

**City of Gainesville
Diversity Work Plan**

This work plan should be completed by Directors and who do not report directly to a Charter Officer.

Name: Larry Johnson

Department: Water/Wastewater Systems

Title: Wastewater Collections, O & M Mgr.

Date Completed: 11/16/15

I. Introductory statement describing Water & Wastewater Systems Division

Goals:

- **Workforce Diversity**
Attract and recruit from a qualified, diverse pool of applicants.
- **Workplace Inclusion**
Develop an organizational culture that inspires individuals to contribute by encouraging collaboration with and acceptance of diverse thought and opinion.
- **Sustainability**
Develop organizational structure and human processes to help manage diversity by involving and making everyone responsible and accountable.

			UNIT	GOAL
			CWA	No Goal
			CWA	No Goal
			CWA	No Goal
			MAP	Minority
			CWA	No Goal
			MAP	Minority
			MAP	No Goal
			MAP	No Goal
			MAP	No Goal
			CWA	No Goal
			CWA	No Goal

260 Wastewater Collection	W/WW O&M Manager		MAP	Minority
	W/WW Crew Leader			
	W/WW Crew Leader			
	Service Operator	Vacant	CWA	No Goal
	Service Operator	Vacant	CWA	No Goal

A. Based on the demographics the following is a list of diversity issues:

- *Operational areas have a lack of female Service Operator and minority Water or Wastewater Treatment Plant Operators.*
- *Generally, workforce does not reflect minority or female make-up of the community.*
- *Most of workforce is local to North Central Florida.*
- *Most of workforce speaks only English. Customer base is becoming increasingly more Spanish speaking, and will become even more so, if Hispanic population increases in community as predicted.*
- *Workforce has limited knowledge of ethnic cultures and religions other than what they have been exposed to growing up in the local community.*
- *Limited number of females within the construction industry.*
- *Limited number of minorities with Science, Technology, Engineering and Mathematics (STEM) related college degrees.*
- *Limited number of minorities and females with water and/or wastewater treatment plant operator licenses.*

B. List of barriers or other concerns:

- *Most jobs require 24x7 availability on a routine or emergency basis.*
- *Childcare responsibilities are hard to coordinate with 24x7 availability.*
- *Shift work generally does not match desire expressed by employees for work-life balance.*
- *Work environment is challenging:*
 - *Hot and cold working conditions,*
 - *Exposure to workplace and environmental hazards,*
 - *rotating machinery,*
 - *Heavy equipment,*
 - *Bending, squatting, climbing lifting and pulling.*
- *Many positions within Division require specific technical training and professional certification and licensing from regulatory agencies. At a minimum, HS Diploma/GED is necessary for any position.*
- *Residential boundary requirement eliminates some candidates.*
- *Lack of relocation assistance for represented positions. Treatment plant personnel, service operators, and mechanics must pass respiratory fit test.*
- *The pool for potential applicants to fill engineering related positions must have either*

significant background in science, technology, engineering, and mathematics (STEM) disciplines or college degrees in engineering where minorities are traditionally under-represented.

- *Work requires physical strength and agility sufficient to safely perform heavy lifting, pushing, pulling, climbing, standing, squatting, and use of all manual and electric tools required to complete all work assignments.*
- *Increasing workplace diversity includes mandatory diversity training. This training produces some unintended consequences, when employees feel that the diversity training is more important than other craft training and skills development.*
- *Employees that are not represented by the typical diverse populations that are being focused on may feel under-valued and under-appreciated based on the fact that they don't represent diversity. In addition, these employees might believe that employees from focused diversity groups will have more opportunities for advancement. This has the unintended consequence of disrupting trust relationships with co-workers and management.*
- *Making special accommodations for the needs and demands placed by workforce diversity makes managing the workforce difficult.*
- *Creation of informal divisions within the staff which hinders the sharing of knowledge, skills, and experience, thereby reducing the effectiveness and efficiency of the Organization.*
- *Have to maintain market competitive salaries to attract full range of diversity in candidate pool.*

II. W&WW System's efforts to address diversity issues in the last (evaluation) year?

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

- *Plan of action included but was not necessarily limited to:*
 - *Review of Department/Division policies and procedures that might have created artificial hiring barriers.*
 - *Review of job description knowledge, skills, and aptitude requirements that might create artificial hiring barriers.*
- *Attempted to broaden pool of applicants by extending outreach efforts to minority and female oriented professional and trade associations.*
- *Attended small business outreach events within the community. Participated in various GRU/City Purchasing events, including small business workshop hosted by the Office of Equal Opportunity.*
- *Active participation in Annual City of Gainesville Job Fair.*
- *Diverse panels of race and gender were set up for hiring and promotion selection process. Panel make-up discussed with HR Staff prior to starting the interview process.*
- *Support community service as follows:*
 - *Relay for Life (East Gainesville)*
 - *Support of Williams Elementary*
 - *Gainesville Little Ones*
 - *Tours of Water and Wastewater Facilities*
 - *Connect Free program provides interaction with residents with financial need*
- *Community Outreach to diverse customer groups*

- ***Vacant Service Operator positions, Water Plant Operators, Wastewater Plant Operators, Maintenance Mechanics, ICE Techs were posted on the City of Gainesville website which is a part of the Governmentjobs.com network which is nationwide and was also posted with Florida Works to reach a broad and diverse population and also with AWWA to target applicants who may possess the specific skill sets needed to perform the job. For some of these positions, although there were qualified internal candidates, positions were posted to the general public to give a broader minority population the opportunity to be considered for the position.***

W/WW engineering professionals provide outreach to elementary, middle and high school students and the general public to encourage children to take interest in water and wastewater professions as well as science and engineering. This outreach reaches a broad diversity of students and includes both presentations and hands-on learning experiences. This also includes volunteering to tutor disadvantaged students. Some of the events included in 2014 were:

- ***Weekly volunteering at Williams Elementary (reading mentor)***
- ***Participation as United Way fundraising***
- ***Outreach through Florida Section American Water Works Association***
- ***Leadership Positions in Diversity Awareness Council***
- ***Participate in ACE Mentoring Program***
- ***Tours of the Murphree Water Treatment plant, Kanapaha Water Reclamation Facility, and the Main Street Water Reclamation Facility***
- ***Presented at UF Water Institute***
- ***Wetlands Presentation to Middle School Classes***
- ***National Society of Professional Engineers Math Counts***
- ***West Point Bridge Competition***
- ***GRU Spring Break Camp Empower***
- ***Water Conservation Art Contest and Poster***
- ***Rawlings Elementary Science Night***
- ***Williams Elementary School Science Night***
- ***American Water Works Model Water Tower Competition (Middle School)***
- ***American Water Works Association Better Water for People Golf Tournament***
- ***Stop Children's Cancer***
- ***Relay for Life***
- ***Making Strides Against Breast Cancer***
- ***Williams Elementary School Food for Kids Backpack Program***
- ***United Way Support and Fundraising***
- ***Boy Scouts of America Eagle Scout Projects***

B. Retention and Personnel Development Strategies:

- ***Person – Job fit has a strong impact on job satisfaction and organizational “fit”. Goal is to hire retainable employees that are not just technically good at what they do but “fit” well into the corporate culture of the organization. Goal is to hire right in the first place, rather than to fire and then be forced to find a new employee. Use of performance based interview questions will help focus in on the job skills and that help determine corporate “fit” and reduce the personality factor in the hiring equation.***
- ***Conduct on-boarding meet-and-greet for all new hires and personnel promoted to new***

positions. Division Managers meet with new employees to provide an orientation on the function of various Divisions, and to meet the Division Managers.

- *Conduct quarterly staff meetings that include all managers and supervisors to ensure awareness of on-going issues within the Department, Division, and Organization.*
- *Review selection process to help ensure a diverse panel as to both race, and gender, as well as other divisions and departments.*
- *Support and participate in Diversity Awareness Council – Attend six (6) lunch and learns each year.*
- *Encourage employees who wish to pursue promotional opportunities to act in vacant positions.*
- *Support and promote Progression Through Training Programs(PTTP) which clearly delineate progression pathways, and uniformly provide access to training to support advancement.*
- *Continue to support and provide access to internal and external training that will either help employees advance in their current positions, or prepare them for other positions within GRU that provide other avenues and opportunities for advancement.*
- *Encourage employees to take advantage of Employee Assistance Program.*
- *Good supervisors are crucial to retention. Studies show that employees don't quit their jobs, they quit their managers. Therefore, there has been a concerted effort to train management team not only to work on the technical aspects of their jobs but also on their "soft skills".*
- *Continue working on developing the trust of, and an open rapport with, employees.*
- *Continue on-going discussion at staff and general body meetings on the value and importance of diversity in the workplace. Employees and co-workers with diverse cultural backgrounds bring unique experiences, ideas, and perceptions that can benefit and strengthen the organizations productivity and responsiveness to changing conditions.*
- *Continue support of Progression Through Training, Engineer Progression, and Staff Services Development Programs.*

III. Were Retention and Development efforts successful?

A. The employee development programs are the most effective retention initiative available.

W/WW Progression Programs		
PROGRAM	ELIGIBLE EMPLOYEES	EMPLOYEES ENROLLED
<i>Engineer Progression</i>	13	13
<i>Intern Progression</i>	4	4
<i>Lab Technician PTTP</i>	3	3
<i>Service Operator PTTP</i>	46	46
<i>Crew Leader PTTP</i>	15	15
<i>Supervisor PTTP</i>	10	4
<i>Mechanics PTTP</i>	11	7

ICE Technician PTTP	9	9
WRF Operators PTTP ⁽¹⁾	14	14
Emerging Leaders	9	3
Totals	134	118

(1) WRF Operators currently under Skilled CRAFT progression.
WRF Operator PTT Program ready for implantation pending HR/OD completion of PTTP audit.

B. Metrics:

- ***Diversity and inclusion initiatives will include long-term changes in management and organizational culture designed to develop and expand management skills and accountability, and to foster trust among all employees so that everyone feels valued, respected, and productive.***
- ***Monitor improvement in hiring pool diversity, improvement over time.***
- ***Analyze the make-up of potential hiring pools.***
- ***Hold managers accountable for diversity and inclusion goals and objectives. Goals will be focused on the desired outcome to include recruiting, retention, and promotion. They will be qualitative measures that change behavior, not just quantitative.***
 - ***Metrics must be simple, clear, understandable, and closely aligned with the organizational culture.***
 - ***Metrics will be limited to just an important few. If everything gets measured, the task is overwhelming and the metric loses its importance.***
 - ***Metric to be used:***
 - ***Number of personnel in a development program.***

IV. Efforts to make employees aware of the benefits of diversity:

A. List your efforts here.

- ***Present business case and benefits of diverse workforce to all employees during general body and staff meetings on a regular basis. However, in order to reap the benefits of diversity we must also be willing to alter our innate beliefs and behaviors and also address the need for inclusion. Diversity is being invited to the party; inclusion is being asked to dance.***
- ***Managers to be more active in coordinating and attending Diversity Council luncheons, and encourage staff members to attend.***
- ***Extensive management involvement in the Job Fair.***
- ***All Managers received training on preparing the Diversity Workplan.***
- ***Employees (including temporary employees) in Water/Wastewater Systems completed Diversity Training.***
- ***Provide for the on-going discussion as to the benefits of recruiting and maintaining a diverse workforce:***
 - ***Infusion of fresh ideas and perspectives that can lead to previously unrecognized opportunities.***
 - ***Improve perception in the eyes of our customers.***

- *Improve our reputation in the community.*
- *Be more attractive to talented candidates for hire.*
- *Department Head is member of Equal Opportunity Diversity Action Committee, and the Affirmative Action subcommittee and actively promotes practices that promote Diversity and Affirmative Action.*
- *Held department refresher with CCO on 10-21-15 for 260*

V. Efforts to include Women/Minority-Owned Small Businesses:

A. List your efforts here?

- *Worked with the contractor for the Payne's Prairie Sheetflow Project to utilize SBE/WBE/MBE sub-contractors and material suppliers.*
- *SBE/WBE/MBE received additional points in accordance with City Ordinance as part of vendor selection process. Goals were included in all major projects.*
- *WWW supervisors and managers review vendor of the month information from purchasing to increase awards to Women/Minority Owned Small Businesses.*
- *Added SBE/MBE vendors to pool to perform plumbing, sod restoration, building restoration.*

B. What can we do differently to improve?

- *Invite Purchasing Rep to WWW Staff meeting to provide updated ideas.*
- *Continue those practices that have provided successful results.*
- *Continue contracting with those WBE/SBE/MBE vendors that have demonstrated good service and value.*
- *Attend GRU Small Business Vendor Fair, and Small Business Conference & Trade Fair.*
- *Attend small business outreach events at which GRU Purchasing participates and the small business workshops hosted by the Office of Equal Opportunity.*

VI. Strategic Plan

A. Recruitment Strategies

- *Coordinate with GRU's community Relations Director and Diversity Recruiter to increase diversity in hiring pools.*
- *As positions come available for positions requiring certification, work with UF TREEO Center to recruit female and minority candidates.*
- *Continue outreach to schools and general public to encourage children of diverse backgrounds to pursue water/wastewater and other STEM disciplines.*
- *Participate in Camp Empowerment.*
- *Continue to work with OD/HR to develop diverse hiring pools. Post vacant positions that may be advertised to the general public on the City of Gainesville website which is a part of the*

Governmentjobs.com network which is nationwide. Work with OD/HR to post vacant positions with Florida Works to reach a broad and diverse population and also with AWWA and FWPCOA to target applicants who may possess the specific skill sets needed to perform the position responsibilities.

- ***Review screening tests in Maintenance Mechanic hiring process to ensure test does not unnecessarily limit diversity.***
- ***Send these recruitment strategies to HR/OD***

B. Retention Strategies

Professional Development for all Employees

- ***Include training in employee development plans when applicable.***
- ***Encourage employees to take training that will benefit their current position, or training that will promote advancement within GRU. Use PTTP and GCU classes.***
- ***Conduct field tests during the interview process to assess physical strength and other applicable characteristics to ensure success of applicants hired.***

Strategies to Foster an Environment of Diversity and Inclusion

- ***Stress to Staff that a diverse workforce is best able to serve diverse customers.***
- ***Continue On-Boarding activities to welcome and orient all new and promoted employees.***
- ***Educate staff that diversity is larger than race and gender.***
- ***Ensure that majority groups aren't marginalized.***
- ***Address any parts of the corporate culture that may create an environment that would stifle the inclusion of diversity.***
- ***Continue to support Diversity Awareness Council educational activities and promote active participation of Managers and Staff.***

C. Women/Minority-Owned Small Business Strategies:

- ***Participate in SBE/MBE/WBE business fairs held within the community.***
- ***Train W/WW personnel in SBE/WBE/MBE purchasing policies and procedures.***

D. Metric:

- ***Track contracts issued to SBE/WBE/MBE businesses.***