

**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: Melissa Jones

Department: Energy Supply (Production)

Title: Director of Production

Date Completed: 10/23/2015

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 Energy Supply Production, we have cultural diversity and gender diversity, but unique to the industrial areas there is not much gender diversity with the exception of the laboratory and administrative areas which does have a high female ratio.

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

We are challenged to find minority and women applicants for the skilled technical positions and find our current wages and benefits to be below market and a barrier to recruitment and retention.

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.

In cooperation with HR/OD, Energy Supply put extensive effort in to assuring that each job to be filled has a diverse pool of qualified candidates. Special effort was put into advertising engineering positions with such organizations as the Association of Black Engineers and the Society of Women Engineers. Each job ad stressed our desire to have a diverse workforce. We utilize a checklist for job postings and have been working with the Diversity Recruiter to improve our applicant pools.

At Deerhaven and JRK 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 have developed succession plans that include training and development opportunities for employees to improve their competitiveness for upward mobility. 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. Most 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 PTTP. 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 PTTP training plan between the JK&PD department, Operations Production Leader and the respective Shift Supervisors, we have had approximately 13 employees progress within their PTTP based on their PTTP 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?

Success is defined by the measurement, see section B. below. To give some anecdotal data for Production within this fiscal year:

- Internal minority engineer promoted to Production manager II.
- External minority Production Leader hired. One internal minority Production Leader candidate made an offer, but declined for compensation reasons
- Minority female Laboratory Technician hired
- female Operations Assistant hired
- female Staff Specialist hired
- minority hired as a Control Specialist
- two minority APPD trainees were hired, unfortunately one left when made a better offer
- a minority Journeyman Production Operator left Production when he was promoted to the Generation Training Coordinator position
- Internal Engineer transferred to Production, promoted to level 3 engineer and then transferred back to PAS because he was needed for business reasons for Controls

We have seen an increase in job offers extended to perspective employees that have been turned down. The reasons are the "compensation is not adequate". We have lost some competitive candidates due to the length of time from advertisement to offer extended.

B. How did you measure your efforts?

The efforts are measured at the Department level. Energy Supply's overall success in achieving and maintaining diversity in the workforces was measured by the following Process Indicators:

- The percentage of qualified minorities/females in job candidate pools. FY14: Target 35%, Results: FY15 = 55.61%, 3yr ave. = 53.90%
- The ratio of the number of minority/female joining Energy Supply to the number separating from ES. FY14 Target: ≥ 1 , Results: FY15 = 2.0, 3 yr ave. = 1.67
- The ratio of the percentage of minority/female promoted to the percentage of minority/female of minority/female in ES. FY14 Target: ≥ 1 , Results: FY15 = .88, 3 yr ave = 1.11

Note: After several years of using these metric it is apparent for the latter two the small sample size in any one year dramatically affects the calculated results. Therefore Supply will track on a rolling 3 year basis.

We are monitoring hiring, progressions, promotions and attrition.

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

A. List your efforts here.

In our 2015 Energy Supply Performance Metrics, we have “Percent Diverse” as a metric in the People area of focus. This makes it visible to all ES employees that this is a core value. We publish these metrics monthly and review at Department Briefings.

All Energy Supply employees were required to participate in a Diversity Workshop.

All Energy Supply employees were required to participate in an ES sponsored and HR & EO supported workshop on Inclusion of diverse employees in support of common goals. The Director of Production drove the development of the training that was conducted by Michelle Smith.

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 setup training provided by Purchasing on how to improve use of Women/Minority-Owned Small businesses. The target audience were those that are involved in the vendor recommendations for purchases.

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?

Power generation is a very specialized business that most often does not allow local companies to provide the necessary parts, supplies and services required. As tasks are defined to be completed by outside vendors, we will continue to scrutinize if there are women/minority businesses that can provide that service.

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 well as EO office as to how we can advertise/publicize and encourage candidates from diverse backgrounds to apply. We will continue to review the hiring strategy to encourage posting positions that would be higher likelihood of success to attract minorities and women.

B. Retention Strategies

(1) Professional Development for all Employees

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

Periodic review of Engineer to ensure development is being fostered.

Succession planning for leadership positions which includes development opportunities being used.

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

Conduct a followup review of the culture to ensure the Fostering Inclusive work environment training has shown progress in our plants.

C. Women/Minority-Owned Small Business Strategies

Review requisitions to look for opportunities to utilize Women or Minority Businesses.

Participate and encourage the participation of employees in workshops held by Purchasing.

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

Success is measured at the Energy Supply department level monitoring the % Diverse.