

## City of Gainesville Diversity Work Plan

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

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Department: Energy Supply

Title: Manager of Outage Planning and Major Maintenance

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### 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.

**The continued disparity in Diversity in the Major Maintenance Group (MMG) is Females in Engineering and the mechanical maintenance side of the MMG. In the rest of MMG the Demographic of the Department is diverse in race, ethnicity, experience, and education.**

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

- We are still challenged to find Female Engineers applying for power plant positions, but not uniquely so to our industry.
- Even through coordinated efforts with HR/OD Diversity Recruiter we still find very few women applying for Engineering jobs or in trade craft fields in power plants.
- While not unique just to MMG, we continue to find current wages, benefits, and relocation allowance to be well below market, and sometimes significant barriers to both recruitment and retention. This has been communicated at all levels of leadership including HR/OD.

### 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.

**MMG has strong support from both HR/OD and EO. This past year PAS/MMG participated in collaborative efforts with the HR/OD Diversity Recruiter to identify gaps in our outreach and advertisement process. We participated in 3 career fair recruitment trips (including one with the US Navy) this past year to get our message out to a diverse group of qualified candidates. We also actively work with the Diversity recruiter to establish local relationships with Minority Groups that further expands our message, as well as identify targeted advertisements to meet the Affirmative Action (AA) goals in MMG. To date these efforts have helped us toward meeting our Energy Supply AA Diversity goal for minorities and exceed our goal for females. It has been our practice throughout this last year to partner with HR/OD to spend additional resources in expanding targeted advertisements to attract the correct demographics of minority and female applicants, and results above are showing improvements in these areas.**

**MMG like the rest of Energy Supply utilizes a recruiting “check sheet” for each job posted, showing the detailed plan to attract a diverse pool of applicants, and MMG consistently utilizes diverse interview panels in our hiring process that provides diverse perspectives.**

**MMG considers the diversity of the potential internal candidate pool for each position before posting in order to balance the sometimes conflicting needs for cost control, equal opportunity and diversity.**

B. List Retention and Personnel Development Strategies you employed.

Along with rest of Energy Supply MMG believes in Succession Planning and developing personnel for their next position whether this is within or outside of Energy Supply. This is a strong retention tool as it allows for exchange of information between Supervisors and Employees to agree on development needs, and then target the efforts to address these needs. We have had great success in this area over the last few years for both MAPS and CWA. We have both PTTP's for the Craft Trade progression and Engineering Progression Plan for the majority of the MAPS. In FY2015 MMG had 1 person promote to other positions within Energy Supply that improved our functionality and diversity. We allowed this at the expense of vacancy, of which is still vacant and in active advertisement/recruitment. Overall MMG, under leadership of the Director of Production Assurance Support & Energy Supply Officer, has been a leader in a more aggressive utilization of the Engineering Progression Guidelines to attract and retain good engineers.

MMG still has a structured Succession Planning process identifying specific development plans for high potential employees. These plans make targeted use of acting assignments. Succession Planning is done with the goal of high quality internal candidates for future open positions while maintaining the ability to attract other qualified candidates when the positions are posted.

MMG has an ongoing effort to identify true personnel and knowledge gaps in our Engineering and Trade Craft areas, and then identify the internal or external resource to determine the most efficient, and economical, means to address this true need. The premise of this program is that the identification of the need and the facilitation is by employees and not management.

MMG is participating in the COG Emerging Leaders Program with 1 Participant.

MMG is active in Bright Tomorrows Scholarship Program.

III. Were those efforts successful?

A. Why/Why Not?

Overall using the Energy Supply numbers the answer is Yes. While not having a specific quota, our goal is a diverse organization so the Quality Indicator is Percent Diverse. 30% of the Energy Supply Team is minority or female and that diversity is evident at all level in the Department, and not just at lower levels. We are proud of this result.

B. How did you measure your efforts?

Besides all the measure described above, Percent Diverse, 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. FY15: Target 35%, Results: FY15 = 55.61%, and 3 yr. average = 53.90%, Exceeded Target.
- The ratio of the number of minority/female joining Energy Supply to the number separating from ES. FY14 Target:  $\geq 1$ , Results: FY15 = 2.0, and 3 yr. average = 1.67, Exceeded Target
- The ratio of the percentage of minority/female promoted to the percentage of minority/female of minority/female in ES. FY14 Target:  $\geq 1$ , Results: FY15 = 0.88, and 3 year average 1.11

After years of using these tracking metrics because of the small sample size for any one year dramatically affecting the calculated results, Energy Supply has decided they will track on a rolling 3 year basis to make result more meaningful.


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

A. List your efforts here.

**MMG, like the rest of Energy Supply, utilizes our actions, and the communication of these actions, to send a strong message of commitment in this area. I send updates on all positions, and encourage our members to reach out to others for our open positions.**

**MMG has both MAPS and CWA members involved in hiring process so that members see firsthand all aspects of a hiring process to better appreciate the benefits of a diverse work force.**

**All Energy Supply employees were required to participate in a Diversity Workshop, and over this past year we had 3 workshops on Inclusion training to further drive the understanding on the benefits of adversity and inclusion of all.**

**Energy Supply strives to:**

- have a diverse applicant pool for open positions**
- have a diverse interview panel**
- have as many of the workforce involved in the interview processes throughout the year as practical, allowing them to see that different backgrounds bring different and new perspectives.**

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

A. List your efforts here?

**Energy Supply's strategy for FY15 was to work more aggressively with GRU purchasing to identify greater opportunities than in past years. In FY15 ES spent approximately \$750,000, up from \$240,000 in FY14, on goods and services with women/minority-owned small businesses. This is a marked improvement with no decrease in quality and not significant added cost to ratepayers. It is worthwhile to note the operation and maintenance of power plants is very specialized and only limited women/minority-owned small businesses provide the required goods and services.**

**Members of PAS/MMG actively participated in City of Gainesville (COG) Small Business Workshop conducted last fall, and had numerous members attend, and participate, in the University of Florida Small Business Workshop this past April.**

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

**We will continue on this same course as we saw over a 300% improvement in FY15 over FY14. One additional item we will do is to continue to evaluate additions to purchasing as well as ensure all our bid process is shared with the local community.**

**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.

A. Recruitment Strategies
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In cooperation with HR/OD, MMG will continue to put extensive effort in to assuring that each job to be filled has a diverse pool of qualified candidates. Special effort will continue to be put into advertising engineering positions with such organizations as the Association of Black Engineers, Association of Female Engineers, and other specific sites as identified to attract minority and female candidates. All of this will be with a collaborative effort with the HR/OD Diversity Recruiter. This recruitment process will require an active review in the market each time as this is evolving and we need to be flexible enough to recognize this. Each job advertisement will continue to advocate our desire to have a diverse workforce.

#### B. Retention Strategies

(1) Professional Development for all Employees

- Quarterly reviews and earlier if needed in isolated cases, of Engineering Progression Plans for all those in the Program.
- MMG CWA: Monthly review of all PTPP participants with a must progress provision to assure on schedule advancement
- Annual review and editing for those members in MMG that have requested a Succession Plan.
- 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.
- Participation of 1 Energy Supply MAPS in the Emerging Leaders Program and review of others in my area to see if they would be good candidates for the future if the program were to expand.

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

Open door policy for those with any issues they may feel are based on diversity, minority and female member of Energy Supply leadership reach out to solicit such input. Any time a perceived issue is raised an investigation is performed by a member of ES Leadership not in the direct chain of command and a member of HR/OD. All finding and recommendations are made known to the ES Officer and the EO office.

Active involvement in hiring process for members in MMG.

#### C. Women/Minority-Owned Small Business Strategies

- PAS/MMG will continue our more transparent, and proactive, approach to fold in opportunity for these services we started in FY2015.
- PAS/MMG continues to stay current on new additions to Purchasing that may be able to service our needs.
- PAS/MMG Continue to review major projects ahead of time (pre-Outage) to see if work can be carved out which is more typical of small business, regardless of ownership, than that of technically specialized power plant work.
- PAS/MMG Participated and networked in the COG Small Business Workshop in FY2015/2016.
  - o During this we take opportunity introduces ourselves to the attendees.
- PAS/MMG will also be attending the UF Small Business Workshop in FY2016.

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

Energy Supply's overall success in achieving and maintaining diversity in the workforces will be measured by:

- Outcome Indicator; Percent Diverse. FY15 Target;  $\geq 32\%$  (+2%)
- Process Indicators:
  - The percentage of qualified minorities/females in job candidate pools. FY15 Target; 35%
  - The FY13 – FY15 ratio of the number of minority/female joining Energy Supply to the number separating from ES. FY13-FY15 Target:  $\geq 1$
  - The FY13-FY15 ratio of the percentage of minority/female promoted to the percentage of minority/female of minority/female in ES. FY13-FY15 Target:  $\geq 1$

