



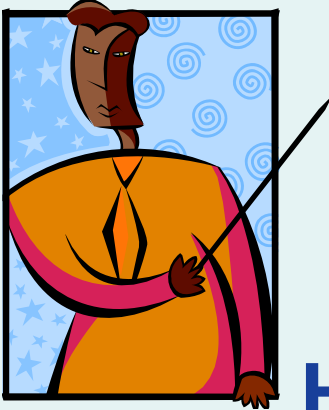
East Bay Municipal Utility District

Mentoring as a Component of Leadership Development



Maria Marques

**West Coast Water/Wastewater Utilities
Workshop on Workforce Development**

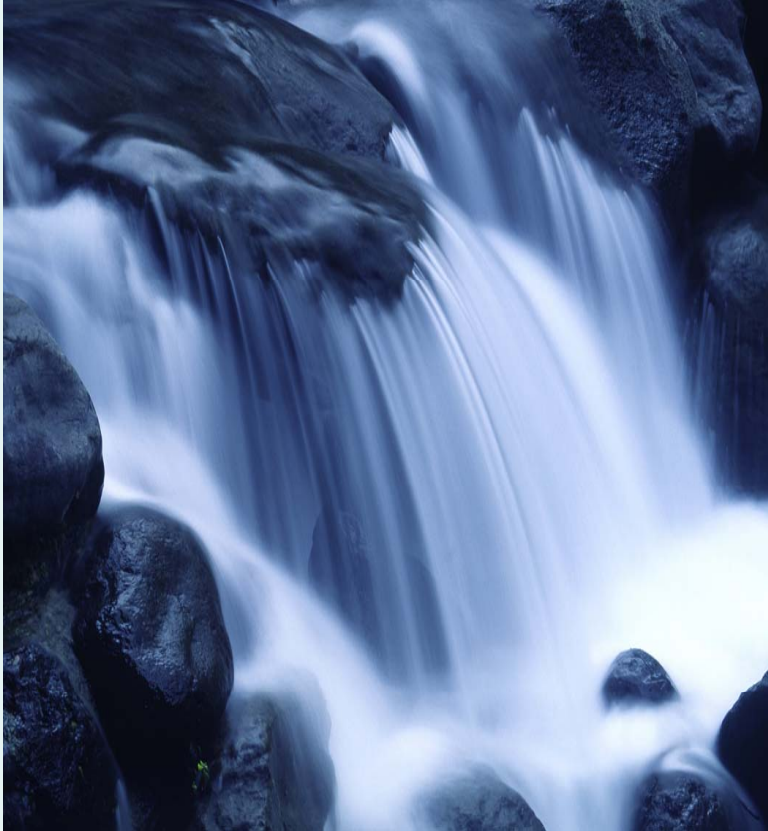


Today's Presentation

How EBMUD uses mentoring & coaching to support Workforce Development programs

- 💧 Perspective & Context
- 💧 Structural components & logistics
- 💧 Mentoring & Coaching relationships
- 💧 Lessons learned

About EBMUD



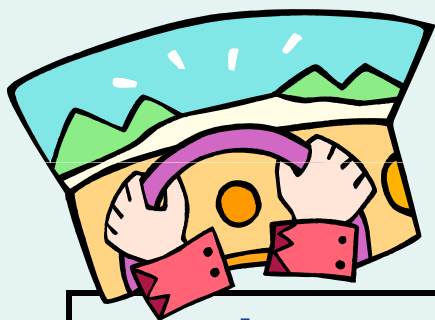
- 💧 Special District serving Alameda and Contra Costa counties.
- 💧 Water: 1.3 million customers
- 💧 Wastewater treatment: 640,000 customers.
- 💧 1,850 full-time employees



Perspective & Context

**Mentoring & Coaching are
Components of larger workforce
development initiatives**

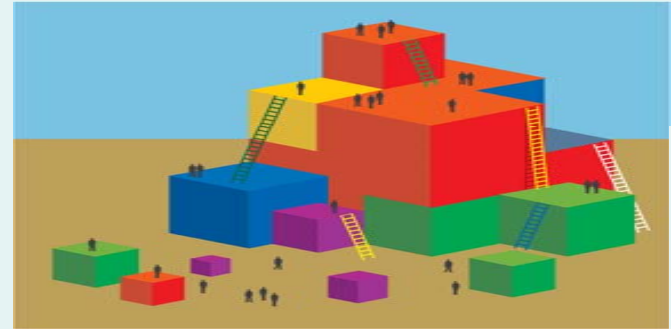
- 💧 Provide support & accountability
- 💧 Reinforce formal learning
- 💧 Support transmission of organizational knowledge & values



Driver: Retirement Bubble

Job Groups	Eligibility 2003 - 2008	Eligibility 2009 - 2014
Field Supervisors	65%	51%
Superintendents	60%	47%
Professionals	38%	43%
Managers	25%	39%
Engineers	23%	38%
Office Support	22%	35%
Blue Collar	15%	31%

Development Planning Process



- 💧 Identify anticipated vacancies
- 💧 Analyze the work performed
- 💧 Identify competencies required
- 💧 Review candidate pool for competencies
- 💧 Define the gap
- 💧 Develop plans to fill the gap

Three Workforce Development Academies



- 💧 **LEAD** – develops journey-level trades workers for first line supervision
- 💧 **Superintendents' Pathways** – prepares experienced supervisors & professionals for “next” level supervision
- 💧 **Management Leadership Academy** – prepares experienced staff for upper level management positions

Academies' Objectives

- 💧 Prepare for future by building human resource “pipeline”
 - Create a **pool** of qualified candidates
- 💧 Enhance the quality of new leaders – shape the skill set & the culture
 - Development is everyone's responsibility
- 💧 Address changing expectations for leaders
 - Technology; financial environment; regulations; customer expectations; and workforce all changing!

Structure to Support Desired Outcomes



💧 All Academies

- Application & selection process to screen for readiness
- Personal time commitments to ensure participant commitment
- Classroom training to cover “generic” gaps, not technically specific
- Mentoring or Coaching Components

Academy Components

- 💧 Cohort group
- 💧 Core training curriculum
- 💧 Orientation & Assessments
- 💧 Individual Development Plans
- 💧 **Mentoring/Coaching**
- 💧 Ongoing support for mentors
- 💧 Graduation Celebration!





Mentoring & Coaching

- 💧 Supports development & growth
- 💧 Supports participants' goals
- 💧 Creates accountability structure for development activities
- 💧 Does not involve evaluation
- 💧 Creates a learning pipeline – mentors/coaches grow as well!

External vs. Internal Coaches

Externals

- 💧 Professional coaching expertise
- 💧 Fresh perspectives & best practices
- 💧 Eliminates “fear factor”
- 💧 Costs money

Internals

- 💧 Technical expertise
- 💧 Practical, organizational knowledge
- 💧 Cultivates internal networks
- 💧 Not free, takes time

Figuring the Costs

Avg. salary of mentors x Avg. # of hrs

Hours	Activity
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6	Kick Off / Mentoring Orientation
4	Mentoring Training
24	Mentoring Sessions (4 hrs/mo x 6)
12	Roundtables (2 hrs/mo x 6)
3	Graduation
39	Total Hours

What is a Mentor?

... a **trusted and credible leader** who **works with** a partner to **help them learn things more quickly** ... The mentor has a **breadth and depth of experience** that ... They are **willing to share** ... because they **enjoy developing people.**



Mentors



- ◆ Partner to support learning
- ◆ Provide support, expertise & encouragement
- ◆ Participate in collaborative problem solving
- ◆ Gather & give feedback
- ◆ Support accountability

Fundamental Skills

- 💧 Listening
- 💧 Practicing self management
- 💧 Asking questions
- 💧 Providing direct, timely, non judgmental feedback
- 💧 Supporting accountability—monitoring progress



Mentoring Training

- 💧 Program Orientation
- 💧 Goals of Mentoring Component
 - Support, Expertise & Accountability
- 💧 Roles
- 💧 Guidelines / Protocols
 - Meet minimum 2-4 hrs/month
 - Term of commitment: (6-12 months)
 - Confidentiality
 - “No fault divorce”



Mentoring Training



- 💧 Highly Interactive
- 💧 Phases of Mentoring Relationship
 - Connect, Create, Close
- 💧 Coaching Skills
 - Listening, Feedback, Accountability
- 💧 Creating Individual Development Plans

Mentor Training

- 💧 Review
- 💧 DiSC
Style Inventory
- 💧 Learn and practice
basic coaching skills



Mentor Roundtables



Regular Check-in and Support

- 💧 Updates
- 💧 Share perspectives and approaches
- 💧 Support network of mentors
- 💧 Provide on-going feedback & training
- 💧 Evaluate & improve program continuously



Challenges

- 💧 Recruiting volunteers
- 💧 Matching
- 💧 Motivation
- 💧 Coaching skills level
- 💧 Still a new experience for all of us!

Benefits

- 💧 Promotes the value of learning throughout the organization
- 💧 Supports development of “pipeline of leaders”
- 💧 Builds a common vocabulary & values
- 💧 Breaks down silos—broadens perspectives & business literacy
- 💧 Develops network of colleagues with established, supportive relationships
- 💧 Creates organizational loyalty!



Lessons Learned

- 💧 Ensure senior leadership commitment
- 💧 Clarify ground rules, roles & responsibilities
- 💧 Provide high quality formal training
- 💧 Support mentors throughout
- 💧 Allow flexibility
- 💧 Define success broadly
- 💧 Expect variations in level of engagement
- 💧 Mentors will develop new skills & greater organizational knowledge



