



RIVERSIDE PUBLIC UTILITIES

UTILITY 2.0

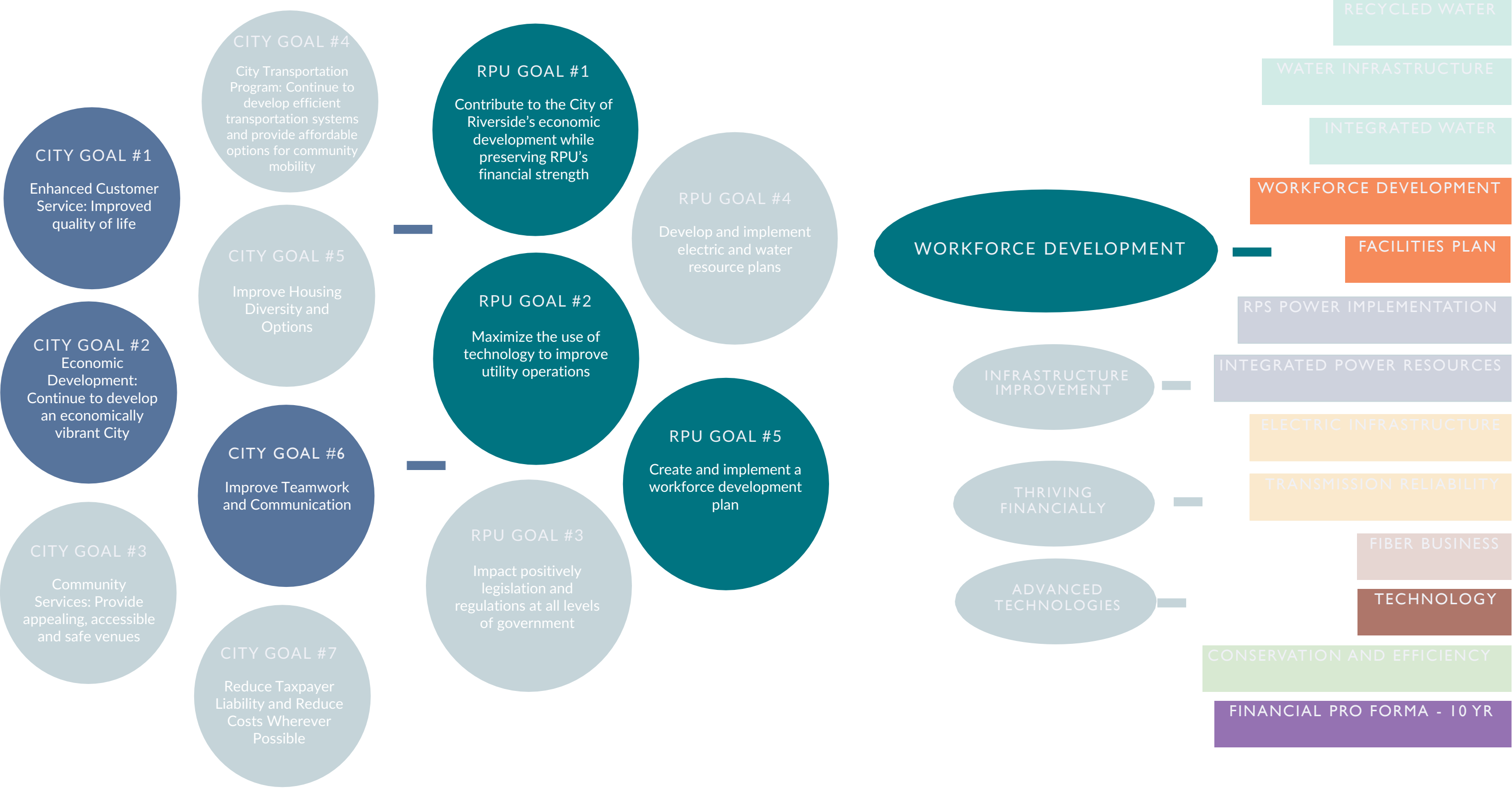
WORKFORCE DEVELOPMENT ROAD MAP

JULY 13, 2015



RiversidePublicUtilities.com

HOW THE WORKFORCE DEVELOPMENT ROADMAP SUPPORTS OUR GOALS

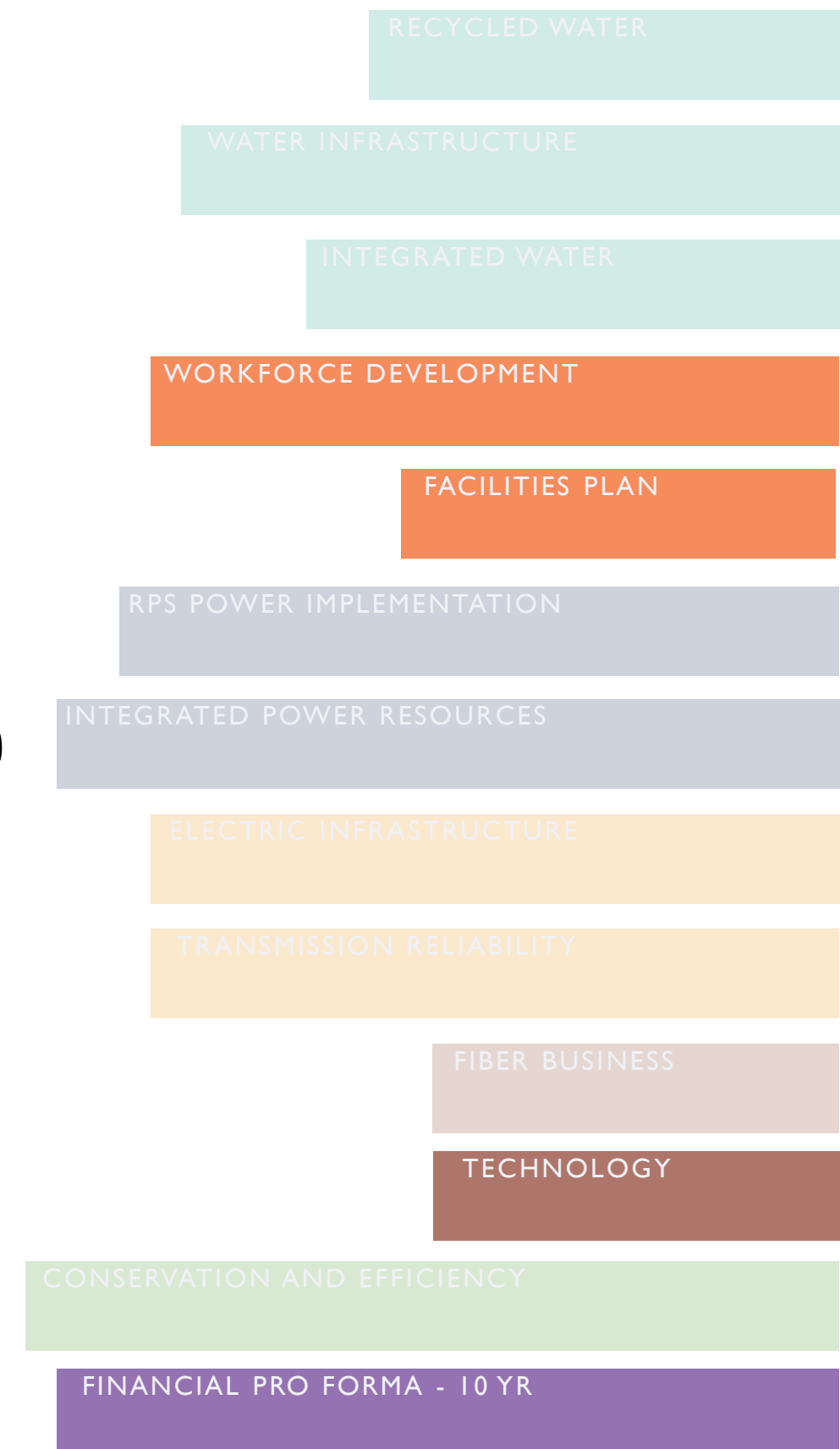


ROAD MAPS – INFRASTRUCTURE IMPROVEMENT – WORKFORCE DEVELOPMENT GOALS

WORKFORCE DEVELOPMENT

- Ensure ready labor force to implement Utility 2.0
- Address ongoing resource and skill requirements for RPU to function in the changing utility environment
- Promote and facilitate employee training and development
- Enhance customer service

THE PLANS



ROAD MAPS – INFRASTRUCTURE IMPROVEMENT – WORKFORCE DEVELOPMENT

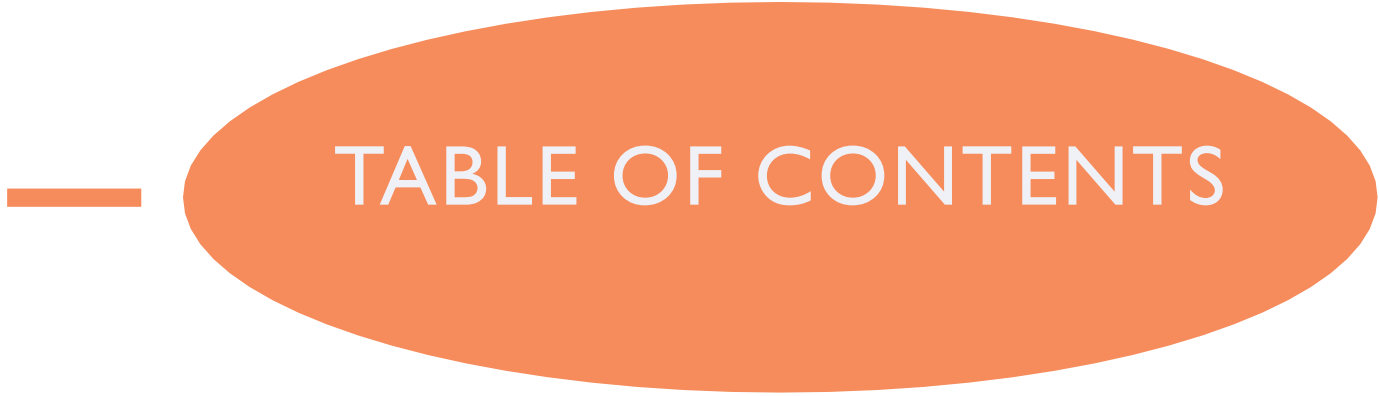


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Executive Summary Details

- Workforce Background & Assessment
- Retirement Heatmap Assessment
- Utility 2.0 Skills Assessment
- Recruitment & Compensation Assessment
- Findings
- Options/Alternatives
- Recommendations

ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT EXECUTIVE SUMMARY

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graph LR; A[WORKFORCE DEVELOPMENT EXECUTIVE SUMMARY] --- B[INFRASTRUCTURE IMPROVEMENT]; A --- C[THRIVING FINANCIALLY]; A --- D[ADVANCED TECHNOLOGIES];
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INFRASTRUCTURE IMPROVEMENT

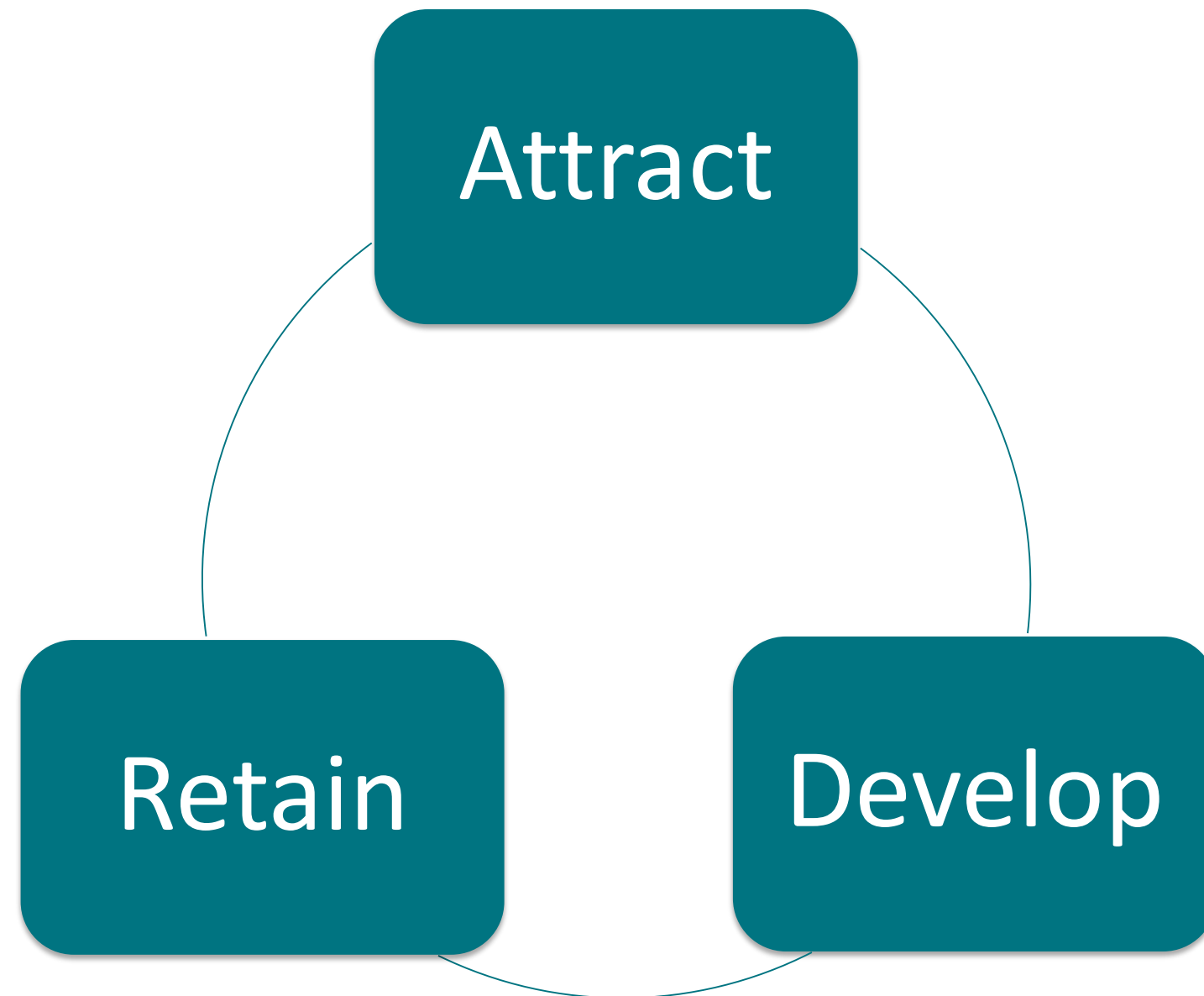
THRIVING FINANCIALLY

ADVANCED TECHNOLOGIES

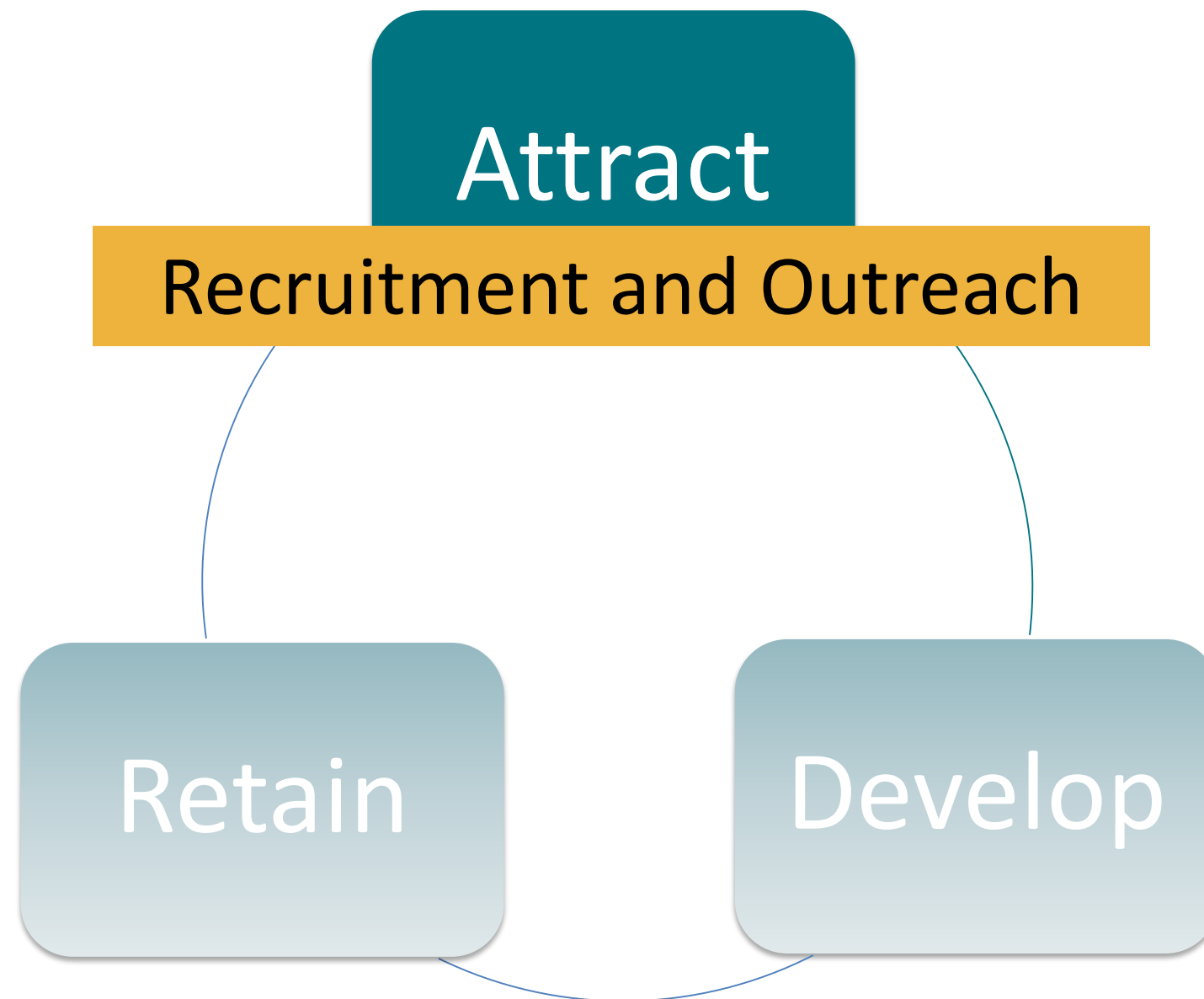
Workforce Development Objectives

- Identify, assess, and bridge competency gaps that result from changes workplace and technology
- Align workforce requirements with strategic plan and division “roadmaps”
- Address recruitment challenges in partnership with Human Resources Department
 - Aging workforce “Silver Tsunami”
 - Evolving job specifications
 - Expectations of millennials

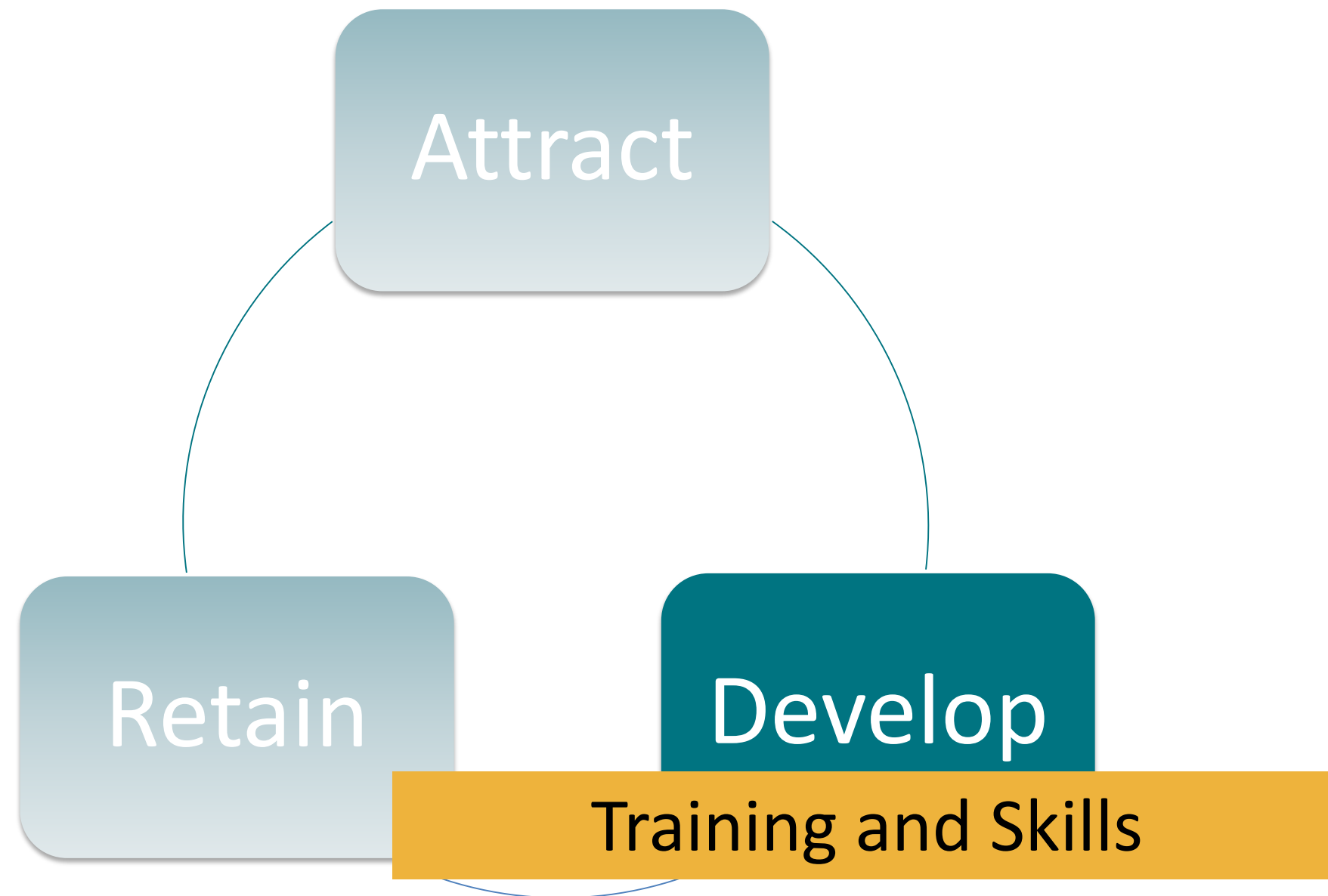
Workforce Development Plan Model



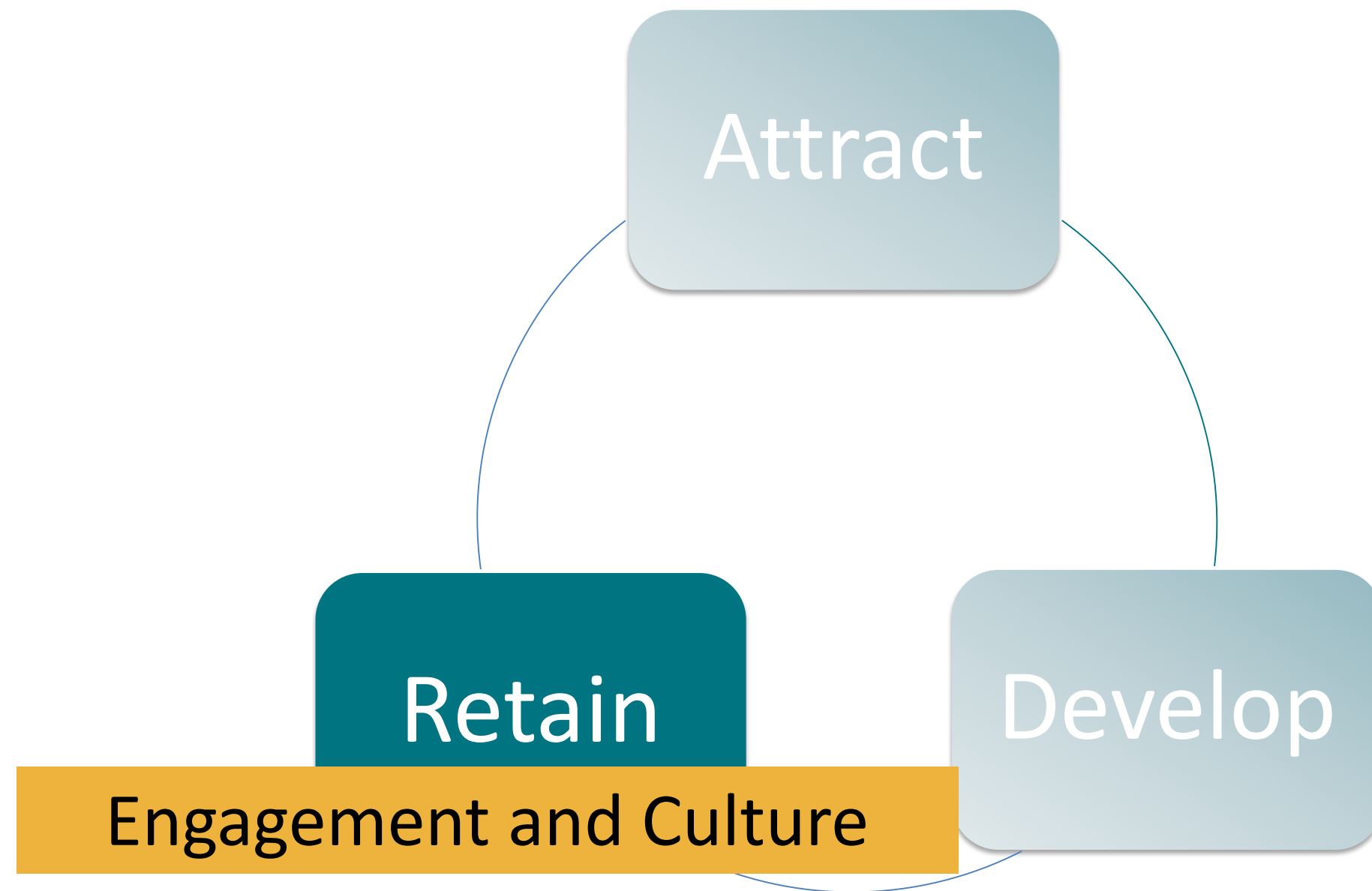
Workforce Development Plan Model



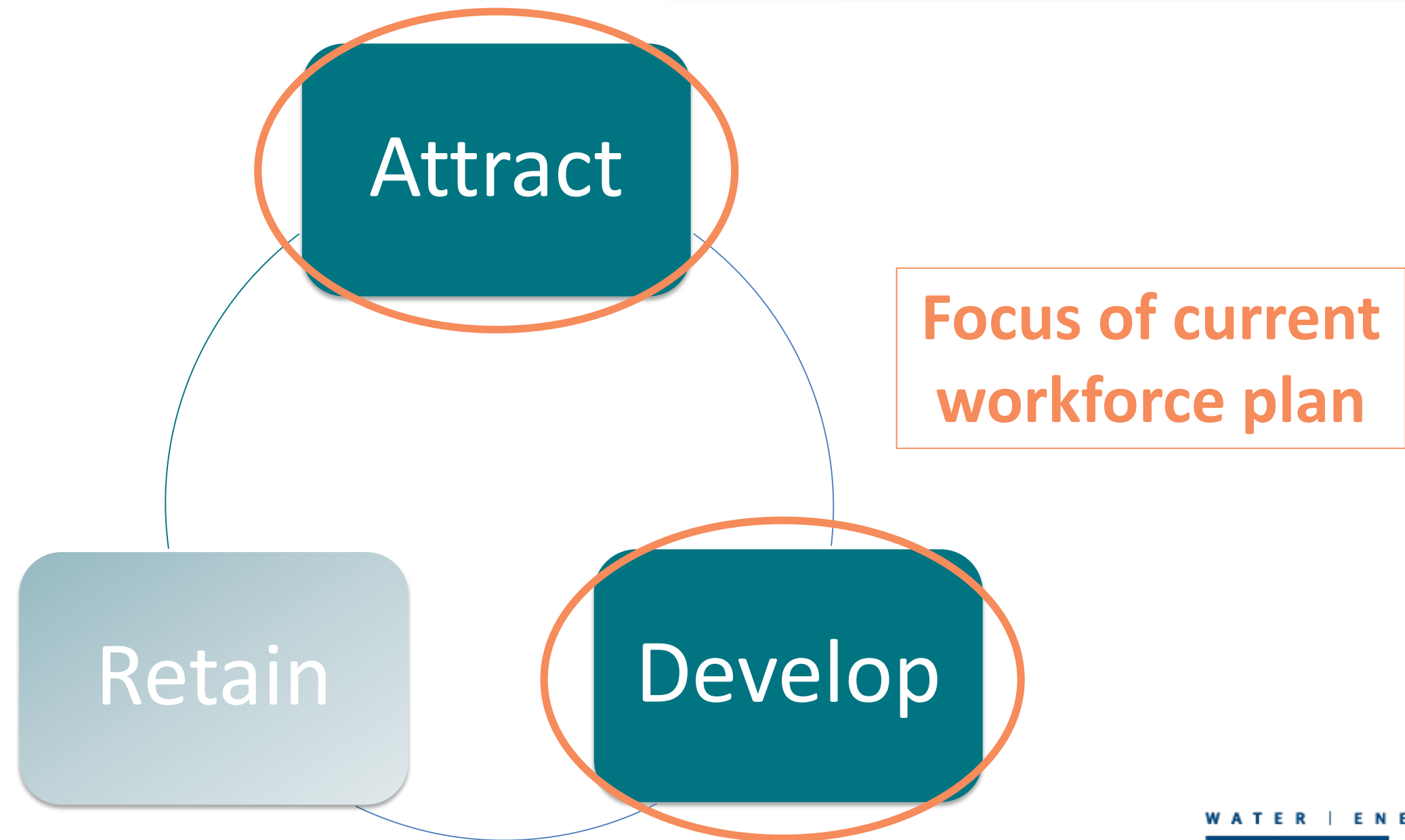
Workforce Development Plan Model



Workforce Development Plan Model



Workforce Development Plan Model



Workforce Assessment

Current

- Strong competencies for today's needs
- Improved processes dictate new skill sets
- Lack of classifications for jobs of the future
- No formal tracking system for assessing and measuring employee competencies and skills growth
- Tuition reimbursement program not adequate to sustain today's workforce

Utility 2.0 Competency Gap

Initial Gap Analysis: Score Differentials

Utility 2.0 Job Competencies

Advanced Components

Advanced Control Technologies

Sensing and Measurement Elements

IT System, Networks and Architecture

Integrated Communications Protocols & Technologies

Cyber Security and Interoperability Standards

Business Transformation Challenges

Legal and Regulatory Issues

Utility Decision Support Applications

Customer Communication and Relationships

Supply Side Management

Customer Energy Management Systems

Organizational/Department Classifications

1	Officers/Executives (6 Emp)	0.00	0.00	0.00	0.00	0.00	0.00	-1.00	-1.00	-1.00	-1.00	-1.00	0.00
2	Managers/Supervisors (48 Emp)	-1.40	-1.52	-0.58	-0.63	-0.65	-0.44	-0.96	-0.21	-1.17	-1.17	-1.33	-1.25
3	Field Employees - Other (17 Emp)	-1.82	-1.18	-1.18	0.82	-2.00	-1.00	0.18	0.00	0.00	-0.82	0.18	-1.00
4	Electric Operations (29 Emp)	-1.28	-1.28	-1.28	0.17	-1.83	-0.83	0.00	0.00	0.00	-1.00	0.00	-1.00
5	Electric Field (50 Emp)	-2.00	-2.00	-2.00	0.00	-2.00	-1.00	1.00	0.00	0.00	-1.00	0.00	-1.00
6	Water Operations (19 Emp)	-1.00	0.00	-1.00	1.00	-2.00	-1.00	0.00	0.00	0.00	0.00	1.00	-1.00
7	Water Field (74 Emp)	-1.00	-2.00	-2.00	0.00	-2.00	-1.00	0.00	0.00	0.00	-1.00	0.00	0.00
8	Field Services (35 Emp)	-2.00	-2.00	-2.00	0.00	-2.00	-1.00	0.00	0.00	0.00	-1.00	0.00	-1.00
9	Customer Service (58 Emp)	-1.00	0.00	0.00	0.00	0.00	0.00	-1.00	-1.00	-1.00	-1.00	-1.00	-2.00
10	Comm & PR/Program Svc/Marketing (18 Emp)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-0.44	0.00	-1.00	-0.44	-1.44
11	Business & Support Specialists (102 Emp)	-0.60	-0.72	0.22	0.25	0.25	0.32	-1.00	-0.23	-0.19	-1.08	-0.50	-0.10
12	Legal & Regulatory (2 Emp)	0.50	0.50	0.00	0.00	0.50	0.00	-0.50	-0.50	0.50	0.00	0.00	0.50

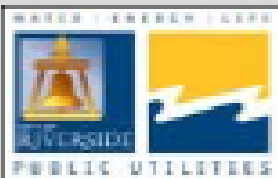
Functional Expert Classifications

21	Engineers - Electric (19 Emp)	-1.00	-1.00	-1.00	-2.00	-1.00	-1.00	-1.00	0.00	-1.00	0.00	-1.00	-1.00
22	Engineers - Water (13 Emp)	-1.23	-0.85	-1.38	-1.77	-1.54	-1.31	0.00	0.08	-1.00	0.77	-0.77	-1.08
23	IT/Telecom/Cyber Security/Data Management (36 Emp)	-1.44	-1.44	-1.31	-1.64	-1.78	-1.44	-0.56	-0.58	-1.58	-0.56	-0.58	-0.61
24	Architects/Design (41 Emp)	-1.10	-0.24	-1.10	-0.93	-0.93	-0.93	0.15	0.07	0.17	0.88	-0.24	-0.24

Competent
Above -0.499

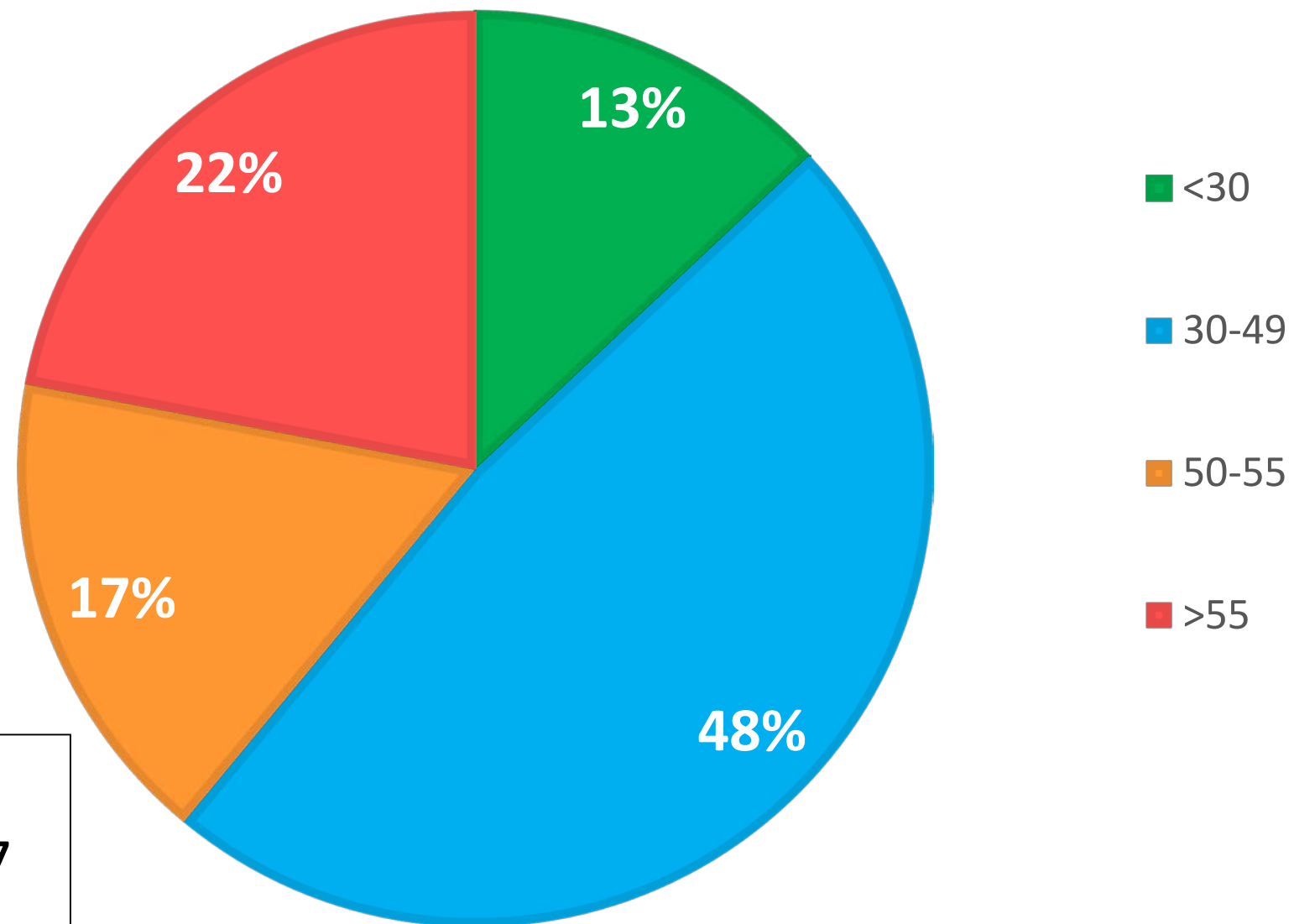
Marginal Gap
-.5 to -1.499

Significant Gap
-1.5 +



RPU Workforce by Age

EMPLOYEE AGE DISTRIBUTION



Utility Industry:
Industry Avg. Age – 47
RPU Avg. Age – 45

RPU Retirement Projections



Utility 2.0 Workforce Assessment

- Begin shift from organization of the past
- Embed workforce development staff within RPU
- Staff support for needed for the future
 - Data analytics and visualization
 - Project and technology management
 - Business process analytics
- Knowledge transfer needed for aging workforce
- Training needed to prepare for Utility 2.0 competencies

Summary of Recommendations

People

- Develop new Utility 2.0 appropriate classifications
- Embedded workforce support within RPU
- Implement formal training programs

Process

- Modify recruitment processes to be more nimble (partnership with Human Resources)
- Review compensation policies and levels more frequently

Technology

- Implement Talent Management System
 - Knowledge capture and transfer

ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT
BACKGROUND & ASSESSMENT

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graph LR; A([WORKFORCE DEVELOPMENT BACKGROUND & ASSESSMENT]) --- B([INFRASTRUCTURE IMPROVEMENT]); A --- C([THRIVING FINANCIALLY]); A --- D([ADVANCED TECHNOLOGIES]);
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INFRASTRUCTURE IMPROVEMENT

THRIVING FINANCIALLY

ADVANCED TECHNOLOGIES

Overview of Assessments

- RPU Demographics
- Retirement Heat Map
- Utility 2.0 Competency Heat Map
- Workforce Process – Recruitment & Development

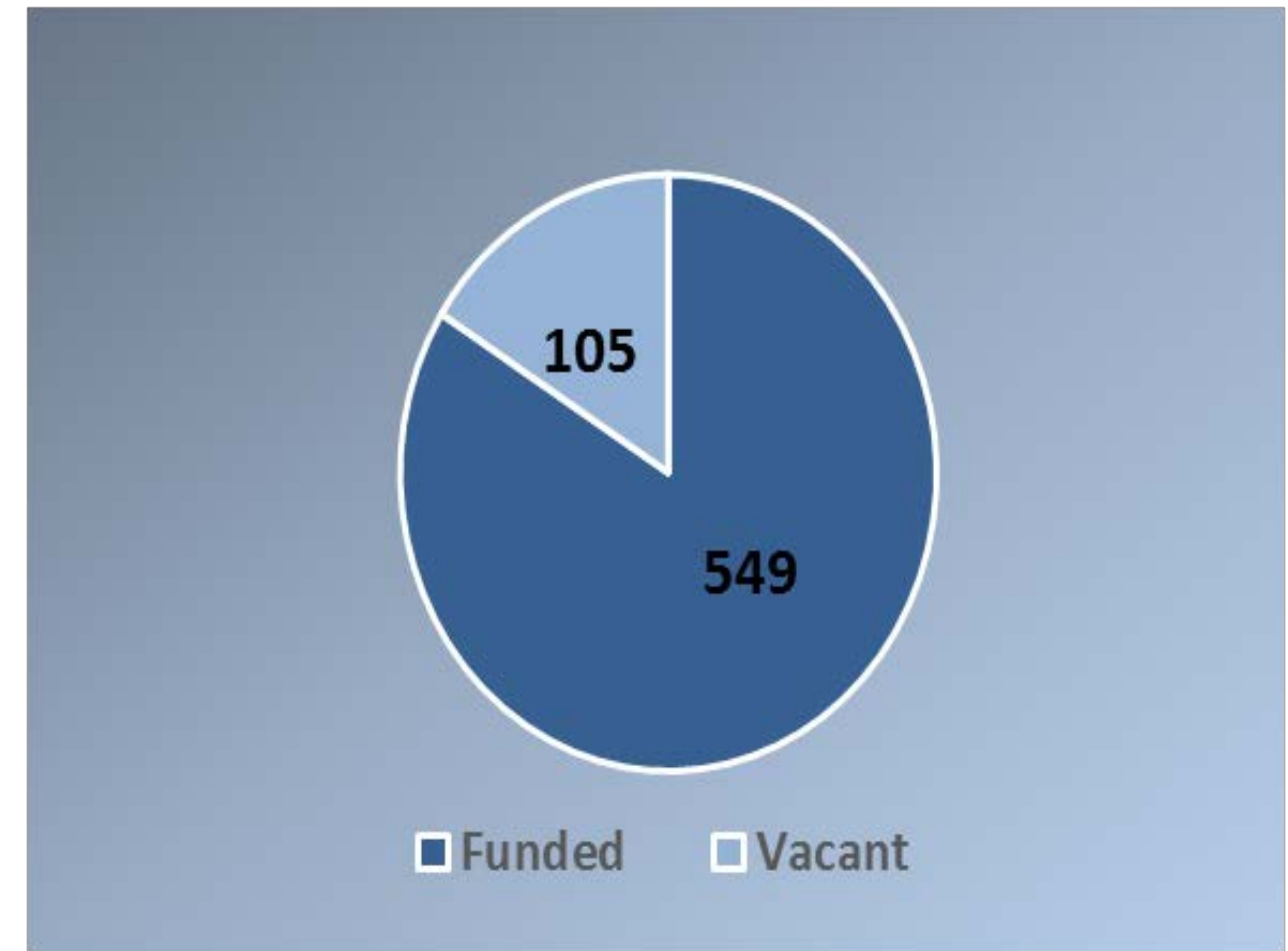
Workforce Snapshot

654 Budgeted Positions
16% Vacancy rate (105 FTEs)

Electric Fund
472



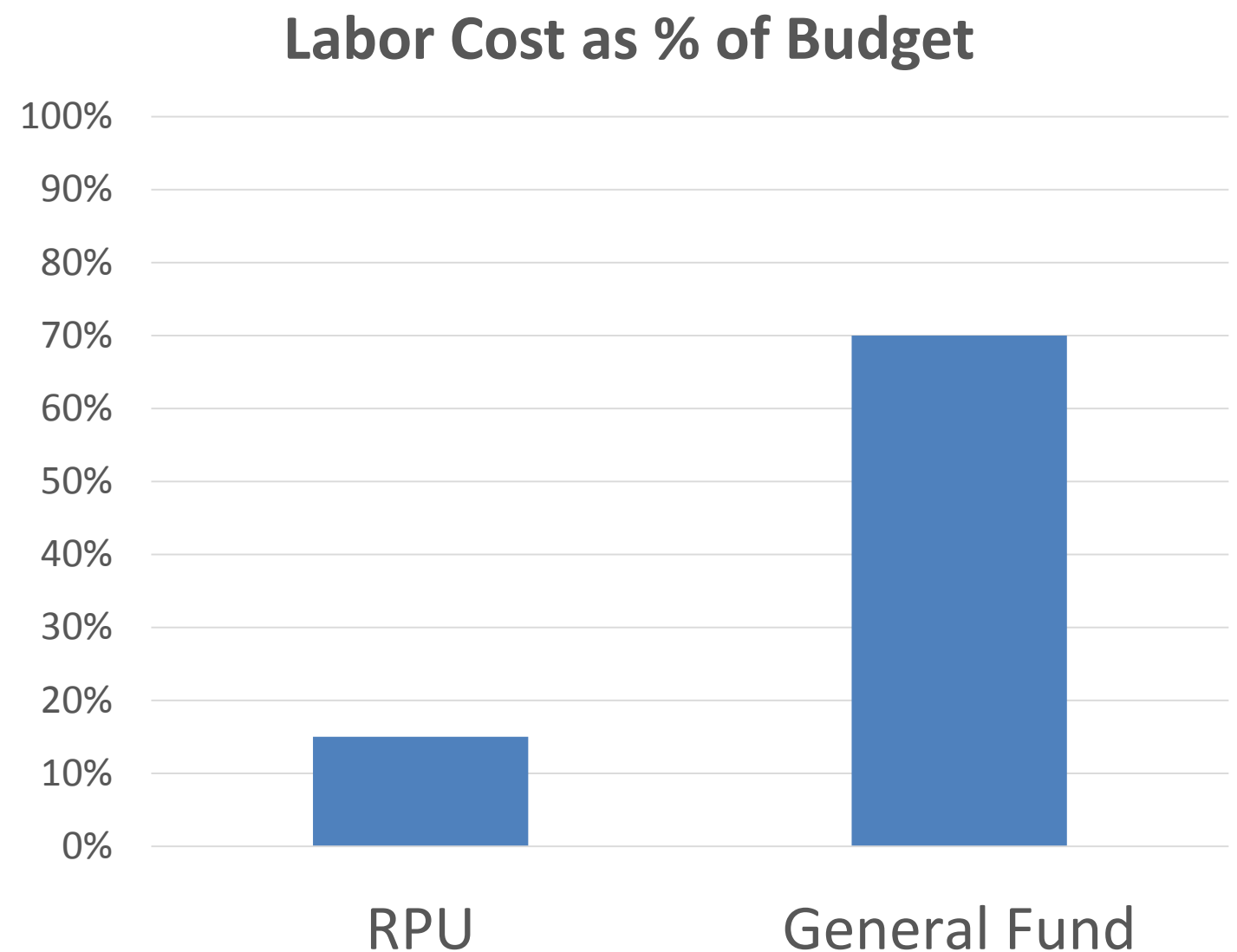
Water Fund
182



(as of 12/2014)

Labor Costs Relative to Budget

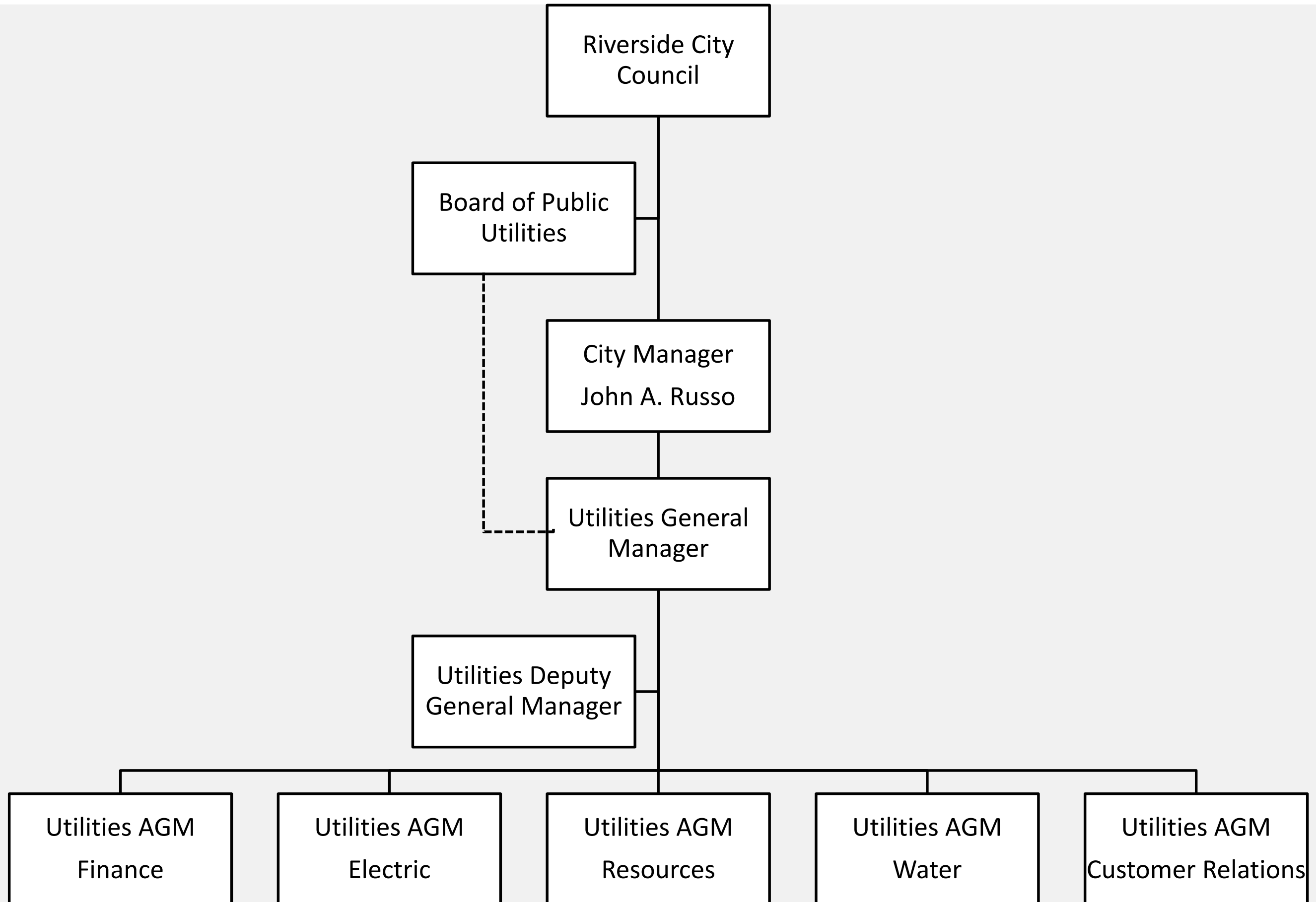
- General Fund Labor costs – **70%** of Gross Budget
- RPU Labor costs -**15%** of Gross Budget
 - Provides opportunity for Utility 2.0 job implementation without significant budget impacts



Workforce Structure

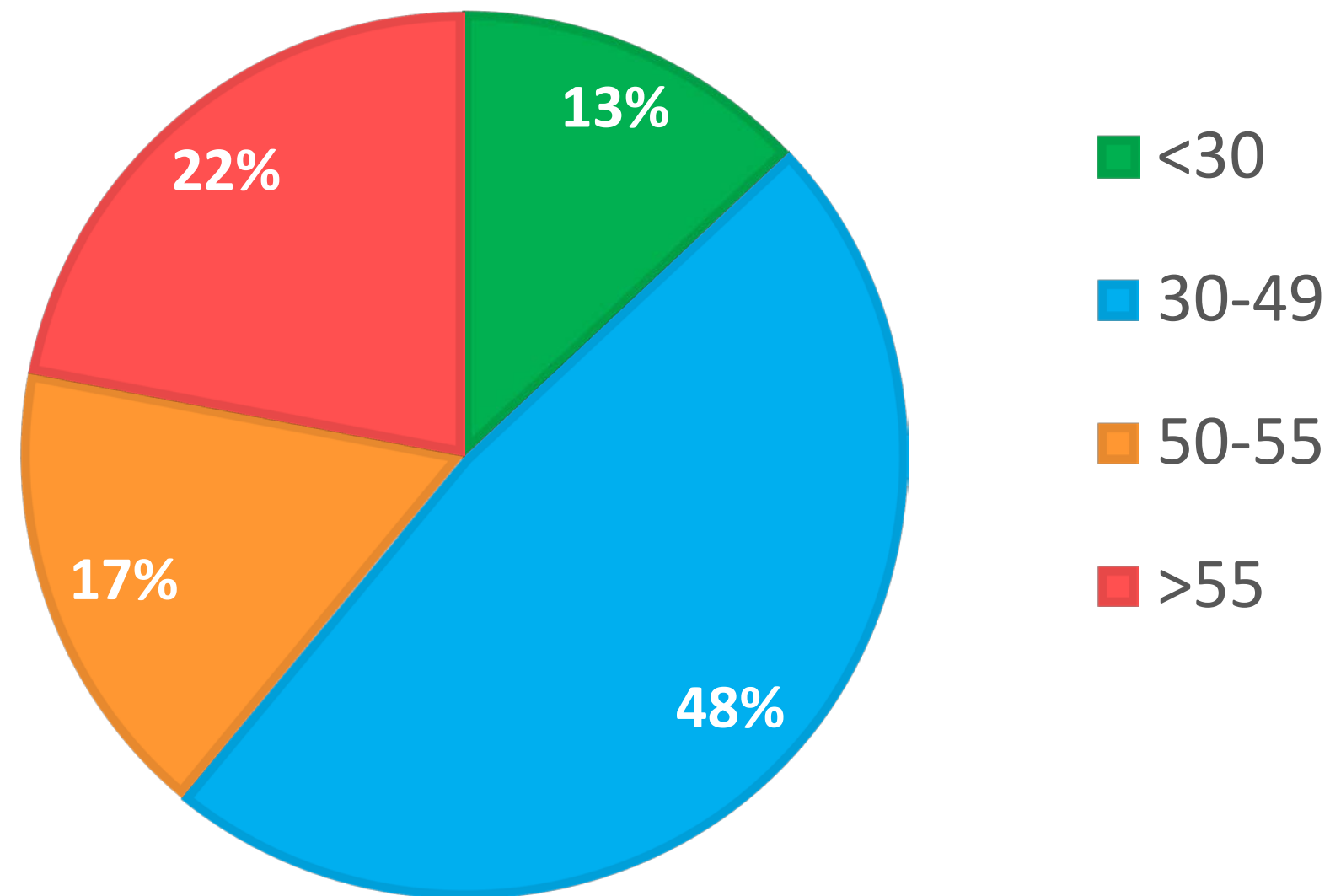
- 200+ Job classifications in RPU
 - 152 unique “Utilities” job classifications
 - 50+ city-wide classifications
- Two formal bargaining units
 - IBEW Local 47
 - SEIU Local 721
- Management Structure
 - Classified
 - Non-classified

Organizational Structure



RPU Workforce by Age

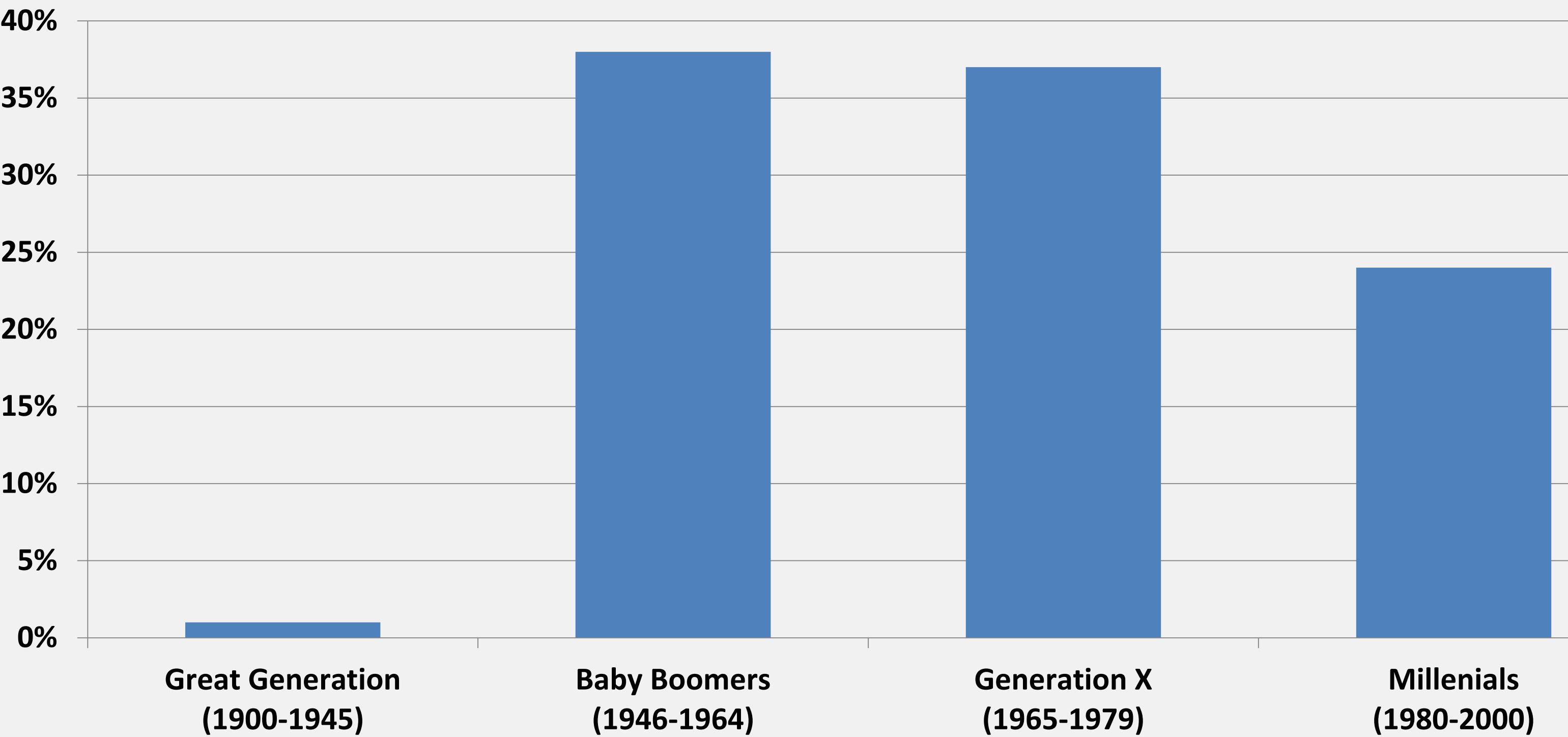
EMPLOYEE AGE DISTRIBUTION



Utility Industry:
Industry Avg. Age – 47
RPU Avg. Age – 45



RPU Workforce by Generations



ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT
RETIREMENT HEATMAP
ASSESSMENT

INFRASTRUCTURE IMPROVEMENT

THRIVING FINANCIALLY

ADVANCED TECHNOLOGIES

Retirement Heat Map

- Assessed the potential for near-term and mid-term retirements
- Assessed the likelihood of retirements from each division
 - Age
 - Years of service

RPU Retirement Summary Projection

CURRENT AND FUTURE RETIREMENT PROJECTIONS			
RIVERSIDE PUBLIC UTILITIES			
BASED ON INDEX (AGE + YEARS OF SERVICE)			
GROUPS	LOWER LIMIT	UPPER LIMIT	
RED	85		
YELLOW	70	85	
GREEN		70	

CURRENT	OVERALL STATS					DISTRIBUTION ACROSS BARGAINING UNITS											
	INDEX RANGE		QTY	% of TOTAL	AVE AGE	AVE YOS	10 - MANAGEMENT		20 - GENERAL		30 - SPECIAL		35 - IBEW		45 - IBEW SUP		
		>85	37	7%	61.0	30.3		12	9%	15	7%	0	0%	7	4%	3	12%
		70 - 84.99	109	19%	55.8	21.7		34	25%	40	19%	0	0%	23	13%	12	48%
		<70	418	74%	39.8	8.2		90	66%	159	74%	18	100%	141	82%	10	40%
	TOTAL		564	100.0%	Management includes "Executive" and "Confidential" bargaining units.												

FUTURE PROJECTIONS

3 YEAR	OVERALL STATS					DISTRIBUTION ACROSS BARGAINING UNITS											
	INDEX RANGE		QTY	% of TOTAL	AVE AGE	AVE YOS	10 - MANAGEMENT		20 - GENERAL		30 - SPECIAL		35 - IBEW		45 - IBEW SUP		
		>85	79	14%	62.0	30.2		27	20%	28	13%	0	0%	17	10%	7	28%
		70 - 84.99	111	20%	57.5	20.3		30	22%	43	20%	1	6%	25	15%	12	48%
		<70	374	66%	41.2	10.6		79	58%	143	67%	17	94%	129	75%	6	24%
	TOTAL		564	100.0%	Management includes "Executive" and "Confidential" bargaining units.												

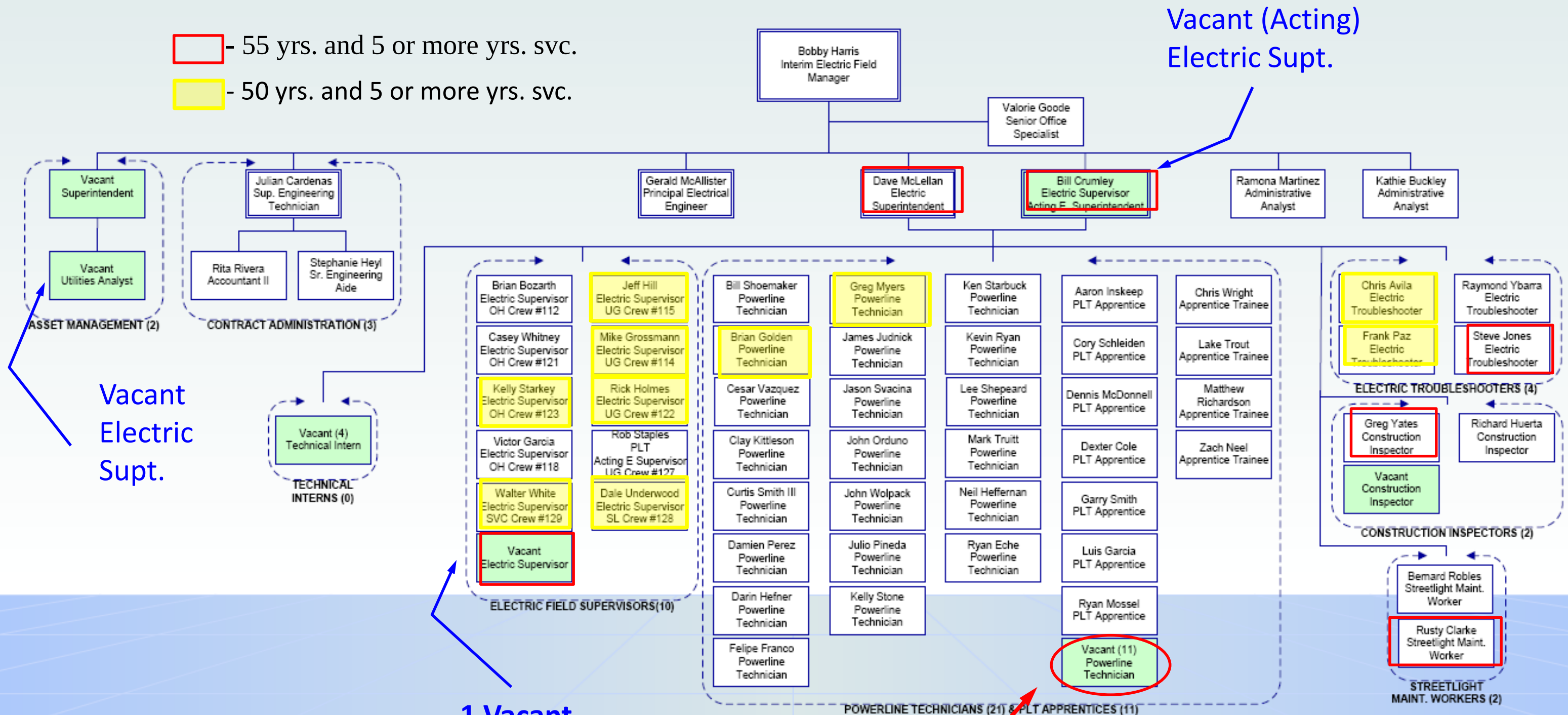
5 YEAR	OVERALL STATS					DISTRIBUTION ACROSS BARGAINING UNITS											
	INDEX RANGE		QTY	% of TOTAL	AVE AGE	AVE YOS	10 - MANAGEMENT		20 - GENERAL		30 - SPECIAL		35 - IBEW		45 - IBEW SUP		
		>85	110	20%	62.9	30.8		36	26%	36	17%	0	0%	25	15%	13	52%
		70 - 84.99	118	21%	57.8	19.4		34	25%	47	22%	1	6%	27	16%	9	36%
		<70	336	60%	41.9	12.1		66	49%	131	61%	17	94%	119	70%	3	12%
	TOTAL		564	100.0%	Management includes "Executive" and "Confidential" bargaining units.												

10 YEAR	OVERALL STATS					DISTRIBUTION ACROSS BARGAINING UNITS											
	INDEX RANGE		QTY	% of TOTAL	AVE AGE	AVE YOS	10 - MANAGEMENT		20 - GENERAL		30 - SPECIAL		35 - IBEW		45 - IBEW SUP		
		>85	182	32%	66.6	31.8		56	41%	67	31%	1	6%	41	24%	17	68%
		70 - 84.99	145	26%	56.9	20.5		42	31%	50	23%	0	0%	46	27%	7	28%
		<70	237	42%	43.2	16.0		38	28%	97	45%	17	94%	84	49%	1	4%
	TOTAL		564	100.0%	Management includes "Executive" and "Confidential" bargaining units.												

Riverside Public Utilities

Energy Delivery – Electric Field 6105000

- 55 yrs. and 5 or more yrs. svc.
- 50 yrs. and 5 or more yrs. svc.



1 Vacant Electric Supervisor

11 Vacant Power Line Tech Positions

RPU Retirement Projections



ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT
UTILITY 2.0 SKILLS
ASSESSMENT

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graph LR; A([WORKFORCE DEVELOPMENT  
UTILITY 2.0 SKILLS  
ASSESSMENT]) --- B([INFRASTRUCTURE IMPROVEMENT]); A --- C([THRIVING FINANCIALLY]); A --- D([ADVANCED TECHNOLOGIES]);
```

INFRASTRUCTURE IMPROVEMENT

THRIVING FINANCIALLY

ADVANCED TECHNOLOGIES

Workforce Assessment

Current

- Strong competencies for today's needs
- Improved processes dictate new skill sets
- Lack of classifications for jobs of the future
- No formal tracking system for assessing and measuring employee competencies and skills growth
- Tuition reimbursement program not adequate to sustain today's workforce

Job Skills Assessment – Utility 2.0

- Completed a comprehensive assessment of the current status of RPU's workforce in a Heat Map format:
 - Identified skills of current workforce
 - Identified skills required by job classification of future employees (Utility 2.0)
 - Identified gaps

Model Methodology

The model identified future job classifications, skills and competency levels required for successful implementation of Utility 2.0

- Adapted from electric utility national consulting firm
- Further adapted to water industry jobs and skills



Utility 2.0 Heat Map

Job Classifications

Organizational Classifications	Functional/Expert Classifications
Officer/Executive	Engineering (Electric & Water)
Manager/Supervisor	IT/Telecom/Cyber Security/Data Management
Field Employees - Other Electric Op Electric Field Water Ops Water Field Field Services	Architects/Manufacturing/Building Design
Customer Service	
Business & Support Specialist	
Legal & Regulatory	
Communication & Public Relations/Mktg	

Utility 2.0 Competency Map

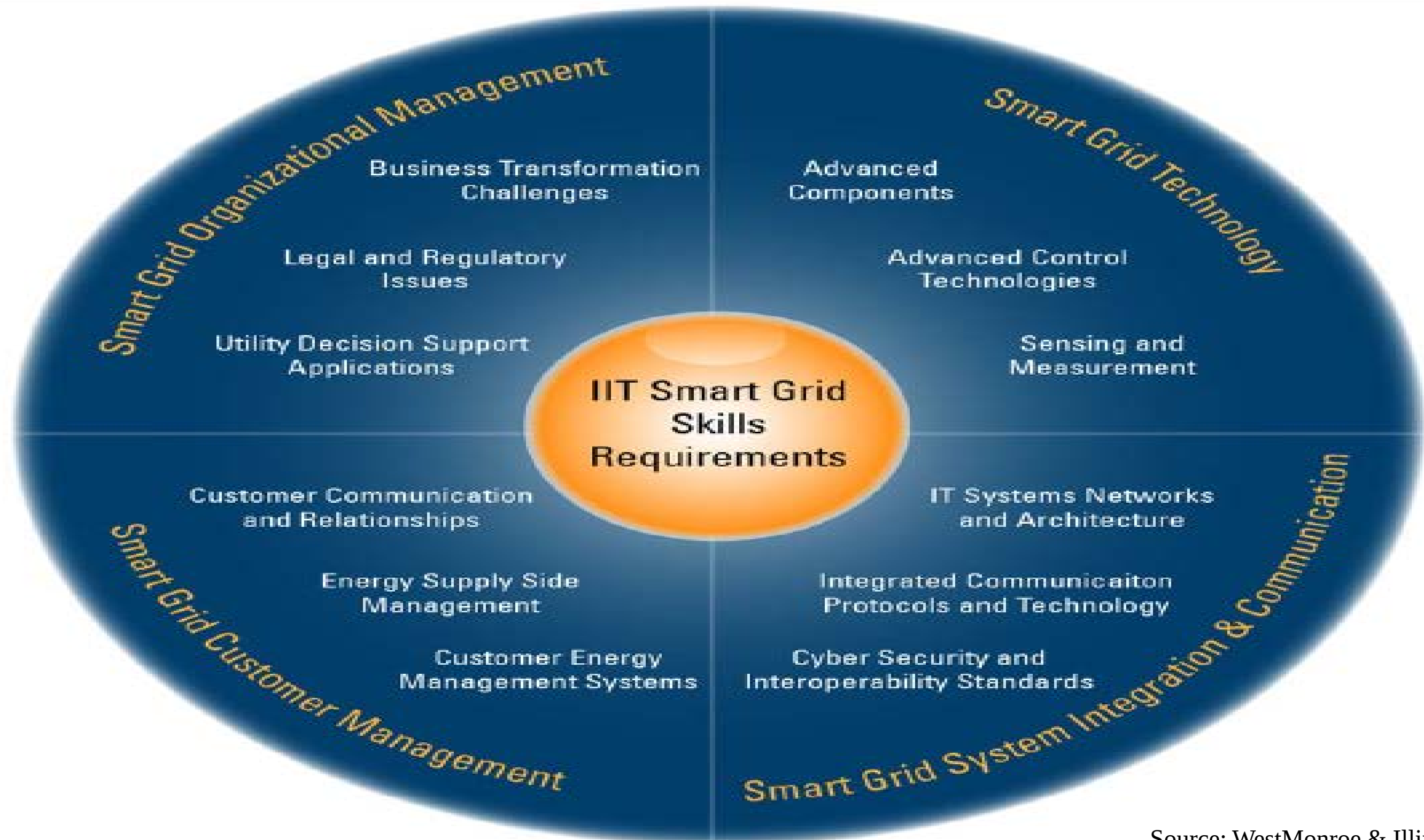


Figure 2: Smart Grid Skills Requirements

Source: WestMonroe & Illinois
Institute of Technology

Adapted Baseline - Utility 2.0 Competencies

Utility 2.0 Job Competencies

Advanced Components

Advanced Control Technologies

Sensing and Measurement Elements

IT System, Networks and Architecture

Integrated Comm. Protocols & Technologies

Cyber Security and Interoperability Standards

Business Transformation Challenges

Legal and Regulatory Issues

Utility Decision Support Applications

Customer Communication and Relationships

Supply Side Management

Customer Energy Management Systems

Organizational/Department Classifications

1	Officers/Executives	2	1	1	1	1	2	3	3	3	3	3	2
2	Managers/Supervisors	3	3	2	2	2	2	3	2	3	3	3	3
3	Field Employees - Other	3	3	3	1	3	2	1	1	1	2	1	2
4	Electric Operations	3	3	3	1	3	2	1	1	1	2	1	2
5	Electric Field	3	3	3	1	3	2	1	1	1	2	1	2
6	Water Operations	3	3	3	1	3	2	1	1	1	2	1	2
7	Water Field	3	3	3	1	3	2	1	1	1	2	1	2
8	Field Services	3	3	3	1	3	2	1	1	1	2	1	2
9	Customer Service	2	1	1	1	1	1	2	2	2	3	2	3
10	Comm & PR/Program Srvc/Marketing	1	1	1	1	1	1	2	2	1	3	2	3
11	Business & Support Specialists	2	2	1	1	1	1	3	2	2	3	2	2
12	Legal & Regulatory	1	1	1	1	1	2	2	3	1	2	2	1

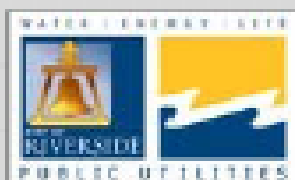
Functional Expert Classifications

21	Engineers - Electric	3	3	3	3	3	3	2	2	3	2	3	3
22	Engineers - Water	3	3	3	3	3	3	2	2	3	2	3	3
23	IT/Telecom/Cyber Security/Data Management	3	3	3	3	3	3	2	2	3	2	2	2
24	Architects/Design	3	2	3	2	2	2	1	1	1	1	2	2

1 = Aware

2 = Knowledgeable

3 = Expert



Utility 2.0 Competencies - Baseline and RPU Assessed

Utility 2.0 Job Competencies

Advanced Components
Advanced Control Technologies
Sensing and Measurement Elements
IT System, Networks and Architecture
Integrated Comm. Protocols & Technologies
Cyber Security and Interoperability Standards
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Adapted Baseline - Utility 2.0 Competencies

Organizational/Department Classifications

1	Officers/Executives	2	1	1	1	1	2	3	3	3	3	3	2
2	Managers/Supervisors	3	3	2	2	2	2	3	2	3	3	3	3
3	Field Employees - Other	3	3	3	1	3	2	1	1	1	2	1	2
4	Electric Operations	3	3	3	1	3	2	1	1	1	2	1	2
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7	Water Field	3	3	3	1	3	2	1	1	1	2	1	2
8	Field Services	3	3	3	1	3	2	1	1	1	2	1	2
9	Customer Service	2	1	1	1	1	1	2	2	2	3	2	3
10	Comm & PR/Program Srvc/Marketing	1	1	1	1	1	1	2	2	1	3	2	3
11	Business & Support Specialists	2	2	1	1	1	1	3	2	2	3	2	2
12	Legal & Regulatory	1	1	1	1	1	2	2	3	1	2	2	1

Functional Expert Classifications

21	Engineers - Electric	3	3	3	3	3	3	2	2	3	2	3	3
22	Engineers - Water	3	3	3	3	3	3	2	2	3	2	3	3
23	IT/Telecom/Cyber Security/Data Management	3	3	3	3	3	3	2	2	3	2	2	2
24	Architects/Design	3	2	3	2	2	2	1	1	1	1	2	2

1 = Aware

2 = Knowledgeable

3 = Expert

RPU Assessed Competencies

Organizational/Department Classifications

1	Officers/Executives (6 Emp)	2.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
2	Managers/Supervisors (48 Emp)	1.60	1.48	1.42	1.38	1.35	1.56	2.04	1.79	1.83	1.83	1.67	1.75
3	Field Employees - Other (17 Emp)	1.18	1.82	1.82	1.82	1.00	1.00	1.18	1.00	1.00	1.18	1.18	1.00
4	Electric Operations (29 Emp)	1.72	1.72	1.72	1.17	1.17	1.17	1.00	1.00	1.00	1.00	1.00	1.00
5	Electric Field (50 Emp)	1.00	1.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	1.00	1.00	1.00
6	Water Operations (19 Emp)	2.00	3.00	2.00	2.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	1.00
7	Water Field (74 Emp)	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00
8	Field Services (35 Emp)	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
9	Customer Service (58 Emp)	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00
10	Comm & PR/Program Srvc/Marketing (18 Emp)	1.00	1.00	1.00	1.00	1.00	1.00	2.00	1.56	1.00	2.00	1.56	1.56
11	Business & Support Specialists (102 Emp)	1.40	1.28	1.22	1.25	1.25	1.32	2.00	1.77	1.81	1.92	1.50	1.90
12	Legal & Regulatory (2 Emp)	1.50	1.50	1.00	1.00	1.50	2.00	1.50	2.50	1.50	2.00	2.00	1.50

Functional Expert Classifications

21	Engineers - Electric (19 Emp)	2.00	2.00	2.00	1.00	2.00	2.00	1.00	2.00	2.00	2.00	2.00	2.00
22	Engineers - Water (13 Emp)	1.77	2.15	1.62	1.23	1.46	1.69	2.00	2.08	2.00	2.77	2.23	1.92
23	IT/Telecom/Cyber Security/Data Management (36 Emp)	1.56	1.56	1.69	1.36	1.22	1.56	1.44	1.42	1.42	1.44	1.42	1.39
24	Architects/Design (41 Emp)	1.90	1.76	1.90	1.07	1.07	1.07	1.15	1.07	1.17	1.88	1.76	1.76

Initial Gap Analysis: Score Differentials

Utility 2.0 Job Competencies

Advanced Components

Advanced Control Technologies

Sensing and Measurement Elements

IT System, Networks and Architecture

Integrated Communications Protocols & Technologies

Cyber Security and Interoperability Standards

Business Transformation Challenges

Legal and Regulatory Issues

Utility Decision Support Applications

Customer Communication and Relationships

Supply Side Management

Customer Energy Management Systems

Organizational/Department Classifications

1	Officers/Executives (6 Emp)	0.00	0.00	0.00	0.00	0.00	0.00	-1.00	-1.00	-1.00	-1.00	-1.00	0.00
2	Managers/Supervisors (48 Emp)	-1.40	-1.52	-0.58	-0.63	-0.65	-0.44	-0.96	-0.21	-1.17	-1.17	-1.33	-1.25
3	Field Employees - Other (17 Emp)	-1.82	-1.18	-1.18	0.82	-2.00	-1.00	0.18	0.00	0.00	-0.82	0.18	-1.00
4	Electric Operations (29 Emp)	-1.28	-1.28	-1.28	0.17	-1.83	-0.83	0.00	0.00	0.00	-1.00	0.00	-1.00
5	Electric Field (50 Emp)	-2.00	-2.00	-2.00	0.00	-2.00	-1.00	1.00	0.00	0.00	-1.00	0.00	-1.00
6	Water Operations (19 Emp)	-1.00	0.00	-1.00	1.00	-2.00	-1.00	0.00	0.00	0.00	0.00	1.00	-1.00
7	Water Field (74 Emp)	-1.00	-2.00	-2.00	0.00	-2.00	-1.00	0.00	0.00	0.00	-1.00	0.00	0.00
8	Field Services (35 Emp)	-2.00	-2.00	-2.00	0.00	-2.00	-1.00	0.00	0.00	0.00	-1.00	0.00	-1.00
9	Customer Service (58 Emp)	-1.00	0.00	0.00	0.00	0.00	0.00	-1.00	-1.00	-1.00	-1.00	-1.00	-2.00
10	Comm & PR/Program Svc/Marketing (18 Emp)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-0.44	0.00	-1.00	-0.44	-1.44
11	Business & Support Specialists (102 Emp)	-0.60	-0.72	0.22	0.25	0.25	0.32	-1.00	-0.23	-0.19	-1.08	-0.50	-0.10
12	Legal & Regulatory (2 Emp)	0.50	0.50	0.00	0.00	0.50	0.00	-0.50	-0.50	0.50	0.00	0.00	0.50

Functional Expert Classifications

21	Engineers - Electric (19 Emp)	-1.00	-1.00	-1.00	-2.00	-1.00	-1.00	-1.00	0.00	-1.00	0.00	-1.00	-1.00
22	Engineers - Water (13 Emp)	-1.23	-0.85	-1.38	-1.77	-1.54	-1.31	0.00	0.08	-1.00	0.77	-0.77	-1.08
23	IT/Telecom/Cyber Security/Data Management (36 Emp)	-1.44	-1.44	-1.31	-1.64	-1.78	-1.44	-0.56	-0.58	-1.58	-0.56	-0.58	-0.61
24	Architects/Design (41 Emp)	-1.10	-0.24	-1.10	-0.93	-0.93	-0.93	0.15	0.07	0.17	0.88	-0.24	-0.24

Competent
Above -0.499

Marginal Gap
-.5 to -1.499

Significant Gap
-1.5 +



Utility 2.0 Heat Map

22	Engineers - Water (13 Emp)	-1.23	-0.85	-1.38	-1.77	-1.54	-1.31	0.00	0.08	-1.00	0.77	-0.77	-1.08
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Next Steps:

- Refine Heat map skills categories
- Apply to individual incumbents
- Prepare individual employee development plans
- Review classification specifications

Utility 2.0 Workforce Assessment

- Begin shift from organization of the past
- Embed workforce development staff within RPU
 - Specialized skills
 - HR of today not the same organization needed for future
- Staff support for needed for the future
 - Data analytics and visualization
 - Project and technology management
 - Business process analytics

Utility 2.0 Workforce Assessment

- Knowledge transfer needed for aging workforce
 - Bridge gap on legacy systems
 - Pass critical infrastructure and historic operating knowledge to next generation
- Training needed to prepare for Utility 2.0 competencies
 - No formal training program to prepare today's employees for the future
 - Tuition reimbursement not adequate to sustain tomorrow's workforce

ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT
RECRUITMENT & COMPENSATION
ASSESSMENT

INFRASTRUCTURE IMPROVEMENT

THRIVING FINANCIALLY

ADVANCED TECHNOLOGIES

Recruitment

- Process is largely paper based
- Automation of application process has created efficiencies
- Constraints of public agency law can impede progress
 - Example: Power Line Technicians
 - Highly mobile
 - Competitive private market sector
 - Hiring timeframes identified anecdotally as impediment

Compensation

- Recent surveys indicate RPU compensation below market
 - Not a comprehensive assessment
 - RPU market basket different from City
- IBEW compensation set to market in 2014
- Several compression issues exist

ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT
FINDINGS

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graph LR; A[WORKFORCE DEVELOPMENT FINDINGS] --- B[INFRASTRUCTURE IMPROVEMENT]; A --- C[THRIVING FINANCIALLY]; A --- D[ADVANCED TECHNOLOGIES];
```

INFRASTRUCTURE IMPROVEMENT

THRIVING FINANCIALLY

ADVANCED TECHNOLOGIES

Findings – Utility 2.0 Workforce

- Current workforce does not possess the levels of knowledge or expertise to implement Utility 2.0
 - Marginal to significant skill gaps
- Investment needed in training and retraining programs
- Heightened communication skills required in all job classifications
- Need for individualized training plans

Findings – Utility 2.0 Workforce

- Advanced technologies will bring new jobs, titles and roles
- Existing job classifications need to evolve
- Increased system visibility and customer communication requires additional staffing for resources and analytics
 - Data scientists & analysts
 - Programmer analysts & data control staff
 - Project & technology management staff

Findings – Aging Workforce

- 39% of workforce is at or near retirement age
- RPU lacks formal knowledge transfer plan and practices
- Succession planning needs to be refreshed for Utility 2.0

Findings – Recruitment & Compensation

- New organizational structures needed to compete in Utility 2.0
- Embedded workforce support with RPU is needed
- Current compensation policies & practices not competitive in rapidly evolving utility industry
 - Results in competitive disadvantage

ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT
OPTIONS & ALTERNATIVES

```
graph LR; A[WORKFORCE DEVELOPMENT  
OPTIONS & ALTERNATIVES] --- B[INFRASTRUCTURE IMPROVEMENT]; A --- C[THRIVING FINANCIALLY]; A --- D[ADVANCED TECHNOLOGIES];
```

INFRASTRUCTURE IMPROVEMENT

THRIVING FINANCIALLY

ADVANCED TECHNOLOGIES

Options

	Attract	Develop	Retain
Option 1	Status Quo	Status Quo	Status Quo
Option 2	RPU with HR support: • Implement innovative workforce recommendations • Sooner than other departments	Repurpose vacancies for Utility 2.0 needs: • Over/under fill • Requires flexibility in current process	Serve as: • Incubator • Innovation hub

Alternatives

- Contract labor & consultants to support Utility 2.0 implementation
- Use temporary agencies to fill vacancies

ROAD MAPS – WORKFORCE DEVELOPMENT

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graph LR; A[WORKFORCE DEVELOPMENT RECOMMENDATIONS] --- B[INFRASTRUCTURE IMPROVEMENT]; A --- C[THRIVING FINANCIALLY]; A --- D[ADVANCED TECHNOLOGIES];
```

WORKFORCE DEVELOPMENT RECOMMENDATIONS

INFRASTRUCTURE IMPROVEMENT

THRIVING FINANCIALLY

ADVANCED TECHNOLOGIES

Summary of Recommendations

People

- Develop new Utility 2.0 appropriate classifications
- Embedded workforce support within RPU
- Implement formal training programs

Process

- Modify recruitment processes to be more nimble (partnership with Human Resources)
- Review compensation policies and levels more frequently

Technology

- Implement Talent Management System
 - Knowledge capture and transfer

Short-term Recommendations (1 Year)

PEOPLE	• Review job classifications-create or revise as needed • Hire Programmer Analysts & Data Scientists • Develop Office of Technology Management and fill staff
PROCESS	• Identify hard to recruit classifications • Develop formal protocol to assess and test for competencies • Assess vacant positions to identify work competencies • Assist HR in developing procedures to streamline recruitment processes • Develop a curriculum to address immediate training needs implement through contract education
TECHNOLOGY	Identify and develop a Talent Management System to support training and development activities

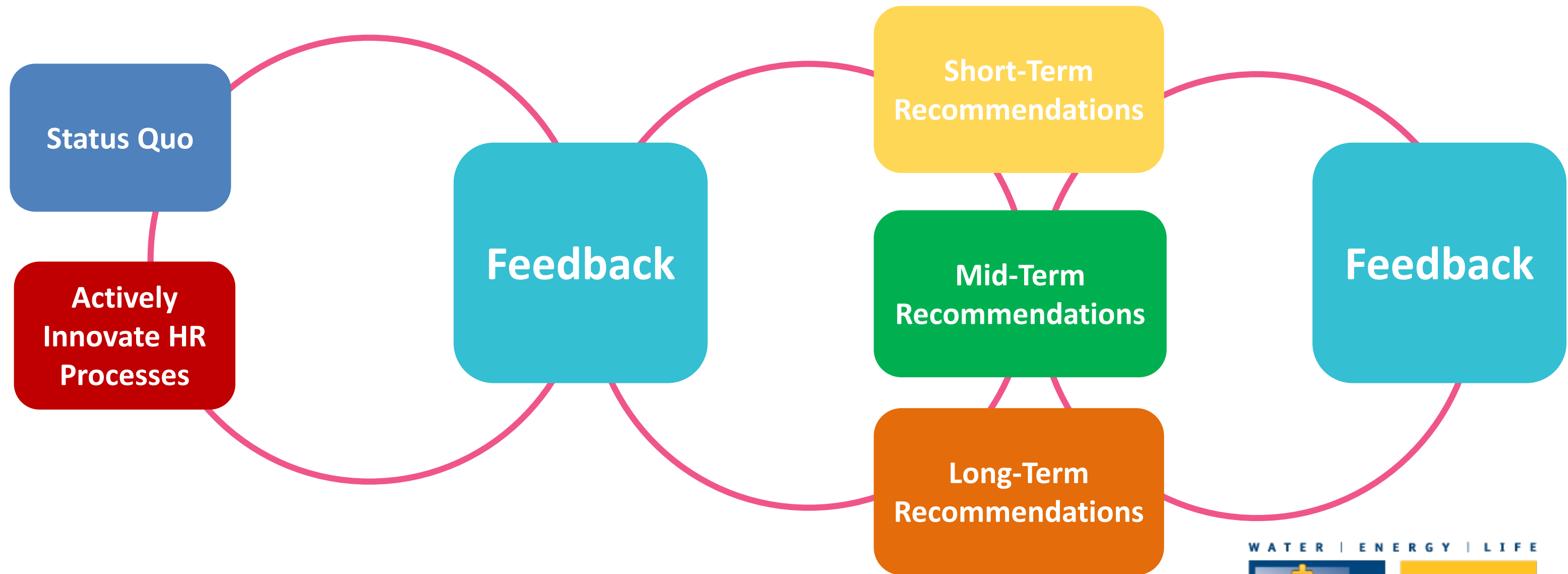
Mid-term Recommendations (1 - 2 Years)

PEOPLE	• Review job classifications-create or revise as needed • Retirement succession planning • Embed workforce support function within RPU
PROCESSES	• Develop specialized recruiting plans • Establish and implement knowledge transfer procedures • Train workforce on advanced technology equipment and software • Develop individualized development plans • Revise guidelines for apprenticeship program • Revamp tuition reimbursement program
TECHNOLOGY	Implement Talent Management System

Long-term Recommendations (2+ Years)

PEOPLE	Evaluate and review workforce needs
PROCESSES	- Review job classifications-create or revise as needed - Continue training workforce on advanced technology equipment and software - Develop & implement a 3-5 year training plan for competencies by functional area - Create a resource plan to identify how we will fill vacancies - Create procedures to add/drop positions across organization - Conduct a comprehensive salary study for organization - Evaluate and review processes
TECHNOLOGY	Evaluate and review Talent Management System

Options & Recommendations Decided from Feedback



2014

General Manager Assessment

Q1 - 2015

February 12, 2015
Introduction to Utility 2.0

February 27, 2015
Utility 2.0 Feedback

Q2 - 2015

May 7, 2015
Joint Meeting #1
Utility 2.0 & Governance

Q3 - 2015

July 13, 2015
Utility 2.0 Infrastructure & Workforce Roadmaps

July 29, 2015
Utility 2.0 Resource Supply Thriving Financially Roadmaps

August 11, 2015
City Council to discuss Performance Audits Fiscal and Reserves Policy

August 28, 2015
Joint Meeting #2
Utility 2.0 - Roadmaps & Governance

September 1, 2015
Council Workshop RPU Finance 101

Q4 - 2015

October 2015
Fiber Optic Plan Northside Audit Transactions to Board and Council

Oct.-Dec. 2015
Roadmap Feedback Fiscal Policies Audit Organizational Review Thriving Financially to Board and Council

Q1 - 2016

Jan.-Mar. 2016
Draft Financial Plan (5 year forecast) Performance Audit (next phase) Detailed Finance Audit to Board and Council

City Council

Board of Public Utilities

Joint Meeting Council Board

Reports to Board And Council