

SERVICE LEVEL UPDATE

Human Resources Department

Public Utilities Board
October 28, 2024

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1

MISSION STATEMENT

The Human Resources Department is committed to being a professional strategic business partner that values innovation, integrity, confidentiality and diversity; while continuing to provide a variety of resources to past, present and future employees.



2

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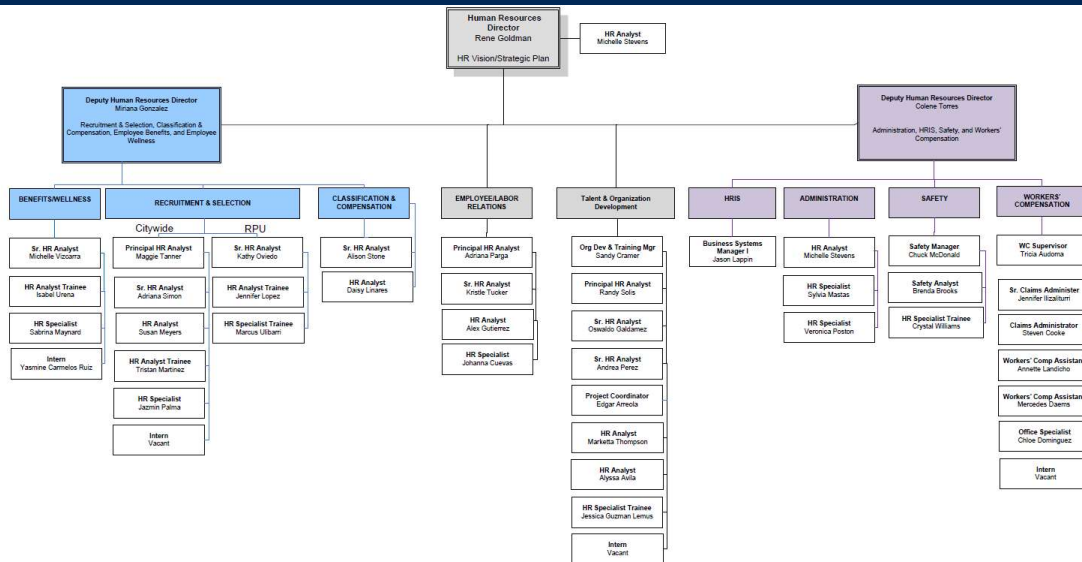
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HR COMMITMENT

The Human Resources Department is excited to continue the strong partnership with RPU to help the department continue the mission to provide the highest quality municipal water and electric services to benefit the community. We look forward to continuing this positive relationship to collaborate on current and future needs of the department.



TEAM HR



SERVICE OFFERINGS

- ✓ Career/Succession Planning
- ✓ Employee Engagement
- ✓ Compliance & Labor Law
- ✓ Health & Safety
- ✓ Diversity & Inclusion
- ✓ MOU Compliance
- ✓ Union Management Relationships

- ✓ Performance Management
- ✓ Compensation & Benefits
- ✓ Change Management
- ✓ Policy Administration
- ✓ L. Collective Bargaining
- ✓ Administrative Investigations
- ✓ Class & Comp Industry Equity

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5

NEW HIRES & PROMOTIONS

RPU New Hires & Promotions - 2019 - 2024

Year	New Hires	Promotions
2019	27	58
2020	16	43
2021	40	54
2022	37	107
2023	70	71
2024 (YTD)	22	40

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6

HIGH LEVEL RECRUITMENTS

- Utilities General Manager –  Koff & Associates
A Gallagher Company
- Utilities Generation Manager
- Utilities Electrical Engineering Manager
- Utilities Electric Superintendent
 - 2 Internal promotions
- Utilities Power Resource Planning Manager
 - Internal promotion



7

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7

JOB FAIRS

- Galleria at Tyler Job Fair – 1/31/24
- CBU Spring Career Fair – 2/21/24
- EPA (Environmental Protection Agency) Veterans Water Workforce employment webinar – 2/29/24
- Riverside National Night Out – 8/6/24
- CBU Employer Partner Program:
 - Includes prepaid registration to the 4 upcoming job fairs. City of Riverside sponsor logo on career center website, logo displayed over 50 boards on campus and social media highlights for open positions.



8

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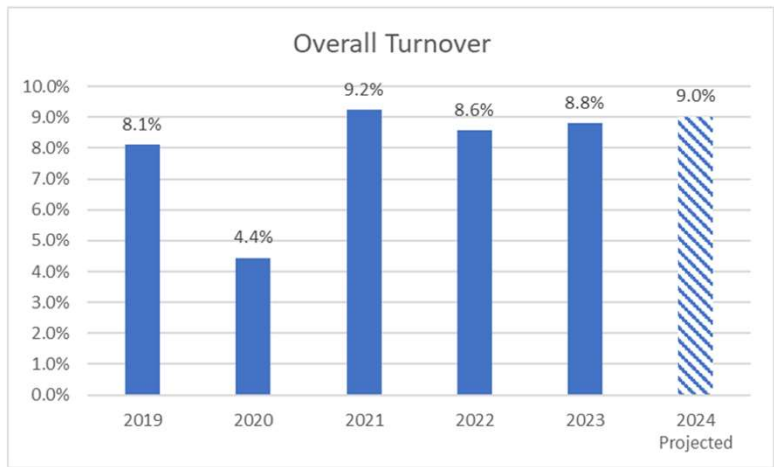
8

RPU DIVERSITY COMPARISON

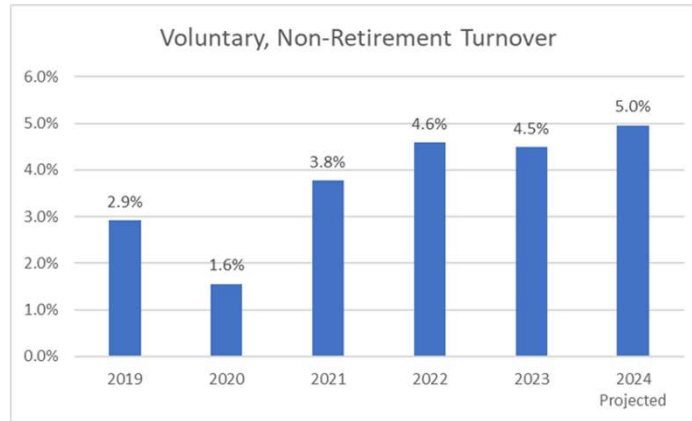
	RPU Employees	RPU Applicants	City of Riverside Census Data 2023
African American	8%	21%	6%
American Indian. Alaska Native	0%	1%	1%
Asian	7%	6%	9%
Hispanic, Latino	42%	60%	55%
Native Hawaiian, Pacific Islander	0%	1%	0%
White	38%	11%	27%



OVERALL TURNOVER



VOLUNTARY NON-RETIREMENT TURNOVER



11

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11

TENURE AT SEPARATION



Calendar Year
As of 5/31/2024

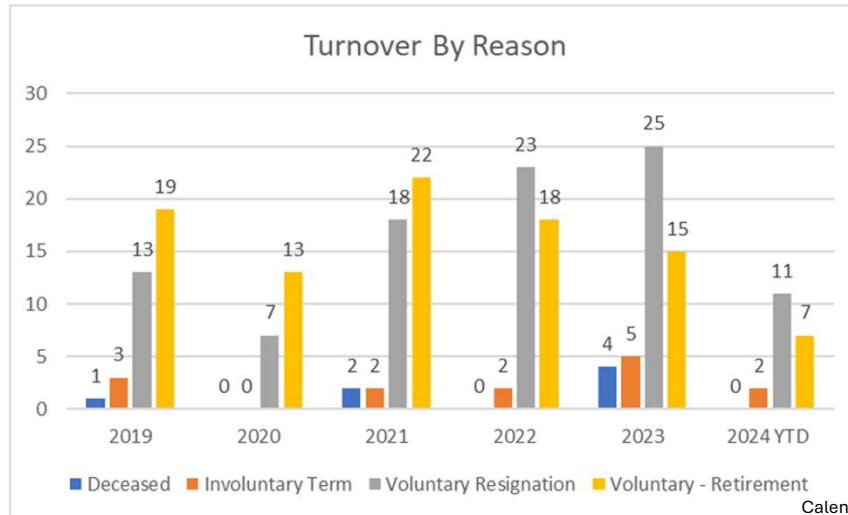
12



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12

SEPARATION REASON



Calendar Year
As of 5/31/2024

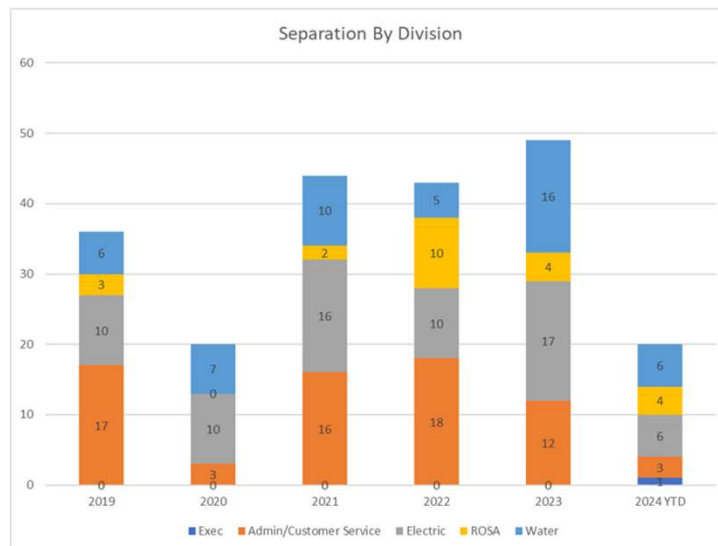
13



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13

EMPLOYEE EXITS BY DIVISION

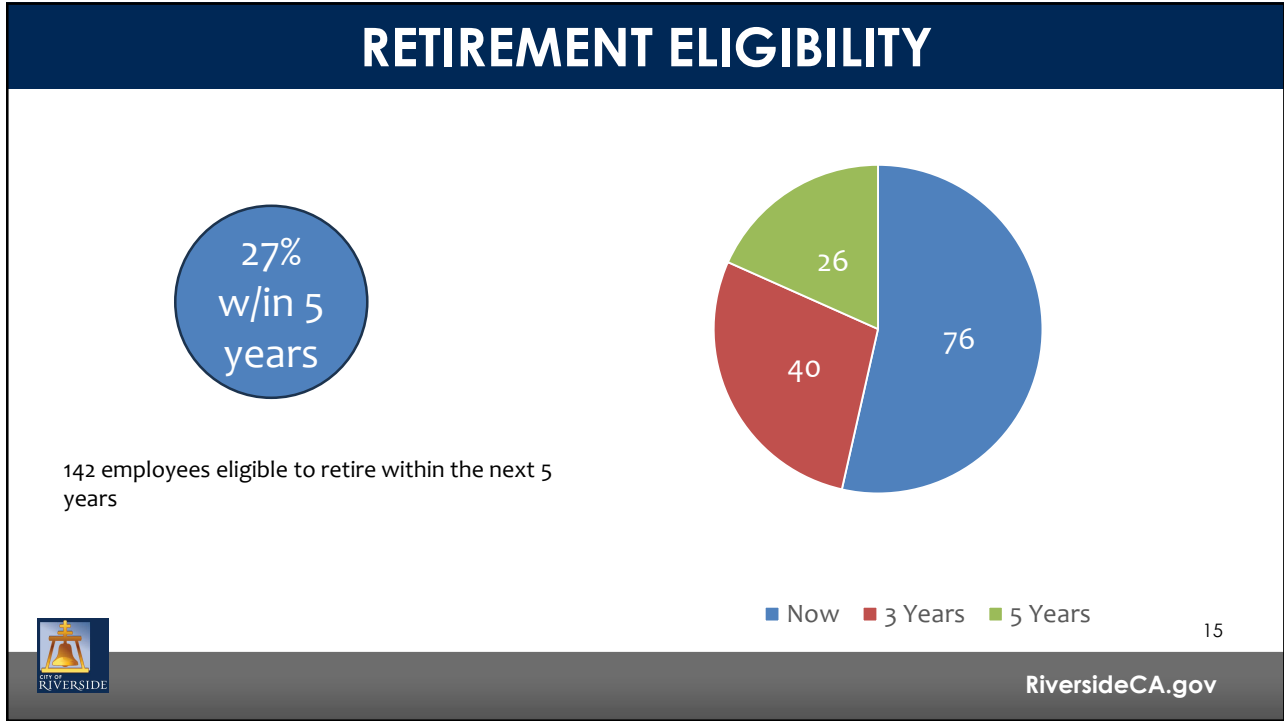


14



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14



15

RETIREMENT RISK – “HOT SPOTS”

	Now	Three Years	Five Years
Senior Leaders	Business Systems Manager	AGM Finance/Admin/Cust Svc. AGM ROSA AGM Strategic Initiatives	Fiscal Manager
Admin/Cust Svc/Fin	Customer Service Supervisor (1) Customer Service Rep II (7)	Customer Service Supervisor (2) Customer Service Rep II (4) Programs & Svcs Rep (2)	Customer Service Rep II (6)
Electric	Field Supervisor (4) Electric Field/Ops Manager Principal Engineer (1) SCADA Supervisor Sr. Elec Engineer (3) Sr. Dispatcher (1) Supervising Engineering Tech (2)	Sr. Elec Engineer (1) Sr. Dispatcher (2)	Sr. Elec Engineer (1) Sr. Dispatcher (1)
ROSA	Power Resource Scheduler/Trader (3)		
Water	Engineering Manager Principal Engineer (1) Field Supervisor (2) Water Quality Tech (2) Water System Operator II (2)	Field Supervisor (2) Water System Operator II (1)	Principal Engineer (2) Superintendent - Operations Superintendent - Field


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16

RPU TRAINING & DEVELOPMENT – CITYWIDE PROGRAMS

- EPIC Training
 - 81 unique employees = 34% of citywide total
 - 185 employee training “seats” = 37% of citywide total
 - 959 employee training hours



Cross-Cutting Thread	Community Trust	Equity	Fiscal Responsibility	Innovation	Sustainability and Resiliency
Core Courses	Mastering Emotional Intelligence	Building a Diverse and Inclusive Culture	Embracing Continuous Improvement	Embracing Continuous Improvement	Thriving with Resilience and GRIT
	Everything Starts with Trust	Navigating Personality Styles at Work	Learning to Think Outside the Box	Collaboration Unleashed	Learning to Think Outside the Box
	The Art of Effective Communication	Confidently Manage Conflict	The Art of Effective Communication	Thriving with Resilience and GRIT	Building a Diverse and Inclusive Culture
	Collaboration Unleashed	Everything Starts with Trust	Polishing Your Presentation & Writing Skills	Learning to Think Outside the Box	Polishing Your Presentation & Writing Skills
E envision Riverside 2025	A “crash course” introducing and aligning employees to the City of Riverside’s Cross Cutting Threads, Strategic Plan and Strategic Priorities, Priority Based Budgeting, Triple Bottom Line, and Diversity, Equity & Inclusion with the purpose of building awareness and understanding how they can contribute to achieving these goals.				
Specialty Courses	In partnership with City Subject Matter Experts, custom designed specialty courses introducing participants to each of the cross-cutting threads with the purpose of building awareness and understanding how they can contribute to achieving these goals.				
	Community Trust	Equity	Fiscal Responsibility	Innovation	Sustainability and Resiliency

17

FOUNDATIONS OF SUPERVISION PROGRAM - CITYWIDE

- Year-long program
 - 88 hours of training each = 880 employee training hours total
- May 2024 Graduation
- 10 RPU participants (34% of cohort)
 - Shelly Almgren
 - Christiane Amat
 - Kristina Bernal
 - Jonathan Cody
 - Andrew Galvan
 - Genie Lee
 - Nicholas Marelli
 - Ryan McManus
 - Tiffany Slaton
 - Gregg Tobler



18

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18

Foreman Academy RPU Only Program

- Approved by the Board of Public Utilities on November 13, 2023 and City Council on November 28, 2023
- 2 Cohorts – 27 participants
- 5 Workshops held so far
 - February – May, 2024



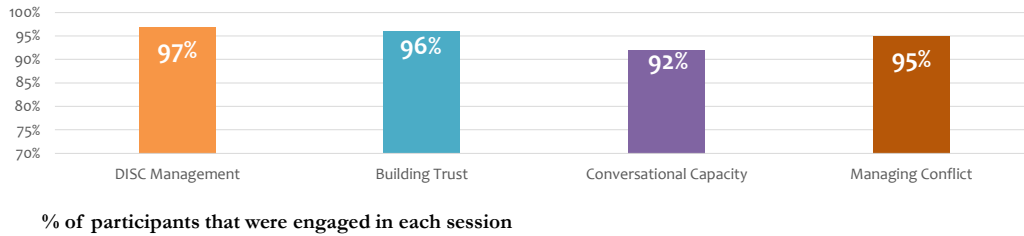
FOREMAN ACADEMY: MEASUREMENT STRATEGY

Level	Measures...	How...	When...
1	Satisfaction: Did they like it?	Post-program survey to participants	Immediately after each workshop
2	Learning: Did they learn anything?		
3	On-the-job Improvements: Did they do something better on the job because of the training?	Objective behavior data where available OR survey to participants (and direct reports if viable) to measure the demonstration and/or improvement in key behaviors	After each Module (collection of like-workshops)
4	Business Impact: Did it impact the business? Performance benefits?	<ul style="list-style-type: none"> •Track Organizational KPI Metrics •Track cohort of employees in a specific function •Attribute % of any metric increase to training •Use performance improvement estimates •Track HR Metrics • Engagement, Retention / Reducing Turnover, etc. 	
5	ROI: Was it worth it?	Monetized Level 4 benefit per participant compared to cost per participant	At end of program
6	Transfer Climate: What factors maximize the impact of training? Help or hinder training transfer / ROI?	Analysis of how Level 3, 4 & 5 results can be influenced by on-the-job climate factors: (e.g., immediate manager influence, peer support, direct-report openness, etc.)	COLLECTED and ANALYZED CONCURRENTLY with LEVEL 3, 4, and 5



FOREMAN ACADEMY RESULTS SO FAR – LEVEL 1

Were they engaged?



As of 5/31/2024

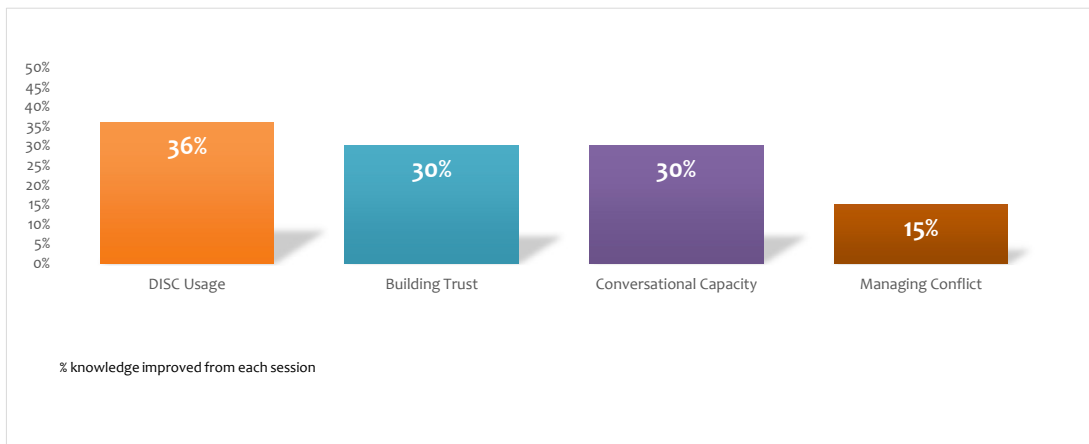
21



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21

GAINED NEW AND VALUABLE KNOWLEDGE – LEVEL 2



US Federal Agency Benchmark: 7 – 21% knowledge gain

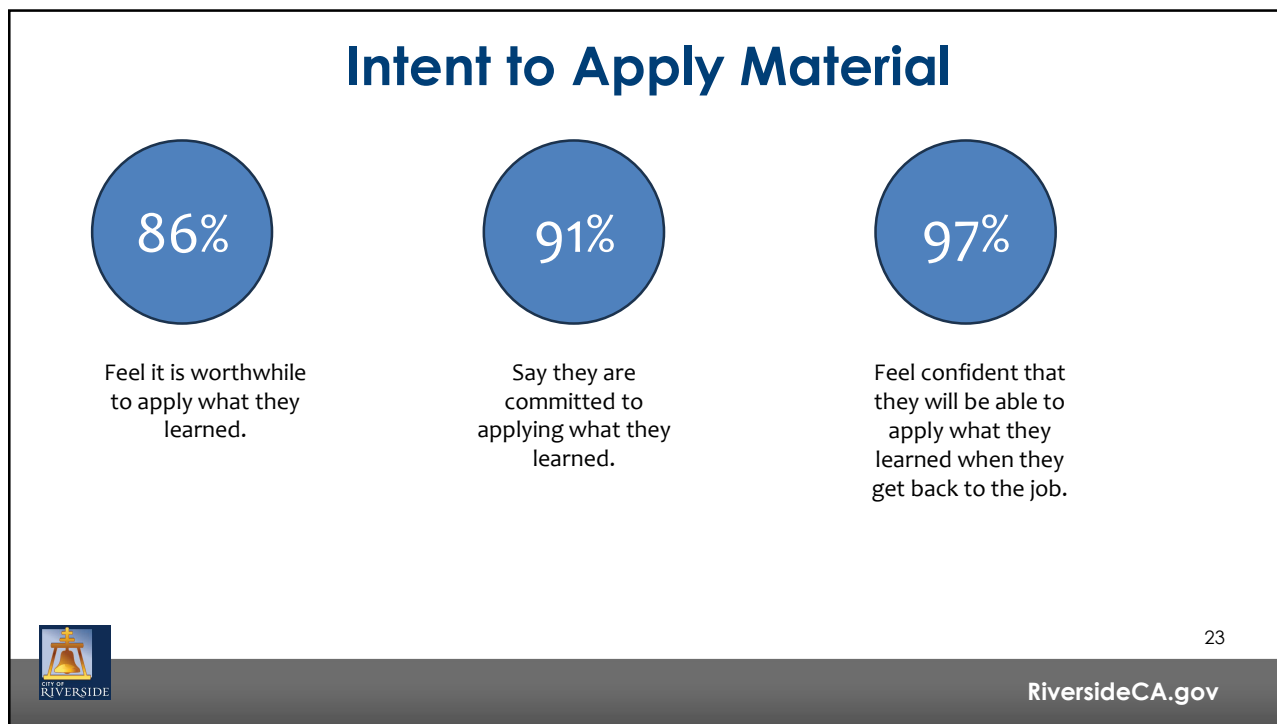
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22



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22



STRATEGIC PLAN ALIGNMENT

High Performing Government

- 5.1 Attract, develop, engage and retain a diverse and highly skilled workforce across the entire City organization.
- 5.2 Utilize technology, data and process improvement strategies to increase efficiencies, guide decision making, and ensure services are accessible and distributed equitably throughout all geographic areas of the City.
- 5.3 Enhance communication and collaboration with community members to improve transparency, build public trust, and encourage shared decision-making.
- 5.4 Achieve and maintain financial health by addressing gaps between revenues and expenditures and aligning resources with strategic priorities to yield the greatest impact.
- 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

24

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RECOMMENDATION

That the Board of Public Utilities receive the update report on Human Resources Department efforts on behalf of Riverside Public Utilities.

