

The Dilemma of Job Descriptions

In your opinion, which of the following is the greatest challenge when developing job descriptions for open positions at your company?



Source: The Creative Group survey of more than 400 marketing and advertising executives in the United States

Writing Exercise

Write an enticing job description



Workbook
Pg 10



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.)

1. 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



Retention



Retention

✓ Recruitment

Compensation and Salary

Evaluation

Training

Continual Employee Focus



Retention

- ✓ Recruitment
- ✓ Compensation and Salary
- Evaluation
- Training
- Continual Employee Focus



Compensation

Going beyond the \$\$\$

- What is the benefits package?
- Flexible schedule/ Compressed work week
- Home everyday
- Tuition or training assistance
- Bonus time off



Retention

- ✓ Recruitment
- ✓ Compensation and Salary
- ✓ **Evaluation**
 - Training
 - Continual Employee Focus



Evaluation Basics

- Review performance continually
- Consult others on performance
- Inform employees of assessment process
- Set goals in advance
- Set 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.

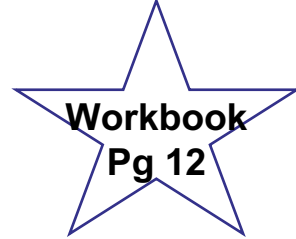
When evaluating new hires, municipalities should consider the following:

- 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

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 style="list-style-type: none"> PowerPoint class Time to take classes Money for classes if not offered by HR Time to meet with Department Head to do run-through of PowerPoint presentation 	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.	

Retention

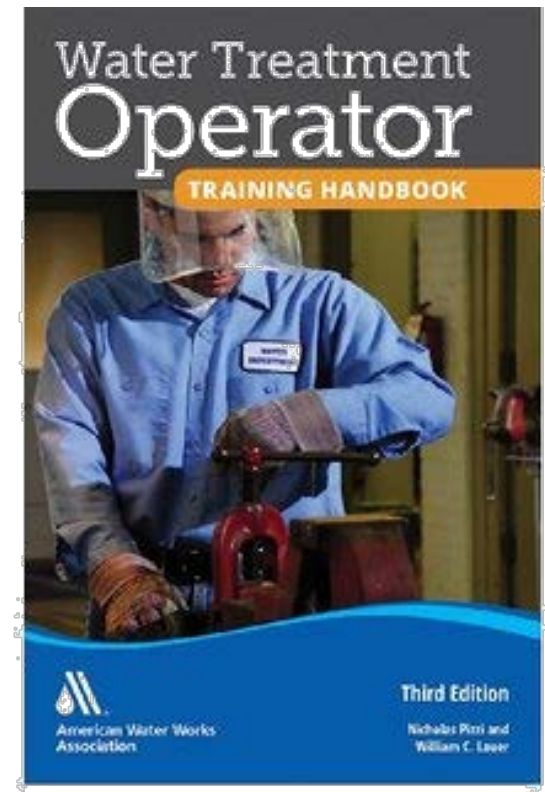
- ✓ Recruitment
- ✓ Compensation and Salary
- ✓ Evaluation
- ✓ **Training**
 - Continual Employee Focus



Training

Employees require tremendous investment and reinvestment

- In-house training – site specific knowledge
- Funding recertification training
- Incentivize training
- Offer training modules for non-operator positions
- Send to conferences to network



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

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

Mentoring and Coaching

DILBERT

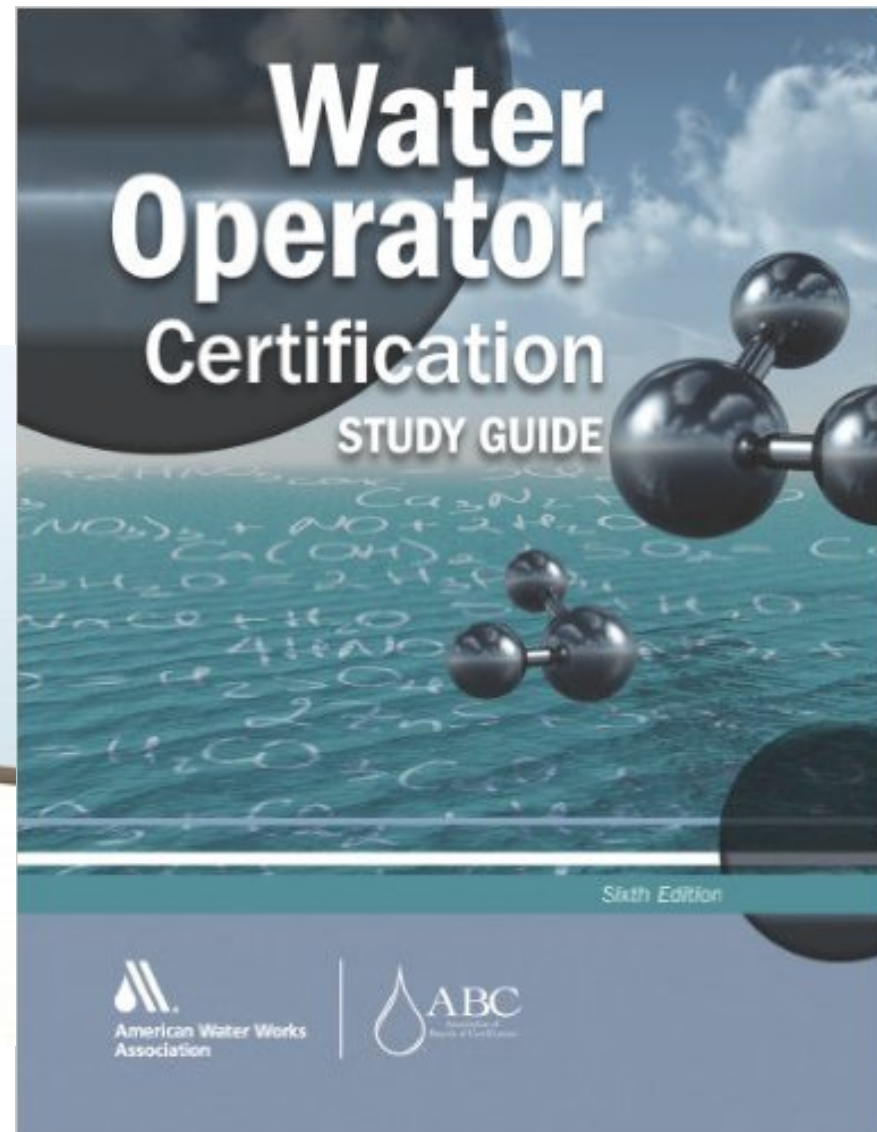
BY SCOTT ADAMS



Leadership Training



Licensing & Recertification



Retention

- ✓ Recruitment
- ✓ Compensation and Salary
- ✓ Evaluation
- ✓ Training
- ✓ **Continual Employee Focus**



Assess your work environment





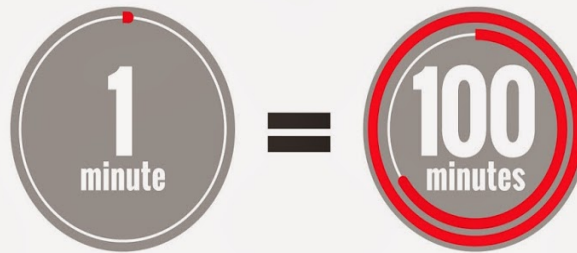


How can we make our work environment more attractive? Take pride?



Recognition

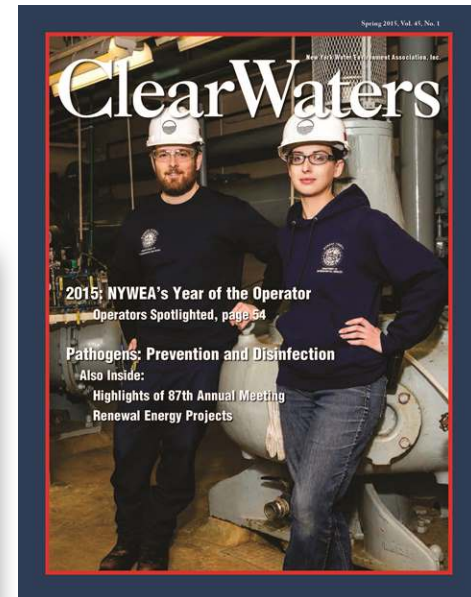
“Recognition is proven as among the best method of improving work motivation and employee engagement.”



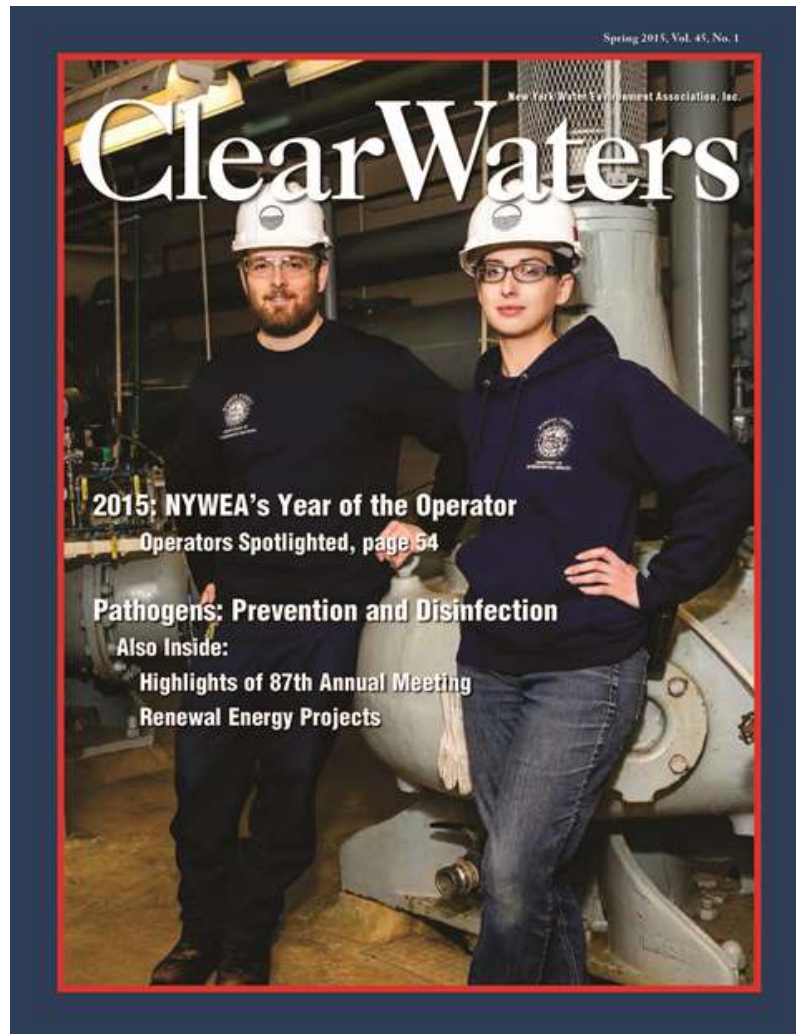
1 minute spent on recognising behaviour
= 100 minutes of initiative in return.



Yet 2 out of 3 people receive no workplace recognition in a given year.



Recognition



Recognize and reward employees...and those pursuing certifications.





Ops Challenges: Networking, skill-building, training and recognition

**LONG ISLAND'S
BROWN TIDE**

THE TIDE IS IN

Positive Workplace Relationships

- Birthday recognition
- Occasional “Happy Hour”
- Evening/weekend family BBQs
- Christmas Party

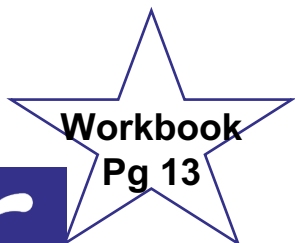






Knowledge Transfer

Keeping the
“know-how”
when you lose
employees



Types of Knowledge

Explicit knowledge

Tacit knowledge



What to Transfer

Institutional knowledge

Technical know-how

Tips and habits

Internal and external
relationships



Knowledge Transfer and Retention Strategies

- Document processes and records
- Hire new person before old one leaves
- Rehire retirees part time
- Make videos of people doing work
- SOPs, standardized record keeping formats, archiving and data retrieval systems
- Cross training existing staff

Knowledge Interview



Knowledge Transfer

External sources:

1. Similar organizations
2. Professional associations



Error Message



Knowledge Transfer: Avoiding Problems

Ok

- Educating council, and staff
- Address generational concerns
- Address strong personality issues
- Bottom line responsibility
- Clear message about expectations

Retention & Knowledge Transfer Exercise



If you could go back in time...
what 3 pieces of advice would you
go back and tell yourself?



How would to share these 3 things to
your new hires?



How would you evaluate mastery?



Succession Planning

Workbook
Pg 14



Employees
Leave.

They always do.

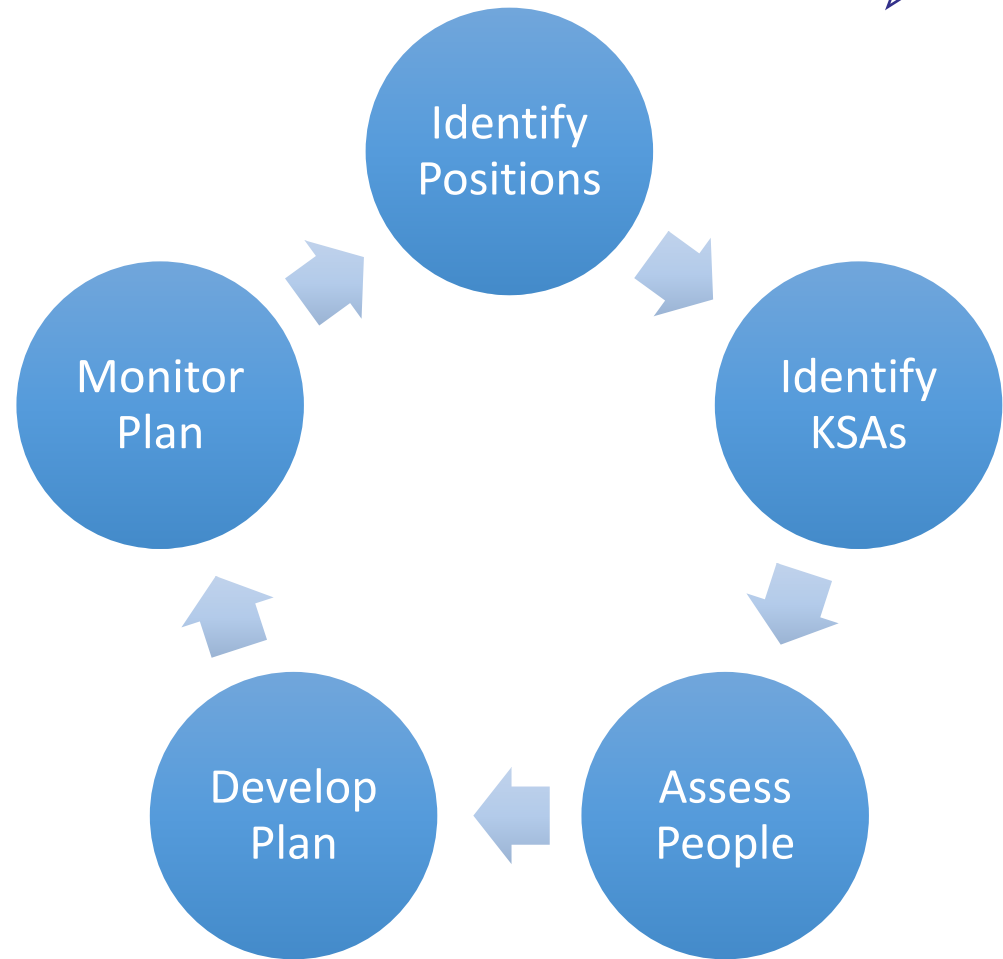
Preparation for that
day is Succession
Planning



memecrunch.com

Succession Plan

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



Common Pitfalls



- Keeping it a secret
- Underestimating talent within
- Narrow minded thinking – too old/young, rough, different
- 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
- Not holding managers accountable for succession planning
- Considering only upward succession. Lateral?
- One size fits all program
- Producing too many candidates for too few spots

Gap Analysis



Current
State

GAP



Key factors for change



Desired
State



Action Plan

Current State:

What Knowledge, Skills and Abilities do you have today?

Think across the board – not just for operators;
everyone who is tied to your water system



Review Your Workforce

Demographics (of workforce and community)

Employee Profile

- Age and years of service
- Competencies and skills
- Knowledge

Workforce Breakdown

- Managers
- Lab staff
- Operators
- Maintenance



Desired State:

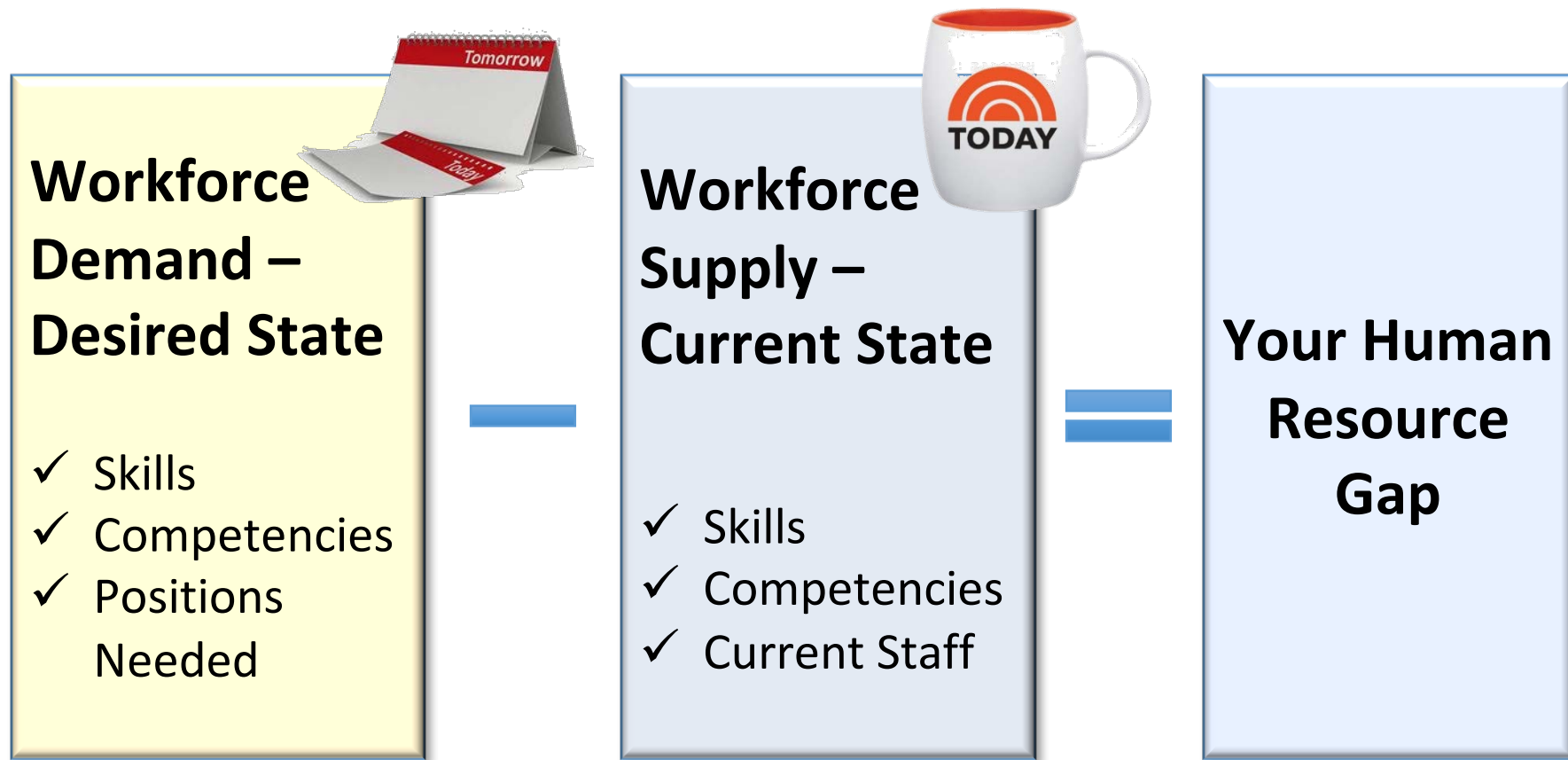
What Knowledge, Skills and Abilities do you need 5 – 10 years from now?

Think about:

- local demographic changes
- environmental changes
- political changes
- technological changes
- regulatory changes



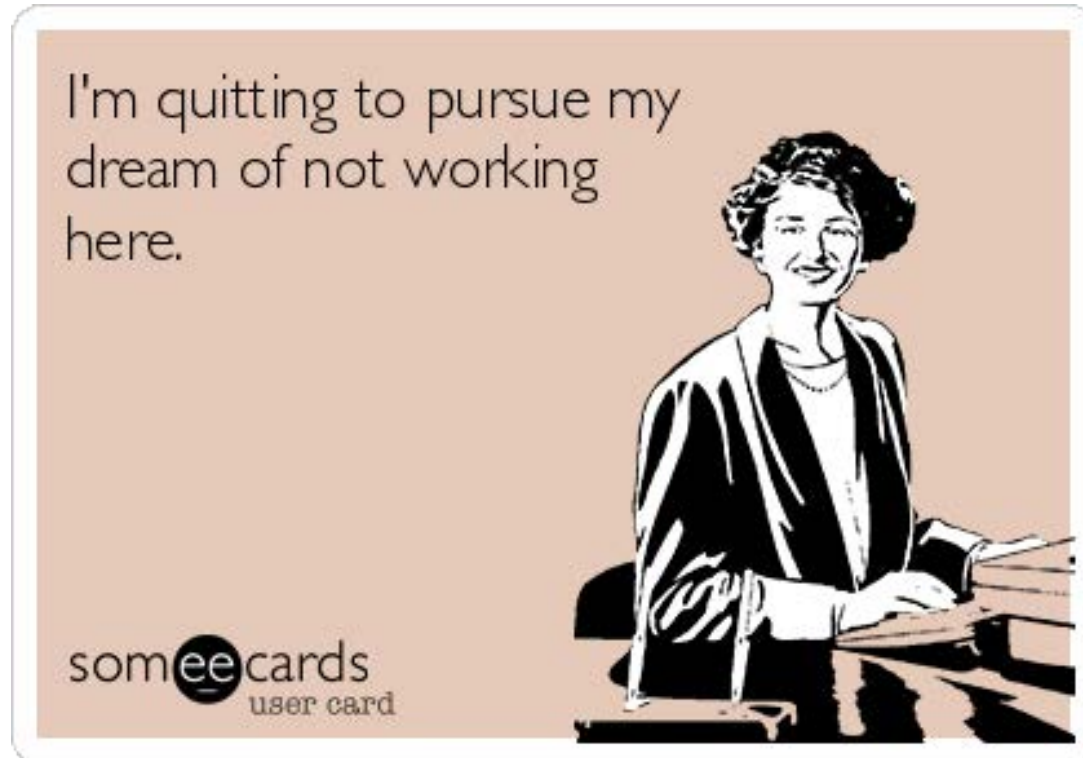
Analyze Workforce Gaps



Identify Who is Leaving...and When

Which jobs are likely to experience retirements in the next five years?

What is the impact?



Human Capital Criticality



Even if ...

...you don't have key people leaving, you may need succession/workforce planning to make sure your current employees can keep up with changing demands in the water sector.

Retooling

Are there alternative ways to get the work done...





Reinvention

... or, should the job be done at all?



Think About Redundancy

- Cross training
- Multi-skilling
- Retiree/Part timer
- Outside sources of talent
- Contractors



Contracting Possibilities?

- Electrical
- Instrumentation & Control
- Payroll
- Maintenance/ Grounds

So, to wrap up...

- Recruiting requires re-branding
- Reach new markets through new avenues
- Create the pipeline
- Develop knowledge, skill & ability sheets for each position
- Retention requires reinvestment and recognition
- Plan for folks to leave



Time for Reflection

Workbook
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1. What are you doing well?
2. What could you improve?
3. In the next 3 months I will _____ to improve _____.





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