

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.

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Title: Interim Director

Department: Planning and Development Services
Date Completed: 11/10/2015

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

The department through its Planning and Zoning efforts works to increase community livability and quality of life through the Comprehensive Plan and Land Development Regulations by encouraging development that incorporates quality urban design and protection of historic and natural resources. The department's Building Inspections efforts provide the implementation of the Florida Building codes for the built environment through the issuance of building permits, performing inspections, and providing plan review for all new and remodeled construction performed 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.

Planning Division

- The Planning Division has a current workforce of 14 employees with 4.5 additional full time vacancies and 3 temporary employees. This is a total of 21.5 employees. The current workforce includes 5 minorities and 8 females.

Building Inspections Division

- The plans review and customer service sections of the division are staffed by a diverse group. Customer service positions have seen some turnover in the last year. We have developed recruiting strategies even for CSSS1 positions.
- Field inspector jobs have historically been perceived as male roles. This is still definitely a challenge for us. We were successful last year in recruiting a female building inspector who is now on board.

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

Planning Division

- The pace of advancement in the Department has been an impediment to recruiting and hiring. Issues of internal equity are also a challenge for retaining high performing individuals.

Building Inspections Division

- The pool of plan reviewer and inspectors state license holders tends to be mostly male. This is changing slowly as secondary construction and architectural educational institutions are attracting more females. In recruiting efforts we have greatly broadened the scope of our job advertising to include as large an applicant pool as possible.

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.

Planning Division

- Since the Interim Planning and Development Services Director has joined the Department, there have been 3 new hires, 3 female and 1 minority. Prior to this event and due to budget cuts and reorganization there had been only one new hire in the Planning Division in the last two years. During that hiring process the applicant pool for the final selection process included 3 males and 2 females.

Building Inspections Division

- Continuing to communicate and speak to local apprenticeship and secondary education programs at Santa Fe and UF about building inspections and the potential value of becoming certified as an inspector or plan reviewer. The Building Official also speaks at contractor association gatherings. The Building Official has worked specifically on inspector licensing with local contractors including minorities to hopefully increase the number of potential applicants for future opportunities with the city. We were successful in hiring a female building inspector last year.

B. List Retention and Personnel Development Strategies you employed.

Planning Division

- Recently promoted strategies to provide team building and the opportunity for cross-training by moving all Planning staff to the same floor of the Thomas Center.
- Offering employees the opportunity to learn different functions of Planning (Environmental Review, Historic Preservation, etc.) to promote learning and provide insight into areas that may have vacancies in the future.
- Given that most of the planning positions have a female goal, we have identified several professional groups that we will use to increase both female and minority applicants. Those groups include: Women In Planning Section of the American Planning Associations; Women College Professors in Urban Planning Program; and Planning and Black Community Section of the American Planning Association.

Building Inspections Division

- We have successfully re written the inspector and plan reviewer job descriptions to better allow upward mobility for employees within the system so they can be attracted and retained.

III. Were those efforts successful?

A. Why/Why Not?

Planning Division

- It is too early to tell whether these efforts will be successful given that they are being implemented for the next hiring round. We will document the process to determine how successful we are. It is anticipated that these efforts will be successful given our past history of having a diverse work group.

Building Inspections Division

- Yes our efforts were successful. We have been able to recruit a female. We are working on the getting some PRAF's approved to advertise right now and I am pretty sure we will see a diverse applicant pool. I know of at least a couple of females who have expressed interest in becoming a building inspector, plans

examiner and CSSS1's.

- We haven't had very many opportunities to fill positions thus far however that is changing quickly as construction activity is spiking locally.

B. How did you measure your efforts?

Employee morale and productivity. The overall performance of our work group.

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

A. List your efforts here.

We have talked about diversity training at staff meetings. All current staff has been to diversity training, most several times. We encourage and expect everyone to attend if they haven't in a while. We are all busy however we do stress the importance of attending training.

When we do post job opportunities, even internally, we will assemble a very diverse and comprehensive interview panel for screening candidates. We have had success recruiting good people using coworkers from across the department on the interview panels and not just management.

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

A. List your efforts here?

Planning Division

- We hired a Women/Minority-Owned Small Business to paint in the Thomas Center this year.

Building Division

- We haven't had the opportunity thus far to make any large expenditure on much except IT software. We have been able to recruit and retain a part time professional IT person, (female) to assist us in achieving our departmental goals.

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

- We will soon be able to make some significant business hardware upgrades in the form of a large format scanner and the associated computer equipment. We will focus our research towards women/minority owned businesses as possible vendors. I noticed this was one of last year's goals however our timeline had been moved back as we refined our strategy and goals.

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

- We will continue to select diverse candidate selection and interview panels for new hires or promotions as we ramp up our operations to meet our growing workload.

B. Retention Strategies

(1) Professional Development for all Employees

- Encouraging existing employees to obtain additional certifications and advance according to the new job descriptions.

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

- Attend diversity training and encourage complete participation of all employees in staff made decisions and work plan discussions. We are making an effort to move to a consensus based culture. I recognize diversity as a valuable part of that effort.

C. Women/Minority-Owned Small Business Strategies

- Look for local qualified vendors for major purchases.

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

- By looking at the department's overall productivity, morale and the effectiveness of our decision making process for how we recruit and where we spend our money. That is the same as last year's statement. I think it still holds true.