



RPU OPERATIONS & EFFICIENCIES

Biannual Update

Board of Public Utilities
March 25, 2019

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HUMAN RESOURCES SUPPORT UTILITY 2.0 ALIGNMENT



Operational Excellence

Develop and implement process improvements to enhance **effective and efficient operations** across the enterprise



Strong Workforce

Provide training & educational opportunities that **promote continuous learning within the organization**

Develop & implement programs and practices that promote a culture of **employee engagement, performance and productivity**



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WORKFORCE DEVELOPMENT – HR SUPPORT OVERVIEW

Key Performance Indicators Include



Vacancy Factor
and **Time to Hire**



Development of Training,
Formal Career Development
Plans, and Competency
Assessments



Implementing **enterprise-wide talent management system** to support knowledge capture & transfer, employee training and workforce planning



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YEAR IN REVIEW



Reliability & Resiliency

Completed Department wide Employee Engagement Survey



Operational Excellence

Completed an organizational assessment to assist the new City Manager and RPU General Manager in identifying opportunities for improvement



Reliability & Resiliency

Completed Benchmark Survey to align strategic indicators with the market basket



Strong Workforce

Completed 100 hires in FY 2017-18 with reduction in average days to hire from 115 to 85 Calendar Days



Operational Excellence

Reduction in days to hire for Power Line Technicians by 23%



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YEAR IN REVIEW



**Strong
Workforce**

100% compliance for Annual
Mandatory Supervisory Sexual
Harassment Training



**Strong
Workforce**

Initiated Exit Interviews for all
voluntary separations and
retirements



**Customer
Experience**

Completed Service Ready
training to Customer
Service/311 teams



**Strong
Workforce**

Annual Performance Appraisals
completed with Performance
Improvement Plans for employees with
substandard performance



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YEAR IN REVIEW



**Strong
Workforce**

Completed Utility Cyber
Security Training for key staff



**Strong
Workforce**

Completed Call Center/311
Management & Leadership
Development Training



**Strong
Workforce**

Completed Excel Level 2 and
3 Training (open to all staff)



**Strong
Workforce**

Completed Non-Manager Harassment
Prevention Training to 391 employees



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THE YEAR AHEAD



Launch a Foreman and Lead Academy for Field Staff

Strong Workforce



Operational Excellence

Utilize data from the Employee Engagement Survey to identify areas of need



Affordability

Leverage resources to bring down cost of training to RPU



Launch Supervisor Training for frontline, non-field, supervisors

Strong Workforce



Strong Workforce

Policy recommendations to RPU Management to decrease days to hire



Class & Compensation

Launch RFP to conduct IBEW Unit Class and Comp study per the MOU



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THE YEAR AHEAD



Operational Excellence

Develop core curriculum for Dispatcher Trainees



Operational Excellence

Provide training to Hiring Managers to ensure consistency and efficiency of the hiring process



Strong Workforce

2019 Cycle for Mandatory Sexual Harassment Training



Partnership

Support the new General Manager to facilitate new initiatives and goals for the future



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RECOMMENDATION

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



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THANK YOU

Questions?



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