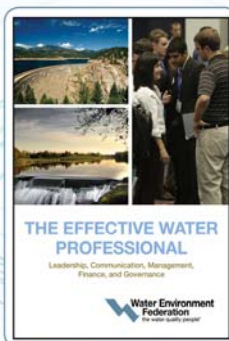


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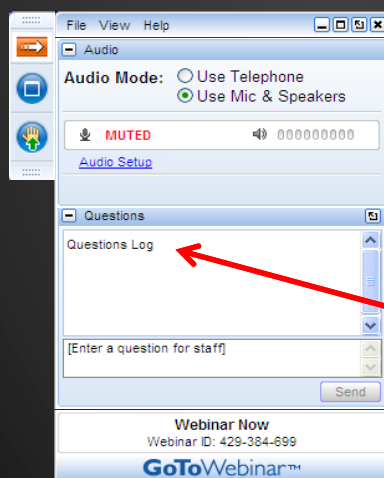


# Bridging the Human Resource/Operations Gap

April 12, 2017  
1:00 PM – 3:00 PM ET



## How to Participate Today



- Audio Modes
  - Listen using Mic & Speakers
  - Or, select "Use Telephone" and dial the conference (please remember long distance phone charges apply).
- Submit your questions using the Questions pane.
- A recording will be available for replay shortly after this webcast.



## Today's Moderator



Richard Gerstberger  
President  
TAP Resource Development Group,  
Inc

## Bridging the Human Resource/Operations Gap

Workforce Sustainability Subcommittee  
Utility Management Committee

## Speakers



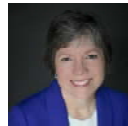
C. Mustaafa  
Dozier  
Chief of Staff  
DC Water



Cheryl Young  
HR Manger  
HRSD



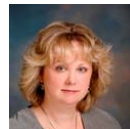
Mike Chapman  
Plant Superintendent  
HRSD



Tyler Richards  
Director Water Reclamation  
Gwinnett County Water Resources Dept.



Chris Henschel  
Gwinnett County Water Resources  
Dept.



Paula Hogg  
HRSD Director of Talent Management  
HRSD



C. Mustaafa Dozier, Chief of Staff



# Achieving World-Class

Bridging the Gap between HR and Operations:  
DC Water's  
Human Capital Management Program



DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY



## AGENDA

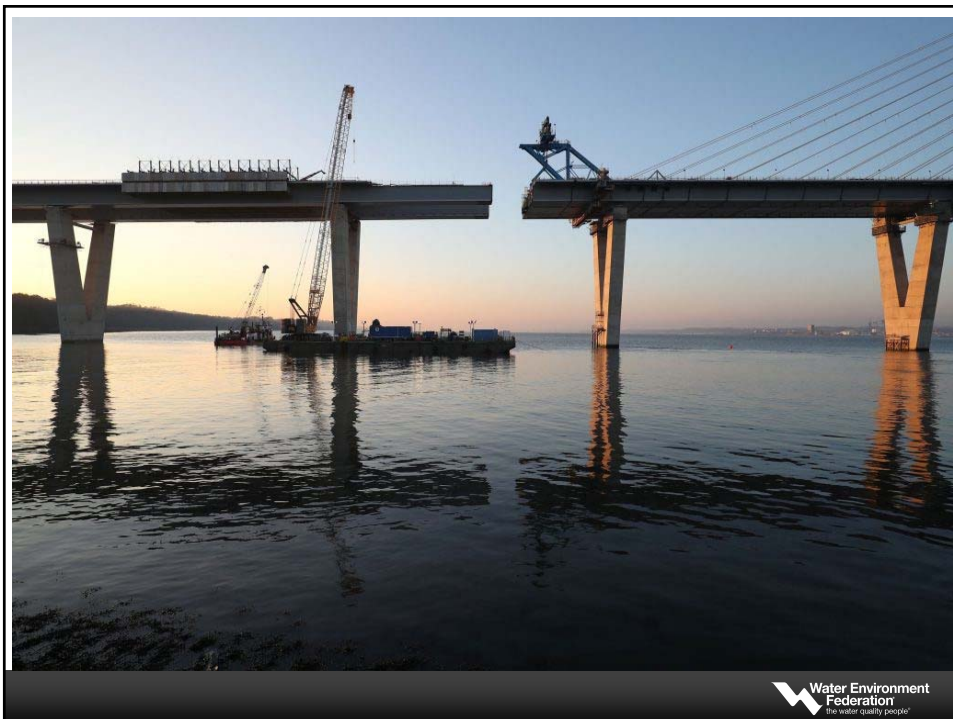
Executive Sponsorship

Embracing Innovative Human Resources

Organizational Design

Training Profiles

Strategic Planning





George S. Hawkins, General Manager/CEO



Water Environment  
Federation  
the water quality people®



Water Environment  
Federation  
the water quality people®

*"To really inspire us, we need a challenge that outsizes the resources available. We need a vision of the world that does not yet exist. A reason to come to work. Not just a big goal to achieve. This is what leaders of great organizations do. They frame a challenge in terms so daunting that literally no one yet knows what to do or how to solve it."*

*The Leader Eats Last, Simon Sinek*



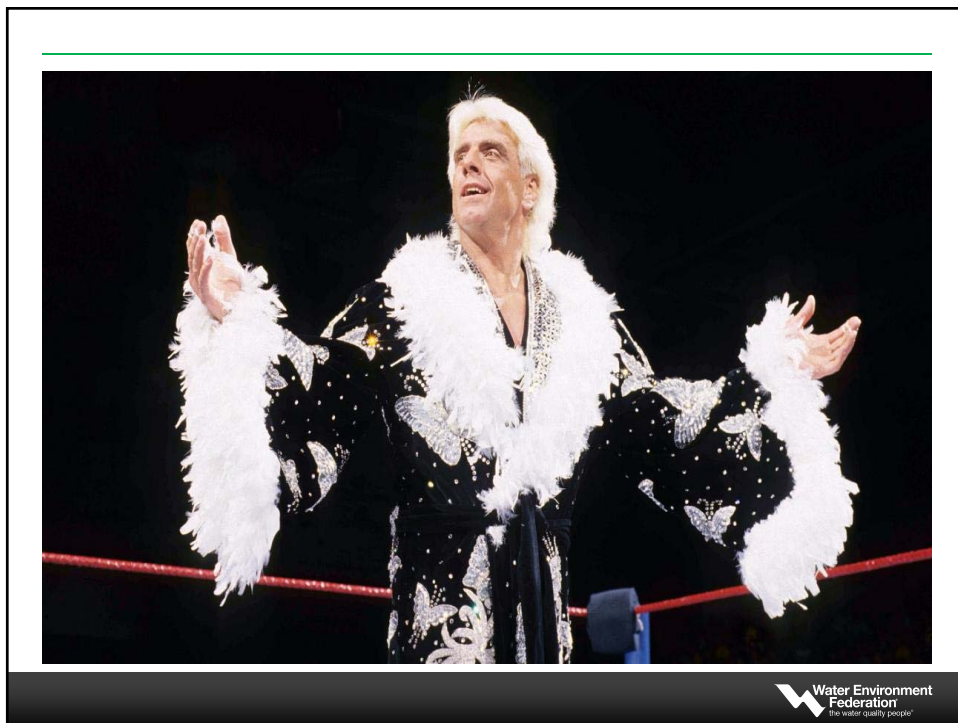
## It Starts at the Top

### General Manager/CEO

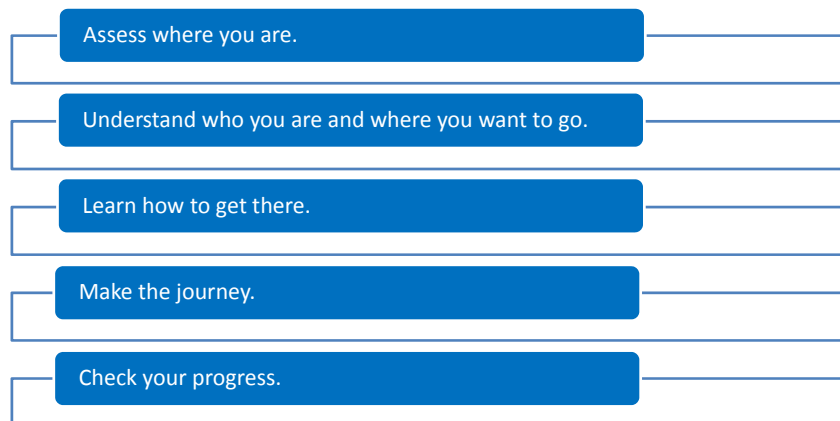
- Messaging HR as an *operational unit* not a *transactional unit*.
- Executive Staff Meetings and Senior Staff Meetings focus on human resources as a strategy.
- Utilizing organizational design to reflect the importance of human resources.
  - Labor Relations managed directly from Office of General Manager (2012)
  - Human Resources direct reporting relationship to the Office of General Manager (2016)







## Strategic Human Capital Management



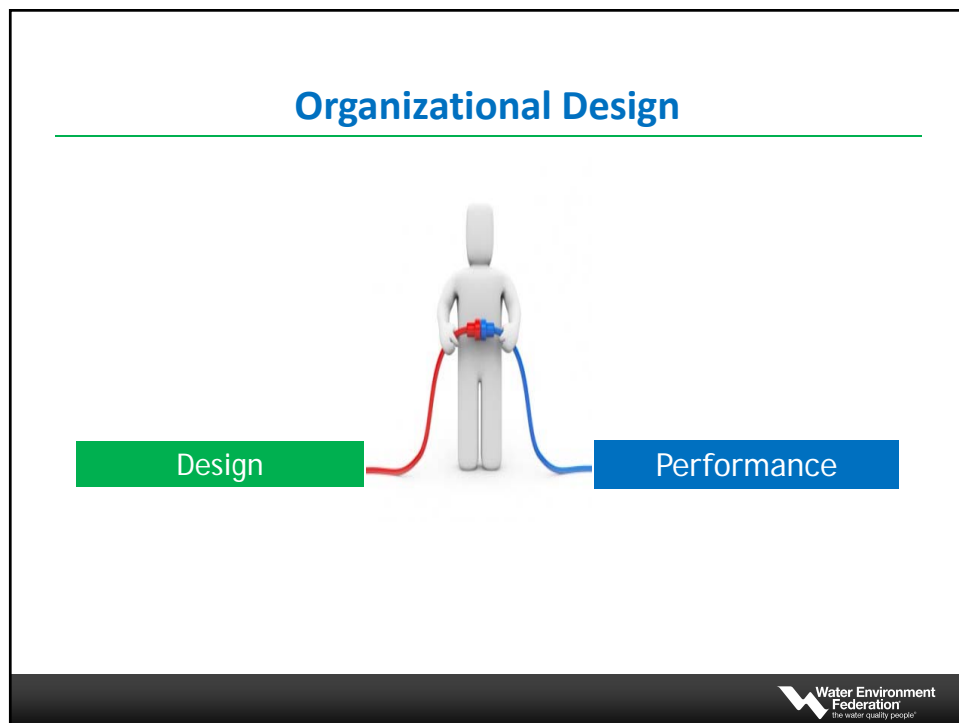
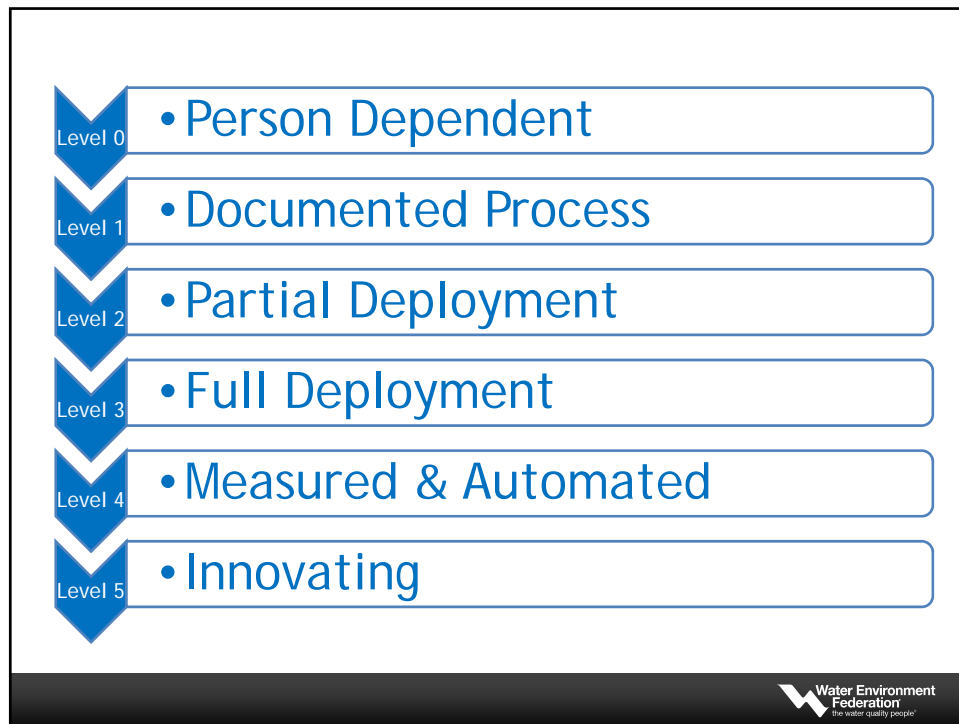
## 2016 HCM: Maturity Model Project

### Objective

To assess current state, identify gaps and develop a plan to achieve world-class HCM performance

### Methodology

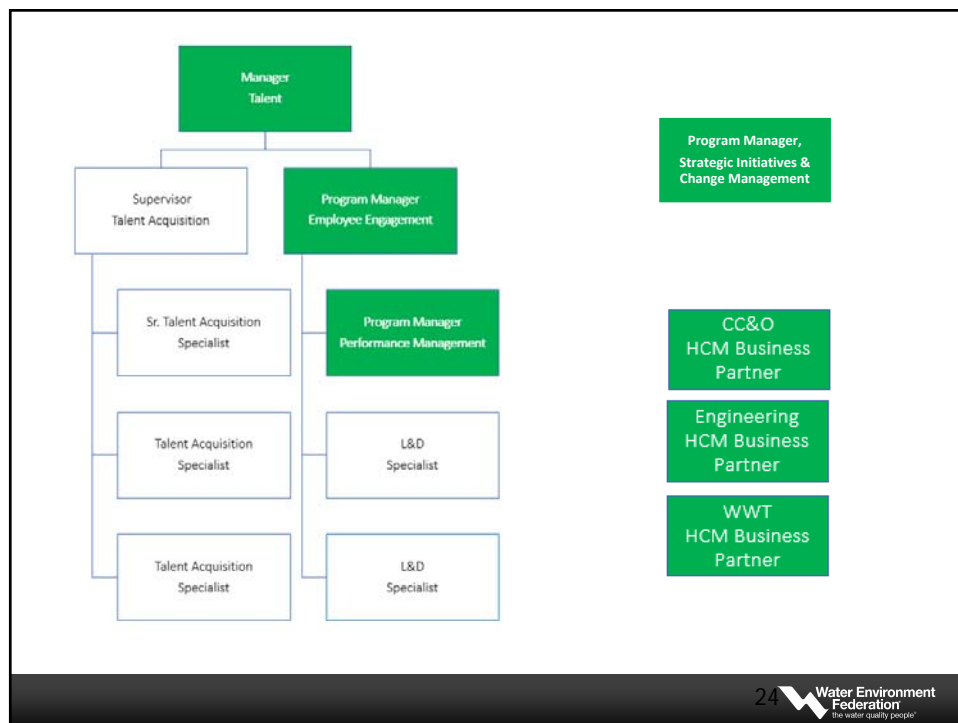
1. Define key business processes and sub-processes.
2. Document roles and responsibilities (RACI).
3. Define the "current state" of maturity for each process and sub-process.
4. Develop and implement metrics.
5. Defines strategies for advancing business process maturity to "innovating" .



## Organizational Design

Deloitte 2016 Global Human Capital Trends report:

“After three years of struggling to drive employee engagement and retention, improve leadership, and build a meaningful culture, executives see a need to redesign the organization itself, with 92 percent of survey participants rating this as a critical priority.”

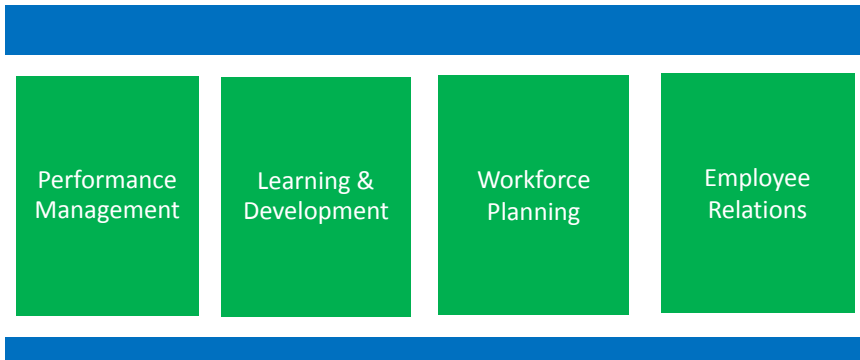


## Achieving World-Class: Human Capital Management

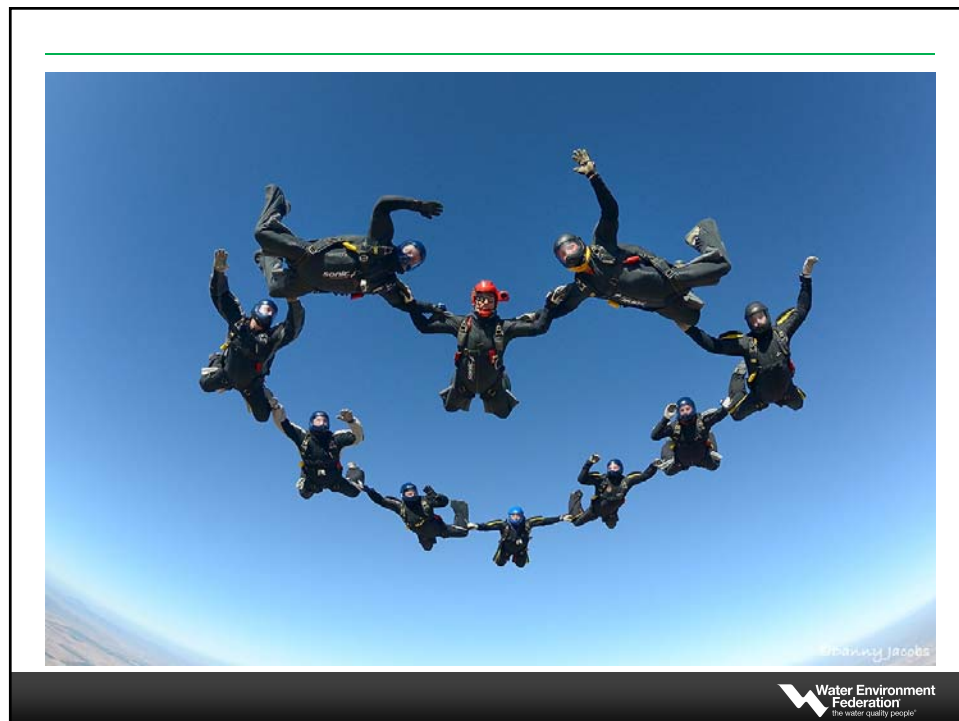
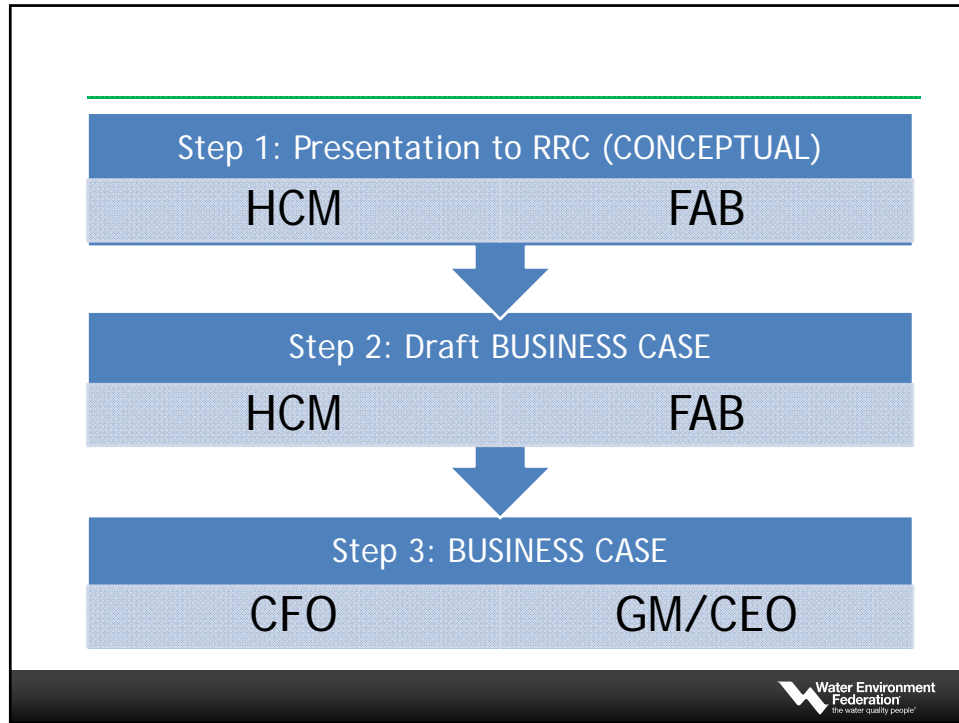


## Next Phase: Hire HR Business Partners

- Specialized talent with HR mindset
- Will belong to the business







## Employee Training Profiles



## Blue Horizon 2020 Goals

GOAL	
1	Develop, Maintain and Recruit a High Performing Workforce
2	Collaborate Locally, Regionally, and Nationally
3	Increase Board Focus on Strategic Direction
4	Enhance Customer/Stakeholder Confidence, Communications, and Perception
5	Assure Financial Sustainability and Integrity
6	Assure Safety and Security
7	Consider DC Water Role in Drinking Water Treatment
8	Optimally Manage Infrastructure
9	Enhance Operating Excellence Through Innovation, Sustainability, and Adoption of Best Practices

33



### Develop, Maintain and Recruit a High Performing Workforce

*Enhance Employee Engagement*

*Increase workforce productivity*

*Implement in-house leadership development*

*Enact succession planning*

*Reward Employee Performance & Contributions*

34



The greatest waste in the world is the difference between what we are and what we could become.

- Ben Herbster



# Operations and Recruitment Navigating The Great Recruitment Divide



Cheryl Young  
Michael Chapman



## Hampton Roads Sanitation District



- Established in 1940
- Political subdivision of state
- Serve 18 counties and cities
- 13 treatment plants
- Capacity- Treat 249 million gallons of wastewater per day



- **Our Vision:** Future generations will inherit clean waterways and be able to keep them clean.
- **Our Mission:** We protect public health and the waters of Hampton Roads by treating wastewater effectively.



## Operations and Human Resources Navigating The Great Recruitment Divide





## Navigating the Great Recruitment Divide



### Agenda

- Challenge
- Goals and Process
- Coming Together
- Hard Work
- Implementation
- Evaluation
- Score...Outcomes

## Challenges

- Length of hiring process
- Quality of recruits
- Inconsistent background checks
- Effectiveness of interview process and questions
- TRUST

## Goal and Process

- **HR** protect the organization and provide effective hiring, recruiting and retention policies and procedures
- **Operations** acquire the best talent to effectively perform the operations of the Department



## Coming Together- Common Goal

- Goals- Install a locally adaptable process to fill vacancies effectively and efficiently:
  - Decrease time to hire
  - Great employees for organization
  - One HRSD



## Hard Work- 3R's

- Review
  - Current matrix
- Revise
  - Consider all stakeholders
- ReChart
  - Processes



## Implementation

- Test New Process
- Inform Operations leadership Team
- Solicit support/feedback

## Evaluation

- Work in progress
- Lessen Anomalies
- Learn and Improve



## Outcomes

- Decreased recruitment time and identified bottlenecks in the process to continue to improve processes
- Improved working relationships between HR and Hiring Supervisors (Job Fairs)
- Increased HR staff presence on hiring panels- the composition of hiring panels often includes HR staff.



## Outcomes

- Increased discussions between HR and Hiring Supervisors, taking a more proactive approach to working towards desired outcomes
- Implemented a new ERP system module based on the revised recruitment matrix
- Supervisor Hiring Guide



# THANK YOU

Cheryl Young  
[cyoung@hrsd.com](mailto:cyoung@hrsd.com)  
(757) 460-7306  
Michael Chapman  
[mchapman@hrsd.com](mailto:mchapman@hrsd.com)  
(757) 318 - 3602



# Gwinnett County Water Resources

Employee Skills Development Program  
Presented by Tyler Richards  
And Chris Henschel



## Agenda

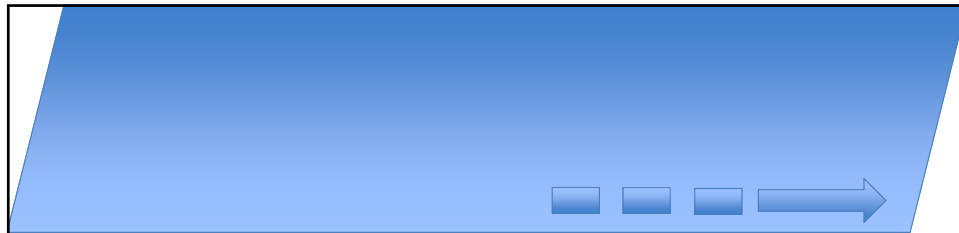
The Future Workforce

Human Resource Challenges

The Gwinnett County  
Employee Skills Development  
Program

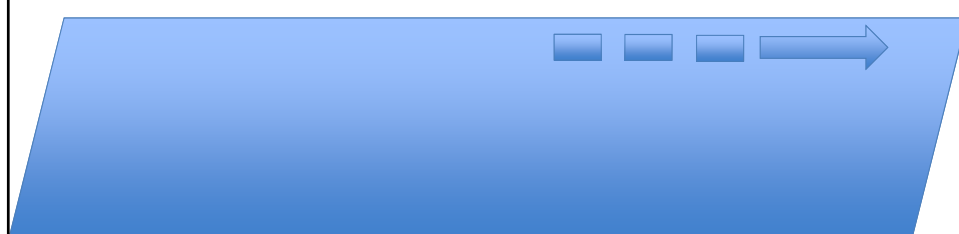







Part 1:



# The Future Workforce



## Gwinnett County Water Resources



<h3>Mission</h3> <ul style="list-style-type: none"><li>• To Provide Superior Water Service at an Excellent Value</li></ul>	<h3>Vision</h3> <ul style="list-style-type: none"><li>• To be Widely Recognized as a Leader in the Water Industry</li></ul>
--	---



## Gwinnett County Department of Water Resources

Serving over 900,000 residents

Delivering Safe Drinking Water

Collecting and Treating Wastewater

Managing Stormwater



Water Environment  
Federation  
the water quality people®

## Workforce Development

### A look at our workforce

- 555 employees (8% - 10% vacancy rate)
- Professional, Skilled Trades, Analysts, Administrative, Customer Service
- Non-Union

24/7 requirement to meet service level

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Federation  
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## Workforce Challenges

40% of current workforce can retire in next 5 years

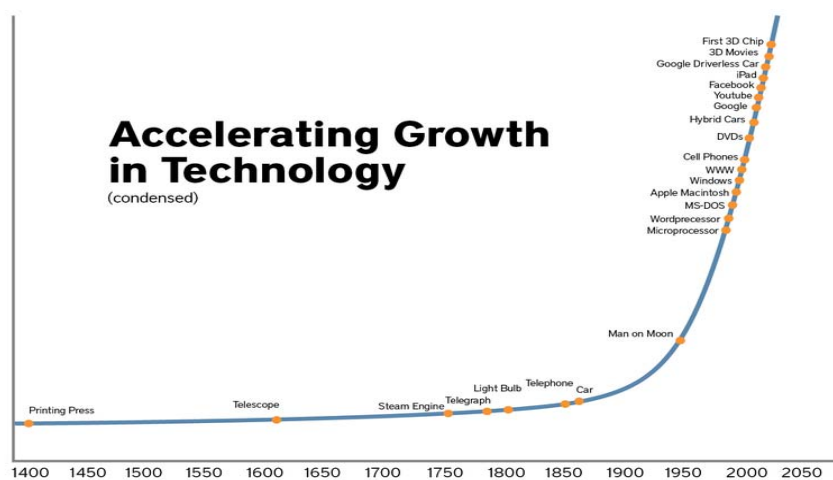
Strong competition for highly skilled workers

The increasing rate in which technology advances



## The Future is Accelerating

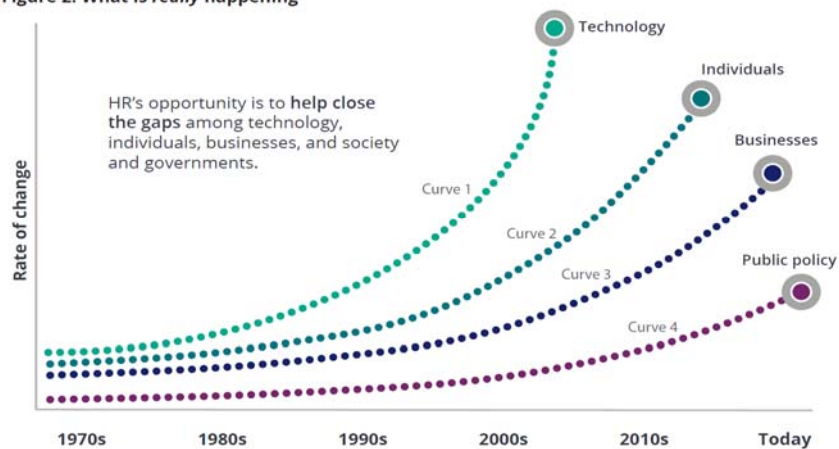
### Accelerating Growth in Technology (condensed)



## 2017 Global Human Capital Trends

Source: Deloitte®

Figure 2. What is really happening



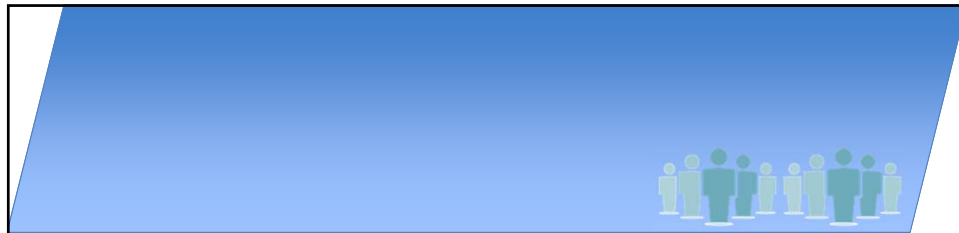
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## The Utility of the Future Workforce

**We need the tools  
to develop the  
'Utility of the future'  
Water Resources  
Workforce**

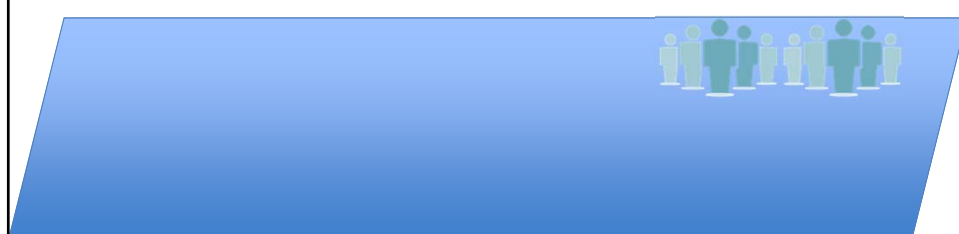

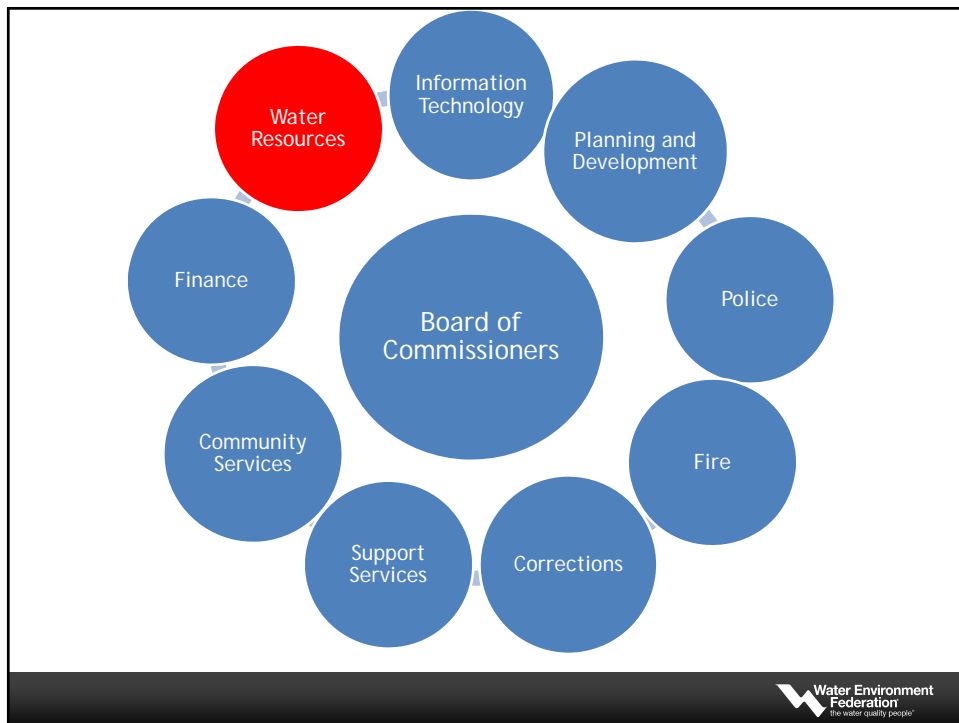


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Part 2:

# Human Resource Challenges

## Obstacles



Outdated Job  
Classifications



Lack of DWR Specific  
Training Program



Lack of competitive  
compensation

## Outdated Job Classifications

### 17 Year old Job Classifications

Job descriptions matched jobs in existence in the year 2000

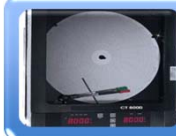
Requirements and training for jobs are very general

Some of our current workforce needs do not have a job classification that fits them

A vacancy must exist for an employee to advance (with few exceptions)



## What has changed in the last 17 years?



'SCADA' Systems



1980's Treatment

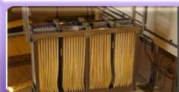


Paper Work Orders

## Where we are now



Advanced Facilities



Membrane Technology



Ozone Treatment



Mobile Electronic Systems

## Obstacles



Outdated Job  
Classifications

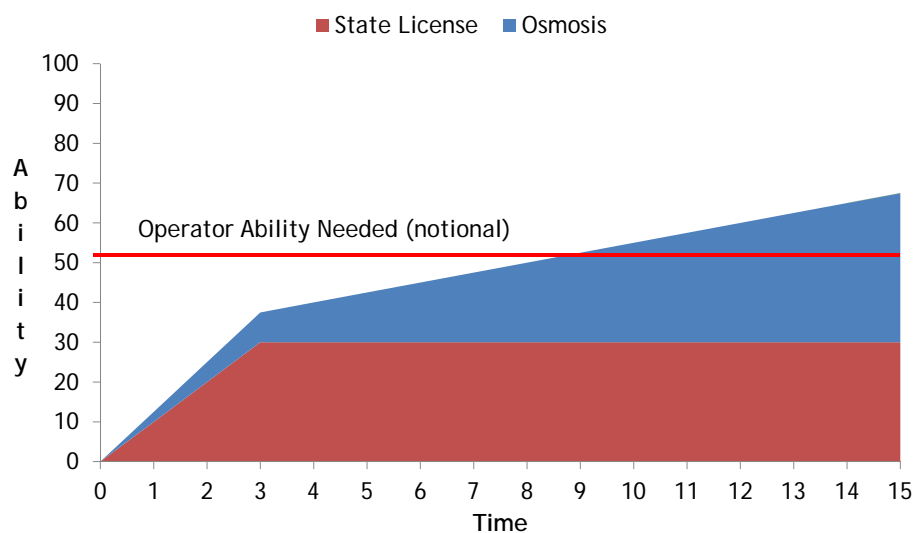


Lack of DWR Specific  
Training Program

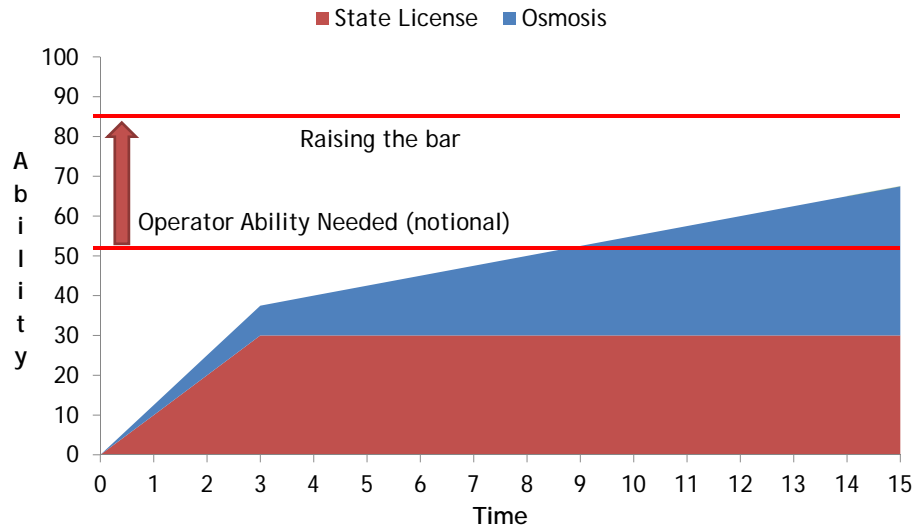


Lack of competitive  
compensation

## Training for Operators



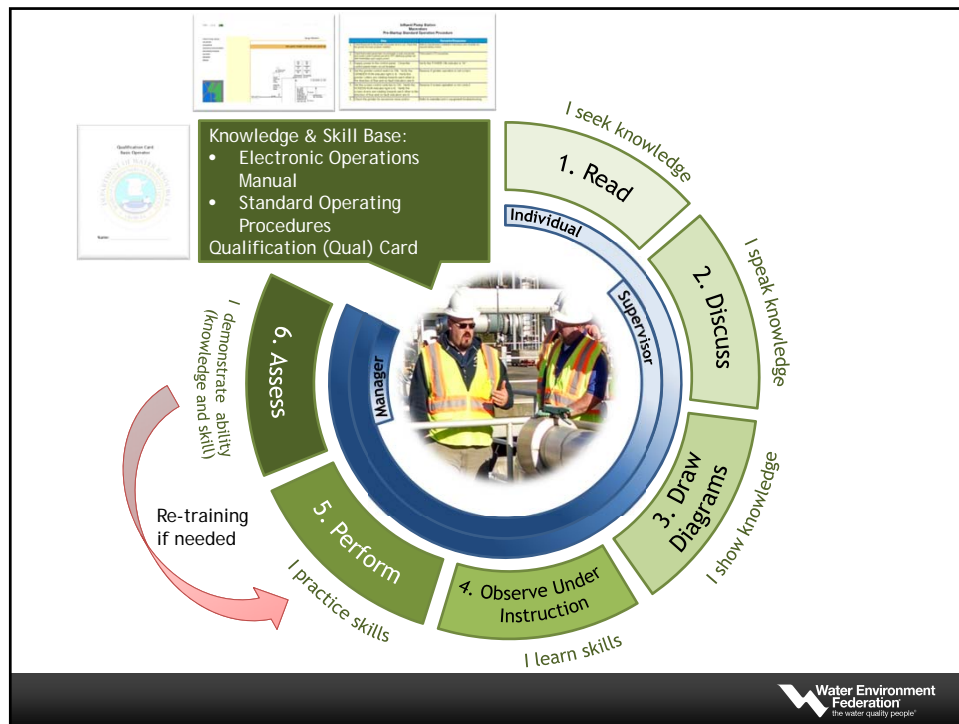
## With our Advanced Facilities



## Training is key to raising the bar

### The Typical Approach

- **The KSA Skillset**
  - Knowledge: Basic mechanical principles
  - Skills: Basic computer skills
  - Ability: Maintains safe work environment



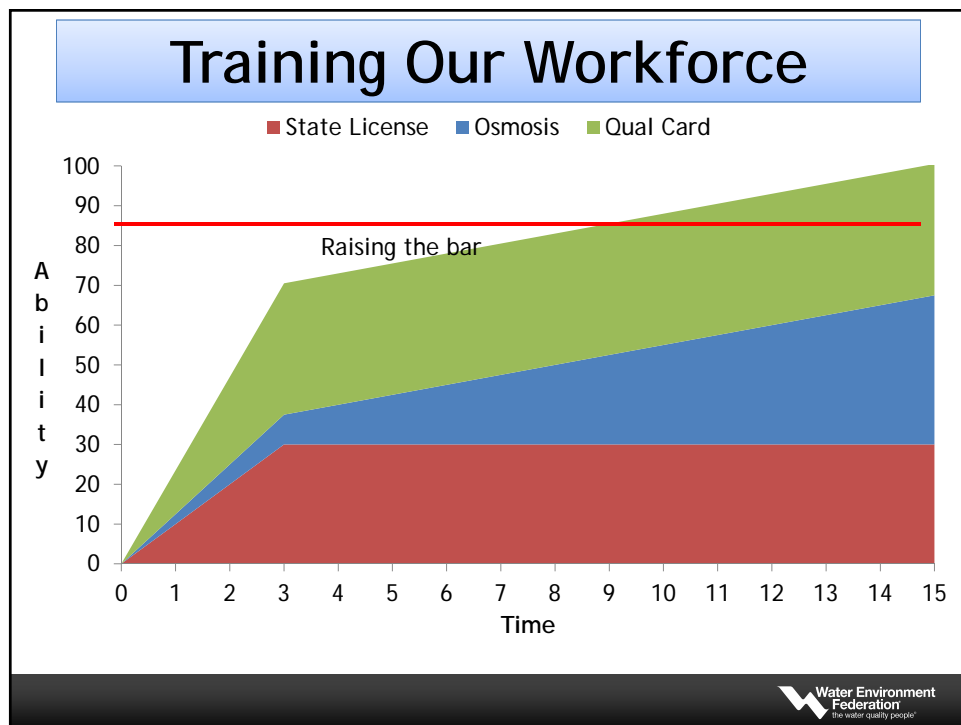
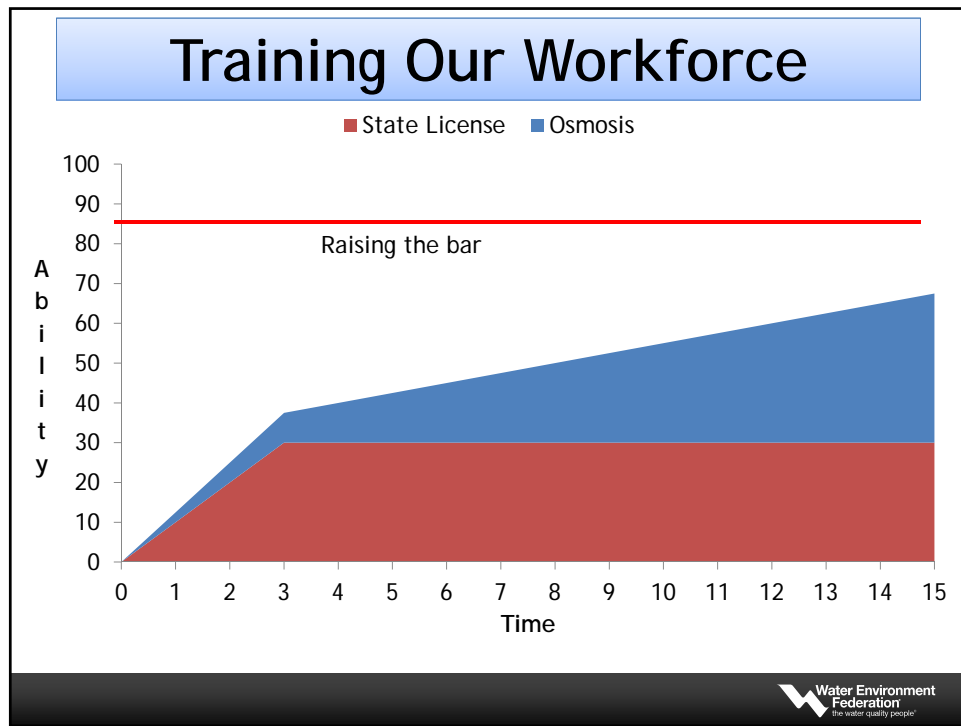
## Qual Cards

**2.1.3** Draw a one-line diagram of the influent pump station including; influent gate, Macerators, Macerator inlet and outlet gates, Wetwell 1 inlet gate, Wetwell 1&2 division gate, influent pump inlet gates

### 2.2 Tom Smith Road Pump Station

2.2.1 Read the Tom Smith Road Pump Station section of the YR Operations Guide and all Tom Smith Road Pump Station SOPs. Individual Date

2.2.2 State the function of the Tom Smith Road pump station, Macerators, and Submersible Pumps. Instructor/Supervisor Date



## Obstacles



Outdated Job  
Classifications



Lack of DWR Specific  
Training Program



Lack of Competitive  
Compensation

## Lack of Competitive Compensation



8% to 10% on-going vacancy rate

- SCADA Technicians
- Engineers/ Construction
- Technical Managers
- Electricians


12.8% average turnover rate

- 18% for Trades Techs
- 15.4% for Operators

## Without Competitive Compensation

Strong Job Market  
and Need for  
Technical Positions



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Part 3:

## The Gwinnett County Employee Skills Development Program



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## Employee Skills Development Program

Career advancement available

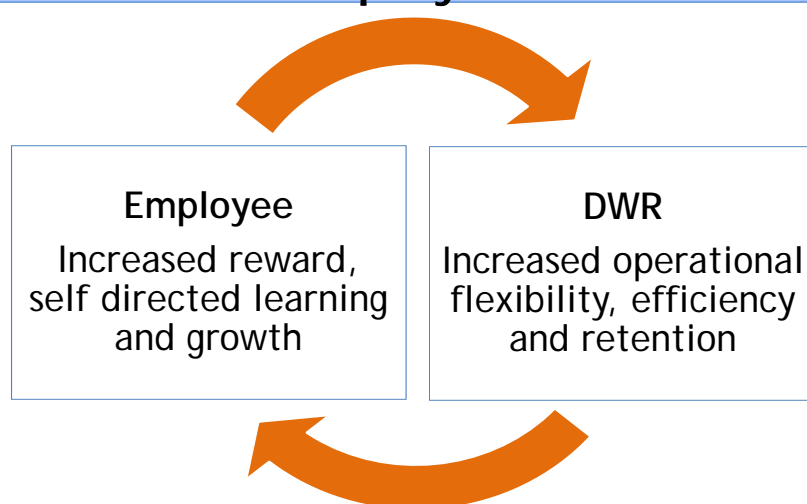
Updated and new job classifications

Job specific training programs including leadership development

Compensation review



## Win-Win for both County and Employees



## Is our Workforce Ready to Advance?

Employee online survey performed this year

- **90% employee response rate**
- 98% are looking to gain more knowledge to increase skills
- 92% know how their job contributes to accomplishing the mission of DWR
- 81% are interested in taking on greater leadership role and duties



## Which Career Paths Make Sense?



### Operators\*

- Water
- Wastewater



### Trades Groups

- Facilities
- Fields Operations



### Construction

- Inspection
- Construction Management



### Warehouse

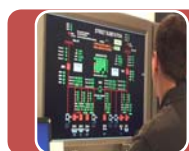


### Engineering

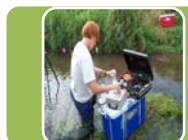
- Project Management
- Technical Support/ Research



## Where are there gaps?



SCADA Technicians



Scientists - limnologists,  
chemists, biologists,  
hydrologists

*Adding new classifications for these needed jobs*

## How Do Jobs at Each Level Differ?

### Career Progression

Price of  
retention

Learning basic  
skills, duties  
and  
responsibilities  
(apprentice)

Gaining  
Depth of  
knowledge in  
an area

Gaining  
Breadth for  
added  
flexibility or  
advanced  
knowledge in  
an area. (May  
serve as lead)

Limited  
Participants

Gains  
leadership  
and  
supervisory  
skills

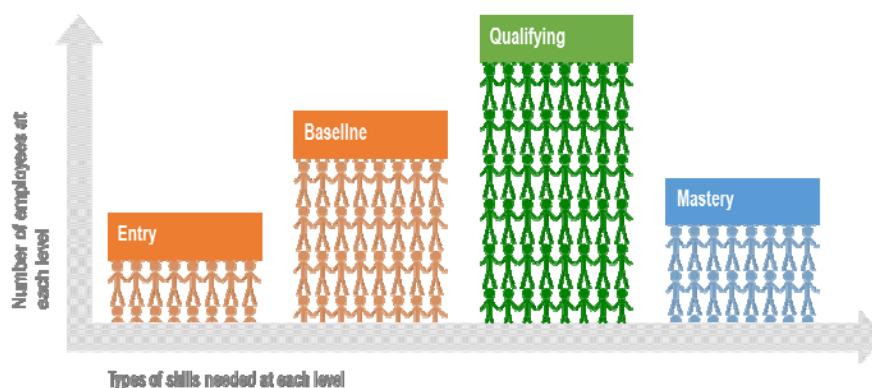
**PROMA**

Automatically Promoted with Demonstrated Skills and Knowledge

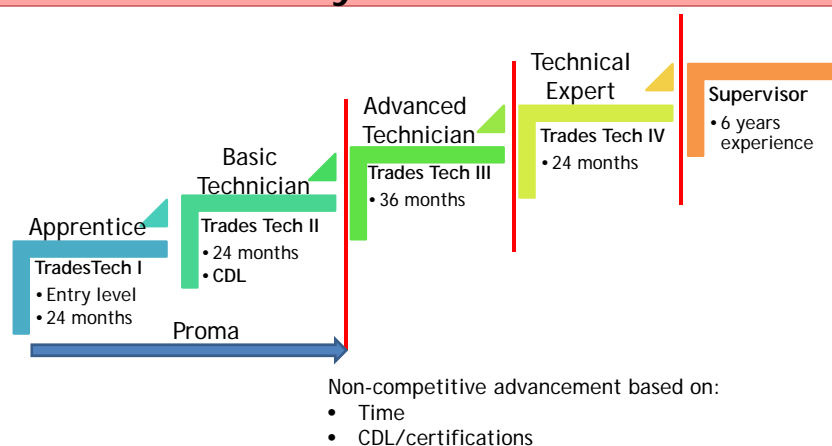
**PROMO**

Must have  
vacancy

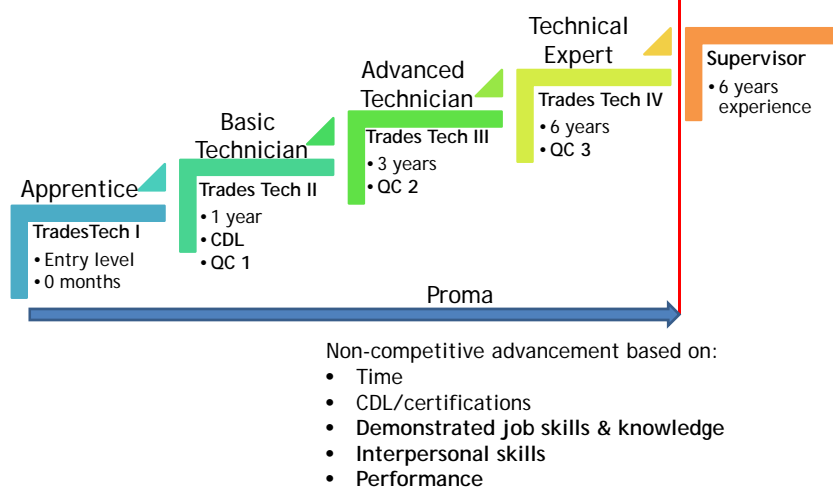
## Not Everyone Will Get to the Top



## Current Career Progression for Facility Maintenance



## Proposed Career Progression Facility Maintenance



## Human Resources Concerns

### Outside their 'box'

- Bring in HR early in process

### Effects on the rest of the County

- Separate ourselves - Create separate "WR" class specifications

### HR lacks staff and money

- DWR will pay for
  - Evaluations/training
  - Compensation study

## Next Steps and Considerations Working with HR

### Working Within Merit Rules for Employees

Authorize positions at highest Proma level

Continue development of Qualcards for each level

Determine skills & knowledge of present employee

Allow time for training and advancement

Compensation review (hopefully)



## Questions at End of Webinar



## Paula A Hogg

*HRSD  
Director of  
Talent Management*



## Leadership Development for a Sustainable Future





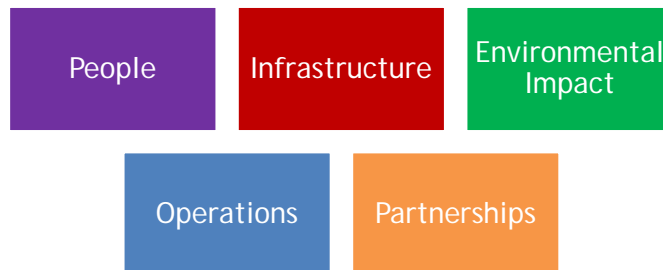
## Topics

- HRSDs Strategic Plan
- Challenges
- Organizational Development
- Changes & Outcomes
- Current Initiatives



## HRSD's Strategic Plan

*"Future Generations will be able to inherit clean waterways and keep them clean"*





**People**

We employ talented people who take pride in doing their best for the environment.

**Key Focus Areas**

**We focus on:**

- Developing our existing talent with a focus on technical expertise, quality and collaboration
- Ensuring the talent we have is used effectively
- Increasing the pool of talent by inspiring the next generation to pursue environmental careers
- Attracting and retaining top talent with diverse backgrounds

**HRSD Mission:** We protect public health and the waters of Hampton Roads by treating wastewater effectively.

**Water Environment Federation**  
the water quality people®

## Challenges

- Potential Retirements & Loss of Organizational Knowledge
- Development of Future Leaders
- Knowledge Transfer
- Communication and Collaboration between Departments

## Organization Development @ HRSD



## Quality Program

- Quality Improvement Principles
- In-House Facilitators
- Your Role in Quality
- Problem Solving Teams & Training
- Quality Steering Team
- Annual Planning Process





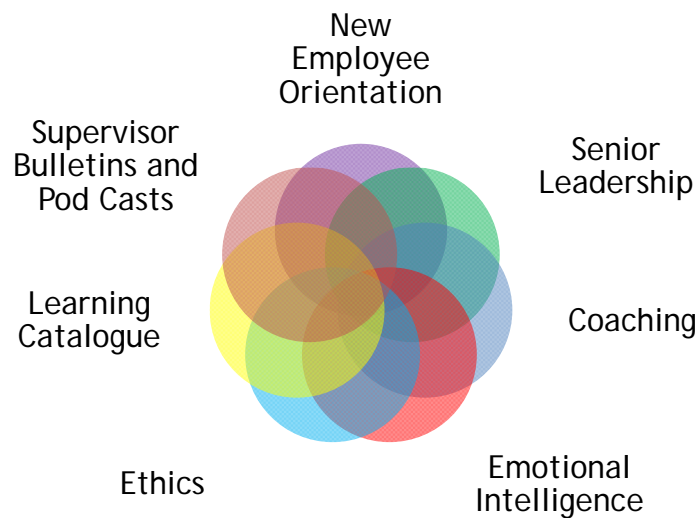
## Strategic Plan Tasks - People

- New Employee Orientation
- Recognition and Rewards
- Wellness
- **Organizational wide performance feedback**
  - Train Supervisors
  - Facilitate employee development
  - Increase the pool of internal qualified candidates for all positions
- Develop total compensation philosophy for HRSD to guide salaries and benefits into future

## Strategic Plan Measures -People

- ✓ Employee Turnover Rate
- ✓ Internal Employee Promotion Eligible
  - Average Time to Fill Position
- ✓ Training Hours per Employee
  - Safety Lost Time Work Days

## Culture



## Changes & Outcomes

### Voluntary Retirement Incentive Program

- 45 of 73 Eligible Employees Retired
- 17 Supervisors/Leaders

### Reorganization Accelerated Need

- Loss of historical knowledge
- Changing workforce
- Increased complexity
- Changing demands

### Reorganization Goals

- Collaboration & Sharing Resources
- Automation & Use of Data
- Consistency
- Energy Management
- Cyber Security

## Organization Changes

### Talent Management Department

- HR
- Safety
- Organizational Development & Training

### Operations

- Water Technology & Research Director
- Electrical and Energy Management
- Realignment of Treatment Plants & Management
- Inventory & Maintenance Management

### IT

- New Instrumentation and Controls Division

### Engineering

- New Asset Management Division w/ CMMS

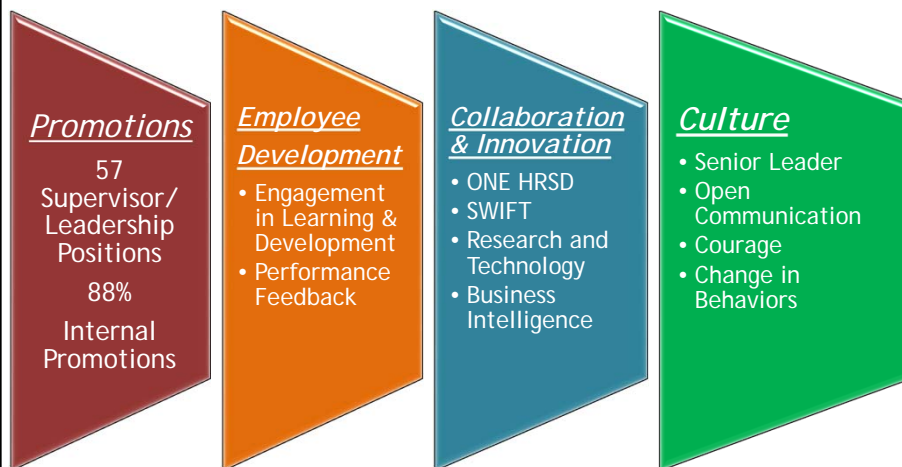
### Water Quality

- Recycling and Biosolids Management

### Finance

- Enterprise Business Management System

## Outcomes & Evidence of Success

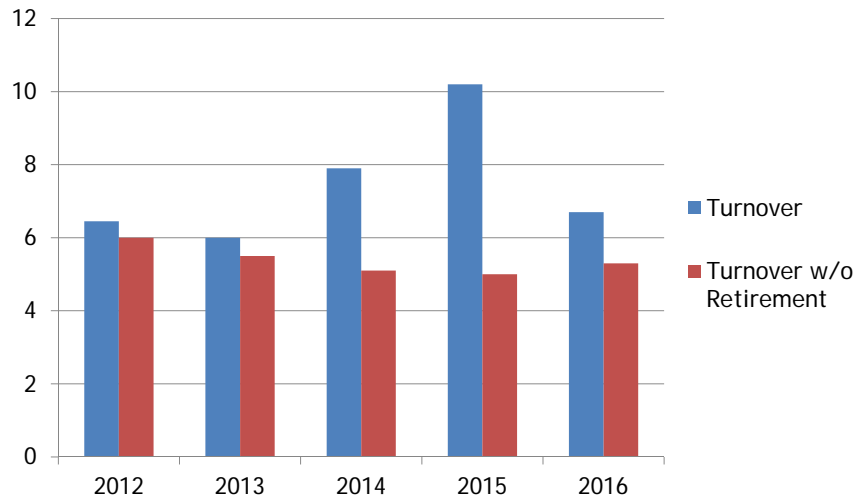


## Strategic Plan Tasks - People

- New Employee Orientation
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- Wellness
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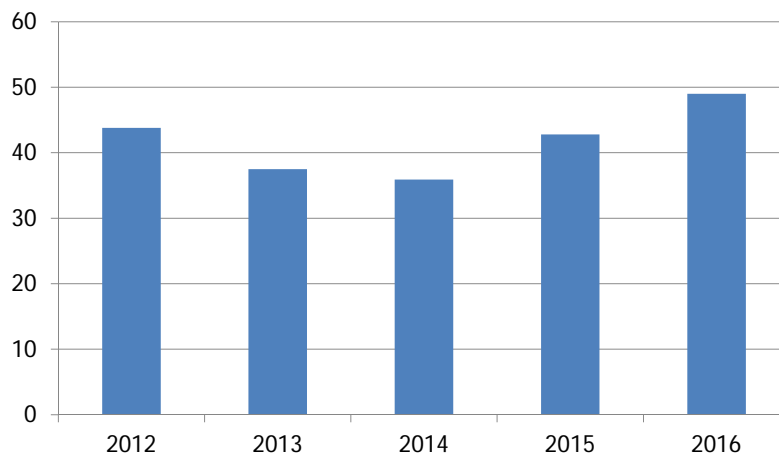


## Strategic Measure- Turnover - %



## Strategic Measure- Training Hours

Annual Training Hours per Employee

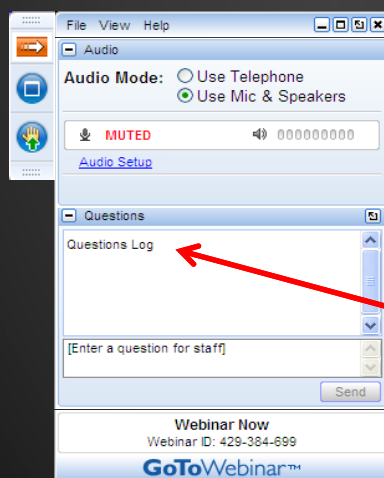


## Current Initiatives

- SWIFT
- Senior Management
  - Culture
  - Creating Clarity
  - Update Strategic Plan
- HR
  - ADA & Reasonable Accommodation Training
  - Supervisor On-boarding
  - Interview Training
  - Partnering with Work Centers



## How to Participate Today



- Audio Modes
  - Listen using Mic & Speakers
  - Or, select "Use Telephone" and dial the conference (please remember long distance phone charges apply).
- Submit your questions using the Questions pane.
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