Leadership School and Management Succession Planning
Union Sanitary District

- Started 1918
- 328,000 Customers
- 130 Employees
- 25 million gallons of waste water treated each day
- $304 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
- 2011: Retirement of two treatment plant Coaches in the next eighteen months
- 2012: Retirement of key management staff within 1-3 years
Program Development

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

- Approval of concept
- Input into curriculum
- GM determines final program participants
- Executives as mentors, after training
- Periodic check-in and feedback
- Commitment to 2nd session
The Leadership School Program consists of three components.

- Ohlone College Courses
- USD Courses
- Mentoring
Selection Process

- Submit a Written application:
  - Why do you want to participate in the program?
  - How you have demonstrated leadership skills?
- Commit to completing program within 24 mos
- Provide a letter of recommendation from a USD management or staff person
- Selection Panel: ET, Coach, HR, Union
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
1st Session:

- 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.
Participants came from all parts of the organization.

- Planner/Scheduler
- Chemist
- Storekeeper
- Accounting Specialist
- Principal Engineer
- Associate Engineer
- IS Administrator
- Plant Coach
Ohlone College coursework:

• Mandatory courses through Ohlone College On-line Business Supervision program
  ▫ Management of Human Resources
  ▫ Fundamentals of Supervision or Leadership in Organizations
• 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
- Content consistent with USD culture
In-house courses:

- Concurrent enrollment in an Ohlone class
- Topics presented by USD staff
- 15 half-day sessions over 20 months
- Content complements class work and provides opportunity to discuss and practice
- Focus on public sector and USD-specific policies and processes.
- Students must demonstrate satisfactory attendance & performance
Internal Course Subjects

Role and Competencies

• Transitioning to Management
• Time Management and Organization
• Leadership Styles & Mentoring
• Communication
• Crucial Conversations
• Facilitation and Problem-solving
• Change Management
Internal Course Subjects
Employee Development

- Leadership Styles & Mentoring
- Team Leadership
- Facilitation and Problem-solving
- Employee Relations
- Staffing, Recruitment & Selection
- Employee Performance Management (3 sessions)
Internal Course Subjects

Administration

- Management’s Role in Safety (2 sessions)
- Strategic Planning and Performance Measurement
- Budgeting and Procurement
- Time Management and Organization
- Staffing, Recruitment & Selection
Mentoring Program

• Executive Team members are mentors
• Training was provided by a consultant
• Tools for success
• Mentoring goals:
  ▫ Orientation to the role of Coach at USD
  ▫ Leadership and management development
  ▫ Introduction to USD organizational systems and culture
Most members of the Executive Team acted as a mentor.

- General Manager
- Collection Services Manager
- CIP/Customer Services/EC Manager
- Administrative Services Manager
- Treatment Plant Manager
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
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:
  - Coach
  - Project Manager
  - Union Leader
  - Team Leader
  - Committees/Taskforce Leader
Keys to Success

- Training to increase confidence of mentors
- Mentoring contract
- Confidentiality
- Flexibility
- Staying in the role
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 mgmt 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.
## Cost of Program

<table>
<thead>
<tr>
<th>Components:</th>
<th>Assumptions</th>
<th>Cost per Participant</th>
<th>Cost for 8 participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 month mentor relationship</td>
<td>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</td>
<td>$1440</td>
<td>$11,500</td>
</tr>
<tr>
<td>USD in-house training</td>
<td>15, 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. Supplies</td>
<td>$2800</td>
<td>$22,500</td>
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<tr>
<td>Ohlone on-line BS certificate program</td>
<td>3 courses over 18 months @$200/class 8 employee participants</td>
<td>$600</td>
<td>$4,800</td>
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<tr>
<td></td>
<td><strong>Totals</strong></td>
<td><strong>$4,900</strong></td>
<td><strong>$39,000</strong></td>
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</tbody>
</table>
Program Evaluation

- Interviews with participants and managers (anecdotal measurement)
- Check-ins with participants
- Post-training surveys
- Future: # of participants promoted to management
Return on Investment

Expected Benefits:

- Expanded leadership capabilities
- More productive new Coaches (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 management positions when filled by participants.
- Reduced turnover of high performers
Second Session

- Using same process
- Currently reviewing applications
- Ohlone classes, internal courses and mentoring start in January
Management Succession Planning

- Four of the seven top managers will retire in the next 15-24 months.
- Other key management staff will also be retiring soon thereafter.
- Note: Long-term staffing for non-management positions is addressed with a different, joint labor-management process.
Management Succession Planning

General Manager:

- Deputy General Manager created for next 18-24 months; intended to become GM
- Deputy GM will be on the Executive Team, participating in planning activities and selection of key management staff
Management Succession Planning

Workgroup Managers:

- Six employees identified as potential replacements for two of the top management staff
- USD made no promise of promotion
Management Succession Planning

Hired a consultant to:

- Administer and debrief a 360-degree feedback process
- Provide ongoing coaching to internal employees
- Conduct two full-day workshops:
  - Leadership in the 21st Century
  - Decision-making