

Bridging the Gap

IPMAAC in Orlando – 2005



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“Bridging the Gap” Overview

- Merit and Workforce Planning Issues
- Workforce Planning at East Bay MUD
- Assessment strategies applied to EBMUD development programs to:
 - Select training participants
 - Determine training needs
 - Establish individual development plans
- Future directions

Dedication

This presentation is dedicated to all who have gone before us, thought great thoughts, tried new things, and shared generously of their ideas. To all of them, both known and unknown to us, we offer our thanks.

Harry B and Donna T.

What is Merit?

- Equal opportunity in selection and promotion
- Open competitive process
- Objective, job-related decisions based on assessment of qualifications
- Absence of favoritism

What is Workforce Planning?

Analysis of future organizational needs and development of action plans to address needs

Options:

- Retain current workforce
- Eliminate the work
- Do the work differently
- Fill through external recruiting
- Fill by developing employees

The Inherent Conflict

- Workforce Planning often viewed as “anointing the heir” or favoritism
- Only “special” folks get “special” assignments
- No definition of nor formal competition for “special” exists
- The “heir apparent” is typically unchallenged

EBMUD Challenges

- How can we build merit into the workforce planning effort?
- How can we best identify training needs?
- How can we customize training to address specific development targets?
- How can we minimize the “inherent conflict?”

EBMUD Staffing Profile

- Older workforce than most other utilities
- History of internal promotions in many operations and maintenance areas
- New hires often older than the average
- Jobs typically highly technical
- Retirement plan enhanced in 2003

EBMUD Resources

- Many well established training programs in place
 - Grow your own
 - Management & Supervisory Academy
- Selection and promotion based open competitive processes
- Top management willing to support workforce planning efforts

Our Strategy

- Focus on employment categories rather than specific positions
- Forecast/predict potential retirements by category based on eligibility over 5 years
- Identify categories where the greatest impacts were likely to occur soonest
- Factor in regular turnover and “domino effects”

EBMUD Demographics in 2003

- 2000 employees; average age 47
- Workforce 68% boomers (nationally 44%)
- 70% managers/supervisors in Lab and ISD retiring within 2 years
- 65% of first line field supervisors retirement eligible within 5 years
- 60% of superintendent level retirement eligible within 5 years

Issues

- Too little time to develop staff for lab and ISD leadership
- Field operations could not be out-sourced or restructured
- District operations experience is essential for a field supervisor
- O&M department willing to partner with HR on substantial development programs

The First Target - Supervisors

- Matriculating from entry level through journey in the field takes about 5 years
- 98% of all first line supervisors have been promoted from within
- Combining all related job classes, there are over 50 target positions and 250+ in the “feeder pool”
- Target development pool is fairly homogeneous

Conflicts & Drivers

- Many lower level employees lacked fundamental skills:
 - Math & writing
 - Leadership
- Cash incentive to promote is small
- Union resistance and distrust
- Department seeking to create a higher performance standard

Program Elements

- Creating the “Success profile”
- Defining what we will train and what we won't
- Establishing qualifications to participate
- Determining how training will be delivered
- Marketing
 - Open competitive process
 - No guarantees of promotion

Second Target – Superintendents

- Middle level supervision
- Higher level skills and 2 years college needed
- Increased future job expectations
 - Technology
 - Environmental/municipal regulations
- Many foremen/supervisors in logical feeder pool also retiring

Issues

- Variety of technical operational areas
- 75%+ positions filled by promotion
- Eclectic feeder pool
 - Trades to engineering
 - High school to graduate level
 - Lead only to substantial supervisory experience
- Highly variable levels of readiness

Program Elements

- Success profile that crosses technical disciplines
- Cross departmental involvement
- Competitive process to participate
- Individualized training
- On-the-job training assignments available
- Coaching

See Examples

Success profile excerpt

Training Announcement

Pathways Application

Issue:

How to develop a training program that would

- Target the success profile
- Address highly varied levels of readiness
- Identify and meet individual development needs
- Build on participant strengths

Solution

Call Harry!! 😊

Assessment Approaches

- Seat of the pants
- Structured individual opinions
- Structured process with multiple components
- Third-party data collection, verification, & integration for checks & balance
 - Internal resource
 - External resource
- Higher level review & integration

Assessment Tools Used by Executives

- Interviews 87%
- Résumés 73%
- References 69%
- Peer reviews 52%
- Tests/inventories 36%
- Performance appraisals 36%
- Subordinate reviews 24%
- Succession plans 18%
- Assessment centers 8%
- Individual assessments 2%

Talent Pool Analysis & Development

POTENTIAL FOR GROWTH

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Powerful Assessment Yields High Returns

- Assessment with simulations improves prediction over other methods
- Reduces risk of poor fit & lost opportunity
- Reduces risk of adverse impact/legal liability
- Increases individual acceptance/satisfaction
- Accelerates development while assessing capability
- Fully realized hurdle rate on ROI within weeks
- Long-term payback in terms of organization & leadership team performance

Principles of Powerful Assessment

- Clear purpose & criteria
- Only relevant areas measured
- Reliable, valid tools/measures used
- Multiple assessments used & integrated
- Assessors well-trained and calibrated

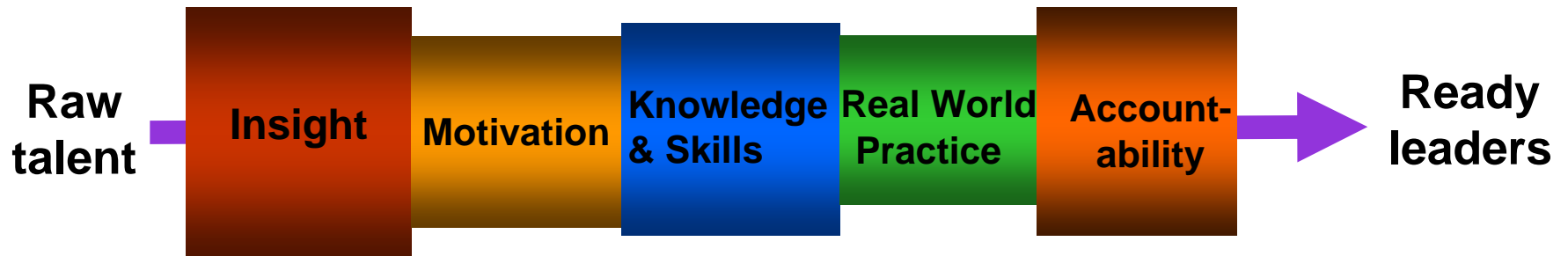
Principles of Powerful Assessment

- Open, transparent process
- Consistent, fair treatment of all participants
- Of value to individual as well as organization
- Data for development as well as decision-making

High Impact Development

- Create *necessary conditions* for development
- Apply adult learning principles
- Use multiple methods
- Accelerate the learning curve
- Enlist and equip talent builders
- Build learning into doing

Build in Necessary Conditions for Real Development

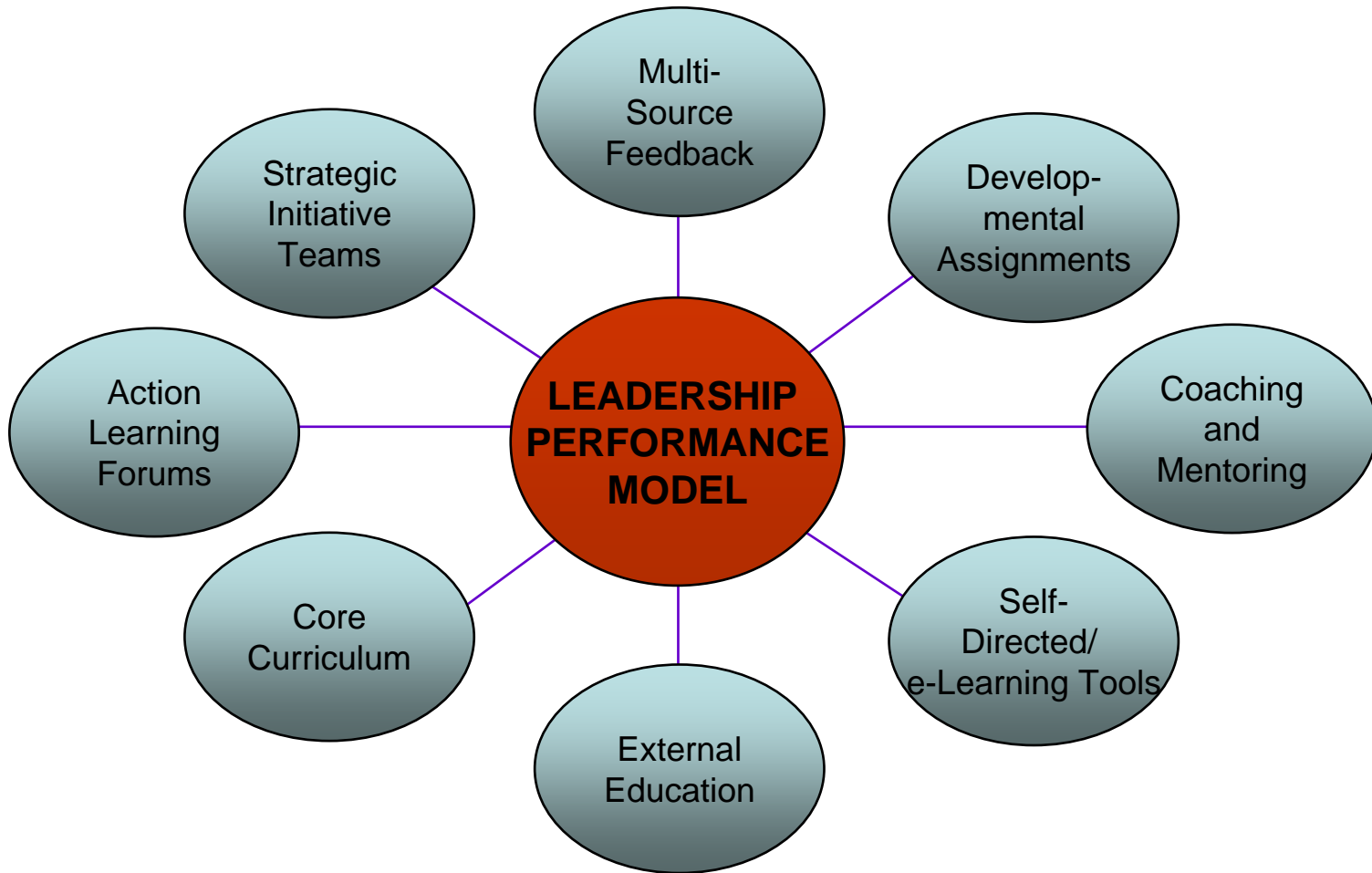


Source: Hicks & Peterson (1999), *The Development Pipeline: How People Really Learn*.

Apply Adult Learning Principles

1. Involve learners in design of learning
2. Make content directly relevant to work/life
3. Enable learning through experiencing, doing
4. Engage the whole person: mind/emotion/body
5. Adapt methods to individual differences
6. Space and sequence complex learning
7. Integrate and internalize learning through application & reflection

Use Multiple Methods



COLLECTIVE FOCUS  INDIVIDUAL FOCUS

Enlist and Equip Talent Builders

People are critical catalysts

- Talent managers & architects
- Talent agents & brokers
- Coaches
- Mentors
- Learning group facilitators

The Assessment Tools

- Cognitive Tests
 - Wesman Personnel Classification Test
 - Watson-Glaser Critical Thinking Appraisal
- Personality Inventories
 - Leadership Personality survey
- Simulations
 - B-PAD
 - Custom In-basket
- Other People
 - The Profilor for Supervisors™

The Assessment Tools-Cognitive Tests

- **Wesman Personnel Classification Test**
 - Measure of verbal reasoning -analogies
 - 18-minute power test
 - Measures critical skills
 - Correlates .75 with Wonderlic
- **Watson-Glaser Critical Thinking Appraisal**
 - Untimed –evaluate arguments, inferences
 - Measures raw horsepower
 - Correlates .55 with WAIS verbal and SAT verbal

The Assessment Tools-Personality

- Leadership Personality Survey
 - Developed by Gordon Curphy
 - Four super factors
 - 10 Dimensions
 - Normative output (hi, mid-range. Lo)

The Assessment Tools-Simulations

- B-PAD
 - Video-based scenes
 - Video-taped candidate response
 - People situations
- Custom In-basket
 - Tailored to organization
 - Developmental feedback

The Assessment Tools

- The Profilor for Supervisors™
 - PDI's developmental 360 family
 - Based on competency model
 - Linked to developmental “prescriptions”

The Successful Manager's Handbook

- On-the-job ideas
- Seminars and courses
- Readings and other media
- Organized by competency
- 7th Edition
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HANDBOOK

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& Development
McGraw-Hill (Dallas)

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—Francis (Bryce) Green
Senior Vice President
of Human Resources
Village of Glen

Putting It All Together!

- Training marketed as a competitive privilege – not a requirement
- Opportunity to prepare for promotion – not a guarantee
- Operational needs also considered based on projected retirements to fill real jobs
- Kick-off events for participants and coaches held to build cohort experience

Pathways in Progress

- Initial screening – 60 applicants
 - Cognitive test
 - Work sample writing project
 - Panel interviews
 - File review
- 19 participants selected across various disciplines
- Assessment battery administered & scored

Progress Continues

- HR staff reviewed assessment results privately with participants
- Participants developed Individual Career Development Plans (ICDPs)
- 15 coaches trained “just-in-time”
- Quarterly progress reports initiated
- Rotating training assignments began
- Cohort training sessions held monthly

See Examples

Planning worksheets

Individual Career Development Plan

To Date:

- All LEAD and Pathways participants selected through a competitive process
- 2 LEAD Academies completed – a third is planned
- Pathways began in January 2005 and participants will finish in December 2005
- Vacancies are held for both Lead and Pathways target positions

On the Horizon

- Design & implementation of OJT components for LEAD graduates
- Coaches/participants still exploring the best ways to use assessment information for development
- Management Development program design completed with kickoff in January 2006

What we've learned...

- Comprehensive workforce analysis is the essential first step
- Fair competition can be an integral part of Work Force Planning
- Careful use of assessment tools can generate substantial development information and opportunity to grow
- WFP is a major undertaking but a worthwhile corporate investment

And...

- Management buy-in and support is critical
- Hold trainees accountable for their own learning and promotion
 - Attendance, homework, ICDP contracts, etc.
- “Heir apparents” will still get some jobs
- Everything takes longer than you think it will, and...
- People will surprise you!

Thanks!