

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.

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Title: Interim Golf Course Manager

Department: Parks, Recreation and Cultural
Date Completed: 11/3/2015

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

Ironwood Golf Course is a division of the Parks, Recreation and Cultural Affairs Department. Ironwood is a par-72 championship golf which was purchased by the City in 1992. Ironwood also has a chipping green, driving range and putting green. The 6,400 sq. ft clubhouse host many banquets and meetings. We have a pro shop and a snack bar concession area. We host 45-50 tournaments a year and over 100 clubhouse rentals. Approximately 35,000 rounds of golf are played at Ironwood annually.

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

Ironwood has a very small, but diverse staff. Of the 16 paid employees, 8 are men, 8 are women, and 3 are minorities. We also have over 40 volunteer rangers that interact with the public on a daily basis. The youngest of those is 24, and the oldest is 92. Half of those individuals are African American/ Hispanic and/or women.

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

- One of the barriers is room for advancement, because we only offer a majority of temporary jobs, it's difficult for anyone other than students to want and work at the course.
- Because we have a majority of students, balancing school schedules and available work hours between employees can become a barrier
- The hours in the summertime require employees to be at the golf course till 9-10pm and that makes it difficult for individuals with families to work the required hours.

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

Email blasts are sent out to existing customers in the golf database when a volunteer position comes open and we encourage all ages and races to be a part of our organization. I am a big believer in a wide variety of recruitment that includes using social media to try and find the widest scope of potential employees and volunteers. I believe that just advertising something in a newspaper or on a website doesn't allow for a wide enough pool of applicants. We also work closely with the National Golf Foundation (NGF) to assist and provide input. We address diversity through many training sessions, educational outreach, and employee referral.

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

- The golf course is in the business of serving the public, so daily we must interact with citizens and ensure that we are being courteous and professional at all times. As we represent the standards set by PRCA, we are able to interact with individuals who could potentially become workers or volunteers at Ironwood.

- Because we have various positions that interact with different customers, we try to promote diversity on all positions. This way we are able to cater to all the needs of various age groups and races.
- Participation in school career days, job fairs, chamber of commerce, etc.... This allows us to show the public how diverse of a group we are, therefore encouraging people to apply for positions and make them more comfortable of our organization.

B. List Retention and Personnel Development Strategies you employed.

-Since I have been at Ironwood we have had several employees move from cleaning golf carts or being a server to moving into a pro shop position with more responsibility. I am one of those individuals who started at an entry level position and have worked my way up, so fully understand how important that could be for someone else. It is my goal to allow advancement for anyone interested and I believe in meeting monthly to give evaluations to all employees. All staff is encouraged to partake in progression training classes if interested and my door is always open for those wanting to learn. Also training course work and professional development is encouraged and supported.

- Employees are encouraged to attend GCU and many of those classes are held at the Golf Course. By going to training classes, employees can improve their skills that will allow them to move up in the organization.

III. Were those efforts successful? Yes

A. Why/ Why Not?

Training is a big part of having a successful organization and we require new employees to work at least 3 shifts before having them work alone. Having an open door policy allows me to evaluate all employees and assist with any personnel issues. All staff is adequately prepared and advancement is encouraged. One of most satisfying things in my mind is to see someone finally “get it” and be able to take initiative in doing things. Staff has been asked to consistently give ideas on how to improve the way things are run and all thoughts and ideas are welcomed.

B. How did you measure your efforts?

There is a significant amount of diversity in the applicant pool after advertising the positions, so I believe all the efforts we are using to get a diverse group amongst our team is working. We get a wide range of races, gender, and age and interview all of them – inevitably choosing the individual that we feel is the most qualified and best fit into the team philosophy.

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

With our location on the east side of Gainesville we have a very diverse clientele that visits the course daily. We not only have different races, but diversity in age with juniors, college students, and seniors and they are all treated with good customer service.

A. List your efforts here.

- The makeup of our staff and volunteers reflects how we embrace diversity. Our employees are encouraged to hang out with each other and learn about each other’s backgrounds. We also cater to mentally disabled citizens and hold many events where there is a huge pool of races, ages, etc. that interact throughout the day.
- We host many golf tournaments as well as a wide range of events inside the clubhouse that feature different types of people allowing the staff to come in contact with them. Rule number one is to treat someone the way you’d like to be treated, no matter their age, race, or gender.
- Employees are encouraged to attend diversity training
- Meetings are held monthly with staff and volunteers to reinforce the importance of customer service and diversity. This encourages open discussion amongst the group to ensure everyone is acting appropriately.

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

A. List your efforts here?

We work with temp force and have hired 3 minorities and 4 women this year. A few of our advertising accounts are handled by a small advertising firm owned by a woman. One of our biggest caterers we call on is a restaurant owned by 2 women. If we can use someone local and its makes sense financially, that is the top priority when seeking out help. I have also invited local small businesses to participate in the bid process on projects and RFP's. We have developed a vendor list to call on as we advertise for the work needed at Ironwood.

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

I will look into building relationships with minority organizations, work with the local schools to seek out people interested in the golf and customer service industry, and develop interview strategies that welcome a more diverse group of applicants.

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.

Continue to encourage training for staff – this enables them to advance their skills and be promoted if and when new positions become available

Continue to use internship opportunities through the University of Florida and tap into the diversity that offers

Sell the Golf Course as a big piece of the PRCA department and highlight the benefits of interacting with diverse customers and the ability to learn their cultures

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

Gainesville Corporate University

Training by Golf Course Interim Manager

University of Florida and Santa Fe College

National Golf Foundation

NRPA and FRPA

- Discuss the 4 C's initiative monthly with employees. It is extremely important that my division has an understanding of customer differences and understand we aren't all alike.
- I encourage employees to take on different roles in various positions, take on new challenges, and encourage them to try new things. This will help broaden their skills and potentially allow them to have new rolls in the golf course if the opportunity allow for it.
- Provide opportunities for continued education for all staff. I feel it is very important to challenge the staff with different scenarios that are positive and negative and see how they handle themselves. This will allow them to stay on top of the every changing industry and be able to handle whatever situation may come up.
- Allow staff to participate is different committees, within the organization and outside of it.

(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.
- Act as a mentor to younger employees and stress the importance of what it takes to be abreast of everything involved in a diverse workplace

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.).

Continue to work with eligible businesses on the list.

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.
- ✓ 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.
- ✓ Ensure that myself as a hiring manager recruit vacant positions as outlined throughout this plan