in support of the complaint.

If the complaint does not contain all of this information, the agency shall, in writing, request the complainant to furnish it.

(4) Agencies shall initiate prompt review of all complaints. Agencies shall take steps to protect the privacy of those involved during the review and any related investigation.

(5) During an investigation of sexual harassment, agencies shall fully comply with investigatory procedures and rights contained in collective bargaining agreements between the State and the certified bargaining representatives for State employees. If the standard agency procedure conflicts with the collective bargaining agreement, the latter shall prevail.

(6) The filing of a complaint pursuant to agency procedure, regardless of disposition, shall not preclude the complainant from also filing a complaint with the Florida Commission on Human Relations (FCHR) or the Federal Equal Employment Opportunity Commission (EEOC). If the complainant files a

complaint with either the FCHR or the EEOC, and the agency undertakes an investigation to provide information to those entities, the agency need not also conduct the investigation otherwise required by its own procedures; however, an employee who has committed sexual harassment shall be disciplined regardless of the type of investigation.

Attachment B

**COMPLAINT OF DISCRIMINATION OR HARASSMENT**

Complaints may be filed online on the FDVA intranet ([http://www.fdva.org/FORMS/IG/IG\\_form1.asp](http://www.fdva.org/FORMS/IG/IG_form1.asp)), or this form may be used and mailed or faxed to:

**Inspector General  
Florida Department of Veterans' Affairs  
11351 Ulmerton Road, Suite 311-K  
Largo, Florida 33778-1630  
Phone: (727) 518-3202, Ext.5613  
Fax: (727) 518-3857**

**Name of the Person Filing the Complaint:** \_\_\_\_\_

**Business Address or Work Location:** \_\_\_\_\_

**Name of the Person Alleged to Have  
Committed Discrimination or Harassment:** \_\_\_\_\_

**Name of the Alleged Victim:** \_\_\_\_\_

**Complaint** (Please provide a clear and concise statement of the facts, including pertinent dates, locations, witnesses and other evidence in support of the complaint. Please attach additional sheets of paper if necessary, and attach any documents you feel are appropriate).

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\_\_\_\_\_  
Signature of Person Making the Complaint

\_\_\_\_\_  
Date

Attachment C  
**RESPONSE TO COMPLAINT OF  
DISCRIMINATION OR HARASSMENT**

(This part to be filled out by the Division Director or designee)

Resolution: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name of Division Director or Designee: \_\_\_\_\_

Signature of Division Director or Designee: \_\_\_\_\_ Date: \_\_\_\_\_

Date Provided to Employee: \_\_\_\_\_

(This part to be filled out by the Employee Making the Complaint)

- This Resolution is Satisfactory (please comment why)
- This Resolution is Not Satisfactory (please comment why)

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Signature of Employee                      Date