Transform the Workforce
Action Plans

Presentation to Customer Review Panel
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Laura Southard, HR Director
Kim Collier, Deputy Director, SPU
Current State – *What We Face*....
The Employee Story:
“We are good at what we do…and we want to be better.”
Satisfaction, Engagement and Opportunity

- **Accountability:** Employees are looking for clear goals and direction.
- **Management/Supervisors:** Need and want skill development and training. (Employees echo the theme based on experience with managers/supervisor)
- **Career:** Career pathways, opportunities to expand skills and experiences which support growth and development including access to training.
- **Recognition and Value**

***Input from multiple sources including Diversity/RSJ survey, SBP surveys, Attendance Mgmt., Focus Groups, FOM Workforce Efficiencies team, supervisor training assessments and exit data***
What we want employees to be able to say by 2020 to describe their experience.

• I understand how my work contributes to SPU achieving business outcomes
• I know what good, excellent and outstanding performance is for my position and what underperformance looks like
• I work safely and minimize the occurrence of injuries
• I know that the Utility values my skills and abilities and that I am in the “right” position to use those skills and abilities
• I know what training, development and career opportunities exist and I take responsibility for my career advancement
• I know how to be a positive contributor and team player
Informed action plans? YES

• SBP Engagement Survey results from employees
• Attendance Management employee focus groups
• Field Operations Workforce Efficiencies team
• SPU Subject Matter Experts
  ✓ HR Staff
  ✓ Leadership Forum
  ✓ Safety Team
• Workers Compensation Assessments; City Auditor and SPU
• Customer Review Panel & E-Team prioritization
• HDR Efficiency Recommendations – used to calibrate
Action Plans

- Five action plans require investment.
  - Employee Performance Management
  - Leadership Development
  - Absence & Disability Management
  - Talent Management
  - HR Data and Performance Measurement
Employee Performance Management

Gap: Inadequate and inconsistent performance management and improvement process. Lack of effective resources, tools and processes to manage ongoing performance.

What’s needed:

- Business process redesign & technology implementation
- Competency development that drives SPU culture
- Overall program development and implementation

Investment:

- $50,000 year (2 years) to build and maintain program
- 1 FTE – performance advisor (program & technical)
Leadership Development

Gap: *Inadequate training and development for supervisors and aspiring leaders to fill pipeline.*

*What’s needed:*  
- Skill building, competency based training and mentoring  
- Programs to support critical succession planning and preparation of internal talent  
- Supervisors need more training to improve effectiveness

*Investment:*  
- $175,000 year to build and maintain program
Absence & Disability Management

Gap: Higher than desired injury and re-injury rates, WC claims and medical costs, sick leave and medical leave utilization.

What’s needed:

□ A shared, programmatic approach to manage disabilities
□ Develop basic wellness program
□ Safety program continuous improvement
□ Improved safety data and analysis

Investment:

□ $150,000/year safety and wellness program
□ 2.0 FTE – Wellness specialist and data analyst
Talent Management

Gap: *Lack comprehensive programs, systems and processes for effective recruitment, retention and succession planning.*

*What’s needed:*  
- Business process redesign & technology implementation  
- Program development and implementation  
- Succession and workforce staffing plans

*Investment:*  
- $100,000 year to build and maintain program  
- 3 total FTE adds but reduce 2 positions by YE 2019.
Process Redesign anyone?
HR Data & Performance Measurement

Gap: No skills assessment or competency inventory, no succession or workforce planning efforts, no talent management technology and inadequate HR data.

What’s needed:

☐ Business process redesign & technology implementation

☐ Skills and competency inventory, compensation review, job description development, etc.

☐ HR data and analytics

Investment:

☐ $300,000/year technology, consultant costs, etc.

HR Talent Management Technology

**Talent Management Technology Implementation**

- **Team Leader**
  - **Learning**
    - Enables online training delivery
    - Tracks skill inventory
    - Facilitates instructor-led training
    - Tracks certifications
    - Career development — more self-directed
    - Up-skilling/building capacity of employees
  - **Succession Planning**
    - Employee profile
    - Integration w/EV5 (HRIS)
    - Data tables
    - Dashboards
    - Succession planning
    - Safety software — Intelex
    - Access rights/ securities
  - **Performance Management**
    - Design performance management program in 2014
    - Competency models
    - Alignment of SPU’s goals and objectives to employees performance
    - System configuration to enable newly designed performance appraisals and program components
    - Training
    - Implementation
  - **Business Process Redesign**
    - Recruitment/selection process
    - Succession Planning
    - Workforce planning
    - Training requests and approvals
    - Certification tracking processes
    - Job description development
    - Compensation and classification
    - Disability Mgmt/Return to Work
    - Leave administration
### Transform the Workforce Action Plans

#### Investment Summary

<table>
<thead>
<tr>
<th>Total O&amp;M Labor</th>
<th>Total O&amp;M Non-Labor</th>
<th>FTE Adds</th>
<th>Efficiency Reductions by 2019</th>
<th>Net FTE Adds</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3,900,000</td>
<td>$4,450,000</td>
<td>8</td>
<td>4</td>
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</tbody>
</table>

Total $8,350,000
How does it break down?

- Investment per employee per year between 2015 - 2020:

  $1,009.51

Notes:
1436 positions – 4% vacancy factor = 1378.56 employees
$8,350,000 / 1378.56 = $6,057.05 total per employee over 6 years
Questions