SUCCESSION PLANNING STRATEGIES FOR LARGE AGENCIES

We Rise by Lifting Others

AFC15
David K. Clark / Jean Ha Kushi
We Rise by Lifting Others.

-Robert G. Ingersoll
Overview

Background

Succession Planning

- Career Launch Program
- Workforce Development

Successes
Expansive Service Area
5,200 square miles
18+ million residents
Succession Planning

Overview

<table>
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<tr>
<th>Age Group</th>
<th># of Employees</th>
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<td>20-24</td>
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<td>25-29</td>
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<td>60-64</td>
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CAREER LAUNCH
ENGINEERING FOR SUCCESS

THE METROPOLITAN WATER DISTRICT
OF SOUTHERN CALIFORNIA

Engineering Services Group
Objectives

“Engage and Challenge”

✓ Accelerate onboarding process
✓ Make employees feel at home
✓ Help build strong relationships
✓ Link individuals to overall mission
✓ Communicate expectations
✓ Inspire professional development
✓ Foster increased leadership
Improve “individual” team orientation:

✓ Checklist for first week
✓ Action plan for first 6 months

Supplement with “common” general orientation:

✓ Group activities
✓ Guest speakers
Kick-Off Meeting

Putting Together the Pieces

- Introductions **
- Program Overview
- ESG Overview
- Success Signals **

Establish peer relationships across organizations quickly
Imported Water

Understanding Our History

- History of Southern California Water**
  - L. A. Aqueduct
  - Colorado River Aqueduct
  - California Aqueduct

- Current Challenges**

Link employees to history, mission & current issues
Mtg 3 - Weymouth Field Trip
Mtg 4 - Water System Operations
Mtg 5 - ESG Overview
Mtg 6 - Mission and Values
Mtg 7 - Diemer Field Trip
Mtg 8 - DVL Field Trip
Workforce Development Strategies

Enhancing the development of existing staff...

- Reinforce mission and clarify expectations
- Develop more effective training plans
- Implement a formal mentoring program
- Increase cross-training & rotations
- Develop managers
- Cultivate a culture of leadership
REINFORCE MISSION AND CLARIFY EXPECTATIONS

Engineering Services Group
MISSION AND GUIDING PRINCIPLES

Mission
The Engineering Services Group provides innovative, high-quality and cost-effective solutions to meet our customers’ needs and to ensure Metropolitan’s long-term reliability and success.

Guiding Principles

Leadership
We strive to excel as Metropolitan’s primary engineering services provider; we are proactive, resolve issues and welcome challenging assignments.

Professionalism
We demonstrate professional behavior, foster strong working relationships, and take responsibility for our professional development.

Teamwork
We work as a team, respecting, valuing and integrating the knowledge, talents and opinions of others into our work product.

Accountability
We take ownership of our work, are committed to our customers and accountable for our decisions and the quality, value and timeliness of our products and services.

STAFF EXPECTATIONS

Leadership
We strive to excel as Metropolitan’s primary engineering services provider; we are proactive, resolve issues and welcome challenging assignments.

Professionalism
We demonstrate professional behavior, foster strong working relationships, and take responsibility for our professional development.

Teamwork
We work as a team, respecting, valuing and integrating the knowledge, talents and opinions of others into our work product.

Accountability
We take ownership of our work, are committed to our customers and accountable for our decisions and the quality, value and timeliness of our products and services.
SKILL GAP ANALYSIS AND TRAINING PLANS

Succession Planning Approach

Step 1: Identify overall goals and objectives.

Step 2: Identify key skills and projected retirements/turnovers.

Step 3: Develop workforce development plans to close skill gaps.

Step 4: Prioritize key development plans.

Step 5: Refine skill gap analysis and development plans as required.

Sample Skill Gap Analysis

Sample Development Plan
Program Profile

- Purpose/Objectives:
  - Optimize competencies
  - Foster leadership development
  - Provide increased support for highly motivated staff

- Duration: Six months

- # of pairings: 16-34 pairings

- Core curriculum:
  - One-on-one mentoring sessions
  - Monthly brown bag activities
  - Field trip
Program Profile

- **Purpose/Objectives:**
  - Expand knowledge and experiences
  - Build relationships
  - Professional development

- **Duration:** Two months to 3 years
- **# of rotations:** Varies
Leading Technical People

**Program Profile**

- **Purpose/Objectives:**
  - Equip leaders with skills and strategies to effectively achieve results through others

- **Duration:**
  - Two all-day sessions for managers
  - Two half-day sessions for principal/senior level staff

- **Core curriculum:**
  - Foundations of leadership
  - Setting goals
  - Delegating and influencing others
  - Giving feedback
Cultivate a Culture of Leadership

Brown Bag Technical Series

Technical Papers/Presentations

Student Outreach Programs

Mentors
**SUCCESSES**

- New hires are rapidly “engaged and challenged”
- Participating staff are more motivated to:
  - Obtain PE licenses, graduate degrees, special certifications
  - Seize promotional opportunities
  - Volunteer for special committees
- More managers are getting onboard with the concept of reaching out to help others
- Executive management is lending direct support to these programs

“PAYING IT FORWARD” MAKES SENSE!
Questions?

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