

# Utilities Workforce Update: Succession Planning, Recruitments and Vacancies

Utilities Advisory Commission

February 6, 2019



## Administration, Customer Support, Engineering, Resource Management

### Administration - 16 (3)

- 1 Administrative Assistant (1)
- 1 Administrative Associate II
- 1 Asst City Manager/Util General Manager (1)
- 2 Business Analyst (1)
- 1 Coord Utility Proj
- 1 Mgr Communications
- 1 Mgr Util Telecomm
- 1 Program Assistant I
- 1 Principal Business Analyst
- 3 Sr. Business Analyst
- 1 Utilities Chief Operating Officer
- 1 Utilities Compliance Manager
- 1 Utilities Strategic Business Manager

### Customer Support - 23 (4)

- 1 Assistant Director Util Cust Support Svs
- 2 Cust Svc Specialist-L (2)
- 7 Cust Svc Represent (1)
- 2 Cust Svc Spec
- 1 Manager Customer Service
- 1 Mgr, Credit & Collection & Meter Reading
- 6 Meter Reader (1)
- 1 Meter Reader-Lead
- 2 Util Credit/Col Spec

### Engineering - 43 (7)

- 1 Administrative Associate II
- 1 Assistant Director Utilities Engineering (1)
- 1 Assistant Engineer
- 1 Business Analyst (1)
- 2 Electric Project Engineer
- 4 Engineer
- 1 Engr Mgr - Electric
- 1 Engr Mgr - WGW
- 3 Engr Tech III
- 3 Inspector, Field Svc (1)
- 3 Power Engr
- 5 Project Engineer (1)
- 5 Senior Electrical Engineer
- 4 Senior Engineer (1)
- 1 Supervising Electric Project Engineer
- 5 Util Engr Estimator (2)
- 1 Utilities Engineer Estimator Lead
- 1 Utilities Supervisor

### Resource Management - 23 (2.5)

- 2 Administrative Associate II
- 1 Asst Dir Ut/Res Mgmt
- 1 Business Analyst
- 1 Manager Utilities Program Services
- 6 Resource Planner (2)
- 6 Senior Resources Planner (0.5)
- 3 Utility Key Account Rep
- 3 Utility Marketing Program Administrator



## WGW & Electric Operations

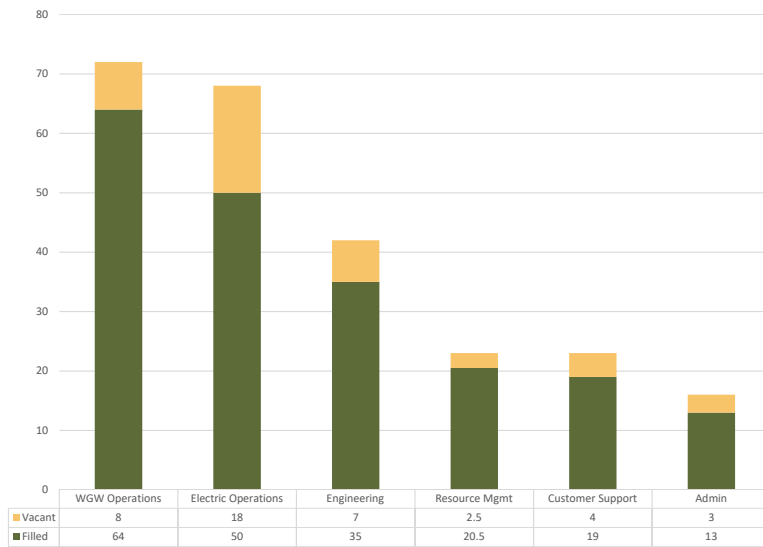
- Electric Operations - 68 (18)**
- 2 Administrative Associate II
  - 1 Assistant Director Utilities Operations
  - 2 Coord Utility Proj
  - 3 **Elec Asst I (3)**
  - 2 Elec Undgd Inspec
  - 1 Electric Underground Inspector - Lead
  - 1 Electrical Equipment Tech
  - 3 **Heavy Equip Operator (1)**
  - 11 **Lineper/Cable Spl (2)**
  - 4 **Lineper/Cable Spl-L (3)**
  - 3 **Metering Technician (1)**
  - 1 Metering Technician Lead
  - 1 Mgr Electric Oprns
  - 2 **Overhead Underground Troubleman (1)**
  - 2 SCADA Technologist
  - 2 **Street Light Traffic Signal & Fiber Lead (1)**
  - 5 Street Light Traffic Signal & Fiber Tech
  - 6 **Substation Electrician (1)**
  - 2 Substation Electrician Lead
  - 2 **Util Comp Tech (1)**
  - 1 **Util Comp Tech-L (1)**
  - 3 **Util Locator (1)**
  - 5 **Util Syst Operator (1)**
  - 5 **Utilities Supervisor (1)**

- WGW Operations - 73 (8)**
- 1 **Administrative Associate II (1)**
  - 1 Business Analyst
  - 1 Cathodic Protection Technician Assistant
  - 1 Cathodic Tech
  - 2 Cement Finisher
  - 3 **Coord Utility Proj (1)**
  - 3 Gas Meter Technicians
  - 2 Water Meter Technicians
  - 5 **Heavy Equip Operator (3)**
  - 4 **HEO/Installer Repairer (1)**
  - 2 Inspector, Field Svc
  - 2 Maintenance Mechanic-Welding
  - 1 Mgr Util Oprns Wgw
  - 1 Program Assistant I
  - 1 Restoration Lead
  - 1 Sr Mech
  - 1 **Sr Util Field Svc Rep (1)**
  - 2 Sr Water Sys Oper
  - 5 Util Fld Svcs Rep
  - 10 Util Install/Rep
  - 1 Util Install/Rep Ast
  - 5 **Util Install/Rep-Lead (1)**
  - 6 Utilities Supervisor
  - 1 Utility Safety Officer
  - 2 Util Install Repair Lead-Welding Cert
  - 3 Util Install Repair-Welding Cert
  - 4 Water Sys Oper II



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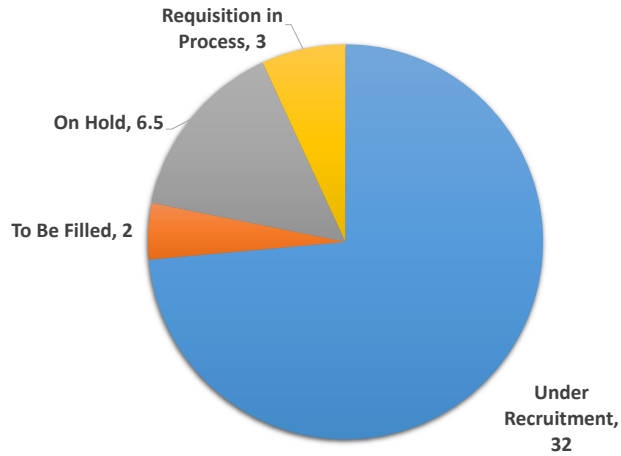
## Vacancies by Division



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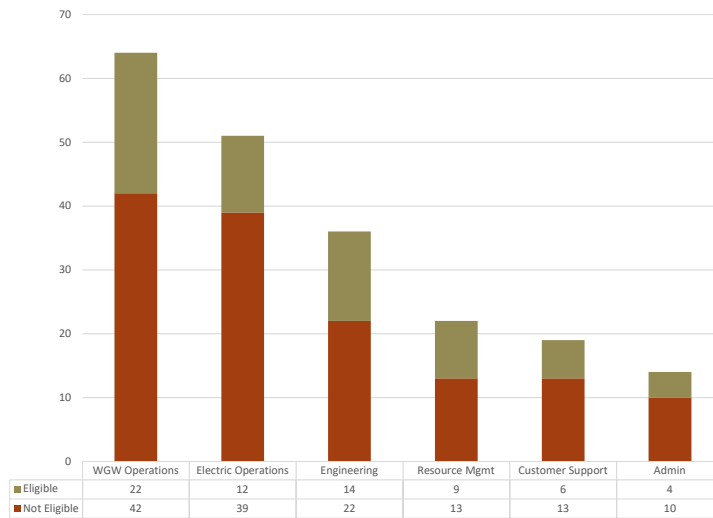
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## Status of Vacancies



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## Retirement Eligibility by Division



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## Electric Operations – Key Positions

SEIU: Critical staffing shortages in key positions

- 5 Linesperson
- 2 Compliance Technician
- 2 System Operators
- 1 Substation Electrician

MGMT: Recent or pending retirements

- Assistant Director Operations
- Manager Electric Operations
- Electric Supervisor



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## Why are These Positions Difficult to Fill?

- Industry wide retirement trend
- High cost of living and long travel commute
- Wage escalation (Lineperson job family)
- Extensive training requirements (5 years)
- Job opportunities in other utilities and municipalities



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## Recruitments

- Entry Level – Able to recruit and fill
- Mid Level – Unable to attract for key positions
- Senior Level – Unable to attract for key positions and internal candidates are not fully qualified or ready for advancement

## Short-term Solutions & Progress

- Internal Opportunities
  - Working out of class
  - Job rotation
  - Promotion
- Labor Negotiations
  - SEIU (in progress)
  - UMPAPA (June 2019)
- Overstrength positions / CalPERS exemption
- Staff augmentation with contract services

## Long-term Strategies

- Explore market-based compensation for critical and hard-to-fill positions
- Hire more resources for recruitment
- Evaluate retention pay options
- Develop & implement succession strategy
  - Professional Development & Training
  - Recruitment – Branding & Communication Plan
  - Market-based Compensation
- Assess department reorganization

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# Q&A

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