

# 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.
- 

# Discussion Points

## ➤ Planning

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

# Planning

The CMAR lays out some options. How well have you considered them?

The screenshot shows a PDF document titled "CMAR\_OPCert[1].pdf" in Adobe Reader. The document contains a table with three main questions (3, 4, and 5) and their respective options. Question 3 asks about operator certification. Question 4 asks about contingency plans for operator loss, with six sub-options (4.1-4.6) and an "Explain:" field. Question 5 asks about continuing education credits for designated operators, with options for different grades and CEU rates.

3.	Was the operator-in-charge certified at the appropriate level to operate this plant?	
	<input type="radio"/> Yes (0 point) <input type="radio"/> No (20 points)	
4.	In the event of the loss of your designated operator-in-charge, did you have a contingency plan to ensure the continued proper operation & maintenance of the plant that includes one or more of the following options (check all that apply):	
	4.1 <input type="checkbox"/> one or more additional certified operators on staff 4.2 <input type="checkbox"/> an arrangement with another certified operator 4.3 <input type="checkbox"/> an arrangement with another community with a certified operator 4.4 <input type="checkbox"/> an operator on staff who has an operator-in-training certificate for your plant and is expected be certified within one year 4.5 <input type="checkbox"/> a consultant to serve as your certified operator 4.6 <input type="checkbox"/> None of the above (20 points)	
	Explain: <input type="text"/>	
5.	If you had a designated operator-in-charge, was the operator-in-charge earning continuing education credits at the following rates?	
	Grades T, 1, and 2: <input type="radio"/> Averaging 6 or more CEUs per year <input type="radio"/> Averaging less than 6 CEUs per year	
	Grades 3 and 4:	

# Fear of the Unknown




# Train Scheduling Techniques

OPS SYSTEMS, INC - Microsoft Internet Explorer

File Edit View Favorites Tools Help


Back Forward Stop Home Search Favorites History

Address http://www.opssys.com/mm.html



**Operations & Maintenance software that's easy to use.**

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DATA  
MANAGEMENT

MAINTENANCE  
MANAGEMENT

DEMOS

SUPPORT

CONTACT US

WHAT'S  
NEW

HOME

**Job Cal**

File Reports Equipment Utilities Help

Equipment Task Close Skip Delete Create Print View Print W/o Reports

	Week of 08/18/97	Week of 08/25/97	Week of 09/01/97	Week of 09/08/97
1	TRUCK // Change Oil	EffSampler // General Repair	AB1 // Monthly Blower	AB2 // Monthly Blower
2	TRUCK // Oil Change	InflFlowMeter // Flow Meter	AB1 // General Repair	Pump 4 // Lube Pump
3	EffFlowMeter // Flow Meter	EffFlowMeter // General		
4	TRUCK // General Repair	Pump 4 // General Repair		
5	Pump 3 // General Repair			
6	RAS PUMP 2 // General			
7	TRUCK // General Repair			

**Work Order Detail**

Equipment# EffFlowMeter Effluent Flow Meter Date Complete / / Instructions

Task Description General Repair Date Due August, 1997

Hours 1

Notes Calibrate Meter, send calibration report to DNR office

Cyan	To be done	Yellow	Overdue	Red	4 weeks overdue
Teal	Skipped	Gray	Completed		

[Price list](#)    [Hardware requirements](#)

[View Sample Reports](#)    [Pocket OPS](#)    [View Demo](#)

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4020 Peggy Rd SE, Suite K Rio Rancho, NM 87124 USA (800) 677-0067 Fax (505) 994-3574 sales@opssys.com

Done Internet

# 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

Task	Mon	Tue	Wed	Thu	Fri	Weekend
Rotate Lead Blower	X					
Start Sampler	X					
Collect Samples		X	X	X		
Log Runtimes	X	X	X	X	X	X
Check Lift Stations	X	X	X	X	X	X
Full Lab		X	X	X		
Process Lab	X	X	X	X	X	
etc						

# Develop Task Lists

## ➤ Monthly

- DMR Reporting
- Sampler Tube Cleaning

## ➤ Miscellaneous

- Ordering Chemicals/Supplies
- Wet Well Cleaning
- Wet Weather Events



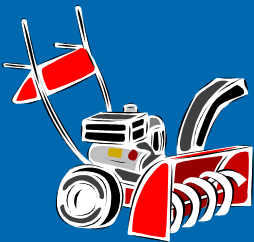
# Develop Task Lists

## ➤ Annual and Semi Annual Tasks

- CMAR Reporting
- Budget
- Blower Filter Cleaning
- Oil Changes
- Biosolids Sampling
- LAMP Reporting



January through December – 1 Year



# Develop Task Lists

Table Tools | Task List for OperationsMaintenance.doc (Read-Only) [Compatibility Mode]

Home | Insert | Page Layout | References | Mailings | Review | View | Strand | Design | Layout

Cut | Copy | Paste | Format Painter | Clipboard

Arial | 11 | Font | Paragraph | Styles | Editing

**TASK LIST**

Structure 06	
Operations	Maintenance
	Stormwater Pump Station-winter shutdown/spring startup-maintenance and Job Cal
Structure 07	
Operations	Maintenance
Check outfall and clean gates weekly or as necessary after storms	
Structure 10	
Operations	Maintenance
Clean Conveyors and Fine Screens weekly/monthly (wash & brush)	Grease and change oil on mixer drive for Grit Separator
Wash floor down in Screening Room	MAU Room-Operators and maintenance to walk thru/check-burners/pilots flame, filters, and exterior air draw screens
Sweep stairway in Building 10	Check all main and ancillary equipment operation, lubrication, and preventive maintenance
Wash down dumpster floor (when dumpster is hauled) - every two weeks	Routine pump inspections
Sweep floor in room above wet well	Grease fine screens bearings
Sweep floor in MCC Room	Grease conveyor drives
Wash down floor in Grit Pump Room	Grease mixer on Grit Washer
Change out and clean DEW filters at screens as necessary	Adjust brushes on fine screens as necessary
Clean Sampler (influent) (change pump hose as necessary)	Check and adjust tension on screen drive chains as necessary
Sampler checks during rounds-leaks, operation, fill level, line plugging, temps, etc.	Clean out trash basket
Influent wet well checks: Scum/debris/grease Floats Pump operation/noise/vortexing Barrack Level Back flushing wet well Clean walls, staircase and railing regularly	Hose down wet well and pump wet well down to remove sediment and grease

Page: 1 of 5 | Words: 1,259

start | NetworkApps | LocalApps | Strand Com... | 1117 - Shor... | Inbox - Mic... | Microsoft E... | Task List fo... | Desktop | 8:44 AM

# Use Task Lists Once Developed

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

Task	Primary	Secondary	SOP
Bills	Jenny	John	No
Cook	John	Jenny	Some
Bake	Jenny	John	Yes
Clean	Jenny		Need
Yard Work	John		Need

Mock Example using Newlyweds

- Develop SOPs

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

Employee	Task	Knows	Familiar	Not Familiar
John	Cleaning Wet Well	X		
John	Scheduling Wet Well Cleaning		X	
John	Planning for Wet Well Cleaning		X	
John	Budgeting for Wet Well Cleaning			X

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)

# Documentation

## ➤ 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

The screenshot displays the Adobe Reader interface with the following elements:

- Window Title:** Guidance Document (2).pdf - Adobe Reader
- Menu Bar:** File, Edit, View, Document, Tools, Window, Help
- Toolbar:** Includes icons for printing, saving, and navigation, along with a search field.
- Bookmarks Panel (Left):**
  - Forward
  - Table of Contents
  - 1.0 Introduction
    - 1.1 Overview
    - 1.2 Purpose
    - 1.3 Benefits
    - 1.4 Writing Styles
  - 2.0 SOP Process
    - 2.1 SOP Preparation
    - 2.2 SOP Review and Approval
    - 2.3 Frequency of Revisions and Reviews
    - 2.4 Checklists
    - 2.5 Document Control
    - 2.6 SOP Document Tracking and Archival
  - 3.0 SOP General Format
    - 3.1 Title Page
    - 3.2 Table of Contents
    - 3.3 Text
  - 4.0 Types of SOPs
    - 4.1 Guidelines for Technical SOP Text
    - 4.2 Guidelines for Administrative or Fundamental Programmatic SOP Text
  - 5.0 Example SOPs
  - 6.0 References
  - Appendix A - Example Laboratory SOP
  - Appendix B - Example Laboratory SOP
  - Appendix C - Example Sample Collection SOP
  - Appendix D - Example Inspection SOP
- Main Document Content:**
  - EPA Logo:** United States Environmental Protection Agency
  - Office of Environmental Information:** Washington, DC 20460
  - Document ID:** EPA 820-B-07-001
  - Date:** April 2007
  - Title:** Guidance for Preparing Standard Operating Procedures (SOPs)
  - Code:** EPA QA/G-6
  - Watermark:** A large, diagonal 'Quality' watermark is overlaid on the page.
- Taskbar (Bottom):** Shows the Start button, several application icons (Network Apps, Local Apps, Paint, StoreTel Ca..., Sent Items..., Microsoft P..., SA Net Hom...), and the system tray with the time 5:26 PM.

# Documentation GIS

The screenshot displays a GIS application window with an aerial map and a data table. The table contains the following fields and values:

Field	Value
p_Name	POINT003485
p_z	722.865
p_Style	187
p_Font	Leica FL
p_Color	0421376
p_SymbolSize	0.0005
p_Stroke	0
p_Edge	0
p_WPT	0
p_Date	12/19/07
p_Time	10:58
p_Status	1
p_STime	082115621
p_Cop	29000
p_Std	1.736418
p_FOOP	S.609315
p_Average	2
p_Geoid	27
p_Cvz	834.32623
COMPENT	
PHOTO	0
DW_6_Rt	0
DIR_6	NA
TYP_6	NA
SEZ_6_In	0
DW_5_Rt	0
DIR_5	NA
TYP_5	NA
SEZ_5_In	0
DW_4_Rt	-4.1
DIR_4	SW
TYP_4	RCP
SEZ_4_In	18
DW_3_Rt	-4.1
DIR_3	SW
TYP_3	RCP
SEZ_3_In	18
DW_2_Rt	-4.1
DIR_2	S
TYP_2	RCP
SEZ_2_In	12
DW_1_Rt	-4.1
DIR_1	NE
TYP_1	RCP
SEZ_1_In	18
NUM_INVITS	4
FLAG	NO
ELICT	NO
CLEANING	NO
DEBRIS	NONE
FLOODING	NO
FLOW	NO
ACCESS	NA
REHAB	NONE
CONGESTION	GOOD
DEPTH_Rt	-4.1
STRUCT_MAT	PRE-CAST CONC
LID_MAT	CAST IRON
LID_TYPE	VENTED
TYPE	MANHOLE
METHOD	FIELD
Enabled	True
X	1463149.720661
Y	413037.254868
PID_1	97
GRID_CODE	833.4117
DW_ELV_1	829.3117
DW_ELV_2	829.3117
DW_ELV_3	829.3117
DW_ELV_4	829.3117
DW_ELV_5	<null>
DW_ELV_6	<null>
ST_ID	04-01-194-041

Four blue callout boxes are overlaid on the image, pointing to specific areas of the interface:

- GPS Info**: Points to the top of the data table, specifically the 'p\_Name' and 'p\_z' fields.
- Invert Info**: Points to the middle section of the data table, specifically the 'DIR\_4' through 'DIR\_1' fields.
- Condition Inspection**: Points to the bottom section of the data table, specifically the 'FLAG' through 'CONGESTION' fields.
- GIS Calculated Fields**: Points to the bottom of the data table, specifically the 'DW\_ELV\_1' through 'DW\_ELV\_6' 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



# Mutual Aid

➤ [www.wiswarn.org](http://www.wiswarn.org)

- Benefits
- Pre-arranged agreement.
- Program tools.
- Also see Rural Water.



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

# Reporting – Getting Started

The screenshot shows a Windows Internet Explorer browser window displaying the Wisconsin Department of Natural Resources Electronic Switchboard website. The browser's address bar shows the URL <http://dnr.wi.gov/environmentprotect/switchboard/>. The website features a green header with the Wisconsin Department of Natural Resources logo and navigation links for Home, About, Topics, and Contact Us. A search box is located in the top right corner. The main content area is titled "The Switchboard - Your Information At Your Fingertips" and includes a sub-section "e-Cyclers - Welcome!". The text under "e-Cyclers - Welcome!" states: "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." Below this, the "About The Switchboard" section explains that the Switchboard is a secure web-based application designed to help environmentally regulated facilities access electronic business tools. It also mentions that the information displayed comes from a database called the *Environmental Site Register*. The Windows taskbar at the bottom shows several open applications, including "2 Window...", "Inbox - Mic...", "DNR Switch...", "dnr\_instr...", "mutual-aid...", "CMAR OPC...", "Microsoft P...", and "WDNR - Ele...". The system clock in the bottom right corner indicates the time is 2:42 PM.

WDNR - Electronic Switchboard - Windows Internet Explorer provided by Strand Associates, Inc

<http://dnr.wi.gov/environmentprotect/switchboard/>

File Edit View Favorites Tools Help

WDNR - View Sections of the... WDNR - Electronic Switch...

Wisconsin Department of Natural Resources

Home About Topics Contact Us

## 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 defines the parameters of our partnership. The Partnership document is part of the Registration process.

start 2 Window... Inbox - Mic... DNR Switch... dnr\_instr... mutual-aid... CMAR OPC... Microsoft P... WDNR - Ele... Desktop 2:42 PM

# 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

# 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.

# WDNR Website Resources

## www.dnr.wi.gov

Topic	Link
eCMAR	<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>
eDMR	<a href="http://dnr.wi.gov/org/water/wm/ww/wwedmr.htm">http://dnr.wi.gov/org/water/wm/ww/wwedmr.htm</a>
Permit	<a href="http://dnr.wi.gov/org/water/wm/ww/applicns.htm">http://dnr.wi.gov/org/water/wm/ww/applicns.htm</a>
LAMP	Instructions in Packet (Still Paper Submittal)
Certification	<a href="http://dnr.wi.gov/org/es/science/opcert/water.htm">http://dnr.wi.gov/org/es/science/opcert/water.htm</a>

WDNR - Help with wastewater monitoring report forms - Windows Internet Explorer, provided by Strand Associates, Inc.

http://dnr.wi.gov/org/water/wm/ww/wwedmr.htm

Wastewater Discharge Permits

Obtaining a Wastewater Permit

Types of Permits

Permit Applications

eApplications

General Permits

Permit Process

Permitted Facilities Information

List of Current Permit Holders

Permits on Public Notice

Technical Assistance

Discharge Monitoring Reports

Basinwide Reporting Forms

WET Testing and Biomonitoring

Sanitary Sewer Overflow/Bypass Reporting Form

Wastewater Discharge

### Help with monitoring report forms

The following documents are intended to assist individuals who complete the monitoring forms for facilities issued a specific WPDES permit. These documents have previously been included in mailings of monitoring forms to the persons responsible for completing the forms. They are provided here in PDF format as an additional resource.

**Instructions for:**

- [Groundwater monitoring forms](#)
- [Monthly discharge monitoring report forms \(long forms\): paper or electronic \(web\)](#)
- [Quarterly/semi-annual/annual discharge monitoring report forms\(short forms\)](#)
- [Sludge/waste characteristics report form\(form 3400-49\)](#)

**Also:**

- [An explanation on reporting limit of detection\(LOD\) and limit of quantitation\(LOQ\) values and the listing of parameters indicating which parameters LOD/LOQ reporting is required](#)

For more information, contact [Permits staff](#).

Last Revised: Friday April 20 2007

Instructions for Completing the .NET Version of Long Electronic Discharge Monitoring Reports (eDMRs)

**Helpful Hints**

- The Action buttons are blue when active and grey when not active.
- The Print button only prints the compressed view of the eDMR. Only the rows displaying sample results will print, not the rows for LOD, LOQ, and lab certification number per result.
- If more than one LOD, LOQ, or lab certification number is entered into a single column, a note will be displayed in the Validation Comments box. If more than one LOD, LOQ, or laboratory certification number were attained during the month, they can be entered individually for each sample result by clicking on the Click to Show Detail button.
- Each form includes a unique six-character identification number, called the DOC (document) number. It is very important to use the correct form for each reporting period.
- If there are changes needed to the facility information (address, contact name, title), listings in the "For DNR Use Only" box, limits, or monitoring requirements listed, contact your DNR representative or note your concerns in the general remarks box. You are required to test and report in accordance with the conditions of your permit. If changes are necessary, a revised file can be provided. Your DNR representative can do so.
- Sample results should be reported in the units (mg/L, lbs/day) shown for the parameter in the column description. Data is considered to be in error if reported in any other unit. Contact your DNR representative if you believe a change to the eDMR is necessary.
- The Save and Validation buttons can be used as many times as necessary. If you make changes after validation, you must revalidate before you can submit.
- The Submit button is only displayed when the eDMR status is Validated.
- The eDMR will be locked once submitted. If there is a need to change data after submittal, but prior to the data being loaded into the DNR database, contact Gail Mills ([gail.mills@wisconsin.gov](mailto:gail.mills@wisconsin.gov)) and request the status of the file be changed back to In Progress. An updated Certification sheet will need to be sent to DNR after a

# Succession Planning: Ancillary Benefits

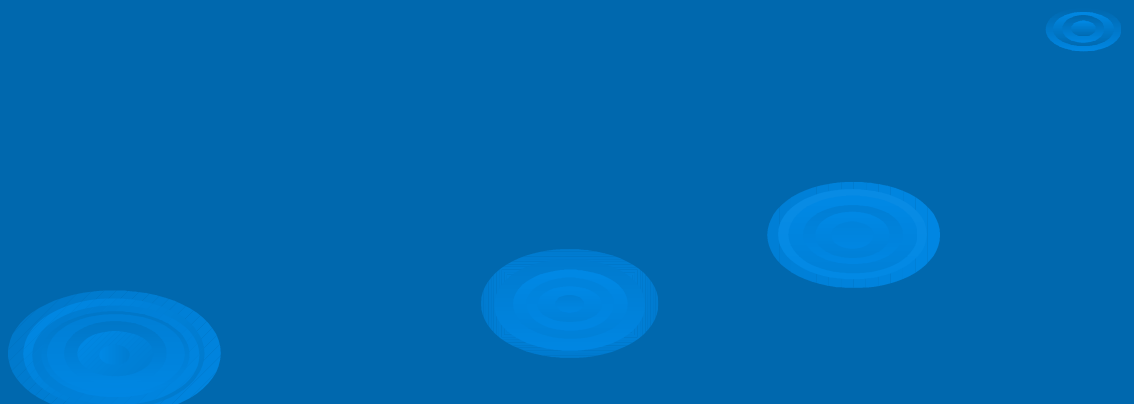
- The activities associated with succession planning provide benefits before anyone ever leaves.
  - Improved Communication and Understanding
  - Improved Organization
  - Improved Networking
  - Improved Training and Staff Diversity
  - Improved Preparedness

# 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 to 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

