

Transform the Workforce Action Plans

Presentation to Customer Review Panel

March 28, 2014

Laura Southard, HR Director

Kim Collier, Deputy Director, SPU

Seattle
 Public
Utilities

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.*

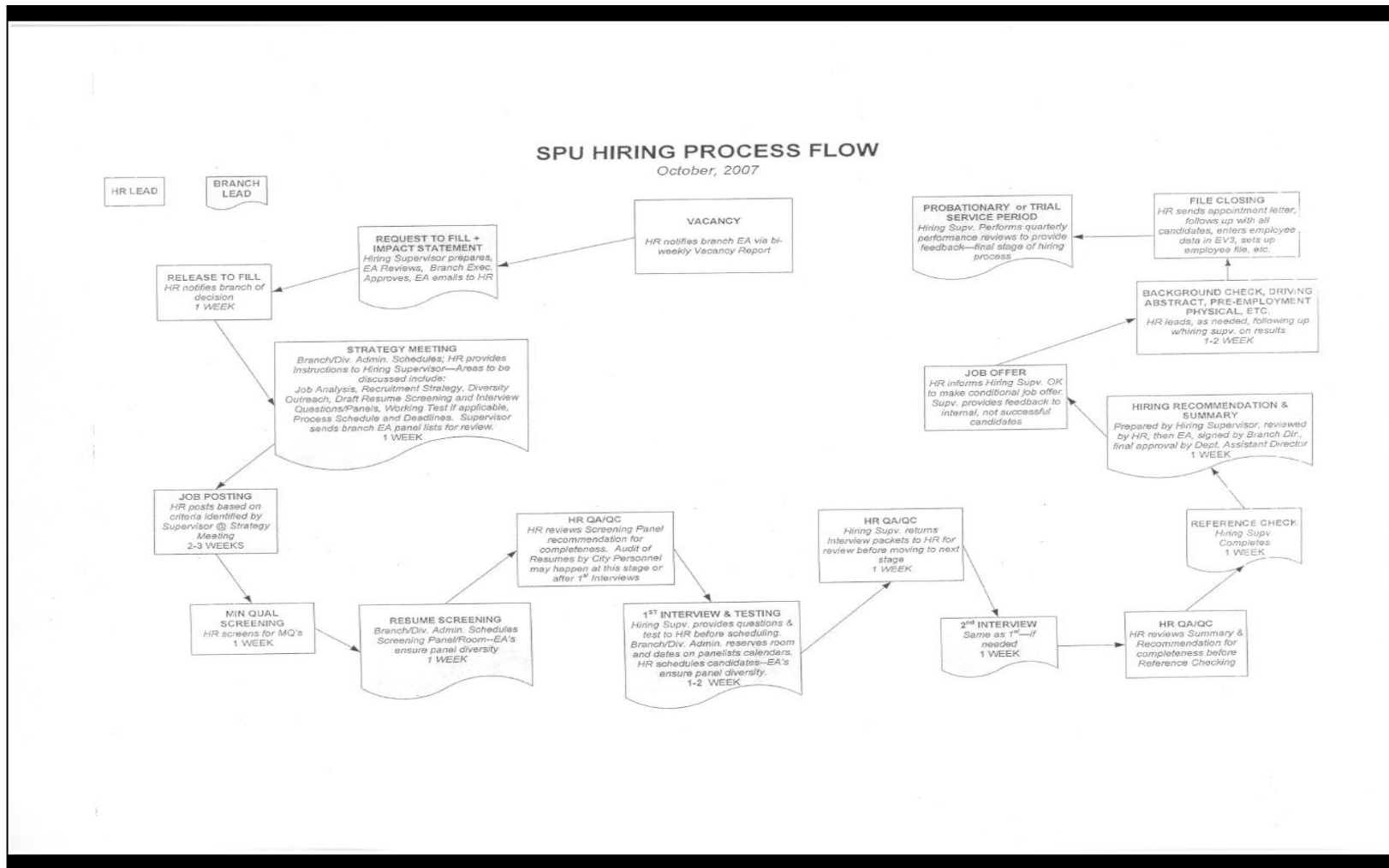
What's needed:

- 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:

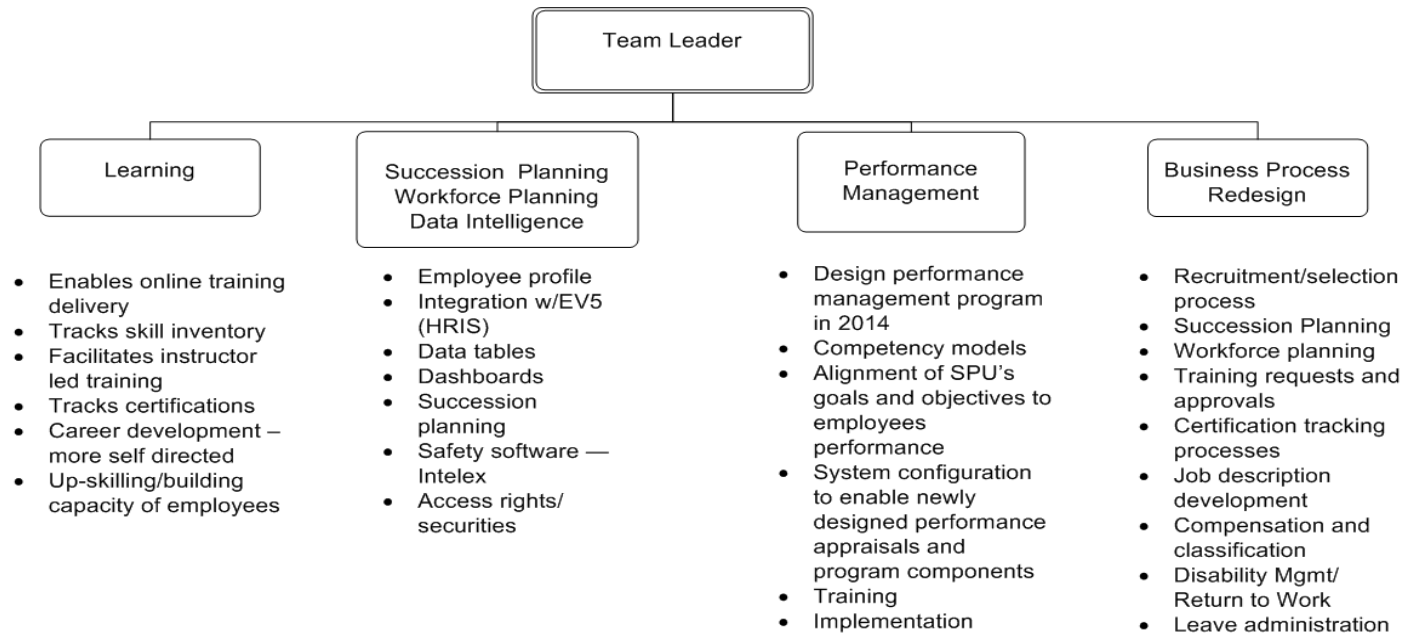
- Business process redesign & technology implementation
- Skills and competency inventory, compensation review, job description development, etc.
- HR data and analytics

Investment:

- \$300,000/year technology, consultant costs, etc.
- 3.0 FTE – Tech lead, process redesign, technology implementation. Reduce 2 by YE 2019.

HR Talent Management Technology

Talent Management Technology Implementation



Transform the Workforce Action Plans

Investment Summary

Total O&M Labor	Total O&M Non-Labor	Total FTE Adds	FTE Efficiency Reductions by 2019	Net FTE Adds
\$ 3,900,000	\$ 4,450,000	8	4	4

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