

A blue-tinted photograph of industrial machinery, possibly a water treatment plant, featuring large pipes and valves.

Workforce Development

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Who will replace your best colleagues when they leave?

Who will replace you?



By another name...

- Human Capital Management
- Or Asset Management for your staff

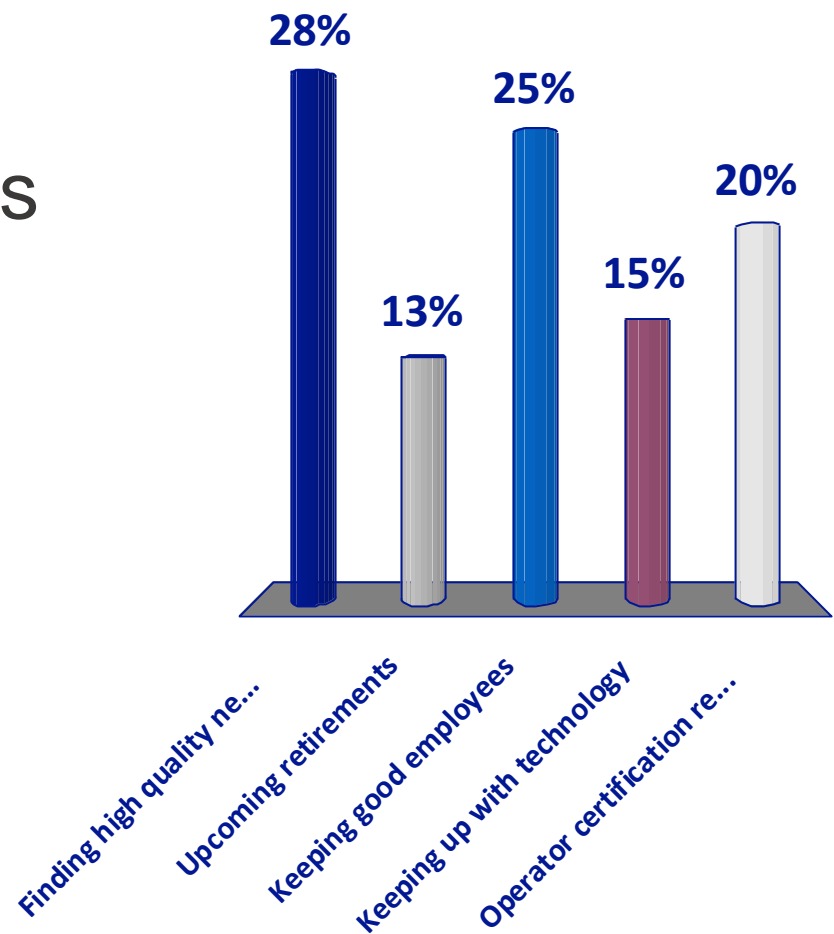


Who Works in Water

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

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, possibly a conveyor system or manufacturing equipment, 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

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Who Works in Water

- What people within your organization work in water? Let's make a list
- How critical are these people to your operations? How easy will it be to replace them?



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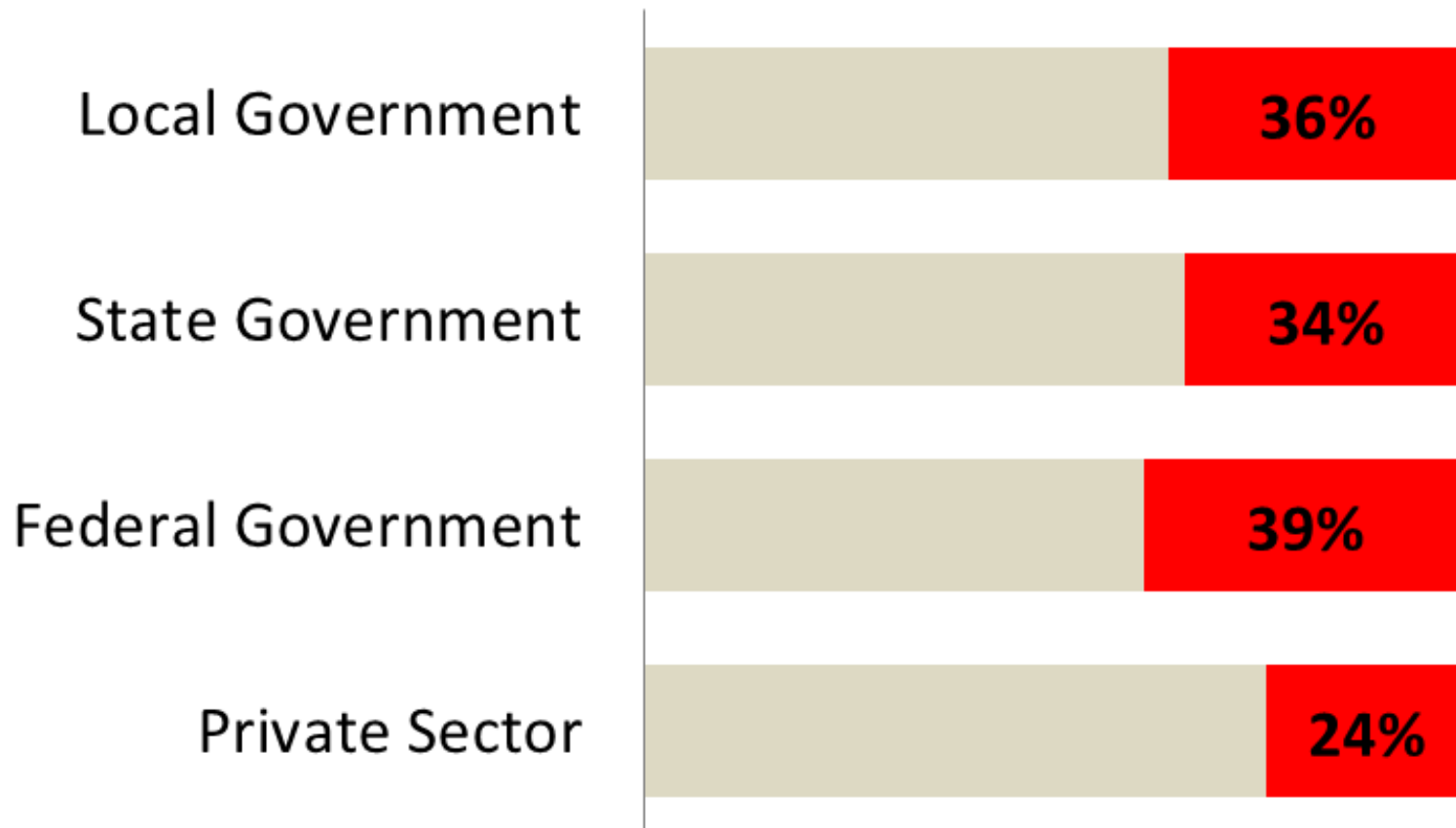
Are you ready for people to leave?

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

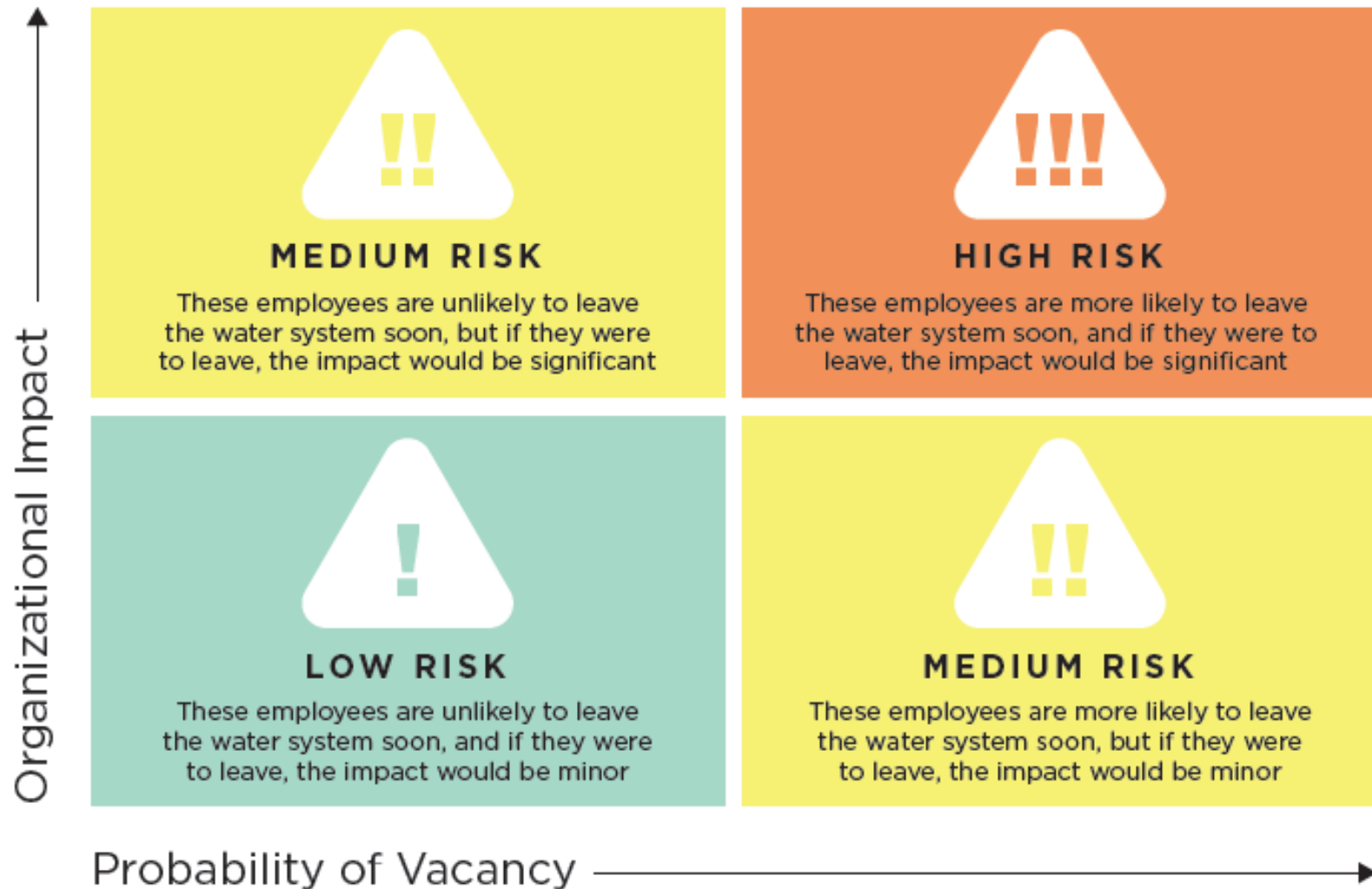




Many U.S. workers are **aged 50+**



Human Capital Criticality





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 Operator of the Future

Technical Background

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



Knowledge, Skills and Abilities Needed by the Operator of the Future

Personal Characteristics

- Dedication and reliability
- Drive, ambition and initiative



Knowledge, Skills and Abilities Needed by the Operator of the Future

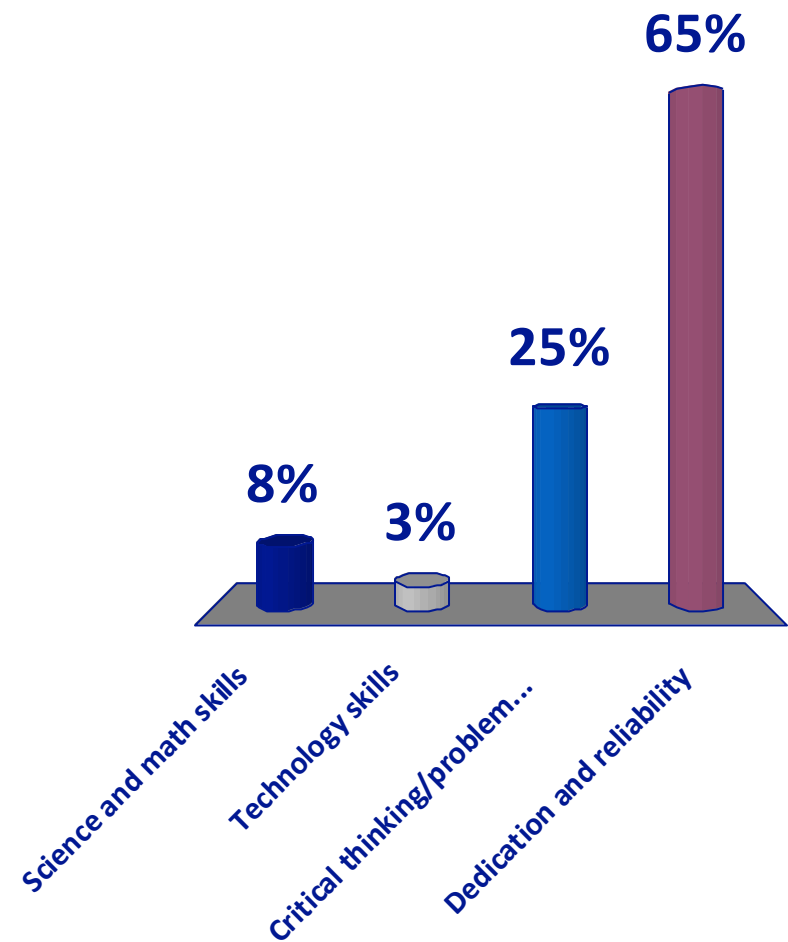
Soft Skills

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



Which is the hardest to find?

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





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?”



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Analyze Skill Gaps

Workforce Requirements (Demand)

- Number
- Competencies
- Grades
- Locations

Workforce Supply

- Number
- Competencies
- Grades
- Locations

The Human Resource Gap

New York Water Environment Association Survey

- 2015 survey of 300 water operators and 13 managers on operator needs and recruitment challenges





Operator-Identified Challenges

- Lack of management support and insufficient communication
- Time needed to become certified and compensation
- Tight budgets, loss of staff, lack of public appreciation, and few opportunities for advancement



Operators also say...

- The most satisfying aspect of their work is contributing to the environment and public health



Manager-Identified Challenges

- Many current employees are not interested in obtaining higher levels of certification
- Candidates holding high school diplomas or GEDs often struggle to pass the grade 3 and 4 certification exams



Both Say

- Inadequate pool of replacement certified operators to meet present needs



Both Say

- Candidate pool lacks needed skills
 - Science and math skills
 - Soft skills like management capabilities
 - Desirable personal characteristics

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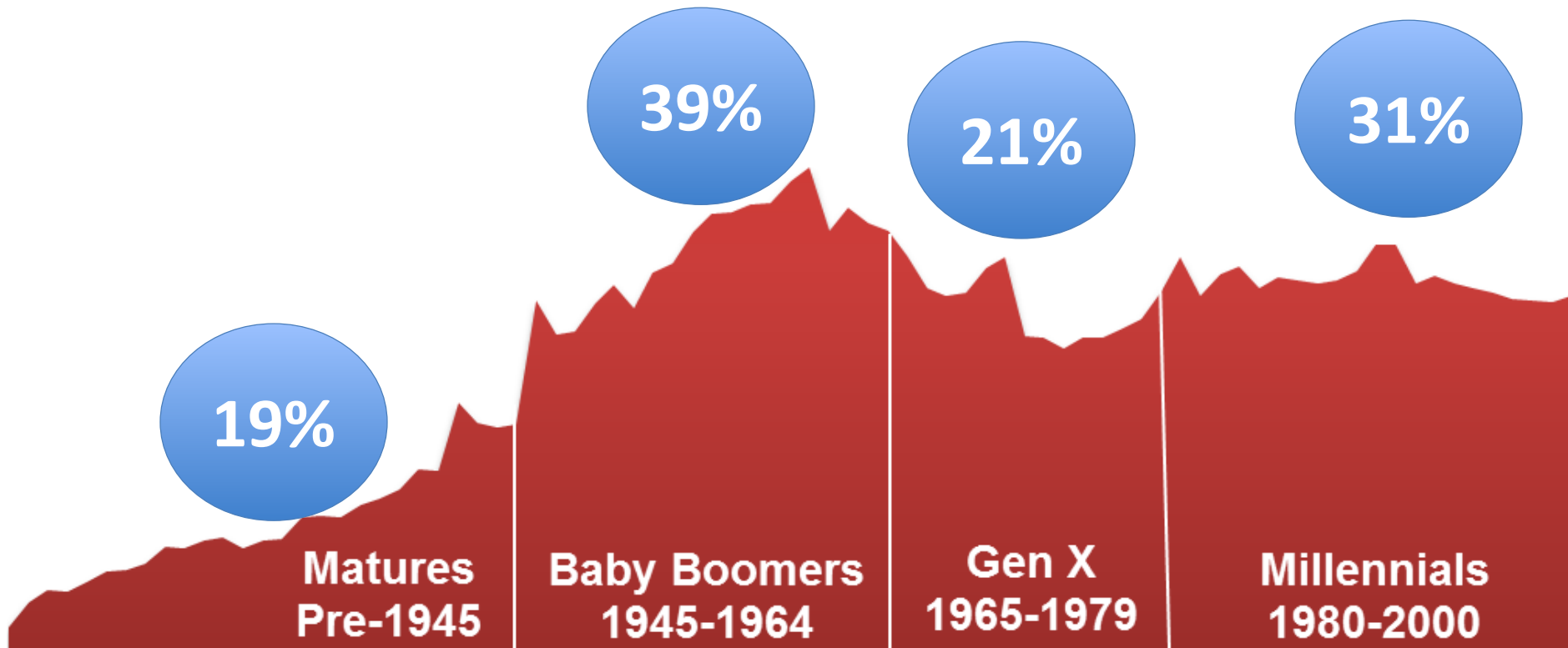


It's important to understand
why and how people get into
the water business



Demographics

The US Population Today





Creating Interest in Water Careers



**WE ARE
HIRING**

COME CHANGE THE WORLD WITH US



Meaningful, Important Work

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





But...

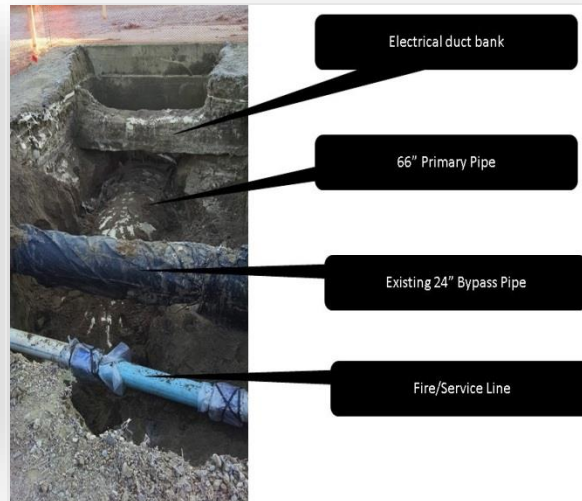
People are not necessarily
aware of jobs in the water
sector

Barriers to Awareness: Water is...

Commonplace



Complicated



Political





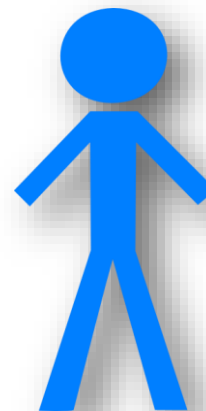
**Public
Service**



**Environmental
Stewardship**



**High-Tech
Nature**



**Personal
Benefits**



Public Service

We need
water to
live














A person wearing blue gloves is pouring water from a blue bucket into a red wheelbarrow. The wheelbarrow is partially filled with sand. A white arrow points to a black line on the inside of the bucket, labeled "MEASURING LINE".

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 WaterSM
Delivers

(Place Utility
Logo Here)

Presented in cooperation with

 American Water Works Association

How to Find Good Employees



Employee Referral Program

CONVALL 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 each referral who is hired, you will receive a \$150 bonus. Bonus

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



Cast a Wide but Targeted Net



**Professional
Organizations**



K-12 Outreach Opportunities



High school
internship (The
Urban Water
Institute, KSU)



Kid's Camp
(City of Fresno Water
Division)



In school
programming
(Jacksonville Electric
Authority)

Post-Secondary Outreach Opportunities



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 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.

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