

City of Gainesville
John R. Kelly and South Energy Center
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: Claude Pinder

Department: Energy Supply/310 & 610

Title: Production Manager II

Date Completed: November 5, 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.

Our 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 the FY15 hiring processes. We have had very few minorities apply during FY15, however one minority was selected for an Operator position an under fill 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. Because a trainee would not meet the minimum requirements for this position, we need to attract candidates with experience.

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 candidates being hired within Energy Supply as a promotion. In addition to the Shift Supervisor position, we have advertised and posted a Production Technician position with three successful applicants meeting the criteria for hire.

We paid for advertisements/posted job listings in the Historically Black College and Universities' Resource Centers, the American Association of Blacks in Energy, and also the Resource Center of 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 along with attending several military bases to attract members of the NAVY who were soon to be discharged from the military.

At the Kelly Plant and the South Energy Center Plant (SEC), we have hosted several public tours this year - some of the groups included elected public officials, UF Science classes, UF Electrical Engineering students, UF Environmental students, and students from local high schools. At each of these we openly discussed opportunities in power production and encouraged minorities and females to consider applying for positions. We also had minorities conduct some of these tours (a female environmental engineer, a Hispanic engineer, and a black engineer who later became a manager).

B. List Retention and Personnel Development Strategies you employed.

- 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.
- We have been conducting training for our Production Technicians through internal sources [Job Knowledge & Proficiency (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 JK&PD Coordinator has a review with new employees to establish a program for their Progression through Training Program (PTTP). The new employee also has a checklist that to follow, along with their supervisor, that will help get them oriented to the plant, personnel, and 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 1 at JRK employee and 4 employees at SEC progress within their PTTP based on their PTTP requirements.
- Human Resources have recently implemented a Progression through Training Program for our supervisors (SPTTP) which results in more pay for tasks/training completed. There are currently two JRK Shift Supervisors actively participating in the SPTTP program and three other supervisors on staff who are not.
- Production has had three employees at SEC complete the Issuing Agent assessment. At JRK, Operations/Production has had one employee complete the Issuing Agent assessment with the employee not being successful in the assessment as the employee is currently working with his direct supervisor to improve on the knowledge and skills that were identified to ensure the employee is successful.
- Our Safety Committee is comprised of employees representing shops throughout the plant. They meet monthly and these employees are empowered to make recommendations to management for items that should be purchased to improve safety at our plants.
- Recently with the new Production Manager on staff and the recent addition of our Generation Training Coordinator, we are continuing with the continuous training program Kelly Plant Continuous Training or "KCT" that is scheduled with the on-duty shift personnel through JK&PD. 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 and No.

Positives:

- At JRK, we had one employee who was promoted this past year to Shift Supervisor.
- At SEC, we had one new employee who completed the PTP training program join our staff.
- New minority Production Manager oversees the JRK and SEC plants.
- Retention efforts have allowed current employees opportunities for advancement.

Negatives:

- No minorities are in the SEC work force.
- Extra recruitment efforts have not been successful to date in increasing the pool of applicants for minority or female applications in the operations area at either plant

B. How did you measure your efforts?

As it currently stands, the Kelly Plant and South Energy Center Production staff has not lost any current employees to retention or due to competitive job classifications throughout the power industry.

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.

All Energy Supply employees were required to participate in an Energy Supply sponsored and HR & EO supported workshop on Inclusion of diverse employees in support of common goals.

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, Kelly Plant and SEC Production 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, the Kelly Plant Production Manager and Production Leader will continue to meet with all new hires to encourage employee safety, participation, and empowerment plus 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 Kelly Plant Production 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.

The ratio of women/minority-owned businesses expenses to overall expenses.

