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EEO Utilization Report

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The form was certified by Wayne McGovern, Equal Employment Access Specialist, Email=mcgovern@coj.net, Phone=904-630-1121, on Fri Feb 23 13 14.07 EST 2018

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EEO Utilization Report

Organization Information

Name: Jacksonville Sheriff's Office, City Of Jacksonville

City: Jacksonville

State: FL

Zip: 32202

Type: County/Municipal Law Enforcement

Step 1: Introductory Information

Policy Statement:

Municipal Ordinance Code, City of Jacksonville
Title XI (Equal Opportunity)
Chapter 400 (Equal Opportunity/Equal Access)

See Attached Document.

Following File has been uploaded:Chapter 400 EQUAL OPPORTUNITY EQUAL ACCESS.pdf

Step 4b: Narrative of Interpretation

During the past two years, the total full-time workforce has increased by 95 positions. Employment of full-time females equal 815 (27.24%; an increase of 29 employees). Employment of full-time minorities equal 1,071 (35.80%; an increase of 50 employees).

Within the Protective Services (Patrol Officers) classification, full-time employment of females increased by 26 employees; full-time employment of minorities increased by 28 employees.

See Attached Document.

Following File has been uploaded:JSO Attached Sheets.pdf

Step 5: Objectives and Steps

1. To discover and eliminate those areas of City employment where underutilization exists.

- a. At least annually, the Equal Opportunity/Equal Access Office will continue to review and analyze the assigned workforce.
- b. The Equal Opportunity/Equal Access Office will continue to provide this report to the following Mayor's Advisory Boards: Asian American Advisory Board; Hispanic American Advisory Board; and the Mayor's Commission on the Status of Women.

2. To secure a diverse workforce representative of the community.

- a. See Attached Document.

Step 6: Internal Dissemination

See Attached Document..

Step 7: External Dissemination

See Attached Document.

Utilization Analysis Chart
Relevant Labor Market: Duval County, Florida

Job Categories	Male							Female								
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators																
Workforce #/%	10/34%	0/0%	4/14%	0/0%	0/0%	0/0%	0/0%	0/0%	9/31%	0/0%	6/21%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	31,395/47%	1,440/2%	3,795/6%	150/0%	1,195/2%	0/0%	435/1%	90/0%	20,585/31%	1,350/2%	5,830/9%	30/0%	685/1%	50/0%	295/0%	135/0%
Utilization #/%	-12%	-2%	8%	-0%	-2%	0%	-1%	-0%	1%	-2%	12%	-0%	-1%	-0%	-0%	-0%
Professionals																
Workforce #/%	35/31%	2/2%	9/8%	0/0%	6/5%	0/0%	0/0%	0/0%	28/25%	5/4%	22/19%	0/0%	3/3%	1/1%	2/2%	0/0%
CLS #/%	24,320/31%	1,715/2%	3,865/5%	40/0%	2,660/3%	55/0%	430/1%	170/0%	30,885/40%	2,225/3%	8,810/11%	105/0%	2,280/3%	60/0%	200/0%	210/0%
Utilization #/%	-0%	-0%	3%	-0%	2%	-0%	-1%	-0%	-15%	2%	8%	-0%	-0%	1%	2%	-0%
Technicians																
Workforce #/%	43/20%	5/2%	13/6%	0/0%	3/1%	0/0%	0/0%	0/0%	77/37%	5/2%	60/29%	0/0%	1/0%	0/0%	3/1%	0/0%
CLS #/%	4,150/31%	420/3%	985/7%	45/0%	390/3%	30/0%	59/0%	25/0%	4,285/32%	250/2%	1,845/14%	4/0%	485/4%	0/0%	195/1%	55/0%
Utilization #/%	-11%	-1%	-1%	-0%	-2%	-0%	-0%	-0%	4%	0%	15%	-0%	-3%	0%	-0%	-0%
Protective Services: Sworn-Officials																
Workforce #/%	208/77%	7/3%	23/8%	1/0%	8/3%	0/0%	0/0%	0/0%	13/5%	1/0%	7/3%	2/1%	1/0%	0/0%	0/0%	0/0%
CLS #/%	5,455/52%	495/5%	1,805/17%	0/0%	220/2%	0/0%	175/2%	0/0%	1,150/11%	115/1%	980/9%	20/0%	25/0%	0/0%	15/0%	0/0%
Utilization #/%	25%	-2%	-9%	0%	1%	0%	-2%	0%	-6%	-1%	-7%	1%	0%	0%	-0%	0%
Protective Services: Sworn-Patrol Officers																
Workforce #/%	844/63%	75/6%	169/13%	3/0%	25/2%	3/0%	5/0%	0/0%	133/10%	9/1%	70/5%	2/0%	3/0%	2/0%	2/0%	0/0%
Civilian Labor Force #/%	16,025/28%	2,430/4%	7,000/12%	0/0%	1,205/2%	85/0%	285/1%	135/0%	15,535/28%	2,380/4%	9,630/17%	35/0%	1,095/2%	20/0%	435/1%	165/0%
Utilization #/%	34%	1%	0%	0%	-0%	0%	-0%	-0%	-18%	-4%	-12%	0%	-2%	0%	-1%	-0%
Protective Services: Non-sworn																

Job Categories	Male							Female								
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Workforce #/%	358/45%	30/4%	19/1/24%	0/0%	8/1%	0/0%	8/1%	0/0%	63/8%	9/1%	129/16%	1/0%	1/0%	0/0%	3/0%	0/0%
CLS #/%	80/19%	0/0%	80/19%	0/0%	0/0%	0/0%	0/0%	0/0%	125/29%	0/0%	145/34%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%	28%	4%	5%	0%	1%	0%	1%	0%	-21%	1%	-18%	0%	0%	0%	0%	0%
Administrative Support																
Workforce #/%	41/19%	6/3%	22/10%	0/0%	0/0%	0/0%	0/0%	0/0%	55/26%	3/1%	80/37%	0/0%	2/1%	1/0%	0/0%	0/0%
CLS #/%	36,595/25%	3,380/2%	9,585/7%	110/0%	2,115/1%	0/0%	0/0%	255/0%	59,835/41%	5,175/4%	23,635/16%	110/0%	2,805/2%	10/0%	1,095/1%	610/0%
Utilization #/%	-6%	0%	4%	-0%	-1%	0%	2%	-0%	-15%	-2%	21%	-0%	-1%	0%	-1%	-0%
Skilled Craft																
Workforce #/%	4/57%	1/14%	1/14%	0/0%	1/14%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	31,305/69%	4,100/9%	6,495/14%	35/0%	720/2%	70/0%	160/0%	295/1%	1,445/3%	245/1%	350/1%	10/0%	75/0%	10/0%	85/0%	0/0%
Utilization #/%	-12%	5%	-0%	-0%	13%	-0%	-0%	-1%	-3%	-1%	-1%	-0%	-0%	-0%	-0%	0%
Service/Maintenance																
Workforce #/%	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/
CLS #/%	36,900/33%	5,760/5%	20,300/18%	230/0%	2,185/2%	30/0%	680/1%	135/0%	22,460/20%	3,965/4%	15,025/13%	190/0%	2,830/3%	70/0%	435/0%	255/0%
Utilization #/%																

Significant Underutilization Chart

Job Categories	Male						Female									
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Professionals									✓							
Technicians	✓												✓			
Protective Services: Sworn-Officials			✓				✓		✓							
Protective Services: Sworn-Patrol Officers									✓	✓	✓		✓		✓	
Protective Services: Non-sworn									✓		✓					
Administrative Support	✓								✓							

Law Enforcement Category Rank Chart

Job Categories	Male							Female								
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Under Sheriff																
Workforce #/%	1/100%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Director																
Workforce #/%	2/50%	0/0%	1/25%	0/0%	0/0%	0/0%	0/0%	0/0%	1/25%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Chief																
Workforce #/%	4/80%	0/0%	1/20%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Assistant Chief																
Workforce #/%	8/50%	1/6%	4/25%	0/0%	0/0%	0/0%	0/0%	0/0%	2/12%	0/0%	1/6%	0/0%	0/0%	0/0%	0/0%	0/0%
Lieutenant																
Workforce #/%	46/71%	3/5%	7/11%	1/2%	1/2%	0/0%	0/0%	0/0%	2/3%	0/0%	3/5%	1/2%	1/2%	0/0%	0/0%	0/0%
Sergeant																
Workforce #/%	147/82%	3/2%	10/6%	0/4%	7/4%	0/0%	0/0%	0/0%	8/4%	1/1%	3/2%	1/1%	0/0%	0/0%	0/0%	0/0%
Protective Services:																
Sworn-Patrol Officers																
Workforce #/%	844/63%	75/6%	169/13%	3/2%	25/2%	3/0%	5/0%	0/0%	133/10%	9/1%	70/5%	2/0%	3/0%	2/0%	2/0%	0/0%

I understand the regulatory obligation under 28 C.F.R. ~ 42.301-.308 to collect and maintain extensive employment data by race, national origin, and sex, even though our organization may not use all of this data in completing the EEO Utilization Report.

I have reviewed the foregoing EEO Utilization Report and certify the accuracy of the reported workforce data and our organization's employment policies.

Certified As Final By: Wayne McGovern

Equal Employment Access Specialist

02-23-2018

[signature]

[title]

[date]

Chapter 400 - EQUAL OPPORTUNITY/EQUAL ACCESS

PART 1. - STATEMENT OF POLICY AND GENERAL PROVISIONS

Sec. 400.101. - Statement of policy.

- (a) *Employment.* The Council hereby declares it to be the policy of the City that personnel shall be employed, compensated, promoted, transferred, or disciplined without regard to race, color, religion, political affiliation, gender, sexual orientation, gender identity, national origin, disability, age, marital status, or any circumstances other than merit and qualification.
- (b) *Equal Opportunity/Equal Access.* The Council declares it to be the policy of the City that the character and quality of its workforce shall be enhanced by an Equal Opportunity/Equal Access Program that promotes and enforces equal opportunity and access to, and advancement within, the City's workforce. The Council declares that a diverse public workforce that is representative of our community is desirable and can be achieved through equal opportunity, equal access, and aggressive recruiting.
- (c) *Disability.* The City is committed to a policy of nondiscrimination on the basis of disability in its employment practices, provision of public services, and access to governmental facilities. Qualified individuals with disabilities will be actively recruited to fill City positions. The City recognizes its legal obligation to employ, promote, train, retain and reasonably accommodate disabled persons in City government.
- (d) *Harassment.* It is the policy of the City to provide a professional and businesslike work environment free from all forms of employee discrimination, including incidents of harassment.
 - (1) *Sexual harassment.* No applicant for employment or employee shall be subjected to unsolicited and unwelcome, or conditional sexual overtures or conduct of either a verbal or physical nature, including patting and touching, nor shall there be allowed to exist a sexually, or gender related hostile, intimidating, or offensive work environment as a result of any such conduct or speech, which would detract from an employee's capacity to successfully perform in the workplace.
 - (2) *Other forms of harassment.* No employee or applicant for employment shall be subjected to any other form of workplace harassment, whether based upon a state or federally protected status, a physical characteristic or a personal orientation or belief, which might detract from an employee's or candidate's capacity to successfully perform in the workplace. This policy of non-harassment is not intended to limit management's authority to supervise the workforce and to engage in instruction, direction, counseling, training, personal supervision, or discipline.
- (e) *Prohibition against Retaliation.* Complainants and their representatives, witnesses, and all other individuals involved in the processing of internal Equal

Opportunity/Equal Access complaints shall be free from restraint, interference, coercion, discrimination, or retaliation with respect to their participation.

- (f) *Resolution of Complaints.* It is the policy of the City to resolve complaints of discrimination internally, in a prompt and non-adversarial manner, to fairly investigate such complaints, respect the rights of complainants and the accused, and provide for fair and adequate relief where appropriate.

(Ord. 2004-699-E, § 4; Ord. 2017-15-E, § 2)

Sec. 400.102. - Construction.

This Chapter shall be liberally construed to effect the policy stated in Section 400.101. In addition, this Chapter shall be construed so as to be consistent with and supplement the regulatory, statutory, and case law of the United States and the State of Florida concerning equal employment opportunity and equal access in the public employment sector.

(Ord. 2004-699-E, § 4)

Sec. 400.103. - Applicability.

This Chapter shall be applicable to all agencies of the Consolidated Government, including the affected independent agencies.

- (a) *Consolidated Government* means the departments, offices and boards of the City and the affected independent agencies.
- (b) *Affected independent agency* includes all of the independent agencies of the Consolidated Government that are subject to or covered by the provisions of Article 19 of the Charter or that are eligible to receive appropriations of funds from the City.

(Ord. 2004-699-E, § 4)

PART 2. - EQUAL OPPORTUNITY/EQUAL ACCESS PROGRAM

Subpart A. - Organization

Sec. 400.201. - Creation of program.

There is hereby created an Equal Opportunity/Equal Access Program for the City of Jacksonville to implement the policy stated in section 400.101. The Mayor is directed to create, through Executive Order, an Equal Opportunity/Equal Access Program for the City, to implement the policies set forth in this Chapter, and to provide positive steps to correct or eliminate the vestiges of any past discriminatory practices and any current potentially discriminatory conditions, whether purposeful or inadvertent, that may have effectively denied full and equal participation by under represented groups in the City's workforce.

(Ord. 2004-699-E, § 4)

Sec. 400.202. - Intent of program.

A diverse City workforce which is reasonably representative of the community is a desirable goal. When classes of persons are not represented in City employment to at least the same degree they are represented in the workforce, it may be attributable to discriminatory practices in job structuring, upward mobility, recruitment, selection, appointment, placement and training. It is the intent of the City in creating the Equal Opportunity/Equal Access Program established by this part to determine the location and extent of under representation, to ascertain any contributing discriminatory practices and to direct corrective action to eliminate the discriminatory practices and to remedy the under representation which resulted. This intent shall govern the administration and implementation of the Equal Opportunity/Equal Access Program created by this part.

(Ord. 2004-699-E, § 4)

Sec. 400.203. - Manager of Equal Opportunity.

There is created the position of Manager of the Equal Opportunity Office, which shall be filled by a person designated by the Mayor and shall serve under the Executive Director of Jacksonville Human Rights Commission or its successor. The Manager shall have the duties and responsibilities imposed by this Part or Part 3 or assigned by the Mayor. The Manager shall not be assigned duties or responsibilities that would prevent him or her from effectively carrying out duties and responsibilities under this Chapter. The Manager shall be a person knowledgeable in equal employment opportunity laws and programs and experienced in public personnel management.

(Ord. 2004-699-E, § 4; Ord. 2017-16-E, § 1)

Sec. 400.204. - Equal opportunity/equal access advisory committee.

There shall be an Equal Opportunity/Equal Access Advisory Committee established from time to time which shall be composed of the Manager and such other persons as the Mayor shall designate, to research, study and/or consider progress or problems related to conformity with this Chapter. The Committee shall include employees of the City and of affected Independent Agencies who are in both management and non-management positions, employees representing the interests of minorities, women, the disabled, and older persons, and such other persons in the Consolidated Government, who will bring a diversity of viewpoints, as well as knowledge and experience to the Committee. The Committee shall be provided staff support by the Executive Office of the Mayor, and its members shall not receive additional compensation by virtue of their membership on the Committee.

(Ord. 2004-699-E, § 4; Ord. 2017-16-E, § 1)

Sec. 400.205. - Administration.

Administration of the overall Equal Opportunity/Equal Access Program is the responsibility of the Mayor.

(Ord. 2004-699-E, § 4)

Subpart B. - Employment Policies

Sec. 400.210. - Job classification review.

When a new classification is created, or an existing class specification is reviewed, the Human Resources Division shall insure that all applicable guidelines are followed to the development or revision of the class specification. Class specifications will describe the work to be performed by positions assigned to the class and establish training and experience requirements essential for satisfactory performance of assigned duties. Where appropriate, the class(es) in line of promotion will be designated in the class specification along with requirements for promotion into the class, if applicable.

(Ord. 2004-699-E, § 4)

Sec. 400.211. - Recruitment.

Recruitment shall be conducted aggressively to inform prospective applicants of the personnel needs of the City, to encourage them to become applicants, and to provide for a qualified but diverse applicant pool, to the extent reasonably practicable.

(Ord. 2004-699-E, § 4)

Sec. 400.212. - Hiring.

It shall be the policy of the City to make hiring decisions that result in a highly qualified workforce to conduct City activities and functions. Recruitment efforts for entrance into City employment should be directed toward reaching all segments of the population and shall be designed to attract a wide and diverse pool of qualified applicants. Selection devices, when used, should be in compliance with applicable federal, state and local laws, rules and regulations governing equal employment opportunity and equal employment opportunity plans, including the federal Uniform Guidelines on Employee Selection Procedures. A selection device which results in adverse impact, as defined by law, should not be used unless content, construct or criterion-related validity can be clearly demonstrated and/or the demographics of the available workforce are such that adverse impact is unavoidable.

(Ord. 2004-699-E, § 4)

Sec. 400.213. - Promotions.

It shall be the policy of the City to make promotional decisions that result in a highly qualified workforce to conduct City activities and functions. Selection devices, when used, should be in compliance with applicable federal, state and local laws, rules and

regulations governing equal employment opportunity and equal employment opportunity plans, including the federal Uniform Guidelines on Employee Selection Procedures. A selection device which results in adverse impact, as defined by law, should not be used unless content, construct or criterion-related validity can be clearly demonstrated and/or the demographics of the available workforce are such that adverse impact is unavoidable.

(Ord. 2004-699-E, § 4)

Sec. 400.214. - Work place discrimination to be eliminated.

City management shall use all means available, including but not limited to, civil service and collectively bargained procedures available to them to identify and eliminate unlawful discrimination and harassment in the workplace.

(Ord. 2004-699-E, § 4)

Sec. 400.215. - Prohibitions.

In providing for equal opportunity/equal access, the following prohibitions shall apply:

- (a) In the appointment of eligible candidates to classified and unclassified positions, the use of quotas based on race, color, national origin, disability, religion, sex and similar non-merit factors is prohibited. A quota is a restriction of employment opportunities to members of any class by requiring numerical or proportionate representation which the appointing agency is obligated to attain without regard to merit and qualifications. A quota is distinguished from a goal in that a goal is a numerical objective, fixed realistically in terms of the number of vacancies expected and the number of qualified applicants available in the relevant job market, which the City endeavors to achieve on a timely basis within the context of the merit system of employment.
- (b) The City shall not create, maintain or use a list of eligible candidates by which a selected group of individuals is given a preference in hiring or promotion that is not available to all individuals who are qualified. This prohibition shall not apply when a preference is required by federal law.
- (c) The reservation of a particular job category or job position for members of any class is prohibited. A job category or job position is reserved when, by administrative policy or directive, an appointing authority designs or is directed to hire or promote, exclusively or primarily, members of any class into that job category or job position.

(Ord. 2004-699-E, § 4)

Sec. 400.216. - Executive orders, rules and regulations.

The Mayor is authorized to prescribe regulations by executive order or department or division directives for the implementation of this part. Executive Orders and directives shall be reviewed by the Office of General Counsel for consistency with this Chapter and for conformity with state and federal law.

(Ord. 2004-699-E, § 4)

Sec. 400.217. - Records and reports.

The Manager shall prescribe the records and reports he/she deems necessary to allow adequate development and monitoring of the Equal Opportunity/Equal Access Program throughout the City government. The Manager shall establish and maintain the safeguards he/she deems adequate to insure that records disclosing race, color, religion, gender, age, national origin, disability, marital or veterans status are used only for appropriate monitoring and reporting purposes and that the records are not used for making decisions relative to hiring, promotion, demotion, transfer, dismissal or retirement unless any of these factors is a bona fide occupational qualification. The Manager shall annually report to the Mayor, and City Council on the progress and state of the Equal Opportunity/Equal Access Program, using official job categories and providing the explanatory and informational material he/she considers useful and necessary. The report shall be provided in the form prescribed by Council Rule 2.214 and referred to committees of reference which handle matter regarding Finance, Employment, and Equal Opportunity. Annually in March, reports and/or reports on the status of goals and objectives shall be delivered to City Council and a presentation by the reporting agency shall be scheduled.

(Ord. 2004-699-E, § 4; Ord. 2017-16-E, § 2)

Subpart C. - Goals and Objective.

Sec. 400.220. - Goals and objectives generally.

To implement the Equal Opportunity/Equal Access Program, goals and objectives are required. A goal is the end result toward which the Equal Opportunity/Equal Access Program is directed. An objective is an aim or end of a particular action designed to achieve a goal; it is considered a part of the goal but is a measurable, quantifiable and specific action attainable or capable of being accomplished in a reasonably short time through good faith efforts. The statement of the goals of the Equal Opportunity/ Equal Access Program is contained in section 400.221; the method by which the objectives of the Equal Employment/Equal Access Program will be determined is contained in section 2.22.

(Ord. 2004-699-E, § 4)

Sec. 400.221. - Statement of goals.

The City declares the goals of the Equal Opportunity/Equal Access Program to be as follows:

- (a) To discover and eliminate those areas of City employment where under representation exists.
- (b) To secure diversity representative of the community in all areas of City employment.
- (c) To indoctrinate the Equal Opportunity/Equal Access policy of the City in the administrative and supervisory personnel having the authority to make it effective.
- (d) To establish and maintain an effective and positive Equal Opportunity/Equal Access image and posture.
- (e) To establish and maintain a productive Equal Opportunity/Equal Access plan that results in ongoing positive, measurable changes throughout the City.
- (f) To minimize individual complaints of discrimination in City employment and to respond efficiently and impartially to those complaints that are made.

(Ord. 2004-699-E, § 4)

Sec. 400.222. - Determination of objectives.

The determination of the objectives by which the goals stated in section 400.221 will be accomplished is a continuing task and the enumeration of individual objectives in this Chapter is considered inappropriate by the Council. Nevertheless, the City is desirous that it be informed of the objectives and of the changes in them and directs that the Mayor determine objectives in the manner prescribed in this part.

(Ord. 2004-699-E, § 4)

PART 3. - RESOLVING COMPLAINTS OF DISCRIMINATION

Sec. 400.301. - Nature of complaints.

A complaint may be filed by an employee/candidate/applicant alleging discrimination based on race, color, religion, political affiliation, gender, sexual orientation, gender identity, national origin, disability, age, or marital status. Discrimination is defined as the loss of job, status, benefits or opportunities, or the creation or existence of a hostile work environment for reasons that are made unlawful by local, state, or federal law. Complainants and their representatives, witnesses, and all other individuals involved in the processing of internal Equal Opportunity/Equal Access complaints shall be free from restraint, interference, coercion, discrimination, or retaliation with respect to their participation.

(Ord. 2004-699-E, § 4; Ord. 2017-15-E, § 2)

Sec. 400.302. - Availability of complaint procedures.

The complaint procedure herein established and provided for is available to an employee/candidate/applicant.

(Ord. 2004-699-E, § 4)

Sec. 400.303. - Procedures.

- (a) *Complaints.* An employee/candidate/applicant who is aggrieved may file a complaint with the Equal Opportunity/Equal Access Office on a form satisfactory to the Manager. In order to fulfill the purposes of this Subpart, complaints shall be filed within 30 days of the alleged discrimination.
- (b) *Investigation by Equal Opportunity/Equal Access Office.* Upon receipt of a complaint, the Manager, or his or her designee shall proceed to investigate the matter and to determine whether the alleged discriminatory practice or situation existed or exists, its severity, and all appropriate remedies. The product of the investigation is intended as efforts toward resolution and shall not be used as evidence or admissions against the complainant or the City in any further proceedings that may be necessary.
- (c) *Resolution.* The Manager, or his/her designee shall make every attempt to resolve the complaint internally, informally, and in a non-adversarial manner, and to reduce the terms of the agreement to writing, which shall be signed by all parties, when appropriate. The Manager shall endeavor to provide for fair and make whole relief for complainants so deserving, and to assure that no complainant will be subjected to retaliation for asserting a complaint nor any applicant or employee participating in the investigation thereof.
- (d) *Resolution agreements.* An agreement shall not be considered as evidence or admission of a violation. Upon failure or refusal of a party to observe the terms of an agreement, another party to the agreement may have recourse to the enforcement procedures allowed by civil service rules, regulations and employment law.
- (e) *No resolution reached.* If, as a result of the investigation, the Manager determines that no discriminatory practice or situation existed or exists, he or she shall notify the person who filed the complaint and the respondent verbally or in writing of this conclusion and place a report of the investigation in the record of the complaint. If informal settlement is not possible or if the complainant does not concur with the conclusion that no discrimination existed or exists, the Manager shall inform the complainant that the investigation has concluded and that the complainant may pursue other federal or state remedies.

(Ord. 2004-699-E, § 4; Ord. 2017-16-E, § 3)

Sec. 400.304. - Supplemental relief.

The relief afforded by this Part is supplemental to any other relief available to the Complainant.

(Ord. 2004-699-E, § 4)

PART 4. - GENERAL PROVISIONS

Sec. 400.401. - Length of program.

The Equal Opportunity/Equal Access Program created by this part shall be in force unless and until amended or repealed.

(Ord. 2004-699-E, § 4)

Attached Sheets
EEOP Short Form (2017-2019)
Jacksonville Sheriff's Office

STEP 1: Nondiscrimination Policy Statement:

Municipal Ordinance Code, City of Jacksonville
Title XI (Equal Opportunity), Chapter 400 (Equal Opportunity/Equal Access)

Sec. 400.101. - Statement of policy.

(a) Employment. The Council hereby declares it to be the policy of the City that personnel shall be employed, compensated, promoted, transferred, or disciplined without regard to race, color, religion, political affiliation, gender, sexual orientation, gender identity, national origin, disability, age, marital status, or any circumstances other than merit and qualification.

(b) Equal Opportunity/Equal Access. The Council declares it to be the policy of the City that the character and quality of its workforce shall be enhanced by an Equal Opportunity/Equal Access Program that promotes and enforces equal opportunity and access to, and advancement within, the City's workforce. The Council declares that a diverse public workforce that is representative of our community is desirable and can be achieved through equal opportunity, equal access, and aggressive recruiting.

(c) Disability. The City is committed to a policy of nondiscrimination on the basis of disability in its employment practices, provision of public services, and access to governmental facilities. Qualified individuals with disabilities will be actively recruited to fill City positions. The City recognizes its legal obligation to employ, promote, train, retain and reasonably accommodate disabled persons in City government.

(d) Harassment. It is the policy of the City to provide a professional and businesslike work environment free from all forms of employee discrimination, including incidents of harassment.

(1) Sexual harassment. No applicant for employment or employee shall be subjected to unsolicited and unwelcome, or conditional sexual overtures or conduct of either a verbal or physical nature, including patting and touching, nor shall there be allowed to exist a sexually, or gender related hostile, intimidating, or offensive work environment as a result of any such conduct or speech, which would detract from an employee's capacity to successfully perform in the workplace.

(2) Other forms of harassment. No employee or applicant for employment shall be subjected to any other form of workplace harassment, whether based upon a state or federally protected status, a physical characteristic or a personal orientation or belief, which might detract from an employee's or candidate's capacity to successfully perform in the workplace. This policy of non-harassment is not intended to

limit management's authority to supervise the workforce and to engage in instruction, direction, counseling, training, personal supervision, or discipline.

(e) Prohibition against Retaliation. Complainants and their representatives, witnesses, and all other individuals involved in the processing of internal Equal Opportunity/Equal Access complaints shall be free from restraint, interference, coercion, discrimination, or retaliation with respect to their participation.

(f) Resolution of Complaints. It is the policy of the City to resolve complaints of discrimination internally, in a prompt and non-adversarial manner, to fairly investigate such complaints, respect the rights of complainants and the accused, and provide for fair and adequate relief where appropriate.

STEP 2: Total Number of Employees of Known Race, National Origin, and Sex

Total number of employees: 2,991

Number of employees of unknown race, national origin, or sex: 0

Total number of employees of known race, national origin, or sex that will appear in the Workforce Analysis Chart: 2,991

STEP 3: Community Labor Statistics (CLS):

Jacksonville Metropolitan Suburban Area (MSA) labor market statistics was not one of the available options. Labor market statistics for Duval County, Florida was used. When these community labor statistics are compared to available census data (EEO Tabulation 2006-2010), it is the "Worksite geography (EEO-ALLO6W) community labor statistics and not the "Residence Geography (EEO-ALLO6R) community labor statistics. Available options to define minimum age and educational requirements for entry-level patrol officers used were: Aged 20-34; some college. Actual educational requirements for a Sworn Patrol Officer are 4 years college; or 4 years military plus 2 years college; or 2 years full time law enforcement plus 2 years college; or 4 years currently employed as a full time civilian with the Jacksonville Sheriff's Office plus 2 years college; or 2 years currently employed as a Jacksonville Sheriff's Officer, Community Services Officer, Certified Bailiff, or Judicial Officer. In addition, the State of Florida's required minimum qualifications:

a. be a citizen of the United States.

b. not have been convicted of any felony or of a misdemeanor involving perjury or a false statement.

c. not have received a dishonorable or undesirable discharge from any of the Armed Forces of the United States.

STEP 4: Narrative Underutilization Analysis:

During the past two years, the total full-time workforce has increased by 95 positions. Employment of full-time females equal 815 (27.24%; an increase of 29 employees) and employment of full-time minorities equal 1,071 (35.80%; an increase of 50 employees).

Within the Protective Services (Patrol Officers) classification, full-time employment of females increased by 26 employees; employment of full-time minorities increased by 28 employees.

All employment data is of June 30, 2017.

Jacksonville Sheriff's Office City of Jacksonville						
Job Category	Females			Minorities		
	Any Difference	80% Rule	2 Std. Deviation	Any Difference	80% Rule	2 Std. Deviation
Officials/Administrators (29 employees)	No	No	No	No	No	No
Professionals (113 employees)	Yes	No	No	No	No	No
Technicians (210 employees)	No	No	No	No	No	No
Protective Services (Sworn Officials) (271 employees)	Yes	Yes	Yes	Yes	Yes	Yes
Protective Services (Patrol Officers) (1,345 employees)	Yes	Yes	Yes	Yes	No	Yes
Protective Services (Non-Sworn) (801 employees)	No	No	No	Yes	No	Yes
Administrative Support (215 employees)	No	No	No	No	No	No
Skilled Craft (7 employees)	Yes	Yes	No	No	No	No

All job categories within the Jacksonville Sheriff's Office showing under-representation greater than 2% and cross-classified by race, national origin and gender are identified below:

- **Officials/Administrators:** White males (-3). When compared to previous EEOP, underutilization has decreased.
- **Professionals:** White females (-17). When compared to previous EEOP, underutilization has decreased. Positions of underutilization include Information Technologies Analysts.

- **Technicians:** White males (-23); Asian males (-4) and Asian females (-6). When compared to previous EEOP, underutilization has decreased. Positions of underutilization include Fingerprint Technicians, Licensed Practical Nurses, and Police Emergency Communications Officers,
- **Protective Services (Sworn Officials):** Hispanic/Latino males (-5); Black/African-American males (-24); Two or More Races males (-5); White females (-16); and Black/African-American females (-19).
- **Protective Services (Sworn Patrol Officers):** White females (-242); Hispanic/Latino females (-54); Black/African-American females (-161); Asian females (-27). When compared to previous EEOP, no significant change in underutilization has occurred. All positions of underutilization are titled "Police Officer".
- **Protective Services (Non-Sworn):** White females (-168) and Black/African-American females (-144). When compared to previous EEOP, no significant change in underutilization has occurred. Positions of underutilization include Corrections Officers and Judicial Officers.
- **Administrative Support:** White males (-13) and White females (-32). When compared to previous EEOP, underutilization has decreased for males. Positions of underutilization for males include Clerical Support Aides and Police Services Technicians. Positions of underutilization for females include JSO-Community Services Officers and Police Services Technicians.

STEPS 5 and 6: Objectives and Steps:

The Equal Opportunity/Equal Access Office shall:

- ❖ At least annually, the Equal Opportunity/Equal Access Office will continue to review and analyze the assigned workforce.
- ❖ The Equal Opportunity/Equal Access Office will provide this report to the following Mayor's Advisory Boards: Asian American Advisory Board; Hispanic American Advisory Board, and the Mayor's Commission on the Status of Women.

The Jacksonville Sheriff's Office shall:

- ❖ To address the underutilization for the administrative support positions of Clerical Support Aides and Police Services Technicians, the Jacksonville Sheriff's Office will attend a minimum of three career fairs including one military career fair. In addition to the career fairs, JSO will review the job descriptions to ensure they are updated with requirements and examples of work. These positions will also be advertised on iCIMS, JSO's new recruiting software and applicant tracking system that posts on various social media websites including LinkedIn, Facebook, Twitter, and others.

- ❖ The underutilization of JSO Community Officers will be addressed by the JSO Academy in the same manner that they are recruiting Police and Corrections Recruits. This will include the various number of career fairs both military and civilian that they attend and the use of the new applicant tracking system iCIMS.

❖ **Increase Effectiveness of Recruiting Efforts – Veterans / Military**

Retired military members and transitioning active duty military personnel are the some of the strongest candidates for law enforcement positions within this agency. Targeting these persons prior to leaving the military and/or as they are transiting out of military service will allow the agency to identify the highest quality potential applicant.

- **Expected timeframe of implementation: Spring 2018**

Military Recruiting Specialist – The creation of this position will fill an existing void within our recruiting strategy where veterans and military members are concerned. The objectives of this position and military recruiting in general are as follows:

- Utilizing existing military relationships and job knowledge to expand the agency's recruiting footprint nationwide
- Take portions of the hiring process (PAT, Polygraph, initial background) mobile to military installations and transition centers
- Assisting in creating a section of the agency's recruiting marketing specifically for military members and veterans
- Providing one single point of contact with the Recruitment and Selection Unit for all veteran / military applicants
- Assisting veteran / military applicants through the hiring process – addressing specific veteran needs
- A specific applicant for this position has been identified and interviewed by Personnel & Professional Standards chain-of-command
- This position was included in the FY2019 Budget personnel request
- Spring 2018 approval of this position for FY2019 would result in the hiring of the identified applicant as a part-time employee with full time status being obtained on October 1, 2018

❖ **Increase effectiveness of recruiting efforts – Academic**

Establishing relationships with criminal justice departments at all regional colleges and universities, northeast Florida high schools, and the Jacksonville Sheriff's Office Police Explorer program. This strategy will further allow the Jacksonville Sheriff's Office recruiters to expand their presence at minority based colleges and universities in the Southeast with the goal of increasing the hiring of underutilized classes.

Colleges & Universities – Specifically targeting criminal justice students at these institutions will put our recruiters at an immediate advantage with a captive audience who has demonstrated an interest in law enforcement or an interest in becoming a law enforcement officer.

- Recruiters will establish personal relationships with criminal justice department heads at the following institutions for the purpose of making personal contact with criminal justice students at least once per semester:
 - University of North Florida
 - Jacksonville University
 - Edward Waters College
 - Florida State College of Jacksonville
 - Florida State University
 - University of Florida
 - Florida Agricultural & Mechanical University
 - Bethune-Cookman University
 - Valdosta State University
 - Georgia Southern University
- Recruiters will seek out and attend law enforcement / government job fairs at colleges and universities rather than general or private sector job fairs on campuses.
- Continue the positive relationships built within the University of North Florida criminal justice internship program.
 - **Expected Timeframe of implementation: Summer & Fall 2018**

Area High Schools – Two area high schools, Clay County High School and A. Philip Randolph Career Academies both have law enforcement magnet programs that prepare students for a career in law enforcement.

- Recruiters will establish relationships with the teachers of these programs for the purpose of speaking to the students at least twice per school year
- While most of these students will not meet the age requirements for hiring, this plan will allow the recruiters to foster relationships with potential applicants from an early age
- Establish contacts with all Duval County high school career counselors

Jacksonville Sheriff's Office Police Explorers – The current Explorer program contains potential applicants who have demonstrated an absolute desire to be involved with law enforcement – especially the Jacksonville Sheriff's Office. The Explorer application and training program allows our agency to vet these potential applicants more than any other program of this nature.

- Recruiters will be present for at least one Police Explorer meeting per quarter.
- Recruiters will establish relationships with and foster younger Explorers – thus vetting potential applicants to this agency.
- Police Explorers will attend appropriate job fairs with recruiters for the purpose of growing the ranks of the Explorer program – thus increasing the agency's pool of quality future applicants.
- Recruiters will assist age appropriate Explorers with selecting the most appropriate career path within the agency and assist them through the application process.

❖ **Streamline Hiring Process and Increase Accuracy of Applicant Tracking**

iCIMS Software Implementation – This software will provide the agency with a reliable system for hiring and recruiting that is uniform for all positions – civilian and law enforcement .

- Complete the build out and set up process of the iCIMS software
- Meet the previously established "go live" timeframe of April 2018 for this software.
- Begin hiring all applicants within iCIMS after April 1, 2018.
- Utilize iCIMS recruiting capabilities to track and assign all field contacts of potential applicants made by recruiters.
- A budgetary equipment request (FY2019) has been made for four (4) Microsoft Surface Pro tablets to be put in use by recruiters in the field. The ability for iCIMS to assign potential job applicants to a specific recruiter will allow for more personalized contact with applicants and supervisory accountability of recruiters.
 - **Expected timeframe of implementation: Spring 2018**

❖ **Present modern, upgraded marketing tools across all platforms utilized by the Recruitment and Selection Unit**

Joinjso.com – Update and modernize the appearance and content of the sole website utilized to market to potential applicants.

- Agency personnel will now have daily control of site content updates
- Through this project the following will be accomplished:
 - The site structure of joinjso.com will be modernized to allow for updated branding, dynamic graphics and images.
 - Reliable, consistent viewing on mobile devices.
 - The site will become compatible with the newly implemented hiring and recruiting software (iCIMS).

- Specific section of the site for veteran / military applicants designed with assistance and input from Military Recruiting Specialist.
- Site will be brought up to ADA compliance standards.
- Google analytics installed to allow the agency to determine how much traffic the site receives, where the traffic originates from and the demographics of the web traffic. Thus, allowing the agency to better focus our recruiting marketing.
 - **Expected timeframe of implementation: March 2018**

Recruiting Videos – Partnering with a professional film company to create cutting edge recruiting videos allowing the agency to attract the attention of a diverse applicant pool.

- The implementation of this project will provide the agency with the following:
 - A total of ten (10) recruiting videos to be displayed on the newly updated joinjso.com.
 - Full length (3 minutes) videos to showcase the position of police officer, corrections officer and police emergency communications officer.
 - Three (3) shorter videos (30 seconds) designed for social media use to drive interests toward joinjso.com and the longer more informative recruiting videos to be housed on joinjso.com.
 - Four (4) military / veteran specific videos to be housed on the military section of the updated joinjso.com site.
 - These videos would feature current employees who are active Reserve or retired military from all four branches of the Service.
 - Members featured in these videos will highlight their military career, their JSO career and why they choose this agency.
 - Thousands of still photographs will be shot during the video process to be utilized by designated agency personnel for the purposes of updating the joinjso.com and jaxsheriff.com websites on a more frequent basis.
 - **Expected timeframe of implementation: Summer 2018**

Marketing Displays -Updated, dynamic displays for use at job fairs and other events attended by JSO recruiters. These displays will have the ability to showcase the recruiting videos and the ease of using the iCIMS system to contact and track potential job candidates and actual applicants.

- These displays will put JSO ahead of what is in use by other law enforcement agencies in the State of Florida as observed at job fairs and recruiting events.
- Will display current JSO branding material and color schemes.
- Create a display that is visually attractive to potential applicants by incorporating video monitors (for displaying recruiting videos) and kiosks that will house previously requested tablets and allow potential applicants to easily approach recruiters to create a contact card within the new iCIMS system or complete an entire employment application.
- Pop-up tents and table throws with updated branding and correct color scheme were purchased in November 2017.
 - **Expected timeframe of implementation: Spring 201**

Recruiting Vehicles – Providing the newest issued patrol vehicle to recruiters.

- Two Ford Explorers have been ordered for use by the recruiters.
- These vehicles were ordered with patrol vehicle packages so as to represent the newest issued equipment to potential applicants.
- FY2018 Budget has set aside monies to wrap these newly issued vehicles with a dynamic design that is consistent with recruiting vehicles in use by other law enforcement agencies throughout the country.

Step 7a: Internal Dissemination:

The Jacksonville Sheriff's Office will make this EEOP available (including printed copies) upon request to employees and applicants; and will post this EEOP to any internal employee portal/website.

The Equal Opportunity/Equal Access Office, reporting to the Executive Director, Jacksonville Human Rights Commission, shall oversee administration of the City's Equal Opportunity/Equal Access Program.

The City of Jacksonville's Equal Opportunity/Equal Access Program will be disseminated internally and externally in a variety of means which include the following, but is not limited to:

- ❖ Newly-hired employees shall be informed of the City's Equal Opportunity/Equal Access Program and the Equal Employment Opportunity Plan as part of the New Employee Orientation process and training.
- ❖ The Equal Opportunity/Equal Access Office shall conduct on-going EEO training sessions and workshops to ensure that managers, supervisors and employees are thoroughly familiar with the City's policy and understand the laws and regulations that apply in valuing our diverse workforce.
- ❖ Copies of the City of Jacksonville's Equal Opportunity and Equal Access Program (Chapter 400 Municipal Code) and Executive Order 2017-01 are available from

EEO share/Winword/EEOP/EEOP 2017/JSO Attached Sheets

the City's internet website (www.coj.net), Office of City Council and the Equal Opportunity/Equal Access Office.

- ❖ This EEOP will be posted on the Equal Opportunity/Equal Access web pages available through the Employee Portal (<http://inside.coj.net>); and upon request will provide printed copies to applicants, citizens or any equal employment opportunity interest group or party.

Step 7b: External Dissemination:

- ❖ The Jacksonville Sheriff's Office will post this EEOP on their web pages available through the City's external internet website (www.coj.net); and on their [www.Join JSO.com](http://www.JoinJSO.com) website.
- ❖ The Jacksonville Sheriff's Office and the Equal Opportunity/Equal Access Office will make this EEOP available (including printed copies) upon request to applicants, residents or any equal employment opportunity interest group or party.
- ❖ The Equal Opportunity/Equal Access Office will provide copies of this EEOP to the various Mayor's Advisory Boards: Asian American Advisory Board; Hispanic American Advisory Board, and the Mayor's Commission on the Status of Women. These boards are comprised of residents throughout Duval County; appointed by the Mayor; and serve as a liaison between the community and the City of Jacksonville.
- ❖ This EEOP will be posted on the Equal Opportunity/Equal Access web pages available through the City's external internet website (www.coj.net). This website is available to the general public.