

## 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:** Emmanuel Posadas, PE

**Department:** Public Works Department – Traffic Operations Division

**Title:** Traffic Operations Manager

**Date Completed:** November 16, 2015

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

The Traffic Operations Division within the Public Works Department is responsible for Traffic and Parking Operations in Gainesville. The Traffic Operations Division is committed to (1) moving the City safely and efficiently and (2) parking the masses properly, through its four sections, namely Traffic Operations (8051), Traffic Management (8052), Parking Operations (8056), and Parking Enforcement (8057). Traffic Operations Division provides the following essential services: Traffic signal operation and maintenance throughout Alachua County; Traffic signs and pavement markings operation and maintenance on City owned roadway rights-of-way; Traffic Management Center Operation inclusive of 80+ miles of fiber optics and 200+ live traffic video feeds; Parking Garage, On street parking, and City owned lot parking operations; decal and meter parking enforcement on City owned roadway rights-of-way as designated; support for various special events and special projects as needed and as directed.

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

As a whole, the Traffic Operations Division includes a diverse team of employees. The current workforce gender demographic are 18% (5/28) female, 82% (23/28) male. The race/origin demographic consist of 71% (20/28) White, 25% (7/28) African-American, and 3% (1/28) other. The gender diversity among staff does not match the customer base, while the race/origin demographics closely mimics the customer base, in line with the [2010 Decennial census](#) (65% White, 23% African-American, 12% other)

There are affirmative action (AA) goals on almost every position in both divisions including but not limited to: Engineers; Supervisors; Traffic Signal Technicians; Traffic Sign & Marking Technicians; Parking Enforcement Technicians (POA); Parking Operations Attendants (POA);

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

Although the Parking Operation Section and Parking Enforcement section is well diversified, the Traffic Operations Section and the Traffic Management Section both contain highly specialized positions that require specific skills in a male dominated industry.

### II. What were your efforts to address diversity issues in the area(s) under your span of control in the last (evaluation) year?

As the new Traffic Operations Manager, I am working closely with HR (Human Resources) and EO (Equal Employment) staff to gain a better understanding of recruitment tools to expand diversity

within the Traffic Operations Division

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

- Reach out to professional diverse organizations (ITE/Institute of Transportation Engineers – Florida Section), and minority professional organizations (WTS/Women in Transportation – Central and South Florida, NSBE/National Society of Black Engineers – Region III) for filling vacant Engineer IV/Traffic Engineer Position.
- Advertising positions with the appropriate trade organization (IMSAs/International Signal Municipal Association & APWA/American Public Works Association), for Traffic Signal Tech Lead, Traffic Signal Tech II (currently advertised), and Traffic Signs and Markings Tech II in the near future.
- Utilizing diverse interview panels hiring processes, including those from outside Traffic Operations Division.

B. List Retention and Personnel Development Strategies you employed.

- Membership with appropriate professional organization and/or trade groups is strongly encouraged. This includes FPA (Florida Parking Association), ITE (Institute of Transportation Engineers), IMSA (International Signal Municipal Association)
- Provide opportunities for continuing education for all staff within Traffic Operations Division. Request adequate resources for associated travel and training budgets to retain current certifications and have opportunity to obtain progressively more difficult and specialized certification
- Traffic Operation staff are given opportunity to grow when feasible and resource efficient. This includes internal employees to take on an acting supervisory role.

**III. Were those efforts successful?**

A. Why/Why Not?

The efforts to attract minorities and female in the Traffic Operations Section and the Traffic Management Section have has yet to be seen. Recently three vacancies in the Traffic Operations were advertised, and are going through the process qualifications and subsequent interviews.

Parking Operations recently hired two well qualified Parking Operation Attendant (POA), both of which, are minority female, thanks to the hiring efforts of the Parking Operations Supervisor (Trish Everitt)

B. How did you measure your efforts?

The Parking Operations Section is the only section within the Traffic Operations Division to acquire new candidates this year. This section has been successful in meeting and exceeding their associated diversity goals. The Traffic Operations Section is currently working with HR(Human Resources), in hiring a Traffic Engineer IV, Traffic Signal Tech Lead, and Traffic Signal Tech II with a diverse pool of applicants.

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

A. List your efforts here.

- The Public Works Department participated in the City sponsored diversity job fair;
- Discuss the benefits of diversity with team members;
- Encourage Managers and supervisors to utilize diverse interview pools for job openings;

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

A. List your efforts here?

- Staff utilizes the EO Office's MBE / SBE procurement list and actively seeks participation prior to concluding purchases for needed products or services.

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

- Staff will continue to utilize the EO Office's MBE / SBE procurement list as well as track vendor based MBE/SBE fund/resource expenditure.

**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

- Traffic Operations Division will continue to advertise in professional associations and websites/organizations targeted to women (WTS/Women in Transportation) and minorities (NSBE/National Society of Black Engineers) such that women and minorities are equally informed of potential needs and vacancies in both professional and technical positions.

B. Retention Strategies

(1) Professional Development for all Employees

- Professional Development for all Employees will be strongly encouraged. This includes various levels of IMSA Certifications for the Traffic Signal & Traffic Sign & Marking Section; FPA Certifications for all parking attendants; and PE (Professional Engineering) registration for Engineers.

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

- Traffic Operations Manager and supervisor core will actively seek input for improvement opportunities on core business and services. The method and framework that will be used LPI (Leadership Practices Inventory), where each individual employee within diverse teams are treated as leaders in their own distinct and diverse way while working towards a shared vision of (1) Transportation Safety and Efficiency, and (2) Parking the masses properly. Process improvements, through LEAN and 6S will also be equally diverse, allowing for input of all employees in their respective work areas.

C. Women/Minority-Owned Small Business Strategies

- A copy of the Small Business Directory will be sent to procurement card holders within the department while efforts continue to get eligible businesses added to the MBE / SBE list;

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

- Track contracts/purchases through MBE / SBE Procurement
- Ensure hiring managers are recruiting vacant positions with diverse panel