

**City of Gainesville
Diversity Work Plan**

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

GRU Energy Supply FY16 Diversity Work Plan

**Name: John Stanton
Title: Officer**

**Department: Energy Supply
Date Completed: November 1, 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.

There are no issues unique to Energy Supply. Our 175 Team Members represent an organization diverse in race, gender, ethnicity, experience, and education. Our largest location, the Deerhaven Plant, has historically been one of only two locations in COG without AA goals. Minorities and women are represented at all levels, including senior leadership.

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

- **We are challenged to find minority/women engineers, but not uniquely so.**
- **We find few women applying for jobs requiring shift work.**
- **While not unique to Energy Supply, we find current wages and benefits to be below market and a barrier to both 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.

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 Association of Female Engineers. Each job ad stressed our desire to have a diverse workforce.

In FY15 Energy Supply, with strong support from HR and EO, aggressively recruited candidates from the local area for its Accelerated Production Proficiency Development (APPD) Program. Acceptance into this program required no experience. 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. In addition a high concentrated effort on training to level the playing field for all employees in the job class. The initiative resulted in a diverse pools of 250+ applicants. (see VI. A)

Energy Supply utilizes a recruiting “check sheet” for each job posted, showing the plan to attract a diverse pool of applicants.

Energy Supply 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.

Energy Supply has increased its presence at Navy outplacement job fairs targeting minority applicants.

B. List Retention and Personnel Development Strategies you employed.

Energy Supply believes Development leading to advancement in position and/or compensation is a Retention tool, and believes that development leading to greater job satisfaction is also a strong Retention tool. Approximately 90% of the Energy Supply CWA positions have PTT Programs. The Engineer I thru IV positions have a development program. Each of these programs is monitored routinely to be sure individuals are on schedule. 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. Energy Supply has led the use a more liberal interpretation of the Engineering Progress guidelines to retain good engineers.

Energy Supply has a very structured and robust 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 candidate when the positions are posted.

Energy Supply has a Subject Matter Expert (SME) program with broad CWA participation. SME candidates are identified and developed until they are truly the expert on a system and are the authority determining such thing as; system health indicators, adequacy of procedures, adequacy of preventive maintenance and, most importantly, knowledge and proficiency of the Production Team operating the system.

Energy Supply participated in the COG Emerging Leaders Program with 3 participants and by providing 4 mentors.

Energy Supply is active is both Camp Empowerment and in the Bright Tomorrows Scholarship Program.

III. Were those efforts successful?

A. Why/Why Not?

Overall, yes. While not having a specific quota, our goal is a diverse organization so the Quality Indicator is Percent Diverse. At YE FY15 30% of the Energy Supply Team was minority or female and that diversity is evident at all level in the Department, not just at lower levels. We are proud of this result.

B. How did you measure your efforts?

Besides 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. 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.

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

A. List your efforts here.

Energy Supply believes that actions send a stronger message than rhetoric and that the business and social results of a diverse work force speak more strongly to the benefits than any words can. As such, ES adopted “Percent Diverse” as a metric in the People area of focus of its Operational Plan Performance Metrics and Targets. On the Performance Metrics published monthly to show progress towards ES’ business goals, it is the very first metric in the list (see VI. D.)

All Energy Supply employees were required to participate in an HR sponsored Diversity Workshop.

All Energy Supply employees were required to participate in an ES sponsored and HR & EO supported workshop on Inclusion to ensure a welcoming atmosphere.

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?

As the operation and maintenance of power plants is very specialized and only limited women/minority-owned small businesses provide the required goods and services. Admittedly, Energy Supply has not historically been aggressive in this area. That said, Energy Supply’s FY15 strategy to carve out parts of large specialty contracts and make that work available to women/minority-owned small increased ES spent from approximately \$240,000 in FY14 to \$750,000 in FY15.

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

See response to similar question VI. C.

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

In cooperation with HR/OD, Energy Supply will 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 Association of Female Engineers. Each job ad stressed our desire to have a diverse workforce.

In FY16 Energy Supply will review FY15’s Strategic Initiative; Accelerated Production Proficiency Develop (APPD) to determine “lessons learned.”. One area of focus will be a review of where/how this program was publicized to get an even stronger and more diverse pool of candidate in the future.

B. Retention Strategies

(1) Professional Development for all Employees

-Monthly review of all PTTP participants with a must progress provision to assure on schedule advancement

- Quarterly review of the progress of each engineer in the Engineer Development Program
- 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.
- Promotion of minorities and women at rates at least equal to their percent of the ES workforce. (see VI D)
- Continued expansion of the Energy Supply Subject Matter Expert (SME) Program

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

Besides an open door policy for those with any issues they may feel are base 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 EO office.

Energy Supply has representation on the City of Gainesville Equal Opportunity & Diversity Advisory Committee

C. Women/Minority-Owned Small Business Strategies

ES will continue to be aggressive in this area during FY16.

- Review major projects 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.
- Participate in the COG/GRU and UF small business workshops.
- Develop an ES Business Service list of Women/Minority-Owned Small Businesses.

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. FY1 Target: ≥ 1**
 - **The FY13-FY15 ratio of the percentage of minority/female promoted to the percentage of minority/female of minority/female in ES. FY13 Target: ≥ 1**