

# 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.

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Department: Systems Control  
Date Completed: 11/13/2015

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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.

I am not aware of any issues with demographics, However we have had great difficulty in finding qualified IT/OT Candidates to meet our needs.

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

Traditionally, trade and craft workers within T&D have been the feeder pool for the Distribution System Operator (DSO) positions. The DSO position has been designed to allow a broader base to come in at entry level.

## 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 general, our strategy is to work closely with HR to advertise open positions in as diverse a manner as possible. HR then completes an initial screening of applicants for further refining by our division. If the pool of candidates isn't too extensive, we allow all the HR screened applicants an interview opportunity.

Additionally, we reviewed and evaluated the Technical Systems Analyst (TSA) series job descriptions to allow appropriate experience to offset education minimum requirements. This will broaden the pool of potential qualified candidates.

B. List Retention and Personnel Development Strategies you employed.

I am in the infant stages of creating Individual Development Plans (IDP) for each employee, This is a joint effort between myself and the individual to define the goals for the individual and to develop a plan to gain the necessary training and experience to help the employee reach his/her goals. The IDP is separate form the Performance management process and is intended to help motivated employees advance their careers within GRU.

## III. Were those efforts successful?

A. Why/Why Not?

We added one minority employee (Effective date in FY16) This employee was performing work for GRU as a contractor along with two others, while we struggle to fill the needed positions.

I did have two employees leave for better opportunities; Their departure influenced the decision to move forward with the IDP initiative as a tool to promote retention of existing employees. Additionally, we have used a diverse group of contractors to fill the need

B. How did you measure your efforts?

It is too early to measure the effectiveness of actions taken above.

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

A. List your efforts here.

1. We do not tolerate any form of disrespect.
2. Diversity discussions are periodically incorporated in Divisional meetings.
3. Our Division participated in the annual Job Fair to allow the greater public to become familiar with our Division.
4. Interview panel was diverse for the one position we were able to fill.
5. I planned to attend 50% of the Diversity luncheons but only attended one via WebEx.

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

A. List your efforts here?

We do our best to use SBEs when purchasing good and services. FY15 non payroll budget was \$939K of which only approx.\$200k was “discretionary” (\$530k communications charges, \$140K software maintenance and \$65K for EMS Support), We spent \$137,289 in FY15 which is the most we have spent within a fiscal year to date with SBEs.

- B. What can you do differently next year to improve?  
We will continue to monitor progress.

**VI. Your Component of the Overall Departmental Strategic Plan**

**The Department’s objective is to develop a highly qualified, talented, diverse and inclusive workforce. We will accomplish this objective by a) ensuring that the Progression Through Training Program participants are progressing satisfactorily and in a timely manner, and b) that our hiring processes that have an AA Goal are focused to yield a qualified and diverse pool of candidates. Our targets are that a) 100% of the PTPP participants will progress within 30 days of their program schedule and b) that 75% of our focused hiring processes yield the desired results. We will hold monthly meetings to review participant progress and to address issues in a timely manner.**

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 advertise open positions and encourage employees to apply for the positions within SCC. We will also engage HR and EO in an effort to reach out to sources of potential candidates we are not aware of. In fact we will provide the list below all job postings.

- <http://careers.publicpower.org/home/> - APPA – (National exposure in municipal utility industry)
  - <http://www.energycentral.com/> - Energy central – (National exposure in the utility industry)
  - <http://fmpa.com/> - FMPA – (Exposure to municipalities within Florida)
  - <http://www.witi.org> - Women in Technology & Industry
  - <http://www.nawic.org/> - National Association of Women in Construction (Gainesville Chapter)
- <http://nawicgainesville.org/>
- <http://www.hispanicsinenergy.com/> Hispanics In Energy
  - <http://aabe.org/> American Association of Blacks in Energy

## B. Retention Strategies

### ((1) Professional Development for all Employees

We listened to our employees and have increased staff to keep up with the increased workload and impending retirements. Additionally, training is provided when practical to increase the employees' skills and satisfaction.

IDP will be created for each employee within Systems Control. Implementing the plan includes reviewing the employees resume and discussing the employee's desires. We will work together to identify opportunities for training and experience would help the employee grow and become more marketable for advancement.

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

The success of the Department/Divisional diversity plans is very much dependent upon each the Manager's clear articulation of the objectives and goals contained within that plan to the employees of the Division. Therefore, all Energy Delivery managers must take a lead role to insure that the plans are well understood and ultimately successful. Typical efforts would include: (as used above):

- Incorporate diversity discussions periodically into Departmental/Divisional staff meetings.
- Encourage employees to participate in the programs developed by GRU's Community Relations Director to provide an awareness and insight of the culture differences that comprise our workforce and community.
- Encourage employees to participate in public job fairs and similar opportunities to promote a broad interest in working for the utility and to disseminate utility career and employment information to our community.
- Encourage employee volunteers to welcome and mentor all new employees.
- Employ interview panels that consist of diverse personnel when possible to promote a sense of inclusion for minority and female employment candidates.
- Hold periodic meetings or counseling sessions with new employees to determine their progress and help them to develop personal strategies to ensure their success.

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

Work with purchasing. Develop a listing of the firms that qualify as women/minority-owned businesses. Once the list is publicized, greater emphasis can be placed on using such businesses when and where appropriate. When reviewing vendors for purchasing any products or services, SBE businesses get priority. This has proven to be a very successful strategy.

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

Success will be measured by the sincerity of our efforts to attract diverse pools of qualified applicants, the impact of our training programs, the rate at which we retain our highly skilled and sought-after workers, and the purchases made through women/minority-owned businesses.

