

Department of Highway Safety and
Motor Vehicles



EQUAL EMPLOYMENT OPPORTUNITY/ AFFIRMATIVE ACTION PLAN

For the period of
July 1, 2013 through June 30, 2014

Prepared by:
Bureau of Personnel Services
October 15, 2014

*Our Mission: Providing Highway Safety and Security through Excellence in Service, Education,
and Enforcement.*

TABLE OF CONTENTS

Summary & Comparison with 2014 report and 2013 report.....	1A
Policy.....	1
Dissemination of Policy.....	2
Overview of the Department.....	2
Organizational Chart.....	3
Roles of Executive Director and EEO Officer.....	4
EEO/AA Complaint Procedure.....	4
Analysis of DHSMV.....	5
Trends & Projections	6
Analysis of Prior Year’s Goals	12
Utilization Analysis Summary.....	14
Utilization Analysis/Goals by EEO Job Category.....	16
Analysis of Employment Actions	19
New Hires.....	21
Promotions.....	22
Demotions.....	23
Separations	25
Conclusion.....	28

SUMMARY AND COMPARISON OF 2013 AND 2014 REPORTS

Taken as a whole, the Department's diversity rate generally parallels Florida's Available Labor Market (ALM). There are no changes of strong statistical significance from last year.

The Department's diversity levels for 2014 are relatively similar to 2013 levels, with no change in population distribution or hiring rates for any EEO group being more than 2% above or below last year's ratings. Promotion rates, however, did show slight change when compared to last year's ratings. The promotion rates for White males, Hispanic males, and Other males increased over 2%, while promotion rates for Black females and Other females decreased by at least 2%.

When comparing last year's diversity levels to this year's, overall, the representation of women has decreased in every race/nationality category, with the greatest decrease found in White females (1.25%). We have seen an increase in the Hispanic male representation, which rose 1.10%. Our hiring rates decreased for all male groups, with the exception of black males. In comparison, the hiring rates for White females, Black males and Black females increased, with the largest increase being 1.47% for black females. Promotion rating increases were found for all male groups, while all female groups, with the exception of Hispanic females, incurred a decrease. All EEO groups had lower demotion rates, with the greatest decrease noted for Black males (-1.08%).

2013 and 2014 Fiscal Year Comparison												
EEO Group	DHSMV Population Distribution			Hiring Rates			Promotion Rates			Demotion Rates		
	2013	2014	% Change	2013	2014	% Change	2013	2014	% Change	2013	2014	% Change
White Males**	36.53%	36.00%	-0.53%	31.20%	30.52%	-0.68%	4.44%	6.67%	2.23%	1.08%	0.26%	-0.82%
White Females	21.97%	20.72%	-1.25%	18.4%	18.51%	0.11%	5.60%	5.57%	-0.03%	1.57%	0.56%	-1.01%
Black Males	9%	9.84%	0.76%	10%	11.33%	1.33%	5.42%	5.63%	0.21%	1.08%	0	-1.08%
Black Females	14.71%	14.50%	-0.21%	15.10%	16.57%	1.47%	8.36%	6.37%	-1.99%	1.84%	0.96%	-0.88%
Hispanic Males	9.99%	11.09%	1.10%	14.10%	12.85%	-1.25%	3.69%	6.67%	2.98%	0.49%	0.42%	-0.07%
Hispanic Females	5.78%	5.70%	-0.08%	7.20%	6.77%	-0.43%	3.83%	4.86%	1.03%	0.43%	0	-0.43%
Other Males*	1.06%	1.22%	0.16%	2.2%	1.80%	-0.40%	0.00%	5.66%	5.66%	0	0	0.00%
Other Females*	.89%	0.92%	0.03%	1.7%	1.66%	-0.04%	5.56%	0.00%	-5.56%	0	0	0.00%
Total Males**	56.65%	58.54%	1.89%	57.6%	56.49%	-1.11%	4.39%	6.37%	1.98%	0.96%	0.23%	-0.73%
Total Females	43.35%	41.46%	-1.89%	42.4%	43.51%	1.11%	6.30%	5.63%	-0.67%	1.48%	0.61%	-0.87%

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

Statement of Policy

The Department of Highway Safety and Motor Vehicles (DHSMV) assures each member and applicant fair consideration in Department employment. Employment includes recruitment, examination, hiring, promotion, demotion, and separation. All employment decisions will be based on objective, job-related criteria designed to evaluate an individual's knowledge, skills, and abilities needed to perform the duties of a particular job.

Title VII of the Civil Rights Act of 1964, (as amended), the Age Discrimination in Employment Act of 1967 (ADEA), the Americans with Disabilities Act of 1990 (ADA) and 2008 (ADAAA), the Lilly Ledbetter Fair Pay Act of 2009, the Genetic Information Nondiscrimination Act of 2008 (GINA), and the Florida Civil Rights Act of 1992 prohibit discrimination in employment based on age, sex, religion, race, color, national origin, marital status, disability, and genetic information. Sexual harassment of employees and applicants is a form of sex discrimination. An act of unlawful discrimination by any employee will lead to disciplinary or administrative action, up to and including dismissal.

A person who feels he or she is a victim of discrimination should file a complaint with the Intake Officer, who is the Chief of Personnel Services. Details are outlined in DHSMV Policy 3.05, Claims of Discrimination to include Sexual Harassment. Fax, mail, or email the complaint to the Bureau of Personnel Services, Neil Kirkman Building, 2900 Apalachee Parkway, Room A420, Tallahassee, Florida 32399-0503, Fax 850-617-5109. The telephone number is 850-617-3207, and the email is TerryStepp@flhsmv.gov.

Supervisors or managers who become aware of conduct that is or may be an act of unlawful discrimination must immediately report it through their chain of command and to the Bureau of Personnel Services' Office of Employee Relations. Failure to do so subjects them to disciplinary action, which may include dismissal.

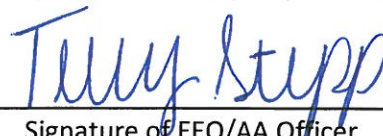
The Department prohibits retaliation against, coercion, or intimidation of any individual who has complained about unlawful discrimination, filed a charge of unlawful discrimination, or participated in an employment discrimination investigation or lawsuit. Action will be taken against any member found to have committed these acts.

Any member or applicant who has questions or concerns about employment practices should call or visit the Bureau of Personnel Services' Office of Employee Relations at (850) 617-3202, Neil Kirkman Building, 2900 Apalachee Parkway, Room A413, Tallahassee, Florida 32399-0503 or email the intake officer at TerryStepp@flhsmv.gov. Each inquiry will be dealt with promptly and respectfully and each person who requests information will be informed of the degree of confidentiality that will be maintained.

All members have access to and receive training on DHSMV Policies that underscore our commitment to a workplace based on equal opportunity for all, respect for and understanding of diversity, venues for members and others to report concerns and have them addressed at a high level in the agency, and zero tolerance for any acts of retaliation or retribution.

Terry Stepp, Chief of Personnel Services

Printed Name and Title of EEO/AA Officer



Signature of EEO/AA Officer

DISSEMINATION OF POLICY

Members shall have access to the Affirmative Action Plan and to the DHSMV Policies that underscore our commitment to equal opportunity employment. Policies are posted on the DHSMV Intranet, and a statement affirming and supporting our principles and practices is posted in the offices throughout the state. By doing so, all members have access to these policies. Where required, contractors and recruitment sources are notified of the Department's Affirmative Action policy. As required by Florida Statute, all vacancy advertisements include an Equal Employment Opportunity and Affirmative Action statement.

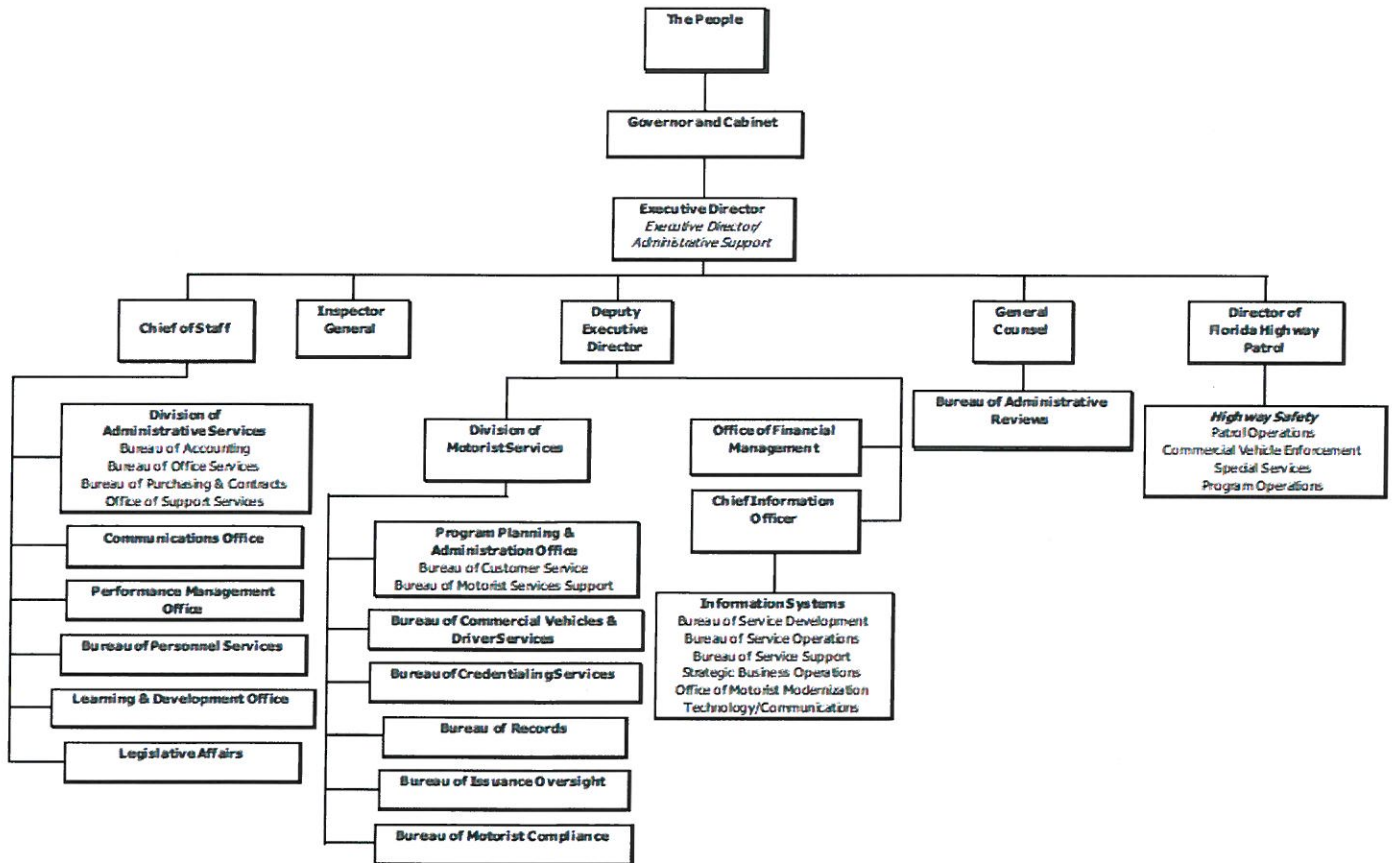
OVERVIEW OF THE DEPARTMENT

The Florida Department of Highway Safety and Motor Vehicles was created by Chapter 20.24 Florida Statutes. It exists to facilitate highway safety through excellence in service, education and enforcement. It is composed of five divisions or division comparable operations: Florida Highway Patrol, Motorist Services, Administrative Services, Information Systems Administration, and the Office of the Executive Director.

The Department-head of DHSMV is the Executive Director who is appointed by the Governor with the approval of the Cabinet. The Executive Director supervises, directs, coordinates, and administers all activities of the Department.

The Department has approximately 4,370 FTE authorized positions and requested a budget for 2013-14 in excess of 412 million dollars.

DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES' ORGANIZATIONAL STRUCTURE



ROLES OF THE EXECUTIVE DIRECTOR AND EEO OFFICER

EXECUTIVE DIRECTOR:

The Executive Director ensures that the Equal Employment Opportunity and Affirmative Action policies and practices are designed to effectively achieve the goals of the program; monitors the program; and assists the EEO Officer in requiring managers and supervisors to actively participate in its effective implementation. The Executive Director requires that equal opportunity is present not only in recruitment and hiring, but that under-utilization of minority employees is considered by focusing on career development through training and support.

EEO OFFICER:

The Chief of Personnel Services was appointed by the Executive Director to serve as the EEO Officer of the Department. The EEO Officer is responsible for implementing the plan, monitoring the progress, and ensuring the continuing identification and elimination of possible sources of discrimination or employment practices that could lead to discrimination.

EEO/AA COMPLAINT PROCEDURE

DHSMV Policy 3.01, Equal Employment Opportunity (EEO) and Affirmative Action (AA), describes the Department's commitment to equal opportunity. DHSMV Policy 3.05, Claims of Discrimination to include Sexual Harassment, provides that any applicant or member who feels that he or she has been unlawfully discriminated against may address a complaint to: The Department of Highway Safety and Motor Vehicles, EEO Officer, Chief of Personnel Services, Room A420, Neil Kirkman Building, 2900 Apalachee Parkway, Tallahassee, Florida 32399-0500,

The aggrieved person may also telephone the Bureau of Personnel Services' Office of Employee Relations at (850) 617-3202, or send an email to OER@flhsmv.gov for consultation or assistance in filing a claim. The Department has zero tolerance for acts of unlawful discrimination whether based on race, national origin, color, sex, age, disability, veteran's status or on the basis of any other class protected under applicable law. Sexual harassment, a particular form of unlawful discrimination, is expressly prohibited as well.

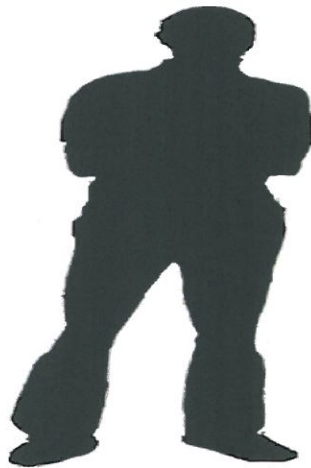
The complaint must detail the alleged act or acts describing how, when, and where they occurred and identify all parties who were present, involved or who may have pertinent information about the claim. All complaints are handled thoroughly, fully, fairly, respectfully, and promptly. An inquiry necessary to determine the facts of a situation will be undertaken. The EEO Officer will issue a decision on the complaint, and if it is sustained, direct that corrective action be taken.

SNAPSHOT OF A DHSMV MEMBER

Our agency consists of 2,558 (58.54%) males and 1,812 (41.46%) females, with 2,496 (57.12%) of our members being White. Of the eight EEO job categories, the greatest proportion of members, 47.23%, work in the Protective Services category which consists of Troopers, Duty Officers, Sergeants, Corporals, etc. The average age of our members is 43.63 years old, with an average of 13 years of service working for the DHSMV. Our members earn a yearly average salary of \$40,202.47. Therefore, an average DHSMV member is a White male, 44 years old, working in Protective Services, who has worked for the Department for 13 years, and earns just over \$40,000 a year.

Average DHSMV Member:

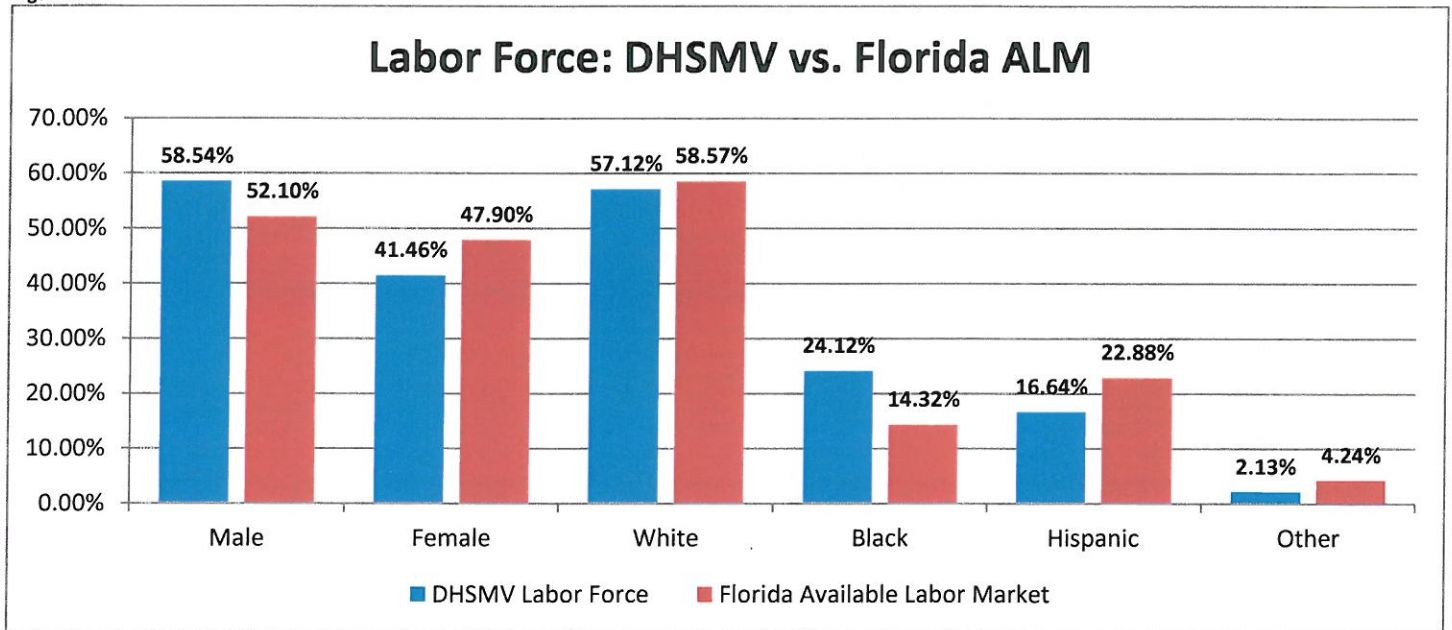
White male
44 Years Old
Protective Services
13 Years of Service
\$40,000/Year



DHSMV compared to the STATE OF FLORIDA

To analyze the Department's EEO practices effectively, it is necessary to compare the employment data of the Department to the State of Florida Available Labor Market (ALM). The Florida ALM is the civilian workforce of those ages 16 and older who are either currently employed or searching for employment. The Department of Highway Safety and Motor Vehicles' labor force reflects the labor force of the state of Florida very closely. The Department's representation by males and females is similar to the ALM of Florida, with females being represented 6.44% less when compared to the ALM representation. There are slightly fewer Whites and Hispanics in the Department's labor force than Florida's ALM. Whites compose 1.45% less, and Hispanics compose 6.24% less than the State's available labor force. On the other hand, Blacks represent about 9.80% more of the Department's labor force than Florida's. Below, you can see the labor force representation of our Department compared to Florida's ALM in Figure 1.

Figure 1



EMPLOYMENT TRENDS AND PROJECTIONS

As we set hiring goals, it is vital for us to consider the current state-wide and national employment trends, as well as the future projections for each. According to the Bureau of Labor Statistics (BLS), the current labor force is the number of people who are either working, or looking for work, and are 16 years of age or older. As of June 2014, the civilian labor force of Florida has been estimated to be about 9.6 million people, of which one million are attributed to government jobs. This number is up 0.2% from June 2013.ⁱ

Nationally, the civilian labor force was estimated at approximately 155 million in 2012. This labor force is projected to increase by 10.8% (15.6 million) from 2012 to 2022. Within this projection for 2022, 929,000 of the jobs are projected to come from state or local government. While the trend of labor force growth during the 2002-2012 decade was 0.7% per year, the projected growth is expected to slow to 0.5% growth per year from 2012-2022. The slower growth rate has been attributed to a slower rate of growth in the U.S. population and the noticeable decrease in the labor force participation rate.ⁱⁱ BLS defines participation rate as the proportion of the civilian non-institutional population that is in the labor force.ⁱⁱⁱ Although the growth in total labor force is significant, this is not predicted to be consistent among all demographics. Varying social, economic and political conditions may alter these projections.

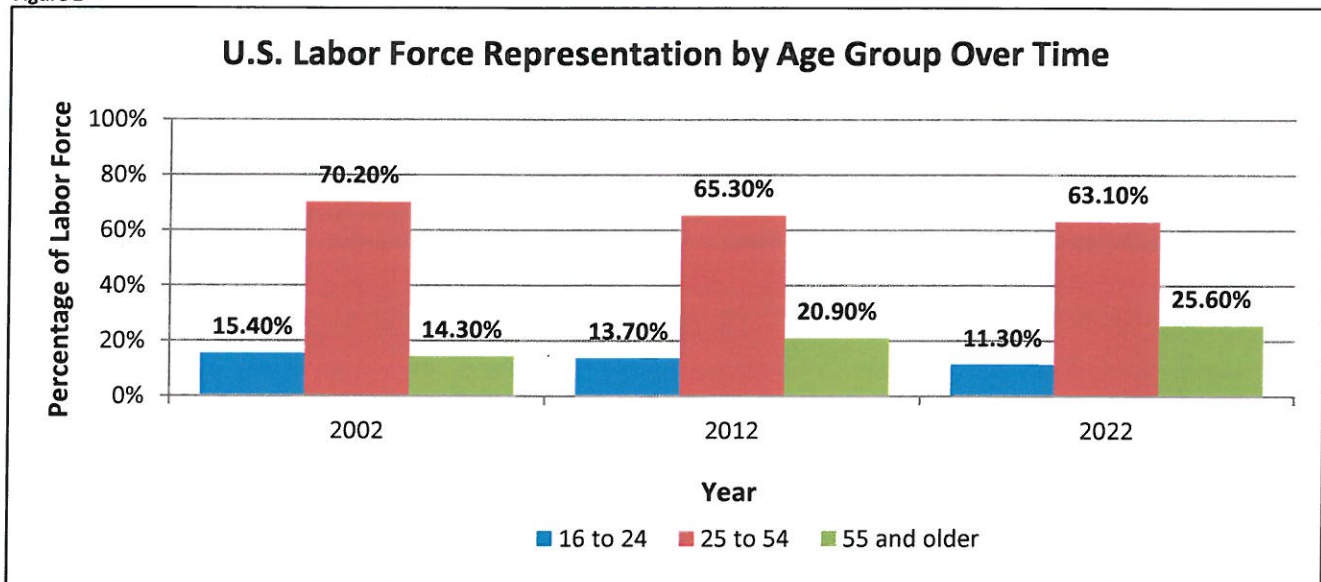
Age:

The graph on the following page illustrates that by 2022 the labor force will decrease among ages 16 to 24 and among those 35 to 54 years old, while those ages 55 and older are expected to increase. The age demographic vital to increasing the overall labor force will be those ages 55 and older.

Approximately 26% of the labor force is predicted to be represented by people 55 years and older by 2022.ⁱⁱ This is due to factors such as advances in medicine, the increase in the Social Security eligibility age, aging of the Baby Boomer generation (those born 1945 until approximately 1962), as well as the growing trend of employees entering the workforce later due to achievement of higher education and staying longer the workforce. The term “graying of the workforce” has been used to describe the trend of workers aged 55 and older making up a larger percentage of the workforce.^{iv}

Retirement funds have decreased during the recent recession and this has forced many to either delay retirement or to come out of retirement and rejoin the workforce. Although people 55 years and older are expected to increase their proportion of the labor force, the Department of Labor explains that this age demographic tends to stay unemployed for a longer period of time than younger age demographics.^{iv} Due to this trend, job recruitment of people ages 55 and older should be taken seriously when considering the employment goals of the Department in the near future.

Figure 2



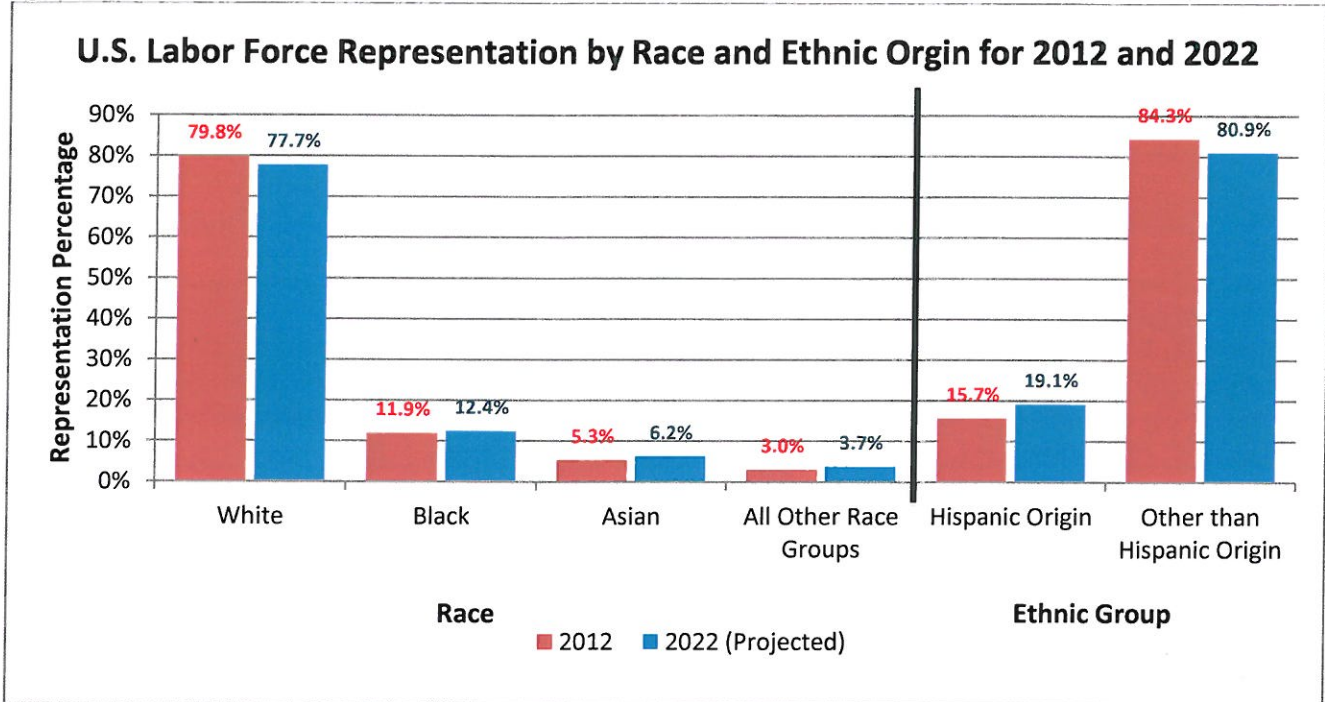
Race and Ethnicity:

Race and ethnicity of the labor force is predicted to change greatly by 2022. The workplace is projected to be much more diverse than it is today. Although Whites are still predicted to comprise 77.7% of the labor force, the segment of the labor force held by minorities is expected to increase greatly. The greatest increase of all races and ethnicities are to be seen by Hispanics. Hispanics, who can be of any race, are expected comprise 17.6% of the ALM as compared to 14.3% of the ALM reported in 2008. Although all racial and ethnic groups are expected to incur a decrease in labor participation rates, the most significant decrease is projected to occur in Whites, with a decrease of 2.3% from 2012 to 2022. The least significant decrease is projected for Hispanics, with a participation rate decrease of only 0.5%.

Asians are predicted to experience the second largest increase in labor force by 2018, with a projected 20.4% increase. This will equate to Asians holding 5.6% of the labor force by 2018. Blacks

are to have the next largest increase, with a 5.5% increase within the labor force. Blacks are expected to represent 12.1% of the labor force in 2018 as compared to 11.5% reported in 2008. Figure 3 below depicts these labor force projections. This should be taken into consideration when forming future employment goals.

Figure 3



ii

Gender:

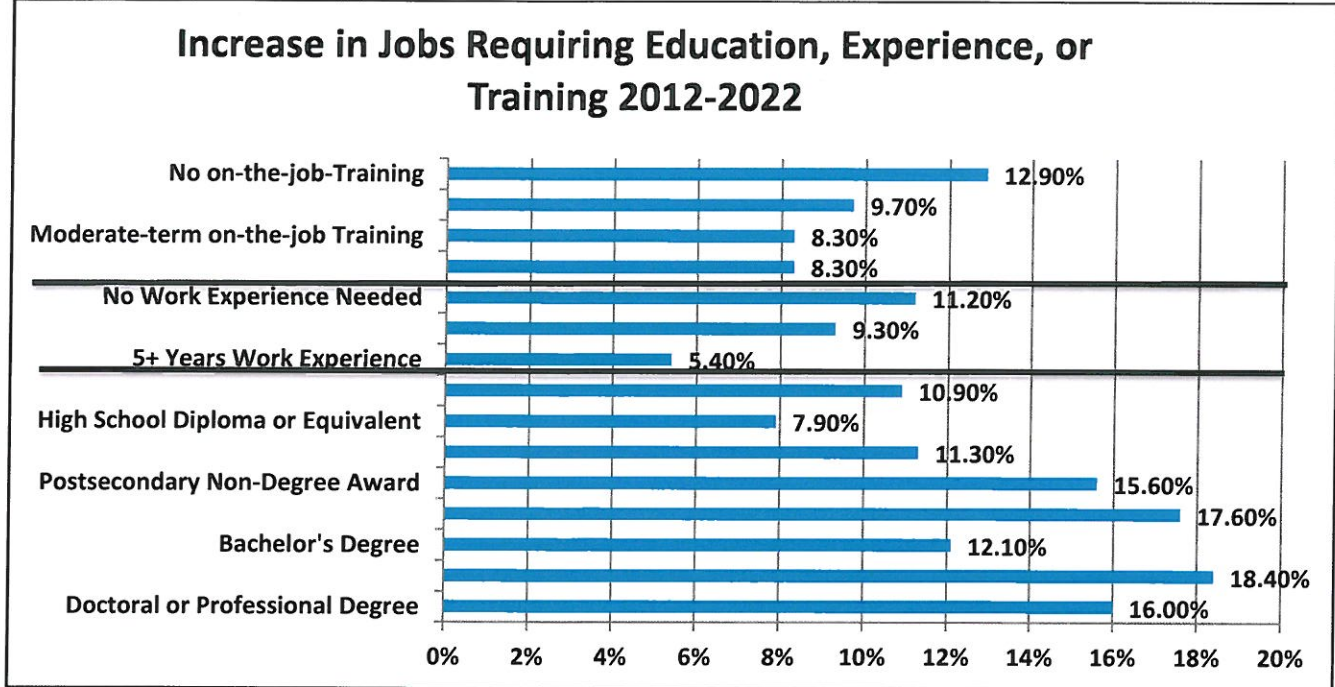
The participation rates of both men and women are expected to decrease in the 2012-2022 decade. Men are projected to have the most significant decrease in participation with a decrease of 2.6% from 2012-2022. This comes after a participation rate decrease of 3.9% from 2002-2012. The participation rate for women has taken a more subtle decline, by decreasing 1.9% from 2002-2012, with another 1.7% decrease projected during the 2012-2022 decade. By 2022, women are projected to represent 46.8% of the labor force, which is a 0.1% decrease from 2012. This indicates men are predicted to represent 53.2% of the labor force by 2022. Workforce participation is expected to be at a rate of 67.6% for men, and 56% for women by 2022. In other words, 68% of men and 56% of women are expected to participate in the labor force by 2022.ⁱⁱ

Trends in Educational Attainment:

It has been reported by the BLS that occupations typically requiring postsecondary education for entry are expected, on average, to grow faster than occupations that require a high school diploma or less. This equates to about one-third of all new job openings by 2022.^v Even though an estimated two-thirds of all job openings of the 2012-2022 decade will not require postsecondary education for entry, 19 of the 30 fastest growing occupations are projected to hold this requirement.ⁱⁱ Additionally, over 15% more jobs are expected to require some work experience, compared to an 11% projected

increase in jobs requiring no work experience. The percent of increase in jobs requiring education, experience, or training from 2012 to 2022 are displayed below. By 2022, approximately 85.9% of all jobs are projected to require no prior work experience, approximately 66.2% are projected to require some level of on-the-job training to attain competency, and approximately 66.3% are projected to require a high school diploma (or equivalent) or less.^v

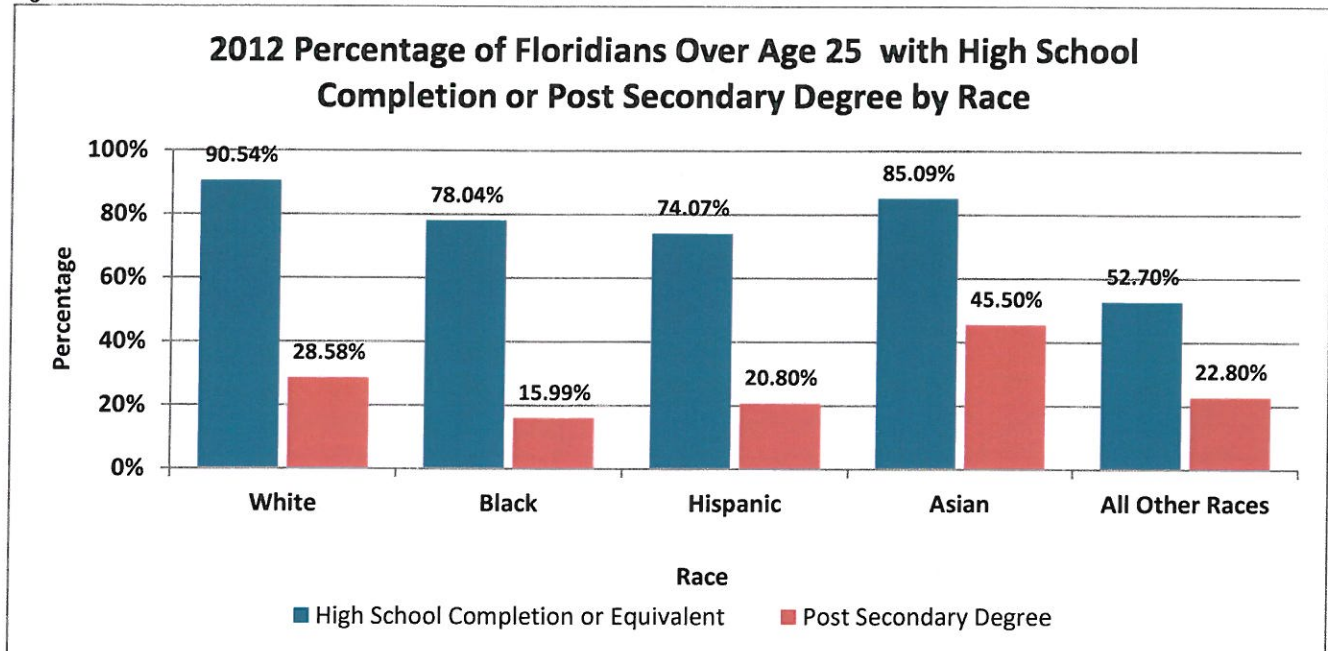
Figure 4



While attainment of higher education is a growing national trend, the vast majority of jobs projected for 2022 will not require work experience or a post-secondary degree. A common trend for employers has been to raise the minimum requirements, due to the increasing levels of educational attainment, but as an Agency, we must be cautious in following this trend.

In 2009, a high school diploma (or equivalent) was the highest level of education attained by an estimated 85.44% of the Floridian population over the age of 25. Furthermore, there are large differences in the average educational attainment levels when stratified by race (shown in Figure 5 below). This means if a post-secondary degree is set as a requirement for a job that does not truly require a post-secondary degree for competency, minority races may be disproportionately disqualified and therefore adversely impacted. Women and Asians are the exclusions to this trend. Nationally, Asians are above the national average to receive a post-secondary degree, and when compared to men, 3.2% more women attain high school diplomas (or equivalent), 6.8% more attain bachelor degrees, and 3.5% more attain master degrees.^{vi} By continuing the Department's Job Task Analysis project, we can continue to ensure all positions have bonafide, job related minimum qualifications for every position and therefore properly advertised to attract qualified applicant pools.

Figure 5



vii

Trends in Job Recruiting:

The changing age and ethnicity demographics will change the way job recruitment is done in America. Effective and efficient job recruitment is vital to any occupation in order to avoid high turnover costs.

As explained in Margaret Richardson’s report titled, “Recruitment Strategies,” many companies and agencies have begun to focus primarily on external recruitment as opposed to recruitment within the company or agency.^{viii} The internet can be key method in attracting external candidates. Technology is the driving force behind major changes in society, and the same holds true for the future of job recruiting. Gone are the days when employers would only publish one job listing by a simple posting in the newspaper. Today, the internet is where most job recruitment gets done, and it is expected to stay that way for the near future. Job recruitment over the internet is relatively inexpensive and is quicker than traditional job recruitment tactics. The internet allows for quicker advertisements and quicker applicant responses.

Additionally, employers are now using the internet’s social marketing explosion as a job recruitment tool, as explained by The Stolp Group in their article titled “Leveraging the Recession: Employing Top Talent in 2010.” Employers are now using social marketing websites such as Facebook, LinkedIn, and Twitter to attract job applicants.^{ix} Necessary changes must be made to recruit younger employees to replace the baby-boomer generation that is on the edge of retirement. A recent survey by the Partnership for Public Service and the National Association of Colleges and Employers, found that less than 6% of college graduates list government jobs as their ideal job.^x Educating prospective candidates on the great benefits of state government via alternative recruitment streams will be critical to overcome the diminished perception of state government careers. As there are currently about two million unemployed college graduates who probably use social marketing websites, using

these websites could be a beneficial strategy to obtaining qualified applicants. Advertising on social networking can be fairly convenient. For example, while advertising on Facebook, employers can filter who sees your advertisement by education, interests, work history, etc. Employers can also set your own daily advertising budget, and can specify what time(s) your advertisement is run by the website.^{xi}

Though the internet is very effective for achieving efficient job recruitment, this tool may not be effective to recruiting those ages 55 and older. As stated earlier, the previously mentioned age demographic is expected to dramatically increase their portion of the labor force. The Pew Internet and American Life Project conducted research to measure the percentage of Americans online, by age. This research revealed that internet usage decreases by almost every older age demographic, especially in those ages 50 and older. Since this is the case, job recruitment for older demographics cannot be completed strictly via the internet, since they may not be completely comfortable searching and applying to jobs online.^{xii}

Essortment.com gives some recent recruitment trends that could help reach the older age demographic. One suggestion they give is to have an older worker from the agency speak at a senior citizen center, or by passing out fliers at senior citizen complexes.^{xiii}

There are also some job recruitment trends that are designed to meet other age, race, or ethnicity demographics. To recruit the Hispanic, Asian, and Black demographics which will increase in the labor force by 2018, we can: communicate and advertise with representatives from minority, multilingual, or multicultural agencies within Florida, such as the Florida Minority Business Center in Orlando, the Immokalee Multicultural Multipurpose Community Action Agency in Immokalee, or any of the several multilingual centers located at many universities throughout Florida.

New trends in job recruitment are also being used to recruit individuals in or just out of college. One effective way to recruit the younger age demographic is by sponsoring work study programs or by offering internships at local colleges.^{xiii} Internships can be a great recruiting tool because the employer and potential employee can already be familiar with each other by the end of the internship. This is helpful if the former intern then decides to apply for a position with that employer. As it has been in the past, attending job fairs at local college campuses is also an effective way to recruit recent or future college graduates.^x This can be done at minority college campuses to recruit recent college graduates of a diverse ethnic background.

To summarize, effective job recruitment techniques are essential to increasing efficiency and to cutting costs within the Department. Some of these new recruiting trends include advertising through social networking websites, distributing information to locations commonly accessed by people 55 and older, recruiting at minority colleges or multilingual/multicultural agencies, as well as offering work study programs and internships. As an agency, we are slightly below the representation of Hispanics in the workforce as compared to the Florida labor force.

ANALYSIS OF PRIOR YEAR'S GOALS

The goals for July 1, 2012 through June 30, 2013 should be analyzed before formatting this year's goals for our current utilization analysis. Last year's goals were formed by comparing the DHSMV workforce with the 2012 Census data for the State of Florida labor force. This analysis of last year's hiring and promotion goals can be seen in Figure 7.

This analysis uses the concept of utilization to evaluate the workforce of the Department. Utilization is the term used to define how well a minority demographic is represented in the labor force. To determine proper utilization in proportion to the ALM, we use the 80% Rule. The 80% Rule states that there is underutilization if the EEO group reflects less than 80% of the availability of that same group in the ALM.^{xiv} Please note that White males are considered to be a "majority group," so underutilization does not apply to these EEO groups. In order to analyze utilization, we must compare the 4,370 current non-OPS employees of the DHSMV with the State of Florida's ALM from the 2012 United States Census Data. The Florida ALM is the civilian workforce of those ages 16 and older who are either currently employed or searching for employment.

Figure 7 displays the attainment of last year's goals, and Figure 6 displays the change in representation for each EEO group in each job category. Figure 7 is broken down with the EEO job categories as the horizontal rows, and the EEO groups as vertical columns. Each EEO group has two sub-columns; one labeled "Goal?" and one labeled as "Met?". The "Goal?" column reflects the goal that was set for each EEO group in that job category. If there is an N/A, no goal was set because underutilization was not significant for that EEO group in that job category. If we had met any of last year's goals, a "Y" with a corresponding number (indicating the percentage of increase above the goal) would have been indicated in the "Met?" column. The groups with "N" reflected in this column indicate we did not meet last year's goal.

Last year, we set goals based on a specific percentage of members that we wanted to hire or promote for each EEO group. For example, we set a goal of increasing hiring/promotions among Black females by 1% in EEO Job Category 4. This means that last year we set a goal to hire or promote an additional percent of Black females to the Protective Services job group from July 1, 2013, to June 30, 2014.

No goals were set for those in the Other male and Other female EEO groups, due to the fact that only 4% of the Florida ALM and only approximately 2% of the Department belongs to these groups. As previously mentioned, no goals were set for White males, because they are referred to as a "majority group." No goals were set for Paraprofessionals, Skilled Craft Workers, and Service Maintenance groups, as they represented less than 2% of the Department's work force; therefore, results for these categories may be statistically insignificant. As a statistical practice, adverse impact is not calculated for groups that represent less than 2% of the pool, which in this case would be the labor force of the Department. Due to this, the entire columns of goals under Other males, Other females, and White males are labeled as "N/A," as well as the rows for Paraprofessionals, Skilled Craft Workers, and Service Maintenance groups.

Although we were not able to satisfy our set goals, there have been marginal improvements made in several areas. These changes are shown in Figure 6. The bolded percentages indicate goals were set for these categories last year. Of the nine hiring/promotion goals that we did not meet, three of these unattained goals were for Hispanic males, three were for Hispanic females, one was for Black females, and two were for White females. Five of the nine areas we set hiring/promotion goals did show marginal improvement, however.

The current economic climate also represents a challenge to meeting these goals. Though the national economy is no longer in a recession, state budgets have not responded to the slow economic growth, nor to inflation. Additionally, many of our Driver Licenses (DL) offices are now operated by tax collectors. During the year being analyzed, we have had 10 DL office closures within our agency, further reducing the number of positions within our agency. About half of these positions were deleted due to legislative budget cuts, while the remaining half were reclassified and used in other areas.

Figure 6

Representation Changes by Job Category from 2013 to 2014										
EEO4 JOB CATEGORY	White Males	White Females	Black Males	Black Females	Hispanic Males	Hispanic Females	Other Males	Other Females	Total Males	Total Females
01 OFFICIALS AND ADMINISTRATOR	-0.33%	0.76%	-0.60%	-0.23%	0.56%	-0.16%	0.00%	0.00%	-0.38%	0.38%
02 PROFESSIONALS	-0.42%	-1.27%	-0.12%	0.75%	0.45%	0.32%	0.20%	0.08%	0.11%	-0.11%
03 TECHNICIANS	-3.18%	0.93%	1.60%	0.14%	-0.54%	0.62%	-0.13%	0.55%	-2.25%	2.25%
04 PROTECTIVE SERVICE WORKERS	-0.78%	-1.69%	0.08%	0.53%	1.58%	-0.01%	0.26%	0.04%	1.13%	-1.13%
05 PARAPROFESSIONALS	-2.85%	4.64%	0.00%	-2.14%	0.09%	0.27%	0.00%	0.00%	-2.76%	2.76%
06 ADMINISTRATIVE SUPPORT	-1.20%	-0.59%	0.17%	0.75%	-0.26%	1.20%	-0.12%	0.06%	-1.41%	1.41%
07 SKILLED CRAFT WORKERS	2.25%	-3.57%	0.66%	0.13%	0.52%	0.00%	0.00%	0.00%	3.44%	-3.44%
08 SERVICE MAINTENANCE	-6.83%	0.00%	5.80%	1.45%	0.00%	-4.76%	4.35%	0.00%	3.32%	-3.32%

Figure 7

Analysis of Prior Year's Goals																
EEO JOB CATEGORY	EEO GROUP															
	White Males		White Females		Black Males		Black Females		Hispanic Males		Hispanic Females		Other Males		Other Females	
	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?
1 - OFFICIALS & ADMINISTRATORS	N/A		N/A		N/A		N/A		N/A		2%	N	N/A		N/A	
2 - PROFESSIONALS	N/A		N/A		N/A		N/A		1%	N	1%	N	N/A		N/A	
3 - TECHNICIANS	N/A		8%	N	N/A		N/A		1%	N	4%	N	N/A		N/A	
4 - PROTECTIVE SERVICE	N/A		N/A		N/A		1%	N	N/A		N/A		N/A		N/A	
5 - PARA PROFESSIONALS**	N/A		N/A		N/A		N/A		N/A		N/A		N/A		N/A	
6 - ADMINISTRATIVE SUPPORT	N/A		5%	N	N/A		N/A		1%	N	N/A		N/A		N/A	
7 - SKILLED CRAFT**	N/A		N/A		N/A		N/A		N/A		N/A		N/A		N/A	
8 - SERVICE MAINTENANCE**	N/A		N/A		N/A		N/A		N/A		N/A		N/A		N/A	

** The results for these categories may be statistically insignificant given that the Skilled Craft, Service and Maintenance, and Paraprofessional job categories contained only 28, 16, and 33 members, respectively.

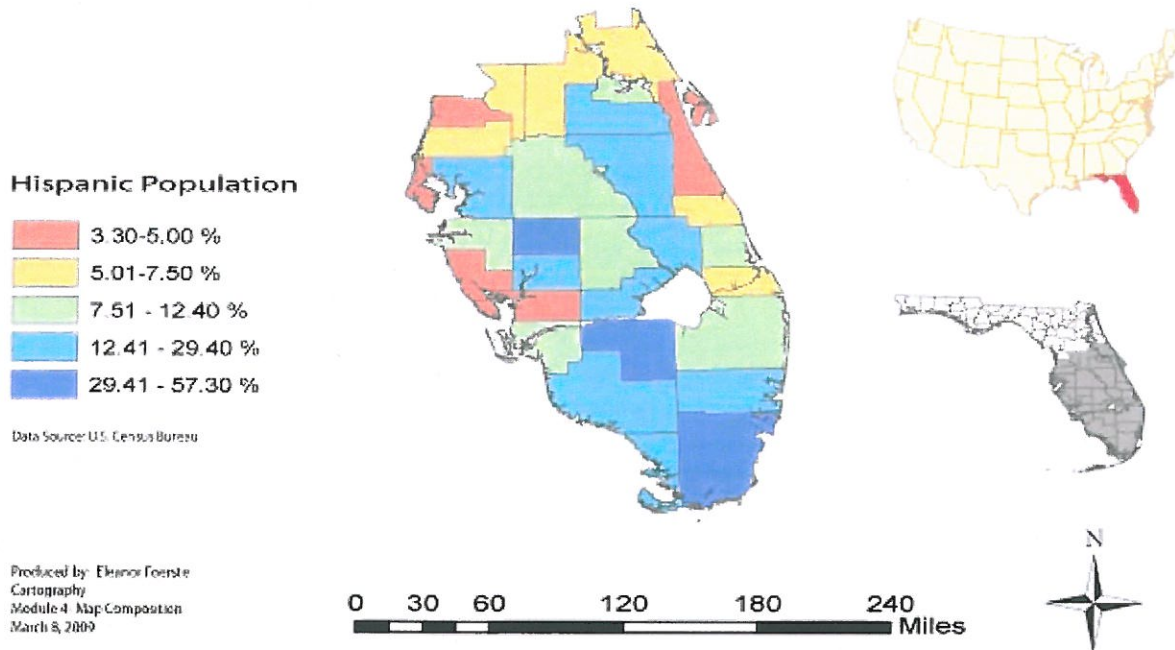
UTILIZATION ANALYSIS

This section introduces the methods and results of this year's analyses and describes our planned action to achieve next year's goals. This year's analyses use the same concept of utilization, which was used to evaluate the workforce of the Department last year.

In Florida, Whites constitute 58.6% of the ALM as a whole; Blacks, 14.32%; Hispanics, 22.9%; with the remaining percentage reflected as "Other." The Utilization Analysis/Goals section shows that many of our job categories reflect underutilization for Hispanic males and Hispanic females. This may be a result of the majority of the Hispanic population in the ALM being located in Southern Florida while many of the agency employees are located outside of Southern Florida. The distribution of the Hispanic population in Florida is shown below in Figure 8.

Figure 8

Hispanic Population South Florida



xv

In examining and analyzing the following statistical information, our utilization analysis revealed minor under-utilization for White females and Hispanic females when looking at the DHSMV as a whole. The utilization analysis also revealed slight underutilization for Hispanic males in three of the eight EEO Job Categories, Hispanic females in four of the eight EEO Job Categories, Black females in four of the eight EEO Job categories, and White females in three of the eight EEO Job Categories. However, Black males exceed the minimum 80% utilization requirement in almost all EEO Job Categories.

Other males and females, e.g. persons of Native American/ American Indian, Asian, Pacific Islander, South Asian, or Alaskan Native descent or persons defining themselves of mixed or multiple heritage, are technically under-represented in all EEO job categories. Some 2% of our membership is in this category and it is a group growing in size. The Paraprofessionals, Skilled Craft Workers, and Service Maintenance groups, also represent a small fraction of our workforce, with each group making up only 1% of our workforce individually. These groups constitute a very small percentage of the statistically available workforce. As previously noted, using the 80% Rule for a utilization analysis is

not appropriate for such a small sample, so goals have not been set for these groups. In addition, no goals were set for White males, because they are known as the “majority group.” We indicated that no goal was set with an “N/A” in each of the EEO Job Categories for instances where the EEO group was not underutilized, or for when the population size was statistically insignificant.

The result of the utilization analysis, allowed us to design our promotion/hiring goals for each job category and for the entire Department. Our goals were set as percentage increases to attain for specific EEO group(s) in a certain EEO job category over the course of the next year. These goals can be found below, and a summary of the goals can be found in Figure 8.

To achieve these goals, we will explore utilizing many of the activities previously described in the “Trends in Job Recruitment” section of this report. These possible activities include: attending job fairs, minority recruitment at minority colleges, internet recruitment, and offering internships. We plan to increase our community outreach to develop partnerships to increase diversity within our agency. We may advertise at minority colleges and multilingual agencies to increase our utilization of Hispanic females.

Utilization Analysis/Goals by EEO Job Category:

A. Officials and Administrators (EEO Job Category 01)

(This category contains such positions as the Executive Director, Division Directors, Deputy Directors, Law Enforcement Majors, Troop Commanders & Chiefs, Attorneys, and the Inspector General.)

Analysis of Current Situation: Black, Hispanic, Other females, and Other males are slightly underutilized in the Officials and Administrators category.

Planned Action: Through targeted recruitment, we will continue to work to obtain qualified applicant pools. Of the 86 employees in the category, we have a goal of increasing the labor force of Black females by 1% and Hispanic females by 4% through hiring or promotions.

B. Professionals (EEO Job Category 02)

(This category contains such positions as Managers, Accountants, Supervisors, Hearing Officers, Management Analysts and Law Enforcement Captains and Lieutenants.)

Analysis of Current Situation: Males and females in the Hispanic and Other groups are slightly underutilized in the Professionals category.

Planned Action: Through targeted recruitment, we will continue to work to obtain qualified applicant pools. Of the 1,205 employees in the category, we have a goal of increasing the Hispanic

female labor force by 4%, and increasing the Hispanic male labor force by 2% through hiring or promotions.

C. Technicians (EEO Job Category 03)

(This category contains such positions as Computer Programmers, Systems Programmers, and Telecommunications Specialists.)

Analysis of Current Situation: Overall, all female groups are significantly underutilized in the Technicians category, when evaluated by race/ethnic groups by sex. When analyzed by sex alone, the underutilization rating for women was 22%. Hispanic males and Other males are also slightly underutilized in this area.

Planned Action: Through targeted recruitment, we will continue to work to obtain qualified applicant pools. Of the 146 employees in the category, we have a goal of increasing the labor force of White females by 11%, Black females by 4%, Hispanic females by 7%, and Hispanic males by 4%. By focusing on these specific group goals, we will also increase the overall utilization of women in this category, allowing us to achieve our goal of increasing the number of women in this job area by 22%.

D. Protective Services (EEO Job Category 04)

(This category contains such positions as Sergeants, Corporals, Troopers, and Duty Officers)

Analysis of Current Situation: All female groups are slightly underutilized in the Protective Services category.

Planned Action: Through targeted recruitment, we will continue to work to obtain qualified applicant pools. Of the 2,064 employees in the category, we have a goal of increasing the labor force of White females by 3%, Black females by 3%, and Hispanic females by 1% through hiring or promotions.

E. Paraprofessionals (EEO Job Category 05)

(This category contains such positions as Fiscal Assistants, License Fee & Tax Auditors, and Purchasing Technicians.)

Analysis of Current Situation: White, Black and Other males, as well as Hispanic and Other females may be underutilized in the Paraprofessionals category.

Planned Action: ***Not applicable due to statistically insignificant number of positions within the Paraprofessionals category (0.76% of the Department's labor force).*

F. Administrative Support (EEO Job Category 06)

(This category contains such positions as Driver Licenses Examiners, Secretaries, Word Processing Systems Operators and Staff Assistants.)

Analysis of Current Situation: The labor forces for White males and females as well as Hispanic and Other males are underutilized in the labor force in the Administrative Support category.

Planned Action: Through targeted recruitment, we will continue to work to obtain qualified applicant pools. Of the 780 employees in the category, we have a goal of increasing the White female labor force by 9% and Hispanic male labor force by 4% through hiring or promotions.

G. Skilled Craft Workers (EEO Job Category 07)

(This category contains such positions as Heavy Equipment Operators, Printers and Electricians.)

Analysis of Current Situation: Hispanic and Other males and females as well as White females may be slightly under-represented in the Skilled Craft Worker category.

Planned Action: ***Not applicable due to statistically insignificant number of positions within the Skilled Craft category (0.62% of the Department's labor force).*

H. Service/ Maintenance (EEO Job Category 08)

(This category contains such positions as Custodial Workers, Groundskeepers and Motor Vehicle Operators.)

Analysis of Current Situation: White, Hispanic, and Other males and females may all be underutilized in the Service/ Maintenance category.

Planned Action: ***Not applicable due to statistically insignificant number of positions within the Service Maintenance category (0.53% of the Department's labor force).*

I. Total (Department of Highway Safety & Motor Vehicles)

(This category contains the entire DHSMV workforce. This includes all eight EEO Job Categories.)

Analysis of Current Situation: Almost all groups are adequately utilized in the Department, with the exception of White and Hispanic females. When the workforce is analyzed solely by race, Hispanics and Other races are underutilized by 6.49% and 2.11% respectively, while Blacks are utilized 9.77% more than their representation in the Florida ALM.

Planned Action: Through targeted recruitment efforts, we will continue working to obtain applicant pools. Of the 4,370 non-OPS employees in the Department, we have set a goal of increasing the White female labor force by 7% and Hispanic female labor force by 5% through hiring or promotions. No planned action in Para Professionals (EEO Job Category 05), Skilled Craft (EEO Job Category 07), and Service/Maintenance (EEO Job Category 08) due to statistically insignificant number of positions within these categories.

Figure 8

Utilization Goals by EEO Job Category and Demographic										
EEO4 Job Category/Population Size	Race/Sex/Population Size									
	White Males (1559)**	White Females (897)	Black Males (426)	Black Females (628)	Hispanic Males (480)	Hispanic Females (247)	Other Males (53)*	Other Females (40)*	Total Males (2558)	Total Females (1812)
01 Officials And Administrator (86)	n/a	n/a	n/a	1%	n/a	4%	n/a	n/a	n/a	n/a
02 Professionals (1,205)	n/a	n/a	n/a	n/a	2%	4%	n/a	n/a	n/a	n/a
03 Technicians (146)	n/a	11%	n/a	4%	4%	7%	n/a	n/a	n/a	22%
04 Protective Service Workers (2,064)	n/a	3%	n/a	3%	n/a	1%	n/a	n/a	n/a	8%
05 Paraprofessionals (33)*	n/a	n/a	n/a	1%	n/a	n/a	n/a	n/a	n/a	n/a
06 Administrative Support (780)	n/a	9%	n/a	n/a	4%	n/a	n/a	n/a	n/a	n/a
07 Skilled Craft Workers (27)*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
08 Service Maintenance (23)*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
DHSMV (4,370)	n/a	7%	n/a	n/a	n/a	5%	n/a	n/a	n/a	n/a
*Population sizes represent less than 2% of the sample, thus it is not appropriate to calculate adverse impact with such a small representation.										
** No goals were set for this group, as they are the "majority group."										

ANALYSIS OF EMPLOYMENT ACTIONS

Where it appears that the workforce does not reflect the area's ALM, or where there is evidence of past discrimination, courts and federal enforcement agencies have traditionally relied on "Adverse Impact" studies as indicators of unlawful discrimination. Adverse impact as defined by AdverseImpact.org is "a substantially different rate of selection in hiring, promotion or other employment decision which works to the disadvantage of members of a race, sex or ethnic group."^{xvi} There are four employment actions that are examined by this adverse impact study: new hires, promotions, demotions, and separations.

To determine if a particular employment practice is adversely impacting an EEO group, we analyze data from all 4,370 non-OPS employees within the DHSMV, and the 80% rule is once again used. This rule states that when looking at "positive" employment practices such as hiring or promotions, the selection rate of any EEO group must be at least 80% of the availability of the group for new hires, or

80% of the selection rate of the majority group (males, White males) for promotions. For example, any EEO group whose promotion rate is less than 80% of the majority group is considered to be adversely impacted. However, when considering “negative” employment practices, EEO groups are compared to the majority groups by dividing the separation/demotion rate of the majority group by the rate of the other EEO groups. If the result is less than 80%, adverse impact may be present.

Other males and females, e.g. Native Americans/ American Indians, Asians, Pacific Islanders, people from the Indian subcontinent, Alaskan Natives or persons defining themselves of mixed or multiple heritage are technically under the 80% Rule cutoff in many of our employment actions. Some 2% of our membership is in this category and it is a group growing in size. Using the 80% Rule for our analysis of adverse impact in employment actions is not appropriate for such a small sample, so goals have not been set for the Other males and Other female groups. Additionally, due to the fact that males (during a gender analysis) and White males (during a race/ethnicity analysis) are considered to be a majority group, adverse impact cannot be present in these EEO groups.

Keep in mind when analyzing each employment action; that a finding of adverse impact does not mean that unlawful discrimination exists. It is only to be used as an indicator that the situation needs to be studied carefully to determine why a disparity exists.

The results for the analysis of employment actions can be found on pages 21-27. As you can see by the results, a few problem areas may be present. For our ‘New Hires’ analysis, we found that adverse impact may be present for White females and Hispanic females, as these groups are respectively 3.67% and 1.43% below the 80% Rule Cutoff. The Hispanic female group also fell 7.17% below the 80% Rule Cutoff in the ‘Promotions’ Analysis. In the ‘Demotions’ Analysis, White females, Black females, and Hispanic Males were overrepresented, falling below the 80% Rule Cutoff. While the analysis of our overall separations (voluntary and involuntary) show a possible adverse impact for all female groups (except Other females), involuntary separations alone indicate that adverse impact may be a possibility in all female groups as well as the Black male group.

As an agency, we will study these possible problem areas to the fullest extent. As far as efforts to further equal opportunity and affirmative action, the agency will continue to concentrate effort in the advancement and promotion of minority members, which has been an ongoing focus.

The Department focuses special attention on minority development and promotion. We plan to focus on the hiring and promotion of minorities and of women by exploring the possibilities of: recruiting at minority and Women’s colleges, attending job fairs, offering internships, and forming partnerships with minority, multilingual, and multicultural agencies.

NEW HIRES

- 724 new employees were hired, which is about 17% of the agency workforce.
- 56.49% (409) of the new hires were Males.
- 43.51% (315) of the new hires were Females.
- 49.03% (355) of the new hires were White.
- 27.90% (202) of the new hires were Black.
- 19.61% (142) of the new hires were Hispanic.
- 3.45% (25) of the new hires were Other.

To determine if adverse impact may be present in the new hires employment action, we first divided the number of employees hired in each EEO category by the 724 total hires. The result is shown in the "Hiring Rate" category of Figure 9. Then, for a positive employment practice such as new hires, we compare the Hiring Rate to the Florida Available Labor Market (ALM) from the 2010 U.S. Census. We compare to the ALM instead of the applicant pool, due to the high volume and inaccuracies of PeopleFirst applications. To compare, we found the 80% cutoff value for the Florida ALM for each EEO group, and placed that value in the "80% Rule Cutoff" category. Presence of adverse impact is possible if the hiring rate is lower than the 80% cutoff value. If the hiring rate is higher than the 80% cutoff value, there is no adverse impact. The possibility of adverse impact is indicated in the "Adverse Impact Possible?" category.

The new hires analysis based on gender is indicated by the gray section of the Figure 9, while ethnicity and race data analysis is indicated by the blue section. The following two figures display the hiring rates of our agency by race/ethnicity, and gender.

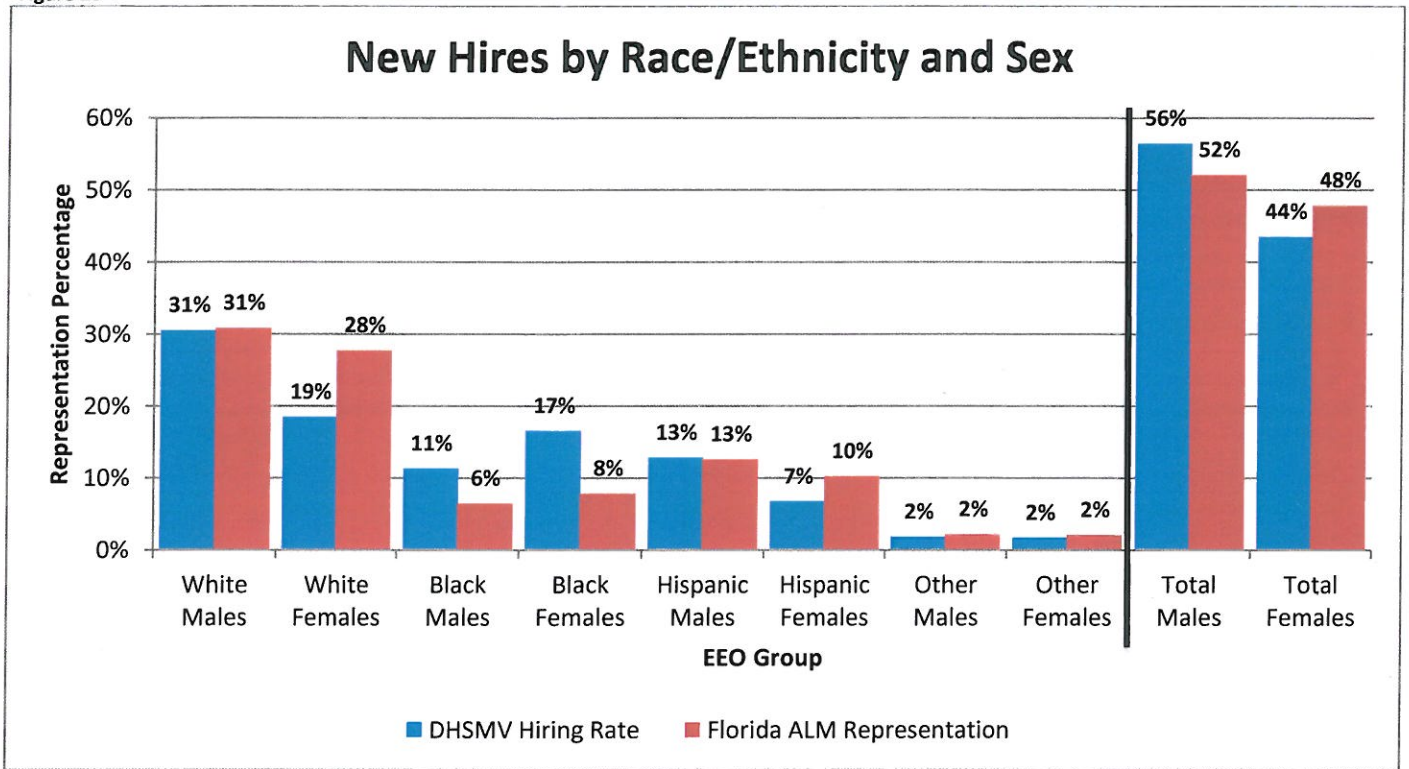
In the table below, the presence of adverse impact is a possibility for White females and Hispanic females, as their selection rates are respectively 3.67% and 1.43% below the 80% cutoff value. This indicates that recruitment tactics and the hiring process need to be studied more closely, and changes in this process may be necessary. Please note this may be a result of the imbalance between males and females available for sworn law enforcement positions in the ALM, as well as the majority of the Hispanic population in the ALM being located in Southern Florida while many of the Department's employees are located outside of Southern Florida.

Figure 9

New Hires Analysis					
EEO Group	% in Florida ALM	80% Rule Cutoff	# Hired	Hiring Rate	Adverse Impact Possible?
White Males**	30.84%	N/A	221	30.52%	N/A
White Females	27.73%	22.18%	134	18.51%	YES
Black Males	6.46%	5.17%	82	11.33%	NO
Black Females	7.86%	6.29%	120	16.57%	NO
Hispanic Males	12.63%	10.10%	93	12.85%	NO
Hispanic Females	10.25%	8.20%	49	6.77%	YES
Other Males*	2.17%	1.74%	13	1.80%	N/A
Other Females*	2.06%	1.65%	12	1.66%	N/A
Total Males**	52.10%	N/A	409	56.49%	N/A
Total Females	47.90%	38.32%	315	43.51%	NO

*Population sizes represent less than 2% of the sample, thus it is not appropriate to calculate adverse impact with such a small representation.
** It is not appropriate to calculate Adverse Impact for this group, as they are the "majority group."

Figure 10



PROMOTIONS

- 265 members were promoted, which is about 6.06% of the workforce.
- 61.51% (163) were Males.
- 38.49% (102) were Females.
- 58.11% (154) were White.
- 24.15% (64) were Black.
- 16.60% (44) were Hispanic.
- 1.13% (3) were Other.

To determine if adverse impact may be present in the promotional employment process, we first found the amount of members promoted in each EEO group. Those results are located in the “# Promoted” category of Figure 11. To find the “Promotion Rate,” we divided the amount of members promoted by the total DHSMV members in that same EEO category, which is the number reflected in the “EEO Group/DHSMV Population” column.

To determine if adverse impact may be present for a positive employment action such as promotions, we divided the promotion rate of each EEO group by the promotion rate of the majority group (males, White males). The results are in the “80% Rule Cutoff” column. If the rate is more than 80%, adverse impact is not present. If the result is lower than 80%, a presence of adverse impact may be possible.

The promotions analysis based on gender is indicated by the gray section of the spreadsheet, while ethnicity and race is indicated by the blue section. On the following page, two graphs display the promotion rates of our agency by race/ethnicity, and gender.

The analysis of promotions, shown in Figure 11, displays that adverse impact may be present for Hispanic Females. This indicates that the promotional process needs to be studied more closely, and that changes in this process may be necessary. Please note this may be a result of the imbalance between males and females available for sworn law enforcement positions in the ALM, as well as the majority of the Hispanic population in the ALM being located in Southern Florida while many of the Department's employees are located outside of Southern Florida. In addition to increasing the recruitment efforts, the agency will also need to concentrate effort in the advancement and promotion of Hispanic females.

Figure 11

Promotions Analysis				
EEO Group/DHSMV Population	# Promoted	Promotion Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males (1559)**	104	6.67%	n/a	N/A
White Females (897)	50	5.57%	83.56%	NO
Black Males (426)	24	5.63%	84.45%	NO
Black Females (628)	40	6.37%	95.48%	NO
Hispanic Males (480)	32	6.67%	99.94%	NO
Hispanic Females (247)	12	4.86%	72.83%	YES
Other Males (53)*	3	5.66%	84.85%	NO
Other Females (40)*	0	0.00%	0.00%	NO
Total Males (2558)**	163	6.37%	N/A	N/A
Total Females (1812)	102	5.63%	88.34%	NO

*Population sizes represent less than 2% of the sample, thus it is not appropriate to calculate adverse impact with such a small representation.
** It is not appropriate to calculate Adverse Impact for this group, as they are the "majority group."

DEMOTIONS

- 17 members were demoted, which is approximately 0.4% of the workforce.
- 35.29% (6) were Males.
- 64.71% (11) were Females.
- 52.94% (9) were White.
- 35.29% (6) were Black.
- 11.76% (2) were Hispanic.
- 0.0% (0) was Other.

When determining adverse impact for the demotions employment activity (Figure 12), we first found the amount of members demoted in each EEO group. Those results are located in the "# Demoted" category. To find the "Demotion Rate," we divided the amount of members demoted by the total DHSMV members in that same EEO category, which is the number reflected in the first column. To determine if adverse impact may be present for a negative employment action such as demotions, we divided the demotion rate of the majority group (males, White male) by the demotion rate of each EEO group. The result is found in the "80% Rule Cutoff" category. If the rate is more than 80%, adverse impact is not present. If the result is lower than 80%, a presence of adverse impact may possible. The demotions analysis based on gender is indicated by the gray section of the spreadsheet, while ethnicity and race is indicated by the blue section of Figure 12. Note that

this is an inverse relationship as we are looking to prevent overrepresentation by minority groups in demotions.

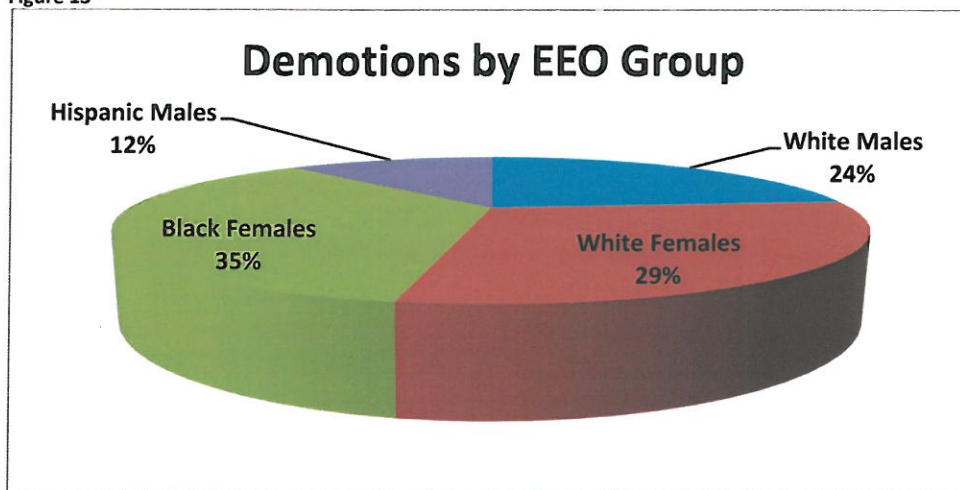
Figure 12 shows adverse impact may be possible for White females, Black females, and Hispanic males, as the rates fall below the 80% Rule cutoff for the group. This indicates that the demotion process may need to be studied more carefully, and that changes in this process may be necessary. With that said, the total number of demotions accounted for only 0.4% of the workforce, including voluntary demotions. Given that the numbers of demotions that occurred are so low, any possibility of adverse impact may be considered insignificant. Figure 13 shows the distribution of demotions by EEO group.

Figure 12

Demotions Analysis				
EEO Group/DHSMV Population	# Demoted	Demotion Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males (1559)**	4	0.26%	N/A	N/A
White Females (897)	5	0.56%	46.43%	YES
Black Males (426)	0	-	-	NO
Black Females (628)	6	0.96%	27.08%	YES
Hispanic Males (480)	2	0.42%	61.58%	YES
Hispanic Females (247)	0	-	-	NO
Other Males (53)	0	-	-	NO
Other Females (40)	0	-	-	NO
Total Males (2558)**	6	0.23%	N/A	N/A
Total Females (1812)	11	0.61%	37.70%	YES

** It is not appropriate to calculate Adverse Impact for this group, as they are the "majority group."

Figure 13



SEPARATIONS

- 659 members separated from employment, which is about 14.86% of the workforce.
- 48.25% (318) were Males.
- 51.75% (341) were Females.
- 55.84% (368) were White.
- 27.16% (179) were Black.
- 13.66% (90) were Hispanic.
- 3.34% (22) was Other.

To determine if adverse impact may be present for the separations employment activity, we split up the analysis to voluntary separations which include those who retired, resigned, or left for another job (Figure 16), involuntary separations, which include those who were dismissed from employment, who resigned while under investigation or in lieu of dismissal, those in positions which were identified as layoffs, or died while employed with the agency (Figure 14), and both voluntary/involuntary separations together (Figure 17). Figure 18 also graphically shows the total number of separations by EEO group.

For each type of separation activity, we first found the amount of separations in each EEO group and placed the value in the “# Separated” category. We then compared the amount of separated members compared to the total members of that EEO group in the DHSMV. Next, we divided the “# Separated” by the amount of DHSMV members in that EEO category to give us the “Separation Rate” for that group. For negative employment actions such as separations, we divided the separation rate of the majority group (males, White male) by the separation rate of each EEO group. The result is found in the “80% Rule Cutoff” category. If the rate is more than 80%, adverse impact is not present. If the result is lower than 80%, a presence of adverse impact may be possible. Note that this is an inverse relationship as we are looking to prevent overrepresentation by minority groups in separations.

The separations analysis based on gender is indicated by the gray section, while ethnicity and race is indicated by the blue section in Figures 14, 16, and 17. These tables do indicate a possibility of adverse impact when analyzing voluntary and involuntary separations together as well as when the two separation types are analyzed separately. This data is based solely on comparisons with actions taken against the majority (white males). All three tables indicate a possibility of adverse impact among White females, Black females, Hispanic females, Other males, and Other females (although, the populations of Other males and Other females are considered statistically insignificant, thus it is not appropriate to calculate adverse impact in this way for these groups).

The results for involuntary separations may be the most significant. This is because involuntary separations are what we normally think of as an employee getting “fired,” and reflect an employment action completed solely by the Department. As shown in Figure 15, only approximately 63% of the involuntary separations were due to employees being dismissed, since 9% were due to the death of an employee, and 28% were due to layoffs. When we look at involuntary separations alone, adverse impact is only ruled out as a possibility in Hispanic male group. Three of the seven remaining groups cannot be appropriately evaluated for adverse impact, which leaves four of the eight EEO groups to be looked at further (White females, Black males, Black females, and Hispanic females).

Figure 14

Involuntary Separations Analysis					
EEO Group/DHSMV Population	DHSMV Population	# Separated	Separation Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males**	1559	14	0.90%	N/A	N/A
White Females	897	13	1.45%	61.96%	YES
Black Males	426	10	2.35%	38.26%	YES
Black Females	628	19	3.03%	29.68%	YES
Hispanic Males	480	3	0.63%	143.68%	NO
Hispanic Females	247	9	3.64%	24.65%	YES
Other Males*	53	2	3.77%	23.80%	N/A
Other Females*	40	1	2.50%	35.92%	N/A
Total Males**	2558	29	1.13%	N/A	N/A
Total Females	1812	42	2.32%	48.91%	YES

Figure 15

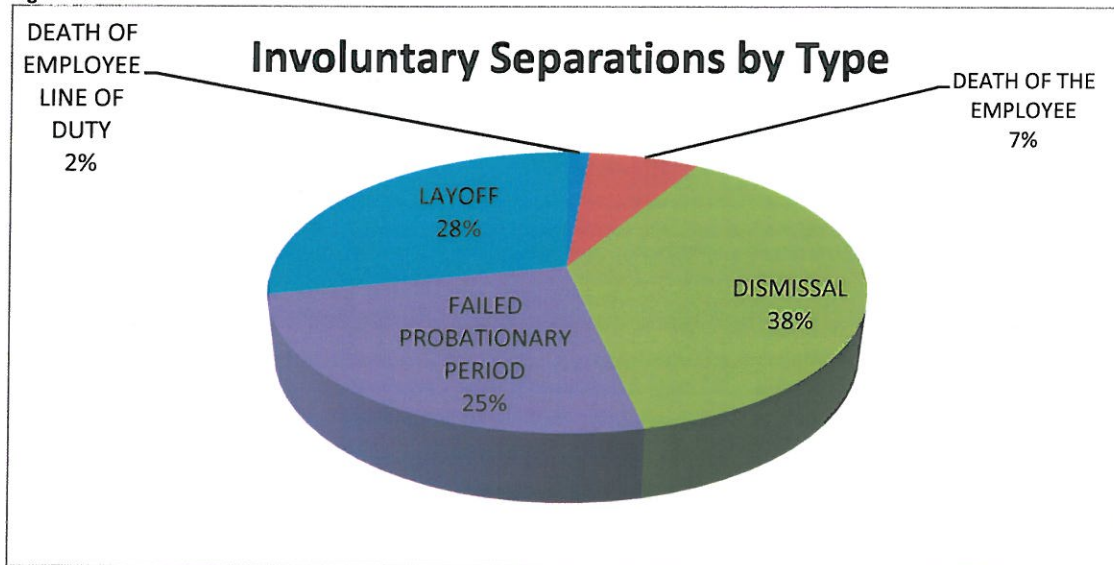


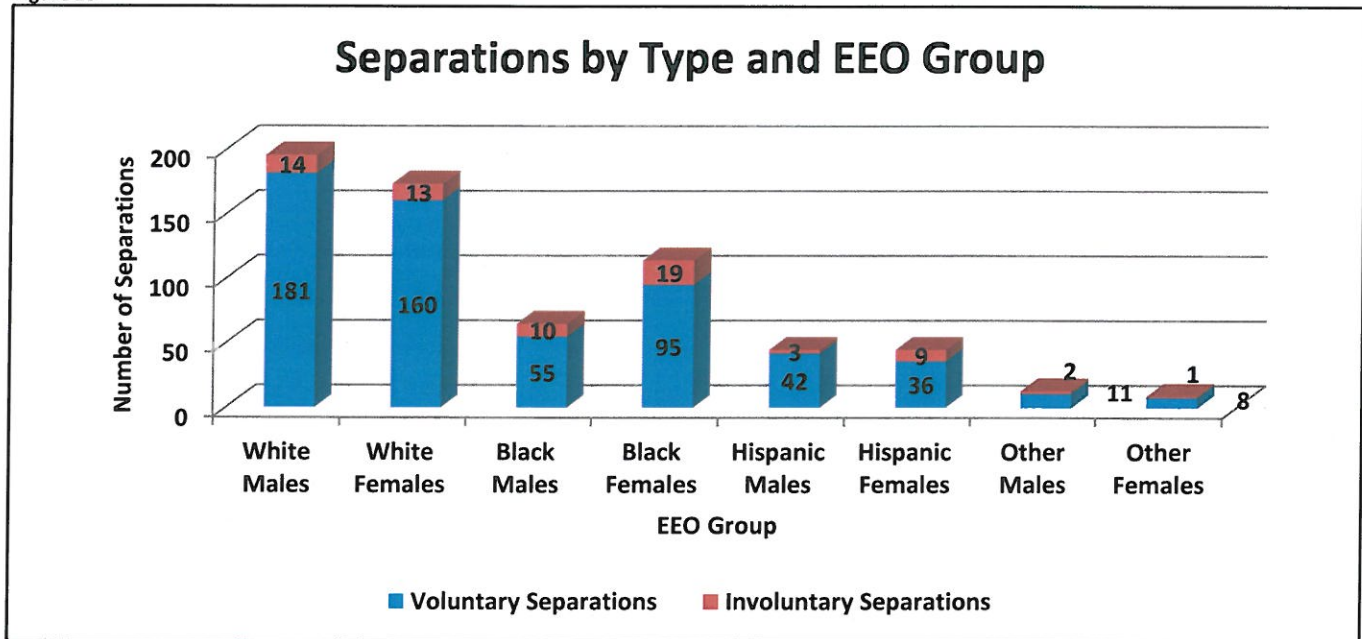
Figure 16

Voluntary Separations Analysis					
EEO Group/DHSMV Population	DHSMV Population	# Separated	Separation Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males**	1559	181	11.61%	N/A	N/A
White Females	897	160	17.84%	65.09%	YES
Black Males	426	55	12.91%	89.92%	NO
Black Females	628	95	15.13%	76.75%	YES
Hispanic Males	480	42	8.75%	132.69%	NO
Hispanic Females	247	36	14.57%	79.66%	YES
Other Males*	53	11	20.75%	55.94%	N/A
Other Females*	40	8	20.00%	58.05%	N/A
Total Males**	2558	289	11.30%	N/A	N/A
Total Females	1812	299	16.50%	68.47%	YES

Figure 17

Voluntary & Involuntary Separations Analysis					
EEO Group/DHSMV Population	DHSMV Population	# Separated	Separation Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males**	1559	195	12.51%	N/A	N/A
White Females	897	173	19.29%	64.85%	YES
Black Males	426	65	15.26%	81.98%	NO
Black Females	628	114	18.15%	68.90%	YES
Hispanic Males	480	45	9.38%	133.42%	NO
Hispanic Females	247	45	18.22%	68.66%	YES
Other Males*	53	13	24.53%	50.99%	N/A
Other Females*	40	9	22.50%	55.59%	N/A
Total Males**	2558	318	12.43%	N/A	N/A
Total Females	1812	341	18.82%	66.06%	YES

Figure 18



CONCLUSION: DEPARTMENT PLAN OF ACTION

The goal for our agency when establishing this year's AA/EEO Plan is to continue an environment in the workplace that ensures equality for all potential and current employees no matter what race, ethnicity, age, gender, religion, or status as a member of any other protected class. This means that individuals of all backgrounds have an equal chance at any vacant position in our agency, and that all of our current employees have an equal chance at any promotions for which they are qualified. Likewise, we enforce equality so employees are demoted or separated due to work factors solely, without relationship to unrelated personal characteristics.

There are several approaches that we can undertake to maintain the equal environment that we seek as an agency. To increase our Hispanic labor force to better reflect the Florida ALM, we will recruit at minority, multicultural, and multilingual agencies. We will also recruit on the internet, and at minority universities by setting up work-study and internship programs to ensure that we are hiring well qualified, quality applicants who have potential to promote in the future.

Additionally, the Department has begun posting job opportunity announcements on social networking sites, including Facebook and Twitter. The basis of this is to broaden our reach and attract a more diverse pool of applicants to the agency, who may not have otherwise been aware of the advertisements through the PeopleFirst system.

Our analysis of employment actions have shown us that we may have to look at the way that we are hiring, demoting, or separating certain employees. One observation we have made about the members we demote or dismiss is that if we had completed a more thorough background inquiry about them, they may not have been hired in the first place. Although we always check references and run criminal history records checks, a more thorough look may have to be considered.

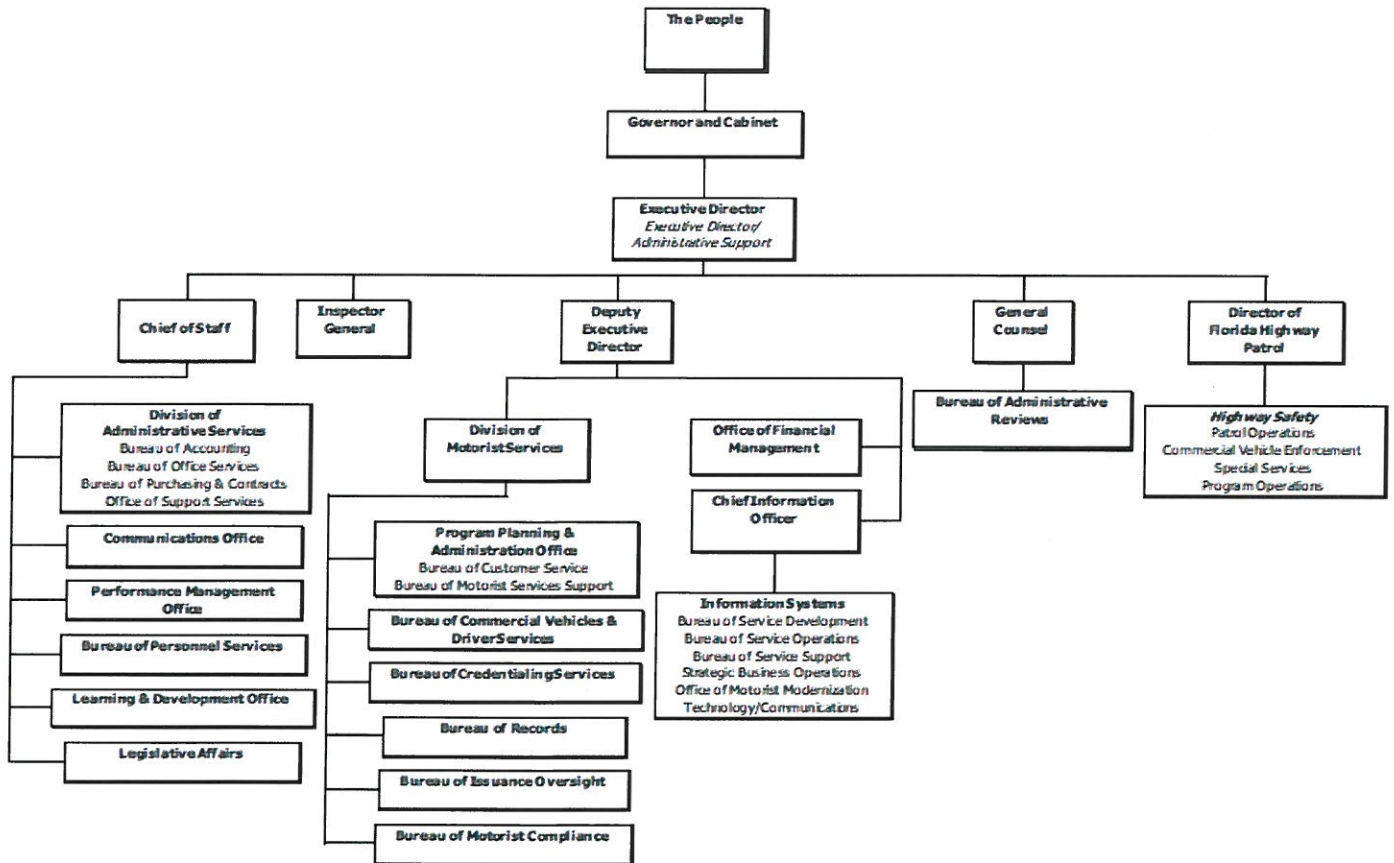
To further assist in identifying quality candidates, the agency has made use of qualifying questions during the pre-hire screening process. These are a set of questions that are given to the applicant at the start of the application process regarding their qualifications. The questions may be based on a person's willingness to perform job requirements, types of experience, or test job skills through the use of brief, research-based work samples.

Furthermore, as an agency we plan to continue the ongoing Job-Task-Analysis project which seeks to clarify the duties, responsibilities, and skills required for each position within the department. This will ensure each applicant and/or employee has a clear understanding of the duties, responsibilities, and stress level of the position for which they apply/hold.

Overall, we want to hire or promote the most qualified employees we can and treat all employees fairly. We will achieve this goal through effective job recruitment and background checking, and through continually improving employee-supervisor communication.

-
- ⁱ Bureau of Labor Statistics, Economics at a Glance: Florida, <http://www.bls.gov/eag/eag.fl.htm> (Oct 2014).
- ⁱⁱ Bureau of Labor Statistics, *Employment Projections: 2012-2022*, <http://www.bls.gov/news.release/ecopro.nr0.htm> (Dec 2009).
- ⁱⁱⁱ Bureau of Labor Statistics, *Monthly Labor Review*, <http://www.bls.gov/opub/mlr/2013/article/labor-force-projections-to-2022-the-labor-force-participation-rate-continues-to-fall.htm> (Dec 2013).
- ^{iv} Allen Greenberg, Graying Workforce a Boon to Employers, <http://www.benefitspro.com/2014/04/29/graying-workforce-a-boon-to-employers> (April 2014).
- ^v Bureau of Labor Statistics, Employment by Summary Education and Training Assignment, http://www.bls.gov/emp/ep_table_education_summary.htm (Dec 2013).
- ^{vi} United States Census Bureau, Education: Educational Attainment, http://www.census.gov/compendia/statab/cats/education/educational_attainment.html (March 2012).
- ^{vii} U.S. Department of Commerce, Census Bureau, Educational Attainment by State, http://www.census.gov/compendia/statab/cats/education/educational_attainment.html (August 2012).
- ^{viii} Margaret A. Richardson, *Recruitment Strategies*, <http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN021814.pdf>.
- ^{ix} The Stolp Group, *Leveraging the Recession: Employing Top Talent in 2010*, <http://www.thestolpgroup.com>, (December 2009).
- ^x Partnership for Public Service and the National Association of Colleges and Employers, Attracting Younger Talent to Government is No Laughing Matter, <http://government.blogs.xerox.com/2014/04/16/attracting-younger-talent-government-no-laughing-matter/> (March, 2014).
- ^{xi} CBS Evening News, *College Graduates Tackle Dismal Job Market*, <http://www.cbsnews.com/stories/2009/04/18/eveningnews/main4954222.shtml> (April 2009).
- ^{xii} Pew Internet & American Life Project, *Internet Usage by Age*, <http://wn12.com/wordpress/?p=112> (December 2009).
- ^{xiii} Essortment, *Successful Recruitment Strategies*, http://www.essortment.com/all/successfulrecru_pzx.htm (May 2011).
- ^{xiv} Frank Ofsanko, Adverse Impact and Underutilization Analysis, http://cas.uah.edu/grammc/mgt363/Ofsanko_article.html (April 1999).
- ^{xv} Eleanor Foerste, Hispanic Population: South Florida, <http://eleanorscartography.blogspot.com/2009/03/hispanic-population.html> (March 2009).
- ^{xvi} *Adverse Impact*, <http://www.adverseimpact.org/index.htm> (2009).

DEPARTMENT OF HIGHWAY SAFETY & MOTOR VEHICLES' ORGANIZATIONAL STRUCTURE



ROLES OF THE EXECUTIVE DIRECTOR AND EEO OFFICER

EXECUTIVE DIRECTOR:

The Executive Director ensures that the Equal Employment Opportunity and Affirmative Action policies and practices are designed to effectively achieve the goals of the program; monitors the program; and assists the EEO Officer in requiring managers and supervisors to actively participate in its effective implementation. The Executive Director requires that equal opportunity is present not only in recruitment and hiring, but that under-utilization of minority employees is considered by focusing on career development through training and support.

EEO OFFICER:

The Chief of Personnel Services was appointed by the Executive Director to serve as the EEO Officer of the Department. The EEO Officer is responsible for implementing the plan, monitoring the progress, and ensuring the continuing identification and elimination of possible sources of discrimination or employment practices that could lead to discrimination.

EEO/AA COMPLAINT PROCEDURE

DHSMV Policy 3.01, Equal Employment Opportunity (EEO) and Affirmative Action (AA), describes the Department's commitment to equal opportunity. DHSMV Policy 3.05, Claims of Discrimination to include Sexual Harassment, provides that any applicant or member who feels that he or she has been unlawfully discriminated against may address a complaint to: The Department of Highway Safety and Motor Vehicles, EEO Officer, Chief of Personnel Services, Room A420, Neil Kirkman Building, 2900 Apalachee Parkway, Tallahassee, Florida 32399-0500,

The aggrieved person may also telephone the Bureau of Personnel Services' Office of Employee Relations at (850) 617-3202, or send an email to OER@flhsmv.gov for consultation or assistance in filing a claim. The Department has zero tolerance for acts of unlawful discrimination whether based on race, national origin, color, sex, age, disability, veteran's status or on the basis of any other class protected under applicable law. Sexual harassment, a particular form of unlawful discrimination, is expressly prohibited as well.

The complaint must detail the alleged act or acts describing how, when, and where they occurred and identify all parties who were present, involved or who may have pertinent information about the claim. All complaints are handled thoroughly, fully, fairly, respectfully, and promptly. An inquiry necessary to determine the facts of a situation will be undertaken. The EEO Officer will issue a decision on the complaint, and if it is sustained, direct that corrective action be taken.

SNAPSHOT OF A DHSMV MEMBER

Our agency consists of 2,558 (58.54%) males and 1,812 (41.46%) females, with 2,496 (57.12%) of our members being White. Of the eight EEO job categories, the greatest proportion of members, 47.23%, work in the Protective Services category which consists of Troopers, Duty Officers, Sergeants, Corporals, etc. The average age of our members is 43.63 years old, with an average of 13 years of service working for the DHSMV. Our members earn a yearly average salary of \$40,202.47. Therefore, an average DHSMV member is a White male, 44 years old, working in Protective Services, who has worked for the Department for 13 years, and earns just over \$40,000 a year.

Average DHSMV Member:

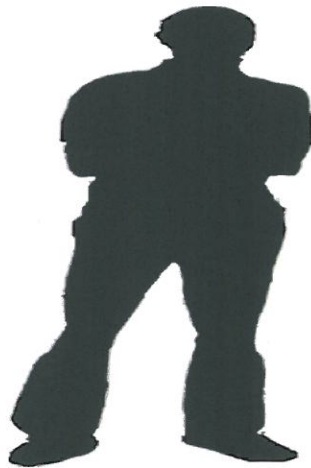
White male

44 Years Old

Protective Services

13 Years of Service

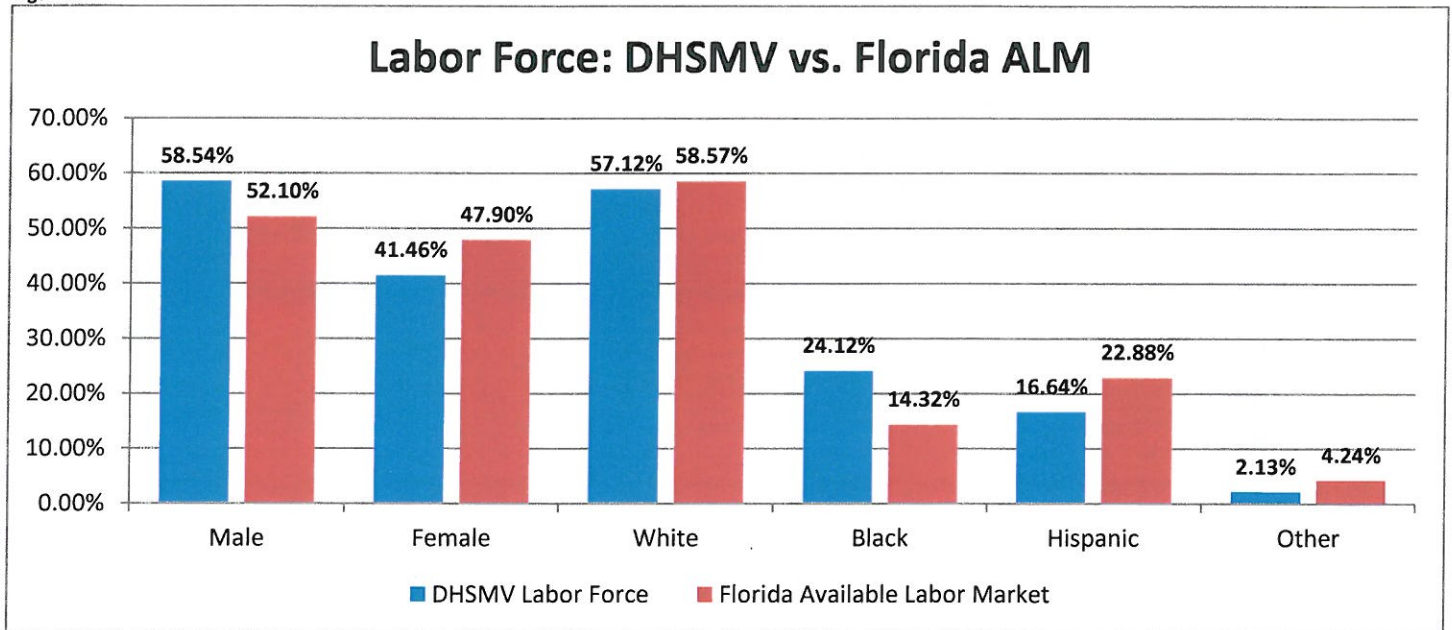
\$40,000/Year



DHSMV compared to the STATE OF FLORIDA

To analyze the Department's EEO practices effectively, it is necessary to compare the employment data of the Department to the State of Florida Available Labor Market (ALM). The Florida ALM is the civilian workforce of those ages 16 and older who are either currently employed or searching for employment. The Department of Highway Safety and Motor Vehicles' labor force reflects the labor force of the state of Florida very closely. The Department's representation by males and females is similar to the ALM of Florida, with females being represented 6.44% less when compared to the ALM representation. There are slightly fewer Whites and Hispanics in the Department's labor force than Florida's ALM. Whites compose 1.45% less, and Hispanics compose 6.24% less than the State's available labor force. On the other hand, Blacks represent about 9.80% more of the Department's labor force than Florida's. Below, you can see the labor force representation of our Department compared to Florida's ALM in Figure 1.

Figure 1



EMPLOYMENT TRENDS AND PROJECTIONS

As we set hiring goals, it is vital for us to consider the current state-wide and national employment trends, as well as the future projections for each. According to the Bureau of Labor Statistics (BLS), the current labor force is the number of people who are either working, or looking for work, and are 16 years of age or older. As of June 2014, the civilian labor force of Florida has been estimated to be about 9.6 million people, of which one million are attributed to government jobs. This number is up 0.2% from June 2013.ⁱ

Nationally, the civilian labor force was estimated at approximately 155 million in 2012. This labor force is projected to increase by 10.8% (15.6 million) from 2012 to 2022. Within this projection for 2022, 929,000 of the jobs are projected to come from state or local government. While the trend of labor force growth during the 2002-2012 decade was 0.7% per year, the projected growth is expected to slow to 0.5% growth per year from 2012-2022. The slower growth rate has been attributed to a slower rate of growth in the U.S. population and the noticeable decrease in the labor force participation rate.ⁱⁱ BLS defines participation rate as the proportion of the civilian non-institutional population that is in the labor force.ⁱⁱⁱ Although the growth in total labor force is significant, this is not predicted to be consistent among all demographics. Varying social, economic and political conditions may alter these projections.

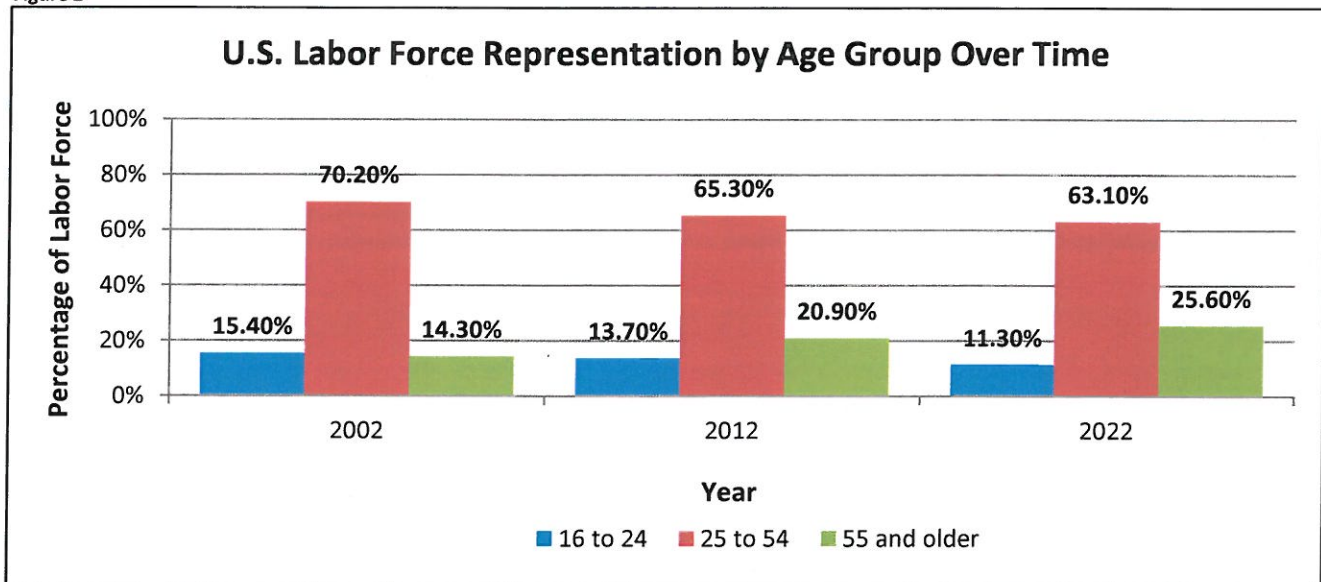
Age:

The graph on the following page illustrates that by 2022 the labor force will decrease among ages 16 to 24 and among those 35 to 54 years old, while those ages 55 and older are expected to increase. The age demographic vital to increasing the overall labor force will be those ages 55 and older.

Approximately 26% of the labor force is predicted to be represented by people 55 years and older by 2022.ⁱⁱ This is due to factors such as advances in medicine, the increase in the Social Security eligibility age, aging of the Baby Boomer generation (those born 1945 until approximately 1962), as well as the growing trend of employees entering the workforce later due to achievement of higher education and staying longer the workforce. The term “graying of the workforce” has been used to describe the trend of workers aged 55 and older making up a larger percentage of the workforce.^{iv}

Retirement funds have decreased during the recent recession and this has forced many to either delay retirement or to come out of retirement and rejoin the workforce. Although people 55 years and older are expected to increase their proportion of the labor force, the Department of Labor explains that this age demographic tends to stay unemployed for a longer period of time than younger age demographics.^{iv} Due to this trend, job recruitment of people ages 55 and older should be taken seriously when considering the employment goals of the Department in the near future.

Figure 2



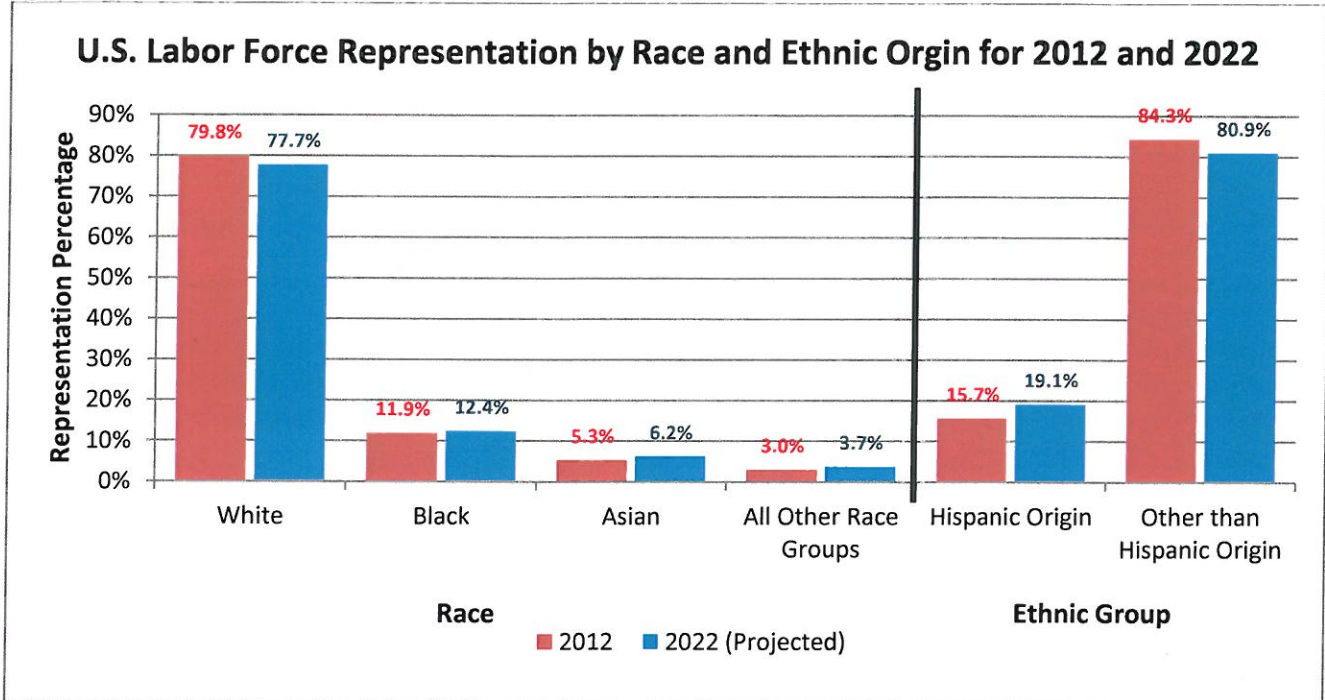
Race and Ethnicity:

Race and ethnicity of the labor force is predicted to change greatly by 2022. The workplace is projected to be much more diverse than it is today. Although Whites are still predicted to comprise 77.7% of the labor force, the segment of the labor force held by minorities is expected to increase greatly. The greatest increase of all races and ethnicities are to be seen by Hispanics. Hispanics, who can be of any race, are expected comprise 17.6% of the ALM as compared to 14.3% of the ALM reported in 2008. Although all racial and ethnic groups are expected to incur a decrease in labor participation rates, the most significant decrease is projected to occur in Whites, with a decrease of 2.3% from 2012 to 2022. The least significant decrease is projected for Hispanics, with a participation rate decrease of only 0.5%.

Asians are predicted to experience the second largest increase in labor force by 2018, with a projected 20.4% increase. This will equate to Asians holding 5.6% of the labor force by 2018. Blacks

are to have the next largest increase, with a 5.5% increase within the labor force. Blacks are expected to represent 12.1% of the labor force in 2018 as compared to 11.5% reported in 2008. Figure 3 below depicts these labor force projections. This should be taken into consideration when forming future employment goals.

Figure 3



Gender:

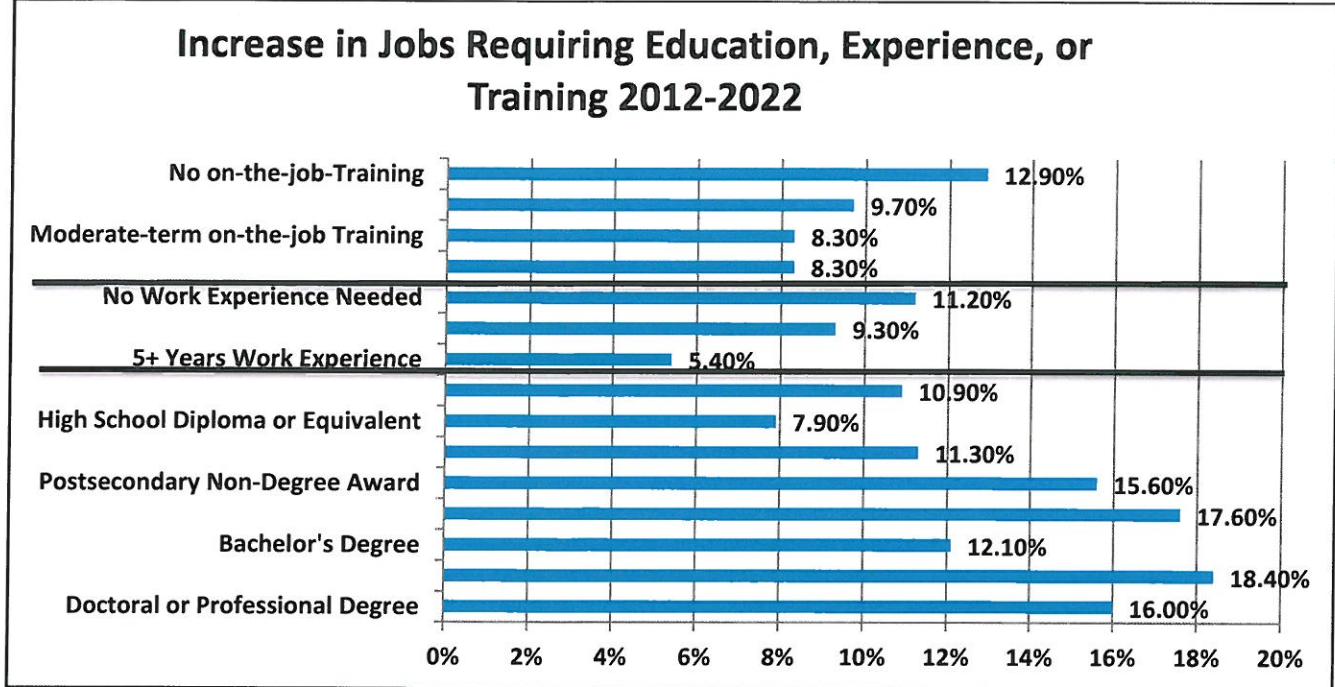
The participation rates of both men and women are expected to decrease in the 2012-2022 decade. Men are projected to have the most significant decrease in participation with a decrease of 2.6% from 2012-2022. This comes after a participation rate decrease of 3.9% from 2002-2012. The participation rate for women has taken a more subtle decline, by decreasing 1.9% from 2002-2012, with another 1.7% decrease projected during the 2012-2022 decade. By 2022, women are projected to represent 46.8% of the labor force, which is a 0.1% decrease from 2012. This indicates men are predicted to represent 53.2% of the labor force by 2022. Workforce participation is expected to be at a rate of 67.6% for men, and 56% for women by 2022. In other words, 68% of men and 56% of women are expected to participate in the labor force by 2022.ⁱⁱ

Trends in Educational Attainment:

It has been reported by the BLS that occupations typically requiring postsecondary education for entry are expected, on average, to grow faster than occupations that require a high school diploma or less. This equates to about one-third of all new job openings by 2022.^v Even though an estimated two-thirds of all job openings of the 2012-2022 decade will not require postsecondary education for entry, 19 of the 30 fastest growing occupations are projected to hold this requirement.ⁱⁱ Additionally, over 15% more jobs are expected to require some work experience, compared to an 11% projected

increase in jobs requiring no work experience. The percent of increase in jobs requiring education, experience, or training from 2012 to 2022 are displayed below. By 2022, approximately 85.9% of all jobs are projected to require no prior work experience, approximately 66.2% are projected to require some level of on-the-job training to attain competency, and approximately 66.3% are projected to require a high school diploma (or equivalent) or less. ^v

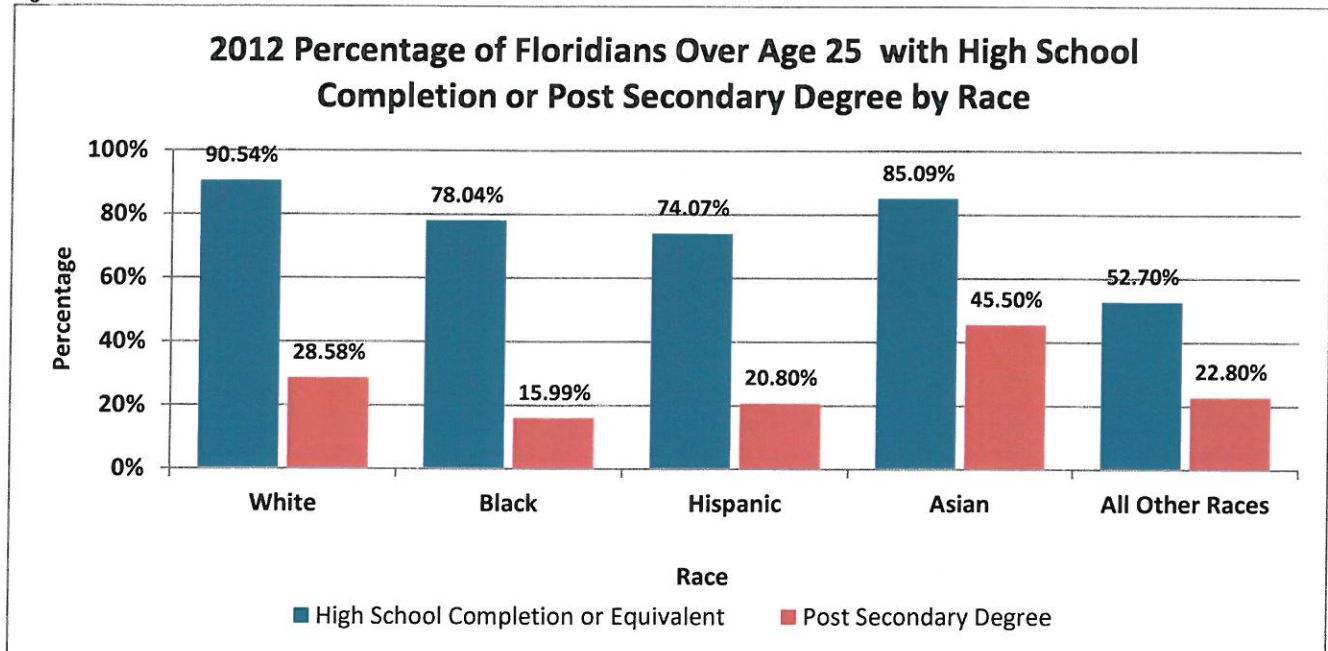
Figure 4



While attainment of higher education is a growing national trend, the vast majority of jobs projected for 2022 will not require work experience or a post-secondary degree. A common trend for employers has been to raise the minimum requirements, due to the increasing levels of educational attainment, but as an Agency, we must be cautious in following this trend.

In 2009, a high school diploma (or equivalent) was the highest level of education attained by an estimated 85.44% of the Floridian population over the age of 25. Furthermore, there are large differences in the average educational attainment levels when stratified by race (shown in Figure 5 below). This means if a post-secondary degree is set as a requirement for a job that does not truly require a post-secondary degree for competency, minority races may be disproportionately disqualified and therefore adversely impacted. Women and Asians are the exclusions to this trend. Nationally, Asians are above the national average to receive a post-secondary degree, and when compared to men, 3.2% more women attain high school diplomas (or equivalent), 6.8% more attain bachelor degrees, and 3.5% more attain master degrees. ^{vi} By continuing the Department's Job Task Analysis project, we can continue to ensure all positions have bonafide, job related minimum qualifications for every position and therefore properly advertised to attract qualified applicant pools.

Figure 5



vii

Trends in Job Recruiting:

The changing age and ethnicity demographics will change the way job recruitment is done in America. Effective and efficient job recruitment is vital to any occupation in order to avoid high turnover costs.

As explained in Margaret Richardson’s report titled, “Recruitment Strategies,” many companies and agencies have begun to focus primarily on external recruitment as opposed to recruitment within the company or agency.^{viii} The internet can be key method in attracting external candidates. Technology is the driving force behind major changes in society, and the same holds true for the future of job recruiting. Gone are the days when employers would only publish one job listing by a simple posting in the newspaper. Today, the internet is where most job recruitment gets done, and it is expected to stay that way for the near future. Job recruitment over the internet is relatively inexpensive and is quicker than traditional job recruitment tactics. The internet allows for quicker advertisements and quicker applicant responses.

Additionally, employers are now using the internet’s social marketing explosion as a job recruitment tool, as explained by The Stolp Group in their article titled “Leveraging the Recession: Employing Top Talent in 2010.” Employers are now using social marketing websites such as Facebook, LinkedIn, and Twitter to attract job applicants.^{ix} Necessary changes must be made to recruit younger employees to replace the baby-boomer generation that is on the edge of retirement. A recent survey by the Partnership for Public Service and the National Association of Colleges and Employers, found that less than 6% of college graduates list government jobs as their ideal job.^x Educating prospective candidates on the great benefits of state government via alternative recruitment streams will be critical to overcome the diminished perception of state government careers. As there are currently about two million unemployed college graduates who probably use social marketing websites, using

these websites could be a beneficial strategy to obtaining qualified applicants. Advertising on social networking can be fairly convenient. For example, while advertising on Facebook, employers can filter who sees your advertisement by education, interests, work history, etc. Employers can also set your own daily advertising budget, and can specify what time(s) your advertisement is run by the website.^{xi}

Though the internet is very effective for achieving efficient job recruitment, this tool may not be effective to recruiting those ages 55 and older. As stated earlier, the previously mentioned age demographic is expected to dramatically increase their portion of the labor force. The Pew Internet and American Life Project conducted research to measure the percentage of Americans online, by age. This research revealed that internet usage decreases by almost every older age demographic, especially in those ages 50 and older. Since this is the case, job recruitment for older demographics cannot be completed strictly via the internet, since they may not be completely comfortable searching and applying to jobs online.^{xii}

Essortment.com gives some recent recruitment trends that could help reach the older age demographic. One suggestion they give is to have an older worker from the agency speak at a senior citizen center, or by passing out fliers at senior citizen complexes.^{xiii}

There are also some job recruitment trends that are designed to meet other age, race, or ethnicity demographics. To recruit the Hispanic, Asian, and Black demographics which will increase in the labor force by 2018, we can: communicate and advertise with representatives from minority, multilingual, or multicultural agencies within Florida, such as the Florida Minority Business Center in Orlando, the Immokalee Multicultural Multipurpose Community Action Agency in Immokalee, or any of the several multilingual centers located at many universities throughout Florida.

New trends in job recruitment are also being used to recruit individuals in or just out of college. One effective way to recruit the younger age demographic is by sponsoring work study programs or by offering internships at local colleges.^{xiii} Internships can be a great recruiting tool because the employer and potential employee can already be familiar with each other by the end of the internship. This is helpful if the former intern then decides to apply for a position with that employer. As it has been in the past, attending job fairs at local college campuses is also an effective way to recruit recent or future college graduates.^x This can be done at minority college campuses to recruit recent college graduates of a diverse ethnic background.

To summarize, effective job recruitment techniques are essential to increasing efficiency and to cutting costs within the Department. Some of these new recruiting trends include advertising through social networking websites, distributing information to locations commonly accessed by people 55 and older, recruiting at minority colleges or multilingual/multicultural agencies, as well as offering work study programs and internships. As an agency, we are slightly below the representation of Hispanics in the workforce as compared to the Florida labor force.

ANALYSIS OF PRIOR YEAR'S GOALS

The goals for July 1, 2012 through June 30, 2013 should be analyzed before formatting this year's goals for our current utilization analysis. Last year's goals were formed by comparing the DHSMV workforce with the 2012 Census data for the State of Florida labor force. This analysis of last year's hiring and promotion goals can be seen in Figure 7.

This analysis uses the concept of utilization to evaluate the workforce of the Department. Utilization is the term used to define how well a minority demographic is represented in the labor force. To determine proper utilization in proportion to the ALM, we use the 80% Rule. The 80% Rule states that there is underutilization if the EEO group reflects less than 80% of the availability of that same group in the ALM.^{xiv} Please note that White males are considered to be a "majority group," so underutilization does not apply to these EEO groups. In order to analyze utilization, we must compare the 4,370 current non-OPS employees of the DHSMV with the State of Florida's ALM from the 2012 United States Census Data. The Florida ALM is the civilian workforce of those ages 16 and older who are either currently employed or searching for employment.

Figure 7 displays the attainment of last year's goals, and Figure 6 displays the change in representation for each EEO group in each job category. Figure 7 is broken down with the EEO job categories as the horizontal rows, and the EEO groups as vertical columns. Each EEO group has two sub-columns; one labeled "Goal?" and one labeled as "Met?". The "Goal?" column reflects the goal that was set for each EEO group in that job category. If there is an N/A, no goal was set because underutilization was not significant for that EEO group in that job category. If we had met any of last year's goals, a "Y" with a corresponding number (indicating the percentage of increase above the goal) would have been indicated in the "Met?" column. The groups with "N" reflected in this column indicate we did not meet last year's goal.

Last year, we set goals based on a specific percentage of members that we wanted to hire or promote for each EEO group. For example, we set a goal of increasing hiring/promotions among Black females by 1% in EEO Job Category 4. This means that last year we set a goal to hire or promote an additional percent of Black females to the Protective Services job group from July 1, 2013, to June 30, 2014.

No goals were set for those in the Other male and Other female EEO groups, due to the fact that only 4% of the Florida ALM and only approximately 2% of the Department belongs to these groups. As previously mentioned, no goals were set for White males, because they are referred to as a "majority group." No goals were set for Paraprofessionals, Skilled Craft Workers, and Service Maintenance groups, as they represented less than 2% of the Department's work force; therefore, results for these categories may be statistically insignificant. As a statistical practice, adverse impact is not calculated for groups that represent less than 2% of the pool, which in this case would be the labor force of the Department. Due to this, the entire columns of goals under Other males, Other females, and White males are labeled as "N/A," as well as the rows for Paraprofessionals, Skilled Craft Workers, and Service Maintenance groups.

Although we were not able to satisfy our set goals, there have been marginal improvements made in several areas. These changes are shown in Figure 6. The bolded percentages indicate goals were set for these categories last year. Of the nine hiring/promotion goals that we did not meet, three of these unattained goals were for Hispanic males, three were for Hispanic females, one was for Black females, and two were for White females. Five of the nine areas we set hiring/promotion goals did show marginal improvement, however.

The current economic climate also represents a challenge to meeting these goals. Though the national economy is no longer in a recession, state budgets have not responded to the slow economic growth, nor to inflation. Additionally, many of our Driver Licenses (DL) offices are now operated by tax collectors. During the year being analyzed, we have had 10 DL office closures within our agency, further reducing the number of positions within our agency. About half of these positions were deleted due to legislative budget cuts, while the remaining half were reclassified and used in other areas.

Figure 6

Representation Changes by Job Category from 2013 to 2014										
EEO4 JOB CATEGORY	White Males	White Females	Black Males	Black Females	Hispanic Males	Hispanic Females	Other Males	Other Females	Total Males	Total Females
01 OFFICIALS AND ADMINISTRATOR	-0.33%	0.76%	-0.60%	-0.23%	0.56%	-0.16%	0.00%	0.00%	-0.38%	0.38%
02 PROFESSIONALS	-0.42%	-1.27%	-0.12%	0.75%	0.45%	0.32%	0.20%	0.08%	0.11%	-0.11%
03 TECHNICIANS	-3.18%	0.93%	1.60%	0.14%	-0.54%	0.62%	-0.13%	0.55%	-2.25%	2.25%
04 PROTECTIVE SERVICE WORKERS	-0.78%	-1.69%	0.08%	0.53%	1.58%	-0.01%	0.26%	0.04%	1.13%	-1.13%
05 PARAPROFESSIONALS	-2.85%	4.64%	0.00%	-2.14%	0.09%	0.27%	0.00%	0.00%	-2.76%	2.76%
06 ADMINISTRATIVE SUPPORT	-1.20%	-0.59%	0.17%	0.75%	-0.26%	1.20%	-0.12%	0.06%	-1.41%	1.41%
07 SKILLED CRAFT WORKERS	2.25%	-3.57%	0.66%	0.13%	0.52%	0.00%	0.00%	0.00%	3.44%	-3.44%
08 SERVICE MAINTENANCE	-6.83%	0.00%	5.80%	1.45%	0.00%	-4.76%	4.35%	0.00%	3.32%	-3.32%

Figure 7

Analysis of Prior Year's Goals																
EEO JOB CATEGORY	EEO GROUP															
	White Males		White Females		Black Males		Black Females		Hispanic Males		Hispanic Females		Other Males		Other Females	
	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?	Goal?	Met?
1 - OFFICIALS & ADMINISTRATORS	N/A		N/A		N/A		N/A		N/A		2%	N	N/A		N/A	
2 - PROFESSIONALS	N/A		N/A		N/A		N/A		1%	N	1%	N	N/A		N/A	
3 - TECHNICIANS	N/A		8%	N	N/A		N/A		1%	N	4%	N	N/A		N/A	
4 - PROTECTIVE SERVICE	N/A		N/A		N/A		1%	N	N/A		N/A		N/A		N/A	
5 - PARA PROFESSIONALS**	N/A		N/A		N/A		N/A		N/A		N/A		N/A		N/A	
6 - ADMINISTRATIVE SUPPORT	N/A		5%	N	N/A		N/A		1%	N	N/A		N/A		N/A	
7 - SKILLED CRAFT**	N/A		N/A		N/A		N/A		N/A		N/A		N/A		N/A	
8 - SERVICE MAINTENANCE**	N/A		N/A		N/A		N/A		N/A		N/A		N/A		N/A	

** The results for these categories may be statistically insignificant given that the Skilled Craft, Service and Maintenance, and Paraprofessional job categories contained only 28, 16, and 33 members, respectively.

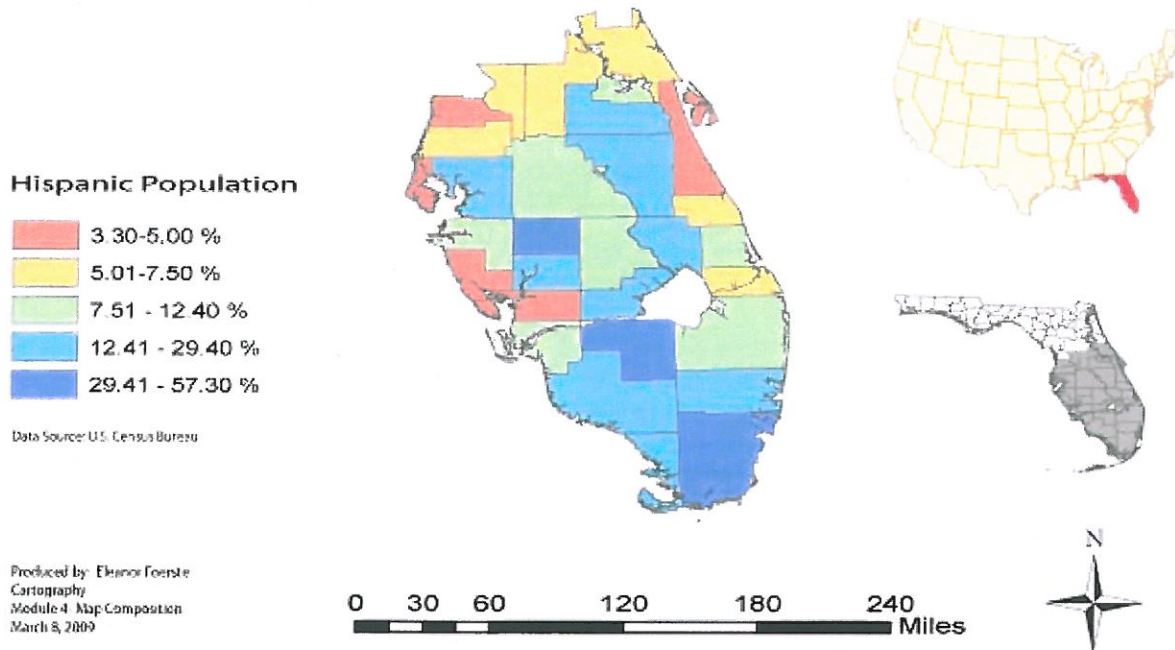
UTILIZATION ANALYSIS

This section introduces the methods and results of this year's analyses and describes our planned action to achieve next year's goals. This year's analyses use the same concept of utilization, which was used to evaluate the workforce of the Department last year.

In Florida, Whites constitute 58.6% of the ALM as a whole; Blacks, 14.32%; Hispanics, 22.9%; with the remaining percentage reflected as "Other." The Utilization Analysis/Goals section shows that many of our job categories reflect underutilization for Hispanic males and Hispanic females. This may be a result of the majority of the Hispanic population in the ALM being located in Southern Florida while many of the agency employees are located outside of Southern Florida. The distribution of the Hispanic population in Florida is shown below in Figure 8.

Figure 8

Hispanic Population South Florida



xv

In examining and analyzing the following statistical information, our utilization analysis revealed minor under-utilization for White females and Hispanic females when looking at the DHSMV as a whole. The utilization analysis also revealed slight underutilization for Hispanic males in three of the eight EEO Job Categories, Hispanic females in four of the eight EEO Job Categories, Black females in four of the eight EEO Job categories, and White females in three of the eight EEO Job Categories. However, Black males exceed the minimum 80% utilization requirement in almost all EEO Job Categories.

Other males and females, e.g. persons of Native American/ American Indian, Asian, Pacific Islander, South Asian, or Alaskan Native descent or persons defining themselves of mixed or multiple heritage, are technically under-represented in all EEO job categories. Some 2% of our membership is in this category and it is a group growing in size. The Paraprofessionals, Skilled Craft Workers, and Service Maintenance groups, also represent a small fraction of our workforce, with each group making up only 1% of our workforce individually. These groups constitute a very small percentage of the statistically available workforce. As previously noted, using the 80% Rule for a utilization analysis is

not appropriate for such a small sample, so goals have not been set for these groups. In addition, no goals were set for White males, because they are known as the “majority group.” We indicated that no goal was set with an “N/A” in each of the EEO Job Categories for instances where the EEO group was not underutilized, or for when the population size was statistically insignificant.

The result of the utilization analysis, allowed us to design our promotion/hiring goals for each job category and for the entire Department. Our goals were set as percentage increases to attain for specific EEO group(s) in a certain EEO job category over the course of the next year. These goals can be found below, and a summary of the goals can be found in Figure 8.

To achieve these goals, we will explore utilizing many of the activities previously described in the “Trends in Job Recruitment” section of this report. These possible activities include: attending job fairs, minority recruitment at minority colleges, internet recruitment, and offering internships. We plan to increase our community outreach to develop partnerships to increase diversity within our agency. We may advertise at minority colleges and multilingual agencies to increase our utilization of Hispanic females.

Utilization Analysis/Goals by EEO Job Category:

A. Officials and Administrators (EEO Job Category 01)

(This category contains such positions as the Executive Director, Division Directors, Deputy Directors, Law Enforcement Majors, Troop Commanders & Chiefs, Attorneys, and the Inspector General.)

Analysis of Current Situation: Black, Hispanic, Other females, and Other males are slightly underutilized in the Officials and Administrators category.

Planned Action: Through targeted recruitment, we will continue to work to obtain qualified applicant pools. Of the 86 employees in the category, we have a goal of increasing the labor force of Black females by 1% and Hispanic females by 4% through hiring or promotions.

B. Professionals (EEO Job Category 02)

(This category contains such positions as Managers, Accountants, Supervisors, Hearing Officers, Management Analysts and Law Enforcement Captains and Lieutenants.)

Analysis of Current Situation: Males and females in the Hispanic and Other groups are slightly underutilized in the Professionals category.

Planned Action: Through targeted recruitment, we will continue to work to obtain qualified applicant pools. Of the 1,205 employees in the category, we have a goal of increasing the Hispanic

female labor force by 4%, and increasing the Hispanic male labor force by 2% through hiring or promotions.

C. Technicians (EEO Job Category 03)

(This category contains such positions as Computer Programmers, Systems Programmers, and Telecommunications Specialists.)

Analysis of Current Situation: Overall, all female groups are significantly underutilized in the Technicians category, when evaluated by race/ethnic groups by sex. When analyzed by sex alone, the underutilization rating for women was 22%. Hispanic males and Other males are also slightly underutilized in this area.

Planned Action: Through targeted recruitment, we will continue to work to obtain qualified applicant pools. Of the 146 employees in the category, we have a goal of increasing the labor force of White females by 11%, Black females by 4%, Hispanic females by 7%, and Hispanic males by 4%. By focusing on these specific group goals, we will also increase the overall utilization of women in this category, allowing us to achieve our goal of increasing the number of women in this job area by 22%.

D. Protective Services (EEO Job Category 04)

(This category contains such positions as Sergeants, Corporals, Troopers, and Duty Officers)

Analysis of Current Situation: All female groups are slightly underutilized in the Protective Services category.

Planned Action: Through targeted recruitment, we will continue to work to obtain qualified applicant pools. Of the 2,064 employees in the category, we have a goal of increasing the labor force of White females by 3%, Black females by 3%, and Hispanic females by 1% through hiring or promotions.

E. Paraprofessionals (EEO Job Category 05)

(This category contains such positions as Fiscal Assistants, License Fee & Tax Auditors, and Purchasing Technicians.)

Analysis of Current Situation: White, Black and Other males, as well as Hispanic and Other females may be underutilized in the Paraprofessionals category.

Planned Action: ***Not applicable due to statistically insignificant number of positions within the Paraprofessionals category (0.76% of the Department's labor force).*

F. Administrative Support (EEO Job Category 06)

(This category contains such positions as Driver Licenses Examiners, Secretaries, Word Processing Systems Operators and Staff Assistants.)

Analysis of Current Situation: The labor forces for White males and females as well as Hispanic and Other males are underutilized in the labor force in the Administrative Support category.

Planned Action: Through targeted recruitment, we will continue to work to obtain qualified applicant pools. Of the 780 employees in the category, we have a goal of increasing the White female labor force by 9% and Hispanic male labor force by 4% through hiring or promotions.

G. Skilled Craft Workers (EEO Job Category 07)

(This category contains such positions as Heavy Equipment Operators, Printers and Electricians.)

Analysis of Current Situation: Hispanic and Other males and females as well as White females may be slightly under-represented in the Skilled Craft Worker category.

Planned Action: ***Not applicable due to statistically insignificant number of positions within the Skilled Craft category (0.62% of the Department's labor force).*

H. Service/ Maintenance (EEO Job Category 08)

(This category contains such positions as Custodial Workers, Groundskeepers and Motor Vehicle Operators.)

Analysis of Current Situation: White, Hispanic, and Other males and females may all be underutilized in the Service/ Maintenance category.

Planned Action: ***Not applicable due to statistically insignificant number of positions within the Service Maintenance category (0.53% of the Department's labor force).*

I. Total (Department of Highway Safety & Motor Vehicles)

(This category contains the entire DHSMV workforce. This includes all eight EEO Job Categories.)

Analysis of Current Situation: Almost all groups are adequately utilized in the Department, with the exception of White and Hispanic females. When the workforce is analyzed solely by race, Hispanics and Other races are underutilized by 6.49% and 2.11% respectively, while Blacks are utilized 9.77% more than their representation in the Florida ALM.

Planned Action: Through targeted recruitment efforts, we will continue working to obtain applicant pools. Of the 4,370 non-OPS employees in the Department, we have set a goal of increasing the White female labor force by 7% and Hispanic female labor force by 5% through hiring or promotions. No planned action in Para Professionals (EEO Job Category 05), Skilled Craft (EEO Job Category 07), and Service/Maintenance (EEO Job Category 08) due to statistically insignificant number of positions within these categories.

Figure 8

Utilization Goals by EEO Job Category and Demographic										
EEO4 Job Category/Population Size	Race/Sex/Population Size									
	White Males (1559)**	White Females (897)	Black Males (426)	Black Females (628)	Hispanic Males (480)	Hispanic Females (247)	Other Males (53)*	Other Females (40)*	Total Males (2558)	Total Females (1812)
01 Officials And Administrator (86)	n/a	n/a	n/a	1%	n/a	4%	n/a	n/a	n/a	n/a
02 Professionals (1,205)	n/a	n/a	n/a	n/a	2%	4%	n/a	n/a	n/a	n/a
03 Technicians (146)	n/a	11%	n/a	4%	4%	7%	n/a	n/a	n/a	22%
04 Protective Service Workers (2,064)	n/a	3%	n/a	3%	n/a	1%	n/a	n/a	n/a	8%
05 Paraprofessionals (33)*	n/a	n/a	n/a	1%	n/a	n/a	n/a	n/a	n/a	n/a
06 Administrative Support (780)	n/a	9%	n/a	n/a	4%	n/a	n/a	n/a	n/a	n/a
07 Skilled Craft Workers (27)*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
08 Service Maintenance (23)*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
DHSMV (4,370)	n/a	7%	n/a	n/a	n/a	5%	n/a	n/a	n/a	n/a
*Population sizes represent less than 2% of the sample, thus it is not appropriate to calculate adverse impact with such a small representation.										
** No goals were set for this group, as they are the "majority group."										

ANALYSIS OF EMPLOYMENT ACTIONS

Where it appears that the workforce does not reflect the area’s ALM, or where there is evidence of past discrimination, courts and federal enforcement agencies have traditionally relied on “Adverse Impact” studies as indicators of unlawful discrimination. Adverse impact as defined by AdverseImpact.org is “a substantially different rate of selection in hiring, promotion or other employment decision which works to the disadvantage of members of a race, sex or ethnic group.”^{xvi} There are four employment actions that are examined by this adverse impact study: new hires, promotions, demotions, and separations.

To determine if a particular employment practice is adversely impacting an EEO group, we analyze data from all 4,370 non-OPS employees within the DHSMV, and the 80% rule is once again used. This rule states that when looking at “positive” employment practices such as hiring or promotions, the selection rate of any EEO group must be at least 80% of the availability of the group for new hires, or

80% of the selection rate of the majority group (males, White males) for promotions. For example, any EEO group whose promotion rate is less than 80% of the majority group is considered to be adversely impacted. However, when considering "negative" employment practices, EEO groups are compared to the majority groups by dividing the separation/demotion rate of the majority group by the rate of the other EEO groups. If the result is less than 80%, adverse impact may be present.

Other males and females, e.g. Native Americans/ American Indians, Asians, Pacific Islanders, people from the Indian subcontinent, Alaskan Natives or persons defining themselves of mixed or multiple heritage are technically under the 80% Rule cutoff in many of our employment actions. Some 2% of our membership is in this category and it is a group growing in size. Using the 80% Rule for our analysis of adverse impact in employment actions is not appropriate for such a small sample, so goals have not been set for the Other males and Other female groups. Additionally, due to the fact that males (during a gender analysis) and White males (during a race/ethnicity analysis) are considered to be a majority group, adverse impact cannot be present in these EEO groups.

Keep in mind when analyzing each employment action; that a finding of adverse impact does not mean that unlawful discrimination exists. It is only to be used as an indicator that the situation needs to be studied carefully to determine why a disparity exists.

The results for the analysis of employment actions can be found on pages 21-27. As you can see by the results, a few problem areas may be present. For our 'New Hires' analysis, we found that adverse impact may be present for White females and Hispanic females, as these groups are respectively 3.67% and 1.43% below the 80% Rule Cutoff. The Hispanic female group also fell 7.17% below the 80% Rule Cutoff in the 'Promotions' Analysis. In the 'Demotions' Analysis, White females, Black females, and Hispanic Males were overrepresented, falling below the 80% Rule Cutoff. While the analysis of our overall separations (voluntary and involuntary) show a possible adverse impact for all female groups (except Other females), involuntary separations alone indicate that adverse impact may be a possibility in all female groups as well as the Black male group.

As an agency, we will study these possible problem areas to the fullest extent. As far as efforts to further equal opportunity and affirmative action, the agency will continue to concentrate effort in the advancement and promotion of minority members, which has been an ongoing focus.

The Department focuses special attention on minority development and promotion. We plan to focus on the hiring and promotion of minorities and of women by exploring the possibilities of: recruiting at minority and Women's colleges, attending job fairs, offering internships, and forming partnerships with minority, multilingual, and multicultural agencies.

NEW HIRES

- 724 new employees were hired, which is about 17% of the agency workforce.
- 56.49% (409) of the new hires were Males.
- 43.51% (315) of the new hires were Females.
- 49.03% (355) of the new hires were White.
- 27.90% (202) of the new hires were Black.
- 19.61% (142) of the new hires were Hispanic.
- 3.45% (25) of the new hires were Other.

To determine if adverse impact may be present in the new hires employment action, we first divided the number of employees hired in each EEO category by the 724 total hires. The result is shown in the "Hiring Rate" category of Figure 9. Then, for a positive employment practice such as new hires, we compare the Hiring Rate to the Florida Available Labor Market (ALM) from the 2010 U.S. Census. We compare to the ALM instead of the applicant pool, due to the high volume and inaccuracies of PeopleFirst applications. To compare, we found the 80% cutoff value for the Florida ALM for each EEO group, and placed that value in the "80% Rule Cutoff" category. Presence of adverse impact is possible if the hiring rate is lower than the 80% cutoff value. If the hiring rate is higher than the 80% cutoff value, there is no adverse impact. The possibility of adverse impact is indicated in the "Adverse Impact Possible?" category.

The new hires analysis based on gender is indicated by the gray section of the Figure 9, while ethnicity and race data analysis is indicated by the blue section. The following two figures display the hiring rates of our agency by race/ethnicity, and gender.

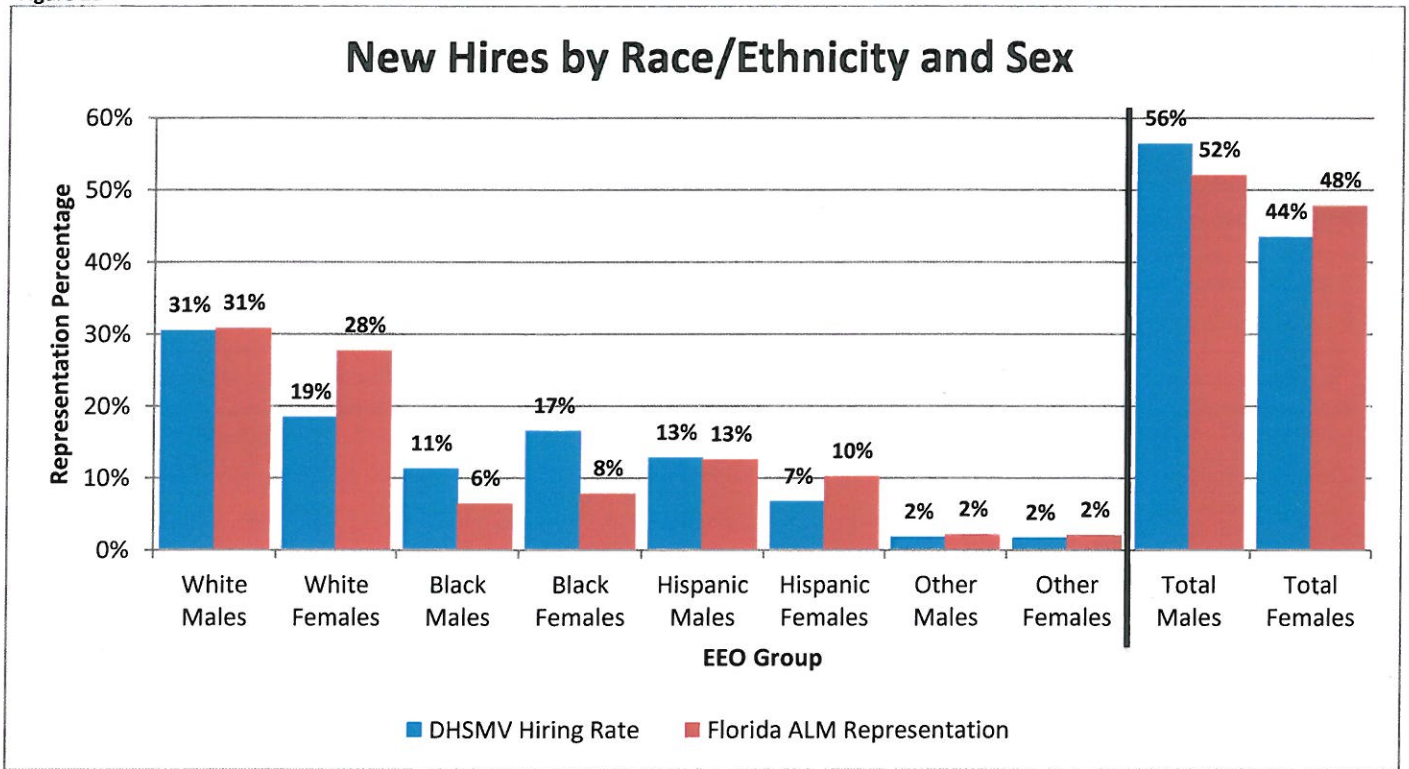
In the table below, the presence of adverse impact is a possibility for White females and Hispanic females, as their selection rates are respectively 3.67% and 1.43% below the 80% cutoff value. This indicates that recruitment tactics and the hiring process need to be studied more closely, and changes in this process may be necessary. Please note this may be a result of the imbalance between males and females available for sworn law enforcement positions in the ALM, as well as the majority of the Hispanic population in the ALM being located in Southern Florida while many of the Department's employees are located outside of Southern Florida.

Figure 9

New Hires Analysis					
EEO Group	% in Florida ALM	80% Rule Cutoff	# Hired	Hiring Rate	Adverse Impact Possible?
White Males**	30.84%	N/A	221	30.52%	N/A
White Females	27.73%	22.18%	134	18.51%	YES
Black Males	6.46%	5.17%	82	11.33%	NO
Black Females	7.86%	6.29%	120	16.57%	NO
Hispanic Males	12.63%	10.10%	93	12.85%	NO
Hispanic Females	10.25%	8.20%	49	6.77%	YES
Other Males*	2.17%	1.74%	13	1.80%	N/A
Other Females*	2.06%	1.65%	12	1.66%	N/A
Total Males**	52.10%	N/A	409	56.49%	N/A
Total Females	47.90%	38.32%	315	43.51%	NO

*Population sizes represent less than 2% of the sample, thus it is not appropriate to calculate adverse impact with such a small representation.
** It is not appropriate to calculate Adverse Impact for this group, as they are the "majority group."

Figure 10



PROMOTIONS

- 265 members were promoted, which is about 6.06% of the workforce.
- 61.51% (163) were Males.
- 38.49% (102) were Females.
- 58.11% (154) were White.
- 24.15% (64) were Black.
- 16.60% (44) were Hispanic.
- 1.13% (3) were Other.

To determine if adverse impact may be present in the promotional employment process, we first found the amount of members promoted in each EEO group. Those results are located in the “# Promoted” category of Figure 11. To find the “Promotion Rate,” we divided the amount of members promoted by the total DHSMV members in that same EEO category, which is the number reflected in the “EEO Group/DHSMV Population” column.

To determine if adverse impact may be present for a positive employment action such as promotions, we divided the promotion rate of each EEO group by the promotion rate of the majority group (males, White males). The results are in the “80% Rule Cutoff” column. If the rate is more than 80%, adverse impact is not present. If the result is lower than 80%, a presence of adverse impact may be possible.

The promotions analysis based on gender is indicated by the gray section of the spreadsheet, while ethnicity and race is indicated by the blue section. On the following page, two graphs display the promotion rates of our agency by race/ethnicity, and gender.

The analysis of promotions, shown in Figure 11, displays that adverse impact may be present for Hispanic Females. This indicates that the promotional process needs to be studied more closely, and that changes in this process may be necessary. Please note this may be a result of the imbalance between males and females available for sworn law enforcement positions in the ALM, as well as the majority of the Hispanic population in the ALM being located in Southern Florida while many of the Department's employees are located outside of Southern Florida. In addition to increasing the recruitment efforts, the agency will also need to concentrate effort in the advancement and promotion of Hispanic females.

Figure 11

Promotions Analysis				
EEO Group/DHSMV Population	# Promoted	Promotion Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males (1559)**	104	6.67%	n/a	N/A
White Females (897)	50	5.57%	83.56%	NO
Black Males (426)	24	5.63%	84.45%	NO
Black Females (628)	40	6.37%	95.48%	NO
Hispanic Males (480)	32	6.67%	99.94%	NO
Hispanic Females (247)	12	4.86%	72.83%	YES
Other Males (53)*	3	5.66%	84.85%	NO
Other Females (40)*	0	0.00%	0.00%	NO
Total Males (2558)**	163	6.37%	N/A	N/A
Total Females (1812)	102	5.63%	88.34%	NO

*Population sizes represent less than 2% of the sample, thus it is not appropriate to calculate adverse impact with such a small representation.
 ** It is not appropriate to calculate Adverse Impact for this group, as they are the "majority group."

DEMOTIONS

- 17 members were demoted, which is approximately 0.4% of the workforce.
- 35.29% (6) were Males.
- 64.71% (11) were Females.
- 52.94% (9) were White.
- 35.29% (6) were Black.
- 11.76% (2) were Hispanic.
- 0.0% (0) was Other.

When determining adverse impact for the demotions employment activity (Figure 12), we first found the amount of members demoted in each EEO group. Those results are located in the "# Demoted" category. To find the "Demotion Rate," we divided the amount of members demoted by the total DHSMV members in that same EEO category, which is the number reflected in the first column. To determine if adverse impact may be present for a negative employment action such as demotions, we divided the demotion rate of the majority group (males, White male) by the demotion rate of each EEO group. The result is found in the "80% Rule Cutoff" category. If the rate is more than 80%, adverse impact is not present. If the result is lower than 80%, a presence of adverse impact may possible. The demotions analysis based on gender is indicated by the gray section of the spreadsheet, while ethnicity and race is indicated by the blue section of Figure 12. Note that

this is an inverse relationship as we are looking to prevent overrepresentation by minority groups in demotions.

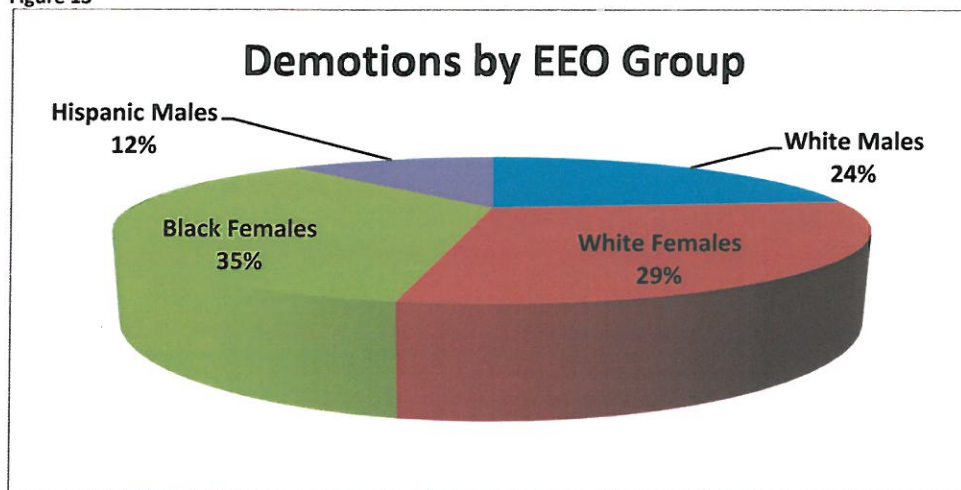
Figure 12 shows adverse impact may be possible for White females, Black females, and Hispanic males, as the rates fall below the 80% Rule cutoff for the group. This indicates that the demotion process may need to be studied more carefully, and that changes in this process may be necessary. With that said, the total number of demotions accounted for only 0.4% of the workforce, including voluntary demotions. Given that the numbers of demotions that occurred are so low, any possibility of adverse impact may be considered insignificant. Figure 13 shows the distribution of demotions by EEO group.

Figure 12

Demotions Analysis				
EEO Group/DHSMV Population	# Demoted	Demotion Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males (1559)**	4	0.26%	N/A	N/A
White Females (897)	5	0.56%	46.43%	YES
Black Males (426)	0	-	-	NO
Black Females (628)	6	0.96%	27.08%	YES
Hispanic Males (480)	2	0.42%	61.58%	YES
Hispanic Females (247)	0	-	-	NO
Other Males (53)	0	-	-	NO
Other Females (40)	0	-	-	NO
Total Males (2558)**	6	0.23%	N/A	N/A
Total Females (1812)	11	0.61%	37.70%	YES

** It is not appropriate to calculate Adverse Impact for this group, as they are the "majority group."

Figure 13



SEPARATIONS

- 659 members separated from employment, which is about 14.86% of the workforce.
- 48.25% (318) were Males.
- 51.75% (341) were Females.
- 55.84% (368) were White.
- 27.16% (179) were Black.
- 13.66% (90) were Hispanic.
- 3.34% (22) was Other.

To determine if adverse impact may be present for the separations employment activity, we split up the analysis to voluntary separations which include those who retired, resigned, or left for another job (Figure 16), involuntary separations, which include those who were dismissed from employment, who resigned while under investigation or in lieu of dismissal, those in positions which were identified as layoffs, or died while employed with the agency (Figure 14), and both voluntary/involuntary separations together (Figure 17). Figure 18 also graphically shows the total number of separations by EEO group.

For each type of separation activity, we first found the amount of separations in each EEO group and placed the value in the “# Separated” category. We then compared the amount of separated members compared to the total members of that EEO group in the DHSMV. Next, we divided the “# Separated” by the amount of DHSMV members in that EEO category to give us the “Separation Rate” for that group. For negative employment actions such as separations, we divided the separation rate of the majority group (males, White male) by the separation rate of each EEO group. The result is found in the “80% Rule Cutoff” category. If the rate is more than 80%, adverse impact is not present. If the result is lower than 80%, a presence of adverse impact may be possible. Note that this is an inverse relationship as we are looking to prevent overrepresentation by minority groups in separations.

The separations analysis based on gender is indicated by the gray section, while ethnicity and race is indicated by the blue section in Figures 14, 16, and 17. These tables do indicate a possibility of adverse impact when analyzing voluntary and involuntary separations together as well as when the two separation types are analyzed separately. This data is based solely on comparisons with actions taken against the majority (white males). All three tables indicate a possibility of adverse impact among White females, Black females, Hispanic females, Other males, and Other females (although, the populations of Other males and Other females are considered statistically insignificant, thus it is not appropriate to calculate adverse impact in this way for these groups).

The results for involuntary separations may be the most significant. This is because involuntary separations are what we normally think of as an employee getting “fired,” and reflect an employment action completed solely by the Department. As shown in Figure 15, only approximately 63% of the involuntary separations were due to employees being dismissed, since 9% were due to the death of an employee, and 28% were due to layoffs. When we look at involuntary separations alone, adverse impact is only ruled out as a possibility in Hispanic male group. Three of the seven remaining groups cannot be appropriately evaluated for adverse impact, which leaves four of the eight EEO groups to be looked at further (White females, Black males, Black females, and Hispanic females).

Figure 14

Involuntary Separations Analysis					
EEO Group/DHSMV Population	DHSMV Population	# Separated	Separation Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males**	1559	14	0.90%	N/A	N/A
White Females	897	13	1.45%	61.96%	YES
Black Males	426	10	2.35%	38.26%	YES
Black Females	628	19	3.03%	29.68%	YES
Hispanic Males	480	3	0.63%	143.68%	NO
Hispanic Females	247	9	3.64%	24.65%	YES
Other Males*	53	2	3.77%	23.80%	N/A
Other Females*	40	1	2.50%	35.92%	N/A
Total Males**	2558	29	1.13%	N/A	N/A
Total Females	1812	42	2.32%	48.91%	YES

Figure 15

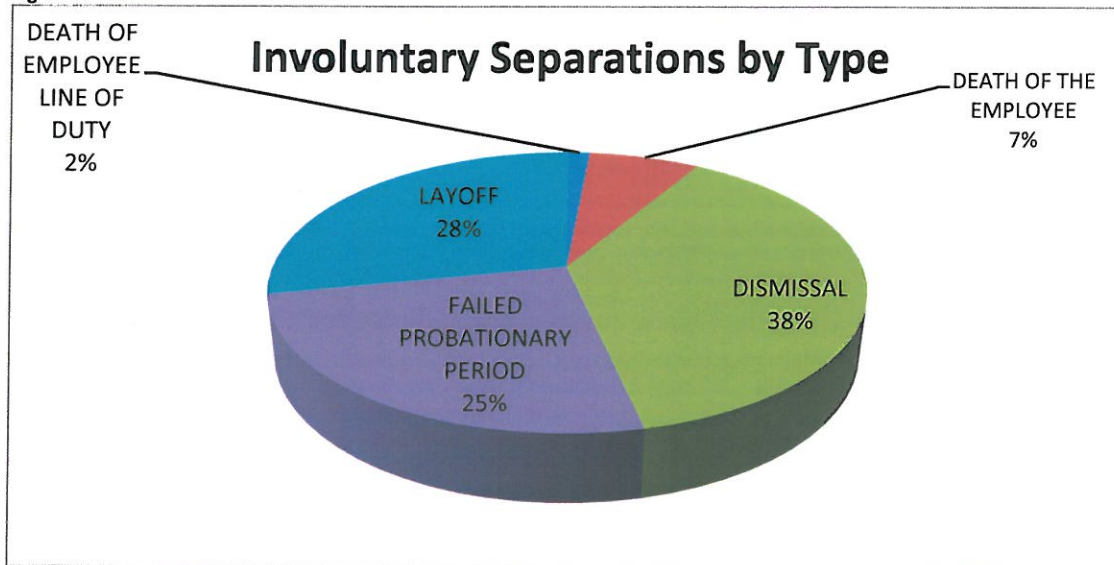


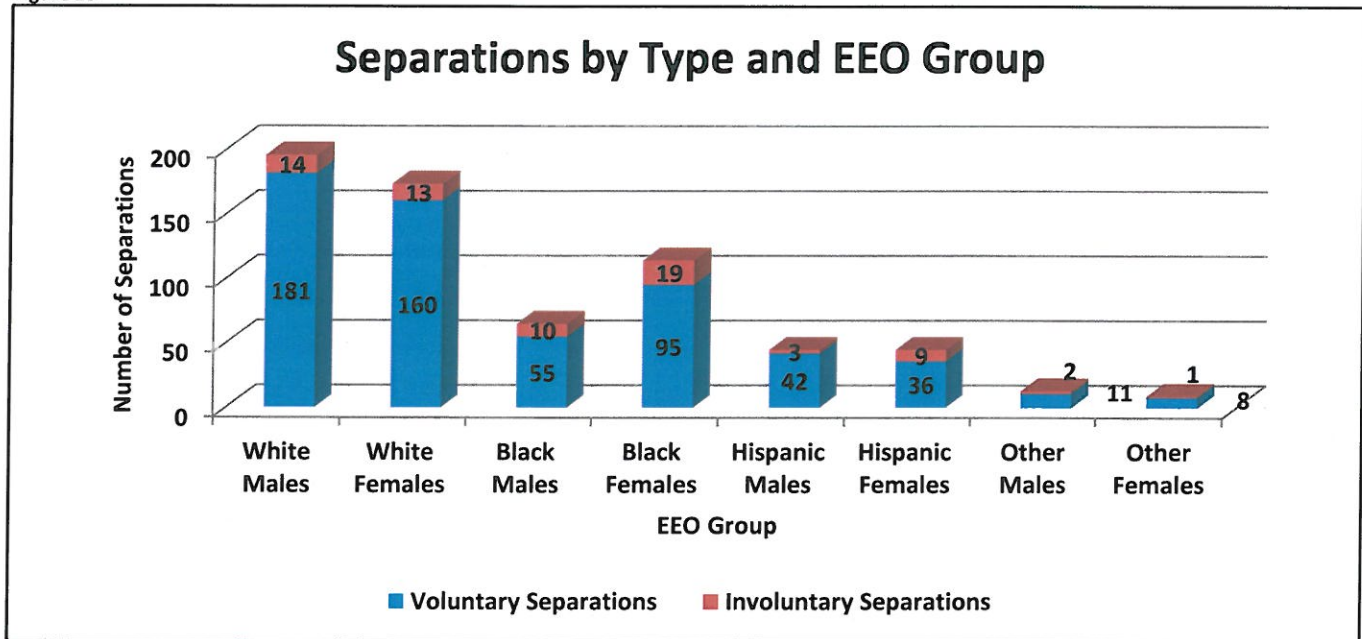
Figure 16

Voluntary Separations Analysis					
EEO Group/DHSMV Population	DHSMV Population	# Separated	Separation Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males**	1559	181	11.61%	N/A	N/A
White Females	897	160	17.84%	65.09%	YES
Black Males	426	55	12.91%	89.92%	NO
Black Females	628	95	15.13%	76.75%	YES
Hispanic Males	480	42	8.75%	132.69%	NO
Hispanic Females	247	36	14.57%	79.66%	YES
Other Males*	53	11	20.75%	55.94%	N/A
Other Females*	40	8	20.00%	58.05%	N/A
Total Males**	2558	289	11.30%	N/A	N/A
Total Females	1812	299	16.50%	68.47%	YES

Figure 17

Voluntary & Involuntary Separations Analysis					
EEO Group/DHSMV Population	DHSMV Population	# Separated	Separation Rate	80% Rule Cutoff	Adverse Impact Possible?
White Males**	1559	195	12.51%	N/A	N/A
White Females	897	173	19.29%	64.85%	YES
Black Males	426	65	15.26%	81.98%	NO
Black Females	628	114	18.15%	68.90%	YES
Hispanic Males	480	45	9.38%	133.42%	NO
Hispanic Females	247	45	18.22%	68.66%	YES
Other Males*	53	13	24.53%	50.99%	N/A
Other Females*	40	9	22.50%	55.59%	N/A
Total Males**	2558	318	12.43%	N/A	N/A
Total Females	1812	341	18.82%	66.06%	YES

Figure 18



CONCLUSION: DEPARTMENT PLAN OF ACTION

The goal for our agency when establishing this year's AA/EEO Plan is to continue an environment in the workplace that ensures equality for all potential and current employees no matter what race, ethnicity, age, gender, religion, or status as a member of any other protected class. This means that individuals of all backgrounds have an equal chance at any vacant position in our agency, and that all of our current employees have an equal chance at any promotions for which they are qualified. Likewise, we enforce equality so employees are demoted or separated due to work factors solely, without relationship to unrelated personal characteristics.

There are several approaches that we can undertake to maintain the equal environment that we seek as an agency. To increase our Hispanic labor force to better reflect the Florida ALM, we will recruit at minority, multicultural, and multilingual agencies. We will also recruit on the internet, and at minority universities by setting up work-study and internship programs to ensure that we are hiring well qualified, quality applicants who have potential to promote in the future.

Additionally, the Department has begun posting job opportunity announcements on social networking sites, including Facebook and Twitter. The basis of this is to broaden our reach and attract a more diverse pool of applicants to the agency, who may not have otherwise been aware of the advertisements through the PeopleFirst system.

Our analysis of employment actions have shown us that we may have to look at the way that we are hiring, demoting, or separating certain employees. One observation we have made about the members we demote or dismiss is that if we had completed a more thorough background inquiry about them, they may not have been hired in the first place. Although we always check references and run criminal history records checks, a more thorough look may have to be considered.

To further assist in identifying quality candidates, the agency has made use of qualifying questions during the pre-hire screening process. These are a set of questions that are given to the applicant at the start of the application process regarding their qualifications. The questions may be based on a person's willingness to perform job requirements, types of experience, or test job skills through the use of brief, research-based work samples.

Furthermore, as an agency we plan to continue the ongoing Job-Task-Analysis project which seeks to clarify the duties, responsibilities, and skills required for each position within the department. This will ensure each applicant and/or employee has a clear understanding of the duties, responsibilities, and stress level of the position for which they apply/hold.

Overall, we want to hire or promote the most qualified employees we can and treat all employees fairly. We will achieve this goal through effective job recruitment and background checking, and through continually improving employee-supervisor communication.

-
- ⁱ Bureau of Labor Statistics, Economics at a Glance: Florida, <http://www.bls.gov/eag/eag.fl.htm> (Oct 2014).
- ⁱⁱ Bureau of Labor Statistics, *Employment Projections: 2012-2022*, <http://www.bls.gov/news.release/ecopro.nr0.htm> (Dec 2009).
- ⁱⁱⁱ Bureau of Labor Statistics, *Monthly Labor Review*, <http://www.bls.gov/opub/mlr/2013/article/labor-force-projections-to-2022-the-labor-force-participation-rate-continues-to-fall.htm> (Dec 2013).
- ^{iv} Allen Greenberg, Graying Workforce a Boon to Employers, <http://www.benefitspro.com/2014/04/29/graying-workforce-a-boon-to-employers> (April 2014).
- ^v Bureau of Labor Statistics, Employment by Summary Education and Training Assignment, http://www.bls.gov/emp/ep_table_education_summary.htm (Dec 2013).
- ^{vi} United States Census Bureau, Education: Educational Attainment, http://www.census.gov/compendia/statab/cats/education/educational_attainment.html (March 2012).
- ^{vii} U.S. Department of Commerce, Census Bureau, Educational Attainment by State, http://www.census.gov/compendia/statab/cats/education/educational_attainment.html (August 2012).
- ^{viii} Margaret A. Richardson, *Recruitment Strategies*, <http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN021814.pdf>.
- ^{ix} The Stolp Group, *Leveraging the Recession: Employing Top Talent in 2010*, <http://www.thestolpgroup.com>, (December 2009).
- ^x Partnership for Public Service and the National Association of Colleges and Employers, Attracting Younger Talent to Government is No Laughing Matter, <http://government.blogs.xerox.com/2014/04/16/attracting-younger-talent-government-no-laughing-matter/> (March, 2014).
- ^{xi} CBS Evening News, *College Graduates Tackle Dismal Job Market*, <http://www.cbsnews.com/stories/2009/04/18/eveningnews/main4954222.shtml> (April 2009).
- ^{xii} Pew Internet & American Life Project, *Internet Usage by Age*, <http://wn12.com/wordpress/?p=112> (December 2009).
- ^{xiii} Essortment, *Successful Recruitment Strategies*, http://www.essortment.com/all/successfulrecru_pzx.htm (May 2011).
- ^{xiv} Frank Ofsanko, Adverse Impact and Underutilization Analysis, http://cas.uah.edu/grammc/mgt363/Ofsanko_article.html (April 1999).
- ^{xv} Eleanor Foerste, Hispanic Population: South Florida, <http://eleanorscartography.blogspot.com/2009/03/hispanic-population.html> (March 2009).
- ^{xvi} *Adverse Impact*, <http://www.adverseimpact.org/index.htm> (2009).