

**City of Gainesville
Diversity Work Plan**

This work plan should be completed by Department Heads, Directors and Managers reporting directly to a Charter Officer.

**Name: David E Beaulieu
Title: Energy Delivery Officer**

**Department: Energy Delivery
Date Completed: 11/16/15**

I. Introductory statement describing your department/division.

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

Within the Energy Delivery (ED) Department there has been little difficulty in recruiting and hiring minority and female employees for administrative support and clerical positions. However, the Department has realized historically very limited success in recruiting and hiring minority and female employees for advanced technical and traditional craft positions. The applicant pools for these latter positions have been comprised predominately of white males. There is no evidence to suggest that this is a local phenomenon. Electric and gas utilities in general tend to be comprised of white males, particularly in craft and to a lesser degree in professional technical positions. Although we have made some inroads in the past to diversify our workforce, the situation remains a significant challenge to overcome. Each of the operating divisions within the Department has outlined their specific challenges. The Administrative area of Energy Delivery (Division 500) is comprised of four FTE positions.

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

This past year a significant number of job descriptions throughout ED were reviewed and in many cases rewritten to ensure that artificial barriers (if any) have been eliminated and that there is a focus on absolute job requirements. We will remain vigilant in these efforts and ensure that we advertise broadly, creatively and effectively to attract qualified diverse candidates to this utility at all levels.

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

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

The Energy Delivery Department as a whole had the opportunity to hire many new employees over the past year and we carry forward into FY16 few vacant positions. The positions advertised in FY15 were thoughtfully and appropriately advertised. Professional positions such as electrical engineers were advertised nationally, inclusive of Puerto Rico. Craft worker positions tended to be advertised locally. We did realize a diverse pool of candidates for nearly every position advertised this past year. Each of the operating division managers' report on their relative success. The Department and its divisions will continue to work closely with The Human Resources Department and the Equal Opportunity Office to promote greater efficiency and success in realizing a diverse pool of candidates for upcoming recruitment opportunities and processes.

B. List Retention and Personnel Development Strategies you employed.

Nearly all of the craft worker positions within the Energy Delivery Department have a Progression through Training Program (PTTP) to guide the development of our entry personnel (entry level as well as mid-development). These programs provide the structure to develop our craft workers in consistent and objective manner. Expectations of the employee are made well known, the development path is mapped and clear, and the definition of success is documented. As a result, the PTTPs have resulted in the development of well-trained craft workers with a very high success rate. Opportunities for development tend to be much more limited for our MAP employees. The exception tends to be focused on the utility's engineers. This corps of critical employees has a program in place that maps out their professional development and career advancement. In addition, a number of divisions with MAP employees have initiated Individual Development Plans which will further define career development and employee aspirations.

III. Were those efforts successful?

A. Why/Why Not?

A diverse pool of candidates was realized for nearly all hiring processes initiated this past fiscal year. However, the recruitment of qualified female applicants remains challenging if not elusive, particularly as it relates to craft worker positions.

As a retention tool, the craft-based PTTP and engineer-based progression programs remain VERY successful development and retention tools and strategies. However, we have seen signs that we are becoming less competitive with the private sector as it relates to salary and benefits, specifically in the Operational Technology arena.

B. How did you measure your efforts?

Analysis of the candidate pool diversity and quality. With regard to the PTTP and engineer development efforts: how many employees remain on their development track. We also are tracking employment separations and the reasons why.

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

A. List your efforts here.

The Energy Delivery Division Managers and I take the lead to ensure that diversity is understood and valued within our organization. The following strategies and actions have been employed to accomplish that end within our Department.

- Promote an atmosphere of mutual-respect and inclusion.
- Incorporate diversity discussions periodically into Departmental/Divisional staff meetings.
- Encourage employees to participate in the programs developed by GRU's Community Relations Director to provide an awareness and insight of the culture differences that comprise our workforce and community.
- Participation in public job fairs and similar opportunities.
- Promote a broad-based community interest in working for the utility and to disseminate utility career / employment information.

- Encourage employee volunteers to welcome and mentor all new employees.
- Employ interview panels that consist of diverse personnel when possible to promote a sense of inclusion for minority and female employment candidates.
- Hold periodic meetings or counseling sessions with new minority and female employees to determine their progress and help them to develop personal strategies to ensure their success.

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

A. List your efforts here?

Energy Delivery Department Administration has very limited opportunity to use SBE businesses. However, each of the operating divisions that comprise the Department has discussed and highlighted their opportunities and expenditures with SBE vendors.

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

Our staff is willing to channel discretionary purchases to such firms when practicable to promote their success. However, it should be recognized that most of the Department's expenditures are of significant magnitude and of specific requirement that can't be satisfied utilizing local and/or SBE identified businesses. We will all work closely with the Purchasing Department to further our historical successes.

VI. Departmental Strategic Plan

Work with your direct reports to develop your department's overall Strategic Plan to address diversity issues this evaluation year. Your plan should address the strategies listed below. You will use this strategy as the basis for your Diversity objective on your Performance Evaluation Plan.

The Department's objective is to develop a highly qualified, talented, diverse and inclusive workforce. We will accomplish this objective by a) ensuring that all of our employees are progressing satisfactorily and in a timely manner, and b) that our hiring processes that have an AA Goal are focused to yield a qualified and diverse pool of candidates. Our targets are that a) 100% of the PTTP participants will progress within 30 days of their program schedule and b) that 75% of our focused hiring processes yield the desired results. We will hold monthly meetings to review employee develop progress, ensure inclusion and address issues in a timely manner.

A. Recruitment Strategies

As the utility gears up for the next generation of craft workers, the concept of a pre-apprenticeship training program, such as the former GRU Utility Academy, should be explored. The focus of such a program was to familiarize, encourage, and train prospective and diverse employment candidates in the many needs of the Energy Delivery Department and GRU as a whole. Energy Delivery was the critical cog in the evolution of the

original Utility Academy and should be well involved in the creation of a successor. The focus of this special program is to expand employment opportunities to traditionally under-represented segments of the greater Gainesville population. This program will also build upon the "home grown" concept and encourage long-term retention of qualified skilled applicants. We anticipate that many of the entry level positions that will become open in the future could be filled via such a pre-apprentice training program. This track presents our best opportunity to increase the diversity of our craft worker ranks.

Student intern /cooperative education programs that engage students from schools such as SFCC, UF, USF, Bethune Cookman, and FAMU have been re-developed and re-energized. Such programs allow potential minority and female applicants to acquire the education and skills required for many professional positions within the Department. Summer employment programs for local high school or vocational school students are another avenue to be explored to help spur interest in the career opportunities within the Department. Energy Delivery has been a major contributor to the Camp Empower summer program which reaches out to middle school age children and gives them an insight as to careers a utility present.

Have a positive and pronounced presence in the community. Participate in career fairs and other public forums to let the community know about the career opportunities with the utility.

All entry-level positions will be advertised locally to take fullest advantage of qualified community-resident candidates. Positions that required a prescribed level of education or experience will be advertised locally, regionally, and nationally, as appropriate. Clear and unambiguous language in the advertisements should be used to ensure that all interested applicants understand the opportunities available. The advertisements should be constructed in a manner that stimulates the interest and application of minority and female candidates. Vacant positions should be advertised in a broad spectrum including magazines, journals, newspapers, job fairs, career days, and websites. Contacts with local church and civic groups should be nurtured to develop mailing lists for interested local minorities and women. Contacts with minority and female professional organizations should also be established in order to broaden the Department's reach to potential professional candidates. The Managers within the Department will be very much dependent upon the Human Resources Department expertise for assistance and guidance in order to achieve the desired results.

B. Retention Strategies

(1) Professional Development for all Employees

Energy Delivery continues to be the leader in the use of Progression Through Training Programs (PTTP). These well-defined programs serve as a roadmap and guide for new employee development. They demand a mutual understanding between the employee and the supervisor on what is to be learned, the anticipated timeline required to do so as well as earnest dialogue and feedback. These programs work particularly well for craft workers and engineering technicians. We have realized the great success in developing a very competent and well respected workforce. A Supervisor PTTP was commissioned in January of 2011 to guide the development of the most important facets of our workforce. The development of this group of employees had long been overlooked and the first program graduates have been realized. As we move forward in FY16 there will be at least 6 new Energy Delivery Supervisors engaged in that successful program. Also, a development program has been instituted for our engineers with great success. A similar approach should be considered for other professionals within the organization.

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

The success of the Department/Divisional diversity plans is very much dependent upon each Manager's clear articulation of the objectives and goals contained within that plan to the employees of the Division. Therefore, all Energy Delivery managers must take a lead role to insure that the plans are well understood and ultimately successful. Typical efforts would include: (as used above):

- Promote an atmosphere of mutual-respect and inclusion.
- Incorporate diversity discussions periodically into Departmental/Divisional staff meetings.
- Encourage employees to participate in the programs developed by GRU's Community Relations Director to provide an awareness and insight of the culture differences that comprise our workforce and community.
- Encourage employees to participate in public job fairs and similar opportunities to promote a broad interest in working for the utility and to disseminate utility career and employment information to our community.
- Encourage employee volunteers to welcome and mentor new minority and female employees.
- Employ interview panels that consist of diverse personnel when possible to promote a sense of inclusion for minority and female employment candidates.
- Hold periodic meetings or counseling sessions with new minority and female employees to determine their progress and help them to develop personal strategies to ensure their success.

C. Women/Minority-Owned Small Business Strategies

Prevail upon the utility's purchasing department to provide a stream of information regarding qualified SBE firms by product line/specialty.

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

In one dimension success will be determined by an objective measurement. Did we meet the two performance targets stated above. However, we should also be measured the sincerity of our efforts to attract diverse pools of qualified applicants, to ensure the integrity and quality of all our training programs, to treat all employees and customers with utmost respect and to contribute to the success of women/minority-owned businesses.