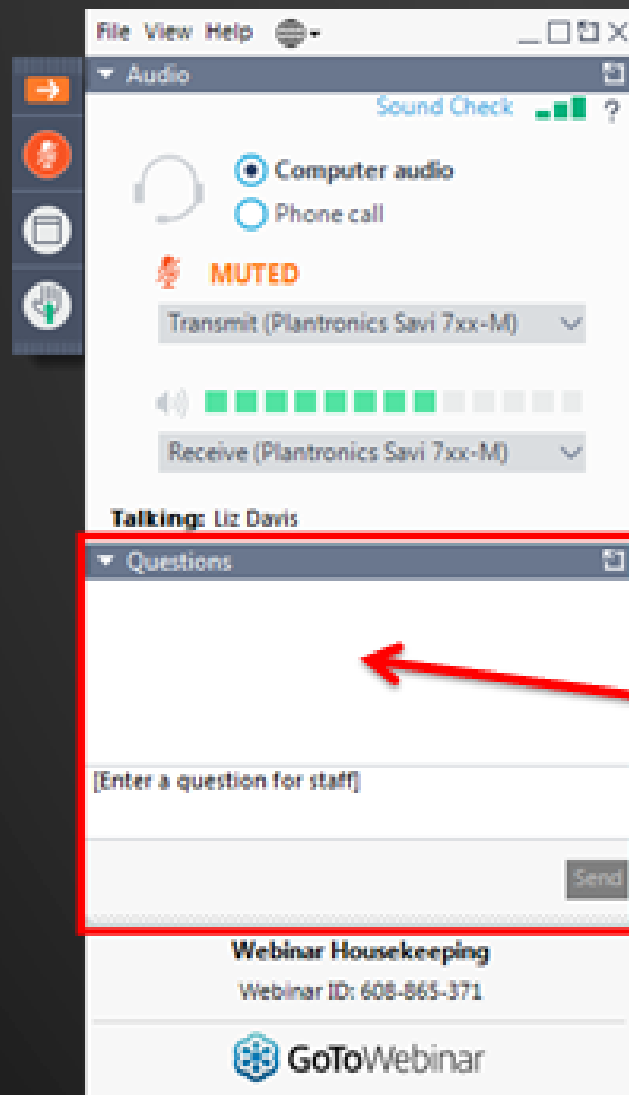




**Water Environment
Federation®**
the water quality people®

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.**



Go With the Flow

Making the Water Sector *the* Employer and
Profession of Choice

Part 1 of 2

**Flow into and
throughout the
water community:**

Innovative ways
water sector careers
are evolving





Adriana Caldarelli



Dave Quinby



Laura Shields



Robert "Wick" Warden



Nathan Roberts



Roberto Escalante



Innovations in Professional Development

Apprenticeships, College Degrees, and
Professional Development
Opportunities



Cleaning wastewater every day for a better Bay.

HRSD Apprenticeship Program

Apprenticeship Program Mission & Vision

Mission

To create a workforce with diverse skill sets to prepare for an ever-changing industry.

Vision

To provide learning centered around work, life, health, water, and innovation.

HRSD Apprenticeship Program

- Founded in 1979
- Recognized by the Virginia Department of Labor and Industry as well as the Virginia Department of Education
- Offers tuition-free apprenticeships in 8 different disciplines

Apprenticeships Currently Exist for the Following Trades:

1. Plant Operator
2. Maintenance Operator
3. Small Communities Operator
4. Interceptor Technician
5. Electrical/Instrumentation Specialist
6. Machinist
7. Carpenter
8. Automotive Technician

HRSD Apprenticeship Program

- Standards of Apprenticeship
- Honor Code
- On the Job Training
- HRSD Provides Instructors from Staff Around the District to Administer Classes
- Plant Tours and Exposures All Over the 9 Major Treatment Plants
- Variety of Course Delivery Methods, Online, Distance and Intensive
- Apprenticeship Representatives in Each Department

**80 Employees Have Gone
Through the Program in the
Last 5 Years with Over 95%
Graduation Rate**



HRSD Values:

- Environment
- Customers and Employees
- Quality Service
- Integrity
- Personal Growth
- Teamwork
- Stewardship

HRSD has Created an Environment that Supports Personal Growth and the Development of employees.



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

Vision: Future generations will inherit clean waterways and be able to keep them clean

In order to keep our waterways clean we invest in the people who are doing just that.



Communications Between Interested Parties

Interdependency, Collaboration, and
Communication.



Eventually, all things merge into
one, and a river runs through it.

~Norman Maclean,
“A River Runs Through It” 1976

COMMUNICATION BETWEEN INTERESTED PARTIES

From Merriam-Webster:

communication

/kə-ˌmyü-nə-ˈkā-sh(ə)n/
noun

1a : a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior

also : exchange of information

1b : personal rapport

COMMUNICATION BETWEEN INTERESTED PARTIES

From Merriam-Webster:

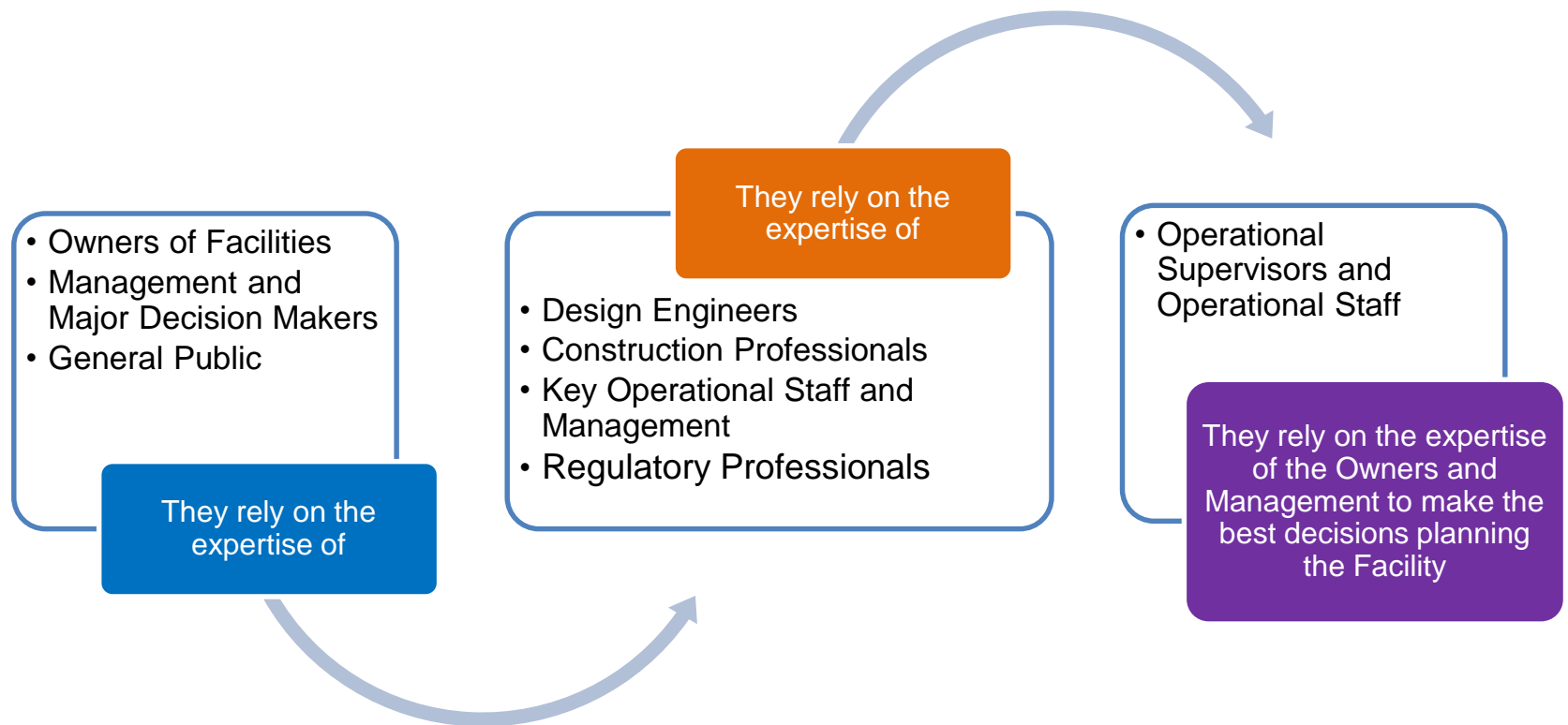
rapport

\ ra-'pôr , rə-\
noun

“a friendly, harmonious relationship. Especially, a relationship characterized by agreement, mutual understanding, or empathy that makes communication possible or easy”

COMMUNICATION BETWEEN INTERESTED PARTIES

We are all interdependent!



COMMUNICATION BETWEEN INTERESTED PARTIES

The Five Dysfunctions of a Team Patrick Lencioni



COMMUNICATION BETWEEN INTERESTED PARTIES

- Silos
 - Isolated
 - Comfortable
 - Predictable
 - Familiar



COMMUNICATION BETWEEN INTERESTED PARTIES

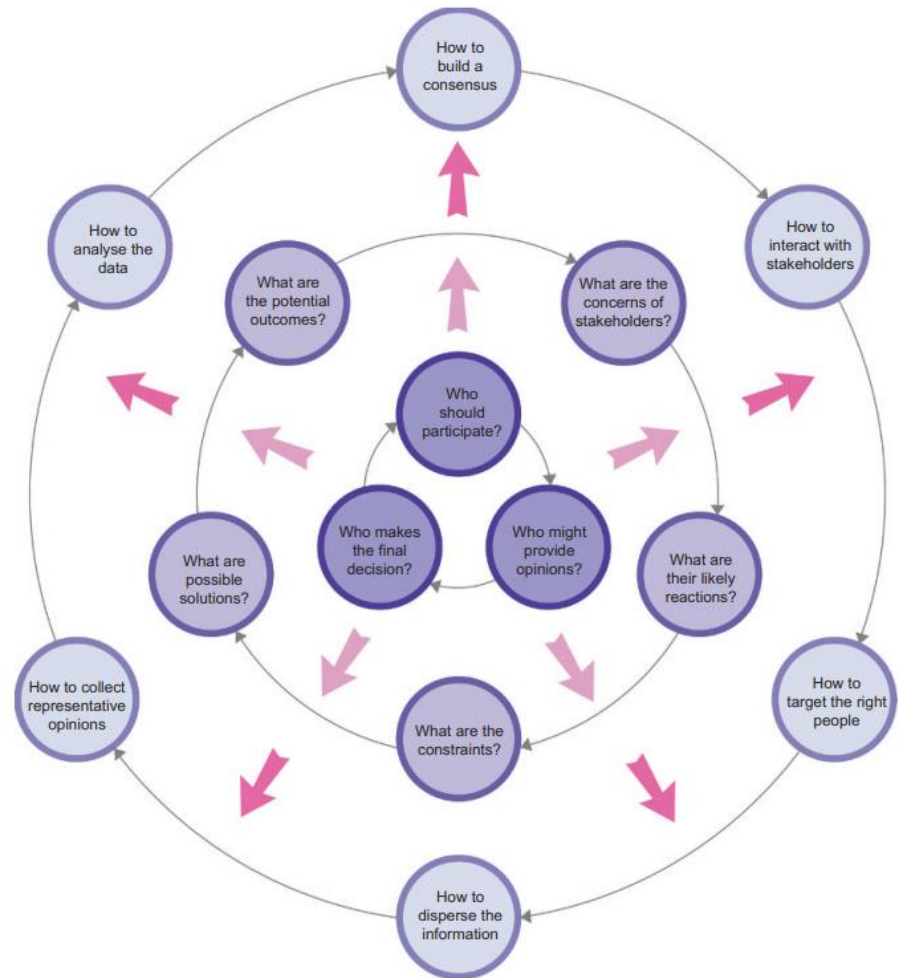
Integrative Process

An iterative,
collaborative
approach involving
project shareholders
from visioning
through completion
and throughout
execution



COMMUNICATION BETWEEN INTERESTED PARTIES

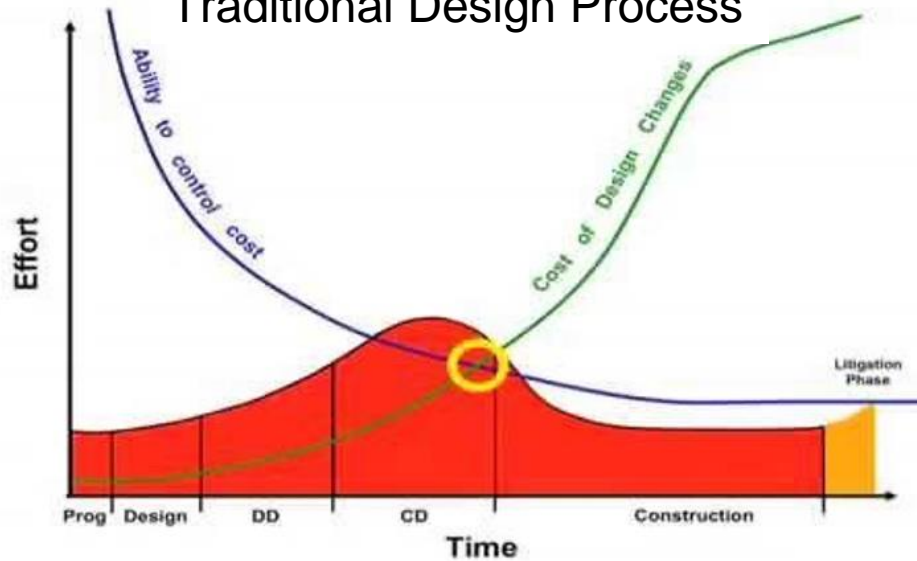
- Who should participate
- Show should have opinions
- Who makes the final decisions



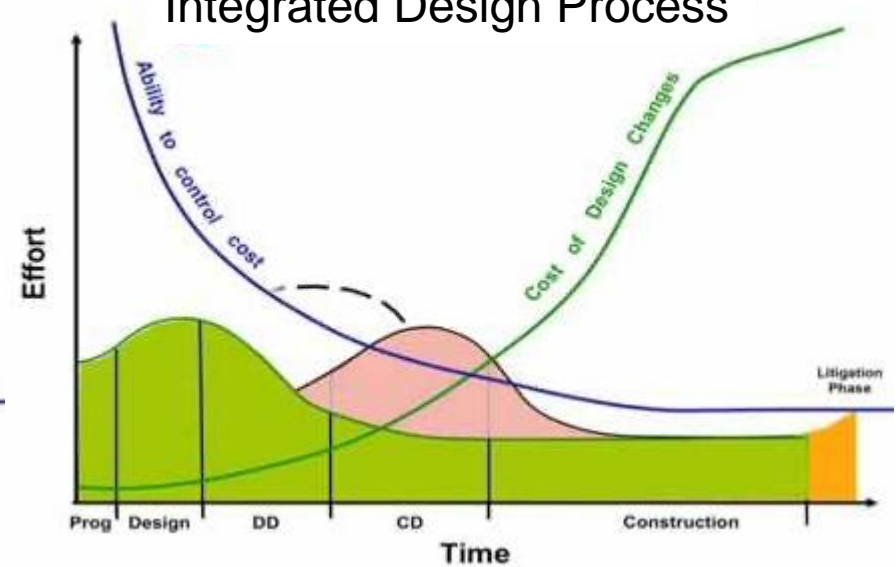
Ng, S. Thomas. "Title Rethinking public participation in infrastructure projects." (2013)

COMMUNICATION BETWEEN INTERESTED PARTIES

Traditional Design Process



Integrated Design Process



Opportunities In The Changing Water Sector

We've come a long way...



But we still have a long way to go



Changing Sector=Expanding Opportunity

More than just utilities...

- Government: Federal, state and local, interstate commissions
- Non-profits: Member associations, environmental groups, professional organizations
- Charitable foundations: Kresge, William Penn Foundation, Springpoint, Chesapeake Bay Foundation
- Private sector firms: Lobbying, design, financial services

Changing zip codes and changing careers



Relocating from one state to another

The water industry has great demand for certified operators across the country!

Relocating from one state to another is completely up to you!

You literally have the flexibility to choose where YOU want to work.



After you choose where you want to work

- Before the move become certified in the state you are presently working.



- Check with the Associated Board of Certifications concerning reciprocity opportunities (www.abccert.org)



- Apply with ABC for reciprocity if applicable
- Join the national and local Member Association



PNCWA



During the job search

- Check with the local regulators to determine what certification you will have, apply for reciprocity



- Not all states allow a “even” license transfer (Your certification Grade *MAY* change to a lower certification)
- Join the national and local Member Association



American Water Works
Association

Dedicated to the World's Most Important Resource®



Secure the position

Have your new certification(s) for the new state.



It is still possible as long as you are certified in another state.

Dress up your resume. Organize your certifications, letters of recommendations, other papers of importance, etc.



Be prepared for anything when searching for a position.

After you secure a position, be sure to **THANK** anyone that helped you!



Questions?





Part 2 of 2

**Retain
your Rockstars:
A managers guide
to developing a
healthy work
culture**

Retain your Rockstars

- Why it is important to retain your rockstars and attract new ones
- How work life balance, employee engagement, professional development and providing a higher purpose can increase retention of the qualified and skilled workers
- Advice on how to develop a rockstar-retaining organizational culture

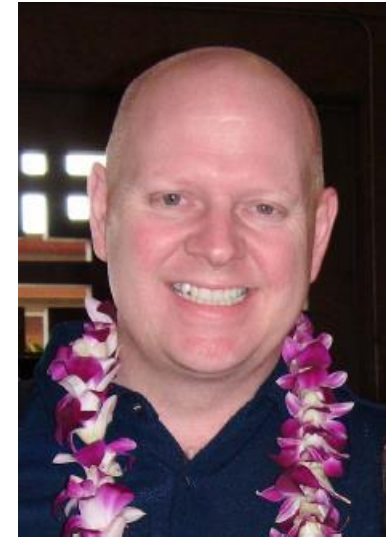




Sajana



Yesher



Eric

Retain your Rockstars

Moderator

- Sajana Chitrakar Fairfax County

Speakers

- Yesher Larsen Aquarion Water Company
- Eric Bunke Badger Meter
- Jessica Hou Gannett Fleming
- Lindsay Swain CHA Companies



Jessica



Lindsay



Megan



Who is in Control?

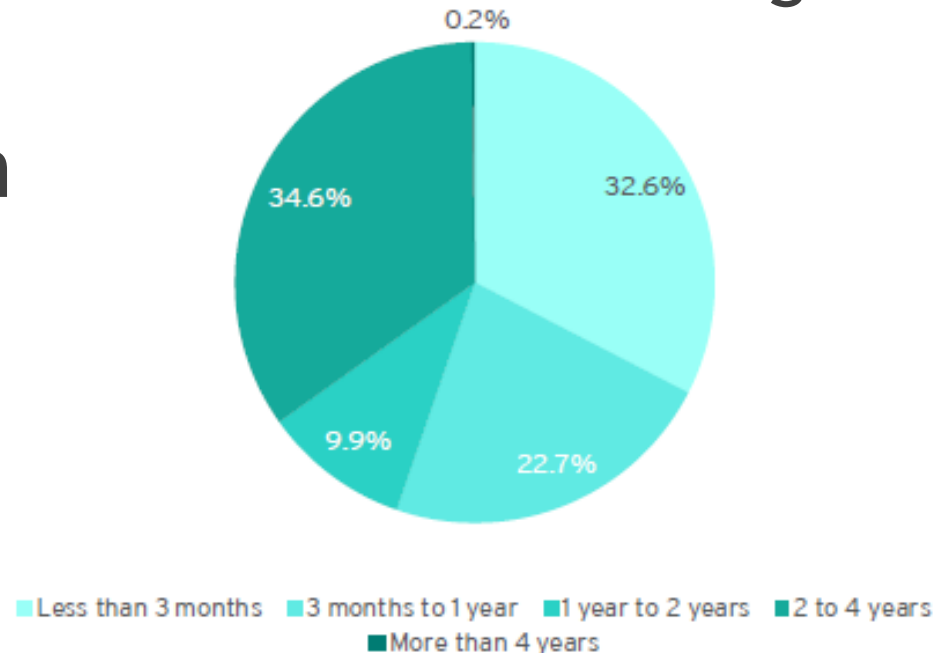
- Employee has increasing level of control:
 - 3.7% unemployment rate (July 2019)
 - >75% of employees leave employer for preventable reasons
 - 46% increase since 2010
 - High cost of replacement

Retention of Rockstars is Becoming Harder
But is Still Critical

Water/Wastewater Industry

- Estimated 1.7 million employees in U.S.
- Complexity of industry necessitates employee retention for organizational success

On-the-Job Training



Not Covered

- Salary and financial benefits
 - Important but Engagement is Key



What is Employee Engagement?

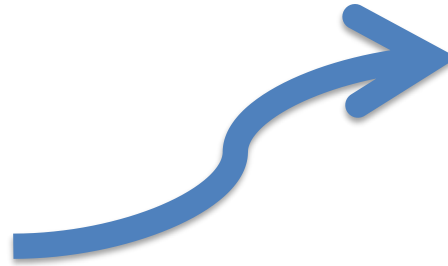
Many definitions in literature:

1. Mental investment
2. Emotional investment
3. Behavioral investment



Different Types of Engagement

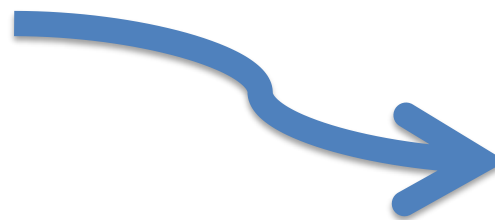
1. Engaged



2. Not Engaged



3. Disengaged



How Do Employers Address This Issue?

- Individual relationships create culture
- Focus on safety and influence
- Benefits of engagement:
 - 33% of U.S. employees are engaged
 - Successful companies have double this level of engagement

Conscious Decision and Effort by Employer

All Levels of Organization



Engagement



3 in 10

U.S. employees strongly agree that there is someone at work who encourages their development.

4 in 10

U.S. employees strongly agree that in the last year, they have had opportunities to learn and grow.

3 in 10

U.S. employees strongly agree that in the last six months, someone at work has talked to them about their progress.



PROFESSIONAL DEVELOPMENT

- What is Professional Development?
- How can supervisors & managers utilize PD to improve engagement?
- How can employees manage their own PD to achieve their career goals?



Work Institute

2017 Retention Report

10 Reasons for Leaving

- **Career Development:**
Opportunities for growth, achievement and security
- **Work Environment:**
Physical and cultural surroundings
- **Management Behavior:**
Positive and productive relationships
- **Job Characteristics:**
Ownership and enjoyment in manageable work
- **Compensation & Benefits:**
Total rewards promised and received
- **Work-life Balance:**
Travel and scheduling preferences
- **Well-being:**
Physical, emotional and family-related issues
- Relocation
- Retirement
- Involuntary

240,000
Employee
Exit Interviews

65 Reasons for Leaving

TEN
Categories
of Reasons
for Leaving

98.5%
of Reasons
Employees Told Us
They Leave

Professional
Development

Increases



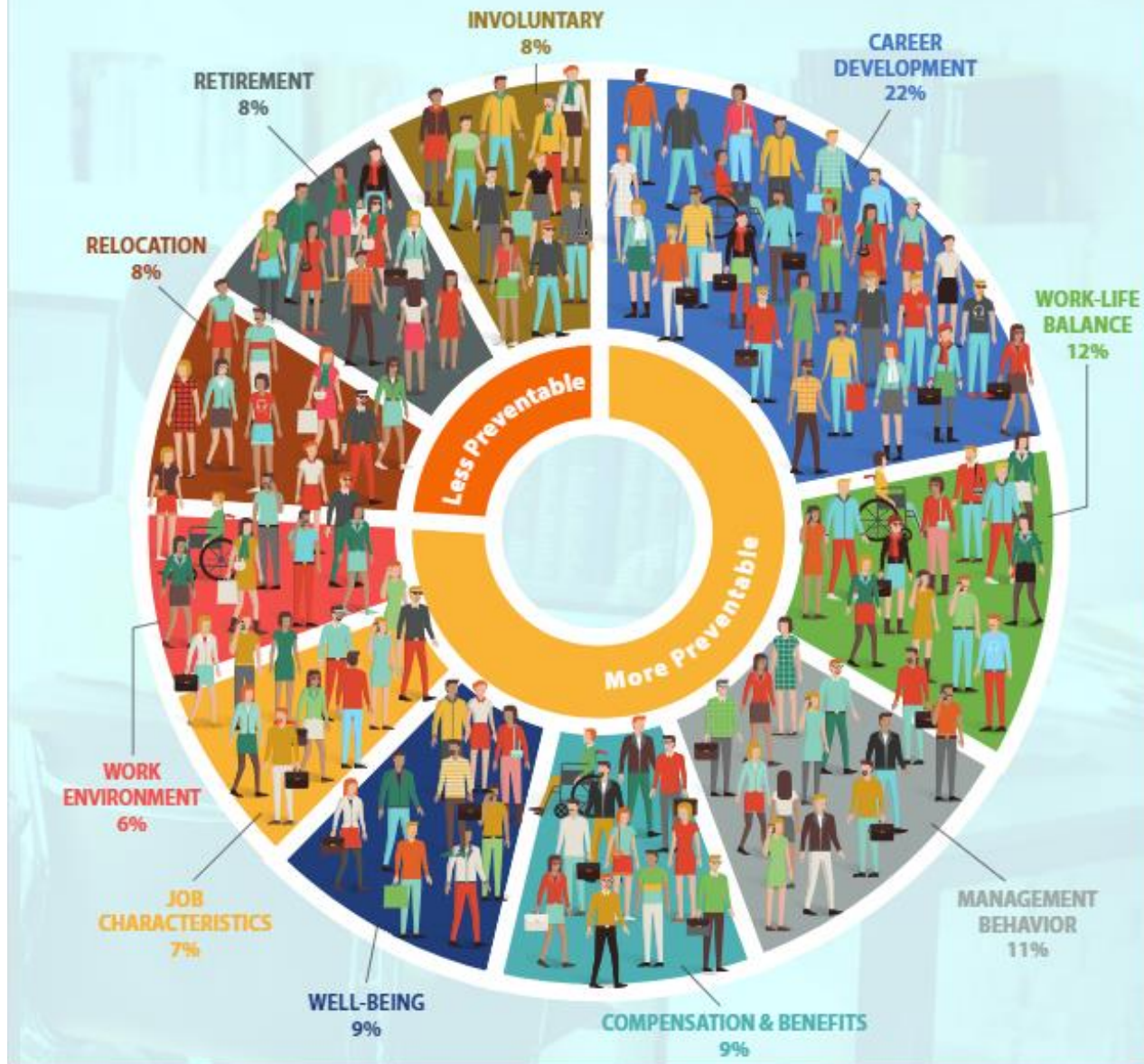
Employee
Engagement

Reduces



Preventable
Turnover

Top Reasons for Leaving in 2016



Be a coach, be a leader.



Elevate your status.



image credit:

Work-Life Balance



Does Work-Life Balance Exist?



- 94% of service professionals put in 50+ hours a week
- Means different things to different people
- Requires an understanding of the generational viewpoints

Baby Boomers



- Leadership and institutional knowledge
- Silver tsunami: almost 1/3 of all water professionals are at or near retirement age



Baby Boomers

born 1946-1964

Financial Security
Job Security
Driven
Live to Work
Resistant to Change
Company Loyalty

*"Baby Boomers are not
tech-savvy"*

*"Work ethic is measured in
hours worked"*

Gen X

- Average water industry employee is 45
- First generation to coin the term “work-life balance”



Generation X

born 1965-1982

Embrace Change
Informality
Work/Life Balance
Ongoing Feedback
Work to Live
Lack of Company Loyalty

*“Gen X questions formal
authority and rejects
rules”*

Millennials

- Higher focus on work-life balance
- 83 % say they would be more loyal to a company helps them contribute to causes
- To them:
work-life balance =
flexibility + meaningful work



Millennials

born 1983-2001

Social Media
Globally Conscious
Meaningful Work
Quick Information Access
Workplace Flexibility
Connected

"Millennials are lazy and self-entitled"

"Millennials like to job hop"

Work-life balance contributes to physical and mental health

- Technology and work-life integration creates “always-on” culture
- Physical and mental risks are significant



Tips for employers to help Rockstars with work-life balance

- ✓ Know the demographic of your employees and what they value
- ✓ Learn from generalizations but directly communicate to individuals
- ✓ Policy decision might need adjustments - adjust based on actual feedback or what proves to work with your team
- ✓ ASK and listen to your employees!





Connecting Teams to Purpose

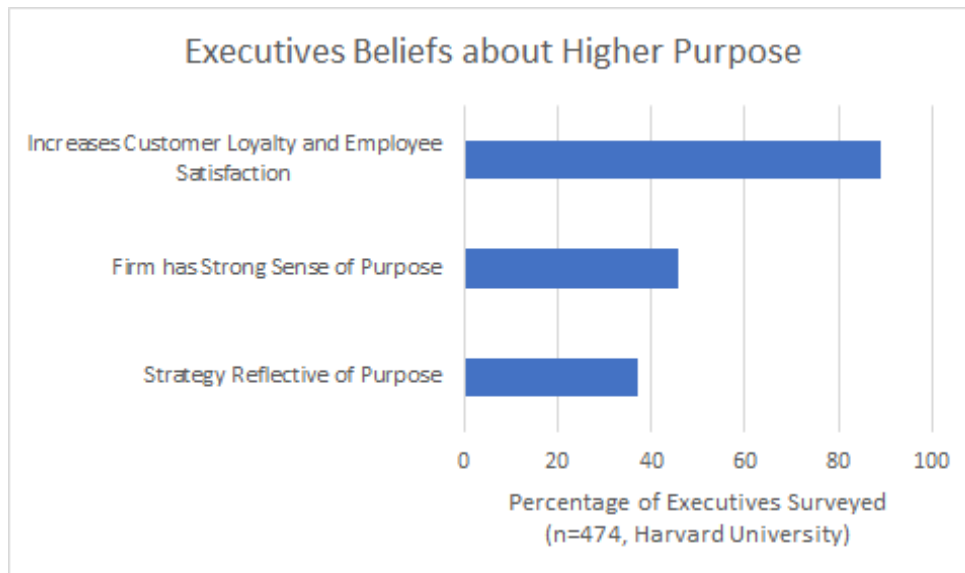
Connecting Teams to Purpose

- Benefits
 - Give energy and dedication freely
 - Reduced turnover
 - Increased recruiting
 - Pride in work
 - Bottom line



Explore this next great frontier where the boundaries between work and higher purpose are merging into one, where doing good really is good for business.

Richard Branson



Building a Culture of Purpose

- Define your Purpose
 - Define mission statement
 - Communicate values
 - Working for common cause
 - States the why
 - Ask proactive questions and Listen
 - Diverse feedback - look for themes
 - Iterative
-



Building a Culture of Purpose

- Put Programs in Place
 - Onboarding - new employees
 - Training - existing employees
 - Culture building activities
 - Dedicated Leaders
 - Change from the top down
 - Model authenticity and vulnerability
 - Walk the walk



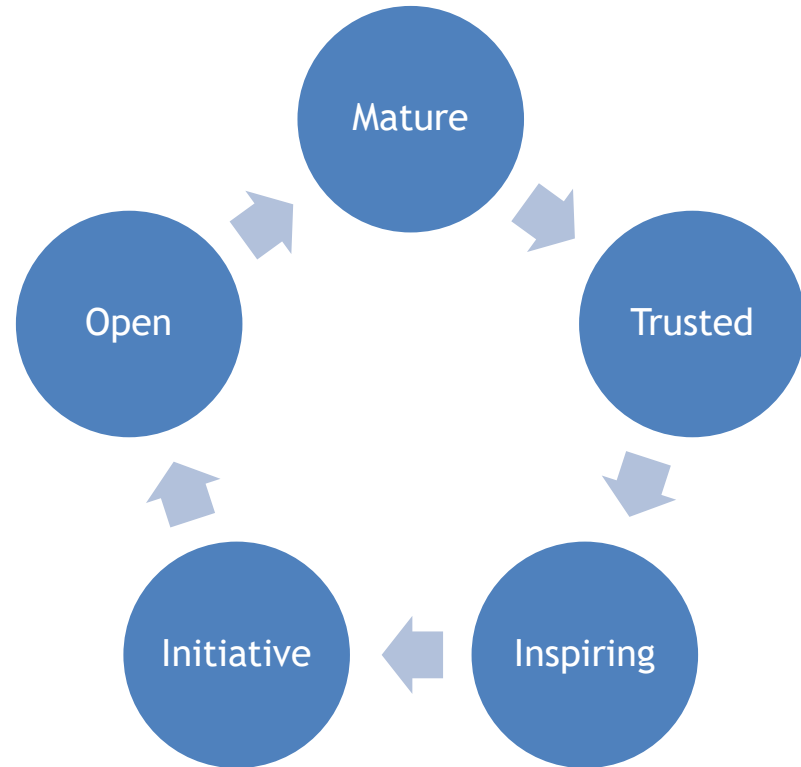
Building a Culture of Purpose

- Connect Employees
 - "How did you change the world this week?"
 - Online workspaces
 - Bring teams together regardless of location
 - Share stories
 - Empowerment
 - Team can see the change they make
 - Celebrate small successes that contributed to big goals
 - Provide feedback
 - Positive and constructive



Building a Culture of Purpose

- Change Agents
 - Positive energizers
 - Purpose-driven team members
 - How to identify
 - Included by Senior Leadership
 - Part of change process and execution



Fertile Ground for Growing Your Rockstars!



Work Life Balance

Employee Engagement

Professional Development

Purpose

Questions





We thank you for attending!

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