

Workforce Development at Seattle Public Utilities

**Workforce Development Workshop for
West Coast Utilities**

May 30, 2008

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Definition of Succession Planning

“ A deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future and encourage individual advancement.”

William J. Rothwell
Effective Succession Planning
Second Edition, 2001

Research Supporting Approach to Organizational Learning

- Learners that will *transfer a new skill into their practice* as a result of learning a theory = 5%
- Learners that will transfer a new skill into their practice as a result of learning a theory & seeing a demonstration = 10%
- Learners that will transfer a new skill into their practice as a result of theory, demonstration & practice during the training = 20%
- Learners that will transfer a new skill into their practice as a result of theory, demonstration, practice & corrective feed back during the training = 25%
- Learners that will transfer a new skill into their practice as a result of theory, demonstration, practice, feed back during training & in-situation coaching = 90%

From Research conducted by Bruce Joyce and Beverly Showers

SPU Workforce Profile

- 1400 employees; 1/3 in field-related work
- 13 unions: 69% of workforce represented
- Average Age: 46.1
- Increasingly multicultural workforce; 40% People of Color, 60% Male

Our Key Challenges

- Aging Workforce
- Managing Increasing Diversity
- Position Management/Classification System Restrictions
- Asset Management Focus
- Implementation of an Ambitious Strategic Business Plan
- Increased Customer Expectations
- Limited Funding Resources

The Evolution of Development Efforts at SPU

- 2000 – Directions Program
 - Increasing the capacity for leadership within the utility
 - Trained 270 employees in 5 years
- 2005 – Passport Program
 - Focused on Employee-driven Career Planning
 - Integrated Cultural Competency-based approach with increasing access to employees at all levels
- Present – Institutionalized Practices
 - Crew Chief Development
 - Apprenticeship Programs
 - Managerial Rotations
- The Future
 - Entry to Exit Workforce Planning
 - Analysis of Critical Positions



Succession Planning Program Passport

PASSPORT 2005

- **Vision:** To leverage existing talent for future leadership needs, while maximizing SPU's investment in personal leadership development.
- **Mission:** The Passport Program was designed to engage emerging leaders in identifying career paths that will align their greatest strengths with the business needs of the utility. Moving leadership development to leadership succession planning.
- **Primary Goal:** To serve as an element of SPU's succession planning model for leadership positions, and specifically to provide the Executive Team with an opportunity to identify potential successors for leadership opportunities.

Program Overview

PASSPORT Provided:

- **60 Employees participated in the program**
- **Elective and Mandatory training sessions**
- **Support in the interpretation of 360°-degree feedback**
- **Tools and resources to build a leadership portfolio that contained a**
 - **Personal introduction**
 - **Current resume**
 - **Career goals and aspirations**
 - **A personal action plan**
- **Support on Portfolio Presentation**
- **Facilitation of Meetings with Executive Team members to present portfolios**
- **Facilitation of Full Executive Team discussion and development of recommendations**

Program Sessions

Mandatory sessions:

- Program Orientation
- Foundation Day
- How to Ask for Help (Finding a Coach)
- Action Planning & Portfolio Preparation
- Journey of Possibilities

Elective sessions:

- How to Succeed in Interviewing
- Resume Writing
- Effective Engagement
- Conflict Resolution
- Presentation Skills
- What Color is Your Parachute
- Initiatives Mgmt at SPU
- Time Management
- Designing & Leading Effective Meetings

Passport Summary

*The capstone of PASSPORT 2005
focused on the participant's
development of their Leadership Portfolio,
and connection with the Executive Team*

- Participants attended a number of mandatory and elective training classes which helped them build their Leadership Portfolio
- Participants spent 30 minutes with 2 members of the Executive Team and discussed their portfolio and future career plans within SPU
- The Design Team facilitated round table discussions with the Executive Team, to bring all participant information to the table.
- The Executive Team made recommendations as a result of their discussions.
- The PASSPORT 2005 Design Team followed up with each program participant.

Feedback from Executives

- All enjoyed the program, and felt the time commitments were worth it, “a very good investment of time”
- Appreciated the increase exposure/awareness of the talent within SPU
- The program revealed a lot of untapped skills and abilities within the organization “lots of diamonds in the ruff”
- Appreciated the structure and support from the design team in making the program happen
- PASSPORT has helped create a culture for change to happen
- PASSPORT helped the E-Team take a closer look at implementing succession planning strategies

Participant Feedback

- **Although it was painful and required a lot of time and dedication, doing the self analysis and creating the Leadership Portfolio was the most rewarding**
- **Networking with co-workers and learning more about the utility was a huge benefit**
- **The 360°- LEA Assessment Tool and support with interpreting feedback was very helpful**
- **All the mandatory and elective training sessions were on target**
- **They felt clear support of the E-Team and Program Design Team**
- **The greatest value was the opportunity to meet with the Executive team and share the Leadership Portfolio**

Sally Seattle



Safety & Health Spec
Field Operations
Years of Service: 5

Goals:

- Become SPU Safety & Health Manager
- Obtain Certified Safety Professional accreditation
- Research SPU labor relations
- Earn a Master's degree in Labor Relations or related field

Sally Seattle

- Should focus on leadership development, get coaching & support to bring out his leadership skills
- Interest in Labor Relations; get exposure through JLMC, formal LR training
- Assist her with obtaining Safety Certification
- Suggest assign project leadership within safety team
- Development: presentation skills, work on being more of a “spokesperson”

Sally Seattle Today

- She has been promoted to a Senior Safety and Health Specialist
- She is preparing for Safety Certification
- She has been elected Chair of the Labor and Management Apprenticeship Committee
- She has shadowed the Labor Relations Staff and taken on several projects

Samuel Seattle



Goals:

- Earn a Master's degree
- Advance into a leadership position that utilizes her skills and potential
 - Adult Educator
 - Project Manager
 - Public Administrator

Util Account Rep II
Customer Service
Years of Service: 11

Samuel Seattle

- Highly skilled mathematics trainer & adult literacy tutor
- Potential apprenticeship program math trainer, rotational opportunities in finance, HR/trainer, construction contracts
- Needs more exposure: project/committee work
- Strong customer service focus and commitment
- Coaching/mentoring regarding effective engagement, “letting down personal barriers”

Samuel Seattle Today

- He has been promoted to a Management Systems Analyst job in a new division
- He has begun teaching Math to SPU Apprentices
- He has sought out an internal mentor
- He has greatly increased his engagement

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How Have We Advanced the Learnings?

- Ongoing Mentoring and Coaching
- Expansion of Apprenticeship Programs
- Crew Chief Development Program
- Manager Rotation Program
- Combined Technical & Professional Training Investments

Mentoring

- Modeling at the Highest Levels of the Organization
- Create expectation of direct reports
- Allocation of time and resources
- Flexibility around filling vacancies and providing OOC opportunities
- Be Transparent
- Offer Broad Exposure

Crew Chief Development

- Pilot program to begin addressing managerial and leadership gaps at the crew chief level (5 participants in Solid Waste Operations)
- Curriculum draws on previous programs and unique needs/gaps in the field
- Program conducted over 8 months, on hours, with backfilling of participants as necessary
- Training provided by a mixture of in house staff (including Directors) and outside consultants
- Graduation last week; all participants rated the program a HUGE success
- Will expand the program in the next 6-12 months to all divisions in the FO&M

Apprenticeship Programs

- State Certified, 2 Year Apprenticeship Program
- Water Program – 1994
- Drainage Wastewater Program – 2006
- Class Size – 8 to 14
- 4000 hours OJT and 300 hours RSI
- 20% Attrition Rate during the program
- Extensive Recruitment Efforts
- Annual Program Costs of 150 – 175 (k)

ROI for Apprenticeship

- **Doing it our way** – curriculum development for our specific needs
- **Providing the Big Picture** – we can train for transferable skills
- **Raise the Bar** – Formal Skilled Craft
- **Knowledge Management** – older workers transfer knowledge to apprentices
- **Builds Team** – Creates good peer relationships
- **Increases Retention** – apprentice is likely to build a career in the organization

Manager Rotation Program

- Pilot program to begin addressing managerial develop needs in FO&M
- Beginning with the Operations Response Center, SPU's 24/7 Dispatch Center
- Four individuals selected to rotate through the ORC Manager position over 2 years
- Participants receive structured training, participate in FO&M's leadership team, take on valued added projects and work with a mentor through the 2 years
- Plan to expand this program to Director and Manager development throughout the FO&M over the next 12 months



Questions ??????