Who Sits On Your Bench?

GWENDOLYN H. RUFF, SPHR
SVP, STRATEGIC PLANNING,
EMPLOYEE SERVICES AND
CORPORATE RELATIONS
• Workforce planning
• Case Study – CWW
• Organizational Review
• Leadership Development
• Keys to Success
• Lessons Learned
Rationale

Effective hiring, retention and employee development strategies can be costly and time-consuming, however, failure to develop such processes can have a negative economic and operational impact.
Workforce planning is the process to measure and compare your current workforce resources (supply) with your future workforce needs (demand).
Workforce Planning

• Employees must be able to effectively perform in their current jobs
• Organizations should identify, recognize and reward employees’ strengths
• Where weaknesses exist, work to build those areas
Workforce Planning

- The true value of employees extend beyond the initial hire/promotion.
- The ultimate goal is to create a long-standing working relationship which adds value to the organization and for the employee.
Workforce Planning

Leadership development/succession programs should:

- Be clearly defined
- Be comprehensive and communicated throughout the organization
- Have “Leadership” commitment
Workforce Planning

Effectively utilized, organizations are able to identify the specific individuals (internally or externally) and implement specific staffing and leadership development strategies which results in overall improved organizational performance.
So, who sits on YOUR Bench?

Are they ready to step into the “game”?
CASE STUDY
COLUMBUS WATER WORKS
Employee and Leadership Development Program

Initiated in 2005 and similar to many organizations, our initial plan focused primarily on (seventeen) management and supervisory-level positions.
The training modules of the eighteen month succession and supervisory training program focused on six specific leadership and supervisory competencies.
- Strategic Skills
- Energy and Drive
- Operating Skills
- Courage
- Organizational positioning skills
- Personal and Interpersonal skills
Additional training is also provided in the areas of:

- CWW operations
- Community and regional awareness
- Self-awareness
Additional modules and activities are now incorporated:

• Monthly management reporting
• Alignment with performance management program
• Implementation of a Servant Leadership Program
Of the original 17 participants in the succession program, (from 2005)
9 (53%) have been promoted into positions of greater responsibility and scope
• 2 (12%) have received additional scope of responsibilities in their current roles
• 4 (23%) have separated from the organization
• 2 (12%) have not had a change in scope of position or responsibilities (due to low organizational turnover)
Recognizing the importance of the need to address employee knowledge, skills and experience in the development of future leaders, the Employee Leadership and Development Program has been integrated into our Strategic Plan.
### Strategic Initiative 5

**Develop Sustainable Workforce** — Recruit, retain and maintain a workforce that is competent, motivated, diverse and adaptive

<table>
<thead>
<tr>
<th>GOALS</th>
<th>OBJECTIVES</th>
</tr>
</thead>
</table>
| Recruit, retain and engage a dynamic, diverse and motivated workforce | - Continually improve and evaluate workforce programs in order to successfully recruit and retain talented employees to ensure a diverse and sustainable organization  
- Monitor workforce trends and evaluate Best Management Practices (BMPs) to identify and implement cost-effective and innovative workforce programs  
- Expand relationships with educational and community organizations to effectively broaden and diversify recruitment efforts  
- Develop and maintain a comprehensive employee communication program to ensure timely two-way internal and external communications |

| Facilitate the development of employees by creating an environment to encourage personal and professional growth | - Create programs with an emphasis on professional and leadership development in order to cultivate and increase the pool of leadership talent  
- Enhance employee development and organizational improvement by periodically reviewing the effectiveness of employee performance management programs  
- Develop a knowledge management system for retaining and transferring essential, intellectual and tacit knowledge of employees in order to support workforce sustainability |

| Optimize the overall employee benefits, compensation, wellness and safety programs | - Assess and enhance organizational programs and procedures to maintain a safe and healthy workforce  
- Evaluate and monitor industry trends to ensure the total compensation program, to include salary and benefits, is competitive while balancing costs to the organization  
- Continually evaluate and provide for improved processes and procedures for employees’ retirement planning |
Organizational Review
Organizational Review

• Conduct a “gap analysis”
• Identify key positions in the organization
• Identify all management and/or supervisory personnel and individuals who are in the organizational pipeline (formal/informal)
Organizational Review

- Review current roles, competencies and performance of these individuals
- Assess INDIVIDUAL skill and competency levels and identify training or education needs, as well as certifications
Organizational Review

• Utilize an effective tool to track, monitor and report progress

• Consider demographics of the individuals identified
  ✓ Gender, retirement potential, race, etc.

• Transparency is key
  ✓ Promotions, transfers, hires, etc.
# Identification of Training Programs/Modules

<table>
<thead>
<tr>
<th>Employee</th>
<th>Job Title</th>
<th>2 per year</th>
<th>2 per year</th>
<th>1 per year</th>
<th>1 per year</th>
<th>1 per year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>GAWP Level 1 (Apr - Jun)</td>
<td>GAWP Level 2 (Fall)</td>
<td>UNC Leadership Institute (March)</td>
<td>IGEL (May - Jan)</td>
<td>Chamber of Commerce Leadership Columbus</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Smith</td>
<td>Joe</td>
<td>President</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jones</td>
<td>Amy</td>
<td>EVP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>King</td>
<td>Sue</td>
<td>Supt - WWC</td>
<td>2011</td>
<td>2014</td>
<td>2004</td>
<td>2013</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sampson</td>
<td>Albert</td>
<td>Asst Supt - Water</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2005</td>
<td>2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Completed</th>
<th>Currently Enrolled</th>
<th>Pending</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Organizational Demographics

<table>
<thead>
<tr>
<th>Employee</th>
<th>Job Title</th>
<th>Race</th>
<th>Gender</th>
<th>DOB</th>
<th>Age</th>
<th>Seniority Date</th>
<th>Years of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smith</td>
<td>President</td>
<td>W</td>
<td>M</td>
<td>5/2/1955</td>
<td>61</td>
<td>9/18/1991</td>
<td>25</td>
</tr>
<tr>
<td>Jones</td>
<td>EVP</td>
<td>W</td>
<td>F</td>
<td>8/9/1942</td>
<td>74</td>
<td>6/7/1985</td>
<td>31</td>
</tr>
<tr>
<td>King</td>
<td>Supt - WWC</td>
<td>B</td>
<td>F</td>
<td>1/2/1964</td>
<td>52</td>
<td>5/21/1992</td>
<td>24</td>
</tr>
</tbody>
</table>
Leadership Development
Leadership Development

Leadership Development is the teaching of leadership qualities, including communication, ability to motivate others, and management, to an individual who may or may not use the learned skills in a leadership position.

www.businessdictionary.com
In a 2014 survey by Harvard Business Review Analytic Services, 77% of respondents said front-line managers are “important in helping their organization reach business goals”, yet only 12% said their organization “currently invests sufficiently in the development of front-line managers.”
Skills and Competencies

- How to manage relationships and expectations during the transition to leadership
- Communicating clearly, effectively, and assertively
- How to manage and resolve conflict
Skills and Competencies

- Techniques to drive change
- How to coach on behaviors to improve results and increase performance
- Setting and achieving goals
Keys to Success
Keys to Success

- Clearly defined (who participates and how the process is implemented)
- Comprehensive and communicated throughout the organization
- Link performance, behaviors and job competencies
Keys to Success

- Ensure transparency and compliance with organizational policies
- Recognize and capitalize on an employee’s individual talents and strengths
Keys to Success

- Involves leadership commitment and an investment of time and financial resources
- Not a “stand-alone” program, but incorporated into overall performance management philosophy
Keys to Success:

- Performance management and annual review
- Incorporate program milestones into job expectations (certifications, education, training)
- Track, monitor and provide timely feedback to program participants
Keys to Success:

- Modify and adjust program as necessary
- Provide incentives and rewards (optional)
- Communication plan and deployment of program requirements
Keys to Success:

- Create a workforce staffing plan and develop a “personalized” program that works for your organization
- Explore existing resources and “Best Practices”
Keys to Success:

- Create learning and mentoring opportunities
- Develop and implement a placement process (hire, transfer, promotions)
Lessons Learned
Lessons Learned

- Annual evaluation of program is critical
- Solicit feedback from program participants
- Assess successes and opportunities for improvement
Lessons Learned

- Continue to refine the program components and provide additional training modules and assessments based upon organizational needs
- Ensure alignment of HR strategies with business objectives and organizational vision
Lessons Learned

Resources

- Clifton StrengthsFinder
  http://www.strengthsfinder.com
- The Myers & Briggs Foundation
  http://www.myersbriggs.org
- Water and Wastewater Leadership Center
  http://www.nacwa.org
- Georgia Association of Water Professionals
  http://www.gawp.org/
- Institute for Georgia Environmental Leaders
  http://www.igeleaders.org/
Resources

- TED Talks [http://www.ted.com/talks](http://www.ted.com/talks)
- Lean In [http://leanin.org/](http://leanin.org/)
- Center for Creative Leadership [http://insights.ccl.org/?topic&post_type=multimedia&multimedia-type=podcast](http://insights.ccl.org/?topic&post_type=multimedia&multimedia-type=podcast)
- The Institute for Corporate Productivity (i4cp) [http://www.i4cp.com/](http://www.i4cp.com/)
Resources

- Local colleges and universities
- Employee Assistance Program
- Local or State Chamber of Commerce
- Industry Organizations and conferences
- Mentorship and Volunteer programs
- Cross-training/OJT
- Organizational SOPs and historical documents