Succession Planning – If Tomorrow Never Comes

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Strand Associates
October 20, 2010

By failing to prepare, you are preparing to fail.
Benjamin Franklin
Case Study 1

- One Operator Retired as Planned
- Preparations Completed
- Successor Takes Control
- Successor Uncomfortable in the Lead
- Successor Leaves
- PLAN B
Case Study 2

- Lead Operator Diagnosed with Cancer: Outlook Good
- Successor Not Prepped for Paperwork
- Lead Operator Suffers Complications – Passes Away
- Example Paperwork Not Enough
Brain Drain

- WE&T Magazine – 3 Articles in September
  - Succession Planning
  - Rebuilding Through Recruiting
  - Virginia Utilities Splitting Training Costs

- Topics of Concern Wide Ranging
  - Management
  - Technical
  - Communication
  - Etc.
Planning

- Fear of the unknown
- Knowing – vs - Being Familiar
- Successful Practices
Planning

The CMAR lays out some options. How well have you considered them?
Fear of the Unknown
Train Scheduling Techniques

Operations & Maintenance software that's easy to use.

Finally, a computerized maintenance management system that's easy to use. Simply enter your equipment list, work to be done, and how often you want it done and you're off! JOB Cal software automatically builds a job calendar that at a glance tells you what needs to be done, where it comes up, and what's overdue. To reschedule a job, just drag it to the new date. No more complicated procedures to find out what needs to be done.

### Job Cal

<table>
<thead>
<tr>
<th>Week of 08/19/97</th>
<th>Week of 09/25/97</th>
<th>Week of 09/30/97</th>
<th>Week of 10/05/97</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRUCK 4/ Change Oil</td>
<td>Elevator // General Repair</td>
<td>All 1/ General Repair</td>
<td>Pump 4 // Late Pump</td>
</tr>
<tr>
<td>TRUCK 5/ Di Change</td>
<td>Elevator // Flow Meter</td>
<td>All 2/ General Repair</td>
<td>Pump 1 // General Repair</td>
</tr>
</tbody>
</table>

- **Cyan**: To be done
- **Teal**: Completed
- **Green**: Overdue
- **Red**: 4 weeks overdue

View Sample Reports  Pocket OPS  Pocket OPS

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Relieve Fear of the Unknown

Create Task Lists
- Daily
- Weekly
- Monthly
- Quarterly
- Annually
- Permit Cycle

Document and/or Create Instructions
- Start with infrequent tasks
- Standard Operating Procedures
- Check Lists
- Photos
- GIS
- Others Instructions
# Daily/Weekly Instructions

<table>
<thead>
<tr>
<th>Task</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
<th>Thu</th>
<th>Fri</th>
<th>Weekend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rotate Lead Blower</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Start Sampler</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collect Samples</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Log Runtimes</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Check Lift Stations</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Full Lab</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Process Lab</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>etc</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Develop Task Lists

- Monthly
  - DMR Reporting
  - Sampler Tube Cleaning
- Miscellaneous
  - Ordering Chemicals/Supplies
  - Wet Well Cleaning
  - Wet Weather Events
Develop Task Lists

- Annual and Semi Annual Tasks
  - CMAR Reporting
  - Budget
  - Blower Filter Cleaning
  - Oil Changes
  - Biosolids Sampling
  - LAMP Reporting

January through December – 1 Year
## Task List

### Structure 01

<table>
<thead>
<tr>
<th>Operations</th>
<th>Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stormwater Pump Stations</td>
<td>shutdown/startup-maintenance and Job Call</td>
</tr>
</tbody>
</table>

### Structure 07

<table>
<thead>
<tr>
<th>Operations</th>
<th>Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check outfall and drain gatre weekly or as necessary after storms</td>
<td></td>
</tr>
</tbody>
</table>

### Structure 10

<table>
<thead>
<tr>
<th>Operations</th>
<th>Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean Conveyors and Fine Screens weekly/monthly (wash &amp; brush)</td>
<td>Grease and change clarifier mixer drive for Unit Separator</td>
</tr>
<tr>
<td>Wash floor in Scouring Room</td>
<td>MAU Room: Operators and maintenance in walk-through burners, spigot frame, filters, and exterior air intake screens</td>
</tr>
<tr>
<td>Sweep stairs in Building 10</td>
<td>Check all main and auxiliary equipment operation, lubrication, and preventive maintenance</td>
</tr>
<tr>
<td>Wash down dumpster floor (whenever dumpster is filled) — every two weeks</td>
<td>Routine pump inspections</td>
</tr>
<tr>
<td>Sweep floor in MC Room</td>
<td>Grease fan screens bearings</td>
</tr>
<tr>
<td>Wash down floor in OffPump Room</td>
<td>Grease conveyer drives</td>
</tr>
<tr>
<td>Change out and clean D.E. filters if screens are necessary</td>
<td>Adjust brushes on fan screens as necessary</td>
</tr>
<tr>
<td>Clean Sampler (routinely) (change pump hose as necessary)</td>
<td>Check and adjust tension on screen drive chains as necessary</td>
</tr>
<tr>
<td>Sample checks at round pond, operation fill level, line plugging, emulsion, etc.</td>
<td>Clean out trash basket</td>
</tr>
<tr>
<td>Stir well and check pump well</td>
<td>Hose down well and pump well down to remove sediment and grease</td>
</tr>
<tr>
<td>Back flush wet well</td>
<td>Clean wells, staircases and stairs regularly</td>
</tr>
</tbody>
</table>
Use Task Lists Once Developed

- Identify who is responsible
- Identify who is a back-up
- Schedule Tasks
- Review for Needed SOPs
  - Develop SOPs

Mock Example using Newlyweds

<table>
<thead>
<tr>
<th>Task</th>
<th>Primary</th>
<th>Secondary</th>
<th>SOP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bills</td>
<td>Jenny</td>
<td>John</td>
<td>No</td>
</tr>
<tr>
<td>Cook</td>
<td>John</td>
<td>Jenny</td>
<td>Some</td>
</tr>
<tr>
<td>Bake</td>
<td>Jenny</td>
<td>John</td>
<td>Yes</td>
</tr>
<tr>
<td>Clean</td>
<td>Jenny</td>
<td></td>
<td>Need</td>
</tr>
<tr>
<td>Yard Work</td>
<td>John</td>
<td></td>
<td>Need</td>
</tr>
</tbody>
</table>

Diligence is the mother of good luck.
Benjamin Franklin
Knowing vs Being Familiar

- Knowing might mean that you could do something without assistance.
- Being Familiar might mean that you could assist someone who knows what to do.
- Consider planning steps when evaluating your situation.

Tell me and I forget. Teach me and I remember. Involve me and I learn.
Benjamin Franklin
# Knowing vs Being Familiar

<table>
<thead>
<tr>
<th>Employee</th>
<th>Task</th>
<th>Knows</th>
<th>Familiar</th>
<th>Not Familiar</th>
</tr>
</thead>
<tbody>
<tr>
<td>John</td>
<td>Cleaning Wet Well</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>John</td>
<td>Scheduling Wet Well Cleaning</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>John</td>
<td>Planning for Wet Well Cleaning</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>John</td>
<td>Budgeting for Wet Well Cleaning</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Most tasks have planning, preparation, and follow-up in addition to the task itself. Most people involved with the task are not involved with these other activities.
Documentation

- **Instructions/Procedures**
  - Maintain Good Filing System
  - Organize Instructions Provided by Others
    - O&M Manuals
    - DNR Instructions
  - Prepare Standard Operating Procedures for Key Activities
    - Update Regularly
    - Get Staff Buy-in
  - Consider Geographic Information Systems (GIS)
Write SOPs

- Start with tasks that need to be done but are not done often
- Have a role for inexperienced operators
- Start simple if necessary…think of recipes
  - Items required
  - Steps
  - Check list

It is easier to prevent bad habits than to break them.
Benjamin Franklin
Documentation

GIS

- GPS Info
- Invert Info
- Condition Inspection
- GIS Calculated Fields
Documentation

- Determine appropriate detail
- Provide complete information
- Be precise
  - Avoid adjectives
  - Avoid slang
  - Include units and quantities when possible
Be Proactive

- Nobody wants to bother an ailing co-worker.
- Avoid holding certain tasks for an unscheduled return.

Necessity never made a good bargain.
Benjamin Franklin
Cross Training

- Cross Training Increases Knowledge Capture
- Evaluate Cross Training Limitations

We are all born ignorant, but one must work hard to remain stupid.
Benjamin Franklin
We must, indeed, all hang together or, most assuredly, we shall all hang separately.

Benjamin Franklin
Mentoring

- Mentoring passes “real world” information from the experienced to the inexperienced.
- Your consultant may be able to help.
- Mentoring Programs Need:
  - Scheduled Time
  - Appropriately Matched Pairs
    - Adequate Experience
    - Mix Disciplines (when possible)

Wise men don't need advice. Fools won't take it.
Benjamin Franklin
Reporting Basics

- Locate Information
  - Previous Examples
  - Lab Data
  - Operation Data
  - Hauler Information
  - Financial Information
  - Etc.

- Populate Forms
  - Sign In
  - Understand Navigation
  - Navigate
  - Complete
The Switchboard - Your Information At Your Fingertips

e-Cyclers - Welcome!

Manufacturers, Collectors, and Recyclers wanting to participate in E-Cycle Wisconsin need to register for reporting using the "Switchboard Registration" link on the left. This will help you establish a Wisconsin User ID, your key for doing secure electronic business with us, and enter information to help us connect you with your operation.

About The Switchboard

The Department of Natural Resources' central electronic Switchboard is designed to help representatives of environmentally regulated facilities access electronic environmental business tools, such as reporting systems, forms, and other interactive options. The "Current Electronic Business Tools" link on the left sidebar lists these options.

The Switchboard is a secure web-based application that uses standard desktop web browsers. The Switchboard allows a person with environmental involvement to review and update their profile information, including their name and contact information and the same information for facilities they represent. It shows the listing of any business licenses or certifications that the person holds, and it connects users to electronic business options across our program - without having to log in for each. These tools may also be available directly without going through the Switchboard.

The information displayed in the Switchboard comes from a database called the Environmental Site Register. The ESR integrates facility and contact information from the environmental program databases to meet cross-program needs, such as the Environmental Fees program.

As the Department continues to develop electronic solutions for environmental business needs they will be hooked into the Switchboard.

The Electronic Business Partnership document outlines the parameters of our partnership. The Partnership document is part of the Registration process.
Training on Reporting

Annual Refresher Planned

• Joint Effort
  • Wisconsin Rural Water (Chris Groh)
  • Wisconsin DNR (Jack Saltes)

• Goals
  • Update Changes
  • Refresh Knowledge
  • Train New Operators

• Applies To
  • eDMR
  • eCMAR
  • Permit Reissue
Regulator Resources

- Area Engineers are valuable resources, however they do not have the same time available as they have had in the past.
  - Frequently referring to consultants.
- The WI DNR website has many useful guides, save to favorites and/or print and file.
- Training sessions frequently include regulator participation.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>eCMAR</td>
<td><a href="http://dnr.wi.gov/org/water/wm/ww/cmar/section_instructions.htm">http://dnr.wi.gov/org/water/wm/ww/cmar/section_instructions.htm</a></td>
</tr>
<tr>
<td>eDMR</td>
<td><a href="http://dnr.wi.gov/org/water/wm/ww/wwedmr.htm">http://dnr.wi.gov/org/water/wm/ww/wwedmr.htm</a></td>
</tr>
<tr>
<td>Permit</td>
<td><a href="http://dnr.wi.gov/org/water/wm/ww/applicns.htm">http://dnr.wi.gov/org/water/wm/ww/applicns.htm</a></td>
</tr>
<tr>
<td>LAMP</td>
<td>Instructions in Packet (Still Paper Submittal)</td>
</tr>
</tbody>
</table>
Succession Planning: Ancillary Benefits

- The activities associated with succession planning provide benefits before anyone ever leaves.
  - Improved Communication and Understanding
  - Improved Organization
  - Improved Networking
  - Improved Training and Staff Diversity
  - Improved Preparedness
Conclusions

- Plan for change, it will happen.
- List tasks to reduce the fear of the unknown.
- Create instructions for key tasks.
- Train multiple people for key tasks.
- Network with others who can assist and teach.

Life's Tragedy is that we get old too soon and wise too late.
Benjamin Franklin
Acknowledgements

- Jack Saltes – WDNR
- Chris Groh – WI Rural Water
- Dan Lynch – City of Janesville
- Sacha Tetzlaff – Strand Associates
Questions