

# Ask the Expert Workforce Development

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WICHITA STATE UNIVERSITY NUCO WALL SCHOOL OF PUBLIC AFFAIRS

**Environmental Finance Center** 

This program is made possible under a cooperative agreement with the U.S. EPA.

## Logistics

#### At the top right corner of your screen:

Show your control panel to submit questions and see answers

Toggle between full screen/window screen view



#### **Registrants of this Webinar**



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#### About the Environmental Finance Center Network (EFCN)

The Environmental Finance Center Network (EFCN) is a university-based organization creating innovative solutions to the difficult how-to-pay issues of environmental protection and improvement. The EFCN works with the public and private sectors to promote sustainable environmental solutions while bolstering efforts to manage costs.

#### The Smart Management for Small Water Systems Program

This program is offered free of charge to all who are interested. The Program Team will conduct activities in every state, territory, and the Navajo Nation. All small drinking water systems are eligible to receive free training and technical assistance.

#### What We Offer

Individualized technical assistance, workshops, small group support, webinars, eLearning, online tools & resources, blogs

## The Small Systems Program Team

- Environmental Finance Center at The University of North Carolina at Chapel Hill
- Environmental Finance Center at Wichita State University
- EFC West
- New England Environmental Finance Center at the University of Southern Maine
- Southwest Environmental Finance Center at the University of New Mexico
- Syracuse University Environmental Finance Center
- Environmental Finance Center at the University of Maryland
- American Water Works Association (AWWA)





# **Areas of Expertise**



Asset Management



Rate Setting and Fiscal Planning



Leadership Through Decisionmaking and Communication







Energy Management Planning



Accessing Infrastructure Financing Programs



Workforce Development



Water Conservation Finance and Management



Collaborating with Other Water Systems



**Resiliency Planning** 



Managing Drought



## **Small Systems Blog**

Learn more about water finance and management through our Small Systems Blog! Blog posts feature lessons learned from our training and technical assistance, descriptions of available tools, and small systems "success stories."

efcnetwork.org/small\_systems\_blog/





#### **Navigating to Funding Tables**

Step 1: efcnetwork.org Step 2: Select "Funding Sources by State" under the Resources Tab





- -> C 🗋 efcnetwork.org/funding-sources-by-state/

#### Funding Sources by State

Note: Some states may have additional resources listed below the map.

Click on the map below to view funding sources for each state:





## **Today's Topics**

- Succession Planning
- Recruitment
- Evaluating Performance

## **Succession Planning**





Employees are a Water Utility's Greatest Asset

### Human Capital Management



## Employees Leave.

They always do.

Preparation for that day is Succession Planning



## **Succession Plan**

Systematic approach to **building replacement workers** to **ensure continuity**, by identifying potential successors in *critical* work processes



#### Knowledge, Skills and Abilities Needed

#### **Technical Background**

- Science, engineering, technology, and math (STEM)
- Ability to use computers and software programs as a tool

#### **Personal Characteristics**

- Dedication and reliability
- Drive, ambition and initiative

#### Soft Skills

- Critical thinking, problem solving and decision making
- Planning, organizing, directing and controlling



### Analyze Workforce Gaps



# **Common Pitfalls**

- Keeping it a <u>secret</u>
- <u>Underestimating</u> talent within
- Focusing exclusively on hard skills (value soft skills)
- Not offering training/development opportunities
- Expecting employees to self-identify; help them see what they can be

AVOID PITFA

- Not holding managers <u>accountable</u> for succession planning
- Making promises
- Considering only upward succession. Lateral?
- One size fits all program
- Producing too many candidates for too few spots

## Human Capital Criticality



Probability of Vacancy



## **Retooling & Reinvention**

#### Are there alternative ways to get the work done?



## Knowledge Transfer



Keeping the "know-how" when you lose employees

# Types of Knowledge

#### Explicit knowledge =

- Tangible
- Visible
- Public
- Can be accessed by third persons

- Once shared, it belongs to everyone
- Can be seen "above the water"

80%

20%

#### Tacit knowledge =

- Intangible
- Invisible
- Private

- Can be accessed on only a first-person basis
- Hidden "underwater"

## Methods for Transferring

**Overlapping positions Desk manuals** Databases Work teams **Project partners** Job shadowing Mentoring **Outside resources** 





## Recruitment





# Messaging Tell the Working in Water Story



## Drinking Water Treatment is Meaningful Work



## Wastewater Treatment = Resource Recovery

# Who is Working with Us?

Millennials and beyond will make up to 75% of the global workforce by 2025









#### Attract Millennials with ...



## **Career Pathways**

Ladder progression



Lattice pathways

G

PICTURE

B



Examples of linear career paths Examples of more varied paths for growth and development



### Attract Millennials with ...



Feedback

Integration

Larger Purpose



84% of Millennials believe *helping to make a positive difference* in the world is more important than professional recognition.

We want to *believe in the mission*, believe our efforts are *going towards something bigger* than just our paycheck.

Financial reward is somewhat of a commodity an *undervalued* one at that.

Bentley University, 2013



## **Creating Interest in Water Careers**

#### Share the Benefits of Working in the Water Industry


### Environmental Stewardship



We Are Committed to Sustainable Business Practices

The Middlesex Water family of companies is committed to the support of sustainable business practices that reflect responsible water and wastewater management. As a provider of water and wastewater services, we look to continuously improve our environmental performance through economically sound, ecologically sensitive, and technologically practical processes.



70% of the Earth is water. From seas to lakes, to rivers and creeks, water is everywhere. Valuing water means valuing our future. – Value of Water Coalition

Public Service	✓ 22,284	the number of gallons of water used per day by schools based on an evaluation done of schools in the Tampa Bay region		
	✓ 2,000,000	the number of gallons of water user per day the San Antonio Zoo uses to care for animals		
5	✓ 300,000,000	the number of gallons the National Hockey League Uses per season – it takes 12,500 gallons to make ice for each rink		
300	✓ 61%	of Americans rely on lakes, rivers and streams as their source of drinking water. The other 39% rely on groundwater located underground in aquifers and wells		



A public outreach campaign that is available, free of charge, to AWWA utility members to help communicate the value of tap water service and the need for infrastructure investment. The materials are available online and in a CD toolkit, and can be adapted to meet local needs.

Water connects us. Water is a ride on a boat. Water is a sprinkler, making children laugh with joy. Water brings families and friends together in countless ways.

– Value of Water Coalition





**Up-to-Date Tools** 





Advance Systems



Cutting Edge / Unique





Employment in 2012 Projected employment in 2022

State of Oregon Employment Department



Annual mean wage of water and wastewater treatment plant and system operators by state, May 2015 MT ME ND MN ID WI SD - M MI RI IA PA NE OH DF UT IN MD co ЪC KS MO KΥ NC ΤN AZ OK. NM AR SC GA AL MS Annual mean wage ТΧ \$26,170 - \$39,640 LA \$39.920 - \$45.140 \$45,480 - \$50,970 \$51,260 - \$65,680 EI. PR

Blank areas indicate data not available.

Good Salary

## Professional Development & Paid Training



#### ELEARNING PROGRAM

Welcome to AWWA's eLearning program, offering self-paced and in industry professionals. We offer quality training and professional d education units (CEUs) with the ability to learn on your own time a

Explore a variety of subjects, methods, and strategies with an elear Bundle. Available for individuals and organizations!

AWWA members receive discounted pricing on Distance Learnir about membership.

#### FEATURED COURSES

NEW! Total Water Solutions Courses

- EL206 Why Are Water Service Lines Important
- EL207 Residential Meters
- EL208 Fire Hydrant Basics for Pressurized Water Systems

#### Earn CE Credits!

Spring Water Treatment Operator Courses:

#### Level 3 | April 25 - May 27

Spring High -Tech Operator Courses:

Level

Level

#### 2016-2017 ASSET MANAGEMENT WORKSHOP FOR UTILITIES

#### A.M. KAN WORK!





## Professional Organizations











#### Advancement Opportunities







## Union Representation





### Local Connections













## Recruitment

- How effective are your current practices?
- What changes will you have to make to recruit the talent you need?
- What can you do in the short-term?
- Long-term?





### **Recruiting the Next Generation**

#### You might need

- Technology
- Flexibility
- Marketing
- Compensation
- Rethinking retention





"When a brand uses social media I like that brand"

Source: Association of National Advertisers



55% of millennials watch video several times a day

#### Top Challenges in 5-10 Years



Source: Deloitte Millennial Survey



### **Outreach Opportunities**

#### Where to Look for Current & Future Talent



## K-12 Outreach

- In-school educational programming
- Field trips
- Camps
- Internship/employment program for high school students
- Career fairs/days
- Industry career pathways



High school internship (King County, WA)



(City of Fresno Water Division)



In school programming (Jacksonville Electric Authority)

# Post-Secondary Outreach

- Post-secondary internship programs (technical schools, community colleges, universities)
- Visit classrooms or give tours
- Career fairs/days

Inland Empire Utilities Agency

A MUNICIPAL WATER DISTRICT

#### **INTERN PROGRAM**

Inland Empire Utilities Agency provides college students (undergraduate or graduate level) or an individual who has graduated from an accredited college or university the opportunity to explore a wide range of career paths within a regional wastewater treatment agency. Interns are assigned to an Agency department for a specific period of time to learn the administration and operation of the Agency. Assignments may include general administrative duties as well as working on special projects.

## Professional/Mid-Career Outreach

- Employee referral program
- Open house
- 'Citizens Academy' showcase potential municipal careers



Every individual has a network. Every network has a sea of prospects.



#### What Is The Citizens' Academy?

The City of Richmond Department of Public Utilities (DPU) Citizens' Academy is a four-week program that provides Richmond citizens an inside look at the operations of DPU. Participants will be introduced to the five utilities DPU operates: natural gas, water, wastewater, stormwater, and electric streetlighting. Tours of various DPU facilities and demonstrations of equipment will be conducted. This program will provide citizens an opportunity to ask questions about the department's operations.

## Veteran Outreach



- Federal and State funding & career placement services
- Partner with Veterans Upward Bound at local universities (if applicable)





#### **Employing Veterans: Programs & Funding**



U.S. Department of Veterans Affairs On-The-Job Training & Apprenticeship Program

**Recruiting Tool** 

Employers can combine MHA from Post-9/11 GI Bill plus wages to attract Veteran candidates.

Training Period	Stipend Received
First 6 months of training	110% of the applicable Monthly Housing Allowance (MHA)
Second 6 months of training	80% of the applicable MHA
Every 6 months after year 1	Reduced by 20%

#### **Employing Veterans: Programs & Funding**



U.S. Department of Veterans Affairs Vocational Rehabilitation & Employment On-The-Job Training & Apprenticeships

#### Employers who hire using this program receive:

Reimburse ment of up to 50% of the Veteran's salary VA provided tools, equipment, uniforms and other supplies

Supplies and equipment necessary to complete training Appropriate accommod ations based on individual needs of the Veteran

VA support during training and placement



### **Develop & Update Job Descriptions**

# Communicate knowledge, skills and abilities that align with industry re-branding



## Job Description with a Message

#### PURPOSE OF THE POSITION

(The main reason for the position, in what context and what is the overall end result)

The Water Treatment Plant Operator is responsible for of the water plant in order to ensure that residents have safe and clean water in accordance with federal, territorial and municipal legislation, policies and standards.

#### **SCOPE**

(The way that the position contributes to and impacts on the organization)

Reporting to the Public Works Foreman, the Water Treatment Plant Operator maintains the water plant. This includes maintaining the water and sewer treatment plant and facilities.

The delivery of safe and clean water is vital to the safety and health of the community. Failure to provide adequate services will jeopardize the health of the community. Failure to meet federal, territorial and municipal legislation and water quality standards will significantly jeopardize the health and well-being of residents and may result in liability for the municipality. Failure to deal with residents and the public in a courteous and respectful manner will lead to complaints concerning municipal services.

#### **RESPONSIBILITIES**

(Major responsibilities and target accomplishments expected of the position including the typical problems encountered in carrying out the responsibilities.)

 Maintain the water treatment plant systems in order to ensure the availability of a clean community water supply

#### Main Activities

- Maintain the treatment plant systems
- Maintain and operate the filtering and chemical treatment processes
- Inspect, service and repair components of the water treatment plant including water

Job Description for a Water Treatment Plant Operator

Northwest Territories – Municipal and Community Affairs

## **Evaluate to Retain**



## **Evaluation Basics**

- Review performance continually
- Consult others on performance
- Inform employees of assessment process
- Set goals in advance
- Set challenging & SMART goals
- Let employee help set goals
- Align goals with organizational objectives
- Keep an open mind about employee's future goals



## Evaluation

Set the bar appropriately and retain the best workers.

## When evaluating new hires, municipalities should consider the following:

- Transparency; so new employees know what is expected of them
- Providing standard rubrics for common titles to help evaluators
- Assessing each new hire's future potential (not just that they meet the minimum for their current position)

#### **Evaluation Process At-a-Glance:**

- Staff self-evaluation
- Supervisor reviews, does own evaluation
- Meet to discuss and set goals for future. Agree, sign, file
- 360 review
- Peer-to-peer reviews (best to be informal)

## **Sample Evaluation Questions**

Use as many open-ended questions as possible

- What accomplishment(s) are you most proud of?
- In which area(s) would you like to improve?
- What have I done to help you do your job better? What have I done to hinder your job performance?
- Do you have the resources and tools you need to perform your job?
- What are your goals for the next six months/year?
- What do you want your next position at this utility?
- Are there any other concerns you have going forward?

# Use the Evaluation Form and Meeting to Set Goals for Future

- Pass my 3A certification within 1 year
- Learn more about plant management
  - SMART Goal- spend 3 afternoons each month shadowing the plant manager for 1 yr
- Attend trainings and/or webinars to increase my knowledge base
- Increase my communications with peers and management



"I like you, Thompson. You're smart, a hard worker, and you're full of potassium."

Learning Objective	Methods and Strategies to meet the Objective	Resources Needed to Achieve Objective – Information, Money, Training, Equipment and/or Time	Deadline or Benchmark Dates	How will success of each learning objective be measured?	Verified? Yes() No()
I want to learn more about interacting with elected officials and how decisions are made.	I will attend meetings with Department Head and BOS members including individual meetings, work sessions and BOS meetings. I will meet with the Department Head afterward to assess, evaluate and discuss the meetings.	Time to attend meetings. Time with Department Head for review and discussion.	4 months. Goal is to attend 4 individual meetings with BOS members.	Department Head will discuss content, answer questions and evaluate each meeting with me. I will conduct one individual meeting with a BOS member that the Department Head will observe.	
I want to learn more about the budget process including preparation, presentation and justification.	I will work with an experienced Budget Analyst. I will attend budget training workshops	Time to attend budget class Time to attend budget meetings	6 months to go through entire budget cycle including department preparation, budget review and BOS approval	I will meet with Department Head after budget cycle to discuss and evaluate. Next year, I will make department budget presentation at department staff meeting.	
I want to learn to conduct public meetings and make effective presentations.	I will take over public meeting facilitator role from Department Head. I will need to take a PowerPoint class.	<ul> <li>PowerPoint class</li> <li>Time to take classes</li> <li>Money for classes if not offered by HR</li> <li>Time to meet with Department Head to do run-through of PowerPoint presentation</li> </ul>	Three (3) months to complete classes. Six (6) months to complete objective.	Department Head will observe me conducting the meeting and will assess how well I prepared for the meeting by seeing how I handle questions from the audience, and by getting feedback from audience members.	

## Time to Ask the Experts



#### Visit the EFCN Website – www.efcnetwork.org

#### for more information on upcoming events, funding, and resources.







## **Upcoming Events Calendar**

#### Select "Upcoming Events" under the Workshops & Webinars Tab.











Туре	Date/Time	Event
<u>F2</u>	03/09/2017 2:00 pm - 3:00 pm	WEBINAR I Preparing Winning Financing Applications for Water Infrastructure Projects
<u>F2</u>	03/22/2017 2:00 pm - 3:00 pm	WEBINAR I Water Audits and Water Loss Control: Entering Your Data into the Spreadsheet
<b>F</b>	03/30/2017 9:00 am - 4:30 pm	Maryland I Rates and Finance Workshop for Small Water Systems Easton Utilities, Easton MD
-	04/04/2017 1:00 pm - 2:00 pm	WEBINAR: Workforce Development: An Overview of Key Components
<b>i</b>	05/11/2017 9:00 am - 4:30 pm	Virginia I Rates and Finance Workshop for Small Systems The Institute for Advanced Learning and Research, Danville Virginia
<b>i</b>		Arkansas I Rates and Finance Workshop for Small Water Systems Beaver Water District, Lowell AR
<b>i</b>		Pennsylvania I Rates and Finance Workshop for Small Water Systems Pennsylvania American Water Co, New Castle PA

## **Request Technical Assistance**

Select "Request Assistance" under the Assistance Tab off the EFCN homepage to access and submit the TA request form electronically.



#### **REQUEST ASSISTANCE**



## **Rates Dashboards**

Select "Map of Water and Wastewater Rates Dashboards" under the Resources Tab, and click on any state in blue to view its dashboard.



This map shows Water and Wastewater Rates Dashboards created by the EFCN:



Click a state in blue to view its dashboard

## **E-Learning Modules**

Select "E-Learning Modules" under the Resources Tab off the EFCN homepage.



As part of its continued effort to provide resources and training to small water systems, the Environmental Finance Network is creating E-Learning modules on finance and management topics for system managers.

E-Learning modules provide training through pre-recorded content. You will be able to access the content, watch presentations, complete quizzes and exercises, and access tools and resources at your own pace.

#### Financial Sustainability for Small Systems

#### Click Here to Access the Course on AWWA's website

This eLearning course is made possible through a USEPA grant for small systems training in conjunction with the EFCN's training partner, AWWA.

## **Resource Library**

Select "Resource Library" under the Resources Tab off the EFCN homepage.



#### View All Tools I View All Publications I View All Posts

For an overview of some of the tools and resources available in our Resource Library, please view our Tools and Resources flyer.

#### What does your system need help with?

+ We treat more water than we sell.

## **Resource Library Continued...**

Click on a what your system needs help with to reveal tools and publications related to that topic.

We have insufficient revenue to cover our costs. Tools February 16, 2017 November 7, 2016 Online Water Rate Checkup Tool Modelo de Análisis para las Tarifas de Agua y Aguas Residuale February 17, 2016 January 26, 2016 Water Utility Customer Assistance Program Cost Estimation Tool Financial Health Checkup for Water Utilities September 3, 2014 August 15, 2013 Water & Wastewater Residential Rates Affordability Assessment Tool Rates and Financial Benchmarking Dashboards December 16, 2012 November 20, 2012 Plan to Pay: Scenarios to Fund your C.I.P. Water & Wastewater Rates Analysis Model November 15, 2012 November 4, 2012 Dashboard for Using Capital Reserve Fund to Avoid Rate Shock Loan Analysis Tool **Publications** 

April 14, 2014 Rural and Small Systems Guidebook to Sustainable Utility Management August 29, 2013 Asset Management: A Handbook for Small Water Systems

Setting Small Drinking Water System Rates for a Sustainable Future

August 27, 2013

August 29, 2013

Designing Rate Structures that Support Your Objectives



# Thank you for participating today, and we hope to see you at a future workshop!

www.efcnetwork.org



