

Leadership Development

Focus Area: Transform Workforce
Strategic Objective: Culture
Owner: Laura Southard, HR Director

Summary of proposed action Design and deliver leadership development programs for each level of management (crew chief/supervisor, manager, director) that include four components:

- Defined leadership competencies for each level of management
- Ongoing training and skill building
- Mentoring and coaching
- Continuous feedback

Description of the problem this action solves

- Lack of defined competencies and defined expectations
- Inadequate training opportunities to develop employee skills in critical areas
- Lack of ongoing training program for new skill development and development of successors
- Supervisors not adequately skilled in effective performance management and ongoing coaching
- Employee availability for work negatively impacted; absenteeism, leave of absence rates, low engagement

More detailed description of the proposed

SPU has begun building the foundation for the deployment of basic supervisor skill training. The basic curriculum exists and can be built upon to design a more advanced leadership development program aligned to succession plans. Our intention is to build the capability to develop and deploy these programs in-house and reduce the use of external consultants. This action plan adds programmatic funds to be used by SPU leadership development staff hired in 2014.

Benefits of the proposed action

Effective leadership is critical to our ability to deliver on the Strategic Business Plan. Our employees have shown us that morale is closely linked to their supervisor's effectiveness. Supervisors aren't adequately prepared to handle the current and future demands centered on performance management and the need for more accountability for everyone.

Leaders touch every aspect of our business: our employees, our customers, decision makers, elected officials, etc., and this plan will improve leadership performance, particularly in terms of communication and understanding the impact of decisions on the front line employees and customers. Skilled leaders are more efficient, innovative, and better prepared to support a culture of teamwork, collaboration and accountability.

These programs will provide a common language, common set of tools, clear expectations for supervisory personnel at every level, and ongoing support.

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Implementation plan and timeline

	2015	2016	2017	2018	2019	2020
Develop and implement initial basic supervisor skills training (begin in 2014)	X					
Complete leadership development gap analysis	X					
Develop and deploy leadership development programs	X	X				
Program assessment and continuous improvement		X	X	X	X	X
Ongoing offering of basic supervisor skills and leadership development programs to new hires and promoted staff			X	X	X	X

Budget and FTE Changes (in \$000s)

Fund: All Three Funds - DW, DWW, SW

	2015	2016	2017	2018	2019	2020	Total
O&M Labor	-	-	-	-	-	-	\$0
O&M Non-Labor	175	175	175	175	175	175	\$1,050
O&M Subtotal	175	175	175	175	175	175	\$1,050
CIP							\$0
Total O&M and CIP	\$175	\$175	\$175	\$175	\$175	\$175	\$1,050
FTE							

Plan for evaluating success or progress: The progress of this action plan will be evaluated by the achievement of action plan milestones, employee survey results and a reduction in external consultant expenditures for leadership development.