

**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: Shannon Keleher
Title: Recreation Manager**

**Department: Parks, Recreation & Cultural Affairs
Date Completed: 11/12/15**

- I. Introductory statement describing your department/division.** The Recreation Division of the Department of Parks, Recreation and Cultural Affairs employs full-time, part-time, permanent, temporary and seasonal employees. The Department's mission is to meet the community's need for diverse recreational, cultural, and environmental educational opportunities through professionally managed programs and services, stewardship of natural resources, and maintenance of public landscape. The Recreation Division, comprised of education, facilities, and sports, contributes to this overall mission statement by providing a variety of programs for children and adults of all ages throughout the year. In addition to the organized programs that are offered there are active parks, passive parks, playgrounds, recreation centers, swimming pools, and sports facilities that are available for use.

A. Based on the demographics of your department, list any diversity issues specific or unique to the areas in your span of control. The Recreation Division has a diverse work force with regard to age, ethnicity, religion, socioeconomic and educational background and experience, etc. As a Division we are responsible for a variety of programs, some of which do not typically draw a diverse pool of candidates such as environmental education and aquatics. While many degrees are considered acceptable when advertising positions it would be expected that many of the applicants would come from colleges offering recreation and leisure programming. Statistically speaking most of the students enrolling in these programs are Caucasian. According to the statistics at the University of Florida's College of Health and Human Performance 74% of the students are Caucasian, 10% are African American, 9% are Hispanic, 6% are Asian and 1% are American Indian/Native American (http://www.petersons.com/graduate-schools/university-of-florida-college-of-health-and-human-performance-000_10048984.aspx). This issue is not specific only to Gainesville but is a nationwide issue and creates challenges when recruiting qualified candidates.

B. List any barriers or other concerns you have for your entire span of control. We work closely with HR and EO to strategically place employment opportunities so that the most diverse group of potential applicants is reached. Internally we have implemented steps to make training and mentoring available so that employees have a better opportunity to meet the qualifications of higher level positions as they become available through experience in lieu of holding a particular degree.

- II. What were your efforts to address diversity issues in the area(s) under your span of control in the last (evaluation) year?** I am involved in the majority of the hiring decisions made within the division. I have worked closely with HR, the Florida Parks and Recreation Association (FRPA) and the National Parks and Recreation Association (NRPA) to ensure that posted job vacancies are viewed by a diverse applicant pool. I also contact key community members asking for their assistance by providing names of individuals they feel are qualified and by asking them to spread the word throughout their circles within the community. I seek to cast a broad net through marketing and then work with a team to choose the most qualified candidate for each position. Throughout the year I provide

training opportunities, career planning assistance and mentoring opportunities to current staff in order to help prepare them for higher level positions in the future. In addition, we attend the job fair at the MLK enter each year, we table at the Downtown Art Festival each year, we table at local high schools to recruit for seasonal help, we table at the Natural Resources Diversity fair each year, we utilize a diverse pool of interns with the hope they will apply for jobs within the department, we are part of the Black on Black Crime Task Force meetings as well as the Youth Strategic Planning Committee.

A. List recruitment efforts/strategies employed for issues identified above. Over the past year I have continued to work with a team to develop specific marketing campaigns for key supervisory level positions and have reached out to candidates throughout the US and Canada. I have continued to spend time contacting other Parks and Recreation Departments in the state and throughout the nation to spread the word regarding vacant positions. I also continue to provide training opportunities, career planning assistance and mentoring opportunities to current staff in order to help prepare them for higher level positions in the future. The strategies used align with the department's Diversity Action Team Plan and are measureable through a simple question on the application that asks, "Where did you hear about us?"

B. List Retention and Personnel Development Strategies you employed. I have continued to work closely with HR and GCU to identify the appropriate classes and progression training that can be implemented/continued to ensure that current staff is adequately prepared for advancement opportunities as they arise. In addition, the staff and I have worked together to identify training programs and classes that will help them advance in the organization. Many of them are used as trainers for other departmental staff in areas they stand out in, which helps with buy-in and raises morale by allowing them to act as mentors. Approximately 15 staff attended the FRPA annual conference in Orlando this year to attend education sessions. Staff is encouraged to take exams and earn certifications within their current job or those that may lead to a job they may be qualified for in the near future. Staff is encouraged to participate on Boards and Committees within the department and throughout the City. All staff in the recreation area is also cross trained both within their section and across the Division to provide an additional opportunity for growth and development. I meet with each employee quarterly to discuss their progress.

III. Were those efforts successful? Yes.

A. Why/Why Not? Training is routinely provided internally, through GCU, by various internal staff and externally as the operational budget allows. Due to these opportunities several of the entry level staff have applied and been screened through for interviews for mid-level positions. In addition, the extension of the recruiting area has greatly helped as have networking efforts through FRPA and NRPA, which have provided new avenues with which to reach female and minority candidates.

B. How did you measure your efforts? I measure this based on the diversity in the applicant pool that is forwarded to me in NeoGov after we advertise each position. This information is tracked by the HR Department. I have also measured the results by tracking who was ultimately hired into each position. Even for positions without a specific AA goal a number of diverse candidates have applied for them and have been selected.

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

A. List your efforts here. I meet with my Supervisory staff weekly, I meet with sections of my front-line staff weekly and Administrative team bi-weekly; I meet with my entire staff monthly and encourage all of them to attend the chats with the City Manager. These meetings allow us to discuss operational needs and opportunities, including diversity and its importance. The meetings constantly rotate from location to location in order for the staff to learn about the unique contributions each site can offer and to appreciate the diversity throughout the community. At each monthly meeting a training session is conducted to reinforce the importance of being diverse. As a team we hold a yearly Fall Feast to celebrate the diversity within the division/department/City. We also utilize team events such as the biathlons and fun runs to encourage each other and get to know each other on a more personal level. A recreation staff member serves on the department's diversity team and provides regular updates to the Division. The department stresses the importance of diversity on work teams and ensures there is fair representation on teams such as the Contractual Services Committee and the Strategic Planning Committee. Ever hiring committee is comprised of a diverse team, often including a member from the community or from another department within the City.

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

A. List your efforts here? We utilize several companies that are owned/operated by minorities and women such as CES, the local floral shop, Pinch-a-Penny and the 4Ws at the Phoenix housing location. I did not write or lead any RFPs this past year but we did make purchases from the vendors outlined above.

B. What can you do differently next year to improve? I will contact Purchasing and ask for an updated list of the local small businesses owned/operated by females/minorities. In addition, I will attend at least one small business fair and will attend at least one Chamber of Commerce event focused on this area to further my knowledge of what is available and to help promote the work that we do in recreation in an effort to earn some new partners.

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

Work with HR, EO and State and National Agencies to locate additional listing, sites and organizations beyond the ones listed above, to post vacancies. These efforts will result in an excellent recruitment plan for each position in the department.

B. Retention Strategies

(1) Professional Development for all Employees:

Support and fund as often as possible, attendance and participation in the following professional organizations:

National Recreation and Park Association

Florida Recreation and Parks Association

DiversityInc.com

Gainesville Corporate University

University of Florida and Santa Fe College

Florida Gateway College (formerly Lake City Community College)

Special assignment training for departmental staff

Step Up to Leadership (recreation Division Internal Training Program)

Play Facilitator Training

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

Work closely with the Director as well as the Managers, Supervisors and staff on updating and discussing efforts made and being taken to address our departmental diversity. Work internally through an operational assessment for the department, 1 on 1 with all departmental staff individually and the formation of the department's Human Resource Team and the development and implementation of a departmental Diversity Action Plan. Continue to implement strategies recommended by the HR and Diversity Action Teams to expand diversity awareness throughout the department.

C. Women/Minority-Owned Small Business Strategies

Work closely with EO and Purchasing and Minority/Small Business Development in order to identify a wider range of businesses for services we contract out, (Capital Improvement development and renovations, cleaning and opening/closing contracts, vendors for events, programs and concerts, recreation services, etc.).

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

Re-evaluate our efforts each year; work with EO, HR, the City Manager's office and departmental staff; and continue training opportunities with staff. Discuss and measure increases or decreases as the results of staff positions filled, vendors hired, and contractual services awarded. We also will be conducting a follow-up Operational Assessment the first of the year to measure the success and progress of the internal recommendations. This will include feedback from all departmental staff. Also as manager, I will continue to work with the department's HR and Diversity Action Teams to provide support, guidance, direction, as they request assistance and work closely to help implement their ideas and recommendations in my division.