

USD Leadership School

July 2011



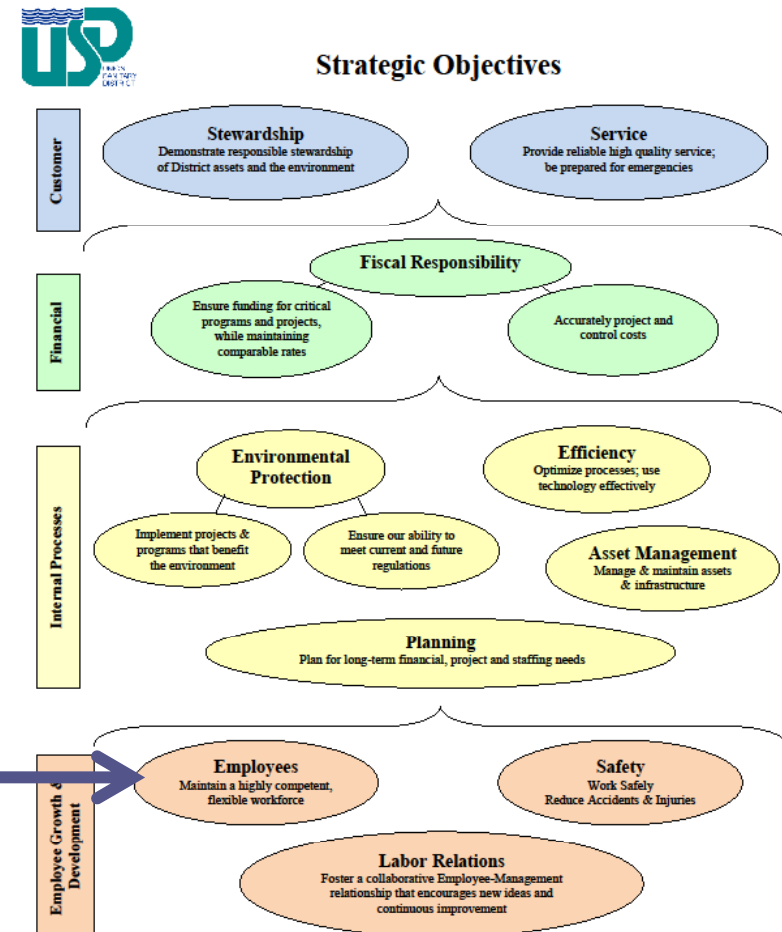
Union Sanitary District

- **Started 1918**
- **328,000 Customers**
- **130 Employees**
- **25 million gallons of waste water treated each day**
- **\$304.33 annual fee per home- one of the lowest in the SF Bay Area**
- **Award Winning Operations**



Employee Growth & Development

- Part of the Strategic Plan
- Objective: Maintain a highly competent, flexible workforce
- Initiatives:
 - Competency-based training program
 - Leadership School





The Need:

- Shortfall in developing utility management skills of future leaders
- Drain of institutional knowledge will affect Bay Area utilities ability to manage their organizations
 - Retirements of Baby Boomers
 - Lack of supervisory and general utility management skills in organizations in the Bay Area.
- Our immediate concern: The retirement of two treatment plant Supervisors in the next eighteen months.



Program Development

- Research
- Management Support
- Focus Groups
- Budget
- Training for Mentors



The Leadership School Program consists of three components.

1. Completion of Ohlone College on-line coursework
2. Attendance at in-house courses
3. Participation in a Mentoring Program & Project

Ohlone College coursework:

- Mandatory courses through Ohlone College On-line Business Supervision program
 - Fundamentals of Supervision, Management of Human Resources, Leadership in Organizations.
- Completion of 1 additional Ohlone course
- Final grade of C or above
- Course work done on own time
- Registration fees/books reimbursed through USD Employee Education Policy



Online Classes

- Increased flexibility
- Online check-in two times per week
- Blog discussion requirements
- Written assignments

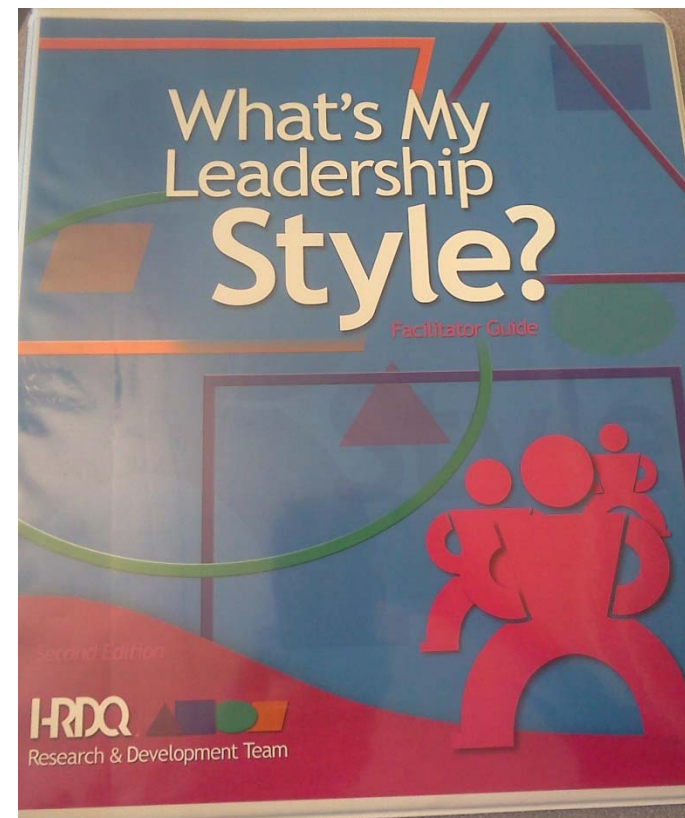


In-house courses:

- Concurrent enrollment in an Ohlone class
- Topics presented by USD staff
- Approx. 14 half-day sessions over 12-18 months
- Provide additional information to complement class work and provide opportunity to discuss what's learned
- Focus on public sector and USD-specific policies and processes.
- Students must demonstrate satisfactory attendance & performance

Internal Course Subjects

- Transitioning to a Supervisor
- Leadership
- Team Development
- Communication
- Employee Relations
- Recruitment and Selection
- Employee Performance Management
- Safety/Workers' Compensation
- Strategic Planning and Performance Measurement
- Budgeting and Procurement
- Customer Satisfaction
- Time Management and Organization
- Facilitation and Problem-solving
- Change Management






Mentoring Program:

- Executive Team members are mentors
- Training was provided by a consultant
- Mentors will provide:
 - Orientation to the role of Supervisor at USD
 - Leadership and management development
 - Introduction to USD organizational systems and culture



Mentors will:

- Foster and sustain a productive relationship
- Maintain confidentiality
- Be accessible
- Listen actively; ask questions; make observations
- Promote responsible decision-making
- Act as a role model
- Motivate and support the mentee to achieve his/her goals



Participants come from all parts of the organization.

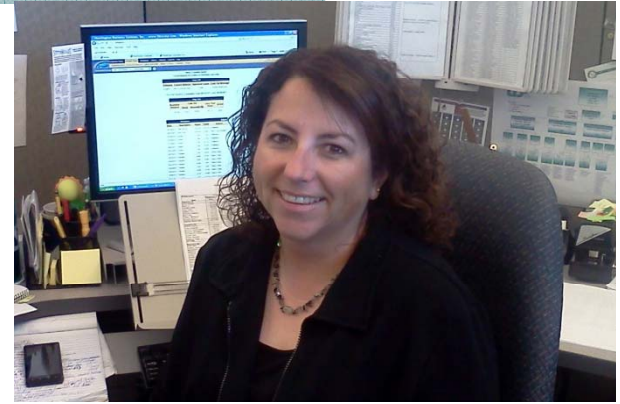
Participants

- Principal Engineer
- Associate Engineer
- Planner/Scheduler
- Chemist
- IS Administrator
- Plant Supervisor
- Storekeeper
- Accounting Specialist

Mentors

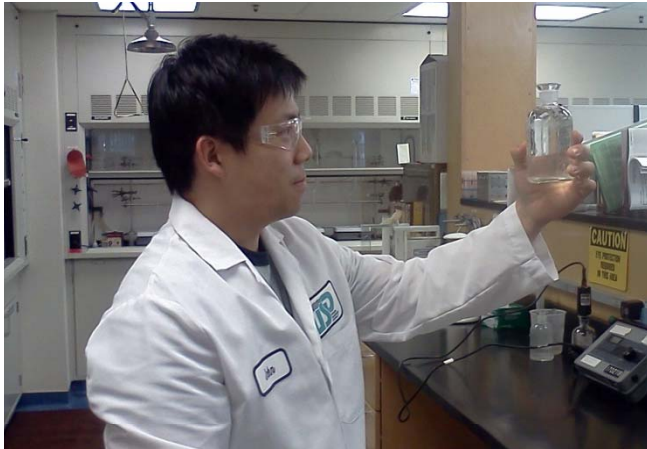
- General Manager
- Collection Services Manager
- CIP/Customer Services/EC Manager
- Administrative Services Manager
- Treatment Plant Manager

Selection Process



- Submit a Written application:
 - Why do you want to participate in the program?
 - How you have demonstrated leadership skills?
- Commit to completing the program within 24 months
- Provide a letter of recommendation from a USD management or staff person
- Selection Panel: ET member, Supervisor, HR rep, Union rep

Minimum qualifications:

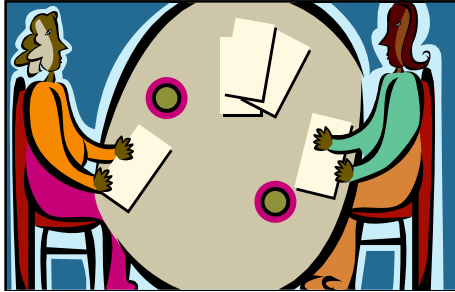


- Passed probation in their current USD position
- One year of experience in a journey-level or higher position (could be outside USD)
- Demonstration of leadership skills on the job
- Satisfactory job performance

Selection Process

- 13 Applicants
- Panel reviewed the applications and made a recommendation for participation to the GM.
- 8 employees were selected
- We wanted the group to be the right size for robust conversation and collaboration.





Mentees developed goals to work on with their Mentors.

- Goals are focused on professional development and behavior changes.
- Mentees also developed action plans and a method of measuring whether they've met their goal.
- Mentees apply what they learn in their area(s) of influence:
 - Supervisor
 - Project Manager
 - Union Leader
 - Team Leader
 - Committees/Taskforce Leader



Operational Considerations (aka: the small print):

- Management can limit participation based on resources and operational needs.
- Scheduling of in-house courses is subject to change based on operational needs.
- The program can be changed by management at any time.
- Management will evaluate the costs and benefits of the program after the first series is completed.
- Participation in the program does not constitute a promise of promotion.

Return on Investment

Components:	Assumptions	Cost per Participant	Cost for 8 participants
6 month mentor relationship	Twice monthly meetings for 6 months, for 60 minutes, with mentor, on District time. 12 hours x 8 employee @ \$40/h 12 hours x 4 WGM @ \$80/h	\$1440	\$11,520
USD in-house training	14, 3 hour sessions Prep =9 hrs (6 prep, 3 teaching) @ \$60/h Participation=3hrs @ \$40 \$1,500 /class 8 employee participants Prep costs will go down after first series.	\$2625	\$21,000
Ohlone on-line BS certificate program	5 courses over 18 months @ \$120/class 8 employee participants	\$600	\$4,800
	Totals	\$4665	\$37,320



Return on Investment

Expected Benefits:

- Expanded leadership capabilities
- More productive new Supervisor (sooner)
- Reduced risk and cost of performance problems, disciplinary actions, grievances, arbitrations, etc.
- Reduced risk of regulatory and legal violations
- Reduced training cost for future Supervisor positions when filled by participants.
- Reduced turnover of high performers



Return on Investment

Evaluation:

- Track time involved in program
- Post-training surveys
- Interviews with participants and managers (Antidotal measurement)
- Future: # of participants promoted to management



Progress so far:

- Mentors/Mentees began meeting in May
- Presented 3 in-house courses before taking a summer break
- All participants completed one Ohlone course and are registered for another in the Fall

Q & A

