

EQUAL OPPORTUNITY ACTION PLAN
For the
Broward County Commission's
Finance and Administrative Services
Department

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January 1, 2007 to December 31, 2007



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Equal Opportunity Action Policy Statement

It is the continuing policy of Finance and Administrative Services Department that all applicants and employees are entitled to fair and equal consideration, irrespective of their race, color, religion, gender, national origin, ancestry, age, disability, sexual orientation, marital status or political affiliation. In addition, Broward County Government shall continue to ensure that any new facilities are constructed so as to be readily accessible to persons with disabilities and shall make reasonable accommodation to applicants or employees with disabilities according to the Americans with Disabilities Act of 1990 (ADA) and to applicants' or employees' religious needs, whenever possible.

It is the policy of Finance and Administrative Services Department that the merit and personnel program be administered in a manner designed to attract to and retain in service competent and dedicated officers and employees; to assure that appointments and promotions are based upon merit and ability; and to provide incentives to perform to capacity. No officer, employee, or applicant shall enjoy or suffer discrimination based upon race, color, religion, gender, national origin, ancestry, age, disability, sexual orientation, political affiliation or marital status. Personnel Rules also provide for equal opportunity and state that: "All persons, regardless of race, color, religion, gender, national origin, ancestry, age, disability, sexual orientation, political affiliation or marital status shall have equal access to positions in Finance and Administrative Services Department workforce, limited only by their ability to do the job." Finance and Administrative Services Department shall make a voluntary effort to ensure that positions in the competitive service are genuinely and equally accessible to qualified persons. The County Commission, County Administrator, and staff have fostered and will continue to foster this policy.

Finance and Administrative Services Department shall use this Equal Opportunity Action Plan to ensure continued efforts at full recruitment, the continued training of staff in equal employment opportunity, and the continued use of meaningful personnel practices that apply equally to all segments of our society. This good faith effort will seek to ensure that Finance and Administrative Services Department workforce fairly represents the race/ethnic and gender makeup of persons in the relevant labor market who possess requisite job skills.

Michael J. Geoghegan, CFO and Director

(Date)

Finance and Administrative Services Department

Dissemination of Policy, Outreach and Positive Recruitment

Effective implementation of an Equal Opportunity Action Plan requires identification of specific procedures that will be used to disseminate the Equal Opportunity Action Plan. The Finance and Administrative Services Department has, therefore, identified the following steps to ensure effective internal and external communication regarding the Equal Opportunity Action Plan and its related EEO policies. The Broward County Government's Equal Employment Policy statements in effect each year are distributed to employees and conspicuously posted in each of the department's facility. Any item requiring action includes the identification of the responsible individual(s) by job title.

Internal Dissemination of Policy

In order to gain positive support and understanding for the Equal Opportunity Action Plan, Finance and Administrative Services Department will implement or continue to implement the following internal dissemination procedures.

Activity	Responsible Personnel
1. Include the policy in appropriate in-house publications such as Policies and Procedures manuals, employee handbook, and periodic copies of newsletters/newspapers (along with other EEO-related news).	Department Director, Division Directors
2. Conduct informal discussions with all managers twice a year regarding the Finance and Administrative Services Department EEO/AA programs.	Department, Division Directors
3. Discuss policy thoroughly in new employee orientation sessions and in all management training programs.	Department, Division Directors
4. Post the policy, along with required state and federal EEO regulations, on the Finance and Administrative Services Department and Division bulletin boards and other areas designated for general reading and information, including areas accessible to applicants.	Department and Division Directors
5. Communicate to all employees the existence of the Finance and Administrative Services Department	Department Director, Division Directors

Activity	Responsible Personnel
Equal Opportunity Action Plan and make available such elements of the program that will enable the employees to know of and avail themselves of its benefits.	

External Dissemination

Activity	Responsible Personnel
1. Publish the County's equal opportunity statement in advertisements, on the web, and any other appropriate recruitment medium.	Department Director, Division Directors, Department Equal Opportunity Action Officer
2. Picture minority and non-minority men and women in all relevant advertising or the Finance and Administrative Services Department sponsored publications prepared for external dissemination.	Department Equal Opportunity Action Officer

Responsibility for Implementation

As part of its efforts to ensure equal employment opportunity to all individuals, the Finance and Administrative Services Department has designated specific responsibilities to various staff to ensure the Equal Opportunity Action Plan focuses on all components of the employment system. To that end, the Department Director, the Division Directors, the Equal Opportunity Action Officer, and those employed as supervisors and managers have undertaken the responsibilities described below. Consistent with the County EOAP, the Department and Division Directors will be held accountable for the EOAP goals through their Pay for Performance agreement.

Department Director

The primary responsibility and accountability for implementing the Equal Opportunity Action Plan rests with Michael J. Geoghegan, CFO and Director of the Finance and Administrative Services Department. This person is responsible, through the Division Directors and the Department Equal Opportunity Action Officer, for adherence to the Finance and Administrative Services Department policy of equal employment opportunity and affirmative action. This role includes, but is not limited to, the following duties:

1. Designate appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring the Finance and Administrative Services Department Equal Opportunity Action Plan.

2. Ensure that these personnel are identified in writing by name and job title.
3. Ensure that those designated personnel responsible for all Equal Opportunity Action Plan components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
4. Impart the personal direction that assures total involvement and commitment to equal employment opportunity programs through the Finance and Administrative Services Department Equal Opportunity Action Plan.
5. Ensure that the Equal Opportunity Action Plan is reviewed and updated annually in accordance with the Finance and Administrative Services Department stated policy.

Division Directors

The Division Director ensures, through the Department Equal Opportunity Action Officer and supervisors that all relevant policies and procedures are adhered to. Successful implementation of this program is a basis for evaluating the Division Director's effective work performance. The Division Director's responsibilities include, but are not limited to, the following:

1. Ensure that the Division, as an employer, adheres to the stated policy of equal employment opportunity, and monitor the application of equal employment opportunity policies.
2. Facilitate internal and external communications to ensure the Department's Equal Opportunity Action Plan and its policies are made known by:
 - a. Serving as a liaison between the Finance and Administrative Services Department and minority and female organizations and community action groups concerned with employment opportunities for minorities and women.
 - b. Authorizing use of various communication devices to allow dispersal of Equal Opportunity Action Plan information to those involved.
3. Participate in periodic discussions with management and supervisors, to ensure Equal Opportunity Action Plan and equal employment opportunity policies are being followed.
4. Provide guidance to supervisors in taking proper action to prevent employees from being harassed in any way, through one-on-one contact.
5. Ensure that relevant staff, (i.e., managers, and supervisors) are aware that

their work performance is being evaluated, in part, on the basis of their equal employment opportunity efforts and results.

6. Ensure that each of the following items are conducted in accordance with the Department's Equal Opportunity Action Plan: (1) training programs and hiring and promotion patterns remove impediments to the attainment of Equal Opportunity Action Plan goals and objectives, (2) the Division facilities are maintained for the use and benefit of all employees and integrated both in policy and practice, (3) the Division encourages all employees to participate in sponsored educational, training, recreational, and social activities .
7. Ensure that all new employees participate in the "new employee orientation program" and that all employees complete their annual "employment issues" refresher training.
8. Identify targeted advertising mediums that reach the available workforce.

Equal Opportunity Action Officer

The Department Equal Opportunity Action Officer, Jennifer L. Woods, is responsible for ensuring that the directives of the Department Director are followed. The Department Equal Opportunity Action Officer's duties include, but are not limited to, the following:

1. Provide direction to the Finance and Administrative Services Department employees, as necessary, to carry out all actions required to meet the Department's equal employment opportunity and affirmative action commitments.
2. Review, report on, and update the Finance and Administrative Services Department Equal Opportunity Action Plan at least on an annual basis in conjunction with the Office of Equal Opportunity.
3. Responsible for the design and effective implementation of the Equal Opportunity Action Plan at all establishments.
4. Review and analyze reports to measure effectiveness of equal employment opportunity programs, including those that will:
 - a. Indicate the need for remedial action, and
 - b. Determine the degree to which goals and objectives have been obtained.
5. In conjunction with the Office of Equal Opportunity, identify problem areas and establish procedures, goals, and objectives to solve these problems.
6. Conduct periodic audits to ensure all required posters and those

advertising the Finance and Administrative Services Department equal employment opportunity policies and Equal Opportunity Action Plan are displayed and that the Finance and Administrative Services Department equal employment opportunity and Equal Opportunity Action Plan policies are being thoroughly communicated.

7. Serve as the liaison between the Finance and Administrative Services Department and Broward County Office of Equal Opportunity.
8. Keep management informed of the latest developments in the equal employment opportunity area.
9. Ensure the Department's overall compliance with the Equal Opportunity Action Plan.

Managers and Supervisors

In their direct day-to-day contact with the Finance and Administrative Services Department employees, supervisors have assumed certain responsibilities to help the Department ensure compliance with equal employment opportunity programs and effective implementation of the Equal Opportunity Action Plan. These include, but are not limited to, the following:

1. Aggressively adhere to the Finance and Administrative Services Department equal employment opportunity and affirmative action policy. Support and assist the Division Directors and Department Equal Opportunity Action Officer in developing, maintaining, and successfully implementing the Equal Opportunity Action Plan.
2. Assign employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.
3. Ensure that all interviews, offers of employment and/or wage commitments are consistent with the Finance and Administrative Services Department policy.
4. Implement the internal promotion and transfer of all employees under their supervision consistent with Equal Opportunity Action Plan goals and objectives.
5. Assist in identifying problem areas and provide needed information for establishing and meeting department affirmative action goals and objectives.
6. Take action to prevent harassment of employees through affirmative action efforts.

Action-Oriented Programs

Finance and Administrative Services Department tailors our action-oriented programs each year to ensure they are specific to the problem identified.

Recruitment:

1. The Finance and Administrative Services Department will continue to place advertisements on job opportunities on the website (www.broward.org/careers). The website will be updated concurrent with the placement of a newspaper ad.
2. Due to the extensive technical education and experience required for some positions, Finance and Administrative Services Department will also continue to place job opportunity announcements in national journals, periodicals, professional association newsletters and websites, and local newspapers, when appropriate.
3. Advertisements and newsletters will always carry the Equal Employment Opportunity clause.
4. Minority and female applicants will be considered for all positions for which they are qualified.
5. Finance and Administrative Services Department will participate in job fairs if there are sufficient numbers of openings to warrant participation. Broward County Government will continue to participate in annual employment events.
6. Finance and Administrative Services Department will continue to employ high school/college students who work during the summer and part-time during the school year.
7. Finance and Administrative Services Department, through its Public Service Intern program, will continue to visit Broward County Public Schools in order to recruit graduating seniors who are interested in public service employment. The selected students are hired on a full time basis for a period of one year and placed in various county agencies. Finance and Administrative Services Department now recruits from forty-five high schools and will continue to increase the number of schools visited each year.
8. Finance and Administrative Services Department will continue to publish recruiting brochures where minority and female members of the workforce are included, as well as in other company literature.

Job Specifications/Selection Process:

9. Develop position descriptions that accurately reflect position functions,

and are consistent for the same position from one location to another.

10. Develop Classification Descriptions that contain academic, experience, and skill requirements that do not constitute inadvertent discrimination. Develop specifications that are free from bias with regard to race, color, religion, gender, national origin, age, disability, sexual orientation, political affiliation, marital status or veteran status.
11. Make approved Classification Descriptions available to all members of management involved in the recruiting, screening, selection, and promotion process. Copies may also be made available to recruiting sources.
12. Finance and Administrative Services Department will continue to use only classification specifications that include job-related criteria.
13. Finance and Administrative Services Department will continue to carefully select and counsel all personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes to eliminate bias in all personnel actions.

Job Advancement:

14. Encourage employees to become involved in Career Days, Youth Motivation Programs, and related activities in the community, to make employment opportunities known to diverse populations.
15. Establish, whenever feasible, formal career counseling programs to include aptitude development, education, job rotation, buddy system, and similar programs. Include these initiatives, as appropriate, in leadership performance reviews.
16. All employees are actively encouraged to participate in facilities and department or division-sponsored social and recreational activities.
17. Finance and Administrative Services Department will continue to use the County's formal employee evaluation program. The Performance Appraisal is used for annual reviews for all employees.
18. Employees can choose training courses through the Training Catalog and include them in their career development plan.
19. Tuition reimbursement is offered to all benefit eligible employees who are interested in pursuing degree related and vocational coursework relevant to the employee's official job title at institutions licensed by the Florida Department of Education.

Representation by Job Category Analysis

Data supplied to the Finance and Administrative Services Department by the County's Civil Rights Division shows that the Department is experiencing some degree of under-representation among Hispanics, Asian-Americans, and American Indians across its job categories as of September 30, 2006.

The tables and charts in the following sections of this Plan reflect data covering new hires and promotions during the referenced period. The levels of under-representation within each category are emphasized with **highlighted text**. Strategies to address the under-representation within each category are described along with the data presentations for the categories.

Data reported as of February 8, 2007, show the following breakdown of positions—filled and vacant—within the Department. These data shape the current strategies to address under-representation.

Job Group	Job Group Total	Filled/Vacant	Filled/Vacant Total
Admin Support	449	Filled	319
		Vacant	130 ¹
Officials/Admins	26	Filled	23
		Vacant	3
Paraprofessionals	81	Filled	72
		Vacant	9
Professionals	329	Filled	298
		Vacant	31
Skilled Craft Workers	2	Filled	2
Technicians	25	Filled	21
		Vacant	4
	Report Grand Total		912

¹ A significant number of these vacancies are seasonal or temporary positions.

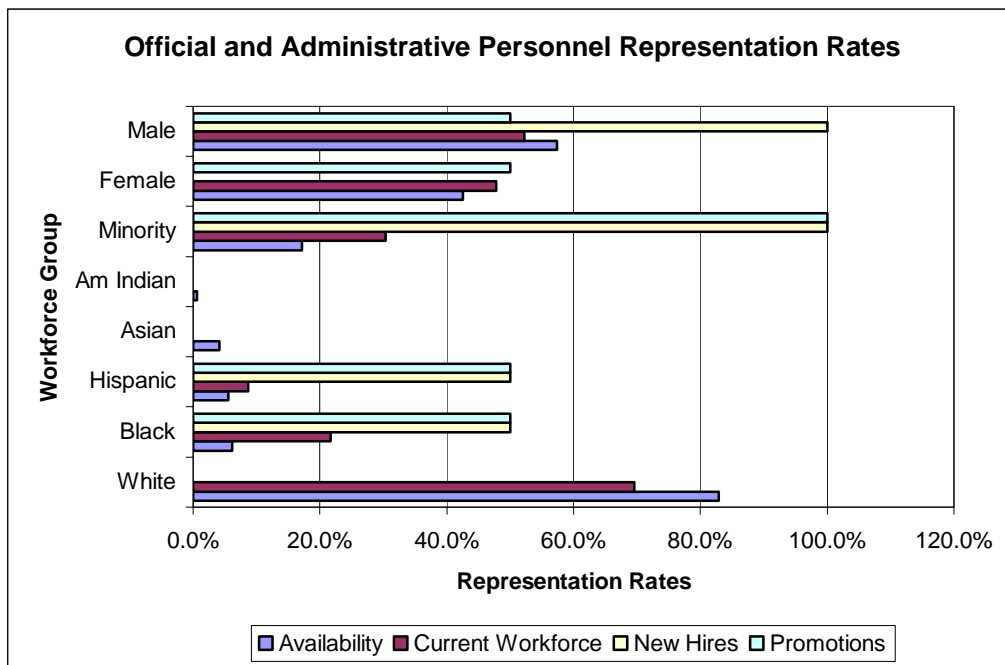
Official and Administrative

In this category, the Finance and Administrative Services Department has 26 positions, 23 are filled and three are vacant as of February 9, 2007. The Department hired two new employees and promoted two employees in this group during fiscal year 2006.

The Department will expand its recruitment efforts for any vacancies in this group to include media or professional organizations that focus on members of the under-represented groups. .

Official and Administrative Personnel Representation Rates

Workforce Group	Availability	Current Workforce	New Hires	Promotions
White	82.9%	69.6%	0.0%	0.0%
Black	6.2%	21.7%	50.0%	50.0%
Hispanic	5.5%	8.7%	50.0%	50.0%
Asian	4.1%	0.0%	0.0%	0.0%
Am Indian	0.6%	0.0%	0.0%	0.0%
Minority	17.1%	30.4%	100.0%	100.0%
Female	42.6%	47.8%	0.0%	50.0%
Male	57.4%	52.2%	100.0%	50.0%



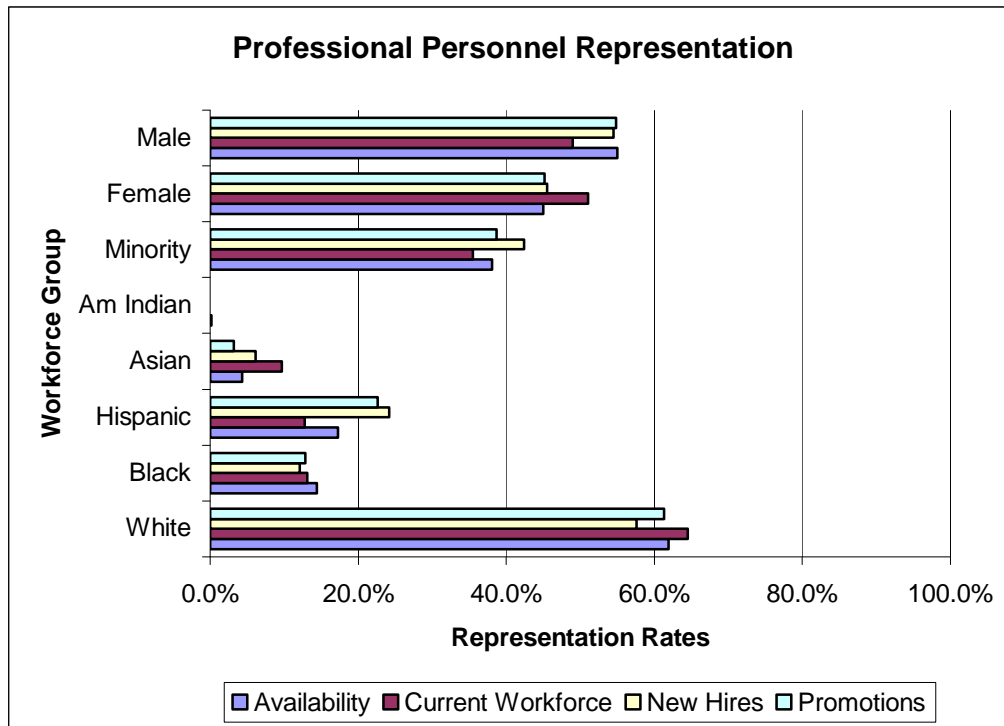
Professional Personnel

The Department has 329 positions in this category, 290 are filled and 39 are vacant as of February 9, 2007. This category and is experiencing under representation among Hispanics and American Indians. During fiscal year 2006, the department hired 33 employees, all of which met the 80% test. We also promoted 31 professionals and only failed to the meet the 80% test among Asians.

The Department will continue to focus its recruitment efforts in professional organizations related to the vacancies. For any vacancies at entry level, the Department will contact local universities and technical schools about our job opportunities.

Professional Personnel Representation Rates

Workforce Group	Availability	Current Workforce	New Hires	Promotions
White	61.9%	64.5%	57.6%	61.3%
Black	14.4%	13.1%	12.1%	12.9%
Hispanic	17.3%	12.8%	24.2%	22.6%
Asian	4.3%	9.7%	6.1%	3.2%
Am Indian	0.2%	0.0%	0.0%	0.0%
Minority	38.1%	35.5%	42.4%	38.7%
Female	45.0%	51.0%	45.5%	45.2%
Male	55.0%	49.0%	54.5%	54.8%

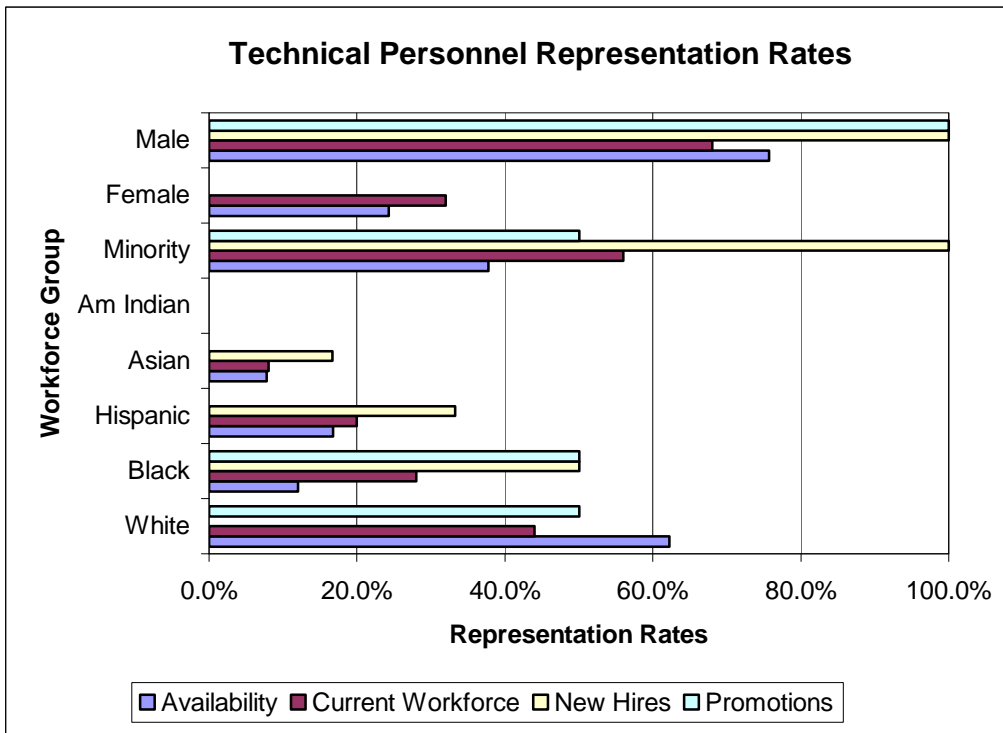


Technical

The Department has 25 Technical positions, none of which is vacant. The category is not experiencing under representation in any category. There were six employees hired and two employees promoted during fiscal year 2006. The Department will continue its recruitment efforts that reach out to the minority segments of the workforce to maintain our levels of representation.

Technical Personnel Representation Rates

Workforce Group	Availability	Current Workforce	New Hires	Promotions
White	62.2%	44.0%	0.0%	50.0%
Black	12.0%	28.0%	50.0%	50.0%
Hispanic	16.8%	20.0%	33.3%	0.0%
Asian	7.8%	8.0%	16.7%	0.0%
Am Indian	0.0%	0.0%	0.0%	0.0%
Minority	37.8%	56.0%	100.0%	50.0%
Female	24.3%	32.0%	0.0%	0.0%
Male	75.7%	68.0%	100.0%	100.0%

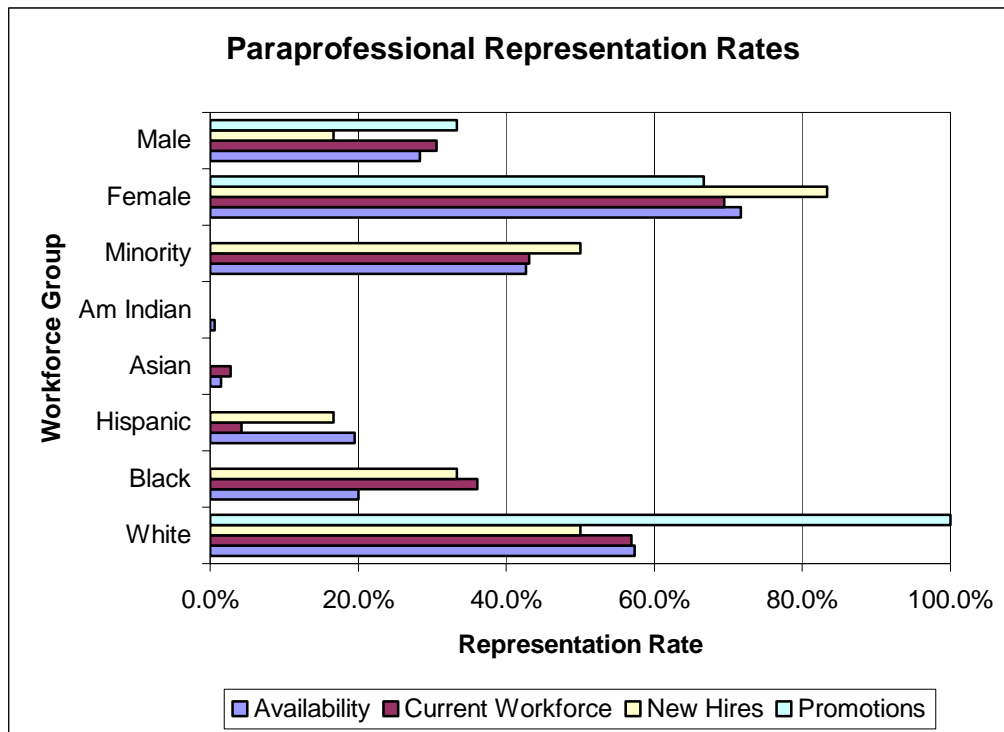


Paraprofessional

The Department has 81 positions in this category, 72 are filled and nine are vacant as of February 9, 2007. There were six new hires and three promotions during fiscal year 2006. The category is experiencing under representation among Hispanic and American Indians. The Department will explore alternative recruitment methods that reach out to underrepresented members of this workforce.

Paraprofessional Personnel Representation Rates

Workforce Group	Availability	Current Workforce	New Hires	Promotions
White	57.3%	56.9%	50.0%	100.0%
Black	20.0%	36.1%	33.3%	0.0%
Hispanic	19.5%	4.2%	16.7%	0.0%
Asian	1.5%	2.8%	0.0%	0.0%
Am Indian	0.6%	0.0%	0.0%	0.0%
Minority	42.7%	43.1%	50.0%	0.0%
Female	71.7%	69.4%	83.3%	66.7%
Male	28.3%	30.6%	16.7%	33.3%

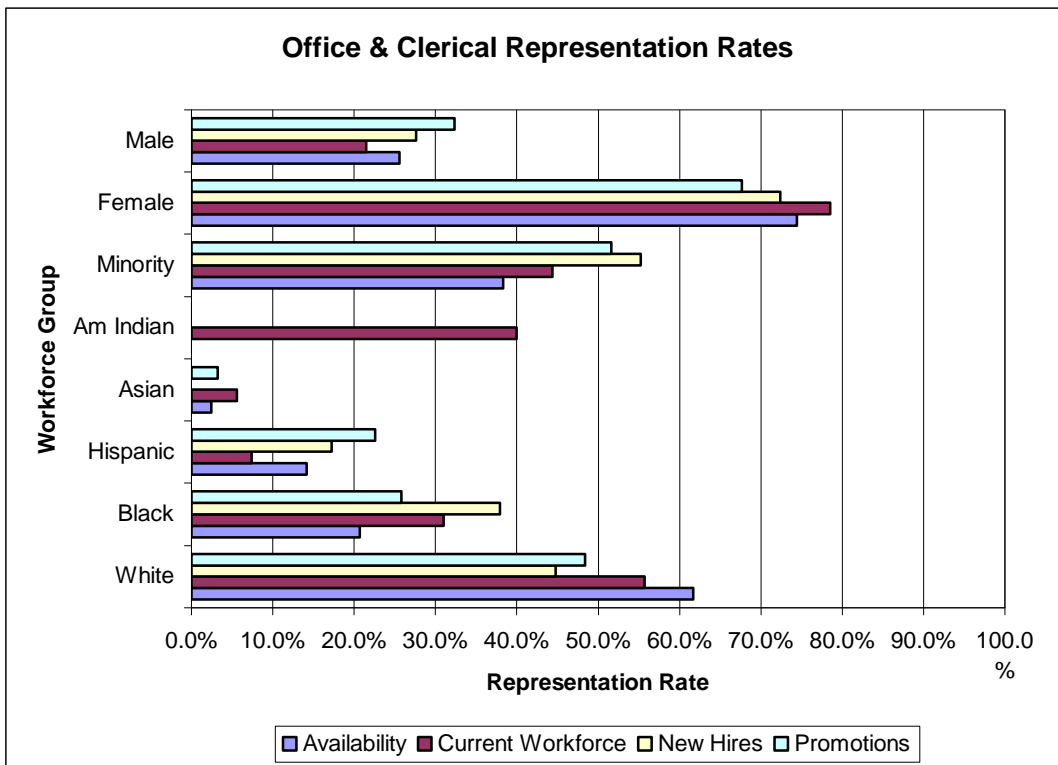


Office and Clerical

The Department has 449 positions in this category, 284 are filled and 130 are vacant. A significant number of these positions are seasonal or temporary. During FY 2006, the department hired 29 new employees and promoted 31. The only category experiencing under representation in this group during this reporting period is Hispanic. Recruitment efforts among these jobs will continue to include Hispanic media.

Office & Clerical Personnel Representation Rates

Workforce Group	Availability	Current Workforce	New Hires	Promotions
White	61.7%	55.7%	44.8%	48.4%
Black	20.7%	31.0%	37.9%	25.8%
Hispanic	14.2%	7.4%	17.2%	22.6%
Asian	2.4%	5.6%	0.0%	3.2%
Am Indian	0.1%	40.0%	0.0%	0.0%
Minority	38.3%	44.4%	55.2%	51.6%
Female	74.4%	78.5%	72.4%	67.7%
Male	25.6%	21.5%	27.6%	32.3%



Skilled Craft and Trade

There are only two employees in this group in the Finance and Administrative Services Department. The category shows under representation among all groups except Black. Given the small size of this group and the low turnover among its workers, it will be difficult to mitigate these occurrences of under representation. Any opportunities that do present themselves will be recruited through a diverse pool of media.

Skilled Craft Personnel Representation Rates

Workforce Group	Availability	Current Workforce	New Hires	Promotions
White	57.7%	50.0%	0.0%	0.0%
Black	12.6%	50.0%	0.0%	0.0%
Hispanic	23.6%	0.0%	0.0%	0.0%
Asian	3.1%	0.0%	0.0%	0.0%
Am Indian	0.3%	0.0%	0.0%	0.0%
Minority	42.3%	50.0%	0.0%	0.0%
Female	43.5%	0.0%	0.0%	0.0%
Male	56.5%	100.0%	0.0%	0.0%

