

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: Teresa Scott, P.E.

Department: Public Works

Title: Director of Public Works

Date Completed: October 29, 2015

I. Introductory statement describing your department/division.

The Public Works Department's mission is to manage and improve the city's transportation, stormwater and solid waste systems to enhance the quality of life for the Gainesville Community. This mission is carried out by six major functional areas: administration, engineering, planning, operations, solid waste and traffic operations. The Department is responsible for several programs that reach beyond the Gainesville city limits including the bicycle pedestrian outreach program, traffic management system and the Clean Water Partnership. We employ just over 158 FTE's with an operating budget of \$25 million funded by general fund, stormwater management utility, and the solid waste utility.

Public Works programs and services contribute to the quality of life of the community and are an essential component in place making, creating and maintaining an environment that supports economic growth and vitality.

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

Public Works has 158.375 FTE positions. The current work force includes 137 filled positions (29%) minorities, 24 (17.5%) females, 6 (4%) minority females and 34 (25%) minority males. The department has an average age of 46.5 with the average longevity of employment at 10.9 years. Forty six employees have less than 5 years with the city. 23% of the employees are eligible or will be eligible to retire within the next 5 years.

The demographic information and the 2015 Affirmative Action Plan received from the Affirmative Action Officer was reviewed; however there were recommendations made to the EO Office to modify position allocations such as the Assistant Public Works Director should be classified in the same classification as the Transit Director (OAMM) rather than (OAM).

Public Works agencies are primarily field level workers, skilled and non-skilled, technical and engineer related workers that tend to be predominately male dominated workforces.

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

Public Works continues to face challenges in attracting qualified minorities and females to fill our skilled craft, technical and leadership level positions. We have found that applicants from outside and feeder job groups often lack the necessary skills to meet the minimum requirements. With 22 vacancies at various levels within the agency, we continue to seek opportunities to broaden our applicant pools; through networking through professional associations and outreach to non-traditional sources.

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

Hiring - During the last evaluation year, 22 employees were hired 7 (32%) were minorities, 6 (27%) were females. One female was hired as a maintenance worker and one female was hired as an engineer.

Temporary and Intern Positions – Public Works recruited a temporary engineer (female) and was able to bring her on in full-time permanent status this year. This continues to be an opportunity for us to find well qualified candidates for full-time permanent positions once vacancies become open.

Acting or Interim Opportunities – There were approximately 6 to 8 opportunities for employees to perform in acting or interim assignments as an opportunity to gain skill sets for future advancements. Three individuals received promotions due to these opportunities one of the promoted individuals is a minority.

Advertising – Many outlets were used to advertise positions, i.e. women in construction, Hispanics in construction, minorities in construction and other trade specific areas. Our most recent advertisement for Assistant Operations Manager has broadened pool with 3 female applicants.

Training – Public Works addresses diversity through training, coaching, educational outreach, public meetings, and employee referral.

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

Progression Thru Training Program – Allows us to bring in entry level MW applicants and provide job specific training through PTPP.

Acting/Interim Roles – Employees who demonstrate leadership skills are often asked to apply for acting positions as vacancies occur. This provides tremendous opportunity for employees to decide whether they have the desire to move into supervisory roles within the department.

Advertising – Advertise positions in unique outlets such as National Association of Women in Construction, minorities in construction and Hispanics in construction to name a few.

Employee newsletter – Director publishes a periodic *PW Announcements* newsletter giving information on job openings to encourage employee referrals to others about job opportunities.

Job fairs – PW staff attends the annual job fair at the Martin Luther King Center for potential recruiting. We include employees from various levels of the organization to allow them to interact with potential job applicants on a peer to peer perspective.

Temporary and Intern Positions – Reaching out to Interns and temporary professionals/technicians allows us to develop potential full time hires. Public Works recruited a temporary engineer (female) and was able to bring her on in full-time permanent status this year. This continues to be an opportunity for us to find well qualified candidates for full-time permanent positions once vacancies become open.

Professional Associations - These organizations provide good opportunities for recruitment such as through the Institute of Transportation Engineers for Traffic Operations Manager applicant.

B. List Retention and Personnel Development Strategies you employed.

Progression Thru Training Program – provides employees the opportunity to increase their skills and pay without having to wait for vacancies to be promoted into. For the Maintenance Workers and Equipment Operators this has proven to be successful at retaining employees that we historically have seen move to GRU for promotional opportunities.

NIMS training – PW employees are required to take classes and receive emergency response certification through FEMA. This ensures reimbursement from FEMA (when applicable) to the City and provides additional skills for all employees, including minorities and women, who might not otherwise acquire those skills.

GCU and offsite classes – Employees are encouraged to attend training classes in order to improve skills that are necessary for their current job or to acquire skills necessary for upper mobility. We take advantage of webinars as well as training offerings sponsored by Florida Department of Transportation or Florida Department of Environmental Protection.

Acting/Interim Roles – Employees who demonstrate leadership skills are often asked to apply for acting positions as vacancies occur. This provides tremendous opportunity for employees to decide whether they have the desire to move into supervisory roles within the department.

Employee bulletin boards – PW continues to update its bulletin boards to inform employees of training and other activities to promote education and diversity.

Continuing Education/Certifications – many of the skilled and/or professional positions throughout the department require or are encouraged to have certifications/licenses and continuing education credits. The department encourages employees to keep these continuing education credits and provides opportunity for them to do so.

Professional Organizations – PW encourages all employees to belong to a professional organization. Many take advantage of this opportunity from field level employees through engineers/managers. The local branch of the *American Public Works Association* provides a quarterly meeting which crewleaders, supervisors and support staff are encouraged to attend.

III. Were those efforts successful?

A. Why/Why Not?

The use of Temporary and Intern positions and the opportunities for Acting or Interim Assignments were both successful efforts as some people within these areas of assignment obtained regular full-time employment with the public works department. Vacancies in leadership level positions opened opportunities for interim assignments for lower level positions seeking experience to lead others. One interim assignment provided an opportunity for a minority male to gain the supervisory experience necessary to meet the minimum qualifications for the position that he might not otherwise have had. This person was successfully promoted on a permanent basis.

Use of outreach measures such as women in construction and others did not provide much success in broadening the pools. Most of the referred applicants noted that their source of information for the position was either the City Of Gainesville website or such places as governmentjobs.com.

B. How did you measure your efforts?

- i. Five new hires came from temporary positions with the department. 3 females and 1 male. One female was for an engineering position.

ii. Three promotions came from interim assignments 1 minority male.

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

A. List your efforts here.

Diversity training – All active PW employees have attended diversity training through the City's Equal Opportunity Office either online or in person.

Staff meetings – Supervisor staff meeting agendas include discussions on such things as 4C's and diversity.

Speech – Inappropriate comments regarding diversity are not tolerated in the PW Department.

Employee Recognition Breakfasts – Employee breakfast twice a year are held to recognize employees and their contributions to the department's mission.

PW Announcements – The Director continues to update bulletin boards to inform employees of 4C's, job vacancies, kudos received for employee recognition, new employees welcoming, and other activities that promote education and diversity.

Community Programs – PW employees are encouraged to participate in and contribute to the United Way supporting community programs. As department groups we participate in Gainesville Little Ones each year for the holidays.

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

A. List your efforts here?

Public Works has utilized Construction Managers on a number of construction projects this past year. This allows the project to be subcontracted for specific skill sets thus allowing the opportunity for small and minority businesses to qualify for jobs.

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

Develop a reporting mechanism that allows us to readily identify small and minority business utilization through our purchasing.

Utilize a listing of registered small and minority businesses that are available for purchasing/bidding opportunities.

Work with the Construction Managers to encourage their use of these businesses.

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

EO Committee - PW has a representative on the City's Equal Opportunity (EO) committee. This representative will be asked to share ideas and concerns with hiring managers.

Review job descriptions – hiring managers will work with HR to update and revise job descriptions as needed prior to advertising vacancies.

Job advertisement/posting – research for unique outlets for recruiting skilled and service positions that have historically been challenging to recruit females and/or minorities. Track information from referred applicants on information source for which the job was found.

Internship programs – PW will continue to recruit interns.

Analysis of completed selection processes – This process is performed by the hiring manager and demographic information is given to EO for the Workforce Analysis.

Acting/Interim Roles – Employees who demonstrate leadership skills are invited to apply for acting or interim assignments when vacancies. This provides tremendous opportunity for employees to decide whether they have the desire to move into supervisory roles within the department.

Job fairs – PW staff will attend the annual job fair at the Martin Luther King Center for potential recruiting. Including employees from various levels of the organization to allow them to interact with potential job applicants on a peer to peer perspective.

Temporary and Intern Positions – Reaching out to Interns and temporary professionals/technicians allows us to develop potential full time hires. This continues to be an opportunity for us to find well qualified candidates for full-time permanent positions once vacancies become open.

Professional Associations – membership with professional organizations provide good opportunities for networking and future recruitment avenues when positions become vacant.

B. Retention Strategies

(1) Professional Development for all Employees

NIMS training – PW employees are required to take classes and receive emergency response certification through FEMA. This ensures reimbursement from FEMA (when applicable) to the City and provides additional skills for all employees, including minorities and women, who might not otherwise acquire those skills.

GCU and offsite classes – Employees are encouraged to attend training classes in order to improve skills that are necessary for their current job or to acquire skills necessary for upper mobility. We will take advantage of webinars as well as training offerings sponsored by Florida Department of Transportation or Florida Department of Environmental Protection.

Acting/Interim Roles – Employees who demonstrate leadership skills are often asked to apply for acting positions as vacancies occur. This provides tremendous opportunity for employees to decide whether they have the desire to move into supervisory roles within the department.

Employee bulletin boards – PW will continue to update its bulletin boards to inform employees of training and other activities to promote education and diversity.

Continuing Education/Certifications – many of the skilled and/or professional positions throughout the department require or are encouraged to have certifications/licenses and continuing education credits. The department encourages employees to keep these continuing education credits and provides opportunity for them to do so.

Professional Organizations – PW encourages all employees to belong to a professional organization. Many take advantage of this opportunity from field level employees through engineers/managers. The local branch of the *American Public Works Association* provides a quarterly meeting which crewleaders, supervisors and support staff are encouraged to attend.

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

Diversity training – All active PW employees will attend diversity training through the City's Equal Opportunity Office either online or in person.

Staff meetings – Supervisor staff meeting agendas will include discussions on such things as 4C's and diversity.

Speech – Inappropriate comments regarding diversity will not be tolerated in the PW Department.

Employee Recognition Breakfasts – Employee breakfast will be held twice a year to recognize employees and their contributions to the department's mission.

PW Announcements – The Director will continue to publish periodically *PW Announcements* to inform employees of 4C's, job vacancies, kudos received for employee recognition, new employees welcoming, and other activities that promote education and diversity.

Community Programs – PW employees are encouraged to participate in and contribute to the United Way supporting community programs. As department groups we participate in Gainesville Little Ones each year for the holidays.

C. Women/Minority-Owned Small Business Strategies

Provide all employees with procurement responsibilities with a listing of women/minority-owned businesses.

Work with Construction Managers to provide more subcontractor opportunities with Women/Minority-owned Small Businesses.

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

Purchasing – monitor quarterly the contract opportunities with Small and Minority Owned Businesses including dollar amounts spent.