

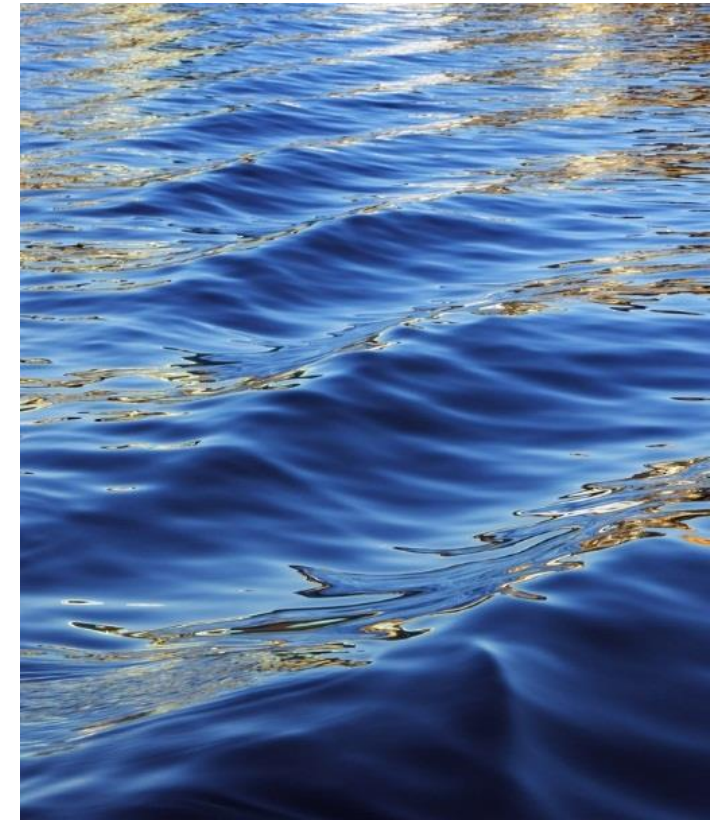
Enabling the Water Resources Utility of the Future

Creating the Water Workforce of the Future

October 23rd, 2019

HRSD Speakers

- Paula A Hogg - Director of Talent Management
- Dorissa Pitts-Paige - HR Business Partner
- Mike Chapman - Plant Manager
- Keegan Ankofski - Interceptor Systems Chief Maintenance Management
- Anita Hardy - Plant Operator



Webinar Logistics

- This webinar is being recorded
- Participants will be in listen-only mode
- To submit a question, use the Q&A function
- Presenters will monitor these questions and respond to as many as possible during the “Q&A” session at the end of the presentation.



- Webinar slides and recording information will be sent out to all participants following the webinar



Welcome

Jim Horne, U.S. EPA Office of Wastewater Management

Enabling the Water Resources Utility of the Future Series:

<http://www.werf.org/a/b/Events/WebSeminars/WebSeminarSeriesArchives.aspx#1-21-16-UOTF>



Opening Poll

Please indicate the sector that you work in:

- Utility
- State or Local Government
- Federal Government
- Consultant
- Academia
- Other



Initiatives in Developing the Workforce of the Future



Paula A Hogg
Director of Talent Management

Topics & Speakers

HRSDs Strategic Focus Area People

Paula A Hogg
Director of Talent
Management

Engaging and Developing the Next Generation of Water Workers through Community Partnerships and Meaningful Internships

Dorissa Pitts-Paige
HR Business Partner

A Supervisory Perspective

Mike Chapman
Plant Manager

Discussion with Former Hampton Roads Public Works Academy Interns

Keegan Ankofski, Chief
Maintenance Management
Anita Hardy, Plant Operator



HRSD provides service to 18 cities and counties of southeast Virginia, an area of over 3,087 square miles with a population of 1.7 million.



HRSD Service Area
A Political Subdivision of the Commonwealth of Virginia

Facilities include the following:

1. Atlantic, Virginia Beach	09. Boat Harbor, Newport News	Serving the Cities of Chesapeake, Hampton, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk, Virginia Beach, Williamsburg and the Counties of Gloucester, Isle of Wight, James City, King and Queen, King William, Mathews, Middlesex, Surry* and York *Excluding the Town of Claremont
2. Chesapeake-Elizabeth, Va. Beach	10. James River, Newport News	
3. Army Base, Norfolk	11. Williamsburg, James City County	
4. Virginia Initiative, Norfolk	12. York River, York County	
5. Nansemond, Suffolk	13. West Point, King William County	
6. Lawnes Point, Smithfield	14. King William, King William County	
7. County of Surry	15. Central Middlesex, Middlesex County	
8. Town of Surry	16. Urbanna, Middlesex County	

Fast Facts



Political subdivision of the Commonwealth of Virginia



Population Served: 1.7 million



Governing Body: Governor-appointed commission



More than 500 miles of pipe, 6-66 inches in diameter



More than 100 pump stations



Combined capacity of 249 million gallons per day

Organization

7 Departments

860 Full Time Employees

13 Average Years of Service

General
Manager

Communications

Engineering

Finance

Information
Technology

Operations

Talent
Management

Water Quality

Mission

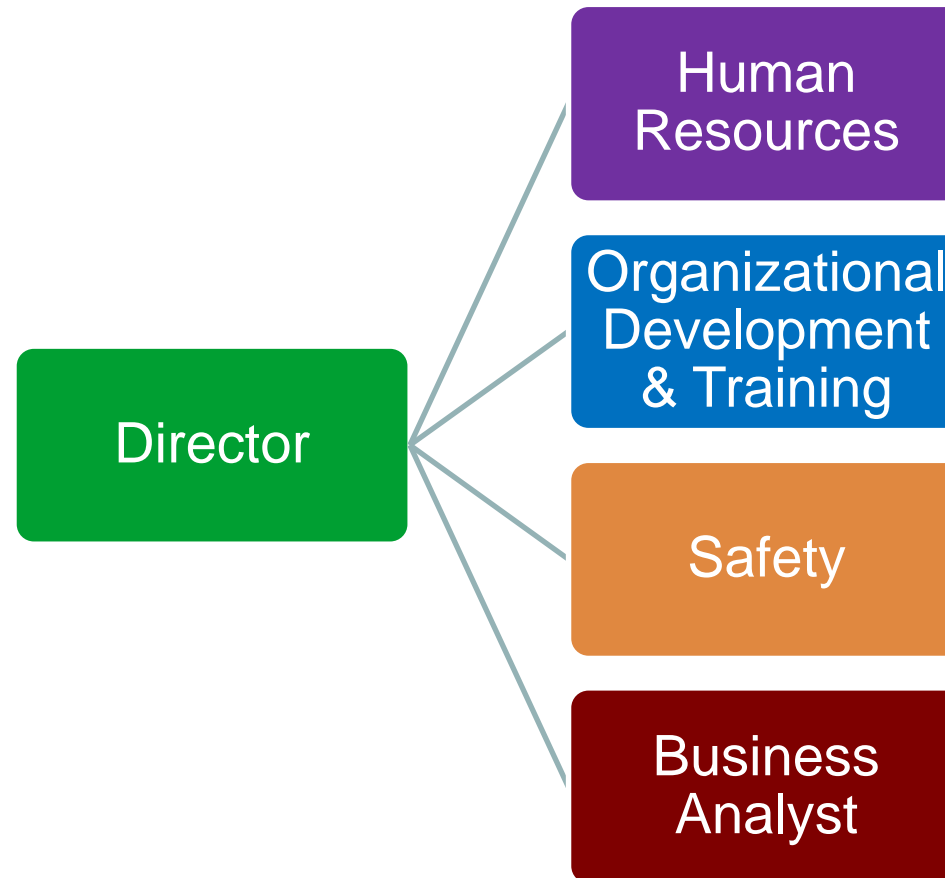
We protect public health and the waters of Hampton Roads by treating wastewater effectively.

Vision

Future generations will inherit clean waterways and be able to keep them clean.



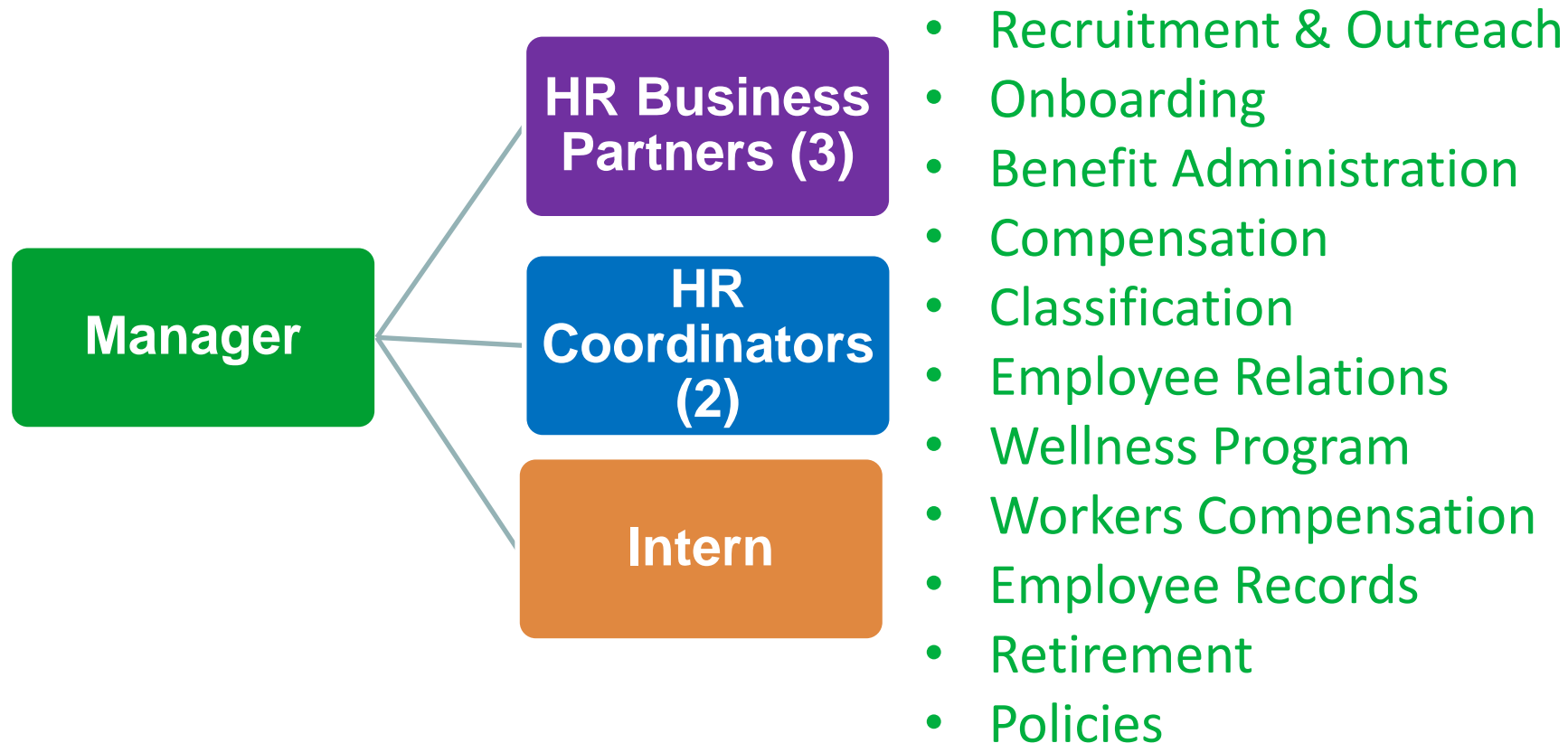
To attract, develop and retain talented employees with diverse backgrounds and to ensure employee safety



“We employ talented people who take pride in doing their best for the environment”

- Developing our existing talent with a focus on technical expertise, quality and collaboration
- Ensuring the talent we have is used effectively
- Increasing the pool of talent by inspiring the next generation to pursue environmental careers
- Attracting and retaining top talent with diverse backgrounds





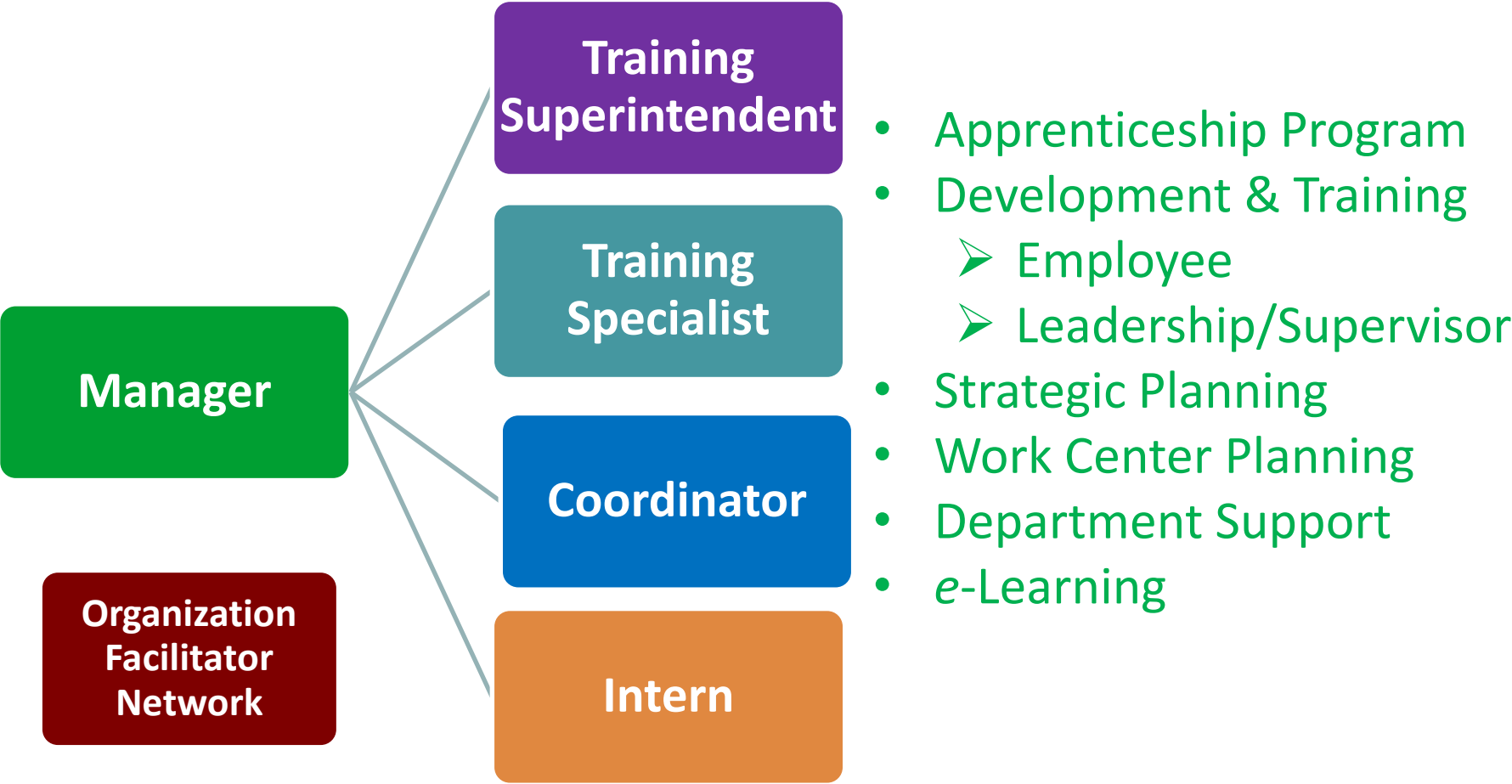
HR Business Partners

Work Centers

Recruitment
Employee Relations
Supervisor Support
FMLA/ADA
HR Transactions
Workers Compensation
Retirement

Programs

Benefits
Compensation & Classification
Drug Testing Program
Employee Assistance Program
Community Partnerships & Internships
HR Training
Onboarding
Wellness Program



Apprenticeship Program

Developing our existing talent with a focus on technical expertise, quality and collaboration

- Since 1979
- Over 425 Graduates
- Tuition Free Apprenticeships
- 30% of Leaders are Apprenticeship Graduates
- 90% Retention

Mission

To create a workforce with diverse skill sets to prepare for an ever changing industry

Vision

To provide learning centered around work, life, health, water and innovation

Apprenticeship Program

- Three or Four Year Option
- Skills Based On the Job Training
- Academic Portion - 576 Hours
 - HRSD Instructors
 - Shop Classrooms
 - On-Line
 - Distance Learning
 - Traditional Classroom
 - Intensive CoursesOR Vocational School OR College
- Textbooks & Mileage Reimbursement



Registered Skilled Trades

- Plant Operator
- Maintenance Operator
- Small Communities Systems Operator
- Interceptor Technician
- Electrical & Instrumentation Specialist*
- Automotive Technician**
- Carpenter**
- Machinist **





*Engaging and Developing the Next
Generation of Water Workers through
Community Partnerships and Meaningful
Internships*



*Dorissa Pitts-Paige
HR Business Partner*

Community Partnership

Increasing the pool of talent by inspiring the next generation to pursue environmental careers



**HAMPTON ROADS
PUBLIC WORKS
ACADEMY**

Promoting cooperative public works and utilities workforce development for Hampton Roads high school students and professionals.

JCSA
YORK
POQUOSON
NEWPORT NEWS
HAMPTON
ISLE OF WIGHT
NORFOLK
PORTSMOUTH
VIRGINIA BEACH
SUFFOLK
CHESAPEAKE

Hampton Roads Public Works Academy (HRPWA)

- Regional coalition promoting public works and public utility cooperative training in Southeastern Virginia
- Coordinates lower-cost training for current public works/utility employees
- Educates area high school students to develop pre-trained public works/utility employees
- Provides networking opportunities to member organizations

HRPWA Cadet Program

- Two-year, hands-on program geared toward high school students participating in Vocational and Technical Center Programs
- Selection process begins with an application, teacher recommendations, followed by interviews with HRPWA member organizations
- Cadets take 32 courses in major areas of work within Public Works and Utilities
- Complete a paid summer internship with a member organization

HRPWA Required Paid Summer Internship

- Interviewed and selected by a panel consisting of member organization employees
- Interns experience all aspects of employment
 - ✓ On-line applications
 - ✓ Pre-employment screening
 - ✓ Onboarding
 - ✓ Safety Training
 - ✓ Hands on job training

Cadet Courses

- Custodial Services
- Customer Relations
- Disaster Preparedness
- Distracted Driving
- Emergency Management/ Preparedness
- Emergency Vehicle Technician
- Employability Skills
- Engineering/Surveying
- Flagger Certification
- GIS Use in Public Works
- Heavy Equipment
- Inspections
- Landscape Design
- Landscape Management
- Leadership Supervision Management
- Math Review
- Occupational Safety and Health
- Physical Plant Maintenance
- Land Surveyor
- Public Health Pest Control
- Recycling
- Security
- Solid Waste
- Stormwater Management
- Street Operations
- Structures and Building Systems
- Tools of the Trade
- Traffic Engineering Overview
- Traffic Safety
- Utility Locator
- Wastewater Collection
- Wastewater Treatment
- Water Distribution
- Water Quality
- Water Treatment
- Workforce Readiness

HRPWA Intern Placement at HRSD

- Automotive
- Facilities Support
- Treatment Plants
- Interceptor Systems
- Information Technology
- Safety
- Human Resources
- Pre-treatment & Pollution Prevention



- Not enough students applying to the Cadet Program
- Competition for top talent
- One year trades
- Poor attendance at Vo Tech/Cadet courses
- Unfavorable drug screen results
- Lack of reliable transportation
- Age
- Generational Differences
- Full engagement and support from supervisors
- Lack of work ethic

- Excavation
- Confined Space
- Preparing and Using Dangerous, Poisonous Chemicals
- Power-Driven Woodworking Machines
- Power-Driven Hoisting Apparatus
- Power-Driven Metal Forming Machines
- Strict limits on when a 17-year-old may drive
- States the work declared hazardous will be incidental to the training
- Hazardous work will be intermittent and for short periods of time under direct, close supervision
- Safety instruction shall be given by the school and linked to on-the-job training
- Contains a schedule of organized and progressive work processes



Overcoming the challenges

- Provide meaningful work in the intern's trade
- Recognize hard work
- On-site visits from student coordinators
- Ensure supervisors provide continuous feedback
- Conduct end of program intern and supervisor evaluations
- Measure and report success
- Allow interns to explore different careers



- Sustainable solution for recruitment and workforce development
- Focuses student career interests to your industry
- Ability to “test drive” new talent
- Creates a diverse pipeline for future employees
- Offers unique and fresh perspectives
- Provides short-term support to business operations
- Fosters leadership skills in current employees
- Develops mentoring capacity
- Builds community relationships

Future of Engaging & Developing The Next Generation

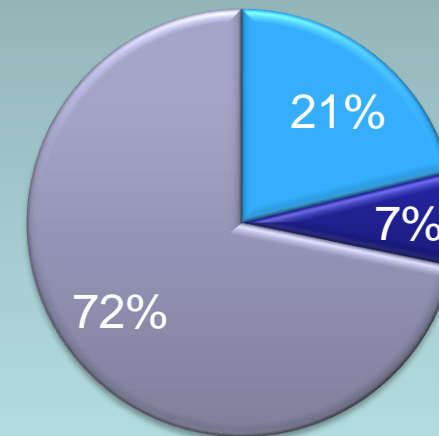
- Increase partnerships with local public school CTE Programs
- Cross training in other areas of HRSD (Engineering, Water Quality, & Finance)
- Get parents involved
- Actively recruit
- Help shape public school curriculum
- HRSD Pre-Apprenticeship Program
- Continued support from leadership

HRSD's HRPWA Internship Success

- Over 98% have successfully completed internships
- Eleven have returned for a second summer
- Six have been hired part-time
- Seventeen have been hired full-time
- Nine have been promoted
- Five have utilized continuing education benefits
- # Hired into Apprenticeship Positions

HRPWA Interns Hired as HRSD Employees

- Full-Time Hires
- Part-Time Hires
- Summer Interns



FT Positions Filled by HRPWA Interns

- Plant Operator Apprentice
- Maintenance Operator Apprentice
- Lab Assistant
- Engineering Assistant
- Customer Care Center Representative
- Maintenance Assistant
- Interceptor Assistant
- Interceptor Technician Apprentice
- Heavy Equipment Operator
- Desktop Support Analyst
- Chief Maintenance Management



- *2018 Partner in Education* award from the Virginia Beach City Public Schools (VBCPS) Office of Community Engagement
- *2019 NACWA National Environmental Achievement in Workforce Development* award

Building the Workforce of the Future

Investing in interns is a proactive way to address gaps in the water workforce and to leverage opportunities to ensure HRSD's future success, in alignment with our vision, "future generations will inherit clean waterways and be able to keep them clean."

**Patrick Porto, HRSD Maintenance Operator,
Atlantic Treatment Plant
HRPWA Cadet 2016-Virginia Beach Career and
Technical Center, HVAC**

"Because of the internship, I have had many opportunities. I have a stable, well paying, lifetime career with benefits, promotional opportunity, retirement, and endless learning. I cannot thank HRSD and HRPWA enough for the opportunity of a lifetime that has truly changed my life."

WEFTEC Operations Challenge, Team HRSD
(Patrick Porto pictured 2nd from the right)





A Supervisory Perspective



Mike Chapman
Treatment Plant Manager

“A good first impression can work wonders”

JK Rowling



- No housekeeping jobs
- On the job learning
- Relate work to trade
- Leverage intern's strengths and talents
- Quality time with Supervisors



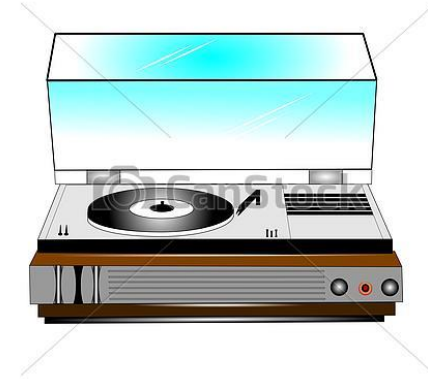
Employee Buy In & Engagement

- Briefings with work center staff
 - ✓ Schedules
 - ✓ Intern backgrounds
 - Trades and jobs
 - ✓ Assign Buddies
 - ✓ Lessons Learned
- Interns are included in all work center activities
 - ✓ Safety training
 - ✓ Meetings
 - ✓ Social events



Overcoming Challenges

- Intern Age/Child Labor Laws
- Safety Concerns
- Intern Enthusiasm
- Generational Differences
- Time
- Lack of Job Experience
- Transportation

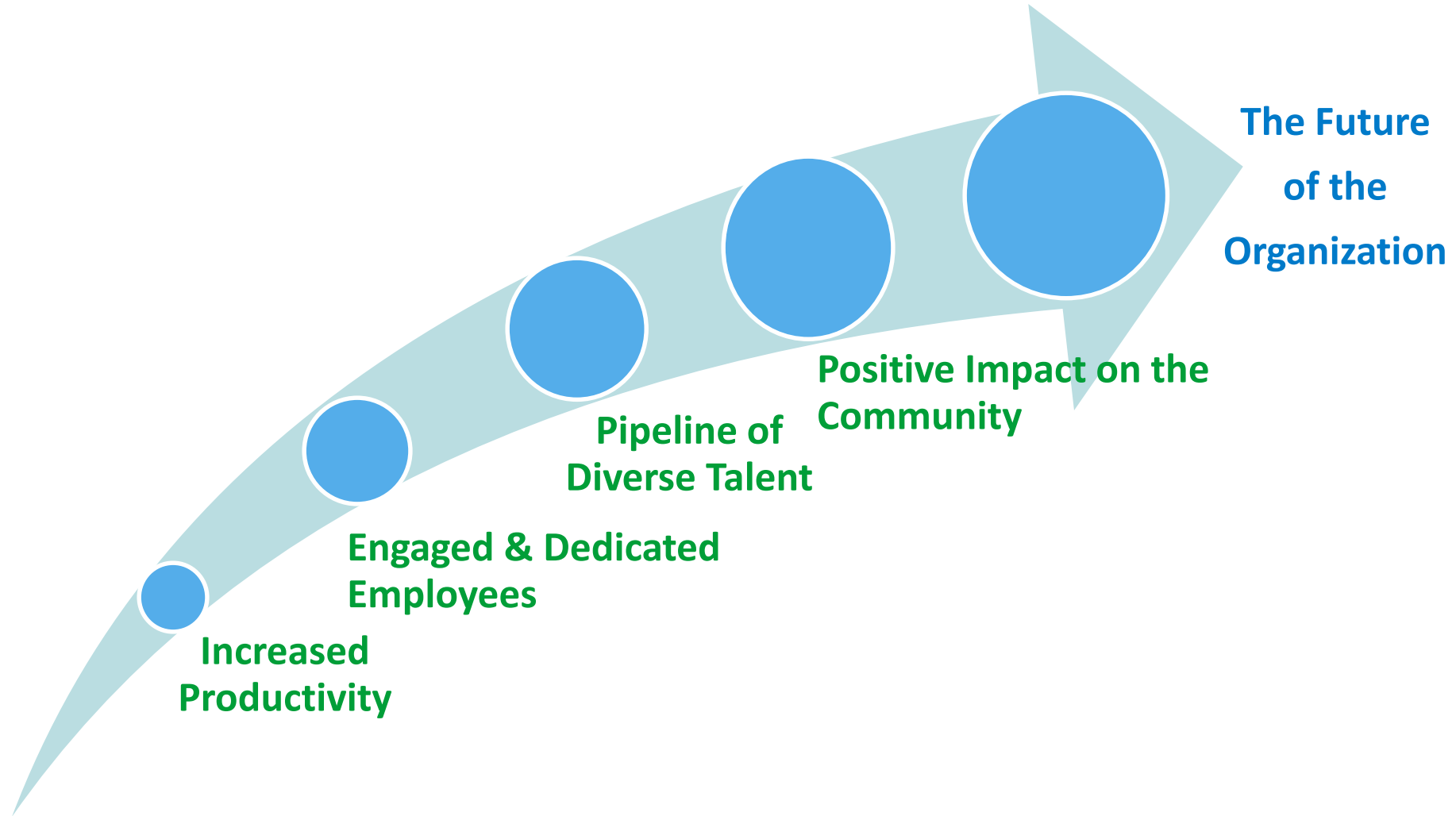


Supervisor's Tools for Success

- Engage Staff
 - Interns and Work Center Staff
- Build on Success
- Prepare and Plan
- Input from Staff
- Feedback
- Recognition
 - Feedback from Interns
 - Appreciation Event
 - Written Appreciation



Benefits to the Organization



Meet Our Former Interns



Anita Hardy

Army Base Plant Operator



Keegan Ankofski

Chief Maintenance Management

South Shore Interceptors Division

Panel Discussion

2019 NATIONAL ENVIRONMENTAL ACHIEVEMENT AWARD FOR WORKFORCE DEVELOPMENT

HRPWA INTERNS HIRED BY HRSD

"I recently celebrated my 10-year anniversary. It is definitely an accomplishment to be able to grow up and move up. It has truly been a blessing. Without this career, a lot would not be possible! I cannot thank HRSD enough for seeing so much in me that I did not or could not see in myself!"



Anita Hardy, HRSD Plant Operator, Army Base Treatment Plant
HRPWA Cadet 2008-The College and Career Academy at Pruden, PC Technology



Patrick Porto, HRSD Maintenance Operator, Atlantic Treatment Plant
HRPWA Cadet 2016-Virginia Beach Career and Technical Center, HVAC WFTEC Operations Challenge, Team HRSD (Patrick Porto pictured 2nd from the right)

"Because of the internship, I have had many opportunities. I have a stable, well paying, lifetime career with benefits, promotional opportunity, retirement, and endless learning. I cannot thank HRSD and HRPWA enough for the opportunity of a lifetime that has truly changed my life."

HAMPTON ROADS PUBLIC WORKS ACADEMY PROGRAM PARTNERSHIP

There is no substitute for experience. Internships that provide hands-on learning give students the opportunity to explore the world of work, align interests and skills, determine fit, find mentors and make meaningful connections. Employers benefit because they can "test drive" new talent, develop mentoring capacity and build community relationships. Since 2007, HRSD has successfully partnered with Hampton Roads Public Works Academy (HRPWA) as a member organization to provide paid summer internships for high school students enrolled in HRPWA's Cadet Program.

Over the past eleven years, HRSD has provided 75 summer internships at various workcenters including Automotive, Facilities Support, Treatment Plants, Interceptor Systems, Information Technology, Safety and Human Resources (HR). Interns experience all aspects of employment including online applications, panel interviews, pre-employment screening, onboarding, safety and on-the-job training and supervisor evaluations.



Trent Fisher, Raekwon Batten, Patrick Porto, Joseph Williamson, Isaac Zamora-Smith, Anita Hardy, Keegan Ankofski, Latasha Bell, Alek Hensberger, Bruce Odom, Trevor Olton, Michael Johnson, AJ Brewer



Anastasia Richardson and Leira Sechong

Investing in interns is a proactive way to address gaps in the water workforce and to leverage opportunities to ensure HRSD's future success in alignment with our vision: "future generations will inherit clean waterways and be able to keep them clean."



Elison Smith, HRSD Human Resources Intern
HRPWA Cadet & Scholarship Recipient 2018-Virginia Beach Career and Technical Center, Dental Assisting, Currently a Freshman at ODU majoring in Cyto Technology

"I completed an internship in HRSD's HR office which has absolutely made a difference in my life. It allowed me to connect with adults in a professional setting which is invaluable. I have grown as a person, not only figuring out my interests but also my strengths and weaknesses."



Thank You and Questions

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Question & Answer

Please submit text questions using your webinar dashboard



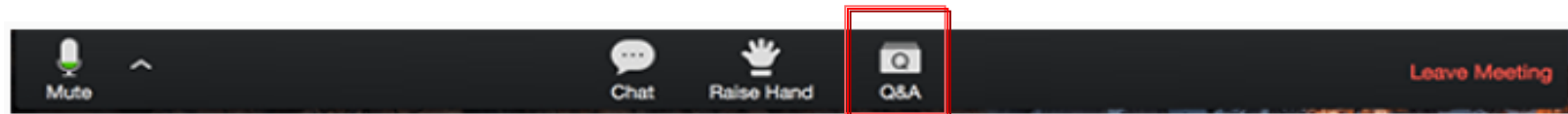
Closing Poll #1

On a scale of 1-10, with 10 being the best score and 1 being the worst, how would you rate today's Webinar?

Closing Poll #2

Finally, what other topics would you like to see covered in subsequent webinars?

Please type a brief response in the questions box.





Thank you!

