



WEF/AWWA Transformative Issues Symposium on Workforce 2019

August 7-9, 2019
Washington, DC
Hyatt Regency Washington on Capitol Hill
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This symposium is jointly hosted by the Water Environment Federation and the American Water Works Association, in cooperation with the Chesapeake Water Environment Association, the Federal Water Quality Association, The Water Research Foundation, and the National Association of Clean Water Agencies.

**WEF/AWWA Transformative Issues Symposium on Workforce 2019
Program At-A-Glance**

Wednesday, August 7		
Workshop A	Employee Engagement in the Water/Wastewater Sector	8:30 am – 12:00 pm
Workshop B	GET READY. GET SET. GO! Is Your Organization Ready for Transformation?	1:30 pm – 5:00 pm
Thursday, August 8		
OS	Opening Session	8:30 am – 10:00 am
Session 1	Models of Community Partnership: One Solution to Workforce Challenges	10:30 am – 12:00 pm
Session 2	NACWA Session	10:30 am – 12:00 pm
Session 3	Developing Workforce Training Programs to Support At Risk Youth	1:30 pm – 3:00 pm
Session 4	Engaging the Generational Groups in Innovation	1:30 pm – 3:00 pm
Session 5	It Takes a Community: Workforce Programs that Give Back	3:30 pm – 5:00 pm
Session 6	Employee Optimization/Self-Actualization, and Infusing a Sense of Mission in our Water Workforce	3:30 pm – 5:00 pm
Friday, August 9		
Deep Dives	Deep Dives	8:30 am – 12:00 pm
Session 7	Workforce Implications of Digital Water	8:30 am – 10:00 am
Session 8	Bridging the Gap: Leveraging the Utilities Core Purpose to Create Pathways of Employment for the Youth and “Hard to Place” Adults	8:30 am – 10:00 am
Session 9	A 3-Dimensional View of Leveraging a Community Based Partnership to Engage Youth, Address Gaps in the Water Workforce, and Develop the Workforce of the Future	10:30 am – 12:00 pm
Session 10	Developing Internal Capacity for Strategy, Change, Innovation, and Performance – Case Studies for S.C.I.P	10:30 am – 12:00 pm
Session 11	GWIC@Gwinnett - A Regional Approach to Addressing Workforce	1:30 pm – 3:00 pm
Session 12	Innovative Recruitment to Grow the Water Workforce	1:30 pm – 3:00 pm
CS	Closing Session	3:30 pm – 5:00 pm

Pre-Conference Workshops
Wednesday, August 7
(Additional registration fees apply)

Workshop A: Employee Engagement in the Water/Wastewater Sector
Wednesday, August 7
8:30 am – 12:00 pm

This is an interactive workshop presenting leadership philosophies that will help engage and motivate self and others. Concepts of transformational, servant, and ethical leadership, incorporating the decision-making process, and changing organizational culture in order to optimize utility performance will be presented.

The Utility of the Future (UOTF) is facing many challenges for water and wastewater agencies in the US; including climate change, drought, rising costs, aging infrastructure, increased regulatory requirements, population changes, and a rapidly changing workforce. The National Association of Clean Water Agencies (NACWA), the Water Environment Research Foundation (WERF), and the Water Environment Federation (WEF) are addressing these challenges and have documented them in *The Water Resources Utility of the Future: A Blueprint for Action*. This document includes a focus on employee and leadership development to achieve sustainability, including actions like hiring and retaining motivated employees and creating a collaborative organization and positive workplace environment. This session focuses on leadership development and employee motivation to address the challenges of the UOTF. This is increasingly important as new generations enter the workforce.

Workshop B: GET READY. GET SET. GO! Is Your Organization Ready for Transformation?
Wednesday, August 7
1:30 pm – 5:00 pm

Organizational transformation is not an easy undertaking. In a research study conducted by McKinsey and Company, 70% of all transformations fail. Many change efforts take longer and cost more money than leaders and managers anticipate. The success of a transformation initiative depends on how individuals in the organization embrace and adopt to the changes. For an organization to successfully change, individual behaviors need to change. The success of a transformation lies with each impacted employee doing their work differently. Through communication, support, education and the knowledge of how to implement a transformational model, successful transformation is possible.

In this workshop we will discuss transformational models which provide a framework to assist participants with ensuring their organization is strategically capable of increasing the organization's effectiveness through change. Participants will leave the workshop with tools and business case information to successfully deploy transformational activities within their organizations.

- Assess your organization's readiness to confidently launch a successful transformation.
- Discuss how transformational activities improve organizational results.
- Learn how to use change management models and tools.
- Create an action plan for next steps in your transformation process.

Opening Session
Thursday, Aug 8
8:30 am – 10:00 am

**Moderator: Andy Kricun, Camden County Municipal Utilities Authority, NJ, 2019
Symposium Chair**

- 8:30 am** **Welcome and Introductions**
Andy Kricun, *Camden Water, NJ, 2019 Symposium Chair*
- 8:40 am** **WEF Welcome**
Jamie Eichenberger, *HDR, WEF Board of Trustees*
- 8:45 am** **AWWA Welcome**
Jim Williams, *AWWA President*
- 8:50 am** **Jobs & Affordability – Additional Challenges in Trying Times**
David Gadis, *CEO and GM, DC Water*
- 9:05 am** **Update on EPA’s Water Workforce Activities**
Martha Shimkin, *Deputy Director, Office of Wastewater Management*
Yu Ting Guilaran, *Deputy Director, Office of Groundwater and Drinking Water*
- 9:25 am** **Inclusivity: A Workforce Development Model**
Wayne A. I. Frederick, M.D., MBA, *President, Howard University*
- 10:00 am** **Session Adjourns for Networking Break**

Session 1: Models of Community Partnership: One Solution to Workforce Challenges
Thursday, August 8
10:30 am – 12:00 pm

Moderator: Catherine Curtis, *Baywork Chair & SFPUC Workforce Reliability Manager*

Workforce challenges in the water/wastewater industry can be improved by Community Partnerships and collaboration. This session will highlight some examples and lessons learned from these partnerships such as Baywork, SOP Collaborative and BACWWE.

- 10:30 am Baywork, A Regional Community Partnership**
Catherine Curtis, Baywork Chair & SFPUC Workforce Reliability Manager
- 11:00 am A Cooperative Effort to Promote the Sharing of SOPs**
Jeff Oxenford, Director, SOP Cooperative
Cindy Goodburn, Co-Director, SOP Cooperative
- 11:30 am Industry Partnership in Candidate Development**
Levi Fuller, Current Chair Executive Committee BACWWE & DSRSD Operations Superintendent
- 12:00 pm Session Adjourns**

Session 2: Community Benefits: How Developing Workforce Programs Benefit Utilities, Contractors & the Community

Thursday, August 8

10:30 am – 12:00 pm

Moderator: Victoria Johnson, Water Equity Program Consultant, Jacobs Engineering

Communities prosper when all people have access to clean water, good jobs and access to viable, economic opportunities. Water sector leaders nationwide are maximizing capital spend on water infrastructure to work toward equity by being intentional about providing employment, job opportunities and economic revival. Water and wastewater agencies are anchor institutions in cities nationwide with untapped potential to drive economic growth and create jobs in the communities they serve. In collaboration with contractors, workforce agencies and community-based organizations, utilities are in a unique position to impact the workforce through mandated federal consent decree projects and capital improvement programs worth billions of dollars.

Utilities have a unique opportunity to go beyond their traditional mandate of providing clean water to rate payers and serve as anchor institutions that can boost the economy, create jobs and expose a new generation to careers in the water sector.

- 10:30 am Overview & Moderator Remarks**
Victoria Johnson, *Water Equity Program Consultant, Jacobs Engineering*
- 10:35 am Leveraging Community Partnerships to Drive Workforce Development and Water Equity**
Tony Parrott, *Executive Director, Louisville Metropolitan Sewer District*
- 11:05 am SFPUC Community Benefits: Striving for Economic Inclusion & Opportunity**
Juliet Ellis, *Chief Strategy Officer & Assistant General Manager, External Affairs, San Francisco Public Utilities Commission*
- 11:35 am Moderated Questions for Panelists & Facilitated Discussion with the Audience**
Victoria Johnson, *Water Equity Program Consultant, Jacobs Engineering*
- 12:00 pm Session Adjourns**

Session 3: Developing Workforce Training Programs to Support At Risk Youth
Thursday, August 8
1:30 pm – 3:00 pm

Moderator: Kristyn Abhold, *Spring Point Partners LLC*

In this session, attendees will learn how the neighboring utilities and communities of Philadelphia, PA and Camden, NJ have successfully partnered with NGOs to train at-risk young adults in green infrastructure maintenance, GIS, etc. and connect them with real job opportunities.

- 1:30 pm Introductions**
Kristyn Abhold, *Spring Point Partners LLC*
- 1:35 pm PowerCorpsPHL and Philadelphia Water Department: Developing a Sustainable Career Pathway Partnership**
Learn how PowerCorpsPHL and PWD partner to provide opportunities to disconnected young adults and returning citizens to advance Philadelphia's environmental stewardship (GI maintenance), youth violence prevention, and workforce development priorities.
Julia Hillengas, *PowerCorpsPHL*
Terrance Thompson, *PowerCorpsPHL*
Alex Warwood, *Philadelphia Water Department*
- 2:00 pm You Don't Have to Reinvent the Wheel, Replicate What Works!**
Learn how Camden successfully replicated the Philadelphia model. You can do it too!
Andy Kricun, *Camden County Municipal Utilities Authority*
- 2:20 pm Opportunity + Infrastructure = Transformation in Camden, NJ**
Learn how Hopeworks utilizes advanced curriculum to train youth (17-26 yrs/old) in website design/development, GIS and Salesforce to advance career opportunities and provide real world experience. Hear from American Water on how they contract with Hopeworks.
Dan Rhoton, *Hopeworks Camden*
Marcel Njighe Tezeh, *Hopeworks Camden*
Chris Kahn, *American Water*
- 2:45 pm Overage and Q&A**
- 3:00 pm Session Adjourns**

Session 4: Engaging the Generational Groups in Innovation
Thursday, August 8
1:30 pm – 3:00 pm

Moderator: Zakiya Seymour, Arcadis

This session will provide utility-proven tactics for stakeholder engagement in innovation activities. It will also examine which stakeholder tactics or tools would be most effective for each generational group in our current workforce.

- 1:30 pm Innovation as a Catalyst for Workforce Engagement**
Joanna Brunner, *Arcadis*
- 1:45 pm The Intersection of Innovation and Workforce at DC Water**
Matt Ries, *DC Water*
- 1:55 pm Building a Culture of Innovation at WSSC**
Keith Tyson, *WSSC*
- 2:10 pm WRF Future of the Workforce (Personas)**
Walter Graf, *WRF*
- 2:25 pm Breakout Groups: Determine Tools and Tactics for Different Generational Groups**
- 2:55 pm Breakout Group Report-Out and Overall Findings**
- 3:00 pm Session Adjourns**

Session 5: It Takes a Community: Workforce Programs that Give Back
Thursday, August 8
3:30 pm – 5:00 pm

Moderator: Jim Horne, U.S. EPA Office of Water

Ensuring a sustainable and effective workforce is a challenge for every water sector utility—made even more critical by the expected retirement “tsunami” facing many of these utilities. The basic steps of analyzing a utility’s critical workforce needs, developing an effective recruitment strategy, providing effective training, and keeping good people are essential building blocks for success. In addition, many utilities, especially those in urban areas, are now seeing the benefits of working with various partners to engage the community, explain the value of water workforce employment, and actively seek out community members, including youth and those that may face barriers to employment, as part of their “workforce of the future”. These utilities see this kind of approach as the classic “win-win” scenario, and part of their strategy of giving back to the communities they serve.

*Accordingly, this session will focus on steps three utilities with differing challenges are taking to develop “real world” strategies that addresses their short and long-term workforce needs, but also help sustain the communities they serve. Each speaker will **briefly** address the “what” and “how” question behind their programs, but also the challenges they face and some practical advice for others considering embarking on a similar path.*

Following these brief presentations, the moderator and panel will engage in a facilitated discussion with the audience to address questions and have a dialogue designed to share insights that will inspire other participants to embark on their own journey to workforce and community sustainability.

- 3:30 pm** **Welcome and Moderator Remarks**
Jim Horne, U.S. EPA
- 3:35 pm** **Streamwork: Atlanta’s Workforce Resiliency Strategic Plan**
Andrada Butler, City of Atlanta
- 3:50 pm** **Just Another Tool in the Toolbox! MSDJobLink A Workforce Portal Tool**
Sharise Horne, Louisville MSD
- 4:05 pm** **Building the Pipeline for the Workforce of the Future**
Lisa Van Riper, Alexandria Renew
- 4:20 pm** **Facilitated Discussion with the Audience**
Jim Horne, U.S. EPA
- 5:00 pm** **Session Adjourns**

Session 6: Employee Optimization/Self-Actualization, and Infusing a Sense of Mission in our Water Workforce

Thursday, August 8

3:30 pm – 5:00 pm

Moderator: Roshanak Aflaki, City of Los Angeles Sanitation

Self-actualization is correlated to the level of employee engagement with its four dimensions; commitment, motivation, loyalty and autonomy and trust. Meaningful work, positive work environment with culture of recognition, self-directed dynamic learning and trust in leadership boost employee engagement.

Experience Toolkit (Guide, Checklist), why employee experience matters and how to build employee engagement strategies that work will be presented. Employee engagement with the first greenfield advanced oxidation process (AOP), UV/HOCI AOP design in the World implemented will be discussed. The award-winning process was developed by the Los Angeles Sanitation in a unique public-private partnership between the Los Angeles Sanitation, Xylem Corporation and the technology experts. Project Awards for the AOP Process include: 2017's ENR Best of the Best from across the U.S. in the Water/Environment category, NACWA Research & Technology Award, 2019 IUVA Engineering Project of the Year Award

3:30 pm How to Boost Employee Engagement/Experience Toolkit (Guide, Checklist)
Roshanak Aflaki, *City of Los Angeles Sanitation*

4:00 pm Make Room to Foster Creativity
Slavica D. Hammond, *Parsons Corporation*

4:30 pm Satisfaction
Seung Tag Oh, *City of Los Angeles Sanitation*

5:00 pm Session Adjourns

Special Session Format: Deep Dives – Reimagine Credentialing
Friday, August 9
8:30 am – 12:00 pm

All states and provinces recognize the importance of certification for water environment professionals, but every state, province, and territorial program approaches certification differently. While these programs are a source of pride for the operators who participate in them, the autonomy every agency has to develop their own program requirements causes what should be a uniform standard to become muddled by the vast diversity in criteria, practices, and methods. This diversity among programs is largely responsible for the lack of “reciprocity,” or recognition of a certification awarded by a different program. A certified operator is likely to have difficulty gaining recognition of her/his certification by another certification authority, if that recognition is even offered at all. Now is the time for certification authorities, regulators, and operators to combine ideas into an action plan focused on solving this industry-wide issue.

The American Water Works Association, the Association of Boards of Certification, and the Water Environment Federation are working together to reimagine certification in the water industry. Broad acceptance of certification would make water professional credentials portable across state or country lines. With many benefits and potential solutions also come some challenges—but these industry association leaders are up to the task. This session will host short presentations followed by interactive small group breakout discussions and will last the full morning.

Moderators and Panelists:

- Steve Harrison, Senior Manager, Operator Programs, Water Environment Federation
- Chad Weikel, Education & Workforce Manager, American Water Works Association
- Paul D. Bishop, CAE, President and CEO, Association of Boards of Certification
- Steven Garner, Certification Manager, California-Nevada Section AWWA

Session 7: Workforce Implications of Digital Water
Friday, August 9
8:30 am – 10:00 am

Moderator: Cheryl Davis, *CKD Consulting*

Digital tools become “digital solutions” only when utility staff are prepared to use them effectively. This session will help you think through the selection processes and workforce investments needed to make full use of digital tools.

8:30 am **Introduction to Workshop**
Cheryl Davis, *CKD Consulting*

8:35 am **Digital Tools Available**
Sharon Peters, *EMA*

Ware Research Foundation Findings on Implications of Digital Water on Water Operations
Jeff Oxenford, *Rural Community Assistance Partnership*

Successful Implementation
Ting Lu, *Clean Water Services*

Utility/Regional Perspective
Catherine Curtis, *San Francisco Public Utilities Commission/BAYWORK*

Consultant Perspective
Cristina Ahmadpour, *Isle Utilities*

Recommendations for Utility Preparation
Cindy Goodburn, *Cindy Goodburn Consulting*

9:45 am **Small Group Discussion of Challenges/Solutions to Digital Implementation**

- ❖ After hearing about the implications of a digitized workforce in water, what questions come up for you and your organization?
- ❖ What do you still need to know?
- ❖ What have your experiences been like when implementing a digital solution – challenges/successes/lessons learned?

Distribution of Surveys on Participant Experiences/Lessons Learned

10:00 am **Session Adjourns**

Session 8: Bridging the Gap: Leveraging the Utilities Core Purpose to Create Pathways of Employment for the Youth and “Hard to Place” Adults

Friday, August 9

8:30 am – 10:00 am

Moderator: Korey Gray, DC Water

This session explores how to transition hard to employ individuals to the workplace. Included will be a discussion on risk factors associated with employment, and leveraging external resources for their training, placement, and ongoing support.

8:30 am Background and Overview of DC Water's Water Works Program
Korey Gray, *DC Water*

8:50 am Case Study on training and employing a returning citizen
Linda Fennell, *DC Water*

9:10 am Panel Discussion on Engaging the Youth and Hard to Employ
Panelists:
❖ Korey Gray, *DC Water*
❖ Dwayne Jones, *UDC*
❖ Linda Fennell, *DC Water*

10:00 am Session Adjourns

Session 9: A 3-Dimensional View of Leveraging a Community Based Partnership to Engage Youth, Address Gaps in the Water Workforce, and Develop the Workforce of the Future

Friday, August 9

10:30 am – 12:00 pm

Moderator: Paula Hogg, Hampton Road Sanitation District

The HRSD/HRPWA 11-year partnership has provided over 75 internships. A HR Professional, Supervisor and students will present perspectives along with the program's success in addressing the need for a qualified, diverse and knowledgeable workforce.

10:30 am Engaging and Developing the Next Generation of Water Workers through Community Partnerships and Meaningful Internships

Partnership and internship program overview, history, successes, lessons learned and a personal perspective.

Dorissa Pitts-Paige, HRSD Human Resources Business Partner

11:00 am The Supervisory Perspective

HRSD has to consider where future employees will come from and as a community advocate, it makes sense to recruit from the community. It provides good public relations and educates the public about what we do and why. Once the interns begin, we make sure they are not limited to mundane tasks. There may be restrictions based on age but we try to expose them to as many aspects of our operation as possible. The presentation will describe experiences and growth over the years and benefits to the interns and the work center and the role of mentoring.

Mike Chapman, HRSD Plant Manager

11:30 am Perspectives of the HRPWA Intern, Work Center Supervisor and HR Business Partner

A panel discussion will be moderated with the HR Business Partner, Supervisor and Employees (former HRPWA interns) who will be asked a series of questions to provide a student/employee, supervisor and HR perspectives. Questions will be centered around experiences, benefits, milestones, mentoring, opportunities, lessons learned and the future of the workforce. Time will also be allotted for the audience to ask questions.

Moderated by Paula Hogg, HRSD Director of Talent Management

12:00 pm Session Adjourns

Session 10: Building Organizational Capacity for and Leveraging Disruption as a Source of Transformation

Friday, August 9

10:30 am – 12:00 pm

Moderator: Pete Doyon, *TMG Consulting*

You must do much more, with much less--this is the reality of being a water/wastewater/stormwater utility these days. The key to success is to build the organizational capacity to transform, think, and act differently...embrace change and leverage disruption. The building blocks to achieve lasting transformation requires organizational capacity to plan strategically, embrace change, foster innovation and continuously improve performance.

Successfully achieving lasting transformation is one of the most difficult undertakings for any organization. There is nothing easy about it. Disruption provides one the greatest opportunities to drive transformation. Understanding how transformational cycles are organically and plan-fully created by disruptive initiatives is often shortsighted and shortchanged.

This session explores the internal organizational capacity requirements necessary to support transformation and details two companies' journeys with transformation to date. The good, the bad, and the ugly. The session will include presentation followed by panel and emphasis on attendee sharing experiences with internal capacity building and experiences leveraging disruption for transformation.

10:30 am Welcome and Session Overview
Pete Doyon, *TMG Consulting*

10:35 am Panel Introductions

- ❖ Darin Thomas, *Raftelis Financial Consultants, Inc.*
- ❖ Rich McGillis, *MCES (Montgomery County, OH)/Raftelis*
- ❖ Kelley Dearing Smith, *Louisville Water Company*
- ❖ Lisa Burnett, *Louisville Water Company*
- ❖ Aubrey Spear, *City of Lubbock Utilities*
- ❖ Chris Goodloe, *TMG Consulting*
- ❖ Pete Doyon, *TMG Consulting*

10:45 am Introduction to SCIP – Building the Capacity for Strategy, Change, Innovation and Performance (SCIP)
The importance of new skills and competencies
What success looks like

11:00 am Driving Change Internally – Montgomery County Environmental Services
MCES Background
The Need for Change
Making Change Happen

11:15 am Transformational Journey - Louisville Water Company
Company Background
Project Overview/Disruptors
Customer Service Transformation
Role of Communications and Community

Session 10, Continued

11:30 am Transformational Journey - City of Lubbock Utilities

*Organization Background
Project Overview/Disruptors
Leadership Alignment
Balancing business and social drivers*

11:45 am Panel and Attendee Discussion

12:00 pm Session Adjourns

Session 11: The Water Tower at Gwinnett - A Regional Approach to Addressing Workforce

Friday, August 9

1:30 pm – 3:00 pm

Moderator: Melissa Meeker, *Director, The Water Tower at Gwinnett*

This session will highlight possibilities and examples that are being created at The Water Tower at Gwinnett through a regional collaboration and community partnership program. This program includes development of creative messaging regarding the importance of working in the water industry with an emphasis on targeting youth and increasing diversity; the use of innovation as a workforce attraction and retention tool; formalizing relationships with high schools, trade and technical colleges to support the needs of industry; the development of enhanced training programs; and the creation of a workforce pipeline to address future needs which will support an active internship and apprenticeship program designed to minimize supervision challenges while maximizing the student/employer experience.

- 1:30 pm The Water Tower at Gwinnett - A Unique Foundation**
Melissa Meeker, *Director, The Water Tower*
- 1:40 pm Training Enhancements through Regional Collaboration**
Pam Burnett, *Executive Director, GAWP*
- 1:50 pm Pipeline for Future Workforce**
Yolanda Kokayi, *Mueller Water Products*
- 2:00 pm Innovation Driving the Future**
Zakiya Seymour, *Arcadis*
- 2:10 pm Facilitated Discussion on Approach to Scope of Session Including Audience Polling and Q&A**
- 2:50 pm Panel Wrap-up and Key Take-aways**
- 3:00 pm Session Adjourns**

Session 12: Innovative Recruitment to Grow the Water Workforce
Friday, August 9
1:30 pm – 3:00 pm

Moderator: Morgan Brown, *Water Environment Federation*

This session will highlight programs designed to recruit new water workers, especially focusing on groups that have not previously been heavily recruited.

- 1:30pm** **WEF InFLOW Program – Introducing Future Leaders to Opportunities in Water**
Morgan Brown, *Water Environment Federation*
- 1:55pm** **Veterans Recruiting**
Veterans Workforce Initiative – Amy Brown, *American Water Works Association*
Federal Perspective on Hiring Veterans – Mark Toal, *U.S. Department of Labor*
- 2:20pm** **Reentry Programs**
Paula Hogg, *Hampton Roads Sanitation District*
Dorissa Pitts-Paige, *Hampton Roads Sanitation District*
- 2:45pm** **Panel Discussion with Session Speakers**
- 3:00pm** **Session Adjourns**

Closing Session
Friday, August 9
3:30 pm – 5:00 pm

- 3:30 pm** **Introduction**
Andy Kricun, Camden County Municipal Utilities Authority, NJ, 2019 Symposium Chair
- 3:35 pm** **How to Find Veterans and Service Members to Fill Your Jobs**
Marianne Watson, Center for America
- 4:05 pm** **Harnessing the Future – the Way Ahead for BothGen (NowGen and NextGen)**
Shawn Heselton, Hampton Roads Sanitation District
- 4:35 pm** **Facilitated Discussion and Closing Summary**
Facilitator: Jackie Jarrell, Charlotte Water, WEF Board of Trustees
- 5:00 pm** **Symposium Adjourns**