

DEVELOPING A STRATEGIC TALENT PIPELINE AT GOLDEN STATE WATER COMPANY

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Strategic Talent Pipeline Links to Workforce Planning

- Developing your Talent Pipeline has a lot to do with Workforce Planning (WP).
- Workforce planning is a systematic process for identifying the human capital required to meet a Company's goals *and* developing the strategies to meet these requirements.



Definition of Workforce Planning

- An effective workforce plan is an essential tool to identify current and future workload staffing levels and justify budget allocations to meet business objectives



Workforce Planning vs. Succession Planning

Workforce Planning is having the right number of people with the right job knowledge, diversity, and skills, working for **a company**, in the right jobs at the right time.

Succession Planning identifies necessary competencies to assess, develop, and retain a talent pool of diverse employees in order to ensure a continuity of leadership for all critical positions.



Workforce Trends Demand WP

- Macro trends in the U.S. with Baby-Boomer retirements.
- *Demographic changes – fewer workers available and less skilled.*
- Future jobs require a variety of skill sets and competencies.

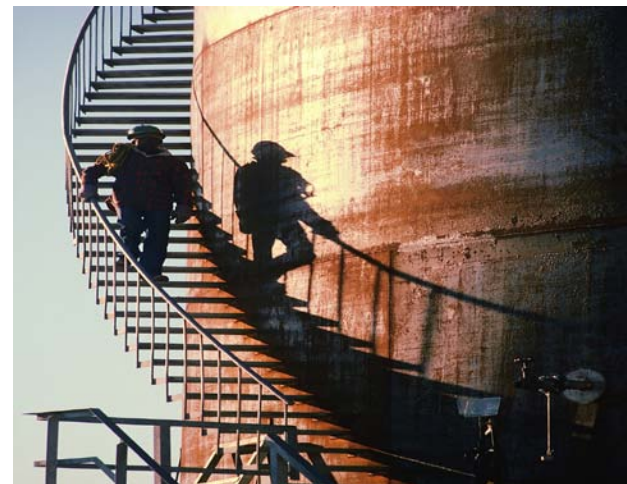


Workforce Trends in the U.S.

- If fewer workers are available, then management needs to retain and develop existing employees better.
- Consequences = Organizations may lose good employees, resulting in higher turnover costs.

Workforce Trends in the Water Industry

- AWWA identifies operations, engineering, and supervisory & management position shortages.
- Average age of retirement is 56 years old.





On Going Employee Development

- **Need to develop current employees for future jobs to expand variety of skill sets and competencies. Development also engages employees -- *Engaged Employees are more productive.***



Research Findings on Retention

- Survey conducted of Water and Wastewater Employees discovered top needs of Employees are: Salary, benefits, growth and advancement opportunities, culture of the organization, and job satisfaction.
- Other factors are – Work/life balance, training & development, job security, coaching/mentoring opportunities...



Developing our Talent Pipeline At **Golden State Water Company**

- **Started in 1993 with the launch of our Corporate University offering on-going education across all job functions.**
- **Launched the Service Leadership Academy in 1999 with the goal -- “*to identify and develop a diverse cadre of leaders through the Academy*”.**
 - ▣ The program focus on competency-based learning and development solutions relative to more practical business applications and critical utility functions.

IACET Provider

- ❑ **Golden State Water Company is an Authorized Provider of the International Association for Continuing Education and Training (IACET).**



Service Leadership Academy

- 2009 Marks the 10th year anniversary! *On November 5th, the largest group of 25 participants graduated Service Leadership Academy.*
- Since the Program's inception there have been 104 graduates of the program. Over 50% of the program participants have been moved to management or received a promotion while in the program or after graduating.

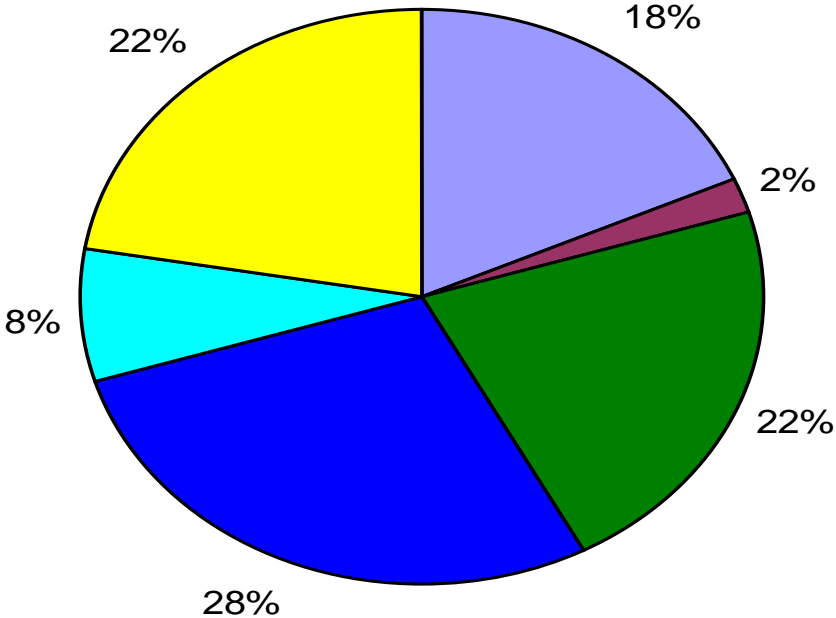


Service Leadership Academy

- ❑ Individuals are nominated by supervisors, managers, and V.P.'s within the organization.
- ❑ Grooming internal talent increases employee engagement, provides opportunities for growth and advancement for a diverse pool of workers.

Business Results of Service Leadership Academy

2000 - 2009



- Left/External Career Opportunities
- Retired
- Promoted to Management
- Career Transition/Promotion
- Already in Frontline Management Positions
- Currently in Same Job

Service Leadership Academy Diversity Results

2000 - 2009

Diversity Representation	Percentage	Management/Career Promotion
Black	10%	8%
Hispanic	23%	13%
Asian	14%	10%
White	52%	32%



Service Leadership Academy Program Highlights

- Dynamic sessions on change management, building positive relationships, and redirecting others to positive performance.
- Human Capital Management strategies, and discussion of Core Business from V.P.'s and their respective functional areas.

Service Leadership Academy Program Highlights

- Table-Top Exercises – Provides participants with knowledge about FEMA practices and Leadership skills in an emergency.
- Assigned on-line courses with specific relevant learning topics.
- Required job shadowing with mentors, and individualized coaching.
- Career Development and Assessment Strategies, such as performing assessments to aide participants in knowing what their personality preferences and learning styles are.



Service Leadership Academy Program Highlights

- Research and preparation of a case study on an important current topic, and presentations of participants case studies.
- A final examination with readers assigned to ensure participants can demonstrate in writing, the lesson's learned.



Service Leadership Academy Results

- Service Leadership Academy has shown success for a decade now.
- It has shown real business results in *securing a diverse internal talent pipeline linked to workforce and succession planning.*



Conclusions

- ❑ Service Leadership Academy is one part of Golden State Water Company's overall *Talent Development Strategy*. The Program also helps develop leaders and provides ready resources in the workforce pipeline as part of workforce and succession planning
- ❑ Aides in Employee Retention; Engages Employees; and is part of their individual Employee Development and Career Development process

