

**2017 VOLUNTARY
AFFIRMATIVE ACTION PLANS**
Office of Equal Opportunity

**GENERAL GOVERNMENT (GG)
&
GAINESVILLE REGIONAL UTILITIES(GRU)**



COMMITMENT

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.

- Any placement goals 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 voluntary Affirmative Action Plan (AAP).
 - The use of placement goals in this voluntary 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.
 - **The data contained in this document is based on a snapshot of the organization as it existed on September 30, 2016.** 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.
-

THE PARTS OF THE AAP

- Workforce Analysis by Departments
 - Job Group Analysis
 - Availability Analysis
 - Comparison of Incumbency and Availability Analysis
 - Placement Goals Analysis
 - Plan Highlights-A Comparison
 - General Government (GG)
 - Gainesville Regional Utilities (GRU)
 - Next Steps
 - Staff Recommendation
-

Workforce Analysis by Departments

- This analysis identifies the departments at General Government (GG) & Gainesville Regional Utilities (GRU) and lists all job titles from the lowest paid to the highest paid for each department. 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.
-

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 estimated number of the available qualified minorities and women who could be employed by the City of Gainesville.
-

Availability Analysis

- 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.
-

Comparison of Incumbency and Availability Analysis

- This is a comparison of the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment.
 - If actual representation was less than the calculated availability, a statistical test was used 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.
-

Placement Goals Analysis

- Placement goals are established where the actual representation of women or minorities in a job group is less than would be reasonably expected based on calculated availability.
(underutilization based on Incumbency verses the Availability in the job market)
 - 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.
 - 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, national origin, marital status, religion, gender, sexual orientation, age, disability, or gender identity.
-

Placement Goals Analysis (cont.)

- Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
 - Placement goals are not used to supersede merit selection principles, nor do these placement goals require hiring a person who lacks qualifications to perform the job successfully or hire a less-qualified person in preference to a more-qualified one.
 - Depending on the job, the available job market may be local, statewide, or nationwide.
 - The number of persons in any particular job market is determined by the U. S. Census.
-

PLAN HIGHLIGHTS-A COMPARISON

2016*

Both Plans cover 2,240 employees including 635 (28.35%) minorities and 682 (30.45%) women.

- The GG Plan covers 1,389 employees including 458 (32.97%) minorities and 461(33.19%) women.
- The GRU Plan covers 851 employees including 177 (20.80%) minorities and 221(25.97%) women.

2017*

Both Plans cover 2,307 employees including 680 (29.48%) minorities and 696 (30.17%) women.

- The GG Plan covers 1482 employees including 512 (34.55%) minorities and 485 (32.73%) women.
- The GRU Plan covers 825 employees including 168 (20.36%) minorities and 211 (25.58%) women.

* The 2017 data above is based on a snapshot of the organization as it existed on September 30, 2016. The 2016 data above is based on a snapshot of the organization as it existed on September 30, 2015.



GENERAL GOVERNMENT GOALS

2017 GOALS

GENERAL GOVERNMENT

JOB GROUPS WITH PLACEMENT GOALS

Administrative Finance Support Staff-ASFIN (Female)
Administrative General Support Staff-ASGEN (Female)
Administrative Supervisors Support Staff-ASPV (Female)
Officials, Administrators & Line/Other Mgrs.-OAM (Female)
Professional Administrative Exempt-PADM (Female)
Professional Engineer-PENG (Minority)
Professional Law Officers-PRP (Minority)
Professional Law Officer Supervisors-PRPSP(Minority)
Service Workers-SER (Female)
Technician Engineer-TEN (Minority)
General Technicians-TGEN (Minority)
General Technicians (Temporary)-TGENa (Female)

* The information above shows the “job groups” with placement goals. It should be noted that every position may not be listed that falls within each job group since this data is based on a snapshot of the organization as it existed on September 30, 2016.

MANAGERIAL POSITIONS (GG) w/o goals

Officials, Admin. & Exe. Mgrs. (OAEM)

- 1/5 Minority (20.00%)
 - 1/5 Female (20.00%)
 - City Attorney
 - City Auditor
 - City Manager
 - Clerk of the Commission
 - Equal Opportunity Director
-

MANAGERIAL POSITIONS (GG) w/o goals

Officials, Admin. & Sr. Mgrs. (OASM)

- 3/9 Minority (33.33%)
 - 3/9 Female (33.33%)
 - Assistant City Manager(2)
 - Communications & Marketing Manager
 - Economic Development and Innovation Director
 - Fire Chief
 - Human Resources Director
 - Planning & Development Director
 - Police Chief
 - Public Works Director
-

MANAGERIAL POSITIONS (GG) w/o goals

Officials, Administrators & MM (OAMM)

7/26 Minority (26.92%)

8/26 Female (30.77%)

- Assistant Finance Director
 - Assistant Police Chief
 - Assistant Public Works Director
 - Code Enforcement Manager
 - CRA Director
 - Compensation Manager
 - Director, PRCA
 - Employee & Labor Relations Mgr.
 - Finance Director
 - Fire Assistant Chief (2)
 - Fire Chief, Deputy
 - Fleet Management Director
 - Housing & Comm. Dev. Mgr.
 - Learning & Development Manager
 - Operations Div. Manager
 - Planning Manager
 - Police Captain (2)
 - Reichert House Youth Program Dir.
 - Risk Management Director
 - Solid Waste Manager
 - Strategic Planning Mgr.
 - Talent Acquisition Manager
 - Traffic Operations Mgr.
 - Transit Director
-



GAINESVILLE REGIONAL UTILITIES GOALS

2017 GOALS

GAINESVILLE REGIONAL UTILITIES

JOB GROUPS WITH PLACEMENT GOALS

Administrative Clerical Support Staff-ASCS (Minority)
Administrative General Support Staff-ASGEN (Female)
Administrative Support Staff Supervisors-ASPV (Both)
Officials, Administrators & Senior Managers-OASM (Female)
Officials, Administrators & Middle Mgrs.-OAMM (Both)
Professional Administrative Exempt-PADM (Both)
Professional Engineers-PENG (Minority)
Service Workers-SER (Minority)
Skilled Craft Trainees-SKT (Both)
General Technicians-TGEN (Female)
General Technicians (Temporary)-TGENa (Both)

* The information above shows the “job groups” with placement goals. It should be noted that every position may not be listed that falls within each job group since this data is based on a snapshot of the organization as it existed on September 30, 2016.

MANAGERIAL POSITIONS (GRU)

w/o goals

Officials, Admin. & Exe. Mgrs.

(OAEM)

- General Manager for Utilities
-

MANAGERIAL POSITIONS (GRU)

w/o goals

Officials, Admin. & Line/Other Mgrs.-OAM

- **4/19 Minority (21.05%)**
- **3/19 Female (15.79%)**

- Accounting Manager, Utilities
- Business Operations Support Manager
- Customer Service Manager
- Fuels Manager
- IT Applications Development Manager
- IT Infrastructure and Administration Manager
- Major Maintenance Leader
- Managing Utility Analyst Planning
- Operations Manager, Utilities
- Production Leader (3)
- Production Manager I
- Production Manager II
- Purchasing Manager, Utilities
- Rates and Economics Analysis Manager
- Utilities Stores Manager
- Wtr/Wstwtr Facilities Operations & Maintenance Manager (2)

CONCLUSIONS

- Of the 23 GG departments in this AAP, 21 or 91.30% include minorities, and 22 or 95.65% include females. *This does not take into account the level at which these individuals are classified.* Broadly, this analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit.
 - Of the 10 GRU Departments in this AAP, all 10 or 100% include minorities and females. *This does not take into account the level at which these individuals are classified.* Broadly, this analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit.
 - This analysis suggests that there is no policy or practice excluding minorities or women from any departments in general, nor does there appear any racial or gender discrimination in the selection process.
 - The criteria and procedures used by the City appear to have resulted in hiring decisions that are geared towards being free of discrimination.
-

CONCLUSIONS(cont.)

- Promotion practices overall do not appear to be problem areas for minorities and women in any job group. The analysis reveals that neither minorities nor women appear to be being treated disparately in promotions.
 - The City will continue to comply with all the technical phases of its affirmative action obligations as applicable.
 - The City's overall selection process appears to be free from discrimination.
 - Finally, it should be noted that the City's thorough analysis of its workforce reveals that the City of Gainesville is in full compliance with gender discrimination guidelines and that there is no apparent evidence of discrimination in any form against female employees.
-

OUR CURRENT EFFORTS

Continue the Office's initiatives as previously approved by the City Commission:

- Personnel Requisition Action Form (PRAF) Protocols;
 - Training & education of hiring managers through annual Diversity/Affirmative Action Work Plan Training;
 - Hiring managers required to submit comprehensive recruitment plans, which include plans assuming: 1) No Goal 2) Female Affirmative Action Goal 3) Minority Affirmative Action Goal 4) Supervisory and above positions including senior, executive, department head and chief level positions;
 - Continue to encourage Diverse Interview Panels;
 - Work closely with Human Resources on aggressive recruitment strategies especially as it relates to the goals outlined in the Affirmative Action Plan(s); positions at the supervisory, middle & upper management; and hard to fill positions; and,
 - Focus on targeted community outreach opportunities by OEO.
-

STAFF RECOMMENDATION

Explanation

Pursuant to EO Policy #3, the Office of Equal Opportunity has completed both 2017 voluntary Affirmative Action Plans for General Government and Gainesville Regional Utilities. The plans are aligned with the data received from the Human Resources Department. Each year, the City Commission receives and approves Affirmative Action Plans for both General Government and Gainesville Regional Utilities.

In developing and implementing these voluntary Affirmative Action Plans, the City has been guided by its established policy of providing equal employment opportunity. These Affirmative Action Plans are voluntary management tools designed to ensure equal employment opportunity and focuses on the underutilization of minorities and women in the workforce. These voluntary Affirmative Action Plans have 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).

Recommendation

The City Commission receive and adopt both 2017 voluntary Affirmative Action Plans for General Government and Gainesville Regional Utilities as prepared covering a two year period.

Fiscal note

None.
