

State Personnel System



Affirmative Action Program Manual

Division of State Human Resource Management

Revised July 22, 2024

Department of Management Services

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SCOPE AND PURPOSE

This manual was developed by the Department of Management Services (DMS), Division of State Human Resource Management, to assist executive branch agencies in developing effective affirmative action (AA) programs for women, minorities, and individuals with disabilities (IWD). It identifies the AA program components and explains how to develop the key elements that comprise each component.

APPLICABLE STATUTES, RULES, AND FEDERAL REGULATIONS

It is the policy of the State Personnel System, under section 110.105(2), Florida Statutes (F.S.), that executive branch agencies ensure all individuals are afforded the same rights and benefits in employment practices as provided by federal and state law. Furthermore, in compliance with section 110.112, F.S., executive agencies must assure equal employment opportunity (EEO) exists through the development of AA Programs to ensure the full utilization of minorities, women, and individuals with disabilities compared to the available labor market. Specifically, the statute requires:

1. The head of each executive agency to develop and implement an AA plan;
2. Executive agencies to establish annual goals for ensuring full utilization of groups underrepresented in its workforce; including women, minorities, and individuals with disabilities, as compared to the relevant labor market;
3. Appointment of an Affirmative Action/Equal Employment Opportunity (AA/EEO) Officer;
4. Executive agencies to annually report to the DMS regarding the agency's progress toward increasing employment among women, minorities, and individuals with disabilities; and
5. Agencies develop a specific plan that addresses how to promote employment opportunities for individuals with disabilities.

Rule 60L- 40.002, Florida Administrative Code, outlines the elements that are to be included in an executive agency's AA Program. It also requires agencies to provide information requested by the department to meet statutory reporting obligations to the Office of the Governor, President of the Senate and Speaker of the House.

Additional support for state government AA programs is provided for by the Equal Employment Opportunity Coordinating Council's "Policy Statement on Affirmative Action Programs for State and Local Government Agencies," under Title 29, Part 1607.17, and Uniform Guidelines on Employee Selection Procedures.

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION PROGRAM

EEO is freedom from discrimination on the basis of race, color, sex, national origin, religion, age, disability or genetic information. EEO laws attempt to ensure everyone has an equal chance to enjoy job opportunities, benefits and privileges of employment.

An AA Program is a strategic business tool that encompasses a broad range of actions that contribute toward greater employment opportunities for women, minorities, and individuals with

disabilities, which are intended to ensure equal employment opportunity (EEO). It covers those policies, practices, and procedures that an employer implements to ensure that all qualified candidates and employees are receiving an equal opportunity in recruitment, selection, advancement, and every other term and privilege associated with employment. Examples of elements of an AA Program include:

1. Taking proactive steps to attract, hire, promote and retain protected groups at all levels and in all segments of the workforce;
2. Conducting outreach to underrepresented race/ethnicity, gender groups, and individuals with disabilities by targeting media, professional and support organizations for these protected groups;
3. Eliminating barriers to employment opportunities such as biased recruitment and hiring practices, and unnecessary job requirements or testing;
4. Addressing hidden biases in compensation practices;
5. Instituting and reviewing mentoring and targeted training programs; and
6. Monitoring the workforce to identify areas where protected groups are underutilized and establishing good faith efforts to move towards full representation.

An employer's AA Plan outlines its AA program in writing, which includes criteria for proactively recruiting, hiring, promoting and retaining women, minorities, and individuals with disabilities. The plan contains narrative and statistical components. The **narrative component** includes policies, practices and procedures that the employer implements to ensure that all qualified candidates and employees are receiving an equal opportunity for employment. It also includes remedial action steps designed to address impediments identified as barriers to employment and correct underutilization. The **statistical component** of the plan includes a number of quantitative analyses designed to evaluate employment actions and the composition of the workforce as compared to the relevant available labor market.

AFFIRMATIVE ACTION PLAN COMPONENTS

An Affirmative Action Plan for women, minorities, and individuals with disabilities shall include:

1. Cover Page
2. Table of Contents
3. Organizational Profile
4. Affirmation of Policies
5. Dissemination of Policies
6. Reasonable Accommodation Process
7. Equal Employment Opportunity and Affirmative Action Training
8. Responsibility for Implementation
9. Review of Personnel Processes
10. Review of Physical and Mental Qualifications
11. Audit and Reporting System

12. Identification of Impediments and Remedial Actions
13. Plan to Promote the Employment of Individuals with Disabilities
14. Statistical Analyses and Data Collection

PART I – NARRATIVE COMPONENTS

Cover Page

The following items are included on the cover page. Exhibit 1 provides an example of how this page might appear.

1. Agency Name
2. Title of document “Department of _____Affirmative Action Plan”
3. Agency address
4. Data Year (refers to the time period from which the workforce and/or applicant data was collected)
5. Plan Year (refers to the period of time the goals and corrective action items will be effective)
6. Name, title, and phone number of person who prepared the plan
7. Name, title, signature, and signature date of AA/EEO Officer
8. Name, title, signature, and signature date of agency head

Exhibit 1

**Department of Emergency Response
Affirmative Action Plan**

4550 West Tennessee Street
Tallahassee, FL 32399

Data Year: July 1, 20XX – June 30, 20YY
Plan Year: July 1, 20YY – June 30, 20ZZ

Plan Prepared by: Jane Dole, Human Resource Analyst, (850) 425-5557

AA/EEO Officer: _____
John Pepper, Director of Administration Date

Agency Head: _____
William Marks, Secretary Date

Table of Contents

The Table of Contents lists the major sections in the AA Plan and reflects the starting page number for each section. Review the Table of Contents in this guide for an example of how to format this section.

Organizational Profile

An Organizational Profile is a display of the agency's organizational structure, identifying each major organizational unit and its relationship to other units. A unit is an agency, region, district, division, bureau, etc. The profile is reflected as a graphical chart (Exhibit 2), spreadsheet (Exhibit 3) or text.

The agency shall provide demographic information for supervisors and all employees within each organizational unit that includes the following:

1. Name of unit
2. Job title, gender, race/ethnicity of the unit supervisor
3. Total number of employees
4. Total number of males and females in each EEO group (White, Black, Hispanic, Asian, Native Hawaiian/Other Pacific Islander, American Indian/Alaska Native, and Some Other Race (SOR), two or more races)

Establish the organizational profile in the same manner in which the AA Plan goals will be established. If goals are set at the regional level, the organizational profile should be reflected down to the regional level.

Exhibit 2 – Graphical Chart

Department of Emergency Response
Organizational Profile

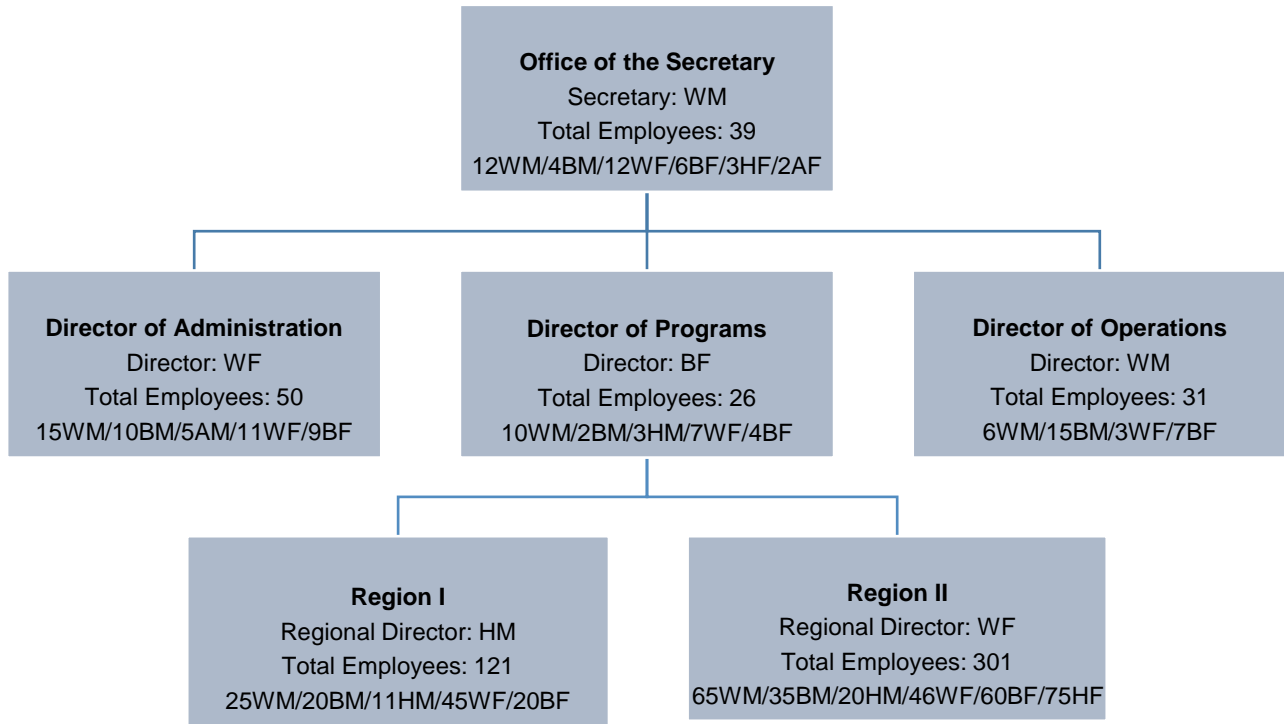


Exhibit 3 – Spreadsheet

Department of Emergency Response
Organizational Profile

Organizational Level	TOTAL EMP.	MALES							FEMALES						
		White	Black/African Am	Hispanic/Latino	Asian	NH/OPI	AI/AN	Total Males	White	Black/African Am	Hispanic/Latino	Asian	NH/OPI	AI/AN	Total Females
Office of the Secretary															
Supervisor: Secretary (W/M)	39	12	4					16	12	6	3		2		23
Office of Administration															
Supervisor: Director of Administration (W/F)	50	15	10		3	1	1	30	11	9					20
Office of Operations															
Supervisor: Director of Operations (W/M)	31	6	15					21	3	7					10
Office of Programs															
Supervisor: Director of Programs (B/F)	26	10	2	3				15	7	4					11
Region I															
Supervisor: Regional Director (H/M)	121	25	20	11				56	45	20					65
Region II															
Supervisor: Regional Director (W/F)	301	65	35	20				120	46	60	65	5	3	2	181

Affirmation of Policies

Support from agency leadership is the first step in creating a strong AA/EEO program. Written policy statements affirm agency leadership's commitment to the principles of EEO. The affirmation policy statements may be written as part of the AA plan narrative or a copy of the signed and dated policy issued by the agency head may be included in the plan. As a best practice, the policy should be reaffirmed annually in writing as a sign of the agency's continued commitment to EEO. Exhibits 4 – 6 are sample Policy Statements for EEO, Anti-Harassment and Individuals with Disabilities.

Dissemination of Policies

Dissemination of the agency's written policies is essential. The AA plan should include procedures on how the agency will communicate its policies within the organization (internally) and to the public (externally). Methods that meet policy dissemination requirements; include, but are not limited to:

1. Internal

- a. Publication in the employee handbook and agency newsletter
- b. Posting on employee bulletin boards
- c. Memo/letter to all employees
- d. Displaying on agency intranet site
- e. Dissemination and review during new employee orientation sessions
- f. Reinforcing policy and agency commitment during training and policy meetings with managers and supervisors

2. External

- a. Publication in job advertisements and recruitment materials. All recruitment literature involving state position vacancies must contain the phrase "An Equal Employment Opportunity Employer/Affirmative Action Employer", in accordance with section 110.211, Florida Statutes.
- b. Display on the agency's public website
- c. Send policy notices to community organizations likely to refer women, minorities, and individuals with disabilities to apply for positions
- d. Share policies with community civic leaders, colleges, universities and trade schools
- e. Include notice of commitment to EEO in procurement contracts

Exhibit 4

**DEPARTMENT OF EMERGENCY RESPONSE
EQUAL EMPLOYMENT OPPORTUNITY POLICY**

The Department of Emergency Response hereby reaffirms our commitment to equal employment opportunity for all employees and candidates without regard to an individual's race, color, sex, religion, national origin, age, disability, genetic information or marital status.

Equal protection against discrimination will be afforded to all in recruitment, hiring, and promotion at all job levels within the department. Other personnel matters (such as compensation, benefits, transfers, retention, discipline, career development, training, and social and recreational programs) will also be administered in accordance with equal employment opportunity requirements.

Employment practices will be administered in a nondiscriminatory manner for any qualified employee or applicant with a disability that can, with or without a reasonable accommodation, perform the essential functions of the job. Requests for accommodation may be made through the appropriate servicing personnel office or by contacting the ADA Coordinator, Office of Human Resources, Department of Emergency Response, 4550 West Tennessee Street, Tallahassee, Florida 32399.

Because the department is committed to equal employment opportunity, any form of employment discrimination, including retaliation, is strictly prohibited. No employee may be subjected to retaliation as a result of filing a complaint, testifying, assisting, or participating in an investigation, proceeding, or hearing with regard to discrimination, or otherwise opposing any unlawful discriminatory practice prohibited by the department's policy and related state and federal laws.

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

An employee or applicant 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 the department's Office of Equal Employment Opportunity at 4550 West Tennessee Street; Tallahassee, Florida 32399; phone number (850) 488-2222; or through the department's local human resource office. Complaints may also be filed with the Florida Commission on Human Relations or the U. S. Equal Employment Opportunity Commission.

William Marks
Secretary

July 7, 20XX
Date

John Pepper
EEO Officer

July 7, 20XX
Date

Exhibit 5

**DEPARTMENT OF EMERGENCY RESPONSE
ANTI-HARASSMENT POLICY**

The Department of Emergency Response reaffirms our commitment to maintaining a work environment that is free of discrimination. In keeping with this commitment, we will not tolerate harassment by anyone, including any manager/supervisor, employee, vendor, or others engaged in business with the department.

Harassment is unwelcome conduct based on an individual's race, color, sex, national origin, religion, disability, age, genetic information, or marital status. Harassment becomes unlawful where it: (1) adversely affects tangible job benefits or other employment opportunities; (2) involves repeated actions, comments, or objects that unreasonably interfere with an individual's work performance; or (3) creates an intimidating, hostile, or offensive work environment. Examples of harassment include, but are not limited to, the use of epithets or name calling, derogatory language, slurs, offensive jokes, and other forms of hazing motivated by an individual's race, sex, religion, color, national origin, disability, age or marital status.

Sexual harassment is a form of discrimination based upon a person's gender. It is defined as unwelcome sexual advances, requests for sexual favors, and other verbal, physical or visual conduct of a sexual nature when: (1) submission to the conduct is an explicit or implicit term or condition of employment, (2) submission to or rejection of the conduct is used as a basis for an employment decision, or (3) the conduct has the purpose or effect of unreasonably interfering with an individual's work performance or of creating an intimidating, hostile, or offensive work environment.

Sexual harassment includes, but is not limited to, unwelcome requests or demands for sexual favors or unwelcome sexual advances; inappropriate nonconsensual touching of another person's body, including but not limited to kissing, pinching, groping, or fondling; repeated requests for dates or invitations to social events; use of sexually degrading words to describe an individual; jokes of a sexual nature; sexually explicit or suggestive objects; and use of inappropriate gestures or body language of a sexual nature.

The department prohibits retaliation against anyone who has reported harassment, whether it relates to the harassment against the individual raising the concern or against another individual. Retaliation is also prohibited against anyone cooperating in an investigation.

It is the department's policy to investigate complaints of discrimination thoroughly and promptly. To the extent allowed by law, the department will keep complaints confidential. If an investigation confirms that unlawful harassment has occurred, the department will take corrective action. Such action may include discipline up to and including dismissal. (Note: Any person who has harassed another or retaliated against another may also be subject to civil or criminal liability under state or federal law.)

An employee or applicant who believes she or he has been subjected to harassment has the right to file a complaint. Complaints may be filed with the department's Office of Equal Employment Opportunity at 4550 West Tennessee Street; Suite 235; Tallahassee, Florida 32399; phone number (850) 488-2222; or through the department's local human resource office. Complaints may also be filed with the Florida Commission on Human Relations or the U. S. Equal Employment Opportunity Commission.

William Marks
Secretary

July 7, 20XX
Date

John Pepper
EEO Officer

July 7, 20XX
Date

Exhibit 6

**DEPARTMENT OF EMERGENCY RESPONSE
INDIVIDUALS WITH DISABILITIES POLICY**

The Department of Emergency Response is committed to the principles of affirmative action and equal employment opportunity for individuals with disabilities. Therefore, it is the policy of the department not to discriminate on the basis of disability and to take affirmative action to employ and advance in employment qualified individuals who have a disability at all levels within the company. The department will ensure that all employment actions, including but not limited to recruitment, hiring, selection for training, promotion, demotion, termination, layoff, rates of pay or other forms of compensation, will be administered without regard to disability. The department will also provide qualified candidates and employees with disabilities with needed reasonable accommodations, as required by law, and will ensure that all employment decisions are based only on valid job requirements.

The department prohibits harassment of employees and candidates on the basis of disability and will conduct training to try to prevent any harassment or discrimination before it occurs. This agency also prohibits retaliation or punishment against employees and candidates for filing a complaint, opposing any discriminatory act or practice, assisting or participating in any manner in a review, investigation, or hearing regarding the department's employment practices, or otherwise seeking to obtain their legal rights under any federal, state, or local law requiring equal employment opportunity for individuals who have a disability. Prohibited retaliation includes, but is not limited to harassment, intimidation, threats, coercion, or other adverse actions that might dissuade someone from asserting their rights.

In furtherance of the department's policy regarding affirmative action and equal employment opportunity, the department has developed a written Affirmative Action Program (AAP) that sets forth the policies, practices and procedures that we are committed to in order to ensure that its policy of nondiscrimination and affirmative action for qualified individuals who have a disability is accomplished. This AAP is available for inspection by any employee or applicant for employment upon request, during normal business hours, in the department's Central Office located at 1245 Willow Lane; Tallahassee, FL 32399. Interested persons should contact the Human Resources Office at (850) 333-6767 for assistance.

In order to ensure equal employment opportunity and affirmative action throughout all levels of the department, the Director of Human Resources is designated as the Equal Employment Opportunity (EEO) Officer. The EEO Officer will establish and maintain an internal audit and reporting system that will track and measure the effectiveness of the department's AAP and show where additional action is needed to meet the agency's objectives.

William Marks
Secretary

July 7, 20XX
Date

John Pepper
EEO Officer

July 7, 20XX
Date

Reasonable Accommodation Process

Agencies must make a reasonable accommodation to the physical and mental limitations of qualified individuals with disabilities, unless they can demonstrate the accommodation would impose an undue hardship.

The AA Plan must contain an explanation of the agency's reasonable accommodation process. The development and use of written reasonable accommodation procedures ensure that candidates and employees know how to request a reasonable accommodation and are aware of how the request will be processed by the agency. A written procedure also helps ensure supervisors and managers know what to do should they receive a request for reasonable accommodation, and process requests swiftly, within a reasonable period. The following elements should be considered for inclusion when developing the agency's reasonable accommodation process:

1. Notice that the request may be initiated orally or in writing. If the agency requires a reasonable accommodation request form, the form should be provided as an attachment to the written procedure.
2. Explain how the agency will process a request for reasonable accommodation, to include identification of whom the request may be made, explanation of the interactive process and from whom the individual will receive a final decision.
3. Establish a time period during which the request will be granted or denied, absent extenuating circumstances.
4. Explain the responsibility of the employee or applicant to provide appropriate medical information related to the impairment and requested accommodation where the disability and/or impairment is not obvious. Also, explain the right of the agency to request relevant supplemental medical information if information submitted does not clearly explain the need for accommodation or how accommodation will assist the employee to perform the essential functions of the job.
5. Provide that reassignment to an available position for which the individual qualifies will be considered as a reasonable accommodation if the agency determines that no other reasonable accommodation will permit the employee with a disability to perform the essential functions of his or her current position.
6. Provide that reasonable accommodation denials be in writing and specify the reasons for denial.
7. Establish a procedure for a higher-level review to allow individuals with disabilities to obtain prompt reconsideration of denials of accommodation requests.
8. Assurance that the confidentiality of agency's systems for recordkeeping to track the processing of requests for accommodation and that medical information received are handled in accordance with the provisions of the Americans with Disabilities Act, as amended.

Additional guidance regarding how agencies should process "reasonable accommodations requests" from candidates and employees can be found at:

https://www.dms.myflorida.com/content/download/142034/915325/Reasonable_Accommodation_Process_Program_Manual.pdf

Equal Employment Opportunity and Affirmative Action Training

Managers and supervisors are required to be trained on the agency's EEO and AA obligations, to ensure they understand the impact of employment decisions and are committed to the agency's AA program. Additionally, **all employees** should be trained on the principles of EEO; including disability related workplace issues designed to promote an inclusive culture. The AA plan shall include a description of these training programs.

Responsibility for Implementation

As part of the agency's efforts to ensure EEO to all individuals, the agency head, the AA/EEO Officer, directors, department heads, managers, and supervisors are designated specific responsibilities to ensure the agency's AA program focuses on all components of the employment process.

Agency/Department Head

The primary responsibility and accountability for implementing the AA plan rests with the agency head. He or she is responsible, through the AA/EEO Officer and the Director of Human Resources, for adherence to the agency's policy of EEO. This role includes, but is not limited to, the following duties:

1. Designating appropriate personnel with the responsibility of overseeing, administering, implementing and monitoring the agency's EEO efforts and AA program;
2. Ensuring that those designated personnel responsible for EEO efforts and AA program are given the necessary authority, top management support and resources to successfully implement their assigned responsibilities; and
3. Imparting the personal direction to agency leadership that ensures total involvement and commitment to the agency's EEO and AA programs.

Affirmative Action/Equal Employment Opportunity Officer (AA/EEO Officer)

Appointed by the agency head in accordance with section 110.112, F.S., the AA/EEO Officer must have the authority, resources, support of, and access to top management to ensure effective implementation of the agency's EEO efforts and AA program. Depending on the size and structure of the agency, the duties of this individual may be the person's sole responsibility. Some general areas of responsibility appropriate for the AA/EEO Officer include:

1. Developing AA program, plan, EEO policies, and related communications;
2. Monitoring the agency's personnel practices to ensure no discriminatory practices exist;
3. Assisting in the identification of impediments to EEO and developing effective solutions;
4. Monitoring agency compliance by designing and implementing audit and reporting systems to:
 - a. Measure the effectiveness of the agency's AA program;
 - b. Document employment activities;

- c. Determine the degree to which the agency's goals and objectives are being met; and
 - d. Identify remedial action needed to correct deficiencies.
5. Keeping the agency head and agency leadership at various organizational levels informed of developments in the EEO area, AA program progress, and potential problems;
 6. Serving as liaison between the agency and state and federal compliance agencies;
 7. Providing training on AA and EEO guidelines to personnel involved in the recruitment, screening, selection, promotion, discipline, and other related employment activities;
 8. Developing outreach strategies that are inclusive of well-qualified minorities, women, and individuals with disabilities for any job categories in which persistent underutilization of these groups are found;
 9. Serving as the agency's outreach and referral resource for professional organizations and community action groups assisting with employment opportunities for minorities, women, and individuals with disabilities; and
 10. Examining and seeking to remedy the causes of high turnover in areas where problematic patterns of separations are identified.

Human Resource Director

1. Ensuring personnel decision making processes adhere to EEO and AA principles.
2. Ensuring agency selection criteria are objective, uniform, and job-related.
3. Assisting in the development and implementation of recruitment and retention strategies for women, minorities, and individuals with disabilities and informing leadership of existing disparities.
4. Including supporting EEO and AA statements on job requisitions and other employment publications;
5. Assisting with training of managers and supervisors on the principles of EEO and AA; and
6. Providing AA/EEO Officer support and data necessary to perform duties related to EEO and AA.

Directors and Agency/Department Heads

1. Assisting in identifying problem areas, formulating solutions and setting unit goals and objectives;
2. Reviewing the qualifications of candidates and employees to ensure qualified individuals are treated in a nondiscriminatory manner in the hiring, and promotion process;
3. Ensuring that all interviews, offers of employment, and/or salary commitments are consistent with the agency's policies;
4. Reviewing the job performance of each employee to assess whether discipline and termination actions are justified based on the employee's performance of his or her duties and responsibilities;

5. Periodically auditing hiring and promotion patterns and the selection of candidates for career development and training programs to remove unnecessary impediments;
6. Communicating with managers, supervisors and other employees to emphasize the agency's EEO policies and accommodation procedures; and
7. Scheduling regular meetings and training sessions with supervisory staff to keep them abreast of policy changes and program objectives.

Supervisors and Managers

1. Ensuring AA program compliance;
2. Collaborating with Human Resources in the search process (outreach and recruitment efforts);
3. Monitoring selection for training and career development opportunities, hiring and promotion patterns.
4. Administering hiring, promotions, discipline, compensation actions, and other employment decisions in an equitable manner;
5. Fostering and maintaining a work environment conducive to achieving EEO and a workplace free from discrimination;
6. Encouraging participation and providing full access to all agency sponsored activities, career development and training opportunities, transfers, etc., for women, minorities, and individuals with disabilities; and
7. Communicating regularly to employees their responsibility to exhibit an attitude of respect, courtesy, and cooperation toward fellow employees and the public.

The individuals identified above by no means constitute an exhaustive list of those that could be responsible for EEO and AA implementation. Each agency head may choose to identify any group or individual she or he believes should assist with the implementation of the AA program. For instance, an agency comprised of regions and circuits may decide if it wants an AA/EEO Coordinator in each location. This individual can act as the point person for coordinating EEO and AA activities and/or assist the regional or circuit director to ensure proper implementation and outreach within her or his area of responsibility. Also, the agency head may decide to establish an AA/EEO Committee within each region to assist with these duties.

Review of Personnel Processes

This plan element provides a description of the agency's plan to periodically conduct a review of its personnel processes to ensure equal access for candidates and employees. It includes a description of the personnel processes reviewed and any modifications to processes or development of new processes resulting from the review.

As agencies conduct reviews of their personnel processes, responsible parties should ensure:

1. Application of the process does not stereotype individuals in a manner that limits their access to jobs and other benefits and privileges of employment.
2. Information and communication technologies (whether newsletters, e-mail, bulletin boards, telephone, etc.) are accessible, even absent a specific request for accommodation.
3. Equal access to all training opportunities is offered or available.
4. Accessibility to physical and virtual workplaces, including those implemented through information and communication technologies.
5. There is a careful and thorough consideration of the job qualifications of candidates and employees for job vacancies, which includes:
 - a. Making changes to the application and recruiting process to permit qualified individuals with disabilities to be considered for hire or promotion;
 - b. Providing written materials in accessible formats, such as large print, braille, or audiotape;
 - c. Providing readers or sign language interpreters;
 - d. Ensuring that recruitment, interviews, tests, and other components of the application process are held in accessible locations;
 - e. Modifying equipment or devices; and
 - f. Adjusting or modifying application policies and procedures.

Sample Language

The Department of Emergency Response reviews its personnel processes quarterly to determine whether its present procedures ensure careful, thorough and systematic consideration of the qualifications of known qualified individuals with disabilities. This review covered all procedures related to the filling of job vacancies by either hire, promotion, reassignment or transfer; in addition to all training opportunities offered or made available to employees.

Based on the department's review of its personnel processes, we modified the personnel processes for...., and are developing new procedures for... to ensure....

Review of Physical and Mental Qualifications

Agencies must complete a review of physical and mental job qualification requirements. The AA Plan shall provide the agency's schedule for review of these standards to ensure they are job-related for the position and consistent with business necessity. The agency shall also document any actions it intends to take based on its review. Once the initial review is complete, agencies are only required to review qualification standards again if there is a change in job duties or working conditions.

Sample Language

The physical and mental job qualifications of all jobs have been reviewed and are reviewed as new ones are established to ensure that, to the extent that such qualification requirements tend to screen out qualified individuals with disabilities, job qualifications are job-related and consistent with business necessity.

No qualification requirements were identified which had a screening effect. All job qualification requirements were found to be job-related and consistent with business necessity and safety. The Department of Emergency Response will continue to review physical and mental job qualification requirements whenever a job is vacated or job duties change.

Audit and Reporting System

In this narrative element of the AA Plan the agency identifies the actual steps involved in its audit and reporting system, not the results of the audit. The results are revealed as part of the Identification of Impediments and Remedial Actions segment of the plan. An effective audit and reporting system should enable the agency to determine on a regular basis the:

1. Effectiveness of the agency's overall AA program;
2. Degree to which the agency's goals and objectives have been met;
3. Problem areas that need remedial action; and
4. Objectives that have not been implemented.

Audit and reporting activities may include, but are not limited to:

1. Monitoring records of all employment activities to include hires, applicant flow data, transfers, promotions, terminations, discipline, compensation and training and career development programs at all levels of the agency;
2. Monitoring imbalances in the workforce with respect to minorities, women, and individuals with disabilities and circumstances related to their underutilization;
3. Requiring internal reporting by organizational units on a scheduled basis as to the degree to which EEO and AA objectives are being met;
4. Reviewing reports and analyses of AA program activities with all levels of management; and
5. Advising agency leadership of program effectiveness and making recommendations to improve performance, where necessary.

SAMPLE AUDIT AND REPORTING SYSTEM LANGUAGE

The following activities are reviewed quarterly to ensure EEO for candidates and employees and provide freedom from stereotyping qualified individuals with disabilities in any manner that may limit their access to any job for which they are qualified.

1. Recruitment and referral activities, advertisements, and job application procedures;
2. Implementation of hiring, promotion, demotion, discipline, termination and layoff procedures;
3. Transfer, job assignments and promotion patterns and practices;
4. Disciplinary and termination actions taken including a review by racial/ethnic group, gender and disability status;
5. Participation in training, mentoring, career development opportunities and attendance at professional meetings and conferences;
6. Compliance with the AA program; such as, internal and external dissemination of EEO policies, posting of EEO posters, and availability of information for access by candidates and employees;
7. Implementation of reasonable accommodation policies and procedures, including review of the number of requests approved and/or denied;
8. Imbalances in the workforce with respect to women, minorities, and individuals with disabilities. Each instance of underutilization should be reviewed separately, identifying the affected group, EEO category and circumstances relating to the underutilization;
9. Workplace atmosphere;
10. Rates of pay and any other forms of compensation and benefits to determine if patterns of discrimination exist;
11. Job classifications and job descriptions; and
12. Application of any other term, condition, or privilege of employment.

Agency directors and department heads perform ongoing monitoring of employment decisions involving new hires, promotions, reassignments, transfers and other employment actions to ensure decisions are applied in a nondiscriminatory manner. They also carefully examine all disciplinary actions and terminations prior to approval to ensure there are no disparities based on the employee's protected class status. Approval of attendees for career development and professional training opportunities is also monitored to ensure equitable representation of minorities, women, and individuals with disabilities.

The Department of Emergency Response's audit and reporting system includes periodic reports documenting our efforts to achieve the agency's EEO and AA responsibilities. Managers and supervisors are asked to report any current or foreseeable EEO concerns and are asked to outline their suggestions and or recommendations for solutions. During reporting, agency AA/EEO Coordinators submit formal reports to the AA/EEO Officer on behalf of their director or department head on a quarterly basis. These reports contain information describing the following activities:

1. Outreach and Recruitment efforts (e.g. job fairs, minority, women, and individuals with disabilities focused efforts, community and professional organizations);
2. Progress made toward reaching AA goals;
3. Results of their review of new hire, promotion, reassignment and transfer decisions made by supervisors and data by race/ethnicity and sex on actual appointments for each;
4. Results of their review of disciplinary actions and terminations based on race/ethnicity and gender composition;
5. Identification of foreseeable EEO concerns and suggestions for solutions;
6. Data on the employees attending career development and professional training opportunities by race/ethnicity and sex;
7. Data on the number of accommodation requests approved or denied; and
8. Information on other EEO program accomplishments.

Upon review of these quarterly reports the AA/EEO Officer meets with directors and their AA/EEO Coordinator to discuss their progress and collaborate with the parties to develop an action plan to provide for more effective implementation of their AA programs.

The AA/EEO Officer also meets with the agency head on a quarterly basis to inform him/her of the agency's EEO and AA program efforts and its progress, problem areas, and recommend remedial action.

Assessment of Outreach and Recruiting Efforts

An agency's audit and reporting system also incorporates an assessment of its outreach and recruitment efforts; and develops a systematic process for evaluating the effectiveness of the activities (Sample - Exhibit 7). Agencies need to develop a framework for the assessment, which should include, but are not limited to the following evaluation criteria:

1. To what extent did the activity attract qualified candidates with disabilities, minorities, and women?
2. To what extent did the activity result in the hiring of qualified individuals with disabilities, minorities, and women?
3. To what extent did the activity expand the agency's outreach to individuals with disabilities, minorities, and women in the community?
4. To what extent did the activity increase the agency's capacity/capability to include individuals with disabilities, minorities, and women in its applicant pool and workforce?

Exhibit 7

SAMPLE ASSESSMENT OF OUTREACH AND RECRUITMENT ACTIVITIES

Outreach/Recruitment Activity	Date of Activity	Description	Evaluation
Participation in Job Fair at Bethune-Cookman University	November 2017 and April 2018	Job Fairs hosted by the Office of Career Planning and Services at the University. There were 250 participants.	Received 30 applications from minorities and women, ten were interviewed and four were hired. Resumes retained for future job opportunities.
Meeting with Division of Vocational Rehabilitation (VR) Specialist	August 15, 2017	Provide information regarding Department of Emergency Response's career openings and discuss their client support services.	Identified support services VR could provide for two current employees with disabilities to assist agency with retention efforts.
Partner with Able Trust to support their programs for youth	Recurring	Become an agency partner to offer career exploration opportunities for high school students with disabilities in the form of job shadowing, internships and on-the-job training.	Provided five job-shadowing opportunities during first six months of fiscal year. Scheduled to host three interns during final quarter of fiscal year 2017-2018.
Briefing of Local Disability Advocates (LDA)	September 1, 2017	Brief representatives of LDA, at advocacy group meeting, regarding the agency's career opportunities, and provide a facility tour.	Established relationship with contact for three new advocacy groups that assist clients with a disability find employment.
<p>Criteria for Evaluation:</p> <ol style="list-style-type: none"> 1. To what extent did the activity attract qualified candidates with disabilities, minorities, and women? 2. To what extent did the activity result in the hiring of qualified individuals with disabilities, minorities, and women? 3. To what extent did the activity expand agency's outreach to individuals with disabilities, minorities, and women in the community? 4. To what extent did the activity increase agency's capacity/capability to include individuals with disabilities, minorities, and women in its applicant pool and workforce? 			

Source: OFCCP Sample Contractor Affirmative Action Program for Section 503

Identification of Impediments and Remedial Actions

All AA plans shall include identification and analysis of any problem areas. The identification process begins by conducting an in-depth analysis of personnel policies, procedures, employment practices, and statistical data to identify barriers that influence or may affect the effectiveness of the agency's AA program to provide EEO. Areas to evaluate include, but are not limited to, those activities reviewed under the agency's audit and reporting system and the results of statistical analyses and data collection.

Once the problem areas have been identified, the next step is to develop remedial action steps the agency will take to eliminate or reduce the impact of the problems identified as impediments to the agency's EEO goals and objectives.

Effective remedial action should be designed in such a way to produce measurable results and ensure the agency is doing more than following the same policies, procedures or activities which previously produced inadequate results. Identification of impediments and remedial actions may be reported as follows (Sample - Exhibit 8):

1. **Problem Statement:** A brief description of the situation or problem. The statement should relate to a specific EEO or AA concern.
2. **Objective:** A general statement of intent to alleviate the problem or deficiency.
3. **Remedial Action:** A list of specific action items or activities designed to correct the problem or deficiency to achieve the objective.
4. **Responsibility:** Assignment of person or persons who are (i.e., name, title) responsible for completing the action item(s).
5. **Targeted Completion Date:** The date the action item should be completed. Establish a date for each action item. For those activities that are ongoing, indicate "ongoing activity" and the date the action item was initiated.
6. **Monitoring Procedure:** Outlines the procedure for a review to determine whether or not the objective is being met per the target date.

Exhibit 8

SAMPLE IDENTIFICATON OF IMPEDIMENTS AND REMEDIAL ACTIONS

1. Problem Statement: Underutilization of Hispanics in Officials/ Administrators in Region one.

Objective: Eliminate underutilization of Hispanics in Officials/Administrators in Region one			
Action Item	Assignment of Responsibility	Completion Target Date	Monitoring Procedure
a. Notify relevant recruitment sources of potential vacancies for referrals of qualified candidates	EEO Officer Director of Human Resources	Quarterly	Reviewed by Director of Human Resources
b. Employ one Hispanic Official/Administrator	Appropriate Interviewing Authority	05/31/2018	Review of hires and promotions by EEO Officer

2. Problem Statement: The agency has experienced a 75% increase in the number of sex discrimination charges filed, 50% of the charges are for sexual harassment.

Objective: Provide training for employees concerning their rights and supervisors/managers responsibilities regarding discrimination and harassment.			
Action Item	Assignment of Responsibility	Completion Target Date	Monitoring Procedure
a. Hold meeting between agency General Counsel, Training Division, and Human Resources to review and discuss and identify updates to current training module	EEO Officer	08/05/2017	Agenda and notes from meeting
b. Revise EEO training content	Training Manager Director of Human Resources	11/01/2017	Revised training module reviewed by EEO Officer
c. Present training to supervisors/managers	Training Manager Director of Human Resources	01/02/18	Employee Training Attendance Report reviewed by EEO Officer
d. Schedule dates and conduct training for all employees	Training Manager	Initiated 04/30/2018, Ongoing	Employee Training Attendance Report reviewed by EEO Officer on a monthly basis

Plan to Promote the Employment of Individuals with Disabilities

To comply with the State of Florida's initiative to increase the hiring and retention of individuals with disabilities in the state's workforce, agencies are required to develop a specific plan that addresses how to promote employment opportunities for qualified individuals with disabilities. Key plan objectives include, but are not limited to, establishing agency commitment; administering an effective accommodation program; improving outreach and recruitment; and increasing hiring and retention. Below are sample activities for each objective:

1. Establishing Agency Commitment Activities:
 - a. Appoint senior-level agency officials responsible for overseeing implementation of the plan
 - b. Issue a notice from Agency Head encouraging managers and supervisors to recruit, hire and retain individuals with disabilities
 - c. Include hiring individuals with disabilities in the agency performance goals
 - d. Conduct mandatory training for senior leadership, hiring managers and employees on the employment of individuals with disabilities
2. Administer an Effective Reasonable Accommodation Program Activities:
 - a. Conduct reasonable accommodation training for supervisors and hiring managers on a biannual basis
 - b. Develop online training to inform employees of the proper procedures for requesting reasonable accommodation
 - c. Establish a centralized budget for reasonable accommodations
3. Outreach and Recruitment Activities:
 - a. Review potential sources for candidates with disabilities and initiate at least two partnerships to expand recruitment efforts
 - b. Create a distribution list of organizations that assist individuals with disabilities in finding employment and post vacancy announcements with those organizations
 - c. Participate in job fairs focusing on individuals with disabilities
 - d. Establish an internal network of recruiters agency-wide to assist with the recruitment and retention of individuals with disabilities
4. Increasing Hiring and Retention Activities:
 - a. Establish a partnership with the Department of Education's Divisions of Vocational Rehabilitation (VR) and Blind Services (DBS), and the Disabled Veterans Outreach Program through CareerSource Florida to fill vacancies
 - b. Create job training opportunities for individuals with disabilities in the form of internships, on-the-job training, and unpaid work experience
 - c. Coordinate with VR to enable job shadowing and situational assessment opportunities
 - d. Meet with managers and supervisors of current and past employees with disabilities to identify barriers to retention and strategies to increase retention of employees
 - e. Identify injured employees on workers' compensation and determine who would benefit from reasonable accommodations and reassignment to allow them to return to work
 - f. Develop strategies to increase return to work outcomes

A sample agency specific plan is provided in Appendix A. For additional examples of plan activities please view the sample plan on the department's State Personnel System HR Practitioners website.

PART II – STATISTICAL ANALYSES AND DATA COLLECTION COMPONENTS

In addition to reviewing policies, practices and procedures addressed in the narrative portion of the AA Plan, agencies must collect applicant and hiring data and complete statistical analyses on its workforce and employment actions. As previously stated, this information is used to help identify impediments to EEO, which warrants further examination of an agency's policies, procedures, and employment practices. It also guides the development of remedial action steps to address areas in which disparities have been identified.

Types of Analyses:

1. Utilization Analysis – Progress
2. Availability Analysis
3. Incumbency to Availability Analysis
4. Employment Actions Analysis
5. Data Collection Analysis

Utilization Analysis – Progress

This analysis determines the progress the agency made toward meeting its numerical goals during the previous plan year. The corresponding narrative describes which goals were met and explains any instances in which the agency was unable to meet its goals by specifying the good faith efforts that were made in attempting to do so. Additionally, business reasons that interfered with the agency's ability to reach its goals are documented (e.g., layoffs, deletion of a bureau, etc.).

The Utilization Analysis – Progress report is also used by the agency to design corrective action for the upcoming AA Plan year by identifying job groups for which additional "good faith efforts" should be directed.

The People First (PF) Data Warehouse does not contain this report based on race/ethnicity and gender; so agencies will need to prepare the report manually. Appendix B has an example of the report format that can be used to evaluate progress based on race, ethnicity and gender.

Availability Analysis

An Availability Analysis is an estimate of the number of individuals in each protected group (race/ethnicity, gender, and individuals with disabilities) that are available and qualified for employment in a given job category in the relevant available labor market, expressed as a percentage of all qualified individuals available for employment.

Availability indicates the approximate level at which each protected group could reasonably be expected to be represented in a job category if an agency's employment decisions are being made without regard to race/ethnicity, gender or disability status. The percentages produced from this analysis are used as the benchmark against which the demographic composition of the agency's workforce is measured.

Availability data is produced by the United States Census Bureau. This data is based on the American Community Survey (ACS) data, which is an ongoing survey that provides vital information on a yearly basis about the American people and workforce. Information regarding this survey data can be found at: <https://www.census.gov/programs-surveys/acs/>.

The Department of Management Services, Division of State Human Resource Management coordinated with the Florida Department of Economic Opportunity, Bureau of Labor Market Statistics to obtain the EEO and Disability Tabulation ACS data for the state of Florida. **This information is available on the Division of State Human Resource Management’s State Personnel System’s HR Practitioners website. It can also be obtained by running an Availability Analysis report from the PF Data Warehouse Reports segment.**

EEO Tabulation ACS Data (Available Labor Market Data)

The race/ethnicity and gender EEO Tabulation ACS data was compiled using data from the 2006-2010 (5-year ACS data). It is available by EEO Job Category for the Florida geographic areas contained in the tabulation file. The available labor market data for each EEO Job Category was customized, reflecting only those occupations utilized within the State Personnel System.

Disability Employment Tabulation ACS Data (Available Labor Market Data)

Disability availability data comes from the Disability Employment Tabulation ACS data produced by the United States Census Bureau, which is also based on the ACS data. Available Labor Market Data for individuals who have a disability was compiled using data from the 2008-2010 (3-year ACS data). The Florida data file does not contain data broken down by occupational level for all of the geographies reflected on the file. Exhibit 9 shows the 21 geographies that contain occupational level data by EEO Job Category. These geographies were customized to reflect the occupations utilized within the State Personnel System. EEO job categories for the remaining Florida geographies reflect the State and Local Government Job Groups as defined on the EEO Tabulation Occupation Code Crosswalk found on the U.S. Census Bureau website.

More detailed information on the EEO and Disability Tabulation ACS Data files data can be found at: <https://www.census.gov/topics/employment/equal-employment-opportunity-tabulation/guidance/2000-eeo.html>

Exhibit 9 - Geographies with Occupational Level Data

Florida	Ocala Metro Area
Cape Coral-Fort Myers Metro Area	Orlando-Kissimmee-Sanford Metro Area
Crestview-Fort Walton Beach-Destin Metro Area	Palm Bay-Melbourne-Titusville Metro Area
Deltona-Daytona Beach-Ormond Beach Metro Area	Panama City-Lynn Haven-Panama City Beach Metro Area
Gainesville Metro Area	Pensacola-Ferry Pass-Brent Metro Area
Homosassa Springs Micro Area	Port St. Lucie-Fort Pierce Metro Area
Jacksonville Metro Area	Punta Gorda Metro Area
Lakeland-Winter Haven Metro Area	Sebring
Miami-Fort Lauderdale-Pompano Beach Metro Area	Sebastian-Vero Beach Metro Area
Naples-Immokalee-Marco Island Metro Area	Tallahassee Metro Area
North Port-Bradenton-Sarasota Metro Area	Tampa-St. Petersburg-Clearwater Metro Area

Incumbency to Availability Analysis/Goal

Once the Availability Analysis is complete an Incumbency to Availability Analysis is conducted to compare the percentage of incumbents in each job category to their corresponding availability. If the percentage of a protected group (race/ethnicity, gender, or individuals with disabilities) in a particular job category is less than what would reasonably be expected given their availability estimate, the job category may be underutilized. If the chosen calculation method identifies underutilization, a placement goal is established. When setting placement goals keep these points in mind:

1. Goals are objectives or targets that are reasonably attainable through “good faith efforts.”
2. Goals may not be rigid and inflexible quotas, which must be met. Quotas, set-asides, and preferences are illegal.
3. Goals may not be used to supersede merit selection systems. AA programs do not require an appointment of a person who lacks the qualifications to perform the job, nor does it require preference be shown by hiring a less qualified person over a more qualified one.
4. The placement goal must at least be equal to availability.

Placement Rate vs. Headcount Target

Employers have been known to establish goals using either Headcount Targets or Placement Rates. **Headcount Targets** are stagnant numerical goals. As such, this type of goal cannot compensate for unexpected growth or decline in the workforce. **Placement Rates** reflect a percentage of the workforce based on availability. The number of candidates needed to reach the placement rate adjusts accordingly when there is an unexpected growth or decline in the workforce.

For example, EEO job category 02 has 100 employees and availability for Hispanic Females is 10%. Based on this data a headcount goal is set at 10 Hispanic Females, while a placement rate goal would be set at 10%. During the AA Plan year, the agency unexpectedly experiences growth in the job category of 100 positions, bringing the total EEO Category count to 200. Since the headcount was set at 10 people, all efforts to meet the headcount goal will cease once 10 Hispanic Females are hired; as a result, the agency is still underutilized at the end of the plan year. Since 10% of 200 equals 20, if the agency had set a placement rate goal of 10%, efforts would have been made to hire 20 employees during the plan year.

Determining Underutilization

Underutilized is defined as having fewer protected group members in a particular job category than would reasonably be expected based on their availability. No one method has been universally adopted for determining when underutilization should be declared. The best guidance seems to be there should be some statistical significance in the difference between “reasonably expected” and the “actual utilization.” There are four available methods for determining whether underutilization exists: 1) Any Difference Rule; 2) Whole Person Rule; 3) 80 Percent Rule; and 4) Two-Standard Deviation Rule.

Any Difference Rule

The any difference rule compares the difference between the current workforce percentages of a protected group within an EEO job category to their percentage of availability in the relevant available labor market. If the current workforce is less than its availability, underutilization is declared.

Whole Person Rule

Under this method, underutilization is declared when the relevant available labor market percentage for a protected group within an EEO job category exceeds the current workforce percentage within that group by one or more persons. This rule is based on the premise that the employer cannot recruit less than a whole person.

80% Rule

The 80% Rule, also known as the 4/5ths Rule is another method used to determine underutilization. When using this method, underutilization is declared when the current workforce percentage of a protected group within an EEO job category is less than 80% of their protected group's availability in the relevant labor market.

Two-Standard Deviation Rule

The final method is the Two-Standard Deviation (2 SD) Rule. This is the most accurate and rigorous test of the four cited. It is a measure of statistical difference to determine the statistical significance of any differences that are found between the current workforce and the relevant available labor market. If the number of protected group employees in the workforce, within an EEO job category, is more than 2 SD below the expected number based on their percentage of availability in the relevant labor market, then the group is underutilized.

Each of the four calculation methods mentioned above for determining underutilization are demonstrated in the subsequent examples.

INCUMBENCY TO AVAILABILITY ANALYSIS

Calculating Underutilization Based on Race, Ethnicity and Gender

The Incumbency to Availability Analysis report can be obtained by running it from the PF Data Warehouse Reports segment. Examples are provided on the following pages to assist agencies in understanding how the data is calculated. The terms defined below are provided to help agencies understand the data displayed in the examples:

1. **ALM (Available Labor Market) #** - This is the number of qualified individuals in a given EEO Job Category that are available for employment in the relevant available labor market from which candidates apply for or are recruited for employment.
2. **ALM (Available Labor Market) %** - This is the percentage of qualified individuals in a given EEO Job Category that are available for employment in the relevant available labor market from which candidates apply for or are recruited for employment.
3. **% Difference** - The numerical difference between the Workforce% as compared to the ALM%.
4. **Expected AVL (Availability) #** - The number of expected qualified individuals available for employment absent discrimination, which is calculated based on the percentage available for a protected group (race/ethnicity, gender, or individuals with disabilities) times the total number of employees within an EEO Job Category.
5. **80% of Expected AVL #** - This number reflects 80% of the calculated expected availability.
6. **1 Person Rate** - the calculated percentage of what (1) person would equate to based on the total number of employees in the EEO job category, derived by dividing the total number of employees in EEO job category into 1.
7. **Statistically Significant** - A "Y" is entered for yes, if the Z Score is significant and negative (equals or exceeds two standard deviations), reflecting underutilization exists; otherwise an "N" is entered for no.
8. **Underutilized?** - A "Y" is entered for yes, when underutilization is determined based on the calculation method applied; otherwise, an "N" is entered for no.
9. **Workforce #** - This is the numerical breakdown of the agency's workforce for the selected period of time for each race/ethnicity, gender, and by EEO job category for individuals with disabilities.
10. **Workforce %** - This is the percentage breakdown of the agency's workforce for the selected period of time for each race/ethnicity and gender based on the total workforce for the EEO job category. The percentage is based on the total workforce for all EEO job categories for individuals with disabilities reports.
11. **Z Score** - This calculation represents the number of standard deviations from the mean, which determines if the difference in expected availability and the utilization (workforce) is statistically significant.

Sample Data

FEMALES									
	TOTAL EMPL	WHITE	BLACK/ AFRICAN AMERICAN	HISPANIC/ LATINO	ASIAN	NH/OPI	AI/AN	SOR OR 2+RACES	TOTAL FEMALES
02 - PROFESSIONALS									
Workforce #	4,087	1,122	256	248	68	3	13	8	1,718
Workforce %		27.45%	6.26%	6.07%	1.66%	0.07%	0.32%	0.20%	42.04%
ALM #	1,714,875	634,375	128,480	152,319	32,808	509	2,055	11,146	961,692
ALM %		36.99%	7.49%	8.88%	1.91%	0.03%	0.12%	0.65%	56.08%

Any Difference Rule

1. Calculate the percent utilized (Workforce (WKF) %)
2. Calculate the percent available (Available Labor Market (ALM) %)
3. Calculate the difference between the percent utilized and available
4. Determine if Underutilization exists. If the % **Difference is negative** (Workforce % is less than the ALM %) **underutilization exists**, denoted with “Y” for Yes. If % **Difference is positive** (Workforce % is more than the ALM %) **no underutilization exists**, denote with “N” for No.

Example (Hispanic/Latino EEO Group)

1. Workforce%: Race/Ethnic EEO group or Gender group Number in Workforce/ Total Number Employees in Workforce within EEO Job Category 02
(248/4087 = 6.07%)
2. ALM%: Race/Ethnic EEO group or Gender group Number in ALM/ Total Number in Available Labor Market (ALM) within the EEO Job Category 02
(152319/ 1714875 = 8.88%)
3. % Difference Workforce% - ALM% **(0.0607 – 0.0888) = - 0.0281 = - 2.81%**
4. Underutilized? **Y** (Percentage difference is negative)

FEMALES									
	TOTAL EMPL	WHITE	BLACK/ AFRICAN AMERICAN	HISPANIC/ LATINO	ASIAN	NH/OPI	AI/AN	SOR OR 2+RACES	TOTAL FEMALES
02 - PROFESSIONALS									
Workforce #	4,087	1,122	256	248	68	3	13	8	1,718
Workforce %		27.45%	6.26%	6.07%	1.66%	0.07%	0.32%	0.20%	42.04%
ALM #	1,714,875	634,375	128,480	152,319	32,808	509	2,055	11,146	961,692
ALM %		36.99%	7.49%	8.88%	1.91%	0.03%	0.12%	0.65%	56.08%
% Difference		-9.54	-1.23	-2.18	-0.25	0.04	0.20	-0.45	-14.04
Underutilized?		Y	Y	Y	Y	N	N	Y	Y

Whole Person Rule

1. Calculate the difference between the percent utilized and available: (Workforce % - ALM %)
2. Calculate what one person equates to as a percentage: Divide one (1) by the total number of employees in the EEO Job Category
3. For those Race/Ethnic EEO groups and Gender groups in which underutilization was identified in Step 1 (**% Difference is a negative number**), compare the one person percentage to the absolute value of the percentage underutilized. **If the percentage underutilized equals one person or more (Absolute Value of % Underutilized is >= 1 Person Rate), then underutilization is declared.**

Example (Hispanic/Latino EEO Group)

1. % Difference: Workforce% - ALM% **(0.0607 – 0.0888) = - 0.0281 = - 2.81%**
2. 1 Person Rate: 1/Total number of employees in EEO Job Category
(1/4087) = 0.02%
3. Underutilized? Is **(2.81% >= 0.02%)? Y**

FEMALES									
	TOTAL EMPL	WHITE	BLACK/ AFRICAN AMERICAN	HISPANIC/ LATINO	ASIAN	NH/OPI	AI/AN	SOR OR 2+RACES	TOTAL FEMALES
02 - PROFESSIONALS									
Workforce #	4,087	1,122	256	248	68	3	13	8	1,718
Workforce %		27.45%	6.26%	6.07%	1.66%	0.07%	0.32%	0.20%	42.04%
ALM #	1,714,875	634,375	128,480	152,319	32,808	509	2,055	11,146	961,692
ALM %		36.99%	7.49%	8.88%	1.91%	0.03%	0.12%	0.65%	56.08%
% Difference		-9.54	-1.23	-2.18	-0.25	0.04	0.20	-0.45	-14.04
1 Person Rate		0.02%	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Underutilized?		Y	Y	Y	Y	N	N	Y	Y

80% Rule

1. Calculate the Expected # Available based on the Percentage Available in Race/Ethnic EEO group or Gender group
Total # of Employees in EEO Job Category X % of Availability for Race/Ethnic EEO group or Gender group (ALM%)
2. Calculate 80 percent of the Expected number Available
80% X Expected Available in Race/Ethnic EEO group or Gender group
3. Compare 80 percent of Expected Available number to Utilized number (employees in workforce). **If the number Utilized in Workforce for the Race/Ethnic EEO group or Gender group is less than 80% of Expected number Available for the group, then underutilization is declared.**

Example (Black/African American EEO Group)

1. Expected Available (AVL) #: Total # of Employees in EEO Job Category X % Available in Race/Ethnic EEO group or Gender group
(4087 X 7.49% = 306.12 employees)
2. 80% of Expected AVL#: 80% X Expected Available # in Race/Ethnic EEO group or Gender group
(80% X 306.12 = 244.89 employees)
3. Underutilized? Is the number in Workforce **less than** 80% of Expected number?
N (256 < 244.89)

	FEMALES								
	TOTAL EMPL	WHITE	BLACK/AFRICAN AMERICAN	HISPANIC / LATINO	ASIAN	NH/OPI	AI/AN	SOR OR 2+RACES	TOTAL FEMALES
02 - PROFESSIONALS									
Workforce #	4,087	1,122	256	248	68	3	13	8	1,718
Workforce %		27.45%	6.26%	6.07%	1.66%	0.07%	0.32%	0.20%	42.04%
ALM #	1,714,875	634,375	128,480	152,319	32,808	509	2,055	11,146	961,692
ALM %		36.99%	7.49%	8.88%	1.91%	0.03%	0.12%	0.65%	56.08%
Expected AVL #		1511.78	306.12	362.12	78.06	1.23	4.90	26.57	2,291.99
80% of Expected AVL#		1209.43	244.89	290.34	62.45	0.98	3.92	21.25	1833.59
Underutilized?		Y	N	Y	N	N	N	Y	Y

Two Standard Deviation Rule

1. Calculate the standard deviation (SD), which is equal to the square root of the number of employees in job category (workforce) times availability percent times the reciprocal of availability percent:

$$SD = \sqrt{np(1-p)}$$

n = total number of employees in EEO job category

p = availability percent (ALM%) in Race/Ethnic EEO group or Gender group

2. Compute the Z score (number of standard deviations from the mean) to determine if the difference in expected availability and utilization is statistically significant:

$$Z = (E - O)/SD$$

E = expected number available for employment based on available market (Expected AVL#)

O = observed number in workforce (Workforce#)

SD = result from Step 1

3. Multiply the Z score by -1. Based on the expected minus observed (E – O) calculation in the numerator, the Z score is negative when the observed (workforce utilized) is greater than expected availability. Given the predisposition of most people to think that a negative value represents a lack of workforce compared to the available market, the Z score could be multiplied by -1.0 to change the sign of the Z score.
4. Compare the Z score to -2 or +2 to determine whether you are under or over utilized and evaluate if Z is significant at the 95 percent confidence level. A **Z score is significant if it equals or exceeds 2 SD (+/-)**. If the difference is **significant and negative**, equals or is less than -2, the difference is judged to indicate **underutilization**. If the difference is **significant and positive**, equals or is greater than +2, it is judged to indicate **over-utilization**.

Example (Black/African American EEO Group):

1. Standard Deviation:

$$SD = \sqrt{np(1-p)} = \sqrt{(4087)(.0749)(1-.0749)} =$$

$$SD = \sqrt{np(1-p)} = \sqrt{(306.116)(0.9251)} = 16.83$$

n = total number of employees in job category (4087)

p = availability percent in Race/Ethnic EEO group or Gender group (7.49%)

2. Z Score (Is difference between availability and utilization statistically significant?):

$$Z = (E - O)/SD = (306.116 - 256)/16.83 = 2.98$$

E = expected number available ($n \cdot p = 4087 \cdot .0749$) = **306.116** workers are available

O = observed number in workforce (utilized) = **256** employees are utilized

SD = result from Step 1 (**16.83**)

3. Change the sign of the Z score, multiply by (-1.0): **2.98 X -1.0 = -2.98**
4. Underutilized? **Y** (**-2.98 > -2**)
Z score is significant (greater than 2 standard deviations) and **negative**, indicating underutilization exists

FEMALES									
	TOTAL EMPL	WHITE	BLACK/ AFRICAN AMERICAN	HISPANIC/ LATINO	ASIAN	NH/OPI	AI/AN	SOR OR 2+RACES	TOTAL FEMALES
02 - PROFESSIONALS									
Workforce #	4,087	1,122	256	248	68	3	13	8	1,718
Workforce %		27.45%	6.26%	6.07%	1.66%	0.07%	0.32%	0.20%	42.04%
ALM #	1,714,875	634,375	128,480	152,319	32,808	509	2,055	11,146	961,692
ALM %		36.99%	7.49%	8.88%	1.91%	0.03%	0.12%	0.65%	56.08%
STD Deviation		30.86	16.83	18.19	8.75	1.11	2.21	5.14	31.73
Expected AVL #		1511.78	306.12	362.93	78.06	1.23	4.90	26.57	2291.99
Z Score		-12.63	-2.98	-6.32	-1.15	1.60	3.66	-3.61	-18.09
Statistically Significant		Y	Y	Y	N	N	N	Y	Y

INCUMBENCY TO AVAILABILITY ANALYSIS FOR
Calculating Underutilization Based on Disability Status

Sample Data

	EEO JOB CATEGORIES								Total
	01 Officials/ Admn	02 Professionals	03 Technicians	04 Protective Service Workers	05 Para-Professionals	06 Admin Support	07 Skilled Craft Workers	08 Service Maint	
Workforce #	82	1563	259	811	14	146	31	229	3135
IWD in WKF #	3	6	0	0	0	7	0	1	17
CLF #	838181	1716558	300243	232443	450159	2468425	956513	2020266	8982788
IWD ALM #	38258	73867	14429	13659	27114	140915	58464	146508	513214

Any Difference Rule

1. Calculate the percent utilized (Individuals with Disabilities (IWD) in Workforce (WKF) %)
2. Calculate the percent available (IWD in Available Labor Market (ALM) %)
3. Calculate the difference between the percent utilized and available
4. Determine if Underutilization exists. If the % **Difference is negative** (IWD in Workforce % is less than the IWD in ALM %) **underutilization exists**, denoted with “Y” for Yes. If % **Difference is positive** (IWD in Workforce % is more than the IWD in ALM %) **no underutilization exists**, denote with “N” for No.

Example (EEO Category 02-Professionals):

1. IWD in Workforce%: Number of IWD in Workforce/ Number in Workforce within EEO Job Category 02
(6/1563 = 0.38%)
2. IWD ALM%: Number of IWD in ALM/ Number of IWD in Civilian Labor Force (CLF) within the EEO Job Category 02 **(73867/ 1716558 = 4.30%)**
3. % Difference IWD in Workforce% - IWD in ALM%
(0.0038 – 0.0430) = - 0.03916 = - 3.92%
4. Underutilized? **Y** (Percentage difference is negative)

	EEO JOB CATEGORIES								Total
	01 Officials/ Admn	02 Professionals	03 Technicians	04 Protective Service Workers	05 Para-Professionals	06 Admin Support	07 Skilled Craft Workers	08 Service Maint	
Workforce #	82	1563	259	811	14	146	31	229	3135
IWD in WKF #	3	6	0	0	0	7	0	1	17
IWD in WKF %	3.66%	0.38%	0.00%	0.00%	0.00%	4.79%	0.00%	0.44%	
CLF #	838181	1716558	300243	232443	450159	2468425	956513	2020266	8982788
IWD ALM #	38258	73867	14429	13659	27114	140915	58464	146508	513214
IWD ALM %	4.56%	4.30%	4.81%	5.88%	6.02%	5.71%	6.11%	7.25%	
% Difference	-0.90%	-3.92%	-4.81%	-5.88%	-6.02%	-0.92%	-6.11%	-6.81%	
Underutilized?	Y	Y	Y	Y	Y	Y	Y	Y	

Whole Person Rule

1. Calculate the difference between the percent utilized and available: (IWD in Workforce % - IWD in ALM %)
2. Calculate what one person equates to as a percentage: Divide one (1) by the total number of employees in the EEO Job Category
3. For those EEO Job Categories in which underutilization was identified in Step 1 (***% Difference is a negative number***), compare the one person percentage to the absolute value of the percentage underutilized. If the percentage underutilized equals one person or more (Absolute Value of % Underutilized is >= 1 Person Rate), then underutilization is declared.

Example (EEO Category 01-Officials/Administrators)

1. % Difference: IWD in Workforce% - IWD in ALM% **(3.66% - 4.56%) = - 0.90%**
2. 1 Person Rate: 1/ Employees in EEO Job Category **(1/82 = 1.22%)**
3. Underutilized? Is **(0.90% >= 1.22%)? N**

	EEO JOB CATEGORIES								Total
	01 Officials/ Admn	02 Professionals	03 Technicians	04 Protective Service Workers	05 Para-Professionals	06 Admin Support	07 Skilled Craft Workers	08 Service Maint	
Workforce #	82	1563	259	811	14	146	31	229	3135
IWD in WKF #	3	6	0	0	0	7	0	1	17
IWD in WKF %	3.66%	0.38%	0.00%	0.00%	0.00%	4.79%	0.00%	0.44%	
CLF #	838181	1716558	300243	232443	450159	2468425	956513	2020266	8982788
IWD ALM #	38258	73867	14429	13659	27114	140915	58464	146508	513214
IWD ALM %	4.56%	4.30%	4.81%	5.88%	6.02%	5.71%	6.11%	7.25%	
% Difference	-0.90%	-3.92%	-4.81%	-5.88%	-6.02%	-0.92%	-6.11%	-6.81%	
1 Person Rate	1.22%	0.06%	0.39%	0.12%	7.14%	0.68%	3.23%	0.44%	
Underutilized?	N	Y	Y	Y	N	Y	Y	Y	

80% Rule

1. Calculate the IWD Expected # Available (Expected AVL#) based on the Percentage IWD Available in EEO Job Category (IWD ALM %)

Total # of Employees in EEO Job Category X % of IWD Employees Available in EEO Job Category
2. Calculate 80 percent of the Expected number Available

80% X Expected # IWD Available in EEO Job Category
3. Compare 80 percent of Expected Available number to Utilized number (IWD in workforce#).

If the number IWD Utilized in Workforce for the EEO Job Category is less than 80% of Expected number Available for the EEO Job Category, then underutilization is declared.

Example (EEO Category 02-Professionals)

1. IWD Expected Available (AVL)#: **Total # of Employees in EEO Job Category X % of IWD Employees Available in EEO Job Category (1563 X 4.30% = 67.21 employees)**
2. 80% of IWD Expected AVL#: **80% X IWD Expected Available # in EEO Job Category (80% X 67.21 = 53.77 employees)**
3. Underutilized? **Is IWD in Workforce less than 80% of Expected IWD? (6 < 53.77) Y**

	EEO JOB CATEGORIES								Total
	01 Officials/ Admn	02 Professionals	03 Technicians	04 Protective Service Workers	05 Para-Professionals	06 Admin Support	07 Skilled Craft Workers	08 Service Maint	
Workforce #	82	1563	259	811	14	146	31	229	3135
IWD in WKF #	3	6	0	0	0	7	0	1	17
IWD in WKF %	3.66%	0.38%	0.00%	0.00%	0.00%	4.79%	0.00%	0.44%	
CLF #	838181	1716558	300243	232443	450159	2468425	956513	2020266	8982788
IWD ALM #	38258	73867	14429	13659	27114	140915	58464	146508	513214
IWD ALM %	4.56%	4.30%	4.81%	5.88%	6.02%	5.71%	6.11%	7.25%	
Expected AVL #	3.74	67.21	12.46	47.69	0.84	8.34	1.89	16.60	
80% of Expected AVL#	2.99	53.77	9.97	38.15	0.67	6.67	1.52	13.28	
Underutilized?	N	Y	Y	Y	Y	N	Y	Y	

Two Standard Deviation Rule

1. Calculate the standard deviation (SD), which is equal to the square root of the number of employees in job category (workforce) times availability percent times the reciprocal of availability percent:

$$SD = \sqrt{np(1-p)}$$

n = total number of employees in job category

p = IWD availability (IWD ALM%) percent in EEO job category

2. Compute the Z score (number of standard deviations from the mean) to determine if the difference in expected availability and utilization is statistically significant:

$$Z = (E - O)/SD$$

E = expected number IWD available for employment based on available market (Expected AVL#)

O = observed number of IWD in workforce (Workforce#)

SD = result from Step 1

3. Multiply the Z score by -1. Based on the expected minus observed (E – O) calculation in the numerator, the Z score is negative when the observed (workforce utilized) is greater than expected availability. Given the predisposition of most people to think that a negative value represents a lack of workforce compared to the available market, the Z score could be multiplied by -1.0 to change the sign of the Z score.
4. Compare the Z score to -2 or +2 to determine whether you are under or over utilized and evaluate if Z is significant at the 95 percent confidence level. A **Z score is significant if it equals or exceeds 2 SD (+/-)**. If the difference is **significant and negative**, equals or is less than -2, the difference is judged to indicate **underutilization**. If the difference is **significant and positive**, equals or is greater than +2, it is judged to indicate **over-utilization**.

Example (EEO Category 02-Professionals):

1. Standard Deviation:

$$SD = \sqrt{np(1-p)} = \sqrt{(1563)(.0430)(1-.0430)} =$$

$$SD = \sqrt{np(1-p)} = \sqrt{(67.209)(0.959)} = 8.02$$

n = total number of employees in job category (1563)

p = IWD availability percent in EEO job category (4.30%)

2. Z Score (Is difference between availability and utilization statistically significant?):

$$Z = (E - O)/SD = (67.21 - 6)/8.02 = 7.63$$

E = expected number IWD available (n*p = 1563 * .0430) = 67.21 workers are available

O = IWD observed number in workforce (utilized) = 6 employees are utilized

SD = result from Step 1 (8.02)

3. Change the sign of the Z score, multiply by (-1.0): **7.63 X -1.0 = -7.63**

4. Underutilized? **(-7.63 > -2) Y**

Z score **is significant** (greater than 2 standard deviations) and **negative** (reflects underutilization)

	EEO JOB CATEGORIES								Total
	01 Officials/ Admn	02 Professionals	03 Technicians	04 Protective Service Workers	05 Para-Professionals	06 Admin Support	07 Skilled Craft Workers	08 Service Maint	
Workforce #	82	1563	259	811	14	146	31	229	3135
IWD in WKF #	3	6	0	0	0	7	0	1	17
IWD in WKF %	3.66%	0.38%	0.00%	0.00%	0.00%	4.79%	0.00%	0.44%	
CLF #	838181	1716558	300243	232443	450159	2468425	956513	2020266	8982788
IWD ALM #	38258	73867	14429	13659	27114	140915	58464	146508	513214
IWD ALM %	4.56%	4.30%	4.81%	5.88%	6.02%	5.71%	6.11%	7.25%	
STD Deviation	1.89	8.02	3.44	6.70	0.89	2.80	1.33	3.92	
Expected AVL #	3.74	67.21	12.46	47.69	0.84	8.34	1.89	16.60	
Z Score	-0.39	-7.63	-3.62	-7.12	-0.95	-0.48	-1.42	-3.98	
Statistical Significance	N	Y	Y	Y	N	N	N	Y	

Employment Actions Analysis

Employers must maintain records that reflect whether there is adverse impact in its hiring, promotion, separation, tests or any other selection procedures used as a basis for an employment decision. Please note, these records are not required to be published in the agency's AA Plan; rather, this analysis of an agency's employment actions is used as supporting material to assist in the identification of impediments and formulation of remedial action to ensure EEO.

Title 29, Part 1607.17, Uniform Guidelines on Employee Selection Procedures establishes guidelines as it relates to a selection process which has an adverse impact on the employment opportunities of members of a protected group. The guidelines apply to **all employers** that must comply with the requirements of federal laws prohibiting discrimination based on protected class status. These guidelines have been adopted by the EEO Commission; the Department of Justice, the Department of Labor and other federal agencies in exercising their responsibilities under federal law related to State and Local governments.

The focus of the guidelines relates to when an employment process has adverse or disparate impact on one group compared to another group. It should be noted that adverse impacts can occur when identical standards are applied to all employees, yet they lead to a substantial difference in outcomes for the members of a particular group. Employment decisions reviewed during this analysis include, but are not limited to, hiring, promotion, separations, demotion, discipline, and training. The two primary methods of testing **adverse impact** are:

1. Impact Ratio Analysis (also known as 80% Rule or Disparate Impact Analysis, when analyzing employment actions)
2. Two-Standard Deviation Analysis

Impact Ratio Analysis (IRA) (80% Rule)

The Impact Ratio Analysis is used as a rule of thumb, in which it is generally considered a substantial difference when the selection rate for a protected group(s) is less than eighty percent of the selection rate of the Most Favorably Treated group.

An adverse IRA is a preliminary indicator of possible discriminatory problems, not proof of discrimination. It serves as an indicator that an employment activity needs closer study to determine why the disparity exists.

Two Standard Deviation Rule (2 SD)

You can also determine if there is adverse impact in your employment actions by using the 2 SD Rule. Typically, this test is applied after the Impact Ratio Analysis reveals adverse impact to determine if the difference between the selection rates is statistically significant. The test involves comparing the expected to the actual value to determine the difference. If the difference is equal to or greater than 2 SD, this indicates the difference is likely to have occurred by chance less than five percent of the time.

EMPLOYMENT ACTIONS ANALYSIS

Adverse Impact Based on Race, Ethnicity and Gender

The Adverse Impact Analysis report can be obtained by running it from the PF Data Warehouse Reports segment. Examples are provided on the following pages to assist agencies in understanding how the data is calculated. The terms defined below are provided to help agencies understand the data displayed in the examples:

1. **Adverse Impact?** - If the % Impact Ratio for the less favorably treated group is less than 80% of the Impact Ratio for the most favorably treated group, then adverse impact exists for the EEO group and a “Y” is entered for yes. If there is no adverse impact based on the results of the analysis, then an “N” is entered for no.
2. **Expected AVL** - This is the expected number of affected employees. Calculate by taking the total terminations in EEO Job Category times the percent of EEO group in incumbent or applicant pool.
3. **% Impact Ratio** - This is a comparison of the selection rate of an EEO group to the most favorably treated EEO group (in the case of a termination, the EEO group with the lowest selection rate is the most favorably treated). This percentage is calculated by dividing the selection rate of the most favorably treated EEO group by the selection rate of the less favorably treated EEO Group(s).
4. **# In Incumbent Pool** - The number of employees in each EEO job group by race/ethnicity and gender within the selected time period.
5. **% Selection Rate** - A ratio of the number of employees affected by a transaction (terminations) type divided by the number of employees in the incumbent pool for the EEO group (race/ethnicity, gender or individuals with disabilities status) expressed as a percentage.
6. **Statistically Significant?** - A “Y” is entered for yes, if the Z Score is significant and negative (equals or exceeds two standard deviations), reflecting adverse impact exists; otherwise a “N” is entered for no.
7. **STD Deviation** - The square root of the total number of affected employees times the Percent of the EEO group in the incumbent pool or applicant pool times the reciprocal of the EEO group percent.
8. **# Terminations** - The number of employees in established positions separated from the agency’s payroll within the selected time period.
9. **Z Score** - This calculation represents the number of standard deviations from the mean, which determines if the difference in expected availability and the number of employees affected by transaction (terminations, demotions) is statistically significant.

Sample Data

	RACE/ETHNICITY							GENDER		
	TOTAL EMPL	WHITE	BLACK/AFRICAN AMERICAN	HISPANIC/LATINO	ASIAN	NH/OPI	AI/AN	SOR OR 2+RACES	TOTAL MALES	TOTAL FEMALES
02 - PROFESSIONALS										
# Terminations	302	206	33	45	11	2	1	4	187	115
# In Incumbent Pool	4087	2803	517	530	179	10	34	14	2369	1718

Impact Ratio Analysis (80% Rule)

1. Calculate Selection Rate of **each** Race/Ethnic EEO group or Gender group within EEO Job Category

- a. **Negative Actions** (terminations, layoffs, demotions, etc.)

$$\text{Selection Rate \%} = \frac{\text{\# Employees Affected (e.g., Terminated)}}{\text{\# in Incumbent Pool}}$$

- b. **Positive Actions** (hires, promotions, or reassignments/transfers)

$$\text{Selection Rate \%} = \frac{\text{\# Employees Selected (e.g., Promoted)}}{\text{\# in Applicant Pool}}$$

2. Identify Most and Less Favorably Treated group and Calculate Impact Ratio of **each** Race/Ethnic EEO group; and separately identify Most and Less Favorably Treated to calculate Impact Ratio for Gender groups

- a. **Negative Actions** (terminations, layoffs, demotions, etc.)

$$\text{Impact Ratio \%} = \frac{\text{Selection Rate of **Most Favorably Treated Group (MFTG)**}}{\text{Selection Rate of **Less Favorably Treated Group (LFTG)**}}$$

NOTE:

Most Favorably Treated Group = Group with Lowest Selection Rate

Less Favorably Treated Group = Group(s) with Higher Selection Rate than MFTG

b. **Positive Actions** (hires, promotions, or reassignments/transfers)

$$\text{Impact Ratio \%} = \frac{\text{Selection Rate of **Less Favorably Treated Group**}}{\text{Selection Rate of **Most Favorably Treated Group**}}$$

NOTE:

Calculation is reversed for positive actions

Most Favorably Treated Group = Group with Highest Selection Rate

Less Favorably Treated Group = Group(s) with Lower Selection Rate than MFTG

Two Standard Deviation Rule

The standard deviation analysis is applied to the Race/Ethnic EEO group(s) or Gender group identified as being adversely impacted (Impact Ratio <80%) during the 80% analysis.

1. Calculate the standard deviation (SD), which is equal to the square root of the total number of affected employees times the Percent of Race/Ethnic EEO group or Gender group in incumbent or applicant pool times the reciprocal of the Race/Ethnic EEO group or Gender group percent:

$$SD = \sqrt{np(1 - p)}$$

n = Total number employees affected by action (e.g., terminated, hired) in EEO Job Category

p = Percent of Race/Ethnic EEO group or Gender group in incumbent or applicant pool

(# in Race/Ethnic EEO group or Gender group in Incumbent Pool / Total # in Incumbent Pool)

2. Compute the Z score (number of standard deviations from the mean) to determine if the difference in expected number and the actual number of affected employees is statistically significant:

1. **Negative Actions** (terminations, layoffs, demotions, etc.) Calculation:

$$Z = (E - O) / SD$$

2. **Positive Actions** (hires, promotions, or reassignments/transfers) Calculation:

$$Z = [(E - O) / SD] \times (-1)$$

E = expected number of affected employees in Race/Ethnic EEO group or Gender group
(total terminations in EEO Job Category X percent of Race/Ethnic EEO group or Gender group in incumbent or applicant pool)

O = number of observed (actual) employees affected in Race/Ethnic EEO group or Gender group

SD = result from Step 1

3. Compare the Z score to -2 or +2 to determine whether adverse impact exists and evaluate if Z is significant at the 95 percent confidence level. A **Z score is significant if it equals or exceeds 2 SD (+/-)**. If the result is **significant and negative**, equals or is less than -2, adverse impact is declared. If the result is **significant and positive**, equals or is greater than +2, adverse impact did not occur. This indicates a lower number of employees were affected than expected when examining a negative action and a higher number of employees were selected than expected when examining a positive action.

Example (Hispanic/Latino EEO Group)

1. Standard Deviation:

n = Total number employees affected by action (e.g., terminated, hired) in EEO Job Category Job **(302)**

p = Percent of Race/Ethnic EEO group or Gender group in incumbent or applicant pool

(# in Race/Ethnic EEO group or Gender group in Incumbent Pool / Total # in Incumbent Pool)

$$(530/4087 = 0.1297) \text{ or } 12.97\%$$

$$SD = \sqrt{np(1 - p)} = \sqrt{(302)(0.1297)(1 - 0.1297)} = \sqrt{(39.17)(0.8703)} = 5.84$$

2. Z Score (determines if the difference in expected number and the actual number of affected employees is statistically significant):

$$Z = (E - O) / SD$$

E = expected number of affected employees in Race/Ethnic EEO group or Gender group (Total terminations in EEO Job Category X percent of Race/Ethnic EEO group or Gender group in incumbent or applicant pool)

$$(n * p) = 302 \times .1297 = 39.17$$

O = Number of observed (actual) employees affected in Race/Ethnic EEO group or Gender group = **45**

SD = result from Step 1 (**5.84**)

$$Z = (39.17 - 45) / 5.84 = - 1.00$$

3. Adverse Impact? **N (- 1.00 < - 2)**

In this case, although **Z score is negative**, it is not significant (less than 2 standard deviations), indicating **adverse impact did not occur** for Hispanic/Latino employees.

	RACE/ETHNICITY								GENDER	
	TOTAL EMPL	WHITE	BLACK/AFRICAN AMERICAN	HISPANIC/LATINO	ASIAN	NH/OPI	AI/AN	SOR OR 2+RACES	TOTAL MALES	TOTAL FEMALES
02 - PROFESSIONALS										
# Terminations	302	206	33	45	11	2	1	4	187	115
# In Incumbent Pool	4087	2803	517	530	179	10	34	14	2369	1718
% Selection Rate	7.39%	7.35%	6.38%	8.49%	6.15%	20.00%	2.94%	28.57%	7.89%	6.69
% Impact Ratio		40.02%	46.08%	34.64%	47.86%	14.71%		10.29%	84.80%	
Adverse Impact?		Y	Y	Y	Y	Y		Y	N	
STD Deviation		8.07	5.77	5.84	3.56	0.86		1.01		
Expected AVL		207.11	38.20	39.17	13.23	0.73		1.03		
Z Score		0.14	.90	-1.00	.63	-1.47		-2.94		
Statistically Significant?		N	N	N	N	N		Y		

EMPLOYMENT ACTIONS ANALYSIS FOR
Adverse Impact Based on Disability Status

Sample Data

	Total Employees	Total Employees With Disability	Total Employees Without Disability
EEO Job Category			
01 Officials/Administrators			
# Terminations	18	3	15
# In Incumbent Pool	257	81	176
02 Professionals			
# Terminations	434	205	229
# In Incumbent Pool	4863	2056	2807
03 Technicians			
# Terminations	32	10	22
# In Incumbent Pool	268	126	142
05 Paraprofessionals			
# Terminations	37	13	24
# In Incumbent Pool	151	25	126
06 Administrative Support			
# Terminations	124	8	116
# In Incumbent Pool	769	26	743
07 Skilled Craft Workers			
# Terminations	51	2	49
# In Incumbent Pool	309	4	305

Impact Ratio Analysis (80% Rule)

- Calculate Selection Rate of each group (Employees with a Disability and Employees without a Disability) within EEO Job Category

- Negative Actions** (terminations, layoffs, demotions, etc.)

$$\text{Selection Rate \%} = \frac{\text{\# Employees Affected (e.g., Terminated)}}{\text{\# in Incumbent Pool}}$$

- Positive Actions** (hires, promotions, or reassignments/transfers)

$$\text{Selection Rate \%} = \frac{\text{\# Employees Selected (e.g., Promoted)}}{\text{\# in Applicant Pool}}$$

- Identify Most and Less Favorably Treated Group and Calculate Impact Ratio

- Negative Actions** (terminations, layoffs, demotions, etc.)

$$\text{Impact Ratio \%} = \frac{\text{Selection Rate of Most Favorably Treated Group (MFTG)}}{\text{Selection Rate of Less Favorably Treated Group (LFTG)}}$$

NOTE: Most Favorably Treated Group = Group with Lowest Selection Rate
Less Favorably Treated Group = Group(s) with Higher Selection Rate than MFTG

Positive Actions (hires, promotions, or reassignments/transfers)

$$\text{Impact Ratio \%} = \frac{\text{Selection Rate of **Less Favorably Treated Group**}}{\text{Selection Rate of **Most Favorably Treated Group**}}$$

NOTE: Calculation is reversed for positive actions

Most Favorably Treated Group = Group with Highest Selection Rate

Less Favorably Treated Group = Group(s) with Lower Selection Rate than MFTG

3. Determine if Adverse Impact exists by comparing the Impact Ratio percent to 80 percent.
Conclude Adverse Impact exists if the calculated Impact Ratio is less than 80 percent.

Example (EEO Job Category 06-Administrative Support)

1. Selection Rate % of Terminated IWD Employees =
$$\frac{\text{\# IWD Employees Terminated in EEO Job Category}}{\text{\# IWD Employees in Incumbent Pool in EEO Job Category}}$$

= (8 / 26 = 0.3077) or 30.77%

Selection Rate % of Terminated Employees without a Disability =
$$\frac{\text{\# Employees Terminated without Disability in EEO Job Category}}{\text{\# Employees in Incumbent Pool without a Disability Pool in EEO Job Category}}$$

= (116 / 743 = 0.1561) or 15.61%

2. Impact Ratio % =
$$\frac{\text{Most Favorably Treated Group Selection Rate}}{\text{Less Favorably Treated Group Selection Rate}}$$

(0.1561 / 0.3077 = 0.5074) or 50.74%

3. Adverse Impact? Is Impact Ratio for Less Favorably Treated Group (Terminated IWD Employees) less than 80%?
- Y (50.74% < 80%)**

EEO Job Category	Total Employees	Total Employees With Disability	Total Employees Without Disability
01 Officials/Administrators			
# Terminations	18	3	15
# In Incumbent Pool	257	81	176
% Selection Rate		3.70%	8.52%
% Impact Ratio			43.46%
Adverse Impact?			Y
02 Professionals			
# Terminations	434	205	229
# In Incumbent Pool	4863	2056	2807
% Selection Rate		9.97%	8.16%
% Impact Ratio		81.82%	
Adverse Impact?		N	
03 Technicians			
# Terminations	32	10	22
# In Incumbent Pool	268	126	142
% Selection Rate		7.94%	15.49%
% Impact Ratio			51.23%
Adverse Impact?			Y
05 Paraprofessionals			
# Terminations	37	13	24
# In Incumbent Pool	151	25	126
% Selection Rate		52.00%	19.05%
% Impact Ratio		36.63%	
Adverse Impact?		Y	
06 Administrative Support			
# Terminations	124	8	116
# In Incumbent Pool	769	26	743
% Selection Rate		30.77%	15.61%
% Impact Ratio		50.74%	
Adverse Impact?		Y	
07 Skilled Craft Workers			
# Terminations	51	2	49
# In Incumbent Pool	309	4	305
% Selection Rate		50.00%	16.07%
% Impact Ratio		32.13%	
Adverse Impact?		Y	
ADVERSE IMPACT DETERMINATION BASED ON 80% RULE			

Two Standard Deviation Rule

The standard deviation analysis is applied to the Employee Group (Employees with a Disability or Employees without a Disability) identified during the 80% analysis to have adverse impact (Impact Ratio <80%).

1. Calculate the standard deviation (SD), which is equal to the total number affected employees times the Percent of Employee Group (Employees with a Disability or Employees without a Disability) in incumbent or applicant pool times the reciprocal of the Employee Group percent:

$$SD = \sqrt{np(1 - p)}$$

n = Total number employees affected by action (e.g., terminated, hired) in EEO Job Category

p = Percent of Employee Group (Employees with a Disability or Employees without a Disability) in incumbent or applicant pool

(# in Employee Group Incumbent Pool / Total # in Incumbent Pool)

2. Compute the Z score (number of standard deviations from the mean) to determine if the difference in expected number and the actual number of affected employees is statistically significant:

- a. **Negative Actions** (terminations, layoffs, demotions, etc.) Calculation:

$$Z = (E - O) / SD$$

- b. **Positive Actions** (hires, promotions, or reassignments/transfers) Calculation:

$$Z = (E - O) / SD \times (-1)$$

E = expected number of affected employees in Employee Group
(total terminations in EEO Job Category X percent of Employee Group in incumbent or applicant pool)

O = number of observed (actual) employees affected in Employee Group

SD = result from Step 1

3. Compare the Z score to -2 or +2 to determine whether adverse impact exists and evaluate if Z is significant at the 95 percent confidence level. A **Z score is significant if it equals or exceeds 2 SD (+/-)**. If the result is **significant and negative**, equals or is less than -2, adverse impact is declared. If the result is **significant and positive**, equals or is greater than +2, adverse impact did not occur. This indicates a lower number of employees were affected than expected when examining a negative action and a higher number of employees were selected than expected when examining a positive action.

Example (EEO Category 06)

1. Standard Deviation:

n = Total number employees terminated in EEO Job Category **(124)**

p = Percent of Employees with a Disability in incumbent pool
(26/769 = .0338) or 3.38%

$$SD = \sqrt{np(1 - p)} = \sqrt{(124)(.0338)(1 - .0338)} = \sqrt{(4.1912)(0.9662)} = 2.01$$

2. Z Score (determines if the difference in expected number and the actual number of affected employees is statistically significant):

$$Z = (E - O) / SD$$

E = Expected number of terminated Employees with a Disability
(n * p) = **124 x .0338 = 4.1912**

O = Number of observed (actual) Employees with a Disability terminated = **8**

SD = result from Step 1 (**2.01**)

$$Z = (4.1912 - 8) / 2.01 = - 1.89$$

3. Adverse Impact? **N (- 1.89 < - 2)**

In this case, the Z score is negative, but not significant, indicating adverse impact did not occur for Employees with a Disability.

EEO Job Category	Total Employees	Total Employees With Disability	Total Employees Without Disability
01 Officials/Administrators			
# Terminations	18	3	15
# In Incumbent Pool	257	81	176
% Selection Rate		3.70%	8.52%
% Impact Ratio			43.46%
Adverse Impact?			Y
Z Score			-1.36
Statistically Significant?			N
02 Professionals			
# Terminations	434	205	229
# In Incumbent Pool	4863	2056	2807
% Selection Rate		9.97%	8.16%
% Impact Ratio		81.82%	
Adverse Impact?		N	
Z Score			
Statistically Significant?			
03 Technicians			
# Terminations	32	10	22
# In Incumbent Pool	268	126	142
% Selection Rate		7.94%	15.49%
% Impact Ratio			51.23%
Adverse Impact?			Y
Z Score			-1.79
Statistically Significant?			N
05 Paraprofessionals			
# Terminations	37	13	24
# In Incumbent Pool	151	25	126
% Selection Rate	24.50%	52.00%	19.05%
% Impact Ratio		36.63%	
Adverse Impact?		Y	
Z Score		-3.04	
Statistically Significant?		Y	
06 Administrative Support			
# Terminations	124	8	116
# In Incumbent Pool	769	26	743
% Selection Rate	16.12%	30.77%	15.61%
% Impact Ratio		50.74%	
Adverse Impact?		Y	
Z Score		-1.89	
Statistically Significant?		N	
07 Skilled Craft Workers			
# Terminations	51	2	49
# In Incumbent Pool	309	4	305
% Selection Rate	16.07%	50.00%	16.07%
% Impact Ratio		32.13%	
Adverse Impact?		Y	
Z Score		-1.65	
Statistically Significant?		N	
ADVERSE IMPACT DETERMINATION BASED ON STANDARD DEVIATION RULE			

Data Collection Analysis

In addition to the statistical analyses previously addressed, agencies shall conduct Data Collection Analysis for Requisitions and Personnel Activities related to AA Plans for individuals with disabilities.

Requisition Data

The following comparisons pertaining to candidates and hires with a disability and those without a disability shall be documented:

1. Total number of requisitions
2. Total number of candidates for all jobs
3. Number of candidates who self-identify as individuals with disabilities
4. Total number of candidates interviewed
5. Number of candidates interviewed who are individuals with disabilities
6. Total number of candidates hired
7. Number of candidates hired who are individuals with disabilities

Personnel Activity Data

The AA Plan shall also include comparison data on:

1. New Hires
2. Candidates
3. Promotions
4. Separations
5. Demotions
6. Appointments

PEOPLE FIRST DATA WAREHOUSE REPORTS

The Division of State Human Resource Management has developed an EEO and AA reporting segment within the People First (PF) Data Warehouse system. These automated reports provide agencies with a valuable management tool to analyze, monitor, and report employment actions and workforce demographics and prepare AA plans. Appendices C and D provide examples of the following data warehouse reports that are available to agencies for AA planning and monitoring. For instructions on printing these reports go to the PF State Practitioners page and select the HR Professional User Guide link.

PF Race/Ethnicity and Gender EEO Reports

1. **[EEO Utilization - Available Labor Market Analysis:](#)**
This report reflects race/ethnicity and gender EEO Tabulation data, compiled using data from the 2006-2010 American Community Survey
2. **[EEO Utilization - Incumbency to Availability Analysis/Goal:](#)**
This report compares the agency's workforce data to corresponding relevant available labor market data to calculate whether underutilization exists based on user selected calculation methodology and sets goals where underutilization is identified.
3. **[EEO Utilization - Terminations Impact Ratio Analysis:](#)**
This report compares the selected transaction selection rate of protected groups to each other to calculate whether adverse impact exists for a protected group, based on user selected calculation methodology.
4. **[EEO Workforce Summary \(Active\):](#)**
This report provides the agency's current workforce totals broken down by EEO job category, race/ethnicity and gender, pay plan and class code.
5. **[EEO Workforce Transaction Summary:](#)**
This report provides summary counts of transaction data within a user defined specified time frame; broken down by EEO job category, race/ethnicity and gender, pay plan, class code and pay grade.
6. **[EEO Workforce Transaction Detail:](#)**
This report provides detailed transaction and employee data within a user defined specified time.
7. **[EEO Workforce Separations Detail:](#)**
This report provides detailed separation transaction and employee data within a user defined specified time.

PF Disability EEO Reports

1. **[Disability Available Labor Market Analysis:](#)**
This report reflects EEO Tabulation data for individuals who have a disability, compiled using data from the 2008-2010 American Community Survey
2. **[Disability Utilization Analysis – Progress:](#)**
This report calculates the difference between the percentages of employees with a disability to the disability ALM% to determine if the agency has met the IWD ALM%.
3. **[Disability Incumbency to Availability Analysis/Goal:](#)**
This report calculates underutilization based on selected method and sets goals where underutilization is identified.

4. **Disability Adverse Impact Ratio Analysis:**
This report calculates whether adverse impact exists for a protected group for separation and demotion actions, based on selected calculation methodology.
5. **Disability Personnel Activity:**
This report provides the number of new hires, appointments, candidates, promotions, demotions, and separations by EEO job category based on user defined pay plan or OPS filter.
6. **Disability Requisition Summary:**
This report provides summary counts of requisition data (total requisitions, total candidates with and without a disability, total candidates interviewed with and without a disability, and total candidates hired with and without a disability) by EEO job category within a user defined specified time.
7. **Disability Requisition Detail:**
This report provides detailed job requisition information (requisition number, job title, position number, requisition closed date and data elements included in Disability Requisition Summary) for each requisition by EEO job category within a user defined specified time.

Workforce Transaction Reports, both Summary and Detail versions, are available for new hires, promotions, demotions, reassignment and separations. The Adverse Impact Analysis report is available for demotions and separations. Until new hire and promotion transaction types are added to the reporting system for new hires and promotions, agencies must continue to manually conduct the adverse impact analysis for these types of employment actions to comply with the federal Uniform Guidelines for Employee Selection Procedures. Additionally, agencies shall continue to manually produce the Utilization Analysis - Progress report for race, ethnicity and gender data.

To enjoy the full benefit of the automated EEO reports agencies must maintain the accuracy of the PF system data. These reports return data that was entered into PF and stored in the Data Warehouse. **Agencies are strongly encouraged to print and review their EEO reports on a monthly basis to identify and correct errors prior to the end of each month.**

Common errors to look for when reviewing reports include positions coded in the wrong EEO job category and duplicate transaction records. Since payroll, recruitment and classification actions feed data into the PF system, it will be important for everyone in human resources to work together to monitor and maintain the accuracy of the agency's PF system data. **If there is invalid data on a report, follow the procedures listed in PF General Correspondence 128 to request a correction to the PF system and data warehouse views.** Again, it is recommended that all corrections be made prior to the last day of the month to ensure accuracy of the agency's monthly Data Warehouse data used to generate reports.

FEDERAL AA PROGRAM REQUIREMENTS

This guide does not encompass all of the federal reporting requirements. Therefore, each agency must review its federal contracts and financial assistance (grant) requirements for compliance and reporting obligations for the federal agency providing their funding. In addition, agencies

should consult with their General Counsel if they require legal advice regarding AA planning and reporting to meet federal reporting obligations.

APPENDICES

Appendix A – Agency Specific Plan

Goal 1: Increase recruitment and hiring of individuals with disabilities

1. Ensure a collaborative effort is established among Senior Leadership, HR, EEO and hiring managers

Activity	Timeframe	Office/ Person(s) Responsible	Activity Description	Performance Outcomes
1. Establish an internal network of recruiters agency-wide to assist with the recruitment and retention of individuals with disabilities.	January 2017	Director of Human Resources	Train staff through various formats e.g., conference calls, newsletters, meetings, or classroom instruction on recruitment activities.	Interdepartmental committee established to assist with outreach and recruitment strategies.
2. Issue notice from Agency Head encouraging managers and supervisors to recruit, hire, and retain individuals with disabilities.	December 2016	Affirmative Action Officer / Equal Employment Opportunity (AA/EEO Officer)	Issue notice encouraging managers and supervisors to recruit, hire, and retain people with disabilities, describing the agency's obligation to do so under section 110.112, F.S.	Executive leadership, managers and supervisors will demonstrate a shared commitment to the employment of individuals with disabilities.

2. Increase outreach and recruitment efforts for individuals with disabilities

Activity	Timeframe	Office/ Person(s) Responsible	Activity Description	Performance Outcomes
1. Participate in Divisions of Vocational Rehabilitation (VR) and Blind Services (BS) annual Job Fair.	March 2017	Recruitment Manager	Job Fair was hosted by the Divisions of VR and BS, with more than 250 participants.	Identify at least 4 qualified individuals with disabilities for current vacancies.

Goal 2: Increase retention and development of employees with disabilities

1. Increase participation of employees with disabilities in training, OJT and mentoring programs

Activity	Timeframe	Office/ Person(s) Responsible	Activity Description	Performance Outcomes
1. Create awareness to increase participation of employees with disabilities in internal training programs.	FY 2016-2017	AA/EEO Officer	a. Identify all agency training programs and the criteria for each. b. Inform supervisors of the need to nominate employees with disabilities for skills development training.	Increase in the number of employees with disabilities who pursue training opportunities, especially for skills development training.
2. Increase participation of employees with disabilities in agency mentoring programs.	FY 2016-2017	Recruitment Manager and AA/EEO Officer	a. Determine what mentorship opportunities are available to agency employees. b. Determine requirements for mentorship (mentors and mentees). c. Ensure mentorship programs are disseminated agency-wide and that employees with disabilities have the opportunity to participate.	Increase in the number of employees with disabilities who participate in internal mentoring opportunities.
3. Identify sponsors and participates for OJT and mentoring opportunities.	April 2017	Recruitment Manager	a. Revise application and/or recruiting process for OJT and mentoring programs to remove any barriers for individuals with disabilities. b. Portray individuals with disabilities as both leaders and participants in OJT and mentoring programs in promotional materials. c. Recruit interested leaders of diverse backgrounds to participate as mentors and sponsor OJT opportunities.	A revised mentoring and OJT program that is geared toward diverse individuals, including individuals with disabilities.

Goal 3: Increase return to work outcomes for injured employees and individuals with disabilities

1. Collect data to establish a benchmark

Activity	Timeframe	Office/ Person(s) Responsible	Activity Description	Performance Outcomes
1. Track data metrics on employees injured on the job.	2016 and ongoing	Workers' Compensation Coordinator	<ul style="list-style-type: none"> a. Collect data on workers' compensation claims. b. Share Monthly Performance Report with senior leadership. c. Illustrate progress by organization/facility. 	Senior leadership will be aware of the progress and areas of concern.
2. Analyze data to determine average length of time out of work, type of injuries, turnover resulting from Workers' Compensation.	FY 2016-2017	HR Manager/ Workers' Compensation Coordinator	Collect data on the average length of time employee is out of work (relative to type of injury or disability) and those unable to return after reach MMI.	Leadership understands costs associated with workers' compensation injuries to include: amount of leave being used, loss work productivity, and new employee costs due to turnover from employees not returning after reaching MMI.
3. Identify work that will allow employees out on workers' compensation to return to work in alternate duty capacity that meets the restrictions identified by their physician.	FY 2016-2017	ADA Coordinator and Division Director	Review physician restrictions for employees currently on workers comp and identify alternate duties as an accommodation, which will allow them to return to work sooner.	Reduction in workers' comp cost; employee returning to work sooner; better accommodation for the employee/employee satisfaction.

Goal 4: Ensure management accountability for employment of individuals with disabilities

1. Increase accountability for meeting hiring goals

Activity	Timeframe	Office/ Person(s) Responsible	Activity Description	Performance Outcomes
1. Designate a senior level official to be accountable for enhancing employment opportunities.	FY 2016-2017	Agency Secretary	a. The Deputy Secretary for each program is to be designated responsible for meeting agency hiring goals. b. Each Deputy Secretary will appoint a manager at the SES level to work with HR Director on outreach and recruitment of individuals with disabilities for vacancies within their division responsibility.	Each program area will have a "Disability Program Champion" who monitors and encourages hiring and retention of individuals with disabilities and assists HR with outreach and recruitment efforts.

2. Ensure that job offers are not rescinded for inappropriate reasons

Activity	Timeframe	Office/ Person(s) Responsible	Activity Description	Performance Outcomes
1. Ensure that managers in conjunction with HR have identified the essential functions and physical requirements for positions requiring a medical exam.	2017 and ongoing	HR Director	a. Managers are to work with ADA Coordinator and HR to identify the essential functions and physical requirements of jobs. b. HR will include a statement of the essential functions and physical requirements of a job when requesting a medical exam. c. HR will be instructed not to conduct a medical exam without providing the essential functions and physical requirements.	Requests for medical exams for candidates receiving conditional job offers and employees and will be include a statement of all essential functions and physical requirements for the job.

Appendix B - Sample Utilization Analysis – Progress

EEO 4 Group/ Class Titles	TOTAL	MALES				FEMALES				TOTAL FEMALES	TOTAL MINORITY
		White	Black/ African Am	Hispanic/ Latino	Other	White	Black/ African Am	Hispanic/ Latino	Other		
01 Officials/Administrators											
# Current Workforce											
% Current Workforce											
% Prior Year's Goal											
Progress (Difference)											
Goal Met? (Yes or No)											
02 Professionals											
# Current Workforce											
% Current Workforce											
% Prior Year's Goal											
Progress (Difference)											
Goal Met? (Yes or No)											
03 Technicians											
# Current Workforce											
% Current Workforce											
% Prior Year's Goal											
Progress (Difference)											
Goal Met? (Yes or No)											
04 Protective Services											
# Current Workforce											
% Current Workforce											
% Prior Year's Goal											
Progress (Difference)											
Goal Met? (Yes or No)											
05 Paraprofessionals											
# Current Workforce											
% Current Workforce											
% Prior Year's Goal											
Progress (Difference)											
Goal Met? (Yes or No)											
06 Administrative Support											
# Current Workforce											
% Current Workforce											
% Prior Year's Goal											
Progress (Difference)											
Goal Met? (Yes or No)											
07 Skilled Craft											
# Current Workforce											
% Current Workforce											
% Prior Year's Goal											
Progress (Difference)											
Goal Met? (Yes or No)											
08 Service Maintenance											
# Current Workforce											
% Current Workforce											
% Prior Year's Goal											
Progress (Difference)											
Goal Met? (Yes or No)											

Appendix C – PF Data Warehouse Reports (Race/Ethnicity and Gender)

AVAILABLE LABOR MARKET ANALYSIS

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EEO4 JOB CATEGORY	MALES								FEMALES									
	TOTAL ALM	WHITE	BLACK/AFRICAN AM	HISPANIC/LATINO	ASIAN	NH/OPI	AI/AN	SOR OR 2+ RACES	TOTAL MALES	WHITE	BLACK/AFRICAN AM	HISPANIC/LATINO	ASIAN	NH/OPI	AI/AN	SOR OR 2+ RACES	TOTAL FEMALES	TOTAL MINORITY
01 - OFFICIALS AND ADMINISTRATORS																		
ALM#	2,687,138	1,195,691	103,178	279,313	40,383	447	3,113	16,537	1,638,662	715,223	113,343	180,831	24,423	150	1,556	12,950	1,048,476	776,224
ALM%		44.50%	3.84%	10.39%	1.50%	0.02%	0.12%	0.62%	60.98%	26.62%	4.22%	6.73%	0.91%	0.01%	0.06%	0.48%	39.02%	28.89%
02 - PROFESSIONALS																		
ALM#	5,515,756	1,722,548	193,703	372,863	115,998	1,455	3,508	28,809	2,438,684	2,013,250	421,518	490,293	109,127	1,761	6,091	35,032	3,077,072	1,779,958
ALM%		31.23%	3.51%	6.76%	2.10%	0.03%	0.06%	0.52%	44.21%	36.50%	7.64%	8.99%	1.98%	0.03%	0.11%	0.64%	55.79%	32.27%
03 - TECHNICIANS																		
ALM#	957,371	287,750	47,907	88,483	20,009	540	1,129	6,529	452,347	304,798	96,271	81,402	14,144	340	772	7,297	505,024	364,823
ALM%		30.06%	5.00%	9.24%	2.09%	0.06%	0.12%	0.68%	47.25%	31.84%	10.06%	8.50%	1.48%	0.04%	0.08%	0.76%	52.75%	38.11%
04 - PROTECTIVE SERVICE WORKERS																		
ALM#	704,720	325,674	91,485	102,244	6,693	675	1,117	6,864	534,752	84,085	56,062	25,892	1,547	0	675	1,707	169,968	294,961
ALM%		46.21%	12.98%	14.51%	0.95%	0.10%	0.16%	0.97%	75.88%	11.93%	7.96%	3.67%	0.22%	0.00%	0.10%	0.24%	24.12%	41.86%
05 - PARAPROFESSIONALS																		
ALM#	1,316,104	87,244	41,414	36,763	4,894	304	497	2,716	173,832	519,659	341,490	241,478	20,757	767	2,680	15,441	1,142,272	709,201
ALM%		6.63%	3.15%	2.79%	0.37%	0.02%	0.04%	0.21%	13.21%	39.48%	25.95%	18.35%	1.58%	0.06%	0.20%	1.17%	86.79%	53.89%
06 - ADMINISTRATIVE SUPPORT																		
ALM#	7,590,800	1,691,443	358,987	611,501	78,641	1,162	4,833	37,860	2,784,427	2,856,575	714,466	1,058,176	100,065	2,494	7,817	66,780	4,806,373	3,042,782
ALM%		22.28%	4.73%	8.06%	1.04%	0.02%	0.06%	0.50%	36.68%	37.63%	9.41%	13.94%	1.32%	0.03%	0.10%	0.88%	63.32%	40.09%
07 - SKILLED CRAFT WORKERS																		
ALM#	2,965,986	1,578,551	287,048	791,966	40,853	1,785	6,217	32,371	2,738,789	116,186	31,783	67,682	7,775	80	771	2,920	227,197	1,271,249
ALM%		53.22%	9.68%	26.70%	1.38%	0.06%	0.21%	1.09%	92.34%	3.92%	1.07%	2.28%	0.26%	0.00%	0.03%	0.10%	7.66%	42.86%
08 - SERVICE MAINTENANCE																		
ALM#	5,795,510	1,603,031	655,272	1,195,192	90,542	1,820	8,668	39,346	3,583,871	1,024,230	388,489	676,365	85,564	1,800	4,569	30,622	2,211,639	3,168,249
ALM%		27.66%	11.31%	20.82%	1.39%	0.03%	0.15%	0.68%	61.84%	17.67%	6.70%	11.67%	1.48%	0.03%	0.08%	0.53%	38.16%	54.67%
TOTAL :																		
ALM#	27,533,385	8,491,932	1,778,992	3,478,125	388,013	8,188	29,082	171,032	14,345,364	7,634,006	2,163,422	2,822,119	363,402	7,392	24,931	172,749	13,188,021	11,407,447
ALM%		30.84%	6.46%	12.63%	1.41%	0.03%	0.11%	0.62%	52.10%	27.73%	7.86%	10.25%	1.32%	0.03%	0.09%	0.63%	47.90%	41.43%

INCUMBENCY TO AVAILABILITY ANALYSIS

DEPARTMENT OF MANAGEMENT SERVICES

DATA AS OF: 06/30/2022

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EEO4 JOB CATEGORY	TOTAL EMP	MALES								FEMALES								TOTAL FEMALES	TOTAL MINORITY	
		WHITE	BLACK / AFRICAN AM	HISPANIC / LATINO	ASIAN	NH/OPI	AI/AN	SOR OR 2+RACES	UNKNOWN	TOTAL MALES	WHITE	BLACK / AFRICAN AM	HISPANIC / LATINO	ASIAN	NH/OPI	AI/AN	SOR OR 2+RACES			UNKNOWN
01 OFFICIALS AND ADMINISTRATORS																				
WORKFORCE #	84	41	6	1	0	0	0	0	0	48	30	2	2	1	0	0	1	0	36	13
WORKFORCE %		48.81%	7.14%	1.19%	0.00%	0.00%	0.00%	0.00%	0.00%	57.14%	35.71%	2.38%	2.38%	1.19%	0.00%	0.00%	1.19%	0.00%	42.86%	15.48%
ALM #	779,219	350,395	28,855	79,775	11,644	129	929	4,741	N/A	476,468	208,685	31,495	51,385	7,015	50	470	3,651	N/A	302,751	220,139
ALM %		44.97%	3.70%	10.24%	1.49%	0.02%	0.12%	0.61%	N/A	61.15%	26.78%	4.04%	6.59%	0.90%	0.01%	0.06%	0.47%	N/A	38.85%	28.25%
EXPECTED AVAILABILITY		37.77	3.11	8.60	1.25	0.02	0.10	0.51	N/A	51.37	22.50	3.39	5.54	0.76	0.01	0.05	0.39	N/A	32.63	23.73
80% OF EXPECTED AVAILABILITY		30.22	2.49	6.88	1.00	0.01	0.08	0.41	N/A	41.09	18.00	2.71	4.43	0.60	0.01	0.04	0.32	N/A	26.11	18.98
UNDERUTILIZED?		N	N	Y	Y	Y	Y	Y	N/A	N	N	Y	Y	N	Y	Y	N	N/A	N	Y
GOAL				10.24%	1.49%	0.02%	0.12%	0.61%	N/A			4.04%	6.59%	0.01%	0.06%		N/A		28.25%	
02 PROFESSIONALS																				
WORKFORCE #	656	189	49	21	5	0	2	8	0	274	216	115	33	6	0	0	12	0	382	251
WORKFORCE %		28.81%	7.47%	3.20%	0.76%	0.00%	0.30%	1.22%	0.00%	41.77%	32.93%	17.53%	5.03%	0.91%	0.00%	0.00%	1.83%	0.00%	58.23%	38.26%
ALM #	1,580,101	495,735	54,234	104,824	32,312	437	1,028	8,266	N/A	696,836	585,360	116,880	138,064	30,464	494	1,936	10,067	N/A	883,265	499,006
ALM %		31.37%	3.43%	6.63%	2.04%	0.03%	0.07%	0.52%	N/A	44.10%	37.05%	7.40%	8.74%	1.93%	0.03%	0.12%	0.64%	N/A	55.90%	31.58%
EXPECTED AVAILABILITY		205.79	22.50	43.49	13.38	0.20	0.46	3.41	N/A	289.30	243.05	48.54	57.33	12.66	0.20	0.79	4.20	N/A	366.70	207.16
80% OF EXPECTED AVAILABILITY		164.63	18.00	34.79	10.71	0.16	0.37	2.73	N/A	231.44	194.44	38.84	45.87	10.13	0.16	0.63	3.36	N/A	293.36	165.73
UNDERUTILIZED?		N	N	Y	Y	Y	N	N	N/A	N	N	N	Y	Y	Y	Y	N	N/A	N	N
GOAL				6.63%	2.04%	0.03%			N/A				8.74%	1.93%	0.03%	0.12%		N/A		

THIS REPORT MAY CONTAIN INFORMATION THAT IS CONFIDENTIAL UNDER STATE OR FEDERAL LAW. IMPROPER ACCESS OR RELEASE OF SUCH INFORMATION MAY BE A VIOLATION OF THESE LAWS.

INVOLUNTARY TERMINATIONS IMPACT RATIO ANALYSIS

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EE04 JOB CATEGORY	TOTAL EMP	RACE/ETHNICITY								GENDER	
		WHITE	BLACK/ AFRICAN AM	HISPANIC/ LATINO	ASIAN	NH/OPI	AI/AN	SOR OR 2+RACES	UNKNOWN	TOTAL MALES	TOTAL FEMALES
01 OFFICIALS AND ADMINISTRATORS											
# TERMINATIONS	4	4	0	0	0	0	0	0	0	3	1
# IN INCUMBENT POOL	73	59	8	3	1	0	0	2	0	39	34
% SELECTION RATE	5.48%	6.78%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7.69%	2.94%
% IMPACT RATIO			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	38.24%	
ADVERSE IMPACT?			N	N	N	N	N	N	N	Y	
Z SCORE										-0.86	
STATISTICALLY SIGNIFICANT?										N	
02 PROFESSIONALS											
# TERMINATIONS	38	31	2	1	0	0	1	3	0	27	11
# IN INCUMBENT POOL	684	391	201	59	12	0	2	19	0	277	407
% SELECTION RATE	5.56%	7.93%	1.00%	1.69%	0.00%	0.00%	50.00%	15.79%	0.00%	9.75%	2.70%
% IMPACT RATIO		12.55%		58.71%	0.00%	0.00%	1.99%	6.30%	0.00%	27.73%	
ADVERSE IMPACT?		Y		Y	N	N	Y	Y	N	Y	
Z SCORE		-3.04		1.32			-2.69	-1.93		-3.83	
STATISTICALLY SIGNIFICANT?		Y		N			Y	N		Y	

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EEO4 WORKFORCE REPORT (SUMMARY)

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08 SERVICE MAINTENANCE				MALES										FEMALES										AGE 40+		
PAY PLAN	CLASS CODE	PAY GRADE	CLASS TITLE	TOT EMP	WHITE	BLACK / AFRICAN AM	HISPANIC / LATINO	ASIAN	NH/OPI	AI/AN	SOR OR 2+RACES	UNKNOWN	TOTAL MALES	WHITE	BLACK / AFRICAN AM	HISPANIC / LATINO	ASIAN	NH/OPI	AI/AN	SOR OR 2+RACES	UNKNOWN	TOTAL FEMALES	TOTAL MINORITY	M	F	
01	6374	008	MAINTENANCE SUPPORT TECHNICIAN	14	3	8	1	0	0	0	1	0	13	0	0	0	0	0	1	0	0	0	1	11	11	1
					21.43%	57.14%	7.14%	0.00%	0.00%	0.00%	7.14%	0.00%	92.86%	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	0.00%	0.00%	0.00%	7.14%	78.57%	78.57%	7.14%
01	6384	006	GROUNDSKEEPER	7	2	5	0	0	0	0	0	0	7	0	0	0	0	0	0	0	0	0	5	2	0	0
					28.57%	71.43%	0.00%	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%	0.00%	71.43%	28.57%	0.00%	0.00%
01	6466	014	MAINTENANCE MECHANIC	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0
					100.00%	0.00%	0.00%	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%	0.00%	0.00%	100.00%	0.00%	0.00%
01	6526	004	CUSTODIAL WORKER	19	2	10	0	0	0	0	1	0	13	0	5	0	0	0	0	1	0	0	6	17	10	4
					10.53%	52.63%	0.00%	0.00%	0.00%	0.00%	5.26%	0.00%	68.42%	0.00%	26.32%	0.00%	0.00%	0.00%	0.00%	0.00%	5.26%	0.00%	31.58%	89.47%	52.63%	21.05%
08	6396	410	GROUNDSKEEPING SUPERVISOR I - SES	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	1
					0.00%	0.00%	0.00%	0.00%	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%	0.00%	0.00%	100.00%
08	6396	414	GROUNDSKEEPING SUPERVISOR II - SES	1	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	1	1	0
					0.00%	100.00%	0.00%	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%	0.00%	100.00%	100.00%	0.00%	0.00%
08	6397	416	GROUNDSKEEPING SUPERVISOR III - SES	1	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	1	1	0
					0.00%	100.00%	0.00%	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%	0.00%	100.00%	100.00%	0.00%	0.00%
08	6527	406	CUSTODIAL SUPERVISOR I - SES	1	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	1	1	0
					0.00%	100.00%	0.00%	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%	0.00%	100.00%	100.00%	0.00%	0.00%
08	6528	408	CUSTODIAL SUPERVISOR II - SES	2	0	1	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	1	2	1	1
					0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	100.00%	50.00%	50.00%
08	6529	411	CUSTODIAL SUPERVISOR III - SES	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	1	0	1
					0.00%	0.00%	0.00%	0.00%	0.00%	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%	100.00%	100.00%	0.00%	100.00%
08 SERVICE MAINTENANCE SUBTOTAL:				48	8	27	1	0	0	0	2	0	38	1	7	0	0	0	1	1	0	0	10	39	28	8
					16.67%	56.25%	2.08%	0.00%	0.00%	0.00%	4.17%	0.00%	79.17%	2.08%	14.58%	0.00%	0.00%	0.00%	2.08%	2.08%	0.00%	20.83%	81.25%	58.33%	16.67%	
TOTAL:				953	291	118	37	8	0	1	15	15	470	283	180	283	9	0	2	13	0	0	483	399	305	294
					30.54%	12.38%	3.88%	0.84%	0.00%	0.10%	1.57%	1.57%	49.32%	27.60%	18.79%	3.78%	0.94%	0.00%	0.21%	1.36%	0.00%	50.68%	41.87%	32.00%	30.85%	

NEW HIRES BY EEO4 CODE REPORT (SUMMARY)

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01 OFFICIALS AND ADMINISTRATORS				MALES										FEMALES										AGE 40+		
PAY PLAN	CLASS CODE	PAY GRADE	CLASS TITLE	TOT EMP	WHITE	BLACK/AFRICAN AM	HISPANIC/LATINO	ASIAN	NH/OPI	AJ/AN	SOR OR 2+RACES	UNKNOWN	TOTAL MALES	WHITE	BLACK/AFRICAN AM	HISPANIC/LATINO	ASIAN	NH/OPI	AJ/AN	SOR OR 2+RACES	UNKNOWN	TOTAL FEMALES	TOTAL MINORITY	M	F	
08	6882	530	OPERATIONS AND PROGRAM MANAGER	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	1
					0.00%	0.00%	0.00%	0.00%	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%	0.00%	0.00%	100.00%
08	8122	540	CHIEF OF RESEARCH, EDUCATION & TRAINING	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0
					0.00%	0.00%	0.00%	0.00%	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%	0.00%	0.00%	0.00%
08	8291	140	LEGISLATIVE SPECIALIST	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
					100.00%	0.00%	0.00%	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%	0.00%	0.00%	0.00%	0.00%	0.00%
08	9737	530	CHIEF OF FINANCIAL MGMT SERVICES-DMS	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
					100.00%	0.00%	0.00%	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%	0.00%	0.00%	0.00%	0.00%	0.00%
01 OFFICIALS AND ADMINISTRATORS			SUBTOTAL:	4	2	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	2	0	0	1	
					50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	25.00%

PROMOTIONS LOG BY EEO4 CODE REPORT (DETAIL)

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02 PROFESSIONALS

LAST NAME	FIRST NAME	MI	APPT ID	RACE / ETHNICITY	GENDER	DATE OF BIRTH	EFFECTIVE DATE	CLASS CODE	CLASS TITLE	AGENCY SERVICE	AGENCY HIRE DATE	POS NUM	PAY PLAN	PAY GRADE	HOME COUNTY	HOME CITY	HOME STATE	WORK COUNTY	WORK CITY	WORK STATE
ALBERT	NEKESHEIA	L	1322294	BLACK	F	11/20/1978	07/01/2022	1239	BENEFITS SPECIALIST	4y 11m	01/24/2018	002459	01	020	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
ANDERSON	SOPHIE	I	1670797	WHITE	F	04/13/1998	07/01/2022	1239	BENEFITS SPECIALIST	0y 7m	06/06/2022	002426	01	020	OUT OF STATE/COUNTY	MEIGS	GA	LEON	TALLAHASSEE	FL
ASENCIO	SONIA		1566750	HISPANIC	F	01/13/1977	07/01/2022	1239	BENEFITS SPECIALIST	1y 9m	03/26/2021	002521	01	020	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
BACKEY	SHANA	D	1657361	BLACK	F	03/05/1990	07/01/2022	1239	BENEFITS SPECIALIST	0y 9m	04/11/2022	004071	01	020	OUT OF STATE/COUNTY	BRINSON	GA	LEON	TALLAHASSEE	FL
BARNETT	MARKESHA		1637939	SOR OR 2+ RACE	F	07/31/1988	07/01/2022	1239	BENEFITS SPECIALIST	0y 11m	02/04/2022	002783	01	020	MIAMI-DADE	MIAMI	FL	LEON	TALLAHASSEE	FL
BOWMAN	PEGAH		678545	WHITE	F	04/20/1986	12/02/2022	2236	GOVERNMENT OPERATIONS CONSULTANT II	11y 0m	01/09/2012	003971	01	023	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
BRITT	TEENA	M	1578735	BLACK	F	12/28/1980	07/22/2022	1242	SENIOR BENEFITS ANALYST	1y 7m	05/21/2021	004117	01	024	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
BROWN	KIERA		1328430	BLACK	F	03/10/1995	07/01/2022	2225	GOVERNMENT ANALYST II	4y 4m	08/24/2018	004123	01	028	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
BRUNER	JESSICA	R	1482079	WHITE	F	04/15/1982	07/29/2022	2236	GOVERNMENT OPERATIONS CONSULTANT II	3y 3m	10/11/2019	001835	01	023	GADSDEN	QUINCY	FL	LEON	TALLAHASSEE	FL
BRUNSON	CAMRON		1302993	BLACK	M	08/13/1998	10/07/2022	1242	SENIOR BENEFITS ANALYST	4y 3m	10/01/2018	003130	01	024	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
CAMPBELL	LATONYA		1645444	BLACK	F	06/01/1971	07/01/2022	1239	BENEFITS SPECIALIST	0y 11m	02/14/2022	004065	01	020	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
CARROLL	ANDREA	M	1674026	BLACK	F	01/27/1992	07/11/2022	1239	BENEFITS SPECIALIST	0y 6m	06/27/2022	002619	01	020	OUT OF STATE/COUNTY	BAINBRIDGE	GA	LEON	TALLAHASSEE	FL
CHANDLER	ANGELA	J	1533845	BLACK	F	12/24/1964	07/01/2022	1239	BENEFITS SPECIALIST	2y 3m	09/21/2020	004099	01	020	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
CHANEY	KENDREA	S	1671962	BLACK	F	10/10/1996	07/01/2022	1239	BENEFITS SPECIALIST	0y 7m	06/14/2022	002817	01	020	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
CLEMONS	TONIA	R	1567094	BLACK	F	09/01/1968	12/02/2022	1334	RESEARCH AND TRAINING SPECIALIST	1y 9m	04/18/2021	004207	01	023	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
CROWDER	MIRA		1682397	WHITE	F	04/25/1999	10/14/2022	0440	REGULATORY SPECIALIST I	0y 5m	07/22/2022	003816	01	015	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
CROWE	KIMBERLY		1450280	WHITE	F	05/10/1977	07/01/2022	1242	SENIOR BENEFITS ANALYST	3y 5m	08/12/2019	004116	01	024	WAKULLA	CRAWFORDVILLE	FL	LEON	TALLAHASSEE	FL
DEV	HALINA	I	1618042	WHITE	F	05/03/1980	12/09/2022	8318	INVESTIGATION SPECIALIST II	1y 3m	10/15/2021	004099	01	020	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
ECHAVARRY	MONICA		1533642	HISPANIC	F	08/15/1980	07/01/2022	1242	SENIOR BENEFITS ANALYST	2y 3m	09/21/2020	002711	01	024	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
ESPINOZA	AMY		1556890	HISPANIC	F	06/02/1999	08/05/2022	1242	SENIOR BENEFITS ANALYST	1y 11m	02/08/2021	002625	01	024	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
EVANS	RECHA	F	1137912	BLACK	F	03/24/1980	07/01/2022	1239	BENEFITS SPECIALIST	7y 4m	08/31/2015	002953	01	020	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
FIELDS	GRACE		1578816	ASIAN	F	09/28/1970	07/01/2022	1239	BENEFITS SPECIALIST	1y 7m	06/01/2021	004072	01	020	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
FOLDS	WILLIAM	D	1463450	WHITE	M	12/09/1988	07/01/2022	1242	SENIOR BENEFITS ANALYST	3y 2m	10/25/2019	004120	01	024	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
FOX-VELAZQUEZ	EDUARDO		1619557	HISPANIC	M	08/30/2000	07/01/2022	1239	BENEFITS SPECIALIST	0y 7m	06/10/2022	002514	01	020	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
FOX-VELAZQUEZ	EDUARDO		1619557	HISPANIC	M	08/30/2000	07/22/2022	1239	BENEFITS SPECIALIST	0y 7m	06/10/2022	002701	01	020	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
GILMORE	DENA		1644055	BLACK	F	01/30/1983	07/08/2022	2234	GOVERNMENT OPERATIONS CONSULTANT I	0y 10m	03/04/2022	003706	01	021	WAKULLA	CRAWFORDVILLE	FL	LEON	TALLAHASSEE	FL
GILMORE	DENA		1644055	BLACK	F	01/30/1983	09/23/2022	0839	GENERAL SERVICES SPECIALIST	0y 10m	03/04/2022	000046	01	021	WAKULLA	CRAWFORDVILLE	FL	LEON	TALLAHASSEE	FL
GOODRICH	JOHN	M	1550614	WHITE	M	11/25/1990	08/08/2022	0830	PURCHASING ANALYST	1y 11m	01/22/2021	000053	01	023	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
GOSS	LEISA		1389228	BLACK	F	04/21/1971	07/01/2022	1242	SENIOR BENEFITS ANALYST	4y 2m	10/30/2018	004126	01	024	JEFFERSON	LAMONT	FL	LEON	TALLAHASSEE	FL
HAMPTON	SHAYLA	D	1658999	BLACK	F	04/21/1992	09/02/2022	0440	REGULATORY SPECIALIST I	0y 8m	05/09/2022	003187	01	015	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
HARRIS	JEREMY	W	1586128	WHITE	M	08/09/1973	11/25/2022	2210	BUILDING OPERATIONS SPECIALIST	1y 6m	06/22/2021	000235	01	017	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
HILLS	PATRICIA		1645447	SOR OR 2+ RACE	F	07/30/1986	07/01/2022	1239	BENEFITS SPECIALIST	0y 11m	02/14/2022	004083	01	020	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
HOLLINGSWORTH	LEE		1279471	WHITE	M	07/21/1969	07/01/2022	1239	BENEFITS SPECIALIST	5y 3m	10/06/2017	002474	01	020	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
HOLLOWAY	ASHLEY		1548929	HISPANIC	F	08/20/1993	07/01/2022	1242	SENIOR BENEFITS ANALYST	2y 0m	01/08/2021	004127	01	024	WAKULLA	CRAWFORDVILLE	FL	LEON	TALLAHASSEE	FL
HOLMES	AZRIELLE		1569013	BLACK	F	07/30/1992	07/01/2022	1239	BENEFITS SPECIALIST	0y 10m	03/11/2022	002511	01	020	OUT OF STATE/COUNTY	THOMASVILLE	GA	LEON	TALLAHASSEE	FL
ISAACS	ROZANN		1612285	SOR OR 2+ RACE	F	02/29/1992	07/01/2022	1242	SENIOR BENEFITS ANALYST	1y 3m	09/20/2021	002865	01	024	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
LEINO	JASON	A	1148496	WHITE	M	11/07/1980	07/01/2022	1242	SENIOR BENEFITS ANALYST	7y 3m	10/09/2015	004114	01	024	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
LEIVA	VANESSA		1646593	HISPANIC	F	10/03/1992	07/01/2022	1239	BENEFITS SPECIALIST	0y 10m	03/04/2022	002636	01	020	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
MALCOLM	JENNIFER	S	1403173	HISPANIC	F	12/08/1982	08/19/2022	2225	GOVERNMENT ANALYST II	3y 11m	01/25/2019	004118	01	026	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
MICHEELS	KURT		1222784	WHITE	M	04/08/1957	07/29/2022	2239	OPERATIONS REVIEW SPECIALIST	6y 2m	11/07/2016	004135	01	024	JEFFERSON	MONTICELLO	FL	LEON	TALLAHASSEE	FL
MORGAN	JAMES	M	1097014	BLACK	M	12/08/1956	08/19/2022	1242	SENIOR BENEFITS ANALYST	7y 11m	02/18/2015	004113	01	024	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL
NESMITH	ZACHARY		1403175	SOR OR 2+ RACE	M	06/24/1993	07/01/2022	1242	SENIOR BENEFITS ANALYST	3y 11m	01/25/2019	004125	01	024	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL

EMPLOYEE SEPARATIONS LOG BY EO4 CODE REPORT (DETAIL)

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03 TECHNICIANS

LAST NAME	FIRST NAME	MI	APPT ID	RACE / ETHNICITY	DATE OF BIRTH	EFFECTIVE DATE	CLASS CODE	CLASS TITLE	AGENCY SERVICE	AGENCY HIRE DATE	POS NUM	PAY GRADE	HOME COUNTY	HOME CITY	HOME STATE	WORK COUNTY	WORK CITY	WORK STATE	SEPARATION CODE	SEPARATION REASON DESCRIPTION	SEPARATION TYPE
BOOKER	JEREMY		1631699	WHITE	10/27/1997	11/03/2022			y m		901350		LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	52	MOVE WITHIN ST OF FLORIDA GOV	VOLUNTARY
BRYAN	EMMA		1038801	WHITE	01/23/1997	11/01/2022	6580	ENERGY MANAGEMENT CONTROL SYSTEM OPR	0y 3m	09/30/2022	001307	014	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	51	MOVE TO PRIVATE SECTOR	VOLUNTARY
CARTER	JOHN		1625230	WHITE	07/27/1991	07/01/2022			y m		901490		WAKULLA	CRAWFORDVILLE	FL	LEON	TALLAHASSEE	FL	58	END OF APPOINTMENT PERIOD	VOLUNTARY
CHELETTE	ROBERT		1442695	WHITE	06/17/1967	07/01/2022			y m		901454		LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	58	END OF APPOINTMENT PERIOD	VOLUNTARY
DONALDSON	ROSELYNNE		1624449	BLACK	01/10/1998	07/01/2022			y m		901491		LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	58	END OF APPOINTMENT PERIOD	VOLUNTARY
KYLLONEN SR	JOEL	A	127910	WHITE	01/14/1969	07/09/2022	4609	ENGINEERING TECHNICIAN III	29y 11m	02/01/1993	002130	015	GADSDEN	QUINCY	FL	LEON	TALLAHASSEE	FL	56	RETIREMENT	VOLUNTARY
ROBERTS	WESLEY	K	157212	WHITE	06/26/1970	07/06/2022	2035	TELECOMMUNICATIONS SPECIALIST III	1y 8m	04/23/2021	001708	019	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	51	MOVE TO PRIVATE SECTOR	VOLUNTARY
ROSS	ALEX		1613248	WHITE	05/15/1999	07/05/2022	2118	COMPUTER SUPPORT SPECIALIST	0y 10m	02/17/2022	000415	022	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	51	MOVE TO PRIVATE SECTOR	VOLUNTARY
VILCHEZ	MAURO		1688611	HISPANIC	06/21/2001	09/10/2022	2047	OFFICE AUTOMATION ANALYST	0y 7m	05/27/2022	003351	022	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	51	MOVE TO PRIVATE SECTOR	VOLUNTARY
ZIMMERMAN	GEORGE		1623494	WHITE	02/24/1998	07/01/2022			y m		901489		LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	58	END OF APPOINTMENT PERIOD	VOLUNTARY

COUNT: 10

05 PARAPROFESSIONALS

LAST NAME	FIRST NAME	MI	APPT ID	RACE / ETHNICITY	DATE OF BIRTH	EFFECTIVE DATE	CLASS CODE	CLASS TITLE	AGENCY SERVICE	AGENCY HIRE DATE	POS NUM	PAY GRADE	HOME COUNTY	HOME CITY	HOME STATE	WORK COUNTY	WORK CITY	WORK STATE	SEPARATION CODE	SEPARATION REASON DESCRIPTION	SEPARATION TYPE
BOHELLER	ZATANA		1312968	WHITE	12/13/1997	10/14/2022	1418	FISCAL ASSISTANT II	0y 9m	04/04/2022	000728	012	WAKULLA	SOPCHOPPY	FL	LEON	TALLAHASSEE	FL	53	OTHER	VOLUNTARY

COUNT: 1

06 ADMINISTRATIVE SUPPORT

LAST NAME	FIRST NAME	MI	APPT ID	RACE / ETHNICITY	DATE OF BIRTH	EFFECTIVE DATE	CLASS CODE	CLASS TITLE	AGENCY SERVICE	AGENCY HIRE DATE	POS NUM	PAY GRADE	HOME COUNTY	HOME CITY	HOME STATE	WORK COUNTY	WORK CITY	WORK STATE	SEPARATION CODE	SEPARATION REASON DESCRIPTION	SEPARATION TYPE
DUMOUCHEL	NICHOLAS	D	1696806	WHITE	10/17/2000	12/10/2022			y m		901506		LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	52	MOVE WITHIN ST OF FLORIDA GOV	VOLUNTARY
FLIPPO	KATHY		925603	WHITE	03/15/1953	07/16/2022			y m		901411		LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	58	END OF APPOINTMENT PERIOD	VOLUNTARY

COUNT: 2

07 SKILLED CRAFT WORKERS

LAST NAME	FIRST NAME	MI	APPT ID	RACE / ETHNICITY	DATE OF BIRTH	EFFECTIVE DATE	CLASS CODE	CLASS TITLE	AGENCY SERVICE	AGENCY HIRE DATE	POS NUM	PAY GRADE	HOME COUNTY	HOME CITY	HOME STATE	WORK COUNTY	WORK CITY	WORK STATE	SEPARATION CODE	SEPARATION REASON DESCRIPTION	SEPARATION TYPE
BANICO	DARWIN	P	1680396	ASIAN	10/15/1974	10/07/2022	6466	MAINTENANCE MECHANIC	0y 6m	07/08/2022	001960	014	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	51	MOVE TO PRIVATE SECTOR	VOLUNTARY
BARFIELD	CLAYTON	M	814257	WHITE	06/17/1968	07/23/2022	6466	MAINTENANCE MECHANIC	9y 4m	08/19/2013	001322	014	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	51	MOVE TO PRIVATE SECTOR	VOLUNTARY
BOYNTON	JAMES	A	139431	WHITE	10/21/1957	11/01/2022	6454	SENIOR REFRIGERATION MECHANIC	6y 11m	02/01/2016	000166	016	GADSDEN	HAVANA	FL	LEON	TALLAHASSEE	FL	56	RETIREMENT	VOLUNTARY
BRUCE	PARIS		1493691	BLACK	10/03/1992	10/22/2022	6466	MAINTENANCE MECHANIC	2y 9m	04/01/2020	001330	014	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	51	MOVE TO PRIVATE SECTOR	VOLUNTARY
COPELAND	JEFFREY		1551169	WHITE	01/28/1986	09/24/2022	6466	MAINTENANCE MECHANIC	1y 11m	02/01/2021	002137	014	LIBERTY	BRISTOL	FL	LEON	TALLAHASSEE	FL	51	MOVE TO PRIVATE SECTOR	VOLUNTARY
DAVIS	CORNELIUS		1418397	BLACK	11/23/1993	10/22/2022	6466	MAINTENANCE MECHANIC	3y 9m	04/08/2019	000260	014	OUT OF STATE-COUNTY	LESLIE	GA	LEON	TALLAHASSEE	FL	53	OTHER	VOLUNTARY
DOLLAR	ERIC	J	1572889	WHITE	06/15/1985	09/10/2022	6466	MAINTENANCE MECHANIC	1y 8m	05/07/2021	001334	014	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	51	MOVE TO PRIVATE SECTOR	VOLUNTARY
LANE	ROBERT	M	1701251	WHITE	08/28/1985	12/10/2022	6466	MAINTENANCE MECHANIC	0y 4m	09/16/2022	001652	014	WAKULLA	CRAWFORDVILLE	FL	LEON	TALLAHASSEE	FL	53	OTHER	VOLUNTARY
LYONS	JASON		1652115	WHITE	09/02/1984	09/07/2022	6375	MAINTENANCE SUPERVISOR I - SES	0y 9m	03/28/2022	000221	415	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	51	MOVE TO PRIVATE SECTOR	VOLUNTARY
MEDINA	WILMER		1090431	HISPANIC	08/23/1980	12/17/2022	6466	MAINTENANCE MECHANIC	8y 0m	01/12/2015	001895	014	MIAMI-DADE	MIAMI	FL	MIAMI-DADE	MIAMI	FL	51	MOVE TO PRIVATE SECTOR	VOLUNTARY
MULLINS	TRACY	B	1617043	WHITE	12/27/1962	09/30/2022	6446	MASTER ELECTRICIAN	1y 2m	10/18/2021	002211	016	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	52	MOVE WITHIN ST OF FLORIDA GOV	VOLUNTARY
SHUCK	JOSHUA		1621531	WHITE	10/11/1984	07/01/2022			y m		901488		GADSDEN	HAVANA	FL	LEON	TALLAHASSEE	FL	58	END OF APPOINTMENT PERIOD	VOLUNTARY
SMITH	BENJAMIN		1623472	WHITE	12/07/1998	10/28/2022	6466	MAINTENANCE MECHANIC	1y 1m	11/29/2021	000345	014	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	51	MOVE TO PRIVATE SECTOR	VOLUNTARY
STANDLEY	JASON		1635167	WHITE	01/25/1971	07/22/2022	6454	SENIOR REFRIGERATION MECHANIC	0y 11m	01/18/2022	001261	016	WAKULLA	CRAWFORDVILLE	FL	LEON	TALLAHASSEE	FL	56	RETIREMENT	VOLUNTARY
WALLACE	MICHAEL		1670161	BLACK	07/11/1995	10/06/2022	6466	MAINTENANCE MECHANIC	0y 7m	06/09/2022	001294	014	LEON	TALLAHASSEE	FL	LEON	TALLAHASSEE	FL	53	OTHER	VOLUNTARY
WEBB	BILLY	R	1662097	WHITE	10/29/1986	09/30/2022	6466	MAINTENANCE MECHANIC	0y 8m	05/09/2022	001595	014	GADSDEN	QUINCY	FL	LEON	TALLAHASSEE	FL	51	MOVE TO PRIVATE SECTOR	VOLUNTARY

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Appendix D – PF Data Warehouse Reports (Individuals with a Disability)

DISABILITY AVAILABLE LABOR MARKET ANALYSIS REPORT

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	01 - OFFICIALS AND ADMINISTRATORS	02 - PROFESSIONALS	03 - TECHNICIANS	04 - PROTECTIVE SERVICE WORKERS	05 - PARAPROFESSIONALS	06 - ADMINISTRATIVE SUPPORT	07 - SKILLED CRAFT WORKERS	08 - SERVICE MAINTENANCE	TOTAL
TOTAL CIVILIAN LABOR FORCE (CLF) 16 YEARS AND OVER	838,181	1,716,558	300,243	232,443	450,159	2,468,425	958,513	2,020,266	8,982,788
# WITH DISABILITY	38,258	73,867	14,429	13,659	27,114	140,915	58,464	146,508	513,214
% CLF WITH DISABILITY	4.58%	4.30%	4.81%	5.88%	6.02%	5.71%	6.11%	7.25%	5.71%
# NO DISABILITY	799,923	1,642,691	285,814	218,784	423,045	2,327,510	898,049	1,873,758	8,469,574
% CLF NO DISABILITY	95.44%	95.70%	95.19%	94.12%	93.98%	94.29%	93.89%	92.75%	94.29%

DISABILITY UTILIZATION ANALYSIS - PROGRESS

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EEO-4 JOB CATEGORY	TOTAL EMPLOYEES #	TOTAL EMPLOYEES WITH DISABILITY #	EMPLOYEES WITH DISABILITY %	DISABILITY ALM %	PERCENTAGE POINT DIFFERENCE	ALM % MET Y/N
01 OFFICIALS AND ADMINISTRATORS	73	3	4.11%	4.56%	-0.45	N
02 PROFESSIONALS	684	26	3.80%	4.30%	-0.50	N
03 TECHNICIANS	49	5	10.20%	4.81%	5.39	Y
04 PROTECTIVE SERVICE WORKERS	0	0	0.00%	5.88%	-5.88	N
05 PARAPROFESSIONALS	6	0	0.00%	6.02%	-6.02	N
06 ADMINISTRATIVE SUPPORT	28	0	0.00%	5.71%	-5.71	N
07 SKILLED CRAFT WORKERS	70	4	5.71%	6.11%	-0.40	N
08 SERVICE MAINTENANCE	45	4	8.89%	7.25%	1.64	Y
TOTAL ALL EEO4 CATEGORIES	955	42	4.40%			

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DISABILITY INCUMBENCY TO AVAILABILITY ANALYSIS

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DATA AS OF : 06/30/2022

	01 - OFFICIALS AND ADMINISTRATORS	02 - PROFESSIONALS	03 - TECHNICIANS	04 - PROTECTIVE SERVICE WORKERS	05 - PARA - PROFESSIONALS	06 - ADMINISTRATIVE SUPPORT	07 - SKILLED CRAFT WORKERS	08 - SERVICE MAINTENANCE	TOTAL
TOTAL WORKFORCE #	84	656	97	0	5	28	74	48	992
STATUS NOT DISCLOSED #	82	636	89	0	4	28	71	44	954
IWD IN WORKFORCE #	2	20	8	0	1	0	3	4	38
IWD IN WORKFORCE %	2.38%	3.05%	8.25%	0.00%	20.00%	0.00%	4.05%	8.33%	3.83%
IWD ALM #	38,258	73,867	14,429	13,659	27,114	140,915	58,464	146,508	513,214
IWD ALM %	4.56%	4.30%	4.81%	5.88%	6.02%	5.71%	6.11%	7.25%	
% DIFFERENCE	-2.18%	-1.25%	3.44%	-5.88%	13.98%	-5.71%	-2.06%	1.08%	
UNDERUTILIZED?	Y	Y	N	N	N	Y	Y	N	
GOAL	4.56%	4.30%				5.71%	6.11%		

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DISABILITY INVOLUNTARY TERMINATIONS IMPACT RATIO ANALYSIS

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STANDARD DEVIATION RULE

EEO-4 JOB CATEGORY	TOTAL EMPLOYEES	TOTAL EMPLOYEES WITH DISABILITY	TOTAL EMPLOYEES WITHOUT A DISABILITY
04 PROTECTIVE SERVICE WORKERS			
# TERMINATIONS	0	0	0
# IN INCUMBENT POOL	0	0	0
% SELECTION RATE	0.00%	0.00%	0.00%
% IMPACT RATIO		0.00%	0.00%
ADVERSE IMPACT?		N	N
Z SCORE			
STATISTICALLY SIGNIFICANT?			
05 PARAPROFESSIONALS			
# TERMINATIONS	0	0	0
# IN INCUMBENT POOL	6	0	6
% SELECTION RATE	0.00%	0.00%	0.00%
% IMPACT RATIO		0.00%	0.00%
ADVERSE IMPACT?		N	N
Z SCORE			
STATISTICALLY SIGNIFICANT?			
06 ADMINISTRATIVE SUPPORT			
# TERMINATIONS	0	0	0
# IN INCUMBENT POOL	28	0	28
% SELECTION RATE	0.00%	0.00%	0.00%
% IMPACT RATIO		0.00%	0.00%
ADVERSE IMPACT?		N	N
Z SCORE			
STATISTICALLY SIGNIFICANT?			

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DISABILITY PERSONNEL ACTIVITY
CAREER SERVICE OR EOG CAREER SERVICE EXEMPT

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EEO4 JOB CATEGORY	NEW HIRES TO AGENCY		APPLICANTS		PROMOTIONS		SEPARATIONS		DEMOTIONS	
	TOTAL	IWD	TOTAL	IWD	TOTAL	IWD	TOTAL	IWD	TOTAL	IWD
01 OFFICIALS AND ADMINISTRATORS	0	0	0	0	0	0	0	0	0	0
02 PROFESSIONALS	73	4	2,089	145	75	3	59	4	1	0
03 TECHNICIANS	5	0	42	1	0	0	45	2	0	0
04 PROTECTIVE SERVICE WORKERS	0	0	0	0	0	0	0	0	0	0
05 PARAPROFESSIONALS	0	0	3	0	0	0	1	1	0	0
06 ADMINISTRATIVE SUPPORT	2	0	92	4	0	0	0	0	0	0
07 SKILLED CRAFT WORKERS	20	1	77	4	0	0	16	0	0	0
08 SERVICE MAINTENANCE	6	1	75	2	1	0	9	1	0	0
TOTAL	106	6	2,378	156	76	3	130	8	1	0

DISABILITY PERSONNEL ACTIVITY

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SELECTED EXEMPT SERVICE AND SENIOR MANAGEMENT SERVICE



EEO4 JOB CATEGORY	NEW HIRES TO AGENCY		APPLICANTS		ORIGINAL APPOINTMENTS		SEPARATIONS	
	TOTAL	IWD	TOTAL	IWD	TOTAL	IWD	TOTAL	IWD
01 OFFICIALS AND ADMINISTRATORS	5	1	69	8	10	1	12	1
02 PROFESSIONALS	36	2	472	35	95	6	45	1
03 TECHNICIANS	0	0	63	4	5	0	4	0
04 PROTECTIVE SERVICE WORKERS	0	0	0	0	0	0	0	0
05 PARAPROFESSIONALS	0	0	0	0	0	0	0	0
06 ADMINISTRATIVE SUPPORT	0	0	0	0	0	0	0	0
07 SKILLED CRAFT WORKERS	1	0	63	2	6	1	1	0
08 SERVICE MAINTENANCE	0	0	0	0	0	0	0	0
TOTAL	42	3	667	47	116	8	62	2

DISABILITY PERSONNEL ACTIVITY

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EEO4 JOB CATEGORY	APPLICANTS		APPOINTMENTS		SEPARATIONS	
	TOTAL	IWD	TOTAL	IWD	TOTAL	IWD
01 OFFICIALS AND ADMINISTRATORS	0	0	0	0	2	0
02 PROFESSIONALS	248	11	30	0	15	1
03 TECHNICIANS	27	1	5	0	6	1
04 PROTECTIVE SERVICE WORKERS	0	0	0	0	0	0
05 PARAPROFESSIONALS	25	2	2	0	0	0
06 ADMINISTRATIVE SUPPORT	64	3	6	0	2	0
07 SKILLED CRAFT WORKERS	0	0	0	0	1	0
08 SERVICE MAINTENANCE	0	0	0	0	0	0
TOTAL	364	17	43	0	26	2

DISABILITY REQUISITION SUMMARY

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EEO4	JOB CATEGORY	TOTAL REQUISITIONS	NUMBER OF APPLICANTS	TOTAL APPLICANTS WITH DISABILITY	TOTAL APPLICANTS INTERVIEWED	TOTAL APPLICANTS WITH DISABILITY INTERVIEWED	TOTAL APPLICANTS HIRED	TOTAL APPLICANTS WITH DISABILITY HIRED
01	OFFICIALS AND ADMINISTRATORS	2	69	6	39	3	0	0
02	PROFESSIONALS	125	2,809	191	453	35	20	0
03	TECHNICIANS	12	132	6	22	1	0	0
04	PROTECTIVE SERVICE WORKERS	0	0	0	0	0	0	0
05	PARAPROFESSIONALS	2	28	2	17	1	0	0
06	ADMINISTRATIVE SUPPORT	3	156	7	59	2	0	0
07	SKILLED CRAFT WORKERS	24	140	6	4	0	4	0
08	SERVICE MAINTENANCE	5	75	2	0	0	0	0
REPORT TOTAL :		173	3,409	220	594	42	24	0

DISABILITY REQUISITION DETAIL

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EEO4	JOB CATEGORY	REQUISITION NUMBER	JOB TITLE	POS NUM	DATE REQUISITION CLOSED	NUMBER OF APPLICANTS	NUMBER OF APPLICANTS WITH DISABILITY	NUMBER OF APPLICANTS INTERVIEWED	NUMBER OF APPLICANTS WITH DISABILITY INTERVIEWED	NUMBER OF APPLICANTS HIRED	NUMBER OF APPLICANTS WITH DISABILITY HIRED
		JRQS82-768023	OPS COMPUTER SUPPORT SPECIALIST - 72901350	72901350		7	0	0	0	0	0
		JRQS82-720882	OPS CYBER SECURITY SUPPORT SPECIALIST - 72901451	72901451		18	1	0	0	0	0
		JRQS82-602750	OPS COMPUTER SUPPORT SPECIALIST - 72901461	72901461	09/20/2022	2	0	0	0	0	0
TOTAL :		12				132	6	22	1	0	0
04	PROTECTIVE SERVICE WORKERS					0	0	0	0	0	0
TOTAL :		0				0	0	0	0	0	0
05	PARAPROFESSIONALS	JRQS82-772621	FISCAL ASSISTANT II - 72000728	72000728		3	0	0	0	0	0
		JRQS82-702671	OPS STAFF ASSISTANT - 72901340	72901340		25	2	17	1	0	0
TOTAL :		2				28	2	17	1	0	0
06	ADMINISTRATIVE SUPPORT	JRQS82-754401	STAFF ASSISTANT - 72002738	72002738		14	0	3	0	0	0
		JRQS82-685682	EXECUTIVE ASSISTANT - 72004155	72004155		78	4	55	2	0	0
		JRQS82-725203	OPS RECEPTIONIST - 72901355	72901355		64	3	1	0	0	0
TOTAL :		3				156	7	59	2	0	0
07	SKILLED CRAFT WORKERS	JRQS82-706282	COMMERCIAL MAINTENANCE MECHANIC-72000001	72000001	08/23/2022	5	1	0	0	0	0
		JRQS82-556881	IRRIGATION REPAIRMAN - 72000159	72000159		1	0	0	0	0	0
		JRQS82-604361	MAINTENANCE MECHANIC - 72000177	72000177	10/14/2022	1	0	0	0	0	0
		JRQS82-465483	MAINTENANCE MECHANIC - 72000180	72000180		4	0	0	0	0	0
		JRQS82-726921	MAINTENANCE SUPERVISOR I - SES - 72000221	72000221	10/31/2022	4	0	1	0	1	0

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TERMS AND GLOSSARY

EEO JOB CATEGORIES

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.

Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

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.

Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

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.

Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

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

Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

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

Includes: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

06 - Administrative Support (Including Clerical Sales): 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.

Includes: bookkeepers, messengers, clerk-typist, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

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.

Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

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.

Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

RACE/ETHNIC IDENTIFICATION

White: A person having origins in any of the original people of Europe, North Africa, or the Middle East.

Black or African American: A person having origins in any of the Black racial groups of Africa.

Hispanic: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

The category "HISPANIC", while not a race identification, is included as a separate race/ethnic category because of the employment discrimination often encountered by this group.

Asian: A person having origins in any of the original people of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam.

Native Hawaiian or Other Pacific Islander: A person having origins in any of the people of the Hawaii, Guam, Samoa, or other Pacific Islands.

American Indian/Alaskan Native: All persons having origins in any of the original people North America, and who maintain cultural identification through tribal affiliation or community recognition.

GLOSSARY

Adverse Impact: A substantially different rate of selection in hiring, promotion, transfer, training or in other employment related decisions which works to the disadvantage of members of a protected class. Adverse impact serves as a preliminary indicator of possible discriminatory problems, not proof of discrimination.

Affirmative Action: A Program that includes those policies, practices, and procedures that an employer implements to ensure that all qualified candidates and employees are receiving an equal opportunity for recruitment, selection, advancement and every other term and privilege associated with employment. An AA Program is a strategic business tool that encompasses a broad range of actions intended to ensure a fair chance at job opportunities for all protected groups.

Affirmative Action Plan: A written document that outlines the employer's AA program, which includes criteria for proactively recruiting, hiring, promoting and retaining women, minorities, and individuals with disabilities. The plan contains narrative that includes corrective actions designed to address problem areas and statistical analyses of the workforce.

Availability: The presence of race, ethnic, and individuals with disability groups "ready, willing and able to work" in the civilian labor force, used in setting goals and determining underutilization.

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

Civilian Labor Force: individuals who are 16 years of age and over that are employed, actively seeking work or were available to start a job. This excludes all institutionalized people and people on active duty in the United States Armed Forces.

Equal Employment Opportunity: The policy of ensuring that all qualified individuals are afforded the same rights and benefits in employment practices as provided by federal, state, and local law.

Goals: Placement goals established for protected groups by organizational unit and EEO job categories, where underutilization has been identified.

Good Faith Efforts: Refers to an agency's efforts to make all aspects of its AA program work. It includes outreach and recruitment measures and systematic efforts to assure that selections are made without regard to race, sex or other prohibited factors.

Impact Ratio Analysis (IRA): A comparison of the selection rates of different EEO groups from an identified candidate pool. If the selection rate for one group is less than 80% of that for the favored group, adverse impact exists.

Incumbent Pool: the number of employees within an organizational unit generally identified by race/ethnicity, gender or disability status for purposes of conducting an employment action analysis.

New Hire: Persons both with and without previous experience and transfers who were hired for the first time by the agency or rehired after a break in service into an established position.

Minority: Those men and women of those EEO groups for whom EEO-4 reporting is required; i.e., Black, Hispanic, Asian, Native Hawaiian, Other Pacific Islander, American Indian, or Alaska Native.

Organizational Unit: A department, region, division, bureau or other organizational entity of an agency that operates as a single unit under a common head.

Promotion: Any personnel action resulting in movement to a position affording higher pay and/or greater rank, and/or requiring greater skill or responsibility, or the opportunity to attain such.

Reassignment/Transfer: Movement (usually lateral) from one position or function to another.

Relevant Labor Market: consists of people that meet the qualifications for the job that live within the geographic area from which candidates apply or are recruited.

Standard Deviation: It is a measure of statistical difference to determine the statistical significance of any differences in selection rates, wages, etc., between similarly situated groups to determine if the differences occurred by chance.

Termination: Separation of an employee from an agency's payroll.

Underutilization: Having fewer protected class members in a particular job category than would reasonably be expected based on their availability in the relevant labor market.

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[Title 29, Part 1608, Affirmative Action Appropriate Under Title VII of the Civil Rights Act of 1964, as Amended](#), U.S. Equal Employment Opportunity Commission

[Title 41, Part 60, Equal Employment Opportunity](#), Code of Federal Regulations, U.S. Department of Labor

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