



# RIVERSIDE PUBLIC UTILITY FOREMAN ACADEMY

## Human Resources

**City Council**  
November 28, 2023

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1

## BACKGROUND

- 15-month training program for field and operations Supervisors and Superintendents in Energy Delivery & Water
- Aimed at addressing key people challenges:
  - Provide career development to staff; increase internal promotion rates and succession planning for critical retiring team members
  - Increase IBEW-member employee engagement
  - Improve supervisor confidence and competence in their roles
  - Improve team communication, collaboration, and trust
  - Embed new skills into the culture
  - Provide consistent training for new hires.



2

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2

## Internally-Led Needs Assessment

- Interviewed Leaders, Managers and Superintendents
  - What do we want Supervisors and Superintendents to be able to...
    - do differently
    - say differently
    - think differently
    - feel differently
  - What are the top leader behaviors that are important for their roles?



3

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3

## Internally-Led Needs Assessment

Top Leader Behaviors	How Important is it that leaders do this?				When NOT done, it causes damage.		
	Electric Superintendents	Electric Supervisors	Meter Shop Supervisors	Water Supervisors / Superintendent	Electric Superintendents	Electric Supervisors	Water Supervisors / Superintendent
Builds trust & credibility	x	x	5	5	x	x	5
Sets clear goals/expectations	x	x	5	5	x	x	4-5
Asks good questions & listens	x	x	5	4-5	x	x	3-5
Provides fair and helpful feedback	x	x	5	5	x	x	5
Coaches & develops others	x	x	5	4	x	x	4
Praises & recognizes	x	x	5	3-4	x	x	3-4
Cares about others' success	x	x	5	4-5	x	x	3-4
Helps find solutions & creates Plans	x	x	5	5	x	x	4-5
Personally flexible / not rigid	x	x	5	3-4			3-4
Consistent mood & style	x	x	5	4			3-4
Communicates effectively	x	x	5	5	x	x	3-4
Keeps team motivated & energized	x	x	5	4	x	x	3-4
Drives vision & Purpose	x	x	5	4	x	x	3-4
Seeks others' & different opinions	x	x	5	3-4	x	x	4
Holds self & others accountable	x	x	5	5	x	x	4
Positively drives results	x	x	5	4	x	x	3-4
Supportive of the team (we are a team of teams)	x	x	5	5			5
Manages ambiguity	x	x	5	4			3-4
Effective & courageous decisions	x	x	5	4			3-4
Handles change & leads change	x	x	5	5			5
Approachable & open to unique ideas	x	x	5	5			4
Good sense of humor & enjoys "fun"	x	x	5	4			4
Humble & loyal to team & organization	x	x	5	5			3-4
Knowledgeable but actively learning	x	x	5	5			3-4



4

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4

## Leadership for Future Success

Build competence and confidence in skills and behaviors such as:

- Effective **communication** & listening
- Effectively handling **conflict**
- **Emotional Intelligence**
- Appreciation of **individual differences** and strengths
- Holding themselves and staff **accountable**
- Building **Trust**
- **Peer to Boss** transition
- Handling **performance** issues and holding performance conversations
- Giving effective **feedback**
- Interpreting **MOU's**, leave management, discipline, etc.
- Open to change; driving **change** and continuous improvement
- Managing **crew time** and work efficiently
- Reinforcing **safety** as top of mind
- Increase **collaboration** between divisions; engage with peers; break down silos



5

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5

## Program Scope



**45 RPU Employees in  
Water & Energy Delivery  
at UOC**

*Includes GM, AGM, Division  
Managers, Superintendents,  
Supervisors*



**Incorporates Training Content  
from existing City training  
programs including EPIC,  
Foundations of Supervision, and  
HR Essentials**



**Facilitated by City  
HR Training Team**



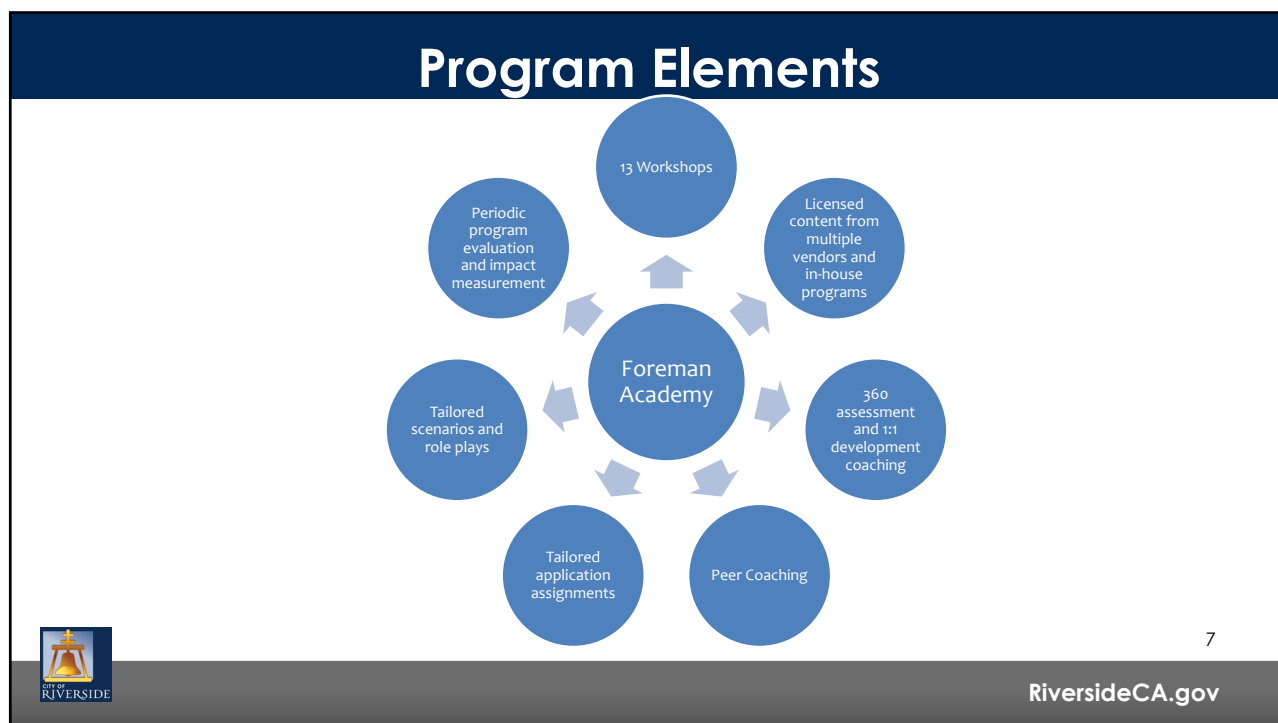
**Consultant to develop an  
evaluation strategy to  
measure program impact**



6

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6



7

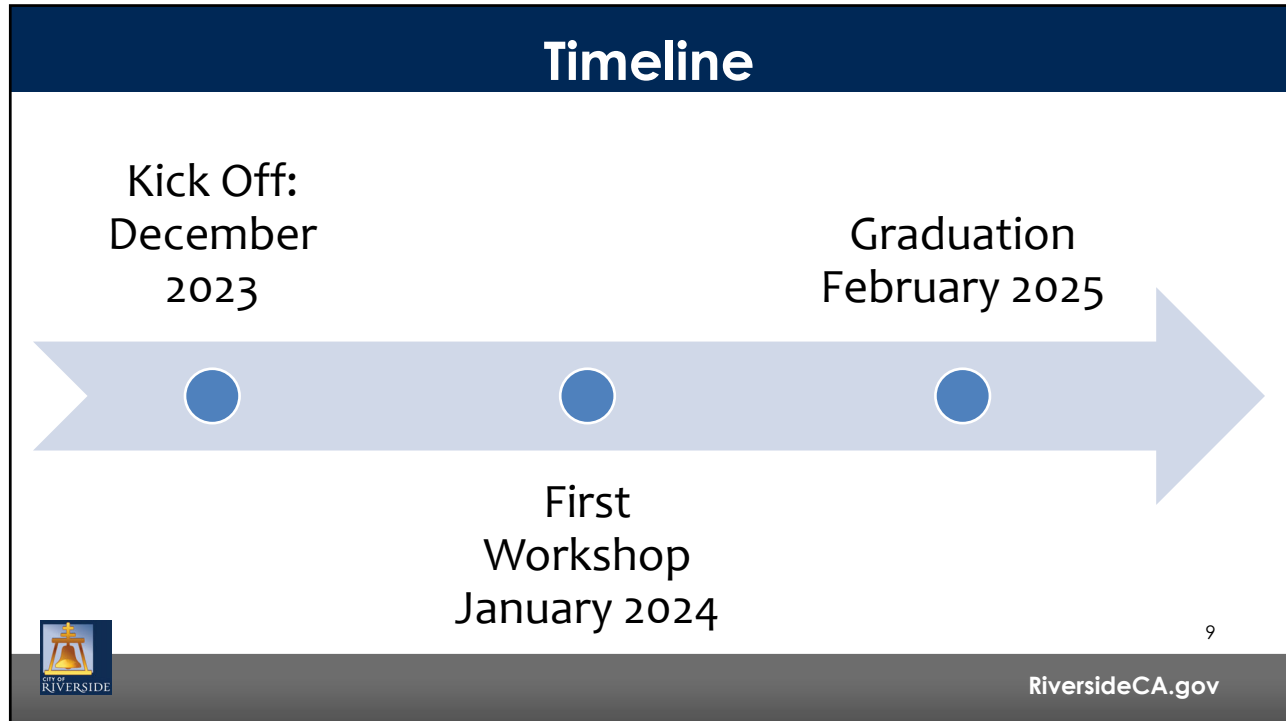
# Program Overview

	Managing Yourself					Managing Others					Managing Teams				
	2023										2024				
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15
<b>GM, AGM</b>	Develop messaging; change management strategy; kickoff and key communications/messaging	Overview: Building Trust	Overview: Mastering Emotional Intelligence	Overview: Conversational Capacity	Overview: Confidently Managing Conflict	Overview: Management Essentials	Overview: Giving Effective Feedback	Overview - Performance Management; MOUs	SUI Overview	DISC Management Overview	Overview: Coaching Essentials	Overview: Leading Meetings and 1:1s; Holding People Accountable	Overview: Team Leadership	Overview: Leading People Through Change	
<b>Division Manager</b>															
<b>Superintendent &amp; Supervisor</b>	Kick Off Meeting	Building Trust	Mastering Emotional Intelligence	Conversational Capacity	Confidently Managing Conflict	Management Essentials	Giving Effective Feedback (CCL)	Performance Management Process - HR SME's: progressive discipline process, grievances; IBEW MOUs	SUI	DISC Management	Coaching Essentials	Managing crew time with jobs to be most efficient - assigning work - scheduling tasks efficiently; Leading Meetings and 1:1s; Holding People Accountable	Team Leadership	Leading People Through Change	Graduation!

★ Application Assignment
△ Change Management Check-In
🔄 360 Pre- and Post-Assessment
🗣️ Measuring Impact & Results
👥 Peer Coaching

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8



9

## INVESTMENT

Project Breakdown		
Work Type	Licensed From:	Estimated Amount
Training Content Licensing	The Ken Blanchard Cos.	\$ 31,240.00
	TalentSmart	\$ 7,016.87
	Center for Creative Leadership	\$ 15,212.41
Assessments	Center for Creative Leadership	\$ 13,860.00
	Hedges & Associates	\$ 5,343.75
	The Myers Briggs Company	\$ 2,420.55
Impact Study	MeasureUp	\$ 9,000.00
Misc. Training Materials & Supplies	Various	\$ 15,475.00
<b>Total Project Costs</b>		<b>\$ 99,568.58</b>

Estimated Division Cost: Electric - \$58k and Water - \$42k

10

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10

## STRATEGIC PLAN ALIGNMENT



### Priority No. 5 - High Performing Government

Goal 5.1 - Attract, develop, engage, and retain a highly skilled workforce across the entire City organization.

Goal 5.5 - Foster a culture of safety, well-being, resilience, sustainability, diversity, and inclusion across the city organization.

### Cross-Cutting Threads



Community Trust



Fiscal Responsibility



Sustainability &  
Resiliency



Equity



Innovation



11

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11

## RECOMMENDATIONS

That the City Council:

1. Authorize the purchase of training materials and training supplies for the Foreman Academy in the amount of \$99,568.58; and
2. Authorize the City Manager, or designee, to execute any contracts and documents necessary to effectuate the project described herein, as well as the ability to make minor non-substantive changes in accordance with all purchasing policies.



12

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12