



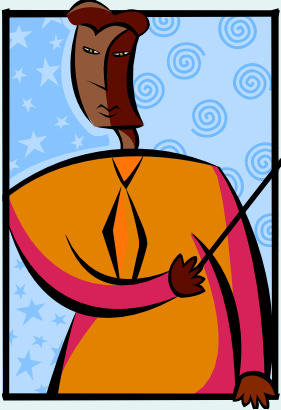
East Bay Municipal Utility District

Mentoring Internal Candidates as a Component of Leadership Development



Maria Marques

**Workforce Reliability Workshop Series
San Francisco Water, Power, Sewer**



Today's Presentation

How EBMUD uses mentoring & coaching to support Workforce Development programs

- 💧 Perspective & Context
- 💧 Structural components & logistics
- 💧 Mentoring & Coaching relationships
- 💧 Costs & Lessons learned

About EBMUD



- 💧 Special District serving Alameda and Contra Costa counties.
- 💧 Water: 1.3 million customers
- 💧 Wastewater treatment: 640,000 customers.
- 💧 1,750 full-time employees



Perspective & Context

Mentoring & Coaching are components of larger workforce development initiatives

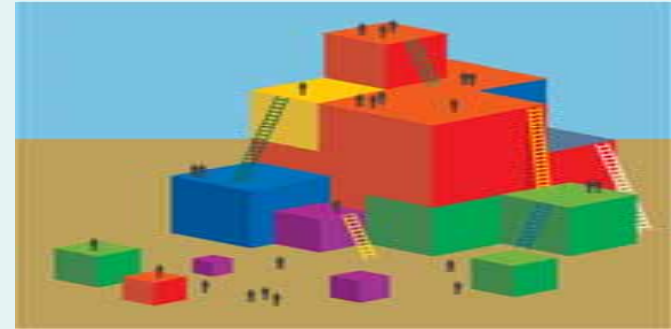
- 💧 Provide support & accountability
- 💧 Reinforce formal learning
- 💧 Support transmission of organizational knowledge & values



Driver: Retirement Bubble

| Job Groups | Eligibility 2003 - 2008 | Eligibility 2009 - 2014 |
|-------------------|----------------------------|----------------------------|
| Field Supervisors | 65% | 51% |
| Superintendents | 60% | 47% |
| Professionals | 38% | 43% |
| Managers | 25% | 39% |
| Engineers | 23% | 38% |
| Office Support | 22% | 35% |
| Blue Collar | 15% | 31% |

Development Planning Process



- 💧 Identify anticipated vacancies
- 💧 Analyze the work performed
- 💧 Identify competencies required
- 💧 Review candidate pool for competencies
- 💧 Define the gap
- 💧 Develop plans to fill the gap

Three Workforce Development Academies



- 💧 **LEAD** – develops journey-level trades workers for first line supervision
- 💧 **Superintendents' Pathways** – prepares experienced supervisors & professionals for “next” level supervision
- 💧 **Management Leadership Academy** – prepares experienced staff for upper level management positions

Academies' Objectives

- Prepare for future by building human resource “pipeline”
 - Create a **pool** of qualified candidates
- Enhance the quality of new leaders – shape the skill set & the culture
 - Development is everyone’s responsibility
- Address changing expectations for leaders
 - Technology; financial environment; regulations; customer expectations; and workforce all changing!

Structure to Support Desired Outcomes



💧 All Academies

- Application & selection process to screen for readiness
- Personal time commitments to ensure participant commitment
- Classroom training to cover “generic” gaps, not technically specific
- Mentoring or Coaching Components

Academy Components

- 💧 Cohort group
- 💧 Core training curriculum
- 💧 Orientation & Assessments
- 💧 Individual Development Plans
- 💧 **Mentoring/Coaching**
- 💧 Ongoing support for mentors
- 💧 Graduation Celebration!





Mentoring & Coaching

- Supports development & growth
- Supports participants' goals
- Creates accountability structure for development activities
- Does not involve evaluation
- Creates a learning pipeline – mentors/coaches grow as well!

External vs. Internal Coaches

Externals

- 💧 Professional coaching expertise
- 💧 Fresh perspectives & best practices
- 💧 Eliminates “fear factor”
- 💧 Costs money

Internals

- 💧 Technical expertise
- 💧 Practical, organizational knowledge
- 💧 Cultivates internal networks
- 💧 Not free, takes time

What is a Mentor?

... a **trusted and credible leader** who **works with** a partner to **help them learn things more quickly** ...

The mentor has a **breadth and depth of experience** that ... They are **willing to share** ...

because they **enjoy developing people.**



Mentors



- Partner to support learning
- Provide support, expertise & encouragement
- Participate in collaborative problem solving
- Gather & give feedback
- Support accountability

Fundamental Skills

- 💧 Listening
- 💧 Practicing self management
- 💧 Asking questions
- 💧 Providing direct, timely, non judgmental feedback
- 💧 Supporting accountability—
monitoring progress



Mentoring Training



- Program Orientation
- Goals of Mentoring Component
 - Support, Expertise & Accountability
- Roles
- Guidelines / Protocols
 - Meet minimum 2-4 hrs/month
 - Term of commitment: (6-12 months)
 - Confidentiality
 - “No fault divorce”

Mentoring Training



- 💧 Highly Interactive
- 💧 Phases of Mentoring Relationship
 - Connect, Create, Close
- 💧 Coaching Skills
 - Listening, Feedback, Accountability
- 💧 Creating Individual Development Plans

Mentor Training

- Review
- DiSC
Style Inventory
- Learn and practice
basic coaching skills



Mentor Roundtables



Regular Check-in and Support

- Updates
- Share perspectives and approaches
- Support network of mentors
- Provide on-going feedback & training
- Evaluate & improve program continuously

LEAD Program Development

Costs

Planning Team: (Met 1.5 hrs every 2 weeks for 1 year)

| | |
|-------------------------------|-----------------|
| 💧 2 HR Division Mgrs | \$5,000 |
| 💧 2 HR Analysts | \$4,000 |
| 💧 5 Operational Division Mgrs | \$14,000 |

Other Costs:

| | |
|------------------------------|-----------------|
| 💧 Interviews & Selections | \$3,200 |
| 💧 Employee Development Staff | \$6,500 |
| 💧 TOTAL: | \$32,700 |

Mentoring Program Costs

| | |
|---------------------------|-----------------|
| 💧 Program Development | \$9,000 |
| 💧 On going administration | \$3,000 |
| 💧 Mentoring | \$61,000 |
| 💧 DISC Assessment | \$800 |
| 💧 TOTAL | \$73,800 |

Mentors' Commitment

| Hours | Activity |
|-----------|-----------------------------------|
| 6 | Kick Off / Mentoring Orientation |
| 4 | Mentoring Training |
| 30 | Mentoring Sessions (5 hrs/mo x 6) |
| 12 | Roundtables (2 hrs/mo x 6) |
| 3 | Graduation |
| 55 | Total Hours |



Challenges

- 💧 Recruiting volunteers
- 💧 Matching
- 💧 Motivation
- 💧 Coaching skills level
- 💧 A new experience for all!

Benefits

- 💧 Promotes the value of learning throughout the organization
- 💧 Supports development of “pipeline of leaders”
- 💧 Builds a common vocabulary & values
- 💧 Breaks down silos—broadens perspectives & business literacy
- 💧 Develops network of colleagues with established, supportive relationships
- 💧 Creates organizational loyalty!



Lessons Learned

- 💧 Ensure senior leadership commitment
- 💧 Clarify ground rules, roles & responsibilities
- 💧 Provide high quality formal training
- 💧 Support mentors throughout
- 💧 Allow flexibility
- 💧 Define success broadly
- 💧 Expect variations in level of engagement
- 💧 Mentors will develop new skills & greater organizational knowledge



