

Managing People at CWW Water Utility Operation and Management

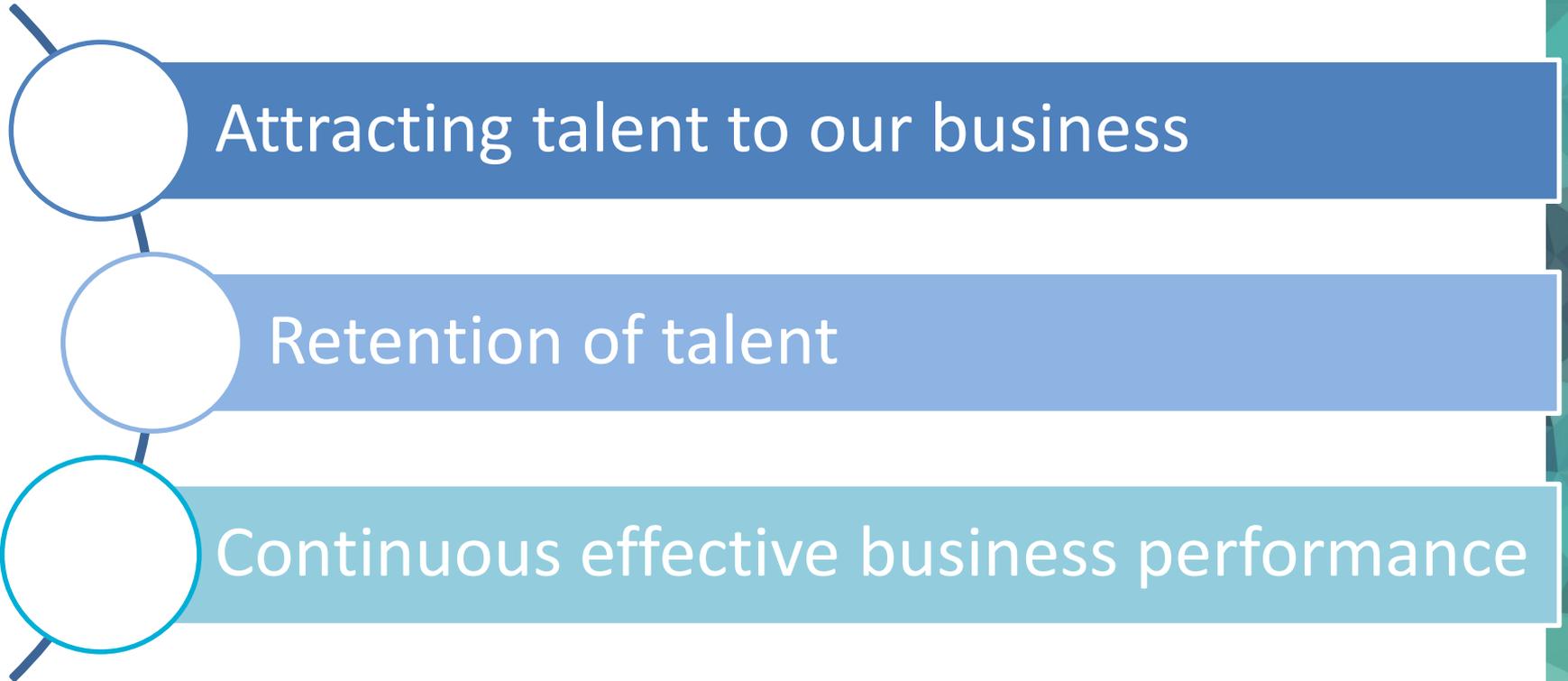
James Kingsland,
General Manager People Strategy and Change
22 September 2014

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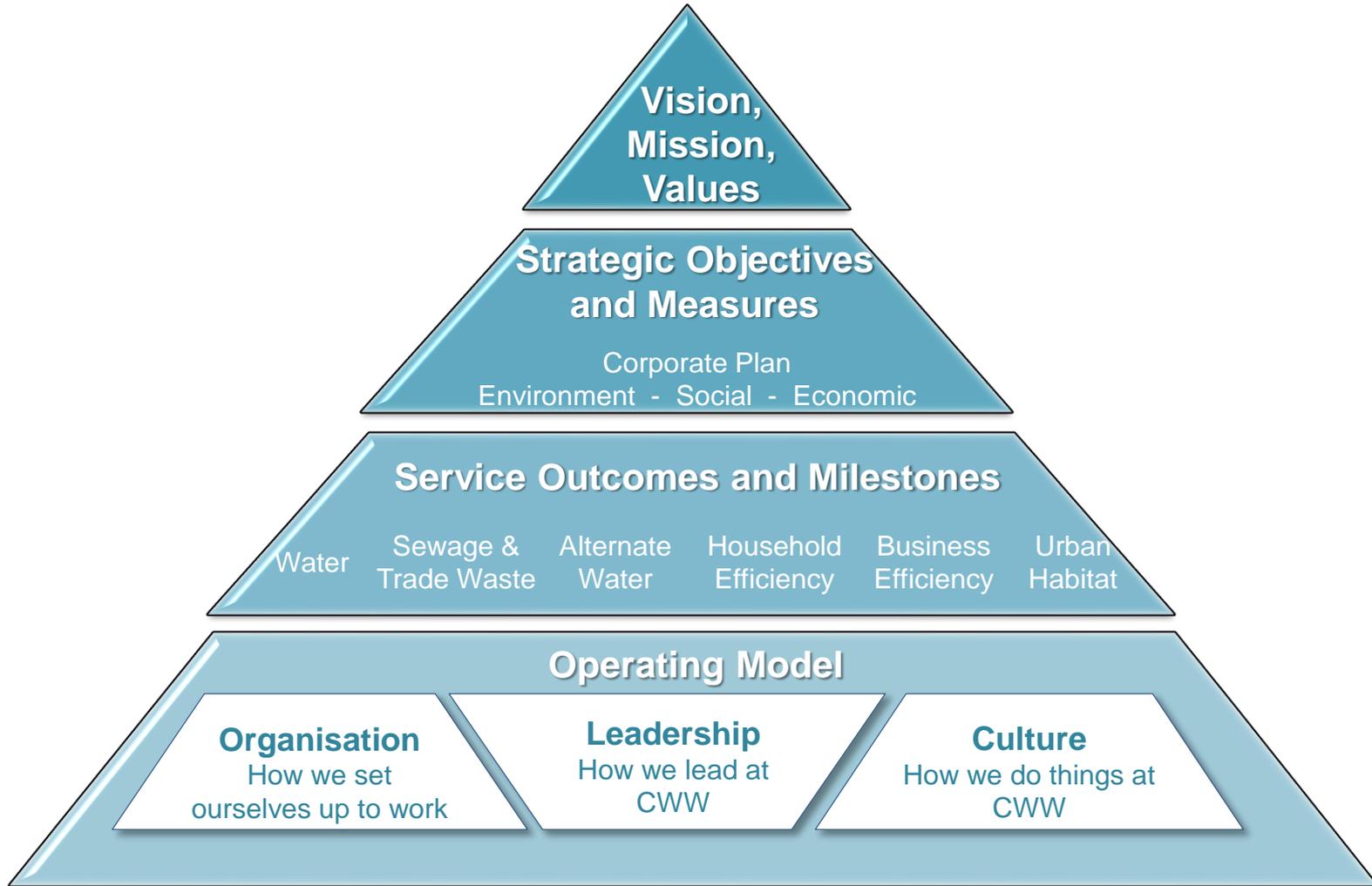


City West Water

Key drivers



CWW Strategic Framework



Our 5-year Ambition 2011-2016

Our Services	Our Planned Outcomes
Water Supply	Maintain the same level of service to our customers at lower cost, and Maintain the long-term performance of our assets
Sewage and Trade Waste Services	
Alternate Water Solution Development	Optimise sources of alternate water to drive environmental and economic benefit
Household Water Efficiency	Customers value and practise water efficiency
Business Water & Resource Efficiency	Businesses value and practise water and resource efficiency
Water for the Urban Habitat	Integrate the urban habitat as a recognised customer with its own servicing strategy
<p style="text-align: center;">Underpinning Outcome: Service an increasing customer base with the same level of resources enabled through transformation of our processes & information.</p>	

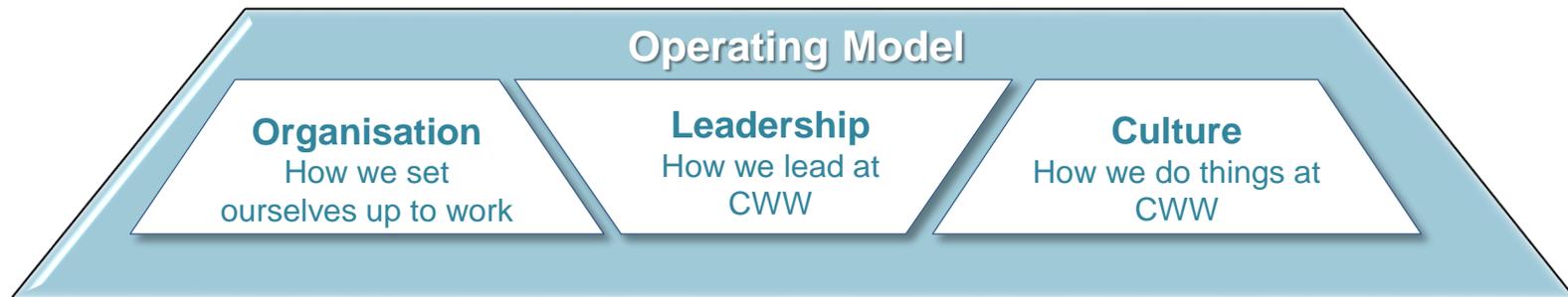


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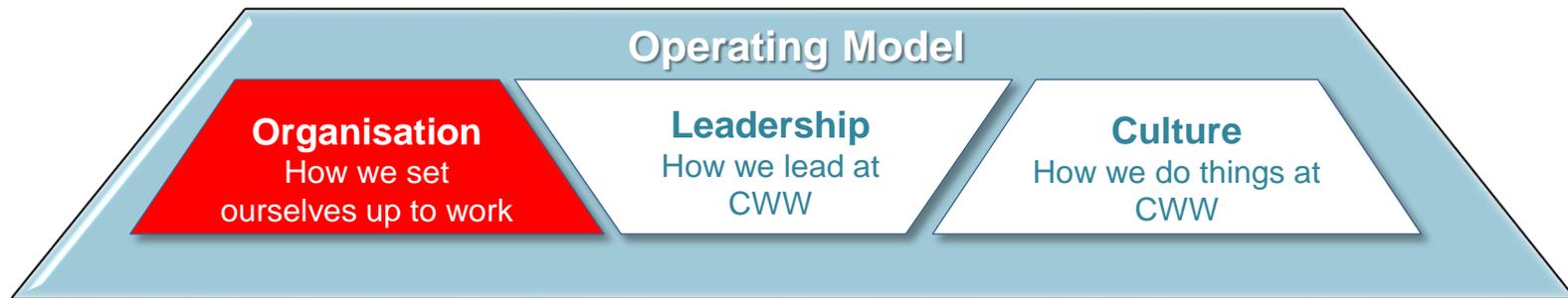
- Water Plan
- Corporate Plan
- Departmental Plans
- Individual performance plans



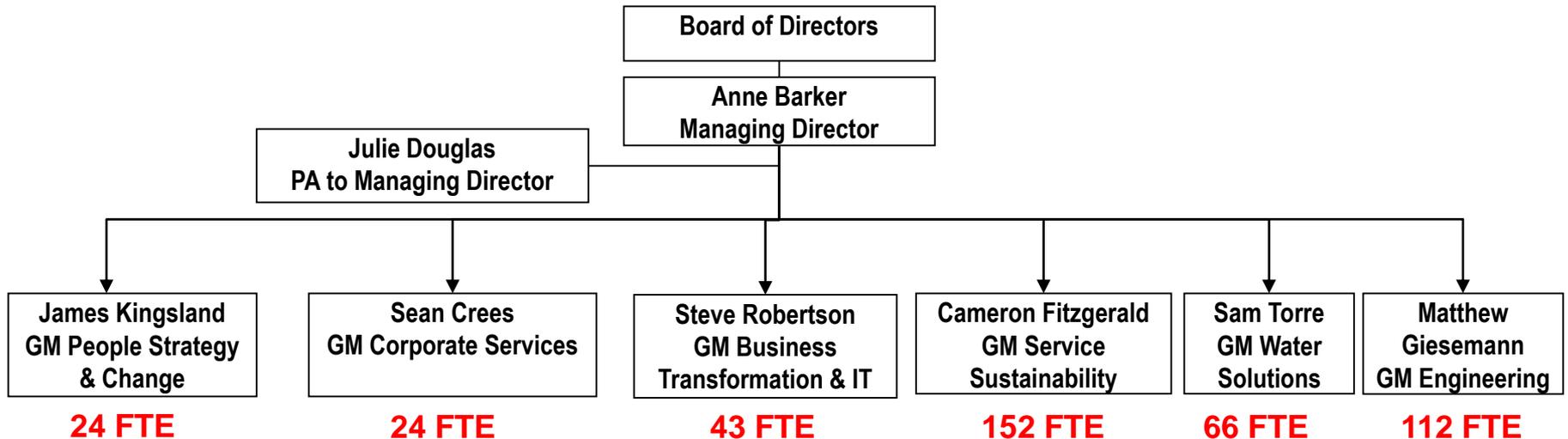
CWW Operating Model



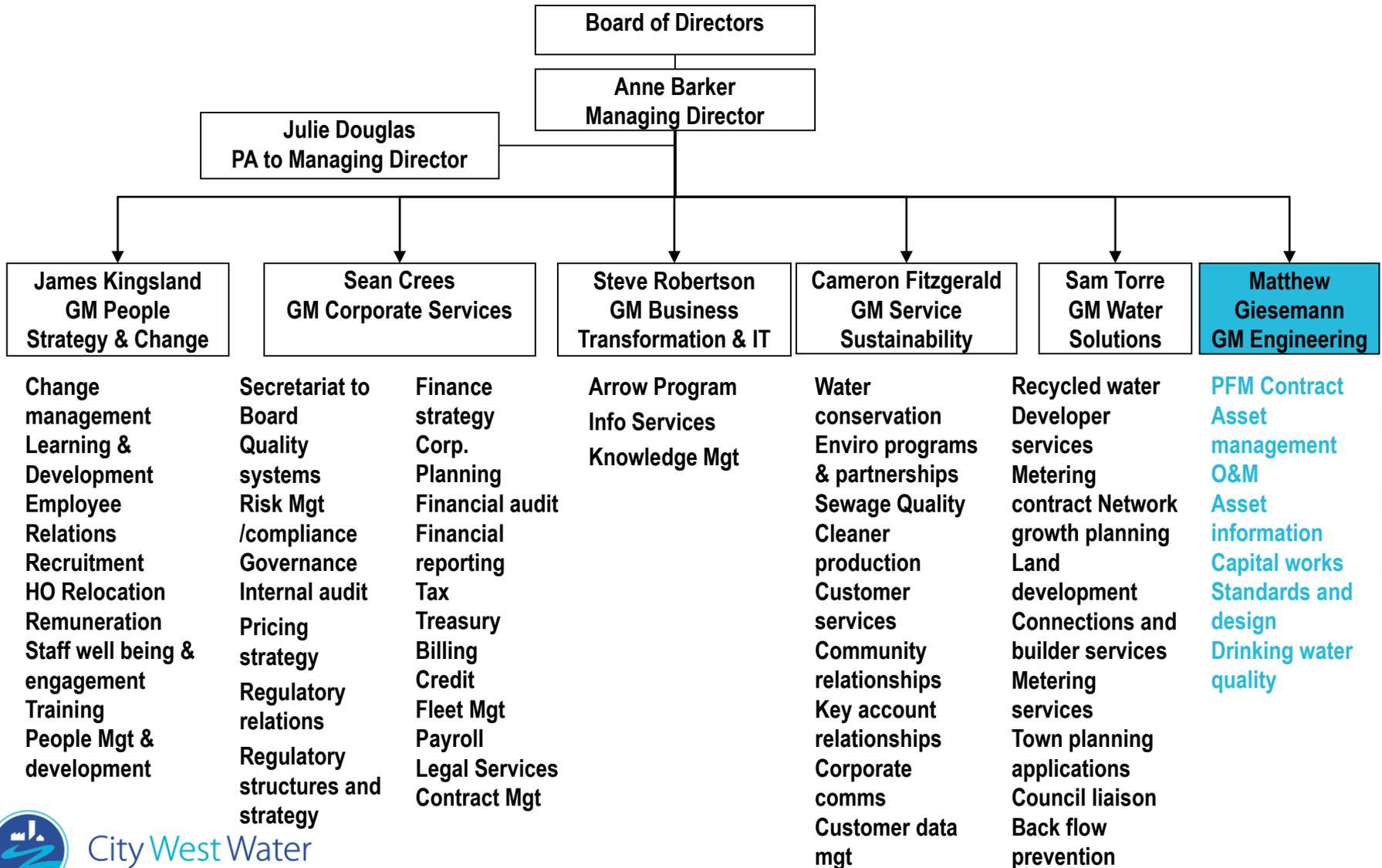
CWW Operating Model - Organisation



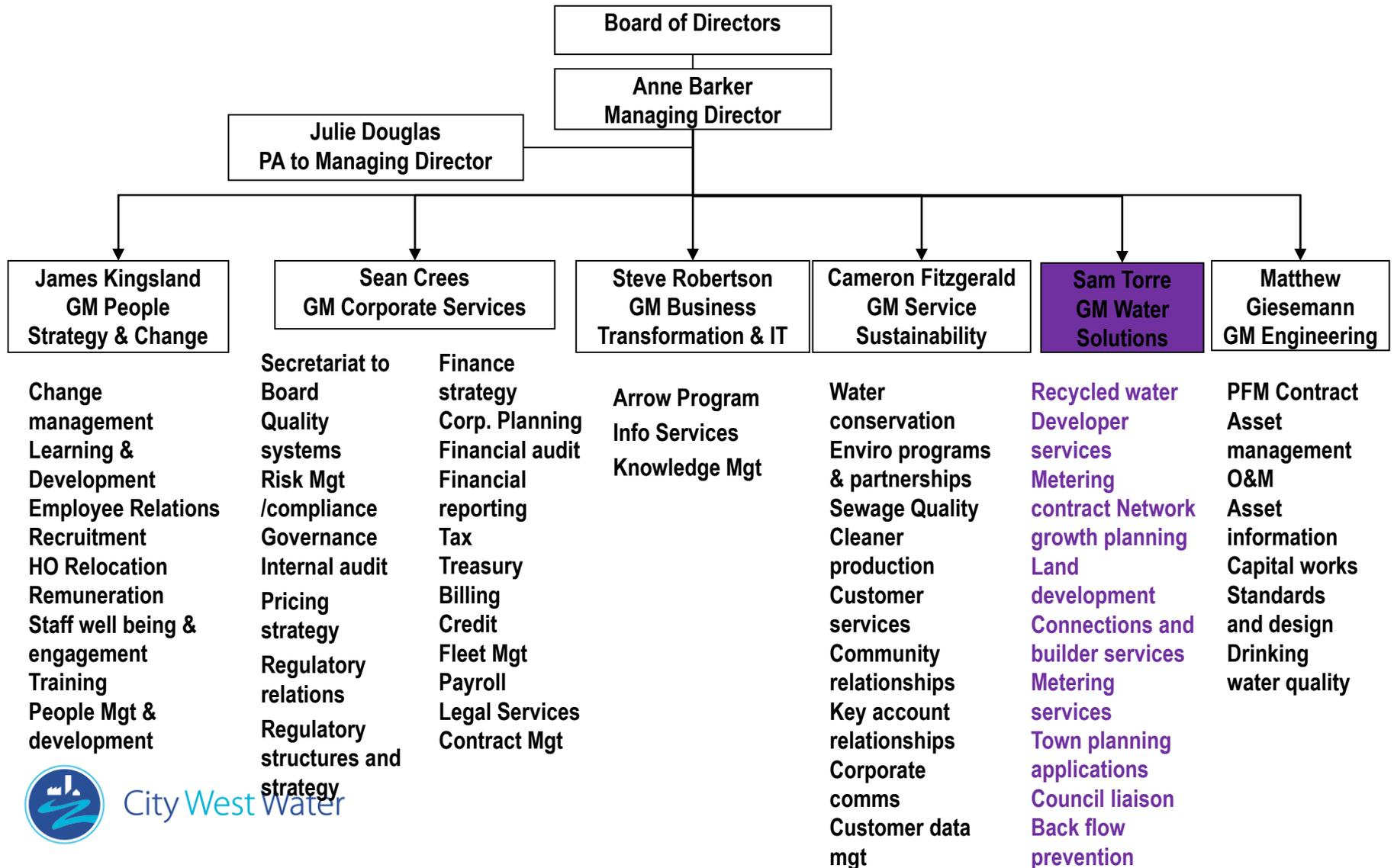
CWW Structure



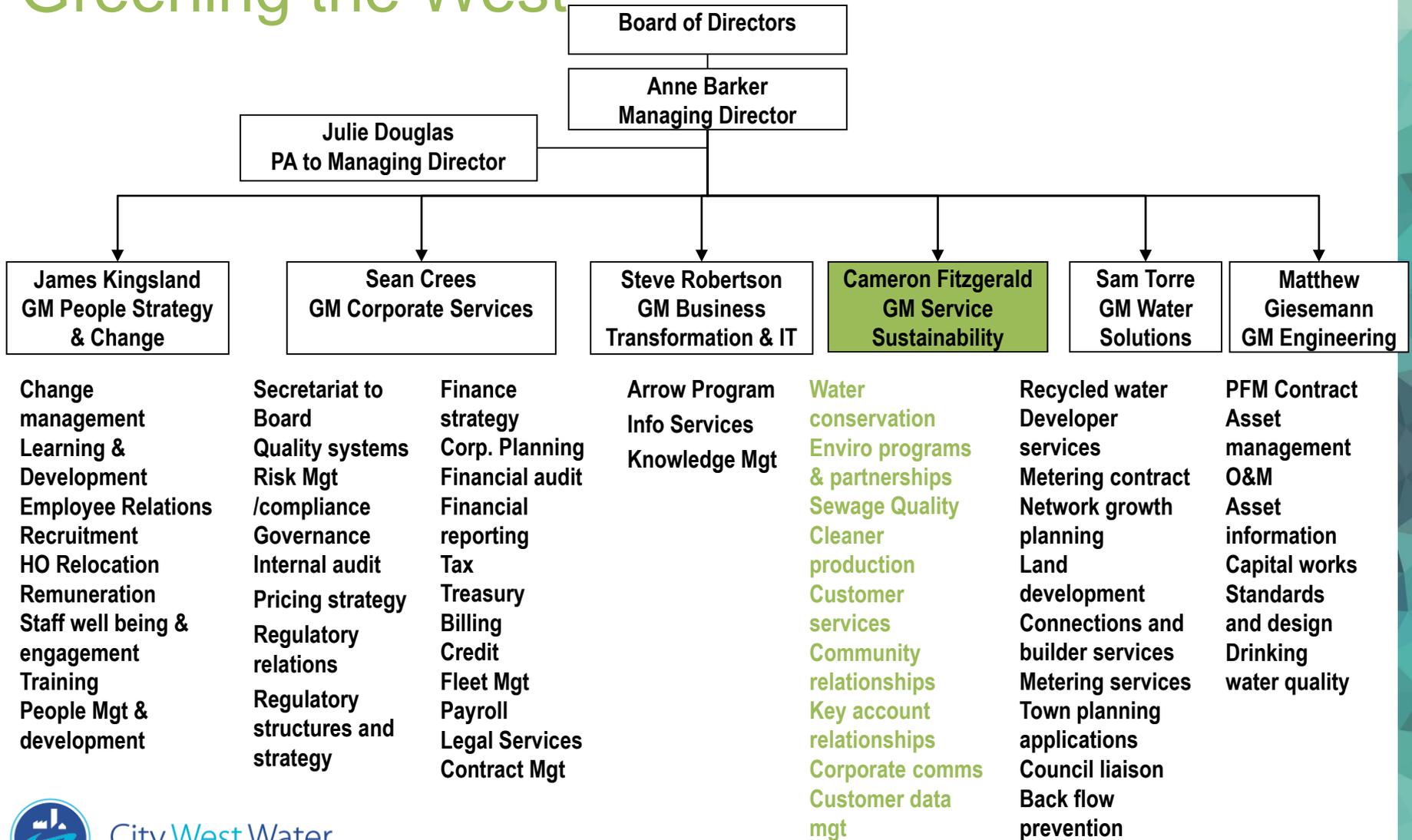
Achievement of performance KPIs



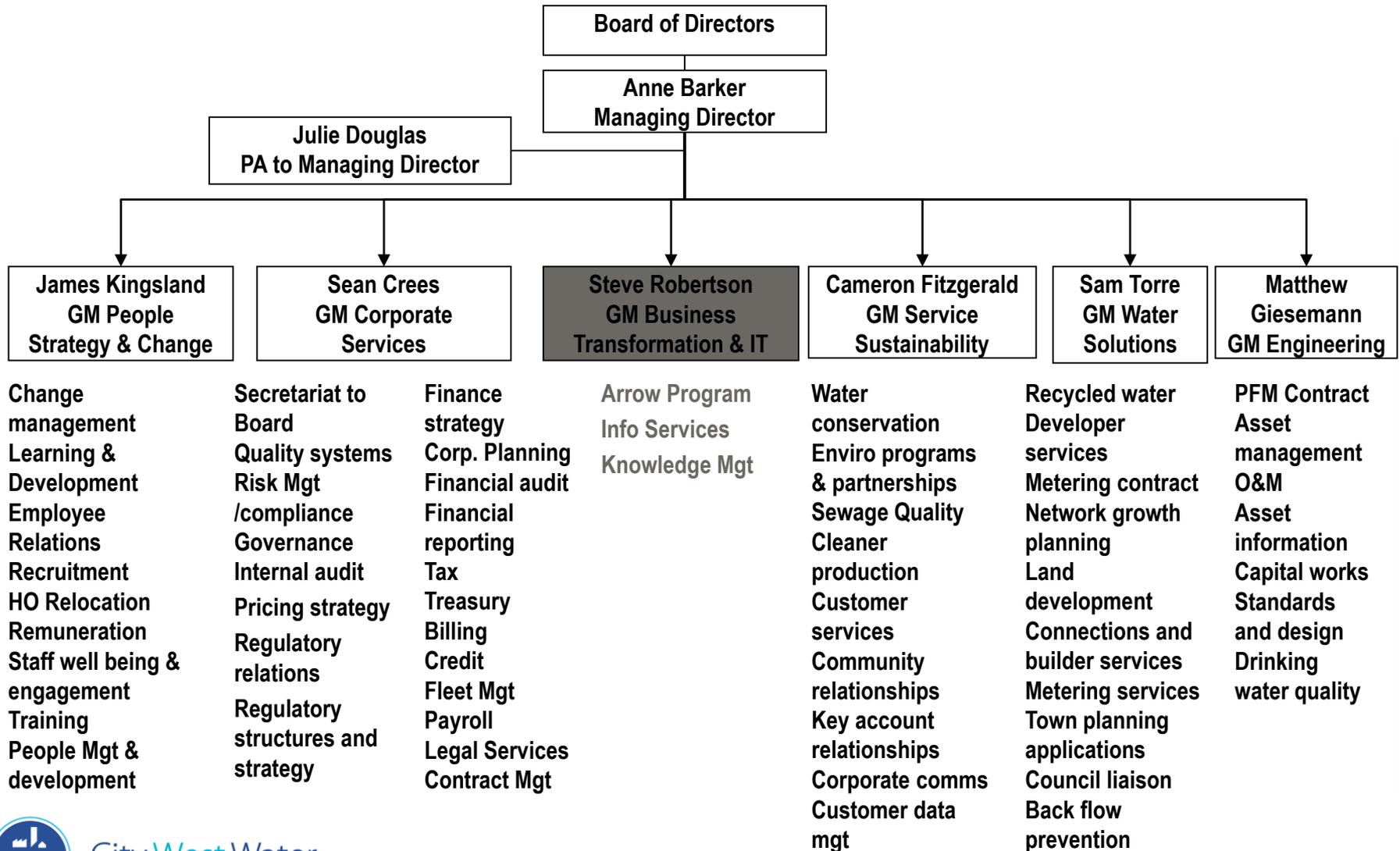
Alternate water sources and integrated water management planning



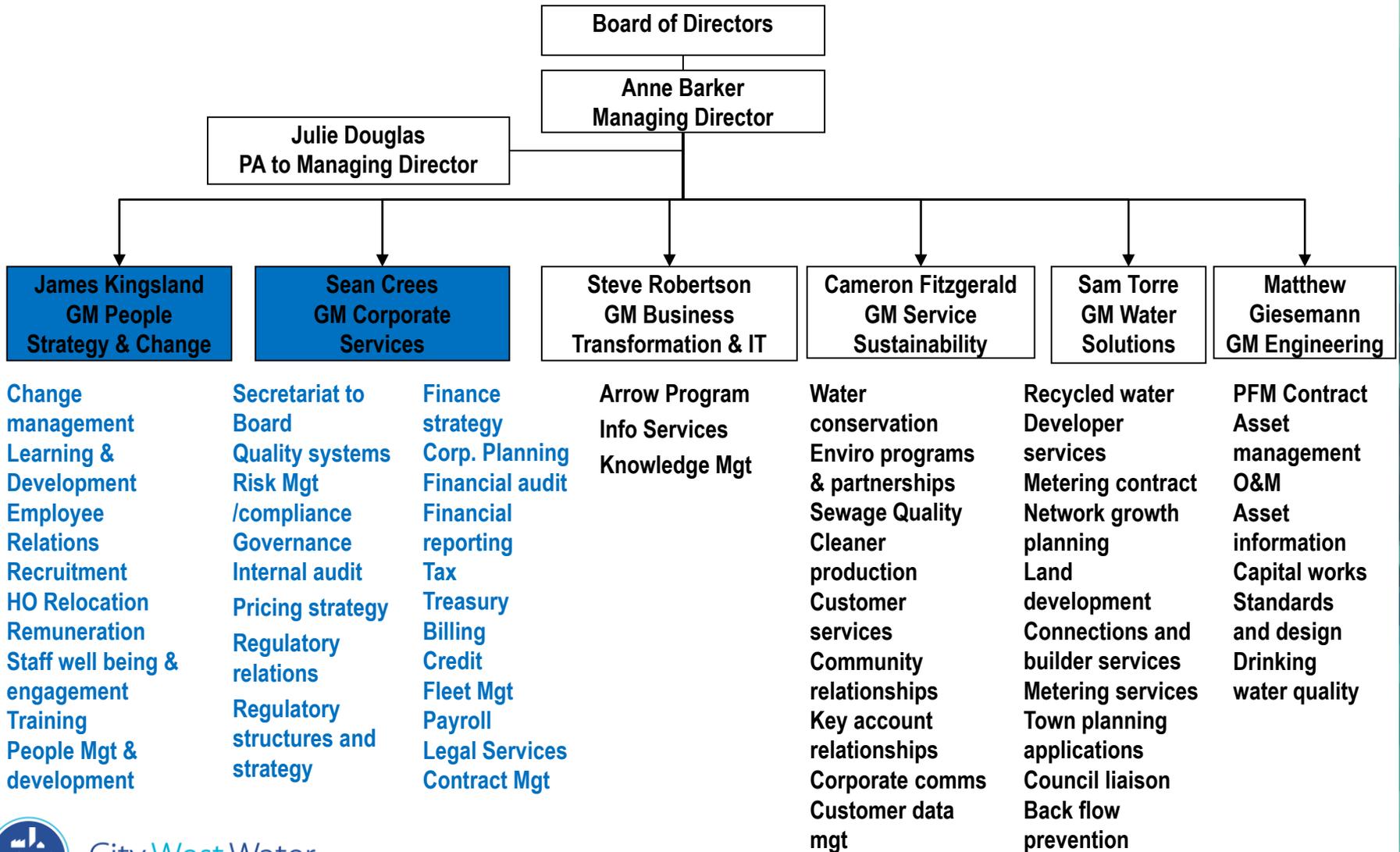
Water efficiency, resource efficiency and Greening the West



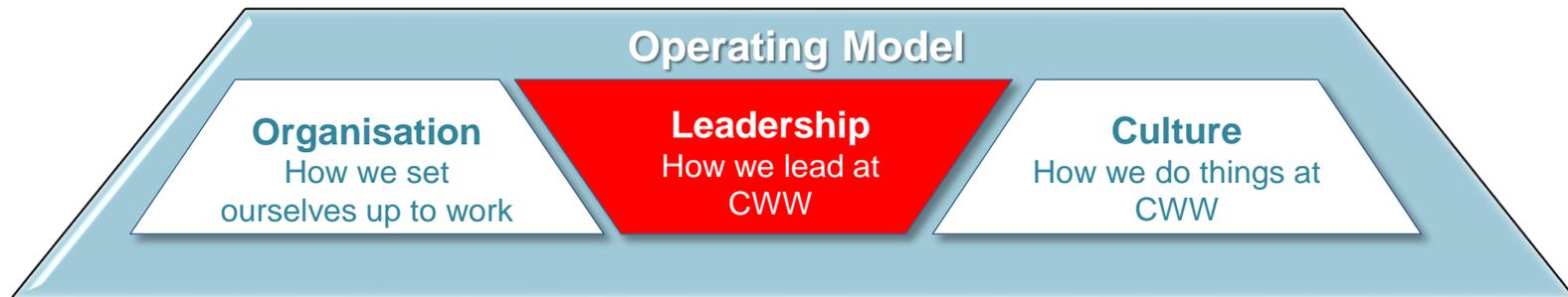
Arrow Transformation



Enablement & Governance



CWW Operating Model - Leadership



It starts with our vision, mission and strategic objectives

The business purpose and everyone's roles cascade from the vision, mission and strategic objectives

- Water Plan
- Corporate Plan
- Asset Management Plan
- Departmental Plans
- Individual performance plans



Core Dimensions:

Respondents:

Total CWW 2012

+ve % Neutral -ve %

308

Diffs versus

Median Best Practice

		+ve %	Neutral	-ve %	Median	Best Practice
01: CWW Satisfaction	++	79	16	5	16	-2
02: Recognition & Feedback	++	78	13	9	16	0
03: Job Satisfaction	++	84	9	7	11	0
04: Work-Life Balance	++	85	10	5	18	3
05: Involvement & Initiative	++	73	16	11	11	-1
06: Pay	+	51	28	21	7	-15
07: Senior Management	++	70	20	10	23	2
08: Work Group Respect & Cooperation	++	84	11	5	15	3
09: Values Goals & Objectives	++	86	11	3	20	3
10: Training & Development	++	75	17	8	21	3
11: Immediate Supervisor	++	82	12	6	17	8
12: Work Group Integrity	++	87	10	3	17	1
13: Informed of Plans & Progress	++	79	13	8	25	7
14: Fair Treatment	++	78	14	8	6	-6
15: Live the CWW Values	++	73	19	8	4	-8
16: Sustainability	++	79	15	6	14	5
17: Performance Management	++	75	15	10	22	2
18: Health & Safety	++	80	10	10	10	-5
19: Effective Communication	+	64	26	10	6	-8
20: Resources	++	68	15	17	11	2
21: Change Management	+	59	25	16	17	-4
22: Important to Receive Information	++	85	12	3	20	4

What did we ask?

CWW EMPLOYEE ENGAGEMENT SURVEY 2012

Total CWW
2012
n = 308
+ve% -ve%

CORE DIMENSION 9: VALUES GOALS & OBJECTIVES

7:I understand CWW's goals and objectives	91	2
14:I have a good understanding of CWW's values	95	1
15:I understand how CWW's values apply to my work	93	2
10:I support CWW's goals and objectives	92	1
17:I live the CWW values at work	93	0
20:The section managers & GM in our dept. live the CWW values at work	81	7
78:I understand how CWW is working towards its vision of being a truly sustainable water business	75	7
75:CWW mangmnt is highly committed to implementing responsible mangmnt practices consistent with sustainability	81	3
57:Diversity of skills/experiences/background & ways of working is evident at	83	2
76:I'm aware of my role & responsibilities in ensuring CWW satisfies its sustainability obligations to employees, customers, community, business partners & the Vic. Govt.	81	4
09: Values Goals & Objectives	86	3



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CORE DIMENSION 13: INFORMED OF PLANS & PROGRESS

12: I am well informed about my department's plans and progress	72	13
11: I am well informed about my section's plans and progress	75	12
13: I am well informed about CWW's plans and progress	65	12
8: I understand my department's goals and objectives	90	4
9: I understand how my job contributes to CWW's goals and objectives	93	1
13: Informed of Plans & Progress	79	8



Leadership at CWW

Leadership

Produces change and movement

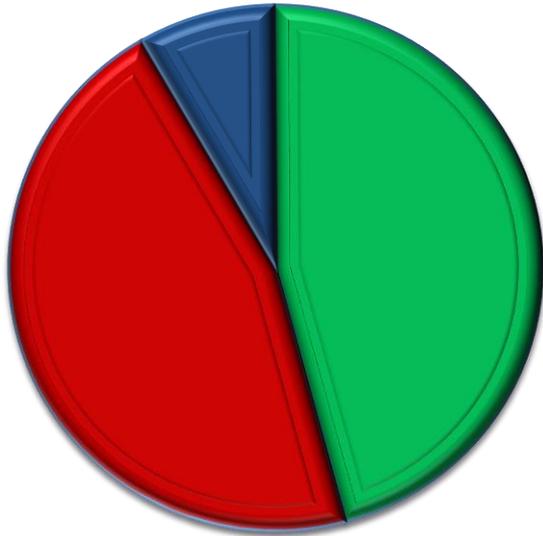
Management

Produces order and consistency

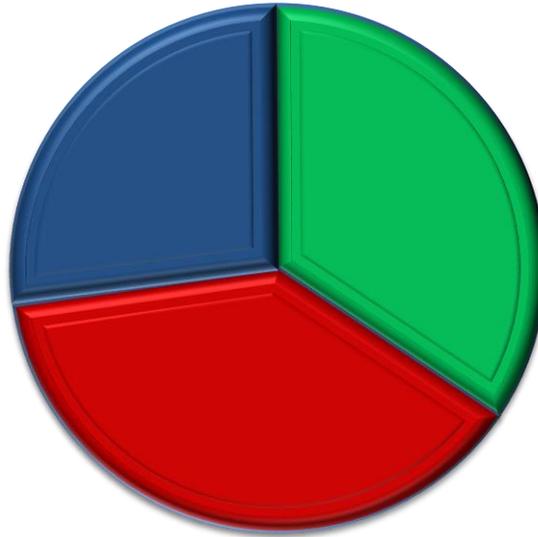


Application to different level of Management

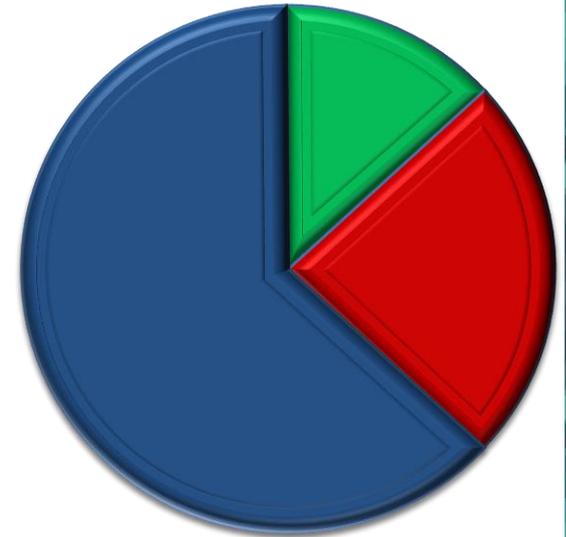
Front-line Manager



Middle Manager



Senior Manager



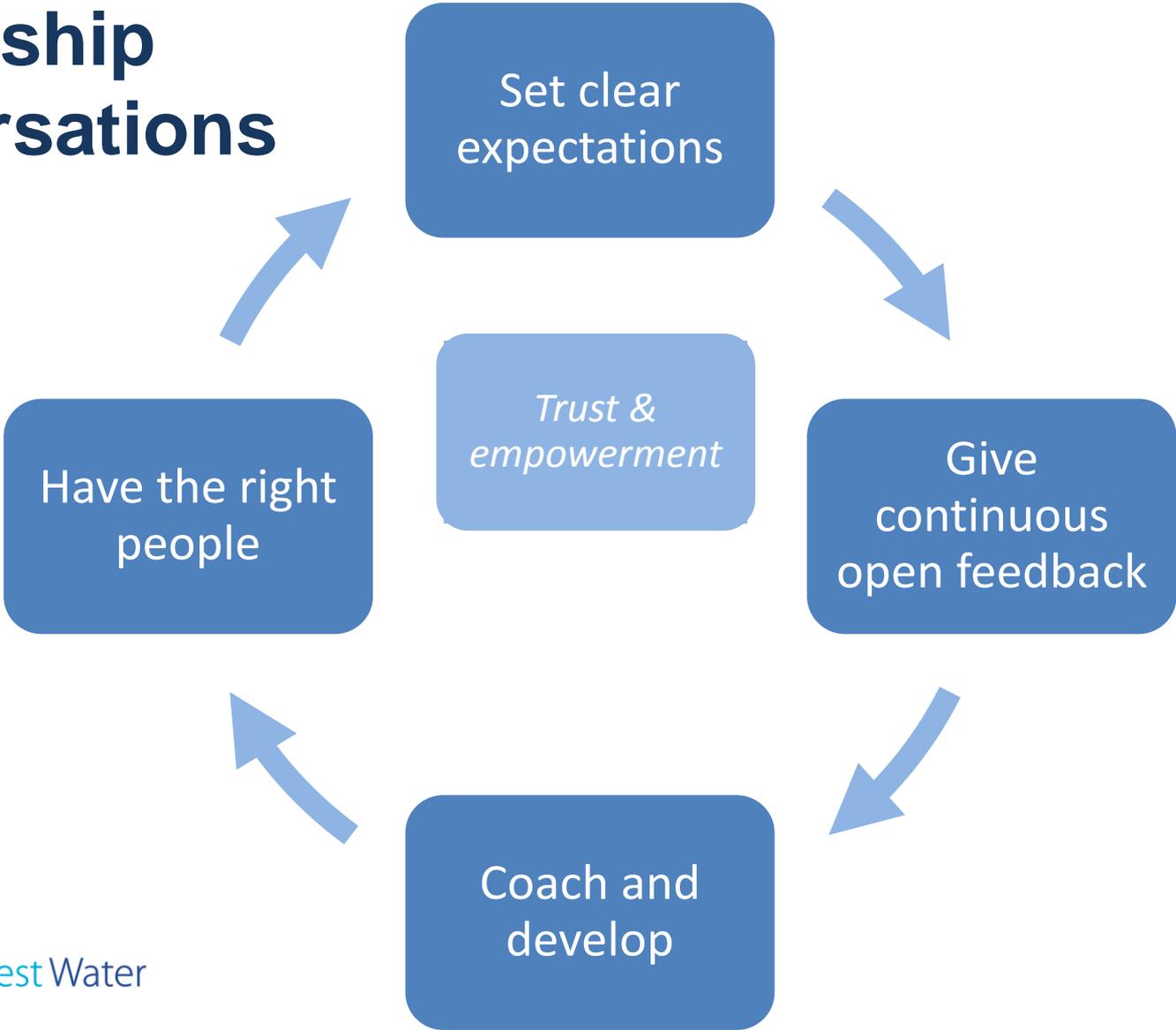
 Technical

 Management

 Leadership



Focus on Leadership Conversations



Managing Performance

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“My performance review says I have trouble accepting responsibility. Is that MY fault?!”

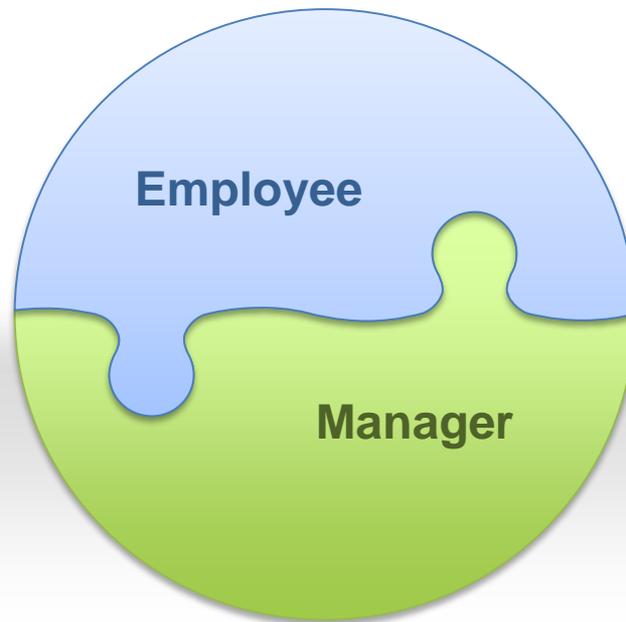


City West Water

Discuss / Review – Two way street

Employee

- Go first
- Be honest
- Don't sell yourself short
- Use examples
- Listen attentively
- Ask for clarification
- Give your manager feedback



Manager

- Be specific
- Use examples
- Provide constructive feedback
- Development opportunities
- Reinforce positives
- Action items



KPI Rating Scale

1 - Excellent performance - exceeds required standards of performance significantly across all, or nearly all, responsibilities

3 - Good performance - meets required standards normally and exceeds some occasionally (this is regarded as completely satisfactory performance)

5 - Unsatisfactory performance - consistently fails to meet required standards

2 - Very good performance - exceeds required standards frequently across most responsibilities

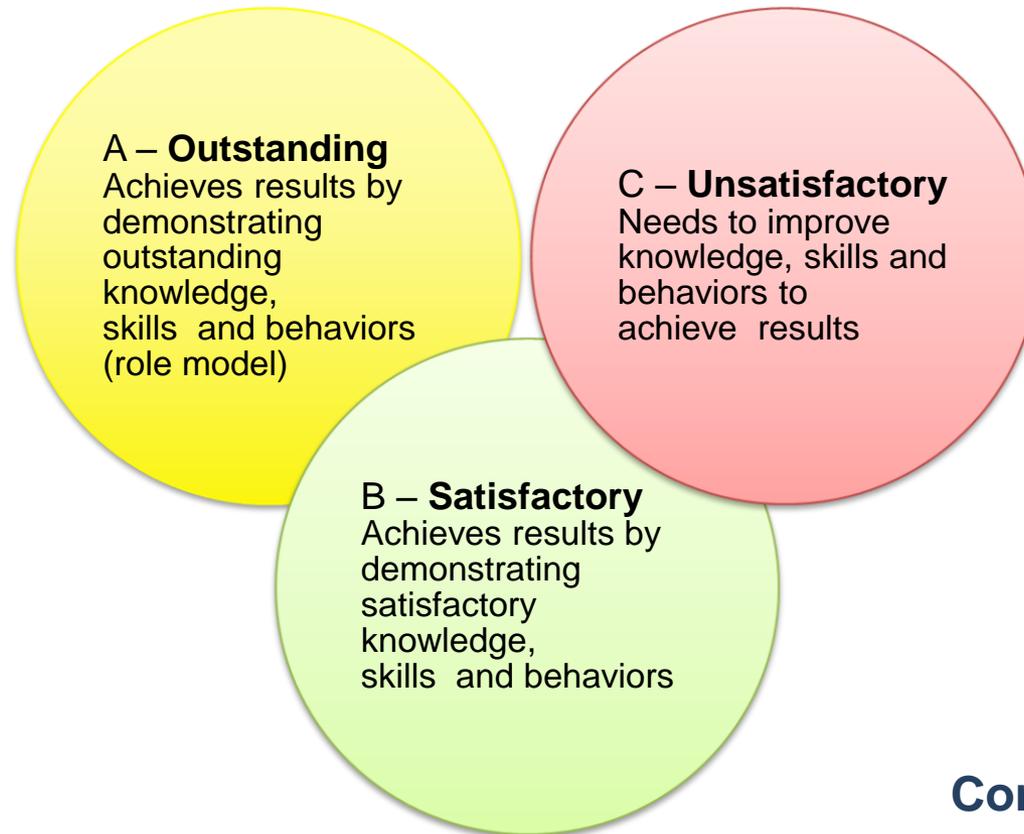
4 - Satisfactory performance - meets required standards normally, but sometimes falls short of required performance

KPI's



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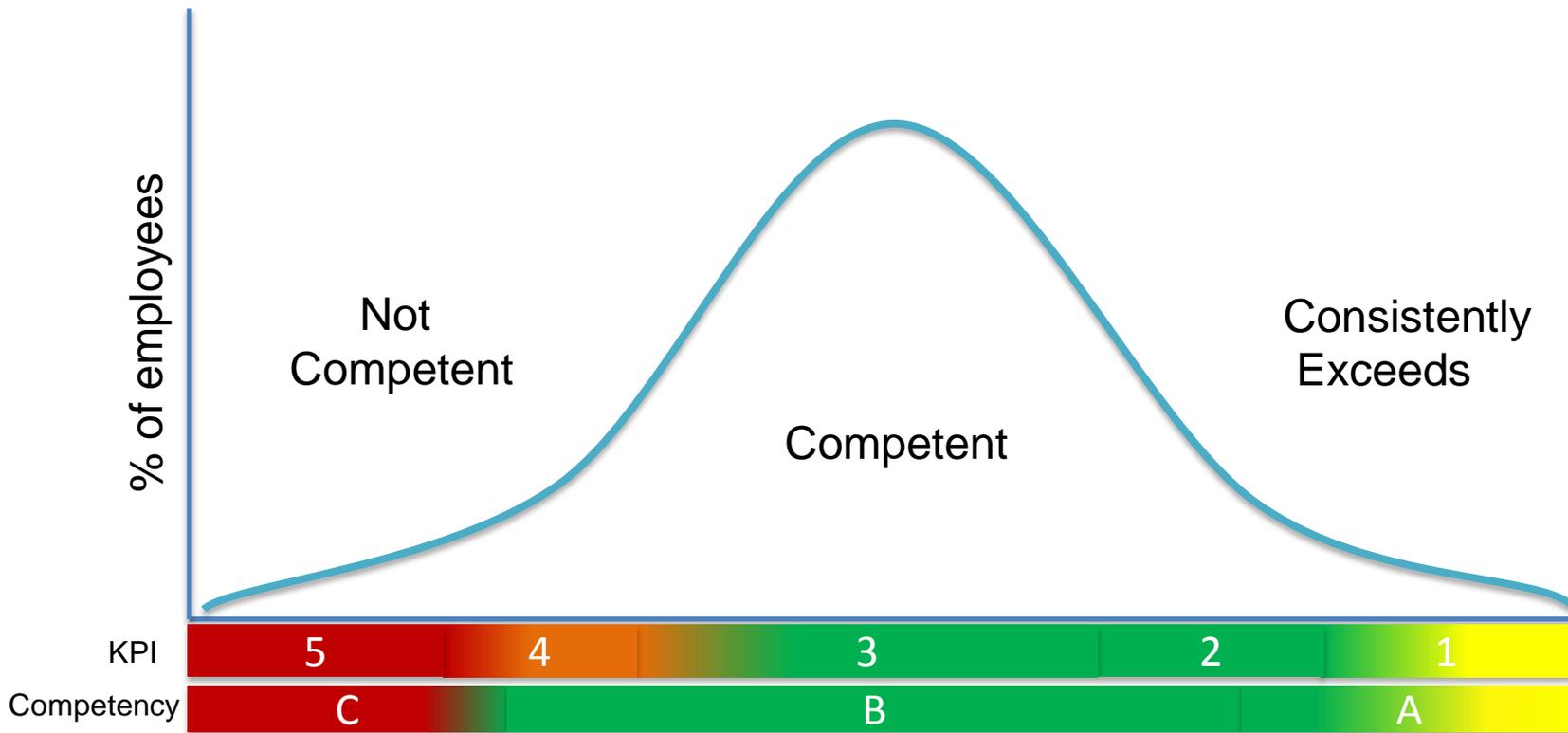
Competencies Rating Scale



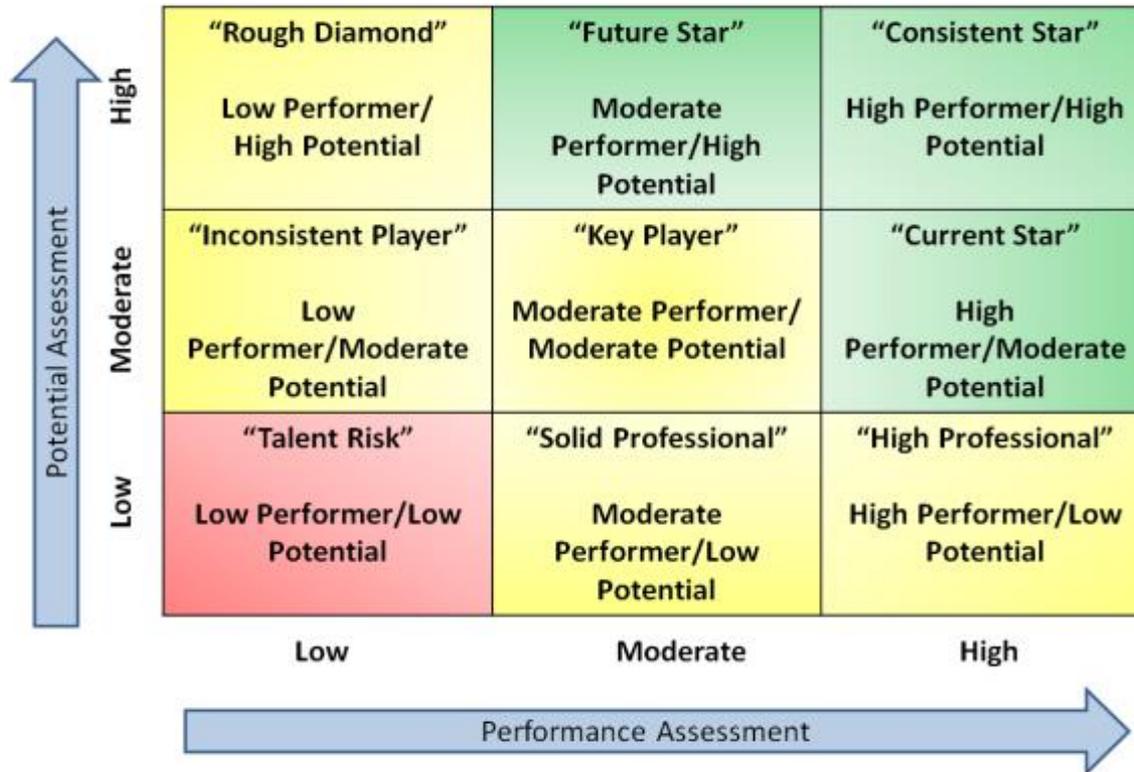
Competencies



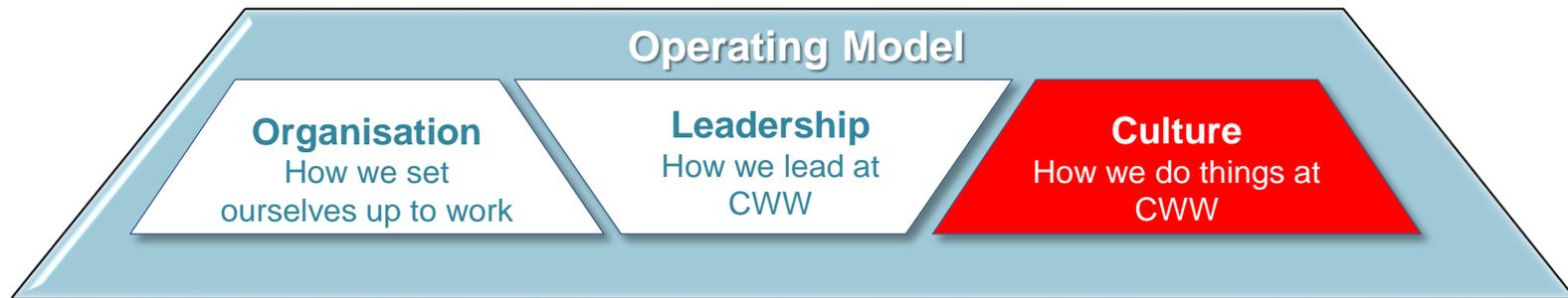
What is acceptable performance?



The 9 Box Matrix & Talent Management



CWW Operating Model - Culture



Values

Leadership

Leadership Is...

- Being accountable and able to make decisions
- Setting clear goals and objectives
- Giving credit where credit is due
- Inspiring others
- Being supportive of a colleague's needs
- Showing initiative
- Having courage/backbone
- Adapting your style to relate to all levels
- Being flexible, organised, proactive
- Giving and gaining trust

Leadership Is Not...

- Poor communication
- Having a hidden agenda
- Blaming others
- Dominance, trying to control everything
- Bullying
- A lack of direction
- Being too optimistic/pessimistic
- Taking credit for others work
- Failing to delegate
- Blocking staff development
- Discouraging innovation

Integrity

Integrity Is...

- Being transparent and consistent
- Being honest
- Doing as I say I will – keeping promises
- Behaving ethically
- Being responsible for our own actions
- Being fair

Integrity Is Not...

- Misrepresenting the situation or being evasive
- Putting my interests first
- Failing to follow through with a promise
- Treating people in the same situation differently
- Stealing/cheating



Values

Innovation

Innovation Is...

- Challenging the process to add value or improve
- Lateral thinking
- Treating mistakes or complaints as opportunities to learn and improve
- Problem solving
- Developing new ideas
- Being willing to change

Innovation Is Not...

- Clinging to old ways out of habit
- Refusing to change
- Frustration caused by complaints
- Thinking inside the square
- Complaining about a situation without trying to suggest a solution

Respect

Respect Is...

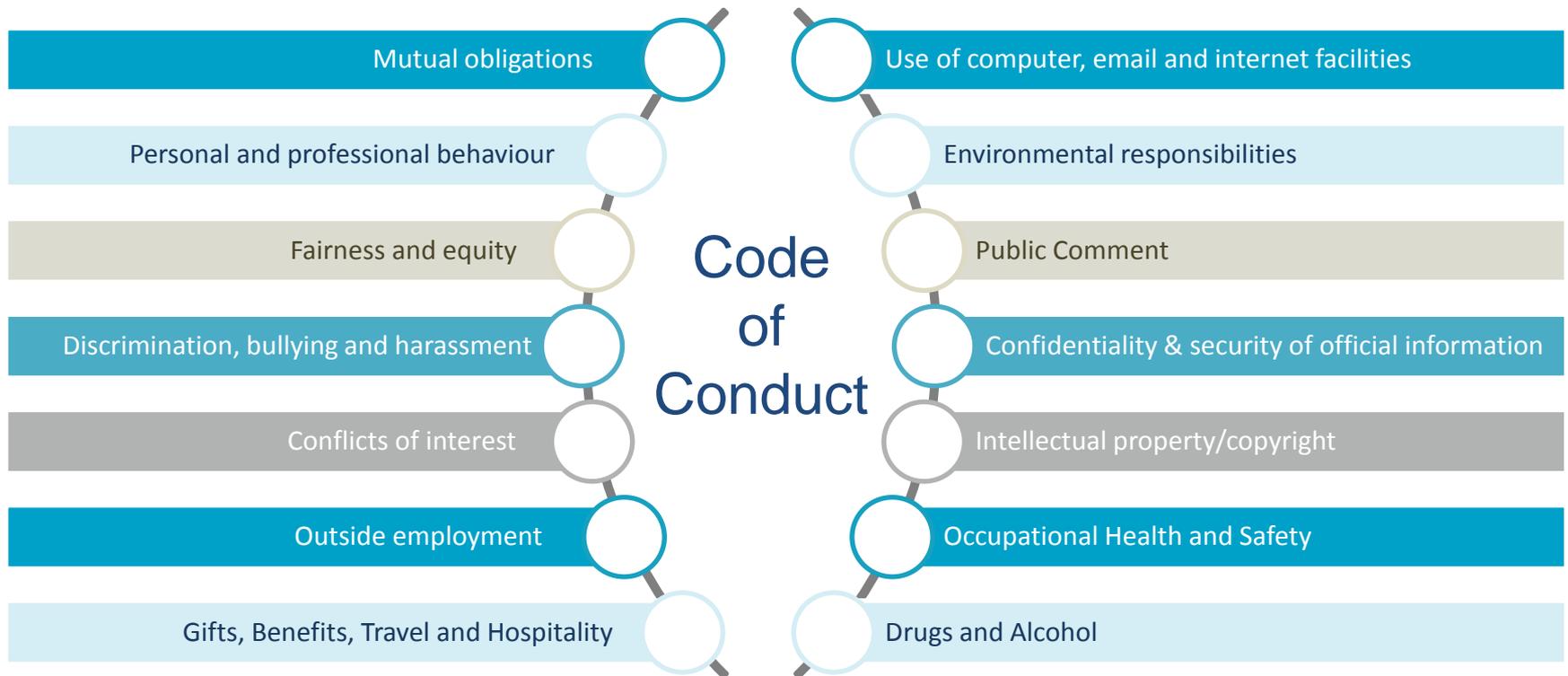
- Being Polite, attentive, considerate towards each other and customers
- Listening to truly hear the meaning
- Understanding other's values, being tolerant and embracing diversity
- Caring for the well being, safety and development of our people
- Behaving with professionalism
- Being assertive

Respect Is Not...

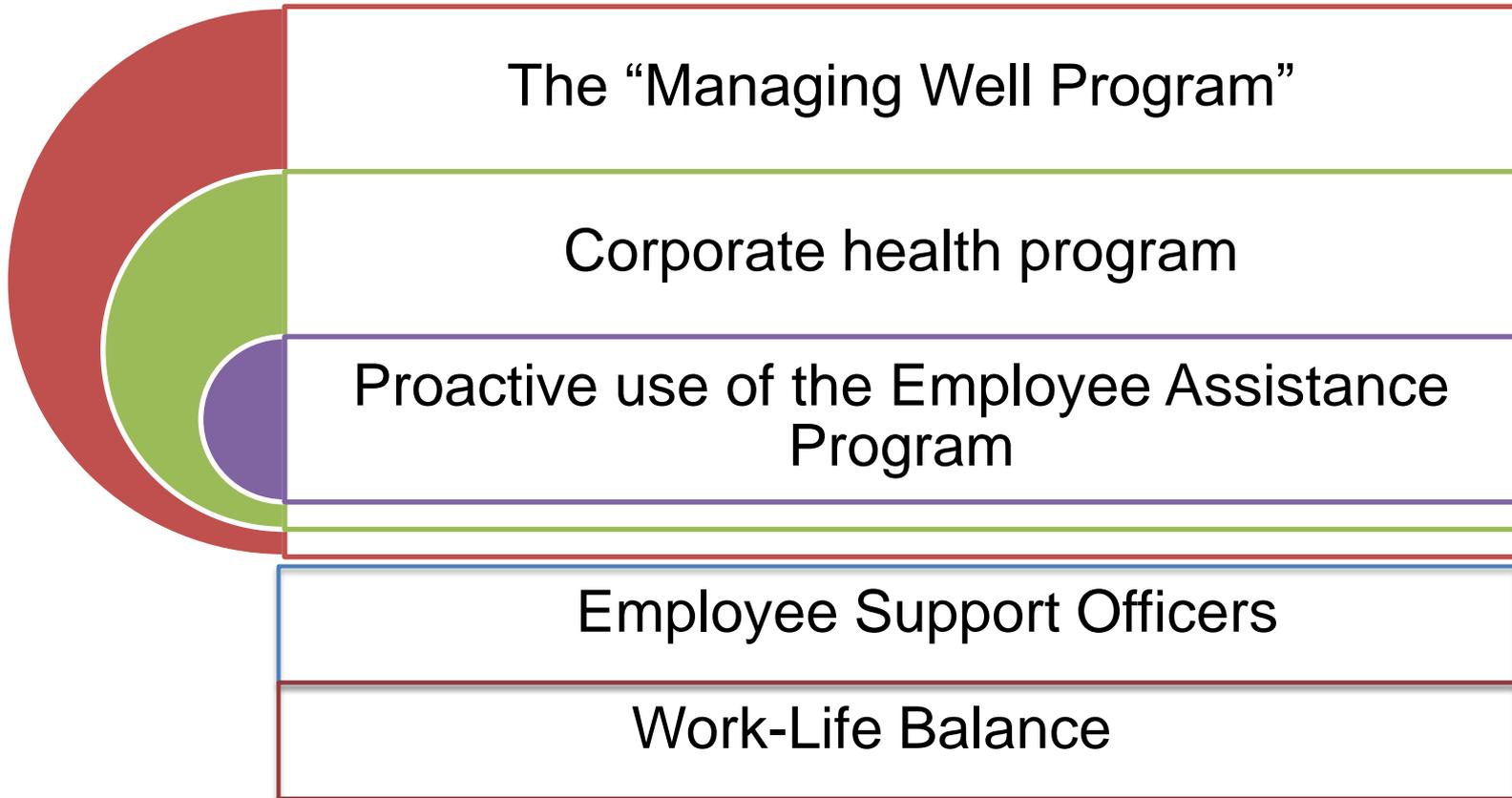
- Being rude or aggressive, taking your frustrations out on others
- Interrupting when people are speaking
- Ignoring situations or people
- Criticising or condemning others beliefs or values
- Being self absorbed
- Being childish



Values and behaviours



Employee Wellbeing



As we Change towards the future.....

At CWW we:

Work as ONE

- Our people are connected
- We have a shared purpose
- We work collaboratively and break down silos
- We are respected by our business partners



Deliver Value

- We make decisions based on value to the customer
- We focus on core services and skills
- We are accountable for achieving outcomes
- We feel empowered and responsible



Face the Future

- We understand the bigger picture
- We are willing to try new things
- We are versatile and flexible
- We are avid users of technology
- We are positive and enthusiastic



Underpinned by our values:

Leadership Integrity Innovation Respect



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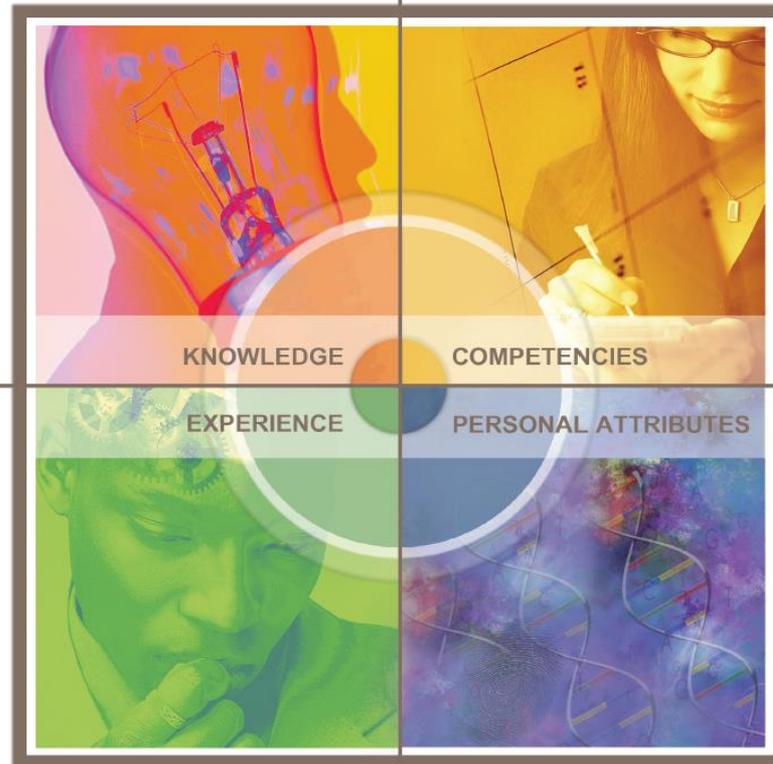
The Complete Job Profile

What people *know*

Technical and/or professional information needed to successfully perform job activities

What people *have done*

Educational and work achievements needed to successfully perform job activities



What people *can do*

A cluster of behaviours performed on a job

Who people *are*

Personal dispositions and motivations that relate to job satisfaction, job success or failure

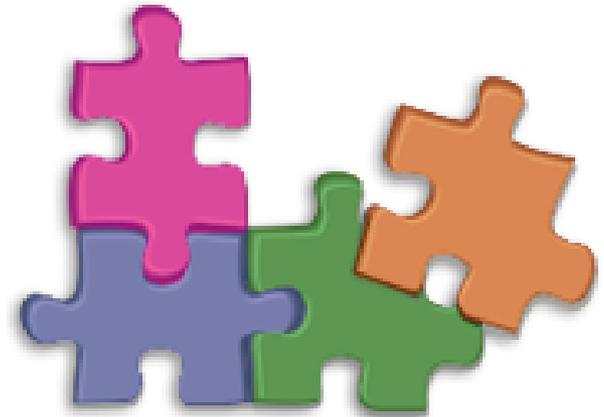


City West Water

Competency Framework

Our competency framework is divided into four main categories:

1. People Management;
2. Process Management;
3. Personal Effectiveness; and
4. Functional/Technical Ability



And described at 3 different levels:

1. Basic
2. Proficient
3. Advanced



Recruitment process



Phone Screen

Assessment centre

Online psychometric assessment

Behavioural interview

Recruitment process

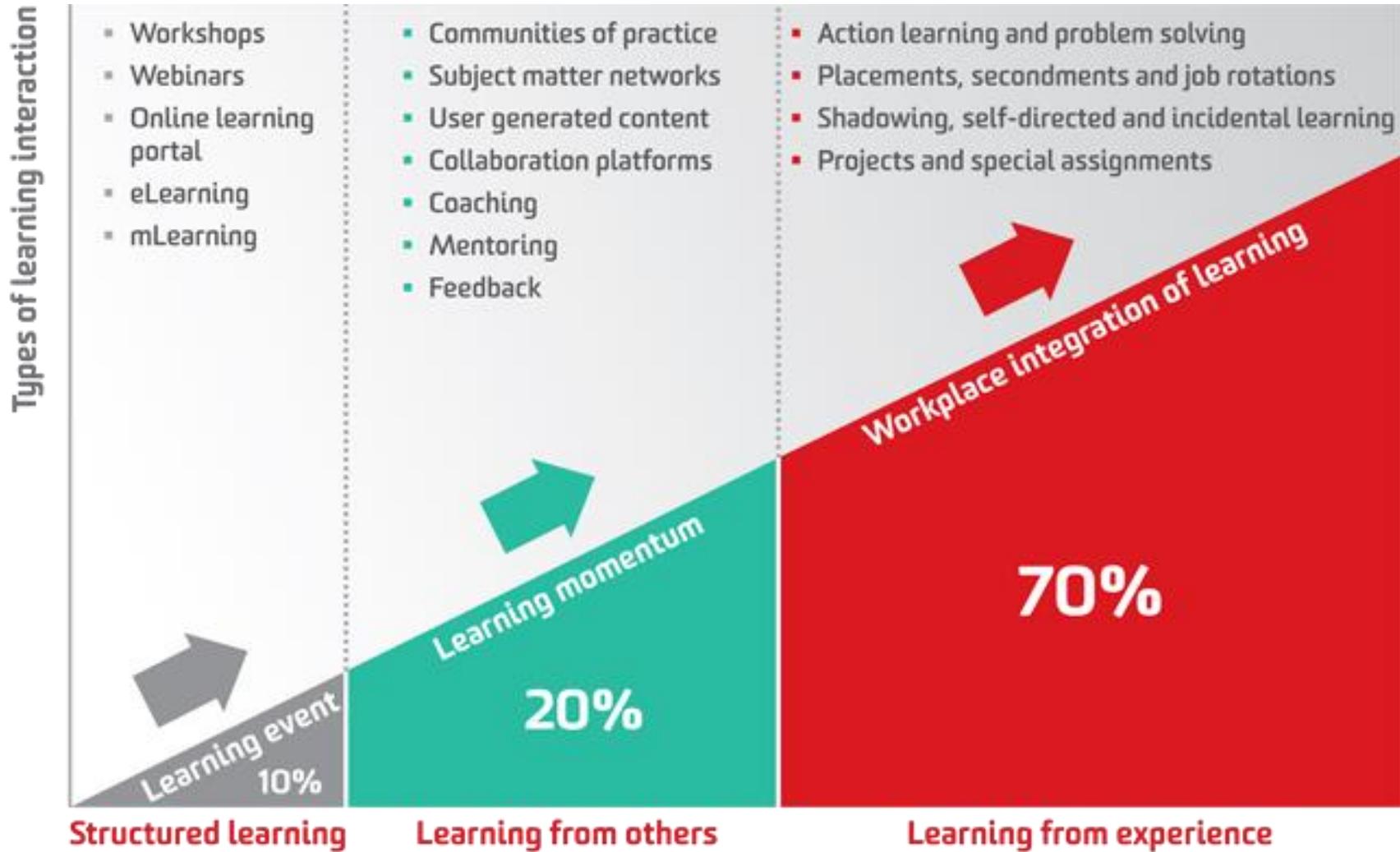


CWW Learning Curriculum

CWW Learning Curriculum



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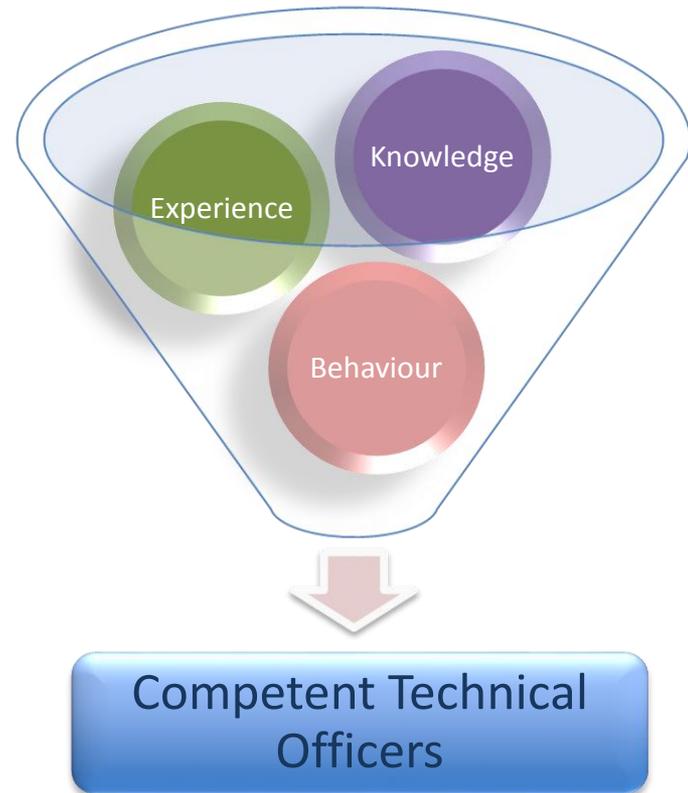
Technical Officer Development Programme

- Accelerated cadetship designed to increase knowledge and experience in the water industry and produce competent technical officers
- Structured program of rotation work experience and projects, business education and technical training
- Four year program which focuses on core business operations of the Australian water industry





Program Concept



Questions?

