

City of Gainesville, Florida  
Employer Identification No. 59-6000325

## 2002 AFFIRMATIVE ACTION PLAN (EMPLOYMENT)

Revised 02-08-02

City of Gainesville, Florida  
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The undersigned Charter Officers of the City of Gainesville pledge their commitment to the attainment of the objectives of this Affirmative Action Plan within their respective departments.

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City Manager

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**Confidentiality Notice to OFCCP**

This Affirmative Action Plan is subject to disclosure as defined by Florida Statutes Chapter 119, otherwise known as the Public Records Law.

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## Program Terminology

The following is a glossary of terms used in this Affirmative Action Plan. Some are terms that the Office for Federal Contract Compliance Programs (OFCCP) regulations requires that the City of Gainesville (City) use. These terms have no independent legal or factual significance whatsoever outside the context of the OFCCP's regulations. Although the City will use the terms in good faith in connection with its Affirmative Action Plan, such usage does not necessarily signify that the City agrees that these terms are properly applied to any particular factual situation.

Affirmative Action (AA)	Special efforts to employ and promote women and minorities in order to have a workforce which mirrors the gender and minority composition of the relevant labor markets from which employees are hired or promoted.
Affirmative Action Plan (AA Plan)	A set of specific and results-oriented procedures to which an employer commits itself to apply every good faith effort to achieve prompt and fair utilization of minorities and women, at all levels and in all segments of the workforce where deficiencies exist.
Affirmative Action Plan Year	October 1 <sup>st</sup> to September 30 <sup>th</sup>
Applicant Flow	The number of persons, identified by minority status and gender, which have applied for a particular job in a given period of time.
Availability Analysis	Labor force availability by gender and minority status determined by using a multi-factor analysis for each job group.
Census Area	The respective geographic regions as delineated by the US Census Bureau from which employment and population comparisons are made.
Charter Officer	City Manager, General Manager for Utilities, City Attorney, City Auditor and Clerk of the Commission.
City	City of Gainesville, which includes General Government and Gainesville Regional Utilities (GRU).
City Commission	Legislative body of the City of Gainesville.
Collective Bargaining	The performance of the mutual obligations of the public employer and the employees' bargaining agent (union).
Contractor	Any entity with 50 or more employees that has government bills of lading which, in any 12-month period, total or can reasonably be expected to total \$50,000 or more.

Eight Factor Analysis	The eight separate factors, which at a minimum, the contractor must consider when determining whether under-representation exists for minorities and women.
Employee Orientation	A formal training class to familiarize new employees with City rules, policies and procedures.
Equal Employment Opportunity (EEO)	An environment wherein all recruitment, interviewing and selection, hiring, promotion, demotion, transfer, discipline, training, benefits, policies, procedures and all other decisions related to employment are made, implemented and carried out without discrimination or inappropriate behavior based upon race, color, religion, gender, national origin, marital status, sexual orientation, age, or disability and wherein all employees, applicants, and citizens will be given the opportunity to voice complaints of discrimination, harassment or inappropriate behavior.
Exit Interviews	Interviews of employees terminating to determine why individuals leave an organization.
Feeder Job Groups	Formal and informal sources of new incumbents for a job class.
Gender	Male/Female.
Glass Ceiling	Artificial barriers based on attitudinal or organizational bias that prevents qualified minorities and women from advancing into mid and senior level management positions.
Goals	The results which could reasonably be expected from the City putting forth every good faith effort to make its overall affirmative action program work.
Good Faith Effort	The sincere attempt of an organization to meet its Equal Employment Opportunity objectives through imaginative and determined affirmative action.
Job Announcement	A written description of a vacant position for which applications are being accepted. Announcements are posted in conspicuous locations as well as distributed throughout the organization.
Job Description	A written description of the main objectives of the job, essential and non-essential functions, job qualifications and other information on the job.
Job Group	Job groups consists of one or more job titles having similar content (i.e. requiring similar skills), offering similar promotional opportunities, and paying similar wages. To permit meaningful analysis, job groups should have 50-100 or more employees.

Job Group Analysis	An analysis of the jobs within an organization in order to combine them into groups of jobs having similar content, wage rates and opportunities.
Lines of Progression	The order of jobs in the line through which an employee could move to the top of the line.
Minorities	The four protected racial/ethnic classes of the population which are presently recognized by Equal Employment Opportunity laws and regulations: 1) Black, 2) Hispanic, 3) Asian or Pacific Islander, 4) American Indian or Alaskan Native.
OFCCP	The Office of Federal Contract Compliance Programs, a part of the U.S. Dept. of Labor's Employment Standards Administration, The Office of Federal Contract Compliance Programs Regulations prohibit discrimination because of race, color, religion, national origin, age, disability or gender and requires affirmative action to ensure equality of opportunity in all aspects of employment for government contractors.
Under-Representation	The result of having fewer minorities or women in a particular job group than would reasonably be expected, as determined by the Availability Analysis.
Utilization Analysis	The comparison of the actual employment of minorities and women from the Job Group Analysis with availability of minorities and women from the Availability Analysis to determine if minorities or women are "underutilized" in any job group.
Workforce Analysis	A listing of each job title as it appears in applicable collective bargaining agreements or payroll records ranked from the lowest paid to the highest paid within each department.

## **Enabling Documents**

The Equal Opportunity Ordinances and the Affirmative Action Policy and Plan are designed to work in tandem and are the enabling documents that identify the policies, programs and strategies that ensure equal access by all citizens to the programs conducted by the City of Gainesville. Copies of these documents are attached in the Appendix of this plan. Appendix B- is the City of Gainesville Equal Employment Opportunity Policy (Policy No. 35, Ordinance No. 000240, 8/28/00). Appendix C- is City of Gainesville Affirmative Action Policy (Policy No. 37, Resolution No. 981300, 7/12/99)

# AFFIRMATIVE ACTION PLAN

## Preface

The City of Gainesville has developed this Affirmative Action Plan (AA Plan) to establish clear objectives to be achieved over a period of time. This will be an on-going process and this plan represents a one year increment towards the accomplishment of our long-term goals. After examining the results of each year's efforts, subsequent plans will describe the additional steps required to achieve the City's ultimate goals.

## 1. PURPOSE

### Equal Employment Opportunity

It has been, and will continue to be, the policy of the City to be an equal employment opportunity employer. The Equal Employment Opportunity Policy was adopted by the City Commission as Ordinance on 8/28/00, and was also adopted as Policy No. 35. In keeping with this policy, the City will continue to recruit, interview and select, hire, train, promote, transfer, demote, administer benefits, and train persons without discrimination based on race, gender, color, national origin, religion, sexual orientation, or disability, and in accordance with City policy, procedure and collective bargaining agreements.

### Affirmative Action

The Affirmative Action Policy was approved by the City Commission in the form of a resolution as a furtherance of the Equal Employment Opportunity Policy. In keeping with the Affirmative Action Policy the City will take positive results-oriented approaches to ensure that its employment practices provide an equality of opportunity and/or remedy the effects of any past discrimination, intentional or not, through the development and implementation of the Affirmative Action Plan.

### Objective of the Affirmative Action Policy and Plan

The City's Affirmative Action Plan sets forth the specific and result-oriented items to which the management of the City commits itself. The City will assure the full realization of its stated objectives through a continuous procedure of monitoring and reporting. Periodic updates to the Affirmative Action Plan are required.

### Affirmative Action Task Force (AATF)

The Affirmative Action Task Force (AATF) is appointed by and advisory to the City Manager and the General Manager for Utilities. The City Manager and General Manager for Utilities shall each appoint two managers and two rank and file employees. The Affirmative Action Officer, the EEO Director, the Human Resources Director/Designee and a representative of the City Attorney's Office shall also be members of the Task Force. Additionally, support staff may be appointed as needed. The City Auditor and Clerk of the Commission may also assign a representative. The AATF will advise and assist the Affirmative Action Officer in the development, dissemination and implementation of the Affirmative Action Plan.



## **2. DISSEMINATION OF THE AFFIRMATIVE ACTION POLICY AND THE AFFIRMATIVE ACTION PLAN**

The City will continue to make its Affirmative Action Policy and Affirmative Action Plan known internally and externally by: [The title in parenthesis indicates position(s) responsible for implementation.]

- A. Conducting special meetings, issuing written interpretations of the AA Policy statement, and engaging in other means of communication to inform elected, administrative and supervisory personnel of the intent of the Affirmative Action Plan and their individual responsibility for its implementation. (AA Officer)
- B. Including the AA Policy in the City Personnel Policies and Procedures Manual (HR Director) and posting the policies on department bulletin boards City-wide. (Department Heads)
- C. Publicizing the AA Policy in the City's employee newsletters and other media. (AA Officer)
- D. Meetings will be held with union officials to discuss the AA Policy and request their continued cooperation. (HR Director)
- E. Explaining the AA Policy thoroughly in employee orientation and management and supervisory training programs to ensure that employees understand the lawful implementation of such policy. (AA Officer)
- F. Conspicuously posting the AA Policy on the bulletin board in the lobby of the Human Resources Department where applicants receive applications. (HR Director)
- G. Placing an EEO/AA statement in all job announcements. (HR Director)
- H. Sending written notification of the City's AA and EEO policies to all "affected" subcontractors, vendors, and suppliers. The City's policy will also be posted on all bid bulletin boards. (MBE Coordinator/GRU Purchasing Manager)
- I. Ensuring that AA informational brochures and materials produced by the City reflect the City's AA Policy. (AA Officer)
- J. Making the Affirmative Action Plan and AA policy available to the public as needed. (AA Officer)

## **3. RESPONSIBILITY FOR IMPLEMENTATION**

The Charter Officers of the City of Gainesville are committed to implementing the objectives of this Affirmative Action Plan.

### **A. City Manager and General Manager**

The City Manager and the General Manager for Utilities have the overall responsibility for implementing the City's Affirmative Action Policy. The City Manager and the General Manager will present the Affirmative Action Plan and/or Updates to the City Commission and provide reports on the progress made.

B. Affirmative Action Officer

The duties of the Affirmative Action Officer include the following:

1. Developing AA Policy statements and descriptions of Affirmative Action Plan efforts and other internal and external communication techniques.
2. Maintaining the appropriate AA database and coordinating the preparation of the Affirmative Action Plan and its updates.
3. Coordination of the preparation of the AA plan.
4. Planning and coordinating Affirmative Action efforts, including managerial workplan reviews.
5. Identifying problem areas, proposing solutions, and working with appropriate Charter Officer(s) to help meet the objectives of the plan.
6. Interfacing with department managers and supervisors to facilitate an understanding of the City's AA policies and AA Plan objectives, and keeping management informed of the latest developments in the areas of Affirmative Action.
7. Assist department managers and supervisors in their recruitment efforts to meet any identified AA Goals.
8. Serving as a liaison between the City and minority and women's organizations, and other relevant interest groups concerned with Affirmative Action.

C. Human Resources Director

The duties of the Human Resources Director include the following:

1. Assuring that City recruitment and employment practices promote AA policy and AA Plan objectives and are in accordance with all applicable federal, state and local laws and union contracts.
2. Assuring that the City bargains in good faith to achieve labor relations agreements that conform to the AA Policy and AA Plan.
3. Helping to develop, review and revise the evaluation process to include the City's AA goals as a measure of performance.

D. Department Heads and Managers

The duties of the Department Heads and Managers include the following:

1. Demonstrating a commitment to the AA Policy and the AA Plan in their department by working towards the elimination of under-representation and being accountable for their department/division efforts and results to the appropriate Charter Office.

2. Identifying vacant positions with goals prior to advertising and to work with the Human Resources Director, the AA Officer and HR Recruitment and Employment Division to establish a targeted recruitment plan, both internal and external, to achieve the AA Plan objectives.
3. Preparation of Department/Division specific workplans and action items, with projected deadlines and identified resources. These workplans shall be reviewed by the Charter Officer or department head, as applicable, and the Affirmative Action Officer. Timely and satisfactory completion of the approved workplan shall be factored into managerial evaluations.
4. Reviewing AA reports for accuracy as well as reviewing all hiring decisions made in their respective departments to ensure that AA plan objectives were considered.
5. Utilizing objective standards and engaging in all reasonable efforts to eliminate under-representation in the workplace.

E. Non-Management Employees

It is the duty of non-management employees to familiarize themselves with the Affirmative Action Policy, Program and Procedures.

#### **4. WORKFORCE ANALYSIS**

The Workforce Analysis is a snapshot of the organization depicting its race/gender composition. The Workforce Analysis is defined as a listing of each job title, ranked from the lowest to the highest paid, within each department or similar organizational unit. This analysis can identify the organizational levels, if any, where there exist concentrations (or lack thereof) of females or minorities. This analysis can also help to delineate career paths, which are both formal and informal lines of progressions within which an employee can progress through time given sufficient training and experience.

The Work Force Analysis is based upon City personnel records as of June 1, 2001, and indicates 1,826 persons employed by the City.

#### **5. JOB GROUP ANALYSIS**

The Job Group Analysis is a horizontal snapshot of the organization that cuts across departmental lines. This analysis can help identify whether minorities and females are concentrated in lower level, lower paying jobs within the organization. The criteria for developing a job group is content similarity, wage similarity and opportunity similarity.

As of June 1, 2001, the City employed 1,826 persons, working in approximately 511 job titles. The City grouped these job titles for Affirmative Action Plan purposes into the 18 following job groups:

Code	Job Group Name	Code	Job Group Name
APPRN	Apprentices (Major)	MM	Middle Management
TECH	Certified Technicians	SER	Miscellaneous Service Workers (Major)
ASCS	Clerical Support Staff (Major)	MAN	Other Managers (Major)
ENG	Engineers	P/PRO	Professional Protective Service Workers
FIN/A	Financial/Accountants	PROTS	Protective Service Workers (Major)
ASFIN	Financial Support Staff (Major)	T/PRO	Protective Service Worker Technicians (Major)
ADM/G	Administrative General (Major)	SM	Senior Management
ASGEN	General Support Staff (Major)	SERBU	Service/Bus Drivers (Major)
GEN	General Technicians (Major)	SK	Skilled Craft Workers (Major)

NOTE: Major is defined as a job group that has 50 or more employees. The complete Job Group Analysis is available at the Affirmative Action Office.

## 6. AVAILABILITY ANALYSIS

The Availability Analysis, using OFCCP's Computation Method, provides an estimate of the current availability of minorities and women for each job group. Consistent with OFCCP's pronouncements, the City considers job groups that contain 50 or more employees to be "major." Of the 18 job groups listed above, 12 contain 50 or more employees and 6 contain less than 50. The City decided to complete the full analysis on all 18 job groups.

The sole purpose of the Availability Analysis is to determine whether under-representation exists by comparing the City's current utilization of minorities and women to their current availability. This analysis includes a statistical exercise determining the current availability to the City of minorities and women. This analysis is described in Appendix A.

Eight separate factors were considered in assessing availability. Establishing the applicability of each factor and their relative importance in City recruitment for each of the eight factors is done as the Value Weights portion of the Availability Analysis. The City assigned the weight to each factor for each job group based upon a study of the sources of employees hired or promoted into that job group. The value weights are included on the Availability Factor Computation Form as part of the eight factor analysis. The City does not necessarily agree that the eight availability factors specified in OFCCP regulations are appropriate. It is also of note that effective December 13, 2000, the new OFCCP regulations have reduced the Eight-Factor Analysis to two factors. This reduction of the eight factor analysis to two factors will be incorporated in future Affirmative Action plans. Also the City does not always believe that the designated census area is necessarily the correctly utilized market for a particular job. The City recognizes that this plan is not perfect, but it is the result of serious efforts, and results in viable objectives the City is committed to pursuing. The City is committed to making every good faith effort to meet the goals that result from the Availability Analysis. The complete Availability Analysis is found in Appendix A.

## 7. UTILIZATION ANALYSIS

In accordance with 41 C.F.R. ss 60.2.11(b), the City has performed a Utilization Analysis for its job groups (see Appendix A).

In the process of completing the 8-factor analysis, two internal and two external availability factors were used for each job group. These were Factors 4 and 5 (external availability of skilled labor force) and Factors 6 and 8 (internal availability of trainable or promotable employees). Additionally, Factor 7 (hires directly from training/educational institutions) was used only for the Protective Service Workers job group. Factors 1, 2, and 3 that related to unskilled labor population were considered but not used because all City job classifications require some level of experience or skill.

*Note: As a result of modifications made to the OFFCP procedures in December 2000 the task force will integrate the use of a two factor utilization analysis into the City's affirmative action plan within the next two years.*

## 8. GOALS

For areas of under-representation, the City has established goals for minorities and women set to equal the calculated availability. These goals are neither rigid nor inflexible quotas, but should be seen as regularly reviewed long-term objectives to be pursued by mobilization of annual available resources for a "good faith effort" to achieve within a reasonable period of time an employment profile, with respect to total minorities and women, which is an approximate reflection of the proper utilization for these areas.

The City's Affirmative Action Plan incorporates an enhancement to the establishment of AA Goals by requiring that previously identified goals carry forward until City utilization is equal to availability for the job group, or where there has been no identified under-representation for at least two consecutive years.

In this year's AA plan, goals for minorities and females have been established for the following job groups:

Minorities		Females	
1. Engineers	ENG	1. Administrative General	ADM/G
2. Financial Support Staff	ASFIN	2. Apprentices	APPRN
3. General Technicians	GEN	3. Certified Technicians	TECH
4. Protective Service Worker Technicians	T/PRO	4. Middle Managers	MM
5. Certified Technicians	TECH	5. Professional Protective Service Workers	P/PRO
		6. Protective Service Worker Technicians	T/PRO
		7. Service-Bus Drivers	SERBU
		8. Skilled Craft Workers	SK

Table 1 outlines the origins of the City's AA Goals. Goals identified as "Carryover Goals" were established through a previous year's statistical analysis, indicating under-representation. The year that under-representation was last identified through the annual statistical analysis is listed in the respective column for Carryover Goals. If the statistical analysis does not identify the Job Group as a goal for two consecutive years, the goal expires in the third year.

This year's analysis reflects that three goals have "expired". Two of the expiring goals were Minority (Other Managers and Professional Protective Service Workers) and the other was Female (Other Managers). There are a total of thirteen identified goals, five for minorities and eight for females. Two of these goals are carryovers from 1999 (one minority in the General Technician category) and 2001 (one female in the Administrative General category).

Table 1 – Affirmative Action Goals

Job Group	Current Year Analysis Goals		Carryover Goals		Total AA Goals	
	Minority	Female	Minority	Female	Minority	Female
ADM/G	na	na	na	2001	na	53.0%
APPRN	na	6.7%	na	na	na	6.7%
ASCS	na	na	na	na	na	na
ASFIN	20.6%	na	na	na	20.6%	na
ASGEN	na	na	na	na	na	na
ENG	11.1%	na	na	na	11.1%	na
FIN/A	na	na	na	na	na	na
GEN	na	na	1999	na	21.6%	na
MAN	na	na	1998	1998	expired	expired
MM	na	24.3%	na	na	na	24.3%
P/PRO	na	11.2%	1998	na	expired	11.2%
PROTS	na	na	na	na	na	na
SER	na	na	na	na	na	na
SERBU	na	49.3%	na	na	na	49.3%
SK	na	4.6%	na	na	MET	4.6%
SM	na	na	na	na	na	na
T/PRO	22.9%	19.6%	na	na	22.9%	19.6%
TECH	22.7%	27.3%	na	na	22.7%	27.3%
<b>TOTALS</b>	<b>4</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>8</b>

In accordance with the Executive Order No. 11246, the City of Gainesville will not use any goal established by this or any other Affirmative Action Plan to grant or deny any individual employment opportunity because of race, color, religion, national origin, gender, age or disability.

## 9. INITIAL IDENTIFICATION OF PROBLEM AREAS AND PLAN OF ACTION

### A. Affirmative Action Plan Update

**FY 2002 Goal:** Perform an update of the 2001 Affirmative Action Plan. The date for the data drop is now June 1, 2002, which affords managers sufficient time to complete their work plans by July 31, 2002. The update of the City's Affirmative Action Plan will be completed and presented to the Charter Officers by October 2002. Upon approval of the update by the Charter Officers, the Task Force shall present the update to the City Commission.

Timeline: October 2002

### B. Managerial Work Plan Feedback (FY 2001 Work Plans)

**FY 2002 Goal:** The goal of the Affirmative Action Officer and the Task Force will be to continue using the Managerial Work Plans as a tool to focus attention and establish a responsibility to assist in recruitment efforts. During the year, the Task Force will explore developing other instruments that may help managers meet their goals. The Task Force will facilitate a feedback session with managers to discuss work plan evaluations and solicit input for improving the work plans and overall departmental Affirmative Action efforts.

Timeline: January 2002

### **C. Affirmative Action Training (FY 2002)**

**FY 2002 Goal:** The Affirmative Action Task Force plans to continue utilizing feedback sessions and surveys to provide more effective training for managers and supervisors. The training will provide education on affirmative action concepts and emphasize managerial and supervisory roles in achieving City/Departmental/ Divisional Affirmative Action Goals. Additionally, these sessions will be used to facilitate a review of the work plans and work plan evaluations. The Task Force will conduct these training sessions in April of 2002.

During the year, the Task Force will also review other training strategies and assist the Affirmative Action Officer in developing training programs to ensure a lawful consistent message is communicated citywide.

Timeline: April 2002

### **D. Applicant Tracking System**

**FY 2002 Goals:** The Affirmative Action Task Force will assist the Human Resources Department, as requested by the Human Resources Director, in the continued implementation of an Applicant Tracking System.

Timeline: September 2002

### **E. Community Outreach**

**FY 2002 Goals:** The Affirmative Action Task Force has elected to sponsor two community outreach events in 2002. One is a career fair and the other a community information exchange. As a result of the tragedies that occurred in New York City and Washington D.C. on September 11, 2001, the Affirmative Action Task Force cancelled the FY 2001 career fair scheduled for that date, and rescheduled it for March 12, 2002.

Additionally, the community forum, an event facilitating an open dialogue with the community regarding the City's affirmative action efforts, is scheduled for April 17, 2002.

The FY 2002 career fair is tentatively scheduled for September 10, 2002. The Affirmative Action Task Force will continue to express the City's policy of inclusion as future events are developed.

Timeline: March 12, 2002, April 17, 2002 and tentatively September 10, 2002

### **F. Recruiting and Retention Programs**

**FY 2002 Goals:** The Affirmative Action Task Force will continue to develop a recruitment and retention strategy building upon the foundation established with last year's recruitment programs. In addition to the expansion of intern and pre-apprenticeship recruiting programs, the Task Force will also assist in identifying career development, progression through training programs and other similar retention programs for existing employees. The task force will work in partnership with the IBB and CWA to further the incorporation of Affirmative Action and Upward Mobility Principles into the City's culture.

Timeline: June 2002

## **G. Review FY 2001 Managerial Work Plans**

**FY 2002 Goals:** The Affirmative Action Officer will review the FY 2001 Managerial Work Plans. Plans identified by the Affirmative Action Officer as exceptional or deficient will be presented to the Affirmative Action Task Force for review. The Affirmative Action Officer will then work with department managers to correct identified deficiencies as needed. The Affirmative Action Officer posts the plans in the city wide Affirmative Action Drawer and on GRUPERNET for inspection and use by any manager desiring to see how other managers progress.

Timeline: October 2002

## **H. Exit Interview Process**

**FY 2002 Goals:** The Affirmative Action Task Force will continue working with the Affirmative Action Officer to further enhance the exit interview process. The Task Force will work with the Affirmative Action Officer to create management reports that will make information more useable for managers.

Timeline: April 2002

## **I. Impact of Temporary/Contract Employees on Meeting Affirmative Action Goals**

**FY 2002 Goals:** Determine the impact of Temporary/Contract Employees on meeting Affirmative Action Goals by surveying the employees that were added in FY 2001. The Affirmative Action Officer will prepare a report to the Charter Officers that includes Affirmative Action recommendations concerning temporary/Contract employees.

Timeline: March 2002

## **J. Improving Affirmative Action Task Force Communications**

**FY 2002 Goals:** The Task Force will provide periodic updates to the Charter Officers, publish at least two Affirmative Action related articles per year in the employee newsletter and provide an annual update to the City Commission.

Timeline: October 2002

### **Long-term action items:**

1. Conduct a Glass Ceiling Analysis.
2. Develop an employee retention strategy and enhance the targeted recruitment strategy.
3. Continue to work with the IBB to develop, evaluate and implement pre-apprentice programs.
4. Incorporate two-factor utilization analysis and 2000 Census information into future Affirmative Action Plans.



## 10. GOAL ACHIEVEMENT

The City will evaluate the progress on this year's plan of action and goals in the preparation of the 2002 Affirmative Action Plan. The following are the FY 2001 Goals and accomplishments.

### A. Affirmative Action Plan Update

**FY 2001 Goal:** Perform an update of the 2000 Affirmative Action Plan. The date for the data drop will be changed from June 30, 2001 to June 1, 2001. This will afford managers another 30 days to complete their workplans. Additionally, the update of the City's Affirmative Action Plan will be completed and presented to the City Manager and General Manager by October, 2001.

Timeline: October 2001

**Accomplishments:** The primary emphasis during FY 2001 was continuing the development of action plans as guiding documents for recruitment. The Task Force will emphasize that these plans are to be continuously improved upon and integrated into all General Government and GRU business activities.

The Affirmative Action Officer provided information to managers to assist them in preparation of Affirmative Action Managerial Workplans. The Affirmative Action Officer coordinated the statistical update to the Affirmative Action Plan in FY 2001 and reformatted the statistical information. This information was presented to managers and discussed in the Affirmative Action Workplan training sessions conducted in April of 2001.

### B. Managerial Workplan Feedback (FY 2000 Workplans)

**FY 2001 Goal:** The goal of the Affirmative Action Officer and the Task Force will be to continue to use the Managerial Workplans to focus attention and establish a responsibility for each manager to meet individual departmental/divisional Affirmative Action Goals. A feedback session will be facilitated by the Task Force to provide information to managers about their workplan evaluations, and to solicit their input on how to improve the workplans and overall departmental Affirmative Action efforts.

Timeline: March 2001

**Accomplishments:** The Affirmative Action Officer reviewed managerial workplans, provided feedback to managers in making improvements and reported findings to the Affirmative Action Task Force. In FY 2001, as in the previous year, managerial workplans included a purchasing component. Working with the Purchasing Managers for General Government and GRU, the Task Force assisted in developing procedures that encouraged managers to commit discretionary funds to local MBE's and local SBE's. The Affirmative Action Officer with the assistance of the Task Force facilitated the completion of the evaluation summary components to the FY 2001 Workplans.

### **C. Managerial Workplan Training (FY 2001)**

**FY 2001 Goal:** The Affirmative Action Task Force plans to continue to utilize the feedback session and surveys to facilitate more effective training for managers. The training emphasizes through the use of Managerial Workplans the role that each manager has in achieving and maintaining individual departmental/divisional Affirmative Action Goals. The Task Force will facilitate three training sessions to be conducted in April of 2001.

Timeline: April 2001

**Accomplishments:** During the Feedback Session, the Task Force issued surveys to obtain feedback from managers about past managerial workplans. The information was analyzed and incorporated into the workplan training. The Affirmative Action Officer facilitated training for new managers, as well as remedial training for managers.

### **D. Applicant Tracking System**

**FY 2001 Goals:** The Affirmative Action Task Force will assist the Human Resources Department as requested by the Human Resources Director, in the continued development of an Applicant Tracking System and Application process.

Timeline: September 2001

**Accomplishments:** The AA Task Force provided the requested assistance in the evaluation of the applicant tracking software. Subsequently, software was identified and purchased to improve the City's applicant tracking capabilities. Training of potential users of the system recently began, and implementation is scheduled to be completed in the first quarter of FY 2002.

### **E. Community Outreach (Community Forum 2001)**

**FY 2001 Goals:** The Affirmative Action Task Force has elected to have two Community Forums in 2001. One will be a career fair and one will be a community information exchange. The Affirmative Action Task Force recognizes that it must attract more women as well as minorities and future Forums will continue to express the City's policy of inclusion. The emphasis for the first Forum to be held in March 2001 will be to facilitate an informational exchange. The second Forum is scheduled for September 11, 2001 as a career fair.

Timeline: Spring Quarter of 2001 and September 11, 2001

**Accomplishments:** The Affirmative Action Task Force elected to cancel the spring forum and concentrate on the career fair scheduled for September 11, 2001. That event was also cancelled after the tragedies that occurred in New York and Washington D.C. on that date but is rescheduled for March 12, 2002. Informational/Training sessions are planned to address deficiencies and concerns expressed by previous attendees. GPD, GFR and Public Works were the lead agencies in planning and set up of the event.

## **F. Recruiting and Retention Programs**

**FY 2001 Goals:** The Affirmative Action Task Force will continue to develop a recruitment and retention strategy building upon the foundation established with last year's recruitment programs. In addition to the expansion of intern and pre-apprenticeship programs, the task force may also assist in career development and similar retention programs for existing employees.

Timeline: June 2001

**Accomplishments:** The City and GRU established internship programs placing students in various departments. In addition to the City and GRU's other internship programs, GRU established a Utility Training Academy. The academy is a tool created to help employees and other interested parties obtain the basic skills needed to begin a career with GRU. The first academy class graduated 19 people. There are also several pre-apprenticeships in place in various GRU departments, and employees were encouraged to participate. These programs are intended to capitalize on the development of the City's human resources.

## **G. Review FY 2000 Managerial Workplans**

**FY 2001 Goals:** The Affirmative Action Officer will review the FY 2000 Managerial Workplans. Plans that are identified by the Affirmative Action Officer as exceptional or deficient will be presented to the Affirmative Action Task Force for review. The Affirmative Action Officer will then meet with department managers to correct any identified deficiencies. The Affirmative Action Officer has been working with the various departments about their workplan evaluations and will be posting the managerial workplans in the city wide Affirmative Action Drawer and on GRUPERNET so they can be made available for inspection and use by any manager who desires to see how other managers are doing.

The "Awareness" template in the managerial workplans may be reviewed and modified to assist the managers in understanding this key component.

Timeline: November 2000

**Accomplishments:** The Affirmative Action Officer reviewed the FY 2000 Managerial Workplans for consistency and forwarded recommendations to the Affirmative Action Task Force. The Affirmative Action Officer presented findings to the Affirmative Action Task Force for review and approval. The Affirmative Action Officer provided assistance as needed to those managers with plans that were deficient.

## **H. Exit Interview Process**

**FY 2001 Goals:** The Affirmative Action Task Force will work with the Affirmative Action Officer to further enhance the exit interview process. The Affirmative Action Task Force will be developing management reports that will make the information more useable for managers.

Timeline: March 2001

**Accomplishments:** The Affirmative Action Task Force reviewed and modified the exit interview form and initiated a change in the ESMT's to assist in providing additional information for the exit interview process. The Task Force will work with the Affirmative Action Officer to create reports more useable for managers.

## **I. Impact of Temporary/Contract Employees on Meeting Affirmative Action Goals**

**FY 2001 Goals:** Determine the impact of Temporary/Contract Employees on meeting Affirmative Action Goals by surveying the employees that were added in FY 2000. The Affirmative Action Officer will prepare a report to the Charter Officers that includes Affirmative Action recommendations.

Timeline: March 2001

**Accomplishments:** Extended as FY 2002 goal

## **J. Affirmative Action Plan Training**

A two-day training course on constructing an AA Plan is tentatively scheduled for March 14<sup>th</sup> and 15<sup>th</sup> of 2001. The training will be conducted by the National Employment Law Institute (NELI) and will be offered to Affirmative Action Task Force members and other employees identified by the Charter Officers.

Timeline: February 2001

**Accomplishments:** A two-day Affirmative Action training course was held in March 2001 at the Thelma Boltin Center. Mr. Leonard Biermann, Director of the National Employment Law Institute (NELI) conducted the session, which also provided updates to OFCCP regulations. Task Force members and managers attended the session.

## **K. Improving Affirmative Action Task Force Communications**

**FY 2001 Goals:** Provide periodic updates to the City Manager and General Manager. Publish at least two Affirmative Action related articles per year in the employee newsletter. Present updates to the City Commission.

Timeline: October 2001

**Accomplishments:** Provided periodic updates to the City Manager and General Manager for Utilities and forwarded minutes of the AA Task Force meetings.

## **11. DEVELOPMENT AND EXECUTION OF ADDITIONAL ACTION-ORIENTED PROGRAMS**

The City has developed action-oriented programs tailored in such a way that their proper execution will result in equal employment opportunity for minorities and females within the City for all job groups.

### **A. Selection Process**

1. Job requisition forms are reviewed to identify positions that are in a job group with an affirmative action goal. The department is contacted to establish a model recruitment plan, which encompasses the objectives outlined in the Managerial Workplan.
2. Prior to advertising vacant positions, the City reviews position descriptions to assure advertisements accurately reflect the skills, knowledge, abilities and other qualifications required for the job.

The job descriptions are nondiscriminatory with respect to race, color, religion, national origin, age, disability, sexual orientation or gender.

3. Job descriptions are furnished to all members of management involved in the recruiting, screening, selection and promotion process. Copies of position descriptions and postings for job openings are available to applicants, recruiting sources and members of the general public.
4. City selection processes are developed to be nondiscriminatory with respect to race, color, religion, national origin, age, disability, sexual orientation or gender. Personnel actively participating in the selection processes receive training to ensure that these processes remain nondiscriminatory.

## **B. Recruitment and Training**

The Recruitment and Employment Section will:

1. Train and advise managers.
2. Actively encourage all City employees to encourage qualified minorities and females to apply for vacant positions that are being advertised.
3. Work with departments and the Affirmative Action Officer to implement standard procedures for targeted recruitment plans.
4. Encourage minority and female employee participation in AATF Community Forums, career days, youth motivation programs and related activities in the community.
5. Whenever possible, undertake special employment and pre-employment programs such as:
  - (a) Summer jobs for underprivileged youths.
  - (b) Police explorer and cadet programs for high school and college youth.
  - (c) Attend career fairs and other sources.
6. Include minority and female members of the workforce in recruiting and other informational brochures that represent work situations.
7. Ensure continuation of existing programs designed to identify and prepare disadvantaged candidates for certain areas of City employment.

## **C. Promotions**

The City does the following to ensure that minority and female employees have equal employment opportunity for all promotions:

1. Promotional opportunities are conspicuously posted.
2. Training opportunities are available for interested employees.
3. Career counseling is available to employees in the areas of application and resume preparation, interviewing skills, optional career paths and career planning.

#### **D. Welfare**

1. The City's facilities and social and recreation activities are desegregated. All employees are encouraged to participate in City-sponsored activities.

#### **12. MONITORING AND REPORTING SYSTEMS**

In order to monitor personnel transactions, including applications, hires, promotions, transfers and terminations, the City will maintain records of these transactions. This information will be analyzed for job groups to identify problem areas and recommend remedial actions. Reports will be developed during this plan year to facilitate this analysis. The Office of the City Auditor will periodically review the related programs for compliance and effectiveness.

#### **13. COMPLIANCE WITH GENDER DISCRIMINATION GUIDELINES**

The City will review on an on-going basis its recruitment and advertising policies, its job policies and practices and wage structure to assure that City practices conform to the applicable requirements of the Gender Discrimination Guidelines for Government Contractors, EEOC's Sexual Harassment Guidelines, the Pregnancy Discrimination Amendment to the Civil Rights Act of 1964, and the Equal Pay Act.

#### **14. COMPLIANCE WITH GUIDELINES ON DISCRIMINATION BECAUSE OF RELIGION OR NATIONAL ORIGIN**

The City will review on an on-going basis its recruitment and advertising policies, its job policies and practices and wage structure to assure that City practices conform to the requirements of the OFCCP's Guidelines on Discrimination Because of Religion or National Origin. The City accommodates the religious observances and practices of employees and prospective employees, as required.

#### **15. SUPPORT OF COMMUNITY PROGRAMS**

The City recognizes its role in the community and continues its leadership through programs designed to strengthen the socio-economic status of minorities and females.

#### **16. CONSIDERATION OF MINORITIES AND WOMEN NOT IN THE WORKFORCE**

The City acknowledges that some minorities and women who possess the requisite skills for employment at the City are not currently in the workforce. The City will take affirmative action to identify and recruit such persons.

# APPENDIX A, B, AND C

**UTILIZATION ANALYSIS  
CITY OF GAINESVILLE**

June 1, 2001

Job Group	Number of Emp.	Employment (1)		Availability (2)		Current Year Under-representation (3)				"Rule of Nine" (4)		Total Goals (5)	
		Minority %	Female %	Minority %	Female %	2-SD Test		80% Test		Minority	Female	Minority	Female
						Minority	Female	Minority	Female				
ADM/G	138	13.8%	44.9%	17.9%	53.0%	NO	NO	na	na	20.3	34.4	na	53.
APPRN	83	32.5%	1.2%	28.8%	6.7%	NO	na	na	YES	17.0	5.2	na	6.
ASCS	144	27.8%	94.4%	16.2%	89.6%	NO	NO	na	na	19.5	13.4	na	
ASFIN	55	14.5%	90.9%	20.6%	78.2%	na	NO	YES	na	9.0	9.4	20.6%	
ASGEN	107	27.1%	65.4%	16.1%	50.0%	NO	NO	na	na	14.5	26.8	na	
ENG	38	5.3%	15.8%	11.1%	11.9%	na	na	YES	NO	3.7	4.0	11.1%	
FIN/A	39	25.6%	48.7%	17.2%	56.5%	na	NO	NO	na	5.6	9.6	na	
GEN	164	15.9%	20.1%	21.6%	25.1%	NO	NO	na	na	27.8	30.8	21.6%	
MAN	49	14.3%	22.4%	16.6%	30.6%	na	NO	NO	na	6.8	10.4	expired	expi
MM	43	23.3%	16.3%	12.9%	24.3%	na	na	NO	YES	4.8	7.9	na	24.
P/PRO	45	13.3%	8.9%	15.6%	11.2%	na	na	NO	YES	5.9	4.5	expired	11.
PROTS	244	25.8%	20.5%	18.8%	15.6%	NO	NO	Na	na	37.2	32.1	na	
SER	81	43.2%	13.6%	26.7%	13.5%	NO	NO	Na	na	15.9	9.5	na	
SERBU	98	64.3%	37.8%	54.8%	49.3%	NO	YES	Na	na	24.3	24.5	na	49.
SK	359	20.3%	1.9%	24.3%	4.6%	NO	YES	na	na	66.0	15.8	MET	4.
SM	16	12.5%	31.3%	15.0%	38.0%	na	na	NO	NO	2.0	3.8	na	
T/PRO	95	13.7%	6.3%	22.9%	19.6%	YES	YES	na	na	16.8	15.0	22.9%	19.
TECH	28	14.3%	17.9%	22.7%	27.3%	na	na	YES	YES	4.9	5.6	22.7%	27.
<b>Totals</b>	<b>1,826</b>									<b>1</b>	<b>1</b>	<b>5</b>	<b>8</b>

(1) Number of minorities (or females) divided by total number of employees in job group.

(2) Source: Availability Factor Work Sheets.

(3) Where "Rule of Nine" > 9: Expected number of employees minus utilization compared to 2 standard deviations of expected number of employees. See attached work sheet: Two Standard Deviation Test.

Where "Rule of Nine" < 9: Employment (1) compared to 80% of Availability (2). See attached work sheet: Eighty Percent Rule.

(4) Total number of employees multiplied by availability multiplied by (1 - availability).

(5) Set to availability where under-representation determined to exist.

MET: Availability=Utilization

EXPIRED: 2 year carry over policy expired



## City of Gainesville

### Equal Employment Opportunity Policy (Policy No. 35, Ordinance No. 000240, 8/28/00)

It shall be the policy of the City of Gainesville to provide equal employment opportunities to all persons regardless of race, gender, color, age, national origin, religion, sexual orientation, marital status or disability, except as may otherwise be required by law. Included in this policy are the goals. The Equal Opportunity Director or designee shall be responsible for proposing and presenting amendments to this policy and for establishing written procedures to implement this policy and its goals.

- A) Policy. All action related to recruitment will be in accordance with equal employment laws, policies, and procedures.

Goal. Ensure that the City does a thorough job in its recruiting efforts and has a process for capturing the diversity of its applicant pool, specifically the race and gender, and whether applicants meet the minimum requirements of the job in question.

- B) Policy. All actions related to interviewing and selection will be in accordance with equal employment laws, policies, and procedures.

Goal. Ensure that the City has a process that does not discriminate, preclude or have an adverse affect on any protected group by ensuring that there is no inappropriate or unlawful criteria used in the interview and selection process.

- C) Policy. All actions related to hiring will be in accordance with equal employment laws, policies, and procedures.

Goal. Ensure that each hiring decision is reviewed before final approval to ensure it is fair, appropriate, and non-discriminatory.

- D) Policy. All actions related to promotions will be in accordance with equal employment laws, policies, and procedures.

Goal. Ensure that each promotion decision is reviewed before final approval to ensure it is fair, appropriate, and non-discriminatory and in compliance with equal employment laws, policies, and procedures.

- E) Policy. All actions related to transfers will be in accordance with equal employment laws, policies, and procedures.

Goal. Ensure that each transfer decision is reviewed before final approval to ensure it is fair, appropriate, and non-discriminatory and in compliance with equal employment laws, policies, practices, and procedures.

- F) Policy. All actions related to demotions will be in accordance with equal employment laws, policies, and procedures.

Goal. Ensure that each demotion is reviewed before final approval to ensure it is fair, appropriate, and non-discriminatory and in compliance with equal employment laws, policies, and procedures.

G) Policy. Training programs shall have established criteria for employee participation that are non-discriminatory.

Goal. Ensure the participation of and facilitate the upward mobility of a diverse group of employees within the City's employment system.

H) Policy. All employees, applicants, and citizens utilizing City services will be given the opportunity to voice complaints of discrimination and/or harassment.

Goal. Ensure there is an avenue to receive and resolve complaints internally and give the City a mechanism for addressing concerns of discrimination and/or harassment.

I) Policy. All Charter Officers and employees of the City shall furnish to the Equal Opportunity Director any information and records within their custody and respond to questions regarding powers, duties, activities, organization, property, business practices and methods that in the Equal Opportunity Director's opinion are required to perform investigations and requisite duties, except as prohibited by law.

Goal. Ensure the Equal Opportunity Director access to records, information, and resources to carry out requisite duties and to investigate, review, and resolve matters, except as prohibited by law.

## **City of Gainesville Affirmative Action Policy** *(Policy No. 37, Resolution No. 981300, 7/12/99)*

The City will take positive results-oriented approaches to ensure that its employment practices provide an equality of opportunity and/or remedy the effects of any past discrimination, intentional or not, through the implementation of an Affirmative Action Plan. Such steps are readily provided for or authorized under Article XIV of the Constitution of the United States of America, Title VII of the Civil Rights Act of 1964 as amended, and Presidential Executive Order No. 11246 as amended, and implementing regulations. Each individual City employee shall cooperate in prohibiting discrimination against employees and/or applicants for employment or promotion because of race, gender, color, age, national origin, religion or disability.

All efforts will be made to support a continuing program of self-evaluation and affirmative action. To that end, the City Manager and General Manager are hereby required to prepare an Affirmative Action Plan annually and present such to the City Commission. A mid-year status report to the City Commission is also required. By undertaking such efforts, the City of Gainesville seeks to correct or eliminate any policy, procedure, or practice which results in unfair advantages or denies equal opportunity in employment to any group or individual.

**RESOLUTION NO. 981300**

**PASSED July 12, 1999**

**A resolution of the City Commission of the City of Gainesville, Florida relating to equal opportunity; adopting a policy statement; adopting the charter officer's duties related to equal opportunity; adopting a new discrimination, harassment and conduct policy and repealing the current policy; adopting a new policy prohibiting retaliation on the basis of engaging in protected activities and reaffirming the current policy relating to reprisals; adopting a new disability policy; adopting a new equal opportunity policy and repealing the current policy; reaffirming the current affirmative action policy; providing a repealing clause; and providing an immediate effective date.**

**WHEREAS**, the City of Gainesville does not discriminate on the basis of race, color, gender, age, religion, marital status, sexual orientation, or disability, and will not tolerate any such discrimination by or against its elected and appointed officers and employees; and

**WHEREAS**, the City Commission of the City of Gainesville believes that in order to effectively implement its policy in favor of equal employment opportunities and against discrimination in any form, it is necessary to afford protection to those employees who would oppose improper practices or participate in the investigation of such; and

**WHEREAS**, the City Commission of the City of Gainesville considers it appropriate to expressly reflect its policy prohibiting retaliation against employees who bring these matters to the City's attention; and

**WHEREAS**, the City Commission of the City of Gainesville wishes to expressly affirm its desire to require the fair treatment of qualified individuals with disabilities in all its programs and activities; and

**WHEREAS**, an ongoing self-evaluation of access by qualified individuals with disabilities to City facilities, services, programs, and activities will allow the greatest level of participation in City services by all its citizens; and

**WHEREAS**, the City Commission of the City of Gainesville finds it appropriate to express its commitment to nondiscrimination on the basis of disability by emphasizing the application of such principles in its employment practices;

**WHEREAS**, the City Commission of the City of Gainesville desires to provide equal employment opportunity to all persons regardless of race, gender, color, age, national origin, religion, sexual orientation, or disability; and

**WHEREAS**, the City Commission of the City of Gainesville desires to provide City employees user friendly procedures which provide effective and fair mechanism to make, receive, investigate, and resolve complaints or disputes related to discrimination or harassment in a prompt, fair and impartial setting.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF GAINESVILLE, FLORIDA:**

**Section 1.** The Policy Statement relating to Equal Opportunity, attached hereto as Exhibit "a" and made a part hereof as if set forth in full, is adopted.

**Section 2.** The Charter Officers' Duties to the Equal Opportunity Policy, attached hereto as Exhibit "b" and made a part hereof as if set forth in full, is adopted.

**Section 3.** Current Personnel Policy No. 27 relating to sexual harassment is repealed, and a new Policy No. 27 entitled Discrimination, Harassment, and Conduct Policy, attached hereto as Exhibit "C" and made a part hereof as if set forth in full, is adopted.

**Section 4.** The Retaliation Policy, attached hereto as Exhibit "D" and made a part hereof as if set forth in full, is adopted as Personnel Policy No. 33. The provisions of Personnel Policy 19(3)(G) and (H) relating to protections against reprisal for the lawful disclosure of information shall remain in full force and affect.

**Section 5.** The Disability Policy, attached hereto as Exhibit "E" and made a part hereof as if set forth in full, is adopted as Personnel Policy No. 34.

**Section 6.** Section 1 of Resolution No. 951377 relating to the current City of Gainesville Equal Opportunity Policy is repealed, and a new Equal Opportunity Policy, attached hereto as Exhibit "F" and made a part hereof as if set forth in full, is adopted as Personnel Policy No. 35.

**Section 7.** The Equal Opportunity Complaint Policy, attached hereto as Exhibit "G" and made a part hereof as if set forth in full, is adopted as Personnel Policy No. 36.

**Section 8.** Section 2 of Resolution No. 951377 relating to the current City of Gainesville Affirmative Action Policy, attached hereto as Exhibit "H" and made a part hereof as if set forth in full, is reaffirmed and modified as Personnel Policy No. 37.

**Section 9.** All resolutions or parts of resolutions in conflict herewith are to the extent of such conflict hereby repealed.

**Section 10.** This Resolution shall become effective immediately upon adoption.

**PASSED AND ADOPTED** this 12<sup>th</sup> day of July, 1999.

PAULA M. DeLANEY,  
MAYOR

ATTEST:  
KURT M. LANNON,  
CLERK OF THE COMMISSION

Approved as to form and legality:  
MARION RADSON,  
CITY ATTORNEY (July 14, 1999)

