

ROADMAP FOR REGIONAL WORKFORCE DEVELOPMENT COLLABORATION

GOAL: OPERATIONAL RELIABILITY OF BAY AREA WATER/WASTEWATER UTILITIES WILL BE SUPPORTED BY A HIGH-PERFORMANCE WORKFORCE

Programs	Challenges	Potential partners	Phase i 1-3 yrs.	Phase ii 3-10 yrs.
Strategy 1: Get enough of the right people in mission-critical categories				
<ul style="list-style-type: none"> • Expansion of the candidate pool where needed • Collaborative outreach • Internships • Cross-training 	<ul style="list-style-type: none"> • Insufficient vocational training • Math and communication skills of high school graduates • Inadequate public understanding of water industry opportunities • Inadequate financial resources for utilities alone to fill the skilled labor gap • Accurate quantification of labor needs 	<ul style="list-style-type: none"> • Educational system (K-12, community colleges, higher education) • Professional associations • Department of Labor, Workforce Development Boards • Regulatory agencies • Neighborhood associations • Unions • Other water/wastewater/ power utilities 	<ul style="list-style-type: none"> • Refine needs analysis and expand training opportunities for mission-critical skilled trades and engineering classifications • Seek external funding to leverage utility resources • Develop and implement collaborative outreach program 	<ul style="list-style-type: none"> • Use needs assessment processes to identify additional mission-critical classifications at risk and develop programs based on those needs • Expand flexibility of current staff through cross-training
Strategy 2: Give staff the information they need to do quality work				
<ul style="list-style-type: none"> • Technical training based on competencies needed • Documentation • Knowledge management and access 	<ul style="list-style-type: none"> • Inertia associated with past practices • Energetic creativity required for change • Organizational will and financial constraints • Expertise in information technology 	<ul style="list-style-type: none"> • Professional associations • Other water/wastewater/ power utilities • Educational institutions (e.g., community colleges) 	<ul style="list-style-type: none"> • Increased use of technologies such as videoconferencing, video technology, interactive e-learning, blended learning, and knowledge management systems 	<ul style="list-style-type: none"> • Assessment of information and IT equipment needed (e.g., remote technology) to improve information collection and access by water treatment operators
Strategy 3: Modify work processes to optimize use of available staffing				
<ul style="list-style-type: none"> • Upgraded use of technology • Better match of processes to staff skill-sets 	<ul style="list-style-type: none"> • Time, effort, creativity, and flexibility required to investigate and implement new approaches • Financial constraints 	<ul style="list-style-type: none"> • Other water/wastewater/ power utilities 	<ul style="list-style-type: none"> • Preliminary review of work process improvement opportunities • Preliminary analysis of disconnects between work processes and staff skill-sets. 	<ul style="list-style-type: none"> • Information-sharing and potential joint funding of studies in areas of mutual interest
Strategy 4: Maximize cost effectiveness of workforce development investments through collaboration				
<ul style="list-style-type: none"> • Collaboration with water - wastewater power utilities and interested stakeholders at Bay Area, State, regional, and national level • Talent-trading among Bay Area water- wastewater- power utilities 	<ul style="list-style-type: none"> • Creating new institutional structures and funding arrangements 	<ul style="list-style-type: none"> • Water/wastewater/ power utilities • Workforce Development Boards, Dept. of Labor • Educational institutions • Professional associations • Regulatory agencies • Unions 	<ul style="list-style-type: none"> • Establishment of Bay Area Water/Wastewater Workforce Development Collaborative • 2nd West Coast Water/Wastewater Utility Workshop on Workforce Development • Support State and national level efforts • Information-sharing through meetings, workshops, web-sites, & publications 	<ul style="list-style-type: none"> • Regional collaboration in technical training • Regional collaboration in knowledge management