

# **AFFIRMATIVE ACTION PLAN FOR MINORITIES & WOMEN**

## **City of Gainesville**

Springhills Service Center--Gas

October 1, 2010 - September 30, 2011

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## **PREFACE**

The City of Gainesville (also referred to as the City) is fully committed to the concept and practice of equal opportunity and affirmative action in all aspects of employment.

In the preparation of this Affirmative Action Plan (AAP), the City has used the terminology used in E.O. 11246 and its implementing regulations as a guide. Therefore, the use of such terms as "underutilization," "deficiency," "concentration," "affected class," "goal," "problem area," etc. should not be construed as an admission by the City, in whole or in part, that any problem area exists or that either minorities or women have been or are presently being underutilized, concentrated, or discriminated against in any way by the City in violation of federal, state, or local fair employment practice laws. Furthermore, nothing contained in this AAP or its supporting data should be construed as an admission by the City, in whole or in part, that it has contravened such federal, state, or local employment practice laws.

In developing and implementing the AAP, the City has been guided by its established policy of providing equal employment opportunity. Any placement goals that the City has established herein are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attainable by applying every good faith effort in implementing this AAP. The use of placement goals in this AAP is not intended, nor is the effect of such placement goals intended, to discriminate against an individual or group of individuals with respect to any employment opportunities for which he, she, or they are qualified on the grounds that he, she, or they are not the beneficiaries of affirmative action themselves. Nothing herein is intended to sanction the discriminatory treatment of any person. Indeed, all employment decisions at the City are made based on job-related criteria. Thus, this AAP has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (EEOC) (29 C.F.R. Part 1608).

This AAP does not constitute an express or implied contract between the City and its employees, job applicants, or other persons. Nothing in this AAP provides any individual or group with a private right of action against The City of Gainesville.

## **INTRODUCTION**

The City of Gainesville, including General Government and Gainesville Regional Utilities, is a full-service City complete with public safety as well as a five-service utility. The utilities offered include: electricity, water, wastewater, gas and telecommunications. Offering such a wide variety of services to a large customer base, the City recognizes the importance of having a workforce that mirrors the community that we serve. As such, the emphasis on enacting this AAP is even more crucial. With a population in excess of 115,000, representing many different races, ethnicities and lifestyles, the City's goal is to serve everyone equally. In order to accomplish this many different steps must be taken, from educating both new and current employees, community outreach and education and recruitment of potential candidates for open positions. Each of these steps will be spelled out in greater detail on the following pages.

Ever committed to affirmative action, The City of Gainesville has prepared this AAP to cover employees reporting to and/or working at Springhills Service Center. This plan also covers employees working in other establishments who report to managers included in this plan.

As detailed in the Job Group Analysis, this AAP covers 71 employees including 10 (14.08%) minorities and 8 (11.27%) women. It is expected that these employees will help us to reach mutual goals of profitability and efficiency, resulting in both business and personal growth. As described in detail in the Plan that follows, the management of the City has a continuing commitment to the practice and implemented action of this AAP.

## **POLICY STATEMENT**

The City of Gainesville recognizes its responsibility to the citizens and employees to ensure equal opportunity and access to City services, programs, activities, and employment for all qualified persons and to work to ensure diversity in its employment, services, programs, and activities. The implementation of this Equal Opportunity Policy is intended to identify programs and strategies to bring about positive and proactive change in the workplace and work at ensuring diversity.

The City of Gainesville (hereinafter referred to as the City) has and will continue to develop policies to afford equal opportunity and access to appropriate City services, programs, and activities for all qualified persons to prohibit discrimination in employment because of race, color, religion, gender, national origin, marital status, sexual orientation, age, disability, or gender identity and to ensure the full realization of equal opportunity and diversity through a positive continuing program of equal opportunity throughout the City. The application of prohibitions of discrimination on the basis of gender identity in City employment, public accommodations, housing and credit practices, as well as in other applicable services, programs and activities of the City, shall be consistent with the applicable provisions of Chapter 8, Discrimination, of the City of Gainesville Code of Ordinances.

Equal opportunity and diversity, however, can only be achieved through committed leadership and committed administration of viable policies and procedures. It is through the development and carrying out of effective policies and procedures that the concepts of equal opportunity and diversity can become an integral part of the culture of the City organization. The City shall promote equal opportunity and diversity through nondiscriminatory practices by:

1. Recruiting, hiring, training, transferring and promoting persons in all job classifications without discrimination based upon race, color, religion, gender, national origin, sexual orientation, marital status, age, disability, or gender identity;
2. Ensuring that employment and promotion decisions are in accordance with equal employment laws, policies, and procedures; and
3. Ensuring that all personnel actions, benefits, and programs are administered without discrimination.

In addition, the City will make every good faith effort to identify, recruit, and employ qualified applicants, including women and minorities. This policy does not imply that anyone can be employed who lacks the qualifications.

The City encourages employee development for the purpose of facilitating internal upward mobility through the promotion and transfer process. The City's internal training program will provide training for all employees consistent with equal employment opportunity laws, policies, and procedures. The City will also take action through the adoption of a Plan that sets goals and objectives, which address underutilization of groups within the City's work force. Underutilized job groups at a minimum will be determined by annual work force analysis. The policies, goals and objectives established by the City shall be implemented through its administrative staff.

The City shall employ a full-time Equal Opportunity Director to direct the development and implementation of a comprehensive Equal Opportunity Program, adherence to equal opportunity laws, policies, and procedures, and to develop strategies, training, and workshops to ensure diversity in employment, services, programs, and activities. This program shall apply to every Charter Officer and all employees working under the Charter Officers.

In carrying out the responsibilities related to investigations, the Equal Opportunity Director should make all reasonable efforts to ensure that investigations are supported by factual information and impartial judgment. During the investigation of complaints, the Equal Opportunity Director is neither an advocate for management nor for the complainant. The Equal Opportunity Director will work to ensure that Commission policies and department policies and procedures are adhered to.

It shall be the responsibility of the City's Charter Officers, managers, supervisors, and employees to assist the Equal Opportunity Director with implementation and adherence to equal opportunity laws, policies, and procedures. Nothing in the City's policies or procedures will abrogate the provisions of any collective bargaining agreement or the City's responsibility to negotiate terms and conditions of employment.

It is the hope and intent of the City to reduce the City's liability to lawsuits, litigation, and to resolve any problems, wherever possible within the City, before these problems are taken to an outside agency or agencies.

The City of Gainesville believes in equal opportunity for all persons and the prompt redress of complaints in a fair and impartial setting. It is the City's goal to foster an employment atmosphere where all people are treated equally and fairly without discrimination based upon race, gender, color, age, national origin, religion, sexual orientation, marital status, disability, or gender identity. In this environment the City Commission believes that City employees can cooperatively work together in the mutual interest of providing the highest level of public service to the citizens of Gainesville. To assist in this regard, all officers and employees of the City shall furnish to the Equal Opportunity Director any information and records within their custody and respond to any questions regarding powers, duties, activities, organization, property and methods of business that in the Equal Opportunity Director's opinion are required to perform an investigation and requisite duties, except as prohibited by law. If such Charter Officer or employees fail to produce the aforementioned access and/or information, the Equal Opportunity Director may call upon the City Auditor to resolve the situation in whatever manner deemed appropriate. Nothing in the City's policies or procedures waive either the confidentiality of any document or any other exemption as provided by law.

To ensure that the Equal Opportunity Director stays in contact with the workforce, has another avenue for assessing the needs of the workforce, and the proper framework to ensure diversity throughout the organization, there shall be two Equal Opportunity Advisory Committees that shall be advisory to the Equal Opportunity Director with regards to matters relating to Equal Employment and diversity. The primary duties of the Advisory Committees shall be as follows:

- I. Relay appropriate and pertinent information, discussed in Committee meetings to co-workers; and
2. Provide recommendations on Equal Employment Opportunity and Diversity issues presented to them by the Equal Opportunity Director.

From applications received and with input from the Equal Opportunity Director, the City Manager shall appoint on an annual basis members to the Equal Opportunity Advisory Committee. The City Manager's appointments shall consist of a diverse group of at least seven (7) and no more than thirteen (13) employees under the management authority of the City Manager. A majority shall be non-management employees, at least one of whom has been recommended by collective bargaining representatives of employees reporting to the City Manager. From applications received and with input from the Equal Opportunity Director, the General Manager for Utilities shall appoint on an annual basis members to the Equal Opportunity Advisory Committee. The General Manager's appointments shall consist of a diverse

group of at least seven (7) and no more than thirteen (13) employees under the management authority of the General Manager. A majority shall be non-management employees, at least one of whom has been recommended by collective bargaining representatives of employees reporting to the General Manager. The Equal Opportunity Advisory Committees shall meet at least quarterly.

Effective Date: 08/28/00  
Revised: 03/28/08  
Revised: 09/04/08

## **CHARTER OFFICERS' DUTIES RELATED TO EQUAL OPPORTUNITY POLICY**

The Charter Officers (In respect to their areas of responsibilities) shall:

1. Review and approve/disapprove only those hires, transfers, demotions, and promotions that are in compliance with equal opportunity laws, policies, and procedures.
2. Monitor subordinate management and supervisors to ensure, including through the use of the performance evaluation and appraisal processes, adherence to and enforcement of equal opportunity laws, policies, and procedures.
3. Assist the Equal Opportunity Director as needed in conducting investigations, and review and evaluate investigation recommendations prepared by the Equal Opportunity Director, and determine the final disposition of complaints and discipline for employees under the control and/or direction of the respective Charter Officer.
4. Ensure that a complete copy of all discrimination complaints received from federal or state agencies for programs under their authority are sent to the Equal Opportunity Director and City Attorney as soon as they are received by the City, and involve the Equal Opportunity Director in developing the City's response to such complaints.
5. Meet with the Equal Opportunity Director as needed, but no less than quarterly, to discuss issues related to equal opportunity.
6. Assist the Equal Opportunity Director as requested in the coordination and development of all training and initiatives related to diversity, sexual harassment, Americans with Disabilities Act and other compliance and training issues related to equal opportunity to address the City's equal opportunity knowledge and skills and develop new skills for the City's work force to address future needs.
7. Assist the Equal Opportunity Director and the Human Resources Department as requested in the development of a recruitment program or programs designed to meet the City's goals.
8. Assist the Equal Opportunity Director as requested in reviewing hires, transfers, demotions, out of class assignments of more than two (2) weeks, promotions, and terminations as deemed necessary for compliance with equal employment laws, policies, and procedures and assist as necessary to participate in the assessment and review of the city's recruitment, appointment, promotion, and other personnel practices as they pertain to all employees and applicants at all levels of City employment.
9. Assist the Equal Opportunity Director as requested in reviewing current and all proposed City employment policies, procedures, and job descriptions for compliance with equal opportunity laws, policies, procedures, and guidelines (at a minimum to include selection, recruitment testing, and applications).
10. Assist the Equal Opportunity Director as requested in providing technical assistance to individual departments within the City that have individual Equal Opportunity responsibilities above and beyond the City's overall Equal Opportunity Program.
11. Assist the Equal Opportunity Director as requested is the compilation of various equal opportunity reports such as the EEO-4 report required of the City by state and federal agencies and ensure that the



City's computer network systems are producing necessary reports as needed by the Equal Opportunity Director to ensure compliance with equal opportunity laws, policies, rules and regulations.

12. Assist the Equal Opportunity Director as requested in reviewing current and all proposed purchasing policies and procedures prior to approval, and in maintaining a monitoring system(s) to review purchasing activities to ensure equal opportunity and diversity in the awarding of City bids, contracts, contract extensions and amendments, and all other purchasing related activities.
13. Assist the Equal Opportunity Director as requested in providing appropriate reports for the purpose of reviewing the effectiveness of the City's Recruitment Plan and efforts and the Minority Business Enterprise Plan and efforts.
14. Assist the Equal Opportunity Director as requested in developing comprehensive yearly training for the City's managers, supervisors, and employees to keep them abreast of changes in equal opportunity related laws, policies, and procedures, and in providing an orientation to new employees on the Equal Opportunity program.
15. Ensure that all new and/or modified job descriptions and qualification requirements are reviewed by the Equal Opportunity Director prior to use or posting
16. Ensure that the Equal Opportunity Director or designee shall receive for review current employment policies and procedures for equal opportunity compliance and shall ensure that all new and/or modified policies and procedures pertaining to employment are received for review by the Equal Opportunity Director or designee prior to approval, implementation or change.

Effective Date: 08/28/00

Revised: 03/28/08

**RESPONSIBILITY FOR IMPLEMENTATION**  
**In accordance with 41 C.F.R. 60-2.17**

Cecil Howard, Equal Opportunity Director, has overall responsibility for implementation of the Equal Employment Opportunity Policy and the AAP. He has assigned primary management responsibility and accountability for ensuring full compliance with the plan to the Affirmative Action Officer. This position has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. The Equal Opportunity Director actively supports the program and provides assistance whenever it is needed, making managers and supervisors aware of the program and requesting their cooperation and assistance. The name of the Affirmative Action Officer appears on internal and external communications on the City's Equal Employment Opportunity Policy and AAP.

1. The duties of the Affirmative Action Officer include:

- A. Developing AAP methods, and internal and external communication techniques. Affirmative action policies and procedures will continue to be developed to ensure an efficient yet positive interaction between the Affirmative Action Officer and the managers charged with employment responsibility.
- B. Assisting in the identification of problem areas, and developing strategies to eliminate any problems identified.
- C. Assisting line management and supervisors in devising solutions to equal employment problems, including counseling and training, to ensure full understanding of affirmative action and EEO policies and procedures.
- D. Designing and implementing monitoring and reporting methods that will:
  - Measure the effectiveness of the City's equal employment and AAP.
  - Indicate any need for remedial action.
  - Determine the degree to which the City's placement goals and objectives are being attained.
  - Provide management with a working understanding of the City's AAP placement goals and objectives.
- E. Meeting with managers, supervisors, and employees to ensure that the City's EEO policies are being followed.
- F. Ensuring that supervisors understand that their work performance is being evaluated in part on the basis of their demonstrated commitment to equal employment opportunity, and that it is their responsibility to prevent all types of unlawful workplace harassment.
- G. Serving as a liaison between the City and enforcement agencies.
- H. Serving as a liaison between the City and appropriate minority and women's organizations, and community action groups concerned with employment opportunities

of minorities and women.

- I. Making contact with predominately female and minority high schools, colleges, and technical schools in the area as needed.
  - J. Keeping management informed of developments in the equal employment opportunity and affirmative action area.
  - K. Conducting a periodic audit to ensure that the City complies in the following ways:
    - 1. EEO posters are properly displayed.
    - 2. All employees are afforded the opportunity and are encouraged to participate in all City-sponsored educational, training, recreation, and social activities.
2. The City recognizes that the cooperation of department supervisors and line managers is required to reach the full potential of this AAP. Therefore, supervisors and managers are expected to:
- A. Assist the Affirmative Action Officer in the identification of any problem areas and help to eliminate any barriers to equal employment opportunity.
  - B. Whenever possible, become involved in local minority organizations, women's organizations, community action groups, and community service programs.
  - C. Work with the Affirmative Action Officer to periodically review hiring and promotion patterns and training programs to isolate impediments to the attainment of affirmative action placement goals and objectives. Results from these reviews are communicated through appropriate management meetings.
  - D. Review the qualifications of employees to ensure that minorities and women are given full opportunity for transfers and promotions.
  - E. Provide career counseling for employees as needed.
  - F. Adhere to the City's policy of equal employment opportunity for all employees and ensure that the policy is understood, supported and adhered to by the employees they supervise.
  - G. Take action to prevent the harassment of employees based on protected characteristics or due to a perception that an individual might have been the beneficiary of the City's affirmative action efforts.

**ORGANIZATIONAL PROFILE**  
**In accordance with 41 C.F.R. 60-2.11**

As one of the diagnostic components of the Springhills Service Center's AAP and to conform to applicable regulations, the City has completed a profile of the workforce at this site. The organizational profile is an overview of the staffing patterns at this location and is used to determine whether there are areas in the workforce where minorities or women are underrepresented or concentrated. To complete our organizational profile we have elected to follow the workforce analysis.

The following charts set forth our Workforce Analysis. The analysis identifies the departments at Springhills Service Center and for each department lists all job titles from the lowest paid to the highest paid. For each job title, we provide the following data: the total number of incumbents, the total number of male and female incumbents, and the total number of male and female incumbents by racial/ethnic group.







# Annotated Employee List by Department

## Reports In

**Department: 0133 - GRU-Stores**

<b>Job Code</b>	<b>Job Title</b>	<b>Total Emps</b>	<b>Race</b>	<b>Gender</b>	<b>Work Location</b>
UMS2	Utilities Materials Specialist	1	W	F	
<b>Department Total:</b>		<b>1</b>			

**Department: 0510 - Electric Trans & Dist**

<b>Job Code</b>	<b>Job Title</b>	<b>Total Emps</b>	<b>Race</b>	<b>Gender</b>	<b>Work Location</b>
ELSYSOPRCRD	Electric Systems Operations Coordinator	1	W	M	
ELSYSOPMGR	Electric Systems Operations Ma	1	W	M	
STFAST	Staff Assistant	1	W	F	
ELNWKKA	Electric Line Worker Apprentice	4	W	M	
LLW	Lineworker, Lead	8	W	M	
ELNWK	Electric Line Worker	1	B	M	
ELNWK	Electric Line Worker	1	E	M	
ELNWK	Electric Line Worker	13	W	M	
<b>Department Total:</b>		<b>30</b>			
<b>Overall Total:</b>		<b>31</b>			



**JOB GROUP ANALYSIS**  
**In accordance with 41 C.F.R. 60-2.12**

As the second diagnostic component of our AAP we have conducted a job group analysis. The job group analysis is the first step in comparing the representation of minorities and women in the workforce covered by this AAP with the estimate of the available qualified minorities and women who could be employed by the City of Gainesville in positions covered by this AAP.

In designing our job groups we considered the following elements:

- Similarity of duties and responsibilities;
- Similarity of compensation, and
- Similarity of opportunities for advancement including training, transfers, promotions, mobility and other career enhancements.

Although not a determinative factor in designing job groups, we also attempted to create job groups that are large enough to conduct appropriate analysis.

The following charts identify the job groups created for this AAP, the job titles that comprise each job group, and the percentage of minority incumbents and the percentage of female incumbents in each job group.

## Job Group Analysis

### Job Group ASCS Administrative Support Staff

Job Code & Title		EEO	Total Emp	Min #	Min %	Fem #	Fem %
OPSAST	Operations Assistant	F	1	0	0.00	1	100.00
STFAST	Staff Assistant	F	1	0	0.00	1	100.00
Group Total:			2	0	0.00	2	100.00

### Job Group ASGEN Administrative Support General

Job Code & Title		EEO	Total Emp	Min #	Min %	Fem #	Fem %
UMS2	Utilities Materials Specialist	F	1	0	0.00	1	100.00
Group Total:			1	0	0.00	1	100.00

### Job Group OAMM Middle Managers

Job Code & Title		EEO	Total Emp	Min #	Min %	Fem #	Fem %
GASTDMG	Gas T & D Manager	A	1	0	0.00	0	0.00
ELSYSOPMGR	Electric Systems Operations Ma	A	1	0	0.00	0	0.00
Group Total:			2	0	0.00	0	0.00

### Job Group PADM Professionals

Job Code & Title		EEO	Total Emp	Min #	Min %	Fem #	Fem %
SFTRCRD	Utility Safety Training Coord	B	1	1	100.00	1	100.00
TECH SYS ANAL 2	Technical Systems Analyst 2	B	1	0	0.00	0	0.00
Group Total:			2	1	50.00	1	50.00

## Job Group PENG Engineers

Job Code & Title		EEO	Total Emp	Min		Fem	
				#	%	#	%
SENGSUD	Superv Engineer Ut Designer	B	1	0	0.00	0	0.00
ENGUD4	Engineer Ut Designer 4	B	1	0	0.00	0	0.00
ENGUD2	Engineer Ut Designer 2	B	1	0	0.00	0	0.00
<b>Group Total:</b>			3	0	0.00	0	0.00

## Job Group SK Skilled Craft Workers

Job Code & Title		EEO	Total Emp	Min		Fem	
				#	%	#	%
LLW	Lineworker, Lead	G	8	0	0.00	0	0.00
ELNWK	Electric Line Worker	G	15	2	13.33	0	0.00
ENRGYDLVFACSPC2	Energy Delivery Facilities Spe	G	6	2	33.33	3	50.00
GWKRLD	Gas Worker Lead	G	3	1	33.33	0	0.00
LDLNTCH	Line Technician, Lead	G	3	0	0.00	0	0.00
GWKRD	Gas Worker	G	7	2	28.57	0	0.00
FLTMCH2	Fleet Mechanic 2	G	2	0	0.00	0	0.00
<b>Group Total:</b>			44	7	15.91	3	6.82

## Job Group SKAP Skilled Craft Apprentice

Job Code & Title		EEO	Total Emp	Min		Fem	
				#	%	#	%
LINTECH	Line Technician	G	6	2	33.33	0	0.00
ELNWKKA	Electric Line Worker Apprentice	G	4	0	0.00	0	0.00
<b>Group Total:</b>			10	2	20.00	0	0.00

## Job Group SKSPV Skilled Craft Supervisor

Job Code & Title	EEO	Total Emp	Min		Fem	
			#	%	#	%
ELSYSOPCRD      Electric Systems Operations Coordinator	G	1	0	0.00	0	0.00
GOPSSPV          Gas Operations Supervisor	G	1	0	0.00	0	0.00
EDFS-SUPV        Energy Delivery Facilities Spe	G	1	0	0.00	0	0.00
<b>Group Total:</b>		3	0	0.00	0	0.00

## Job Group TENG Engineering Technicians

Job Code & Title	EEO	Total Emp	Min		Fem	
			#	%	#	%
TSSII              Technical Support Specialist I	C	2	0	0.00	1	50.00
<b>Group Total:</b>		2	0	0.00	1	50.00

## Job Group TGEN General Technicians

Job Code & Title	EEO	Total Emp	Min		Fem	
			#	%	#	%
FCPTT             Facilities Protection Technician	C	2	0	0.00	0	0.00
<b>Group Total:</b>		2	0	0.00	0	0.00

# Annotated Employee List by Job Group

## Reports In

### Job Group: ASCS - Administrative Support Staff

Job Code	Job Title	Total Emps	Race	Gender	Work Location
STFAST	Staff Assistant	1	W	F	
<b>Job Group Total:</b>		<b>1</b>			

### Job Group: ASGEN - Administrative Support General

Job Code	Job Title	Total Emps	Race	Gender	Work Location
UMS2	Utilities Materials Specialist	1	W	F	
<b>Job Group Total:</b>		<b>1</b>			

### Job Group: OAMM - Middle Managers

Job Code	Job Title	Total Emps	Race	Gender	Work Location
ELSYSOPMGR	Electric Systems Operations Manager	1	W	M	
<b>Job Group Total:</b>		<b>1</b>			

### Job Group: SK - Skilled Craft Workers

Job Code	Job Title	Total Emps	Race	Gender	Work Location
ELNWK	Electric Line Worker	1	B	M	
ELNWK	Electric Line Worker	1	E	M	
ELNWK	Electric Line Worker	13	W	M	
LLW	Lineworker, Lead	8	W	M	
<b>Job Group Total:</b>		<b>23</b>			

### Job Group: SKAP - Skilled Craft Apprentice

Job Code	Job Title	Total Emps	Race	Gender	Work Location
ELNWKA	Electric Line Worker Apprentice	4	W	M	
<b>Job Group Total:</b>		<b>4</b>			

### Job Group: SKSPV - Skilled Craft Supervisor

Job Code	Job Title	Total Emps	Race	Gender	Work Location
ELSYSOPCRD	Electric Systems Operations Coordinator	1	W	M	
<b>Job Group Total:</b>		<b>1</b>			

**Overall Total: 31**

## **AVAILABILITY ANALYSIS**

### **In accordance with 41 C.F.R. 60-2.14**

The availability analysis is a part of the Incumbency vs. Estimated Availability Analysis - the final diagnostic component of this AAP. The purpose of the availability analysis is to establish a benchmark against which the demographic composition of the City's workforce may be compared to determine whether barriers to equal employment opportunity may exist within particular job groups.

Pursuant to applicable regulations, the availability analysis for each job group examines two potential areas of availability: individuals with the requisite skills outside the establishment (external availability) and those within the establishment who are promotable, transferable and/or trainable (internal availability). In determining availability, we have selected our reasonable recruitment area and our pool of promotable, transferable, and trainable employees in such a way as not to exclude qualified minorities and women. Moreover, when determining external availability we have used as our source of data the most current and discrete statistical information available. For this availability analysis, we have used the 2000 census data. Finally, where a job group is composed of different job titles that carry different availability rates, we calculated a composite availability figure. We arrived at the composite availability figure by determining the proportion of the job group incumbents employed in each job title, weighting the availability for each job title by the proportion of incumbents employed in that title, and adding together the weighted availability estimates. In instances where the job group has no incumbents employed and thus the internal availability is zero, the weighting is marked as such and the external availability is weighted at 100 percent.

A brief written rationale for the selection of the recruitment areas and internal pools by job group follows:

#### **ASCS - Administrative Support Staff**

Factor 1: *Gainesville, FL MSA*- This is the geographical area from which the City usually seeks or reasonably would seek workers to fill positions in job group ASCS - Administrative Support Staff. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- This pool of feeder positions for job group ASCS - Administrative Support Staff was chosen based on reasonable paths of progression within the City and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

#### **ASGEN - Administrative Support General**

Factor 1: *Gainesville, FL MSA*- This is the geographical area from which the City usually seeks or reasonably would seek workers to fill positions in job group ASGEN - Administrative Support General. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- This pool of feeder positions for job group ASGEN - Administrative Support General was chosen based on reasonable paths of progression within the City and includes all promotable, transferable, and trainable employees; this pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

#### **OAMM - Middle Managers**

Factor 1: *United States Summary*- This is the geographical area from which the City usually seeks or reasonably would seek workers to fill positions in job group OAMM - Middle Managers. This area was

chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- This pool of feeder positions for job group OAMM - Middle Managers was chosen based on reasonable paths of progression within the City and includes all promotable, transferable, and trainable employees; this pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

### **PADM - Professionals**

Factor 1: *United States Summary*- This is the geographical area from which the City usually seeks or reasonably would seek workers to fill positions in job group PADM - Professionals. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- This pool of feeder positions for job group PADM - Professionals was chosen based on reasonable paths of progression within the City and includes all promotable, transferable, and trainable employees; this pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

### **PENG - Engineers**

Factor 1: *United States Summary*- This is the geographical area from which the City usually seeks or reasonably would seek workers to fill positions in job group PENG - Engineers. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- This pool of feeder positions for job group PENG - Engineers was chosen based on reasonable paths of progression within the City and includes all promotable, transferable, and trainable employees; this pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

### **SK - Skilled Craft Workers**

Factor 1: *Gainesville, FL MSA*- This is the geographical area from which the City usually seeks or reasonably would seek workers to fill positions in job group SK - Skilled Craft Workers. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- This pool of feeder positions for job group SK - Skilled Craft Workers was chosen based on reasonable paths of progression within the City and includes all promotable, transferable, and trainable employees; this pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

### **SKAP - Skilled Craft Apprentice**

Factor 1: *Gainesville, FL MSA*- This is the geographical area from which the City usually seeks or reasonably would seek workers to fill positions in job group SKAP - Skilled Craft Apprentice. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- This pool of feeder positions for job group SKAP - Skilled Craft Apprentice was chosen based on reasonable paths of progression within the City and includes all promotable, transferable, and trainable employees; this pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

### **SKSPV - Skilled Craft Supervisor**

Factor 1: *Gainesville, FL MSA*- This is the geographical area from which the City usually seeks or reasonably would seek workers to fill positions in job group SKSPV - Skilled Craft Supervisor. This area was chosen based on current practices and was drawn in such a way as not to have the effect of

excluding minorities or women.

Factor 2: *Feeder Job Computations*- This pool of feeder positions for job group SKSPV - Skilled Craft Supervisor was chosen based on reasonable paths of progression within the City and includes all promotable, transferable, and trainable employees; this pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

### **TENG - Engineering Technicians**

Factor 1: *Gainesville, FL MSA*- This is the geographical area from which the City usually seeks or reasonably would seek workers to fill positions in job group TENG - Engineering Technicians. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for job group TENG - Engineering Technicians.

### **TGEN - General Technicians**

Factor 1: *Gainesville, FL MSA*- This is the geographical area from which the City usually seeks or reasonably would seek workers to fill positions in job group TGEN - General Technicians. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations*- There are no feeder positions for job group TGEN - General Technicians.



# Availability Factor Computation Form

## Job Group ASCS Administrative Support Staff

Factor	Raw Statistics			Weighted Factor		
	Min	Fem	Weight %	Min	Fem	Source of Statistics
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	20.80	58.42	84.0	17.47	49.07	Gainesville, FL MSA
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	100.00	16.0	0.00	16.00	Feeder Job Computations
Availability:				17.47	65.07	

## Job Group ASGEN Administrative Support General

Factor	Raw Statistics			Weighted Factor		
	Min	Fem	Weight %	Min	Fem	Source of Statistics
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	20.79	58.42	88.5	18.40	51.70	Gainesville, FL MSA
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	100.00	11.5	0.00	11.50	Feeder Job Computations
Availability:				18.40	63.20	

## Job Group OAMM Middle Managers

Factor	Raw Statistics			Weighted Factor		
	Min	Fem	Weight %	Min	Fem	Source of Statistics
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	17.26	35.65	33.0	5.70	11.76	United States Summary
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	16.67	8.33	67.0	11.17	5.58	Feeder Job Computations
Availability:				16.87	17.34	

## Job Group PADM Professionals

Factor	Raw Statistics			Weighted Factor		
	Min	Fem	Weight %	Min	Fem	Source of Statistics
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	23.10	56.46	81.8	18.90	46.18	United States Summary
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	100.00	18.2	0.00	18.20	Feeder Job Computations
			Availability:	18.90	64.38	

## Job Group PENG Engineers

Factor	Raw Statistics			Weighted Factor		
	Min	Fem	Weight %	Min	Fem	Source of Statistics
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	22.38	8.67	86.0	19.25	7.46	United States Summary
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	50.00	50.00	14.0	7.00	7.00	Feeder Job Computations
			Availability:	26.25	14.46	

## Job Group SK Skilled Craft Workers

Factor	Raw Statistics			Weighted Factor		
	Min	Fem	Weight %	Min	Fem	Source of Statistics
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	13.59	6.01	46.0	6.25	2.76	Gainesville, FL MSA
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	16.67	0.00	54.0	9.00	0.00	Feeder Job Computations
			Availability:	15.25	2.76	

### Job Group SKAP Skilled Craft Apprentice

Factor	Raw Statistics			Weighted Factor		
	Min	Fem	Weight %	Min	Fem	Source of Statistics
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	0.00	0.00	28.5	0.00	0.00	Gainesville, FL MSA
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	15.22	6.52	71.5	10.88	4.66	Feeder Job Computations
			Availability:	10.88	4.66	

### Job Group SKSPV Skilled Craft Supervisor

Factor	Raw Statistics			Weighted Factor		
	Min	Fem	Weight %	Min	Fem	Source of Statistics
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	17.13	4.89	14.3	2.45	0.70	Gainesville, FL MSA
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	17.39	8.70	85.7	14.90	7.46	Feeder Job Computations
			Availability:	17.35	8.16	

### Job Group TENG Engineering Technicians

Factor	Raw Statistics			Weighted Factor		
	Min	Fem	Weight %	Min	Fem	Source of Statistics
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	18.74	42.13	100.0	18.74	42.13	Gainesville, FL MSA
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	0.00	0.0	0.00	0.00	Feeder Job Computations
			Availability:	18.74	42.13	

## Job Group TGEN General Technicians

Factor	Raw Statistics		Weight %	Weighted Factor		Source of Statistics
	Min	Fem		Min	Fem	
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	18.74	42.13	100.0	18.74	42.13	Gainesville, FL MSA
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	0.00	0.0	0.00	0.00	Feeder Job Computations
			Availability:	18.74	42.13	

**COMPARISON OF INCUMBENCY AND AVAILABILITY**  
**In accordance with 41 C.F.R. 60-2.15**

The City of Gainesville has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group. Where actual representation was less than the calculated availability, the City conducted a statistical test to determine whether the difference was greater than could reasonably be expected. Where the job group was of a sufficient size to analyze using the two standard deviation test, the City applied that methodology. Where the use of the two standard deviation test was not appropriate, the City used the exact binomial methodology. The comparison of availability with actual representation follows:

## Incumbency vs. Estimated Availability

Job Group & Name	Total Emp	EMPLOYMENT %		AVAILABILITY %		PLACEMENT GOAL?	
		Min	Fem	Min	Fem	Min	Fem
ASCS Administrative Support Staff	2	0.00	100.00	17.47	65.07	NO	NO
ASGEN Administrative Support General	1	0.00	100.00	18.40	63.20	NO	NO
OAMM Middle Managers	2	0.00	0.00	16.87	17.34	NO	NO
PADM Professionals	2	50.00	50.00	18.90	64.38	NO	NO
PENG Engineers	3	0.00	0.00	26.25	14.46	NO	NO
SK Skilled Craft Workers	44	15.91	6.82	15.25	2.76	NO	NO
SKAP Skilled Craft Apprentice	10	20.00	0.00	10.88	4.66	NO	NO
SKSPV Skilled Craft Supervisor	3	0.00	0.00	17.35	8.16	NO	NO
TENG Engineering Technicians	2	0.00	50.00	18.74	42.13	NO	NO
TGEN General Technicians	2	0.00	0.00	18.74	42.13	NO	NO
<b>Total Employees:</b>	71						

C - Eighty Percent / Whole Person Rule

A placement goal is set when employment falls short of 80% of the availability by one whole person or more.

# Significance of Incumbency vs. Estimated Availability

Job Group & Name	PLACEMENT GOAL?		STATISTICAL VALUE		STATISTICALLY SIGNIFICANT?	
	Min	Fem	Min	Fem	Min	Fem
ASCS Administrative Support Staff	NO	NO	0.681E		NO	NO
ASGEN Administrative Support General	NO	NO	0.816E		NO	NO
OAMM Middle Managers	NO	NO	0.691E	0.683E	NO	NO
PADM Professionals	NO	NO		0.586E	NO	NO
PENG Engineers	NO	NO	0.401E	0.626E	NO	NO
SK Skilled Craft Workers	NO	NO			NO	NO
SKAP Skilled Craft Apprentice	NO	NO		0.621E	NO	NO
SKSPV Skilled Craft Supervisor	NO	NO	0.565E	0.775E	NO	NO
TENG Engineering Technicians	NO	NO	0.660E		NO	NO
TGEN General Technicians	NO	NO	0.660E	0.335E	NO	NO

**C - Eighty Percent / Whole Person Rule**

A placement goal is set when employment falls short of 80% of the availability by one whole person or more.

Standard Deviations of 2 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of .05 or less are generally regarded as statistically significant.

**PLACEMENT GOALS**  
**In accordance with 41 C.F.R. 60-2.16**

As required by applicable regulations, the City of Gainesville has established placement goals where the actual representation of women or minorities in a job group is less than would be reasonably expected based on calculated availability.

In establishing placement goals, we applied the following principles:

1. When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that job group, the City established a percentage annual placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.
2. Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.
3. In all employment decisions, the City makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's race, color, religion, gender, national origin, marital status, sexual orientation, age, disability or gender identity.
4. Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
5. Placement goals are not used to supersede merit selection principles, nor do these placement goals require the City to hire a person who lacks qualifications to perform the job successfully or hire a less-qualified person in preference to a more-qualified one.

As is described in more detail in the Action Oriented Program section of this AAP, where a placement goal is set, the City will develop action oriented steps to increase the recruitment and training of minorities or women, or both.



# Placement Goals Report—Springhills Service Center

Job Group & Name	GOAL %	
	Min	Fem
ASCS Administrative Support Staff		
ASGEN Administrative Support General		
OAMM Middle Managers		
PADM Professionals		
PENG Engineers		
SK Skilled Craft Workers		
SKAP Skilled Craft Apprentice		
SKSPV Skilled Craft Supervisor		
TENG Engineering Technicians		
TGEN General Technicians		

Includes the Following Departments:

SG-45 Springhills Service Center (Gas)

S-150 Springhills Service Center (Warehouse)

S-151 Springhills (Mosquito Control)

**IDENTIFICATION OF PROBLEM AREAS BY  
ORGANIZATIONAL UNIT AND JOB GROUP  
In accordance with 41 C.F.R. 60-2.17(b)**

We have conducted in-depth analyses of our total employment process, including the workforce by organizational unit and job group, personnel activity, compensation, and other personnel procedures to determine whether and where impediments to equal employment opportunity exist.

An analysis of each of these processes follows.

1. Composition of the Workforce by Organizational Unit

Our analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit.

Minorities are employed at a rate of 14.08% and are represented in 66.67% of the Springhills Service Center's 6 departments. Further, minorities are represented in 100% of the departments that employ 10 or more people. Women are employed at a rate of 11.27% and are represented in 83.33% of all departments, and 100% of all departments that employ 10 or more people. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

2. Composition of the Workforce by Job Group

Pursuant to the Office of Federal Contract Compliance Programs' (OFCCP) regulations, we have conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals. The descriptions of Factor 1 and Factor 2 by job group are summarized in the Availability Analysis. Our findings are as follows:

- A. Our analysis of incumbency vs. estimated availability indicates that in some cases, incumbency is less than estimated availability; however, our more detailed analysis concludes that there is no area in which this is a statistically significant problem concerning female or minority utilization.
  
- C. The City has not established any affirmative action placement goals for this location; however, Springhills Service Center will continue to follow the programs outlined here to help address underutilization in other areas. We will continue to make a good faith effort to reach the placement goals established at each facility and implement action-oriented programs, which are detailed elsewhere in this AAP.

3. Analysis of Progress towards Prior Year Goals

In establishing placement goals, the following principles apply:

- A. When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that job group, the City has established an annual percentage placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.

- B. Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.
- C. In all employment decisions, the City makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's race, color, religion, gender, national origin, marital status, sexual orientation, age, disability or gender identity.
- D. Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
- E. Placement goals are not used to supersede merit selection principles, nor do these placement goals require the City to hire a person who lacks qualifications to perform the job successfully or hire a less-qualified person in preference to a more-qualified one.

#### 4. Personnel Activity

The City has analyzed additional personnel activities to determine whether and where impediments to equal employment opportunity may exist and whether there are significant selection disparities by race/ethnicity or gender. These activities include applicant flow, hires, promotions, terminations, and other personnel actions.

##### A. Applicant Flow

During the plan year, October 1, 2009 - September 30, 2010, the City posted the majority of all open positions with the State Employment Service through Florida Works among several other sources. The Human Resources Department accepted applications for open positions, and all persons interested in obtaining employment with the City were advised to apply on-line according to our current policy. Applications and complete records have been kept to ensure goals of equal employment opportunity are being applied to this process.

The City believes that applicant flow is not and will not be a problem area. Our analysis reveals that the percentage of minority applicants compares very favorably with the general availability in the respective categories. The City's success in implementing and communicating affirmative action and outreach efforts is demonstrated by these statistics.

The following reports summarize applicant flow by job group. Please note that applicants with an identified gender but no race will be included in the Applicant Detail by Gender and applicants with an identified race but no gender will be included in the Applicant Detail by Race.

# Applicant Detail by Gender

Breakdown of Applicant and Incumbents by Job Group  
 For Period: 10/1/2009 to 9/30/2010

<b>Job Group ASCS Administrative Support Staff</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	197	0	151	46
Applicants	465	0	355	110

<b>Job Group ASFIN Financial Support Staff</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	100	0	58	42
Applicants	617	0	457	160

<b>Job Group ASGEN Administrative Support General</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	95	0	75	20
Applicants	2,588	0	1,848	740

<b>Job Group ASPV Administrative Supervisors</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	1	0	0	1
Applicants	2	0	1	1

<b>Job Group OAEM Executive Managers</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	6	0	3	3
Applicants	89	0	46	43

<b>Job Group OAM Line/Other Managers</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	10	0	1	9
Applicants	30	0	5	25

<b>Job Group PADM Professionals</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	25	0	5	20
Applicants	238	0	72	166

<b>Job Group PANA Analyst</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	3	0	0	3
Applicants	142	0	99	43

<b>Job Group PENG Engineers</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	1	0	0	1
Applicants	2	0	1	1

<b>Job Group PRF Firefighters</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	11	0	2	9
Applicants	603	0	28	575

  

<b>Job Group PRFSP Fire Supervisors: Lieutenants</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	3	0	0	3
Applicants	15	0	3	12

  

<b>Job Group PRP Law Officers</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	67	0	9	58
Applicants	435	0	48	387

  

<b>Job Group PRPSP Police Supervisors: Lts, Sgts</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	3	0	0	3
Applicants	17	0	6	11

  

<b>Job Group SER Service Worker</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	85	0	12	73
Applicants	1,652	0	313	1,339

  

<b>Job Group SERBU Transit Operator</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	39	0	4	35
Applicants	589	0	186	403

  

<b>Job Group SK Skilled Craft Workers</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	150	0	1	149
Applicants	715	0	14	701

  

<b>Job Group SK-Temp Skilled Craft Temporary</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	32	0	10	22
Applicants	119	0	49	70

  

<b>Job Group SKAP Skilled Craft Apprentice</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	16	0	0	16
Applicants	115	0	4	111

  

<b>Job Group SKSPV Skilled Craft Supervisor</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers				
Applicants				

Offers	17	0	1	16
Applicants	176	0	8	168

<b>Job Group SKT Skilled Craft Trainee</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	30	0	1	29
Applicants	173	0	13	160

<b>Job Group TEMP General Technicians Temp</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	17	0	9	8
Applicants	310	0	144	166

<b>Job Group TGEN General Technicians</b>	<b>Tot</b>	<b>Unk</b>	<b>Fem</b>	<b>Non Fem</b>
Offers	85	0	16	69
Applicants	432	0	91	341

**Grand Totals**

Offers	993	0	358	635
Applicants	9,524	0	3,791	5,733

# Applicant Detail by Race

Breakdown of Applicant and Incumbents by Job Group  
 For Period: 10/1/2009 to 9/30/2010

Job Group ASCS Administrative Support Staff	Tot	Unk	Min	Wht
Offers	197	0	86	111
Applicants	465	15	171	278

Job Group ASFIN Financial Support Staff	Tot	Unk	Min	Wht
Offers	100	2	31	67
Applicants	617	21	239	353

Job Group ASGEN Administrative Support General	Tot	Unk	Min	Wht
Offers	95	4	38	53
Applicants	2,588	72	1,084	1,424

Job Group ASPV Administrative Supervisors	Tot	Unk	Min	Wht
Offers	1	1	0	0
Applicants	2	1	0	1

Job Group OAEM Executive Managers	Tot	Unk	Min	Wht
Offers	6	1	5	0
Applicants	89	4	45	40

Job Group OAM Line/Other Managers	Tot	Unk	Min	Wht
Offers	10	0	2	8
Applicants	30	0	13	16

Job Group PADM Professionals	Tot	Unk	Min	Wht
Offers	25	1	8	16
Applicants	238	9	83	146

Job Group PANA Analyst	Tot	Unk	Min	Wht
Offers	3	0	0	3
Applicants	142	4	58	79

Job Group PENG Engineers	Tot	Unk	Min	Wht
Offers	1	0	0	1
Applicants	2	0	0	2

<b>Job Group PRF Firefighters</b>	<b>Tot</b>	<b>Unk</b>	<b>Min</b>	<b>Wht</b>
Offers	11	0	2	9
Applicants	603	17	146	438

<b>Job Group PRFSP Fire Supervisors: Lieutenants</b>	<b>Tot</b>	<b>Unk</b>	<b>Min</b>	<b>Wht</b>
Offers	3	2	0	1
Applicants	15	3	2	9

<b>Job Group PRP Law Officers</b>	<b>Tot</b>	<b>Unk</b>	<b>Min</b>	<b>Wht</b>
Offers	67	2	13	52
Applicants	435	6	128	299

<b>Job Group PRPSP Police Supervisors: Lts, Sgts</b>	<b>Tot</b>	<b>Unk</b>	<b>Min</b>	<b>Wht</b>
Offers	3	0	0	1
Applicants	17	0	2	13

<b>Job Group SER Service Worker</b>	<b>Tot</b>	<b>Unk</b>	<b>Min</b>	<b>Wht</b>
Offers	85	3	22	60
Applicants	1,652	29	606	1,013

<b>Job Group SERBU Transit Operator</b>	<b>Tot</b>	<b>Unk</b>	<b>Min</b>	<b>Wht</b>
Offers	39	0	17	22
Applicants	589	11	402	173

<b>Job Group SK Skilled Craft Workers</b>	<b>Tot</b>	<b>Unk</b>	<b>Min</b>	<b>Wht</b>
Offers	150	3	32	115
Applicants	715	11	153	549

<b>Job Group SK-Temp Skilled Craft Temporary</b>	<b>Tot</b>	<b>Unk</b>	<b>Min</b>	<b>Wht</b>
Offers	32	1	6	25
Applicants	119	5	33	81

<b>Job Group SKAP Skilled Craft Apprentice</b>	<b>Tot</b>	<b>Unk</b>	<b>Min</b>	<b>Wht</b>
Offers	16	1	1	14
Applicants	115	4	27	84

<b>Job Group SKSPV Skilled Craft Supervisor</b>	<b>Tot</b>	<b>Unk</b>	<b>Min</b>	<b>Wht</b>
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Offers	17	0	2	15
Applicants	176	4	38	134

<b>Job Group SKT Skilled Craft Trainee</b>	<b>Tot</b>	<b>Unk</b>	<b>Min</b>	<b>Wht</b>
Offers	30	1	12	17
Applicants	173	3	64	105

<b>Job Group TEMP General Technicians Temp</b>	<b>Tot</b>	<b>Unk</b>	<b>Min</b>	<b>Wht</b>
Offers	17	0	11	6
Applicants	310	13	156	141

<b>Job Group TGEN General Technicians</b>	<b>Tot</b>	<b>Unk</b>	<b>Min</b>	<b>Wht</b>
Offers	85	3	28	54
Applicants	432	17	149	264

<b>Grand Totals</b>				
Offers	993	25	316	650
Applicants	9,524	249	3,599	5,642

## B. Hires

The Human Resources Department develops all procedures and all hiring at the City is conducted on the basis of nondiscriminatory criteria. Specifically, the following criteria and procedures have resulted in hiring decisions that are free of discrimination:

1. Job descriptions have been reviewed and revised to ensure that duties are accurately described, that the experience and education requirements are strictly job-related, and that all incumbents meet minimum job requirements. Job titles have and will continue to be written without regard to race, color, religion, gender, national origin, marital status, sexual orientation, age, disability, gender identity or any other characteristic protected by applicable law.
2. Application forms have been reviewed to ensure that all requested information is job-related, and that the forms comply with all applicable laws. In addition, all forms state that the City is an Equal Opportunity/Affirmative Action Employer.
3. A City of Gainesville representative who is briefed in the law with regard to Equal Employment Opportunity/Affirmative Action conducts interviews.
4. Tests have been reviewed and are administered and conducted in a non-discriminatory manner.
5. All employees are encouraged to refer qualified applicants to the City for employment. In addition, the City has formal recruitment procedures to apprise minority and women's groups, educational institutions, and other referral sources of openings.
6. Placing an applicant in a specific job in a department is the responsibility of management. Hiring decisions are based on the applicant's knowledge, skills, abilities, and any other job-related criteria.

A review of external hires for the prior plan year indicates the presence of equal employment opportunity and a strong commitment to affirmative action. There were 120 new employees hired during the period from October 1, 2009 - September 30, 2010, including 40 minorities at 33.33% and 43 women at 35.83%. The following report summarizes hiring activity by job group:

## Personnel Action Summaries - New Hires by Job Group

For Period: 10/1/2009 to 9/30/2010

Job Group	EEO Category	Total Emp	Min	Fem
OAEM	Executive Managers	1	1	0
EEO A		1	1	0
% Tot			100.00	0.00
PADM	Professionals	4	2	1
PANA	Analyst	1	0	0
EEO B		5	2	1
% Tot			40.00	20.00
TEMP	General Technicians Temp	5	3	1
TGEN	General Technicians	14	7	4
EEO C		19	10	5
% Tot			52.63	26.32
PRF	Firefighters	3	0	0
PRP	Law Officers	8	1	2
PRS	Support Services non-criminal law	1	1	1
EEO D		12	2	3
% Tot			16.67	25.00
ASCS	Administrative Support Staff	1	0	1
ASFIN	Financial Support Staff	5	0	5
ASGEN	Administrative Support General	33	12	21
EEO F		39	12	27
% Tot			30.77	69.23
SK	Skilled Craft Workers	6	0	0
SKAP	Skilled Craft Apprentice	1	0	0
SKSPV	Skilled Craft Supervisor	1	0	0
SKT	Skilled Craft Trainee	2	1	0
EEO G		10	1	0
% Tot			10.00	0.00
SER	Service Worker	16	3	3
SERBU	Transit Operator	18	9	4
EEO H		34	12	7
% Tot			35.29	20.59
<b>Report Total</b>		<b>120</b>	<b>40</b>	<b>43</b>
<b>% Tot</b>			<b>33.33</b>	<b>35.83</b>

### C. Promotion Practices

A review of promotion data indicates that these practices represent an area of substantial employment opportunity for minority and female employees. Promotion practices are not problem areas for minorities and women in any job group. Our analysis reveals that neither minorities nor women are being treated disparately in promotions because:

1. The City provides every reasonable opportunity for employees to advance. In this regard, training and other developmental opportunities are offered.
2. Employees are encouraged to contact their supervisor and/or the Human Resources Department, at any time, should they desire information relative to another position within the City.
3. Management-initiated promotions are based on performance and other job-related criteria without discrimination on account of race, color, religion, gender, national origin, marital status, sexual orientation, age, disability, gender identity or any other characteristic protected by applicable law.
4. Promotional opportunities are posted, providing all interested employees with an opportunity to apply and call their special skills to the attention of the manager.

All of these factors strongly indicate that promotions represent an area of substantial employment opportunity for minority and female employees. A summary of promotion actions for the year follows below:

## Personnel Action Summaries - Promotions from/within Job Group

For Period: 10/1/2009 to 9/30/2010

Job Group	EEO Category	Total Emp	Min	Fem
PADM	Professionals	2	1	1
EEO B		2	1	1
% Tot			50.00	50.00
TENG	Engineering Technicians	1	0	0
TGEN	General Technicians	2	0	1
EEO C		3	0	1
% Tot			0.00	33.33
PRF	Firefighters	2	0	0
PRP	Law Officers	2	1	0
PRPSP	Police Supervisors: Lts, Sgts	2	0	0
EEO D		6	1	0
% Tot			16.67	0.00
ASCS	Administrative Support Staff	3	0	2
ASFIN	Financial Support Staff	1	0	1
ASGEN	Administrative Support General	2	0	1
ASPV	Administrative Supervisors	1	0	1
EEO F		7	0	5
% Tot			0.00	71.43
SK	Skilled Craft Workers	9	1	0
SKAP	Skilled Craft Apprentice	8	2	0
SKSPV	Skilled Craft Supervisor	1	0	0
SKT	Skilled Craft Trainee	4	0	0
EEO G		22	3	0
% Tot			13.64	0.00
SER	Service Worker	5	2	0
SERBU	Transit Operator	1	0	0
EEO H		6	2	0
% Tot			33.33	0.00
<b>Report Total</b>		<b>46</b>	<b>7</b>	<b>7</b>
<b>% Tot</b>			<b>15.22</b>	<b>15.22</b>

#### D. Terminations

The City has evaluated its termination practices to determine whether there are disparities on the basis of gender, race or ethnicity. When terminations or reductions in force are necessary, the City makes its decisions without regard to race, color, religion, gender, national origin, marital status, sexual orientation, age, disability, gender identity or any other characteristic protected by applicable law. A report summarizing terminations by job group follows:

## Personnel Action Summaries - Terminations by Job Group

For Period: 10/1/2009 to 9/30/2010

Job Group EEO Category		Total Emp	Min	Fem
OAM	Line/Other Managers	8	3	3
OAMM	Middle Managers	4	0	0
OASM	Senior Managers	1	0	0
EEO A % Tot		13	3 23.08	3 23.08
PADM	Professionals	12	1	8
PANA	Analyst	9	5	6
PENG	Engineers	4	1	1
EEO B % Tot		25	7 28.00	15 60.00
TEMP	General Technicians Temp	29	19	12
TENG	Engineering Technicians	4	0	2
TGEN	General Technicians	51	23	30
TSPV	Technician Supervisors	2	1	1
EEO C % Tot		86	43 50.00	45 52.33
PRFSP	Fire Supervisors: Lieutenants	3	1	1
PRP	Law Officers	11	2	1
PRPSP	Police Supervisors: Lts, Sgts	3	1	0
PRS	Support Services non-criminal law	9	3	8
EEO D % Tot		26	7 26.92	10 38.46
ASCS	Administrative Support Staff	15	3	15
ASFIN	Financial Support Staff	5	1	4
ASGEN	Administrative Support General	47	12	25
ASPV	Administrative Supervisors	2	0	2
EEO F % Tot		69	16 23.19	46 66.67
SK	Skilled Craft Workers	25	4	0
SK-Temp	Skilled Craft Temporary	17	1	7
SKAP	Skilled Craft Apprentice	4	0	0
SKSPV	Skilled Craft Supervisor	7	2	1
EEO G % Tot		53	7 13.21	8 15.09
SER	Service Worker	31	10	12

SERBU	Transit Operator	17	13	5
EEO H		48	23	17
% Tot			47.92	35.42
<b>Report Total</b>		320	106	144
% Tot			33.13	45.00



## 5. Technical Phases of Compliance

Our analysis of the technical phases of compliance reveals that the City fully complies with all the technical phases of its affirmative action obligations:

- A. Equal Employment Opportunity posters are prominently displayed in each City location.
- B. The City notifies all contractors and subcontractors via purchase orders and subcontracts that they may be subject to federal affirmative action obligations.
- C. The City requires that all of their qualified contractors and subcontractors develop and maintain a written AAP.
- D. The City's employment application has a statement concerning Equal Employment Opportunity.
- E. All recruitment agencies and area schools and colleges will continue to be notified of the City's commitment to the goals of affirmative action.
- F. All recruitment advertising includes the solicitation "An Equal Opportunity Employer" or its abbreviation.
- G. All other required affirmative action notices and policy statements are posted on City bulletin boards and are updated as required or needed.
- H. All personnel and employment records made or kept by the City are retained for the required period as mandated by OFCCP regulations.
- I. The City files bi-annual EEO-4 reports with the appropriate agencies, as required.

**DEVELOPMENT AND IMPLEMENTATION  
OF ACTION ORIENTED PROGRAMS  
In accordance with 41 C.F.R. 60-2.17**

The City has developed and executed action-oriented programs designed to correct any problem areas that may exist. These programs, which are listed below, demonstrate our good faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results.

1. The City has analyzed and will continue to analyze all positions and prepare written descriptions to accurately reflect position functions. Due to the use of a position description format, they are and will continue to be consistent for the same position from one organizational unit to another.
2. Job descriptions have been and will continue to be reviewed to determine the knowledge, skills, abilities, and other requirements necessary for the adequate performance of every job. Specifications will continue to be consistent for the same job title in all organizational units and will not contain any requirements that would result in discrimination on the basis of race, color, religion, gender, national origin, marital status, sexual orientation, age, disability, gender identity or other characteristic protected by law.
3. Job descriptions are available to incumbents and all members of management involved in the recruiting, screening, selection, and promotion process. Job descriptions are also made available to employees, applicants, and recruiting sources as appropriate.
4. The City has carefully evaluated the total selection process and found it to be free from discrimination.
  - A. We have instructed all supervisory personnel to ensure elimination of discrimination in all personnel actions in which they are involved.
  - B. The tests administered by the City are job-related and given to all applicants for an applicable position.
  - C. Application forms do not contain questions with potential discriminatory effects.
  - D. The City does not and will not use any selection techniques that can be improperly used to discriminate against minority groups or women.
5. The City has evaluated its techniques for improving recruitment and increasing the flow of qualified minority or female applicants through the following:
  - A. Minority and women, as well as non-minority and male, employees are actively encouraged to refer applicants to our organization.
  - B. The City partially relies on the State Department of Employment through Florida Works as well as job fairs and recruiting programs sponsored by local colleges, universities, the annual City Career Fair and other community organizations via mail outs and by attending their career events.
  - C. The City provides an orientation program to inform new employees of their equal employment rights and responsibilities, promotional opportunities, City rules, ways to

alleviate any problems that might arise, and any other issues related to affirmative action compliance.

- D. Organizations, both local and national, will continue to be contacted for referrals of potential minority and female employees.
- E. The City utilizes the Internet to identify targeted recruitment sites for qualified minority and female applicants.
- F. Furthermore, we plan to take the following additional steps to ensure adequate representation of all minorities and women:
  - (a) Where placement goals exist as defined by the OFCCP, we will continue to contact universities and two- and four-year local colleges, vocational technical schools, high schools, local business schools, and state, national and community organizations which attract qualified minority and female students and members. We will advise these institutions of our desire to fill job openings in these classifications with minority and female employees. When possible, we will participate in job fair and career day activities and will consider relevant work experience programs. The City has developed a very successful intern program which will continue to be a source for potential permanent-position applicants. In addition, we will continue attending community events and speaking at organizations' meetings throughout the community to inform residents of our hiring policies and of our special commitment to affirmative action.
  - (b) During the period from October 1, 2009 - September 30, 2010, special recruitment activities were conducted at the following schools and universities:  
  
University of Florida, Florida A & M University, Florida State University, Bethune Cookman University, Santa Fe College, University of South Florida, University of Central Florida, University of Mississippi, Prairie View A & M University & HBCU's
- G. We will continue to contact our normal sources of recruitment (e.g., Florida Works, etc.) and advise them that under the AAP we are specifically seeking to employ minorities and/or women for job openings. During the period from October 1, 2009 - September 30, 2010, targeted recruitment activities were conducted at the following sources:  
  
The City's annual career fair  
Posting job ads on university e-bulletin boards  
Sending job ads to affinity groups  
Contacting professionals in the field to solicit nominations  
Meet with HR and managers to develop an ad campaign for goal jobs

6. The City has implemented the following programs and procedures to ensure that minority and female employees are given equal opportunities for promotion:

- A. On-the-job training is provided to all qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher-level jobs. In addition, a tuition reimbursement benefit is also available to all qualified employees.

- B. The City utilizes a formal performance evaluation program for all employees. In addition, management and supervisors are trained on the basic methodology of performance evaluation.
- C. Neither minority nor female employees are required to possess higher qualifications than those of the lowest qualified incumbent in the job for which they apply.
- D. Seniority practices are not a problem since the City has no formal seniority system. Promotions are based on merit selection principles.
- E. We will continue to make opportunities for advancement into more stimulating positions known through our web postings of open jobs and by encouraging minorities and women to take advantage of these opportunities.
- F. Special internal training programs are provided as necessary to ensure the achievement of our placement goals. The following programs are offered to eligible employees without regard to race, color, religion, gender, national origin, marital status, sexual orientation, age, disability, gender identity or any other characteristic protected by applicable law:

Annual training for managers and supervisors on the Affirmative Action Plan

Bi-annual training for all employees on Diversity Awareness

Gainesville Corporate University offers classes to prepare employees for advancement

- G. We will continue to participate in targeted external training programs such as the following:

Through New Horizons, computer classes are taught to employees at no cost to the employee;

Tuition reimbursement for is offered to assist employees in obtaining a higher level of education;

Attending state/national conventions in the employee's field may be a consideration at management's discretion.

**INTERNAL AUDIT AND REPORTING SYSTEM**  
**In accordance with 41 C.F.R. 60-2.17**

The City has developed and implemented an auditing system that periodically measures the effectiveness of its total AAP. The City views the activities that are listed below as critical to the success of the AAP.

1. The Affirmative Action Officer will continue to monitor records of applicant flow, referrals, placements, rejected offers, training, transfers, promotions, terminations, and any layoffs or recalls to ensure that the City's non-discriminatory policy is carried out. Procedures are reviewed and revised as problems are identified.
2. Top management is and will continue to be informed of any problems that arise in their respective areas so that immediate and appropriate steps can be taken to resolve any issues.
3. The City recognizes its responsibility to affirmative action and is committed to fulfilling this responsibility by complying with all government regulations and laws pertaining to equal employment opportunity. As part of this commitment, management will be kept abreast of developments in the affirmative action area. The primary vehicle for communication with management will be periodic affirmative action briefings.
4. The Affirmative Action Officer will generate internal reports on a regular basis to evaluate the degree to which equal employment opportunity and organizational objectives are being obtained.
5. The City will review report results with all levels of management as to the degree to which their affirmative action goals and compliance are being attained, and will design and implement corrective actions, including adjustments in programs, as needed.
6. Progress on the City's AAP will be discussed at supervisors meetings, and relevant information will be communicated to employees during regular departmental meetings as appropriate.
7. The Affirmative Action Officer will periodically report to the Equal Opportunity Director of the City and other appropriate top management on the effectiveness of the program and will submit recommendations for improvement.

## CONCLUSION

The AAP Year, October 1, 2010 - September 30, 2011, shows a continued commitment to equal employment opportunity and affirmative action, and has strong plans to ensure both corporate and employee success.

Through its Affirmative Action Officer, the City will continue to communicate its equal opportunity/affirmative action policies, both within the organization and to the community in which we work. The Equal Opportunity Director affords the Affirmative Action Officer authority to implement the plan and to pursue solutions to problems that might impede the progress of this plan.

At the close of the Springhills Service Center's most recent Plan year, an analysis of the composition of the workforce was undertaken. The workforce was analyzed by job group and by department to determine the employment of minorities and women, and to identify if placement goals are indicated when compared to the appropriate available workforce. This analysis revealed no areas in which the difference between incumbency versus estimated availability was statistically significant, showing that for the majority of the workforce, employment levels of women and minorities are representative of our recruiting population. Nonetheless, the City expects to continue to improve upon its outreach efforts and to ensure that all applicants and employees are treated fairly, based on job-related criteria and without regard to race, color, religion, gender, national origin, marital status, sexual orientation, age, disability, gender identity or any other characteristic protected by applicable law.

The City is mindful of the fact that continued achievements in the area of equal employment opportunity and affirmative action are important. As a result, we have included additional action-oriented plans and programs for recruiting, communication, and reporting, to ensure that our compliance with affirmative action continues in good stead. As outlined in this AAP, the City has made a commitment to make affirmative action a continued reality as we strive to fulfill all goals.

## LIST OF EXHIBITS

### Exhibit A - Equal Employment Opportunity Policy

#### **EQUAL EMPLOYMENT OPPORTUNITY POLICY**

It shall be the policy of the City to provide equal employment opportunities to all persons regardless of race, gender, color, age, national origin, religion, sexual orientation, marital status, disability, or gender identity, 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 actions 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, 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.

Effective Date: 08/28/00

Revised: 03/28/08

Revised: 09/04/08



**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 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.

Effective Date: 07/12/99