

**2011 - 2012 Statement of Legislative Intent**

**Approved**

Tab	Action	Option	Version
21	1	A	1

**Budget Action Title:** Requesting that City Light present a plan to improve workforce efficiency and performance

**Councilmembers:** Conlin; Harrell; Licata

**Staff Analyst:** Tony Kilduff

**Budget Committee Vote:**

Date	Result	SB	BH	SC	TR	JG	NL	RC	TB	MO
11/10/2010	Pass 9-	Y	Y	Y	Y	Y	Y	Y	Y	Y

**Statement of Legislative Intent:**

The Council requests that City Light submit a report that includes management recommendations for improving work force efficiency and performance improvements. Consistent with the recent contracts approved by 17 of the 19 unions in the Coalition of City Unions, the Council intends that this information will be fed into ongoing discussions with these labor partners on how to enhance the efficiency of City service provision. The Council is interested both in recommendations that can be implemented within current collective bargaining agreements and those that would require discussion as part of future contract negotiations. The report should include the following elements:

1. Multi-skill job classifications. Evaluate job classifications to identify whether unnecessarily narrow job duties contribute to work inefficiencies or higher costs from out-of-class and overtime pay. Where efficiencies or lower cost can be achieved, identify approaches for broadening job duties and/or reducing the number of job classifications. Include an approach that puts positions with similar job duties into a classification with broader job duties and a broader pay band, in which a worker can move up the pay band as his or her job skills and duties expand.
  
2. Shifts, work hours, and peak workload management.
  - A. Evaluate seasonal, daily and time-of-day workloads and staff availability during low and high work load periods. Identify any work tasks for which early morning, evening, nighttime, or weekend shifts would make more efficient use of staff and reduce overtime costs. Recommend a strategy and timeline for implementing any shift changes justified by the evaluation.
  - B. Evaluate the efficiency of an 8-hour work day, 10-hour work day or other flexible work schedules for various job classifications. Identify job classifications for which certain work schedules enhance or detract from work performance on a seasonal or year-round basis and recommend preferred work hour schedules for those classifications.

C. Identify whether seasonal, work-day, or time-of-day peak workloads could be more cost-effectively addressed through the use of seasonal, temporary or contracted labor.

3. Performance Benchmarks. Identify utility industry (or other relevant) performance benchmarks for work processes performed by City Light. Evaluate how City Light currently meets (or does not meet) the benchmarks and recommend any benchmark adjustments needed to address City-specific circumstances. Recommend how the benchmarks might be used to set worker or work-group performance expectations and serve as the basis for worker advancement or discipline.

**Responsible Council Committee(s):** Energy Technology and Civil Rights

**Date Due to Council:** August 1, 2011