

EMPLOYEES PILLAR

OUR GOAL

To develop a collaborative, team-oriented workforce that is fully trained, fairly compensated, empowered, and accountable with clearly defined career paths for a changing work environment.

VISION FOR THE FUTURE

Today and into the future, PCRWRD makes investing in its staff a priority. Our employees are a critical priority and the department strives to become a best-in-class workplace that attracts and retains highly qualified and dedicated employees. The vision for the future is one in which employees are excited to be part of an environment where innovation is encouraged and appreciated, and where their contributions are recognized. In this dynamic environment, employees feel a sense of commitment to excellence and are motivated to grow their skills and apply their talents. Collaboration is a key element of the PCRWRD employee vision.

Key elements for becoming a best in class workplace include:

- The continuous development of formal programs to develop individual employees' skills and support their professional growth. Training programs for managers and supervisors emphasize the skill-sets needed to create transformational leaders who engage employees.
- The continuous improvement and strategic planning processes engage employees in creating clear, tangible goals and provide a sense of direction, purpose, empowerment and belonging.
- The understanding of processes and customer requirements supports knowledge management and consistent training.
- Multiple forums for two-way dialogue allow employees to be heard and expectations and recognition to be communicated.
- The provision of safe, secure facilities and adequate tools and resources are critical for a successful workplace.

OPPORTUNITIES

Training

PCRWRD is preparing its workforce to meet future challenges and changes resulting from technological advancements, turnover, diversity and multi-generational factors. Incorporating modern learning methods (e.g. simulation) that motivate employees to learn new skills and enhance employee productivity is key to the department's success. Preparing employees to assume leadership roles in the department is critical to successful succession planning, and is dependent on the expansion of programs to develop and train learning groups as well as individual employees.

Knowledge Management

Capturing knowledge and making it accessible for future employees is a priority. As the "baby boomer" generation continues to age, the department is experiencing increasing numbers of retirements. Within the next five years, 36.5% of PCRWRD's workforce will be eligible to retire.

Culture Change

PCRWRD recognizes that employee development is essential to PCRWRD operations. To this end, the department fosters an organizational culture that is collaborative, team oriented and skilled in process management. Developing these organizational qualities is necessary to strengthen communications, reduce "silo-effects," and



encourage employees to engage in continuous improvement. When the culture encourages employees to feel ownership of their work areas and processes, they are motivated and better able to achieve our visions and goals.

MAJOR PROJECTS AND PROGRAMS

Training

PCRWRD will establish Learning Groups for each work unit and will focus resources on the individual needs of each group. The department will also implement Project Management training to improve the efficiency of projects and improve collaboration among Project Managers. Administrative employees will be able to take advantage of an Administrative Services Training Program that will be designed to increase efficiency and collaboration among those who serve in these types of positions. To improve the Operations and Maintenance (O&M) Training Program, RWRD will develop O&M Team lead positions that will result in proper leadership in this job category and provide necessary leadership to team members.

An incident Command System tabletop training exercise will bring together employees from a variety of sections and divisions who will need to collaborate and work closely together in the event of an emergency.

To ensure employee training is documented and tracked, the department will implement a learning management software program. In addition to documenting and tracking employee development and training, this program will be able to generate reports on staff's participation in these efforts.

Leadership Development

To develop the department's leadership, PCRWRD must foster team building among senior managers and Executive Team members to improve communications, productivity and collaboration. To this end, RWRD will provide professional development for the Executive Team and senior management through coaching services. In addition, the department needs to develop a change management program to address the challenges of the impending retirements of numerous "baby boomer" employees.

Evaluation and Assessment

Computer skills, communication skills and other essential skillsets are critical to the fulfillment of PCRWRD's mission and vision. To this end, the department will conduct assessments of the necessary skillsets among its staff, and evaluate what types of training and development activities are needed.

Employee Communications

"Pillar Talks" are Biannual open forums held at a variety of work sites. The Pillar Talks provide opportunities for employees to communicate one-on-one in a casual setting with the director. In addition, the director has an open-door policy. Any department employee can schedule a meeting with him to discuss issues or concerns without fear of retribution.

Performance Plans and Appraisals provide the opportunity for private, one-on-one meetings between employees and their supervisors. During these sessions, feedback



KEY PERFORMANCE INDICATORS

- Vacancy Rate
- Absenteeism Rate
- Turnover Rate
- Number of Promotions
- Percent Overtime
- Percent of Required Performance Plans and Appraisals Issued
- Training Hours per Employee

is provided and discussion and planning for the development/improvement of skills and responsibilities take place.

Management Review Meetings attended by senior management are held three times a year. During these large group meetings, senior staff members monitor key performance indicators, discuss business opportunities, and update the Strategic Plan.

The Annual Strategic Planning Retreat is attended by a broad group of supervisory management, and executive-level employees. This retreat is held at the beginning of the fiscal year, and provides for the review of the strategic plan which will guide department efforts over the course of that year.

In fiscal year 2014/2015, an employee satisfaction survey will allow the department to track improvements or declines in employee satisfaction. The results of the survey will be compared against results from a 2012 survey of managers and a 2013 survey of all employees. Survey results will be used to measure progress and identify areas of continuing concern. PCRWRD also communicates with its workforce through the monthly employee newsletter The Pipeline. The newsletter, which is distributed to all staff, provides information about departmental activities, successes and challenges.

Strategic Planning

The PCRWRD Strategic Plan is updated annually and serves as a decision support tool that is used to work through problems and anticipate challenges ahead. The Plan measures performance and focuses resources on clearly defined goals and priorities within the six foundational Pillars (Employee, Compliance, Safety, Customers, Financial and Sustainability), and the three Core Business Systems (Growth and Development, Conveyance and Treatment).

Continuous Improvement

The formal Continuous Improvement Program currently implemented in the Conveyance and Growth and Development Business Systems will be expanded to the Treatment Business System. This will include training in process management skillsets and establishment of cross-functional teams to define and improve processes through use of process mapping methodology. Critical operational information is referenced on process maps providing both a training tool and a knowledge retention tool. This methodology also fosters collaborative problem solving, communication, empowerment and accountability through the use of a "Plan-Do-Check-Act" approach.

BENEFITS

Long term benefits of the department's commitment to the Employees Pillar include:

- Improved employee morale and job satisfaction;
- Increased employee retention;
- Increased cooperation, communication, and team work;
- More collaborative problem solving and shared decision-making;
- Improved trust; and
- Improved employee and operational performance.

