

FOR CONSIDERATION

March 30, 2022

TO: The Board of Trustees

FROM: Thomas Falcone

SUBJECT: Consideration of the Adoption of Additional Recommendations to Improve Work Management

Requested Action

The LIPA Board of Trustees (the “Board”) is requested to adopt a resolution approving additional recommendations developed by LIPA Staff regarding improvements to the work management practices of PSEG Long Island, which resolution is attached hereto as **Exhibit “A.”**

Background

In June 2021, the Board approved eight recommendations designed to improve work management practices at PSEG Long Island. Subsequently, LIPA has been meeting with PSEG Long Island to understand its workforce time management with respect to overtime practices. As such, LIPA hired a third-party consultant to review PSEG Long Island’s time management and related timekeeping processes.

LIPA recognizes that supplemental overtime pay related to incremental scheduling beyond the normal work schedule can be beneficial to provide staffing flexibility. For example, there are periods when non-recurring projects, unplanned work, or storm restoration can use supplemental time effectively in lieu of hiring additional staff. However, such scheduling needs to be managed properly to ensure the incremental work time was necessary and fiscally responsible.

Recommendations

LIPA Staff reviewed the consultant’s report and compared the recommendations and findings contained in the report to efforts underway in accordance with existing Board approved Recommendations and associated Project Implementation Plans. Based on this review, LIPA Staff recommends the Board adopt the following four additional Work Management Recommendations:

1. Improved coding and description enhancements: Expand the review of Work Breakdown Structure and work order coding for all projects (including operating funded activities). Ensure coding is useful for straight time and overtime analysis purposes, including an annual review of its “short text” activity codes to ensure usefulness and ability to enhance decision-making.
2. Enhanced management review: Establish policies and procedures to enhance the internal PSEG Long Island management review of workforce resources and any related overtime, including comparing actuals to target and analyzing in greater detail areas and specific jobs that exceeded established thresholds.

3. Training: Develop training materials for supervisors making staffing and overtime decisions to guide decision-making in a consistent manner. Formalize the scheduling of initial training for new supervisors and refresher training for existing supervisors.
4. Multi-year overtime target planning: Utilize workforce planning models and techniques to establish long-range (out-year) overtime targets by craft as a guide to ensuring effective and efficient use of overtime utilizing.

LIPA Staff recommends that PSEG Long Island develop a Project Implementation Plan (PIP) with the objective of improving workforce time management and timekeeping processes. The PIP should consider and complement existing metrics and the existing workforce management recommendations and PIPs. This effort is critical to ensuring efficient processes to maximize the value provided to our customers. As such, PSEG Long Island should prepare a PIP for the recommendations described above no later than April 20, 2022 for review and approval by LIPA which is expected to be presented to the Board at the May 18, 2022 meeting.

Recommendation

Based upon the foregoing, I recommend approval of the above requested action by adoption of a resolution in the form attached hereto.

Attachments

Exhibit “A” Resolution

**RESOLUTION ADOPTING ADDITIONAL RECOMMENDATIONS TO IMPROVE
WORK MANAGEMENT**

WHEREAS, the workforce time management and timekeeping process recommendations described in the accompanying memorandum are critical to ensuring efficient processes to maximize the value provided to our customers; and

NOW, THEREFORE, BE IT RESOLVED, the Board hereby adopts the additional work management policies and procedure recommendations described in the accompanying memorandum; and

BE IT FURTHER RESOLVED, that the Board hereby directs LIPA Staff, together with PSEG Long Island, to implement the additional recommendations to improve work resource management, including the creation of a Project Implementation Plan related to these supplemental recommendations by April 20, 2022, to be presented at the Board’s May 18, 2022 meeting.

Dated: March 30, 2022