



RIVERSIDE PUBLIC UTILITIES

UTILITY 2.0

WORKFORCE DEVELOPMENT ROAD MAP

JULY 29, 2015

WATER | ENERGY | LIFE

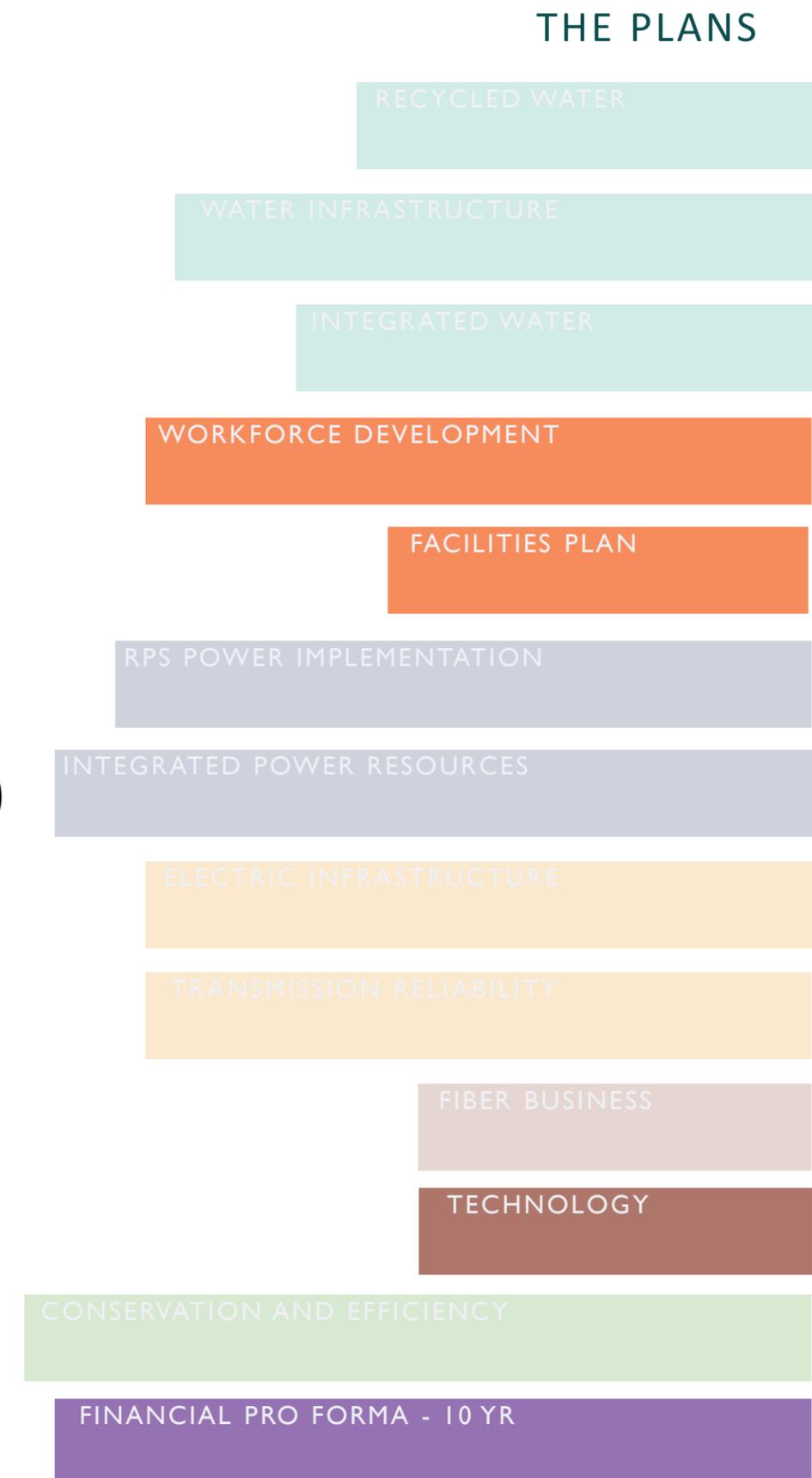


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ROAD MAPS – INFRASTRUCTURE IMPROVEMENT – WORKFORCE DEVELOPMENT GOALS



- Ensure ready labor force to implement Utility 2.0
- Address ongoing resource and skill requirements for RPU to function in the changing utility environment
- Promote and facilitate employee training and development
- Enhance customer service



Workforce Development Objectives

- Identify, assess, and bridge competency gaps that result from workplace and technology changes
- Align workforce requirements with strategic plan and division “roadmaps”
- Address recruitment challenges in partnership with Human Resources Department
 - Aging workforce “Silver Tsunami”
 - Evolving job specifications
 - Expectations of millennials

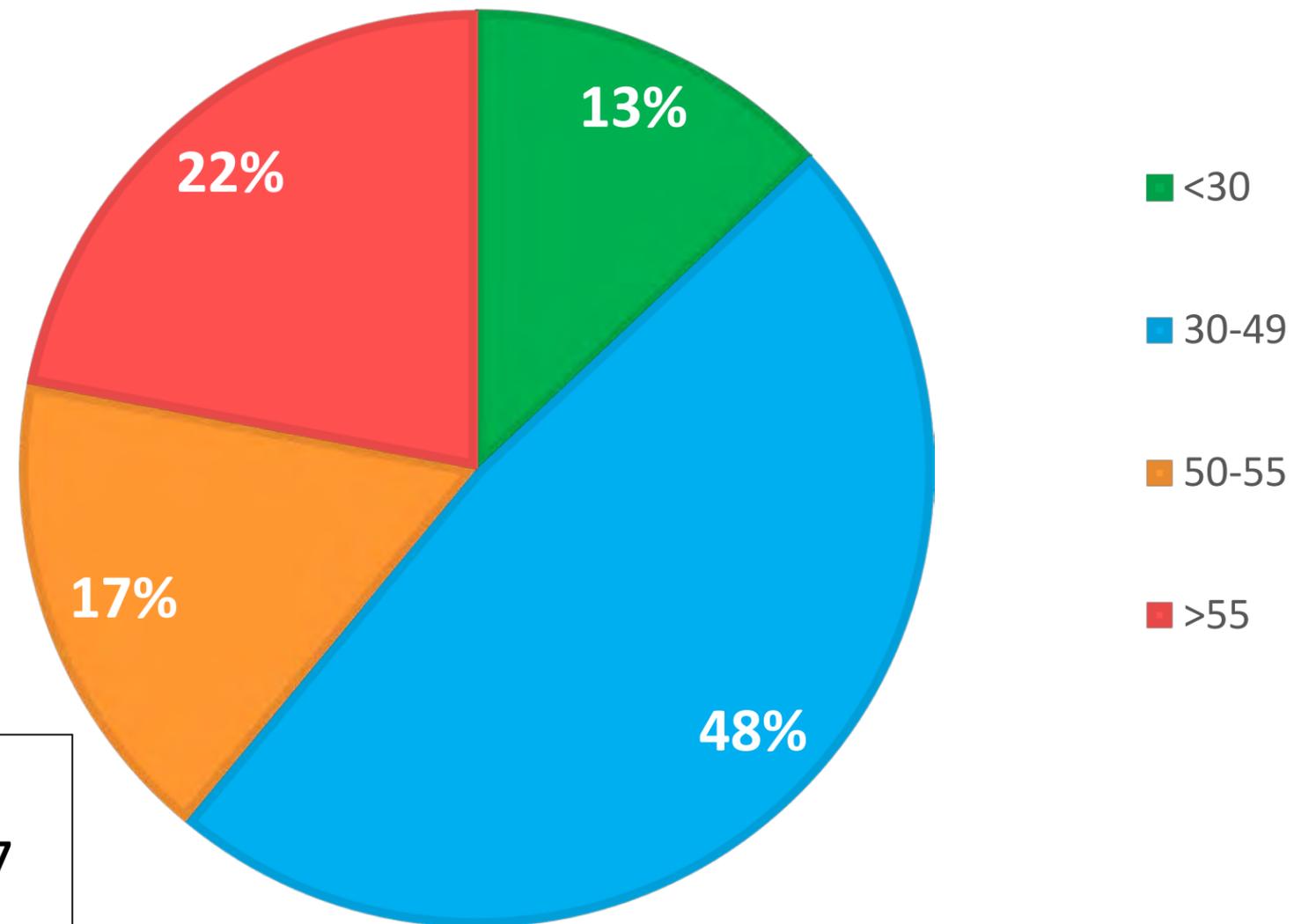
Workforce Assessment

Current

- Strong competencies for today's needs
- Improved processes dictate new skill sets
- Lack of classifications for jobs of the future
- No formal tracking system for assessing and measuring employee competencies and skills growth
- Tuition reimbursement program not adequate to sustain today's workforce

RPU Workforce by Age

EMPLOYEE AGE DISTRIBUTION



Utility Industry:
Industry Avg. Age – 47
RPU Avg. Age – 45

RPU Retirement Projections



Workforce Structure

- 200+ Job classifications in RPU
 - 152 unique “Utilities” job classifications
 - 50+ city-wide classifications
- Two formal bargaining units
 - IBEW Local 47
 - SEIU Local 721
- Management Structure
 - Classified
 - Non-classified

Utility 2.0 Workforce Assessment

- Begin shift from organization of the past
- Embed workforce development staff within RPU
 - Specialized skills
 - HR of today not the same organization needed for future
- Staff support for needed for the future
 - Data analytics and visualization
 - Project and technology management
 - Business process analytics

Utility 2.0 Workforce Assessment

- Knowledge transfer needed for aging workforce
 - Bridge gap on legacy systems
 - Pass critical infrastructure and historic operating knowledge to next generation
- Training needed to prepare for Utility 2.0 competencies
 - No formal training program to prepare today's employees for the future
 - Tuition reimbursement not adequate to sustain tomorrow's workforce

Utility 2.0 Competency Map

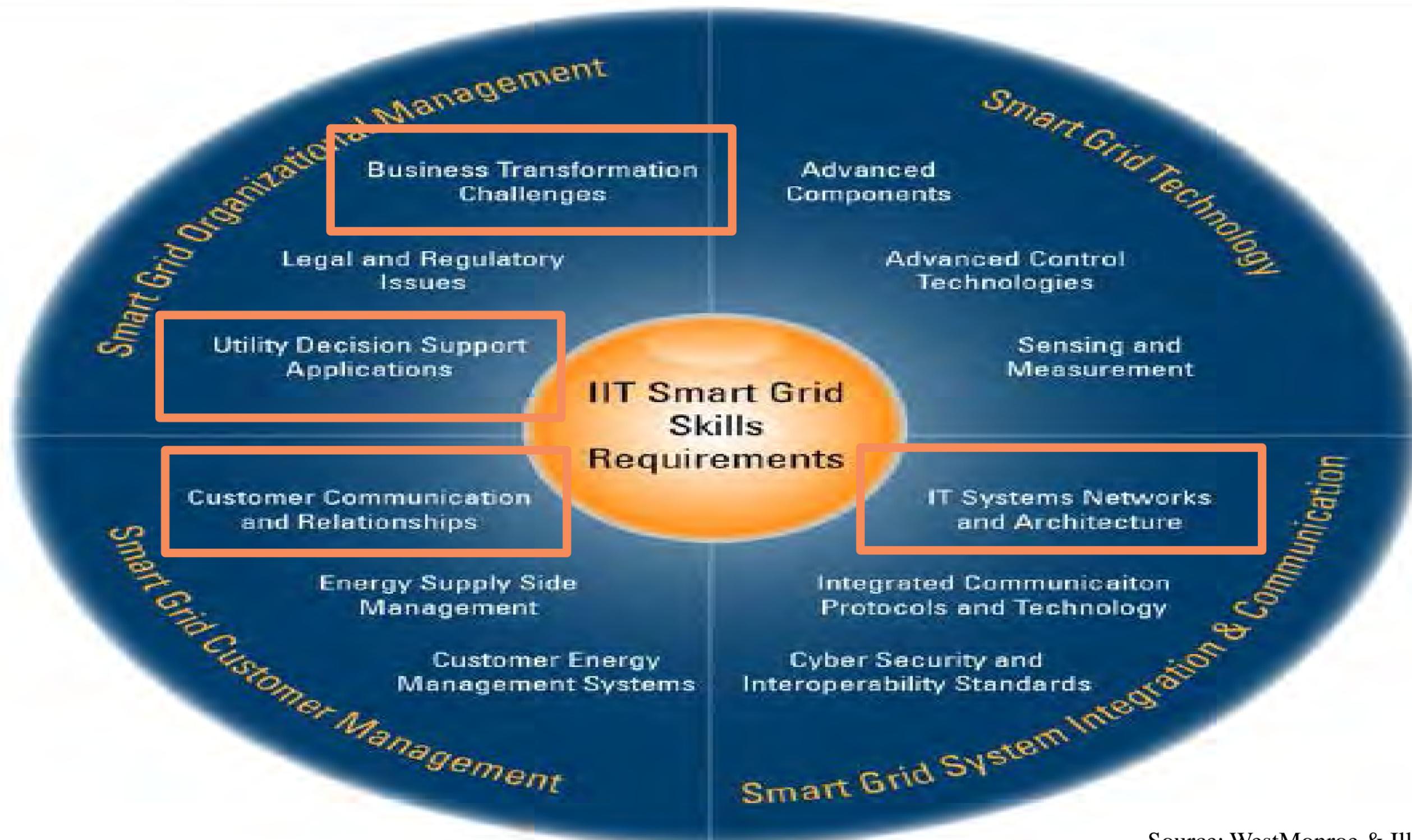


Figure 2: Smart Grid Skills Requirements

Utility 2.0 Workforce Strategy

Recruit/Promote

Competencies
Classifications
Career ladders

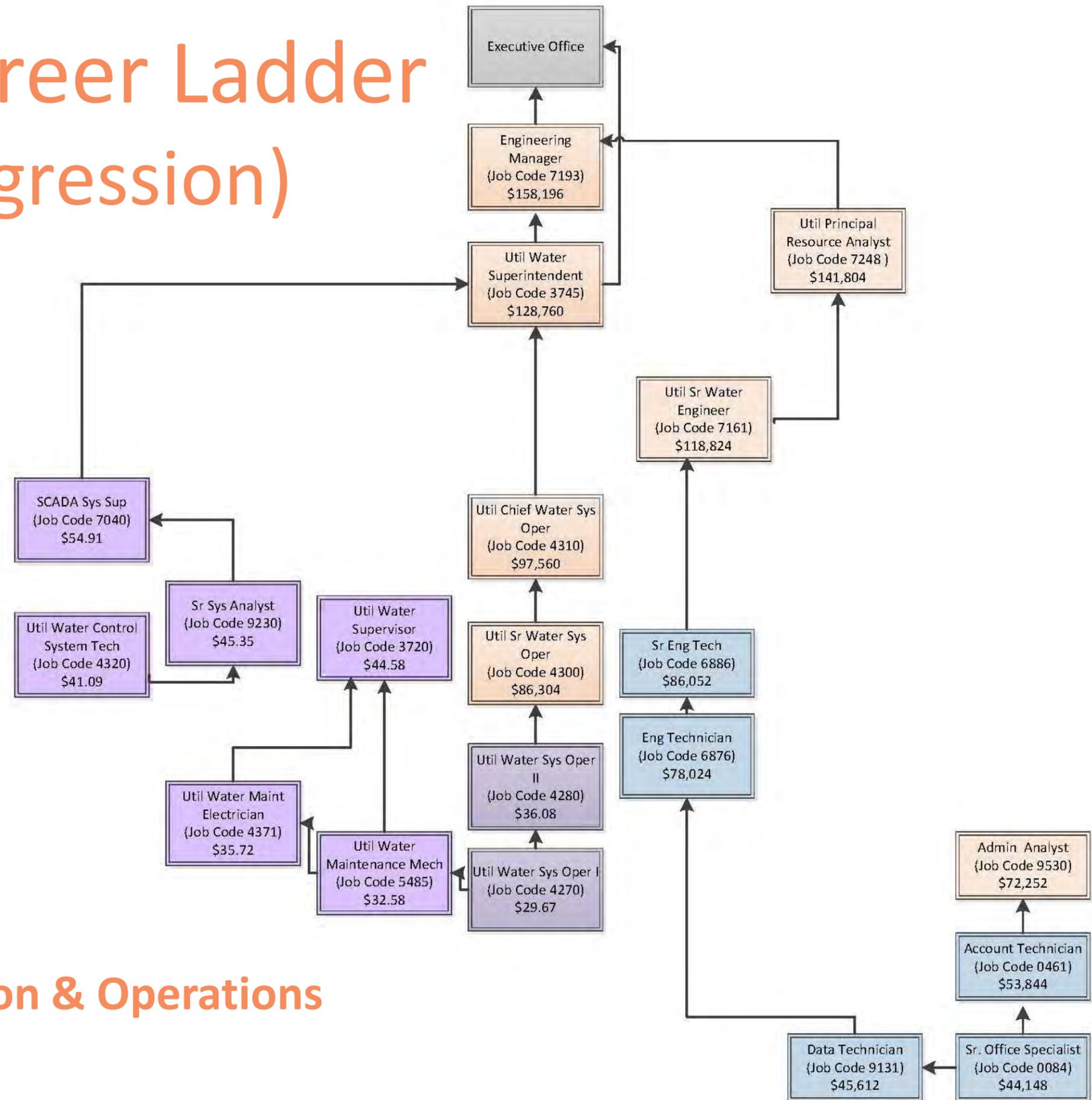
Training

Education
- contract
- sponsorship
Seminars
Conferences
Enrichment

Compensation

Competitive Salary
Benefits
Hours/schedule

Sample Career Ladder (Career Progression)



Water Production & Operations

ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT
RECOMMENDATIONS

INFRASTRUCTURE IMPROVEMENT

THRIVING FINANCIALLY

ADVANCED TECHNOLOGIES

Summary of Recommendations

Partnership with Human Resources

People

- Develop new Utility 2.0 appropriate classifications
 - Analyze core competencies and reconcile to current classification
- Focus near-term recruitments on Utility 2.0 transformation
 - Project Management
 - Data Analysis and Visualization
 - Communication (Internal and External)
 - Business Analysis and Transformation
- Embedded workforce and operational technology support within RPU
- Implement formal job transition training programs
 - Contract Education (partnership with RCCD and HR)
 - RPU Education sponsorship program

Summary of Recommendations

Partnership with Human Resources

Process

- Career development plans/discussion
 - Annual with employee performance appraisal
 - Initiated by manager/supervisor
- Modify recruitment processes to be more nimble
 - Continue/Expand use of eligibility lists
 - Continued conversion of paper processes to automated processes
 - Enhance training for hiring managers
- Review compensation policies and levels more frequently
 - Develop standard process for salary reviews
 - Develop standard process for classification comparisons
 - Incorporate into annual budget process

Summary of Recommendations

Partnership with Human Resources

Technology

- Implement Talent Management System
 - Knowledge capture and transfer
 - Track and monitor employee training and education
 - Project staff turnover

ROAD MAPS –

FEEDBACK

WORKFORCE DEVELOPMENT

INFRASTRUCTURE IMPROVEMENT

THRIVING FINANCIALLY

ADVANCED TECHNOLOGIES