

## City of Gainesville Diversity Work Plan

This work plan should be completed by Department Heads, Directors and Managers reporting directly to a Charter Officer.

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Title: Chief Financial Officer

Department: GRU Finance/Budget/Accounting  
Date Completed: November 16, 2015

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### I. Introductory statement describing your department/division.

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

There are no positions with AA goals (minority or female) within GRU Finance. There is a range of race, ethnicity, age, and religion within the current workforce. While there is a range in ages within the department, many members are senior. Of the currently filled positions, there are approximately 30% male and 70% female. There are 2 positions currently open that provide opportunity for increasing diversity as new employees are hired. One was filled with a diverse female candidate on October 19, 2015.

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

Staff has identified the pace of advancement opportunities to be a dissatisfier for Millennials. Additionally, there is the perception that new employees hired from outside of the organization are hired at higher salaries than those promoted from within the organization. Practically speaking, internal equity sometimes constrains salaries that can be offered to employees whether they are new hires or promotions. There is also an extended time frame to hire new employees due to City processes.

### 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.**

Though the positions currently open do not have AA goals, we try to promote diversity in all positions. Ensuring racial diversity in new hires is key. Accordingly, the open positions were advertised in the Florida Government Finance Officers Association, Florida League of Cities, Florida Institute of CPAs, American Institute of SPAs, Gainesville Sun, Guardian, the University of Florida career resource center and Monster to promote minority interest. Also, the Finance Department had a strong presence at the Job and Training Fair on September 1, 2015. Positions open or anticipated to be open were described to attendees, job descriptions were provided, and qualified attendees were encouraged to apply when the positions were open. Additionally, the Finance Department overall has identified a need to promote the benefits and attractiveness of being a GRU employee (work/life balance, PTO, upward mobility) to encourage an individual to accept a position if offered.

**B. List Retention and Personnel Development Strategies you employed.**

Promoting inclusive activities within Accounting that provide team building. Provide opportunities for professional development to promote upward mobility. Cross-training is being offered to a number of employees to provide staff depth and enhance the skill of existing staff for promotion. In an effort to expose employees to the GRU organization and promote engagement, we supported budget presentation attendance, and presented accounting functions to Emerging Leaders.

**III. Were those efforts successful?**

**A. Why/Why Not?**

The efforts were successful in assembling a diverse applicant pool for the Accountant II and Accounting Intern positions. Additionally, the Finance Diversity Team has identified the Finance Department as a welcoming department that recognizes, appreciates, and promotes diversity. Past activities that offended some staff members have been addressed, and practices changed. For instance, some staff members do not recognize birthdays due to religious beliefs, so personal birthday recognition has been modified so employees can comfortably choose whether or not to participate.

**B. How did you measure your efforts?**

We were able to measure our efforts by reviewing the applicant pool and were also able to hire five diverse candidates (three interns with start dates in 2014, one Accountant II with a start date of October 19, 2015, and an Analyst, Sr. with a start date of June 8, 2015).

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

**A. List your efforts here.**

Discussing the value of diversity at Departmental Staff Meetings. Including activities that highlight diversity within the department and the benefit of diversity. Assembling a diverse group of employees to prepare the Diversity Plan.

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

**A. List your efforts here.**

GRU Finance, as a support service department, has limited procurement opportunities. The purchases and contracts that are required are professional in nature, such as financial advisor, bond counsel, auditing firms and other consultant-related services which do not typically include small or minority-owned businesses. However, opportunities for WBE/MBE firms do exist and are more frequently related to smaller procurement opportunities. We did use PROInk for the annual report, Dos Mama's for luncheons, and Mr. Paper for office supplies

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

As Chief Financial Officer, I will speak with Finance staff to remind them about GRU's small business program and encourage them to contact Purchasing if they have the need to procure goods or services where a small or minority-owned business can be included in the solicitation, including the possible use of a minority-owned business for office-related supplies.

**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**

1. Selling GRU as an organization by highlighting the benefits of being an employee at GRU when interviewing candidates (work/life balance, PTO, opportunities for growth, training, stability, challenging and complex work environment).
2. Marketing open positions to professional organizations (FICPA, AICPA, FGFOA) to promote diversity (i.e. cultural, gender, or otherwise) will increase the diversity of the hiring pool.
3. Expand presentations to professional diversity-oriented organizations in academic environments as well as by posting articles in the newsletters and job forums of related professional societies.
4. Investigate internship opportunities to tap diversity at UF or other colleges.

**B. Retention Strategies**

1. Professional Development for all Employees
  - a. Constantly reinforce employees' access to training and tuition reimbursement.
  - b. Promote employees taking internal (GCU or City sponsored) courses and/or external training courses.
2. Strategies to Foster an Environment of Diversity and Inclusion
  - a. Foster a professional environment where employees feel secure, respected and welcomed.
  - b. Encourage volunteer opportunities such as GLO families, Junior Achievement, and United Way.
  - c. Provide Cross –Training opportunities to interested individuals.
  - d. Repeat Emerging Leaders Presentation intra-departmentally to promote employee engagement.
  - e. Expand General Body Meetings to include presentations from individuals on a rotating basis to familiarize staff with the work of others and provide a friendly supportive environment to practice presentation skills.

### **C. Women/Minority-Owned Small Business Strategies**

As Chief Financial Officer, I will speak with Finance staff to remind them about GRU's small business program and encourage them to contact Purchasing if they have the need to procure goods or services where a small or minority-owned business can be included in the solicitation, including the possible use of a minority-owned business for office-related supplies. We will distribute an updated list of MBE/WBE to BFA Staff by December 31, 2015.

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

1. Percentage of spend related to Women/Minority-Owned Businesses.
2. Demographics of applicant pools.
3. Track internal training opportunities to establish a baseline.