



MANAGEMENT AND LEADERSHIP DEVELOPMENT PROGRAM UPDATE

Riverside Public Utilities

Board of Public Utilities
October 26th, 2020

2019-2020 MANAGEMENT & LEADERSHIP DEVELOPMENT PROGRAMS

1. In 2019, RPU launched two Management & Leadership Development programs aimed at supporting **succession planning** and **employee retention** efforts
 - LEAD Leadership Development Program
 - STEP Management Development Program
2. Programs were placed on-hold in March due to COVID-19, social distancing requirements, and the minimum staffing order; resumed in September 2020
 - Required a pivot to a virtual learning environment
 - MS Teams platform was used to adapt the programs to online learning
 - Simulated the classroom environment using virtual breakout groups and interactive chats

LEAD LEADERSHIP DEVELOPMENT PROGRAM

1. Target audience: Seniors, Supervisors & Managers
2. Goal: develop strategic leadership skills and build a pool of leader-ready candidates to support and supplement succession planning efforts
3. Comprised of 6 Half-day Sessions
 - A. Franklin Covey's The 4 Essential Roles of Leadership
 - Inspire Trust
 - Create Vision
 - Execute Strategy
 - Coach Potential
 - B. Leading Change
 - C. 360 assessment
4. Status: Complete – 22 graduates.

DEMOGRAPHICS: LEAD PROGRAM

Division	Participants
Finance, Customer & Business Services	10%
Water	36%
Energy Delivery	36%
Power Resources	18%

Population	Percent of Participants
Field Staff	40.9%
Professional / Office Staff	59.1%

LEAD PARTICIPANT FEEDBACK

98%

Were satisfied with the training.

86%

Will be able to immediately apply what they learned.

97%

Feel the training will improve their job performance.

99%

Intend to apply the knowledge & skills learned during the training.

STEP MANAGEMENT DEVELOPMENT PROGRAM

1. Target audience: front-line supervisors or those in line to become front-line supervisors
2. Goal: develop self-awareness and key supervisory skills important to employee retention and engagement
3. Comprised of 6 Half-day Sessions
 - 6 Critical Practices of Leading a Team
 - Your Style and How You Lead (DiSC)
 - Understanding & Managing Conflict
 - Crucial Conversations
 - Situational Leadership II
 - Mastering Emotional Intelligence
4. Complete all 6 classes and earn a certificate
5. Status: will be completed by December 2020. Total of approximately 30 certificate holders.

DEMOGRAPHICS: STEP PROGRAM

Division	Participants
Finance, Customer & Business Services	24%
Water	24%
Energy Delivery	34%
Power Resources	18%

Population	Percent of Participants
Field Staff	17.4%
Professional/Office Staff	82.6%

STEP PARTICIPANT FEEDBACK

100%

Were satisfied
with the training.

93%

Will be able to
immediately
apply what
they learned.

93%

Feel the training
will improve
their job
performance.

97%

Intend to apply
the knowledge &
skills learned
during the
training.

RECOMMENDATION

That the Board of Public Utilities receive an update on the 2019-2020 Management and Leadership Development Programs.