



RIVERSIDE PUBLIC UTILITIES

Board Memorandum

BOARD OF PUBLIC UTILITIES

DATE: MARCH 25, 2019

ITEM NO: 11

SUBJECT: UPDATE ON SERVICE LEVEL AGREEMENT BETWEEN PUBLIC UTILITIES DEPARTMENT AND HUMAN RESOURCES DEPARTMENT

ISSUE:

Receive an update on the Service Level Agreement between the Public Utilities Department and Human Resources Department.

RECOMMENDATION:

That the Board of Public Utilities receive an update on the Service Level Agreement between the Public Utilities Department and Human Resources Department.

BACKGROUND:

On April 23, 2018, the Board of Public Utilities (Board) received a report on the operational improvements and efficiencies that the Riverside Public Utilities Department (RPU) has evaluated over the last 12 months and were incorporated into the proposed two-year budget for Fiscal Year (FY) 2018-2020. The Board asked many questions and expressed the importance of maintaining focus on the Utility 2.0 Strategic Plan approved by the Board and City Council in conjunction with any changes in the staffing proposals.

After discussion, the Board referred this item to the Finance/Customer Engagement Committee (Committee) for review of the removal of five (5) positions (Deputy General Manager, two Assistant General Managers, Principal Management Analyst and Utilities Customer Communication Specialist) and the transfer and funding of four full-time RPU Workforce Development positions to the Human Resources Department (Human Resources) and five (5) full-time RPU Customer Engagement positions to the City Manager's Office – Office of Communications (Communications). The Board requested that staff from Human Resources and Communications brief the Committee as to the services that will be provided to RPU while still maintaining and supporting the goals and objectives of Utility 2.0.

On June 8, 2018, staff from RPU, Communications and Human Resources provided an overview of the proposed transfers/funding of RPU staff. After discussion, the Committee received the briefing and recommended that the Board receive and file the report on RPU operational improvements and efficiencies, including the transfer of positions to Communications and Human Resources. The Committee also recommended Service Level Agreements (SLA) be instituted between RPU, Communications and Human Resources in conjunction with the follow-up report to the Board.

The Board approved the SLA between RPU and Human Resources on July 23, 2018 (Attachment 1).

DISCUSSION:

To continue to drive the Utility 2.0 Workforce Development Roadmap forward, and in alignment with the RPU five-year Strategic Plan (2017 – 2021), Human Resources identified areas under recruitment and training and organizational development to work in partnership with RPU.

To meet these goals, Human Resources identified Key Performance Indicators (KPIs), goals and objectives. To establish these targets, Human Resources conducted a study on baseline measurements of the organization’s current performance, and conducted a survey of similar utilities and public sector agencies in the region. The results indicate that RPU is leading the industry in measuring and tracking people-related KPI’s.

- 22% of respondents do not track days to hire
- None of the respondents track
 - Overall Turnover
 - Voluntary Turnover
 - Voluntary Retirement Rate
 - Voluntary Turnover for Reasons other than retirement
 - Voluntary Resignations during probation
 - Internal Promotion and Transfer Rate
- 75% of respondents do not track the percentage of workforce eligible to retire

Recruitment

The outlined goals under recruitment are:

1. Identify administrative efficiencies to reduce days to hire.
2. Work collaboratively with RPU administration to expedite the recruitment process.
3. Identify new methods for recruitment and marketing.
4. Developing relationships with colleges.

Completed recruitment goals in 2018 include

- Completing 100 Hires in FY 2017-2018
- Reduction in overall days to hire 115 to 85 Calendar Days from the previous fiscal year
- Reduction in average days to hire for Power Line Technician from 267 to 204 Calendar Days from the previous fiscal year

The chart below highlights where the Department has been able to improve average days to hire.

Average Days to Hire Range	FY 2016 – 2017 # of Hires (83 total hires)	Percentage of Hires	FY 2017-2018 # of Hires (100 total hires)	Percentage
30 days or less	18	22%	15	15%
31 – 90 days	24	29%	44	44%
91 – 120 days	12	14%	18	18%
Over 120 days	29	35%	23	23%

Recruitment plans for 2019 include:

- Continuing to identify administrative efficiencies to bring down days to hire for hard to fill positions
- Identify key influencers that will decrease days to hire offered by other agencies e.g., hiring incentives, testing fee reimbursement, etc.
- Work with Training and Organizational Development to evaluate best practice for hiring apprentice and trainee level employees.

Training and Organizational Development

The outlined goals under training and development are:

- Implementing a formal systematic and comprehensive ongoing succession management program.
- Conducting employee engagement / climate survey.
- Conducting exit interviews.
- Delivering management & leadership development training.
- Contribution to a culture of customer service.
- Build a change-ready organization.

Completed employee training and development in 2018 includes:

- Completion of an organizational assessment
- RPU completed the Citywide Engagement Survey
- T&OD conducting exit interviews with voluntary separations and retirees
- Completed Mandatory Sexual Harassment Training with 100% compliance
- Conducted General Sexual Harassment Training for 391 non-management staff
- Performance Appraisals completed with Performance Improvement Plans for employees with substandard performance
- Completed Management and Leadership Training for Call Center/311 staff
- Completed Utility Cyber Security Training for key personnel

Training and development plans for 2019 include:

- Schedule Foreman and Lead training for Field Staff
- Supervisory Training on core supervisor skills
- Offering OSHA 10/30 through internal trainers for field staff
- Launch RFP for IBEW Unit wide class and comp study in 2019

Next Steps

The next update to the Board will be in September 2019 for the reporting period of January 2019 – June 2019.

FISCAL IMPACT:

There is no fiscal impact associated with this update.

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Approved as to form: Gary G. Geuss, City Attorney

Certifies availability
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Attachment:

1. SLA between RPU and HR
2. Presentation