

City of Gainesville Diversity Work Plan

This work plan should be completed by Directors and Managers with oversight of ten or more employees who do not report directly to a Charter Officer.

Name: Philip Mann, P.E.

**Department: Public Works Department –
Engineering Division**

Title: Assistant Public Works Director

Date Completed: November 1, 2015

I. Introductory statement describing your department/division.

The Assistant Public Works Director reports to the Public Works Director and is responsible for management and oversight of the Engineering Division, the Traffic Operations Division and the Department's Capital Improvement Plan (CIP) projects.

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

In both the Engineering and Traffic Operations Divisions, there is currently limited diversity in both the race and gender statistics. There is diversity among the age and background statistics. The diversity among staff does not match the customer base that we serve (based upon the EO Diversity Plan).

There are affirmative action (AA) goals on almost every position in both divisions including but not limited to:

- Engineers;
- Managers;
- Supervisors;
- Inspectors (Technical Support Specialist);
- Traffic Signal Technicians;
- Traffic Sign & Marking Technicians;
- Parking Enforcement Technicians (POA);
- Parking Operations Attendants (POA);

The current demographics of the Engineering Division is (as of 11/1/15 – 14 total employees):

- Surveying Section – 4 white males;
- Inspections Section – 3 white males;
- Engineering Section – 4 employees – 3 white males; 1 white female;
- NPDES Section – 1 white female;
- Administration – 1 white male & 1 white female;

The current demographics of the Traffic Operations Division is (as of 11/1/15 – 24 employees)

- Traffic Signal Section – 5 white males – 2 vacancies;
- Traffic Signs & Marking Section – 3 African-American males; 2 white males, 1 vacancy;
- Parking Operations Section – 2 females; 2 African-American males; 1 white male
- Parking Enforcement Section – 3 white males;
- Administration – 1 white male; 1 Filipino Male; 1 Female.

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

The Engineering Division and Traffic Operations Division both contain highly specialized positions and the

barrier is that they require specific skills that are typically found in the construction industry – a male dominated industry.

The concern has been that, even in the lowest of classifications for the various job titles, experience is required to get in the entry level positions. The barrier is that the pool is further limited by requiring minimal experience.

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

During the last year, I have worked with Equal Opportunity Diversity Advisory Committee to broaden my knowledge of diversity issues, gain a better understanding of recruitment tools and to expand my knowledge of resources and ideas for expanding diversity. I have also worked with Mr. Paul Forte', Diversity Recruiter in Human Resources for ideas to expand our efforts.

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

We have worked to implement several different efforts and strategies. Those efforts include the following:

- Working with HR to modify the Traffic Signal Tech I job description to reduce the entry level requirements of the job so that it can become more of an apprenticeship to allow interested people with little or no skills in this area to be hired and trained on the job;
- Working with HR to modify the Traffic Sign & Marking Tech I job description to reduce the experience required to be able to attract a broader field of applicants;
- Working with HR to reclassify Sign & Marking Technician job series to create a true entry level position to provide more opportunities for applicants;
- We are advertising positions with the appropriate trade organization (IMSA & APWA) or professional society (APWA & ITE);
- Public Works Department staff is participating in job fairs – even for positions we do not have vacancies so we can get the word out for when we do;
- Working to locate local trade unions / groups that may have members that meet those special skill sets (e.g. SWE – Society of Women Engineers);
- Reviewed the internal make-up of our hiring panels and enacted to changes to the process internally;
- Utilizing diverse interview panels for both internal and external hiring processes;
- Utilizing someone on the interview panel from outside the Division in which the position is being filled. This provides a fresh and different look at the applicants;
- The Traffic Operations Manager position was filled by a Pilipino Male. He will be handling hiring processes in the Traffic Operations Division and he has ideas on increasing diversity in that division.

B. List Retention and Personnel Development Strategies you employed.

Many of the strategies listed above are utilized for internal recruiting efforts as well.

As far as retaining internal and developing internal employees, the following is required in both the Traffic Operations Division and the Engineering Division:

- Managers conduct bi-weekly staff meetings and discuss the City's Non-discriminatory policies and procedures. We discuss the need to understand and respect individuals from who have cultural backgrounds that are different than our own.

- Managers discuss the "4-C's" initiative on at least a monthly basis and its importance as we serve a diverse customer base (both internal and externally) and it is important that our staff have an understanding of our clientele and those differences.
- Where appropriate, require and support professional or technical credentialing:
 - Various levels of IMSA Certifications for the Traffic Signal & Traffic Sign & Marking Section;
 - Implementing APWA Inspector Certifications for Right of Way Inspections Section (Technical Support Specialist positions);
 - Professional Engineering (P.E.) registration for the Engineering Staff;
- Provide opportunities for continuing education for all staff. It is important that staff grow technically and professionally in order to stay fresh, sharp and challenged as well as stay abreast of changes the public works field;
- On an annual basis, Public Works establishes goals, objectives and developmental plans for each individual employee. Each employee is evaluated on those plans on an annual basis and the plan is revised;
- To give our employees the opportunity to grow in different areas and take on new challenges, when we have vacancies, we provide the opportunity for internal employees to take on an acting role. This helps broaden employee skills and give the opportunity to both experience a new challenge and determine if that is a position that they would be interested in pursuing and maybe even make a career path change;
- Public Works provides opportunities for employees to serve on both internal and external committees. Some examples of committees that employees are afforded the opportunity to participate include but is not limited to:
 - TEAM;
 - IBBT;
 - GLO;
 - EODAC;
 - APWA – Florida Section or Chapter Executive Committee;
 - ITE – Florida Section;
 - Florida Parking Association;
 - American Planning Association;
- With the turnover that we have had in Public Works and the new / entry level staff we are bringing in, it is important that we mentor those new / entry level employees to give them the skills that they need and ensure their success.

III. Were those efforts successful?

A. Why/Why Not?

The efforts to attract minorities have been moderately successful. In the Engineering Division, we were able to hire a female engineer into a vacant engineering position. We have numerous openings in the Traffic Operations Divisions. In the Traffic Operations Division, we were successful in a Filipino male into the Traffic Operations Manager position. All of our processes involve external recruitment and diverse interval panels.

In each case, Public Works Management worked with both our Human Resource Representative and the EO office to ensure that we are targeting the appropriate advertising strategies to target a diverse pool of applicants.

The efforts to modify job descriptions, as noted earlier, will also hopefully expand the diversity of job pools as we recruit those positions in FY16.

B. How did you measure your efforts?

We measured our efforts based upon the hiring processes we have had. As noted above, we have filled a vacant engineer position with a female and a vacant manger position with a Filipino male.

We have worked to provide incentives to retain our internal employees as noted above. We feel we have been successful in those efforts in that we have been able to promote from within which provides for upward mobility. The employees that have left have either left the area (Gainesville) or found other employment within the City of Gainesville.

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

A. List your efforts here.

- The Public Works Department participated in the City sponsored diversity job fair. Staff from all levels of the Department from the Director to entry level employees participated in the job fair. There were representatives of each Division and Section to promote employment in the City of Gainesville. There were even representative from Sections that did not have openings to educate the public on employment opportunities within the Public Works Department. As time lead up to event, the need for our workforce's diversity to match the diversity of the community we serve was discussed with staff. It was also discussed why it was important that the workforce match the community.
- As noted last year, in one staff meeting per year, I discuss the diversity of our existing staff. I create a group of questions for each person to answer about themselves:
 - Where are you from?
 - What type of home did you grow up on (farm, intercity, rural city, another country, etc.)?
 - What is something about you that people on the staff might be surprised to learn?
- We require that our staff attend diversity training courses and track their attendance. We also make provisions for the staff that does not have computer access if it is a web-based training;
- Discuss the benefits of diversity with project managers and the need to diversify our spending for small and/or minority owned businesses. This practice helps keep more of each dollar spent in the community;
- Encourage Managers and supervisors to utilize diverse interview pools for job openings;

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

A. List your efforts here?

- Most of our purchasing is completed through construction contracts. Those contracts have MBE / SBE goals that the contractors must attempt to meet. We are now actively tracking MBE / SBE purchases on our projects and encouraging our contractors use MBE / SBE firms and/or suppliers for their subcontractors. We have now set this up for each project;
- Staff utilizes the EO Office's MBE / SBE procurement list to track expenses. Anytime we encounter a firm / supplier that may would qualify as a MBE / SBE list, we encourage them to sign up;
- The individual divisional efforts will be included in the Traffic Operations Division and Engineering Division plans submitted separately;

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

- There several thing the project management staff will work to improve this next year:
 - In the Department's FY16 Strategic Planning Session, a Champion was selected to help improve the Department's MBE/SBE Efforts for the year. I volunteered to be the Champion and plan to start those efforts by holding a meeting with all Departmental Procurement Card holders on the benefits of

spending funds locally via a MBE/SBE.

- We are continuing to provide the City's prospective bidders with the official MBE / SBE list for use;
- Continue to work to get eligible businesses added to the MBE / SBE list;
- Work with all project managers to educate them on the benefits of the use MBE / SBE;

VI. Your Component of the Overall Departmental Strategic Plan

Your Department Head will work with his or her direct reports to develop a Departmental Strategic Plan to address diversity issues this evaluation year. In this section you will outline your assignment for the department's overall Strategic Plan. You will use this component as the basis for the Diversity objective on your Performance Evaluation Plan.

List one or more components of the overall Departmental Plan outlined by your Department Head in the appropriate sections below. You might not have an element in each of the areas.

A. Recruitment Strategies

- Public Works Department, including all level of staff, will participate in the EEO sponsored job fair;
- Hiring managers will review job descriptions and remove any barriers in the description to prevent them from attracting a diverse pool of applicants. Some specific examples were noted earlier in this report;
- Hiring Managers will prepare Diversity Work Plans which will require them to analyze the diversity within their individual divisions;
- Hiring managers will work within their assigned areas to identify trade unions, professional societies, etc. that are directed at bringing together members of the outside work force that make the specific targeted recruitment goal. They will also work with HR and EO to ensure that they are maximizing the diversity of their applicant pools.
- Hiring managers are encouraged to work directly with the Diversity Recruiter in the development of a hiring plan.
- The Public Works Leadership Team will discuss and embrace diversity at PWD Leadership Team Meetings that will be filtered down through the Divisions through bi-weekly Division and Section meetings.

B. Retention Strategies

(1) Professional Development for all Employees

- Track attendance for mandated diversity training of employees to ensure that all employees are afforded the opportunity to attend.
- Discuss and embrace diversity at Division and Staff Meetings and other sponsored group functions.
- Managers discuss the "4-C's" initiative on at least a monthly basis and its importance as we serve a diverse customer base (both internal and externally) and it is important that our staff have an understanding of our clientele and those differences.
- Where appropriate, require and support professional or technical credentialing:
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- On an annual basis, Public Works establishes goals, objectives and developmental plans for each individual employee. Each employee is evaluated on those plans on an annual basis and the plan is revised;
- To give our employees the opportunity to grow in different areas and take on new challenges, when we have vacancies, we provide the opportunity for internal employees to take on an acting role. This helps broaden employee skills and give the opportunity to both experience a new challenge and determine if that is a position that they would be interested in pursuing and maybe even make a career path change;
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(2) Strategies to Foster an Environment of Diversity and Inclusion

- Discuss Diversity at the Public Works Department Strategic Planning retreat and follow-up meetings;
- Assign new employees a go to person to help them transition into the assigned work group and the larger work unit;
- Mentor younger employees on working in the City and importance and benefits of diversity;

C. Women/Minority-Owned Small Business Strategies

- Will send out a copy of the Small Business Directory to all procurement card holders within the department and all managers/supervisors to encourage them to utilize the directory throughout the year.
- We are going to provide the City's prospective bidders with the official MBE / SBE list for use;
- Continue to work to get eligible businesses added to the MBE / SBE list;
- Work with all project managers to educate them on the benefits of the use MBE / SBE;
- Educate staff on the benefits of direct purchasing from MBE / SBE approved vendors;
- Refine mechanism for tracking MBE/SBE purchases through use of subcontracts related to construction contracts.

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

- Track contracts / purchases through MBE / SBE Procurement track of the dollars spent and businesses utilized;
- Track efforts and document why MBE / SBE were not successful (price, availability, not available, etc.)
- Ensure hiring managers are recruiting vacant positions as outlined in their recruitment strategies listed elsewhere in this report.