

# EUM Implementation: Employee & Leadership Development – Practices

## Instructions

For this exercise, you will focus on only one of the four Key Management Areas from the *Roadmap* document – Employee & Leadership Development. This Key Management Area directly corresponds to the Employee & Leadership Development Attribute from the *EUM Primer*. Please follow the steps identified below for the exercise.

**Employee & Leadership Development:** This core management area includes organizational structure, workplace culture, institutional knowledge, succession planning, and employee development opportunities.

**Step 1: Assess your current activity relative to each example practice in Levels 1 & 2.** Choosing from the options “Don’t Have,” “In Progress,” or “Complete,” check the description that best characterizes your utility’s current activity for each example practice.

Example Practices	Assessments and Actions			
Written job requirements and descriptions for all staff functions.	<b>Assessment:</b>	<input type="checkbox"/> Don’t Have	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete
	<b>Actions:</b>	<input type="checkbox"/> Adopt	<input type="checkbox"/> Improve	<input type="checkbox"/> Maintain

**Step 2: Determine what action to take relative to each example practice.** Choosing from the options “Adopt,” “Improve,” or “Maintain,” check the box that describes what you believe your utility needs to do for each practice.

- **ADOPT:** Check this box if your utility does not currently have a management practice that represents the example practice and that it needs to have this practice to reach its desired level of implementation.
- **IMPROVE:** Check this box if your utility has a management practice that is related to the example practice, but improvement is needed to reach your desired level of implementation for it.
- **MAINTAIN:** Check this box if your utility has the example practice already in place and that you want to continue using this practice.

Example Practices	Assessments and Actions			
Written job requirements and descriptions for all staff functions.	<b>Assessment:</b>	<input type="checkbox"/> Don’t Have	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete
	<b>Actions:</b>	<input type="checkbox"/> Adopt	<input type="checkbox"/> Improve	<input type="checkbox"/> Maintain

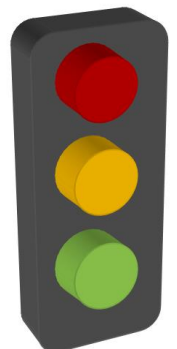
**Step 3: Add any alternative or additional practices that you believe are relevant to Employee & Leadership Development.** In each level of Employee & Leadership Development, your utility may have in place or be aware of management practices that you believe are either a good substitute for one of the existing example practices or that you see as a good addition to the suite of example practices that are included. For each alternative or additional practice, you will need to write in a written description, and complete STEP 2 for each practice (as you did for all of the other example practices).

**Step 4: Draw a conclusion for each practice statement.** At the end of each practice statement section, you will draw a conclusion about what your utility needs to do relative to the practice statement. You will draw this conclusion based on the assessment of your current activity under Levels 1 & 2 and actions that you determined (STEP 1).

Practice Statement Conclusion:  Green  Yellow  Red

Each practice statement section has check boxes at the end for “Green,” “Yellow,” and “Red,” which represent the following:

**RED:** Stop and take a more in-depth look at what needs to be done in this area to bring your utility to the level that it wants to be at. Check this box if you have mostly “Don’t Have” and “Adopt” boxes checked.



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**YELLOW:** Slow down and assess how you can improve your current practices (including completing those that you have already begun to implement, but are not yet fully in place). Check this box if you have mostly “In Progress” and “Improve” boxes checked.

**GREEN:** You are good to go in this area – keep up the good work. Check this box if you have most or all example practices in place (or have additional or alternative practices), and if you have mostly “Complete” and “Maintain” boxes checked. Do not forget to come back to these practices on a regular basis to make sure they are up to date.

**STEP 5: Make any notes that you need to.** At the end of each practice statement section, make notes as needed, considering the following questions:

- Why did I select the Practice Statement Conclusion that I chose? Was it a close decision between one conclusion and another?
- What level of implementation does my utility want to be at for Employee & Leadership Development? Is my utility close to meeting this goal (or have we already met it)?

## Employee & Leadership Development

**Scope:** This core management area includes organizational structure, workplace culture, institutional knowledge, succession planning, and employee development opportunities.

### Level 1: Providing Adequate, Fundamental Services

**Practice Statement → Workplace Culture:** Clarity is established for all job responsibilities and functions. Sufficient workforce, with necessary training, is in place in all staff functions.

Example Practices	Assessments and Actions
Written job requirements and descriptions for all staff functions.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Organizational roles chart available and up-to-date.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Annual performance reviews with written feedback.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Periodic employee celebrations of organizational performance success (team accomplishments).	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Formal ethics policy.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain

Practice Statement Conclusion:  Green  Yellow  Red

Notes on Statement Conclusion:

**Practice Statement → Recruitment, Retention, and Succession:** Needed skills and expertise are documented, used to screen applicants, and effectively communicated to new hires; reasons for employee turnover are understood.

Example Practices	Assessments and Actions
Interview process with standardized questions tailored to the position.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Employee turnover statistics tracked and evaluated.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Formalized and standardized new hire orientation template listing materials to provide, key topics to review, and skills to impart.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Critical position identification and characterization for recruitment purposes.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain

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Equal opportunity hiring policy in place to facilitate workforce diversity.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain

Practice Statement Conclusion:  Green  Yellow  Red

Notes on Statement Conclusion:

**Practice Statement → Development Opportunities:** Program in place to support and enable staff to acquire and maintain required professional certifications.

Example Practices	Assessments and Actions
Certification needs and opportunities identification and inclusion in annual budget.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Operator training and education reimbursement, and leave allowance for needed certifications.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Merit pay increases for acquired certifications.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Staff cross-training across functions and departments to augment system resiliency.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain

Practice Statement Conclusion:  Green  Yellow  Red

Notes on Statement Conclusion:

## Level 2: Optimizing Operations and Services

**Practice Statement → Workplace Culture:** Performance expectations are explicitly established and tied to compensation. Employees are encouraged to provide ideas and feedback to improve operational and administrative performance. Desired organizational culture is clearly defined and communicated to employees.

Example Practices	Assessments and Actions		
Written job descriptions with explicit, systematic performance evaluation metrics and standards.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete		
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain		
Skill level and expertise requirement articulation with link to pay stratification/raises.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete		
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain		
Employee suggestions for improvement program with management responsiveness.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete		
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain		
Employee awards and recognition program linked to creative thinking and continual improvement efforts related to achieving organizational goals.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete		
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain		
Employees encouraged to make decisions and take independent actions that fall within organizational guidelines.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete		
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain		
Employees engaged in annual organizational goal and long-term strategic planning processes.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete		
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain		
Executive management informal workforce engagement (e.g., treatment plant walk-through and regular opportunities to meet with staff at all levels).	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete		
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain		
Employee development plans based on performance and skill evaluations, as well as employee professional goals.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete		
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain		
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete		
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain		
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete		
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain		
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete		
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain		

Practice Statement Conclusion:  Green  Yellow  Red

Notes on Statement Conclusion:

**Practice Statement → Recruitment, Retention, and Succession:** Current and future workforce requirements are understood, with proactive efforts made to attract and retain highly qualified staff.

Example Practices	Assessments and Actions		
Exit interviews to understand reasons for separation and to identify opportunities for improving employee motivation and loyalty.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete		
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain		
Formal retention management plan used to help identify the most critical employees to retain.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete		
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain		
Full on-boarding program for new hires: resources, communications, organizational culture, training, welcoming activities, and guides (mentor).	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete		
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain		

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Workforce demographics documentation and retirement projections (incorporated into succession and recruitment plans).	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Current workforce skills inventory, future workforce skills projections, and needed skills training.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain

Practice Statement Conclusion:  Green  Yellow  Red

**Notes on Statement Conclusion:**

**Practice Statement → Development Opportunities:** Explicit professional development program for staff and management is in place, including incentives for personal improvement and activities designed to increase the “bench depth” of staffing. A structured training program establishes ongoing requirements and opportunities for professional development, and staff is encouraged to engage in broader water sector professional development opportunities.

Example Practices	Assessments and Actions
Tuition reimbursement program to incentivize professional development consistent with organizational needs and goals.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Staff rotation to other utilities or functions within the utility for cross-training and mentoring.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Critical workforce competencies analyses by management (with subsequent targeted training programs emphasizing use of continuous improvement tools).	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Broad-based leadership and management skills training conducted annually for formal and informal leadership positions and opportunities.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Additional leave time (especially in leadership roles) to promote membership in professional organizations.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Explicit training program for all staff covering core organizational functions: managerial and supervisory, professional/technical, business practices, safety, compliance, IT systems, customer service, interpersonal skills, and executive development.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Formal leadership training focusing on: vision, mission, values; organizational culture; human resource policies and bargaining unit agreements; interpersonal skills; conflict resolution; problem solving and decision making; budgeting and budget management; performance appraisal; leadership; diversity; and grievance.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain

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Actions:  Adopt  Improve  Maintain

Practice Statement Conclusion:  Green  Yellow  Red

Notes on Statement Conclusion:

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## Level 3: Transforming Operations and Services for the Future

**Practice Statement → Workplace Culture:** Performance management system is in place that explicitly aligns employee incentives, compensation, and performance expectations with the organization’s mission, objectives, and business plan. A strong participatory culture exists with staff members, who are encouraged to share ideas and take measured risks. A culture of innovation, collaborative development, and active employee engagement is established and actively enhanced by the entire workforce.

Example Practices	Assessments and Actions		
Standing collaborative forums with collective bargaining units, as appropriate (all employees included).	<b>Assessment:</b>	<input type="checkbox"/> Don't Have	<input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b>	<input type="checkbox"/> Adopt	<input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Individual employee annual performance plans with direct links to business plan objectives. (The plan review is conducted several times each year between the employee and supervisor).	<b>Assessment:</b>	<input type="checkbox"/> Don't Have	<input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b>	<input type="checkbox"/> Adopt	<input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Goal-sharing bonus programs for employees that reward employees for meeting their performance goals, which also help the organization meet its goals.	<b>Assessment:</b>	<input type="checkbox"/> Don't Have	<input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b>	<input type="checkbox"/> Adopt	<input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Organizational sustainability principles, commitments, and expectations incorporated into day-to-day operations.	<b>Assessment:</b>	<input type="checkbox"/> Don't Have	<input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b>	<input type="checkbox"/> Adopt	<input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Budget support for “innovation proposals” (removing barriers to creative thinking, and developing systems for failure tolerance).	<b>Assessment:</b>	<input type="checkbox"/> Don't Have	<input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b>	<input type="checkbox"/> Adopt	<input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b>	<input type="checkbox"/> Don't Have	<input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b>	<input type="checkbox"/> Adopt	<input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b>	<input type="checkbox"/> Don't Have	<input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b>	<input type="checkbox"/> Adopt	<input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b>	<input type="checkbox"/> Don't Have	<input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b>	<input type="checkbox"/> Adopt	<input type="checkbox"/> Improve <input type="checkbox"/> Maintain

Practice Statement Conclusion:  Green  Yellow  Red

**Notes on Statement Conclusion:**

**Practice Statement → Recruitment, Retention, and Succession:** An active commitment to attracting and developing new employees exists, as well as the capacity to understand and track employee satisfaction and engagement. Critical skill and expertise requirements are understood and plans are in place to ensure their timely replacement. Skills and expertise requirements are actively updated to keep pace with operational innovations and business strategy requirements. Employee motivation and retention systems use multiple avenues to achieve objectives.

Example Practices	Assessments and Actions		
Education and recruiting partnerships (e.g., internship programs) through ongoing relationships with high schools, community colleges, and universities.	<b>Assessment:</b>	<input type="checkbox"/> Don't Have	<input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b>	<input type="checkbox"/> Adopt	<input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Mission and vision incorporated into branding efforts to support recruiting and retaining high-quality talent.	<b>Assessment:</b>	<input type="checkbox"/> Don't Have	<input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b>	<input type="checkbox"/> Adopt	<input type="checkbox"/> Improve <input type="checkbox"/> Maintain
“Pay for performance” systems to provide incentives for high-performing staff. (The process used is well understood by	<b>Assessment:</b>	<input type="checkbox"/> Don't Have	<input type="checkbox"/> In Progress <input type="checkbox"/> Complete
	<b>Actions:</b>	<input type="checkbox"/> Adopt	<input type="checkbox"/> Improve <input type="checkbox"/> Maintain



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staff, and is tied to goal attainment and specific performance criteria).	
Annual employee satisfaction surveys to identify gaps and opportunities for training and employee development.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Job satisfaction focus groups with management to address issues identified in annual employee survey. (Solutions are determined through a collaborative approach between management and the workforce).	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain

Practice Statement Conclusion:  Green  Yellow  Red

Notes on Statement Conclusion:

**Practice Statement → Development Opportunities:** Establish a plan for cultivating the expansion of staff skills and expertise consistent with altered operating and technology environments relative to “utility of the future” operational demands.

Example Practices	Assessments and Actions
Friendly utility-to-utility competition with neighboring systems in support of voluntary self-improvement programs.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Integrated workforce development curriculums.	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative management skills training (e.g., collaborative partnership development).	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Emerging opportunities for skill-building collaboration between staff and management. (Employees work in conjunction with supervisors to develop and implement plans to build skills needed to support emerging opportunities that the organization faces).	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
New employee skill set sharing (e.g., identifying new skill sets and sharing them through coaching).	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain
Alternative or Additional Practice:	<b>Assessment:</b> <input type="checkbox"/> Don't Have <input type="checkbox"/> In Progress <input type="checkbox"/> Complete <b>Actions:</b> <input type="checkbox"/> Adopt <input type="checkbox"/> Improve <input type="checkbox"/> Maintain

Practice Statement Conclusion:  Green  Yellow  Red

Notes on Statement Conclusion

