Succession Planning
Engineering's Career Launch Program

Organization, Personnel, and Technology Committee
Item 6a
August 19, 2019

Overview

- Background
- Career Launch Program
  - Objectives
  - Program Content
  - Results
- Next Steps

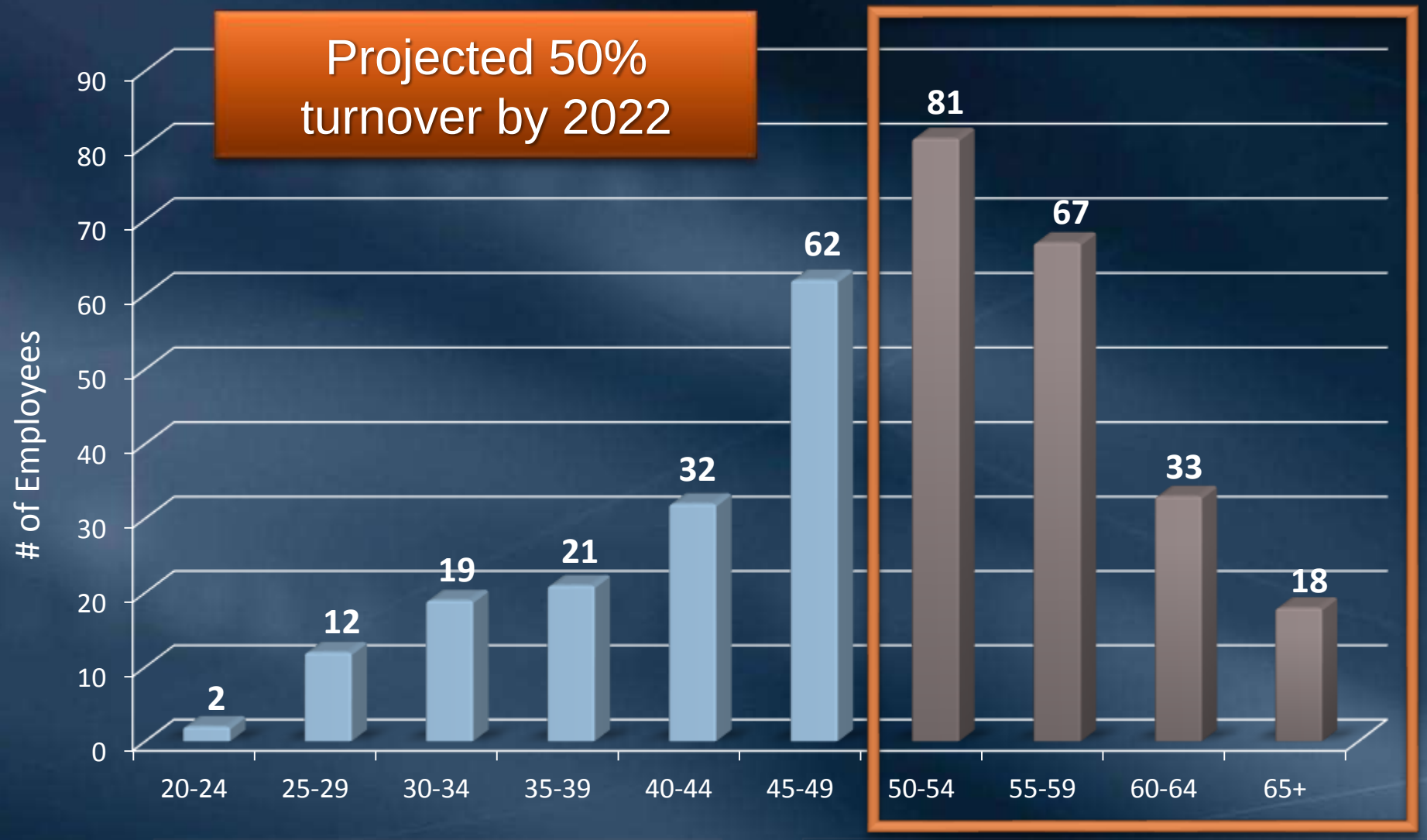
The Elements of Succession Planning

PREPARING TOMORROW'S TALENT TODAY

Enabling employees to think beyond today, to develop the skills they will need tomorrow

- New Employee Orientations
- Classroom & Online Learning
- Technical Training & Certifications
- State Certified Apprenticeship Program
- Mentoring & Career Guidance
- Job Rotations

Age Distribution in ESG in early 2012



~150 employees under 50

~200 employees at or above 50

CAREER LAUNCH
ENGINEERING FOR SUCCESS

THE METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA

Engineering Services Group

PREPARING THE NEXT GENERATION

Objectives

Effective Onboarding

- ✓ 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

TWO STEP APPROACH

Improve "individual" team orientation:

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

Supplement with "common" general orientation:

- ✓ Group activities
- ✓ Guest speakers

GENERAL ORIENTATION AND TRAINING

Variety of group meetings to provide:

- ✓ Connection to the 'big picture'
- ✓ Opportunity to establish relationships
- ✓ Exposure to several facilities and introduction to numerous managers
- ✓ Career advice from role models

MODULE NO. 1

Kick-Off Meeting

Putting Together the Pieces

- ✓ Introductions **
- ✓ Program Overview
- ✓ ESG Overview
- ✓ Teamwork Exercise **

***Establish peer relationships quickly*

MODULE NO. 2

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

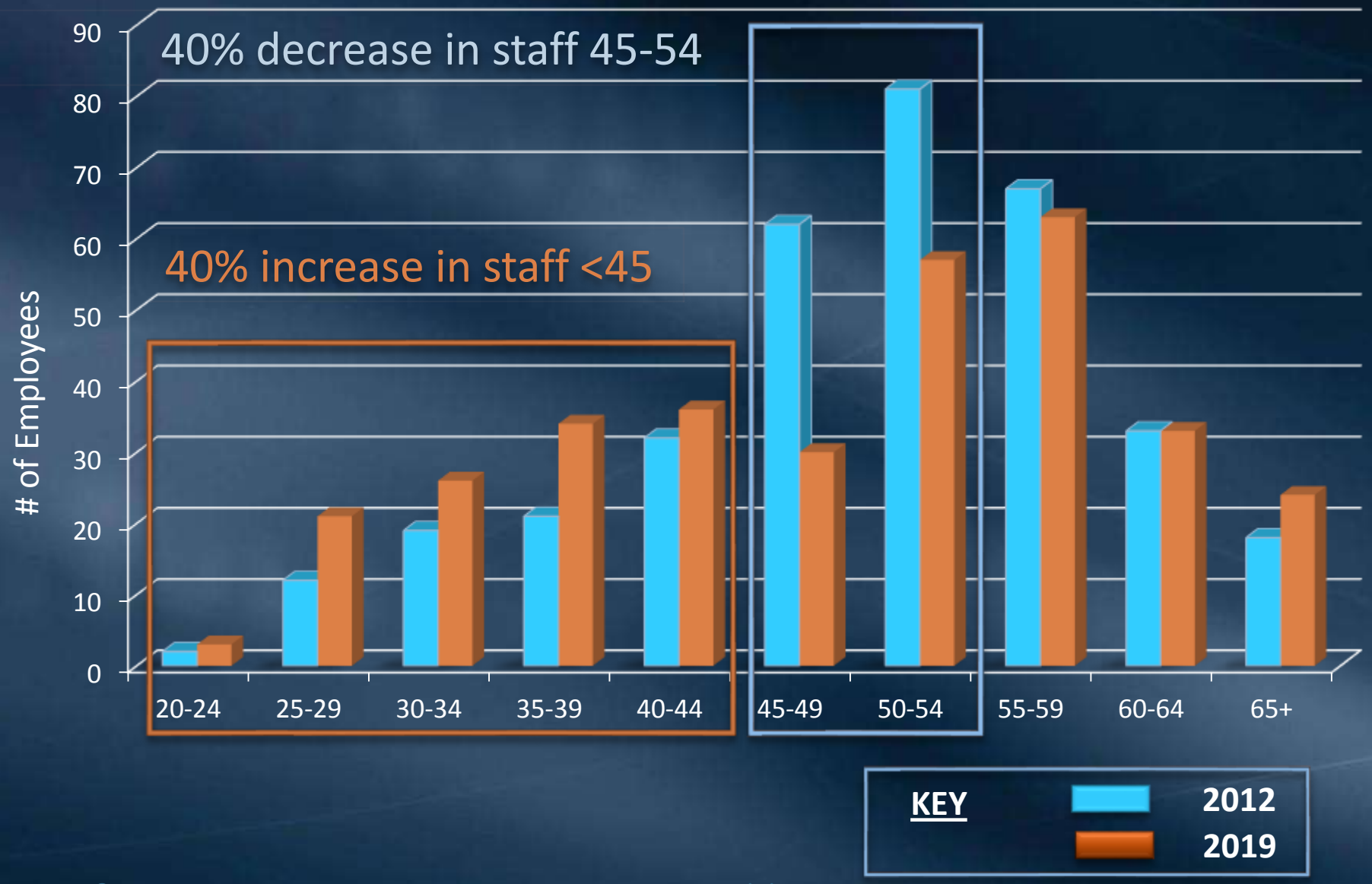
REMAINING MODULES

- Water Quality, Treatment, Field Safety, Plant & Shop Tours
- Water System Operations
- ESG Overview, Expectations & Career Advice
- Project Delivery, Site Tour, HR Training (e.g. “Influence”)
- Resource Planning & Environmental Stewardship

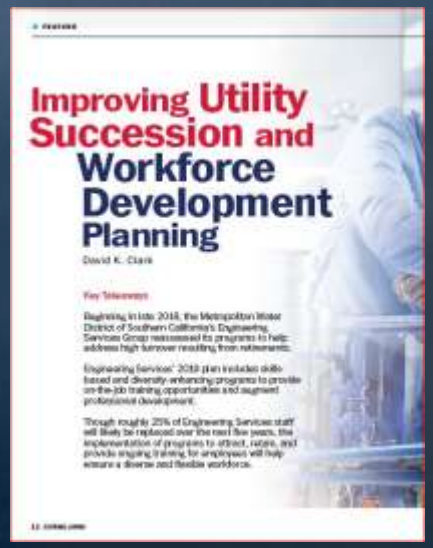
Results

- Over 120 employees have benefited from Career Launch
  - Rapid engagement in assignments
  - Established effective relationships with peers and partners
  - Reduced barriers between staff and managers
  - Increased participation in rotations, special committees, management recruitment pools
  - Increased mentoring

Age Distribution in ESG in 2019 vs. 2012



Upcoming



- ESG Succession Plan featured in August 2019 Journal AWWA
- Next Career Launch Session begins in Fall 2019
  - New program manager
    - Eric Freeman
  - Anticipate ~20 participants
- Collect feedback and refine Program for 2020

THE METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA