

**FLAGLER COUNTY  
BOARD OF COUNTY COMMISSIONERS  
EQUAL EMPLOYMENT OPPORTUNITY PLAN**

**April 1, 2022 – April 1, 2024**



**I. Introduction**

**A. Basic Information**

This Equal Employment Opportunity Plan (“EEOP” or “EEO Plan”) applies to the Flagler County Board of County Commissioners (“Flagler County” or “County”) and all of its employees.

This EEOP will be in effect from April 1, 2022 through April 1, 2024.

The official address and contact information for Flagler County is:

Flagler County Board of County Commissioners  
1769 East Moody Blvd, Bldg. #2  
Bunnell, FL. 32110  
(386) 313-4007

The EEO Officer is:

Pamela Wu, Human Resources Director  
Flagler County Board of County Commissioners  
1769 East Moody Blvd, Bldg. #2  
Bunnell, FL. 32110  
(386) 313-4033  
pwu@flaglercounty.gov

**B. Statement of Equal Employment Opportunity**

**Policy Statement**

Flagler County Board of County Commissioners has a strong commitment to the community we serve and our employees. As an equal opportunity employer, we strive to have a workplace that reflects the community we serve. No person is unlawfully excluded from employment opportunities basis of race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), parental status, national origin, age, disability, genetic information (including family medical history), political affiliation, military service, disability, veteran status, or other protected class.

Flagler County Board of County Commissioners Equal Employment Opportunity (EEO) policy applies to all employment actions, including but not limited to, recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation.

All applicants and employees have the right to file complaints alleging discrimination. Retaliation against an individual who files a charge or complaint of discrimination, participates in an employment discrimination proceeding (such as an investigation or

lawsuit), or otherwise engages in protected activity is strictly prohibited and will not be tolerated.

Flagler County Board of County Commissioners is committed to providing reasonable accommodations to applicants and employees who need them because of a disability or to practice or observe their religion, absent undue hardship.

As Flagler County Board of County Commissioners County Administrator, I maintain overall responsibility and accountability for Flagler County Board of County Commissioner's compliance with its EEO Policy and Program. To ensure day-to-day management, including program preparation, monitoring, and compliant investigation, I have appointed Pamela Wu, Human Resources Director, who may be reached at (386) 313-4033, pwu@flaglercounty.gov or at 1769 East Moody Blvd., Bunnell, Florida 32110 as Flagler County Board of County Commissioners EEO Officer. Pamela Wu will report directly to me and acts with my authority with all levels of management, labor unions, and employees.

All Flagler County Board of County Commissioners directors, management, and supervisory personnel, however, share in the responsibility for implementing and monitoring Flagler County Board of County Commissioners EEO Policy and Program within their respective areas and will be assigned specific tasks to ensure compliance is achieved. Flagler County Board of County Commissioners will evaluate its directors', managers' and supervisors' performance on their successful implementation of Flagler County Board of County Commissioners policies and procedures, in the same way Flagler County Board of County Commissioners assesses their performance regarding other agency's goals.

Flagler County Board of County Commissioners is committed to undertaking and developing a written nondiscrimination program that sets forth the policies, practices, and procedures, to which the agency is committed and make the EEO Program available for inspection by any employee or applicant for employment upon request.

I am personally committed to a workplace that acts upon its daily responsibility to treat all applicants and employees with dignity and respect, as well as equitably under the guidelines of our EEO Policy and Program.



Heidi Petito  
County Administrator

6/3/2022

Date

## **II. Designation of Personnel Responsibility**

While the Board of County Commissioners is responsible for the County being committed to equal opportunity, the Department Directors carry out the responsibilities of hiring, promoting, training, discipline, and other employee actions. The Human Resources Director provides the leadership and guidance for Department Directors and supervisors to assure there is uniformity in the approach taken within departments to discharge the responsibilities in accordance with this policy.

### **A. Selection**

#### **1. Promotion**

Notice of all vacancies are posted on the County's website. All internal job postings are sent electronically to county staff/departments so that all interested employees may be considered for promotional opportunities that arise. Qualified employees from all departments are considered for vacancies except where prohibited by union agreements.

#### **2. Recruitment and Application**

All open vacancies are posted through NEOGOV on the County's website, with a copy being displayed in the front lobby of the Human Resources Department for the duration of the job opening. In addition, it is posted on Indeed.com and Govtjobs.com.

The electronic employment application software program through NEOGOV only requests pre-employment information that is job related and nondiscriminatory.

#### **3. Job Descriptions and Qualification Standards**

All job descriptions are reviewed as necessary to assure that they accurately reflect major job functions. Qualification standards are job-related and call for the minimum education and/or experience needed to perform the job successfully.

#### **4. Testing**

All examinations, whether written, oral, or a test of actual performance are job-related and designed to predict accurately the future job performance of the applicant.

#### **5. Interviews**

Hiring managers and supervisors ask only questions that relate to a candidate's ability to perform the functions of the job for which the candidate has applied.

#### **6. Hiring**

Flagler County recruits and hires the best qualified candidates without regard to race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), parental status, national origin, age, disability, genetic information (including family medical history), political affiliation, military service, disability, veteran status, or other protected class. Whenever two or more candidates are equally qualified, preference will be given to the candidate whose hire will advance the County's EEO objectives.

### **III. EEO Procedures**

#### **A. Policy**

1. The Board of County Commissioners, aware of the legal and moral responsibility to serve all the community's citizens by practicing fair and equal employment opportunity, affirms its commitment to the tenets of Title VII of the Civil Rights Act of 1964 and the Equal Employment Opportunity Act of 1978 (as amended). It is recognized that all people, regardless of race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws have an inherently equal opportunity to compete for positions with the Flagler County Board of County Commissioners and they must be evaluated for such on the basis of their individual abilities. Whatever an applicant's protected group status may be, he or she has a constitutional right to have his or her application considered on its individual merits in a neutral, unbiased manner.

The Flagler County Board of County Commissioners reciprocally expects to benefit from the program through more efficient utilization, development, and management of human resources. The Board will comply with all equal opportunity policies, laws, and directives, both State and Federal that may be set forth to assure non-discrimination in so far as such policies, laws, and directives do not offend the equal protection clause of the United States Constitution.

The EEO/Affirmative Action program affects all aspects and departments of the Flagler County Board of County Commissioners and employment practices, including (but not limited to) recruiting, testing, hiring, transfer, promotion, training, compensation, benefits, discipline, layoff, and termination.

All management and supervisory personnel share in the responsibility for implementing and maintaining this program. Their performance in the area of affirmative action is evaluated in the same way that performance of assigned duties is evaluated.

The Flagler County Board of County Commissioners has charged the Human Resources Director with proper administration of the EEO/Affirmative Action Program for the Board. The Flagler County Board of County Commissioners has undertaken and maintains this program voluntarily to assure that equal employment opportunity is a reality as well as ideal.

2. Discrimination against any person in recruitment, examination, appointment, training, promotion, or any other employee action because of race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression or any other characteristic protected by federal, state or local laws is strictly prohibited.

3. Veterans' Preference shall be given to eligible veterans in accordance with Florida Statutes.

**B. EEO Complaint Procedures**

1. Any employee or applicant for employment shall have the right to file a discrimination complaint.

2. Complaints received by the Equal Employment Opportunity Office are reviewed for jurisdiction before being accepted for formal investigation, i.e., the alleged discriminatory act must be based on race, color, religion, sex, national origin, age, disability or other protected group status (as covered under these Regulations).

3. However, upon request, the Equal Employment Opportunity Office will assist to the greatest extent possible, in the resolution of any employee concern or complaint brought to its attention, and offer mediation as another option for resolving employee conflicts.

**C. Retaliation**

1. Retaliation against any person for bringing a good faith allegation forward, filing a complaint, or participating in an investigation of alleged unlawful discrimination is strictly prohibited.

2. Under no circumstances will an employee be penalized for reporting unlawful or improper conduct prohibited by these policies.

3. Any employee who feels that he or she is being retaliated against for filing a complaint or participating in an investigation must report the retaliation to the Equal Opportunity Office immediately.

**D. Personnel Management and Operations Overview**

The County conducts an assessment of its employment practices on a biannual basis. The intent of this biannual assessment is to compare current employment practices with applicable laws and regulations. The positions within Flagler County fall within the following seven (7) basic categories:

1. Officials and Administrators
2. Professionals
3. Technicians
4. Protective Service – Unsworn
5. Skilled Craft
6. Administrative Support
7. Service/Maintenance

The County trains all management and supervisory personnel who have responsibilities in hiring, promoting, training and disciplining in the area of equal employment opportunity. The Human Resources Director provides leadership and guidance to management and supervisory personnel to ensure uniformity in the approach each department takes in discharging its responsibilities. Because all management and supervisory personnel share in the responsibility for implementing and maintaining the County's EEO objectives, their performance in this area is evaluated in the same way that performance of assigned duties is evaluated.

#### **IV. Narrative Underutilization Analysis**

The County's Human Resources Office reviewed the Utilization Analysis (comparing the County's workforce to the relevant labor market) and noted the following:

1. Hispanic or Latino males were significantly under-represented in the Protective Services non-sworn category (-42%)
2. White females were under-represented in the Protective Services non-sworn category (-13%)
3. Hispanic or Latino females were under-represented in the Protective Services non-sworn category (-21%)
4. White females were under-represented in the category of Technicians (-36%),
5. White females were under-represented in the Professionals category (-12%)

In reviewing the EEOP Utilization Report that the County submitted to OCR two years ago, we were able to track improvements in the recruitment and retention of previous under-represented categories. While we understand that there are still under-represented categories based on the figures provided above, we will continue to take steps to achieve a qualified workforce that more closely represents the available labor force in the community.

#### **V. Objectives, Steps, Goals and Timetables**

**1. Our objective and goal is to create and maintain a culture of equal employment opportunity for all persons seeking employment or promotion with our organization.**

- a. The Human Resources department will continue to provide specialized advice and counseling to managers, supervisors, and employees regarding discrimination and equal employment opportunity as well as to provide information regarding hiring and diversity to staff who have a key role in the hiring process. This will be achieved by conducting Diversity training annually and training new Directors, Management and Supervisors within 90 days of hire.
- b. All job postings will be advertised on the County's website by way of our automated recruitment software program NEOGOV with an EEO statement.
- c. All jobs will be advertised on Indeed and GovernmentJobs.com with an EEO statement.
- d. All job opportunities will be advertised within local minority publications such as the local Flagler County NAACP as well as women owned businesses.
- e. Encourage 5% females and 5% minorities to take advantage of the County's Tuition Reimbursement program annually by sending a reminder email of its availability and discussing during New Hire Orientation.

**2. Our objective and goal is to provide equal employment opportunities for White females when our organization fills vacancies that become available in the Technicians, Professionals and Protective Services – Non Sworn category.**

- a. We will work with our local CareerSource office to reach 5% females and 5% minorities.
- b. The Human Resources department will work with community groups in recruitment when possible and increase relationships in all diverse communities. We will partner with members of organizations, leaders and groups representing diverse communities.
- c. The Human Resources department will continue to review all promotions and recruitment selections in each department to make sure that there are no barriers that may keep white females or Hispanic/Latino females from applying or being promoted within the departments. If a barrier is noted, the Human Resources department will take appropriate action for resolution.



- d. A representative from the Human Resources department will continue to participate in the local high school “Career Day” to promote employment opportunities with the County to help target demographic underutilization identified in this category.

**3. Our objective and goal is to provide equal employment opportunities for Hispanic or Latino women when our organization fills vacancies that become available in the Protective Services – Non Sworn category.**

- e. We will work with our local CareerSource office to reach 5% females and 5% minorities.
- f. The Human Resources department will work with community groups in recruitment when possible and increase relationships in all diverse communities. We will partner with members of organizations, leaders and groups representing diverse communities.
- g. The Human Resources department will continue to review all promotions and recruitment selections in each department to make sure that there are no barriers that may keep white females or Hispanic/Latino females from applying or being promoted within the departments. If a barrier is noted, the Human Resources department will take appropriate action for resolution.
- h. A representative from the Human Resources department will continue to participate in the local high school “Career Day” to promote employment opportunities with the County to help target demographic underutilization identified in this category.

**4. Our objective and goal is to provide equal employment opportunities for Hispanic or Latino males when our organization fills vacancies that become available in the Protective Services Non-Sworn category.**

- a. The Human Resources department will continue to collaborate with hiring managers during the recruitment process to increase awareness of the County’s non-discrimination policy and objectives to increase diversity in the applicant pool.
- b. The Human Resources department will continue to review all promotions and recruitment selections in each department to make sure that there are no barriers that may keep Hispanic or Latino males from applying or being promoted within the departments.

- c. A representative from the Human Resources department as well as Fire Rescue, will continue to participate in the local high school “Career Day” to promote employment opportunities with the County to help target the underutilization in this category.

## **VI. Internal Dissemination**

The Human Resources Director is responsible for managing the day-to-day implementation and monitoring of the County’s EEO Policy. The Human Resources Director will ensure that the County’s EEO Policy is available to its work force and the community in the following ways:

- Distribute a hard copy of the EEOP Utilization Report to all Department Directors biannually.
- A copy of the EEOP Utilization Report will be available to all employees via our internal shared drive and employee intranet.
- A hard copy of the EEOP Utilization Report will be maintained and posted in the front lobby of the Human Resources Office as well as a copy in the County Administrator’s Office, near timeclocks, employee breakrooms and restrooms.

## **VII. External Dissemination**

- Notice that the County is an Equal Opportunity Employer will continue to appear on all job postings.
- The Equal Employment Opportunity Policy is also available to the public on the County’s website at [www.flaglercounty.gov](http://www.flaglercounty.gov)

## **VIII. Employee and Management Training**

- Employee and management EEO training will be conducted periodically and for all new directors, managers, or supervisors within 90 days of their appointment.
- The EEOP Utilization Report will be discussed at staff meetings biannually and training of directors, managers, and supervisors will be conducted annually. New directors, managers, and supervisors will be trained within 90 days of appointment.

## **IX. Monitoring and Reporting Plan**

Flagler County Board of County Commissioners is committed to performing a statistical analysis to address deficiencies in its EEOP. The analysis will be available to the public and employees upon request and will include the following:

- Number of applicants for employment in each job category and the number hired, cross-referenced by sex and race.
- Number of employees in each job category who applied for promotion or transfer and the number promoted or transferred, cross-referenced by sex and race.
- Number and types of disciplinary actions
- Number of voluntary/involuntary terminations, cross-referenced by sex and race.
- Job category training that fosters promotion potential, cross-referenced by sex and race.
- Individuals with disabilities and veterans, the number of applicants for employment and promotions in each job category, and the number hired and promoted, cross-referenced by sex and race.
- Monitor EEO components such as dissemination.
- Monitor complaints.
- Evaluate employment practice statistical data for potential disparate impact.
- The Human Resources Director/EEO Officer will meet with the County Administrator to discuss the EEO program progress and results of monitoring annually.
- The Human Resources Director/EEO Officer will hold EEO related meetings with directors, managers, and supervisors annually.
- Periodical audits will be conducted to identify and to remove employment barriers obstructing the achievement of specified goals and objectives.

**X. Assessment of Employment Practices**

Good practices include offering:

- Training to employees, personnel, and management staff on proper interview techniques
- Counseling to assist employees in identifying promotional opportunities
- Training and educational programs to increase promotion and transfer opportunities