

**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: Frank Latini**

**Department: Chief Business Services Officer  
(651)**

**Title: Technical Services Manager**

**Date Completed: 10/30/15**

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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.

**GRUCom has 41 personnel with 32% categorized as minorities. GRUCom has 6 job classifications (Managing Utility Analyst, Technical Services Manager, Network Cabling Specialist 2, Network Cabling Supervisor, Technical Support Specialist 2, Technical Support Specialist, Senior) in 3 categories (Official and Administrators, Skilled Craft Workers and Technicians) that have been identified as having AA goals.**

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

**The GRUCom department has a very low turnover rate. When we do have the need to fill a vacancy we insure that the job advertisement and the job description have been reviewed to minimize any self-elimination by prospective candidates.**

**Possible barriers to meeting Diversity/Affirmative Action goals appear to include location, salary and potential for advancement. For two of the job categories (skilled craft workers, technicians) there appears to be a lack of diversity in the industry (Telecommunications) and a lower than desired skill level for GRUCom's requirements. The physical nature and potential working hours of the skilled craft workers does present concerns to some job applicants.**

**Due to financial constraints, even with expected personnel retirements, GRUCom does not expect to be filling any new positions in the coming fiscal year.**

**We continue to work to minimize or eliminate diversity specific barriers related to hiring, retention and promotion 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.

**GRUCom did not attempt to fill any positions in the previous fiscal year.**

**If GRUCom needed to fill a position the following actions would be employed:**

**All positions are advertised to the General Public to attempt to widen the pool of applicants. When appropriate, GRUCom expands the job advertisement sources (beyond the local area) to increase the possibility of a wider applicant pool.**

**The wording in the job advertisements is reviewed to minimize self-elimination. Similarly, we have reviewed the job descriptions to insure there are no unnecessary requirements or desired duties that may influence the decision to apply for a position. When reviewing applications, we will compare cross industry similarities (i.e. electric lineman, fiber cable construction) (electric engineering technicians, telecom engineering technicians) to qualify individuals with similar skills.**

**During the interview process our Interview team includes personnel from outside the department to insure a non-biased opinion in the scoring process.**

B. List Retention and Personnel Development Strategies you employed.

**GRUCom has an adequate training budget. For the Network Cabling specialist entry-level position, we require attendance at specific industry training prior to expansion of job responsibilities. Once personnel have attended the classes there is an expectation that these personnel will be assigned additional duties and will perform as expected.**

**We strongly encourage GRUCom personnel to acquire additional training either online, locally (internal, college, local training companies) or at external conferences and training programs.**

**We also purchase training materials to enable personnel to acquire industry-specific knowledge at their desk.**

### III. Were those efforts successful?

A. Why/Why Not?

**Significant effort is applied to insure that no one self-eliminates during the application process. All internal employees are provided opportunities to acquire the skills to improve their ability to be promoted.**

**Our turnover rate is very low. We did not have any job postings during the current review period.**

B. How did you measure your efforts?

**While there is not a method for determining minority participation in the position application and filtering process we do make note of the demographics of the interview pool and adjust our position advertisement locations to attempt to attract a more diverse pool of candidates.**

**We did not have any job postings during the review period.**

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

A. List your efforts here.

**Forward all corporate communications regarding diversity activities to all department personnel, with a note strongly encouraging participation, even if the original was sent to all personnel directly. This re-enforces the message of my commitment to promoting the benefits of embracing diversity.**

**Encourage all personnel to attend and participate in diversity workshops and presentations.**

**Encourage all personnel to participate in organization Teams related to promoting the concepts of accepting diversity in the workplace and in general.**

**Promote the idea of full participation in the department's operational decision-making process by all personnel. Everyone's opinion does matter. Encourage my direct reports to promote the same concept with their direct reports.**

**Model behavior that demonstrates acceptance of all points of view from all personnel.**

**Discourage behavior that is negative towards classes of people, people with different opinions, etc.**

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

A. List your efforts here?

**The significant portion of GRUCom purchases are for commercial grade Telecom equipment provided by national/international companies. However, we do require marketing and skilled craft work services that can be delivered by women-owned/minority owned small businesses.**

**When GRUCom must issue skilled services RFPs or requests for estimates, we dedicate considerable effort to contact organizations that fit into the small/women-owned/minority-owned/locally-owned categories. We organize pre-bid meetings to emphasize GRUCom's and the organization's (GRU) desire to insure that these categories of businesses are include in the bidding process.**

**GRUCom Marketing services are managed/deployed through a small/women/minority/locally owned business.**

**When purchasing items such as personal computing devices or uniforms, GRUCom seeks participation from locally-owned businesses while maintaining compliance with Purchasing rules.**

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

**Continue/Expand our effort to seek out targeted services providers and encourage them to register as vendors in order to supply services to GRUCom. While our major Telecom equipment purchases usually cannot be provided by women/minority-owned, local small businesses, several of our services (in-building wiring, underground work, marketing) type activities can provided through these targeted organizations.**

**When issuing request for quotes, etc., request from the Purchasing department any information that can identify targeted vendors to insure their participation in the quote process and directly contact the identified organizations and encourage them to respond to RFQs and RFPs.**

## 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.

**The Department objective is to develop a highly qualified, talented and diverse workforce. We will accomplish this objective by a) ensuring that our hiring processes that have an AA Goal are focused to yield a qualified and diverse pool of candidates. Our targets are that 75% of our focused hiring processes yield the desired results.**

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

**Continue to utilize diverse advertisement avenues to reach a more diverse applicant population. Seek assistance from the HR and EO offices to identify industry-specific, minority-oriented organizations that can help expand the demographic diversity of the applicant population. Work to meet the Department objectives stated above.**

**Participate in the City of Gainesville Job Fair (or other local events) to reach out to the local community.**

### B. Retention Strategies

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

**Continue to encourage all personnel to take advantage of all provided resources to improve their skills in order to position themselves for promotion when the opportunity presents itself.**

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

**Strongly encourage all personnel to participate in all organization-sponsored events.**

**Model appropriate behavior – acceptance of diverse points-of-view, full participation of personnel in the operational decision-making process, discourage negative attitude towards classes of people, etc.**

### B. Women/Minority-Owned Small Business Strategies

**Continue/Expand our efforts to identify and recruit small/local/minority vendors to participate in the purchasing process.**

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

**During the job advertising/hiring process, monitor/measure the number of minority applicants that make it to the interview process and possibly through to hiring.**

**Analyze purchases of the appropriate type that can be directed to women/minority-owned, local,**

**small businesses. Apply effort to encourage those targeted companies to participate in the bidding, small equipment purchase and services process.**