

REVIEW OF GAINESVILLE REGIONAL UTILITIES OVERTIME

JANUARY 2001



**CITY AUDITOR'S OFFICE
CITY OF GAINESVILLE, FLORIDA**

City of
Gainesville

Inter-Office Communication

January 17, 2001

TO: Audit and Finance Committee
Mayor Paula M. DeLaney, Chair
Mayor-Commissioner Pro Tem John R. Barrow Member

FROM: Alan D. Ash, City Auditor *AA*

SUBJECT: Review of Gainesville Regional Utilities Overtime

RECOMMENDATION

The Audit and Finance Committee recommend that the City Commission:

- 1) Accept the City Auditor's report and the General Manager's response; and
- 2) Instruct the City Auditor to follow-up on recommendations made and report the results to the Audit and Finance Committee.

EXPLANATION


In accordance with our Fiscal Year 1999-2000 Annual Audit Plan, we have completed our review of Gainesville Regional Utilities Overtime. Our review was conducted in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States. Our report and the General Manager's response are attached for your review.

We request the Committee recommend that the City Commission accept our report and the General Manager's response. Also, in accordance with City Commission Resolution 970187, Section 10, Responsibilities for Follow-up on Audits, we request that the Committee recommend the City Commission instruct the City Auditor follow-up on recommendations made and report the results to the Audit and Finance Committee.

City of
Gainesville

Inter-Office Communication

November 3, 2000

TO: Michael L. Kurtz, General Manager for Utilities
FROM: Alan D. Ash, City Auditor 
SUBJECT: Review of Gainesville Regional Utilities Overtime

On November 8, 1999, the City Commission approved the City Auditor's Annual Audit Plan which included an operational review of Gainesville Regional Utilities (GRU) Overtime. We conducted interviews with key personnel, reviewed operating and financial information and tested management controls as necessary. We have completed our review and prepared the attached report with recommendations for improvements in management controls.

In accordance with Commission Resolution 970187, Section 9(b), Report Processing Procedures, please submit your written response to the recommendations presented in the report within 30 days and indicate an actual or expected date of implementation. Our report and your response will then be submitted to the City Commission's Audit and Finance Committee for review and approval.

We would like to thank GRU staff for their cooperation during our review. Our report has been reviewed with Kim Simpson, Utility Finance Director. Please let me know if you have any comments or questions.

cc: Kim Simpson, Utility Finance Director

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EXECUTIVE SUMMARY

On November 8, 1999, the City Commission approved the City Auditor's Annual Audit Plan which included an operational review of Gainesville Regional Utilities (GRU) Overtime. The review focused on the administration and management of overtime at GRU, the distribution of overtime and the accuracy of overtime related documentation and data entry. Based on our review, we made recommendations for improvements in the following areas:

1. Billing and collection efforts for approximately \$190,000 had not been initiated for repair to damaged lines from October 1996 through May 2000. Management should take steps to ensure that billable damage claim information is transmitted to GRU Finance and Accounting on a timely basis. Additionally, management should take steps to ensure that appropriate information is obtained for reimbursement of repair costs. Management should also develop procedures providing guidance on minimum recovery costs billed, procedures for subsequent billing attempts prior to pursuing legal action, and appropriate documentation requirements in the event legal action is required.
2. Gas Operations should maintain a log to ensure employees are offered scheduled overtime equally.
3. During January 2000, GRU provided emergency assistance to Georgia Power. GRU delayed billing of approximately \$111,000 to Georgia Power for reimbursement of wages and equipment until management could determine the appropriate charge for management and professionals providing assistance. We recommend that rate determination guidelines be developed regarding compensation for management and professionals providing emergency assistance to other utilities and that billing and collection efforts for assistance provided to Georgia Power be initiated.
4. Supervisory review of payroll/overtime documentation should be strengthened. We recommend managers, supervisors and timekeepers take steps to strengthen supervisory and timekeeper review of payroll documentation and ensure that accurate information is submitted and entered into the payroll system.
5. Overtime vouchers were not completed by some timekeepers and overtime was earned for performing payroll related duties. Employees should complete appropriate payroll documentation required and management should continue aggressive monitoring of overtime.
6. Pole attachment fees of \$111,765 had not been written off on a timely basis. Management has since made the necessary journal entries to the accounting records.

SCOPE, METHODOLOGY AND OBJECTIVES

- Our primary focus was to evaluate the system of management control currently in effect over GRU's utilization of overtime. Management is responsible for establishing effective management controls. Management controls, in the broadest sense, include the plan of organization, methods and procedures

adopted by management to ensure that goals are met. Management controls include the processes for planning, organizing, directing and controlling program operations. These include systems for measuring, reporting and monitoring program performance.

Our review was conducted in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States. We conducted interviews with appropriate personnel from GRU. We reviewed overtime in 8 GRU divisions including Deerhaven Power Plant, Kelly Power Plant, Electrical Engineering, Gas Operations, Systems Controls, Control Areas Operations, Electric Transmission and Distribution and Vegetation Management. We also performed a survey of hourly employees within the divisions reviewed. The scope of our testing was generally for the period October 1999 through May 2000. Based on the results of our review, we have prepared a report of findings, conclusions and recommendations.

SUMMARY AND BACKGROUND

In providing various services to the citizens of Gainesville, many operational considerations must be analyzed and decisions made on the appropriate staffing levels required to provide quality services in the most cost effective manner. In many departments, vacancy and turnover rates and demand for service result in infrequent use of overtime and do not require management's evaluation of overtime in order to meet minimum operational requirements. However, in some City departments, the use of overtime is a frequent and consistent consideration in the determination of staffing levels. In general, overtime is the use of existing personnel resources over and above their normal work schedule in order to meet operational requirements determined by management. Employees working overtime generally receive one and half times their normal salary. In some instances, when hours worked exceed certain limits, employees can receive up to two times their normal wage rate.

In FY 1996, the City Auditor's Office reviewed the Gainesville Police Department's use of overtime and in FY 1998, reviewed the Regional Transit System's use of overtime as it also reflected a high percentage of overtime to base pay. For FY 2000, citywide overtime costs were approximately \$4.1 million. Of that total, GRU incurred \$2.6 million in overtime and General Government incurred \$1.5 million. Figure A represents a graphical depiction of the distribution of total overtime expenditures for General Government and GRU.

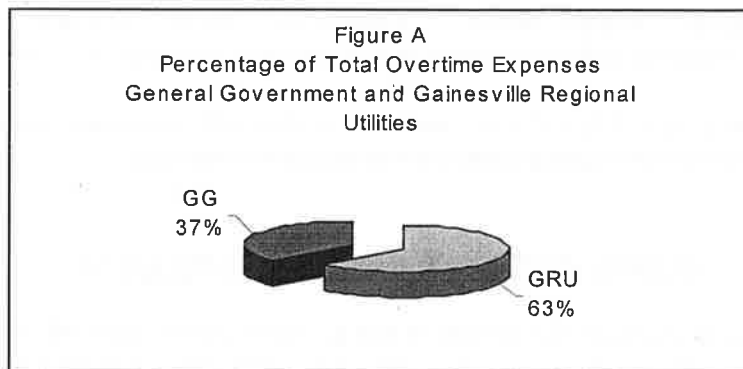
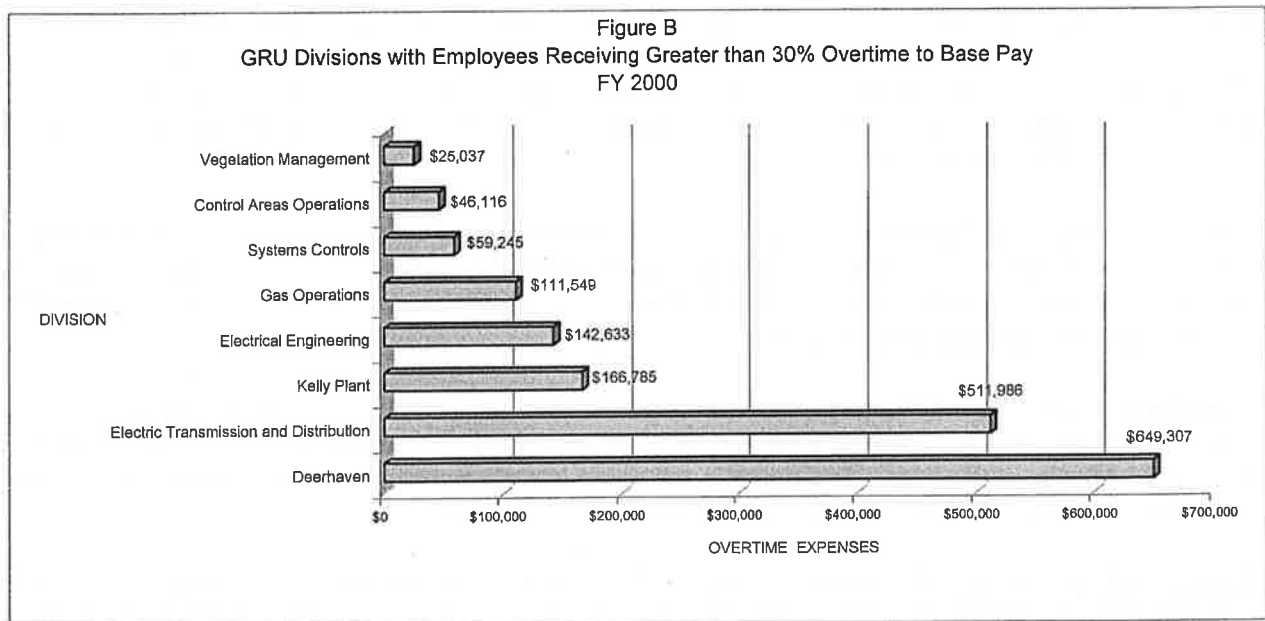


Figure B graphically illustrates overtime expenses for the eight GRU divisions reviewed which accounted for \$1.7 million of total GRU overtime. The remaining overtime dollars were disbursed throughout other GRU divisions. The divisions in Figure B generally included employees compensated for overtime exceeding 30% of base pay.



Overtime expenses incurred in these divisions consisted of both reimbursable overtime, storm related overtime and overtime required to meet minimum operational requirements determined by management. Reimbursable overtime is for services provided by GRU and reimbursed by another utility. Additionally, reimbursable overtime can also be in the form of recovered costs due to damaged lines caused by an individual or contractor.

Overtime occurs for a variety of reasons. Built in overtime results from shift work (12 hour shifts) at the power plants and in energy delivery. Shift work schedules consist of 36, 41, 43 or 48 weekly hours, resulting in built in overtime. When a shift employee takes vacation or sick leave, their replacement often results in additional overtime. This type of overtime is classified as voluntary and each division establishes a voluntary overtime sign up list to satisfy required overtime hours. Plant outages, accidents or storms also effect overtime. Plant outage overtime is considered scheduled overtime as it is known when it will occur. Accidents and storms may not result in a voluntary sign up, but the sign up list ensures that the most qualified individual available is provided an opportunity to satisfy the need.

Specific reasons for overtime varied according to division. The following provides a brief description of the general causes of overtime in each area.

Deerhaven Power Plant: Overtime expenses primarily result from the shutdown of two steam units for maintenance. One unit is shutdown in the fall and the other in spring. Each shutdown lasts approximately 5 weeks and employees work 6 day, 10 hour shifts on each unit. The length of time increases if additional maintenance or repairs are necessary. Additionally, Deerhaven has a four week shift rotation that consists of 36, 41, 43 and 48 hour work weeks which results in built in overtime.

Kelly Power Plant: Overtime expenses primarily result from maintaining 12 hour shift rotations.

Electric Transmission and Distribution: This division is primarily responsible for building and maintaining overhead and underground electric systems, as well as installing, maintaining and operating transmission systems. Overtime in this area results from efforts to re-establish power after a storm or other disruption in service or initializing additional transformers for retail or commercial customers during off hours. Storm assistance is provided primarily in the GRU service area, however GRU provides assistance to other utilities when requested. All labor, equipment and ancillary costs are reimbursed by the requesting utility.

Systems Controls and Control Areas Operations: These divisions operate in the same location and are responsible for monitoring generator systems, unit commitment, control area function and ensuring that resources are met and voltage units are level. Overtime primarily results from shift schedules and filling in for employees on vacation or sick leave.

Gas Operations: This division performs duties related to the location, installation and repair of gas lines. Overtime primarily results from line locations provided for contractors and customers or from accidental damage to gas lines. Additionally, according to management, Gas Operations has experienced staff shortages due to military duty and staff training.

Electrical Engineering: This division is primarily responsible for the design of power and gas lines. Electric and gas technicians are responsible for site investigations, solving construction problems, preparing plans and estimating job costs. Each technician is responsible for project information. Overtime earned in this area is a result of work assignments in new construction service demands. According to management, new growth and development and staff turnover is the primary reason for overtime in this area. Additional external demands that require overtime include the design and installation of streetlights within a specific time frame when additional work is assigned.

Vegetation Management: This division ensures that power lines are free from interfering vegetative obstructions.

OTHER CONSIDERATIONS

We also attempted to review the effect of overtime on the pension earnings of recent GRU retirees. Although we observed instances where some recent retirees have significant overtime earned in comparison to the one or two years prior to retirement, overtime logs did not indicate that these employees received greater opportunities than other employees. When interviewed, some employees indicated that employees often voluntarily pass on accepting a voluntary overtime assignment when a willing employee is close to retiring and has the opportunity to increase future pension earnings.

We also surveyed employees in the divisions reviewed. Surveys were distributed to 240 employees with 33% (80) responding. Appendix A graphically summarizes information obtained from the survey as well as comments provided by respondents.

We also surveyed employees in the divisions reviewed. Surveys were distributed to 240 employees with 33% (80) responding. Appendix A graphically summarizes information obtained from the survey as well as comments provided by respondents.

In general, survey results indicate that employees appear to be satisfied with overtime hours worked. The survey indicated that 66% were satisfied with the assignment of overtime, while 16% were not satisfied. The survey also indicated that 48% of those surveyed estimate that more than half the overtime worked is mandatory rather than voluntary. Approximately half of those responding work a shift in which overtime is built into the schedule and 50% of those responding felt overtime hours had remained consistent since they were hired.

Another issue noted in our survey which will likely impact GRU overtime expenses in future years is the number of employees eligible for retirement in the future. Of those responding, 45% had 15 or more years of service. Further review of total GRU employees indicated that 162 employees, or 21% of the GRU workforce, have 20 or more years of service making them eligible to retire immediately. An additional 149 employees (19%) are eligible to retire in 5 years or less. Many of these positions are technical and may not be easily filled.

Collection of Damage Claims Should be Strengthened**Finding**

During our review, we noted approximately \$190,000 in miscellaneous outstanding receivables resulting from GRU repair services for damaged lines and installation of lines from October 1996 through May 2000.

When electric and gas service lines are damaged by a contractor or customer, GRU dispatches a crew to repair the damage. GRU personnel obtain information regarding the damage including accident reports, contact information of individuals with knowledge of the incident and supporting facts (including appropriate calculations and assessment of the reasonableness of repair cost estimates). GRU Finance and Accounting is then provided with information required to invoice the appropriate party for reimbursement for labor, equipment and materials needed to repair the damage. According to management, Electric Transmission and Distribution does not pursue claims if repair costs incurred are not significant or in the event GRU was responsible for the damage.

In our efforts to determine whether overtime charges were properly included in the repair of damaged lines, we observed the following conditions:

- Appropriate documentation has not been provided to GRU Finance and Accounting for processing invoices for recovery of repair costs; and
- Written policies and procedures are not in place for guidance on minimum recovery costs billed, procedures for subsequent billing attempts prior to pursuing legal action and appropriate documentation requirements in the event legal action is required.

Twenty-six billable claims totaling \$31,707 were submitted to GRU Finance and Accounting in September 2000. These claims were for repair services performed from October 1999 through September 2000. According to management, damage recovery claims have not been pursued more timely due to other priorities and staff shortages. During FY 99 damage claims were submitted twice during the fiscal year. The likelihood of collection decreases with the passage of time. The delay also results in additional workload for GRU Finance and Accounting staff in terms of the volume submitted at one time. It should be noted that GRU Gas Operations submits damage claims to GRU Finance and Accounting on a timely (monthly) basis.

Conclusion

Damage claims are not prepared timely. Written guidelines or policies are not in place for guidance related to cost recovery or procedures for subsequent billing and collection efforts prior to pursuing legal action.

Recommendation

Management should ensure that billable damage claim information is sent to GRU Finance and Accounting on a timely basis. Additionally, steps should be taken to ensure that appropriate information necessary for the collection of damage costs is obtained.

Management should also develop procedures providing guidance on minimum recovery costs billed, procedures for subsequent billing and collection efforts prior to pursuing legal action, and minimum documentation requirements.

Management Response

Management agrees with the recommendation and will develop an administrative guideline that gives direction on the timeliness of submission of claim information to the Finance Department and provides guidance on documentation requirements, establishes minimum cost recovery and legal action thresholds, and defines the process and procedures for the billing and collection functions. We will then conduct training on the administrative guideline for those areas involved as needed. We expect this to be completed by June, 2001.

Gas Operations Should Maintain an Overtime Log

Finding

During our review of the overtime approval process, we noted that Gas Operations did not maintain an overtime log to track scheduled assignments (for non-emergency overtime or for work that requires specific skills.) Prior to October 1, 1999 Gas Operations employees were covered by the International Chemical Workers Union (ICWU). The ICWU labor agreement did not indicate how scheduled overtime should be distributed. On October 1, 1999 ICWU employees were transferred to the CWA bargaining unit. The CWA contract states:

“In certain Utility divisions where scheduled overtime work is frequent, opportunity to work scheduled overtime will be distributed as equally as is practicable among employees in the same job classification in the same work section and area, provided the employees are qualified to perform the specific overtime work required....Scheduled overtime offered but not worked will be considered as overtime worked in maintaining these records.”

Gas Operations employees generally work 4 day 10 hour shifts. However, due to the nature of work performed and staff shortages, scheduled overtime is available on a continuous basis. The approach to offering scheduled overtime has been through informal verbal inquiries. Although the CWA contract does not specify that Gas Operations must maintain these records, overtime is frequent enough for Gas Operations to implement a more formal approach to administering overtime in order to ensure all employees have equal access to overtime.

Conclusion

Documentation is not maintained in Gas Operations to ensure that overtime hours are distributed equally.

Recommendation

We recommend Gas Operations maintain an overtime log to ensure that employees are offered scheduled overtime equally. At a minimum the log should include the name, date and hours offered even if the employee declines the opportunity to work, to ensure and document that each employee is provided equal access to overtime.

Management Response

As the City Auditor mentioned, the opportunities to work overtime in the Gas Operations area was accomplished verbally but not well documented. Management will maintain a log to better document the distribution of overtime in accordance with the practices followed in all of the Energy Delivery Department. We expect this to be implemented by February, 2001.

Reimbursement Requests for Storm Assistance Should be Processed Timely**Finding**

GRU provides labor and equipment to other utilities when assistance is requested due to storms and other emergencies. Employees volunteering for this duty receive one and half times their regular rate of pay for time worked in excess of 40 hours per week. They receive two times their regular rate for time worked in excess of 16 hours in a 24 hour period (with less than 8 consecutive hours off). All expenses incurred by GRU (including labor and equipment) are reimbursed by the requesting utility upon submittal of an invoice.

During January 2000, Georgia Power requested GRU's assistance as a result of damage caused by an ice storm. GRU line crews and equipment provided assistance for approximately six days. GRU line crews providing assistance received overtime payments from GRU through the normal payroll process. GRU delayed billing Georgia Power pending receipt of other related expenses. According to management, it was GRU's intent to include the cost for management and professionals participating in the emergency assistance program. Costs incurred excluding management and professional assistance was approximately \$111,000. At the time of our review, GRU had not billed Georgia Power for emergency assistance provided. Although GRU management is confident that Georgia Power will reimburse GRU for expenses incurred, the lack of timeliness in preparing invoices results in funds not available for other use and opportunity costs.

Conclusion

Billing and collection procedures for emergency assistance provided to Georgia Power have not been performed in a timely manner. In addition, rate determination guidelines are not in place for recovering the cost of managers and professional employees providing emergency assistance.

Recommendation

Rate determination guidelines should be developed regarding compensation for management and professionals providing emergency assistance to other utilities. Upon determination of the total cost of providing requested emergency assistance, billing procedures should be initiated to recover appropriate costs.

Management Response

We agree with the recommendation. The determination of compensation was subsequently made and billing sent to the other utility.

Overtime Documentation Controls Should be Strengthened**Finding**

During our review of the overtime approval process, we determined that supervisory review of payroll/overtime documentation should be strengthened. In our sample, we noted the following exceptions:

Electrical Engineering

Internal timesheets had overtime hours differing with those indicated on overtime vouchers. Employees complete their own timesheets and attach supporting documentation. These are approved by the supervisor and forwarded to the timekeeper for data entry. Timekeepers indicated that these are source documents for entry into the Remote Time Entry (RTE) system. However, timekeepers are not always ensuring hours indicated on internal timesheets agree to overtime vouchers. We noted the following exceptions:

- Overtime vouchers were attached to internal timesheets, however hours were not documented on internal timesheets.
- Overtime vouchers were not used by some employees. According to management, employees were under the mistaken presumption that overtime vouchers were not required.
- Internal timesheets completed using default hours instead of actual work hours. Actual time start and stop hours are not used. Instead of entering actual hours, a default number of hours is entered.
- Overtime vouchers attached as support did not agree with date recorded.
- In a few instances, employees were paid overtime incorrectly.
- In some instances overtime vouchers were unavailable for review.
- Overtime vouchers indicated incorrect overtime hours worked, when RTE charged the correct number of hours worked.

Deerhaven

- In some instances, hours recorded on overtime vouchers did not agree to overtime hours entered into the RTE system. (In our sample, hours paid were always less than hours indicated on overtime vouchers).
- In a few instances, vouchers indicated total hours of overtime earned but not hours worked.

Kelly Plant

Overtime vouchers were approved but supervisors' weekly timesheets were not approved by the appropriate manager.

Control Areas Operations

Overtime vouchers were not approved by the appropriate supervisor/manager for certain employees.

Gas Operations

- In many cases, overtime vouchers were not approved by the supervisor.
- Job order slips include job number and hours worked but do not include required detail in terms of jobs performed.
- Job order slips for overtime hours worked were unavailable for several employees.

We noted several causes why support was either not available or did not receive sufficient supervisory review. These include:

- Overtime vouchers are prepared prior to the work performed and are not reconciled when actual hours worked become known.
- Overtime vouchers are not reconciled to internal timesheets.
- Steps are not taken to ensure overtime hours are properly totaled.

Additionally, divisions with multiple locations have two or more timekeepers. Supervisors and managers may be comfortable with information provided by the timekeeper in their location but may not be fully aware of timekeeping/payroll functions performed at other locations.

Conclusion

In some instances, managers, supervisors and timekeepers are not adequately reviewing documentation prepared to substantiate hours worked and reconciling to internal timesheets.

Recommendation

Managers, supervisors and timekeepers should take steps to strengthen supervisory and timekeeper review of payroll documentation and ensure that accurate information is submitted and entered into the payroll system.

Management Response

We agree with the recommendation and will continue to take steps to train and communicate with managers, supervisors and timekeepers regarding their responsibilities. The problems identified by the City Auditor are exasperated by the fact that due to payroll deadlines, payroll sometimes has to be entered into the Remote Time Entry (RTE) system prior to the overtime actually being worked creating the need for timekeepers to use estimates. We are working with the Payroll staff to determine what, if any, changes can be made to assist in this area.

Completion of Overtime Vouchers and Overtime Related to Payroll Duties

Finding**Overtime Vouchers**

We noted that a timekeeper in one division was not required to complete overtime vouchers. Overtime hours were recorded on internal timesheets only. Internal timesheets do not provide the reason overtime was worked. The absence of this information makes it difficult to track the need for overtime and diminishes overall control of the payroll system. Most GRU divisions reviewed require timekeepers to complete overtime vouchers indicating the need for overtime performed.

Excessive Overtime related to Payroll Duties

We noted a timekeeper that earned a considerable amount of overtime (34% of base pay) from October 1999 through May 2000. In FY 99 and FY 98, the employee earned \$9,980 and \$8,825 (36% and 31% of base pay) respectively in overtime pay. The employee's overtime averaged 16 hours per pay period. The employee's responsibilities include timekeeping duties and the majority of overtime vouchers indicated payroll was the primary reason for the overtime.

Call Back Pay Received for Payroll Related Duties

We noted one occurrence in which the timekeeper received call back pay. Call back pay is earned when an employee is called back to work. Three hours of pay is guaranteed to the employee even if duties performed are completed in less than 3 hours. The overtime voucher indicated that the timekeeper was called in for payroll related duties. Management agreed that support staff may be called back to work when requested due to storms or accidents, but call back is not generally appropriate for payroll related duties.

According to management, aggressive action has been taken to mitigate timekeeper overtime. We observed a sharp reduction in this timekeeper's pay since the inception of management's action.

Conclusion

In some instances, administrative controls over timekeeper overtime were not adequate to prevent excessive use of overtime.

Recommendation

Employees should complete appropriate payroll documentation required and management should continue aggressive monitoring of overtime.

Management Response

As the City Auditor mentioned we have already taken steps to reduce timekeeper overtime and will continue to aggressively monitor overtime use.

Pole Attachment Write-Offs Should be Performed Timely**Finding**

Pole attachment charges are annual fees paid for the use of GRU poles. Since 1986 GRU contracted with Cox Communication (Cox) to charge an annual fee of \$6 per pole. In September 1997 GRU re-evaluated the pole charge and determined that based on their analysis a charge of \$13.94 was more appropriate based on the amount Cox paid other utilities. GRU initiated billing based on the revised pole charge in September 1997. This caused Cox to incur pole attachment fees of \$196,329 during FY 1997. Cox continued to make payments based on the amount previously contracted and paid GRU approximately \$84,564 but agreed to negotiate a new agreement. Once the new agreement was in place (signed May 2000 with an effective date of January 1998), GRU intended to write off the remaining balance from FY 1997 of \$111,765. Although GRU had made the decision to write off the previous receivable, the write off was not implemented until recently. Management indicated that the oversight was a result of staff turnover and the installation of the MIMS system.

Conclusion

A journal entry to write off \$111,765 was not made timely.

Recommendation

Management has made the appropriate journal entries to the accounting records related to the Cox Communications pole charge receivables as of September 2000.

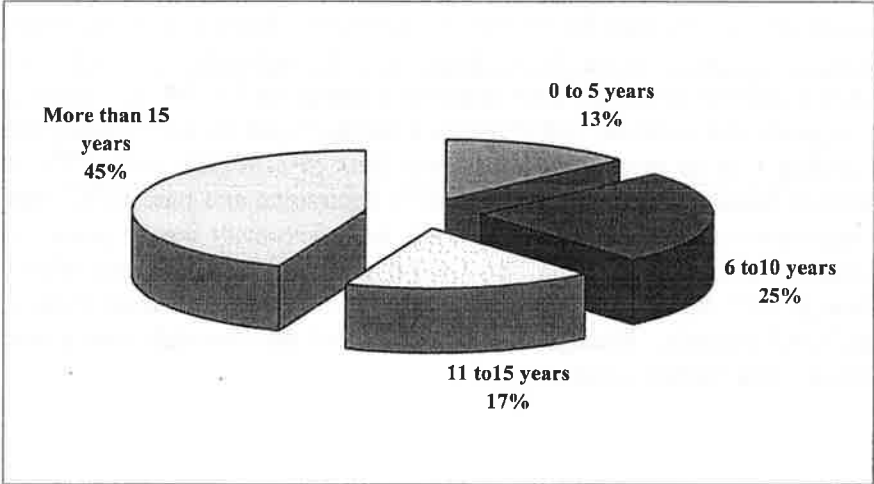
Management Response

As the City Auditor reported, the journal entry was delayed due to staffing and system issues and has now been made.

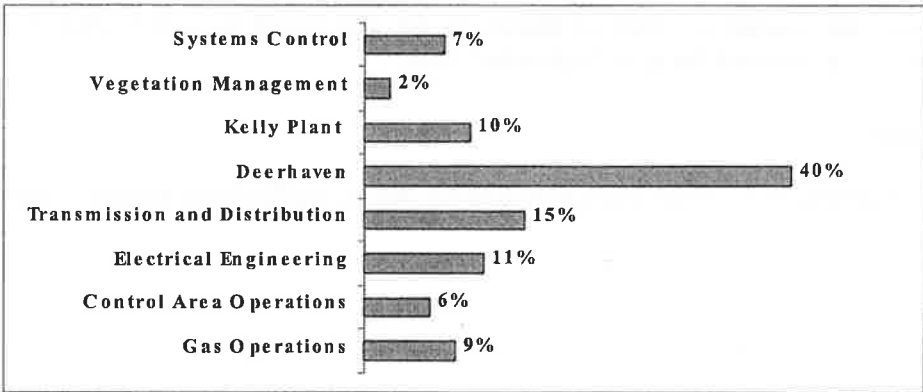
GRU OVERTIME SURVEY RESULTS

STAFFING BACKGROUND

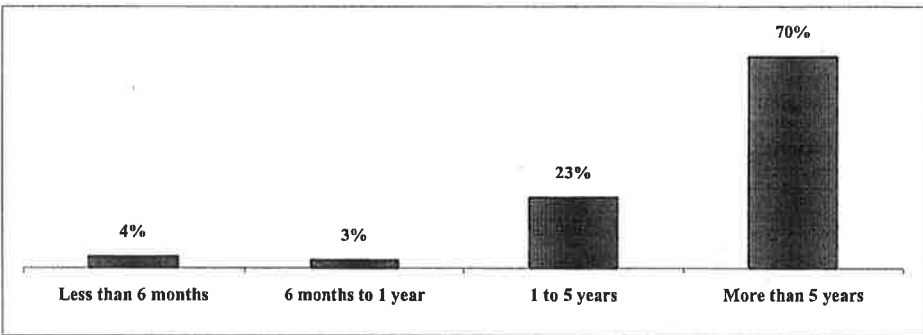
1. How many years have you worked for the City of Gainesville?



2. Which division are you currently assigned?

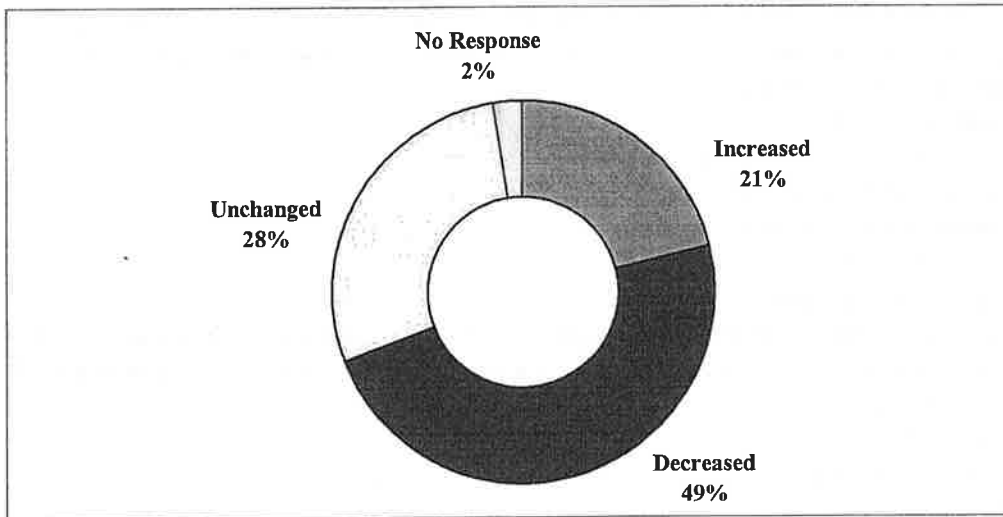


3. How long have you worked in this division?

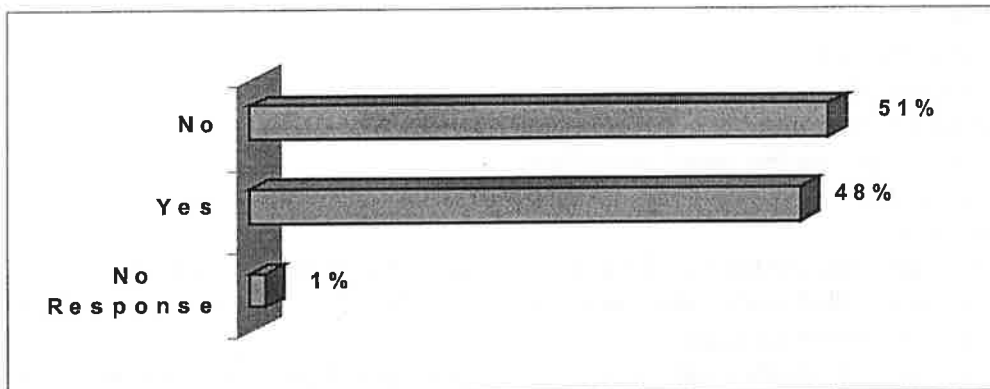


GRU OVERTIME SURVEY RESULTS

4. How have staffing levels changed since you were hired?



5. Does your job require a shift work schedule?



6. In your opinion, what generates the need for overtime in your division?

- Too much work for too few employees.
- Storm staffing.
- Some understaffing and lots of projects that need to be completed.
- To continue to meet new revenue projects, more than 40 hours is required.
- New revenue and special projects.
- More and more there's an increase in new projects with no change or addition in staffing.
- Seasonal new revenue.
- Breakdowns and outages.
- When equipment fails to operate correctly and energy supply is not generating up to capacity needed.
- Sick call-ins and unscheduled outages.
- So the Deerhaven units can run 24 hours a day, 7 days a week.

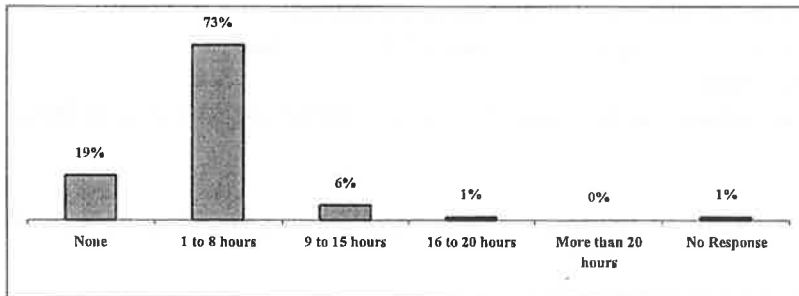
GRU OVERTIME SURVEY RESULTS

6. (continued)

- Broken equipment needing repair.
- Access to the units off line.
- The units at Deerhaven that are required to keep them generating electricity, that pays all of the city employee salaries more or less. The maintenance of the plant and repairing essential machinery.
- Positions are open but not filled.
- People calling in sick.
- Unplanned outages, and planned outages.
- Abuse of sick time due to shift work.
- Schedule to maintain 24 hour operation.
- Sick leave and vacation relief.
- Covering absent employees.
- Many things contribute to overtime. Equipment failure is number one. Working for someone who is off with sickness or vacation and working during the annual outage to get power plant back on line is very important.
- Emergency call out.
- Equipment installations.
- Not enough skilled staff.
- The timekeeping responsibility Monday 9:00 a.m. deadline.
- State and federal rules mandate that leak survey, leak investigation and cathodic protection work loads must be completed and carried out between and before certain time frames.
- Schedule vacation and sick leave replacements.
- The amount of work.
- The growth of the city.
- Scheduled overhauls.
- Too keep the plant running.
- Too many projects – too few people to do them.
- Growth of the city.
- Customer service.
- The need to have someone there 24 hours a day, 7 days a week, 365 days a year.
- Because of rotating shift work, someone has to work 1-8 hours a week overtime to fill the 24 hour, 7 days per week operation schedule.
- My position does not require much overtime. Only with special projects do I receive overtime.

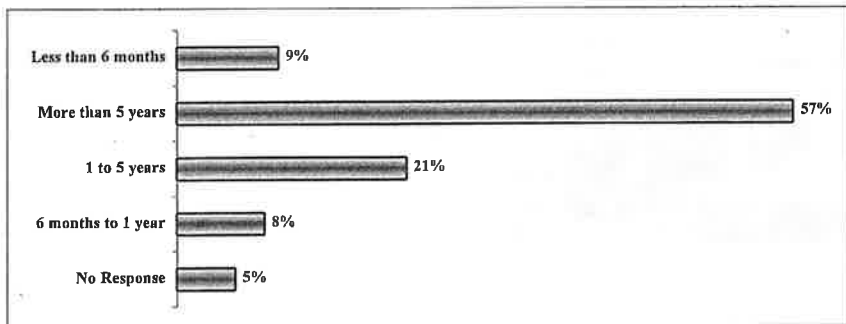
OVERTIME ISSUES

7. On average, how many hours of overtime do you work each week?

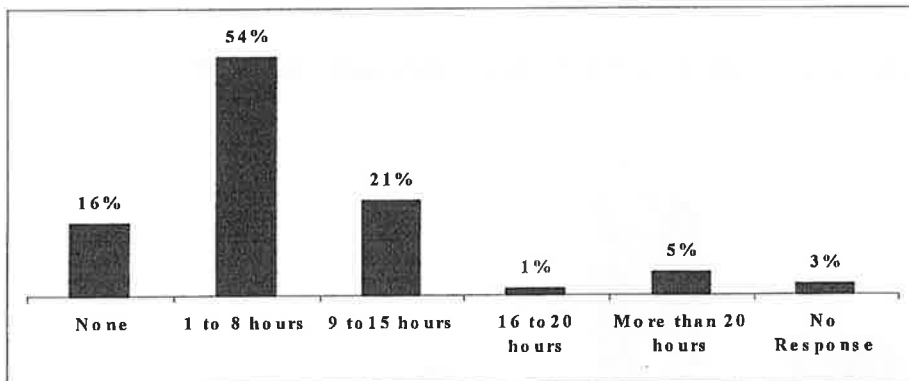


GRU OVERTIME SURVEY RESULTS

8. For the answer to Question 7, how long have you been working these overtime hours?



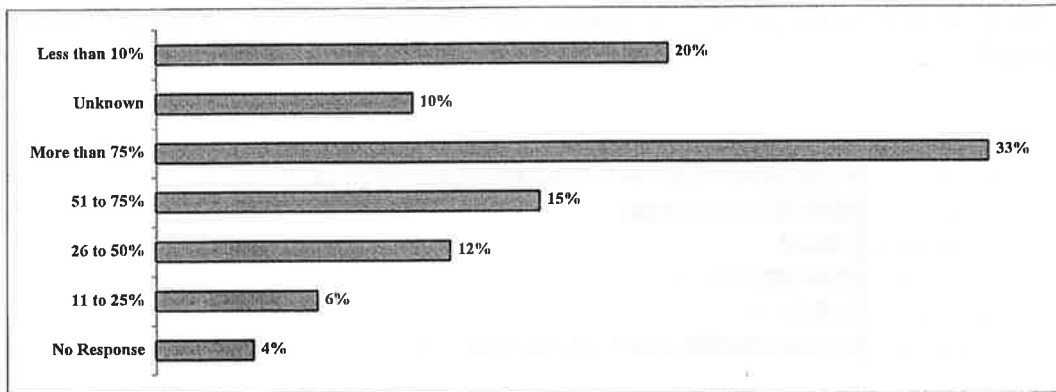
9. On average, how many hours of overtime would you prefer to work weekly?



Comments:

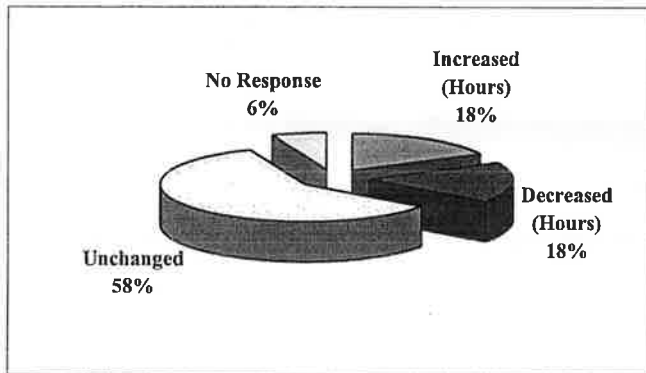
- Whatever is required. No more, no less.

10. Approximately what percentage of your overtime is mandatory rather than voluntary?



GRU OVERTIME SURVEY RESULTS

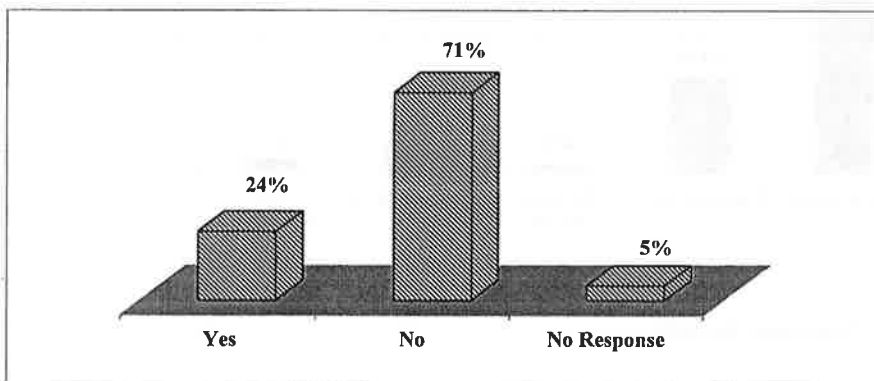
11. How have your overtime hours changed since you were hired? Please quantify the estimated number of hours per week overtime has increased or decreased.



Comments:

- Changes with seasonal demands from year to year.

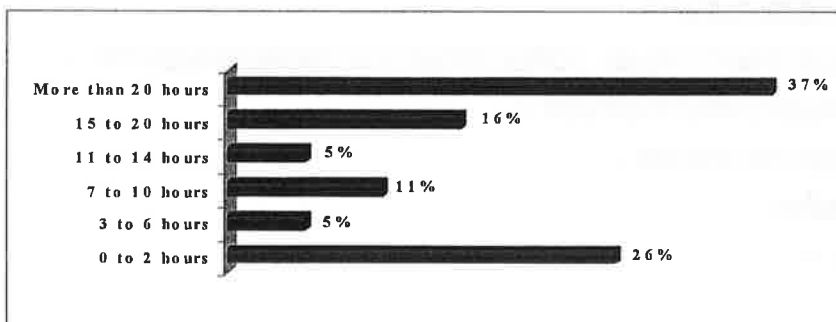
12. Do you believe job performance is affected by overtime hours worked?



Comments:

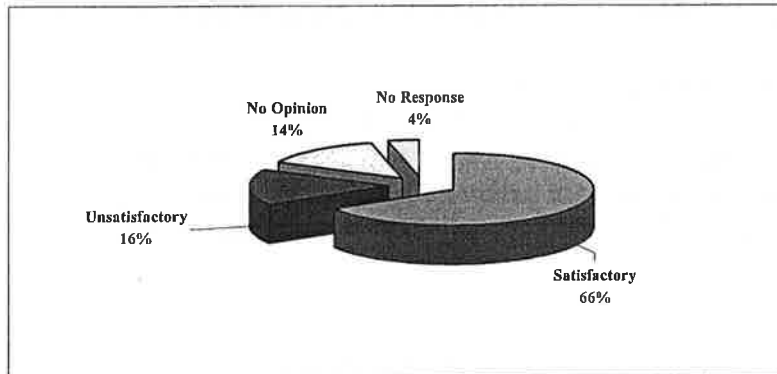
- Sometimes after many weeks.

13. If you answered yes to question 12, at what level of weekly overtime is job performance negatively affected?



GRU OVERTIME SURVEY RESULTS

14. How do you rate the current method for assigning overtime used by the responsibility area?



15. Please explain the reason why you find the overtime assignment method used satisfactory or unsatisfactory.

- My supervisor accepts the need with the current staffing. However, a lot of outside pressure is applied to reduce overtime usage.
- Group vote and I was part of the vote.
- It isn't really assigned, everyone works on their own projects and work as needed to complete the project.
- Overtime is based on a per project basis.
- GRU's customers need our work to be done in order to build new projects.
- The overtime is related to need.
- We determine needed overtime according to personal project load and justify it with our supervisor as needed.
- Overtime fluctuates all the time, hardly every on a steady basis. I believe this past season has been our longest.
- No enforced method.
- If you are willing to work, you will be worked to death.
- It is part of our job.
- When the plant deems work, we do it.
- We are not asked to work overtime unless there is a need to and plant isn't working up to capacity needed.
- We use a list – lowest person is called first.
- There are three people that do what I do, and we rotate every week. This means we work every third weekend.
- Overtime lists – it's always going to be the lowest man.
- Every person's hours are reported and compared to other people in the stop. Therefore, the low person on overtime hours is always asked first.
- A list is used instead of skills and if you are working a particular job still the low one whether as skilled or not bumps you for overtime.
- It works.
- Assignment of work to people that are skilled in the work that they are assigned. You get better quality and quantity of work.
- Overtime is assigned to the person with the least amount of overtime worked (this is ideal).

GRU OVERTIME SURVEY RESULTS

15. (continued)

- Most of the time overtime is assigned to the person that will answer their phone.
- It seems to be a fair way because it offers any non-mandatory overtime to lowest person with overtime hours.
- Certain things at the plant must be fixed on a regular basis.
- Hours are not spread out for all workers to receive overtime hours.
- I find it unsatisfactory when overtime is not offered equally to all qualified employees.
- The overtime assignment is satisfactory because we keep a list of overtime each employee has and when overtime is required we call the low man first on the list. We continue until we find someone to work.
- Low pay.
- Skewed toward some crews.
- Discretionary. I can determine what time is required and when I'll work.
- As long as I complete the jobs whether it be rechecks, exposed main survey, leak survey/investigation, cathodic protection problems within the required time frames I can take off if I want to.
- They seem to give enough time when they need you to work.
- Scheduled overtime is applied to all shift workers. Unscheduled overtime is offered on the basis of least opportunity first, etc.
- Workload dictates use of overtime.
- Because we use an availability list that tracks overtime offered and the new overtime goes to the lowest person off first.
- Scheduled overtime hours if "built in" to shift. We are at "full staff" level.
- Used only when necessary.
- We keep it as even as possible.
- Employees who like overtime should be asked first.
- We do it fair for all.
- Satisfactory – employees are approved the opportunity to work overtime on projects that require quick turn around time.
- People apply for system control jobs with the knowledge and expectation of overtime and look forward to it as a means of supplementing their income. This year GRU has implemented "E" crew, which basically eliminates our overtime. With 12 year top out, overtime is welcomed and is without a doubt the biggest reason people apply for these types of positions.
- Most overtime is callback and distributed to employees on call or standby.
- The money is needed.
- It's spread out equally to everyone.
- Our supervisor keeps a list of hours worked. Overtime is given in a fair manner.
- Not keeping log of overtime.
- The scheduled overtime is assigned as evenly as possible. In some cases some people want all they can get while others don't want any.
- Distributed evenly.

16. What suggestions do you have for improving the scheduling of voluntary and mandatory overtime?

- None, our department works through our own.
- Our overtime isn't scheduled – not sure I would change it.
- At present the schedule is working fine.

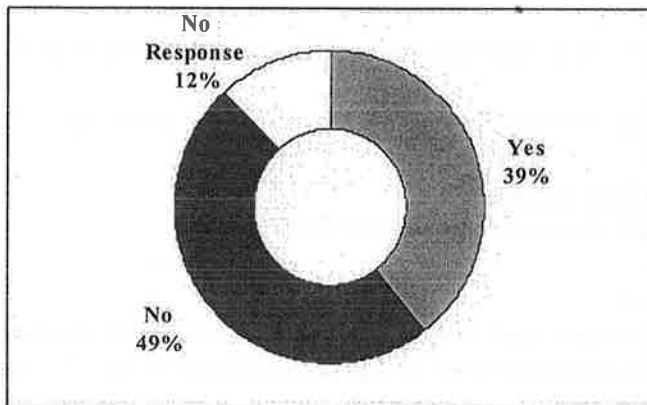
GRU OVERTIME SURVEY RESULTS

16. (continued)

- Our overtime isn't mandatory, but you have to maintain some work ethic and obligation to customers – thus overtime.
- Most of our overtime is voluntary (to satisfy our employer (customer) needs and/or to improve personnel standing.)
- Mandatory overtime is what we are all about - to meet the needs of our employer (customers) and grateful for the privilege.
- Make everyone pull their fair share and enforce discipline.
- Being able to contact other people in the department at night and on weekends.
- None, system works fine.
- I am very satisfied with the overtime system.
- Set a more defined standard for working overtime, and establishing an hour amount that can be used to establish a list such as if employees with 40 hours of each is that fair enough to be equal according to contract?
- It takes too long to explain for no one to listen and act on the problem of poor supervision.
- Fill vacant positions.
- The scheduling is fine and works for the plant.
- Change shift work hours.
- Kelly Plant instituted an opportunity for overtime list. Each time overtime is available the lowest employee (with the least time) is called. Once it is decided whether they are working or not they are charged with the number of hours offered. This method keeps everyone close on hours and if they want to work they will get the opportunity.
- I don't see that we could change anything with scheduling. When work needs to be done, you use the available employees.
- Increase pay.
- Spread it around.
- None, Mr. Brazeal has always let me take my scheduled day off if I want to.
- Unscheduled (less than 5 days notice) overtime should be paid at overtime rates regardless of kind of leave used during the week.
- Do like System Control does – scheduled overtime is just that, scheduled. For unscheduled overtime that is storm related, we all work together to restore the customer's power. When we are notified that our help is wanted, we respond without question. That's just the way it is.
- 40 hours notice.
- Employees who like overtime should be asked first.
- We have never had a problem scheduling overtime. As coordinators we understand our duties and that we must be flexible.
- Ask for volunteers first then make it mandatory if not enough employees volunteer.
- Make it all voluntary.
- We have no control over when the equipment breaks down. Mandatory overtime is essential to keep electric rates down.
- Keep log of all overtime, scheduled and unscheduled.

GRU OVERTIME SURVEY RESULTS

17. Has overtime pay become an incentive for you to continue working in this division?



Comments:

- It is nice.
- Usually I can take it or leave it. However, when I work overtime I always manage to find a niche for it.
- No, I enjoy what I do.
- It has neither discouraged or encourages me.
- It helps.
- Without a doubt. Why would anyone want to work shift work, give up weekends, holidays and most normal family and society functions for below normal compensation. Our experienced coordinators have left for much more prosperous careers. The type of job we perform in System Control requires some type of incentive to stay interested in this type of long term career, already contemplating return to prior career or employment elsewhere.

18. Please provide any additional comments regarding the overtime hours worked, scheduling process or areas for improvement.

- My overtime is not something that can be controlled.
- I usually only get called in to help with storm work. Not too much improvement to make here.
- I am glad I can work overtime and help. The company meets our needs of providing service to our customers.
- Overtime will be required as long as the new construction continues at a high level.
- I think we are pretty much in control.
- Most overtime except for scheduled is received by either answering your phone or not answering it.
- We work overtime on outages twice a year and when important equipment breaks.
- The majority of my overtime is scheduled around unit shutdowns and equipment downtime. Any casual overtime is dictated by low person first.
- Overtime list should not be an ongoing list for years and years. It should start back at zero January or October 1st. (Alphabetical, rotate names every year)?
- If working on job should be able to continue to work the overtime, not be bumped.
- Kelly Plant's overtime rules are not like other departments.
- Job performance is not negatively affected by overtime.
- Fill vacant positions.
- Scheduling process is not equal.
- Look into a more body friendly shift schedule which may reduce sick time.
- I work as needed.

GRU OVERTIME SURVEY RESULTS

18. (continued)

- Increase pay ASAP.
- Most of my deadlines fall in the first three or last three months of the year. There is no way around it unless you can change D.O.T. guidelines.
- More pay, more people = more incentive.
- The operators at System Control are better qualified to provide this information.
- When we worked overtime before shift “E”, we never had a problem distributing and being fair about it. The elimination of “E” shift would be nice, we all agree.
- Give employees the opportunity to say when they have worked enough instead of sending them home. Supervisors shouldn’t choose and distribute amongst themselves.
- At a time when trying to find a relief for someone who called in sick may have to call several people until you find someone who will call you back. May be necessary to put someone on standby.

19. In what category is most of your overtime earned?

Contractor delays or timeline changes.	0%
Skills required for work match skills that you have and cannot be assigned to others.	0%
The area/location you are assigned results in overtime hours.	75%
No Response	25%
Other	
• Storm work – assisting at the system control center.	
• Engineering, design, and providing construction work orders.	
• We are all overloaded with project assignments.	
• Gainesville is growing and there’s a lot going on.	
• Mapping.	
• Varying kind of jobs assigned.	

20. Do you feel that assignments and overtime resulting from these assignments are distributed equitably?

