Employee and Leadership Development

Dakota Cambruzzi, HR Manager

Jason Helm, General Manager

Employee and Leadership Development

Recruits, develops, and retains a workforce that is competent, motivated, adaptive, and safety-focused. Establishes a participatory, collaborative organization dedicated to continual learning, improvement, and innovation. Ensures employee institutional knowledge is retained, transferred, and improved upon over time. Emphasizes and invests in opportunities for professional and leadership development, taking into account the differing needs and expectations of a multi-generational workforce and for resource recovery operations. Establishes an integrated and well-coordinated senior leadership team.

Workplace Culture

Recruitment, Retention & Succession

Development Opportunities

EUM Ranking

Attribute		Rating					Ranking					Combined Rating	Ave Ranking	Combined Ranking
		Board	Manageme	Directors	Groups	Managers	Board	Manageme	Directors	Groups	Managers			
Product Qualilty	PQ	2	2	2	2	2	1	1	1	1	1	2	1	1
Customer Satisfaction	CS	2	3	2	2	2	5	5	3	7	5	3	5	5
Employee and Leadership Dev.	ED	3	3	3	3	3	4	7	6	5	7	3	5.8	6
Operational Optimization	OO	2	3	2	3	2	7	9	7	8	6	3	7.4	8
Financial Viabililty	FV	2	3	3	3	3	2	2	2	2	3	3	2.2	2
Infrastructure Strategy & Perform	IS	1	3	2	3	3	6	4	5	4	4	3	4.6	4
Enterprise Resiliency	ER	2	4	3	3	3	8	6	8	6	8	3	7.2	7
Community Sustainabililty	SU	3	4	4	3	3	10	10	9	10	9	4	9.6	10
Water Resource Sustainability	WS	2	3	2	3	3	3	3	4	3	2	3	3	3
Stakeholder Understanding &	SS	3	3	3	3	3	9	8	10	9	10	3	9.2	9

Workplace Culture

Sub-topic	Where we are:
Job Roles and Responsibilities	• Complete job descriptions for each position • Maintained org charts
Merit-Based Performance Management	• Formal performance management system • Weighted rankings tied to job grades • Merit guidelines in place based on comp-ratio but flexibility allowed
Employee Feedback & Recognition	• GM Luncheons • Employee Advisory Board • Employee Engagement Survey • Motivosity Recognition System
Defined Culture	• Mission, Vision, Values Statements • Employee Handbook • Culture Training • New Supervisor Orientation

Recruitment, Retention & Succession

Sub-topic	Where we are:
Structured Selection Process	• Applicant Tracking System • Phone Screens based on culture questions • Onsite panel interview • Offer stage process mapped for consistent delivery
Onboarding Program	• Standard experience with documents and email templates • Structured first day with Safety, IT, HR, and Leadership orientations • One-week follow-up meeting • Introductory Period Review *(90-day evaluation)*
Retention and Turnover Management	• Turnover metrics *(significantly down over last 5 year trend!)* • Employee Appreciation Events • Open Door Policy • Training Opportunities
Succession Planning	• Workforce Demographics and Retirement Planning

Trustees & Staff Discussion

Potential Topics:

- Critical Position Identification
  - Future Staffing Needs
  - Formal Retention Plan
- Educational and Recruiting Partnerships

Development Opportunities

Sub-topic	Where we are:
Industry Certifications and Tuition Reimbursement Programs	• Water Distribution Grade IV and Wastewater Collection Grade IV certifications highly emphasized and compensated • Formalized Tuition Assistance Program
Department Cross-Training	• Internal promotions preferred (19 in 2023, 8 in 2024 so far)
Leadership Development	• Elective leadership development training • New Supervisor Training established • Leaders Competencies identified with job grades

Trustees & Staff Discussion

Potential Topics:

- Cross Training for All Staff on Business Functions

- Formal Leadership Training Plan