

City of Gainesville Diversity Work Plan

This work plan should be completed by Directors and Managers with oversight of ten or more employees who do not report directly to a Charter Officer.

Name: Robert Ayres
Title: Production Leader

Department: Energy Supply/330
Date Completed: October 20, 2015

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.

My area of Production (Operations) is made up of skilled craft personnel for Operational and Production Technician positions. We have had difficulty in recruiting females for our operations positions in which we have had no female applicant over the course of FY15 hiring processes, as well as, we have had very few minorities apply during FY15 which one minority was selected for this positions based on the results from the interview process.

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

We are having trouble recruiting the Production Technician position with Instrumentation, Controls and Electrical skills. A trainee would not meet the minimum requirements for this position and need to attract candidates with experience in order to compensate them.

Another barrier in Production that affects females from applying for a position is the requirement to work rotating shifts. The shifts are 12 hours and a combination of days and nights on weekdays, weekends and holidays. Being an operation that is 24/7/365 there is no way to avoid working a rotating shift whether the shift hours are 8, 10 or 12 hours in duration.

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.

We have worked with EO staff in the past to gain ideas of ways to recruit/advertise for operations positions. This past year we posted the Shift Supervisor position with the successful candidate being hired within Energy Supply as a promotion. We have advertised and posted multiple Production Technician positions with a successful applicant meeting the criteria for hire into an ICE PT position and 2 under fills as Journeyman Operator with one being a minority.

We had a combined effort with the Job Knowledge and Proficiency Department to advertise for Accelerated Production Operators (APO) to be part of a pilot program, Accelerated Production Proficiency Development (APPD) program. This program was designed to get up to 8 new hires in at a trainee level and have them in a classroom setting for 6 months to allow them to gain a basic knowledge in power plants. This job posting was

heavily recruited during City Job Fairs, Advertisement fliers posted and handout throughout various businesses and churches in targeted areas (NW and East Gainesville), reached out to local schools, advertised in local newspapers, conducted a Q&A ratio interview with the NCAAP, reached out to community leaders in the diverse/minority communities, offered plant tours to interested prospective applicants, and used temp force to expose/mentor 5 personnel to the power plant prior to posting the position. We had a total of 181 applicants that took a pre-employment Aptitude Test with 17 passing and interviewing. We had 6 successful candidates that accepted the job, with one resigning within a month do to accepting a higher paid job outside of GRU.

We advertised in the Historically Black College and Universities and also the Society of Women Engineers, but didn't have any success in adding applicants to our pool. When PRAFs are approved for each position, we work with HR and EO reps to address any concerns or ideas for recruitment efforts. We participated in the recruiting fair at the MLK center in which we had an opportunity to meet with potential veterans, minorities and women candidates to encourage them to apply for our positions.

At Deerhaven we have hosted numerous public tours this year including UF science, electrical, environmental and natural wildlife, and Camp Empower. At each of these we openly discussed opportunities in power production and encouraged minorities and females to consider applying for positions.

B. List Retention and Personnel Development Strategies you employed.

- A new position of Control Room Operator has been created to retain employees. This position is a promotion for our current Power Plant Operator III employees and allows for advancement of our journeyman operators. This position is a higher level than the PPO III with more job responsibilities and pays commensurate with experience and knowledge. We have two employees that are filling the four positions as one of the positions being recently filled from within Energy Supply for FY15 as there is still one open position that has not been filled.
- A formalized training assessment was created for the Issuing Agent role in which this allows for current employees that meet the criteria in his/her knowledge and skill sets to further develop the skills and knowledge that is needed regarding the Lockout/Tagout Safety Program. This also allows the employee(s) to further develop the necessary skills for the CRO position.
- Operations/Production has had one employee complete the Issuing Agent assessment with the employee successfully passing the assessment.
- We have been conducting training for our Power Plant Operators and Production Technicians through internal sources "JK&PD" to make sure that their proficiency as a board operator is maintained by utilizing the Unit 2 simulator. This training results in increased knowledge and skills of our employees.
- Our Director-Job Knowledge and Proficiency Coordinator reviews with new employees to establish a program for their PTP. The new employee also has a checklist that he follows, along with his supervisor, that will help get him oriented to the plant, personnel, tasks required with deadlines that help them be successful in their new position.
- With the continuous review of our employee's PTP training plan between the JK&PD department, Operations Production Leader and the respective Shift Supervisors, we have all employees on track with their PTP requirements.
- Human Resources have recently implemented a Progression through Training Program for our supervisors which results in more pay for tasks/training completed. There are currently three Shift Supervisors actively participating in the program who are currently progressing in their SPTTP with two supervisors who have successfully completed the SPTTP.
- Our Safety Committee is comprised of employees representing shops throughout the plant. We meet

monthly and these employees are empowered to make recommendations to management for items that should be purchased to improve safety at our plant.

- We have a continuous training program, Deerhaven Continuous Training or “DCT” that is scheduled every Tuesday from 14:30 thru 15:30. This training is to help provide and review specific plant systems for operations personnel and is conducted with those who are considered Subject Matter Experts or “SME(s)” for those specific items.

III. Were those efforts successful?

A. Why/Why Not?

YES.

We have had one minority who has been promoted this past year. Extra recruitment efforts have not been successful to date in increasing the pool of applicants for minority or female applications in the operations area except in the APPD recruitment efforts; however, it appears that pre-employment testing decreased the female and minority applicants.

B. How did you measure your efforts?

The next Employee Opinion Survey will be administered in FY16. Deerhaven Production has lost two employees to retirement and one employee to the oil refinery business.

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

A. List your efforts here.

We strive for a diverse pool for open positions, having a diverse interview panel and getting employees involved in the interview process to allow them to see that different backgrounds bring different and new perspectives.

Energy Supply has implemented a % diverse metric into the Energy Supply Business plan, this is being tracked quarterly at all business plan updates.

We encourage a level of respect among our employees and if we are made aware of any inappropriate comments between co-workers/peers, we address it immediately and take appropriate action. We also are careful to order a special menu at internal events for those employees who have religious/cultural meal requirements.

We also participate annually at the Career Fair at the Martin Luther King Center to be able to interact with the general public on openings coming up at the plant.

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

A. List your efforts here?

Our strategy is to work with GRU purchasing to identify opportunities and to use tools Purchasing has made

available.

As often as is practical, before purchasing supplies and materials, we review the city's small business certification list to ensure business is directed at vendors on the list.

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

Equipment parts and services used at the power plant are pretty unique because of the mere essence of our business. We will continue to work with Purchasing to see if any women/minority-owned small businesses can meet any of our needs at the plant and if so, plan to use them.

VI. Your Component of the Overall Departmental Strategic Plan

Your Department Head will work with his or her direct reports to develop a Departmental Strategic Plan to address diversity issues this evaluation year. In this section you will outline your assignment for the department's overall Strategic Plan. You will use this component as the basis for the Diversity objective on your Performance Evaluation Plan.

List one or more components of the overall Departmental Plan outlined by your Department Head in the appropriate sections below. You might not have an element in each of the areas.

A. Recruitment Strategies

In cooperation with HR/OD and the EO office, Deerhaven Operations will put extensive effort in assuring that each job to be filled has a plan to encourage a diverse pool of qualified candidates. We will review the job descriptions and minimum requirements to ensure the requirements are accurate and are not restricting diversity.

B. Retention Strategies

(1) Professional Development for all Employees

- Monthly review of all PTP participants with a must progress provision to assure scheduled advancement.
- MAPS employees and CWA Supervisors to have Development Plans for Subjective Factor Evaluation improvement and Objective goals.
- CWA Employees will have written objectives/Smart Goals.

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

- Besides an open door policy for those with any issues, DH manager will continue to meet with all new hires to encourage safety and employee participation and empowerment and to establish the open door policy.

C. Women/Minority-Owned Small Business Strategies

ES will continue its current practices to encourage and utilize women/minority owned small businesses provided the goods and services meet the business requirements.

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

The percentage of minorities/females in job candidate pools.

The ratio of the number of minority/females joining Deerhaven Operations to the number separating not including retirement.

The ratio of the percentage of minority/female promoted to the percentage of the minority/female in Operations.