

Department of Highway Safety and
Motor Vehicles



**EQUAL EMPLOYMENT OPPORTUNITY/
AFFIRMATIVE ACTION PLAN**

For the period of
July 1, 2011 through June 30, 2012

Prepared by:
Bureau of Personnel Services
January 11, 2013

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

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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, discipline and separations. 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, the Americans with Disabilities Act of 1990, the Lilly Ledbetter Fair Pay Act of 2009, the Genetic Information Nondiscrimination Act of 2008 (GINA), and the Florida Civil Rights Act prohibit discrimination in employment based on age, gender, religion, race, color, natural origin, marital status and disability. 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 Office of Employee Relations, 2900 Apalachee Parkway, Neil Kirkman Building, 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 Office of Employee Relations. Failure to do so subjects them to disciplinary action, which may include dismissal.

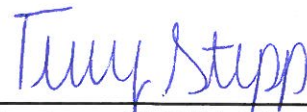
The Department prohibits retaliation against, coercion, or intimidation of any individual who has filed a claim or his /her representative or witnesses. Action will be taken against any member found to have committed these acts.

Any member or applicant who has questions or concerns about employment practices should call or visit the Office of Employee Relations at (850) 617-3202, Room A413, Neil Kirkman Building, 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 the policies. Where required, contractors and recruitment sources are notified of the Department's Affirmative Action policy.

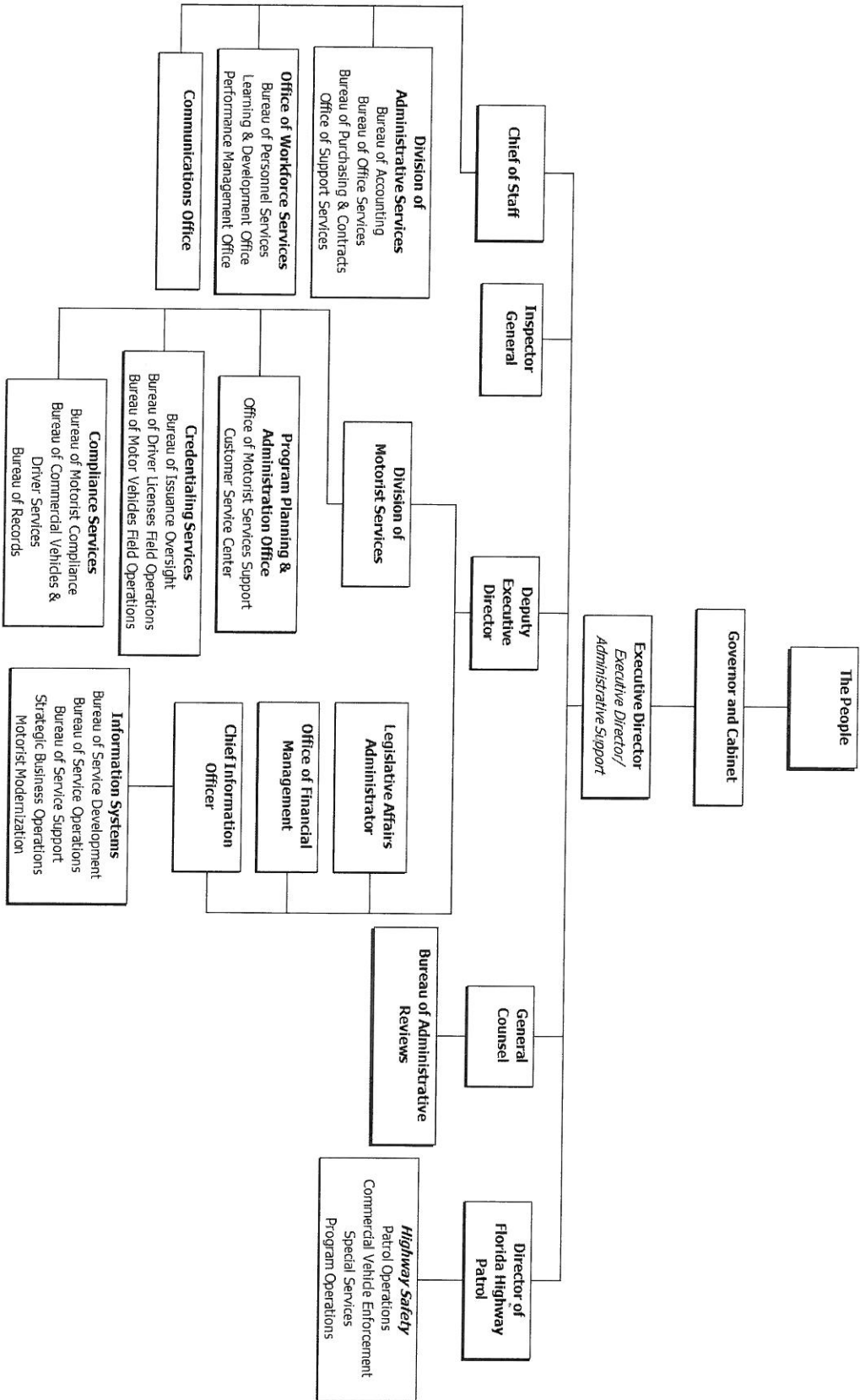
OVERVIEW OF THE DEPARTMENT

The **Florida Department of Highway Safety and Motor Vehicles** was created by Chapter 20.24 Florida Statutes. The Department, at the time of the covered period, was composed of six divisions or division comparable operations: Florida Highway Patrol, Driver Licenses, Motor Vehicles, 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 4,540.5 FTE authorized positions with a current budget of 401.3 million dollars.

Additional information regarding the Department's duties, responsibilities, and procedures, as well as a summary of the agency functions can be found in the Department's 2011-2012 Annual Performance Report at: <http://www.flhsmv.gov/html/AgencyAnnualReport2012.pdf>.



ROLES OF THE EXECUTIVE DIRECTOR AND EEO OFFICER/ COMPLAINT PROCEDURE WITHIN THE EEO/AA PLAN

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 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 and Affirmative Action, 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 A428, 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 LiljaDandelake@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, gender, 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.

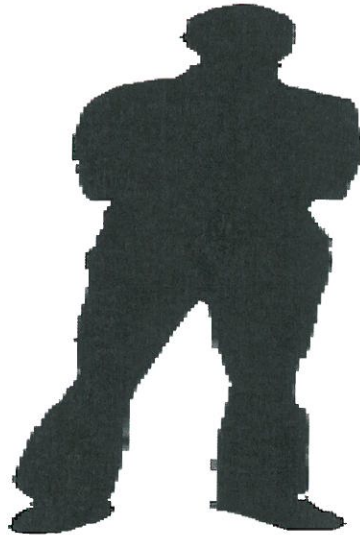
The complaint must detail the alleged act or acts describing how, when, and where they occurred and identify all parties who were present, involved or who have pertinent information about the claim. All complaints are handled thoroughly, fully, fairly, respectfully and promptly. An inquiry necessary 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 58.03% males and 41.97% females with 60.14% of our members being White. Of the eight Equal Employment Opportunity (EEO) job categories, the greatest proportion of members, 46.8%, work in the Protective Services category which consists of Troopers, Duty Officers, Sergeants, Corporals, etc. The average age of our members is 44 years old, with an average of 15 years of service working for the DHSMV. Our members make a yearly average of \$37,346.36. 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 under \$38,000 a year.

Average DHSMV Member:

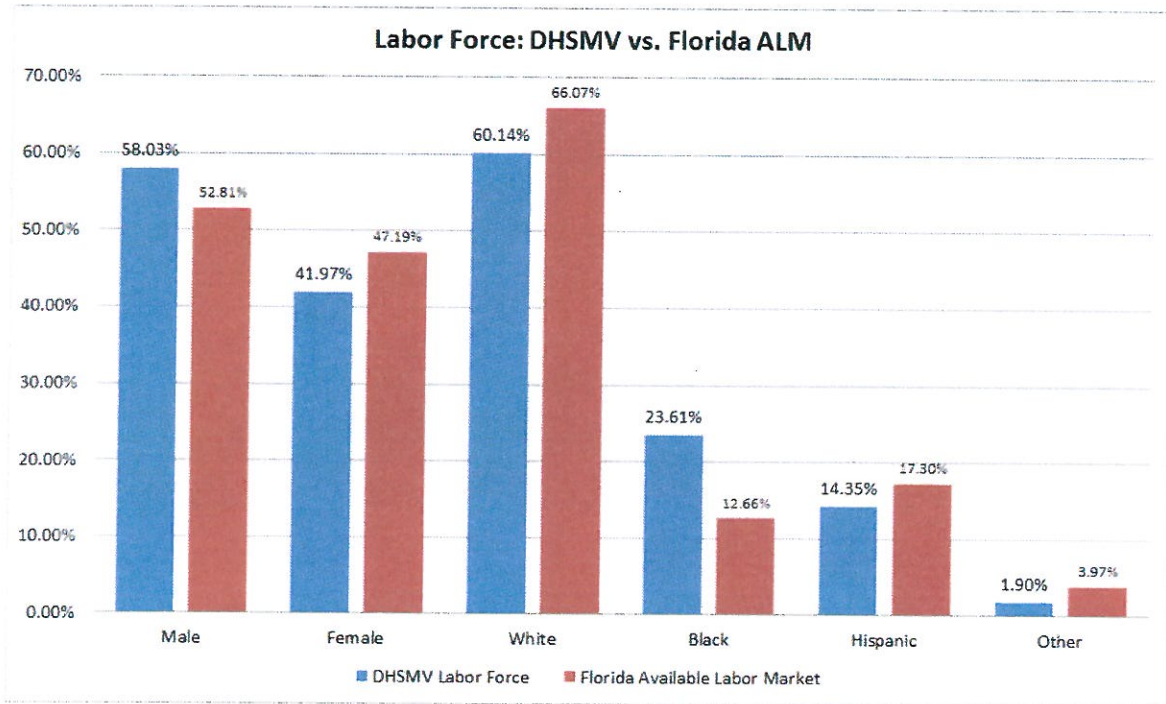
*White male
44 Years Old
Protective Services
13 Years of Service
\$37,346.36/Year*



DHSMV vs. THE STATE OF FLORIDA

To analyze the Department's Equal Employment Opportunity 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 almost identical to the ALM of Florida. There are slightly fewer Whites and Hispanics in the Department's labor force than Florida's available labor force. Whites compose 5.93% less, and Hispanics compose 2.95% less than the

State’s available labor force. On the other hand, Blacks represent about 11% more of the Department’s labor force than Florida’s. Below, you can see the labor force representation of our Department as compared to Florida’s ALM in a bar chart.



EMPLOYMENT TRENDS AND PROJECTIONS

As we set hiring goals, it is vital for us to consider recent employment trends, as well as future projections. According to the Bureau of Labor Statistics, the current U.S. 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 2008, the labor force has been estimated to be about 154 million people. Overall, the labor force is expected to grow by 8% to a total of about 167 million people by 2018. During the projected ten years, 167,000 of the new jobs are projected to come from state or local government. Concurrent with the 8% growth in the labor force is the 10.1%, or 15 million person increase in total employment from 2008 to 2018. A majority of these new jobs are expected to appear in professional and service occupations.¹ Although the growth in total labor force is significant, this is not predicted to be consistent among all demographics. Varying social, economical and political conditions may alter these projections.

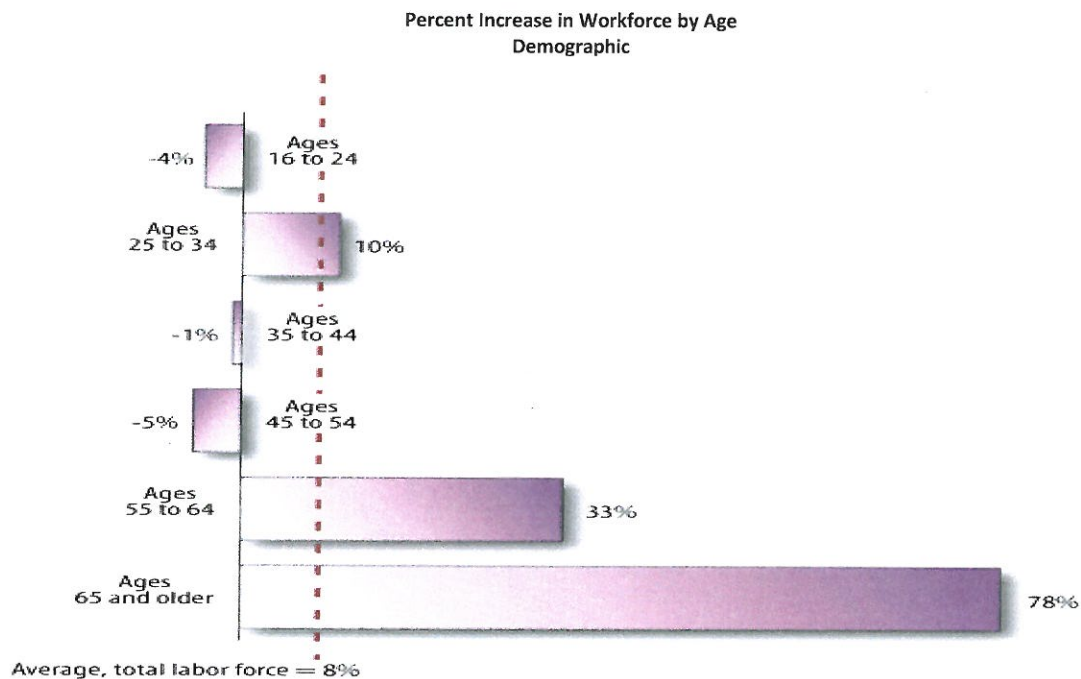
Age:

The graph on the following page illustrates that by 2018 the labor force will decrease among ages 16 to 24, and among those 35 to 54 years old. The age demographic vital to increasing the overall labor force will be those ages 55 and older. About 25% of the labor force is predicted to

¹ Bureau of Labor Statistics, *Employment Projections: 2008-2018*, <http://www.bls.gov/news.release/ecopro.nr0.htm> (Dec 2009).

consist of people 55 years and older by 2018. This is due to factors such as advances in medicine, the increase in the Social Security eligibility age, as well as the current recession.

Retirement funds have depleted since the 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 to continue increasing 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.² 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.



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Race and Ethnicity:

Race and ethnicity of the labor force is predicted to change greatly by 2018. The workplace is projected to be much more diverse than it is today. Although Whites are still predicted to comprise 79.4% 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 to see a 23% increase in the labor force from 2008 to 2018. By 2018, Hispanics will comprise 17.6% of the labor force as compared to 14.3% of the labor force reported in 2008.

Asians are predicted to experience the second largest increase in labor force by 2018, with a 20% 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

² U.S. Department of Labor, *Issues in Labor Statistics*, <http://bls.gov/opub/ils/pdf/opbils81.pdf> (March 2010).

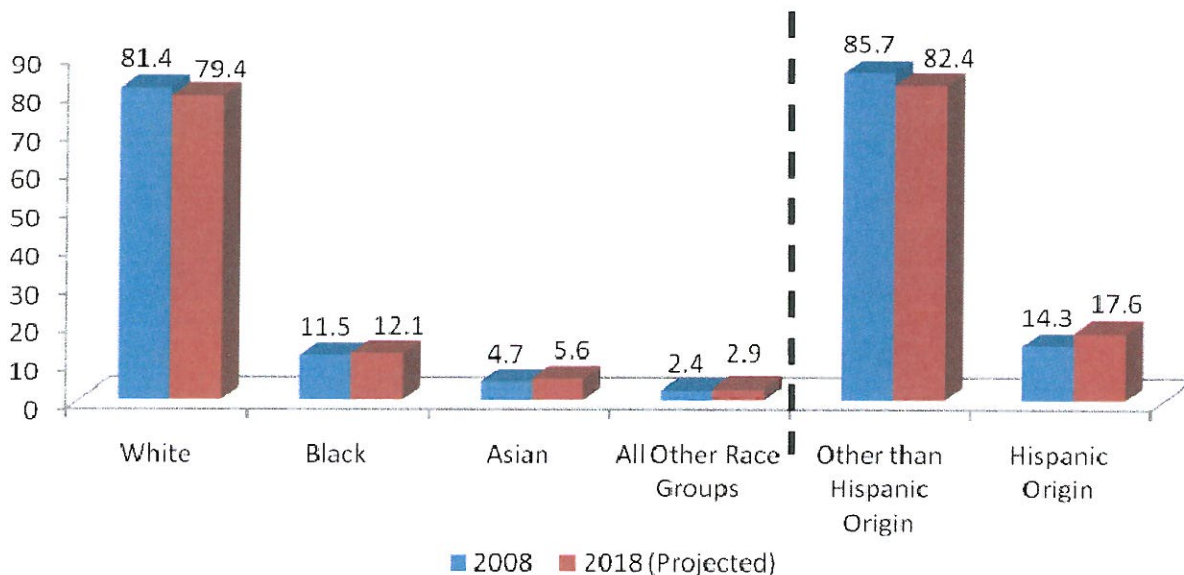
³ Bureau of Labor Statistics, *Occupational Outlook Quarterly*, <http://www.bls.gov/opub/ooq/2009/winter/art3fullp1.htm> (March 2010).

to represent 12.1% of the labor force in 2018 as compared to 11.5% reported in 2008. The bar chart on page 8 depicts these labor force projections. This should be taken into consideration when forming future employment goals.

Gender:

There are no drastic changes predicted in labor force participation by gender from 2008-2018. Women are projected to represent 46.9% of the labor force by 2018, which is only a 0.1% change since 2008. This indicates men are predicted to represent 53.1% of the labor force by 2018. Workforce participation is expected to be at a rate of 71% for men, and 59% for women by 2018. In other words, 71% of men and 59% of women are expected to participate in the labor force by 2018.⁴

Labor Force Representation by Race & Ethnic Origin



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Trends in Educational Attainment:

It has been reported by the BLS that postsecondary degrees or awards are expected to be required for about half of the new jobs that arise from now until 2018. This equates to about one-third of all job openings by 2018. Even though the majority of job openings in 2018 will only require short or moderate on-the-job-training as required education, 14 of the 30 fastest growing occupations will require at least a bachelor’s degree to qualify. Occupations that require postsecondary education are predicted to increase at a faster rate than occupations that only require on-the-job-training. In other words, more and more occupations are requiring educational attainment in order to qualify for the occupation.⁶ The rates of change by education or training from 2008 to 2018 job openings are displayed on page 9. This will affect the entire Nation, as well as the DHSMV. As an agency, we will start to see a greater proportion

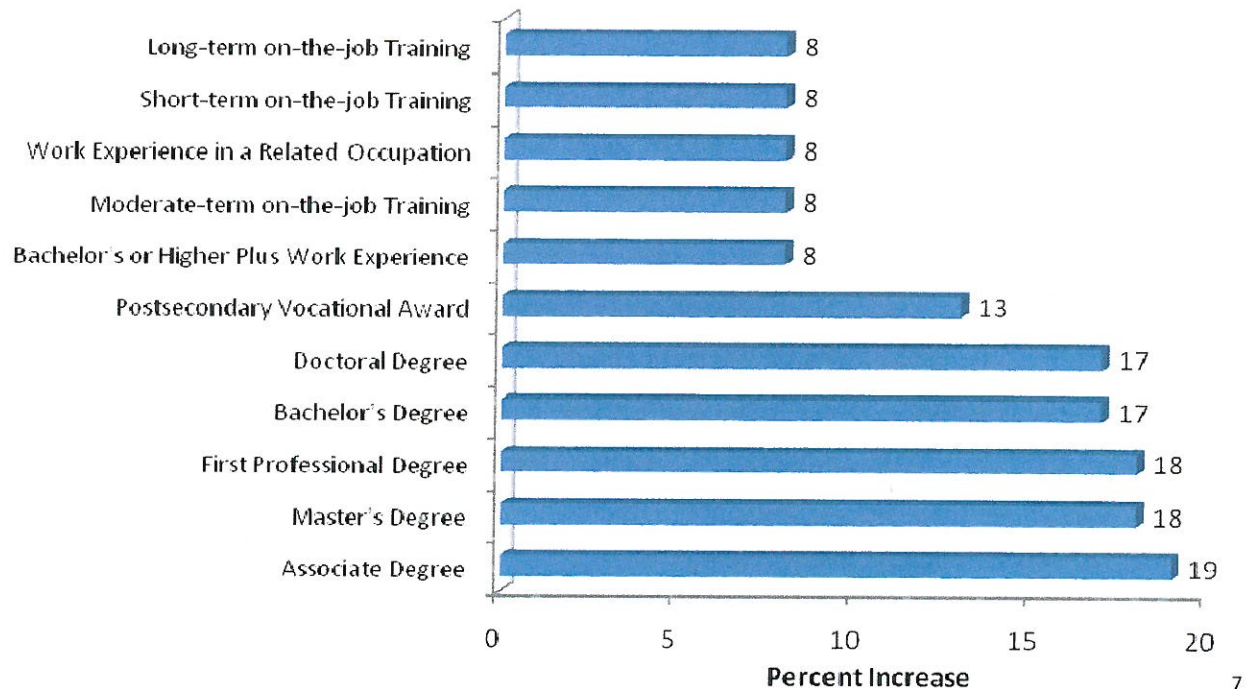
⁴ Bureau of Labor Statistics, *Occupational Outlook Quarterly*, <http://www.bls.gov/opub/ooq/2009/winter/art3fullp1.htm> (March 2010).

⁵ Bureau of Labor Statistics, *Overview of the 2008-2018 Projections*, <http://www.bls.gov/oco/oco2003.htm> (December 2009).

⁶ Bureau of Labor Statistics, *Employment Projections: 2008-2018*, <http://www.bls.gov/news.release/ecopro.nr0.htm> (Dec 2009).

of applicants attaining college degrees. This will result in higher competition for each position, and may force us to change minimum qualifications for every vacant position.

Increase in Education or Training Required 2008-2018



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 training 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.⁸ One key method that external job recruitment is achieved effectively is through the use of the internet.

Technology is the driving force behind all 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 advertisement, quicker job postings, 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

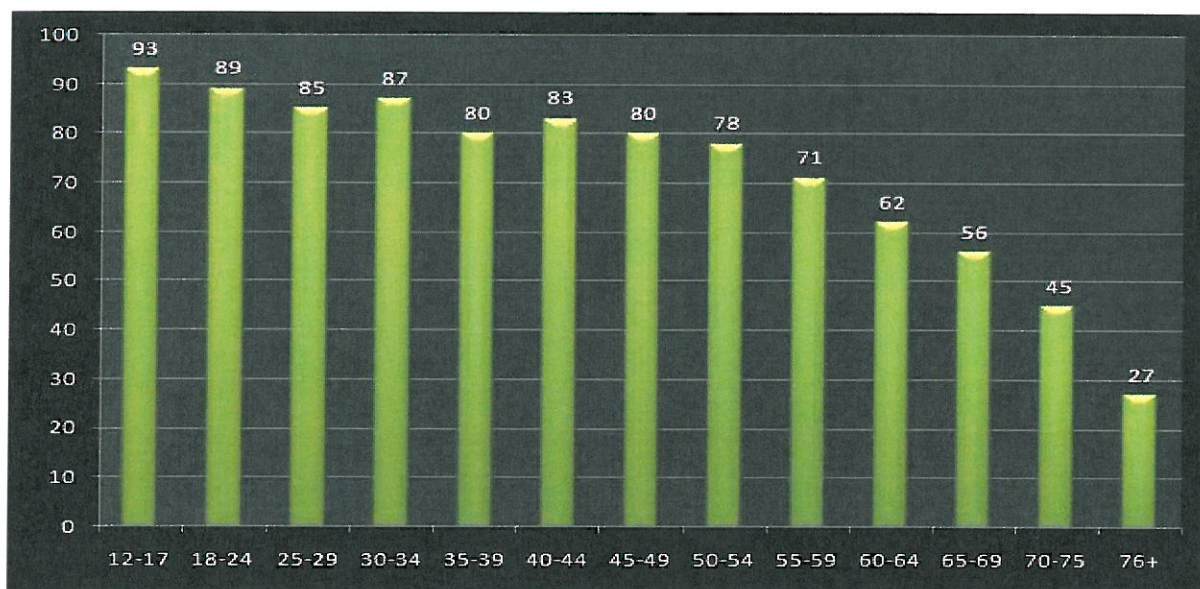
⁷ Bureau of Labor Statistics, *Overview of the 2008-2018 Projections*, <http://www.bls.gov/oco/oco2003.htm> (December 2009).

⁸ Margaret A. Richardson, *Recruitment Strategies*, <http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN021814.pdf>.

Recession: Employing Top Talent in 2010.” Employers are now using social marketing websites such as Facebook, LinkedIn, and Twitter to attract job applicants.⁹ Many recent college graduates do not consider state employment as viable employment option, even though state employment is one of the few organizations to still offer a pension plan and health insurance benefits. 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, you can filter who sees your advertisement by education, interests, work history, etc. You can also set your own daily advertising budget, and can specify what time(s) your advertisement is run by the website.¹⁰

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. As you can see from the chart below reflecting internet usage by age, by the Pew Internet and American Life Project, this age demographic may not always be comfortable with using the internet to search and apply to jobs. The chart shows that internet usage decreases by almost every older age demographic. This is especially evident in those ages 50 and older. Since this is the case, job recruitment for older demographics cannot be completed strictly via the internet.

Percentage of Americans online by age



Source: Pew Internet & American Life Project 1/28/09

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⁹ The Stolp Group, *Leveraging the Recession: Employing Top Talent in 2010*, <http://www.thestolpgroup.com>, (December 2009).

¹⁰ CBS Evening News, *College Graduates Tackle Dismal Job Market*, <http://www.cbsnews.com/stories/2009/04/18/eveningnews/main4954222.shtml> (April 2009).

¹¹ Pew Internet & American Life Project, *Internet Usage by Age*, <http://wn12.com/wordpress/?p=112> (December 2009).

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. Information about job listings can also be posted at local places of worship.

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 the Florida community 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.¹² 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, sponsoring a job fair at a local college campus is also an effective way to recruit recent or future college graduates.¹³ 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 agency. 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. To fix this need we can concentrate on recruiting at minority colleges or at minority, multilingual, or multicultural agencies here in Florida.

ANALYSIS OF PRIOR YEAR'S GOALS

The goals for July 1, 2011 thru June 30, 2012 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 2010 Census data for the State of Florida labor force. This analysis of last year's hiring and promotion goals can be seen in the table on page 13.

The table 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

¹² Essortment, *Successful Recruitment Strategies*, http://www.essortment.com/all/successfulrecru_pzx.htm.

¹³ Margaret A. Richardson, *Recruitment Strategies*, <http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN021814.pdf>.

labeled as "Met?" The "Goal?" column is 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 there is a "Y" in the "Met?" column, we met last year's goal, but did not meet last year's goal if there is an "N." Corresponding with a "Y," is a number. This number indicates if we met or surpassed the goal. A zero indicates that the goal was simply met. Any positive number corresponding with the "Y" indicates that we surpassed that specific goal by the percent indicated in that EEO group.

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 from July 1, 2011, to June 30, 2012.

No goals were set for those in the "Other" EEO group, due to the fact that only 3.9% of the Florida Available Labor Market belongs to this group. In addition, no goals were set for "White males," because they are referred to as a "majority group." Due to this, the entire column of goals under "Other," and "White males" are labeled with an "N/A."

Last year, we set twelve specific hiring or promotion goals, and we met and surpassed one of those goals. Although we were not able to fully satisfy all twelve goals, there have been marginal improvements made in seven goal areas. There were also improvements in the Skilled Craft and Service³ and Maintenance job categories, for which goals were not set. The results for these categories, however, may be statistically insignificant given that the Skilled Craft and Service and Maintenance job categories contain only 28 and 24 members, respectively. Of the five hiring/promotion goals that we did not meet reach, two of these unattained goals were for Hispanic males, one was for Hispanic females, one was for Black females, and one was for White females. This may result from a concentration of Hispanic persons represented in the Florida ALM being located in Southern Florida, which may skew the results for those agency employees located outside of Southern Florida.

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. The DHSMV has been under a partial hiring freeze since the summer of 2007. Additionally, as many of our Driver Licenses (DL) offices are now operated by tax collectors, we have had many DL office closures within our agency, further reducing the number of employees within our agency.

		Analysis of Prior Year's Goals														
		EEO GROUP														
EEO JOB CATEGORY	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 & ADMINITRATORS	N/A		N/A		N/A		N/A		1%	N	2%	N	N/A		N/A	
2 - PROFESSIONALS	N/A		N/A		N/A		N/A		1%	N	2%	N	N/A		N/A	
3 - TECHNICIANS	N/A		10%	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		1%	Y +11.5%	N/A		N/A		N/A		8%	N	N/A		N/A	
6 - ADMINISTRATIVE SUPPORT	N/A		2%	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 and Service and Maintenance job categories contain only 28 and 24 members, respectively.

UTILIZATION ANALYSIS

This section is the introduction to the results of our planned action and tables from the “Utilization Analysis/Goals” section located on pages 15-19. This analysis uses the concept of utilization to evaluate the workforce of the Department of Highway Safety and Motor Vehicles.

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 available labor market, 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. Please note that Whites, males, and 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 4,410 non-OPS employees of the DHSMV with the State of Florida Available Labor Market (ALM) from the 2000 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. Keep in mind that because the Florida ALM data was taken from the 2000 Census, our utilization analysis could be much different after the official 2010 Census data is released.

In Florida, White persons constitute 66.07% of the ALM as a whole; Hispanic persons, 17.3%; Black persons, 12.66%; with the remainder percentage as “Other.” The Utilization Analysis/Goals section (pg. 15-19), 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.

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, as well as in 5 of 8 and 7 of 8 EEO Job Categories, respectively. The utilization analysis also revealed slight underutilization for Hispanic males in 7 of the 8 EEO Job Categories. Black females were also slightly under-represented in just 2 of the 8 EEO Job categories. However, not only do Black males exceed the minimum 80% utilization requirement in all but one EEO Job Categories, but they actually exceed the availability reported in the Florida ALM.

“Balance/Other” males and females, e.g. Native Americans/ American Indians, Asians, Pacific Islanders, people from the Indian Sub-Continent, Alaskan Natives or persons defining themselves of mixed or multiple heritage are technically under-represented in 7 of the 8 EEO job categories. Some 1.9% of our membership is in this category and it is a group growing in size. This group constitutes a very small percentage of the statistically available workforce. Using the 80% Rule for a utilization analysis is not appropriate for such a small sample, so goals have not been set.

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 Category’s

Utilization Analysis Table for instances where the EEO group was not underutilized, or for the “White males” and “Other” groups.

The result of the utilization analysis, with an estimated projected 10% vacancy rate for the agency, allowed us to design our promotion/hiring goals for each job category and for the entire agency. 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 on page 20.

To achieve these goals, we explore utilizing many of the activities previously described in the “Trends in Job Recruitment” section of this report on pages 9-11. 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: Hispanic females 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 83 employees in the category, we have a goal of increasing the labor force of Hispanic females by 2% through hiring or promotions.

Officials & Administrators - EEO 01											
	Total Employees	MALE						FEMALE			
		MALE	FEMALE	WM	BM	HM	OM	WF	BF	HF	OF
# of Employees	83	45	38	31	8	6	0	34	2	2	0
% of Employees		54.22%	45.78%	37.35%	9.64%	7.23%	0.00%	40.96%	2.41%	2.41%	0.00%
% in ALM		62.63%	37.37%	49.18%	3.07%	8.59%	1.79%	28.00%	3.00%	5.20%	1.16%
80 Rule Cutoff		50.10%	29.90%	39.34%	2.46%	6.87%	1.43%	22.40%	2.40%	4.16%	0.93%
Below 80%?		NO	NO	YES	NO	NO	YES	NO	NO	YES	YES
Underutilization Amount		N/A	N/A	N/A	N/A	N/A	1.43%	N/A	N/A	1.75%	0.93%
Goal?		Increase labor force of Hispanic Females by 2%.									

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: Hispanic females and Hispanic males are slightly underutilized in the Professionals category.

Planned Action: Through targeted recruitment, we will continue to work to obtain qualified applicant pools. Of the 1,045 employees in the category, we have a goal of increasing the Hispanic female labor force by 1%, and increasing the Hispanic male labor force by 2% through hiring or promotions.

Professionals - EEO 02											
	Total Employees	MALE		MALE				FEMALE			
		MALE	FEMALE	WM	BM	HM	OM	WF	BF	HF	OF
# of Employees	1045	449	596	332	70	39	8	381	159	42	14
% of Employees		42.97%	57.03%	31.77%	6.70%	3.73%	0.76%	36.46%	15.22%	4.02%	1.34%
% in ALM		45.91%	43.27%	28.14%	2.51%	4.40%	1.68%	31.14%	5.15%	5.22%	1.76%
80 Rule Cutoff		36.73%	34.62%	22.51%	2.01%	3.52%	1.34%	24.91%	4.12%	4.18%	1.41%
Below 80%?		NO	NO	NO	NO	YES	YES	NO	NO	YES	YES
Underutilization Amount		N/A	N/A	N/A	N/A	0.21%	0.58%	N/A	N/A	0.16%	0.07%
Goal?	Increase labor force of Hispanic Females by 1% and Hispanic Males by 1%.										

C. Technicians (EEO Job Category 03)

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

Analysis of Current Situation: Hispanic females are slightly underutilized in the Technicians category. White females are under-represented by approximately 8% of the labor force and Hispanic females are under-represented by roughly 4% of the labor force. Hispanic males are also slightly underutilized.

Planned Action: Through targeted recruitment, we will continue to work to obtain qualified applicant pools. Of the 138 employees in the category, we have a goal of increasing the labor force of White females by 8%, Hispanic females by 4%, and Hispanic males by 1%.

Technicians - EEO 03											
	Total Employees	MALE		MALE				FEMALE			
		MALE	FEMALE	WM	BM	HM	OM	WF	BF	HF	OF
# of Employees	138	99	39	68	19	8	4	27	10	1	1
% of Employees		71.74%	28.26%	49.28%	13.77%	5.80%	2.90%	19.57%	7.25%	0.72%	0.72%
% in ALM		49.57%	50.43%	35.57%	3.88%	7.33%	2.78%	34.19%	8.25%	5.62%	2%
80 Rule Cutoff		39.66%	40.34%	28.46%	3.10%	5.86%	2.22%	27.35%	6.60%	4.50%	1.89%
Below 80%?		NO	YES	NO	NO	YES	NO	YES	NO	YES	YES
Underutilization Amount		N/A	12.08%	N/A	N/A	0.06%	N/A	7.78%	N/A	3.78%	1.17%
Goal?	Increase labor force of White Females by 8% and Hispanic Females by 4%.										

D. Protective Services (EEO Job Category 04)

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

Analysis of Current Situation: Black females 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 2,065 employees in the category, we have a goal of increasing the Black female labor force by 1% through hiring or promotions.

Protective Services - EEO 04											
	Total Employees	MALE		MALE				FEMALE			
		MALE	FEMALE	WM	BM	HM	OM	WF	BF	HF	OF
# of Employees	2065	1708	357	1122	247	309	30	214	92	43	8
% of Employees	0.468253968	82.71%	17.29%	54.33%	11.96%	14.96%	1.46%	10.36%	4.46%	2.08%	0.39%
% in ALM		79.59%	20.41%	54.42%	11.61%	11.26%	1.05%	11.26%	6.10%	2.40%	0.64%
80 Rule Cutoff		63.67%	16.33%	43.54%	9.29%	9.01%	0.84%	9.01%	4.88%	1.92%	0.51%
Below 80%?		NO	NO	NO	NO	NO	YES	NO	YES	NO	YES
Underutilization Amount		N/A	N/A	N/A	N/A	N/A	0.62%	N/A	0.42%	N/A	0.12%
Goal?	Increase labor force of Black Females by 1%.										

E. Para Professionals (EEO Job Category 05)

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

Analysis of Current Situation: Hispanic females, Black males, and Hispanic females are underutilized in the Para Professionals category.

Planned Action: ***Not applicable due to statistically insignificant number of positions within the Para Professionals category.*

Para Professionals - EEO 05											
	Total Employees	MALE		MALE				FEMALE			
		MALE	FEMALE	WM	BM	HM	OM	WF	BF	HF	OF
# of Employees	28	3	25	3	0	0	0	14	9	2	0
% of Employees		10.71%	89.29%	10.71%	0.00%	0.00%	0.00%	50.00%	32.14%	7.14%	0.00%
% in ALM		12.21%	87.89%	6.93%	2.46%	2.22%	0.59%	47.90%	22.73%	14.22%	2.95%
80 Rule Cutoff		9.77%	70.31%	5.54%	1.97%	1.78%	0.47%	38.32%	18.18%	11.38%	2.36%
Below 80%?		NO	NO	NO	YES	YES	YES	NO	NO	YES	YES
Underutilization Amount		N/A	N/A	N/A	1.97%	1.78%	0.47%	N/A	N/A	4.24%	2.36%
Goal?	N/A ** Not applicable due to insignificant number of positions within the Para Professionals category.										

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: White females and Hispanic males are underutilized by 4.38% and .96%, respectively, of 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 999 employees in the category, we have a goal of increasing the White female labor force by 5% and Hispanic male labor force by 1% through hiring or promotions.

Administrative Support - EEO 06											
	Total Employees	MALE		MALE				FEMALE			
		MALE	FEMALE	WM	BM	HM	OM	WF	BF	HF	OF
# of Employees	999	214	785	105	60	43	6	296	342	134	13
% of Employees		21.42%	78.58%	10.51%	6.01%	4.30%	0.60%	29.63%	34.23%	13.41%	1.30%
% in ALM		36.39%	63.61%	24.72%	3.63%	6.57%	1.48%	42.51%	8.28%	10.67%	2.14%
80 Rule Cutoff		29.11%	50.89%	19.78%	2.90%	5.26%	1.18%	34.01%	6.62%	8.54%	1.71%
Below 80%?		YES	NO	YES	NO	YES	YES	YES	NO	NO	YES
Underutilization Amount		7.69%	N/A	N/A	N/A	0.96%	0.58%	4.38%	N/A	N/A	0.41%
Goal?	Increase labor force of Hispanic Males by 1% and White Females by 5%.										

G. Skilled Craft (EEO Job Category 07)

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

Analysis of Current Situation: Hispanic males, Hispanic females and White females are slightly under-represented in the Skilled Craft category.

Planned Action: ***Not applicable due to statistically insignificant number of positions within the Skilled Craft category.*

Skilled Craft - EEO 07											
	Total Employees	MALE		MALE				FEMALE			
		MALE	FEMALE	WM	BM	HM	OM	WF	BF	HF	OF
# of Employees	28	26	2	18	5	3	0	1	1	0	0
% of Employees		92.86%	7.14%	64.29%	17.86%	10.71%	0.00%	3.57%	3.57%	0.00%	0.00%
% in ALM		89.67%	10.33%	58.88%	9.52%	18.24%	3.02%	5.46%	1.48%	2.73%	0.66%
80 Rule Cutoff		71.74%	8.26%	47.10%	7.62%	14.59%	2.42%	4.37%	1.18%	2.18%	0.53%
Below 80%?		NO	YES	NO	NO	YES	YES	YES	NO	YES	YES
Underutilization Amount		N/A	1.12%	N/A	N/A	3.88%	2.42%	0.80%	N/A	2.18%	0.53%
Goal?	Increase labor force of White Females by 1%, Hispanic Females by 3%, and Hispanic Males by 4%.										

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 females and Hispanic males are underutilized in the Service/ Maintenance category.

Planned Action: ***Not applicable due to statistically insignificant number of positions within the Service Maintenance category.*

Service Maintenance - EEO 08											
	Total Employees	MALE						FEMALE			
		MALE	FEMALE	WM	BM	HM	OM	WF	BF	HF	OF
# of Employees	24	15	9	6	9	0	0	0	8	1	0
% of Employees		62.50%	37.50%	25.00%	37.50%	0.00%	0.00%	0.00%	33.33%	4.17%	0.00%
% in ALM		62.92%	37.08%	33.48%	11.30%	15.41%	2.74%	19.91%	6.82%	8.25%	2.08%
80 Rule Cutoff		50.34%	29.66%	26.78%	9.04%	12.33%	2.19%	15.93%	5.46%	6.60%	1.66%
Below 80%?		NO	NO	YES	NO	YES	YES	YES	NO	NO	YES
Underutilization Amount		N/A	N/A	N/A	N/A	12.33%	2.19%	15.93%	N/A	N/A	1.66%
Goal?	N/A ** Not applicable due to insignificant number of positions within the Service Maintenance category.										

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

(This category contains the entire DHSMV workforce. This includes all 8 EEO Job Categories.)

Analysis of Current Situation: Almost all of the EEO groups are adequately utilized in the Department. White females are underutilized by 2.7% of the available labor force and Hispanic females are underutilized by 1.04% of the available labor force.

Planned Action: Through targeted recruitment efforts, we will continue working to obtain applicant pools. Of the 4,410 non-OPS employees in the Department, we have set a goal of increasing the White female labor force by 3% and Hispanic female labor force by 2% through hiring or promotions.

Total - Department of Highway Safety and Motor Vehicles											
	Total Employees	MALE						FEMALE			
		MALE	FEMALE	WM	BM	HM	OM	WF	BF	HF	OF
# of Employees	4410	2559	1851	1685	418	408	48	967	623	225	36
% of Employees		58.03%	41.97%	38.21%	9.48%	9.25%	1.09%	21.93%	14.13%	5.10%	0.82%
% in ALM		52.81%	47.19%	35.29%	5.81%	9.62%	2.09%	30.78%	6.85%	7.68%	1.88%
80 Rule Cutoff		42.25%	37.75%	28.23%	4.65%	7.70%	1.67%	24.62%	5.48%	6.14%	1.50%
Below 80%?		NO	NO	NO	NO	NO	YES	YES	NO	YES	YES
Underutilization Amount		N/A	N/A	N/A	N/A	N/A	0.58%	2.70%	N/A	1.04%	0.69%
Goal?	Increase labor force of White Females by 3% and Hispanic Females by 2%.										

SUMMARY OF GOALS

Officials and Administrators (EEO Job Category 01)

Of the 83 employees in the category, we have a goal of increasing the labor force of Hispanic females by 2% through hiring or promotions.

Professionals (EEO Job Category 02)

Of the 1,045 employees in the category, we have a goal of increasing the Hispanic female labor force by 1%, and increasing the Hispanic male labor force by 2% through hiring or promotions.

Technicians (EEO Job Category 03)

Of the 138 employees in the category, we have a goal of increasing the labor force of White females by 8%, Hispanic females by 4%, and Hispanic males by 1%.

Protective Services (EEO Job Category 04)

Of the 2,065 employees in the category, we have a goal of increasing the Black female labor force by 1% through hiring or promotions.

Administrative Support (EEO Job Category 06)

Of the 999 employees in the category, we have a goal of increasing the White female labor force by 5% and Hispanic male labor force by 1% through hiring or promotions.

Total (Department of Highway Safety & Motor Vehicles)

Of the 4,410 non-OPS employees in the Department, we have set a goal of increasing the White female labor force by 3% and Hispanic female labor force by 2% through hiring or promotions.

ANALYSIS OF EMPLOYMENT ACTIONS

Where it appears that the workforce does not reflect the area available labor market, 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.”¹⁴ 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 4,410 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.

“Balance/Other” Males and Females, e.g. Native Americans/ American Indians, Asians, Pacific Islanders, people from the Indian Sub-Continent, 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 2.3% 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 “Balance/Other” EEO group.

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.

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. Also, the small numerical presence of those in the “Other” categories prevents a significant conclusion about the possibility of adverse impact.

The results for the analysis of employment actions can be found on pages 23-31. 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, as White females are approximately 10%

¹⁴ *Adverse Impact*, <http://www.adverseimpact.org/index.htm> (2009).

below the 80% Rule Cutoff. Hispanic females are roughly 2% below the 80% Rule Cutoff in our 'Demotions' Analysis. While the analysis of our overall separations (voluntary and involuntary) show no signs of adverse impact, involuntary separations alone indicate that adverse impact is a possibility in all EEO categories outside of the majority.

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 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

- 833 new employees were hired, which is about 19% of the agency workforce.
- 62.3% (519) of the new hires were Males.
- 37.7% (314) of the new hires were Females.
- 60.87% (507) of the new hires were White.
- 20.12% (176) of the new hires were Black.
- 14.88% (124) of the new hires were Hispanic.
- 3.12% (26) of the new hires were Other.

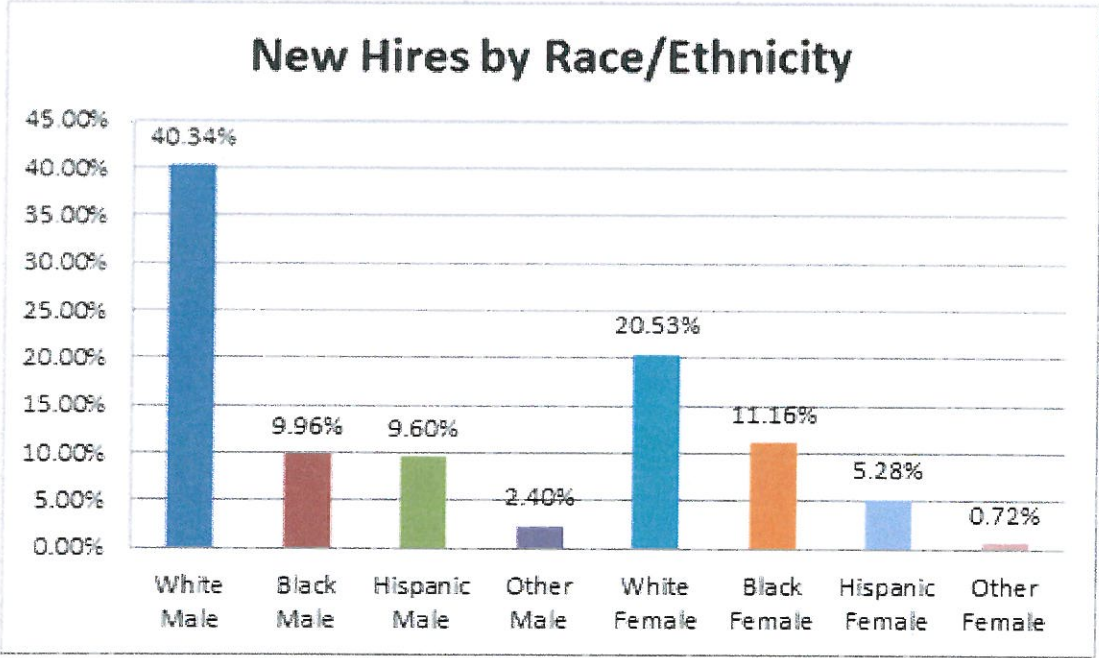
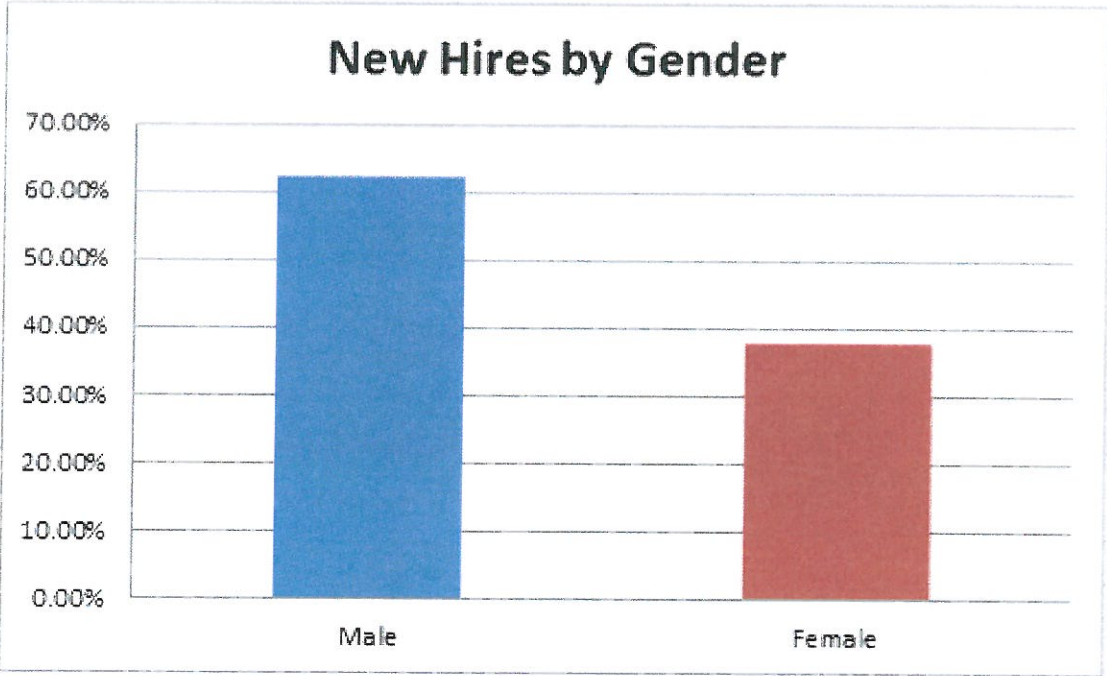
To determine if adverse impact may be present in the new hires employment action, we first divided the number of employees hired in each EEO category by the 833 total hires. The result is shown in the "Hiring Rate" category. Then, for a positive employment practice such as new hires, we compare the Hiring Rate to the Florida Available Labor Market (ALM) from the 2000 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 spreadsheet, while ethnicity and race is indicated by the blue section. On the following page, two graphs 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, as their selection rate is 4.09% below the 80% cutoff value, and Hispanic females, as their selection rate is .86% below the 80% cutoff value. This indicates that the hiring 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.

New Hires Analysis:

EEO Group	% in Florida ALM	80% Rule Cutoff	# Hired	Hiring Rate	Adverse Impact Possible?
Male	52.81%	42.25%	519	62.30%	N/A
Female	47.19%	37.75%	314	37.70%	YES
White Male	35.29%	28.23%	336	40.34%	N/A
Black Male	5.81%	4.65%	83	9.96%	NO
Hispanic Male	9.62%	7.70%	80	9.60%	NO
Other Male	2.09%	1.67%	20	2.40%	NO
White Female	30.78%	24.62%	171	20.53%	YES
Black Female	6.85%	5.48%	93	11.16%	NO
Hispanic Female	7.68%	6.14%	44	5.28%	YES
Other Female	1.88%	1.50%	6	0.72%	YES



PROMOTIONS

- 173 members were promoted, which is about 4% of the workforce.
- 32% (55) were Males.
- 68% (118) were Females.
- 63% (109) were White.
- 24% (42) were Black.
- 87% (15) were Hispanic.
- 4% (7) were Other.

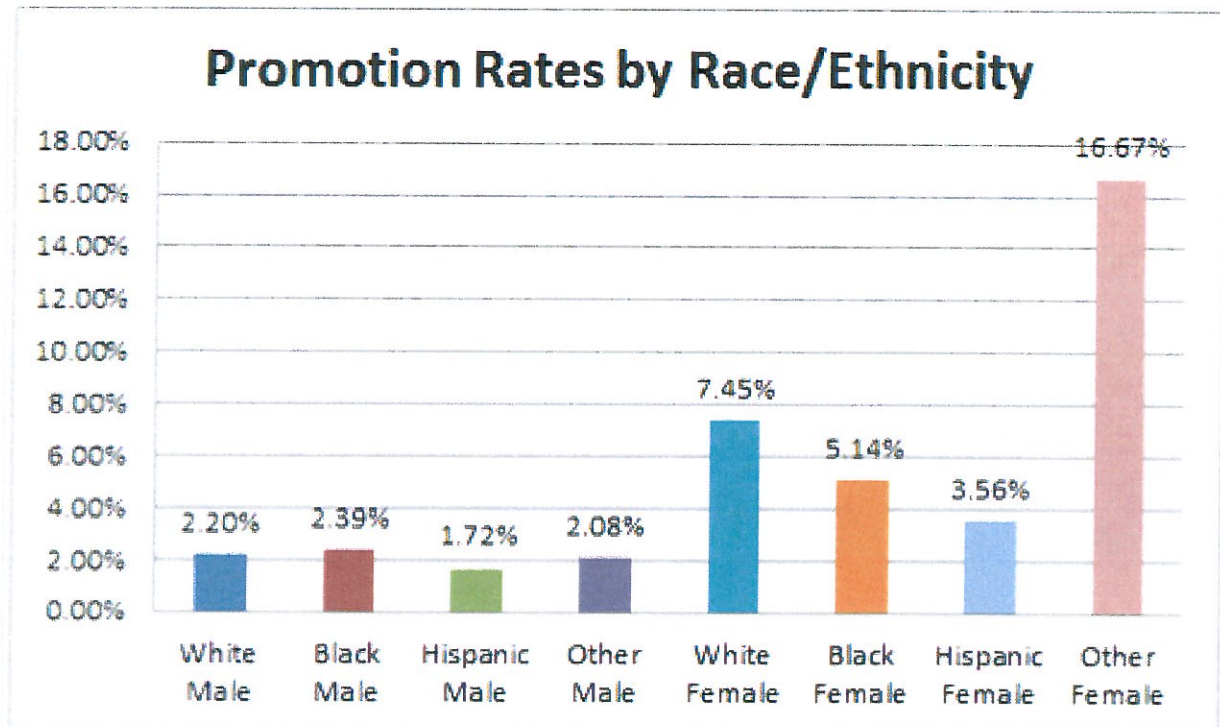
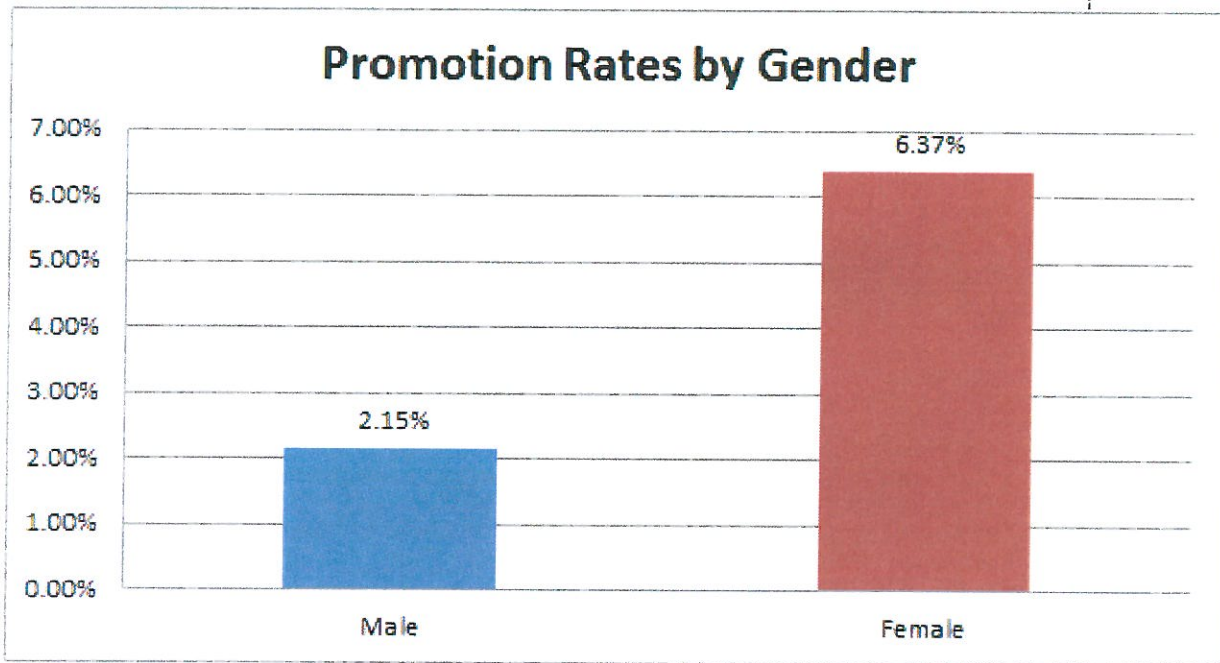
To determine if adverse impact may be present in the promotions employment activity, we first found the amount of members promoted in each EEO group. Those results are located in the “# Promoted” category. To find the “Promotion Rate,” we divided the amount of members promoted by the total DHSMV members in that same EEO category. To determine if adverse impact may be present for a positive employment action such as promotions, we divided the promotion rate of each specific EEO group by the promotion rate of the majority group (males, White males). 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.

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 table below may indicate adverse impact. Compared to White males, the remaining EEO groups have been promoted at rates higher than that of the majority, except for Hispanic males whose promotion rate fell below the 80% Cutoff for that group. These results indicate that the promotion process may need to be reviewed for the possibility of adverse impact.

Promotions Analysis:

EEO Group	# in DHSMV	# Promoted	Promotion Rate	80% Rule Cutoff	Adverse Impact Possible?
Male	2559	55	2.15%	N/A	N/A
Female	1851	118	6.37%	296.61%	NO
White Male	1685	37	2.20%	N/A	N/A
Black Male	418	10	2.39%	108.95%	NO
Hispanic Male	408	7	1.72%	78.13%	YES
Other Male	48	1	2.08%	94.88%	NO
White Female	967	72	7.45%	339.08%	NO
Black Female	623	32	5.14%	233.92%	NO
Hispanic Female	225	8	3.56%	161.92%	NO
Other Female	36	6	16.67%	759.01%	NO



DEMOTIONS

- 23 members were demoted, which is less than 1% of the workforce.
- 52.2% (12) were Males.
- 47.8% (11) were Females.
- 82.6% (19) were White.
- 8.7% (2) were Black.
- 8.7% (2) were Hispanic.
- 0.0% (0) was Other.

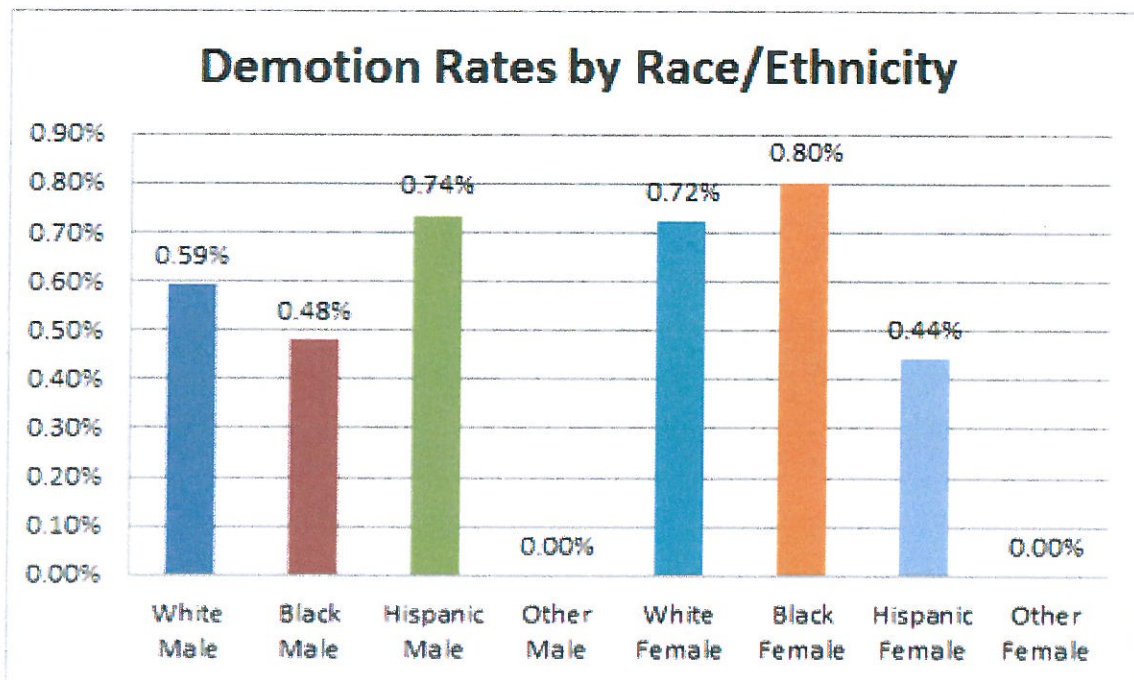
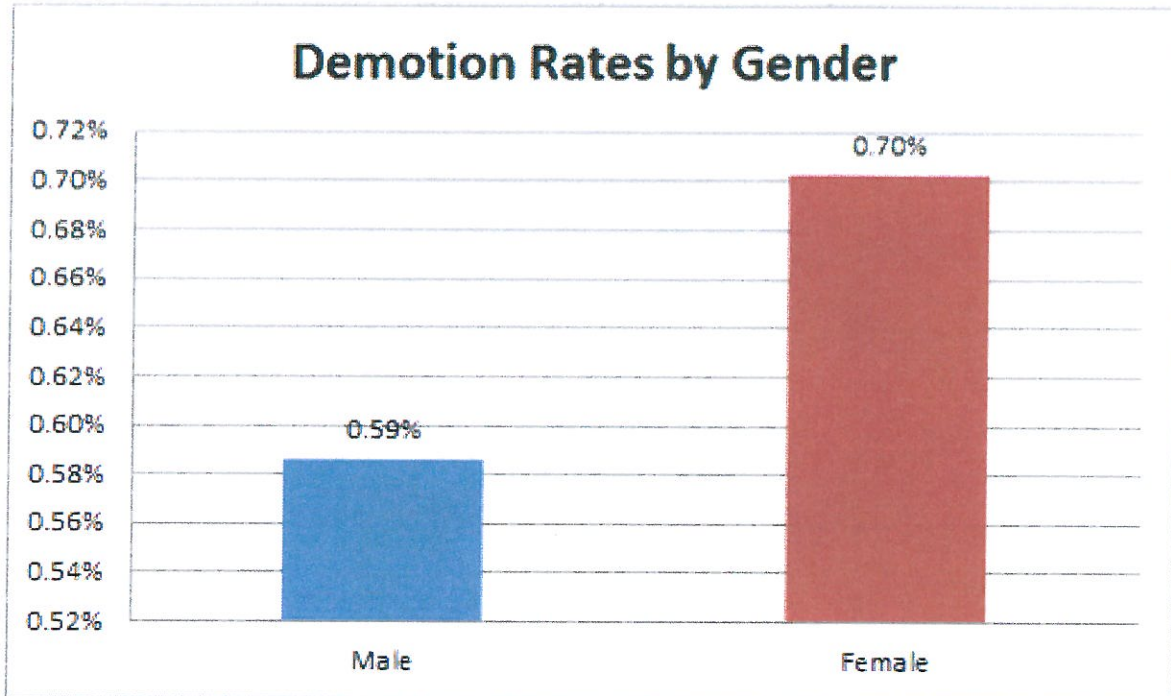
When determining adverse impact for the demotions employment activity, we first found the amount of members demoted in each EEO group. Those results are located in the “# Demoted” category. To find the “Demotion Rate,” we divided the amount of members demoted by the total DHSMV members in that same EEO category. 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 may be possible. If the result is lower than 80%, a presence of adverse impact is not present. Note that this is an inverse relationship as we are looking to prevent overrepresentation by minority groups in demotions.

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. On the following page, you can see two graphs that display the demotion rates of our agency by race/ethnicity, and gender.

The table below shows adverse impact may be possible for Hispanic females, Black males, and Hispanic males as the rates fall just above 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 less than 1% 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.

Demotions Analysis:

EEO Group	# in DHSMV	# Demoted	Demotion Rate	80% Rule Cutoff	Adverse Impact Possible?
Male	2559	15	0.59%	N/A	
Female	1851	13	0.70%	119.82%	YES
White Male	1685	10	0.59%	N/A	
Black Male	418	2	0.48%	80.62%	YES
Hispanic Male	408	3	0.74%	123.90%	YES
Other Male	48	0	0.00%	0.00%	NO
White Female	967	7	0.72%	121.98%	YES
Black Female	623	5	0.80%	135.23%	YES
Hispanic Female	225	1	0.44%	74.89%	NO
Other Female	36	0	0.00%	0.00%	NO



SEPARATIONS

- 792 members separated from employment, which is about 18% of the workforce.
- 59% (468) were Males.
- 47% (373) were Females.
- 67.7% (536) were White.
- 24.6% (195) were Black.
- 11.2% (89) were Hispanic.
- 2.7% (21) was Other.

To determine if adverse impact may be present for the separations employment activity, we split up the analysis to voluntary (which includes those who retired, resigned, or left for another job), involuntary (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), and both voluntary/involuntary separations together.

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 may be possible. If the result is lower than 80%, a presence of adverse impact is not present. 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 all three of the tables on page 30. You will see two graphs on page 31 that display the voluntary/involuntary combined separation rates of our agency by race/ethnicity, and gender. Both graphs use data from the Separation Rate column from the table titled, “Voluntary & Involuntary Separations Analysis.”

The three tables on page 30 do not indicate a possibility of adverse impact when analyzing voluntary and involuntary separations together. When analyzing solely voluntary separations, again there is no indication of adverse impact among any of the EEO groups. When we look at involuntary separations alone, when employees have no choice in the matter, adverse impact is a possibility for all EEO groups outside of the majority (White males), as their separation rate is above the 80% Rule cutoff. Keep in mind that 58.46% of those involuntarily separated consist of layoffs.

Please keep in mind, that although adverse impact is not indicated as a possibility when looking at voluntary and the combined voluntary/involuntary separations, 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. This data is based solely on comparisons with actions taken against the majority (white males).

Involuntary Separations Analysis:

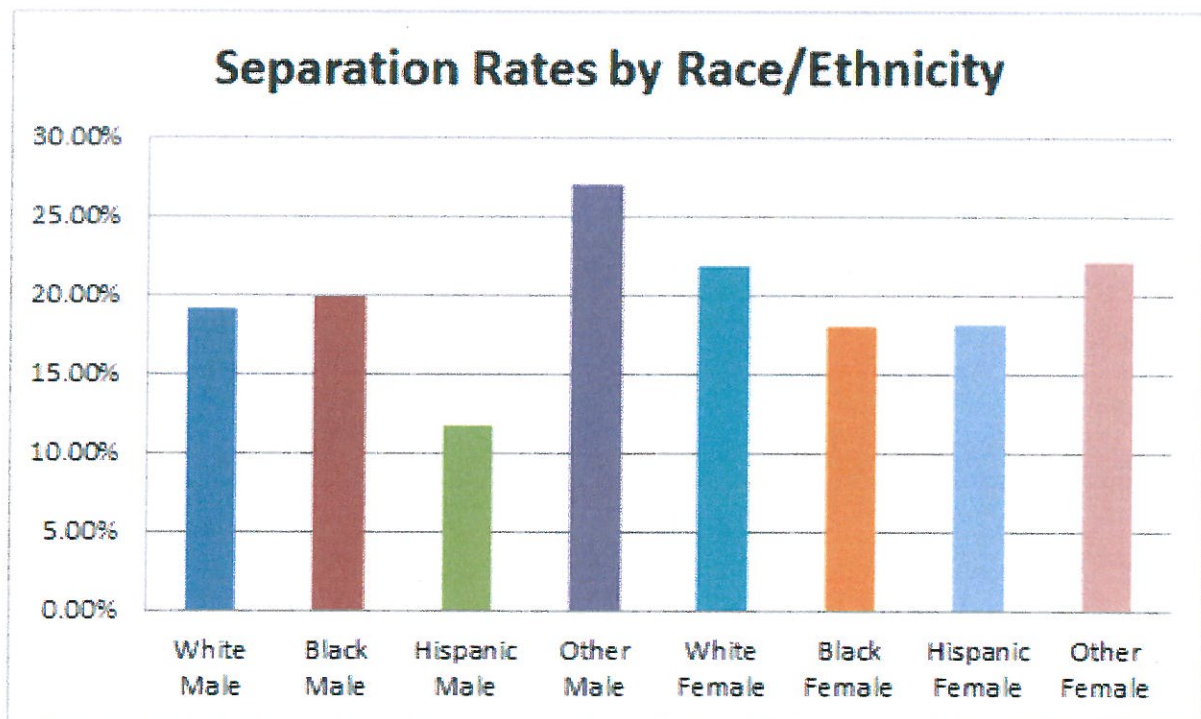
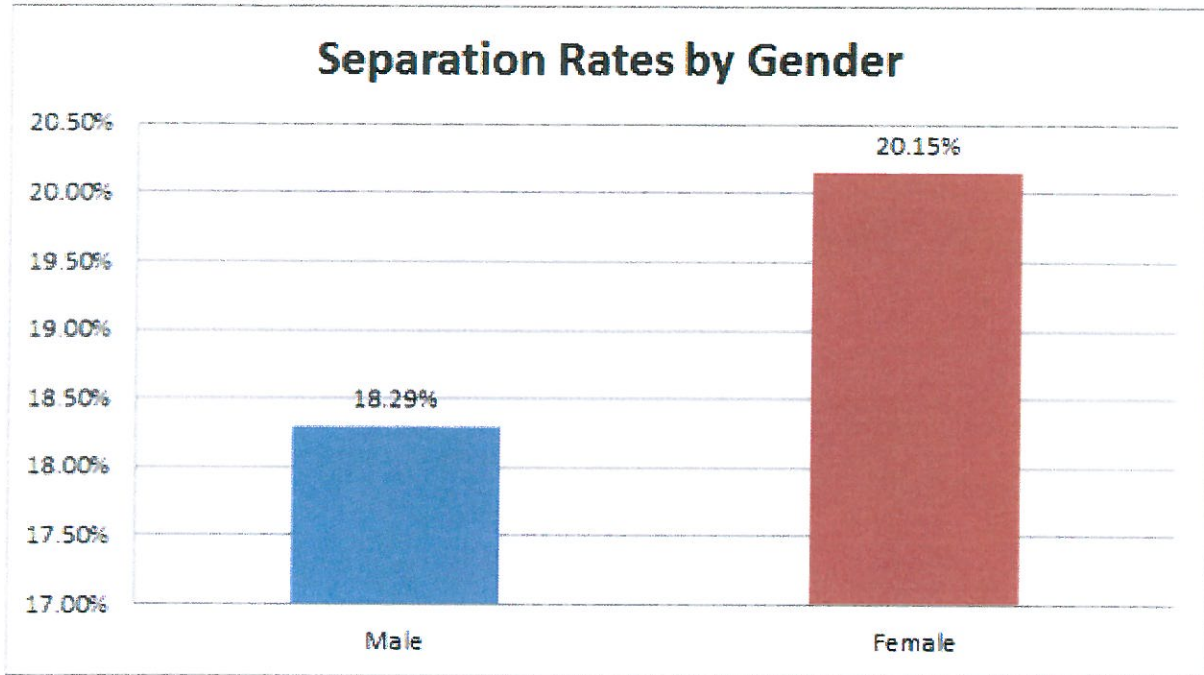
Involuntary Separations Analysis					
EEO Group	# in DHSMV	# Separated	Separation Rate	80% Rule Cutoff	Adverse Impact Possible?
Male	2559	60	2.34%	N/A	N/A
Female	1851	70	3.78%	161.29%	YES
White Male	1685	38	2.26%	N/A	N/A
Black Male	418	12	2.87%	127.30%	YES
Hispanic Male	408	9	2.21%	97.81%	YES
Other Male	48	1	2.08%	92.38%	YES
White Female	967	41	4.24%	188.01%	YES
Black Female	623	18	2.89%	128.12%	YES
Hispanic Female	225	10	4.44%	197.08%	YES
Other Female	36	1	2.78%	123.17%	YES

Voluntary Separations Analysis:

Voluntary Separations Analysis					
EEO Group	# in DHSMV	# Separated	Separation Rate	80% Rule Cutoff	Adverse Impact Possible?
Male	2559	408	15.94%	N/A	N/A
Female	1851	303	16.37%	102.67%	NO
White Male	1685	286	16.97%	N/A	N/A
Black Male	418	71	16.99%	100.07%	NO
Hispanic Male	408	39	9.56%	56.32%	NO
Other Male	48	12	25.00%	147.29%	NO
White Female	967	171	17.68%	104.18%	NO
Black Female	623	94	15.09%	88.89%	NO
Hispanic Female	225	31	13.78%	81.17%	NO
Other Female	36	7	19.44%	114.56%	NO

Voluntary & Involuntary Separations Analysis:

Voluntary and Involuntary Separations Analysis					
EEO Group	# in DHSMV	# Separated	Separation Rate	80% Rule Cutoff	Adverse Impact Possible?
Male	2559	468	18.29%	N/A	N/A
Female	1851	373	20.15%	110.19%	NO
White Male	1685	324	19.23%	N/A	N/A
Black Male	418	83	19.86%	103.27%	NO
Hispanic Male	408	48	11.76%	61.18%	NO
Other Male	48	13	27.08%	140.85%	NO
White Female	967	212	21.92%	114.02%	NO
Black Female	623	112	17.98%	93.49%	NO
Hispanic Female	225	41	18.22%	94.77%	NO
Other Female	36	8	22.22%	115.57%	NO



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 yet 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 clarify the position descriptions for each vacant description so each applicant has a clear understanding of the duties, responsibilities and stress level of the position for which they apply.

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