

## 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: Jerry Hansen  
Title: Operations Division Manager

Department: Public Works – Operations Division  
Date Completed: 11/16/2015

---

I. Introductory statement describing your department/division.

The Operations Division is part of the Public Works Department and is responsible for the installation and maintenance of public infrastructures. Services provided by Operations include; installation and repair of City streets, roadside curbing, ADA ramps, sidewalks, installation and maintenance of public stormwater drainage facilities, mowing and maintaining the City's right-of-way including street sweeping as well as providing services for mosquito control and stormwater vegetation management. The service area for the Operations Division covers an area of over 62 square miles with a customer population of over 127,000 residences in the City Of Gainesville.

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

*Operations currently have a work force of 73 employees with additional 18 vacancies for a total of 91 positions. The current work force includes 28 (31%) minorities, 3 (3.29%) females, 2 (2.19%) minority females. There has historically been a lack of diversity within the Skilled Craft, Labor Crew Leader and Supervisor positions as it relates to females in the workplace.*

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

*Lack of Qualified Applicants - We are not receiving applications from qualified female/minority female applicants in our Skilled Craft, Labor Crew Leader and Supervisor level positions.*

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.

*Prior to advertising positions, I meet with HR staff to examine opportunities that may help enhance recruitment efforts including, but not limited, to targeting Skilled Craft and Supervisor Occupational groups that may have an interest in applying for these types of positions in order to arrive at a more diverse pool of candidates.*

*The Public Works Department/Operations Division participated in the City's Annual Job Fair. We have representatives from several operational areas within Public Works to meet and greet the public and share with them employment opportunities that are available with the City Of Gainesville. This includes passing out job descriptions for all vacant positions as well as any future vacancies within the department/division. Finally, we advertised several of our positions externally to provide opportunities for a larger diverse pool of applicants. The Operations Division's advertising and recruitment plan starts first by reviewing each vacant position in*

*accordance with the Affirmative Action Goals. Once the review is completed and the Affirmative Action Goals are identified Management starts working with HR to form a recruitment plan that includes advertising strategies. Management has just completed such a plan with HR for several vacant positions. Positions included; Maintenance Worker, Tree Surgeon I, LCL I, LCL II. As part of the recruitment/advertisement strategy we evaluated several familiar venues as well as explored new venues concerning places we have advertised in the past as well as where we would like to advertise in the future. In doing so the following advertisement strategy was implemented for the above mentioned positions. Advertising job postings in "familiar venues" Gainesville Sun, The Guardian, City Of Gainesville website, local area newspapers for surrounding counties such as Levy, Union, Bradford and Putnam etc. As for reaching and exploring "new venues" we are advertising in the National Association of Women and Minorities in Construction, University of Florida, as well as posting on the internet through a web based service called ZipRecruiter.com and Monster.com. We are very excited with the venture of advertising our positions through, this service will post our jobs to over 50+ job boards such as Job.com, MONSTER, glassdoor, facebook, juju, ebay classifieds and tweeter and more.*

B. List Retention and Personnel Development Strategies you employed.

*The Operations Division implemented our PTT Program on November 9, 2010. This program includes the majority of our skilled craft positions for Maintenance Worker and Motor Equipment Operator classifications. The PTT Program is designed to provide each employee in the program the KSA's Knowledge, Skills and Abilities to be successful in their future development and upper mobility as they progress within the program. The PTPP has been very successful in both employee development and employee retention.*

### III. Were those efforts successful?

A. Why/Why Not?

*We have not been successful in the past at recruiting larger, diverse pools of qualified applicants. We are encouraged by our new recruitment/advertisement plan that we will attract a larger diverse pool of qualified applicants by placing our ads in the right venues.*

B. How did you measure your efforts?

*We assessed the diversity of the qualified applicant pools for each position.*

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

A. List your efforts here.

**Diversity training** – All active Public Works/Operations Division employees have attended diversity training through the City's Equal Opportunity Office either online or in person.

**Staff meetings** – Supervisor staff meeting agendas include discussions on departmental values in which Diversity is one of the values.

**General body meetings** - Management holds meetings with all Operations Division employees to update them on current events and activities concerning the workplace, this is an interaction meeting that generates questions and answers and reinforces the benefits of diversity.

**Employee bulletin boards – Operations continues to update bulletin boards to inform employees of training, job postings and other activities that promote education and diversity.**

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

A. List your efforts here?

***I did not specifically do anything to increase our efforts outside of our regular bid process requirements.***

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

***Determine what non-specialty materials and supplies can be purchased locally and what women/minority owned business can fulfill our purchasing needs in those areas.***

**I. 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

***For all future openings, I will continue to work with the Human Resources Department and Equal Employment Opportunity Offices to identify and target specific trade venues such as publications and/or websites that will help us expand the diversity of the applicant pool. We will also continue our participation in the City's Annual Job Fair and seek out any other viable medium to promote job opportunities in our Division as well as within the Department as a whole to a diverse group of potential applicants.***

B. Retention Strategies

***(1) Professional Development for all Employees***

***Ensure that each position has a training plan to provide for continuing education as well as request funding in our annual budget to support that training plan.***

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

***Continue discussion of diversity at Staff Meetings and Divisional Meetings to raise awareness of diversity. Through those discussions, ensure employees are aware of the benefits of a diverse work place.***

C. Women/Minority-Owned Small Business Strategies

***Educate myself and the Divisional Section Supervisors on what commodities we can purchase locally and what opportunities are available to us for utilizing women/minority owned small businesses. Assist in identifying women/minority-owned small businesses in the area for department-wide use. Work towards developing a***

***plan for increasing use of women/minority-owned small businesses.***

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

***By the increase in percentage of funds being spent on items that are being purchased from women/minority-owned business use for our procurement needs.***