

EQUAL EMPLOYMENT OPPORTUNITY PLAN (EEOP)
Okaloosa County Sheriff's Office

Step 1 - Introductory Information

(A) Basic Information

Grant Title: Multiple Grants **Grant Number:** Multiple Grants

Grantee Name: Okaloosa County Sheriff's Office **Award Amount:** Multiple Awards

Address: 1250 N Eglin Parkway Shalimar, FL 32579

Contact Person: Mary Rominger **Telephone #:** (850) 651-7438

Date and effective duration of EEOP: February 1, 2010-January 31, 2012

(B) Agency Policy

It is the policy of the Okaloosa County Sheriff's Office, Okaloosa County, Florida, that there shall be no discrimination in employment, employment opportunities, or job actions on the basis of race, color, religion, age, sex, national origin, political affiliation, disability, or marital status unless one or more of the above constitutes a bona fide occupational qualification within the meaning of the law. No job applicant or present employee will be illegally discriminated against or given preference because of any of the above characteristics, unless otherwise required by law. It is not the intent of this policy to permit or require the lowering of bona fide job requirements or qualification standards to give preference to any employee or applicant for employment. However, the Sheriff's Office will take positive affirmative measures in accordance with prevailing Federal and state law to recruit minorities, females, and persons with disabilities to positions within the organization.

(C) This Equal Employment Opportunity Plan (EEOP) will become effective immediately upon the signature of the Sheriff and the plan will remain in effect for the duration of the Sheriff's term of office and thereafter until amended by the Sheriff. This plan will be reviewed and updated every two (2) years unless otherwise required by law.

(D) The Human Resource Manager has the responsibility of establishing, implementing, and monitoring the equal opportunity efforts for the Okaloosa County Sheriff's Office. The Human Resource Manager, at the direction of the Sheriff, will encourage current women and minority employees to continue to improve their qualifications for potential advancement. The Okaloosa County Sheriff's Office has made efforts to increase the number of women and minorities employed by the Okaloosa County Sheriff's Office. The Human Resource Manager will review all employment applications to ensure that minorities and women are provided appropriate consideration for employment with the Sheriff's Office. The Sheriff's Office has directed the re-writing of the agencies policy manual, including updated sections on recruitment and selection of qualified individuals. The current status of the Okaloosa County Sheriff's Office is dependent upon training of the management staff and continued dissemination of this plan to current employees, prospective employees, community leaders, and minority groups. To improve underutilization of minority groups in various job categories, the Sheriff's Office will continue to develop strategies to meet the goals of this plan.

Step 2 - Workforce Analysis

The Sheriff's Office has computed and provided a statistical breakdown of its current workforce by race, sex, and job category. This analysis is presented on the chart attached and identified as "ATTACHMENT A - AGENCY WORKFORCE (Step 2)." This chart identifies a total of 347 employees.

Step 3 - Community Labor Force (CLS)

The Sheriff's Office has utilized data contained in the U.S. Census Bureau – Census 2000 EEO Data for Residence Data for Okaloosa County, FL and the Educational Attainment by Geography, Sex, and Age for Okaloosa County, FL. The Civilian Labor Force used to analyze Protective Services – Patrol Officer is based on the available civilian workforce age group 20-34 with a high school diploma or GED Equivalent.

Step 4a - Utilization Chart

The percentages obtained in Step 3 were subtracted from those obtained in Step 2 and entered on the attached Utilization Chart (ATTACHMENT D) to identify underutilized groups.

Step 4b - Narrative Utilization Analysis

A review of the Utilization Chart (ATTACHMENT D) indicates a need to enhance the goals and objectives to increase the utilization of minorities in the Sheriff's Office workforce. This is in comparison to the availability of minorities in the community and based on the representation of Patrol Officers to the "Civilian Labor Force" in the community (age group 18-34).

Law Enforcement continues to be a male dominated occupation, although females have made significant gains into the labor force over the past twenty-five (25) years.

Females (Caucasian, African-American, and Hispanic) in addition to African-American males are underrepresented in the Sheriff's Office workforce. The most notable job categories are Officials/Administrators, Protective Services, and Skilled Craft. Other races and national origin groups comprise a small percentage of the Okaloosa County's population, although the Sheriff's Office welcomes the opportunity to increase utilization of Asian/Pacific Islanders and Native Americans, both male and female. Therefore, for the purpose of this Plan, these groups will not be considered a target population.

Generally the underutilization described above, with the exception of bringing the number of females in the "Patrol Officers" category in the Protective Services area, to reflect the civilian labor force is achievable. The Sheriff's Office has made positive steps to employ females and African-Americans into the position of Deputy Sheriff. Beyond the Action Steps recommended, the Okaloosa County Sheriff's Office will review its current employment procedures to discern if they are neutral in intent yet discriminatory in effect. If any are problematic, the Sheriff's Office will seek ways to minimize or eliminate, if possible the procedures. The next section of this Plan identifies specific objectives that support the Sheriff's commitment to make its workforce more reflective of published data.

Step 5 - Objectives

Because females and African American males are underrepresented in the agency's workforce, it is our goal to increase representation by evaluating our promotional and recruitment practices to ensure these groups receive equal opportunity to secure employment. The Okaloosa County Sheriff's Office is committed to creating a workforce at all levels of employment that represents the community it serves. The current administration has and will continue to cultivate and make available the opportunity for protected classes and minorities the opportunity to be employed and to advance into supervisory positions in an effort to further diversify its workforce and meet its objectives over a three

(3) year period.

Specifically, the Okaloosa County Sheriff's Office will continue to attempt to recruit qualified Caucasian, African-American, and Hispanic females and African-American males for positions in the Technician, Protective Services, and Skilled Crafts job categories, in addition to promoting these classes to supervisory positions.

Step 6 - Steps to Achieve Objectives

The Okaloosa County Sheriff's Office is fortunate in that it is the largest law enforcement agency in the county and the opportunities for employment attract many applicants. The salary and benefits offered for the geographical area are above those of smaller agencies; however, one drawback in the recruitment of minorities is the salary range for law enforcement officers is substantially below that of other areas in the state. Despite this drawback, the local community college is a State Law Enforcement Training Center for police recruits and two Air Force Bases offer a source for trained military personnel who are being discharged or retiring and desire to remain in this area and enter local law enforcement.

There are additional State Law Enforcement Centers in the N.W. Florida region and other military bases in the region would also serve as a source for recruiting females and African-American males.

The Okaloosa County Sheriff's Office has expanded its communications center requiring additional Communications Officers. Communications Officers traditionally have a high attrition rate, and recruitment of minorities for this job category would provide a better representation of the community. A target for recruitment will be the entire community and military veterans recruited through the local Jobs Plus Center, Vocational Schools and "retired" military personnel.

The Sheriff's Office, through its Community Policing Unit will make a stronger effort to contact the leaders of Okaloosa County's African-American community regarding recruitment of qualified African-Americans. In addition, the deputies assigned to the Community Policing Unit will be instructed to seek qualified minority candidates and direct them to the Sheriff's Office Human Resources Office. Since there are no local African-American publications, the Sheriff's Office will continue to advertise job vacancies with the Official Minority Review published in San Diego. The Sheriff's Office will continue to advertise through the local newspapers, State Employment Agency, and the County Employment Office.

The Okaloosa County Sheriff's Office is committed to making its workforce more closely reflect the relevant available community workforce to ensure equal opportunity regardless of race, national origin, or gender. The information below summarizes specific objectives to assist the Sheriff's Office in reaching this goal.

Action Steps:

- Visit and advertise in high schools, community colleges and universities close to Okaloosa County and target African-American, Hispanic, and female students interested in law enforcement and communications.
- Assign to the Sheriff's Office Public Information Officer the development of possible articles and stories on the Sheriff's outreach plan
- Develop contacts and a presence in the minority communities by working with established groups through the Sheriff's Office Community Policing Unit
- Solicit invitations, where appropriate, to generate goodwill within minority communities

- Review and update the Sheriff's Office recruitment methods, practices and policies to promote equal employment opportunity through recruitment efforts
- Monitor recruitment policies and procedures to determine if recruitment efforts are enabling the Sheriff's Office to meet and maintain African-American, Hispanic, and female objectives
- Enhance upward mobility of all employees, assuring that opportunities for advancement are equally distributed while encouraging minority participation
- Publicize employment and career opportunities in local publications
- Provide EEO training to supervisors on EEO policies, processes, documentation, interview process, and employment requirements

Step 7 - DISSEMINATION

Internal Dissemination:

1. The Sheriff's Office EEO policy statement will be incorporated as part of the employee's policy and procedure manual.
2. The Sheriff Office will conspicuously post the agency's EEO policy on employee bulletin boards.
3. The Sheriff's Office will include the EEOP on the agency's webpage.
4. On a periodic basis the Sheriff's Command staff will review and discuss the agency's compliance to the Plan and address any problems areas with effective solutions.
5. A memo will be distributed to every employee indicating how she or he can obtain a copy of the EEOP.

External Dissemination:

1. The Sheriff's Office will add to all job announcements, help wanted, or other communiqués using Sheriff's Office letterhead, the following: "provides equal access and equal opportunity in employment and services and does not discriminate."
2. The Sheriff's Office will remind applicants that the agency is an equal opportunity employer and that the plan is available for review.
3. Memos explaining how applicants and members of the public may obtain a copy of the EEOP will be placed in each District Office in the county.



[Signature]

Sheriff

[Title]

February 25, 2010

[Date]

ATTACHMENT A - (Worksheet) AGENCY'S WORKFORCE
(Step 2)

Job Category	MALE						FEMALE				
	TOTAL	B	W	H	A/PI	AI/AN	B	W	H	A/PI	AI/AN
Officials/Administrators	7	0	3	0	0	0	1	3	0	0	0
	100.0%	0.0%	42.9%	0.0%	0.0%	0.0%	14.3%	42.9%	0.0%	0.0%	0.0%
Professionals	7	0	3	0	0	0	0	4	0	0	0
	100.0%	0.0%	42.9%	0.0%	0.0%	0.0%	0.0%	57.1%	0.0%	0.0%	0.0%
Technicians	13	0	3	0	0	0	0	10	0	0	0
	100.0%	0.0%	23.1%	0.0%	0.0%	0.0%	0.0%	76.9%	0.0%	0.0%	0.0%
Protective Services	Officials	78	1	67	0	2	0	6	0	1	0
		98.7%	1.3%	85.9%	0.0%	2.6%	0.0%	7.7%	0.0%	1.3%	0.0%
Patrol Officers	176	10	136	1	3	2	0	20	0	1	3
	99.7%	5.7%	77.0%	0.6%	1.7%	1.1%	0.0%	11.4%	0.0%	0.6%	1.7%
Para-Professional N/A											
Office/Clerical	60	0	12	0	0	0	4	42	0	1	1
	100.0%	0.0%	20.0%	0.0%	0.0%	0.0%	6.7%	70.0%	0.0%	1.7%	1.7%
Skilled Craft	6	0	5	1	0	0	0	0	0	0	0
	100.0%	0.0%	83.3%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Service/Maintenance											

Job Category	MALE						FEMALE				
	TOTAL	B	W	H	A/PI	AI/AN	B	W	H	A/PI	AI/AN
Sheriff, Chief Deputy, Majors	4	0	4	0	0	0	0	0	0	0	0
	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Captains, Inspectors	7	0	6	0	1	0	0	0	0	0	0
	100.0%	0.0%	85.7%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Lieutenants	12	0	10	0	0	0	0	2	0	0	0
	100.0%	0.0%	83.3%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%
Sergeants, Investigators Corporals	55	1	46	1	1	1	0	4	0	1	0
	100.0%	1.8%	83.6%	1.8%	1.8%	1.8%	0.0%	7.3%	0.0%	0.0%	0.0%
TOTALS	78	1	66	1	2	1	0	6	0	1	0
	100.0%	1.3%	84.6%	1.3%	2.6%	1.3%	0.0%	7.7%	0.0%	1.3%	0.0%

ATTACHMENT B - For Law Enforcement (Police/Sheriff Department Grantees
 (Guidance for Steps 2 and 3)

Job Categories	Step 2: Workforce Statistics	Step 3: Community Labor Statistics
<i>Officials/Administrators</i>	Director of Administration MIS Director Human Resource Administrator	Officials/Administrators
<i>Professionals</i>	Administrative Assistant Communications Manager/Supervisor Records Supervisor	Professionals
<i>Technicians</i>	Crimes Scene Specialist Crime Prevention Specialist MIS Technicians Crime Analysis Specialist	Technicians
<i>Protective Services</i>	All-Sworn deputies above entry level (Sheriff, Chief Deputy, Majors, Captains, Inspectors, Lieutenants, Sergeants, Investigators, Corporals)	Protective Services
<i>(A) Officials</i>		
<i>(B) Patrol Officers</i>	Entry Level sworn deputies	Civilian Labor Force 20-34 years of age with high school diploma or GED Equivalency
<i>Para-Professionals</i>	Non-Sworn (e.g. legal or personnel assistants)	Para-Professional
<i>Office/Clerical</i>	Clerks, Communications Officers, Call Takers	Office/Clerical
<i>Skilled Craft</i>	Mechanics, Radio/Equipment Specialist	Skilled Craft
<i>Service Maintenance</i>	Maintenance	Service Maintenance

COMMUNITY LABOR STATISTICS (CLS)

Job Category	MALE						FEMALE					
	TOTAL	B	W	H	A/PI	AI/AN	B	W	H	A/PI	AI/AN	
Official/Administrators	10,760	375	5,695	120	85	10	210	3,715	110	175	55	
	100.0%	3.5%	52.9%	1.1%	0.8%	0.1%	2.0%	34.5%	1.0%	1.6%	0.5%	
Professionals	13,550	325	5,690	115	105	4	350	5,860	210	90	75	
	100.0%	2.5%	43.5%	0.9%	0.8%	0.0%	2.7%	44.8%	1.6%	0.7%	0.6%	
Technicians	2,205	55	915	25	25	0	65	1,015	65	4	0	
	100.0%	2.5%	41.5%	1.1%	1.1%	0.0%	2.9%	46.0%	2.9%	0.2%	0.0%	
Protective Services	Officials	1,855	105	1,250	40	15	20	60	320	0	0	
		100.0%	5.7%	67.4%	2.2%	0.8%	1.1%	3.2%	0.0%	17.3%	0.0%	
	Patrol Officers (Civilian Labor Force)*	6,385	465	2,925	165	70	35	310	1,875	135	100	25
	100.0%	7.3%	45.8%	2.6%	1.1%	0.5%	4.9%	29.4%	2.1%	1.6%	0.4%	
Para-Professional												
Official/Clerical	18,500	425	4,240	160	60	40	990	11,040	515	395	45	
	100.0%	2.3%	22.9%	0.9%	0.3%	0.2%	5.4%	59.7%	2.8%	2.1%	0.2%	
Skilled Craft	9,095	515	7,145	360	70	65	30	555	19	45	10	
	100.0%	5.7%	78.6%	4.0%	0.8%	0.7%	0.3%	6.1%	0.2%	0.5%	0.1%	
Service/Maintenance	19,550	1,185	7,790	465	270	55	1,265	6,530	415	865	30	
	100.0%	6.1%	39.8%	2.4%	1.4%	0.3%	6.5%	33.4%	2.1%	4.4%	0.2%	

* Civilian Labor Force
20-34 High School
Graduate or GED



U.S. Department of Justice

Office of Justice Programs

Office for Civil Rights

Washington, D.C. 20531

August 11, 2010

Mary Rominger
Human Resource Manager
Okaloosa County Sheriff's Office
1250 N. Eglin Parkway
Shalimar, FL 32579

Re: EEOP for Okaloosa County

Dear Ms. Rominger:

The Office for Civil Rights, Office of Justice Programs, has reviewed and approved the EEOP Short Form that you submitted in accordance with the provisions of your current grant awards. The plan that you submitted conforms to the online Seven-Step Guide to the Design and Development of an Equal Employment Opportunity Plan, which provides the essential information that the Department of Justice requires for our initial screening of your EEOP. The Department of Justice regulations for developing a comprehensive EEOP may be found at 28 CFR § 42.301 *et seq.* Your approved plan is effective for two years from the date of this letter, and satisfies the EEOP requirement for any subsequent grant awards received during the two-year period.

If you have any questions regarding this matter, please contact the Office for Civil Rights at (202) 307-0690.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael L. Alston".

Michael L. Alston, Director
Office for Civil Rights