

**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: Daniel Sweat

Department: 300 / 330

Title: Production Manager III

Date Completed: 10/9/2015

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.

Across the areas for which I am directly accountable we have a diverse group of employees. In the production area, we have a diverse workforce, but are lacking in females applying for these positions.

For Facilities issues affecting diversity are a lack of female applicants for positions that operate heavy equipment such as coal dozers, front-end loaders and back-hoes.

For Process Plant Operations we also have a lack of females applying for process operator positions.

In the administrative and laboratory areas, there are no diversity issues.

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

Because most of the jobs are rotating shiftwork, manual and physically demanding and technical in nature, it can deter some potential candidates from applying. Locating females to include them in applicant pools, despite our best efforts, is a barrier.

For Production, we do not have adequate feedback to assess why females are not applying, here are some potential factors we have identified : rotating shifts, manual/physical demands of the job, current population is predominately male, industrial environment may not appear esthetically pleasing. 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.

For Facilities equipment operator positions, our applicant base is primarily local construction companies that specialize in land clearing, road construction, retail development and subdivision development. These companies have very few female equipment operators, which in-turn affects the diversity of the pool of applicants. Another barrier is this position requires a schedule that includes daytime shift, evening shift, weekend shift and un-scheduled hours to support coal train unloading and events/issues throughout the facility.

For Process Plant Operations, the barrier is the same as Production with the requirement to work rotating shifts. The shifts are for 12 hours and are 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.

For the administrative and laboratory areas, no barriers exist.

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 closely with HR recruiting to open positions to be advertised General Public that traditionally would have been department only such as the Shift Supervisor process. We participated in the recruiting fair at the MLK center and at the U.S. Navy Tri-Base Job Fair in Jacksonville in which we had an opportunity to meet with potential veterans, minorities and women candidates to encourage them to apply for our positions.

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.

At Deerhaven we have hosted numerous public tours this year including UF science, electrical, environmental and natural wildlife, utility professionals from developing countries, an international group of regulators and industry members from developing countries and Camp Empowerment consisting of middle school and high school students. At each of these we openly discussed opportunities in power production and encouraged minorities and females to consider applying for positions.

Much effort was taken to create positions that would hire low experience but high potential production employees in which a large effort with HR and Community Relations to publicize and target minority applicants including tours, flyers and radio talk show on NAACP broadcast.

B. List Retention and Personnel Development Strategies you employed.

We not only believe in development leading to advancement in position and/or compensation as a retention tool, but also in development leading to greater job satisfaction. Almost all of our CWA positions, both craft and supervisory, have Progression-Through-Training Programs (PTTP). Each of these programs is performance-based and monitored routinely to be sure individuals are on schedule. Supervisor level employees are also given opportunities to fill-in for management positions while a manager is on approved leave.

During the past year seven Accelerated Power Plant Operators were hired with no previous experience in the power industry. Five of the individuals chose to remain as part of this hiring process. These individuals were given six months of intensive classroom and on the job training, including Subject Matter Experts from all areas of Production as instructors and periodic evaluations to allow them to judge their progress.

Some past initiatives that have proven to be successful that we continue to use:

- A training and develop plan for the skill of Issuing Agent has been a targeted focus to provide current employees with the skills and knowledge needed for further advancement. We have been successful in having a minority qualify in that process and we have another minority in training.
- We have a simulator that was purchased and is maintained to allow operators to develop their skills in gaining proficiency for operating DH2 steam generating unit and also allows for qualified personnel to maintain their skill and efficiency level. Scheduled training is set daily to allow operators the opportunity to train one-on-one with the Job Knowledge and Proficiency Department.
- We have a Controls Specialist that will help with the knowledge and training on the controls as well as provide a career path for a highly competent ICE technician.
- We have been conducting training for our Production Technicians through internal sources to trouble shoot using our DCS and other control systems.
- Deerhaven Continuous Training is scheduled weekly to allow personnel to train on systems and plant operations with the Job Knowledge and Proficiency Department and subject matter experts. This training results in increased knowledge and skills of our employees.
- We are utilizing our Productions Technicians to work on more jobs associated with their craft skill sets including removing them from shift to work outages.
- 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.
- New employees have a checklist issued on the first day of work for organizational orientation, knowledge of

rules and policies, the basics everyone needs to know about their job, a safety orientation to support corporate “No Compromise” safety initiative as well as a mentor assigned to answer questions and “show them the ropes”. The supervisor has an important role to ensure each new employee is given an opportunity to be successful.

- 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 had approximately 13 employees progress within their PTP based on their PTP requirements.
- We have several supervisors that are in our Progression-Through -Training Program for supervisors which results in more pay for tasks/training completed. During this time 5 have progressed with their SPTTP based on their SPTTP requirements.
- We afforded an opportunity for one Coal Ash employee to cross train at the Process Plant during the past year with great success. This individual qualified to level 4 at the Process Plant.
- 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 purchased combustion turbine online training that we are making available to all production personnel to improve their theoretical understanding of the combustion turbines.
- We conducted training for all personnel onsite in how to create an inclusive work atmosphere to improve how the employees are engaged and welcomed into the workgroups.

III. Were those efforts successful?

A. Why/Why Not?

We were able to hire four power plant operators from a competitive process that was advertised to the local area and outside of the city of Gainesville. One of the candidates was hired as a Production Technician and the other three were assigned to the main plant as Journeyman Operators with an associated PTP. Candidates in the process were a diverse group as follows: 33 applicants met the minimum requirements, of this number 12 were minority and 1 was female.

The internal Energy Supply Generation Training Coordinator was selected to fill the local and outside the City of Gainesville advertised position for the Production Leader – Operations. It was during this same process that the position of Production Leader – Facilities was filled by a qualified external minority candidate. Candidates in this process were a diverse group as follows: 33 applicants met minimum requirements, of this number 8 were minority and 1 was a female.

A qualified female temporary employee was hired in a permanent capacity as an Operations Assistant through a competitive process that was advertised both internally as well as outside the City. Candidates in this process were a diverse group as follows: 42 applicants met minimum requirements, of this number 15 were minority and 33 were female.

The Control Specialist position was advertised and filled by a qualified minority applicant. Candidates in this process were a diverse group as follows: 10 applicants met minimum requirements; of this number 6 were minority.

The Laboratory Technician position was advertised and filled by a qualified minority female candidate. Candidates in this process were a diverse group as follows: 72 applicants met minimum requirements, of this number 30 were minority and 25 were female.

The Laboratory Supervisor position was advertised and filled by a qualified minority female candidate. Candidates in this process were a diverse group as follows: 10 applicants met minimum requirements, of this number 3 were minority and 2 were female.

The Coal Ash Equipment Operator position was advertised and filled by an external candidate. Candidates in this process were a diverse group as follows: 46 applicants met minimum requirements, of this number were minority.

A qualified internal candidate was selected in the capacity of Power Plant Shift Supervisor through a competitive process that was advertised both internally as well as outside the City. Candidates in this process were a diverse group as follows: 69 applicants met minimum requirements, of this number 17 were minority and 1 was female.

During the past year seven Accelerated Power Plant Operators were hired with no previous experience in the power industry. Five of the individuals chose to remain as part of this hiring process. These individuals were given six months of intensive classroom and on the job training, including Subject Matter Experts from all areas of Production as instructors and periodic evaluations to allow them to judge their progress.

We have seen an increase in job offers extended to perspective employees that have been turned down. The reasons are the "money is not right" or they have taken another job in the time it takes to work through our system to get positions filled.

B. How did you measure your efforts?

Training was assessed through assessment testing. We are monitoring progressions, we are monitoring attrition and we are monitoring promotions.

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.

Striving for a diverse applicant pool for open positions, having a diverse interview panel and getting as many of the workforce involved in the interview process as practical allows them to see that different backgrounds bring different and new perspectives.

We have provided training for personnel through mandated city sponsored diversity training. We also conducted Inclusion Training using an outside contractor with all of the Deerhaven employees. We live diversity on a day to day basis on how we listen to, respond and respect each other.

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.

Over the past fiscal year \$689,615.85 were spent with small businesses, and 36.65% of those dollars were spent with women owned businesses, 19% were spent with minority owned businesses. This is a significant increase over the past year versus the previous year.

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?

Continue with our current practices. I also never turn down the opportunity to speak with a new vendor to learn what goods and services they provide in an effort to expand our vendor base. Power generation is a very specialized business that most often does not allow local companies to provide the necessary parts, supplies and services required. We do take pride in using local and minority vendors as much as we can.

We will continue to provide awareness to those making the purchasing decisions of the companies available to us and to encourage the use when possible.

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

We will continue to work closely with the HR recruiting group as to how we can advertise and get the word out to different groups to encourage a mix of candidates.

B. Retention Strategies

(1) Professional Development for all Employees

Periodic review of all PTP participants with a must progress provision to assure they are on schedule for success and advancement

Ensuring employees are given an opportunity to take advantage of Gainesville Corporate University classes.

The development and implementation of the Deerhaven Continuous Training program to further the education of new and reaffirm the training of existing employees

MAPS employees each have Development Plans based on their Subjective Factor evaluation in the prior business year and their Objective Goals in the next business year.

Ensure all employees have SMART goals written with their supervisor that gets reviewed; meet with any personnel that appear to be lagging to understand and correct, if possible, deficiencies.

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

I have an open door policy that any employee may come to me with any workplace issue they have. I walk around the facility daily and employees can also discuss any issue with me at that time. I do not tolerate harassment or any form of bullying in the workplace. For new employees, I have a one-on-one talk with them at about the 3 month employment period and I have a standard set of questions I go over with them. This gives the new employee an opportunity to tell me, in their own words, if they have any issues with their coworkers, supervision or a member of the leadership team including myself. This same format also lets me know how we as an organization are doing to make a new employee feel welcomed in their new work environment. Through the years this has been a very successful way of handling issues before they become big enough to affect workplace behavior.

C. Women/Minority-Owned Small Business Strategies

Continue with our current practices. I also never turn down the opportunity to speak with a new vendor to learn what goods and services they provide in an effort to expand our vendor base. Power generation is a very specialized business that most often does not allow local companies to provide the necessary parts, supplies and services required. We do take pride in using local and minority vendors as much as we can.

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

Success is measured at the Energy Supply department level as the Director of Production is involved with the Production Team to assure we are doing all we can to attract and retain a work force that is capable of producing operational excellence and perfect execution.