



RIVERSIDE PUBLIC UTILITY FOREMAN ACADEMY

Human Resources

Board of Public Utilities
November 13, 2023

RiversideCA.gov

1

BACKGROUND

- 15-month training program for field and operations Supervisors and Superintendents in Energy Delivery & Water
- Aimed at addressing key people challenges:
 - Provide career development to staff; increase internal promotion rates and succession planning for critical retiring team members
 - Increase IBEW-member employee engagement
 - Improve supervisor confidence and competence in their roles
 - Improve team communication, collaboration, and trust.
 - Embed new skills into the culture



2

RiversideCA.gov

2

Internally-Led Needs Assessment

- Interviewed Leaders, Managers and Superintendents
 - What do we want Supervisors and Superintendents to be able to...
 - do differently
 - say differently
 - think differently
 - feel differently
 - What are the top leader behaviors that are important for their roles?



3

RiversideCA.gov

3

Internally-Led Needs Assessment

Top Leader Behaviors	How Important is it that leaders do this?				When NOT done, it causes damage.		
	Electric Superintendents	Electric Supervisors	Meter Shop Supervisors	Water Supervisors / Superintendent	Electric Superintendents	Electric Supervisors	Water Supervisors / Superintendent
Builds trust & credibility	x	x	5	5	x	x	5
Sets clear goals/expectations	x	x	5	5	x	x	4-5
Asks good questions & listens	x	x	5	4-5	x	x	3-5
Provides fair and helpful feedback	x	x	5	5	x	x	5
Coaches & develops others	x	x	5	4	x	x	4
Praises & recognizes	x	x	5	3-4	x	x	3-4
Cares about others' success	x	x	5	4-5	x	x	3-4
Helps find solutions & creates Plans	x	x	5	5	x	x	4-5
Personally flexible / not rigid	x	x	5	3-4			3-4
Consistent mood & style	x	x	5	4			3-4
Communicates effectively	x	x	5	5	x	x	3-4
Keeps team motivated & energized	x	x	5	4	x	x	3-4
Drives vision & Purpose	x	x	5	4	x	x	3-4
Seeks others' & different opinions	x	x	5	3-4	x	x	4
Holds self & others accountable	x	x	5	5	x	x	4
Positively drives results	x	x	5	4	x	x	3-4
Supportive of the team (we are a team of teams)	x	x	5	5			5
Manages ambiguity	x	x	5	4			3-4
Effective & courageous decisions	x	x	5	4			3-4
Handles change & leads change	x	x	5	5			5
Approachable & open to unique ideas	x	x	5	5			4
Good sense of humor & enjoys "fun"	x	x	5	4			4
Humble & loyal to team & organization	x	x	5	5			3-4
Knowledgeable but actively learning	x	x	5	5			3-4



4

RiversideCA.gov

4

Leadership for Future Success

Build competence and confidence in skills and behaviors such as:

- Effective **communication** & listening
- Effectively handling **conflict**
- **Emotional Intelligence**
- Appreciation of **individual differences** and strengths
- Holding themselves and staff **accountable**
- Building **Trust**
- **Peer to Boss** transition
- Handling **performance** issues and holding performance conversations
- Giving effective **feedback**
- Interpreting **MOU's**, leave management, discipline, etc.
- Open to change; driving **change** and continuous improvement
- Managing **crew time** and work efficiently
- Reinforcing **safety** as top of mind
- Increase **collaboration** between divisions; engage with peers; break down silos



5

RiversideCA.gov

5

Program Scope



45 RPU Employees in Water & Energy Delivery at UOC

Includes GM, AGM, Division Managers, Superintendents, Supervisors



Incorporates Training Content from existing City training programs including EPIC, Foundations of Supervision, and HR Essentials



Facilitated by City HR Training Team



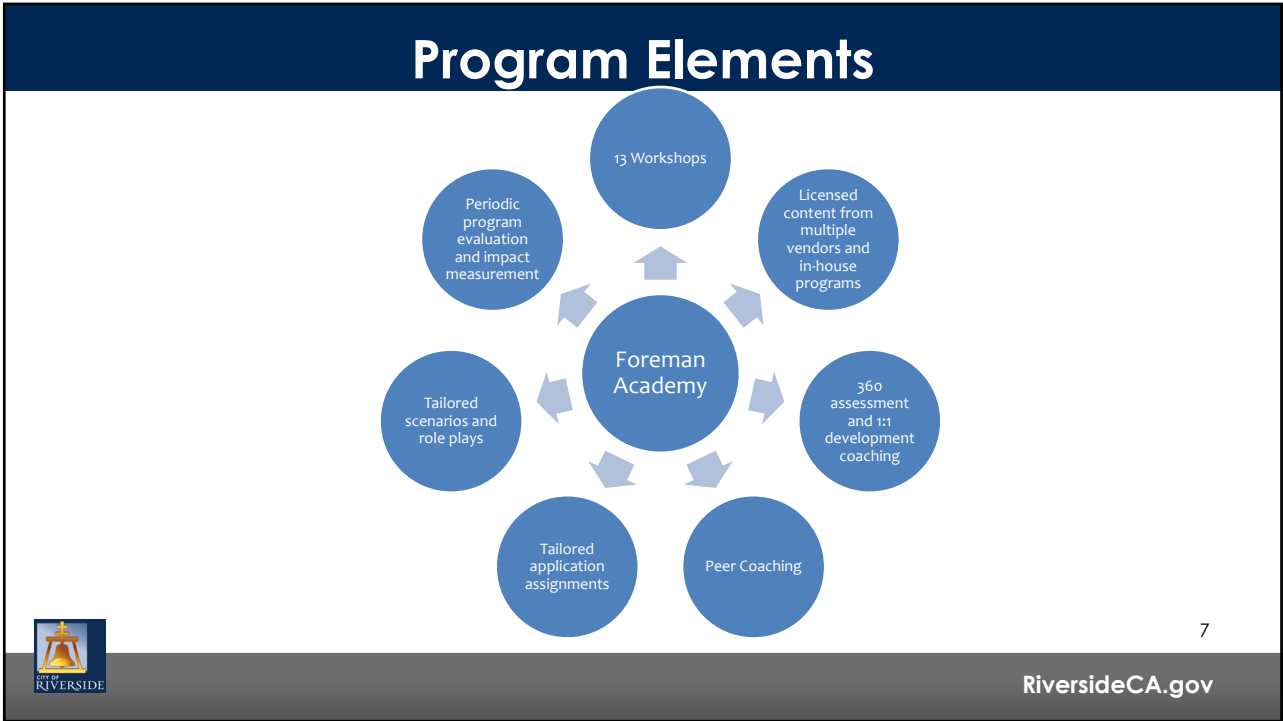
Consultant to develop an evaluation strategy to measure program impact



6

RiversideCA.gov

6



7

Program Overview

	Managing Yourself							Managing Others				Managing Teams			
	2023											2024			
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15
GM, AGM	Develop messaging: change management strategy; kickoff and key communications/ messaging	Overview: Building Trust	Overview: Mastering Emotional Intelligence	Overview: Conversational Capacity	Overview: Confidently Managing Conflict	Overview: Management Essentials	Overview - Giving Effective Feedback	Overview - Performance Management; MOUs	SUI Overview	DISC Management Overview	Overview: Coaching Essentials	Overview: Leading Meetings and 1:1s; Holding People Accountable	Overview: Team Leadership	Overview: Leading People Through Change	
Division Manager															Graduation!
Superintendent & Supervisor	Kick Off Meeting	Building Trust	Mastering Emotional Intelligence	Conversational Capacity	Confidently Managing Conflict	Management Essentials	Giving Effective Feedback (CCL)	Performance Management Process - HR SME's: progressive discipline process; grievances; IBEW MOUs	SUI	DISC Management	Coaching Essentials	Managing crew time with jobs to be most efficient - scheduling tasks efficiently; Leading Meetings and 1:1s; Holding People Accountable	Team Leadership	Leading People Through Change	

★ Application Assignment

▲ Change Management Check-in

🔄 360 Pre- and Post-Assessment

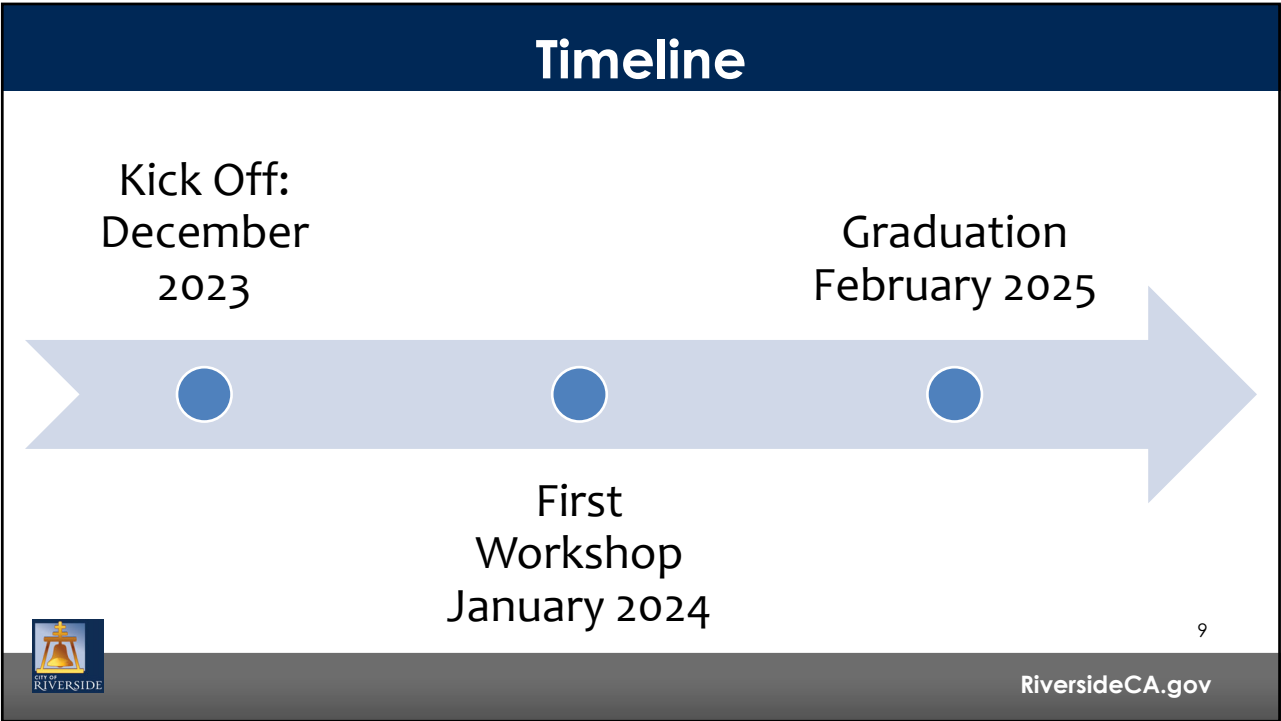
🗨️ Measuring Impact & Results

👥 Peer Coaching

8

RiversideCA.gov

8



9

INVESTMENT

Project Breakdown		
Work Type	Licensed From:	Estimated Amount
Training Content Licensing	The Ken Blanchard Cos.	\$ 31,240.00
	TalentSmart	\$ 7,016.87
	Center for Creative Leadership	\$ 15,212.41
Assessments	Center for Creative Leadership	\$ 13,860.00
	Hedges & Associates	\$ 5,343.75
	The Myers Briggs Company	\$ 2,420.55
Impact Study	MeasureUp	\$ 9,000.00
Misc. Training Materials & Supplies	Various	\$ 15,475.00
Total Project Costs		\$ 99,568.58

Estimated Division Cost: Electric - \$58k and Water - \$42k

 10

RiversideCA.gov

10

STRATEGIC PLAN ALIGNMENT



Priority No. 5 - High Performing Government

Goal 5.1 - Attract, develop, engage, and retain a highly skilled workforce across the entire City organization.

Goal 5.5 - Foster a culture of safety, well-being, resilience, sustainability, diversity, and inclusion across the city organization.

Cross-Cutting Threads



Community Trust



Fiscal Responsibility



Sustainability & Resiliency



Equity



Innovation



11

RiversideCA.gov

11

RECOMMENDATIONS

That the Board of Public Utilities recommend that the City Council:

1. Authorize the purchase of training materials and training supplies for the Foreman Academy in the amount of \$99,568.58; and
2. Authorize the City Manager, or designee, to execute any contracts and documents necessary to effectuate the project described herein, as well as the ability to make minor non-substantive changes in accordance with all purchasing policies.



12

RiversideCA.gov

12