Workforce Development Succession Planning & Employee Development

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Succession Planning

"is a process for identifying and developing new leaders who can replace (senior) leaders when they leave or retire... The benefit is that it increases the availability of experienced and capable employees employees that area prepared to assume these roles when they become available"-

Wikipedia

Why?

- The benefits of Succession Planning
  - Helps retain organizational knowledge
  - Increases the availability of experiences and capable employees
  - Prepares employees to readily step into roles of increased responsibility as they become available which can help with employee retention

Build a Plan?

Consider the Position? Engineer, Operator, Management or Maintenance

Internal	External

Succession Planning	Training & Development	Recruitment & Advertisement	Training & Development

Succession Planning

Present Workforce Composition

- Gaps
- Retirement of personnel within 5-10 years
- Internal potential

Capture Institutional Knowledge

- Formalized process for employee knowledge documentation
- Identify skills needed now and in the next 10 years Development, Technology Impacts and Training

Training and Development

- Individual development plans to bridge gaps – now and 10 years into future
- Mentors
- Build together

Succession Planning Best Practices

- Implement a strategy to support an internal development culture and identify a leadership champion process
- Develop a list and an application process of high potential candidates for all leadership positions bearing in mind the benefits of equality and diversity

Succession Planning Best Practices

- Develop an internal programme focused on inclusivity, equality and diversity throughout the organization to ensure a workplace that is fair and supports the success of all

- Identify and assign mentors to support leadership development

Succession Planning Best Practices

- Use the Gap Analysis to identify both technical; and leadership training courses
- Plan and schedule annual training
- Identify a plan for experiential skills development

Succession Planning Best Practices

- Identify a plan for experiential skills development
- Produce employee development plans completed by all succession plan candidates
- Complete annual review of high potential leadership candidates with current leaders and candidates
- Establish the expectation of current leadership that they ensure succession plans are developed for their direct reports

Employee Development

- The process by which employees get the professional training needed to improve their skills and advance their knowledge

- It is critical that a utility carefully design this development process to ensure the right people are receiving the right training and support

Benefits of Employee Development

- Developing the appropriate skill level of operators, maintenance employees, engineering, supervisors and managers to support the effective operation of the utility

- Developing the current workforce is vital to ensuring adequate skills exist, both now and in the future as key employees leave/retire

Employee Development is not a one-time task but ongoing

Employee Development Plans

1. Ensure sufficient qualified staff enter the utility
2. Development Plans for all levels in the organization
   - Operators
   - Technicians
   - Foremen
   - Supervisors
   - Managers
   - SMT

Operators and Technicians

- Recognize that different people have different goals

- Goals may change over time

- Development Plans need to address this

Operators and Technicians

- Competencies for progression need to be ascertained but these too can change – late bloomers

- Learning strategies need to cater to learning styles

Management and Leadership

- Engineering: specific training
- Operators- Certification
- CEU requirements
- Quality Control and lab work
- Management and Leadership
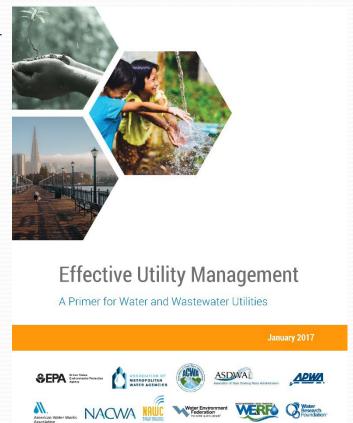 - not mandatory –
  - no requirements

"Leadership experience? I have
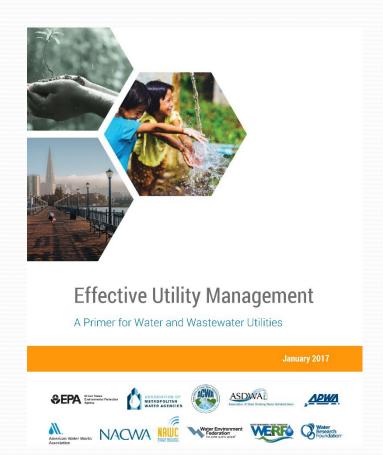13 people following me on Twitter!"

Effective Utility Management

- Water Industry Training Program
- Developed by:
  - AWWA,
  - WEF,
  - US Public Works Association
  - EPA

Effective Utility Management
A Primer for Water and Wastewater Utilities

January 2017

Effective Utility Management

- What do you think are the key attributes that were identified?

Effective Utility Management

A Primer for Water and Wastewater Utilities

January 2017

Effective Utility Management

- Product Quality
- Customer Satisfaction
- Employee and Leadership Development
- Community Sustainability
- Financial Viability
- Infrastructure Strategy and Performance
- Operational Optimization
- Enterprise Resilience
- Stakeholder Understanding and Support
- Water Resource Sustainability

Effective Utility M

A Primer for Water and Wastev

Management Checklist

ATTRIBUTE	COMPETENCIES	READINESS LEVEL
Product Quality (i.e., water, wastewater and stormwater)	1. Uses KPIs to analyze Water Utility's performance. Understands regulatory requirements Able to maintain operational quality to support customer, public health, economic, and ecological needs	
Customer Satisfaction	1. Facilitates timely customer feedback Responsive to customer needs and emergencies Provides tailored customer service to a range of customer groups (e.g., residential, commercial)	

Management Checklist

ATTRIBUTE	COMPETENCIES	READINESS LEVEL
Employee and Leadership Development	1. Reviews/creates role descriptions for employees 2. Identifies the difference between management and leadership 3. Demonstrates effective active listening skills 4. Demonstrates ability to build consensus 5. Builds effective work teams 6. Uses effective approaches to conflict management 7. Develops and implements systems for employee coaching and development	

Management Checklist

ATTRIBUTE	COMPETENCIES
Community Sustainability	1. Actively leads in promoting and organizing improvements to community and watershed health with external community partners. Actively leads in promoting welfare within the community for disadvantaged households. Uses operations to enhance natural environment. Ensures efficient use of water and energy resources. Supports maintaining and enhancing ecological and community sustainability (e.g., pollution prevention, watershed and source water)

Management Checklists

ATTRIBUTE	COMPETENCIES	READINESS LEVEL
Financial Viability	1. Understands the full life-cycle cost of assets 2. Develops cost benefit analyses for projects 3. Develops budgets and reports back on variances 4. Is able to set priorities in budgets 5. Understands and implements financial policies 6. Understands the approach for setting realistic rates 7. Develops a rates and tariffs program	

Management Checklists

ATTRIBUTE	COMPETENCIES	READINESS LEVEL
Infrastructure Strategy and Performance	1. Is able to fulfill Asset Management regulatory requirements	
	2. Quantifies and qualifies the assets within their utility	
	3. Develops a framework for conducting an asset inventory and a condition assessment	
	4. Understands how asset management fits with the long-term viability of the utility	
	5. Understands the condition of and costs associated with critical infrastructure assets. Develops an approach to maintaining assets over the long-term at the lowest possible life-cycle cost and acceptable risk. Coordinates repairs within the community to minimize disruptions. Develops plans for infrastructure investments consistent with community needs, growth, and system reliability, using a robust set of	

Management Checklists

Operational Optimization	1. Understands the benefits of annual and long-term planning
	2. Understands/develops a Business Case as critical input to capital projects
	3. Conducts ongoing, improvement-based performance monitoring.. Minimizes resource use and loss from day-to-day operations Is aware of and adopts, in a timely manner, operational and technology improvements (e.g., operational and information technology)Manages and utilizes data from automated and manual processes. Develops and implements safe work and standard operating procedures

Management Checklists

Enterprise Resiliency	1. Identifies business risks. (e.g. legal, regulatory, financial, environmental, safety, cyber, knowledge-loss, etc.).
	2. Assesses risks in the context of a regulations, environment, safety, security and operations
	3. Prioritizes these risks using case studies and industry best practices
	4. Performs operational risk assessments on their utility using industry best practices
	Works with staff and external resources to anticipate and avoid problems. Good morning Michael

Management Checklists

Stakeholder Understanding and Support	1. Develop the process for stakeholder communication
	2. Demonstrates the ability to communicate effectively - both orally and in written form
	3. Develops relevant KPIs
	4. Engenders understanding and support from oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions. Actively engages in partnerships and involves stakeholders in the decisions that will affect them. Actively promotes an appreciation of the true value of water and water services, and water's role in the social, economic, public and environmental health of the community

Management Checklists

Water Resource Sustainability	1. Ensures water availability through long-term resource supply and demand analysis, conservation, fit-for-purpose water reuse, integrated water resource management, watershed management and protection, and public education initiatives. Manages operations to provide for long-term aquifer and surface water sustainability and replenishment. Understands and plans for future water resource variability (e.g. changing weather patterns, including extreme events, such as drought and flooding)

Resources