

## 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: Anthony D. Hewitt**  
**Title: Gas T&D Manager**

**Department: Gas T&D Division(560)**  
**Date Completed: 11/2/15**

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### **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.

In Gas T&D, as in many of the construction related divisions, we have historically had difficulty recruiting and hiring female workers in the craft positions (manual labor intensive positions). Our Division tends to comprise of primarily male employees in the construction areas, and female employees in the office environment. We often have no, or very few, females apply for positions that are openly advertised, making it difficult to obtain a qualified, diverse applicant pool inclusive of female candidates.

Positions within span of control that have AA goals:

Administrative Support Clerical (ASCS)	Minority
Skilled Craft Apprentice (SKAP)	Female
Skilled Craft-Supv. (SKSPV)	Female
General Technicians ( TGEN)	Minority & Female

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

The female applicants that we have had have historically not made it through the initial HR screening process. We have reviewed our job descriptions and requirements to ensure that there are no un-needed barriers to hiring qualified personnel and to open our applicant pools as much as possible. The largest challenge we face is recruiting qualified female applicants to apply for the craft positions.

### **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.

Last year our recruitment plan was to advertise locally on the City Web Site for positions with an AA Goal. Additionally, HR has advertised in appropriate media to advertise to minority and female potential applicants. Gas T&D also participates in the annual career fair.

B. List Retention and Personnel Development Strategies you employed.

All of the skilled craft positions within the Division have progression through training programs (PTTP) .

These well-defined programs serve as a roadmap and guide for new employee development. They demand a mutual understanding between the employee and the supervisor on what must be learned, the timeline required to do so and a robust feedback loop. The PTTPs are designed to enable participant success.

The programs also provide employees advancement in pay opportunities as they acquire job related knowledge, skills and abilities, this encourages retention. Additionally, employees within the Division are cross-trained between the major craft worker tracks, exposure to both the Gas Worker and Line Technician programs broadens workforce flexibility and employee opportunities. Mixing it up to keep it interesting!. We also have experienced employees fill in for supervisors when they are on vacation etc.

### III. Were those efforts successful?

#### A. Why/Why Not?

We filled four positions in our craft employee pool. No female employees made it past the initial HR screening in order to advance into the interview stage.

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

One measure is whether we were able to successfully recruit female and minority candidates. This effort was successful in that we did have a number of female applicants apply for the positions. Another measure is employee retention and development. Our PTTP Programs help ensure retention and growth of the employee.

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

#### A. List your efforts here.

Diversity issues are discussed in our staff meetings. Our employees are encouraged to attend diversity training that is provided by the city. Improper language and actions are not tolerated within the workplace. I make every effort to ensure that all our employees are treated equally and given an opportunity to grow and succeed in our Division.

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

#### A. List your efforts here?

We currently use a minority-owned business for our Directional Drilling. Dollar and Son is a woman owned business and we gave them \$125,843 in business. Use of the Purchasing Dept. listing of SBE vendors.

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

Gas T&D doesn't have much work done by outside firms. We will encourage woman and minority owned firms to bid on any work that we do put out for outside firms.

**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.

**The Department's objective is to develop a highly qualified, talented, diverse and inclusive workforce. We will accomplish this objective by a) ensuring that the Progression Through Training Program participants are progressing satisfactorily and in a timely manner, and b) that our hiring processes that have an AA Goal are focused to yield a qualified and diverse pool of candidates. Our targets are that a) 100% of the PTTP participants will progress within 30 days of their program schedule and b) that 75% of our focused hiring processes yield the desired results. We will hold monthly meetings to review participant progress, inclusion and to address issues in a timely manner.**

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**

Use targeted recruitment to get more qualified diverse applicant pools. Attend career fairs to educate the community of what careers are available. Work with our existing employees to get the word of mouth out to church groups and other groups as appropriate.

**Retention Strategies**

Professional Development for Employees. Help our employees to be successful by providing training and assigning challenging work that will allow our employees to grow and prepare for higher level assignments. This leads to greater self-worth, job satisfaction and ultimately, retention.

**Strategies to Foster an Environment of Diversity and Inclusion**

All employees should be made to feel safe and comfortable in their jobs and at GRU. They should also recognize that we do value diversity and that we encourage them to make their unique qualities shine and be recognized. Our meetings are structured to encourage participation by all. Inappropriate behavior is not tolerated. Employees are encouraged to work together and respect each other as individuals.

**Women/Minority-Owned Small Business Strategies**

Employees will be encouraged to give these businesses an opportunity to participate in our purchasing processes. *Other options? Use of the Purchasing Dept. listing of SBE vendors?*

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

Success will be measured by sincere efforts to obtain qualified and diverse applicant pools, increasing the number of minority and woman applicants, through employee retention rates and the percentage of discretionary purchases placed with Women/Minority-Owned Small Businesses.

