RPU GOAL #1
Contribute to the City of Riverside’s economic development while preserving RPU’s financial strength.

RPU GOAL #2
Maximize the use of technology to improve utility operations.

RPU GOAL #3
Impact positively legislation and regulations at all levels of government.

RPU GOAL #4
Develop and implement electric and water resource plans.

RPU GOAL #5
Create and implement a workforce development plan.

CITY GOAL #1

CITY GOAL #2
Economic Development: Continue to develop an economically vibrant City.

CITY GOAL #3
Community Services: Provide appealing, accessible and safe venues.

CITY GOAL #4
City Transportation Program: Continue to develop efficient transportation systems and provide affordable options for community mobility.

CITY GOAL #5
Improve Housing Diversity and Options.

CITY GOAL #6
Improve Teamwork and Communication.

CITY GOAL #7
Reduce Taxpayer Liability and Reduce Costs Wherever Possible.

THE PLANS
- Recycled Water
- Water Infrastructure
- Integrated Water
- Workforce Development
- Facilities Plan
- RPS Power Implementation
- Integrated Power Resources
- Electric Infrastructure
- Transmission Reliability
- Fiber Business
- Thriving Financially
- Advanced Technologies
- Conservation and Efficiency
- Financial Pro Forma - 10 Yr
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
Executive Summary
Details

• Workforce Background & Assessment
• Retirement Heatmap Assessment
• Utility 2.0 Skills Assessment
• Recruitment & Compensation Assessment
• Findings
• Options/Alternatives
• Recommendations
ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT
EXECUTIVE SUMMARY

INFRASTRUCTURE IMPROVEMENT

THRIVING FINANCIALLY

ADVANCED TECHNOLOGIES
Workforce Development Objectives

• Identify, assess, and bridge competency gaps that result from changes workplace and technology
• 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 Development Plan Model

Attract

Retain

Develop
Workforce Development Plan Model

Attract

Recruitment and Outreach

Retain

Develop
Workforce Development Plan Model

Attract

Retain

Develop

Training and Skills
Workforce Development Plan Model

- Attract
- Develop
- Retain
  Engagement and Culture
Workforce Development Plan Model

Focus of current workforce plan

Attract

Develop

Retain
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
Utility 2.0 Competency Gap

### Initial Gap Analysis: Score Differentials

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### Functional Expert Classifications

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RPU Workforce by Age

**Utility Industry:**
Industry Avg. Age – 47
RPU Avg. Age – 45
RPU Retirement Projections

Employees eligible to retire now and future

- Eligible to Retire (5 years of service @55)
- Most Likely to Retire (25 years of service @55)

Industry Facts:
- 36% - 5 Years
- 55% - 10 Years
Utility 2.0 Workforce Assessment

• Begin shift from organization of the past
• Embed workforce development staff within RPU
• Staff support for needed for the future
  – Data analytics and visualization
  – Project and technology management
  – Business process analytics
• Knowledge transfer needed for aging workforce
• Training needed to prepare for Utility 2.0 competencies
Summary of Recommendations

People
• Develop new Utility 2.0 appropriate classifications
• Embedded workforce support within RPU
• Implement formal training programs

Process
• Modify recruitment processes to be more nimble (partnership with Human Resources)
• Review compensation policies and levels more frequently

Technology
• Implement Talent Management System
  – Knowledge capture and transfer
Overview of Assessments

- RPU Demographics
- Retirement Heat Map
- Utility 2.0 Competency Heat Map
- Workforce Process – Recruitment & Development
Workforce Snapshot

654 Budgeted Positions
16% Vacancy rate (105 FTEs)

Electric Fund 472
Water Fund 182

(as of 12/2014)
Labor Costs Relative to Budget

- General Fund Labor costs – 70% of Gross Budget
- RPU Labor costs -15% of Gross Budget
  - Provides opportunity for Utility 2.0 job implementation without significant budget impacts
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
RPU Workforce by Age

Utility Industry:
Industry Avg. Age – 47
RPU Avg. Age – 45
RPU Workforce by Generations

- Great Generation: 0%
- Baby Boomers: 35%
- Generation X: 30%
- Millennials: 25%
ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT
RETIREMENT HEATMAP
ASSESSMENT

INFRASTRUCTURE IMPROVEMENT
THRIVING FINANCIALLY
ADVANCED TECHNOLOGIES
Retirement Heat Map

• Assessed the potential for near-term and mid-term retirements
• Assessed the likelihood of retirements from each division
  – Age
  – Years of service
## RPU Retirement Summary Projection

### Current and Future Retirement Projections
Riverside Public Utilities
Based on Index (Age + Years of Service)

#### Current Stats

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#### Distribution Across Bargaining Units

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<th>30 - SPECIAL</th>
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Management includes "Executive" and "Confidential" bargaining units.

### Future Projections

#### 3 Year

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#### Distribution Across Bargaining Units

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Management includes "Executive" and "Confidential" bargaining units.

#### 5 Year

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Management includes "Executive" and "Confidential" bargaining units.

#### 10 Year

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#### Distribution Across Bargaining Units

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Management includes "Executive" and "Confidential" bargaining units.
RPU Retirement Projections

Employees eligible to retire now and future

- Eligible to Retire (5 years of service @55)
- Most Likely to Retire (25 years of service @55)

Industry Facts:
- 36% - 5 Years
- 55% - 10 Years
ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT
UTILITY 2.0 SKILLS ASSESSMENT

INFRASTRUCTURE IMPROVEMENT
THRIVING FINANCIALLY
ADVANCED TECHNOLOGIES
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
Job Skills Assessment – Utility 2.0

• Completed a comprehensive assessment of the current status of RPU’s workforce in a Heat Map format:
  • Identified skills of current workforce
  • Identified skills required by job classification of future employees (Utility 2.0)
  • Identified gaps
Model Methodology

The model identified future **job classifications, skills and competency levels** required for successful implementation of Utility 2.0

- Adapted from electric utility national consulting firm
- Further adapted to water industry jobs and skills
# Utility 2.0 Heat Map

## Job Classifications

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<th>Functional/Expert Classifications</th>
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<td>Engineering (Electric &amp; Water)</td>
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<tr>
<td>Manager/Supervisor</td>
<td>IT/Telecom/Cyber Security/Data Management</td>
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<tr>
<td>Field Employees - Other</td>
<td>Architects/Manufacturing/Building Design</td>
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<td>Electric Op</td>
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<td>Communication &amp; Public Relations/Mktg</td>
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### Adapted Baseline - Utility 2.0 Competencies

#### Utility 2.0 Job Competencies

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## Utility 2.0 Competencies - Baseline and RPU Assessed

### Utility 2.0 Job Competencies

#### Adapted Baseline - Utility 2.0 Competencies

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Note: 1 = Aware, 2 = Knowledgeable, 3 = Expert
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<td>Comm &amp; PR/Program Svc/Marketing (18 Emp)</td>
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<td>Business Support Specialists (102 Emp)</td>
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<td>Legal &amp; Regulatory (2 Emp)</td>
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### Functional Expert Classifications

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<td>Engineers - Electric (19 Emp)</td>
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<td>Engineers - Water (13 Emp)</td>
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<td>Architects/Design (41 Emp)</td>
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</tr>
</tbody>
</table>
Utility 2.0 Heat Map

Next Steps:
• Refine Heat map skills categories
• Apply to individual incumbents
• Prepare individual employee development plans
• Review classification specifications
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
ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT
RECRUITMENT & COMPENSATION
ASSESSMENT

INFRAREDACUTURE IMPROVEMENT
THRIVING FINANCIALLY
ADVANCED TECHNOLOGIES
Recruitment

• Process is largely paper based
• Automation of application process has created efficiencies
• Constraints of public agency law can impede progress
  – Example: Power Line Technicians
    • Highly mobile
    • Competitive private market sector
    • Hiring timeframes identified anecdotally as impediment
Compensation

- Recent surveys indicate RPU compensation below market
  - Not a comprehensive assessment
  - RPU market basket different from City
- IBEW compensation set to market in 2014
- Several compression issues exist
ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT FINDINGS

- INFRASTRUCTURE IMPROVEMENT
- THRIVING FINANCIALLY
- ADVANCED TECHNOLOGIES
Findings – Utility 2.0 Workforce

- Current workforce does not possess the levels of knowledge or expertise to implement Utility 2.0
  - Marginal to significant skill gaps
- Investment needed in training and retraining programs
- Heightened communication skills required in all job classifications
- Need for individualized training plans
Findings – Utility 2.0 Workforce

• Advanced technologies will bring new jobs, titles and roles
• Existing job classifications need to evolve
• Increased system visibility and customer communication requires additional staffing for resources and analytics
  – Data scientists & analysts
  – Programmer analysts & data control staff
  – Project & technology management staff
Findings – Aging Workforce

- 39% of workforce is at or near retirement age
- RPU lacks formal knowledge transfer plan and practices
- Succession planning needs to be refreshed for Utility 2.0
Findings – Recruitment & Compensation

• New organizational structures needed to compete in Utility 2.0
• Embedded workforce support with RPU is needed
• Current compensation policies & practices not competitive in rapidly evolving utility industry
  — Results in competitive disadvantage
ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT OPTIONS & ALTERNATIVES

- INFRASTRUCTURE IMPROVEMENT
- THRIVING FINANCIALLY
- ADVANCED TECHNOLOGIES
## Options

<table>
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<tr>
<th>Attract</th>
<th>Develop</th>
<th>Retain</th>
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<tr>
<td><strong>Option 1</strong></td>
<td>Status Quo</td>
<td>Status Quo</td>
</tr>
<tr>
<td><strong>Option 2</strong></td>
<td>RPU with HR support:</td>
<td>Repurpose vacancies for Utility 2.0 needs:</td>
</tr>
<tr>
<td></td>
<td>• Implement innovative workforce recommendations</td>
<td>• Over/under fill</td>
</tr>
<tr>
<td></td>
<td>• Sooner than other departments</td>
<td>• Requires flexibility in current process</td>
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</table>

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Alternatives

• Contract labor & consultants to support Utility 2.0 implementation
• Use temporary agencies to fill vacancies
ROAD MAPS – WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT RECOMMENDATIONS

- INFRASTRUCTURE IMPROVEMENT
- THRIVING FINANCIALLY
- ADVANCED TECHNOLOGIES
Summary of Recommendations

**People**
- Develop new Utility 2.0 appropriate classifications
- Embedded workforce support within RPU
- Implement formal training programs

**Process**
- Modify recruitment processes to be more nimble (partnership with Human Resources)
- Review compensation policies and levels more frequently

**Technology**
- Implement Talent Management System
  - Knowledge capture and transfer
# Short-term Recommendations (1 Year)

<table>
<thead>
<tr>
<th>PEOPLE</th>
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<tbody>
<tr>
<td>• Review job classifications-create or revise as needed</td>
</tr>
<tr>
<td>• Hire Programmer Analysts &amp; Data Scientists</td>
</tr>
<tr>
<td>• Develop Office of Technology Management and fill staff</td>
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</table>

<table>
<thead>
<tr>
<th>PROCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Identify hard to recruit classifications</td>
</tr>
<tr>
<td>• Develop formal protocol to assess and test for competencies</td>
</tr>
<tr>
<td>• Assess vacant positions to identify work competencies</td>
</tr>
<tr>
<td>• Assist HR in developing procedures to streamline recruitment processes</td>
</tr>
<tr>
<td>• Develop a curriculum to address immediate training needs implement through contract education</td>
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</table>

<table>
<thead>
<tr>
<th>TECHNOLOGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify and develop a Talent Management System to support training and development activities</td>
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</table>
## Mid-term Recommendations (1 - 2 Years)

<table>
<thead>
<tr>
<th>PEOPLE</th>
<th>PROCESSES</th>
<th>TECHNOLOGY</th>
</tr>
</thead>
</table>
| • Review job classifications-create or revise as needed  
  • Retirement succession planning  
  • Embed workforce support function within RPU | • Develop specialized recruiting plans  
  • Establish and implement knowledge transfer procedures  
  • Train workforce on advanced technology equipment and software  
  • Develop individualized development plans  
  • Revise guidelines for apprenticeship program  
  • Revamp tuition reimbursement program | Implement Talent Management System |

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## Long-term Recommendations (2+ Years)

<table>
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<tbody>
<tr>
<td>• Evaluate and review workforce needs</td>
<td>• Review job classifications-create or revise as needed</td>
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<tr>
<td></td>
<td>• Continue training workforce on advanced technology equipment and software</td>
</tr>
<tr>
<td></td>
<td>• Develop &amp; implement a 3-5 year training plan for competencies by functional area</td>
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<tr>
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<td>• Create a resource plan to identify how we will fill vacancies</td>
</tr>
<tr>
<td></td>
<td>• Create procedures to add/drop positions across organization</td>
</tr>
<tr>
<td></td>
<td>• Conduct a comprehensive salary study for organization</td>
</tr>
<tr>
<td></td>
<td>• Evaluate and review processes</td>
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<td></td>
<td>• Evaluate and review Talent Management System</td>
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</tbody>
</table>

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Options & Recommendations Decided from Feedback

Status Quo

Actively Innovate HR Processes

Feedback

Short-Term Recommendations

Mid-Term Recommendations

Long-Term Recommendations

Feedback
RIVERSIDE PUBLIC UTILITIES - PLANNING DATELINE

WORKING THE PLAN

**Q1 - 2015**
- **February 12, 2015**
  - Introduction to Utility 2.0
- **February 27, 2015**
  - Utility 2.0 Feedback

**Q2 - 2015**
- **May 7, 2015**
  - Joint Meeting #1
  - Utility 2.0 Infrastructure & Workforce Roadmaps
- **July 13, 2015**
  - Utility 2.0 Resource Supply Thriving Financially Roadmaps

**Q3 - 2015**
- **July 29, 2015**
  - Utility 2.0 Resource Supply Thriving Financially Roadmaps
- **August 11, 2015**
  - City Council to discuss Performance Audits Fiscal and Reserves Policy
- **August 28, 2015**
  - Joint Meeting #2
  - Utility 2.0 - Roadmaps & Governance

**Q4 - 2015**
- **September 1, 2015**
  - Council Workshop
  - RPU Finance 101
- **October 2015**
  - Fiber Optic Plan
  - Northside Audit Transactions to Board and Council
- **Oct.-Dec. 2015**
  - Roadmap Feedback
  - Fiscal Policies Audit Organizational Review
  - Thriving Financially to Board and Council

**Q1 - 2016**
- **Jan.-Mar. 2016**
  - Draft Financial Plan (5 year forecast)
  - Performance Audit (next phase)
  - Detailed Finance Audit to Board and Council

**2014**
- General Manager Assessment

**Q1 - 2014**
- February 12, 2015
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