

City of Gainesville Diversity Work Plan

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Title: Human Resources Director

Department: Human Resources
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I. Introductory statement describing your department/division.

The Human Resources/Organizational Development Department reports to both the City Manager and the General Manager – Utilities. Of our 23 positions, 16 are funded by GG and 7 are funded by GRU. HR/OD services are provided equally to all employees at the City of Gainesville without regard to which Charter Officer the employees report to, including the City Attorney, City Auditor, Clerk of the Court, and the Equal Opportunity Director.

The ethnicity and gender demographics of the department are 73% white, 27% minority (an increase of 3% minorities this year) and 77% female, 23% male. Of 5 managers, 2 are minorities (40%) and 4 are females (80%). For the purposes of reporting I have not included information on other protected characteristics such as age, religion, sexual orientation, marital status, etc. although those factors do play into the diversity of our department and how we work together as a team.

Ethnicity		Gender	
American Indian	0	Male	5
Asian	0	Female	17
Black	5	Transgender	0
Hispanic	1	<ul style="list-style-type: none"> • The information provided is what I believe to be true without asking individuals or looking at personnel records. • We currently have 2 vacant positions. 	
Multiracial	0		
White	16		

Affirmative Action Goals for in FY16 include:

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| <ul style="list-style-type: none"> • Chief Negotiator (B) • Compensation Manager (B) • Learning & Development Manager (B) • Learning & Development Specialist (F) | <ul style="list-style-type: none"> • HR/OD Rep, 2 (F) • HR/OD Rep, Sr. (B) • Staff Specialist (M) • Staff Assistant (M) |
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We expect to fill an HR/OD Rep position which does not have an AA goal and a Staff Specialist position which has a Minority goal.

A. Based on the demographics of your department, list any diversity issues specific or unique to the areas in your span of control.

Our department is 81% female, and while there is no goal for hiring males, I believe that having more males in the department would provide more diversity.

B. List any barriers or other concerns you have for your entire span of control.

I am concerned about the following:

- We need more males from a diversity perspective.
- I would like to add more employees who are Hispanic. (Our one Hispanic employee is expected to retire this year.)
- I would also like to add an Asian employee to our team as the Asian population in Gainesville is growing and we do not have representation for that citizen group.
- I would guess that the average age of our employees is around 45. While this seems reasonable if we

construe availability for experienced employees to be between 25 and 65, I would like to bring in younger employees to help us best relate to the younger generation.

- We continue to stay focused on being respectful of all religions as one of our employees' religious beliefs differs from the beliefs of the majority of our employees. Our team is a model for showing respect in this area, however, when new employees are hired, they don't always realize the extent to which this may affect interactions.

II. What were your efforts to address diversity issues in the area(s) under your span of control in the last (evaluation) year?

A. List recruitment efforts/strategies employed for issues identified above.

We recruit for diversity for all positions whether or not they have affirmative action goals. During the last year we filled a Recruiter position (no goal) and promoted an HR/OD Rep Sr. (**Minority Goal met**).

- Advertised on our professional website (SHRM), on National Association of African Americans in Human Resources (NAAAHR), and on National Black MBA Association (NMBAA).
- Participated in the Job Fair hosted by the E. O. Affirmative Action Committee

B. List Retention and Personnel Development Strategies you employed.

- We encourage all employees to take advantage of the GCU classes that are offered to City employees.
- Whenever we have vacant positions, we send emails to the entire staff in an effort to be inclusive and to ensure everyone is aware of the current opportunity.
- When our employees apply for promotional opportunities, but are not selected, the hiring manager provides specific feedback and coaching on where the employee was deficient and what he or she might do to be better prepared to compete for a promotion in the future.
- We offer cross-training and cross-functional team opportunities to employees.

III. Were those efforts successful?

A. Why/Why Not?

Yes. We promoted a black female to a professional position that had a minority goal and hired a black male into a professional position that did not have a goal.

B. How did you measure your efforts?

I measure the efforts based on whether we had diverse applicant pools and interview pools since making hiring decisions based on race, gender and other protected classes is illegal.

IV. What were your efforts to make employees aware of the benefits of diversity?

A. List your efforts here.

- We conduct diversity activities during quarterly staff meetings.
- We also discuss the importance of a diverse workforce during our regularly scheduled managers' and divisional meetings.
- Our efforts go beyond focusing on race and gender. Our department focuses on other protected

characteristics such as religion, age, sexual orientation, marital/family status, etc. and is conscientious about being inclusive, not exclusive, as our department is a blend of many elements of diversity. Basically, we set the expectation from the top that being respectful of all is one of our department's core values.

V. What were your Women/Minority-Owned Small Business efforts last year?

A. List your efforts here.

We had an opportunity to work with vendors in two areas:

1. We had 2 opportunities to utilize a female-owned business. We utilized that business for both (100%) of our temporary employees – TempForce .
2. We did not have any purchases which required bids.

B. What can you do differently next year to improve?

HR/OD rarely utilizes the services of outside vendors beyond those listed above. We will continue to make these efforts.

VI. Departmental Strategic Plan

Work with your direct reports to develop your department's overall Strategic Plan to address diversity issues this evaluation year. Your plan should address the strategies listed below. You will use this strategy as the basis for your Diversity objective on your Performance Evaluation Plan.

A. Recruitment Strategies

- Continue to advertise MAPS positions on National Association of African Americans in Human Resources (NAAAHR) and other minority organizations such as National Black and Hispanic MBA organizations.
- Seek ways to recruit Hispanics and Asians into our department.
- Participate in the job fair sponsored by E. O.
- Utilize the minority-focused e-mail list developed by Audrey Gainey to reach out to our minority community for our staff support positions.

B. Retention Strategies

(1) Professional Development for all Employees

- Provide tools for employees to study for the PHR/SPHR exams. Pay for one exam for each MAPS employee not on probation that is ready to sit for the exam.
- Ensure all employees are familiar with the City's tuition reimbursement program.
- Invite all employees to participate in job appropriate webinars.

(2) Strategies to Foster an Environment of Diversity and Inclusion

- Hold quarterly luncheons to foster interaction between HR/OD employees
- Plan activities to foster inclusion during these luncheons
- Offer opportunities for employees to work on cross-functional teams to enhance professional growth and opportunities to work with a diverse group of employees.

C. Women/Minority-Owned Small Business Strategies

- If we conduct an Employee Opinion Survey via contractual services this year, we will ensure that minority and female owned businesses are invited to bid.

- Continue to use Temp-Force (female-owned) for temporary assignments.

D. How will you measure your department's success?

- Whether vacant positions are advertised as outlined above.
- Will ask employees whether they had opportunities for professional development as outlined above.
- Will invite employees to participate in activities outlined in B.(2) above, and measure participation.