

RWA's Transformational Journey

Developing 21st Century Leadership

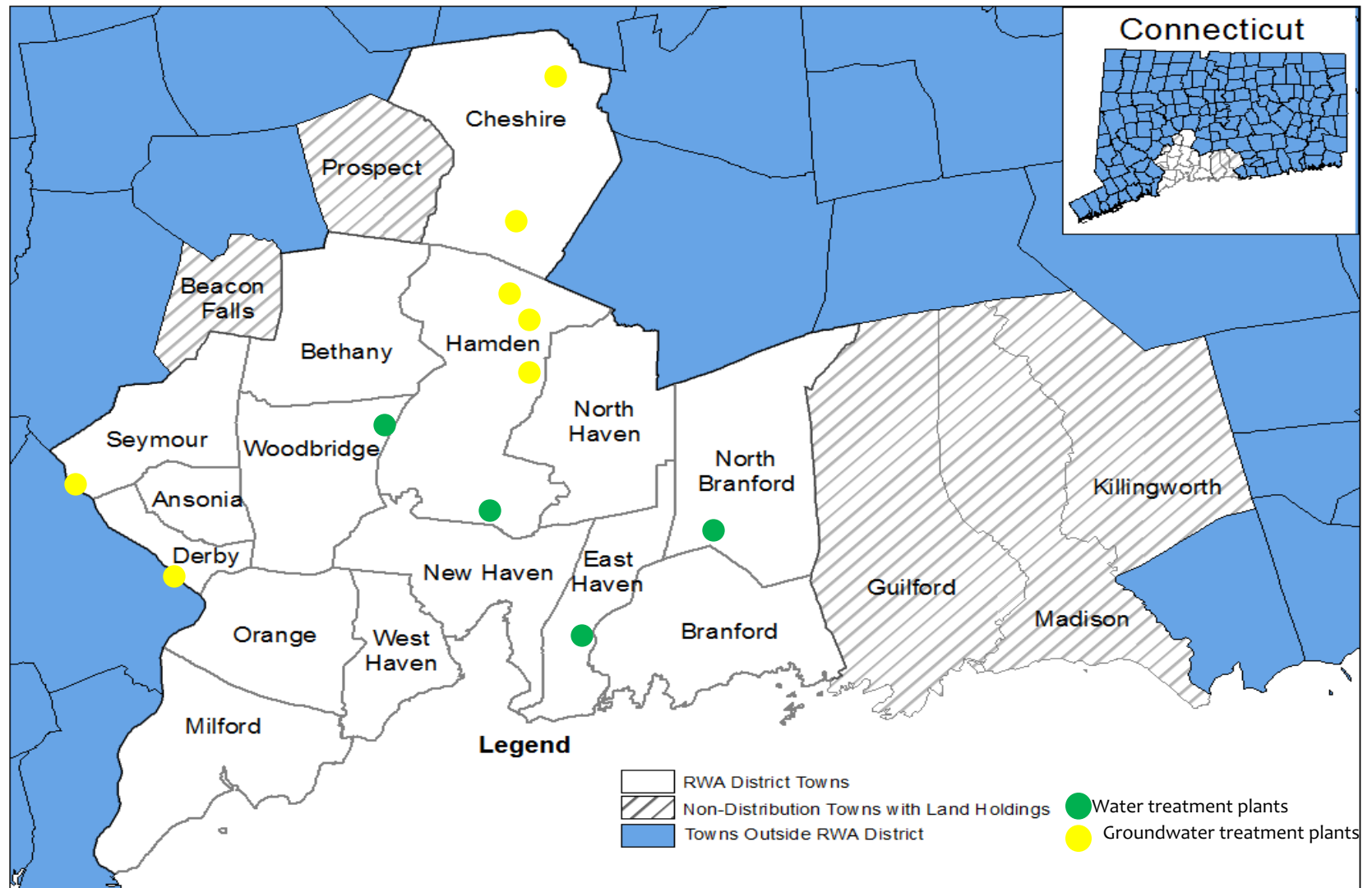
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Beth Nesteriak, SVP Operations & Business Strategy

Sal Nesci, Director of Employee Relations, Learning & Growth

South Central Connecticut Regional Water Authority



Ensuring the Future of the Water Industry

- * 38.6% of utility workers can retire in the next 5 years
- * **About 50% of our workforce can retire within the next 5 years**
- * Requires professionally developing our formal and informal future leaders
- * This serves business continuity, succession planning, and service delivery
- * Professional Development is continuous and on going
- * Requires Buy In from the entire organization

Professional Development

In order to remain successful in an ever changing world, employee education must continue throughout their entire careers

Buy In

- * Employees who feel that they have Buy In:
- * High Self-Esteem
- * Morale
- * Motivation
- * Performance
- * Productivity
- * Leadership

**This Requires
Managements
Buy In!**

RWA's Transformational Journey

- * Requires professional development in:
 - * Active Listening and Communication
 - * Conflict Resolution
 - * Emotional Intelligence
 - * Accountability
 - * Leadership

Generational Considerations

- * Active listening & communications
- * Conflict resolution
- * Emotional Intelligence
- * Accountability

Creating a Culture of Accountability

- * Identify Behaviors that Avoid Accountability
- * Identify Traits of Accountable People
- * Encourage Even Good Performers to Become More Accountable
- * Utilize Strategies for Overcoming Resistance to Change or Take Responsibility

Leadership

- * Democratic
- * Participative
- * Transformational
- * Inclusive
- * Servant

All build value and Buy In

Leadership

- * Leadership is not telling someone what to do or how to do it.
- * Leadership is influencing, guiding, and directing people in a respectful manner in order to accomplish organizational and community goals and objectives.
- * Leaders are people oriented who care about their teams.
- * “No one cares how much you know, until they know how much you care”.

RWA's Multifaceted Approach



Summer Career Camp for High School Students

- * The program is led by RWA's educator and has been in operation since 2011
 - * 10 students from Common Ground High School
- * Spend a week with RWA professionals learning about environmental careers at a water utility
 - * Mix of classroom and field time
- * The students visit Gateway Community College to learn about the public utility management degree and other programs Gateway offers to license water treatment and distribution operators

Internships

- * High School Juniors selected from HS within our service area
- * Students selected based on their career interests
- * Designed to recruit HS students into the Public Utility Management Program & to prepare the utility industry for future mass retirements
- * College Internship Program
 - * Under development
 - * One month – July

Public Utility Management Degree



Public Utility Management Programs

Develop the skills and knowledge for in-demand careers with the region's utility companies through programs at Southern Connecticut State University and Gateway Community College



Public Utility Management Programs prepare students to enter: Gas, Electric, & Water industry

- * Two Year Program Gateway Community College
- * Four Year Program Southern Connecticut State University

Workforce Flexibility

- * Recently eliminated entry level position
 - * Needed a new entry point for skilled workers
- * Career Pathway within a union environment
 - * CDL requirements, ability to progress with licensure
- * Flexibility to move staff between our Field Operations department
 - * Workload, seasonality, absenteeism
 - * Distribution, construction, and reservoir ops

Workforce Flexibility

- * Strong focus on documenting SOPS or Effective Practice Guidelines (EPGs)
 - * On the job training critical
- * Negotiated new position for Water Treatment Operator in Training
 - * Opportunity to develop internal staff to become Class IV treatment operators
 - * Requirements to become Class IV within 4 years

Focused Training

- * Customer Service
 - * Developing corporate guidelines
 - * Training all staff, not just call center
- * Safety
 - * Robust internal training program
- * Internal KPI which tracks training hours

Leadership Development Program

Three Tiers/Three Year Evolution

- * **Tier I & II** , Executive/Leadership Team, Directors & Mgrs.

Labor Relations - Walk Through the RWA Contract Part I & II

Building a Culture of Accountability

- * **Tier III**, Team Leads/Coordinators

Same as the Above Plus +

Talking Leadership

Motivating Yourself & Others

Frontline Supervisor 1-6

Critical Success Factors

- * Succession planning is critical
- * Identifying ways to transfer knowledge
- * Recruiting and retaining talent
- * Understanding the skills needed
 - * Technology, increased license requirements
- * Training, training, training
 - * OTJ, Classroom, Practical , Safety
- * Executive support and management buy in

Thank You!