

# MANAGEMENT AND LEADERSHIP DEVELOPMENT PROGRAM UPDATE

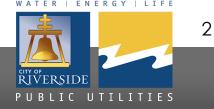
#### **Riverside Public Utilities**

## 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.

3

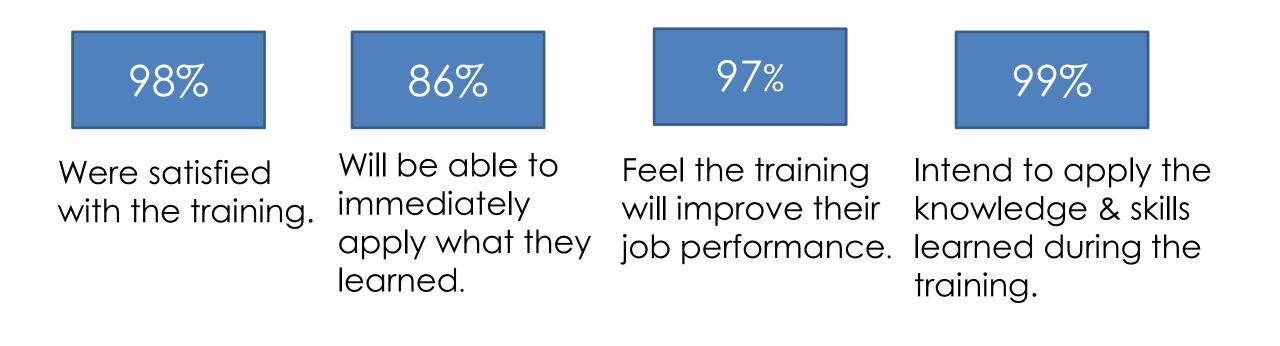
# **DEMOGRAPHICS: LEAD PROGRAM**

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





#### **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.



6

## **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**









Were satisfied with the training.

Will be able to immediately apply what they learned.

Feel the training will improve their job performance. 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.

