



MEMO

Human Resources Department

DATE: 7/23/2018

TO: TODD L. JORGENSEN, INTERIM UTILITIES GENERAL MANAGER

FROM: STEPHANIE HOLLOMAN, HUMAN RESOURCES DIRECTOR

CC: AL ZELINKA, FAICP, CITY MANAGER
LAURA NOMURA, ASSISTANT UTILITIES GENERAL MANAGER/FINANCE
& ADMINISTRATION

RE: SERVICE LEVEL AGREEMENT BETWEEN THE HUMAN RESOURCES
AND PUBLIC UTILITIES DEPARTMENTS

Background

On April 23, 2018, the Board of Public Utilities received a report on the operational improvements and efficiencies that the City of Riverside Public Utilities Department (RPU) has evaluated over the last twelve months and were incorporated into the proposed two-year budget for 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.

The Board requested that staff from the Human Resources and City Manager's Office – Office of Communications brief the Customer Relations/Finance Committee as to the services that will be provided to RPU while still maintaining and supporting the goals and objectives of Utility 2.0.

The transition of positions to the Human Resources Department will include one (1) Principal Human Resources Analyst, one (1) Senior Human Resources Analyst, one (1) Human Resources Analyst, and (1) Human Resources Specialist, to be cost allocated back to RPU to provide Recruitment, Training and Organizational Development services.

This memorandum establishes a core scope of services that will be provided by the Human Resources Department to RPU in support of Utility 2.0.

Goals and Objectives

To continue to drive the Utility 2.0 Workforce Development Roadmap forward, and in alignment with the RPU 5 year Strategic Plan (2017 – 2021), Human Resources will partner with RPU to achieve the following goals:

Recruitment:

- Provide timely and effective recruitment services to fill RPU vacancies
- Reduce days to hire
- Promote RPU job opportunities to qualified workforce
- Build a talent pipeline for critical technical and independent contributor roles, positions at risk for retirement, and senior leadership roles

The key strategies to achieve these goals include:

- Identifying administrative efficiencies to reduce days to hire
- Working collaboratively with RPU Administration to expedite recruitments
- Identifying new methods for recruitment and marketing
- Developing relationships with colleges and technical schools to create recruitment streams for hard to fill positions/entry-level positions

Training and Organizational Development:

- Implement targeted department, division, and team initiatives and programs that stabilize the RPU employee population, increase retention, improve morale, and build trust
- Assist with addressing related grievances and complaints
- Reinforce a culture of customer service
- Build a change-ready organization
- Build management and leadership competency in front-line and mid-level managers
- Mitigate risk associated with impending retirements
- Build a talent pipeline for critical technical and independent contributor roles, positions at risk for retirement, and senior leadership roles

The key strategies to achieve these goals include:

- Implementing a formal, systematic, and comprehensive ongoing Succession Management Program targeting positions at risk for retirement
- Conducting an employee engagement/climate survey as a diagnostic to identify areas for improvement; analyze results; communicate, follow-up and implement improvements
- Conducting exit interviews on voluntary resignations and retirements to determine why people leave RPU; trend data; implement improvements
- Delivering management and leadership development training and programs that build skills critical to employee retention
- Contributing to a culture of customer service through training, communication, and feedback on / establishment of meaningful metrics for front-line employees

- Building a change-ready organization through training, communication, and utilization of techniques and tools that minimize employee resistance to change

Key Performance Indicators and Accountability

The Human Resources Department and RPU will collaboratively develop Key Performance Indicators (KPI), Goals and Objectives. Initial KPI's include:

- Days to hire
- Internal promotion rate
- Turnover rate


Targets for the above KPI will be based on a study, to be completed by the Human Resources Department, on baseline measurements of the organization's current performance; comparable performance of similar utilities in the City's market basket; and overall performance of public sector agencies in the region. It is expected that KPI, goals and objectives will be established within 90 days.

As scope of services increase, the Human Resources Department will also report on the following KPI:

- % of employees with formal development plan
- % of employees with Utility 2.1 Competency Assessment

The Human Resources Director will meet quarterly with RPU Executive Management to provide timely updates on the progress of recruitment, training and workforce development efforts.

The Human Resources Department and RPU Executive Management will provide biannual reports to the RPU Board on the status of KPI, goals and objectives. This report will include a summary of all efforts, measurable impacts, and fiscal impact.



Stephanie Holloman
Human Resources Director



Todd L. Jorgenson
Interim Utilities General Manager