



WORKFORCE DEVELOPMENT GUIDANCE DOCUMENT

Release Event – November 7, 2022





CWWA Workforce Development Guidance Document

- Formed Utilities Leadership Committee Working Group
- Completed Workforce Development Survey
- Identify Best Practice/Themes
 - Gap Analysis
 - Succession Planning/ Employee Development
 - Operator Training Plans & Training for New Technology
 - Recruiting



- **Developed Workforce Development Checklists**
 - ✓ Operator Training Checklist
 - ✓ Management & Supervision Checklist
 - ✓ Engineering Progression Checklist
 - ✓ Maintenance Training Checklist

- **Appendices – Checklists & Other Resources**



Subcommittee Members:

- Greg Archibald – Chair
- Beth Weir
- Valerie Jenkinson
- Clayton Tiedemann
- Nancy Kodousek
- William Fernandes
- Kalpna Solanki
- Mike Darbyshire

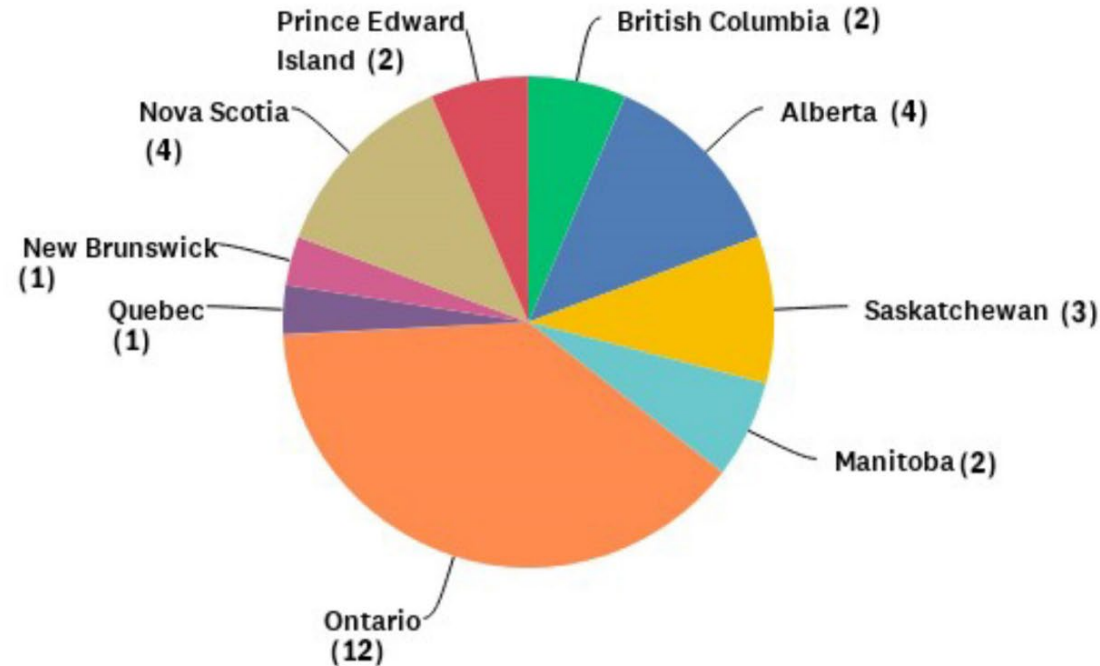


CWVA WORKFORCE DEVELOPMENT SURVEY RESULTS

Section A. Demographic Information

Question: In What Province are you located?

There was representation from all Provinces. Quebec is under-represented in the sample and the survey was only administered in English. It is therefore difficult to assign a confidence level for Quebec. No responses were received from the Territories.





CWVA WORKFORCE DEVELOPMENT SURVEY RESULTS

Question: What are the Top 3 Overall Challenges your Utility faces?

Responses:

- **Operational resources/** declining revenues/ infrastructure age
- **Recruiting a more diverse workforce/ preparing operators to transition to supervision roles**
- Ageing infrastructure and funding/regionalization , **water, wastewater and solid waste management**
- Asset renewal/improved SCADA systems
- Financial/infrastructure improvements/ **staff recruitment**
- Capital funding/**process control expertise training**/Asset Management Planning and Execution
- **Succession planning for supervisors/data informed decision-making (analytical skills) /leveraging technology to support operations and maintenance**
- Pandemic/climate change/ageing infrastructure
- Cost containment/ageing infrastructure/ **staffing development**
- Alignment of stakeholders/**operating a facility at or near end of life/lack of opportunity for advancement of staff**
- **No succession plan**/no preventative maintenance program/no asset management plan
- Revenue-funding/ageing infrastructure/ **admin work**
- Capital funding/**continuing education for operators/succession planning**



CWWA Workforce Development Guidance Document Release

- Initial Release Event – March 10, 2022
- Downloadable from CWWA website