

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: Steve Joplin
Title: Solid Waste Manager

Department: Public Works/Solid Waste
Date Completed: November 12, 2015

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

The Solid Waste Division is responsible for establishing and administering the city's refuse programs for the collection and processing/disposal of waste and recyclables. The division maintains contracts with hauling companies, processors and Alachua County for the collection and processing of residential waste, and also maintains contracts for the removal and processing of large volumes of waste generated in the event of any type of disaster. On the commercial side, the division franchises municipal solid waste haulers and registers recycling haulers. Four inspectors are also employed to enforce city solid waste ordinances and investigate violations by residents, businesses and haulers. The division is currently made up of 10 staff and a manager.

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

Solid Waste Division has 10 employees including 6 white females, 3 white males, and 1 black male. Of those 10, there are 4 inspectors including 2 white males, 1 black male, and 1 white female. Our biggest diversity concern at the moment is age related, since everyone in the division is at least mid-50s or older. Experience ranges from 3 years to 35 years.

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

Our only struggle continues to center around the fact that applicants who have been in the workforce for many years tend to have better work experience, interview better, and frequently demonstrate better judgement; so they are more likely to rise to the top of the list as the hiring process progresses. Over the years this has translated into a lack of age diversity in the division.

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

The Solid Waste Division has not done any hiring in the past year.

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

The Solid Waste Manager and one inspector attended the Job Fair at the MLK Center in 2015 and actively engaged a number of young people of various ethnicities and genders to promote the city as an employer, and the solid waste field as an interesting and unlimited career opportunity that is easy to get into.

B. List Retention and Personnel Development Strategies you employed.

All division employees are trained and then cross trained according to our Training Matrix so each employee can substitute for at least one other person. All employees are required to NIMS classes and receive emergency response certification through FEMA. Over half of the staff is required to maintain F.A.C.E. and/or S.W.A.N.A. certifications involving continuing education which the division pays for; and all the staff regularly takes advantage of training opportunities offered through GCU. In addition, non-field staff are periodically offered the opportunity to work outside with field staff for a day, in order to enhance their understanding and experience with other division positions.

III. Were those efforts successful?

A. Why/Why Not?

No opportunities to increase diversity occurred since we did no hiring; however retention efforts were apparently successful since no one has voluntarily left the division since 2007.

B. How did you measure your efforts?

N.A.

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

A. List your efforts here.

All employees attend diversity training regularly.

The value of diversity is a consistent theme of our weekly brainstorming meetings and monthly staff meetings because it broadens the range of ideas, suggestions and solutions available to us as we seek to address complex challenges within our area of responsibility.

The Solid Waste Division continues to be the primary driver and administrator of the Gainesville's Little Ones (GLO) program that encourages outreach and community involvement with less fortunate families at Christmas.

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

A. List your efforts here?

In addition to our contract with minority-owned recycling services of America, we use the Minority Small Business Directory whenever possible, and also advertise in the Directory. The Solid Waste Division spent \$29,721 with women/minority-owned businesses in FY'15, a 9.4% increase over dollars spent in FY'14.

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

We can look for opportunities to buy hardware and tools from minority-owned small businesses instead of the big box stores such as Lowe's Home Depot and Walmart.

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

SWD staff will attend the annual job fair at the MLK Center again in FY16 to reach out to, and encourage attendees to consider a career at the city in the solid waste field.

The Division expects to hire one new inspector in FY16 as the result of a retiring inspector. We will solicit assistance from H.R. to find ways to reach out to a more diverse pool of potential applicants.

As in the past, when positions become vacant unexpectedly, employees who are interested and at least minimally qualified will be invited to apply for acting or interim assignments until the vacancy is filled.

SWD staff will work with HR to update and revise job descriptions as needed prior to advertising vacancies.

B. Retention Strategies

(1) Professional Development for all Employees

Employees are encouraged to attend GCU classes and webinars to improve or learn new skills, and now that the travel freeze is over more employees will be able to participate in offsite classes and training offered by professional organizations like F.A.C.E. and S.W.A.N.A.

All employees are required to take NIMS training and stay current on emergency response certification through FEMA.

When positions become vacant unexpectedly, employees who are interested and at least minimally qualified will be invited to apply for acting or interim assignments until the vacancy is filled; thereby providing some cross training and the opportunity to determine whether the position might be a good fit for them.

Many of the positions in the division require or are encouraged to maintain certifications and continuing education credits, which the division assists with and pays for.

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

All employees will attend Diversity Training regularly.

The value of diversity will continue to be emphasized in meetings and discussions as one of our best tools for improving our overall service and overcoming challenges.

Employees will be encouraged to volunteer to serve on various Public Works or City-wide committees (such as The 4Cs Committee and the Safety Committee) that provide the opportunity both to contribute, and to recognize the contributions of others toward achieving city goals and objectives.

C. Women/Minority-Owned Small Business Strategies

I will continue to remind staff to look for opportunities to purchase tools, hardware and office supplies from women/minority-owned small businesses in FY16.

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

Track the increase in the amount of money spent with women/minority-owned businesses in FY16 over FY15.