

## 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: Supervising Engineer

Department: Public Works -Engineering Division  
Date Completed: October 30, 2015  
(revised)

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

The Engineering Division is a division within the Public Works Department and is responsible for managing design, survey and construction projects. In addition, the division manages the National Pollutant Discharge Elimination System (NPDES) program for 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.

- The Engineering Division work force has 13 employees, including 2 temporary full time employees and 1 part-time employee.
- The Engineering Division has a work force including 1 (7.6%) minority, and 3 (23%) females.
- There are affirmative action goals for most positions in the department. Minorities and women are appropriately represented in other divisions within the Public Works department.

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

- As with other City departments and divisions within the Department, the Engineering Division experiences challenges in finding minorities and females to fill engineering and construction inspection positions. This is a male dominated industry.
- As openings become available they are posted accordingly, however, employees from outside and feeder job groups lack the necessary skills to meet the minimum requirements or are looking for a promotion rather than a lateral move.
- The concern has been that, even in the lowest of classifications for the various job titles, experience and some technical expertise or knowledge is required to get in the entry level positions. The barrier is that the pool is further limited by requiring some experience and expertise.
- Providing diversified staffing for engineering and inspection services on a limited budget is also a continual challenge for the Engineering division and Department overall. The Public Works Department complies with The City's agreement with the Communications Workers of America (CWA).

**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 evaluation year, two (2) employees were hired or promoted in the Engineering Division. One (1) female temporary employee and one (1) male temporary employee were promoted to permanent status during the past year. The Engineering Division and Public Works Department as a whole, addresses diversity through training, coaching, educational outreach, public meetings, and employee referral.

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

- As a division within the Public Works Department, the Engineering Division participates in the numerous recruiting activities in an effort to enhance diversity in the Department.
- Encourages training for staff. This enables minority and female staff members to advance their knowledge and skills so they may be promoted when new positions become available.
- Participates with the Department in events such as school career days, UF & SF Welcome events, trade union events, job fairs, City of Gainesville Citizen's Academy, City of Gainesville Employee Safety events, Gainesville Back-to-School events, Safe Place Program, and Chamber of Commerce involvement. These outreach activities increase education in public works and promotes the accomplishments of a diverse group working together to encourage others to join the Department team.
- Train employees to always be professional and courteous to fellow employees and others without regard for race, creed or color or anything else at all times.
- Advertises its vacant positions in local and minority publications, on its website, at UF and at SF in an attempt to reach the broadest minority and female population possible. The Department advertises in national organization publications as related to the open positions.
- Publishes a quarterly newsletter giving information on job status of projects, openings and encouraging employee referrals to inform friends, relatives, etc., about job opportunities.
- Continues to update its informational brochure explaining the requirements for positions and benefits as well as frequently asked questions.
- Holds public informational meetings which are an opportunity to not only inform citizens about our projects but to inform them of our organizational needs and the opportunity of working in the Department.
- Our office and field staff routinely interacts with citizens on a regular basis and are trained to be professional and courteous at all times. By representing the Department in this manner they are actively recruiting for City, including very diversely populated areas.

**B. List Retention and Personnel Development Strategies you employed.**

- As a division within the Public Works Department, the Engineering Division continues to support minorities and women through development strategies within the Division, Department and City overall.
- Seek creative ways to create a team oriented environment throughout the Department. Task teams and committees are routinely formed to maintain transparency and obtain appropriate

input for everyone within the organization.

- Employees are encouraged to attend GCU and other training classes in order to improve skills that are necessary for their current job or to acquire skills necessary for upper mobility.
- The Department continues to update its bulletin boards to inform employees of training and other activities to promote education and diversity.

### III. Were those efforts successful?

#### A. Why/Why Not?

- As a division within the Public Works Department, the Engineering Division is successful in recruiting minorities and females through current processes.
- Efforts have been successful but improvement is possible as evidenced by the Equal Opportunity Office's workforce analysis plan.
- Works closely with the City EO office to track MBE's/WBE's participating on our projects. The feedback on this process has been very positive.

#### B. How did you measure your effort?

- As noted above, we have hired one (1) employee and promoted two (2) employees. We are very proud of our ability to retain good staff.
- Feedback from the EO Office. Zero (0) referrals have been from the EO Office in FY15.

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

#### A. List your efforts here.

- As a division within the Public Works Department, the Engineering Division have made efforts to make employees aware of diversity.
- Supervisors have attended training and include discussions on diversity and sensitivity during our staff meetings.
- Attended diversity training through the City's Equal Opportunity Office in person.
- Training and Conversations regarding 4 C's have included discussion in diversity.
- Input requested and provided by staff on the Affirmative Action Plan.
- Inappropriate comments regarding diversity are not tolerated in the Public Works Department.
- Employee cookouts are held within the department to create opportunities for employees to get to know each other better. Encouragement provided to participate in and contribute to the United Way supporting community programs.

- Changes being made to create an atmosphere of camaraderie. These include exercise equipment in the Public Works Building and luncheons that are well attended by all our staff.
- Meetings are held to update all employees to reinforce the benefits of diversity and encourage open discussion.
- Bulletin boards are maintained to inform employees of training 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?**

- As a division within the Public Works Department, the Engineering Division have made efforts to solicit Women/Minority-Owned small businesses.
- Working closely with the City EO office to track MBE's/WBE's participating on our projects. Developing ways to increase awareness and number of MBE and WBE vendors on our projects.
- Developing a MBE's and WBE's vendor list for use as we advertise our projects.
- The feedback on this process has been very positive.

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

- Public Works Department can work closer with the City's Purchasing department and participate in additional workshops or training sessions they may sponsor to advise business that opportunities are available with Public Works Department.
- Increase solicitation from MBE's and WBE's using emails, etc. and advise them of upcoming contract opportunities.

**VI. Your Component of the Overall Departmental Strategic Plan**

**A. Recruitment Strategies**

- As a division within the Public Works Department, the Engineering Division participates in the numerous recruiting activities in an effort to enhance diversity in the Department.
- Encourages training for staff. This enables minority and female staff members to advance their knowledge and skills so they may be promoted when new positions become available.
- Participates with the Department in the events such as school career days, UF & SF Welcome events, trade union events, job fairs, City of Gainesville Citizen's Academy, City of Gainesville Employee Safety events, Gainesville Back-to-School events, Safe Place Program, and Chamber of Commerce involvement. These outreach activities increase education in public works and promotes the accomplishments of a diverse group working together to encourage others to join the Department team.
- Holds public informational meetings which are an opportunity to not only inform citizens about our projects but to inform them of our organizational needs and the opportunity of working in the

Department.

- Our staff routinely interacts with citizens on a regular basis and is trained to be professional and courteous at all times. By representing the Department in this manner they are actively recruiting for City, including very diversely populated areas.

## **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:
  - Professional Engineering (P.E.) registration for the Engineering Staff.
  - Implementing APWA Inspector Certifications for Right of Way Inspections Section (Technical Support Specialist positions).
- 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.
- 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.

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

- 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/WBE/SBE list for use.
- Continue to work to get eligible businesses added to the MBE/WBE/SBE list.
- Work with all project managers to educate them on the benefits of the use MBE/WBE/SBE.
- Educate staff on the benefits of direct purchasing from MBE/WBE/SBE approved vendors.
- Refine mechanism for tracking MBE/WBE/SBE purchases through use of subcontracts related to construction contracts.

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

- Track contracts / purchases through MBE/WBE/SBE Procurement track of the dollars spent and businesses utilized.
- Ensure hiring managers are recruiting vacant positions as outlined in their recruitment strategies listed elsewhere in this report.