

CITY OF GAINESVILLE
DIVERSITY IN HIRING:
COMPREHENSIVE
REPORT



2015-2016

Table of Contents

Introduction 2

Format of the Report 2

Project Summary..... 3

Literature Review 4

Recommendations 10

EEO4 Review Report 12

Local Government Diversity Survey Report 44

City of Gainesville Employee Survey Report 71

Appendix A: Open-Ended Responses (Employee Survey)..... 135

Appendix B: Survey Instrument (Employee Survey) 142

Appendix C: Survey Instrument (Local Government Survey)..... 149

Demographics 155

References 157

City of Gainesville Diversity in Employment Study: Comprehensive Report

Introduction

The goal of this research was to conduct a study of diversity programs in the City of Gainesville with a particular focus on opportunities for minority and women employees to obtain promotions and professional advancement as City employees. To implement this research, the FSRC completed three different research projects. These three projects are described below.

EEOC Review

Gainesville is required under the Equal Employment Opportunity Act of 1972 to make to complete the EEO-4 report every two (odd-numbered) years. The EEO-4 Report provides detailed information regarding employee income levels and job categories by race and gender. Since the data are submitted every two years, any changes or trends over time can be observed. The analyses we provide include data from five reports from 2005 through 2013. In addition, it is possible to compare the EEO-4 data to five-year American Community Survey (ACS) "EEO Specific File" data from the U.S. Census which provide the percentage of women and minorities in the Gainesville workforce. The EEO-4 analysis, therefore, makes it possible to identify any changes or trends over time and also, where data are available, compare the status of City minority and female employees to the entire Gainesville workforce.

Local Government Diversity Programs

A second component of this research was a study of the diversity programs and policies of Florida cities and counties that are generally similar in size to Gainesville. The primary objective of this research was to determine what diversity practices and policies are used by similar local governments and then compare these results to the programs operated by Gainesville. This research was designed to determine how Gainesville diversity programs compared to similar local governments and, for example, if there are diversity programs effectively used by other local governments that Gainesville could adopt.

Gainesville City Employee Survey

The third component of the research was an online survey of City employees to obtain detailed information regarding their perceptions and experiences as Gainesville employees.

Format of the Report

The report begins with a Project Summary, an overview of City employment diversity initiatives based on the results of the three studies. Next, we present a brief review of the existing literature regarding diversity policy/programs/management to summarize what is known, what approaches are used, and what options are most effective for promoting diversity in organizations. Following, we provide our recommendations for moving forward, based on the study findings.

The sections that follow provide the detailed results of each component study (EEOC review, local government diversity survey, Gainesville employee survey). Each report is divided into several sections that first present background on the research process and then present the results of the completed analysis. These sections provide detailed information on the findings, including tables and figures (where appropriate) summarizing results. For survey results, please note that each Table or Figure indicates the total number of respondents who answered the question. Any "open-ended" survey answers provided by respondents are quoted directly.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Project Summary

This section of the comprehensive report provides a brief summary and interpretation of the overall findings of these three studies.

The results of the *EEO-4 Review* generally indicate that there have been few changes from 2005 through 2013 in the percentage of minorities and women employed in the various job categories and at different salary levels by the City of Gainesville. For example, the percentages of minorities and women have not increased for the category of "Officials and Administrators" or "Protective Services." White women hold the highest percent of jobs in "Administrative Support" positions and that percentage has remained about the same from 2005 through 2013. There are, however, some areas which show improvement. The percentage of "Professionals" who are white women increased in 2011 and 2013. Unfortunately, the percent minority men and women classified as "Professionals" has not changed from 2011 to 2013.

While salaries, as would be expected, have increased from 2005 to 2013, the differential between men and women and white and minority employees has remained about the same. Men tend to make more than women and white employees tend to earn more than minority employees within job categories. Finally, where ACS comparison figures are available, Gainesville minority and female City employees do not compare favorably. For example, the percentage of officials and administrators who are employed by the City who are minorities or women are less than the baseline comparison figure for those employed in the entire City workforce.

The results of the *Local Government Diversity Programs* survey is generally positive for the City of Gainesville. The City participates in almost all of the diversity programs and practices that were examined in the survey. For example, of 11 diversity practices, the City of Gainesville participated in all but one. Gainesville participated in retention strategies to help retain a diverse workforce; only two in five of the other local governments that completed the survey participated in this practice. Almost all (88.0%) of the local governments housed their department that is responsible for workforce diversity in Human Resources. Gainesville, in contrast, has a separate Office of Equal Opportunity that is responsible for the city's diversity programs. Only one in eight (12.0%) of the local governments that had programs or practices to address workplace diversity had staff dedicated to promoting or monitoring diversity and only three had staff dedicated exclusively to diversity practices. The City of Gainesville has multiple staff who are dedicated to promoting or monitoring diversity issues.

In spite of the number of programs, resources, and staff devoted to diversity practices in Gainesville, one clear concern is why the EEO-4 analysis indicates meager results in the employment status and salaries of women and minorities. Clearly, more information is needed to better understand why more tangible progress has not been made.

More detailed information regarding the employment situation of Gainesville employees was obtained from the online *Gainesville City Employee Survey*.

The City employee survey yields some interesting and positive results. African American City employees who completed the survey were more likely than white employees to receive promotions both within their department and in another City department in the past three years. Moreover, African American employees were more likely than white employees to apply for a promotion in another department, even if that effort was not successful. Female City employees were less likely than male employees to obtain a promotion within their department but more likely to receive a promotion by transferring to

City of Gainesville Diversity in Employment Study: Comprehensive Report

another department. In general, at least among those City employees who completed the survey, the survey indicate that there are opportunities for African American and female employees to receive promotions. Moreover, *only about ten percent* of the respondents who did not apply for a promotion either in their current or a different department indicated that the reason for their not submitting an application was that they did not feel they would be considered for any available positions.

Since the survey asked about promotions in the past three years, any improvement would not be detected in the data used for the EEO-4 analysis which ended in 2013. As such, there may be real improvement in the number of minority or female employees that might, hopefully, be reflected in the 2015 EEO-4 report. The information submitted in the 2015 EEO-4 report should be added to the data in the report that contains information from 2005 through 2013 when that report becomes available.

In addition to the questions regarding advancement within the employee's department or in another department, the survey asked a series of questions regarding career development opportunities as well as the general work environment in the City. These series of questions first asked how important each of the items are to the respondent on a scale from 1 to 5 where 1 is "not important at all" and 5 is "very important." The respondent was then asked how satisfied they were using a similar scale where 1 is "not satisfied at all" and 5 is "very satisfied." Only differences between African American employees and male and female employees are presented here. More detailed information regarding these two series of questions is provided in the full report.

African American respondents were significantly less satisfied than white respondents with the opportunity to use their skills and abilities at work and the career development opportunities at the City. Female respondents were less satisfied than male respondents in the ability to use their skills and abilities at work and the career advancement opportunities at the City. African American respondents were generally less satisfied with the work environment than white respondents. Most notably, less than one-half (47.6%) of African American respondents compared to more than two-thirds of white respondents are satisfied that the City is committed to a diverse and inclusive workforce.

Finally, the survey included a series of ten statements regarding the work situation in the City. Respondents could indicate their level of agreement on a scale from 1 to 5 where 1 is "strongly disagree" and 5 is "strongly agree." There were no significant differences between female and male employees on these statements. Again, most notably, less than one-half (49.2%) of the African American respondents compared to more than three-quarters (77.4%) of the white respondents agreed (with a response of a 4 or a 5) that the employees in their department are diverse and inclusive.

Literature Review

The US labor force is increasingly diverse in terms of race, ethnicity, and gender, showing dramatic shifts over the last 50 years (US Bureau of Labor Statistics, 2015). This expanding diversity has important implications for workplaces, presenting unique challenges and opportunities for individuals and organizations (Bond and Haynes, 2014; Choi, 2011). Insuring equality and fair treatment amongst these diverse groups is obviously important for organizations and management both as a legal requirement and as a potential source of improved work outcomes.

In 2015, the US Equal Opportunity Commission reported 89,385 workplace discrimination filings (US-EEOC, 2015), suggesting that discrimination on the basis of age, race, gender, disability, and other

City of Gainesville Diversity in Employment Study: Comprehensive Report

factors continues as a workplace problem for both public organizations and privately-owned businesses (Bezrukova, Jehn, and Spell, 2012). For government organizations, representation is especially important. The idea of “representative bureaucracy” is that when a public bureaucracy matches the general population it serves on key attributes of diversity (such as race/ethnicity or gender), the bureaucracy will better represent all interests and values in the formation and implementation of policies and programs (Choi, 2011). These goals may be difficult to achieve, however, as there is no favored or dominant approach to studying diversity (Harrison and Sin, 2006).

The challenge facing those who promote workplace diversity is threefold: increase access and representation; promote interactional and team dynamics; and, develop supportive organizational climates (Bond and Haynes, 2014).

Defining Diversity

Various scholars and researchers in the field have defined diversity in a number of ways. For example, Bond and Haynes (2014) focus on diversity as defined by membership in traditionally underrepresented groups, while Gilbert and Ivancevich (2000) define diversity as inclusion of all groups at all levels of the company and Harrison and Sin (2006) examine diversity as the “collective amount of difference among members within a social unit.”

All agree that diversity studies must examine differences among employees, but which differences should be the focus of study? Broadly, researchers are encouraged to focus on demographics, skills, abilities, and other values, attitudes, and beliefs that are relevant to group functioning in a specific context (Harrison and Sin, 2006).

Measuring Diversity

As with definitions, a wide array of measures are used to study workplace diversity. Few studies rely on measurement of a single dimension of diversity, though, as most researchers agree that a single number cannot reflect a group’s overall diversity (Harrison and Sin, 2006). Many feel that summary scores fail to capture the more complete, detailed picture provided by perceptual complexity indices (Hostager and DeMeuse, 2002). Thus, diversity is best examined from a dimensionalized approach, rather than in global terms, using collective indexes that compute team diversity based on individually-measured attributes (Harrison and Sin, 2006).

Much of the research encourages use of multiple measures – assessing various attributes of employees. Studies should consider both “diversity,” the amount of heterogeneity of group members in terms attributes, and “representation,” the equality of representation among different groups relative to the composition of the societal population as a whole (Choi, 2011). To account for this, measures of representation should examine “penetration ratios,” or the overall proportional incidence by rank (Choi, 2011; Greene, Selden, and Brewer, 2001). So, measurement must account not just for overall numbers of employees in various demographic groups, but also the proportion of employees in various demographic groups relative to workplace statuses (e.g. job classification, pay level).

In addition to basic numeric measurements, studying employee perceptions is necessary as perceptions form the core of diversity’s effects (Harrison and Sin, 2006). Thus, evaluations (usually in the form of surveys) of employee perceptions of workplace diversity are an important component of measuring diversity.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Outcome measures are also key. As Kalev and Dobbin (2006) note, the measure of diversity programs, policies, or procedures should be whether they do anything to increase diversity.

Current State of Access & Representation

Over the past 50 years, the US workforce has become more diversified in terms of gender and race – as of 2015, about 47 percent of those employed were female, about 12 percent were black, and about 16 percent were Hispanic (BLS, 2015). These percentages are roughly comparable to the US population on the whole, however, differences are evident across statuses such as job classification, employment category, and pay level. Many organizations have difficulty cultivating diversity at higher levels of the organizational hierarchy. For example, despite women comprising about 47 percent of the US labor market in 2011, they comprised only 14 percent of executive officers for Fortune 500 companies (Bond and Haynes, 2014).

Barriers that limit advancement (“the glass ceiling”) or keep members of marginalized groups clustered in low paying, low status entry-level positions (“the sticky floor”) reinforce occupational segregation and low wages for women and people of color (Bond and Haynes, 2014).

Government Employment

Similar patterns to those noted above are evident in government employment at all levels.

At the federal level, the government has been successful in diversifying the employment of women and minorities, but these employees are concentrated at lower- and middle-level positions leading to large underrepresentation at higher managerial and executive levels (Choi, 2011). For federal government employees, racial diversity and minority employment decreases as rank increases with whites overrepresented at senior pay levels and women concentrated at lower pay levels (Choi, 2011). So, while federal government agencies “achieved higher levels of diversity in their employee populations than did organizations in the private sector by employing women and minorities with different backgrounds, they do not appear to promote them to higher levels” (Choi, 2011: 41).

At the state level, Hispanics are “grossly underrepresented in state bureaucratic hierarchies on any measure” (Greene, et.al., 2001:396). Men are either fairly evenly distributed throughout the organization or concentrated near the top, while women (excepting Asian Americans) show a strong tendency for concentration in the lower echelons of state government (Greene, et.al., 2001). Findings show that in most cases, women and people of color are not well represented among top policy-making positions in state governments (Ricucci and Saidel, 1997).

Attempts to increase parity in overall municipal employment for women may be constrained by the occupational segregation that strongly characterizes all female employment (Saltzstein, 1986), and the same may be true for minorities.

Employee Perceptions

Research finds that employee perceptions and attitudes about diversity and diversity-management vary significantly by race and gender groups, showing the most pronounced differences in perceptions of discrimination (Soni, 2000). For example, women and minorities have different attitudes toward diversity and diversity-management than white males – they generally perceive greater discrimination, experience less job satisfaction, report less satisfying team relationships, and perceive organizational culture and management practices to be less open, flexible, and supportive of diversity (Soni, 2000).

City of Gainesville Diversity in Employment Study: Comprehensive Report

This research also finds that diversity-management interventions are resisted and viewed with skepticism by a large number of people within organizations.

Diversity Outcomes: Positives & Negatives

Measurements assessing the outcomes of diversity for organizations find mixed results.

Positives

At the individual level, research shows that reducing bias benefits minority employees through relief from discrimination and harassment, greater opportunities for growth, and increased job satisfaction, with majority group employees also reporting improved job satisfaction. Additionally, organization-level benefits such as reduced turnover and absenteeism, increased productivity, and increased commitment to the organization have also been recognized (Bond and Haynes, 2014). Some research indicates that more diverse workgroups tend to consider a wider range of perspectives and produce more high-quality solutions than do homogeneous groups (Choi, 2011).

HR professionals surveyed by the Society for Human Resource Management (SHRM) said that reduced costs associated with turnover, absenteeism, and low productivity; improved financial bottom line; decreased complaints and legislation; and, improved public image for the organization were the most important outcomes of diversity for their organizations (Esen, 2005).

Negatives

Negative effects of diversity include increased interpersonal or relational conflict, decreased communication, and decreased cooperation (Bond and Haynes, 2014). Other studies contend that diverse groups have higher levels dissatisfaction and turnover than more homogeneous groups (Choi, 2011). And, some research shows that process-oriented problems may cause diverse organizations to experience drawbacks instead of gains, with communication and collaboration problems overshadowing benefits drawn from diverse viewpoints (Pitts and Jarry, 2007).

Considering Context

Inconsistent results may be a result of mediating or moderating effects from contextual factors (Choi, 2011; Herdman and McMillan-Capehart, 2010). In fact, one study that initially found that racial diversity was negatively related to organizational performance instead found a positive relationship when effects were moderated by diversity management policies and team processes (Choi and Rainey, 2010).

In addition, the effects of diversity on group and organizational dynamics differ based on the situational context and the dimension of diversity at hand – whether the diversity is demographic (e.g., sex, race, age), task-related (e.g., organizational tenure, educational background, functional background), or psychological (e.g., attitudes, values, personality) (Bond and Haynes, 2014).

Thus, if organizations are to increase positive outcomes and reduce negative outcomes, they must focus on both processes that create barriers to entry and promotion as well as interpersonal dynamics (Bond and Haynes, 2014).

Approaches to Promoting Diversity

“To harness the power of diversity, organizations must: increase representation of diverse individuals throughout the organizational hierarchy, attend to the social processes that emerge once diversity is

City of Gainesville Diversity in Employment Study: Comprehensive Report

present, and foster an organizational climate that supports the full inclusion of diverse individuals” (Bond and Haynes, 2014: 167).

Current Practices

A survey of workplace diversity practices conducted by the Society for Human Resource Management (SHRM) showed that about three in four organizations (private and public) address diversity in their workplaces by using practices to promote inclusiveness, but most do not have staff dedicated exclusively to diversity (Esen, 2005). The SHRM survey found that allowing employees to take unpaid leave to observe a religious holiday not already observed by the organization; using recruiting strategies designed to increase diversity; and, engaging in community outreach related to diversity were the most prevalent diversity practices used by organizations (Esen, 2005). While only about one in three organizations said they measured the impacts of their diversity practices, those that did so used the number of diverse employees recruited, the number of diverse employees retained, and evidence of diversity at all levels of the workforce (from rank-and-file to senior management) to assess outcomes; those in the public/government sector were more likely to collect measurement metrics than private for-profit organizations (Esen, 2005).

One study of diversity management practices (DMPs) in North Carolina municipal governments found that adoption of DMPs was significantly affected by population size, the heterogeneity of the population, urbanization and city manager’s age (Hur, Strickland, and Stefanovic, 2010). Hur, et al. (2010) also found that cities that took diversity issues seriously were more likely than other cities to implement mission, plan, and involvement programs, while empowerment, diversity training, diversity outreach programs, senior management involvement in diversity planning, and affirmative action plans were likely to be used regardless of level of commitment to diversity.

Best Practices

Organizations have adopted a number of practices to foster climates that value diversity; research finds that some approaches lead to better realized outcomes than others.

Three broad approaches have been traditionally used by employers to promote diversity: programs designed to establish organizational responsibility for diversity (e.g., affirmative action plans, diversity committees, diversity staff positions); programs designed to moderate managerial bias through education training and feedback; and, programs designed to reduce the social isolation of women and minority workers through networking and mentoring (Kalev and Dobbin, 2006). The most common interventions include: training programs (aimed at stereotyping, in-group/out-group bias, isolation of minority groups, etc.); policies for addressing harassment and discrimination; procedures for hiring and promotion; and, policies and procedures to prohibit discrimination and delineate compliance and complaint mechanisms (Bond and Haynes, 2014).

Research shows that efforts to moderate managerial bias are least effective at increasing representative diversity among managers and efforts to combat social isolation through mentoring and networking have modest effects, while efforts to establish responsibility for diversity lead to the broadest increases in managerial diversity. The effects of these initiatives vary across groups, however, with white women benefiting most, followed by black women, with black men benefitting least (Kalev and Dobbin, 2006). Thus, Kalev and Dobbin (2006) note that diversity training, the most popular program that is not



City of Gainesville Diversity in Employment Study: Comprehensive Report

federally mandated, is likely to be less effective than appointing a manager or committee responsible for diversity change.

Organizations must find ways to lessen damaging processes to increase representation of diverse individuals and benefit from the value this may bring – the degree to which these barriers are removed will change organizational culture and dynamics (Bond and Haynes, 2014). Thus, research notes that discouraging stereotyping that leads to beliefs that an individual, by virtue of his or her membership in a particular demographic group, is assumed to possess stereotypical attributes that are ill-fitted to the requirements of successful job performance is important, along with discouraging the “shifting standards model” in which individuals are evaluated in the context of their group membership; for example, it takes more evidence for a woman to be seen as competent than a man (Bond and Haynes, 2014).

Broadly, organizations with clear diversity-related policies have fewer problems than those that do not, but not all policies are equally effective. Leadership support is frequently shown to be essential for maximizing diversity benefits, along with adopting policies and practices that “emphasize commonalities and connectedness, while also valuing differences and challenging marginalizing practices” and accountability mechanisms (Bond and Haynes, 2014: 182). Kellough and Naff (2004) also found that an expression of support from the agency head had a substantial impact on each dimension of diversity programs examined in federal organizations.

Similarly, other research finds that five areas contribute to the success or failure of diversity initiatives: CEO initiation and support; HR initiatives; organizational communication; corporate philosophy; and, measures of success (Gilbert and Ivancevich, 2000).

Gilbert and Ivancevich (2000) advocate for these steps to achieve success in promoting a diverse workplace:

- Make the case that managing diversity is a contributor to organizational performance
- Construct a plan to achieve diversity
- Develop an on-going education program
- Develop hard measures of diversity benefits

For example, HR should support vertical parity initiatives that equalize pay for those at the same level of employment; employees should have shared ownership in determining policies; the corporate philosophy should repeatedly promote the attitude that diversity is a normal, accepted part of everyday business; and, recognition programs should encourage managerial accountability (Gilbert and Ivancevich, 2000). Longitudinal studies showed that diversity had the most positive impact when organizations fostered cultures of “learning from diversity” by “promoting managerial strategies, human resources policies, and employee attitudes that actively value diversity among workers (Bond and Haynes, 2014: 182).

City of Gainesville Diversity in Employment Study: Comprehensive Report

Recommendations

The results of the three analyses provide mixed, at times contradictory, results. The EEO-4 analysis is decidedly negative. This analysis demonstrates little change over the period of the analysis (2005 - 2013)—in spite of a long time period in which any changes in employment patterns and salaries for minority and female employees, if any change occurred, should have been evident.

The analysis of EEO activities and resources indicates that Gainesville participates in many different activities that are designed to promote diversity within the City government. In addition, the City has one of the largest EEO offices of the local governments that completed the survey. This result indicates the City's commitment to promoting diversity. With this commitment, however, it is not clear why so little progress in diversity is evident in the EEO-4 analysis. It may be that the progress has occurred in the very recent past. Since the data for the EEO-4 analysis extend only to 2013 the results of any recent EEO efforts may not yet be visible.

One of the initial recommendations, therefore, is to include the 2015 data in the EEO-4 analysis to determine if any progress in promoting diversity is evident in the past three years.

The results of the survey of City employees do suggest that there has been some progress in the past three years. African American and female employees seem to be receiving promotions both within their departments and to other City departments. Still, the survey results also suggest some concerns. As noted above, African American employees are less satisfied than white employees with opportunities to use their skills and abilities and with the City's commitment to a diverse workforce.

Unfortunately, there are some limitations to the survey of City employees. Some employees may not have easy access to email or the internet. Since the survey was conducted online, some employees were likely systematically excluded from participation. The low participation rate of City employees is also an area of concern. Only 554 of City employees for whom we had email addresses participated in the survey. We need to better understand why some City employees were unwilling to participate in the survey. We received several calls and emails from City employees who were concerned about the survey process and whether the results would remain confidential. We assured each person who contacted us that their individual responses would not be seen by any individual at the City.

Clearly, a more detailed understanding of the concerns of City employees is needed through a qualitative research process. We recommend conducting several focus groups with City employees. The focus groups could provide valuable information for management. For example, why are some employees, as the relatively low participation rate and the calls and emails we received suggest, reluctant to make management aware of their views regarding their employment situation? Focus groups would provide a more detailed understanding of any concerns and frustrations that City employees may have in their efforts to advance professionally.

The focus groups also would help us better understand the varied results from the EEO-4 analysis and the survey results. Have, as the survey results suggest, minority and female employees' opportunities for promotion in their department or to another department improved over the past several years, or are the more stagnant results shown in the EEO-4 analysis closer to employees' experiences and beliefs? The reasons why this goal has or has not been realized could be explored in focus groups.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Finally, it would be very useful to substantially increase the participation rate of the survey. There are some, we believe a relatively small number, of employees who did not previously participate because their access to email and the internet is limited – reaching these employees through some other means is warranted. Encouraging employees who have email accounts and access to the internet and who have not previously completed the survey to participate should also be considered.

City of Gainesville Diversity in Employment Study: Comprehensive Report

EEO4 Review Report

Introduction

Under Public Law 88-352, Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, all State and local governments that have 15 or more employees are required to keep records and to make reports to the Equal Employment Opportunity Commission. Specifically, the EEO-4 is required by law. The EEO-4 report is submitted every two (odd-numbered) years and provides detailed information regarding the employees of a state or local government by race, gender, income levels and job categories. The EEO-4 report provides a wealth of information regarding the percentage of jobs held by race and gender; the types of jobs held by race and gender; and, the salary level categories by type of position, race, and gender. Moreover, since data are submitted every two years, any changes over time can be observed and analyzed. The purpose of this report is to summarize a detailed analysis of the EEO-4 reports submitted by the City of Gainesville for the years 2005, 2007, 2009, 2011 and 2013. The analyses in this report focus on differences between white and African American employees as well as by the gender of the employees.

Methodology

The primary data for this report were obtained from the EEO-4 reports submitted by the City of Gainesville. Since those data were initially submitted directly into an online data entry system, there was no available electronic version of the data, such as an Excel file, that could be easily analyzed. Instead, the FSRC manually compiled the data and entered it into Excel files for analysis. For each year, data on City employees were aggregated by race, gender, and income category in each of seven job categories (i.e., professionals, technicians). Every effort was made to correctly compile the data, including multiple checks of the entered data and an examination of the data to identify any anomalies that may indicate data collection or data entry problems. As such, the FSRC strove to insure that the results in this analysis and report faithfully represent the data submitted in EEO-4 reports by the City of Gainesville.

Census EEO/ALM Benchmarks

A benchmark or comparison figure of the percentage women and minorities in the Gainesville workforce was obtained from the U.S. Census "EEO Special File" tabulation that is based on the five-year American Community Survey (ACS) for 2006-2010. The ACS EEO Special File is an ongoing statistical analysis that provides very valuable information regarding workforce characteristics of geographic areas such as the City of Gainesville.

The EEO Tabulation is especially valuable for this analysis of the Gainesville EEO-4 data because it "...serves as the primary benchmark for organizations wishing to compare the diversity of the areas from which they draw their workers."¹ The EEO Tabulation data provide benchmark or comparison data on women and minorities for the job classifications that are included in EEO-4 reports.

Per the State of Florida's Personnel System Annual Workforce Report², we use the EEO Tabulation data in this report to provide a benchmark to compare the percentages of minorities and women employed by the City of Gainesville in different job categories to the workforce in the Gainesville area as a whole.

¹ US Census Bureau, 2015. See: <http://www.census.gov/people/eetabulation/>

² Florida Department of Management Services. *State Personnel System Annual Workforce Report: Fiscal Year 2013-2014*.

City of Gainesville Diversity in Employment Study: Comprehensive Report

For example, in the Gainesville area, 25 percent of the individuals classified in the job category “Officials and Administrators” are minorities. Figure 1B, below, shows that less than 25 percent of the “Officials and Administrators” employed by the City are minorities. As such, there are fewer minorities employed by the City as “Officials and Administrators” than in the workforce of the surrounding area. Thus, the benchmark figure provides valuable information to the City regarding the number of minorities and women that would need to be hired in the various job categories so that City workforce matches the workforce of the surrounding area.

Results

The results of these analyses are presented below. The first series of analyses focuses on job categories and the next on salary categories.

Job Categories by Minority and Gender

The first series of analyses examines the percentage of employees in each of seven job categories by minority status. The employees included in the “minority” category are those identifying as: Black/African American, Hispanic/Latino, Asian, or Native American (American Indian). The job categories included in this analysis are as follows:

- Officials and Administrators;
- Professionals;
- Administrative Support;
- Protective Service Workers;
- Technicians;
- Skilled Craft Workers;
- Service Maintenance Workers.

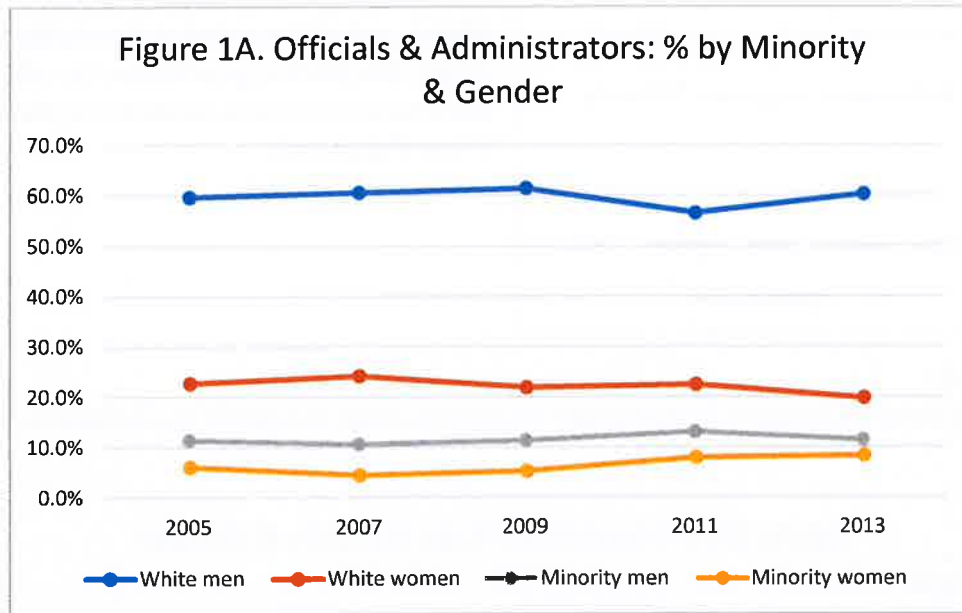
A detailed summary of the duties and responsibilities of employees included in each category is attached to this report.

The results of these analyses are presented in Figures 1A through 7C. When analyzing these figures, it is important to consider the results in their entirety and not any changes or apparent differences that are evident for only one year. Any one-year change may indicate only a temporary change in employment patterns, or a data entry or data compilation error of some kind. The analyses in Figures 1 through 7 are for full-time employees. Part-time and newly hired employees are aggregated examined in Figures 10 and 11.

City of Gainesville Diversity in Employment Study: Comprehensive Report

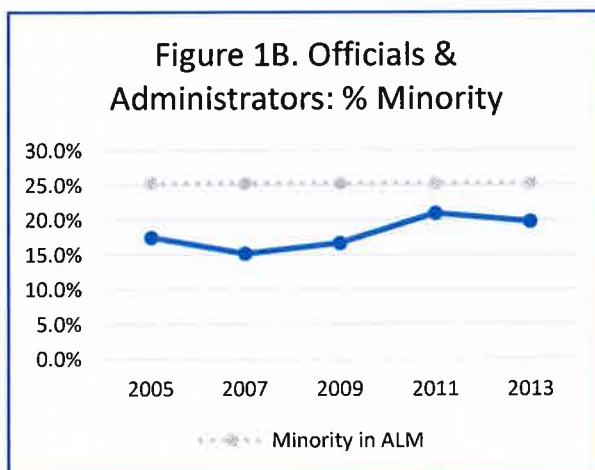
Officials and Administrators

The analysis of the job category “Officials and Administrators” by minority status and gender is presented in Figures 1A-1C.

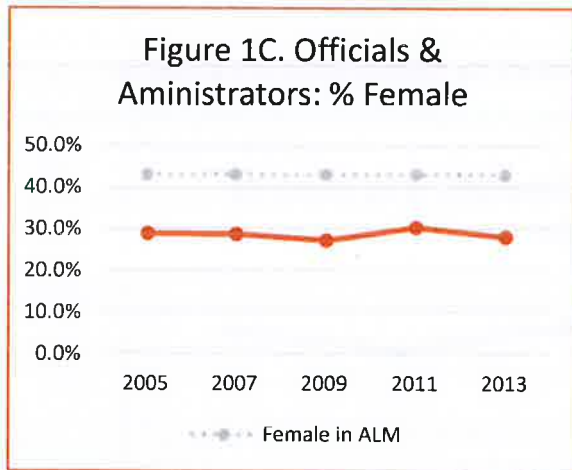


Overall, the results indicate that about three-fifths of City employees who are officials or administrators are white men. About one-fifth of the employees in this job category are white women. About ten percent are minority men and less than ten percent are minority women. Moreover, it is also important that there is little change in these distributions over the five EEOC-4 reporting periods.

In addition to the results in Figure 1A, we include two additional analyses (presented in figures 1B and 1C) that compare the percentage of officials and administrators employed by the City who are minorities and women to a baseline of the percentage of officials and administrators who are minorities and women in the same job category for the City of Gainesville on the whole.



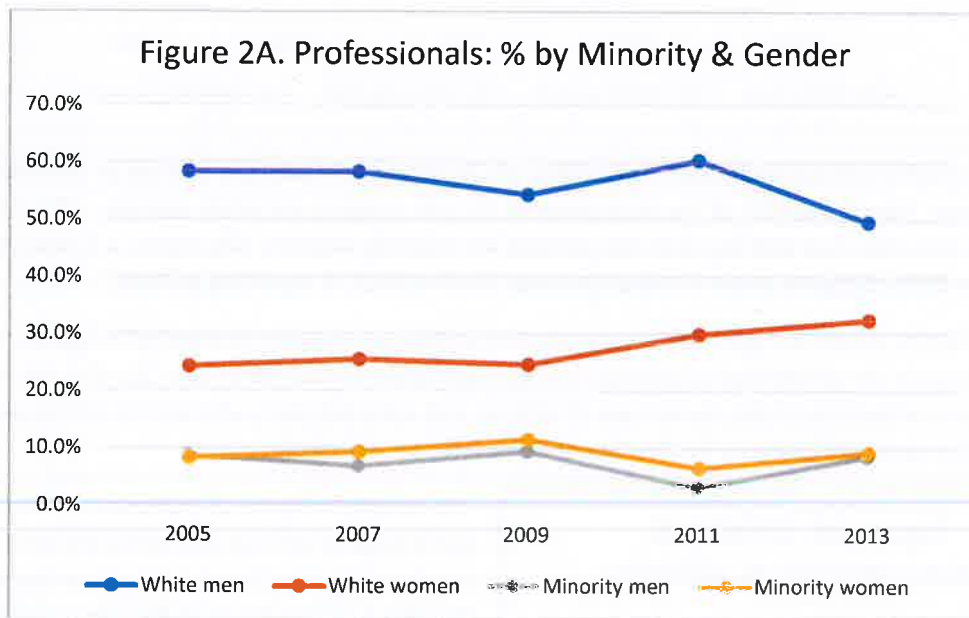
The results in Figure 1B indicate that the percentage of officials and administrators employed by the City who are minorities is less than the baseline figure of 25 percent for the all workers classified as officials and administrators in Gainesville as a whole. Although the percentage of officials and administrators employed by the City who are minorities improves from about one-sixth in 2005 through 2009 to about one-fifth in 2011 and 2013, this improvement remains well below the benchmark for Gainesville.



The results in Figure 1C indicate that the percentage of officials and administrators employed by the City who are female is less than the baseline figure of 43.2 percent for the all of those employed as officials and administrators in Gainesville on the whole. The percentage of female City officials and administrators remains constant over the five EEOC-4 reporting periods.

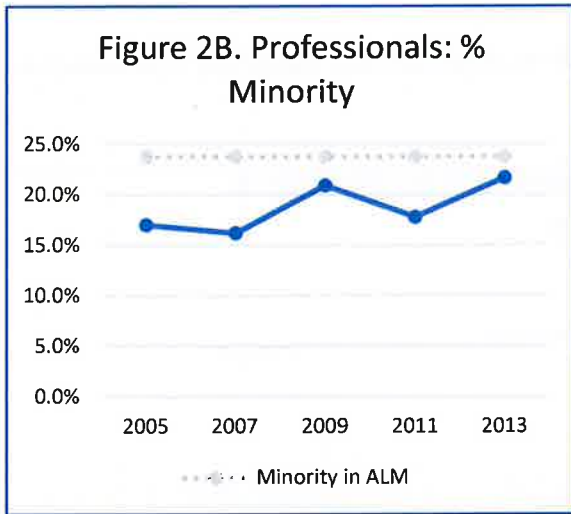
Professionals

The analysis of the job category “Professionals” by minority status and gender is presented in Figures 2A-2C.



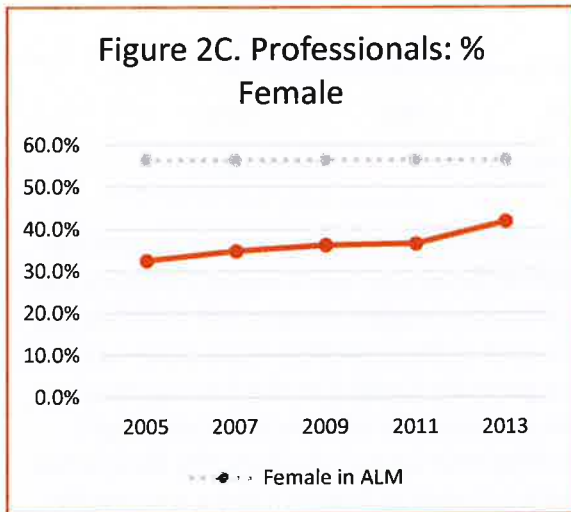
The results for this job category are similar to those in Figure 1A for the category officials and administrators. Most of the City employees, about three-fifths, included in the ‘professionals’ category are white men. About one-quarter to one-third of the professional employees are white women. About one-tenth of the professional employees are either minority men or minority women. In 2013, the percentage of professional employees who are white males decreased as the three other categories increased. This should be monitored in coming years, to verify any potential change.

City of Gainesville Diversity in Employment Study: Comprehensive Report



In addition to the results in Figure 2A, we include two additional analyses (presented in Figures 2B and 2C) comparing the percentages of minorities and women employed by the City in the job category professionals to baselines of the percentages of minorities and women employed in the same job category for the City as a whole.

The results in Figure 2B indicate that the percentage of professional City employees who are minorities is less than the baseline figure of 23.8% percent of all workers classified as professionals in Gainesville.



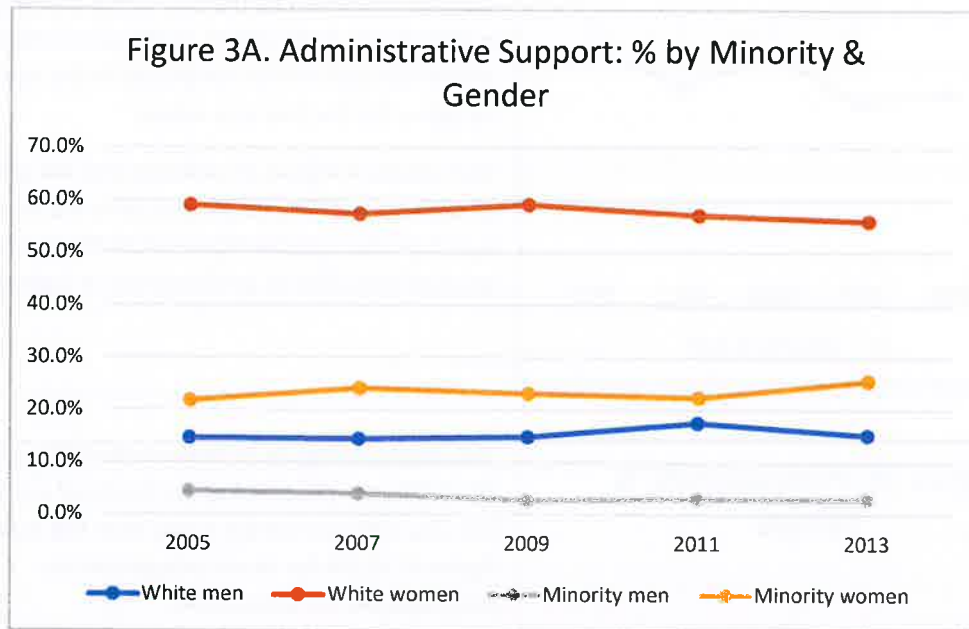
The results in Figure 2C indicate that the percentage of employees classified as professional employed by the City who are female is less than the baseline figure of 56.5% for those categorized as professionals for Gainesville.

The percentage of City professional employees who are female shows a slight increase from 32.6% in 2005 to 41.9% in 2013.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Administrative Support

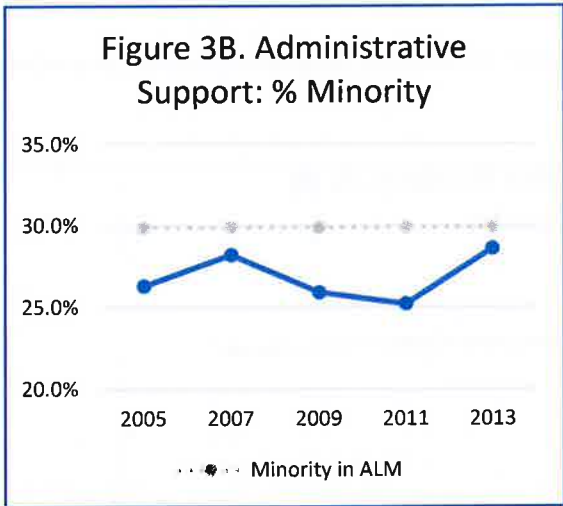
The analysis of the job category “Administrative Support” by minority status and gender is presented in Figures 3A-3C.



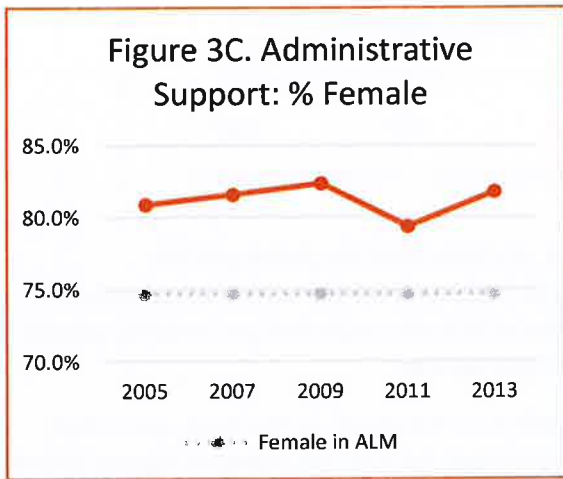
The distribution of employees in this job category is substantially different than what was evident for the prior job types. Most of the Gainesville City employees in the administrative support category are women. About three-fifths of the employees in the administrative support category are white women while about one-quarter are minority women. About one-sixth of these employees are white men and less than one-tenth are minority men. These patterns are generally steady over the five reporting periods although, in 2013, there is a slight decrease in the percentage of white women and a slight increase in the percentage of minority women in the administrative support category. The data for the 2015 EEOC-4 report, when it becomes available, will provide a further indication if this is a continuing trend.

In addition to the results in Figure 3A, we include two additional analyses (presented in Figures 3B and 3C) comparing the percentages of minorities and women employed by the City in the job category administrative support to baselines of the percentages of minorities and women employed in the same job category for the City as a whole.

City of Gainesville Diversity in Employment Study: Comprehensive Report



The results in Figure 3B indicate that the percentage of City employees classified as administrative support workers who are minorities is less than the baseline figure of 29.9% of all workers classified as administrative support for all of Gainesville. There has been very little change in the percentage of City administrative support workers who are minorities in Gainesville over the five reporting periods.

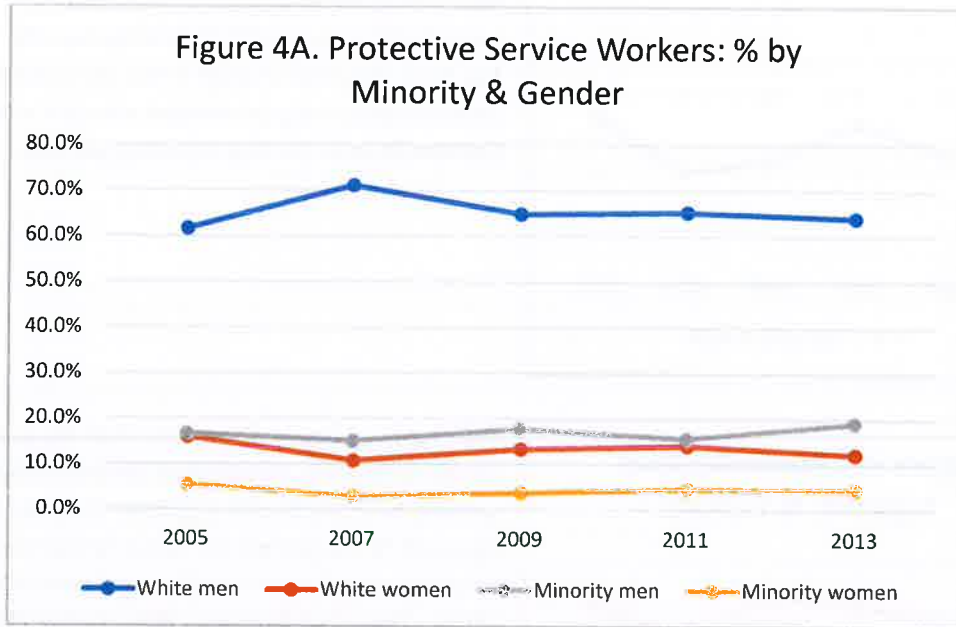


The results in Figure 3C indicate that the percentage of City employees classified as administrative support workers who are female is greater than the baseline figure of 74.7% percent for those categorized as administrative support workers in Gainesville as a whole. There has been very little change in the percentage of City administrative support workers who are women over the five reporting periods.

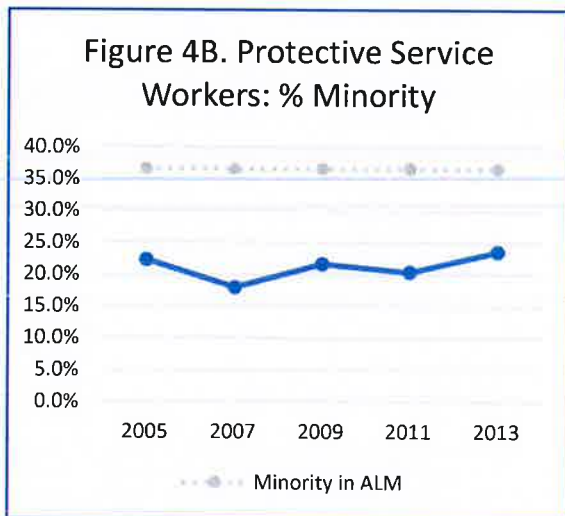
City of Gainesville Diversity in Employment Study: Comprehensive Report

Protective Service Workers

The analysis of the job category “Protective Service Workers” by minority status and gender is presented in Figures 4A—4C.



The employees in this category are, as would be expected, primarily from the police and fire departments. About two-thirds of City protective service employees are white males. About one-fifth of these employees are minority males. Less than ten percent of these employees are minority women. The percentages are generally constant over the five reporting periods.

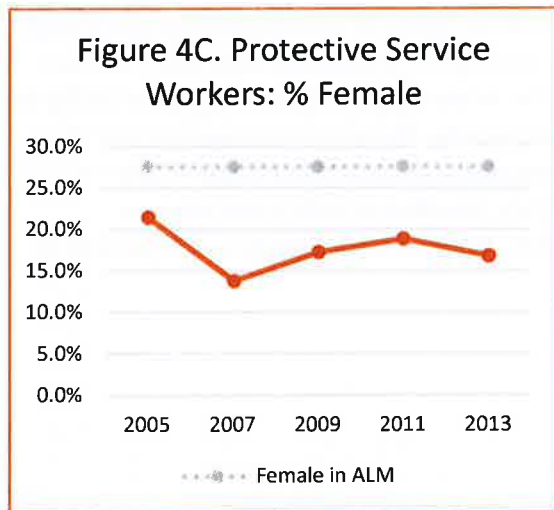


In addition to the results in Figure 4A, we include two additional analyses (presented in Figures 4B and 4C) comparing the percentages of minorities and women employed by the City in the job category protective service to baselines of the percentages of minorities and women employed in the same job category for the City as a whole.

The results in Figure 4B indicate that the percentage of City employees classified as protective service workers who are minorities is less than the baseline figure of 36.6% of all workers classified as protective service workers in all of Gainesville. There has been very little change in the percentage of City protective service workers who are minorities over

the five reporting periods.

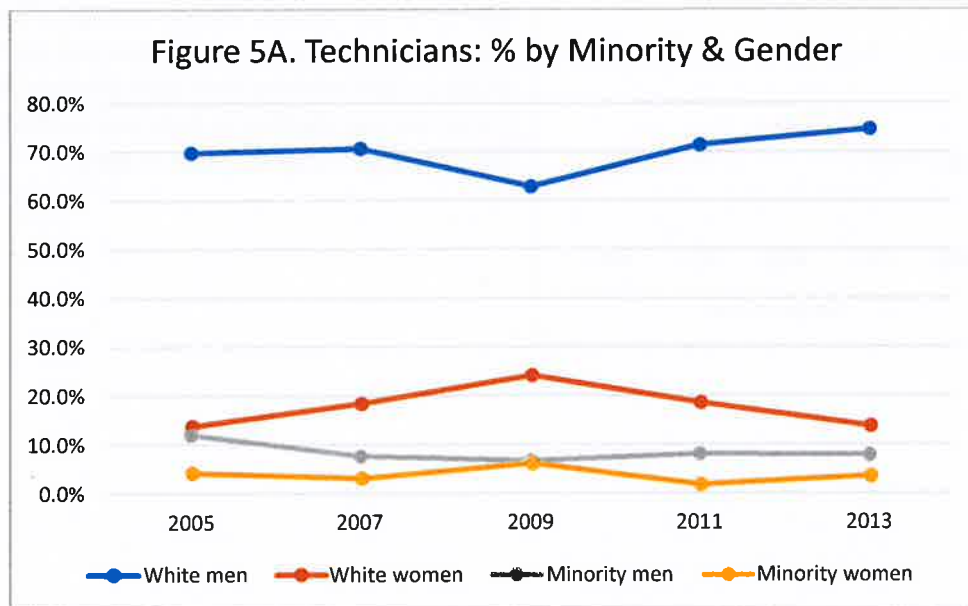
City of Gainesville Diversity in Employment Study: Comprehensive Report



The results in Figure 4C indicate that the percentage of City employees classified as protective service workers who are female is less than the baseline figure of 27.6% for those categorized as protective service workers in Gainesville as a whole. There has been very little change in the percentage of City protective service workers who are female over the five reporting periods.

Technicians

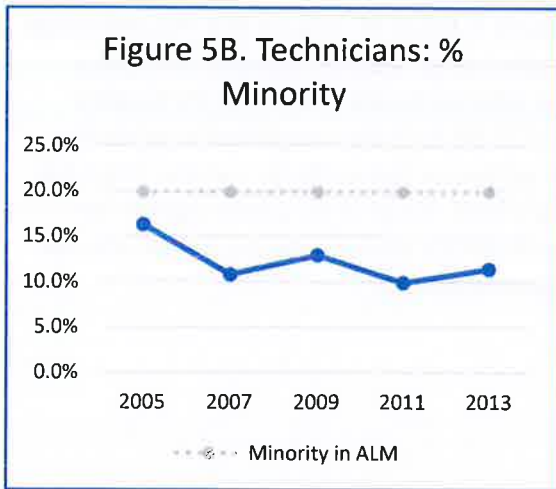
The analysis of the job category “Technicians” by minority status and gender is presented in Figure 5A–5C.



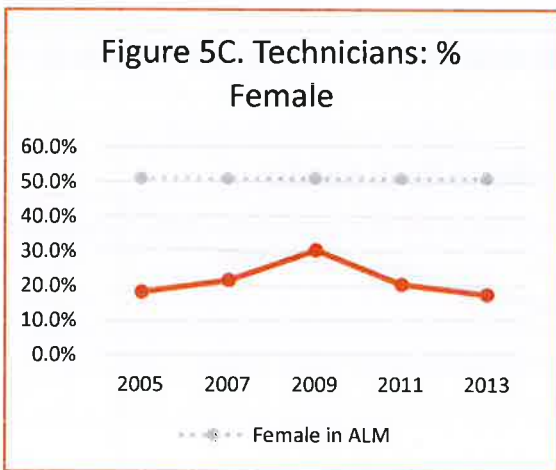
About seventy percent of the Gainesville employees classified as technicians are white males. About one-sixth of these employees are white women. About ten percent of City-employed technicians are minority males and less than ten percent are minority females. Other than a decrease in the percentage of white males and an increase in the percentage of white females in 2009, the percentages are mostly constant from 2005 through 2013.

In addition to the results in Figure 5A, we include two additional analyses (presented in Figures 5B and 5C) comparing the percentages of minorities and women employed by the City in the job category technicians to baselines of the percentages of minorities and women employed in the same job category for the City as a whole.

City of Gainesville Diversity in Employment Study: Comprehensive Report



The results in Figure 5B indicate that the percentage of City employees classified as technicians who are minorities is less than the baseline figure of 19.9% for all of Gainesville. Figure 5B also suggests that there has been a decline in the percentage of City employees classified as technicians who are minorities, from 16.3% in 2005 to 11.4% percent in 2013.

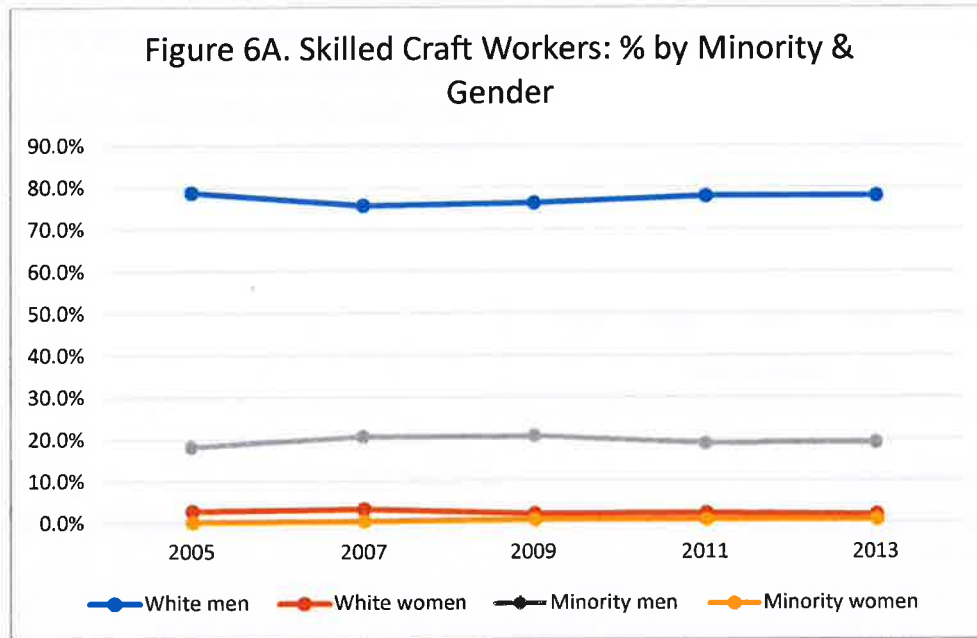


The results in Figure 5C indicate that the percentage of City employees classified as technicians who are female is less than the baseline figure of 51.0% for Gainesville as a whole. The percentage of City employees classified as technicians who are female shows a slight increase from 2007 through 2009, but the percentage declines in 2011 and in 2013 is nearly the same percentage as it was in 2005.

City of Gainesville Diversity in Employment Study: Comprehensive Report

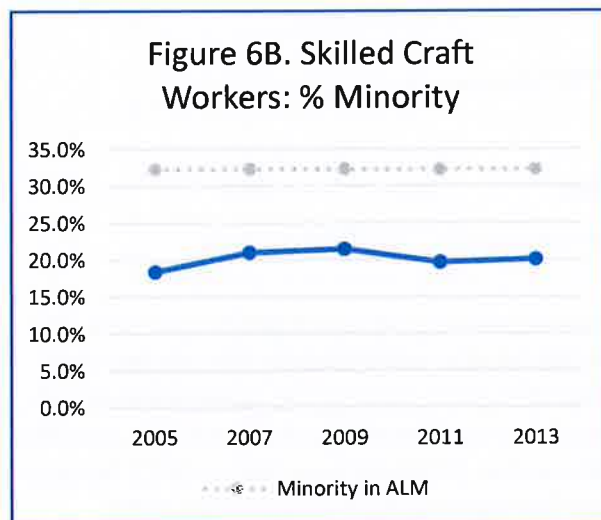
Skilled Craft Workers

The analysis of the job category “Skilled Craft Workers” by minority status and gender is presented in Figures 6A–6C.



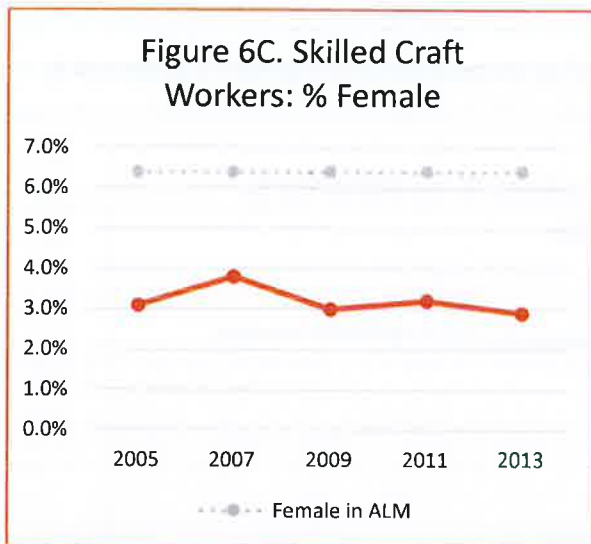
Nearly four-fifths of the skilled craft workers employed by the City are white males and about one-fifth are minority males. There are very few women included in this category. The percentages vary little over the five reporting periods.

In addition to the results in Figure 6A, we include two additional analyses (presented in Figures 6B and 6C) comparing the percentages of minorities and women employed by the City in the job category skilled craft workers to baselines of the percentages of minorities and women employed in the same job category for the City as a whole.



The results in Figure 6B indicate that the percentage of City employees classified as skilled craft workers who are minorities is less than the baseline figure of 32.3% of all workers classified as skilled craft in Gainesville. There has been very little change in the percentage of skilled craft workers who are minorities in Gainesville over the five reporting periods.

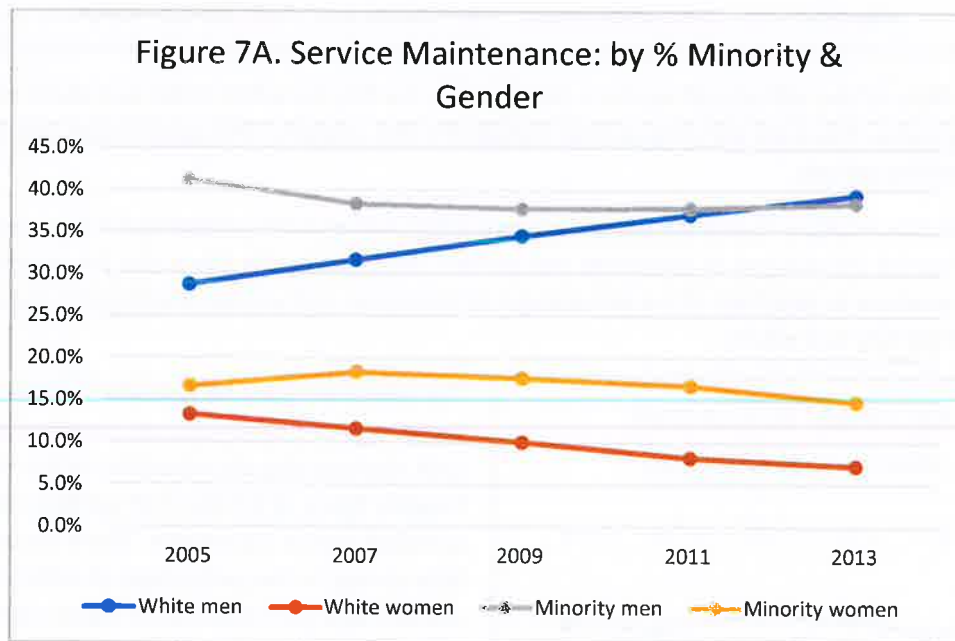
City of Gainesville Diversity in Employment Study: Comprehensive Report



The results in Figure 6C indicate that the percentage of City employees classified as skilled craft workers who are female is less than the baseline figure of 6.4% for those categorized as skilled craft workers in Gainesville as a whole. There has been very little change in the percentage of City skilled craft workers who are female over the five reporting periods.

Service Maintenance

The analysis of the job category “Service Maintenance” by minority status and gender is presented in Figures 7A—7C.

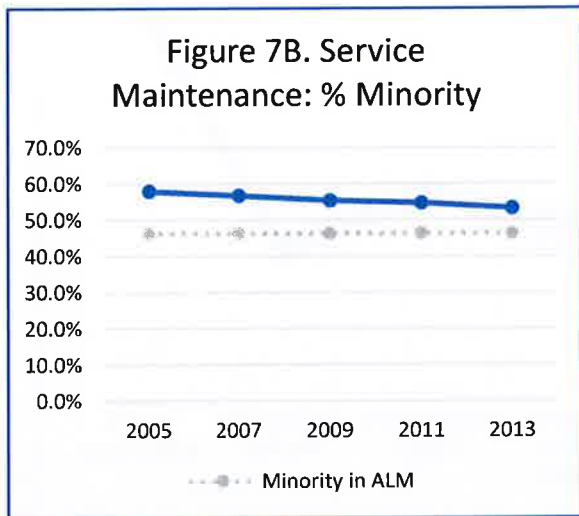


This category of employees displays some steady changes by minority status and gender over time. In 2005, slightly more than two-fifths of the employees in this category were minority men and less than thirty percent were white males. By 2013, the percentage of minority males in this category decreased to less than two-fifths while the percentage of white males increased to the same percentage. Also, the percentage of service maintenance workers who are women has decreased from 2007 to 2013. Because of the consistent patterns over time, this figure suggests that there has been a real change in the

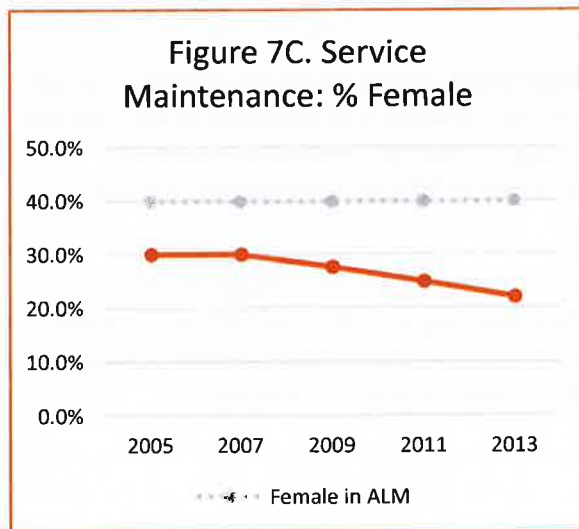
City of Gainesville Diversity in Employment Study: Comprehensive Report

percentage of service maintenance employees by gender and minority status over the five reporting periods.

In addition to the results in Figure 7A, we include two additional analyses (presented in Figures 7B and 7C) comparing the percentages of minorities and women employed by the City in the job category service maintenance to baselines of the percentages of minorities and women employed in the same job category for the City as a whole.



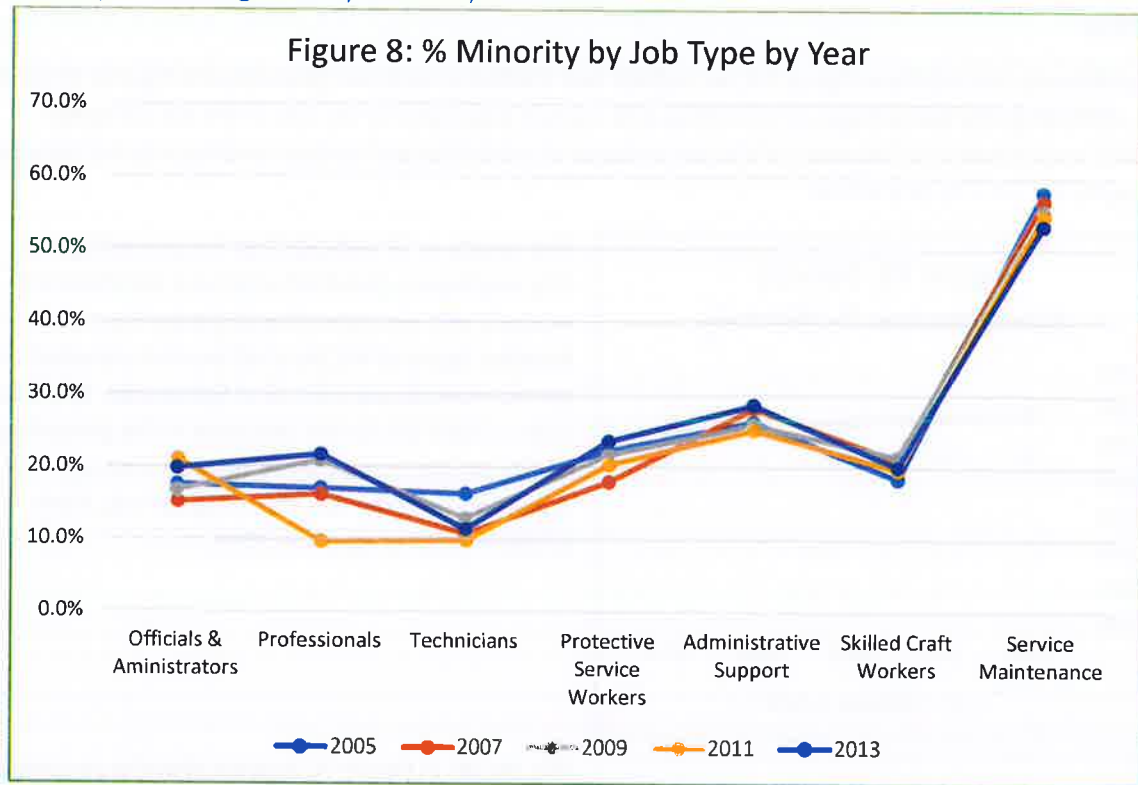
The results in 7B indicate that the percentage of City employees classified as service maintenance workers who are minorities is greater than the baseline figure of 46.3% of all workers classified as service maintenance for all of Gainesville. There has been a slight but steady decrease in the percentage of City service maintenance workers who are minorities over the five reporting periods, from 57.9% in 2005 to 53.3% in 2013.



The results in Figure 7C indicate that the percentage of City employees classified as service maintenance workers who are female is less than the baseline figure of 39.9% for those categorized as service maintenance workers in Gainesville as a whole. There has been a slight but steady decrease in the percentage of City service maintenance workers who are female over the five reporting periods, from 30.0% in 2005 to 22.1% in 2013.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Summary: Job Categories by Minority Status

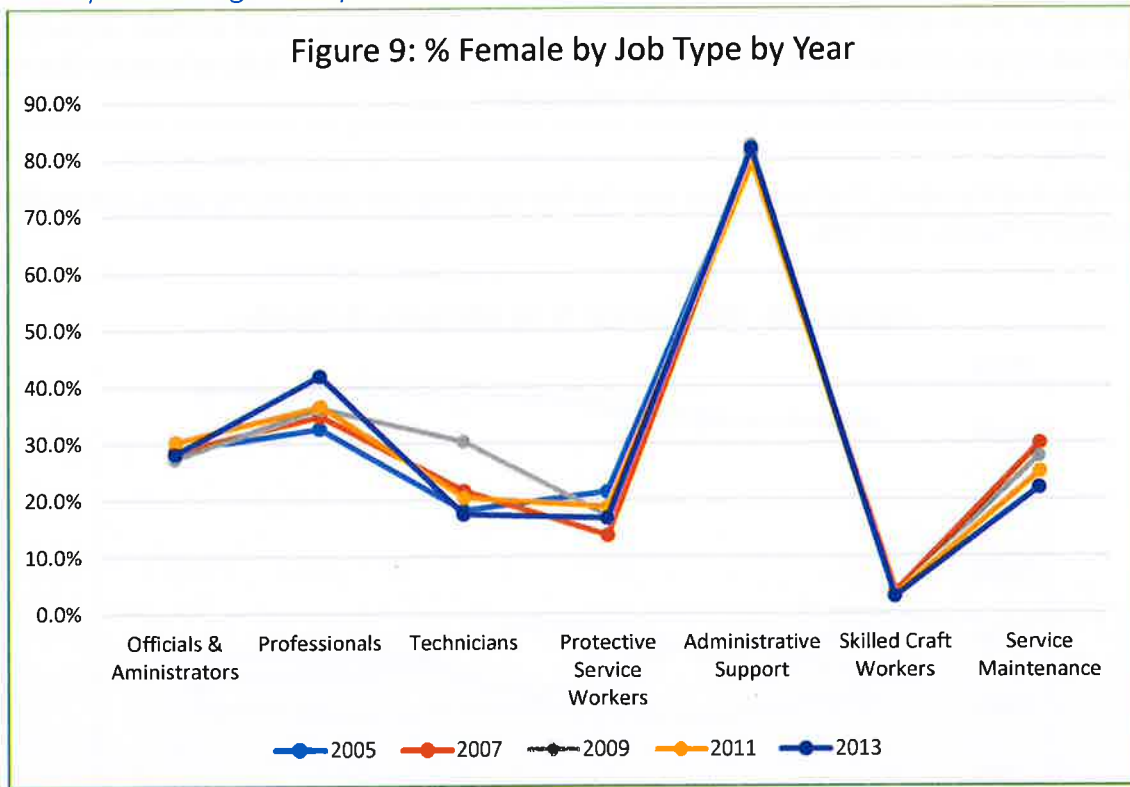


The analysis presented in Figure 8 examines the percentage of City employees by job category who are minorities over the five reporting periods. The purpose of the analysis is to determine if, over the five reporting periods, there has been a change in the percentage of minority employees in each job category. For example, was there an increase in the percentage of Officials and Administrators who are minorities from 2005 through 2013?

The results in Figure 8 indicate that there has been very little change in the percentage of minority employees by job classification. The variation over the five reporting periods is typically within about five percent. The highest percentage of minority employees is in the Service Maintenance category; the percentage for all five reporting periods is almost exactly the same at about 55 percent.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Summary: Job Categories by Gender



The analysis presented in Figure 9 examines the percentage of City employees by job category who are female over the five reporting periods. As in Figure 8, the purpose of this analysis is to determine if, over the five reporting periods, there has been a change in the percentage of female employees in each job category. For example, was there a decrease in the percentage of Administrative Support staff who are female from 2005 through 2013?

The results in Figure 9 indicate that there has generally been very little change in the percentage of female employees by job classification. There is some variation for the job category Technicians, with the percentage increasing from about 20 percent to 30 percent in 2009 but this may just be an anomaly as the percentage returned to about 20 percent in 2011 and 2013. The percentage of professionals who are women, as was evident in Figure 2C, does increase over time and is slightly higher than 40 percent in 2013. The job category with the highest percentage of female employees is Administrative Support. The percentage of employees in that category who are female remains almost exactly the same for the five reporting periods.

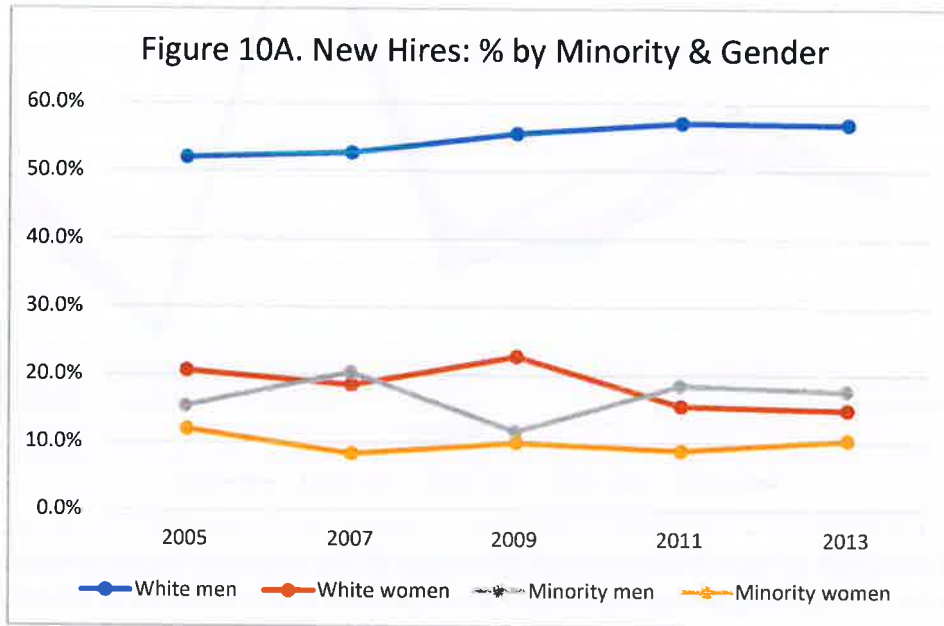
City of Gainesville Diversity in Employment Study: Comprehensive Report

Part-Time and New Hire Employees

The analyses in this section examine newly hired and part-time employees. These analyses can provide important insights into the hiring patterns of the City. For example, are any efforts to increase diversity in City employment evident in newly hired City employees?

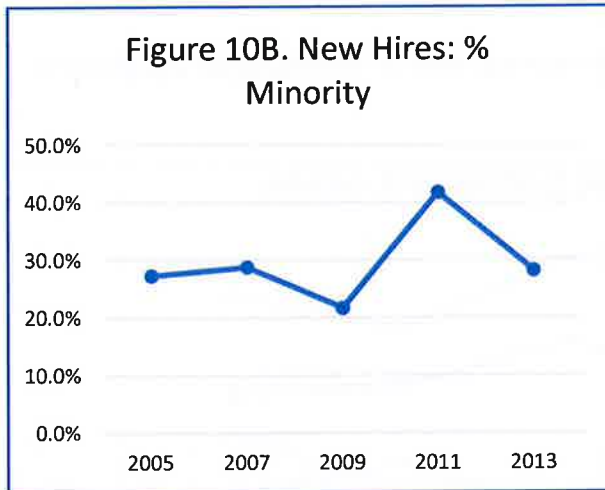
New Hires

The analysis of the newly hired employees over the five reporting years by minority status and gender is presented in Figures 10A—10C.



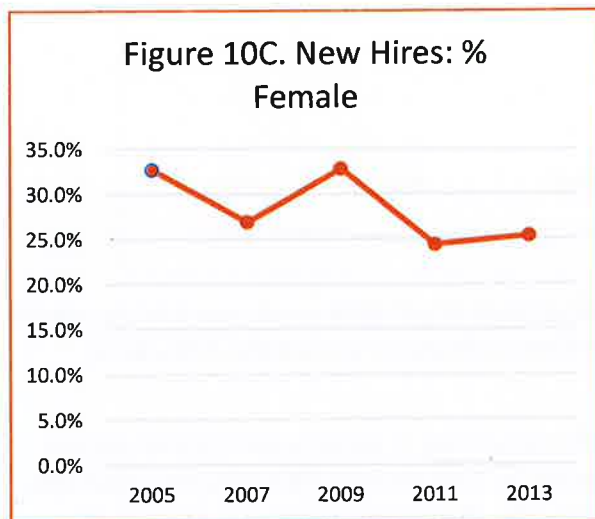
Over the five reporting periods that EEOC-4 reports were submitted, more than one-half to almost three-fifths of the newly hired employees were white males. While the change over time is small, the percentage of newly hired white males increases from 2005 to 2013. While there is some variation in the percent of new hires by minority status and gender, the percentage of newly-hired white women is about 20 percent and the percentage of newly hired minority males is a little less than 20 percent. The percentage of newly hired minority women remains constant over the five reporting periods at about 10 percent.

City of Gainesville Diversity in Employment Study: Comprehensive Report



Over the five reporting periods, between 20% and 30% of the newly hired employees are minorities. Other than an increase in 2011, this percentage of minority new hires is fairly consistent.

(Note: There is no baseline comparison data for minority new hires.)



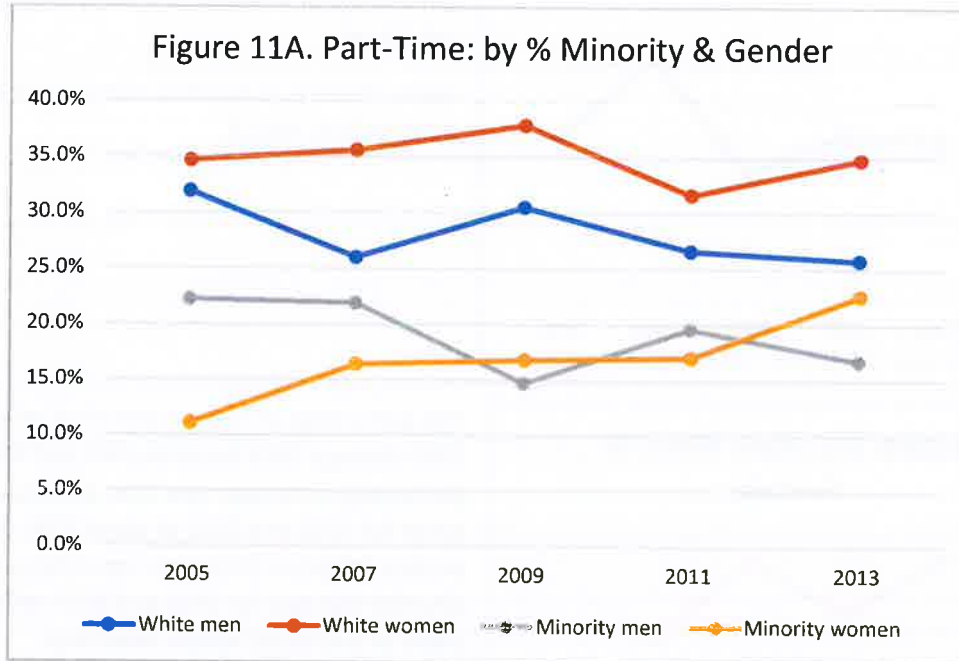
The percentage of female new hires varies for 2005 through 2009 between 26% and 33%. The percentage of female new hires is somewhat lower for 2011 and 2013 at about 25%. It is unclear based on these two reporting periods whether the data for 2011 and 2013 reflect a trend of decreased female new hires.

(Note: There is no baseline comparison data for female new hires.)

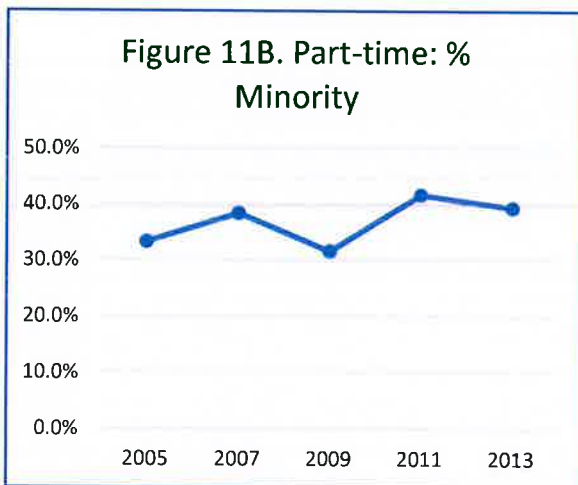
City of Gainesville Diversity in Employment Study: Comprehensive Report

Part-Time Employees

The analysis of the part-time employees over the five reporting years by minority status and gender is presented in Figures 11A—11C.



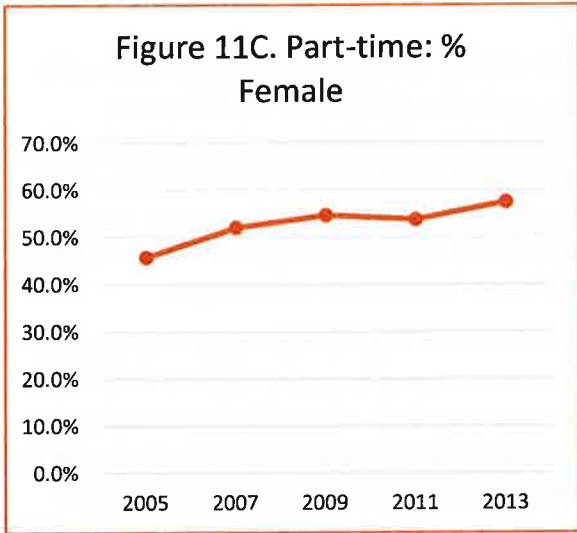
Again, while there is variation over time, the highest percentage of part-time employees is white women at about 35 percent. The next highest category of part-time employees is white males followed by minority men and minority women.



The percentage of minority part-time employees varies for 2005 through 2009 between about 30% and 40%. The percentage of minority part-time employees is somewhat higher for 2011 and 2013 with both years at about 40%. It is unclear based on only the two reporting periods, if the data for 2011 and 2013 reflect a trend of increased minority part-time employment at the City.

(Note: There is no baseline comparison data for minority part-time employees.)

City of Gainesville Diversity in Employment Study: Comprehensive Report



The percentage of part-time employees at the City who are female has steadily increased over the five reporting periods from about 45% in 2005 to nearly 60% in 2013.

(Note: There is no baseline comparison data for female part-time employees.)

City of Gainesville Diversity in Employment Study: Comprehensive Report

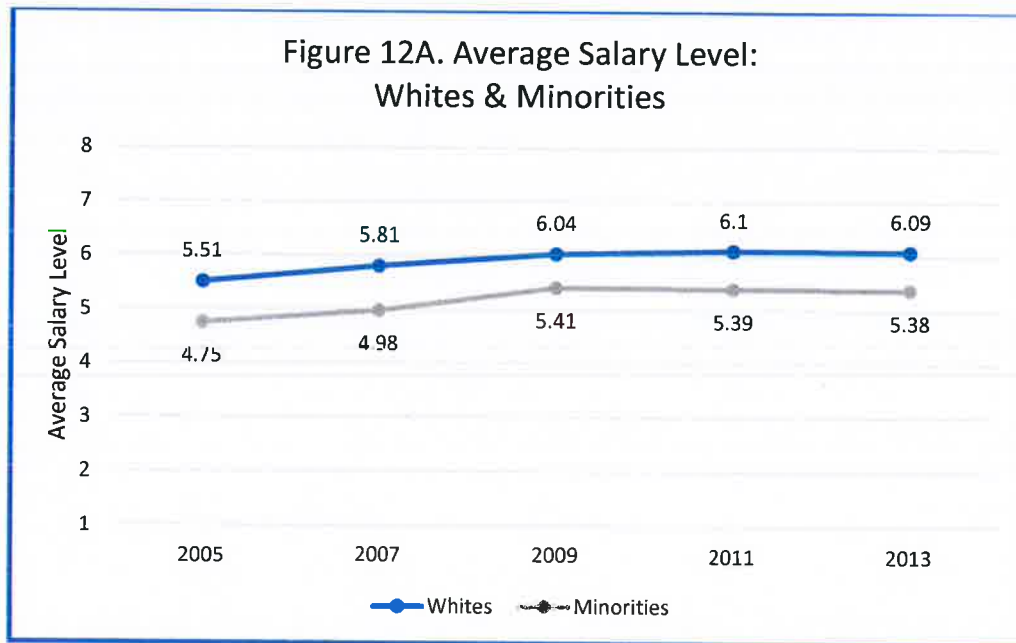
Salary Categories by Minority Status & Gender

The EEOC-4 reports also provide information on employee salaries in eight income categories ranging from less than \$16,000 (1) to \$70,000 and higher (8). The salary information can be analyzed by minority status and gender to help us understand whether minority employees are paid at the same level as white employees in the same job categories and if women receive the same pay as men in the same job categories. This analysis is important. For example, even if the percent of minority employees may equal the percent of white employees for a particular job category, there may be a salary disparity. The minority employees may be paid less than white employees for the same job category.

Summarizing the salary information in a useful manner is difficult because of the volume of information (five EEOC report years, seven job categories, and eight levels of income by gender and minority status). In an effort to simplify the salary information and any changes over time, we calculate the weighted average salary category³ for white and minority City employees and male and female City employees for each year in the study. This calculation is made for all employees and then by each of the seven job categories.

All Employees

The first analysis of average salary category compares minority employees and white employees across the five reporting periods and men and women across the five reporting periods. The salary categories range from a low of 1 (\$0.1 to \$15,999) to a high of 8 (\$70,000 and higher). The results are presented in Figures 12A and 12B.

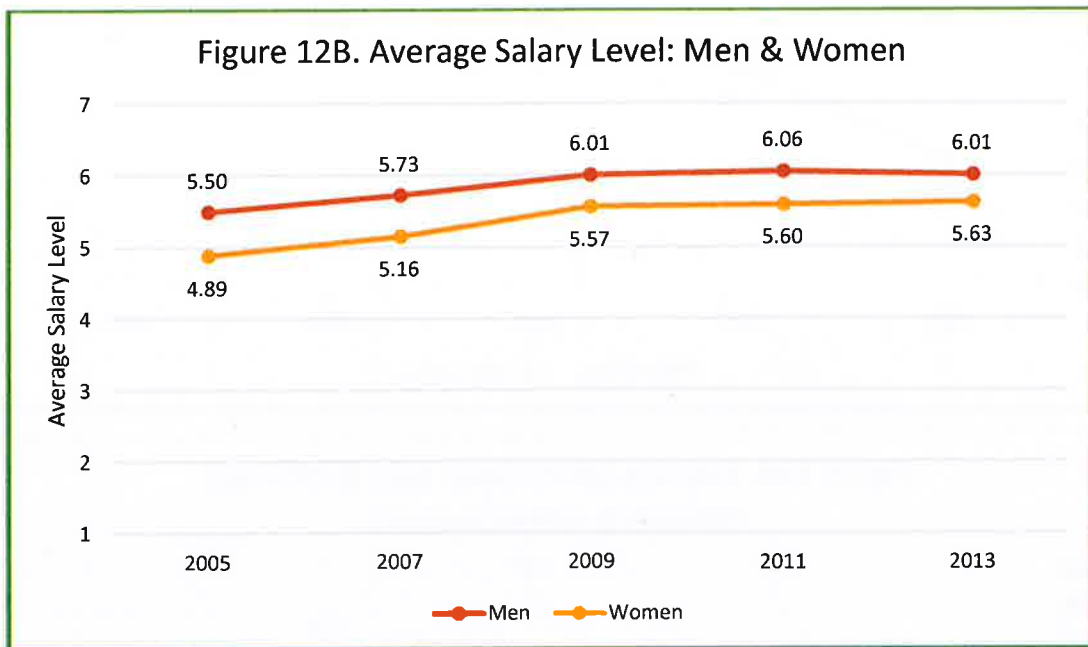


³ We calculate a weighted average salary level by multiplying the pay level (1 through 8) by the number of employees at that level, summing the totals, and dividing by the number of employees.

City of Gainesville Diversity in Employment Study: Comprehensive Report

The results indicate that across all job categories, minority City employees are paid less than white City employees. While the salary levels for both white and minority employees increased over the five reporting periods, the relative distance between them has remained fairly constant.

For example, in 2013, the average salary category for whites was 6.09 (\$43,000 to \$54,999) and the average salary category for minorities was 5.38 (\$33,000 to \$42,999). Thus, minority salary levels were about 88% (5.38 divided by 6.09) of white salary levels in 2013.



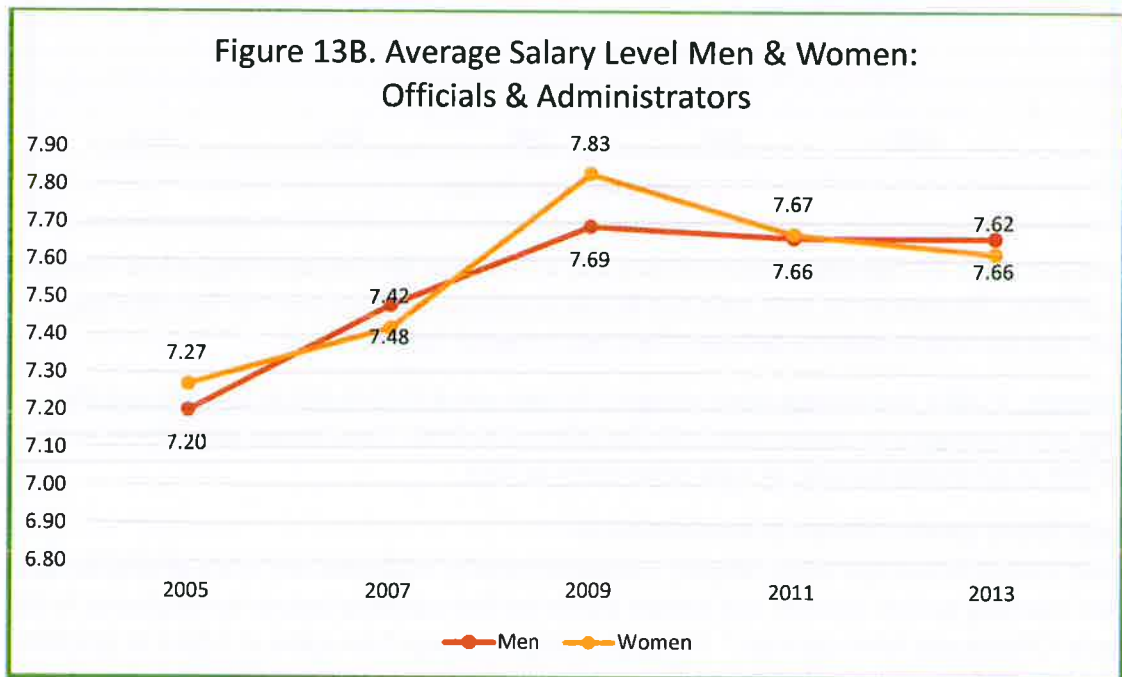
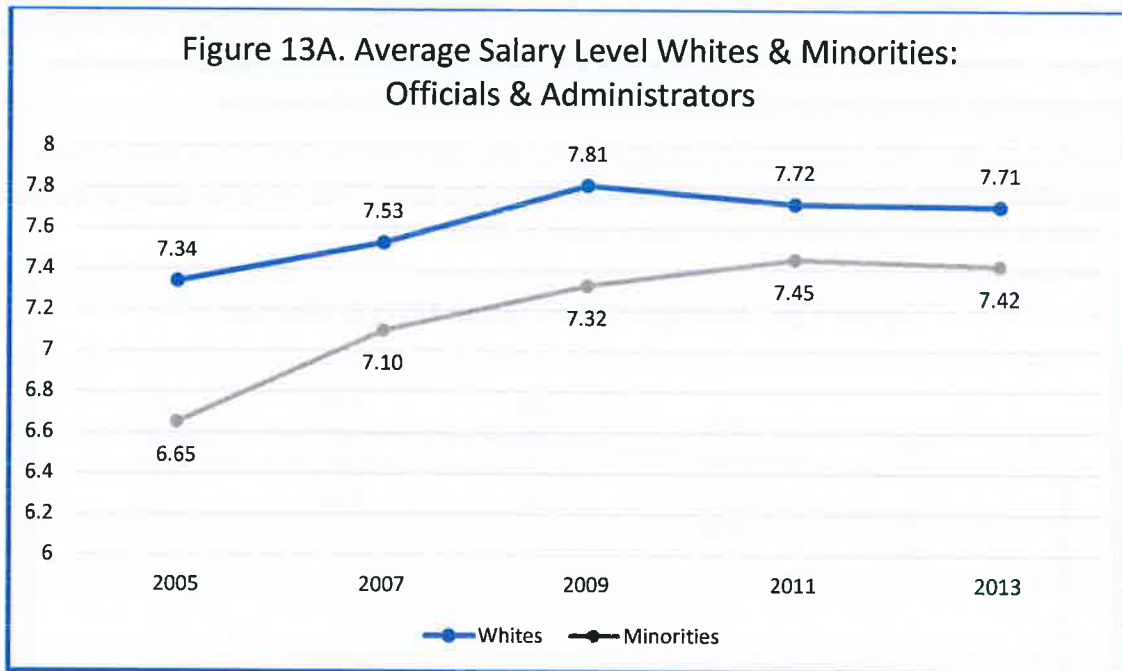
The analysis of the average pay category of men and women over the five reporting periods exhibits the same pattern. The salaries for both male and female employees increase over the five reporting periods, but the relative distance between them has remained fairly constant.

For example, in 2013, the average salary category for men was 6.01 (\$43,000 to \$54,999) and the average salary category for women was 5.63 (\$33,000 to \$42,999). Thus, female salary levels were about 94% (5.63 divided by 6.01) of male salary levels in 2013.

Average Salary Levels: Officials & Administrators

The next analysis of average salary category compares minority employees and white employees across the five reporting periods and men and women across the five reporting periods for employees in the category 'Officials and Administrators.' The salary categories range from a low of 1 (\$0.1 to \$15,999) to a high of 8 (\$70,000 and higher). The results are presented in Figures 13A and 13B.

City of Gainesville Diversity in Employment Study: Comprehensive Report



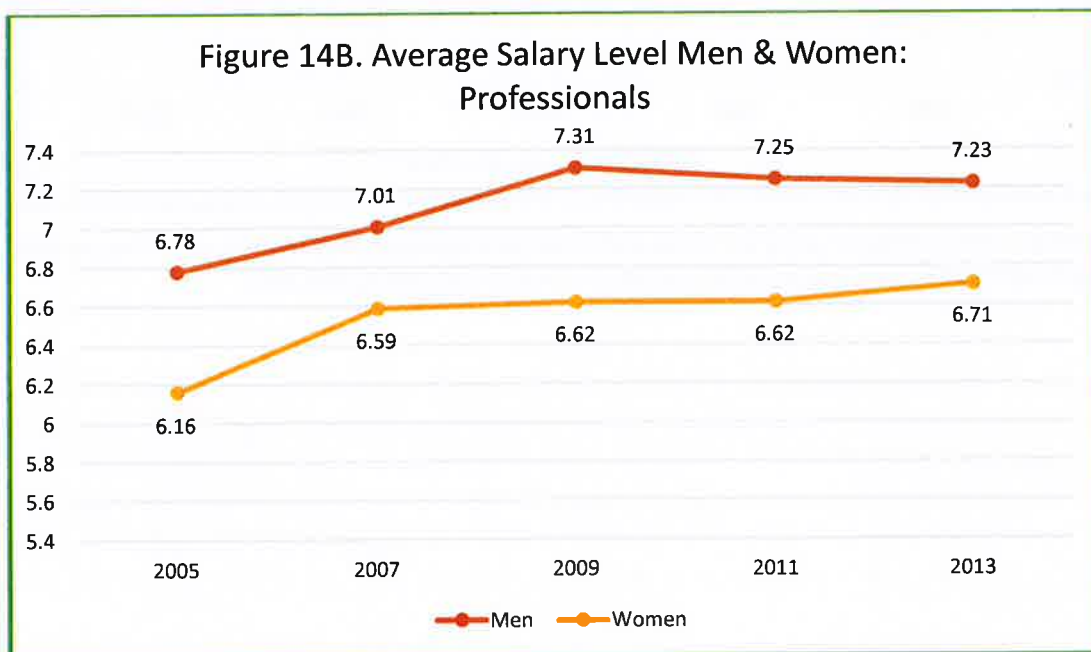
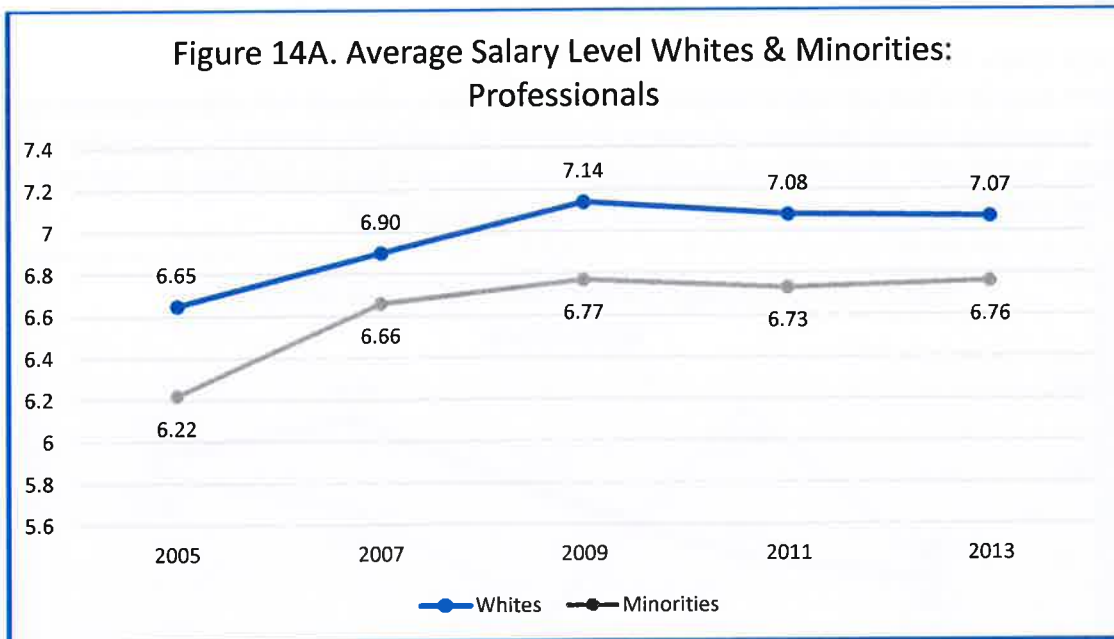
The results indicate that the minority salaries as compared to white salary levels have steadily increased over the five reporting periods, though a disparity still remains. For example, in 2013, the average salary category for whites was 7.71 (\$55,000 to \$69,999) and the average salary category for minorities was 7.42 (\$55,000 to \$69,999). Thus, minority salary levels were about 96% (7.42 divided by 7.71) of white salary levels in 2013.

City of Gainesville Diversity in Employment Study: Comprehensive Report

While the salaries for women as compared to men vary over the five reporting periods, they remain about the same with no real difference; they are almost exactly the same in each reporting period except 2009.

Average Salary Levels: Professionals

The next analysis of average salary category compares minority employees and white employees across the five reporting periods and men and women across the five reporting periods for employees in the category 'Professionals.' The salary categories range from a low of 1 (\$0.1 to \$15,999) to a high of 8 (\$70,000 and higher). The results are presented in Figures 14A and 14B.



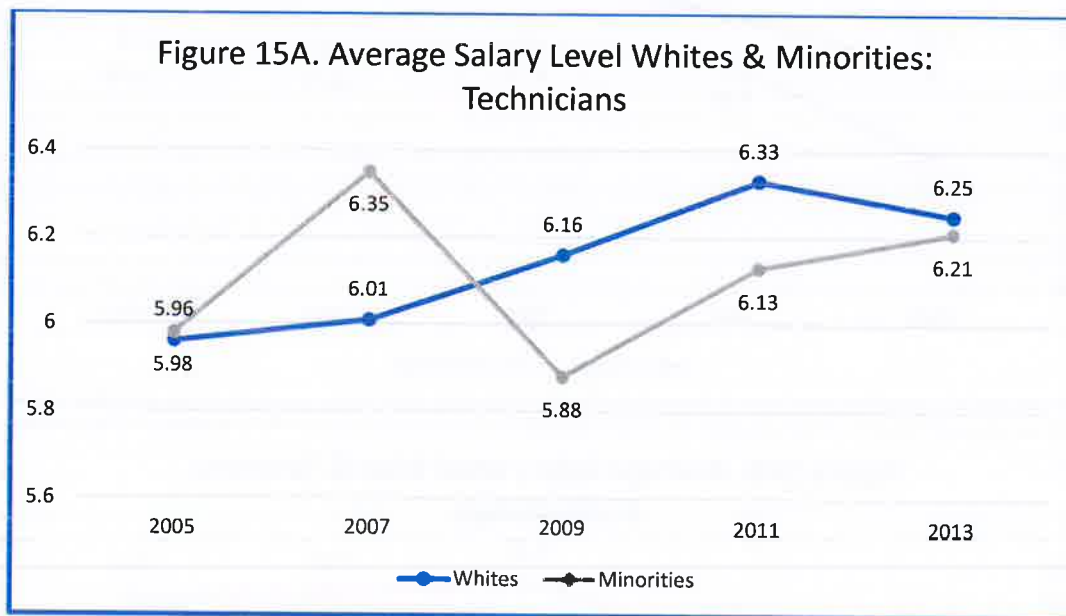
City of Gainesville Diversity in Employment Study: Comprehensive Report

Both the minority/white and men/women analyses demonstrate generally the same pattern. The salaries for whites, minorities, men and women all increase, as we would expect, over the five reporting periods. The difference between groups remains about the same.

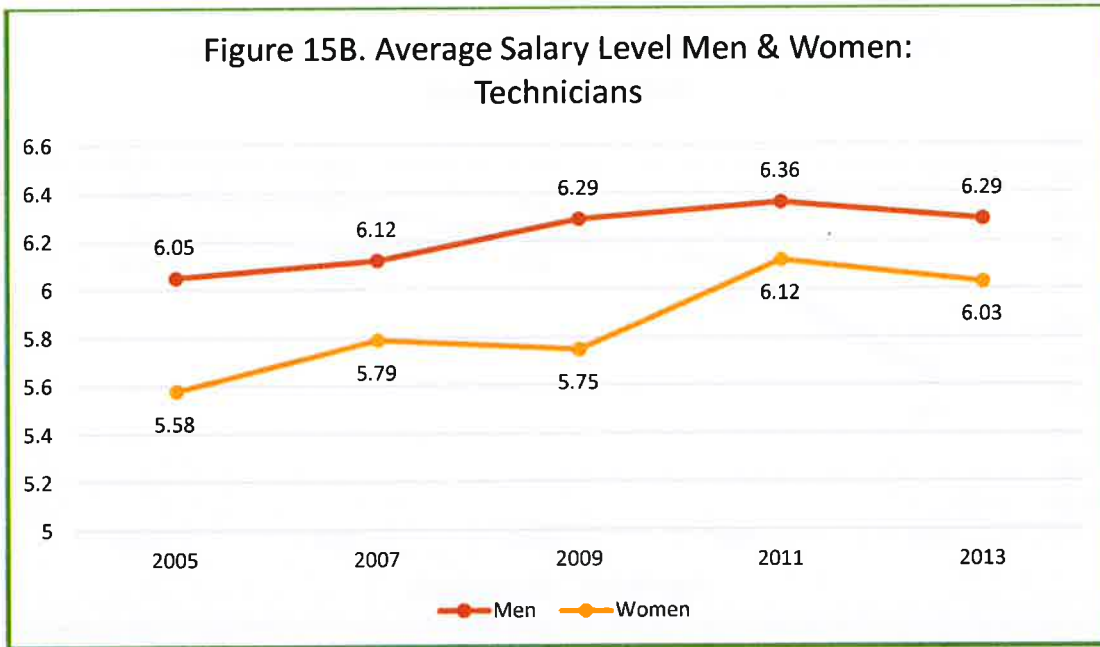
For example, in 2013, the average salary category for whites was 7.07 (\$55,000 to \$69,999) and the average salary category for minorities was 6.76 (\$43,000 to \$54,999). Thus, minority salary levels were about 96% (6.76 divided by 7.07) of white salary levels in 2013. Similarly, in 2013, the average salary category for men was 7.23 (\$55,000 to \$69,999) and the average salary category for women was 6.71 (\$43,000 to \$54,999). Thus, female salary levels were about 93% (6.71 divided by 7.23) of male salary levels in 2013.

Average Salary Levels: Technicians

The next analysis of average salary category compares minority employees and white employees across the five reporting periods and men and women across the five reporting periods for employees in the category 'Technicians.' The salary categories range from a low of 1 (\$0.1 to \$15,999) to a high of 8 (\$70,000 and higher). The results are presented in Figures 15A and 15B.



The average salary category varies for white and minority employees over the five reporting periods, but is almost exactly the same in both 2005 and 2013 – level 6 (\$43,000 to \$54,999).

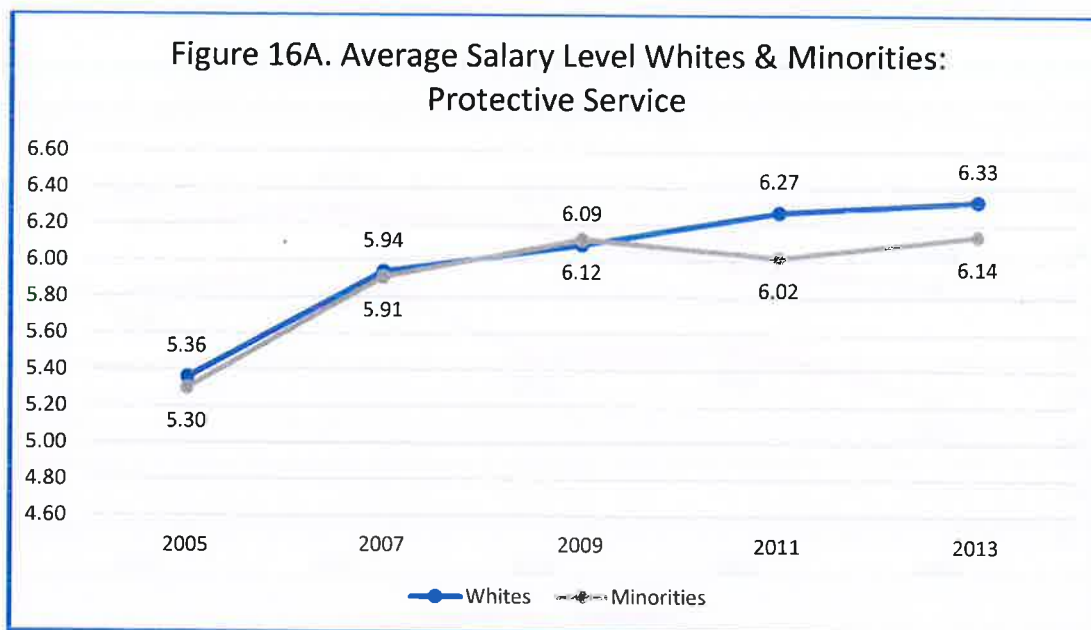


The average salary category for women employees is lower than that for men for all five reporting periods. The difference between men and women, however, appears to become smaller over the five reporting periods. In 2013, both men and women classified as technicians by the City earned an average salary at level 6 (\$43,000 to \$54,999), with female salary levels at about 96% (6.03 divided by 6.29) of male salary levels.

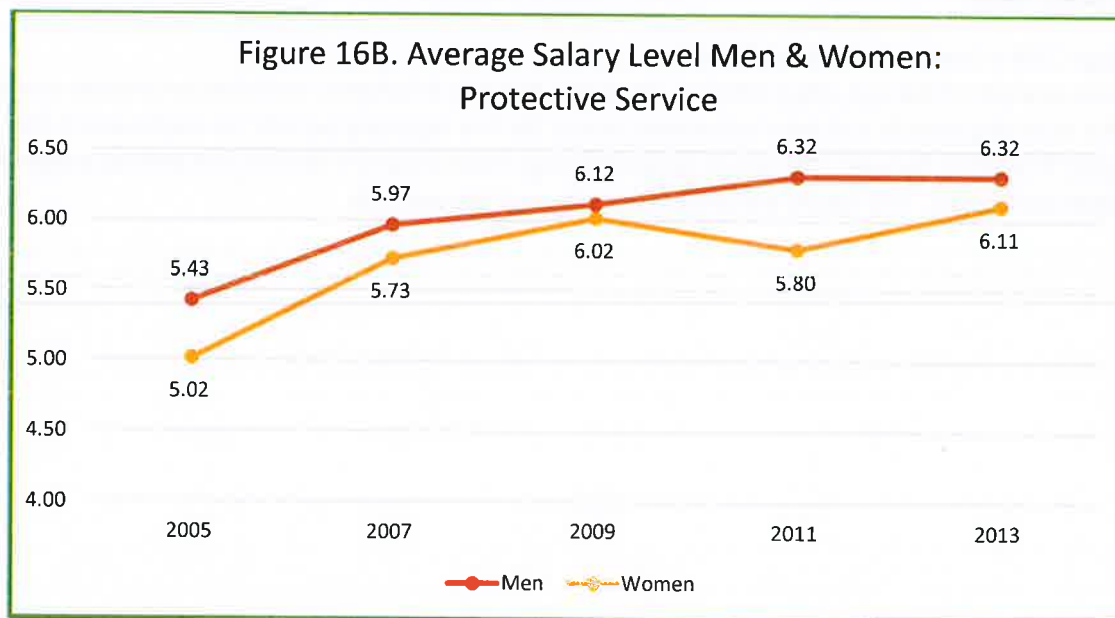
Average Salary Levels: Protective Service

The next analysis of average salary category compares minority employees and white employees across the five reporting periods and men and women across the five reporting periods for employees in the category 'Protective Service.' The salary categories range from a low of 1 (\$0.1 to \$15,999) to a high of 8 (\$70,000 and higher). The results are presented in Figures 16A and 16B.

City of Gainesville Diversity in Employment Study: Comprehensive Report



The average salary category for white and minority employees is almost exactly the same for 2005, 2007 and 2009. In 2011 and 2013, however, minority employees' average salary category was lower than that for whites. In 2013, the average salary category for whites was 6.33 (\$43,000 to \$54,999) and the average salary category for minorities was 6.14 (\$43,000 to \$54,999). Thus, minority salary levels were about 97% (6.14 divided by 6.33) of white salary levels in 2013.

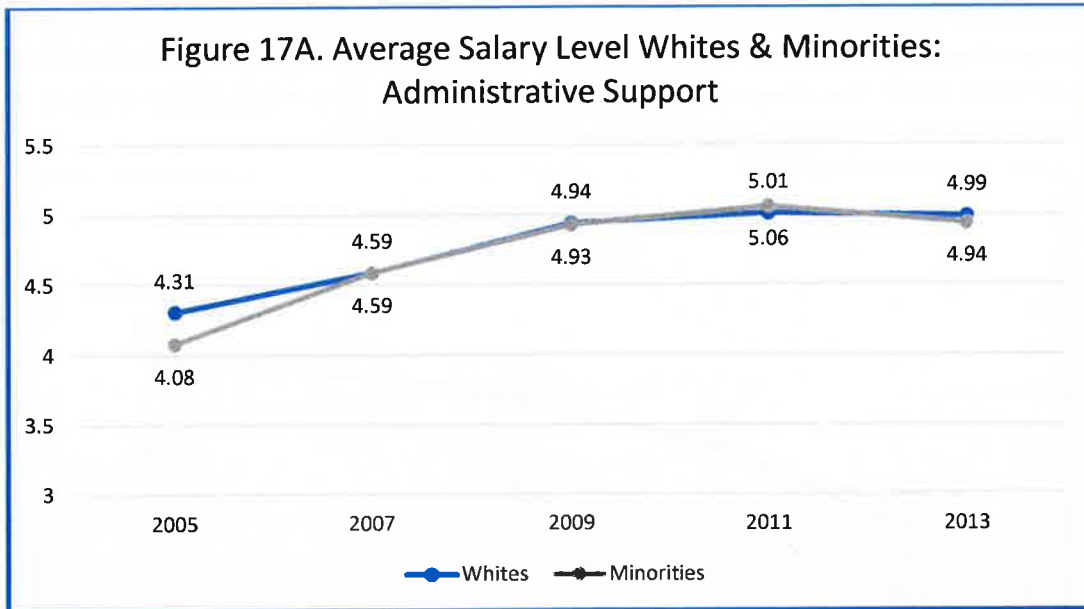


In each reporting year, female protective service employees make less than male protective service employees. For example, in 2013, the average salary category for men was 6.32 (\$43,000 to \$54,999) and the average salary category for women was 6.11 (\$43,000 to \$54,999); female salary levels were about 97% (6.11 divided by 6.32) of male salary levels in 2013.

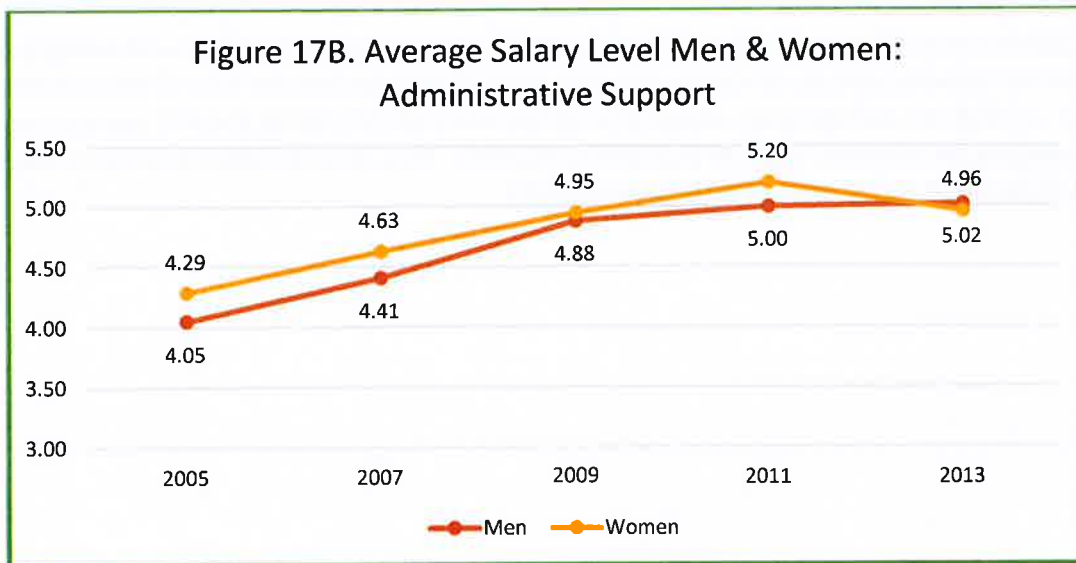
City of Gainesville Diversity in Employment Study: Comprehensive Report

Average Salary Levels: Administrative Support

The next analysis of average salary category compares minority employees and white employees across the five reporting periods and men and women across the five reporting periods for employees in the category 'Administrative Support.' The salary categories range from a low of 1 (\$0.1 to \$15,999) to a high of 8 (\$70,000 and higher). The results are presented in Figures 17A and 17B.



The average salary category for white and minority employees is almost exactly the same over the five reporting periods. In 2013, the average salary category for both whites and minorities was about 5 (\$33,000 to \$42,999). Minority salary levels were about 99% (4.94 divided by 4.99) of white salary levels in 2013.

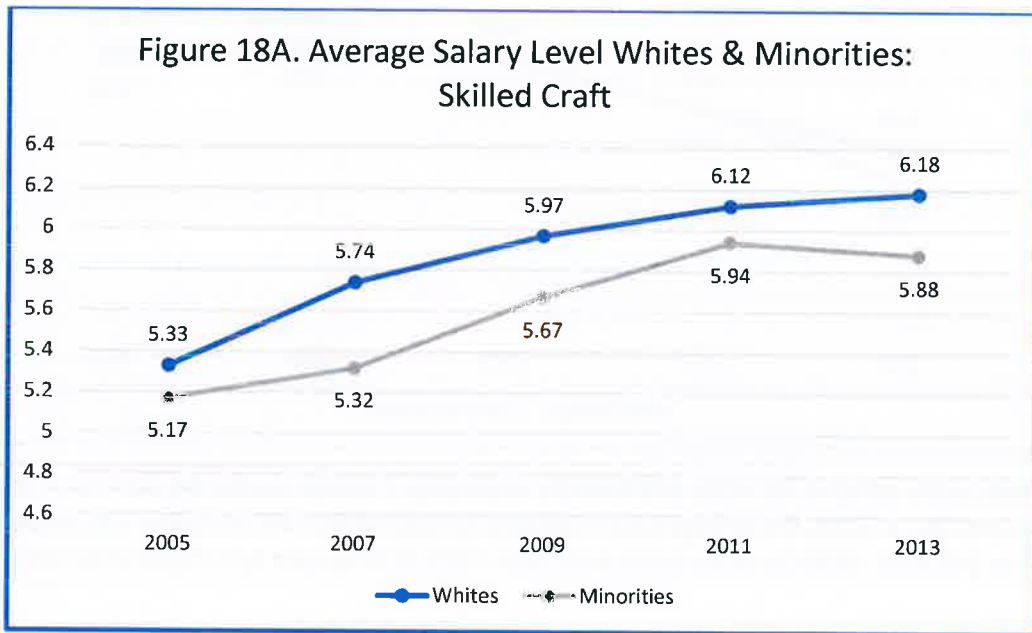


City of Gainesville Diversity in Employment Study: Comprehensive Report

There is a difference between the average salary categories of men and women in Administrative Support – in 2005 and 2007, women were a bit higher than men. From 2009 through 2013, however, the salaries of men and women administrative support employees are nearly the same (with men slightly higher than women).

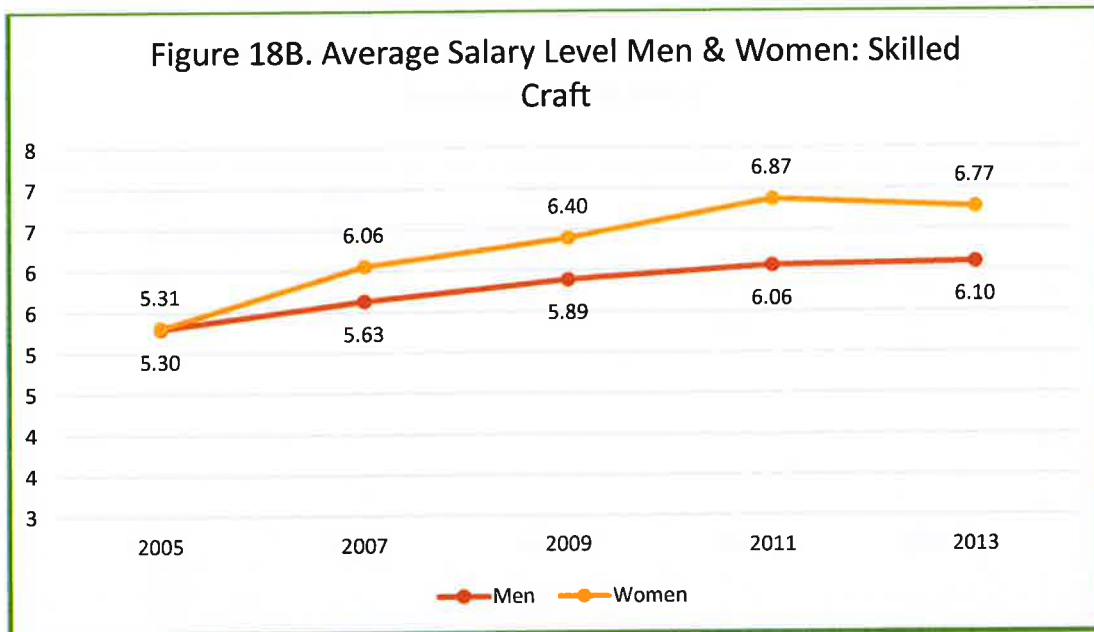
Average Salary Levels: Skilled Craft

The next analysis of average salary category compares minority employees and white employees across the five reporting periods and men and women across the five reporting periods for employees in the category 'Skilled Craft.' The salary categories range from a low of 1 (\$0.1 to \$15,999) to a high of 8 (\$70,000 and higher). The results are presented in Figures 18A and 18B.



While differences in the average salary category levels for white and minority skilled craft workers vary over the five reporting periods, minorities make less than white employees for each of the reporting periods. In 2013, the average salary category for whites was 6.18 (\$43,000 to \$54,999) and the average salary category for minorities was 5.88 (\$33,000 to \$42,999). Thus, minority salary levels were about 95% (5.88 divided by 6.18) of white salary levels in 2013.

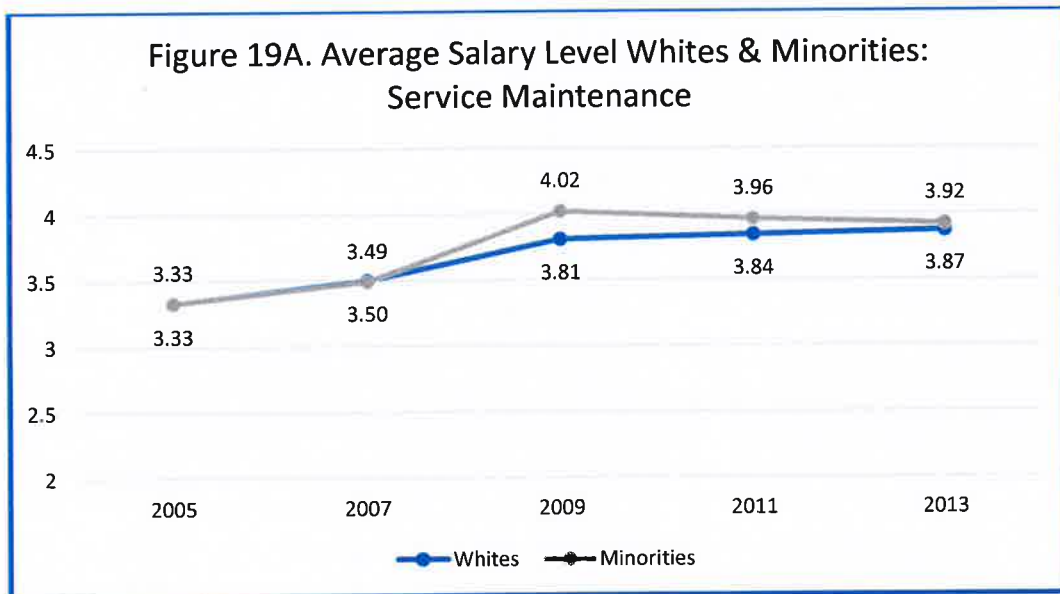
City of Gainesville Diversity in Employment Study: Comprehensive Report



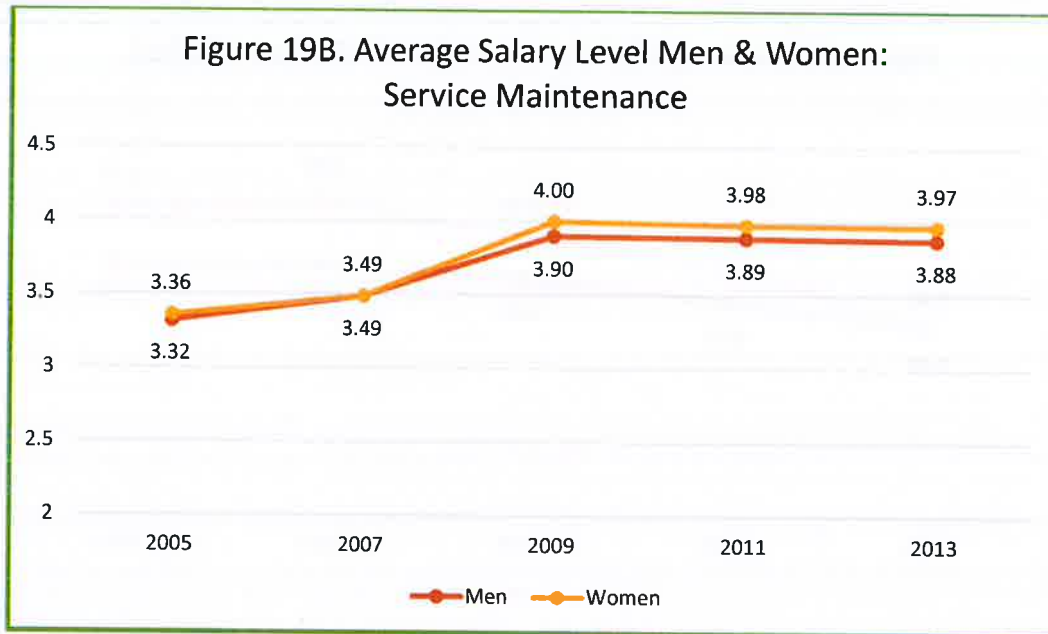
Men and women skilled craft employees were at almost exactly the same average salary category in 2005. Over the five reporting periods, however, there was an increasing difference in the average salary category, with women making more than men. (Of note, while there are more than 350 men in this category in 2013, there are only 9 women.)

Average Salary Levels: Service Maintenance

The next analysis of average salary category compares minority employees and white employees across the five reporting periods and men and women across the five reporting periods for employees in the category 'Service Maintenance.' The salary categories range from a low of 1 (\$0.1 to \$15,999) to a high of 8 (\$70,000 and higher). The results are presented in Figures 19A and 19B.



City of Gainesville Diversity in Employment Study: Comprehensive Report

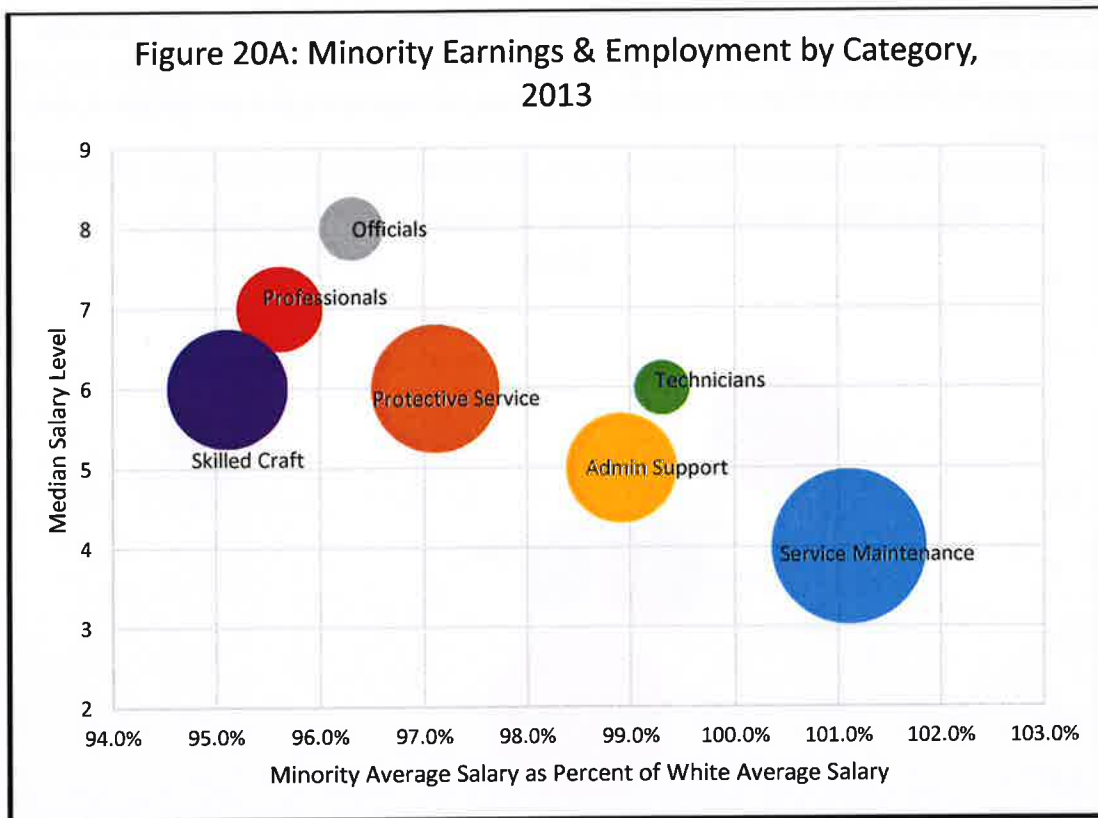


White and minority as well as men and women service maintenance workers are paid about the same over the five reporting periods.

Combined Measures

Finally, we present two combined measures encompassing job category and salary category information. Figure 20A illustrates the percentage of minority workers in each job category (the size of the circle represents the number employed in the category – larger circles indicate more employees), the median salary category for minorities in that job category, and minority average salary as a percentage of white average salary.

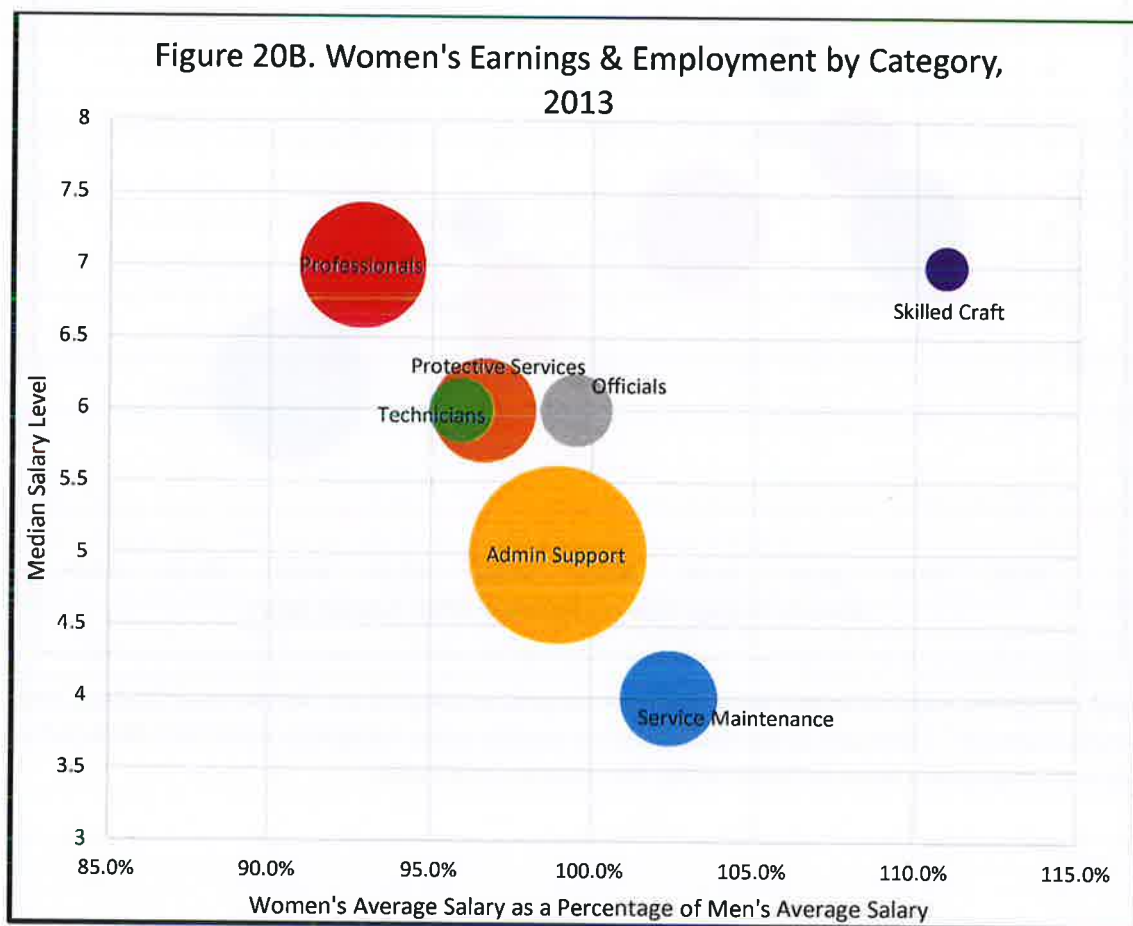
City of Gainesville Diversity in Employment Study: Comprehensive Report



The job categories with the largest percentages of minority employees are 'Service Maintenance' and 'Protective Service.' Those job categories with lower median salary categories were more likely to have parity in average salary levels between white and minority employees.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Figure 20B illustrates the percentage of female workers in each job category (the size of the circle represents the number employed in the category – larger circles indicate more employees), the median salary category for females in that job category, and female average salary as a percentage of male average salary.



The job categories with the largest percentages of female employees are 'Administrative Support' and 'Professionals.' Those job categories with lower median salary categories were more likely to have parity in average salary levels between men and women employees.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Local Government Diversity Survey Report

Introduction

As part of a larger project on employment diversity, the Florida Survey Research Center at the University of Florida (FSRC) worked with the City of Gainesville to study the diversity policies and programs of Florida cities and counties that are similar in size to Gainesville. The survey collected information about local governments' workplace diversity practices and policies, diversity training, and anticipated and realized outcomes of these practices and policies.

The survey targeted cities and counties in Florida that are similar in size to Gainesville, Florida. This report details the responses of the 32 cities and counties that completed internet surveys with the FSRC.

Format of the Report

This report is divided into several sections that first present background on the research process and then present the results of the completed surveys. The report includes an Executive Summary, an overview of the results of the combined data from all respondents. The sections that follow provide the detailed results, including comprehensive information on the findings with tables and figures (where appropriate) summarizing responses to each question. For survey results, please note that each Table or Figure indicates the total number of respondents who answered the question.

Procedure & Methodology

The surveys of local governments were conducted by internet using the survey system of the FSRC at the University of Florida in Gainesville, Florida. The population under study in the survey is local governments (cities and counties) in the state of Florida that are similar in size to Gainesville, Florida.

Sampling

The sample of cities and counties was chosen based on population size. A total of 64 potential respondents were identified and contacted in the initial emailing. The sample size for the survey is 32 completed surveys (completion rate 50.0%).

Internet Survey Procedures

The Florida Survey Research Center makes substantial efforts to improve response rates and reduce error from non-responses when conducting internet surveys. Non-response error may result in a bias because those individuals who either refuse to participate or cannot be reached to participate may be systematically different from those individuals who do complete the survey.

Our efforts to improve response rates and reduce non-response include the following⁴:

- ❖ Pre-notification delivered in a non-internet medium (in this case, contact phone calls);
- ❖ Thoughtful preparation of the introductory email statement including the potential value of the survey; the importance of the respondent's opinions, perceptions, and experiences; IRB-approved informed consent information; and, characteristics that reassure respondents of FSRC legitimacy and clearly differentiate the survey invitation from spam or 'phishing' (UF letterhead

⁴ See Dillman, Don. 2000. *Mail and Internet Surveys: The Tailored Design Method*. New York, NY: John Wiley & Sons, Inc. and Gideon, Lior. 2012. *Handbook of Survey Methodology for the Social Sciences*. New York, NY: Springer.

City of Gainesville Diversity in Employment Study: Comprehensive Report

- and logos, FSRC contact information, transmission from a valid UF email address, direct link to survey with a URL that verifies the FSRC as the sponsoring organization, etc.);
- ❖ Introducing the questionnaire with an introductory statement on the welcome-screen that emphasizes ease of responding and provides clear instructions on how to take necessary computer actions to complete the questionnaire;
- ❖ Providing a unique user name and password for each potential respondent that limits access to only those in the sample and restricts completion to one survey per user;
- ❖ Providing an embedded direct link so that the recipient can simply click on the URL and be taken to the survey page;
- ❖ Presenting questions in a conventional format similar to paper surveys using a design (question wording, question order, question grouping, etc.) that promotes participation and full response to all questions;
- ❖ Allowing respondents the option to stop the survey, save their responses, and return to complete it at a later time;
- ❖ Sending an email reminder about a week after the initial email to those in the sample who have not completed the survey.

Pretest

Pretesting is used to identify any problems with questionnaire design, including question wording, transitions between sections of the survey, and clarity of language and concepts. Following construction and approval of the survey instrument by the City, the survey was coded and loaded into the FSRC Internet Survey system. The FSRC pretesting process began by repeated testing of the programming language to insure that the questionnaire was working properly and that all responses were properly coded. Revisions were made as needed, and implementation began.

Implementation

The first step of the implementation process is loading the final version of the survey instrument into the FSRC Internet Survey system. The system helps prevent errors as it prompts the respondent to answer questions based on built-in skip patterns and eliminates out-of-range responses. This supports extremely complicated questioning patterns, branching, and multiple survey designs for the same project. Data are automatically and instantaneously recorded into an ASCII database as the surveys are finished.

Prior to the start of survey implementation, an FSRC representative called each local government on the sample list to confirm their contact information (including the appropriate contact name and corresponding email address) and to explain the purpose of the research. At that time, local government representatives were informed that they would receive an email invitation with a link to the survey questionnaire within a week. Contact emails were sent to all potential respondents on February 16, 2016. The email explained the research initiative, provided IRB-approved informed consent information, and included an individualized user name and password to allow respondents to log-in to the FSRC Internet System to complete the survey. A total of 32 surveys were completed between February 16, 2016, and March 2, 2016, with a reminder email sent on February 25, 2016.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Analysis

At the conclusion of the data collection, the final data file was analyzed using the SAS® data analysis system to provide the necessary output for the report. The detailed results of this analysis are presented in the remainder of this report.

Executive Summary

- ❖ More than three in four (78.1%) local governments surveyed said they have practices, programs, or policies in place that address workplace diversity in hiring, promotion, and the existing workforce.
- ❖ Nearly nine in ten (88.0%) local governments that have practices, programs, or policies in place that address workplace diversity said that the department with primary responsibility for issues related to workplace diversity was “Human Resources.”
- ❖ Of the nine potential outcomes of diversity practices rated by the respondents that have practices, programs, or policies in place that address workplace diversity, “diversity at all levels of the workplace” and “recruitment of a diverse workforce” received the highest average ratings. “Recognition from the state for meeting goals/requirements” received the lowest average ratings. Of local governments that have practices, programs, or policies in place that address workplace diversity:
 - Nearly three in four (72.0%) said that a potential decrease in complaints and litigation was very important to their city/county
 - About three in four (76.0%) said that the potential for diversity at all levels of the workforce (e.g. rank-and-file to senior management) was very important to their city/county
 - Three in five (60.0%) respondents said that the potential for diversity of thought and decision-making in the city/county workforce was very important to their city/county
 - About half (48.0%) said that a potential improvement in employee opinion surveys/diversity audits was very important to their city/county
 - Nearly three in five (56.0%) said that a potential improvement in the public image of the city/county workforce was very important to their city/county
 - Just one in five (20.0%) said that potential recognition from the state for meeting goals/requirements was very important to their city/county
 - About two in three (68.0%) said that potential recruitment of a diverse workforce was very important to their city/county
 - Nearly three in five (56.0%) said that a potential decrease in costs associated with turnover, absenteeism, and low productivity was very important to their city/county
 - Nearly two in three (64.0%) said that the potential retention of a diverse workforce was very important (to their city/county)
- ❖ Of local governments that have practices, programs, or policies in place that address workplace diversity:
 - Nearly three in four (72.0%) said that they “employ recruiting strategies designed to help increase diversity within the workforce
 - Almost as many (68.0%) said that they “engage in community outreach related to diversity (e.g. ties between the city/county and educational institutions, non-profits, etc.)”
 - About two in three (64.0%) indicated that their local government “provides career development opportunities designed to increase diversity in higher-level positions within

City of Gainesville Diversity in Employment Study: Comprehensive Report

- the city/county (e.g. mentoring, coaching, training and educational programs, etc.)” or “allows employees to take unpaid leave to observe a religious or cultural holiday not officially observed by the city/county”
- About half (48.0%) have practices, programs, or policies in place that address workplace diversity said they “employ strategies to ensure diversity in the city’s/county’s suppliers, contractors, etc.”
- Two in five (40.0%) said they “employ retention strategies designed to help retain a diverse city/county workforce”
- Approximately one in four (28.0%) reported that they “demonstrate diversity awareness in the form of celebrating different cultural events (e.g. Black History Month, Hispanic Heritage Month, etc.)”
- Just two (8.0%) said they “allow employees to ‘swap’ holidays to observe an unpaid religious or cultural holiday (e.g. work on Christmas to take time off during Passover)”
- ❖ Nearly all (96.0%) of the local governments that have practices, programs, or policies in place that address workplace diversity said their practices cover race or ethnicity and a similar percentage have practices that cover gender (92.0%), veteran status (88.0%), or age (88.0%). Four in five (80.0%) of these respondents said their practices cover disability and three in four (76.0%) said they cover religion. Nearly three in four (72.0%) of these local governments indicated their diversity practices cover sexual orientation, while about half (52.0%) said their practices cover language.
- ❖ Nearly three in four (72.0%) local governments that have practices, programs, or policies in place that address workplace diversity indicated that they provide employee training on diversity issues, while about one in eight (12.0%) said they do not.
 - More than three in four (77.8%) local governments that provide employee training on diversity issues indicated that this training is mandatory for all employees, while about one in six (16.7%) said it is not.
 - One in three (33.3%) local governments that provide employee training on diversity issues conduct this training in-house, as does the City of Gainesville. One in three (33.3%) of these local governments contracts with another organization to provide diversity training to their employees.
- ❖ Nearly three in four (72.0%) local governments that have practices, programs, or policies in place that address workplace diversity indicated that they collect data/measurements related to workplace diversity, while about one in ten (8.0%) said they do not.
- ❖ Of local governments that have practices, programs, or policies in place that address workplace diversity and that they collect data/measurements related to workplace diversity:
 - About three in four (77.8%) indicated that they use “diversity represented at all levels of the workforce within occupations/job categories” to measure workplace diversity
 - Two in three (66.7%) said they use “number of diverse employees recruited” to measure workplace diversity
 - About two in five (38.9%) said they use “number of complaints and litigation” as a measurement
 - One in three (33.3%) indicated “number of diverse employees retained” as a workplace diversity measurement

City of Gainesville Diversity in Employment Study: Comprehensive Report

- About one in ten said they use “employee opinion surveys about diversity in city/county employment” (11.1%); “evaluation of employees’ knowledge on diversity” (11.1%); or, “reduced costs associated with turnover, absenteeism, and low productivity” (11.1%) to measure workplace diversity
- One (5.6%) said his or her government uses “citizen opinion surveys about diversity in city/county employment” as a measurement
- ❖ Of local governments that have practices, programs, or policies in place that address workplace diversity and that they collect data/measurements related to workplace diversity:
 - Nearly all (94.4%) indicated using these data to “report via EEOC-4 state & federal reporting requirements”
 - About four in five (83.3%) use these data “to determine underrepresentation of EEO groups within occupations or job categories”
 - Three in five (61.1%) “analyze [data/measurements] and create report for internal use by city/county”
 - One in three (33.3%) “analyze [data/measurements] and create report for external presentation to the public”
 - One in three uses data/measurements on workplace diversity “to determine needs for diversity training, programs, policies, or practices” (33.3%) or “to monitor effectiveness of diversity training, programs, policies, or practices” (33.3%)
 - About one in five (22.2%) “use [these data] to establish affirmative action goals”
- ❖ About one in three (31.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity rated their diversity practices on the effective side of the scale, as either a 4 (28.0%) or 5, “very effective” (4.0%). About half (48.0%) of these local governments rated the effectiveness of their diversity practices in the middle of the scale (“3”), and approximately one in eight (12.0%) rated the effectiveness of their diversity practices on the ineffective side of the scale, as a 2.
- ❖ Of local governments that have practices, programs, or policies in place that address workplace diversity:
 - About one in six (16.0%) said that “city/ county employees believe that diversity is important” describes their local government very well
 - About one in eight (12.0%) said that “city/ county employees believe that senior management is committed to workplace diversity” describes their local government very well
 - About one in four (28.0%) said that “my city’s/ county’s workforce is inclusive of diverse cultures and values” describes their local government very well
 - About one in six (16.0%) said that “my city’s/ county’s workforce is diverse at all levels (e.g. rank-and-file to senior management)” describes their local government very well
 - About one in eight (12.0%) said that “my city’s/ county’s workforce is diverse in all occupations/job categories” describes their local government very well
 - More than one in three (36.0%) said that “senior management in my city/ county believes that diversity is important” describes their local government very well
- ❖ Just one in eight (12.0%) local governments that have practices, programs, or policies in place that address workplace diversity indicated that they have staff dedicated exclusively to diversity

City of Gainesville Diversity in Employment Study: Comprehensive Report

practices (such as promoting or monitoring diversity), while about three in four (76.0%) said they do not.

Results

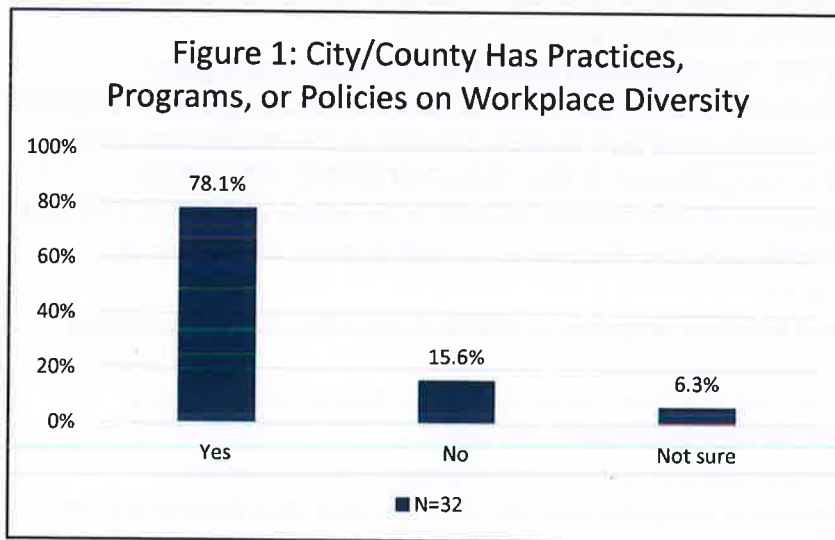
Workplace Diversity: Practices, Programs, & Policies

The first section of the survey asked a series of questions about the diversity practices, programs, and policies currently in place in the respondent's city or county government following this statement defining "workplace diversity":

For the purposes of this survey, "workplace diversity" refers to an inclusive work culture that seeks to respect variations in employee age, ethnicity, race, gender, and other characteristics in the workplace.

Presence of Practices, Programs, or Policies on Workplace Diversity

The first question asked: "Does your city/county have any practices, programs, or policies in place that address workplace diversity in hiring, promotion, and the existing workforce?" The results appear in Figure 1.

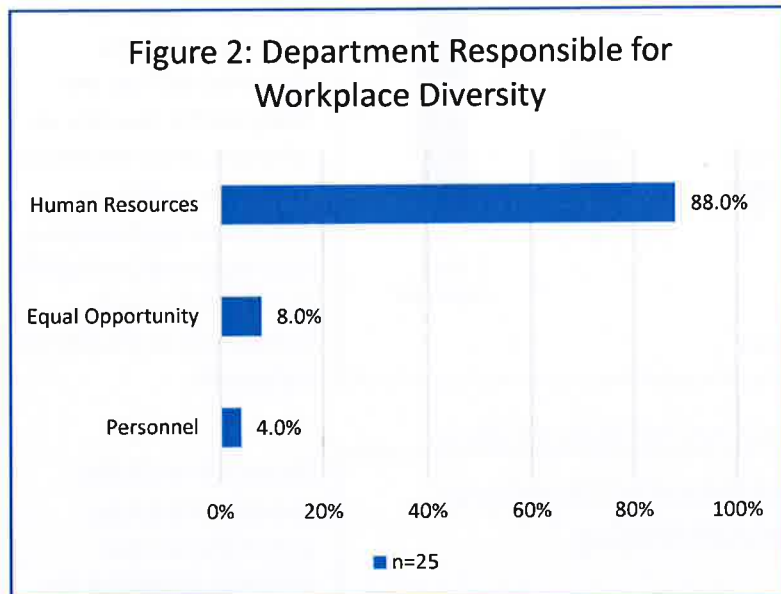


More than three in four (78.1%) local governments surveyed said they have practices, programs, or policies in place that address workplace diversity in hiring, promotion, and the existing workforce. This is comparable to Gainesville, which also has these types of practices, programs, and policies.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Government Department Responsible for Workplace Diversity

Those local governments that said they do have practices, programs, or policies in place that address workplace diversity (n=25) were next asked: “What department/office in your city/county government has primary responsibility for issues related to workplace diversity?” The results appear in Figure 2.



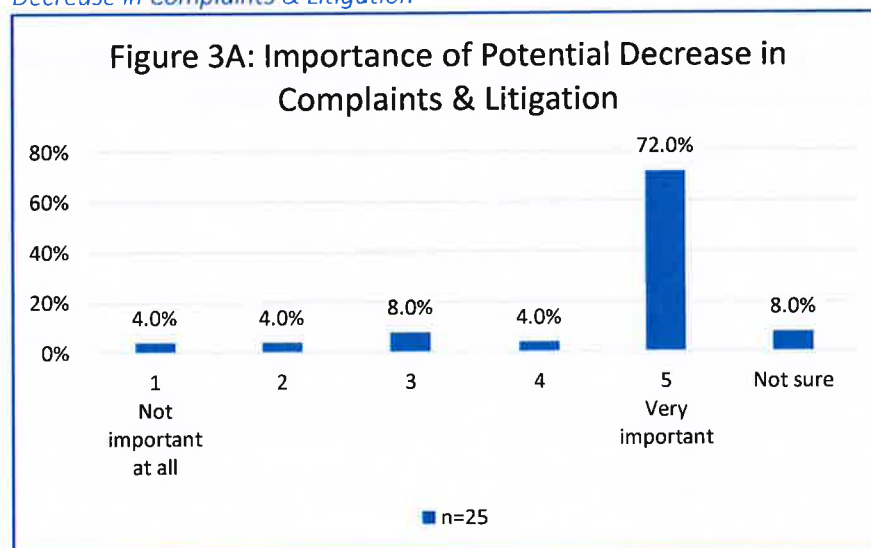
Nearly nine in ten (88.0%) local governments that have practices, programs, or policies in place that address workplace diversity said that the department with primary responsibility for issues related to workplace diversity was “Human Resources.” About one in ten (8.0%) respondents said the department with primary responsibility for workplace diversity was “Office/Department of Equal Opportunity,” as is the case in Gainesville. One surveyed local government (4.0%) said that their “Personnel” department is

responsible for workplace diversity issues.

Potential Outcomes of Diversity Practices

Those local governments that said they do have practices, programs, or policies in place that address workplace diversity (n=25) were next asked to rate a series of potential outcomes of diversity for importance to their local government using a scale from 1 to 5, where 1 is “not important at all” and 5 is very important.” The results appear in Figures 3A – 3I.

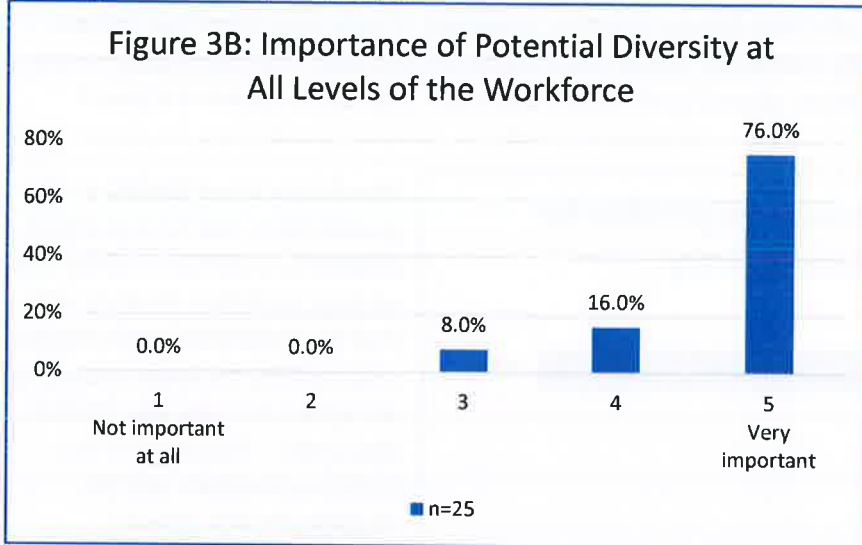
Decrease in Complaints & Litigation



Nearly three in four (72.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity said that a potential decrease in complaints and litigation was very important (rating=5) to their city/county, comparable to the City of Gainesville.

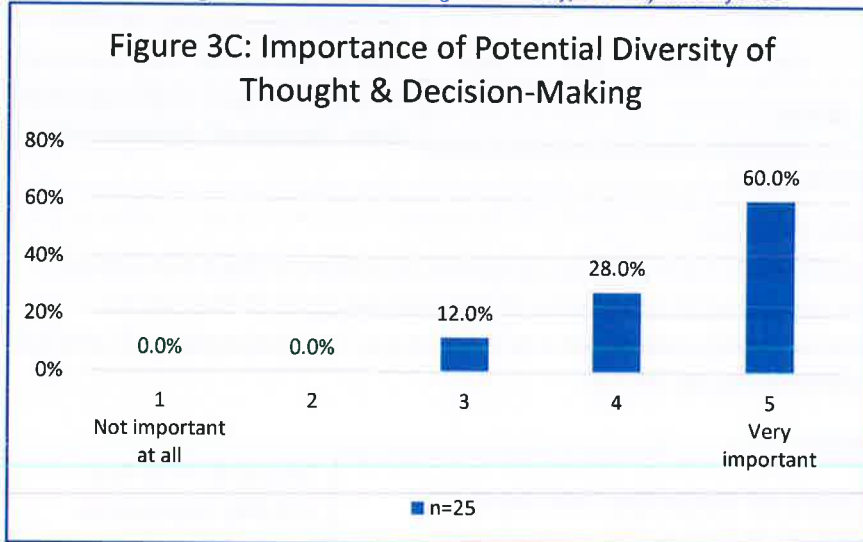
City of Gainesville Diversity in Employment Study: Comprehensive Report

Diversity at All Levels of the Workforce



About three in four (76.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity said that the potential for diversity at all levels of the workforce (e.g. rank-and-file to senior management) was very important (rating=5) to their city/county, comparable to the City of Gainesville.

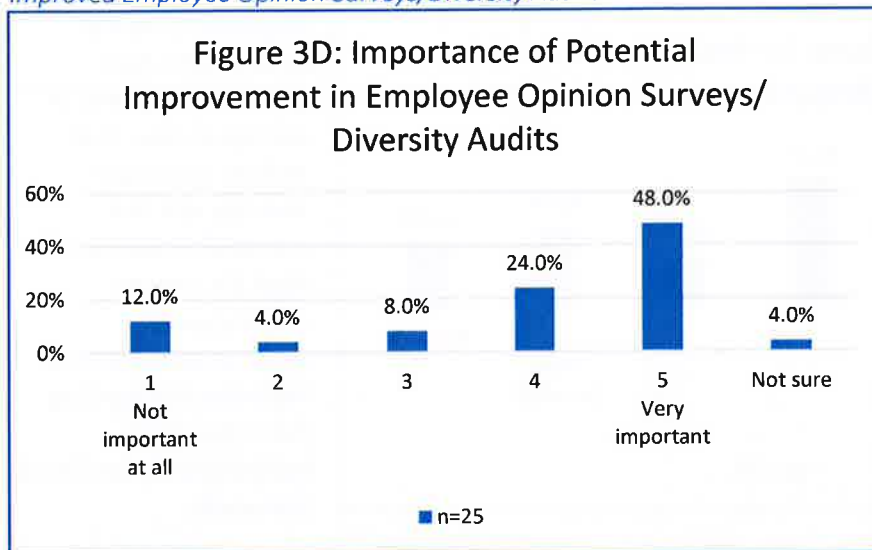
Diversity of Thought & Decision-Making in the City/County Workforce



Three in five (60.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity said that the potential for diversity of thought and decision-making in the city/county workforce was very important (rating=5) to their city/county, comparable to the City of Gainesville.

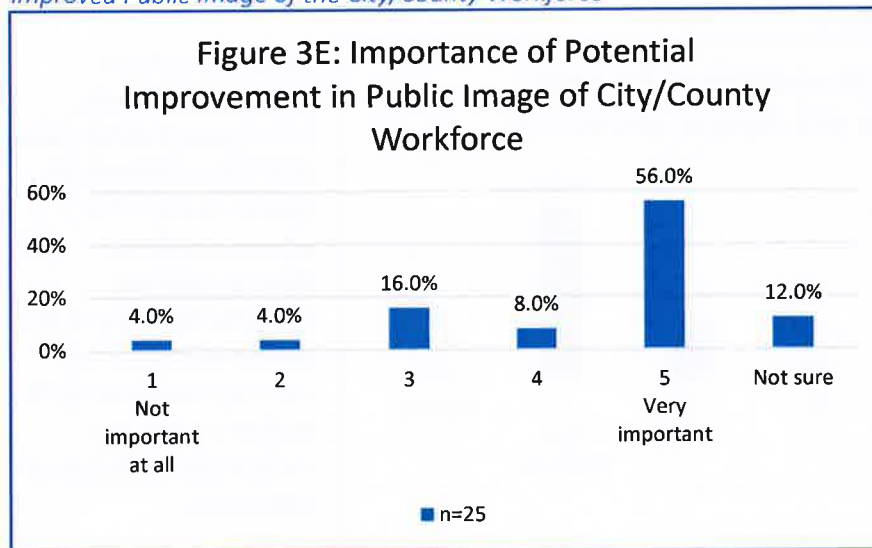
City of Gainesville Diversity in Employment Study: Comprehensive Report

Improved Employee Opinion Surveys/Diversity Audits



About half (48.0%) of the respondents whose governments have practices, programs, or policies in place that address workplace diversity said that a potential improvement in employee opinion surveys/diversity audits was very important (rating=5) to their city/county, comparable to the City of Gainesville.

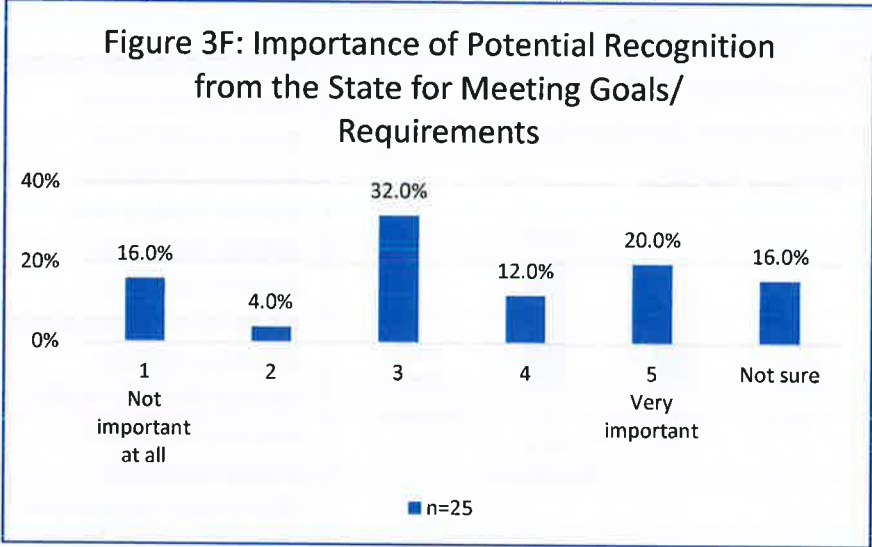
Improved Public Image of the City/County Workforce



Nearly three in five (56.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity said that a potential improvement in the public image of the city/county workforce was very important (rating=5) to their city/county, comparable to the City of Gainesville.

City of Gainesville Diversity in Employment Study: Comprehensive Report

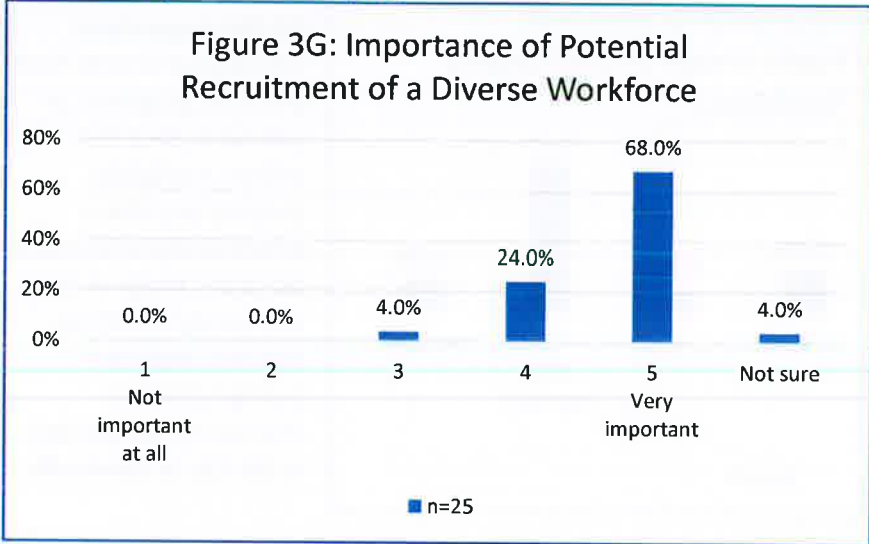
Recognition from the State for Meeting Goals/Requirements



Just one in five (20.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity said that potential recognition from the state for meeting goals/requirements was very important (rating=5) to their city/county, comparable to the City of Gainesville.

Notably, the same percentage (20.0%) of these respondents said rated recognition from the state for meeting goals/requirements as either a 1 or 2, on the unimportant side of the scale.

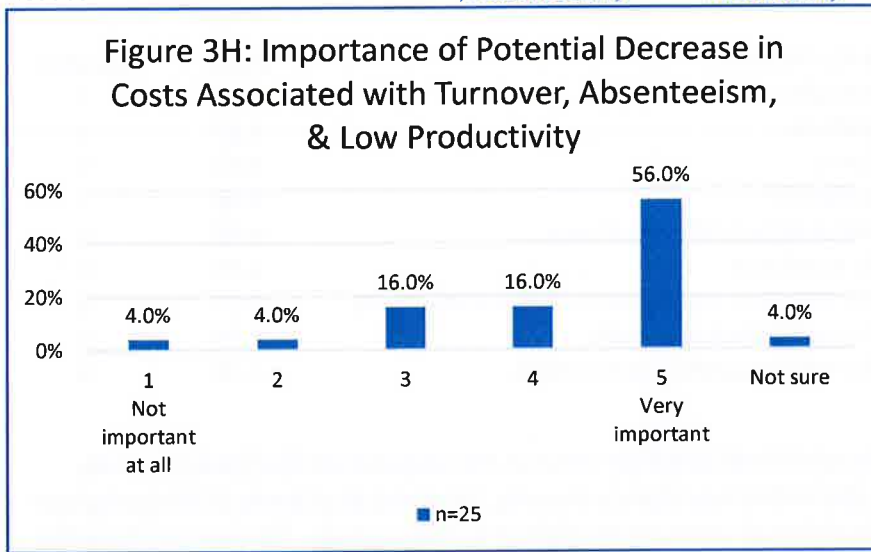
Recruitment of a Diverse Workforce



About two in three (68.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity said that potential recruitment of a diverse workforce was very important (rating=5) to their city/county, comparable to the City of Gainesville.

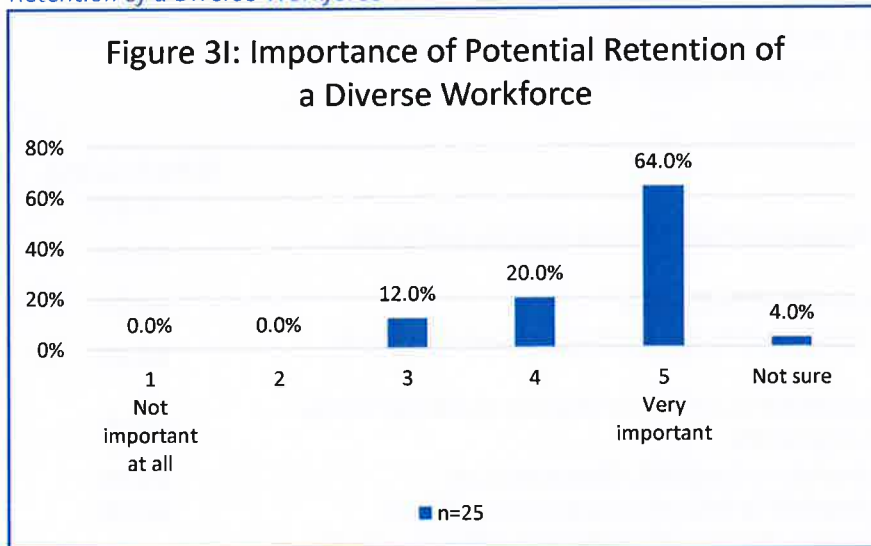
City of Gainesville Diversity in Employment Study: Comprehensive Report

Reduced Costs Associated with Turnover, Absenteeism, & Low Productivity



Nearly three in five (56.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity said that a potential decrease in costs associated with turnover, absenteeism, and low productivity was very important (rating=5) to their city/county, comparable to the City of Gainesville.

Retention of a Diverse Workforce



Nearly two in three (64.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity said that the potential retention of a diverse workforce was very important (rating=5) to their city/county, comparable to the City of Gainesville.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Table 1. Summary Scores for Importance of Potential Outcomes of Diversity Practices

| Potential Outcomes of Diversity Practices | Mean | Median |
|---|------|--------|
| Diversity at all levels of the workforce | 4.68 | 5 |
| Recruitment of a diverse workforce | 4.67 | 5 |
| Retention of a diverse workforce | 4.54 | 5 |
| Decrease in complaints and litigation | 4.48 | 5 |
| Diversity of thought & decision-making in the workforce | 4.48 | 5 |
| Improved public image of the workforce | 4.23 | 5 |
| Reduced costs associated with turnover, absenteeism, & low productivity | 4.21 | 5 |
| Improved employee opinion surveys/diversity audits | 3.96 | 5 |
| Recognition from the state for meeting goals/requirements | 3.19 | 3 |

Of the nine potential outcomes of diversity practices rated by the respondents that have practices, programs, or policies in place that address workplace diversity, “diversity at all levels of the workplace” and “recruitment of a diverse workforce” received the highest average ratings. “Recognition from the state for meeting goals/requirements” received the lowest average ratings.

Participation in Various Diversity Practices

Those local governments that said they do have practices, programs, or policies in place that address workplace diversity (n=25) were next asked to indicate in which of a series of diversity practices their local government participates. The results appear in Table 2.

Table 2. Participation in Diversity Practices

| Diversity Practice | % Participating (n=25) |
|--|---------------------------|
| Employ recruiting strategies designed to help increase diversity within the workforce | 72.0% |
| Engage in community outreach related to diversity | 68.0% |
| Provide career development opportunities designed to increase diversity in higher-level positions | 64.0% |
| Allow employees to take unpaid leave to observe a religious or cultural holiday not officially observed by the city/county | 64.0% |
| Employ strategies to ensure diversity in suppliers, contractors, etc. | 48.0% |
| Employ retention strategies designed to help retain a diverse workforce | 40.0% |
| Demonstrate diversity awareness in the form of celebrating different cultural events | 28.0% |
| Allow employees to “swap” holidays to observe an unpaid religious or cultural holiday | 8.0% |

Nearly three in four (72.0%) respondents that have practices, programs, or policies in place that address workplace diversity said that they “employ recruiting strategies designed to help increase diversity within the workforce, and almost as many (68.0%) said that they “engage in community outreach related to diversity (e.g. ties between the city/county and educational institutions, non-profits, etc.).” About two in three (64.0%) of these respondents indicated that their local government “provides career development opportunities designed to increase diversity in higher-level positions within the

City of Gainesville Diversity in Employment Study: Comprehensive Report

city/county (e.g. mentoring, coaching, training and educational programs, etc.)” or “allows employees to take unpaid leave to observe a religious or cultural holiday not officially observed by the city/county.”

About half (48.0%) of the respondents that have practices, programs, or policies in place that address workplace diversity said they “employ strategies to ensure diversity in the city’s/county’s suppliers, contractors, etc.,” and two in five (40.0%) said they “employ retention strategies designed to help retain a diverse city/county workforce.”

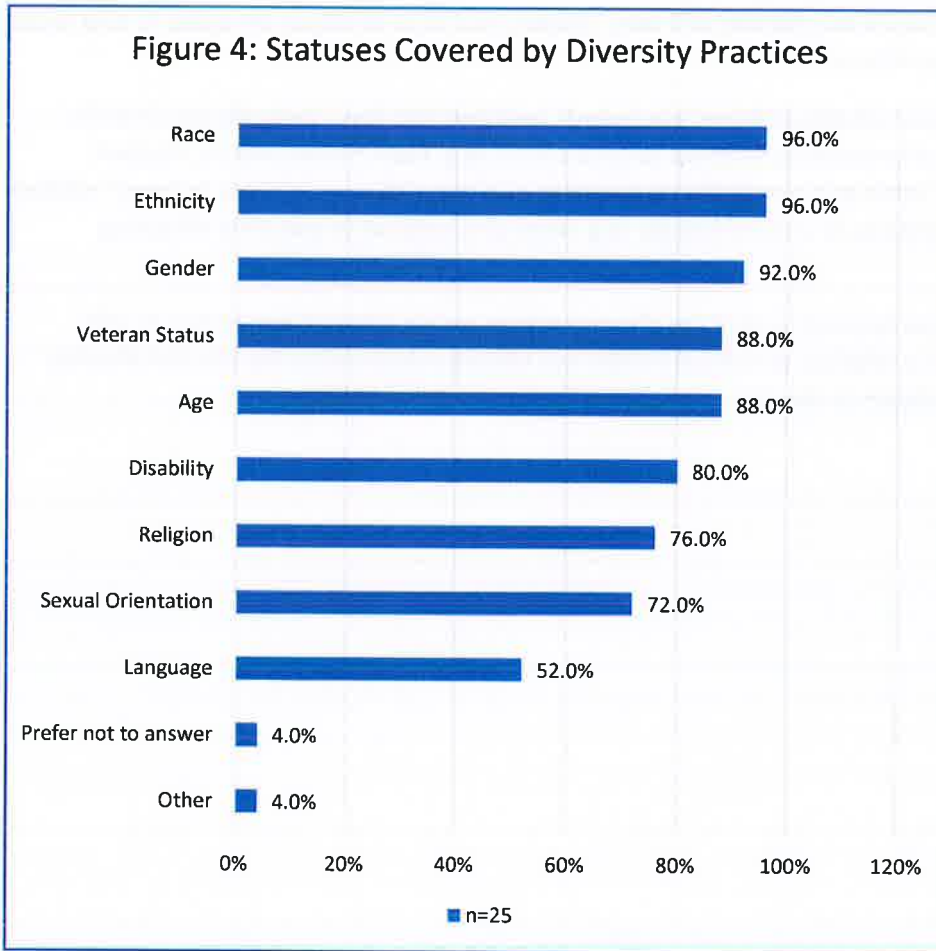
Approximately one in four (28.0%) of these respondents reported that they “demonstrate diversity awareness in the form of celebrating different cultural events (e.g. Black History Month, Hispanic Heritage Month, etc.),” while just two (8.0%) respondents said they “allow employees to ‘swap’ holidays to observe an unpaid religious or cultural holiday (e.g. work on Christmas to take time off during Passover).”

The City of Gainesville participates in all of the above practices except allowing employees to take unpaid leave to observe a religious or cultural holiday not officially observed by the city and allowing employees to ‘swap’ holidays to observe an unpaid religious or cultural holiday.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Statuses Covered by Diversity Practices

Next, those local governments that have practices, programs, or policies in place that address workplace diversity (n=25) were asked to indicate which statuses their diversity practices cover. The results appear in Figure 4.



Nearly all (96.0%) of the local governments that have practices, programs, or policies in place that address workplace diversity said their practices cover race or ethnicity and a similar percentage have practices that cover gender (92.0%), veteran status (88.0%), or age (88.0%).

Four in five (80.0%) of these respondents said their practices cover disability and three in four (76.0%) said they cover religion.

Nearly three in four (72.0%) of these local governments indicated their diversity practices cover sexual orientation, while about half (52.0%) said their practices cover language. The diversity practices of the City of Gainesville cover all statuses noted above except language.

One respondent (4.0%) also noted other statuses covered by his or her local government: “ancestry, national origin, marital status, pregnancy, familial status, medical condition, handicap family medical history or genetic information.”

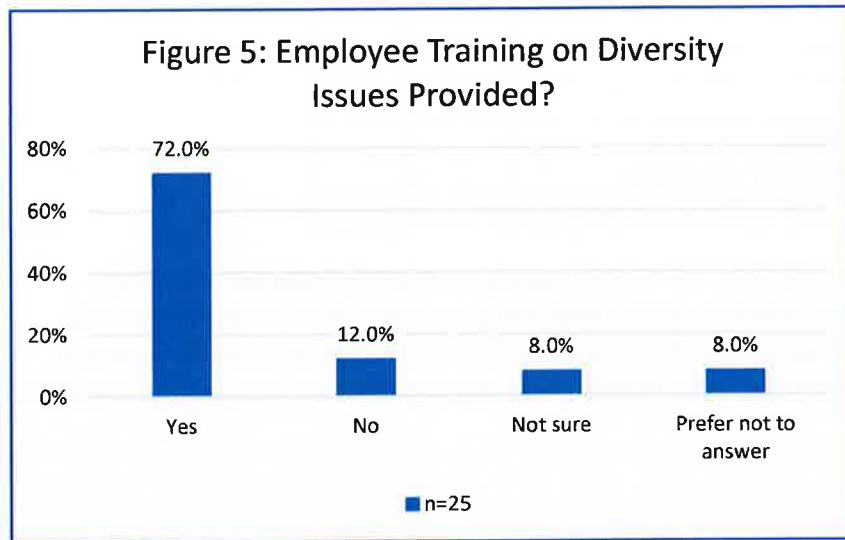
City of Gainesville Diversity in Employment Study: Comprehensive Report

Diversity Training

The survey next focused on diversity training.

Employee Training on Diversity Issues

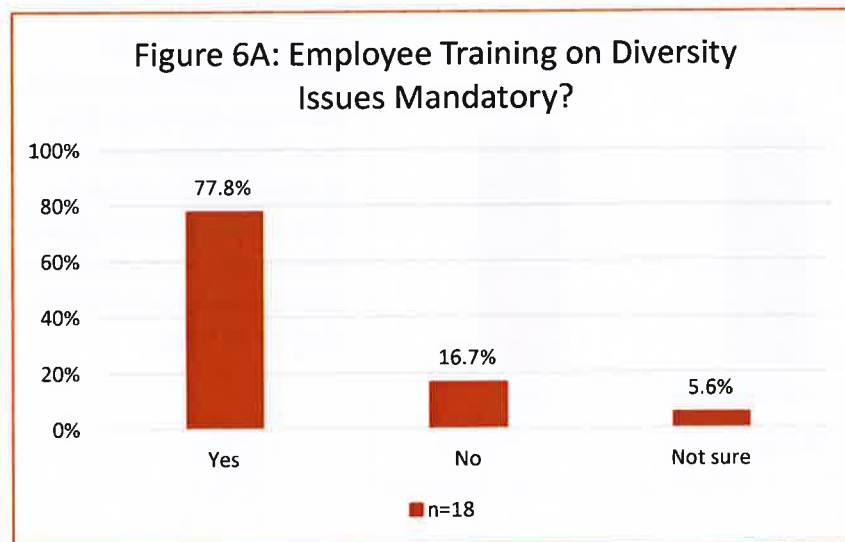
Those local governments that said they do have practices, programs, or policies in place that address workplace diversity (n=25) were next asked: “Does your city/county provide employee training on diversity issues?” The results appear in Figure 5.



Nearly three in four (72.0%) local governments that have practices, programs, or policies in place that address workplace diversity indicated that they provide employee training on diversity issues, comparable to Gainesville, while about one in eight (12.0%) said they do not.

Mandatory Employee Training on Diversity Issues

Those local governments that said they do provide employee training on diversity issues (n=18) were next asked: “Is this training mandatory for all employees?” The results appear in Figure 6A.



More than three in four (77.8%) local governments that provide employee training on diversity issues indicated that this training is mandatory for all employees, comparable to Gainesville, while about one in six (16.7%) said it is not.

City of Gainesville Diversity in Employment Study: Comprehensive Report

The three respondents that indicated their local governments provide employee training on diversity issues but that training is not mandatory for all employees were asked for which employees the training is mandatory. The results appear in Table 3.

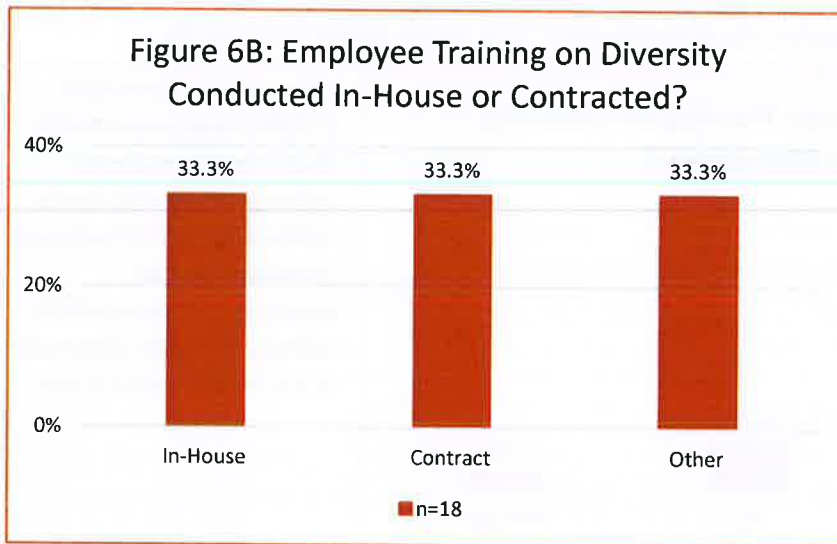
Table 3. Employees for Whom Diversity Training is Mandatory in Local Governments that do not Require Training for All Employees

| Employee Group | Frequency |
|---|-----------|
| None | 1 |
| All non-elected employees | 1 |
| Elected officials | 1 |
| All managerial-level employees | 1 |
| All non-managerial-level employees | 1 |
| Only employees who have contact with the public | 1 |
| Other | 1 |

One of these three local governments does not require training on diversity issues for any of their employees. One local government indicates various employee groups for whom diversity training is mandatory. And, one respondent adds this other comment: "Not mandatory, but periodic training is offered; the Human Resources Department has federal grants that require more frequent training and it is offered in-house."

Diversity Training: Conducted In-House or Contracted

Those local governments that said they do provide employee training on diversity issues (n=18) were next asked: "Is this training conducted by the city/county in-house, or do you contract with another organization to provide training?" The results appear in Figure 6B.



One in three (33.3%) local governments that provide employee training on diversity issues conduct this training in-house, as does the City of Gainesville. One in three (33.3%) of these local governments contracts with another organization to provide diversity training to their employees.

One in three (33.3%) local governments that provide employee training on diversity issues provided the following other descriptions of their training:

City of Gainesville Diversity in Employment Study: Comprehensive Report

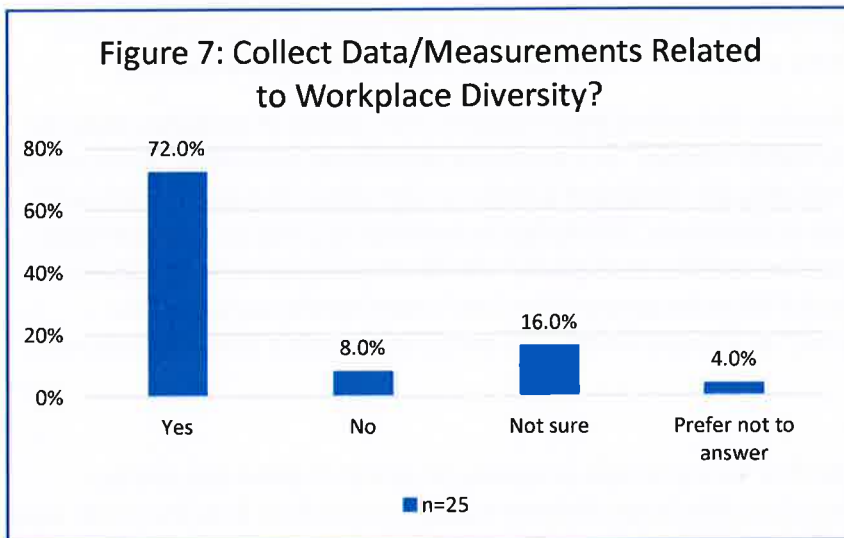
- EAP provider
- On-line training
- Conducted In-house but bring in SME Speakers
- Training may be in-house and also as part of a training program with FIOG Instructors
- Informal through management and more formally through contractual
- Combination of outside consultants and in house HR staff members

Data/Measurements of Workplace Diversity

The next section of the survey asked those local governments that have practices, programs, or policies in place that address workplace diversity about data/measurements related to workplace diversity.

Collect Data/Measurements on Workplace Diversity

Those local governments that said they have practices, programs, or policies in place that address workplace diversity (n=25) were next asked: "Does your city/county collect data/measurements (e.g. the number of minority employees by department or job classification) related to workplace diversity?" The results appear in Figure 7.



Nearly three in four (72.0%) local governments that have practices, programs, or policies in place that address workplace diversity indicated that they collect data/measurements related to workplace diversity, comparable to Gainesville, while about one in ten (8.0%) said they do not.

Types of Data/Measurements Collected

Those local governments that said they have practices, programs, or policies in place that address workplace diversity and that they collect data/measurements related to workplace diversity (n=18) were next asked which types of data they use to measure workplace diversity. The results are presented in Table 4.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Table 4. Measures of Workplace Diversity

| Measurements | % (n=18) |
|--|----------|
| Diversity represented at all levels of the workforce within occupations/job categories | 77.8% |
| Number of diverse employees recruited | 66.7% |
| Number of complaints and litigation | 38.9% |
| Number of diverse employees retained | 33.3% |
| Employee opinion surveys about diversity in city/county employment | 11.1% |
| Evaluation of employees' knowledge on diversity | 11.1% |
| Reduced costs associated with turnover, absenteeism, and low productivity | 11.1% |
| Citizen opinion surveys about diversity in city/county employment | 5.6% |
| Other | 5.6% |

About three in four (77.8%) local governments that said they have practices, programs, or policies in place that address workplace diversity and that they collect data/measurements related to workplace diversity indicated that they use “diversity represented at all levels of the workforce within occupations/job categories” to measure workplace diversity. Two in three (66.7%) of these governments said they use “number of diverse employees recruited” to measure workplace diversity, and about two in five (38.9%) said they use “number of complaints and litigation” as a measurement. The City of Gainesville uses all of the assessments noted above to measure workplace diversity.

One in three (33.3%) local governments that collect data/measurements related to workplace diversity indicated “number of diverse employees retained” as a workplace diversity measurement. About one in ten of these local governments said they use “employee opinion surveys about diversity in city/county employment” (11.1%); “evaluation of employees’ knowledge on diversity” (11.1%); or, “reduced costs associated with turnover, absenteeism, and low productivity” (11.1%) to measure workplace diversity. One (5.6%) of these respondents said his or her government uses “citizen opinion surveys about diversity in city/county employment” as a measurement, and one (5.6%) provided this other response: “EEOC bi-annual reporting.”

Use of Data/Measurements

Those local governments that said they have practices, programs, or policies in place that address workplace diversity and that they collect data/measurements related to workplace diversity (n=18) were next asked how they report and use data/measurements related to workplace diversity. The results are presented in Table 5.

Table 5. How Local Governments Use Data/Measurements on Workplace Diversity

| | % (n=18) |
|--|----------|
| Report via EEOC-4 state & federal reporting requirements | 94.4% |
| Use to determine underrepresentation of EEO groups within occupations/job categories | 83.3% |
| Analyze and create report for internal use by city/county | 61.1% |
| Analyze and create report for external presentation to the public | 33.3% |
| Use to determine needs for diversity training, programs, policies, or practices | 33.3% |
| Use to monitor effectiveness of diversity training, programs, policies, or practices | 33.3% |
| Use to establish affirmative action goals | 22.2% |

City of Gainesville Diversity in Employment Study: Comprehensive Report

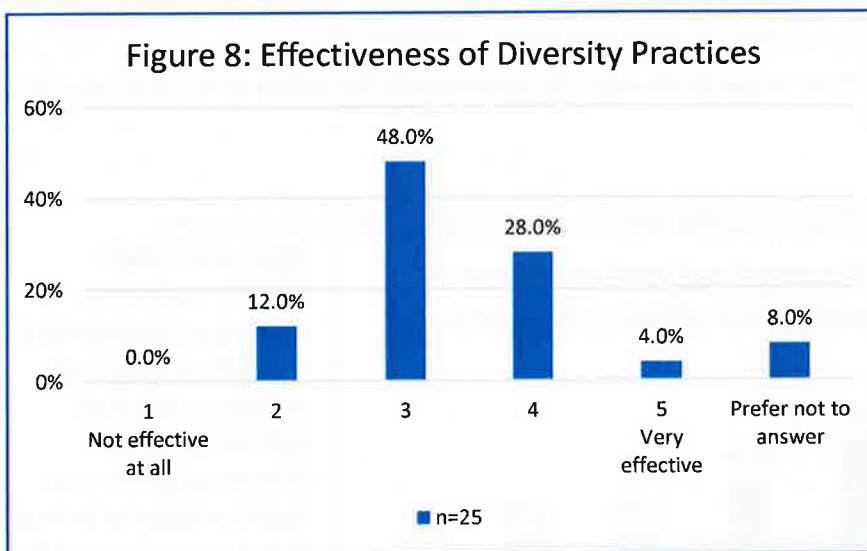
Nearly all (94.4%) of the local governments that said they have practices, programs, or policies in place that address workplace diversity and that they collect data/measurements related to workplace diversity indicated using these data to “report via EEOC-4 state & federal reporting requirements.” About four in five (83.3%) of these local governments use these data “to determine underrepresentation of EEO groups within occupations or job categories.” Three in five (61.1%) of these local governments “analyze [data/measurements] and create report for internal use by city/county,” while one in three (33.3%) “analyze [data/measurements] and create report for external presentation to the public.”

One in three of these local governments uses data/measurements on workplace diversity “to determine needs for diversity training, programs, policies, or practices” (33.3%) or “to monitor effectiveness of diversity training, programs, policies, or practices” (33.3%). About one in five (22.2%) local governments that said they have practices, programs, or policies in place that address workplace diversity and that they collect data/measurements related to workplace diversity “use [these data] to establish affirmative action goals.”

The City of Gainesville uses all of the methods noted above.

Effectiveness of Diversity Practices

Those local governments that said they do have practices, programs, or policies in place that address workplace diversity (n=25) were next asked: “Using a scale from 1 to 5, where 1 is ‘not at all effective’ and 5 is ‘very effective,’ how effective would you say your city’s/county’s diversity practices are in achieving your desired workplace diversity outcomes?” The results appear in Figure 8.



About one in three (31.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity rated their diversity practices on the effective side of the scale, as either a 4 (28.0%) or 5 (4.0%).

About half (48.0%) of these local governments

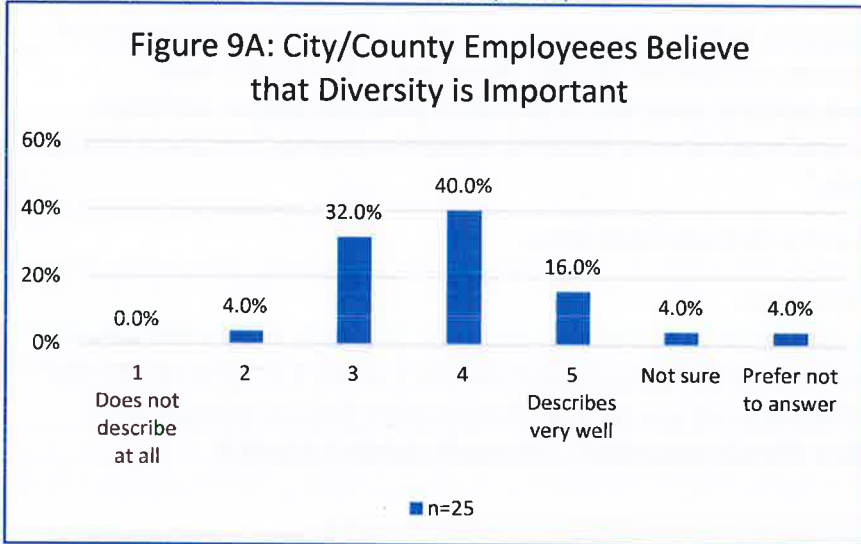
rated the effectiveness of their diversity practices in the middle of the scale (“3”), as does the City of Gainesville. Approximately one in eight (12.0%) of these respondents rated the effectiveness of their diversity practices on the ineffective side of the scale, as a 2.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Perspectives of Local Government Diversity

Those local governments that said they have practices, programs, or policies in place that address workplace diversity (n=25) were next asked to rate a series of potential statements describing their city/county using a scale from 1 to 5, where 1 is “does not describe at all” and 5 is “describes very well.” The results appear in Figures 9A – 9F.

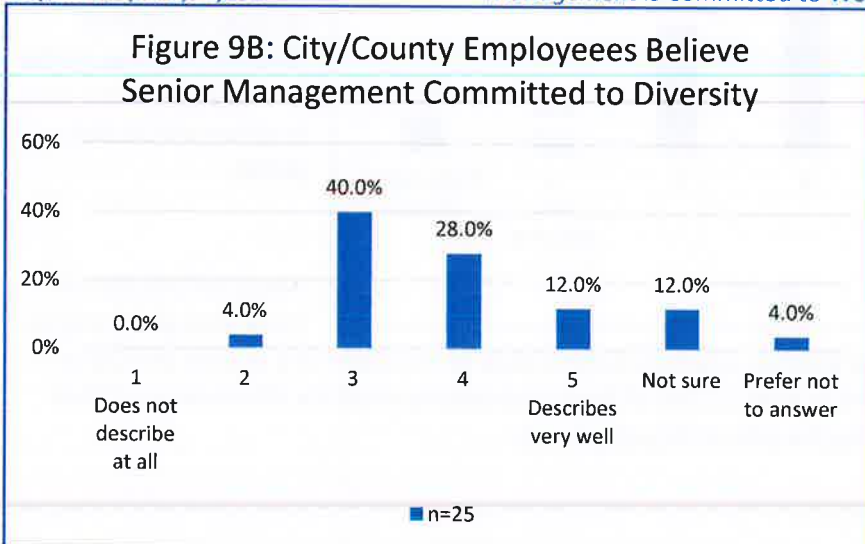
City/County Employees Believe that Diversity is Important



About one in six (16.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity said that “city/county employees believe that diversity is important” describes their local government very well (rating=5) and two in five (40.0%) rate this description as a “4.”

About one in three (32.0%) of these respondents rates the statement in the middle of the scale as a “3,” as does the City of Gainesville.

City/County Employees Believe that Senior Management is Committed to Workplace Diversity

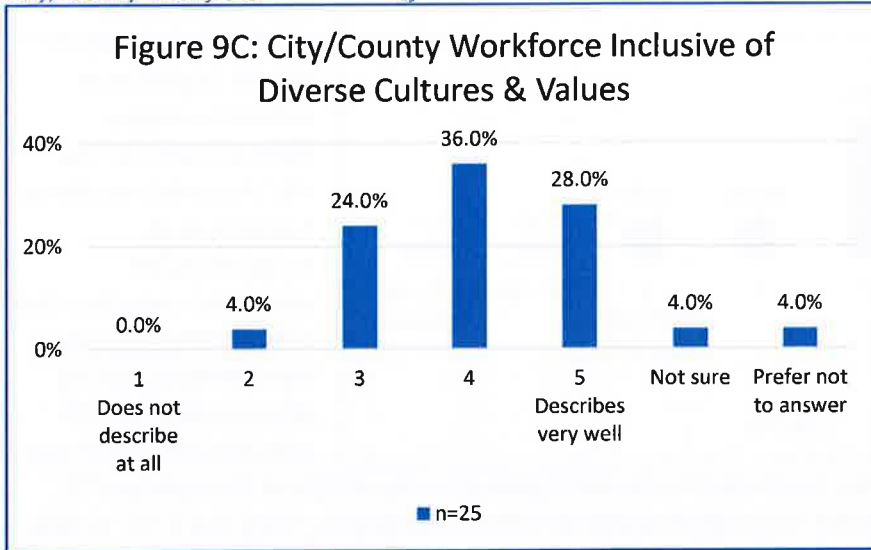


About one in eight (12.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity said that “city/county employees believe that senior management is committed to workplace diversity” describes their local government very well (rating=5) and about one in four (28.0%) rates this

City of Gainesville Diversity in Employment Study: Comprehensive Report

description as a “4.” Two in five (40.0%) of these respondents rate the statement in the middle of the scale as a “3,” as does the City of Gainesville.

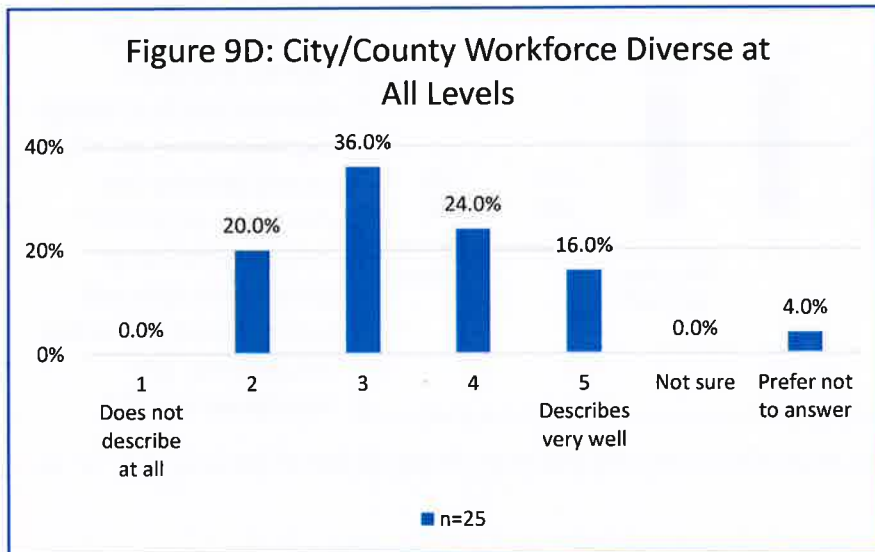
City/County Workforce is Inclusive of Diverse Cultures & Values



About one in four (28.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity said that “my city’s/ county’s workforce is inclusive of diverse cultures and values” describes their local government very well (rating=5) and more than one in three (36.0%) rates this description as a “4.”

About one in four (24.0%) of these respondents rates the statement in the middle of the scale as a “3,” as does the City of Gainesville.

City/County Workforce Diverse at All Levels

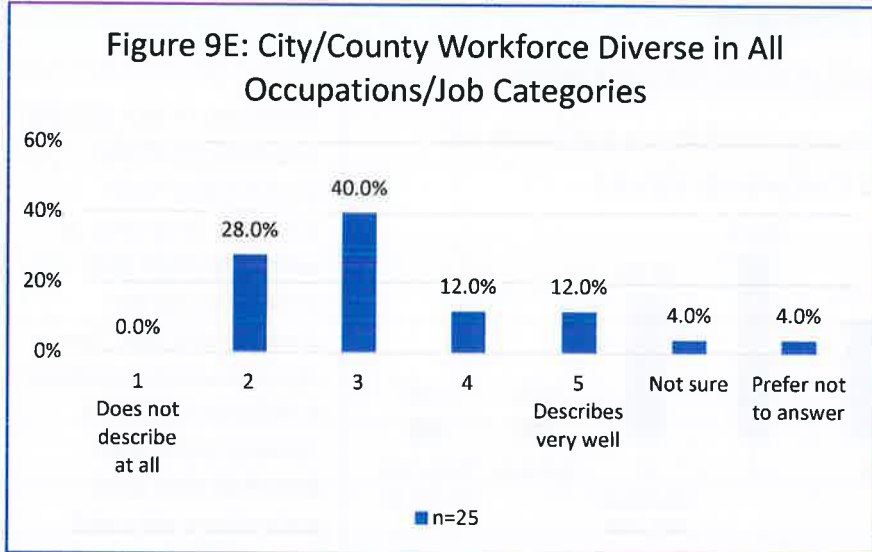


About one in six (16.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity said that “my city’s/ county’s workforce is diverse at all levels (e.g. rank-and-file to senior management)” describes their local government very well (rating=5) and one in four (24.0%) rates this description as a “4.”

More than one in three (36.0%) of these respondents rates the statement in the middle of the scale as a “3.” One in five (20.0%) of these respondents disagrees with the statement, rating is at a “2,” as does Gainesville.

City of Gainesville Diversity in Employment Study: Comprehensive Report

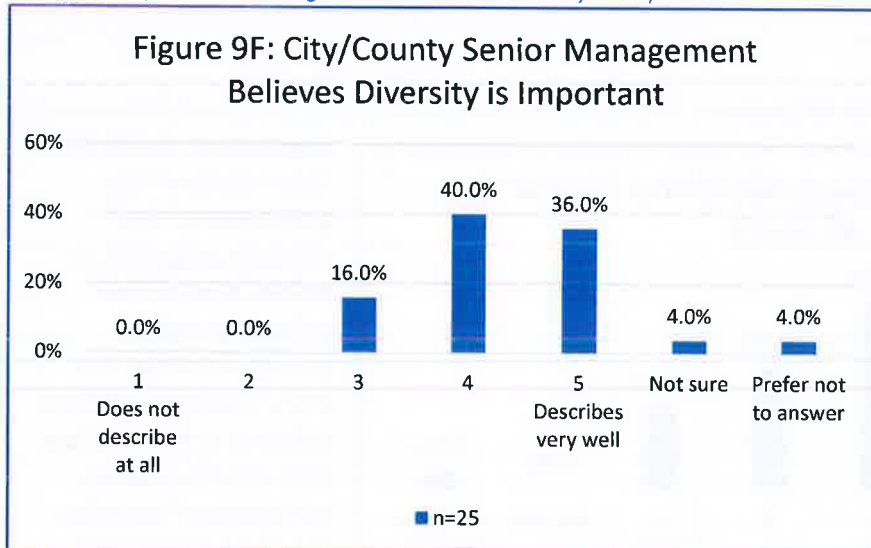
City/County Workforce Diverse in All Occupations/Job Categories



About one in eight (12.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity said that “my city’s/ county’s workforce is diverse in all occupations/job categories” describes their local government very well (rating=5) and the same number (12.0%) rates this description as a

“4.” Two in five (40.0%) of these respondents rates the statement in the middle of the scale as a “3.” About one in four (28.0%) of these respondents disagrees with the statement, rating is at a “2,” as does Gainesville.

City/County Senior Management Believes Diversity is Important



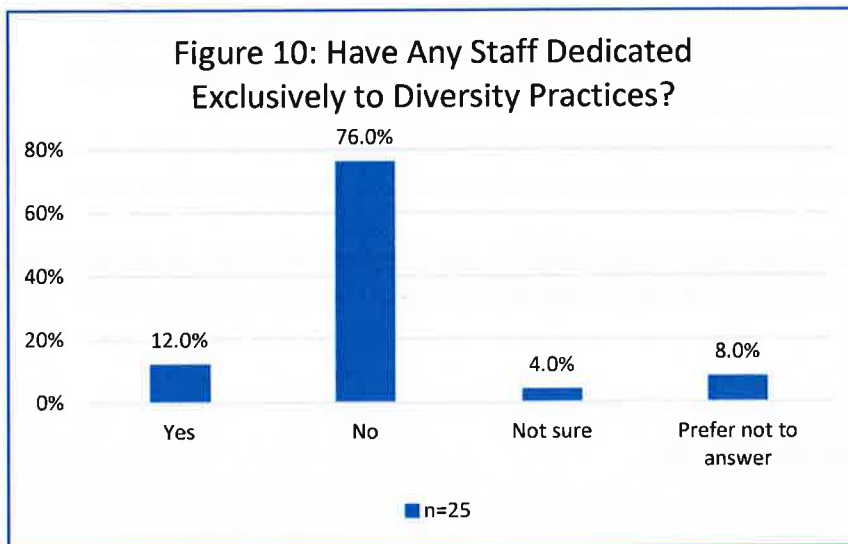
More than one in three (36.0%) respondents whose governments have practices, programs, or policies in place that address workplace diversity said that “senior management in my city/ county believes that diversity is important” describes their local government very well (rating=5) and two in five (40.0%) rates this description as a “4.”

About one in six (16.0%) of these respondents rates the statement in the middle of the scale as a “3,” as does Gainesville.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Diversity Staff

Those local governments that said they have practices, programs, or policies in place that address workplace diversity (n=25) were next asked: “Does your city/county have any staff dedicated exclusively to diversity practices, such as promoting or monitoring diversity?” The results appear in Figure 10.



Just one in eight (12.0%) local governments that have practices, programs, or policies in place that address workplace diversity indicated that they have staff dedicated exclusively to diversity practices (such as promoting or monitoring diversity), comparable to Gainesville, while about three in four (76.0%) said they do not.

Number of Diversity Staff

Those local governments that said they have practices, programs, or policies in place that address workplace diversity and have staff dedicated exclusively to diversity practices (n=3) were next asked: “How many employees in your city/county are dedicated exclusively to diversity practices?” The results are presented in Table 6.

Table 6. Number of Staff Dedicated Exclusively to Diversity Practices

| | n=3 |
|----------|-----|
| 2 | 1 |
| 4 | 1 |
| Not sure | 1 |

One of these local governments has two employees dedicated exclusively to diversity practices; one has four employees dedicated exclusively to diversity practices; and, one is not sure how many local government employees are dedicated exclusively to diversity practices.

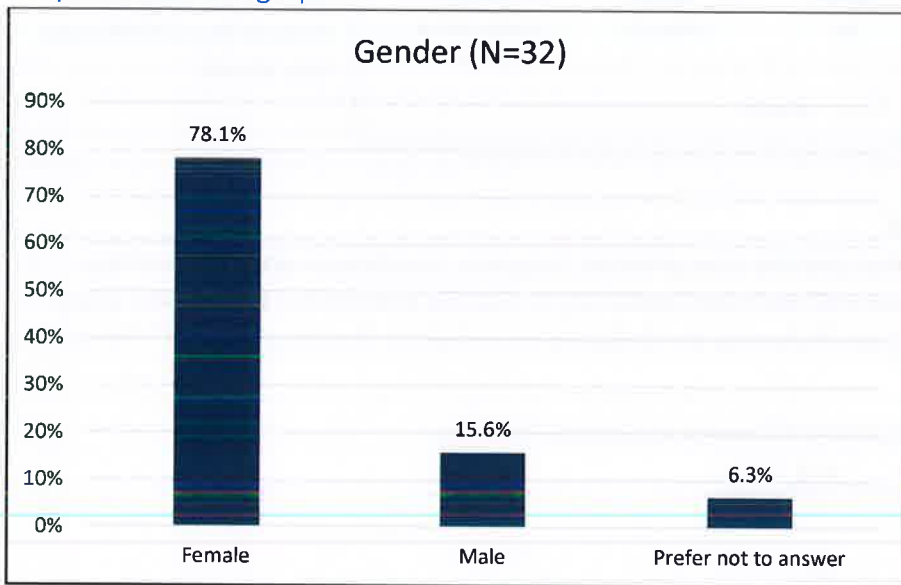
City of Gainesville Diversity in Employment Study: Comprehensive Report

Other Comments

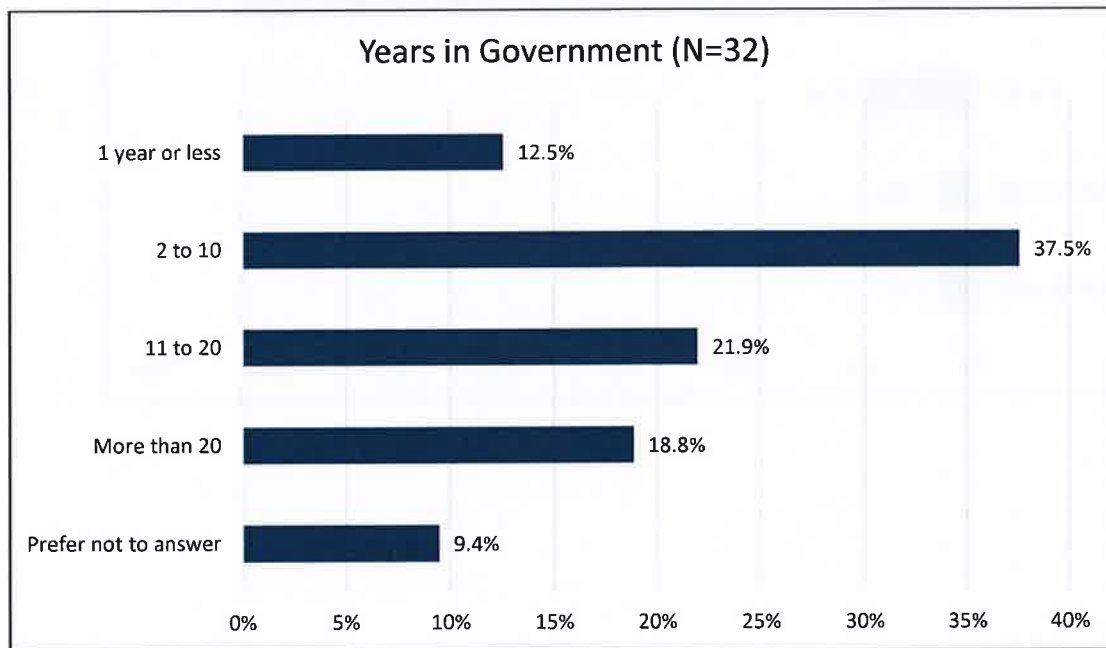
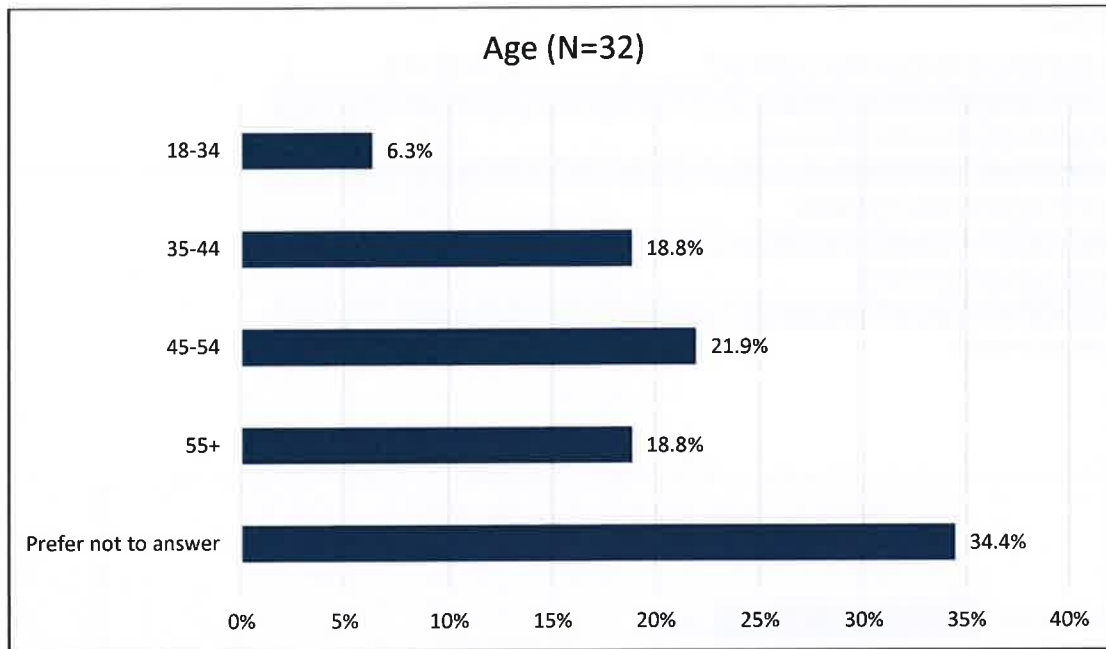
Finally, those local governments that said they have practices, programs, or policies in place that address workplace diversity (n=25) were asked: “Would you like to add any comments about workforce diversity in your city/county, or in city/county governments in general?” Three (12.0%) local governments provided comments, which appear below.

- ❖ “All staff at the County are responsible for Diversity and Inclusion. The previous question mentioned whether we had staff dedicated EXCLUSIVELY to Diversity. We do not have one position that only deals with Diversity.”
- ❖ “The county’s diversity program is evolving from decades of minimal movement in the diversity area. I am confident that the training and contact that our employees have will allow us to make further strides.”
- ❖ “Prior to the recession five years ago Human Resources was proactive and championed diversity initiatives, awareness, training and education. We, like most other cities I suspect, remain understaffed.”

Respondent Demographics



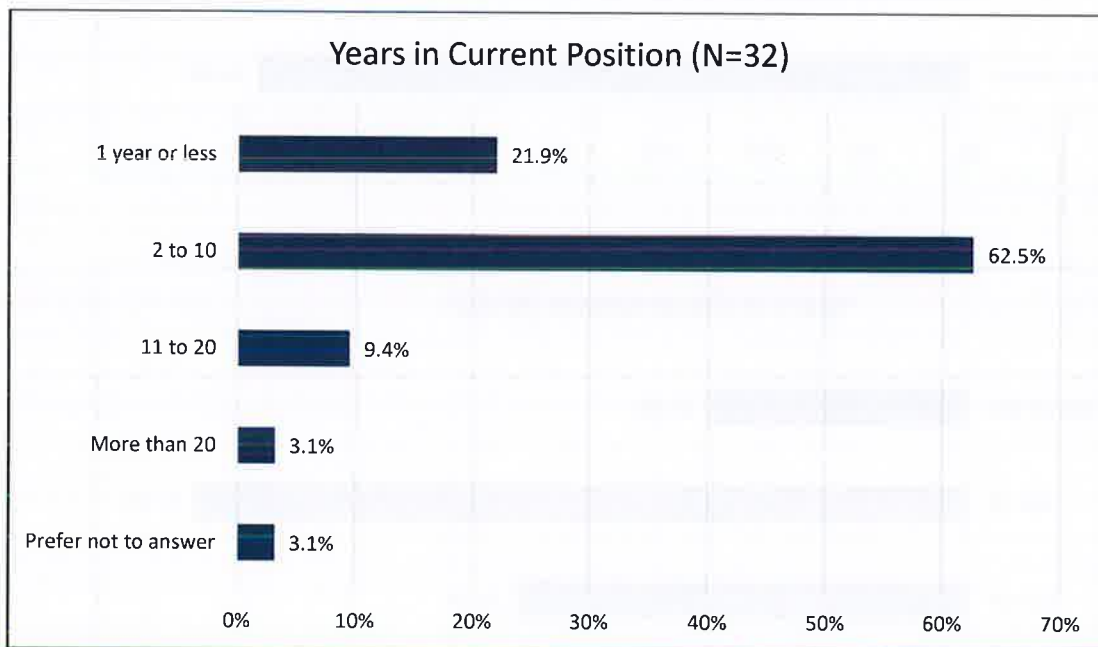
City of Gainesville Diversity in Employment Study: Comprehensive Report



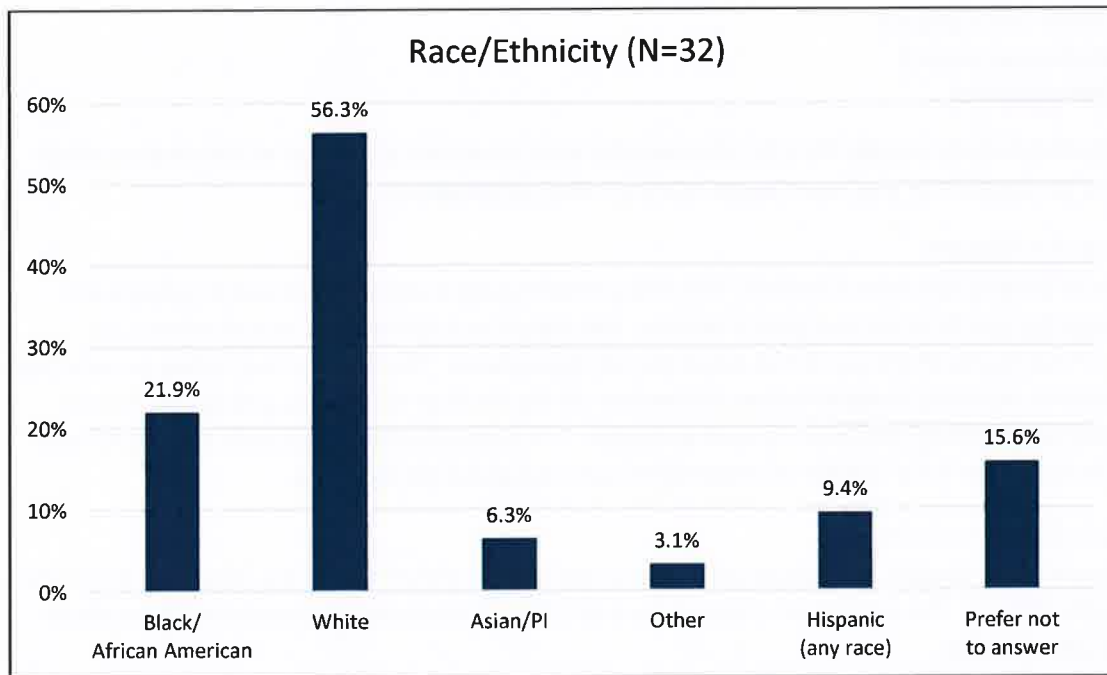
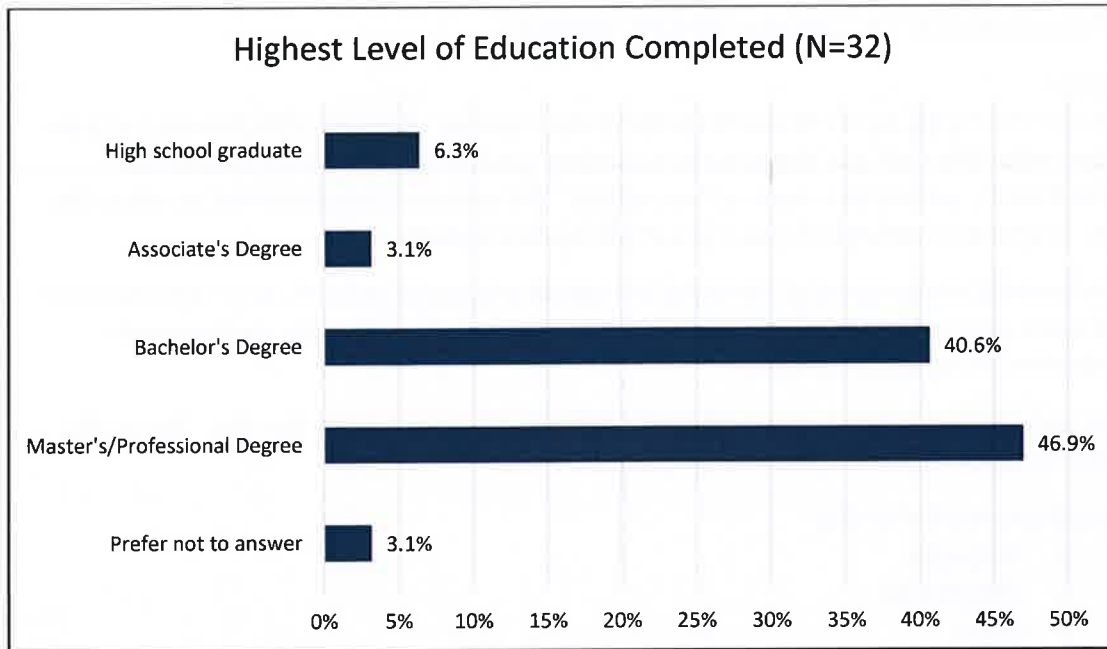
City of Gainesville Diversity in Employment Study: Comprehensive Report

Current Title

| What is the title of your current position? | % (N=32) |
|---|----------|
| Human Resources Director/Manager | 59.4% |
| Equal Opportunity Director/Manager | 6.3% |
| Human Resources Administrator | 6.3% |
| Personnel Administration Director | 3.1% |
| Assistant Director of Human Resources | 3.1% |
| Human Resources Generalist | 3.1% |
| Human Resources Risk Coordinator | 3.1% |
| Prefer not to answer | 15.6% |



City of Gainesville Diversity in Employment Study: Comprehensive Report



City of Gainesville Employee Survey Report

Introduction

Researchers at the Florida Survey Research Center at the University of Florida (FSRC) worked with the City of Gainesville, Office of Equal Opportunity to conduct a survey of City employees to better understand diversity policies and organizational culture. The survey collected information about City employees' experiences and opinions as a City of Gainesville employee.

The survey targeted all employees of the City of Gainesville who are 18 years of age or older for whom email addresses were available. This report details the responses of the 554 City employees who completed online surveys with the FSRC.

The survey instrument included a variety of questions about employment with the City. The specific categories of questions are as follows:

- ❖ Employment with the City
 - Longevity
 - Classification
 - Salary
 - Raises & Promotion
 - Hiring
- ❖ Career Development
- ❖ Work Environment
- ❖ Demographics

The results of this study provide the City of Gainesville with a substantial amount of information about employees' perceptions of and experiences related to their employment.

Format of the Report

This report is divided into several sections that first present background on the research process and then present the results of the completed surveys. The report includes an Executive Summary, an overview of the results of the combined data from all respondents. The sections that follow provide the detailed results, including comprehensive information on the findings with tables and figures (where appropriate) summarizing responses to each question. For survey results, please note that each Table or Figure indicates the total number of respondents who answered the question.

Procedure & Methodology

The surveys were conducted by internet using the survey system of the FSRC at the University of Florida in Gainesville, Florida. The population under study is all City of Gainesville employees for whom email addresses are available.

Sampling

The listed sample of City employees was provided by the Office of Equal Opportunity, and was compiled by the FSRC. A total of 1938 potential respondents were identified and contacted in the initial emailing. The sample size for the survey is 554 completed surveys (completion rate 30.3%).

City of Gainesville Diversity in Employment Study: Comprehensive Report

Internet Survey Procedures

The Florida Survey Research Center makes substantial efforts to improve response rates and reduce error from non-responses when conducting internet surveys. Non-response error may result in a bias because those individuals who either refuse to participate or cannot be reached to participate may be systematically different from those individuals who do complete the survey.

Our efforts to improve response rates and reduce non-response include the following⁵:

- ❖ Thoughtful preparation of the introductory email statement including the potential value of the survey; the importance of the respondent's opinions, perceptions, and experiences; IRB-approved informed consent information; and, characteristics that reassure respondents of FSRC legitimacy and clearly differentiate the survey invitation from spam or 'phishing' (UF letterhead and logos, FSRC contact information, transmission from a valid UF email address, direct link to survey with a URL that verifies the FSRC as the sponsoring organization, etc.);
- ❖ Introducing the questionnaire with an introductory statement on the welcome-screen that emphasizes ease of responding and provides clear instructions on how to take necessary computer actions to complete the questionnaire;
- ❖ Providing a unique user name and password for each potential respondent that limits access to only those in the sample and restricts completion to one survey per user;
- ❖ Providing an embedded direct link so that the recipient can simply click on the URL and be taken to the survey page;
- ❖ Presenting questions in a conventional format similar to paper surveys using a design (question wording, question order, question grouping, etc.) that promotes participation and full response to all questions;
- ❖ Allowing respondents the option to stop the survey, save their responses, and return to complete it at a later time;
- ❖ Sending an email reminder about a week after the initial email to those in the sample who have not completed the survey.

Pretest

Pretesting is used to identify any problems with questionnaire design, including question wording, transitions between sections of the survey, and clarity of language and concepts. Following construction and approval of the survey instrument by the City of Gainesville Office of Equal Opportunity, the survey was coded and loaded into the FSRC Internet Survey system. The FSRC pretesting process began by repeated testing of the programming language to insure that the questionnaire was working properly and that all responses were properly coded. Revisions were made as needed, and implementation began.

Implementation

The first step of the implementation process is loading the final version of the survey instrument into the FSRC Internet Survey system. The system helps prevent errors as it prompts the respondent to answer questions based on built-in skip patterns and eliminates out-of-range responses. This supports

⁵ See Dillman, Don. 2000. *Mail and Internet Surveys: The Tailored Design Method*. New York, NY: John Wiley & Sons, Inc. and Gideon, Lior. 2012. *Handbook of Survey Methodology for the Social Sciences*. New York, NY: Springer.

City of Gainesville Diversity in Employment Study: Comprehensive Report

extremely complicated questioning patterns, branching, and multiple survey designs for the same project. Data are automatically and instantaneously recorded into an ASCII database as the surveys are finished.

The initial contact emails were sent to all potential respondents on July 18, 2016. The email explained the research initiative, provided IRB-approved informed consent information, and included an individualized user name and password to allow respondents to log-in to the FSRC Internet System to complete the survey.

A total of 554 surveys were completed (completion rate 30.3%) between July 18, 2016, and August 5, 2016, with a reminder email sent on July 25, 2016.

Analysis

At the conclusion of the data collection, the final data file was analyzed using the SAS® data analysis system to provide the necessary output for the report. The detailed results of this analysis are presented in the remainder of this report.

Executive Summary

Employment with the City

- ❖ About one in five respondents have been employed by the City for 1 to 5 years, and a similar number have been employed by the City for either 6 to 10 years or 11 to 15 years. More than one in four respondents have been employed by the City for 16 or more years.
- ❖ In contrast, about one in eight respondents have been employed in their current positions for less than a year and nearly two in five have been employed in their current positions with the City for 1 to 5 years. About one in five respondents have had their current positions for 6 to 10 years, while one in seven have been employed in their current positions for 11 to 15 years. One in ten respondents have been employed in their current positions with the City for 16 or more years.
- ❖ Nearly two in five respondents said their current position with the City is classified as “Professional,” while about one in six said their current position was in “Administrative Support.” About one in ten respondents classified their position as “Technician”; “Official or Administrator”; or, “Protective Service Worker”. Fewer than one in ten respondents said their current position with the City is classified as “Skilled Craft Worker” or “Service Maintenance.”
- ❖ One in five respondents said they currently make \$70,000 a year or more, and similar numbers said they make either \$55,000 to \$69,999; \$43,000 to \$54,999; or \$33,000 to \$42,999. Fewer than one in ten respondents indicated an annual salary of \$25,000 to \$32,999; \$20,000 to \$24,999; \$16,000 to \$19,999; or, less than \$16,000.
- ❖ About seven in ten respondents said they did receive a raise at some time in the past three years, while about one in four said they did not.
- ❖ One in five respondents said they have received a promotion within their department in the past three years, while more than three in four said they have not.
- ❖ Of the 432 respondents who indicated they have not received a promotion within their department in the past three years, one in four said they had applied for promotion (or a higher-level position) within their department in the past three years.
- ❖ One in three respondents who said they have not applied for a promotion within their department in the past three years indicated that they did not do so because they are happy in their current

City of Gainesville Diversity in Employment Study: Comprehensive Report

position. About one in four of these respondents did not apply for promotion within their department because no positions were available in the past three years.

- ❖ One in eight respondents said they have received a promotion by changing departments or job classifications in the past three years, while about four in five said they have not.
- ❖ Of the 441 respondents who indicated they have not received a promotion by changing departments or job classifications in the past three years, about one in five said they had applied for a higher-level position or job classification in a different department in the past three years.
- ❖ More than two in five respondents who said they have not applied for a promotion by changing departments or job classifications in the past three years indicated that they did not do so because they are happy in their current position. About one in seven of these respondents did not apply for promotion in different department because no positions were available in the past three years.
- ❖ One in five respondents said they are responsible for hiring new employees or promoting employees in their departments.
- ❖ More than one in four respondents who are responsible for hiring and promotion in their departments said that they rely solely on HR to advertise the position. About half of these respondents indicated that their department spends additional funds to increase outreach to other sources.
- ❖ More than four in five respondents who are responsible for hiring and promotion in their departments said their department encourages promotion from within the department or from other departments in the City when positions become available.
- ❖ About one in ten respondents who are responsible for hiring and promotion in their departments said that none of the employees in their department were promoted within the department in the last three years. One in five of these respondents said that one or two employees were promoted within their department in the past three years; about two in five respondents said they did not know how many employees in their department had been promoted within the department in the past three years.
- ❖ About one in four respondents who are responsible for hiring and promotion in their departments said that none of the employees in their department were promoted to positions in other departments in the last three years. One in six of these respondents said that one or two employees were promoted to other departments in the past three years; half said they did not know how many employees in their department had been promoted to positions in other departments in the past three years.
- ❖ One in three respondents who are responsible for hiring and promotion in their departments said that their department did not hire any employees from other departments in the City in the last three years. More than one in four of these respondents said that they hired one or two employees from other departments in the City in the past three years; one in four said they did not know how many employees in their department had been hired from other City departments in the past three years.

Career Development

- ❖ More than 90 percent of respondents rate “Opportunities to use your skills and ability at work” as important. About three-quarters of the respondents rate four of the other career development items as important. In spite of the clear importance of the career development items to City employees, their level of satisfaction with these items is very low.

City of Gainesville Diversity in Employment Study: Comprehensive Report

- ❖ Only one of the items, “Opportunities to use your skills and ability at work” has more than half of the respondents satisfied with the opportunities to use their skills and abilities at work. Only about one-third of the City employees who completed the survey indicated that they were satisfied with career advancement and development, opportunities, the City’s commitment to professional development and job-specific training. In addition, only about one-quarter of the respondents were satisfied with networking opportunities in the City.

Work Environment

- ❖ All of the work environment items are important to City employees. With the exception of one item, at least three-quarters of the City employees rate each item as important. Nearly 90 percent of the City employees rate two items related to respect, “Respectful treatment of all employees at all levels” and “Immediate supervisor’s respect for your ideas,” as important. The level of satisfaction with several of these items, however, is much lower.
- ❖ More than four-fifths of the City employees rate the item “Management can be trusted to be honest” as important but only about one-third are satisfied with this item. More than three-quarters of the City employees rate “Management’s recognition of employee job performance” as important compared to less than one-fifth who are satisfied with this item.
- ❖ About three in five employees agreed with the statement “I am provided with the resources to do my job well.”
- ❖ About two in three employees agreed with the statement “the person I report to gives me useful feedback.”
- ❖ About three in five employees agreed with the statement “the person I report to is a good communicator.”
- ❖ About three in five employees agreed with the statement “in my department, employees are encouraged to take action when they see a problem.”
- ❖ Seven in ten employees agreed with the statement “the employees in my department are diverse and inclusive.”
- ❖ About half of the employees agreed with the statement “senior management in my department are diverse and inclusive.”
- ❖ Seven in ten employees agreed with the statement “the employees in my department are welcoming to people like me.”
- ❖ Three in five employees agreed with the statement “senior management in my department are welcoming to people like me.”
- ❖ More than four in five employees agreed with the statement “I like the work I do.”
- ❖ More than two in five employees agreed with the statement “I am satisfied with the employment benefits the City provides.”

City of Gainesville Diversity in Employment Study: Comprehensive Report

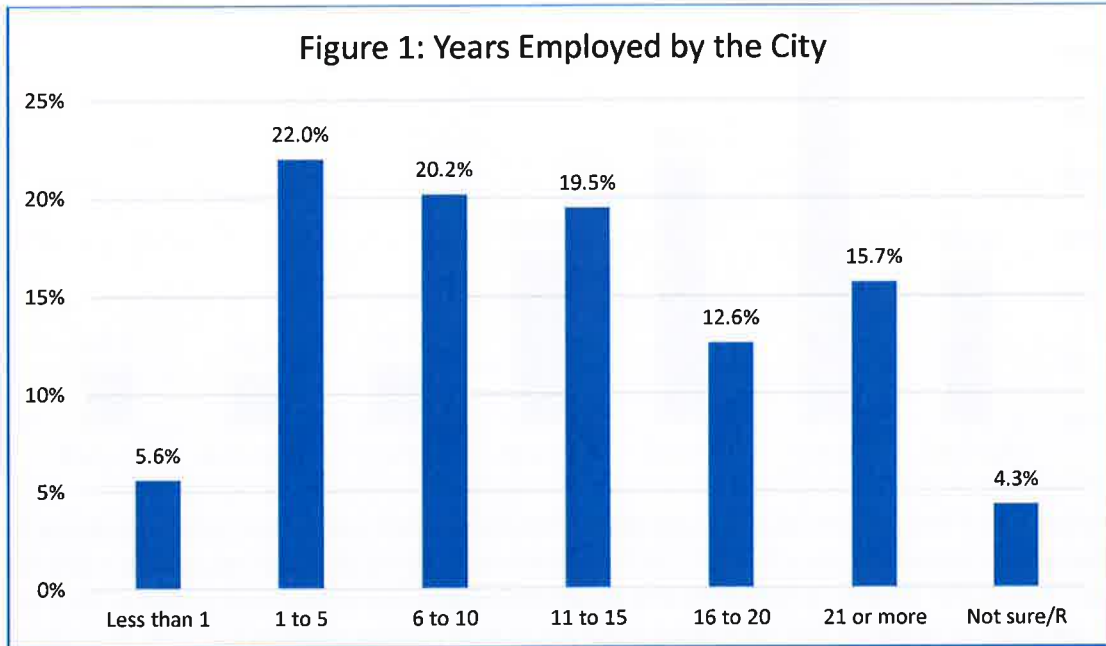
Results

Employment with the City

First, the survey asked a series of questions about the respondent's employment with the City.

Years Employed by the City

The first question asked: "How many years have you been employed by the City of Gainesville?" The results appear in Figure 1.

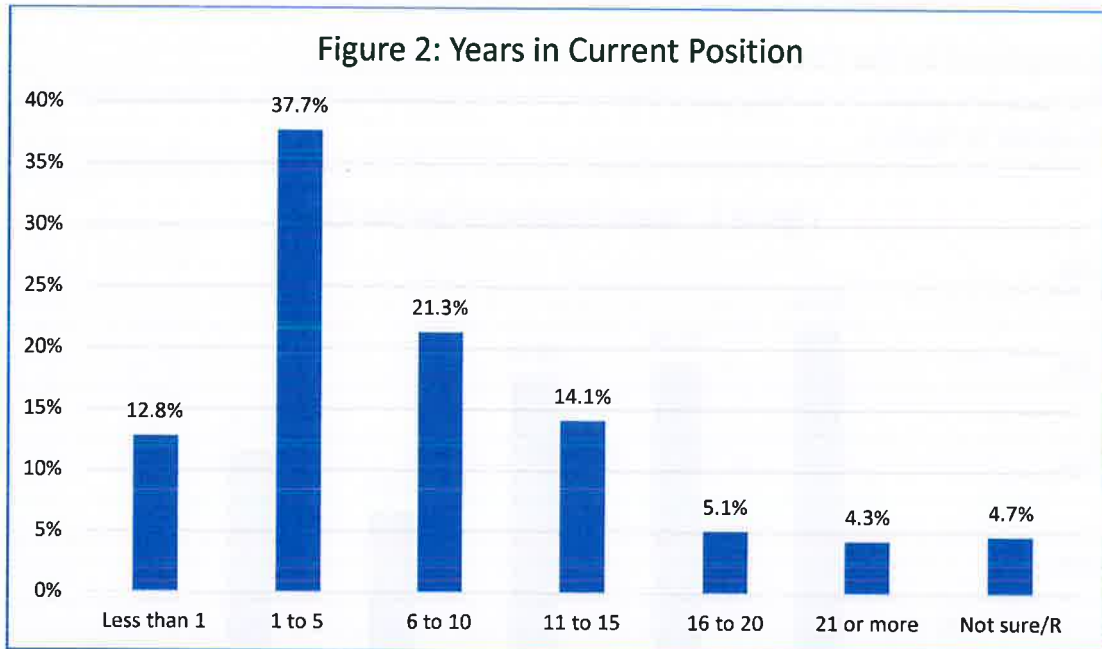


About one in five (22.0%) respondents have been employed by the City for 1 to 5 years, and a similar number have been employed by the City for either 6 to 10 years (20.2%) or 11 to 15 years (19.5%). More than one in four (28.3%) respondents have been employed by the City for 16 or more years.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Years in Current Position

The next question asked: “How many years have you been employed in your current position?” The results appear in Figure 2.



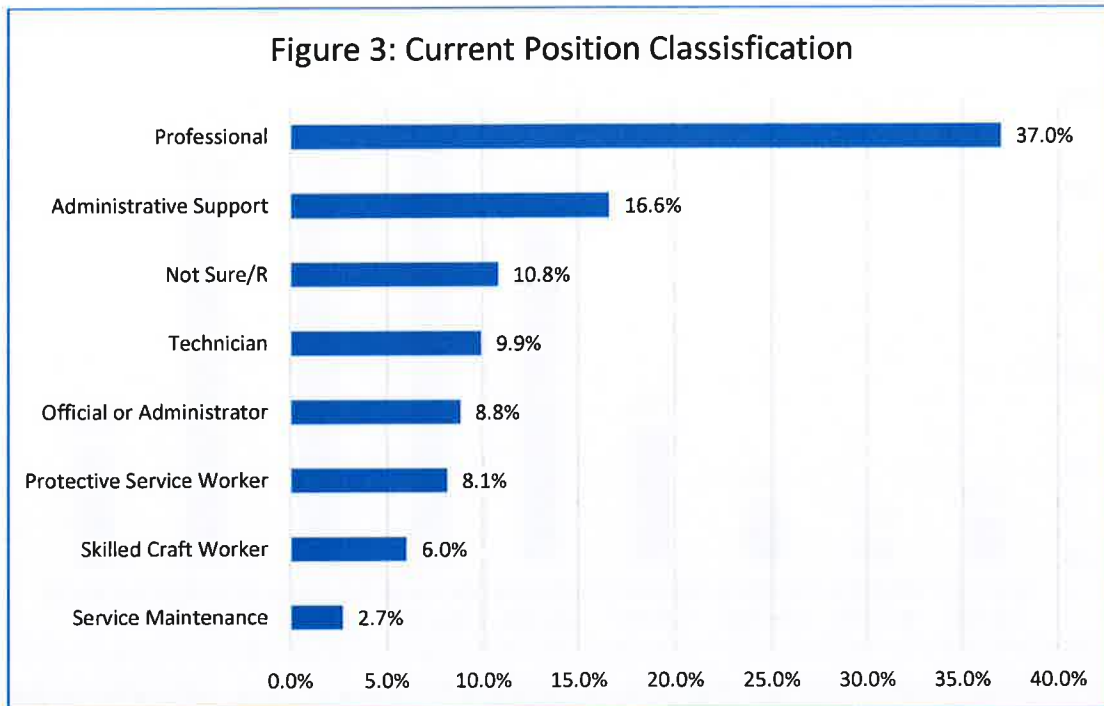
In contrast, about one in eight (12.8%) respondents have been employed in their current positions for less than a year and nearly two in five (37.7%) have been employed in their current positions with the City for 1 to 5 years. About one in five (21.3%) respondents have had their current positions for 6 to 10 years, while one in seven (14.1%) have been employed in their current positions for 11 to 15 years. One in ten (9.4%) respondents have been employed in their current positions with the City for 16 or more years.

The difference in total years of employment and years in current positions suggests movement within the City workforce.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Current Position Classification

The next question asked respondents to identify how their current position with the City is classified, based on a provided list describing job categories. The results appear in Figure 3.

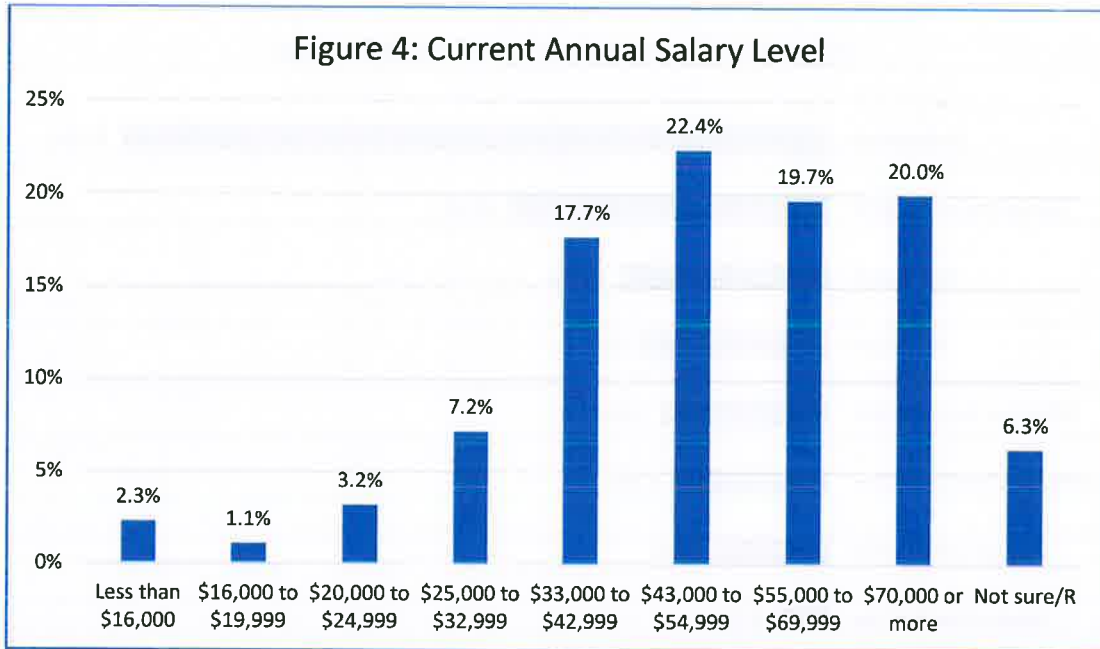


Nearly two in five (37.0%) respondents said their current position with the City is classified as “Professional,” while about one in six (16.6%) said their current position was in “Administrative Support.” About one in ten respondents classified their position as “Technician” (9.9%); “Official or Administrator” (8.8%); or, “Protective Service Worker” (8.1%). Fewer than one in ten respondents said their current position with the City is classified as “Skilled Craft Worker” (6.0%) or “Service Maintenance” (2.7%).

City of Gainesville Diversity in Employment Study: Comprehensive Report

Current Annual Salary Level

The next question asked respondents to identify their current annual salary level, using categories from a low of “less than \$16,000” to a high of “\$70,000 or more.” The results appear in Figure 4.

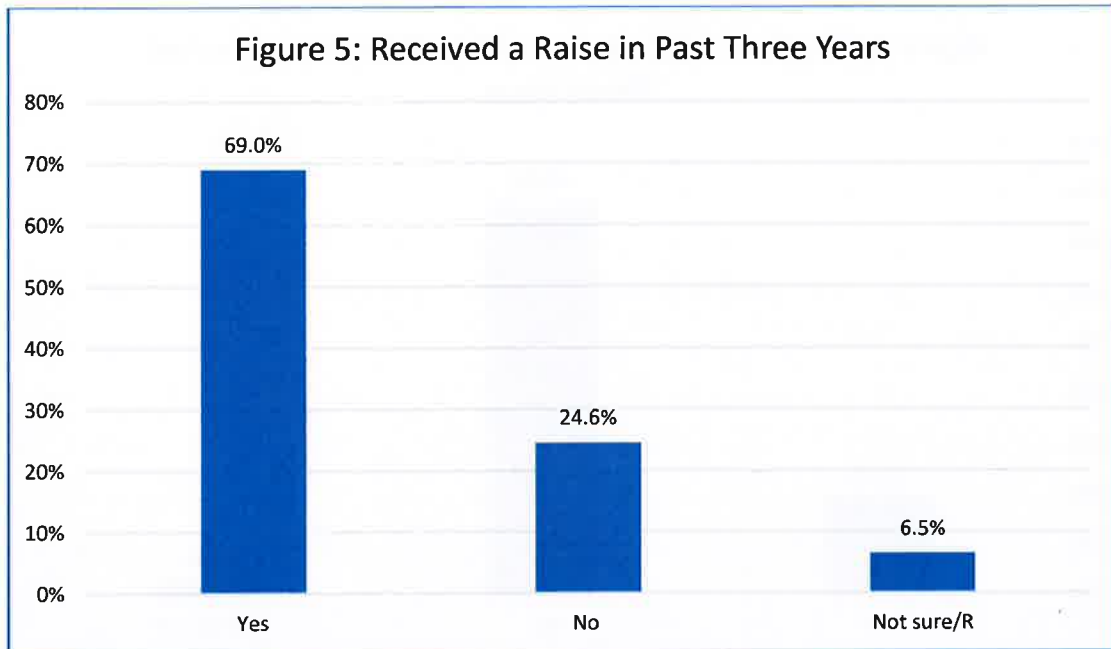


One in five (20.0%) respondents said they currently make \$70,000 a year or more, and similar numbers said they make either \$55,000 to \$69,999 (19.7%); \$43,000 to \$54,999 (22.4%); or \$33,000 to \$42,999 (17.7%). Fewer than one in ten respondents indicated an annual salary of \$25,000 to \$32,999 (7.2%); \$20,000 to \$24,999 (3.2%); \$16,000 to \$19,999 (1.1%); or, less than \$16,000 (2.3%).

City of Gainesville Diversity in Employment Study: Comprehensive Report

Received a Raise in Past Three Years

The next question asked respondents: “Did you receive a raise at time in the past three years?” The results appear in Figure 5.

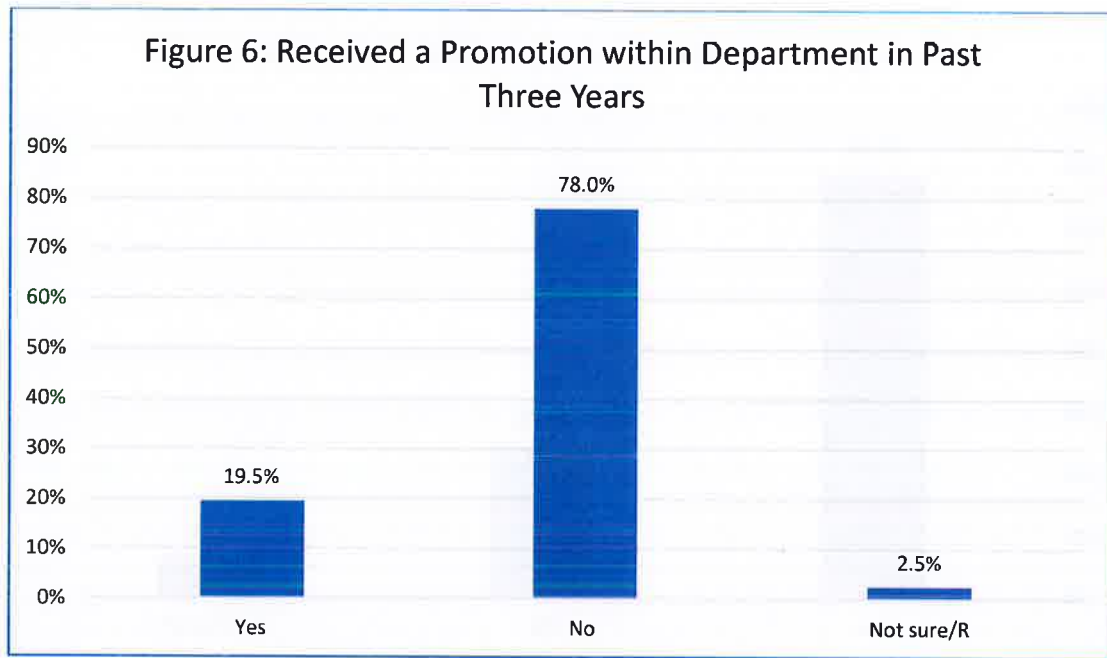


About seven in ten (69.0%) respondents said they did receive a raise at some time in the past three years, while about one in four (24.6%) said they did not.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Received a Promotion within Department in Past Three Years

The next question asked respondents: "Have you received a promotion within your department in the past three years?" The results appear in Figure 6.

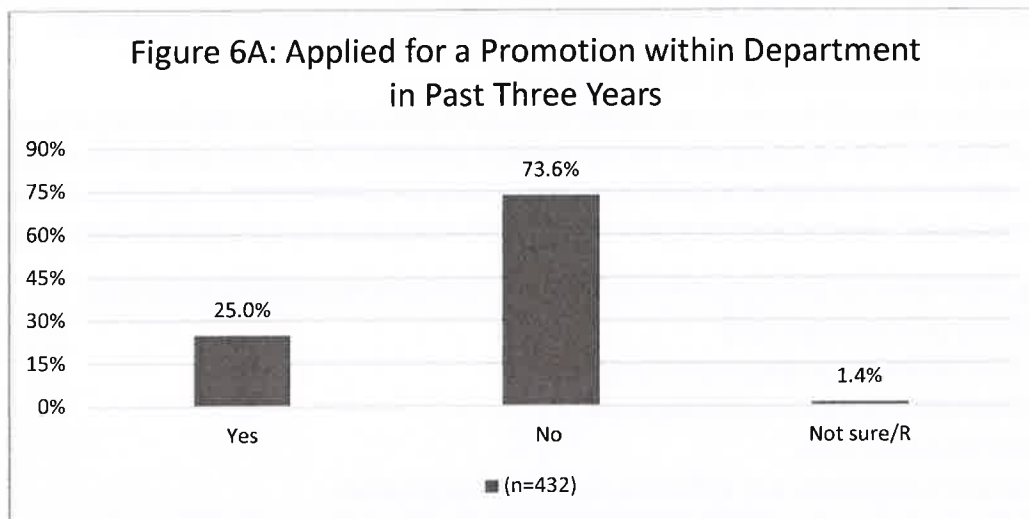


One in five (19.5%) respondents said they have received a promotion within their department in the past three years, while more than three in four (78.0%) said they have not.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Applied for Promotion within Department

Those respondents who said they have not received a promotion within their department in the past three years (n=432) were next asked: “Did you apply for promotion (or a higher-level position) within your department in the past three years?” The results appear in Figure 6A.



Of the 432 respondents who indicated they have not received a promotion within their department in the past three years, one in four (25.0%) said they had applied for promotion (or a higher-level position) within their department in the past three years. About three in four (73.6%) of these respondents said they had not applied for promotion in this time frame.

Reasons for Not Applying for Promotion within Department

Those respondents who said they have not applied for a promotion within their department in the past three years (n=318) were next asked: “Which of the following, if any, are reasons why you did not apply for promotion within your department in the past three years?” Respondents could choose more than one reason. The results appear in Table 1.

Table 1: Reasons for Not Applying for Promotion within Department in Past Three Years

| Reason | Frequency | % (n=318) |
|---|-----------|-----------|
| Happy in current position/Not seeking promotion | 106 | 33.3% |
| No positions available in past three years | 86 | 27.0% |
| Already at highest position available | 39 | 12.3% |
| Did not qualify for available positions | 37 | 11.6% |
| Did not feel I would be considered for available positions | 33 | 10.4% |
| Was not aware of available positions | 8 | 2.5% |
| Other | 30 | 9.4% |
| Not sure | 4 | 1.3% |
| Prefer not to answer | 11 | 3.5% |

One in three (33.3%) respondents who said they have not applied for a promotion within their department in the past three years indicated that they did not do so because they are happy in their current position. About one in four (27.0%) of these respondents did not apply for promotion within

City of Gainesville Diversity in Employment Study: Comprehensive Report

their department because no positions were available in the past three years. About one in ten of these respondents said they did not apply for promotion within their department because they were already at the highest position available (12.3%); they did not qualify for the available positions (11.6%); or, they did not feel they would be considered for available positions (10.4%).

About one in ten (9.4%) respondents provided other responses which appear in the Appendix.

Did Not Apply for Promotion because of Qualifications

The respondents who said they have not applied for a promotion within their department in the past three years because they did not qualify for the available positions (n=37) were asked: "What type(s) of training, experience, or background would you need to become qualified for the type of promotion you were interested in?" Respondents provided unprompted replies that are presented verbatim below.

Training, Experience, or Background Needed to Apply for Promotion within Department:

Needed more time in current rank

Did not meet minimum working years required.

I already have the experience and background.

More experience (5 yr. min)

Additional year's experience and additional certifications/education

Job title was changed to require CPA in order to move up into a managerial position.

Licensure as Architect

None

Years of experience

Time in Service

More time in position

I would need multiple 1 week classes which provide a certificate to "prove" that I know what I have already learned through experience.

Already qualified

More years of experience just working in the department; its subjective of management

ASE certified

More technical training and knowledge

None, I am already qualified.

Time in grade.

Bachelor Degree

3 years of service. Qualify for next promotional process.

At least two years of experience in this field.

Engineering degree, not interested

College Degree

Drivers classes and at least 3 years of experience with the department

More time with department

Crash investigation

Not sure (n=6)

Prefer not to answer (n=5)

City of Gainesville Diversity in Employment Study: Comprehensive Report

Did Not Apply for Promotion because of Lack of Consideration

The respondents who said they have not applied for a promotion within their department in the past three years because they did not feel they would be considered for available positions (n=33) were asked why that is. Respondents provided unprompted replies that are presented verbatim below.

Reasons for Belief that They Would Not Be Considered for Promotion:

Not the targeted demographic sexually or racially

Our manager already had his guy in there

I am not in the clique- my department only promotes a certain "type" of person

Because I'm not part of the "in crowd" at GPD

Have already been passed over for promotion several times for no valid reason, learned my lesson

I am 71 years old, for 35 years I was the Sr. Engineering Manager worldwide for a Fortune 500 company but did not get to the interview phase when I applied for the mail room supervisor job 10 yrs. ago

The promotional process is not a competitive process and is very subjective. It was changed when Chief Jones became Chief. The promotional process used to be objective, fair and competitive...

I was passed over for promotion. I believe I am at the highest level that I would be considered for.

Not a minority

Everything in this organization depends on who you are, not your qualifications. The management regime of this organization, specifically energy supply is deceitful, vindictive, & agenda driven.

Did not meet minimum qualifications

Because I am on the drop plan and I didn't sign up for the craft training program

I asked to receive training for next promotional position and my direct superiors would not allow me that opportunity

Skills and abilities brought into GRU are often not utilized or deemed as valuable. Management seems to lack the ability to understand potential benefit when skills do not fall within pre-conceived.

Too young

I already have the work experience, knowledge and abilities for the job.

The positions require degrees and at the time I did not have one

City of Gainesville doesn't pick the best person for the job or the most qualified, it is more concerned with filling other demographic first.

No support from management, no training budget

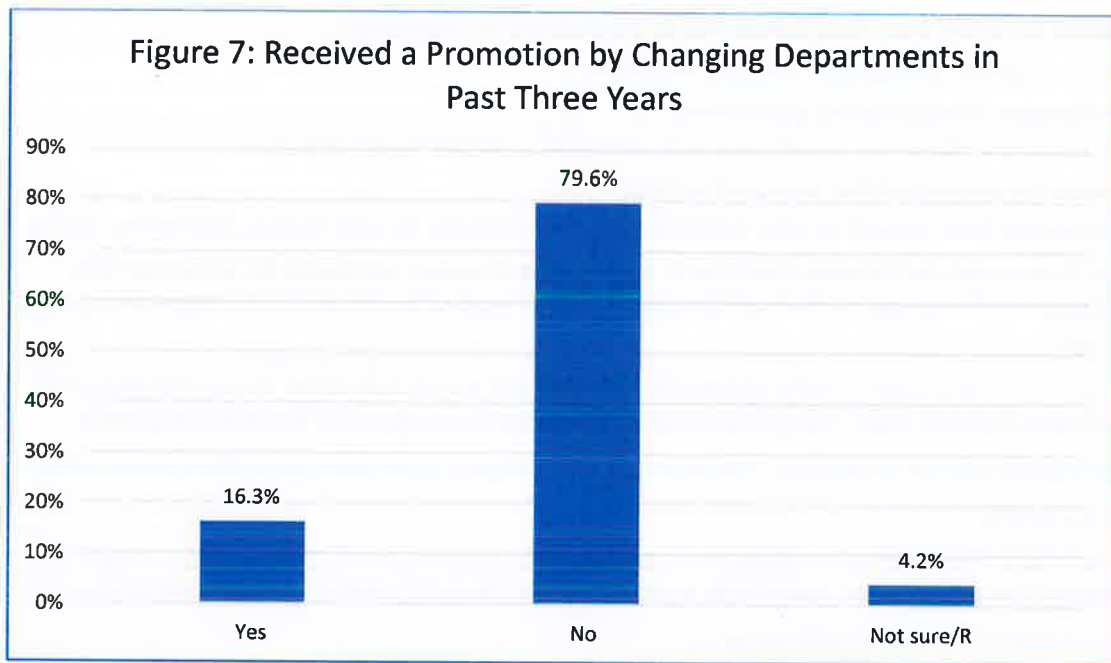
Few years of experience, lack of training

Prefer not to answer (n=13)

City of Gainesville Diversity in Employment Study: Comprehensive Report

Received a Promotion by Changing Departments in Past Three Years

The next question asked respondents: "Did you receive a promotion by changing departments or job classifications within the City in the last three years?" The results appear in Figure 7.

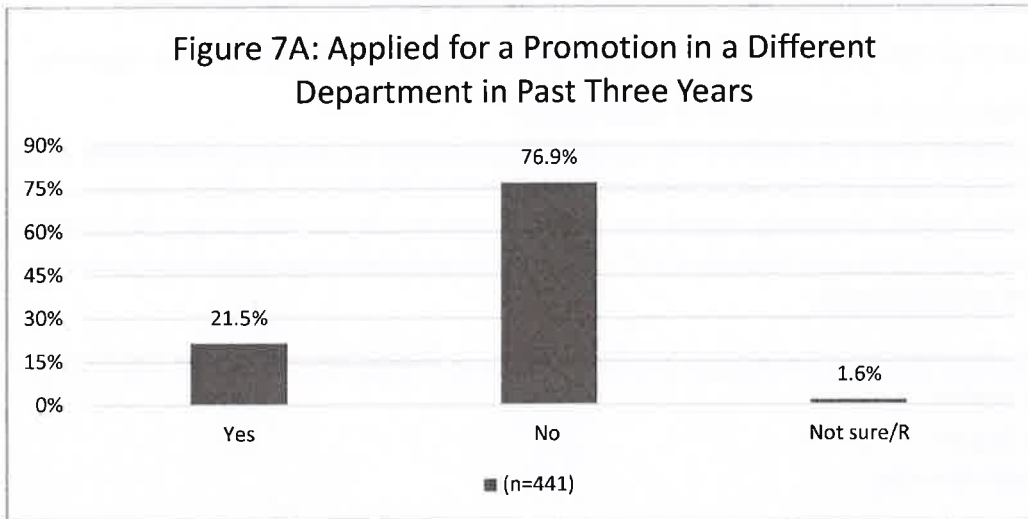


One in eight (16.3%) respondents said they have received a promotion by changing departments or job classifications in the past three years, while about four in five (79.6%) said they have not.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Applied for Promotion in Different Department

Those respondents who said they have not received a promotion by changing departments or job classifications in the past three years (n=441) were next asked: “Did you apply for a higher-level position or job classification in a different department in the past three years?” The results appear in Figure 7A.



Of the 441 respondents who indicated they have not received a promotion by changing departments or job classifications in the past three years, about one in five (21.5%) said they had applied for a higher-level position or job classification in a different department in the past three years. About three in four (76.9%) of these respondents said they had not applied for promotion in this time frame.

Reasons for Not Applying for Promotion in a Different Department

Those respondents who said they have not applied for a promotion by changing departments or job classifications in the past three years (n=339) were next asked: “Which of the following, if any, are reasons why you did not apply for a higher-level position or job classification in a different department in the past three years?” Respondents could choose more than one reason. The results appear in Table 2.

Table 2: Reasons for Not Applying for Promotion in a Different Department in Past Three Years

| Reason | Frequency | % (n=339) |
|---|-----------|-----------|
| Happy in current position/Not seeking promotion | 152 | 44.8% |
| No positions available in past three years | 47 | 13.9% |
| Did not feel I would be considered for available positions | 29 | 8.6% |
| Did not qualify for available positions | 27 | 8.0% |
| Already at highest position available | 26 | 7.7% |
| Was not aware of available positions | 20 | 5.9% |
| Other | 35 | 10.3% |
| Not sure | 7 | 2.1% |
| Prefer not to answer | 21 | 6.2% |

More than two in five (44.8%) respondents who said they have not applied for a promotion by changing departments or job classifications in the past three years indicated that they did not do so because they

City of Gainesville Diversity in Employment Study: Comprehensive Report

are happy in their current position. About one in seven (13.9%) of these respondents did not apply for promotion in different department because no positions were available in the past three years. About one in ten of these respondents said they did not apply for promotion in a different department because they did not feel they would be considered for available positions (8.6%); they did not qualify for the available positions (8.0%); or, they were already at the highest position available (7.7%).

About one in ten (10.3%) respondents provided other responses which appear in the Appendix.

Did Not Apply for Promotion because of Qualifications

The respondents who said they have not applied for a promotion by changing departments or job classifications in the past three years because they did not qualify for the available positions (n=27) were asked: "What type(s) of training, experience, or background would you need to become qualified for the type of promotion you were interested in?" Respondents provided unprompted replies that are presented verbatim below.

Training, Experience, or Background Needed to Apply for Promotion in Different Department:

College Degree

College Degree

Continued education

Degree

Degree/ Higher Education

Did not meet minimum working years required.

I'm a temporary Intern

More department time

More time within current position

N/A

Obtained qualifications

Time in grade

Not sure (n=10)

Prefer not to answer (n=5)

City of Gainesville Diversity in Employment Study: Comprehensive Report

Did Not Apply for Promotion because of Lack of Consideration

The respondents who said they have not applied for a promotion by changing departments or job classifications in the past three years because they did not feel they would be considered for available positions (n=29) were asked why that is. Respondents provided unprompted replies that are presented verbatim below.

Reasons for Belief that They Would Not Be Considered for Promotion:

Have already been passed over for promotion several times for no valid reason, learned my lesson

Anything that would have been higher level outside of my department would have been in an area of expertise that I don't have experience in. I have a business degree and background and the open posit

City of Gainesville doesn't pick the best person for the job or the most qualified, it is more concerned with filling other demographic first.

Director & managers at my former department do not consider rank & file for prof positions. HR continues to exclude rank & file from prof training classes with "targeted" marketing.

Even though I have the experience, I did not have the college, which I think is unnecessary. Everything in this organization depends on who you are, not your qualifications.

History

I do not have a college degree

Most position require a bachelor Degree Only acquired an AA/AS

No available training

Not enough credit given for job, or "real life" experience even though that experience is what would enable a candidate to perform the job on a regular basis.

Past experience with decision maker has shown that my chances of promotion under them will not happen.

Selection process for internal hires appears to disregard. Skills, knowledge, abilities, experience and potential.

Skills and abilities brought into GRU are often not utilized or deemed as valuable. Management seems to lack the ability to understand potential benefit when skills do not fall within pre-conceived.

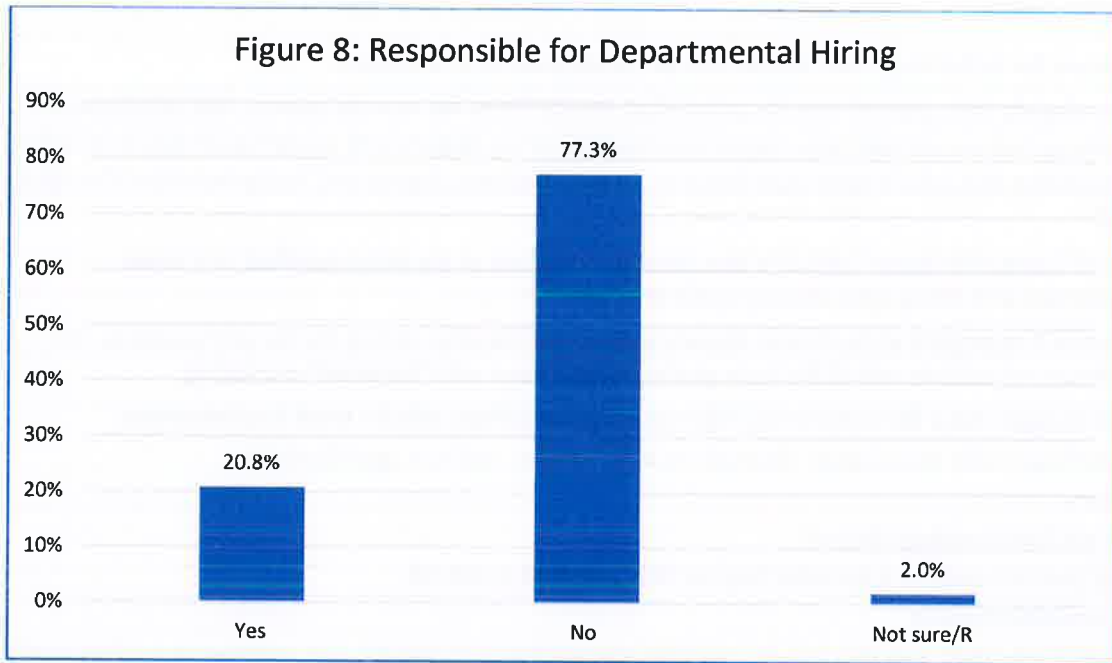
When positions are advertised for the most part you know who is going to get them.

Not sure (n=1)

Prefer not to answer (n=13)

Responsible for Departmental Hiring

The next question asked respondents: “Are you responsible for hiring new employees or promoting employees in your department?” The results appear in Figure 8.

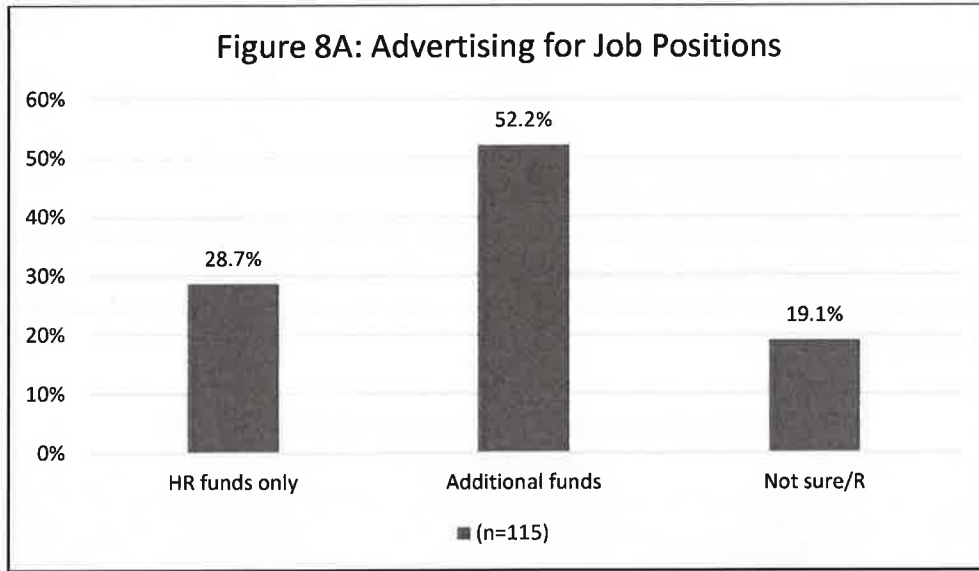


One in five (20.8%) respondents said they are responsible for hiring new employees or promoting employees in their departments, while about three in four (77.3%) said they are not.

Advertising for Job Positions

Those respondents who indicated that they are responsible for hiring new employees or promoting employees in their departments (n=115) were next asked a series of follow-up questions about hiring beginning with: “When your department advertises job positions, do you rely solely on HR to advertise the position, or does your department ever spend additional funds to increase outreach to other sources?” The results are presented in Figure 8A.

City of Gainesville Diversity in Employment Study: Comprehensive Report



More than one in four (28.7%) respondents who are responsible for hiring and promotion in their departments said that they rely solely on HR to advertise the position. About half (52.2%) of these respondents indicated that their department spends additional funds to increase outreach to other sources. One in five (19.1%) of these respondents were either not sure or preferred not to answer this question.

Efforts to Attract Diverse Applicants

Those respondents who indicated that they are responsible for hiring new employees or promoting employees in their departments (n=115) were next asked: “What efforts does your department make to attract diverse applicants for open positions?” Respondents provided unprompted, open-ended responses, which have been categorized below in Table 3. Respondents could provide more than one answer. A full list of all responses appears in the Appendix.

Table 3: Efforts Taken by Departments to Attract Diverse Applicants

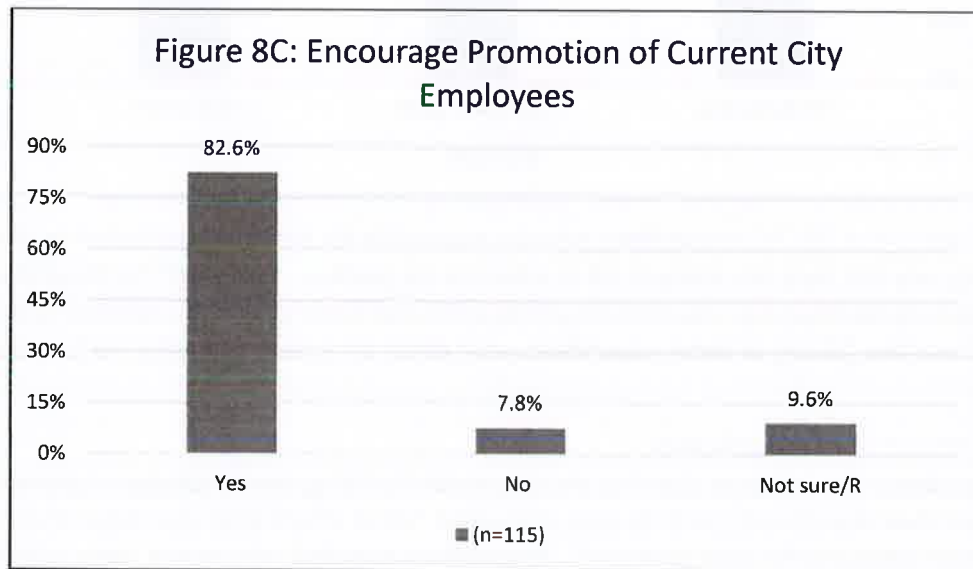
| | Frequency | % (n=115) |
|--|-----------|-----------|
| Advertise in multiple locations | 29 | 25.2% |
| Advertise in trade publications | 19 | 16.5% |
| Advertise in sources/locations specifically for minorities | 17 | 14.8% |
| Participate in job fairs/employment events | 16 | 13.9% |
| Advertise in sources/locations specifically for women | 7 | 6.1% |
| Advertise at colleges, universities, etc. | 7 | 6.1% |
| Word of mouth | 5 | 4.3% |
| Career Source (One Stop) community job boards | 2 | 1.7% |
| Other | 19 | 16.5% |

City of Gainesville Diversity in Employment Study: Comprehensive Report

| | | |
|----------------------|----|-------|
| Not sure | 26 | 25.2% |
| Prefer not to answer | 5 | 4.3% |

Encourage Promotion of Current City Employees

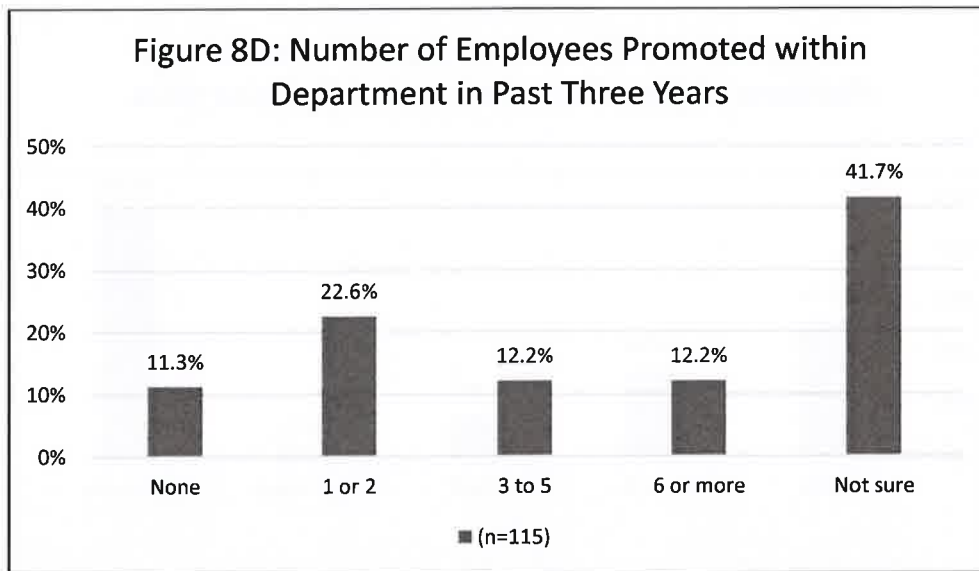
Those respondents who indicated that they are responsible for hiring new employees or promoting employees in their departments (n=115) were next asked: “Does your department encourage promotion from within the department or from other departments in the City when positions become available?” The results appear in Figure 8C.



More than four in five (82.6%) respondents who are responsible for hiring and promotion in their departments said their department encourages promotion from within the department or from other departments in the City when positions become available, while less than one in ten (7.8%) said they do not.

Number of Employees Promoted within Department in Past Three Years

Those respondents who indicated that they are responsible for hiring new employees or promoting employees in their departments (n=115) were next asked: “How many employees in your department were promoted within the department in the past three years?” The results are presented in Figure 8D.

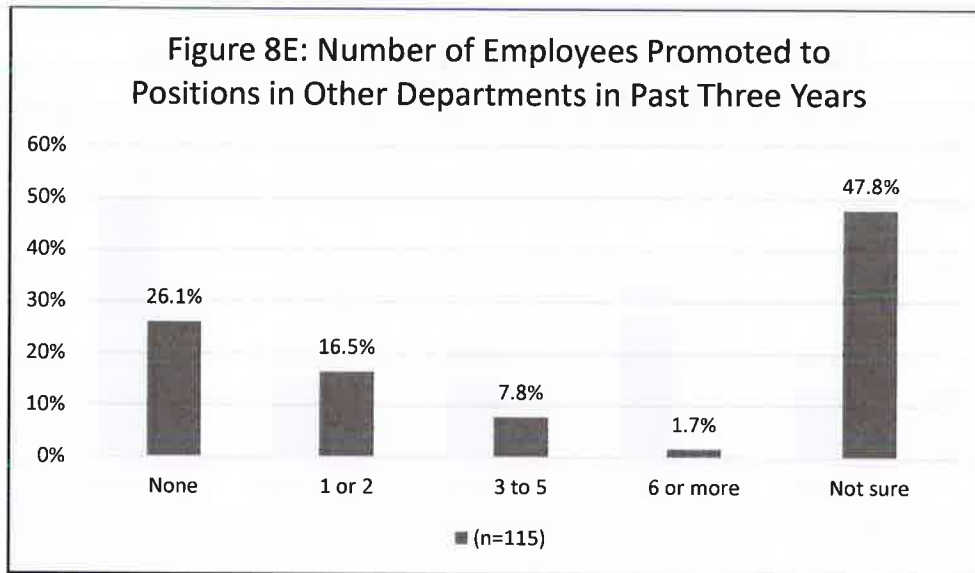


About one in ten (11.3%) respondents who are responsible for hiring and promotion in their departments said that none of the employees in their department were promoted within the department in the last three years. One in five (22.6%) of these respondents said that one or two employees were promoted within their department in the past three years. One in eight of these respondents said either three to five (12.2%) or six or more (12.2%) employees were promoted within their departments in the past three years.

About two in five (41.7%) respondents who are responsible for hiring and promotion in their departments said they did not know how many employees in their department had been promoted within the department in the past three years.

Number of Employees Promoted to Positions in Other Departments in Past Three Years

Those respondents who indicated that they are responsible for hiring new employees or promoting employees in their departments (n=115) were next asked: “How many employees from your department were promoted to positions in other departments in the City in the past three years?” The results are presented in Figure 8E.



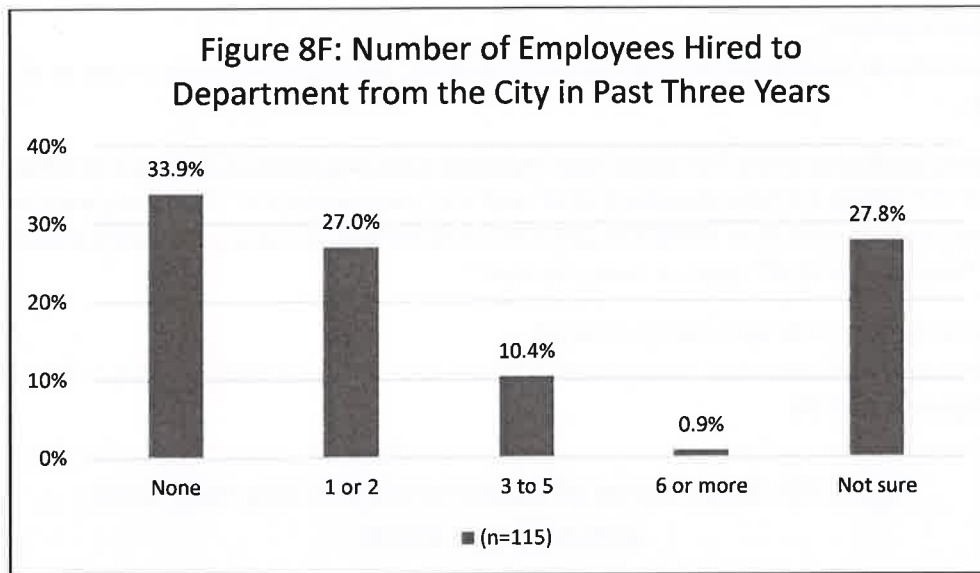
About one in four (26.1%) respondents who are responsible for hiring and promotion in their departments said that none of the employees in their department were promoted to positions in other departments in the last three years. One in six (16.5%) of these respondents said that one or two employees were promoted to other departments in the past three years. Fewer than one in ten (7.8%) of these respondents said three to five employees were promoted to other departments in the past three years, and just two (1.7%) said six or more employees did so.

About half (47.8%) of the respondents who are responsible for hiring and promotion in their departments said they did not know how many employees in their department had been promoted to positions in other departments in the past three years.

Number of Employees Hired to Department from the City in Past Three Years

Those respondents who indicated that they are responsible for hiring new employees or promoting employees in their departments (n=115) were next asked: “How many employees did you hire to your department from other departments in the City in the past three years?” The results are presented in Figure 8F.

City of Gainesville Diversity in Employment Study: Comprehensive Report



One in three (33.9%) respondents who are responsible for hiring and promotion in their departments said that their department did not hire any employees from other departments in the City in the last three years. More than one in four (27.0%) of these respondents said that they hired one or two employees from other departments in the City in the past three years. One in ten (10.4%) of these respondents said they hired three to five employees from other City departments in the past three years, and one (0.9%) said he/she hired six or more employees from elsewhere in the City.

About one in four (27.8%) respondents who are responsible for hiring and promotion in their departments said they did not know how many employees in their department had been hired from other City departments in the past three years.

City of Gainesville Diversity in Employment Study: Comprehensive Report

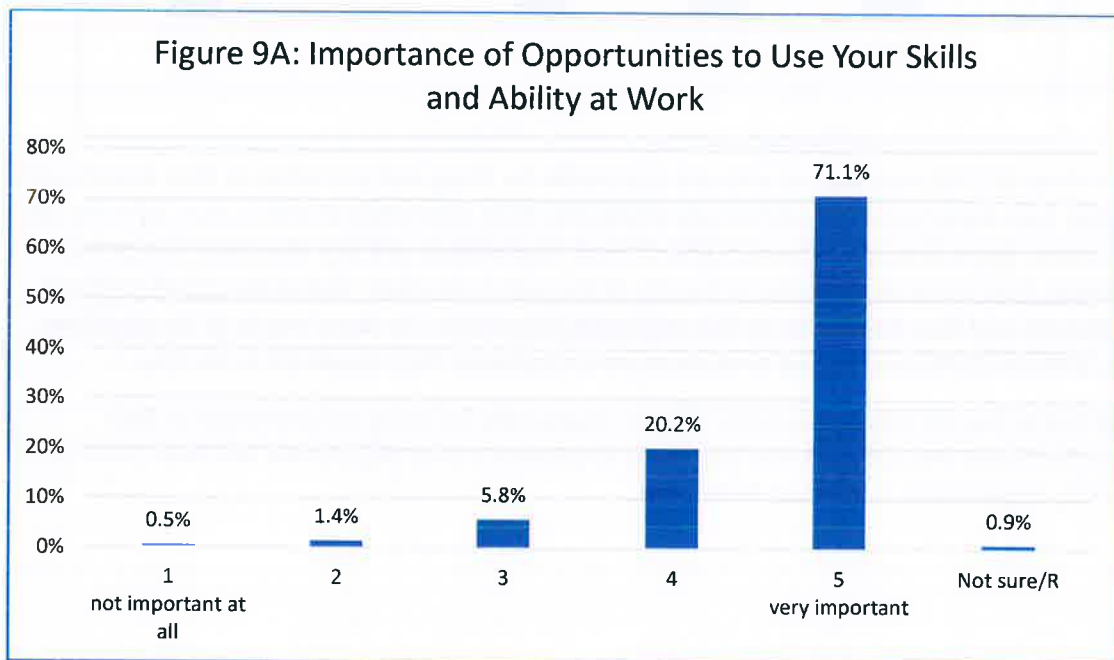
Career Development

Next, City employees were asked for their opinions on career development opportunities at the City of Gainesville.

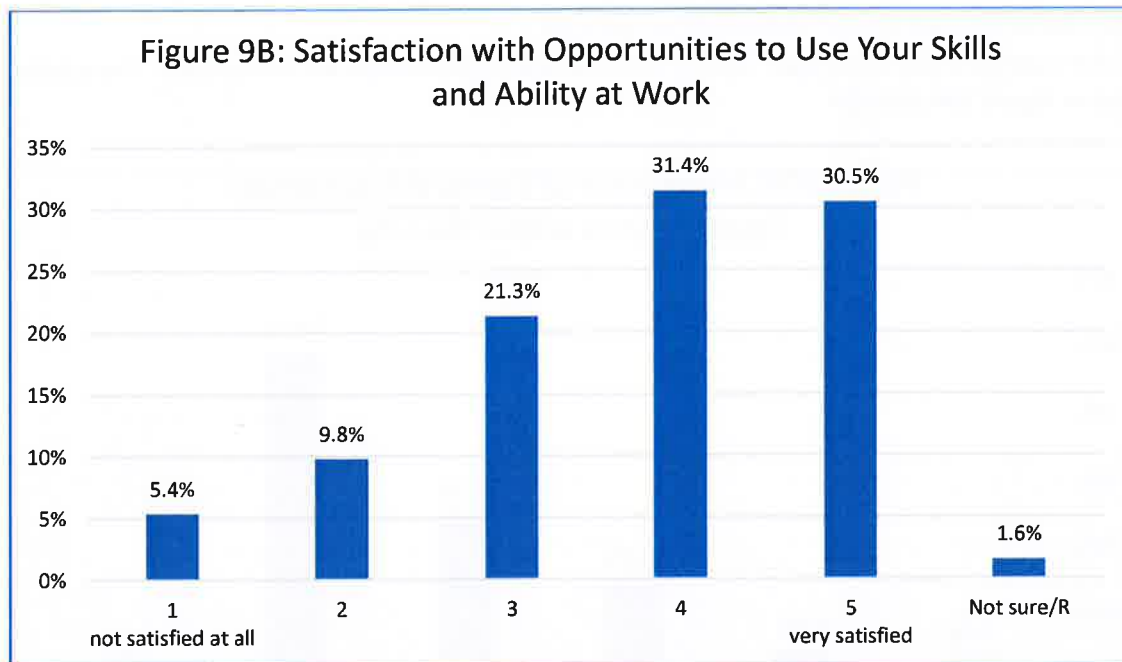
In this section, employees were first asked how important each of a series of items are to them using a scale from 1 to 5 where 1 is “not important at all” and 5 is “very important.” Then, they were asked how satisfied they are with each item in their employment with the City of Gainesville using a similar scale where 1 is “not satisfied at all” and 5 is “very satisfied.”

Opportunities to Use Skills and Ability at Work

The first statement evaluated was: “Opportunities to use your skills and ability at work.” The results appear in Figure 9A and 9B.



More than nine in ten (91.3%) employees said that opportunities to use their skills and ability at work were either very (71.1%) or somewhat (20.2%) important to them. Fewer than one in ten (5.8%) employees rated the importance of opportunities to use their skills and ability at work in the middle of the scale as a “3” and almost none rated this as unimportant (rating of “2” or “1”).

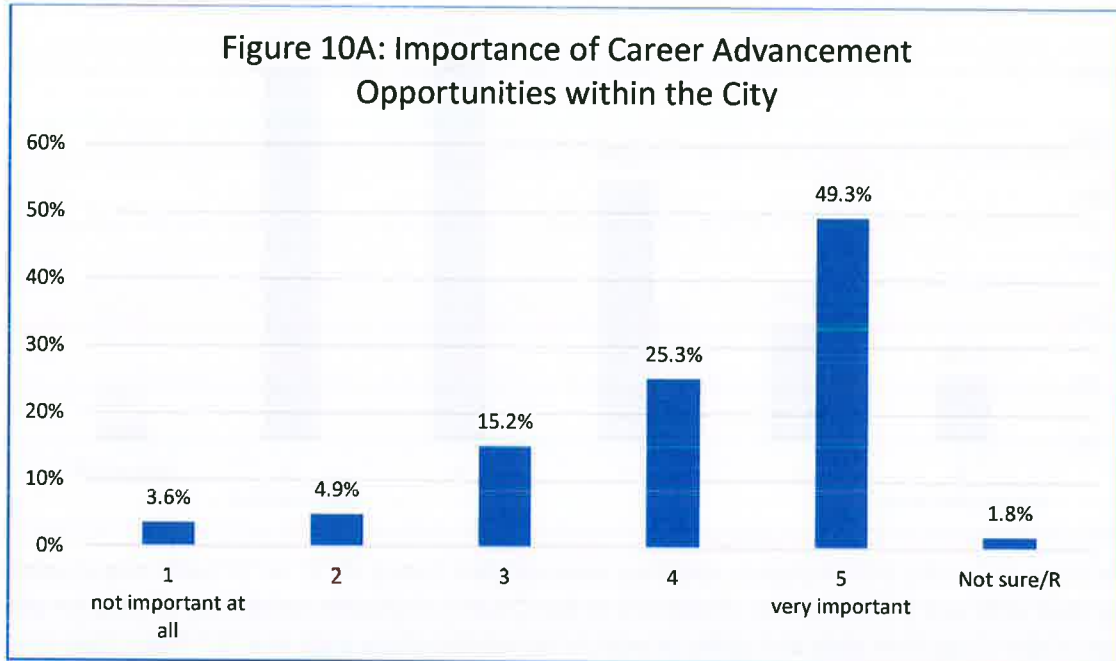


About three in five (61.9%) employees said they were satisfied (rating of “5” or “4”) with opportunities to use their skills and ability at work. About one in five (21.3%) employees rated their satisfaction with opportunities to use their skills and ability at work in the middle of the scale as a “3.” More than one in seven (15.2%) employees were dissatisfied (rating of “2” or “1”) with opportunities to use their skills and ability at work.

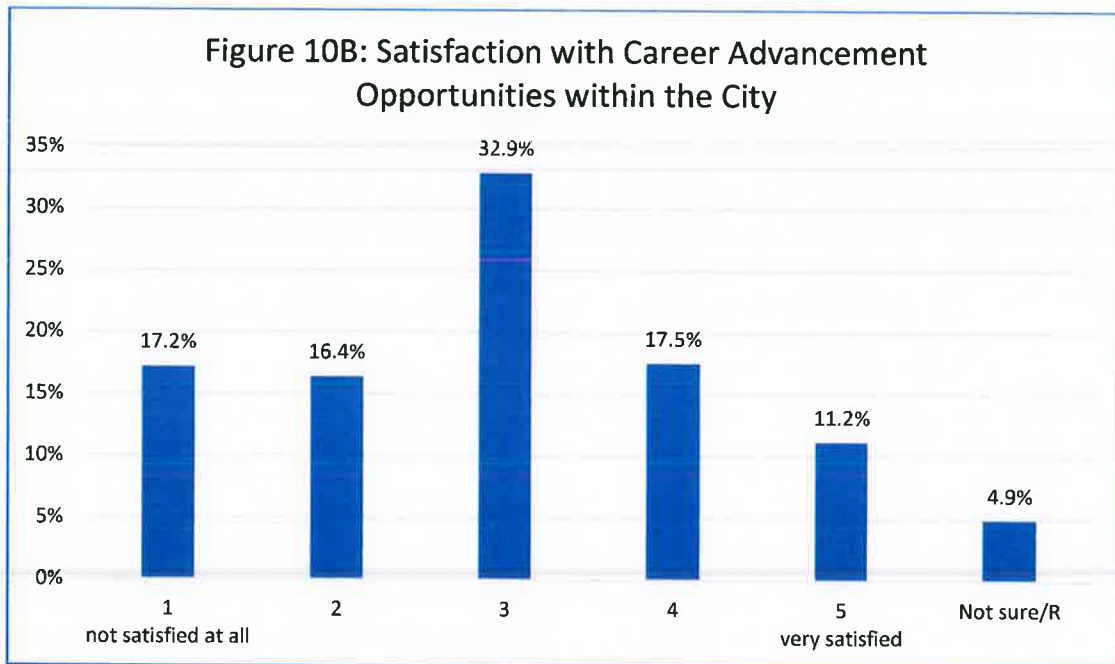
City of Gainesville Diversity in Employment Study: Comprehensive Report

Career Advancement Opportunities within the City

The next statement evaluated was: "Career advancement opportunities within the City." The results appear in Figure 10A and 10B.



Three in four (74.6%) employees said that career advancement opportunities within the City were either very (49.3%) or somewhat (25.3%) important to them. More than one in seven (15.2%) employees rated the importance of career advancement opportunities within the City in the middle of the scale as a "3" and about one in ten (8.5%) rated this as unimportant (rating of "2" or "1").

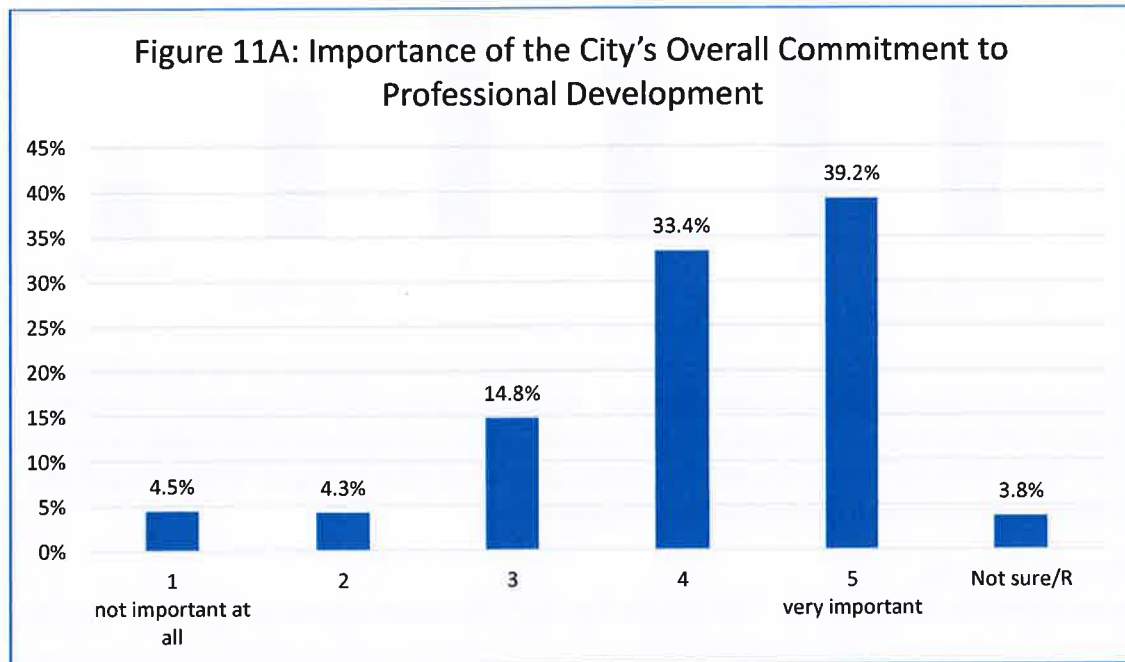


City of Gainesville Diversity in Employment Study: Comprehensive Report

Only about one in four (28.7%) employees said they were satisfied (rating of “5” or “4”) with career advancement opportunities within the City. About one in three (32.9%) employees rated their satisfaction with career advancement opportunities within the City in the middle of the scale as a “3.” One in three (33.6%) employees were dissatisfied (rating of “2” or “1”) with career advancement opportunities within the City.

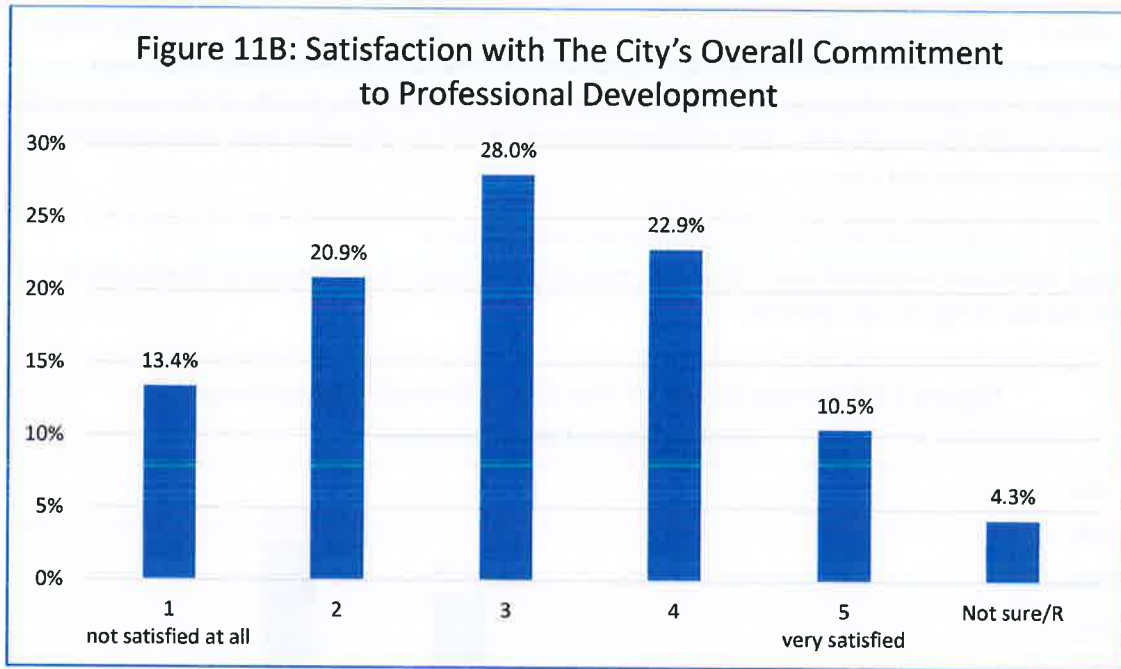
The City’s Overall Commitment to Professional Development

The next statement evaluated was: “The City’s overall commitment to professional development.” The results appear in Figure 11A and 11B.



Nearly three in four (72.6%) employees said that the City’s Overall Commitment to Professional Development was either very (39.2%) or somewhat (33.4%) important to them. About one in seven (14.8%) employees rated the importance of the City’s overall commitment to professional development in the middle of the scale as a “3” and about one in ten (8.8%) rated this as unimportant (rating of “2” or “1”).

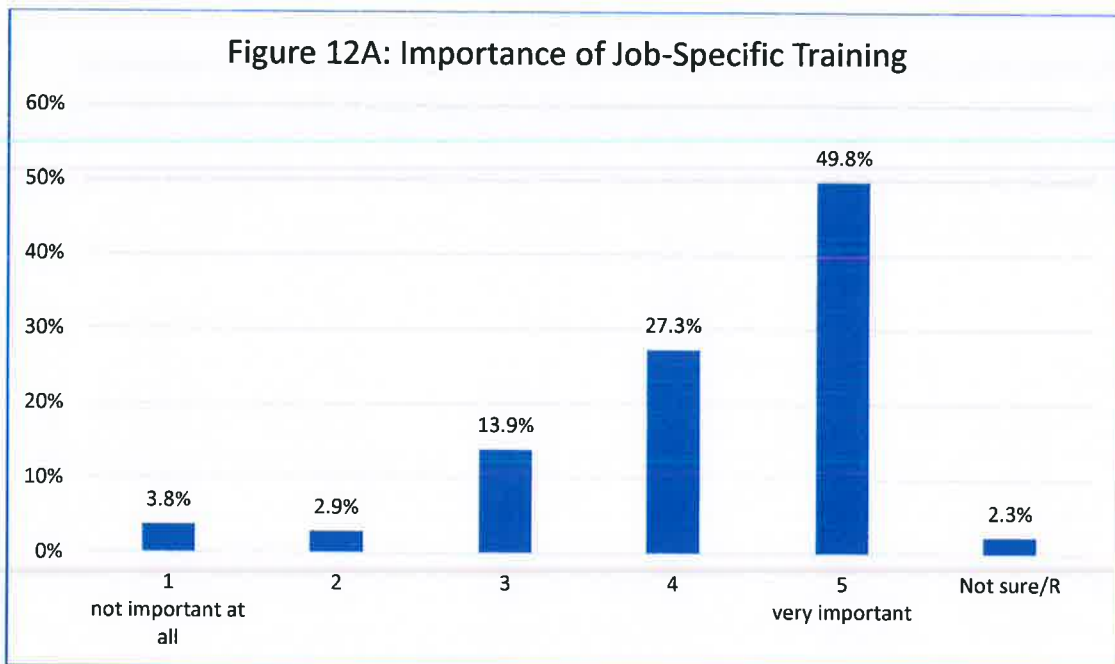
City of Gainesville Diversity in Employment Study: Comprehensive Report



Only about one in three (33.4%) employees said they were satisfied (rating of “5” or “4”) with the City’s overall commitment to professional development. About one in four (28.0%) employees rated their satisfaction with the City’s overall commitment to professional development in the middle of the scale as a “3.” More than one in three (34.3%) employees were dissatisfied (rating of “2” or “1”) with the City’s overall commitment to professional development.

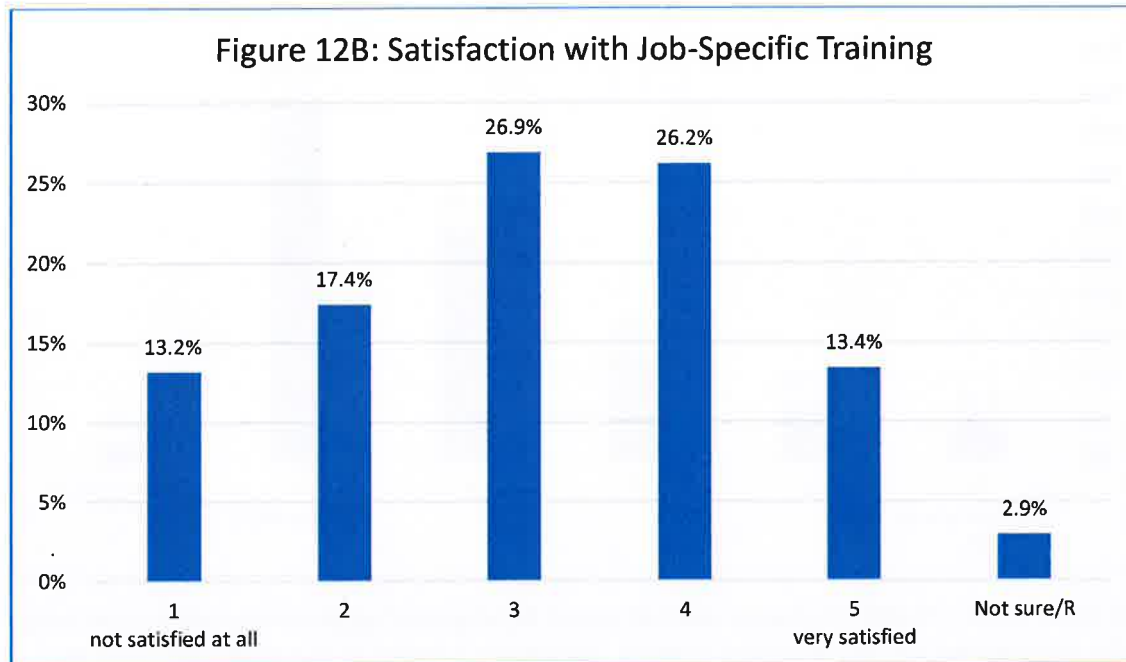
Job-Specific Training

The next statement evaluated was: “Job-specific training.” The results appear in Figure 12A and 12B.



City of Gainesville Diversity in Employment Study: Comprehensive Report

More than three in four (77.1%) employees said that job-specific training was either very (49.8%) or somewhat (27.3%) important to them. About one in seven (13.9%) employees rated the importance of job-specific training in the middle of the scale as a “3” and fewer than one in ten (6.3%) rated this as unimportant (rating of “2” or “1”).

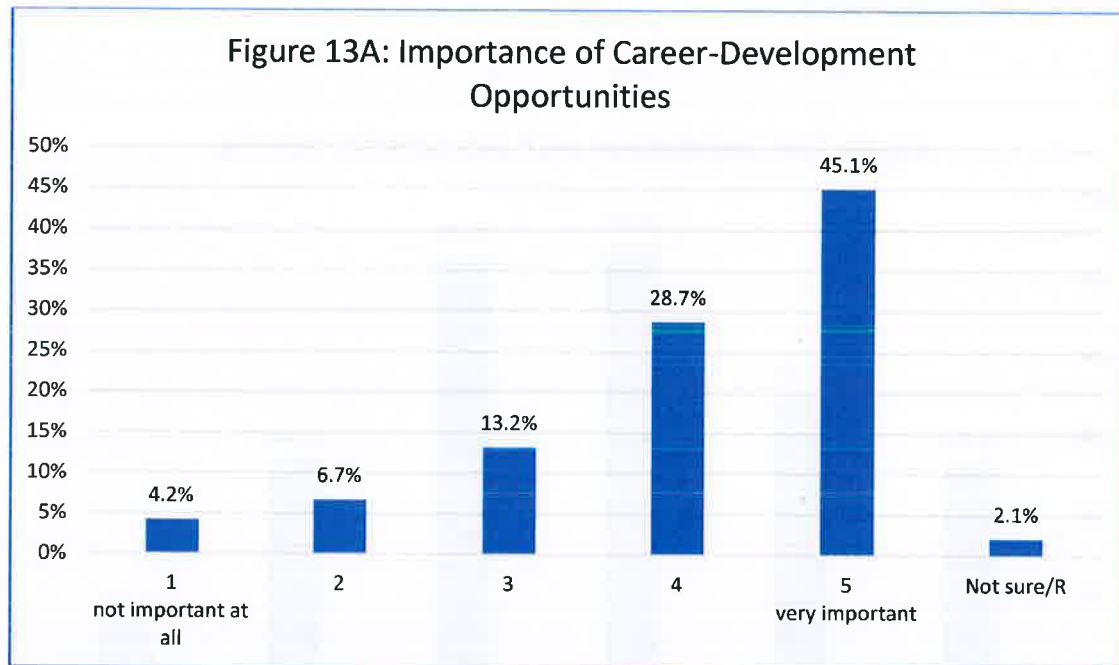


About two in five (39.6%) employees said they were satisfied (rating of “5” or “4”) with job-specific training. About one in four (26.9%) employees rated their satisfaction with job-specific training in the middle of the scale as a “3.” Three in ten (30.6%) employees were dissatisfied (rating of “2” or “1”) with job-specific training.

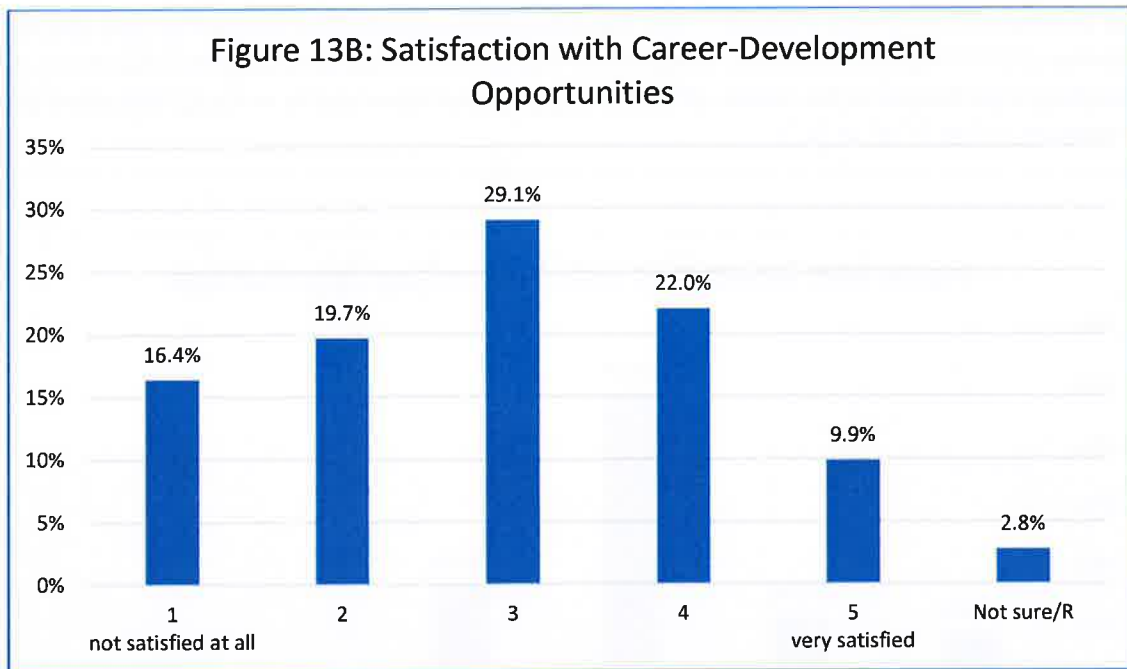
City of Gainesville Diversity in Employment Study: Comprehensive Report

Career Development Opportunities

The next statement evaluated was: "Career-development opportunities." The results appear in Figure 13A and 13B.



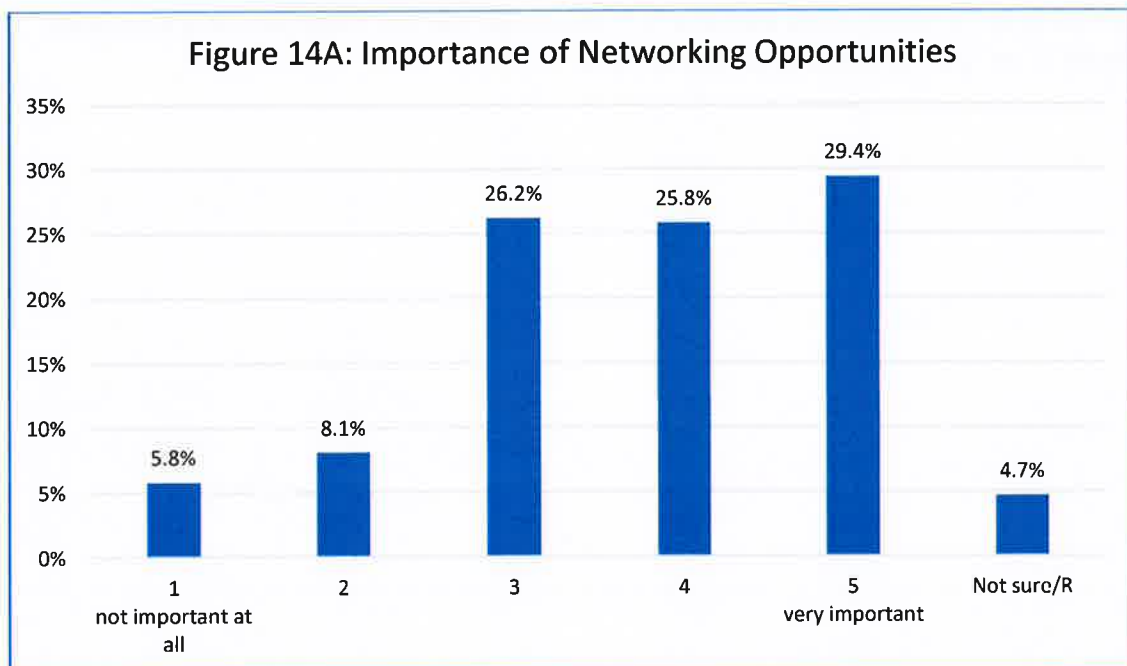
About three in four (73.8%) employees said that career-development opportunities were either very (45.1%) or somewhat (28.7%) important to them. About one in eight (13.2%) employees rated the importance of career-development opportunities in the middle of the scale as a "3" and one in ten (10.9%) rated this as unimportant (rating of "2" or "1").



About one in three (31.9%) employees said they were satisfied (rating of “5” or “4”) with career-development opportunities. About three in ten (29.1%) employees rated their satisfaction with career-development opportunities in the middle of the scale as a “3.” More than one in three (36.1%) employees were dissatisfied (rating of “2” or “1”) with career-development opportunities.

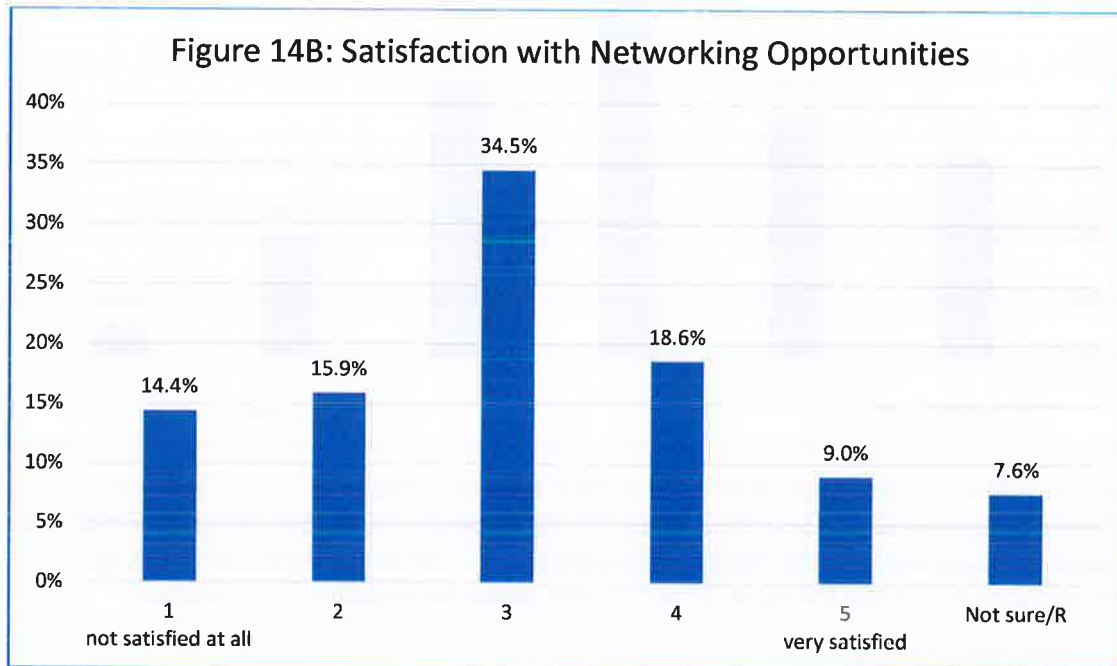
Networking Opportunities

The next statement evaluated was: “Networking opportunities.” The results appear in Figure 14A and 14B.



City of Gainesville Diversity in Employment Study: Comprehensive Report

More than half (55.2%) of the employees said that networking opportunities were either very (29.4%) or somewhat (25.8%) important to them. About one in four (26.2%) employees rated the importance of networking opportunities in the middle of the scale as a “3” and about one in seven (13.9%) rated this as unimportant (rating of “2” or “1”).

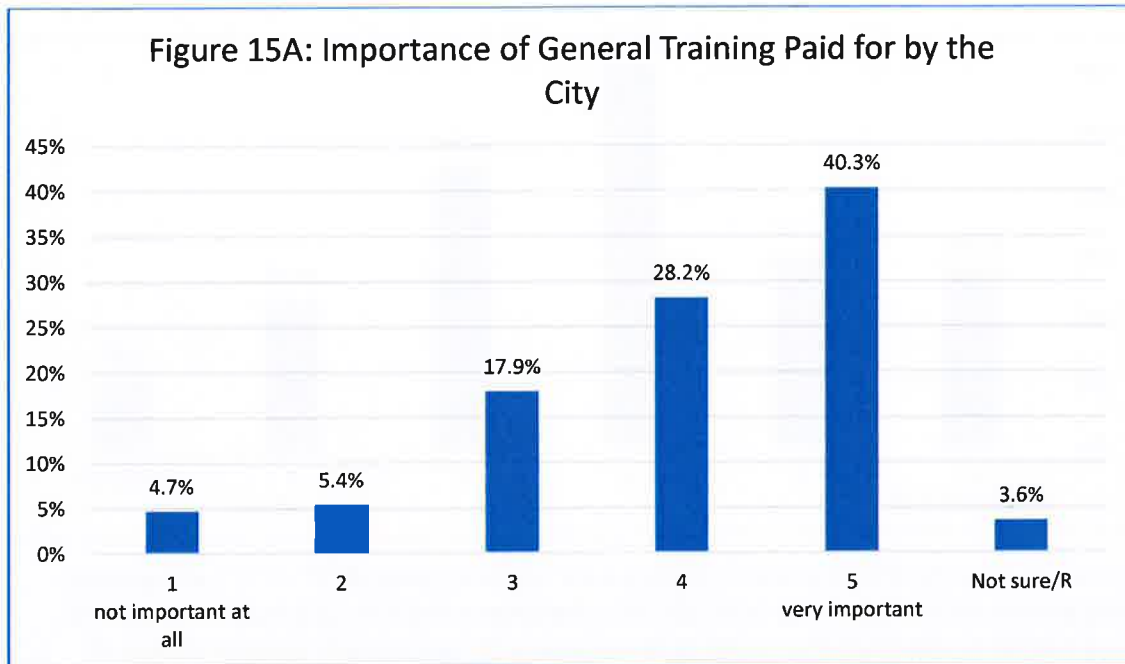


Only about one in four (27.6%) employees said they were satisfied (rating of “5” or “4”) with networking opportunities. About one in three (34.5%) employees rated their satisfaction with networking opportunities in the middle of the scale as a “3.” Three in ten (30.3%) employees were dissatisfied (rating of “2” or “1”) with networking opportunities.

City of Gainesville Diversity in Employment Study: Comprehensive Report

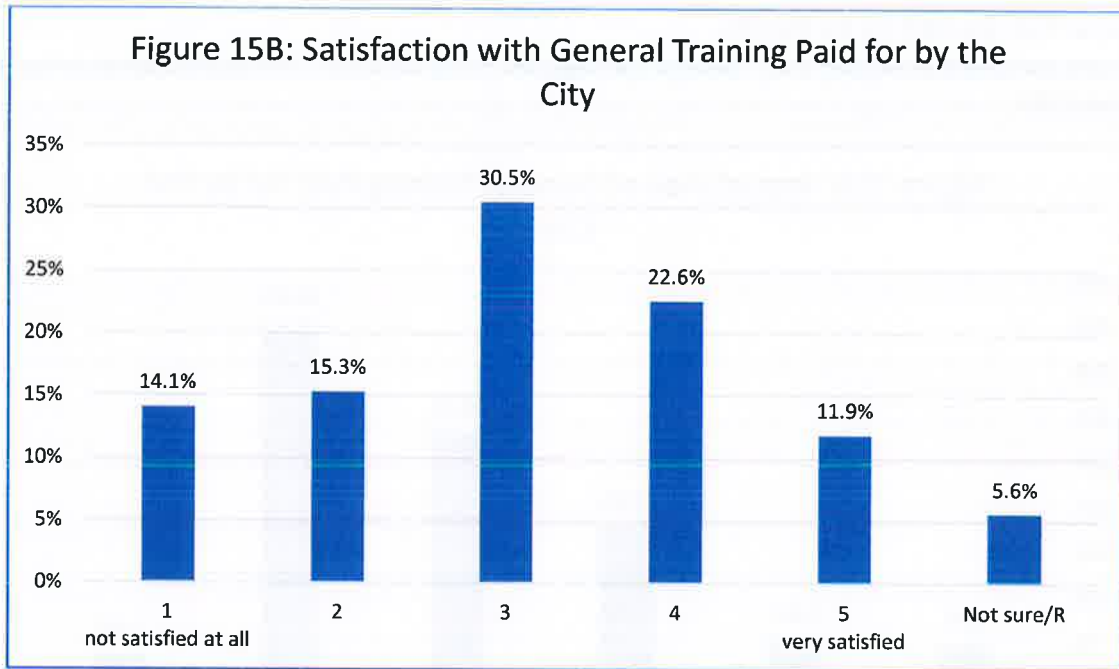
General Training Paid for by the City

The next statement evaluated was: "General training paid for by the City." The results appear in Figure 15A and 15B.



More than two in three (68.5%) employees said that general training paid for by the City was either very (40.3%) or somewhat (28.2%) important to them. More than one in six (17.9%) employees rated the importance of general training paid for by the City in the middle of the scale as a "3" and one in ten (10.1%) rated this as unimportant (rating of "2" or "1").

City of Gainesville Diversity in Employment Study: Comprehensive Report



About one in three (34.5%) employees said they were satisfied (rating of “5” or “4”) with general training paid for by the City. Three in ten (30.5%) employees rated their satisfaction with general training paid for by the City in the middle of the scale as a “3,” and a similar number (29.4%) of employees were dissatisfied (rating of “2” or “1”) with general training paid for by the City.

Career Development Summary

Table 4 shows the overall importance (ratings of “5” or “4”) and satisfaction (ratings of “5” or “4”) with the career development items assessed in the survey.

Table 4: Overall Importance and Satisfaction with Career Development Items

| | % Rating as Important | % Rating as Satisfied |
|---|-----------------------|-----------------------|
| Opportunities to use your skills and ability at work | 91.3% | 61.9% |
| Career advancement opportunities within the City | 74.6% | 28.7% |
| City’s overall commitment to professional development | 72.6% | 33.4% |
| Job-specific training | 77.1% | 39.6% |
| Career-development opportunities | 73.8% | 32.0% |
| Networking opportunities | 55.2% | 27.6% |
| General training paid for by the City | 68.5% | 34.5% |

Table 4 provides a summary of the results related to career development items and permits a comparison of the percent of the respondents who rated an item as important and the percentage who

City of Gainesville Diversity in Employment Study: Comprehensive Report

were satisfied with the item. Many of these items are quite important to City employees. More than 90 percent (91.3%) rate “Opportunities to use your skills and ability at work” as important. About three-quarters of the respondents rate four of the other items as important. In spite of the clear importance of the career development items to City employees, their level of satisfaction with these items is very low.

Only one of the items, “Opportunities to use your skills and ability at work” has more than half of the respondents satisfied with the opportunities to use their skills and abilities at work. Only about one-third of the City employees who completed the survey indicated that they were satisfied with career advancement and development, opportunities, the City’s commitment to professional development and job-specific training. In addition, only about one-quarter (27.6%) of the respondents were satisfied with networking opportunities in the City.

The contrast between the importance of career development to the City employees and the corresponding level of satisfaction is striking. The low level of satisfaction regarding career development items deemed important to City employees merits further inquiry to discover the reasons for and the steps that can be taken to improve satisfaction.

City of Gainesville Diversity in Employment Study: Comprehensive Report

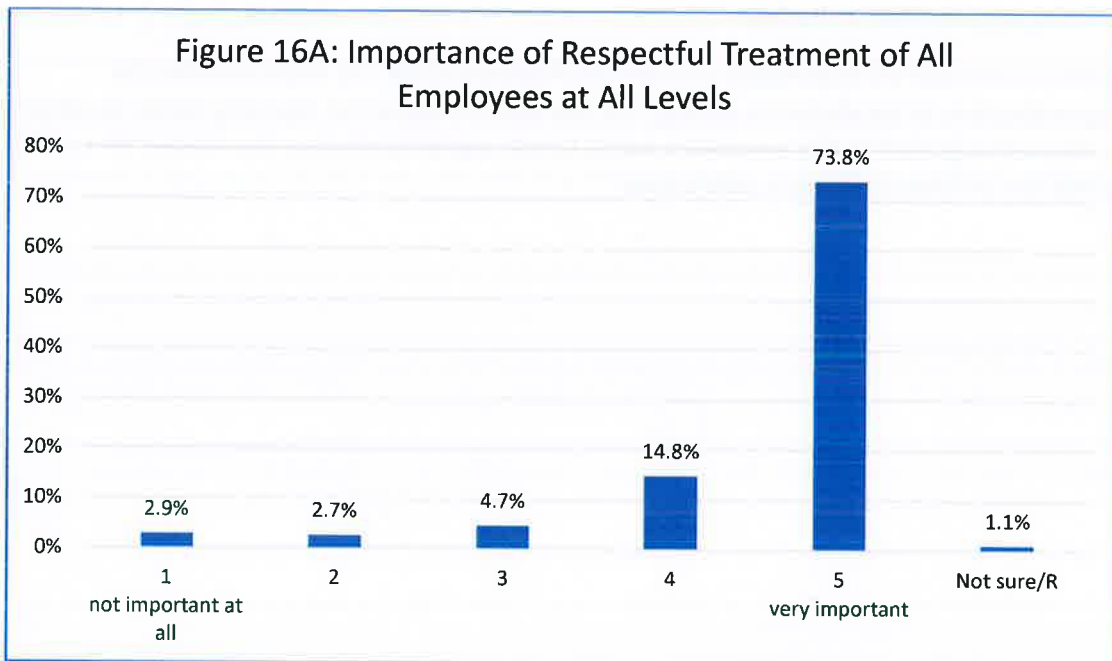
Work Environment

Next, City employees were asked for their opinions on the work environment at the City of Gainesville.

In this section, employees were first asked how important each of a series of items are to them using a scale from 1 to 5 where 1 is “not important at all” and 5 is “very important.” Then, they were asked how satisfied they are with each item in their employment with the City of Gainesville using a similar scale where 1 is “not satisfied at all” and 5 is “very satisfied.”

Respectful Treatment of All Employees at All Levels

The first statement evaluated was: “Respectful treatment of all employees at all levels.” The results appear in Figure 16A and 16B.



Nearly nine in ten (88.6%) employees said that respectful treatment of all employees at all levels was either very (73.8%) or somewhat (14.8%) important to them. Fewer than one in ten (4.7%) employees rated the importance of respectful treatment of all employees at all levels in the middle of the scale as a “3” and very few (5.6%) rated this as unimportant (rating of “2” or “1”).

City of Gainesville Diversity in Employment Study: Comprehensive Report

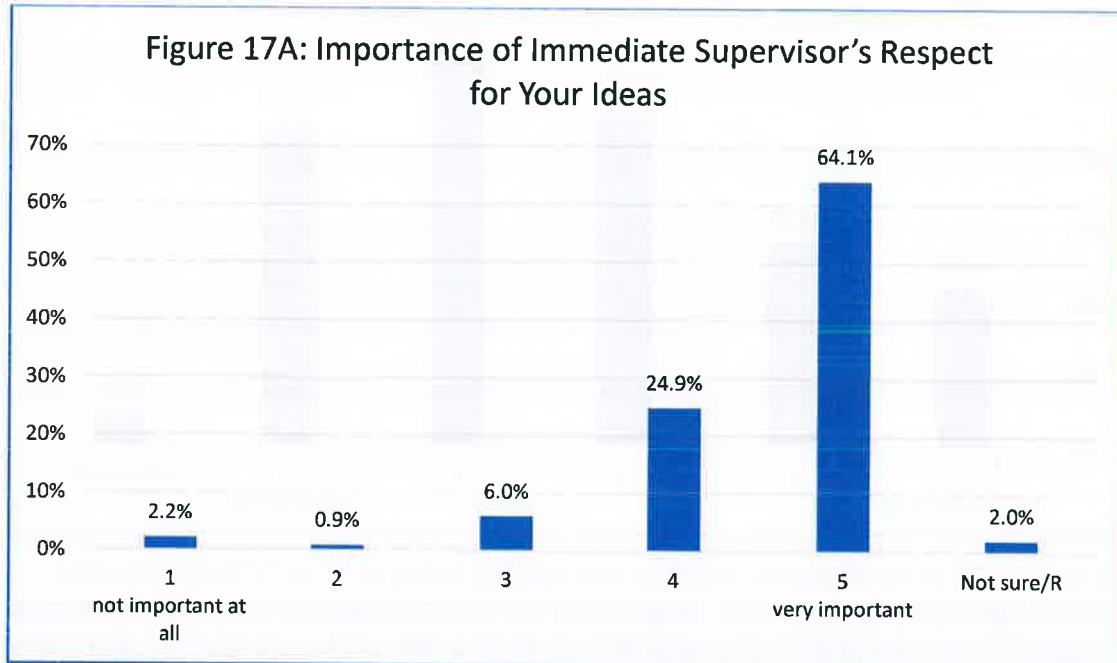


About half (49.3%) of the employees said they were satisfied (rating of “5” or “4”) with respectful treatment of all employees at all levels. About one in four (23.1%) employees rated their satisfaction with respectful treatment of all employees at all levels in the middle of the scale as a “3.” One in four (25.3%) employees were dissatisfied (rating of “2” or “1”) with respectful treatment of all employees at all levels.

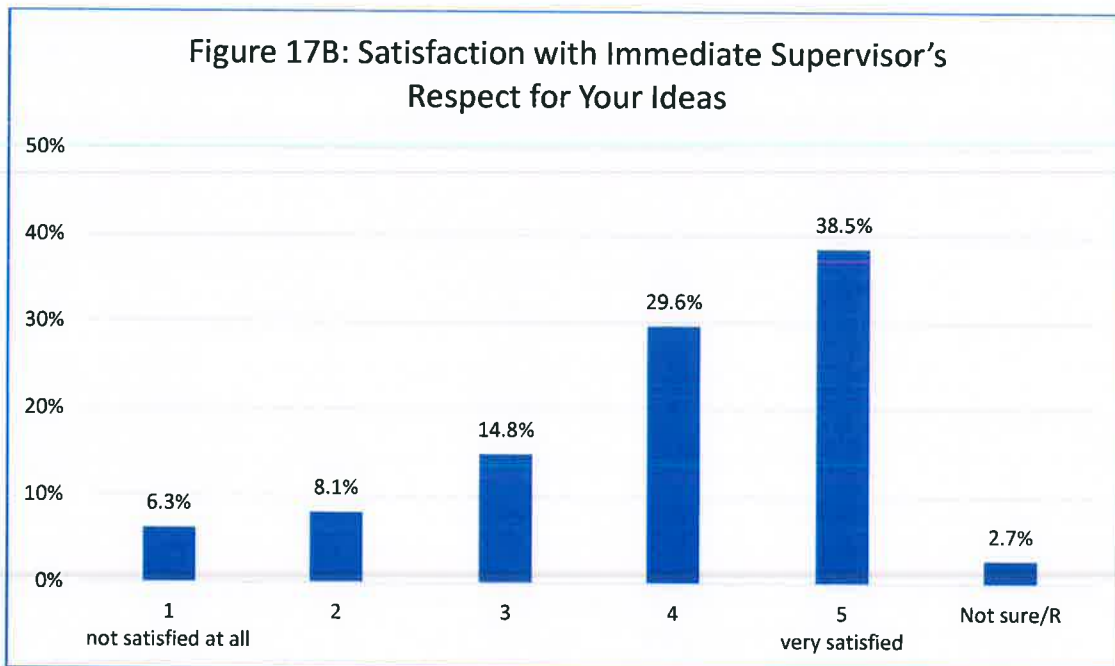
City of Gainesville Diversity in Employment Study: Comprehensive Report

Immediate Supervisor's Respect for Your Ideas

The next statement evaluated was: "Immediate supervisor's respect for your ideas." The results appear in Figure 17A and 17B.



Nearly nine in ten (89.0%) employees said that 'immediate supervisor's respect for your ideas' was either very (64.1%) or somewhat (24.9%) important to them. Fewer than one in ten (6.0%) employees rated 'immediate supervisor's respect for your ideas' in the middle of the scale as a "3" and very few (3.1%) rated this as unimportant (rating of "2" or "1").

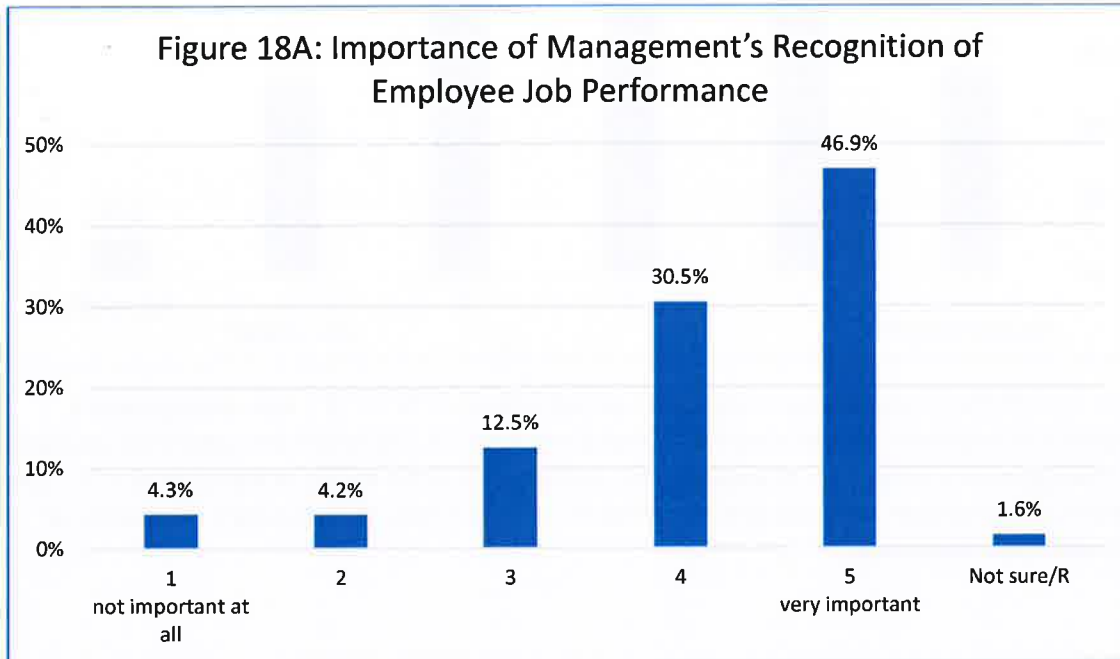


City of Gainesville Diversity in Employment Study: Comprehensive Report

About seven in ten (68.1%) employees said they were satisfied (rating of “5” or “4”) with ‘immediate supervisor’s respect for your ideas.’ About one in seven (14.8%) employees rated their satisfaction with ‘immediate supervisor’s respect for your ideas’ in the middle of the scale as a “3,” and a similar number (14.4%) were dissatisfied (rating of “2” or “1”) with ‘immediate supervisor’s respect for your ideas.’

Management’s Recognition of Employee Job Performance

The next statement evaluated was: “Management’s recognition of employee job performance.” The results appear in Figure 18A and 18B.



More than three in four (77.4%) employees said that management’s recognition of employee job performance was either very (46.9%) or somewhat (30.5%) important to them. One in eight (12.5%) employees rated the importance of management’s recognition of employee job performance in the middle of the scale as a “3” and about one in ten (8.5%) rated this as unimportant (rating of “2” or “1”).

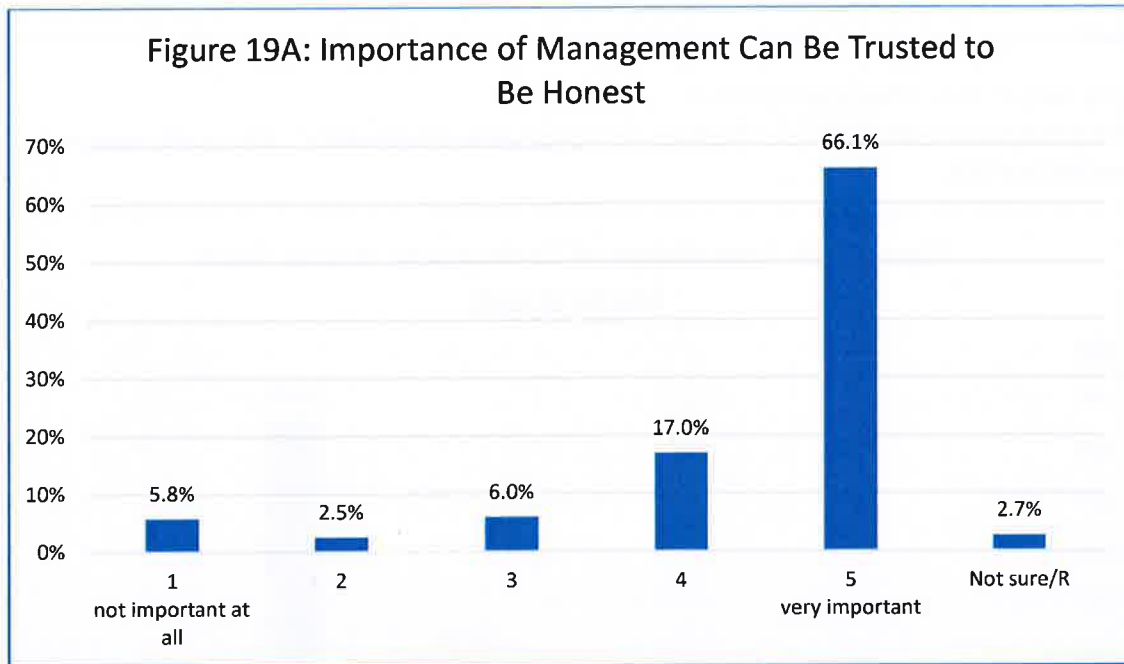


Two in five (39.9%) employees said they were satisfied (rating of “5” or “4”) with management’s recognition of employee job performance. About one in four (24.2%) employees rated their satisfaction with management’s recognition of employee job performance in the middle of the scale as a “3.” One in three (33.4%) employees were dissatisfied (rating of “2” or “1”) with management’s recognition of employee job performance.

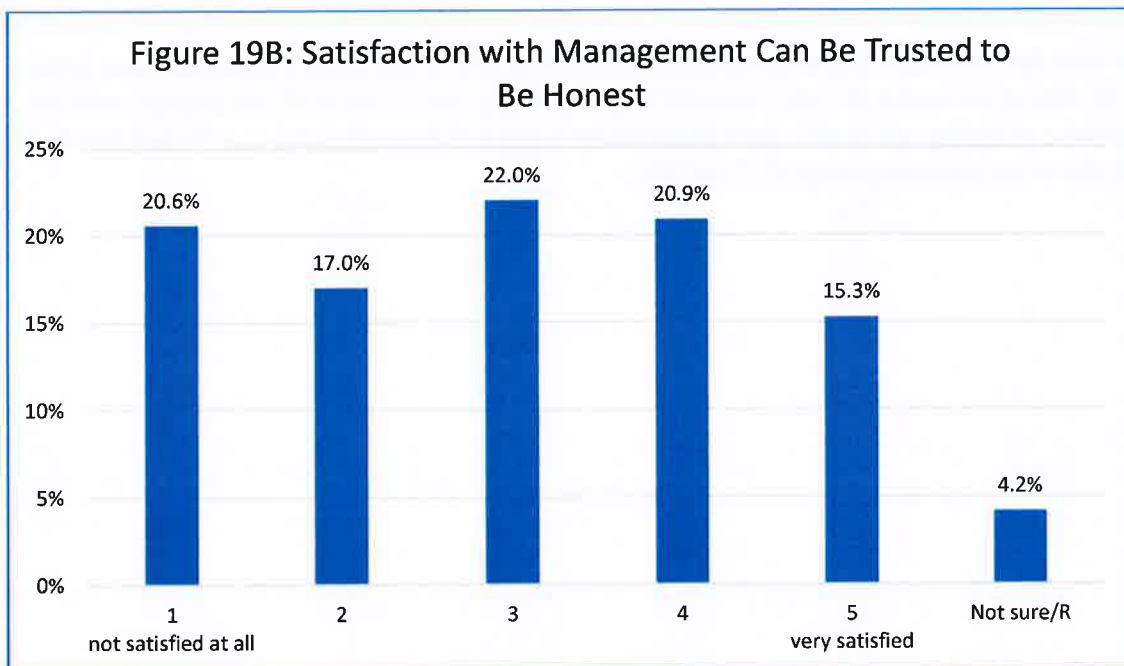
City of Gainesville Diversity in Employment Study: Comprehensive Report

Management Can Be Trusted to Be Honest

The next statement evaluated was: "Management can be trusted to be honest." The results appear in Figure 19A and 19B.



More than four in five (83.1%) employees said that 'management can be trusted to be honest' was either very (66.1%) or somewhat (17.0%) important to them. Fewer than one in ten (6.0%) employees rated the importance of 'management can be trusted to be honest' in the middle of the scale as a "3" and a similar number (8.3%) rated this as unimportant (rating of "2" or "1").

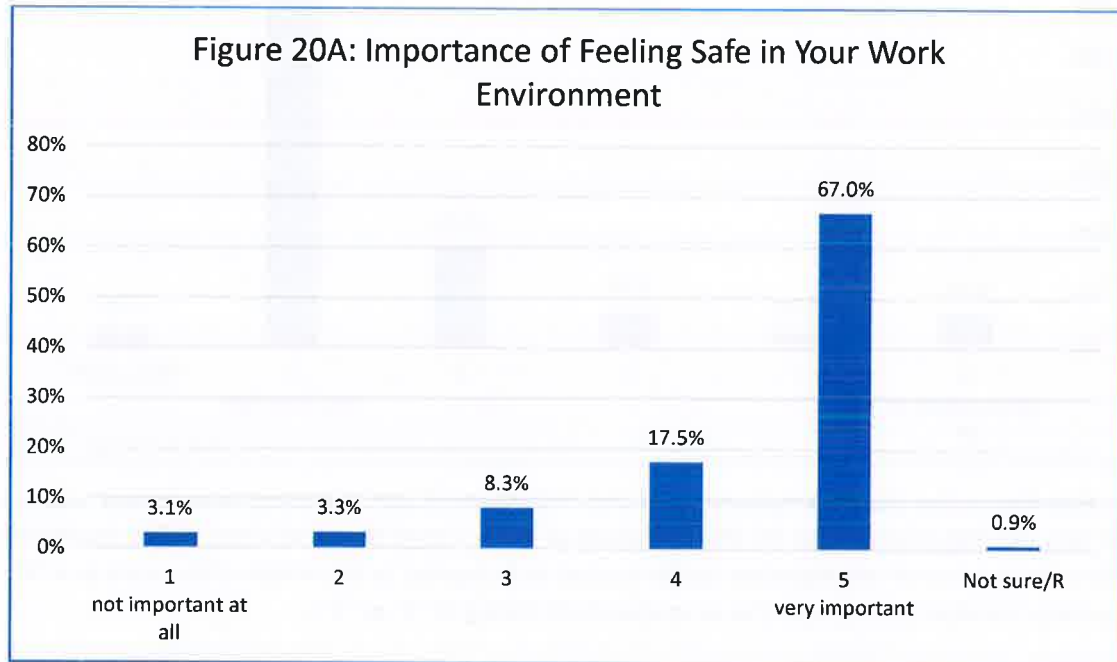


City of Gainesville Diversity in Employment Study: Comprehensive Report

More than one in three (36.2%) employees said they were satisfied (rating of “5” or “4”) with ‘management can be trusted to be honest.’ About one in five (22.0%) employees rated their satisfaction with ‘management can be trusted to be honest’ in the middle of the scale as a “3.” Nearly two in four (37.6%) employees were dissatisfied (rating of “2” or “1”) with ‘management can be trusted to be honest.’

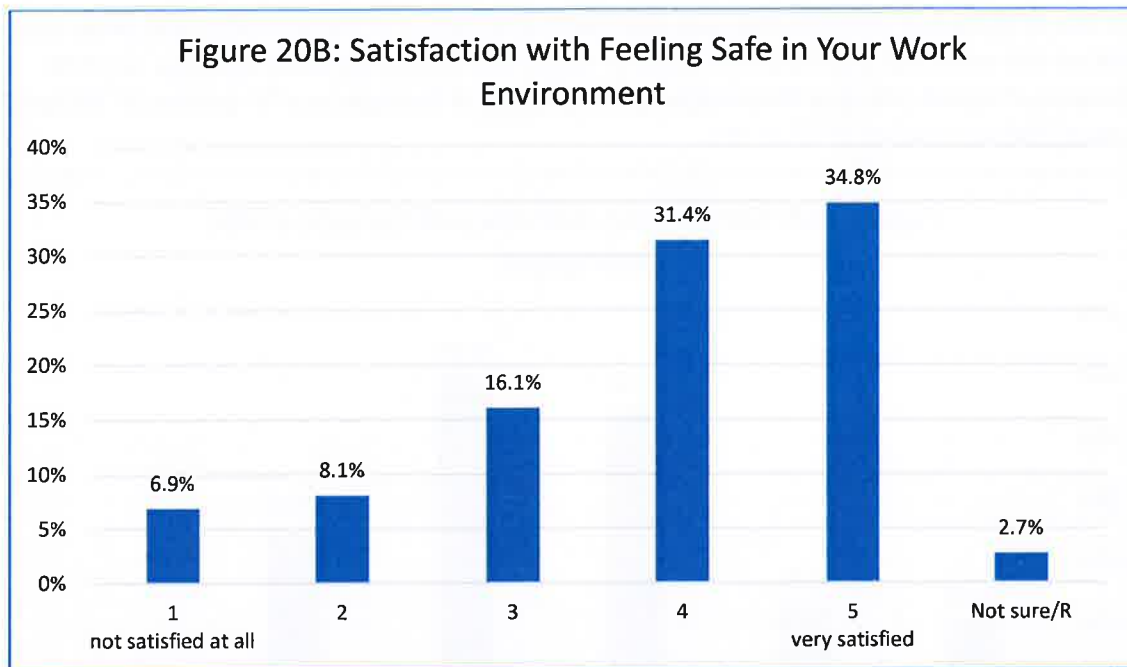
Feeling Safe in Your Work Environment

The next statement evaluated was: “Feeling safe in your work environment.” The results appear in Figure 20A and 20B.



More than four in five (84.5%) employees said that feeling safe in your work environment was either very (67.0%) or somewhat (17.5%) important to them. About one in ten (8.3%) employees rated the importance of feeling safe in your work environment in the middle of the scale as a “3” and few (6.4%) rated this as unimportant (rating of “2” or “1”).

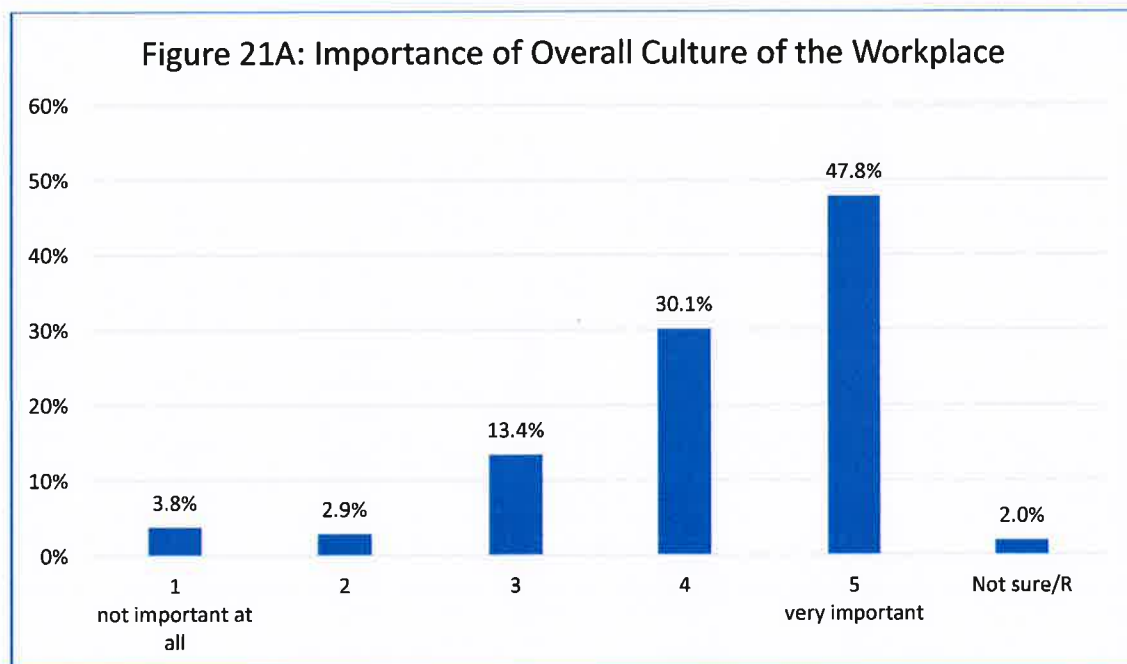
City of Gainesville Diversity in Employment Study: Comprehensive Report



About two in three (66.3%) employees said they were satisfied (rating of “5” or “4”) with ‘feeling safe in your work environment.’ About one in six (16.1%) employees rated their satisfaction with ‘feeling safe in your work environment’ in the middle of the scale as a “3.” More than one in seven (15.0%) employees were dissatisfied (rating of “2” or “1”) with ‘feeling safe in your work environment.’

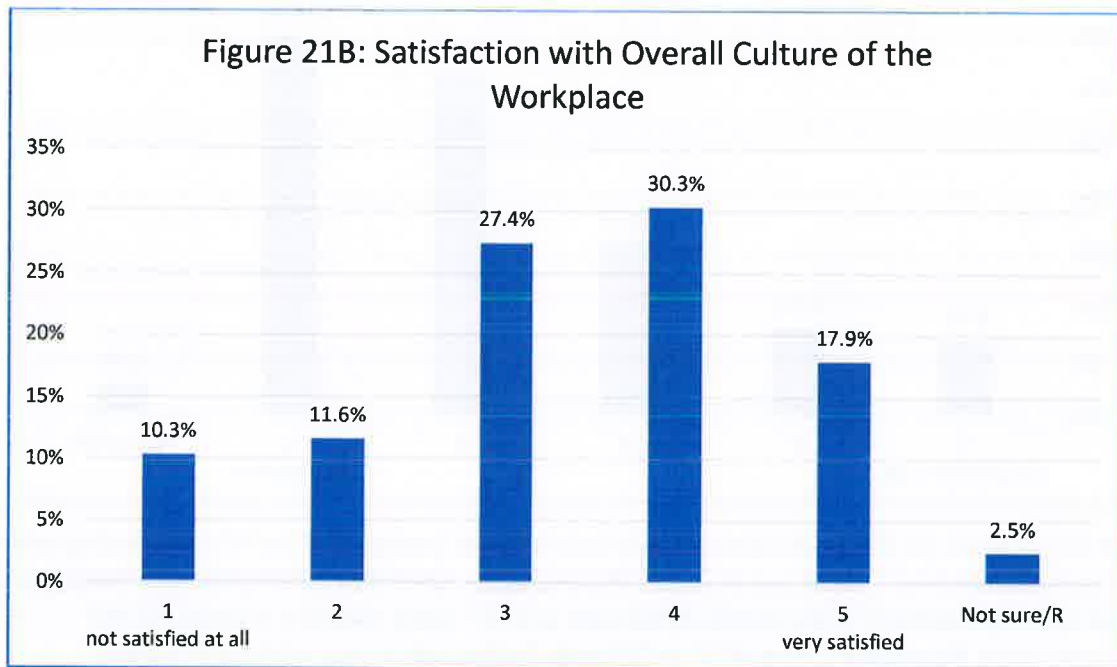
Overall Culture of the Workplace

The next statement evaluated was: “Overall culture of the workplace.” The results appear in Figure 21A and 21B.



City of Gainesville Diversity in Employment Study: Comprehensive Report

More than three in four (77.9%) employees said that overall culture of the workplace was either very (47.8%) or somewhat (30.1%) important to them. About one in eight (13.4%) employees rated the importance of overall culture of the workplace in the middle of the scale as a “3” and few (6.7%) rated this as unimportant (rating of “2” or “1”).

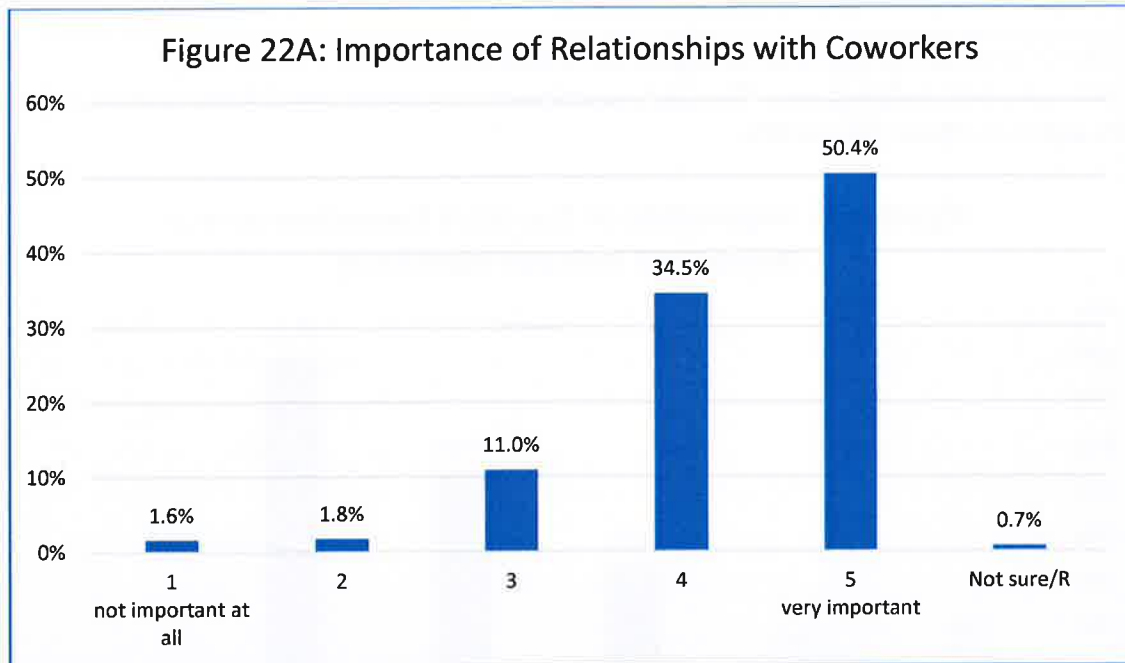


About half (48.2%) of the employees said they were satisfied (rating of “5” or “4”) with the overall culture of the workplace. About one in four (27.4%) employees rated their satisfaction with the overall culture of the workplace in the middle of the scale as a “3.” About one in five (21.9%) employees were dissatisfied (rating of “2” or “1”) with the overall culture of the workplace.

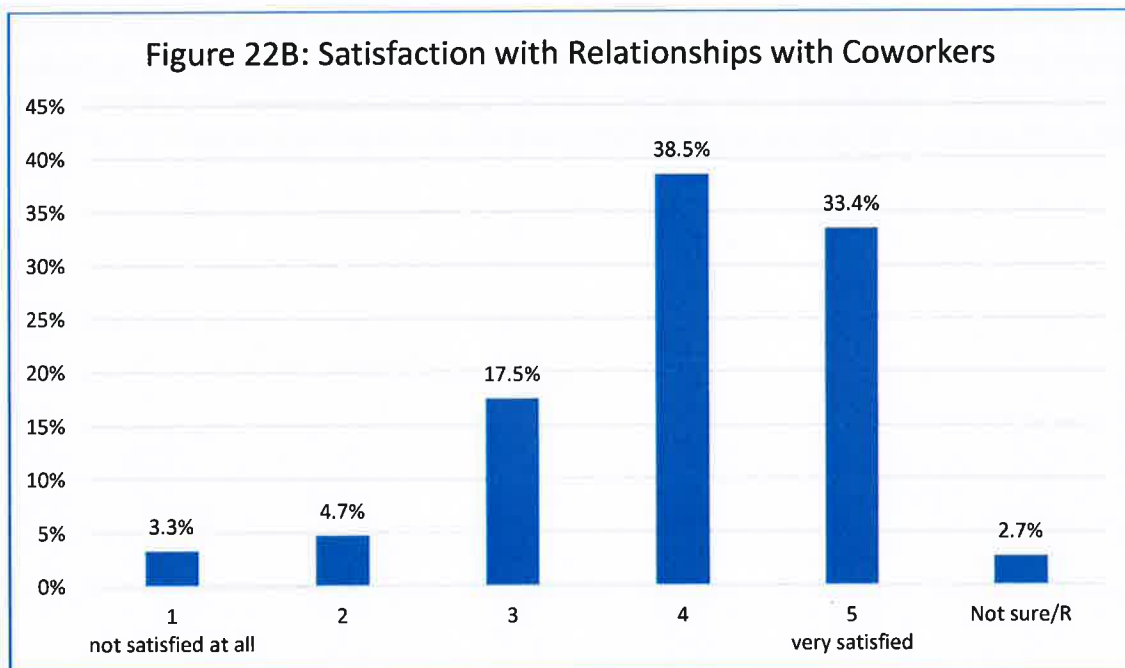
City of Gainesville Diversity in Employment Study: Comprehensive Report

Relationships with Coworkers

The next statement evaluated was: "Relationships with coworkers." The results appear in Figure 22A and 22B.



More than four in five (84.9%) employees said that relationships with coworkers were either very (50.4%) or somewhat (34.5%) important to them. About one in ten (11.0%) employees rated the importance of relationships with coworkers in the middle of the scale as a "3" and very few (3.4%) rated this as unimportant (rating of "2" or "1").

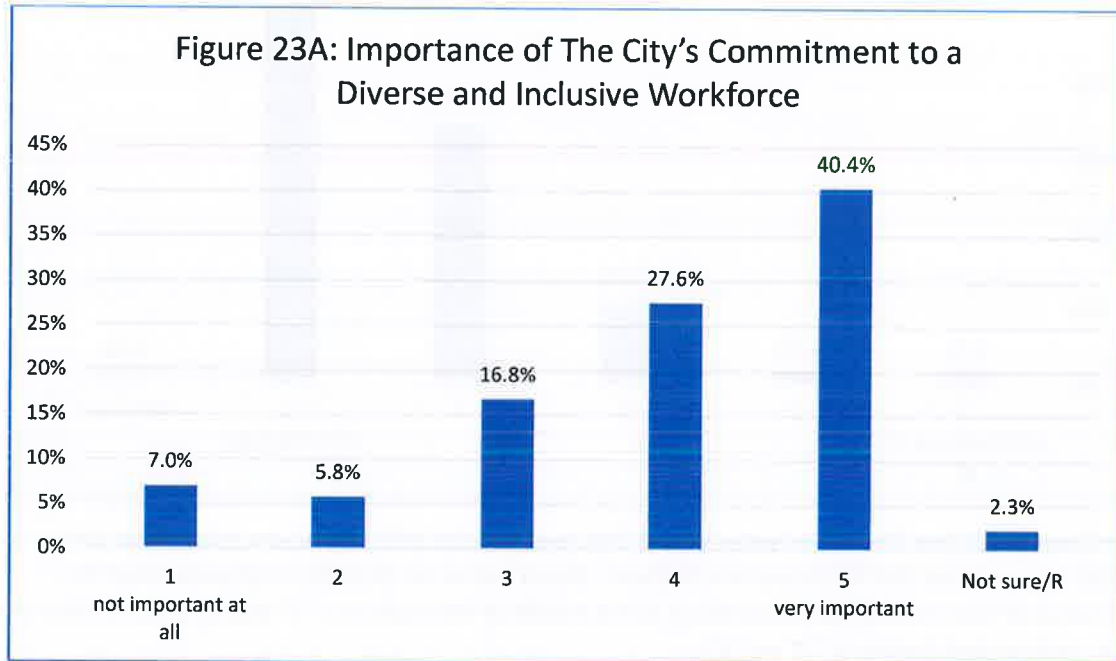


City of Gainesville Diversity in Employment Study: Comprehensive Report

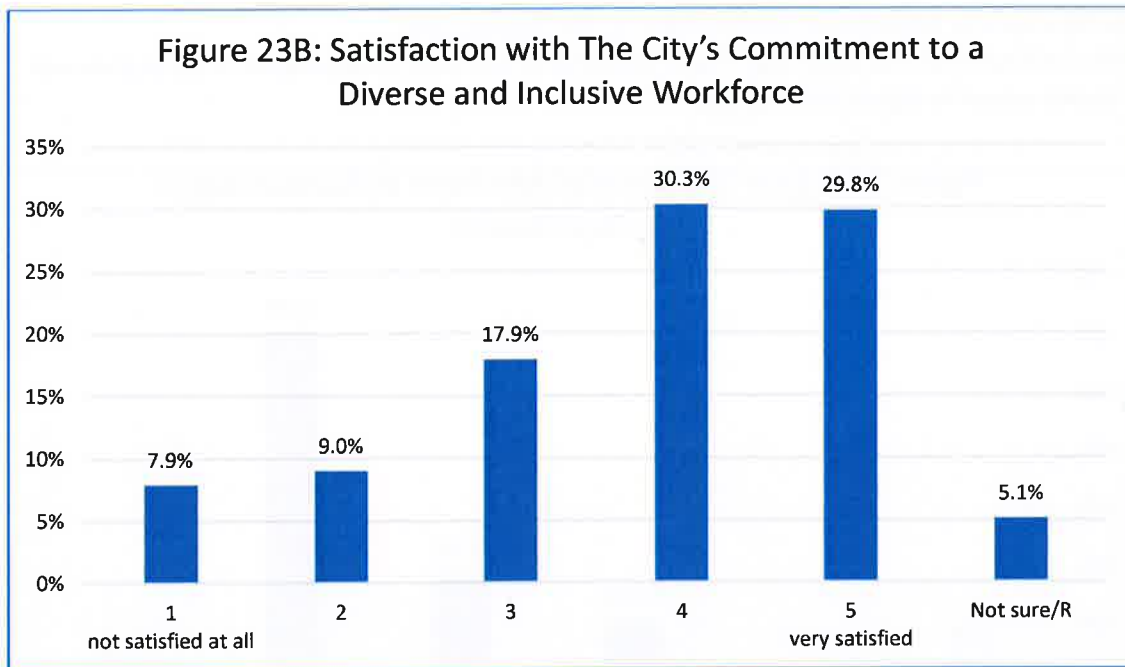
About seven in ten (71.9%) employees said they were satisfied (rating of “5” or “4”) with relationships with coworkers. About one in six (17.5%) employees rated their satisfaction with relationships with coworkers in the middle of the scale as a “3.” About one in ten (8.0%) employees were dissatisfied (rating of “2” or “1”) with relationships with coworkers.

The City’s Commitment to a Diverse and Inclusive Workforce

The next statement evaluated was: “The City’s commitment to a diverse and inclusive workforce.” The results appear in Figure 23A and 23B.



More than two in three (68.1%) employees said that the City’s commitment to a diverse and inclusive workforce was either very (40.4%) or somewhat (27.6%) important to them. About one in six (16.8%) employees rated the importance of the City’s commitment to a diverse and inclusive workforce in the middle of the scale as a “3” and one in eight (12.8%) rated this as unimportant (rating of “2” or “1”).

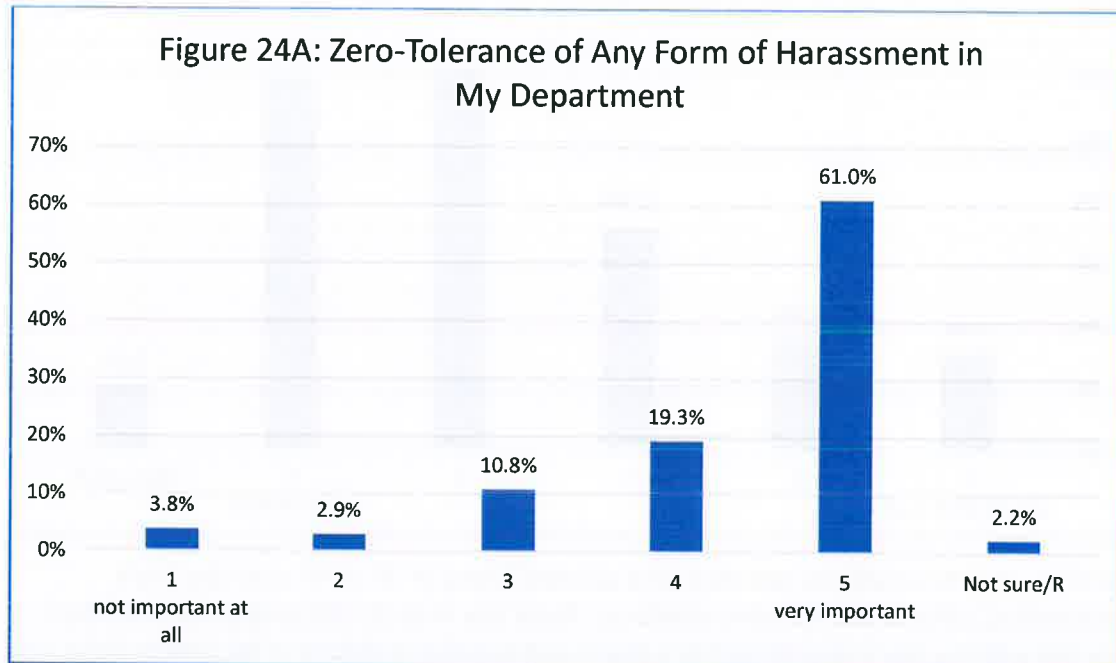


Three in five (60.1%) employees said they were satisfied (rating of “5” or “4”) with the City’s commitment to a diverse and inclusive workforce. About one in six (17.9%) employees rated their satisfaction with the City’s commitment to a diverse and inclusive workforce in the middle of the scale as a “3.” One in six (16.9%) employees were dissatisfied (rating of “2” or “1”) with the City’s commitment to a diverse and inclusive workforce.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Zero-Tolerance of Any Form of Harassment in My Department

The final statement in this series was: "Zero-tolerance of any form of harassment in my department."
The results appear in Figure 24A and 24B.



Four in five (80.3%) employees said that 'zero-tolerance of any form of harassment in my department' was either very (61.0%) or somewhat (19.3%) important to them. One in ten (10.8%) employees rated the importance of 'zero-tolerance of any form of harassment in my department' in the middle of the scale as a "3" and few (6.7%) rated this as unimportant (rating of "2" or "1").



City of Gainesville Diversity in Employment Study: Comprehensive Report

Nearly two in three (63.9%) employees said they were satisfied (rating of “5” or “4”) with ‘zero-tolerance of any form of harassment in my department.’ About one in six (17.0%) employees rated their satisfaction with ‘zero-tolerance of any form of harassment in my department’ in the middle of the scale as a “3.” One in seven (14.7%) employees were dissatisfied (rating of “2” or “1”) with ‘zero-tolerance of any form of harassment in my department.’

Work Environment Summary

Table 5 shows the overall importance (ratings of “5” or “4”) and satisfaction (ratings of “5” or “4”) with the work environment items assessed in the survey.

Table 5: Overall Importance and Satisfaction with Work Environment Items

| | % Rating as Important | % Rating as Satisfied |
|--|-----------------------|-----------------------|
| Respectful treatment of all employees at all levels | 88.6% | 49.3% |
| Immediate supervisor’s respect for your ideas | 89.0% | 69.1% |
| Management’s recognition of employee job performance | 77.4% | 39.9% |
| Management can be trusted to be honest | 83.1% | 36.2% |
| Feeling safe in your work environment | 84.5% | 66.3% |
| Overall culture of the workplace | 77.9% | 48.2% |
| Relationships with coworkers | 84.9% | 71.9% |
| The City’s commitment to a diverse and inclusive workforce | 68.1% | 60.1% |
| Zero-tolerance of any form of harassment in my department | 80.3% | 63.9% |

Table 5 provides a summary of the results related to the City work environment items and permits a comparison of the percentage of the respondents who rated an item as important and the percentage who were satisfied with the item. All of these work environment items are important to City employees. With the exception of one item, at least three-quarters of the City employees rate each item as important. Nearly 90 percent of the City employees rate two items related to respect, “Respectful treatment of all employees at all levels” (88.6%) and “Immediate supervisor’s respect for your ideas” (89.0%), as important. The level of satisfaction with several of these items, however, is much lower.

More than four-fifths (83.1%) of the City employees rate the item “Management can be trusted to be honest” as important but only about one-third (36.2%) are satisfied with this item. More than three-quarters (77.4%) of the City employees rate “Management’s recognition of employee job performance” as important compared to less than one-fifth (39.9%) who are satisfied with this item.

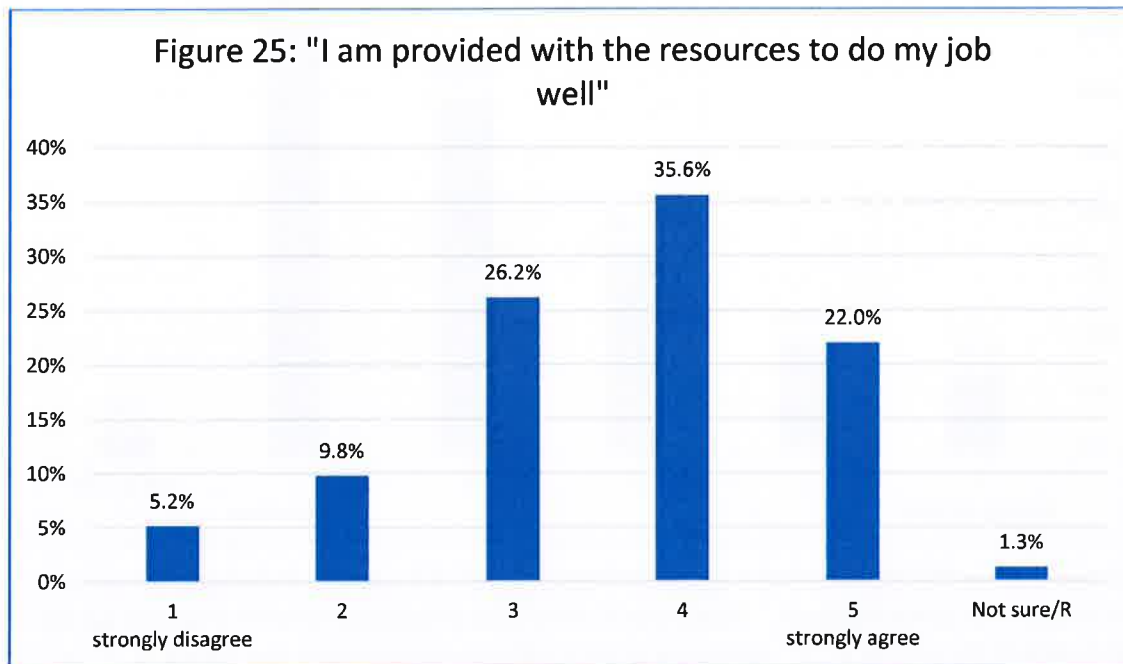
There are differences among these items in level of satisfaction. However, the level of satisfaction for some very important items, such as management trust and recognition of employee performance, is so low that the City should take steps to better understand why employees rate the level of satisfaction at these levels and what steps can be taken to increase employee satisfaction.

City of Gainesville Diversity in Employment Study: Comprehensive Report

The next series of questions on work environment asked employees how much they agree or disagree with a series of statements using a scale from 1 to 5 where 1 is “strongly disagree” and 5 is “strongly agree.”

Resources

The first statement evaluated was: “I am provided with the resources to do my job well.” The results appear in Figure 25.

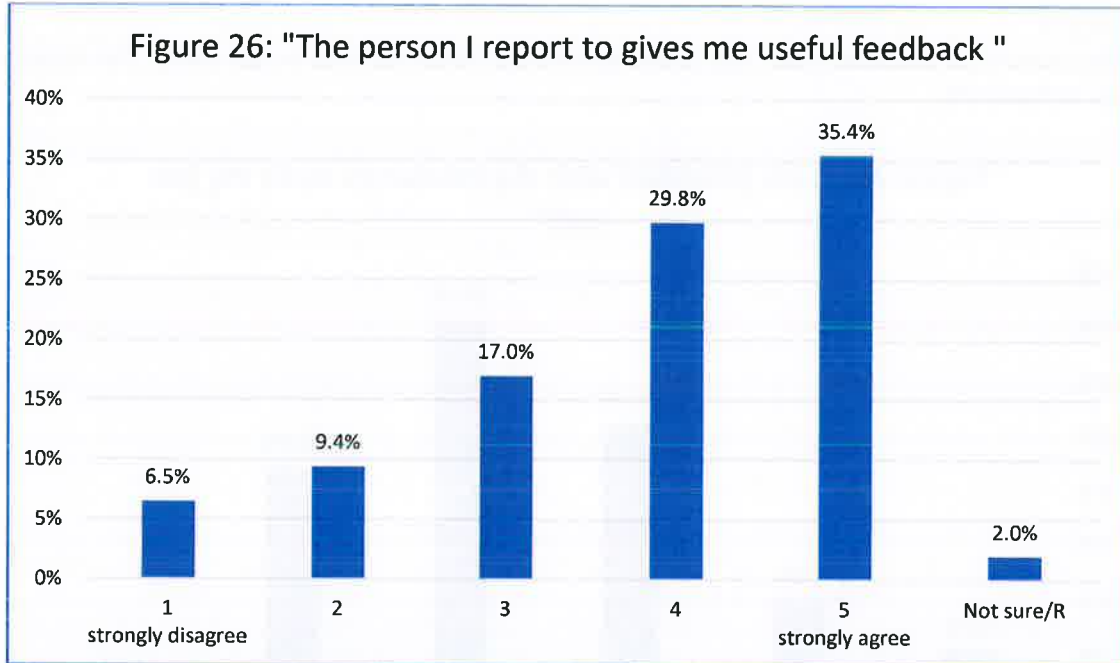


About three in five (57.6%) employees agreed (rating of “5” or “4”) with the statement “I am provided with the resources to do my job well.” About one in four (26.2%) employees rated their level of agreement in the middle of the scale as a “3.” More than one in seven (15.0%) employees disagreed (rating of “2” or “1”) with the statement “I am provided with the resources to do my job well.”

City of Gainesville Diversity in Employment Study: Comprehensive Report

Feedback

The next statement evaluated was: "The person I report to gives me useful feedback." The results appear in Figure 26.

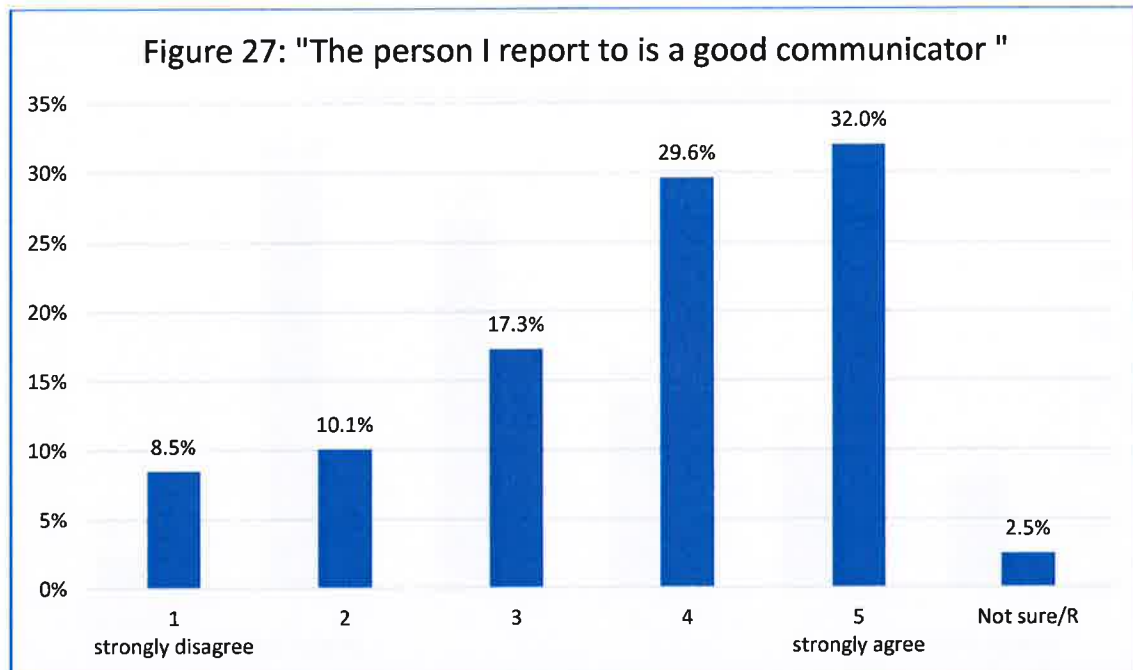


About two in three (65.2%) employees agreed (rating of "5" or "4") with the statement "the person I report to gives me useful feedback." About one in six (17.0%) employees rated their level of agreement in the middle of the scale as a "3." About one in six (15.9%) employees disagreed (rating of "2" or "1") with the statement "the person I report to gives me useful feedback."

City of Gainesville Diversity in Employment Study: Comprehensive Report

Report to Good Communicator

The next statement evaluated was: "The person I report to is a good communicator." The results appear in Figure 27.

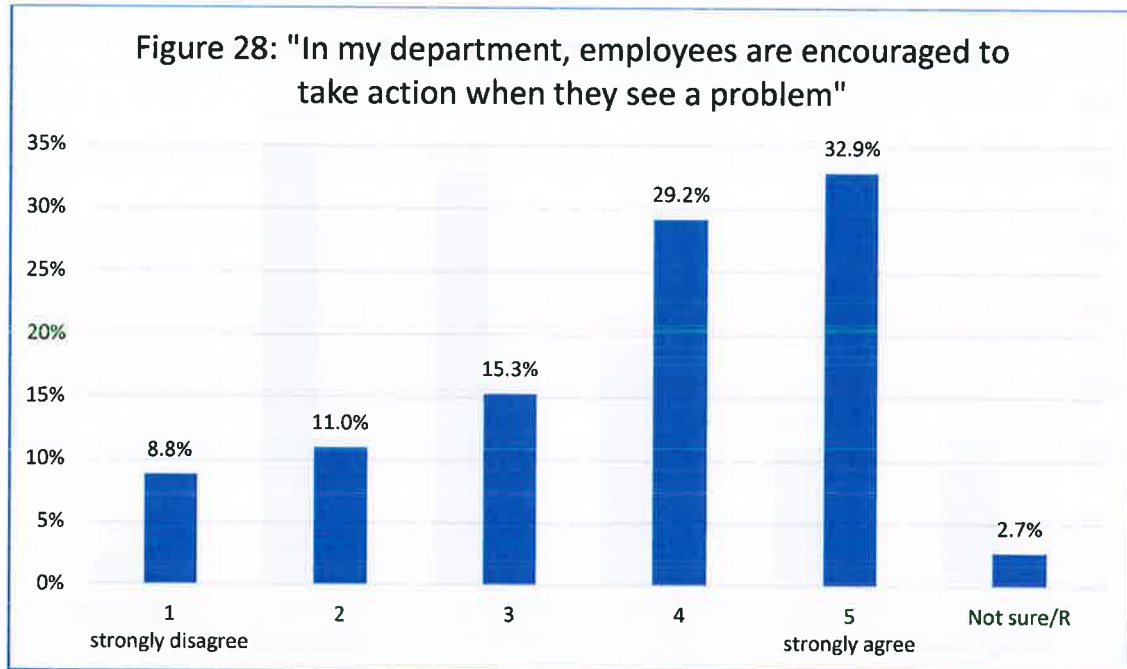


About three in five (61.6%) employees agreed (rating of "5" or "4") with the statement "the person I report to is a good communicator." About one in six (17.3%) employees rated their level of agreement in the middle of the scale as a "3." Nearly one in five (18.6%) employees disagreed (rating of "2" or "1") with the statement "the person I report to is a good communicator."

City of Gainesville Diversity in Employment Study: Comprehensive Report

Employees Encouraged to Take Action on Problems

The next statement evaluated was: "In my department, employees are encouraged to take action when they see a problem." The results appear in Figure 28.

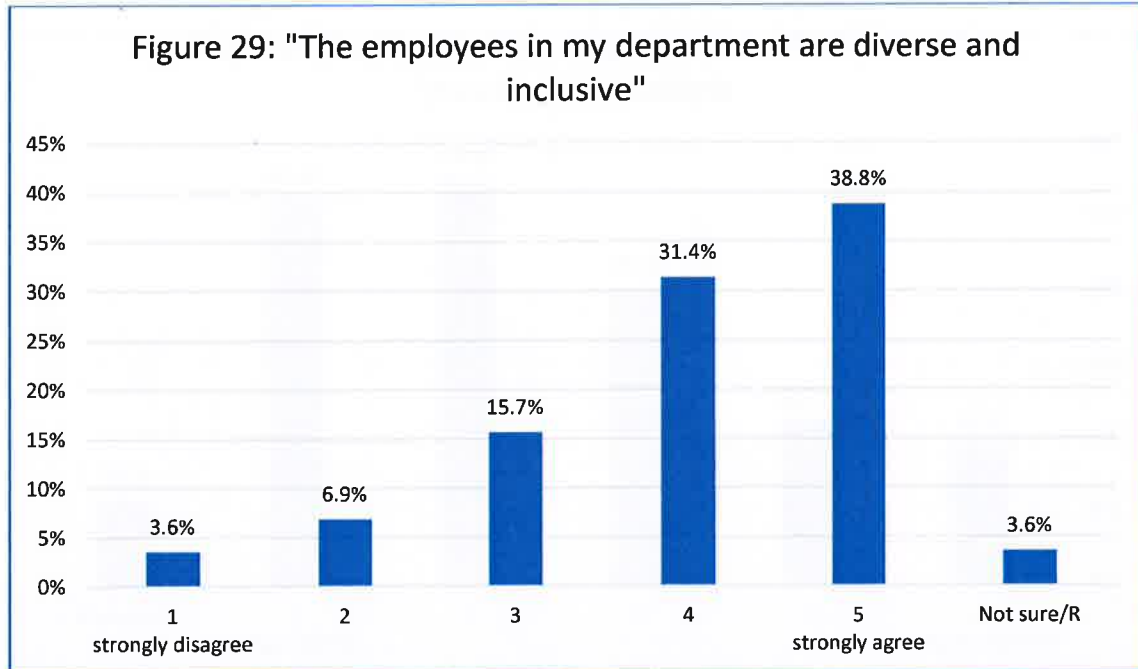


About three in five (62.1%) employees agreed (rating of "5" or "4") with the statement "in my department, employees are encouraged to take action when they see a problem." About one in seven (15.3%) employees rated their level of agreement in the middle of the scale as a "3." About one in five (19.8%) employees disagreed (rating of "2" or "1") with the statement "in my department, employees are encouraged to take action when they see a problem."

City of Gainesville Diversity in Employment Study: Comprehensive Report

Department is Diverse & Inclusive

The next statement evaluated was: "The employees in my department are diverse and inclusive." The results appear in Figure 29.



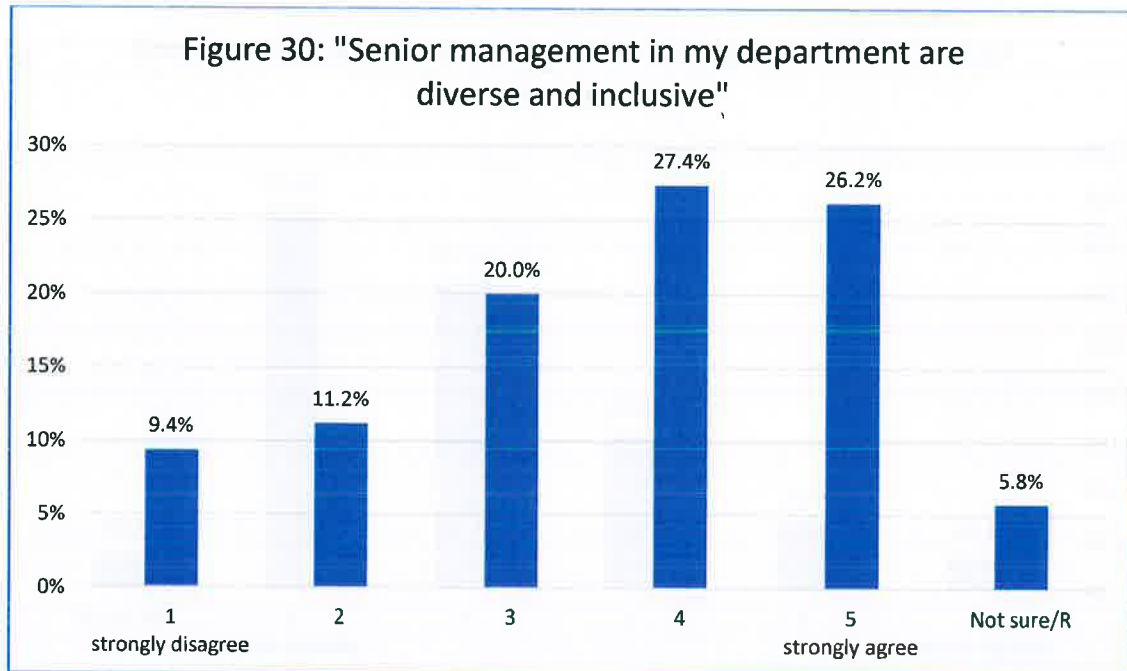
Seven in ten (70.2%) employees agreed (rating of "5" or "4") with the statement "the employees in my department are diverse and inclusive." About one in six (15.7%) employees rated their level of agreement in the middle of the scale as a "3." About one in ten (10.5%) employees disagreed (rating of "2" or "1") with the statement "the employees in my department are diverse and inclusive."

City of Gainesville Diversity in Employment Study: Comprehensive Report

Senior Management is Diverse & Inclusive

The next statement evaluated was: "Senior management in my department are diverse and inclusive."

The results appear in Figure 30.

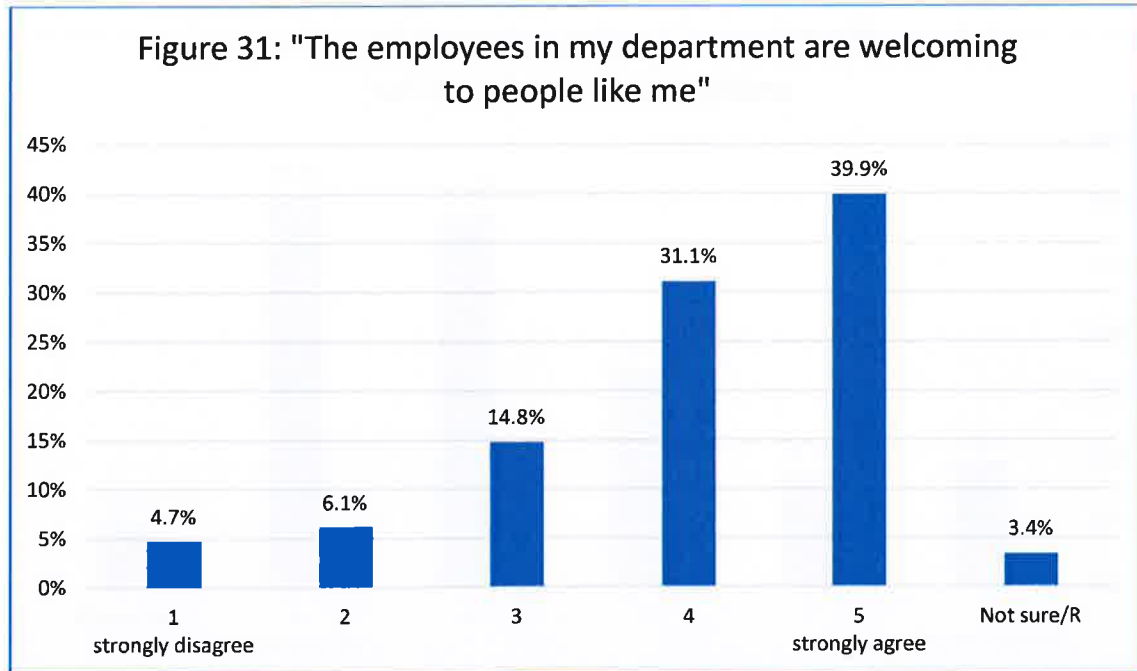


About half (53.6%) of the employees agreed (rating of "5" or "4") with the statement "senior management in my department are diverse and inclusive." One in five (20.0%) employees rated their level of agreement in the middle of the scale as a "3." About one in five (20.6%) employees disagreed (rating of "2" or "1") with the statement "senior management in my department are diverse and inclusive."

City of Gainesville Diversity in Employment Study: Comprehensive Report

Department Employees Welcoming to People Like Me

The next statement evaluated was: "The employees in my department are welcoming to people like me." The results appear in Figure 31.

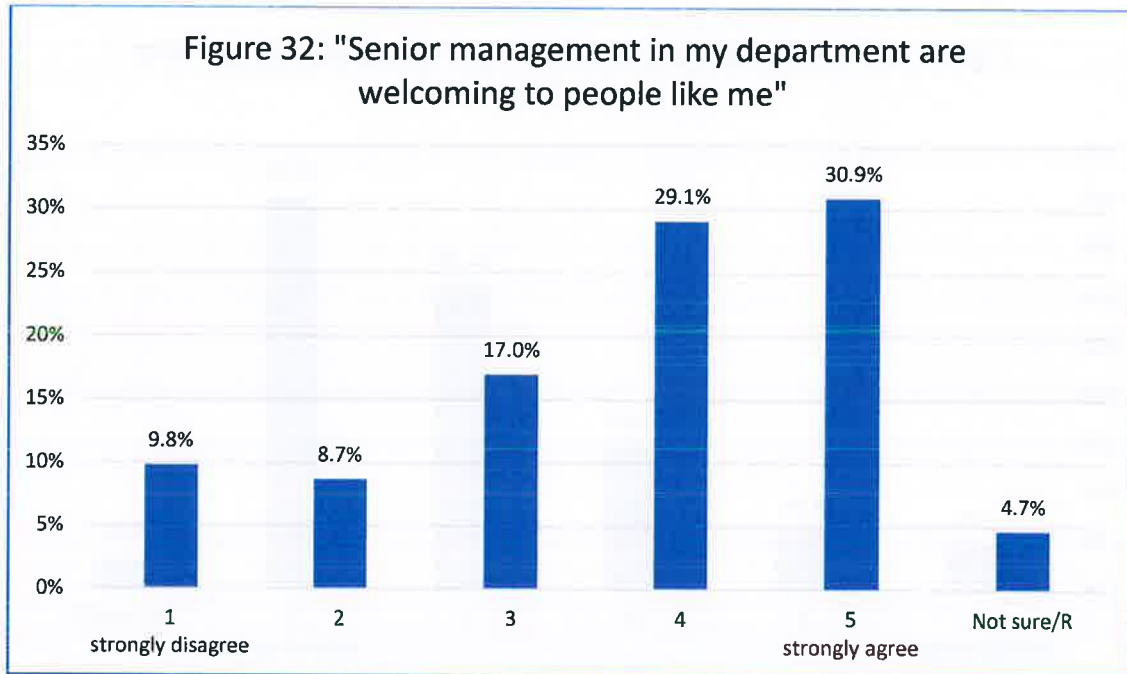


Seven in ten (71.0%) employees agreed (rating of "5" or "4") with the statement "the employees in my department are welcoming to people like me." About one in seven (14.8%) employees rated their level of agreement in the middle of the scale as a "3." About one in ten (10.8%) employees disagreed (rating of "2" or "1") with the statement "the employees in my department are welcoming to people like me."

City of Gainesville Diversity in Employment Study: Comprehensive Report

Senior Management Are Welcoming to People Like Me

The next statement evaluated was: "Senior management in my department are welcoming to people like me." The results appear in Figure 32.

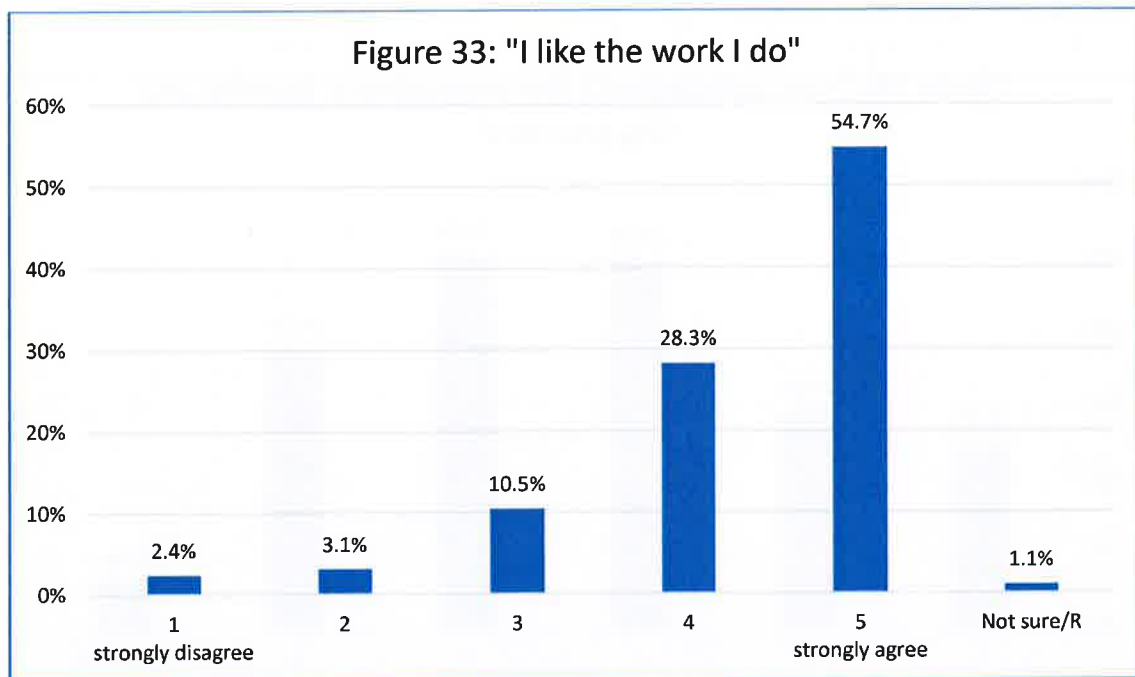


Three in five (60.0%) employees agreed (rating of "5" or "4") with the statement "senior management in my department are welcoming to people like me." About one in six (17.0%) employees rated their level of agreement in the middle of the scale as a "3." Nearly one in five (18.5%) employees disagreed (rating of "2" or "1") with the statement "senior management in my department are welcoming to people like me."

City of Gainesville Diversity in Employment Study: Comprehensive Report

Like the Work

The next statement evaluated was: "I like the work I do." The results appear in Figure 33.

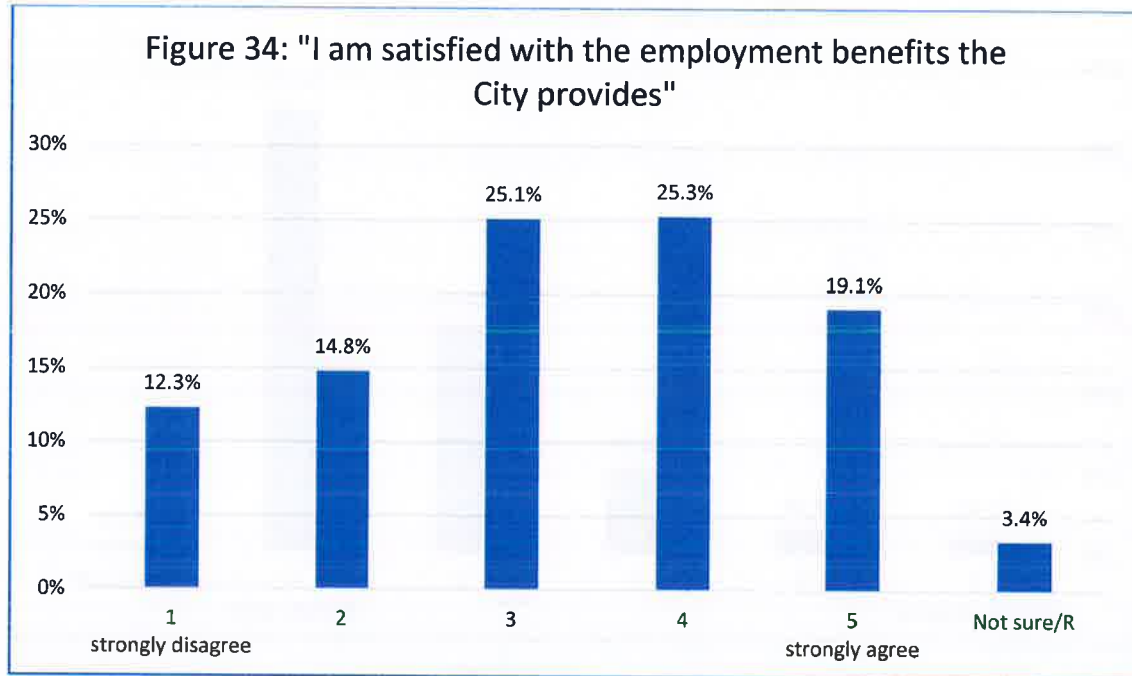


More than four in five (83.0%) employees agreed (rating of "5" or "4") with the statement "I like the work I do." One in ten (10.5%) employees rated their level of agreement in the middle of the scale as a "3." Fewer than one in ten (5.5%) employees disagreed (rating of "2" or "1") with the statement "I like the work I do."

City of Gainesville Diversity in Employment Study: Comprehensive Report

Satisfaction with Benefits

The final statement evaluated was: "I am satisfied with the employment benefits the City provides." The results appear in Figure 34.

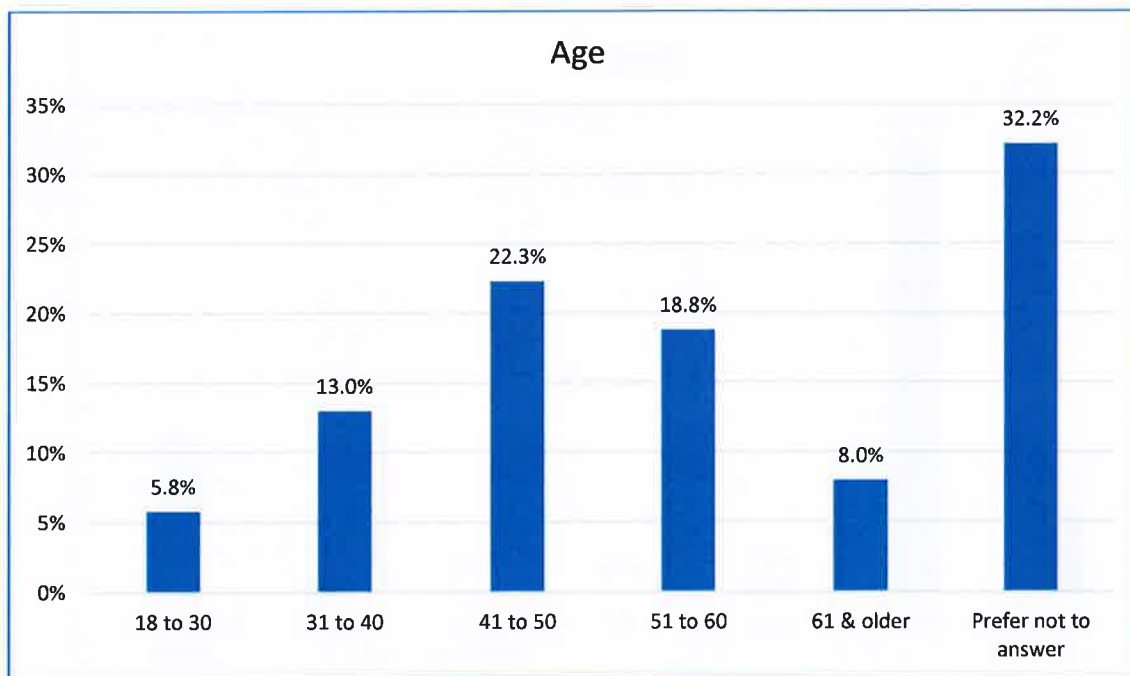
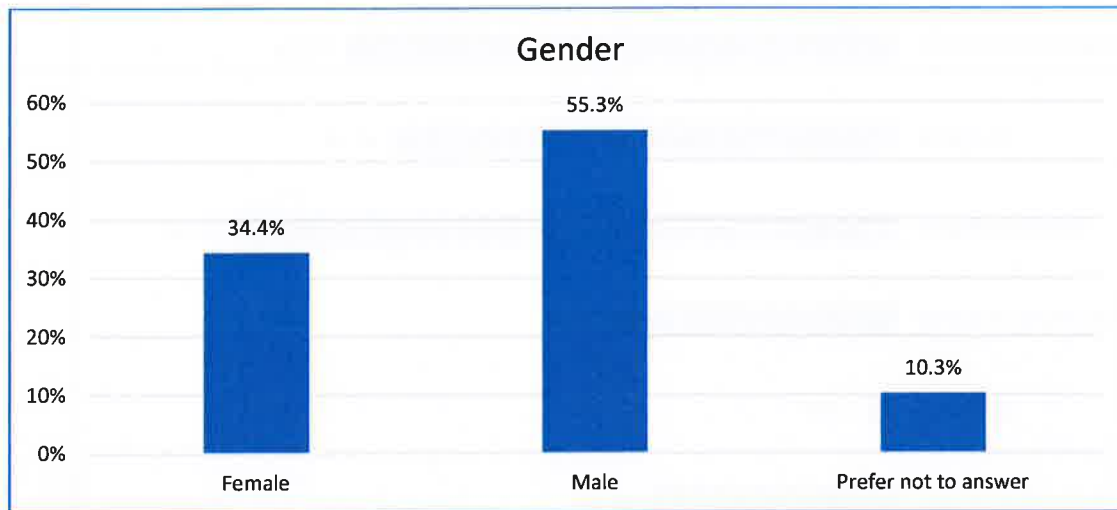


More than two in five (44.4%) employees agreed (rating of "5" or "4") with the statement "I am satisfied with the employment benefits the City provides." One in four (25.1%) employees rated their level of agreement in the middle of the scale as a "3." More than one in four (27.1%) employees disagreed (rating of "2" or "1") with the statement "I am satisfied with the employment benefits the City provides."

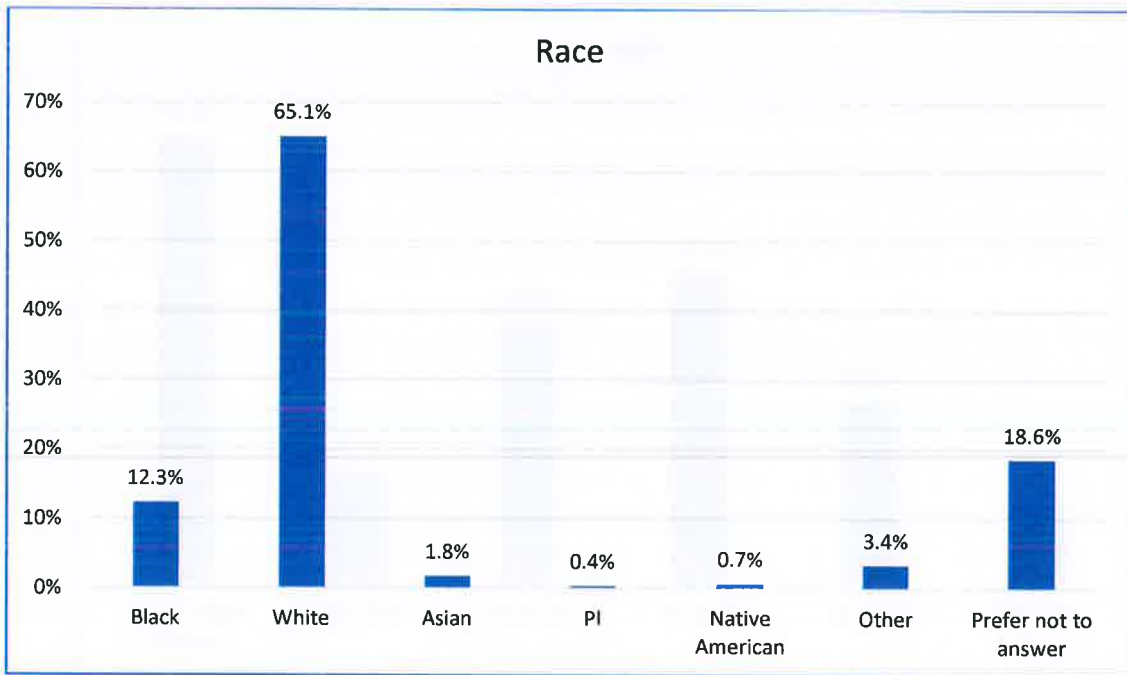
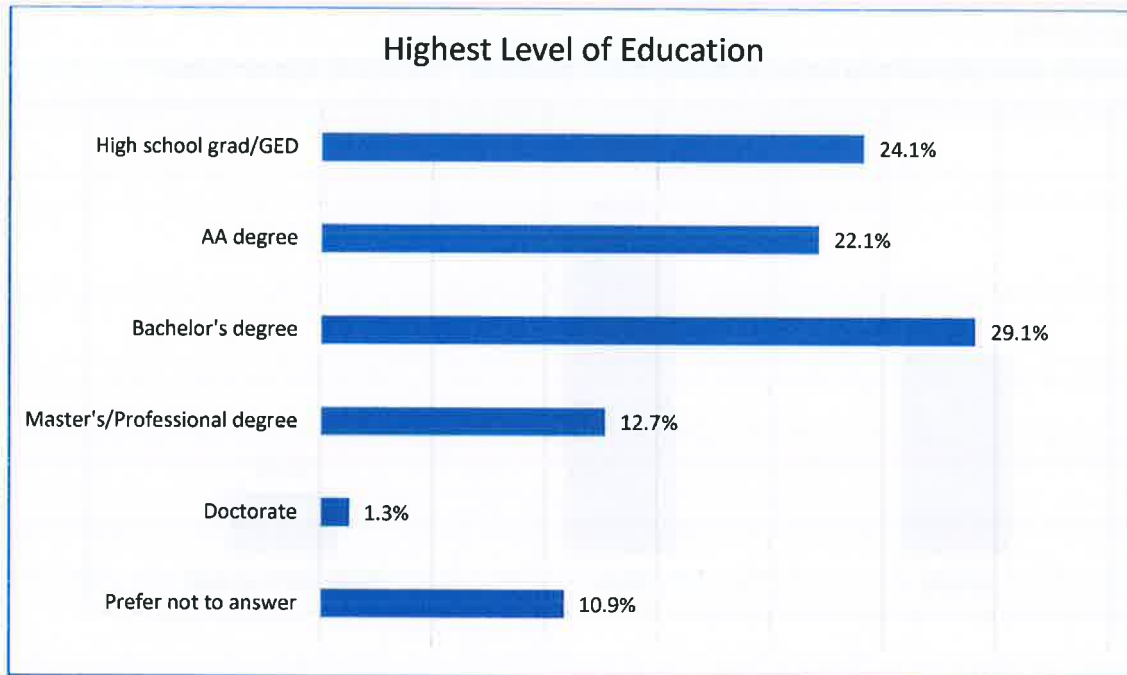
City of Gainesville Diversity in Employment Study: Comprehensive Report

Demographics

Respondents were also asked a series of demographic questions. The results appear below.

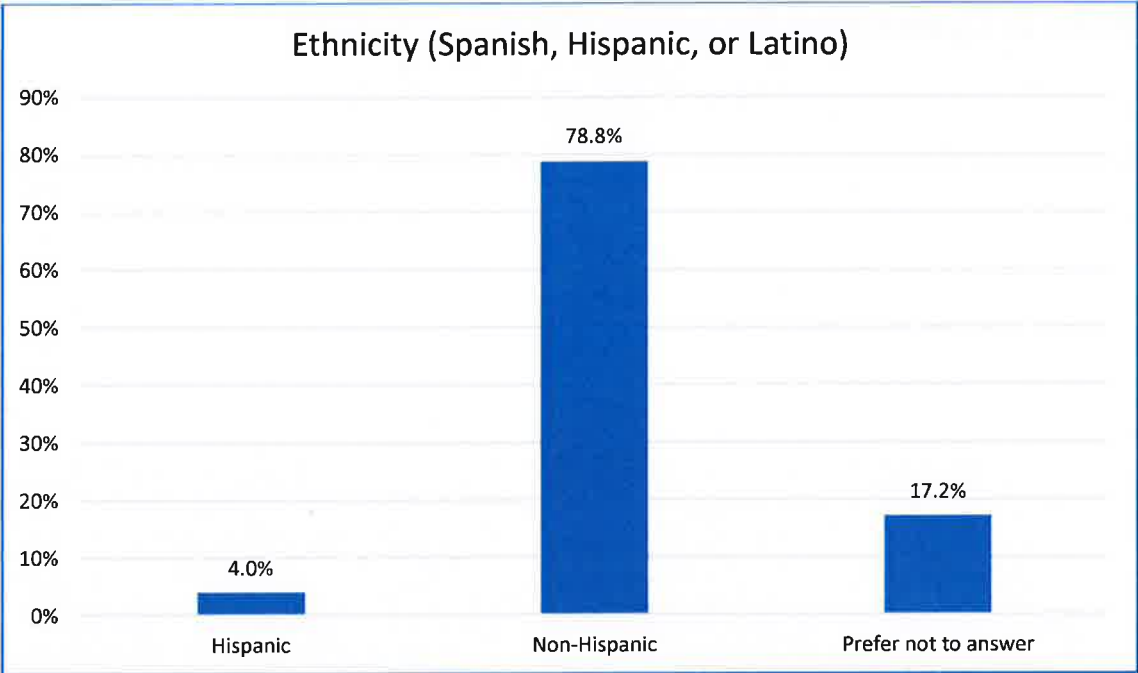


City of Gainesville Diversity in Employment Study: Comprehensive Report



**Note: Respondents could choose more than one response.*

City of Gainesville Diversity in Employment Study: Comprehensive Report



Appendix A: Open-Ended Responses (Employee Survey)



City of Gainesville Diversity in Employment Study: Comprehensive Report

Question 6B: Which of the following, if any, are reasons why you did not apply for promotion within your department in the past three years?

| |
|---|
| Only been here short period of time; not qualify as of yet |
| Age discrimination. |
| Only employed by the City for the past five months, prefer to not consider application for job vacancies until gaining more experience with the City. |
| Completing Training course for current position. (PTTP |
| I wanted a chance to try out for another unit and it's frowned upon if you apply to get promoted. |
| Inquired about promotional opportunity and advised by previous manager not qualified but new manager come in the department and hires a non-qualified candidate that HR says non-qualified. |
| Have only been in this department for one year. There are not really any promotional opportunities in my department, though. |
| Only position available was for that of a manager and did not want that position |
| I was just promoted four months ago into my new role. I am highly ambitious. When an opportunity presents itself in my area or any another area of interest, I will most definitely apply. |
| Prior management repeatedly told me how un-needed I was, did not see reason to apply to be rejected |
| Not interested in other roles within my current department, but I have applied for other positions in other departments. |
| Enrolled in college program; current position was adequate |
| I joined the City only 5 months ago |
| No promotional process |
| Current management environment of political correctness and deceit would at some point be a conflict of honesty. |
| Promotional decisions typically made for political reasons, or because of being friends with Managers |
| Because I cannot lie, be vindictive, evil, corrupt, harass, or be a "yes man", because that is my job. My job is to do the right thing, not welcome at this org. |
| New employee. Previously from a different agency. |
| Cannot be promoted without leaving current position and losing seniority. |
| Positions were beyond my capabilities although qualified for them. |
| Did not think it was a good fit for my personality |
| I retired after 31 years as Traffic Operations Supervisor. I am just working part time in parking meter maintenance because of my experience and my desire to stay active. |
| Have not worked in this position for 3 years/new employee |
| Temp |
| I was interested and qualified in an opening that would have been considered a promotion, but was it was not opened up for a competitive process. |
| In the DROP. |
| New hire as of June 6 |
| Promotion would have resulted in working night shift |
| Needed Job Audit, working out of class since 2011 |
| Employed under a year. So no raises nor promotions in the past 3 years with the city. |

City of Gainesville Diversity in Employment Study: Comprehensive Report

Question 7B: Which of the following, if any, are reasons why you did not apply for a higher-level position or job classification in a different department in the past three years?

| |
|---|
| 1st Year with the City of Gainesville. Just learning the job. |
| Cannot be promoted without leaving current position and losing seniority. |
| Climate in other departments--cutbacks, high turnover, not filling vacancies |
| Currently position have the opportunity to receive promotion through professional progression. |
| Did not see positions in other departments that interested me. |
| Did not want to move to a different department and did not see any available positions |
| Difficult experience when applying for the one position; lost self-confidence. |
| Employed under a year. So no raises nor promotions in the past 3 years with the city. |
| Enrolled in college program; current position was adequate |
| Happy in current department |
| Happy in current dept. and moving up in there. |
| Happy with my current division. Would like promotion within. |
| Have not worked in this position for 3 years/new employee |
| I am in a Progress-Through Training-Program. |
| I joined the City only 5 months ago |
| If I was to put in for another position, I would be on probation, which is the perfect opportunity for management to get rid of me for not being a "yes man". |
| Must stay at the police department |
| New hire as of June 6 |
| No other position in my trade available in City structure. |
| no positions open for which I'm interested |
| Not interested in any of the higher level positions that I saw in other departments |
| Only been here short period of time; not qualify as of yet |
| Only employed by the City for the past five months, prefer to not consider application for job vacancies until gaining more experience with the City. |
| Other departments within city would require me to leave the high risk retirement. |
| Police department rank structure |
| Positions available did not fit my skill set |
| Pregnancy related. |
| Same as above |
| See above, the conditions of the prior management destroyed my confidence and morale |
| Skills are very specific to my department, few other departments require my skill set. |
| Transferring within the department to different bureaus is not a promotion and as such you don't get a raise in pay |
| Want to promote within my current department. There are no higher job classifications in my department available other than via promotion. Do not want to change departments within the city. |
| Was told that diversity was the main priority which would preclude me |
| Work schedule flexibility was limited. |

City of Gainesville Diversity in Employment Study: Comprehensive Report

Question 8B: What efforts does your department make to attract diverse applicants for open positions?

| |
|---|
| Ad on prof web sites & those for minorities and females; use an email blast list to directly target minorities and females. Give every employee an opportunity for professional growth and development, & focus on inclusion, in addition to diversity. |
| Advertise in colleges in the state for diversity. |
| advertise across multiple media to reach diverse pool |
| advertise in local publications reaching minorities; utilize HR e-mail list to local organizations |
| Advertise in minority and female publications. Advertise in diverse Universities. |
| Advertise in multiple venues |
| advertise in specific publications for minority groups |
| Advertise in trade magazines |
| Advertise in trade magazines, Professional Organizations including ICMA, National Forum of Black Public Administrators, job fairs and recruitment events |
| Advertise on minority publications, works with HR diversity recruiter, hold job fairs. |
| Advertise on targeted recruiting web sites. |
| Advertise positions in schools located in Puerto Rico among many |
| Advertise with diverse organizations and hold processes at same. |
| Advertise with minority associations |
| Advertisement on-line and targeted advertising and outreach |
| Advertisements on social media and through CareerSource |
| Advertising in minority publications and job boards, community job boards, representation at jobs fairs when available |
| Advertising in trade magazines, Department website |
| Advertising in various publications |
| Advertising outside of the current city employee pool |
| Advertisements in magazines, newspapers, and websites to attract a diverse pool of candidates |
| Asks for a recruitment plan from the EO office and implement the plan |
| Attend job fairs, advertise in trade publications, etc. |
| By advertising in the many outreach areas as suggested by HR and EO |
| Committee members attend career events at multiple age ranges, We hold certified and non-certified recruitments days advertised via word of mouth, print, radio, and social media, advertised in trade publications + efforts by HR and EO. |
| Depends on the position. More technical positions will necessitate additional sources outside of our normal hiring sources. |
| Discuss with HR various job advertising options for increasing the diversity of our applicants. Participate in job fairs. Word of mouth within and outside of the organization. |
| Email blast to diverse organizations |
| email blast to dozens of minority organizations and advertising at the state and national level |
| Encourage minority and woman to apply |
| external adds; professional organizations; women and minority organizations |

City of Gainesville Diversity in Employment Study: Comprehensive Report

| |
|--|
| have previously worked directly with Diversity Recruiter |
| HR advertises in various publications targeting a diverse audience. |
| I advertise extensively through targeted sites to attract a diverse pool. |
| I believe we were very limited in what we could do, therefore we relied upon HR. |
| Job Fairs |
| Job fairs and target areas for position being filled |
| Job Fairs, Prof. Org. Trade publications |
| Job Fairs, Recruiting, work Shops, etc... |
| Job fairs, word of mouth, & other advertising agencies if there is a minority goal. |
| mention to employees as the folks who report to me are a very diverse group |
| Mentorship program, social media, periodicals focused on minority issues, professional organizations focused on minority issues |
| Minority & Female outside hiring advertising |
| multiple advertisements in several publications |
| Not sure |
| Our department, GPD, is diverse and these positions are open to all to apply |
| Outreach through Professional Associations or Santa Fe/University of Florida |
| Outside advertising, lots of effort is put into advertising |
| Participate in City Job Fair & Follow EO City Policy |
| Post on national professional sites related to job |
| Primarily rely on HR recommendations. |
| Professional organizations and publications |
| Provide HR with recruitment plan; the usefulness and efficacy of which depends on how well they are crafted. |
| Publish openings in certain magazines across the country |
| Reach out to UF and organizations |
| Recruitment plan includes advertising nationally and reaching out minority and female professional organizations |
| Recruitment program with focus on minorities and women |
| Rely on HR |
| Selection of advertisements |
| Sending HR lists of minority-centered groups in town |
| Spending additional funds to advertise in arenas that focus on diverse candidates as well as professional websites that support the position we are trying to hire for |
| The department advertises on several job boards |
| Trade organizations, publications, diversity recruiter through EEO, websites targeted to specific target groups in classification |
| Utilized sources provided by our Diversity Recruiter |
| We advertise at targeted groups to improve minority participation |
| We advertise on diverse technical and professional trade groups, such as the IMSA (Traffic Signal Trade group), or ITE (Traffic Engineers Trade group) |

City of Gainesville Diversity in Employment Study: Comprehensive Report

| |
|--|
| We advertise using multiple sources including ICMA, FCCMA, LinkedIn, Indeed and other tools. We always pay for the extra advertisement to seek quality candidates. |
| We advertise with various professional associations that may be culturally specific. |
| We attend job fairs and advertise in different magazines or journals to attract diverse applicants. |
| We contact a variety of professional organizations, universities, etc. |
| We have hosted job fairs and attended various job fairs held by other entities (such as Workforce Florida) |
| We participate in local job fairs and often post our positions externally to attract applicants. |
| We participate in the Annual "Job Fair" where we make ourselves available to everyone. We also advertise on the City Website, which is available to everyone. |
| We participate in career/job fairs and have the opportunity to meet potential candidates. |
| We reach out to different groups through different forms of media |
| We rely on working with HR and Diversity Recruiter(s) |
| We seek out minority publications, minority colleges and educational institutions, and other websites designed to promote to minorities. |
| Widely advertised in various places that appeal to diverse populations |
| Word of mouth about open positions |
| Work with HR and suggest targeted publications for certain jobs. Also, take part in community job fairs. |
| Work with HR to develop an advertising plan to attract applicants to the positions. |
| Work with other departments to educate on opportunities and positions available |
| Work with the Diversity Recruiter in HR and with EO staff to ensure that we advertise in locations that will help attract a diverse pool of applicants. |
| Working with OEE and HR we develop a hiring plan to advertise in places where we will attract women and minorities. |
| Works with HR to advertise in many places to get diverse applicants. |

City of Gainesville Diversity in Employment Study: Comprehensive Report

Q38A: Which of the following best describe you? (“Other” responses)

| |
|---|
| African by cultural (first 20 years of my life), but not by birth |
| Hispanic |
| Hispanic |
| Human being |
| Hispanic |
| Hispanic |
| American |
| Mexican/American |
| Hispanic |
| I associate with being white and Cherokee |
| Hispanic |
| Hispanic |
| Made in America |
| Hebrew Israelite from the tribe of Judah, real Jew |
| Italian |

Appendix B: Survey Instrument (Employee Survey)

City of Gainesville Diversity in Employment Study: Comprehensive Report

As part of a larger project approved by the Gainesville City Commission, the Florida Survey Research Center (FSRC) at the University of Florida is working with the City of Gainesville, Office of Equal Opportunity to conduct a survey of City employees to better understand diversity policies and organizational culture.

The following survey gathers information on your experiences and opinions as a City of Gainesville employee. The results will be used to provide recommendations for improving the City's current employment process, hiring, and diversity programs.

Please complete this electronic survey by either marking the appropriate answer or typing an answer in the space provided. Please be assured that the information you provide will be kept confidential and responses from all participants will be combined and presented in aggregate form. You do not have to answer any questions that you do not wish to answer. This survey should take about 15 minutes to complete.

If you have any questions about this research project or how to complete this survey, please contact Dr. Michael Scicchitano at 1731 NW 6th Street, Suite A2, Gainesville, FL 32609; at (352) 846-2874; or, at mscicc@ufl.edu.

Thank you in advance for your time and participation.

Employment with the City

First, we have a few questions about your employment with the City.

1. How many years have you been employed by the City of Gainesville? [#, Not sure, Prefer not to answer]
2. And, how many years have you been employed in your current position? [#, Not sure, Prefer not to answer]
3. Is your current position with the City classified as [Click here for a "Description of Job Categories" – save doc on server and add link]:
[checkbox]
Official or Administrator
Professional
Technician
Protective Service Worker
Administrative Support
Skilled Craft Worker
Service Maintenance
Not sure
Prefer not to answer]
4. Which of the following best represents your current annual salary level:
[checkbox]
Less than \$16,000

City of Gainesville Diversity in Employment Study: Comprehensive Report

\$16,000 to \$19,999

\$20,000 to \$24,999

\$25,000 to \$32,999

\$33,000 to \$42,999

\$43,000 to \$54,999

\$55,000 to \$69,999

\$70,000 or more

Not sure

Prefer not to answer]

5. Did you receive a raise at time in the past three years? [Yes, No, Not sure, Prefer not to answer]
6. Have you received a promotion within your department in the past three years? [Yes, No, Not sure, Prefer not to answer]

IF NO:

6A. Did you apply for promotion (or a higher-level position) within your department in the past three years? [Yes, No, Not sure, Prefer not to answer]

IF NO:

6B. Which of the following, if any, are reasons why you did not apply for promotion within your department in the past three years?

[checkbox

Already at highest position available

No positions available in past three years

Did not qualify for available positions

Was not aware of available positions

Did not feel I would be considered for available positions

Happy in current position/Not seeking promotion

Other (please describe)

Not sure

Prefer not to answer]

IF 'Did not qualify':

6C. What type(s) of training, experience, or background would you need to become qualified for the type of promotion you were interested in? [text, Not sure, Prefer not to answer]

IF 'Did not feel I would be considered'"

6D. Why is that? [text, Not sure, Prefer not to answer]

City of Gainesville Diversity in Employment Study: Comprehensive Report

7. Did you receive a promotion by changing departments or job classifications within the City in the last three years? [Yes, No, Not sure, Prefer not to answer]

IF NO:

7A. Did you apply for a higher-level position or job classification in a different department in the past three years? [Yes, No, Not sure, Prefer not to answer]

IF NO:

7B. Which of the following, if any, are reasons why you did not apply for a higher-level position or job classification in a different department in the past three years?

[checkbox]

Already at highest position available

No positions available in past three years

Did not qualify for available positions

Was not aware of available positions

Did not feel I would be considered for available positions

Happy in current position or department/Not seeking promotion

Other (please describe)

Not sure

Prefer not to answer]

IF 'Did not qualify':

7C. What type(s) of training, experience, or background would you need to become qualified for the type of promotion you were interested in? [text, Not sure, Prefer not to answer]

IF 'Did not feel I would be considered'":

7D. Why is that? [text, Not sure, Prefer not to answer]

8. Are you responsible for hiring new employees or promoting employees in your department? [Yes, No, Not sure, Prefer not to answer]

IF YES:

8A. When your department advertises job positions, do you rely solely on HR to advertise the position, or does your department ever spend additional funds to increase outreach to other sources? [HR funds only, Department sometimes adds funds, Not sure, Prefer not to answer]

8B. What efforts does your department make to attract diverse applicants for open positions? [text, Not sure, Prefer not to answer]

8C. Does your department encourage promotion from within the department or from other departments in the City when positions become available? [Yes, No, Not sure, Prefer not to answer]

City of Gainesville Diversity in Employment Study: Comprehensive Report

8D. How many employees in your department were promoted within the department in the past three years? [#, Not sure, Prefer not to answer]

8E. How many employees from your department were promoted to positions in other departments in the City in the past three years? [#, Not sure, Prefer not to answer]

8F. How many employees did you hire to your department from other departments in the City in the past three years? [#, Not sure, Prefer not to answer]

Career Development

Next, we'd like your opinions on career development opportunities at the City of Gainesville.

First, please tell us how important each of the following are to you using a scale from 1 to 5 where 1 is "not important at all" and 5 is "very important." Then, please tell us how satisfied you are with each item in your employment with the City of Gainesville using a similar scale where 1 is "not satisfied at all" and 5 is "very satisfied."

9. Opportunities to use your skills and ability at work [1-5, Not sure, Prefer not to answer]
10. Career advancement opportunities within the City [1-5, Not sure, Prefer not to answer]
11. The City's overall commitment to professional development [1-5, Not sure, Prefer not to answer]
12. Job-specific training [1-5, Not sure, Prefer not to answer]
13. Career-development opportunities [1-5, Not sure, Prefer not to answer]
14. Networking opportunities [1-5, Not sure, Prefer not to answer]
15. General training paid for by the City [1-5, Not sure, Prefer not to answer]

Work Environment

Next, we'd like your opinions on the work environment at the City of Gainesville.

First, please tell us how important each of the following are to you using a scale from 1 to 5 where 1 is "not important at all" and 5 is "very important." Then, please tell us how satisfied you are with each item in your employment with the City of Gainesville using a similar scale where 1 is "not satisfied at all" and 5 is "very satisfied."

16. Respectful treatment of all employees at all levels [1-5, Not sure, Prefer not to answer]
17. Immediate supervisor's respect for your ideas [1-5, Not sure, Prefer not to answer]
18. Management's recognition of employee job performance [1-5, Not sure, Prefer not to answer]
19. Management can be trusted to be honest [1-5, Not sure, Prefer not to answer]

City of Gainesville Diversity in Employment Study: Comprehensive Report

20. Feeling safe in your work environment [1-5, Not sure, Prefer not to answer]
21. Overall culture of the workplace [1-5, Not sure, Prefer not to answer]
22. Relationships with coworkers [1-5, Not sure, Prefer not to answer]
23. The City's commitment to a diverse and inclusive workforce [1-5, Not sure, Prefer not to answer]
24. Zero-tolerance of any form of harassment in my department [1-5, Not sure, Prefer not to answer]

Next, please tell us how much you agree or disagree with the following statements using a scale from 1 to 5 where 1 is "strongly disagree" and 5 is "strongly agree."

25. I am provided with the resources to do my job well [1-5, Not sure, Prefer not to answer]
26. The person I report to gives me useful feedback [1-5, Not sure, Prefer not to answer]
27. The person I report to is a good communicator [1-5, Not sure, Prefer not to answer]
28. In my department, employees are encouraged to take action when they see a problem [1-5, Not sure, Prefer not to answer]
29. The employees in my department are diverse and inclusive [1-5, Not sure, Prefer not to answer]
30. Senior management in my department are diverse and inclusive [1-5, Not sure, Prefer not to answer]
31. The employees in my department are welcoming to people like me [1-5, Not sure, Prefer not to answer]
32. Senior management in my department are welcoming to people like me [1-5, Not sure, Prefer not to answer]
33. I like the work I do [1-5, Not sure, Prefer not to answer]
34. I am satisfied with the employment benefits the City provides [1-5, Not sure, Prefer not to answer]

About You

Finally, we just have a few questions to be sure the survey is representative of all City employees.

35. What is your gender? [Female, Male, Prefer not to answer]
36. In what year were you born? [year, Prefer not to answer]

City of Gainesville Diversity in Employment Study: Comprehensive Report

37. What is the highest level of education you have completed? [High school graduate/GED; Associate's Degree (2-year degree, community college); Bachelor's Degree (4-year degree); Master's Degree and/or Professional Degree (e.g. MBA); Doctorate (PhD, EdD, JD); Prefer not to answer]

38. Which of the following best describe your race? [Please mark all that apply.]

[checkbox]

Black

White

Other

Prefer not to answer]

IF "Other":

38A. Which of the following best describe you? [Please mark all that apply.]

[checkbox]

African American

Asian

Pacific Islander

Native American

Other (describe)

Prefer not to answer]

39. Are you Spanish, Hispanic, or Latino? [For example, Cuban, Puerto Rican, Mexican American, etc.]
[YNDR]

That concludes our survey. Thank you very much for your time and participation.

Appendix C: Survey Instrument (Local Government Survey)

City of Gainesville Diversity in Employment Study: Comprehensive Report

City of Gainesville Diversity in Employment Study: Comprehensive Report

The Florida Survey Research Center (FSRC) at the University of Florida is working with the City of Gainesville to conduct a survey of Florida cities and counties to better understand diversity policies and programs related to city/county employment.

The following survey gathers information on workplace diversity practices and policies, diversity training, and anticipated and realized outcomes. The results will be used to provide recommendations for improving the City's current diversity programs.

Please complete this electronic survey by either marking the appropriate answer or typing an answer in the space provided. Please be assured that the information you provide will be kept confidential and responses from all participants will be combined and presented in aggregate form. You do not have to answer any questions that you do not wish to answer. This survey should take about 15 minutes to complete.

If you have any questions about this research project or how to complete this survey, please contact Dr. Michael Scicchitano at 1731 NW 6th Street, Suite A2, Gainesville, FL 32609; at (352) 846-2874; or, at mscicc@ufl.edu.

Thank you in advance for your time and participation.

Workplace Diversity

For the purposes of this survey, "workplace diversity" refers to an inclusive work culture that seeks to respect variations in employee age, ethnicity, race, gender, and other characteristics in the workplace.

First, we have a few questions about the diversity practices, programs, and policies currently in place in your city/county.

1. Does your city/county have any practices, programs, or policies in place that address workplace diversity in hiring, promotion, and the existing workforce?
[Yes
No
Not sure
Prefer not to answer]

IF NO, Not sure, Prefer not to answer GO TO Q12

IF YES, continue:

2. What department/office in your city/county government has primary responsibility for issues related to workplace diversity?
[Office/Department of Equal Opportunity
Human Resources
Personnel
Risk Management
City/County Manager's Office
Other (please describe)
Not sure
Prefer not to answer]

City of Gainesville Diversity in Employment Study: Comprehensive Report

3. Please rate how important the following potential outcomes of diversity practices are to your city/county, using a scale from 1 to 5, where 1 is “not important at all” and 5 is “very important.”
- A. Decrease in complaints and litigation [1-5, NS, R]
 - B. Diversity at all levels of the workforce (e.g. rank-and-file to senior management) [1-5, NS, R]
 - C. Diversity of thought and decision-making in the city/county workforce [1-5, NS, R]
 - D. Improved employee opinion surveys/diversity audits [1-5, NS, R]
 - E. Improved public image of the city/county workforce [1-5, NS, R]
 - F. Recognition from the state for meeting goals/requirements [1-5, NS, R]
 - G. Recruitment of a diverse workforce [1-5, NS, R]
 - H. Reduced costs associated with turnover, absenteeism, and low productivity [1-5, NS, R]
 - I. Retention of a diverse workforce [1-5, NS, R]
4. Which of the following diversity practices does your city/county participate in? [Please mark all that apply.]
- [Employ recruiting strategies designed to help increase diversity within the city/county workforce
 - Employ retention strategies designed to help retain a diverse city/county workforce
 - Employ strategies to ensure diversity in the city’s/county’s suppliers, contractors, etc.
 - Engage in community outreach related to diversity (e.g. ties between the city/county and educational institutions, non-profits, etc.)
 - Provide career development opportunities designed to increase diversity in higher-level positions within the city/county (e.g. mentoring, coaching, training and educational programs, etc.)
 - Allow employees to take unpaid leave to observe a religious or cultural holiday not officially observed by the city/county
 - Allow employees to “swap” holidays to observe an unpaid religious or cultural holiday (e.g. work on Christmas to take time off during Passover)
 - Demonstrate diversity awareness in the form of celebrating different cultural events (e.g. Black History Month, Hispanic Heritage Month, etc.)]
5. Please indicate which of the following areas your city’s/county’s diversity practices cover. [Please mark all that apply.]
- [Age
 - Disability
 - Ethnicity
 - Gender
 - Language
 - Race
 - Religion
 - Sexual Orientation
 - Veteran Status
 - Other (please describe)
 - Not sure
 - Prefer not to answer]

City of Gainesville Diversity in Employment Study: Comprehensive Report

6. Does your city/county provide employee training on diversity issues?

[Yes

No

Not sure

Prefer not to answer]

IF No, Not sure, Prefer not to answer GO TO Q7

IF YES:

6A. Is this training mandatory for all employees?

[Yes

No

Not sure

Prefer not to answer]

IF Yes, Not Sure, Prefer not to answer GO TO Q6C

IF No:

6B. For which groups of employees is training on diversity issues mandatory? [Please mark all that apply.]

[None

All non-elected employees

Elected officials

All managerial-level employees

All non-managerial employees

Only employees who deal with/have contact with the public

Only employees in certain departments (please note departments)

Other (please describe)

Not sure

Prefer not to answer]

6C. Is this training conducted by the city/county in-house, or do you contract with another organization to provide training?

[In-House

Contract

Other (please describe)

Not sure

Prefer not to answer]

7. Does your city/county collect data/measurements (e.g. the number of minority employees by department or job classification) related to workplace diversity?

[Yes

No

Not sure

Prefer not to answer]

IF NO, Not sure, Prefer not to answer GO TO Q8

City of Gainesville Diversity in Employment Study: Comprehensive Report

IF YES:

7A. Which of the following does your city/county use to measure the workplace diversity? [Please mark all that apply.]

[Diversity represented at all levels of the workforce within occupations/job categories

Employee opinion surveys about diversity in city/county employment

Citizen opinion surveys about diversity in city/county employment

Evaluation of employees' knowledge on diversity

Number of complaints and litigation

Number of diverse employees recruited

Number of diverse employees retained

Recognition/awards from the state or other organizations

Reduced costs associated with turnover, absenteeism, and low productivity

Other (please describe)

Not sure

Prefer not to answer]

7B. How does your city/county report and use data/measurements related to workplace diversity?

[Please mark all that apply.]

[Report via EEOC-4 state & federal reporting requirements

Analyze and create report for internal use by city/county

Analyze and create report for external presentation to the public

Use to determine underrepresentation of EEO groups within occupations or job categories

Use to establish affirmative action goals

Use to determine needs for diversity training, programs, policies, or practices

Use to monitor effectiveness of diversity training, programs, policies, or practices

Other (please describe)

Not sure

Prefer not to answer]

8. Using a scale from 1 to 5, where 1 is "not at all effective" and 5 is "very effective," how effective would you say your city's/county's diversity practices are in achieving your desired workplace diversity outcomes? [1-5, NS, R]
9. Using a similar scale from 1 to 5, where 1 is "does not describe at all" and 5 is "describes very well," how well do you believe each of the following statements describes your city/county:
- A. City/County employees believe that diversity is important [1-5, NS, R]
 - B. City/County employees believe that senior management is committed to workplace diversity [1-5, NS, R]
 - C. My city's/county's workforce is inclusive of diverse cultures and values [1-5, NS, R]
 - D. My city's/county's workforce is diverse at all levels (e.g. rank-and-file to senior management) [1-5, NS, R]
 - E. My city's/county's workforce is diverse in all occupations/job categories [1-5, NS, R]
 - F. Senior management in my city/county believes that diversity is important [1-5, NS, R]

City of Gainesville Diversity in Employment Study: Comprehensive Report

10. Does your city/county have any staff dedicated exclusively to diversity practices, such as promoting or monitoring diversity?

[Yes

No

Not sure

Prefer not to answer]

IF NO, Not sure, Prefer not to answer GO TO Q11

IF YES:

10A. How many employees in your city/county are dedicated exclusively to diversity practices? [#,
NS, R]

11. Would you like to add any comments about workforce diversity in your city/county, or in city/county governments in general?

[Yes

No

Not sure

Prefer not to answer]

IF NO, Not sure, Prefer not to answer GO TO Q12

IF YES:

11A. Please any comments you'd like to share about workforce diversity: [text]

Demographics

Finally, we just have a few demographic questions to ensure that our survey is representative.

12. What is your gender? [Female, Male, Prefer not to answer]

13. In what year were you born? [Year, R]

14. How many years have you served in city/county government in any capacity (including your current position)? [If you have worked in city/county government for less than one year, please enter zero.] [#, DR]

15. What is the title of your current position? [Human Resources Director/Manager, Personnel Director/Manager, Equal Opportunity Director/Manager, Risk Director/Manager, City/County Manager, Assistant City/County Manager, Other (describe), Prefer not to answer]

16. And, how many years have you been in your current position? [If you have been in your current position for less than one year, please enter zero.] [#, DR]

17. What is the highest level of education you have completed?

City of Gainesville Diversity in Employment Study: Comprehensive Report

[High school graduate/GED; Associate's Degree (2-year degree, community college); Bachelor's Degree (4-year degree); Master's Degree and/or Professional Degree (e.g. MBA); Doctorate (PhD, EdD, JD); Prefer not to answer]

18. Are you Spanish, Hispanic, or Latino? [For example, Cuban, Puerto Rican, Mexican American, etc.]
[YNDR]

19. And which of the following best describe your race? [Please mark all that apply.]

[checkbox

Black/African American

White

Asian/Pacific Islander

Native American

Other (describe)

Prefer not to answer]

That concludes our survey. Thank you very much for your time and participation.

City of Gainesville Diversity in Employment Study: Comprehensive Report

References

- Bezrukova, Katerina, Jehn, Karen A., and Chester S. Spell. 2012. "Reviewing Diversity Training: Where We Have Been and Where We Should Go." *Academy of Management Learning & Education*, 11(2):207-227. DOI 10.5465/amle.2008.0090.
- Bond, Meg A. and Michelle C. Haynes. 2014. "Workplace Diversity: A Social-Ecological Framework and Policy Implications." *Social Issues and Policy Review*, 8(1):167-201.
- Choi, Sungjoo. 2011. "Diversity and Representation in the US Federal Government: Analysis of the Trends of Federal Employment." *Public Personnel Management*, 40(1):25-46.
- Choi, Sungjoo and Hal G. Rainey. 2010. "Managing Diversity in US Federal Agencies: Effects of Diversity and Diversity Management on Employee Perceptions of Organizational Performance." *Public Administration Review*, 70(1):110-121.
- Esen, Evren. 2005. "2005 Workplace Diversity Practices Survey Report." Alexandria, VA: Society for Human Resource Management (SHRM)
- Gilbert, Jacqueline A. and John M. Ivancevich. 2000. "Valuing Diversity: A Tale of Two Organizations." *The Academy Management Executive*, 14(1):93-105.
- Greene, Vernon Selden, Sally Coleman, and Gene Brewer. 2000. "Measuring Power and Presence: Bureaucratic Representation in the American States." *Journal of Public Administration Research and Theory*, 11(3):379-402.
- Harrison, David A. and Hock-Peng Sin. 2009. "What Is Diversity and How Should It Be Measured?," in *Handbook of Workplace Diversity*. Konrad, Allison M., Prasad, Pushkala, and Judith K. Pringle, Eds. SAGE Publishers. DOI: 10.4135/9781848608092.n9.
- Herdman, Andrew O. and Amy McMillan-Capehart. 2010. "Establishing a Diversity Program is Not Enough: Exploring the Determinants of Diversity Climate." *Journal of Business and Psychology*, 25(1):39-53.
- Hostager, Todd J. and Kenneth P. DeMeuse. 2002. "Assessing the Complexity of Diversity Perceptions: Breadth, Depth, and Balance." *Journal of Business Psychology*, 17(2):189-206.
- Hur, Y., Strickland, R.A., and Stefanovic, D. 2010. "Managing Diversity: Does It Really Matter to Municipal Governments?" *International Journal of Public Sector Management*, 23(5):500-515. DOI 10.1108/09513551011058501.
- Kalev, Alexandra, Dobbin, Frank, and Erin Kelly. 2006. "Best Practices or Best Guesses? Assessing the Efficacy of Corporate Affirmative Action and Diversity Policies." *American Sociological Review*, 71:589-617.
- Kellough, J. Edward and Katherine C. Naff. 2004. "Responding to a Wake-Up Call: An Examination of Federal Agency Diversity Management Programs." *Administration & Society*, 36(1):62-90.
- Pitts, David and Elizabeth Jarry. 2007. "Ethnic Diversity and Organizational Performance: Assessing Diversity Effects at the Managerial and Street Levels." *International Public Management Journal*, 10(2):233-254.

City of Gainesville Diversity in Employment Study: Comprehensive Report

Riccucci, Norma M. and Judith R. Sidel. 1997. "The Representativeness of State-Level Bureaucratic Leaders: A Missing Piece of the Representative Bureaucracy Puzzle." *Public Administration Review*, 57(5):423-430.

Saltzstein, Grace Hall. 1986. "Female Mayors and Women in Municipal Jobs." *American Journal of Political Science*, 30(1):140-164.

Soni, Vidu. 2000. "A Twenty-First Century Reception for Diversity in the Public Sector: A Case Study." *Public Administration Review*, 60(5):395-408.

US Bureau of Labor Statistics. 2015. Retrieved August 25, 2016 from <http://www.bls.gov/cps/demographics.htm>.

US Equal Opportunity Commission. 2015. Retrieved August 25, 2016 from <https://www.eeoc.gov/eeoc/newsroom/release/2-11-16.cfm>.

