

Bond . . . James Bond



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http://www.007james.com/articles/who_played_james_bond_part_2.php



1962-1967
Sean Connery



1995-2002
Pierce Brosnan



1973-1985
Roger Moore



2006-2012
Daniel Craig

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Developing A Human Resource
Asset Management Plan
for
Your Water Utility
or
Engineering Organization

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Roy Mundy , P.E., ENV SP, Assoc. DBIA
Senior Regional Engineer
McWane Ductile
(859) 361-8585
roy.mundy@mcwaneductile.com

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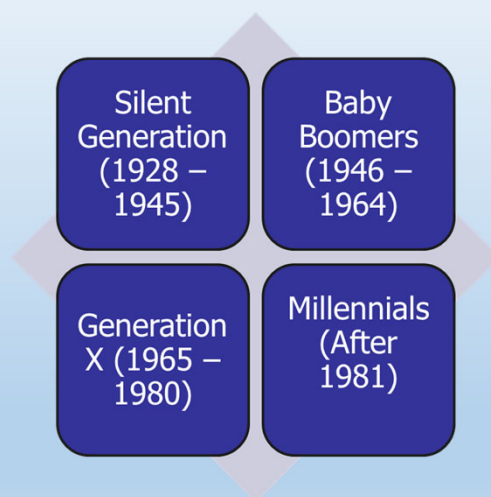
Managing Generational Differences in the Workplace

Studies Conducted by Authors and Associates

- Spring 2009: 15 companies in Central KY – 1,000 mix audience
- Spring 2011: 100 Graduate and undergraduate students at Midway College
- Fall 2012: 200 Utility company employees in Central, KY
- Fall 2013: 50 Surgery Nurses in Lexington, KY
- Winter 2013: 800 Restaurant workers in KY, TN & GA

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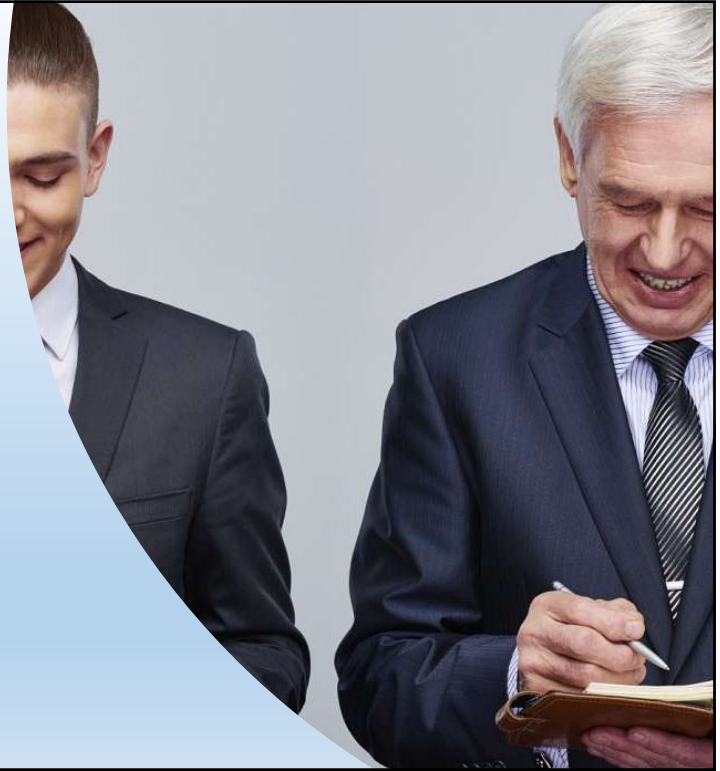
Generational Cohorts In Research



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The Gap

- The term Generation Gap was used mostly to describe conflicts between parents and children. Today, the "Gap" has more of a presence in the workplace, where employees from different generations are finding it difficult to work side by side because their experiences, goals and expectations are different



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The Workplace



- Generational Differences Are REAL
- Generational Differences Cause Misunderstanding
- Generational Differences Cause Strife
- Generational Issues Impact The Workplace
- Generational Differences CAN Be Minimized

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Asset Management Plan

- Assessing Risk
- Engaging Stakeholders
- Asset Over Their Life Cycles
- Designing Competency Requirements
- Corrective Action and Risk Mitigation
- Creating O&M Strategies for Managing



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Assessing Risk

AWWA 2014 State of the Water Industry Report:

“Overall, how prepared do you think the water sector is to address issues related to talent attraction and retention in the next five years?”

- Only 1 percent indicated that the water industry was fully prepared to address issues related to talent attraction and retention in the next five years
- 15 percent thought the industry not at all prepared
- 35 percent thought it was only slightly prepared.

2014 AWWA State of the WATER INDUSTRY Report

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AWWA 2014 State of the Water Industry Report:

“Overall, how prepared do you think the water sector is to cope with any expected retirements in the next five years?”

- Only 1 percent of 2014 SOTWI respondents indicated that the water industry was fully prepared to cope with any expected retirements in the next five years while
- 12 percent thought the industry not at all prepared and
- 30 percent thought it was only slightly prepared. (AWWA, 2014)

2014 AWWA State of the WATER INDUSTRY Report

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AWWA 2019 State of the Water Industry Report:

Industry Challenges as Ranked by Utilities:

Attracting Talent and Retention

#14 on the list of top 20 challenges

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AWWA 2019 State of the Water Industry Report:

Industry Challenges as Ranked by Utilities:

Aging Workforce/Anticipated Retirements

- Very Large and Large Utilities-----#5
- Medium Sized Utilities-----#4
- Small Sized Utility-----#10

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Top 20 Challenges of the Industry

AWWA SOWIR	2020	2021	2022	2023
Talent Attraction/Retention	15	14	11	12
Aging Workforce/Retirements	7	8	4	6

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Why Are We NOT Progressing

AWWA SOWIR	2020	2021	2022	2023
Talent Attraction/ Retention	15	14	11	12
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- **Other Priorities:** Rehab & Replace, long term availability, financing, public understanding of the value of water
- **COVID 19:** Accelerated retirements, recognition of cross training deficiencies

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Assessing Risk of Institutional Knowledge Loss

- **Operational costs** directly affect the bottom line through a wide variety of forces, including:
 - Lost revenue due to extended outages
 - Penalties from regulatory agencies, higher maintenance costs; and
 - Increased frequencies of forced outages and accidents caused by human error as highly experienced operators retire (since human error rates would be expected to significantly decrease with experience). Bruffy & Juliano (2007)

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Assessing Risk of Institutional Knowledge Loss

- **Productivity costs** are being incurred over a wide variety of areas, including:
 - Increases in the duration of planned outages as new hires gradually build the expertise and efficiency that the current workforce has; and
 - Work time lost in recovery from injuries is expected to be much greater for older workers. Bruffy & Juliano (2007)

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Assessing Risk of Institutional Knowledge Loss

- **Lost or delayed opportunities** to take costs out of the business are the opportunity costs of the aging workforce, including:
 - Executing performance programs that end up costing more than budgeted and which extend planned ROI time frames
 - Internal resources may be limited and act to prevent the performance program from ever beginning. Bruffy & Juliano (2007)

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Addressing Risk of Institutional Knowledge Loss

Knowledge as a Strategic Business Issue

- Schedule specific times for training
- Bring back retired senior employees
- Create a formal mentoring program

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Engaging Stakeholders

	BABY BOOMERS	GENERATION X	GENERATION Y
WORK ETHIC & VALUES	<input type="checkbox"/> Workaholics <input type="checkbox"/> Working efficiently <input type="checkbox"/> Crusading causes <input type="checkbox"/> Personal fulfillment <input type="checkbox"/> Desire for quality <input type="checkbox"/> Questioning Authority	<input type="checkbox"/> Eliminate the task <input type="checkbox"/> Self-reliance <input type="checkbox"/> Want structure and direction <input type="checkbox"/> Skeptical	<input type="checkbox"/> Asking what is next <input type="checkbox"/> Multitasking <input type="checkbox"/> Tenacity <input type="checkbox"/> Entrepreneurial <input type="checkbox"/> Tolerant <input type="checkbox"/> Goal oriented
LEADERSHIP STYLE	<input type="checkbox"/> Consensual <input type="checkbox"/> Collegial	<input type="checkbox"/> Believe everyone is the same <input type="checkbox"/> Challenging others <input type="checkbox"/> Asking why	<input type="checkbox"/> Will be better determined as this generation gets older
INTERACTIVE STYLE	<input type="checkbox"/> Team player <input type="checkbox"/> Loves to have meetings	<input type="checkbox"/> Entrepreneurial	<input type="checkbox"/> Participative

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Motivation

	BOBBY BOOMERS	GENERATION X	GENERATION Y
WORK AND FAMILY LIFE	<input type="checkbox"/> No balance <input type="checkbox"/> Work to live	<input type="checkbox"/> Balance	<input type="checkbox"/> Balance
FEEDBACK AND REWARDS	<input type="checkbox"/> Don't appreciate feedback <input type="checkbox"/> Money <input type="checkbox"/> Title recognition	<input type="checkbox"/> "Sorry to interrupt, but how am I doing?" <input type="checkbox"/> Believes freedom is the best reward	<input type="checkbox"/> "Whenever I want it, at the push of a button." <input type="checkbox"/> Meaning work
MESSAGES THAT MOTIVATE	<input type="checkbox"/> "You are valued." <input type="checkbox"/> "You are needed."	<input type="checkbox"/> "Do it your way." <input type="checkbox"/> "Forget the rules."	<input type="checkbox"/> "You will work with other bright, creative people."



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Overlap Between Generations in Terms of Basic Issues




- Millennials Value Job Security
- Millennials Value Career Advancement
- Millennials Value A Secure Retirement

Don't View Them As "Just Passing Through"

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AWWA 2023 SOTWIR

Workforce Issues Throughout The Industry

Engage 	<ul style="list-style-type: none"> • It is critical to value the people and employees dedicated to providing safe water and wastewater services to our communities. • Recent and upcoming retirements coupled with low recruitment are continued workforce concerns.
Compensate 	<ul style="list-style-type: none"> • Compensation needs to be comparable to other careers to encourage retention and recruitment within the industry. • Compensation should reflect the importance of water industry professions.
Train 	<ul style="list-style-type: none"> • Operators need access to training programs and materials for exam preparation and certification. • High school courses, trade schools, and college education need programming tailored to water system operations. • Knowledge retention within the industry, specifically of operators, is a major concern.

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Asset Over Their Life Cycles

Life Cycle Effect: The biological impact of aging and the changing roles that people play as they grow older

Cohort Effect: Unique historical circumstances that impact cohort as adolescence and young adulthood that imprint itself, producing differences that persist even as the cohort ages.

Period Effect: The major events that are likely to have a simultaneous impact all age groups, but have the greatest impact among the young because values and habits are less fixed than those of other age groups.

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Designing Competency Requirements

Pew Research notes that today's young are history's first generation of digital natives.

The online world isn't something they've had to adapt to — it's all they've ever known, and it's their indispensable platform for social interactions and information acquisition.

Take advantage of your millennial employee's computer, cell phone, and electronic literacy



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AWWA 2023 SOTWIR

Utilities' Planning, Revising and Assessing IT Needs



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Corrective Action and Risk Mitigation

- **So how can businesses take advantage of the tech-skills that younger workers bring?**
 - One effective strategy is reciprocal mentoring. Reciprocal mentoring takes that concept a step further by creating a two-way conversation.
 - As the mentor teaches the newcomer valuable business information, the young person can help their older colleague master the techniques of new technology, including how to avoid the embarrassing “newbie” mistakes that inhibit a lot of inexperienced users from participating in online activities.

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Key Components of Reciprocal Mentoring

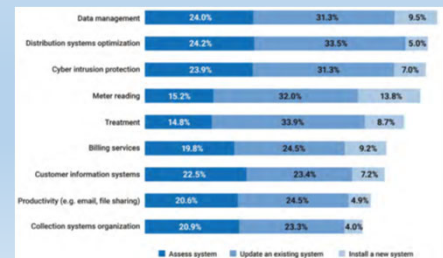
- Create awareness in older employees of the benefits they stand to gain, such as recognition.
- Build the human element into the process. After all, you can't force people with knowledge to share it, and you certainly can't force people who need someone else's knowledge to use it.
- Reciprocity and recognition are the foundation for changing the way we transfer knowledge.
- Emerging knowledge transfer methods such as reverse mentoring provide opportunities for behavior change in both the source and receiver.

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Senior Employees

Knowledge as a Strategic Business Issue

- Schedule specific times for training
- Bring back retired senior employees
- Create a formal mentoring program



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Creating O&M Strategies for Managing

Recommendations to Gen X and Baby Boomers

- Start listening and stop assuming
- Be present on college and high school campuses. Don't wait until millennials show up for an interview
- Start viewing millennials as strategic business investments
- Scrap "do as I say, not as I do"
- Learn to tap into millennials potential

Hain, R. (2013, July 30)

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Recommendations to Millennials

- Having perspective is important
- Be patient
- Look at relationships and communication differently
- Convey respect while pursuing your goals
- Pursue mentors and advocates

Hain, R. (2013, July 30)

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Creating O&M Strategies for Planning

- Find ways to capture institutional knowledge
- Recognize the technical abilities of newer generations
- Create FORMAL mentorship programs
- Create organizational culture that balances the values and motivations of all employees

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Generation Z(igen, post millennial, homeland)

- (1997-2001) to Present
- Will Outnumber Millennials in 2019
- Anticipate Being Happier and More Optimistic Than Millennials
- Knows Digital World Even More Intimately
- Grew Up With “War on Terror” and Global Recession
- Church attendance double of that of millennials
- Teen pregnancy down 40% from millennials
- Alcohol/drug abuse down 38% from that of millennials

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Generation Z(igen, post millennial, homeland)

- Expects to work with modern technology
- Prefers in-person interactions (job interviews)
- Are entrepreneurial (58% want to own their own business)
- Less tolerant of authoritarian environments
- Embrace change (have seen rapid events of change)
- Value flexibility (say they are hardest working generation)
- Are competitive(57% expect promotion every year)
- Preference for Authenticity
- MOBILITY

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So What About COVID



Has It Accelerated Our Cultural Balance

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We Do Know

- Millennials/Gen Z's adapting more readily to the technology of working from home
- Millennials/Gen Z's enjoying the "balance" of working from home vs. coming to office
- Millennials/Gen Z's more frustrated with lack of socialization outside of work environment
- Millennials/Gen Z's-A New Work Model?

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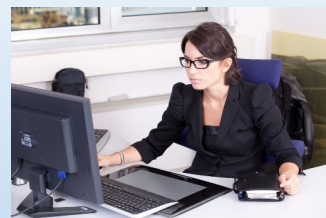
And We Also Know

- Baby Boomers “having to catch-up” on short comings of basic technology
- Baby Boomers frustration of having to manage “remotely”
- Baby Boomers-Motivated to “Return to Normal”

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References

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