



American Water Works
Association

Dedicated to the World's Most Important Resource®

AWWA WEBINAR  American Water Works Association

Succession Planning:
Lessons Learned from a Global Pandemic

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WEBINAR MODERATOR



Corinne Bertoia
Engineer
American Water Works
Association

Corinne Bertoia is an Engineer at the American Water Works Association. Her responsibilities include reviewing and developing technical programs and supporting the Divisions and Committees of the Technical and Education Council. Corinne received her MASc. in Civil Engineering from the University of Toronto in 2018, where her research focused on the removal of NDMA precursors from drinking water biofilters.

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PANEL OF EXPERTS



Margie Hamner, CPTD, ACC
CEO & Founder
Starfish Consulting, LLC



Dave McDonough, J.D.
Director of Police &
Homeland Security and
COVID-19 Incident
Commander
WSSC Water



Megan Aubrey
Director of Administration
Bedford Regional Water Authority



AGENDA

- I. Succession Plan Components
- II. Preparedness, Emergency Management and Succession Planning
- III. Critical Positions, Groups, and Leadership Development During a Pandemic
- IV. Lessons Learned

Margie Hamner

Dave McDonough

Megan Aubrey

Margie Hamner



ASK THE EXPERTS



Margie Hamner, CPTD, ACC
Starfish Consulting, LLC



Dave McDonough, J.D.
WSSC Water



Megan Aubrey
Bedford Regional Water Authority

Enter your **question** into the **question pane** on the right-hand side of the screen.

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SUCCESSION PLAN COMPONENTS

Margie Hamner, CPTD, ACC
CEO & Founder
Starfish Consulting, LLC



PURPOSE

- Learn 5 key components of a succession plan
- Compare succession planning to continuity of operation planning
- Gain first-hand experiences from industry experts
- Conduct a lessons learned analysis
- Uncover innovative outcomes



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LEARNING OBJECTIVES

- Understand the components of a succession plan
- Identify workforce lessons learned from Covid-19
- Identify operational lessons learned from Covid-19
- Uncover positive outcomes from Covid-19
- Conduct a Lessons Learned Analysis



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AGENDA

- Components of a Succession Plan
- Lessons learned from utility experts
- How to conduct a lessons learned analysis
- Q&A's



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POLL QUESTION

Which of the following scenarios shows a need for a succession plan?

- The Director of Operations & Maintenance, who has worked for the utility for 30 years, will be retiring next year.
- Technical expert, who has the entire water distribution system in his head, meets the love of his life online and will be moving across the country in 2 weeks.
- You are receiving complaints that your newly promoted shift supervisor, who has been your technical superstar, lacks key management and leadership skills.
- A global pandemic hits the country and your critical staff is unprepared to keep your operations running smoothly.



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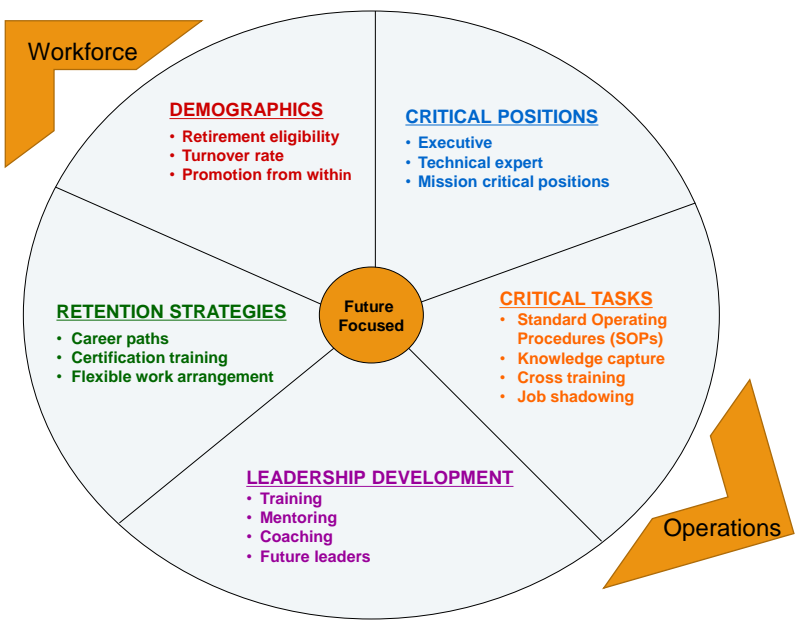


WHAT IS A SUCCESSION PLAN?

- A strategy to retain critical knowledge and skills
- Ensure smooth transitions as key employees leave
- Develop current employees to take on higher levels of responsibility
- Mitigate the loss of institutional knowledge



SUCCESSION PLANNING COMPONENTS



CONTINUITY OF OPERATIONS PLAN

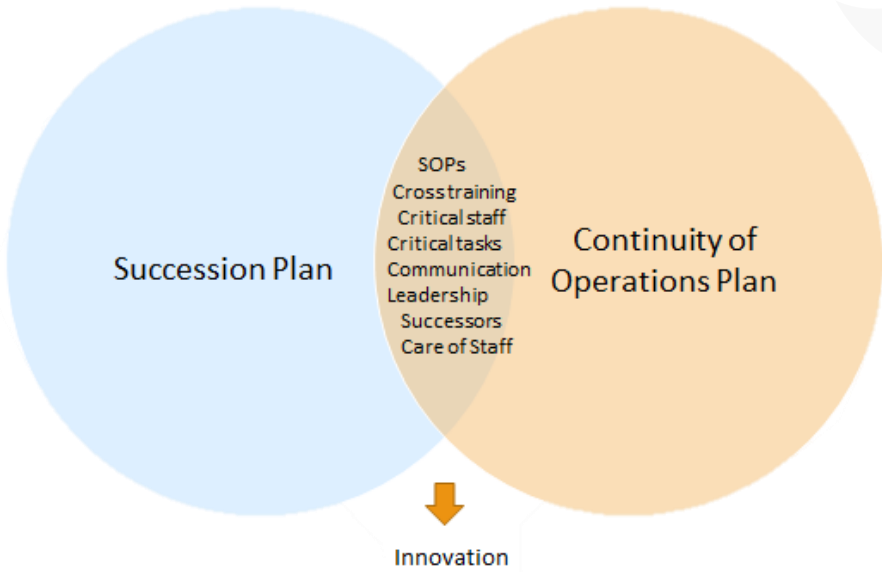


- A process to prevent and recover from potential threats to achieve the utility's mission.
- Procedures and instructions to follow in the event of a disaster, fire, flood, cyberattack or pandemic.
- Written document outlining how to operate during an emergency or unforeseen situation.



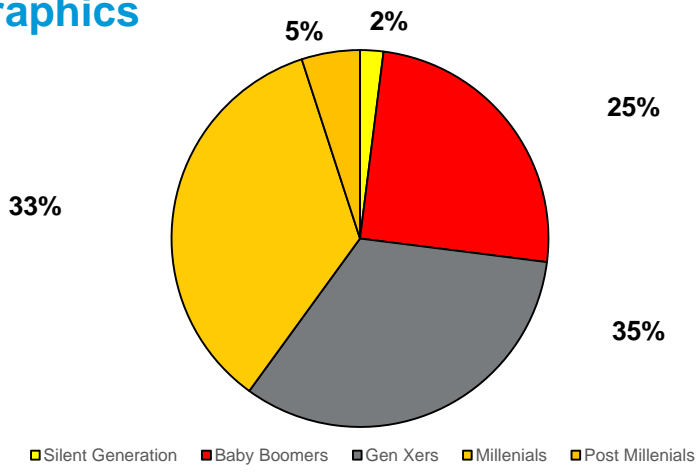
CONTINUITY OF OPERATIONS PLAN





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Workforce Demographics



BLR 2018

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CRITICAL POSITIONS

- Mission critical positions
- Technical experts
- Senior Leaders



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LOUDOUN WATER LEADERSHIP COMPETENCIES

- Ambassador
- Business Acumen
- Confidence
- Decision Making
- Delegation
- Financial Management
- Innovative Thinking
- Integrity
- Leadership Development
- Professional/Technical Expertise
- Relationship and Communication
- Strategically Focused



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CRITICAL TASKS

- Standard Operating Procedures
- Job Shadowing
- Knowledge Capture
- Cross training



WRITING STANDARD OPERATING PROCEDURES

- Create a template
- Keep it simple
- Use action verbs
- Use charts, graphs, and photos
- Do it yourself (DIY) videos
- Ensure easy access
- Maintain and update regularly



JOB SHADOWING

- Observe the work of a co-worker
- Broaden knowledge of other work groups & processes
- Learn more about the organization

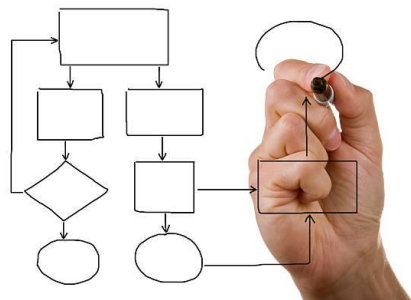
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CRITICAL TASKS: KNOWLEDGE CAPTURE

1. Identified specific area(s)
2. Facilitated a discussion
3. Document
 - Process mapping
4. Store and maintain
 - Binders
 - Quick reference cards
 - Intranet
 - SharePoint or Google docs



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CRITICAL TASKS: CROSS TRAINING



Cross training is the action or practice of training or being trained in more than one role or skill.

- Identify critical tasks
- Coordinate on-the-job training
- Rotate responsibilities
- Manage resistance
 - Explain the “why”

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LEADERSHIP DEVELOPMENT



MENTORING

- Mentor helps a less experienced person advance their career and develop leadership acumen.
- A respected and successful leader
- Offers guidance and advice.
- Share their experiences on how they overcame similar challenges.

COACHING

- Coach helps the leader achieve goals through observation, inquiry and feedback.
- Serves as a thinking partner.
- Untaps potential
- Asks questions to help the client find his/her own answers.
- Co-creates actions.
- Accountability

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INDUSTRY SPECIFIC LEADERSHIP TRAINING

The Public Utilities & Waterworks Management Institute

Level 1

- Leadership competencies
- Performance Management
- Collaboration and Teams
- Managing Conflict
- Leading Change

Level 2

- Leadership Review
- John Maxwell's 5 Levels of Leadership
- Critical Thinking
- Decision Making
- Coaching

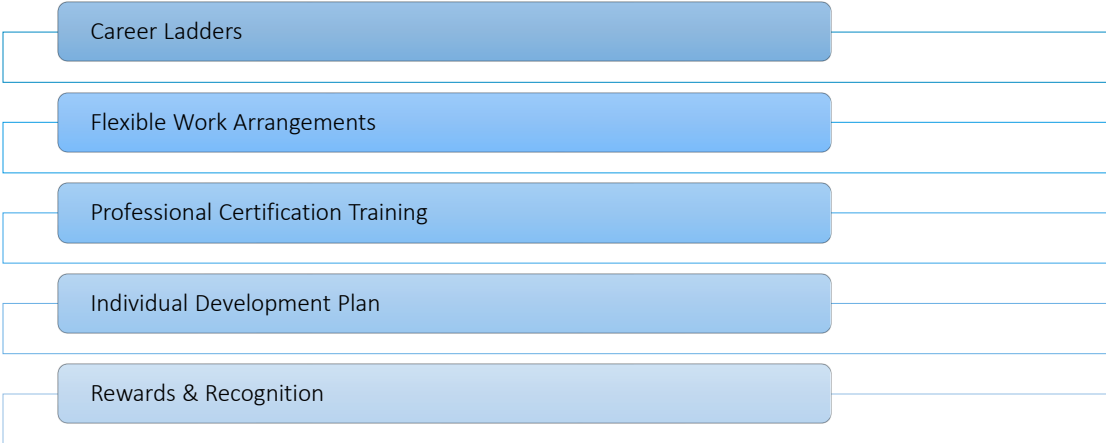
Level 3

- Leadership Assessments
- Ethics
- Emotional Intelligence
- Succession Planning
- Dialogue Skills

www.puwwmi.org



RETENTION STRATEGIES





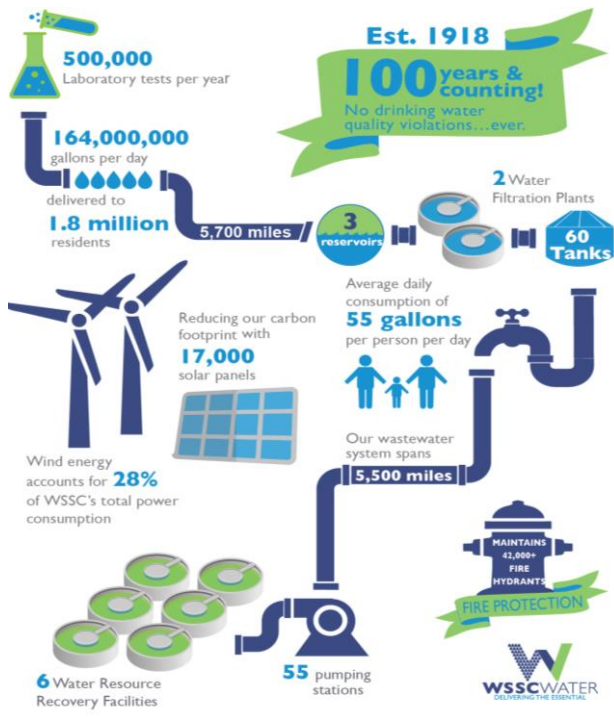
PREPAREDNESS, EMERGENCY MANAGEMENT AND SUCCESSION PLANNING

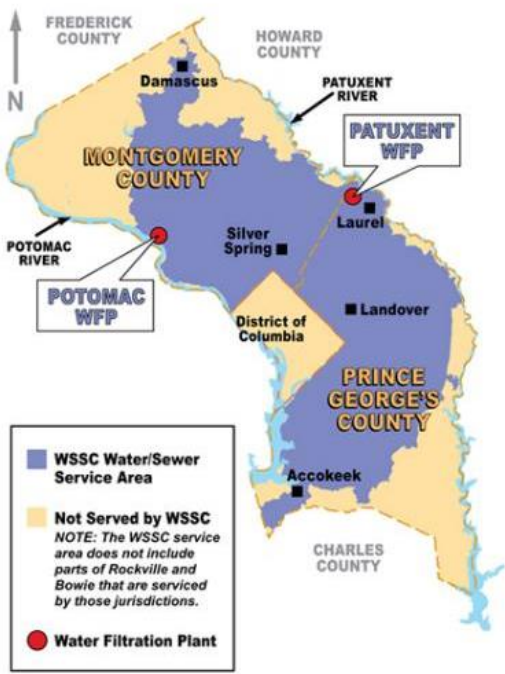
Dave McDonough, J.D.
 Director of Police & Homeland
 Security
 and
 COVID-19 Incident
 Commander
 WSSC Water



WSSC WATER AT-A-GLANCE

- 1.8 million people = 480,000 customer accounts
- 1,700 #H2O People (employees)
- 11,200 miles of pipeline
- 2 watersheds
- 2 Water Filtration Plants
- 6 Water Resource Recovery Facilities





WSSC WATER SERVICE AREA

- Spans nearly 1,000 square miles
- Serving 1.8 million residents
- 480K customer accounts
- Critical Customers include:
 - National Institutes of Health
 - 12 Hospitals
 - Pharmaceutical and Vaccine Manufacturing hub
 - FDA

BIG 5 TAKEAWAYS



• How you can **leverage your continuity program** to assist in succession planning



• What you can **learn from the way first responders manage emergencies** to build and enrich your workforce



• How to align your **preparedness cycle** to support successful leadership transitions



• Ideas for **communicating to a large and diverse workforce**



• What opportunities can you explore based on the **lessons learned** from the successes of our COVID-19 response

CONTINUITY OF OPERATIONS PLAN (COOP)



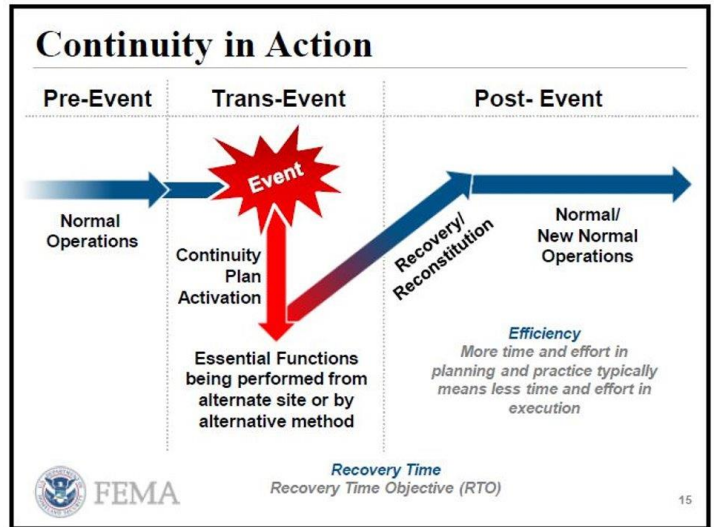
Loss of facility



Loss of resource



Loss of people



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KEY ELEMENTS OF COOP – SIMILAR TO KEY ELEMENTS OF SUCCESSION PLANNING



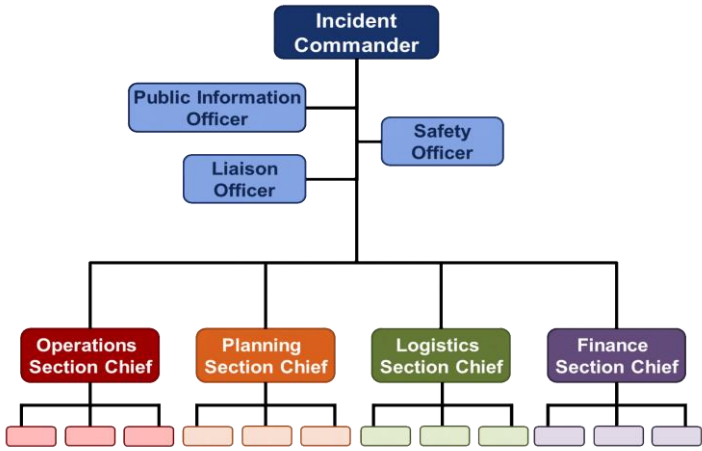
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UTILITY INCIDENT COMMAND

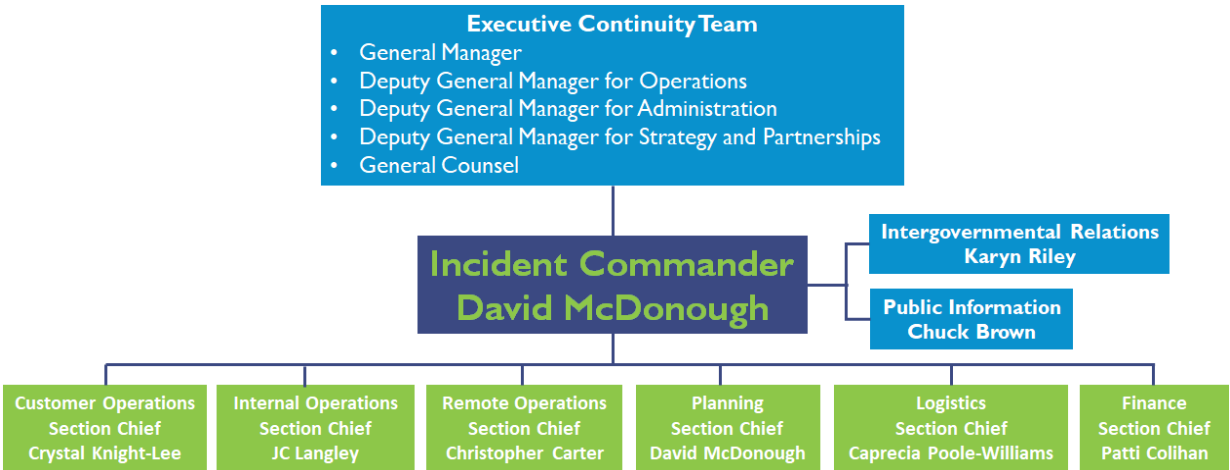
- Proven and time-tested method for seamless management of complex incidents
- Used by all levels of government
- Allows personnel to rapidly integrate into a common management structure.
- Flexible enough to manage small utility incidents or large responses with several agencies or jurisdictions.
- Helps avoid duplication



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COVID-19 Incident Command Structure

Command Staff

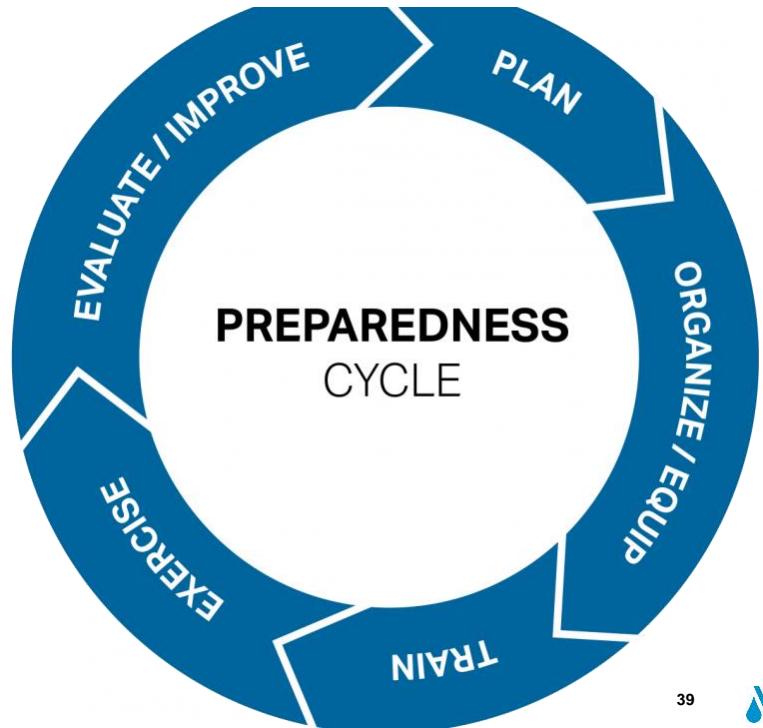


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PREPAREDNESS CYCLE

Implementing an emergency management program can complement your succession planning



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COMMUNICATING DURING COVID-19



- Set expectations and deliver
- Be consistent
- Acknowledge gaps
- Brief Up and Down
- Don't underestimate your workforce
- Provide opportunities for feedback and interaction

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WEEKLY SITUATION BRIEFS

Expect briefing delivered to your inbox every Friday between 1:00PM and 3:00PM with information pertinent to WSSC Water's response to this crisis

WSSC Water COVID-19 Report to Employees
 Date


A Message from Carla and the Executive Continuity Team

Message

- Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.
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COVID-19 Local Status

The current situation in Maryland



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Informational Links for Maryland specific information:
<https://coronavirus.maryland.gov/>

Nationwide and worldwide information:
<https://coronavirus.jhu.edu/map.html>
<https://www.nytimes.com/interactive/2020/world/coronavirus-maps.html>

Operations Section Reports

Customer Operations

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Internal Operations

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Remote Operations

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Planning -

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Task Force Reports

Personnel Policy Task Force

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Revenue and Billing Task Force

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Contracts and Contracting Task Force

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Employee Resources

Online Training Schedule:
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On the Intranet:
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IDEAS FOR A NEXT NORMAL



What WSSC Water is exploring based on our COVID-19 experience



- Opportunity to expand recruitment and leverage a more mobile remote workforce
- Making flexibility a value and seeking to build that into the work-life of all employees – office, field, and plants
- Continuing transparency in decision-making
- Building bench strength – succession planning is about improving your depth chart today and for the future





CRITICAL POSITIONS, GROUPS, AND LEADERSHIP DEVELOPMENT DURING A PANDEMIC



Megan Aubrey
Director of Administration
and
Public Information Officer
Bedford Regional Water
Authority



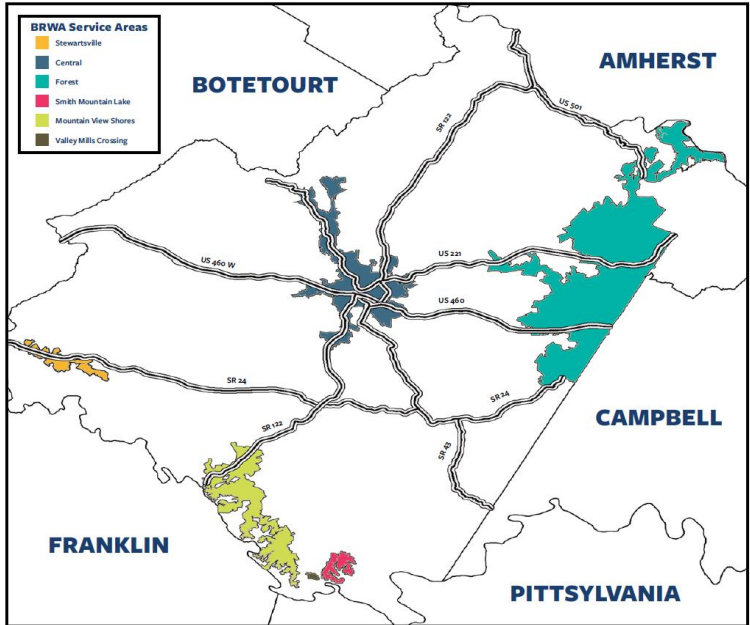
ABOUT THE BEDFORD REGIONAL WATER AUTHORITY

- 81 Employees
- 14,000 Customers
- \$17 million budget



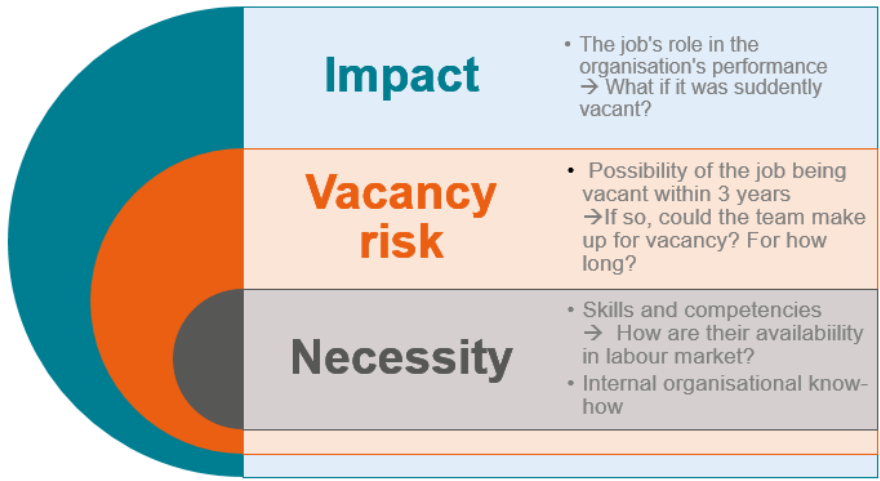
ABOUT THE BEDFORD REGIONAL WATER AUTHORITY

- Rural: 769 square mile service area



CRITICAL POSITIONS

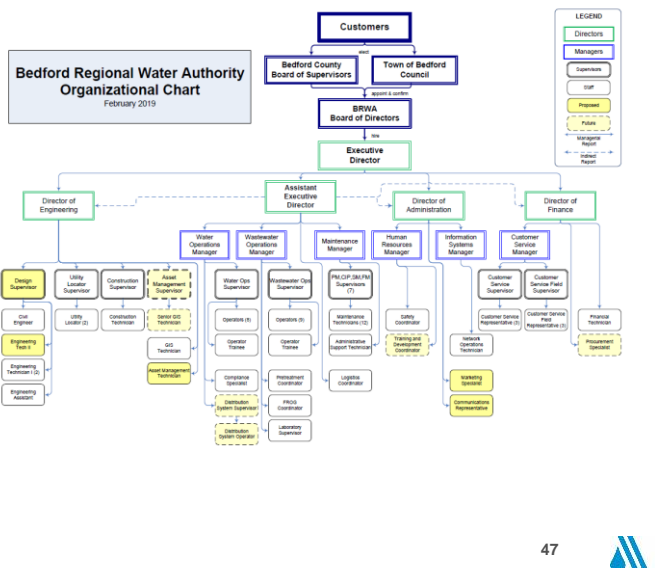
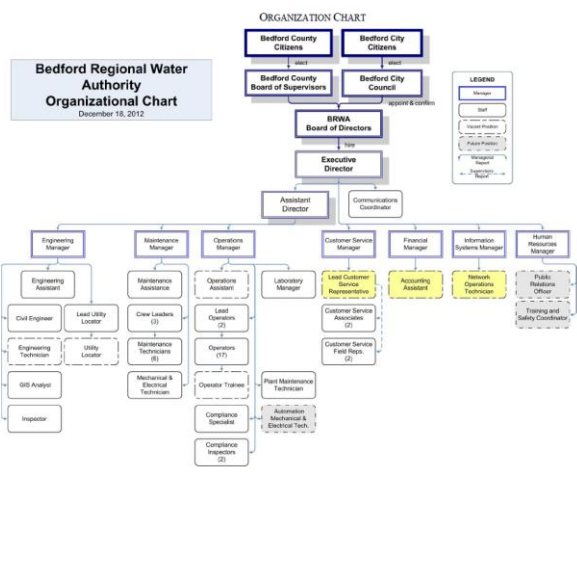
Have you defined critical positions?



Source: <https://blog.trginternational.com/exploring-the-3-hows-in-succession-planning-process>



CRITICAL GROUPS



CRITICAL POSITIONS & GROUPS

Did these positions sink or swim?



Source: <http://entrepreneur.pitt.edu/sink-or-swim/>



CRITICAL POSITIONS & GROUPS

How can you plan for the future now?



Source: <http://harishkawalkar.com/home/>

LEADERSHIP DEVELOPMENT

Essential Communication Skills for Your Career

- LISTENING: Illustration of two people talking.
- FRIENDLINESS: Illustration of hands clasped in prayer.
- OPEN MIMEDNESS: Illustration of a person with a lightbulb above their head.
- FEEDBACK: Illustration of two people looking at a document.
- CONFIDENCE: Illustration of a person with hands on hips.
- NON-VERBAL COMMUNICATION: Illustration of a person giving a thumbs up.

the balance

Source: <https://www.thebalancecareers.com/communication-skills-list-2063779>

LEADERSHIP DEVELOPMENT



Source: <https://hrdailyadvisor.blr.com/2019/08/01/ask-the-trainer-what-is-the-best-way-to-identify-effective-mentors/>



LEADERSHIP DEVELOPMENT



Source: <https://www.themindside.com/4-most-common-mistakes-in-coaching/>



LEADERSHIP DEVELOPMENT



Source: <https://abcga.org/events/2020-future-leaders-program/>



LESSONS LEARNED ANALYSIS



LESSONS LEARNED ANALYSIS

- Conduct after a major initiative, project or emergency
- Take time to analyze and reassess how things went
- What did you learn?
- What should you keep doing?
- What should you start doing?
- What should you stop doing?



LESSONS LEARNED WORKSHEET

Lessons Learned is a process to pause, analyze and reassess how things went for a project, major initiative or emergency. The purpose is to reflect upon what you learned from a recent situation and identify what you will continue to do, start doing and stop doing?

	Critical Staff	Critical Tasks	Leadership	Operations	Communication	Innovation
What did you learn?						
Keep doing	Technical training	Updating SOPs	Leadership training	Order back up supplies	Daily feedback/lessons	Ask for new ideas
Start doing	Identify back up	Cross training	Hire a leadership coach	Virtual network program	Communicate	Reward new ideas
Stop doing	Keeping the same people	Overworking	Talking negatively about upper management	Retire only in our region	Over communicating	Saying "let's always done it this way."

Margie Hammen, CPE, ACC StarFish Consulting, LLC margie@starfishconsulting.net 763.927.1466



ASK THE EXPERTS



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Starfish Consulting, LLC



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Bedford Regional Water Authority

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CONTACT US

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REFERENCES AND SUGGESTED READINGS

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July 28 - Free Webinar from Pall Water: Process Optimization For Your Water Treatment Plant

July 29 - Cross Connection Control

August 4 - Bridging the Divide Between Bulk-to-trace Organics

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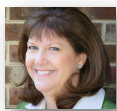
- As part of your registration, you are entitled to an additional 30-day archive access of today's program.
- Until next time, keep the water safe and secure.

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PRESENTER BIOGRAPHY INFORMATION



Margie Hamner, CEO & Founder of Starfish Consulting, is an experienced human resource professional, trainer and leadership coach with over 25 years of experience in private and public sector organizations. For the past 12 years she has worked in the water and wastewater industry as the Human Resources & Organizational Development Manager for the Prince William County Service Authority and as a consultant. Her in depth knowledge and experience in the water and wastewater industry allows her to draw on real world situations, and her teaching style is interactive, practical and fun.



David McDonough is the Director of Police and Homeland Security. This position integrates emergency management and homeland security with WSSC Water Police and security teams to coordinate those public safety functions across the enterprise. David brings more than a decade of experience in emergency management and homeland security across the state of Maryland and in the National Capital Region to WSSC Water. He served as the Director of Strategy, Policy, and External Outreach and as Director of Administration for the Maryland Emergency Management Agency – helping lead that agency through a number of disasters. He was deputy to the Governor’s Homeland Security Advisor from 2007 to 2011 and co-authored the State of Maryland’s Strategic Plan for Homeland Security.



Megan Aubrey is the Director of Administration at the Bedford Regional Water Authority. She has worked at the Authority for nine years in various roles, including Public Information Officer and Communications Coordinator. In her current role Megan oversees the Authority’s Human Resources, Information Systems, and Marketing/Communications departments. Megan has a degree in Mass Communications from Principia College and is passionate about crafting narratives that help people connect with the water industry.



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 - To print individual certificates, click **Download Certificate**

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