

City of Gainesville Diversity Work Plan

This work plan should be completed by Directors and who do not report directly to a Charter Officer.

Name: Ralph Wisco
Title: Materials Manager

Department: Utilities Stores
Date Completed: 11/13/15

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.

Utilities Stores has drastically reduced employee turnover from historical levels over the past seven years and thus the need for hiring, but for the few hires that have been done, Stores has done well in attracting and hiring qualified women with four of the nine Utility Material Specialists being women. Recently an employee was promoted into another GRU department and we had the opportunity to go back into the marketplace to fill the position. I wanted to increase the number of minorities in the department and sought guidance from the new Diversity Recruiter but he was so overwhelmed at the time he could not work with me since the position was not a targeted position and all his efforts were focused on those areas. The pool of applicants we got from the posting was a diverse group with 42% of the applicants screened in being minorities and 39% being African American. The final group selected for interviews after testing included one African American and one woman. The diverse interview panel chose an older white male as the best qualified and recommended the woman be placed on the eligibility list. I am encouraged that we got a diverse pool of applicants but disappointed that one of the minorities did not rise to the top.

There are no Affirmative Action goals for the department other than the Materials Manager position. But as was pointed out in this year's Diversity/Affirmative Action Work Plan Training we need to have those minority individuals in place at the next level down so they can be considered for promotion when that position becomes open.

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

In an effort to attract and screen-in more qualified women and minorities I have reviewed the job description requirements for Utility Material Specialists and the initial qualifying test given to those initially screened in by HR to make sure GRU is being realistic in our requirements. I also asked my HR hiring representative to look at and take the test and she felt it was fairly easy and fairly represented the skills that would be used in performance of the job. I wanted to make sure that we are not unintentionally setting up unneeded barriers. I feel we are fair in our requirements but I would like to see the number of qualified minority applicants increase in the future and need to work hard to attract them to this kind of position which is entry level and may not be perceived as too glamorous or desirable as a career.

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.

We were represented by Admin Services at the City of Gainesville Career Fair and I do intend to continue to participate in that event. When we do post a job I ask all my current employees to tell people they know about it as several of our current employees were hired because they worked together part-time in a warehousing operation and knew each other. For the job just posted we are publishing it in "The Guardian" and utilizing the HR minority e-mail distribution list in an effort to reach more potential minority applicants.

When things calm down for the new Diversity Recruiter and he gets to know the local market better I will spend time with him to develop a plan to reach potential employees that we currently may not be reaching or are aware of.

B. List Retention and Personnel Development Strategies you employed.

All Utility Material Specialists participate in a Progression Through Training Program. Eight employees have completed the Senior program and the other one should finish shortly. The Senior UMS program prepares them to be a candidate for a Supervisor position or a Supply Chain Specialist. In March of 2013 a new warehouse supervisor for the Power Plants was selected from internal candidates. With the opportunity to advance through the PTPP program and receive pay increases, personnel have not felt the need to look elsewhere as much to increase their pay. We have also been able to change the atmosphere in Stores so it is a much more enjoyable and rewarding place to work than it was before. I look for opportunities to further develop personnel who have expressed a desire to do so. This past year I talked with each employee and discussed where they want to be in five years and if it was not still in Stores suggested a course of action to better prepare them to be qualified to be considered when the time comes. We have a good crew and I would hate to lose any of them, but if they are looking to leave Utility Stores, I would rather it be to another GRU department instead of losing them to another entity.

III. Were those efforts successful?

A. Why/Why Not?

Yes. The Senior level of the Progression Through Training Program is voluntary and not mandatory. All four of the women Utility Materials Specialists chose to enroll and participate. Three of the four have successfully completed the requirements and the fourth has part of one course module to complete. Although not required, one of them actually took two additional modules to gain expertise in another utility and in supply chain so she could better serve the needs at her location and prepare herself for possible future advancement.

B. How did you measure your efforts?

We had no loss of employees to other companies. We did lose one male this year to an internal promotion to Lineman Apprentice. He was looking to advance his career and increase his pay long-term; it was not any dissatisfaction with his current job. It is something I expect to see with employees who are highly motivated and good performers.

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

A. List your efforts here.

I personally attended Diversity Lunch & Learn Seminars and encourage employees to attend. With relocation to the EOC, it is difficult for employees there to attend in person but with the live streaming now available several employees avail themselves of that. Even though their lunch time is only a half hour I allow them an hour to watch these sessions.

I have put various diversity topics on the monthly team meeting agenda four times in the past year. Additionally several of the nine UMS's prepared and did a presentation on some aspect of diversity during team meetings during the year. Discussion has been good.

I have made a point of observing interaction between Stores employees and minorities during the course of conducting business and have seen no indications of any bias or discrimination. Our work group includes a gay man and a lesbian woman who have been accepted by their peers and they work well together.

During the year we have had several Team meetings where we have discussed a situation or problem in order to seek a course of action and a solution. The group has seen first hand and I have commented on the fact that everyone's different perspective and background has enabled us to reach a better solution than we would have otherwise.

I also updated a section on what diversity is and the benefits of diversity that I had previously written and included it in the UMS Senior Training Module

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

A. List your efforts here?

As a small department we do not spend a lot of money on materials and supplies but for departmental purchases I have sought out and included small, minority owned businesses on the bid list. For smaller purchases not requiring a bid, I have directed that we utilize a small, local, minority business where one exists. Several of the MBE/SBE firms featured monthly by GRU Purchasing have been utilized and been successful in winning bids.

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

Continue to be on the lookout for other opportunities to use women/minority owned small businesses as identified by Purchasing. With budget cuts there will be even less money to spend than this past year. I will suggest awarding the business to a qualified woman/minority-owned business firm even if they are not low bid if the difference between their bid and the low bid is not greater than 5% and the spend is less than the bid threshold.

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

I have an opening for a UMS 1 in 2016 to prepare to backfill someone leaving in 2017. Since the last advertisement yielded a good number of minorities, my plan would be to try to tweak things a bit so we might attract a larger pool of local minority and women candidates. I would definitely utilize HR/OD and EO and any suggestions they might have for expanding the pool like advertising in the "*Guardian*" and utilizing their minority focused e-mail list. Plus I would utilize several professional organizations I belong to for making the position known.

B. Retention Strategies

(1) Professional Development for all Employees

In last year's goal setting I asked each employee to identify where they want to be in 5 years, what interests they have, what skills are being underutilized and where applicable suggested a plan to address those needs and wants. We will continue a program where upon the absence of a supervisor, we will let a Senior UMS fill in for them so they may gain supervisory experience. We will also rotate employees on a two month cycle between warehouses to expose them to other departments and customers within GRU.

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

Continue to encourage participation in the Diversity Lunch and Learn Meetings for all employees. Make some aspect of Diversity a topic at least three times a year at monthly Team meetings. When the opportunity presents itself continue to point out and emphasize benefits we see from diversity and inclusion.

C. Women/Minority-Owned Small Business Strategies

Continue to emphasize searching out and making sure women/minority owned small businesses are given the opportunity to compete for the few budget dollars we have. We have several more employees who recently received P-Cards that will be trained on where and how to find SBE/MBE/WBE vendors to solicit business from utilizing resources such as the list maintained by GRU purchasing. I will also make them aware of the emphasis to buy from local MBE/SBE vendor whenever possible.

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

People will be required to report purchases from MBE/SBE suppliers and we will keep track of it manually since there is not an easy way to get that information from SAP or Works Payment Manager. This will

establish a baseline for goal setting in future years.

In the case of recruiting we will look at the report prepared by HR on “Applicant Flow by Ethnicity and Gender” to measure how well we are doing in attracting minorities and African Americans. We will continue to use a diverse interview panels since that worked out well this year and brought some different perspectives to the discussion of candidates. It most likely made candidates feel more at ease as when they saw a person like them on the panel. Ultimately our success would be reflected in hiring qualified minority candidates.