



# Workforce Planning

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Who will replace your best  
colleagues when they leave?

Who will replace you?

A blue-tinted photograph of industrial machinery, possibly a factory or refinery, with large pipes and mechanical components.

# By another name...

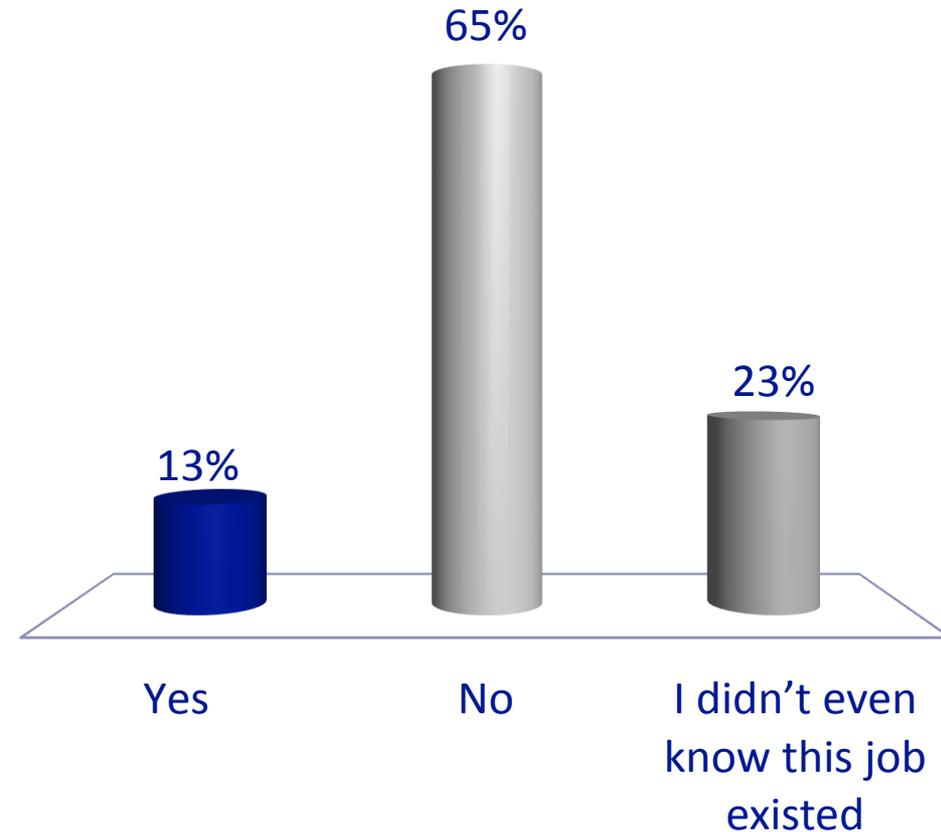
- Human Capital Management
- Or Asset Management for your staff



Some questions to start...

# Did you grow up wanting to be work for a water system?

- A. Yes
- B. No
- C. I didn't even know this job existed





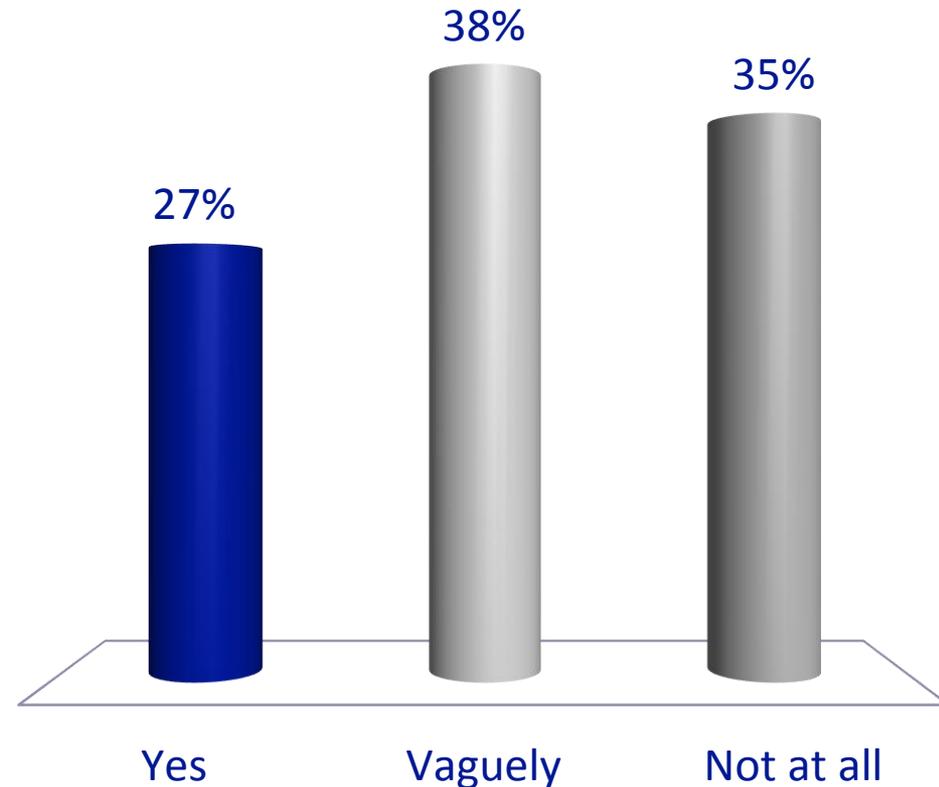
# Who Works in Water

- All of us “work in water”
- How did you get into the water business? What is your story?



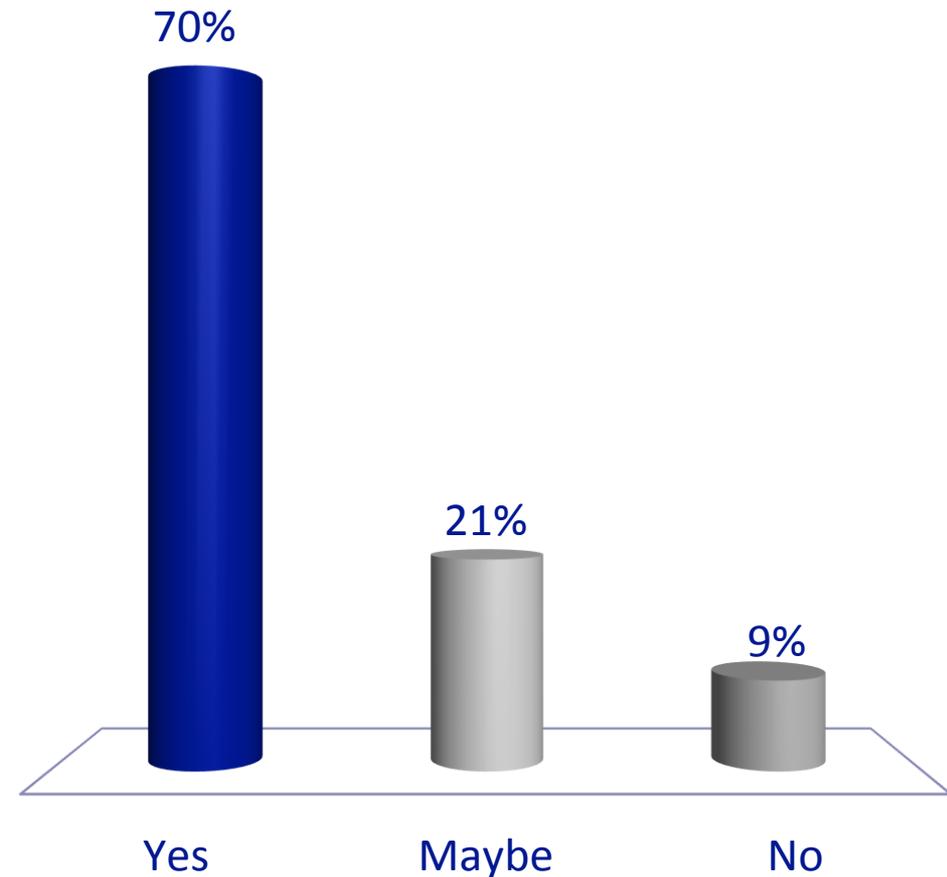
# Do your friends and family really understand what you do for a living?

- A. Yes
- B. Vaguely
- C. Not at all



# Can you see yourself working in water for the rest of your career?

- A. Yes
- B. Maybe
- C. No

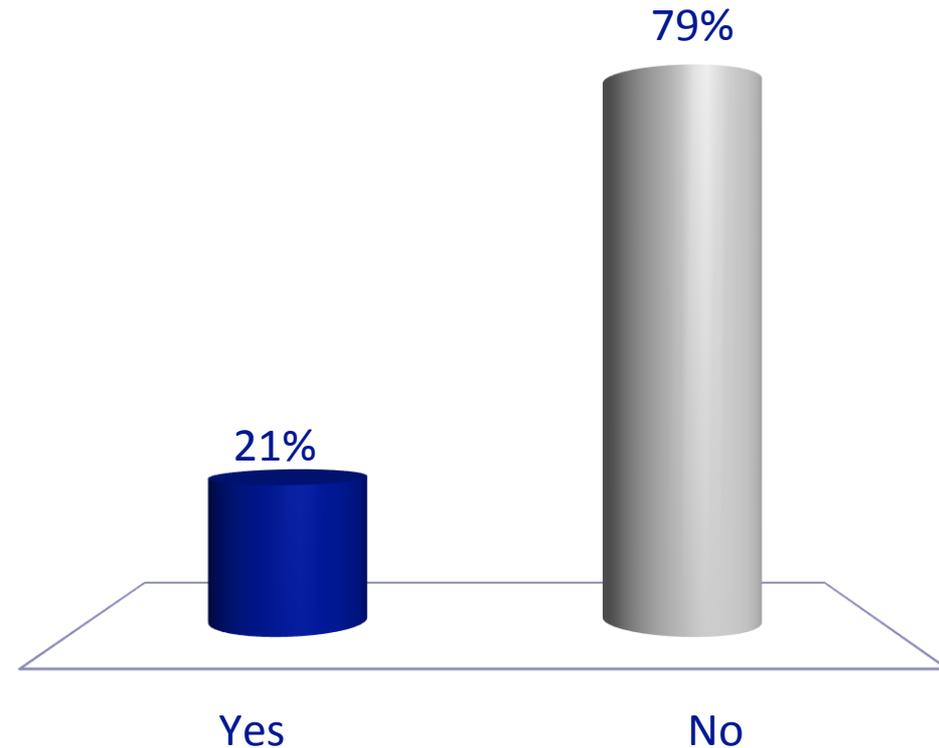




Are you confident that there is someone working for your organization now that could replace you?

A. Yes

B. No



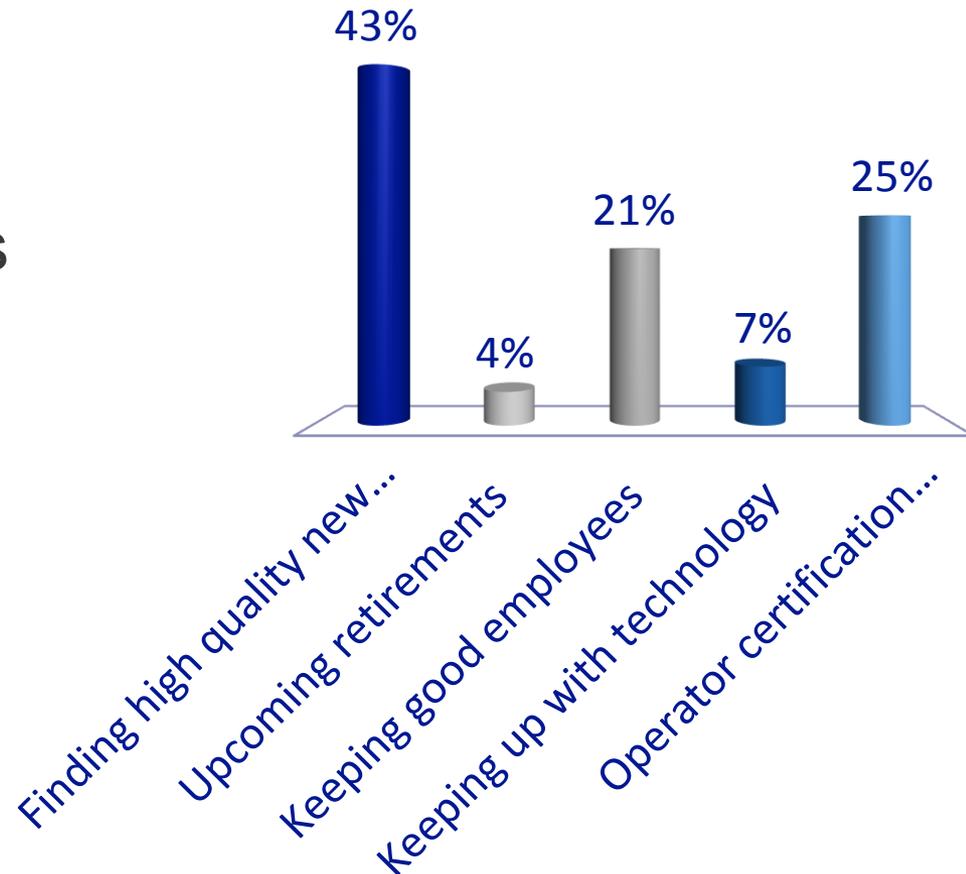


# Workforce Development Process

- Review your workforce
- Identify who's leaving
- Consider changes in your needs
- Analyze skill gaps
- Find new people

# Your biggest workforce concern?

- A. Finding high quality new employees
- B. Upcoming retirements
- C. Keeping good employees
- D. Keeping up with technology
- E. Operator certification requirements



A blue-tinted photograph of industrial machinery, including pipes and valves, serves as the background for the top portion of the slide.

# Workforce Development Process

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- Identify who's leaving
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# Who Works in Water

- What people within your organization work in water? You can make a list

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- Review your workforce
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# Are you ready for people to leave?

- Retirement

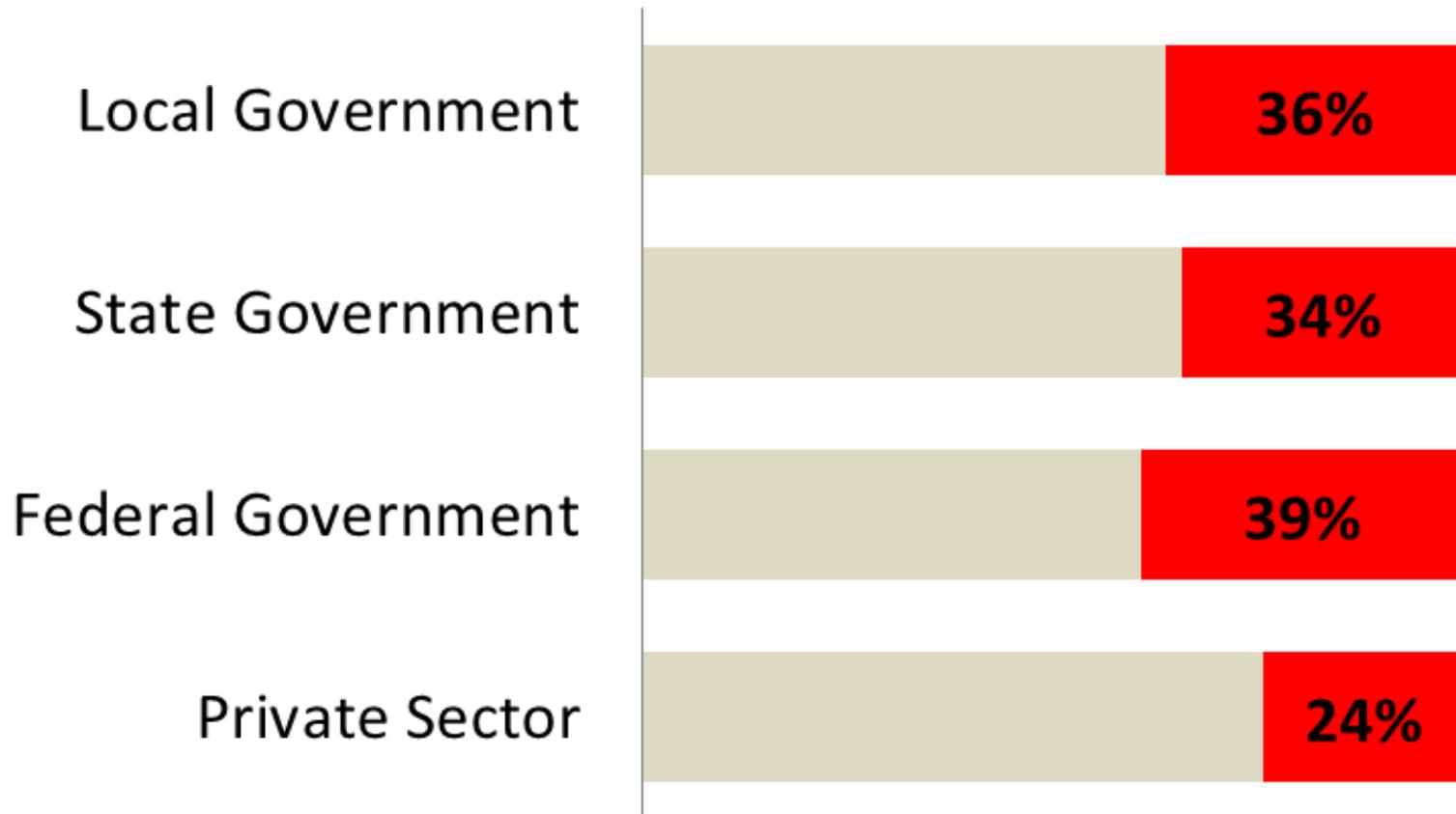
I'm quitting to pursue my dream of not working here.



som<sup>ee</sup>cards  
user card

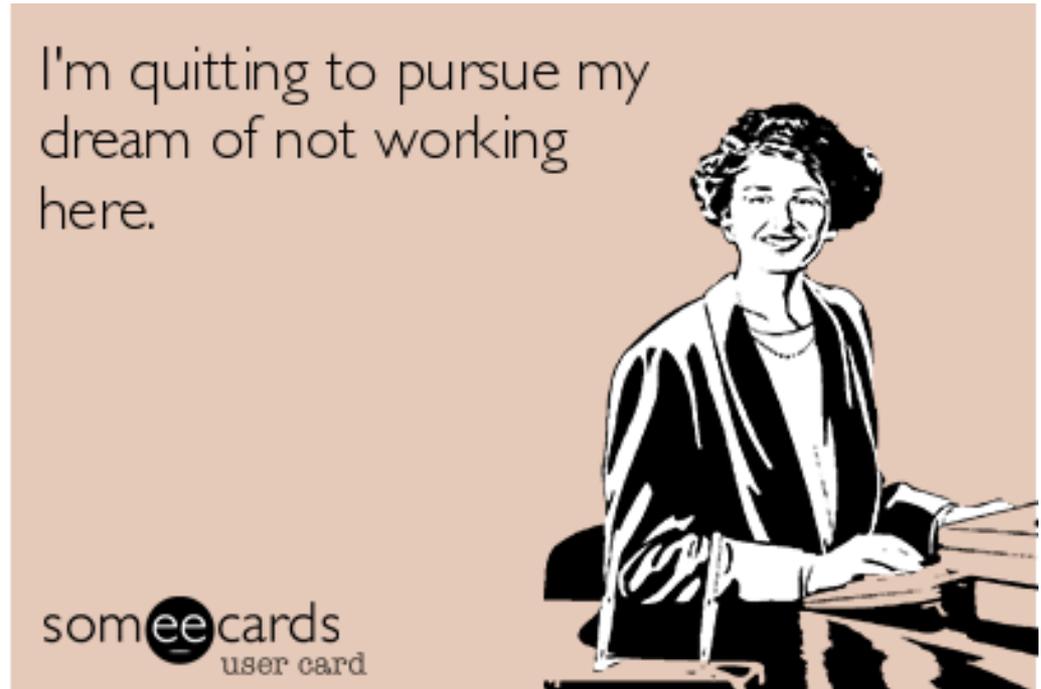


# Many U.S. workers are **aged 50+**



# Are you ready for people to leave?

- Retirement
- Leaving for a different job
- Other circumstances..

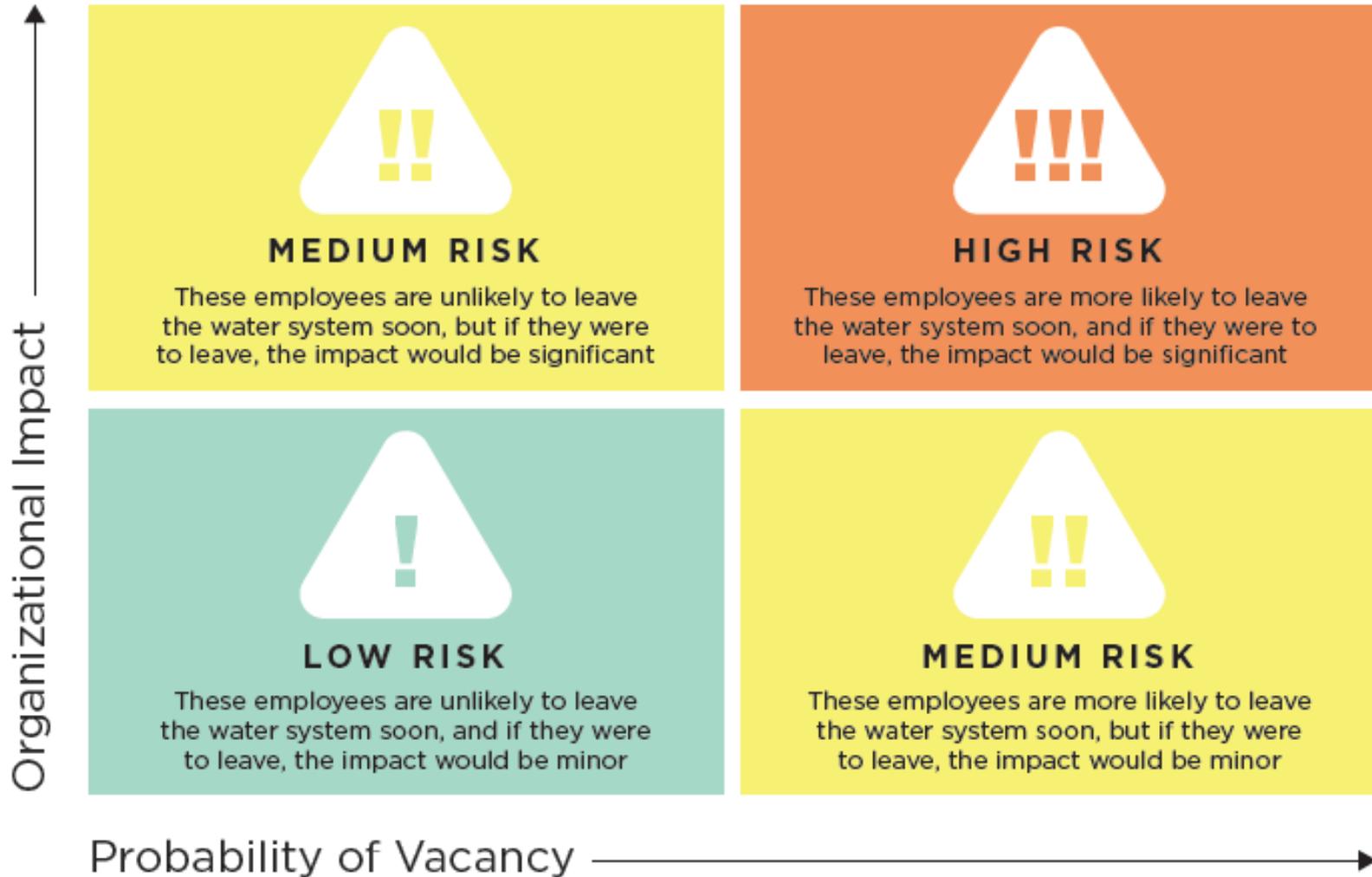




# Who Works in Water

- You have a list of who at your organization works in water
- How critical are these people to your operations? How easy will it be to replace them?

# Human Capital Criticality



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# What knowledge, skills and abilities are needed today?

- Think across the board—not just for operators. Think about everyone who tied to your water system



# Knowledge, Skills and Abilities Needed by the Employee of the Future

## Technical Background

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

A blue-tinted photograph of industrial machinery, including pipes and valves, serves as the background for the top portion of the slide.

# Knowledge, Skills and Abilities Needed by the Employee of the Future

## Personal Characteristics

- Dedication and reliability
- Drive, ambition and initiative



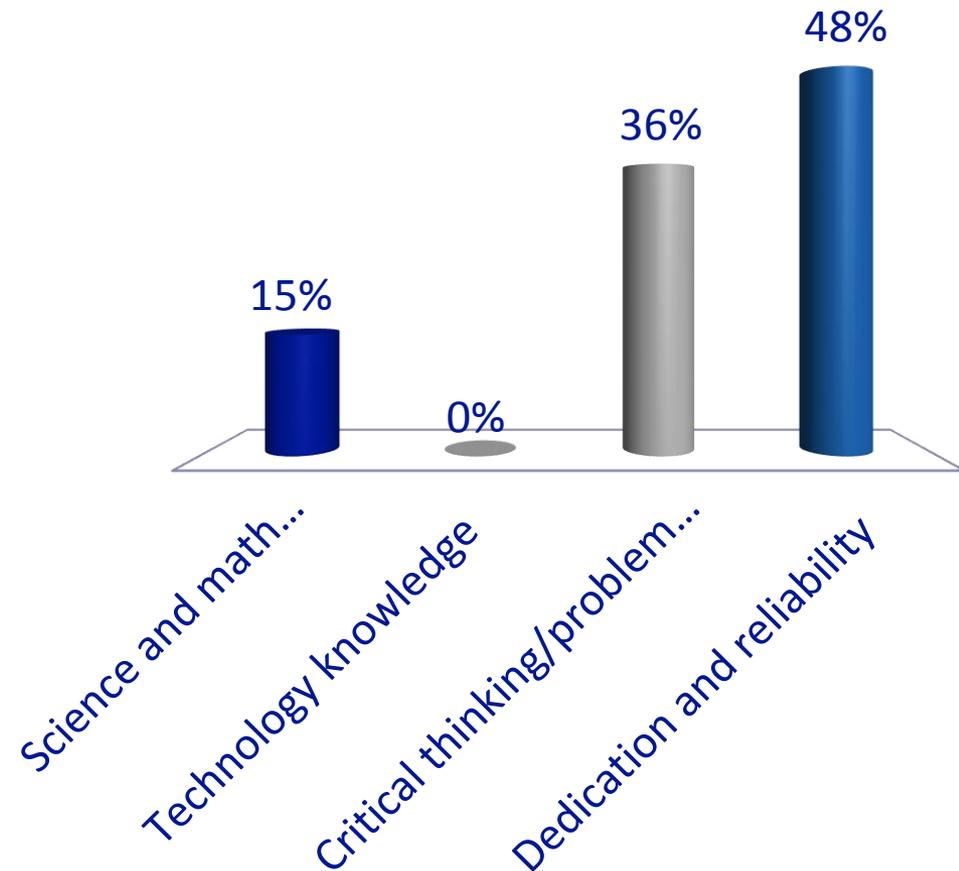
# Knowledge, Skills and Abilities Needed by the Employee of the Future

## Soft Skills

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

# What is the hardest KSA to find?

- A. Science and math knowledge
- B. Technology knowledge
- C. Critical thinking/problem solving skills
- D. Dedication and reliability



# Find People Who Share Your Values



What types of candidates is SUEZ looking for? 

SUEZ welcomes applications from all qualified job candidates, and we embrace diversity. The personal attributes of a successful applicant include:

- A positive attitude
- Motivation and a desire to learn, improve, and succeed
- Ability and willingness to work and communicate as a team
- Dedication to complete customer satisfaction
- Ability to apply business knowledge and build our company

did this answer your question?





# Keep in mind...

- Even if you don't have key people leaving, you may need workforce development to make sure your current employees keep up with the changing demands of the water sector



“People worry about paying to train staff who then leave...

...But what happens if we don't pay to train them and they stay?”



# Workforce Development Process

- Review your workforce
- Identify who's leaving
- Consider changes in your needs
- **Analyze skill gaps**
- Find new people



# Analyze Skill Gaps

## Workforce Requirements (Demand)

- Number
- Competencies
- Grades
- Locations



## Workforce Supply

- Number
- Competencies
- Grades
- Locations



## The Human Resource Gap

A blue-tinted photograph of industrial machinery, including pipes and valves, serves as the background for the top portion of the slide.

# Workforce Development Process

- Review your workforce
- Identify who's leaving
- Consider changes in your needs
- Analyze skill gaps
- **Find new people**



# Creating Interest in Water Careers



**WE ARE  
HIRING**

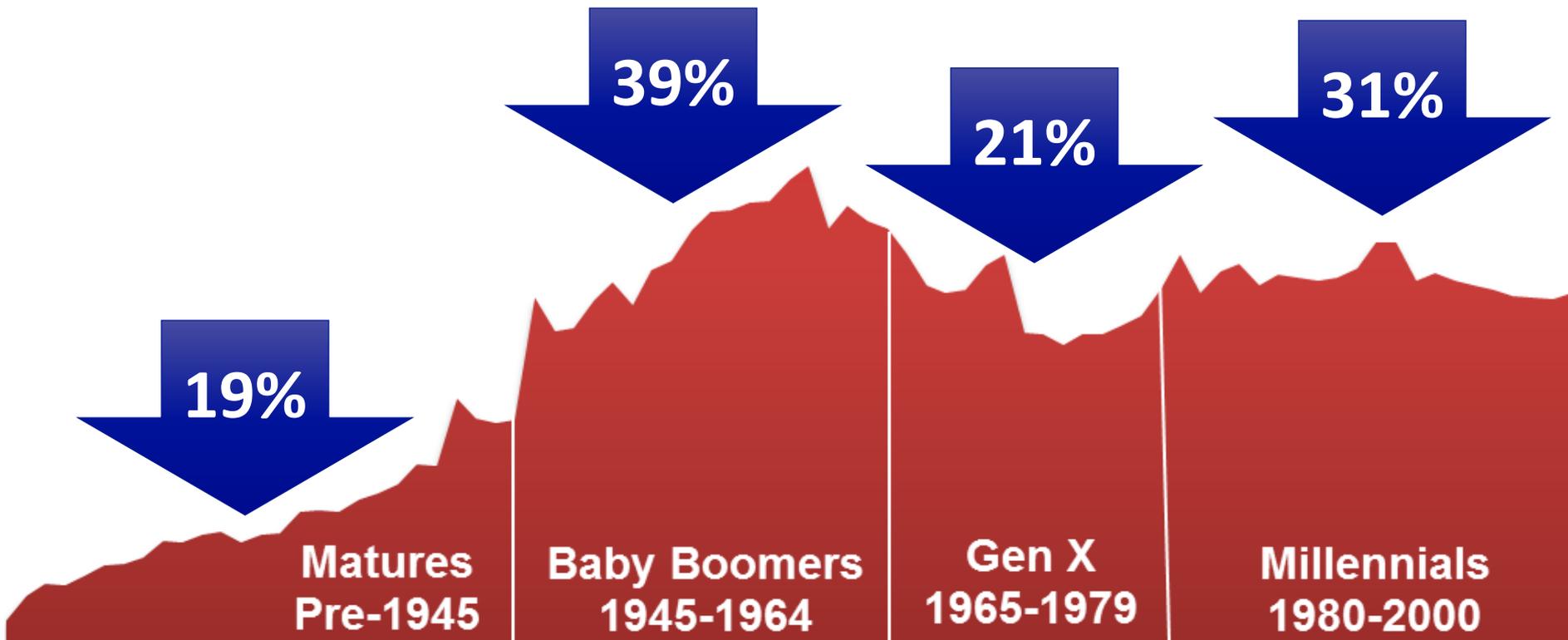
COME CHANGE THE WORLD WITH US





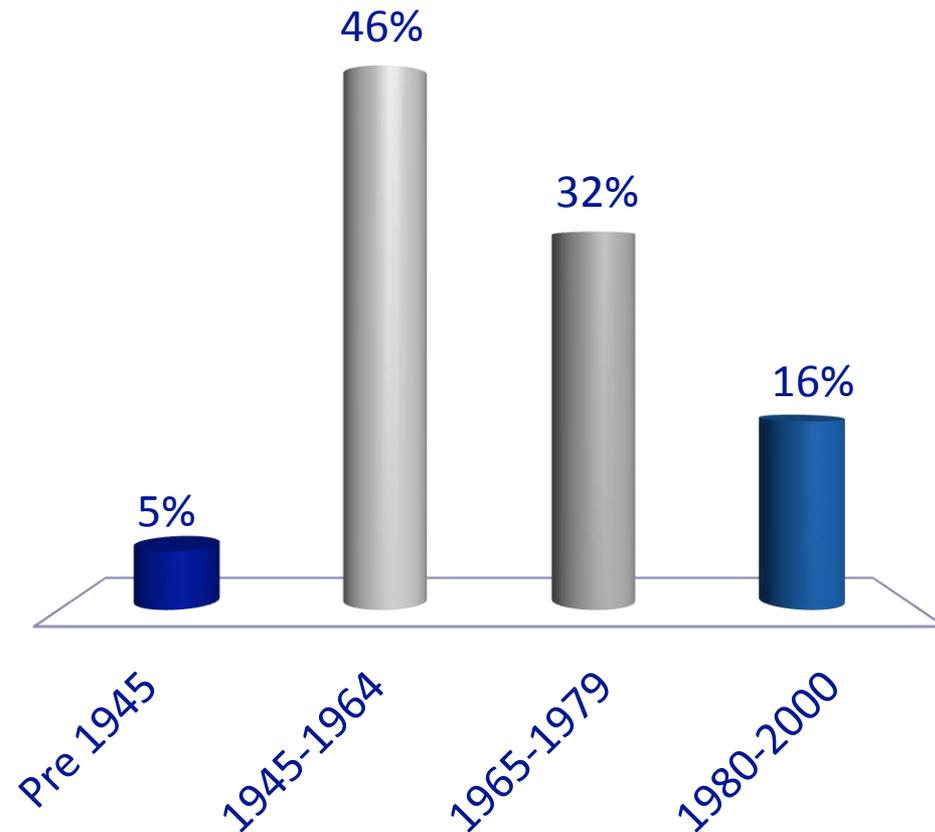
# Demographics

# The US Population Today



# When were you born?

- A. Pre 1945
- B. 1945-1964
- C. 1965-1979
- D. 1980-2000





**People are not necessarily  
aware of jobs in the water  
sector**



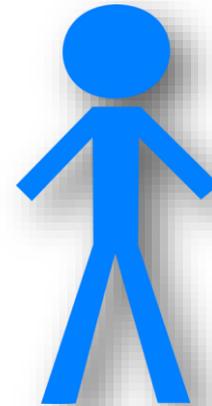
Public  
Service



Environmental  
Stewardship



High-Tech  
Nature



Personal  
Benefits

Public Service

We need  
water to  
live





# Meaningful, Important Work

*Operators say the most satisfying aspect of their work is contributing to the environment and public health*



2015 New York Water Environment  
Association Survey











MEASURING  
LINE

THE FAMILY  
**Handyman**





# 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**

# High Tech Nature



Nano Filtration  
Membrane System  
(Pilot Butte,  
Saskatchewan, Canada)



The Aqua Drone  
(VITO)



SCADA with remote  
access (Shrader  
Engineering)



# Personal Benefits





Don't let  
anyone tell  
you water  
isn't sexy

Do you know  
how often you  
turn me on?



If only the water faucet could talk to us. It might remind us how often we turn to it for safe water to drink, to wash our clothes, to prepare our food, to provide us with the everyday quality of life we enjoy. It might remind us that the water pipes below our streets make so many everyday conveniences possible.

Our water bills pay to keep our community tap water safe, reliable and there for us — 24/7 without fail. For more information about what your tap water delivers, visit *[insert utility web address here]*.



Only Tap Water  
Delivers<sup>SM</sup>

(Place Utility  
Logo Here)

Presented in cooperation with

 American Water Works Association

# How to Find Good Employees





# Start Young!

## Another successful Kids 4 Clean Water summer camp

Wednesday, August 23rd, 2017

 Recommend 51

 Tweet

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 Save

The children of the San Mateo Subdivision in northern Ambergris Caye participated in the annual Kids 4 Clean Water camp from Monday, August 14th to Sunday, August 20th. The annual event features a five day program that serves as a platform to educate residents of the area on the environmental and health issues associated with its water reserves. The camp aims to teach children about water safety, the water cycle, water pollution, and environmental conservation.



# Give Tours

“I end every tour with a discussion of all of the careers available in water”



# Internships

OUR SCHOOLS: Hartford Public High School Summer Interns Learn an Industry and Help to Bolster Future Workforce of Hartford Water Company MDC



OUR SCHOOLS: Hartford Public High School Summer Interns Learn an Industry and Help to Bolster Future Workforce of Hartford Water Company MDC

MDC's *Learn and Earn* is a 4 week paid program that took place this year from July 11, 2016 to August 5, 2016. 9 students from



“The money is a bonus to students. And while a lot of their friends sleep in until noon in the summers, they were here actually learning something and getting prepared for a career after high school. They all appreciated that.”

- Ray Baral

Metropolitan District  
Commission, CT



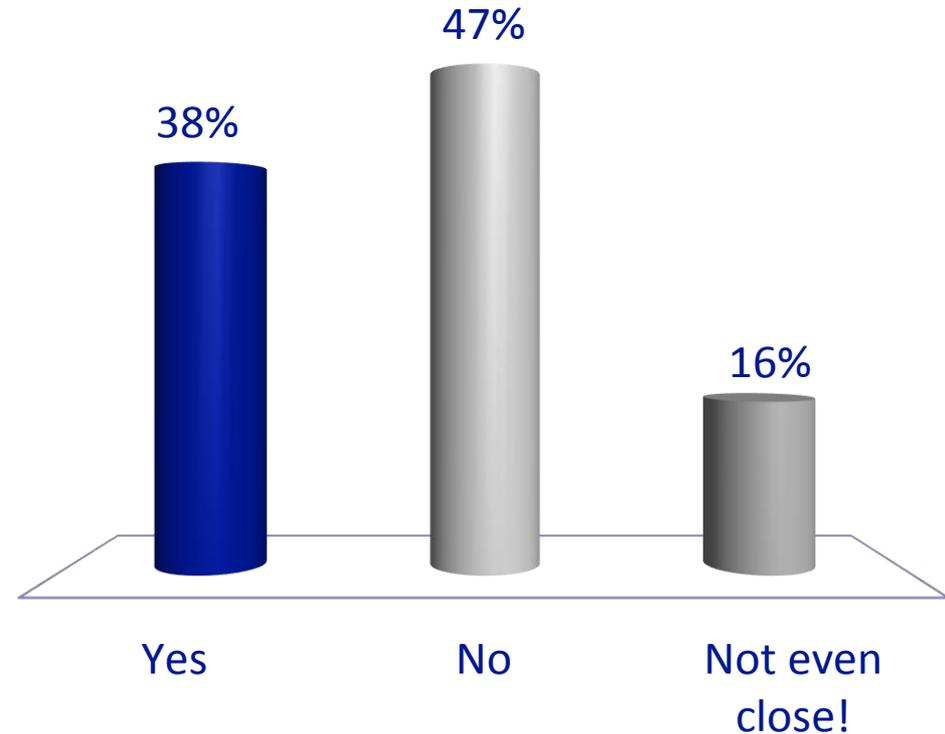
“Certainly, we wanted them to be good students, but they didn’t have to be ‘A’ students. The most important thing is that they want to be here and they want to learn.”

- Ray Baral

Metropolitan District  
Commission, CT

# Be honest. Were you an 'A' student?

- A. Yes
- B. No
- C. Not even close!





# Internships

## Learning by Doing

Interns at the water and wastewater utility in Denton, Texas, gain valuable skills while helping staff members perform essential tasks.

By Linda J. Edmondson

March 2014

Winning Them Over



Intern Benjamin Cruz deploys monitoring equipment at the plant raw water intake in Lewisville Lake. Interns are trained to program, deploy and retrieve monitoring devices and analyze and interpret the data at monitoring stations around the city. This intern went on to become a public health officer in the U.S. Air Force.



“I’m a true cheerleader for water-related careers. No matter where you go in the world or what level of economic success you obtain, you will always need to flush a toilet or get clean drinking water. Which means, from a job standpoint, there will always be rewarding careers in drinking water and wastewater treatment.”

- David Hunter

Denton, TX Water

# Post High School Training



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:: City of Riverside T3 Program – Technical Trades Training

**Invalid version of Flash found. Please upgrade**

## So you're a senior in High School – What's Next?

What's next... is your future! And it is never too soon to start thinking seriously about what type of work you want to do in your life, and how you can obtain it.

Opportunities surround you – just like our T3 Program. T3 is a vocational program waiting to be taken advantage of by just the right student. It provides high school students a chance to continue their education, learn a skill, and make a good living.



## Program Details

Up to two graduating students from Norte Vista School and up to two students from Ramona High School in Riverside may be selected to participate in the two-year T3 training program.

# Employee Referral Program

COMMERCIAL CENTER PARTNERS

## REFERRALS

THEY REALLY PAY OFF



**\$150** THAT'S RIGHT! YOU CAN MAKE UP TO \$150 FOR EVERY PERSON YOU REFER!

### BONUS DETAILS

Applicants must put your FULL NAME on their application when they apply. For more details, please refer to our Internal Recruitment Manual, page 254. Thank you!

## Who do you know?

- ▶ You know great people.
- ▶ We're looking for great people.
- ▶ You refer them to us.
- ▶ We hire them.
- ▶ You earn cash or extra PTO for every referral hired, and gift opportunities for every referral interviewed!

1 = \$750  
2 = \$1,500  
3 = \$2,250

Get the idea?  
Now there's...

Even More  
to Think  
about

Get more details about  
the program at:

[www.drivetime-erp.com](http://www.drivetime-erp.com)



A blue-tinted photograph of industrial machinery, including pipes and valves, serves as the background for the top portion of the slide.

# Employee Referral Program

- Money
- Tickets for an event
- Food and drink
- Additional days off
- Social recognition
- Department competition

# Employee Referral Program



Do you offer an employee referral program? 

Yes, employees may refer candidates for eligible positions and receive compensation if the hire is successful.

did this answer your question?





# SCENE

[ SPRINGFIELD CITY  
EMPLOYEE NEWS EXTRA ]

December 2017



## **Downtown Springfield Christmas Parade: Saturday Dec. 9, 2-4 p.m. downtown Springfield.**

The Downtown Springfield Association invites the community to celebrate seasonal storytelling at the 2017 Christmas Parade. Come be part of the tradition this year as parade participants show off their floats, bands march their way around downtown and holiday cheer is spread for all, with an appearance by Santa.

**The route starts on South  
Avenue and Elm Street and**

## **Human Resources launches Employee Referral Program**

This program is designed to reward current employees for successful referrals, while reducing the cost of recruiting and bringing the City the most qualified applicants.

“Human Resources is excited to launch this new program. Employee referrals have a proven track record of success in providing a cost-effective way to secure top talent for hard to fill positions. Given both the competition for talent and the quality of the City’s workforce, the new referral program is a great strategy for the City and our employees,” said Director of Human Resources Darla Morrison.

Currently, the referral program is limited to specific, hard-to-fill positions. Employees can access the full policy, including a listing of eligible positions, as well as submit your referral application on CityShare under the Human Resources Services tab. The referral will remain on file and will be considered active for two years after the referral application has been submitted. However, the referral will only be active for the job posting for which the referral was originally submitted. The applicant you are referring must apply for the position prior to the application deadline and must submit your name in the ‘Referred By’ question on their application.



▶ See **EMPLOYEE REFERRAL PROGRAM** on page 2

# Professional/Mid-Career Outreach Opportunities



## **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.

# Employing Veterans: Programs & Funding



[National Association of State Approving Agencies \(NASAA\)](#)



[U.S. Department of Labor Veterans' Employment and Training Service \(VETS\)](#)

A collage of three images. The top image shows two military engineers in camouflage uniforms and hard hats reviewing a large white pipe. The middle image shows two military personnel in camouflage uniforms, one pouring water from a clear container into a piece of equipment. The bottom image shows a woman in a white lab coat and safety glasses smiling in a laboratory setting.

 **EPA**  
United States  
Environmental Protection  
Agency

## From M.O.S. to J-O-B

A Guide for  
Applying Military  
Occupational Specialties  
(M.O.S.) to Civilian  
Drinking Water and  
Wastewater Operations



# A SELECTION OF TRAINING PROGRAMS

FOR WATER AND WASTEWATER OPERATORS

**SORT BY SPONSOR OR MAJOR CONTRIBUTOR**

DEPARTMENT OF LABOR/  
WORKFORCE INVESTMENT AGENCY

UTILITY

STATE OR PROVINCE

UNIVERSITY/COMMUNITY COLLEGE

HIGH SCHOOL

UTILITY ASSOCIATIONS AND  
OTHER ORGANIZATIONS

**SORT BY PROGRAM ELEMENTS**

INTERNSHIP

APPRENTICESHIP

MENTORING

FOR NEW OPERATORS

FOR EXPERIENCED OPERATORS

FOR MAINTENANCE/OTHER WORKERS

## OVERVIEW

This is a compilation of fact sheets describing training programs, internships and mentoring programs that help new operators enter the water and wastewater industries, as well as enhance the skills and knowledge of experienced operators.

The fact sheets are intended to promote the sharing of unique ideas and best practices for industry professionals seeking to establish similar training programs. The fact sheets represent the experiences of states, utilities, educational institutions and other organizations that sponsored and developed these programs.

Program sponsors found these programs to have many benefits, including:

- ✓ Creation of highly-qualified and highly-trained technical and professional staff;
- ✓ Development of leadership and supervisory skills in new and current staff;
- ✓ Effective way to build a pool of new recruits;
- ✓ Promotion of succession planning and knowledge transfer;
- ✓ Exposing new audiences to water sector careers.

*EPA would like to acknowledge the members of the Workforce / Operator Certification Workgroup for their efforts in developing these fact sheets.*

<http://www.workforwater.org/>

**Work for Water** Great Careers for a Great Cause

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Welcome to **Work for Water!** It's the place where students and job seekers can explore green careers, and utilities will find a clearinghouse of resources for recruiting in the wonderful world of water. Developed by the **American Water Works Association** and **Water Environment Federation**, the world's leading technical experts on drinking water and water quality, this site is packed with resources to find jobs or prepare for rewarding careers in protecting public health and the environment. Learn about what it takes to work for water and get a great job for a great cause!

**High School/Votech**

**College**

**Military Second Career**



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