

# Surfing the Silver Tsunami

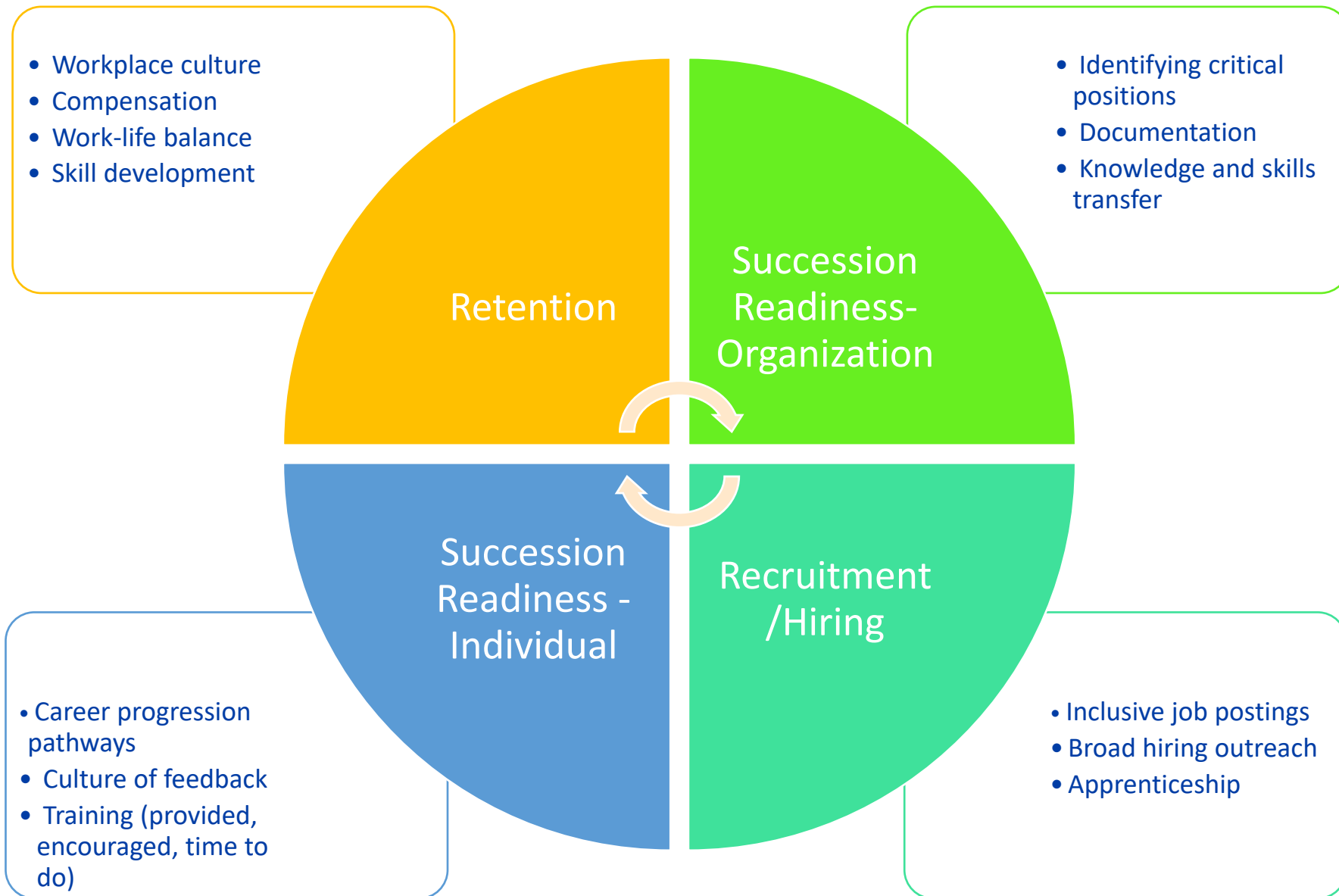
*AWWA-PNWS Section Conference, April 2022*



# Agenda

- Where we are now
- Where the wave will take us
- What do we do?







# Start with What You Know

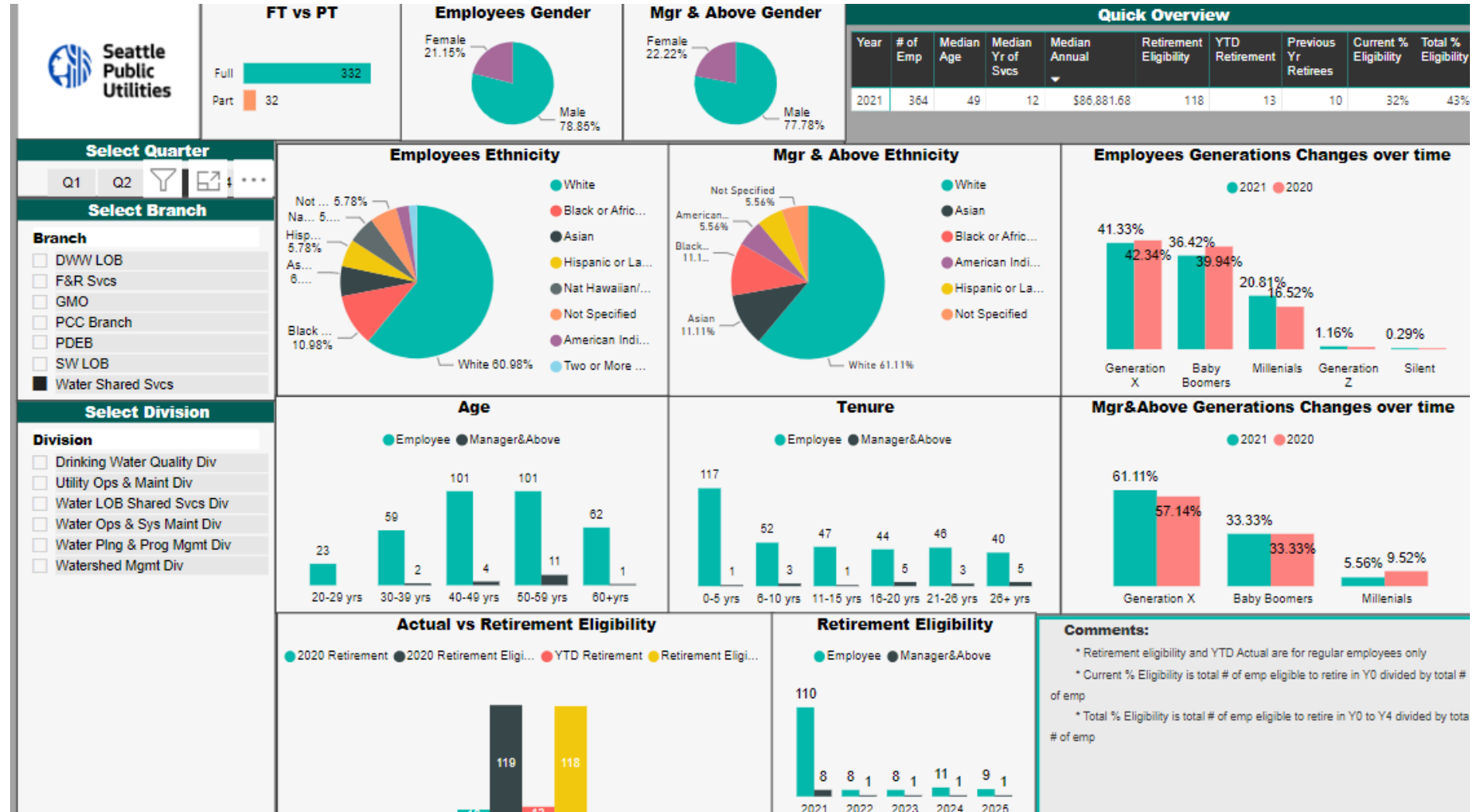
- What do you know about your staff?
- Demographics of the customers you serve?
- Demographic trends into the future?



# Here's Our Workforce



# Here's Our Workforce (2)

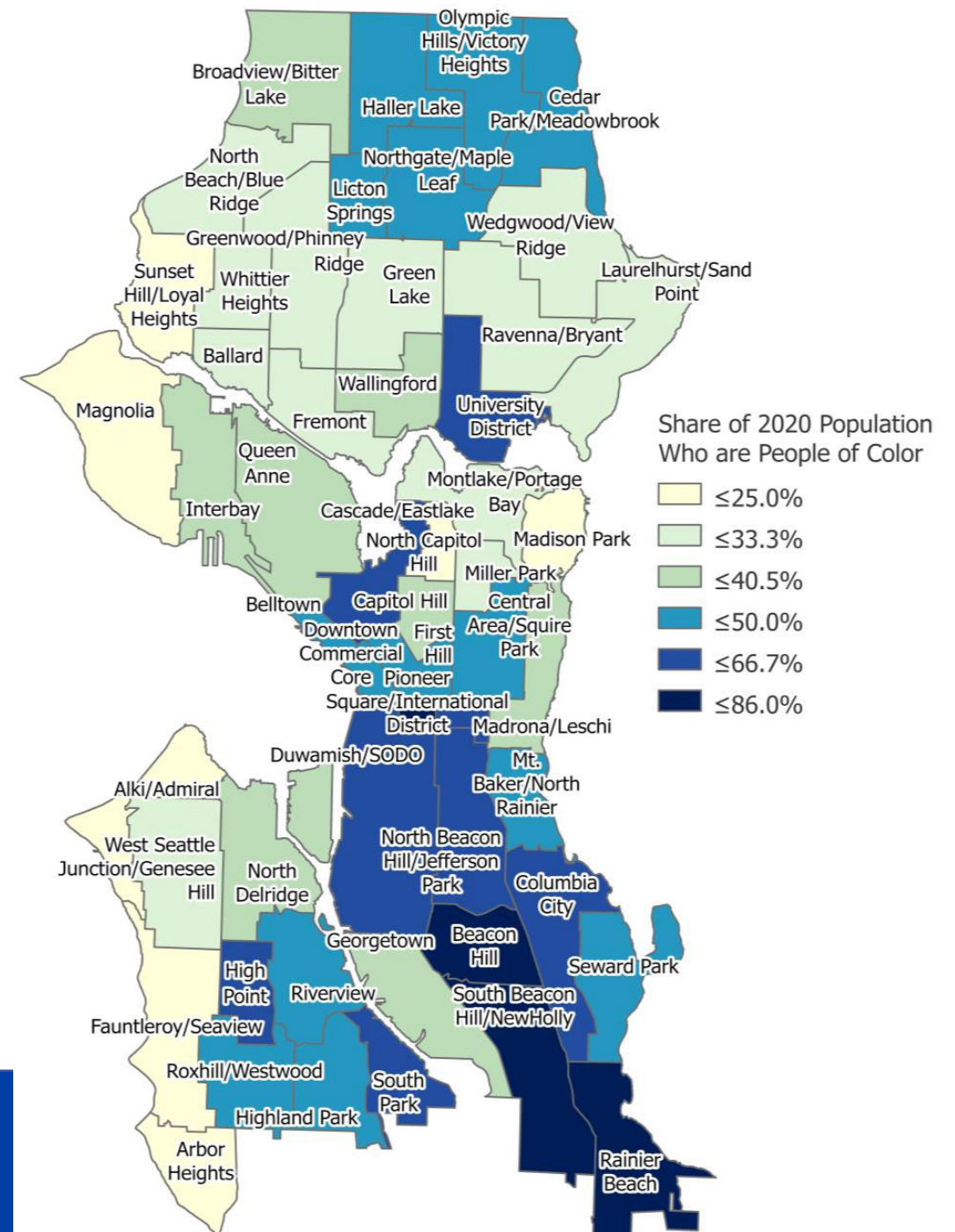




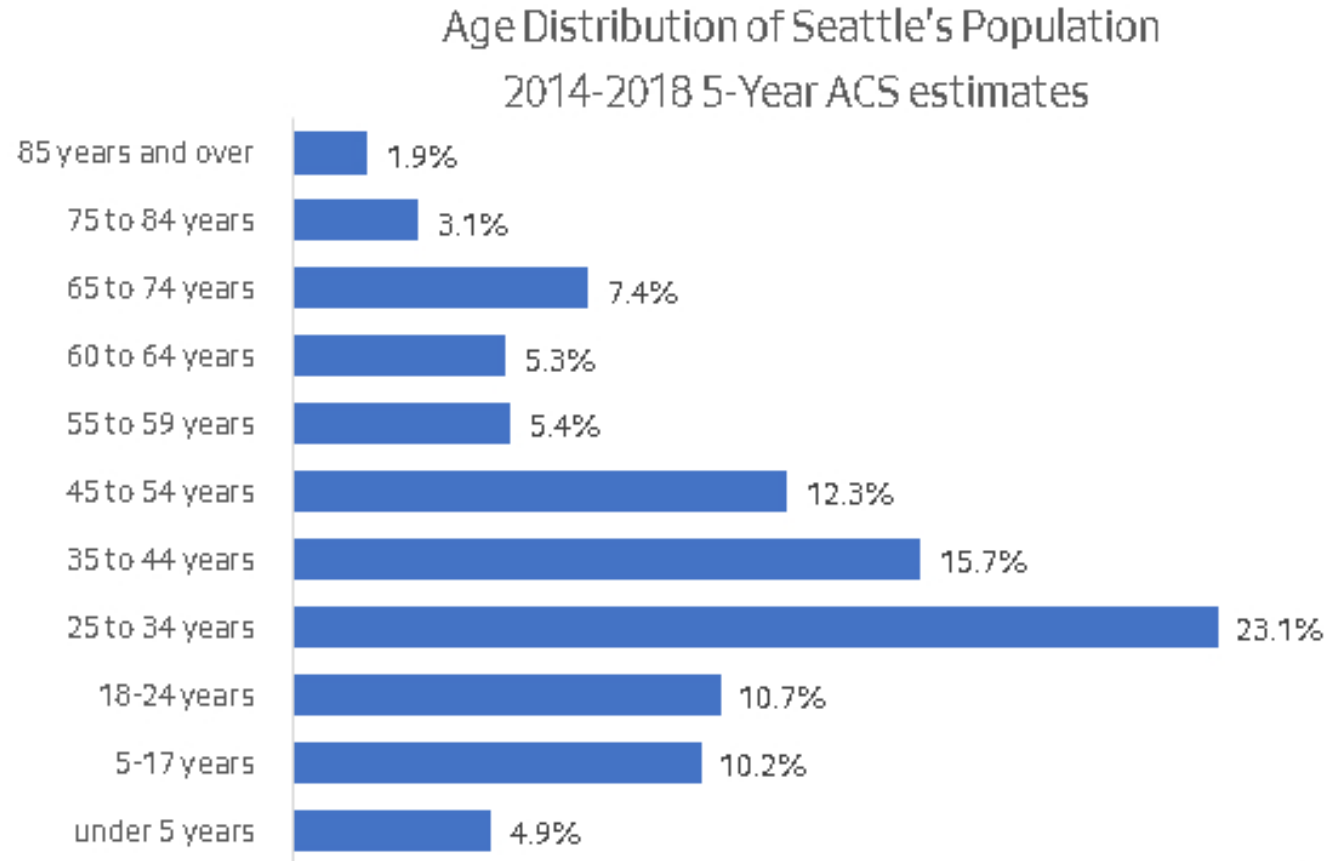
# Seattle Demographics

According to the most recent 2020 US Census, the racial composition of Seattle was:

- White: 59.5%
- Asian: 16.9%
- Hispanic/Latinx: 8.2%
- Two or more races: 7.3%
- Black or African American: 6.8%
- Other race: 0.6%
- Native American: 0.4%
- Native Hawaiian or Pacific Islander: 0.3%



# Seattle Demographics

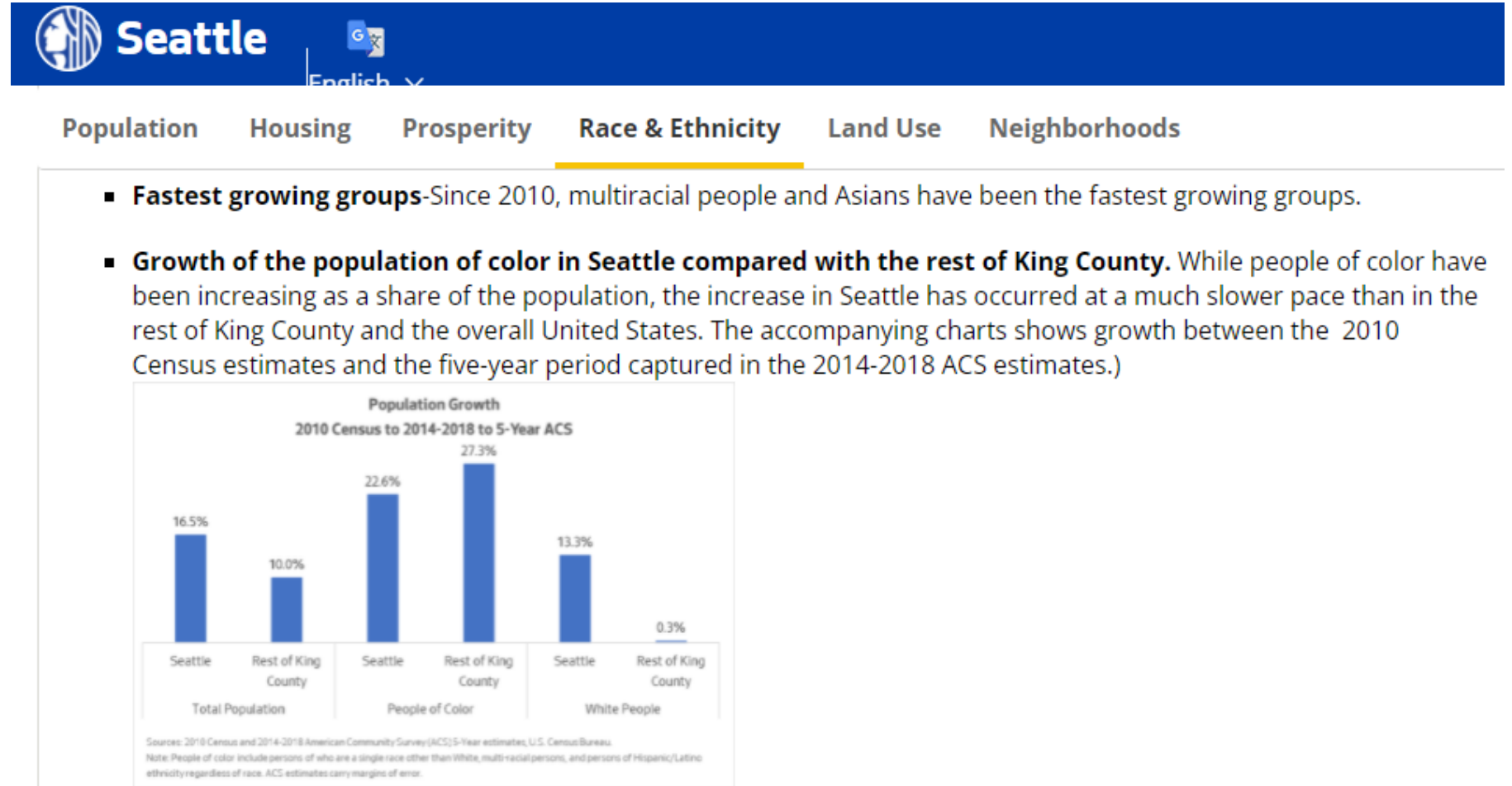


Source: 2014-2018 American Community Survey (ACS) 5-Year estimates, U.S. Census Bureau.

Note: ACS estimates carry margins of error.



# Seattle Trends



# Retention

- Career discussions with staff
  - Listen to what motivates them
  - Training opportunities
  - Promotional opportunities
  - Feedback
- Employee engagement and empowerment, trust
- Welcoming workplace culture
- Pay/benefits/work-life balance



# Career Development

- Career development plans
- Formal and informal discussions
- Solicit ideas from staff – it's a two way street

## Employee Development Plan

As an organization that values the development of employees, an Employee Development Plan is recommended for all employees. It is required if an employee receives a below standard or unacceptable rating for any of the performance competencies.

Development Need Describe the specific skills to be addressed	Training Options Describe the training(s) that will address the development need. For a listing of training options, please refer to Cornerstone for complete training and development information: <a href="http://learning.seattle.gov/">http://learning.seattle.gov/</a>	Estimated Completion Date
Technical Skills		
Job Specific		
Results		
Teamwork		
Customer Service		
Safety		
Personal Leadership Development		
(for supervisors/lead personnel only:) Leadership		
(for supervisors/lead personnel only:) Performance Coaching		
(for supervisors/lead personnel only:) Management Skills		

# Staff Motivation

- Today's workforce is not the same as when I grew up!
- Learn and adapt where you can

Data | Local News

## Seattle is the ultimate city for millennials, and the oldest hit 40 this year

April 12, 2021 at 6:00 am | Updated April 12, 2021 at 4:38 pm



Crowds of pedestrians cross Denny Way, near the Amazon campus, Thursday, September 7, 2017. Ellen M. Banner / The Seattle Times, file)

By [Gene Balk](#) / FYI Guy  

*Seattle Times columnist*

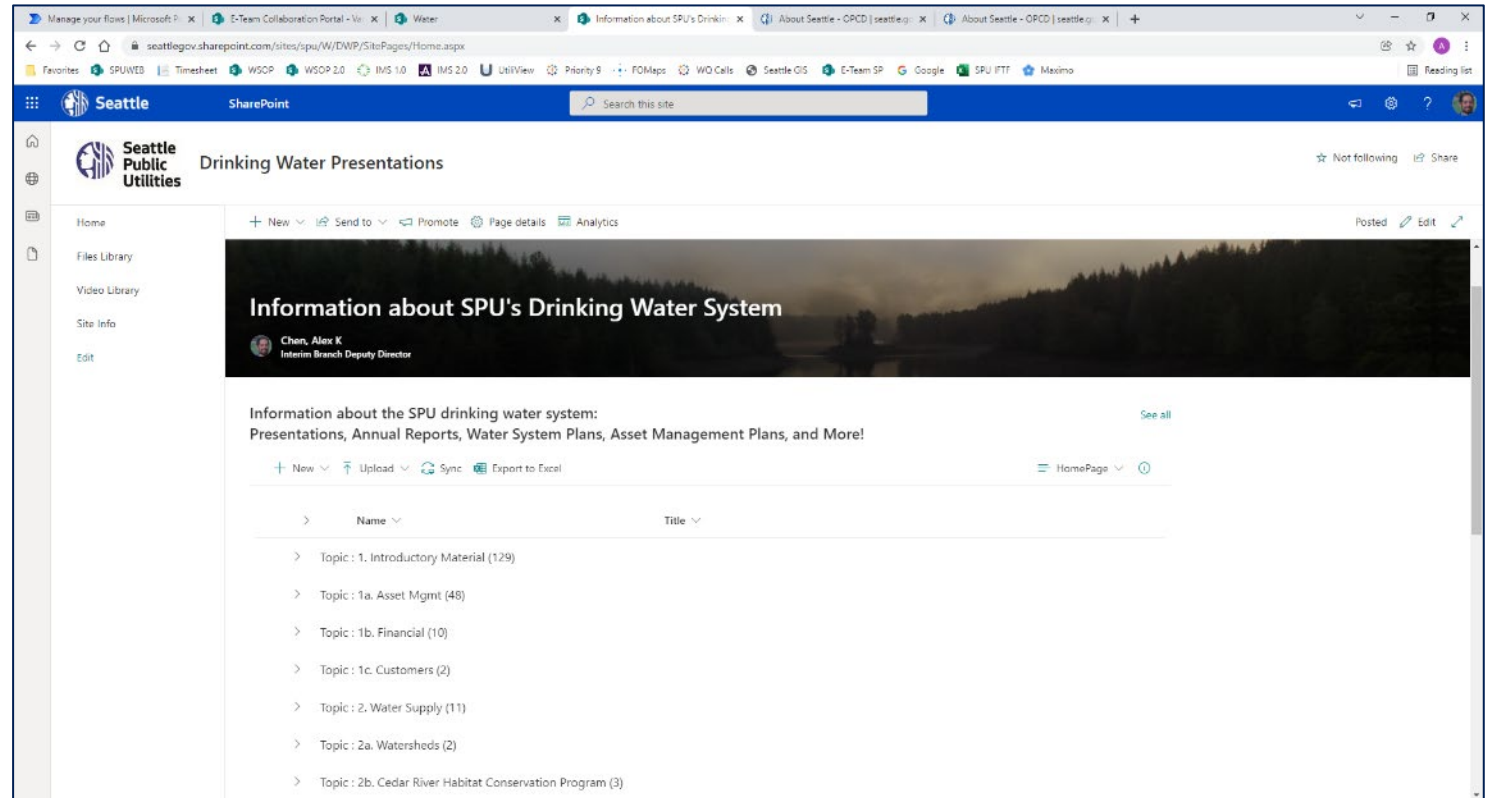
Welcome to middle age, millennials!



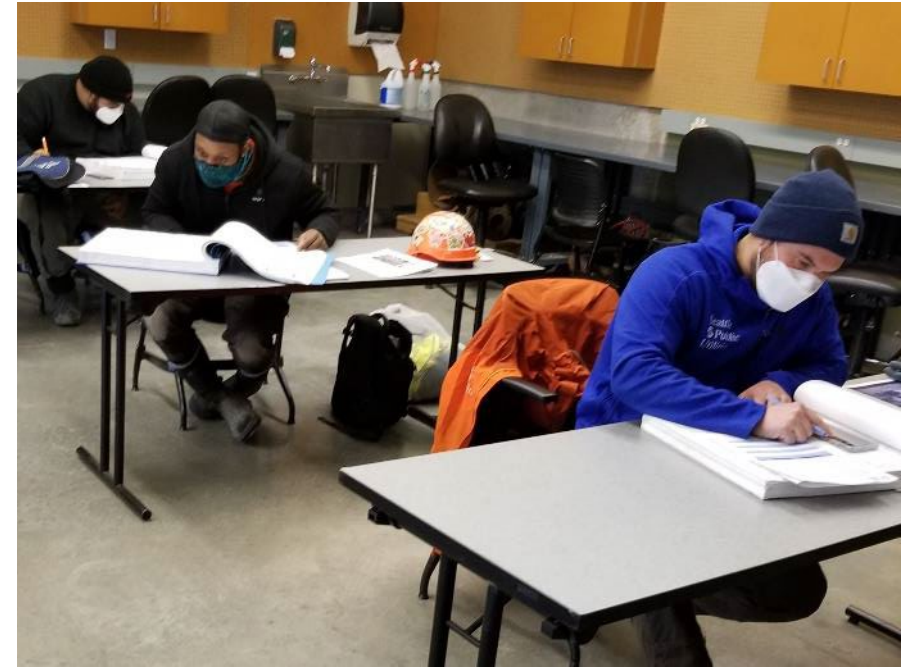
# Succession Readiness

*“Succession planning is the process of identifying the critical positions within your organization and developing action plans for individuals to assume those positions.” – Univ. of Washington*

- Career development
- Training
  - Core competencies
  - Technical skills
  - Managerial
  - Leadership
- Knowledge transfer
- Documentation



# Training and Knowledge Transfer





# Training and Knowledge Transfer



CITY OF SEATTLE

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## OOC - Water Planning and Program Management Division Director (Exec 2)

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<b>SALARY:</b>	\$52.87 - \$87.22 Hourly
<b>LOCATION:</b>	Seattle Municipal Tower, 700 5th Ave., Seattle, Washington
<b>JOB TYPE:</b>	Out of Class Assignment - Citywide
<b>SHIFT:</b>	Day
<b>DEPARTMENT:</b>	Seattle Public Utilities
<b>BARGAINING UNIT:</b>	Not represented
<b>CLOSING DATE</b>	10/26/21 04:00 PM Pacific Time

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### POSITION DESCRIPTION:

Seattle Public Utilities (SPU) has an out-of-class opportunity for a Water Planning and Program Management Division Director. The Division Director is accountable for the Water Line of Business and Shared Services long range forecasting and master system planning as well as ensuring sufficient water supply for people and fish in a manner that meets all regulatory requirements regarding safe drinking water. The Division Director currently oversees a staff of 50, an adopted operational budget of \$10M, and a projected 6-year (2021-2026) Capital Improvement Project (CIP) budget of more than \$700M. The position reports to the Deputy Director, Drinking Water Line of Business and Shared Services.

The out-of-class is expected to last up to one (1) year and is open to all regular City employees.



CITY OF SEATTLE

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## OOC - Water Pipe Crew Chief WDM II

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<b>SALARY:</b>	\$41.24 - \$47.96 Hourly
<b>LOCATION:</b>	SPU Operation Control Center, 2700 Airport Way S., Seattle, Washington
<b>JOB TYPE:</b>	Out of Class Assignment - Department Only
<b>SHIFT:</b>	Day
<b>DEPARTMENT:</b>	Seattle Public Utilities
<b>BARGAINING UNIT:</b>	Plumbers and Crew Chiefs, Local 32
<b>CLOSING DATE</b>	12/05/17 04:00 PM Pacific Time

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### POSITION DESCRIPTION:

Seattle Public Utilities (SPU) has a Water Pipe Crew Chief out-of-class (OOO) opportunity. The OOC is expected to last up to one (1) year and is open to all regular SPU employees.

The successful candidate will oversee the operation, maintenance, installation and repair of water meter infrastructure. S/he will report to the All City Distribution & Meter Maintenance Manager.



# Training and Knowledge Transfer

## SKILLS & KNOWLEDGE TRANSFER PROGRAM


Providing staff with skills-based learning, coaching and tools to thrive.

**The SKT Umbrella**

SKT has three regular programs and many different training offerings each year. We call this the SKT Umbrella.

**SKT is Employee Led**

The SKT Implementation Team is comprised of SPU employees who are passionate about learning and want to help strengthen the organization. YOU can join the SKT and help deliver these opportunities!



The diagram shows a large umbrella with 'SKT' on the canopy. Inside the umbrella are three sections: 'Pathways to Leadership', 'Mentoring Program', and 'Talk With Me'. Below the umbrella are several raindrops, each containing a program name: 'Construction Lessons Learned', 'Mock Interviews', 'Unifier Training', 'Your Idea Here!', and 'GSI Training'. A small graphic of a party horn with confetti is at the bottom right.

**SKT has Executive Sponsorship**

- Keri Burchard-Juarez, PDEB, Deputy Director
- Debra Reed, Utility Accounts Director

Keri and Debra ensure SPU's business needs are front and center and support SKT by promoting at the Executive Level.

**SKT – CELEBRATING 10 YEARS!**

## Mentoring Program



SKT Mentoring Program is recruiting mentors and mentees for the mentoring program starting Fall 2021. This individualized approach complements other learning opportunities, such as classroom training, lunch & learn sessions, on-the-job training.

**Interested in applying to become a mentor or mentee? Please let us know!**

Find out more about the [Mentoring Program](#) on our SharePoint page.

## Pathways to Leadership

Pathways to Leadership is an opportunity for our management level staff to share their career path and gives you the opportunity to hear how they developed leadership skills, deal with challenges and share words of wisdom on how SPU staff can enhance their own personal goals and leadership skills.

### Upcoming *Pathways to Leadership*


**talks:** May 2022, TBD


**Send us your Speaker suggestions! Please send an email to one of the following Planning Committee Members:**



# Training Tools

**Playlist** ✕






Created by SPU Training


Playlist

**Manager Development**

10 Followers

Unfollow






Created by SPU Training


Playlist

**Skills for New Managers**

15 Followers

Unfollow






Created by SHR Training


Playlist

**Return to Office, playlist 1**

4 Followers

Follow






Created by SHR Training


Playlist

**Return to Office, playlist 2**

3 Followers

Follow





Created by SPU Training

Playlist


**Leadership Skills**

9 Followers


Unfollow



# Training Tools

 **Seattle**

SharePoint

 Search this site

HR

Human Resources

New Employees

Benefits & Leaves

Payroll

Training & Development

Staffing & Recruitment

Employee/Labor Relations

Workforce Development

Employee Recognition

SPU Apprenticeship

Send to ▾

training to complete based on their role.

### Getting to Know SPU

- [Strategic Business Plan](#)
- [Race & Social Justice](#)
- [Affinity Groups: Get Connected](#)
- [City of Seattle Values](#)
- [History of the Watershed](#)
- [Water System Overview](#)
- [Sewer & Drainage](#)
- [SPU: Just the Facts](#)
- [SPU Acronyms](#)
- [Policies](#)
- [Personnel Rules](#)
- [Union Agreements](#)
- [Locations](#)
- [Vendor Channel](#)

### Setting Up Your Workspace

- [Mailroom](#)
- [Ergonomics](#)
- [Voicemail](#) (City login required)
- [Email Signature](#)
- [Technology](#)
- [Security Access](#)

### Wellness & Self Care

- [Resources for Living \(Employee Assistance Program\)](#)
- [Rethink Benefits Family Support](#)

### Performance

- [Workplace Expectations](#)
- [Performance Reviews](#)

### Training & Career Development

- [City Digital Workplace Learning Hub](#)
- [Workforce Development](#)
- [Requesting Non-City Training](#)

**City Login required:**

- [Cornerstone](#) (Training Management System)
- [Tuition Assistance Program \(TAP\)](#)
- [Required & Recommended Training](#)

### Who to Contact for Assistance

- [Find your safety specialist](#)



# Documentation-Crew Training


Default Section

## Leak Repair

Seattle Public Utilities 2/8/2020 City of Seattle

1

### Welcome!



Leak Repair – Introductions

1. What experience do you have making leak repairs in the field? Have you worked on water mains? Services? Have you caulked lead? Did you get wet?
2. What tools or techniques have you used? Puller? Caulking gun? AB saw? Valve Key? Leak Clamp?


Seattle Public Utilities 2 City of Seattle

2

### Leak Repair Lesson Overview

This lesson covers the assessment and repair of leaking water mains and services.

Do you know what kinds of leaks these are?



Seattle Public Utilities 3 City of Seattle

3

### Performance Objectives

- Determine appropriate method of repair for leaks.
- State the procedures for making leak repairs and describe the required materials, tools, and equipment.
- Describe hazards presented during leak repair and articulate means for mitigating those hazards.
- Demonstrate ability to repair leaks on water mains and services.

Seattle Public Utilities 4 City of Seattle


4

# Documentation- SOPs



Forebay Cleaning - Closing

OPS 900-01

SOP Title	Forebay Cleaning - Closing	SOP #	OPS 900-01
SOP Owner	Water Treatment Crew Chief	Revision #	06
Approved By (Signature)	 <small>Helen Westphal (Dec 2, 2021 07:28 PST)</small>	Revised Date	08/12/2021

## 1. PURPOSE

The purpose of this SOP is to provide step by step guidance in Landsburg Forebay cleaning, Closing procedure, after cleaning

## 2. SCOPE

This procedure applies to all individuals who receive and handle cleaning.

## 3. SUPPLIES

## Seattle Public Utilities Standard Operating Procedure (SOP) for Unexpected Tolt and/or Cedar Treatment Facility Outage

### Water Treatment Facility to Transmission & Distribution

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# Documentation–Asset Management Plans



DRAFT

**Asset Management Plan  
Water Transmission System  
Pipelines, Appurtenances, and Right-of-Ways**

10/27/2017 Review Draft

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# Documentation Videos

Media Playback Audio Video Subtitle Tools View Help

Chen, Alex K

## Seattle's Water Supply System

The map illustrates the water supply system for Seattle, showing the flow from various sources to the city. Key features include:

- Water Sources:** South Fork Tolt River Watershed (1/3 of supply), Cedar River Watershed (2/3 of supply), and Cedar Falls Powerhouse.
- Pipelines:** Tolt Pipeline #1, Tolt Pipeline #2, Tolt Eastside Supply Line, Cedar River Pipeline #1, #2, #3, and #4, Cedar Eastside Supply Line, and Landsburg Diversion.
- Facilities:** South Fork Tolt Dam, Tolt Regulating Basin and Powerhouse, Tolt Treatment Facility, Cedar Treatment Facilities, and Cedar Falls Powerhouse.
- Service Areas:** 1.5 million customers (Seattle Retail Service Area), Wholesale Customers, and Municipally Owned Watersheds.

3 Seattle Public Utilities

City of Seattle

01:14 14:51

# Recruitment

- Hiring outreach
- Hiring practices
- Seattle Youth Employment Program
- Apprenticeship program



## Hiring Checklist

*Required for Regular Hiring Processes*

SPU developed this form to guide hiring managers and to ensure SPU's hiring practices are equitable, inclusive, and welcoming to diverse communities and reflect the [City of Seattle Workplace Values and Expectations](#).

- **REQUIRED TRAINING FOR ALL EMPLOYEES PARTICIPATING IN A HIRING PROCESS (Hiring Manager, SME Reviewers, Interview panelists):**  
[SHR Minimizing Bias in Employment Decisions](#)

### **HIRING DIRECTIONS:**

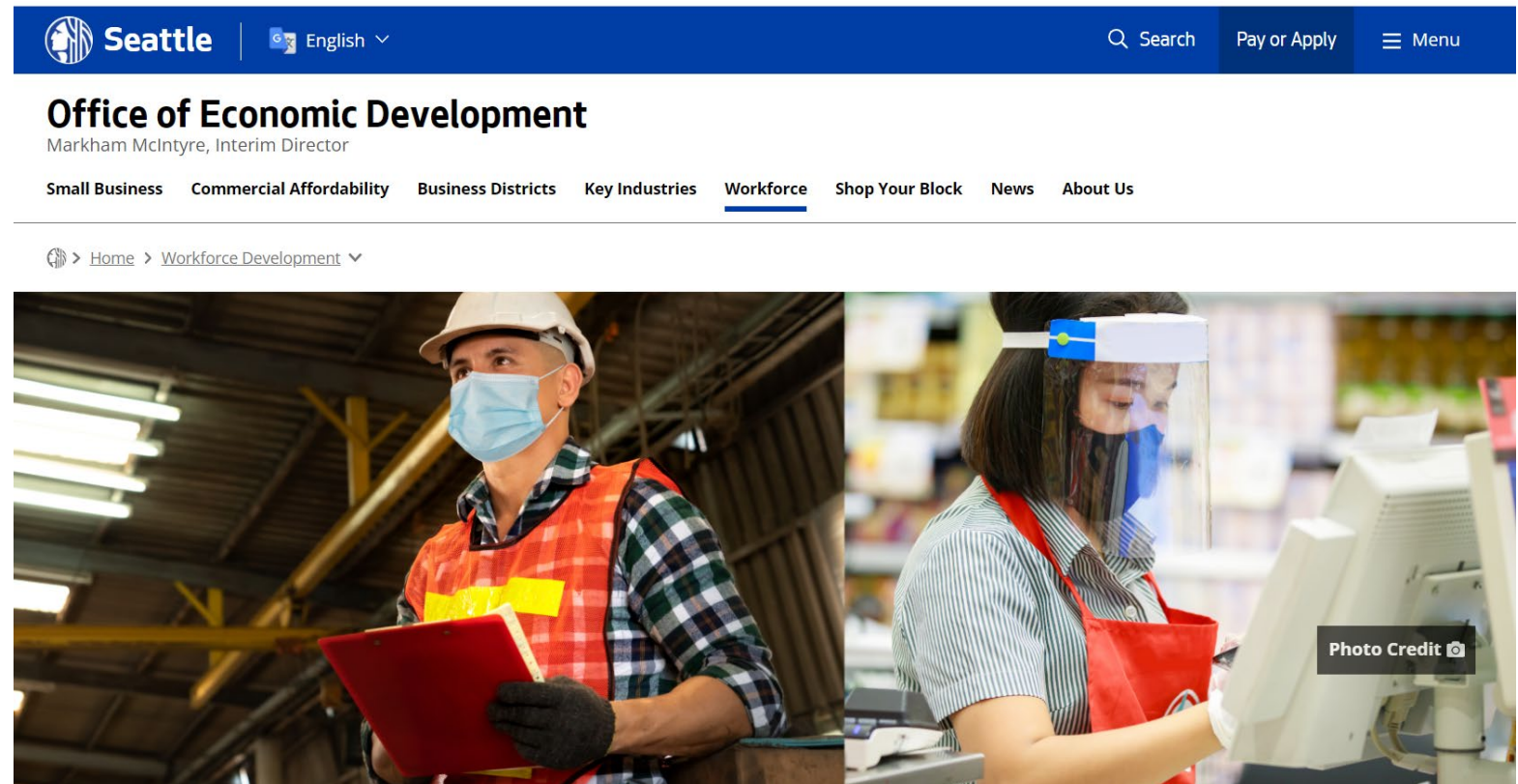
1. Fill out the [Request to Fill \(RTF\)](#) Form and submit via your respective branch's protocols.
2. Your branch's administrative team will review and confirm information and submit it to the HR online platform, routing for signatures.
3. Once the RTF is approved by SPU's Appointing Authority, an HR recruiter will set up a Hiring Strategy Meeting with you.





# Workplace of the Future

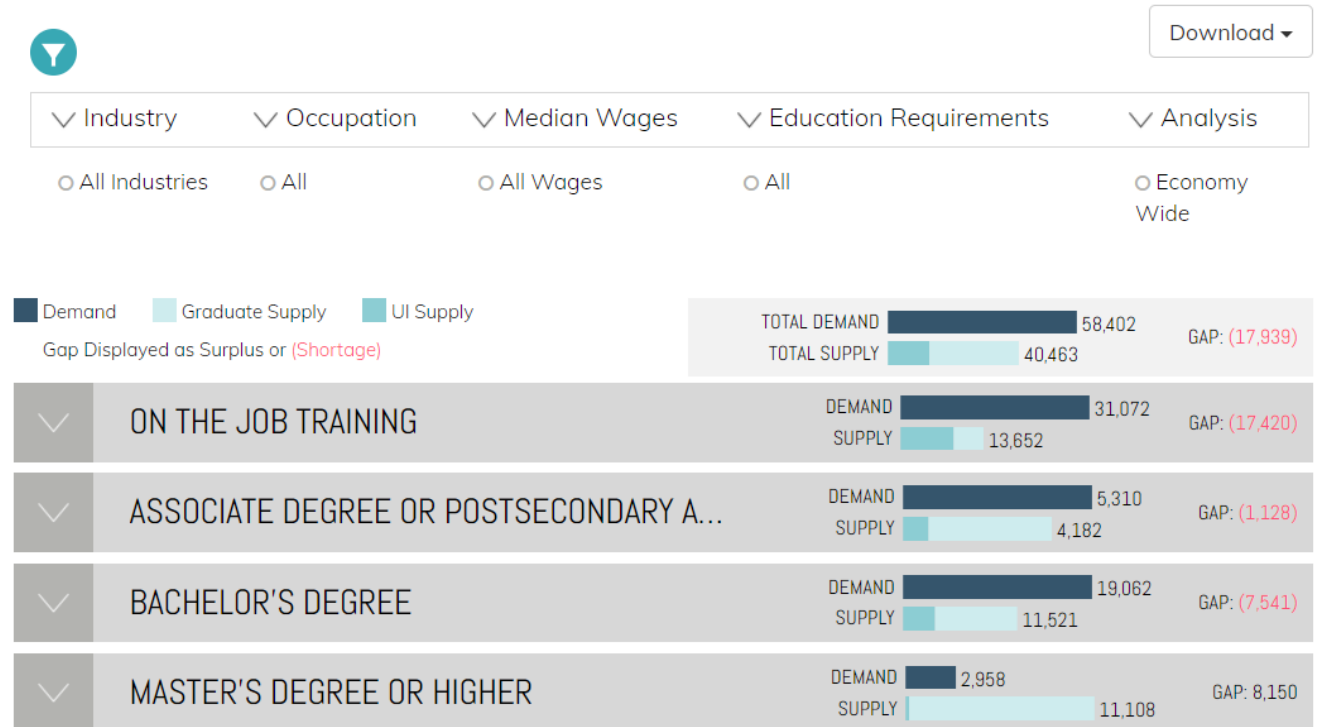
- Seattle Office of Economic Development
  - <https://www.seattle.gov/office-of-economic-development/workforce-development/future-of-work>



# Workplace of the Future

- Workforce Development Council of Seattle-King County

- <http://caimaps.info/wdc/>



# City of Seattle Programs

- The City sponsors 9 active Apprenticeships
- Apprenticeships are housed in four departments (SCL, SPU, FAS, and SDOT)
- Training is overseen by city employees represented by four different unions



**City of Seattle**



**LABORERS LOCAL 1239**  
PUBLIC SERVICE AND INDUSTRIAL EMPLOYEES

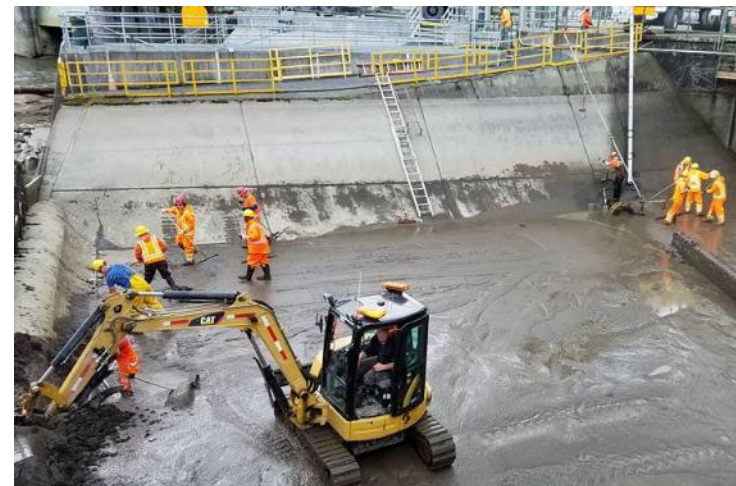




# Building the Workforce

Since 1993

- 9 Classes
- 6 – 15 Apprentices per class
- Approximately 60% of the 75 current Water Pipe Workers were apprentices
- 92% of the 12 current Crew Chiefs were apprentices
- 2 of the 5 current managers were apprentices



# Apprenticeship Hiring

- SPU is committed to racial equity and social justice as core principles
- Apprenticeship's minimum qualifications help to remove barriers to entry for underrepresented groups
- SPU makes an effort to eliminate bias and ensure the hiring process is fair and equitable





# Class of 2022



# Questions?

Alex Chen, P.E. 206-684-7414

